

GAP STRATEGIES



Standing Committees Meeting – April 20th, 2022

# UNIVERSITY PARK CENTENNIAL MASTER PLAN

# WELCOME!



**Gap Strategies**

# OUR TEAM

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**LEONELLE D'SOUZA, MLA**

Landscape Architecture and Planning

**ANDRES GONZALES**

Project Analysis and Report Design

# WHAT WE'LL COVER

1. Where We've Been: *recap 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

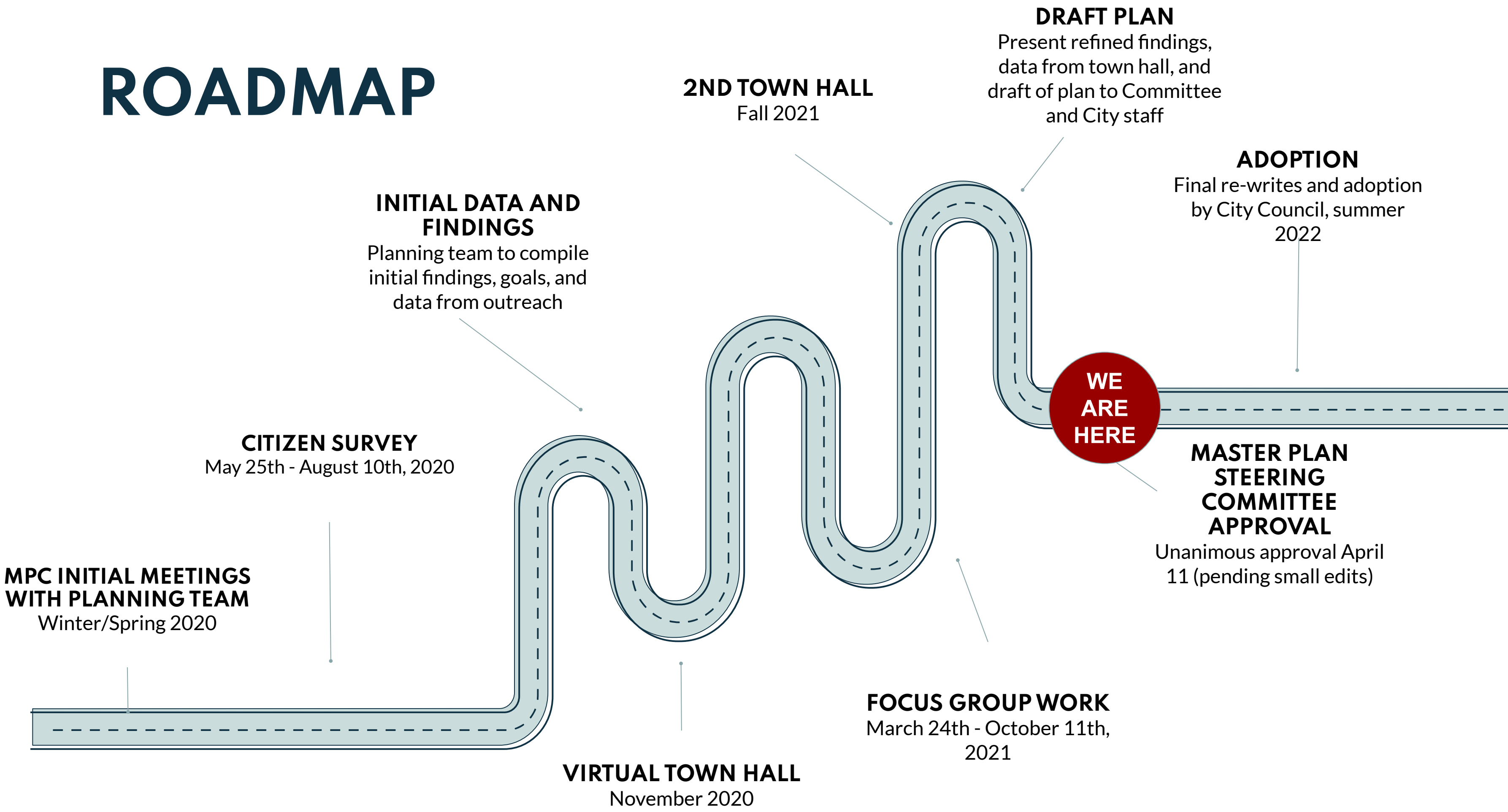
Laura Walsh

Chris Wright



# ROADMAP

University Park



**MPC INITIAL MEETINGS WITH PLANNING TEAM**  
Winter/Spring 2020

**CITIZEN SURVEY**  
May 25th - August 10th, 2020

**INITIAL DATA AND FINDINGS**  
Planning team to compile initial findings, goals, and data from outreach

**VIRTUAL TOWN HALL**  
November 2020

**2ND TOWN HALL**  
Fall 2021

**FOCUS GROUP WORK**  
March 24th - October 11th, 2021

**DRAFT PLAN**  
Present refined findings, data from town hall, and draft of plan to Committee and City staff

**WE ARE HERE**

**MASTER PLAN STEERING COMMITTEE APPROVAL**  
Unanimous approval April 11 (pending small edits)

**ADOPTION**  
Final re-writes and adoption by City Council, summer 2022



# FINAL PHASE TARGET DATES

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
<b>April 20</b>	<b>Standing Committees briefing</b>
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

