PARKS
RECREATION
TRAILS
OPEN SPACE
MASTER PLAN

FEBRUARY 6, 2024

DUNAWAY

ACKNOWLEDGMENTS

TABLE OF CONTENTS

CHAPTER ONE
INTRODUCTION

INTRODUCTION

University Park is a prominent suburb of Dallas that was established in 1924 as a small residential community of 1,200. It now has over 25,000 residents and is known for its affluent residential character, excellent schools, and close proximity to Southern Methodist University (SMU). The city is characterized by tree-lined streets, upscale homes, and a well-maintained environment. Residents of University Park enjoy a high quality of life, with access to various amenities, parks, and cultural attractions. The city is considered a desirable place to live, offering a combination of suburban tranquility and urban convenience.

Vision
Our Vision is to create community through People, Parks, Programs and Preservation.

Mission
Our mission is to provide lifelong recreation and leisure opportunities for our residents, neighbors and guests through high-quality programs in well-managed parks and recreation facilities.

PURPOSE OF THE MASTER PLAN

The purpose of this Parks, Recreation and Open Space Master Plan, the first for University Park, is to focus on identifying and preparing for implementation of the City's parks and recreational needs for the next 10-year period. This master plan addresses the entire city limits including existing, proposed, and future parks and recreation opportunities. The planning team interacted with city staff, community leaders, and citizen groups during the planning process and prepared this document to support the vision for the Centennial Master Plan. The University Park Centennial Master Plan presents a vision by outlining Five Major Themes to lay a foundation to continue another century of success. They include:

1. Affirming Sense of Place
Preserving the beauty, character, safety, and sense of cohesion in University Park.

2. Assuring Connectivity
Streets, parking, trails, utilities, communication, and programs that allow residents to move freely, do their business, and connect.

3. Innovative Governance
Help the City government stay responsive and well-coordinated within the region, and to foster more ways the residents can help improve and direct their community.

4. Technological Integration
Provide University Park with vetted technological advancements that can improve City efficiency and quality of life, based on best practices from cutting edge cities.

5. Preparing for the Future
Prepare for upcoming changes that can be readily identified, while building a culture of adaptability, resilience, and sustainability across City operations.

The themes and goals are a product of public outreach, a Steering Committee, surveys, focus groups, city staff, and planning professionals. Dunaway took these strategic goals and identified action items to be implemented over the next 10 years.

In preparing this plan, some of the key objectives for the future direction of the University Park system include the following:

1. *Document the current park system resources and identify any possible gaps in service;*

2. *Determine a practical means of maintaining and upgrading existing parks and facilities to a prescribed standard and purpose in order to improve the overall appearance and usability of park and recreation resources;*

3. *Considerations of areas of potential growth in programming and alternatives for space;*

4. *Encourage the cooperation and develop partnerships with SMU, Highland Park Independent School District (HPISD), governmental agencies, area corporations, churches, and community organizations to assist with funding, development and maintenance of park and recreational facilities and shared use of spaces;*

5. *Outline various projects for consideration within an Action Plan for the next 5 to 10 years;*

6. *Identify a range of funding sources and implementation strategies that might be used for annual improvements*

To ensure that these objectives were addressed, city staff worked closely with the Dunaway team through key steps of the planning process. They also helped facilitate communication between city staff and public officials and served as a sounding board for the Action Plan initiatives within the plan. As a guiding document, this Master Plan will serve as a strategic tool for fiscal planning and development of the University Park park system. Annual reviews of the Master Plan are important to ensure that the implementation is on course. These reviews will also allow city staff and city leaders to address specific changes in priorities and/or special needs that may arise. The key is to maintain a commitment to developing a vibrant, balanced park system that serves University Park today and for the generations to come.

CHAPTER TWO
METHODOLOGY

METHODOLOGY

Throughout the master planning process, the Dunaway team worked closely with city staff, the Parks and Recreation Department, the Parks Advisory Committee, and the City Council. Each of these groups provided significant input at key meetings that helped guide the process and gain consensus for the overall Master Plan.

The Master Plan was prepared using a two-phase planning process. Phase I focused on the Inventory and Needs. Phase II involved recommendations, implementations & preparation of the Master Plan document. A detailed outline of the process is as follows:

PHASE 1 - INVENTORY & NEEDS

TASK 1 - Data Collection & Base Mapping
The team prepared a base map from the GIS data provided by the City. The base map illustrated information such as existing park sites, schools, city facilities, drainage corridors, streets, etc.

TASK 2 - Inventory & Facility Analysis
The team was provided with a current inventory of the entire park system. Team members and city staff performed a tour of the existing city parks and recreational facilities available throughout the city. Each site was documented for its existing conditions and amenities.
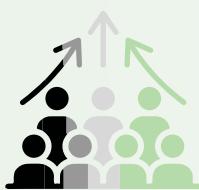
TASK 3 - Population Analysis & Demographic Trends
The team obtained the latest updates of demographic and population data from the U.S. Census Bureau and the Environmental Systems Research Institute, Inc. (ESRI). This included factors of population, race, housing, employment, income, and future growth.

TASK 4 - Standards Analysis
The team utilized some of the published recommendations by the National Recreation and Park Association (NRPA), as well as local DFW guidelines, for evaluating standards for both park acreages and facilities.

TASK 5 - Recreation Program Analysis
PROS conducted a recreation program analysis based on current programs offered (age segment distribution, lifecycle analysis, core programs, similar providers/duplication, market position/methods, etc.). Recommendations are provided for program enhancements that result in successful and innovative recreation programs.
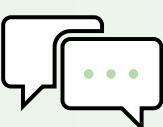
TASK 6 - Demand Analysis & Needs Assessment
A variety of sources were utilized to determine the park and recreation needs of the community. This included focus groups, public open houses, and surveys that were completed in the process of planning for the City's Centennial Master Plan. From the feedback, the team was able to quantify the specific needs or desires.

PHASE 2 - MASTER PLAN

TASK 7 - Priority Rankings

The team developed a priority criteria system for ranking priority needs. From these criteria, a weighted priority ranking was established based upon input collected in the City's Centennial Master Plan.
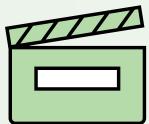
TASK 8 - Action Plan

The team prepared specific recommendations in an Action Plan that outline renovations and new development of parks and recreational facilities to meet current and future needs within the community.

TASK 9 - Implementation Plan

An Implementation Plan was developed for potential projects within the Action Plan. This included funding recommendations that could be utilized over the next 10 years.

TASK 10 - Preliminary Park Master Plan

The team prepared the Preliminary Park Master Plan document outlining the entire process, findings, and recommendations. This included preparing exhibits/maps for the items recommended within the Action Plan.

TASK 11 - Final Master Plan

The team prepared the Final Master Plan document. This task included final presentations to the Parks Advisory Committee and City Council.

CHAPTER THREE
INVENTORY

INVENTORY

Utilizing information provided by city staff, a complete inventory of existing parks, recreation facilities and open spaces was compiled. It is important to note that there are properties within this inventory that, while functioning as parks today, may have been purchased or otherwise acquired for future, non-park related purposes. Likewise, there are multiple properties that wholly or partially involve leases and agreements with other public and private partners that permit the City to use the land for park or recreational purposes. The Dunaway team toured and photographed each park site in University Park. The following pages provide a summary inventory of the existing parks and recreational facilities within the city including park location, size, and list of amenities per park. (See page 55 for full park map)

ARTHA GARZA PARK

Location:
3321 Northwest Parkway

Acres:
0.26

Classification:
Open Space

Amenities:
 » Park Sign
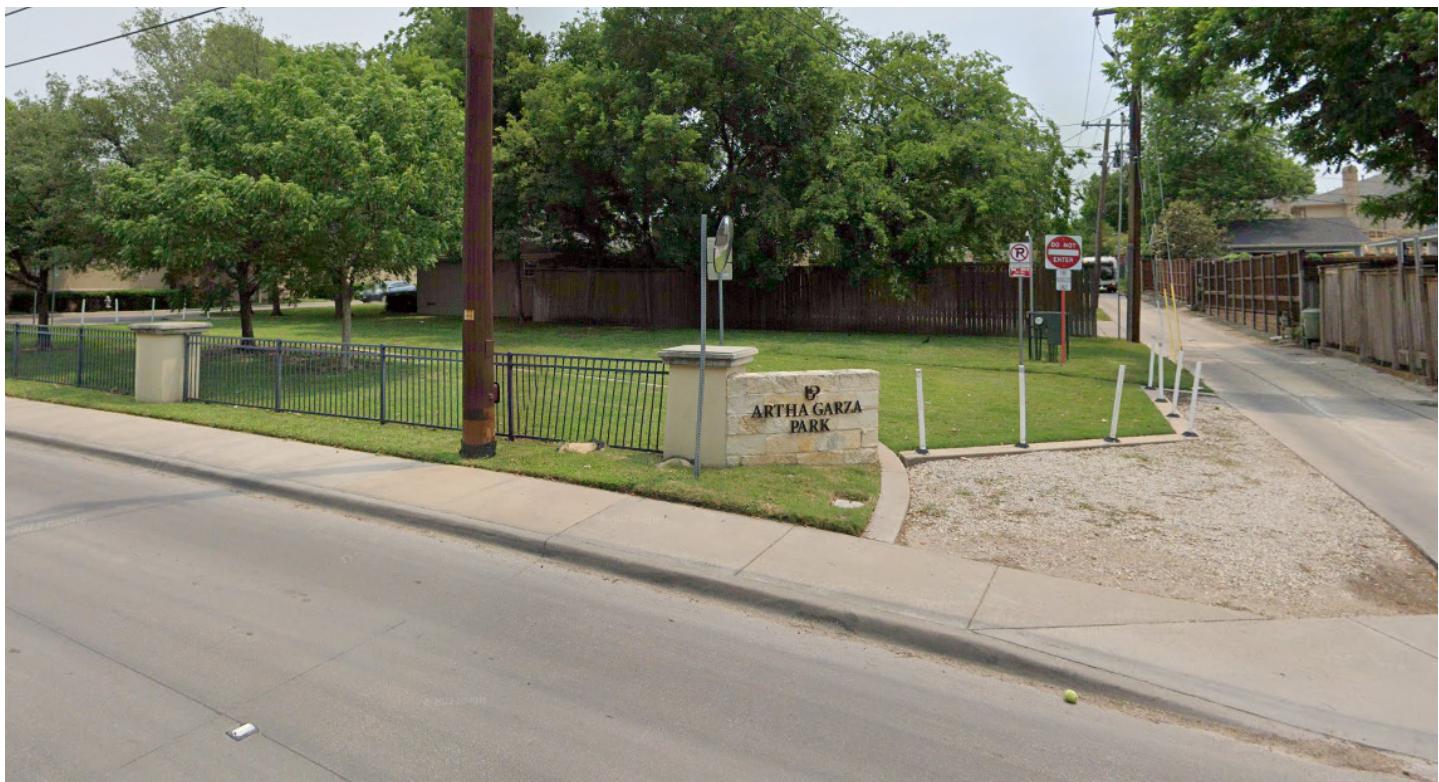
BARNS PARK

Location:
7325 Turtle Creek Boulevard

Acres:
0.20

Classification:
Open Space

Amenities:
 » Park Sign
 » Benches
 » Walking Paths
 » Landscape Planting
 » Public Art
   » Barvo Walker, "Shepherdess"
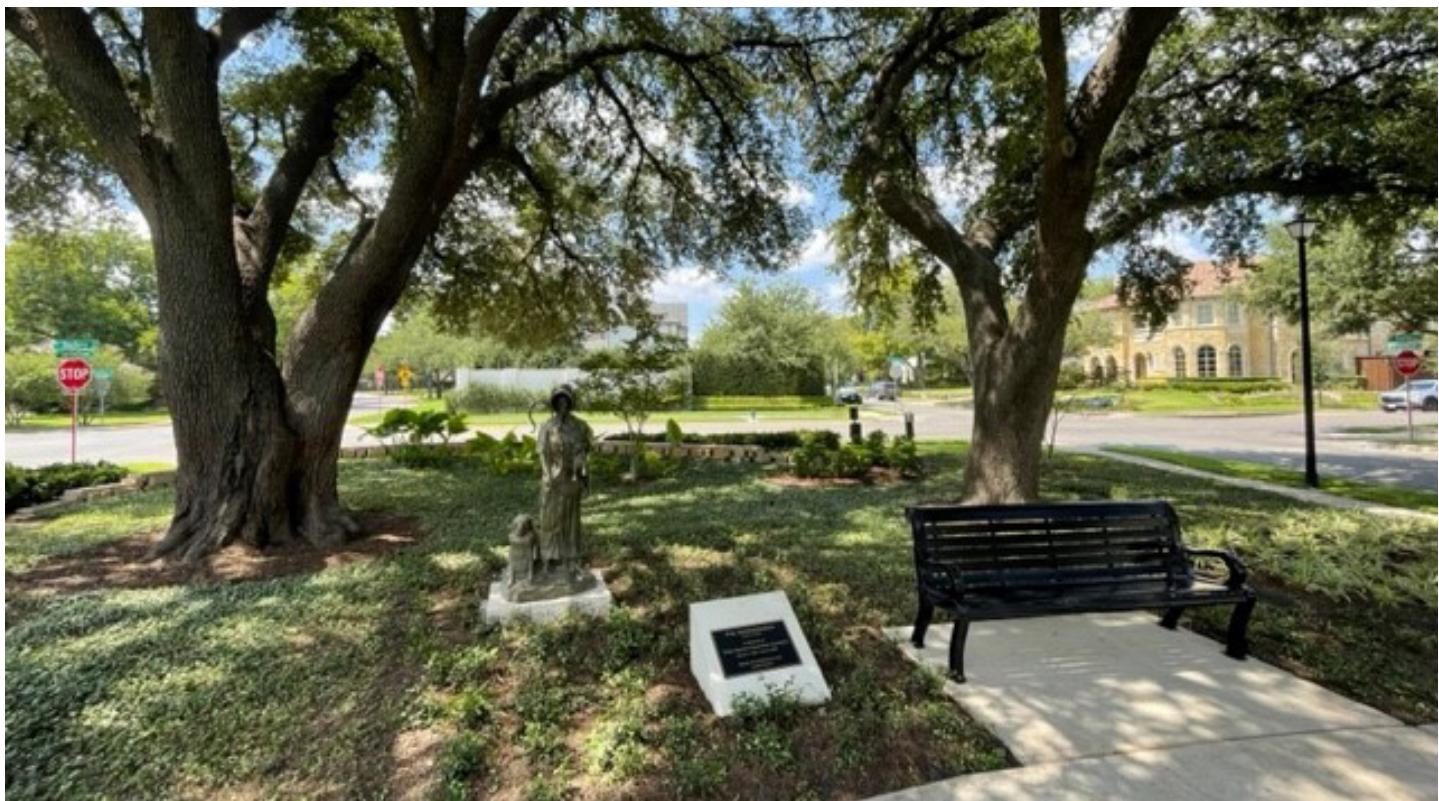
BURLESON PARK

Location:
3000 University Boulevard

Acres:
4.56

Classification:
Neighborhood

Amenities:
» Baseball Field
» Basketball Court
» Practice Soccer Field
» Lighted Tennis Courts
» ADA Compliant Playground
    » Rubberized Surface
» Picnic Facilities
» Walking/Jogging Trail
» Portable Restroom

BYRD PARK

Location:
6699 Turtle Creek Boulevard

Acres:
0.42

Classification:
Open Space

Amenities:
 » Park Sign
 » Public Art
     » Horse
 » Landscape Planting

CARUTH PARK

Location:
3400 Caruth Boulevard

Acres:
6.95

Classification:
Neighborhood

Amenities:
- » Baseball Field
- » Soccer Field
- » Lighted Tennis Courts
- » ADA Compliant Playground
  - » Rubberized Surface
- » Picnic Facilities
- » Fishing Lake
- » Walking/Jogging Trail
- » Portable Restroom
- » Public Art
  - » Everywhere and The Endless Joy They Bring Us

COFFEE PARK

Location:
3400 Northwest Parkway

Acres:
3.82

Classification:
Neighborhood

Amenities:
» Baseball Field
» Practice Soccer Field
» ADA Compliant Playground
   » Rubberized Surface
» Barrier Free
» Picnic Facilities
» Walking/Jogging Trail
» Portable Restroom
» Public Art
   » Waterin The Work Mule
   » Bronze Raccoon - Forty Million
      Years Too Late

CURTIS PARK

Location:
3500 Lovers Lane

Acres:
8.98

Classification:
Neighborhood

Amenities:
» Baseball Field
» Practice Soccer Field
» Lighted Tennis Courts
» ADA Compliant Playground
» Picnic Facilities
» Fishing Pond
» Swimming Pool
» Walking/Jogging Trail
» Portable Restroom

DAVIS PARK

Location:
4519 Drane Drive

Acres:
0.81

Classification:
Pocket

Amenities:
- » ADA Compliant Playground
  - » Rubberized Surface
- » Benches
- » Shade Structure
- » Picnic Facilities
- » Walking/Jogging Trail
- » Portable Restroom

ELENA'S CHILDREN'S PARK

Location:
2900 Hanover Street

Acres:
0.41

Classification:
Pocket

Amenities:
 » Seating Area
 » Park Benches
 » There are no restrooms
    available at this park site.
 » Public Art
    » New Friends
    » Celia Ann Cain

GERMANY PARK

Location:
6401 Lomo Alto Drive

Acres:
4.65

Classification:
Neighborhood

Amenities:
 » Lighted Tennis Courts
 » Track Facilities
 » Athletic Field
 » Outdoor Exercise Equipment
 » Portable Restroom
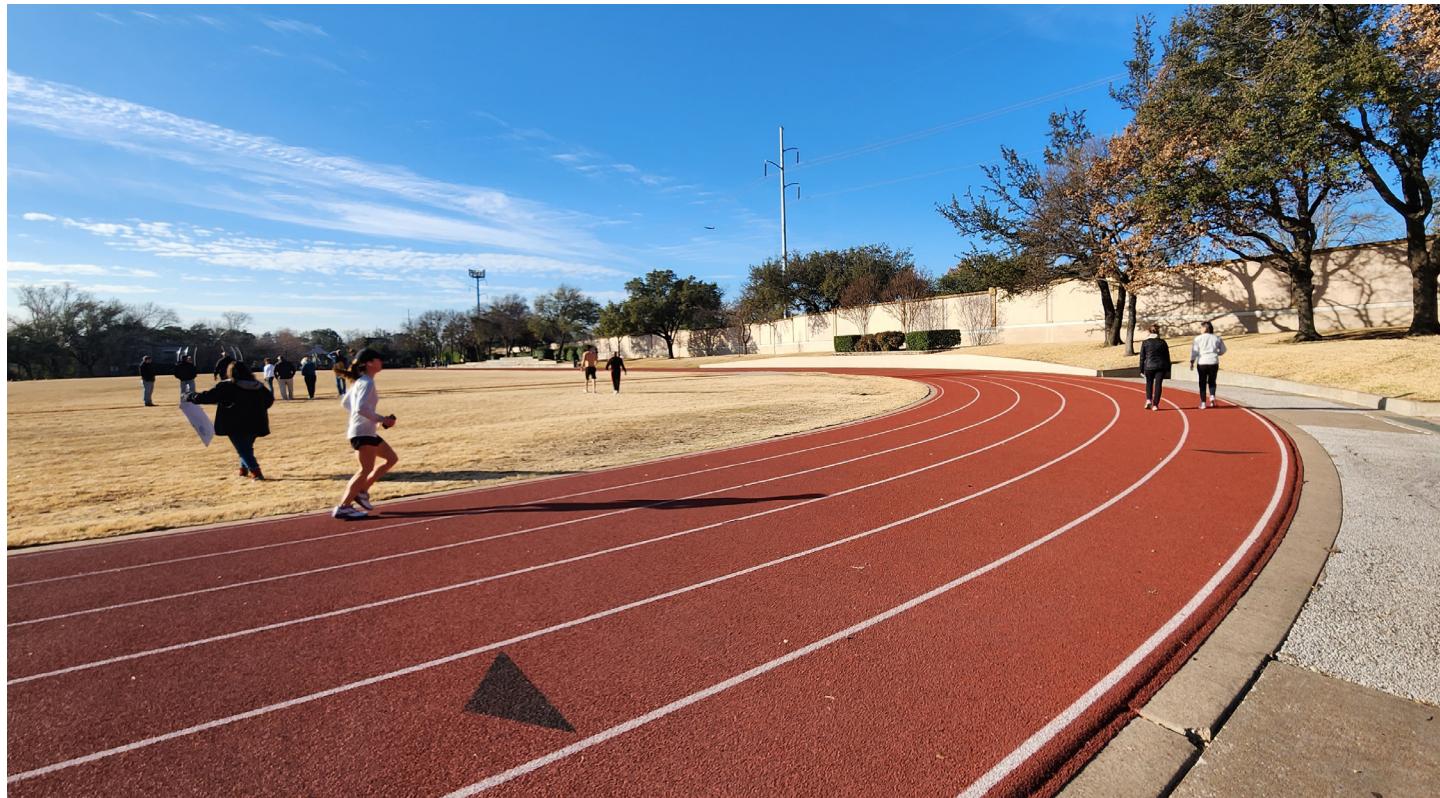
GOAR PARK

