

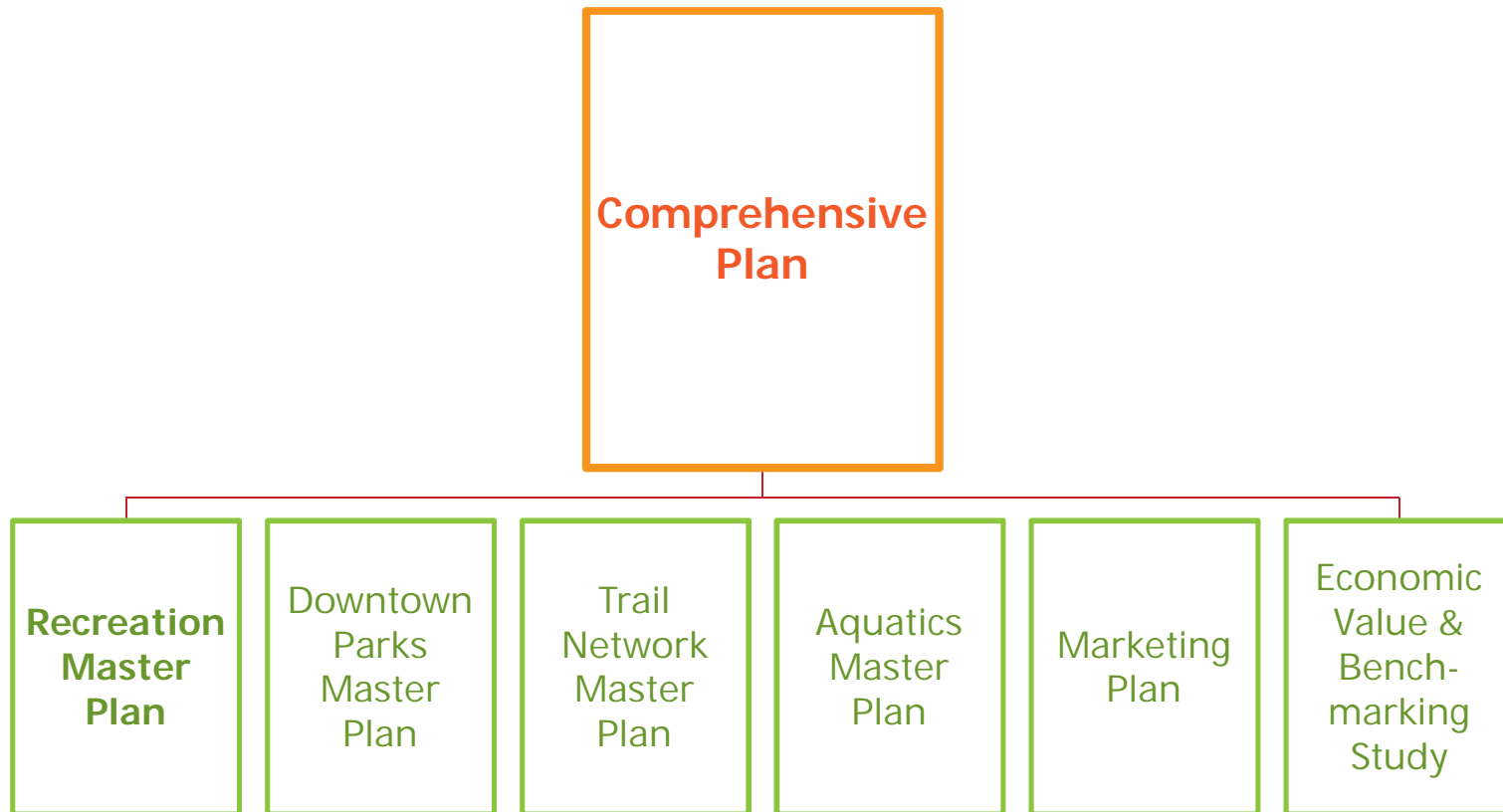


**Park and Recreation Department  
Recreation Master Plan  
and Comprehensive Plan**  
Dallas Park and Recreation Board  
December 3, 2015

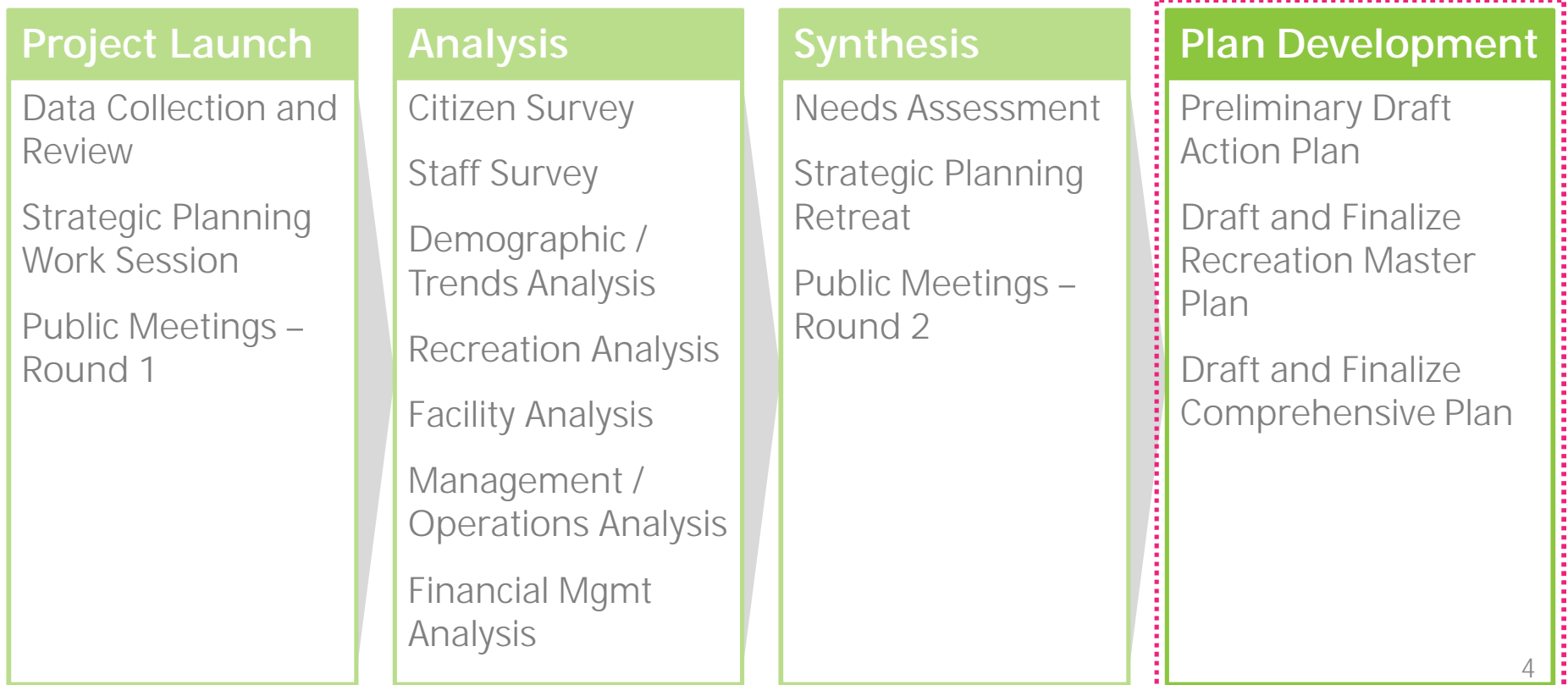
# Agenda

- Combined Process
- Recreation Master Plan Analysis
- Comprehensive Plan Analysis
- Comprehensive Plan  
Executive Summary Walkthrough

# Park & Recreation Plans

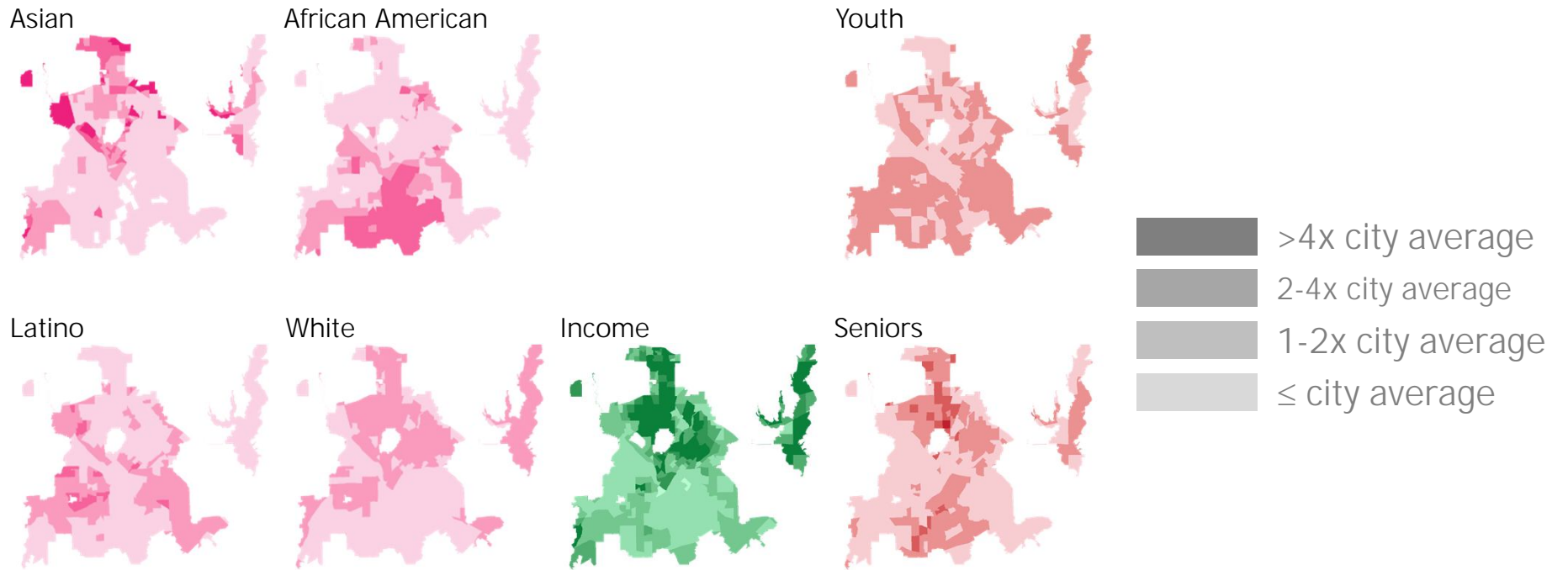


# Combined Process



Combined Process

# Demographics



Combined Process

# Community Input

## Survey

October 28–  
December 14

95% confidence  
±3.2% error

Available in English  
and Spanish

## Public Meetings 1

Held August 5–7

Gathered input

- Campbell Green
- Janie C. Turner
- Kiest
- Grauwylar
- Harry Stone

## Public Meetings 2

Held February 4–5

Reported on  
analysis

- MLK
- Fretz
- Pleasant Oaks
- Nash Davis

## MindMixer

Available following  
Public Meetings 1  
through Public  
Meetings 2

Replicated questions  
asked during Public  
Meetings 1

Combined Process

# What We Heard

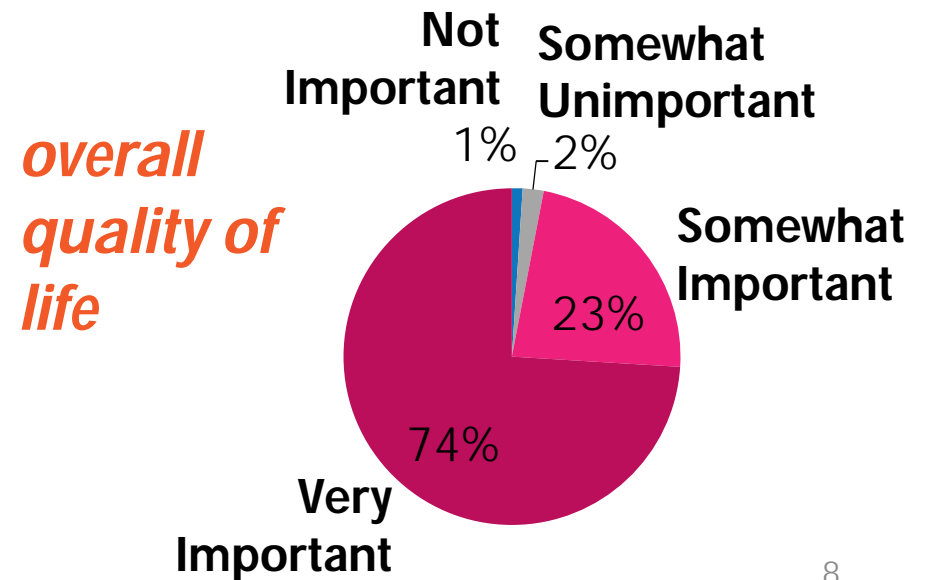
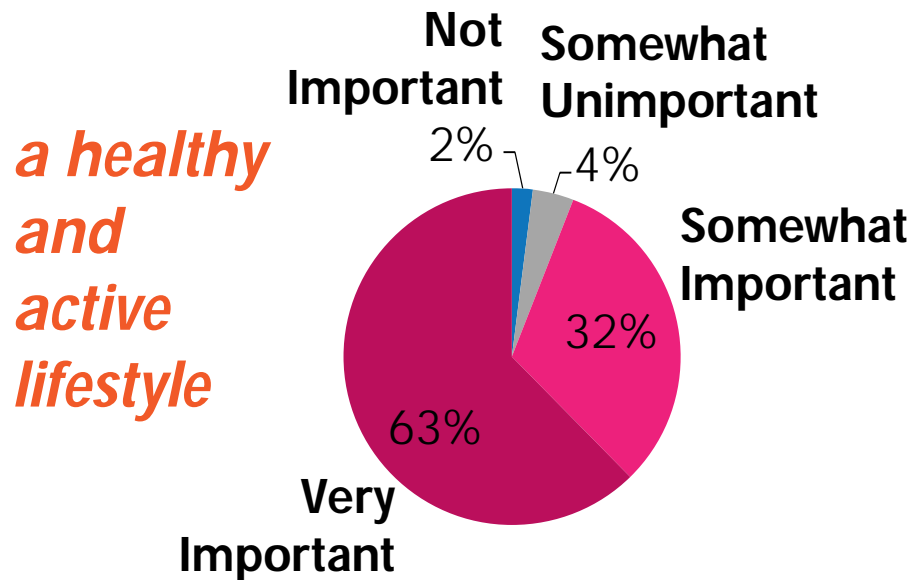
Describe Dallas parks in three words...



