



UNIVERSITY PARK BUILDING ON SUCCESS

Centennial Master Plan

University Park

Building on Success

Centennial Master Plan



Centennial Master Plan

Table of Contents

• Building on Success: Introduction and Executive Summary of the Centennial Master Plan	04
• Looking Back:	
The City's History and the 1989 plan	08
• Looking Forward:	
Community Snapshot and Trend Lines	10
• From the Ground Up: Public Engagement	
• The Plan:	21
Charting Themes and Setting Future Goals	27
• Theme 1: Affirming Sense of Place	29
• Theme 2: Assuring Connectivity	38
• Theme 3: Innovative Governance	46
• Theme 4: Technological Integration	52
• Theme 5: Preparing for the Future	56
• The Implementation: Putting Ideas in Motion	61



Building on Success

Introduction and Executive Summary to the University Park Centennial Master Plan

A century ago, a cluster of homeowners in rural Dallas County came together to forge a legal city: University Park. As the City approaches the 100th anniversary of that event, City leaders commissioned a plan to both look back at history and into the future as part of an exhaustive effort to lay the foundation for another century

of success. The result is this document, the Centennial Master Plan.

This master plan is built on unprecedented resident participation. Thousands of University Park residents engaged in determining the plan's course. It rests, also, on the shoulders of the highly

successful 1989 Master Plan, the spirit of which is carried forward here, even as this plan supplants the 1989 document as the City's overarching, guiding statement of focus and intent.

The University Park master plan is important for several reasons. First, to protect property values and property rights through

Five 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.

local zoning regulations, the state of Texas requires cities to adopt 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. Implementation 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 resident 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 resident committee through competitive proposals. Almost 100 additional residents spent months as part of detailed Focus Area research and recommendation groups that developed and sifted specific action items for the Centennial Master Plan Steering Committee to weigh.

One of the findings from the community effort is that most residents seem to appreciate life in University Park and are happy with the general direction

of the City. Consequently, many of the specific action items and recommendations in this plan could be considered evolutionary rather than revolutionary. Nevertheless, these strategic and tactical plans will be critical if University Park is to maintain its position – as several magazines and rankings have described it – as one of the best places to live in Texas and the United States. Many of the new action items are important to the routine, efficient functioning of the City. A few others have the potential to be as far-reaching and transformative as elements in the 1989 plan.

The Centennial Master Plan is intended to be a living document, a foundation for managing the profound change expected in many fields and technologies in the coming decades, but also subject to change as the City itself changes, as new circumstances and challenges arise. It is intended to be the guiding light for the City over the next few decades. The residents and planning team that worked on it tried to address immediate needs while also looking out into the foreseeable future, and perhaps even beyond, to help University Park ensure another century of success.

Centennial Master Plan Planning Team

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Jacob Speer

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Tom Tvardzik

Director of Finance

MAYOR:

Thomas (Tommy) H. Stewart

COUNCIL:

Liz Farley

Mayor Pro Tem

Mark Aldredge

Councilmember

Bob Myers

Councilmember

Philip B. Philbin

Councilmember



FORMER MAYOR:

Olin Lane, Jr. (2014 - 2020)

FORMER MAYORS PRO TEM:

Taylor Armstrong (2019-2020)

Gage A. Prichard, Sr. (2020-2021)

Randy Biddle (2021-2022)

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Groups and the City's standing
committees

PLANNING

CONSULTANTS:

Team led by Gap Strategies, with
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Looking Back

The City's History and the 1989 Plan

University Park was incorporated in 1924 after homeowners around SMU (founded in 1915) were refused annexation and utility service by nearby Highland Park and Dallas. From 1,200 initial residents, the City has grown to a stable population of 23,000 to 25,000 since 1945. The City voted to adopt a council-manager form of government in 1989. Today, University Park occupies 3.7 square

miles and is surrounded by Dallas on three sides and the town of Highland Park on one side, and is known for its lush tree cover, high property values, and low tax rate.

In 1989 several trends were occurring in University Park which had residents worried about its long-term health and vitality. The water, sewer, street, and alley systems were all

in need of major repair. University Park's distinction as a community was becoming physically blurred with Dallas. Other issues included a rising crime rate in the metro area, a growing elderly population, and the aging and decline of the majestic trees that had been the hallmark of the community. Additionally, the process of governance and the way leaders made long-term



plans needed to be adjusted. If these trends were not addressed, some worried that University Park would deteriorate from the attractive community it had become. Furthermore, it would face increasing incidents of major if not catastrophic financial demands through emergency repairs to its utility and roadway systems, which could erode the City's tax base over time.

With these challenges in mind, the 1989 University Park Master Plan put forth a comprehensive set of recommendations that could be funded using fiscally conservative assumptions. Some of the recommendations would be

implemented to prevent University Park from becoming what some residents were concerned would be a "second-rate" City. Other recommendations served to preserve and build an outstanding community. The Master Plan suggested a course that not only preserved but enhanced the City.

In the years since its adoption, the 1989 Master Plan has been acclaimed for its success in being well-implemented across University Park, which has retained its unique character aesthetic, and high property values contrasted by low taxes. In particular, the Mile-Per-Year program, a capital program

started in 1989 to replace about one mile each of water mains, sanitary sewer mains, and the associated pavement, has been hugely successful. Now, with University Park's 100th anniversary on the horizon, the City seeks to build off of that original effort, and prepare for the challenges of the future, with the Centennial Master Plan, to preserve and enhance the City that we love for years to come.



Looking Forward

Community Snapshot and Trend Lines

The world has changed since the City's last master plan was adopted in 1989 when George H.W. Bush was a new president and the Iron Curtain was just beginning to crumble across Eastern Europe. The region has changed, too.

Three more Super Bowl championships have come to the Dallas Cowboys. The Morton H. Meyerson Symphony Center has opened and the Arts District has prospered, while one of its patrons, H. Ross Perot, ran

for president. Cell phones and rapid transit came to Dallas. The population of the Metroplex grew from about 3.2 million in 1990 to more than 7.6 million people today, rising from the 10th to the fourth-largest metro area in the United States (it was not even in the top 20 when University Park was founded).

In some ways, University Park has remained remarkably constant in the midst of this change. Educated and upscale, living in a green, tree-lined

oasis in the midst of the larger Metroplex, the population of University Park has remained relatively stable, increasing by 14 percent over the last 32 years, while the population of the Metroplex jumped 138 percent. SMU, which helped give the City its name, remains a predominant feature. The public schools remain outstanding. The City is still a premier urban enclave.

University Park has changed though, if sometimes in nuanced ways. The City now



houses a presidential library for George W. Bush. And while the City has grown even more educated, and more upscale, it has also grown more racially and ethnically diverse (See figures 3.2 - 3.4, below) while at the same time the percentage of renters vs. homeowners in the City has decreased.

In the years since the last plan, the City has matured, partly because many of the objectives from the 1989 Master Plan have been realized, such as the Mile-Per-Year, City-sponsored Sidewalk Replacement Plan, implementing the original Public Information Program for city departments, creation of a Capital Improvements Plan (CIP), and others. Data from the American Community Survey and other sources give insight into how far the City has come, and where it is likely headed. These data points and trends give context to the Centennial Master Plan and will help guide the implementation of City policy.

Community Profile Today

University Park is located in the middle of North Central Dallas and is one of DFW's most established residential communities.

University Park is positioned alongside Highway 75, North Central Expressway, and encompasses Southern Methodist University (SMU), within its borders. The city boasts a median household income of \$247,716, which is 288% higher than the Texas median household income of \$63,826 as of 2020.

University Park residents have an unemployment rate that is lower than the state average at 2.1% and 3.3% respectively. A majority of residents are employed majorly in positions that would be deemed white-collar and managerial or professional services. The major industries within University Park include educational services, health care, and social assistance; professional and management services; and the finance and insurance sectors.

The City is served by the Highland Park Independent School District which boasts highly-rated public schools. The school district, composed of eight schools and approximately 6,724 students, is shared between the Park Cities – University Park and Highland Park – and a small portion of Dallas.

University Park is near the center of Dallas County, just north of downtown Dallas. Bounded by major transportation arteries, including North Central Expressway, Texas Loop 12, and the Dallas North Tollway, the City offers convenient access to Love Field as well as major centers for employment, education, and recreation. The first homes in the modern era were built in the area as part of a development in 1907, with

homes added in what is now University Park in 1915. The City was incorporated in 1924. For more information on the city's history, See Chapter 2, Looking Back.

Physically, the City is characterized by mostly flat, blackland soils, and by a heavy tree canopy. Early housing stock was generally ranch style and cottage, with multi-family and rentals concentrated in areas convenient to the SMU campus. In recent years, larger homes with greater lot coverage have become predominant, and older homes have been subject to tear-down to be replaced with larger, more modern residences. Median home values in University Park are 597% higher than the Dallas County median at \$1,351,400 and \$193,900 respectively, according to 2020 ACS data.

While projected continued population growth in the region and school district would indicate future population growth for University Park, the likely growth rate is tempered by a number of constraints. In 2020, the median age of University Park is 35.4 years old, higher than the Dallas County median of 33.5 years old, meaning that University Park residents are older than other Dallas County residents. The median age in University Park has increased over 6 years since 2010 when the median age for residents was 29.2 years old.

While the DFW region is projected to grow 48% by 2040, according to the North Texas Council of Governments, University Park is likely to grow at a slower rate. A number of factors indicate steady but slow population growth over the next decade and through the life of this master plan. For instance, the City has a limited amount of vacant land and no room for annexation. There are market pressures for large single-family homes inside the City that lead to some lots being combined into larger, single lots, and there is a trendline of decreasing rental units. Finally, City surveys suggest that most current residents do not want significant new amounts of mixed-use or multi-family dwellings added to the existing



zoning and land use maps.

Additionally, the United States is undergoing the largest wealth transfer in American history as baby boomers age and their descendants inherit land and wealth, according to articles written by the Wall Street Journal and others. The higher median age of University Park residents would make the city more susceptible to this wealth transfer. Meaning that in the near future University Park may undergo a major population change, where younger families will move into homes vacated by their parents, grandparents, or older generation. This phenomenon is hard to quantify but should be noted in this plan. These provide the City with most of the retail offered within the City limits.



Economic Development

Three major commercial areas:

1 Miracle Mile

Miracle Mile, the stretch of Lovers Lane between Douglas Avenue to Lomo Alto provides University Park with great shops, services, and restaurants. Miracle Mile is home to a row of small, mostly one-story boutique retail stores.

2. Snider Plaza

Snider Plaza is located at the southwest corner of Lovers Lane and Hillcrest. The three-block shopping center is also home to some of the area's beloved dining spots and comfort foods. It also is home to dozens of charmingly petite boutiques specializing in everything from stationary to antiques to imported fabrics.

3. Preston Center

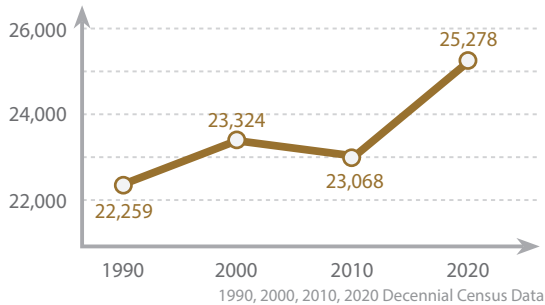
Plaza at Preston Center is located around the intersection of Preston Road (State Highway 289) and Northwest Highway (Loop 12). The Plaza at Preston Center is the largest contiguous, singly owned retail property between Pickwick Lane and Preston Road.

Maximizing the economic development and sales tax return from these areas will be important to the City's expressed goal of maintaining low property taxes, especially in light of new legislative mandates that limit the ability of Texas cities to exert local control over certain aspects of their budget. The City has a separate study on the redevelopment of Snider Plaza underway.

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)

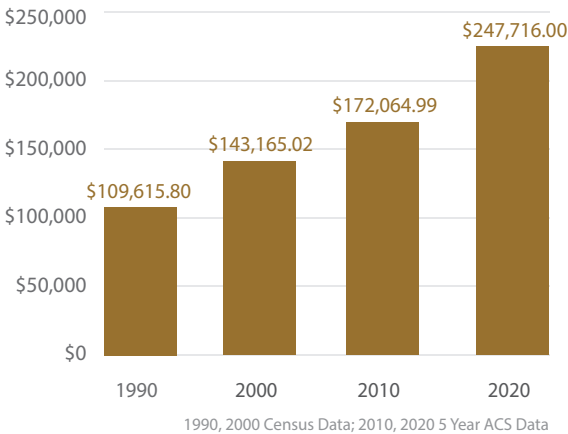
The racial/ethnic makeup in University Park has remained consistent for many years, the most recent Census data shows that the racial composition of the city has become more diverse, with major increases in Hispanic, Asian, and Other racial/ethnic categories in the last decade.

	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

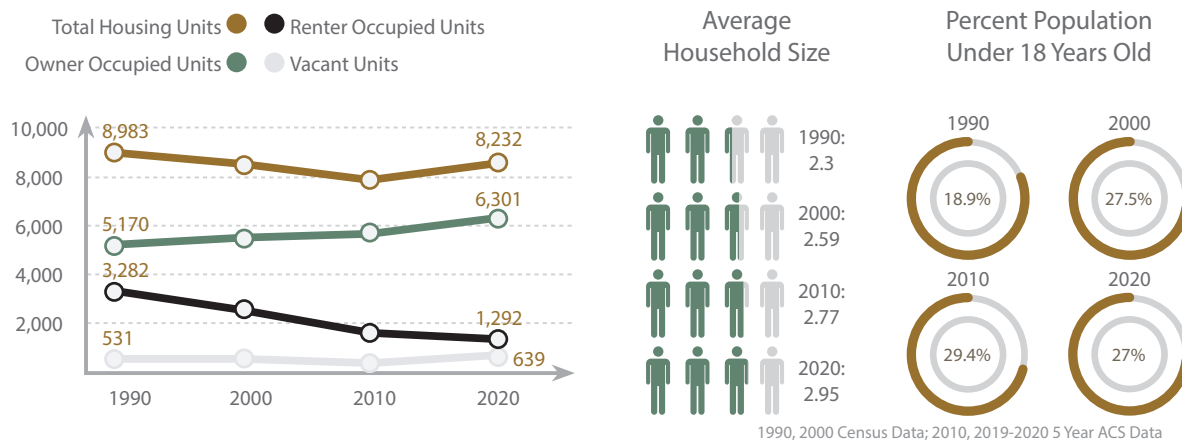
Household Income (2019 Inflation-Adjusted)

As stated previously, the current median household income for University Park is 288% higher than the state average for median income. The increase in household income over the years can also be attributed to the rising age of the University Park population.



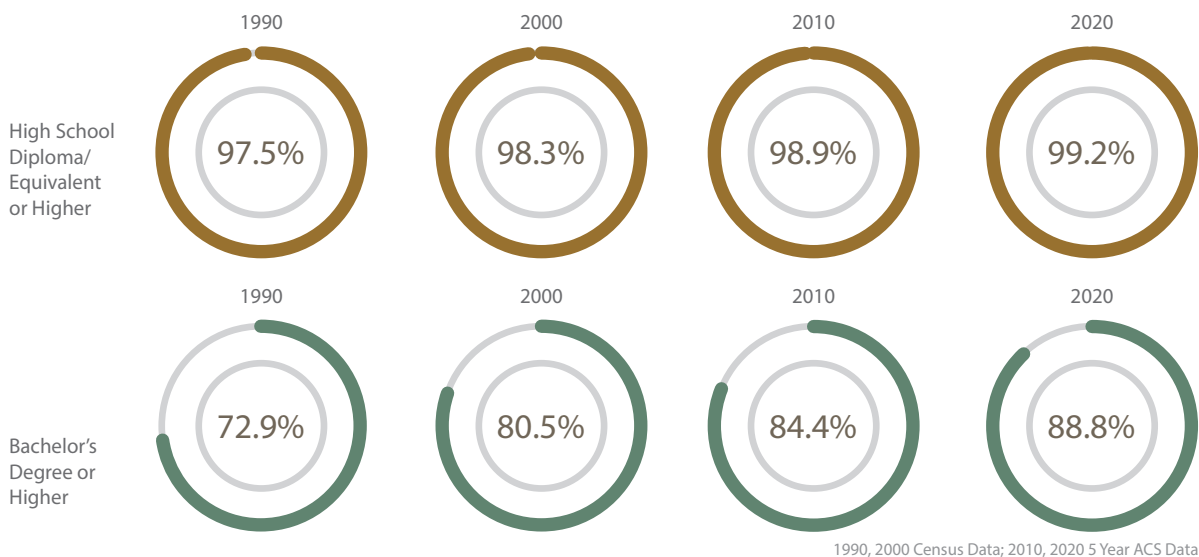
Housing

Housing units decreased by 8% between 1990 and 2020, reaching a 30-year low of 7,818 total units in 2010. Although the 2010 dip is most likely due to the housing market crash of 2008, total housing units have been in decline since their high point in 1990. Owner-occupied units have continued to progress as the dominant occupancy status among University Park residents and renter-occupied units have decreased since 1990 by 60%. Vacant units reached a high point in 2020 at 639 or 8% of total units. That's significantly higher than the three decades when vacant units hovered between 5% and 6% of total housing. The average household size in University Park has increased 28.3% since 1990 which may coincide with the increase in percentage of population under 18 years of age.