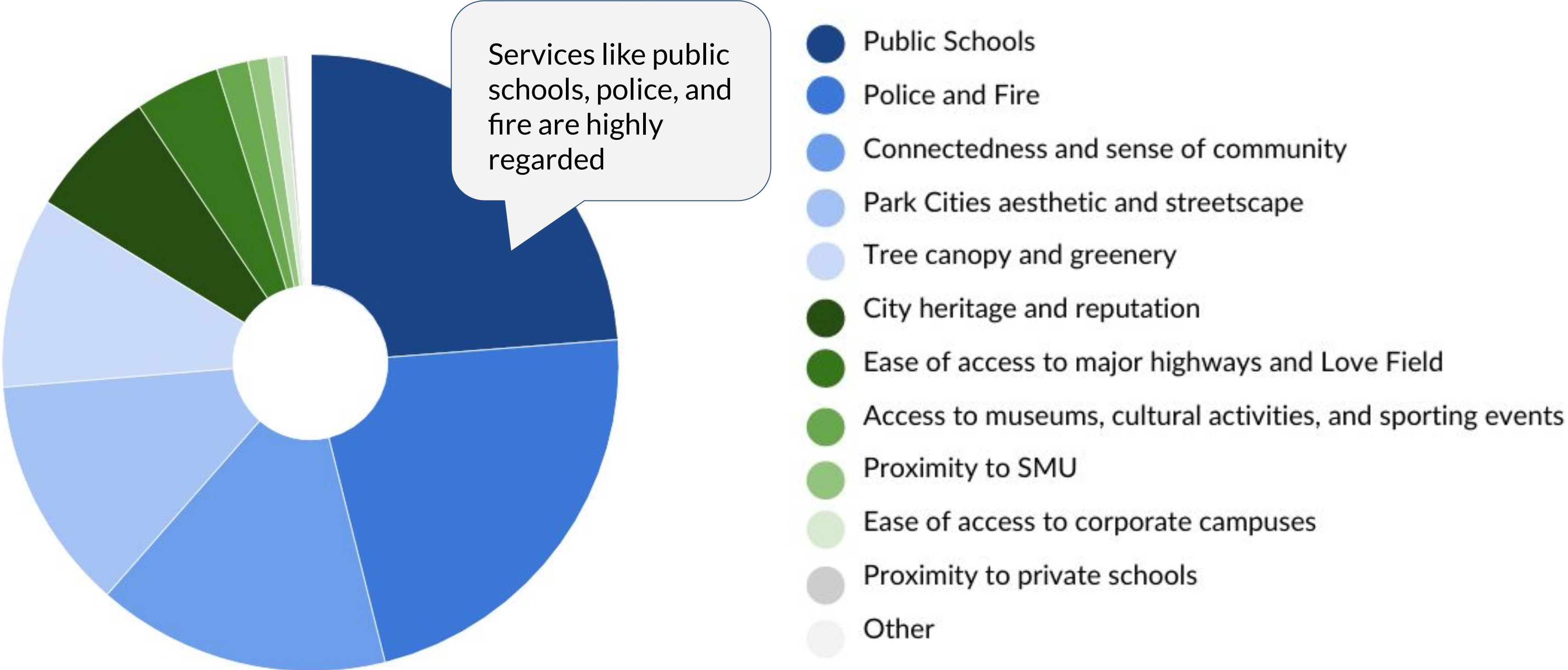
**PUBLIC ENGAGEMENT  
AND FEEDBACK**

# COMMUNITY SURVEY RESULTS

- Kicked off during COVID
- City led outreach with robust **social media, yard signs, and newsletters**
- **Paper copies** were made available at City Hall
- Open from May 25th to August 10th
- **2,218 participants**

