

GAP STRATEGIES



Focus Group Orientation – March 24, 2021

UNIVERSITY PARK CENTENNIAL MASTER PLAN

WELCOME

WELCOME TO THE FOCUS GROUP
ORIENTATION AND INTRODUCTIONS

TODAY'S AGENDA

EXPECTATIONS AND
SCHEDULE OVERVIEW

AGENDA

1. Introductions, welcome (*5 minutes*)
- 2. Expectations and schedule overview (*5 min.*)**
3. Summary of work to date (*30 min.*)
4. Recap expectations and breakout instructions (*10 min.*)
5. Breakout sessions (*45 min.*)
6. Reconvene and scheduling (*10 min.*)

EXPECTATIONS FOR VOLUNTEERS

- Big picture: Goals and expectations
 - Attend 1-2 meetings a month over the next few months
 - Work with liaisons within Focus Areas
 - Develop recommendations for the Centennial Master Plan Committee

EXPECTATIONS FOR VOLUNTEERS

- Today: Goals and expectations
 - Bring you up to speed with project
 - Introduce concept of a master plan
 - Briefly lay out our path forward
 - Interactive breakout session with Master Plan Committee liaisons

WHAT IS A MASTER PLAN?

- Big-picture document focused on creating a vision for key aspects of City management and City character
- Guides growth, development, and major initiatives over several years or even decades
- Includes recommendations:
 - The City's future land use plan
 - Infrastructure
 - Economic development
 - Transportation
 - Facilities, and critical services such as public safety
- Based on public input, best planning practices, and analysis of current social, economic, development and demographic trends

1989 MASTER PLAN - HISTORY

The 1989 Master Plan relied on extensive community feedback and outlined six key principles.

1. Promote individual initiative in forging the community future
2. Continue to operate the City on a sound, fiscally-conservative basis
3. Preserve and enhance neighborhood character



1989 MASTER PLAN - HISTORY

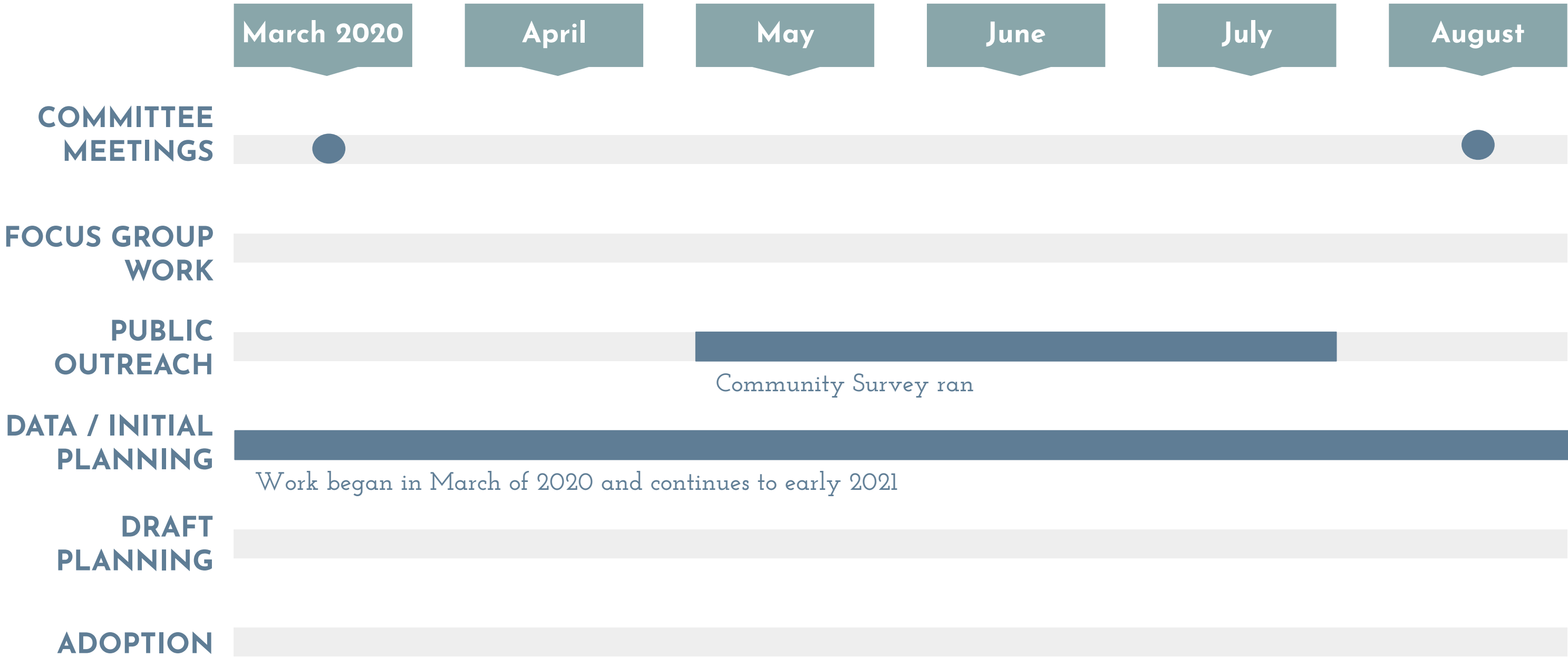
The 1989 Master Plan relied on extensive community feedback and outlined six key principles.

4. Maintain and improve safety and security
5. Rejuvenate aging streets and utilities
6. Expand two-way communication



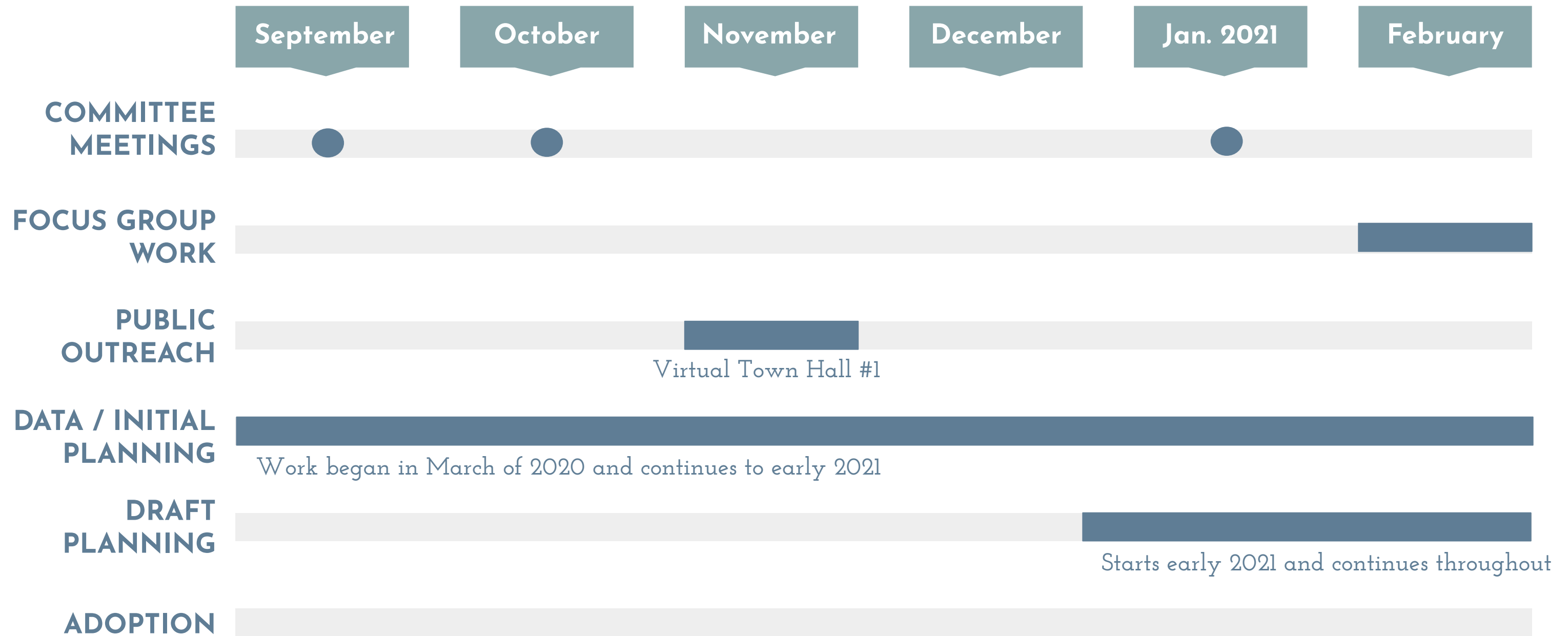
SCHEDULE: NEW PLAN

University Park

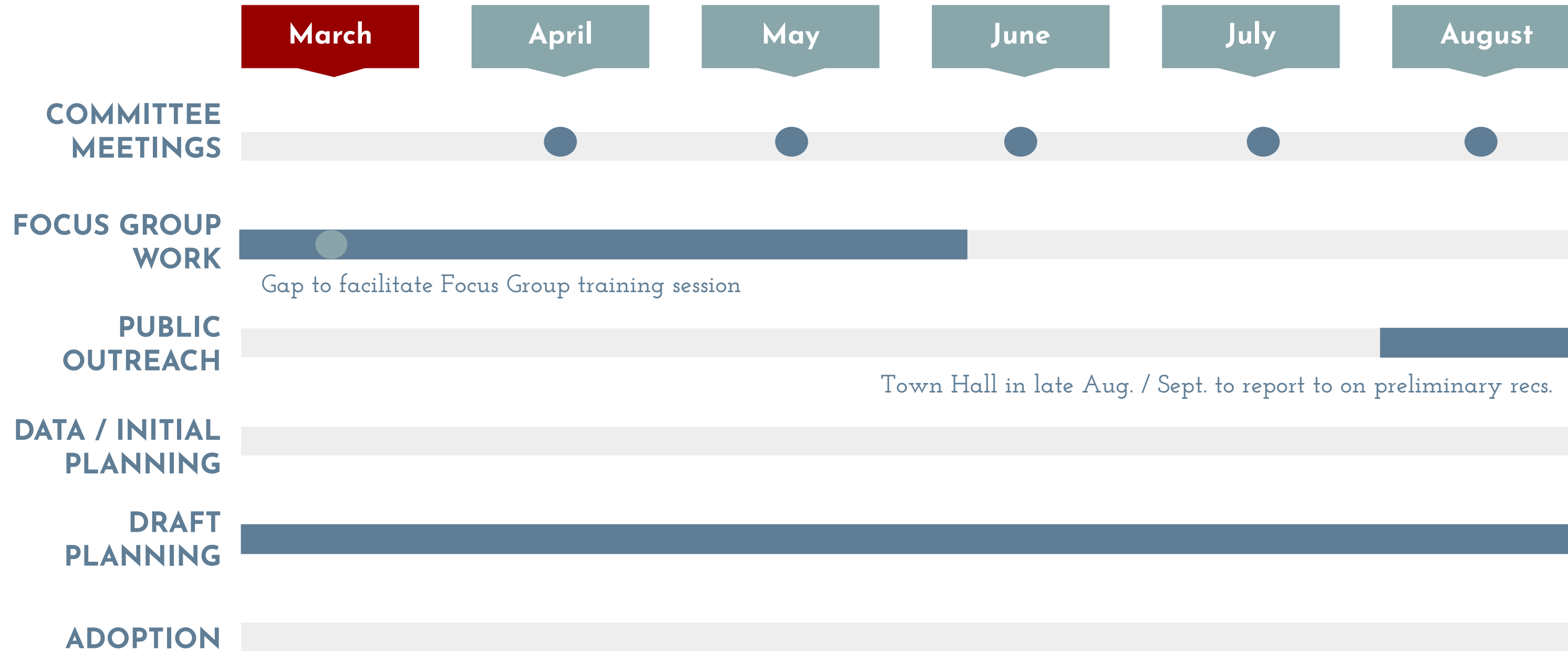


SCHEDULE: EARLY DATA GATHERING

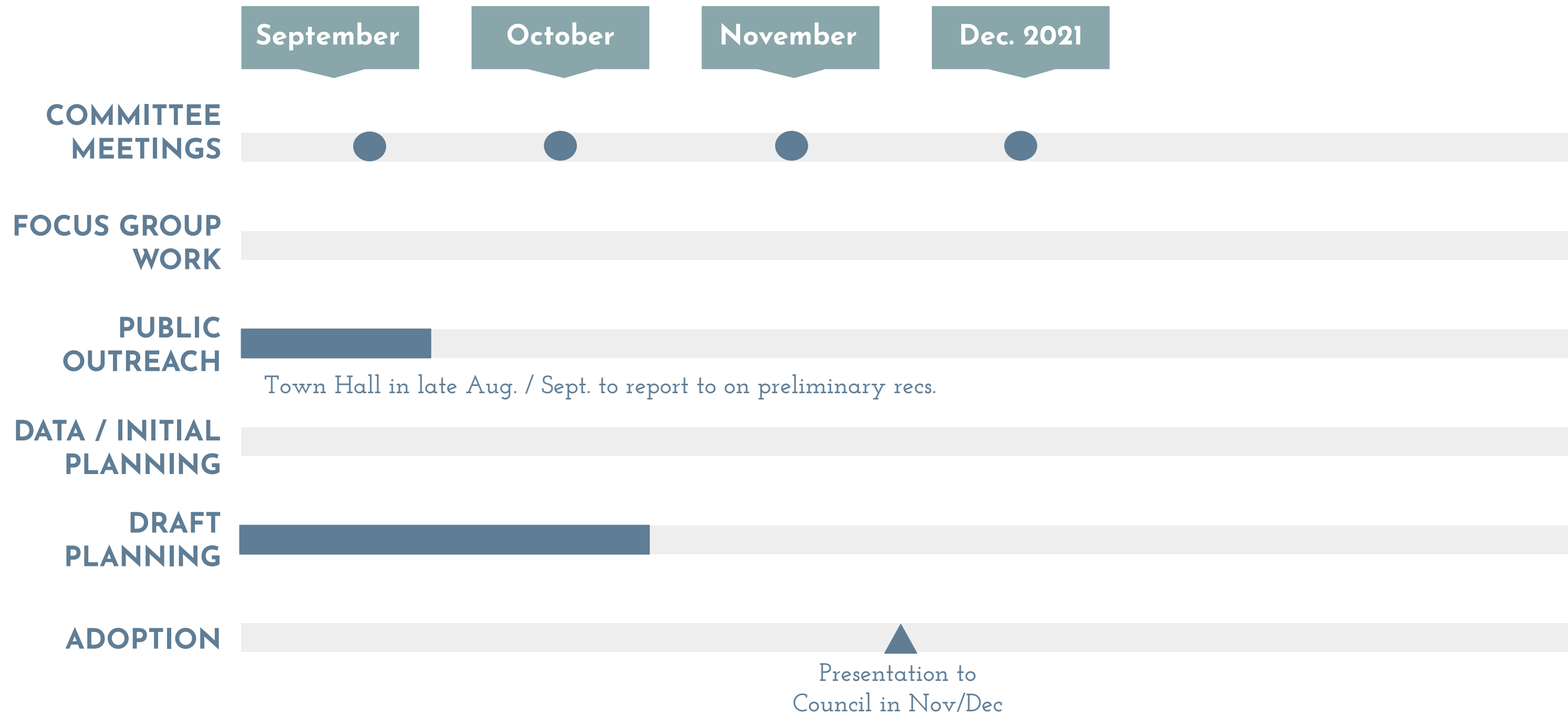
Virtual meeting on Focus Areas begins in late Feb/March



SCHEDULE: THE NEXT PHASE



SCHEDULE: FINISH BY END OF YEAR



PROGRESS SO FAR

**A SUMMARY OF THE STEERING
COMMITTEE'S WORK TO DATE**

AGENDA

1. Introductions, welcome (*5 minutes*)
2. Expectations and schedule overview (*5 min.*)
- 3. Summary of work to date (*30 min.*)**
4. Recap expectations and breakout instructions (*10 min.*)
6. Breakout sessions (*45 min.*)
7. Reconvene and scheduling (*10 min.*)

SUMMARY OF WORK TO DATE

- 2019 – Centennial Master Plan Committee formed by City Council
- Early spring 2020 – Consulting team selected
- Spring 2020 – SWOT Analysis
- March 2020 – COVID intervenes
- Summer 2020 – Community survey
- Fall 2020 – 10 Focus Areas developed
- Nov. 2020 – Virtual Town Hall
- Jan/Feb 2021 – Established Focus Groups
- Now – Focus Group Work commences