Educational Attainment

University Park has enjoyed a well-educated population for generations, with more than 99% of its population obtaining at least a high school diploma or equivalent and 88% acquiring a bachelor's degree or higher based on University Park's population age 25 or higher. High school diploma rates have not changed much over time, but rates of at least a bachelor's degree have increased 22% since 1990, a full 58 percentage points higher than the Texas average of 30%.



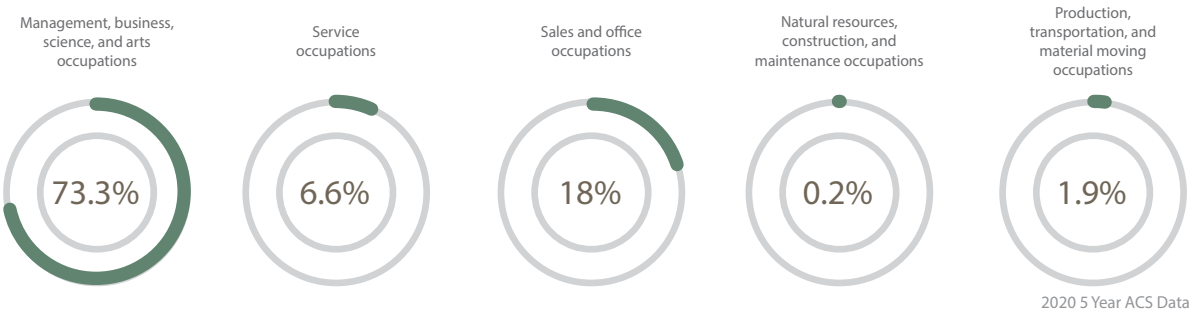
Employment Rate

The employment rate in University Park, at 57.4%, is less than the average employment rate across Texas at 61%. Conversely, the unemployment rate of 2.7% in University Park is lower than the unemployment rate in Texas at 3.4%.



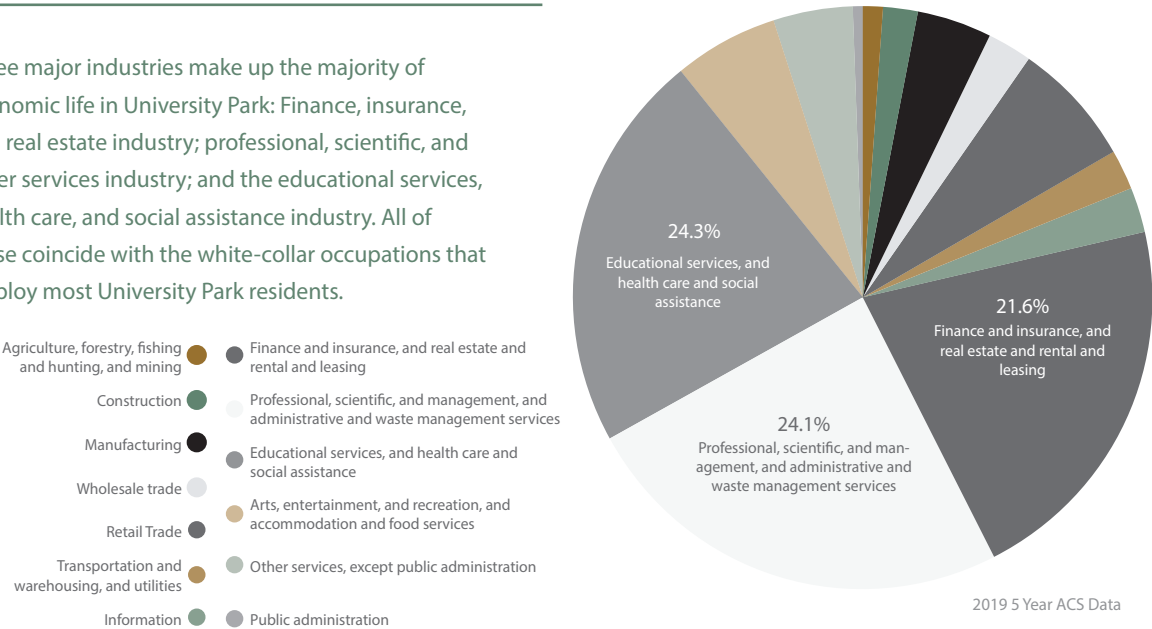
Occupation

The major occupation of University Park is in management, business, science, and art; followed by sales and office occupations in a distant second as a major occupation in the City. Primarily, University Park residents work in white-collar jobs. A small few are employed in service occupations and even less in blue-collar-focused occupations.



Industries

Three major industries make up the majority of economic life in University Park: Finance, insurance, and real estate industry; professional, scientific, and other services industry; and the educational services, health care, and social assistance industry. All of these coincide with the white-collar occupations that employ most University Park residents.



University Park Retail and Economic Activity Analysis

Overview

While University Park boasts considerable commercial activity within the City, residents go outside the City for many retail purchases, leaving room for additional business activity within University Park, activity that would generate additional sales tax dollars for City coffers. For several reasons, University Park is not likely to close that purchasing gap entirely; however, the City has room to grow its business activity and its sales tax revenue.

Average income and property values in University Park make clear that City residents have a buying power that is outsized for the City's population. While the City has several strong retail nodes – including Snider Plaza, The Plaza at Preston Center, "Miracle Mile," and certain areas around the SMU campus – from an economic standpoint, University Park could support substantially more commercial activity than exists today within the corporate limits.

If more commercial demands were met by businesses within the City, rather than this spending "leaking" to businesses in Dallas and other surrounding communities, University Park would realize significantly more sales tax. The City is currently "leaking" more than \$573.6 million in consumer spending. Not all of this is sales tax eligible – most groceries, for example, are not subject to sales tax. Even so, leakage appears to be "costing" the City more than \$10 million a year (based on 2021 numbers). That represents about 18% of the City's budget. Over the next decade, by 2031, that leakage is projected to grow by 11 percent in constant dollars.

While these numbers demonstrate that there is room for considerable sales tax growth, especially in several under-represented sectors where the leakage is pronounced, it is unlikely the City will ever capture its full sales tax potential. In other words, considerable leakage is likely to continue. In fact, the leakage analysis performed as part of the Centennial Master Plan indicates that less than a quarter of the unmet demand for retail square footage over the next 10 years can be effectively met in University Park. There are several reasons for this, ranging from zoning and design regulations to land availability. These issues are discussed in more detail in the programming analysis and sector-by-sector summaries included in the appendix. In short, the land uses necessary to fully close the leakage gap are not all a good fit for University Park when taking into account zoning, neighboring land uses, and land availability.

The community survey conducted as part of the Centennial Master Plan indicates that most residents generally approve of the City's current residential-commercial mix and are not eager for large amounts of additional retail or other commercial activity within University Park, though there are categories where a substantial number of residents favor additional amenities (12.6% of residents surveyed said they'd like to see more restaurants and/or retail stores in University Park). The Centennial Master Plan does not call for any changes to the City's land use and zoning regulations that would fundamentally alter the retail-commercial mix, or be likely to induce major shifts in leakage.

However, there may be opportunities for the City to support or incentivize appropriate commercial and retail land use – within existing zoning districts, and/or in discrete areas such as City-

owned property east of Central Expressway – that would both serve resident needs and support City services without additional tax burden, simply by shrinking leakage. Results will be largely driven by the private sector and consumer demand, but City attention could play a pivotal, catalytic role. City leadership and staff are aware of the leakage issue. It will be important for staff as well as resident committees and commissions to monitor sales tax, and leakage, over the coming decade as the retail environment adjusts further to online competition, and as existing shopping areas mature and change, so as to take advantage of discreet opportunities to capture more of these lost revenues in ways consistent with the community's vision for land use and neighborhood character. This is especially true since current trends in the Texas Legislature point toward continued state restrictions on the authority of cities to manage their own property tax rates at the local level. The full analysis of retail leakage in University Park and the methodology can be viewed in the appendices.

Leakage/Surplus Factor by Industry Sector

The Leakage/Surplus Factor ranges in value from “-100” to “+100.” As the Leakage/Surplus Factor approaches -100, the proportion of sales to shoppers increases with few local shoppers. The following chart provides an explanation of this range and interpretations of the Leakage/Surplus Factor under various market scenarios.

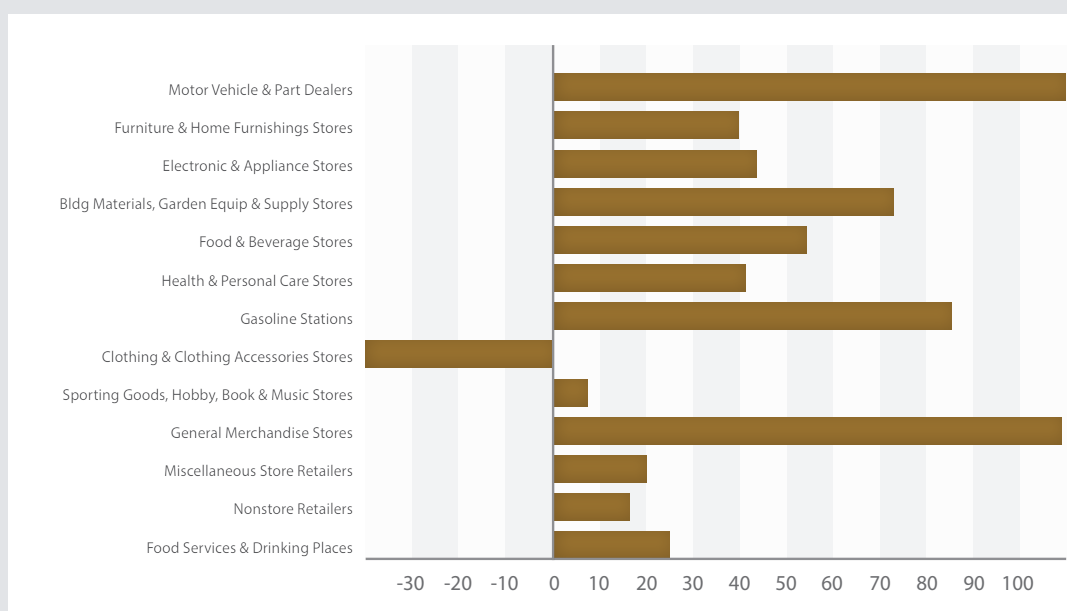
Summary of Retail Leakage Report

	2021	2021
RETAIL GROUP	Retail Sales Potential	Actual Retail Sales
Motor Vehicle & Parts Dealers	\$169,476,221	\$0
Furniture & Home Furnishings Stores	\$29,541,733	\$13,910,764
Bldg Materials, Garden Equip. & Supply Stores	\$57,449,360	\$11,504,329
Food & Beverage Stores	\$140,739,158	\$47,840,358
Clothing & Clothing Accessories Stores	\$39,730,038	\$87,073,140
Sporting Goods, Hobby, Book & Music Stores	\$28,602,322	\$25,178,218
General Merchandise Stores	\$140,888,581	\$518,804
Miscellaneous Store Retailers	\$181,388,709	\$65,408,518
Nonstore Retailers	\$13,319,422	\$9,919,731
Food Services & Drinking Places	\$92,998,818	\$59,108,330

Leakage/Surplus Factor by Industry Sector

Note: These charts reflect total projected retail leakage, and, thus are an indicator of lost sales tax for University Park. However, as noted in the report details, some retail categories are not appropriate for University Park under its zoning and land use maps; in other categories, there may not be appropriate, unoccupied land for development. Thus, University Park is unlikely to capture 100% of leakage.

2021	2021	2031	2031	2031	2031
Sales Leakage (Negative amounts indicates a Surplus)	Percent of Potential Sales Lost	Retail Sales Potential	Projected Retail Sales	Sales Leakage (Negative amounts indicates a Surplus)	Percent of Potential Sales Lost
\$169,476,221	100%	\$188,692,178	\$0	\$188,692,178	100%
\$15,630,969	52.91%	\$32,891,304	\$15,488,027	\$17,403,277	52.91%
\$45,945,031	79.97%	\$63,963,220	\$12,808,740	\$51,154,480	79.97%
\$92,898,799	66.01%	\$156,696,781	\$53,264,708	\$103,432,073	66.01%
-\$47,343,102	-119.16%	\$44,234,804	\$96,945,875	-\$52,711,070	-119.16%
\$3,424,104	11.97%	\$31,845,379	\$28,033,034	\$3,812,344	11.97%
\$140,369,777	99.63%	\$156,863,147	\$577,628	\$156,285,519	99.63%
\$115,980,191	63.94%	\$201,955,357	\$72,824,823	\$129,130,534	63.94%
\$3,399,691	25.52%	\$14,829,636	\$11,044,474	\$3,785,163	25.52%
\$33,890,489	36.44%	\$103,543,432	\$65,810,291	\$37,733,141	36.44%



Land Use & Transportation

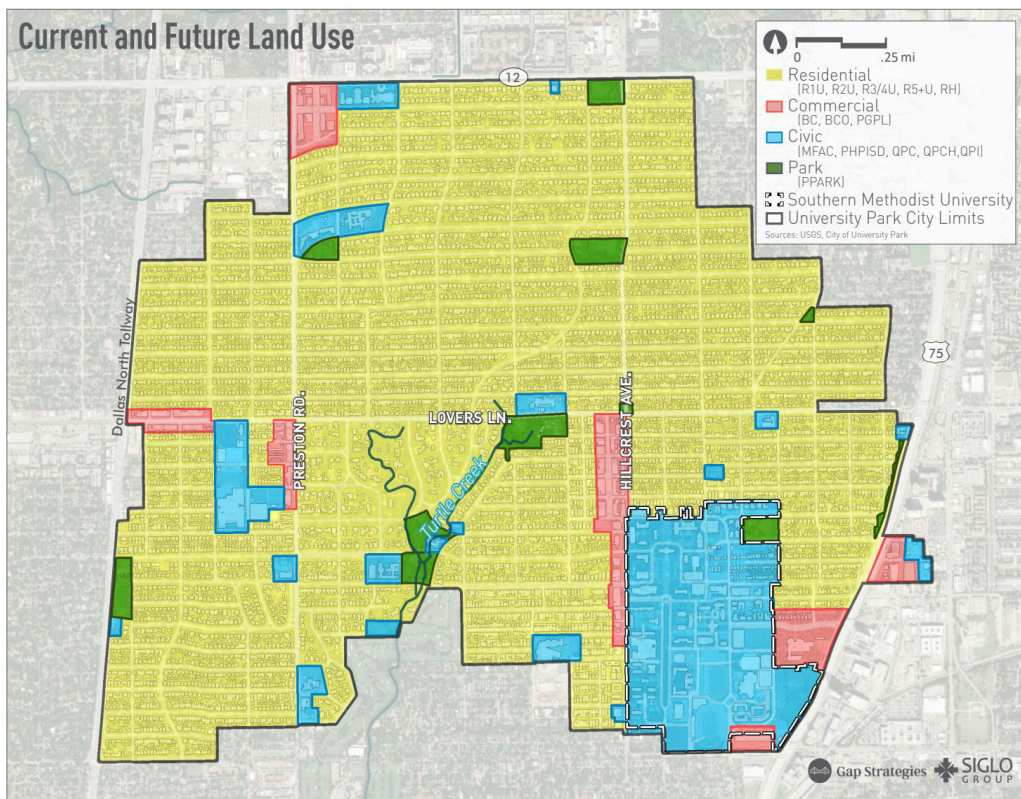
University Park is a primarily single family residential community, based on the housing analysis in the previous section. This is a community feel that residents would like to continue throughout the lifespan of the centennial plan.

The current zoning map (Appendix VIII) for the City showcases the ability for University Park to expand slightly in planned developments, commercial, and mixed use developments.

The Centennial Plan wants to honor the tradition of University Park's strong residential community while allowing for specific spaces for strong non-residential areas to thrive. For the purpose of keeping the feel of University Park the same for years to come, the Current Land Use Map and the Future Land Use Map are the same as land uses are not envisioned

to change in a major capacity, striking an important balance of protecting University Park's strong neighborhoods and building vibrant non-residential areas.

Transportation in University Park is reliant on its major thoroughfares, Lover's Lane, Preston Road, and Hillcrest Avenue to move most of the traffic around the city. The current Transportation Network (Appendix IX) also shows that University Park is bounded by three major highways in Loop 12, Dallas North Tollway, and the North Central Expressway (75) allowing for quick access to the rest of Dallas County. Similar to land use, there is not a need currently to make major changes to the Transportation Network in University Park, all changes to the approach to Transportation in University Park will be explained in "The Plan" section of this master plan.





From the Ground Up

Public Engagement

From the beginning, the planning team's charge was to have robust resident engagement and numerous opportunities for meaningful public input. The Centennial Master Plan Steering Committee made this a fundamental priority to the plan, and the goals and themes that follow in this document are a clear result of that priority.