# SURVEY RESULTS: VALUES

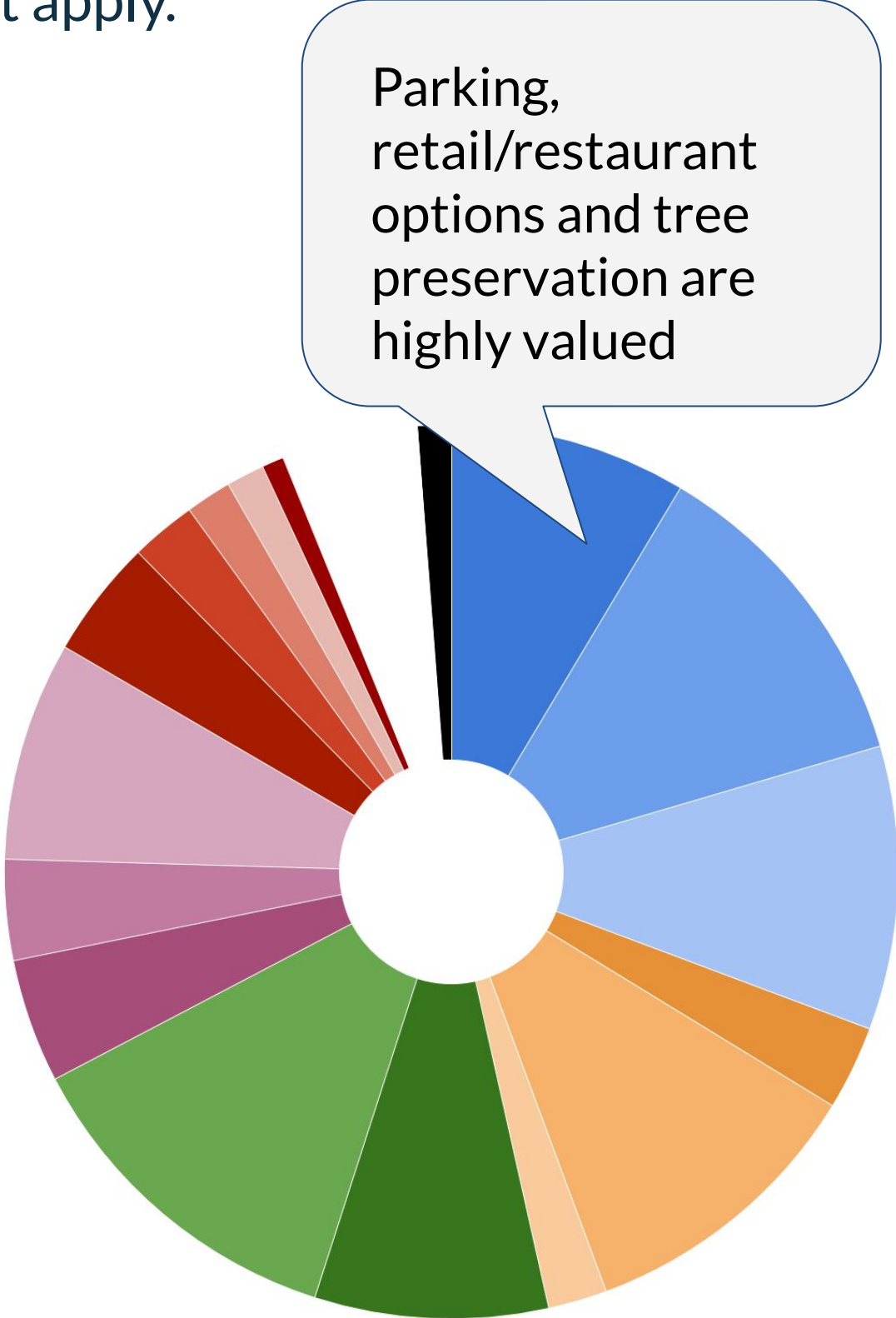
We asked: “What do you value most about living in University Park? Select up to three.”



# SURVEY RESULTS: WHAT CITIZENS WANT

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

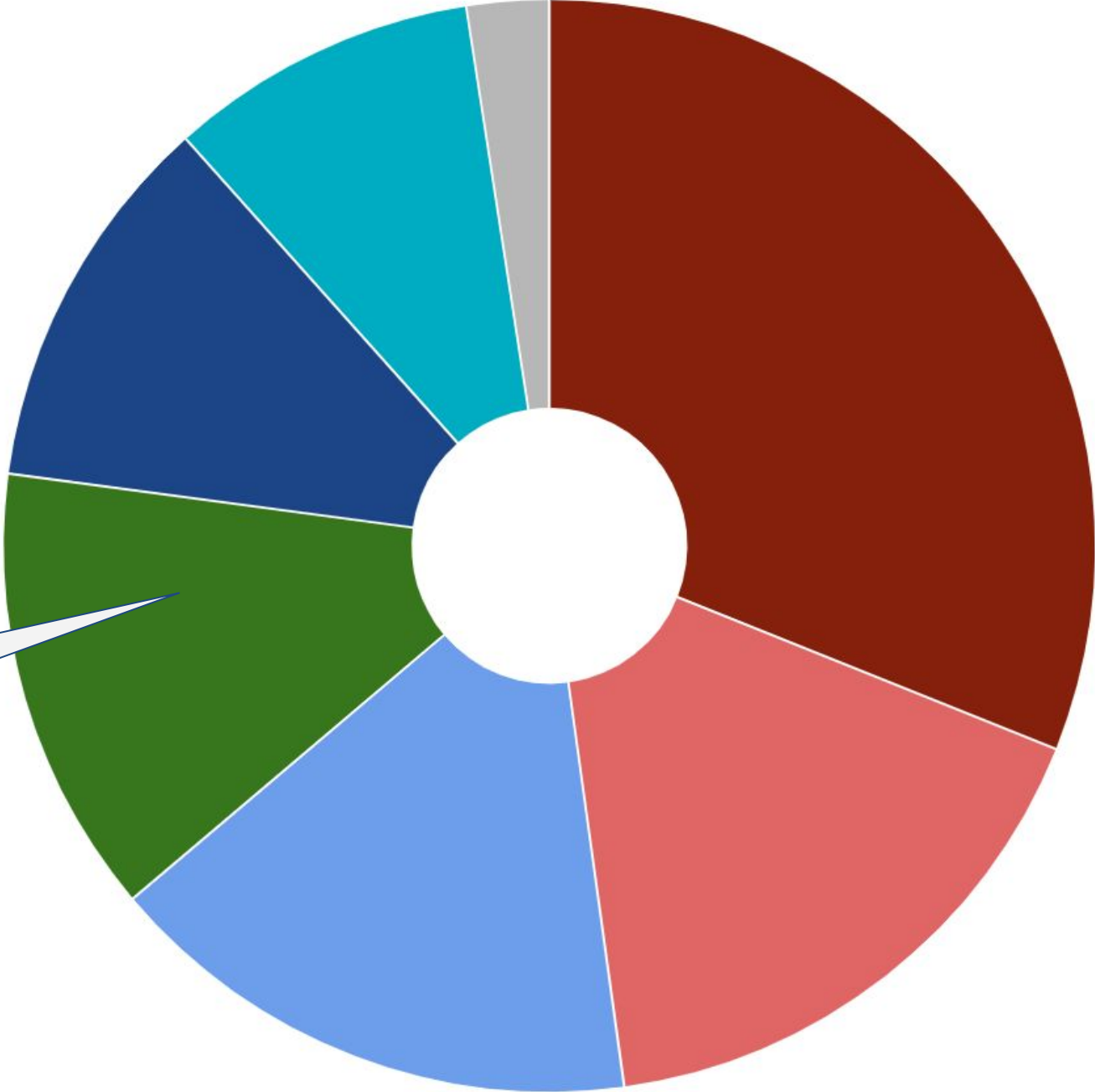
- Greater enforcement of on-street parking regulations
- More circle driveways to get parked vehicles off streets
- Additional parking in commercial areas
- Retail Stores
- Restaurants and entertainment
- Mixed-use development
- Rules preserving trees on private property
- Rules preserving trees on public 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

