

II. Needs Identified by the Community

A. Demographic Profile

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

Table 1: Summary Demographics for Dunwoody, Georgia – 2015

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

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

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

Dunwoody Population and Demographic Trends

Population Projections

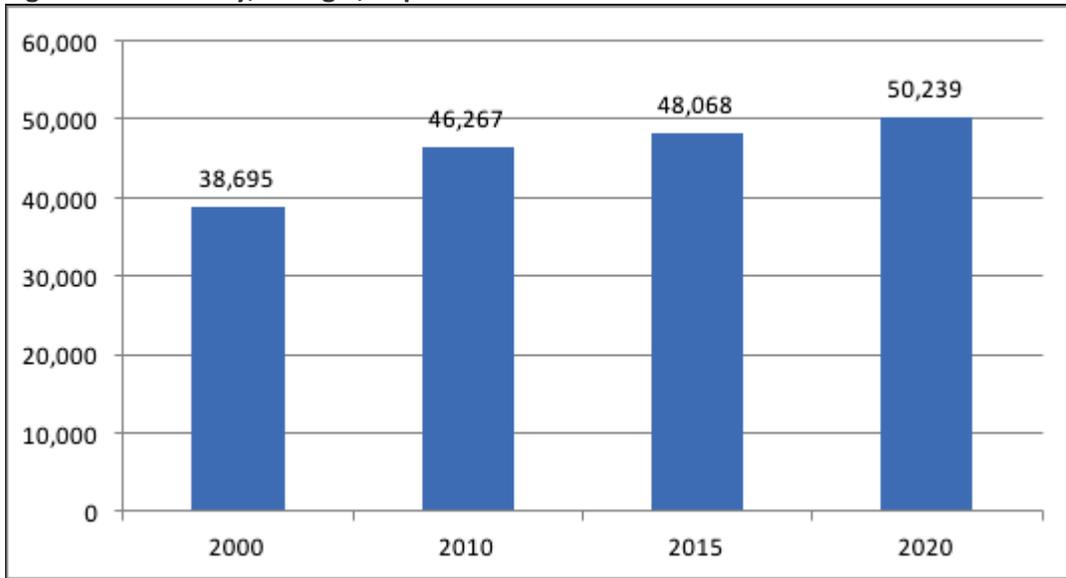
Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. **Table 2** contains actual population figures based on the 2000 and 2010 U.S. Census for the City of Dunwoody as well as a population estimate for 2015 and a population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

Table 2: Dunwoody Population Projections, 2000--2020

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

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

Figure 1: Dunwoody, Georgia, Population Growth Trend

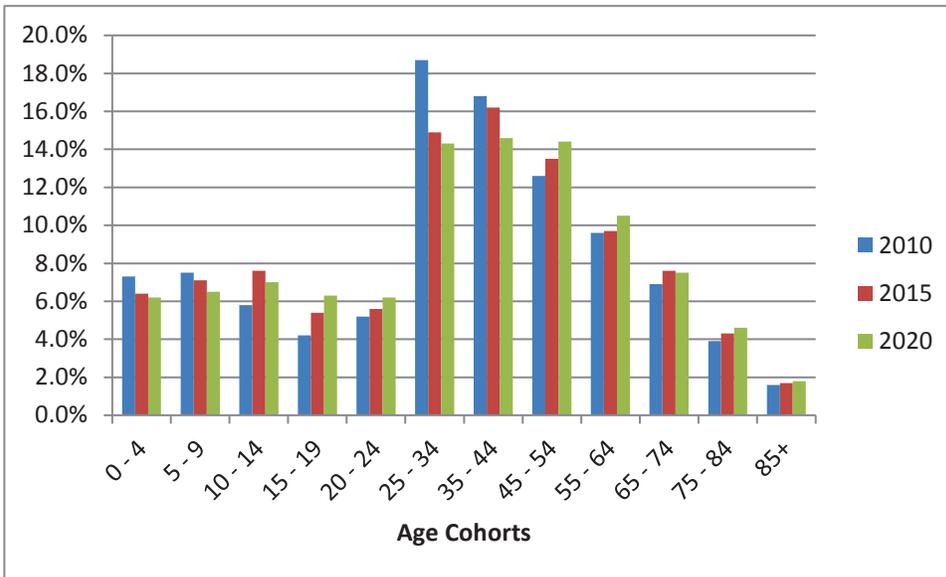


Source: Esri Business Information Solutions.

Population Age Distribution

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

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



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

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

The percentage of Dunwoody residents between the age of 45 and 85+ is expected to grow 4.2% from 34.6% of the population in 2010 to 38.85 in 2020, with the 45-55 age cohort experiencing the greatest percentage growth of close to 2%. Dunwoody seniors (age 65-85+) are expected to experience a percentage growth of 1.5% over this time period to represent 18.2% of the population in 2020.