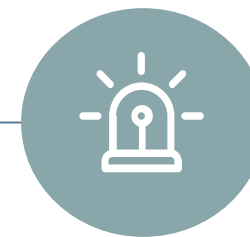
FOCUS AREAS SUMMARY



CITY CHARACTER
AND AESTHETICS



PARKS, TRAILS AND
OPEN SPACE



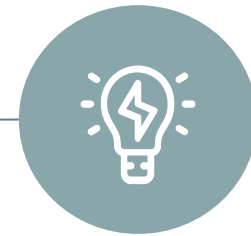
PUBLIC SAFETY



EDUCATION
RELATIONSHIPS



PUBLIC WORKS
AND
INFRASTRUCTURE



UTILITIES AND
COMMUNITY
CONNECTIVITY



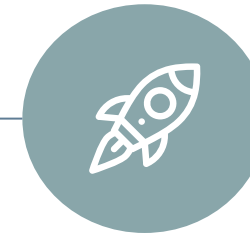
ZONING,
DEVELOPMENT,
AND LAND USE



QUALITY OF LIFE



FINANCE



BIG BETS: LOOKING
TO THE FUTURE

REVIEW DATA

REVIEW SURVEY DATA AND
COMMUNITY FEEDBACK

REPORTING BACK

SURVEY RESULTS

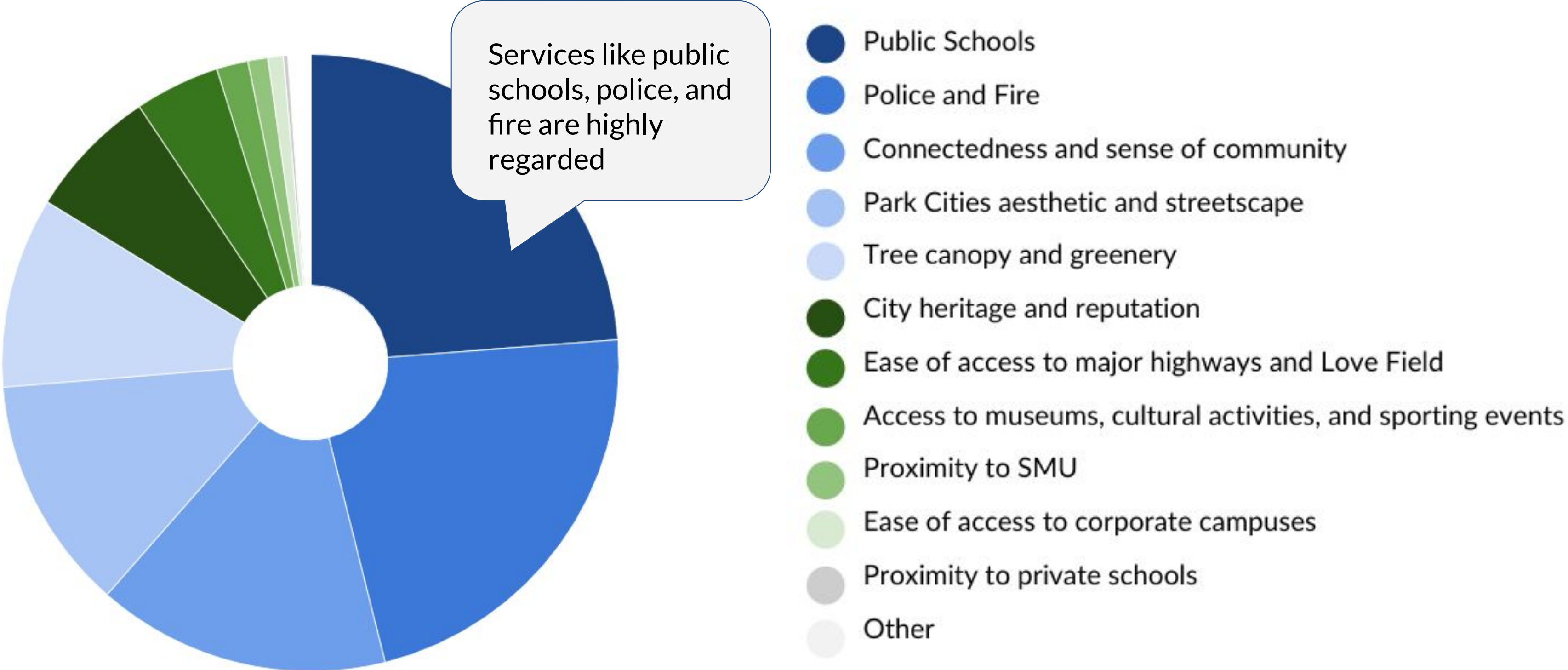
- Last year, the Master Plan Committee kicked off this new plan with a community survey
- Posted on the City’s website, project website, on social media, and in ads
- Paper copies were made available at City Hall
- Open from May 25th to August 10th
- Total respondents: 2,218



SURVEY RESULTS: VALUES

University Park

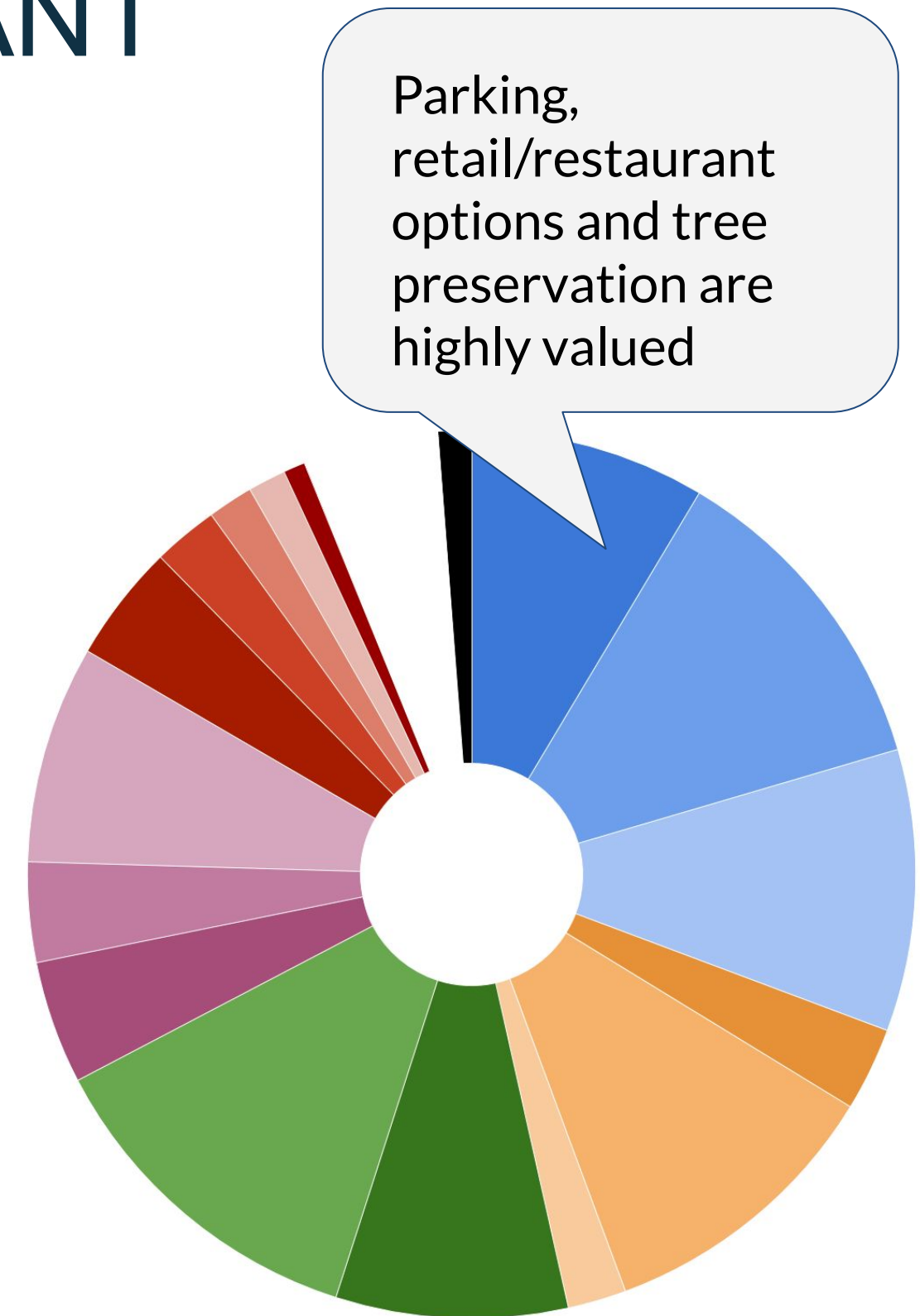
We asked: "What do you value most about living in University Park? Select up to three."



SURVEY RESULTS: WHAT YOU WANT

We asked: "What would you like to see more of in University Park? Check all that apply."

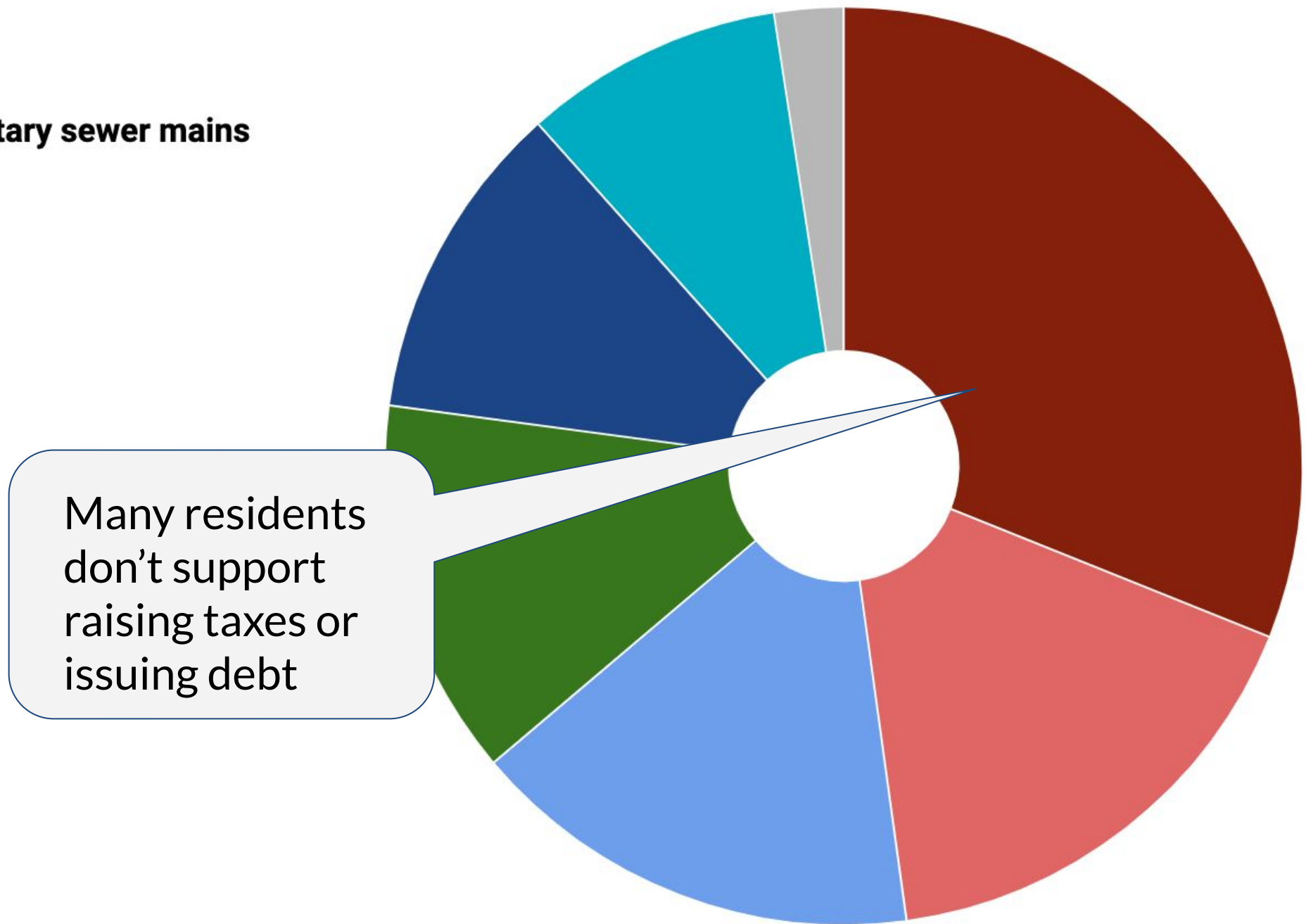
- Greater enforcement of on-street parking regulations
- More circle driveways to get parked vehicles off streets
- Additional parking in commercial areas
- Retail Stores
- Restaurants and entertainment
- Mixed-use development
- Rules preserving trees on private property
- Rules preserving trees on public property
- More central channels of communication
- Collaboration with SMU
- More funding for the Mile-per-year program, which replaces deteriorated water and sanitary sewer mains
- More allowance for accessory dwelling units (garage apartments, casitas, etc.)
- Small apartments built above businesses in certain districts
- Greater flexibility to build larger homes on your lot -- up to, or very near to, the edge of your property line
- Multi-family homes in select areas (townhomes, condos, duplexes, etc.)
- More single family lots divided to make room for additional homes
- Other
- None of the above



SURVEY RESULTS: TAXES

We asked: “University Park currently has no city debt. Which of the following would you support even if it resulted in raising taxes or issuing bonds? Check all that apply.”

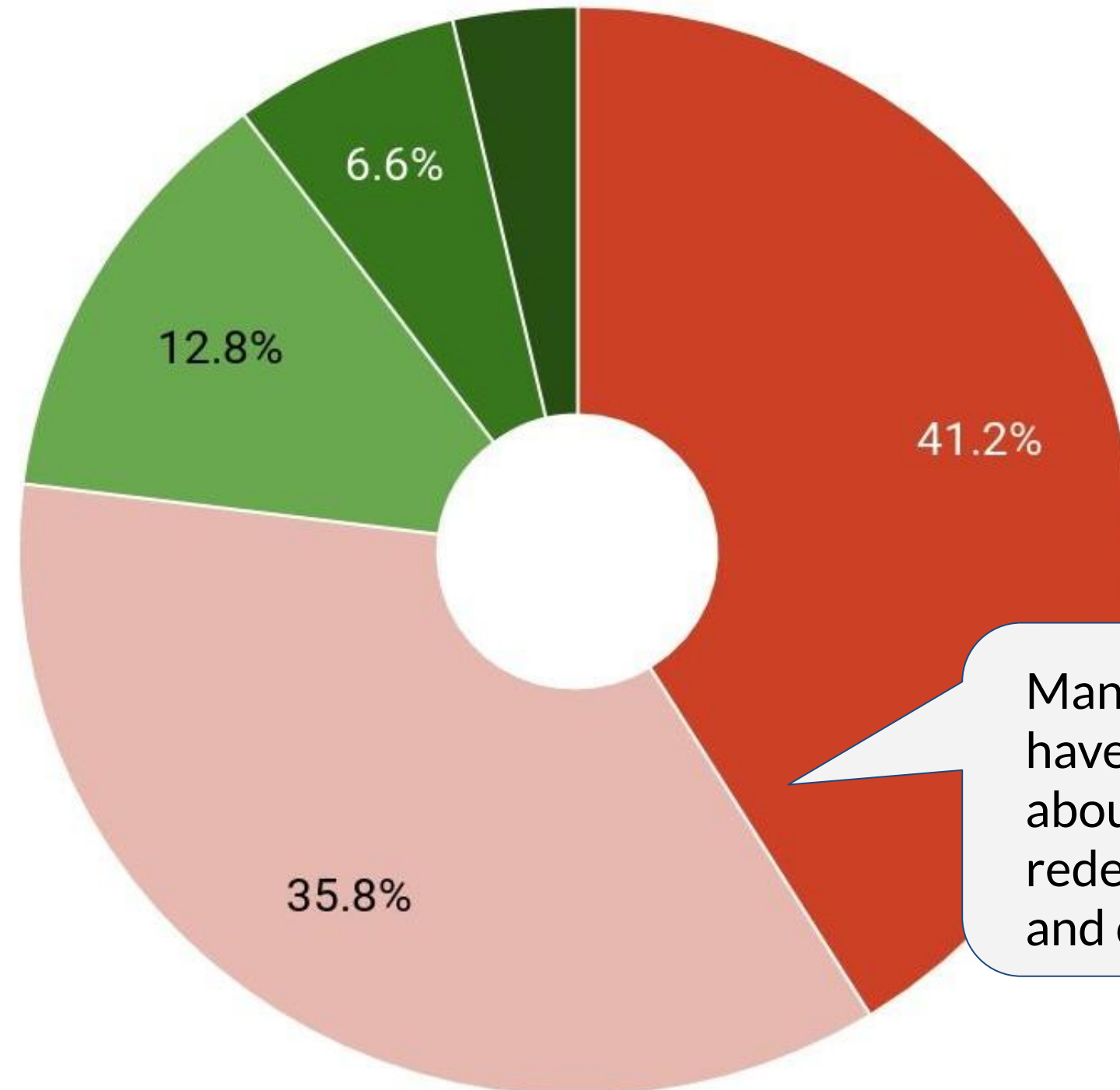
- I don't support raising taxes
- I don't support issuing bonds or debt
- Mile-Per-Year program to replace water and sanitary sewer mains
- Park rehabilitation and expansion
- Drainage improvements
- Parking expansion in commercial areas
- Other



SURVEY RESULTS: REDEVELOPMENT

We asked: “Which of the following options would be a good way to allow for redevelopment in University Park? Check all that apply.”