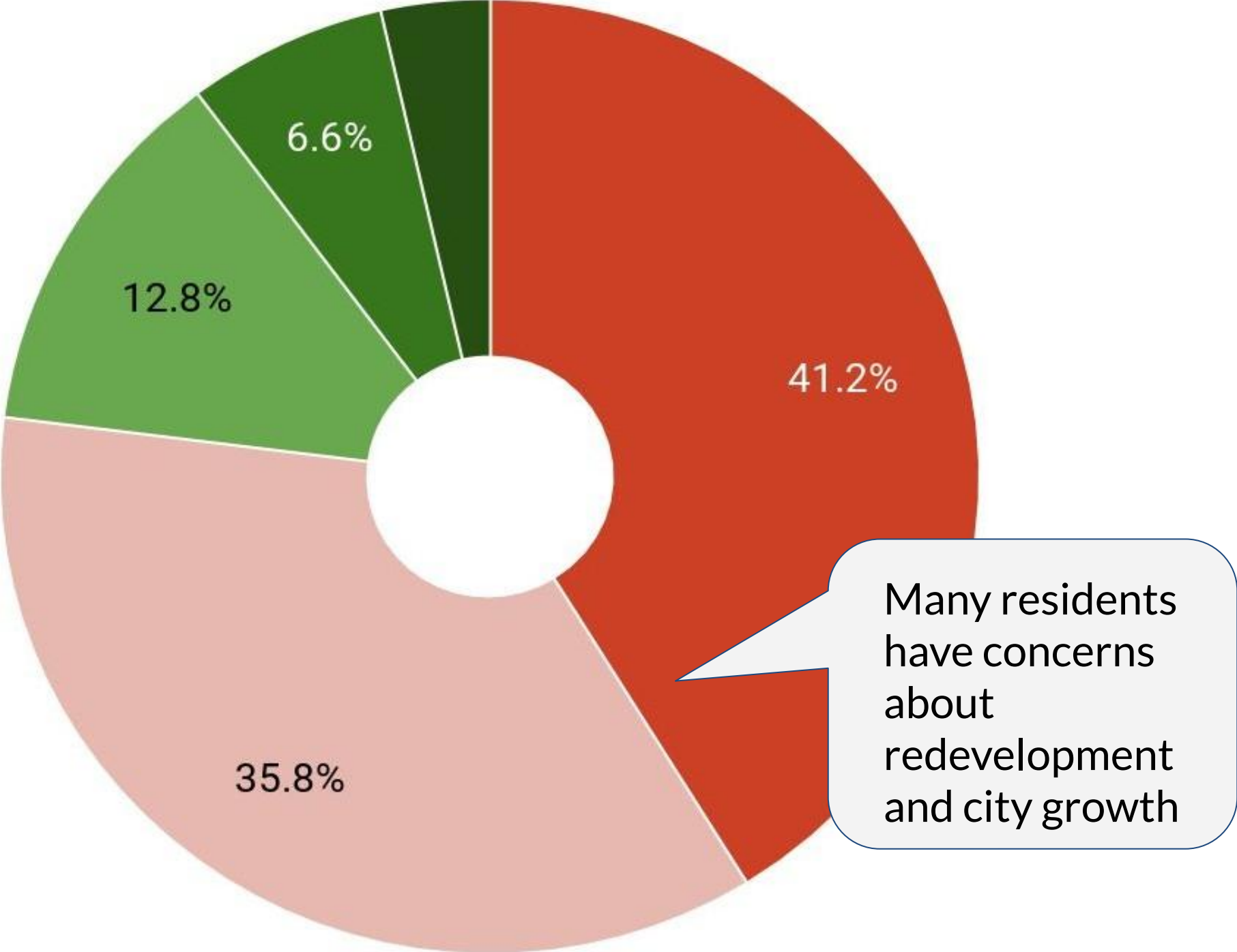


More than half of residents are willing to pay more for certain services

# 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

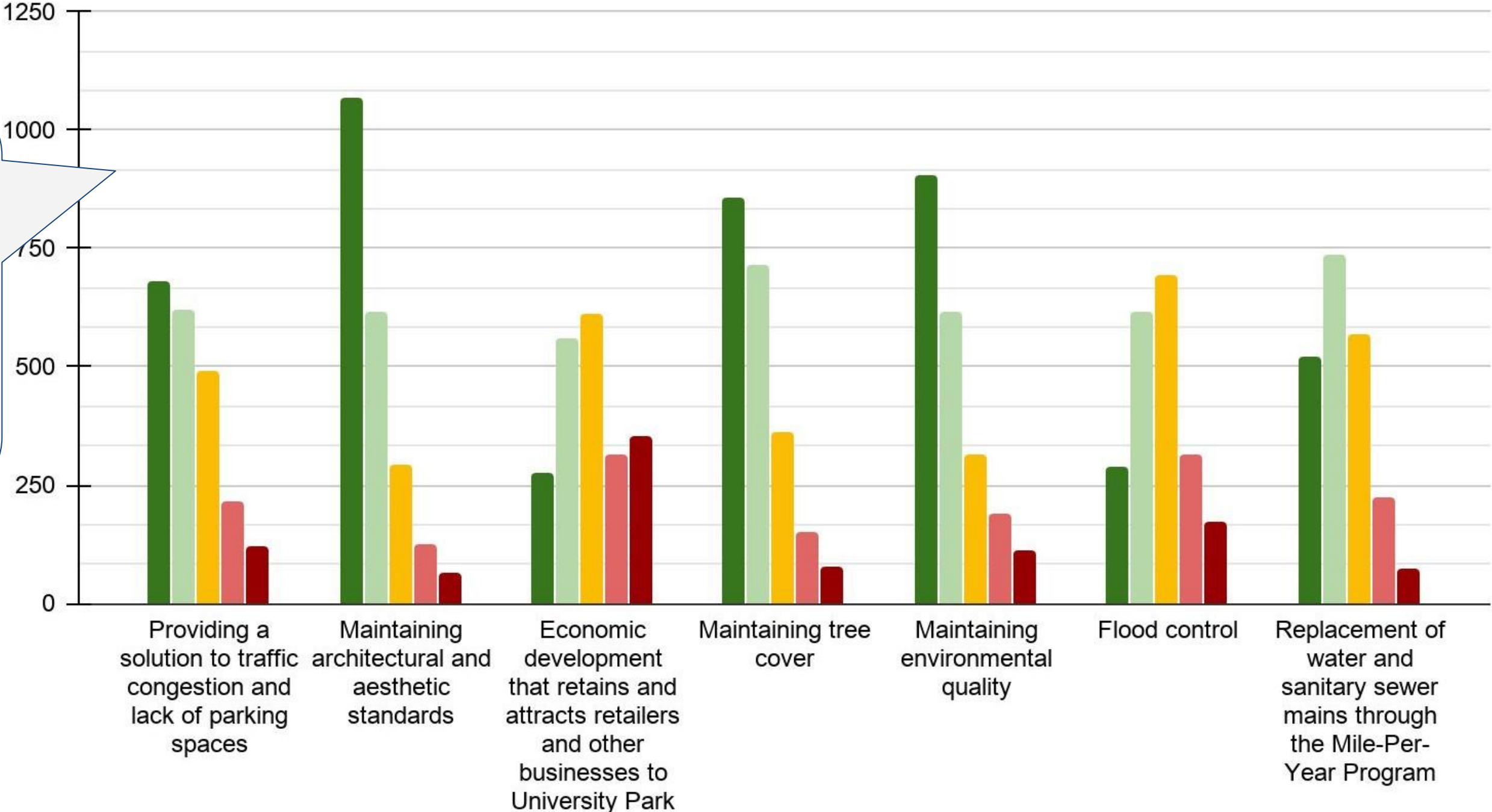


# SURVEY RESULTS: KEY ISSUES

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

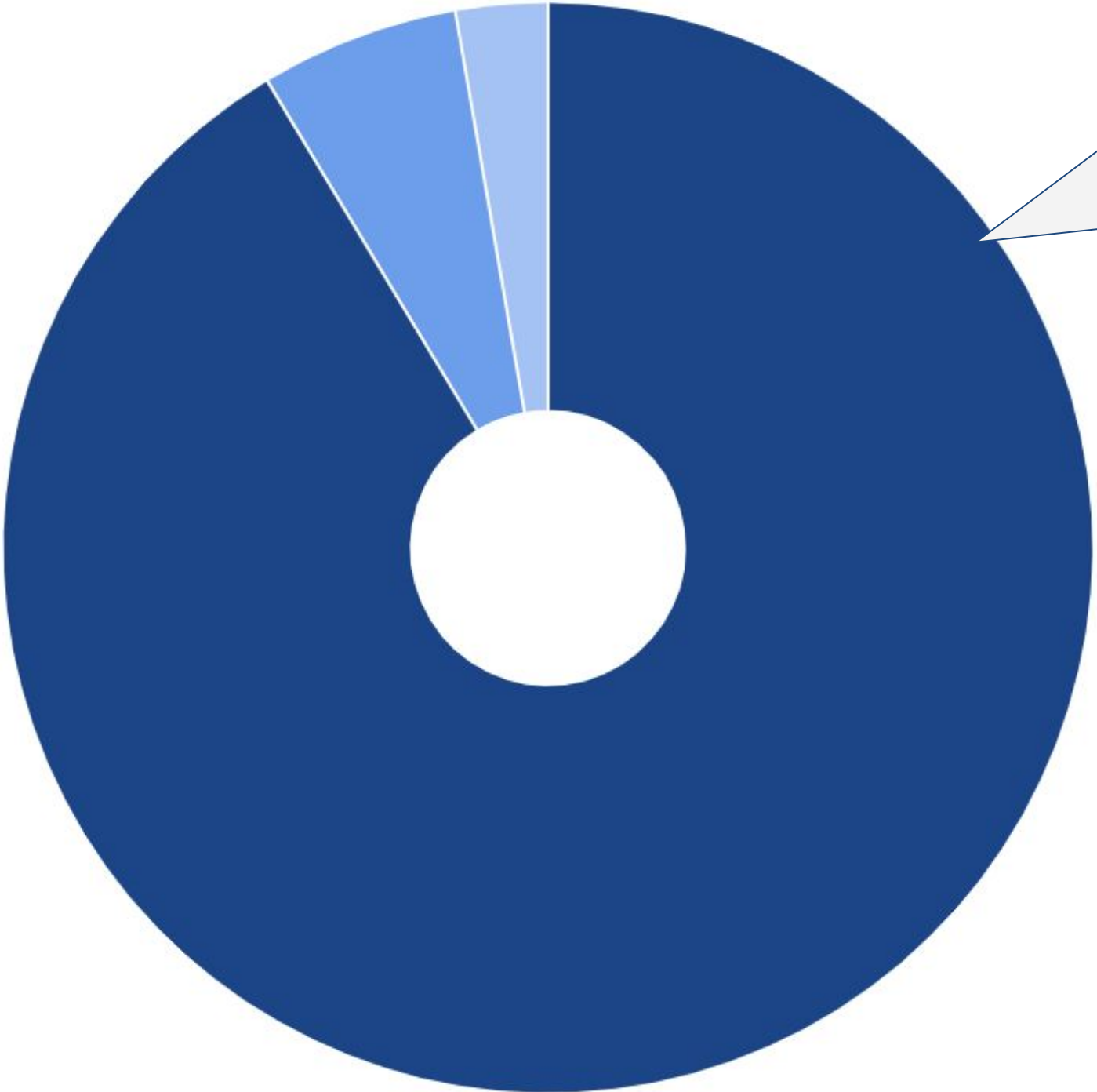




# SURVEY RESULTS: LOOKING FORWARD

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



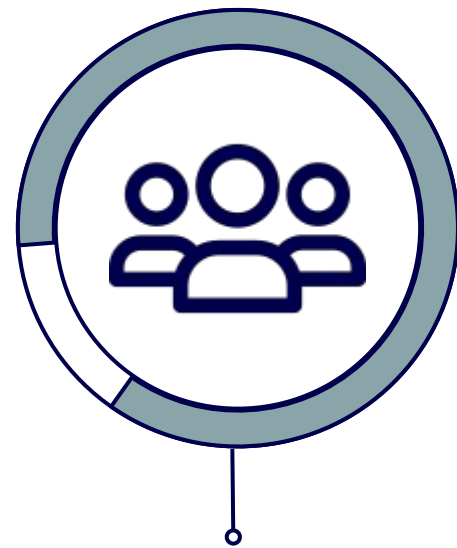
A majority of residents are pleased with the City as it is now, mostly residential

# REVIEW OF NOV. 2020 TOWN HALL

- Included a welcome video and a 33-slide exhibit informing viewers about the project
- Unveiled 10 “Focus Areas” that the Master Plan Committee would explore
- Interactive dot voting and mapping exercises
- Comments and feedback encouraged

