OUR Garland

Parks, Recreation, & Cultural Arts Strategic Master Plan

February, 2020

BRANDSTETTER CARROLL INC
ARCHITECTS . ENGINEERS . PLANNERS

OUR Garland
PARKS, RECREATION & CULTURAL ARTS
STRATEGIC MASTER PLAN

RESOLUTION NO.10429

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS, ADOPTING THE 2019 OUR GARLAND PARKS, RECREATION, AND CULTURAL ARTS STRATEGIC MASTER PLAN; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Garland recognizes the need to develop a strategic master plan to guide future improvements within the Parks, Recreation, and Cultural Arts department; and

WHEREAS, the 2019 Our Garland Parks, Recreation, and Cultural Arts Strategic Master Plan, a copy of which is attached hereto as Exhibit "A" (the "Plan"), represents the culmination of the master planning process and will provide guidance for parks, recreation, cultural arts, open space, and trails in Garland for the next five to ten years and beyond; and

WHEREAS, the Plan complies with Texas Parks and Wildlife Department master plan guidelines which require parks and recreation needs to be prioritized and addressed in an action plan format; and

WHEREAS, the City Council has been briefed by the City Manager and staff, has determined the Plan is reasonable, and now desires to adopt the Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

Section 1

That the City Council of the City of Garland, Texas, hereby officially adopts the 2019 Our Garland Parks, Recreation, and Cultural Arts Strategic Master Plan, a copy of which is hereto attached as Exhibit "A" and incorporated herein for all purposes, superseding all prior strategic and master plans regarding the parks, recreation, and cultural arts department.

Section 2

That adoption of the 2019 Our Garland Parks, Recreation, and Cultural Arts Strategic Master Plan shall not commit the city to specific amounts of funding levels or implementation strategies, but shall provide guidance to the City Council for future consideration of parks, recreation, and cultural arts services for its citizens.

Section 3

That this Resolution shall be and become effective immediately upon and after its adoption and approval.

PASSED AND APPROVED this the 18th day of February, 2020.

CITY OF GARLAND, TEXAS

Mayor

ATTEST:

City Secretary

ACKNOWLEDGMENTS

Our Garland: Parks, Recreation & Cultural Arts Strategic Master Plan
Garland, Texas

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OUR Garland

Parks, Recreation & Cultural Arts Strategic Master Plan

EXECUTIVE SUMMARY

Transforming Garland

Garland's Bold Vision

Inspire people to live, work, play, and thrive in Garland!

This plan, along with $117 million from the 2019 Bond Program approved by the citizens of Garland, lays the groundwork and direction for the City of Garland to achieve this vision. Implementation of this plan will transform Garland's parks and facilities from outdated and under-maintained facilities to modern spaces and places that allow residents and visitors to realize this vision. Picture updated and stimulating playgrounds; expanded and modernized recreation, senior, and aquatic centers; preserved natural spaces; trails connecting parks, schools, and neighborhoods; venues that promote community gathering and cultural experiences; and robust programs that respond to the changing demographics and diversity of the community. This vision will be realized by following the roadmap outlined in this plan.

Our Garland identifies the vision, mission, core values, goals, objectives, and strategies to lead the City Council and the Parks, Recreation, and Cultural Arts Department (PRCAD) over the next ten years. This strategic direction is based upon extensive public and staff engagement at all levels. Over 2,400 stakeholders were engaged through the master planning process to identify the vision for the future and priorities conveyed in this plan.

Why this master plan and why now?

1. Garland has grown over the last several decades and park development has not kept pace with growth and demographic changes.

2. Most of Garland's parks were acquired and developed in the 1970's or earlier when the population was about half of what it is today. Adequate capital maintenance has not been performed due to budget cuts, leading to outdated and in some cases unsafe conditions.

3. Parks play a key role in the quality of life for residents and can be an attractor to businesses and families to move to Garland. The current facilities do not attract families or businesses.

4. Quality parks improve property values, increasing the tax base. Businesses also cite quality of parks as a top reason for relocation decisions.[1]

5. Without a master plan, City Council only receives input from organized groups or citizens that contact Council members or come to Council meetings. This plan provided the opportunity for all citizens to be engaged, gathering much needed information for Council to make informed decisions.

6. Citizens demonstrated a strong desire for parks improvements at the polls. This plan provides the information and priorities needed for the wise use of bond funds and other capital investments over the next ten years.

7. This plan identifies underserved populations and geographic areas so the city can work toward equitable distribution of facilities and services. The poverty rate in Garland has increased from 8.9% in 2000 to 15.7% in 2017. Several areas in Garland have poverty rates above 30%.[2]

8. The senior (age 65+) population of Garland has grown dramatically since 2000, now representing over 12% of the population compared to 7% in 2000.

9. This plan will be a tool to leverage outside funding such as grants, donations, and foundations.

10. Public engagement clearly indicates strong support by residents of Garland for improvements

[1] National Recreation and Park Association, "Why Parks and Recreation are Essential Public Services," https://www.nrpa.org/uploadedFiles/nrpa.org/Advocacy/Resources/Parks-Recreation-Essential-Public-Services-January-2010.pdf, (October 4, 2019).

[2] 2013-2017 American Community Survey 5-Year Estimates

to existing parks, trails, connectivity within the community, Neighborhood Parks, preservation of natural areas, and new facilities.

11. Parks promote tourism and economic development. The Trust for Public Land estimated that 77 sporting events at parks in nearby Plano, Texas generated $39.2 million in economic impact in 2015.[3]

12. Obesity rates have increased dramatically in the U.S. According to the CDC, the obesity rate in Texas is 30%, similar to the U.S. as a whole.

13. Access to parks leads to increased physical activity. Studies reviewed in the American Journal of Preventive Medicine show that access to a place to exercise results in a 5% increase in aerobic capacity, weight loss, and an increase in perceived energy.[4]

14. Parks can help relieve stress, improve interpersonal relationships, and improve mental health.[5]

The Need for a Plan

Garland, located in north central Texas, has a population of approximately 236,000 as of 2018. This population has grown considerably since 1970. Growth is expected to slow, however, as Garland is approaching full buildout. The demographics of the city are expected to continue to change with the city becoming older and more diverse.

Population growth since 1970 and changes to its makeup have implications to both the current and future needs for parks and recreation in Garland. Recognizing that the needs of the population should be reassessed to develop a plan for the future, the City Council and PRCAD staff determined that a comprehensive process should be completed to determine the needs of the community for the future, leading to the authorization of this master plan. The *Our Garland: Parks, Recreation, and Cultural Arts Strategic Master Plan* represents the culmination of the master planning process and will provide guidance for parks, recreation, cultural arts, open space, and trails in Garland for the next five to ten years and beyond.

This master plan is important because parks provide many affordable benefits and services to the community. For many residents, parks provide their primary access to the natural environment, and for all residents, parks offer a variety of natural and active outdoor recreational opportunities.

Access to these facilities helps to promote the health and wellness of the community. Parks can be an effective component of a strategy to address issues such as poor nutrition, hunger, obesity, and physical inactivity. Some programs and facilities, such as community gardens, can even provide healthy food for residents. Finally, parks are important because they can serve as gathering places for the community and can help cultivate community ties, leading to a sense of connectedness that increases livability and desirability.[6]

The residents and the leadership of Garland place a high value on parks and recreation services. According to the City of Garland Parks and Recreation Survey, 90% of residents support upgrading older parks and facilities, 85% support the preservation of open space, and 82% support developing new trails (see Chapter 4 for more information). Through the implementation of this plan, parks will continue to serve as gathering places for the community and improve the quality of life of residents, transforming the City of Garland.

Existing Conditions of Parks and Facilities in Garland

Garland offers more than 2,200 acres and over 60 parks, including 13 Mini Parks, 21 Neighborhood Parks, and five (5) Community Parks. The city offers two regional parks, Audubon Park and Winters Park, each with over 100 acres of land. The city also provides six (6) recreation centers, two (2) senior centers, and several cultural arts facilities, including the Granville Arts Center. The city has abundant natural areas with the majority along three waterways, Spring Creek, Rowlett Creek, and Duck Creek. Garland has Greenbelt Parks along each of these streams. Many private facilities (HOAs, churches, etc.) are also located in Garland, offering playgrounds, tennis courts, trails, and swimming pools for residents.

[3] The Trust for Public Land. (2017). The economic benefits of Plano's park and recreation system. San Francisco, CA: The Trust for Public Land.

[4] Sherer, Paul M. (2006). The benefits of parks: why America needs more city parks and open space. San Francisco, CA: The Trust for Public Land.

[5] National Recreation and Park Association, "Health and Wellness," http://www.nrpa.org/About-NRPA/Impacting-Communities/Health-and-Wellness/, (May 30, 2018).

[6] National Recreation and Park Association, "Social Equity," http://www.nrpa.org/About-NRPA/Impacting-Communities/Social-Equity/, (May 30, 2018).

Demographic Analysis

A review of demographic and population trends is important to identify present and anticipate future needs for parks and recreation services and facilities. Trends show an aging of the population of Garland, smaller households, and increasing diversity. This analysis also indicates that the population in Garland will likely grow by 5,000 to 6,000 by 2030. The direction chosen for parks and recreation will determine the availability of opportunities for residents and will help to enrich the quality of life in Garland.

Social Needs and Conditions Analysis

This process used ten demographic and socioeconomic indicators to measure the level of social need for 46 census tracts in Garland. The process utilized a ranking of each social need factors to produce an overall score for each census tract or Social Needs and Conditions Index. These results indicate what parts of the city would most likely benefit from community services (see figure on next page).

The ten factors in the analysis include:

- Median household income
- Education level
- Unemployment
- Single parent households
- Crime
- Residents under age 18
- Residents age 65 or older
- Residents with disabilities
- Poverty (weighted x 2)
- Population density (weighted x 2)

Planning Sectors

For the purpose of analysis, Garland was divided into three different areas using council district boundaries. The delineation of these sectors allows for the analysis of differences between various portions of the city and for the development of recommendations specific to these areas which have different characteristics, needs, and levels of service. These three areas are shown on the following page.

Service Area Analysis (Gaps)

Service areas for types of parks and for individual facilities were mapped to identify "Service Gaps" or underserved areas. Maps were produced showing access to five park classifications and 18 facilities. The analysis indicated that about 40% of the population lives within a 10-minute walk to a Neighborhood Park, and most (74%) live within a five-minute drive to a Community Park.

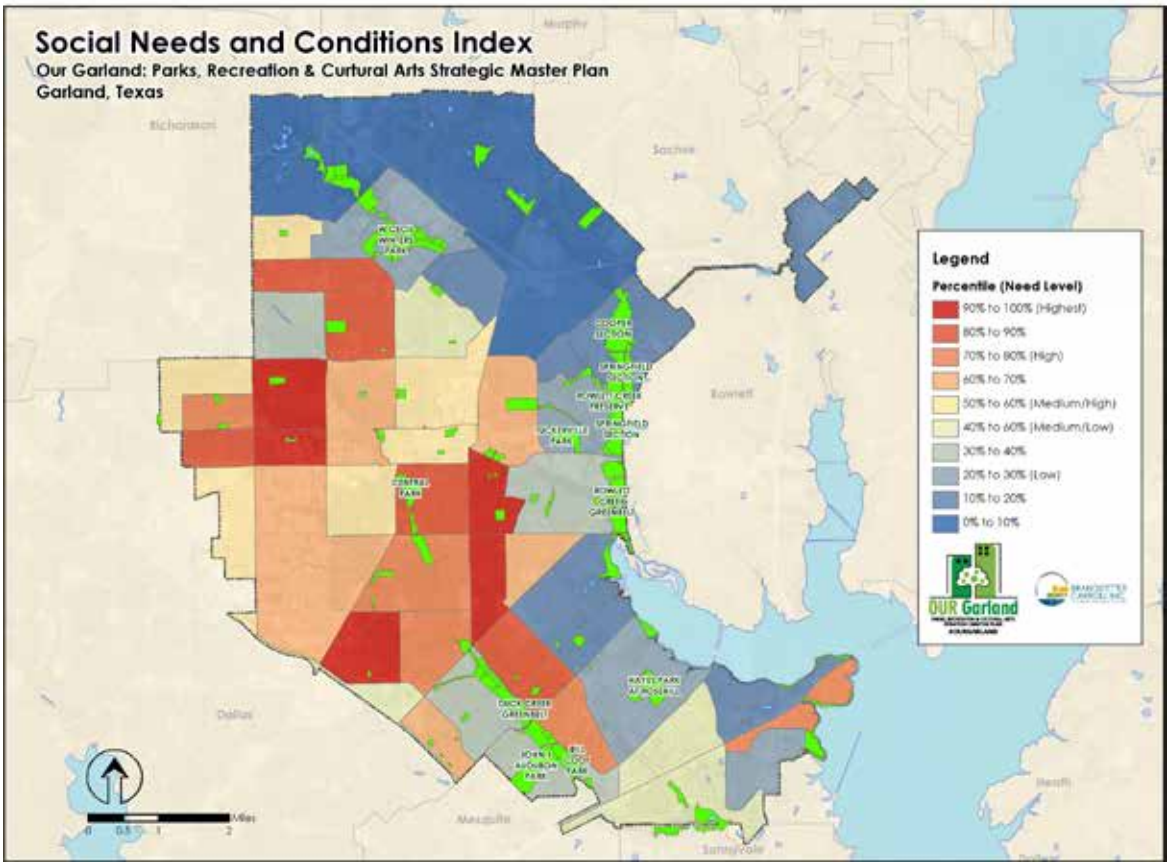
A composite service areas analysis was completed to determine the overall level of service for parks and facilities. Nearly half (45%) of the population lives within "High" service areas or above. The areas with lower levels of service are primarily located toward the northeastern, southeastern, and southwestern edges of the city. The table below shows the percentage of the population by service level.

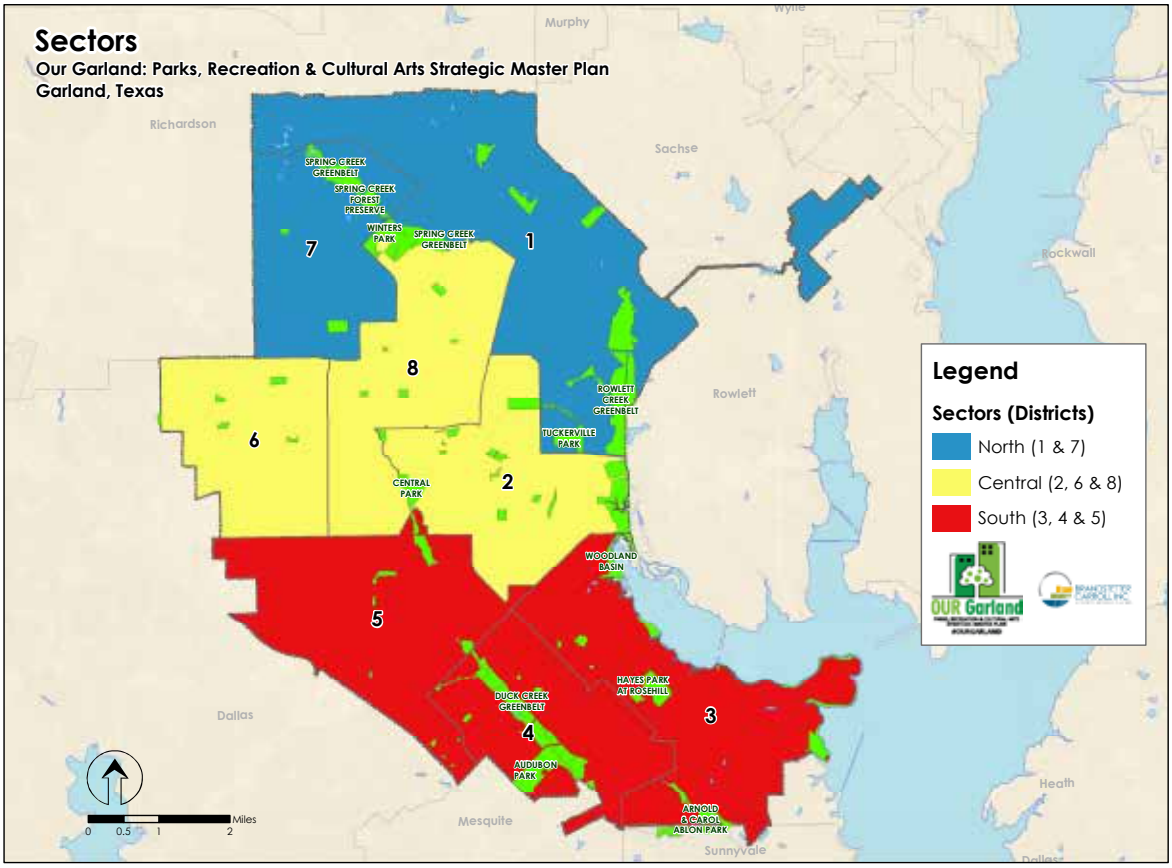
Percentile (Rank)	Population	Cumulative Population
80% to 100% (Highest)	18%	18%
60% to 80% (High)	27%	45%
40% to 60% (Medium)	25%	70%
20% to 40% (Low)	21%	91%
0% to 20% (Lowest)	9%	100%

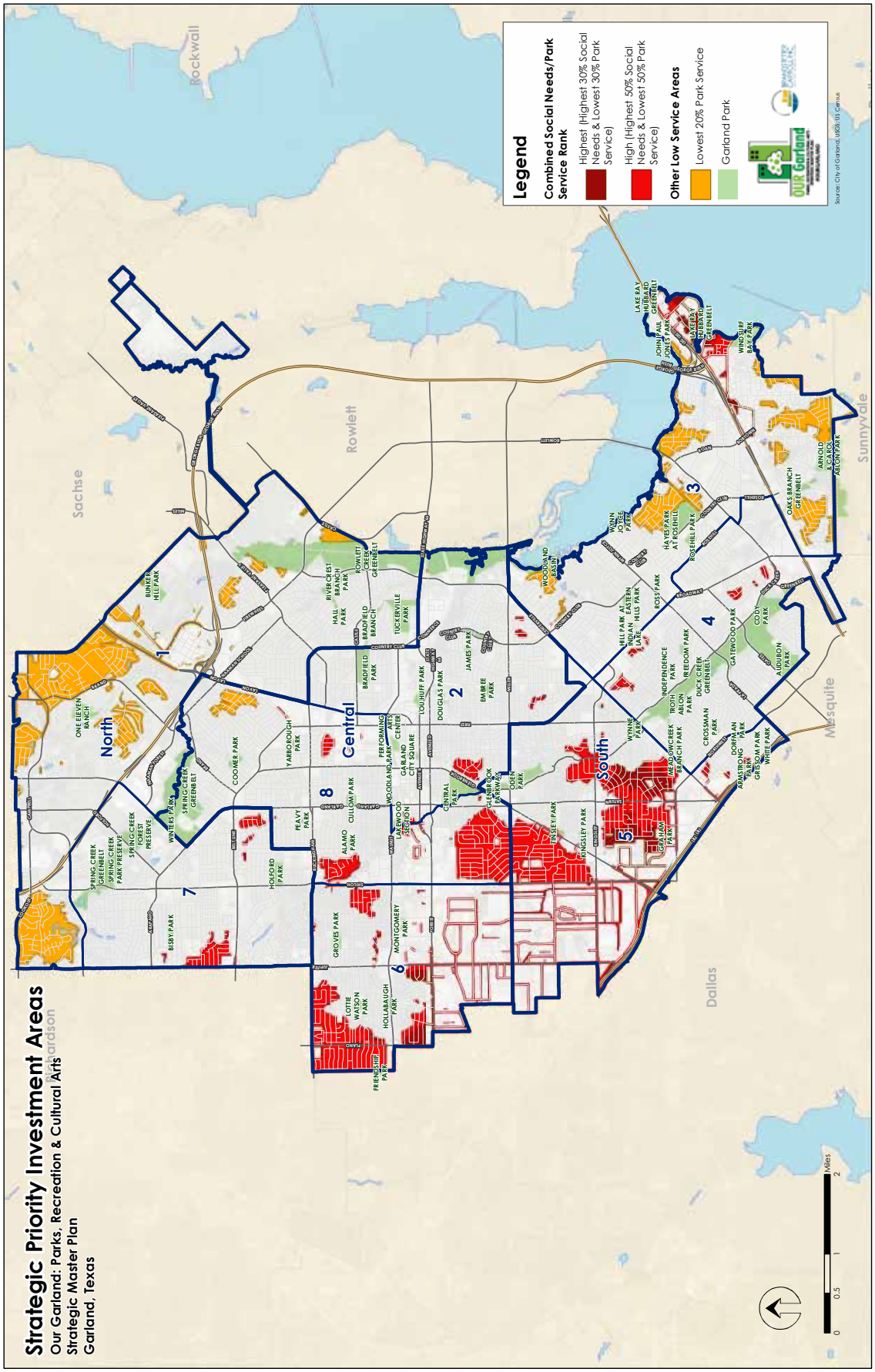
The results of this analysis were combined with the Social Needs and Conditions Index to create a map showing Strategic Priority Investment Areas (see map on page vii). This figure shows the portions of Garland that are most in need of improvements to parks through the addition of additional facilities.

A Citizen Driven Plan

As the purpose of this plan is to address the needs of the community, a primary focus of the master planning process was to identify those needs. A number of methods were utilized to determine the needs and desires of Garland residents for parks and recreation facilities and programs. The following summary indicates the many ways the public was involved throughout this process.


Social Needs and Conditions Index
Our Garland: Parks, Recreation & Curtural Arts Strategic Master Plan
Garland, Texas
Richardson
Sachse
Rowlett
Dallas
Mesquite
Sunnyvale
Legend
Percentile (Need Level)
90% to 100% (Highest)
80% to 90%
70% to 80% (High)
60% to 70%
50% to 60% (Medium/High)
40% to 60% (Medium/Low)
30% to 40%
20% to 30% (Low)
10% to 20%
0% to 10%
OUR Garland
Miles
0 0.5 1 2


Sectors
Our Garland: Parks, Recreation & Cultural Arts Strategic Master Plan
Garland, Texas
Murphy
Richardson
Sachse
Rockwall
Rowlett
Dallas
Mesquite
Sunnyvale
Heath
SPRING CREEK GREENBELT
SPRING CREEK FOREST PRESERVE
WINTERS PARK
SPRING CREEK GREENBELT
ROWLETT CREEK GREENBELT
TUCKERVILLE PARK
CENTRAL PARK
WOODLAND BASIN
HAYES PARK AT ROSEHILL
DUCK CREEK GREENBELT
AUDUBON PARK
ARNOLD & CAROL ABLON PARK
1
2
3
4
5
6
7
8
Legend
Sectors (Districts)
North (1 & 7)
Central (2, 6 & 8)
South (3, 4 & 5)
OUR Garland
Miles
0 0.5 1 2


Strategic Priority Investment Areas
Our Garland: Parks, Recreation & Cultural Arts Strategic Master Plan
Garland, Texas
Legend
Combined Social Needs/Park Service Rank
Highest (Highest 30% Social Needs & Lowest 30% Park Service)
High (Highest 50% Social Needs & Lowest 50% Park Service)
Other Low Service Areas
Lowest 20% Park Service
Garland Park
Sources: City of Garland, GIS; US Census
North
Central
South
Rockwall
Sachse
Rowlett
Sunnyvale
Mesquite
Dallas
Richardson
1
2
3
4
5
6
7
8
0
0.5
1
2
Miles

Engagement Summary

- Open House (1)
- Stakeholder Groups (28)
- Events (3)
- Dollar Voting
- Surveys (2)
- Staff Focus Groups (9)
- Online Engagement (MindMixer)

2400 Stakeholders Engaged

1. A public workshop (open house meeting) on November 15, 2018 at the Granger Annex to introduce the project and solicit feedback from the community
2. Two follow-up events (Family Game Night and the Greenhouse Event) in December 2018)
3. Meetings with stakeholder groups (October – December 2018) representing:
   - City Council
   - Cultural Arts Commission
   - Parks & Recreation Board
   - Granville Arts Center
   - GABI Baseball
   - Garland Girls Softball (GGSA)
   - Buddy League
   - South Garland Little League
   - North Garland Sports Association (NGSA)
   - Garland Pee Wee Football (GPWF)
   - Garner Little League
   - GSA Soccer
   - Embree Neighborhood Association
   - New World Crime Watch
   - Hills at Firewheel HOA
   - CNAQ
   - Camp Gladiator
   - Garland Chamber of Commerce
   - Community Multicultural Commission
   - Kissin' Kuzzins Square Dancing
   - Preservation Society for Spring Creek Forest
   - Garland Symphony Orchestra
   - Garland Bond Committee
   - Texas Parks and Wildlife
   - Dallas County District 1
   - GISD
   - Dallas County Planning
   - County Commissioner
4. A booth setup at events to allow attendees to provide input (October – December 2018)
5. "Voting with Dollars" at events and public workshop (209 participants)
6. A statistically valid needs assessment survey conducted by the ETC Institute that was completed by 602 households
7. A Master Plan Steering Committee
8. Staff Focus Groups that engaged 124 PRCAD staff members (September 2018)
9. A handout and web survey that was completed by 1,181 residents

What Garland Residents Said

Information gathered from these public input methods was used to identify the needs of Garland residents. A brief summary of the findings is provided below.

Public Workshop

Most discussed topics included:

- Trails
- Existing Park Upgrades
- Connectivity/Trail System
- Walking Trails
- 111 Ranch Park
- Skatepark
- Restrooms
- Marketing/Communication/Outreach
- Historical Outreach/Education
- Aquatics
- Shade Structures

Stakeholder Groups

Most discussed topics included:

- Amphitheater
- Recreation center improvements – too small
- Better connectivity
- Bike and pedestrian safety
- Safety and lighting
- Update parks – meet current needs
- Nature programs and restoration
- More unpaved trails
- More community facilities and activities
- Improved accessibility
- Better communication and marketing
- More shade
- Real Neighborhood Parks
- Splash pads

Dollar Voting

Participants were asked how they would allocate $1000 among different types of parks and recreation facility improvements in Garland. The responses ranked as follows:

Action (Box Title)	Total	
Upgrade existing parks and facilities	$43,400	21%
Build new walking and biking trails	$24,100	12%
Expand programs and special events	$23,000	11%
Build new parks (including acquisition)	$20,100	10%
Develop new outdoor aquatic centers	$18,300	9%
Build new athletic fields	$17,700	8%
Develop more community recreation centers	$16,700	8%
Acquire and preserve open space	$15,900	8%
Other	$29,600	14%
Total	$208,800	100%

The top other items were skate park, splash pad, and trails.

Statistically Valid Mail Survey

Eighty-eight percent (88%) of residents visited a park in Garland over the past year, and 41% of these residents visited parks more than 20 times.

The Downtown Square was the most visited park (44% reported visiting), followed by Audubon Park (25%), the Duck Creek Greenbelt (25%), and Holford Park (21%). Forty-six percent (46%) of residents reported visiting a Neighborhood Park.

The top reasons for not using parks more often included:

- Do not know what is offered (35%)
- Security or safety concerns (27%)
- Poor condition of facilities (21%)

Improvements households would most like to see at existing parks included:

- New/improved restrooms (60%)
- Security cameras and lighting (58%)
- Walking/hiking trails (55%)
- Picnic shelters (47%)
- Benches/picnic tables (46%)
- Playground equipment (44%)
- Shade structures (43%)

Ninety percent (90%) of households are either "very supportive" or "somewhat supportive" of city actions to upgrade parks, recreation, & cultural arts facilities. Other actions with very high levels of support included:

- Acquire & preserve open space, natural/ historic areas (86%)
- Offer new programs for persons with special needs (82%)
- Build new recreational trails & connect existing trails (82%)
- Offer new programs for seniors (81%)

The most important parks and recreation facilities for households were:

- Paved trails – walking, biking, skating (27%)
- Small neighborhood parks (25%)
- Natural areas/nature parks (24%)
- Indoor swimming pools (20%)
- Playgrounds (17%)
- Picnic areas/shelters (16%)

The most important parks and recreation programs for households were:

- Adult fitness & wellness programs (31%)
- Age 50+ programs (26%)
- Summer concerts (22%)
- Staged plays, musicals, or concerts (18%)

The results of the most important facilities were combined with the reported unmet needs to determine the top 5 priorities:

Facilities - Top 5 Priorities

- Paved Trails
- Natural Areas/ Nature Parks
- Small Neighborhood Parks
- Indoor Swimming Pool
- Picnic Areas/Shelters

The most important parks and recreation programs for households were:

- Adult fitness & wellness programs (31%)
- Age 50+ programs (26%)
- Summer concerts (22%)
- Staged plays, musicals, or concerts (18%)

The results of the most important facilities were combined with the reported unmet needs to determine the top 5 priorities:

Programs - Top 6 Priorities

- Adult Fitness and Wellness
- Age 50+ Programs
- Summer Concerts
- Staged Plays/Musicals/Concerts
- Water Fitness Programs
- Nature Programs

Key Findings (all methods)

- Upgrades and improvements to existing parks
- Improvements/expansion at recreation centers, plus extended hours
- Improved brand and image of Garland
- More/better restrooms
- A dog park
- A skatepark
- Splash pads
- Shade, including trees and structures
- More playgrounds and improvements to existing
- Trail improvements and connections
- Development of parks with limited features (e.g., 111 Ranch Park)
- Acquisition/preservation of open space
- Improvements to athletic fields and better utilization of existing fields
- An amphitheater
- Picnic opportunities
- An indoor pool
- Improved safety and security
- Improve accessibility
- More drinking fountains
- Improved marketing, communication, and outreach
- More partnerships
- Improved technology
- More cultural arts opportunities (education, movies, and public art)
- More events (seasonal events, festivals, concerts, etc.)
- Expanded program offerings

Vision, Mission, and Values for Parks, Recreation, and Cultural Arts in Garland

Vision

Inspire people to live, work, play, and thrive in Garland!

Mission

Create dynamic experiences through parks, arts, and play

Values

S	P	I	R	I	T
e	a	n	e	n	e
r	s	s	s	n	a
v	s	p	p	o	m
i	i	i	e	v	w
c	o	r	c	a	o
e	n	a	t	t	r
		t		i	k
		i		o	
		o		n	
		n			

Goals & Objectives

Areas of strategic priority have been identified and will guide advancement over the next five to ten years.

Goal 1: Places & Spaces

Our parks, places and spaces will connect people, build community, and create dynamic experiences for current and future generations.

Objective 1.1 – **Connection**: Acquire, plan, develop and maintain trails and spaces that connect people, build community and provide opportunities for health, wellness, and discovery

Objective 1.2 – **Modernization**: Invest in renewing and modernizing existing parks and facilities while simultaneously acquiring and adding new features that provide innovative, safe, and diverse experiences

Objective 1.3 – **Stewardship**: Protect and promote Garland's valuable natural, historic and cultural resources through preservation, conservation, education and sustainable management practices

Goal 2: Experiences

Our programs, events and services will promote health and wellness, learning, creativity, and fun to enrich the lives of our diverse and everchanging community.

Objective 2.1 – **Programs & Classes:** Strengthen the mix and quality of time-honored and trendsetting services that appeal to and are accessible to our diverse community

Objective 2.2 – **Cultural Arts:** Increase appreciation, awareness, and engagement in diverse artistic experiences

Objective 2.3 – **Events:** Expand the variety and frequency of special events to build community and bolster economic impact

Goal 3: Engagement

Our residents, businesses, leaders, and staff will work together to create and deliver innovative, accessible, affordable, and inclusive experiences for our entire community.

Objective 3.1 – **Community:** Engage all sectors of the community to promote, plan, increase access, and encourage volunteerism

Objective 3.2 – **Partnerships:** Build relationships and partnerships with schools, businesses, government, and nonprofit organizations to serve the current and future needs of the community

Objective 3.3 – **Marketing:** Increase the level of awareness, support, and engagement through innovative and consistent marketing and communications

Goal 4: Organizational Excellence

Our department will implement modern best practices to ensure our people, policies, processes, finances, and resources are aligned to fulfill our mission and realize our vision.

Objective 4.1 – **Finances:** Expand and enhance facility, program, and service offerings through alternative funding, management best practices, and cost recovery efforts

Objective 4.2 – **People:** Build, grow, and invest in a team of knowledgeable, skilled, diverse, passionate, and highly valued staff

Objective 4.3 – **Technology:** Expand and maximize the use of technology to enhance business operations and customer experience

Objective 4.4 – **Operations:** Apply modern and streamlined business processes, policies, and planning

Objective 4.5 – **Maintenance:** Enhance safety, accessibility, quality of experience, and cost

effectiveness by developing and implementing maintenance and operations standards and best practices

Systemwide Recommendations

Systemwide improvements for facilities, programs, and operations (Chapter 7) direct parks and recreation over the next ten years and beyond. Priorities were provided for improvements at a systemwide level. **Recommendations funded by the 2004 and 2019 Bond Programs are in bold**.

Recommendations are divided into the following categories:

- Existing Park and Facility Updates and Replacements
- New Park and Facilities Development
- Playgrounds
- Environment and Sustainable Development
- Trails
- Outdoor Athletic Fields and Courts
- Indoor Recreation
- Programming
- Operations
- Maintenance
- Promotion and Branding
- Budget and Funding
- Partnerships and Sponsorships

Citywide Recommendations Summary

The following systemwide recommendations focus on the development of parks and facilities in underserved areas to meet unmet needs throughout the community.

1. Increase the population served within a 10-minute walk of a Neighborhood Park (or larger) from the current 41% to 60% over the next 10 years and from 48% to 65% to any park through development of existing parkland, new parks in growing areas, and improved access to existing parks
2. Increase the population served within a 5-minute drive of a Community or Regional Park from the current 74% to 85% through development of existing parkland (e.g., Hayes Park, Tuckerville Park, and Wynn Joyce Park)
3. **Focus short-term capital improvements on renovation/replacement of existing, key facilities (playgrounds, parking lots, restrooms,** picnic shelters, etc.)
4. Complete development of the dog park at Central Park to provide a place for dogs to go unleashed and for dog owners to gather
5. **Implement Rick Oden Park improvements according to the Park Master Plan in progress, including the skate park (part of 2004 Bond)**
6. **Renovate, expand, and replace recreation centers to meet the growing needs of Garland residents**
7. **Complete and implement the Aquatics Master Plan to improve the quality of and access to aquatic facilities in Garland**
8. **Upgrade and renovate existing sports fields throughout Garland, including restrooms, concessions, shade structures, and lighting for local use and to attract tournaments**
9. **Coordinate with developers, Planning and Community Development, and other city and private agencies to provide needed facilities and programs in Catalyst Areas and utilize 2019 Bond funding to support the needs of these areas**
10. Begin implementation of the citywide trail system plan once completed to improve connectivity throughout Garland, prioritizing trail corridors that are part of the Regional Veloweb, and increasing usage through lighting, signage, and trailhead improvements
11. Increase availability of paved trail loops within parks, providing easy access to these facilities throughout Garland
12. Brand, expand, and market active senior programs together under a separate program name, "Garland Active Adults," to meet the needs of this growing population
13. Provide additional staff and resources to continue expansion of marketing efforts to increase public knowledge of parks, facilities, and programs available, utilizing diverse types of media
14. Prioritize facility and program improvements in locations with high levels of social need
15. Perform an ADA Accessibility Assessment of all facilities, programs, and communications and improve ADA access throughout the park system

16. Add shade in the form of trees and structures throughout Garland for facilities such as seating areas and playgrounds
17. Expand nature programming at PRCAD sites and utilize nature trails for programming
18. Utilize new facilities, including an amphitheater, pickleball courts, a dog park, outdoor fitness equipment, a recreation center, and more, for expanded program opportunities that result from the availability of these facilities
19. Continuously evaluate and implement new technologies to provide contemporary services (Wi-Fi, mobile friendly platforms, social media, etc.) expected by Garland residents now and in the future
20. Implement conservation policies and sustainable practices for development and management of park properties
21. Develop a capital maintenance and replacement program with a plan for the long-term replacement of facilities
22. Expand programs by using outside vendors and contractor professionals
23. Determine the PRCAD's visual identity and identify a consistent brand
24. Increase cost recovery of the department operating budget from 22% to 30% within ten years by utilizing revenue generation and operations cost reduction tactics described in this master plan
25. Establish and nurture partnerships to increase the availability of both facilities and programs and to promote outreach, participation, fitness, and volunteerism

Citywide Facility Priorities

These facility improvement priorities represent a summary of the highest priority needs throughout the City of Garland and are separated into three categories: parks and systemwide Improvements, outdoor facilities, and indoor facilities.

Parks and Systemwide Improvements

- **Aquatics Master Plan and implementation**
- **Trail plan completion and implementation**
- **Catalyst Area improvements**
- Neighborhood Parks and Community Parks in underserved areas (e.g., Hayes Park at Rosehill, One Eleven Ranch, Wynn Joyce Park)
- Greenbelt and Nature Park improvements and enhancements
- Improved accessibility/ADA improvements
- Improved signage (entrance, wayfinding, and interpretive)

Outdoor Facilities

- **Improvements/replacement of outdated or deteriorated park facilities (playgrounds, parking lots, restrooms, etc.)**
- **Additional playgrounds (8 to 12)**
- More walking and biking trails and enhancements (trailheads, lighting, benches, signage)
- Additional basketball courts (10 to 12)
- Additional multipurpose fields (5 to 10)
- Dog parks (2 to 3)
- Additional picnic shelters (15 to 20 additional)
- Pickleball and other senior sports (distributed throughout city)

Indoor Facilities

- **Fields Recreation Center improvements**
- **Holford Recreation Center replacement**
- **Audubon Recreation Center renovation and expansion**
- **Hollabaugh Recreation Center renovation and expansion**
- **Garland Senior Activity Center renovation and expansion**
- Additional recreation center (South Sector, District 5)

Individual Park Recommendations

This plan highlights the needs of Garland residents by each of the three sectors, and priorities are provided by sector below. Greater detail, including improvement lists for each park, can be found in Chapter 8.

North Sector Priorities

- **Holford Recreation Center (New/Replacement) - Including Site Infrastructure and Demolition of Existing Structure**
- **Develop Tuckerville Park (Phase 1)**

- **Holford Pool improvements following the Aquatics Master Plan**
- **Playgrounds (new and replacements), including shade structures**
- **New restroom buildings**
- **Athletic field improvements (Holford – lighting and concessions)**
- **Catalyst Area improvements – locations to be determined (190 Catalyst Area)**
- Upgrade One Eleven Ranch to a Community Park
- Improve trail access and connectivity Improve safety and security at parks
- Add outdoor fitness equipment to meet desires for more fitness and wellness opportunities

Central Sector Priorities

- **Fields Recreation Center improvements**
- **Granger Recreation Center (in progress) and Annex improvements**
- **Hollabaugh Recreation Center renovation and expansion**
- Bradfield Recreation Center expansion
- **Garland Senior Center renovation and expansion**
- **Athletic fields improvements (Central – concession, restrooms, shade at bleachers, and lighting; Bradfield – concessions and shade at bleachers; Winters – lighting, restrooms, and concessions)**
- **Parking lot paving/repaving (Embree, Central, Hollabaugh, Cullom)**
- **Catalyst Area improvements – locations to be determined (Downtown Area and Forest Jupiter Walnut Catalyst Area)**
- Garland City Square renovation
- Dog park at Central Park
- Amphitheater at Winters Park
- Improved trail access and connectivity
- Improved safety and security at parks
- Outdoor fitness equipment to meet desires for more fitness and wellness opportunities

South Sector Priorities

- **Rick Oden Park improvements, including a skate park, field improvements, trails, and a new regional playground**
- **Surf and Swim improvements following the Aquatics Master Plan**
- **Audubon Recreation Center renovation and expansion**
- **Athletic fields improvements (Audubon/ Carter Softball Complex – concessions and restrooms;** Audubon multipurpose/soccer – lighting; **Rick Oden – field renovations, lighting, restrooms, food truck park, and shade at bleachers)**
- **Catalyst Area improvements – locations to be determined (Broadway/Centerville Catalyst Area, Centerville Marketplace, South Garland Corridor, and Interstate 30 Catalyst Area)**
- Ablon Park upgrade to a Community Park with better access to adjacent, growing neighborhoods
- Wynn Joyce Park improvements, including upgrade to a Community Park
- Hayes Park at Rosehill development as a Nature Park and Passive Community Park
- Game courts at Audubon Park (basketball, tennis, pickleball)
- Partnership with GISD to provide access and improvements to schools in priority areas (Southgate, Caldwell, and Parkcrest Elementary Schools)
- Improve trail access and connectivity, especially at lakefront parks
- Improve safety and security at parks
- Add outdoor fitness equipment to meet desires for more fitness and wellness opportunities
- New recreation center in District 5 (potentially part of a partnership)
- Windsurf Bay improvement following the completion of the George Bush Turnpike extension through the park

Action Plan

The *Our Garland Master Plan* includes a detailed Action Plan with 254 strategies. These strategies, which can be found in Chapter 9, represent specific actions for PRCAD and the City of Garland to take to implement this plan.

GARLAND
PARKS, RECREATION & CULTURAL ARTS

FINAL
STRATEGIC PLAN CORE ELEMENTS

Revised 27 March 2019

VISION

Inspire people to live, work, play, and thrive in Garland!

MISSION

Create dynamic experiences through parks, arts, and play.

CORE VALUES

S	P	I	R	I	T
Service We deliver dynamic experiences	**Passion** Our dedication and determination are contagious	**Innovation** We find new and creative ways to serve	**Respect** Our actions honor, strengthen, and encourage	**Inspiration** We inspire action that leads to excellence	**Teamwork** We are better together

GOALS & OBJECTIVES

Places & Spaces
Our parks, places and spaces will connect people, build community, and create dynamic experiences for current and future generations

1. **Connection**: Acquire, plan, develop and maintain trails and spaces that connect people, build community and provide opportunities for health, wellness, and discovery
2. **Modernization**: Invest in renewing and modernizing existing parks and facilities while simultaneously acquiring and adding new features that provide innovative, safe, and diverse experiences
3. **Stewardship**: Protect and promote Garland's valuable natural, historic and cultural resources through preservation, conservation, education and sustainable management practices

Experiences
Our programs, events and services will promote health and wellness, learning, creativity and fun to enrich the lives of our diverse and everchanging community

1. **Programs & Classes**: Strengthen the mix and quality of time-honored and trendsetting services that appeal to and are accessible to our diverse community
2. **Cultural Arts**: Increase appreciation, awareness, and engagement in diverse artistic experiences
3. **Events**: Expand the variety and frequency of special events to build community and bolster economic impact

Engagement
Our residents, businesses, leaders, and staff will work together to create and deliver innovative, accessible, affordable, and inclusive experiences for our entire community

1. **Community**: Engage all sectors of the community to promote, plan, increase access, and encourage volunteerism
2. **Partnerships**: Build relationships and partnerships with schools, businesses, government, and nonprofit organizations to serve the current and future needs of the community
3. **Marketing**: Increase the level of awareness, support, and engagement through innovative and consistent marketing and communications

Organizational Excellence
Our department will implement modern best practices to ensure our people, policies, processes, finances, and resources are aligned to fulfill our mission and realize our vision

1. **Finances:** Expand and enhance facility, program, and service offerings through alternative funding, management best practices, and cost recovery efforts
2. **People**: Build, grow, and invest in a team of knowledgeable, skilled, diverse, passionate and highly valued staff
3. **Technology:** Expand and maximize the use of technology to enhance business operations and customer experience
4. **Operations**: Apply modern and streamlined business processes, policies, and planning
5. **Maintenance**: Enhance safety, accessibility, quality of experience, and cost effectiveness by developing and implementing maintenance and operations standards and best practices

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1 INTRODUCTION

1.1 Transforming Garland

Garland's bold vision

Inspire people to live, work, play, and thrive in Garland!

This plan, along with $117 million from the 2019 Bond Program approved by the citizens of Garland, lays the groundwork and direction for the City of Garland to achieve this vision. Implementation of this plan will transform Garland's parks and facilities from outdated and under-maintained facilities to modern spaces and places that allow residents and visitors to realize this vision. Picture updated and stimulating playgrounds; expanded and modernized recreation, senior, and aquatic centers; preserved natural spaces; trails connecting parks, schools, and neighborhoods; venues that promote community gathering and cultural experiences; and robust programs that respond to the changing demographics and diversity of the community. This vision will be realized by following the roadmap outlined in this plan.

Our Garland identifies the vision, mission, core values, goals, objectives and strategies to lead the City Council and the Parks, Recreation, and Cultural Arts Department (PRCAD) over the next ten years. This strategic direction is based upon extensive public and staff engagement at all levels. Over 2,400 stakeholders were engaged through the master planning process to identify the vision for the future and priorities conveyed in this plan.

Why this master plan and why now?

1. Garland has grown over the last several decades and park development has not kept pace with growth and demographic changes.
2. Most of Garland's parks were acquired and developed in the 1970's or earlier when the population was about half of what it is today. Adequate capital maintenance has not been performed due to budget cuts, leading to outdated and in some cases unsafe conditions.
3. Parks play a key role in the quality of life for residents and can be an attractor to businesses and families to move to Garland. The current facilities do not attract families or businesses.
4. Without a master plan, City Council only receives input from organized groups or citizens that contact Council members or come to Council meetings. This plan provided the opportunity for all citizens to be engaged, gathering much needed information for Council to make informed decisions.

5. Citizens demonstrated a strong desire for parks improvements at the polls. This plan provides the information and priorities needed for the wise use of bond funds and other capital investments over the next ten years.

6. This plan identifies underserved populations and geographic areas so the city can work toward equitable distribution of facilities and services. The poverty rate in Garland has increased from 8.9% in 2000 to 15.7% in 2017. Several areas in Garland have poverty rates above 30%.[1]

7. The senior (age 65+) population of Garland has grown dramatically since 2000, now representing over 12% of the population compared to 7% in 2000.

8. This plan will be a tool to leverage outside funding such as grants, donations, and foundations.

9. Public engagement clearly indicates strong support by residents of Garland for improvements to existing parks, trails, connectivity within the community, Neighborhood Parks, preservation of natural areas, and new facilities.

10. Parks promote tourism and economic development. The Trust for Public Land estimated that 77 sporting events at parks in nearby Plano, Texas generated $39.2 million in economic impact in 2015.[2]

11. Quality parks improve property values, increasing the tax base. Businesses also site quality of parks as a top reason for relocation decisions.[3]

12. Obesity rates have increased dramatically in the U.S. According to the CDC, the obesity rate in Texas is 30%, similar to the U.S. as a whole.

13. Access to parks leads to increased physical activity. Studies reviewed in the American Journal of Preventive Medicine show that access to a place to exercise results in a 5% increase in aerobic capacity, weight loss, and an increase in perceived energy.[4]

14. Parks can help relieve stress, improve interpersonal relationships, and improve mental health.[5]

1.2 The Need for a Plan

Garland, located in north central Texas, has a population of approximately 236,000 as of 2018. This population has grown considerably since 1970. Growth is expected to slow, however, as Garland is approaching full buildout. The demographics of the city are expected to continue to change with the city becoming older and more diverse (see Chapter 2 for demographics).

Garland offers more than 2,200 acres and over 60 parks, including 13 Mini Parks, 21 Neighborhood Parks, and five (5) Community Parks. The city offers two regional parks, Audubon Park and Winters Park, each with over 100 acres of land. The city also provides six (6) recreation centers, two (2) senior centers, and several cultural arts facilities, including the Granville Arts Center. The city has an abundant amount of natural area with the majority along three waterways, Spring Creek, Rowlett Creek, and Duck Creek. Garland has Greenbelt Parks along each of these streams.

Population growth and changes to its makeup have implications to both the current and future needs for parks and recreation in Garland. Recognizing that the needs of the population should be reassessed to develop a plan for the future, the City Council and PRCAD staff determined that a comprehensive process should be completed to determine the needs of the community for the future, leading to the authorization of this master plan.

[1] 2013-2017 American Community Survey 5-Year Estimates
[2] The Trust for Public Land. (2017). The economic benefits of Plano's park and recreation system. San Francisco, CA: The Trust for Public Land.
[3] National Recreation and Park Association, "Why Parks and Recreation are Essential Public Services," https://www.nrpa.org/uploadedFiles/nrpa.org/Advocacy/Resources/Parks-Recreation-Essential-Public-Services-January-2010.pdf, (October 4, 2019).
[4] Sherer, Paul M. (2006). The benefits of parks: why America needs more city parks and open space. San Francisco, CA: The Trust for Public Land.
[5] National Recreation and Park Association, "Health and Wellness," http://www.nrpa.org/About-NRPA/Impacting-Communities/Health-and-Wellness/, (May 30, 2018).

The city appointed a steering committee to guide the planning process. The *Our Garland: Parks, Recreation, and Cultural Arts Strategic Master Plan* represents the culmination of the master planning process and will provide guidance for parks, recreation, cultural arts, open space, and trails in Garland for the next five to ten years and beyond.

1.3 The Importance of Parks

This master planning effort, which will guide the future of parks and recreation in Garland, is important because parks provide a number of benefits and services to the community. Additionally, local agencies have the responsibility to manage parkland in an efficient manner that is consistent with the health, safety, and welfare of the community, and this Master Plan is intended to assist and direct the management of these lands and facilities. For many residents, parks provide their primary access to the natural environment, and for all residents, parks offer a variety of natural and active outdoor recreational opportunities. Access to these facilities helps to promote the health and wellness of the community.

The quality of a community's parks and recreation system is viewed as one of the indicators of the overall quality of life. A recent study, *The Economic Benefits of Land Conservation* by John L. Crompton for the Trust for Public Land, investigated the impact of parks and open space on property taxes. This study found that property values were higher for properties near quality parks and open spaces than for similar properties located elsewhere. In addition, recent surveys of home buyers by the National Association of Home Builders indicated that trails, parks, and playgrounds were three of the top five amenities that home buyers desire when considering a new home purchase. Finally, the preliminary findings of a recent study, The Economic Significance of Local and Regional Park Systems' Spending on the United States Economy, conducted by the Center for Regional Analysis at George Mason University (GMU) for the National Recreation and Park Association (NRPA) found that local and regional parks created $140 billion in economic activity per year and supported nearly one million jobs in the United States.

Parks provide numerous benefits to the health and wellness of a community. Parks can be an effective component of a strategy to address issues such as poor nutrition, hunger, obesity, and physical inactivity. Living closer to a park leads to higher activity levels, and adolescents with access to a variety of recreation facilities are more physically active and less likely to be overweight. Studies also indicate that a connection to nature can relieve stress, improve interpersonal relationships, and improve mental health. Some programs and facilities, such as community gardens, can actually provide healthy food for residents.[5] Finally, parks are important because they can serve as gathering places for the community and can help cultivate community ties, leading to a sense of connectedness that increases livability and desirability.[6]

The residents and the leadership of Garland place a high value on parks and recreation services. According to the City of Garland Parks and Recreation Survey, 90% of residents support upgrading older parks and facilities, 85% support the preservation of open space, and 82% support developing new trails (see Chapter 4 for more information). Through the implementation of this plan, parks will continue to serve as gathering places for the community and improve the quality of life of Garland residents.

1.4 Master Planning Process

The master planning process consisted of four phases with frequent meetings between representatives of Garland and the Consultant. Garland Parks, Recreation, and Cultural Arts staff appointed a steering committee made up of key staff to work with the Consultant throughout the process. Each phase concluded with the submittal of documentation and a presentation of findings through that point of the process. The next four sections provide a summary of each phase: Evaluate → Engage → Envision → Plan.

1.5 Evaluate

The planning process launched with meetings with Garland representatives, the gathering of information on city demographics, and a review of existing data.

[6] National Recreation and Park Association, "Social Equity," http://www.nrpa.org/About-NRPA/Impacting-Communities/Social-Equity/, (May 30, 2018).

1.5.1 Demographic Analysis

Using information provided by the city and other sources, the Consultant performed an analysis of the demographic and population characteristics of Garland. Information included:

- Population trends and five-year population projections
- Demographic characteristics (quantity, ages, race, etc.)
- Household size and composition
- Median household income and educational attainment
- Population diversity

1.5.2 Social Need and Conditions Index

A Social Needs and Conditions Analysis was conducted using ten demographic and socioeconomic indicators to measure the level of social need for 46 census tracts in Garland. The process utilized a ranking of the census tracts (compared to each other) for each of the ten social needs factors to form an overall ranking for each census tract. These results were then mapped to demonstrate the difference in social needs throughout the City of Garland. The ten factors included in the analysis included:

- Median household income
- Education level
- Unemployment
- Single parent households
- Crime
- Residents under age 18
- Residents age 65 or older
- Residents with disabilities
- Poverty
- Population density

1.5.3 Three Planning Sectors

The City of Garland was divided into three different sectors using council district boundaries to facilitate analysis of differences between various portions of the city and for the development of recommendations specific to these sectors which have different characteristics and needs. The location of the five sectors are as follows:

- North Sector – Districts 1 and 7
- Central Sector – Districts 2, 6, and 8
- South Sector – Districts 3, 4, and 5

1.5.4 Benchmarking Analysis

Benchmarking comparisons were compiled of 21 park systems in the south-central USA with populations between 100,000 and 400,000 using the NRPA Park Metrics program. Comparisons between these park systems included several criteria such as parkland inventory, department functions, staffing, budgets, facilities offered, and other relevant characteristics.

1.5.5 Inventory of Parks, Facilities, and Programs

This process consisted of an analysis of existing parks, facilities, and programs in their current form. This analysis was important in order to assess current conditions to later compare against the desires of Garland residents as presented in the later needs assessment phase.

Park Classification

An update to the classifications for parks in Garland was developed to evaluate the overall recreation opportunities that are available to the public. Parks were classified as Mini Parks, Neighborhood Parks, Community Parks, Regional Parks, Special Use Parks, Natural Areas, or Greenbelt Parks.

Parks, Open Space, and Facilities Inventory

This process entailed an inventory of all existing parks and open space properties available in the City of Garland. Site visits were made to all parks to identify existing conditions and assess opportunities for improvements. After this analysis was completed, each of the properties was assigned to one of the updated park classifications. A table was produced to provide a summary of the amenities offered at each property. Maps were prepared using GIS software to illustrate the locations of the city-owned parks and recreation facilities.

The facility inventory included trails located throughout Garland, and also considered amenities available at local schools (Garland City School District). Finally, the process identified recreational opportunities offered by other park systems and private organizations.

Programs Inventory

The programs inventory described activities based on the Core Program Components:

- Broad Appeal
- Administrative Feasibility
- Coordination
- Settings and Times
- Constructive Nature
- Range of Activities

The programs inventory also provided a participation summary and a list of the organizations that manage sports leagues with the facilities used.

1.5.6 Needs Assessment and Identification

Level of Service Guidelines

Level of service guidelines were developed based on public input, benchmarking comparisons, and existing standards and guidelines. Level of service standards were developed for each of the park classifications. Levels of service standards were similarly developed for recreation facilities and for total acreage of parkland and open space.

Geographic Distribution – Service Gap Analysis

A series of analyses were conducted to determine service gaps by mapping the locations of and access to existing facilities. The mapping included parks by category and specific recreation facilities, with defined service areas to determine locations within Garland lacking access to facilities. Three maps were prepared showing access to parks, and 14 maps were prepared for specific recreation facilities. A Composite Park Service Levels map was produced to show a combined level of service for parks and facilities for all areas of Garland. This map was then compared to the Social Needs and Conditions map produced earlier in the process to identify strategic priority investment areas.

1.5.7 Trends

Parks and recreation trends were analyzed to review changes in demand for activities and facilities. The analysis also included a review of participation rates and changes in user service demands.

1.6 Engage

The public input process entailed a wide variety of methods intended to reach both park users and non-users to determine needs and desires for the future or parks and recreation in Garland.

1.6.1 Garland Parks, Recreation, and Culture Arts Survey

A statistically valid mail survey (Mail Survey) was conducted by ETC Institute with 602 responses from residents of Garland. This portion of the public input was initiated early in the process (fall 2016). The survey was used to identify:

- Current satisfaction levels with programs and facilities
- Participation and satisfaction with current programs and events
- Parks currently used
- Needs for various facilities and programs
- Most needed facilities
- Primary actions that should be taken by Garland regarding parks, recreation, open space, trails, programs, and facilities

1.6.2 Public Workshop Open House

A public workshop was held at the Granger Annex on November 15, 2018 to solicit input from citizens and users regarding their concerns and opinions about existing facilities and programs and to determine their desires for future facilities and programs. Two follow-up events (Family Game Night and the Greenhouse Event) also allowed residents to provide their input. The meetings allowed participants to visit a series of stations in order to provide their input and learn more about the master plan.

1.6.3 Stakeholder Groups

Meetings with 28 stakeholder groups were conducted in October and December 2018 to determine the parks and recreation priorities for various interest groups. Garland Parks, Recreation, and Cultural Arts provided invitations and meeting space for these meetings. Questions were prepared in advance and were approved by the steering committee.

1.6.4 Web-Based Survey

The planning team also prepared a handout and web-based survey. The survey was completed by 1,181 individuals and consisted of similar questions to the Mail Survey about the future of parks in Garland. Results of the two surveys are presented and compared in Chapter 4.

1.7 Envision

Parks and Recreation Mission and Strategic Plan with Goals and Objectives

After the completion of the Evaluate and Engage phases, the results and findings were presented to the steering committee and park staff. The Consultant led members of the staff and the steering committee through an exercise to produce an updated Strategic Plan for parks and recreation in Garland that are identified in Chapter 6.

The results of these meetings led to the creation of a vision for the future of parks and recreation services in Garland. The new Strategic Plan consists of an updated mission, a vision, and a series of goals and objectives for parks and recreation in Garland.

1.8 Plan

Using the data collected throughout the master planning process, a series of recommendations were formulated to meet the needs and expectations of Garland residents. The recommendations were separated into the following groupings.

1.8.1 Plan Implementation and Prioritization of Needs

Systemwide improvements for facilities, programs, and operations (Chapter 7) were provided to direct parks and recreation over the next ten years and beyond. Priorities were provided for improvements that apply to the entire system and Garland as a whole, such as operations, programs, budgets, development practices, and priorities for upgrades. These recommendations discussed goals for facility types that much be considered at a systemwide level, including trails, athletic fields complexes, aquatics, natural areas, and indoor facilities. These recommendations emphasized the improvements funded by the 2019 Bond Program.

1.8.2 Individual Park Recommendations

The next portion of the plan (Chapter 8) focused on specific types and locations of capital improvements. This part of the plan looked at the needs by sector and by park. This portion of the report focused on local rather than systemwide need, but all capital improvements were included. Priorities are provided in detail for each of the three sectors, and improvement lists were developed for each park.

1.8.3 Action Plan

The portion of the process consisted of the creation of a detailed Action Plan with specific strategies for the implementation of this master plan. The strategies in this Action Plan were categorized under the goals and objectives of the Strategic Plan developed during this planning process. The action steps for the implementation of the plan were categorized as short-term (0-2 years), mid-term (3-5 years), or long-term (6-10 years) strategies. Additionally, the plan identified the responsible party, potential funding source for each strategy, and the planning sector where the action would take place.

Master Plan Report

A draft of the *Our Garland: Parks, Recreation, and Cultural Arts Strategic Master Plan* was presented to Parks and Recreation Board on October 2, 2019. Master Plan findings and recommendations were presented to City Council on October 21 with follow-up meetings between council members and PRCAD staff in November and December and a final vote on February 18, 2020.

2 PLANNING CONTEXT

2.1 Introduction

The Planning Context chapter provides a summary of factors and trends that may influence the delivery of parks, recreation, and cultural arts services throughout the City of Garland. This chapter begins with a summary of population and demographic trends in Garland and concludes with a benchmarking analysis comparing parks and recreation to other cities throughout Texas and the South.

2.2 Population and Demographic Trends

An overall understanding of population trends of Garland is necessary to identify the present conditions and to anticipate future needs for parks and recreation services and facilities. Needs vary between demographic groups, and these needs also change over time. Each of the following demographic categories examines specific elements of the population.

2.2.1 Population Growth

Table 2.1 illustrates the population growth trends for Garland from 1970 to 2023. This table uses U.S. Census Bureau data for historic figures, ESRI Business Analyst for 2018 estimates, and the *Envision Garland 2030 Comprehensive Plan* for 2030 projections. Historic data shows that the population has grown substantially over each ten-year period, but projections indicate slower growth in the future.

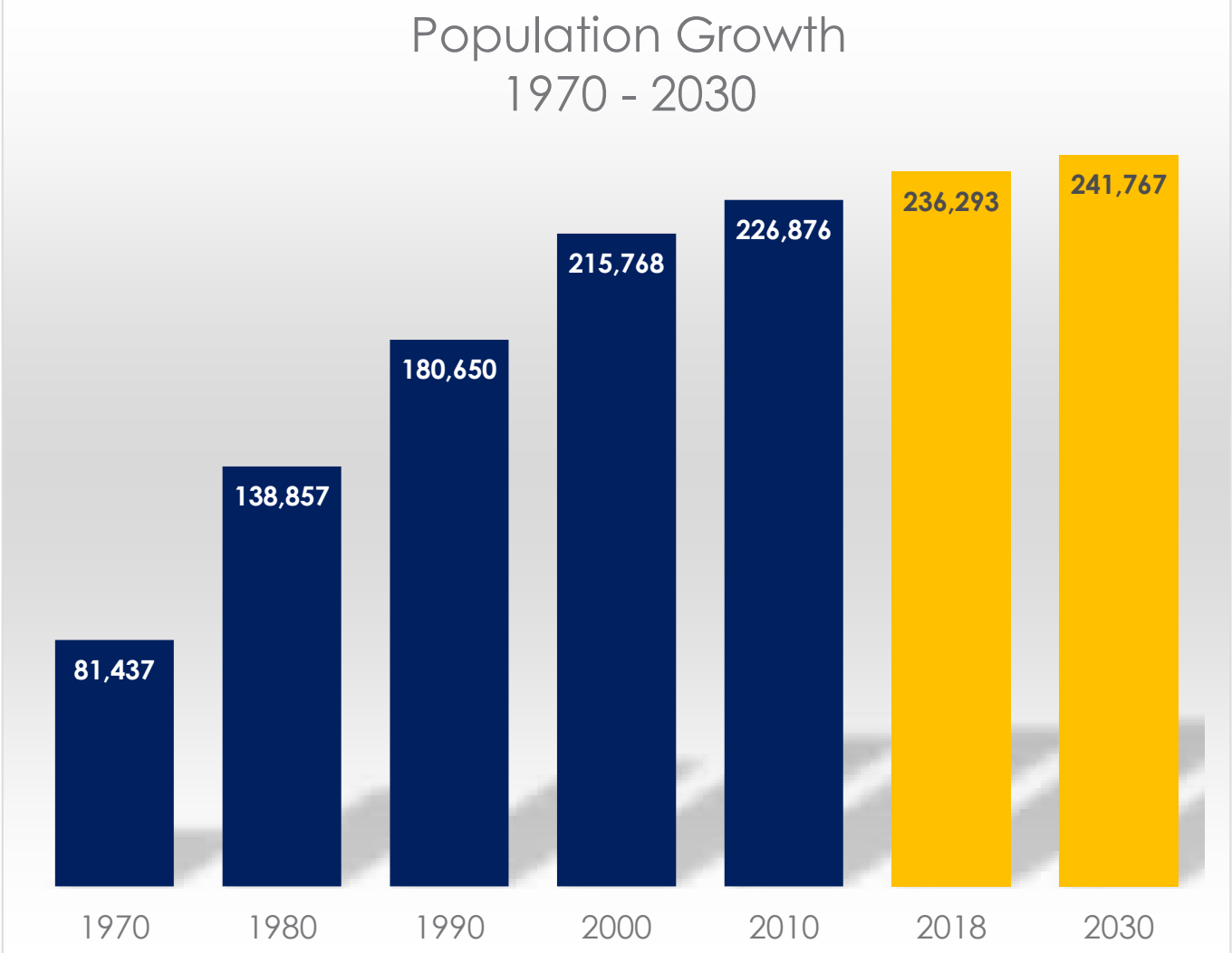
The population of Garland grew by over 70% from 1970 to 1980, by over 30% from 1980 to 1990, and nearly 20% from 1990 to 2000. The growth rate decreased to 5% from 2000 to 2010. The growth rate has increased since and is expected to reach 6.6% above the 2010 population by 2030. Figure 2.1 illustrates the population change in Garland from 1970 to 2030.

Table 2.1: Garland Population History and Projections (1970-2030)

	Census					Projections	
	1970	1980	1990	2000	2010	2018	2030
Garland	81,437	138,857	180,650	215,768	226,876	236,293	241,767
10 Year Growth %		70.5%	30.1%	19.4%	5.1%		6.6%

Source: U. S. Census Bureau (1970-2010), Esri forecasts (2018), *Envision Garland 2030 Comprehensive Plan* (2030)

Figure 2.1: Garland Population Growth



2.2.2 Households

Table 2.2 shows the number of households in 2018 and household size from 2000 to 2023. The table indicates that for the City of Garland, the average household size increased from 2000 to 2018 but is expected to decline slightly through 2023. The average household size in Garland was much higher in 2018 than that of Dallas County, the State of Texas, or the United States. The 2018 average household size in Garland was 3.06, compared to 2.76 for Dallas Country, 2.78 for the State of Texas, and 2.59 for the USA.

Table 2.2: Household Size (2000 to 2023)

	Households	Average Household Size			
	2018	2000	2010	2018	2023
USA	330,088,686	2.59	2.58	2.59	2.60
Texas	10,211,287	2.74	2.75	2.78	2.79
Dallas County	950,259	2.71	2.73	2.76	2.77
Garland	79,707	2.93	2.99	3.06	3.00

Source: U.S. Census Bureau, Esri forecasts

2.2.3 Median Age

Table 2.3 shows the median age for Garland, Dallas County, Texas, and the USA from 2000 through 2023. The trend at all geographic levels is an increase in the median age of residents. The median age in the City of Garland was 31.7 in 2000 and is expected to increase to 35.2 by 2023. The median age in the City of Garland was similar to Texas and Dallas County, but all three were much lower than the USA at 38.3.

The estimated median age in 2018 was 34.6 in Garland compared to 34.8 for Texas, and 38.3 for the USA. The age of the residents is important because Garland needs to plan for the appropriate age groups that it will be serving, and these numbers indicate that the population of Garland is younger than the nation, but the median age of all geographies is increasing.

Table 2.3: Median Age (2000-2023)

	2000	2010	2018	2023
USA	35.3	37.1	38.3	39.0
Texas	32.3	33.6	34.8	35.3
Dallas County	31.1	32.6	33.6	34.2
Garland	31.7	33.7	34.6	35.2

Source: U.S. Census Bureau, Esri forecasts

2.2.4 Seniors

Table 2.4 displays the population age 65 and over from 2000 to 2023 and shows that this age group increased greatly in population over this period and is expected to continue to do so through 2023. The population over 65 in Garland increased from 7.1% to 9.3% from 2000 to 2010. The percentage of the population over 65 increased more rapidly through 2018 (to 12.3%), and growth of this age cohort is expected to continue at a similar rate through 2023 (to nearly 14%), matching state and national trends.

In 2018, Texas, Dallas County, and Garland all had lower percentages of the population in this age cohort than the USA. However, all four geographies are aging. Garland had by far the lowest percentage of age 65+ in 2000 but surpassed Dallas County in 2010 and will nearly match Texas by 2023. Accordingly, the importance of facilities and services for seniors will increase in the future.

Table 2.4: Population Age 65 and over (2000-2023)

	2000	2010	2018	2023
	Percentage	Percentage	Percentage	Percentage
USA	12.4%	13.0%	16.0%	18.0%
Texas	9.9%	10.4%	12.8%	14.4%
Dallas County	8.1%	8.8%	11.3%	12.7%
Garland	7.1%	9.3%	12.3%	13.9%

Source: U.S. Census Bureau, Esri forecasts

2.2.5 Children

Table 2.5 identifies the population under age 18 from 2000 to 2023. The percentage of the population in this age cohort has declined in all four geographic levels. The percentage of the population under age 18 in the City of Garland was the highest of the geographies in 2000 but was similar to Texas and Dallas County by 2018. In 2018, approximately 25.6% of the population in Garland were children, compared to 25.6% for Dallas County, 25.3% for Texas, and 22.2% nationwide.

The table indicates that in the City of Garland the percentage declined from 2000 to 2010 and from 2010 to 2018, but the percentage within this age group is projected to remain steady through 2023. Garland is expected to maintain a higher percentage of the population in this age group than seen in the rest of the USA.

Table 2.5: Population Under Age 18 (2000-2023)

	2000	2010	2018	2023
	Percentage	Percentage	Percentage	Percentage
USA	25.7%	24.0%	22.2%	21.9%
Texas	28.2%	27.3%	25.3%	25.1%
Dallas County	27.9%	27.6%	25.6%	25.1%
Garland	29.8%	28.5%	25.6%	25.3%

Source: U.S. Census Bureau, Esri forecasts

This information indicates that the population of Garland is younger than the United States. However, the City of Garland is experiencing the same trends of an increasing median age and more seniors. The city is experiencing a decreasing percentage of residents under 18, but this group remains a higher percentage of the population than in the USA as a whole and slightly higher than Texas and Dallas County.

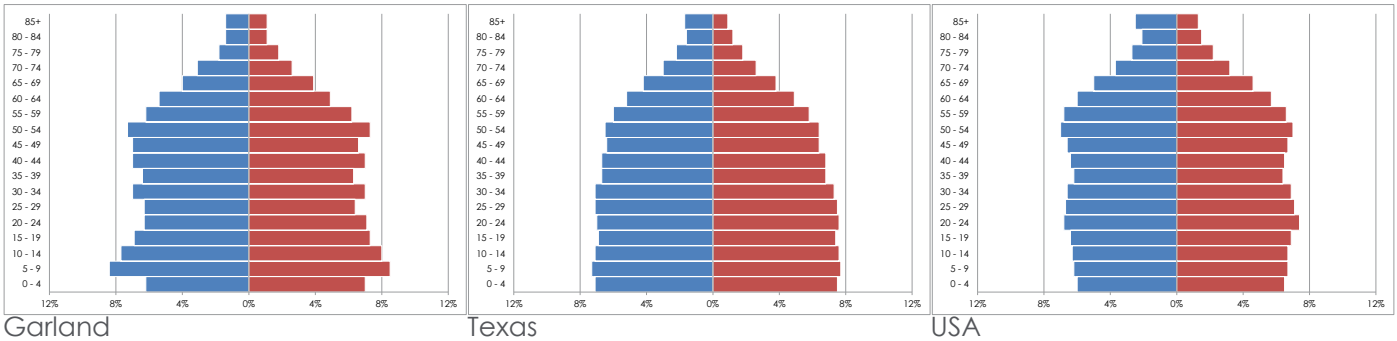
2.2.6 Shifting Age Demographics

As described above, the changes in age demographics in Garland have followed a similar pattern to that of both Texas and the United States as a whole. The baby boom that led to a jump in the population of the USA starting in the 1950's is now leading to the aging of the population. Figure 2.1 shows population by age group by sex for Garland, the State of Texas, and the USA.

From these population pyramids on the left, it is clear that the largest number of residents in Garland are in the 5-9 age range. The numbers decrease quickly for the next few age groups before increasing slightly again with the 30-34 age group and peaking at the 50-54 age group. These residents (and those 55-64) will move to the over 65 age group over the next 10 to 15 years. This chart also shows a greater number of women than men in the older age groups.

The pyramids for Texas and the USA contrast considerably from the Garland figure. The pyramid for the USA shows larger percentages of the population in the 45-59 and 20-34 ranges. The Texas pyramid, in contrast, decreases consistently as age ranges increase.

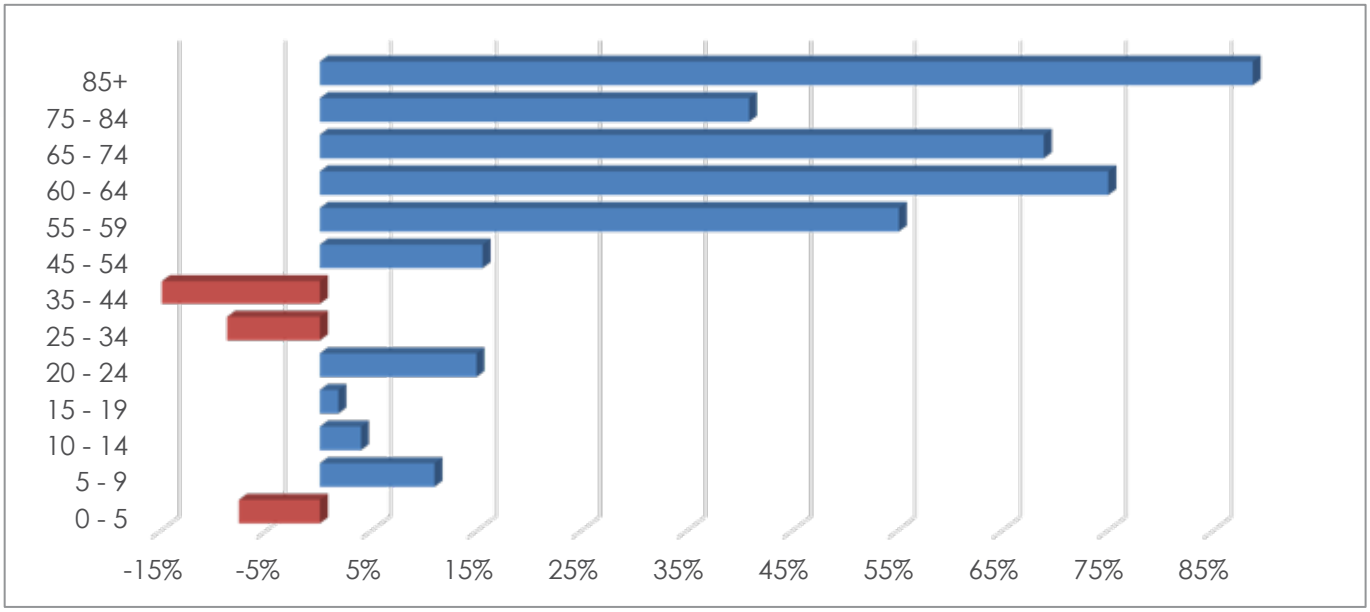
Figure 2.2: Population (2016) by Age and Sex (Females-Blue/Males-Red)



Garland Texas USA

As noted previously, Garland saw a substantial increase in the older demographic cohorts between 2000 and 2018. Figure 2.3 shows the change in population for each age group from 2000 to 2018. The largest increases over this 18-year period is apparent for the 55 and older cohorts. The number of residents in three age ranges decreased in population, the 0-5, 25-34, and 35-44 cohorts.

Figure 2.3: Change in Population by Age from 2000 to 2016



Addressing the needs of the aging community will be of great importance to Garland, but the needs of all age ranges will still be quite significant. Garland faces a future of growing needs for services for residents age 55 and over.

2.2.7 Income and Education

The City of Garland experienced limited growth of income from 2000 to 2018 (Table 2.6). The median household income increased from $49,156 (not inflation adjusted) in 2000 to $55,805 in 2018. After adjusting for inflation (to 2018 dollars), the median household income declined over that period. The median household income in Garland was higher than the national median in 2000 but lower in 2018.

The per capita income measure shows similar trends at all geographic levels, increasing incomes that have failed to keep pace with inflation. Per capita income numbers for Garland were lower than the national numbers in 2000, where the median household numbers were higher. Per capita income in Texas and the USA just kept pace with inflation from 2000 to 2018, where incomes in Garland and Dallas County did not.

Table 2.6: Income (2000-2016)

	2000	2000 Adjusted	2018	2023
Median Household Income				
USA	$41,994	$61,664	$58,100	$65,727
Texas	$39,927	$58,629	$57,286	$63,955
Dallas County	$43,324	$63,617	$54,390	$60,024
Garland	$49,156	$72,181	$55,805	$60,814
Per Capita Income				
USA	$21,587	$31,698	$31,950	$36,530
Texas	$19,617	$28,806	$29,707	$33,364
Dallas County	$22,603	$33,190	$29,987	$33,324
Garland	$20,000	$29,368	$23,816	$26,395

Source: U.S. Census Bureau, Esri forcasets

Educational attainment has increased in Garland, Dallas County, Texas, and the USA (Table 2.7). In 2018, 16.6% of Garland residents age 25 and older had a Bachelor's Degree, while 7.1% had a Graduate Degree or above for a total of nearly 24% with a Bachelor's Degree or above. These numbers increased since 2000 from 21.8% for Bachelor's Degree or above. Although the educational attainment numbers have increased

in Garland, they are lower than those in Dallas County, Texas, or the USA. The percentage of the population without a high school diploma has actually increased in Garland, while dropping by 4% to 7% in the other geographies.

Table 2.7: Educational Attainment of Residents Age 25 and Over (2000-2018)

Educational Attainment (Highest Level)	Garland		Dallas County		Texas		USA	
	2000	2018	2000	2018	2000	2018	2000	2018
No High School Diploma	21.6%	22.5%	25.1%	20.9%	24.3%	16.7%	19.6%	12.3%
High School/GED	25.8%	24.6%	21.7%	22.6%	24.8%	25.1%	28.6%	27.0%
Some College, No Degree	24.2%	22.1%	21.3%	19.5%	22.4%	21.6%	21.1%	20.5%
Associates Degree	6.4%	7.1%	5.0%	6.0%	5.2%	7.2%	6.3%	8.5%
Bachelors Degree	15.9%	16.6%	18.0%	19.7%	15.6%	19.2%	15.5%	19.6%
Graduate/Professional/Doctorate Degree	5.9%	7.1%	9.0%	11.3%	7.7%	10.2%	8.9%	12.2%

Source: U.S. Census Bureau, Esri forecasts

2.2.8 Population Diversity

The City of Garland has experienced a reduction in the proportion and number of the population consisting of White residents while the proportion of all other minority populations has increased (Table 2.8). As of 2016, the White population has declined slightly to 56% percent compared to 65% percent in 2000. The White population has declined in absolute numbers or by 7% since 2000.

Over the same timeframe, minority populations have grown at an increasing rate. The Hispanic population has experienced the largest population increase as a percentage (76%) and highest in absolute numbers (42,161).[1] The Two or More Races population had the second highest growth rate at 75%, while the Asian population had the second highest growth in absolute numbers.

Table 2.8: Race and Hispanic Origin 2000-2016

Year	Total Population	White Alone		Black Alone		Asian Alone		Other Race Alone		Two or More Races		Hispanic	
		#	%	#	%	#	%	#	%	#	%	#	%
2000	215,768	140,835	65.3%	25,609	11.9%	15,806	7.3%	27,287	12.6%	6,231	2.9%	55,192	25.6%
2016	234,810	130,743	55.7%	32,283	13.7%	24,935	10.6%	35,920	15.3%	10,929	4.7%	97,353	41.5%
# Change	19,042	-10,092		6,674		9,129		8,633		4,698		42,161	
% Change	8.8%	-7.2%		26.1%		57.8%		31.6%		75.4%		76.4%	

Source: U.S. Census Bureau, ACS 5-Year Estimates (2012-2016)

As of 2016, minority populations represented a larger percentage of the total population in Garland at 69% than in the State of Texas as a whole (56%). Minority populations make up a majority of Garland residents and accounted for all of the population growth (153%) in the city from 2000 to 2016. The White, non-Hispanic population declined by 37% from 2000 to 2016.

This trend is expected to continue and will have substantial impacts on the city's future service needs. The preferences of these communities may be different from those of current residents and previous generations. As a result, it will be important to continue to engage these growing communities to ensure that Garland meets their park and program needs. One specific example to be considered in the near future is to ensure the availability of documentation in the first language of community members (e.g., Spanish).

2.2.9 Conclusion

Overall, these trends show an aging of the population of Garland as well as changes to the composition of the population as a whole, both in terms of the types of households and the characteristics of the residents. The direction chosen for parks and recreation will determine the availability of opportunities for these residents and will help to enrich the quality of life in Garland for current and future residents.

[1] Hispanic origin is asked as a separate question by the U.S. Census, so these numbers are also included in one of the other race categories.

2.3 Demographic Variation Throughout Garland

The discussion of overall demographics in the city provides an overview of the similarities and differences between Garland, Dallas County, the State of Texas, and the USA, as well as the demographics changes over time. To ascertain a better understanding of variations and changes within the City of Garland, an analysis is required of demographic and population characteristics within the city. The following spatial analysis of demographics, using census block groups or tracts, provides some insight into the location of population groups and changing demographics within the Garland.

2.3.1 Population Change and Density

As demonstrated previously in Table 2.1, the population of Garland has grown steadily throughout its history as is expected to continue to do so into the future. The growth has not been evenly distributed throughout the city, however. Figure 2.4 shows the population change per square mile by census block group from 2000 to 2016.[2] This presentation of the change in population density controls for the variation in size between the various block groups. In this figure, the blue areas are increasing in density (persons per square mile) or gaining population, while the red areas are decreasing in density or losing population.

The fastest growing areas of Garland are scattered throughout the city, although notable growth is apparent in most the southeastern and northeastern portions of the city. Many of the fastest growing areas are located along the larger parks and greenbelts, including Duck Creek, Rowlett Creek, and Winters Park.

Figure 2.5 shows the population density throughout Garland as of 2016. This figure indicates higher densities in the northwestern, central, and southern portions of the city. The lowest densities are in the northeastern and southwestern portions of the city.

2.3.2 Children (Under 18) and Seniors (65 or Over)

The age distribution of residents varies throughout Garland. Of particular importance to parks and recreation, is the location of children under the age of 18 and seniors age 65 and older. Figure 2.6 shows the distribution of children (under 18), and Figure 2.7 shows households with seniors (65+).

Higher concentrations of children are apparent in the southwestern portion of Garland. Several census tracts in this area show high percentages of children, compared to the rest of the city. Many of these same census tracts have had high levels of population growth (see Figure 2.4). In general, the areas with the highest density of children tend to correspond with the growing areas in Figure 2.4, indicating that families with children are moving to these areas.

The highest concentrations of seniors (Figure 2.7) are located in three census tracts: the south edge around Audubon Park (Tract 181.29), southwest of the Rowlett Creek Greenbelt (Tract 181.10), and southeast of Winters Park in northern Garland (Tract 190.26). While there is some overlap, in general, the areas with the highest concentration of seniors are different from those with high concentrations of children.

2.3.3 Population Living Under the Poverty Line

The population living under the poverty line is another important demographic to analyze spatially as these residents are more likely to rely on public services (rather than private enterprise) and are generally less able to travel to do so. Figure 2.8 shows the percentage of the population in Garland living under the poverty line by census tract.

Concentrations of residents living under the poverty line are notable in several areas. The areas with the highest concentrations of poverty include the central/downtown and western portions of the city. These areas, which are largely contiguous, extend southward along the northern edge of the Duck Creek Greenbelt. Many of these areas are growing rapidly while also showing high levels of poverty.

[2] Because of the changing boundaries of census block groups over this time period, some of the outlined areas represent portion of census block groups.

