

GAP STRATEGIES



P&Z Workshop – April 26th, 2022

UNIVERSITY PARK CENTENNIAL MASTER PLAN

WELCOME

ABOUT US AND
WHY WE'RE HERE

OUR TEAM

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Principal in Charge, PM

RON WHITEHEAD, MPA

North Texas Leader

KARA BISHOP BUFFINGTON

Community Participation Lead





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Planning and Urban Design

MATT STUBBS, ASLA

Architecture and Design

CALEB ROBERTS, MCRP

Planning Coordinator for Project



LEONELLE D'SOUZA, MLA

Landscape Architecture and Planning



ANDRES GONZALES

Project Analysis and Report Design

WHAT WE'LL COVER

1. **Where We've Been:** A recap of the process and how we got here
2. **Public Engagement and Feedback:** A resident-driven plan
3. **Plan Development and Content:** Snapshot, then Themes, Goals, Action Items
4. **Final Recommendation from Master Plan Committee:** Unanimous support
5. **Next Steps and Implementation:** P&Z and City Council

**WHERE
WE'VE BEEN**

AND WHERE WE'RE GOING

COMMITTEE MEMBERS

Bob Begert, *Chair*

Dawn Moore, *Vice Chair*

Claire Baker

Alex Bell

Kelley Brown

Brad Cheves

Rita Clinton

Stephen Hudson

Francie Johnsen

Darrell Lane

Michael Malone

Dan McKeithen

Jenny Merkle

Jamie Slagel

John Stull

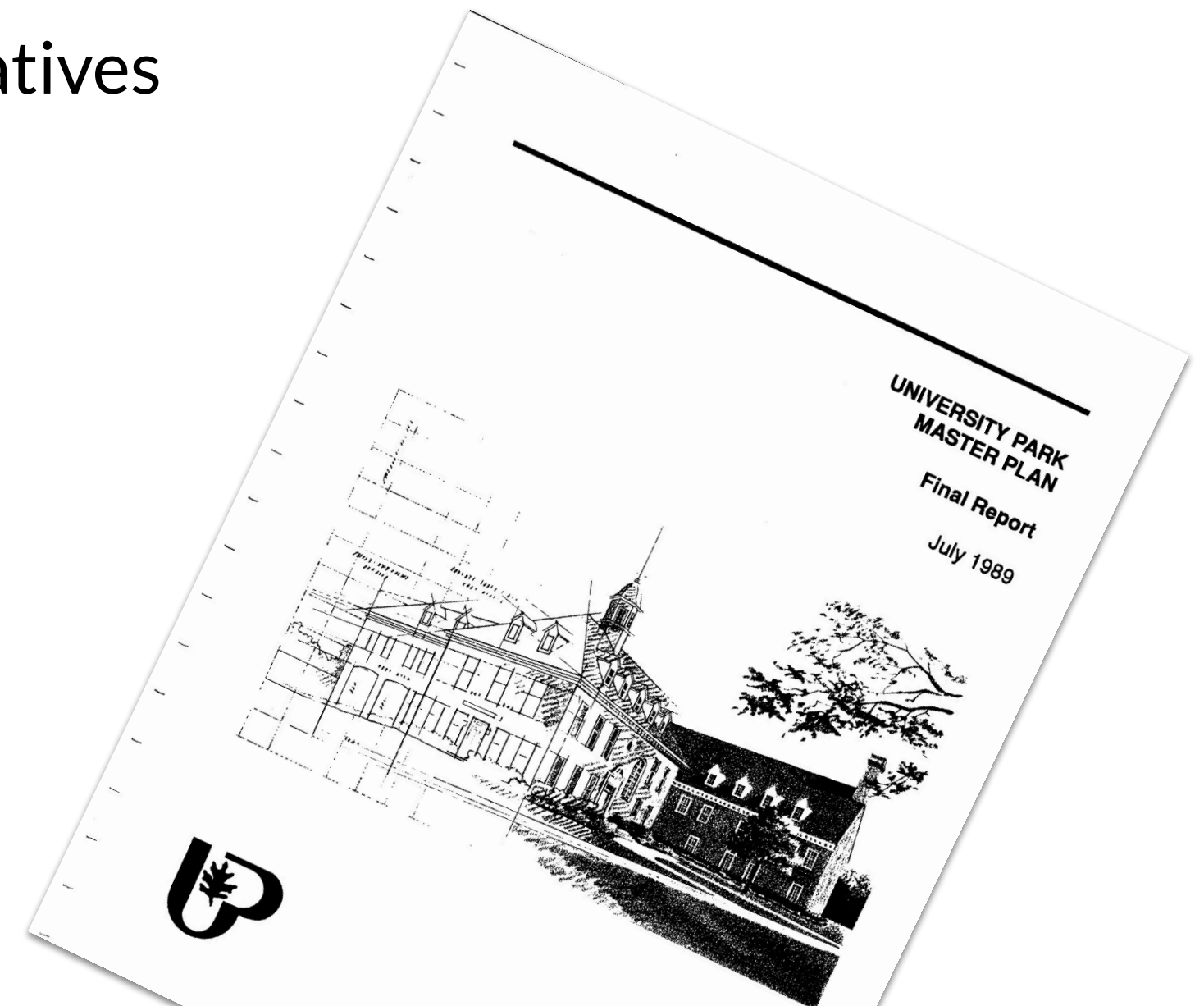
Laura Walsh

Chris Wright



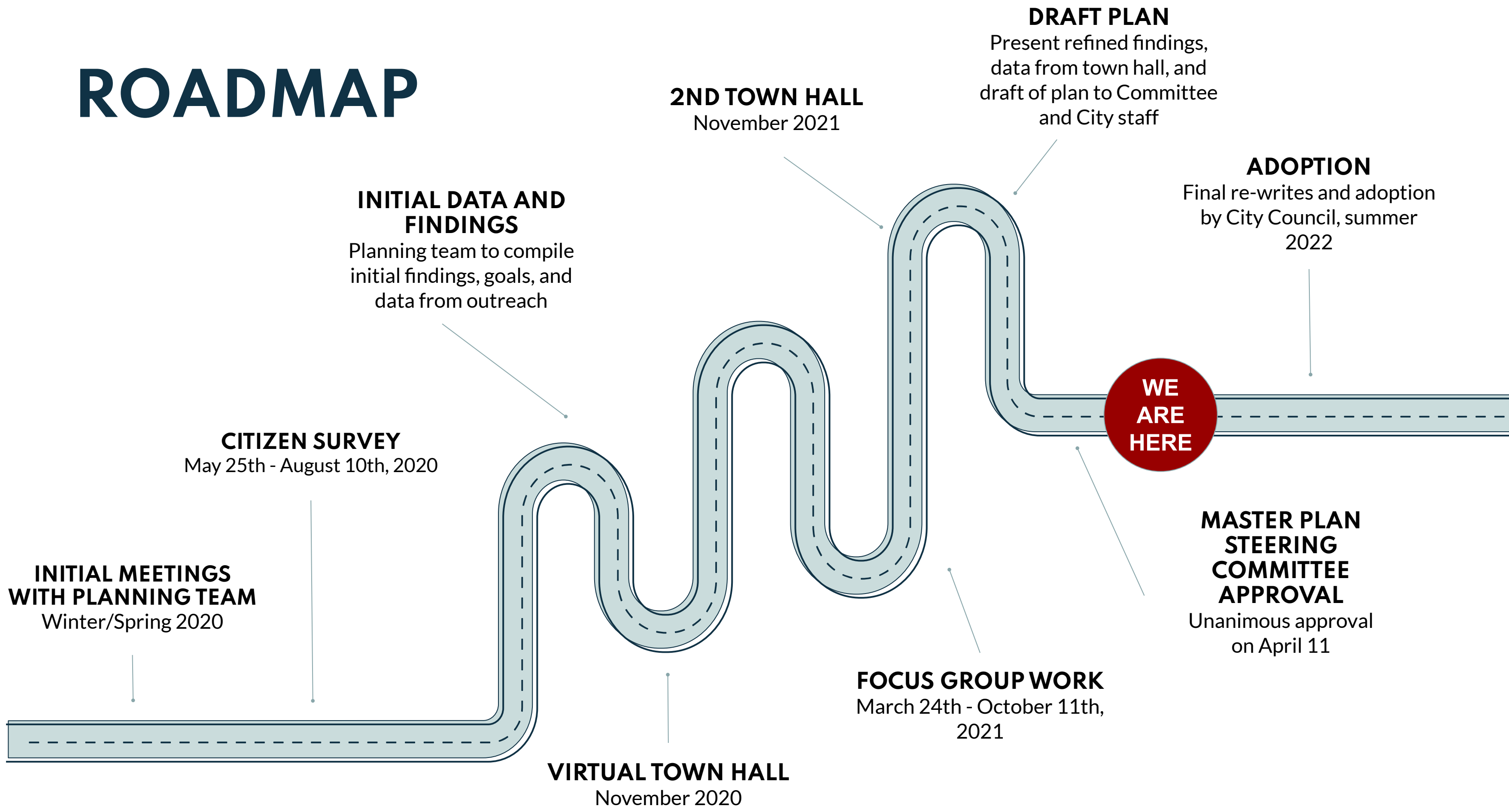
WHAT IS A MASTER PLAN?