Location:
3800 University Boulevard

Acres:
4.82

Classification:
Neighborhood

Amenities:
 » Practice Soccer Field
 » Gazebo
 » Picnic Facilities
 » Walking/Jogging Trail
 » Portable Restroom

HITZELBERGER PARK

Location:
3332 Lovers Lane

Acres:
0.40

Classification:
Pocket

Amenities:
» Park Bench
» Public Art
    » Parental Embrace
» Fountain

MEADOWS PARK

Location:
6599 Turtle Creek Boulevard

Acres:
0.10

Classification:
Open Space

Amenities:
 » Landscape Planting

OWSLEY PARK

Location:
6799 Turtle Creek Boulevard

Acres:
0.18

Classification:
Open Space

Amenities:
 » Landscape Planting
 » Benches
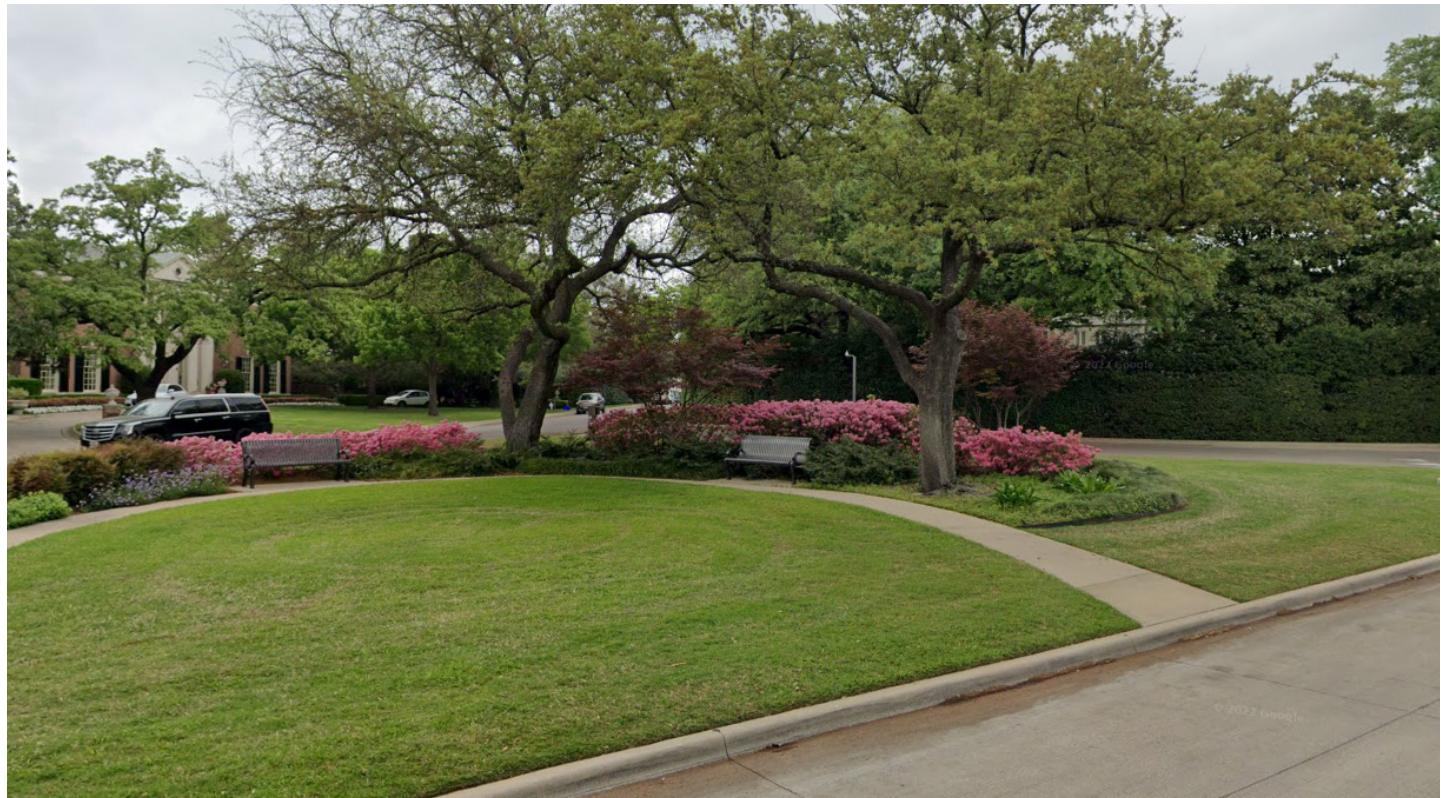
PARDOE PARK

Location:
University Boulevard

Acres:
0.57

Classification:
Open Space

Amenities:
 » Landscape Planting
 » Park Sign
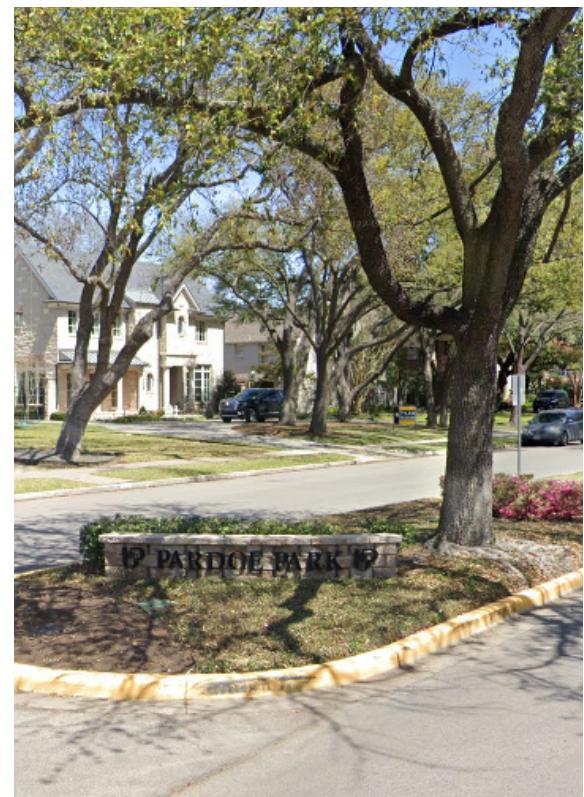
SHADDOCK PARK

Location:
4804 Lovers Lane

Acres:
0.13

Classification:
Pocket

Amenities:
 » Stone Park Benches
 » Engraved Pavers
 » Fountain

SIS-GERMANY PARK

Location:
4037 Greenbriar

Acres:
0.25

Classification:
Open Space

Amenities:
 » Landscape Planting
 » Walkway Paths
 » Park Sign

SMITH PARK

Location:
4000 Greenbriar Dr

Acres:
2.09

Classification:
Neighborhood

Amenities:
» Practice Soccer Field
» Lighted Tennis Courts
» ADA Compliant Playground
  » Rubberized Surface
» Picnic Facilities
» Portable Restroom

WALT HUMANN PARK
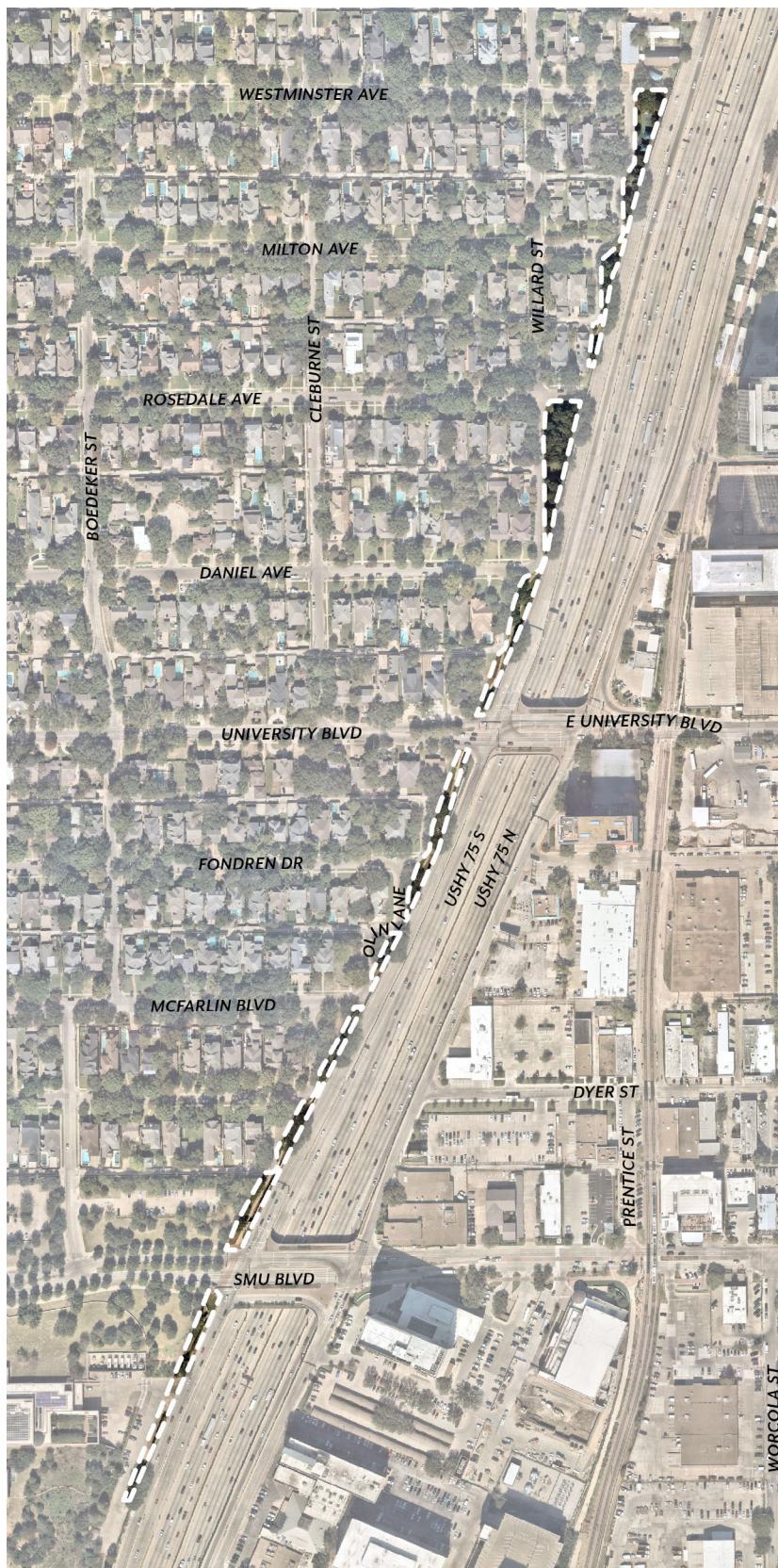
Location:
2611 Rosedale Avenue

Acres:
2.07

Classification:
Linear Park

Amenities:
» ADA Compliant Playgrounds
  » Rubberized Surface
» Open Space
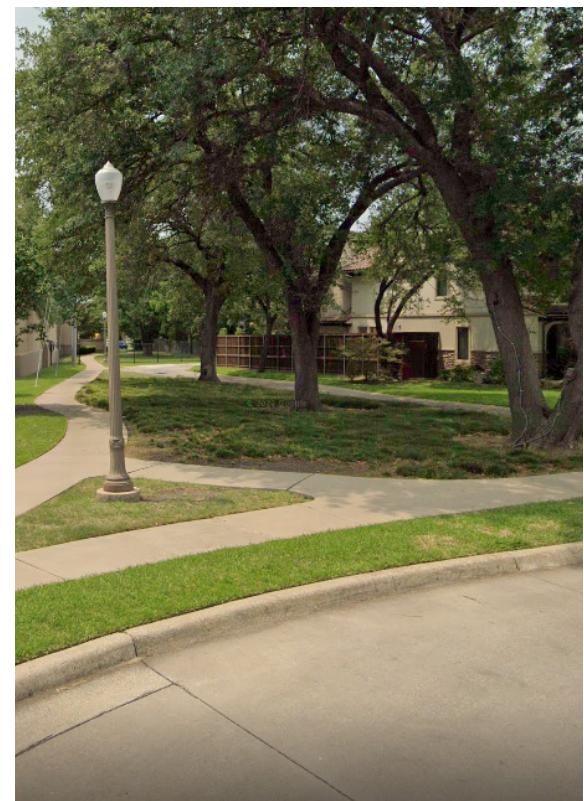
WILLIAMS PARK
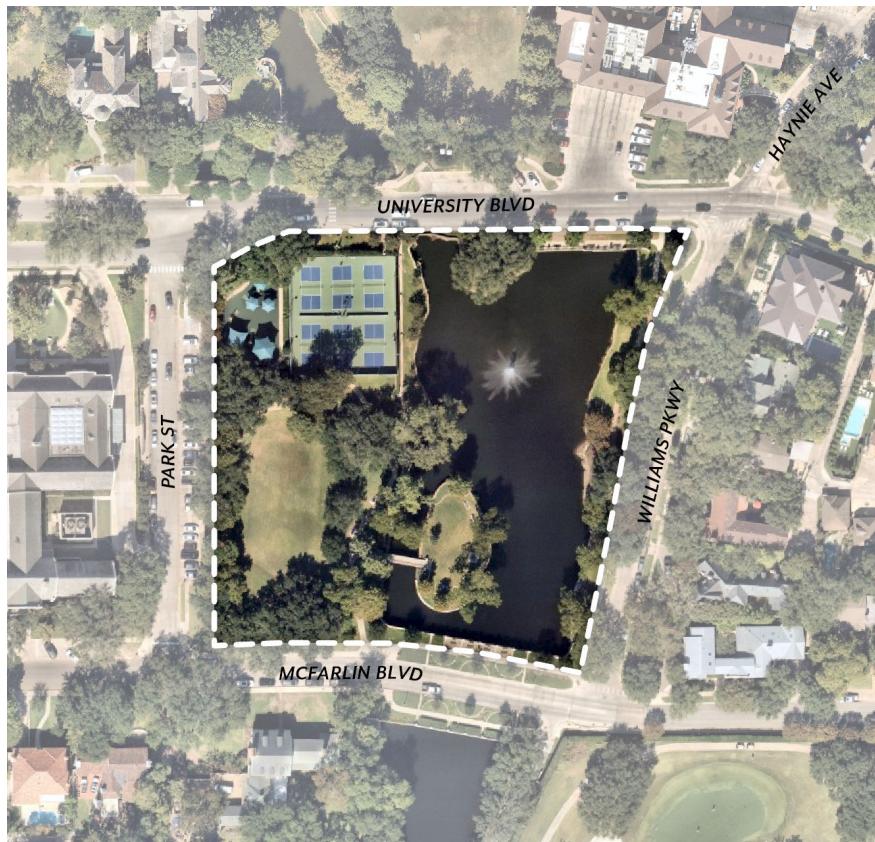
Location:
3000 University Boulevard

Acres:
4.07

Classification:
Neighborhood

Amenities:
» Lighted Tennis Courts
» ADA Compliant Playground
   » Rubberized Surface
» Picnic Facilities
» Fishing Lake
» Walking/Jogging Trail
» Public Art
   » LOVE Sculpture

DUBLIN TRIANGLE

Location:
Dublin Street / Durham Street

Acres:
0.09

Classification:
Open Space

Amenities:
 » Landscape Planting
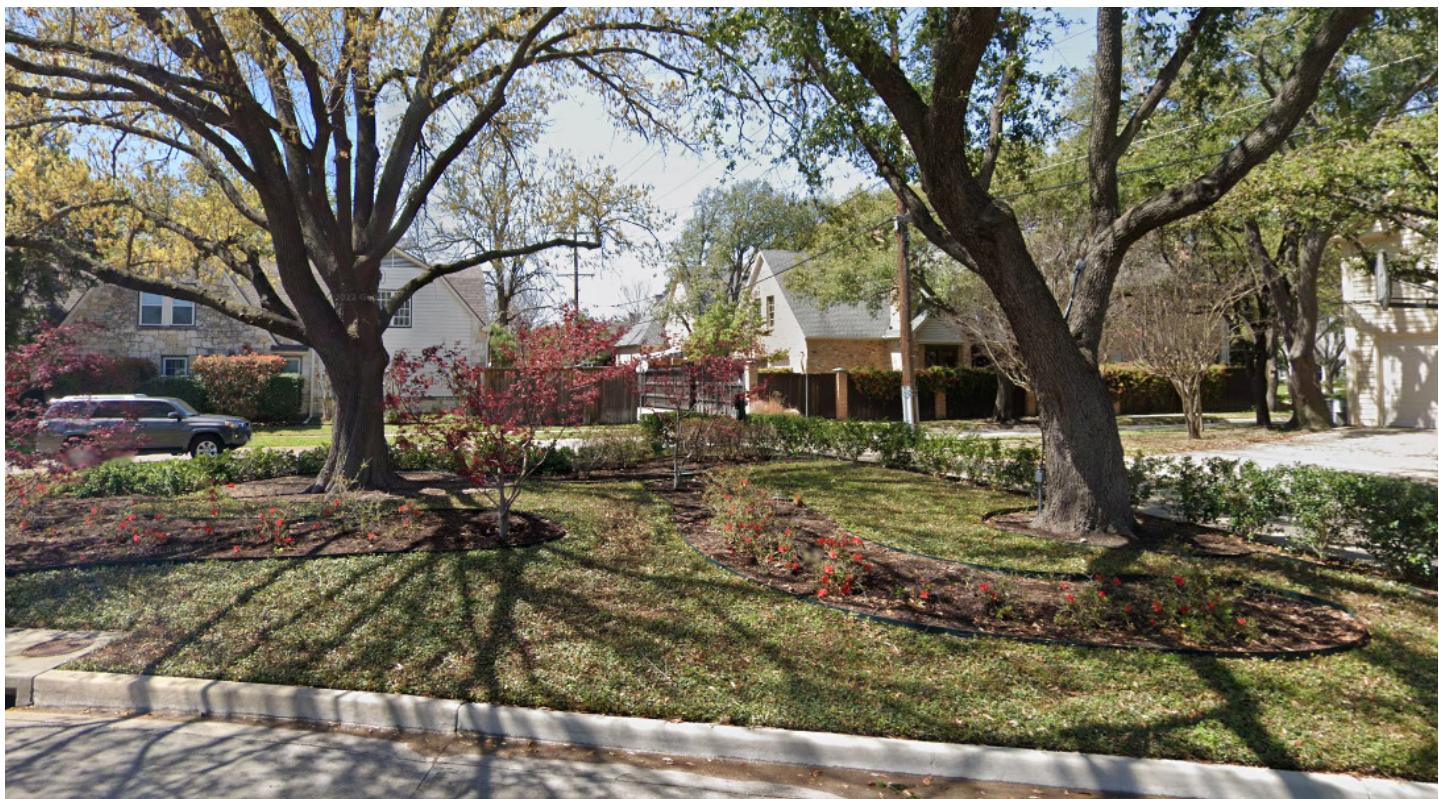
ENTRY PORTAL

