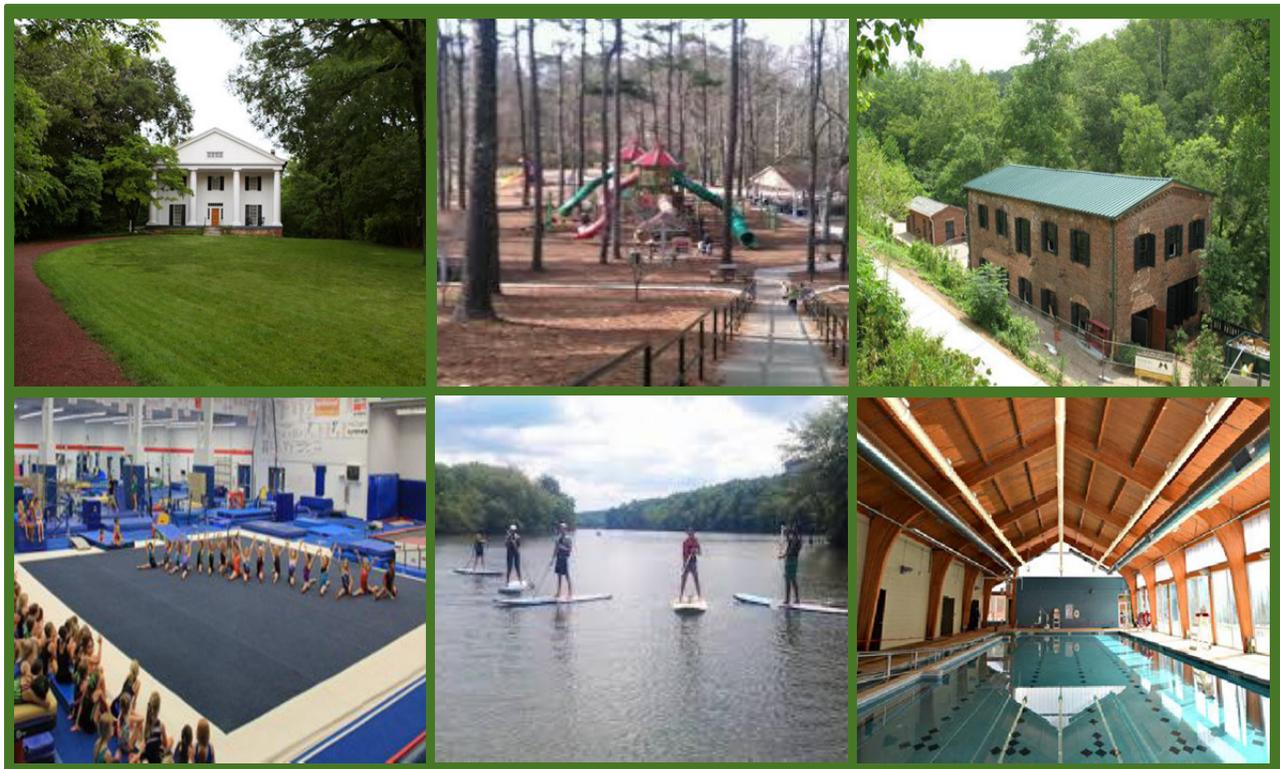




RECREATION, PARKS, HISTORIC & CULTURAL AFFAIRS

**Needs Assessment and
5-Year Master Plan Recommendations
2017 - 2021**



Prepared By:



City of Roswell

Vision Statement

**To be the premier riverside community
connecting strong neighborhoods and the
entrepreneurial spirit.**

Table of Contents

Page

Executive Summary 1

Introduction 3

Purpose of the Assessment..... 3

Methods 4

Study Objectives 5

Roswell Comparisons with NRPA Averages..... 6

Study Respondents 6

Overall Data..... 9

Overall Observations..... 16

Overall Recommendations..... 16

Recommendations Summary.....17

Tier 1 Recommendations.....17

Tier 2 Recommendations.....19

Operational Recommendations.....19

Other Recommendations.....20

List of Tables

Table

| | | |
|----|---|----|
| 1 | City Roswell versus NRPA Averages..... | 6 |
| 2 | City of Roswell Respondents by Gender | 6 |
| 3 | City of Roswell Respondents by Age | 7 |
| 4 | City of Roswell Respondents by Race | 7 |
| 5 | City of Roswell Respondents by Dependent Children Living at Home..... | 8 |
| 6 | City of Roswell Respondents by Type of Facility Most Used | 8 |
| 7 | City of Roswell Respondents by Program/Facility Usage per Week..... | 9 |
| 8 | City of Roswell Facility Importance/Satisfaction Gap Analysis..... | 10 |
| 9 | City of Roswell Program Importance/Satisfaction Gap Analysis..... | 11 |
| 10 | City of Roswell Residents' Overall Facility Priorities | 12 |
| 11 | City of Roswell Residents' Overall Program Priorities | 13 |
| 12 | City of Roswell Residents' Average Willingness to Pay Per Year for Both Current and Improved Programs, Services, and Facilities..... | 14 |
| 13 | Roswell Policy Questions..... | 15 |

Roswell Recreation, Parks, Historic, and Cultural Affairs

5-Year Master Plan Executive Summary

Overall Recommendations

Data from focus groups and online survey was used to divide the recommended strategic initiatives into separate classifications. Tier 1 recommendations are characterized by large-scale projects with the potential to have the greatest amount of impact in the City of Roswell. These projects were mentioned most frequently in focus groups and appear as significant needs in the online survey. Tier 2 recommendations represent those projects that, while requiring additional economic resources, are less expansive and require fewer resources than those projects occurring in Tier 1. The final two categories, operational and other, relate directly to operational and programming processes that should be undertaken as soon as possible.

Please note, that *within Tiers and other categories, recommendations are not intended to be rank in order, i.e. the river does not take precedence over trails, etc.*

Tier 1 Recommendations

- *River Plan*
 - Execute the Roswell River Parks Master Plan, addressing parking needs, constructing revenue generating amenities, and connecting the trail system to downtown

- *Trails and Connectivity*
 - Work towards connecting parks, neighborhoods, the river, and schools via complete streets and the trail system

- *Meet Aquatic Needs*
 - Address aquatic needs for the Roswell community by partnering with neighboring municipalities to help meet the cost of the construction of a new facility
 -

- *Meet Gymnastics Needs*
 - Expand gymnastics programming space through the construction of a new facility or the renovation of the current facilities.

- Create Facility Standards and Prioritize Upgrades/Improvements

- Add Complimentary Training Spaces and Facilities for Athletics

Tier 2 Recommendations

- *Cultural Arts*
 - Implement and support the cultural and fine arts including, the Community Cultural Master Plan, the Public Art Master Plan, installation of permanent public art, and additional space for art, music and film classes
 -
- *Historic Resources*
 - Consolidate all historic resource efforts into an organized and coherent group with a direct link to the City of Roswell.

Operational Recommendations

- Create benchmarks and goals for project implementation
- Create a prioritized list of upgrades to current facilities
- Seek to acquire and protect additional green and open space
- Expand programming east of GA 400
- Develop a proactive communications, promotions, and branding strategy
- Enhance Friends of Roswell Parks, Inc. activity to generate additional revenue

Other Recommendations

- Look into options to expand program offerings, including school based programs, expanded outdoor/adventure programs, bike rental programs, and adaptive/inclusive recreation programs
- Allocate additional resources to expand offering of festival/special events to celebrate Roswell 's diverse heritage
- Pursue joint funding for collaboration with other city departments and organizations in such areas as connectivity, trails, environmental education and water quality.

Introduction

Public agencies, like Roswell's Recreation, Parks, Historic and Cultural Affairs Department, are frequently confronted with an increasing demand for services, while working within an environment characterized by static or decreasing financial resources. In particular, park and recreation agencies are heavily dependent on public appropriations, tax levies, philanthropic support, and user fees, while being faced with numerous service delivery challenges, not the least of which is the provision of adequate distribution of high quality programs, facilities, and parks. A more educated and vocal public expects public entities to be accountable and measured in their allocation of limited public monies. However, this is also a time when society is beginning to fully understand the importance of providing high quality, well-run parks, and recreation facilities and programs in promoting the long-term health and economic vitality of communities.

At the same time, rapid changes are occurring in the makeup and geographic distribution of communities within the county. As the City of Roswell and other public agencies adopt more customer-centered approaches to the production and delivery of facilities and programs, this generally entails the practice of actively soliciting input and feedback from the jurisdiction's populace to document the current and projected use of existing and future facilities and programs. Strategic planning exercises that are based on public and stakeholder input are conducted to measure felt or expressed needs, interests and use among the general public. This process allows the agency to "take the pulse of the entire community, being responsive and accountable to more than just the vocal and visible interest groups of the agency" (Crompton, 2000). The results are then used to guide decision-makers in the efficient, effective and equitable delivery of facilities and services across the entire jurisdiction.