- Big picture document focused on creating a vision for key aspects of City management and City character
- Guides growth, development, and major initiatives
- Includes recommendations on:
 - Future land use
 - Economic development
 - Infrastructure
 - Transportation
 - City services



ROADMAP

University Park



WE ARE HERE

KEY DATES IN THE PROCESS

March 10	“Deep Dive” with City staff
March 22	Review meeting with Committee Chair, Vice Chair, and the Mayor
April 11	Final Centennial Master Plan Steering Committee meeting
April 20	Standing Committees briefing
April 26	P&Z workshop
May 10	P&Z public discussion and tentatively scheduled vote
May 24	City Council workshop
June 21	City Council meeting for tentative adoption

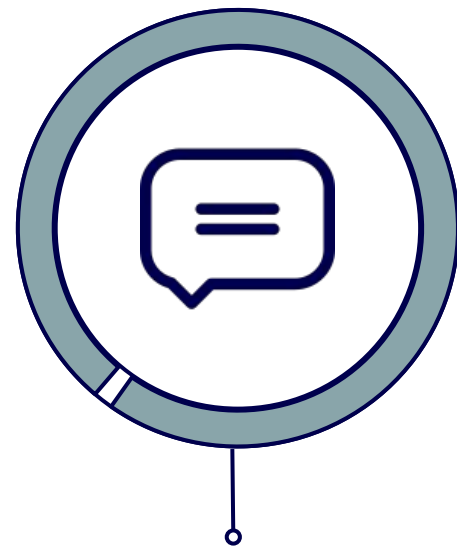
OUTREACH

**PUBLIC ENGAGEMENT
AND FEEDBACK**

ROBUST AND ONGOING OUTREACH

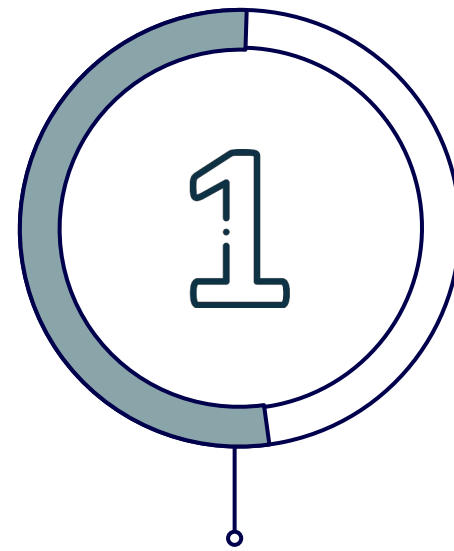
- Kicked off during COVID
- Multiple ways to participate from May 2020 through November 2021
- In-person and virtual engagement
- **Accessible** for those with disabilities or inability to participate in-person or in real-time