Combined Process

# What We Heard

How important do you think parks, facilities, and programs are to

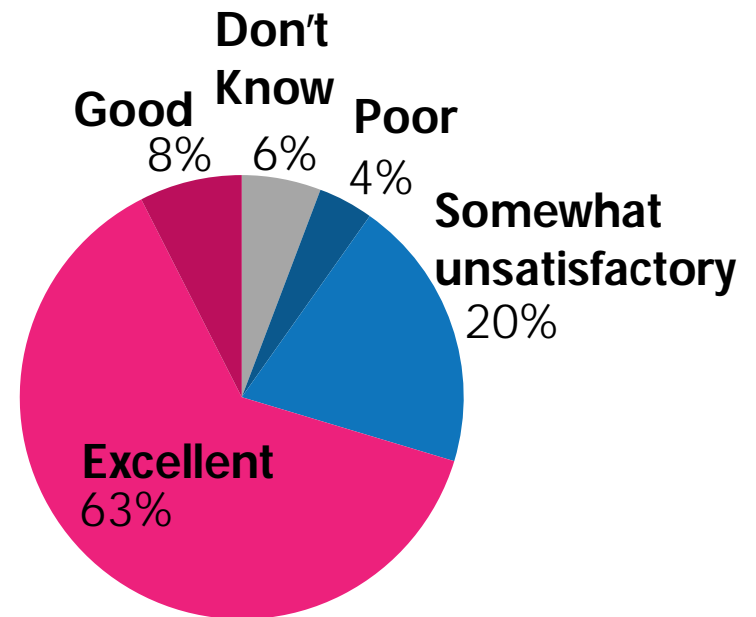




Combined Process

# What We Heard

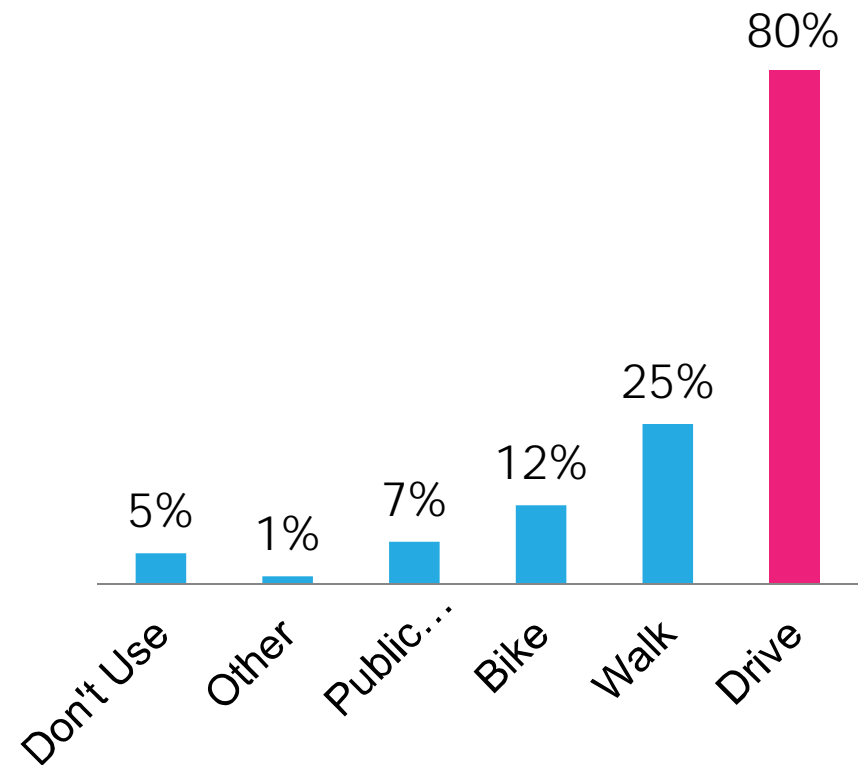
How would you rate the parks and recreational opportunities in the City of Dallas?



Combined Process

# What We Heard




How do you and members of your household typically travel to the parks and recreation facilities that you use?



Combined Process

# What We Heard

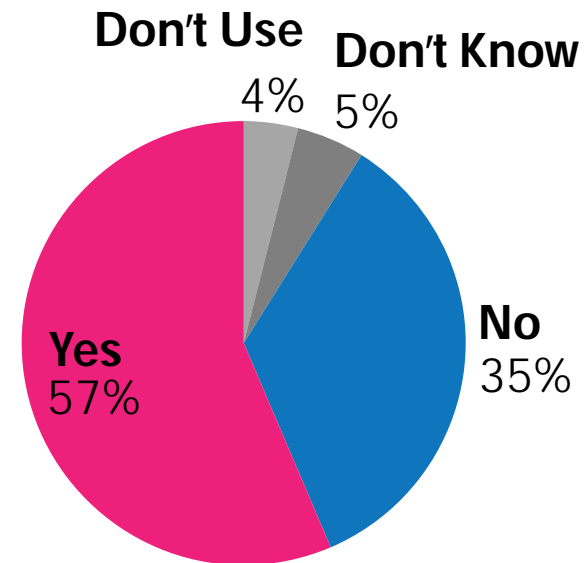
How far are you and members of your household willing to walk to a park or recreation facility that has the amenities or programs that are the most important?

|   | At least 50% | At least 75% |
|---|--------------|--------------|
|    | 1 mile       | ½ mile       |
|    | 2 miles      | ½ mile       |
|  | 10 miles     | 5 miles      |

Combined Process

# What We Heard

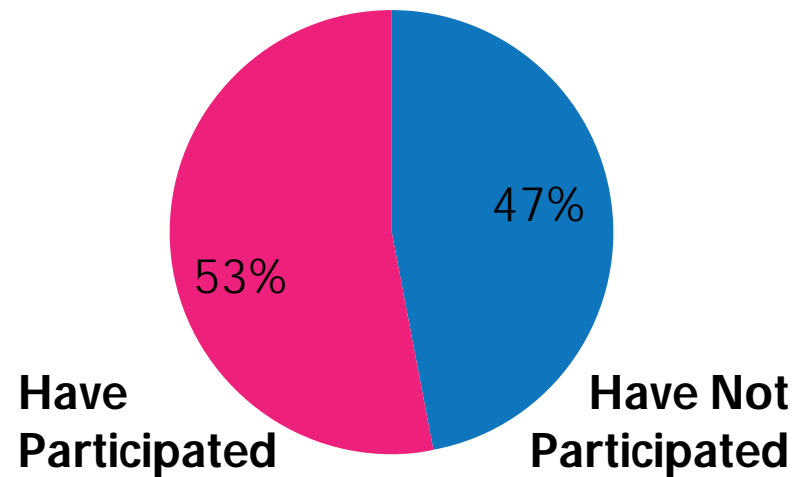
Do you feel there are adequate parks and green space within walking distance of your home?



Combined Process

# What We Heard

More than half of respondents have participated in a City of Dallas recreation program within the past 12 months, with all age groups participating.



Combined Process

# What We Heard

Is there a current or anticipated need for particular facilities / recreation programs?

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## Most Needed Facilities

Senior centers

Fitness centers

Off-leash dog parks

Computer labs

Open play spaces

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## Most Needed Programs

Senior programs

Before and after school programs

Adult fitness and wellness programs

Youth swim programs

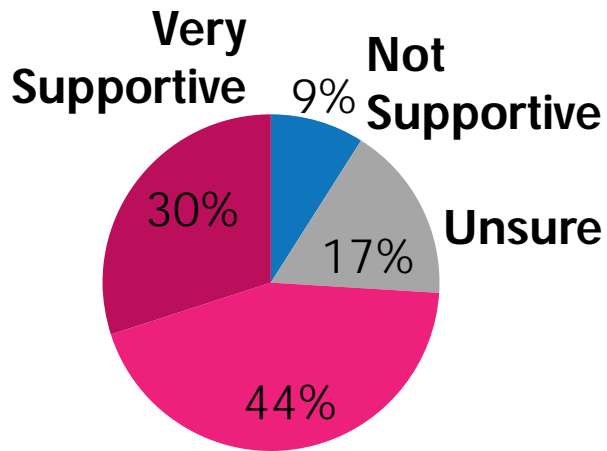
Youth summer programs

Combined Process

# What We Heard

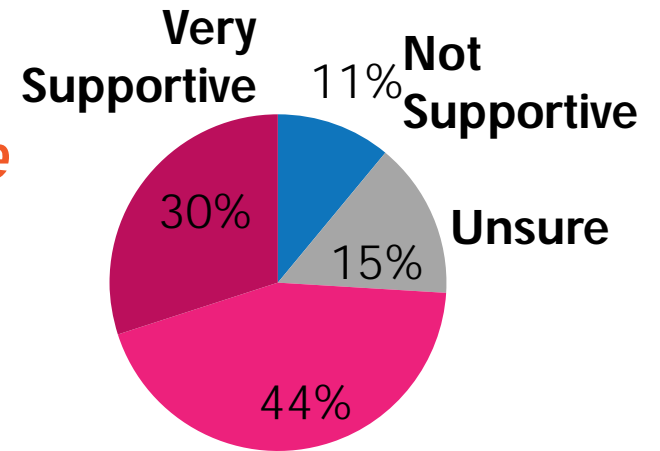
To support offering the recreation facilities and programs that you indicated are most important to you and your household, how supportive are you of

*some increase in fees*



**Somewhat Supportive**

*some increase in taxes*



**Somewhat Supportive** 15

Combined Process

# What We Heard

Which funding priorities are most important to you?

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## Highest Funding Priorities