Adaptive Public Outreach in the time of COVID-19

University Park was on the front line of a lot of changes due to COVID-19, particularly those centered around community engagement: How do we hold public meetings in a time of social distancing? What are the best ways to engage with communities that may be focused on turning inward? What should the City consider when moving meetings and resident participation online?

Social media and online engagement tools offered an opportunity to expand and

diversify participation in the public involvement process, bringing more people to the (metaphorical) table. These tools provided new opportunities for the City and project team to collect and share information with the community, expanded the reach of traditional engagement activities, and produced additional data to support the project's essential planning activities. Moreover, online tools and social media platforms removed the time constraints of in-person meetings and offered

opportunities for residents to participate in new and interactive ways, and bring new voices into the engagement process.

Stakeholder Engagement: Department Head Surveys

Early on, department head surveys, and interviews with City staff helped us identify action items and priorities among those who work to make the City better every day.

Community Survey

The Community Survey shared with City residents over the summer of 2020 earned 2,218 responses, and yielded a treasure-trove of information about what residents of all ages and backgrounds in University Park think about a wide variety of issues facing the City, and about attitudes concerning urban life.

The planning team worked closely with key City staff and the communications team to craft the 20 questions and encourage the residents to complete

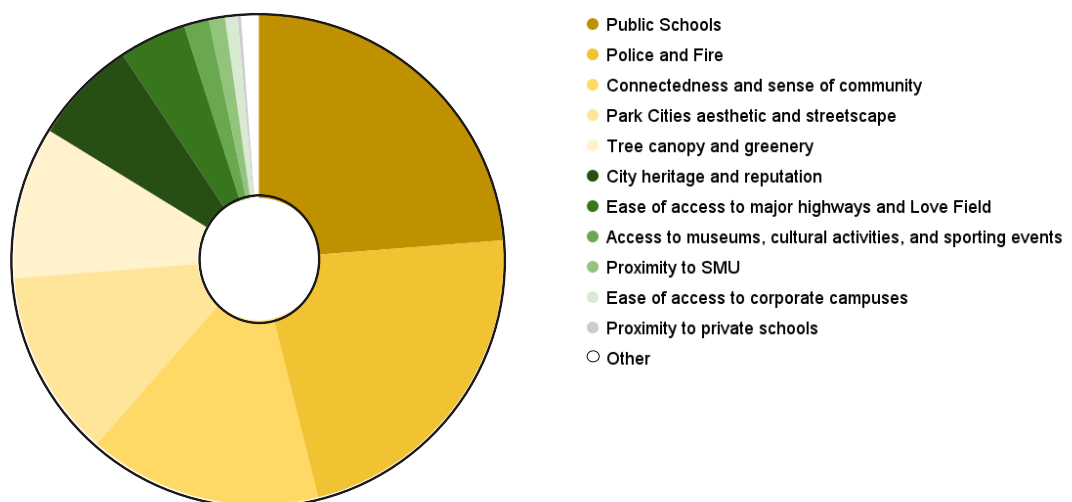
the survey, either online or by paper copy.

- Posted on the City's website
- Posted on the project website, planuniversitypark.com
- Posted on social media, and in ads
- Links to the survey were available in The Arbor and UPdate newsletters
- Yard signs placed at key intersections to remind residents of the survey
- Paper copies available at City Hall
- Open from May 25 to August 10

The survey affirmed some assumptions the planning team had about University Park. For instance, it became clear that services like public schools, police, and fire are highly regarded across the community. Additionally, the survey showed overwhelming consensus that more density -- and development that encourages it -- is not a good fit for University Park. In looking at the survey results, it was also evident that the new comprehensive plan needed to address tree preservation and parking.

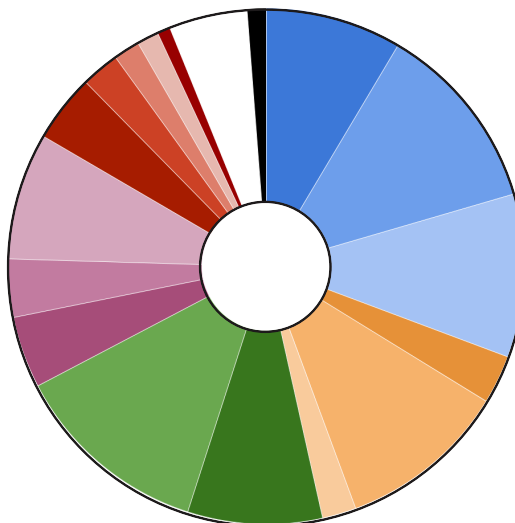
Full results of the survey are available in Appendix XII

What do you value most about living in University Park?



What would you like to see more of in University Park?

- 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
- More allowance for accessory dwelling units
- Small apartments built above businesses in certain districts
- Greater flexibility to build larger homes on your lot
- Multi-family homes in select areas
- More single-family lots divided to make room for additional homes
- Other
- None of the above



First Virtual Town Hall

Toward the end of 2020, the Centennial Master Plan Steering Committee decided to move forward with a Virtual Town Hall in lieu of a more traditional in-person event. More than one thousand residents participated in a Virtual Town Hall in November of 2020.

The Town Hall accomplished several things. It reported back to the community on survey results, introduced the concept and direction of Focus Areas, and offered University Park residents new ways to communicate with the planning team and committee about their concerns, what they want to see in the Master Plan, and what they think of the direction so far.

The Virtual Town Hall was hosted on the project website — planuniversitypark.com — for a two-week period. This allowed for a self-paced experience; not tied to a particular date. All traditional town hall materials and exhibits were available digitally: a short “explainer” video, exhibit boards, a mapping exercise, sign-in information, comment forms, and an FAQ section.

The Virtual Town Hall was designed with these key tenets in mind to create equitable outreach to University Park residents.

- Mobile-Friendly - All tools designed to be used on a smartphone or a desktop
- Interactive - Made to be interactive through multiple channels
- Easy to Use - User friendly with no barriers to participation
- Multilingual - Easily translatable into Spanish and other languages
- Fully Accessible - Designed for assistive technology to include those with disabilities, and offered a “meeting in a box” option for those without access to technology
- Locally Focused - Tailored specifically to this community and its needs

By the end of the Virtual Town Hall’s runtime, we saw 1,018 unique visitors, 644 comments and votes on the mapping exercise, and 1,078 votes cast in the Focus Area voting exercise.

In both voting exercises, the most raised issues

regarded parks, trails, and green space. Other frequently raised issues were related to:

- Transportation, traffic, and parking for drivers
- Community aesthetics or concerns about new buildings not meeting standards

Full results of the Virtual Town Hall voting and mapping exercises are available in Appendix XIII.

Resident-led Focus Groups

In the spring of 2021, the Centennial Master Plan Steering Committee brought in 80 resident volunteers to work in 10 Focus Groups.

Intensive meetings were held throughout the spring and summer of 2021. All in all, we saw 47 formal meetings among the 10 groups, as well as countless hours of individual time volunteered. Each Focus Group had assistance from the planning team and was assigned a liaison from City staff to support their work throughout the process.

Through the work of the Focus Groups, 127 specific action items were developed for the plan. Those 127 were sent to the Centennial Master Plan Steering Committee and City staff for review and refinement. After multiple rounds of committee discussion, those action items were cut and condensed to 75 action items organized into Five Themes:

1. Affirming Sense of Place
2. Assuring Connectivity
3. Innovative Governance
4. Technological Integration
5. Preparing for the Future

The Centennial Master Plan Steering Committee carefully reviewed these 75 action items, prioritized them, and took seven disputed action items to the second Town Hall for public comment. From town hall, the action items were combined, cut, or expounded upon based on feedback from the town hall resulting in 71 final action items. Those action items were then grouped by theme and by concept

to create 24 goals that summarize the entire document and simplistically explain the direction and focus of the master plan.

A full list of the original action items are available in Appendix III.

Second Town Hall Meeting: In-Person and Virtual

An in-person Town Hall was held at University Park City Hall on November 17, 2021. A virtual component of the Town Hall was on the website from November 18 through the end of November.

The Centennial Master Plan used the second Town Hall as a way to report back to the community on progress and direction. It was also a way to give residents another opportunity for general comment and, most importantly, seek specific feedback from residents about seven goals where the Centennial Master Plan could not yet reach consensus. Those goals were:

1. Adopt a heritage tree ordinance to protect mature trees
2. Establish a dog park for leash-free dog walking
3. Consider a zoning change to address landscaping in front yards
4. Maintain the look and feel of the entirety of University Park
5. Hire a University Park Police Department officer who will focus on mitigating the devastating effects that substance abuse can have on the University Park community
6. Use technologies such as surveillance cameras and license plate readers to support public safety in investigating, and resolving accidents at signalized intersections
7. Harvest rainwater and runoff water collected in underground storage tanks at Caruth Park for irrigation of city parks and playing fields



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



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



UTILITIES AND COMMUNITY CONNECTIVITY

Use 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

By the numbers: The combined second Town Hall Results

As stated above, there were 5,943 votes cast by participants in the Town Hall process. In all five Themes, a majority — and, in four of the Themes, a supermajority — of participants expressed that we were “headed in the right direction.” Included in the appendix of this report is a complete breakdown of the votes cast at both the in-person and virtual Town Halls.

39	1,134	0.8%
in-person visitors	virtual unique visitors	virtual bounce rate*
5,943	230	5,713
total votes cast	in-person votes cast	virtual votes cast
21	7	14
total general comments	in-person general comments	virtual general comments



The Plan

Charting Themes and Setting Future Goals

The plan is organized around “Themes” – or areas of related focus – that emerged from the extensive public process and the work of 10 resident committees, dubbed Focus Groups.

These Themes are the basic building blocks of the plan. Underneath each Theme is a number of “Goals” related to that Theme, and “Action Items” designed to accomplish the Goals. Taken together, these three components move the plan from the general to increasing levels of specificity. It is a hierarchy of information, and instruction, designed to distill the wants and priorities of the community into a presentable, actionable format – easy for residents and future council members to refer back to, easy for City staff to track and follow.

The overarching ideas in the plan and many of the details were developed within the Master Plan Focus Groups, each made up of 8-12 resident volunteers and led by one or two members of the Centennial Master Plan Steering Committee with support from City department heads and the outside planning team. Following the initial Community Survey and Town Hall, and after preparatory work by the Centennial Master Plan Steering Committee, these Focus Groups met for months, researching ideas, hearing presentations, discussing specific issues, and creating 127 action items to be recommendations in the master plan. The action items were synthesized and expounded upon, and the results were sent back to the full Steering Committee for further refinement and organization. The draft recommendations, now only 75 action items, were presented once more to the public for review and comment – both virtually, and at an in-person town hall – before being handed over to the planning team consultants for detailing and final drafting. Through the final evaluation process, 71 action items were created to serve as the building blocks of this plan, and then combined into 24 summary goals that quickly explain the important ideas of the master plan, and also five guiding Themes that showcase the direction of the master plan. Finally, City staff

reviewed the plan, and the Centennial Master Plan Steering Committee reviewed the final product before taking it to the City’s standing committees, the Planning and Zoning Commission, and, ultimately, the City Council for final review and approval.

Themes

There are five overarching narratives (Themes) that describe those areas residents found critical to the next few decades in University Park. These Themes serve as guidelines for the more specific Goals and Action Items, as a way to categorize what area of University Park life is being planned around.

1. Affirming Sense Of Place — Goals that deal with placemaking in University Park, the style and feel of the City, and the land and 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 Integration — 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.

Goals: Under each Theme is a series of Goals that outline the focus of that Theme. Goals state recurring ideas in a plain and succinct manner but do not go into detail about how to plan into

action. Goals describe the intentions of the plan.

Action Items: Represents the detailed objectives of the plan, with specific steps and examples on how University Park can achieve its goals. Action Items are to be used by residents, staff, council members, and others as the tasks and activities of the plan. Basically, Action Items are the steam of the plan, the locomotion to move the plan from vision into reality.

Summary Themes and Goals

Affirming Sense of Place	Assuring Connectivity	Innovative Governance	Technological Integration	Preparing for the Future
Preserve And Celebrate University Park's Built Environment	Update Traffic Management Techniques to Reduce Congestion	Diversification of Revenues	Improving Traffic Technology	Sustainability and Conservation
Continue Enhancing the City's Park System	Designate More Areas in University Park for Greenspace	Increase Resident Involvement in Governmental Decisions	Optimizing Utility Use	Resident Protection
Refining Design Standards for Residential and Commercial Areas	Promote Pedestrian and Bicycle Mobility Throughout University Park	Increase Collaboration with Other Governmental Entities	Increase Communication between City Departments / Services and Residents	Create Resiliency in City Revenues
Improve the Visibility of University Park's History	Use Innovate Strategies to Improve Parking in Residential and Commercial Areas	Research and Implement New Department Plans		Future Facilities
Utilize Best Practices for Utilities	Prioritize Maintenance of University Park's Utility Network	Continue/Enhance Existing City Department Operations		
Create Connections With Nearby Educational Institutions	Use Regional Programs to Increase Funding for Transportation Issues			
Increase Investment in Programs to Protect University Park Residents				

Theme 1



Affirming Sense of Place

University Park is a beautiful city, with tree-lined streets, wonderful parks, great architecture and a strong sense of community. By actively affirming, and supporting this sense of place, the City can help ensure these qualities are preserved and continue to grow, making University Park a great place to live and work for both current and future generations. This Master Plan Theme of “Affirming Sense of Place” outlines goals and action items to make this achievable.

A Sense of Place is what gives a city a unique quality and helps it differentiate itself from other cities in a large urban area like the Dallas-Fort Worth Metroplex. As the City of University Park is surrounded on all sides by either Highland Park or Dallas, a definitive sense of place makes people aware of when they are entering University Park. While the City of University Park already does this well, there is always room for improvement, and it will take a concentrated effort to maintain and build upon the City’s present standards.

Some aspects of this character can be thought of as subcategories underneath the umbrella Theme of “Affirming Sense of Place.” These subcategories include topic areas such as Quality of Life, Character & Aesthetics, Parks, Zoning, Utilities, Education, Big Bets, and Public Safety. These subcategories also overlap with other Master Plan Themes, but the Goals and Action Items in this Theme are specifically tied to the characteristics of “Affirming Sense of Place” within the City.

Preserving and creating a sense of place is something every city has to address in some manner. As populations increase and neighborhoods change over the course of time, it takes forward, creative thinking to ensure that the reason residents of University Park move to the City and call it home is retained and preserved.

Affirming Sense of Place: Plan Goals and Action Items

1. Preserve and Celebrate University Park's Built Environment

The way a community looks and feels are important parts of its sense of place. For example, the aesthetic choices made in the architecture and landscape of a block of homes affect the overall character of the larger neighborhood. Neighborhoods, in turn, help define cities. University Park prides itself on its safe residential feel and the beautiful tree canopy that greens its neighborhoods, as well as the style and grace of many of its homes and streets. This sense of place brings value to residents. These goals are aimed at character and aesthetics.

Action Item 1.1 Preserve the public streetscape and front yards in neighborhoods.

Description: The City's task in this area, is not so much to make this realm better but rather to prevent its diminishment. One hallmark of University Park streets is the mature trees creating a wonderful aesthetic for the City's streetscapes. These trees need to be protected.

- Expanded tree ordinances can be a route to achieving this.
- An incentive program encouraging residents to plant trees on their private property will help maintain the tree canopy, especially as the current trees become older and begin to die off.

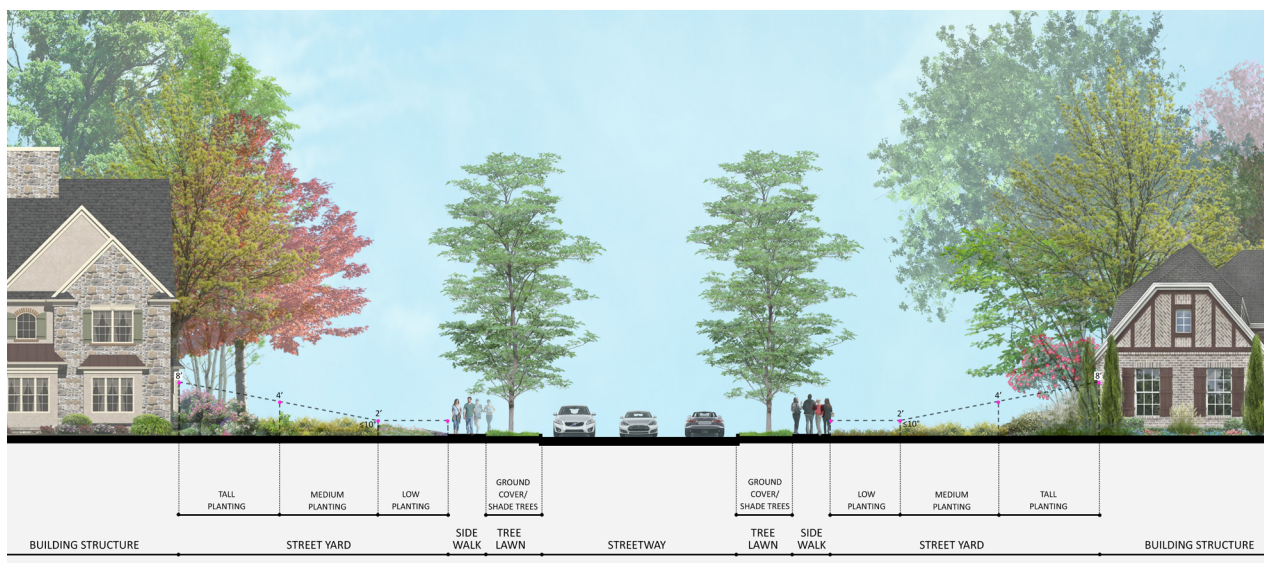
Background: In residential neighborhoods, the space from one home façade to the next – with front yards, parkways, and streetscape in the middle — serves as a figurative “front door” to individual neighborhoods and the larger community of University Park. It is the place where children play, people walk their dogs, or walk and jog.