This report specifically details the process and results of a strategic planning process conducted by Clemson University researchers in May and June of 2016 in the City of Roswell and provide recommendations for recreation facilities and programs planning to meet existing and projected future needs.

Purpose of the Assessment

To solicit public, stakeholder, staff, and council input regarding the parks, recreation, and leisure service facility/program needs in Roswell and develop strategic recommendations based on this input.

Methods

The strategic planning exercise was conducted in the City of Roswell May 17-20, 2016. Given the size of the municipality and diversity in recreational program and facility needs, it was necessary to obtain information from residents, city leaders, and park and recreation officials throughout the city. This technique allowed for the discovery of issues specifically related to each individual area.

A two-stage methodology was employed to assess the recreation, parks, historic and cultural affairs needs of Roswell's residents and stakeholders. First, 14 focus group sessions with stakeholders were conducted over a 3 day period and generally consisted of 8-20 individuals per group. The composition of each focus group varied according to session, but all consisted of leaders and/or stakeholders based on their interest in recreation, parks, historic and cultural programs and facilities. Next, an online web survey was distributed to residents throughout the city. This survey was designed to measure the gap between the importance and satisfaction levels of current recreational offerings. Each process is described in greater detail below.

Focus groups

Focus groups were designed to explore the recreation, parks, historic and cultural program and facility needs of stakeholders in depth. Sessions included 8-20 individuals representing a particular stakeholder group such as recreation, parks, historic and cultural affairs staff, government leaders, coaches, service employees, historic and cultural affairs associations, disability advocates, and others.

Each focus group was moderated by 2-3 researchers from Clemson University who began each session by prompting participants with the following question:

"If you were to wave a magic wand and have your recreation, parks, historic and cultural affairs needs met as you would wish them to be in your community, what facilities, programs and services would that include? What is going well, what needs to be improved, and what needs to be built/developed? However, you must be reasonable and responsible with the magic wand."

Focus groups were otherwise unstructured. During participant discussion, at least 2 researchers took notes and asked follow up questions to acquire more information about stated recreation program and facility needs and wants. Upon completion of the focus group sessions, researchers compared notes, outlined themes, and outlined recommendations based on participant discussion.

Online survey

An online survey was designed to allow any and all residents to voice their recreation program and facility needs and wants. The online survey was advertised through a variety of forums including e-mails and social media. The majority of the survey was an importance-satisfaction scale that first measured how important program, service, and facility categories were to each respondent/respondent's family, followed by how satisfied the respondent/respondent's family was with the program, service, and facility categories. A gap analysis of importance-satisfaction was conducted by subtracting the percentage of respondents satisfied with a particular program, service, or facility from the percentage who had ranked it as important in order to identify and prioritize areas of need.

In addition to the importance-satisfaction gap, participants were asked to provide demographic information and respond to several questions pertaining to potential policies impacting recreation, parks, historic, and cultural affairs. The survey also included several qualitative input exercises. These exercises were designed to force participants to rank their individual top-3 priorities for programs and facilities and provide their individual willingness to pay for current and improved levels of parks and recreation programs, facilities, and services.

The research team analyzed data collected from these sources to formulate a strategic plan focused on recreation, parks, historic, and cultural program and facility needs.

Deliverables

The outcome of this process in this report that details both large and small-scale projects, priorities, and other recommendations that the city should pursue and invest in to meet the needs of the Roswell residents moving forward. In addition to this formal report, a PowerPoint version and executive summary report are also included.

Study Objectives

Specifically, this study addressed the following objectives:

1. Determine public opinion about recreation and leisure service needs.
2. Determine potential partners and roles partners might play in the provision of recreation and parks programs, services, and facilities.
3. Determine how public opinion of needs aligns with program, service, and facility needs and trends based on current and future demand.
4. Determine the public's willingness to pay fees for programs, services, and facilities.

Roswell Comparison

The table below compares the City of Roswell’s Recreation, Parks, Historic, and Cultural Affairs Department to the average recreation and park agency on several key recreation and park components as outlined by the National Recreation and Park Association (NRPA) in the 2016 Field Report.