Race/Ethnicity

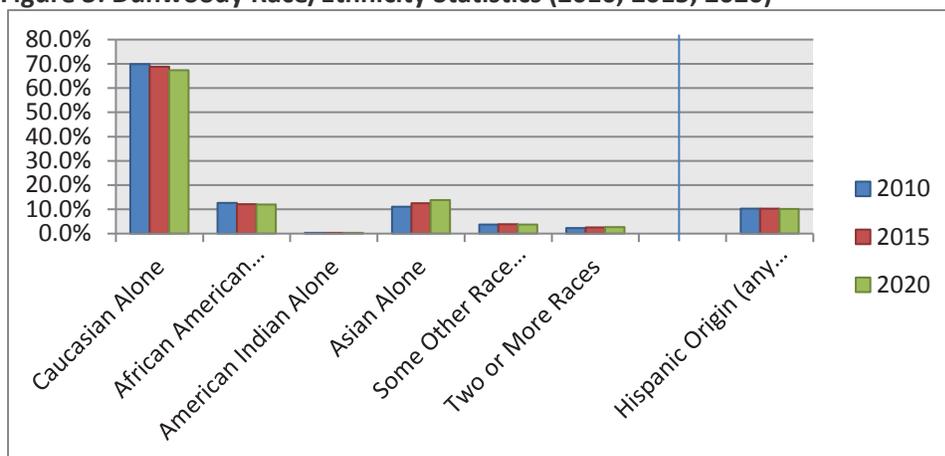
Figure 3 reflects the racial/ethnic population distribution for Dunwoody, Georgia. Esri estimates that 68.8% of the population in 2015 was Caucasian, with an Asian population of 12.5% and an African American population of 12.1%.

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

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

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

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



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

Educational Attainment

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

Table 3: Dunwoody Educational Attainment, 2015

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

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

Household Information

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

Table 4: Dunwoody Housing Statistics

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

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

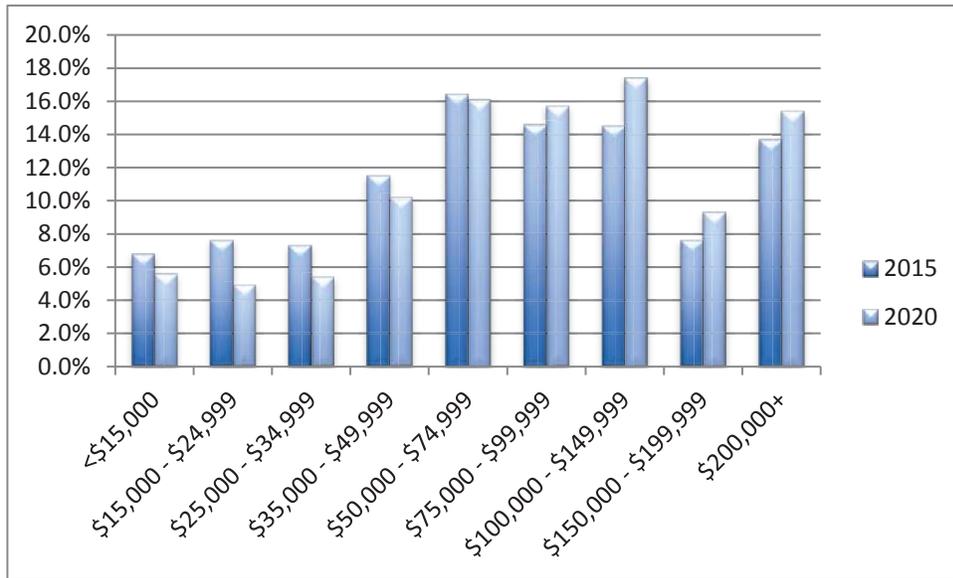
¹ Tiffany Julian and Robert Kominski, "Education and Synthetic Work-Life Earnings Estimates" American Community Survey Reports, US Census Bureau, <http://www.census.gov/prod/2011pubs/acs-14.pdf>, September 2011.

Household Income

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

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

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

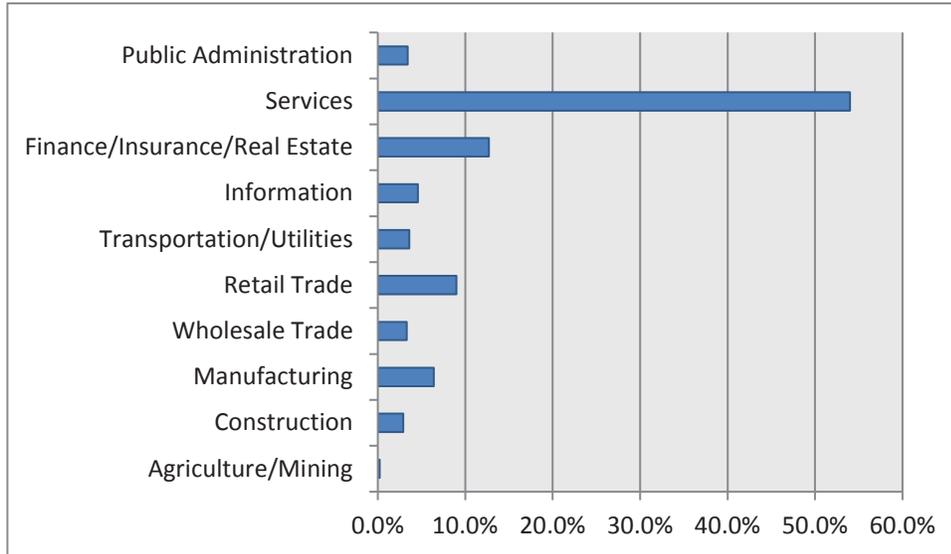


Source: Esri Business Information Solutions, 2015.