Examples: There are multiple examples of cities with strong tree ordinances that could be applicable for University Park, such as San Marcos and New Braunfels.

Timeframe (short, medium, long): Medium

Action Item 1.2 Enhance City ordinance to protect the scale of the built environment.

Description: A city's zoning ordinances are tools



that affect its character and aesthetics. The City needs to consider these changes and adjustments to its ordinances:

- Regulate the scale of new structures and address “height looming,” structures that may dominate a lot and interfere with neighbors’ enjoyment of their own property by excessive height or scale at the property line without adequate setbacks or building articulation.
- Adopt rules to limit impermeable coverage on lots (and account for swimming pools and front driveways in coverage calculations).
- Encouraging architectural articulation of facades.
- Encourage the preservation of historically significant structures.

Background: University Park went through a Zoning Ordinance revision in 2018. If additional changes are needed, certain sections of the Zoning Ordinance will need to be revised.

Examples: One way to do this is the supplementation or replacement of traditional zoning with more flexible codes either across the City or in certain areas, such as gateways and commercial districts. Form-based codes put more emphasis on the “form” of the built environment and less on segregating land uses by zone. Pure form-based coding across the City may be premature, would require careful study, and should be accompanied by a thorough public education campaign and careful grandfathering provisions. Fair Oaks Ranch, a suburb of San Antonio is an example of a community using a modified form-based code to address these issues. There are also several Hill Country communities that are implementing broad-based, form-oriented zoning to maintain their community character, as are a growing number of leading-edge cities across the country.

Timeframe (short, medium, long): Medium

Action Item 1.3 Support efforts to preserve and enhance the sense of University Park’s identity.

Description: Enhancing University Park’s sense of identity, both locally and regionally, can be accomplished through a variety of branding efforts



— such as branded signing and wayfinding — done by either City staff or an outside consultant. Centennial Master Plan Steering Committee members also discussed possible gateway branding in conjunction with SMU. University Park already has its own unique street signs, but a more robust distinction could be made to separate University Park from Highland Park and Dallas.

Background: University Park is often confused by outsiders with its neighbor to the south, Highland Park, despite the fact that University Park is three times larger and many of the things people associate as being emblematic of the Park Cities’ are, in actuality, within University Park.

Timeframe (short, medium, long): Long

Action Item 1.4 Establish a tree ordinance to protect mature, healthy trees.

Description: A strategy for preserving/replacing trees is critical to maintaining the city’s identity as a community. Adopting a heritage tree ordinance would protect these mature trees. Additionally, a strategy could be implemented as part of the ordinance to replace any existing tree above a certain caliper that will be taken down/removed.

Background: One thing that makes University Park stand out is its trees, which line the streets and provide cover to so much of the City with their canopies. In addition to their beauty, the trees provide shade, save energy costs, clean the air and soil, and add value to homes.

Examples: There are several examples of cities throughout Texas that have strong tree ordinances for mature trees. One example is the City of Austin - while its ordinance can appear complicated it has produced strong results. Another example is the Woodlands Township, which is known for its trees (particularly Pine

Trees), where they prohibit the removal of trees larger than six-inch caliper.

Timeframe (short, medium, long): Medium

Action Item 1.5 Encourage the formation of cooperative associations with regional and benchmark cities.

Description: It would be mutually beneficial to form an association of those cities with similar characteristics to University Park to compare best practices and learn from one another.

Background: University Park is among a very select group of premier residential communities in the United States with its own government and school district. Due to its age, it is no longer considered a suburb, but is not an inner city either, despite being surrounded by the City of Dallas.

Examples: There are a few national and state organizations that can help provide that data. (National League of Cities, International City/County Management Association).

Timeframe (short, medium, long): Medium

2. Continue Enhancing the City's Park System

There is room to improve the current parks system so that it offers a variety of recreation opportunities for users. There is also the opportunity to expand the park system but due to the availability of land in University Park, this will require creative thinking. The parks system of University Park is a valuable asset. Parks are very much a part of the identity of University Park. It is, after all, in the name of the City. The City scores very high on The Trust for Public Land's "Park Score" which shows that 92% of residents live within a 10-minute walk of a park. University Park currently has 13 parks which is good considering the size of the City.

Action Item 2.1 Create more green space throughout University Park, adding to the City's charm and giving the City a more environmentally friendly look and feel.

Description: Identifying the areas beyond the current parks system where green space (trees, grass, flower beds and even hanging flower baskets) could be added. Those improvements would be ranked by value-added versus the cost to install.

Example: One solution could be a study that would

consider a green boulevard divider for Hillcrest between Mockingbird and University, which would help to soften and beautify the buffer between SMU and University Park.

Timeframe (short, medium, long): Short

Action Item 2.2 Establish a leash-free dog park.



Description: University Park does not currently have a leash-free dog park. To create a dog park the City should explore a few options:

- A dog park in a section of one of the City's larger parks
- Acquisition of property on vacant land inside University Park that could be dedicated to a dog park
- Partnership with a local business to use private property as a public leash-free dog park

Background: City staff has noted that this process would need to generate public support that would be ample and lasting. The placement of the dog park will be critical to its success and the support it receives from the community due to several factors such as size required, foot traffic, and noise. However, dog parks can be great meeting places and help to build a real sense of community among residents of the City.

Examples: There are good examples throughout the surrounding area that can be modeled. For a public example, Dallas's Bluff View Park has recently undergone renovations to separate the children's playground from the dog park, allowing dogs to run around in a fenced area without a leash. On the private side, the Credit Union of Texas on Ross Avenue in Dallas, created a privately owned leash-free dog park open to the public; University Park can use either model as a way to add leash-free parks to the community.

Timeframe (short, medium, long): Long

Action Item 2.3 Adding indoor sports recreation through community partnerships.

Description: University Park should explore creating interlocal agreements between private athletic facilities and University Park on a beneficial basis, that will increase the amount of recreational spaces available for University Park residents.

Background: University Park has numerous private indoor athletic facilities located across the City. Indoor recreation is one area that is lacking in the University Park parks facilities.

Examples: Similar existing agreements exist between HPISD and SMU, and these agreements could be used as a model for structuring future agreements with private entities.

Timeframe (short, medium, long): Short

Action Item 2.4 Facilitate indoor/outdoor community engagement programming through coordination with parks, the library, and other departments.

Description: University Park should explore creating programs that bolster the emotional health of the community. Ideally, this would include programs for community members of all ages and abilities.

Background: The COVID pandemic has exacerbated underlying emotional health issues in children, adolescents and adults. University Park could utilize public parks to offer group activities and exercises that would benefit the emotional health of our community. While it is something that University Park already does through library initiatives, there is an opportunity for broader cultural programming and using these events as community-building and place-making tools. The demographics of University Park have shifted in the last few decades, moving from over 90% white to 80% white with a rising Hispanic and Asian population giving the City an opportunity to integrate more diverse programming to embrace the entire community.

Examples: Many cities in the area have a position designated for managing public events. It can be accomplished through the Parks Department, a facility similar to the Eisemann Center like in Richardson, or coordinated through a Special Events Department that is created for this specific purpose. A number of cities in the area such as Frisco, Plano, Richardson, and Addison have facilities and staff dedicated to producing large and small community events on a monthly basis. The scale of events dictates how much staffing is needed and whether they need to be just dedicated to that function. The Texas Festival and Events Association would be a good resource

for University Park to access before determining how the City would like to organize this effort.

Timeframe (short, medium, long): Short

Action Item 2.5 Create a parks, open space, and trails master plan and make a commitment to update the plan at least every 10 years.

Description: This plan should address the current needs of the University Park park system and its future growth, also the desired amount of open space set aside throughout residential and commercial uses, and creating/ maintaining trails throughout University Park that are easily used by the community. University Park should also make a commitment to update this plan at least every ten years to ensure the long term sustainability of its parks system.

Background: This would address the needs of park space and open space throughout the community, and the University Park Trail System at a more detailed level. Because of University Park's size, all of these action items can be achieved in one document. To keep up with industry standards, this plan should be revisited at least once a decade.

Timeframe (short, medium, long): Medium

3. 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.

Description: Public spaces around retail spaces should be invested in to improve walkability and create green space. Utilizing design, city policy, and community programming can help retail areas feel connected to their surrounding neighborhoods. Creating guidelines for commercial and multifamily compatibility can help developers understand what University Park wants for their community while creating their plans for development.

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. Both the concept plans for Miracle Mile and Snider Plaza (Appendix XIV) showcase innovative design standards to make both retail areas more visually appealing and incorporated into the



neighborhood. Similar design standards can be created for other retail in University Park

Timeframe (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.



Examples of non-articulated (top) and articulated (bottom) facades.

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.

Timeframe (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 facade articulation options for the front of single-family homes. This means all four sides of the building could be a flat plane with no facade articulations. 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. See Appendix IV for more examples.

Timeframe (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 stories could be done through a concept called “Story Worth,” where an individual is sent a question each week and then the answers are all compiled to help form the historical narrative. This could be done through the City’s website and social media platforms. An oral history project, interviewing people, and recording those stories would also put a face and a voice to the story, making it more impactful.

Background: Incorporated in 1924, University Park has more than 100 years of history that needs to be better promoted and acknowledged. After the collection of the historical information is complete, it could be used to create publications, historical trail maps, and may even prompt the creation of historical markers to acknowledge the location of a particular historic event in the city’s history. Exhibits at the University Park library could be created to help future generations learn about the history of the City.

Examples: The City already has a collection of “brown books” on display at the Library and accessible online, which has original building permit data including footprint, cost, and photo of the completed building.

Timeframe (short, medium, long): Short

5. Utilize Best Practices for Utilities

The infrastructure of utilities throughout University Park initially does not seem like a contributor to the sense of place. However, their framework helps support and create that overall place and they do have a visual impact on the way a place is perceived.

Action Item 5.1 Explore opportunities to bury utility lines (where feasible).

Description: Overhead utilities are unsightly, susceptible to breakage due to weather, and create a safety hazard if and when they break. Burying them would not be possible everywhere in University Park, due to lack of Right-Of-Way width, which particularly applies to residential areas, where utilities go through the existing alleys. There are a lot of utilities that would be competing for space in a limited area and many of those utilities have specific setback requirements.

Background: It would be very costly to do this as a standalone project, other communities have estimated

that it can cost anywhere from \$1 million to \$3 million per mile depending on the geography and population density. A more cost-effective approach would be to do this as part of larger construction projects as they come online that are requiring new utility services, as opposed to simply taking any existing utilities underground. This action item will require analysis and planning to determine where this would be possible considering both physical and financial limitations.

Examples: As roadways are reconstructed, the City can explore the opportunity to underground existing utilities as part of the larger construction project.

Timeframe (short, medium, long): Long

6. Create Connections with Nearby Educational Institutions

The education of a city’s residency plays an important role in its sense of place. It brings to the forefront the ability to engage residents and increase awareness of current practices and trends that will benefit the residents and property owners alike, thereby opening dialogue to ongoing change and feedback. The city’s residents are just as important as stewards of the environment as are the city’s departments.



Action Item 6.1 Develop programs that encourage shared facilities and resources between SMU, HPISD, City of University Park, and residents.

Description: Identify facilities that could be shared and/or joint programs to share resources. A framework would need to be put in place to develop and implement the programs as they are identified. This can be done through a committee or entity responsible for such programs, examples being: the Arts Council, Research Consortium, Office of Community Affairs, and various types of foundations.

Background: University Park has an abundance of

facilities though schools and the university that could be better utilized to serve various public needs.

Examples: Below are several ideas of how the City can encourage shared facilities and resources:

- Establish program similar to The Lab School in Austin, allowing SMU education students to come into HPISD classrooms for observation.
- Establish more formalized city/university center or institute to facilitate research/joint study of local issues and generally provide a platform for additional partnership opportunities between entities.
- Create a framework, like a master neighborhood calendar, for cross communication to highlight important event,
- Explore programs to highlight the arts at SMU and HPISD and bring them to the community, such as concerts in the parks

Timeframe (short, medium, long): Short

Action Item 6.2 Make SMU “Our University” campaign.

Description: An “Our University” campaign would connect the residents of University Park with SMU students & faculty through local programs and events. A process of realizing this goal could be done through communication and/or partnership with SMU to develop these events and establish leadership programs.

Examples: Rice University has a connection with its surrounding Houston Community that could be a benchmark for University Park. Named “Rice in the Community,” the program allows for students to conduct research projects and build community engagement programs around the neighborhood, while residents are allowed to access continuing education courses at the University. University Park can build this into leadership programs, surrogate family program for SMU freshman who are away from home, community lecture series for students and residents, and other ideas to build connections between SMU and University Park.

Timeframe (short, medium, long): Medium

7. Increase Investment in Programs to Protect University Park Residents

Whether a community is viewed as safe has a tremendous impact on its sense of place. It impacts who wants to live in the area and to some degree also impacts the economic value of the community. University Park is viewed by most as a safe place, but updates will be needed to ensure that is maintained as such over time.

Action Item 7.1 Maintain a competitive advantage on staff compensation amongst comparable cities.

Description: To ensure that University Park is retaining the talented City Staff that it currently has and then further attracting the best talent for open positions. This will require an annual to a bi-annual review of compensation packages against the competition.

Timeframe (short, medium, long): Medium

Action Item 7.2 Update security protocols for all public facilities to ensure safety while maintaining a welcoming atmosphere.

Description: Update security protocols for all public facilities to ensure University Park stays ready for potential threats without damaging the City’s welcoming appeal.

Background: Security concerns are likely to increase in the future, requiring that public facilities must be secured for long-term future use without hindering the interaction with the public. Maintaining this sense of safety and community in University Park facilities is consistent with the overall goals of the Master Plan.

Timeframe (short, medium, long): Medium

Action Item 7.3 Increase the participation of the City’s Direct Alarm program.

Description: This action item is focused on increasing the percentage of households that participate in the Direct Alarm program from approximately 67% to 80% in the next year. For new construction, the goal would be to get 100% participation. This will need to be implemented gradually to ensure the technology needed is in place to support growth.

Background: One important thing to note is that as subscribers increase so does the liability of the City

with its Direct Alarm services.

Timeframe (short, medium, long): Short

Action Item 7.4 Increase City personnel to focus on mitigating the devastating effects of substance abuse in University Park.

Description: Provide education/interaction/monitoring within the schools, which could potentially be done in conjunction with the existing DARE program. City personnel should conduct investigations into infractions to find the root cause, and coordinate with their peers within local law enforcement agencies as necessity prevails, keeping in mind state and city laws are adhered to.

Examples: There is also the potential to explore collaboration with Dallas County and other jurisdictions to develop partner programs or take advantage of existing programs.

Timeframe (short, medium, long): Short

Action Item 7.5 CPR training for residents by police and fire personnel.

Description: Providing CPR training for University Park residents can be a valuable community-building activity while also providing training that will save lives. This should be arranged through HPISD schools continuing education programs so that Police and Fire instructors are only needed to show up to the classes and teach, not coordinate the entire program. There could be a sponsored opportunity with the YMCA and local churches to help with the publicity of the program.

Timeframe (short, medium, long): Short

Action Item 7.6 Create publicity presentations and other policies for Police and Fire recruitment.

Description: This program will help ensure that University Park is acquiring the best talent for its Police and Fire Departments. There are a variety of tools that can be used to accomplish this: targeted recruitment activities, social media campaigns, printed publications, presentations at conferences, and marketing videos accompanying an open position announcement. This will require a creative marketing approach and identifying the advantages of University Park to prospective Police and Fire employees.

Background: Services like police and fire have

always been in high regard in University Park.

Maintaining quality employees is critical to the communities trust in its public safety officials.

Attracting and retaining quality employees needs to be an active step in this plan, to ensure that there is no decline in service.

Timeframe (short, medium, long): Short

Action Item 7.7 Increase opportunities for police and fire personnel to engage with residents.