- I think redevelopment should be restricted by city ordinances
- I do not wish to restrict growth, but I don't think the City should encourage it
- Mixed-use development, allowing for residential and commercial units to exist in the same building
- An increase in vertical development, both residential and commercial
- More multi-family units; apartments, townhouses, and condominiums



Many residents have concerns about redevelopment and city growth

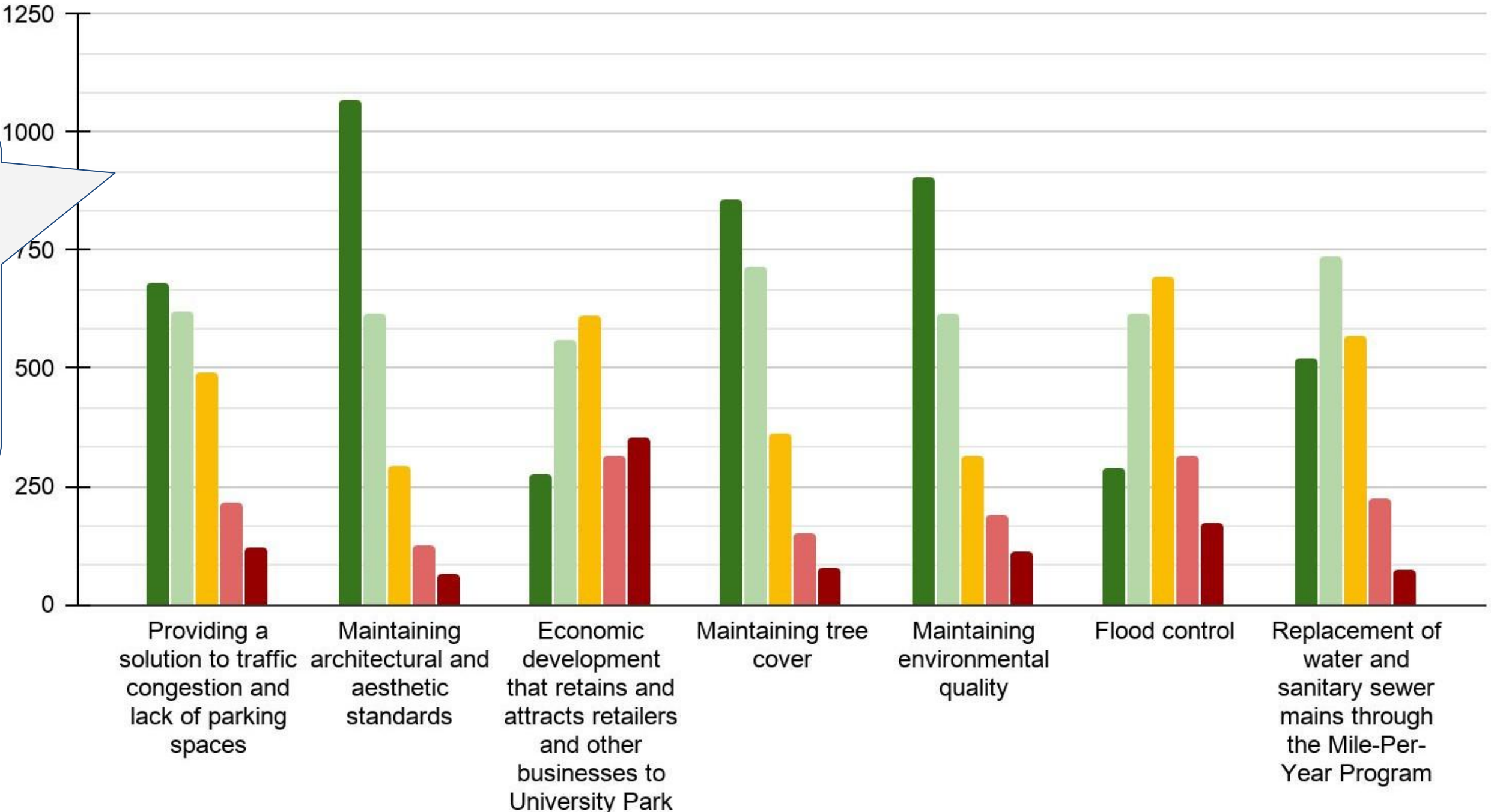
SURVEY RESULTS: KEY ISSUES

University Park

We asked: “Of the issues described below, please give a 1- 5 ranking (1 being most important, 5 being least important) of which you believe to be the most important issue for the city to consider when making long-term plans?”

1 - Most Important 2 3 4 5 - Least Important

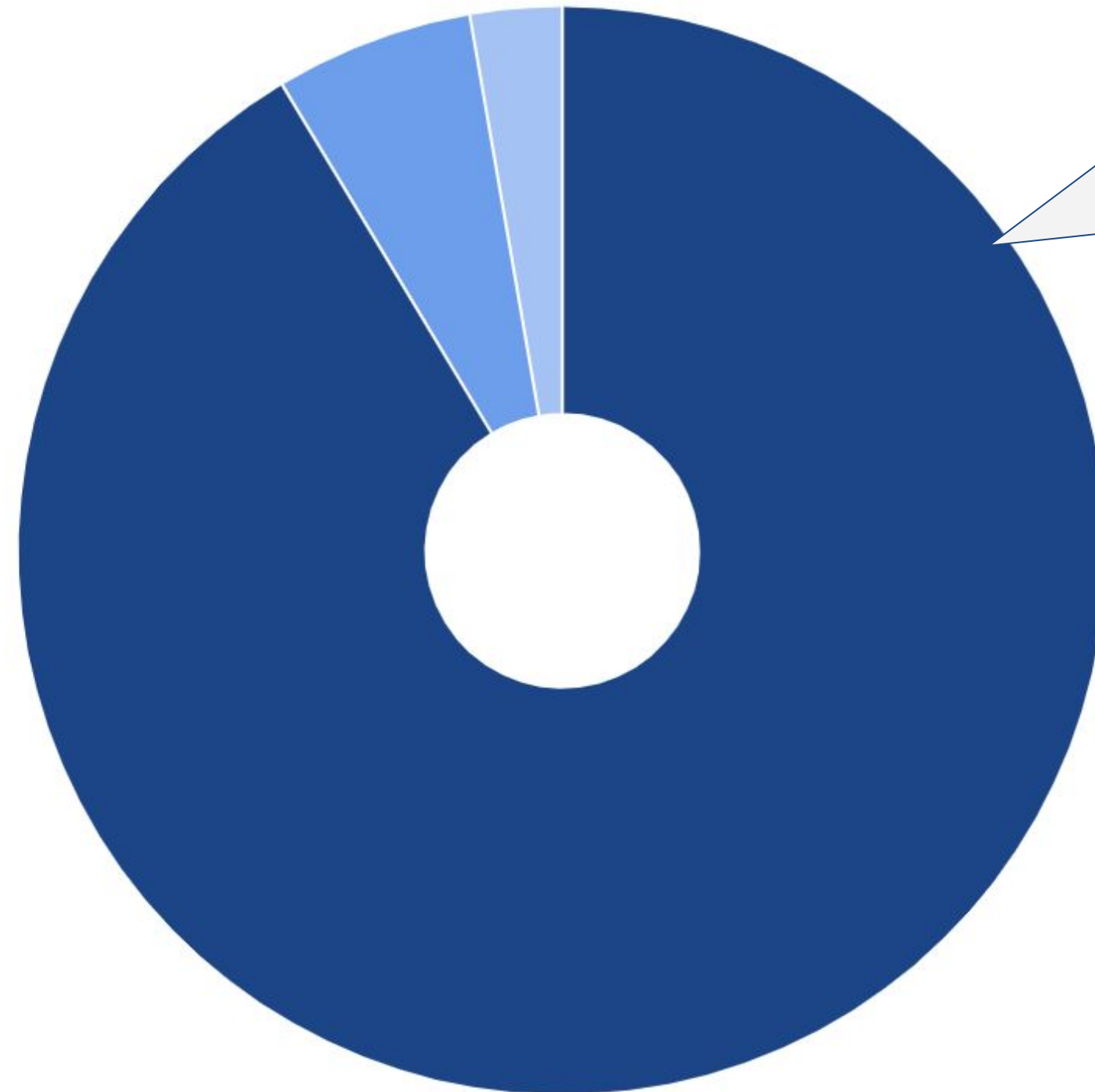
Most important issues include parking, maintaining the City’s aesthetic, and maintaining environmental quality



SURVEY RESULTS: LOOKING FORWARD

We asked: “In 30 years, where would you like to see the City of University Park?”

- The same as it is now, mostly residential
- Trending towards a more urban environment with mixed-use development
- Other



A majority of residents are pleased with the City as it is now, mostly residential

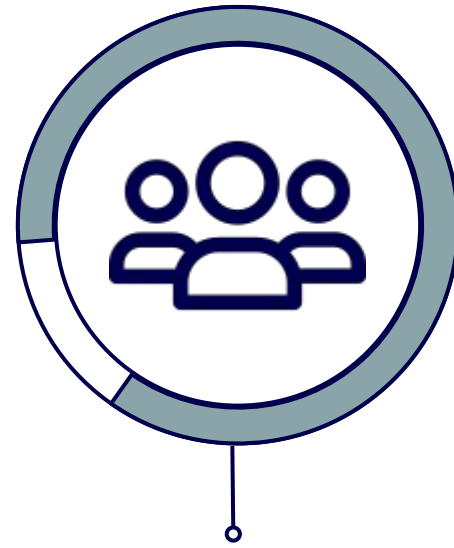
REVIEW OF DECEMBER TOWN HALL

- Included a welcome video and a 33-slide exhibit informing viewers about the project
- Interactive dot voting and mapping exercises
- Feedback in the form of comments was highly encouraged



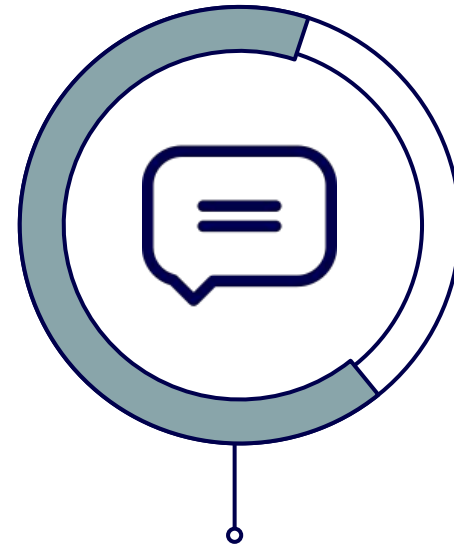
REPORTING BACK

ENGAGEMENT AND PARTICIPATION



1,018

TOWN HALL VISITORS



644

COMMENTS AND
VOTES ON THE
MAPPING EXERCISE



1,078

VOTES CAST IN THE
FOCUS AREA VOTING
EXERCISE

REPORTING BACK

VOTING EXERCISE RESULTS

Question: "In which of these areas would you most like to see your tax dollars spent?"



PARKS, TRAILS AND GREEN SPACE

Focus on creating, updating and improving green spaces, trails, and parks throughout University Park

206 Votes



PUBLIC SAFETY

Address public safety concerns through security infrastructure and community safety programs, and review technology and community initiatives across emergency services departments

202 Votes



PUBLIC WORKS AND INFRASTRUCTURE

Focus on maintaining and improving public infrastructure including roads, and parking lots; address flood-preparedness and environmental resiliency

193 Votes

REPORTING BACK

VOTING EXERCISE RESULTS (CONT.)

Question: "In which of these areas would you most like to see your tax dollars spent?"



CITY CHARACTER AND AESTHETICS

Focus on creating a strong character and spirit of community in University Park, as well as ensuring aesthetic standards are maintained

97 Votes



ZONING, DEVELOPMENT, AND LAND USE

Focus on managing land use and regulating development while keeping in consideration the unique character of University Park

87 Votes



FINANCIAL SUSTAINABILITY

Maintain strong, fiscally-conservative financial position while implementing additional long-range, life-cycle planning and budgeting

82 Votes

REPORTING BACK

VOTING EXERCISE RESULTS (CONT.)

Question: "In which of these areas would you most like to see your tax dollars spent?"



UTILITIES AND COMMUNITY CONNECTIVITY

Improve quality-of-life and conservation efforts by using cutting-edge technology to streamline existing utility services, and improve connectivity within the community through transportation solutions

76 Votes



GENERAL QUALITY OF LIFE

Implement strategies on improving the quality of life in University park, such as cultural and community events for all residents, as well as future generations

75 Votes



BIG BETS: LOOKING TO THE FUTURE

Focus on the challenges and opportunities in the future of University Park, such as dramatic advances in technology or shifts in the regional economy or climate

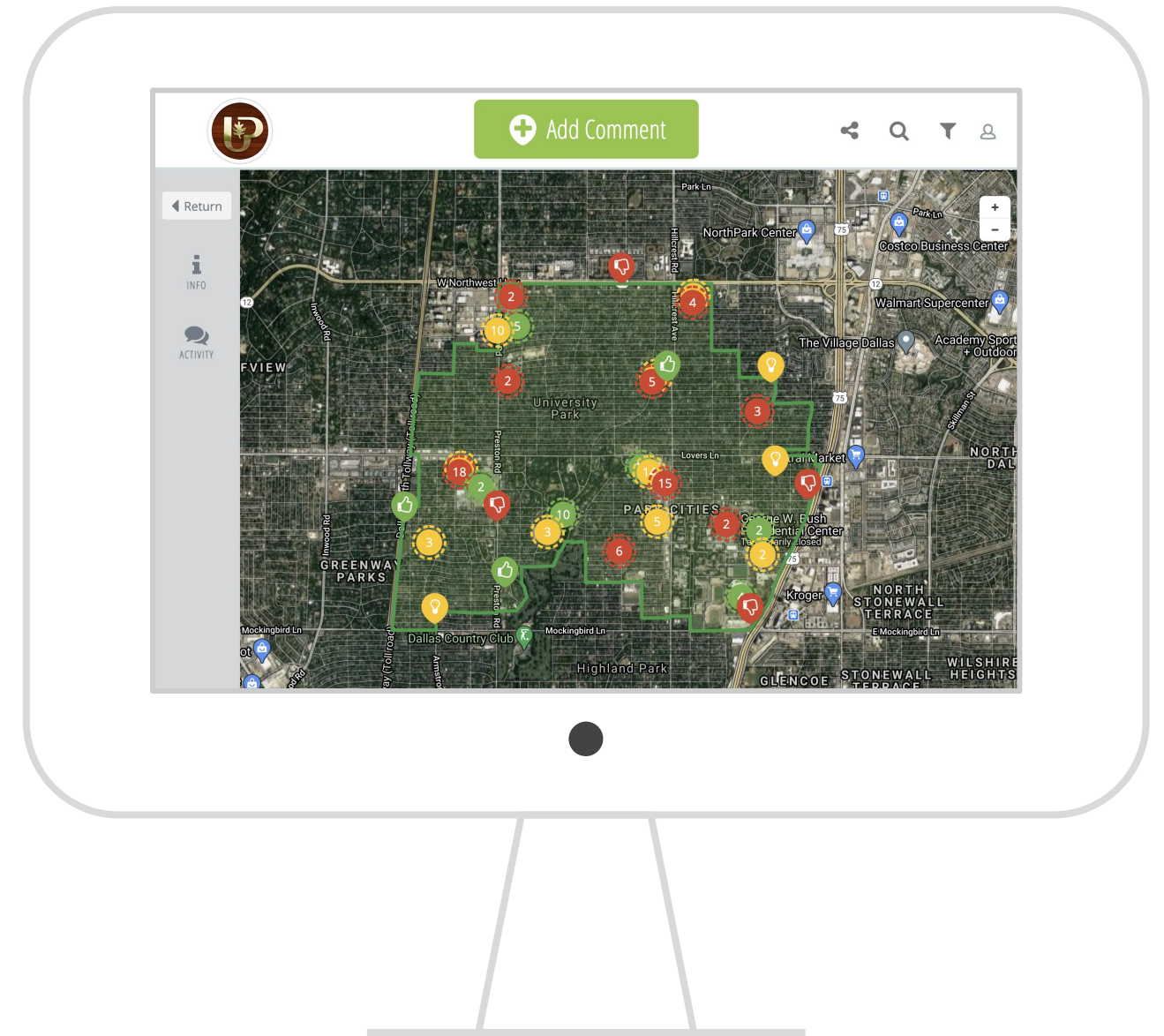
49 Votes

REPORTING BACK

LESSONS LEARNED AND DIRECTION FROM THE COMMUNITY

MAPPING EXERCISE:

- Most raised issues were transportation, traffic and parking for drivers, walkability/connectivity and safety concerns for pedestrians and cyclists
- Other frequently raised issues were related to aesthetics - concerns about new buildings not meeting standards, as well as a desire to conceal utility lines