Employment by Industry

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

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

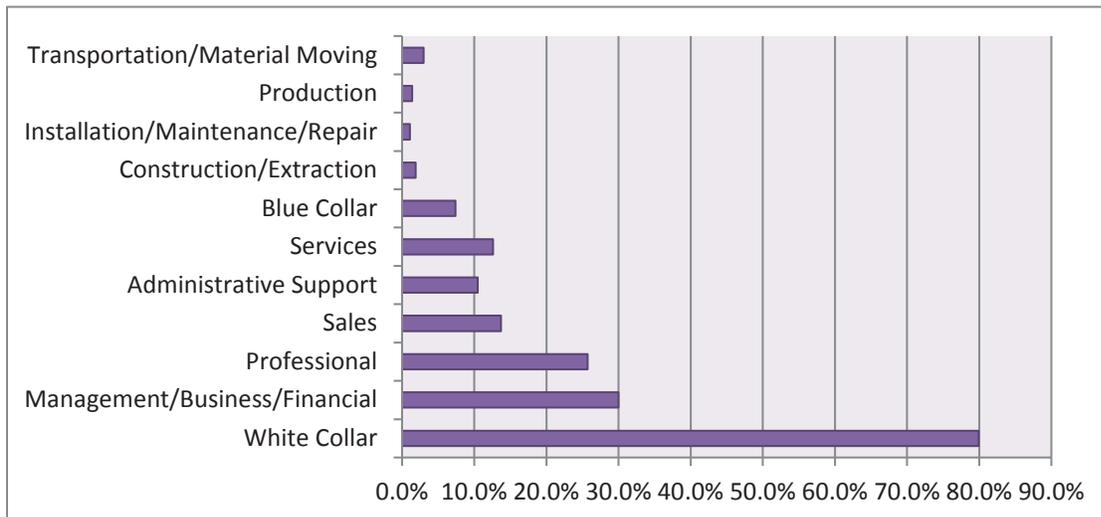


Source: Esri Business Information Solutions 2015 estimate based on the 2010 U.S. Census.

Employment by Occupation

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

Figure 6: Dunwoody Employment by Occupation, 2015



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

Health Ranking

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

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

Some of the challenges the State faces include:

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

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

B. Park and Recreation Influencing Trends

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

Demographic Trends in Recreation

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

Adults – Generation X

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

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

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

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

Adults – The Millennial Generation

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

Youth – Generation Z

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



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

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

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

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

Adults – Baby Boomers

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

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

Multiculturalism

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

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

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

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

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

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

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

African Americans

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

Asian Americans

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

Caucasians

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

Hispanics

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

Facilities

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

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

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

Aquatics Trends

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

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

Dog Parks

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

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

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

Programming

Fitness

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

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

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

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

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

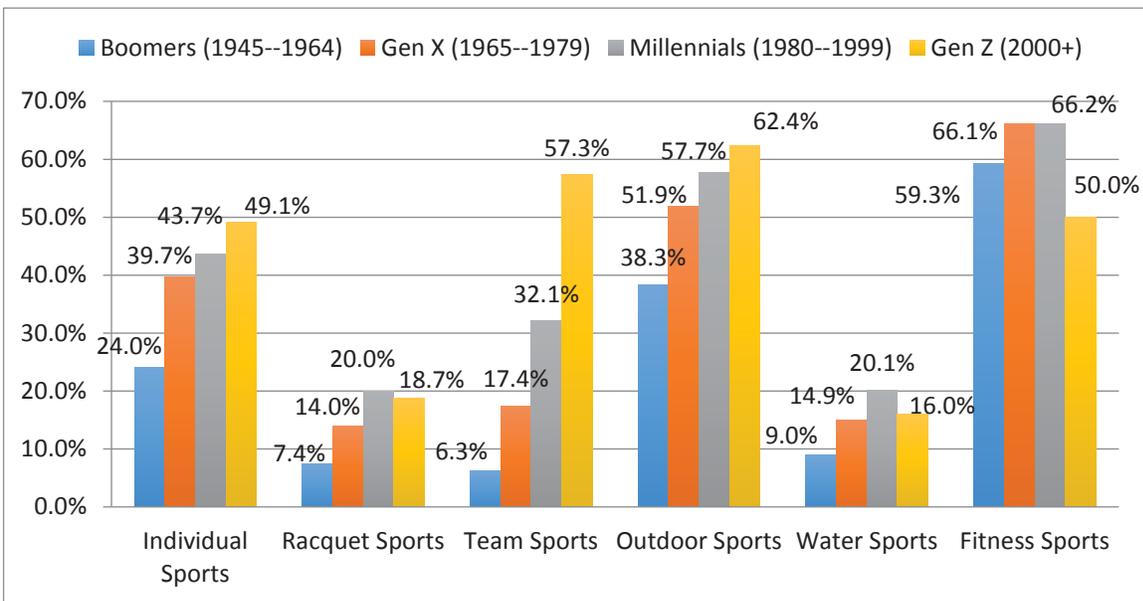
Table 5: Top 10 Worldwide Fitness Trends for 2007 and 2015

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

Source: American College of Sports Medicine

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

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



Source: 2015 Participation Report, Physical Activity Council.