Description: The city can implement a community crime watch program, hold block parties with Police and Fire departments attending as guests, amongst other things to help Police and Fire personnel engage with the community at large. Other options beyond the block parties could be a fingerprint program for kids at the local grade school, and having Police and Fire members attend and participate in the annual fishing tournament at Caruth Park.

Background: This can be a community-building activity, allowing residents the opportunity to get to know the neighborhood as well as those members of Police and Fire that serve the community. This can also create a relationship of trust between community members and their local Police and Fire members.

Timeframe (short, medium, long): Short

Theme 2



Assuring Connectivity

University Park, primarily platted before World War II, has a walkable neighborhood pattern and embodies many timeless planning and design principles. In the latter half of the 20th century, many communities in North Texas were built in an auto-centric pattern. However, the last couple of decades has seen a revision towards walkable patterns, sometimes at great expense. This puts University Park at an advantage because as the Theme implies, University Park is not having to create connectivity where it does not exist but rather assure that it continues.

The physical pattern of the City is a primary driver of the robust property values in University Park over the past century. In fact, University Park has

the highest population density of any city in Texas with a population of over 20,000 (6,716 people per sq mi.). This efficient pattern allows for a cost-effective approach to achieve many of the goals and action items in this plan, especially in this theme. By having more people and a tax base per acre and per linear foot of infrastructure it allows for higher-quality infrastructure and lower expenses.

By saying “Assuring Connectivity,” we are discussing how the residents of University Park will perpetuate their quality of life through quality open spaces, a walkable built environment, and allow the City to be well-positioned to evolve with new technologies that will further unlock an increased quality of life.

Assuring Connectivity: Plan Goals and Action Items

1. Update Traffic Management Techniques to Reduce Congestion

University Park currently has high-quality streets and a good system in place for assessing where the greatest needs are and how to address them. These existing successes can be built upon by improving communication with residents as well as ensuring that when improvements are made, they are done so in a way that is responsive to the latest technology and designed in a way that is pedestrian-friendly. The current system of resurfacing and complete replacement of streets is based on a bi-annual street condition survey. This system is having success, however, there may be ways to coordinate even closer with the Mile-Per-Year utility replacement and layer in pedestrian improvements where needed.

Action Item 1.1 Update traffic management techniques and devices.

Description: This action item is aimed at addressing traffic calming and pedestrian-friendly options in a holistic manner. Also, to maintain the great traffic systems that University Park already possesses.

Background: The Centennial Master Plan Steering Committee and the planning team heard from citizens concerns about less than desirable traffic signal timing which is currently designed to maintain flow on main arteries unless traffic approaches from a cross-street. Better timed signals could ensure flow on both the arterials as well as stacking on neighborhood streets.

Examples:

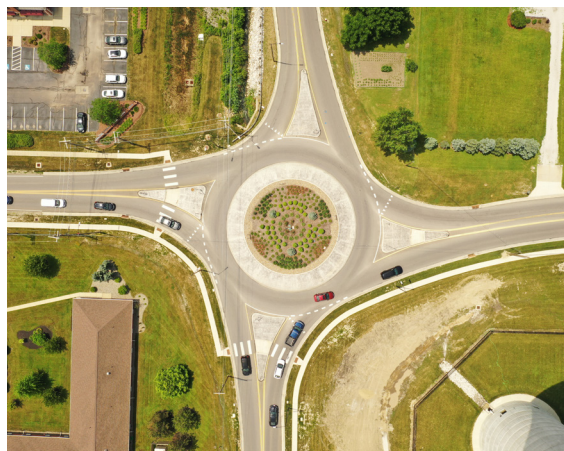
- Improving software technology to monitor traffic flow and coordination with signal timing.
- Integrated smartphone app to apprise residents of traffic issues.
- Future street design should consider compatibility with self-driving vehicle technology.

Timeframe (short, medium, long): Medium

Action Item 1.2 Select one to three intersections for a model program to test the viability and effectiveness of roundabouts at appropriate intersections in University Park, with the goal of reducing congestion and improving traffic flow.

Description: Roundabouts are excellent at maintaining traffic flow and although they slow traffic, by design, they do not stop traffic. Therefore, careful consideration needs to be made for pedestrian accommodation. This is done by providing pedestrian refuge at crossing points and/or placing intersections where there isn't the need for pedestrian crossing (or pedestrians crossing have more desirable alternate routes).

Background: Non-conventional roundabouts and neighborhood traffic circles are useful tools to address certain traffic issues. The US Department of Transportation research, as well as the research and experience of cities like University Park, indicate that traffic roundabouts are an ideal method of improving traffic flow. Some other benefits to roundabouts include center island planting and beautification and improved air quality as vehicles are no longer idling and off-gassing waiting at



Aerial view of roundabout in Carmel, Indiana. Credit: American StructurePoint (see more examples in Appendix V)

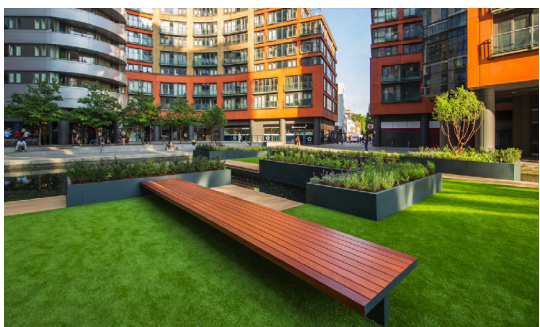
intersections.

Examples: Some peer city examples where these intersections have been extensively used is Carmel, Indiana. The city has been aggressive about using roundabouts on both major streets and smaller, neighborhood streets; and has incorporated roundabouts into its pedestrian and bike planning. Another local example of place-making roundabouts is Addison Circle. The NACTO Urban Street Design Guide is a good resource for detailed intersection design and criteria for selected appropriate intersections.

Timeframe (short, medium, long): Medium

2. Designate More Areas in University Park for Greenspace

University Park is essentially built out as a city and as such the amount of existing open space is what will likely remain in a conventional sense. However, there may be incremental and creative solutions to add to that open space network. The existing street grid of University Park also lends itself to intuitive connections between parks. When the street grid is interrupted, it is often due to a natural feature – Turtle Creek. These variations in the grid have been used for pocket parks and there may be more opportunities for this.



repurposed into public greenspace.

Description: University Park should explore expanding and linking green spaces from park to park to create a more integrated and connected open space network in the City. This action item should be created in conjunction with pedestrian and bicycle mobility discussed in Goal 3 of Assuring Connectivity.

Background: One way of better connecting existing parks is looking for unconventional ways to add to the

parks system. This likely would not take the form of property acquisition or dedication, as may occur in new cities that are still growing. Rather the opportunity may lie in looking at areas of public ROW that are duplicative or unnecessary to serve a transportation function. For example, where Turtle Creek Blvd breaks up the grid at Dickens and Hanover, a wonderful triangle pocket green is created. There may be other such opportunities, including along Dublin Street.

Example: One local example of a total street removal, replaced with a park is the Jefferson-12th Connector Open Space in Oak Cliff.

Timeframe (short, medium, long): Short

Action Item 2.2 Consider strategies to decrease impermeable surfaces and increase on-site water retention.

Description: Focusing on resident stormwater management, the purpose of this action item is to control run-off from residential properties to lessen stormwater surges. This may also involve zoning changes.

Background: If homes are built to existing zoning standards there is not much that can be done to lessen the percentage of impervious cover of the home itself but there are several strategies to mitigate the effects of that impervious cover. These strategies are for illustrative purposes only and have not been vetted for their feasibility in University Park, more analysis needs to occur to determine what strategies fit the feel of the city.

- Rain Gardens. On-site rain gardens are low areas within a yard or landscaping that absorb and filter rainwater runoff that comes from roofs, sidewalks, and driveways. Rain runs off the hard surfaces, collects in the shallow depression, and slowly soaks into the soil. Rain Gardens can be planted with native plants and grasses to be aesthetic features rather than serve a purely utilitarian purpose.
- Trees. Encouraging the use of street trees and yard trees to help in the uptake of rainwater. It may not seem like trees can make a substantial impact with stormwater runoff, but some estimates show that urban trees can reduce runoff up to 7%, not only through the water the trees absorb through

their roots and store within their structures but also through rainwater that is held in the canopy and is slowly released or evaporates (source: Arbor Day foundation 2007).

- Rainwater Harvesting. Residential rain cisterns and below ground storage tanks can be connected to existing or easy to install gutter systems to not only help reduce runoff, especially peak flow, but also serve as an onsite irrigation source to reduce the use of potable water.

If there is an appetite for changing existing zoning standards, here are some examples that would require revising the City's zoning ordinance:

- Limited Impervious Flatwork. Strategies such as prohibiting certain driveway types, such as circular drives, that require more surface area than conventional driveways, especially in cases where sufficient onsite alley driveway parking exists may be a strategy requiring zoning changes. A subset of this strategy may be allowing circular drives but requiring them to be made of permeable pavement, pavers, or similar material. See example below.
- Lessen Building Footprint. There are other strategies such as requiring a lower

percentage of lot coverage or trading a smaller building footprint for increased height allowance. There may be less appetite for these types of zoning changes but may be worth exploring this idea again.

Examples: A similarly situated city like Rollingwood, Texas has implemented residential stormwater detention standards which often necessitate on-site mitigation. In addition, the City of Austin has many resources for residential scaled rain gardens and rainwater harvesting systems.

Timeframe (short, medium, long): Medium

3. Promote Pedestrian and Bicycle Mobility Throughout University Park

University Park boasts quality and well-distributed parks. Given the built-out nature of the City, significant new parkland isn't feasible in a conventional sense. However, the existing park system can be better leveraged by creating physical and wayfinding connections between parks, therefore creating a more functional overall system. Good planning practice is to ensure parks or open spaces are within a quarter-mile of any residence. Through previous thoughtful planning and investment, this convention is recognized in University Park. The existing street grid of University Park also lends itself to intuitive connections between parks. Given the fact



that the City is fully built out and that ROW is already allocated, attention does not need to be given to creating better street connectivity but perhaps looking at if there are gaps in the sidewalk network and filling those gaps. In areas where there is good sidewalk connectivity, more can be done to make pedestrians feel safer, widening sidewalks, providing landscape buffers, slowing down traffic, etc. For biking, this active transportation plan could expand on the system of designated bike routes to provide more signage and protection in the travel lanes, especially at intersections.

Action Item 3.1 Improve wayfinding for University Park's park system.

Description: It is this plan's recommendation to improve the wayfinding of the park system by signage that indicates the nearest other parks, so that visitors would be more aware that any given park is only a piece of a larger system. It would be helpful for visitors to know about all parks in University Park when they are visiting any individual park area. In addition, maps of the overall park system, and perhaps connections to open space outside city limits, may be provided to further enhance the concept of a larger open space network.

Background: The nature of the streets that connect the parks should act as extensions of the parks themselves, especially the direct connections between parks. Fortunately, most of the streets in University Park are streets with quality sidewalks and street trees. However, when improvements are planned for these park connector streets special attention should be given to the street trees and landscaping in the ROW. Planning and thought should be given to opportunities to enhance the sidewalks and wayfinding of these streets. The concept of streets connecting open space, being sized appropriate to the context, and making streets pedestrian-scaled is known as complete streets.

Timeframe (short, medium, long): Medium

Action Item 3.2 Implement an active transportation plan to explore ways to increase the walk score and bike score of University Park.

Description: The focus of this active transportation plan would be on walking and biking, but improvements benefit users of all types including



people using strollers, runners, children, people in wheelchairs, and even drivers, as slowing down traffic on neighborhood streets makes for a safer and more pleasant environment for everyone.

Background: Walk Scores and Bike Scores are often used as a measure of how pleasant a place to be is. Even if one does not walk or bike as a primary mode of transportation in their neighborhood, they can intuitively understand how places that are more pleasant to be as a pedestrian are often more visually attractive and are quality places to spend time in. "Walk Score" or "Bike Score" is one organization's way of quantifying how easy and pleasant it is to move around that area as a pedestrian, and if there are amenities worth walking or biking to.

In terms of safety, University Park has historically been a safe space for pedestrians and bicyclists, according to the University Park Police Department, they have responded to 112 bike/pedestrian accidents over the last decade. With only nine of those cases being significant enough to fill out a state accident report. In comparison to the rest of the county, University Park ranks above average in the area according to NCTCOG with the highest concentration of bike/ped accidents



being 11 crashes per mile between 2016 and 2020. Central Dallas has a rate of over 150 bike/ped per square mile in some places over the same time period. Walk and bike scores are important because as infrastructure is put in place more residents may choose bike and pedestrian modes of travel.

For reference, the Walk Score overall for University Park is 61 and the Bike Score is 59 (on a scale of 0-100). The score is calculated using several inputs including connectivity, topography, distance to retail, restaurants, and daily needs. As one may assume the places of the City with the highest score are near SMU and the retail on Lovers Lane near the Dallas North Tollway. The goal is to implement an active transportation plan that would look at ways to increase this score while continuing to incorporate safety measures to protect residents as they walk and bike.

Examples: Many cities have implemented active transportation plans that outline steps that often can be combined with other infrastructure work, to make incremental improvements to the overall network. A local example of this is the City of Fort Worth which has an Active Transportation Plan that analyzes how the city could add more

pedestrians and cyclists. This plan builds on other transportation plans in the City.

Timeframe (short, medium, long): Medium

4. Use Innovative Strategies to Improve Parking in Residential and Commercial Areas

Commercial and residential parking issues have consistently been a major discussion point for residents through the public engagement and plan development period. To address parking, looking holistically at street design, congestion, traffic management, walkability, etc, impacts the need and accessibility of parking in commercial and residential areas. Through the theme of Assuring Connectivity, the plan addresses many avenues that will have a positive impact on parking but in this goal the plan specifically calls on the City to address parking. Because of the many factors that impact parking it is difficult to address in a high-level comprehensive plan and needs more detailed attention to design and awareness of University Park context to be effective. To fully address the needs of the community a more in-depth study is necessary to understand what parking solutions work best for University Park.

Action Item 4.1 Research and implement a multi-faceted approach to addressing residential and commercial parking using future-focused technology and methodologies.

Description: This action item approaches all parking concerns in residential and commercial spaces. Parking issues are multifaceted and should be addressed with a holistic strategy. Multiple forms of technology can be integrated together to leverage the overall convenience for users and provide valuable insights into parking trends and patterns. All strategies should investigate parking requirements, analyze the future need for more parking, and innovative parking technology.

Examples: The following examples are ideas that can be vetted further for use in University Park, but are best practices that can be used to mitigate parking issues in the City.

Commercial examples:

- Curb Management/Smart Zones. With the proliferation of ride-hailing and delivery services, curb space has become an

increasingly valuable asset for cities. Smart zones are designated areas along the curb that are set aside for commercial loading and unloading. Some can be reserved in advance through the use of an app for the precise amount of time that is required. These designated drop-off zones help cut down on traffic congestion that results when delivery or service drivers are unable to find curb space and are forced to stop in the street. Smart zones are also able to provide a steady source of data and revenue for the use of the curb. An example of this is the City of Omaha who partnered with curb management platform Coord to create a series of smart zones in the downtown area.

- **Parking Guidance Systems.** Parking Guidance Systems utilize different types of sensor-based technology to count and display the number of spaces that are open or occupied. Systems can use cameras or ultrasonic images to sense if a car is sitting in a parking space. Color-coded lights mounted above the spots indicate availability status and parking type. This information is then used to determine the number of open spaces by row or floor in real-time, which can be displayed on signage. These systems allow for a more convenient experience for drivers. A local example of this technology in place is DFW International Airport, where parking guidance systems are fully integrated in Terminals A and D.
- **Mobile payments.** Mobile payment platforms allow visitors to pay for their parking spots using their mobile devices. Mobile payment options have a range of benefits such as making payment more convenient, encouraging compliance with existing parking policy, and reducing costs on physical equipment. Mobile platforms can also be used to locate and reserve available spots in advance or integrate payment for multiple forms of transportation. This system has been implemented in Dallas, who selected Park Mobile as their mobile payment provider for the city. Customers can use the mobile

app, internet, or a toll-free number to pay for parking at approximately 4,500 street spaces throughout Dallas.

- **Demand-based pricing.** Demand-based pricing, also known as performance-based pricing, increases the price for parking when the demand is high and decreases price when demand is low. Other criteria include the day, time, and location. Parking rates should result in 85% spot occupancy, or one to two spaces to be available per block. Demand-based parking can help reduce traffic congestion from vehicles circling in search of a spot and increase turnover in areas with high demand, allowing businesses to handle more guests. Data collection technology can display trends and patterns to inform the strategy moving forward. Demand-based pricing was used to address the parking problems along W. 7th Street; the City of Fort Worth installed new parking meters with varying fees based on the time of day.