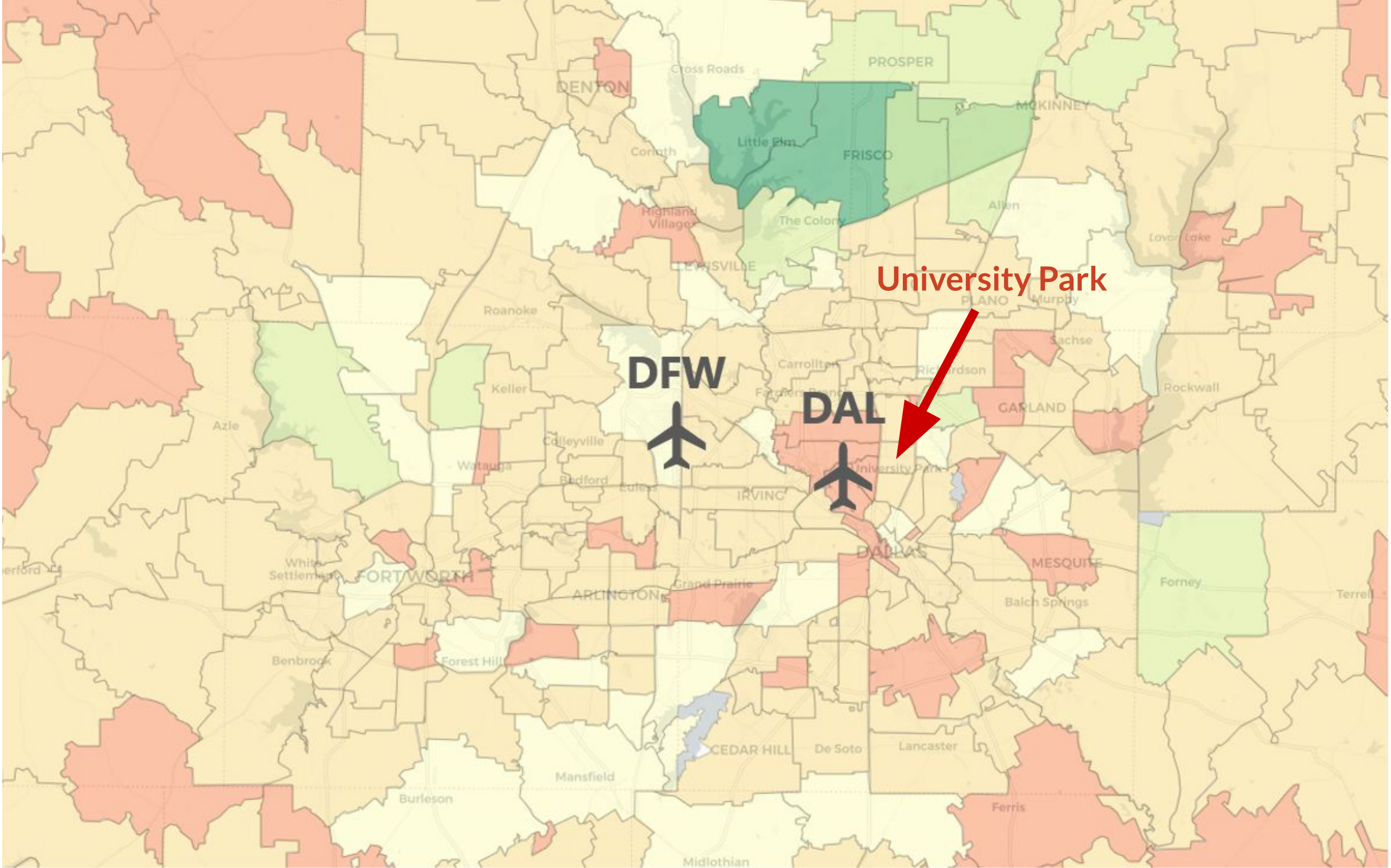


REVIEW TRENDS

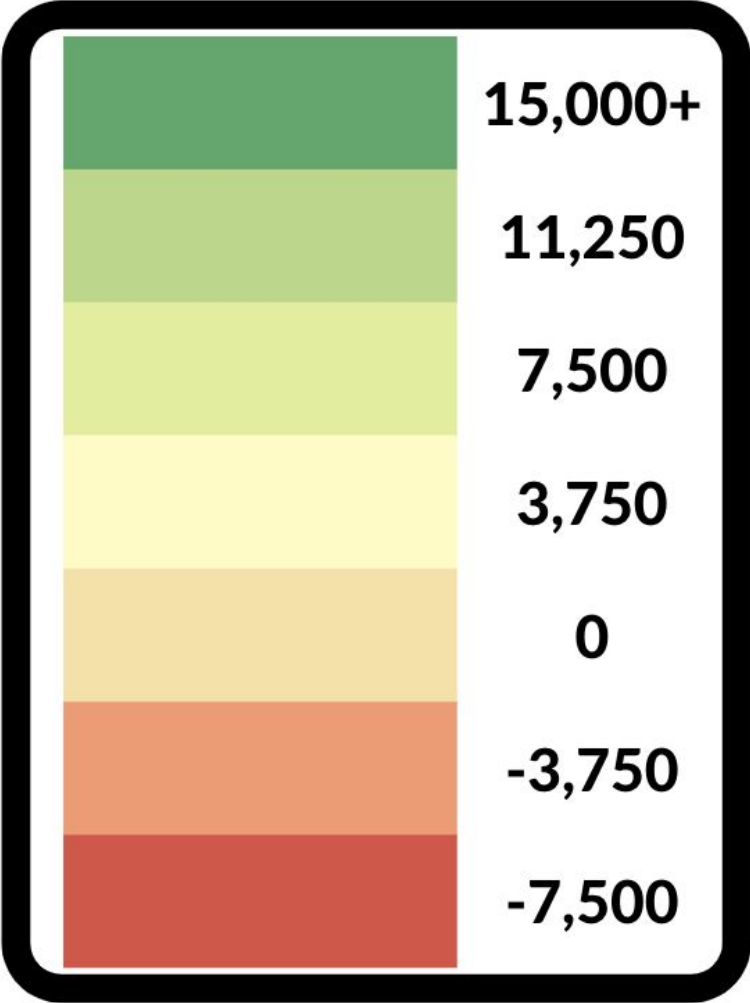
REVIEW TRENDS FOR
UNIVERSITY PARK

DALLAS/FORT WORTH REGIONAL GROWTH 2013-2017

University Park

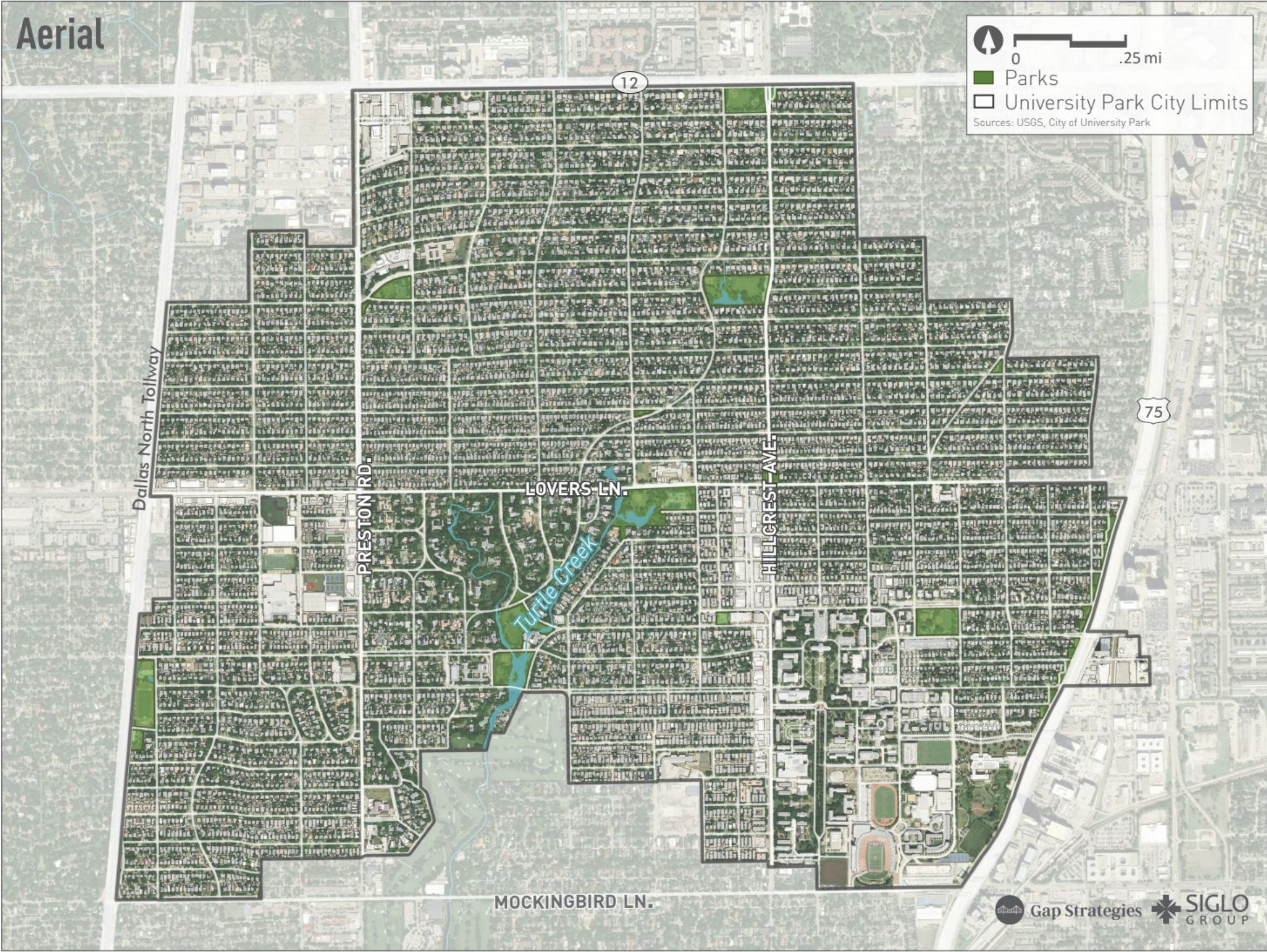


Population Growth

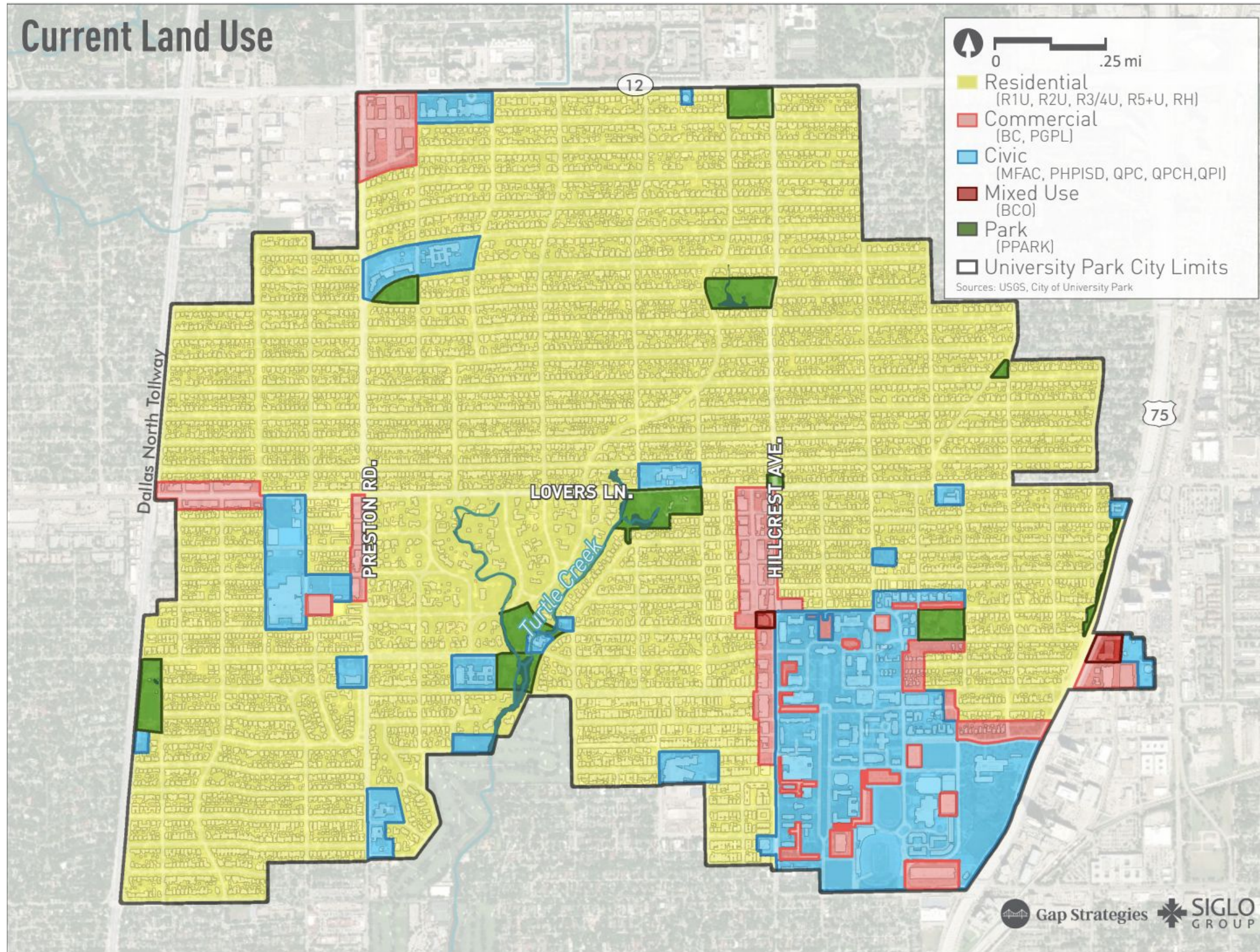


Source: American Community Survey 2013-2017

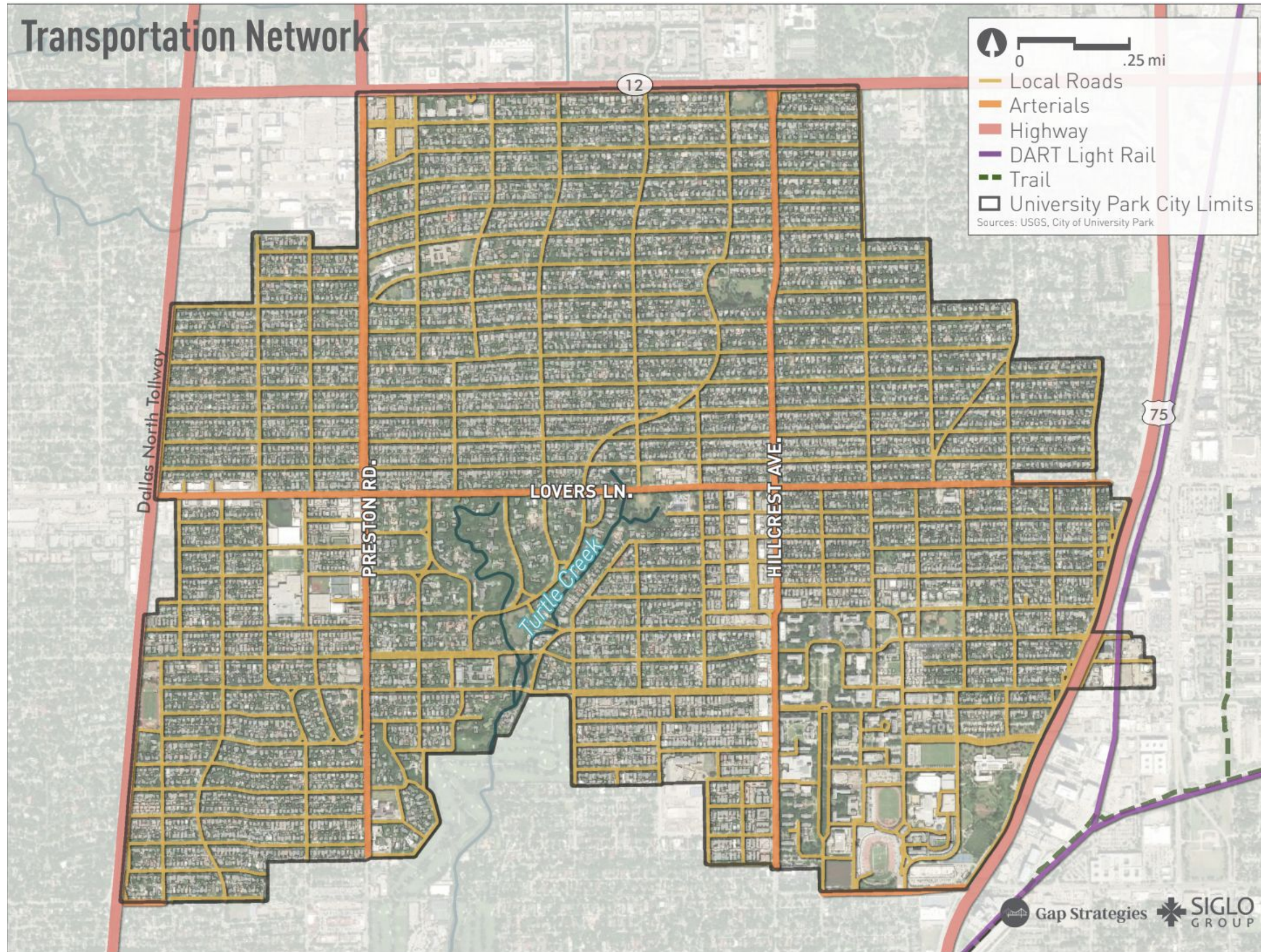
MAPS OF UNIVERSITY PARK



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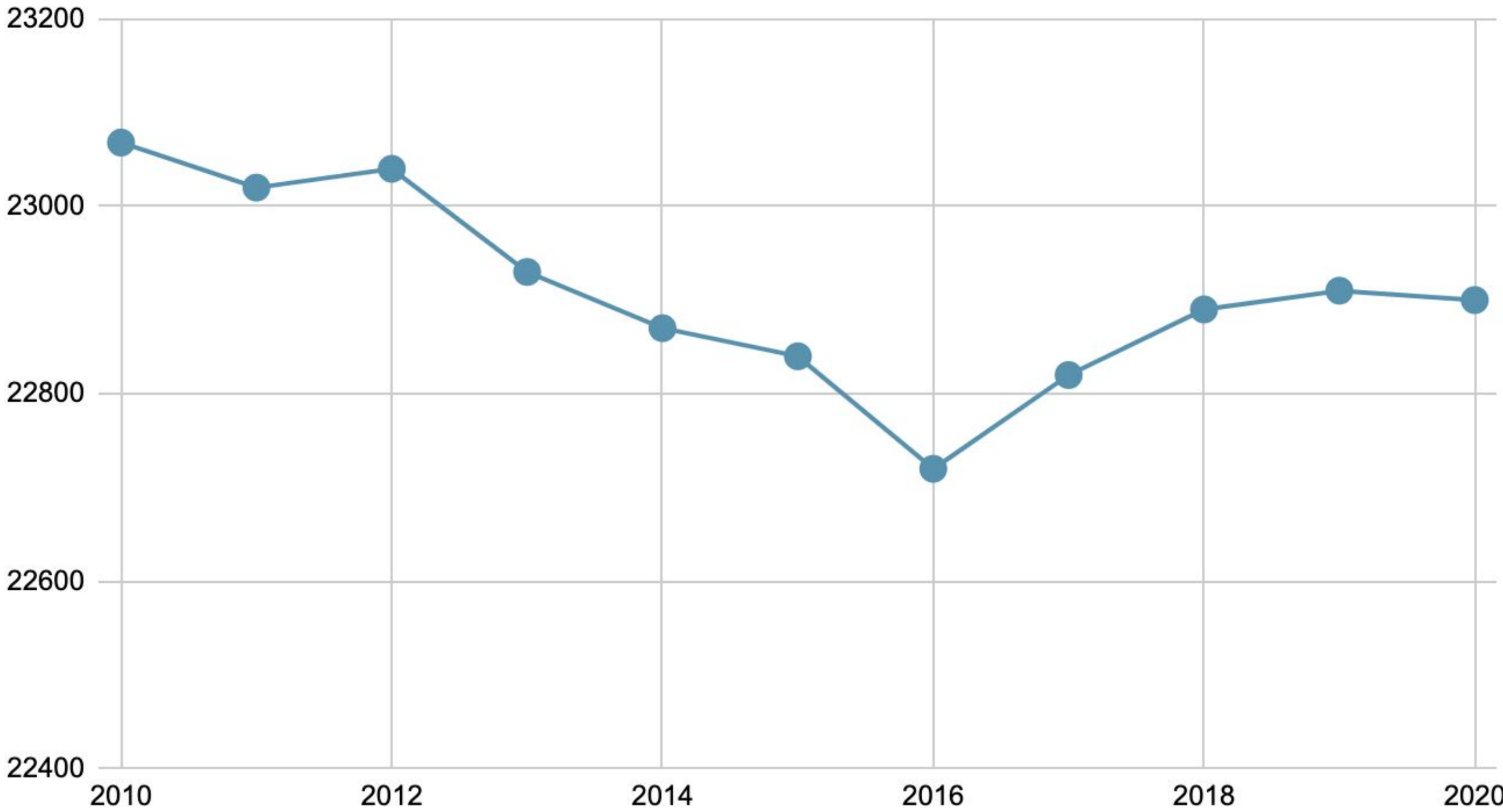


CURRENT POPULATION 22,900