General Programming

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

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

Older Adults and Senior Programming

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

General Sports and Recreation Trends

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

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

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

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

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

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

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

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

Source: NSGA 2015

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

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

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

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

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

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

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

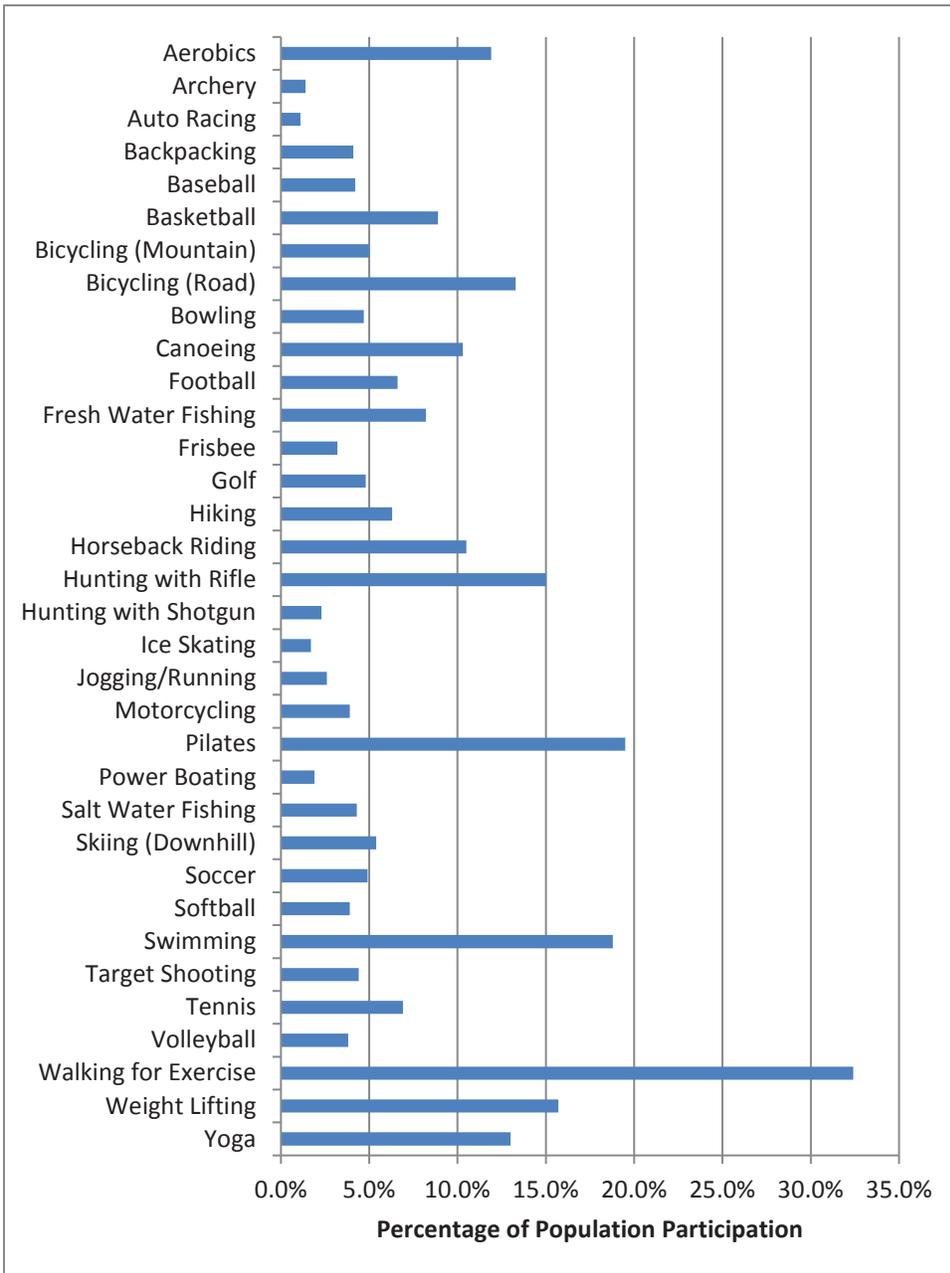
Note: Participated more than once (in millions), seven (7) years of age and older.

Source: NSGA 2015

Sports and Leisure in Dunwoody

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

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



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

Adult Recreation: Pickleball

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

Adult Sport Teams In and After the Work Place

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

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

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

Youth Sports

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

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

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

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

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

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

Outdoor Recreation

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

Participation in Outdoor Recreation

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

Youth Participation in Outdoor Recreation

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

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

Most Popular Outdoor Activities (ages 6-17)

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

Favorite Outdoor Activities (ages 6-17)

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

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

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

Adventure Sports and Zip lines

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

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

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

Trail Recreation and Cycling Trends

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



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

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

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

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

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

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

Source: Outdoor Foundation 2015.

Other Cycling Trends

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

Therapeutic Recreation

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

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

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

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

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

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

Festivals and Events

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

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

Active Transportation

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

Public health trends related to bicycling and walking include:

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

The economic benefits of bicycling and walking include:

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

National bicycling trends:

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

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

Shade Structures

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

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

Trails and Health

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

Conservation, Nature, Environment

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

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

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

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

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

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

Economic and Health Benefits of Parks

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

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

Nature Programming

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

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



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

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

Riparian and Watershed Best Practices

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

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

Role and Response of Local Government

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

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

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

Administration Trends for Recreation and Parks

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

Listed below are additional administrative national trends:

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

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

⁴⁰ www.ICMA.org, accessed in 2012.