Enhance park maintenance

Renovate existing parks and facilities

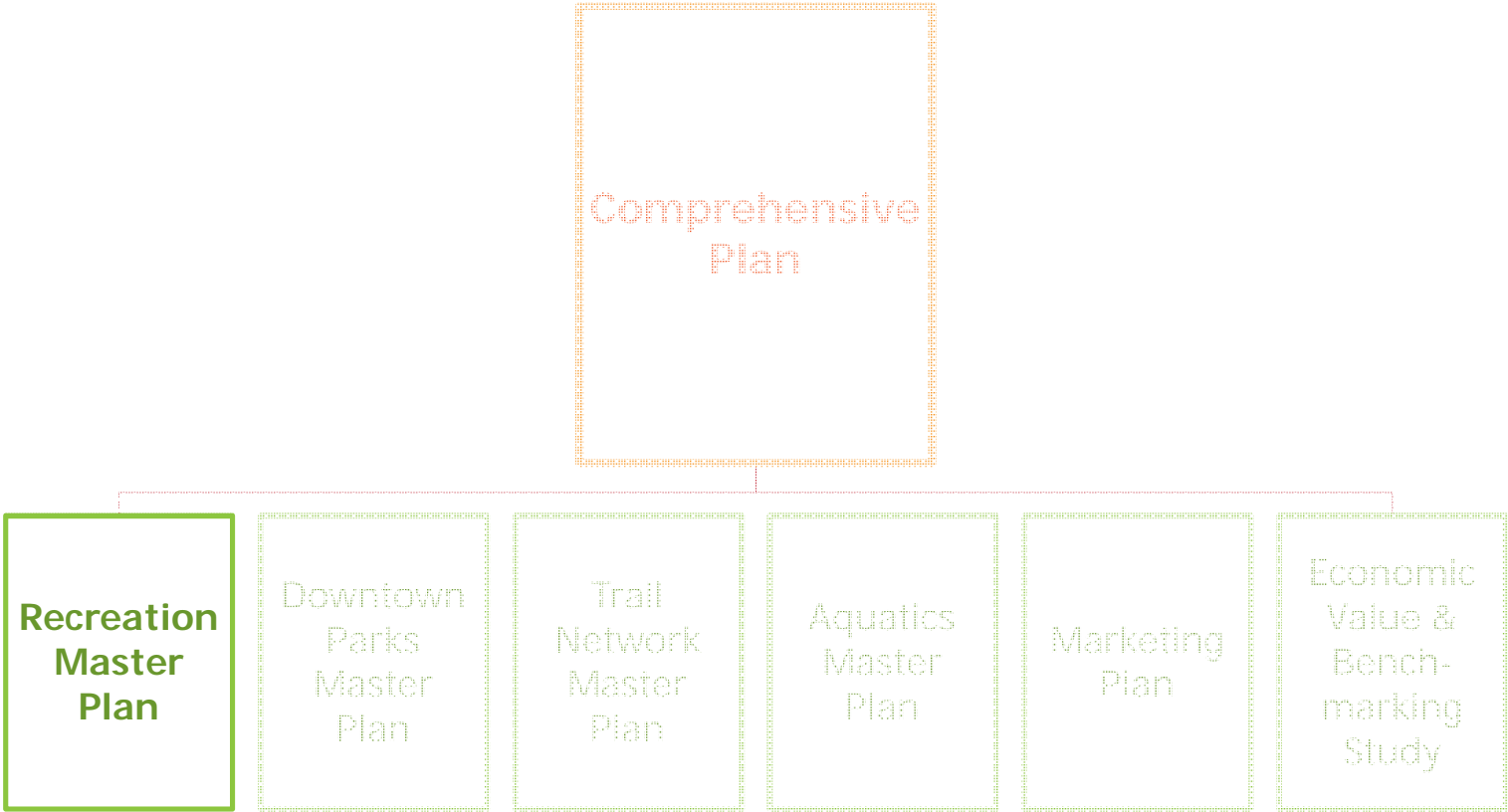
Renovate existing recreation centers

Develop new hike, bike, walk, jog trails

Build new senior centers



# Recreation Master Plan



# Recreation Master Plan



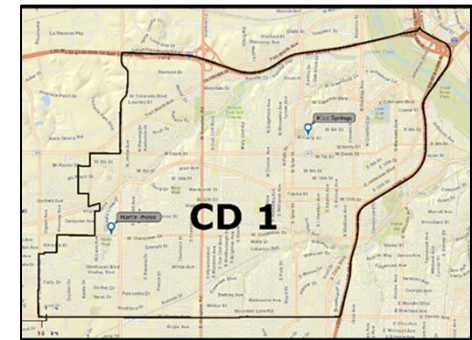
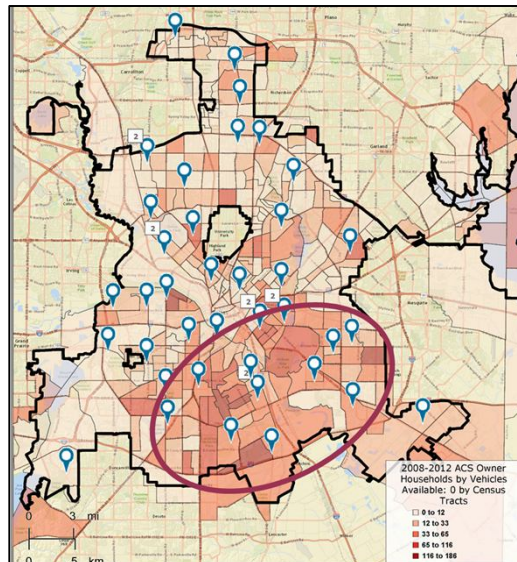
Sets direction for:

- recreation programming
- recreation centers and facilities
- recreation pricing
- recreation marketing
- recreation management

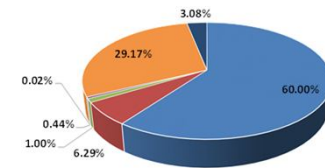
# Recreation Master Plan

## Market Analysis

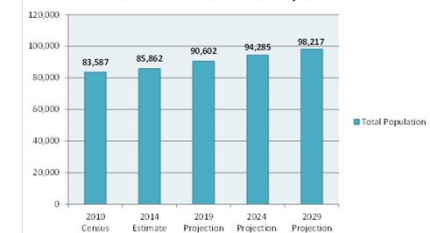
- National recreation trends
- City of Dallas demographics
  - Population density
  - Race/ethnicity
  - Income
  - Vehicle availability
- Council District profiles
  - Socio-demographic variables
  - Market segmentation



Council District 1: Population by Race (2014)

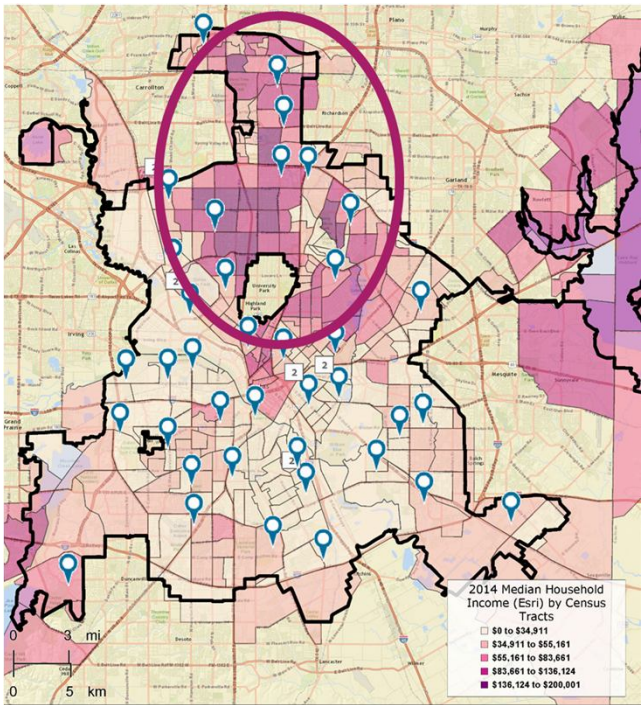


Council District 1: Total Population



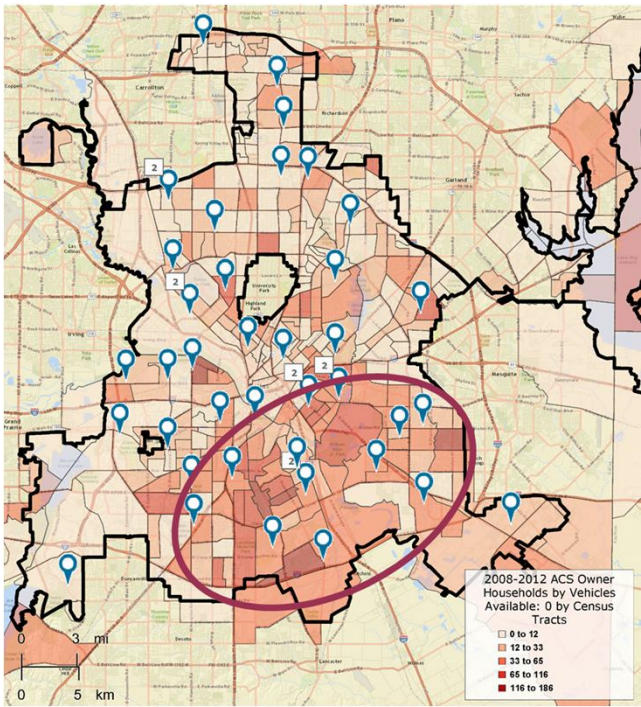
Recreation Master Plan

# Median Household Income



Recreation Master Plan

# Households With Zero Cars



## Recreation Master Plan

# Needed Programs

| Program                               | % Definitely Needed "4" | Mean Score* | Importance Rank** |
|---------------------------------------|-------------------------|-------------|-------------------|
| Senior programs                       | 38.4                    | 3.27        | 1                 |
| Before and after school programs      | 38.5                    | 3.27        | 2                 |
| Adult fitness and wellness programs   | 31.6                    | 3.11        | 3                 |
| Youth swim programs                   | 34.1                    | 3.22        | 4                 |
| Youth summer programs                 | 39.0                    | 3.31        | 5                 |
| Walking/biking programs               | 36.5                    | 3.15        | 6                 |
| Nature/environmental programs         | 30.5                    | 3.04        | 7                 |
| Special events/festivals              | 28.3                    | 2.99        | 8                 |
| Youth fitness and wellness programs   | 36.0                    | 3.23        | 9                 |
| Family programs                       | 30.9                    | 3.12        | 10                |
| Pre-school programs                   | 31.4                    | 3.10        | 11                |
| Adult continuing education programs   | 31.0                    | 3.05        | 12                |
| Programs for people with disabilities | 34.0                    | 3.18        | 13                |

*\*Mean Score – weighted average of 1 through 4 scores. Excludes no opinion/no answer responses*

*\*\*Importance Rank – Sum of first, second and third most important ranked programs*

Recreation Master Plan

# Benchmarking

| Agency                                 | Estimated Population | Density Level |
|--|----------------------|---------------|
| Dallas Park and Recreation             | 1,244,005            | Med-Low       |
| Phoenix Parks and Recreation           | 1,513,367            | Med-Low       |
| San Antonio Parks and Recreation       | 1,409,019            | Med-Low       |
| Mecklenburg County Park and Recreation | 990,977              | Low           |
| Austin Parks and Recreation            | 885,400              | Med-Low       |

Recreation Master Plan

# Benchmarking

| Agency                                 | Estimated Population | Total Acres | Total Acres per 1,000 Pop | Trail Miles | Trail Miles per 1,000 Pop |
|--|----------------------|-------------|---------------------------|-------------|---------------------------|
| Dallas Park and Recreation             | 1,244,005            | 23,242      | 18.68                     | 145         | 0.12                      |
| Phoenix Parks and Recreation           | 1,513,367            | 45,350      | 29.97                     | 200         | 0.13                      |
| San Antonio Parks and Recreation       | 1,409,019            | 14,833      | 10.53                     | 145         | 0.10                      |
| Mecklenburg County Park and Recreation | 990,977              | 20,786      | 20.97                     | 199         | 0.20                      |
| Austin Parks and Recreation            | 885,400              | 20,123      | 22.73                     | 212         | 0.24                      |



## Recreation Master Plan

# Benchmarking

| Agency                                 | Rectangular Fields | Diamond Fields | Basketball Courts | Tennis Courts |
|--|--------------------|----------------|-------------------|---------------|
| Dallas Park and Recreation             | 137                | 116            | 156               | 242           |
| Phoenix Parks and Recreation           | 90                 | 209            | 137               | 82            |
| San Antonio Parks and Recreation       | 157                | 99             | 111.5             | 116           |
| Mecklenburg County Park and Recreation | 131                | 111            | 111               | 149           |
| Austin Parks and Recreation            | 101                | 70             | 77                | 124           |

Note: Phoenix inventory data incomplete (actual totals may vary)

Detail: San Antonio rectangular fields- 10 football, 84 soccer, 2 rugby, 61 multi-purpose

Detail: Mecklenburg rectangular fields all counted as multi-purpose

Detail: Austin rectangular fields- 23 soccer, 78 multi-purpose

Recreation Master Plan

# Benchmarking

| Agency                                 | Picnic Shelters / Pavilions | Picnic Tables | Playgrounds |
|--|-----------------------------|---------------|-------------|
| Dallas Park and Recreation             |                             | 1,244         | 211         |
| Phoenix Parks and Recreation           | n/a                         | n/a           | 146         |
| San Antonio Parks and Recreation       | 160                         | 1799          | 191         |
| Mecklenburg County Park and Recreation | 160                         | n/a           | 186         |
| Austin Parks and Recreation            | 76                          | 802           | 145         |

Note: Dallas picnic table inventory includes picnic shelters/pavilions


Recreation Master Plan

# Benchmarking

| Agency                                 | Dog Parks | Skate Parks | Volleyball Pits |
|--|-----------|-------------|-----------------|
| Dallas Park and Recreation             | 4         | 1           | 11              |
| Phoenix Parks and Recreation           | 7         | 6           | n/a             |
| San Antonio Parks and Recreation       | 7         | 14          | n/a             |
| Mecklenburg County Park and Recreation | 6         | 1           | 45              |
| Austin Parks and Recreation            | 12        | 3           | n/a             |


# Recreation Center Assessments

- Planning team assessed 25 centers
- Evaluation included:
  - Financials
  - Facility Design / Usage
  - Facility Condition
  - Signage
  - Operational and Maintenance Issues
  - Customer Service / Satisfaction
  - Staffing Levels
  - Staff / Manager Input


Recreation Center Assessment (4/6/15 draft)

**Kiest**

**General Description**

|   |                   |   |
|---|-------------------|---|
| Address: 2200 West Kiest Blvd. Dallas, TX 75224 |                   |  |
| Date: 9/10/14                                   | Council District: |   |
| Sq Ft: 20,150                                   | Hours/Week: 55    |   |
| Built: 1976                                     | Remodeled: 1998   |   |

**Signage (check all that apply)**

|   |  |
|---|--|
| <input checked="" type="checkbox"/> Highway/roadway site identification | <input checked="" type="checkbox"/> Usage regulations and restrictions |
| <input checked="" type="checkbox"/> Marked entrance                     | <input type="checkbox"/> Interpretive                                  |
| <input checked="" type="checkbox"/> Safety                              | <input type="checkbox"/> Other:  |
| Comments/Notes:   |  |

**Usage**


| USAGE LEVEL   |   |
|---|---|
| Peak Hours: 4-5, post work and seniors in the morning | <input checked="" type="checkbox"/> Heavy |
| Comments/Notes:                                       | <input type="checkbox"/> Moderate         |
|   | <input type="checkbox"/> Light            |
|   | <input type="checkbox"/> Rare             |