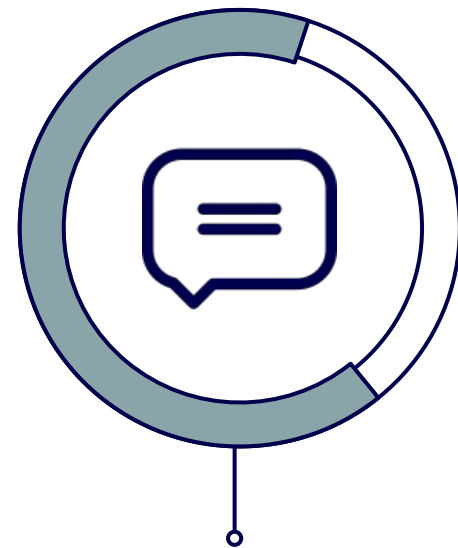


# ENGAGEMENT AND PARTICIPATION



**1,086**

**TOWN HALL VISITORS**



**644**

**COMMENTS AND  
VOTES ON THE  
MAPPING EXERCISE**

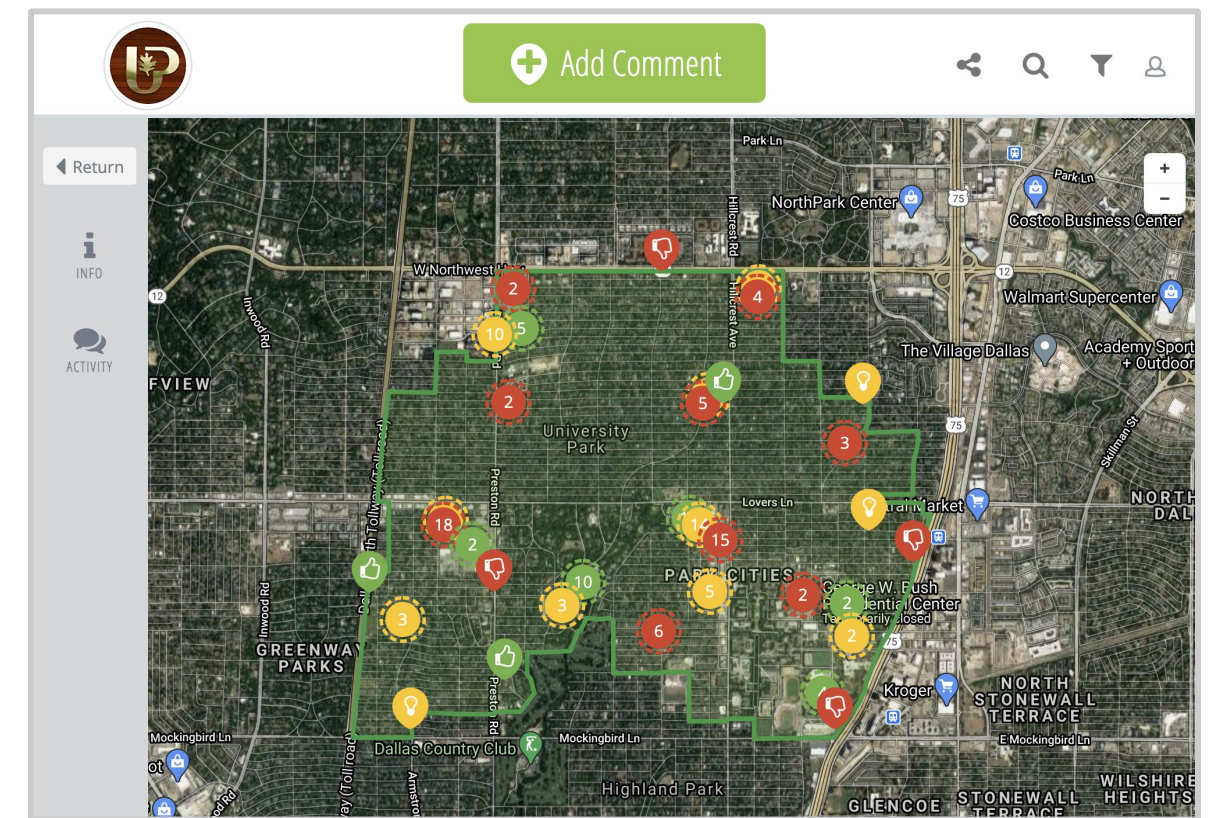


**1,078**

**VOTES CAST IN THE  
FOCUS AREA VOTING  
EXERCISE**

# LESSONS LEARNED AND DIRECTION FROM THE COMMUNITY

- 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 OF NOV. 2021 TOWN HALL

## The Second Town Hall by the numbers

- In-person visitors: 39
- Virtual unique visitors: 1,134
- Virtual bounce rate\*: 0.8%
- Total votes cast: 5,940
- In-person votes cast: 230
- Virtual votes cast: 5,713
- Total general comments: 21
- In-person general comments: 7
- Virtual general comments: 14



# REVIEW OF NOV. 2021 TOWN HALL, CONT.

## Virtual: what device people used

- 59% accessed the site with a mobile device
- 34% used a desktop
- 7% used a tablet

## Virtual: how people accessed the site

- 97% accessed the site via link (clicked a link from an email or Facebook)
- 3% accessed the site from uptexas.org

## Virtual: misc. facts:

- The most popular pages were "Welcome Video" and "Exhibits"
- Less than 1% of visitors were from outside Dallas
- The average amount of time spent on site is 14 minutes
- \* Bounce rate is the percentage of visitors to a website who navigate away from the site after viewing only one page.

# 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

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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

# 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.

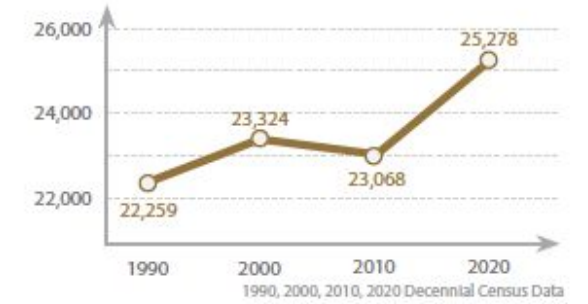
The Themes and goals in this new

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)

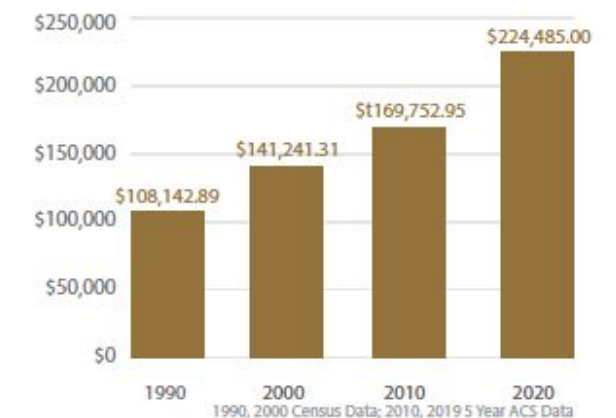
The racial/ethnic makeup in University Park has remained consistent for many years, the most recent Census data shows that the racial composition of the city has become more diverse recently. Boasting major increases in Hispanic, Asian, and Other racial/ethnic categories in the last decade.