Figure 2.4: Population Change

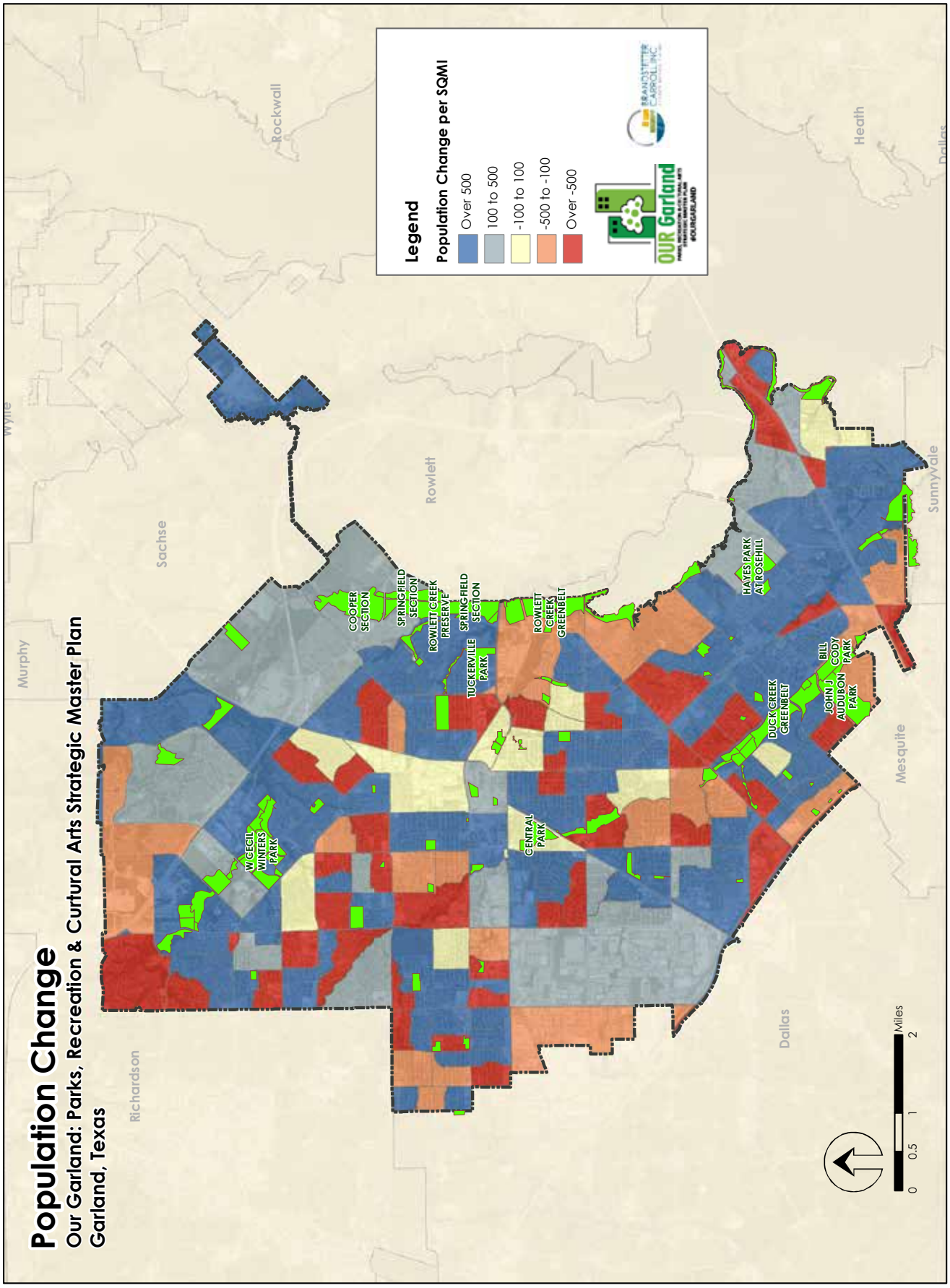


Figure 2.5: Population Density

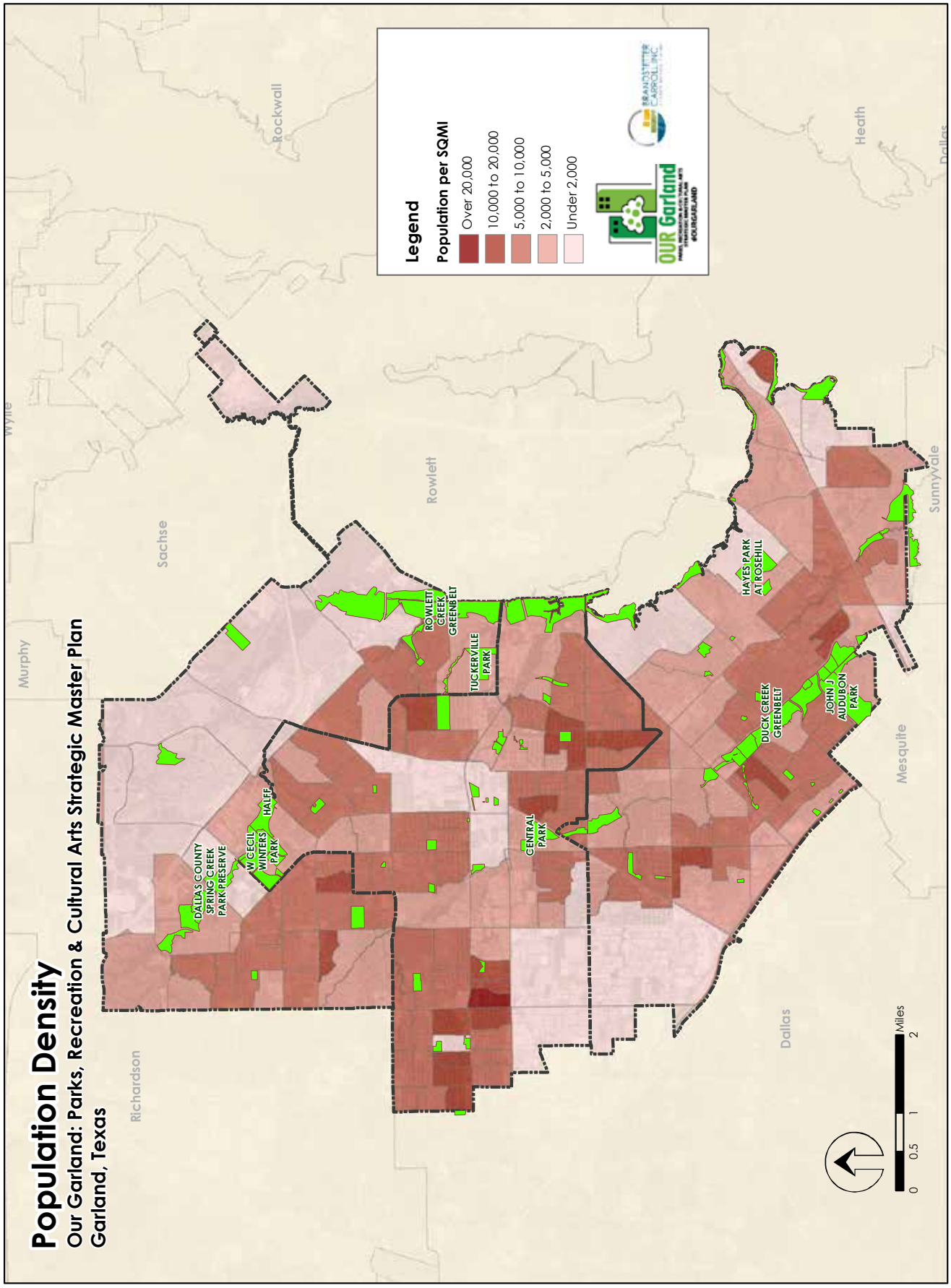


Figure 2.6: Residents Under 18

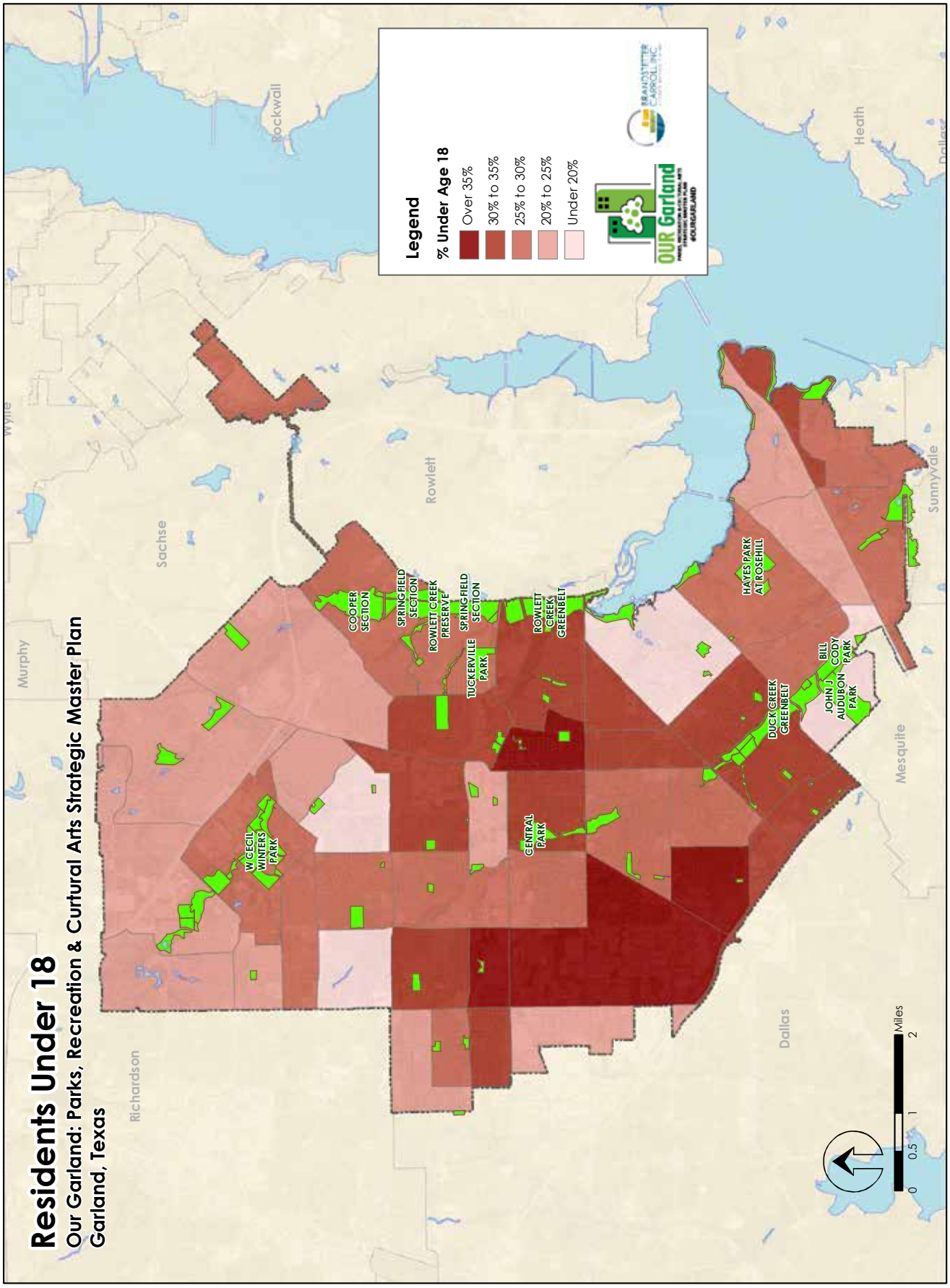


Figure 2.7: Residents Over 65

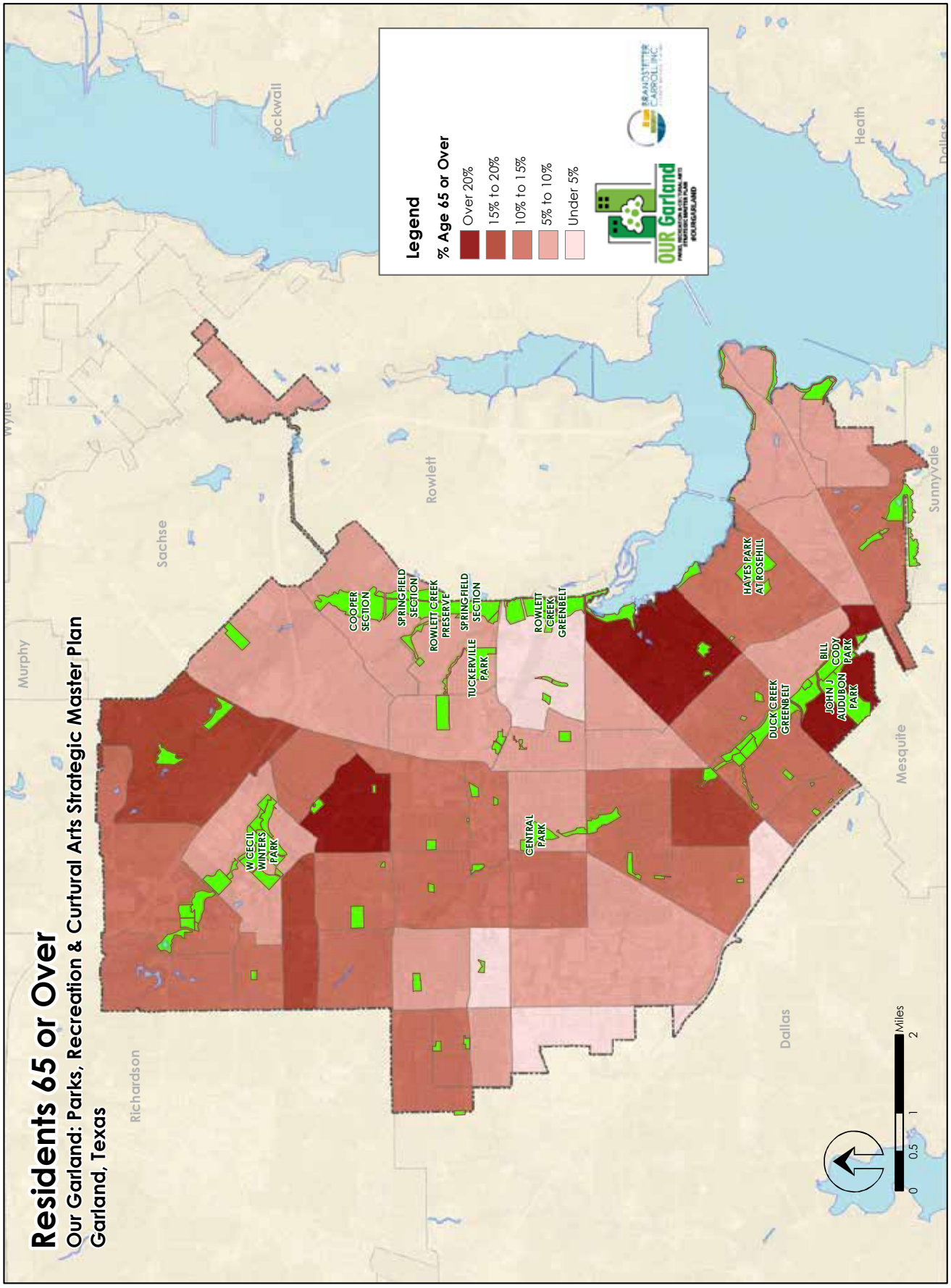
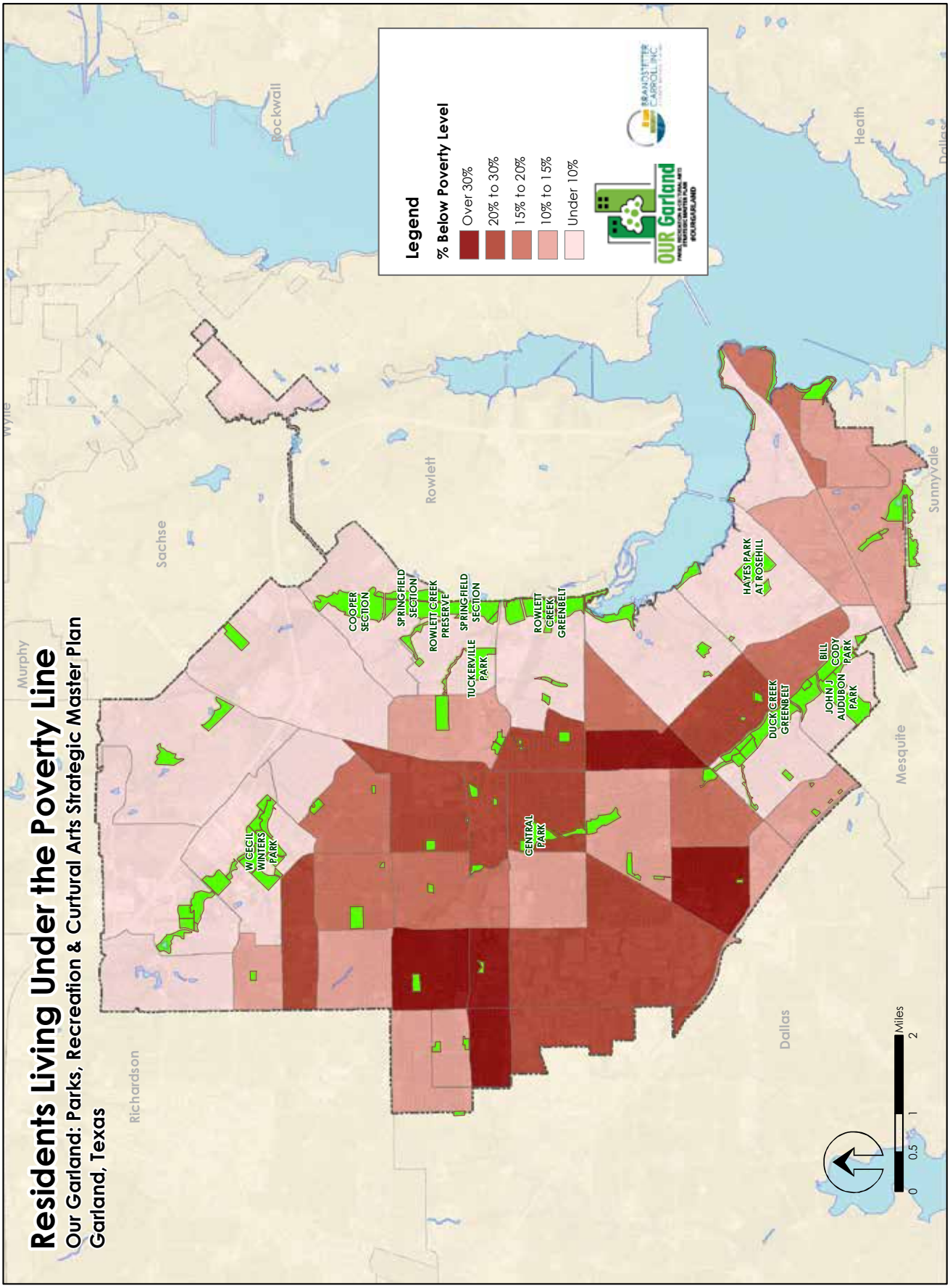


Figure 2.8: Residents Living Under the Poverty Line



2.3.4 Conclusion

This spatial analysis of Garland demographics has provided an overview of the location of new residents and some characteristics of the residents throughout the city. Different portions of the city have appeared as notable depending on the demographic measure. Although exceptions exist, growing areas tend to be those with more children. The demographic data analyzed in this section provides an important resource when determining the location of future parks, facilities, and programs.

2.4 Social Needs and Conditions Index®

Analysis of demographic and socioeconomic characteristics is valuable to identify the location of populations throughout Garland that are most likely to need or utilize public sector programs, services, and facilities. The product of this analysis can be applied to services beyond those related to parks and recreation services. These results indicate which portions of the city would most likely benefit from community services.

2.4.1 Methodology

The Social Needs and Conditions analysis utilizes using ten demographic and socioeconomic indicators to measure the level of social need for 46 census tracts in Garland. Most of the demographic data included in this analysis comes from the American Community Survey (ACS) 5-year estimates from 2012-2016. The Garland Police Department provided the crime data, which has been converted to the census tract level to match the other factors in this analysis. The census tracts included in the analysis are those that are completely within the City of Garland.

The process utilizes a ranking of the 46 census tracts (compared to each other) for each of ten social needs factors. A combination of these scores yields an overall ranking for each census tract. Figure 2.9 provides an illustration of the process used to determining the social needs and conditions index for each of the census tracts.[3] The ten factors included in the analysis include:

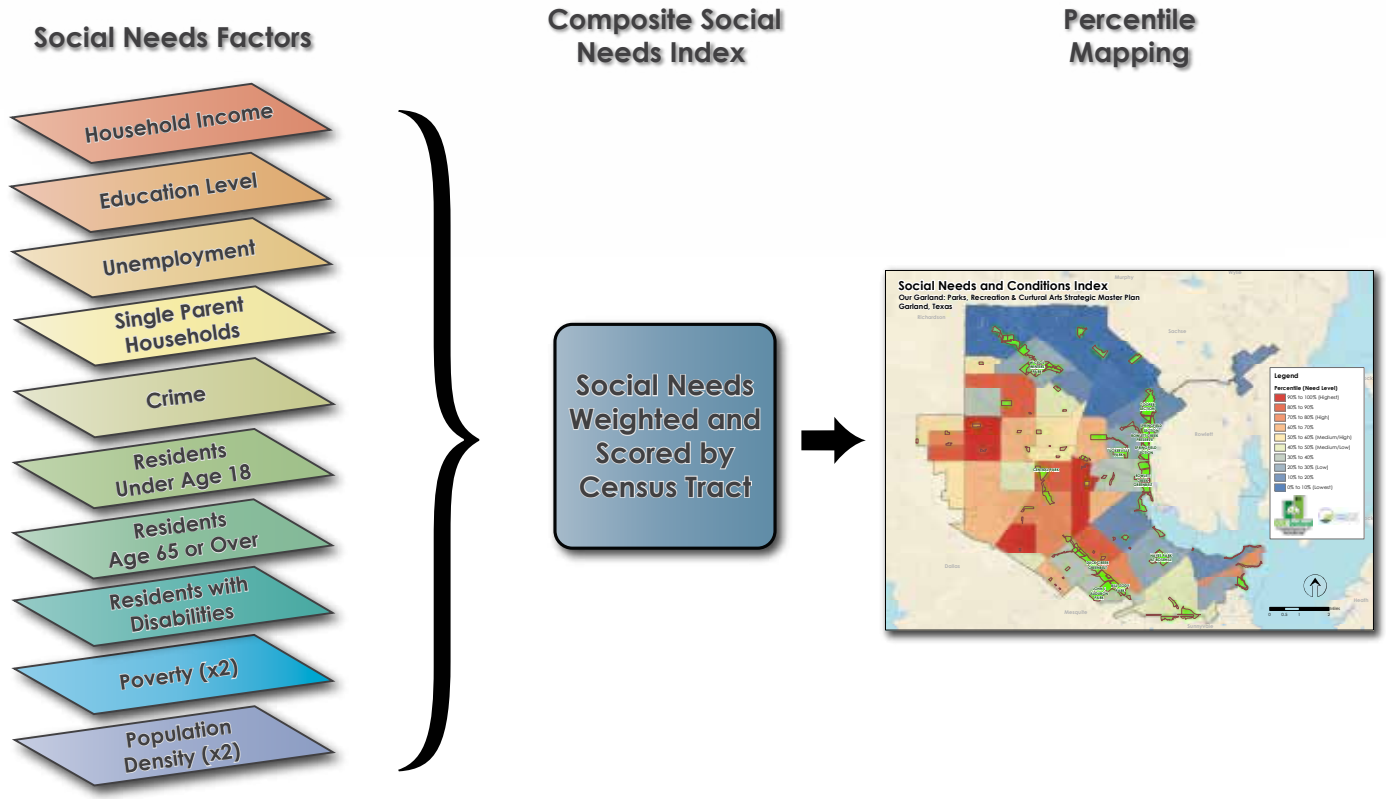
- Median household income
- Education level
- Unemployment
- Single parent households
- Crime
- Residents under age 18
- Residents age 65 or older
- Residents with disabilities
- Poverty (weighted x 2)
- Population density (weighted x 2)

2.4.2 Results

Once the Social Needs and Conditions Index was determined for each census tract, the results were divided into percentiles which can be seen in Figure 2.10. This map shows areas with higher levels of social needs in red and areas with lower levels in blue. The darker red areas indicate census tracts that exhibit the highest level of social need. Areas with lower levels of social needs tend to be located in the northern and eastern portions of the city, while the areas with higher social needs tend to be located in the central, southern, and western portions of the city. The areas highlighted below represent census tracts in the upper 20 percent for social needs.

[3] Greater detail of the methodology including maps of each of the ten factors is located in Appendix B.

Figure 2.9: Social Needs and Conditions Methodology



Northwest (Census Tracts 190.29, 190.21)

This area includes the Brentwood Place, Holiday Park, and Sutton Place neighborhoods and the area near Holford Park. Beltline Rd runs through this areas and N Garland Ave traverses the eastern edge. Parks and facilities in this area include:

- Holford Park, including Holford Pool and Recreation Center
- Peavy Park

This area also includes Ethridge Elementary and North Garland High schools. Winters Park is located just to the northeast of this area.

West (Census Tracts 190.13, 190.14, 190.33)

This area includes the Forest Crest neighborhood and the area bounded by Buckingham Rd to the north, Forest Ln to the south, Jupiter Rd to the west, and N Shiloh Rd to the east. This area includes a portion of the western Garland boundary. Parks and facilities in this area include:

- Montgomery Park
- Groves Park

This area also includes Bullock Elementary, Walnut Glen Academy, the Jackson Technology Center for Math and Science, and the Beaver Technology Center for Math & Science. Hollabaugh Park, which includes the Hollabaugh Recreation Center, is located just to the north of this area.

Central (Census Tracts 182.04, 182.06, 181.11, 187)

This area includes the Chandler Heights, Bellaire Heights, Monica Park, and First Centerville neighborhoods and other areas near Central Park, east of S 1st St, and south of Broadway Blvd. This area runs from the center

of town to the southeast and is the largest of the high social need areas. Parks and facilities in this area include:

- Central Park
- Douglas Park
- Embree Park
- Freedom Park
- Glenbrook Parkway
- Independence Park

This area also includes the Kimberlin Academy for Excellence, Centerville Elementary, the South Watson Technology Center for Math & Science, the Classical Center at Brandenburg Middle, and Garland High. Rick Oden Park is located just to the south of the northwest most tract (187), and Huff Park is located just to northeast of E Avenue A (adjacent to Census Tract 182.04). The Duck Creek Greenbelt runs along the southern edge of the southmost tract (181.11).

Southwest (Census Tract 184.01)

This area includes the Towngate neighborhood and is bounded by W Kingsley Rd to the north, Saturn Rd to the east, Northwest Hwy to the south, and I-635 and TX-78 to the west. Parks and facilities in this area include:

- Graham Park

This area includes one school, Routh Roach Elementary. Kingsley Park is the next closest park to this area, located to the north across W Kingsley Rd.

If the analysis is extended to include the tracts with the highest 50 percent of social needs, all additional tracts are contiguous with one or more of these areas except for one tract at the southeastern edge of the city (181.41). As noted previously, these areas with high social needs indicate portions of the city most likely to have a need for public services, including those offered by Garland Parks, Recreation, and Cultural Arts. Accordingly, these areas represent locations where additional facilities and programs are most likely to benefit the local population.

2.5 Populations with High Social Needs

This section takes a closer look at the portion of the city with the highest level of social need based on the Social Needs and Conditions Index. This section compares demographics and conditions of the highest social needs (80% to 100% on the social needs index) to the overall condition in the City of Garland.

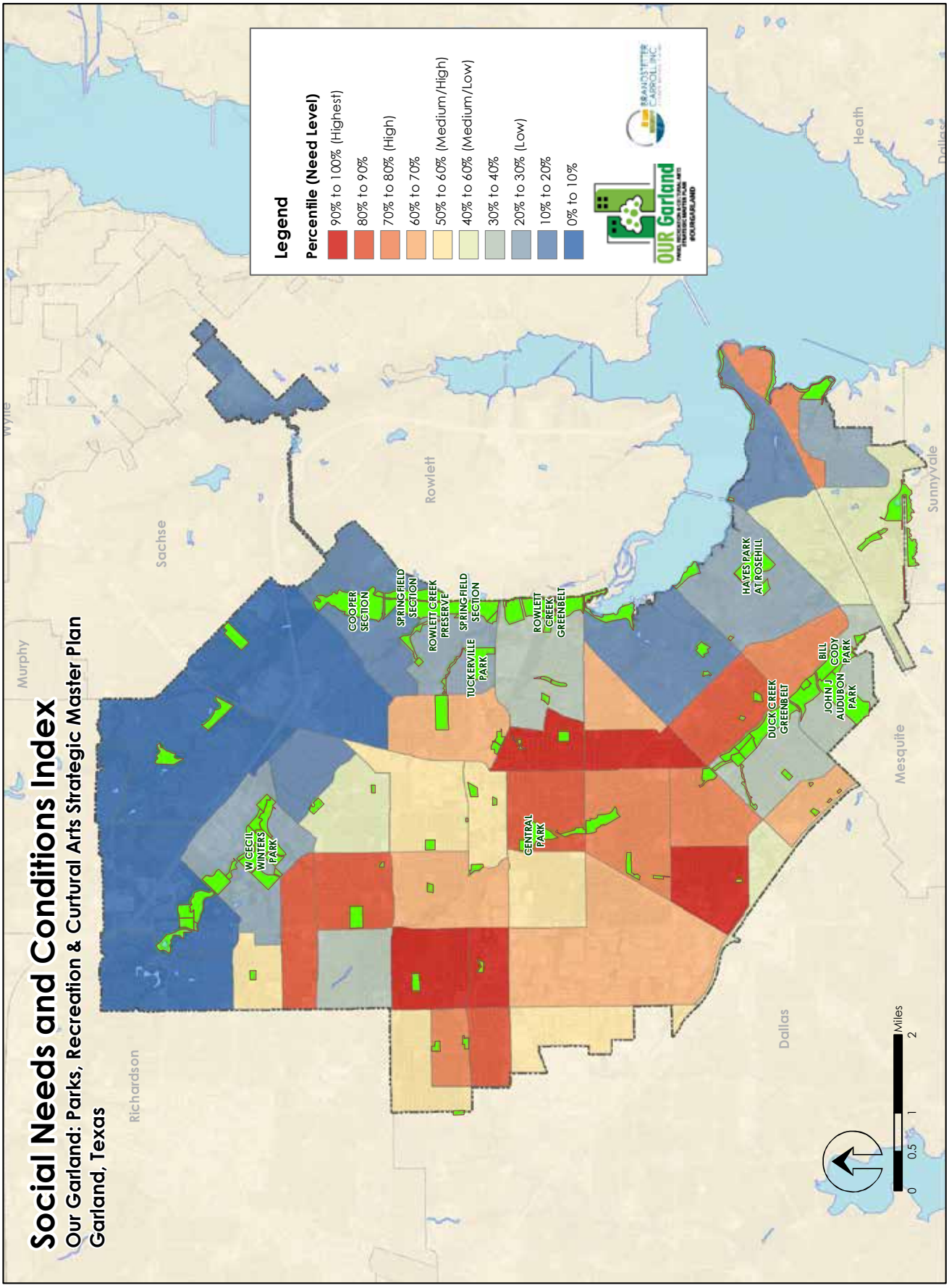
2.5.1 Social Needs Census Tracts (SNCTs)

This analysis is limited to 11 social needs and conditions tracts (SNCTs). These census tracts include 181.11, 182.04, 182.06, 184.01, 187, 190.13, 190.14, 190.21, 190.29, 190.32, and 190.33. These census tracts are likely to have increased needs for social services according to the Social needs and Conditions Index.

Demographics of SNCTs:

- 26% of the Garland population
- 57% Hispanic (Garland 41%)
- Median age 31.4 (34.6 for Garland)
- Median household income $47,308 ($55,805 for Garland)
  - Per capita $17,428 ($23,816 for Garland)
- 20% single parent households (13% for Garland)

Figure 2.10: Social Needs and Conditions Index



- 28% living below poverty line (16% for Garland)
- 35.8% of population age 25+ with no high school diploma (22.5% for Garland)
- 9.6% multigenerational households (7.6% for Garland)
- Average household size 3.38 (3.06 for Garland)
- 7.4% of households with no vehicle (4.6% for Garland)

2.5.2 Access to Parks

As identified through this analysis, residents within the SNCTs are likely to have an increased need for social services compared to other residents of Garland. It is therefore important to examine the availability of parks within these census tracts. Acres of parkland per 1000 residents is a common method of measuring the level of service for parks within a community. According to the National Recreation and Park Association, parks agencies nationwide offer approximately 9.5 acres pf parkland per 1000 residents. Garland Parks, Recreation, and Cultural Arts offers 9.3 acres of parkland per 1000 residents, just below the national median. However, within the SNCTs, Garland only offers 2.4 acres of parkland per 1000 residents. See Section 2.7 for a benchmarking analysis of parks and recreation in Garland.

While the overall level of service for parks is lower in the SNCTs, most of these tracts have at least one park. Additionally, most of these parks can be accessed via transit. Table 2.9 provides a list of the parks within each of these census tracts with the bus route and stops that can be used to access these parks.

Table 2.9: Parks and Bus Routes/Stops by SNCT

Census Tract	Parks	Bus Route	Bus Stop
181.11	Freedom Park Independence Park	No bus No bus	N/A N/A
182.04	Douglas Park Embree Park Lou Huff Park (Adjacent)	378 378 378	AVE D @ HELEN DAIRY @ BEVERLY AVE B @ THOMAS AVE B @ ALLEN
182.06	No Park		
184.01	Graham Park	374, 377, 378, 380	NORTHWEST @ PENDLETON
187	Central Park Glenbrook Parkway	486 No access	AVE D @ 13TH
190.13	Montgomery Park	372, 463 372	WALNUT @ INTERNATIONAL BARNES @ EDGEWOOD
190.14	Groves Park	410	JUPITER @ FIELDCREST
190.21	Holford Park Peavy Park Winters (Adjacent)	372 566 571 566	SHILOH @ RICHOAK SHILOH @ BIG OAKS GARLAND @ BUCKINGHAM BUCKINGHAM @ ELDORADO SPRING CREEK @ GARLAND
190.29	No park		
190.32	Hollabaugh Park Lottie Watson Park	463 No bus	WALNUT @ YALE
190.33	No park		

2.6 Planning Sectors

For the purpose of analysis, this master plan divides Garland into three sectors using combinations of council districts. The delineation of these sectors allows for the analysis of differences between various portions of Garland and is primarily intended for the analysis of survey results (Chapter 4) and the population needs analysis (Chapter 5). These sectors, in conjunction with census-based areas described above and service area measurements (Chapter 5), help develop recommendations for different locations within Garland.

2.6.1 Locations

The boundaries of the five sectors in Garland are presented in Figure 2.11. The location of the five sectors are as follows:

- North Sector – Districts 1 and 7
- Central Sector – Districts 2, 6, and 8
- South Sector – Districts 3, 4, and 5

2.6.2 Planning Sector Demographics

While the council districts are defined to each represent relatively similar number of residents, the sectors include uneven numbers of districts. As a result, they vary in population. Table 2.10 shows demographic information for the three sectors in Garland. The sectors are similar in physical size, containing between 11,000 and 13,000 acres. The Central Sector contains the largest number of residents at just over 90,000, followed closely by the South Sector at just under 90,000. The North Sector has fewer residents at approximately 63,000 because it includes only two districts where the other two sectors have three.

Table 2.10: Sector Demographics

Sector	Population		% Growth	Median Income	Median Age	Under Age 18	Diversity Index	HS or Higher	Total Acreage
	2000	2018							
North	51,597	61,333	19%	$66,859	37.7	22.3%	78.6	87%	11,848
Central	83,390	88,307	6%	$50,757	32.5	27.8%	86.0	67%	11,355
South	80,401	86,653	8%	$54,118	34.8	25.6%	81.7	81%	13,206
Garland	*215,558*	*236,293*	*10%*	*$55,805*	*34.6*	*25.6%*	*83.6*	*78%*	*36,409*

Source: Esri forecasts

The sectors have also grown at different rates since 2000. The North Sector has grown at the highest rate at 23% since 2000, while the Central and South Sectors have grown much more slowly at 9% and 11%, respectively. The composition of the population varies between the sectors as well. The North Sector has by far the highest median income, while the Central Sector has the lowest. The North Sector also has the lowest percentage of the population under the age of 18 and the highest median age. The Central Sector has the lowest median age and the largest percentage of children.

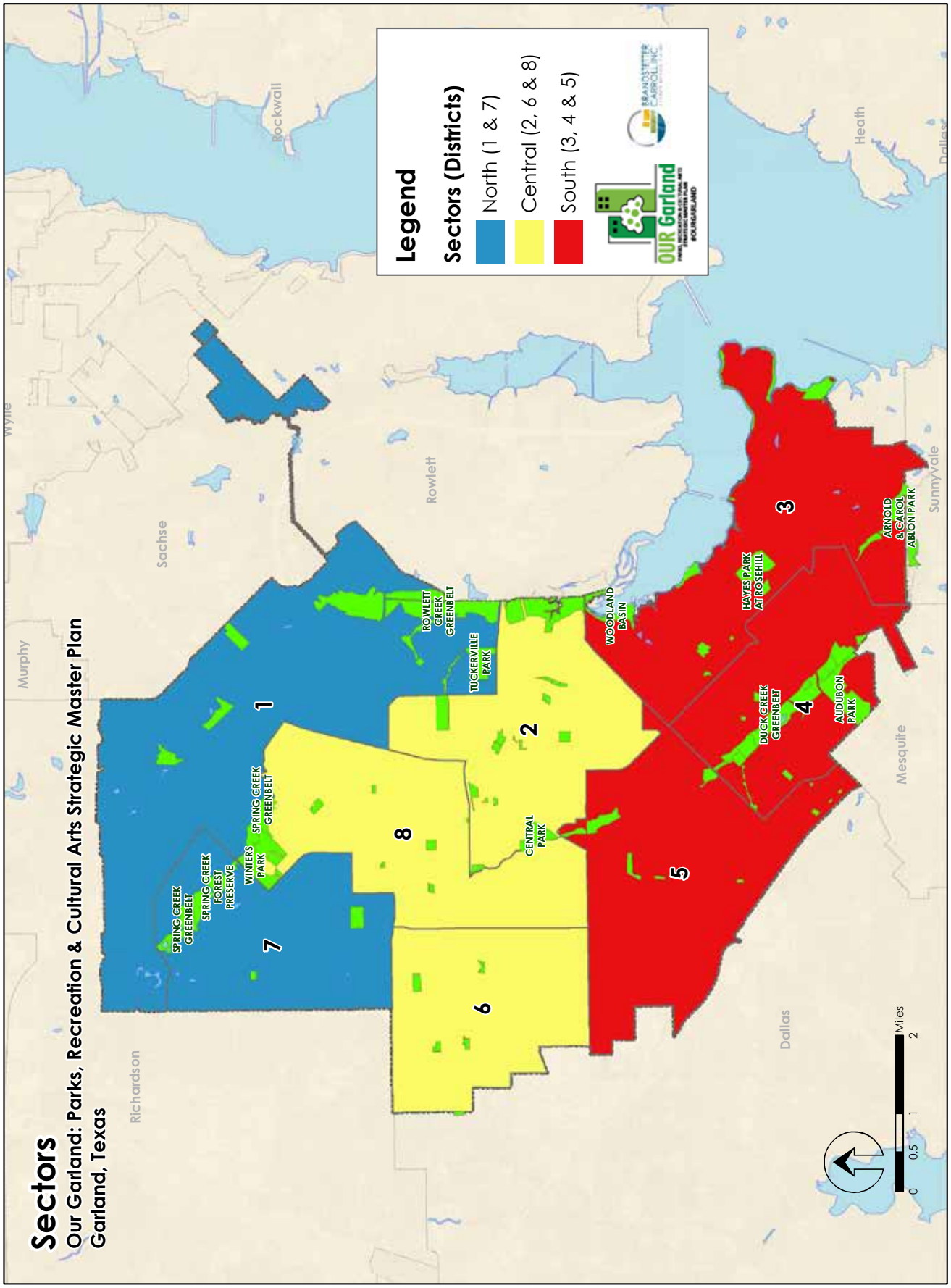
The Central Sector has the highest diversity index (86.0), while the North Sector has the lowest (78.6).[4] The diversity index of Garland as a whole is 83.6. These two areas also have the highest (North) and lowest (Central) percentage of residents with a high school education or higher (age 25 or older).

2.7 Benchmarking Comparisons

One method of evaluating parks and recreation services offered in a community is to use benchmarking comparisons to other communities. The National Recreation and Park Association (NRPA) Park Metrics program provides a variety of data for use in benchmarking. The ensuing analysis uses data from 21 comparable jurisdictions located throughout the south-central USA that participated in the Park Metrics program (populations between 100,000 and 400,000). These benchmark agencies include both city and county park departments.

[4] The diversity index measures the probability that two residents are from different racial/ethnic backgrounds.

Figure 2.11: Planning Sectors



Garland is a participant in the NRPA Park Metrics program, but figures were updated based on information provided by Parks, Recreation, and Cultural Arts. Because the data for other park systems was limited to parks and facilities managed by those agencies, only parks and facilities managed by the City of Garland are included in this analysis (school and private/HOA facilities were not included). The figures used in this analysis for the Garland are for the 2017 fiscal year, and the figures for the comparison municipalities were for 2017. Table 2.11 provides a list of the jurisdictions included in this benchmark comparison.

The comparisons are organized into the following categories: parkland information, trail information, department functions, staffing, operating budget, capital budget, programs, and facilities. The following text details the findings of the benchmarking analysis. The values presented in these comparisons are based on information reported to Park Metrics by the agencies and may vary from actual budgets and measurements. Median values are used unless otherwise indicated.

Some categories also include comparison to the benchmarks provided by the Trust for Public Land in their annual City Park Facts report.[5] The benchmarks provided in this report are based on the 100 most populated cities in the United States which include Garland. Unlike the NRPA Park Metrics benchmarks, these numbers include all public park agencies within each city, including county or national parks, although not schools.

Table 2.11: Benchmark Jurisdictions

Agency	State	Population	Budget
Chattanooga Parks and Recreation Department	TN	177,571	$4,838,340
City of Denton Parks and Recreation	TX	136,268	$15,773,094
Frisco (City of)	TX	160,000	$15,430,000
Lewisville Parks & Recreation	TX	104,659	$9,190,874
Lexington Parks and Recreation	KY	318,449	$22,406,376
Little Rock Parks and Recreation	AR	198,704	$13,906,279
Lubbock (City of) Parks and Recreation	TX	252,506	$10,627,318
McKinney (City of) Parks, Recreation and Open Space	TX	172,500	
Mobile (City of) Parks and Recreation Department	AL	195,111	$12,755,014
Odessa (City of) Parks and Recreation	TX	105,000	$5,200,000
Plano (City of) Parks & Recreation Department	TX	286,057	$29,289,638
Round Rock PARD	TX	109,000	$10,340,031
San Angelo (City of) Parks & Recreation Department	TX	100,702	$7,871,605
Arlington Parks and Recreation TX	TX	388,125	$27,671,954
Corpus Christi Parks and Recreation Department	TX	324,075	$28,784,197
Fort Knox FMWR	KY	110,272	$19,868,168
Grand Prairie (City of) Parks, Arts, and Recreation Department	TX	184,620	$14,474,475
Hamilton County Parks and Recreation	TN	336,500	$6,120,243
New Orleans Recreation Development Commission	LA	378,715	$3,548,280
Tuscaloosa County Park & Recreation Authority	AL	206,102	$11,062,716
Waco (City of) Parks and Recreation	TX	130,194	$11,056,307

2.7.1 Parkland Information

Table 2.12 indicates that Garland provides 9.5 acres of parkland per thousand population, below the benchmark median of 12.2. Garland is at 12.1 if Firewheel Golf Park is included. The Trust for Public Land (TPL) report indicates a median of 13.1 acres per 1,000 residents. These numbers indicate that Garland provides a lower amount of parkland and open space compared to other communities. Garland's population per park of 3,692 is above the benchmark median of 3,062.

[5] The Trust for Public Land (TPL), "2017 City Park Facts," https://www.tpl.org/2017-city-park-facts (accessed May 38, 2018).

Table 2.12: Parkland Information

PARKLAND INFORMATION	Garland	Benchmark
Acreage of Parkland		
Lower Quartile		1,300
Median	**2,247**	**2,438**
Upper Quartile		4,166
Acreage of Parkland per 1,000 Population		
Lower Quartile		6.6
Median	**9.5**	**12.2**
Upper Quartile		15.6
Population per Park		
Lower Quartile		2,553
Median	**3,692**	**3,062**
Upper Quartile		4,219
Parkland as a Percentage of Total Jurisdiction Land		
Lower Quartile		1.1%
Median	**6.2%**	**3.2%**
Upper Quartile		8.3%
Percent of Acreage Developed for Parks and Recreation Purposes		
Lower Quartile		43%
Median	**31%**	**60%**
Upper Quartile		75%

Parkland as a percentage of total jurisdiction land measurement at 6.2% places Garland well above the benchmark median. This comparison indicates that the city has an adequate inventory of parkland compared to other jurisdictions. The TPL report indicates a median of 9.3% of land as publicly owned in the 100 largest cities. Garland is close to the median if the golf course is included.

A look at the percentage of parkland that is developed for parks and recreation purposes shows that Garland has a much lower percentage of developed parkland (31%) than other benchmark communities (60%).

2.7.2 Trail Information

The comparison of total miles of trails managed by the Garland Parks, Recreation, and Cultural Arts Department (Table 2.13) shows 31.2 miles of trails, compared to the benchmark median of 35.0. Total trail miles per jurisdiction square mile is a measurement that controls for differences in the physical size of comparative municipalities. Garland has 0.55 miles of trails per square mile of the city, above the benchmark median.

The trail miles per ten thousand population measurement, which controls for the population difference between the benchmark communities, shows a value of 1.3 in Garland which is lower than the benchmark median (1.7). These numbers indicate that Garland compares better in terms of physical size but worse in terms of population.

Table 2.13: Trail Information

TRAIL INFORMATION	Garland	Benchmark
Total Trail Miles Managed or Maintained		
Lower Quartile		20.3
Median	**31.2**	**35.0**
Upper Quartile		52.0
Total Trail Miles per Jurisdiction Sq. Mi.		
Lower Quartile		0.10
Median	**0.55**	**0.31**
Upper Quartile		0.58
Total Trail Miles per 10,000 Population		
Lower Quartile		1.3
Median	**1.3**	**1.7**
Upper Quartile		2.3

2.7.3 Department Functions

The list of department functions in Table 2.14 shows the percentage of benchmark departments that provide these services and whether Garland currently performs the function. The city conducts most of the functions on the list to some degree. The most notable functions in this comparison currently not provided by Parks, Recreation, and Cultural Arts are operate, maintain, or contract indoor swim facility and manage large performance outdoor amphitheaters. These functions are only conducted by 50% or more of benchmark communities.

Table 2.14: Department Functions

AGENCY RESPONSIBILITIES	Garland	Benchmark
The agency...		
Operate and maintain park sites	X	100%
Provide recreation programming and services	X	100%
Have budgetary responsibility for its administrative staff	X	90%
Operate and maintain indoor facilities	X	95%
Conduct major jurisdiction wide special events	X	95%
Operate, maintain, or manage trails, greenways, and/or blueways (TGB)	X	75%
Operate, maintain, or contract outdoor swim facilities/water parks	X	85%
Include in its operating budget the funding for planning and development functions	X	30%
Operate and maintain non-park sites	X	80%
Operate, maintain, or manage special purpose parks and open spaces	X	85%
Administer community gardens	X	45%
Administer or manage tournament/event quality outdoor sports complexes	X	80%
Operate, maintain, or contract golf courses	X*	75%
Operate, maintain, or contract tennis center facilities	X	75%
Operate, maintain, or contract indoor swim facility		65%
Manage large performance outdoor amphitheaters		50%
Operate, maintain, or contract tourism attractions		40%
Maintain, manage or lease indoor performing arts center	X	30%
Administer or manage tournament/event quality indoor sports complexes		10%
Administer or manage farmer's markets		20%
Operate, maintain, or contract campgrounds		30%

*Performed by another city department

2.7.4 Staffing

The number of staff members employed by Garland Parks and Recreation is indicated in Table 2.15. Garland Parks, Recreation, and Cultural Arts employs 111 full-time employees, right at the benchmark median. Including part-time staff, Garland employs approximately 168 full-time equivalent (FTE) staff, which is below the benchmark median. On a per population basis, Garland employs fewer FTE staff (7.1 per 10,000 population) than the benchmark median.

Garland has slightly more acres of parkland per FTE at 13.4 than the benchmark median of 12.5, indicating that considering the number of acres in Garland's inventory, Garland employs fewer staff members.

Table 2.15: Staffing

STAFFING	Garland	Benchmark
Number of Full-Time Employees		
Lower Quartile		80
Median	**111**	**112**
Upper Quartile		156
Number of Full-Time Equivalent (FTE) Employees		
Lower Quartile		117.2
Median	**168.0**	**194.7**
Upper Quartile		282.0
FTE per 10,000 Population		
Lower Quartile		7.3
Median	**7.1**	**9.8**
Upper Quartile		12.5
Acres of Parkland per FTE		
Lower Quartile		11.1
Median	**13.4**	**12.5**
Upper Quartile		14.8

2.7.5 Operating Budget

The total operating budget (Table 2.16) for parks and recreation in Garland for 2017 of $10.8 million is below the benchmark median of $11.9 million. Per capita operating expenditures for the City of Garland at $46 is also below the benchmark ($75). The Trust for Public Land indicates a median of $66 per capita for the 100 largest cities. These numbers indicate that Garland's expenditures are below those of other communities.

Table 2.16: Operating Budget

OPERATING BUDGET	Garland	Benchmark
Agency's TOTAL Operating Expenditures for the Fiscal Year		
Lower Quartile		$8,201,422
Median	**$10,826,494**	**$11,908,865**
Upper Quartile		$18,844,400
Agency's TOTAL Non-Tax Revenue for the Fiscal Year		
Lower Quartile		$289,000
Median	**$2,332,900**	**$3,117,210**
Upper Quartile		$8,140,324
Percentage of Total Operating Expenditures from the Following Sources*		
General fund tax support	78.5%	70.1%
Dedicated levies	0.0%	4.3%
Earned/generated revenue	21.5%	20.1%
Other dedicated taxes	0.0%	1.4%
Sponsorships	0.0%	0.2%
Grants	0.0%	1.6%
Other	0.0%	2.4%
Revenue as a percentage of Total Operating Expenditures		
Lower Quartile		7.0%
Median	**21.5%**	**27.6%**
Upper Quartile		40.1%
Operating Expenditures per Capita		
Lower Quartile		$51
Median	**$46**	**$75**
Upper Quartile		$94
Operating Expenditures per Acre of Land Managed		
Lower Quartile		$1,711
Median	**$4,819.27**	**$3,388**
Upper Quartile		$5,927
Operating Expenditures per FTE		
Lower Quartile		$66,888
Median	**$64,443**	**$75,268**
Upper Quartile		$93,698
Non-Tax Revenue per Capita		
Lower Quartile		$2
Median	**$10.00**	**$26**
Upper Quartile		$34

*Average values used

The total operating expenditure per acre of parkland of $4,819 for the City of Garland is above the benchmark median. In contrast, Garland's expenditures per FTE are lower than the comparisons. Garland spends only $64,443 per FTE, compared to over $75,000 for both the benchmark median. These numbers result from the smaller number of staff employed and the similar amount of parkland compared to the benchmarks.

The funding for Garland recreation services mostly came from general tax support (78.5%), with the remainder coming from revenues generated by Parks, Recreation, and Cultural Arts. The general fund numbers are higher than the benchmark agencies primarily due to the lack of other tax revenues.

The $2.3 million in earned revenue is above the benchmark median. This revenue represents 21.5% of the Parks, Recreation, and Cultural Arts budget, which is below the benchmark median (27.6%). Finally, the tables indicates a non-tax per capita revenue of $10 for Garland Parks, Recreation, and Cultural Arts, much less than the benchmark median of $26.

2.7.6 Capital Budget

Table 2.17 shows capital budget comparisons for the benchmark communities. These numbers indicate a capital budget of just under $11 million for the Garland, which is more than twice the benchmark median. Because this master plan is intended to provide direction for capital improvements, the five-year capital budget has not yet determined for Garland. The recent bond approved by voters in Garland will provided $117.75 million in funds for capital improvements to parks.

Table 2.17: Capital Budget

CAPITAL BUDGET	Garland	Benchmark
Total Capital Park Budget for Next 5-Years		
Lower Quartile		$3,826,000
Median	**TBD**	**$15,545,000**
Upper Quartile		$60,000,000
Total Capital Budget this Fiscal Year		
Lower Quartile		$781,595
Median	**$10,856,000**	**$4,238,973**
Upper Quartile		$21,033,362
Total Capital Costs per Capita this Fiscal Year		
Lower Quartile		$6
Median	**$46**	**$23**
Upper Quartile		$81
Designation of current fiscal year's capital budget*		
Renovation	52.0%	47.8%
New Development	48.0%	37.9%
Acquisition	0.0%	13.6%
Other	0.0%	0.8%

*Average values used for calendar year 2018

The capital expenditures per capita in Garland ($46) are approximately double the benchmark median of $23. The Trust for Public Land report provides a national median of $16 per capita for the largest 100 cities. These numbers indicate that Garland's capital expenditures are and will be much higher than other jurisdictions when controlling for the number of residents. This higher budget is required because Garland has not kept up with the capital improvement and replacement needs of the park system since many of the parks were originally constructed.

2.7.7 Programs

The list of program categories in Table 2.18 includes the percentage of benchmark departments that offer each type of program. The table also indicates whether Garland offers programs of each type. The table is separated into two groups of programs: "activities" which include programs for all users and "out of school time activities" which include programs for specific user groups (children, seniors, etc.).

Garland offers all the activity types in the top section and most of the activities in the bottom section except full daycare, before school programs, and after school programs. This comparison indicates that Garland's program offerings are quite extensive; however, specific programs within these categories may still be needed as indicated later in this document.

2.7.8 Facilities

Table 2.19 provides a list of recreational facilities with a mark to indicate whether the facility is offered by Garland. This table also shows the percentage of benchmark communities that offer the facility. Garland offers all the outdoor facilities offered by a majority of the benchmark departments except a dog park, which is planned, and adult baseball fields. For indoor facilities, Garland offers most of the facilities offered by 50% or more of the benchmark agencies except an indoor competitive swimming pool and a leisure pool.

A comparison of population per facility provides a way to evaluate the existing quantity of each type of amenity compared to other communities. This comparison can help to identify facilities that the city might want to add in the future. Population per facility values for playgrounds, tennis courts (outdoor), basketball

Table 2.18: Programs

PROGRAMS	Garland	Benchmark
Activities		
Health and wellness education	X	95%
Safety training	X	63%
Fitness enhancement classes	X	89%
Team sports	X	89%
Individual sports	X	53%
Racquet sports	X	63%
Martial arts	X	58%
Aquatics	X	84%
Golf	X*	79%
Social recreation events	X	84%
Cultural crafts	X	63%
Performing arts	X	74%
Visual arts	X	74%
Natural and cultural history activities	X	53%
Themed special events	X	89%
Trips and tours	X	68%
Out-of-School Time (OST) Activities		
Specific senior programs	X	79%
Summer camp	X	79%
Specific teen programs	X	58%
After school programs		63%
Programs for people with disabilities	X	84%
Preschool	X	32%
Before school programs		5%
Full daycare		11%

*Performed by another city department

Table 2.19: Facilities

FACILITIES	Garland	Benchmark
Outdoor Activity Areas		
Playgrounds	X	100%
Basketball courts	X	82%
Tennis courts (outdoor only)	X	82%
Diamond fields: baseball - youth	X	71%
Diamond fields: softball fields - youth	X	65%
Diamond fields: softball fields - adult	X	71%
Rectangular fields: multi-purpose	X	65%
Swimming pools (outdoor only)	X	76%
Diamond fields: baseball - adult		53%
Rectangular fields: soccer field - youth	X	41%
Community gardens	X*	47%
Diamond fields: tee-ball		29%
Rectangular fields: soccer field - adult	X	41%
Skate park	Planned	41%
Dog park	Planned	88%
Rectangular fields: football field	X	53%
Aquatics centers	X	24%
Rectangular fields: lacrosse field		12%
Multipurpose synthetic field		18%

Table 2.19: Facilities (Continued)

FACILITIES	Garland	Benchmark
Indoor Activity Areas		
Community centers	X	67%
Recreation centers	X	83%
Fitness center	X	67%
Gyms	X	89%
Senior centers	X	78%
Performance amphitheater	X	56%
Nature centers		44%
Competitive swimming pools		59%
Indoor track		17%
Non-competitive pool (leisure only)		53%
Teen centers		11%
Stadiums		17%
Arena		6%

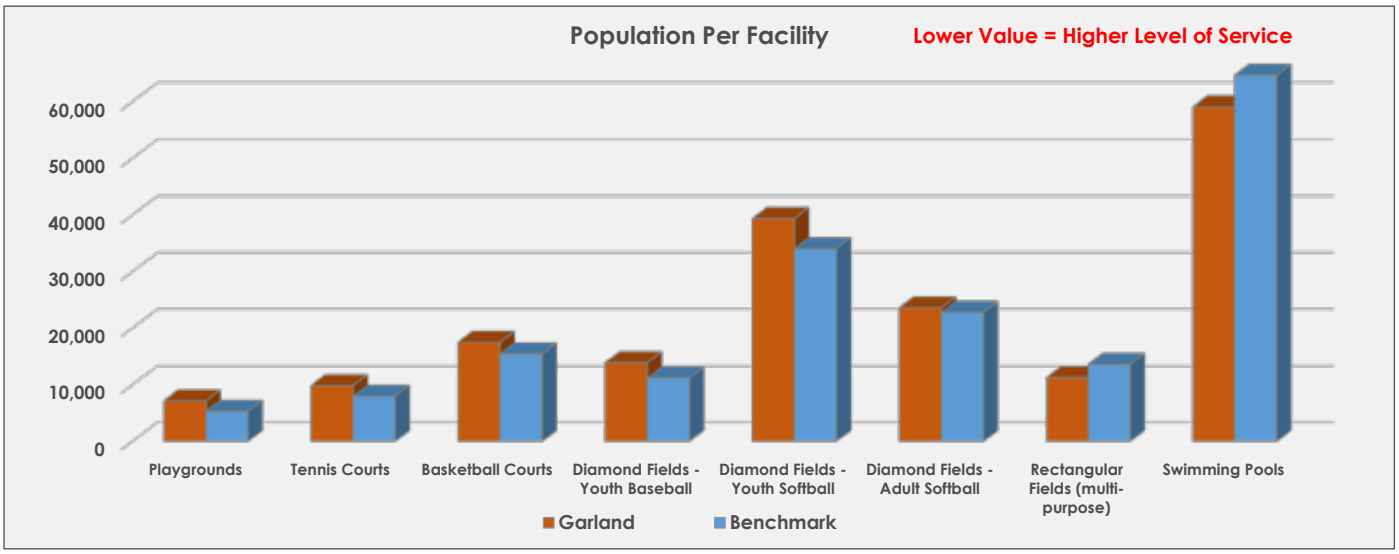
*Managed by another city department

courts (outdoor), ballfields (youth baseball, youth softball, and adult softball diamonds), and rectangular (multipurpose) fields are presented in Figure 2.12.[6] Tables 2.20 and 2.21 show the numeric values for these and other facilities plus upper and lower quartile values. A lower value indicates a higher level of service.

Garland has 33 playgrounds throughout the city. The resulting population per playground is 7,160, which is above the benchmark median. Garland offers 24 tennis courts, providing a lower level of service (one per 9,088 people) than the benchmark median (7,971). The city has a slightly lower level of service for basketball courts with 13.5 (half courts counted as 0.5) for 17,503 population per facility, compared to 15,478 for the benchmark median.

The chart also shows population per facility values for three types of diamond fields. For youth fields, Garland provides a slightly lower level of service for baseball and softball fields than the benchmark comparisons but a higher level of service for rectangular fields.

Figure 2.12: Median Population Per Facility (Lower Number = Higher Level of Service)



Garland offers a higher level of service for swimming pools. The city offers no dog parks or skate parks, although one of each is planned. Once they are completed, Garland will still have a lower level of service for these facilities than the benchmark communities.

[6] The analysis was limited to these facilities due to availability of data for comparison departments.

Table 2.20: Population Per Facility (Outdoor)

POPULATION PER FACILITY (OUTDOOR)	Garland	Benchmark
Playgrounds		
Lower Quartile		4,209
Median	**7,160**	**5,334**
Upper Quartile		6,642
Tennis Courts		
Lower Quartile		3,704
Median	**9,088**	**7,971**
Upper Quartile		14,066
Basketball Courts		
Lower Quartile		9,105
Median	**17,503**	**15,478**
Upper Quartile		58,957
Diamond Fields - Youth Baseball		
Lower Quartile		7,867
Median	**13,900**	**11,195**
Upper Quartile		35,847
Diamond Fields - Youth Softball		
Lower Quartile		21,800
Median	**39,382**	**34,067**
Upper Quartile		50,351
Diamond Fields - Adult Softball		
Lower Quartile		18,143
Median	**23,629**	**22,806**
Upper Quartile		35,972
Rectangular Fields (multi-purpose)		
Lower Quartile		6,931
Median	**11,252**	**13,625**
Upper Quartile		22,900
Swimming Pools		
Lower Quartile		35,610
Median	**59,073**	**64,688**
Upper Quartile		90,893
Skate Park		
Lower Quartile		104,659
Median	***236,293P***	**160,000**
Upper Quartile		195,111
Dog Park		
Lower Quartile		99,352
Median	***236,293P***	**136,268**
Upper Quartile		286,057
Community Gardens		
Lower Quartile		42,274
Median	**236,293**	**116,912**
Upper Quartile		178,465

Table 2.21 provides population per facility comparisons for six types of indoor facilities, and Garland offers all but two of these facilities. The six community centers in Garland offer a higher level of service than the benchmarks, and the two senior centers offered in Garland also provide a higher level of service than the benchmarks. The gymnasiums (7) yield a higher level of service than the benchmarks, but the fitness centers (3) yield a lower level of service. Garland offers no competitive swimming pool or nature center but could likely support at least one of each of these facilities based on the city population.

Table 2.21: Population Per Facility (Indoor)

POPULATION PER FACILITY (INDOOR)	Garland	Benchmark
Recreation Centers		
Lower Quartile		45,423
Median	**39,382**	**52,330**
Upper Quartile		97,031
Senior Centers		
Lower Quartile		67,375
Median	**118,147**	**168,786**
Upper Quartile		196,009
Gymnasiums		
Lower Quartile		35,354
Median	**33,756**	**50,014**
Upper Quartile		79,903
Fitness Centers		
Lower Quartile		44,087
Median	**78,764**	**66,477**
Upper Quartile		99,784
Competitive Swimming Pools		
Lower Quartile		95,167
Median	**N/A**	**133,231**
Upper Quartile		191,695
Nature Centers		
Lower Quartile		118,301
Median	**N/A**	**235,339**
Upper Quartile		333,394

3

INVENTORY OF PARKS, FACILITIES, AND PROGRAMS

3.1 Introduction

This chapter of the Master Plan identifies existing conditions of parks and recreation facilities in Garland. It begins with a description of park classifications to provide an understanding of their functions. An inventory of parks and recreation facilities follows, including park locations, facilities offered, and other observations. An inventory of programs offered by Garland Parks, Recreation, and Cultural Arts concludes this chapter.

3.2 Parkland and Recreation Area Classification System

The purpose of a parks and recreation classification system is to evaluate the overall recreation opportunities that are available to the public. In some cases, communities "meet the standard" in terms of acreage, but this provision is met through a single park that does not provide for the entire community. A park system should be evaluated as a composite of recreation areas with each meeting a particular public need. Therefore, a system of parks is necessary to provide a combination of smaller Neighborhood Parks, larger Community Parks, and Special Use Parks that meet specific needs.

The parks and recreation facilities inventory in this chapter identifies each park by its park classification and lists the specific facilities provided at each location. Table 3.1 defines each park category by its typical size and service area, population served, typical features and facilities, and desirable characteristics. The categories and descriptions were adapted from Recreation, Park and Open Space Standards and Guidelines, published by the National Recreation and Park Association in 1987 and 1995.

Table 3.1: Park Classifications

PARK CLASSIFICATION	TYPICAL SIZE and SERVICE AREA	DEVELOPED ACRES/1,000 POPULATION	TYPICAL FEATURES/ FACILITIES	DESIRABLE CHARACTERISTICS
Local Space				
Mini Park (MP)	Size: Less than 2.5 acres of developed parkland ½-1.0 mile service area 5-10 minute walk	Combined with Neighborhood Park	Typical facilities may include playgrounds, small multi-use court area, and benches.	Often provided in association with school facilities. Some developed as part of residential developments or part of HOA parks. May also provide open space as needed to serve high density neighborhoods where households have limited yard space.
Neighborhood Park (NP)	Size: 2.5-15 acres of developed parkland 1.0 mile service area10 minute walk To serve a population up to 5,000	1.0 Acre/1,000	Suited for intense development Typical facilities include athletic fields, game courts, playgrounds, small pools/spraygrounds, small neighborhood centers, drinking fountains, picnic areas/shelters, and walking trails.	Easily accessible to neighborhood population (safe walking and bike distance). May be developed as park/school facility or in conjunction with service agency facility. May not be needed in areas served locally by Community or Regional Parks.
Community Park (CP)	16-40+ Acres of developed parkland 1.0-2.0 mile service radius 5 minute drive To serve several neighborhoods with populations up to 20,000	1.0 Acres/1,000	Typical facilities include all those listed for Neighborhood Parks plus; major swimming pool, field or game court complex, major recreation or community center, etc. May include an area of natural quality for picnicking, walking, etc. May have an active or passive recreation focus or a balance of both	Capable of providing a range of intensive recreational activities; or, provides one or two activities that attract users from multi-neighborhood areas. Park should ideally be located at or near a school. May meet needs of a Neighborhood Park for users within a 10 minute walk.
Specialized Space				
Special Use (SU)	Varies	N/A (but may contribute to total open space requirement)	Area for specialized or single purpose recreational activities such as plazas, major pools, riverfront park areas, golf courses, athletic complexes, indoor facilities, etc.	Area should be located to meet the special needs of the intended use.
Natural Areas/Open Space (NAOS)	N/A	N/A (but contributes to total open space requirement)	Special use areas of low or limited development. Includes undeveloped areas, urban greenspaces, and small designated natural areas. May include urban greenspaces (mowed and landscaped areas) of any size. These areas are considered developed but have predominantly passive uses, few structures, and limited impervious areas. Typical facilities include walking/hiking trails, picnic areas, gardens, and open grass areas.	Includes undeveloped properties that may be developed in the future Undeveloped areas may also function as small Nature Parks Educational opportunities desirable in developed or undeveloped areas

Table 3.1: Park Classifications (Continued)

PARK CLASSIFICATION	TYPICAL SIZE and SERVICE AREA	DEVELOPED ACRES/1,000 POPULATION	TYPICAL FEATURES/ FACILITIES	DESIRABLE CHARACTERISTICS
Linear Park (LP)	N/A	N/A (but contributes to total open space requirement)	Area developed for one or more varying modes of recreational travel (hiking, walking, jogging, biking, etc.). May also include active play areas, fitness courses, picnic areas, etc. Typically located along a stream/ drainage corridor, utility easement, or body of water. Should connect to neighborhoods, schools, other parks, etc.	Area developed for one or more varying modes of recreational travel (hiking, walking, jogging, biking, etc.). May also include active play areas, fitness courses, picnic areas, etc. May also function as a Nature Park
Regional Space				
Regional Park (RP)	Size: 100 + Acres 3-5 mile service radius Travel time within 10 minutes (potentially longer depending on amenities) To serve most of the City but located regionally	1.0 Acres/1,000 (Developed) 10.0 Acres/1000 (Total)	Large properties that contain some active recreation facilities and a large percentage of natural or geographical features. Should include both active and passive features. Target size of 100 or more acres with up to 50% developed for recreation. Should be located near major roads. Destination-oriented parks. May contain picnic areas, any of the active elements found in local space, regional aquatic facilities, and regional indoor facilities. Should connect to linear park and trail system.	Capable of providing a range of specific recreational facilities May include unique natural areas of ecological interest May meet needs of Neighborhood and Community Parks for users within those service areas May be located in rural areas but should be readily accessible to most of the city and county population. May serve population outside of the county as well.
Greenbelts and Nature Parks (GB)	Size as needed to protect the resource	N/A (but contributes to total open space requirement)	Majority of park to remain in its natural state (up to 20%) developed) Facilities should focus on education by use of "nature activities" and should reinforce that philosophy by offering habitat enhancement, trails, nature centers, and interpretive signage. Should also include parking and restrooms.	The park should be of sufficient size to protect the natural resource and provide a buffer from offsite conditions. Should include unique natural areas with ecological interest. Typical size should be over 50 acres for management efficiency and to promote ecosystem services.
State Parks (SP)	Size as needed to protect natural resources of State or regional significance	N/A	Majority of park to remain in its natural state. The park should be of sufficient size to protect the natural resource and provide a buffer from offsite conditions.	Should include unique natural areas with ecological interest, lakes, or other features of State or regional interest. Size will vary based on the area required to protect the resource.

3.3 Inventory of Garland Parks and Recreation Areas

Residents of Garland are offered a variety of parks, recreation facilities, and programs. Table 3.2, Park and Recreation Resources Inventory, provides a summary of parks, recreation areas, and facilities in the City of Garland with an indication of the park classification for each property.

The table indicates the location of the property by park type category as defined in Table 3.1. The Existing Parks and Trails map (Figure 3.1) shows the location of each of the parks and recreation areas offered by the City of Garland. The following text provides a detailed narrative summary of these facilities. Photos of each park can be found in Appendix B.

3.4 Local Space

As defined by the classification system (Table 3.1), local space refers to parks that primarily serve nearby Garland residents and are typically focused on active recreation, including athletic fields, courts, and playgrounds. These parks also include passive elements such as walking and biking trails and picnic areas. Park classifications included as local space are Mini Parks, Neighborhood Parks, and Community Parks.

A Neighborhood Park is a small but highly developed park located within a short walking (10 minutes) or biking distance of residents with facilities such as athletic fields, game courts, playgrounds, small pools/spraygrounds, picnic areas/shelters, and walking trails. A Mini Park as a small Neighborhood Park, typically located in more densely populated areas where availability of land is limited.

3.4.1 Mini Parks

1. Alamo Park
2. Armstrong Park
3. Dorfman Park
4. Douglas Park
5. Graham Park
6. Grissom Park
7. Independence Park
8. Kingsley Park
9. Meadowcreek Park
10. Peavy Park
11. Ross Park
12. White Park
13. Woodland Park

3.4.2 Neighborhood Parks

1. Ablon Park
2. Bisby Park
3. Cody Park
4. Coomer Park
5. Crossman Park
6. Cullom Park
7. Eastern Hills Park
8. Embree Park
9. Freedom Park
10. Groves Park
11. Hall Park
12. Hollabaugh Park
13. Huff Park
14. James Park
15. Montgomery Park
16. Oaks Branch Park/Greenbelt
17. Tinsley Park
18. Troth Ablon Park
19. Watson Park
20. Wynne Park
21. Yarborough Park

Table 3.2: Parks and Recreation Resource Inventory

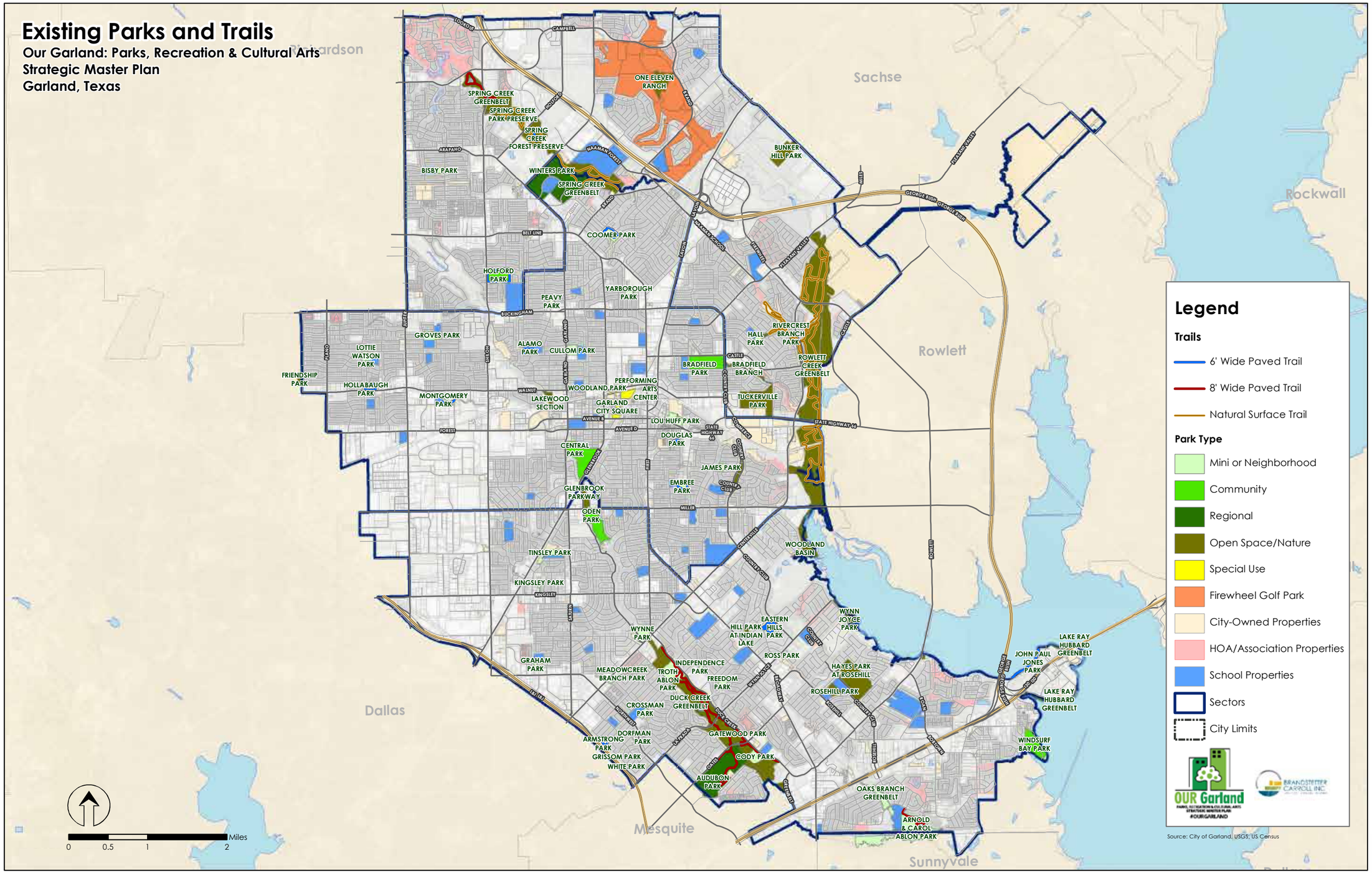
				Athletic Fields								Game Courts				Outdoor Recreation			Trails (Miles)			Natural Areas			Passive Recreation					Support					Indoor					
		Acreage																																						
PARK NAME	PARK TYPE	Total	Developed	Small Baseball	Large Baseball	Small Softball	Large Softball	Playfield (Backstop)	Small Rectangular	Large Rectangular	Cricket	Basketball Courts	Multipurpose Courts	Tennis Courts	Volleyball Courts	Playgrounds	Swimming Pools	Skate Parks	Shared-Use (Paved)	Walking (Paved)	Hiking (Unpaved)	Fishing Access	Lake/Pond	Natural/Wooded Area	Dog Parks	Large Shelters	Medium Shelters	Gazebo/Small Shelter	Picnic Area	Restrooms	Concessions Building	Seating	Drinking Fountains	Parking (Spaces)	Recreation Centers	Senior Centers	Gyms	Fitness Centers	Indoor Rental Space	Special Feature
Garland Parks, Recreation & Cultural Arts																																								
Neighborhood Parks																																								
Ablon Park	Neighborhood	82.8	10.7					2	1							1			0.9			X	X	X		1			X					9						
Alamo Park	Mini	4.9	4.9																	0.3									X					N/A						Swings
Armstrong Park	Mini	3.7	3.7													1				0.3														2						
Bisby Park	Neighborhood	5.7	5.7					1				1	1			1																		N/A						2 half basketball courts
Cody Park	Neighborhood	11.9	6.5				1												0.6					X										49						Duck Creek Greenbelt, trailhead
Coomer Park	Neighborhood	11.8	7.1													1				0.5									X					46						Administration Office
Crossman Park	Neighborhood	6.0	6.0			2																									1			N/A						
Cullom Park	Neighborhood	10.5	10.5			1						1	1	2		1												1						66						
Dorfman Park	Mini	1.2	1.2																															N/A						Swings
Douglas Park	Mini	3.9	2.1													1				0.2									X					N/A						
Eastern Hills Park	Neighborhood	12.9	9.0									1	1			1				0.5								1						10						
Embree Park	Neighborhood	12.4	12.4					2				1	1			1				0.5							1							109	1		1	1	X	Fields Recreation Center
Freedom Park	Neighborhood	7.2	7.2													1																		N/A						
Graham Park	Mini	2.4	2.4													1																		N/A						
Grissom Park	Mini	1.0	1.0									0.5																						N/A						
Groves Park	Neighborhood	14.3	15.0	1	1			1						2																1				148						
Hall Park	Neighborhood	4.8	4.8													1				0.1														N/A						
Hollabaugh Park	Neighborhood	6.2	6.2													1				0.5						1								68	1			1	X	Recreation Center and Pavilion
Huff Park	Neighborhood	17.0	8.5				1					1	1	1		1																		44						
Independence Park	Mini	2.2	1.0													1													X					N/A						
James Park	Neighborhood	5.9	5.1													1													X					N/A						
Kingsley Road	Mini	3.0	3.0																															N/A						
Meadowcreek Park	Mini	9.8	1.8													1													X					1						Natural Area/Linear Park
Montgomery Park	Neighborhood	5.1	5.1													1				0.2								1	X					1						
Oaks Branch Park/Greenbelt	Neighborhood	17.7	7.5													1								X										N/A						Natural Area/Linear Park
Peavy Park	Mini	2.2	2.2													1																		N/A						
Ross Park	Mini	1.6	1.6													1																		N/A						
Tinsley Park	Neighborhood	14.3	8.3													1												1	X					17						
Troth Ablon Park	Neighborhood	32.3	15.9								1								0.1															24						Duck Creek Greenbelt
Watson Park	Neighborhood	7.4	7.4					2				1				1												1						N/A						
White Park	Mini	1.0	1.0									0.5																						N/A						
Woodland Park	Mini	0.9	0.9									1	1			1													X					N/A						
Wynne Park	Neighborhood	16.9	4.2									1	1			1	1			0.3				X			1		X					74						
Yarborough Park	Neighborhood	3.5	3.5									1	1			1																		N/A						
Subtotal - Neighborhood Parks		**344.4**	**193.5**	**1**	**1**	**3**	**2**	**8**	**1**	**0**	**1**	**10.0**	**8**	**5**	**0**	**25**	**1**	**0**	**1.7**	**3.3**	**0.0**	**1**	**1**	**4**	**0**	**2**	**2**	**5**	**11**	**1**	**1**	**0**	**0**	**668**	**2**	**0**	**1**	**2**	**2**	
Community Parks																																								
Bradfield Park	Community	46.5	38.5	2	1	1				2		1	1	2		1	1												X		1	X	X	324	1		1		X	
Central Park	Community	60.7	51.6	2	2	1				1		1	1	4	4										P				X	1					1		2	1	X	Granger Recreation Center and Annex, War Memorials
Holford Park	Community	30.2	30.2	2	1	1				1			1			1	1			0.9														252	1		2		X	
Rick Oden Park	Community	36.8	32.1	4	1							1	1	13		1		P						X				1	X	2				359						
Windsurf Bay Park	Community	42.6	42.6									0.5				1											1													
Subtotal - Community Parks		**216.8**	**195.1**	**10**	**5**	**3**	**0**	**0**	**0**	**4**	**0**	**3.5**	**4**	**19**	**4**	**4**	**2**	**0**	**0.0**	**0.9**	**0.0**	**0**	**0**	**1**	**0**	**0**	**1**	**1**	**3**	**3**	**1**	**1**	**1**	**935**	**3**	**0**	**5**	**1**	**3**	
Regional Parks																																								
Audubon Park	Regional	127.0	96.1				5		4	9	1					1	1		0.8									2	X	1				1175	1		1		X	Surf and Swim, disc golf
Winters Park	Regional	125.7	78.0				3		4	8				2		1														2	2			469						Hawaiian Falls Waterpark (private)
Subtotal - Regional Parks		**252.7**	**174.0**	**0**	**0**	**0**	**8**	**0**	**8**	**17**	**1**	**0**	**0**	**2**	**0**	**2**	**1**	**0**	**0.8**	**0.0**	**0.0**	**0**	**0**	**0**	**0**	**0**	**0**	**2**	**1**	**3**	**2**	**0**	**0**	**1644**	**1**	**0**	**1**	**0**	**1**	
Special Use Parks																																								
Carver Senior Center	Center	N/A	N/A																															75		1			X	
Firewheel Golf Park*	Golf Course	601.0*	601.0*																																					63 holes
Garland City Square	Plaza	1.2	1.2																													X		N/A						Ping pong, corn hole

Table 3.2: Parks and Recreation Resource Inventory (Continued)

				Athletic Fields								Game Courts				Outdoor Recreation			Trails (Miles)			Natural Areas			Passive Recreation					Support					Indoor					
		Acreage																																						
PARK NAME	PARK TYPE	Total	Developed	Small Baseball	Large Baseball	Small Softball	Large Softball	Playfield (Backstop)	Small Rectangular	Large Rectangular	Cricket	Basketball Courts	Multipurpose Courts	Tennis Courts	Volleyball Courts	Playgrounds	Swimming Pools	Skate Parks	Shared-Use (Paved)	Walking (Paved)	Hiking (Unpaved)	Fishing Access	Lake/Pond	Natural/Wooded Area	Dog Parks	Large Shelters	Medium Shelters	Gazebo/Small Shelter	Picnic Area	Restrooms	Concessions Building	Seating	Drinking Fountains	Parking (Spaces)	Recreation Centers	Senior Centers	Gyms	Fitness Centers	Indoor Rental Space	Special Feature
Heritage Crossing	Special Use	4.0	4.0																															N/A					X	
Performing Arts Center	Center	9.9	9.9																															316					X	Granville Arts Center, Atrium
Plaza Theatre	Special Use	0.2	0.2																															N/A						
Senior Activity Center	Center	3.1	3.1																															145		1			X	
Subtotal - Special Use Parks		**18.4**	**18.4**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0.0**	**0.0**	**0.0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**536**	**0**	**2**	**0**	**0**	**4**	
Natural Areas/Open Space																																								
Anita Hill Park at Indian Lake	Natural Area	2.9	1.9																			X	X	X					X					N/A						
Bradfield Branch	Linear	9.0	2.5																					X					X					N/A						
Bunker Hill Park	Undeveloped	31.3	0.0																					X										N/A						
Dallas/Garland Friendship Park	Natural Area	5.0	0.6																	0.4				X					X					N/A						
Glenbrook Parkway	Linear	11.9	3.5																					X					X					N/A						
Halff Park	Natural Area	N/A	N/A																					X										N/A						Spring Creek Greenbelt
Hayes Park at Rosehill	Open Space	85.2	10.2																	0.3				X										N/A						
John Paul Jones Park	Linear	8.5	7.5																	0.5		X	X	X			1	1	X	1				61						Lake Ray Hubbard Greenbelt, Chaha Boat Ramp
Lakewood Tract	Undeveloped	7.9	0.0																					X										N/A						Duck Creek Greenbelt
One Eleven Ranch Park	Natural Area	28.9	5.0																					X		1			X	1				100						
Quail Creek Parkway Park	Linear	13.2	1.0																					X					X					N/A						
Rivercrest Branch Greenbelt	Natural Area	23.4	8.2																	0.3	X			X					X					1						Rowlett Creek Greenbelt
Tuckerville Park	Undeveloped	62.5	0.0																					X										N/A						Undeveloped
Woodland Basin Nature Area	Natural Area	49.0	4.1																		X	X		X										14						Canoe launch
Wynn Joyce Park	Open Space	23.0	17.1																			X												N/A						
Subtotal - Open Space		**361.7**	**61.5**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0.0**	**1.4**	**0.0**	**4**	**2**	**14**	**0**	**1**	**1**	**1**	**8**	**2**	**0**	**0**	**0**	**176**	**0**	**0**	**0**	**0**	**0**	
Greenbelts/Nature Parks																																								
Duck Creek Greenbelt	Greenbelt	231.3	14.5																3.1				X	X		1								58						Gatewood Pavilion
Lake Ray Hubbard Greenbelt	Greenbelt	23.7	12.9																					X										17						
Rowlett Creek Greenbelt	Greenbelt	574.9	2.2																		16.3			X				1	X					132						Off-road bike trails (DORBA)
Spring Creek Forest Preserve	Nature Park	68.8	1.7																0.6	0.2	0.5			X						1				33						
Spring Creek Greenbelt	Greenbelt	130.3	20.3					1								1			0.8			X	X	X					X					13						
Spring Creek Park Preserve	Nature Park	33.4	1.7																		0.9			X					X					15						
Subtotal - Open Space		**1062.4**	**53.4**	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**4.5**	**0.2**	**17.7**	**1**	**2**	**6**	**0**	**1**	**0**	**1**	**3**	**1**	**0**	**0**	**0**	**268**	**0**	**0**	**0**	**0**	**0**	
Trails Outside of Parks																																								
Duck Creek Trail	Trail																		0.7																					
Subtotal - Trails Outside of Parks		**0.0**	**0.0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0.7**	**0.0**	**0.0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
Total - Garland Parks, Recreation & Cultural Arts		**2256.4**	**695.8**	**11**	**6**	**6**	**10**	**9**	**9**	**21**	**2**	**13.5**	**12**	**26**	**4**	**32**	**4**	**0**	**7.7**	**5.8**	**17.7**	**6**	**5**	**25**	**0**	**4**	**4**	**10**	**26**	**10**	**4**	**2**	**1**	**4227**	**6**	**2**	**7**	**3**	**10**	

*Operated by another citty department and not counted toward total parkland

Figure 3.1: Existing Parks and Trails



3.4.3 Community Parks

Community Parks are larger parks that serve multiple neighborhoods and offer a wider variety of facilities. Community Parks should be conveniently located (approximately a five-minute drive) and easily accessible with facilities intended to occupy visitors for extended periods of time (field or game court complex, community center, etc.).