Location:
4236 Lovers Lane

Acres:
0.18

Classification:
Open Space

Amenities:
 » Entry Signage
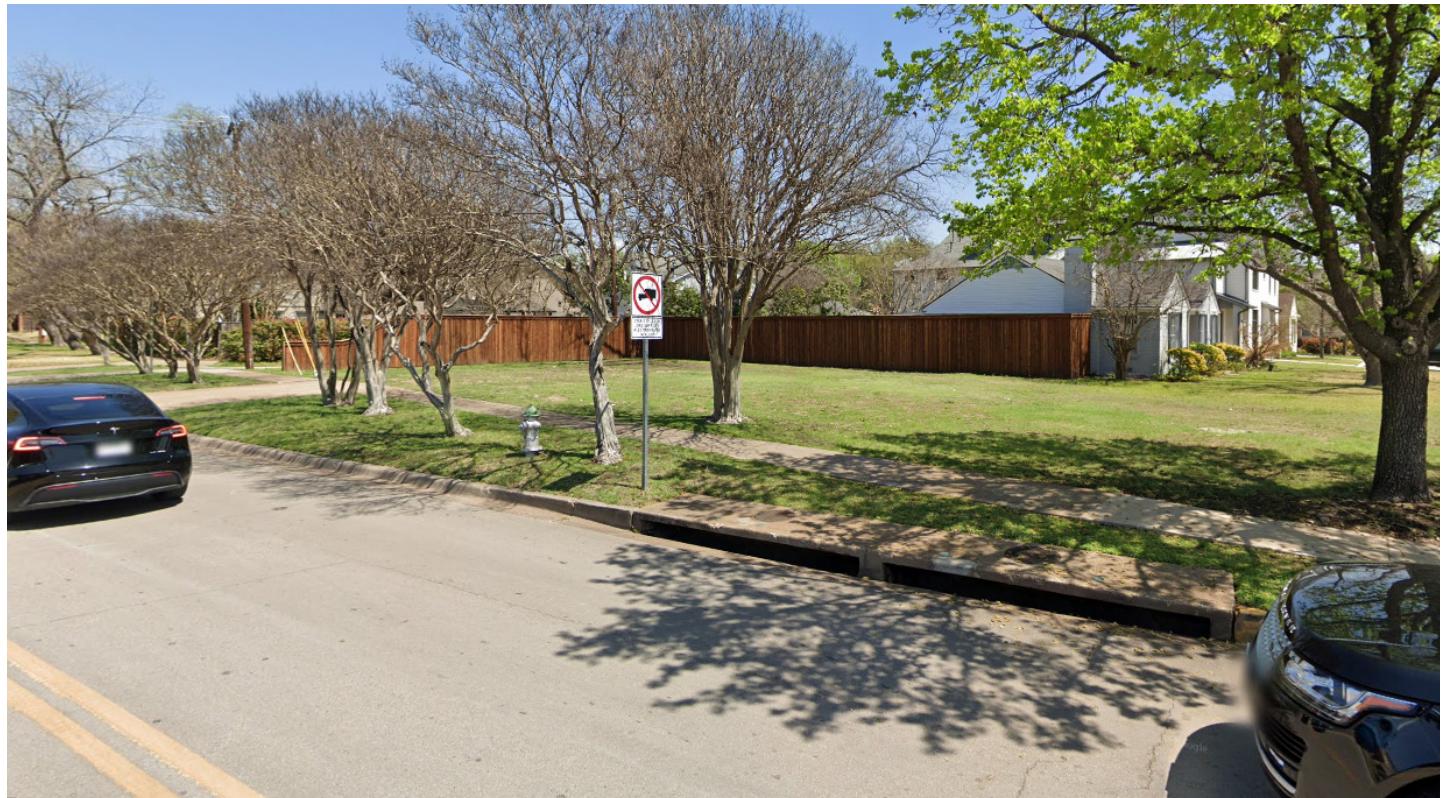
FONDREN WATER TOWER PROPERTY
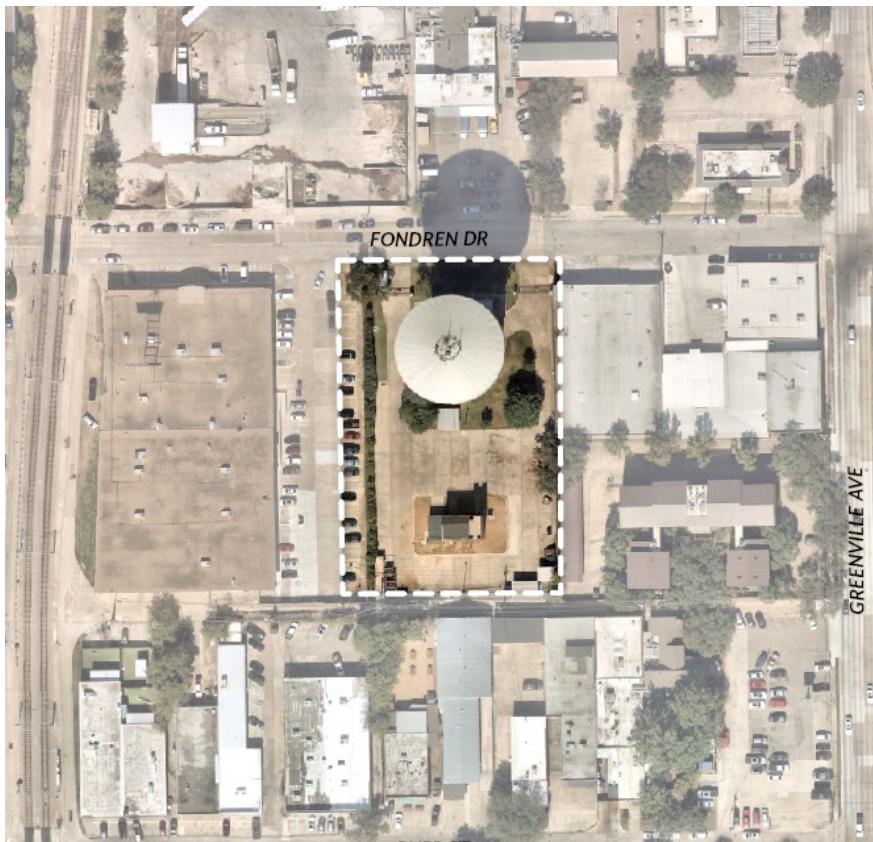
Location:
2601 Fondren Drive

Acres:
1.45

Classification:
Special Use

Amenities:
» Water Tower

HANOVER / TURTLE CREEK TRIANGLE

Location:
Hanover Street /
Turtle Creek Boulevard

Acres:
0.08

Classification:
Open Space

Amenities:
 » Landscape Planting
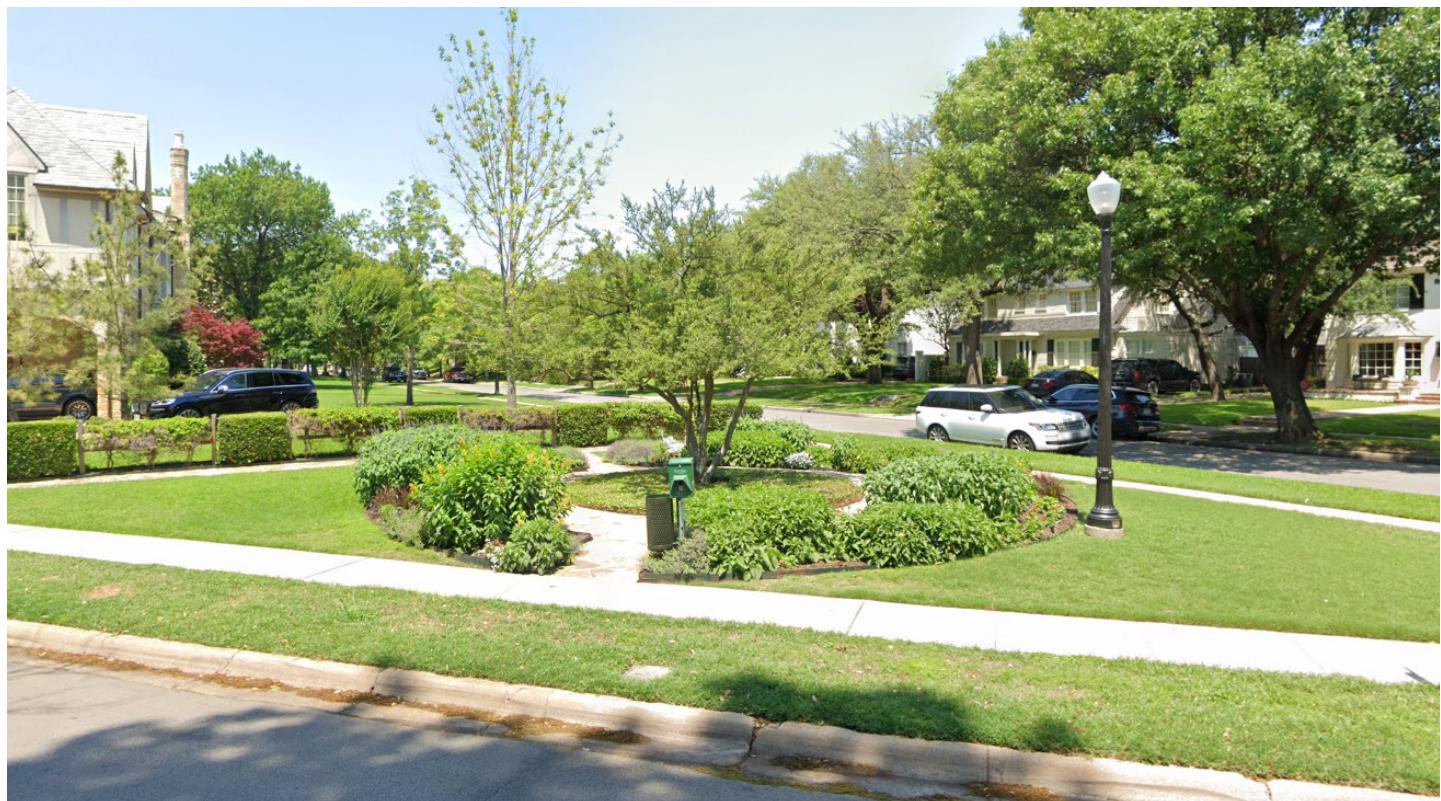
HOLMES AQUATIC CENTER

Location:
3501 Lovers Lane

Acres:
1.33

Classification:
Recreation Facility

Amenities:
- » 50-Meter Pool
- » Water Slide
- » 3- & 1- Meter Diving Boards
- » Splash Pad
- » ADA Compliant Pools
- » Covered Wading Pool
- » Covered Picnic Areas
- » Lounge Chairs
- » Restrooms & Showers
- » Concession Stand
- » Party Rentals
- » Aquatics Programs

HUNTER'S GLEN MEDIANS

Location:
6802 Hunters Glen Road
6804 Hunters Glen Road
6905 Hunters Glen Road

Acres:
0.48

Classification:
Open Space

Amenities:
 » Landscape Planting

LOVERS LANE CIRCLE ROUNDABOUT

TULANE BLVD
LOVERS LN
LOVERS LANE CIR
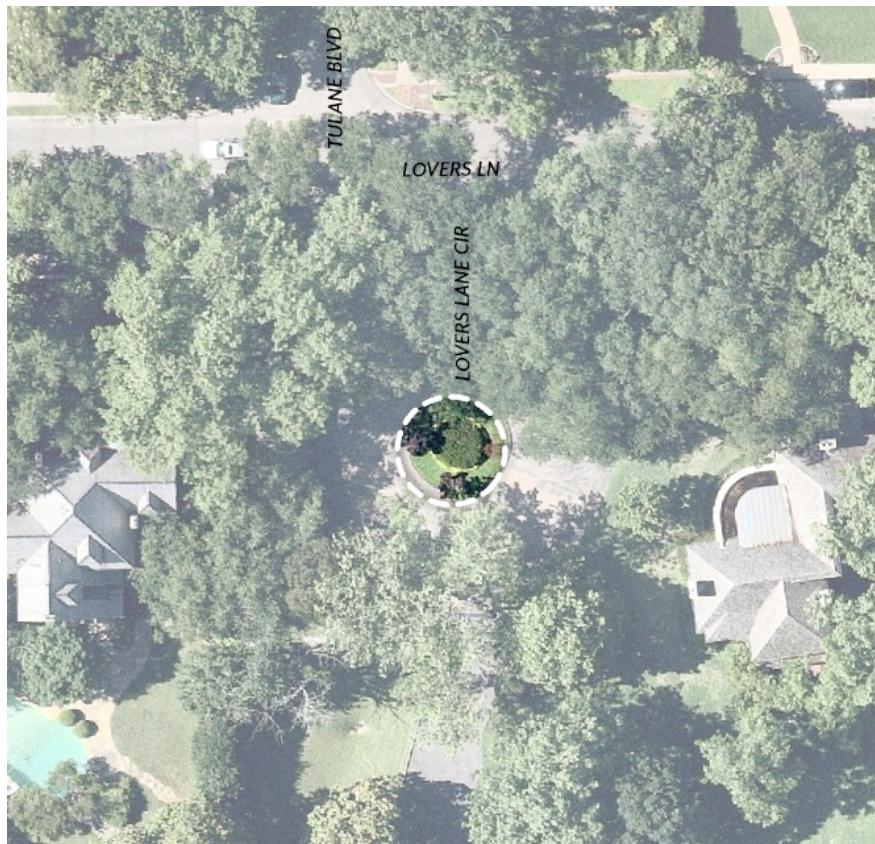
Location:
Lovers Lane Circle

Acres:
0.02

Classification:
Special Use

Amenities:
 » Roundabout
 » Landscape Planting

MCFARLIN MEDIANS

Location:
McFarlin Boulevard

Acres:
0.99

Classification:
Open Space

Amenities:
 » Landscape Planting
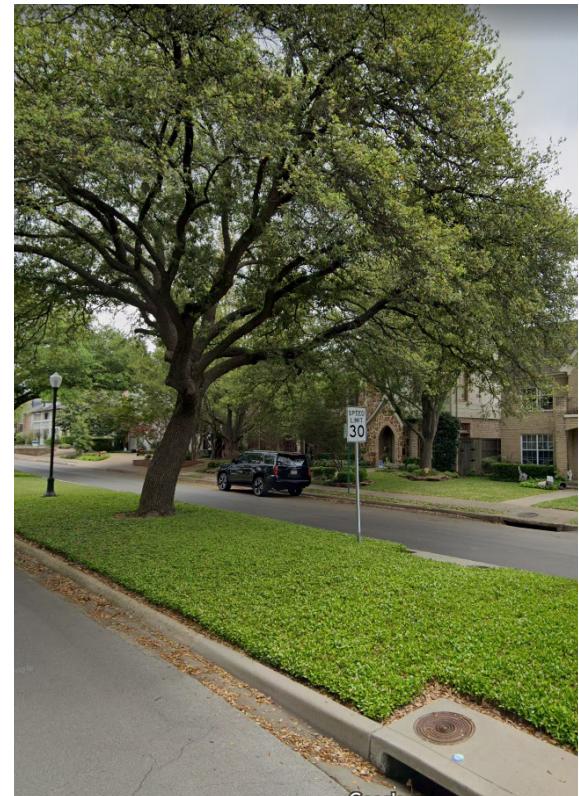
NORTHWEST HIGHWAY MEDIANS
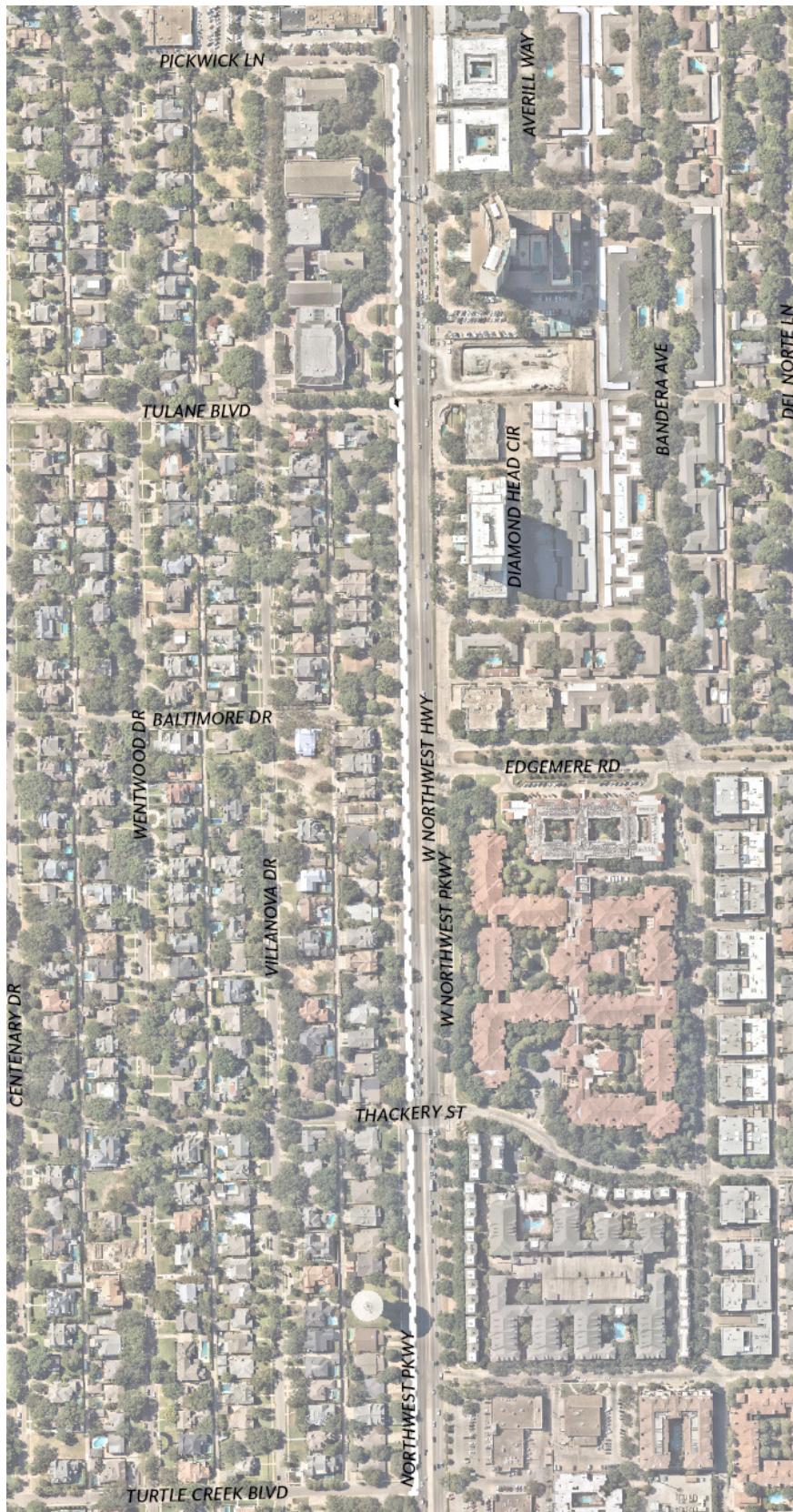
Location:
Northwest Parkway

Acres:
0.57

Classification:
Open Space

Amenities:
 » Landscape Planting
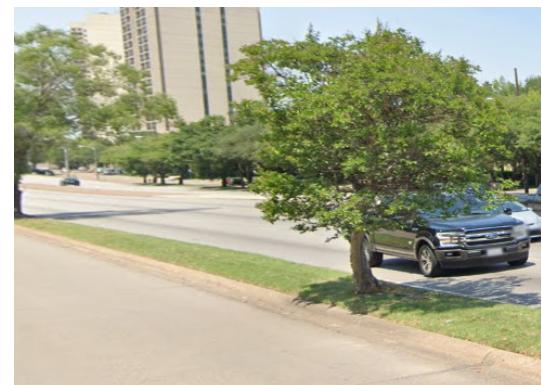
NORTHWEST HIGHWAY WATER TOWER
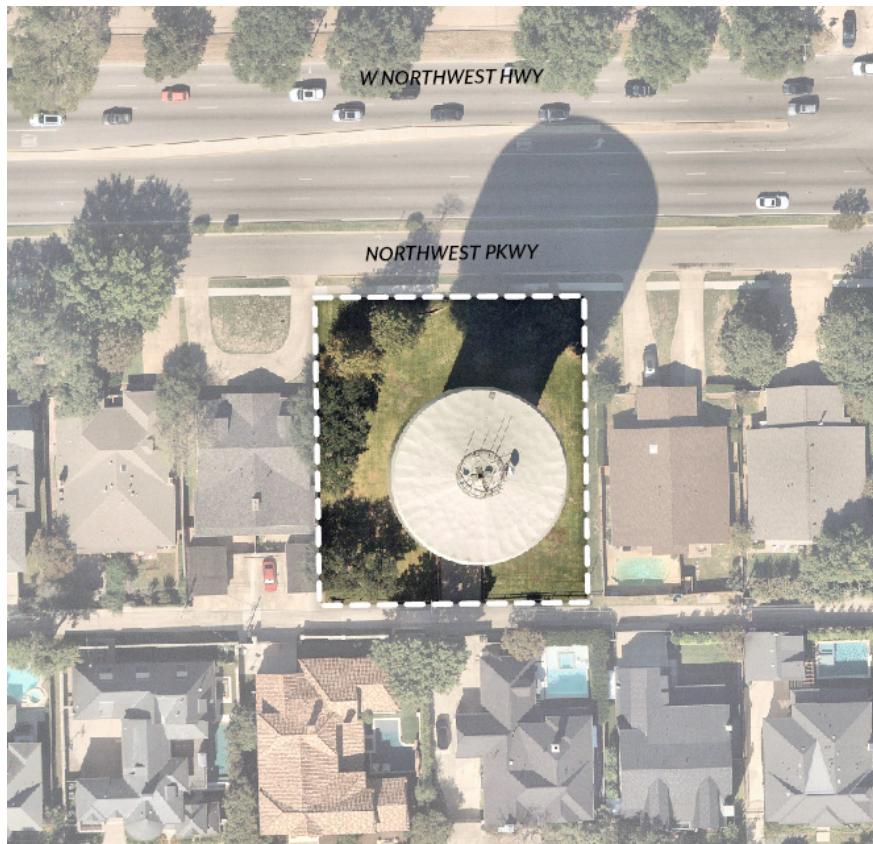
Location:
3531 Northwest Parkway