POPULATION HISTORY

University Park

University park historic population

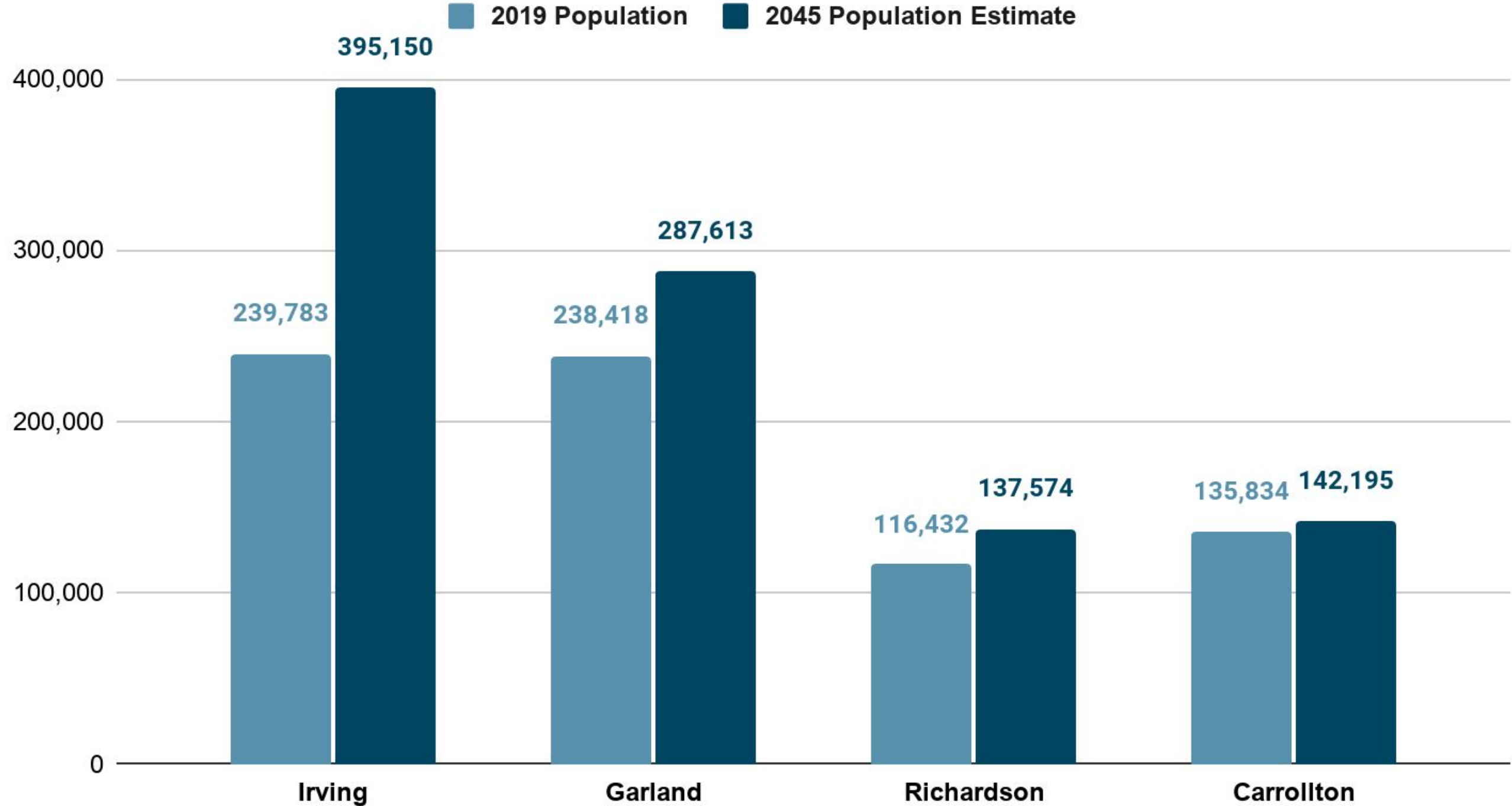


Source: City of University Park

PROJECTED GROWTH

University Park

Projected growth in neighboring communities

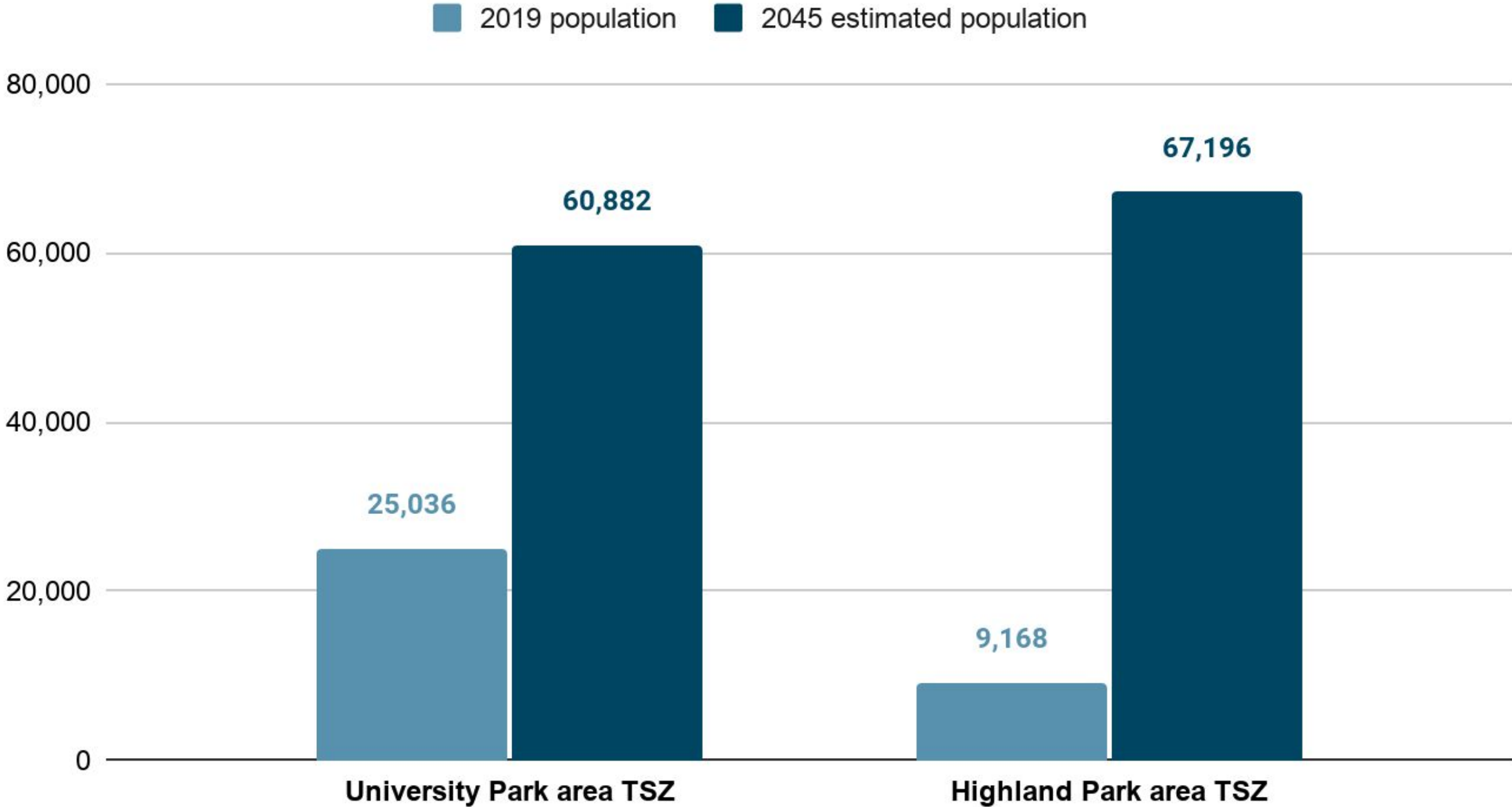


Source: Calculations by Gap Strategies based on TSZs

AREA GROWTH COULD AFFECT TRAFFIC

University Park

Projected population of local Traffic Survey Zones (TSZs)



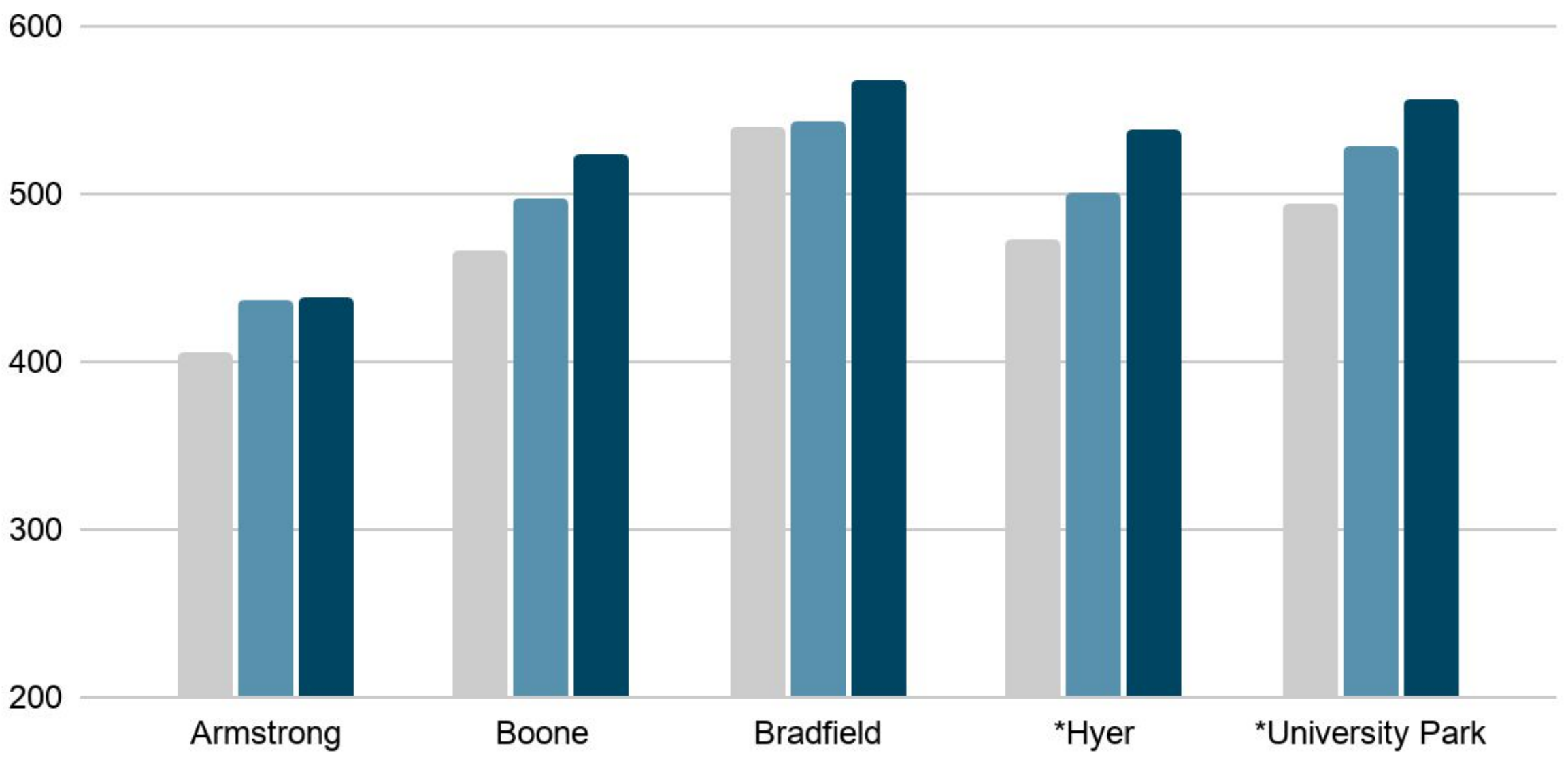
Source: Calculations by Gap Strategies based on TSZs