1. Bradfield Park
2. Central Park
3. Holford Park
4. Rick Oden Park
5. Windsurf Bay Park

3.5 Specialized Space

Specialized space refers to parks and facilities that either serve a specific purpose or represent greenspace with a limited level of development and facilities. Linear Parks are corridors developed for one or more varying modes of recreational travel. Special Use Parks are areas for specialized or single purpose recreational activities, including plazas, golf courses, athletic complexes, and community centers. Natural Areas and Open Space represent areas of low or limited development, including urban greenspaces, undeveloped areas (may or may not be developed in the future), and small designated natural areas.

3.5.1 Special Use Parks

1. Carver Senior Center
2. Firewheel Golf Park
3. Garland City Square
4. Heritage Crossing
5. Performing Arts Center
6. Plaza Theater
7. Senior Activity Center

3.5.2 Natural Areas/Open Space/Linear Parks

1. Anita Hill Park at Indian Lake
2. Bradfield Branch
3. Bunker Hill Park
4. Dallas/Garland Friendship Park
5. Glenbrook Parkway
6. Halff Park
7. Hayes Park at Rosehill
8. John Paul Jones Park
9. Lakewood Tract
10. One Eleven Ranch Park
11. Quail Creek Parkway Park
12. Rivercrest Branch Greenbelt
13. Tuckerville Park
14. Woodland Basin Nature Area
15. Wynn Joyce Park

3.6 Regional Space

Regional space refers to parks that serve residents throughout Garland and beyond, in addition to local residents. These parks are generally large with much of the acreage remaining undeveloped. Regional Parks typically focus on both active and passive recreation, while Greenbelts and Nature Parks typically focus on conservation and nature education with passive recreational elements. The following text provides list of parks by classification.

3.6.1 Regional Parks

1. Audubon Park
2. Winters Park

3.6.2 Greenbelts/Nature Parks

1. Duck Creek Greenbelt
2. Lake Ray Hubbard Greenbelt
3. Rowlett Creek Greenbelt
4. Spring Creek Forest Preserve
5. Spring Creek Greenbelt
6. Spring Creek Park Preserve

3.7 Trails Inventory

Mapping of the existing trail system is included in Figure 3.1, which clearly shows the disconnected nature of the trail system in Garland. Existing trails are distributed throughout the city but are not yet linked together. In total, approximately 7 miles of shared-use trails (separated from roads) traverse Garland that are managed by Garland Parks, Recreation, and Cultural Arts. About 6 miles of walking trails are available within parks, primarily perimeter loops in smaller parks. Nearly 18 miles of unpaved trails are located in Greenbelts, most are part of the off-road bike trails in the Rowlett Creek Greenbelt by Dallas Off Road Bicycle Association (DORBA).

3.8 Facility Summary

The table (Table 3.3) below provides a summary of the recreation facilities offered by Garland Parks, Recreation, and Cultural Arts.

Table 3.3: Recreation Facility Summary

Athletic Fields	#
Small Baseball	11
Large Baseball	6
Small Softball	6
Large Softball	10
Playfield (Backstop)	10
Small Rectangular	9
Large Rectangular	21
Cricket	1
Game Courts	**#**
Basketball Courts	13.5
Multipurpose Courts	12
Tennis Courts	24
Volleyball Courts	4
Outdoor Recreation	**#**
Playgrounds	32
Swimming Pools	4
Skate Park	1P

Trails (Miles)	#
Shared-Use (Paved)	7.7
Walking (Paved)	5.8
Hiking (Unpaved)	17.7
Passive Recreation	**#**
Dog Parks	1P
Large Shelters	4
Medium Shelters	4
Gazebo/Small Shelter	10
Picnic Area	26
Support Facilities	**#**
Restrooms	9
Concessions Buildings	4
Indoor Facilities	**#**
Recreation Centers	6
Senior Centers	2
Gyms	7
Fitness Centers	3
Indoor Rental Space	10

P = In Progress

3.9 Schools and HOA Parks

In addition to the sites offered by Garland Parks, Recreation, and Cultural Arts, schools and homeowners associations (HOAs) throughout the city offer many recreation areas for local residents. These facilities often offer amenities and environments similar to a Neighborhood Park. Table 3.4 provides a summary of these facilities, and Figure 3.4 shows their locations.

3.9.1 Schools

School sites typically have outdoor recreation areas for students that function as parks for nearby residents when schools are not in session. Schools in Garland are operated by Garland Independent School District (GISD), which extends beyond the Garland city limits into Rowlett and Sachse. Two elementary schools operated by Richardson Independent School District (RISD) are also located in Garland. No agreement currently exists for the use of school grounds by residents outside of school hours. However, schools have the potential to help meet some of the recreation needs of residents. Elementary school properties are more likely to provide an experience similar to what might be expected at a public park, for they offer facilities such as playgrounds, basketball courts, and open play areas (playfields) that are typically found in a Neighborhood Park. Middle and high school recreation facilities, in contrast, tend to be limited to baseball/softball diamonds, rectangle fields, and tennis courts developed specifically for school sports teams. These facilities are often locked or otherwise closed for public use and are, therefore, not included in the list below. Only schools within Garland are included in this list.

Table 3.4: School Facilities

Facility Name	School District	Council District	Playgrounds	Basketball Courts	Playfields/Small Multipurpose	Picnic Shelters/ Gazebos	Community Gardens
School Parks							
Abbett Elementary School	GISD	1	1	1	1		1
Beaver Technology Center for Math & Science	GISD	6	1	1	1		
Big Springs Elementary School	RISD	1	1	1	1		
Bradfield Elementary School	GISD	6	1	1			
Bullock Elementary School	GISD	6	1	1			
Caldwell Elementary School	GISD	5	1				
Carver Elementary School	GISD	3	1	1			
Centerville Elementary School	GISD	5	1	1	1		1
Classical Center at Vial Elementary School	GISD	4	1		1		
Club Hill Elementary School	GISD	3	1	2	1		
Cooper Elementary School	GISD	8	1	1			
Couch Elementary School	GISD	3	1	1	1		
Daugherty Elementary School	GISD	5	1	1			
Davis Elementary School	GISD	6	1	2			
Ethridge Elementary School	GISD	7	1				
Freeman Elementary School	GISD	8	1				
GISD Alternative Education Center	GISD	2		1			1

Table 3.4: School Facilities (Continued)

Facility Name	School District	Council District	Playgrounds	Basketball Courts	Playfields/Small Multipurpose	Picnic Shelters/ Gazebos	Community Gardens
Golden Meadows Elementary School	GISD	8	1	1			
Handley Elementary School	GISD	4	1	1			
Heather Glen Elementary School	GISD	4	1	1.5			
Hickman Elementary School	GISD	7	1				
Hillside Academy for Excellence	GISD	2	1	1	1		
Kimberlin Academy for Excellence	GISD	2	1				
Lister Elementary School	GISD	1	1	1.5			1
Luna Elementary School	GISD	1	1	1.5			
Montclair Elementary School	GISD	5	1	1	1		
Northlake Elementary School	GISD	1	1	1			
O. Henry Elementary School	RISD	6	1		1	1	
Park Crest Elementary School	GISD	5	1				1
Pathfinder Achievement Center	GISD	2	1				1
Roach Elementary School	GISD	5	1	1			
Shorehaven Elementary School	GISD	2	1	0.5	1		
Shugart Elementary School	GISD	3	1	1			
Southgate Elementary School	GISD	5	1	1			
Spring Creek Elementary School	GISD	8	1	1			
Toler Elementary School	GISD	3	1	2			
Walnut Glen Academy for Excellence	GISD	6	1				
Watson Technology Center for Math & Science	GISD	2	1	0.5			1
Weaver Elementary School	GISD	2	1	1			
Williams Elementary School	GISD	8	1		1		
TOTAL - Schools			**39**	**33**	**12**	**1**	**7**

3.9.2 Homeowners, Condominium, and Neighborhood Association Parks

Many homeowners associations (HOAs) and condominium associations offer recreation facilities, including playgrounds, game courts, trails, and swimming pools. These facilities are generally open to residents of the neighborhood in which they are located, sometimes for a fee.

Table 3.5: HOA Facilities

Facility Name	Council District	Playgrounds	Basketball Courts	Playfields/Small Multipurpose	Volleyball Courts	Tennis Courts	Trails (Miles)	Picnic Shelters/ Gazebos	Pond	Swimming Pools
HOA Parks										
Duck Creek Place	7					2				1
Fall Creek Estates	1							1		
Firewheel Estates Swim and Recreation Center	1	1		1	1	2		1		1
Firewheel Swim and Recreation Center	1								X	1
Fox Bend Apartments	5									1
Gatewood Homeowners Association	4						0.3			
Las Mariposas Townhomes	4		0.5							1
Place One Homeowners Association	6	1						1		1
Provence at Firewheel	1						0.3	1	X	
Rustic Oaks Estates HOA	3								X	
Shoal Creek Swim Club	2									1
Shores of Wellington HOA	3	1								1
SpringPark Swim and Tennis Club	1	3				10	0.7		X	1
Sutton Place HOA	7									1
Town North Village	6									1
Towngate HOA	5	1	0.5			1		1		1
Trails Tennis & Swim Club	4					6				1
Villages of Valley Creek	1	3			1					1
Westwind Condominiums	3									1
Subtotal - HOA Parks		**10**	**1**	**1**	**2**	**21**	**1.3**	**5**	**4**	**15**

3.10 Other Recreational Opportunities

Recreation opportunities are offered by a variety of other organizations in Garland, including churches and private organizations (both non-profit and for-profit). These facilities typically have user fees and may limit use to members. Facilities with a summary of available amenities are listed below.

3.10.1 Churches

1. Spring Creek Church (2660 Belt Line Rd)
   - Playground
2. First Presbyterian Church (930 W Avenue B)
   - Playground
3. First Baptist Church (801 W Avenue D)
   - Playground
4. Centerville Road Church of Christ (1102 E Centerville Rd)
   - Playground
5. Saturn Road Church of Christ (3030 Saturn Rd)
   - Playground
6. Monica Park Christian Church (2600 Broadway Blvd)
   - Playground
   - One basketball goal in parking lot
7. First United Methodist Church (801 W Avenue B)
   - Playground
   - Picnic area
8. South Garland Baptist Church (1330 E Centerville Rd)
   - Playground

3.10.2 Private Fitness Centers

1. Life Time Fitness (5602 Naaman Forest Blvd)
   - Spa
   - Outdoor pool w/slide
   - Indoor pool
   - Rock climbing wall
   - Exercise classes
   - Training
   - Fitness gyms
   - Basketball courts
   - Yoga
   - Indoor cycling
   - Weightlifting
   - Dance
   - Indoor playground
   - Indoor tennis
2. LA Fitness (1201 W Centerville Rd)
   - Weightlifting
   - Indoor pool
   - Yoga
   - Tennis courts
   - Treadmill gym
   - Boxing
   - Exercise
   - Fitness
3. Fitness Connection (2334 W Buckingham Rd)
   - Group Fitness
   - Kid's Club
   - Group Cycle
   - FitFlix Theatre
   - Turf Training Area
   - Sauna
   - Women's Workout Area with FitFlix Theatre
4. Anytime Fitness (2380 Firewheel Pkwy)
   - Indoor cycling
   - Weightlifting
   - Yoga
   - Exercise
   - Fitness
5. Planet Fitness (1402 W Walnut St)
   - Weightlifting
   - Indoor cycling
   - Treadmill gym
   - Yoga
   - Training
   - Exercise
   - Fitness
6. Planet Fitness (6545 Duck Creek Dr)
   - Weightlifting
   - Indoor cycling
   - Treadmill gym
   - Yoga
   - Training
   - Exercise
   - Fitness
7. YouFit Health Clubs (3265 Broadway Blvd #102)
   - Exercise
   - Fitness
   - Weightlifting
   - Indoor cycling
   - Kids play area
   - Yoga
8. Rapid Resultz Training Center (1529 E Interstate 30 #110)
   - Exercise
   - Fitness
   - Weightlifting
9. Texas Family Fitness (1121 Northwest Highway)
   - Kid's Club
   - Large Free-weight Center
   - Huge Cardio Center
   - Group Exercise Classes
   - Personal Training
   - Ignite™ Small Group Training
   - Hydromassage

3.10.3 Medical Facilities

1. Rehab 4 Work (1015 W Centerville Rd #120)
   - Fitness wellness gym
   - Exercise
   - Yoga
2. Baylor Scott and White Rehab (4430 Lavon Dr Suite 340)
   - Fitness wellness gym
   - Yoga
   - Exercise
3. Achieve Physical Therapy and Performance (5255 North President George Bush Turnpike #200)
   - Exercise
   - Fitness
   - Treadmill gym
   - Yoga
   - Physical Therapy Active Rehab

3.10.4 Garland Police Boxing Gym

The Garland Police Boxing Gym provides opportunities for GISD students to participate in boxing and karate programs. The program was founded in 1995 as an initiative to reduce gang activity. This free program instructs over 150 youths per day in boxing and karate with most of the participating students making the honor roll. The program is funded by the City of Garland, the U.S. Department of Housing and Urban Development, and the Guns and Houses foundation.[1]

3.11 Programs Inventory

Quality recreational programming is an important aspect of a healthy community. As citizens of all ages seek to enrich their lives with productive use of leisure time, the availability of a diverse range of recreational activities becomes increasingly vital. Quality recreational programs also promote societal values such as civic pride and improve a community's attractiveness to parents and business leaders.

3.11.1 Core Program Guidelines

The core program concept provides direction in the planning, scheduling and coordination of community-based recreational activities. Emphasis must be given to the involvement of community representatives, parents, participants, and advisory groups in the planning and development of program opportunities.

The Core Program Guidelines include six components to utilize as benchmarks for determining specific activities conducted at each program location. The level of Core Program offering may vary in activity type, intensity, and scope depending on such factors as size of the facility, equipment available and the number of staff required. The discussion below provides a description of the core program components and a summary of if and how well Garland Parks, Recreation, and Cultural Arts is meeting these targets.

Appendix D provides detailed tables with participation rates and the categories for the specific programs offered in Garland. Appendix D also provides an expanded description of each broad program category (component six). It includes possible program formats, identifies the primary values served by the activity, and lists specific program examples. The list can serve as a resource for determining and developing programs in the City of Garland.

[1] Administrator, dallasnews. (2014, March 8). Garland ISD after-school program instills 'discipline, education, motivation'. Retrieved October 15, 2019, from https://www.dallasnews.com/news/2014/03/28/garland-isd-after-school-program-instills-discipline-education-motivation/.

Core Program Components

The summary below uses the following abbreviations after each bullet point to describe whether Garland is meeting the core program components:

Y=Yes offered by Garland Parks, Recreation, and Cultural Arts

L=Limited offerings by Garland Parks, Recreation, and Cultural Arts

O=Offered by partner organizations in Garland

N=No not offered in Garland

1. Broad Appeal

Parks and community centers should have broad appeal by conducting activities and special events for people young and old and of varying needs and skill levels. Target groups for programs include:

- Preschool (Y)
- Elementary School Age (Y)
- Teens – (L)
- Adults – (Y)
- Seniors – (Y)
- Intergenerational – (L)
- Multiple Ages – (Y)
- Special Needs – (Y)

2. Administrative Feasibility

Activities should be administratively feasible, and the following factors should be considered as part of any program development process:

- Facility and Equipment Requirements – (Y)
- Safety – (Y)
- Cost vs. Benefits – (N)
- Specialized Instruction Requirements – (Y)

Garland has not yet completed a detailed analysis of the costs of programs. This type of analysis can determine the cost of each program per participant in terms of dollars and staff time and compare those numbers to program outcomes and revenues. This type of an analysis can be especially useful for evaluating partnerships with partner organizations.

3. Coordination

Program and service offerings should be of a coordinated nature within the community, thus serving to complement rather than duplicate activities already provided elsewhere by other organizations or agencies.

Garland coordinates with several partner organizations to ensure complementary services. The department coordinates with the leagues identified in Subsection 3.11.4 to ensure the availability of these athletic opportunities. The department also coordinates with Garland Independent School District for the provision of facilities and programs, although these partnerships could be expanded and improved.

4. Settings and Times

Activities should be conducted in a variety of settings and formats, formal and informal. Programs should also be offered at a variety of times to meet the competing schedules of residents. For example, working adults may not be able to participate in programs until the evening or on weekends. Additionally, parents with

children may benefit from availability of childcare or children's programs running concurrent to their chosen activity.

Settings and formats include:

- Instructional Classes (Y)
- Progressive Skill Levels (Y)
- Drop-In (Y)
- Special Events (Y)
- Special Interest Clubs (L)
- Leagues and/or Tournaments (Y & O)
- Outings and Field Trips (L)
- After School Programs (N)
- Camps (Y)

Garland offers programs in all the settings and formats listed above with the exception of after school programs. Clubs and field trips are limited in availability.

5. Constructive Nature

Programs should be constructive in nature and satisfy the creative, cultural, physical, and social desires of the participants.

6. Diverse Range of Activities

A diverse range of activities should be offered and should include a balanced mix of the following broad program categories:

- Athletics (Y & O) – Offered by Parks, Recreation, and Cultural Arts and partners
- Health, Fitness, and Wellness Activities (Y)
- Health and Wellness Education (N)
- Creative Arts (Y)
- Performing Arts (Y)
- Cultural Performances (Y)
- Education, Life Skills, and Fun (Y)
- Community Events (Y)
- Games (L) – Offerings primarily for seniors
- Nature/Outdoor Programs (N)
- Green Living/Environmental Education (N)
- Heritage and History (Y)
- Volunteer Training (N)

3.11.2 Garland Parks, Recreation, and Cultural Arts Core Program Summary

Garland Parks, Recreation, and Cultural Arts provides a wide variety programs in many of the categories described above. Programs are held at a variety of locations in Garland, including the recreation centers, pools, and cultural arts facilities. Special events are held in parks throughout Garland. Table 3.6 shows a count of the program offerings by core program category. Please note that these numbers do not include senior program offerings. A more detailed summary is provided in Appendix D.

Garland offers programs in most of the indicated categories, but programming focuses on athletics; health, fitness, and wellness activities; education, life skills, and fun; and community events. For many of the categories,

Garland Parks, Recreation, and Cultural Arts offers few or no program options. Some of these gaps are being met by others, but many of the needs are currently unmet, providing opportunities for the department to broaden their program inventory. The need for potential programs is examined based on public input in Chapter 4.

Table 3.6 identifies the quantity of programs offered at the recreation centers, senior centers, and in athletics and aquatics by their core program type. This table identifies that the heavier concentrations of programs are in the core program areas of Fitness (30.2%) and Athletics (27.3%). Note that the cultural arts performances offered in this analysis are not included. This table also indicates very low or no programs in the areas of Health/Wellness Education, Nature/Outdoor Education, Green Living, Heritage an History, and Volunteer Training.

Table 3.6: Program Summary by Core Program Type

Core Program Types	Primary	Secondary	Total	Percent of Total
A = Athletics	61	5	66	27.3%
F = Health, Fitness, and Wellness Activities	28	45	73	30.2%
HW = Health Wellness Education	0	1	1	0.4%
CA = Creative Arts (drawing, painting, photography, etc.)	13	0	13	5.4%
PA = Performing Arts (music, dance)	30	0	30	12.4%
CP = Cultural Performances (spectator-concerts, plays, etc.)*	*	*	*	*
L = Education, Life Skills, and Fun	39	3	42	17.4%
E = Community Events	7	0	7	2.9%
G = Games	8	1	9	3.7%
O = Nature/Outdoor Education Programs	0	1	1	0.4%
GL = Green Living/Environmental Education	0	0	0	0.0%
HH = Heritage History*	*	*	*	*
V = Volunteer Training	0	0	0	0.0%
			242	**100%**

*Cultural Arts Programs at the Granville Arts Center, Plaza Theater, and Landmark Museum are not included in this analysis.

Refer to charts in Appendix D for a list of all programs

Table 3.7 identifies the target age group for programs offered at the recreation centers, senior centers, and in aquatics and athletics. The heaviest concentration of programs are targeted toward youth (57.4%), followed by Adults (34.2%), Senior Adults (26.3%), and Preschool Children (22.1%). Approximately 9% are targeted to Special Needs populations.

Table 3.8 identifies the attendance and core program type for programs offered at the Senior Centers. The table shows substantial participation of over 50,000 participants for 2017 and 2018 and also shows the total for a portion of 2019 showing a trend to increasing use of the Senior Centers.

Table 3.7: Program Analysis by Target Age Groups

Target Age	Percent
Preschool	22.1%
Youth	57.4%
Adult	34.2%
Senior Adult	26.3%
Special Needs	8.9%

Refer to charts in Appendix D for a list of all programs

Table 3.8: Senior Center Program Analysis

Senior Center Activities	2017	2018	2019 YTD	Core Program Type: Primary	Core Program Type: Secondary
AARP Driver Safety	141	132	93	L	
Ballroom Dance Lessons	620	560	432	PA	F
Ballroom Dances	1390	1118	527	PA	F
Bingo	9001	8820	6300	G	
Bridge and Card Games	2123	2288	1628	G	
C & W Dances	4058	4200	2875	PA	F
Ceramics	580	572	407	CA	
Color Therapy Class	12	96	72	L	
Creative Crafter	369	468	333	L	
Day Trips	686	763	524	L	
Dominoes and Board Games	2197	2548	1813	G	
Extended Travel	318	358	419	L	
Fitness/Exercise Classes	18050	21996	15651	F	
Guitar/Ukulele Lessons	40	520	370	L	
Line Dance Classes	5546	6968	4958	PA	F
Line Dance Workshops	375	360	417	PA	F
Memory Café	80	144	126	L	
Pool	1769	1980	1520	G	
Square Dance Lessons	511	440	540	PA	F
Square Dances	1238	1152	816	PA	F
Texas Hold Em	1042	984	680	G	
U Can Paint	130	132	93	CA	
Wii Bowling	324	288	192	L	F
Writer's Workshop	284	416	296	CA	
Totals	**50,884**	**57,303**	**41,082**		

3.11.3 Special Events Summary

The following list identifies the special events offered in Garland in 2018 and some anticipated new programs for 2019.

City of Garland Special Event List 2018

This list does not list every single permitted event, only the annual events from PRCAD and Third Party permits.

Black – PRCAD Special Event

Red – Co-Sponsored Third Party Annual Event

Orange – Third Party Annual Event

Blue – Other City Department Event

January

- MLK Parade

February

- Sweetheart Dance (Daddy Daughter Dance)
- Lunar New Year

March

- Urban Flea (Every Second Saturday – March-December)
- St. Patties Day Event/5K Run
- Easter Egg Hunt

April

- Urban Flea (Flea Market)
- Marketplace (Flea Market, Every first & third Saturday – April - October)
- Earth Day
- Heritage Celebration
- Wheels of Hope

May

- Cinco De Mayo
- Urban Flea
- Marketplace
- Jazz (Music) Series (2-Thursdays in May – 2018)

June

- Sounds of Summer Concert Series (5-Every Saturday in June -2018)
- Urban Flea
- Marketplace

July

- Star Spangled Spectacular (4th of July)
- Movies in the Park (2-July – 2018)
- Family Night Out
- Urban Flea
- Marketplace

August

- Urban Flea
- Marketplace

September

- Labor Day Parade
- Urban Flea
- Marketplace
- 0.5K Race /Oktoberfest

October

- Urban Flea
- Marketplace
- Dia Del Ninos / Halloween Event

November

- Urban Flea
- Boards & Commissions (Private Invite Only Event)
- Sensory Friendly Tree Lighting Ceremony
- Christmas on the Square Tree Lighting Ceremony

December

- Urban Flea
- Christmas on the Square Programming Nights (Dec 1, 8, 15)

2019 Projected Events

- Mardi Gras Parade/Party
- Bluegrass Festival
- Funk & Blues Festival
- Sandwich Festival
- Bike Race

3.11.4 Sports Leagues

Several sports leagues in Garland are managed by other organizations which are listed below with the facilities used.

Baseball

- Garland Baseball, Inc. – Youth
  - Rick Oden Park Fields 1-4, 6
  - Norman Groves Field #2
- South Garland Little League – Youth
  - Central Park Fields 1-5
- Buddy League – Special needs athletes
  - Bradfield field #3
- North Garland Sports Association
  - Holford Fields 1-4
  - Norman Groves Field #1
- Garner Little League
  - Bradfield fields #1, #2 and #4 (Bradfield #2 is closed for maintenance Fall 2018)
  - Lou Huff Field and Rick Oden #6 (while Bradfield #2 is closed)

Softball

- Garland Softball Association – Adult
  - Carter Softball Complex Fields 1-5
- Garland Girls Softball Association – Youth
  - Winters Softball Complex Fields 1-3

Soccer

- Garland Soccer Association – Youth
  - Winters Complex all fields
  - Audubon Complex (Fall 2018 field allocations based on registration numbers)
  - Monday, Tuesday and Thursday 5pm – 10pm
  - Saturday 9am – 5pm

Football

- Garland PeeWee Football Association – Youth
  - Bradfield (one field)
  - Central (one field)
  - Holford (one field)
  - North Garland High School (one GISD field reserved as needed)

Dance and Cheer

- Garland Cheer and Dance Team Association – Perform and cheer for youth football and youth basketball
  - Recreation centers as needed

Cricket

- Garland Cricket Association
  - Troth Ablon Park
  - Audubon Park

Basketball

- Garland Boys Basketball
  - GISD gym space for games and practices
- Garland Girls Basketball
  - GISD gym space for games and practices

Volleyball

- Garland Youth Volleyball
  - GISD gym space for games and practices

Track and Field

- Garland Track and Field
  - GISD track

4 PUBLIC INPUT

4.1 Introduction

This chapter describes the processes used and the public input gathered throughout the planning process and summarizes of the following elements:

1. Public meetings (open house, stakeholder groups, and events)
2. Dollar voting exercise
3. Statistically valid Parks and Recreation Survey (by ETC Institute)
4. Web-based and handout survey
5. Online engagement (powered by MindMixer)

The public engagement process is essential to identify the needs and preferences of Garland residents. The findings of the public input process are, therefore, integral to the Needs Assessment and Identification (Chapter 5) and serve as the foundation of the recommendations of this master plan.

4.2 Public Meetings

This section provides a summary of public meetings (public workshop, stakeholder groups, and events) held or attended as part of the master planning process. Over 400 community members were engaged in person at these meetings, which were held in September of 2018.

4.2.1 Public Workshop

The city conducted a public workshop (open house meeting) on November 15, 2018 at the Granger Annex to introduce the project to the public and to solicit feedback from the community regarding the present and future of parks and recreation in Garland. Upon arrival, attendees were asked to sign in and were then given a dot to place on a map to indicate where they live. This map (Figure 4.1) shows the distribution of the meeting attendees. The map indicates that the attendees were generally from throughout Garland. The map also shows attendees of the two follow-up events (Family Game Night and the Greenhouse Event).

The meeting allowed participants to visit a series of stations in order to provide their input and learn more about the master plan. The primary input stations were arranged around the room and provided opportunities for input on four general topics. At each of these stations, participants were asked to share their responses

to two questions: "What makes them great now?" and "What would make them better?" Participants were able to provide their comments on the provided sheets and were encouraged to place a checkmark next to comments by others that they supported.

The four input topics were as follows:

- Parks and Facilities
- Trails and Natural Areas
- Programs and Events
- Cultural Arts

A voting for improvements station provided two activities, dollar voting (see Subsection 4.2.5) and two feature preference boards where participants could indicate their preferences for facilities and programs. An information station provided materials about the Parks, Recreation, and Cultural Arts Department. Tables were setup to allow attendees to complete surveys. The summaries of comments in the ensuing text provide the number of times a topic was mentioned in parentheses after the item. The full text of comments can be found in Appendix C.

Parks and Facilities

This topic represented built amenities and general recommendations for parks. Upgrades to existing parks were the subject of the largest number of comments. Desire for a skatepark was second, followed by restrooms. Shade in general and at playgrounds in particular was also a common request. Several attendees wanted to see more aquatics with most of the comments relating to an indoor pool and a few about a sprayground. Attendees also indicated a need for dog parks.

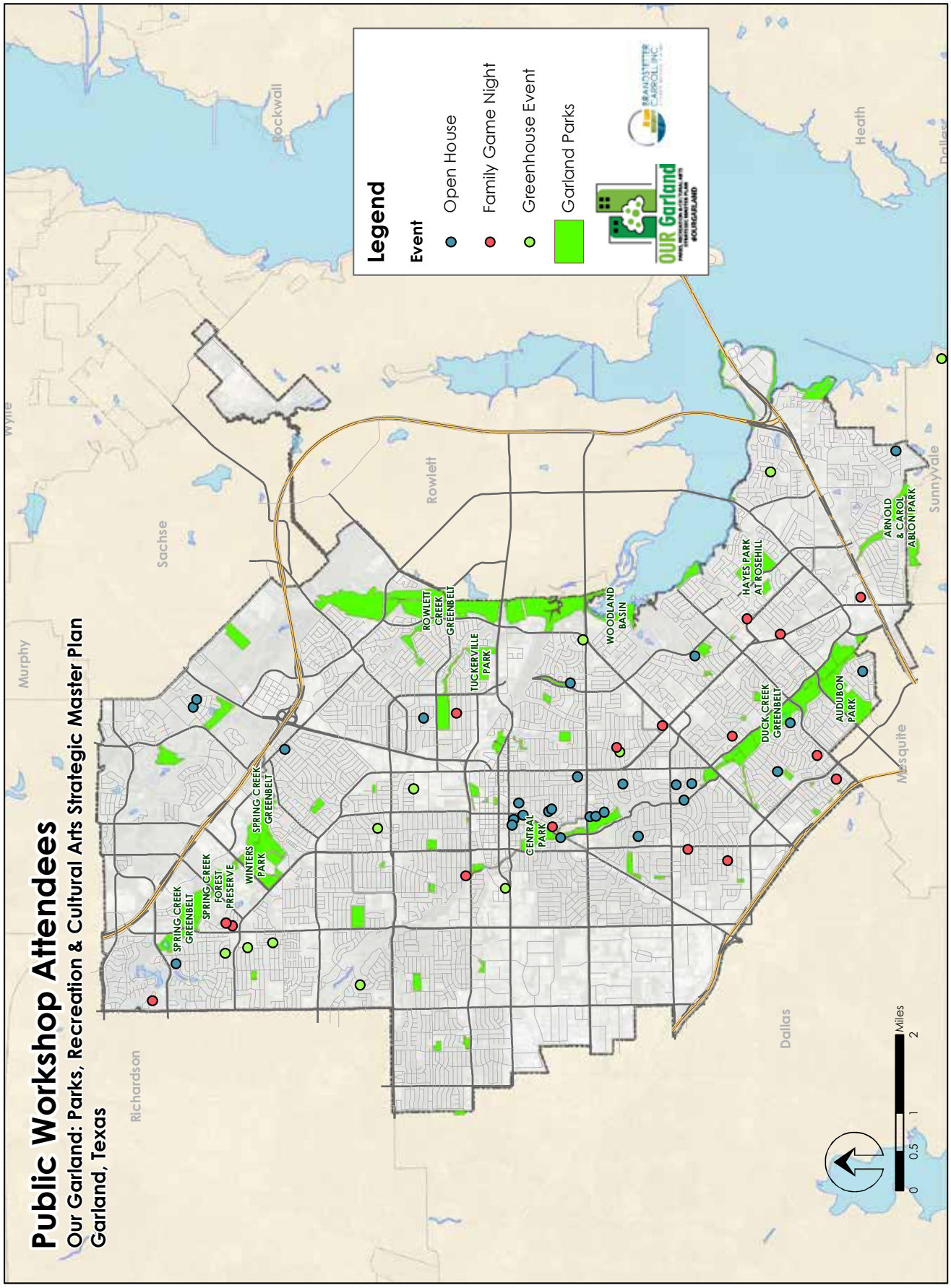
What makes them great now?

- Trees/greenbelts
- Trails
- Senior centers
- Playgrounds
- Disc golf

What would make them better? (# of comments/checkmarks in parentheses)

- Existing Park Upgrades/Improvements (19)
- Skatepark (15)
- Restrooms (13)
- Aquatics (11)
- Shade Structures (11)
- Dog Parks (8)
- Indoor Pool (8)
- Oden Park Improvements (8)
- More/Expanded Playgrounds (8)
- Playground Shade (7)
- Concessions (6)
- Athletic Fields (5)

Figure 4.1: Public Workshop Attendee Distribution



Trails and Natural Areas

This station encouraged discussion of natural areas, conservation/preservation, and trails. The focus of most of the comments was on the need for more trails, better connectivity, and improved safety and security. Attendees also wanted improved maintenance of trails and natural areas.

What makes them great now?

- Walking trails with shade trees
- Natural areas
- Duck Creek trails
- Green spaces
- Picnic areas

What would make them better? (# of comments/checkmarks in parentheses)

- Trails (40)
- Connectivity/Trail System (16)
- Walking Trails (15)
- 111 Ranch Improvements (12)
- Trail Maintenance (8)
- Central Park (5)
- Ponds (5)
- Trailheads (5)
- Trail Lighting (5)

Programs and Events

This topic provided a location for comments about programs, including sports, camps, and events. Participants requested more adult programs, most notably sports leagues. Several comments requested improved marketing and outreach to residents are aware of offerings. Attendees also requested more events.

What makes them great now?

- Farmers' markets
- Special events
- Youth sports
- Holiday events
- Heritage Day events

What would make them better? (# of comments/checkmarks in parentheses)

- Adult Programs (7)
- Marketing/Communication/Outreach (6)
- Sports Programs (5)
- Seasonal Events (3)
- Arts Programs (3)

Cultural Arts

This topic provided a location for comments about cultural arts programs and the related facilities. In general, participants wanted more opportunities for arts programs. They indicated a desire for more performances and movies.

What makes them great now?

- Plaza Theater (classic movie showings)
- Car shows
- Summer concerts and musicals
- Landmark Museum
- Variety of activities

What would make them better? (# of comments in parentheses)

- Art (5)
- Historical Outreach/Education (5)
- Marketing/Communication/Outreach (4)
- Public Art (4)
- Free Movies (4)
- More Support (4)
- Drinking Fountains (3)
- More Performers (3)

Overall Open House Comment Summary

The list below provides a count of the comments to the question, "What would make them better?" at all stations. Each of the over 230 comments and checkmarks were placed into one or more categories to show what improvements attendees of the meetings desired to see in the future. The list includes both general and specific items, so many comments qualified for multiple categories. Additionally, some comments discussed more than one topic and were categorized accordingly.

Most Discussed Topics (# of comments in parentheses):

- Trails (40)
- Existing Park Upgrades/Improvements (39)
- Connectivity/Trail System (17)
- Walking Trails (15)
- 111 Ranch (15)
- Skatepark (15)
- Restrooms (13)
- Marketing/Communication/Outreach (12)
- Historical Outreach/Education (11)
- Aquatics (11)
- Shade Structures (11)

Feature Preference Boards

Attendees of the Open House were given three blue dots and three red dots to place on a boards indicating their preferences. One board provided a list of 15 park amenities (represented by pictures) plus an option for "Anything Else." The other board provided a list of 19 programs (also represented by pictures) plus an option for "Anything Else." These activities requested that participants choose the features and programs most important to them and their households. Children were also invited to participate.

After the Open House, these board were setup at two additional events: Family Game Night (December 4, 2018) and a Greenhouse Event (December 6, 2018) allowing more opportunities for community input. Between the three events, 98 community members participated in the activity for features and 94 participated for programs. Count of the selections by event are presented in Tables 4.1 and 4.2.

On the features board (Table 4.1), dog parks received the largest number of dots (38), followed closely by trails (37) and aquatics (35). All options received some support, indicating that all of these amenities are important to Garland residents to varying degrees. The provided features were intended to be general, so features were combined into categories whenever possible. The "Anything Else" selections were requests for a dog park and community gardens. On the programs board (Table 4.2), seasonal events received the largest number of dots (39), followed by aquatics (38). Like for the features board, all options received some support. There were no "Anything Else" selections.

Table 4.1: Feature Preference Results

Feature	Event			Total
	Open House 11/19/18	Family Game Night 12/4/18	Greenhouse Event 12/6/18	
Dog Parks	9	17	12	38
Trails	16	9	12	37
Aquatics	8	24	3	35
Playgrounds	10	12	5	27
Skate Parks	13	10	2	25
Natural Areas	6	6	8	20
Recreation Centers	9	7	1	17
Restrooms/Concessions	9	7	0	16
Athletic Fields	2	11	0	13
Game Courts	2	10	0	12
Outdoor Fitness Equipment	4	7	0	11
Event Space	5	3	2	10
Senior Centers	2	4	4	10
Disc Golf	3	5	2	10
Picnic Shelters/Pavilions	1	5	0	6
Other	0	3	3	6
Total	**99**	**140**	**54**	**293**
Participants	**33**	**47**	**18**	**98**

Table 4.2: Program Preference Results

Program	Event			Total
	Open House 11/19/18	Family Game Night 12/4/18	Greenhouse Event 12/6/18	
Seasonal Events	14	19	6	39
Aquatics	9	25	4	38
Festivals	6	11	8	25
Athletics	11	6	0	17
Music Concerts	7	3	7	17
Symphony/Concerts	5	2	6	13
Fitness Classes	2	8	3	13
Plays Musical	6	5	1	12
Art Exhibits	2	8	2	12
Nature Programs	4	3	5	12
Arts & Crafts	1	7	4	12
PlayStreets	4	7	1	12
Children's Theater	1	10	0	11
Senior Programs	5	1	4	10
Music, Dance, and Drama Classes	5	4	1	10
Summer Camps	4	5	0	9
After School Programs	4	2	2	8
Heritage Exhibits	5	1	0	6
Athletic Tournaments	1	5	0	6
Other	0	0	0	0
Total	**96**	**132**	**54**	**282**
Participants	**32**	**44**	**18**	**94**

4.2.2 Stakeholder Groups

A series of stakeholder group meetings were conducted on October 16-18, 2018 and December 5, 2018 to determine the parks and recreation priorities for various interest groups. A total of 28 stakeholder groups were engaged as part of this master plan. At these meetings, stakeholders were asked a series of questions about Garland parks, recreation facilities, and programs, beginning with a discussion of strengths before moving to a discussion of opportunities for the future. Summaries of the meetings with complete comments can be found in Appendix C.

The following stakeholder group meetings were held as part of this master plan:

City Boards and Staff

- City Council
- Cultural Arts Commission
- Parks & Recreation Board
- Granville Arts Center

Sports Groups

- GABI Baseball
- Garland Girls Softball (GGSA)
- Buddy League
- South Garland Little League

- North Garland Sports Association (NGSA)
- Garland Pee Wee Football (GPWF)
- Garner Little League
- GSA Soccer

Homeowner/Neighborhood Associations

- Embree Neighborhood Association
- New World Crime Watch
- Hills at Firewheel HOA
- CNAQ

Business Groups

- Camp Gladiator
- Garland Chamber of Commerce

Special Interest and Partner Groups

- Community Multicultural Commission
- Kissin' Kuzzins Square Dancing
- Preservation Society for Spring Creek Forest
- Garland Symphony Orchestra
- Garland Bond Committee
- Texas Parks and Wildlife
- Dallas County District 1
- GISD
- Dallas County Planning
- County Commissioner

Stakeholder Top Recommendations

- Amphitheater
- Recreation center improvements – too small
- Better connectivity – bike and pedestrian safety
- Safety and lighting
- Update parks – meet current needs
- Nature programs and restoration
- More unpaved trails
- More community facilities and activities
- Improved accessibility
- Increased coordination, communication, and marketing
- More shade
- Real Neighborhood Parks
- Splash pads

4.2.3 Staff Focus Groups

Nine separate meetings were organized by Garland Parks, Recreation, and Cultural Arts to engage department staff who have a different perspective than the public but have the most knowledge of parks, programs, and facilities because they encounter them every day. These meetings were held on September 5-7, 2018 at the Granger Annex and engaged 124 staff members. Attendance ranged from 3 to 32 for the nine meetings. Attendees were asked to discuss strengths and opportunities of the department based on three categories: Parks and Facilities, Services, and Operations. Summaries of the individual meetings with complete comments by category can be found in Appendix C. The discussion below summarizes strengths and opportunities overall.

Strengths

Staff at these meetings noted specific parks, including Central and Audubon, that were strengths of the system. The trails and wildlife areas were also reoccurring strengths noted by attendees. The senior center and the transportation opportunities provided were another reoccurring theme.

Many staff praised the affordability of parks and programs in Garland, and staff repeated described the wide variety of program offerings offered by Garland. The Play Streets program was consistently pointed out as a success. Cultural arts programs at the Granville Arts Center were frequently discussed as well.

Opportunities

Tables 4.3 and 4.4 show topics discussed at these staff focus group meetings. Table 4.3 shows in how many meetings (out of nine) each topic was mentioned. The need for more programs, for example, was discussed at all nine meetings, while the need for better communication, increased staff pay, technology, and facility upgrades were discussed at all but one meeting (8 of 9). The list includes topics discussed at three or more meetings.

Table 4.4 shows a count of comments about opportunities by topic. These counts represent the sum of comments at the nine meetings. Many comments were placed into multiple categories. The list includes comments with a count of six more. The top items are similar in both lists, although the order varies. Individual comments by meeting are included in Appendix C, as noted above. Figure 4.2 shows a word cloud of the comments from the nine meetings. In this figure, larger words represent those that occurred more frequently in the discussions. The top four words were programs, staff, parks, and centers.

Table 4.3: Topics and Number of Meetings Discussed

More Programs (General)	9
Better Communication	8
Increase Staff Pay	8
Technology	8
Update/Upgrade Facilities (General)	8
Marketing/Promotion	7

Rec Center Improvements	7
More Staff	7
Aesthetics/Quality Control/"Brand"	6
More Funding	6
Extend Hours (General)	6
Indoor Pool	6

Table 4.3: Topics and Number of Meetings Discussed (Continued)

Policies and Procedures	7
Partnerships (General)	6
More Adult Programs	6

Better/Faster Maintenance	6
Programs/Classes for Children's (4-12) - Non-Sports	6
Security/Safety	6
Trails/Connectivity	6

Table 4.4: Table 4.4: Topics by Total Number of Comments

More Programs (General)	31
Update/Upgrade Facilities (General)	22
Marketing/Promotion	21
Policies and Procedures	17
Rec Center Improvements	17
More Staff	17
More Funding	17
Technology	16

Aesthetics/Quality Control/"Brand"	14
Better Communication	13
Security/Safety	13
Trails/Connectivity	12
Increase Staff Pay	11
Maintenance (Better/Faster)	11
Exciting/Unique/Innovation	11
Revenue	11
Partnerships	10

Figure 4.2: Staff Stakeholder Word Cloud

4.2.4 Events

As another part of the effort to reach as many residents as possible, the planning team with Parks, Recreation, and Cultural Arts staff set up a booth at Family Night Out event at Central Park on Sunday, July 28, 2018 to encourage attendees to provide input on parks and recreation services in Garland. Attendees were invited to complete the handout survey and to participate in the dollar voting exercise. More than 160 people voted with dollars at this event. See next section for results of the dollar voting exercise and 4.3 for results of the survey. As noted previously, input opportunities were also available at Family Game Night (December 4, 2018) and a Greenhouse Event.

4.2.5 Dollar Voting

Participants at the Family Night Out event, the public workshop, and sports stakeholder groups were given $1,000 in play money to place into boxes to indicate how they would like Garland to allocate funds for parks and recreation. Table 4.5 shows the total allocations for each of the eight (8) categories (or boxes). Participants could also place money into an "other" box, in order to request specific amenities or improvements not included on one of the eight provided categories. The combined results for the 209 participants at the events are presented below with the allocation for each park improvement category with the percentage of the total allocation.

Upgrade existing parks and facilities received the largest allocation by far at 21% or $43,400. *Build new walking and biking trails was* second of the provided options with 12% of the total allocation, followed by *expand programs and special events* at 11%. "Other" received 14% of funds, second most, overall. For these "Other" improvements, participants wrote their chosen improvements with the allocation on a card and placed it and the money into the "Other" box. A skatepark was the most requested feature in this box, followed by a sprayground (or splash pad). The individual comments by event can be found in Appendix C.

Table 4.5: Dollar Voting Allocation

Action (Box Title)	Event			Total
	Family Night Out 7/28/18	Open House 11/15/18	Sports Stakeholders 11/16/18	
Upgrade existing parks and facilities	$29,000	$8,700	$5,700	**$43,400**
	18%	*27%*	*53%*	*21%*
Build new walking and biking trails	$20,300	$3,800	$0	**$24,100**
	12%	*12%*	*0%*	*12%*
Expand programs and special events	$21,200	$1,600	$200	**$23,000**
	13%	*5%*	*2%*	*11%*
Build new parks (including acquisition)	$19,000	$1,000	$100	**$20,100**
	11%	*3%*	*1%*	*10%*
Develop new outdoor aquatic centers	$16,200	$2,100	$0	**$18,300**
	10%	*6%*	*0%*	*9%*
Build new athletic fields	$15,000	$1,500	$1,200	**$17,700**
	9%	*5%*	*11%*	*8%*
Develop more Community Recreation Centers	$15,000	$1,400	$300	**$16,700**
	9%	*4%*	*3%*	*8%*
Acquire and preserve open space, natural and historic areas	$13,500	$2,300	$100	**$15,900**
	8%	*7%*	*1%*	*8%*
Other	$16,200	$10,200	$3,200	**$29,600**
	10%	*31%*	*30%*	*14%*
Total	$165,400	$32,600	$10,800	**$208,800**

4.3 Public Opinion Surveys

The following pages summarize the findings of the statistically valid survey (Mail Survey) and the web and handout survey (Web Survey). Because the Mail Survey results were collected using a statistically valid random sample, they should represent the residents of Garland as a whole, both users and non-users. Web Survey results represent the respondents of the survey, but not necessarily Garland residents as a whole. Some figures show only the top results; however, the full results with all response options can be found in Appendices F and G.

4.3.1 Statistically Valid Survey – Overview and Methodology

ETC Institute conducted a Parks and Recreation Survey (Mail Survey) in the fall of 2018 to help establish priorities for the future development of parks, trails, programs, and open space in Garland. The survey was designed to obtain statistically valid results from households throughout the city and was administered by mail and web.

The Brandstetter Carroll Inc. project team worked with Garland Parks and Recreation staff and the steering committee on the development of the survey questionnaire. This collaboration resulted in a survey tailored to issues of strategic local importance, providing a tool for effective planning of the future of the parks, recreation, trails, and open space in Garland. The four-page survey was mailed to a random sample of households throughout Garland. These households were also provided with a web address to complete the survey online as an alternative to completing it by hand and returning it by mail.

For the purpose of providing statistically valid results, the goal was to obtain a total of at least 600 completed surveys, and ETC Institute met that goal with a total of 602 surveys. Based on this random sample of households, this survey has precision of at least +/-3.99% at the 95% level of confidence.

4.3.2 National Benchmarking

Since 1998, ETC Institute has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons, and other parks and recreation issues in more than 700 communities in over 49 states across the country. The results of these surveys have provided an unparalleled database of information to compare responses from households in client communities to "National Averages" and, therefore, provide a unique tool to "assist organizations in better decision making." The National Benchmarking summary is included in Appendix F with the full survey report. Select information for this benchmarking is described within this section.

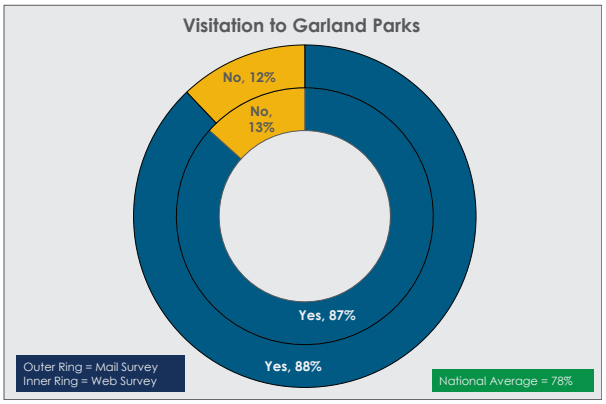
4.3.3 Web Survey – Overview and Methodology

On online and handout survey was administered by BCI and consisted of similar questions to the Mail Survey but with a reduced overall length (2 pages instead of 6). The web version was powered by Survey Monkey, and the handout version was available at the public meetings, events, and recreation centers. The goal of this survey was to engage anyone who wished to share their ideas and 1,181 community members participated.

4.3.4 Visitation of Parks Offered in Garland

Respondents to the survey were asked about their visitation to parks in Garland over the last year. Figure 4.3 shows the proportion of respondents that reported that a member of their household visited a park in the last year. According to the statistically valid Mail Survey (outer ring), **88% of households visited parks** in Garland. The national average for park visitation is 78%. Accordingly, residents in Garland were slightly more likely than residents of other communities to visit parks. Respondents to the Web Survey (inner ring) were slightly less likely to visit parks at 87%.

Figure 4.3: Visitation to Parks in Garland

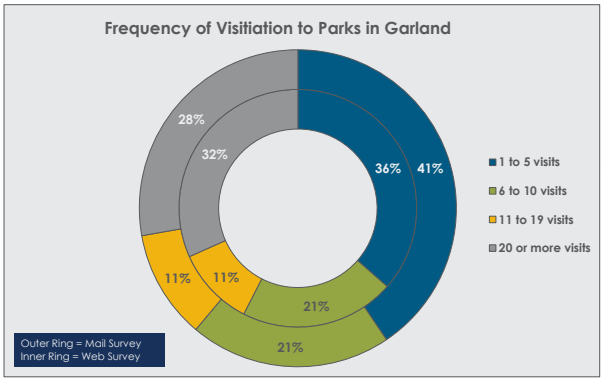


4.3.5 Frequency of Visits to Parks & Recreation Facilities in Garland

Respondent households that visited parks and recreation facilities in Garland during the last year were asked to indicate how often they have visited those facilities over that time. The results are presented in Figure 4.4.

According to the Mail Survey, Garland households who visited parks or recreation facilities likely visited numerous times. Twenty-eight percent (28%) reported visiting facilities 20 or more times over the last year. Results for the other visitation rates were: 1-5 times (41%), 6-10 times (21%), and 11-19 times (11%). Looking at the responses cumulatively, 39% of households visited parks 11 or more times, and 59% visited parks six or more times. Usage rates were slightly higher among respondents to the Web Survey.

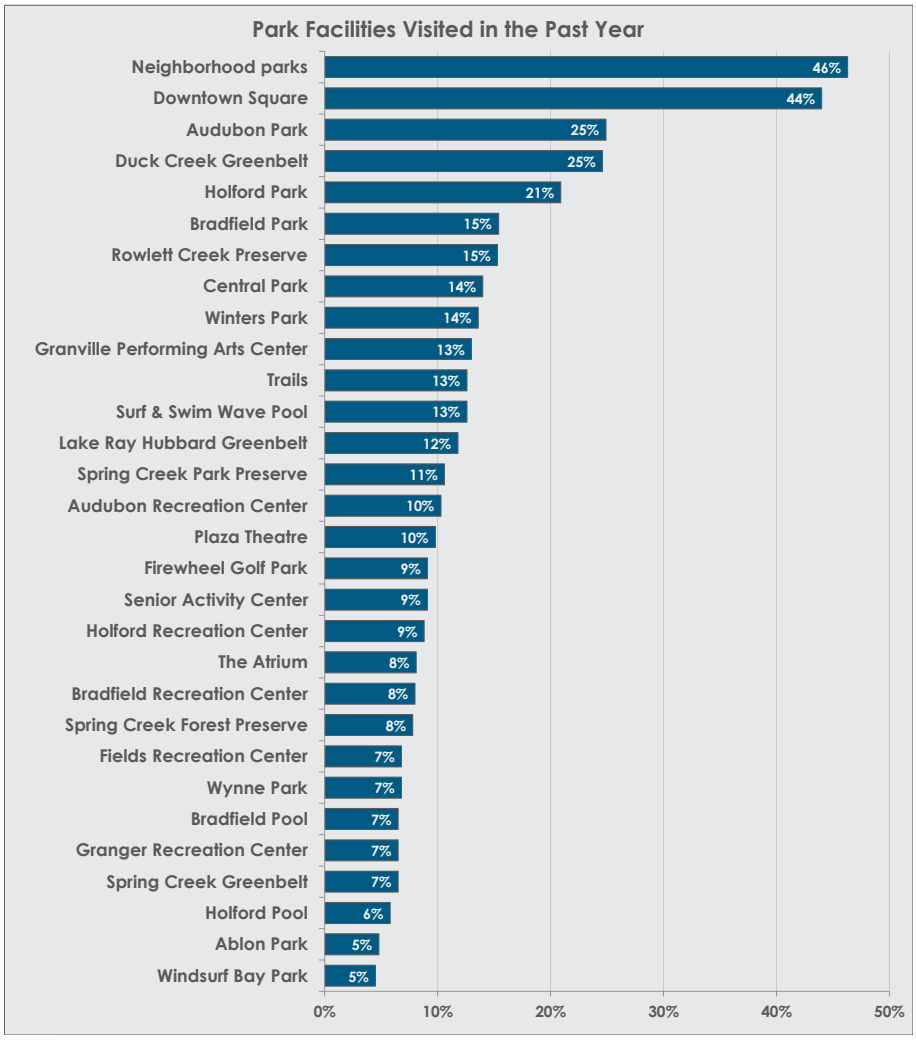
Figure 4.4: Frequency of Visitation to Parks in Garland



4.3.6 Parks and Recreation Facilities Visited in the Past Year

Survey respondents were asked to indicate each of the parks offered by the City of Garland their households visited over the past year. Figure 4.4 shows the percentage of respondents whose households used each facility. Neighborhood Parks were not listed individually on the survey, and responses with less than 5% are not shown but are provided in Appendix F.

Figure 4.5: Parks Visited



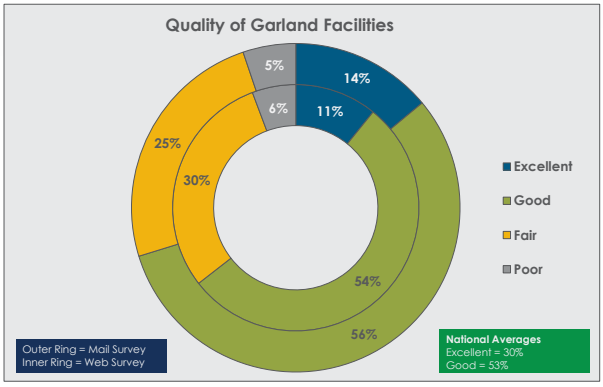
According to the Mail Survey, **44% of Garland households visited the Downtown Square** over the past year, the most of any park. Audubon Park was a distant second at 25%, followed closely by the Duck Creek Greenbelt. Forty-six percent (46%) of resident reported visiting a Neighborhood Park. The most used facilities were those with the widest variety of amenities or those offering programs.

4.3.7 Physical Condition of Facilities Offered by Garland

Respondent households were asked to rate the physical condition of facilities they visited. Figure 4.6 shows respondents' ratings of the condition of Garland facilities.

According to the Mail Survey, 56% of households who visited these facilities over the past year rated the condition of those facilities as *good*, **14% rated the condition of the facilities as *excellent***, 25% rated the condition as *fair*, and 5% rated the facilities as *poor*. Web Survey respondents were more likely to rank facilities as *fair* (30%), and less likely to rank them as *excellent* (11%). The numbers for *excellent* in Garland are well below the National Average (by ETC Institute) of 30%.

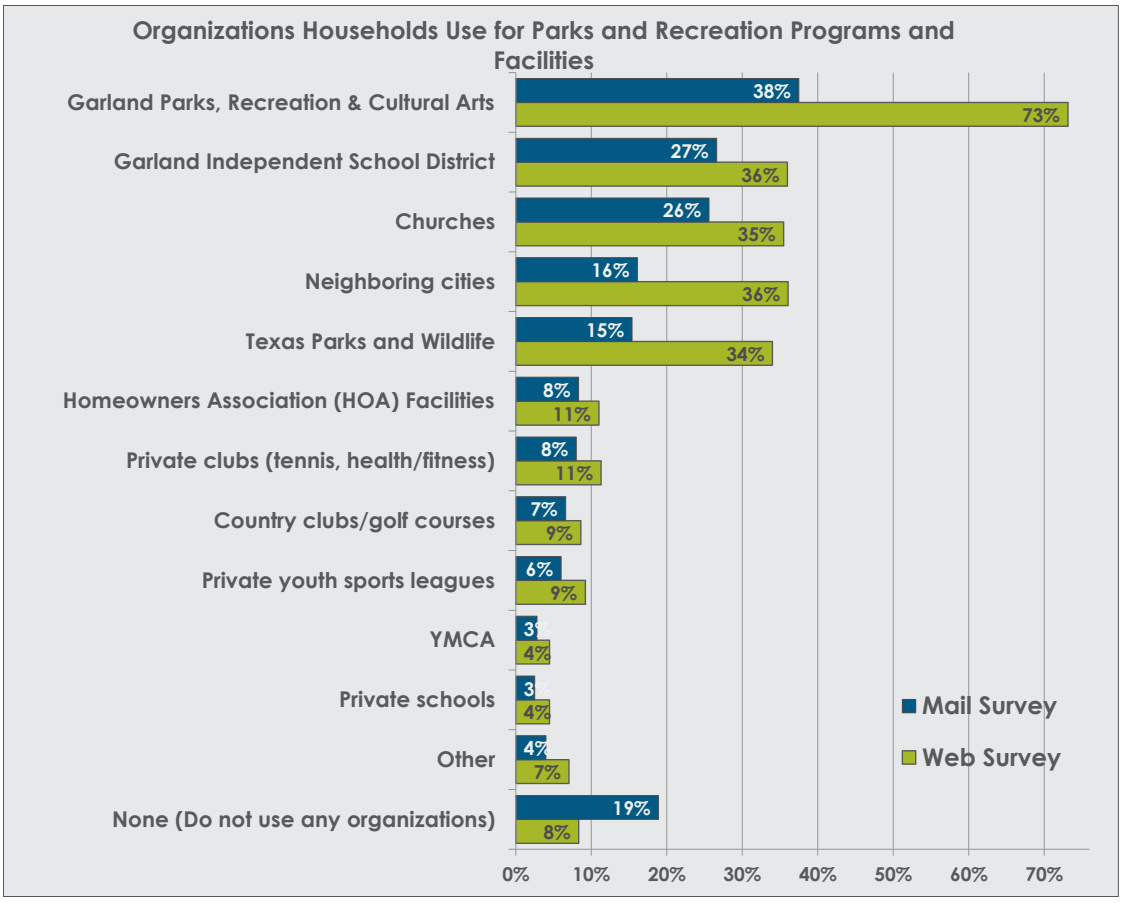
Figure 4.6: Quality of Facilities



4.3.8 Organizations Used for Parks and Recreation

Respondents were asked to indicate which organizations they used for parks and recreation (Figure 4.7), and City of Garland services ranked first in the Mail Survey second with 38% of respondents, followed by Garland Independent School District (GISD). Just under 20% indicated that they used no organizations. Web Survey respondents used facilities at a much higher rate although the order was similar.

Figure 4.7: Organizations Used for Parks and Recreation



4.3.9 Participation in Programs Offered by Garland in the Past Year

Respondents were asked if any members of their household participated in programs offered by Garland Parks and Recreation over the past year. These results are shown in Figure 4.8. According to the Mail Survey, 29% of Garland households participated in programs offered by Garland, and 71% did not. The number is lower than the National Average of 32%.

4.3.10 Quality of Programs

Respondents who participated in programs offered by Garland were asked to rate the quality of those programs, and Figure 4.9 shows the results. Sixty-four percent (64%) of households rated programs as *good*, **24% rated programs as *excellent***, 9% rated programs as *fair*, and 2% rated them as poor. These results are below the National Benchmarks of 34% for *excellent*.

Figure 4.8: Participation in Programs by Garland

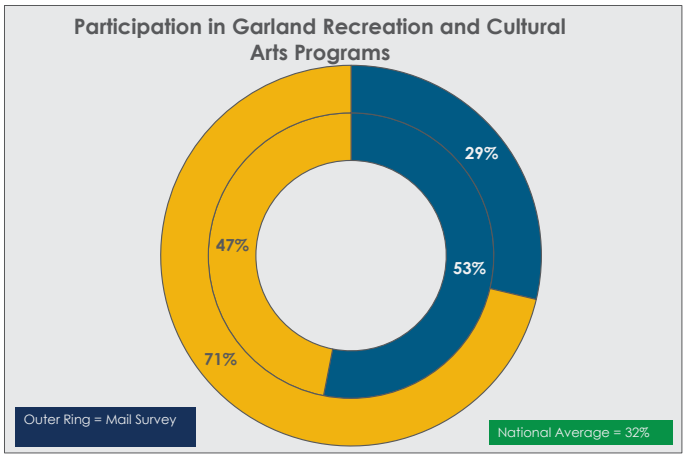
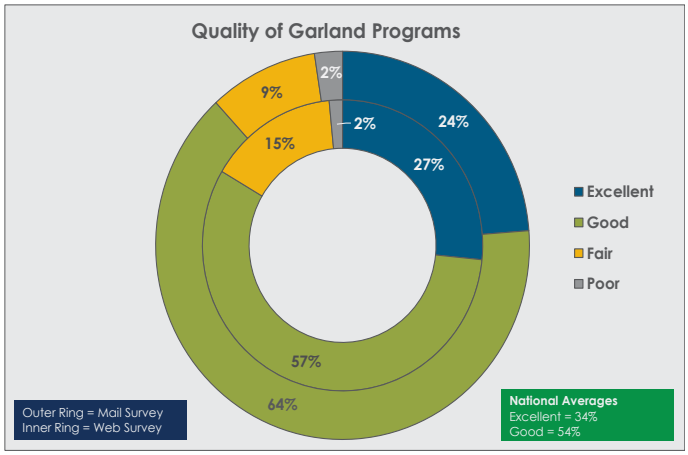


Figure 4.9: Quality of Garland Programs



4.3.11 Upgrades to Existing Parks

Respondents were asked to identify upgrades their household would like to see to existing parks, and the responses can be seen in Figure 4.10. Support facilities represented most of the top upgrades. The **top response in the Mail Survey was *new or improved restrooms* (60%) with security cameras and lighting close second (58%) and *walking/hiking trails* third (55%)**. Most features ranked higher in the Web Survey with *walking/hiking trails* ranking first. In general, these items represent amenities that improve the overall park experience and can be included at nearly any park.

4.3.12 Need for Parks and Recreation Facilities

Respondents of the Mail Survey were asked to indicate facilities needed by any members of their households from a list of 31 parks and recreation facilities. Figure 4.11 shows the results as well as the national average for each facility.[1] In the column along the right side of the chart, national averages shown in red indicate Garland's need at 5% or more below the national average. Black indicates less than 5% above or below the national average or that comparison numbers are not available, while blue indicates Garland household needs at 5% or more above the national average.

According to the survey, the ***highest percentage of Garland households (58%) had a need for paved trails (for walking, biking, skating)***. *Natural areas/nature parks* ranked second at 55%, and *small neighborhood parks* were third at 53%. *Picnic areas/shelters, playgrounds*, and *large community parks* were next, all with over 40% of households indicating a need. Garland households indicated a higher level of need than the national average for just one facility, *senior center*. Households had a lower level of need for eight facilities, including some the top items in the list like trails and community parks, although the percentage of households needing those facilities was still high.

Figure 4.10: Upgrades to Existing Parks

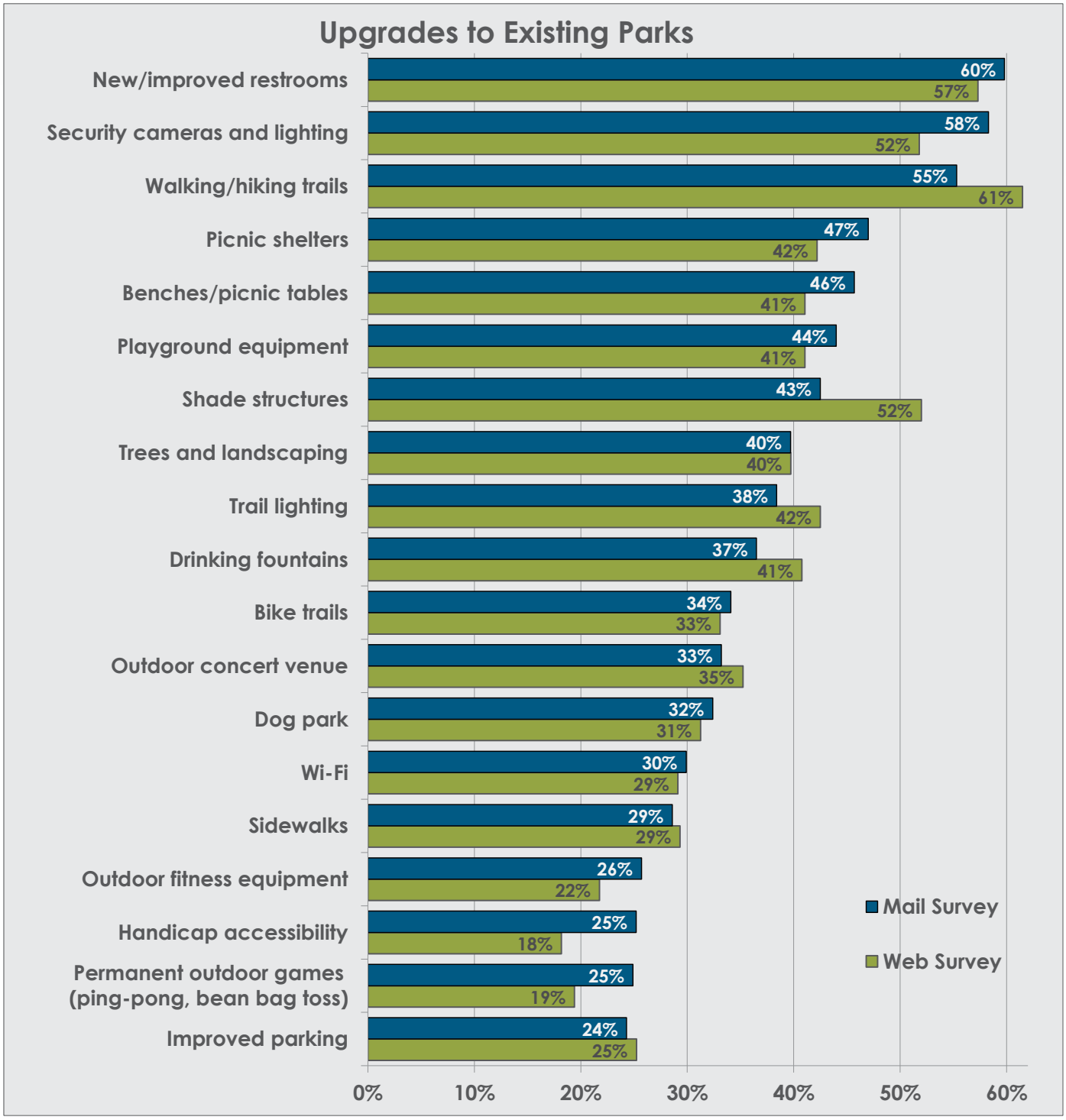
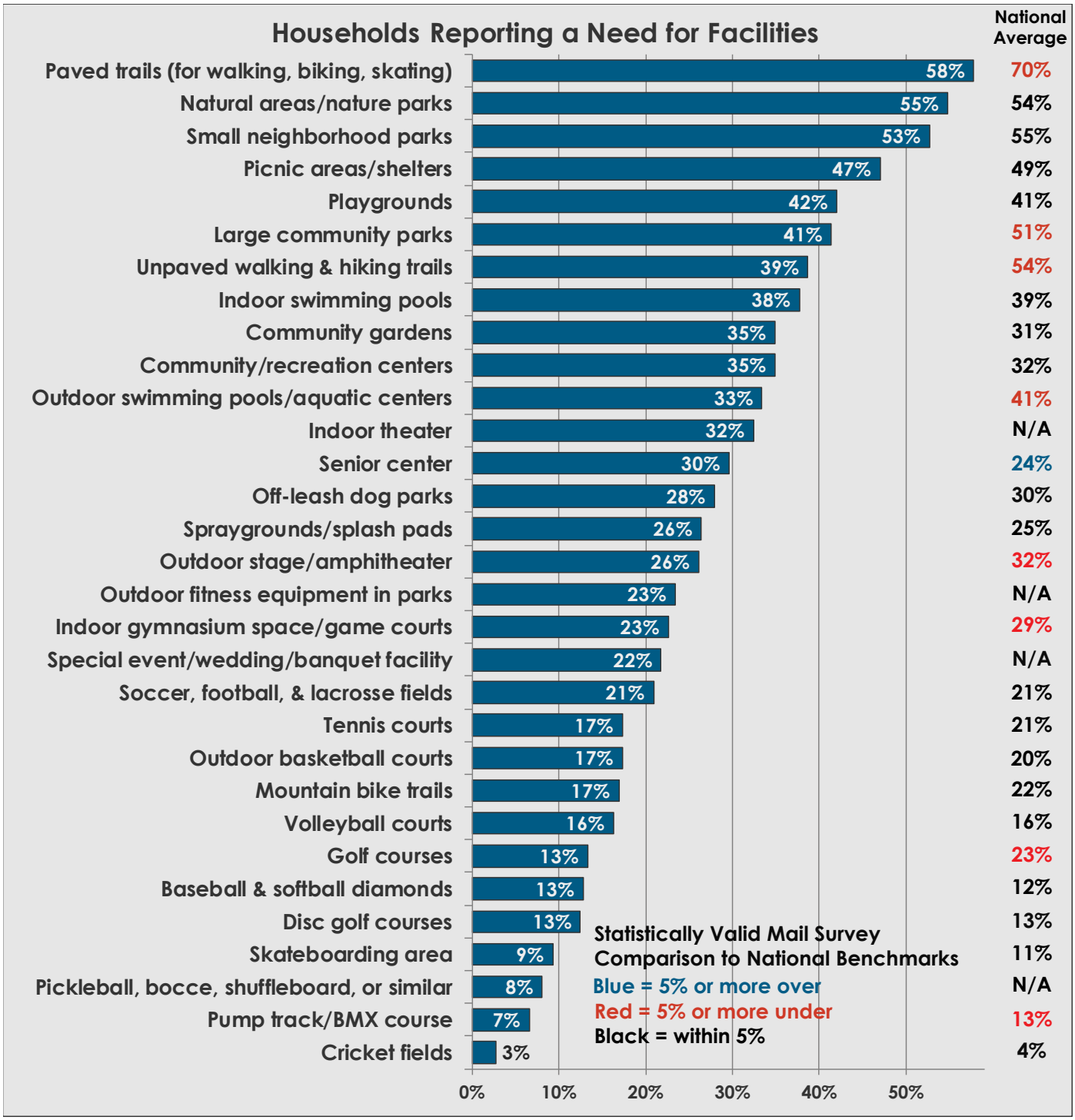


Figure 4.11: Need for Facilities

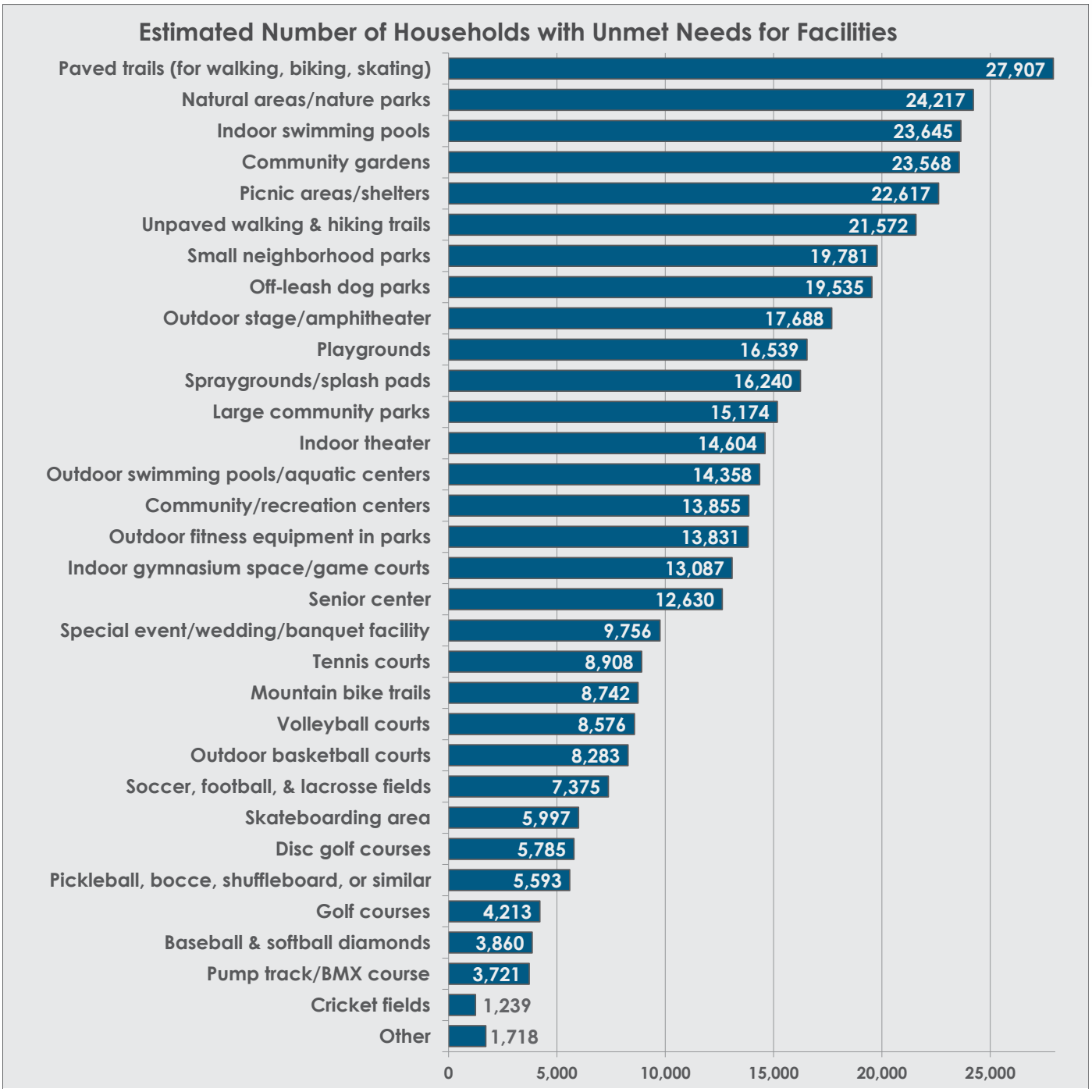


The survey also asked respondents how well their needs were met for parks and recreation facilities and then estimated the number of households for which needs were met at 50% or less based on these responses, combined with the total number of households in Garland. Figure 4.12 shows the estimated number of households with needs met at 50% or less for these facilities.

The order of the items in Figure 4.12 varies substantially from the list of needed facilities (Figure 4.11), although the top two items were the same. **The most needed facility, *paved trails*, ranked first for unmet needs (just under 28,000 households).** *Indoor swimming pools* ranked third, and community gardens ranked fourth, after

ranking eighth and ninth, respectively, for the percentage of households with a need (both at a little under 24,000 households). *Off-leash dog parks* and *outdoor stage/amphitheater* also ranked much higher in the unmet needs list than in the overall list.

Figure 4.12: Estimated Number of Households with Unmet Facility Needs



The most important facilities (total of top four choices) are presented in Figure 4.13. Overall, these items are similar to the results indicated in Figure 4.10 with some notable exceptions. ***Walking & hiking trails* ranked as the most important facility to Garland households** with 27% of households ranking them as one of their four most important facilities, followed closely by *small neighborhood parks* (25%) and *natural areas/nature parks* (24%). *Indoor swimming pools* ranked fourth, compared to eighth in Figure 4.10 and senior center ranked seventh compared to thirteenth.

The survey results provided by ETC Institute included a Priority Investment Ranking for each of the facilities in this list that combines the unmet need ranking and most important facilities ranking for these facilities (see Appendix F for methodology). The results for the high and medium priority facilities can be seen in Figure 4.14.

Based on these results, the **high priorities** for investment in Garland are:

1. **Paved trails (for walking, biking, skating)**
2. **Natural areas/nature parks**
3. **Small neighborhood parks**
4. **Indoor swimming pools**
5. **Picnic areas/shelters**
6. **Off-leash dog parks**
7. **Unpaved walking & hiking trails**
8. **Playgrounds**
9. **Community gardens**
10. **Large community parks**
11. **Senior center**

Figure 4.13: Most Important Facilities

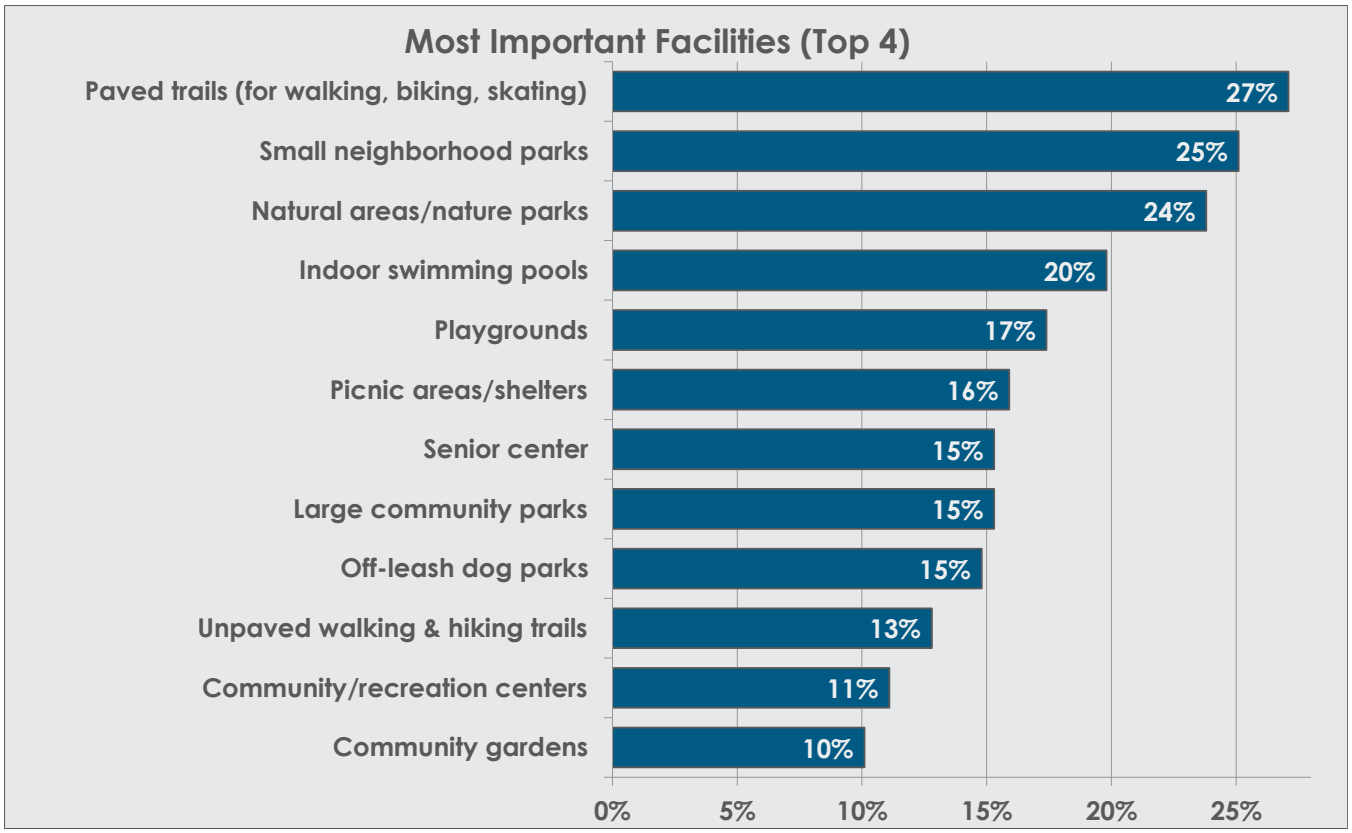
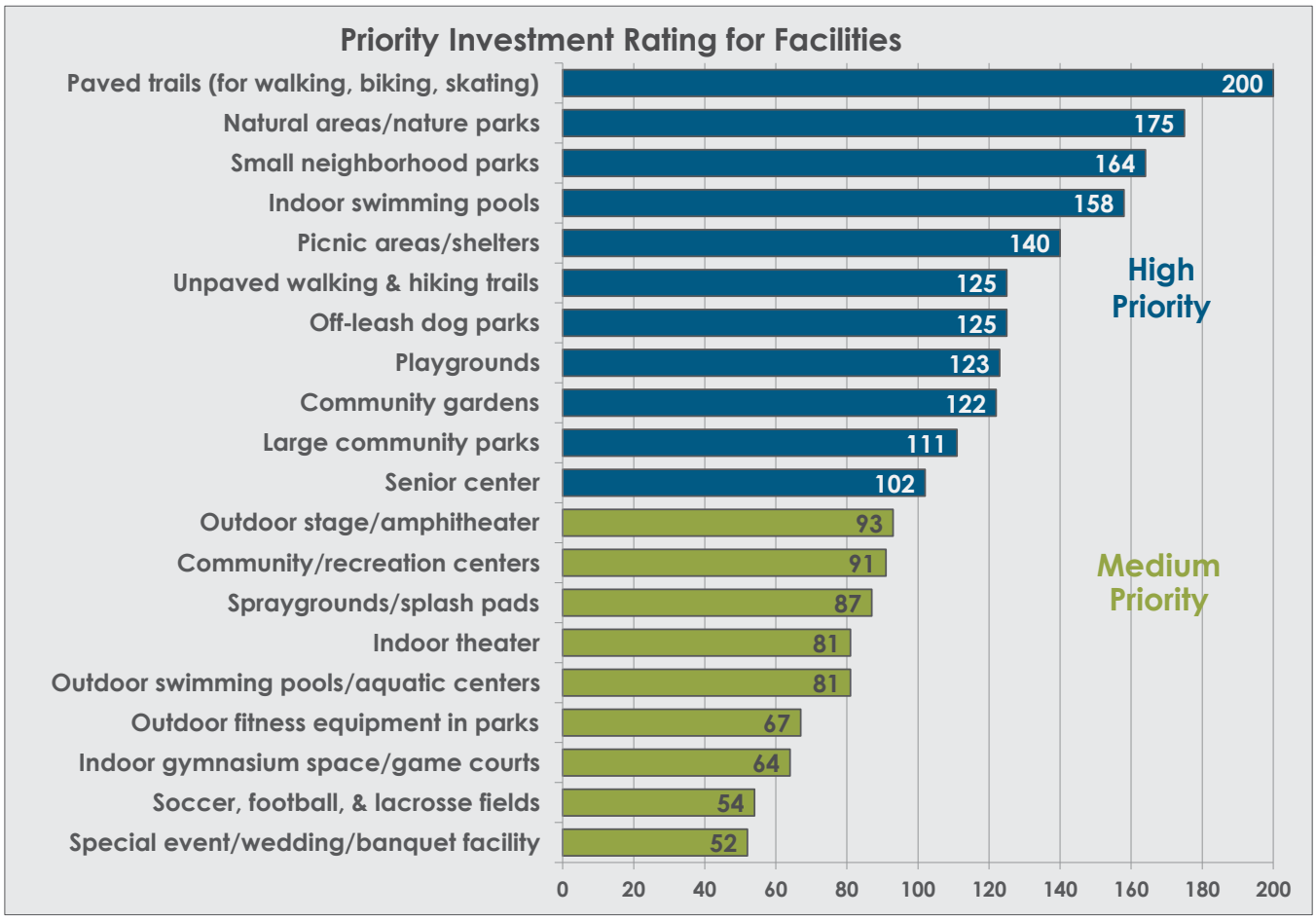


Figure 4.14: Facility Priorities for Investment



4.3.13 Need for Programs

Respondents were asked to identify which programs were needed by their households from a list of 20 recreation program categories. Figure 4.15 shows the results as well as the national average for each program. As indicated previously for facilities, the national averages are shown in red to indicate Garland's need at 5% or more under the national average, blue to indicate Garland's need at 5% or more above the national average, and black indicates within 5% above or below the national average or that comparison numbers are not available.