Acres:
0.49

Classification:
Special Use

Amenities:
 » Water Tower
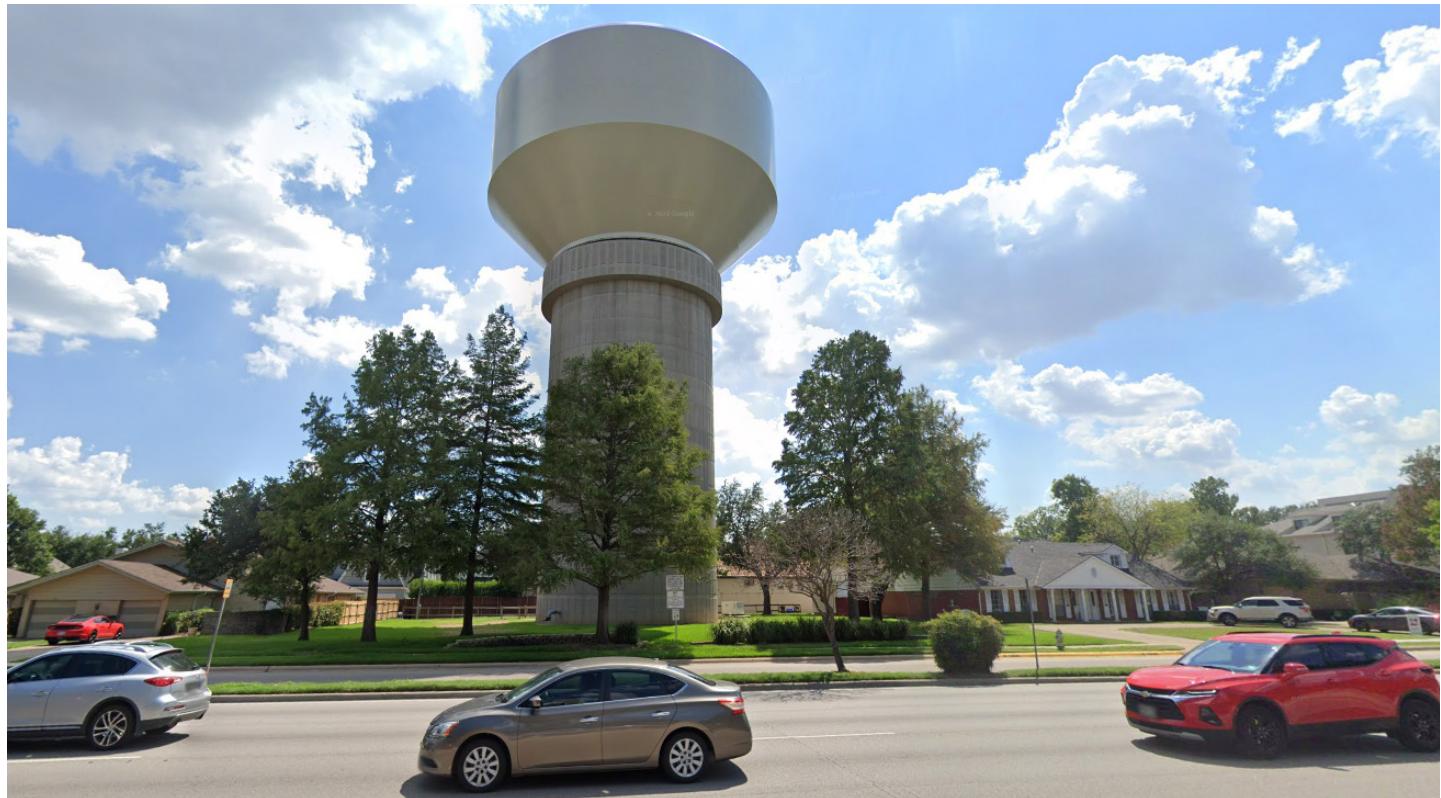
PRESTON MEDIANS
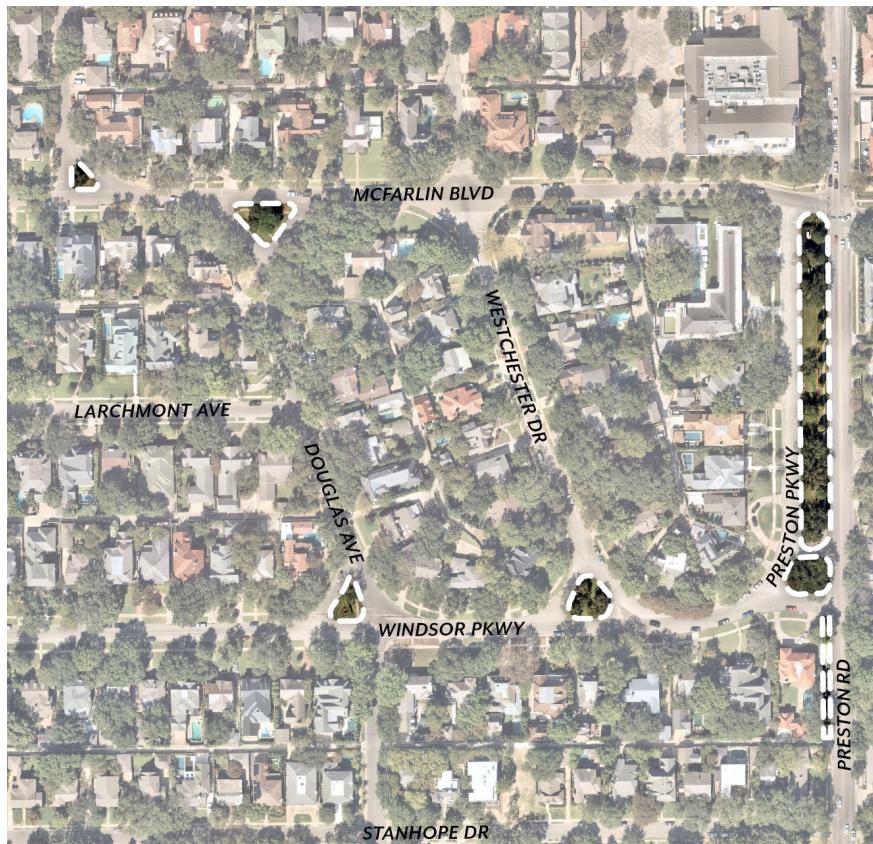
Location:
6305 Preston Road

Acres:
1.07

Classification:
Open Space

Amenities:
 » Landscape Planting
 » Walkway Paths
 » Monuments

SNIDER PLAZA

Location:
Snider Plaza

Acres:
0.13

Classification:
Special Use

Amenities:
 » Retail & Restaurants
 » Fountain

UNIVERSITY PARK MUNICIPAL SERVICE CENTER

Location:
4416 Worcola Street

Acres:
6.6

Classification:
Special Use

Amenities:
» Municipal Service Center

2525 UNIVERSITY BLVD PROPERTY

Location:
2525 University Boulevard

Acres:
1.77

Classification:
Special Use

Amenities:
 » Parking

7907 LOVERS LANE PROPERTY
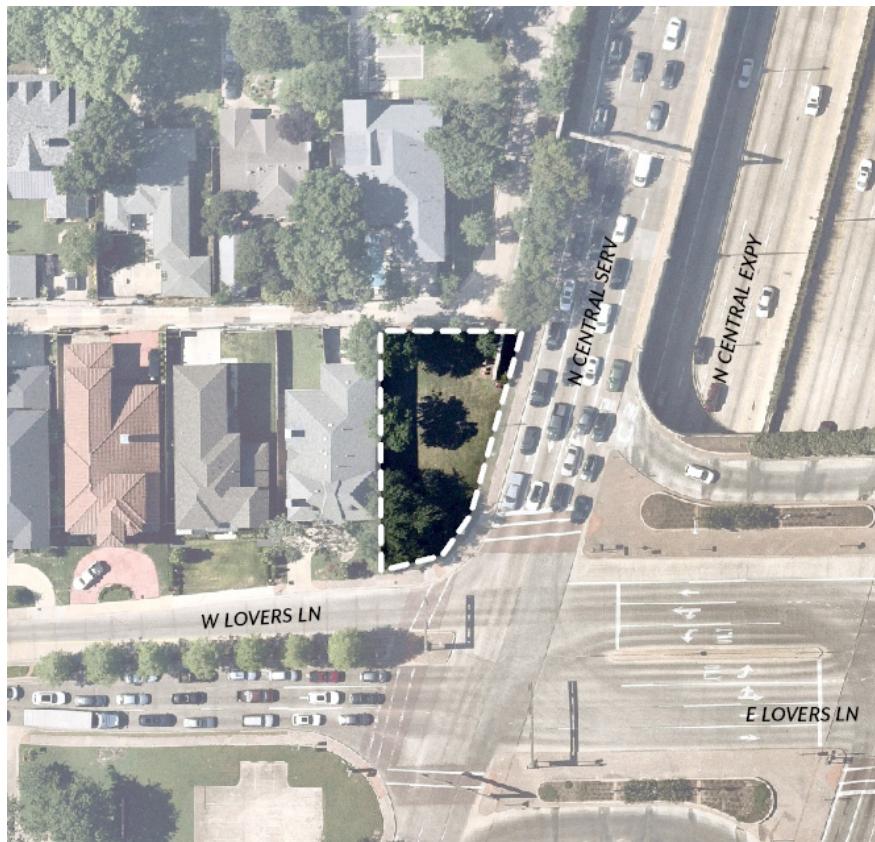
Location:
7907 Lovers Lane

Acres:
0.15

Classification:
Open Space

Amenities:
» Open Lawn
» Entry Portal
» Landscape Planting
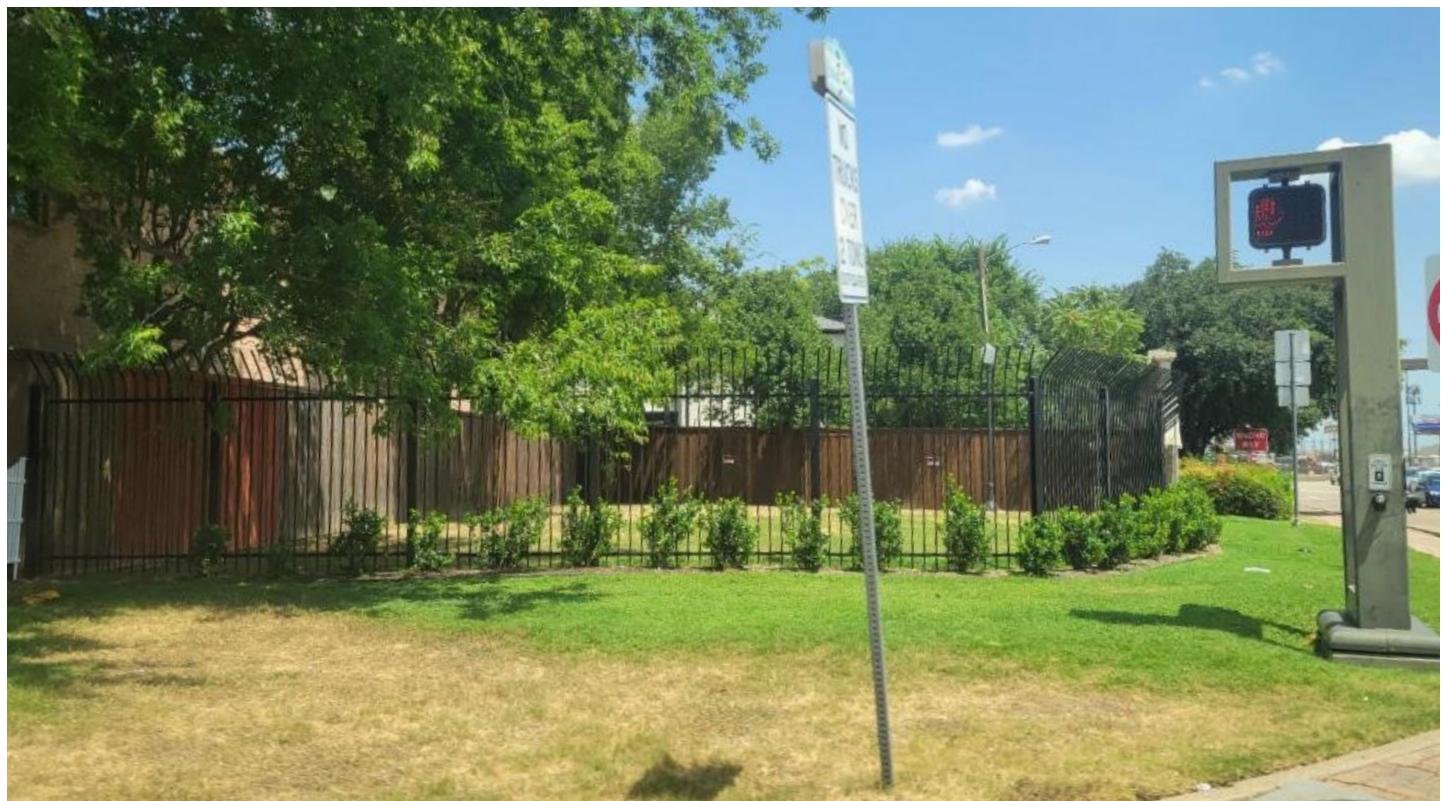
PARK INVENTORY

	CLASSIFICATION	ACRES	SHELTER	REST ROOM	TRAIL MILES	PLAYGROUND	VOLLEYBALL COURT	BASKETBALL COURTS	ATHLETIC FIELDS	TENNIS COURTS	POOLS	POND FISHING	RECREATION CENTER	BASEBALL FIELD	PRACTICE SOCCER
DEVELOPED PARKS															
ARTHA GARZA PARK	OPEN SPACE	0.26													
BARNS PARK	OPEN SPACE	0.20													
BURLESON PARK	NEIGHBORHOOD	4.56		1	0.227	1		1		1				1	1
BYRD PARK	OPEN SPACE	0.42													
CARUTH PARK	NEIGHBORHOOD	6.95		1	0.284	1				1		1		1	1
COFFEE PARK	NEIGHBORHOOD	3.82		1	0.27	1								1	1
CURTIS PARK	NEIGHBORHOOD	8.98		1	0.436	1				1	1	1		1	1
DAVIS PARK	POCKET	0.81	1	1	0.032	1									
ELENA'S CHILDREN'S PARK	POCKET	0.41													
GERMANY PARK	NEIGHBORHOOD	4.65		1	0.27					1					
GOAR PARK	NEIGHBORHOOD	4.82	1	1	0.322										1
HITZELBERGER PARK	POCKET	0.40													
MEADOWS PARK	OPEN SPACE	0.10													
OWSLEY PARK	OPEN SPACE	0.18													
PARDOE PARK	OPEN SPACE	0.57													
SHADDOCK PARK	POCKET	0.13													
SIS-GERMANY PARK	OPEN SPACE	0.25													
SMITH PARK	NEIGHBORHOOD	2.09		1	0.23	1				1					1
WALT HUMANN PARK	LINEAR PARK	2.07			0.589	1									
WILLIAMS PARK	NEIGHBORHOOD	4.07			0.303	1				1		1			
	PARKS TOTAL	**45.75**	2	8	2.95	8	0	1	0	6	1	3	0	4	6
SUPPORT PROPERTIES															
DUBLIN TRIANGLE	OPEN SPACE	0.09													
ENTRY PORTAL	OPEN SPACE	0.18													
FONDREN WATER TOWER PROPERTY	SPECIAL USE	1.45													
HANOVER / TURTLE CREEK TRIANGLE	OPEN SPACE	0.08													
HUNTER'S GLEN MEDIANS	OPEN SPACE	0.48													
LOVERS LANE CIRCLE ROUNDABOUT	SPECIAL USE	0.02													
MCFARLIN MEDIANS	OPEN SPACE	0.99													
NORTHWEST HWY MEDIANS	OPEN SPACE	0.57													
NORTHWEST HWY WATER TOWERS	SPECIAL USE	0.49													
PRESTON MEDIANS	OPEN SPACE	1.07													
SNIDER PLAZA	SPECIAL USE	0.13													
UNIVERSITY PARK MUNICIPAL SERVICES CENTER	SPECIAL USE	6.60													
2525 UNIVERSITY BLVD PROPERTY	SPECIAL USE	1.77													
7907 W LOVERS PROPERTY	OPEN SPACE	0.15													
	SUPPORT PROPERTIES TOTAL	**14.06**													
	TOTAL	**59.83**	2	8	2.95	8	0	1	0	6	1	3	0	4	6

Existing Parks and Open Spaces
Legend

- Park
- Open Space
- Trail
- Other City-Maintained Property
- City-Maintained Wall
- City-Maintained Overpass
- City Limits

Northwest Highway Medians Northwest Hwy Water Tower Property
Northwest Highway Wall
Villanova Dr
Coffee Park
Alta Garza Park
University Park Public Library
Preston Center Plz
Pickwick Ln
Tulane Blvd
Wentwood Dr
Centenary Dr
Marquette St
Colgate Ave
Robert S Hyer Elementary
Caruth Blvd
Smith Park
Greenbrier Dr
Sis-Germany Park
Caruth Park
Thackery St
Southwestern Blvd
Baltimore Dr
Bryn Mawr Dr
Elena's Children's Park
Hanover TC Triangle
Central Expressway Wall 2
Lomo Alto Wall
Hanover St
Barns Park
Purdue St
Dublin Triangle
Westchester Dr
Stanford Ave
Amherst St
University Park Elementary
7907 W Lovers Property
Lovers Overpass
Shaddock Park
Hitzelberger Park
Entry Portal
Turtle Creek Blvd
Lovers Lane Circle Roundabout
LOVERS LN
DNT TOLL
Hyer Ave
Curtis Park
Holmes Aquatic Center
Westminster Ave
Central Expressway Wall
Grassmere Ln
Hunters Glen Dr
Dickens Ave
Hursey St
Rankin Ave
Athens St
Dublin St
Milton Ave
Hunter's Glen Medians
Druid Ln
Owsley Park
Rosedale Ave
Byrd Park
Golf Dr
Snider Plaza
Walt Humann Park
Highland Park HS
Turtle Creek
Meadows Park
Glenwick Ln
Goar Park
Haynie Ave
Daniel Ave
Burleson Park
University Blvd
Emerson Ave
University Park City Hall
University Blvd
2525 University Blvd Property
Cardoe Park
Fondren Dr
Williams Park
Fondren Water Tower Property
McFarlin Blvd
McFarlin Medians
Dyer St
Germany Park
Preston Medians
Davis' Park
Windsor Ave
SMU Blvd
SMU Blvd Overpass
Larchmont Ave
Windsor Pkwy
Granada Ave
Asbury Ave
Lomo Alto Dr
Stanhope Dr
McCulloch Intermediate
George W. Bush Presidential Library
University Park Municipal Service Center
Shenandoah Ave
Binkley Ave
Key Ave
Hillcrest Ave
SMU Campus
Roland Wall
Normandy Ave
Preston Rd
Moody Family YMCA in the Park Cities
Dickens Ave
Airline Rd
Auburndale Ave
San Carlos Dr
Mockingbird Wall
Potomac Ave
Mockingbird Ln Overpass

N
0   600
Feet

NCTCOG

CHAPTER FOUR
POPULATION + DEMOGRAPHICS

POPULATION + DEMOGRAPHICS

The population of a community can be evaluated in a variety of ways for purposes of park planning, both physically and financially. The offering of public facilities is based in part on the consumption characteristics of the residents. This is true in planning for recreational needs within the University Park community. The location, size, and amenities of parks should be based on the density and distribution of the population as recipients of these services. In order to assist in forecasting the future park and recreation needs throughout University Park, this section provides information on some particular characteristics over the past five to seven years. Data was obtained through the Decennial Census of Population and Housing Data from 2000 through 2020. SMU (Southern Methodist University) has an approximate enrollment of 7,000 plus students a semester - which was also considered when planning for the city's demographic needs. The prominent student population in University Park was considered when the needs assessment was conducted and priorities were developed.