ENGAGEMENT BY THE NUMBERS



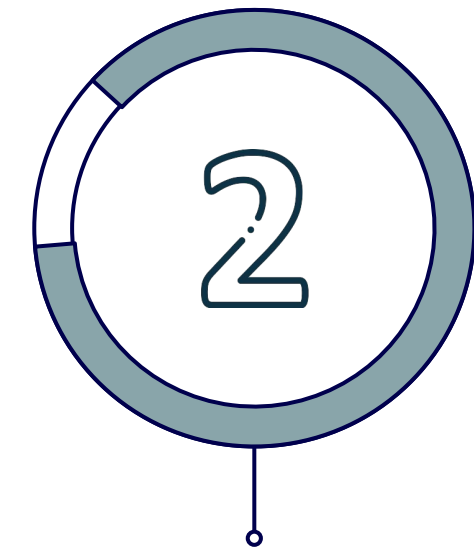
2,218

**COMMUNITY SURVEY
PARTICIPANTS**



1,086

**TOWN HALL #1
PARTICIPANTS (2020)**

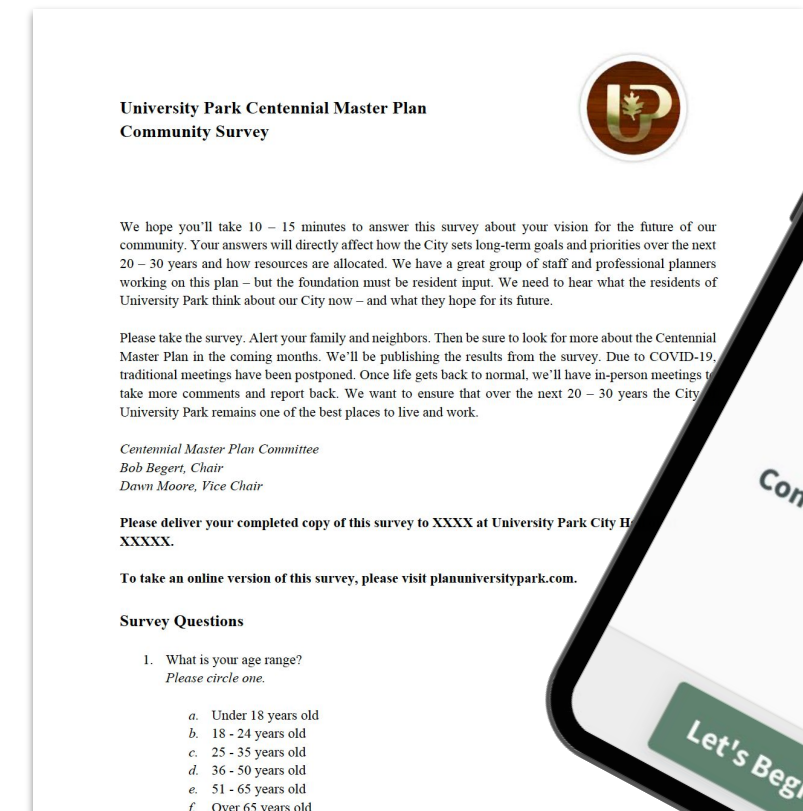


1,173

**TOWN HALL #2
PARTICIPANTS (2021)**

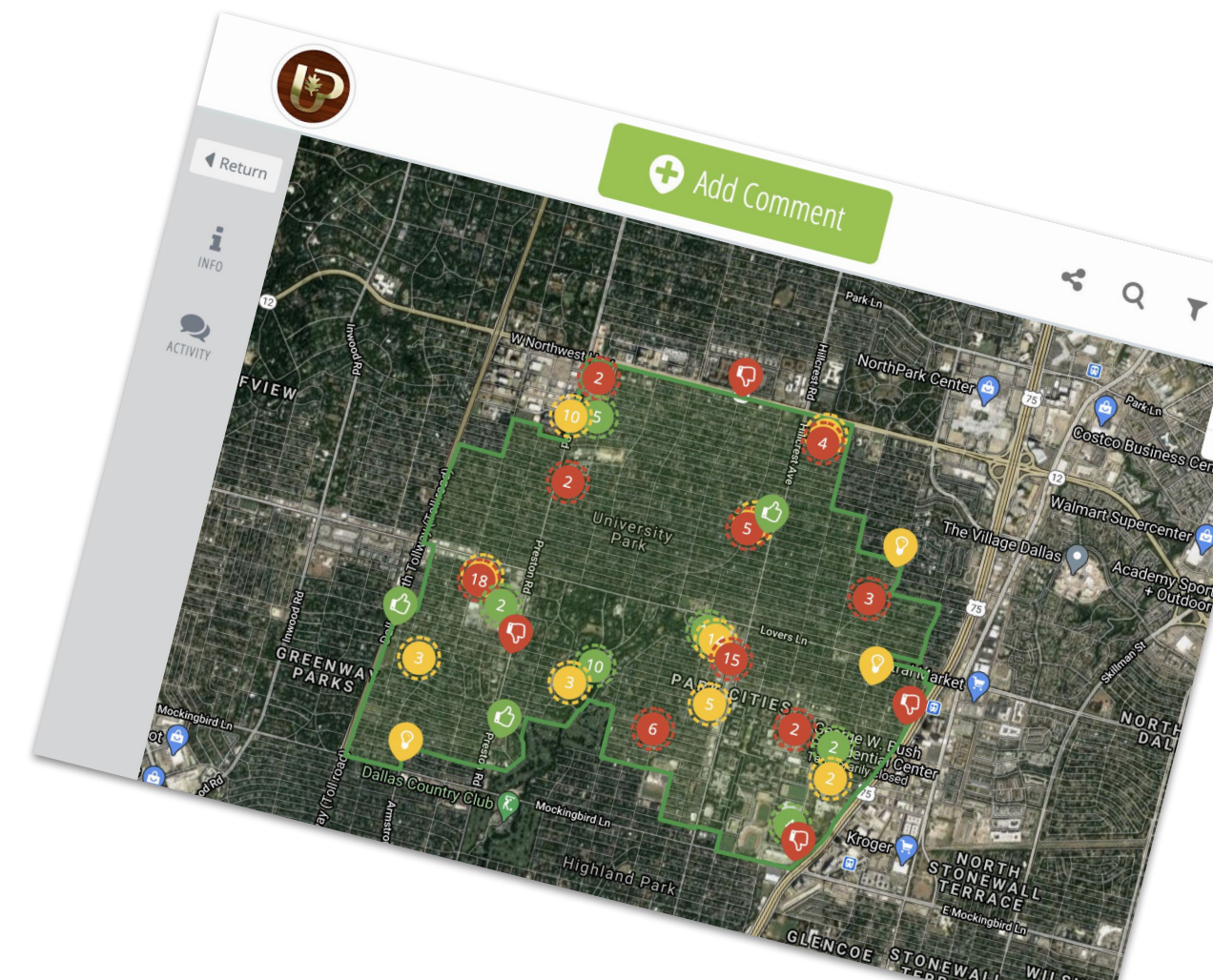
COMMUNITY SURVEY

- May 25 - August 10, 2020
- Hosted on **website** with **paper copies** available
- City led outreach with robust **social media, yard signs, and newsletters**
- **2,218** participants