Resident parking example:

- **Residential Parking Permits.** Residential Parking Permits are designed to protect neighborhood parking by limiting its use to residents in a certain area. Permits can be implemented by limiting the amount of permits per household or restricting what types of households can apply for permits. University Park already uses permits for specific areas such as the high school, SMU, and the YMCA. This specific use of permits can be expanded to meet the needs of other areas around the City and help improve residential parking issues.
- **Off-Street Parking Requirements.** Off-street parking requirements set a minimum standard of parking spaces to be created before any new certificate of occupancy or building permit can be issued. Off-street parking refers to creating the minimum standard of parking spaces anywhere but on a street. Minimum standards of off-street parking are usually determined by intensity use, meaning multi-family housing would likely have a higher off-street parking standard than single-family housing. This requirement can help University Park decrease the amount of street parking and could also

decrease traffic congestion in residential areas.

Timeframe (short, medium, long): Long

5. Prioritize Maintenance of University Park's Utility Network

One of the more popular City initiatives that we heard from residents was the Mile-Per-Year utility replacement program. Typically, there isn't excitement about utility replacements but the systematic way that the city has inspected, mapped, and prioritized replacement of the sanitary sewer system has shown success. There is an opportunity to tightly coordinate street and alley improvements with this utility work.

Action Item 5.1 Maintain maintenance of water and sewer systems through continuing existing programs.

Description: The continued replacement of aging infrastructure through the Mile-Per-Year program should continue to be a City funding priority.

Background: Just as with street reconstruction work, there is the opportunity to enhance communication with residents on where and when improvements are to be made. An app could be used to convey this information as well as more conventional means such as on the City website with maps showing replacements made and the upcoming replacement schedule.

Timeframe (short, medium, long): Short

6. Use Regional, State, and Federal Programs to Increase Funding for Transportation Issues

In order to meet the future demand of traffic issues in University Park and the surrounding region, the City should use all funding sources available to address its needs. The City should be consistently looking for funding that can be used to complete some of the transportation issues raised in this plan and other projects that address transportation.

Action Item 6.1 Consider any major project for submission for funding by county, regional, state, and federal entities.

Description: Consider major projects that could be eligible for funding throughout Dallas County; also regional, state, and national entities that fund

transportation projects for cities such as University Park. University Park can benefit from funding made available through the county as a way to mitigate costs for major projects.

Examples: Dallas County allocates a portion of the property taxes it collects each year to a program to fund capital projects based on submissions by various governmental agencies in the County. Highland Park received \$2,751,000 for the reconstruction of Preston Road from Armstrong Parkway to Mockingbird Lane. The project was selected in 2014 and funds were disbursed from 2018 to 2020. The City of Dallas was awarded \$2,300,000 to connect the Northaven Trail to the White Rock Creek Trail.

Timeframe (short, medium, long): Long

Action Item 6.2 Apply for funding to improve/replace non-ADA-accessible sidewalk ramps.

Description: Accessibility should be placed at the forefront of design considerations, since pedestrians of all ages and abilities benefit from safe, accommodating infrastructure.

Background: The current University Park improvement/replacement process is timed by other projects; an estimated 15-20% of intersections do not have ramps, and the new federal requirement to develop a plan to complete. Under Title III of the ADA, government entities employing more than 50 people are required to complete an ADA self-evaluation and develop a transition plan to schedule the removal of the barriers uncovered by the self-evaluation process. The transition plan will become a working document until all barriers have been addressed.

Examples: DART, Dallas Area Rapid Transit, Metro has programs for funding traffic signal and sidewalk replacement that University Park can apply to for funding.

Timeframe (short, medium, long): Medium

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 Master 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 residents 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 innovative 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 residents 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.

Innovative Governance: Plan Goals and Action Items

1. Diversification of Revenues

Fluctuations in economic conditions and changes in the legislative and political landscape at the state level results in a need for heightened degrees of innovation. The most important issue that will affect governance in the future is state legislation that caps how much a municipality can raise its property tax rate. This cap means that municipalities will have less control over how much money they generate for the foreseeable future. City governments have to be more adaptive and creative about their operations and how they fund them. Various ideas are included in this report to cause the City to become less dependent on the property tax to finance the city's operations.

Action Item 1.1 Create a "City Fund for Excellence" to allow for funding on targeted projects or departments in the City.

Description: This master plan recommends the City create one foundation to address all of its needs. One civic foundation or a "City Fund for Excellence" would be responsible for collecting all donations for a variety of municipal projects.

Background: The civic foundation would allow for the community to privately fund projects that would otherwise have to wait until municipal funding became available. The foundation would be a separate independent 501c3 organization with a board made up of University Park residents, the business community, and the municipal organization. The board would be appointed by the Mayor and City Council.

Examples: The City of Kalamazoo, Michigan has a fund called the Foundation for Excellence (FFE) that funds ambitious projects with the aim to inspire their community. The fund has an independent board with

city representatives on it. It has been very successful at funding projects and programs in Kalamazoo. The Foundation has \$500 million (spring 2022).

Timeframe (short, medium, long): Short

Action Item 1.2 Form a Chamber of Commerce and Economic Development Corporation.

Description: Utilize common city organizations to help bolster businesses and entrepreneurs that currently operate or will operate within University Park and create a healthy business environment. This action item will help businesses in University Park cultivate an organized response, assist in recruiting businesses to the area, help retain businesses already in the City, promote entrepreneurship, build for the digital age of business, and organize resources/funding opportunities. Working on Snider Plaza and Miracle Mile projects could be a starting point for either a Chamber of Commerce or Economic Development Corporation.

Background: University Park is in need of institutions that are solely committed to the economic health and growth of the University Park Business Community. A Chamber of Commerce would be a benefit to business owners within the City, having a centralized place to advocate for business-friendly policies, programs, etc. An Economic Development Corporation would help the city create policies and practices that are pro-business and also plan for the economic health of the City long-term.

Examples: Frisco, Plano, Grand Prairie and Carrollton have very active Economic Development Departments that University Park could learn from and they are also involved in Chambers of Commerce that are successful. These communities have specialized in commercial

economic growth and while University Park is different there are lessons to learn from these communities successes. The North Dallas Chamber would be a good model to study. There are likely many business memberships and it is the size of the chamber that would be more appropriate for University Park. It is not uncommon for a business to belong to more than one Chamber of Commerce.

Timeframe (short, medium, long): Medium

Action Item 1.3 Create a new community program to coincide with public improvements that seek to revitalize existing retail centers.

Description: A new community program will promote existing businesses while attracting new businesses that help the overall performance of retail centers, providing opportunities within the community that provide value to donors and add to the unique character of the community. A successful program will result in increased sales tax and mixed beverage revenue while creating a strong sense of place for the community. This could be an activity carried out by the creation of a Chamber of Commerce/Economic Development Board, as suggested in Action Item 1.2 of Innovative Governance.

Examples: The City of Garland conducts an annual business expo to showcase existing businesses in their community, introduce new businesses to the area, and attract potential businesses from other areas. This expo can take place indoors or outdoors in one of the retail areas to drive demand for businesses and involve residents/patrons while making the event a fun family evening.

Timeframe (short, medium, long): Medium

2. Increase Resident Involvement in Governmental Decisions

Another major strength that University Park possesses to defend against legislative changes is its active and engaged residents. There are many programs and opportunities that cannot be handled reasonably by the City government. In those spaces delegating responsibility to groups of engaged and informed residents can increase the number of programs run by University Park. A healthy number of resident committees/organizations will be naturally more responsive to social and economic constraints as they change over the years.



Action Item 2.1 Create a volunteer corps.

Description: Similar to volunteer fire departments, police reserves, Red Cross, Baptist Men, etc. The concept is to recruit, train and retain a group of resident volunteers to assist University Park public safety personnel in case of severe weather events and/or other natural or manmade disasters.

Background: Volunteer programs in cities are usually managed by someone in the HR department and they serve every department. Volunteers assist in answering phones in departments, working in the library, assisting in municipal court with records and court days, park and roadway cleanups, special events and celebrations, assisting with town meetings, assisting residents (elderly, young, infirm, etc.) during times of crisis, e.g. recent freezing weather events, and resident on patrol programs. The central control of a volunteer program allows the city to track people's volunteer participation and institute programs to acknowledge and



celebrate their involvement.

Timeframe (short, medium, long): Short

Action Item 2.2 Create a resident committee that would advocate for private and public art and its placement throughout the City of University Park.

Description: Creating a program that encourages the placement of art and sculpture that can be enjoyed by people on both private and public properties will add to the built environment of University Park.

Background: A city of University Park's maturity and culture should aspire to great things that take it to the next level. The arts are one of those markers.

Examples: Carmel, Indiana, funds statues throughout town and funds an art district with the help of a robust art grant program.

The Addison Arbor Foundation was started as an independent 501c3 organization to promote the planting and protection of trees in Addison. Their mission has changed over the years to include the

management of the community garden where residents can rent a plot and plant your own vegetables and a community public art program. In 2021, they placed their 19th piece of public art in the town and they manage and maintain the collection that is valued at over two million dollars. This kind of effort could be organized under the University Park Municipal Fund for Excellence (see Innovative Governance, Action Item 1.1) and could have a specific group of people overseeing the public art function.

Timeframe (short, medium, long): Short

Action Item 2.3 Create a standing resident Sustainability Advisory Board.

Description: The City Council should create a new resident advisory board dealing with sustainability.

Background: A Sustainability Advisory Board would be tasked with advising the Governing Body of University Park, acting as the voice of the residents of University Park. This board should advise City council, City staff, and other City organizations on environmental issues that affect the

City. The board should have a City staff member liaison assigned to them.

Examples: Irving, Texas has a similar concept called the Green Advisory Board that has been responsible for suggesting programs and policies keeping Irving sustainable for years to come.

Timeframe (short, medium, long): Short

Action Item 2.4 Create an awareness campaign to educate residents on how to incorporate techniques and materials that will maintain a healthy stormwater system.

Description: The purpose of this action item is to explain how permeable driveways and reduction of grass clippings in the street by yard services can improve the health of the City's stormwater system.

Background: Permeable pavements help reestablish a more natural hydrologic balance and reduce runoff volume by trapping and slowly releasing precipitation into the ground instead of allowing it to flow into storm drains and out to receiving waters as effluent. Trash and yard clippings contribute to clogged drains, reducing the amount of water that can safely enter the stormwater system.

Timeframe (short, medium, long): Medium

3. Increase Collaboration with Other Governmental Entities

An important way to build resilience into University Park's governance is the strong relationships it builds with other governmental institutions. From sharing utilities, meeting space, fields, school facilities, auditoriums, etc., these are important relationships that will allow University Park residents to benefit from resources outside of University Park.

Action Item 3.1 Develop a framework for communication between SMU, HPISD, and the City.

Description: This framework would allow for cross communication on media outlets for all entities. This would serve to inform the residents of this community on local events.

Background: The tools to communicate between SMU, HPISD, and the City are already in place. A framework would provide the community with information on current events in the neighborhood.

Examples: Master neighborhood calendar, social media, cross communications through the Arbor, HPISD E-blast, SMU events newsletter or link, Daily Campus student newspaper, and other SMU platforms. In addition, explore a PTA position at each HPISD campus for HPISD/SMU/Community Liaison.

Timeframe (short, medium, long): Medium

Action Item 3.2 Maintain water supply by upgrading interconnection metering so the City of Dallas System can supply water to University Park in an emergency.

Description: In order to maintain a backup water supply with the City of Dallas, University Park can upgrade its interconnection metering to be sure that interconnection processes and technical issues match that of Dallas for efficient delivery of water.

Background: Emergency interconnection with the City of Dallas was put in place in 2011. During the February 2021 freeze, the interconnection metering was found to be inadequate to serve the City in its entirety.

Timeframe (short, medium, long): Long

Action Item 3.3 Affirm long-term legal water rights with Highland Park and The Park Cities Municipal Utilities District (PCMUD).

Description: Ensure adequate water supply for the City based on water rights from Lake Grapevine.

Background: The current contract for water rights is based on a 2004 agreement. The City can review the document to be sure it still protects University Park for the long term.

Timeframe (short, medium, long): Long

4. Continue/Enhance Existing City Department Operations

The Centennial Master Plan process identified several ongoing municipal projects that were considered vital to maintain. These ongoing projects/operations are a necessary part of the plan as each project is either not yet at its completion date, but still a priority for University Park or needs small changes in how they are currently being implemented to best suit University Park's needs. The Centennial Master Plan Steering Committee deemed it necessary to reiterate a few of the projects/operations that should be acknowledged as continually important.

Action Item 4.1 Sanitation Department should begin researching alternative waste disposal options.

Description: Green waste disposal is currently picked up by the City and delivered to a vendor for composting for a fee. There should be alternatives for waste disposal that allows for residents to participate in green waste disposal individually.

Background: The City has a current contract with the City of Garland for landfill use. This contract expires in 2027 and determining waste disposal options will be critical in the next few years. The recycling program was originally self-funding, current market conditions are such that the city pays to dispose of recycled material (a fee on water bill that does not cover costs that are higher than landfill disposal).

Examples: The City could reacquire disposed material and use as needed for use in City landscaping projects. Residents could also pay additional fees for bulk pick-up as a way to cover costs.

Timeframe (short, medium, long): Long

Action Item 4.2 Continue City's Efforts to Promote Water Conservation through the City's landscape ordinances.

Description: The City of University Park implemented a water conservation program around 2011 during a prolonged drought. This program entailed a scheduled landscape water program that has been in continuous use since its implementation. This program should be continued at the current level, while utilizing innovative technologies where appropriate. A related item can be seen in Preparing for the Future, Action Item 1.2.

Timeframe (short, medium, long): Short

Action Item 4.3 Continue with design and implementation of Stormwater Management Plan.

Description: This is a program that University Park residents want to continue to help alleviate flooding from rain events. City staff and consultants should continue evaluating issues and designing measures to lessen the extent of flooding events.

Background: Through conversation with focus groups and the Centennial Master Plan Steering Committee, a lot of the feedback on University Park's Stormwater Management Plan discussed continuing programs that are effective at reducing flooding in the City.

The current Stormwater Management Program's first phase is currently under construction and has phase two in its design phase.

Timeframe (short, medium, long): Short

Action Item 4.4 Explore ways to prevent contamination of waterways.

Description: The City routinely dredges its multiple ponds, to reduce the litter that accumulates over time. This can be a costly endeavor. In order to increase the time between each dredging project, the City should focus efforts on prevention. The City currently has a street sweeping program (enhanced in 2017). The City can also explore adding booms to Turtle Creek that control and contain debris.

Background: Keeping clean streets and parks/open spaces can prevent creeks and ponds from collecting garbage when storms occur. Utilizing street sweeping and litter control projects can prevent the city from having to pay for dredging projects. This will also increase the cleanliness and appearance of the City.

Timeframe (short, medium, long): Medium

Action Item 4.5 Develop a schedule for debris removal.

Description: Creating a formal schedule for debris pickup can help ensure that city waterways stay clean and also prevent potential flooding issues due to debris restricting water flow. The City can be proactive with protecting its waterways by making debris removal a consistent piece of the City's services.

Background: The main impact this action item will have is improving the Turtle Creek system appearance. The creation of a schedule will make the maintenance of University Park waterways an ongoing City effort.

Timeframe (short, medium, long): Short

Theme 4



Technological Integration

Cities are already becoming more connected as their residents have more access to physical devices that communicate with the internet. Devices such as smartphones and wearables, smart meters, connected cars, and others are how everyday people are connecting with the world around them. The term used to describe these connected devices is called IoT (Internet of Things), which refers to the 20 billion connected devices in use worldwide at the end of 2020. By the end of 2025, there will be an estimated 75 billion connected devices worldwide, totaling over 1.1 trillion US dollars in value. For cities like University Park, this means in the next few years there will be three times the number of connections in the City, and cities need to get involved in the data game to respond quickly and accurately to Citywide issues.

Cities that use IoT devices and the data they create are called Smart Cities. The purpose of the Technological Integration Theme is to guide University Park into being a Smart City and allow for City officials, staff, and residents to determine how many of the Smart City principles they want to practice. This Theme focuses on action items that will integrate connected devices into City departments, programs, and communication with University Park residents. Integrating devices will help to improve issues like upgrading University Park's traffic system to be responsive to emergency vehicles and changes in traffic flows/activity, and upgrading communication technology between City

departments and residents.

Smart Cities use information and communication technologies to create better decisions and improve quality of life in real-time. More robust and real-time data can allow City agencies to adjust to changes in the community with quicker and lower-cost solutions. Cities can improve energy distribution, trash collection, reduce crime, decrease traffic congestion, and more by adapting the City to become smarter. Smart cities want to use data to increase the quality of life in their municipality and to do that cities need to be able to adapt to community issues with speed and precision.

Texas cities have been leaders in the Smart City push, having more Smart Cities than any other state. Texas cities like Austin, Dallas, Waco, and Houston have invested in 5G capabilities. 5G and reliable internet are at the precipice of how to create Smart Cities and Texas already has an advantage in the base building needed to respond to the technological challenges of the future. University Park aims to understand the new technology of today and the near future with the theme of Technological Integration and is looking to take vetted practices from cities on the cutting edge of technology and utilize them throughout public and private space, City departments, and communications.