LIGHT GROWTH IN SCHOOLS

University Park

Highland Park ISD K-4 projected enrollments

2020/21 2022/23 2024/25



Source: Highland Park ISD

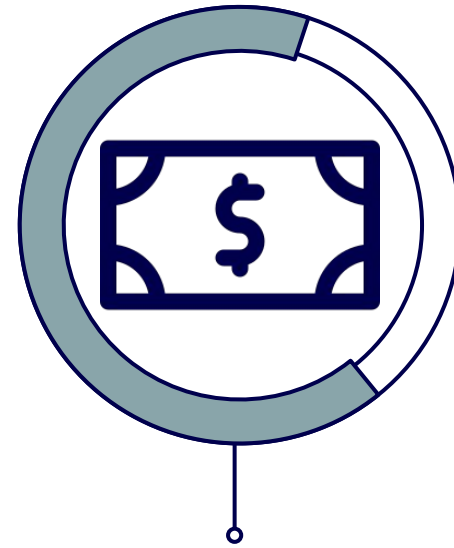
FINANCE SNAPSHOT

UNIVERSITY PARK — AT A GLANCE



\$0.264

**PROPERTY TAX RATE
PER \$100**



1%

SALES TAX RATE



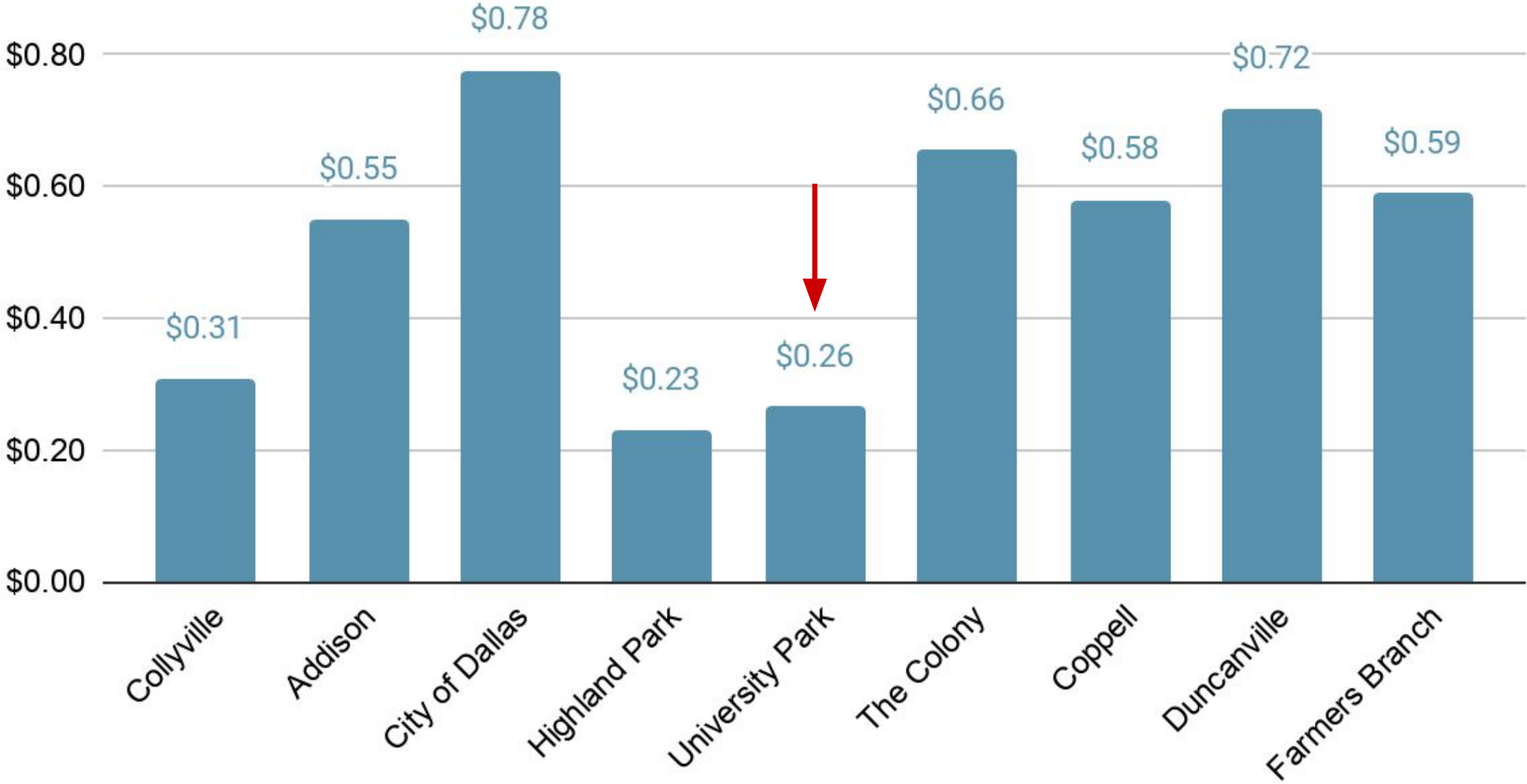
AA

2021 BOND RATING

TAX RATES IN SURROUNDING CITIES

University Park

Property tax rates in surrounding cities (per \$100)