Table 1. City of Roswell versus NRPA Averages

| How Does Roswell Measure Up? | | |
|---|--------------------------|--------------------------|
| | Roswell | NRPA^a |
| Park Land per 1000 residents | 9.7 acres | 9.5 acres |
| Operating Expenditures | \$170.60 per capita | \$76.44 per capita |
| Resident per Parks | 2,882 residents per park | 2,277 residents per park |
| Percent Recovery of Operating Expenditures by Revenue Generation | 33% recovery | 29% recovery |

^a based on 2016 NRPA Field Guild. <http://www.nrpa.org/2016-Field-Report/?PRORAGIS>

Study Respondents

The following tables (Tables 2-7), provide a description of the respondents to the study, including gender, age, ethnic background, number of children in the household, type of recreational facility in which participants use, and the amount of usage.

Table 2. City of Roswell Respondents by Gender

| <i>City of Roswell Respondents by Gender (by %)</i> | |
|---|-------------------|
| Gender | Percentage |
| Male | 27% |
| Female | 73% |

Table 3. City of Roswell Respondents by Age

| <i>Roswell Respondents by Age (by %)</i> | |
|--|-------------------|
| Age | Percentage |
| 18-25 | 2% |
| 25-34 | 6% |
| 35-45 | 54% |
| 46-55 | 27% |
| 56+ | 11% |

Table 4. City of Roswell Respondents by Race

| <i>Roswell Respondents by Race (by %)</i> | |
|---|-------------------|
| Race | Percentage |
| Black/African American | 2% |
| Hispanic/Latino | 3% |
| Asian/Pacific Islander/Native American | 3% |
| White | 91% |
| Other | 2% |

Table 5. City of Roswell Respondents with Dependent Children Living at Home

| <i>Number of Children in the Home (by %)</i> | | | | | |
|--|--------------------|-----|-----|----|----|
| Age of Children | Number of Children | | | | |
| | 0 | 1 | 2 | 3 | 4+ |
| 5 & Younger | 71% | 15% | 9% | 4% | 0% |
| 6-12 | 38% | 28% | 27% | 7% | 0% |
| 13-18 | 60% | 26% | 12% | 2% | 0% |

Table 6. City of Roswell by Type of Facility Most Used by Respondents

| <i>Type of Facility Most Used by Respondents (by %)</i> | |
|---|------------|
| Type of Facility | Percentage |
| Public Recreation Agency | 90% |
| Private Recreation Businesses | 8% |
| Non-Profit Recreation Organizations | 2% |

Table 7. City of Roswell Respondents by Program/Facility Usage Per Week

| <i>Program/Facility Usage Per Week (%)</i> | | | |
|--|-------------------------------|-------------------------------|-------------------------------------|
| Weekly Attendance | Type of Organization | | |
| | Private Recreation Businesses | Private Recreation Businesses | Non-Profit Recreation Organizations |
| 0 | 1% | 43% | 65% |
| 1-2 | 19% | 24% | 28% |
| 3-4 | 33% | 16% | 6% |
| 5-6 | 28% | 12% | 1% |
| 7+ | 20% | 6% | 0% |

Overall Data

Facility Needs and Priorities, Program Needs and Priorities, and Willingness to Pay

The following tables (Tables 8-12) present the findings from the combined focus group and online survey data for the City of Roswell. Tables 8 and 9 present the importance-satisfaction gap analysis for facilities and programs, respectively. Tables 10 and 11 provide a numeric look at the facilities and programs the City of Roswell resident indicated should be a priority for the Roswell Recreation, Parks, Historic, and Cultural Affairs Department. Finally, Table 12 provides a numeric and visual account of the amount Roswell residents indicated they were willing to pay both for the facilities and programs they currently have and for potential future endeavors by the Roswell Recreation, Parks, Historic, and Cultural Affairs Department.

The percentages in Tables 8 and 9 were calculated by subtracting the percentage of residents who indicated that they were very satisfied/satisfied with each of the current facilities (Table 8) and programs (Table 9) offered by the Roswell Recreation, Parks, Historic and Cultural Affairs Department from the very important/important percentage of these same facilities and programs. The difference in the satisfaction and importance yielded a gap percentage for each type of facility and program. The gap percentages were then used to rank each facility and program in order from the largest to the smallest gap. It should also be noted that both Table 8 and Table 9 include the Highly Important/Important and Very Unsatisfied/Unsatisfied measures for each facility and program.