According to the survey, ***adult fitness & wellness programs* at 49% were the most needed recreation programs** by Garland households with *summer concerts* ranking second at 42% and *programs for persons ages 50+* third at 40%. Garland households showed a much higher level of need for age 50+ programs and a much lower level of need for special events than the national averages.

The survey also asked respondents how well their needs were met for recreation programs and then estimated the number of households for which needs were met at 50% or less based on these responses and the total number of households in Garland. Figure 4.15 shows the estimated number of households with needs met at 50% or less for these programs.

The order of the items in Figure 4.16 was similar to the list of needed programs in Figure 4.15 with the top items appearing in both figures but in slightly different orders, indicating a need for the addition or expansion of these types of programs. **Adult fitness & wellness programs ranked first with 29,000 households indicating unmet needs**. *Summer concerts* (25,000 households) and *programs for persons age 50+* (23,000 households) and were second and third. *Water fitness programs* rounded out the top five at around 20,000 households.

Figure 4.15: Need for Programs

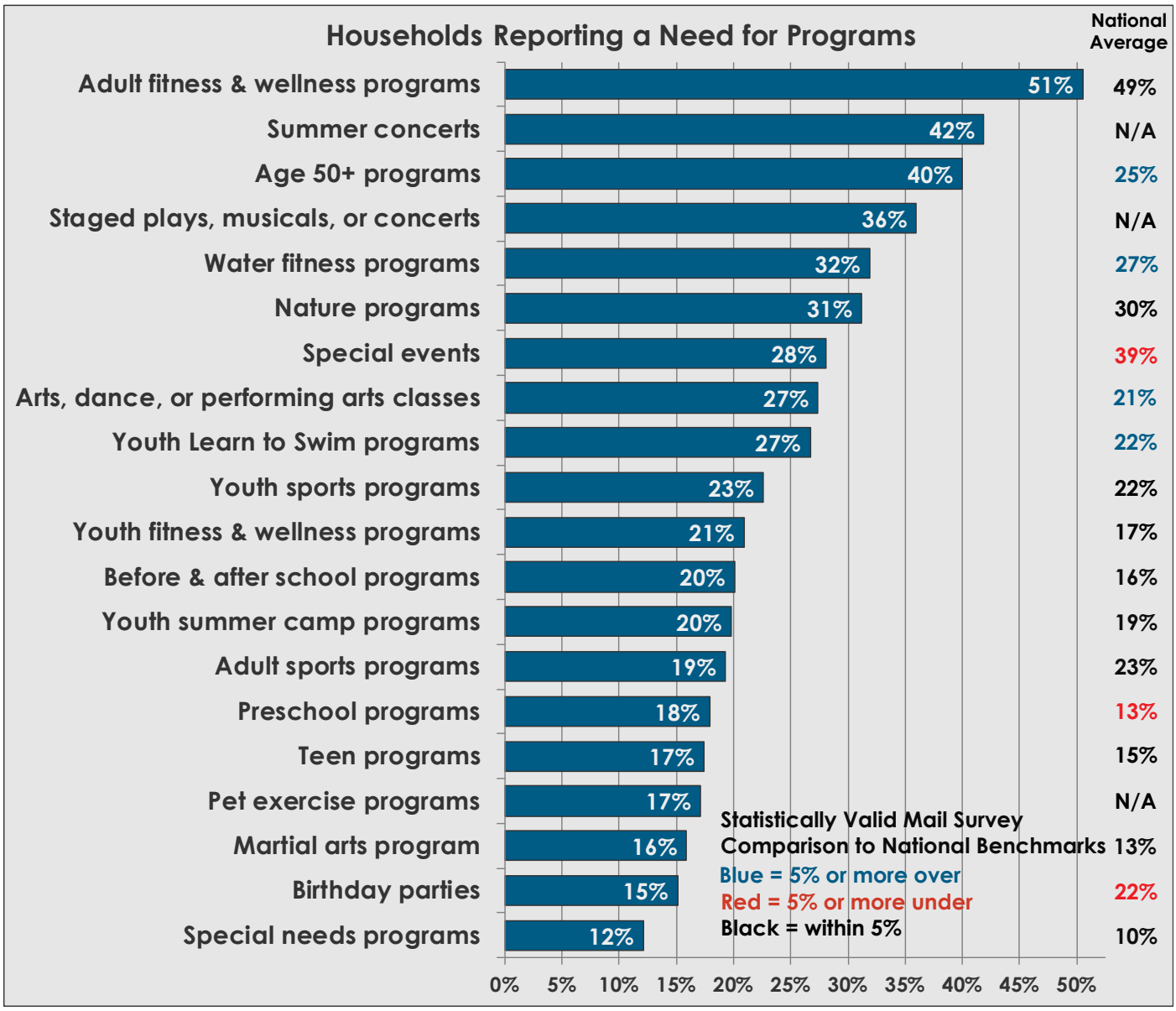
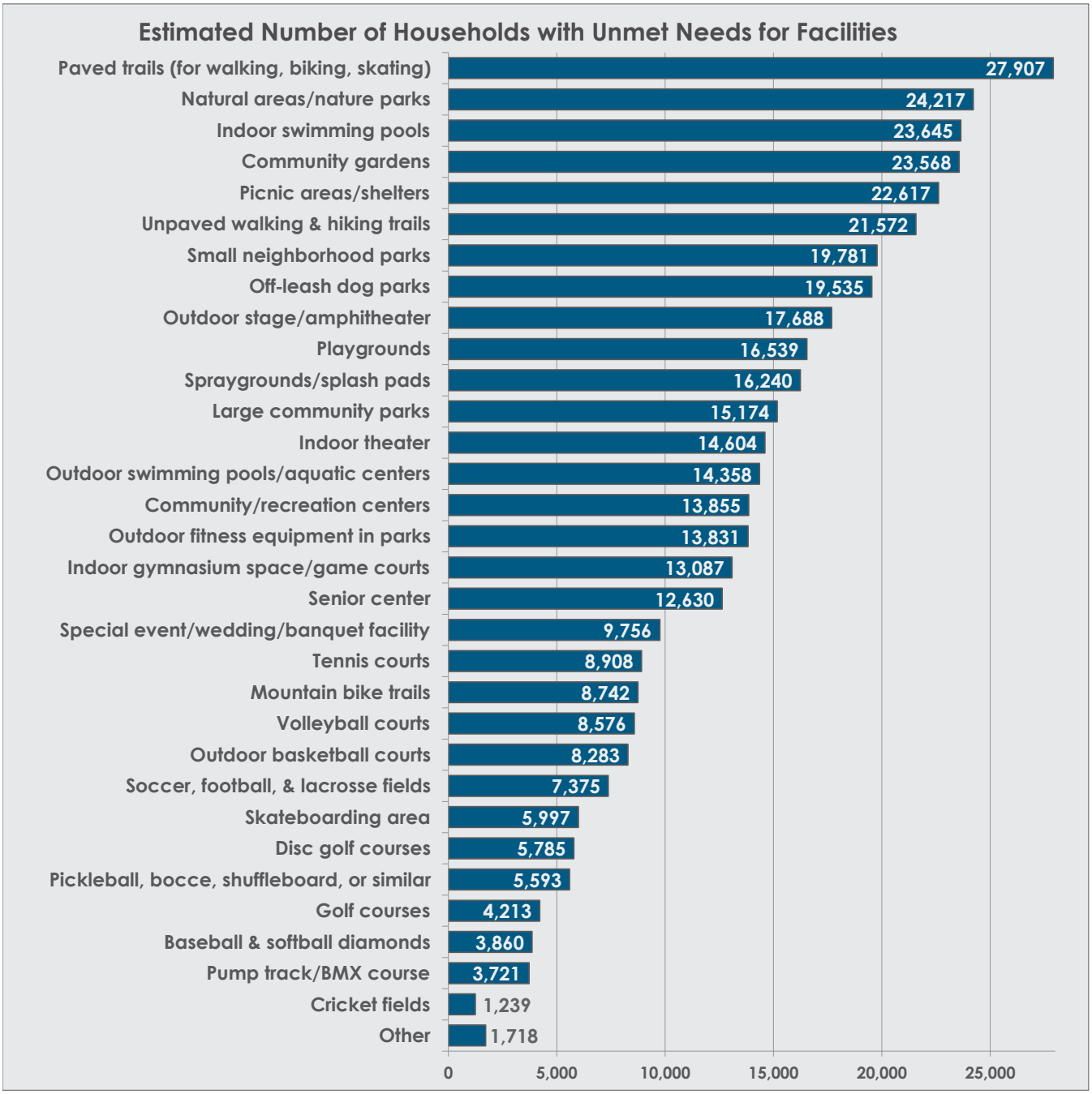


Figure 4.16: Estimated Number of Households with Unmet Program Needs



The survey results by ETC Institute also included a Priority Investment Ranking for programs, combining the unmet needs ranking and most important programs ranking (Figure 4.17). The results for the high and medium priority facilities can be seen in Figure 4.18.

Based on these results, the **high priorities** for investment in Garland are:

1. **Adult fitness & wellness programs**
2. **Age 50+ programs**
3. **Summer concerts**
4. **Staged plays, musicals, or concerts**
5. **Water fitness programs**
6. **Nature programs**

Figure 4.17: Most Important Programs

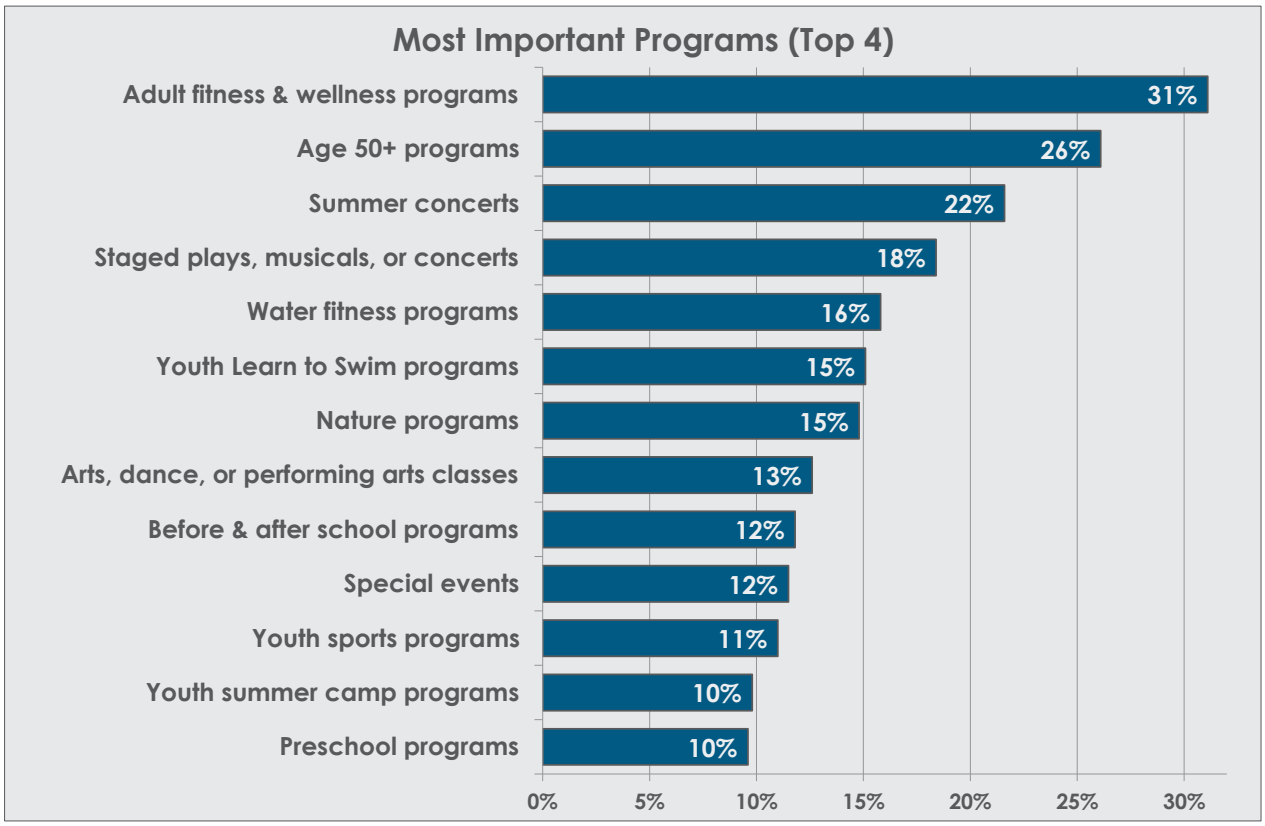
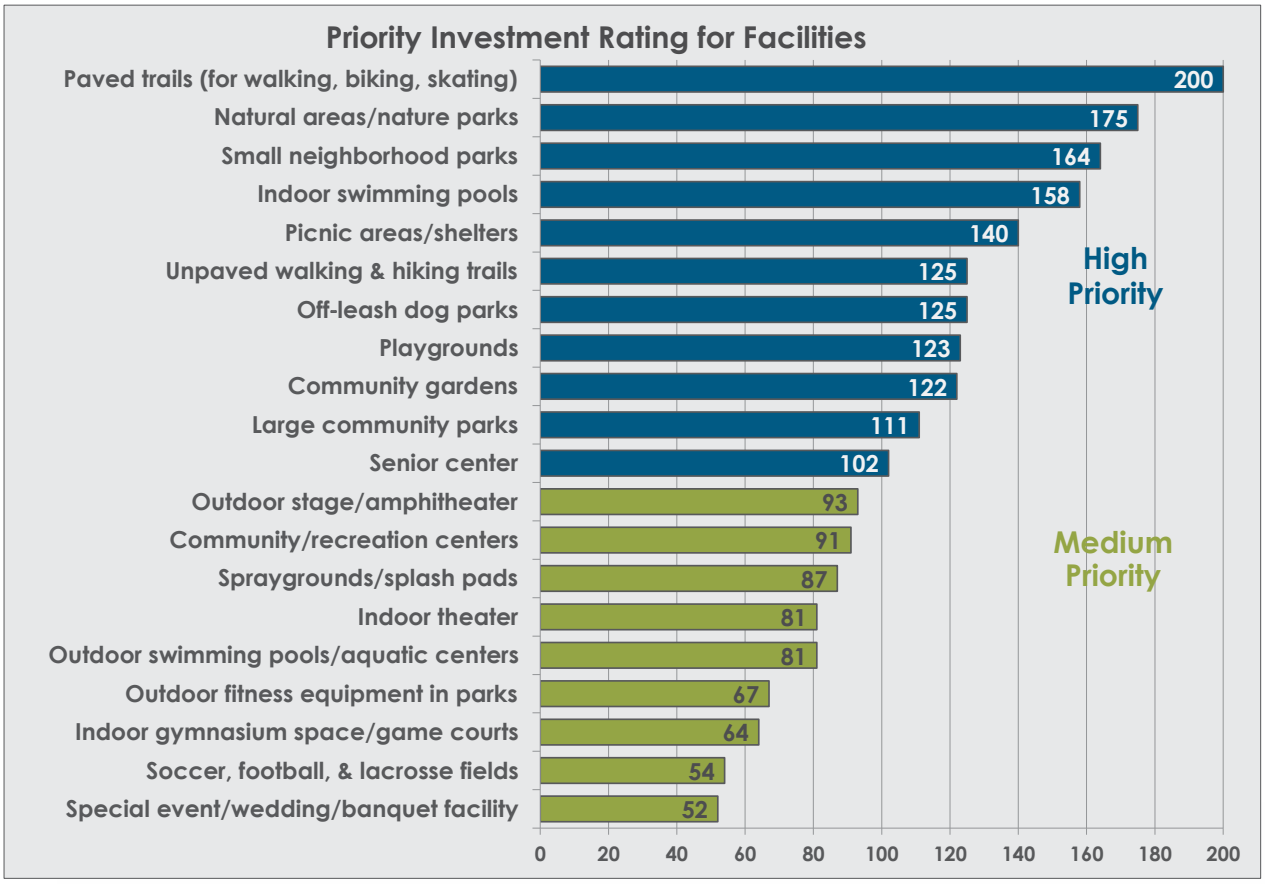


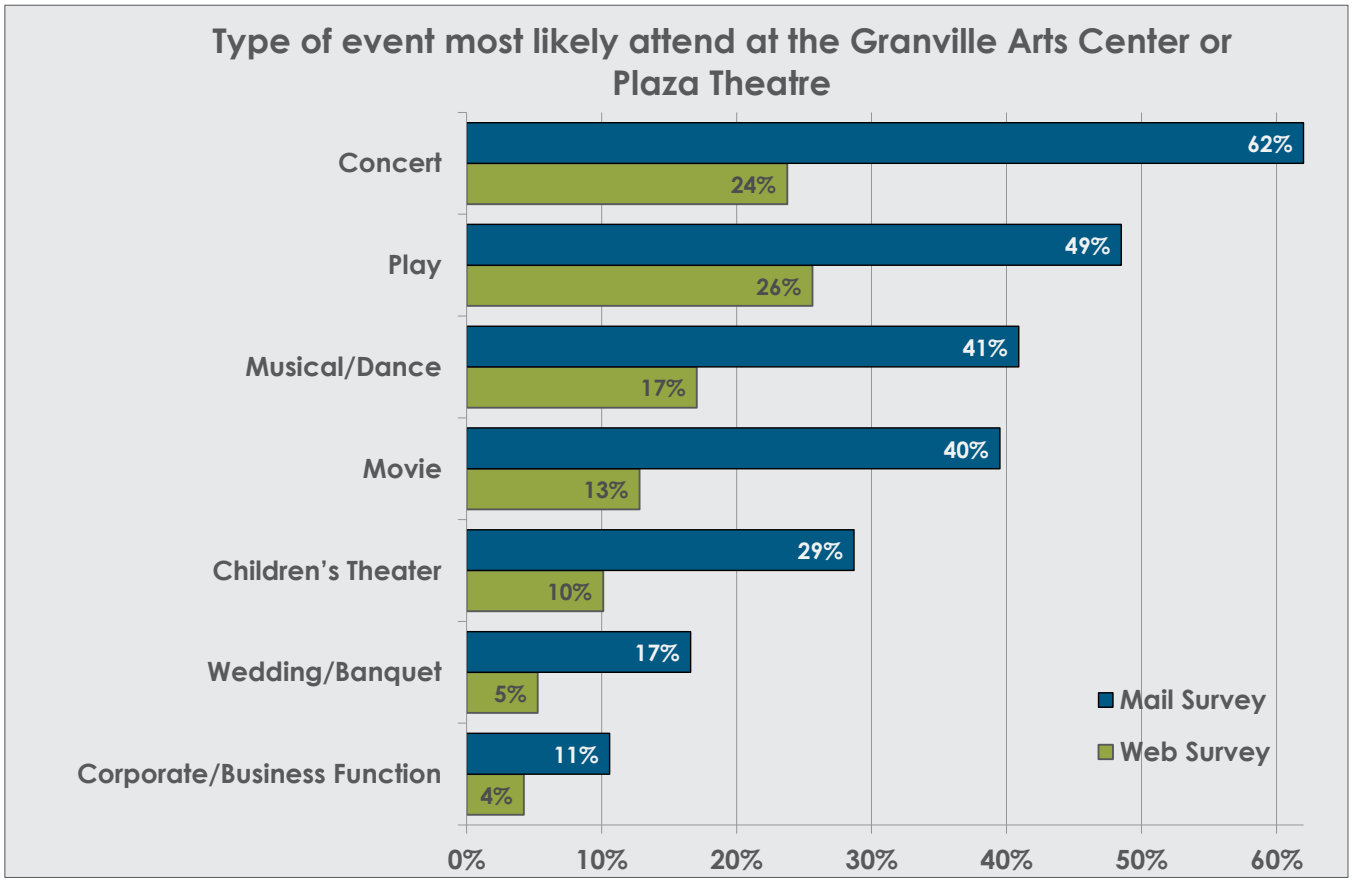
Figure 4.18: Program Priorities for Investment



4.3.14 Events at Granville Arts Center or Plaza Theater

Respondents to the both surveys were asked to indicate what type pf event they were most likely to attend at the Granville Arts Center or Plaza Theatre. The results can be seen in Figure 4.19. Mail survey respondents indicated they were most likely to attend a concept, followed by a play. Web Survey respondents placed a play slightly above a concert. The order of the results was very similar between the surveys. The percentages for the Mail Survey are higher because respondents were able to select multiple options compared to just one in the Web Survey.

Figure 4.19: Support for Actions to Improve Parks and Recreation



4.3.15 Support for Park Improvements

Respondents to the Mail Survey were asked to indicate whether they were *very supportive*, *somewhat supportive*, *not supportive*, or *not sure* of 17 actions Garland could take to improve parks and recreation services. The results, which can be seen in Figure 4.20, show the combined total of *very supportive* and *somewhat supportive* responses.

***Upgrade older parks, recreation, & cultural arts facilities* received the highest level of support with 90% of respondents supporting this action** (67% *very supportive*). *Acquire & preserve open space, natural/historic areas* ranked second with 86% of respondents supporting this action (61% *very supportive*). A majority of respondents were supportive of all of the 17 actions. These results indicate support for parks and recreation improvements in general by Garland residents.

4.3.16 Allocation of $100 for Parks and Recreation Improvements

Survey respondents were asked how they would allocate $100 between eight different parks and recreation improvements in Garland. Of the options provided (Figure 4.21), **residents would allocate the largest amount of the presented options to *upgrade existing parks* ($12)**. *Acquire & preserve open space, natural, & historic*

areas ranked second with $11. *Other* received the largest allocation at $23, and an indoor pool was by far the most requested improvement by these respondents with a dog park coming in second.

Figure 4.20: Support for Actions to Improve Parks and Recreation

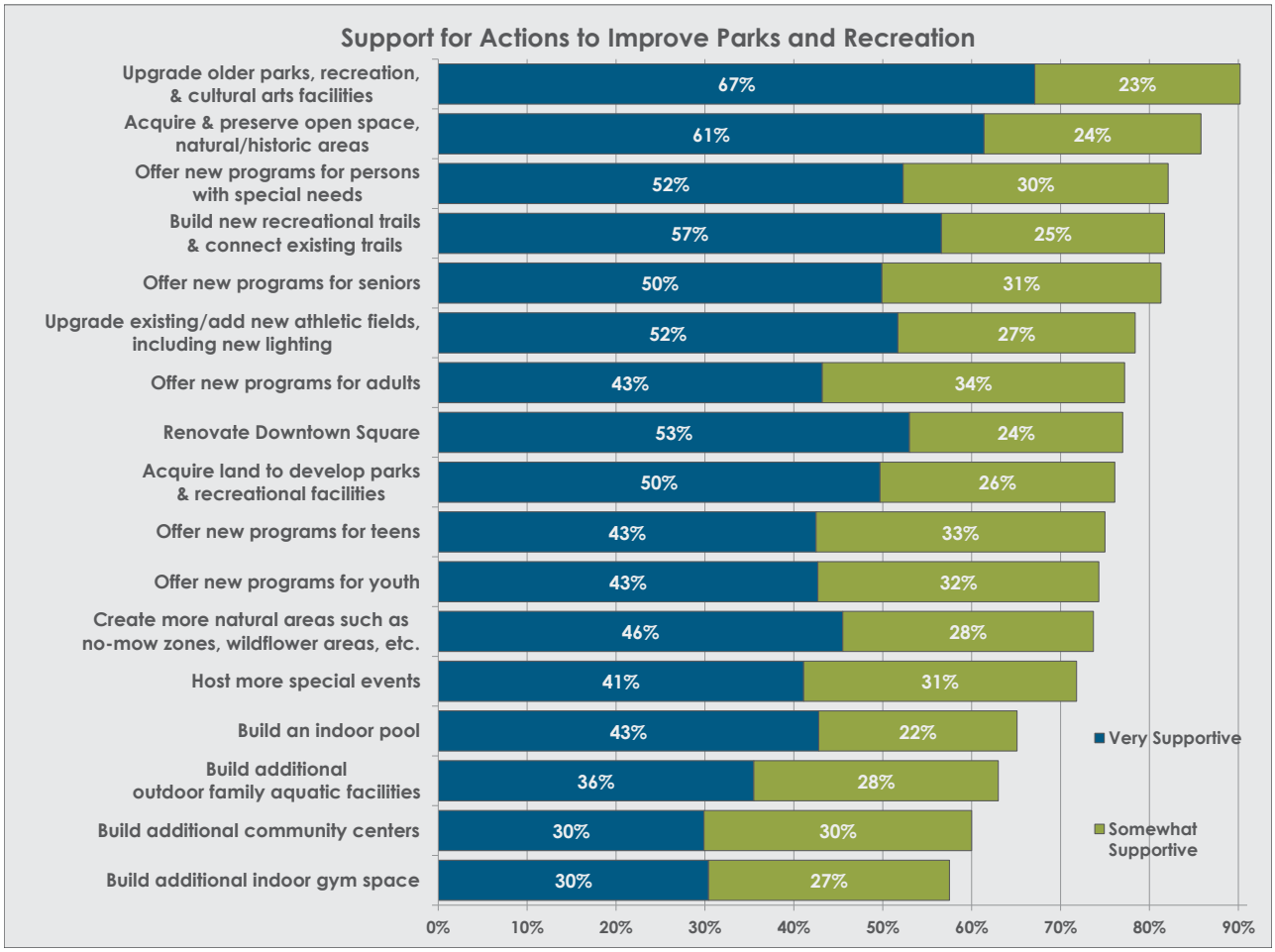
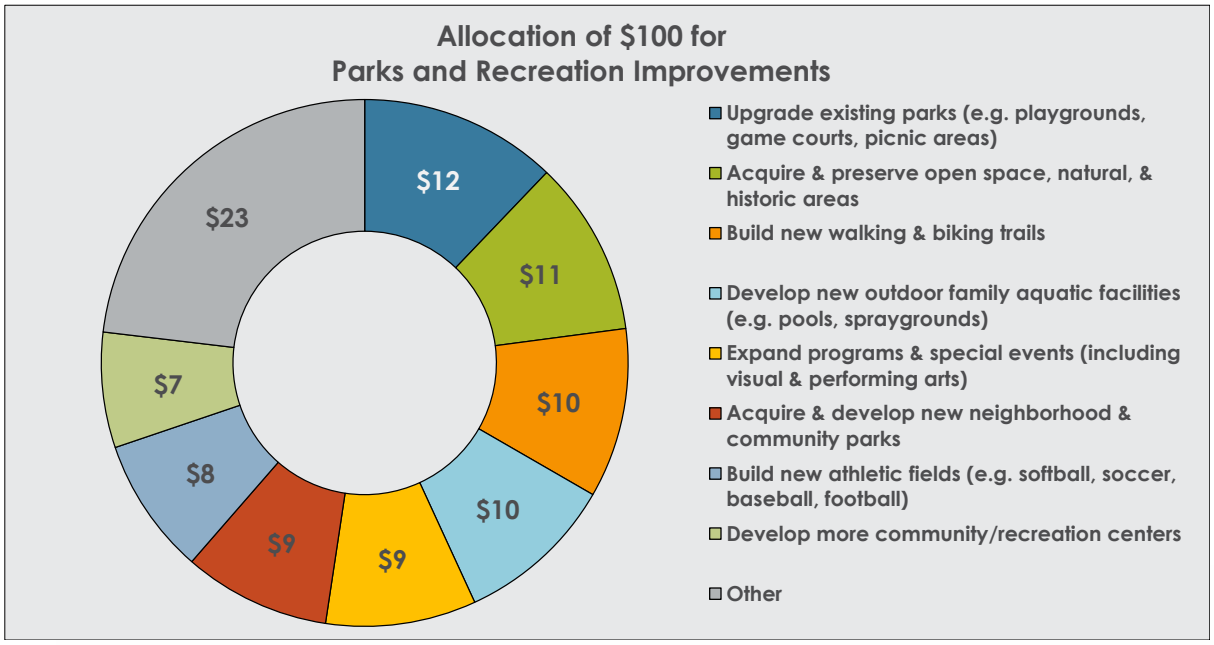


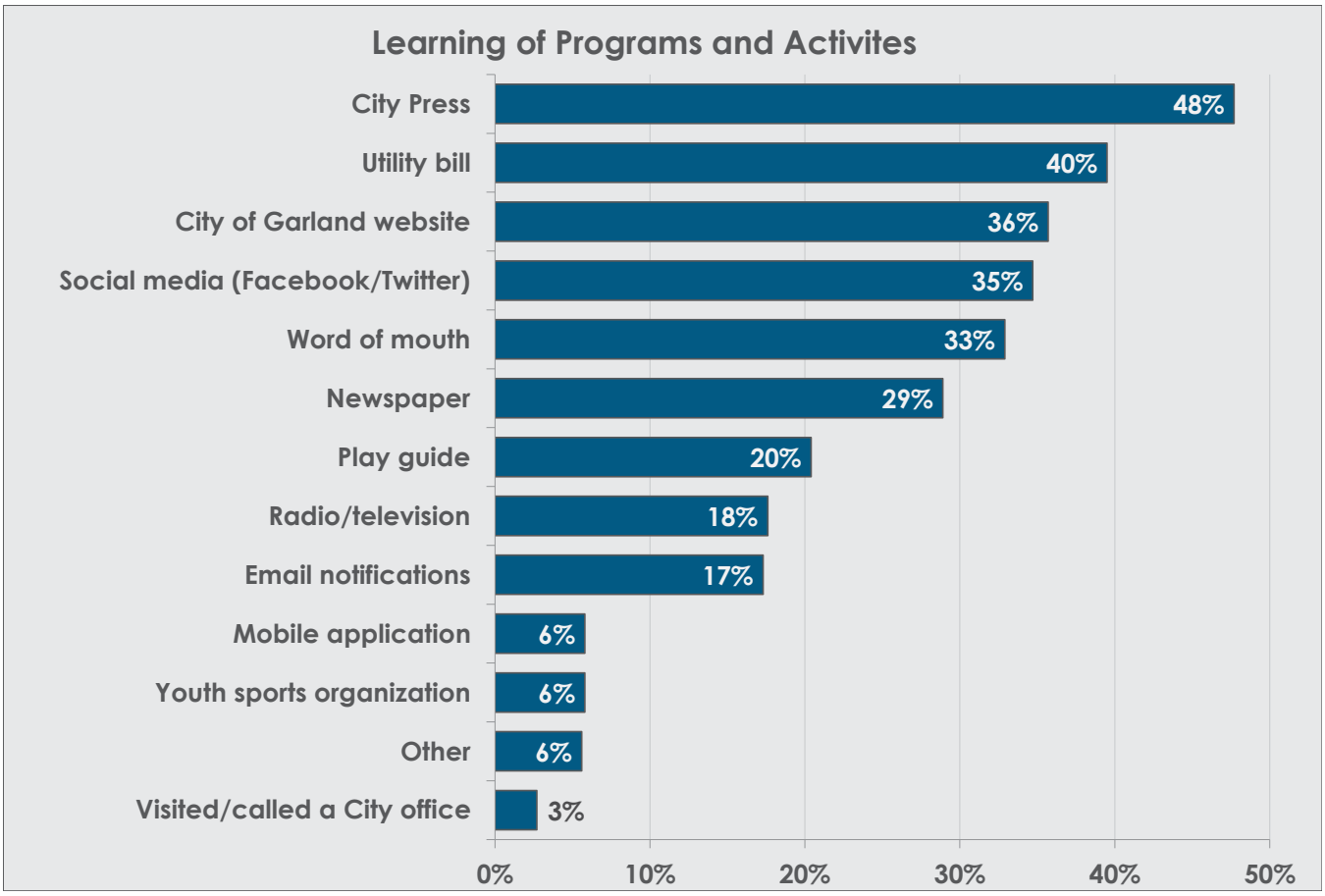
Figure 4.21: $100 Allocation for Park Improvements



4.3.17 Learning about Recreation or Activities in Garland

Respondents were asked to identify ways from which they learn about Garland parks and recreation activities. The results can be seen in Figure 4.22. Respondents indicated the *city press* as the most common way they learn of programs and activities with 48% of Mail Survey respondents choosing this option. *Utility bill* ranked second at 40%, and *City of Garland website* ranked third at 36%.

Figure 4.22: Ways Households Learn about Recreation and Activities



4.3.18 Reasons Preventing Use of Parks, Recreation Facilities, Trails, and Programs More Often

Respondents to both surveys were asked to select barriers to their households' use of parks, recreation facilities, trails, and programs from a list of 14 options. Figure 4.23 shows the results (not all shown). According to the Mail Survey, **the number one reason was that households *do not know what is offered* (35%)**. According to the National Benchmarking,[2] this reason is often at the top of the list, and Garland's response rate to this option is right at the national average (34%). The second most common reason was *security or safety concerns* at 27%, much higher than the national average of 9%. *Poor condition of facilities* ranked third at 21%, compared to the national average of 10%.

4.3.19 Reasons for Not Walking to Destinations

Both surveys asked respondents to indicate what prevents them from walking to destinations in Garland. Figure 4.24 shows the results which are similar between the two surveys. **Poor condition of sidewalks/trails and security & lighting ranked first and second**, both with 42% of respondents. *Lack of sidewalks/trails* was third, and *too far from destinations* was fourth. Overall, the results indicate the infrastructure, rather than lack of interest, is preventing residents from walking in Garland.

[2] Provided by ETC Institute (see Appendix F).

Figure 4.23: Reasons for Not Using Parks, Recreation Facilities, Trails, Cultural Arts, and Programs

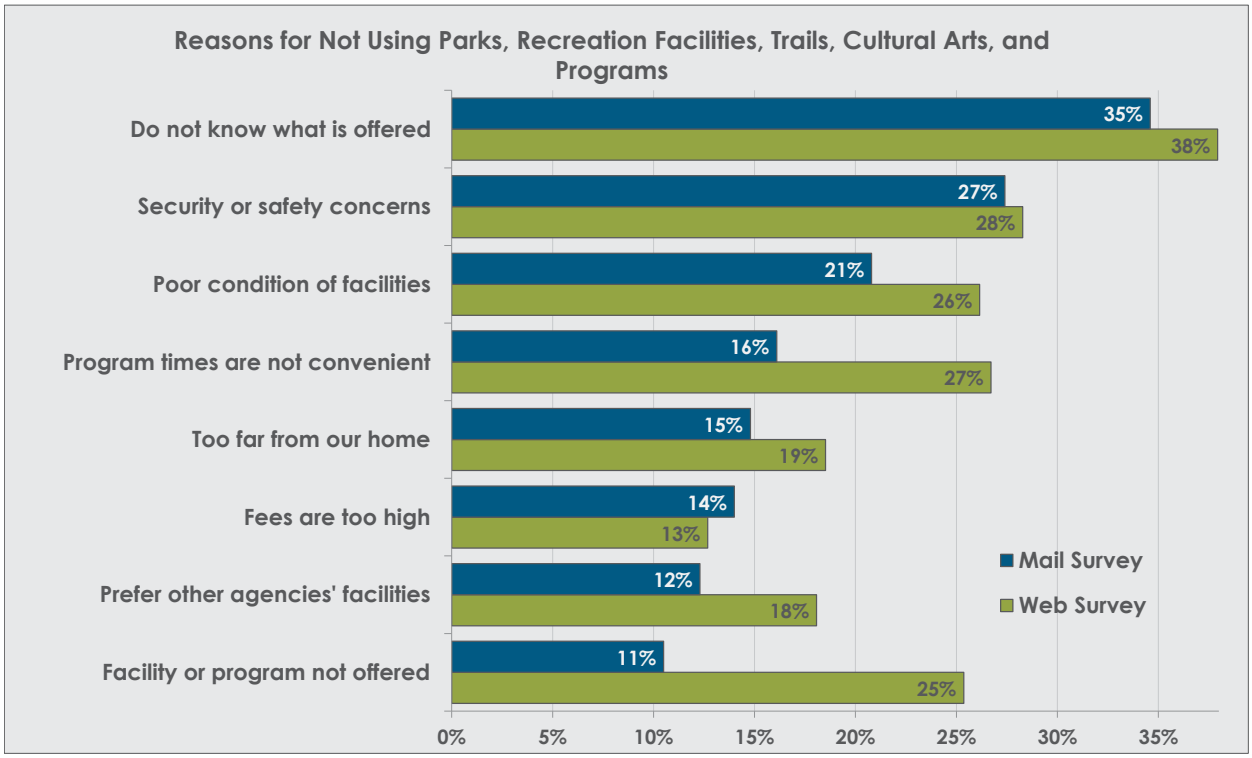
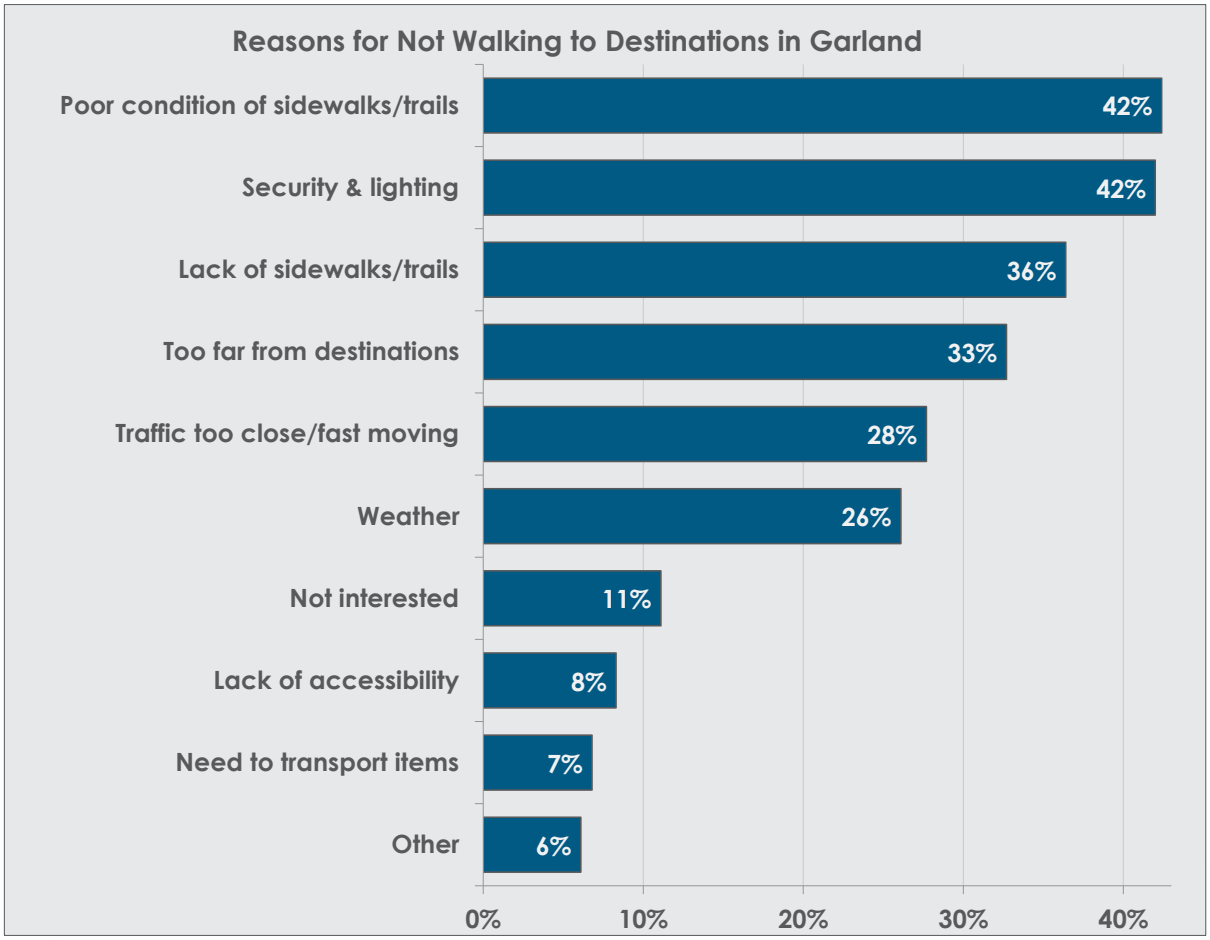


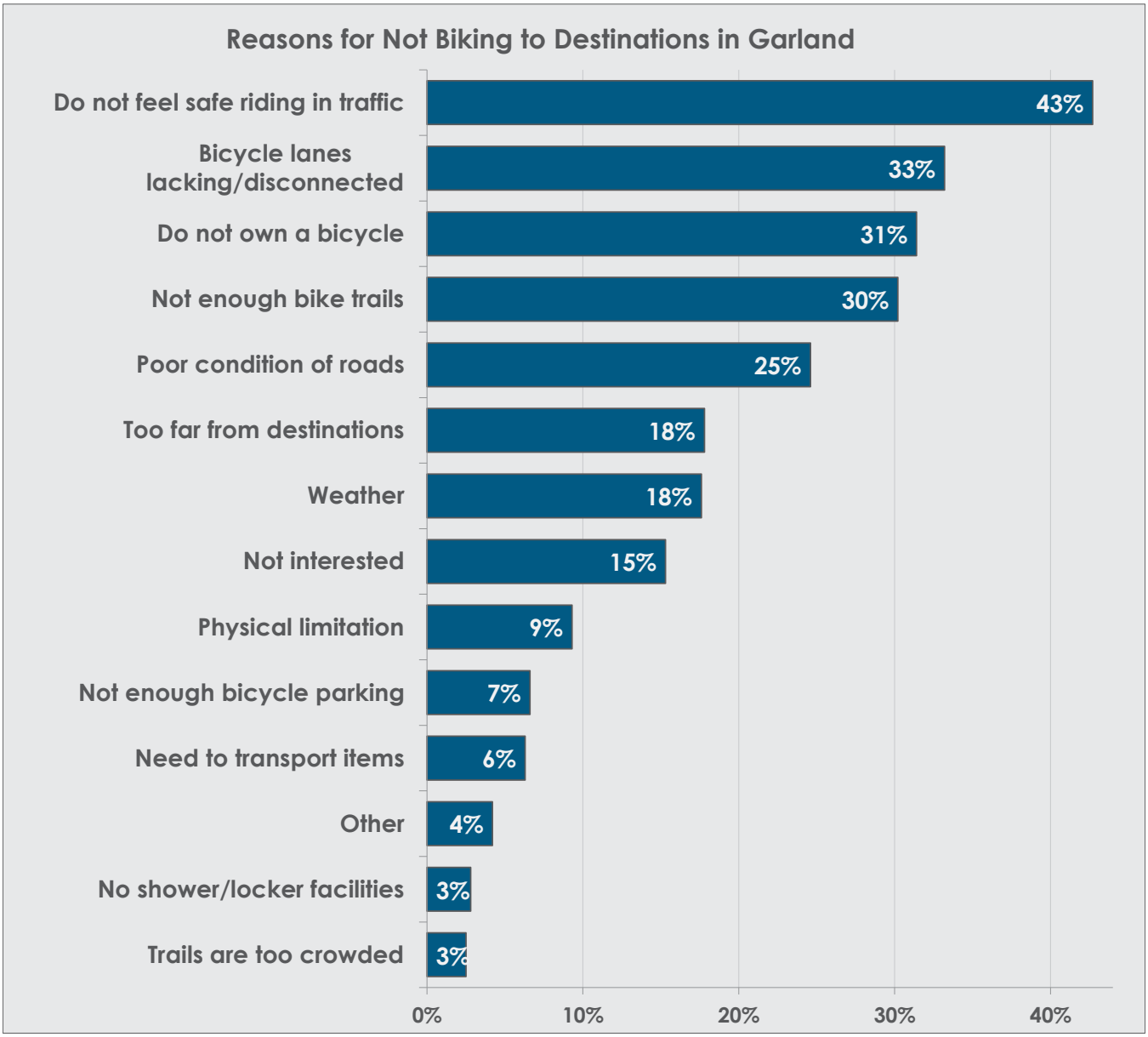
Figure 4.24: Reason for Not Walking in Garland



4.3.20 Reasons for Not Biking to Destinations

Respondents to both surveys were asked to provide reasons for not biking to destinations in Garland. The results can be seen in Figure 4.25 and are similar between the two surveys. **The largest percentage (43%) of respondents indicated that they do not bike to destinations because they *do not feel safe riding in traffic*.** A third (33%) of respondents cited that *bicycle lanes lacking/disconnected* as a reason for not biking. Like the reasons for not walking, lack of infrastructure appears to be the biggest barrier to residents biking in Garland.

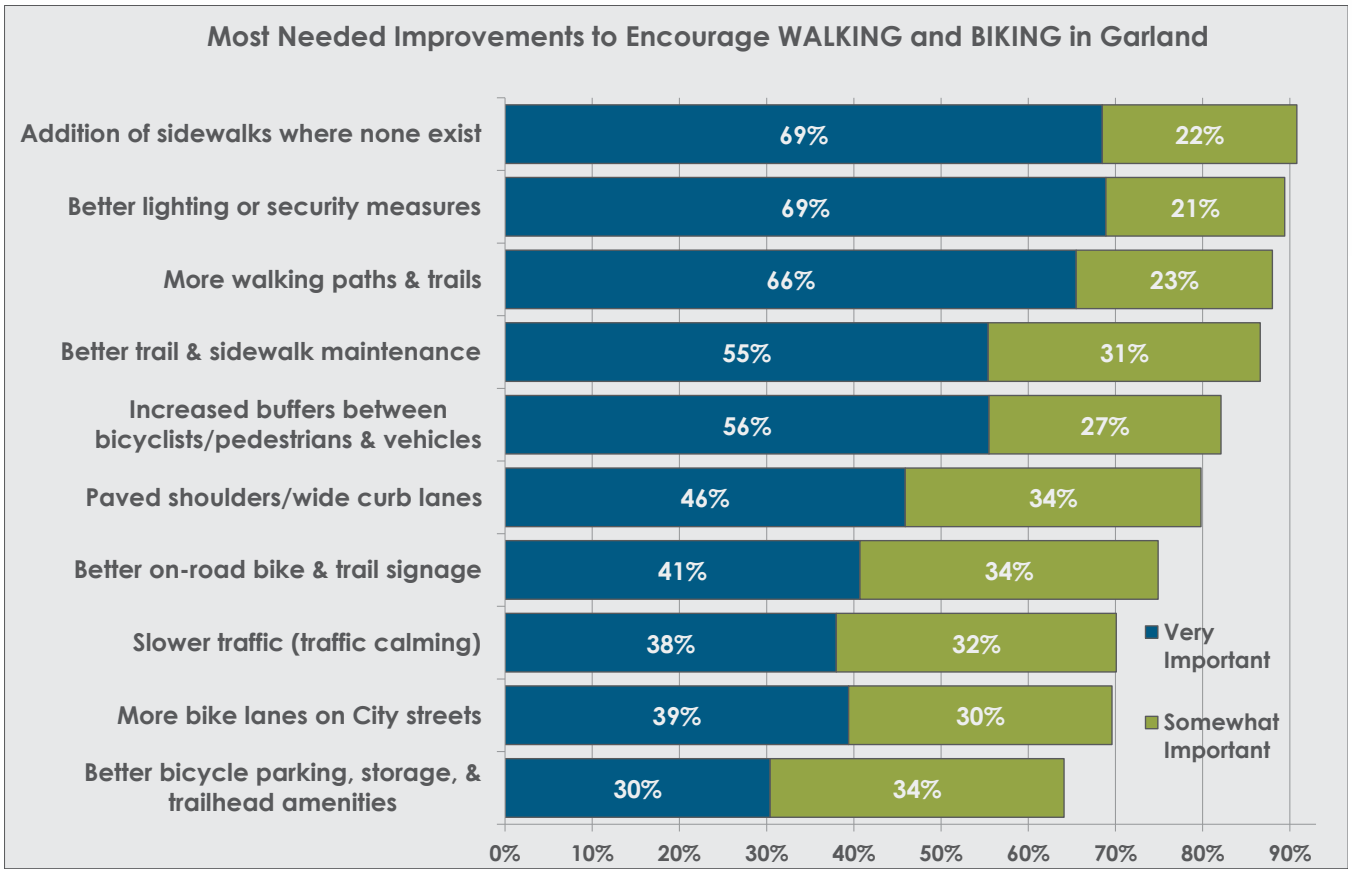
Figure 4.25: Reasons for Not Biking in Garland



4.3.21 Improvements to Encourage Walking and Biking

Respondents were next asked to indicate which improvements would be most important to encourage walking and biking in Garland. The results, shown in Figure 4.26, indicate a strong desire for most of the options provided. **Two-third or more respondents indicated that the *addition of sidewalks where none exist, better lighting or security measures*, and *more walking paths* were very important** improvements to encourage walking and biking in Garland. A majority also indicated that *better trail & sidewalk maintenance* and *increased buffers between bicyclists/pedestrians & vehicles* were very important. All of these improvements would improve safety of residents and provide a more pleasant experience while walking or biking in Garland.

Figure 4.26: Needed Improvements to Encourage Walking and Biking



4.3.22 Survey Household Demographics

In an effort to verify the demographic representation of the survey responses with that of the population of Garland, the distribution of age groups of respondent households was compared to the most recent population estimates.[3] Figure 4.27 shows the representation by age of survey respondent household members and the estimated 2017 Garland population of each age cohort (the most recent available for these age demographics).

Based on this comparison, the respondents of the Mail Survey more closely aligned with the age demographics of the Garland population, but the Web Survey was also fairly close. The Mail Survey slightly overrepresented ages 55 or older. The Web Survey did the same but to a larger extent.

4.3.23 Distribution of Returned Surveys

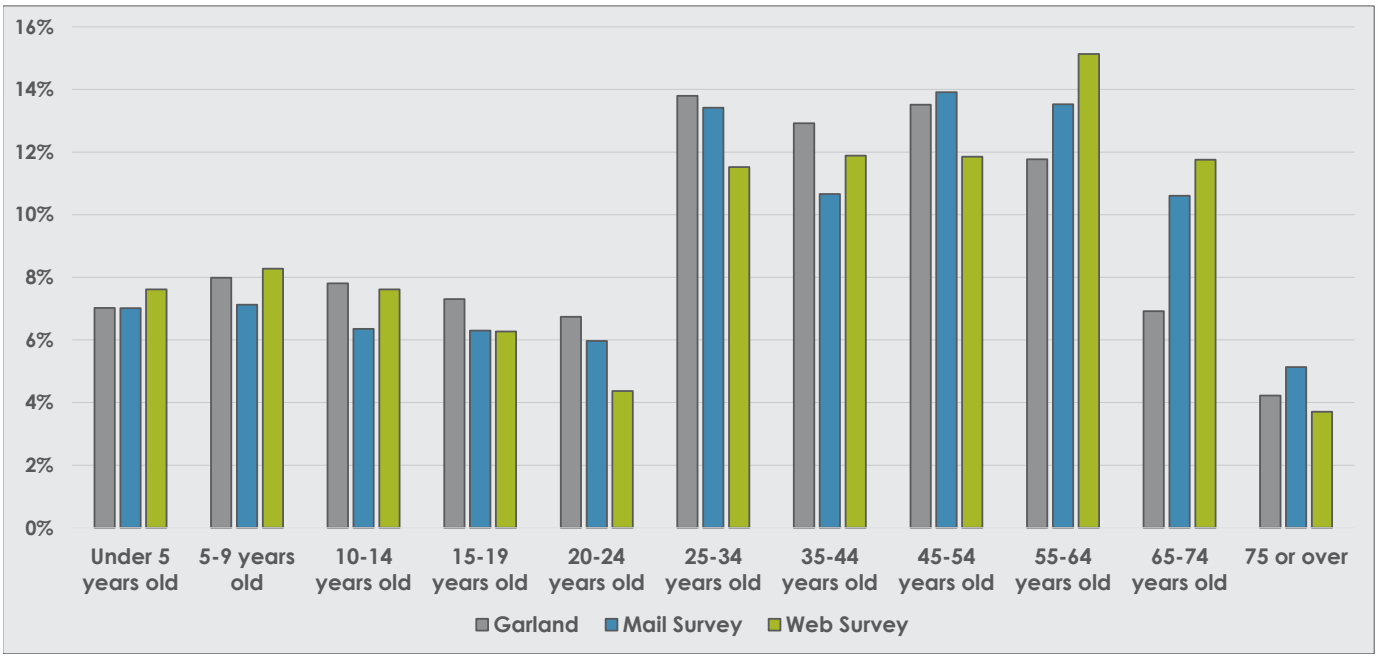
ETC Institute provided data for the location of returned surveys (to nearest block). The results can be seen in Figure 4.28. This figure indicates a relatively balanced distribution of responses throughout Garland.

4.3.24 Survey Results by Sector

The results for the survey contained cross tabular data for each of the three sectors. In many cases, the results were similar between the sectors. For example, between 85% and 90% of residents of all five sectors indicated they had visited a park in the past year. Questions with disparity in responses between sectors can help to provide an understanding of how park needs and preferences differ throughout Garland. This analysis of the variation between the sectors is focused on park visitation, the most important facilities, the preferred upgrades to existing parks, the most important programs, and the reasons for not using parks and programs.

[3] 2013-2017 American Community Survey 5-Year Estimates

Figure 4.27: Survey Household Demographics



In all tables, the top five responses are indicated in bold (possibly more if options were tied). Additionally, results are highlighted in blue if they are 2% or more above the overall Garland result and in red if they are 2% or more below the overall Garland result.

Park Visitation

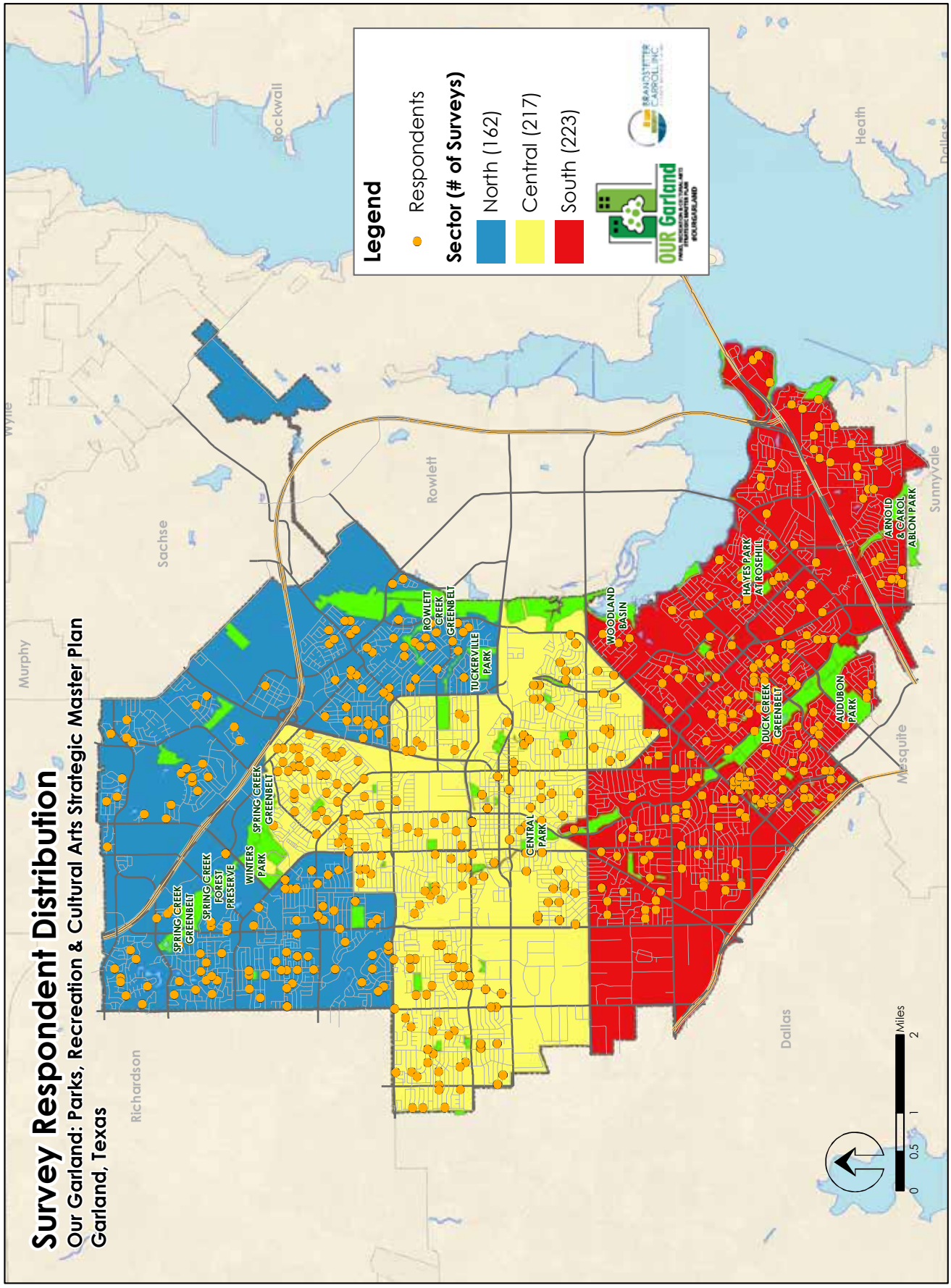
The visitation of facilities varied substantially between the sectors for both which facilities were preferred facilities and overall levels of use. Table 4.6 shows the most visited parks and facilities in Garland by the three sectors. Two facilities ranked in the top five for all three sectors: neighborhood parks and the Downtown Square. Only Holford Park ranked in the top five for two sectors (North and Central)

In general, visitation to facilities corresponded with location, with facilities in or near each region ranking higher for that region. For example, Audubon Park showed the highest rate of visitation by far by residents of the South Sector, where the park is located. Similarly, Spring Creek Park Preserve was most highly used by residents of the North Sector where the park is located.

Table 4.6: Most Visited Parks by Sector

Park Name	North	Central	South	Garland
Downtown Square	**28%**	**31%**	**23%**	**27%**
Neighborhood parks	**22%**	**29%**	**23%**	**25%**
Audubon Park	2%	7%	**30%**	**14%**
Duck Creek Greenbelt	5%	6%	**23%**	**12%**
Holford Park	**20%**	**12%**	5%	**11%**
Winters Park	6%	**10%**	5%	7%
Rowlett Creek Preserve	**13%**	4%	5%	7%
Bradfield Park	5%	**9%**	4%	6%
Granville Performing Arts Center	7%	6%	5%	6%
Central Park	3%	5%	**8%**	5%
Firewheel Golf Park	9%	3%	5%	5%
Senior Activity Center	5%	7%	4%	5%
Spring Creek Park Preserve	**10%**	4%	0%	4%

Figure 4.28: Survey Respondent Locations



Most Important Facilities

The most important facilities (sum of top four) to households (Table 4.7) were fairly consistent between the five sectors, although the order of preference did vary somewhat. ***Walking & hiking trails* ranked first in the North Sector, while *small neighborhood parks* ranked first in the Central and South Sectors.** These two facilities plus natural areas/nature parks and indoor swimming pools ranked in the top five for all three sectors. The North Sector placed a higher priority on unpaved trails, while the Central and South Sectors placed a higher priority on picnic shelters.

Table 4.7: Most Important Facilities (total of top 4 choices) by Sector

Facilities	North	Central	South	Garland
Paved trails (for walking, biking, skating)	**36%**	**24%**	**24%**	**27%**
Small neighborhood parks	**23%**	**26%**	**26%**	**25%**
Natural areas/nature parks	**32%**	**21%**	**20%**	**24%**
Indoor swimming pools	**17%**	**19%**	**22%**	**20%**
Playgrounds	**20%**	**18%**	15%	**17%**
Picnic areas/shelters	10%	**18%**	**18%**	16%
Large community parks	14%	15%	17%	15%
Senior center	**17%**	**18%**	11%	15%
Off-leash dog parks	16%	16%	13%	15%
Unpaved walking & hiking trails	**17%**	8%	14%	13%

The preferred upgrades to existing parks (sum of top three choices) varied somewhat between the sectors (Table 4.8). ***New/improved restrooms, security cameras/lighting, and walking/hiking trails* ranked in the top five upgrades for all three sectors.** However, the top option varied for each of the sectors.

- North = Walking/hiking trails (57%)
- Central = Security cameras/lighting (64%)
- South = New/improved restrooms (63%)

Table 4.8: Upgrades to Existing Parks by Sector

Upgrades	North	Central	South	Garland
New/improved restrooms	**55%**	**60%**	**63%**	**60%**
Security cameras/lighting	**48%**	**64%**	**61%**	**58%**
Walking/hiking trails	**57%**	**56%**	**53%**	**55%**
Picnic shelters	36%	**53%**	**49%**	**47%**
Benches/picnic tables	36%	**48%**	**50%**	**46%**
Playground equipment	38%	44%	48%	44%
Shade structures	**41%**	45%	42%	43%
Trees & landscaping	**39%**	38%	42%	40%
Trail lighting	33%	42%	39%	38%
Drinking fountains	32%	37%	39%	37%
Bike trails	33%	34%	35%	34%
Outdoor concert venue	32%	31%	36%	33%
Dog park	28%	34%	34%	32%
Wi-Fi at parks	26%	33%	30%	30%

Most Important Programs

The most important programs (sum of top four) to households (Table 4.9) were similar for the three sectors. ***Adult fitness & wellness programs* ranked first in two sectors (Central and South), and age 50+ programs ranked first in one (North).** *Summer concerts* also ranked in the top five for all three sectors. In general, the **North Sector indicated a higher level of need for adult programs, while the Central and South Sectors ranked a higher level of need for youth programs.**

Table 4.9: Most Important Programs by Sector

Programs	North	Central	South	Garland
Adult fitness & wellness programs	**31%**	**31%**	**31%**	**31%**
Age 50+ programs	**33%**	**24%**	**23%**	**26%**
Summer concerts	**27%**	**19%**	**20%**	**22%**
Staged plays, musicals, or concerts	**24%**	13%	**20%**	**18%**
Water fitness programs	15%	**15%**	**17%**	**16%**
Youth Learn to Swim programs	15%	**14%**	16%	15%
Nature programs	**18%**	**14%**	13%	15%
Arts, dance, or performing arts classes	15%	11%	12%	13%
Before & after school programs	10%	**14%**	11%	12%

Reasons for Not Using Facilities and Programs

Households in the five sectors provided similar reasons for not using Garland park facilities and programs (Table 4.10). Households in all three sectors reported the top reason for not using parks and programs is that they *do not know what is being offered*. **The Central and South Sector residents were more concerned about *security or safety concerns* and the *poor condition of facilities*, while North Sector residents were more likely to indicate that facilities are *too far from out home*.**

Table 4.10: Reason for Not Using Park Facilities and Programs by Sector

Reason	North	Central	South	Garland
Do not know what is offered	**38%**	**35%**	**31%**	**35%**
Security or safety concerns	**22%**	**28%**	**31%**	**27%**
Poor condition of facilities	**15%**	**23%**	**22%**	**21%**
Program times are not convenient	**15%**	**20%**	**14%**	**16%**
Too far from our home	**20%**	12%	**14%**	**15%**
Fees are too high	9%	**19%**	12%	14%
Prefer other agencies' facilities	**19%**	11%	9%	12%
Facility/program not offered	12%	9%	11%	11%

4.4 Online Engagement

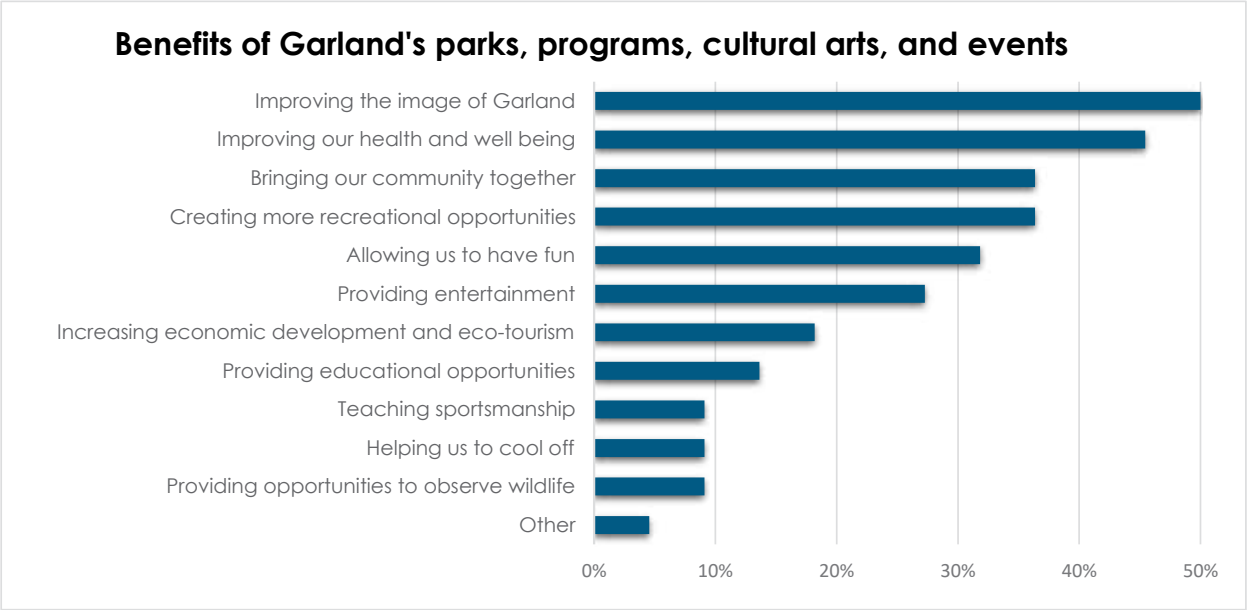
The City of Garland utilized MindMixer, an online civic engagement tool, to enabled residents to provide input regardless of their location or the time of day. The site was devoted specifically to this Master Plan and provided a forum for residents to submit ideas, provide input on priorities, engage in conversation with the parks and recreation leaders and others, and stay up-to-date on the planning process. The planning consultants managed and updated by the website, which experienced 58 total interactions. This section summarizes the results of the input gathered from the website. Topics on the website were posted in an effort

to follow up on previous public input and to keep the public involved throughout the process. Two different types of topics were posted on this website: polls and open-ended questions.

4.4.1 Activities at Parks, Pools, and Centers

Visitors of the MindMixer website were asked to select the benefits they think parks, programs, cultural arts, and events bring to the people of Garland (up to 3). The results can be seen in Figure 4.29, based on 22 participants. Improving the image of Garland twas the top response followed by improving health and wellbeing.

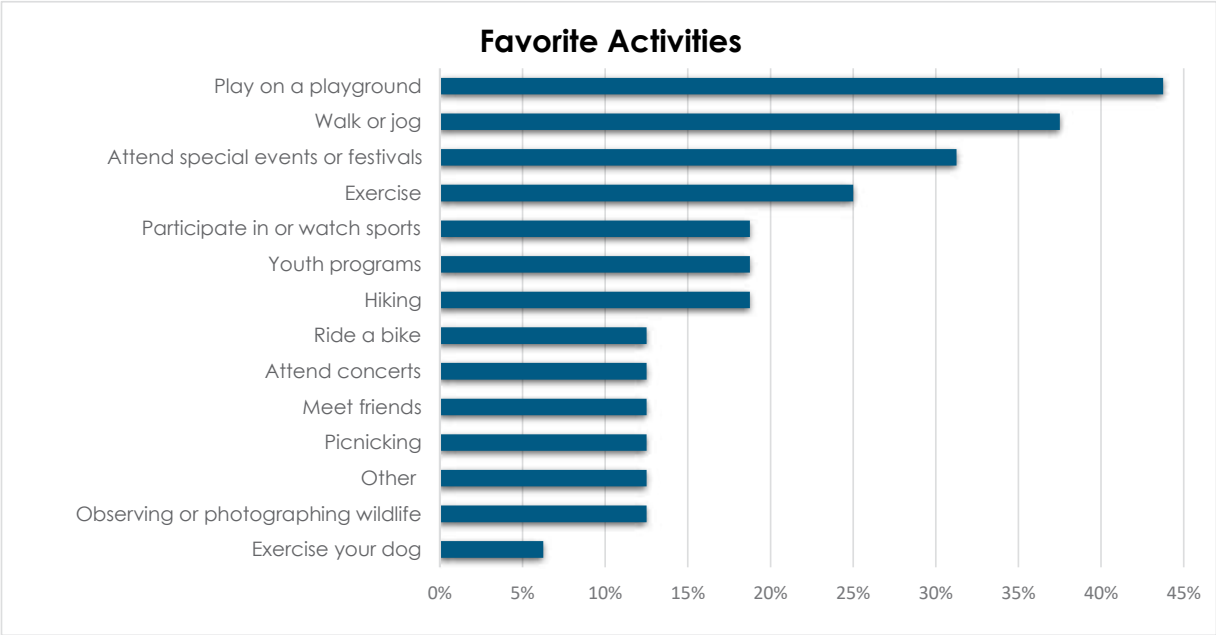
Figure 4.29: Benefits of Garland's parks, programs, cultural arts, and events



4.4.2 Activities at Parks, Pools, and Centers

Visitors were also asked to select their favorite activities at parks from a list (up to 3). The most popular activities can be seen in Figure 4.30, based on 16 participants.

Figure 4.30: Favorite Activities at Garland Parks



4.4.3 Improvements to Parks

Open-ended topics on the MindMixer website prompted visitors to indicate improvements they would like to see at Garland parks. The topics asked respondents to indicate their vision for the future of parks and recreation in Garland. A summary of the 11 ideas is provided below.

Park improvement ideas:

- Update parks
- Sidewalks in north Garland
- Downtown playground
- 10-minute walk to parks
- Nature education opportunities
- More to keep people in Garland

4.5 Conclusion

The public input process as a whole provided an abundance of information about the needs and desires of Garland residents. Although data was gathered through a variety of methods, some trends were apparent throughout the process.

Results indicate that the community desires:

- Upgrades and improvements to existing parks
- Improvements and expansion at recreation centers, plus extended hours
- Improved brand or image of Garland
- More/better restrooms
- A dog park
- A skatepark
- Sprayground (or splash pads)
- More shade, including trees and structures
- More playgrounds and improvements to existing
- Trail improvements
- More and better-connected trails
- Walking trails
- Unpaved trails
- Improved maintenance and safety
- Trail lighting
- More trailheads
- Development of parks with limited features (e.g., 111 Ranch)
- Acquisition and preservation of open space
- Improvements to athletic fields and better utilization of existing fields
- An amphitheater
- Picnic opportunities
- An indoor pool
- Improved safety and security
- Improve accessibility

- More drinking fountains
- Improved marketing, communication, and outreach
- More partnerships
- Improved technology, including Wi-Fi at parks
- More cultural arts opportunities, including education, movies, and public art
- More events (seasonal events, festivals, concerts, etc.)
- Expanded program offerings
- Water fitness
- Adult fitness & wellness programs
- Programs for persons aged 50+
- Summer concerts
- Nature programs

A word cloud, which uses font sizes to show the frequency of word appearance, can be seen in Figure 4.31. This concluding image, created using text of public meeting comments and survey responses, provides a visual representation of the voice of the community through this public input process and serves to reinforce the results presented above and throughout this chapter.

Figure 4.31: Public Input Word Cloud

5 NEEDS ASSESSMENT AND IDENTIFICATION

5.1 Introduction

This chapter of the *Our Garland: Parks, Recreation, and Cultural Arts Strategic Master Plan* comprises the assessment and identification of needs in Garland based on the following elements:

1. Parkland level of service analysis and open space guidelines
2. Facilities needs analysis and level of service standards
3. Geographic analysis of the distribution of parks and recreation facilities
4. Recent trends in parks and recreation

An analysis of the level of service for parks and recreation requires a series of methods because service can be defined in many ways. One method simply does not tell the whole story, as the level of service might be adequate using one method and deficient using another. For example, acreage standards at the city level do not indicate whether facilities are fairly distributed or accessible. Demands and expectations also vary, not just throughout the country but even within the City of Garland. The availability of land and the feasibility of operation of facilities varies throughout the community as well.

The analysis throughout this chapter uses much of the demographic and benchmarking data that was presented in Chapter 2, Planning Context. The information from the public input (Chapter 4) is also utilized in this analysis. Finally, the results of this chapter are integral to the recommendations for improvement in this plan (Chapters 7 and 8).

5.2 Parkland and Recreation Area Needs, Standards, and Guidelines

Level of service guidelines should represent achievable targets with acreage totals that could realistically be met over the 10-year implementation timeline of this plan. These standards and guidelines, which cover both developed parkland and total open space, are intended to meet that requirement, while remaining ambitious enough to inspire Garland to continue to offer a great level of service for residents.

5.2.1 Citywide Level of Service Standards – Developed Parkland

The parks and recreation area classifications were outlined in Chapter 3 with an overview of facilities in Garland, and these classifications are generally consistent with the National Recreation and Park Association

guidelines with some modifications to match local circumstances. Level of Service Standards (acres per thousand population) for each park classification in Garland were established following a thorough analysis of the existing conditions in conjunction with public input and benchmarking.

Table 5.1, Level of Service Standards by Park Classification, provides a breakdown of the needs (or target acreage) for each type of park in Garland. This table includes only properties operated by Garland Parks, Recreation, and Cultural Arts (PRCAD).

Table 5.1: Level of Service Standards by Park Classification – Developed Parkland

Park Classification	Existing Developed Acres	Existing Developed Acres per 1000 Population	Target Acres per 1000 Population	2018 Developed Acres Target	2018 Surplus/ Deficit	2030 Developed Acres Target	2030 Surplus/ Deficit
Neighborhood	193.5	0.8	1	236.3	-42.8	241.8	-48.3
Community	195.1	0.8	1	236.3	-41.2	241.8	-46.7
Regional	174.0	0.7	1	236.3	-62.3	241.8	-67.8
Greenbelts/Natural Areas	114.9	0.5	1	236.3	-121.4	241.8	-126.9
Special Use	18.4	0.1	0.1	23.6	-5.2	24.2	-5.8
Total	695.9	2.9	4.1	968.8	-272.9	991.2	-295.3

1. See Chapter 2 for population estimates
2. School grounds and HOA parks not included
3. Greenbelts/Natural Areas includes Nature Parks, Greenbelts, Open Space, Linear Parks, and Undeveloped properties
4. Special Use includes all developed special uses (Plazas, Centers, etc.)

The above table identifies current developed park acreage in Garland and estimates the future needs through 2030 based on the per population targets indicated. The population of Garland is expected to experience limited growth in the future. The totals in the table include only developed parkland offered by Garland Parks, Recreation, and Cultural Arts. The figure identifies a current deficit of 272.9 acres of developed parkland in 2018, which will increase to just under 300 acres by 2030.

The target levels of service are set with the primary intention of increasing developed areas at existing parks. The benchmarking in Chapter 2 showed that a much lower percentage of Garland's parkland is developed (31%) than in other cities (benchmark 60% developed). Accordingly, most of the deficit in developed parkland in Garland can be met at existing parks.

According to the targets, the City of Garland has an acreage deficit in all park classifications. The largest deficit is indicated for Greenbelts/Natural Areas (121.4-126.9 acres) as these parks represent most of the park inventory and the greatest potential for development of park features. The deficits for the other park areas range from 46 to 68 acres. It is also important to note that development of areas currently categorized as Greenbelts/Natural Areas can potentially be developed to meet the needs for Neighborhood and Community Parks.

Based on park sizes from the park classification system presented in Chapter 3, Garland will need the equivalent of four (4) to five (5) new Neighborhood Parks, two (2) new Community Parks, and one (2) new Regional Park, by 2030 to meet needs as presented in Table 5.1. As noted above, most of this developed acreage could be developed at existing parks, including those that are undeveloped (or underdeveloped). For example, most of the Tuckerville Park could provide a new Community Park, and One Eleven Ranch Park could be upgraded to a Neighborhood or Community Park.

5.2.2 Level of Service Comparison by Sector – Developed Parkland

As described earlier in this document, Garland has been divided into three sectors based on council districts (see Chapter 2 for a map of boundaries). Table 5.2 identifies the developed parkland and acres per 1,000 population by park classification for each of the five sectors. This table uses the same acres per population targets as the citywide table (5.1).

These values are intended to be used only for comparison between the three sectors and should not be seen as targets to be met individually. For example, Greenbelt/Natural Area acreage targets for the Central Sector

are not feasible because most of these parks are located in the North and South Sectors. This information is useful, however, because it allows for an analysis of how developed parkland is distributed throughout the city, and it may provide some insight into where to locate future parks or facility development. In general, only the Neighborhood and Community Park targets are applicable at the sector level and will be the focus of the analysis.

The numbers in Table 5.2 indicate that the current acres per 1,000 population varies significantly between the three sectors of the city. The target acres for each category also vary significantly because the sectors vary in terms of population and the amount of existing developed parkland.

Table 5.2: Level of Service by Sector

Sector/ Park Classification	Existing Developed Acres	Existing Developed Acres per 1000 Population	Target Acres per 1000 Population	2018 Developed Acres Target	2018 Surplus/Deficit
North					
Neighborhood	10.5	0.2	1	61.3	-50.8
Community	30.2	0.5	1	61.3	-31.1
Regional	0.0	0.0	1	61.3	-61.3
Greenbelts/Natural Areas	41.7	0.7	1	61.3	-19.7
Special Use	0.0	0.0	0.1	6.1	-6.1
Total	82.4	1.3	4.1	251.5	-169.1
Central					
Neighborhood	91.0	1.0	1	88.3	2.6
Community	90.1	1.0	1	88.3	1.8
Regional	78.0	0.9	1	88.3	-10.3
Greenbelts/Natural Areas	1.5	0.0	1	88.3	-86.8
Special Use	18.4	0.2	0.1	8.8	9.5
Total	278.9	3.2	4.1	362.1	-83.1
South					
Neighborhood	92.0	1.0	1	86.7	5.4
Community	74.7	0.8	1	86.7	-11.9
Regional	96.1	1.1	1	86.7	9.4
Greenbelts/Natural Areas	71.7	0.8	1	86.7	-15.0
Special Use	0.0	0.0	0.1	8.7	-8.7
Total	334.5	3.8	4.1	355.3	-20.8

1. See Chapter 2 for population estimates
2. School grounds and HOA parks not included
3. Greenbelts/Natural Areas includes Nature Parks, Greenbelts, Open Space, Linear Parks, and Undeveloped properties
4. Special Use includes all developed special uses (Plazas, Centers, etc.)

According to these numbers, the South Sector is currently (2018) best served by parks on a developed acres per population basis, due to the presence of a combination of all of the park categories, except Special Use Parks. The North Sector is the least well served and contains most of the deficits for Neighborhood and Community Parks. This part of the city was developed most recently, and parks were often not developed when the neighborhoods were built. The sector contains plenty of parkland; however, only a small percentage (10%) is developed (Central – 49%, South – 38%).

As noted previously, the purpose of the guidelines in Table 5.2 are to provide guidance for the location and development of future parkland, particularly Neighborhood and Community Parks, rather than to serve as goals to be met individually. Surpluses in acreage of other classifications or in adjacent sectors may also be used to meet these targets. Finally, most of these acreage targets could be met through the development of existing parkland and will not necessarily require the acquisition of additional property.

5.2.3 Open Space Guidelines

Open space provides benefits to the environment and human health, including improvements to air and water quality, increased biodiversity, wildlife habitat protection, noise reduction, reduction of erosion, and protection of water resources,[1] although some of these benefits may be reduced in developed portions of parks.

In general, conservation is better accomplished through targeted acquisitions based on the resource rather than using acreage standards, as these resources must be preserved in the locations in which they are observed. Additionally, the amount of land required for preservation depends on the resource. However, acreage targets can be useful metrics to measure progress, and it is also important to provide a somewhat equitable distribution of parks and open space because many of the benefits of land preservation, such as increased quality of life and property values, are more beneficial to those who live in closer proximity to those resources.

Method of Measurement

Two common metrics for measuring the level of service of open space are provided to serve as guidelines evaluating and measuring open space in Garland: acres per population and percentage of total area. Table 5.3 identifies the total acres of parks and open space, developed and undeveloped, in each of the sectors and the City of Garland as a whole,[2] showing targets based on both 13.5 acres per 1000 population and 5.5% of the total acreage in Garland for each sector. The 13.5 acres per population metric represents roughly the midpoint between the benchmarking median from Chapter 2 (12.2) and the Trust for Public Land median for medium-low density cities (14.8).[3] The 5.5% metric is, similarly, midway between the benchmarking median from Chapter 2 (3.2%) and the Trust for Public Land median for medium-low density cities (7.9%).

Table 5.3: Open Space Guidelines

Sector	Existing Acres	Existing Acres Per 1000	13.5 Acres per 1000 Population		Existing % Preserved	5.5% of Area	
			2018 Target Acres	2018 Surplus/Deficit		Target Acres	Surplus/Deficit
North	814.8	13.3	828.0	-13.2	6.9%	651.6	163.2
Central	571.9	6.5	1,192.1	-620.2	5.0%	624.5	-52.6
South	869.6	10.0	1,169.8	-300.3	6.6%	726.3	143.2
Garland	**2,256.3**	**9.5**	**3,190.0**	**-933.7**	**6.2%**	**2,002.5**	**253.8**

1. See Chapter 2 for population estimates
2. 13.5 Acres per 1000 population represents midpoint between Park Metrics median for similar jurisdictions and Trust for Public Land median for medium-low density cities.
3. 5.5% of Area represents midpoint between Park Metrics median for similar jurisdictions and Trust for Public Land median for medium-low density cities.

Acres per Population

Based on a target of 13.5 acres per 1000 population (an increase from the existing level), Garland currently has an open space deficit of over 900 acres. The total acreage of open space and the acres per 1,000 population vary between the three sectors. The South Sector has the largest amount of open space (869.6 acres) offered by the City of Garland, followed by the North Sector (814.8 acres). The Central Sector has the least amount of open space (571.9 acres). The following represents the acreage that would be required to meet to the 13.5 acres per 1000 population metric in all areas:

- Total – 933 additional acres
- North – 13 additional acres
- Central – 620 additional acres
- South – 300 additional acres

It is apparent that these targets are not feasible, especially in the highly developed Central Sector. However, the numbers do indicate that additional open space would be a benefit to residents of the Central and

[1] F., D. B. (2007). The economic benefits of land conservation. San Francisco, CA: The Trust for Public Land.
[2] These totals do include some structures, but these features represent a relatively small percentage of the total acreage.
[3] The Trust for Public Land (TPL), "2017 City Park Facts," https://www.tpl.org/2017-city-park-facts (accessed August 9, 2019).

South sectors if it were to become available. More importantly, this measurement indicates the importance of maintaining existing parkland in Garland.

Percentage of Total Area

Garland Parks, Recreation, and Cultural Arts currently owns or operates land representing 6.2% of the land in the city. Table 5.3 also includes targets for the city and each of the three sectors based on a 5.5% area goal. This measurement is useful to compare how evenly open space is distributed throughout Garland.

In contrast to the per population numbers, the 5.5% of area measurement indicates a surplus of just over 250 acres. Although Garland is above the benchmark median from Chapter 2 of 3.2%, it is below the median of the Trust for Public Land (TPL) median for medium-low density cities of 7.9% (TPL median for all cities – 9.3%). The TPL values also include other public park agencies located within the city, but none are offered in Garland. Additionally, some park agencies own much higher percentages of the land in their jurisdictions. For example, public parkland represents more than 10% of the land in Dallas, Austin, and San Antonio, three medium-low density cities.

Garland Parks, Recreation, and Cultural Arts owns or operates over 5.5% of the land in all sectors except the Central Sector. Parks represent nearly 7% of the land in the North Sector and 6.6% in the South Sector. In order for 5.5% of land in the Central Sector to be preserved by Garland as parkland, the city would need to acquire about 50 more acres.