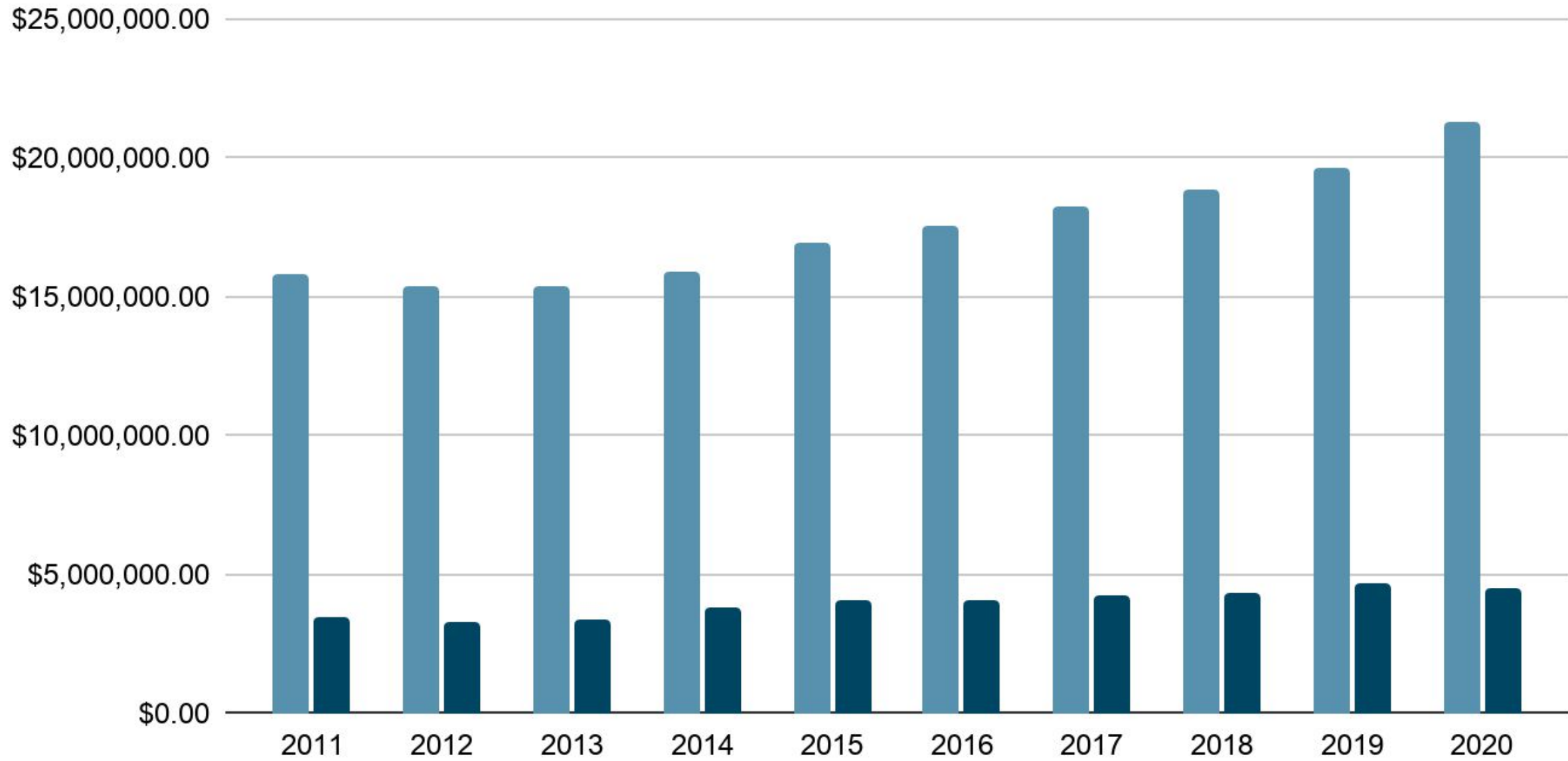


HISTORIC TAX REVENUE

University Park

University Park tax revenue

Property tax Sales tax

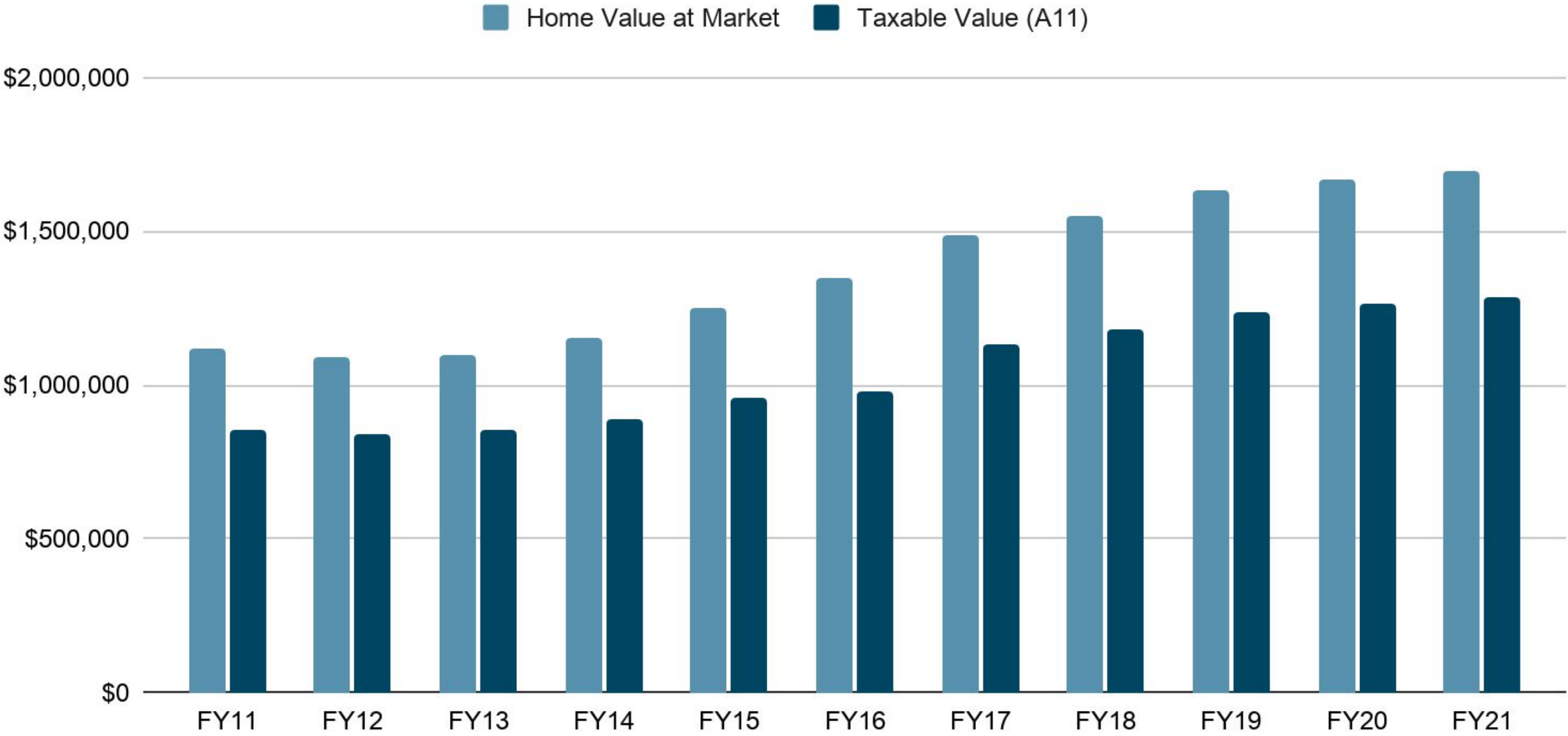


Source: City of University Park

PROPERTY VALUES

University Park

Average Home Values and Taxable Values in University Park



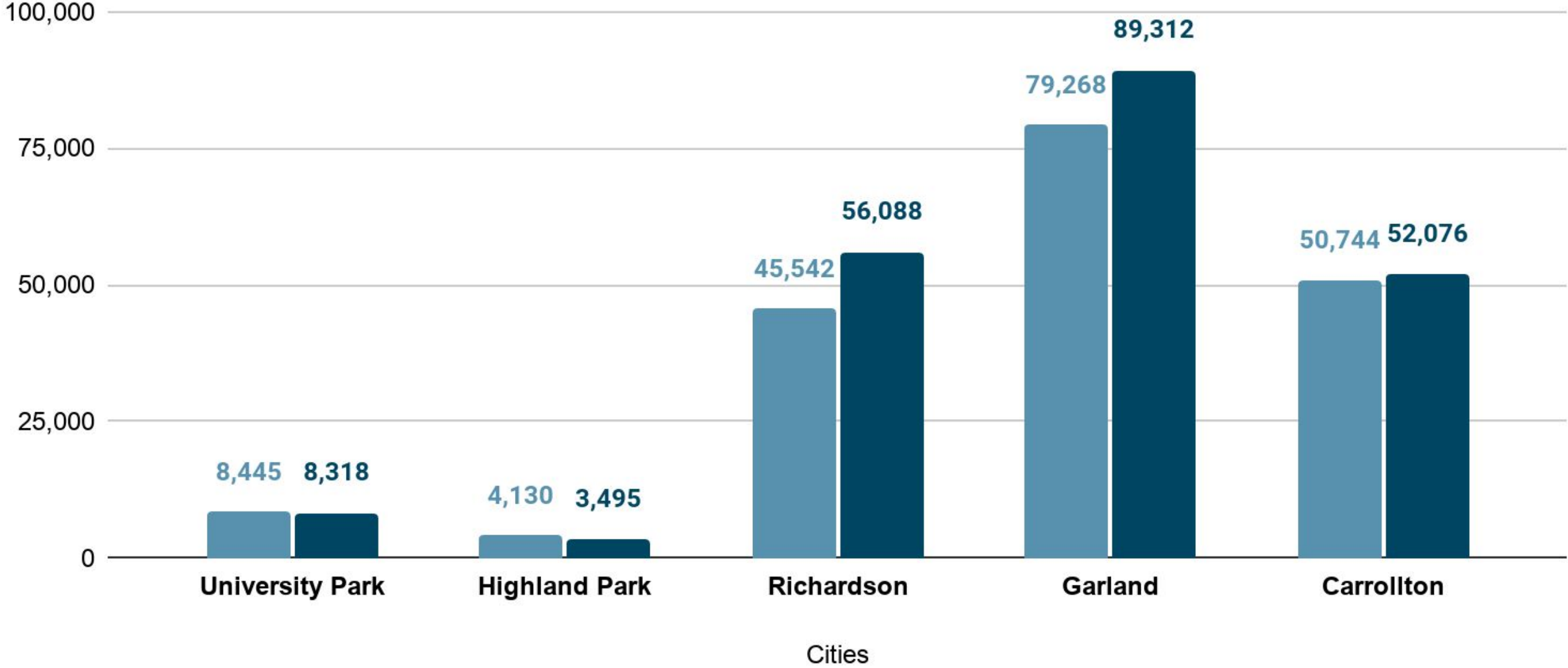
Source: City of University Park

STABLE PROJECTED HOUSING GROWTH

University Park

Projected housing units

Housing Units 2019 Housing Units 2045



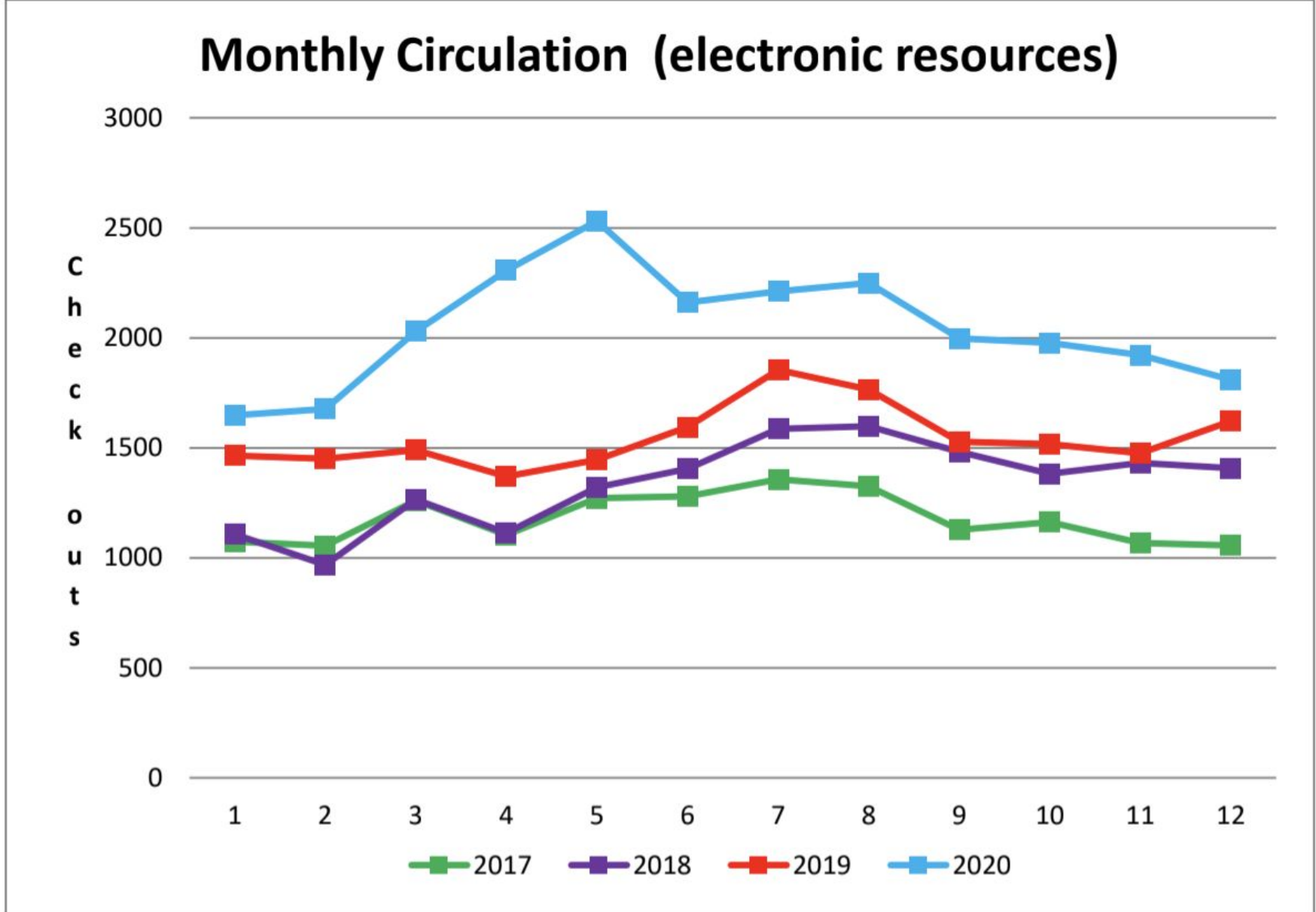
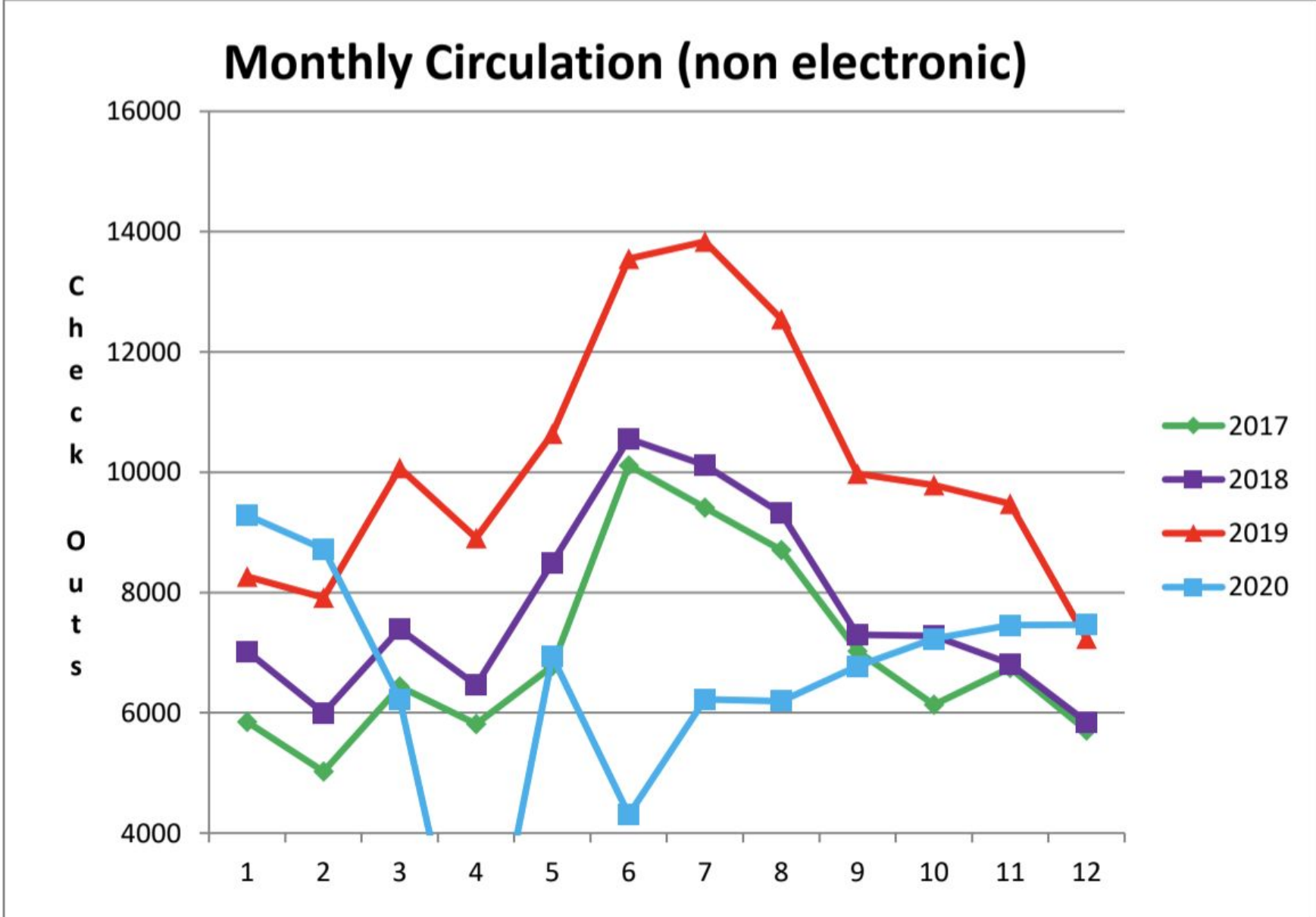
PROJECTIONS ON EMPLOYMENT* IN THE REGION

Cities	Employment 2014	Employment 2045	Percent Change
University Park	13,536	15,092	11.50%
Irving	288,487	422,157	46.33%
Highland Park	5,272	4,339	-17.70%
Richardson	130,960	199,948	52.68%
Garland	101,932	158,961	55.95%
Dallas	1,126,984	1,862,576	65.27%
Carrollton	107,662	141,329	31.27%

*Employment refers to the amount of people that work in goods, services, or retail in the selected city. This does not refer to the amount of employed people living in the city. This estimate from NCTCOG's 2014 employment projection could show which cities are set for employers to come to their area and employers already in the area that will begin employing more people.

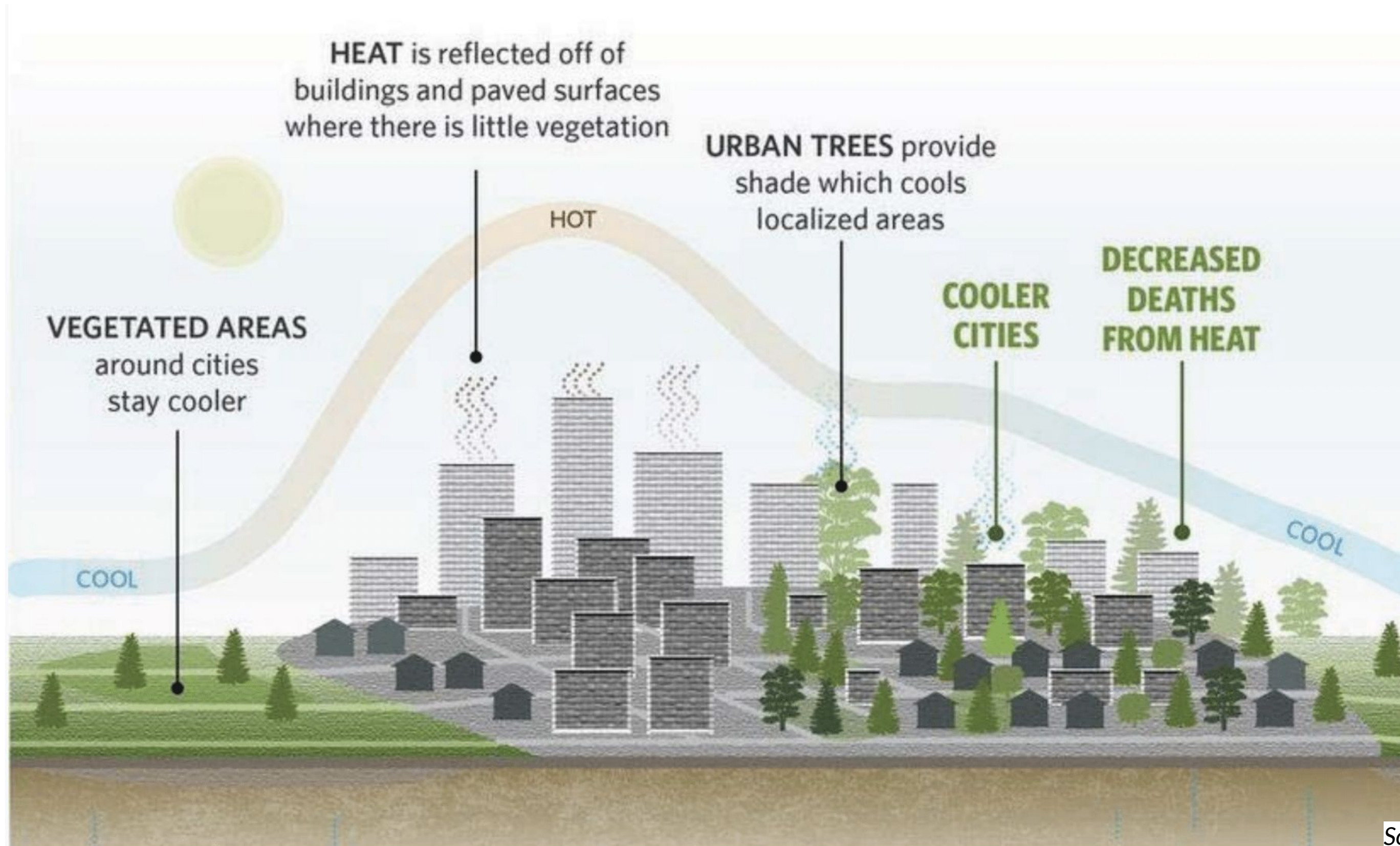
LIBRARY USAGE TRENDS

University Park



Source: City of University Park

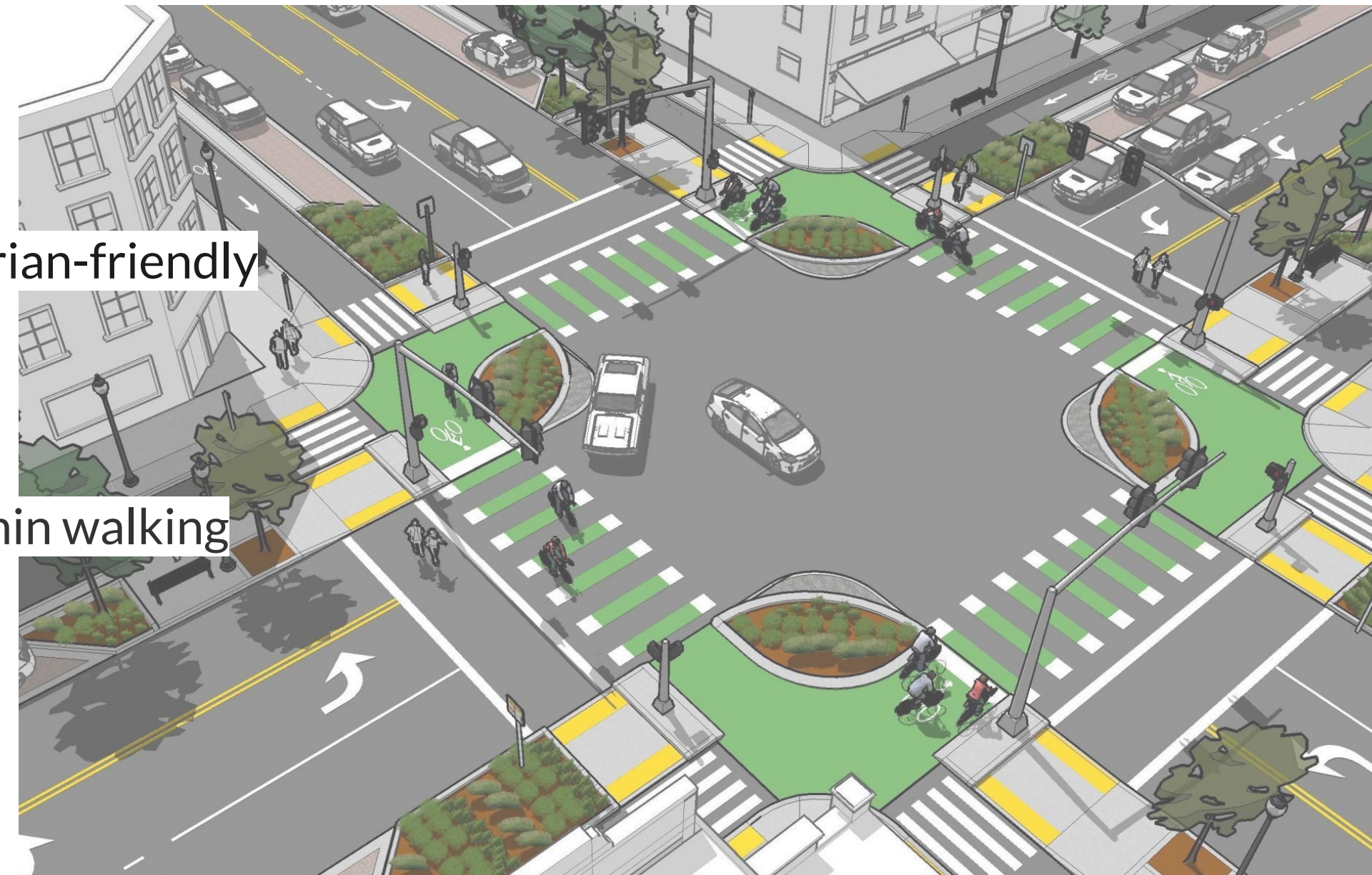
PRESERVING TREES - HEAT ISLANDS



PLANNING TRENDS IN 2021

PEOPLE-FOCUSED DESIGN

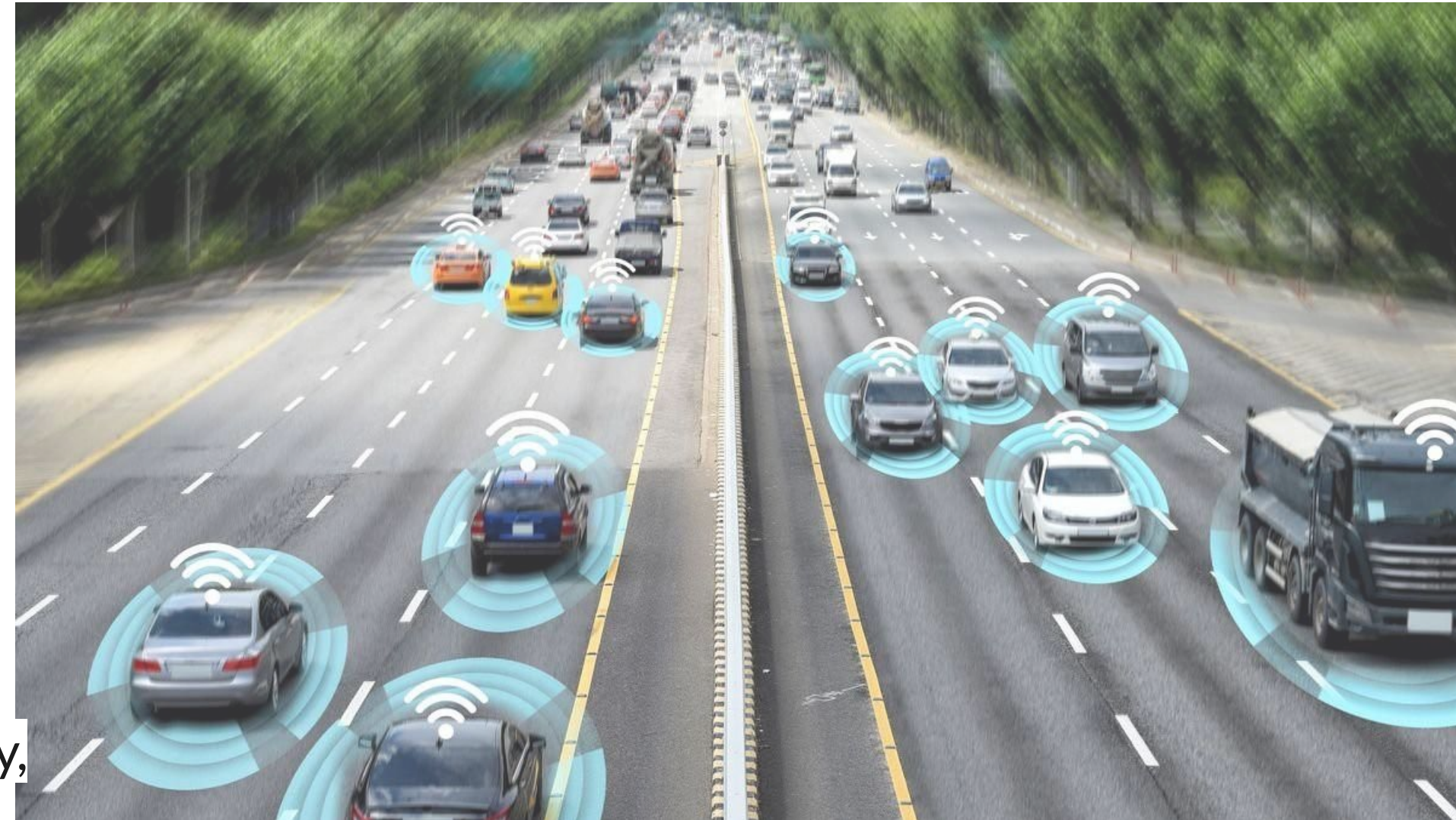
- Modern urban planning is moving towards a “people-focused design”
- Narrower streets, walking paths, and pedestrian-friendly areas are all part of this philosophy
- Other aspects include:
 - Grocery stores and essential services within walking distance
 - Proximity to transit
 - Green space and trees along streets
 - Adequate space for cyclists.