Census Data - Population

87% of Residence with a Bachelor's Degree or Higher

2020 Census Population 25,278

26,000			
25,500			
25,000			
24,500			
24,000			
23,500			
23,000			
22,500			
22,000			
21,500			
21,000			
20,500			
1990	2000	2010	2020
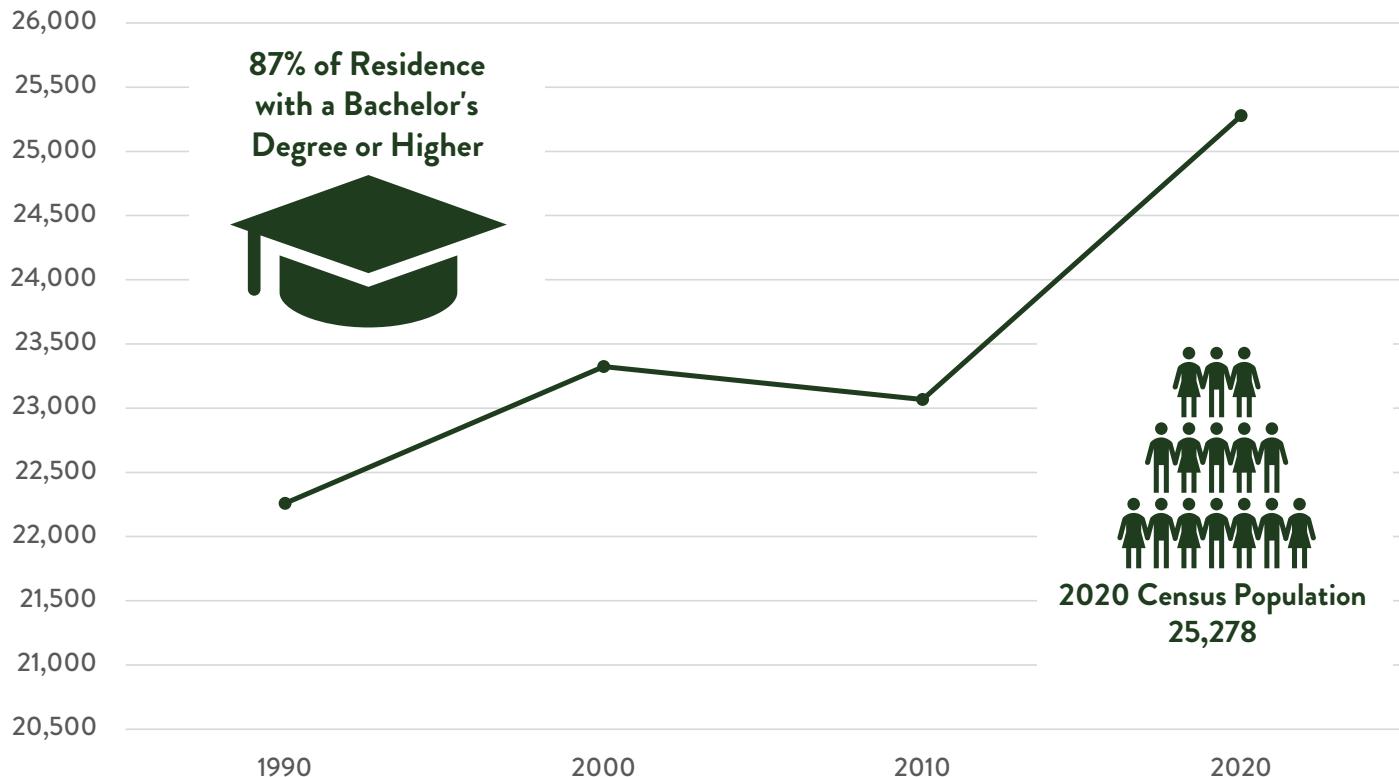
The current trends of University Park shows the city's whole population has not increased drastically since 1990. There has been an increase of over 3,000 people in the last 30 years which is an approximate 14% increase.

The race/ethnic makeup of the city, as shown on the figure on the right, has overall been consistent. In the 2020 data collection, the city shows it has become more diverse with an increase in Hispanic and Asian population.

Race / Ethnicity

4.9%
7.7%
4%
2.6%
1.4%
1.4%
3.3%
1.4%
2.3%
5.6%
2.4%
1.8%

1990
2000
2010
2020

94.4%
92%
91%
80.4%

■ White   ■ Hispanic   ■ Black   ■ Asian   ■ Other
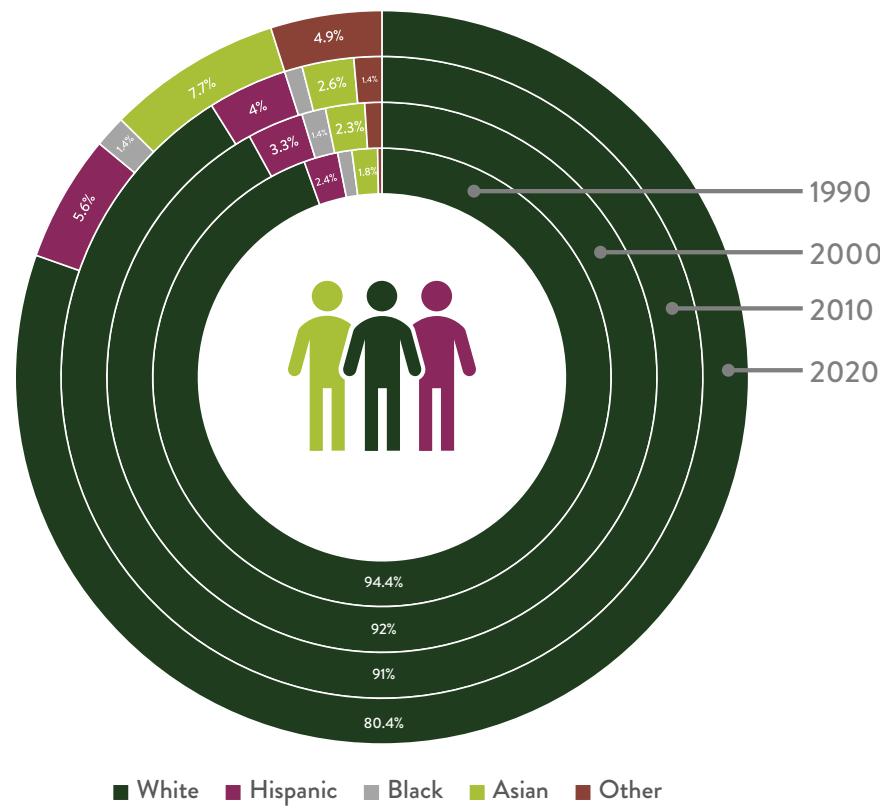
Percent Population Under 18 Years Old

18.9%

27.5%

29.4%

27%

1990
2000
2010
2020

■ Under 18

Average Household Size

2.3	2.59	2.77	2.95

3

2.5

2

1.5

1

0.5

0

1990   2000   2010   2020
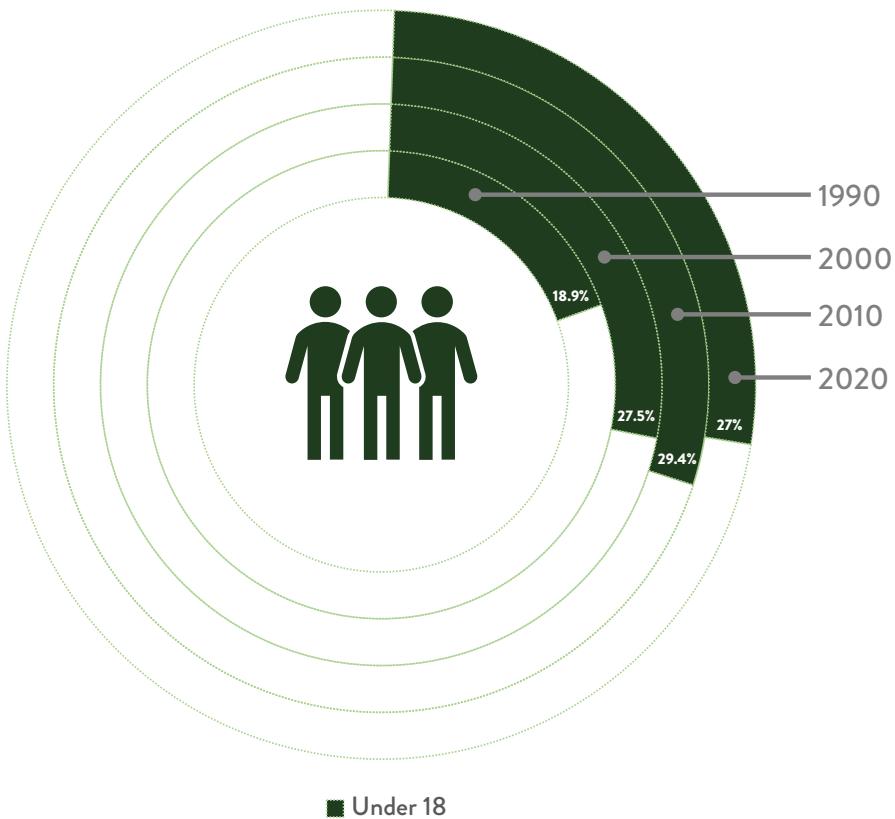
■ Average Household Size

Household Income (2019 Inflation-Adjusted)

Median Household Income: $224,485

Year	Household Income (2019 Inflation-Adjusted)
1990	$109,615.80
2000	$143,165.02
2010	$172,064.99
2020	$247,716.00
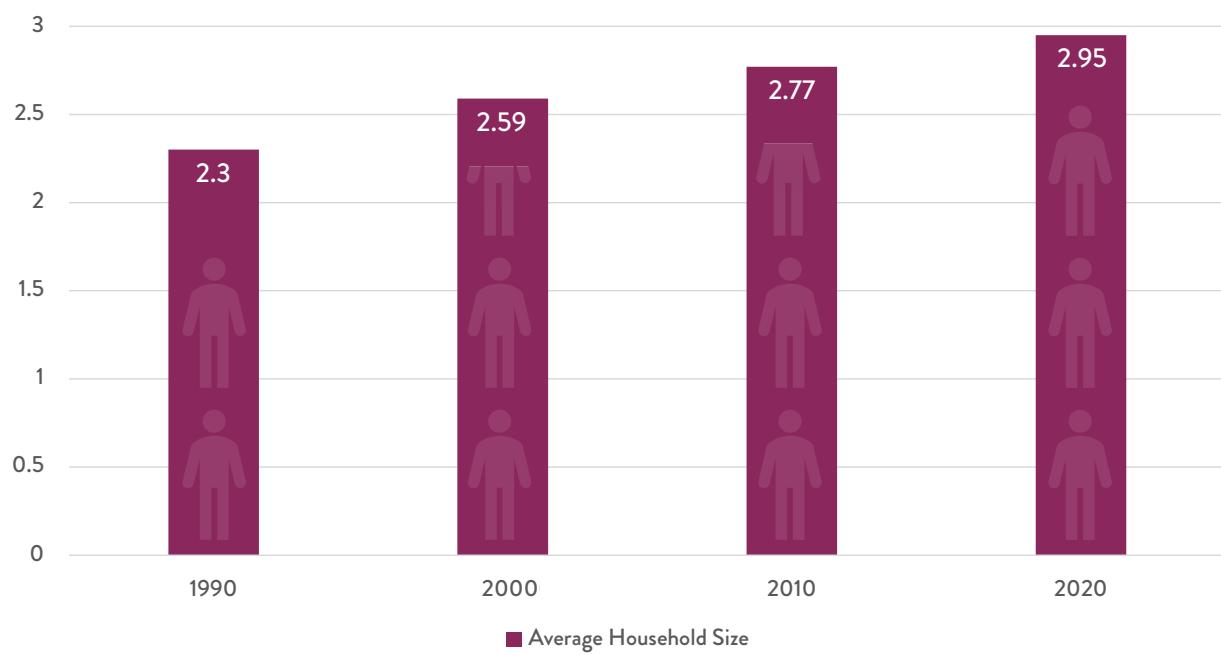
Household Income (2019 Inflation-Adjusted)

Occupations

73.3%

6.6%

18%

1.9%

- Management, Business, Science, and Arts Occupations
- Service Occupation
- Sales and Office Occupation
- Natural Resources, Construction, and Maintenance Occupations
- Production, Transportation, and Material Moving Occupations
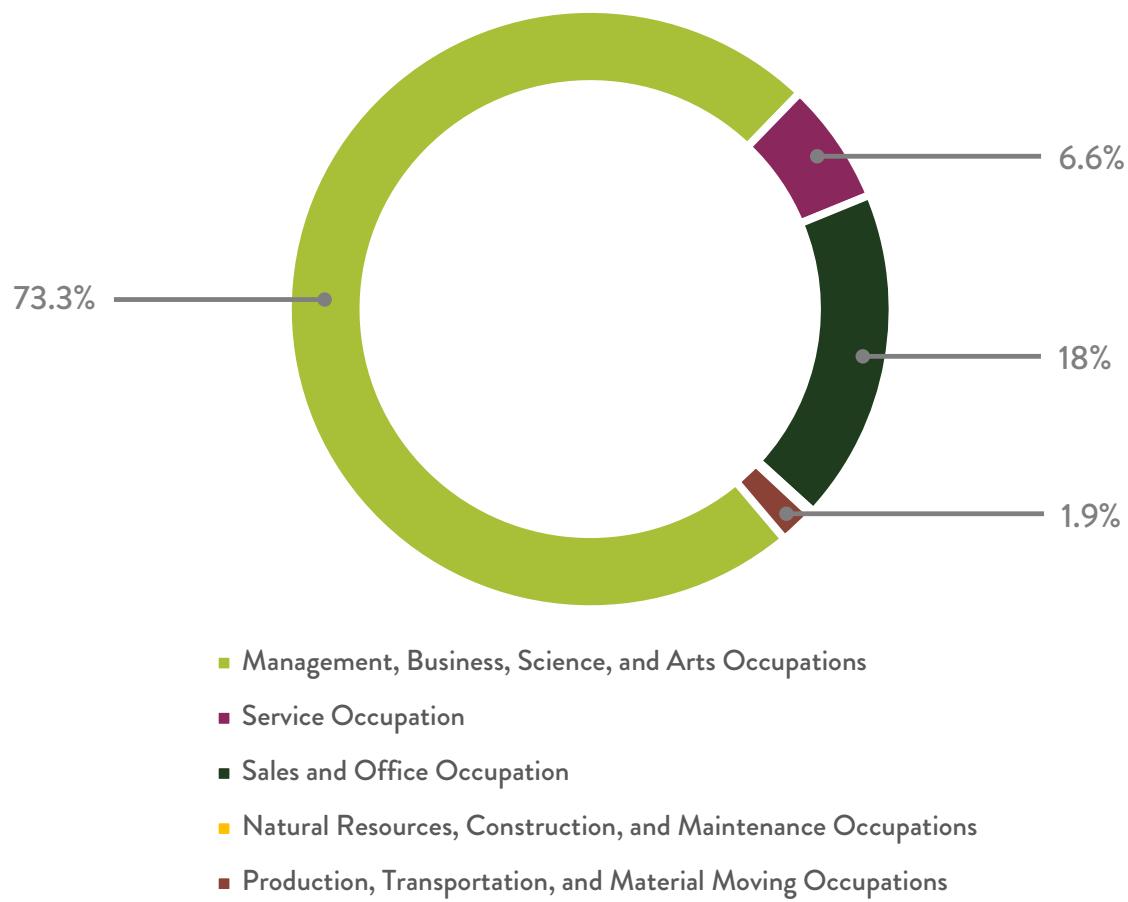
Management, business, science, and arts are the major occupations of University Park. Following behind is sales and office occupations at 18%. All other occupations are in the small minority of their population.

The employment rate is at 57% but the unemployment rate is at 2.7%, which is less than the state average of 3.4%

Employment Rate

57.4% Employed

2.7% Unemployed

- Employed
- Unemployed
- 0
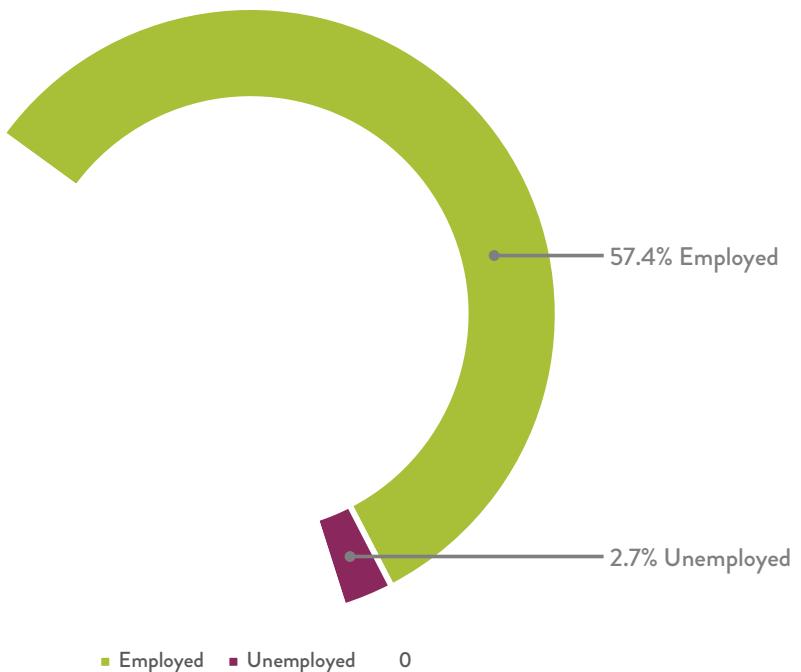
CHAPTER FIVE
STANDARDS ANALYSIS

STANDARDS ANALYSIS

When the Dunaway team evaluated the current park system in University Park, it was important to understand the range of parks, recreation facilities, and other open space areas utilized for recreational activities. A key part of this evaluation was assessing needs of the present population as well as considering future growth. The National Recreation and Park Association (NRPA) created a number of conventional levels of service standards, which are included in this Master Plan and are particularly relevant to developing communities like University Park. The NRPA standards have been the most widely accepted and used standards for decades. This section includes a comparison of University Park's current park system to NRPA standards based upon park acreage per population, as well as recreational facilities per population.

CRITERIA FOR STANDARDS

The most common standards for park planning, as recognized by park and recreational professionals, are the published standards by the NRPA. As acknowledged in their publications, the NRPA recognizes the importance of establishing and using park and recreation standards as:

- ☑ A national expression of minimum acceptable facilities for the citizens of urban and rural communities

- ☑ A guideline to determine land requirements for various kinds of park and recreation areas and facilities

- ☑ A basis for relating recreation needs to spatial analysis within a community wide system of parks and open spaces

- ☑ One of the major structuring elements that can be used to guide and assist regional development

- ☑ A means to justify the need for parks and open space within the overall land use pattern of a region or community

The purpose of the NRPA standards is to present park and recreation space guidelines that are applicable for planning, acquisition, and development of University Park parks systems. These standards should be viewed as a guide by those municipalities that use them. The standards are to be coupled with the expertise of park planners when evaluating a community to which they are applied. Variations in the standards can also be established to reflect the unique social and geographical conditions of the community.

PARK CLASSIFICATION SYSTEM

As the team evaluated University Park's park system, they slightly revised the classification of each park by type, size, service area, and acres per 1,000 population. The following are five (5) NRPA classifications for parks that were used for this Master Plan:

POCKET PARK (MINI PARK)

Pocket park is used to address limited, isolated or unique recreational needs of concentrated populations. Typically, 1/4 mile distance away, the size of a pocket park ranges between 2,500 square feet and 1 acre in size. These parks may be either active or passive, but speak to a specific recreational need rather than a particular density. NRPA standards for these parks are .25 to .50 acres per 1,000 population.

NEIGHBORHOOD PARK

Neighborhood parks serve a variety of age groups within a limited area or "neighborhood". They range in size from 1-15 acres and generally serve residents within a 1/4 to 1/2 mile radius. The neighborhood park is an area for active recreation such as field games, court games, playgrounds, picnicking, etc. Facilities are generally unlighted and there is limited parking, if any, on site. NRPA standards for these parks are 1 to 2 acres per 1,000 population.

SPECIAL USE AREAS

Special use areas and parks are for specialized or single purpose recreation activities. NRPA defines these areas such as historical areas, nature centers, marinas, zoos, conservatories, arboretums, arenas, amphitheaters, plazas or community squares. There are no specific standards for size or acreage since each community will vary.

LINEAR PARKS

Linear Parks are built connections or natural corridors that link parks together. Typically, the linear park is developed for one or more modes or recreational travel such as walking, jogging, biking, in-line skating, and hiking. NRPA does not have any specific standards for linear parks other than they should be sufficient to protect the resources and provide maximum usage.

OPEN SPACE

This includes areas for protection and management of the natural / cultural environment with recreation use as a secondary objective. Recreation use might include passive recreation such as viewing and studying nature and wildlife habitat. The NRPA does not indicate specific acreage or size standards for the conservancy other than they should be sufficient to protect the resource and provide appropriate usage. The University Park system includes several properties that are maintained by the park department that are classified as open space for the purposes of this plan.

NRPA PARK ACREAGE GUIDELINES

Type	Size/Acres	Service Area*	Acres per 1,000 Population
Pocket Park	2500 S.F. - 1 Acre	Less Than 1/4 Mile Distance in Residential Setting	.25 - .5 ac/1,000
Neighborhood Park	1–15 Acres	One Neighborhood ¼ to ½ Mile Radius	1.0–2.0 ac/1,000
Special Use Areas	Varies Depending on Desired Size	No Applicable Standard	Variable
Linear Park	Sufficient Width to Protect the Resource and Provide Maximum Usage	No Applicable Standard	Variable
Open Space	Sufficient Width to Protect the Resource and Provide Maximum Usage	No Applicable Standard	Variable
		Total	11.25–20.5 ac/1,000 Population

NRPA PARK ACREAGE GUIDELINES COMPARED TO CURRENT POPULATION

Classification	Existing Acreage	NRPA Guidelines for 2022 Population of 25,806	Difference Between NRPA Guidelines and Existing Parks
		Range	Range
Pocket Park	1.76	6.45 - 12.90	(4.69) - (11.14)
Neighborhood Park	39.94	25.81 - 51.61	14.13 - (11.67)
Special Use Park	10.47	n/a	n/a
Greenbelt/Linear Parks	2.07	n/a	n/a
Open Space	5.58	n/a	n/a
Total:	59.83	32.26 - 64.51	27.57 - (4.68)

For the current population of approximately 25,806 the City of University Park is slightly under standard for providing overall park acreage.