**Programming**

| Program Types   |  | Program Details  |
|---|--|--|
| <input type="checkbox"/> Aquatics                     | <input checked="" type="checkbox"/> Health / Fitness | Core Programs: Youth, Seniors Zumba, Camps<br>Target Ages: Seniors and Youth<br>Participation Levels:<br>Comments/Notes: |
| <input checked="" type="checkbox"/> After School      | <input checked="" type="checkbox"/> Senior Services  |  |
| <input checked="" type="checkbox"/> Camps             | <input type="checkbox"/> Special Interest            |  |
| <input checked="" type="checkbox"/> Events            | <input type="checkbox"/> Sports – Adult              |  |
| <input checked="" type="checkbox"/> Family Recreation | <input checked="" type="checkbox"/> Sports – Youth   |  |
| <input type="checkbox"/> Fine Arts                    | <input type="checkbox"/> Therapeutic Recreation      |  |
|   |  |  |

**Site Amenities**

| QTY | AMENITY                 | CONDITION | COMMENTS/NOTES               |
|-----|-------------------------|-----------|------------------------------|
|     | Fitness / Dance Studios | Fair      |                              |
|     | Weight Room             | Good      |                              |
|     | Gymnasium               | Fair      | Tile cracked, trash on floor |
|     | Multi-purpose Room      | Fair      |                              |
|     | Racquetball courts      | Fair      |                              |


49

# Recreation Center Assessments

- Operational and Maintenance Findings:
  - Facilities are in fair to good condition
  - Several rec facilities did not receive recent bond funding for needed repairs, updates or expansions
  - Many facilities operate according to a facility-centric rather than a system-level approach
  - Inconsistent maintenance standards for facilities
  - Cross-promotion between facilities and with contractors is inconsistent



# Recreation Center Assessments

- Financial Findings:
  - Design of centers could encourage cost recovery
  - Foundations and friends group roles are limited and have growth potential
  - Expanded earned income opportunities exist for many centers
  - Need to increase awareness of service costs and program/facility budgets
  - Cost recovery should factor in establishing fees
  - Need more consistent methods for calculating revenue, expenditures and cost recovery



# Outdoor Facility Assessment

- Evaluation included:
  - Facility Design / Usage
  - Facility Condition
  - Signage
  - Operational Issues
  - Maintenance Issues
  - Customer Service / Satisfaction
  - Staffing Levels
  - Staff / Manager Input



# Outdoor Facility Assessment

- Facility Site Assessments:
  - Evaluate strengths and weaknesses of outdoor recreation facilities (i.e., golf, tennis, sports fields)
  - Identify potential to enhance facilities to maximize participation, service quality and cost effectiveness
  - Identify potential facility management improvements
- Level of Service Analysis:
  - Develop guidelines to inform service levels for parks and facilities based upon population growth
  - Identify where a gap or surplus exists
  - Help determine how aggressive or conservative capital planning should be





## Recreation Master Plan

# Golf

- Excellent improvements made over last five years
- Little diversity of players – 90% or greater are men
- Need standards and measurable outcomes for all aspects of golf
- Need a system-wide business, marketing and program plan for each course with a cost recovery goal
- Increase diversity of players
- Need a lifecycle asset management plan to plan for improvements



## Recreation Master Plan

# Tennis



- Recent improvements to facilities like Samuell Grand appreciated by community
- The four other tennis centers need improvements and updates (e.g., lighting, parking, storage, fencing, drainage, etc.)
- Lack of cross promotion between centers
- Lack of growing the game – except Samuell Grand to younger audiences
- Earned income limited at all sites
- Improved performance indicators needed

## Recreation Master Plan

# Sports Complexes



- Most sports fields in good condition
- Many complexes lack large restrooms or concession area
- Additional shade structures needed
- Develop business plans for each complex and identify performance measures
- Conduct a cost/benefit analysis to help inform decisions on facility improvements
- Use design principles based on cost recovery
- Consider an all-weather complex

Recreation Master Plan

# Level of Service Standards

| PARKS:                  |                  | 2014 Inventory - Developed Facilities       |                  |              |  |                  |              | 2014 Facility Standards       |  | 2019 Facility Standards       |  |                               | 2024 Facility Standards                    |  |  |
|-------------------------|------------------|---|------------------|--------------|--|------------------|--------------|-------------------------------|--|-------------------------------|--|-------------------------------|--|--|--|
| Park Type               | Total Inventory  | Current Service Level based upon population |                  |              | Recommended Service Levels: Revised for Local Service Area |                  |              | Meet Standard/<br>Need Exists | Additional Facilities/<br>Amenities Needed | Meet Standard/<br>Need Exists | Additional Facilities/<br>Amenities Needed | Meet Standard/<br>Need Exists | Additional Facilities/<br>Amenities Needed |  |  |
| Mini Parks              | 14.50            | 0.01  | acres per        | 1,000        | 0.01   | acres per        | 1,000        | Meets Standard                | - Acre(s)                                  | Meets Standard                | - Acre(s)                                  | Meets Standard                | - Acre(s)                                  |  |  |
| Neighborhood Parks      | 1,662.90         | 1.34  | acres per        | 1,000        | 1.50   | acres per        | 1,000        | Need Exists                   | 203 Acre(s)                                | Need Exists                   | 323 Acre(s)                                | Need Exists                   | 425 Acre(s)                                |  |  |
| Community Parks         | 2,506.18         | 2.01  | acres per        | 1,000        | 2.50   | acres per        | 1,000        | Need Exists                   | 604 Acre(s)                                | Need Exists                   | 804 Acre(s)                                | Need Exists                   | 974 Acre(s)                                |  |  |
| Metro Parks             | 2,902.81         | 2.33  | acres per        | 1,000        | 2.33   | acres per        | 1,000        | Meets Standard                | - Acre(s)                                  | Need Exists                   | 183 Acre(s)                                | Need Exists                   | 340 Acre(s)                                |  |  |
| Regional Parks          | 2,787.01         | 2.24  | acres per        | 1,000        | 2.50   | acres per        | 1,000        | Need Exists                   | 323 Acre(s)                                | Need Exists                   | 524 Acre(s)                                | Need Exists                   | 693 Acre(s)                                |  |  |
| Special Use Parks       | 3,680.68         | 2.96  | acres per        | 1,000        | 3.00   | acres per        | 1,000        | Need Exists                   | 51 Acre(s)                                 | Need Exists                   | 292 Acre(s)                                | Need Exists                   | 495 Acre(s)                                |  |  |
| Linear Parks            | 1,088.72         | 0.88  | acres per        | 1,000        | 1.00   | acres per        | 1,000        | Need Exists                   | 155 Acre(s)                                | Need Exists                   | 236 Acre(s)                                | Need Exists                   | 303 Acre(s)                                |  |  |
| Conservation            | 9,796.32         | 7.87  | acres per        | 1,000        | 7.87   | acres per        | 1,000        | Meets Standard                | - Acre(s)                                  | Need Exists                   | 625 Acre(s)                                | Need Exists                   | 1,158 Acre(s)                              |  |  |
| <b>Total Park Acres</b> | <b>24,439.12</b> | <b>19.65</b>                                | <b>acres per</b> | <b>1,000</b> | <b>20.71</b>   | <b>acres per</b> | <b>1,000</b> | <b>Need Exists</b>            | <b>1,324 Acre(s)</b>                       | <b>Need Exists</b>            | <b>2,986 Acre(s)</b>                       | <b>Need Exists</b>            | <b>4,388 Acre(s)</b>                       |  |  |

# Recreation Master Plan

## Level of Service Standards

| PARKS:                                       |                 | 2014 Inventory - Developed Facilities       |           |           |  |           |         | 2014 Facility Standards       |  |             | 2019 Facility Standards       |  |             | 2024 Facility Standards       |  |             |
|--|-----------------|---|-----------|-----------|--|-----------|---------|-------------------------------|--|-------------|-------------------------------|--|-------------|-------------------------------|--|-------------|
| Park Type                                    | Total Inventory | Current Service Level based upon population |           |           | Recommended Service Levels: Revised for Local Service Area |           |         | Meet Standard/<br>Need Exists | Additional Facilities/<br>Amenities Needed |             | Meet Standard/<br>Need Exists | Additional Facilities/<br>Amenities Needed |             | Meet Standard/<br>Need Exists | Additional Facilities/<br>Amenities Needed |             |
| <b>OUTDOOR AMENITIES:</b>                    |                 |   |           |           |  |           |         |                               |  |             |                               |  |             |                               |  |             |
| Picnic Shelters/Tables                       | 1,141.00        | 1.00  | site per  | 1,090     | 1.00   | site per  | 1,500   | Meets Standard                | -  | Sites(s)    | Meets Standard                | -  | Sites(s)    | Meets Standard                | -  | Sites(s)    |
| Rectangular Fields (Lacrosse/Rugby/Football) | 18.00           | 1.00  | field per | 69,111    | 1.00   | field per | 40,000  | Need Exists                   | 13   | Field(s)    | Need Exists                   | 15   | Field(s)    | Need Exists                   | 17   | Field(s)    |
| Soccer Fields                                | 123.00          | 1.00  | field per | 10,114    | 1.00   | field per | 7,000   | Need Exists                   | 55   | Field(s)    | Need Exists                   | 66   | Field(s)    | Need Exists                   | 76   | Field(s)    |
| Diamond Fields                               | 114.00          | 1.00  | field per | 10,912    | 1.00   | field per | 7,000   | Need Exists                   | 64   | Field(s)    | Need Exists                   | 75   | Field(s)    | Need Exists                   | 85   | Field(s)    |
| Basketball Courts                            | 151.00          | 1.00  | court per | 8,238     | 1.00   | court per | 4,500   | Need Exists                   | 125  | Court(s)    | Need Exists                   | 143  | Court(s)    | Need Exists                   | 158  | Court(s)    |
| Tennis Courts                                | 242.00          | 1.00  | court per | 5,141     | 1.00   | court per | 4,800   | Need Exists                   | 17   | Court(s)    | Need Exists                   | 34   | Court(s)    | Need Exists                   | 48   | Court(s)    |
| Pickleball Courts                            | 2.00            | 1.00  | court per | 622,003   | 1.00   | court per | 40,000  | Need Exists                   | 29   | Court(s)    | Need Exists                   | 31   | Court(s)    | Need Exists                   | 33   | Court(s)    |
| Playgrounds                                  | 211.00          | 1.00  | site per  | 5,896     | 1.00   | site per  | 4,000   | Need Exists                   | 100  | Site(s)     | Need Exists                   | 120  | Site(s)     | Need Exists                   | 137  | Site(s)     |
| Sand Volleyball                              | 11.00           | 1.00  | site per  | 113,091   | 1.00   | site per  | 50,000  | Need Exists                   | 14   | Site(s)     | Need Exists                   | 15   | Site(s)     | Need Exists                   | 17   | Site(s)     |
| Off Leash Dog Parks                          | 4.00            | 1.00  | site per  | 311,001   | 1.00   | site per  | 100,000 | Need Exists                   | 8  | Site(s)     | Need Exists                   | 9  | Site(s)     | Need Exists                   | 10   | Site(s)     |
| Skate Park                                   | 1.00            | 1.00  | site per  | 1,244,005 | 1.00   | site per  | 75,000  | Need Exists                   | 16   | Site(s)     | Need Exists                   | 17   | Site(s)     | Need Exists                   | 18   | Site(s)     |
| Golf Courses                                 | 6.00            | 1.00  | site per  | 207,334   | 1.00   | site per  | 150,000 | Need Exists                   | 2  | Site(s)     | Need Exists                   | 3  | Site(s)     | Need Exists                   | 3  | Site(s)     |
| Major Nature Trails (Miles)                  | 23.00           | 0.02  | miles per | 1,000     | 0.10   | miles per | 1,000   | Need Exists                   | 101  | Mile(s)     | Need Exists                   | 109  | Mile(s)     | Need Exists                   | 116  | Mile(s)     |
| Trails (Miles)                               | 145.00          | 0.12  | miles per | 1,000     | 0.22   | miles per | 1,000   | Need Exists                   | 129  | Mile(s)     | Need Exists                   | 146  | Mile(s)     | Need Exists                   | 161  | Mile(s)     |
| <b>INDOOR AMENITIES:</b>                     |                 |   |           |           |  |           |         |                               |  |             |                               |  |             |                               |  |             |
| Recreation/Aquatic Centers (Square Feet)     | 968,070.00      | 0.78  | SF per    | person    | 1.00   | SF per    | person  | Need Exists                   | 275,935                                    | Square Feet | Need Exists                   | 356,170                                    | Square Feet | Need Exists                   | 423,865                                    | Square Feet |

# Recreation Program Assessment

After School

Fine Arts

Sports

Events

Camps

Special Interest

Aquatics

Therapeutic

Health & Fitness

Recreation

Core programs are:

- Major types of programs offered
- Offered most of the year
- Where most of the funding and staff are directed
- Offerings across skill levels

# Core Program Areas

- **After School** – Offers academic enrichment, physical fitness, nutritional and life skills for children ages 6-12 years after the school day ends
- **Sports** – Includes youth and adult sport camps, lessons, teams, and leagues including competition levels from beginner to competitive
- **Camps** – Summer & seasonal camps for youth and teens that provide a structured, safe environment for learning and having fun
- **Aquatics** – Includes youth and adult lessons and teams for swimming, fitness, and water sports to promote water safety and swimming as a lifelong recreational pursuit

# Core Program Areas

- **Health & Fitness** – Includes adult group exercise, wellness, and Zumba classes to help achieve fitness and lifestyle goals
- **Fine Arts** – Includes performing and visual arts classes and groups to provide personal and social benefit for all interests and abilities
- **Events** – Community events coinciding with local or national holidays or community interests
- **Special Interest** – Education, games, and hobbies of special interest to the community
- **Therapeutic Recreation** – Adapted recreation and education programs