Summary

The total number of acres required to meet the two level of service measurements varies substantially, and only the North Sector is close to meeting both metrics. In contrast to the developed parkland comparison that showed the North Sector as the least well served, it is the best served for overall open space. Because it has the largest deficit (of the three sectors) under the 13.5 acres per 1000 population metric and the only deficit under the 5.5% metric, the Central Sector appears to have the greatest need for additional open space, if any becomes available. The analysis does indicate that residents of all sectors would benefit from additional open space.

5.3 Facilities Needs Analysis and Level of Service Standards

Like the recommendations for parkland described previously, level of service standards for individual park facilities are useful for determining the quantity of recreation facilities needed to meet the needs of the public. These standards are the result of examination of benchmarking from Chapter 2 and the public input findings from Chapter 4 in conjunction with commonly used standards and guidelines.[4] Table 5.4 details the facilities by type with the available supply and the supply needed to meet the targets identified in the table (bold). Finally, the text outlines the variation in service levels between the three sectors.

5.3.1 Facility Level of Service Rationale

The following text provides the basis for the per population targets for each of the facilities in Table 5.4. The table shows the existing supply and level of service. The table also includes data used to arrive at the proposed target level of service. The Survey Results columns indicate how many facilities would be needed to meet the needs of residents who indicated their needs were unmet in the statistically valid Mail Survey (based on the Target Per Population LoS). The Benchmarking columns show the number of facilities needed to meet service levels equivalent to the NRPA Park Metrics ad Trust for Public Land benchmarking. Each item below describes how the per population target compares to the existing per population supply and indicates the justification for any changes.

Outdoor Recreation Areas

- Playgrounds – Increase based on benchmarking and demand
- Swimming Pools – Current level

[4] NRPA Park Metrics and Trust for Public Land Park Facts

- Splash Pads – No current level of service, set similar to benchmark due to demand and trends indicating popularity of these facilities
- Skate Parks – Increase based on benchmarking and demand, approximately equivalent to benchmarks

Passive Recreation

- Dog Parks – Increase to benchmark level due to demand and trends indicating popularity of these facilities
- Picnic Pavilions/Shelters – Increase based on demand
- Outdoor Stages/Theaters – No current level of service, set at increase due to demand and trends indicating popularity of these facilities

Outdoor Fields & Courts

- Diamond Fields – Current level
- Small Youth Baseball – Current level
- Large Youth Baseball – Current level
- Small Softball – Current Level
- Adult Softball – Current Level
- Multipurpose Fields – Significant increase of current due to notable unmet demand throughout public input, which is increasing according to trends
- Basketball Courts – Increase to between the two benchmarks due to demand
- Tennis Courts – Current level
- Pickleball Courts – No current level of service, set at benchmark due to demand and trends indicating popularity of these facilities

Trails (Miles)

- Shared-Use Trails – Increase due to demand, no available benchmarks
- Walking Trails – Increase due to demand, no available benchmarks
- Natural Surface Trails – Increase due to demand, no available benchmarks

Indoor Areas

- Indoor Pools – Current level N/A (none offered), assigned target much below median
- Fitness Centers – Increase due to demand, currently below benchmark
- Gymnasiums – Increase to benchmark median based on request for additional indoor space
- Senior Centers – Current Level, above benchmark
- Recreation Centers – Increase due to demand, despite current status above benchmark
- Nature Centers – No current level of service, set above benchmark due to demand (for nature programs) and trends indicating popularity of these facilities

5.3.2 Facility Level of Service Standards

The values in the Table 5.4 indicate the recommended levels of service for over 20 facilities. Based on these numbers, Garland currently has the largest deficits for picnic shelters (between 11 and 12) and multipurpose rectangular fields (13). The city also has notable deficits in the number of gymnasiums (2 or 3), splash pads (3), and outdoor stages (2). Overall, the city has deficits for most recreation facilities and facility development has not kept pace with population growth.

This table also indicates a substantial need for additional trails, including paved trails and natural surface (hiking and mountain biking) trails. These targets respond to public input, which showed a strong demand for more trails. Most existing parks lack paved perimeter trails, including many of the largest parks. Natural surface trails are only available in three locations, including only two of the Greenbelts. Mountain bike trails are only located in one location (Rowlett Creek Greenbelt), although these trails are extensive.

Table 5.4: Facility Level of Service Standards

Facility	Existing Supply	Current Per Population Level of Service (LoS)	Target Per Population LoS	2018 Target # of Facilities	2018 Surplus/ Deficit	Survey Results		Benchmarking					
						Population w/ Unmet Needs	Facilities Needs to Meet Unmet Needs[2]	Park Metrics[3]			Trust for Public Land[4]		
								Benchmark Population Per Facility	Facilities Needed	Surplus/ Deficit	TPL Population Per Facility	TPL Needed	Surplus/ Deficit
Outdoor Recreation Areas													
Playgrounds	32	7,384	**5,300**	44.6	**-12.6**	50,609	-9.5	5,334	44.3	-12.3	4,167	56.7	-24.7
Swimming Pools	4	59,073	**60,000**	3.9	**0.1**	43,935	-0.7	64,688	3.7	0.3	47,619	5.0	-1.0
Splash Pads[5]	0	N/A	**80,000**	3.0	**-3.0**	49,694	-0.6	N/A			83,333	2.8	-2.8
Skate Parks	1	236,293	**160,000**	1.5	**-0.5**	18,351	-0.1	160,000	1.5	-0.5	166,667	1.4	-0.4
Passive Recreation													
Dog Parks[5]	1	236,293	**90,000**	2.6	**-1.6**	59,777	-0.7	N/A			90,909	2.6	-1.6
Picnic Pavilions/Shelters	18	13,127	**8,000**	29.5	**-11.5**	69,208	-8.7	N/A			N/A		
Outdoor Stages/Theaters	0	N/A	**120,000**	2.0	**-2.0**	54,125	-0.5	N/A			N/A		
Outdoor Fields & Courts													
Diamond Fields	33	7,160	**7,100**	33.3	**-0.3**	11,812	-1.7	N/A			6,250	37.8	-4.8
Youth Baseball	17	13,900	**14,000**	16.9	**0.1**			11,195	21.1	-4.1	N/A		
Youth Softball	6	39,382	**40,000**	5.9	**0.1**			34,067	6.9	-0.9	N/A		
Adult Softball	10	23,629	**25,000**	9.5	**0.5**			22,806	10.4	-0.4	N/A		
Multipurpose Fields	21	11,252	**7,000**	33.8	**-12.8**	22,568	-3.2	13,625	17.3	3.7	N/A		
Basketball Courts	13.5	17,503	**12,000**	19.7	**-6.2**	25,346	-2.1	15,478	15.3	-1.8	7,692	30.7	-17.2
Tennis Courts	26	9,088	**9,000**	26.3	**-0.3**	27,258	-3.0	7,971	29.6	-3.6	5,556	42.5	-16.5
Pickleball Courts	0	N/A	**60,000**	3.9	**-3.9**	17,115	-0.3	N/A			62,500	3.8	-3.8
Trails (Miles)													
Shared-Use Trails	7.0	33,756	**10,000**	23.6	**-16.6**	85,395	-8.5	N/A			N/A		
Walking Trails	5.8	40,740	**10,000**	23.6	**-17.8**			N/A			N/A		
Natural Surface Trails	17.7	13,350	**10,000**	23.6	**-5.9**	N/A	N/A	N/A			N/A		
Indoor Areas													
Indoor Pools	0	N/A	**240,000**	1.0	**-1.0**	72,354	-0.3	133,231	1.8	-1.8	N/A		
Fitness Centers	3	78,764	**50,000**	4.7	**-1.7**	N/A	N/A	66,477	3.6	-0.6	N/A		
Gymnasiums	7	33,756	**25,000**	9.5	**-2.5**	40,046	-1.6	50,014	4.7	2.3	N/A		
Recreation and Senior Centers	8	29,537	**25,000**	9.5	**-1.5**	N/A	N/A	N/A			125,000	1.9	6.1
Senior Centers	2	118,147	**120,000**	2.0	**0.0**	38,648	-0.3	168,786	1.4	0.6	N/A		
Recreation Centers	6	39,382	**35,000**	6.8	**-0.8**	42,396	-1.2	52,330	4.5	1.5	N/A		
Nature Centers	0	N/A	**120,000**	2.0	**-2.0**	N/A	N/A	235,339	1.0	-1.0	222,222	1.1	-1.1

1. See Chapter 2 for population estimates
2. Based on the Parks and Recreation Survey results by ETC which estimate the number of households with unmet needs, then converted to residents based on Garland household size (3.06)
3. Based on 21 agencies serving populations between 100,000 and 400,000 (see benchmarking in Chapter 2)
4. From Trust for Public Land 2017 City Park Facts report of 100 largest cities. Limited to those with populations under 400,000 (53 cities) and offering at least one facility. Values coverted to popultion per facility.
5. Includes facilities currentrly in progress

5.3.3 Facility Level of Service Comparison by Sector

The numbers in Table 5.4 indicate the number of additional facilities needed to meet the needs of the population of Garland but do not indicate where new facilities should be located within Garland. Table 5.5 shows facilities by type with the available supply by sector and the number that would be required to meet the per population targets identified in Table 5.4. The values in Table 5.5 indicate that the levels of service for facilities vary greatly between the three sectors. The North Sector has fewer facilities by far than the other two sectors and, therefore, also has the greatest deficits.

Table 5.5: Facility Level of Service by Sector

Sector/ Recreation Facility	Existing Supply	Per Population Target	2018 Target	2018 Surplus/ Deficit
North				
Playgrounds	4	5,300	11.6	-7.6
Picnic Pavilions/Shelters	2	8,000	7.7	-5.7
Diamond Fields	4	7,100	8.6	-4.6
Multipurpose Fields	1	7,000	8.8	-7.8
Basketball Courts	1	12,000	5.1	-4.1
Tennis Courts	0	9,000	6.8	-6.8
Shared-Use Trails	1.4	10,000	6.1	-4.7
Walking Trails	1.5	10,000	6.1	-4.6
Fitness Centers	0	50,000	1.2	-1.2
Gymnasiums	2	25,000	2.5	-0.5
Recreation Centers	1	35,000	1.8	-0.8
Central				
Playgrounds	14	5,300	16.7	-2.7
Picnic Pavilions/Shelters	5	8,000	11.0	-6.0
Diamond Fields	16	7,100	12.4	3.6
Multipurpose Fields	11	7,000	12.6	-1.6
Basketball Courts	8	12,000	7.4	0.6
Tennis Courts	13	9,000	9.8	3.2
Shared-Use Trails	0.0	10,000	8.8	-8.8
Walking Trails	2.4	10,000	8.8	-6.4
Fitness Centers	3	50,000	1.8	1.2
Gymnasiums	4	25,000	3.5	0.5
Recreation Centers	4	35,000	2.5	1.5
South				
Playgrounds	14	5,300	16.3	-2.3
Picnic Pavilions/Shelters	11	8,000	10.8	0.2
Diamond Fields	13	7,100	12.2	0.8
Multipurpose Fields	9	7,000	12.4	-3.4
Basketball Courts	4.5	12,000	7.2	-2.7
Tennis Courts	13	9,000	9.6	3.4
Shared-Use Trails	5.6	10,000	8.7	-3.1
Walking Trails	1.9	10,000	8.7	-6.8
Fitness Centers	0	50,000	1.7	-1.7
Gymnasiums	1	25,000	3.5	-2.5
Recreation Centers	1	35,000	2.5	-1.5

1. See Chapter 2 for population estimates

North Sector

This sector has a lower level of service for most of these facilities than the rest of the city. The table shows significant deficits for playgrounds, picnic shelters, athletic fields, game courts, and trails. These deficits are due in part to the lower overall level of development of parks in this sector. The deficits for some facilities, such as diamond fields and tennis courts, are nearly or completely offset by surpluses in the other sectors, so additional facilities are not needed to meet citywide needs. The public input results by sector also did not show exceptionally high needs or importance for these facilities in this sector. The public input did show a higher level of importance for playgrounds in the North Sector and ranked trails as the most important improvement to existing parks.

Central Sector

More facilities are located in this sector because it is older and more densely populated. Most of the city's indoor facilities are located in the Central Sector, yielding a surplus compared to deficits in the other two sectors. The Central Sector also has a surplus of diamond fields, offsetting the deficit in the North Sector. The most notable deficit in the Central Sector based on population is for trails as none of the city's shared-use trails currently run through this sector. The sector also has a large deficit for picnic shelters. Households in this sector were more likely to cite the poor condition of facilities and need for improved security, indicating a desire for improvements at existing parks more than for additional facilities.

South Sector

The South Sector has deficits for most facilities but is the only sector without a deficit for picnic shelters. Like the North Sector, the South Sector has a deficit for all indoor facilities. This sector also has large deficits for multipurpose fields and trails.

5.4 Geographic Distribution of Parks and Recreation Areas

The spatial distribution of parks throughout Garland is important because residents are more able and willing to access facilities that are near their homes. Figures 5.1 through 5.3 show existing parks with service areas based on park classification. The methodology for this analysis is available in Appendix A. The maps show the boundaries of the five sectors for analysis of service levels within these separate portions of Garland.

5.4.1 Neighborhood Park Service Areas

The green areas in Figure 5.1 represent a 10-minute walk to a Neighborhood Park (or larger Community or Regional Park that meets neighborhood needs). The brown areas indicate a 10-minute walk to an Open Space or Natural Area, including the Greenbelts. The orange areas indicate a 10-minute walk to a Special Use Park. This map indicates gaps in service where neighborhoods have more limited access to parks.

A 10-minute walking distance represents about a half mile distance and is a commonly used range for measuring the walkability of an area as most residents can easily travel this distance without a car. The Trust for Public Land, NRPA, and the Urban Land Institute have joined forces to promote a 10-Minute Walk Campaign where cities make a promise to ensure that all residents have access to a park within a 10-minute walk of their home by 2050. Mayors throughout the country are invited to take the pledge. Several in the Dallas-Fort Worth Metroplex have done so, including the mayors of Denton, Grand Prairie, McKinney, Plano, and Richardson.[5]

The Neighborhood Park service areas of Garland are generally well distributed throughout the city. In general, the older portions of the city have better access than the newer areas. The neighborhoods in the center of the city have better access than those in the north and south. The most notable areas outside of the service areas for Neighborhood parks are:

- North Sector
  - Northeast and southwest of Firewheel Golf Park (Firewheel and The Greens subdivisions) – Some residents can access the golf course or One Eleven Ranch Park, but no Neighborhood Parks and accessible.

[5] https://10minutewalk.org/

  - East South of the George Bush Turnpike (Carriagehouse Estates)
- Central Sector
  - West of Central Park (Crest Ridge Estates, Meadowlark Estates, Williams Estates)
- South Sector
  - West of S Garland Avenue and Tinsley Park (Ridgecrest Park Estates, English Estates, Claremont Place)
  - Near Wynn Joyce Park and Hayes Park at Rosehill – These areas have access to Open Space but lack access to Neighborhood Parks.
  - East, north of I-30 (Windsor Park, Shores of Wellington, Candlestick Cove, Hubbard Hill)
  - East, south of I-30 (Pecan Park, Lake Crest Park, Cypress Cove)
- Future residential areas

Just over 40% of the population currently lives within a 10-minute walk to a Neighborhood Park, including larger Community and Regional Parks that serve as Neighborhood Parks, and 48% live within a 10-minute walk of any park. Some residents living outside of these service areas do have access to private facilities, including those offered by homeowners associations and apartment complexes (see Chapter 3). Some areas have elementary schools that could serve as Neighborhood Parks through a partnership with the Garland Independent School District (GISD).

Service areas can be expanded by developing existing parkland, new parks, or connections to existing parks. Connections to the neighborhoods to the east of Ablon Park, for example, would increase park access with minimal development of additional parkland. Undeveloped or underdeveloped parks, such as Tuckerville Park, Hayes Park at Rosehill, and Wynn Joyce Park, could be developed and upgraded to Neighborhood Parks with better connectivity to expand access.

5.4.2 Community and Regional Park Service Areas

Community Parks should be accessible within a short drive for most residents. Five-minute drive times are indicated in green for Community Parks (includes Regional Parks serving Community Park needs). This 5-minute drive range is similar to a 10- to 15-minute bike ride, providing non-motorized access to older children and adults. The service areas in Figure 5.2 indicate a fairly balanced distribution of these parks with most land in the city located within these service areas. Residents living outside of the 5-minute drive to a Community or Regional Park are limited to a few areas:

- North Sector – Near boundary with Sachse, east of Firewheel Golf Park/One Eleven Ranch
- Central Sector – Near boundary with Dallas/Richardson (area served by three Neighborhood Parks – Watson, Hollabaugh, Friendship)
- South Sector – South of I-30 near boundary with Sunnyvale, east along Lake Ray Hubbard, west near Graham Parp

About three-quarters of the Garland population (74%) lives within a 5-minute drive of a Community or Regional Park. This number could be increased through the development of existing parkland, including Hayes Park at Rosehill and Tuckerville Park. Upgrading One Eleven Ranch Park and Ablon Park to Community Parks would expand access as well.

The largest parks serve large portions of the community and are typically accessed by motor vehicle. The yellow areas indicate a 10-minute drive to a Regional Park. Nearly all residents of Garland live within these areas. Only a few small areas, including the western edge of the city near the boundary with Dallas, are outside of these service areas, and these areas are only 11 to 13 minutes away.

5.4.3 Nature Park/Greenbelt Service Areas

Like Regional Parks, Nature Parks and Greenbelts are most likely accessed by motor vehicle. These parks tend to be located along floodplains away from the center of town. Garland is fortunate to have a large amount of this type of parkland (over 1,000 acres). Figure 5.3 shows 5- and 10-minute drivetimes to these parks.

Most resident in the north, south, and east portions of the city live within a 5-minute drive of a one of these parks with areas in the central and western portions of Garland located outside of the 5-minute drive area. **Nearly all residents, however, live within a 10-minute drive of a Greenbelt.** Only a portion of the western edge of the city at the boundary with Dallas is beyond a 10-minute drive.

5.5 Geographic Distribution of Facilities

Another portion of the needs analysis consists of a review of the geographic distribution of facilities. Service areas for these facilities are provided in Figures 5.4 through 5.17. Service area sizes vary by facility based on the size of the population served and the number of facilities offered. Residents are typically willing to travel greater distances for larger and more unique amenities. Some facilities serve smaller, more local populations, generally within walking distance.

Only facilities that are open for public use are included in the following analysis. The methodology for this analysis can be found in Appendix A. The analysis lists portions of the city that are located outside of the service areas for each facility. A new facility is not necessarily recommended in these areas as this analysis is only one part of the overall needs assessment.

5.5.1 Playgrounds

Figure 5.4 shows the service areas (10-minute walk) for playgrounds in Garland. Garland Parks, Recreation, and Cultural Arts offers 32 playgrounds at park locations in the city. Service areas representing a 10-minute walk are shown in brown and are distributed throughout Garland. However, many areas of the city are located outside of these service areas. Only about a third of residents (35%) live within a 10-minute walk of a playground. Some HOA playgrounds fill gaps in service and school playground could potentially help fill the gaps if use agreements could be arranged with GISD. New playgrounds at existing parks that currently lack the feature would also fill many gaps. Nearly all residents (95%) live within a 5-minute drive to a playground with the exception of the area at the northeastern edge of the city near One Eleven Ranch Park.

5.5.2 Basketball Courts

Service areas representing a 10-minute walk to outdoor basketball courts are displayed in Figure 5.5. Parks, Recreation, and Cultural Arts offers 13.5 outdoor basketball courts spread between 15 different parks.[6] The map shows that basketball courts are distributed throughout the City of Garland; however, in several areas of the city, residents live well beyond a 10-minute walk to a basketball court. The central part of the city has very good access to basketball courts with most residents living within the 10-minute walk areas; however, the supply of courts is lower in the north, west, and southeast portions of Garland. Like for playgrounds, the northeast portion of the city, north of the George Bush Turnpike, is more than a 5-minute drive from the nearest basketball court. Some smaller areas in the south near Hayes Park and Ablon Park are also beyond a 5-minute drive to a basketball court.

5.5.3 Tennis Courts

The Parks, Recreation, and Cultural Arts currently offers 26 tennis courts at seven (7) locations (Figure 5.6). Most of the courts are located near the center, with one location in the north and one in the west. No tennis courts are located in the southern portion of the city. These locations provide easy access for those in the central part of the city, many within a 10-minute walk. Most residents of the north and west parts of the city are within a 5-minute drive. Many residents in the south are beyond even a 10-minute drive.

[6] Courts with one goal are counted as ½ of a court.

5.5.4 Volleyball Courts

Volleyball courts (sand) are available at only one park in Garland, four (4) at Central Park. As indicated in Figure 5.7, this location provides good access for residents in the central portion of the city but more limited access for other parts of Garland. The north and south edges of the city are more than a 10-minute drive from these volleyball courts.

5.5.5 Diamond Fields

The city offers diamond fields at 11 parks, for a total of 33 diamond fields (Figure 5.8). This map indicates that many residential areas in the central, northwestern, and southern parts of the city are located within the 10-minute walk service areas (also includes backstops or playfields). Most of the city is within a 5-minute drive to a diamond field, except the northeast and southeast edges of Garland. These areas are, however, within a 10-minute drive of a diamond field. The large field complexes are well distributed at Winters and Holford Parks in the north, Audubon Park (Carter Softball Complex) in the south, and Oden and Central Parks closer to the center of the city.

5.5.6 Multipurpose/Rectangular Fields

Figure 5.9 displays the service areas for rectangular or multipurpose fields in Garland. Parks, Recreation, and Cultural Arts currently offers nine (9) small rectangular fields suitable for youth soccer or practice only and 21 full-sized rectangular fields suitable for multiple uses, including soccer, football, lacrosse, and more. The six locations with rectangular fields provide access within a 10-minute walk for a relatively small number of residents, but most areas of the city are within a 5-minute drive of these fields. All residents live within a 10-minute drive of a rectangular field, and the two large field complexes are located at opposite ends of the city in Winters and Audubon Parks.

5.5.7 Aquatics

The City of Garland offers four outdoor pools, and the service areas can be seen in Figure 5.10. Few residents live within a 10-minute walk, but many live within a 5-minute drive as the pools are distributed throughout Garland. The remaining residents live within a 10-minute drive of one of the pools. Hawaiian Falls Waterpark, which is privately operated, offers another aquatic facility for Garland residents and is located within Winters Park in the northern portion of the city. Garland currently offers no splash pads, but these facilities will be considered as part of the Garland Aquatics Master Plan that is currently underway and will be completed in 2020.

5.5.8 Recreation Centers

Garland Parks, Recreation, and Cultural Arts offers six (6) recreation centers. The service areas for these buildings can be seen in Figure 5.11. Three of these centers are located close to the center of town (Granger, Fields, and Bradfield) with one in the south (Audubon), one in the west (Hollabaugh), and one in the northwest. Residents in the northeast, southwest, and southeast portions of the city are more than a 5-minute drive from a recreation center. Nearly all residents are within a 10-minute drive of a recreation center.

5.5.9 Senior Centers

Garland offers two senior centers, the Senior Activity Center and the Carver Senior Center. Figure 5.12 shows service areas to these facilities. The facilities are located in downtown Garland, but both have loyal users. These locations in the center of town lead to decreasing levels of service for residents who live farther away from downtown Garland. Only a small portion of the city is within a 5-minute drive, and much of Garland is beyond a 10-minute drive. However, the transportation services provided by Garland Parks, Recreation, and Cultural Arts help to provide service for all parts of the city.

5.5.10 Gyms

Figure 5.13 shows the service areas for the five gym locations (7 total gyms) in Garland. One recreation center, Hollabaugh, does not currently offer a gym. These locations provide access within a 5-minute drive for most residents. Residents in the western (Hollabough), southwestern, southeastern, and northeastern portions of the city are beyond these 5-minute drive areas but are within a 10-minute drive.

Figure 5.1: Neighborhood Park Service Areas

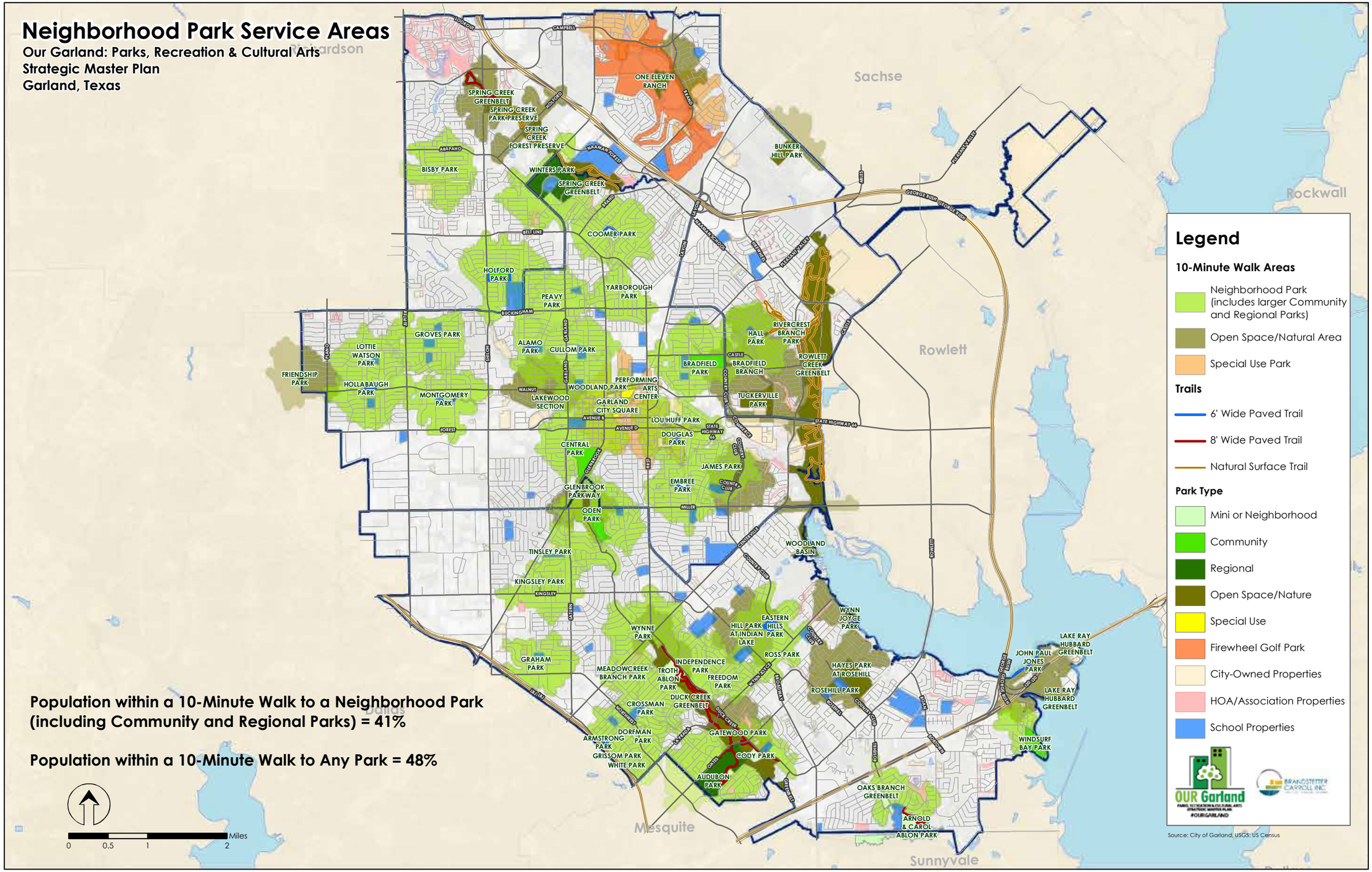


Figure 5.2: Community and Regional Park Service Areas

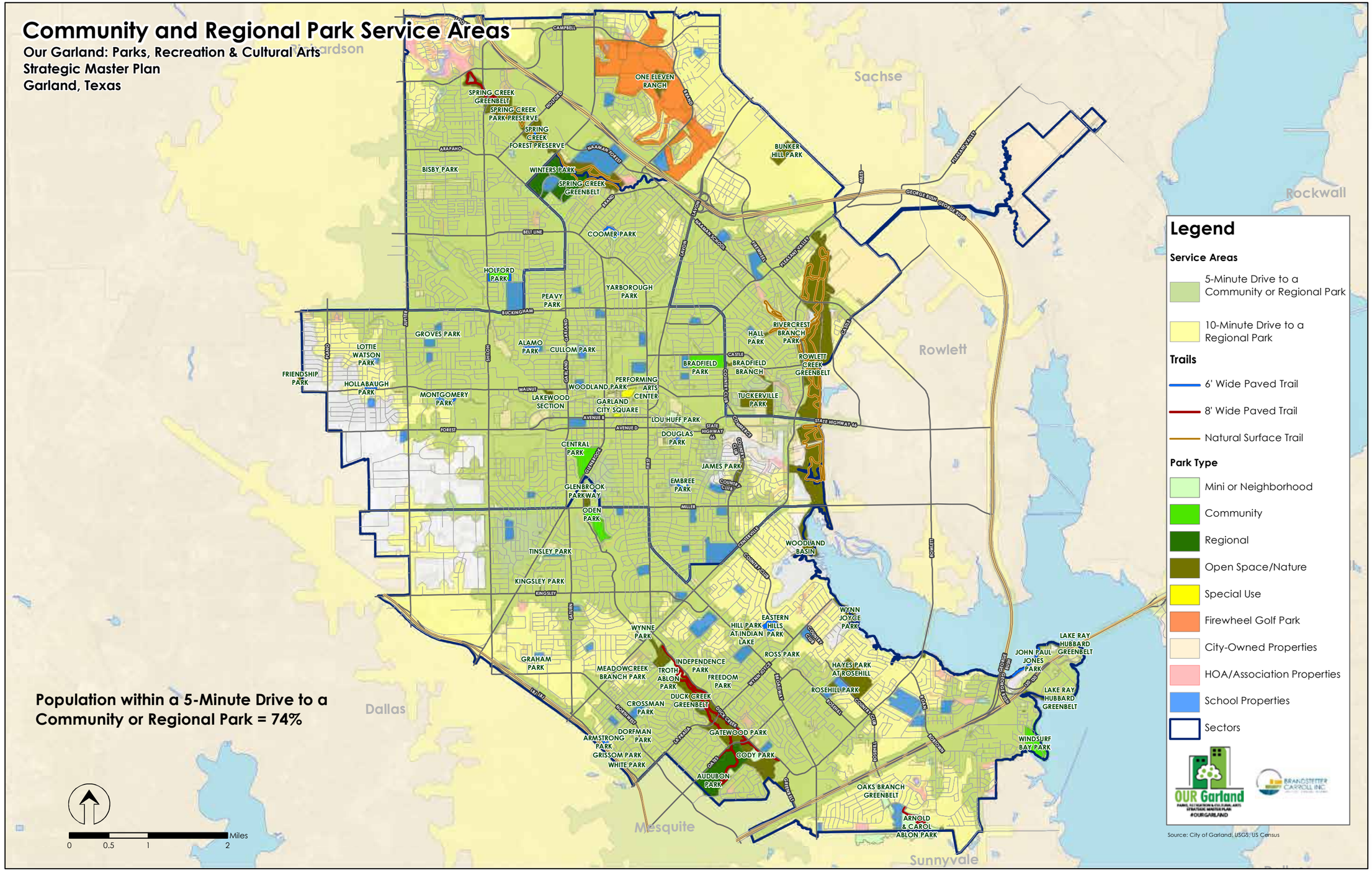
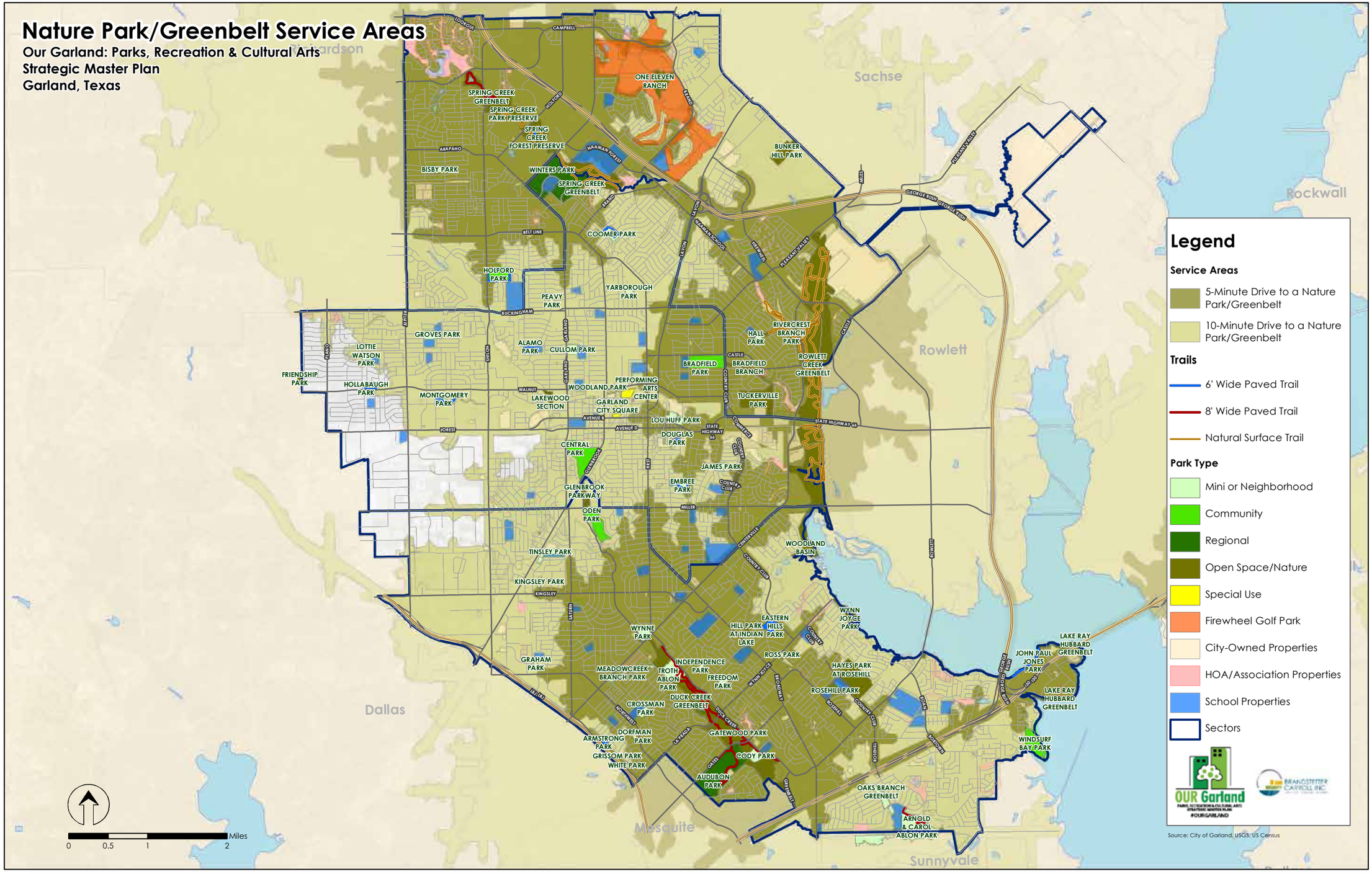


Figure 5.3: Nature Park/Greenbelt Service Areas



5.5.11 Fitness Centers

The Garland Parks, Recreation, and Cultural Arts offers three fitness centers for which service areas can be seen in Figure 5.14. The fitness centers are offered within Fields, Hollabaugh, and Granger Recreation Centers. These three locations provide access within a 5-minute drive for residents in the central part of the city; however, many residents in the northern and southern parts of Garland are beyond a 10-minute drive to a fitness center.

5.5.12 Picnic Shelters

Service areas for picnic shelters are depicted in Figure 5.15, showing the portions of Garland that are within the service areas for picnic shelters. Picnic shelters of various sizes are located in 16 of Garland's parks. A 10-minute walk is indicated for all shelters regardless of size. A 5-minute drive is indicated for medium or large shelters, and a 10-minute drive is indicated only for large shelters.

The map shows that residents in much of the northern portion of the city live more than a 5-minute drive to a picnic shelter, as do residents in the southwest portion of Garland (west of Garland Ave) and residents near Wynn Joyce Park. All residents live within a 10-minute drive of a large shelter.

5.5.13 Paved Trails

Figure 5.16 shows service area for paved trails in Garland. A 10-minute walk is indicated to any paved trail (minimum of ¼ mile long), and a 5-minute drive is indicated to a trail of ½ mile or more. A 10-minute drive is indicated only to shared-use trails, which are suitable for pedestrians, bikers, skaters, and more and are more than a mile long (Duck Creek and Spring Creek trails). These trails ultimately will be part of a network that connects the City of Garland.

The locations of trails are distributed throughout Garland, although not evenly. The map shows that most residents lack access to a trail within a 10-minute walk. Many trails are located in the southern portion of the city, and some are located in the northwest and west; however, the northeast, central, and southwest areas of Garland have few trail opportunities. They also have to travel more than a 5-minute drive to access the existing trail network. Many parks in Garland do not currently offer trails, but they could be developed at nearly all of them.

Figure 5.16 emphasizes the need to develop a continuous trail network throughout Garland, improving access to parks, schools, neighborhoods, business districts, and other destinations. Fortunately, the city has been developing a trail system plan concurrent with this Park System Master Plan, providing an opportunity for both plans to work in concert.

5.5.14 Unpaved Trails

Figure 5.14 shows the service area for unpaved trails in Garland. Only three parks offer these trails in Garland, all Greenbelts. Few residents live within a 10-minute walk to these trails, and most residents live beyond a 5-minute drive. A 10-minute drive is indicated for only the extensive network of mountain bike trails at Rowlett Creek Greenbelt, and residents in the northwest, southwest, and southeastern portions of Garland live outside of that area.

5.6 Composite Geographic Park Service Areas

While the preceding text describes the level of access to park by classification and an assortment of recreation facilities in Garland, a composite analysis provides a better idea of the overall level of service by location throughout the city. This analysis also includes a comparison of these composite service areas to the social needs and conditions analysis presented in Chapter 2.

Figure 5.4: Playground Service Areas

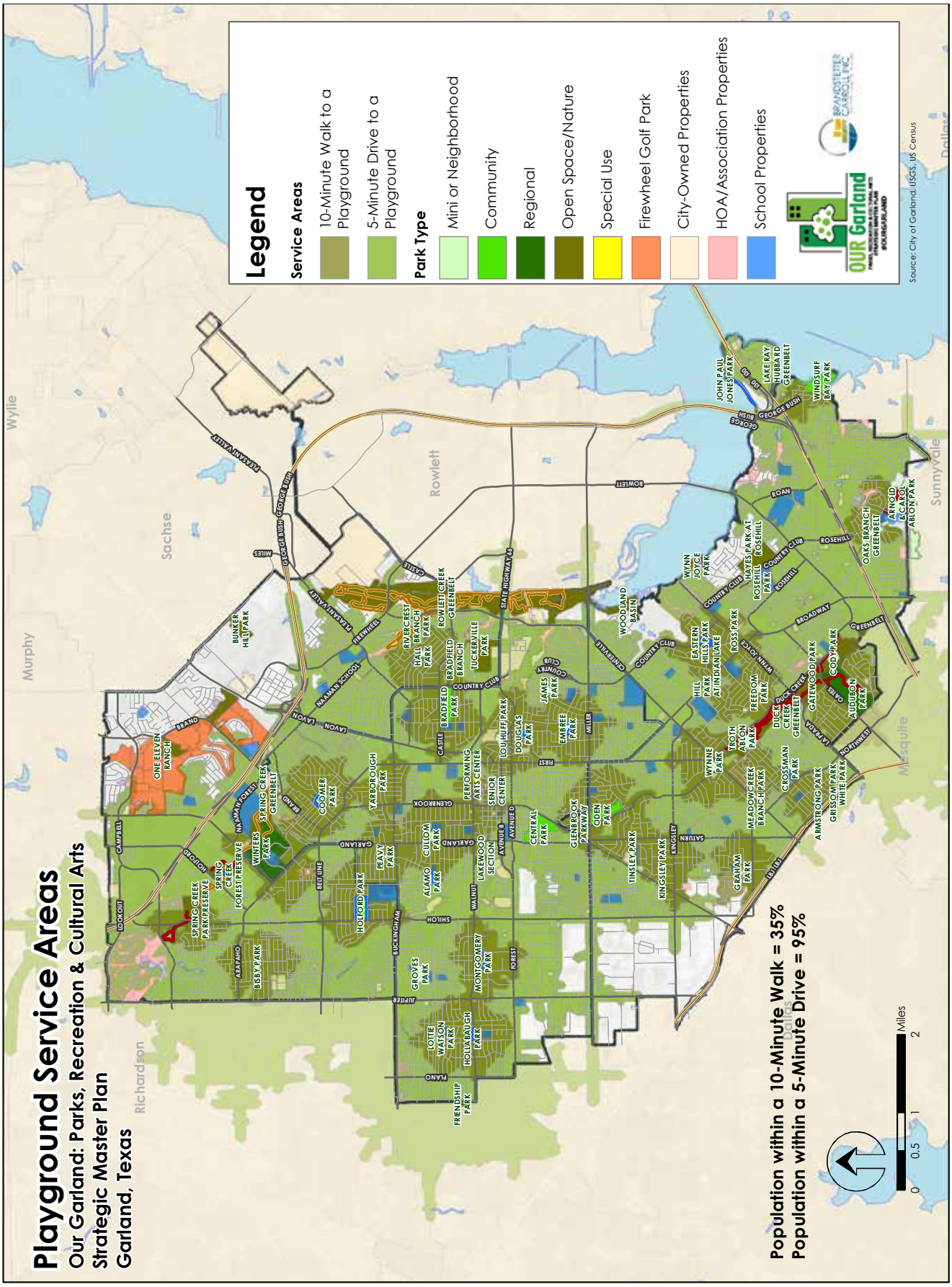


Figure 5.5: Basketball Court Service Areas

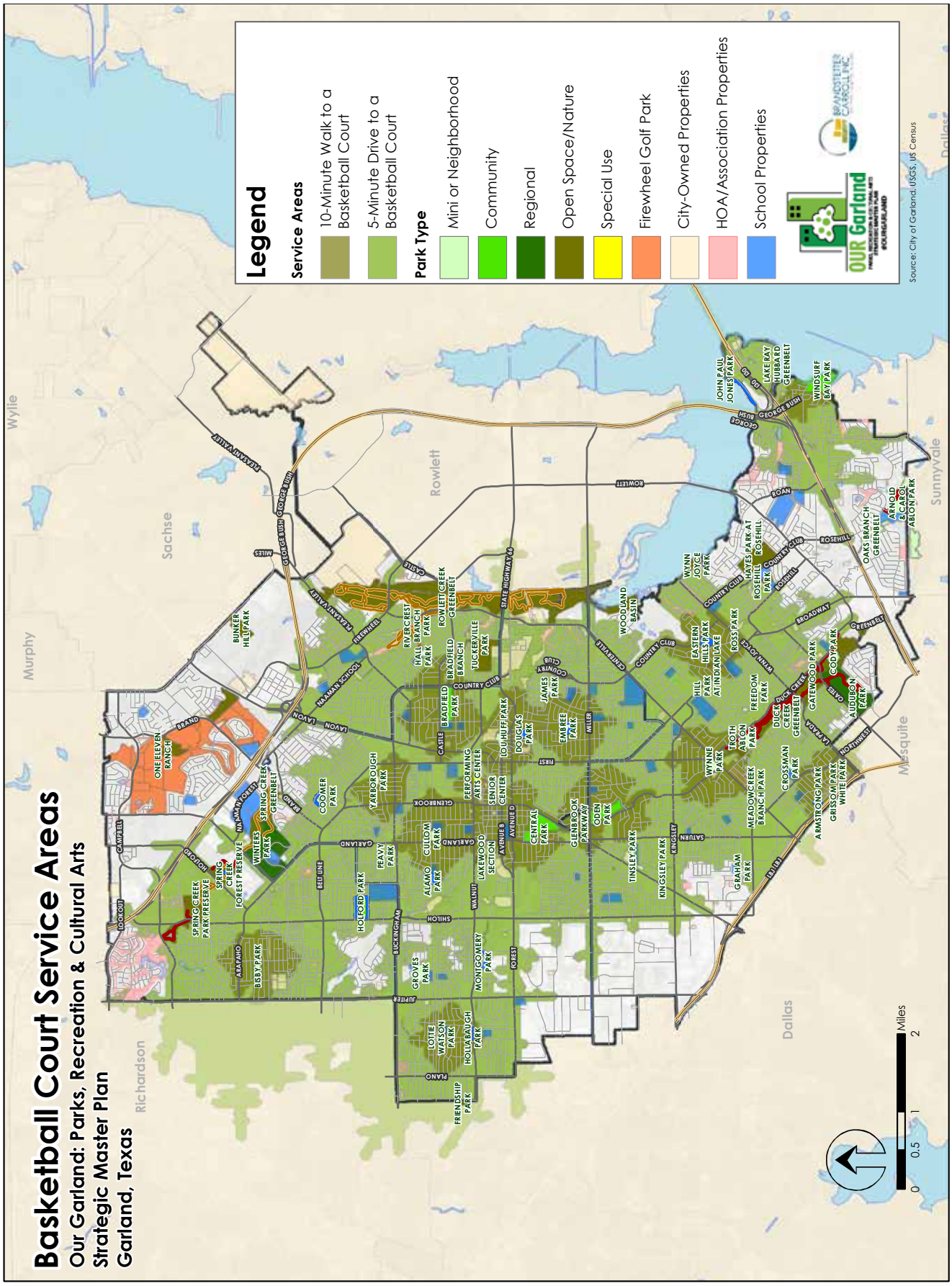


Figure 5.6: Tennis Court Service Areas

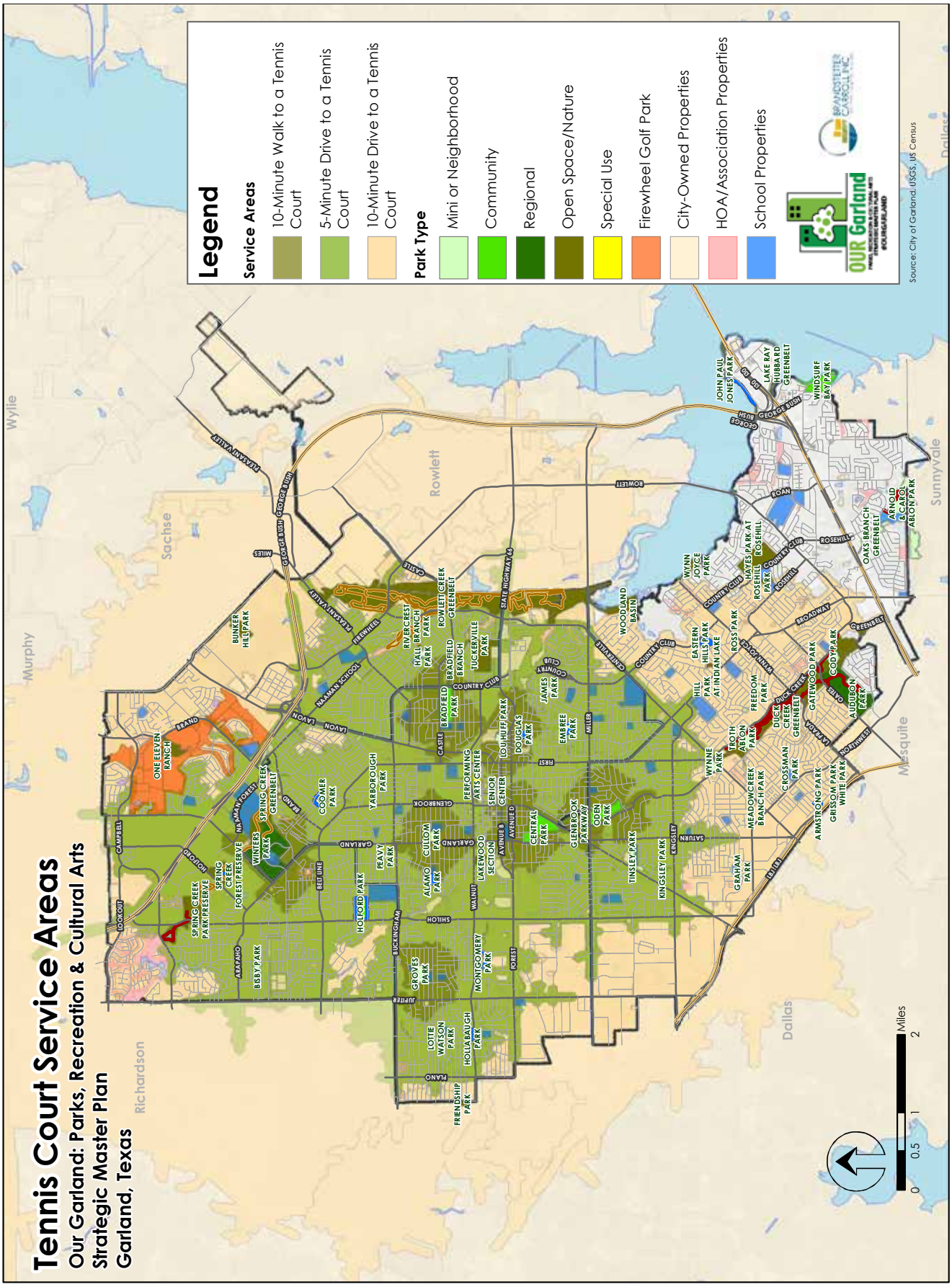


Figure 5.7: Volleyball Court Service Areas

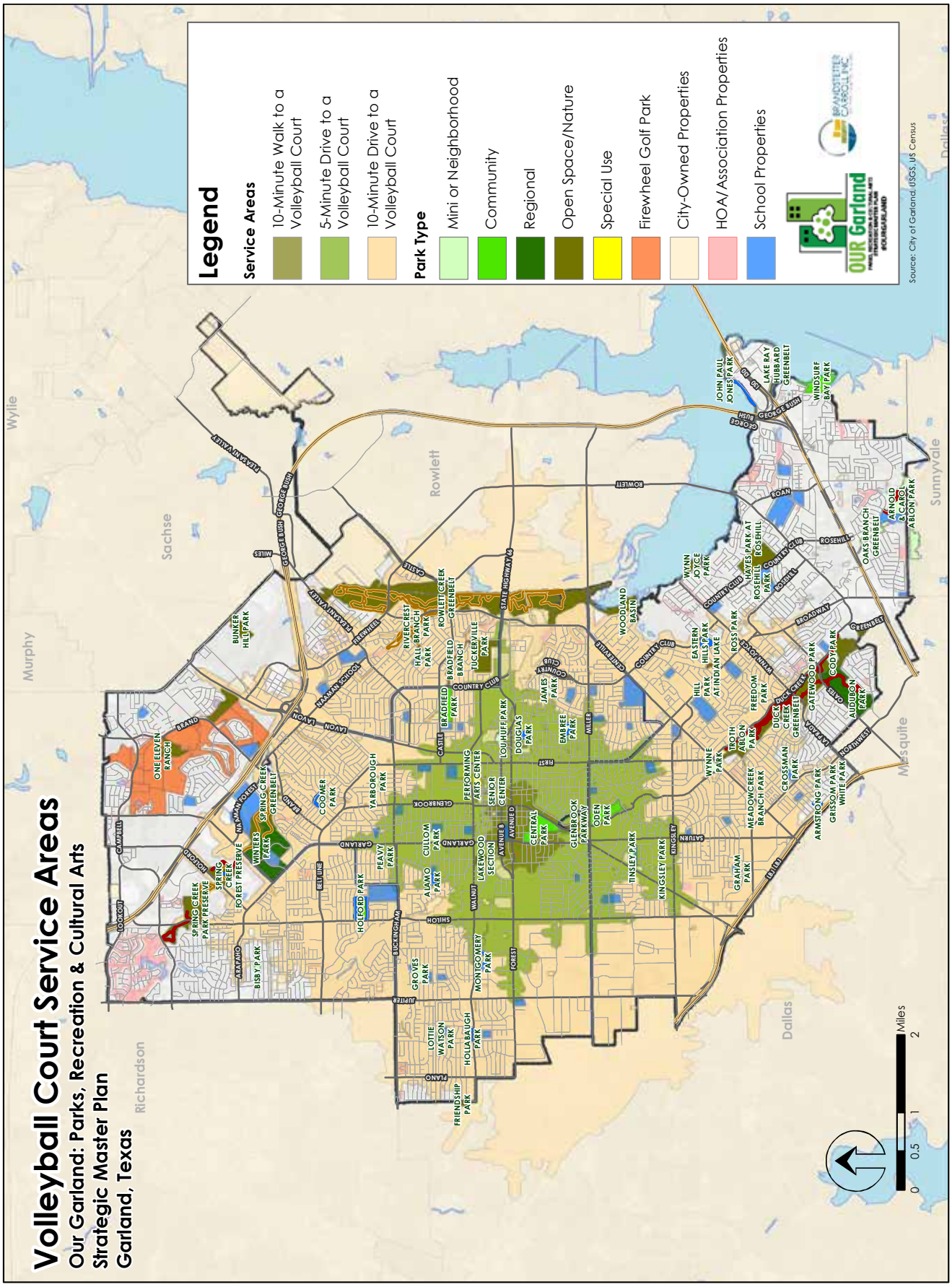


Figure 5.8: Diamond Field Service Areas

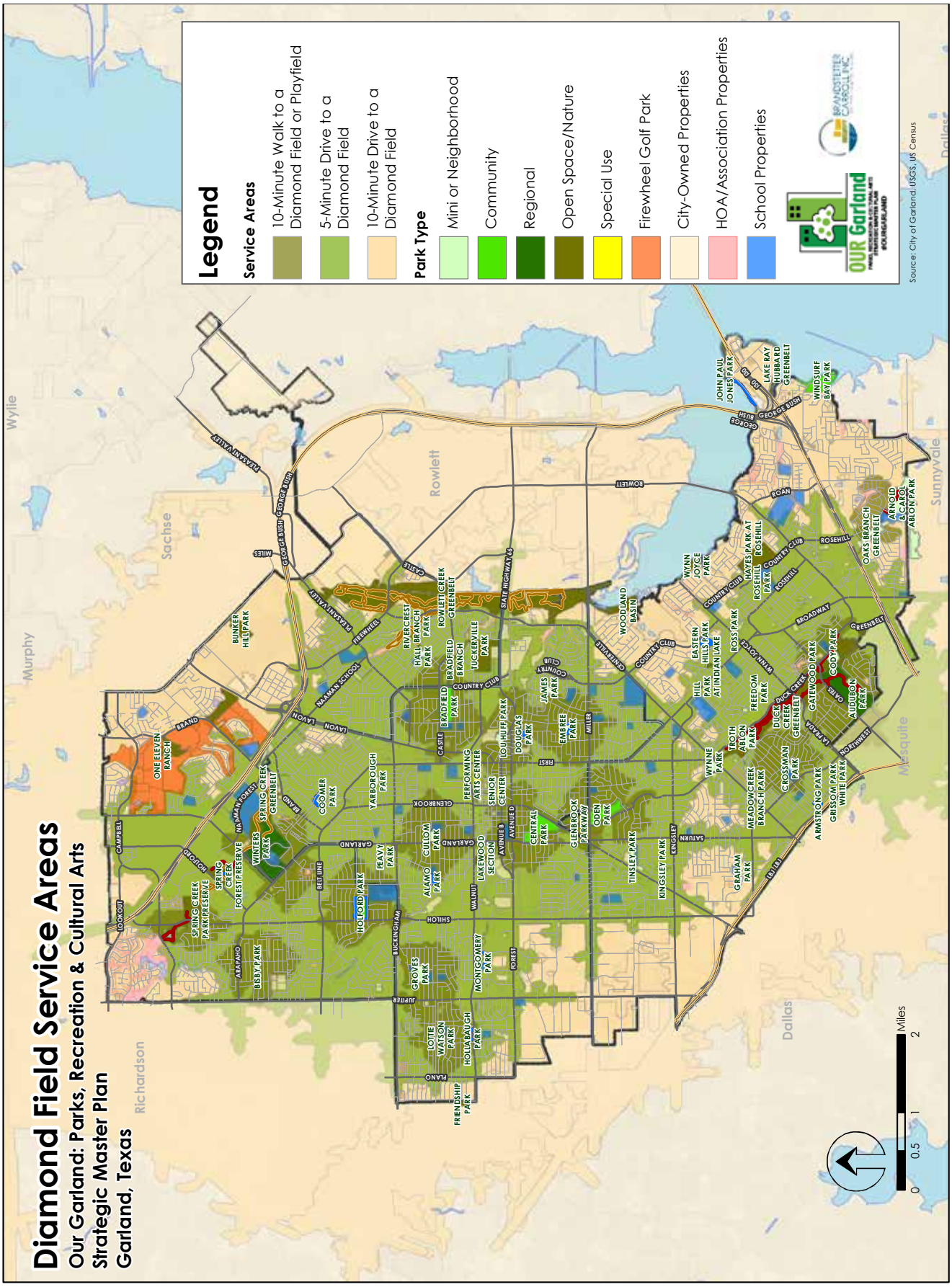


Figure 5.9: Rectangular (Multipurpose) Field Service Areas

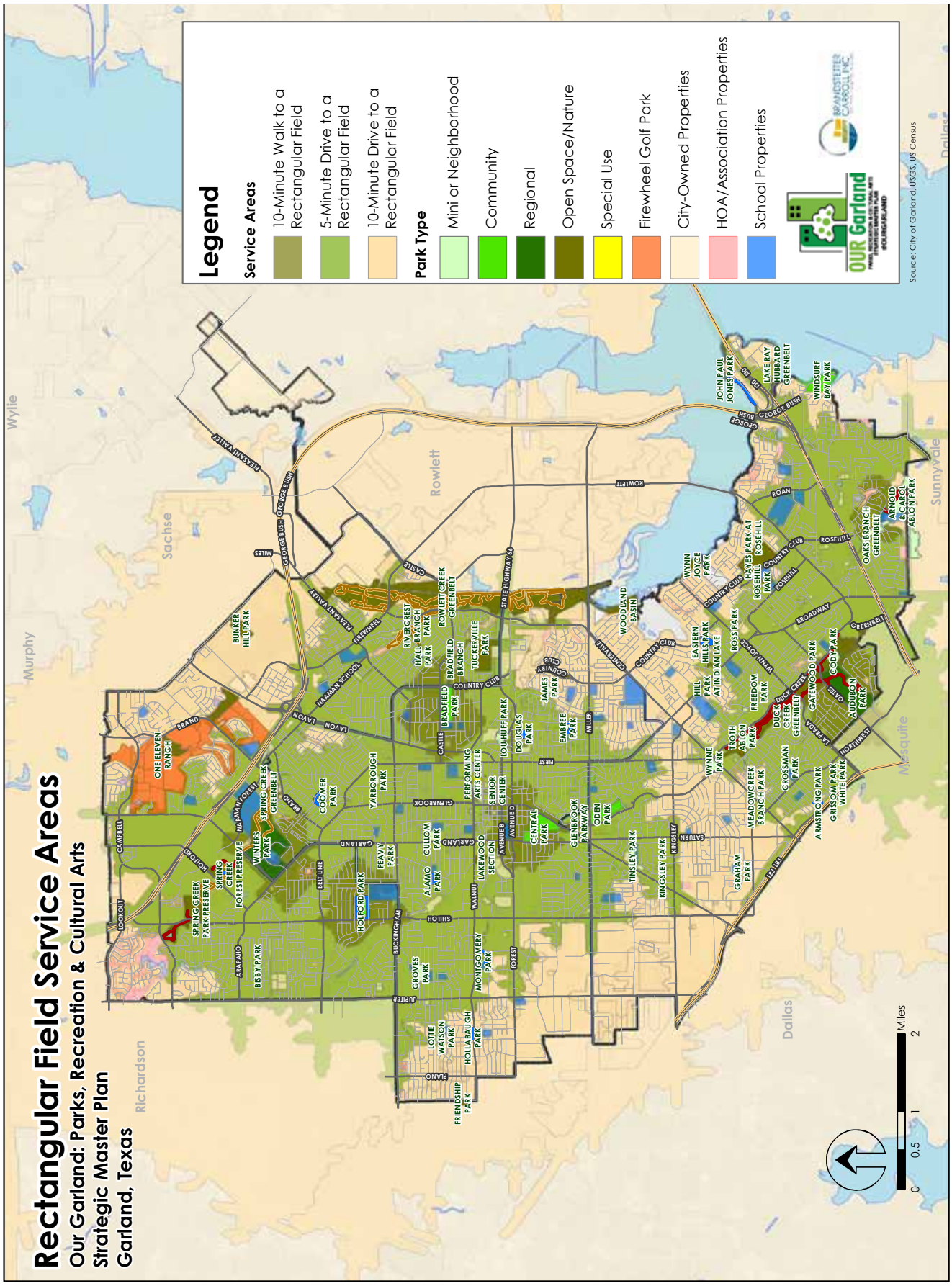


Figure 5.10: Aquatic Service Areas

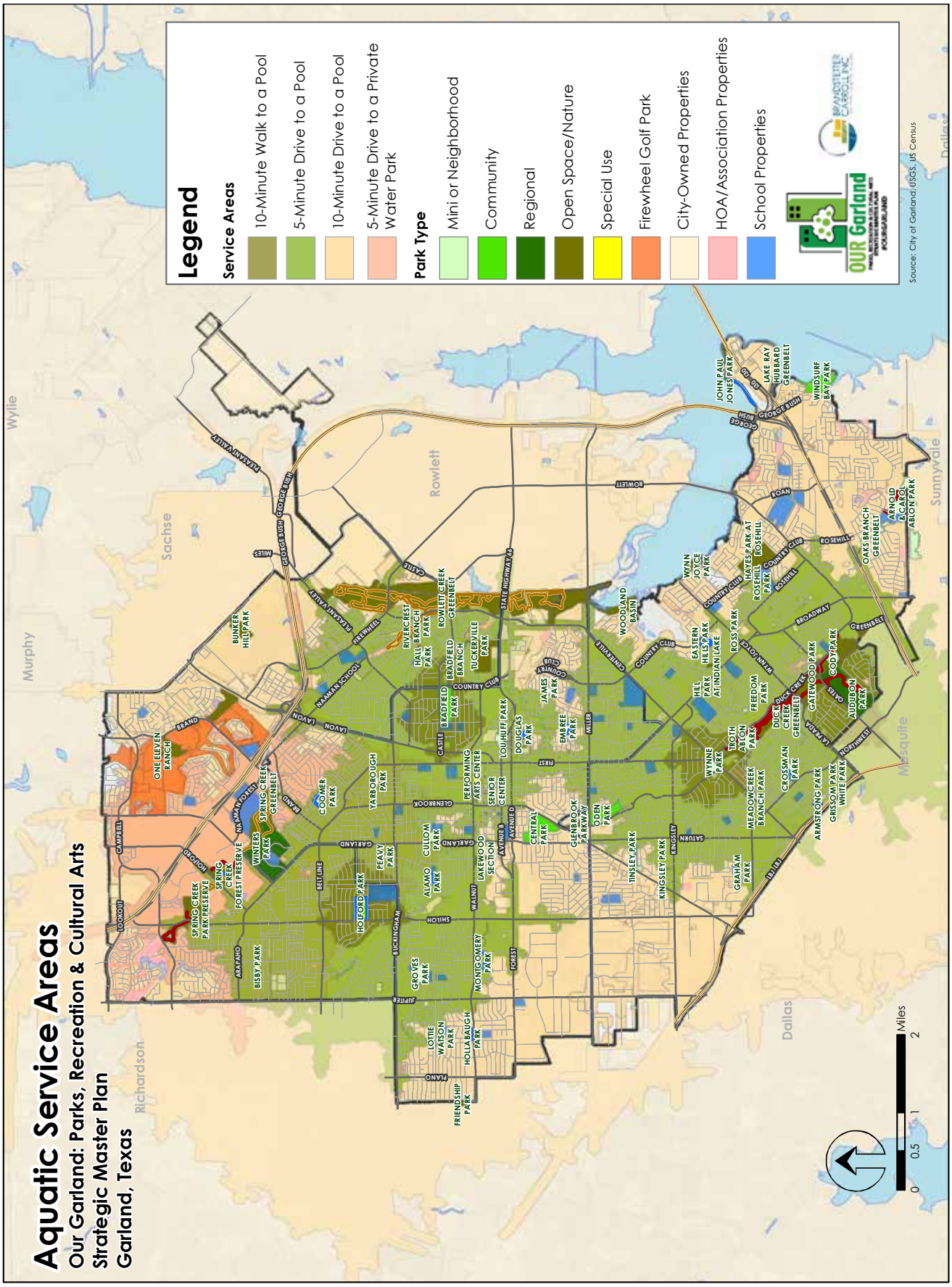


Figure 5.11: Recreation Center Service Areas

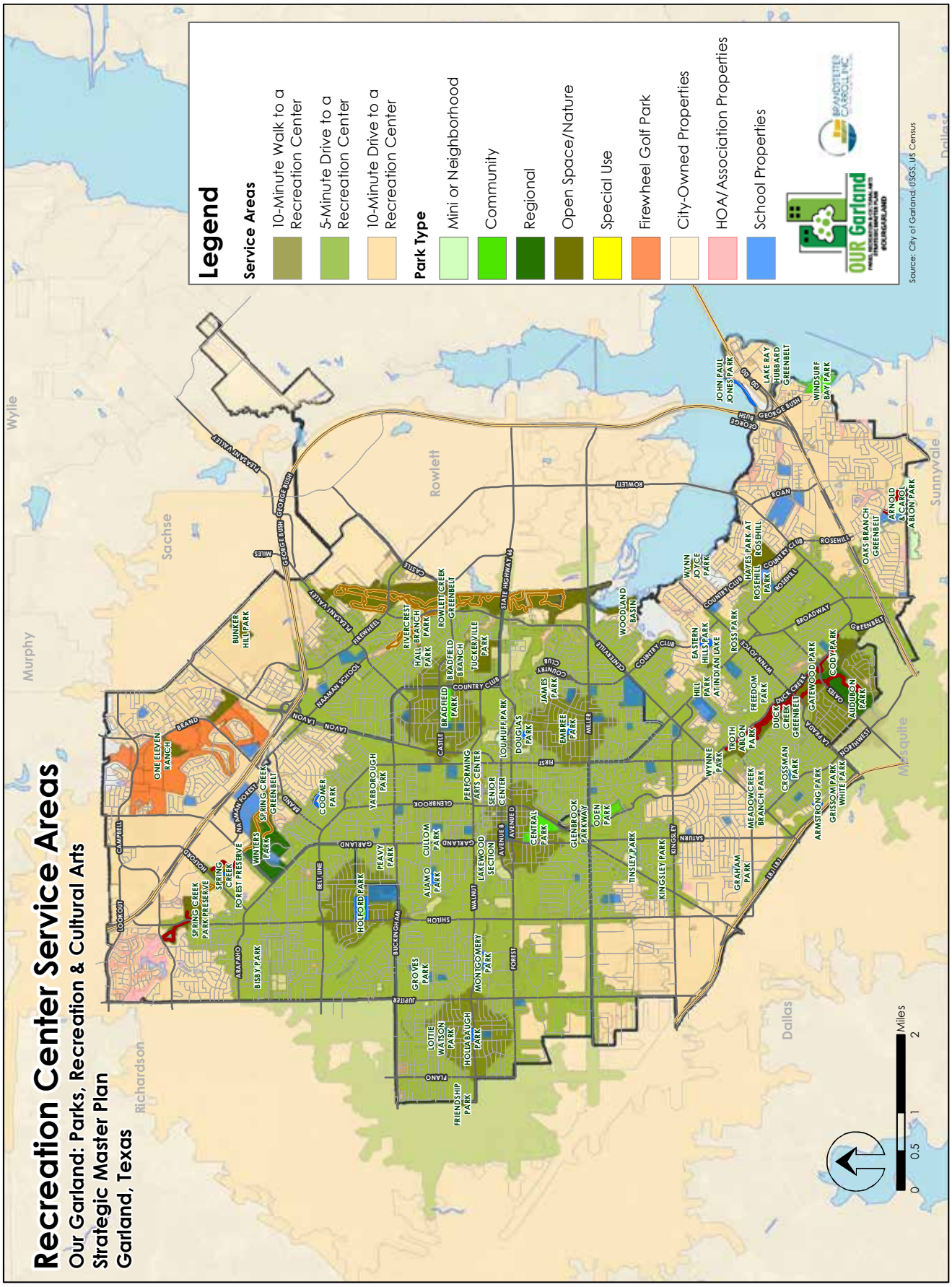


Figure 5.12: Senior Center Service Areas

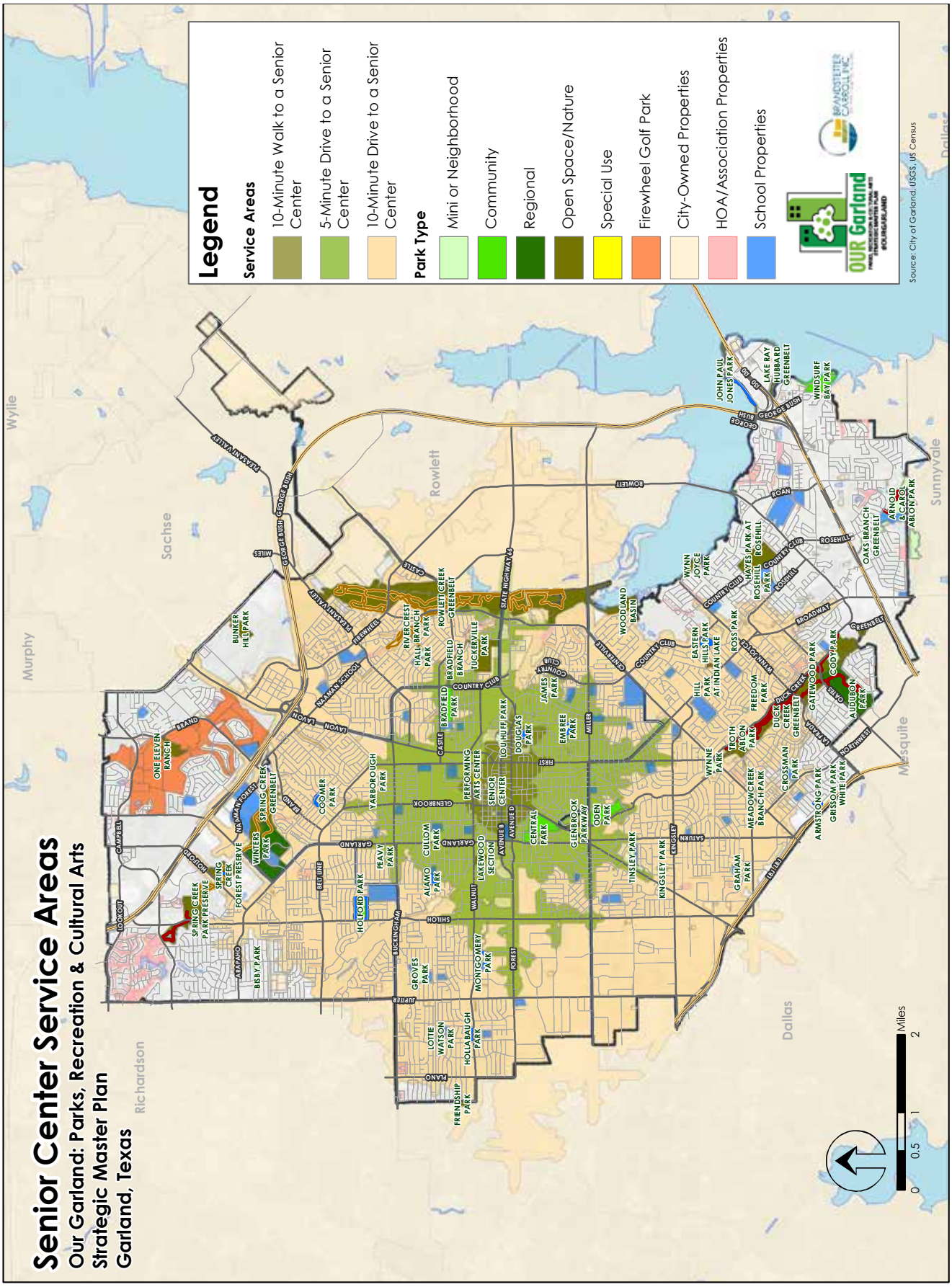


Figure 5.13: Gym Service Areas

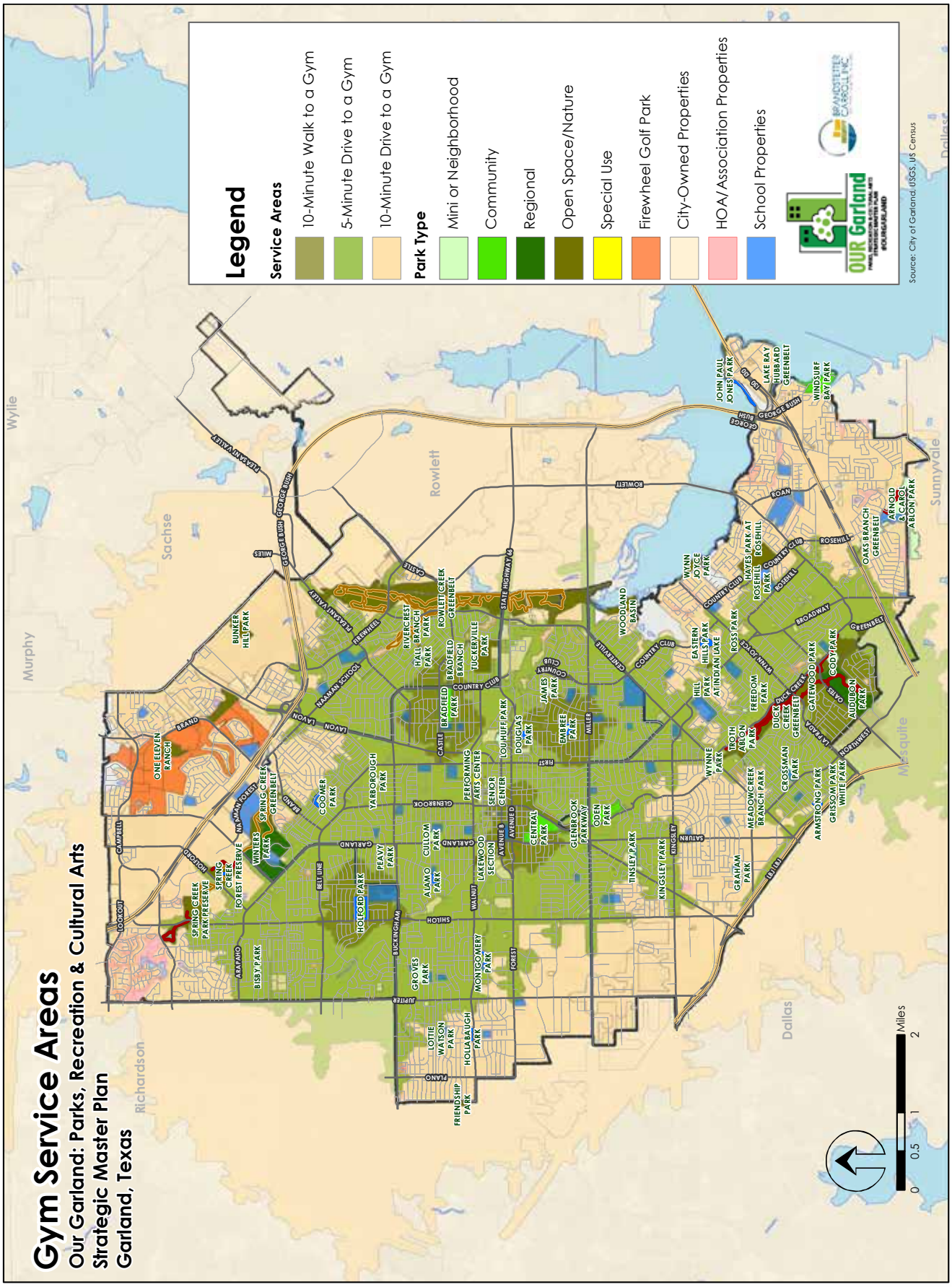


Figure 5.14: Fitness Center Service Areas

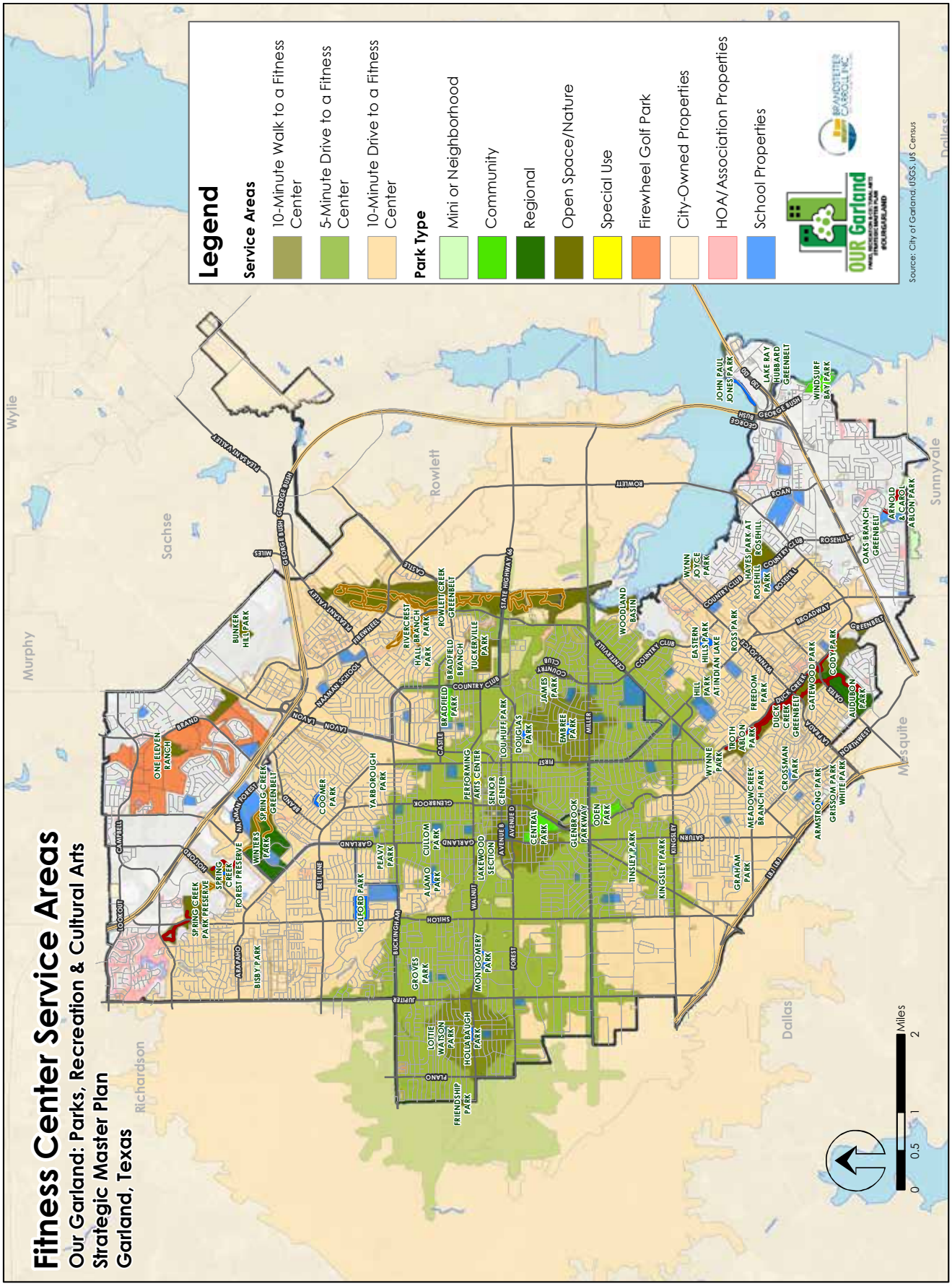


Figure 5.15: Picnic Shelter Service Areas

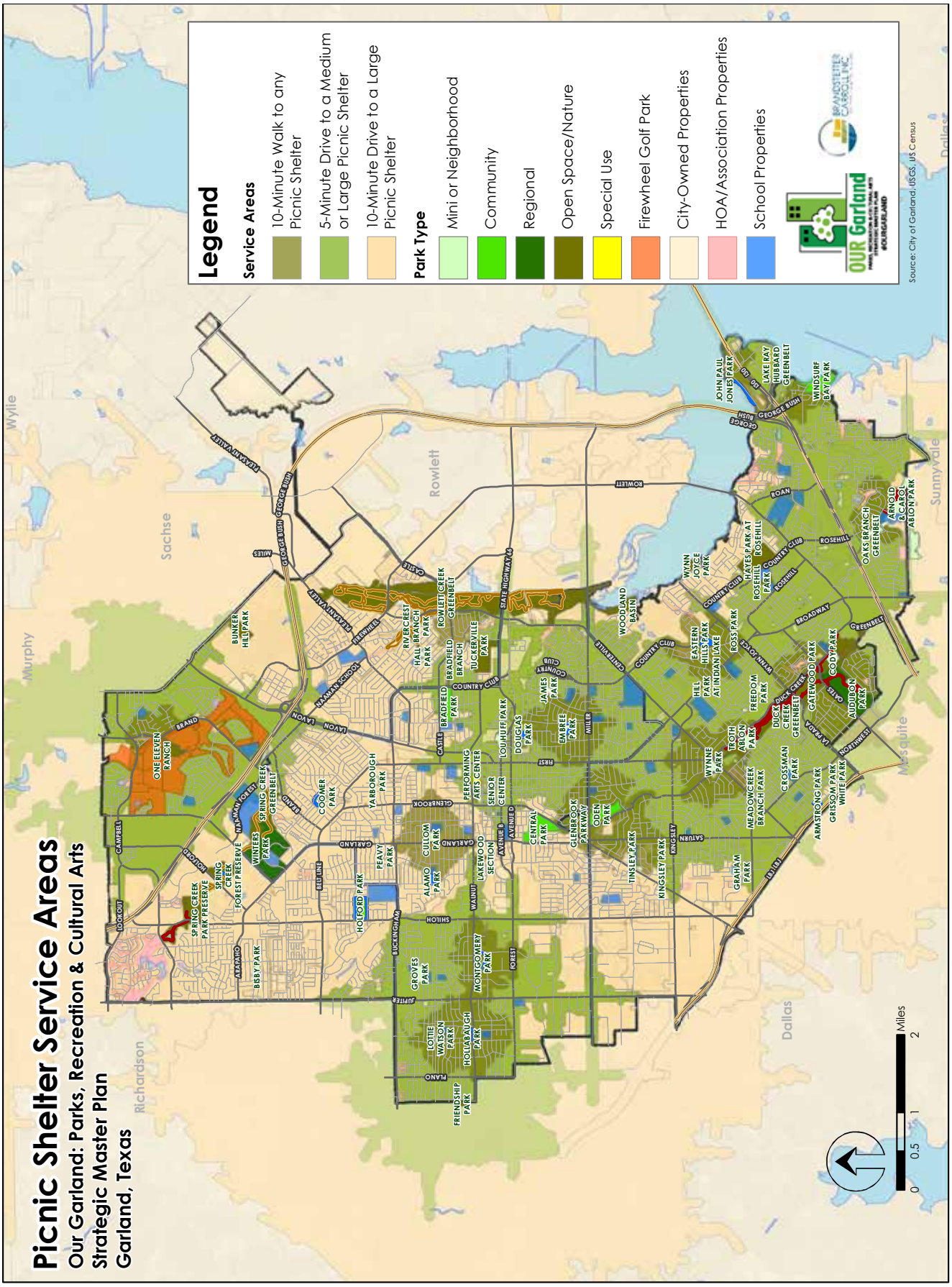


Figure 5.16: Paved Trail Service Areas

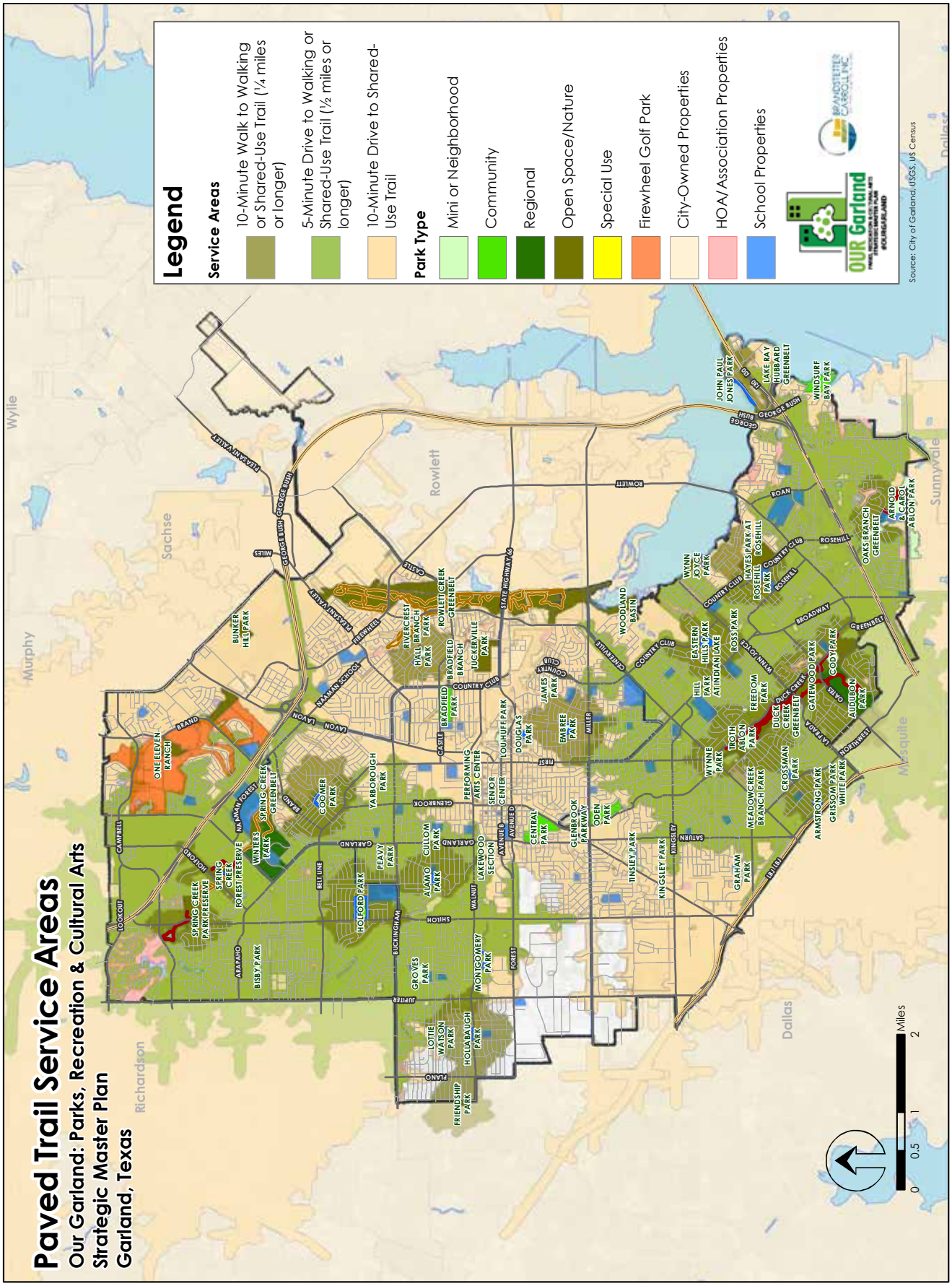
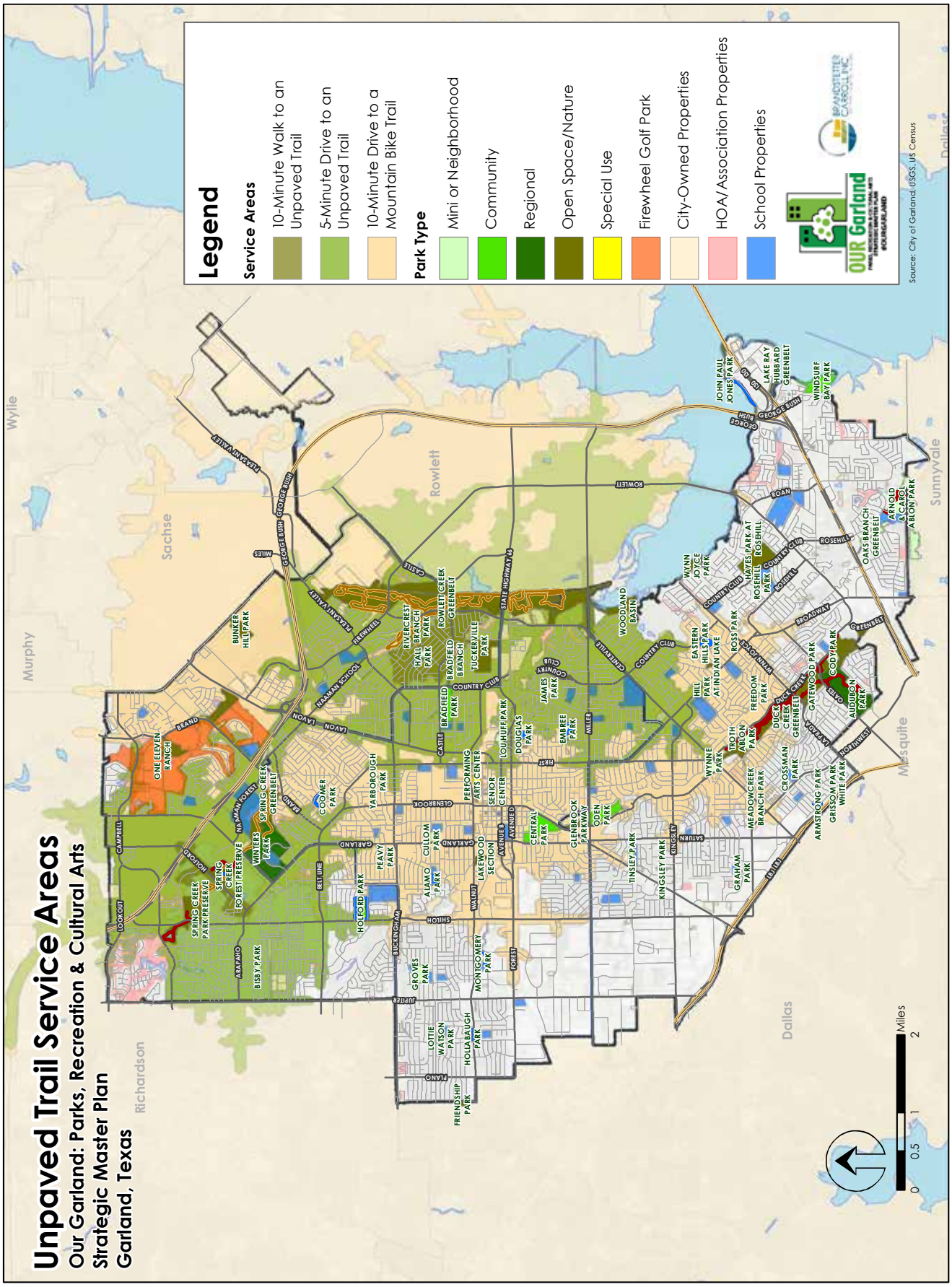


Figure 5.17: Unpaved Trail Service Areas



5.6.1 Composite Service Areas

Service areas for five (5) park classifications and 18 facilities were assigned scores based on distance from the amenity (e.g., 5-minute drive vs. 10-minute drive), and GIS analysis was conducted to produce an overlay map with a combined score for all areas of Garland. Figure 5.18 shows the composite service areas for the city based on the level of access to parks and recreation facilities (compared to other parts of the city). A full description of the methodology can be found in Appendix A.