TOWN HALL #1 (2020)

- Live from November 16 - 20, 2020
- Hosted on website with meeting-in-a-box available
- Mapping exercise and preference voting exercises
- 1,086 participants



TOWN HALL #2 (2021)

- In-person on November 17 and virtual from November 18 - 30, 2021
- Voting on specific goals within the 5 themes
- 39 in-person and 1,134 virtual participants



AFFIRMING SENSE OF PLACE

is the feeling or perception that characterises the relationship between people and spatial settings. It helps to create a sense of place that makes a place unique and special, fostering an attachment — a bonding between people and the place they reside within as a community, a neighborhood, and a city as a whole. In this theme, there are **24** goals that the Master Plan Committee would like to take a closer look at and give us your opinion. We'll go into more detail on these goals on the following boards

Supports Recreation Partnerships with Parks and Recreation, Opportunities to Promote City's History and Traditions, and "For the University" Campaign.

TAKEAWAYS FROM RESIDENTS

- People love living in University Park
- Parks, trails, and greenspace; public safety; and, transportation and infrastructure ranked as **most important areas to study** in November 2021 town hall
- Supermajority of participants thought plan was “**headed in the right direction**” at the November 2022 town hall

PLANNING CONTENT

KEY THEMES EMERGE
FROM PLANNING

DEVELOPING THE PLAN

- Starting point was **Standing Committees + citizen and staff comments**
- Master Plan Committee brought in **80+ citizen volunteers** to work in **10 Focus Groups**
- **47 formal Focus Group meetings** to explore detailed community issues
- Each Focus Group had **support** from planning team and City staff
- Developed **127 specific goals** for the plan
- Staff review and multiple rounds of MPC review cut and condensed the priorities to **several dozen goals organized into 5 Themes**
- Final plan further organizes this to **5 Themes representing 24 Goals**, each Goal with one or more “Action Items” (currently 72, but subject to slight change)

WHAT'S IN IT

2022 Centennial Master Plan Table of Contents

• Building on Success: Introduction and Executive Summary of the Centennial Master Plan	04
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HOW THE “GUTS” ARE STRUCTURED

- **Themes** – Broad categories of related issues and big-picture vision
- **Goals** – Overarching summary of community initiatives to support Themes
- **Action Items** – Specific proposals to support and implement Goals
- **Description** – More detail about actions and proposals
- **Background** – Context for why Goals and Action Items are being considered
- **Examples** – Where appropriate, includes examples from other cities or similar programs

5 THEMES

1. AFFIRMING SENSE OF PLACE
2. ASSURING CONNECTIVITY
3. INNOVATIVE GOVERNANCE
4. TECHNOLOGICAL INTEGRATION
5. PREPARING FOR THE FUTURE

HOT BUTTON ISSUES

- Parking
- Tree canopy
- Chamber and Economic Development
- Public Improvement District
- Technology — a driving force
- Snider Plaza and Miracle Mile



5 THEMES

1. AFFIRMING SENSE OF PLACE
2. ASSURING CONNECTIVITY
3. INNOVATIVE GOVERNANCE
4. TECHNOLOGICAL INTEGRATION
5. PREPARING FOR THE FUTURE

AFFIRMING SENSE OF PLACE

Goal: Refining Design Standards for Residential and Commercial Areas

- *Action Item 3.1 Research and implement strategies to enhance commercial areas to better fit the community*
- *Action Item 3.2 Consider front yard landscaping height guidelines to preserve the community feeling of Residential Streets*
- *Action Item 3.3 Encourage architectural façade articulation of all four sides of residential and commercial buildings*

Overarching Goals: **7**

Total Action Items: **24**



ASSURING CONNECTIVITY

Goal: Designate More Areas in University Park for Green Space

- *Action Item 2.1 Investigate areas that could be repurposed into public greenspace*
- *Action Item 2.2 Consider strategies to decrease impermeable surfaces and increase on-site water retention*

Overarching Goals: **6**

Total Action Items: **10**



INNOVATIVE GOVERNANCE

Goal: Diversification of Revenues

- *Action Item 1.1 Create a “City Fund for Excellence” to allow for funding on targeted projects or departments in the City*
- *Action Item 1.2 Form a Chamber of Commerce and Economic Development Corporation*
- *Action Item 1.3 Create a new community program to coincide with public improvements that seek to revitalize existing retail centers.*

Overarching Goals: **4**

Total Action Items: **15**



TECHNOLOGICAL INTEGRATION

Goal: Increase Communication between City Departments / Services and Residents

- *Action Item 3.1 Make it easier for citizens to communicate with the City through phone apps and other innovative measures, simplifying ways to report routine infrastructure problems, questions, or to handle utility billing and payment*
- *Action Item 3.2 Evaluate the Health Data Exchange (HDE) Pilot Program between UFPD and Texas Health Presbyterian Hospital Dallas for use with other health care institutions throughout University Park*
- *Action Item 3.3 Review and implement the latest technology to enhance communications between officers, departments, and the public.*