# Recreation Program Assessment

- Strong culture of customer service
- Expectation to deliver core programs throughout system
- Currently, more focus is on Elementary and Teenage market segments
- And less focus is on Preschool, Adult and Senior segments
  - Survey results indicate that these are among the most needed



# Recreation Program Assessment



- Lack of consistent marketing materials
- Increasing competition
- Opportunity to conduct and use market research in programming decisions
- Cost recovery should be more prominent factor in price setting
- Enhanced use of RecTrac and other databases needed to drive decision making

Recreation Master Plan

# Ages Served by Core Program Areas

| Core Program Area  | preschool<br>(up to 5) | elementary<br>(6-12) | teens<br>(13-17) | adult<br>(18+) | senior<br>(55+) | all ages |                    |
|--------------------|------------------------|----------------------|------------------|----------------|-----------------|----------|--------------------|
| After School       | ○                      | ●                    | ○                | ○              | ○               | ○        | ○ not served       |
| Sports             | ●                      | ●                    | ●•               | ●•             | ○               | ○        | ● primary market   |
| Camps              | ○                      | ●                    | ●                | ○              | ○               | ○        | • secondary market |
| Aquatics           | ●                      | ●                    | ●                | ●•             | ●•              | ●        |                    |
| Health and Fitness | ○                      | ○                    | ●•               | ●              | ●               | ●        |                    |
| Fine Arts          | ○                      | ○                    | ○                | ○              | ○               | ●        |                    |
| Special Events     | ○                      | ○                    | ○                | ○              | ○               | ●        |                    |
| Special Interest   | ○                      | ○                    | ○                | ○              | ○               | ●        |                    |
| Therapeutic        | ○                      | ○                    | ○                | ○              | ○               | ●        |                    |

- Each age group is being served as a primary market in at least two program areas
- Primary market program distribution is fairly even across age groups, with the exception of Preschool and Senior programs
- Based on this analysis and survey results, consider ↑ in Senior-specific programs

# Program Life Cycle Analysis

| Stage               | Description   | Current | Recommended |        |
|---------------------|---|---------|-------------|--------|
| <b>Introduction</b> | New program; modest participation                       | 55%     |             |        |
| <b>Take-Off</b>     | Rapid participation growth                              | 2%      | 87%         | 50-60% |
| <b>Growth</b>       | Moderate, but consistent population growth              | 29%     |             |        |
| <b>Mature</b>       | Slow participation growth                               | 10%     | 10%         | 40%    |
| <b>Saturation</b>   | Minimal to no participation growth; extreme competition | 2%      |             |        |
| <b>Decline</b>      | Declining participation                                 | 2%      | 4%          | 0-10%  |

- Introduction, Take-Off, & Growth total 87%; over-reliance on what's trendy?
- Mature totals 10% (PROS recommends 40%); need ↑ Mature for stability
- Saturation & Decline total 4%; on target with recommendation
- Complete a lifecycle review on an annual basis

Recreation Master Plan

# Dallas Pricing Strategies

| Core Program Area  | age segment                      | family / household status        | residency                | weekday / weekend        | prime / non-prime        | group discounts          | location                         | market competition       | cost recovery goals              | ability to pay                   |
|--------------------|----------------------------------|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------------|--------------------------|----------------------------------|----------------------------------|
| After School       | <input type="radio"/>            | <input checked="" type="radio"/> | <input type="checkbox"/> | <input type="radio"/>    | <input type="radio"/>    | <input type="radio"/>    | <input checked="" type="radio"/> | <input type="checkbox"/> | <input checked="" type="radio"/> | <input type="checkbox"/>         |
| Sports             | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input type="checkbox"/> | <input type="radio"/>    | <input type="radio"/>    | <input type="radio"/>    | <input checked="" type="radio"/> | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>         |
| Camps              | <input type="radio"/>            | <input checked="" type="radio"/> | <input type="checkbox"/> | <input type="radio"/>    | <input type="radio"/>    | <input type="radio"/>    | <input checked="" type="radio"/> | <input type="checkbox"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| Aquatics           | <input checked="" type="radio"/> | <input type="radio"/>            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="radio"/>            | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>         |
| Health and Fitness | <input type="radio"/>            | <input type="radio"/>            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="radio"/> | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>         |
| Fine Arts          | <input checked="" type="radio"/> | <input type="radio"/>            | <input type="checkbox"/> | <input type="radio"/>    | <input type="radio"/>    | <input type="radio"/>    | <input checked="" type="radio"/> | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>         |
| Special Events     | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>    | <input type="radio"/>    | <input type="radio"/>    | <input type="checkbox"/> | <input checked="" type="radio"/> | <input type="checkbox"/> | <input checked="" type="radio"/> | <input type="checkbox"/>         |
| Special Interest   | <input type="radio"/>            | <input type="radio"/>            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="radio"/> | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>         |
| Therapeutic        | <input type="radio"/>            | <input type="radio"/>            | <input type="radio"/>    | <input type="radio"/>    | <input type="radio"/>    | <input type="radio"/>    | <input checked="" type="radio"/> | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/>         |

● currently used      □ recommended

# Pricing Review Observations

- Pricing strategies
  - Evidence of use among all core program areas
  - Location strategy most frequently used for each area
- Cost recovery should be more prominent factor in price setting
  - Use Cost of Service Analysis for each program area
  - Then adjust according to market factors and policy goals



# Pricing / Cost Recovery Observations

- Cost recovery tracked for some program areas, but not for all
- Cost recovery goals may not always be developed or widely known by staff
- Methodologies for calculating cost recovery may be inconsistent
- Should also be tracked by core program areas
- Track for specific program or program types as necessary (e.g., Introduction lifecycle stage)



# Pricing / Cost Recovery Observations

- Tie pricing strategies to the economic vision of the Department and City.
- Educate the Park Board and stakeholders on how pricing works and how they can communicate it to the community.
- Track and demonstrate pricing and cost recovery results.
- Demonstrate use of revenues from pricing to offer and position new facilities or programs.











# Pricing / Cost Recovery Observations

**Recommended performance measures for DPR to track effectiveness:**

- Cost per experience
- Revenue to expenses against agreed to subsidy levels
- Cost benefits of programs, facilities, land
- Earned incomes gained against projections
- Customer retention
- Market share controlled by DPR

# Cost Recovery Targets

Cost recovery targets should reflect degree to which program area provides a public v. private good.

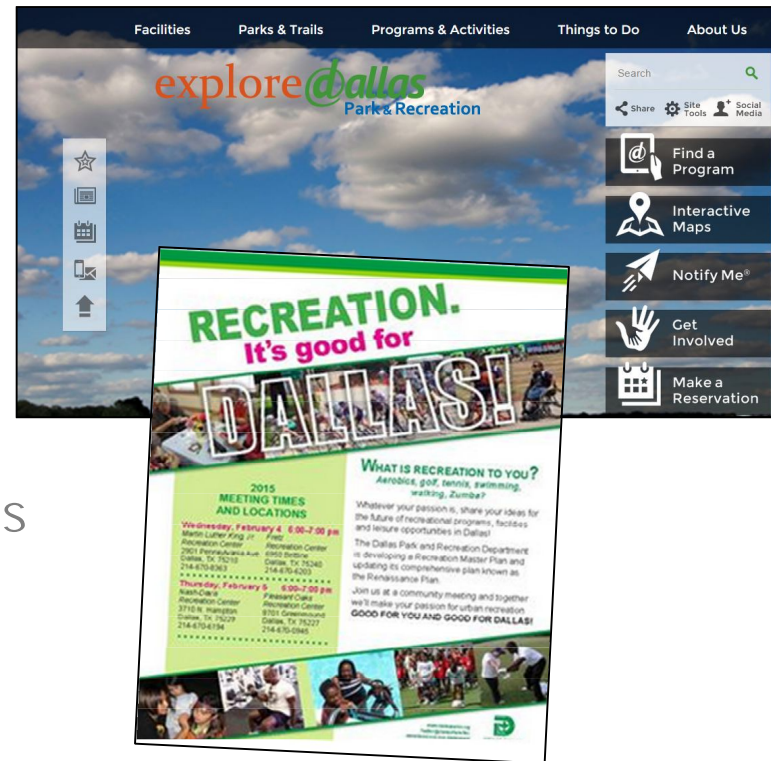
| Category    | Description                    | % City Served   | Cost Recovery | Subsidy   |
|-------------|--------------------------------|---|---------------|---|
| Essential   | part of the Department mission |    | 0-20%         |  80-100% |
| Important   | important to the community     |   | 20-80%        |  20-80% |
| Value-Added | enhanced offerings             |  | 80-100%       |  0-20% |

# Strategic Marketing: Evaluation

- Desired Outcomes: Data for statistical comparisons on:
  - Attendance
  - Participant satisfaction
  - Cost/benefit data from participants
  - Importance of program to residents
- Develop specific recommendation on each core program and programs for the future: Should the program be?
  - Continued
  - Repositioned or redesigned
  - Eliminated

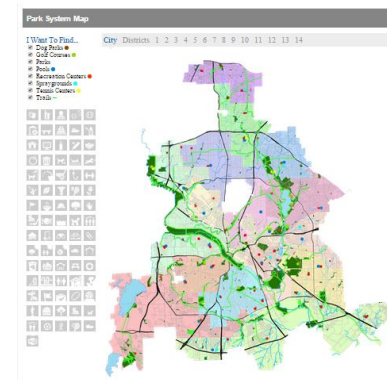
# Strategic Marketing Review

- Program Assessment included review of:
  - Website
  - Flyers
  - News releases
  - Social media
  - Other communication items
  - Information from staff



# Strategic Marketing Observations

- Recent improvements in availability of information on recreation programs and facilities.
- Lack of comprehensive strategic approach.
- Strong and growing brand, but...
- ...materials fragment the brand due to lack of coordination.



## Social Networking

We want to be your friend! Like us, follow us, share us!

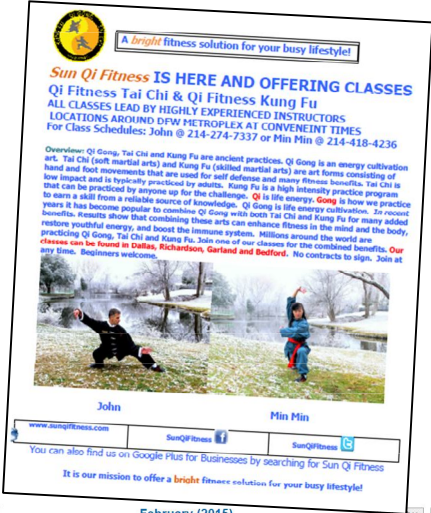
Facebook

Twitter

- [Park and Recreation](#)
- [Dallas Aquatics](#)
- [Bahama Beach Waterpark](#)
- [Fair Park](#)

# Strategic Marketing Observations

- Marketing plan strongly recommended.
- Comprehensive program/activity guide needed.
- Decentralization of marketing responsibilities OK (and preferred) for center- or neighborhood-level programs.
- Staff training on marketing, communication, and material production needed.



February (2015)

| Monday                | Tuesday   | Wednesday  | Thursday  | Friday   | Saturday  |
|-----------------------|---|--|---|--|---|
| 1<br>No Events Found  | 2<br>Senior Dance<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Boot Camp           | 3<br>ASAP CHI<br>8:00 A-10:00 P<br>Senior Taiji Games<br>8:00 A-10:00 P<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Walking Club  | 4<br>ASAP CHI<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>Senior Dance<br>8:00 A-10:00 P<br>ASAP - Fast Inv                    | 5<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Social Club<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>Senior Walking Club  | 6<br>Senior Walking Club<br>8:00 A-10:00 P<br>Taijiquan for Senior<br>10:00 A-12:00 P<br>Senior<br>8:30 A-10:30 A<br>Yoga/Teach   |
| 8<br>No Events Found  | 9<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Social Club<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>Senior Dance  | 10<br>ASAP CHI<br>8:00 A-10:00 P<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Taiji Games<br>8:00 A-10:00 P<br>Senior Walking Club | 11<br>Senior Dance<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>ASAP - Fast Inv   | 12<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Social Club<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>Senior Walking Club | 13<br>Senior Walking Club<br>8:00 A-10:00 P<br>Senior Social Club<br>10:00 A-12:00 P<br>Adult Chi Program<br>10:00 A-12:00 P<br>Senior Walking Club<br>Yoga/Teach           |
| 15<br>No Events Found | 16<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Social Club<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>Senior Dance | 17<br>Senior Taiji Games<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Walking Club | 18<br>Book History New<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>Senior Social Club<br>8:00 A-10:00 P<br>Senior Walking Club | 19<br>ASAP CHI<br>8:00 A-10:00 P<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Social Club<br>8:00 A-10:00 P<br>Senior Walking Club | 20<br>Spring Camp<br>8:00 A-10:00 P<br>Spring Camp<br>8:00 A-10:00 P<br>Senior Walking Club<br>8:00 A-10:00 P<br>Taijiquan for Senior                                       |
| 22<br>No Events Found | 23<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Social Club<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>Senior Dance | 24<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Taiji Games<br>8:00 A-10:00 P<br>ASAP CHI<br>8:00 A-10:00 P<br>Senior Walking Club | 25<br>ASAP CHI<br>8:00 A-10:00 P<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Dance<br>8:00 A-10:00 P<br>Senior Walking Club        | 26<br>ASAP - Fast Inv<br>8:00 A-10:00 P<br>Senior Social Club<br>8:00 A-10:00 P<br>Senior Walking Club                               | 27<br>Senior Walking Club<br>8:00 A-10:00 P<br>Taijiquan for Senior<br>10:00 A-12:00 P<br>Senior Social Club<br>10:00 A-12:00 P<br>Senior Walking Club<br>Adult Chi Program |
|                       |   |  |   |  | 28<br>Annapolis<br>8:00 A-10:00 A<br>White Bannock<br>8:00 A-10:00 P<br>Lead 1 Day<br>8:00 A-10:00 P<br>Adult Day Program<br>Upper Bound                                    |