Table 8. City of Roswell Importance/Satisfaction Gap Analysis

| Importance/Satisfaction of Facility Availability | | | |
|--|----------------------------|-------------------------------|---|
| | High Importance/ Important | Very Unsatisfied/ Unsatisfied | Very Important/Important-Very Satisfied/Satisfied (Gap) |
| Indoor Swimming Pools/Aquatic Facility | 67.9% | 39.7% | 42.3% |
| Recreation Centers | 88.1% | 29.8% | 42.0% |
| Outdoor Aquatic Facilities | 80.8% | 18.4% | 24.1% |
| Trails and Greenways | 92.2% | 7.8% | 14.2% |
| Passive Parks/Open Space | 85.5% | 6.4% | 8.2% |
| Dog Parks | 44.0% | 9.9% | 7.9% |
| Neighborhood Parks/Playgrounds | 83.4% | 4.3% | 5.4% |
| Water Access | 36.3% | 6.4% | 5.1% |
| Availability of Cultural/Arts Facilities | 70.5% | 4.3% | 3.1% |
| Tennis Courts | 44.6% | 2.1% | -2.2% |
| Rectangle Athletic Fields | 61.7% | 1.4% | -4.3% |
| Diamond Athletic Fields | 45.6% | 4.3% | -4.8% |

Table 9. Roswell Program Importance / Satisfaction Gap Analysis

| Program Importance/Satisfaction | | | |
|--|----------------------------|-------------------------------|---|
| | High Importance/ Important | Very Unsatisfied/ Unsatisfied | Very Important/Important-Very Satisfied/Satisfied (Gap) |
| Programs for Teens | 61.9% | 7.3% | 31.2% |
| Outdoor Recreation/Adventure Programs | 70.6% | 7.3% | 29.3% |
| Swimming Instruction/Water Safety Programs | 71.6% | 15.3% | 27.6% |
| Fitness and wellness programs (weight training, pilates, yoga) | 69.6% | 8.0% | 19.6% |
| Programs for Youth/Adults with Disabilities | 44.8% | 4.7% | 18.8% |
| Adult recreation programs (Arts/Environmental) | 49.0% | 5.3% | 15.0% |
| Adult athletics programs | 50.0% | 9.3% | 14.7% |
| Gymnastics Programs | 72.2% | 10.0% | 14.2% |
| Recreational/Instructional Youth Athletics | 88.1% | 6.0% | 12.1% |
| Non-sport youth recreation programs (afterschool/summers) | 65.5% | 4.0% | 11.5% |
| Cultural Programs/Arts programs | 70.1% | 5.3% | 11.4% |
| Dance Programs | 47.4% | 8.0% | 11.4% |
| Competitive/Travel Youth Athletics | 57.2% | 10.7% | 9.2% |
| Senior Programs | 39.7% | 2.0% | 9.0% |
| Social Events/One-Time Events | 59.8% | 1.3% | 5.8% |

Tables 10 and 11 present data collected during the open online survey. On the survey, each individual was asked to list his or her top 3 facility (Table 10) and program (Table 11) priorities.

In Table 10 the percentages are based on the aggregate of people who listed the facility in their top 3 and then from highest to lowest according to the percent score.

In Table 11 the percentages are based on the aggregate of people who listed the facility in their top 3 and then ranked from highest to lowest according to the percent score.

It should be noted that because the top 3 ranking allows each person to have multiple indices, the total percentage will be more than 100 percent.