Agency Accreditation

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

Benefits of CAPRA accreditation include:

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

Trends in Marketing by Parks and Recreation Providers

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

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

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

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

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

C. Community and Stakeholder Input

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

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

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

Strengths and Opportunities for Improvement

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

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

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

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

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

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

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

Programming and Locations

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

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

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

New Facilities

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

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

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

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

Funding and Partners

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

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

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

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

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

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

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

Values

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

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

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

D. Random Invitation Community Survey Summary

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

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

Survey Methodology

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

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

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

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

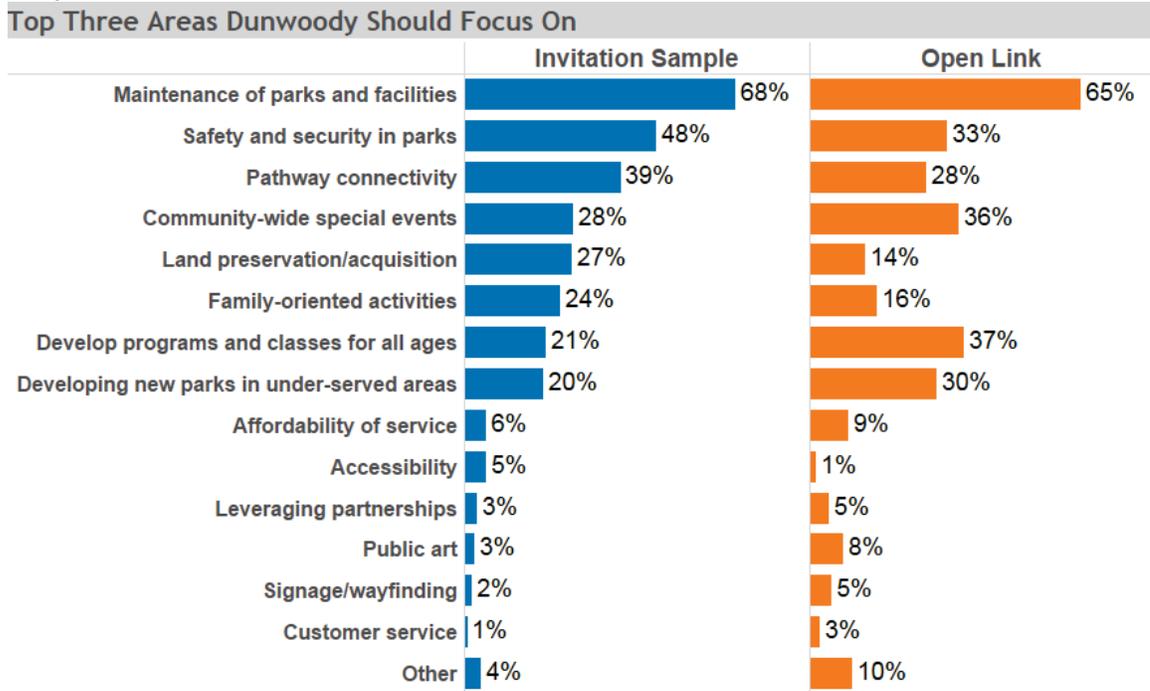
Summary of Selected Findings

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

Values and Vision

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

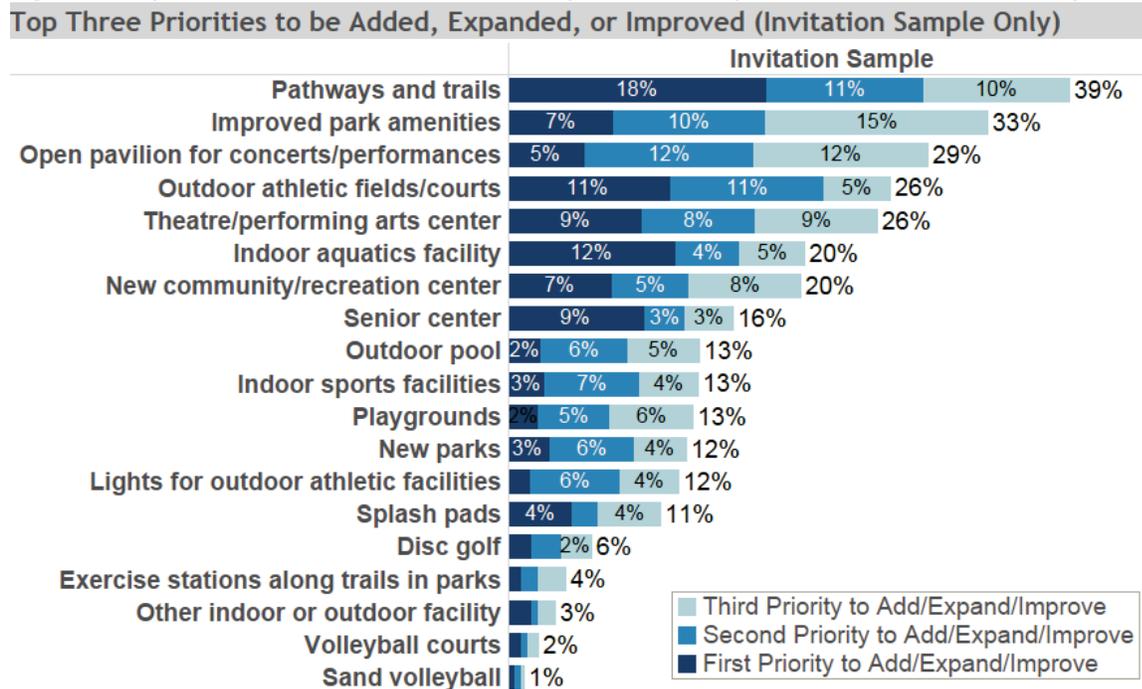
Figure 8: Top Three Areas of Focus



Future Facilities, Amenities, and Services

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

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



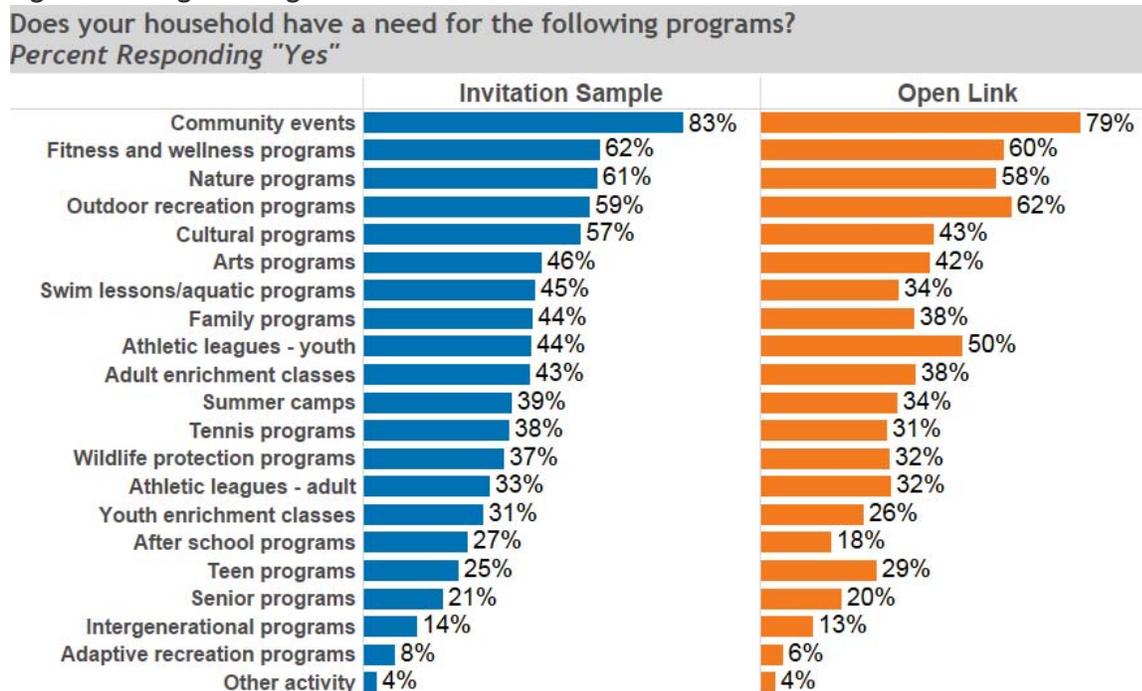
Brooks Run Park

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

Programs and Special Events

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

Figure 10: Programming Needs

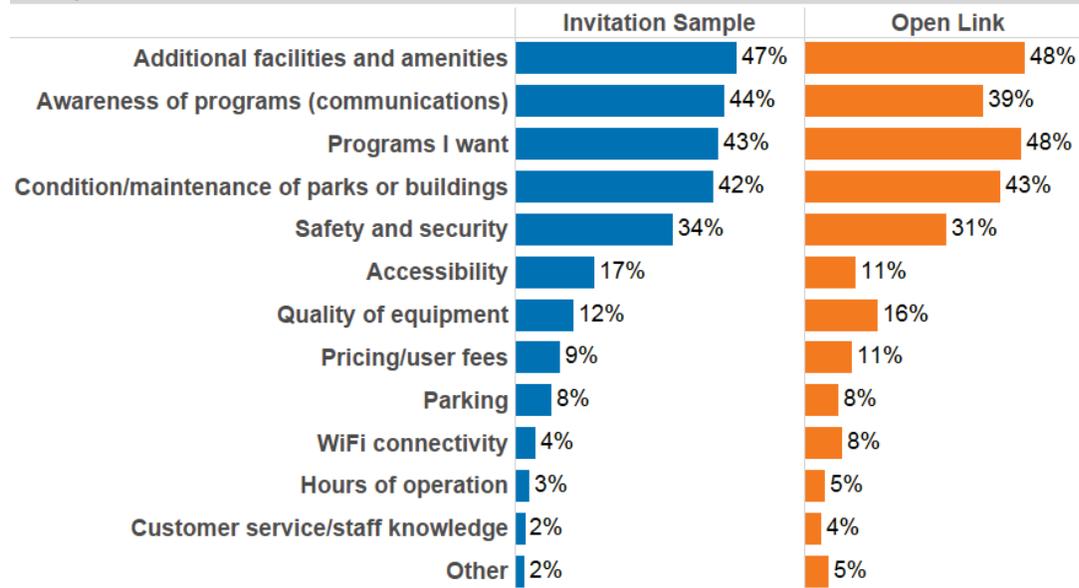


Most Important Areas That Would Increase Use of Facilities

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

Figure 11: Factors that Would Increase Usage

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

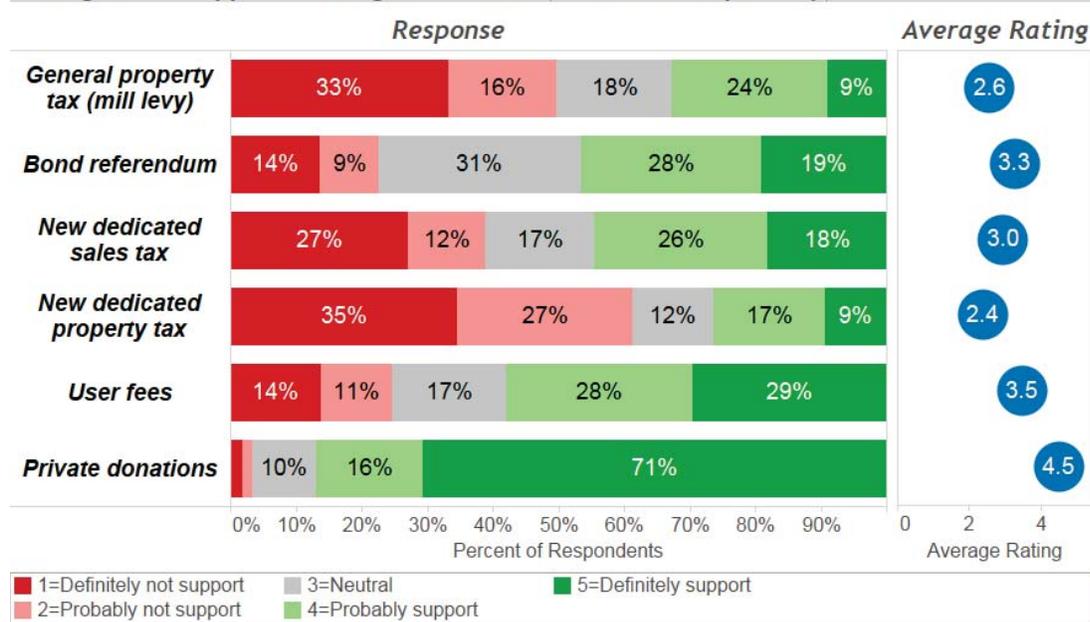


Financial Choices/Funding Mechanisms

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

Figure 12: Support for Funding Mechanisms

Willingness to Support Funding Mechanisms (Invitation Sample Only)