NRPA PARK ACREAGE GUIDELINES COMPARED TO FUTURE POPULATION (2027)

Classification	Existing Acreage	NRPA Guidelines for 2027 Population of 25,837	Difference Between NRPA Guidelines and Existing Parks
		Range	Range
Pocket Park	1.76	6.46 - 12.92	(4.70) - (11.16)
Neighborhood Park	39.94	25.84 - 51.67	14.10 - (11.73)
Special Use Park	10.47	n/a	
Greenbelt/Linear Parks	2.07	n/a	
Open Space	5.58	n/a	
Total:	59.83	32.3 - 64.59	27.53 - (4.76)

For the future population of approximately 25,837 the City of University Park is projected to be slightly under standard for providing overall park acreage.
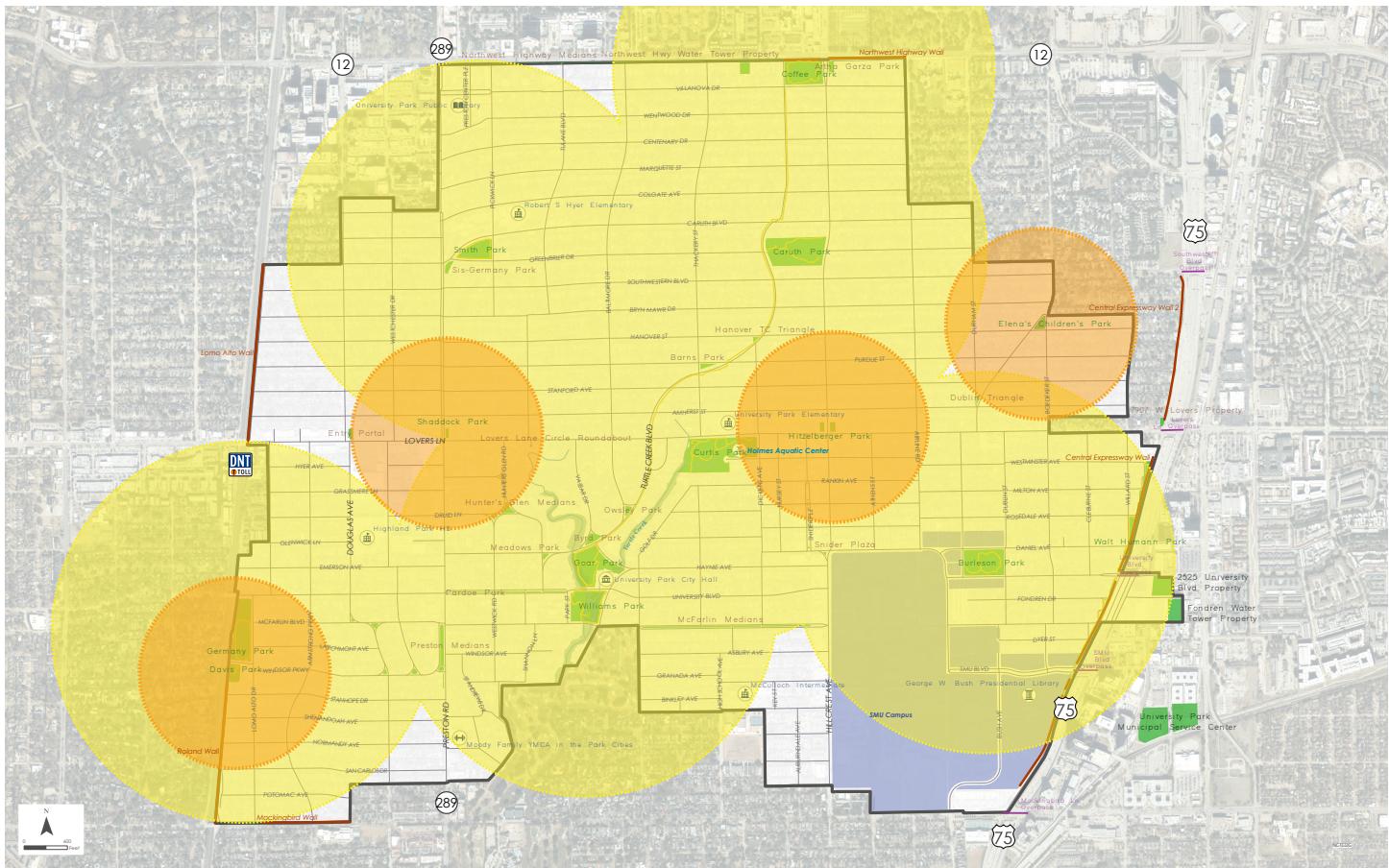
PARKS SERVICE AREAS

The graphic above illustrates the service areas of each park facility in University Park's existing system. Pocket park service areas are designated in orange 1/4 mile radius circles, while neighborhood park service areas are designated in yellow 1/2 mile radius circles. Overall, the city is well-served by the amount of existing pocket and neighborhood parks.

CHAPTER SIX
RECREATION PROGRAMMING

RECREATION PROGRAMMING

As part of the Master Plan, PROS consulting conducted a Recreation Program Analysis of the services offered by the City's Parks and Recreation Department ("Department"). The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying Core Program Areas, program gaps within the community, areas of improvement, pricing and cost recovery strategies, and future programs and services for residents and visitors.

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

FRAMEWORK

The Mission of the Department is "to provide lifelong recreation and leisure opportunities for our residents, neighbors, and guests through high-quality programs in well-managed parks and recreation facilities." These program offerings are supported with dedicated spaces which include 8 major parks, sports courts, an aquatic center, and athletic fields.

PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations that identify strengths, challenges, and opportunities related to recreation programming:

- Overall, the program descriptions/goals do an excellent job of effectively communicating to the public key benefits and desired outcomes of each Core Program Area. The core program areas are well defined and have little overlap with one another, which allows for an easier and smoother planning process for programs.

- Age segment distribution is aligned with the community's current population but needs to be monitored annually to ensure program distribution continues to match University Park's evolving demographics. More all-ages programs could also be utilized to ensure that each demographic is being served, as only one program is considered an all-age program.

- Program lifecycles: Approximately 52% of the system's current programs are categorized in the Introduction Stage, while 32% of programs fall into the Growth Stage. The Department is currently lacking in end-of-lifecycle programs; however, it has an abundance in early lifecycle programming. A more complete description of Lifecycle Stages can be found in the appendix of this report.

- Pricing strategies are slightly varied for core programs. Currently, the only approaches used are pricing based on age segment, pricing based on residency, and pricing based on cost recovery goals. While these pricing strategies are consistent, the Department should continue to implement new and additional pricing strategies which can be found later in this analysis. Furthermore, it is essential to understand current cost of service in order to determine ideal cost recovery goals.

- Financial performance measures such as cost recovery goals are currently not being utilized across Core Program Areas based on different program types. Moving forward, it is recommended for staff to consider tracking cost recovery for all program areas. When doing so, the staff should factor in all direct and indirect costs pertaining to programming. A focus on developing consistent earned income opportunities would be beneficial to the Department's overall quest for greater fiscal sustainability. More information on this can be found later in the analysis.

CORE PROGRAM AREAS

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

- *The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.*

- *The program area consumes a relatively large portion (5% or more) of the agency's overall budget.*

- *The program area is offered 3-4 seasons per year.*

- *The program area has wide demographic appeal.*

- *There is a tiered level of skill development available within the program area's offerings.*

- *There is full-time staff responsible for the program area.*

- *There are facilities designed specifically to support the program area.*

- *The agency controls a significant percentage (20% or more) of the local market.*

EXISTING CORE PROGRAM AREAS

Through discussions with the Department staff, Six Core Program Areas were identified that are currently being offered.

Aquatics	Events	Health and Fitness
Special Interest	Sports	Therapeutic Recreation

MAJOR PROGRAM TYPE DESCRIPTIONS, GOALS AND EXAMPLE PROGRAMS

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

AQUATICS	**Description:** Includes youth and adult lessons, as well as teams for swimming, fitness, and water sports to promote water safety and swimming as a lifelong recreational pursuit. **Goals:** To promote developmentally appropriate learning of fundamental water safety and aquatic skills for participants of all ages. All participants have or gain awareness of basic water safety skills, experience demonstrable progression in aquatic skills, and establish and achieve fitness goals through aquatic exercise.	• Youth and Adult Swim Lessons • Competitive Swimming Teams • Water Sports • Water Safety • Fitness
EVENTS	**Description:** Community events coinciding with local or national holidays or community interests. **Goals:** Promote, inform, and entertain citizens by building awareness of UP P&R; also to build a constituency base and facilitate good community relations while celebrating the culture and traditions of UP. Participants will also gain a better understanding and appreciation of the culture and traditions represented in UP, as well as an increased awareness of other UP P&R services and facilities.	• Local/national holiday events • Special events • 4th of July Parade • Arbor Day • Holiday Tree Lighting
HEALTH AND FITNESS	**Description:** Includes adult group exercise and wellness classes to help residents achieve fitness and lifestyle goals. **Goals:** To provide access to quality programs and facilities that are designed to educate and assist citizens to obtain optimal physical, mental, and emotional wellness that contributes to their overall quality of life.	• Fitness and wellness classes • Adult group exercise • Health programming
SPECIAL INTEREST	**Description:** Education, games, and hobbies of special interest to the community. **Goals:** To provide access for citizens to seek, discover, and explore various programs interests and ideas that are designed to enhance participant's leisure time and enjoyment.	• Education • Hobbies • Special event Programming • Eggstravaganza • Fishing Derby • Dive In Movies
SPORTS	**Description:** Includes youth and adult sport camps, lessons, teams, and leagues including competition levels from beginner to competitive. **Goals:** To teach and encourage good sportsmanship and fair play through noncompetitive athletic opportunities; also, to assist in the development of character and sportsmanship by teaching participants fairness, teamwork, self-control, courtesy, and respect for the rules of the game as well as the other participants and officials in the sport.	• Sports camps • Sports leagues • Competitive and Noncompetitive opportunities • Team sports
THERAPEUTIC RECREATION	**Description:** Adaptive recreation and education programs. **Goals:** To provide recreational opportunities for individuals with physical and cognitive deficiencies in safe and controlled programs designated to improve social, physical, emotional, spiritual, and cognitive functional behaviors	• Adaptive programming • Accessible programs • Education

CORE PROGRAM AREA RECOMMENDATIONS

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

Programs Through Partnerships

University Park Parks and Recreation Department predominantly relies on partnerships for the delivery of recreational programs to the community. The Department is "facility-strapped" in that there is no major indoor facility operated by the City for recreation services, and almost all of the outdoor parks and recreational fields are predominantly utilized by programmatic partners or contract instructors. The primary partnership in University Park for recreational programming is the Moody Family YMCA ("YMCA"), but there is also a limited partnership with Highland Park Independent School District (HPISD) for the availability of facilities during off-peak usage by the schools.

As of result of this circumstance, the major programming provided directly by the Department is in the Core Program Area of aquatics as the Holmes Aquatic Center is the most significant recreation facility operated by the City. Aside from aquatics, community events and special interest programs are the largest offerings directly provided by the City.
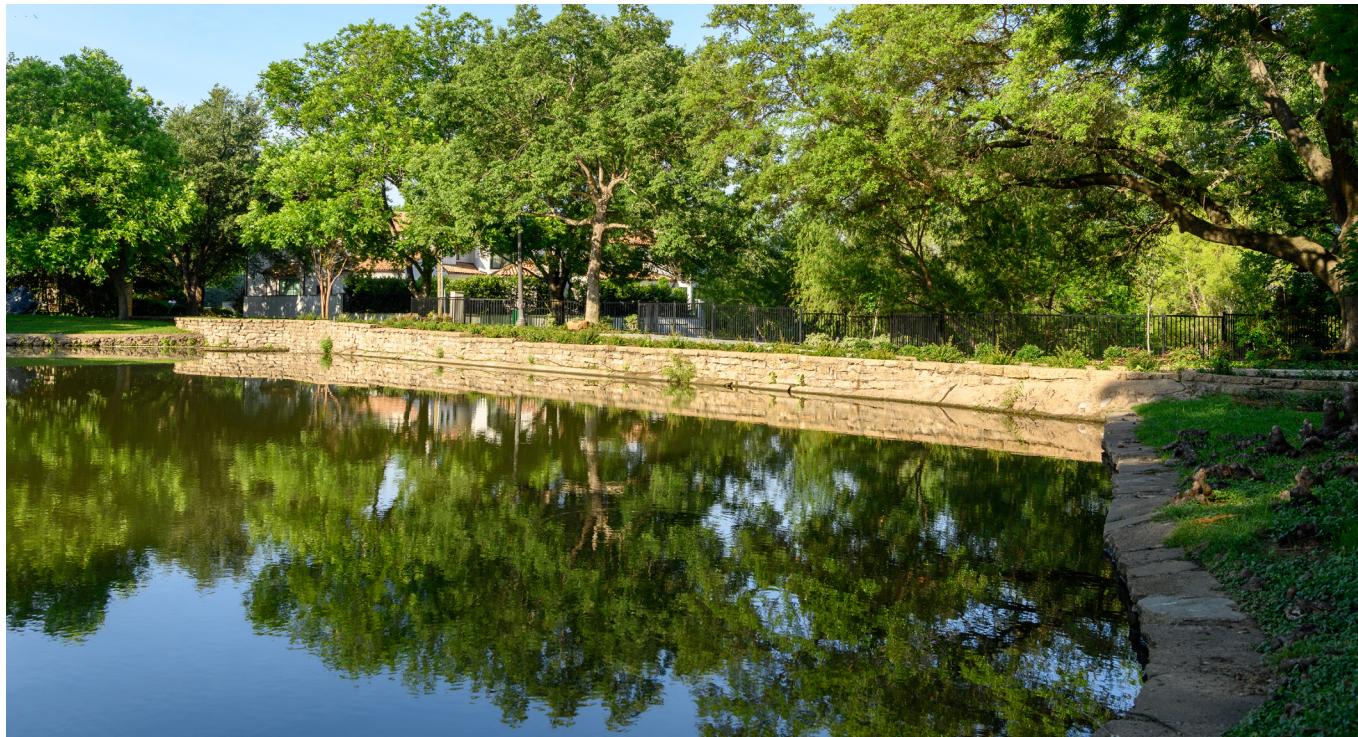
Potential Expanded Areas of Programming

Based on feedback from stakeholders and partners, there is a need for additional programming particularly for youth ages 9-12 (3rd – 7th grade), and for teens. The YMCA's youth programming, particularly youth sports, is primarily for younger aged children. There has been expressed interest in seeing additional sports and athletic programs for older youth if the facility issue can be resolved. Potential options for additional outdoor facilities could include a possible partnership with the City of Dallas for the usage of fields at Glencoe Park immediately adjacent to University Park, and possible expanded usage of Stinson Field at HPISD Middle School.

Undoubtedly, the enabling factor of expanded programming provided directly by the City will be new or additional facilities that can be utilized for this purpose. Whether it is a newly developed facility, a facility that is made available through usage agreements, or even a private commercial space that is rented by the City, very little program expansion can occur until facility capacity is improved.

With expanded facilities, the following new/expanded programs would be recommended:

- Youth sports and athletic leagues (ages 9-15)

- Teen programs

- Multi-purpose studio space

    » *Wellness / fitness programs*

    » *STEAM programming*

    » *General community use*

CHAPTER SEVEN
NEEDS ASSESSMENT

NEEDS ASSESSMENT

In order to analyze and determine park system needs the planning team acquired input from various park system stakeholders, city staff, and the Parks Advisory Committee. In addition, extensive community feedback collected for the Centennial Master Plan was studied and used for this effort. This input was used to help develop clearly identified priorities for the overall park system.

The following pages detail the five major themes of the Centennial Master Plan and the identified park system priorities for University Park.

FIVE MAJOR THEMES

The five major themes identified in the Centennial Master Plan are intended to provide a focus for the City. They serve as guidelines for more specific priorities and action items to be identified in the University Park park system. Below are the five "Themes" as noted in the Centennial Master Plan.

1) AFFIRMING SENSE OF PLACE

Goals that deal with placemaking in University Park, the style and feel of the City, and the land property that make up its individual neighborhoods and districts.

2) ASSURING CONNECTIVITY

Encompasses goals that deal with how traffic, activity, people, and infrastructure flow through University Park.

3) INNOVATIVE GOVERNANCE

Goals that modify the way the City government operates or creates new committees, departments, or organizations to manage City initiatives.

4) TECHNOLOGICAL INNOVATION

Goals that refer to how technology can be created or utilized to enhance City events, processes, and institutional efficiency.

5) PREPARING FOR THE FUTURE

Incorporates goals that don't fit neatly in the other Themes and revolves around planning for opportunities, and potential problems, that are future-oriented, especially issues that extend beyond current budget cycles.

PARK SYSTEM PRIORITIES

The following park priorities were identified through the Master Planning process. This allows city leaders to understand the importance of annual budgeting and strategies that will meet the needs of University Park. The priorities in this section are a result of incorporating the inventory of the current resources, the extensive public engagement performed for the guidance of the Centennial Master Plan, and discussions with city leaders and the planning staff.

Park System Priorities

HIGH
- Leverage Relationships with ISD and University for Community Access
- Encourage Public-Private Partnerships
- Evaluate and Further Define Role of Contracted Fitness Instructors
- Advocate for Public and Private Art and its Placement Throughout the City

MODERATE
- Establish Equitable Pickleball and Tennis Strategy
- Access to and Awareness to Competitive Youth Sports Options
- Increase Programming / Therapeutic Recreation

LOW
- Expand and Enhance Public Green Spaces
- Create Recreation Opportunities for the Entire Community
- Focus on Fountain / Pond / Waterway Management
- Create Well Defined Wayfinding / Community Arrival
- Increase Walk and Bike Scores / Pedestrian Connectivity

PARK SYSTEM PRIORITIES DESCRIPTIONS

EXPAND AND ENHANCE PUBLIC GREEN SPACES

Creative ways to expand public green spaces will need to be explored as the community is built out and existing property is already allocated for specific uses. Strategies to expand can include the inclusion of public green spaces within new private development. As retail centers are re-developed overtime it should be a focus to encourage public green spaces, plazas, and pocket parks to be included in the projects. Existing green spaces, parks, and public gathering areas should continue to be maintained and improved to the high standard the community demands.

CREATE RECREATION OPPORTUNITIES FOR THE ENTIRE COMMUNITY

As demographics evolve within University Park it will be important to ensure recreation opportunities serve all age segments and demographics of the community. As young families continue to make up a larger percentage of the city population programs and system enhancements should respond. In addition, focus should be on ensuring teens and seniors age groups are served as well.

INCREASE WALK AND BIKE SCORES / PEDESTRIAN CONNECTIVITY.

The traditional grid network of streets within University Park provides a good framework for pedestrian connectivity. Pedestrians rely primarily on the network of sidewalks within the community as opposed to dedicated multi-use trails. This network should be continuously evaluated for gaps, maintenance needs, and upheavals caused by the many mature trees. In addition, adjacent community networks provide access to additional miles of trail, natural areas, and points of interest. Potential bike routes can be explored to focus on street bike-use to specific roads that lead to these adjacent networks. SMU Blvd. is a great example.

ENCOURAGE PUBLIC-PRIVATE PARTNERSHIPS

University Park has a high level system of neighborhood parks yet still falls slightly below the national average of parkland to serve the current population. In order to expand offerings, the city must rely on additional private properties to support recreation needs. Continuing current relationships with Highland Park ISD is very important. Additional partnerships should be explored with SMU, as well as adjoining municipalities to supplement the land need.

WELL DEFINED WAYFINDING/ COMMUNITY ARRIVAL

Community identity features and wayfinding can help affirm a sense of place for University Park. Gateways into the community offer spaces to announce the arrival into University Park. A well defined community identity and wayfinding program should be developed to define a family of features that can announce arrival and direct visitors to specific points of interest. The overpasses on Central Expressway offer this type of community identity and should be evaluated for re-design and enhancements.

INCREASE FOCUSED PROGRAMMING/ THERAPEUTIC RECREATION

Program offerings in University Park should remain focused on specific expressed community needs. As the recreation program analysis presented, value-added programming makes up the majority of offerings. Annual evaluation of each program is recommended to include life cycle analysis, fees, and usefulness to the citizens. Specific programs responding to therapeutic recreation and mental health have seen an increase in offerings and requests across the nation, and UP should explore options to include this type of programing.

FURTHER DEFINE ROLE OF CONTRACTED FITNESS INSTRUCTORS

Privately contracted fitness instruction provides many citizens individualized training programs close to home. Often using public parks as an open area to train, these offerings are a popular service within University Park. Policy exists today to regulate the facilitation of private instructors to use public land. This includes obtaining a permit and keeping it on file with the city. Moving forward it will be important to revisit this policy often and how it is serving the system.

ACCESS TO AND AWARENESS TO COMPETITIVE YOUTH SPORTS

Identified in the needs assessment, the community has expressed the desire to have more access to competitive level youth sports within University Park. As recreation level sports are often an entry level experience to learn the game, the next level of sport often comes with travel to find these offerings. While the University Park system is not built to facilitate high levels of tournament and competition level sports in the neighborhood parks, there may be opportunities to increase access and awareness. Neighborhood and system-wide impacts will need to be studied on a case-by-case basis as it relates to increasing offerings in University Park's current parks. The current field use philosophy outlines priority use groups and programs will need to be updated if new groups are identified. Additionally, a collection of local offerings can be compiled, updated regularly and provided on the City's website.