In the figure, dark shades of blue indicate a high level of service for parks and facilities at that location within Garland. Red areas have the lowest level of service to parks and facilities. For example, a resident living within one of the dark blue areas would likely be within a walking distance of a park and a short drive to many of the other facilities described in the previous section.

Based on this figure, a relatively small portion (8%) of the city lies within the "Highest" levels of service, but over a quarter (28%) of the population is located within "High" service areas or above (70% to 100%). Nearly 60% of residents live in the upper 50% of service areas, and only 9% live in the lowest 20%. These numbers indicate that the population is concentrated closer to the parks, and many of the lower service areas have few residents.

Most residents of the Central Sector are within the upper half of service level areas (blue), while both the North and South Sectors have significant portions of residents in the lower half of service areas (red). The areas with lower levels of service are primarily located toward the edges of the city. The areas with lower levels of service tend to be those developed more recently with few developed parks and fewer park features. The most notable areas to consider for additional facilities based on this analysis are:

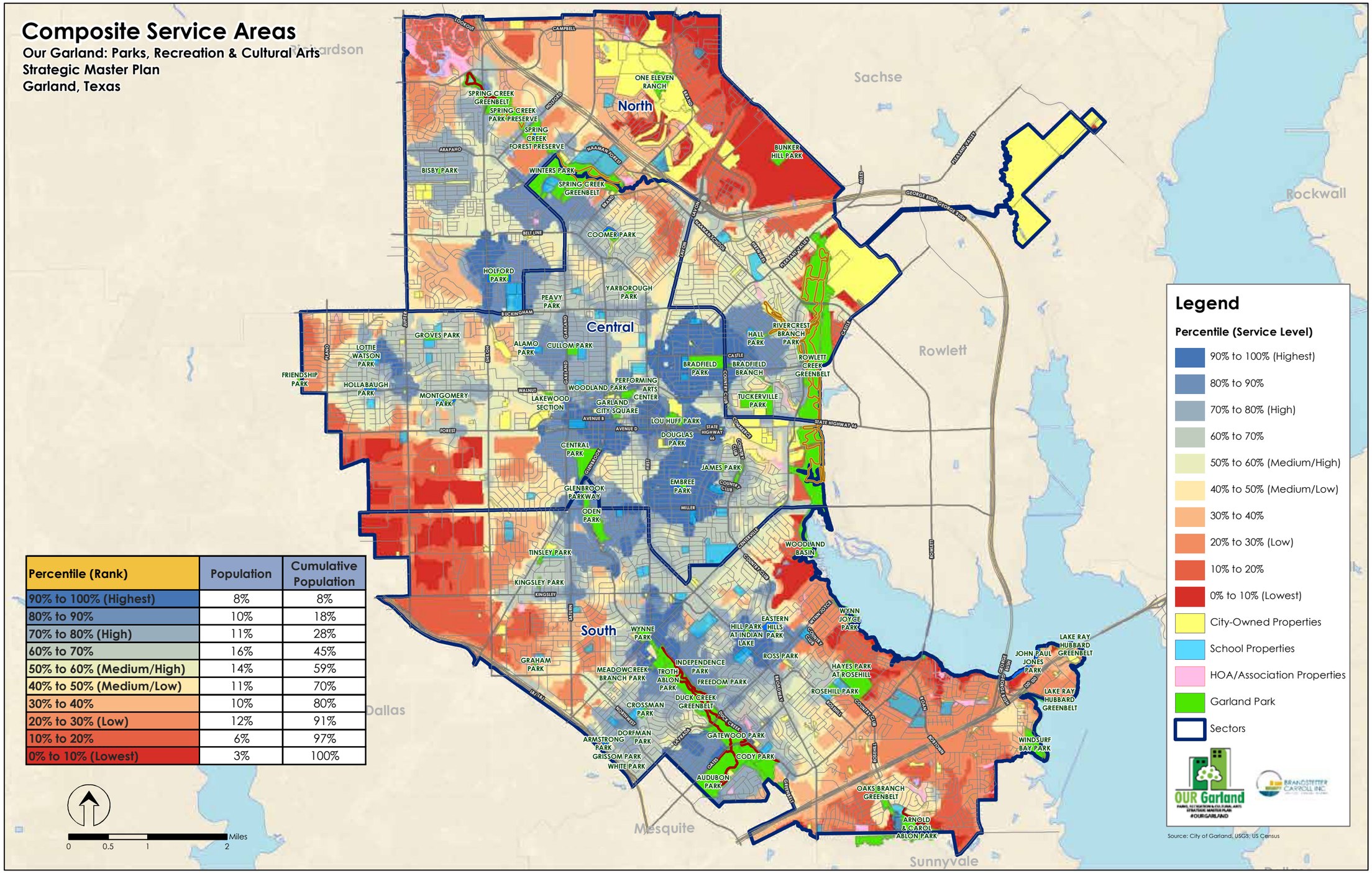
- North Sector – Near One Eleven Ranch Park
- Central Sector – Western portion of sector near border with Dallas and area west of Central Park
- South Sector – West side of sector (east of industrial area) near Graham Park, Tinsley Park, and Kingsley Park (District 5) and the southeastern portion of the sector

The percentage of the population living within each of the composite service areas, plus the percentage of land area covered, can be seen in Table 5.6. Based on this table, 8% of the population lives in the areas with "Highest" service level (90% to 100%), and 28% of the population lives within the three highest rankings (High or Highest). Twenty-five percent (25%) of the population lives in middle ranked service areas (40% to 60%). While 22% of Garland is located in the areas with the lowest level of service (0% to 20%), only 9% of the population lives in these areas. Adding parks and facilities to the areas listed above, primarily at existing parks, would greatly increase the percentage of the population living in higher service level areas.

Table 5.6: Population by Composite Service Area

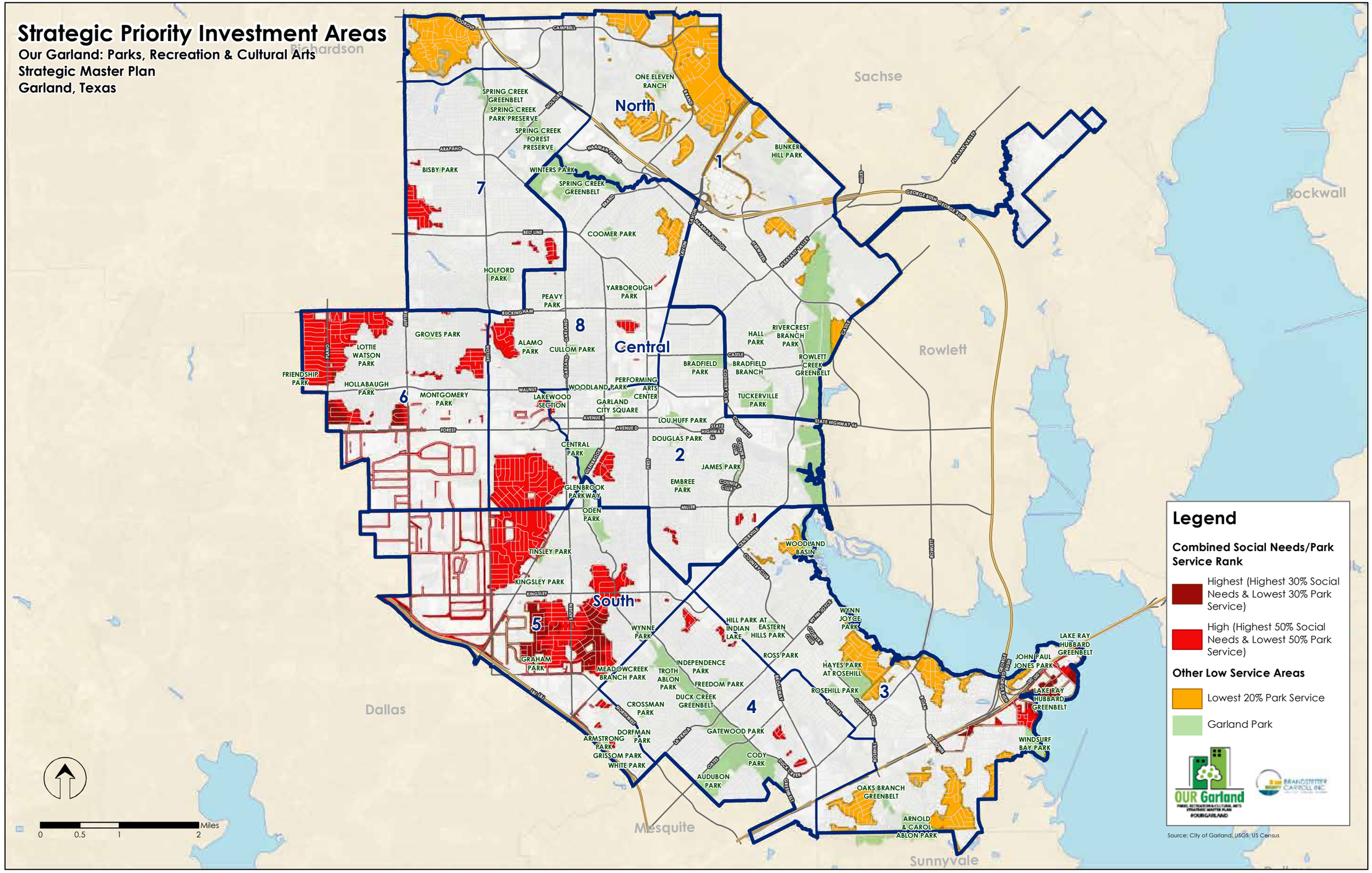
Percentile (Rank)	Population	Cumulative Population	Area	Cumulative Area
90% to 100% (Highest)	8%	8%	7%	7%
80% to 90%	10%	18%	8%	15%
70% to 80% (High)	11%	28%	9%	24%
60% to 70%	16%	45%	13%	37%
50% to 60% (Medium/High)	14%	59%	10%	47%
40% to 50% (Medium/Low)	11%	70%	10%	57%
30% to 40%	10%	80%	11%	68%
20% to 30% (Low)	12%	91%	11%	78%
10% to 20%	6%	97%	11%	89%
0% to 10% (Lowest)	3%	100%	11%	100%

Figure 5.18: Composite Park Service Levels



Percentile (Rank)	Population	Cumulative Population
90% to 100% (Highest)	8%	8%
80% to 90%	10%	18%
70% to 80% (High)	11%	28%
60% to 70%	16%	45%
50% to 60% (Medium/High)	14%	59%
40% to 50% (Medium/Low)	11%	70%
30% to 40%	10%	80%
20% to 30% (Low)	12%	91%
10% to 20%	6%	97%
0% to 10% (Lowest)	3%	100%

Figure 5.19: Strategic Priority Investment Areas



5.6.2 Strategic Priority Investment Areas

While the composite service areas analysis helps identify portions of Garland with lower levels of access to parks and recreation service, the Social Needs and Conditions Index from Chapter 2 provides assistance in identifying locations in Garland with the greatest need for public services, including parks and recreation facilities. The combination of these two processes can help to identify areas within Garland most in need of additional park amenities (high social needs and low service levels).

A map showing these areas can be seen in Figure 5.19. The portions of the city indicated in this combined map may be in need of special consideration for park improvements, including additional features or potentially new parks. Non-residential areas were removed from these results. Areas representing the lowest levels of service (20% or lower) are also shown regardless of social need. Based on this figure, the following areas show high to medium levels of combined need:

- North Sector – Minimal areas of combined need, small areas southwest of Bisby Park and northeast of Holford Park; low levels of park service near One Eleven Ranch Park
- Central Sector – Western edge near border with Dallas and west of Central Park
- South Sector – West portion of sector (District 5); low service areas near Hayes Park/Wynne Joyce, Oaks Branch Greenbelt, and Ablon Park

5.7 Trends in Parks and Recreation

The following text provides an analysis of trends in outdoor recreation, including both activities and the associated facilities. The analysis begins with a review of participation rates of outdoor activities and is followed by an examination of facility and program trends in parks and recreation.

5.7.1 Trends in Recreation Participation

The Sport and Fitness Industry Association (SFIA) conducts an annual survey of individuals and households throughout the United States to determine participation in a variety of sports and fitness activities. The 2017 sample consisted of 24,134 online interviews (11,453 individuals and 12,681 households) and is intended to serve as representation of US population ages 6 and older. The following discussion uses data from the SFIA report.

Figure 5.20 shows the difference in participation rates between generations for seven types of sports. The youngest generation (Gen Z) had the highest participation rates for Individual Sports, Team Sports, and Outdoor Sports. Participation rates dropped for these three types of sports with each older generation. The youngest generation had the lowest participation in Fitness Sports, while the other three generational groups had the highest participation rates for this type of sport. The remaining three types of sports (Racquet, Winter, and Water Sports) have similar trends with Millennials and Gen Z representing the highest levels of participation.

The high demand for fitness sports programs in Garland is consistent with these findings (see Chapter 4, Figures 4.15-4.18). With growing percentages of residents in the older generation, this type of program is likely to increase in demand into the future. Despite decreasing in popularity with age, outdoor sports are still popular with all age groups. Team sports are far more popular with the youngest generation. The availability of these facilities and programs will be an important consideration for families with children when choosing to live in Garland.

Table 5.7 displays the 5-year participation rates for 50 different sports and fitness activities. This table also shows the 5-year annual growth rate and highlights activities with significant growth or decline in participation rates. The fastest growing sports are highlighted in blue with Stand Up Paddling, Adventure Racing, Rugby, and Bicycling (BMX) showing the fastest rate of growth over the last five years.

Walking for Fitness, Free Weights (Hand Weights), Running/Jogging, Hiking (Day), and Bicycling (Road/Paved Surface), and Fishing (Freshwater) have the largest number of participants. Walking for fitness has the greatest number of participants by a large margin at well over 100 million participants nationally, and Hiking (Day) is growing at nearly 5% annually despite the high level of participation (over 40 million). With four of the top five activities using trails, it is no surprise these facilities are in such high demand.

Residents of Garland have similarly expressed a strong interest in these types of trail-based activities, leading to a need for more of these facilities. Also, the city can accommodate for the fastest growing field sports, rugby and lacrosse, by making sure existing and new fields can accommodate these activities. Investment in trails and related programs in Garland would help meet the needs for trail running, hiking, and walking for fitness. Additional fitness and aerobic activities could potentially be met at the senior centers and recreation centers. Encouraging outdoor fitness classes or self-led gatherings at Neighborhood and Community Parks could also help meet the growing demand for these activities. Stand Up Paddling and Adventure Racing could be offered at several Garland parks or natural areas.

Figure 5.20: Participation Rates by Generation

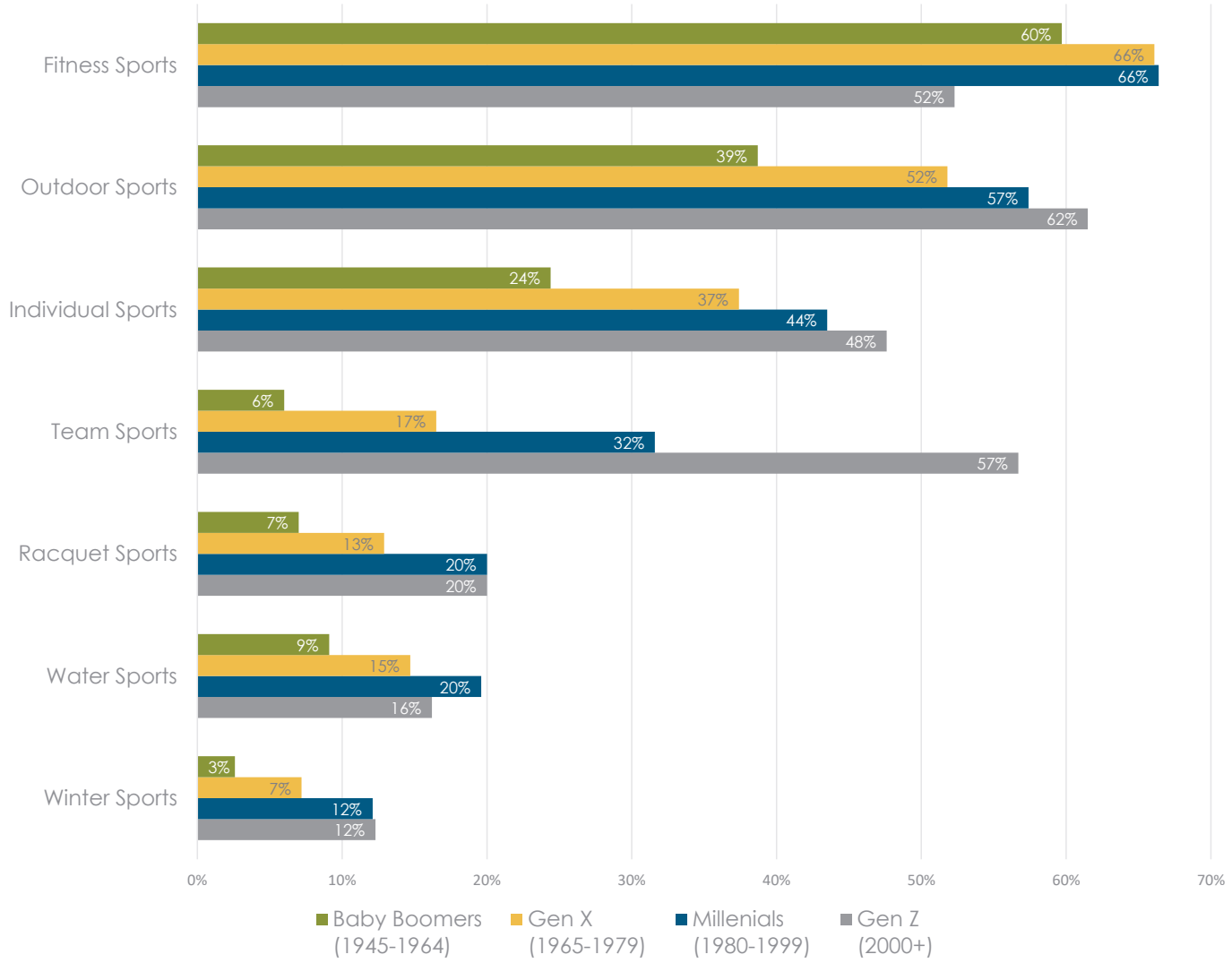


Table 5.7: Nationwide Five-Year History of Selected Sports Participation (2011-2016)

Sport/Fitness Activity	Category	Participants (In Thousands)						5-Year Average Annual Growth
		2011	2012	2013	2014	2016	2016	
Adventure Racing	Individual Sports	1,202	1,618	2,095	2,368	2,864	2,999	20.6%
Aquatic Exercise	Aerobic Activities	9,042	9,177	8,483	9,122	8,226	10,575	3.4%
Archery	Individual Sports	6,471	7,173	7,647	8,435	8,378	7,903	4.3%
Baseball	Team Sports	13,561	12,976	13,284	13,152	13,711	14,760	1.8%
Basketball	Team Sports	24,790	23,708	23,669	23,067	23,410	22,343	-2.0%

Table 5.7: Nationwide Five-Year History of Selected Sports Participation (2011-2016) (Continued)

Sport/Fitness Activity	Category	Participants (In Thousands)						5-Year Average Annual Growth
		2011	2012	2013	2014	2016	2016	
Bicycling (BMX)	Outdoor Activities	1,958	1,861	2,168	2,350	2,690	3,104	10.0%
Bicycling (Mountain/Non Bicycling)	Outdoor Activities	6,989	7,265	8,542	8,044	8,316	8,615	4.5%
Bicycling (Road/Paved Surface)	Outdoor Activities	39,834	39,790	40,888	39,725	38,280	38,365	-0.7%
Birdwatching (>¼ Mile from Home)	Outdoor Activities	13,067	13,535	14,152	13,179	13,093	11,589	-2.2%
Elliptical Motion Trainer	Aerobic Activities	29,734	28,560	30,410	31,826	32,321	32,218	1.7%
Fishing (Freshwater)	Outdoor Activities	38,864	39,002	37,796	37,821	37,682	38,121	-0.4%
Football (Tackle)	Team Sports	6,448	6,220	6,165	5,978	6,222	5,481	-3.1%
Cheerleading	Team Sports	3,049	3,244	3,235	3,456	3,608	4,029	5.8%
Free Weights (Hand Weights)	Strength	N/A	N/A	58,267	56,124	54,716	51,513	4.0%*
Gymnastics	Team Sports	4,824	5,115	4,972	4,621	4,679	5,381	2.5%
High Impact/Intensity & Training	Aerobic Activities	15,755	16,178	17,323	19,746	20,464	21,390	6.4%
Hiking (Day)	Outdoor Activities	33,494	34,519	34,378	36,222	37,232	42,128	4.8%
Ice Hockey	Team Sports	2,131	2,363	2,393	2,421	2,546	2,697	4.9%
Ice Skating	Individual Sports	11,626	11,214	10,679	10,649	10,485	10,315	-2.4%
Kayaking (Recreational)	Water Sports	7,347	8,187	8,716	8,855	9,499	10,017	6.4%
Lacrosse	Team Sports	1,501	1,607	1,813	2,011	2,094	2,090	7.0%
Kayaking (White Water)	Water Sports	1,694	1,878	2,146	2,351	2,518	2,552	8.6%
Martial Arts	Individual Sports	5,037	5,075	5,314	5,364	5,507	5,745	2.7%
Mixed Martial Arts for Fitness	Individual Sports	1,697	1,977	2,255	2,455	2,612	2,446	7.9%
Pickleball	Racquet Sports	N/A	N/A	N/A	2,462	2,506	2,815	7.1%*
Pilates Training	Conditioning	8,507	8,519	8,069	8,504	8,594	8,893	1.0%
Rugby	Team Sports	850	887	1,183	1,276	1,349	1,550	13.3%
Running/Jogging	Aerobic Activities	50,061	51,450	54,188	51,127	48,496	47,384	-1.0%
Scuba Diving	Water Sports	2,866	2,781	3,174	3,145	3,274	3,111	1.9%
Skateboarding	Individual Sports	6,318	6,227	6,350	6,582	6,436	6,442	0.4%
Soccer (Outdoor)	Team Sports	13,667	12,944	12,726	12,592	12,646	11,932	-2.6%
Softball (Fast Pitch)	Team Sports	2,400	2,624	2,498	2,424	2,460	2,467	0.7%
Softball (Slow-Pitch)	Team Sports	7,809	7,411	6,868	7,077	7,114	7,690	-0.2%
Soccer (Indoor)	Team Sports	4,631	4,617	4,803	4,530	4,813	5,117	2.1%
Stand Up Paddling	Water Sports	1,146	1,392	1,993	2,751	3,020	3,220	23.8%
Stationary Cycling	Aerobic Activities	36,341	35,987	35,293	35,693	35,553	36,188	-0.1%
Swimming for Fitness	Aerobic Activities	21,517	23,216	26,354	25,304	26,319	26,601	4.5%
Swimming on a Team	Team Sports	2,363	2,502	2,638	2,710	2,892	3,369	7.4%
Table Tennis	Racquet Sports	18,561	16,823	17,079	16,385	16,565	16,568	-2.2%
Tai Chi	Conditioning	2,975	3,203	3,469	3,446	3,651	3,706	4.6%
Tennis	Racquet Sports	17,772	17,020	17,678	17,904	17,963	18,079	0.4%
Trail Running	Individual Sports	5,373	5,806	6,792	7,531	8,139	8,582	9.9%
Track and Field	Team Sports	4,341	4,257	4,071	4,105	4,222	4,116	-1.0%
Triathlon (Traditional/Road)	Individual Sports	1,686	1,789	2,262	2,203	2,498	2,374	7.7%
Ultimate Frisbee	Team Sports	4,868	5,131	5,077	4,530	4,409	3,673	-5.2%
Volleyball (Beach/Sand)	Team Sports	4,451	4,505	4,769	4,651	4,785	5,489	4.4%
Volleyball (Court)	Team Sports	6,662	6,384	6,433	6,304	6,423	6,216	-1.3%
Walking for Fitness	Aerobic Activities	112,715	114,029	117,351	112,583	109,829	107,895	-0.8%
Weight/Resistance Machines	Strength	39,548	38,999	36,267	35,841	35,310	35,768	-2.0%
Yoga	Conditioning	22,107	23,253	24,310	25,262	25,289	26,268	3.5%

*Based on reduced time period. SFIA has not yet collected five years of participation for Pickleball or Free Weights.

Legend

	>5% Increase
	2-5% Increase
	Minimal Change
	1-3% Decrease
	>3% Decrease

5.7.2 The Aging Population

Throughout the United States, as in Garland, the average age of the population is increasing. The number of persons in the age group 65 and over is growing rapidly. Census data indicates that the percentage of the Garland population age 65 and older was 7% in 2000 and is expected to increase to 14% by 2023 (see Chapter 2).

The relative health of these individuals is better than ever before and the activities they desire are more active than in the past. Senior citizens centers where seniors play cards and participate in more sedentary activities have become less desirable to these residents who have indicated a desire for more active fitness programs, which could include hiking and biking programs as well as other nature programs. This aging of the population encourages parks and recreation agencies to invest more in activities, programs, and facilities for the older population, increasing demand for walking trails, fishing areas, community gardens, and cultural and nature education programs, which are in demand for multiple age groups.

This data points clearly to the growing need to provide quality facilities and programs for this growing population in Garland. The Senior Activity Center and Carver Senior Center provide programs for age 55 and over; however, the Parks and Recreation Survey, as well as other forms of public engagement (see Chapter 4), indicates support from the community for providing additional programs and facilities for residents age 50 and older. Programs for these residents ranked in the top three for most needed programs and as the second ranked priority for investment.

5.7.3 Demand for Universal Access

Many park systems are developing unique facilities that are designed to go well beyond the minimum requirement for the Americans with Disabilities Act. By creating an environment that is totally accessible to persons of all ages and abilities, park system administrators are setting the best example for other organizations to follow.

Textured edging on trails can help to make the facilities more accessible to the visually impaired. Fragrant plants and sensory gardens, interactive displays that allow a hands-on approach to education have also been developed to promote a better experience for special populations. Universal access should extend to interpretive facilities, buildings, and all programs and facilities offered by the community. Providing barrier-free parks can and should be part of the process for any park improvement. Accessibility demands extend to outreach and technology, including the city website.

Parks, Recreation, and Cultural Arts has been investing in improving accessibility throughout the park system, but park assessments conducted during this planning process showed that many park and facilities still fall short of accessibility goals. An ongoing effort is necessary for Garland to realize a goal of universal access.

5.7.4 Technology

The use of technology is becoming increasingly common in parks and recreation. Many park users desire to remain connected while visiting parks and desire instant access to information about facilities and programs at those parks. They also desire mobile registration for the events and programs they discover. Apps like Pokemon GO can be utilized to encourage young people to experience the outdoors. Technology provides a tool to enhance park experiences and may be necessary to keep today's youth engaged.

The use of technology in park has many advantages. Many users desire Wi-Fi to stay connected to social media or other online activities. Charging benches can be used to keep those devices powered-up. Park apps can inform visitors of opportunities at the park or other parks in the system. A park app in Los Angeles allows visitors to report areas in need of maintenance or cleaning.

This technology can be also provide data about park usage. For example, Wi-Fi connections can record the number of connections or searches for hotspots, providing visitation trends. This data can also be used to compare park activity at different times or after new features are added. Sensors along paths can distinguish between walkers, runners, and cyclists and provide counts of usage.

Garland has begun to take advantage of social media for marketing and promotion, but it has many more untapped applications. When visitors share their park experiences on social media, they assist with park promotion and encourage future use. Some parks have used social media as "crowd-sourced, data-gathering tools" to monitor wildlife or vegetation, including invasive species.[7]

5.7.5 Geocaching

Photo credit: NRPA

Geocaching is a technology-based activity that has been growing in popularity since 2000 when GPS technology improved significantly. Participants travel to local parks and open spaces to hunt for objects previously hidden by others armed with only a set of coordinates and a digital GPS device, usually a smart phone. Once found, geocachers often take the item and replace it with another so another participant can use the same geocache in the future. The games can have varying levels of complexity where one cache leads to another or a puzzle must be completed.[8] Geocaches are likely already present at several Garland parks, but opportunities exist for the department to promote and encourage this activity in Garland by creating caches and organizing events.

5.7.6 Fitness and Wellness Activities

A strong emphasis has been placed at the state and the federal levels to improve the fitness of individuals throughout the United States. Local parks and recreation departments are often building upon this message with programs to encourage active lifestyles. These departments are in a good position to make an impact on the overall fitness of the community through programs, promotions, and facilities that are available to residents.

The health benefits that can be provided by parks extend to mental health benefits as studies indicate that a connection to nature can relieve stress, improve interpersonal relationships, and improves mental health.[9] Respondents to the Park and Recreation Survey indicated adult fitness and wellness as the most important and second most needed type of program with 51% of households reporting a need.

To meet the growing demand for these activities (also noted in Subsection 5.7.1), facilities are needed to accommodate both scheduled and self-led programs. Fitness facilities do not need to be confined to indoor spaces as modern equipment can now be provided in outdoor environments that are similar to those seen typically in fitness centers. Such facilities can serve as an alternative to the old fitness and par-course trails. Garland offers such facilities at a few parks, including Armstrong Park. These features could potentially be offered at many more parks. Additionally, many communities partner with health providers to offer programs, including citywide wellness campaigns.

5.7.7 Economic Impact of Sports Tournaments

Tournaments can be revenue generators by exacting entrance or rental fees and promoting concession sales. Developing tournament level facilities is a trend aimed to attract better teams and better tournaments to the facilities. These high-quality facilities are an asset to local leagues and activities when not being used for tournaments. A balance is needed between local league use and use for tournaments.

Facilities designed to accommodate tournaments require larger parking lots and an arrangement of fields in a cluster for easy accessibility, such as a wagon wheel configuration for baseball and softball fields. Quality

[7] National Recreation and Park Association, "Parks Using Technology to Engage and Inspire," https://www.nrpa.org/parks-recreation-magazine/2017/may/parks-using-technology-to-engage-and-inspire/. (May 1, 2017)

[8] National Recreation and Park Association, "How to Leverage Geocaching to Promote Park and Recreation Events," https://www.nrpa.org/parks-recreation-magazine/2017/october/how-to-leverage-geocaching-to-promote-park-and-recreation-events/. (October 5, 2017)

[9] National Recreation and Park Association, "Health and Wellness," http://www.nrpa.org/About-NRPA/Impacting-Communities/Health-and-Wellness/, (August 31, 2016)

restroom facilities are necessary, and concessions, shade, and other amenities should be available throughout the park that make it a desirable place to spend the day or a weekend.

Garland has tournament facilities in at Winters and Audubon Parks for diamond fields sports and rectangular field sports. The complexes need some improvements in order to improve their ability to draw tournaments, but funding for many of these improvements was authorized in the recently passed bond.

5.7.8 Environmental Best Management Practices (BMPs)

Many communities utilize parks as examples of best management practices (BMPs) to serve as models for minimizing environmental impacts and maximizing the sustainability of both park sites and operations. Park districts are in great positions to lead in the implementation of these practices because they are typically among the largest landowners (if not the largest) in their jurisdictions. To assist in the implementation of these practices, some park districts establish manuals detailing the BMPs which are generally divided into categories.[10] Some potential categories include (with examples):

- Site Selection (which properties to acquire and protect)
- Design (strategies for management of stormwater, water quality, riparian/wetland buffers; use of vegetation; choice of building materials)
- Construction (controlling of pollutants, soil restoration, recycling of construction materials)
- Operation and Maintenance (practices for water conservation, weed control, composting, energy use, etc.)
- Programs and Special Events (consider carrying capacity of facility, provide recycling receptacles)

5.7.9 Environmental Education

The success of environmental education centers throughout the country combined with a strong desire for nature education demonstrated through the public input, including the public meetings, indicates a need for expanded environmental education opportunities. Potential subjects include natural processes, resource management, and nature education activities.

Salamander Search (Lexington, KY)

Environmental education cultivates understanding of the benefits of natural habitats and open spaces (including those owned and managed by Garland). Many park agencies take an outreach approach by providing environmental curriculum to schools in the form of nature center classes and activities. This tactic provides a method for promoting more use and appreciation of parks. These programs also provide an opportunity for regional park systems and universities to work closely with local parks and recreation departments to provide a level of programming that the municipalities could not perform on their own.

Garland currently has limited environmental education programs despite the large amount of natural area in the city, including over 1,000 acres at the Greenbelts. Partnerships with the Garland Independent School District could also increase youth programming opportunities. Nature education provides opportunities to engage all ages and abilities. These activities also provide great opportunities for intergenerational programming. Programs can be formatted as guided hikes, camps, community events, field trips, or classes and cover topic such as habitat restoration, wildlife identification (see bird watching below), invasive species removal, and more.

5.7.10 Birdwatching (or Birding)

According to the U.S. Fish and Wildlife Service nearly 50 million Americans participate in birdwatching (as of 2011) or about 20 percent of the population. The most common form of birding is watching birds near one's

[10] Environmental Best Management Practices Manual. City of Fort Collins Parks and Recreation. 2011.

home; however, 38 percent of birders, or 18 million people, participate in birding away from the home. Participants in birdwatching tend to be older and more highly educated than the general population.

Photo credit: USFWS

The U.S. Fish and Wildlife Service report also includes an analysis of the economic impact of birdwatching activities. Birdwatchers direct substantial amounts of dollars into the economy as a result of trip-related ($15 million) and equipment expenditures ($26 million). The report finds that the birding industry, including indirect effects resulting from the multiplier effect, generates over $100 billion annually throughout the United States and supports 666,000 jobs. These expenditures lead to an additional $6 million in state tax revenues and $7 million in federal tax revenues.[11] Several Garland parks offer potential birdwatching programming opportunities, including the Greenbelts, Audubon Park, and Hayes Park at Rosehill.

5.7.11 Trails and Interconnectivity

Ablon Park Trail

The demand for increased availability of trails and trail linkages between parks and open spaces (and other popular destinations) has been growing in many communities, including Garland. A high level of demand for these facilities is identified in nearly every community where surveys have been conducted. Even communities with extensive trail systems have a strong desire to continually connect and link the trails to neighborhoods, schools, shopping areas, and other community facilities.

Communities with extensive, connected trail systems are very livable communities where residents report a high quality of life. The need for trails for both recreational use and for transportation was conveyed clearly in all forms of public input. Trails received the second highest allocation in the dollar voting exercise. Trails represented a top potential improvement to parks in the Parks and Recreation Survey (second after restrooms) as well as the top unmet needs in the city. Eighty-two percent (82%) of respondents indicated they were very or somewhat supportive of new recreational trail development.

Many parks in Garland could potentially offer additional trails. As noted in Subsection 5.5.13, many parks in the city do not currently offer trails. Many of the parks with trails could be extended or improved to offer complete loops. Trail connections throughout Garland are the subject of another plan currently in development.

5.7.12 Mountain Bike and BMX Facilities

Photo credit: MTBPROJECT
Flow Trail

Off-road bicycling activities are growing in popularity, although they still represent a relatively small percentage of all bicycling activities. Modern mountain biking originated in the 1970s in California with a group of enthusiasts who modified existing bikes for off-road use. These cyclists organized first downhill races which they called "Repack." This name referred to the need to "repack" the brakes with fresh grease after each race due to the excessive heat from braking during the descent.[12]

[11] Birding in the United States: A Demographic and Economic Analysis. U.S. Fish and Wildlife Service. 2011.
[12] Marin Museum of Bicycling, "Mountain Biking History," http://mmbhof.org/mtn-bike-hall-of-fame/history/, (April 15, 2016).

During the early years of mountain biking, enthusiasts used singletrack trails intended for hiking as bikes were not specifically forbidden from using these trails. However, as the sport gained in popularly, bikes have been banned from most hiking trails, and singletrack trails designed specifically for mountain bikes have been established.[13] More recently, a new style of trail called a "flow trail" has appear which provides more predictable surfaces, banked turns, and a lack of obstacles. These trails require little peddling and minimal braking that appeal to a wider variety of users, including families. These trails can be designed to allow beginners to bypass any more technical trails.[14]

Photo credit: Jason Myers/TPL

Pump Track

Another trend in off-road bicycle facilities is the pump track. These tracks, which began to appear in the 2000s, are looping tracks that can be ridden continuously without the need to pedal. A user's speed is dependent on "pumping" the terrain transitions of the track. A pump track requires approximately 50' by 50' of space (minimum) and generally feature a series of rollers and steeply bermed corners.[15] Unlike many of the other off-road facilities, pump tracks are usable both mountain bike and BMX riders.

Garland offers one mountain biking trail at Rowlett Creek Greenbelt, approximately 16.3 miles in length, which was built as part of a partnership with the Dallas Off Road Bicycle Association (DORBA) who help maintain the trail. Pump tracks are often offered in locations with other bike related facilities, such as a mountain bike trail or a trailhead to a major trail. One is available in Frisco, TX at Katie Jackson Park, adjacent to the mountain bike trail, also maintained by DORBA. Several of Garland's parks serve as trailheads to the trail network and many more have the potential to do so.

5.7.13 Nature Play Areas

Many parks and recreation agencies are placing increased emphasis on the availability of nature play areas and programming for children. The Natural Learning Initiative (NLI) and the National Wildlife Federation (NWF) recently released a document titled Nature Play & Learning Places, which provides a series of national guidelines for the creation of places for children to interact with nature. The guidelines are intended to help communities develop opportunities for children to learn about the natural environment and to promote physical activity. Additionally, the guidelines indicate that these areas should be characterized by natural materials, including plants, stones, water, fallen trees, and other natural elements that allow children to interact with the natural environment. The document defines a nature play or learning place as:

"A designated, managed area in an existing or modified outdoor environment where children of all ages and abilities play and learn by engaging with and manipulating diverse natural elements, materials, organisms, and habitats, through sensory, fine motor and gross motor experiences."[16]

Some potential nature play area features are described in the text below.

Photo credit: OPRD/NWF

Natural Play Structure
(Silver Falls State Park, Oregon

Natural Play Structures

Permanent play structures can be constructed from natural materials such as logs and rocks. The guidelines encourage the engagement of local children for ideas and the use of indigenous materials in the design.

[13] Singletracks, "Visiting the Birthplace of Mountain Biking: Marin County, California," http://www.singletracks.com/blog/mtb-trails/visiting-the-birthplace-of-mountain-biking-marin-county-california/, (April 15, 2016).
[14] IMBA, "Flow Trails," https://www.imba.com/model-trails/flow-trails, (April 15, 2016).
[15] Adventure Sports Journal, "Pumpin': An Introduction to the World of Pump Tracks," http://adventuresportsjournal.com/pumpin-an-introduction-to-the-world-of-pump-tracks/, (April 15, 2016).
[16] TTMoore, R. (2014). Nature Play & Learning Places. Creating and managing places where children engage with nature. Raleigh, NC: Natural Learning Initiative and Reston, VA: National Wildlife Federation. Version 1.6. (pages vii, 5, 7-8, 51, 65, 71-83).

Multipurpose Lawns

Multipurpose lawns, depending on size, can support a wide variety of activities and events. These lawns can be utilized for programmed and unprogrammed play for both large and small groups.

Meadows and Woodlands

Meadows, or fields of non-woody plants, can be utilized to provide ecosystems that children can explore and observe wildlife, most notably insects. These fields can also provide opportunities for children to see a variety of plants and learn about the diversity of these ecosystems, particularly compared to a carefully managed lawn.

Woodlands also offer diverse ecosystems of plants and wildlife and can provide a multitude of educational and play opportunities. Additionally, woodlands can be utilized for learning about seasonal plant cycles.

Vegetable Gardens

Vegetable gardens allow children to participate in the growth of vegetables and can provide opportunities for them to eat fresh vegetables. The children are able to learn more about the source of the food that they eat.

Aquatics

Existing natural streams, ponds, wetlands, and marshes provide educational opportunities, and these features can be constructed if not already available at a park. Aquatic features can provide children with multi-sensory experiences and the opportunity to interact with aquatic wildlife.

Frog Pond – Fishing for Tadpoles
(The Arboretum, Lexington, KY)

Gathering and Performance Structures

Gathering structures provide places for users to gather for social interaction and for programming opportunities and can be in the form of decks, patios, or gazebos. Performance structures include features such as stages, campfire circles, and small amphitheaters which can be utilized to encourage teamwork and group presentations.[17]

Opportunities in Garland

Few of these features are currently offered at Garland parks, but many could be implemented. Several parks have woodland areas or meadows that could be utilized for education. Duck Creek, Rowlett Creek, and Spring Creek Greenbelts provide excellent opportunities for these features. Many could also be incorporated into the development of Hayes Parks as well as many of the smaller passive parks in Garland.

5.7.14 Dog Parks

Dog parks are an ongoing trend that have been increasing in popularity. The development of these fence enclosed areas where dogs can run leash free can be a positive addition to a community. Dog parks are good for improving the social interaction skills of dogs and are a very good social attraction for the dog owners.

Dog Park with Water Feature

Quality dog parks need careful planning and a fairly extensive operating budget for maintenance and upkeep. At a minimum, a dog park should provide three areas of at least an acre each: one for large dogs, one for small dogs,

[17]Moore, R. (2014). Nature Play & Learning Places. Creating and managing places where children engage with nature. Raleigh, NC: Natural Learning Initiative and Reston, VA: National Wildlife Federation. Version 1.6. (pages vii, 5, 7-8, 51, 65, 71-83).

and one rotating, unused area to allow for regeneration of turf. Small dog parks often require a mulch or gravel surface as turf cannot be maintained due to heavy use. Shade, sitting areas, water, and restrooms are typical amenities at these parks.

Dog parks ranked as the eighth most important facility to households in the Parks and Recreation Survey, and dog parks ranked eighth for households with unmet facility needs. Pet exercise programs also ranked highly in survey questions, indicating that residents desire more organized activities at the dog park. Many dog owners requested more of these facilities at the public meetings, including the public workshop and the stakeholder groups.

Garland currently has one dog park in development at Central Park. A combination of large and small dog parks is likely needed to meet the growing needs of dog owners who increasingly use dog parks as community gathering spaces.

5.7.15 Disc Golf

Disc golf, formalized in the 1970s, is similar to traditional golf in many ways. The disc, or Frisbee, is thrown from a tee toward a hole which is most commonly in the form of a "Pole Hole." The player makes consecutive throws from the location of the landing of the previous throw until the disc lands in the basket or Pole Hole. Disc golf differs from traditional golf in some important ways: green fees are rarely required and only an inexpensive flying disc is needed to play. Disc golf appeals to a wide range of participants of all ages as well as those with disabilities, and the game can be played year-round. Courses also require much less land than traditional golf (as little as five acres for a nine-hole course).[18] The sport continues to grow in popularity and courses are available at many parks around the country.

Garland currently offers one disc golf course in the southern edge of the city in Audubon Park. Because these facilities can utilize land unsuitable for other amenities, they can be developed in almost any park. Quality courses can host tournaments, which can potentially bring visitors to Garland as disc golfers play year-round and are known to travel to access challenging courses.

5.8 Conclusions

The analysis conducted throughout this chapter serves to provide an indication of needs for parks and recreation services in Garland. The analysis indicates that many types of parks and facilities are located throughout the city; however, not all amenities exist in sufficient quantities and many are not evenly distributed throughout Garland.

The level of service standards in the first part of this chapter, which were developed with consideration to public input from residents of Garland, provide guidelines for the number of parks, recreation facilities, and open space acres needed in Garland. The geographic analysis of service areas identifies specific areas to target for investment in additional parks and facilities and highlights where investment will be the most impactful.

The mapping analysis helps to identify specific locations for potential improvements. These needs could be met through the development of new parks, development of additional facilities at existing parks, or increasing access to these parks. A combination of these three options most likely represents the best solution to improving access to facilities in Garland. The analysis from this chapter and the preceding chapters provides the foundation for the specific recommendations presented in Chapter 6.

Finally, Garland is behind many of the trends in parks and recreation, but the city is in a good position to confront those that have not been addressed. The aging population of Garland, like most of the country, provides additional incentive for the city to address many of these trends, including fitness programming, universal access, nature education, and expansion of trails.

[18] Professional Disc Golf Association, "A Guide to Disc Golf from the PDGA," http://www.pdga.com, (September 20, 2019).

6 STRATEGIC PLAN

6.1 Introduction

This master plan represents the collective vision for Parks, Recreation, and Cultural Arts in Garland (PRCAD). This cohesive vision for continually improving Parks, Recreation, and Cultural Arts opportunities represents a culmination of the engagement process. The vision, mission, and values outlined below will guide implementation of this master plan and the future of parks, recreation, and trails in Garland. A series of goals and objectives will help realize this vision.

6.2 Mission

6.2.1 Purpose of a Mission

A mission identifies your purpose and reason for existence. A mission should:

1. Be simple, concise statement
2. Express reason for being, reason for existence
3. Provide guidance, focus
4. Consider what you do, who you do it for, how you do it, and why
5. Be EASY to remember and recite
6. Clearly define your purpose (why you exist) to:
    - Staff
    - Customers
    - Partners
    - Stakeholders
7. Provide focus – energy, time, and resources
8. Anchor decision making
9. Guide all aspects of the organization – what you will and will not do

6.2.2 Existing Mission for Garland Parks, Recreation, and Cultural Arts

Garland Parks, Recreation, and Cultural Arts has an existing mission which is as follows:

> *To provide recreational, cultural, and natural resource experiences for the benefit of citizens and visitors of Garland*

6.2.3 Proposed Mission for Garland Parks, Recreation, and Culture

Considering the nine factors described above and building on the existing mission and upon the vision exercise of the Master Plan Steering Committee, the new mission for Garland Parks, Recreation, and Cultural Arts is:

> ***Create dynamic experiences through parks, arts, and play***

6.3 Vision

6.3.1 Purpose of a Vision

A vision answers the questions – What do you hope to become? What impact will you make in Garland. The vision:

1. Defines an envisioned future
2. Describes where you want to go and what you hope to become
3. Identifies what impact you hope to make
4. Is long range – usually 10 to 20 years out
5. Establishes focus, direction, and a clear finish line
6. Shapes organizational strategy and priority setting
7. Motivates and inspires
8. Serves as a unifying force; aligns people and activities
9. Guides decision making – what you will do and not do
10. Serves as a "north star" during times of uncertainty or turbulence
11. Promotes change and hope for the future

6.3.2 Existing Vision for Garland Parks, Recreation, and Cultural Arts

Garland Parks, Recreation, and Cultural Arts has an existing vision which is as follows:

> *Garland is an active, fun, healthy, and inviting city.*

6.3.3 Proposed Vision for Garland Parks, Recreation, and Culture

With those factors in mind and building upon the vision exercise of the Master Plan Steering Committee, the new vision is:

> ***Inspire people to live, work, play, and thrive in Garland!***

6.4 Values for Garland Parks, Recreation, and Cultural Arts

6.4.1 Definition

An organization's values identify their beliefs and guiding principles. Values should accomplish the following:

1. Lay the foundation for how the department conducts itself
2. Guide decision making, behaviors, and interactions with others

3. Convey the personality of the department
4. Reflect the essence of your identity
5. Can never be compromised
6. Communicate what is important
7. Inspire behaviors that support mission attainment
8. Influence positive behavior
9. Shape organizational culture
10. Lead to greater employee engagement
11. Support quality recruitment efforts (enhances good job fit)

6.4.2 Core Values

The core values should be unique to the department. Based upon the citizen engagement and Steering Committee discussions, the core values for Garland Parks, Recreation, and Cultural Arts are:

S	P	I	R	I	T
Service We deliver dynamic experiences	**Passion** Our dedication and determination are contagious	**Innovation** We find new and creative ways to serve	**Respect** Our actions honor, strengthen, and encourage	**Inspiration** We inspire action that leads to excellence	**Teamwork** We are better together

Goals and Objectives

6.4.3 Function of Goals and Objectives

Goals and objectives identify your areas of strategic priority and accomplish the following:

1. Describe in a more concrete way how the department will fulfill its mission and seek to realize its vision within a designated planning timeframe
2. Provide focus and direction
3. Indicate how the department will invest its time, talents and resources
4. Clarify what the department will/will not do

Goals – Outcomes

- Overarching areas of strategic priority
- Broad, demonstrates intentions
- Outcome vs activity based
- Three-to-five-year timeframe (or more)

Objectives – Directions

- More concrete; describe what the department seeks to have happen with an issue
- Written in observable terms (increase, expand, decrease, reduce, consolidate, abandon, improve, distribute, enhance)
- One-to-five-year timeframe (or more)

6.4.4 Proposed Goals and Objectives for Garland Parks, Recreation, and Cultural Arts

The following goals and objectives will guide the operations, improvements, and services in Parks, Recreation, and Cultural Arts in Garland over the next five to ten years.

Goal 1: Places & Spaces

Our parks, places and spaces will connect people, build community, and create dynamic experiences for current and future generations.

Objective 1.1 – **Connection:** Acquire, plan, develop and maintain trails and spaces that connect people, build community and provide opportunities for health, wellness, and discovery

Objective 1.2 – **Modernization:** Invest in renewing and modernizing existing parks and facilities while simultaneously acquiring and adding new features that provide innovative, safe, and diverse experiences

Objective 1.3 – **Stewardship:** Protect and promote Garland's valuable natural, historic and cultural resources through preservation, conservation, education and sustainable management practices

Goal 2: Experiences

Our programs, events and services will promote health and wellness, learning, creativity and fun to enrich the lives of our diverse and everchanging community.

Objective 2.1 – **Programs & Classes:** Strengthen the mix and quality of time-honored and trendsetting services that appeal to and are accessible to our diverse community

Objective 2.2 – **Cultural Arts:** Increase appreciation, awareness, and engagement in diverse artistic experiences

Objective 2.3 – **Events:** Expand the variety and frequency of special events to build community and bolster economic impact

Goal 3: Engagement

Our residents, businesses, leaders, and staff will work together to create and deliver innovative, accessible, affordable, and inclusive experiences for our entire community.

Objective 3.1 – **Community:** Engage all sectors of the community to promote, plan, increase access, and encourage volunteerism

Objective 3.2 – **Partnerships:** Build relationships and partnerships with schools, businesses, government, and nonprofit organizations to serve the current and future needs of the community

Objective 3.3 – **Marketing:** Increase the level of awareness, support, and engagement through innovative and consistent marketing and communications

Goal 4: Organizational Excellence

Our department will implement modern best practices to ensure our people, policies, processes, finances, and resources are aligned to fulfill our mission and realize our vision.

Objective 4.1 – **Finances:** Expand and enhance facility, program, and service offerings through alternative funding, management best practices, and cost recovery efforts

Objective 4.2 – **People:** Build, grow, and invest in a team of knowledgeable, skilled, diverse, passionate and highly valued staff

Objective 4.3 – **Technology:** Expand and maximize the use of technology to enhance business operations and customer experience

Objective 4.4 – **Operations**: Apply modern and streamlined business processes, policies, and planning

Objective 4.5 – **Maintenance**: Enhance safety, accessibility, quality of experience, and cost effectiveness by developing and implementing maintenance and operations standards and best practices

6.5 Strategies

Specific strategies were identified for each objective listed above. The strategies are discussed in Chapter 7 under categories of recommendations and are listed in the Action Plan in Chapter 9, which also identifies a timeframe, responsible party, and potential funding source.

7

PLAN IMPLEMENTATION AND PRIORITIZATION OF NEEDS

7.1 Introduction

This chapter provides a series of observations and findings gained through the first three phases of this master plan. Specific recommendations are provided to address these findings. Recommendations are divided into the following categories:

- Existing Park and Facility Updates and Replacements
- New Park and Facilities Development
- Playgrounds
- Environment and Sustainable Development
- Trails
- Outdoor Athletic Fields and Courts
- Indoor Recreation
- Programming
- Operations
- Maintenance
- Promotion and Branding
- Budget and Funding
- Partnerships and Sponsorships

Many capital improvement recommendations, including most of the highest priced items, already have funds allocated by the 2019 Bond Program passed by Garland voters in May 2019. Recommendations funded by the 2019 Bond Program (or remaining funds from the 2004 Bond) are highlighted in **bold** in text below. Recommendations by park are provided in Chapter 8.

7.2 Citywide Recommendation Summary

Citywide recommendations represent high level, aspirational strategies and are, therefore, more general in nature. However, these actions refer to both operational and capital improvements and are essential for

the successful implementation of goals of this master plan and represent ongoing efforts that require annual review and evaluation.

These systemwide recommendations focus on the development of parks and facilities in underserved areas to meet unmet needs throughout the community. This section describes general concepts and overall needs for facilities. Specific locations for facility developments can be found in Chapter 8, Individual Park Recommendations.

Places & Spaces

1. **Focus short-term capital improvements on renovation/replacement of existing, key facilities (playgrounds, parking lots, restrooms, picnic shelters, etc.)**
2. Complete development of the dog park at Central Park to provide a place for dogs to go unleashed and for dog owners to gather
3. **Implement Rick Oden Park improvements according to the Park Master Plan in progress, including the skate park (part of 2004 Bond)**
4. Increase the population served within a 10-minute walk of a Neighborhood Park (or larger) from the current 41% to 60% over the next 10 years and from 48% to 65% to any park through development of existing parkland, new parks in growing areas, and improved access to existing parks
5. Increase the population served within a 5-minute drive of a Community or Regional Park from the current 74% to 85% through development of existing parkland (e.g., Hayes Park, Tuckerville Park, and Wynn Joyce Park)
6. **Renovate, expand, and replace recreation centers to meet the growing needs of Garland residents**
7. **Complete and implement the Aquatics Master Plan to improve the quality of and access to aquatic facilities in Garland**
8. **Upgrade and renovate existing sports fields throughout Garland, including restrooms, concessions, shade structures, and lighting for local use and to attract tournaments**
9. **Coordinate with developers, Planning and Community Development, and other city and private agencies to provide needed facilities and programs in Catalyst Areas and utilize 2019 Bond funding to support the needs of these areas**
10. **Begin implementation of the citywide trail system plan once completed to improve connectivity throughout Garland, prioritizing trail corridors that are part of the Regional Veloweb (partially funded)**
11. Increase availability of paved trail loops within parks, providing easy access to these facilities throughout Garland

Experiences

12. Prioritize facility and program improvements in locations with high levels of social need
13. Perform an ADA Accessibility Assessment of all facilities, programs, and communications and improve ADA access throughout the park system
14. Add shade in the form of trees and structures throughout Garland for facilities such as seating areas and playgrounds
15. Expand nature programming at PRCAD sites and utilize nature trails for programming
16. Utilize new facilities, including an amphitheater, pickleball courts, a dog park, outdoor fitness equipment, a recreation center, and more, for expanded program opportunities that result from the availability of these facilities

Engagement

17. Brand and market active senior programs together under a separate program name, "Garland Active Adults"
18. Continuously evaluate and implement new technologies to provide contemporary services (Wi-Fi, mobile friendly platforms, social media, etc.) expected by Garland residents now and in the future
19. Provide additional staff and resources to continue to expand marketing efforts to increase public knowledge of parks, facilities, and programs available, utilizing diverse types of media

Organizational Excellence

20. Implement conservation policies and sustainable practices for development and management of park properties
21. Develop a capital maintenance and replacement program with a plan for the long-term replacement of facilities
22. Expand programs by using outside vendors and contractor professionals
23. Determine the PRCAD's visual identity and identify a consistent brand
24. Increase cost recovery of the department operating budget from 22% to 30% within ten years by utilizing revenue generation and operations cost reduction tactics described in this master plan
25. Establish and nurture partnerships to increase the availability of both facilities and programs and to promote outreach, participation, fitness, and volunteerism

7.3 Citywide Facility Priorities

These facility improvement priorities represent a summary of the highest priority needs throughout the City of Garland and are separated into three categories: parks and systemwide Improvements, outdoor facilities, and indoor facilities.

Parks and Systemwide Improvements

- **Aquatics Master Plan and implementation**
- **Trail plan completion and implementation (funding for first phase)**
- **Catalyst Area improvements**
- Neighborhood Parks and Community Parks in underserved areas (e.g., Hayes Park at Rosehill, One Eleven Ranch, Wynn Joyce Park)
- Greenbelt and Nature Park improvements and enhancements
- Improved accessibility/ADA improvements
- Improved signage (entrance, wayfinding, and interpretive)

Outdoor Facilities

- **Improvements/replacement of outdated or deteriorated park facilities (playgrounds, parking lots, restrooms, etc.)**
- More walking and biking trails and enhancements (trailheads, lighting, benches, signage)
- **Additional playgrounds (8 to 12)**
- Additional basketball courts (10 to 12)
- Additional multipurpose fields (5 to 10)
- Dog parks (2 to 3)

- Additional picnic shelters (15 to 20 additional)
- Pickleball and other senior sports (distributed throughout city)

Indoor Facilities

- **Fields Recreation Center improvements**
- **Holford Recreation Center replacement**
- **Audubon Recreation Center renovation and expansion**
- **Hollabaugh Recreation Center renovation and expansion**
- **Garland Senior Activity Center renovation and expansion**
- Additional recreation center (South Sector, District 5)

7.4 Existing Park and Facility Updates and Replacements

7.4.1 Background

Through the public input process, Garland residents voiced a strong desire for improvements to existing parks. The option to upgrade existing parks received the largest allocation in the dollar voting exercise (21%) at public meetings, and the highest level of support in the Mail Survey was given to upgrading older parks, recreation, and cultural arts facilities with 90% of households indicating that Garland should pursue this action to improve parks and recreation services. According to the Mail Survey ($100 allocation), residents would allocate the largest amount of funds to upgrade existing parks.

Fifty-six percent (56%) of households who visited parks over the past year rated them as good, 14% rated them as excellent, and 25% rated them as fair. These numbers are well below the National Benchmarking by ETC Institute showing 30% for excellent. These numbers combined with support for improvements indicate a strong desire by residents to see renovation and enhancement of existing parks.

For preferred upgrades to existing parks, the top response in the Mail Survey was restrooms (60%), followed closely by security cameras and lighting (58%). Walking trails, picnic shelters, seating, shade structures, trees and landscaping, trail lighting, and drinking fountains also ranked in the top ten improvements to existing parks. Picnic facilities (fourth) were top outdoor priorities in the *Development Guidelines* for 2012-2022.

7.4.2 ADA/Accessibility Improvements

Handicapped inaccessibility at Garland park facilities is commonplace. Such facilities include playgrounds, access walkways and trails, spectator areas, shelters, remote picnic tables, bench swings, etc. An audit is mandated in the Americans with Disabilities Act enacted in 2010 and to have a plan in place by 2012. However, Garland Parks, Recreation, and Cultural Arts (PRCAD) has not yet completed an ADA accessibility audit.

Garland Parks, Recreation, and Cultural Arts should engage a consultant with the requisite expertise to conduct an accessibility audit of all facilities (indoor and outdoor), programs, and communications. Upgrades of accessibility are necessary at all facilities, including access to athletic fields, spectator areas, restrooms, playgrounds, picnic shelters, and in buildings. Accessible walks must be a minimum of 4 feet wide. Six feet wide is recommended, which also avoids the need for passing areas every 200 feet. Grass is not considered an accessible surface. The department should prepare an implementation plan outlining upgrades to access over a five-year period. Implementation must include physical facilities, websites, communications, marketing, policies, and practices.

7.4.3 Safety and Security Improvements

Concerns about safety and security in parks were a prominent theme of the public engagement. Residents also requested lighting on some segments of trails. Additional lighting would help users feel safer while using parks. The addition of security cameras would similarly improve the perception of safety, while also helping to reduce vandalism and theft in parks.

The addition of mileage information along trails would help users identify their locations and will require coordination with the city's implementation of the trail plan. The lighting of trails should focus on trail segments that may be used as transportation corridors, and trail loops should be selected to provide a balance of service throughout Garland as lighting will not be added to most trails.

7.4.4 Support Features

While users do not tend to visit parks specifically to use support features, they serve to make those visits more pleasant and encourage users to stay longer. Support features often represent the most desired improvements at parks as indicated earlier in this section (see Subsection 7.4.1). Such improvements were also requested by stakeholder groups and at the public workshops.

Signage

Signage at parks provides opportunities to make a first impression and to promote the image of Garland. Various types of additional signage are needed throughout the park system in order to improve user experiences and should include multiple languages. Prior to the development of this signage, Garland should develop consistent signage standards for use at all parks and facilities. Signage should be added at park entrances where none currently exist. Signs at recreation centers and larger facilities may include digital message boards to promote events and programs.

Additionally, wayfinding signage is needed at larger parks to identify and direct users to attractions (coordination with external partners may be required). Wayfinding signage should be located in each park at kiosks, bulletin boards, or other information centers and should indicate trail lengths, accessibility, and difficulty levels. Interpretive signage should be provided at locations of natural resources in parks and along trails to provide educational opportunities.

Seating

In general, more seating is desired throughout parks and along trails. Seating should be provided adjacent to features or in scenic areas. Depending on the location, benches or permanent tables may be appropriate.

Shade

Many residents indicated a desire for more shade at parks. Accordingly, shade should be provided in the form of trees and structures throughout Garland parks for facilities such as seating areas and playgrounds. Wherever possible, shade should be provided through the addition of trees; however, fabric structures will be necessary in many areas.

Restrooms and Drinking Fountains

Restrooms and drinking fountains should be included as part of any park improvement project as defined by park classification. Restrooms, in particular, help to extend park visits and should be a priority at the largest and most used parks.

Technology

Garland Parks, Recreation, and Cultural Arts (PRCAD) has not kept up with technology, including Wi-Fi hotspots, charging stations, and park apps. As noted in Chapter 5, technology can provide a tool to enhance park experiences and is especially important for engaging youth. Technology can also be used to show usage trends and participations rates. Technology improvements were a top recommendation by staff.

Road and Parking Lot Improvements

The 2019 Bond provides funding for road and parking lot improvements throughout the park system. This funding is substantial and will allow for the replacement and expansion of pavement where it is most needed.

7.4.5 Recommendations

1. **Improve and replace deteriorated and outdated features at existing parks**

2. **Add or upgrade restrooms at all heavily used parks**
3. **Replace and expand parking lots and park roads as identified in the 2019 Bond program**
4. Expand security lighting at all parks and facilities to encourage a safe atmosphere and to prevent damage to park property
5. Install security cameras at larger parks and high traffic areas
6. Collaborate with law enforcement to increase presence in the parks and an improved perception of safety for park users
7. Add shade in the form of trees and structures throughout Garland parks for facilities such as seating areas and playgrounds
8. Offer drinking fountains at all parks
9. Provide adequate seating adjacent to features and in scenic areas
10. Upgrade technology in parks for patrons and staff (see Chapter 5, Technology, Subsection 5.7.4)
11. Add Wi-Fi in high traffic areas, including buildings, athletic complexes, and event spaces
12. Develop and implement a consistent signage program for all city parks
13. Install monument signs at major park entrances, including digital message boards at recreation centers and larger facilities, and smaller signs at secondary entries and smaller parks
14. Ensure that these signs are attractive and landscaped in order to promote first impressions and the image of the City of Garland and PRCAD
15. Provide multiple languages on park signage
16. Develop wayfinding signage program for interior park signage and directional signage to parks
17. Perform an ADA Accessibility Assessment of all facilities, programs, and communications (by an outside consultant) and develop an implementation plan
18. Improve ADA access throughout the park system, including walkways to all facilities and seating areas
19. Replace barrel trash cans with standard trash receptacles

7.5 New Park and Facilities Development

7.5.1 Background

Trends indicate substantial population growth in Garland since 1970, but the city has not kept pace with trends and changing needs of residents. Additionally, the median age in Garland (35.2) has increased substantially since 2000 and is higher than Dallas County. While the median age is similar to Texas and lower than the USA, the trend of increasing median age is expected to continue. The population age 65 and over has increased as a percentage since 2000 and is expected to reach 14% by 2023. Over the same time period, the percentage of children is expected to decrease to 25% of the population from 30% in 2000.[1]

Educational attainment has increased in Garland since 2000, but inflation-adjusted incomes have declined. Over that same period, minority populations have increased rapidly and now represent a larger percentage of the total population in Garland at 69%, which is more than in the State of Texas as a whole (56%). Minority populations make up a majority of Garland residents and accounted for nearly all population growth in the city since 2000.

[1] See Section 2.2, Population and Demographic Trends, in Chapter 2

These demographic changes have led to changing recreation needs, which the city has only begun to address. Garland offers two senior centers, but additional facilities for seniors were requested though the public input. Facilities for active adults are a trend for parks and recreation agencies throughout the country. These facilities include outdoor fitness equipment, pickleball courts (see Section 7.8), and trails (see Section 7.7). Outdoor fitness equipment has become a popular addition to parks for users of all ages (in addition to active adults/seniors).

There is a growing trend nationwide to abandon the "Neighborhood Park" concept for more Regional Parks. In Garland, the Neighborhood Parks are the foundation of recreation programming for the residents, and it is working quite well. Self-initiated recreation programming is one of the purest forms of leisure. Neighborhood Parks in Garland are of significant size that in the future, park elements can be added without crowding the park sites.

According to the benchmarking (Park Metrics) in Chapter 2, Garland provides fewer acres of parkland per thousand population (9.5) than the benchmark median (12.2), and population per park (1,443) is above the benchmark median (3,692). The city compares more favorably for parkland as a percentage of jurisdiction land at 6.2% compared to a benchmark median of 3.2%. However, this number is lower than the Trust for Public Land median of 7.9% (medium-low density cities). These numbers indicate that Garland has a sizable inventory of parkland but also has room to improve.

A dog park and a skate park were requested by public workshop attendees, including at the parks and facilities station, the features board, and the dollar voting exercise. These facilities along with an outdoor amphitheater were the most desired park features not currently available in Garland, according the Parks and Recreation Survey by ETC Institute (Mail Survey). A dog park is in progress at Central Park, and a skate park is planned at Oden Park. The hillside in the northeastern part of Winters Park provides a natural amphitheater and a great opportunity for the development of a formal stage with event infrastructure.

Many residents indicated a desire for additional aquatic facilities. Splash pads were one of the most requested features in the "Other" box in the dollar voting exercise and were also requested in the stakeholder groups. A trend in many communities throughout the country, needs for splash pads were unmet by over 16,000 Garland households. They can be developed as part of an aquatic center or as standalone features in other park areas. Splashpads do not require lifeguards and have much lower operating costs than swimming pools. The 2019 Bond includes an aquatic package with funding for upgrades throughout Garland. Funding is allocated for improvements to Surf and Swim (upgrade to Regional Aquatics Facility), enhancements to Holford Pool (upgrade to Neighborhood Aquatic Center), and development of three (3) splash pads. The specific improvements and location of the splash pads will be determined through the Garland Aquatics Master Plan currently underway and due for completion in 2020.

7.5.2 Level of Service (LoS) Improvements

More than a quarter of the population (28%) lives in areas with "Highest" or "High" service levels, and 21% live in areas with "Lowest" or "Low" service levels (see Composite Service Areas map, Figure 5.4). Additional features at existing parks would increase the service level for many residents living in these areas. Many gaps in service can also be filled by improving access to existing parks (see Section 7.7); however, new parks and new parkland would be needed in select areas in order to improve the level of service (see Subsection 7.5.4).

The Composite Service Areas map was then combined with the Social Needs and Conditions Index (Figure 2.10) to produce a Strategic Priority Investment Areas map that indicates areas most in need of additional park amenities (Figure 5.19). The Priority Park Improvement Areas map (Figure 7.1) highlights the areas that are most in need of additional amenities and indicates which parks could be upgraded to improve these levels of service. These high need areas are most in need of neighborhood level, daily access facilities, although enhancements at larger parks nearby will improve service levels as well.

While special emphasis should be placed on improvements at parks in underserved areas with high social needs as outlined in Chapter 2, areas with the lowest levels of service should also be prioritized. The most notable portions of the city lacking access to parks and facilities are on the northern and southern edges of Garland (see park service area maps in Chapter 5). In some cases, partnerships with homeowners associations (HOAs) or other private owners may allow for improvements without acquisition. Many HOAs in Garland own land that could be used for recreational opportunities. Figure 7.1 shows some areas where services could be

provided through partnerships with developers to provide parks during development or with HOAs to improve existing land.

Through a combination of development of existing parkland, new parks, and improved access to existing parks, Garland should seek to increase the population served within a 10-minute walk of a Neighborhood Park (or larger) from the current 41% to 60% over the next 10 years and from 48% to 65% to any park. Most of this goal can be accomplished through improvements to existing parks, but additional land may be required in some growing and underserved areas.

Similarly, the city should increase the population served within a 5-minute drive of a Community or Regional Park from the current 74% to 85% through development of existing parkland, including upgrades to existing parks that lead to the reclassification of a park as a Community Park. Several parks, such as Ablon, Hayes, One Eleven Ranch, and Tuckerville, have enough land to serve as Community Parks if more features were added. This goal can be met without the acquisition of new parkland.

The parkland guidelines in Chapter 5 used benchmarking to determine level of service standards for developed parkland in Garland. According to those guidelines, Garland will need roughly 300 acres of additional developed parkland to meet the needs of the city's population. Based on the analysis in this master plan, four (4) or five (5) additional Neighborhood Parks and two (2) to three (3) Community Parks should be developed within Garland over the next 10 years, primarily through developing and upgrading existing parkland.

7.5.3 Park Master Plans

Many of the Garland's parks were developed incrementally over a long time period in response to the demands of the time and without a long-term plan. As a result, full potential has not been realized at many properties, where the relationship between amenities is not optimal. Many venues like playgrounds, shelters, and fields are inaccessible or not attractive due to the remoteness of their locations or ill placement in relation to parking, general viewing, or other access points or points of interest.

Significant changes or upgrades to parks should be implemented following a master planning process to ensure that parks are developed in a way that best utilizes site resources and provides the optimal user experience. These park master plans should be completed with input from the community. Partnerships may be advantageous for park development plans for some parks, particularly those next to schools.

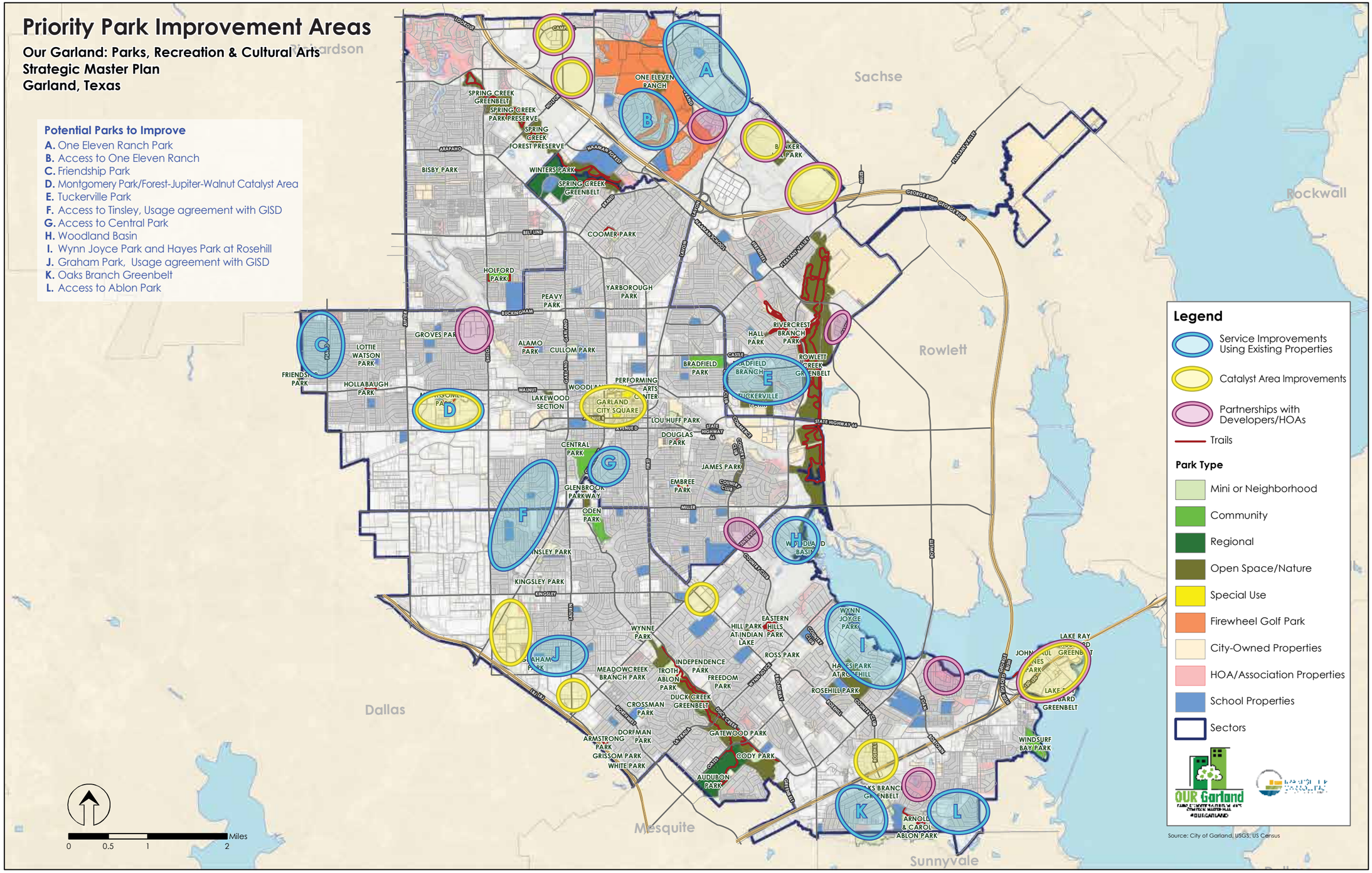
The following parks should have park master plans developed or updated:

- Audubon Park
- Bradfield Park
- Central Park
- Duck Creek Greenbelt
- Hayes Park at Rosehill
- Holford Park
- Huff Park
- John Paul Jones Park
- Kingsley Park
- Oaks Branch Park/Greenbelt
- One Eleven Ranch Park
- Rick Oden Park (in progress)
- Rowlett Creek Greenbelt
- Spring Creek Forest Preserve
- Spring Creek Greenbelt
- Spring Creek Park Preserve
- Tuckerville Park
- Windsurf Bay Park
- Winters Park
- Woodland Basin Nature Area
- Wynn Joyce Park
- Wynne Park

7.5.4 Parkland Acquisition

Public input indicated a desire for more parkland and new parks, particularly in underserved areas. As described previously, park needs may be met in many of the underserved areas through existing parks. New parks will be needed in some growing areas in order to provide a level of service comparable to the rest of Garland in terms of access to facilities and proximity to accessible open space. While Garland is nearing buildout, land for new parks should be set aside during and as part of the development process and should be considered during redevelopment as well. Like the need for trails described in Subsection 7.7.2, parks must be considered vital infrastructure for residential developments to best accomplish this goal.

Figure 7.1: Priority Park Improvement Areas



Acquisition Strategies

Overall, Garland Parks, Recreation, and Cultural Arts (PRCAD) would need to increase its land holdings by approximately 900 acres of parkland to meet the 13.5 acres per 1,000 population metric identified in Chapter 5, assuming minimal population increase. This target represents a general goal, as it does not meet the individual deficits for each sector. Although meeting the specific targets for each sector may not be feasible, additional efforts should be made to attempt to meet these deficits and to balance acquisition throughout the city. Land acquisition targets should be part of a comprehensive park development strategy that meets the specific local needs of each sector. Finally, the land acquisition process should provide special consideration to floodplain areas to preserve existing open space and to provide passive recreational opportunities (linear parks and natural areas).

Potential land acquisition should accomplish one or more of the following:

- Protection of natural resources
- New park development
- Preservation of existing open space
- Development of trail corridors and linkages

Developer Provided

The need for additional parks will continue to increase as the population of Garland grows and as new residential subdivisions are developed. Most new developments in Garland are located beyond the service areas of existing parks. Additionally, many recent residential developments have not included open space suitable for recreational uses. Park needs should be considered from the beginning of the development process as it is difficult to find suitable parkland once development has begun. The following strategies are important to ensure that Garland and developers collaborate to provide adequate levels of park services in future residential developments.

- Acquire land in projected residential growth areas for Community and Neighborhood Parks and natural areas
- Encourage the dedication and development of parkland as part of the residential development process (not necessarily city-operated)

These two actions will require collaboration with the Planning and Community Development Department both to help determine potential locations for future parks and to help ensure that land dedicated as open space is appropriate and adequate for the recreational needs of the neighborhood or neighborhoods to be served. These future parks and recreational features do not necessarily need to be owned or operated by the city or PRCAD. For some of these amenities, particularly smaller parks, ownership and operation by homeowners' association may be preferred.

Donations

Much of the land currently in the PRCAD inventory was acquired through donations. Similar opportunities will likely arise in the future, and it will be important for the city to evaluate how and whether these potential properties may meet the current or future needs for parks and natural areas prior to acquisition. Potential tracts of land that meet the needs outlined in this plan should be actively encouraged; however, any potential property should be evaluated for recreation or conservation value. Overall, the city should pursue opportunities for the acquisition of tracts that meet long-term future park needs as identified in this plan.

Purchase

While other strategies are preferable, it may be beneficial to purchase land for parks in certain locations to meet specific needs. For example, the city should acquire land contiguous to existing parks when it becomes available. Such acquisitions are especially important for parks where development is limited by space or where more natural areas are desired. Because it will be located at existing parks, this land would have a limited impact on maintenance costs. Such land also presents the potential to reduce the percentage of

developed parkland. The purchase of land that is not contiguous to existing parks should be part of a strategy to meet specific recreational needs of the community, such as trail linkages.