# Performance Management Standards

- Program management standards are developed to support multiple aspects of recreation services.
  - Participant experience
  - Operations
  - Cost Recovery
  - Marketing & communication
  - Staff performance



# Performance Management Standards

- Program Standards
  - Increasing use
  - Multiple metrics used
  - Few common standards across all programs
  - Caution against using in excess
- Threats to performance management for DPR:
  - Thousands of service transactions (in-person, online, phone)
  - Diversity of programs
  - Number of facilities
  - Number of full-time, part-time, and seasonal staff





# Performance Management Standards

- Measures currently used:
  - Total participants
  - Customer satisfaction level (occasional)
  - Program/facility availability by geography
  - Identifying comparable providers (in progress)
  - Staff performance evaluation metrics
- Recommended additional measures:
  - Participant to staff ratios (only used in youth programs)
  - Customer retention rate
  - Program cancelation rate
  - Cost per resident, household, or participant
  - Participation by household, school, or council district

# Comprehensive Plan



**Comprehensive  
Plan**

# Comprehensive Plan



**Comprehensive  
Plan**

- Updates the Department's mission
- Sets a 10-year vision for parks and recreation in the city
- Considers parks *and* recreation together as a whole system
- Provides overarching direction for the department

## Comprehensive Plan

# Historic Parks

- Renaissance Plan documented 30 of the city's most significant and oldest parks
- This update continues with parks built through World War II
- Parks were prioritized based upon historical, cultural, natural, or architectural significance

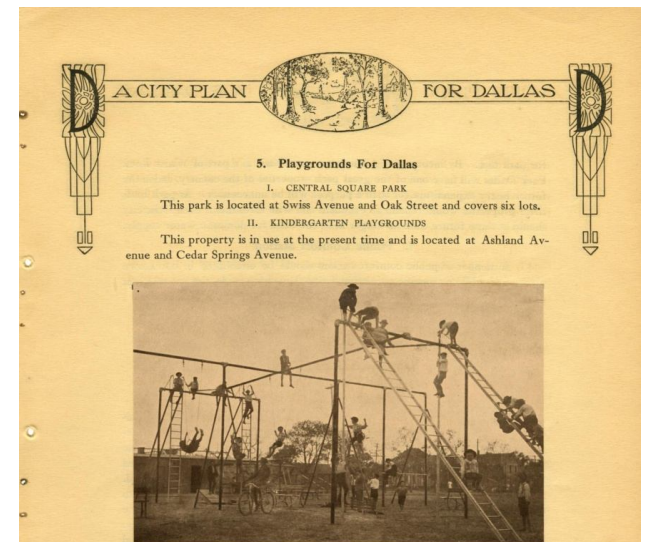
|       |                              |
|-------|------------------------------|
| 1869  | Freedman's Memorial Cemetery |
| 1896  | Butler-Nelson Cemetery       |
| 1904  | Confederate Cemetery         |
| 1905  | Stone Place Mall             |
| 1913  | Stemmonds Plaza              |
| 1913  | William B. Dean              |
| 1914  | Dorothy & Wallace Savage     |
| c1914 | Ruthmeade                    |
| 1915  | Eloise Lundy                 |
| 1916  | Cedar Crest Golf Course      |
| 1919  | Parkview                     |
| 1926  | Cochran                      |
| 1929  | Herndon                      |
| 1930  | Walford                      |
| 1938  | Maria Luna                   |
| 1938  | Moore                        |
| 1938  | Oak Cliff Founders           |
| 1939  | Cherrywood                   |
| 1941  | Wheatley                     |

## Comprehensive Plan

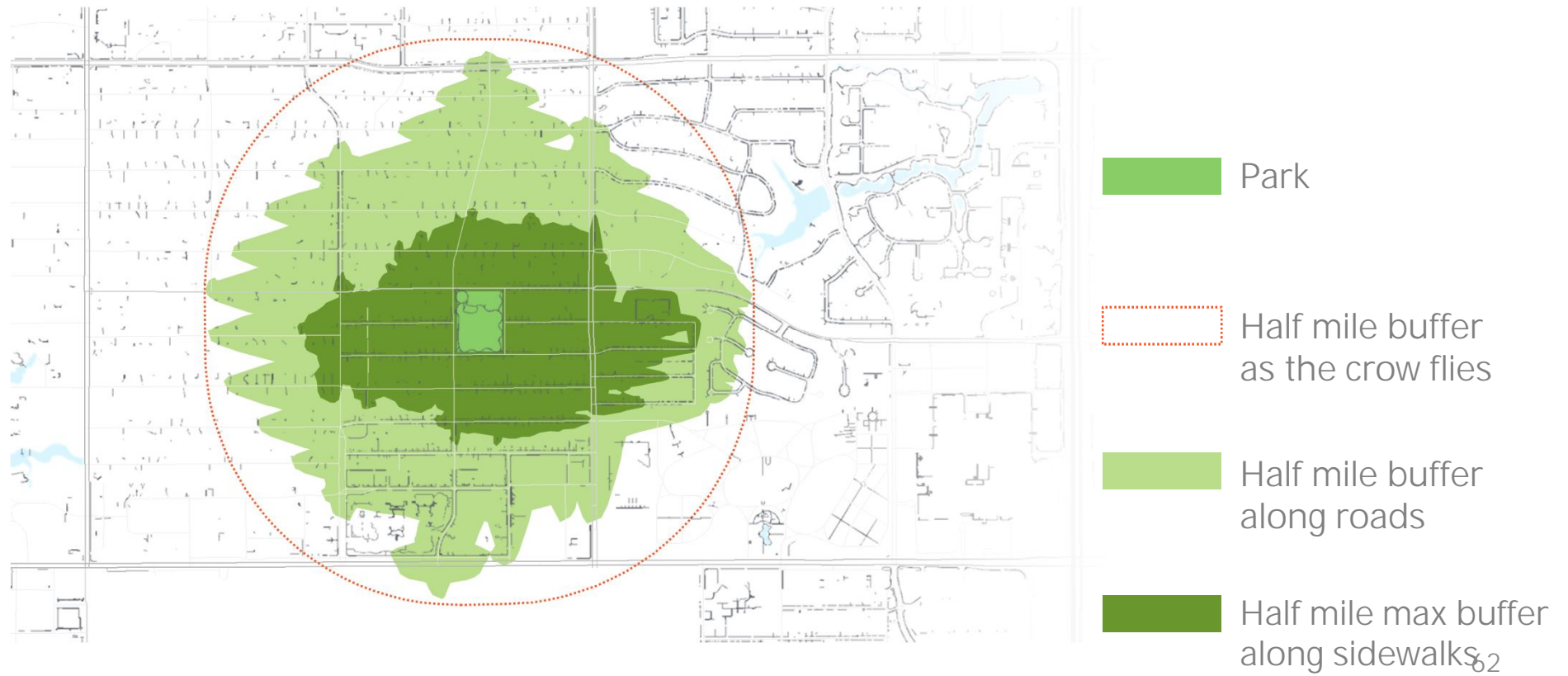
# Historic Parks

Potential themes that can be used by the city to interpret the historic parks include:

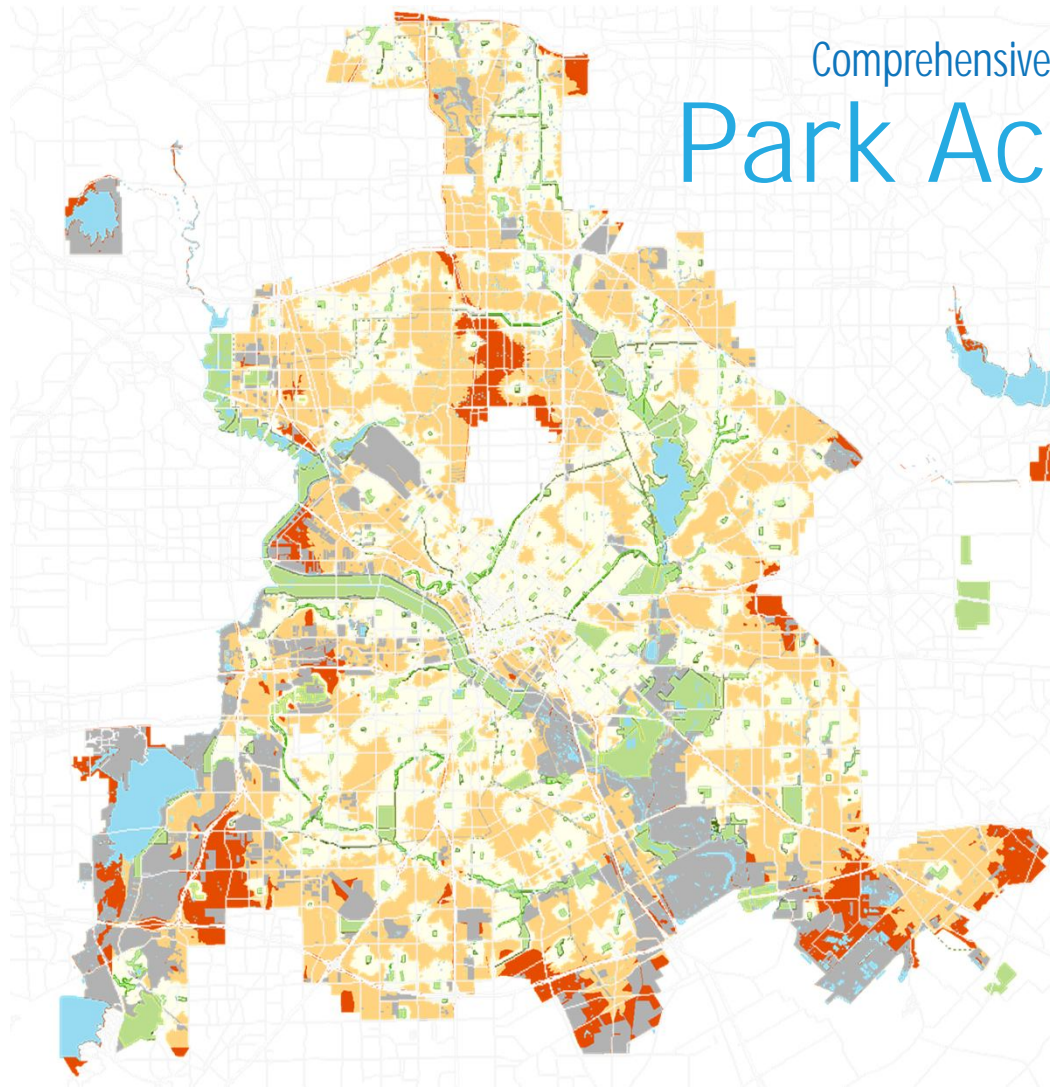
- City Beautiful Movement
- School Partnership
- Depression Work Projects
- Civic Investment
- Cemeteries



# Comprehensive Plan Park Access





Comprehensive Plan  
**Park Access**



- Areas within walking distance of a park
- Areas within driving, but not walking, distance
- Areas not within walking or driving distance
- Protected/ Restricted Use<sub>63</sub>