LEVERAGE RELATIONSHIPS WITH ISD, SMU, AND ADJACENT COMMUNITIES FOR SHARED USE

Current recreation programming within University Park relies on shared-use agreements with partner organizations for field and facility use. These agreements are important to have reviewed annually and revised if necessary for changing priorities and use patterns of specific facilities. As program demand increases, additional use agreements should be explored, including awareness of current offerings listed on the city website.

FOCUS ON FOUNTAIN/POND/WATERWAY MANAGEMENT

A specific priority identified by City Council within the Centennial Master Plan is stewardship of the natural and engineered waterways within University Park. This includes exploring ways to mitigate trash build-up in park ponds and creeks, sedimentation deposits from adjacent construction activity, and general water quality from urban run-off.

ESTABLISH EQUITABLE PICKLEBALL AND TENNIS STRATEGY.

With increased popularity of pickleball across the community comes they need to address a formal court sport usage and allocation strategy. Many communities across the nation are addressing this new trend by partnering with court sport experts such as USTA to evaluate the current system offerings and make recommendations on creating an equitable strategy.

ADVOCATE FOR PUBLIC AND PRIVATE ART AND ITS PLACEMENT THROUGHOUT THE CITY

With recent momentum from several public art donations and installations in University Park, a need has been identified to create a city-wide strategy as it relates to public art. Once formalized, a citizen committee focused on guiding this strategy should be created.

CHAPTER EIGHT
ACTION PLAN

ACTION PLAN

Establishing clear priorities for the park system is essential for guiding a successful Master Plan. This allows city leaders to understand the importance of annual budgeting and strategies that will meet the needs throughout the University Park community. The priorities shown on page 89 are a result of incorporating the inventory of the current resources and discussions with city staff into a list of priority needs.

To keep up with the infrastructure life-cycles and recreational trends, a carefully outlined plan for investment will be needed annually. This will include prioritizing capital dollars that will provide for needed park renovations and upgrades, expansion, new amenities, and recreation facility improvements.

To achieve this, the Parks and Recreation Department and city leaders will need to outline a strategy for funding improvements across the entire park system. The chart on page 93 shows where in each park in the University Park system the priorities are recommended as well as what funding sources can be used to fund these items.

PARK SYSTEM COMPONENTS

The following list are physical system elements, policy actions, or program opportunities that have been specifically identified as desires of the community. As implementation of the plan moves forward, park system components from this list should be included in the actions detailed on the following pages.

Physical Improvements	Operational / Programming Improvements
Trails	Multi-generational Programming
Pavilions	Therapeutic Recreation Programming
Community Gathering Areas (Small and Large)	Inclusive Programs and Facilities
Shade in Parks & Trails	Multi-use Indoor Facilities
Practice Fields	CAPRA Accreditation
Playground	Experiential Events
Outdoor Fitness Station	Family Events
Multi-use Fields	Outdoor Recreation Programming
Lighting in Parks	Indoor Recreation Programming
Dog Park	
Fishing Piers	
Technological Amenities	
Splash Pad	
Diamond Sports Fields	
Rectangle Sports Fields	
Wayfinding Signage	
Park Monument Signage	
Community Entry Features	
Screen Walls	
Landscaping and Beautification	
Natural Areas / Preserves	
Public Art	

PHYSICAL PARK COMPONENT DESCRIPTIONS

TRAILS

Provide upgrades and/or extensions to existing parks. Provide new trails for broader connectivity throughout the City.

PAVILIONS

Offer shelter from the sun, rain, or inclement weather, to make ideal spots for visitors seeking refuge while still enjoying the park. Some pavilions may have additional amenities like restrooms, drinking fountains, enhancing their functionality and convenience for park-goers. They host a variety of events such as outdoor concerts, art exhibitions, and festivals, and provide a space for people to connect.

COMMUNITY GATHERING AREAS

These areas serve as the heart of community events, hosting a diverse range of activities such as concerts, festivals, cultural celebrations, farmers' markets, fairs, and movie nights. They may feature open spaces with amphitheaters, stages for performances, picnic areas with tables and grills, playgrounds for children, designated spaces for sports or games, and sometimes even designated spots for food trucks or vendors.

SHADE IN PARKS & TRAILS

Add new shaded areas for trail users and park goers. Creates an opportunity for year-round enjoyment.

PRACTICE FIELDS

Always in high demand, add practice fields where feasible in existing parks as well as through joint-use agreements with the school district or churches.

PLAYGROUND

Upgrade or add new playgrounds at parks. Playground designs often encompass a variety of equipment such as swings, slides, climbing structures, merry-go-rounds, seesaws, monkey bars, and imaginative play structures. These elements cater to different age groups and developmental stages, encouraging active play and creativity.

OUTDOOR FITNESS STATION

These fitness stations consist of a series of exercise equipment strategically placed along a designated pathway or area within the park. The equipment varies but often includes items like ellipticals, stationary bikes, pull-up bars, balance beams, parallel bars, and stretching stations.

MULTI-USE FIELDS

Expand service to sports groups, add multi-purpose fields selectively to existing parks. These fields often incorporate features like synthetic turf or adaptable layouts that can cater to different sports such as soccer, football, lacrosse, field hockey, and more.

SPLASH PAD

As part of the growing trend, add new splashpads in existing parks to expand aquatic recreation activities and seasonal play.

LIGHTING IN PARKS

For both evening recreation and safety, add additional lighting in existing parks. This can include additional sports lights at athletic fields, as well as pedestrian lighting in various portions of parks.

DOG PARK

Consider a new dog park in future development. Dog parks within neighborhood parks are dedicated spaces where dogs can play, exercise, and socialize off-leash, providing numerous benefits to both pets and their owners.

FISHING PIERS

These structures, typically made of wood or metal, extend over bodies of water, providing a dedicated area for fishing while preserving the surrounding environment. Some fishing piers may have educational displays or signage that provide information about local fish species, conservation efforts, and guidelines for responsible fishing practices.

TECHNOLOGICAL AMENITIES

Providing free Wi-Fi access in parks allows visitors to stay connected, share their experiences on social media, access park information, and even participate in digital educational or recreational programs. Digital signs or screens with real-time updates on trail conditions, park rules, upcoming events, and emergency notifications help visitors navigate the park efficiently and stay informed. Installing solar-powered charging stations for mobile devices encourages visitors to stay longer and enjoy the park while ensuring they can keep their devices powered.

DIAMOND SPORTS FIELDS

Cater to both organized leagues and casual play, providing a space for children, adults, and communities to engage in recreational activities, competitions, and social gatherings centered around the sport. Add where feasible in existing parks as well as through joint-use agreements

RECTANGLE SPORTS FIELDS

Depending on available space, fields can be designed to be multi-functional, allowing for flexibility in usage. Some fields may have the capacity to be divided into smaller pitches for youth games or training sessions, maximizing their utility. Add where feasible in existing parks as well as through joint-use agreements

WAYFINDING SIGNAGE

Wayfinding signage provides clear and concise directions to key park features such as trails, restrooms, picnic areas, playgrounds, viewpoints, and points of interest. This helps visitors navigate the park efficiently, reducing confusion and ensuring they reach their desired destinations. Beyond directions, these signs often include informational elements about the park's history, ecology, wildlife, safety guidelines, and rules. This educates visitors and enhances their understanding and appreciation of the park.

PARK MONUMENT SIGNAGE

Park monument signage serves as prominent markers or identifiers within parks, showcasing information, commemorating events, honoring individuals, or providing historical context.

COMMUNITY ENTRY FEATURES

Community entry features are architectural elements or structures strategically placed at the entrances of neighborhoods, towns, or districts, serving as welcoming landmarks and reflecting the identity of the community.

SCREEN WALLS

Screen walls are often utilized to create boundaries or partitions within a park. They can separate different sections of the park, define specific areas for various activities, or offer privacy from neighboring areas or roads. Some screen walls can function as supports for climbing plants or vines, allowing vegetation to grow and cover the walls. Screen walls can also serve as artistic installations or opportunities for public art. Incorporating designs, murals, or sculptures into these walls adds visual interest and enhances the park's ambiance.

LANDSCAPING AND BEAUTIFICATION

Integrating parks, gardens, and green spaces into urban landscapes provides relief from concrete surroundings. Well-designed streetscapes with trees, planters, and greenery enhance the visual appeal of streets while providing shade and reducing the harshness of urban environments. Incorporating sculptures, artistic installations, or landmark structures within landscapes adds aesthetic value to city spaces.

NATURAL AREAS / PRESERVES

Natural areas and preserves within parks serve as invaluable sanctuaries that not only protect biodiversity and ecosystems but also offer educational, recreational, and research opportunities. Some natural areas allow controlled and respectful access for recreational activities such as hiking, birdwatching, nature photography, and wildlife observation. Trails, boardwalks, and observation points are often constructed to provide visitors with opportunities to explore and appreciate nature while minimizing disturbances to the environment.

PUBLIC ART

Place art to enhance the aesthetic appeal of the space, engage the community, provoke thoughts, or even encourage interaction. These artworks are often commissioned to reflect the park's theme, history, or the natural environment around it.

Park Amenity	Budget	Artha Garza Park	Barns Park	Burleson Park	Byrd Park	Caruth Park	Coffee Park	Curtis Park	Davis Park	Elena's Children's Park	Germany Park	Goar Park	Hitzelberger Park	Meadows Park	Owsley Park	Pardoe Park	Shaddock Park	Sis-Germany Park	Smith Park	Walt Humann Park	Williams Park	Dublin Triangle	Hanover / TC Triangle	Hunter's Glen Medians	McFarlin Medians	Preston Medians	Entry Portal	Lovers Lane Circle Roundabout	Northwest Hwy Water Towers	Northwest Hwy Medians	Snider Plaza	University Park Municipal Service Center	2525 University Blvd Property	Fondren Water Tower Property	7907 W Lovers Property	Advertising	Corporate Sponsorships	Fee / Charges	Foundations / Gifts	Friends Associations	General Fund	General Obligation Bonds	Grants - TPWD Outdoor Program	Grants - TPWD Recreational Trails Program	Grants - Transportation Enhancement	Hotel / Motel Funds	Interlocal Agreements	Irrevocable Trust	Naming Rights	Park Dedication Fee	Park Improvement Fees	Partnerships	Permits (Special Use Permits)	Private Donations	Reservations	Revenue Bonds	Special Fundraisers	Volunteerism / In-Kind Donations
Trails																				●																	●		●	●	●	●	●	●			●					●	●	●			●	●
Pavilion				●		●	●				●								●		●															●	●	●	●	●	●					●					●	●	●	●	●		●	●	●
Community Gathering Areas (Small and Large)						●						●																			●						●		●	●	●											●		●			●	
Shade in Parks & Trails				●		●						●							●																				●	●	●										●		●			●	●
Practice Fields						●	●													●																			●	●						●					●		●			●	
Playground							●																													●	●		●	●	●								●		●	●	●			●	
Outdoor Fitness Station				●		●																														●	●		●	●	●		●								●		●				●
Multi-Use Fields				●																																			●	●					●					●		●			●	
Lighting in Parks				●				●			●								●																				●	●											●		●			●	
Dog Park																			●																	●	●	●	●	●						●					●		●			●	●
Fishing Piers					●																																	●	●	●	●	●				●					●					●	
Technological Amenities				●		●			●		●							●	●																																							
Splash Pad							●																													●	●		●		●									●		●	●	●			●	
Diamond Sports Fields*				●		●	●	●																															●	●					●					●		●	●		●	
Rectangle Sports Fields*						●					●																												●	●					●					●		●			●	
Wayfinding Signage				●							●								●												●					●	●		●	●	●										●		●			●	●
Park Monument Signage				●							●																										●		●	●	●										●					●	●
Community Entry Features		●									●			●	●	●							●	●	●	●					●						●		●	●	●										●		●			●	●
Screen Walls									●																														●	●						●											
Landscaping and Beautification			●	●		●		●	●	●	●	●	●	●	●				●		●	●	●	●	●	●	●			●	●			●			●		●	●	●										●		●			●	●
Natural Areas / Preserves			●																●																				●		●	●													●		
Court Sports						●																																	●	●	●		●	●						●		●			●	
Public Art				●					●		●							●	●												●						●		●														●			●	

*Continue to support existing and explore new shared use agreements with ISD, University and adjacent municipalities for community use of facilities

ACTION PLAN MAP

AG **Artha Garza Park**
Community Entry Features

BA **Barns Park**
Landscaping and Beautification, Natural Areas / Preserves

BU **Burleson Park**
Pavilions, Shade in Parks & Trails, Outdoor Fitness Station, Multi-Use Fields, Lighting in Parks, Technological Amenities, Wayfinding Signage, Park Monument Signage, Public Art

BY **Byrd Park**
Landscaping and Beautification

CA **Caruth Park**
Pavilions, Shade in Parks & Trails, Practice Fields, Fishing Piers, Technological Amenities, Cort Sports

CO **Coffee Park**
Community Gathering Areas, Practice Fields, Playground, Outdoor Fitness Station

CU **Curtis Park**
Pavilions, Splash Pad, Landscaping and Beautification

DA **Davis Park**
Pavilions, Technological Amenities, Public Art

DU **Dublin Triangle**
Landscaping and Beautification

EC **Elena's Children's Park**
Lighting in Parks, Landscaping and Beautification

EP **Entry Portal**
Community Entry Features, Landscaping and Beautification, Public Art

FW **Fondren Water Tower Property**

GE **Germany Park**
Pavilions, Community Entry Features, Screen Walls, Landscaping and Beautification. Public Art

GO **Goar Park**
Community Gathering Areas, Shade in Parks & Trails, Lighting in parks, Technological Amenities, Wayfinding Signage, Park Monument Signage, Landscaping and Beautification, Public Art

HTC **Hanover / TC Triangle**
Landscaping and Beautification

HI **Hitzelberger Park**
Landscaping and Beautification

HU **Hunter's Glen Medians**
Community Entry Features, Landscaping and Beautification

LLR **Lovers Lane Circle Roundabout**
Community Entry Features, Landscaping and Beautification

MF **McFarlin Medians**
Community Entry Features, Landscaping and Beautification

ME **Meadows Park**
Wayfinding, Signage, Community Entry Features, Landscaping and Beautification

NWT **Northwest Highway Water Towers**
Landscaping and Beautification

NWM **Northwest Highway Medians**
Landscaping and Beautification

OW **Owsley Park**
Community Entry Features, Landscaping and Beautification

PA **Pardoe Park**
Community Entry Features, Landscaping and Beautification

PR **Preston Medians**
Community Entry Features, Landscaping and Beautification

SH **Shaddock Park**
Landscaping and Beautification, Public Art

SG **Sis-Germany Park**

SM **Smith Park**
Pavilions, Shade in Parks & Trails, Technological Amenities, Public Art

SP **Snider Plaza**
Community Gathering areas, Wayfinding Signage, Community Entry Features, Landscaping and Beautification

UMS **University Park Municipal Services Center**
Landscaping and Beautification

WH **Walt Humann Park**
Trails, Lighting in Parks, Dog Park, Landscaping and Beautification, Natural Areas / Preserves, Public Art

WI **Williams Park**
Pavilions, Practice Fields, Technological Amenities

UB **2525 University Boulevard**

LP **7907 W Lovers Property**

Existing Parks and Open Spaces
Legend

- Park
- Open Space
- Trail
- Other City-Maintained Property
- City-Maintained Wall
- City-Maintained Overpass
- City Limits

Northwest Highway Medians — NWM
Northwest Highway Wall
NWT
Northwest Hwy Water Tower
Artha Garza Park — AG
Coffee Park — CO
Villanova Dr
Wentwood Dr
Centenary Dr
Marquette St
Colgate Ave
University Park Public Library
Robert S Hyer Elementary
Caruth Blvd
Caruth Park — CA
Thackeray St
Smith Park — SM
Sis-Germany Park — SG
Greenbrier Dr
Baltimore Dr
Southwestern Blvd
Bryn Mawr Dr
Hanover/TC Triangle — HTC
Hanover St
Durham St
Elena's Children's Park — EC
Barns Park — BA
Purdue St
Stanford Ave
Amherst St
Dublin Triangle — DU
Entry Portal — EP
Shaddock Park — SH
Lovers Ln Cir Roundabout — LLR
University Park Elementary
Hitzelberger Park — HI
Curtis Park — CU
Holmes Aquatic Center
Lovers Ln
7907 W Lovers Property — LP
Lovers Ln Overpass
Southwestern Blvd Overpass
Central Expressway Wall
Lomo Alto Wall
Hyer Ave
Grassmere Ln
Hunters Glen Medians — HU
Owsley Park — OW
Westminster Ave
Rankin Ave
Snider Plaza Medians — SP
Walt Humann Park — WH
Druid Ln
Byrd Park — BY
Turtle Creek
Milton Ave
Douglas Ave
Meadows Park — ME
Byrd Park
Dickens Ave
Hursey St
Athens St
Rosedale Ave
Glenwick Ln
Highland Park HS
Pardoe Park — PA
Goar Park — GO
University Park City Hall
Daniel Ave
Burleson Park — BU
Haynie Ave
2525 University Blvd Property — UB
University Blvd Overpass
Germany Park — GE
Emerson Ave
Williams Park — WI
University Blvd
McFarlin Medians — MF
Fondren Dr
Fondren Water Tower Property — FW
McFarlin Blvd
Larchmont Ave
Preston Medians — PR
Windsor Ave
Asbury Ave
City-Maintained Right-of-Way
Dyer St
SMU Blvd Overpass
Davis Park — DA
Stanhope Dr
Shenandoah Ave
Granada Ave
Binkley Ave
McCulloch Intermediate
George W. Bush Presidential Library
Roland Wall
Normandy Ave
San Carlos Dr
Moody Family YMCA in the Park Cities
Highschool Ave
Auburndale Ave
Hillcrest Ave
SMU Campus
University Park Municipal Service Center — UMS
Potomac Ave
Mockingbird Wall
Central Expressway Wall
Mockingbird Ln Overpass
N
0   600 Feet
DNT TOLL
N CENTRAL EXPY

FUNDING SOURCES

University Park has a mature park system that has been successfully serving its community. Over time, infrastructure in the parks will age and exceed its life cycle. Therefore, the biggest challenge will be prioritizing capital dollars that will provide for needed park renovations and upgrades, expansion and new amenities.

To fund the various capital improvements on a yearly basis, University Park has an opportunity to pursue a wide range of other funding sources that would add to the City's financial resources. Some of the following sources could be part of the overall implementation plan.

ADVERTISING

This funding source comes from the sale of advertising on park and recreation related items such as the City's program guide, on scoreboards, and other visible products or services.

CORPORATE SPONSORSHIPS

This funding source comes from corporations that invest in the development or enhancement of new or existing facilities. Sponsorships are also successfully used for special programs and events.

FEES / CHARGES

This funding source comes from fees for use of a facility or participation in a City sponsored recreational program.

FOUNDATIONS / GIFTS

This funding source comes from tax-exempt organizations who give donations for specific facilities, activities, or programs. These may include capital campaigns, fundraisers, endowments, sales of items, etc.

FRIENDS ASSOCIATIONS

This funding source comes from friends groups that raise money typically for a single focus priority. This may include a park facility or program that will better the community they live in.

GENERAL FUND

This funding source is the primary means in providing for annual capital programs, improvements, and infrastructure upgrades.

GENERAL OBLIGATION BONDS

This funding source comes from bond programs approved by the citizens for capital improvements within the parks system.

GRANTS – TPWD OUTDOOR PROGRAM

This funding source comes from grants for the acquisition and development of outdoor recreational facilities.

GRANTS – TPWD RECREATIONAL TRAILS PROGRAM

This funding source comes from grants for the development of new trails or trail extensions.

GRANTS – TRANSPORTATION ENHANCEMENT (NCTCOG / TXDOT)

This funding source comes from grants for the development of new trails or trail extensions.

INTERLOCAL AGREEMENTS

This funding source comes from contractual agreements with other local units of government for the joint-use of indoor or outdoor recreational facilities.

IRREVOCABLE TRUSTS

This funding source comes from individuals who leave a portion of their wealth for a trust fund. The fund grows over a period of time and is available for the City to use a portion of the interest to support specific park facilities as designated by the trustee.

NAMING RIGHTS

This funding source comes from leasing or selling naming rights for new indoor facilities or signature parks.

PARK DEDICATION FEE

This funding source comes from private developers who give land for public parks. This may include land along drainage corridors that can be developed for greenbelts and trails.

PARK IMPROVEMENT FEES

This funding source comes from fees assessed for the development of residential properties with the proceeds to be used for parks and recreation purposes.

PARTNERSHIPS

This funding source comes from public/public, public/private, and public/not-for-profit partnerships.

PERMITS (SPECIAL USE PERMITS)

This funding source comes from allowing other parties to use specific park property that involves financial gain. The City either receives a set amount of money or a percentage of the gross from the service that is being provided.

PRIVATE DONATIONS

This funding source comes from private party contributions including funds, equipment, art, and in-kind services.