7.5.5 Catalyst Areas

The *Envision Garland 2030 Comprehensive Plan* identified seven Catalyst Areas intended to promote economic development in Garland through redevelopment. These areas were chosen for their market potential for residential (single-family and multifamily), retail, office, and employment. The 2019 Bond provides $15 million for park improvements within these areas. This funding may allow for improvement to existing parks within the Catalyst Areas or for the development of new parks. The *Envision Garland* plan specifically recommended small-scale improvements, including Pocket (or Mini) Parks, plazas, and public art.

The list below provides potential needs for parks and recreation improvements in each of the Catalyst Areas. These improvements could be funded using the 2019 Bond funds or through other measures, including partnerships or TIF funding. Additionally, these improvements will need to be implemented through coordination with developers, Planning and Community Development, and other city and private agencies. Several of these areas are identified in Figure 7.1

190 Catalyst Area

- General service improvements – overall low level of service
- New Neighborhood Parks to serve new residential development (potential partnership with developers)
- Playgrounds
- Trails, including Regional Veloweb
- Gathering Spaces/Picnic Shelters
- Game courts
- Program/event space

Forest/Jupiter/Walnut Catalyst Area

- Neighborhood/Mini Parks for residents and visitors
- Montgomery Park improvements
- Gathering spaces/picnic shelters
- Plaza space
- Trails
- Game courts
- Program/event space

Downtown Catalyst Area

- City Square improvements (in progress)
- Downtown playground
- Performing Arts Center improvements
- Plaza space
- Trails

South Garland Catalyst Area

- General service improvements – overall low level of service
- Neighborhood/Mini Parks for residents and visitors
- Recreation center to serve underserved residents (high needs in Strategic Priority Investment Ares map – Figure 5.19) and visitors, may require partnership

- Playgrounds
- Trails
- Game courts
- Gathering spaces/picnic shelters
- Plaza space

Centerville Marketplace Catalyst Area

- General service improvements – overall low level of service
- Neighborhood/Mini Parks for residents and visitors
- Playgrounds
- Trails
- Gathering spaces/picnic shelters
- Plaza space
- Program/event space

Broadway/Centerville Catalyst Area

- Neighborhood/Mini Parks for residents and visitors
- Playgrounds
- Trails
- Gathering spaces/picnic shelters
- Plaza space
- Program/event space

Interstate 30 Catalyst Area

- General service improvements – overall low level of service
- Improvements to Lake Ray Hubbard Greenbelt and John Paul Jones Park
  - Plaza space
  - Gathering spaces
  - Program/event space
- Trails, including Regional Veloweb
- Neighborhood/Mini Parks for residents and visitors
- Playgrounds

7.5.6 Recommendations

1. Improve and expand underutilized parks (add features) in underserved areas throughout Garland to improve the level of park service in these areas
2. Prioritize facility and program improvements in locations with high levels of social need
3. Increase the population served within a 10-minute walk of a Neighborhood Park (or larger) from the current 41% to 60% over the next 10 years and from 48% to 65% to any park through development of existing parkland, new parks in growing areas, and improved access to existing parks
4. Increase the population served within a 5-minute drive of a Community or Regional Park from the current 74% to 85% through development of existing parkland

5. Complete development of the dog park at Central Park to provide a place for dogs to go unleashed and for dog owners to gather

6. **Implement Rick Oden Park improvements according to the Park Master Plan in progress, including the skate park (part of 2004 Bond)**

7. **Develop three splash pads (2 standard and one regional in size) at strategic locations in Garland following the completion of the Garland Aquatics Master Plan**

8. **Upgrade Surf and Swim to a Regional Aquatics Facility with features as determined in the Garland Aquatics Master Plan**

9. **Upgrade Holford Pool to a Neighborhood Aquatic Center with features as determined in the Garland Aquatics Master Plan**

10. **Coordinate with developers, Planning and Community Development, and other city and private agencies to provide needed facilities and programs in Catalyst Areas and utilize 2019 Bond funding to support the needs of these areas**

11. Prepare Park Master Plans for all large-scale park improvements (see list in Subsection 7.5.3) and any future parks

12. Develop Wynn Joyce Park as a lakefront access park and Community Park

13. Upgrade One Eleven Ranch Park to a Community Park to meet the needs of the northeastern portion of the city that currently has a lower level of service

14. Develop a formal amphitheater with event infrastructure in Winters Park (Spring Creek Greenbelt) at the natural amphitheater to provide opportunities for community events and interaction

15. Redevelop existing Neighborhood Parks as true Neighborhood Parks with a variety of quality offerings that appeal to today's users

16. Add outdoor fitness equipment at select parks to expand opportunities for improved community health

17. Develop and implement a process to evaluate how and whether potential properties may meet the current or future needs for parks and natural areas prior to acquisition

18. Ensure that any acquisition accomplishes one of the following goals: protection of natural resources, new park development, preservation of existing open space, or development of trail corridors and linkages

19. Collaborate with the Planning and Community Development Department both to help determine potential locations for future parks and to help ensure that land dedicated as open space is appropriate and adequate for the recreational needs of the neighborhood or neighborhoods to be served

    - Seek opportunities to acquire land in projected residential growth areas for Community and Neighborhood Parks and natural areas

    - Encourage the dedication and development of parkland as part of the residential development process (not necessarily city-operated)

20. Add picnic shelters throughout the park system to improve access to these facilities and to promote opportunities for community gatherings

21. Acquire land contiguous to existing parks if it becomes available to allow for additional features and to increase the total amount of parkland available to residents

22. Redevelop Windsurf Bay Park once highway routing is known as a destination Regional Waterfront Park (may be beyond the 10-year timeframe of this plan), providing an opportunity for revenue generating facilities and programs

7.6 Playgrounds

7.6.1 Background

Playground equipment and shade structures (often for playground equipment) ranked in the top ten improvements to existing parks. Playgrounds (sixth) were top outdoor priorities in the *Development Guidelines* for 2012-2022. The need for playgrounds, which ranked as a high priority in the Priority Investment Ratings by ETC Institute (Mail Survey), is especially notable because the City of Garland currently offers playgrounds at 32 locations. About 35% of the population lives within a 10-minute walking distance to these facilities, and 95% live within a 5-minute drive. While some portions of the city are outside of easy access to playgrounds, this high level of demand indicates that the existing playgrounds are not meeting the needs of residents. The park assessments found that many of the playgrounds were in poor condition and lack play value. The 2019 Bond provides funding for new and replacement playgrounds to begin to address these needs.

Feature at playgrounds should vary by location to encourage users to visits different locations (e.g., zip lines, tall play structures, themed play structures, nature play). Playgrounds at larger parks should be "destination playgrounds" that are unique and different from other cities' playgrounds with a wide array of features for all users. These destination playgrounds need to be more engaging and inviting for those with sensory disorders, physical impairments, and other disabilities. Fencing is needed around playground structures at these destination playgrounds for the safety of younger children and those with disabilities. Long-term and fully accessible surfacing (i.e., poured-in-place rubber or synthetic turf) should be provided at destination playgrounds. Shade structures should be provided at all playgrounds unless provided by trees. Garland has the funding through the 2019 Bond Program for most of these improvements.

7.6.2 Recommendations

1. **Replace outdated and deteriorated playgrounds throughout the city**
2. **Add playgrounds throughout the city to improve access for children in Garland**
3. **Add shade in the form of trees and structures at Garland playgrounds**
4. **Incorporate unique features at each playground, such as nature play features, zip lines, tall play structures, or themed play structures**
5. **Install more long-term and fully accessible surfacing (poured-in-place rubber or synthetic turf) should be provided at destination playgrounds**
6. **Provide fencing around playground structures at destination playgrounds for the safety of younger children and those with disabilities**

7.7 Environment and Sustainable Development

7.7.1 Background

Park and recreation agencies are increasingly focusing on preservation and restoration of natural resources. Natural areas provide numerous benefits to the health and wellness of a community, including opportunities for all residents. Studies indicate that a connection to nature can relieve stress, improve interpersonal relationships, and improve mental health.[2] Because they are typically among the largest land owners in their jurisdictions, park and recreation departments have the opportunity to lead in the implementation of sustainability or best management practices (BMPs), which also provide potential educational opportunities for residents.

As noted in the trends section of Chapter 5, environmental education cultivates understanding of the benefits of natural habitats and open spaces. Nature education provides opportunities to engage all ages and abilities and provide great opportunities for intergenerational programming. Environmental programs represent a

[2] National Recreation and Park Association, "Health and Wellness," http://www.nrpa.org/About-NRPA/Impacting-Communities/Health-and-Wellness/, (August 31, 2016)

potential partnership with the schools in the form of nature classes and activities (see Section 7.10). Potential programs include community events, field trips, or classes covering habitat restoration, wildlife identification (e.g., bird watching), invasive species removal, and more. As noted in 7.4.4, interpretive signage should be provided at locations of natural resources in parks and along trails to provide educational opportunities.

Garland offers many open space and natural areas, including Rowlett Creek, Spring Creek, and Duck Creek Greenbelts and more. Additionally, some active parks, such as Ablon Park and Audubon Park, also have natural areas. Public input indicated support for conservation and preservation of natural resources. Opportunities exist to take advantage of Garland properties for educational purposes while preserving natural resources. Many parks in Garland contain land within the 100-year floodplain, including some that has been developed or modified, limiting potential development.

Attendees of the public workshop indicated a need for access to more natural areas in Garland. Nature programs were a top program priority (sixth) in the Priority investment Ratings by ETC. About a third of households (31%) indicated a need for nature programs (Mail Survey), and most survey respondents indicated these needs were unmet (representing nearly 19,000 households). Garland households were strongly supportive of acquisition of land to preserve open space (85% supportive, 61% very supportive), second only to upgrades to existing parks for actions to improve parks and recreation in Garland.

Fifty-five percent (55%) of households indicated a need for natural areas/nature parks, and second for unmet needs (over 24,000 households). They were the third most important facility. Finally, natural areas ranked as a high priority (second) in the Priority Investment Rankings by ETC. Nature parks were a top outdoor priority in the *Development Guidelines* for 2012-2022.

7.7.2 Conservation and Sustainable Development

Future development should place emphasis on conservation of resources and sustainable development. These efforts are necessary in order to ensure that natural areas and resources are available throughout Garland for all residents. As part of the overall strategy, the city should develop two manuals to guide future actions:

1. A Conservation Policy and Procedures Manual
2. An Environmental Best Management Practices (BMPs) Manual (focused on Sustainable Development)

The Conservation Policy and Procedures Manual should identify goals and methods for natural resources conservation and should include strategies for the following:

- Greenway and trail corridor linkages
- Biodiversity and habitat protection
- Water quality protection
- Buffering and expanding existing parklands
- Educational programming
- Invasive special removal

The continued preservation and restoration of the most sensitive portions of existing and future park properties, such as floodplains and wetlands, will be a critical component of efforts to promote ecosystems services (air and water quality, hazard mitigation, wellness and educational opportunities, etc.).

The Environmental Best Management Practices (BMPs) Manual should outline sustainable development practices. These standards should be consistent with the recommendations of the *Envision Garland 2030 Comprehensive Plan* and future updates. Additionally, the department should promote conservation and sustainability efforts to encourage local businesses and residents to implement these strategies.

These standards should emphasize:

- Preservation of resources to promote ecosystems services (air and water quality, hazard mitigation, wellness and educational opportunities, etc.)

- Landscape standards for the local climate (such as "Texas Smartscape" strategies)
- Landscaping and tree plantings that utilize native species
- Natural drainage for stormwater runoff
- Use of recycled building materials
- Design that conforms to natural site topography

A variety of existing guidelines and rating systems exist that Garland PRCAD can incorporate into its overall sustainable development strategy. The most common manual for the sustainable development of structures is the Leadership in Energy & Environmental Design (LEED) rating system, administered by the Green Business Certification Inc. (GCBI), which is part of the US Green Building Council (USGBC). The Sustainable Sites Initiative (SITES) rating system (also administered by GCBI) is a relatively new series of guidelines that focus on the sustainable development of sites instead of structures. These standards provide excellent reference material when considering BMPs and can be employed during future site development.

7.7.3 Restoration of Underutilized Parkland

Currently, just over 30% of parkland managed by Garland Parks, Recreation, and Cultural Arts (PRCAD) is developed (includes all facilities, pavement, and mowed areas). In response to public desire for both natural areas and more park development, Garland should seek a balance for parkland development that consists of a 45%/55% split between land developed for recreational use and land remaining in its natural state. Using this 45% threshold, the city could develop 300 additional acres at existing parks.

Most residents (74%) support creating more natural areas, including no-mow or wildflower area. The 45% limitation would maintain the city's comparatively low overall percentage of developed parkland, placing Garland just above the lower quartile value of 43%, according to the benchmarking in Chapter 2. The benchmark median was 60%. Many parks, such as Wynn Joyce Park, contain land that is developed but offers limited or no features; therefore, the development of this land would not impact the overall percentage developed.

As part of this goal, Garland should restore underused parklands to natural areas and maintain natural areas in future parks. Part of the restoration of parkland should include the reduction or elimination of mowed and irrigated areas. Restoration of park spaces will also reduce the amount of required maintenance, while improving park experiences. Garland PRCAD should develop a plan to identify potential spaces for restoration before implementation can begin and should include efforts to educate the public on the benefits of restoration.

7.7.4 Cultural and Natural Resource Management Plans

Parks, Recreation, and Cultural Arts (PRCAD) should develop a Cultural and Natural Resource Management Plan for each city-owned park (existing and future) to identify specific goals for each property. The completion of these plans at all parks represents a long-term goal extending beyond the 10-year implementation timeline of this master plan because of the large number of parks in the PRCAD inventory. Initially focus on the larger parks in the system (over 20 acres in size).

Restoration as identified in the previous subsection (7.7.3) requires that such a plan be submitted to the city in accordance with Sec.32.52 (B)(2) of the Code of Ordinances. The code indicates the following with regard to weeds:

> *Of natural historic or scientific significance, provided that:*
>
> *(a) A declaration of such significance describing the particular plant or plant varieties being preserved, shall be submitted by the occupant or owner of the property to the City;*
>
> *(b) A management plan describing how such property will be maintained in such a manner so as to preclude fire hazards and creation of conditions inimical to the public health. Such management plan shall be subject to the approval of the City; and*

(c) Such property shall be maintained in accordance with the submitted management plan

This ordinance, therefore, require a maintenance plan for each property where natural areas will be present. In accordance with this ordinance, PRCAD identified 41 park properties in September 2010 that contain such areas. This list should be updated as property is acquired. Additionally, the list does not describe in detail the location of resources or how they will be preserved and maintained. Most parks contain (or will contain) relatively small areas of cultural and natural significance and may be able to be prepared by staff or volunteers.

The largest parks should have detailed plans prepared by outside consultants. One such plan was developed for the Spring Creek Forest Preserve in 1992 by Halff Associates. This plan identifies that the park contains relict tracts of bottomland hardwood forest. These old growth forests are rare in an urban environment and contain trees between 200 and 300 years old.[3] This plan should be updated to include land acquired since the document was prepared as well as other properties in the Spring Creek floodplain. Similar documents should be prepared for the Duck Creek and Rowlett Creek Greenbelts, which also contain hardwood bottomland forest communities. Hayes Park at Rosehill has been identified to contain areas of remnant prairie that should be outlined and preserved through a detailed plan. These plans need to be considered during the preparation of Park Master Plans for development of active features (see 7.5.3).

7.7.5 Greenbelts and Nature Parks

Regional Parks and Nature Parks tend to be located regionally, while serving citywide needs. Parks, Recreation, and Cultural Arts (PRCAD) currently operates three large Greenbelt Parks over 200 acres each: Duck Creek, Rowlett Creek, and Spring Creek (3 separate parks). These parks are well distributed in the north, south, and east parts of the city. Most of the floodplains in the west side of the city are developed with structures (homes and businesses) and a golf course (Duck Creek Golf Club).

The greatest potential for expanded nature features and programming is at these Greenbelt Parks. Their vast supply of land is largely underutilized with potential to offer much more for residents. The parks currently offer some trails, but many areas are inaccessible. The parks also lack formal educational structures. These large parks are optimal locations for nature centers with classrooms and meeting space. These facilities would also provide information about programs and gathering space for outdoor programs.

Finding land for a Greenbelt or Nature Park will be difficult on the west side of the city, but some smaller gaps could be filled using existing properties. Hayes Park at Rosehill provides the best opportunity to provide an additional location with access to natural areas. The undeveloped park comprises over 85 acres of land, most in a natural state. This park has the potential to offer trails, educational areas, and more. Development at this park must be design and oriented to minimize impact to endangered habitat and should include native prairie restoration. Trail placement and construction should minimize impact to ecosystems.

The *Envision Garland 2030 Comprehensive Plan* calls for the city to continue to acquire parkland within the floodplain in response to public demand which was reaffirmed through the public input received in this master plan. In some areas, undeveloped land within the floodplain is owned by private parties, including homeowners associations. In many places, this land is contiguous with Garland's Greenbelt Parks. Continued partnership is necessary to ensure this land is preserved in a manner that best serves residents. Such partnerships may include assistance with management of these properties.

7.7.6 Recommendations

1. Develop Hayes Park at Rosehill as a passive Community/Nature Park to fill service gaps for park facilities in this area in southeastern Garland, while minimizing impact to sensitive ecosystems

2. Develop two Regional Indoor Nature Centers (Duck Creek, Spring Creek) and one outdoor Nature Center (Rowlett Creek)

3. Expand nature programming at the Greenbelt properties and add nature programming at Hayes Park at Rosehill and potentially other parks with natural areas (e.g., Audubon Park and Ablon Park)

[3] Halff Associates. (1992). Spring Creek Forest Preserve Master Development Plan. Garland, TX

4. Continue to seek opportunities to acquire parkland within the floodplain and partner with others to preserve privately-owned land within the floodplain without acquisition
5. Seek a balance for parkland development that consists of a 45%/55% split between land developed for recreational use and land remaining in its natural state
6. Restore underused parklands to natural areas, including the reduction or elimination of mowed and irrigated areas, reducing maintenance while improving park experiences
7. Develop a plan to identify potential spaces for restoration before implementation can begin and include strategies to educate the public on the benefits of restoration (e.g., Wynne Joyce Park)
8. Utilize nature trails for programming, including guided hikes, bird watching, and plant identification
9. Establish partnerships for nature education programs within Garland parks (see also Section 7.16)
10. Incorporate nature play structures as part of playground development and replacement at more passive park properties, such as Hayes Park at Rosehill
11. Provide interpretive signage at locations of natural resources in parks and along trails to provide educational opportunities
12. Develop a Conservation Policy and Procedures Manual to identify goals and methods for natural resources conservation in natural areas at parks
13. Develop an Environmental Best Management Practices (BMPs) Manual of sustainable practices to be employed as part of development and maintenance of parks
    - Design sites to conform with or "fit" natural site topography/landforms
    - Encourage the use of recycled construction materials and recycled construction waste materials
    - Develop landscaping options that use less water, such as the use of native plants and drip irrigation, and advertise examples of these principles for the private sector to mirror
    - Protect natural waterways before adding runoff and implement best practices to manage both quantity and quality
14. Utilize parks as examples of Best Management Practices (BMP) for stormwater detention, recycling, etc.
15. Promote conservation and sustainability efforts as they are implemented to encourage reduced levels of consumption and waste generation at the household and community levels
16. Develop a Cultural and Natural Resource Management Plan for each city-owned park (existing and future) to identify specific goals for each property with initial focus on larger parks (over 20 acres) already identified by PRCAD as containing areas of natural, historic, or scientific significance
17. Develop more detailed Cultural and Natural Resource Management Plans for the Greenbelt Parks (including an update to the plan for Spring Creek Forest Preserve) and Hayes Park at Rosehill (include prairie management plan)
18. Evaluate Cultural and Natural Resource Management Plans during the preparation of Park Master Plans for development of active features to minimize impact to these resources

7.8 Trails

7.8.1 Background

According to the benchmarking in Chapter 2, Garland has 0.55 miles of trails per square mile of the city, higher than other benchmarked communities. However, Garland has fewer trails miles per ten thousand population (1.3) than the benchmark median (1.7), and half of the trails in Garland are located within one park (Rowlett

Creek Greenbelt) and are unpaved. Garland residents requested more trails at the public workshop. Trails received the second largest number of dots on the feature preference board at the public workshop.

Trails are consistently a top request for improvements throughout the country, including in jurisdictions with the most extensive networks of trails. Similarly, the need for trails continues to grow in Garland. The highest percentage of Garland households (58%) had a need for paved trails, which also ranked first for unmet needs (28,000 households).

Walking/hiking trails ranked third (after restrooms and security) for improvements households would like to see at existing parks. Paved trails ranked as the most important facility to Garland households (27% of households ranked as one of four most important facilities). Unpaved trails ranked tenth. Most households (82%) indicated support for building new recreational trails and connecting existing trails. Finally, paved trails ranked first in the Priority Investment Rankings by ETC. Unpaved trails ranked sixth.

Households indicated that lack of infrastructure was the primary reason for not walking or biking to destinations in Garland. Poor condition of sidewalks or trails was the top reason for not walking in Garland. The top reason for not biking was that they do not feel safe riding in traffic, indicating a need for safer facilities. Only 11% of households indicated they were not interested in walking to destinations (15% for biking). Nearly all residents (90%) indicated that the addition of sidewalks where none exist, better lighting or security measures, and more walking paths were important (over 66% – very important).

The demand for additional paved trails was strong despite the presence of the Duck Creek and Spring Creek trails. Connectivity to these trails is limited. In addition, few parks in Garland offer walking trail loops which are in high demand in most park systems. Similarly, demand was strong for unpaved walking and hiking trails. While the total length of unpaved trails is substantial (about 8 miles), most are at one location (Rowlett Creek Greenbelt) and are designed for mountain bikes with hiking permitted.

Garland currently offers just over 31 miles of trails, but only 7.7 miles are shared-use trails (i.e., suitable for bicyclists, pedestrians, skaters, etc.). Opportunities are limited outside of parks with only 0.7 miles of trail in Garland outside of park properties (part of Duck Creek Trail). Through the public input process, many residents reported unmet needs for trails. Walking and hiking trails (paved and unpaved) and bike trails were the top activities that residents would use more often if facilities were available. Trails were the top outdoor priority in the *Development Guidelines* for 2012-2022.[4]

7.8.2 Trail System

Garland has begun developing a system of trails; however, that system is limited to just two major trails, and the city has not previously developed a long-term trail system plan. Trail planning at the regional level has proposed major corridors that would potentially traverse the City of Garland and connect to Dallas, Rowlett, Mesquite, Sunnyvale, and Sachse. These proposed trails, part of the Regional Veloweb, can be seen in Figure 7.2. Regional existing and planned trails are also shown on the maps, because it will be necessary for Garland to coordinate with these adjacent communities to plan connections to the regional network.

The Regional Veloweb is part of the *Mobility 2045* Plan which is the current adopted Metropolitan Transportation Plan for North Central Texas. Veloweb corridors are intended to provide long-distance connections between major destinations and across multiple communities. In addition to the Regional Veloweb, the plan proposes a system of Community Paths that would provide shorter connections within a community. The North Central Texas Council of Governments (NCTCOG) provides design considerations for Regional Veloweb Pathways and Community Pathways, based on American Association of State Highway and Transportation Officials (AASHTO) guidelines. NCTCOG (via the *Mobility 2045* Plan) recommends a minimum width of 12' for Veloweb trails and 10' for Community Pathways. Trails narrower than 10' are not included in the regional network.[5]

As the Metropolitan Planning Organization (MPO) for the Dallas-Fort Worth region, NCTCOG administers transportation grant funding that Garland would seek for trail system improvements. Accordingly, Garland should ensure that any trails that may become part of the regional network meet the guidelines established by

[4] City of Garland. (2012). Development Guidelines: Parks, Recreation and Cultural Arts 2012-2022. Garland, TX

[5] North Central Texas Council of Governments (NCTGOG), "2045 Regional Veloweb," https://www.nctcog.org/trans/plan/bikeped/veloweb/adopted-2045-regional-veloweb (accessed August 30, 2019)

NCTCOG through the *Mobility 2045* Plan. According to NCTCOG, a trail through the Spring Creek Greenbelt and the Veloweb connection along the eastern edge of Firewheel Golf Park are currently funded.

Proposed corridors in the Regional Veloweb network include trails through several Garland parks. A corridor leading from the northern boundary with Richardson would connect to One Eleven Ranch Park as it follows the edge of Firewheel Golf Park, eventually passing through Rowlett Creek Greenbelt, Woodland Basin Nature Area, and Wynn Joyce Park. A central corridor running along Duck Creek would connect to an existing trail in Richardson and traverse Central Park, Glenbrook Parkway, Oden Park, and Wynne Park. It would then connect to the existing Duck Creek Greenbelt trail before continuing to Ablon Park.

The most important recommendation related to the citywide trail system is to coordinate with partners for implementation of the trails plan currently underway by Halff Associates. This plan will provide guidance to improve access to a variety of destinations, including parks, schools, workplaces, and business districts. Coordination with Planning and Community Development and the North Central Texas Council of Governments (NCTCOG) will be essential to ensure that the recommendations of both plans are considered during the improvement and acquisitions processes. The city's trails plan will also include on-road facilities, sidewalks, and road crossings.

Providing an interconnected trail system in future neighborhoods will be easier to accomplish if they are included as part of the development plan for the subdivision. Trails, like parks, should be considered vital infrastructure and planned during the development process.

7.8.3 Park Trails

Dedicated walking trails represent a unifying element for parks but few in Garland have these trails available. The analysis in Chapter 5 showed most of the city lives beyond a 10-minute walk to a paved trail, and as walking and biking trails have become a basic service desired by most residents, these facilities should be accessible within a walking distance for most residents. Additionally, many parks have walkways that are counted as walking trails, but many do not provide complete loops, which are preferred by park users.

Since trails are such a desirable feature to Garland residents, they should be incorporated into any park unless the feature is impractical or cost prohibitive. See Chapter 8 for trail recommendations by park and trail type. Some park trails are shown on the Proposed Regional Trails map (Figure 7.2) because they connect to the proposed trail system.

Trails that are part of the trail system should be designed for shared-use as described in the previous subsection (7.8.2), serving all types of users, including pedestrians and bicyclists. Some trails within parks, particularly shorter length trails, should focus on pedestrians and do not need to be as wide as the 10' to 12' shared-use trail. Walking trails also have paved surfaces and are designed to provide a low difficulty walking environment for users with an emphasis on accessibility for all users, including those with mobility impairments, families with strollers or wagons, or other users desiring a firm, stable surface with minimal grade changes. In addition to wheelchair bound users, these trails provide access for users with canes, walkers, crutches, or other equipment, also serving those recovering from injuries. These trails also provide access to park features such as shelters to which users might need to deliver event materials (coolers, gifts, food, etc.) which may be challenging on more difficult terrain. Walking trails must meet ADA guidelines and should be between six and eight feet wide.

Hiking and mountain bike trails are natural surface trails designed for specific users. However, additional uses can be allowed on these trails where desirable and conflict can be avoided. The width and maximum slope of these trails varies depending on the difficulty and level of use of each trail. Garland PRCAD should develop trails of varying difficulty levels to provide a range of opportunities for residents.

7.8.4 Trail Support Facilities

As for users of other park facilities, support facilities can help extend and improve experiences at trails in Garland. The most important trail support facilities are trailheads, which provide access to the trails. Trailheads should be provided at Garland parks where they are intersected by or are adjacent to the trail system. Facilities at trailheads should include parking, seating areas, bike repair stations, restrooms, and drinking

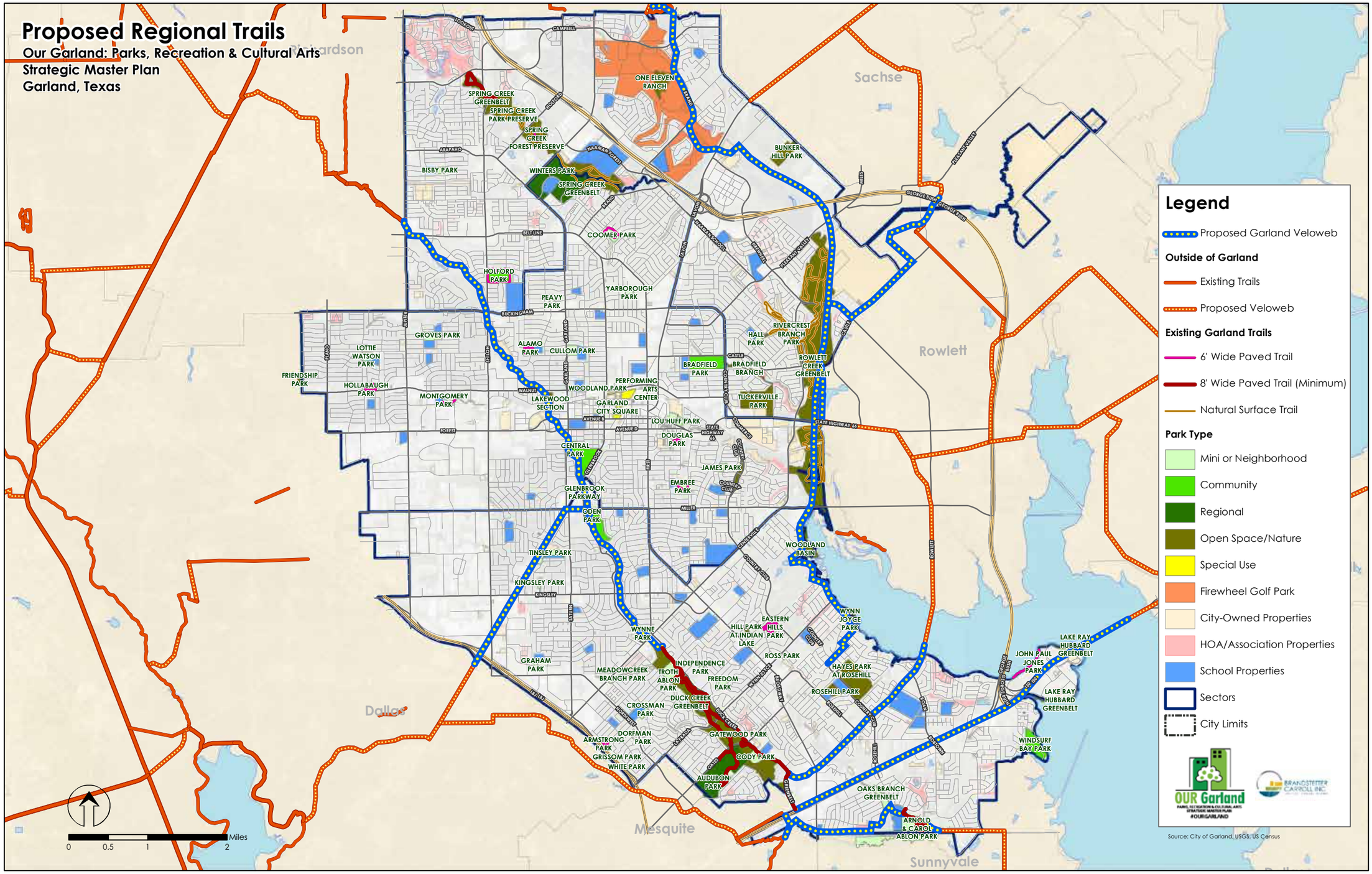
fountains with bottle filler. Trailheads should also be provided at larger parks with trails that extend beyond sight of park entrances.

Additionally, lighted signage with wayfinding should be installed at all trailheads, which should also include color coding, difficulty levels, trail lengths, permitted uses, and type of surface (paved or unpaved). Trail markers should be installed along all trails with colors coding for trail routes and mileage information. This signage should match the signage determined during the development of the future trail system plan. The most used trails should be lighted to extend hours of use.

7.8.5 Recommendations

1. Begin implementation of the citywide trail system plan once completed to improve connectivity throughout Garland
2. Prioritize trail corridors that are part of the Regional Veloweb and ensure that any trails that may become part of this network meet the guidelines established by NCTCOG through the *Mobility 2045 Plan*
3. Coordinate with partners, most notably Planning and Community Development and the North Central Texas Council of Governments (NCTCOG), to ensure that the recommendations of this plan, the upcoming trail plan, and the *Mobility 2045 Plan* are considered during the improvement and acquisitions processes
4. Ensure an interconnected trail system in future neighborhoods by treating trails as vital infrastructure to be included as part of the development plan for each subdivision
5. **Increase availability of shared-use trails within parks**, most notably Spring Creek and Rowlett Creek Greenbelts and **Central Park/Glenbrook Parkway**/Oden Park (Duck Creek Trail)
6. Avoid or minimize impact to sensitive areas during trail development, especially along the floodplain corridors that contain mature hardwood bottomland forest and remnant prairie
7. Incorporate trails in into every park unless the feature is impractical or cost prohibitive
8. Add paved trail loops within existing parks that lack this facility and in any future parks
9. Add natural surface trails in Ablon Park, Duck Creek Greenbelt, Hayes Park at Rosehill, Spring Creek Forest Preserve, and Woodland Basin Nature Area
10. **Implement trail improvements authorized and funded by the 2019 Bond**
11. Improve access between parks and adjacent neighborhoods through the addition of paved walkways, providing improved park service with minimal investment
12. Provide trailheads at parks that are traversed by or adjacent to the citywide trail system
13. Add lighting along the most used segments of trails and trail loops to extend hours of use and to promote a safer experience
14. Provide drinking fountains with bottle fillers at trailheads
15. Ensure that all trailheads include updated, lighted wayfinding signage that displays color coding, difficulty levels, trail lengths, permitted uses, and type of surface (paved or unpaved)
16. Install trail markers and emergency signage along all trails with color coding for trail routes and mileage information
17. Offer bike repair stations at trailheads

Figure 7.2: Proposed Regional Trails



7.9 Outdoor Athletic Fields and Courts

7.9.1 Background

Garland provides a slightly lower level of service for youth baseball and softball fields than the benchmark comparisons; however, demand for these fields has remained steady or slightly declined. In the Mail Survey, 13% of households indicated a need for baseball and softball fields, and 5% indicated that their needs were unmet. In contrast, 21% of households indicated a need for multipurpose rectangular fields, and 9% indicated their needs were unmet. These fields are primarily used for soccer in Garland, but many of the fastest growing sports nationally, including lacrosse and rugby, use these fields.

Multipurpose Rectangular Fields

Garland has a slightly higher level of service for multipurpose rectangular fields than the benchmarks, but demand for these fields is growing in most communities, like in Garland. Stakeholder groups indicated that needs for fields were generally met, but they would like more fields to be lighted.

Tuckerville Park is an undeveloped property in eastern Garland that has previously been identified as a potential location for a multi-sports complex. This site is an ideal location for additional multipurpose rectangular fields and could host tournaments if the desired support facilities (restrooms, seating, parking, etc.) are developed. This park would help fill gaps in service for facilities in eastern Garland as it could also serve as a Community Park as noted in Section 7.5. Some funding remains from the 2004 Bond Program that was allocated for this park and could be used for the first phase of park development.

Diamond Fields

Most of the diamond fields in Garland have use agreements with sports leagues (see Chapter 3) and are not managed or scheduled by Garland PRCAD. The city does manage rentals of five diamond fields at Cody, Crossman (2), Cullum, and Huff Parks. Analysis of these groups renting these fields indicates that they are being used for rectangular field sports, including soccer, football, and ultimate frisbee, more than for baseball or softball.

The *Development Guidelines 2012-2022* document indicated that there are more baseball and softball diamonds than are required for the Garland population. There is also a perception among some community leaders that there are too many diamond fields that are maintained in Garland and the resources spent maintaining these fields and the space they occupy take away from the more passive and family oriented facilities that ranked higher in the public engagement processes. In an attempt to quantify the number of fields needed, the participation levels from the leagues were reviewed.

The reporting of attendance and participation from the various sports leagues that have exclusive agreements for use of Garland provided sports fields is not accurate and not consistent with the discussions with the Stakeholder Groups. Therefore, an accurate assessment could not be made at this time. It is known that the fields that are rented are heavily used, but the primary use is more for other sports than for baseball or softball. A method of accurate reporting the quantity, age, and residency of players in sports leagues and an accounting of the actual field usage are necessary to accurately determine the number of fields that are actually needed.

The 2019 Bond Program includes many improvements to these fields throughout Garland. These improvements will improve experiences for users and will make Garland parks more attractive to residents and visitors. The bond did not provide funding for batting cages, however, and the baseball and softball leagues desire these facilities. The city should investigate options to add batting cages at the diamond field complexes with the flexibility in design to ensure the best delivery of services.

Game Courts

Garland offers 26 tennis courts at seven (7) parks, a slightly lower level of service (one per 9,088 residents) than the benchmark median (7,971). No courts are available in the southern third of the city, so Garland may want to consider adding courts at a park in that part of the city. Audubon Park has no tennis courts or any other type of game court. As a large Regional Park, it should offer a variety of game courts for residents.

As noted in Section 7.5, pickleball courts are a current trend in parks and recreation due to their popularity with older residents, and Garland currently offers no pickleball courts. Finally, the city has a much lower level of service than the benchmark median for basketball courts with 13.5 courts between 15 parks or 17,503 population per facility, compared to approximately 15,478 for the Park Metrics benchmark median. The Trust for Public Land (TPL) benchmark shows a larger deficit.

7.9.2 Recommendations

1. **Upgrade and renovate existing sports fields throughout Garland, including restrooms, concessions, shade structures, and lighting for local use and to attract tournaments**
2. **Replace all field lighting at Winters Park**
3. **Develop the Tuckerville Park site as a multi-sports complex and Community Park to host tournaments to promote sports tourism and improve access to Community Parks for the eastern portion of Garland**
4. Add basketball courts at Community Parks and half basketball courts at Neighborhood Parks to provide better access to these facilities throughout Garland
5. Reconfigure ball diamond field at Neighborhoods Parks (Cody, Huff, Crossman, Cullom) for multiple uses, including soccer, football, and ultimate frisbee, in addition to baseball and softball
6. Investigate options to add batting cages at diamond field complexes with flexibility in design to ensure the best delivery of services
7. Develop pickleball courts throughout Garland, starting at Audubon Park, Bradfield Park, Central Park, and Holford Park
8. Add tennis courts at Audubon Park to expand offerings at one of Garland's largest parks and to provide better access to this facility in southern Garland
9. Add lighting at rectangular fields in Audubon Park
10. Maintain consistent, regular communications with sports leagues
11. Implement a system requiring accurate documentation of participation in sports leagues that have exclusive use of city-owned fields and facilities and include this requirement in updated facility use agreements with the leagues
12. Require league documentation to include a roster of players with ages, the number of teams by age group, number of players, and residency (resident vs non-resident)
13. Consider implementation of a fee per player to assist with the costs associated with maintaining the fields
14. Require leagues that have exclusive use of fields to provide an accurate accounting of the times each field is used with a breakdown of games and practices; provide a game schedule
15. Perform an analysis of actual field usage to determine the quantity of fields and fields sizes that are needed, once documentation is provided by the leagues

7.10 Indoor Recreation

7.10.1 Background

Garland currently offers six recreation centers and two senior centers. The recreation centers (Audubon Recreation Center, Bradfield Recreation Center, Fields Recreation Center, Granger Recreation Center, Holford Recreation Center, and Hollabaugh Recreation Center) vary in age, features, and condition. The Garland Senior Activity Center is a newer facility intended to replace the Carver Senior Center, but both facilities remain open and have established user groups. Cultural arts are offered at the Performing Arts

Center and the Plaza Theater. These indoor facilities offer teen programs, fitness programs, arts and crafts, classes, and more. See Chapter 3 for a summary of program offerings.

Recreation Centers

Through the public input, Garland residents indicated that they would like more availability of indoor programming (see next section for programming recommendations), particularly youth, teen, age 50+ programs, therapeutic recreation, nature (see Section 7.7), and fitness programs. Recreation center improvements were one of the top desired at the staff workshops. The senior centers are open to ages 55 and over, so the high level of unmet needs may be driven by ages 50-55. Fitness facilities, aerobics rooms, and gyms were the top indoor priorities in the *Development Guidelines* for 2012-2022.

Stakeholders would like to see extended hours and days of operation. Groups that frequent the centers are often left nowhere to go when centers are closed, and many potential users are unable to use the centers during their operating hours. For example, Fields Recreation Center closes at 5:00 pm on weekdays (4:00 pm on Saturdays) and is closed Sundays. As a result, working parents cannot use the center during the week, and weekend times are limited. Stakeholders also indicated a need for walking tracks at the recreation centers.

An analysis of usage times/dates should be conducted in order to maximize the use of existing facilities as additional program and rental opportunities may be possible at existing spaces. A large recreation center would help meet this growing demand for indoor recreation, including program space for a wide variety of activities. A potential location for a future recreation center is the southwestern portion of the city (Council District 5). The facility could potentially be developed within the South Garland Catalyst Area, possibly as part of a public-private partnership.

The $20 million allocated in the 2019 Bond Program for aquatic improvements does not include funding for an indoor pool. However, this facility ranked highly in the public input. It was the third highest ranked unmet facility need (nearly 24,000 households), and it ranked fourth in the Priority Investment Ratings for facilities. An indoor pool could be included within a new or existing recreation center and would likely require partnerships in order to operate. Some indoor pool needs could potentially be met through a partnership with GISD for use of their new natatorium. Needs for this facility will be evaluated in the Garland Aquatics Master Plan that is currently underway.

The 2019 Bond Program will provide funding for renovation and expansion of Holford, Audubon, and Hollabaugh Recreation Centers. The program calls for the complete demolition of Holford Recreation Center to be replaced with a new facility that includes a gym, a fitness center, multipurpose rooms, and a kitchen. Bond improvements at Audubon Recreation Center include renovation, expansion, patio space, and expanded parking (additional funds remain from the 2004 Bond Program). The 2019 Bond provide funds to add a gym and multipurpose room to Hollabaugh Recreation Center and to renovate the kitchen.

Granger Recreation Center is currently undergoing renovations funded by the 2004 Bond Program. Funding from the 2004 Bond Program is also available for needed improvements at Granger Annex. Funding from the 2004 Bond is available for Fields Recreation Center which should be used to improve the facility. No funding is available for Bradfield Recreation Center from either the 2004 Bond or the new 2019 Bond; however, the center needs some improvements to the exterior, and climate conditions often leave the gym unavailable due to its lack of insulation of the exterior wall. This wall was intended to be temporary, but the planned second gym was never completed. This additional gym should be added to expand program opportunities and to increase use of the existing gym. Bradfield Recreation Center also lacks a fitness center.

Senior Centers

The city's two senior centers in Garland support a growing population of residents over age 55. The median age in Garland has increased from 31.7 in 2000 to 34.6 in 2018 and is expected to continue to increase. The age 65 and over population in particular has grown rapidly and is expected to reach double the 2000 population by 2023. As noted in Section 7.5, demand for senior facilities has continued to grow and that demand includes indoor facilities. Stakeholders indicated a need for more program space which is necessary to accommodate expanded program offerings.

Fortunately, the 2019 Bond Program provides funding for renovation and expansion of the Senior Activity Center. The improvements will help meet the growing demand for senior programs and include renovation of the building, the addition of a fitness center, and a new multipurpose room. The Carver Senior Center is currently undergoing renovations that will also help to meet the needs of the growing senior population in Garland.

Cultural Arts Facilities

The 2019 Bond Program does not include and funds for improvements to the cultural arts facilities. The Granville Arts Center needs renovation and should be studied and updated. The facility needs back-of-House improvements, including accessibility compliance review of entire area. The facility also needs renovation and improvements to information technology, offices, rehearsal areas, greenrooms, restrooms, and additional storage. The Plaza Theatre was restored in 2001 with funds from the 1997 Bond Program. The facility is in good condition but needs some exterior Improvements.

7.10.2 Recommendations

1. **Implement Fields Recreation Center improvements authorized in the 2004 Bond**
2. **Demolish and replace Holford Recreation Center with a new facility that includes a gym, a fitness center, multipurpose rooms, and a kitchen**
3. **Renovate and expand Audubon Recreation Center and add patio space and additional parking (funds from 2004 and 2019 Bond Programs)**
4. **Renovate and expand Hollabaugh Recreation Center, including adding a gym and multipurpose room, and renovate the kitchen**
5. **Upgrade the Garland Senior Activity Center, including renovation of the existing building, addition of a fitness center, and addition of a new multipurpose room**
6. **Complete Granger Recreation Center improvements and reopen the facility to restore service to residents in central Garland**
7. **Improve the Granger Annex to better accommodate programs and rentals (2004 Bond Program)**
8. Develop a Recreation Center in District 5 to improve service in a portion of the city that is characterized by high social needs and low levels of park service (could potentially be part of a partnership – see Section 7.15)
9. Improve Bradfield Recreation Center exterior and update the facility to include an additional gym and potentially a fitness center
10. Implement Back-of-House Renovation at the Performing Arts Center
11. Complete needed exterior improvements at the Plaza Theatre
12. Identify needs for indoor aquatics as part of Garland Aquatics Master Plan
13. Complete improvements at Carver Senior Center currently underway
14. Conduct analysis of usage times/dates in order to maximize the use of existing facilities for additional program and rental opportunities at existing spaces

7.11 Programming

7.11.1 Background

Adult fitness and wellness programs were the most needed recreation programs in Garland (51% of households) according to the Mail Survey with summer concerts ranking second (42%). Programs for persons aged 50 or over were third at 40%. Staged plays, musical, or concerts were fourth at 36%. These same programs ranked as most important and as high priorities in the Priority Investment Ratings by ETC. Adult fitness & wellness

programs were the top unmet need with nearly 29,000 households indicating an unmet need, while summer concerts were second at just under 25,000 households. Programs for ages 50 or over were third with 23,000 households. Other unmet needs indicated by the survey include water fitness programs; nature programs; staged plays, musicals, or concerts; arts, dance, or performing arts classes; special events; and youth learn to swim programs.

At the public workshop, residents requested more adult programs, sports programs, seasonal events, arts programs, and movies. and more fitness programs. Stakeholder groups indicated a need for more teen programs, and the analysis in Chapter 3 indicated a limited supply of programs for this age group. Stakeholder groups indicated a need for after school programs. Many children currently go to the recreation centers after school but lack any formal supervision. Garland has limited special needs or therapeutic recreation programs. Many praised the PlayStreets program and requested the popular program be expanded.

It is important to place an emphasis on the cultural aspects of Garland as the community evolves. The agency's name is Garland Parks, Recreation, and Cultural Arts, and there is a tremendous opportunity to highlight the historic and artistic cultural aspects of what makes Garland the great community that it is.

Cultural arts activities are offered in Garland at the Granville Arts Center and the Plaza Theatre. These programs focus on performing arts performed by outside groups. Granville Arts Center offers two theaters (Brownlee Auditorium and Small Theatre), and the Plaza Theatre offers one. Both the Granville Arts Center and the Plaza Theatre host art installations by local artists. Free movies are also offered at the Plaza Theatre.

Other arts programs are offered at the recreation centers, including drama, ballet, dance, and music classes for youth. However, program options are limited, and offerings vary between the recreation centers. Most of the available classes focus on performing rather than creative arts. Programs for adults are even more limited with very few classes available. The recreation centers also host some special events, such as the Sweetheart Dance.While the cultural arts programs offered by the Granville Arts Center and recreation centers do not appear to overlap, there also is not much of a link between the two.

Some stakeholders also raised concerns that the programming at the Granville Arts Center does not appeal to some of the younger and growing demographic groups in Garland. Heritage Crossing and the Garland Landmark Museum are part of PRCAD but existing offerings and hours are limited. These facilities have the potential to offer more programming related to Garland's heritage and history. The Garland Landmark Museum houses this information, and the Garland Landmark Society does the majority of the work related to historical data and artifacts. A city staff person (Kim Nurmi) curates what is in the museum. Additional potential for heritage and history programs and cultural arts for the younger and growing demographics of Garland should be explored as part of a Cultural Arts Master Plan.

7.11.2 Senior Programming

A plan should be adopted to expand the reach of programs for the adult populations of Garland. As the growth of the senior population continues, the needs for senior programming will increase. It is important to remember that a senior is not simply a person who is sedentary and "older." People age 60 and over are some of the most active people in society. Garland must recognize the "active" seniors within the community. Additionally, programs for ages 50-60 are in high demand throughout the country and are likely a big part of the reason that programs for ages 50 and over were rated as unmet in the Mail Survey.

Senior Citizen Identity

Like many cities, there are identity issues in senior programming. Some citizens, who qualify as seniors, according to some arbitrary age, do not consider themselves as seniors and will not participate because of the perception that some people have of seniors. Communities that program "Seniors," under one umbrella, often have this problem. Some of the most active people in fitness and more active programs are over the age of 60.

Brand and market active senior programs together under a separate program name (i.e., Garland Active Adults). Programs that fit into this category should be grouped together and marketed to more active seniors. Seniors like recognition, so emphasis should be placed on having active seniors' articles in the newspaper, on the city website, and even in front of City Council for special recognition. An annual banquet is recommended

for a "year in review" for all of the people in the "Garland Active Adults" group. These banquets typically attract sponsors to cover the costs of holding the events. Hospitals, health insurance providers, and grocery store chains provide an attractive source of prospecting for sponsors.

Emphasize Fitness

Currently, Garland offers six various types of dancing programs, aquatic programs, and fitness and exercise classes. All these programs can be enhanced if branded under the "Garland Active Adults" umbrella. It would not take much to emphasize the cardiovascular benefits and even measuring heart rates at all of these activities to bring attention to the health benefits of these programs.

7.11.3 Other Programing Strategies

Adult sports offerings should be expanded to meet the current needs of the community. While adult softball participation rates have declined, other opportunities have not replaced the desire for adult sports. Special attention should be given to the trend of coed participation. It makes activities as much about socialization and community as about health and wellness.

In general, PRCAD exists for all age and demographic groups. Attention should be paid to the demographic results of this master plan with an attempt to fill the gaps of those that are not currently being served. For example, there is a desire to increase events within the community. The cultural differences of the citizens of Garland make the city a special place. Events that highlight different cultures should be organized to bridge the gaps between different cultures.

High school aged children are one of the hardest segments of the community to program. This age group simply desires to be together in a safe environment. Facilities for this age group must provide a place for individuals to gather and create. The space should have Wi-Fi access and allow users to do want they want to do, typically sit down and socialize. These spaces can be provided within recreation centers. Holford offers a teen area with seating, game tables, and video games.

It is important to have an annual assessment process to determine if Garland should stop offering a program, continue offering a program, or start a new program. There currently are programs that serve under 100 citizens per year. It is important to understand that the number of participants is only one criterion to determine to start, stop, or continue. Just because a program has few participants is not a reason to stop offering the program. What must be considered is that most recreation departments and cities usually serve the most people that they can. Space considerations in programs with a few participants should make room for other programs that could serve more citizens. The programmers should constantly be on the lookout for new and exciting programs that would be of interest to the population in the hope of adding a certain percentage of new programs per year.

7.11.4 Recommendations

1. Establish an annual assessment process to determine if Garland should stop offering a program, continue offering a program, or start a new program
2. Utilize the amphitheater and event infrastructure at Winters Park for additional and enhanced program opportunities, including summer concerts and movies
3. Utilize new facilities, including a dog park, outdoor fitness equipment, and more, for expanded program opportunities that result from the availability of these facilities
4. Continuously monitor trends in recreation, particularly amongst growing population groups, to ensure program offerings meet the needs of the community
5. Utilize the Core Program Guidelines in Appendix D as a source for potential program offerings
6. Create a program evaluation matrix to determine if and when a program should no longer be offered by the department
7. Be a Mission driven agency; pay very close attention to the Mission of Parks, Recreation, and Cultural Arts

- Make sure actions and decisions always tie back to the mission

Cultural Arts

8. Develop a Cultural Arts Master Plan to explore and identify the need for heritage and history programs and cultural arts opportunities for the younger and growing demographics of Garland
9. Develop programs to meet needs for more creative and cultural arts programs (where unmet by the private sector) for both youth and adults
10. Implement expanded performing arts programming for younger demographic groups
11. Expand creative arts programming for both youth and adults
12. Improve coordination of programs offered by Recreation and Cultural Arts divisions within the department

Special Events

13. Schedule more special events to bring the community together and encourage unity
14. Increase capacity to host additional events, which were highly desired by residents to bring the community together
15. Schedule more summer concerts and movies
16. Engage diverse populations in cultural heritage celebrations

Recreation Programs

17. Place an emphasis on programing for needs for young adults
18. Establish a formal after school program to be offered at each recreation center
19. Expand summer camp offerings
20. Expand special needs/therapeutic recreation programs
21. Develop more non-sports programs for youth and adults
22. Keep programs affordable
23. Develop more therapeutic recreation programs and expand access for those with special needs to existing programs
24. Examine unmet needs for adult sports as indicated by the public input

Senior Programs

25. Brand and market active senior programs together under a separate program name, "Garland Active Adults"
26. Group and market these programs to more active seniors
27. Seek opportunities to recognize seniors who participate in fitness programs, including having stories about "Garland Active Adults" in the newspaper, on the city website, and even in front of City Council
28. Combine and enhance existing dancing programs, aquatic programs, and fitness and exercise classes for seniors "Garland Active Adults" umbrella
29. Establish a pickleball program (indoor and outdoor) following the development of the required facilities

Health and Wellness

30. Partner with health care providers to be champions for health and wellness

31. Provide health and wellness programs at indoor and outdoor facilities

32. Provide fitness areas at parks and in recreation centers to accommodate additional programs

33. Promote health challenges in the community, such as:

    - Walk with a Doc
    - Park Rx
    - Get Fit Garland

7.12 Operations

7.12.1 Background

On a per population basis, Garland employs fewer full-time equivalent (FTE) staff (7.1 per 10,000 population) than the benchmark median (9.8). Accordingly, Garland has a higher number of acres of parkland per FTE at 13.4 than the benchmark median of 12.5 due the lower number of staff and total acres of parkland closer to the median. Garland's expenditures per FTE are lower than the comparisons, as Garland spends $64,443 per FTE, compared to $75,268 for the benchmark median.

7.12.2 Management

Following the hiring of a new Department Director (Andy Hesser), it is the perfect time to focus on a future operational structure that will support additions to existing facilities. Facility expansions will enable the recreation division to meet public expectations. Mr. Hesser is a seasoned recreation professional who will need to make final determination as to how his department will be organized.

- The following procedures will assist him as he moves forward:
- Expansion of programs by using outside vendors and contractor professionals
- Partnerships with medical centers and/or hospital systems for health and wellness program offerings
- A performing arts contractor on a contract basis to put on local concerts, plays, and arts special events – indoor and outdoor
- Extended hours at recreation centers so these facilities are available when residents are able to use them

7.12.3 Parks and Recreation Board

The relationship between Parks, Recreation, and Cultural Arts (PRCAD) and the board should be improved. There is a tremendous opportunity to go into detail on department programs and activities on a regularly scheduled basis with board members. Frequent updates will provide a better understanding for the Parks and Recreation Board members of what is going on within the department. This strategy ensures that board members become advocates to changes and improvements prior to council review.

7.12.4 Policies

As recommendations of this master plan are implemented, official policies should be updated to reflect these changes. These updates include policies internal to the department and external to the public and should be updated in both electronic and physical copies.

Efforts should help to improve awareness of the policies themselves and improve access to parks and programs. These policies are also intended to improve and modernize park experiences. Additionally, these policies will foster increased use of park spaces and facilities by many residents who do not currently utilize parks.

7.12.5 Recommendations

1. Expand programs by using outside vendors and contractor professionals

2. Establish partnerships with medical centers and/or hospital systems for health and wellness program offerings
3. Utilize a performing arts professional on a contract basis to put on more local concerts, plays, and arts related special events (indoor and outdoor)
4. Extend hours at recreation centers so these facilities are available when residents can use them
5. Expand information conveyed to the Park Board
6. Detail department programs and activities on a regularly scheduled basis with the Park Board
7. Supply an internal, digital version of policies for quick access by staff
8. Provide a digital copy of the external policies on the website for access by the public
9. Provide Wi-Fi at all Community and Regional Parks, community centers, pools, and rental facilities to improve communication and program management for the operations of parks and to meet the expectations of modern park visitors
10. Maintain and expand, as additional facilities are developed, sponsorships or scholarships for residents who cannot afford to use facilities and participate in programs
11. Develop policies outlining procedures for corporate sponsorship of programs and facilities with initial focus on events
12. Facilitate the installation of public art at parks throughout the city
13. Develop policies to encourage the presence of food trucks at Garland parks
14. Urge staff, through the annual review process, to participate in professional development opportunities (Opportunities are currently limited)
15. Develop an in-house professional development program
16. Allow training for staff if the budget does not allow for participation in professional development opportunities (could include teaching by existing staff, or having the department bring in an outside trainer)
    - Create and implement professional and career development plans for management and supervisory staff
    - Establish a structure to identify professional development training for each position
    - Identify and allocate funding for critical staff development opportunities (including conferences, training, memberships, etc.) with consideration to licensure and certification requirements
    - Encourage continued staff training for leadership and continued growth within their respective fields
    - Encourage management level staff to attend professional development programs offered by state, regional, and national training organizations
17. Know the demographics of the citizens that are served
18. Track population trends

7.13 Maintenance

7.13.1 Background

Overall, the parks offered by Garland are well-maintained. However, the Mail Survey found that households rated the conditions of facilities lower than the national median (14% excellent compared to a median of 30%), and all forms of input indicated strong support for upgrades to existing parks. Assessments of the parks also identified a sizable number of park facilities that are outdated, deteriorated, or in need or replacement. The results indicate that concerns about maintenance primarily refer to repairs and replacement of facilities.

Changes are necessary in order to ensure that replacement and upgrades to facilities are completed in a timely and equitable manner. Actions are also necessary to ensure that the department can adequately plan for inevitable capital maintenance needs. The following recommendations are intended to help reduce these issues in the future.

7.13.2 Recommendations

1. Develop a capital maintenance and replacement program with a plan for the long-term replacement of facilities
2. Increase maintenance budget to accommodate new facilities and programs
3. Reduce mowed and irrigated areas through nature restoration (meadows, prairies, woodlands, etc.) – See Section 7.7
4. Expand storage capacity for equipment used for maintenance, special events, and programs
5. Streamline the Work Order process
6. Update and expand the Maintenance Shop
7. Update the Maintenance Standards Manual

7.14 Promotion and Branding

7.14.1 Background

Many stakeholder groups indicated a need for better marketing of Parks, Recreation, and Cultural Arts (PRCAD) offerings to improve awareness of opportunities and use of parks. As noted previously, the most cited reason for not using parks and programs was that people do not know what is offered. Stakeholder groups also indicated a need for better communication between user groups of facilities. For example, groups often are not aware of how their use or modification of a facility affects other users of that facility. Similarly, communication between user groups of adjacent facilities is often limited.

The number one reason for not using parks and programs was that households do not know what is offered (35%). However, the city should not be overly criticized for residents' level of knowledge about parks and programs as this is often the answer to this question all around the country. Attendees of the public workshop and stakeholder groups indicated a desire for better promotion of facilities, programs, and events, which would improve access to information about offerings by PRCAD.

7.14.2 Promotion

The department has recently made significant efforts to increase outreach and marketing of offerings. However, additional measures are still needed in order to improve the public's knowledge of parks, facilities, programs, and events. A successful marketing strategy will require dedicated staff with an increased budget effort, but this is a critical component of the department's outreach. Many outreach and promotion efforts, including the Play Guide, are offered only in English and could be provided in other languages. Partnerships to share program opportunities, website improvements, and park apps should also be explored to improve park promotion and communication.

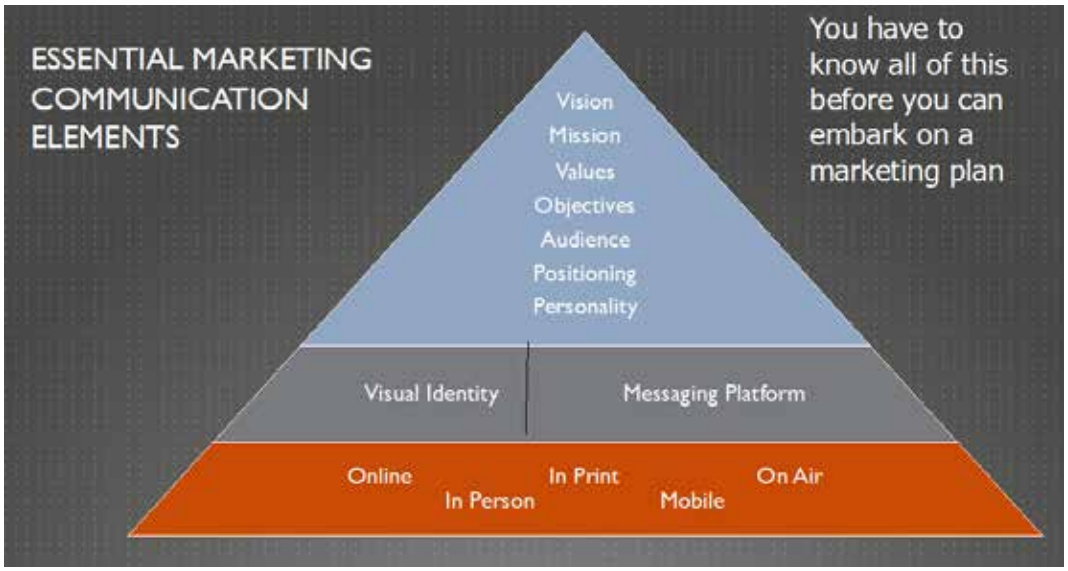
7.14.3 Creating a Brand Identify

A recurring theme of the public input was the need to improve the image of Garland and establish a brand for PRCAD. It is critically important to create simple and easy fundamental marketing and branding techniques that will enable the staff to promote programs in a simple and efficient manner. Garland should have a consistent brand as it relates to color, style, logo placement, and promotional materials. PRCAD is one of the most positive services provided by the city – Sell it!

Figure 7.3 shows the three elements necessary for a successful marketing campaign. The top section in the figure indicates the identity of the agency. The middle area, containing the visual identity and messaging platform, expresses what brochures, ads, flyers, and media will look like. The bottom provides examples of how the message will be distributed. This figure is meant to be a guide.

The department should use every opportunity to cross promote programs. The department should collect as many email addresses as possible and do eblasts as often as possible. Cultural arts are a big part of Garland. Cultural arts programs can be promoted through the cross promotion of recreation programs, and recreation programs can be promoted through cultural arts.

Figure 7.3: Essential Marketing Communication Elements



The strategic plan in Chapter 6 defines most of the top element for Garland PRCAD. The middle element then defines the agency's visual identity and messaging platform accordingly. The result must be easy to implement and modify as needed. Standard formatting should be established for all marketing and promotional efforts. Figure 7.4 represents an example of a very simple "one look" that everyone will recognize as the department's messaging platform. The title and images of a standard flyer or brochure can easily be changed within minutes based on what the agency is doing.

The standard event flyer format should include:

- Pictures (at the top and middle)
- Event name (in the front banner)
- When and where (across the middle)
- Sponsors (at the bottom)

Other efforts, like the brochure in Figure 7.5, should employ the same visual identity and messaging platform.

7.14.4 Recommendations

1. Determine the agency's visual identity and messaging platform
2. Identify a consistent brand as it relates to color, style, logo placement, and promotional materials
3. Identify standard formatting for all marketing and promotional efforts (consider samples provided above) based on this platform
4. Offer signage, program information, the program guide, and instructions in Spanish as well as English at appropriate venues and program
5. Utilize partnerships to maximize information dissemination and program opportunities
6. Upgrade the website to provide virtual park tours, park maps, and other features to make the site more user friendly

Figure 7.4: Sample Event Flyer

Figure 7.5: Sample Brochure

7. Develop an app to provide interactive park maps, event schedules, self-led programs, etc. to allow visitors to maximize their use and enjoyment of parks
8. Improve website and expand social media presence
9. Expand marketing of programs and facilities to improve awareness of existing and future opportunities
10. Collect as many email addresses as possible and do eblasts as often as possible
11. Expand cross promotion of program opportunities
    - Use Cultural Arts programs to promote Recreation programs
    - Use Recreation programs to promote Cultural Arts programs
12. Engage neighborhoods in park improvements

7.15 Budget and Funding

7.15.1 Background

For any city, the subject of parks and recreation financial sustainability is a very important issue. The City of Garland is doing well, but proper planning should be completed when things are going well to avoid future issues. The following principles provide a framework for future planning.

In order to professionally manage the business elements of the Garland Parks, Recreation, and Cultural Arts Department (PRCAD), emphasis should be placed on senior staff to keep financial sustainability in all that is done. The following principals will assist in solid professional financial management. The total operating budget (see Table 2.16) for parks and recreation in Garland for 2017 at $10.8 million is slightly lower than the $11.9 million median of the benchmark municipalities.

The per capita operating expenditures for the City of Garland ($46) is well below the benchmark medians (Park Metrics – $75, TPL – $66). Garland would need an annual operating budget of $15.5 and $17.7 million to match these medians. While the operating budget is unlikely to increase to this level, it is feasible to increase revenue.

Generated revenue represents 22% of the PRCAD budget, which is below the benchmark median (30%). New programs will generate revenue as will any additional rental opportunities. New facilities, such as an additional recreation center, will generate revenue, although likely not enough to offset its operating costs. Improved aquatic facilities (after the completion of the Aquatics Master Plan) should increase revenue as well, although they will also have additional operating costs. Sponsorships (see Section 7.16) can also be utilized to increase cost recovery. The following recommendations can reduce the amount of subsidy, but more importantly adoption of these findings will enable the staff, the administration, and elected officials to understand the complete financial story.

7.15.2 Pricing

Pricing should be easy to understand by both the staff and the users. It is recommended that a market rate be established for all programs and then, through a departmental exercise, the staff should justify which programs the city will subsidize and by how much. Once this "cost recovery" model is in place, it should be adhered to by all.

Facility rental fees should be reexamined. Garland currently has four reservable picnic shelters or pavilions. The other shelters in the city cannot be reserved regardless of the size. As new shelters are developed, Garland should establish a fee to reserve any picnic shelters in 2-hour increments (with an hour between reservations) to maximize the potential use of facilities. Other rental facilities, including new facilities, should be reserved in a similar, consistent manner.

Adoption of a Department Cost Recovery Model

As of now, there is no department mandate on the percentage of costs that each program should recover. A mandate can vary by program based on staff and council decisions. Generally, programs and events that serve the greater need of the citizens of Garland will have a higher subsidy by the community than those that provide individual benefits to those participating. This exercise may take years of "continual tweaking," but not having any plan to recover costs with justification for doing so, makes cost recovery very difficult to manage. For the 10-year implementation timeline of this plan, PRCAD should attempt to increase cost recovery from the current level of 22% to 30% (just above the benchmark median).

Gaining Control and Understanding of Maintenance Costs

The department should know the exact cost to maintain outdoor parks. Regarding athletic fields, the department is typically responsible for the mowing of grassed areas where contracted groups are responsible for infield maintenance and field marking. A maintenance standard should be set by season, and the number of people required to maintain one acre of parkland should be determined using simple math. It is likely that in the future more parkland will be purchased, existing land will be cleared, and more facilities will be developed within future and existing parks. When new parkland is brought into the department, the maintenance costs should be a part of all discussions. This can be done by developing maintenance standards.

Consistent Pricing for Programming

It is important to have programming fees reflect the indirect costs of putting on each program. As department costs increase, these costs need to be explained, and then passed on to the contractors teaching the class.

Hiring Contractors

In order to allow for new programming without hiring additional staff, PRCAD should consider expansion of programming coming from vendors and contractors through the private sector. Most new requests by the public can be provided by private vendors, although they may use PRCAD facilities.

It will be essential for the current programming staff to shift from being the people that put on the programs, to overseeing contractors and vendors that put-on programs for a split in collected fees. The staff should be making the decision on what should be offered, but they should seek out professionals that are in the business that could partner with the department. This works best with fitness type programs. There are currently fitness instructors, race and run administrators, and dance instructors that would be more than happy to partner with the recreation department for a split of a fee.

Agreement Trade for Service Costs

There are inconsistent agreements with various groups that utilize Garland facilities. Although difficult, it would be optimal if all services provided by the city and contracted groups had a cost associated with the work each are providing. It is also necessary to develop consistent agreements with groups that utilize Garland facilities.

7.15.3 Potential Funding Sources

The days of cities providing all park and recreation services with tax dollars are behind us. Financially sustainable parks and recreation agencies no longer rely on taxes as their only source of revenue generation. The park systems of the future will develop new options to support both operational and capital park and recreation needs. It is recommended that the City of Garland start immediately to develop policies on pricing of services (to include cost recovery models) and firm up the vendor and partnership agreements. In addition, the City of Garland has a unique opportunity to create facilities, amenities, programs, and events that will enhance economic development.

There are numerous sources that will show ways to fund parks and recreation projects but many of these are very hard to establish and take years to see any results. Examples of some of these ideas include maintenance endowment funds, conservation districts, license tags, transient occupancy tax, income tax, lease backs, real-estate transfer fees, land dedication and/or park impact fees, and park authorities. Although, all of these

can be explained and tried, three sources have been identified that can have an immediate impact on the operations of PRCAD.

Formation of a Parks Foundation

Philanthropy is alive and will in the entire Dallas region, and when there is a compelling need for philanthropic dollars, PRCAD should have the mechanism in place for these donations to be received, letting the donor take advantage of tax advantages. This foundation will enable for the city and its programs and facilities to be the recipient of these philanthropic funds. There are people in Garland that have the ability and desire to donate to a park foundation. Garland Parks, Recreation, and Cultural Arts (PRCAD) should encourage the creation of a foundation and plan to coordinate with it once it is established. This Garland Parks, Recreation, and Cultural Arts Foundation will raise funds and recruit and organize volunteers to improve parks and programs in the city (see Appendix E).

Grants and Foundation Application for Funding

Opportunities for grant funding are available, and efforts to apply for them could be improved. It is also important to note that not all grants are beneficial. Some are more work for staff than the grant provides, but most are very positive. The City of Garland should constantly be on the lookout for grants that will enhance the park system. Applying to "foundations" for funding is often easier and are approved at a higher rate. There also are local foundations that like to give to local causes. Grants can come through the federal government, state grant sources, and local sources. Indianapolis, for example, has received over $100 million in foundation grants within the past 20 years from the Lilly Endowment for park related improvements in the city.

Example Grant Sources:

- National Recreation Trails Program
- Community Development Block Grants (CDBG)
- Conservation Reserve Fund
- Community Forest and Open Space Program (Federal)
- Watershed Protection and Flood Prevention Grants (USDA)
- Land and Water Conservation Fund (Federal)
- Local Park Grant Program (TPW)
- National Recreational Trails Fund (FHWA/ TPW)

Creating Revenue from Events

The City of Garland and its family friendly reputation lends itself to a series of community-wide events that can generate substantial revenue from operations and sponsors. Many potential revenue sources exist at community events, including sponsorships and entry fees.

Other Funding Sources for Parks, Recreation, and Sports Facility Operations

Below is a general list of ideas that communities have used to supplement costs of operations. Some of these may work, some may not.

- User Fees in line with true costs
- Official Drink for PRCAD
- Tournament Fees – When an outside vendor makes money the city should also.
- Concessions – Food Trucks are a perfect alternative in a shared revenue agreement.
- Scoreboard Sponsors
- Parking fees at events
- Field permits when outside groups are not using the fields

- Advertising Sales
- Wi-Fi Revenue through sponsorship if a vendor provides the Wi-Fi
- Cell Tower Leases
- Privatization of various park and recreation programs and services
- Volunteerism – This is an indirect revenue source
- Sports Booster Clubs
- Adopt a trail program
- Adopt an area of a park
- Corporate Sponsorship in exchange for advertising

7.15.4 Recommendations for Future Financial Sustainability

Cost recovery

1. Increase cost recovery from the current level (22%) to 30% (halfway between current and benchmark)
2. Develop an annual revenue plan for PRCAD
3. Price services furthest away from the mission at full cost recovery levels
4. Identify direct and indirect costs of programs and adjust fees accordingly
5. Consider expansion of programming coming from vendors and contractors through the private sector
6. Determine market rate for all programs
   - Justify which programs will be subsidized and by how much through a departmental exercise
   - Adhere to this "cost recovery" model once it is in place
7. Establish a fee to reserve any picnic shelters in 2-hour increments (with an hour between reservations) to maximize the potential use of facilities
8. Identify potential revenue sources at community events, including sponsorships and entry fees

Management

9. Dedicate staff to Business Development to seek grants, establish effective partnerships, create revenue, and develop business plans with staff managing revenue producing facilities
10. Know the value of assets (not including land) and where those assets are in their life cycle
11. Know the true costs to deliver services (direct and indirect costs)
12. Classify the agency's services by how they fit into the agency's mission
13. Determine maintenance standards that identify the number of employees required to maintain one acre of parkland and consider these costs when adding parkland to the system
14. Stop maintaining features and spaces that are unused and remove them from the system
15. Inform users, partners, and citizens of the true costs of services
16. Control labor costs
17. Ensure that pricing is easy to understand for both staff and users

Fundraising

18. Find dedicated funding sources that can be counted on annually
19. Find philanthropists in the community to support the agency's causes
20. Encourage the creation a Garland Parks Foundation to raise funds and recruit and organize volunteers (see Appendix E)
21. Seek grants and apply to foundations for funding for projects to enhance the park system, consistent with the mission of PRCAD with consideration to associated costs to the city

Partnering

22. Do not enter into any agreement unless agency costs are known, both indirect and direct, and know how much investment the partner is bringing to the agreement
23. Develop consistent agreements with groups that utilize Garland facilities that include associated costs
24. Never allow private or not-for-profit groups to make money from Garland facilities unless the city receives a share of the gross revenue
25. Privatize services where funding is insufficient to maintain and operate the facility

7.16 Partnerships and Sponsorships

7.16.1 Background

Partnerships and sponsorships can help reduce costs or provide revenues to help expand parks and recreation opportunities for residents. Stakeholder groups indicated a need for more partnerships. Garland currently partners with many organizations, including the sports leagues, performing arts groups, civic groups, business groups, and more, to offer programs and events in Garland.

7.16.2 Expansion of Partnerships

There is a strong need to bring current partnerships and vendor agreements to a consistent level. It appears as if there is great inconsistency with each group that the city contracts for services. This is very difficult to manage in its current state.

Partnerships are necessary in order to engage underserved populations, including low-income, minority, and disabled residents. Collaboration with community leaders and organizations, including churches and civic associations, is important to improve awareness of recreation opportunities and to increase participation rates. These citizens are often difficult to engage through traditional means. PRCAD should continue to seek partnerships with community leaders and partner organizations to accomplish this end.

Health and Fitness

Parks, Recreation, and Cultural Arts (PRCAD) and the city should work with partners to develop a Get Fit Garland campaign to challenge Garland residents to become more active and fit. PRCAD is clearly a provider of facilities to help in this endeavor, but it will take many organizations working together in a unified manner to mount a successful campaign. The partner organizations will be essential as part of the effort to motivate residents to participate. Example programs for partnerships with health providers include Walk with a Doc and Park Rx.

The programming staff and senior management of the department should explore partnerships with hospital systems. Hospital systems are very competitive and have funds available for partnerships to put their names on programs and facilities. An annual list of active senior programs, participation numbers, and fitness metrics can place PRCAD as the go-to resource for active senior programming. The hospital system could also provide much needed programming space.

Neighborhood and Homeowners Associations

As noted in Section 7.5, partnerships with homeowners associations (HOAs) or other private owners may allow for improvements without acquisition. Many HOAs in Garland own land that could be used for recreational opportunities, including park features and trails.

Parks, Recreation, and Cultural Arts (PRCAD) should endeavor to maintain contact with neighborhood and homeowners associations in order to maintain a list of contacts for promotion, coordination, and community engagement. This effort will ensure that PRCAD has a designated contact with each organization in case issues arise. Additionally, PRCAD should contribute to their newsletters to promote relevant programs and improvements to neighborhood parks and to inform neighborhoods of upcoming improvements.

Cultural Arts Partnerships

Parks, Recreation, and Cultural Arts has ongoing partnerships for cultural arts programs at the Granville Arts Center and Plaza Theatre. Most programs focus on performing arts performed by outside groups, including Garland Civic Theatre, Garland Summer Musicals, Garland Symphony Orchestra, Company of Rowlett Performers, and Dallas Ballet Company. As noted in Section 7.11, There is a need for expanded performing arts programming, especially for younger demographic groups, and a need for more creative arts programming for both youth and adults. These needs could be met through new and expanded partnerships.

Garland Independent School District (GISD) Partnerships

While PRCAD currently has some partnerships with GISD for use of school grounds that are adjacent to parks. It is important to coordinate with GISD when developing or improving these parks that are adjacent to schools to avoid duplication of features and to ensure public needs are met. Partnerships with the schools also have the potential to offer much more for the residents of Garland as school facilities are left unused much of the time and can function as Neighborhood Parks.

All of the elementary school grounds in Garland should be available for public use by residents outside of school hours. This type of partnership is common in many communities. As identified in Chapter 5, several areas in Garland lack access to parks, including some areas with high levels of social need (see Figure 5.19). While park improvements can meet the needs of some of these residents, many of these underserved areas lack parks but do contain elementary schools. These properties, most notably at Southgate, Caldwell, Williams, and Parkcrest Elementary Schools, should be considered the highest priority for formal partnerships with GISD. Upgrading these school properties to Neighborhood Parks would provide access within a 10-minute walk to approximately 7,400 additional residents, raising the percentage of the population within this range from 41% to 44%. Expanded partnerships for use of other facilities at schools, such as gyms and athletic fields, should be pursued, if needed to meet program needs. (PRCAD does have limited use of some of these facilities.)

Nature programs represent another potential partnership with GISD. Garland should seek partnerships with GISD for development and programming of regional environmental education centers (nature centers) identified in Section 7.7. Partnerships should also be pursued for development and programming of outdoor education areas.

GISD is currently developing a new natatorium in the Firewheel area, which should be completed in two to three years. They intend to teach water safety and hope to teach every third grader in the city to swim. As the city lacks a public indoor pool, PRCAD should explore a partnership with GISD for use of the new natatorium when not in use for school functions.

A partnership with the schools is necessary in order to establish a formal after school program as the schools will play a role in ensuring that students arrive at the recreation centers after dismissal. This partnership will also help in determining the needs for the program, registration, and to avoid duplication of services. PRCAD currently has vehicles and drivers for transportation to the senior centers that could be used for transportation between the schools and the centers.

Cross Promotion

Garland should increase efforts for cross promotion of offerings by other organizations that offer programs, such as arts organizations and various athletic leagues. A common calendar for events throughout Garland

is one method that can increase exposure and help residents identify activities for their households. The Garland Convention & Visitors Bureau and others offer calendars that promote events by various groups, but no calendar exists that gathers programs and events of all types. PRCAD should continue to collaborate with partners to ensure that Parks, Recreation, and Cultural Arts programs and events are represented on common calendars managed internally or by others.

7.16.3 Sponsorships

There should be a more concerted effort towards obtaining sponsors. Sponsors could be the key to providing programs for the underserved. Sponsors, who are given credit, generally are willing to help fund programs or events if there could be a quantitative method of thanking them. A fee structure could be put in place for a sponsor based on the number of people that attend the program. Public input indicated a desire to expand the popular PlayStreets program, and sponsorships may be a way to fund this expansion.

7.16.4 Recommendations

1. Treat all vendors, contractors, and partners in a professional, consistent manner with a legal, signed contract containing the following:
    - Name, entity, and address
    - Obligations of each party
    - Terms of the contract
    - Price (if any, and who pays for what)
    - Representations and warranties (insurance, who owns what?)
    - Termination of the contract – when and by whom
    - Signed, witnessed, and reviewed periodically
2. Develop working agreements with each partner with measurable outcomes and reviewed within a minimum of every two years
3. Seek partnerships with community leaders and organizations, including churches and civic associations, in order to engage underserved populations, including low-income, minority, and disabled residents
4. Establish stronger relationships with partners for research, land acquisition, nature education, healthy lifestyle initiatives, and more
5. Partner with other organizations, including athletic leagues and Garland Convention & Visitors Bureau, to bring tournaments to Garland and for the development of needed facilities
6. Partner with national organizations such as USTA and USGA to increase youth participation and exposure to lifetime sports such as golf and tennis
7. Continue existing partnerships for Cultural Arts programming with various theatre groups and expand partnerships to reach more demographics groups

Health and Fitness Partnerships

8. Partner with health providers, other recreation providers, schools, private fitness clubs, and others in fitness campaigns to challenge Garland resident to become more active and fit (examples include Walk with a Doc, Park Rx, and Get Fit Garland)
9. Explore partnerships with hospital systems that have funds available to spread their brands by putting their names on programs or facilities
10. Develop an annual list of active senior programs with participation numbers and a way for the participants to measure their fitness levels to place PRCAD as the go-to resource for active senior programming
11. Seek partnerships with the hospital system for programming space

Neighborhood/Homeowners Association Partnerships

12. Explore opportunities to partner with private entities, including homeowners associations, for the development of park features and trails on their properties, allowing for improvements without acquisition
13. Maintain contact with neighborhood and homeowners associations in order to maintain a list of contacts for promotion, coordination, and community engagement
14. Contribute to association newsletters to promote relevant programs and improvements to neighborhood parks

GISD Partnerships

15. Partner with GISD to formally allow access to school grounds and to improve and upgrade properties in underserved areas, most notably at Southgate, Caldwell, Williams, and Parkcrest Elementary Schools
16. Coordinate with GISD when developing/improving parks adjacent to schools
17. Partner with GISD for development and programming of regional environmental education centers (nature centers) and outdoor education areas
18. Investigate partnerships with GISD for expanded use of athletic facilities at schools, if needed to meet program needs
19. Explore a partnership with GISD for use of the new natatorium when not in use for school functions
20. Seek a partnership with GISD and the Garland Police Department to expand, improve, and promote the Garland Police Boxing Gym program
21. Partner with GISD for after school programs to avoid duplication of services and to arrange transportation between the schools and the centers

Sponsorships

22. Expand efforts towards obtaining sponsors
23. Establish policies for accepting sponsorships and selling naming rights
24. Seek sponsorships to accommodate longer hours and Sunday hours at the recreation centers
25. Solicit funding to expand the PlayStreets program
26. Seek sponsors (e.g., hospitals, health insurance providers, and grocery store chains) to fund an annual "year in review" banquet for all of the members of the "Garland Active Adults" group

8

INDIVIDUAL PARK RECOMMENDATIONS

This chapter provides capital improvement recommendations for the *Our Garland Strategic Master Plan*. Improvements are provided for each park in the system and are presented by sector. Parks are described by sector to ensure that all areas of Garland receive consideration for improvements that meet the local needs for parks and recreation. Many analyses conducted earlier in this Master Plan also included data by sector.

The largest parks (Regional Parks and Greenbelt Parks) serve the city as a whole but are described within the sector in which they are located. Each capital improvement recommendation in this chapter includes a ranking of priority based on public input, current conditions, and other analysis conducted as part of this Master Plan. Estimation of the potential cost for many of these improvements are presented at the conclusion of this chapter.

8.1 General Park Recommendations

The sector recommendations include all parks within each sector with a focus on Neighborhood and Community Parks. Many at other parks improvements will result in upgrades of park classifications to Neighborhood or Community Parks. Recommendations for Regional Parks and Greenbelt Parks are discussed within the sector-based recommendations because, while they serve users citywide or beyond, they provide the best service to those within the sector boundaries. This section provides general guidelines for what is recommended to be included in a Neighborhood or Community Park (existing and future).

8.1.1 Background

Priorities for each sector were determined according to the public input, park assessments, and other analysis in this Master Plan. The following two actions ranked as the most important in all three sectors:

- Upgrade older parks, recreation, & cultural arts facilities
- Acquire & preserve open space, natural/historic areas

This result, therefore, factored into the recommendations for each of the sectors. The text for each sector includes an examination of the public input, a discussion of the most notable recommendations for the sector, and a table of capital improvements by park. The text for each sector provides a snapshot of priority improvements and example projects that will address identified desires of residents. Many of the improvements in these tables represent potential locations for features which must be evaluated before implementation to ensure that the most beneficial improvements are made at each park. Community input is especially important considering that priorities change over time, and this plan has a 10-year implementation timeline.