PLANNING TRENDS IN 2021

TRANSPORTATION TRENDS

- Trends include:
 - Alternative-fuel-driven cars
 - Limited autonomous vehicles
 - Drones
 - New forms of vehicle sharing
- These will have implications for traffic management, parking, land use, taxes, employee training, public safety, data capacity, logistics, regulatory structures, and liability



PLANNING TRENDS IN 2021

RESILIENCE AND PUBLIC HEALTH

- Climate change has increased the likelihood of catastrophic weather
- Nature-based solutions can mitigate risks and enhance resilience, as well as benefiting community health and the environment
- Potential solutions/strategies include
 - High-performing green buildings
 - Programs to promote shade trees, rain gardens, and native plants
 - Urban agriculture programs



BREAKOUT PREP

RECAP EXPECTATIONS
AND BREAKOUT INSTRUCTIONS

AGENDA

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FOCUS GROUP ASSIGNMENTS

We have 10 Focus Groups. These have been refined based on your feedback and conversations with Bob, Dawn, and City staff.

- City Character and Aesthetics
- Parks, Trails, and Open Space
- Public Safety
- Public Works and Infrastructure
- Utilities and Community Connectivity
- Zoning, Development, and Land Use
- Quality of Life
- Education Relationships
- Finance
- Big Bets: Looking to the Future

CITY CHARACTER AND AESTHETICS

Focus on ways to cultivate community character and preserve aesthetics

Centennial Master Plan Committee Liaisons:

Kelley Brown · Dan McKeithen

Volunteers:

Alan Rose · Blair Mercer · Charles Scott · Mary Graves · Syd Carter
Taylor Armstrong · Tim Marron · Diane Bird

PARKS, TRAILS, AND OPEN SPACE

Looking at both the physical and logistic aspects of public open space and parks

Centennial Master Plan Committee Liaisons:

Francie Johnson • Laura Walsh

Volunteers:

Jackie Walker • John Delatour • Rodney Madden

Stephanie Holan • Steve Moore • Diane Galloway • Hillary Lewis

PUBLIC SAFETY

Explore how to maintain high levels of service and how to meet changing times

Centennial Master Plan Committee Liaisons:

Alex Bell

Volunteers:

Anne Monning · Arthur Harding · Britt Fair · Christopher Martin

Doug Woodward · Jeff Barnes · John Jackson · Nicholas Silva · Shari Handler

PUBLIC WORKS AND INFRASTRUCTURE

How the community's basic services should be conducted, as well as address parking, flooding, and facilities

Centennial Master Plan Committee Liaisons:

Steve Hudson • John Stull

Volunteers:

Cathleen Witte • Elisabeth McHugh • Jim McGinnis • John Walsh • Larry White
Mike McKenzie • Nick Nicholas • Judy Franklin

UTILITIES AND COMMUNITY CONNECTIVITY

Address and improve the ways the City connects residents to essential services

Centennial Master Plan Committee Liaisons:

Chris Wright

Volunteers:

Alex Trusler • Ann Shaw • Chris Roach • John Sehnert • Nick Hainsfurther
Susan Wilson • William Pope • Charles Fuquay • Christine Forshey

ZONING, DEVELOPMENT, AND LAND USE

Tying the values of residents to the development within the City and the management of zoning districts

Centennial Master Plan Committee Liaisons:

Claire Baker · Dawn Moore

Volunteers:

Gina Waco · Rick Tubb · Robert Harris · Ross Walker · Steven Bradford
David DeLorenzo · Kacy Ellis · Polly McKeithen

QUALITY OF LIFE

Focus on building community relationships through social activities, programs, and services

Centennial Master Plan Committee Liaisons:

Michael Malone

Volunteers:

Ashley Blanchette · Bob Clark · Jeff Begert · LeAnne Langholz · Doug Hanna
Prasanna Alluri · Allison Ball · Michelle Bufkin · JoAnne Moore

EDUCATION RELATIONSHIPS

Focus on ways to cultivate community character and preserve aesthetics

Centennial Master Plan Committee Liaisons:

Jenny Merkle • Brad Cheves

Volunteers:

Ellen Lee • Jessica Garrett • Jim Hitzelberger • Laurence Henry • Lila Marshal
Melissa Rieman • Natalie Greco • Allyson Blow

FINANCE

Study financial trends in University Park and the region to prioritize Master Plan recommendations

Centennial Master Plan Committee Liaisons:

Rita Clinton • Jamie Slagel

Volunteers:

Charles Visconsi • Corbin Crews • Iris Bradley • John Stuart • Justin Hughes
Kathy Kelley • Laurie Johansen • Steven Metzger

BIG BETS: LOOKING TO THE FUTURE

Think about potential challenges and opportunities presented by technology, climate change, and more

Centennial Master Plan Committee Liaisons:

Darrell Lane · Bob Begert

Volunteers:

Alexandra Wagner · Gina Gregory · Matt Yeaman · Natalie Metzger Lesikar
Philip Philbin · Stewart Rogers · Barrett Lidji · Heather Worley

WORKSHEET AND DELIVERABLE

UNIVERSITY PARK CENTENNIAL MASTER PLAN S.M.A.R.T. GOALS WORKSHEET

INITIAL GOAL	Write the goal you have in mind
S SPECIFIC	What do we want to accomplish? Who needs to be included? When do we want to do this? Why is this a goal?
M MEASURABLE	How can the City measure progress and know if we've successfully met our goal?
A ACHIEVABLE	Do we have the resources and skills required to achieve the goal? If not, can we obtain them? Is the amount of effort required on par with what the goal will achieve?
R RELEVANT	Why are we setting this goal now? Is it aligned with overall goals of the City / Centennial Master Plan?
T	What's the deadline and is it realistic?

UNIVERSITY PARK CENTENNIAL MASTER PLAN FOCUS AREA GOALS & OBJECTIVES

	FOCUS AREA NAME
GOAL	
SPECIFIC: Who? What? When? Where? Why?	
MEASURABLE: Metrics and milestones.	
ACHIEVABLE: Do we have skills and resources to accomplish this?	
RELEVANT: Does it fit with overall City objectives?	
TIME-BOUND: Intermediate and final deadline	
OBJECTIVE 1	
SPECIFIC: Who? What? When? Where? Why?	
MEASURABLE: Metrics and milestones.	
ACHIEVABLE: Do we have skills and resources to accomplish this?	
RELEVANT: Does it fit with overall City objectives?	
TIME-BOUND: Intermediate and final deadline	
OBJECTIVE 2	
SPECIFIC: Who? What? When? Where? Why?	
MEASURABLE: Metrics and milestones.	
ACHIEVABLE: Do we have skills and resources to accomplish this?	

EXAMPLE WORKSHEET

UNIVERSITY PARK CENTENNIAL MASTER PLAN S.M.A.R.T. GOALS WORKSHEET

INITIAL GOAL Write the goal you have in mind

Modernize and improve City infrastructure.

S What do we want to accomplish? Who needs to be included? When do we want to do this? Why is this a goal?

SPECIFIC Replace at least one mile of aging water and sewer lines per year. Begin next fiscal year. This will involve Public Works and City Engineer. This will save maintenance money over the long term while improving City infrastructure. Annual costs may be in the range of \$x dollars, but will result in quantifiable savings. Will require Council a budget line item.

M How can the City measure progress and know if we've successfully met our goal?

MEASURABLE Track the linear feet of new lines each year.

A Do we have the resources and skills required to achieve the goal? If not, can we obtain them? Is the amount of effort required on par with what the goal will achieve?

ACHIEVABLE This can be done with existing crews, supplemented when need by third party contractors. The City has the expertise in-house to manage the program.

R Why are we setting this goal now? Is it aligned with overall goals of the City / Centennial Master Plan?

RELEVANT Directly relevant to the study areas identified for our Focus Area. Endorsed by consensus in our Focus Group.

T What's the deadline and is it realistic?

TIME-BOUND City staff report that next fiscal year is a reasonable kick-off, if Council approves. Tracking this in conjunction with the City budget cycle will facilitate budgeting, measurement, and accountability.

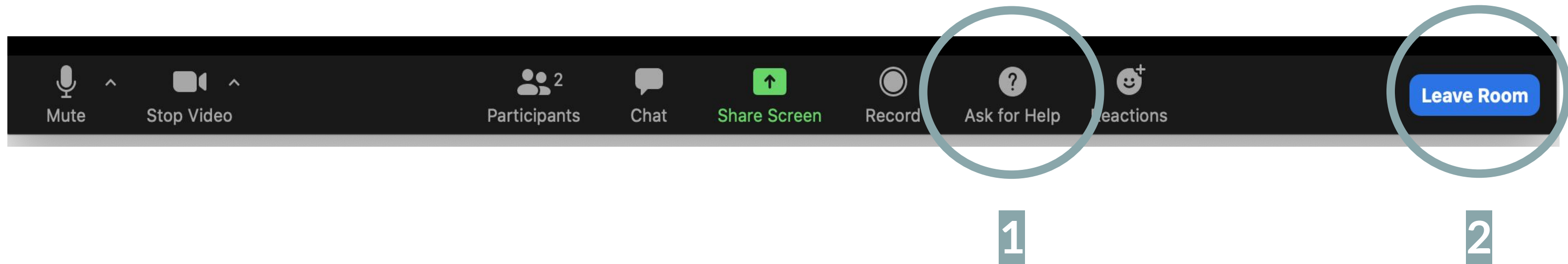
BREAKOUT FOCUS GROUP TASKS

1. Introduction by Facilitator
2. Introduction by City staff
3. Introduction of Focus Group Liaisons, and of new volunteers
4. Group selection of a Chairperson
 - a. Can be chair or co-chairs
 - b. Can be a Liaison, or not
 - c. Will help lead meetings, especially future meetings
 - d. Responsible for scheduling and calling future Focus Group meetings
5. Discussion and questions about the Focus Area, process, and objectives

BREAKOUT INSTRUCTIONS

Have questions?

1. Click the “Ask for Help” button
2. Leave room and head back to main room
3. Call or text Kara at (512) 663-1719



BREAKOUT SESSION

DISCUSSION OF
FOCUS GROUP OVERLAP
AND JURISDICTION

AGENDA

1. Introductions, welcome (*5 minutes*)
2. Expectations and schedule overview (*5 min.*)
3. Summary of work to date (*30 min.*)
4. Recap expectations and breakout instructions (*10 min.*)
- 5. Breakout sessions (*45 min.*)**
6. Reconvene and scheduling (*10 min.*)

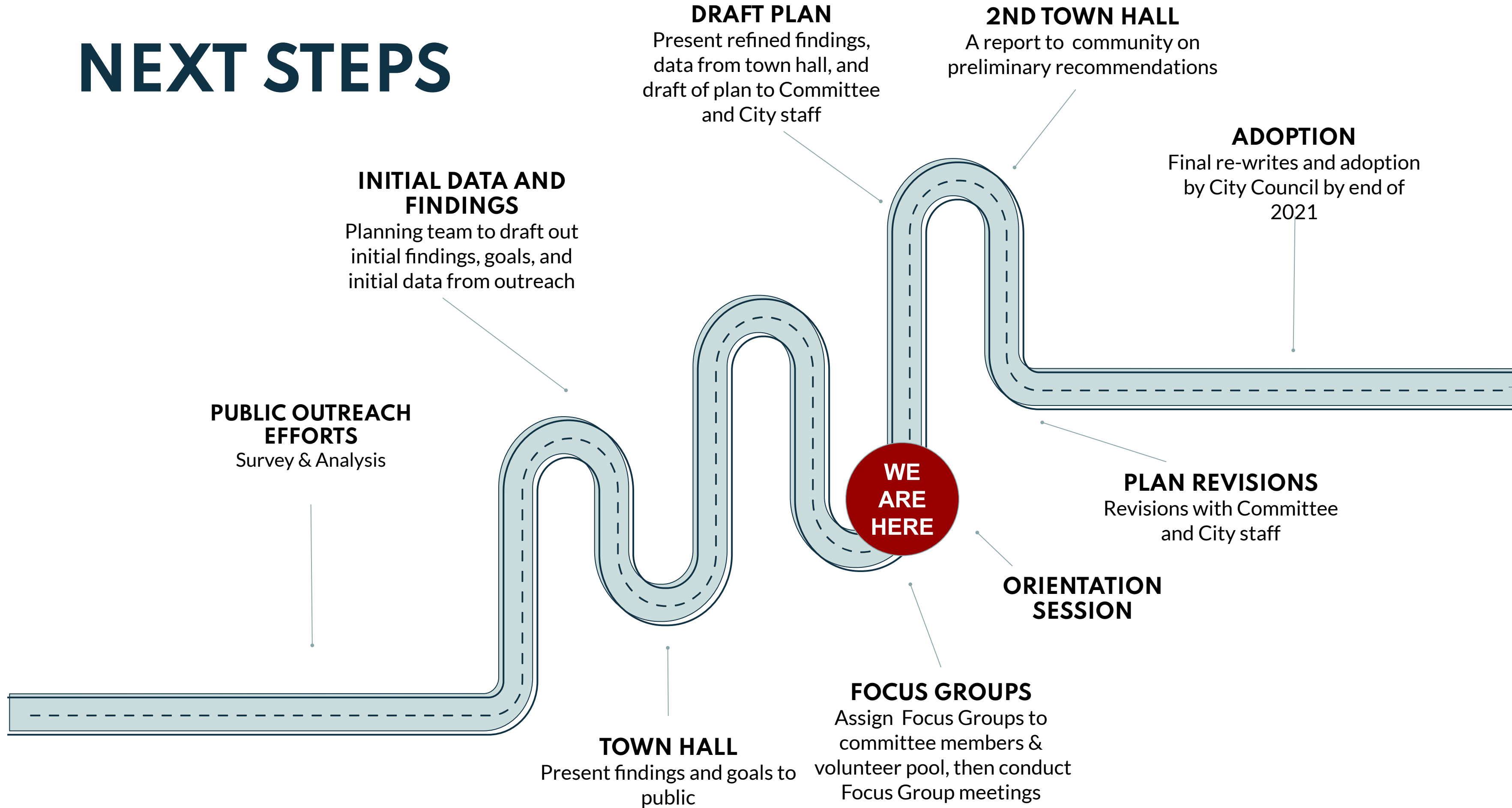
NEXT STEPS

RECONVENE, DISCUSS SCHEDULE,
AND NEXT MEETING

AGENDA

1. Introductions, welcome (*5 minutes*)
2. Expectations and schedule overview (*5 min.*)
3. Summary of work to date (*30 min.*)
4. Recap expectations and breakout instructions (*10 min.*)
5. Breakout sessions (*45 min.*)
- 6. Reconvene and scheduling (*10 min.*)**

NEXT STEPS



DON'T HESITATE TO REACH OUT

JEFF BARTON, AICP

Principal in Charge

jeff@gapstrategies.com

512.964.0918

KARA BISHOP BUFFINGTON

Public Outreach Lead

kara@gapstrategies.com

512.663.1719