	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

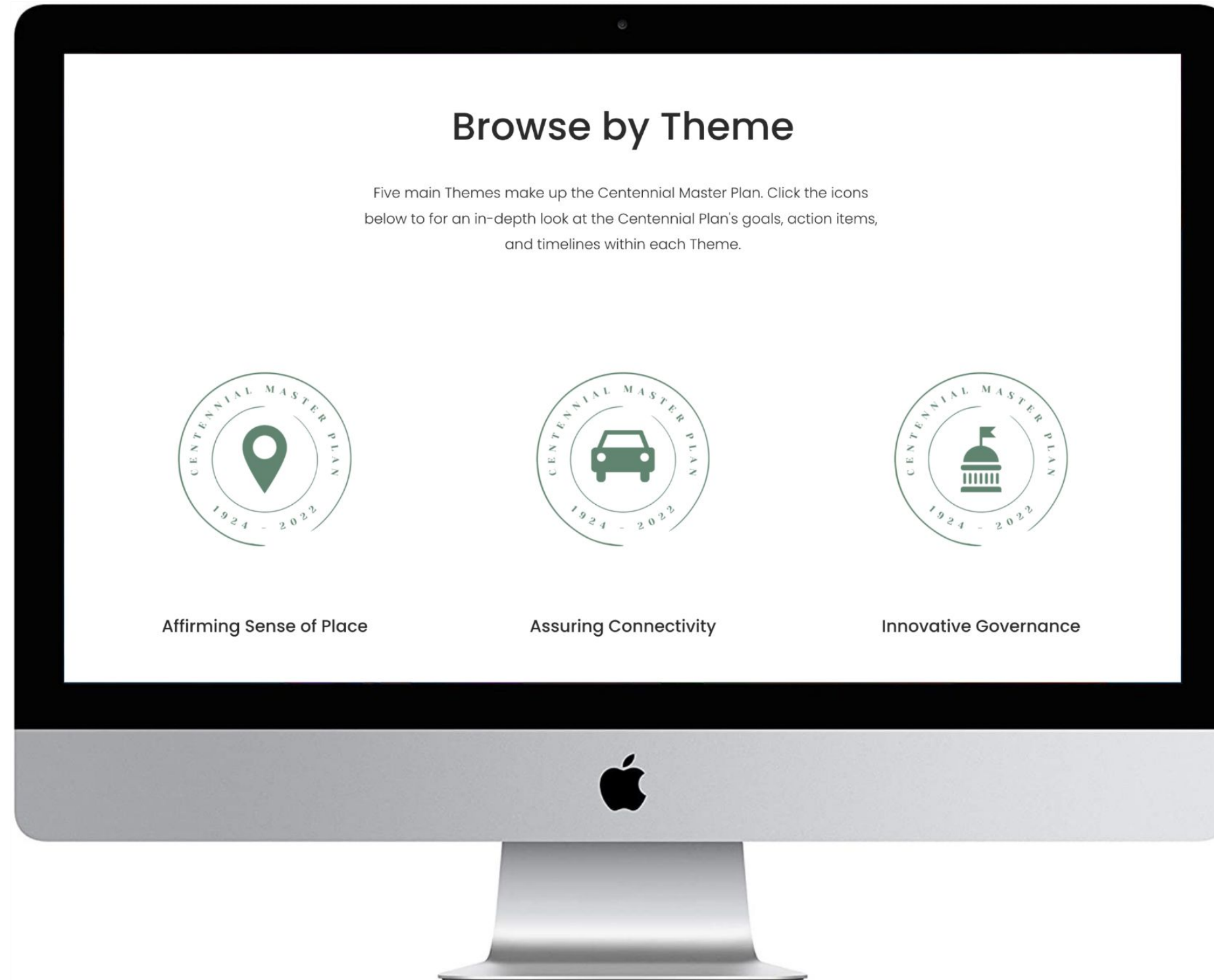
The City of University Park has a long history of adapting its governance to meet the challenges of the times. Staying in front of social and economic changes that affect University Park is critical in preserving the lifestyle that its residents have enjoyed for years. In fact, University Park has a 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 April 11
- Made small amendments
- Unanimous support from 12 members present to endorse plan and forward it to P&Z and Council (plus 2 members sent approval by email)

# NEXT STEPS

MOVING  
FORWARD



# FINAL PHASE TARGET DATES

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
<b>April 20</b>	<b>Standing Committees briefing</b>
April 26	P&Z workshop
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June 21 (?)	City Council meeting for tentative adoption

# NEXT STEPS

- Preview to Standing Committees
- Next draft with QAQC and final revisions (April 22)
- P&Z review and action
- Council review and action
- Final plan published and implementation begins

# DON'T HESITATE TO REACH OUT

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