Overarching Goals: **3**

Total Action Items: **9**



PREPARING FOR THE FUTURE

Goal: Sustainability and Conservation

- *Action Item 1.1 Promote rainwater harvesting and run-off water collection in underground storage tanks for both public and private irrigation.*
- *Action Item 1.2 Research and implement new irrigation techniques to promote water conservation in University Park*
- *Action Item 1.3 Make existing buildings more energy neutral, shoot for “net zero” for new buildings*
- *Action Item 1.4 Create a pilot program to begin converting City vehicles to electric*

Overarching Goals: **4**

Total Action Items: **14**



DESIGN PREVIEW

HOW RESIDENTS WILL
SEE THE FINAL PLAN

DESIGN NOTES

- Two versions of the plan — print and online
- InDesign report template and preview
- Mockup of project website
- Check-in about direction — How are you feeling about the plan so far?



5 Major Themes

The five major themes identified in this plan are intended to provide a focus for the City in the coming decades. They are:

- 1 **Affirming Sense Of Place** — 24 action items organized around preserving the beauty, character, safety, and sense of cohesion in University Park.
- 2 **Assuring Connectivity** — 10 action items related to streets, parking, trails, utilities, communication, and programs that allow residents to move freely, do their business, and connect.
- 3 **Innovative Governance** — 14 action items to help the City government stay responsive and well-

coordinated within the region, and to foster more ways that residents can help improve and direct their community.

- 4 **Technological Integration** — 9 action items intended to 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** — 12 action items for the horizon, with the idea of beginning now to prepare for coming changes that can be readily identified, while building a culture of adaptability, resilience, and sustainability across City operations.

a master plan, typically including a plan for future land use. But the best cities want a plan that does more than simply check a regulatory box. A good master plan should be visionary, addressing the long-term strategic goals of the city's leaders and residents, and tactical, laying out pathways for staff, commission members, volunteers, and future elected officials to approach those goals.

Master plans typically focus especially on the physical aspects of a City – utilities, land use, streets, design. This one addresses many other issues, organized around five broad themes that emerged during the public process. Imple-

mentation will be a joint community effort, with primary responsibility assigned to the City manager and the City's staff, under the direction of the City Council.

The 1989 plan was instrumental in developing University Park into the City it is today. Many of its action items and objectives were achieved, including major initiatives to replace and repair city infrastructure such as the Mile-Per-Year program. Some ongoing goals from the 1989 plan are incorporated, expanded, or modified for inclusion in this Centennial Master Plan.

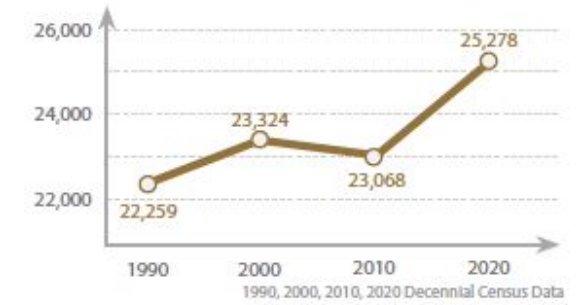
The Themes and goals in this new

plan are the product of the most comprehensive public outreach and engagement in the history of the City, spanning two years of work, and involving thousands of residents through town halls, virtual meetings, surveys, and focus groups. The challenging task of ordering so much feedback and organizing it into the Centennial Master Plan itself was directed by a dedicated group of 17 citizen volunteers – the Centennial Master Plan Steering Committee, appointed by the City Council, with expert support from City staff, and help from an outside team of planning professionals, selected by the citizen committee through competitive proposals. Almost

Demographic, Housing & Economic Snapshot Review

Total Population

The current demographic trends of University Park shows a city whose Total Population has not changed dramatically since 1990, increasing by just over 3,000 people in the last 30 years, a 14% increase in population size.



Race/Ethnicity (As a Percentage of Total Population)

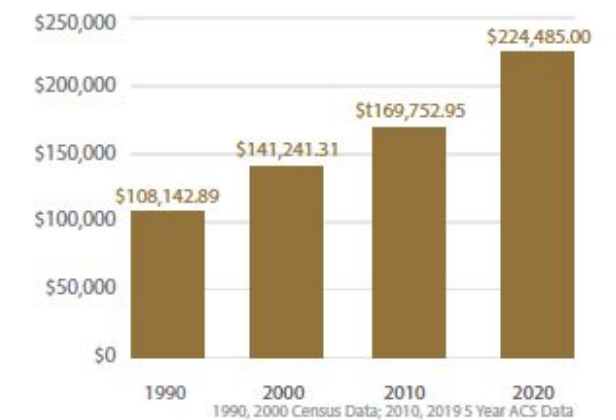
The racial/ethnic makeup in University Park has remained consistent for many years, the most recent Census data shows that the racial composition of the city has become more diverse recently. Boasting major increases in Hispanic, Asian, and Other racial/ethnic categories in the last decade.