Technological Integration: Plan Goals and Action Items

1. Improving Traffic Technology

University Park could utilize its traffic signals to better the City's traffic flow and security. Through innovations to the current traffic preemption system, the City can create safer and more efficient travel for emergency vehicles. By creating a network of surveillance cameras the City can be more responsive to traffic accidents and potential safety concerns moving through University Park intersections. Both of the innovations can provide public safety officials increased execution in responding to emergency situations while reducing risk to other drivers and pedestrians.



Action Item 1.1 Fund and implement upgrades to University Park's Traffic Preemption System.

Description: Utilizing the most current available traffic signal preemption technology to assist police and fire units safely traveling through intersections when responding to emergency calls for service. New age technology can allow for more seamless traffic signals for emergency vehicles but also utilize mobile applications to inform residents of oncoming emergency vehicles, helping to create safer traffic flow when emergencies occur.

Background: University Park is currently upgrading its traffic preemption system. The upgrading of the existing Opticom infrared system should be implemented in the next two years.

Examples: Mobile Applications such as "TravelSafely" are using GPS and cell phone data to actively preempt

signals, used in Marietta, GA, and Harris County; but also serve as a travel app for motorists, cyclists, and pedestrians. The app can notify everyone connected to it of an emergency vehicle approaching.

Timeframe (short, medium, long): Medium

Action Item 1.2 Use innovative technologies to support public safety in investigating and resolving accidents at signalized intersections.

Description: Surveillance cameras would allow public safety officials to see traffic activity through real-time and access license plate data in high traffic areas within University Park. This would provide a significant return to the community in public safety/awareness. University Park has ended its use of red light cameras to reduce traffic infractions due to state legislation, but continuing to use cameras for monitoring traffic can still serve a benefit to University Park. The use of surveillance technology is adapting and growing daily and policies surrounding its use are bound to adapt along with the technology.

Background: With the increase in population and traffic flow through the City, University Park faces challenges with the possibility of keeping future public events/demonstrations safe and orderly for residents.

Examples: In San Diego, California the municipality uses existing streetlights to aid in safety measures. The streetlights had previously been equipped with sensor-embedded LED lights that would brighten up the community but also convey information on pedestrian and traffic flows. San Diego added a video recording system to the streetlights that have aided in more than 100 criminal and civil cases since 2018.

Timeframe (short, medium, long): Medium

2. Optimizing Utility Use

Using the winter storm and electrical outages of February 2021 as a guide, recommendations for changing ways to protect residents and infrastructure from a similar event created many of the action items listed. Using IoT throughout University Park Utilities can help spread information of emergency events quicker and help protect people and property. IoT may be used to meter other flows - sewage or storm sewer to detect potential infiltration or main breaks, etc. Securing backup and additional electricity can help prevent loss of power in extreme weather conditions and reduce reliance on the current electrical grid. Outside of extreme weather conditions, University Park should continue to innovate its lighting of streets around the City. Not only does new technology limit electricity usage but it can help reduce light pollution that is produced by streetlights. Preventing light pollution can benefit residents' enjoyment and preserve the habitat for University Park wildlife.

Action Item 2.1 Implement new technology for water, sewage, and storm sewer systems and use data to improve efficiency and service for customers.

Description: The City should investigate new technology that will aid in identifying sudden and prolonged irregularities in water, sewage, and storm sewer systems and use data to improve efficiency and service for customers.

Background: Use this information to alert residents of potential problems and risks, which can lead to a reduction of property damages, due to leaks, based on smart meter real-time readings and AI recognition of issues.

Examples: During the winter storm in February 2021, Arlington's smart water utility system identified 1,800 private plumbing breaks by showing that residences had higher and continuous water uses, much higher than average. They also were able to pinpoint some 4,800 residences that were without water and utilities in the days after the storm, and able to address utility concerns of the people most in need through data collected through their smart water systems. In Nashville Metro Water Service Tennessee, the utility decided to deploy SR II water meters and the FlexNet communication network. With this Sensus technology, the utility now collects meter data remotely. This has reduced the cost per

meter read by 95 cents, saving \$181,000 per month.

Timeframe (short, medium, long): Medium

Action Item 2.2 Develop a program to replace streetlights with new technology to reduce light pollution.

Description: To curb the negative effects on University Park residents and wildlife, the city should take steps to reduce light pollution through innovative technology.

Background: The City can reduce light pollution in commercial, residential, and public areas by creating a program that will minimize the amount of illumination, shorten the duration of illumination, use longer wavelengths, and minimize the area of illumination for all streetlights. LED, compact fluorescent, and other dark-sky approved lighting is a best practice to ensure the reduction in light pollution. Technology such as dimmers, timers, and motion sensors are also valuable tools. University Park should utilize all relevant techniques that will best benefit the goal of reducing light pollution.

Examples: Westlake, Texas, has such an ordinance as a local reference. As does Dripping Springs, Texas, named the First International Dark Sky Community in the state.

Timeframe (short, medium, long): Medium

Action Item 2.3 Analyze the best options to upgrade standby power generation at booster station.

Description: University Park should explore ways to increase stand-by generation will help prevent water shortages to residents.

Background: The Park Cities Municipal Utilities District (PCMUD) supplies water to University Park. The City owns a booster station (operated by PCMUD) that maintains system pressure and supplies water to the City's two water towers. During the February 2021 freeze, ONCOR cut power to the booster station and existing back-up power generation was inadequate to power the booster pumps as a level required resulting in a city-wide boil water notice.

Timeframe (short, medium, long): Medium

Action Item 2.4 Explore battery storage/generation in University Park.

Description: The City should explore the possibility of installing battery storage under parks and in City-owned buildings.

Background: Peak electricity demand is forecasted to

increase, and more spaces to store/generate energy will be important to University Park's long term health. Having stored energy available could also boost city revenues through lending energy to nearby areas.

Timeframe (short, medium, long): Long

3. Increase Communication between City Departments/Services and Residents

Currently University Park uses an alert system to connect residents with the emergency events happening throughout the City. This plan aims to amplify established communication through the use of mobile applications produced by the City to give up-to-date communication with residents. The capabilities of increased connectivity can also provide a centralized online location for all city services/ departments, allowing for billing, payments, and information regarding the City.

Action Item 3.1 Make it easier for residents to communicate with the City through phone apps and other innovative measures.

Description: Create a mobile phone application that could be used to report incidents/infrastructure requests and also could be a push app to notify residents of emergency issues such as weather or school issues. Potentially push messages to residents about water usage/irrigation issues.

Background: Increasing communication can allow residents more access to city services and allow for residents to stay informed of emergency/important information. This will also push University Park departments to be integrated with the new age of communication through mobile applications and real-time information.

Timeframe (short, medium, long): Short

Action Item 3.2 Evaluate the Health Data Exchange (HDE) Pilot Program between the University Park Fire Department and Texas Health Presbyterian Hospital Dallas for use with other health care institutions throughout University Park.

Description: Connect EMS and hospitals via a secure, auditable method of data sharing, bringing EMS data to hospitals and hospital outcomes to EMS. Utilize the current UPFD pilot program as research on how University Park can exchange data with multiple

healthcare entities.

Background: Hospital clinicians can view critical EMS data in their EHR (Electronic Healthcare Report), virtually in real-time. HDE gives hospital test results and outcomes back to EMS for quality improvement and increases communication with local hospitals to enhance patient care and quality management programs. UPFD is starting a pilot program on this with Presbyterian in 2022 which coincides with one of the strategic plans in EMS's 5-year strategic plan. Evaluating the pilot program for potential expansion with other entities is a long-term focus of this action item.

Examples: Considering there is already a planned pilot for this program, the major need seems to be the evaluation of the project to justify its use long term. The City has been provided an evaluation from the Agency for Healthcare and Quality that overviews the best ways to evaluate Health Information Exchange Projects.

Timeframe (short, medium, long): Short

Action Item 3.3 Review and implement the latest technology to enhance communications between officers, departments, and the public.

Description: Make communication between City departments and the public more connected.

Background: Increasing the transparency for residents can better help them engage with the City as access to information continues to advance. This action step can be achieved by exploring and implementing E-911 capabilities for text and video communications in emergency situations; remote access to body and car cams during emergent situations.

Examples: The City of Dallas has created an Emerging Technology program through its Information and Technology Services Department that performs some of the duties described in this action step. The quote below demonstrates how University Park can build out a framework of communication with residents and City departments.

Timeframe (short, medium, long): Short

*All City of Dallas IoT initiatives are implemented with a focus on how the specific application being realized is beneficial for Dallas residents and visitors. One vision for the future is the City dynamically adapts to the needs of the residents and communication with the residents is a continuous feedback loop. All IoT initiatives should utilize Security and Privacy Frameworks, and residents should have visibility into how their private information is being treated." - City of Dallas IoT Best Practices, 2020

Theme 5



Preparing for the Future

The ideas presented so far through the comprehensive plan have discussed goals and action items that are responses to current conditions, identifying what can be done in the current context to ensure that the City continues to be prosperous, maintains its identity, and conserves the resources University Park already possesses. Although the whole plan is about what University Park will be in the future, this Theme is different. Preparing for the Future pulls together issues and action steps that look at the long horizon. In other themes, the plan is dealing with present-day constraints, whereas Preparing for the Future focuses on constraints that may not yet be commonplace throughout University Park.

From issues of sustainability and residential protection in digital spaces to what facilities are needed to protect residents from future emergencies, this Theme dives into the what-ifs that are anticipated in our increasingly advanced and technological society. It's about big ideas and big bets — thinking outside the box, but doing so with rigor and data, based on best practices and the glimmer of emerging trends. University Park wants to be adaptive to trends such as net zero energy use and drone technology as long as the core values of the City aren't compromised. In creating this plan, action items were generated to get in front of ideas and set a pathway on how to respond to innovation.

While these can't be known for sure, it is an effort to be far-sighted, as was the 1989 plan. University Park aspires to be the best-managed city in the country, with the highest quality of life. Looking at emerging trends and smart plans from cities around the nation, and the world, gives insight into how University Park should be preparing itself for new age issues. The goals and action steps

analyzed in this theme cover issues of sustainability and conservation, protecting residents from new threats, encouraging resilient revenue streams, and planning facilities with future needs in mind. In order to best achieve these goals the action steps created are a mix between immediate changes that can be made to prepare for the future and planning processes that can help guide University Park as technology, social trends, and economics advance.

In Texas, many cities are beginning to adopt goals that protect their community from future problems. The City of San Marcos has created a Renewable Energy Credit (REC) Program in 2021 that allows customers to purchase energy that has been metered and verified from renewable sources, including wind and solar power. Furthermore, the credit is one-megawatt hour (MWh) of renewable energy. Purchasing RECs that equal the number of MWh of energy used allows customers to power residences or businesses with 100% renewable energy.

In Denton, Texas, the City works with a company, DTE, that utilizes methane gas created from decomposition of landfills to generate electricity for hundreds of Denton homes. The project not only is creating a renewable energy source but also reduces the City's greenhouse gas emissions. Through partnerships with companies such as DTE and other programs, University Park can find innovative ways to convert waste and other resources into an overall benefit for the community. Both Denton and San Marcos are good examples of how some cities are aiming to make their communities more sustainable and future focused; and the goals and action steps below speak to how University Park can employ these new strategies.

Preparing for the Future: Plan Goals and Action Items

1. Sustainability and Conservation

With the need to adapt to future demands throughout this comprehensive plan another byproduct of growth and development is the need to build sustainability into all projects and conserve resources that University Park already possesses. A major focus is being placed on how to deal with rainwater harvesting and the responsible use of water for irrigation of residential lawns. Focus is also being given to making City buildings and vehicles more sustainable through converting vehicles to electric and making buildings energy neutral. These goals and action items will hopefully create a standard of sustainability and conservation in University Park across systems outside of just the ideas presented in this comprehensive plan.

Action Item 1.1 Promote harvesting rainwater and run-off water collected in underground storage tanks for both public and private irrigation.

Description: Rainwater and run-off water utilization can help University Park conserve water for the foreseeable future. This action item should be both a public and private focus as the City can store rainwater and run-off in underground tanks, i.e. Caruth Park, and can also inform residents how to safely and effectively utilize rainwater and run-off for their irrigation needs.

Background: The University Park stormwater system is critically undersized so neighborhoods often get street flooding during large rain events. The StormTrap detention center collects the water off the street and holds it until pipes have capacity. Storing and using that water could benefit Caruth Park and other nearby public areas. In order to use the water for irrigation, University Park should install a filtering system to remove contaminants from the water. Only the water that is used to

irrigate will need to be filtered.

Timeframe (short, medium, long): Long

Action Item 1.2 Research and implement new irrigation techniques to promote water conservation in University Park.

Description: The City should pursue requiring new irrigation systems to communicate with the internet, and other communication systems, for weather/drought conditions (including City systems). The City should also push for the reuse of water for irrigation - cistern, condensate, and separate distribution.

Background: Irrigation typically uses the highest amount of water in an area, figuring out how to make irrigation more efficient can help University Park decrease its water usage. The City could require new irrigation systems to communicate with the internet for weather/drought conditions (including City systems) or issue irrigation permits to allow a uniform system.

Examples: Cities like Fort Worth and Arlington utilize irrigation permits that could list make/model of controller from approved list.

Timeframe (short, medium, long): Medium

Action Item 1.3 Make existing buildings more energy neutral, shoot for “net zero” for new buildings.

Description: Set a goal to have the City reach net zero in electricity kWh purchased versus generated. The City should investigate ways to make existing buildings more energy efficient and establish policies to make new buildings net zero.

Background: Zero-energy buildings are energy efficient and reduce the rate of carbon emissions once the building is in operation. This saves money and allows the City to utilize green building grants and other funding.

Examples: The Houston Advanced Research Center

reached net zero for its energy usage in 2020 making it the first energy neutral commercial building in Texas.

Timeframe (short, medium, long): Long

Action Item 1.4 Create a pilot program to begin converting City vehicles to electric.

Description: The City should conduct a pilot program to determine the cost, efficiency, and effectiveness of converting the City's fleet of vehicles to electric. Utilizing opportunities when City vehicles are replaced, the City can convert some of the replacements to electric vehicles for use in the pilot program.

Background: The City has 180 vehicles in its fleet, with a typical lifespan of 12 years or 50,000 miles. Vehicles with limited use will be kept longer, typically, the City replaces 10 to 15 vehicles per year. Due to these parameters, there is an opportunity to begin replacing vehicles with electric options as they become eligible for replacement.

Examples: About 40% of the City of Dallas fleet is electric, according to GreenDallas.net. Carmel, Indiana, is using Hydrogen On Tap technology. San Jose, California initiated "Green Vision San Jose," a 15-year plan to remake city purchasing and initiatives. This program gave way in 2018 to "Climate Smart San Jose", which includes a goal of converting 100 percent of the city's fleet to alternative fuels.

Timeframe (short, medium, long): Medium

2. Resident Protection

From the physical to the digital space there are new threats that could affect University Park residents in the coming years. The addition of new technology and its integration into daily life in University Park puts resident data and privacy at risk, this plan lays out goals and action items to protect residents and their online data and also ask for a plan to cover the future of drone use in University Park. For public safety officials, completing a risk reduction plan and utilizing innovative non-lethal weapons can provide the Fire and Police Department with new directives that will increase safety around the City.

Action Item 2.1 Create a Community Risk Reduction plan for the City of University Park that coincides with

the current Fire Department five-year Strategic Plan.

Description: Identify target groups within University Park whose lives may be enhanced with specialized services that the fire department can provide.

Examples: The City of Round Rock created a Community Risk Reduction program that consists of a home safety survey that identifies potential concerns in each household and can eventually aggregate into citywide risks that need to be mitigated or identify target groups who need specialized services.

Timeframe (short, medium, long): Medium

Action Item 2.2 Develop regulations to govern private and public drone use in University Park.

Description: Drone use is becoming more popular across the country and University Park should be aware of how it can be used publicly and privately. Drones could be used for public safety, delivery of items, mapping/surveillance, and more. The City can create regulations to give parameters to drone use to benefit from its innovations and protect against major issues.

Background: Public drone use could reduce the time between the detection of an "event" and the delay in the response from the University Park Police Department and University Park Fire Department. An Unmanned Aerial Vehicle or UAV equipped with thermal imaging capability could proactively send pictures to the units during response. It is valuable to know the exact location of a fire due to the close proximity of building structures in University Park.

Timeframe (short, medium, long): Long

Action Item 2.3 Create a local ordinance to protect resident data privacy.

Description: With the increased use of connected devices and online storage of information there is an increased risk of a breach of resident data. The City should have its own standard of how to ensure resident data stays out of the wrong hands.

Background: City online interfaces should not sell resident data. This includes all third-party contracts and/or third-party providers like website hosting and phone applications. Data is becoming a major resource (in both positive and negative respects), and many entities are interested in collecting personal information. Although the state has

regulations on data and privacy, University Park needs its own regulations to ensure that the City is adaptive to the ways resident data is being used that can lead to privacy risks.

Examples: Chicago, New York, San Jose, Washington, Barcelona — all have digital privacy policies, or data mining policies. Los Angeles took action against IBM because of geolocation data collection through the Weather Channel app.

Timeframe (short, medium, long): Short

Action Item 2.4 Provide the latest and most cost-effective tools to the Police Department, including non-lethal weapons systems.