# Comprehensive Plan Park Access

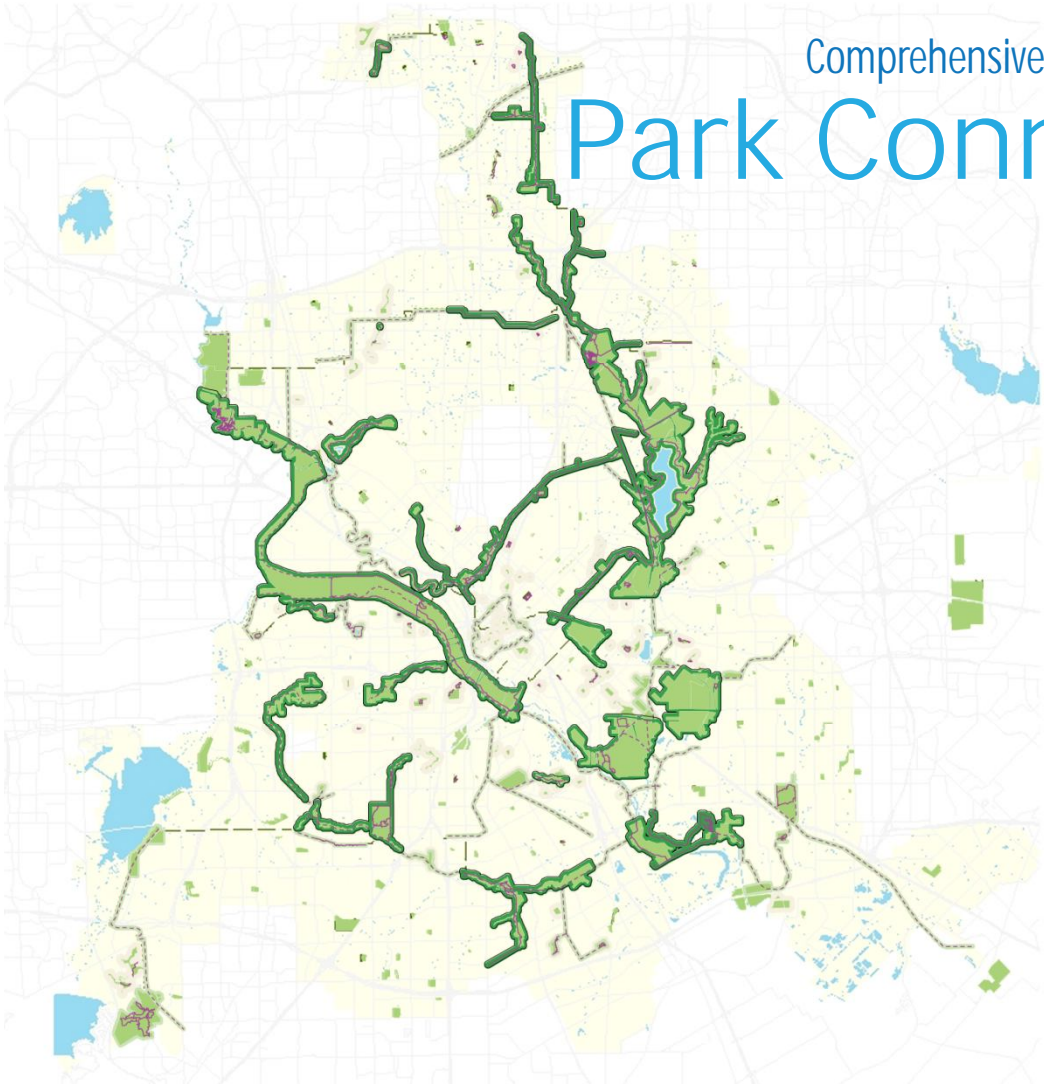
|   |         | 2014 |         | 2035 |  |
|---|---------|------|---------|------|--|
|  Areas within walking distance of a park         | 583,236 | 45%  | 740,239 | 45%  |  |
|  Areas within driving, but not walking, distance | 472,627 | 37%  | 607,959 | 37%  |  |









Comprehensive Plan

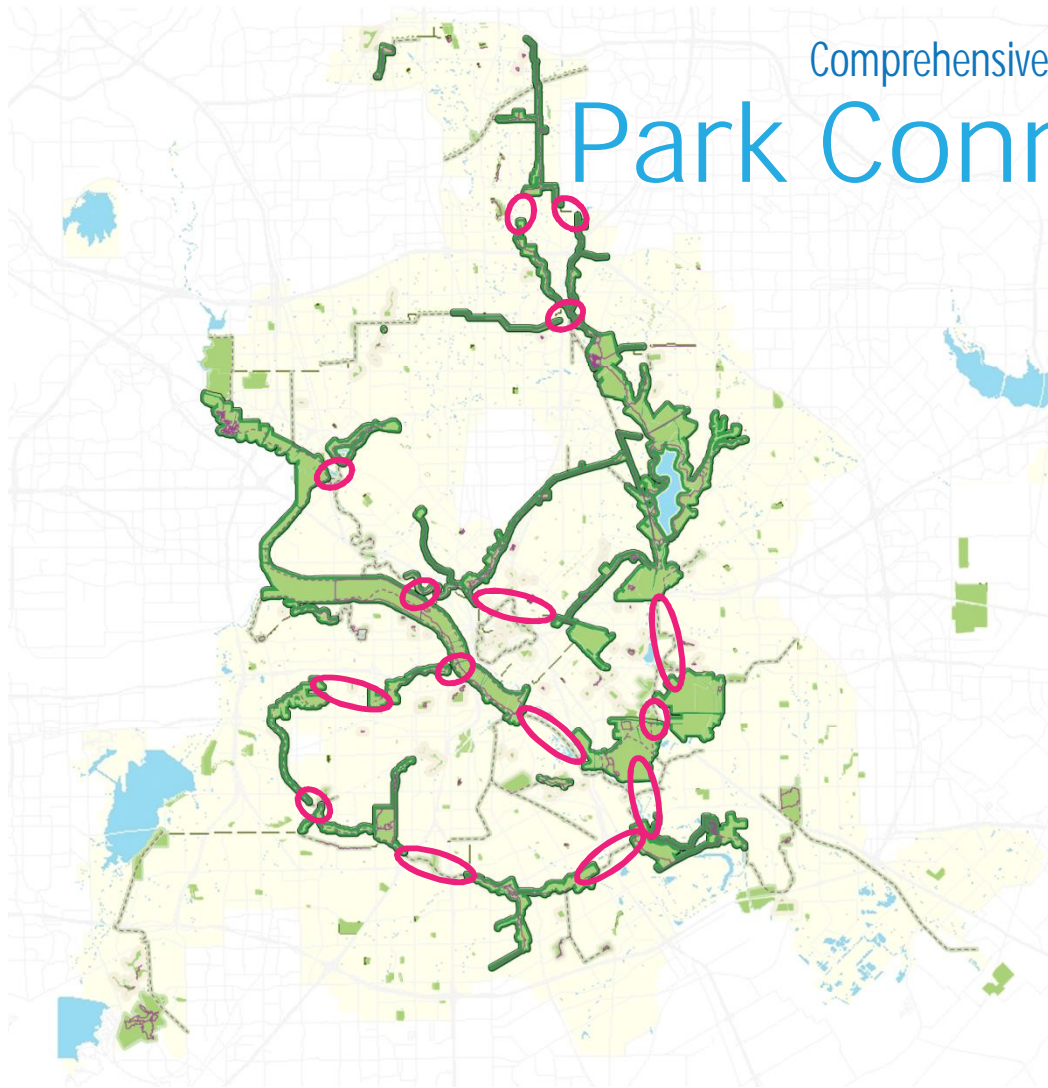
# Park Connectivity







-  Parks
-  Existing trails
-  Planned trails
-  Connected park/trail clusters

Comprehensive Plan

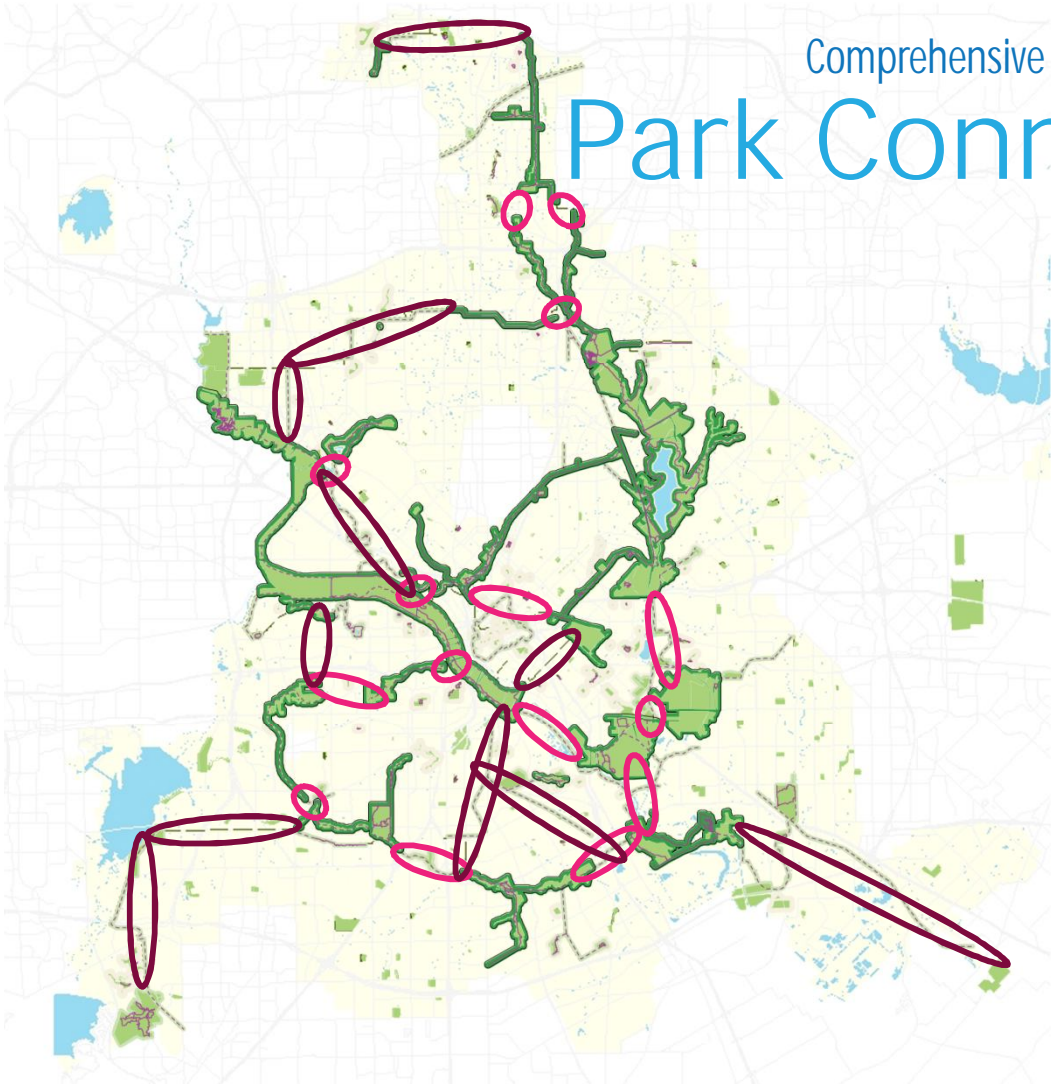
# Park Connectivity





-  Parks
-  Existing trails
-  Planned trails
-  Connected park/trail clusters

Comprehensive Plan

# Park Connectivity



-  Parks
-  Existing trails
-  Planned trails
-  Connected park/trail clusters

Comprehensive Plan  
**Mission**

*Existing*

DPARD's mission is for:

Dallas to be a premier Park and Recreation system in the United States.

*Recommendation*

DPARD's mission is to:

champion lifelong recreation and serve as responsible stewards of the city's parks, trails and open spaces.

Comprehensive Plan  
**Vision**

*Existing*

DPARD's vision is to:

- recover the quality and prestige of the Dallas Park System
- regain the confidence and enthusiasm of our citizens
- reposition the Dallas Park and Recreation Department as a recognized state and national leader.

*Recommendation*

DPARD's vision is for:

a comprehensive system of parks, trails, open spaces and recreation facilities that sustains, inspires and invigorates.

Comprehensive Plan

# Strategic Directions

- The “big moves” of the plan
- Organizing framework for supporting actions
  - Big moves will be used to develop the Strategic Plan (Action Plan)

Comprehensive Plan

# Strategic Directions

- Parkland
- Trails
- Recreation Programming
- Fiscal Sustainability
- Partnerships
- Economic Development
- Marketing and Communication
- Trinity River
- Interpretation
- Design
- Sustainability
- Staff Resources
- Safety



# Comprehensive Plan Strategic Directions



## Trails

**CONTINUE TO IMPLEMENT THE "TRAIL CIRCUIT" TO CREATE A MORE CONNECTED AND ACTIVE COMMUNITY.**

The top three funding priorities identified by survey respondents related to maintenance and renovation of existing facilities. However, the top funding priority for new facilities was for new trails that can be used for hiking, biking, walking, and jogging. Citizens and stakeholders touted the success of the existing trail network and expressed a desire to see the system expanded to better link the city's park and open space resources. This follows a national trend in trails being the most desired new amenities. While Dallas has made a lot of progress in implementing the "trail circuit" laid out in the Dallas Trail Network Master Plan, more work is needed to create a truly connected trail network.

Caption

Strategic direction

Rationale for the strategic direction

# Comprehensive Plan Strategic Directions

38 Dallas Park and Recreation Comprehensive Plan

### Actions

2.1. Improve coordination of inter-departmental trail planning and implementation.

*Trails are a unique type of facility in form and function. They require rights-of-way or easements that cross properties with different owners, and they serve multiple purposes, including recreation and transportation. As such, the development and maintenance of trails is often split among many entities. In Dallas, planning, transportation, and public works partners have stakes in trails along with the Park and Recreation Department. For trail planning and implementation to be successful, all of these partners must work in tandem.*

2.1.1. Work with City Departments, NCTCOG, foundations, and other partners to obtain primary responsibility for planning and implementation of all off-street trails.

2.1.2. Create a staff position to oversee the planning, implementation, and management of the trails system; coordinate with partners; and advise on associated economic development activities.

2.1.3. Identify, develop, and manage priority trail segments from the trail circuit that enhance system connectivity (e.g., link two or more parks or trails) or reach underserved areas.

2.1.4. Develop a management plan for key trails that addresses maintenance, safety, operation, and marketing.

2.1.5. Connect to adjacent trail systems beyond the city using NCTCOG's 2014 Regional Trails of North Texas as a guide.

2.2. Identify strategies and mechanisms for public and private funding of trail planning and implementation.

*The appetite in Dallas for a high quality trail network trails can be seen not just in trail usage but in the supplemental funding that has been raised for trail planning and implementation. As an example, "the Friends of Katy Trail has privately raised over \$15 million in funding for developing and proving the trail."*

2.2.1. Support the establishment of a nonprofit organization to advocate for fundraising for trail construction and maintenance.

2.2.2. Involve trail friends groups and user groups in the planning, implementation, and maintenance of the city trail network.