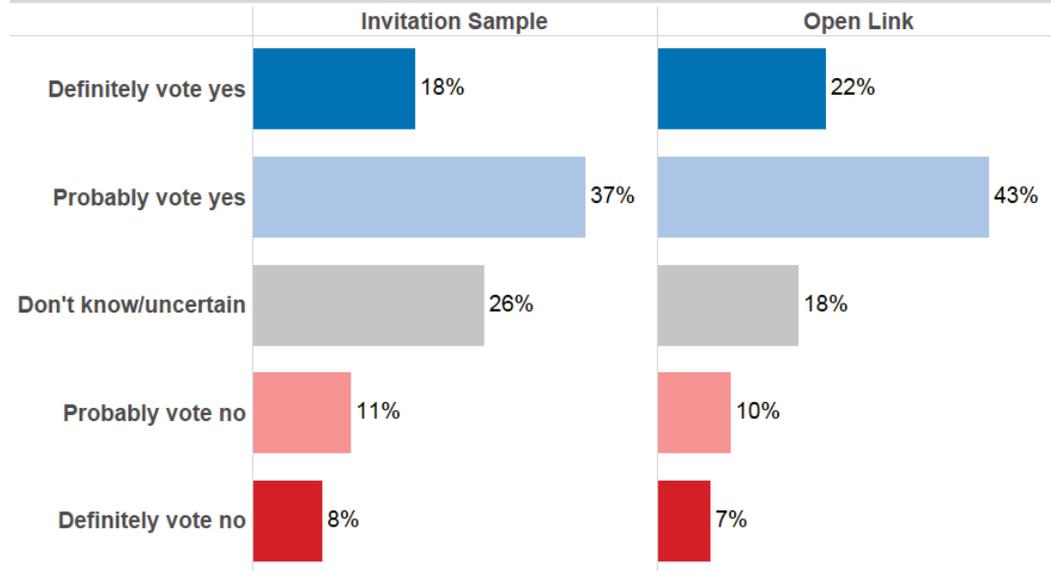


Likely Vote on Bond Referendum

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

Figure 13: Support for Bond Referendum

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

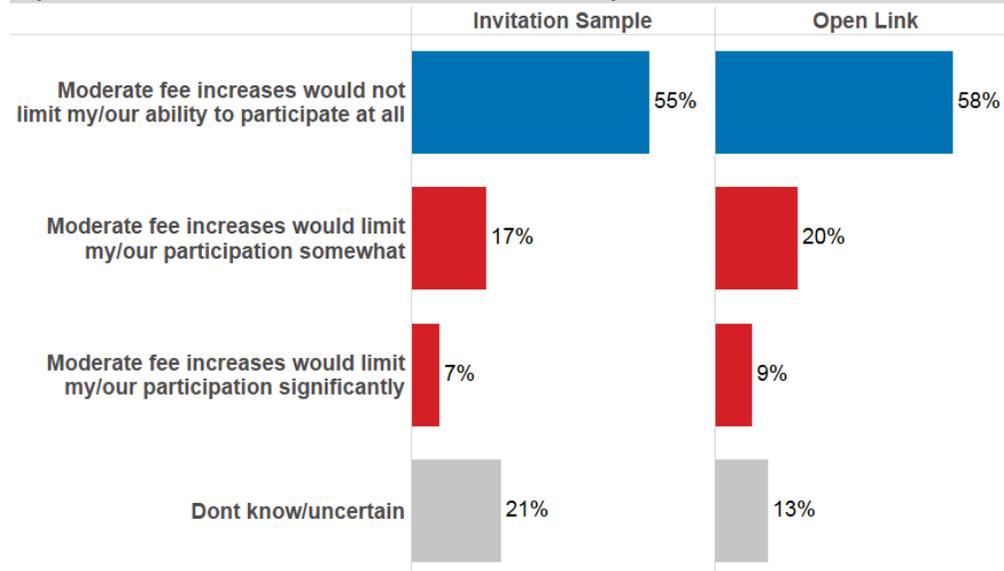


Impact of Fee Increases

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

Figure 14: Impact of Fee Increases on Participation

Impact of Fee Increases on Parks & Recreation Participation



Allocation of Funds to Parks and Recreation Facilities

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

Figure 15: Allocation of Funds to Parks and Recreation Facilities

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

Average Allocation Amount



E. Operations and Maintenance Analysis

Organizational Assessment

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

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

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

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

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

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

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

Staffing Considerations

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

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

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

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

Marketing Assessment

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

Figure 16: Community Familiarity



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

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

Maintenance Assessment

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

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

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