Description: Retire outdated or modded systems like batons and nightsticks in favor of modern non-lethal weapons; periodically review traditional weapons systems for cost-effectiveness and technological advances. Additionally, the City should make a commitment to always seek technology that would limit lethal force where possible.

Background: Investing in more non-lethal weapons can help residents and visitors of University Park feel safe while navigating through the City.

Timeframe (short, medium, long): Short

Action Item 2.5 Create an IT Plan to continually upgrade the security of City computer systems to stay up-to-date with potential threats.

Description: City computers may be vulnerable to attacks from unknown sources and future threats. University Park must adapt with the times and be certain that data created and stored on City computers are as secure as possible. Because of the quick expansion on internet threats, the IT plan should be consistently revisited to be sure that the City is protected from new cyber threats.

Timeframe (short, medium, long): Short

3. Create Resiliency in City Revenues

In different areas of this plan, there are commitments to being adaptive to state regulations that may limit city revenues. In Preparing for the Future, the plan identifies fiscal tools that will increase the revenue that the City receives from the many established/potential commercial uses that are or will enrich the

University Park community. Outlining how to use the revenue brought in from commercial activities can help University Park build and maintain other important facilities, infrastructure, projects, and programs that can enrich the quality of life in University Park. These are long-term financing tools that can build revenue for University Park and could be tied to helping fund other action items in this plan or future ideas yet to be realized.

Action Item 3.1 Explore the adoption and potential use of funds from a hotel occupancy tax that will improve the visitor experience to the City's shopping centers, parks, SMU campus, and other amenities.

Description: The action item, based on state regulations, is to implement a 7% tax on hotel stays and short-term rentals in University Park to create an additional revenue stream/resilience. This action item will also require city staff time to create and implement the program upfront. Additionally, staff time will be needed to maintain the program through ongoing collection/billing and continued civic outreach.

Background: The addition of a Hotel Occupancy Tax would be beneficial to providing funds for promoting tourism for University Park. The guidelines for what the funds can be expended for are fairly specific. The usual occupancy rate in Texas is 13% with 6% going to the state and 7% going to the City. Although University Park only has one hotel, there may be potential for more throughout the lifespan of this plan. The examples below show Hotel Occupancy Tax rates from cities with limited amounts of hotels.

Examples: Cities like Buda, Texas, that also have a small number of hotels, charge a 7% HOT tax rate on rent paid and collect taxes on a monthly basis. The Village of Salado, Texas only uses a HOT tax rate of 4% with less than 5 hotels/motels in their jurisdiction.

Timeframe (short, medium, long): Medium

Action Item 3.2 Work with property owners to establish a Public Improvement District or Tax Increment Reinvestment Zone in the City's key commercial areas.

Description: To facilitate public-private partnerships, aligning long-term values and enhancing/infrastructure management goals, create a collective of commercial property owners who can guide and be in alignment with the City's long-range capital, operations, and infrastructure expenditures

in a specific commercial area. This action item can facilitate public-private partnerships, aligning long-term values and enhancing / infrastructure management goals.

Background: There are many examples of cities in Texas and across the United States that have used Public Improvement Districts (PIDs) and Tax Increment Redevelopment Zones (TIRZs) to finance improvements and operations. There are lots of firms with experience creating these and this plan would recommend the City contract with one of these firms to go through the process of creating the documents. Every project has nuances and it is important to craft documents that ensure the City's vision is accomplished.

Examples: The Uptown Dallas PID is made up of over 2,000 properties and is created to address public safety, encourage positive design standards, build public infrastructure, increase access for pedestrians/bicyclists, and other improvements. This model can be used in a more scaled down fashion in University Park.

Timeframe (short, medium, long): Short

4. Future Facilities

New facilities will play an important role in preparing University Park for the next few decades. Major concerns are centered around facilities for emergency equipment, reducing congestion made by delivery vehicles, and finding permanent facilities for public safety officials to have access to firearm training. Many of the facilities that are action items of this comprehensive plan are not requiring newly built facilities, but could be achieved by adding on to existing facilities or repurposing facilities for the intent of the new action items. Co-location of uses should be a major focus to best integrate these action items into the fabric of University Park.

Action Item 4.1 Develop voluntary centralized package drop-off site and/or encourage residents to request delivery to FedEx or UPS stores in the City.

Description: Create a centralized location where residents can volunteer to have their packages delivered to in order to increase safety. This centralized location can be placed at City Hall, allowing for more security around the packages

and would most likely not require a huge financial investment to complete.

Background: The expanded use of online purchasing has increased delivery truck traffic and theft from porches has increased alongside.

Timeframe (short, medium, long): Short

Action Item 4.2 Fund the development of a facility or engage in a long-term partnership with a facility to provide the Police Department with access to regular firearm training.

Description: The Police Department currently utilizes other facilities, but a permanent partnership or development of a facility would increase officer availability and provide certainty around availability and cost. To get a long-term partnership, University Park should evaluate the potential use of firearm training and one of University Park's current facilities, or fund a repurposing of current facilities that can be converted to a firearm training facility.

Timeframe (short, medium, long): Medium

Action Item 4.3 Find or fund a facility capable of storing temporary equipment for emergencies.

Description: University Park should have one facility with emergency use bunks and showers (as were needed during the past winter event), secure storage for motorcycles. An added benefit of an additional facility, could be a safe keeping area for large pieces of property and evidence.

Background: A facility to house all these uses would be ideal and increase accessibility of these items at times of emergency.

Timeframe (short, medium, long): Medium

The Implementation

Putting Ideas in Motion

In the previous section, University Park has identified the ideas that will guide the City for the next few decades. The next question for the City is how to successfully execute all of the action items that residents have worked to create. The plan takes the approach of a common saying, “Where everyone is responsible, no one is really responsible.” The plan will recommend each action item to an established University Park standing committee to track, evaluate, and complete each action item. Identifying the timeframe of completion and the responsible committee will give all University Park residents a general idea of how this plan will come to life and hopefully make it easier to track success.

This plan will be implemented through the City Manager’s office and City staff as they work with the standing committees to meet the timeframe of each action item outlined throughout this plan. Standing committees will be responsible for determining the best way to implement the action item through budgeting, grants, ordinances, agreements, etc. Standing committees with the help of City Staff will provide status updates on how the goals and action items of the plan

are progressing and will create a way to communicate those updates with the University Park Community.

Responsible Committee: University Park is home to 13 statutory boards and advisory committees composed of resident volunteers appointed by the Mayor and City Council. Throughout this matrix, the plan recommends each action item to one or more of these 13 committees. The tracking and evaluation of the action items should be conducted by the committees as they work with City staff and departments to complete action items.

The 13 committees are as follows: Capital Projects Review, Commercial - Retail Advisory, Employee Benefits, Finance, Legislative, Parks, Property Casualty and Liability Insurance, Public Facilities Naming, Public Safety, Public Utility, Public Works, SMU Land Sale Reserve Committee, Zoning and Development Advisory

On the following pages you will find the implementation timeline/responsibility matrix.

Timeframe

Each action item will break down into three time tables: Short, Medium, and Long Term. These are rough estimates of how long each action item will take to complete but unforeseen circumstances can increase or decrease the estimated completion time of each item.

Short: Items that can be completed in a six month to three year period

Medium: Items that can be completed in a four to seven year period

Long: Items that will take more than seven years to complete or items that are continuous

Theme	Action Item Number	Action Item	Timeframe (Short, Medium, Long)	Responsible Committee
Affirming Sense of Place	1.1	Preserve the Public Streetscape and Front Yards in Neighborhoods	Medium	Zoning and Development Advisory
Affirming Sense of Place	1.2	Enhance City Ordinance to Protect the Scale of the Built Environment	Medium	Zoning and Development Advisory
Affirming Sense of Place	1.3	Support Efforts to Preserve and Enhance the Sense of University Park's Identity	Long	Zoning and Development Advisory
Affirming Sense of Place	1.4	Establish a Tree Ordinance to Protect Mature, Healthy Trees	Medium	Parks / Zoning and Development
Affirming Sense of Place	1.5	Encourage the formation of cooperative associations with regional and benchmark cities	Long	Staff / Council
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 Environmentally Friendly Look and Feel	Short	Parks
Affirming Sense of Place	2.2	Establish a Leash-Free Dog Park	Long	Parks
Affirming Sense of Place	2.3	Adding indoor sports recreation through community partnerships	Short	Parks
Affirming Sense of Place	2.4	Facilitate Indoor/Outdoor Community Engagement Programming through Coordination with Parks, the Library, and other Departments	Short	Parks
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	Parks
Affirming Sense of Place	3.1	Research and Implement Strategies to enhance Commercial Areas to better Fit the Community	Medium	Commercial - Retail Advisory
Affirming Sense of Place	3.2	Consider Front Yard Landscaping Height Guidelines to Preserve the Community Feel of Residential Streets	Medium	Zoning and Development Advisory
Affirming Sense of Place	3.3	Encourage Architectural Façade Articulation of all Four Sides of Residential and Commercial Buildings	Long	Zoning and Development Advisory
Affirming Sense of Place	4.1	Create Opportunities to Promote City's History and Traditions	Short	Parks
Affirming Sense of Place	5.1	Explore Opportunities to Bury Utility Lines (where feasible)	Long	Public Works / Public Utility
Affirming Sense of Place	6.1	Develop Programs that encourage Shared Facilities and Resources between SMU, HPISD, City of University Park and Citizens	Short	Staff / Council
Affirming Sense of Place	6.2	Make SMU "Our University" Campaign	Medium	Staff / Council
Affirming Sense of Place	7.1	Maintain a Competitive Advantage on Staff Compensation amongst Comparable Cities	Medium	Employee Benefits
Affirming Sense of Place	7.2	Update Security Protocols for all Public Facilities to ensure Safety while maintaining a Welcoming Atmosphere	Medium	Public Safety
Affirming Sense of Place	7.3	Increase the Effectiveness of the City's Direct Alarm Program	Short	Public Safety
Affirming Sense of Place	7.4	Increase City Personnel to Focus on Mitigating the Devastating Effects of Substance Abuse in University Park	Short	Public Safety
Affirming Sense of Place	7.5	CPR Training for Citizens by Police and Fire Personnel	Short	Public Safety
Affirming Sense of Place	7.6	Create Publicity Presentations and other Policies for Police and Fire Recruitment	Short	Public Safety
Affirming Sense of Place	7.7	Increase opportunities for police and fire personnel to engage with resident	Short	Public Safety
Assuring Connectivity	1.1	Update Traffic Management Techniques and Devices	Medium	Public Works
Assuring Connectivity	1.2	Select One to Three Intersections for a Model Program to Test the Viability and Effectiveness of Roundabouts at appropriate Intersections in University Park, with the Goal of Reducing Congestion and Improving Traffic Flow	Medium	Public Works
Assuring Connectivity	2.1	Investigate Areas that could be Repurposed into Public Greenspace	Short	Parks
Assuring Connectivity	2.2	Consider Strategies to Decrease Impermeable Surfaces and Increase On-Site Water Retention	Medium	Public Works / Zoning and Development
Assuring Connectivity	3.1	Improve Wayfinding for the University Park Park System	Medium	Parks
Assuring Connectivity	3.2	Improve Wayfinding for the University Park Parks System	Medium	Parks

Theme	Action Item Number	Action Item	Timeframe (Short, Medium, Long)	Responsible Committee
Assuring Connectivity	4.1	Research and Implement a Multi-Faceted Approach to Addressing Residential and Commercial Parking using Future-Focused Technology and Methodologies	Long	Public Works
Assuring Connectivity	5.1	Maintain Maintenance of Water and Sewer Systems through Continuing Existing Programs	Short	Public Works
Assuring Connectivity	6.1	Consider any Major Project for Submission to Dallas County MCIP (Major Capital Improvement Program) Funding	Long	Public Works
Assuring Connectivity	6.2	Apply for Funding to Improve/Replace Non-ADA Accessible Sidewalk Ramps	Medium	Public Works
Innovative Governance	1.1	Create the University Park City Foundation for Excellence to help fund Municipal Projects and operations.	Short	Finance
Innovative Governance	1.2	Form a Chamber of Commerce and Economic Development Operation	Medium	Finance
Innovative Governance	1.3	Create a New Community Program to coincide with Public Improvements that seek to Revitalize Existing Retail Centers	Medium	Commercial - Retail Advisory
Innovative Governance	2.1	Create a Volunteer Corp that would serve all departments and be managed by the Human Resources Department	Short	Employee Benefits
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	Parks
Innovative Governance	2.3	Create a Citizen Committee to encourage and support sustainable practices and materials throughout the city	Short	Public Works
Innovative Governance	2.4	Create an awareness campaign to educate residents on how to incorporate techniques and materials that will maintain a healthy stormwater system	Medium	Zoning and Development Advisory
Innovative Governance	3.1	Develop a framework for communication between SMU, HPISD, and the City	Medium	Staff / Council
Innovative Governance	3.2	Maintain water supply by upgrading interconnection metering so the City of Dallas System can supply water to University Park in an emergency	Medium	Public Works/ Public Utility
Innovative Governance	3.3	Affirm long-term legal water rights with Highland Park and The Park Cities Municipal Utilities District (PCMUD)	Long	Public Works/ Public Utility
Innovative Governance	4.1	Sanitation Department should begin researching alternative waste disposal options	Long	Public Works
Innovative Governance	4.2	Continue City's Efforts to Promote Water Conservation through the City's landscape ordinances	Short	Public Works
Innovative Governance	4.3	Continue with design and implementation of Stormwater Management Plan	Short	Public Works
Innovative Governance	4.4	Explore ways to prevent contamination of waterways	Medium	Public Works
Innovative Governance	4.5	Develop a schedule for debris removal	Short	Public Works
Technological Integration	1.1	Fund and implement upgrades to University Park's Traffic Preemption System, using the most current technology to assist police and fire units in safely traveling through intersections when responding to emergency calls for service	Medium	Public Safety
Technological Integration	1.2	Use innovative technologies to support public safety in investigating, and resolving accidents at signalized intersections	Medium	Public Safety
Technological Integration	2.1	Implement new technology for water, sewage, and storm sewer systems and use data to improve efficiency and service for customer	Medium	Public Utility
Technological Integration	2.2	Develop a program to replace streetlights with new technology to reduce light pollution	Medium	Public Works
Technological Integration	2.3	Analyze the best options to upgrade stand-by power generation at booster station	Medium	Public Works
Technological Integration	2.4	Explore battery storage/generation in University Park	Long	Public Utility
Technological Integration	3.1	Make it easier for citizens to communicate with the City through phone apps and other innovative measures	Short	Staff / Council
Technological Integration	3.2	Evaluate the Health Data Exchange (HDE) Pilot Program between University Park Fire Department and Texas Health Presbyterian Hospital Dallas for use with other health care institutions throughout University Park	Short	Public Safety
Technological Integration	3.3	Review and implement the latest technology to enhance communications between officers, departments, and the public	Short	Public Safety
Preparing for the Future	1.1	Harvest rainwater and run-off water collected in underground storage tanks for irrigation	Long	Public Works / Zoning and Development

Theme	Action Item Number	Action Item	Timeframe (Short, Medium, Long)	Responsible Committee
Preparing for the Future	1.2	Research and implement new irrigation techniques to utilize captured rainwater and greywater within the City	Medium	Public Works / Zoning and Development
Preparing for the Future	1.3	Make existing buildings more energy neutral, shoot for net 0 for new buildings	Long	Public Works / New Sustainability Committee
Preparing for the Future	1.4	Create a pilot program to begin converting City vehicles to electric	Medium	Finance
Preparing for the Future	2.1	To Create a Community Risk Reduction plan for the City of University Park that coincides with the current Fire Department 5-year Strategic Plan	Medium	Public Safety
Preparing for the Future	2.2	Develop regulations to govern private and public drone use in University Park	Long	Public Safety
Preparing for the Future	2.3	Create a local ordinance to protect citizen data and privacy	Short	Public Safety
Preparing for the Future	2.4	Provide the latest and most cost-effective tools to the police department, including non-lethal weapons systems	Short	Public Safety
Preparing for the Future	2.5	Create an IT Plan to continually upgrade security of city computer systems to stay up-to-date with potential threats	Short	Finance
Preparing for the Future	3.1	Explore the adoption and potential use of funds from a hotel occupancy tax that will improve the visitor experience to the City's shopping centers, parks, SMU campus, and other amenities	Medium	Finance
Preparing for the Future	3.2	Work with property owners to establish a Public Improvement District or Tax Increment Reinvestment Zone in the City's key commercial areas	Medium	Finance
Preparing for the Future	4.1	Develop voluntary centralized package drop-off site and/or encourage residents to request delivery to FedEx or UPS stores in the City	Short	Public Safety
Preparing for the Future	4.2	Fund the development of a facility or engage in a long-term partnership with a facility to provide the police department with access to regular firearm training	Medium	Public Safety
Preparing for the Future	4.3	Find or fund a facility capable of storing temporary equipment for emergencies	Medium	Public Safety