2.2.3. Pursue trail grants from the Texas Parks & Wildlife Department.

2.3. Enhance user experience by providing more amenities along trails.

**DRAFT**

Actions that can move the system in that direction

Rationale for the action

Specific action steps that can be taken to implement the actions

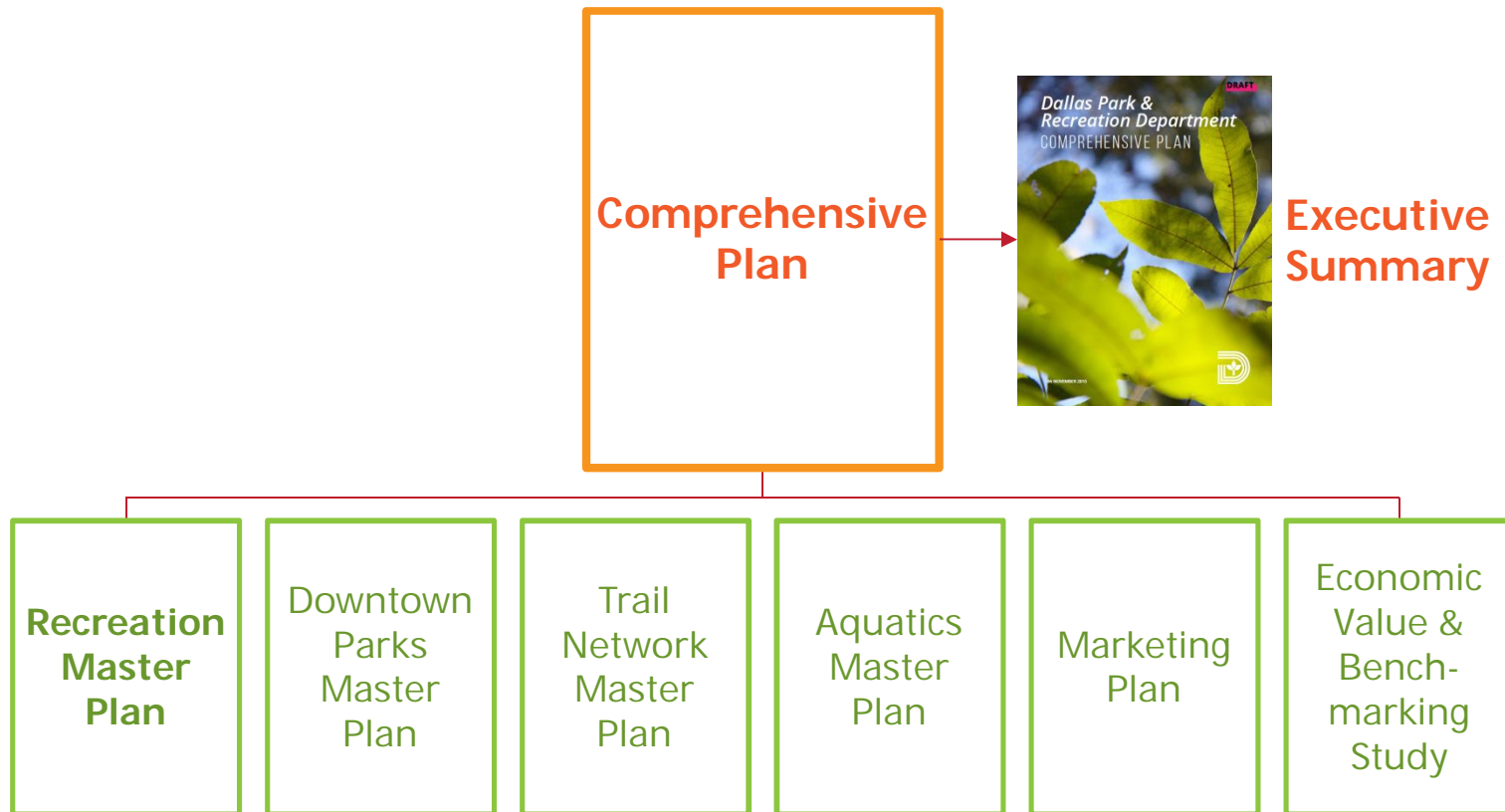
# Comprehensive Plan Strategic Plan

## **Strategic Direction 2. Continue to implement the “trail circuit” to create a more connected and active community.**

Action 2.1. Improve coordination of inter-departmental trail planning and implementation.

| Responsible Parties                           | Potential Partners  | Potential Funding Sources   | Performance Measures | Time Frame             |
|---|---|---|----------------------|------------------------|
| 2.1.1.  | Work with City Departments, NCTCOG, foundations, and other partners to obtain primary responsibility for planning and implementation of all off-street trails.  |   |                      |                        |
| DPARD Planning, Design & Engineering Services | Planning Dept.; Public Works Dept.; Street Services Dept.; Trinity River Corridor Project; Water Utilities Dept.; Dallas County; NCTCOG; Neighborhood Groups; Not for Profits; Organized Clubs; TPWD; TxDOT | Bonds; Corporate Sponsors; Foundations; Friends Associations; General Fund; Grants; Private Donations |                      | short term (0-5 years) |
| 2.1.2.  | Create a staff position to oversee the planning, implementation, and management of the trails system; coordinate with partners; and advise on associated economic development activities.                   |   |                      |                        |
| DPARD Administration                          | Office of Economic Development: Public  | N/A   |                      | short term (0-5 years) |

# Park & Recreation Plans



DRAFT



Cover Image: Steve Rainwater, Above Image: Curtis Simmons

DRAFT

# THE FUTURE *of* PARKS & RECREATION

**71%** rated parks and recreational opportunities in the City of Dallas as excellent or good.

**95%** feel that quality parks, facilities and programs are very or somewhat important to the overall pursuit of a healthy and active lifestyle for their family.

**97%** feel that quality parks, facilities and programs are very or somewhat important to the overall quality of life in Dallas.

The Dallas parks and recreation system has a proud legacy dating back to 1905, with the establishment of the city's Park Board and a single city-owned park, City Park. Through acquisition and generous donation, the parks and recreation system has grown as the city has grown—now encompassing over 400 parks totaling more than 21,000 acres.

This comprehensive plan for parks and recreation lays out broad goals for parks and recreation in Dallas over the next 10 years. The plan is supported by a suite of other plans that provide more focused direction on more specific components of the parks and recreation system. This comprehensive plan does not replace these plans. Rather, it incorporates larger goals from those plans and provides an organizing framework for the Department within which those plans are implemented.

**DRAFT**

# MISSION, VISION, and STRATEGIC DIRECTIONS

*The Dallas Park and Recreation Department's mission is to champion lifelong recreation and serve as responsible stewards of the city's parks, trails, and open spaces.*

There are 13 Strategic Directions in the Comprehensive Plan to achieve the Department's vision for the future.



041

**DRAFT**

*The Department's vision is for a comprehensive system of parks, trails, open spaces, and recreation facilities that sustains, inspires, and invigorates.*



DALLAS PARK & RECREATION COMPREHENSIVE PLAN / 05

DRAFT



Image: Ann the Nurse

DRAFT

## Parkland

### ENSURE ADEQUATE PARKLAND TO ACCOMMODATE FUTURE GROWTH.



*More than half (57%) of respondents reported there are adequate parks and green space with walking or biking distance of their home.*



*63% of respondents think parks, facilities & programs are very important for a healthy and active lifestyle.*

As Dallas at the Metroplex continue to grow, the Park and Recreation Department must ensure that it has enough parkland to serve existing and new residents. Growth may also put development pressure on valuable natural resources, and the Department must be proactive about protecting these resources before they are lost.

Areas around White Rock Lake and the Katy Trail in particular are projected to grow more than average. This suggests that the City of Dallas will have to prepare to accommodate additional users at already successful amenities and provide additional parks and recreation experiences to serve existing and new residents.

A balanced ecosystem should have natural areas throughout the landscape, preferably connected together by greenways or linear parks. Intact natural systems perform multiple critical services beyond public enjoyment such as providing breathable air, drinkable water, a stable climate, and habitat; recycling waste; pollinating food crops; reducing negative stormwater, noise pollution, flooding, and greenhouse gas impacts; and lowering energy costs. Studies done by the National Recreation and Park Association (2010) and the Trust for Public Land (2009) have revealed that natural areas also provide economic benefits to communities that invest in them.

DRAFT



strategic direction



## Parkland

ENSURE ADEQUATE PARKLAND TO ACCOMMODATE FUTURE GROWTH.

DRAFT



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# Parkland

## ENSURE ADEQUATE PARKLAND TO ACCOMMODATE FUTURE GROWTH.

rationale



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survey findings

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quotes from the public and stakeholders

## Trails

CONTINUE TO IMPLEMENT THE "TRAIL CIRCUIT" TO CREATE A MORE CONNECTED AND ACTIVE COMMUNITY.

*"It is imperative that we complete our trail system in order to connect our neighborhoods because our streets have divided our communities from interacting with each other."*

- Public Meeting Participant at Harry Stone Rec. Center



*Trails generate the highest return on investment of all park-related investments, generating over \$50 in development for every \$1 of capital invested.*

The top three funding priorities identified by survey respondents related to maintenance and renovation of existing facilities. However, the top funding priority for new facilities was for new trails that can be used for hiking, biking, walking, and jogging. This follows a national trend in trails being the most desired new amenities. While Dallas has made a lot of progress in implementing the "trail circuit" laid out in the Dallas Trail Network Master Plan, more work is needed to create a truly connected trail network.

Trails are a unique type of facility in form and function. They require rights-of-way or easements that cross properties with different owners, and they serve multiple purposes, including recreation and transportation. As such, the development and maintenance of trails is often split among many entities. In Dallas, planning, transportation, and public works partners have stakes in trails along with the Park and Recreation Department. For trail planning and implementation to be successful, all of these partners must work in tandem.

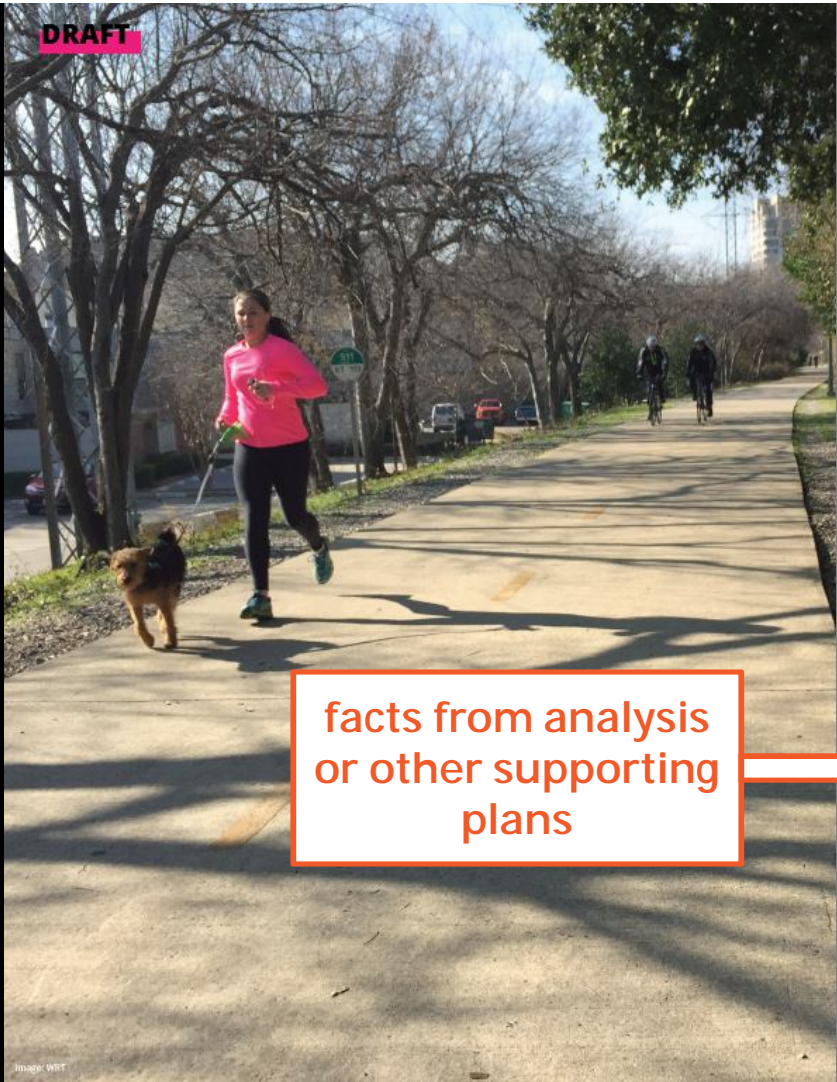
Basic amenities along trails, such as signage, benches, and water fountains, make regular and novice trail users more comfortable. In addition, the climate in Dallas makes for many hot days throughout the year that can negatively affect trail usage. Shade and water can mitigate these effects.

Trails generate the highest return on investment of all park-related investments, generating over \$50 in development for every \$1 of capital invested. Trails are attractive amenities that can catalyze new development. New development provides economic benefits in terms of property-based tax revenue.

As the Dallas trail circuit is completed, it is critical to learn what is successful about segments that are built and what can be improved upon moving forward.

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facts from analysis  
or other supporting  
plans

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**Park and Recreation Department  
Recreation Master Plan  
and Comprehensive Plan  
Dallas Park and Recreation Board  
December 3, 2015**