	1990	2000	2010	2020
White	94.4%	92%	91%	80.4%
Hispanic	2.4%	3.3%	4%	5.6%
Black	1%	1.4%	0.9%	1.4%
Asian	1.8%	2.3%	2.6%	7.7%
Other	0.3%	1%	1.4%	4.9%

1990, 2000, 2010, 2020 Decennial Census Data

Household Income (2019 Inflation-Adjusted)

As stated previously, the current Median Household Income for University Park is 263% higher than the state average for median income. The increase in population over the years can also be attributed to the rising age of the University Park population.



egy would be to add commercial/multifamily compatibility standards to the zoning code so there is a framework for developers to follow.

Background: There are multiple retail areas throughout University Park and there are different potential strategies to enhance their contribution to the city. The retail strips along Hillcrest Avenue need a connection to SMU, which could be done through streetscape improvements to that section of Hillcrest Avenue.

Duration (short, medium, long): Medium

Action Item 3.2 Consider front yard landscaping height guidelines to preserve the community feeling of Residential Streets

Description: Amend the zoning ordinance to place height restrictions on plantings in the front yard. Closer to the house, larger shrubs would be allowed while progressively closer to the sidewalk, the height of allowable plant material decreases to prevent the creation of green walls that circumvent the fence ordinances. There could be allowable exceptions such as when a home sits along a major thoroughfare.

Background: One of the things that create the sense of place for a majority of single-family homes is the front yard landscapes. Recently it has become a trend to wall off the front yards of homes using tall shrubbery to create a green wall, thereby cutting it off from the rest of the neighborhood, creating visual barriers, and endangering the sense of place and community within neighborhoods.



Duration (short, medium, long): Medium

Action Item 3.3 Encourage architectural façade articulation of all four sides of residential and commercial buildings

Description: Encouraging façade articulation on all sides of the building would enhance the sense of place and protect adjoining neighbors. It is possible

that the façade articulation may be allowed to exist inside setback areas within defined distance limits, so as to prevent the loss of buildable site area.

Background: Currently University Park only has regulations requiring façade articulation for the front of single-family homes. This allows for up to three sides of the building to be a flat plane with no façade articulation. This blank and repetitive patterning creates less interesting architecture, thus detracting from the overall sense of place.

Examples: There is precedent for this in other cities throughout the area that could be looked to for examples.

Duration (short, medium, long): Long



4. Improve the Visibility of University Park's History

University Park residents typically enjoy a quality standard of health, comfort, and happiness that result in a higher quality of life overall. The perception of a good quality of life is one of the factors that make University Park an attractive place to live. It is also a significant part of creating the University Park sense of place.

Action Item 4.1 Create opportunities to promote the city's history and traditions

Description: One way to promote the city's history and traditions would be to record oral history from those who experienced it or have knowledge of it from past generations. Encouraging residents to tell those sto-