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

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

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

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

F. Recreation Programming and Services Analysis

Programs and Activities

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

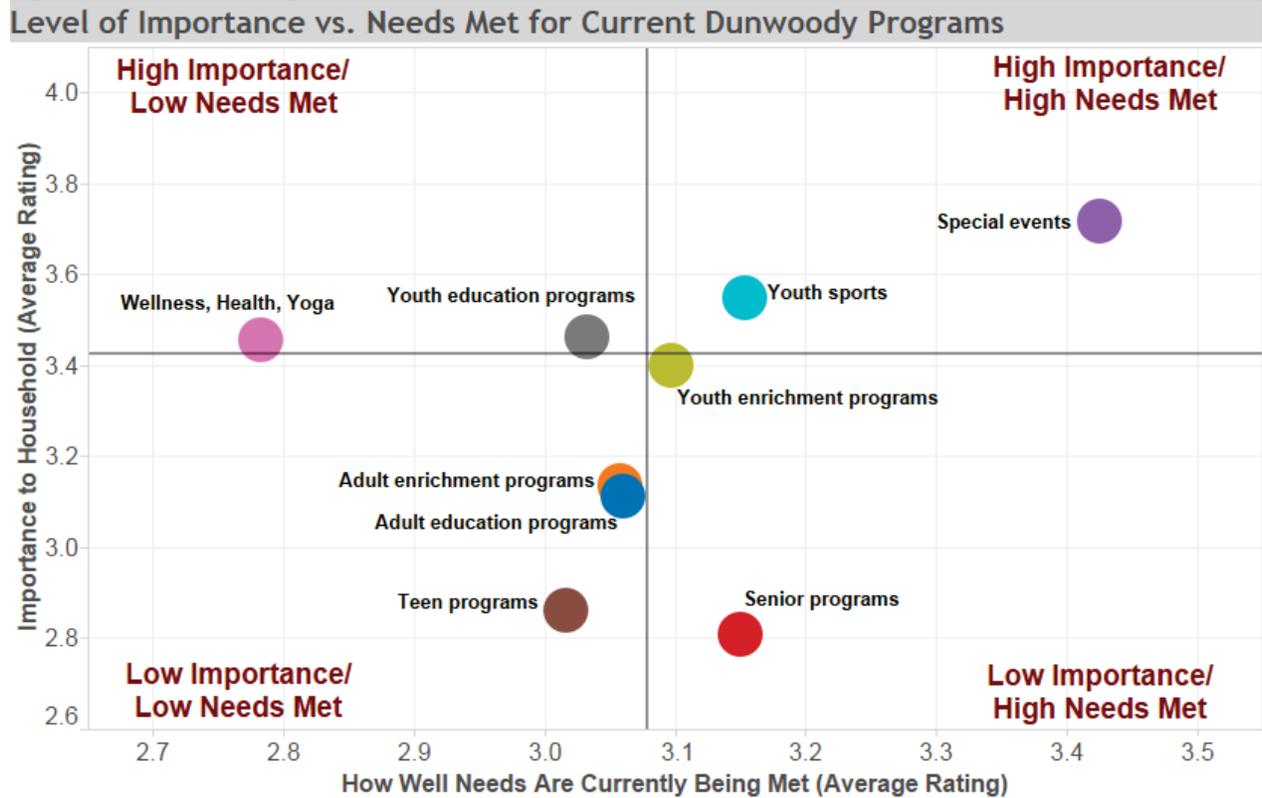
- Facility operations – community farm park and nature center
- Arts/cultural/historic/educational/scientific programming
- Tree top obstacle course/zip lines
- Sports programming

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

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

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

Figure 17: Programming Importance vs. Needs Met Matrix



Relevant Trends

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

These opportunities include:

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

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

G. Financial Analysis

Current Operational Funding Circumstances

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

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

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

Cost Recovery and Resource Allocation

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

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

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

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

Alternative Funding and Partnerships

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

The identified potential partners include:

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

Funding Strategies

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

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