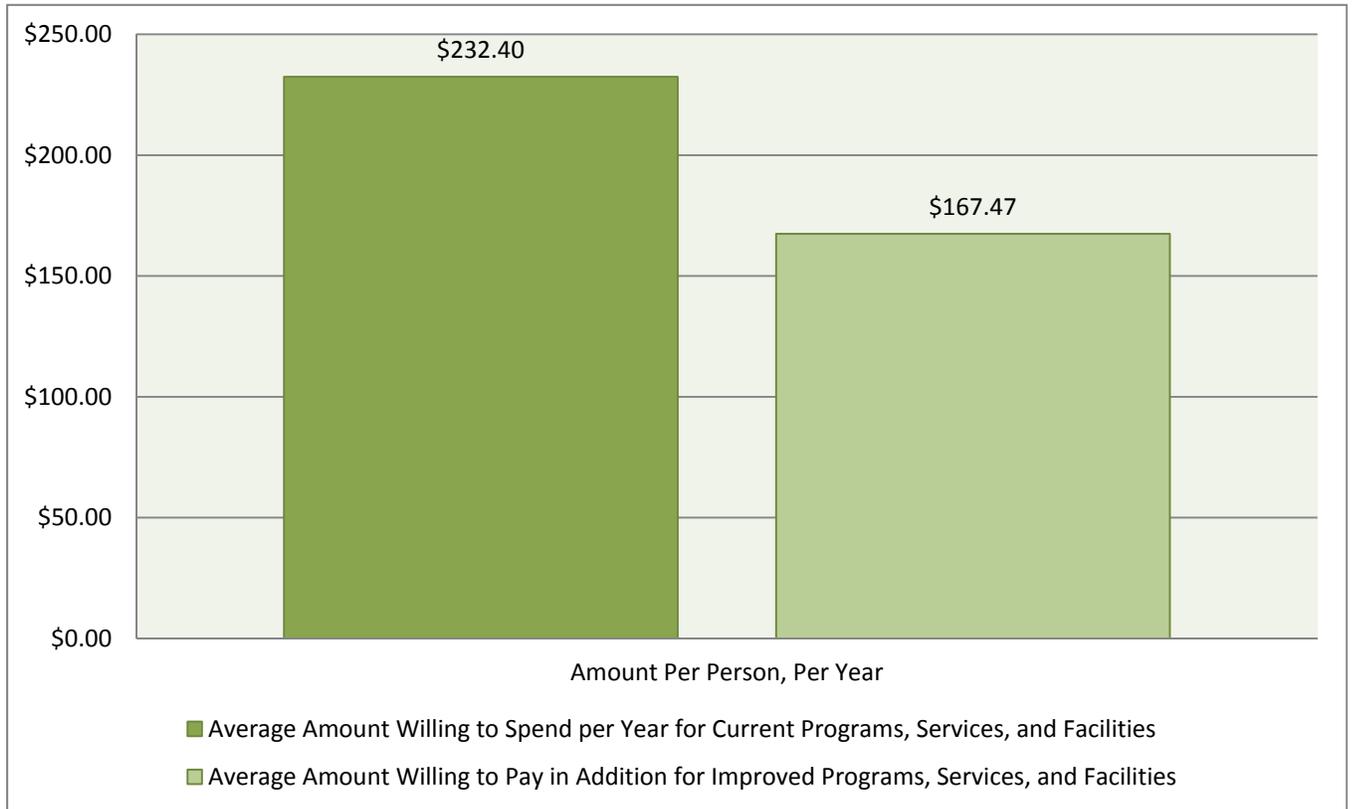
Table 10. Roswell Residents' Overall Facility Priorities

| Facility Priorities | |
|---|------------------------------|
| Facility Type | Facility Priority Percentage |
| Trails and Greenways | 19.12% |
| Gymnasium | 18.55% |
| Outdoor Aquatic Facility | 13.19% |
| Playgrounds and Neighborhood Parks | 11.66% |
| Indoor Swimming Facility | 10.13% |
| Rectangle Fields | 7.46% |
| Cultural Facility | 4.97% |
| Tennis Courts | 4.40% |
| Diamond Fields | 4.21% |
| Fitness and Wellness Facility | 1.58% |
| Dog Parks | 1.53% |
| Water Access | 1.34% |
| Other | .57% |
| Skate Parks | 0.1% |

Table 11. Roswell Residents' Overall Program Priorities

| Program Priorities | |
|--|-----------------------------|
| Program Type | Program Priority Percentage |
| Youth Sports-Instructional | 22.78% |
| Gymnastics | 21.57% |
| Youth Sports-Competitive Leagues | 16.73% |
| Aquatics | 10.28% |
| Non-Sport Youth Recreation | 8.47% |
| Fitness/Wellness Programs | 6.05% |
| Cultural Arts Programs | 6.05% |
| Adult Sports Programs | 4.23% |
| Special Events | 4.03% |
| Dance | 3.63% |
| Senior Programs | 3.02% |
| Non-Sport Adult Recreation Programs | 2.82% |
| Outdoor Recreation/Adventure Programs | 2.82% |
| Other | 2.26% |
| Programs for Teens | 2.22% |
| Programs for Youth/Adults with Disabilities | 1.01% |

Table 12. Roswell Residents' Average Willingness to Pay Per Year for Both Current and Improved Programs, Services, and Facilities



The information in Table 12 represents the results of the willingness to pay exercise. Participants were asked to provide the amount they are willing to pay per person, per year for the current programs, services, and facilities and what they would be willing to pay in addition each year if programs, services, and facilities were developed. This question was presented to each respondent in the form of a fictitious scenario. In the scenario, the researchers informed respondents that they had seized all of the recreational and park facilities in the City of Roswell. The researchers then asked how much each respondent would be willing to pay to obtain use of/or get these recreation, parks, historic and cultural affairs facilities and programs back (highlighted by orange column). In the second part of the scenario, the researchers informed respondents that they would be willing to build and institute new, parks, historic and cultural affairs facilities and programs for the City of Roswell and asked how much each respondent would be willing to pay in addition to the previous amount paid to get the facilities and programs back.