Theme 3



Innovative Governance

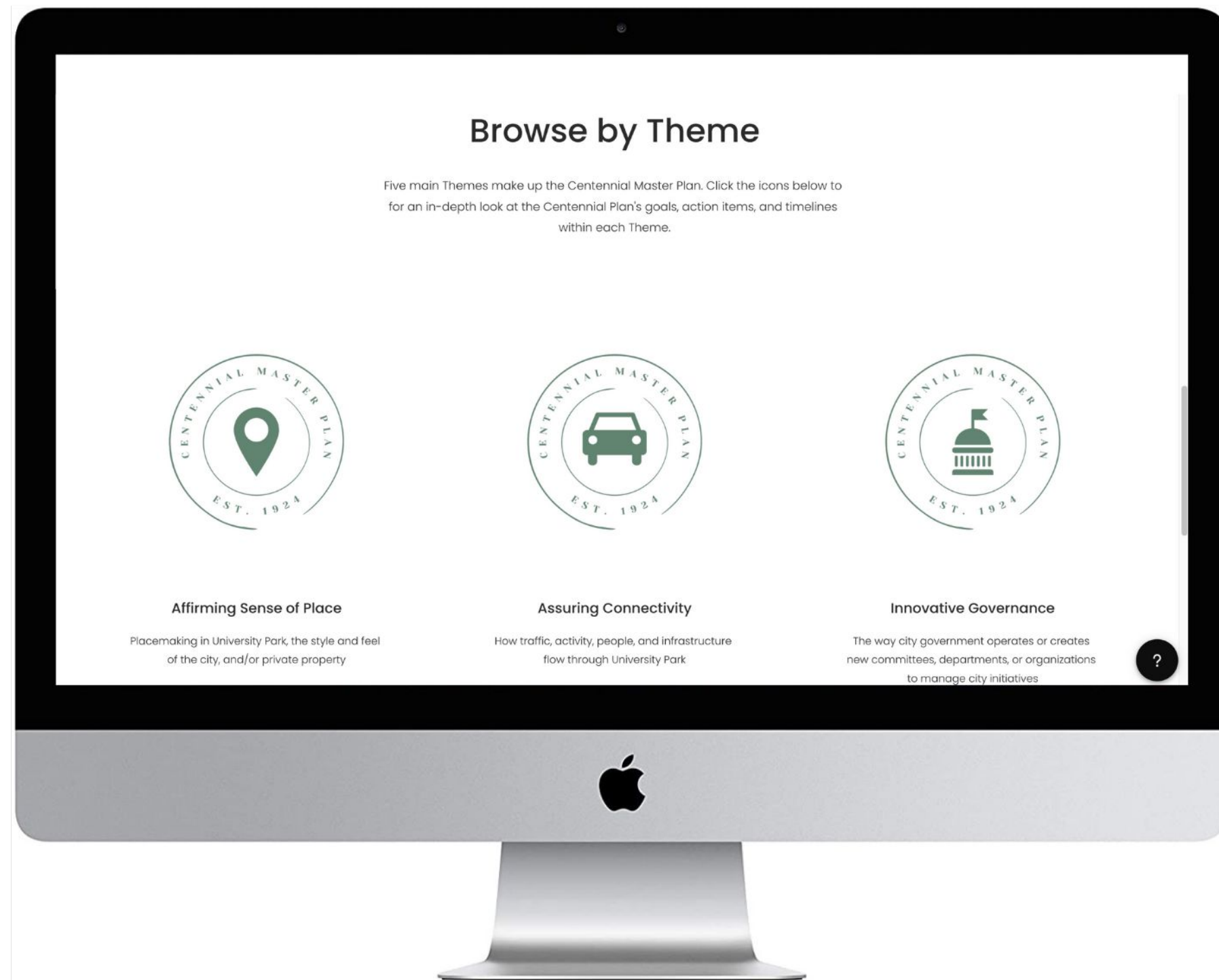
The City of University Park has a long history of adapting its governance to meet the challenges of the times. Staying in front of social and economic changes that affect University Park is critical in preserving the lifestyle that its residents have enjoyed for years. In fact, University Park has a history of making major governance changes in its comprehensive plan. In the 1989 Comprehensive Plan, the city decided to change from a general law city to a home rule charter city allowing the city to set its own rules and regulations. This change was integral in ensuring that University Park stayed a top-rate city, which was the number one recommendation in the 1989 plan. To continue the tradition of adapting to the times as a core principle, one of the major themes of the Centennial Master Plan is Innovative Governance and University Park's commitment to governing ahead of the times. Various ideas are included in this report to cause the City to become less dependent on the Property Tax to finance city operations.

Innovative Governance revolves around governance itself, how to confirm and maintain the City's position as an efficient and forward-looking organization. It deals with vision, and with the process and the programs that will help University Park be responsive to citizens and resilient in the face of change. In today's times, we have identified several challenges in which University Park will need to meet to implement inno-

vative governing ideas. This theme identifies goals and action items that are critical to bringing innovation to University Park's governance. The goals and action items cover ways to diversify city revenues, opportunities for citizens to be involved in municipal decisions and financing, expanding communication with nearby government entities, researching and implementing departmental plans, and continuing critical city operations. The purpose of this direction is to ensure that University Park stays flexible to the ever-changing legislative and economic landscape but also stays adherent to the ideologies that built the city.

Looking around the region at trends affecting the governance of municipalities, cities such as Dallas, Arlington, Irving, Plano, Frisco, and Garland are researching innovative revenue models through an organization called North Texas Innovation Alliance (NTXIA). This organization is focused on revenue-generating solutions and financial models that aid in economic recovery and propel transformative projects forward; and also evaluating options to monetize their data and assets such as land, buildings, lighting, and roads to generate new revenue. For University Park, this level of analysis may not be relevant today but preparing for how to maintain/increase revenues in the future is becoming a hot topic regionally.

WEBSITE PREVIEW



COMMITTEE CONSENSUS

FINAL RECOMMENDATIONS
FROM THE COMMITTEE

UNANIMOUS SUPPORT

- Centennial Master Plan Steering Committee reviewed the final draft in a meeting on April 11
- Made small amendments
- **Unanimous support** from 12 members present to endorse plan and forward it to P&Z and City Council (2 members who were not present voted via email to endorse)

NEXT STEPS

MOVING
FORWARD

KEY DATES IN THE PROCESS

March 10	“Deep Dive” with City staff
March 22	Review meeting with Committee Chair, Vice Chair, and the Mayor
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June 21	City Council meeting for tentative adoption

DON'T HESITATE TO REACH OUT

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