RESERVATIONS

This funding source comes from revenue generated from reservations of parks and facilities. The reservation rates are fixed and apply to group shelters, meeting rooms, and sports fields.

REVENUE BONDS

This funding source comes from bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond.

SPECIAL FUNDRAISERS

This funding source comes from annual fundraising efforts to help toward specific programs and capital projects.

VOLUNTEERISM / IN-KIND DONATIONS

This funding source provides indirect revenue support when groups or individuals donate time to help construct specific park improvements (signs, playgrounds, nature trails, etc.).

CHAPTER NINE
IMPLEMENTATION

IMPLEMENTATION PLAN

The Parks and Recreation Master Plan is intended to guide the future of the parks and recreation system for the City of University Park with a forward-thinking vision for the next 10 years. The implementation strategy brings together results from the Centennial Master Plan and the Parks Master Plan effort to provide guidance for significant outcomes.

Included in the Implementation Strategy are Action Items related to each of the five themes presented in the Centennial Master Plan. Recommendations were created based on the analysis of existing conditions, various needs assessments, and the feedback provided by the University Park community, staff, and elected officials.

Collaborative coordination amongst City departments, organizations that work with the City on a regular basis, and the community will be key to the continued success of University Park Park's and Recreation Department. A vital component to this coordination will be the evolution of City communication methods and administrative operations to ensure the parks and recreation system is a familiar and memorable experience for the University Park community and for visitors alike.

IMPLEMENTATION MATRIX

The following tables outline the Action Items that the Centennial Master Plan and the Dunaway team have identified for each goal and their associated theme.

Theme	Action Item #	Action Item	Timeframe
Affirming Sense of Place	1.3	Support Efforts to Preserve and Enhance the Sense of University Park's Identity	Long
	PMP - ASP 1.3.1	Memorialize significant events/locations within parks and along trails with signage/graphics/markers	
Affirming Sense of Place	1.4	Establish a Tree Ordinance to Protect Mature, Healthy Trees	Medium
	PMP - ASP 1.4.1	Create comprehensive tree inventory for all public spaces in University Park - Include condition assessment and maintenance plan in annual review	
Affirming Sense of Place	2.1	Create more Green Space throughout the City, adding to the City's Charm and giving the City a more Environmental Friendly Look and Feel	Short
	PMP - ASP 2.1.1	Consider incorporating standards/ordinance to evaluate new private development proposals on their efforts to provide outdoor open space with amenities and community gathering places.	
	PMP - ASP 2.1.2	Explore solutions for urban/sub-urban design principals to create community spaces within the community	
	PMP - ASP 2.1.3	Continue to enhance public properties, ROW, medians and screen wall areas with landscaping, pedestrian amenities, and community identity elements	
Affirming Sense of Place	2.2	Establish a Leash-Free Dog Park	Long
	PMP - ASP 2.2.1	Create awareness of nearby and regional dog parks that can provide access for community members	
	PMP - ASP 2.2.2	Explore options with private operators for indoor dog runs/pet spas in developed commercial areas	
	PMP - ASP 2.2.3	Evaluate sites of 3-4 acre minimum for development of true multiple paddock leash-free dog parks	
	PMP - ASP 2.2.4	Evaluate smaller sites for development of public dog parks with specific design and programming to accommodate site limitations	
Affirming Sense of Place	2.3	Adding Indoor Sports Recreation through Community Partnerships	Short
	PMP - ASP 2.3.1	Enhance existing community partnerships and explore opportunities for new programs	
	PMP - ASP 2.3.2	Create awareness of nearby and regional offerings that can provide access for community members	
Affirming Sense of Place	2.4	Facilitate Indoor/Outdoor Community Engagement Programming through Coordination with Parks, the Library, and other Departments	Short
	PMP - ASP 2.4.1	Develop multi-use facility for recreational programming and community engagement events	
	PMP - ASP 2.4.2	Continue to provide and improve current community programs and explore opportunities for new events	
	PMP - ASP 2.4.3	Focus on supporting programing for age-specfic groups. Youth sports and athletic leagues and teen programs	

Theme	Action Item #	Action Item	Timeframe
Affirming Sense of Place	2.5	Create a Parks, Open Space, and Trails Master Plan and make a Commitment to Update the Plan at least every 10 Years	Medium
	PMP - ASP 2.5.1	Adopt 2024 Parks Master Plan	
	PMP - ASP 2.5.2	Include recommended physical improvements as noted in the Action Plan in capital improvement planning each year	
Affirming Sense of Place	3.1	Research and Implement Strategies to enhance Commercial Areas to better Fit the Community	Medium
Affirming Sense of Place	4.1	Create Opportunities to Promote City's History and Traditions	Short
	PMP - ASP 4.1.1	Memorialize significant events/locations within parks and along trails with signage/graphics/markers	
	PMP - ASP 4.1.2	Master Plan Goar Park and areas surrounding City Hall in honor of the Centennial celebration in 2024. The renovated Goar Park should serve the community for the next 100 years	
Affirming Sense of Place	6.1	Develop Programs that encourage Shared Facilities and Resources between SMU, HPISD, City of University Park and Citizens (see IG 3.1)	Short
	PMP - ASP 6.1.1	Coordinate awareness program with SMU and HPISD on community use of facilities and programs (see IG 3.1)	
Innovative Governance	2.2	Create a Citizen Committee that would advocate for Private and Public Art and its Placement throughout the City of University Park	Short
	PMP - IG 2.1.1	Implement public policy guiding donation, placement, and acquisition of public art to be displayed in University Park	
	PMP - IG 2.1.2	Explore public art installations within parks as noted in the Action Plan in capital improvement planning each year	
Innovative Governance	3.1	Develop a framework for communication between SMU, HPISD, and the City (see ASP 6.1)	Medium
	PMP - IG 3.1.1	Create staff committee committed to exploring ways to foster the relationship with HPISD and SMU related to parks, trails, and recreation items (see ASP 6.1)	
Innovative Governance	PMP - IG	Develop a framework for communication between Highland Park and City of Dallas related to parks, trails, and recreation items	Medium
	PMP - IG 3.1.1	Create staff committee committed to exploring ways to foster the relationship with Highland Park and City of Dallas related to parks, trails, and recreation items	
Innovative Governance	PMP - IG	Develop a framework for involvement with the private development community related to parks, trails, and recreation items	Medium

Theme	Action Item #	Action Item	Timeframe
Assuring Connectivity	2.1	Investigate Areas that could be Re-purposed into Public Greenspace	Short
	PMP - AC 2.1.1	Continue efforts to enhance community with high quality design, maintenance, and installation of medians, screen walls, overpasses	
	PMP - AC 2.1.2	Explore areas of city owned land that can serve recreational needs	
	PMP - AC 2.1.3	Implement pilot programs that test and demonstrate sustainable/green infrastructure best practices (i.e. rain gardens, storm water filtration, tree health)	
Assuring Connectivity	3.1	Improve Wayfinding for the University Park Park System	Medium
	PMP - AC 3.1.1	Develop wayfinding signage plan for parks and trails in University Park	
	PMP - AC 3.1.2	Update standard park sign to be installed at each park in University Park for visibility and consistency	
Assuring Connectivity	3.2	Implement an active transportation plan to explore ways to increase the walk score and bike score of University Park	Medium
	PMP - AC 3.2.1	Ensure connections to adjacent city trail/pathway networks	
	PMP -AC 3.2.2	Develop sidewalk condition assessment to identify gaps and areas in need of enhancement	
	PMP - AC 3.3.2	Increase public awareness of existing trails and pathways in the community as well as adjacent networks	
	PMP - AC 3.3.2	Explore routes throughout the community that on street bike infrastructure would provide better connectivity for riders. These routes should focus on connecting existing points of interest within University Park as well as adjacent cities	
Technological Innovation	PMP - TI		
	PMP - TI	Utilize medians and right-of-way to add green infrastructure and beautification to the city	
	PMP - TI	Encourage feasible modern technologies to be included into existing and future projects	
	PMP - TI	Explore useful crowd sourced data and user analytics to inform programming and physical improvement decision	
	PMP - TI	Install pedestrian-scaled lighting at strategic locations along trails and sidewalks	
Preparing for the Future	1.2	Research and implement new irrigation techniques to promote water conservation in University Park	Medium
	PMP - PF 1.2.1	Encourage feasible modern technologies to be included into existing and future projects	
	PMP - PF	Create staff committee committed to coordinate efficiencies with all departments as it relates to annual review of CIP projects and shared goals as they relate to parks, trails, and recreation items	

APPENDIX

APPENDIX

CENTENNIAL MASTER PLAN

The Centennial Master Plan guides how University Park will grow and meet challenges in the coming years. It describes the community's vision and core values, as well as providing policy guidance and implementation actions to achieve both.

You can find the full plan here:
https://www.planuniversitypark.com/
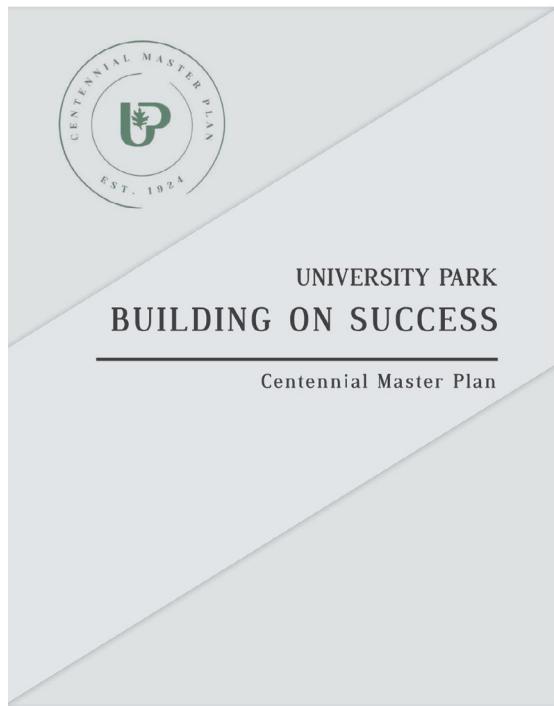
RECREATION PROGRAMMING

PROGRAM STRATEGY ANALYSIS

AGE SEGMENT ANALYSIS

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

AGES SERVED						
CORE PROGRAM AREA	PRESCHOOL (5 AND UNDER)	ELEMENTARY (6-12)	TEENS (13-17)	ADULT (18+)	SENIOR (55+)	ALL AGES PROGRAMS
YOUTH (AQUATICS)	P	P	S			
SENIOR					P	
INFANT	P					
FAMILY (AQUATICS)	P	P	P	P	S	
SPORTS				P	P	
HEALTH & FITNESS				P	P	
EVENTS						P
SPECIAL INTEREST			P	P	P	

For this report, an Age Segment Analysis was completed by Core Program Area, exhibiting an over-arching view of the age segments served by different program areas, and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis by individual programs to gain a more nuanced view of the data. Based on the age demographics of the University Park community, current program offerings seem to be well-aligned with the community's age profile.

University Park has done a great job catering to each age group within the community, by ensuring all age segments have dedicated programming geared towards them. Moving forward, it is recommended that the Department continues introducing new programs in order to address any potential unmet needs in the future. Particularly, dedicated senior programs, as the community's population is projected to continue aging over the next decade.

PROGRAM LIFECYCLE ANALYSIS

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the Department to ensure that an appropriate number of programs are "fresh" and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data, but rather, is based on staff members' knowledge of their

programs. The following table shows the percentage distribution of the various lifecycle categories of the Department's programs. These percentages were obtained by dividing the number of programs in each individual stage with the total number of programs listed by staff members and partners.

LIFECYCLE ANALYSIS					
LIFECYCLE STAGE	DESCRIPTION	ACTUAL PROGRAM DISTRIBUTION		RECOMMENDED DISTRIBUTION	
INTRODUCTION	NEW PROGRAM; MODEST PARTICIPATION	52%	94%	50-60% TOTAL	
TAKE-OFF	RAPID PARTICIPATION GROWTH	10%			
GROWTH	MODERATE, BUT CONSISTENT POPULATION GROWTH	32%			
MATURE	SLOW PARTICIPATION GROWTH	6%	6%	40% TOTAL	
SATURATED	MINIMAL TO NO PARTICIPATION GROWTH; EXTREME COMPETITION	0%	0%	0-10% TOTAL	
DECLINE	DECLINE PARTICIPATION	0%			

Overall, the Lifecycle Analysis depicts a program distribution that is skewed to the earlier lifecycle stages when compared to the recommended distribution, as approximately 94% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth). It is recommended to have 50-60% of all programs within these beginning stages as they provide the Department an avenue to energize its programmatic offerings, however, too many programs in these stages can be an issue. While these stages ensure the pipeline for new programs is there prior to programs transitioning into the Mature stage, staff will need to continue to create new programming in the coming years when the majority of programming reaches the Mature stages. According to staff, only 6% of all program offerings fall into the Mature Stage. This stage anchors a program portfolio and it is recommended to have roughly 40% of programs within this stage in order to achieve a stable foundation.

Additionally, no programs are identified as being Saturated or Declining, which is recommended to have 0-10%. It is a natural progression for programs to eventually transition into Saturation and Decline Stages. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for those programs.

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

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

		LIFECYCLE STAGE OF PROGRAM For each Program, place an 'X' to indicate which Lifecycle Stage it is currently in.					
		Introduction	**Take-Off**	**Growth**	**Mature**	**Saturated**	**Decline**
Core Program Area	Program	New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation
Youth (Aquatics)	CPR	X					
	Babysitting	X					
	First Aid	X					
	Lifeguard			X			
	Mako Swim team			X			
	Shark School						
	World Largest Swim Lesson	X					
	Water Polo	X					
Senior	Senior Swim			X			
	Senior Aerobics	X					
Infant	Baby Sharks			X			
Family (Aquatics)	Dive in Movie			X			
	Wibit Wednesdays			X			
	Doggie Splash day			X			
	Hac Fall Festival	X					
	Pool Parties			X			
Sports	Introduction to Pickleball		X				
	Pickleball Clinic		X				
	Paddle Battle		X				
Health & Fitness	Senior Splash Water Aerobics			X			
	Yoga in the Park	X					
	Poolside Yoga	X					
	Yoga on the Rooftop - Lumen Hotel	X					
	Pilates in the Park	X					
	Pop Up Pilates - Pilates Barre	X					
	Kick Start HIIT	X					
Special Interest	Candle Making Class - Paddywax	X					
	Soap Making Class - Buff City Soap	X					
	Chalk the Park	X					
	ARC Babysitters Training				X		
	ARC CPR/First Aid Certification				X		

PROGRAM CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded regarding tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

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

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

Core Services — Department Must Provide; if it protects assets & infrastructure, is expected and supported, is a sound investment of public funds, is a broad public benefit, there is a negative impact if not provided, is part of the mission, and needs significant subsidy to complete or provide.

Important Services — Department Should Provide; if it expands & enhances core services, is broadly supported & used, has conditional public support, there is a economic / social / environmental outcome to the community, has community importance, and needs moderate subsidy.

Valued Added Services — Department Could Provide; with additional resources, it adds value to community, it supports Essential & Important Services, it is supported by the community, it generates income, has an individual benefit, can be supported by user fees, it enhances the community, and requires little to no subsidy.

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by University Park. The results presented in the following table represent the current classification distribution of recreation program services. Programs should be assigned cost recovery goal ranges within those overall categories.

PROGRAM CLASSIFICATION DISTRIBUTION		
CORE	IMPORTANT	VALUE ADDED
3%	19%	78%

CLASSIFICATION OF PROGRAM
For each Program, place an 'X' to indicate if it is an Essential, Important, or Value-Added program.

Core Program Area	Program	Essential	Important	Value-added
Youth (Aquatics)	CPR			X
	Babysitting			X
	First Aid			X
	Lifeguard	X		
	Mako Swim team			X
	Shark School		X	
	World Largest Swim Lesson			X
	Water Polo			X
Senior	Senior Swim		X	
	Senior Water Excercise			X
Infant	Baby Sharks			X
Family (Aquatics)	Dive in Movie			X
	Wibit Wednesdays			X
	Doggie Splash day			X
	Hac Fall Festival			X
	Pool Parties			X
Sports	Introduction to Pickleball			X
	Pickleball Clinic			X
	Paddle Battle			X
Health & Fitness	Senior Splash Water Aerobics		X	
	Yoga in the Park		X	
	Poolside Yoga			X
	Yoga on the Rooftop - Lumen Hotel			X
	Pilates in the Park		X	
	Pop Up Pilates - Pilates Barre			X
	Kick Start HIIT		X	
Special Interest	Candle Making Class - Paddywax			X
	Soap Making Class - Buff City Soap			X
	Chalk the Park			X
	ARC Babysitters Training			X
	ARC CPR/First Aid Certification			X

COST OF SERVICE & COST RECOVERY RECOMMENDATIONS

As the Department continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below.

Value-Added Services

Individual Benefit: Exclusive benefit received by individuals and not the general public; individual pays at least 80% of the cost of service. — **100%+**

Considerable Individual Benefit: Nearly all benefit received by individuals, benefit to community in a narrow sense. — **71%-100%**

Important Services

Balanced Community & Individual Benefit: Benefits accrued to both individual and general public interests, but to a significant individual advantage. — **51%-70%**

Considerable Community Benefit: Recreation services benefits accrued to both the general public and individual interests, but to a significant community advantage. — **21%-50%**

Essential Services

Community Benefit: Recreation services to be accessible and of benefit to all, supported solely or significantly by tax dollars. — **0%-20%**

Given the broad range of cost recovery goals (i.e., 0-40% for Core Services or 40-80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted above. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected/desired cost recovery goals based on a greater understanding of the program's goals (e.g., Pure Community Services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).

Cost recovery targets should at least be identified for each Core Program Area at a minimum, and for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

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

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).

2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.

3. Establish a cost recovery percentage, by Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following section provides more details on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created on each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. This illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis

The methodology for determining the total Cost-of-Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

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

Agencies use Cost-of-Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis and the process should be undertaken on a regular basis.

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

With approved cost recovery goals, annual tracking, and quality assurance, actual cost recovery will improve. Use the key performance indicator on the previous page and update it annually to include the cost recovery goal and the actual cost recovery achieved. Each Core Program Type can be benchmarked against itself on an annual basis.

COST RECOVERY BEST PRACTICES

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

- **Core** programs category is critical to achieving the organizational mission and providing community-wide benefits and therefore, generally receive priority for tax-dollar subsidization.

- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.

  » *Important* programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall).

  » *Value-Added* programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

Classification of Programs and Cost Recovery Expectations

Subsidy Level/Public Good

Core Programs

Important Programs

Value-Added Programs

User Fees/Private Good
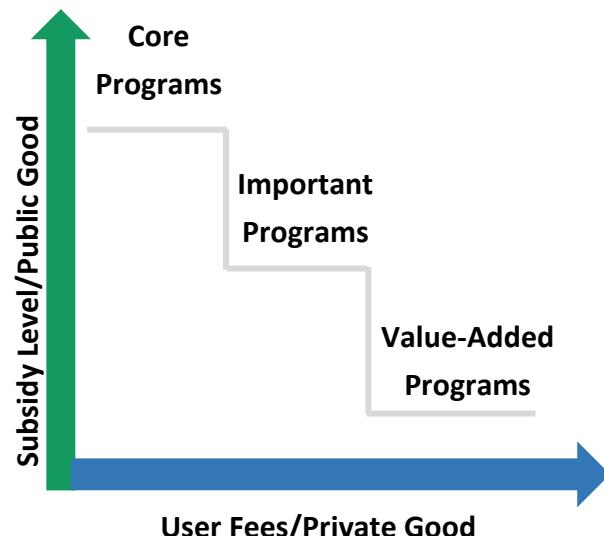
PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the Department uses various pricing strategies is rather sporadic. However, pricing tactics are primarily concentrated in residency rates, customer's ability to pay, and cost recovery goals.

Currently, the Program Areas that utilize the largest variety of pricing strategies are Youth Aquatics, Infants, and Family Aquatics (all of which utilize age segment and residency). Moving forward, the Department should consider implementing some additional strategies, when deemed appropriate, such as family/household status pricing and location rates, as they are both valuable strategies when setting prices. Additionally, applying weekday/weekend rates, prime/non-prime time rates, and group discounts more frequently is encouraged. These untapped pricing strategies are useful to help stabilize usage patterns and help with cost recovery for higher quality amenities and services.

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

PRICING STRATEGIES										
CORE PROGRAM AREA	AGE SEGMENT	FAMILY / HOUSEHOLD STATUS	RESIDENCY	WEEKDAY / WEEKEND	PRIME / NON-PRIME TIME	GROUP DISCOUNTS	BY LOCATION	BY COMPETITION (MARKET RATE)	BY COST RECOVERY GOALS	BY CUSTOMER'S ABILITY TO PAY
YOUTH (AQUATICS)	X		X							
SENIOR			X							
INFANT	X		X							
FAMILY (AQUATICS)	X		X							
AQUATICS	X									
SPORTS										
CAMPS										
HEALTH & FITNESS									X	
FINE ARTS										
EVENTS										
SPECIAL INTEREST									X	
THERAPEUTIC RECREATION										