Policy Questions

Policy questions asked respondents about their preferences regarding recreational policy, intergovernmental agreements, and tax allocation to assist in meeting recreational program and facility needs. The following table shows the questions presented to the respondents and their answers based on an aggregate percentage.

Table 13. Roswell Policy Questions

| Policy Questions | | | |
|--|--------------------------|---------|--------------------------------|
| | Strongly Agree/ Agree | Neutral | Disagree/ Strongly Disagree |
| Appropriate to develop intergovernmental agreements between the school district and public recreation agencies to share facilities | 82% | 15% | 3% |
| Appropriate to allocate tax resources to support the development and operation of recreation programs, facilities, and services | 94% | 5% | 1% |
| My community should implement reasonable policies that protect public recreation amenities from development | 93% | 7% | 0% |

Overall Observations

- Roswell Recreation, Parks, Historic, and Cultural Affairs is an excellent, nationally known and respected agency.
- Even though Roswell is a city of nearly 100,000 residents, it still maintains a small-town feel and the recreation, parks, historic, and cultural resources are an important part of that identity.
- Roswell residents gave the staff and agency high praise. The team heard on multiple occasions that the staff has a “lets figure out how to get things done” attitude.
- In the importance-satisfaction gap analysis of the overall importance of and the overall satisfaction with the facilities, services, programs, and amenities provided by the Recreation, Parks, Historic, and Cultural Resources department, the gap was only 16 percentage points. Compared to other studies conducted by Clemson University, this is the lowest gap we have ever seen utilizing this methodology.
- However, some of Roswell’s recreation, parks, historic, and cultural resources are in need of upgrades, renovations, or replacement and residents expressed clear needs for new or additional facilities in some areas.

Overall Recommendations

Data from both the focus groups and online survey was used to divide recommended strategic initiatives into separate classifications. Tier 1 recommendations are characterized by large-scale projects that have the potential to have the greatest amount of impact in the City of Roswell. These projects were mentioned most frequently in focus groups and appear as significant needs in the online survey. Tier 2 recommendations represent those projects that, while requiring additional economic resources, are less expansive and require fewer resources than those projects occurring in Tier 1. The final two categories, operational and other, relate directly to operational and programming processes that should be undertaken as soon as possible by Roswell’s Recreation, Parks, Historic, and Cultural Affairs Department. The execution of these recommendations requires few economic resources and has the potential to have a positive effect on the overall processes and procedures of the department and the residents of Roswell.

Recommendations Summary

- Tier 1
 - The River
 - Trails and Connectivity
 - Indoor Aquatics
 - Gymnastics
- Tier 2
 - Performing and Cultural Arts
 - Historical Resources and Preservation
- Operational Recommendations
- Other Recommendations

Within Tiers and other categories, these recommendations are not intended to be rank ordered, i.e. the river does not take precedence over trails, etc.

Tier 1 Recommendations

- ***Execute the Roswell River Parks Master Plan.*** If possible, go all-in on this project rather than phasing the project in stages. Parking was identified as a major issue that needs to be addressed and creative solutions and partnerships should be developed to alleviate this problem (utilization of St. Francis School, shuttles from City Hall parking, changing to one-way traffic and providing angle parking on roadway on weekends). Plans should include amenities that can generate revenue through rentals like additional pavilions, vendor partnership agreements, and special event opportunities. Explore options to increase opportunities for river/trail users to spend money in Roswell. For example, the development of the ACE Sand property to accommodate food trucks and making trail connections to Canton Street and the Historic Square, will be important as the trail system connectivity to the greater Atlanta area develops and attracts more visitors.
- ***Multi-modal trails and connectivity are extremely important.*** Work towards connecting parks, neighborhoods, the river, and schools via complete streets and dedicated trail systems. Important connections include Canton Street, the Historic Town Square area, across Holcomb Bridge Road to the Alpharetta Greenway, and bridges connecting Roswell to Sandy Springs/Cobb County. The goal is to connect assets within Roswell and connect Roswell to the greater Atlanta area and other trail systems (see Atlanta Regional Commission Plan, 400 trail, Silver Comet, etc.). Consider commissioning a trails master plan study using a firm that specializes in trails, greenway, and connectivity planning.

- ***Meet the aquatics needs of the community.*** Residents expressed a strong desire for a competitive indoor aquatics facility (50m x 25y pool, diving well, locker rooms, spectator areas, etc.). Such a facility will likely cost \$20+ million. Yearly operational costs will exceed \$2.5 million. The research team knows of no examples of 100% cost recovery for competitive indoor aquatics facilities. It is important for the city to understand that yearly operational costs will need to be subsidized. Information was received that other nearby municipalities are also considering the development of an indoor aquatics center. It is recommended that these municipalities, Fulton County, the school system, and potential private and non-profit organizations, such as the YMCA, make a concerted effort to partner on such a project to share both capital costs and yearly operational subsidies.
- The ***gymnastics program*** is an exemplary program that generates revenue and has a tremendous opportunity to grow and expand to serve more young people but is unable to do so due to space limitations. The city should expand gymnastic programming space. This objective can be achieved through the development of additional multi-purpose programming space that can accommodate expanded gymnastics programs, dance classes, group fitness classes, and general recreation programming space. Study multiple options. For example...
 - Move dance classes and convert that space for gymnastics.
 - Build an entirely new gymnastics facility east of GA 400 to accommodate all programs and levels and convert existing facility for new/other uses (for example, indoor practice space for other sports).
 - Separate the men's and women's gymnastics programs.
 - Separate programs based on age and ability level. Relocate either the developmental or advanced program to east of GA 400.
 - Change the current pricing structure of the entire program. The economics of scale approach will increase the fee for non-residents, maintaining or increasing current revenue levels while decreasing program density.
- ***Create a set of facility standards and a prioritized list of improvements and upgrades*** to create a consistent experience for users and spectators. For example...
 - Restrooms
 - Concessions areas
 - Parking/parking surfaces
 - Spectator areas
 - Shade structures
 - Drainage
- ***Consider adding complimentary training spaces and facilities for existing athletic programs.*** Meet with athletic groups to determine needs. For example...
 - Batting and pitching area improvements
 - Covered practice areas
 - Bounce back wall for lacrosse

Tier 2 Recommendations

- **Implement and support the Community Cultural Master Plan.** Given the development and potential plans for similar facilities in surrounding communities it will be very important to find the most appropriate niche for Roswell to fill. There is support for the Public Art Master Plan and the installation of permanent public art. Opportunities in this area include expansion into the literary arts, music studios, and film and acting classes. These new programs would depend on additional space that could be developed as part of the cultural/performing arts center redevelopment project. Explore opportunities (incentive programs/tax credits) to encourage developers to provide studio/living spaces to attract artists to Roswell.
- There is a need to **consolidate all historic resources efforts** into an organized and coherent group with a direct link to the City of Roswell. In the metro-Atlanta region, Roswell has a vibrant and engaging history that dates back to the Cherokee Indians. This history/story needs to be captured and told in a compelling and engaging way. The Archives/Research Library has an amazing collection of artifacts and resources. However, there is not adequate space to properly display, make available, and store these resources. It is critical that Roswell creates a coherent plan and promotional strategy to tell its story.

Operational Recommendations

- Take a **strategic and comprehensive approach to planning and following through on plans (including this plan)**. Create benchmarks and goals to track plan and project implementation.
- Create a **prioritized list of upgrades to current facilities**. The Department should be at the table during the Facility Condition Assessment planning process. Creating a separate FCA for historic structures should be considered due to the specialized requirements/needs of such resources.
- Continue to look for **opportunities to acquire and protect additional green and open space**.
- The department has created strong, centralized programs. **Expansion of successful programs should be explored**, particularly east of GA 400.
- Develop a **communications and promotions strategy to include an improved web and social media presence**. The department should develop templates for advertising and promotions that provide this consistency while allowing different departments/programs the latitude to differentiate themselves and streamline materials that use these templates with a limited approval process.
- **Continue to support the Friends of Roswell Parks, Incorporated to raise additional funds for programs, facilities, and services.**

Other Recommendations

- *Study options to expand programs.* For example...
 - School-based programs to include active play, wellness, homework/tutoring, nutrition, etc.
 - Additional adaptive/inclusive recreation activities and other programs like vocational programs, senior and peer mentoring programs, and practical life skills.
 - Expanded outdoor/adventure programming
 - Bike/bike rental programs
 - Increase program opportunities for teens
 - Expand festivals/special events to include celebration of diversity (Hispanic, African American, Russian, Indian, Native American populations)

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