The tables for improvements (Table 8.1 to 8.4) include lists of improvement for each park, the potential funding source, and the priority or term of those improvements: Short, Medium, or Long. These priorities do not directly translate to timeframe, but the higher ranked improvements should be completed earlier in the 10-year timeframe discussed in this plan. Some long-term improvements will not be completed until after 2030 but are included to indicate potential future demand and for consideration in the next master plan. The tables also include the potential funding source for each improvement, and many of the improvements will be funded by the recently passed 2019 Bond Program. As in Chapter 7, items funded by the bond program (or remaining funds from 2004) and highlighted in bold in the text.

As noted previously, support improvements are needed at many parks in Garland and many were grouped for the 2019 Bond Program. These improvements are listed below in Table 8.1 rather than individually by park. The locations of the three spraygrounds authorized by the bond have not yet been determined and are, therefore, included in this table as well. The only item in this table not funded by the 2019 Bond Program is an ADA Accessibility Assessment. As noted in Chapter 7, this assessment is required by the Americans with Disabilities Act enacted in 2010 and should be completed in the short-term.

Table 8.1: General and Location Unspecified Improvements

General Improvements	Funding Source	Term
Demolition - Site and Equipment (7 Sites)	2019 Bond	All
Lighting - Parking Lot and Security (14 Sites)	2019 Bond	All
Paving and Grading Adjustments (14 Sites)	2019 Bond	All
Paving and Grading Adjustments (7 Sites)	2019 Bond	All
Paving Site Preparation (14 Sites)	2019 Bond	All
Catalyst Area Improvements	2019 Bond	Short
Lighting - Trail and Security	2019 Bond	Short
Splash Pad - Regional (w/ Shade Structures)	2019 Bond	Short
Trail Site Preparation, Grading, and Drainage	2019 Bond	Short
Splash Pad - Site #1 with Shade Structure	2019 Bond	Medium
Splash Pad - Site #2 with Shade Structure	2019 Bond	Medium
ADA Accessibility Assessment (Required)	CIP	Short
Trail Markers and Emergency Signage (Mileage/Color Coding/ Striping)	CIP	Medium
Wi-Fi in Heavily Used Parks and Facilities	CIP	Medium

8.1.2 Recommended Park Elements for Local Space (Neighborhood and Community Parks)

As presented in Chapter 3, Neighborhood Parks primarily serve the local neighborhood or about a 10-minute walk. Community Parks serve a larger area, consisting of multiple neighborhoods or approximately a 5-minute drive. The definitions in Chapter 3 described what a user might expect in these parks. The recommendations provided here utilize those definitions to describe what should be included in parks with these classifications. The elements in these lists should be included in any future Neighborhood or Community Park developed by Parks, Recreation, and Cultural Arts (PRCAD). Additionally, developers should be encouraged to include these elements in parks constructed to serve residents of future subdivisions.

Common Neighborhood Park Elements

A typical Neighborhood Park should include the following elements:

1. Small Playground
2. ½ Basketball Court (may be swapped for another feature at more passive parks)
3. Gathering Area/Small Picnic Shelter with Seating
4. Small Walking Trail

5. Good Circulation – Walkways/ADA access
6. Landscaping/Trees for Shade
7. Security/Lighting
8. Athletic Field – Practice or pick-up use (if adequate space exists)
9. Unique Neighborhood Determined Feature(s) – Based on local interest, could be sports, environmental, arts, etc.

Mini Parks (Pocket Parks) are a subset of Neighborhood Parks with a smaller footprint. These parks should include all of the items above if they can fit on the site with the exception of an athletic field and a walking trail. Mini Parks tend to be smaller than an athletic field and are likely too small to accommodate a trail loop long enough to interest users. Trails may, however, connect to or pass through a Mini Park. The Catalyst Areas are the most likely locations for potential Mini Parks.

Common Community Park Elements

A typical Community Park in Garland should contain the following elements. Exceptions exist based on site limitations, availability of features at nearby locations, or specific request of the residents served by a specific park.

1. Large Playground (Nature Play Area at Passive Community Parks)
2. Game Courts – Typically one basketball court and potentially others depending on local demand (Likely replaced with another feature at Passive Community Parks)
3. Central Gathering Area/Nucleus with Seating
4. Walking and/or Biking Trails
5. Good Circulation – Walkways/ADA access
6. Picnic Shelters/Gathering and Event Space
7. Landscaping/Trees
8. Shade – At gathering areas, seating areas, playgrounds, etc.
9. Security/Lighting
10. Restroom
11. Athletic Fields – Based on site/community demand (Omit at Passive Community Parks)
12. Unique Element (skatepark, swimming pool, dog park, community center, amphitheater, field/court complex, etc.) not offered at all community parks, may meet regional demands
13. Unique Neighborhood Determined Feature(s) – If needed to meet Neighborhood Park demands

8.2 North Sector Priorities

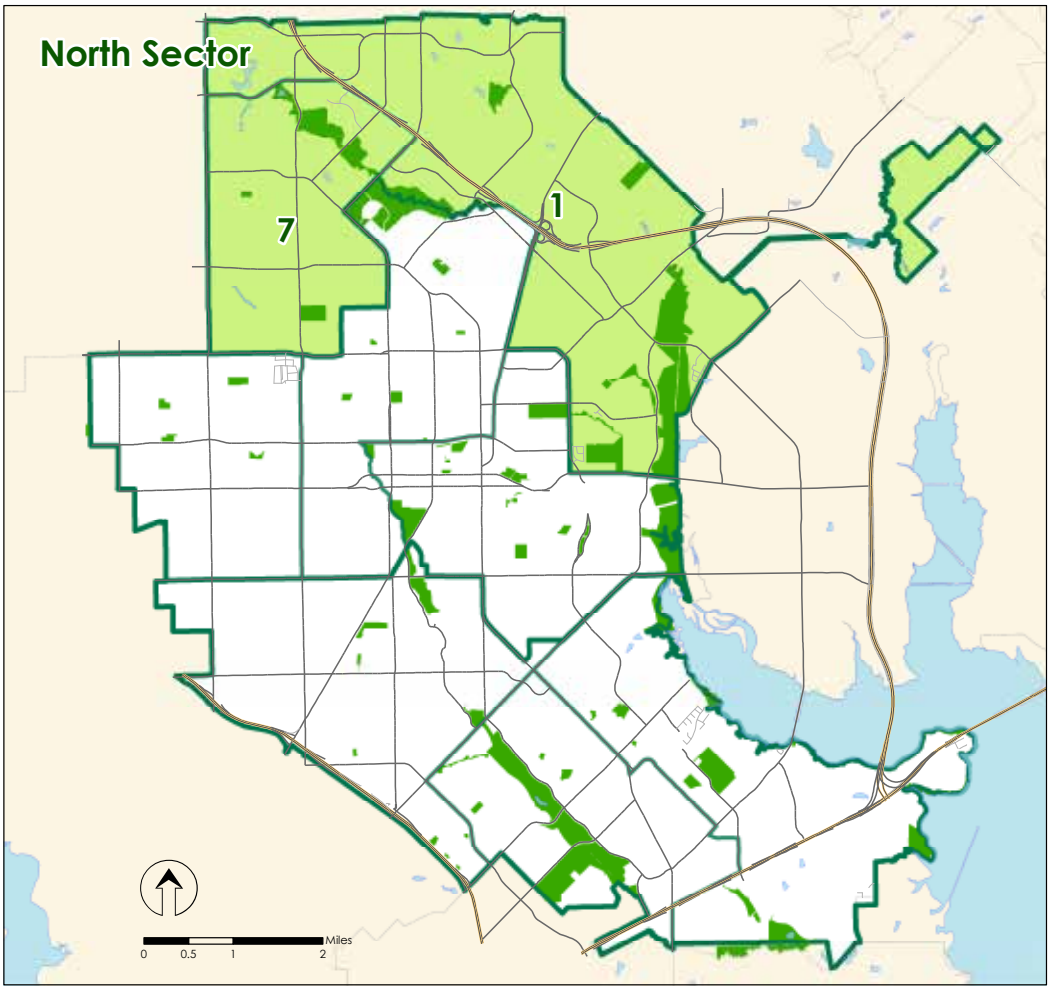
The North Sector is a combination of Council Districts 1 and 7 and contains 13 parks. The location of the sector is highlighted in Figure 8.1.

8.2.1 Public input

Most Important Facilities

1. Paved trails (for walking, biking, skating)
2. Natural areas/nature parks
3. Small neighborhood parks
4. Playgrounds
5. Indoor swimming pools

Figure 8.1: North Sector Location



Preferred Upgrades to Existing Parks

1. Walking/hiking trails
2. New/improved restrooms
3. Security cameras/lighting
4. Shade structures
5. Trees & landscaping

8.2.2 North Sector Recommendation Snapshot

The improvements indicated in Table 8.2 will help to address the concerns indicated by public input and the needs analysis. This list includes substantial improvements to many parks that currently have limited development. Many of the recent and future growth areas in Garland are located in this sector. In many cases, land has been preserved as parkland but was never developed. Most notably, One Eleven Ranch Park and Tuckerville Park development will add needed park amenities to the area.

The North Sector has only one recreation center at Holford Park, and this facility is in poor condition, lacks many desired features such as a fitness center, and needs to be replaced. Holford Pool needs improvements (funded by the 2019 Bond Program), which will be determined by the Aquatics Master Plan currently underway. Residents of this sector desired more fitness and wellness opportunities and more 50+ programs. North Sector residents were the most likely to indicate that they did not know what is offered and that parks were too far

from their homes. Voters recently approved the sale of Bunker Hill Park, so new development in that area may need park amenities provided by developers or as part of the190 Catalyst Area improvements.

Walking/Biking Trails

Trails ranked higher in the North Sector than the other sectors, although the sector includes the most miles of trails of any sector, if the unpaved trails in the Rowlett Creek Greenbelt are included. Additional or improved perimeter trail loops at various parks such as Bisby Park, One Eleven Ranch Park, and Tuckerville Park will provide better access to trails in the North Sector. Connecting trails are proposed to several parks, and trails along Spring Creek and Rowlett Creek would potentially provide long corridors of regional significance.[1]

Playgrounds

Few parks in the North Sector provide playgrounds, so the improvements consist of replacement of existing facilities and new facilities. Three new playgrounds are recommended in Rivercrest Branch Greenbelt, One Eleven Ranch Park, and Tuckerville Park. All playgrounds should include shade structures.

Natural Areas

The North Sector indicated that natural areas were very important, and the sector has a substantial supply of these parks. Access to these parks could be improved, however, and many opportunities exist to expand features at the existing parks. Spring Creek Forest Preserve, Greenbelt, and Park Preserve offer excellent opportunities for outdoor activities in the northern portion of the city, including picnicking, disc golf, hiking, and more. Rowlett Creek Greenbelt offers additional opportunities while also serving the Central Sector. These parks provide ideal locations for nature education programs, which could be supported by the development of nature centers. Due to the mountain bike trails at Rowlett Creek Greenbelt, this park is a logical location for a potential pump track.

Athletic Fields

The North Sector has by far the fewest athletic fields of any of the three sectors. The sector also has the park with the best potential for additional multipurpose rectangular fields (also a citywide need). Funds remain from the 2004 Bond Program for the development of Tuckerville Park. While these funds are not sufficient to develop the entire park, they are sufficient for the first phase of development, which could include approximately four fields and many of the Community Park features.

Game Courts

The North Sector currently has few game courts. Basketball courts with one goal or half courts are recommended at the Neighborhood Parks, and full-sized courts are recommended at larger parks (Tuckerville). Pickleball courts are recommended at Holford Park to begin to meet the needs of this growing sport, particularly for seniors.

Support Features

Support features represented most of the preferred improvements to existing parks. Respondents indicated desire for improved security, more shade structures, more trees, and new or improved restrooms. Additional lighting is recommended at most parks, and security cameras are recommended at Holford Park and the Greenbelt Parks. As noted above, shade structures are recommended at all playgrounds and should be added to the bleachers at Holford Park. More trees and improved landscaping are recommended throughout the park system. New restrooms are proposed at Rowlett Creek Greenbelt, Spring Creek Greenbelt, Tuckerville Park, and Holford Park.

North Sector priority improvements include:

- **Holford Recreation Center (New/Replacement) - Including Site Infrastructure and Demolition of Existing Structure**
- **Develop Tuckerville Park (Phase 1)**

[1] See Chapter 7, Section 7.8 for more information on the trails, including a map of regional priorities

- **Holford Pool improvements following the Aquatics Master Plan**
- **Playgrounds (new and replacements), including shade structures**
- **New restroom buildings**
- **Athletic field improvements (Holford – lighting and concessions)**
- **Catalyst Area improvements – locations to be determined (190 Catalyst Area)**
- Upgrade One Eleven Ranch to a Community Park
- Improve trail access and connectivity
- Improve safety and security at parks
- Add outdoor fitness equipment to meet desires for more fitness and wellness opportunities
- Support reclamation of Rowlett Creek near Firewheel Town Center to bring more property out of the floodplain for future development

Table 8.2: North Sector Park Improvements

Park Name (District)		Funding Source	Term
Neighborhood Parks			
Bisby Park (7)			
1	Basketball Restripe/Goal Replacement	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Short
3	Lighting - Security	CIP	Short
4	Signage - Main Entry	CIP	Short
5	Signage - Secondary Entry	CIP	Short
6	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
7	Trail - Perimeter Loop - 8' Wide	CIP	Short
8	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
9	Picnic Shelter - Small	CIP	Medium
10	Trees and Landscaping	CIP	Medium
11	Walkways (ADA) - 6' Wide	CIP	Medium
12	Neighborhood Determined Feature (TBD)	CIP	Long
Hall Park (1)			
1	Planning - Coordinate with GISD for facilities including playgrounds	CIP	Short
2	Planning - Partner with Office of Neighborhood Vitality to leverage available funding for additional improvements	CIP	Short
3	Lighting - Security Replacement/Expansion	CIP	Short
4	Signage - Main Entry	CIP	Short
5	Signage - Secondary Entry	CIP	Short
6	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
7	Barrier along Alley	CIP	Medium
8	Butterfly Garden	CIP	Medium
9	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
10	Picnic Shelter - Small	CIP	Medium
11	Public Art	CIP	Medium
12	Trees and Landscaping	CIP	Medium

Table 8.2: North Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
13	Neighborhood Determined Feature (TBD)	CIP	Long
14	Playground Replacement (w/ Shade)	CIP	Long
Community Parks			
Holford Park (7)			
1	Park Master Plan	CIP	Short
2	Basketball Court/Multipurpose Court Resurfacing	CIP	Short
3	Concession Area - New (800 to 1,000 SF)	2019 Bond	Short
4	Football Field Lighting Replacement	2019 Bond	Short
5	Lighting - Security	CIP	Short
6	Outdoor Fitness/Gym/Workout Equipment	CIP	Short
7	Pickleball Courts (2) - Resurfacing of Existing Jr Courts	CIP	Short
8	Picnic Shelter - Medium	CIP	Short
9	Playground Shade Structures	2019 Bond	Short
10	Restrooms - New (2,000 to 2,500 SF)	2019 Bond	Short
11	Security Cameras	CIP	Short
12	Shade Structures at Bleachers (850 SF)	2019 Bond	Short
13	Signage - Main Entry with Electronic Marquee	CIP	Short
14	Signage - Secondary Entry	CIP	Short
15	Walkways (ADA) - 6' Wide	CIP	Short
16	Holford Pool Replacement - Aquatics Center	2019 Bond	Medium
17	Recreation Center (New/Replacement) - Including Site Infrastructure and Demolition of Existing Structure	2019 Bond	Medium
18	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
19	Trees and Landscaping	CIP	Medium
20	Field Improvements - Baseball	CIP	Long
21	Paving - Additional Parking - Holford Recreation Center	2019 Bond	Long
Natural Areas/Open Space			
Bradfield Branch (1)			
1	Park Master Plan	CIP	Short
2	Signage - Main Entry	CIP	Short
3	Connecting Trail (Between Bradfield Park and Tuckerville Park) - 12' Trail	CIP	Medium
4	Signage - Wayfinding	CIP	Medium
Bunker Hill Park (1)			
1	Sell Property		Short
Halff Park (1)			
1	Signage - Main Entry	CIP	Short
2	Signage - Secondary Entry	CIP	Short
3	Trail - Spring Creek Trail Extension - 12' Wide (Halff Section)	CIP	Short
4	Bike Repair Station	CIP	Medium

Table 8.2: North Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
5	Drinking Fountain with Bottle Filler	CIP	Medium
7	Signage - Wayfinding	CIP	Medium
One Eleven Ranch Park (1)			
1	Park Master Plan	CIP	Short
2	Basketball Half Court	CIP	Short
3	Drinking Fountain with Bottle Filler	CIP	Short
4	Lighting - Security	CIP	Short
5	Playground - New (w/ Shade)	2019 Bond	Short
6	Signage - Main Entry	CIP	Short
7	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
8	Trail - Perimeter Loop - 8' Wide	2019 Bond	Short
9	Trees and Landscaping	CIP	Short
10	Walkways (ADA) - 6' Wide	CIP	Short
11	Neighborhood Determined Feature (TBD)	CIP	Medium
12	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
13	Picnic Shelter Improvements	CIP	Medium
Rivercrest Branch Greenbelt (1)			
1	Park Master Plan - Consider replacing parking area at trailhead with a park amenity to improve park entrance	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Short
3	Signage - Main Entry	CIP	Short
4	Signage - Secondary Entry	CIP	Short
5	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
6	Trail - Connections to Northlake Estates Neighborhood - 8' Wide	CIP	Short
7	Signage - Wayfinding	CIP	Medium
8	Playground - Grinstad Dr (w/ Shade)	CIP	Long
Tuckerville Park (1)			
1	Park Master Plan	CIP	Short
Phase 1			
2	Basketball Court	2004 Bond	Medium
3	Drinking Fountain with Bottle Filler	2004 Bond	Medium
4	Lighting - Security	2004 Bond	Medium
5	Paving - Parking Lot with Entrance Road	2004 Bond	Medium
6	Picnic Shelter - Medium	2004 Bond	Medium
7	Playground - New (w/ Shade)	2004 Bond	Medium
8	Restroom Building (4M Fixtures/4W Fixtures)	2004 Bond	Medium
9	Signage - Main Entry	2004 Bond	Medium
10	Signage - Secondary Entry	2004 Bond	Medium
11	Signage - Wayfinding	2004 Bond	Medium

Table 8.2: North Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
12	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	2004 Bond	Medium
13	Soccer/Multipurpose Fields (w/ Lighting)	2004 Bond	Medium
14	Trail - Perimeter Loop - 8' Wide	CIP	Medium
15	Trees and Landscaping	2004 Bond	Medium
16	Walkways (ADA) - 6' Wide	2004 Bond	Medium
Phase 2			
17	Paving - Parking Lot	CIP	Long
18	Picnic Shelters (2) - Medium	CIP	Long
19	Restroom Building (4M Fixtures/4W Fixtures)	CIP	Long
20	Soccer/Multipurpose Fields (w/ Lighting)	CIP	Long
21	Trees and Landscaping	CIP	Long
22	Walkways (ADA) - 6' Wide	CIP	Long
Greenbelts/Nature Parks			
Rowlett Creek Greenbelt (1)			
1	Park Master Plan	CIP	Short
2	Trail - Connections to Country Brook Neighborhood - 8' Wide	CIP	Short
3	Trail - Linear (3.5 Miles) - 12' Wide	CIP	Short
4	Crossing Improvements (Castlewood Neighborhood)	CIP	Medium
5	Disc Golf (18 holes)	CIP	Medium
6	Drinking Fountain with Bottle Filler (3)	CIP	Medium
7	Habitat Restoration	CIP	Medium
8	Lighting - Security	CIP	Medium
9	Parking Lot with Entrance Road - Phase 1	CIP	Medium
10	Picnic Shelter - Large	CIP	Medium
11	Pump Track	CIP	Medium
12	Restroom Building (1M Fixture/1W Fixture) - Phase 1	CIP	Medium
13	Security Cameras	CIP	Medium
14	Signage - Main Entry	CIP	Medium
15	Signage - Secondary Entry	CIP	Medium
16	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
17	Nature Center - Outdoor	CIP	Long
18	Parking Lot with Entrance Road - Phase 2	CIP	Long
19	Restroom Building (1M Fixture/1W Fixture) - Phase 2	CIP	Long
Spring Creek Forest Preserve (1, 7)			
1	Park Master Plan	CIP	Short
2	Bike Repair Station	CIP	Medium
3	Drinking Fountain with Bottle Filler	CIP	Medium
4	Lighting - Security	CIP	Medium
5	Parking Lot Expansion	CIP	Medium

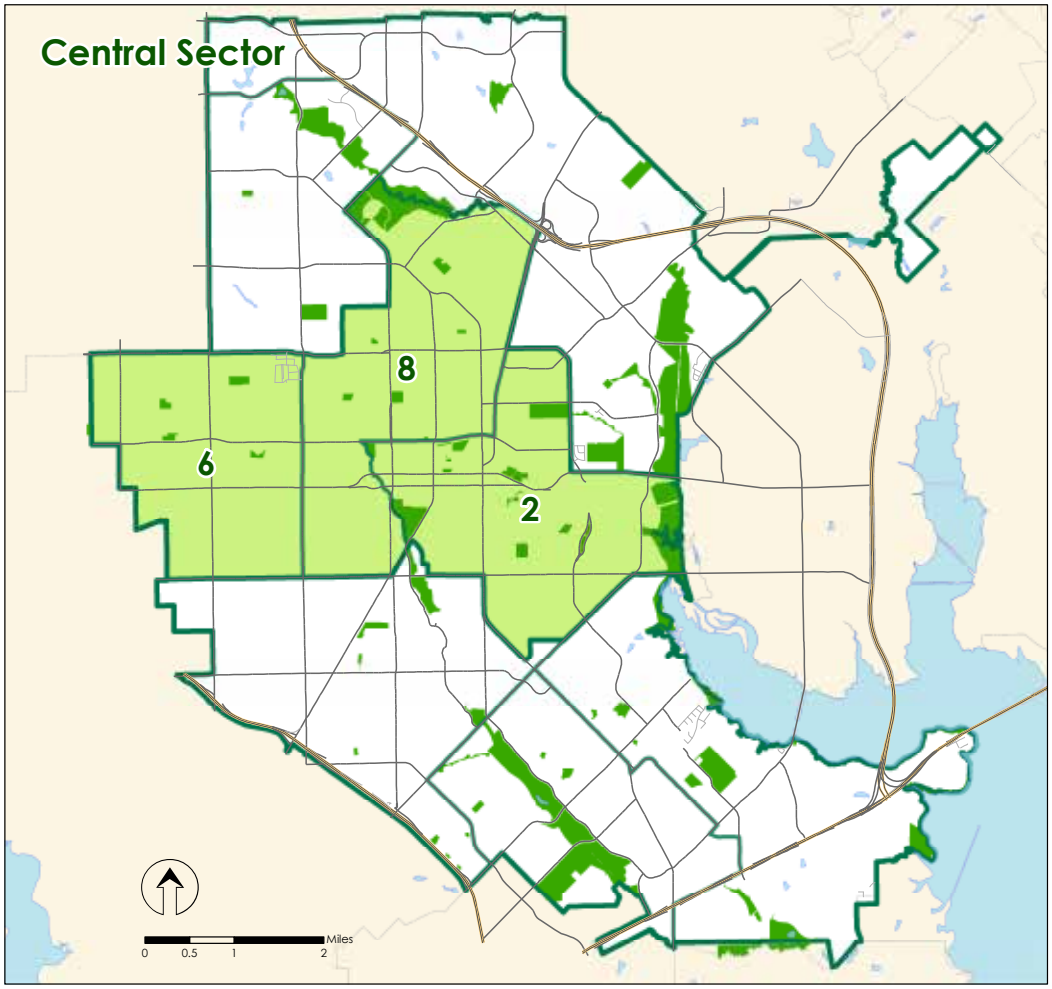
Table 8.2: North Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
6	Security Cameras	CIP	Medium
7	Signage - Main Entry	CIP	Medium
8	Signage - Secondary Entry	CIP	Medium
9	Signage - Wayfinding	CIP	Medium
10	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
11	Trail - Natural Surface Loop	CIP	Medium
12	Trail - Spring Creek Trail Extension - 12' Wide	CIP	Medium
13	Trees and Landscaping	CIP	Medium
Spring Creek Greenbelt (7)			
1	Park Master Plan	CIP	Short
2	Picnic Shelter - Medium (Harris Section)	CIP	Short
3	Bike Repair Station	CIP	Medium
4	Disc Golf (18 holes) (Harris Section)	CIP	Medium
5	Drinking Fountain with Bottle Filler	CIP	Medium
6	Lighting - Security	CIP	Medium
7	Paving - Parking Lot Expansion (Harris Section)	CIP	Medium
8	Restroom Building (1M Fixture/1W Fixture) - Phase 1	CIP	Medium
9	Security Cameras	CIP	Medium
10	Signage - Main Entry	CIP	Medium
11	Signage - Secondary Entry	CIP	Medium
12	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
13	Trail - Connection to Camelot Neighborhood with Bridge (Harris Section) - 12' Wide	CIP	Medium
14	Trail - Spring Creek Trail Extension - 12' Wide (Harris Section)	CIP	Medium
15	Trees and Landscaping	CIP	Medium
Spring Creek Park Preserve (7)			
1	Park Master Plan	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Medium
3	Lighting - Security	CIP	Medium
4	Security Cameras	CIP	Medium
5	Signage - Main Entry	CIP	Medium
6	Signage - Secondary Entry	CIP	Medium
7	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
8	Trail - Spring Creek Trail Extension - 12' Wide	CIP	Medium
9	Trees and Landscaping	CIP	Medium
10	Nature Center - Indoor	CIP	Long
11	Parking Lot Expansion	CIP	Long
Other			
1	Trail - Bisby Transmission - 12' Wide with Native Prairie Restoration and Wayfinding Signage	2019 Bond	Medium

8.3 Central Sector Priorities

The Central Sector is a combination of Council Districts 2, 6, and 8 and contains 28 parks and facilities. The location of the sector is highlighted in Figure 8.2.

Figure 8.2: Central Sector Location



8.3.1 Public Input

Most Important Facilities

1. Small neighborhood parks
2. Paved trails (for walking, biking, skating)
3. Natural areas/nature parks
4. Indoor swimming pools
5. Playgrounds

   Picnic areas/shelters

   Senior center

Preferred Upgrades to Existing Parks

1. Security cameras/lighting
2. New/improved restrooms

3. Walking/hiking trails
4. Picnic shelters
5. Benches/picnic tables

8.3.2 Central Sector Recommendation Snapshot

The improvements indicated in Table 8.3 will help to address the concerns indicated by public input and the needs analysis. This list includes substantial improvements to many Neighborhood Parks. Downtown Garland and many of the older neighborhood is Garland are located in this sector. All of the Special Use Parks are located in the Central Sector, including the cultural arts facilities. Most of the parks in the Central Sector are developed, but many are in need of updates and equipment replacement. Central Sector residents were the most likely to indicate that the poor condition of facilities prevented them from using them. Residents of this sector desired more fitness and wellness opportunities and more 50+ programs.

Winters Park has a natural amphitheater on the northern side which would be easily accessible for Central Sector and North Sector residents. Demands for additional concerts and movies were noted throughout Garland. The Granville Arts Center and Garland Senior Center are located within this sector, although they serve the residents citywide. Central Sector residents indicated that senior centers were amongst the most important facilities. The Central Sector holds four of the city's six recreation centers, and all are in need of improvement and expansion.

Walking/Biking Trails

Trails ranked as the second most important feature in the Central Sector, and the sector includes the fewest miles of trails of any sector and no shared-use trails. Additional or improved perimeter trail loops at various parks, such as Central Park, Winters Park, Bradfield Park, Cullom Park, Groves Park, Huff Park, and Yarborough Park, will provide better access to trails in the Central Sector. Connecting trails are proposed to several parks, and trails along Duck Creek (Central Park) and Rowlett Creek would connect to the regional trail network. Alternative pavement materials should be considered to reduce cost.

Playgrounds

Few parks in the Central Sector lack playgrounds, so most of the improvements consist of upgrades and replacement of existing facilities. Three new playgrounds are recommended in Rivercrest, Central, and Groves Parks. All playgrounds, including replacement playgrounds, should include shade structures. Coomer, Embree, Hollabaugh, and Montgomery playgrounds are in good condition but should have shade structures added.

Natural Areas

Central Sector residents indicated that natural areas were important, but the sector has a limited supply of these parks compared to the other sectors. Only a portion of Rowlett Creek Greenbelt and a few smaller properties are located in this sector. Education opportunities at Rowlett Creek Greenbelt would serve this sector.

Athletic Fields

The Central Sector has athletic complexes at three parks (Bradfield, Central and Winters), all of which need updates. The 2019 Bond Program will provide funding for lighting, concessions, and restroom improvements for these fields as well as shade for bleachers.

Game Courts

Basketball courts with one goal or half courts are recommended at many Neighborhood Parks, and full-sized courts are recommended at larger parks (Bradfield and Winters). Many existing courts are in need of repairs, including basketball, tennis, and sand volleyball courts. Pickleball courts are recommended at Bradfield and Central Parks. Futsal courts are recommended at Watson Park by request of the neighborhood. This feature represents an example of a Neighborhood Determined Feature.

Support Features

Support features represented most of the preferred improvements to existing parks. Respondents indicated desire for improved security, more shade structures, more trees, and new or improved restrooms. Additional lighting is recommended at most parks, and security cameras are recommended at Bradfield, Central, Hollabaugh, and Winters Park. As noted above, shade structures are recommended at all playgrounds and should be added to the bleachers at athletic fields. More trees and improved landscaping are recommended throughout the park system. New restrooms are proposed at Garland City Square (in progress), Winters Park (at amphitheater), Cullom Park, and Watson Park.

Central Sector priority improvements include:

- **Fields Recreation Center improvements**
- **Granger Recreation Center (in progress) and Annex improvements**
- **Hollabaugh Recreation Center renovation and expansion**
- Bradfield Recreation Center expansion (additional gym, fitness center)
- **Garland Senior Center renovation and expansion**
- **Athletic fields improvements (Central – concession, restrooms, shade at bleachers, and lighting; Bradfield – concessions and shade at bleachers; Winters – lighting, restrooms, and concessions)**
- **Parking lot paving/repaving (Embree, Central, Hollabaugh, Cullom)**
- **Catalyst Area improvements – locations to be determined (Downtown Area and Forest Jupiter Walnut Catalyst Area)**
- Garland City Square renovation
- Dog park at Central Park
- Amphitheater at Winters Park with programming to promote community activity
- Improved trail access and connectivity
  - Regional Connections along Rowlett Creek and Duck Creek (enhance development within TIF district at Walnut St. and Shiloh Rd.)
- Improved safety and security at parks
- Futsal courts at Watson and other appropriate locations (seek CDBG funding)
- Outdoor fitness equipment to meet desires for more fitness and wellness opportunities
- Potential development of city-owned property adjacent to Winters Park for a library or community building use

Table 8.3: Central Sector Park Improvements

	Park Name (District)	Funding Source	Term
	Neighborhood Parks		
	Alamo Park (8)		
1	Playground Replacement (w/ Shade) (Ages 2-5)	2019 Bond	Short
2	Signage - Main Entry	CIP	Short
3	Signage - Secondary Entry	CIP	Short
4	Lighting - Security	CIP	Medium
5	Picnic Shelter - Small	CIP	Medium
6	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
7	Trees and Landscaping	CIP	Medium
8	Walkways (ADA) - 6' Wide	CIP	Medium
9	Neighborhood Determined Feature (TBD)	CIP	Long

Table 8.3: Central Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
Coomer Park (8)			
1	Basketball Half Court	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Short
3	Playground Shade Structures	2019 Bond	Short
4	Signage - Main Entry	CIP	Short
5	Signage - Secondary Entry	CIP	Short
6	Site Furnishings (Benches/Trash Receptacles)	CIP	Short
7	Landscaping	CIP	Medium
8	Picnic Shelter - Medium	CIP	Medium
9	Neighborhood Determined Feature (TBD)	CIP	Long
Cullom Park (8)			
1	Lighting - Security	CIP	Short
2	Picnic Shelter - Medium	CIP	Short
3	Signage - Main Entry	CIP	Short
4	Signage - Secondary Entry	CIP	Short
5	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
6	Tennis Courts Improvements (Resurfacing/Fencing Repair)	CIP	Short
7	Trail - Perimeter Loop - 8' Wide	2019 Bond	Short
8	Basketball Restripe/Goal Replacement	CIP	Medium
9	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
10	Paving - Parking Replacement (2 Lots)	2019 Bond	Medium
11	Playground Replacement (w/ Shade)	2019 Bond	Medium
12	Trees and Landscaping	CIP	Medium
13	Field Improvements	CIP	Long
14	Neighborhood Determined Feature (TBD)	CIP	Long
15	Restroom Building (1M Fixture/1W Fixture)	CIP	Long
Douglas Park (2)			
1	Signage - Main Entry	CIP	Short
2	Signage - Secondary Entry	CIP	Short
3	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
4	Walkways (ADA) - 6' Wide and Repair	CIP	Short
5	Drinking Fountain with Bottle Filler (Replacement)	CIP	Medium
6	Landscaping	CIP	Medium
7	Picnic Shelter - Small	CIP	Medium
8	Playground Replacement (w/ Shade)	2019 Bond	Medium
9	Neighborhood Determined Feature (TBD)	CIP	Long
Embree Park (2)			
1	Fields Recreation Center Improvements	2004 Bond	Short
2	Lighting - Security	CIP	Short
3	Parking Replacement	2019 Bond	Short

Table 8.3: Central Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
4	Playground Shade Structures	2019 Bond	Short
5	Signage - Main Entry with Electronic Marquee	CIP	Short
6	Signage - Secondary Entry	CIP	Short
7	Site Furnishings (Benches/Trash Receptacles)	CIP	Short
8	Basketball Restripe/Goal Replacement	CIP	Medium
9	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
10	Picnic Shelter Improvements (Repaint/Refinish)	CIP	Medium
11	Trees and Landscaping	CIP	Medium
Groves Park (6)			
1	Basketball Half Court	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Short
3	Lighting - Security	CIP	Short
4	Outdoor Fitness/Gym/Workout Equipment	CIP	Short
5	Playground - New (w/ Shade)	2019 Bond	Short
6	Restroom Building (1M Fixture/1W Fixture)	CIP	Short
7	Signage - Main Entry	CIP	Short
8	Signage - Secondary Entry	CIP	Short
9	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
10	Trail - Perimeter Loop - 8' Wide	2019 Bond	Short
11	Field Improvements - Diamonds - Dugouts	CIP	Medium
12	Picnic Shelter - Medium	CIP	Medium
13	Trees and Landscaping	CIP	Medium
14	Lighting - Tennis Courts	CIP	Long
Hollabaugh Park (6)			
1	Basketball Court	CIP	Short
2	Paving - Parking Expansion - Hollabaugh Recreation Center and Eastern Edge of Park	2019 Bond	Short
3	Playground - Add Shade Structures; Consider Relocation to the West	2019 Bond	Short
4	Recreation Center Renovation and Expansion	2019 Bond	Short
5	Security Cameras	CIP	Short
6	Signage - Main Entry with Electronic Marquee	CIP	Short
7	Signage - Secondary Entry	CIP	Short
8	Trail - Consider Realignment	CIP	Medium
9	Trees and Landscaping	CIP	Medium
Huff Park (2)			
1	Park Master Plan	CIP	Short
2	Playground Replacement (w/ Shade)	2019 Bond	Short
3	Signage - Main Entry	CIP	Short
4	Signage - Secondary Entry	CIP	Short

Table 8.3: Central Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
5	Trail - Perimeter Loop - 8' Wide	CIP	Short
6	Basketball Restripe/Goal Replacement	CIP	Medium
7	Drinking Fountain with Bottle Filler (Replacement)	CIP	Medium
8	Field Improvements - Diamonds	CIP	Medium
9	Paving - Parking Lot and Access Road Replacement	CIP	Medium
10	Shade Structures at Bleachers	CIP	Medium
11	Shade Structures at Dugouts	CIP	Medium
12	Site Furnishings (Benches/Trash Receptacles)	CIP	Medium
13	Tennis Courts Improvements (Resurfacing/Fencing Repair)	CIP	Medium
14	Trees and Landscaping	CIP	Medium
James Park (2)			
1	Basketball Half Court	CIP	Short
2	Lighting - Security	CIP	Short
3	Playground Drainage/Pavement Repairs	CIP	Short
4	Signage - Main Entry	CIP	Short
5	Signage - Secondary Entry	CIP	Short
6	Site Furnishings (Trash Receptacles/Bike Racks)	CIP	Short
7	Paving - Parking along Belinda Ct with ADA Space	CIP	Short
8	Trail - Perimeter Loop - 8' Wide	CIP	Short
9	Neighborhood Determined Feature (TBD)	CIP	Medium
10	Picnic Shelter - Small	CIP	Medium
11	Trees and Landscaping	CIP	Medium
Montgomery Park (6)			
1	Basketball Half Court	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Short
3	Field Improvements (Regrading/Reseeding)	CIP	Short
4	Lighting - Security	CIP	Short
5	Outdoor Fitness/Gym/Workout Equipment (Replacement)	CIP	Short
6	Playground Shade Structures	2019 Bond	Short
7	Restroom Building (1M Fixture/1W Fixture)	CIP	Short
8	Signage - Main Entry	CIP	Short
9	Signage - Secondary Entry	CIP	Short
10	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
11	Walkways (ADA) - 6' Wide	CIP	Short
12	Neighborhood Determined Feature (TBD)	CIP	Medium
13	Picnic Shelter Improvements (Repaint/Refinish)	CIP	Medium
14	Trees and Landscaping	CIP	Medium
Peavy Park (8)			
1	Basketball Half Court	CIP	Short
2	Lighting - Security (Expand and Replace)	CIP	Short

Table 8.3: Central Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
3	Playground Replacement (w/ Shade)	2019 Bond	Short
4	Public Art - Wall Mural (Local Artistsin Partnership with Office of Neighborhood Vitality)	CIP	Short
5	Signage - Main Entry	CIP	Short
6	Signage - Secondary Entry	CIP	Short
7	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
8	Trail - Perimeter Loop - 8' Wide (Replace 3' Sidewalk)	CIP	Short
9	Trees and Landscaping	CIP	Short
10	Walkways (ADA) - 6' Wide	CIP	Short
11	Neighborhood Determined Feature (TBD)	CIP	Medium
12	Picnic Shelter - Small	CIP	Medium
Watson Park (6)			
1	Park Master Plan	CIP	Short
2	Basketball Restripe/Goal Replacement and Add Screening to Keep Balls in Court	CIP	Short
3	Field Improvements - Formalize Soccer Use	CIP	Short
4	Futsal Courts (2)	CIP	Short
5	Lighting - Fields and Courts	CIP	Short
6	Restroom Building (1M Fixture/1W Fixture)	CIP	Short
7	Signage - Main Entry	CIP	Short
8	Signage - Secondary Entry	CIP	Short
9	Site Furnishings (Benches/Trash Receptacles)	CIP	Short
10	Trail - Perimeter Loop - 8' Wide	CIP	Short
11	Lighting - Security	CIP	Medium
12	Trees and Landscaping, including Pruning of Existing Trees	CIP	Medium
13	Drinking Fountain with Bottle Filler (Replacement)	CIP	Medium
14	Field Improvements (Backstop, Turf, Grading)	CIP	Long
Woodland Park (8)			
1	Basketball Restripe/Goal Replacement	CIP	Short
2	Drinking Fountain with Bottle Fillers (Replacement)	CIP	Short
3	Lighting - Security	CIP	Short
4	Picnic Shelter - Small	CIP	Short
5	Playground Replacement (w/ Shade)	2019 Bond	Short
6	Signage - Main Entry	CIP	Short
7	Signage - Secondary Entry	CIP	Short
8	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
9	Trees and Landscaping	CIP	Short
10	Walkways (ADA) - 6' Wide	CIP	Short
11	Neighborhood Determined Feature (TBD) - Partner with Office of Neighborhood Vitality	CIP	Medium

Table 8.3: Central Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
Yarborough Park (8)			
1	Planning - Partner with Office of Neighborhood Vitality to leverage available funding for additional improvements	CIP	Short
2	Lighting - Security	CIP	Short
3	Outdoor Fitness/Gym/Workout Equipment	CIP	Short
4	Picnic Shelter - Small	CIP	Short
5	Playground Replacement (w/ Shade), include Thematic Elements	2019 Bond	Short
6	Signage - Main Entry	CIP	Short
7	Signage - Secondary Entry	CIP	Short
8	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
9	Trail - Perimeter Loop - 8' Wide	CIP	Short
10	Walkways (ADA) - 6' Wide	CIP	Short
11	Basketball Restripe/Goal Replacement	CIP	Medium
12	Drinking Fountain with Bottle Filler	CIP	Medium
13	Neighborhood Determined Feature (TBD)	CIP	Medium
14	Trees and Landscaping	CIP	Medium
Community Parks			
Bradfield Park (2)			
1	Park Master Plan	CIP	Short
2	Lighting - Security	CIP	Short
3	Playground Replacement (w/ Shade)	2019 Bond	Short
4	Restroom Building Improvements	CIP	Short
5	Security Cameras	CIP	Short
6	Signage - Main Entry with Electronic Marquee	CIP	Short
7	Signage - Secondary Entry	CIP	Short
8	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
9	Trail - Perimeter Loop - 8' Wide	CIP	Short
10	Basketball Restripe/Goal Replacement	CIP	Medium
11	Bradfield Recreation Center Improvements (Exterior Improvements/Additional Gym)	CIP	Medium
12	Concession Area - New (800 to 1,000 SF)	2019 Bond	Medium
13	Disc Golf (9 holes)	CIP	Medium
14	Field Improvements - Ballfield #1	CIP	Medium
15	Field Improvements - Ballfield #2	CIP	Medium
16	Field Improvements - Ballfield #3	CIP	Medium
17	Field Improvements - Ballfield #4 (fencing, drainage)	CIP	Medium
18	Field Improvements - Football Field (drainage, bleachers, scoreb	CIP	Medium
19	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
20	Paving - Parking/Road Improvements	CIP	Medium
21	Pickleball Courts (2)	CIP	Medium

Table 8.3: Central Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
22	Picnic Shelter - Medium	CIP	Medium
23	Pool Improvements (Pending Aquatics Master Plan)	CIP	Medium
24	Shade Structures at Bleachers (850 SF)	2019 Bond	Medium
25	Signage - Wayfinding	CIP	Medium
26	Tennis Courts Improvements (Resurfacing/Fencing Repair)	CIP	Medium
27	Trees and Landscaping	CIP	Medium
Central Park (2)			
1	Park Master Plan	CIP	Short
2	Dog Park	2004 Bond	Short
3	Granger Annex Improvements	2004 Bond	Short
4	Lighting - Security	CIP	Short
5	Outdoor Fitness/Gym/Workout Equipment	CIP	Short
6	Paving - Park Road Replacement	2019 Bond	Short
7	Paving - Parking Replacement - Annex/Football/Concession/ Field	2019 Bond	Short
8	Paving - Parking Replacement - Baseball	2019 Bond	Short
9	Paving - Parking Replacement - Granger Recreation Center	2019 Bond	Short
10	Playground - Large All-Access (w/ Shade and Fence)	2019 Bond	Short
11	Sand Volleyball Court Improvements	CIP	Short
12	Security Cameras	CIP	Short
13	Signage - Main Entry with Electronic Marquee	CIP	Short
14	Signage - Secondary Entry	CIP	Short
15	Trail - Perimeter Loop - 12' Wide	CIP	Short
16	Walkways (ADA) - 6' Wide to all Facilities, including Athletic Fields	CIP	Short
17	Basketball Restripe/Goal Replacement	CIP	Medium
18	Concession Area - New (800 to 1,000 SF)	2019 Bond	Medium
19	Drinking Fountain with Bottle Filler (2)	CIP	Medium
20	Field Improvements	CIP	Medium
21	Football and Baseball Lighting Replacement	2019 Bond	Medium
22	Pickleball Courts (2)	CIP	Medium
23	Picnic Shelter - Large	CIP	Medium
24	Picnic Shelter - Medium (2)	CIP	Medium
25	Restrooms - New (2,000 to 2,500 SF)	2019 Bond	Medium
26	Shade Structures at Bleachers	2019 Bond	Medium
27	Signage - Wayfinding	CIP	Medium
28	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
29	Tennis Court Resurfacing - Improve access from road and consider pickleball lining; potential partnership with GISD	CIP	Medium
30	Trees and Landscaping	CIP	Medium
31	Trail - Connectivity Improvements Between Central Park and Chandler Heights (Railroad Crossing)	CIP	Long

Table 8.3: Central Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
Regional Parks			
Winters Park (8)			
1	Park Master Plan	CIP	Short
2	Drinking Fountains with Bottle Fillers (2)	CIP	Short
3	Lighting - Security	CIP	Short
4	Security Cameras	CIP	Short
5	Signage - Main Entry	CIP	Short
6	Signage - Secondary Entry	CIP	Short
7	Signage - Wayfinding	CIP	Short
8	Sports Field Lighting	2019 Bond	Short
9	Amphitheater	CIP	Medium
10	Basketball Courts (2)	CIP	Medium
11	Paving - Parking Lot - New (to Support Amphitheater)	CIP	Medium
12	Picnic Shelter - Large	CIP	Medium
13	Picnic Shelter - Medium	CIP	Medium
14	Restroom Building - Near Amphitheater (4M Fixtures/4W Fixtures)	CIP	Medium
15	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
16	Softball - Concession Area Update	2019 Bond	Medium
17	Softball - Restroom Update	2019 Bond	Medium
18	Tennis Courts Improvements (Resurfacing/Fencing Repair)	CIP	Medium
19	Trail - Connection to Spring Creek Forest Preserve - 12' Wide	CIP	Medium
20	Trail - Perimeter Loop - 12' Wide	CIP	Medium
21	Trees and Landscaping	CIP	Medium
22	Walkways (ADA) - 6' Wide	CIP	Medium
Special Use Parks			
Carver Senior Center (2)			
1	Renovation	CIP	Short
Garland City Square (2)			
1	Stage	TIF	Short
2	Restroom Building	TIF	Short
3	Outdoor Games	TIF	Short
4	Plaza Space	TIF	Short
Heritage Crossing (2)			
1	No Improvements Recommended		
Performing Arts Center (2)			
1	Back-of-House Renovation	CIP	Short
Plaza Theatre (2)			
1	Exterior Improvements	CIP	Short
Senior Activity Center (2)			
1	Senior Center Renovation and Expansion	2019 Bond	Medium
2	Signage - Main Entry with Electronic Marquee	CIP	Short

Table 8.3: Central Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
Natural Areas/Open Space			
Dallas/Garland Friendship Park (6)			
1	Lighting - Security	CIP	Short
2	Picnic Shelter - Medium	CIP	Short
3	Signage - Main Entry	CIP	Short
4	Walkways (ADA) - 6' Wide	CIP	Short
5	Neighborhood Determined Feature (TBD)	CIP	Medium
6	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
7	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
Halff Park (8)			
1	Trail - Connection to Charleston Commons Neighborhood with Bridge - 12' Wide (Halff Section)	CIP	Medium
Lakewood Tract (2)			
1	Signage - Main Entry	CIP	Medium
2	Bike Repair Station	CIP	Long
3	Drinking Fountain with Bottle Filler	CIP	Long
4	Paving - Parking Lot - New	CIP	Long
5	Signage - Wayfinding	CIP	Long
6	Trail - 12' Wide	CIP	Long
Quail Creek Parkway Park (2)			
1	Signage - Main Entry	CIP	Short
2	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
3	Trail - 12' Wide	CIP	Medium
Rowlett Creek Greenbelt (2)			
1	Park Master Plan	CIP	Short
2	Trail - Linear (3.5 Miles) - 12' Wide	CIP	Medium
Other			
1	Trail - Connection to New Riverset Development, Continuing into District 6 - 12' Wide	CIP	Medium

8.4 South Sector Priorities

The South Sector is a combination of Council Districts 3, 4, and 5 and contains 29 parks. The location of the sector is highlighted in Figure 8.3.

8.4.1 Public Input

Most Important Facilities

1. Small neighborhood parks
2. Paved trails (for walking, biking, skating)
3. Indoor swimming pools

4. Natural areas/nature parks
5. Picnic areas/shelters

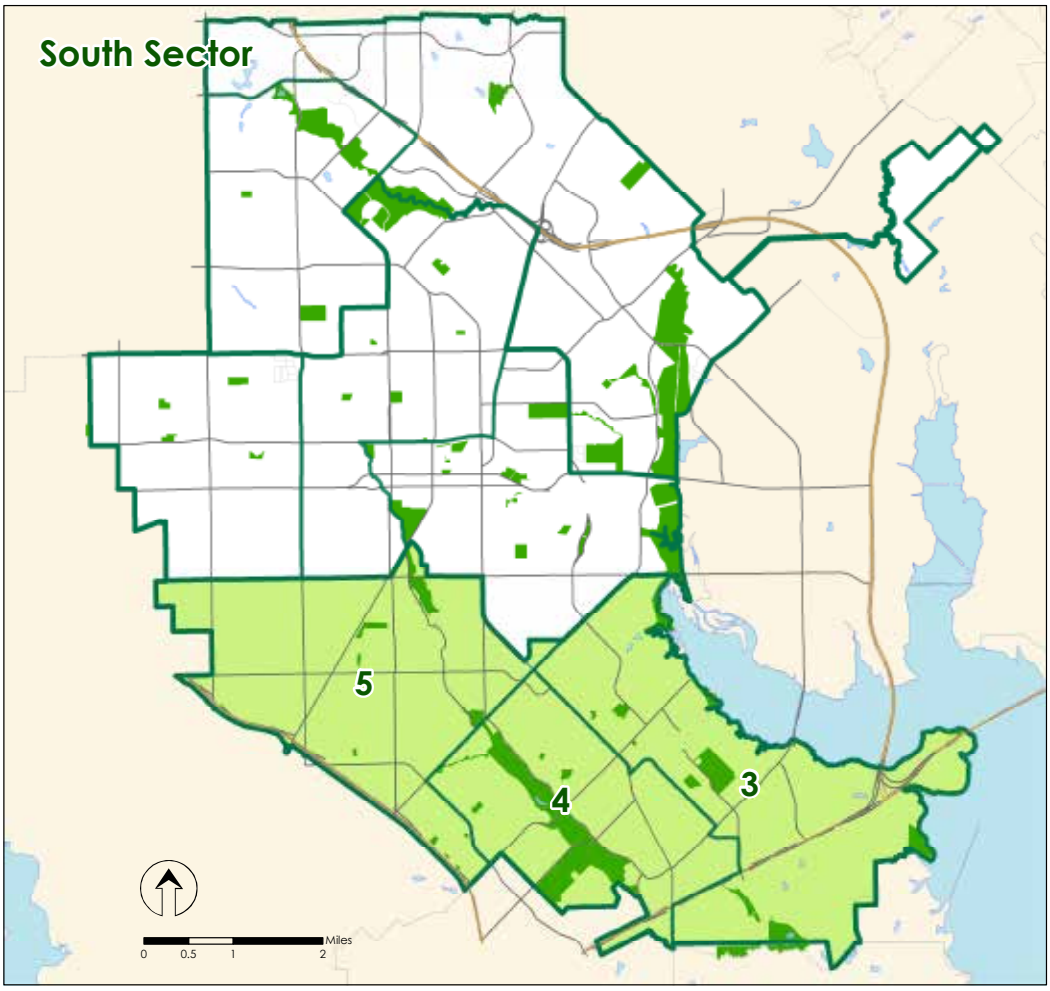
Preferred Upgrades to Existing Parks

1. New/improved restrooms
2. Security cameras/lighting
3. Walking/hiking trails
4. Benches/picnic tables
5. Picnic shelters

8.4.2 South Sector Recommendation Snapshot

South Sector improvements in Table 8.4 will serve the needs of residents as outlined by the public input and the needs analysis. The list includes substantial improvements to most of the parks in the sector. The public desires improvements to Surf and Swim as authorized by the 2019 Bond Program, and the features will be determined by the Aquatics Master Plan currently underway. The sector's only recreation center at Audubon Park needs improvement as well, which will also be funded by the 2019 Bond Program and funding remaining from the 2004 Bond.

Figure 8.3: South Sector Location



The residential areas in the South Sector are a combination of older and more recent developments. Some of the remaining growth areas in Garland are located in this sector. Some of the more recent developments

lack access to many park facilities, but in most cases, needs could be met by improving existing parks. Many of the recommendations for this sector are intended to improve service for these residents. Most notably, Hayes Park at Rosehill and Wynn Joyce Park improvements will add needed park amenities at parks that currently have minimal features. Many needs can also be met at the largest parks in the district, Audubon Park, Rick Oden Park, and the Duck Creek Greenbelt. Rick Oden Park improvements will be funded by the 2019 Bond Program with funding for the skate park coming from the 2004 Bond.

Strategic Priority Investment Areas

The South Sector (District 5 in particular) had the highest ranked areas in the Strategic Priority Investment Areas map (Chapter 5, Figure 5.19), which highlighted areas with low levels of park services and high levels of social needs. Some of the highest need areas lack parks (but did have elementary schools). Other areas have parks that are in poor condition and lack amenities, most notably Kingsley and Tinsley Parks. South Sector residents were the most likely to indicate concerns about safety and security in parks. Like the other sectors, residents of this sector desired more fitness and wellness opportunities and more 50+ programs, which could be accommodated at a new recreation center in this area.

Lakefront Parks

The South Sector has several lakefront parks that could provide far more to residents than what is currently offered. John Paul Jones Park and the Lake Ray Hubbard Greenbelt could provide scenic trails and gathering spaces in addition to the Chaha Boat Ramp along the lake that could be a regional attraction. Wynn Joyce Park could provide an attractive Community Park to serve nearby residents that lack access to many park features. Features such as bench swings and picnic shelters would appeal to users of all ages and would greatly improve the utilization of these parks.

Windsurf Bay has the greatest potential for a revenue generating park with a wide array of lakefront features at attractions. Unfortunately, improvements to this park must be delayed until the completion of the George Bush Turnpike extension, which will travel through the park. Some potential features are included for consideration in Table 8.4, however.

Walking/Biking Trails

Trails ranked as the second most important feature in the South Sector, but the sector includes the most miles of shared-use trails of the three sectors. Additional or improved perimeter trail loops at various parks, such Audubon Park, Rick Oden Park, Anita Hill Park, Freedom Park, Graham Park, Hayes Park at Rosehill, and Tinsley Park, will provide improved access to trails in this sector. Connectivity improvements are proposed to several parks, including Ablon Park, Oaks Branch, and the Duck Creek Greenbelt. Trails through Rick Oden Park, John Paul Jones Park, and the Lake Ray Hubbard Greenbelt would connect to the regional trail network. Natural surface trails are also recommended at Ablon Park, Hayes Park at Rosehill, Woodland Basin Nature Area, and Duck Creek Greenbelt (access at Cody Park).

Playgrounds

Few parks in the South Sector lack playgrounds, so most of the improvements consist of upgrades and replacement of existing facilities. New playgrounds are recommended at Wynn Joyce Park, Troth Ablon Park, and White Park to fill service gaps. A regional playscape (large playground) is planned at Rick Oden Park, and a series of small play structures or pods or proposed at John Paul Jones Park, consistent with its linear shape. As noted previously, all playgrounds, including replacement playgrounds, should include shade structures.

Natural Areas

The South Sector rated natural areas as the fourth most important features, and the sector has a substantial supply of these parks at the Duck Creek Greenbelt and Hayes Park at Rosehill. Access to these parks could be improved, however, as Hayes Park currently lacks features. Both parks offer excellent opportunities for outdoor activities in the southern portion of the city, including picnicking, dog parks, hiking, and more. These parks provide ideal locations for nature education programs, which could be supported by the development of a nature center at the Duck Creek Greenbelt.

Athletic Fields

The South Sector has athletic complexes for soccer and softball at Audubon Park and baseball at Rick Oden Park, all of which need updates. The 2019 Bond Program will provide funding for most of the improvements needed at these complexes. However, lighting at Audubon soccer fields was requested but is not included in the 2019 Bond Program.

Game Courts

Basketball courts with one goal or half courts are recommended at many Neighborhood Parks, and existing basketball courts need repairs. Audubon Park lacks any game courts despite being the largest active park in Garland. As a result, two tennis courts and two full-sized basketball courts are recommended at this park. The South Sector currently only has tennis courts at Rick Oden Park,which is a sizable distance from the southern edge of the city. Pickleball courts are recommended at Audubon Park to provide a location for this fast-growing sport in southern Garland.

Support Features

Support features represented most of the preferred improvements to existing parks. Respondents indicated desire for improved security, more shade structures, more trees, and new or improved restrooms. Additional lighting is recommended at most parks, and security cameras are recommended at Audubon and Wynne Joyce Parks. As noted above, shade structures are recommended at all playgrounds and should be added to the bleachers at Crossman and Rick Oden Parks. More trees and improved landscaping are recommended throughout the park system. New restrooms are proposed at Ablon, Eastern Hills, Wynn Joyce, Wynne, Troth Ablon, John Paul Jones Park, and Rick Oden Parks and the Duck Creek Greenbelt at Gatewood Pavilion.

South Sector priority improvements include:

- **Rick Oden Park improvements, including a skate park, field improvements, trails, and a new regional playground**
- **Surf and Swim improvements following the Aquatics Master Plan**
- **Audubon Recreation Center renovation and expansion**
- **Athletic fields improvements (Audubon/Carter Softball Complex – concessions and restrooms;** Audubon multipurpose/soccer – lighting; **Rick Oden – field renovations, lighting, restrooms, food truck park, and shade at bleachers)**
- **Catalyst Area improvements – locations to be determined (Broadway/Centerville Catalyst Area, Centerville Marketplace, South Garland Corridor, and Interstate 30 Catalyst Area)**
- Ablon Park upgrade to a Community Park with better access to adjacent, growing neighborhoods
- Wynn Joyce Park improvements, including upgrade to a Community Park
- Hayes Park at Rosehill development as a Nature Park and Passive Community Park
- Game courts at Audubon Park (basketball, tennis, pickleball)
- Partnership with GISD to provide access and improvements to schools in priority areas (Southgate, Caldwell, and Parkcrest Elementary Schools)
- Improve trail access and connectivity, especially at lakefront parks, including connections between John Paul Jones Park and Windsurf Bay Park
- Improved safety and security at parks, including improved maintenance and visibility
  - Potential to enhance parks by adopting principles from Crime Prevention Through Environmental Design (CPTED) at parks, including Independence Park and Freedom Park
- Add outdoor fitness equipment to meet desires for more fitness and wellness opportunities
- New recreation center in District 5 (potentially part of a partnership)
- Windsurf Bay improvement following the completion of the George Bush Turnpike extension through the park

- Initiation of internal city process for review and amendment of current sub-lease agreements along Lake Ray Hubbard shoreline
- Promotion of lakefront events by Convention and Visitor's Bureau to promote large scale events; potential partnership with Dallas County

Table 8.4: South Sector Park Improvements

Park Name (District)		Funding Source	Term
Neighborhood Parks			
Ablon Park (3)			
1	Dock Replacement	CIP	Short
2	Playground Shade Structures	2019 Bond	Short
3	Signage - Main Entry	CIP	Short
4	Signage - Secondary Entry	CIP	Short
5	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
6	Trail - Connection to New Development (East of Park) - 12' Wide	CIP	Short
7	Lighting - Security	CIP	Medium
8	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
9	Restroom Building (1M Fixture/1W Fixture)	CIP	Medium
10	Trail - Natural Surface	CIP	Medium
11	Trees and Landscaping	CIP	Medium
12	Walkways (ADA) - 6' Wide	CIP	Medium
13	Neighborhood Determined Feature (TBD)	CIP	Long
Armstrong Park (5)			
1	Signage - Main Entry	CIP	Short
2	Signage - Secondary Entry	CIP	Short
3	Site Furnishings (Trash Receptacles/Bike Racks)	CIP	Short
4	Trees and Landscaping	CIP	Medium
5	Neighborhood Determined Feature (TBD)	CIP	Long
6	Playground Replacement (w/ Shade)	CIP	Long
Cody Park (4)			
1	Lighting - Security	CIP	Short
2	Signage - Main Entry	CIP	Short
3	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
4	Bike Repair Station	CIP	Medium
5	Drinking Fountain with Bottle Filler	CIP	Medium
6	Paving - Parking/Roads Replacement	2019 Bond	Medium
7	Picnic Shelter - Small	CIP	Medium
8	Trees and Landscaping	CIP	Medium
Crossman Park (4)			
1	Drinking Fountain with Bottle Filler	CIP	Short
2	Lighting - Security	CIP	Short
3	Shade Structures at Bleachers	CIP	Short

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
4	Signage - Main Entry	CIP	Short
5	Signage - Secondary Entry	CIP	Short
6	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
7	Trail - Perimeter Loop - 8' Wide	CIP	Short
8	Walkways (ADA) - 6' Wide	CIP	Short
9	Field Improvements (Regrading)	CIP	Medium
10	Picnic Shelter - Small	CIP	Medium
11	Trees and Landscaping	CIP	Medium
12	Neighborhood Determined Feature (TBD)	CIP	Long
Dorfman Park (5)			
1	Basketball Half Court	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Short
3	Lighting - Security	CIP	Short
4	Playground Replacement (w/ Shade)	2019 Bond	Short
5	Signage - Main Entry	CIP	Short
6	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
7	Trail - Perimeter Loop - 8' Wide	CIP	Short
8	Trees and Landscaping	CIP	Short
9	Walkways (ADA) - 6' Wide	CIP	Short
10	Neighborhood Determined Feature (TBD)	CIP	Medium
11	Picnic Shelter - Small	CIP	Medium
Eastern Hills Park (3)			
1	Basketball Restripe/Goal Replacement	CIP	Short
2	Lighting - Security	CIP	Short
3	Outdoor Fitness/Gym/Workout Equipment	CIP	Short
4	Picnic Shelter - Medium	CIP	Short
5	Playground Replacement (w/ Shade)	CIP	Short
6	Signage - Main Entry	CIP	Short
7	Signage - Secondary Entry	CIP	Short
8	Signage - Wayfinding	CIP	Short
9	Site Furnishings (Trash Receptacles/Bike Racks)	CIP	Short
10	Drinking Fountain with Bottle Filler (Additional)	CIP	Medium
11	Trees and Landscaping	CIP	Medium
12	Neighborhood Determined Feature (TBD)	CIP	Long
13	Restroom Building (1M Fixture/1W Fixture)	CIP	Long
Freedom Park (4)			
1	Basketball Half Court	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Short
3	Lighting - Security	CIP	Short

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
5	Picnic Shelter - Medium	CIP	Short
6	Signage - Main Entry	CIP	Short
7	Signage - Secondary Entry	CIP	Short
8	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
9	Trail - Perimeter Loop - 8' Wide	CIP	Short
10	Trees and Landscaping	CIP	Short
11	Neighborhood Determined Feature (TBD)	CIP	Medium
Graham Park (5)			
1	Picnic Shelter - Medium	CIP	Short
2	Signage - Main Entry	CIP	Short
3	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
4	Trail - Perimeter Loop - 8' Wide	CIP	Short
5	Trees and Landscaping	CIP	Short
8	Neighborhood Determined Feature (TBD)	CIP	Medium
9	Playground Replacement (w/ Shade)	CIP	Long
Grissom Park (5)			
1	Park Master Plan (Combined with White Park)	CIP	Short
Independence Park (4)			
1	Drinking Fountain with Bottle Filler	CIP	Short
2	Lighting - Security	CIP	Short
3	Picnic Shelter - Small	CIP	Short
4	Playground Replacement (w/ Shade)	2019 Bond	Short
5	Signage - Main Entry	CIP	Short
6	Signage - Secondary Entry	CIP	Short
7	Site Furnishings (Benches/Bike Racks)	CIP	Short
8	Trees and Landscaping	CIP	Short
9	Walkway from Independence Dr to Georgetown Dr	CIP	Short
10	Neighborhood Determined Feature (TBD)	CIP	Medium
Kingsley Park (5)			
1	Park Master Plan	CIP	Short
2	Basketball Half Court	CIP	Short
3	Drinking Fountain with Bottle Filler	CIP	Short
4	Futsal Courts (2)	CIP	Short
5	Lighting - Security	CIP	Short
6	Picnic Shelter - Medium	CIP	Short
7	Playground Replacement (w/ Shade)	2019 Bond	Short
8	Signage - Main Entry	CIP	Short
9	Signage - Secondary Entry	CIP	Short

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
12	Trees and Landscaping	CIP	Short
13	Walkway - Pedestrian Access from North (Partnership with Church	CIP	Short
14	Walkways (ADA) - 6' Wide	CIP	Short
Meadowcreek Branch Park (4)			
1	Drinking Fountain with Bottle Filler	CIP	Short
2	Signage - Main Entry	CIP	Short
3	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
4	Walkway along Brookview Dr	CIP	Short
5	Basketball Half Court	CIP	Medium
6	Landscaping	CIP	Medium
7	Neighborhood Determined Feature (TBD)	CIP	Medium
8	Parking Improvements (Repaint/Restripe)	CIP	Medium
9	Picnic Shelter - Small	CIP	Medium
10	Playground Replacement (w/ Shade)	2019 Bond	Medium
Oaks Branch Park/Greenbelt (3)			
1	Park Master Plan	CIP	Short
2	Basketball Half Court	CIP	Short
3	Drinking Fountain with Bottle Filler	CIP	Short
4	Lighting - Security	CIP	Short
5	Picnic Shelter - Medium	CIP	Short
6	Playground Replacement (w/ Shade)	CIP	Short
7	Signage - Main Entry	CIP	Short
8	Signage - Secondary Entry	CIP	Short
9	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
10	Trail - Connections to West Side of Oaks Neighborhood - 8' Wide	CIP	Short
11	Trees and Landscaping	CIP	Short
12	Walkways (ADA) - 6' Wide	CIP	Short
13	Neighborhood Determined Feature (TBD)	CIP	Medium
14	Signage - Wayfinding	CIP	Medium
15	Trail - Connection to Ablon Park - 12' Wide	CIP	Medium
Ross Park (3)			
1	Lighting - Security	CIP	Short
2	Playground Replacement (w/ Shade)	2019 Bond	Short
3	Signage - Main Entry	CIP	Short
4	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
5	Trail - Perimeter Loop - 8' Wide	CIP	Short
6	Neighborhood Determined Feature (TBD)	CIP	Medium
7	Picnic Shelter - Small	CIP	Medium
8	Trees and Landscaping	CIP	Medium

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
Tinsley Park (5)			
1	Basketball Half Court	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Short
3	Lighting - Security (Replacement/Expansion)	CIP	Short
4	Outdoor Fitness/Gym/Workout Equipment	CIP	Short
5	Picnic Shelter - Medium	CIP	Short
6	Playground Replacement (w/ Shade)	2019 Bond	Short
7	Signage - Main Entry	CIP	Short
8	Signage - Secondary Entry	CIP	Short
9	Site Furnishings (Benches/Trash receptacles/Bike racks)	CIP	Short
10	Trail - Perimeter Loop - 8' Wide	CIP	Short
11	Trees and Landscaping	CIP	Short
12	Walkways (ADA) - 6' Wide	CIP	Short
13	Neighborhood Determined Feature (TBD)	CIP	Medium
14	Paving - Parking Replacement	2019 Bond	Medium
Troth Ablon Park (4)			
1	Drinking Fountain with Bottle Filler	CIP	Short
2	Lighting - Security	CIP	Short
3	Signage - Main Entry	CIP	Short
4	Signage - Secondary Entry	CIP	Short
5	Signage - Wayfinding (Trailhead)	CIP	Short
6	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
7	Walkway - Crosswalk/Sidewalk to Park Entrance	CIP	Short
8	Basketball Half Court	CIP	Medium
9	Bike Repair Station	CIP	Medium
10	Neighborhood Determined Feature (TBD)	CIP	Medium
11	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
12	Picnic Shelter - Medium	CIP	Medium
13	Playground - New (w/ Shade)	2019 Bond	Medium
14	Restroom Building (1M Fixture/1W Fixture)	CIP	Medium
15	Trees and Landscaping	CIP	Medium
16	Paving - Parking Replacement	2019 Bond	Long
White Park (5)			
1	Park Master Plan (Combined with Grissom Park)	CIP	Short
2	Basketball Half Court (Replacement)	CIP	Short
3	Lighting - Security	CIP	Short
4	Playground - New (w/ Shade)	2019 Bond	Short
5	Signage - Main Entry	CIP	Short
6	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
7	Picnic Shelter - Small	CIP	Medium

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
8	Trees and Landscaping	CIP	Medium
9	Walkways (ADA) - 6' Wide	CIP	Medium
10	Neighborhood Determined Feature (TBD)	CIP	Long
Wynne Park (5)			
1	Park Master Plan	CIP	Short
2	Multipurpose Court Improvements/Repainting	CIP	Short
3	Signage - Main Entry	CIP	Short
4	Signage - Secondary Entry	CIP	Short
5	Disc Golf (9 holes)	CIP	Medium
6	Dog Park - Small	CIP	Medium
7	Lighting - Security	CIP	Medium
8	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
9	Picnic Shelter - Medium (Replacement)	CIP	Medium
10	Pool Improvements (Pending Aquatics Master Plan)	CIP	Medium
11	Restroom Building (1M Fixture/1W Fixture)	CIP	Medium
12	Signage - Interpretive Signage (including Signage Plan)	CIP	Medium
13	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
14	Trail - Connection between Two Sides of Park	CIP	Medium
15	Trees and Landscaping	CIP	Medium
16	Walkways (ADA) - 6' Wide	CIP	Medium
Community Parks			
Rick Oden Park (5)			
1	Park Master Plan	CIP	Short
2	Baseball Field Lighting	2019 Bond	Short
3	Baseball Field Renovations and Improvements	2019 Bond	Short
4	Drainage Improvements	2019 Bond	Short
5	Food Truck Park (800 to 1,000 SF)	2019 Bond	Short
6	Paving - Entry Drive Replacement/Relocation	2019 Bond	Short
7	Paving - New Park Road	2019 Bond	Short
8	Paving - New Parking Lots	2019 Bond	Short
9	Pedestrian Bridge (80-100 LF Steel Bridge)	2019 Bond	Short
10	Playground - Regional Playscape (7,500 to 8,000 SF) w/ Fence	2019 Bond	Short
11	Restroom Building (4M Fixtures/4W Fixtures)	2019 Bond	Short
12	Restrooms - New - Baseball (2,000 to 2,500 SF)	2019 Bond	Short
13	Shade Structures at Bleachers (850 SF)	2019 Bond	Short
14	Signage - Main Entry	CIP	Short
15	Signage - Secondary Entry	CIP	Short
16	Site Demolition	2019 Bond	Short
17	Site Furnishings (Benches, Lights, Picnic Tables, Trash Cans)	2019 Bond	Short
18	Site Infrastructure	2019 Bond	Short

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
19	Skate Park	2004 Bond	Short
20	Tennis Center - Pro Shop (3,500 SF)	2019 Bond	Short
21	Trail - Perimeter Loop - 12' Wide	CIP	Short
22	Trail/Sidewalk Replacement and Additions (5,300 LF)	2019 Bond	Short
23	Basketball Restripe/Goal Replacement	CIP	Medium
24	Bridge Replacement	CIP	Medium
25	Paving - Parking Expansion/Replacement	2019 Bond	Medium
26	Picnic Shelter - Large	CIP	Medium
27	Picnic Shelter - Medium (2)	CIP	Medium
28	Signage - Wayfinding	CIP	Medium
Windsurf Bay Park (3)			
1	Park Master Plan	CIP	Medium
2	Shoreline Wall	2004 Bond	Short
3	Land Acquisition	CIP	Medium
Potential Features			
3	Basketball Court (Replacement)	CIP	Future
4	Bench Swings	CIP	Future
5	Canoe/Kayak Launch	CIP	Future
6	Drinking Fountains with Bottle Fillers (3)	CIP	Future
7	Event Rental Facility (4,000 SF)	CIP	Future
8	Fishing Piers	CIP	Future
9	Lighting - Security	CIP	Future
10	Managed Access - Entrance Gate	CIP	Future
11	Outdoor Fitness/Gym/Workout Equipment	CIP	Future
12	Outdoor Games	CIP	Future
13	Paving - Parking Expansion	CIP	Future
14	Paving - Parking Lot and Road Pavement	CIP	Future
15	Picnic Shelter - Large	CIP	Future
16	Picnic Shelters - Medium (2)	CIP	Future
17	Playground Replacement - Regional (w/ Shade)	CIP	Future
18	Plaza Space	CIP	Future
19	Restroom Building (1M Fixture/1W Fixture)	CIP	Future
20	Restroom Building (4M Fixtures/4W Fixtures)	CIP	Future
21	Ropes Course	CIP	Future
22	Sand Volleyball Courts (2)	CIP	Future
23	Security Cameras	CIP	Future
24	Signage - Main Entry	CIP	Future
25	Signage - Wayfinding	CIP	Future
26	Site furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Future
27	Splash Pad (w/ Shade Structure)	CIP	Future

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
28	Stage or Amphitheater	CIP	Future
29	Trail - Perimeter Loop - 8' Wide with Connection to Future Neighb	CIP	Future
30	Trees and Landscaping	CIP	Future
31	Walkways (ADA) - 6' Wide	CIP	Future
32	Zip Line	CIP	Future
Regional Parks			
Audubon Park (4)			
1	Park Master Plan	CIP	Short
2	Recreation Center Expansion	2019 Bond	Short
3	Recreation Center Renovation	2004 Bond	Short
4	Soccer Fields - New Restrooms (2,000 to 2,500 SF)	2019 Bond	Medium
5	Soccer Fields - Shade Structures (850 SF)	2019 Bond	Medium
6	Surf and Swim - Regional Aquatic Facility	2019 Bond	Short
7	Surf and Swim - Regional Aquatic Facility (2004 Bond)	2004 Bond	Short
8	Surf and Swim - Overflow Parking	2019 Bond	Medium
9	Surf and Swim - Parking Expansion	2019 Bond	Medium
10	Carter Softball Complex - Concession Area Update	2019 Bond	Long
11	Carter Softball Complex - Restroom Update	2019 Bond	Long
12	Basketball Courts (2)	CIP	Short
13	Drinking Fountains with Bottle Fillers (2)	CIP	Short
14	Lighting - Security	CIP	Short
15	Security Cameras	CIP	Short
16	Outdoor Fitness/Gym/Workout Equipment	CIP	Short
17	Signage - Main Entry with Electronic Marquee	CIP	Short
18	Signage - Secondary Entry	CIP	Short
19	Signage - Wayfinding	CIP	Short
20	Trail - Perimeter Loop - 12' Wide	CIP	Short
21	Paving - Parking Improvements (Resurfacing)	CIP	Medium
22	Pickleball Courts (2)	CIP	Medium
23	Picnic Shelter - Large	CIP	Medium
24	Picnic Shelter - Medium (2)	CIP	Medium
25	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
26	Soccer Fields - Regrading	CIP	Medium
27	Tennis Courts (2)	CIP	Medium
28	Trail Lighting	CIP	Medium
29	Trees and Landscaping	CIP	Medium
30	Walkways (ADA) - 6' Wide	CIP	Medium
31	Field Improvements (Turf and Miscellaneous Improvements)	CIP	Long
32	Field Lighting - Multipurpose/Soccer Fields (4)	CIP	Long

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
Natural Areas/Open Space			
Anita Hill Park at Indian Lake (3)			
1	Signage - Main Entry	CIP	Short
2	Signage - Secondary Entry	CIP	Short
3	Picnic Shelter - Medium	CIP	Medium
4	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
5	Trail - Perimeter Loop - 8' Wide	CIP	Medium
6	Trees and Landscaping	CIP	Medium
7	Walkways (ADA) - 6' Wide	CIP	Medium
Glenbrook Parkway (5)			
1	Rick Oden Connection - Crossings	2019 Bond	Short
2	Trail - Rick Oden Connection - 8' Wide	2019 Bond	Short
3	Signage - Main Entry	CIP	Short
4	Signage - Secondary Entry	CIP	Short
5	Signage - Wayfinding	CIP	Short
6	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
Hayes Park at Rosehill (3)			
1	Park Master Plan	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Short
3	Lighting - Security	CIP	Short
4	Native Prairie Restoration	CIP	Short
5	Paving - Parking Lot with Entrance Road	CIP	Short
6	Signage - Main Entry	CIP	Short
7	Signage - Secondary Entry	CIP	Short
8	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Short
9	Trail - Perimeter Loop - 8' Wide	2019 Bond	Short
10	Walkways (ADA) - 6' Wide	CIP	Short
11	Dog Park	CIP	Medium
12	Landscaping	CIP	Medium
13	Nature Play Area	CIP	Medium
14	Neighborhood Determined Feature (TBD)	CIP	Medium
15	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
16	Picnic Shelters (2) - Medium	CIP	Medium
17	Signage - Interpretive Signage (including Signage Plan)	CIP	Medium
18	Trail - Natural Surface	CIP	Medium
John Paul Jones Park (3)			
1	Park Master Plan (Consider Proposed Private RV Park during Planning)	CIP	Short
2	Fishing Pier Replacement	CIP	Short
3	Lighting - Security	CIP	Short

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
4	Restroom Building (2M Fixture/2W Fixture)	CIP	Short
5	Shoreline Wall Improvements	CIP	Short
6	Signage - Main Entry	CIP	Short
7	Signage - Secondary Entry	CIP	Short
8	Bench Swings	CIP	Medium
9	Bike Repair Station	CIP	Medium
10	Paving - Parking Replacement	2019 Bond	Medium
11	Picnic Shelters - Medium (Replacement)	CIP	Medium
12	Playground - Play Pods (throughout Park)	2019 Bond	Medium
13	Signage - Wayfinding	CIP	Medium
14	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
14	Trail - Extend and Widen - 12' Wide	CIP	Medium
15	Trail Lighting	CIP	Medium
16	Trees and Landscaping	CIP	Medium
17	Chaha Boat Ramp and Parking Replacement	2019 Bond	Long
Woodland Basin Nature Area (3)			
1	Park Master Plan	CIP	Short
2	Drinking Fountain with Bottle Filler	CIP	Medium
3	Erosion Control	CIP	Medium
4	Signage - Main Entry	CIP	Medium
5	Signage - Secondary Entry	CIP	Medium
6	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
7	Trail - Linear (3/4 Miles) - 12' Wide	CIP	Medium
8	Trail - Natural Surface Loop	CIP	Medium
9	Trees and Landscaping	CIP	Medium
10	Walkways (ADA) - 6' Wide	CIP	Medium
11	Neighborhood Determined Feature (TBD)	CIP	Long
Wynn Joyce Park (3)			
1	Park Master Plan	CIP	Short
2	Bench Swings	CIP	Medium
3	Drinking Fountain with Bottle Filler	CIP	Medium
4	Fishing Piers	CIP	Medium
5	Habitat Restoration (Prairie/Meadow)	CIP	Medium
6	Lighting - Security	CIP	Medium
7	Neighborhood Determined Feature (TBD)	CIP	Medium
8	Outdoor Fitness/Gym/Workout Equipment	CIP	Medium
9	Paving - Parking Lot with Entrance Road	CIP	Medium
10	Pickleball Courts (2)	CIP	Medium
11	Picnic Shelters (2) - Medium	CIP	Medium
12	Playground - New (w/ Shade)	2019 Bond	Medium

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
13	Restroom Building (1M Fixture/1W Fixture)	CIP	Medium
14	Security Cameras	CIP	Medium
15	Signage - Main Entry	CIP	Medium
16	Signage - Secondary Entry	CIP	Medium
17	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
18	Trail - Perimeter Loop - 12' Trail	CIP	Medium
19	Trees and Landscaping	CIP	Medium
20	Walkways (ADA) - 6' Wide	CIP	Medium
Greenbelts/Nature Parks			
Duck Creek Greenbelt (4)			
1	Park Master Plan	CIP	Short
2	Gatewood Pavilion Improvements	2004 Bond	Short
3	Bike Repair Station (2)	CIP	Medium
4	Drinking Fountain with Bottle Filler (3)	CIP	Medium
5	Gatewood Pavilion Parking Replacement	2019 Bond	Medium
6	Habitat Restoration	CIP	Medium
7	Lighting - Security	CIP	Medium
8	Restroom Building (1M Fixture/1W Fixture) - Gatewood	CIP	Medium
9	Signage - Main Entry	CIP	Medium
10	Signage - Secondary Entry	CIP	Medium
11	Signage - Wayfinding	CIP	Medium
12	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
13	Trail - Connection to Wynne Park - 12' Wide	CIP	Medium
14	Trail - Connections between Country View and Trail Valley Neighborhoods, Audubon Park, and the Duck Creek Trail - 12'	CIP	Medium
15	Trail - Connections to La Prada Neighborhood - 12' Wide	CIP	Medium
16	Trail - Natural Surface Loop (Access at Cody)	CIP	Medium
17	Trailhead Parking Replacement	2019 Bond	Medium
18	Nature Center - Indoor	CIP	Long
19	Paving - Parking Lot with Entrance Road	CIP	Long
Lake Ray Hubbard Greenbelt (3)			
1	Bike Repair Station	CIP	Medium
2	Drinking Fountain with Bottle Filler (2)	CIP	Medium
3	Land Acquisition (e.g., Former Marina) for Amenities such as Boardwalks, Boat Launnch, Trails, etc.)	CIP	Short
4	Lighting - Security	CIP	Medium
5	Paving - Parking Lot with Entrance Road (2)	CIP	Medium
6	Signage - Main Entry	CIP	Medium
7	Signage - Secondary Entry	CIP	Medium
8	Site Furnishings (Benches/Trash Receptacles/Bike Racks)	CIP	Medium
9	Trail - North Section - 12' Wide	CIP	Medium

Table 8.4: South Sector Park Improvements (Continued)

Park Name (District)		Funding Source	Term
10	Trail - South Section - 12' Wide	CIP	Medium
Other			
1	Canoe/Paddle Boat Launch (as Part of Trail along Lake Ray Hubbard Shoreline)	CIP	Medium
2	Driving Range and Putting Greens (Location in South Garland TBD)	CIP	Medium
3	New Park in Eastern Hills Neighborhood between Eastern Hills Park and Audubon Park	CIP	Medium
4	Trail - Connection between new development on Rosehill Rd under IH-30 to Oaks Branch Greenbelt and Ablon Park (Acquire Eeasements if Necessary) - 12' Wide	CIP	Medium
5	Trail - Improved Connectivity to Tinsley Park & Kingsley Park over S Garland Ave	CIP	Medium
6	Recreation Center - District 5	CIP	Long

8.5 Capital Improvement Costs

The estimated cost of the improvements in this Master Plan will ultimately depend on which facilities are developed. Some of the improvements require future decisions based on location or neighborhood preferences, and priorities also change over a 10-year period. Items may also be added or removed when Park Master Plans are prepared for many of these properties. This section provides a probable cost for many of the individual facility improvements identified in this chapter. The values in Table 8.5 can then be used to estimate a potential cost of park improvements indicated at Garland parks. These estimates can then be used in conjunction with the park improvement lists to set priorities and allow for the comparison of costs between alternative features.

Table 8.5: Potential Facility Development Cost Estimates

Improvement	Estimated Cost
Amphitheater	$700,000
Benches (Permanent) - Each	$1,500
Bike Rack	$2,000
Disc Golf - 9-Hole Course	$70,000
Disc Golf - 18-Hole Course	$135,000
Dog Park - Small	$50,000
Dog Park - Large	$200,000
Drinking Fountain Fixture (Add for New Water Line)	$8,000
Game Court - Basketball	$75,000
Game Court - Basketball Half-Court	$40,000
Game Court - Basketball Resurface/Restripe	$25,000
Game Court - Futsal	$200,000
Game Court - Pickleball	$50,000
Game Court - Tennis Court	$100,000
Game Court - Tennis Repair, Coating and Restriping	$70,000
Natural Area Restoration - Prairie/Meadow (Per Acre)	$7,500
Nature Play Area (Small)	$150,000
Nature Play Area (Large)	$300,000
Outdoor Fitness/Gym/Workout Equipment (Per Item)	$13,000
Paving/Parking (Per SF)	$15
Picnic Tables (Permanent) - Each	$3,000
Playground - Neighborhood/Community (w/ Shade)	$330,000
Playground - Regional	$700,000 and Up
Playground Shade	$40,000
Pump Track	$400,000
Restroom Building (1M Fixture/1W Fixture)	$330,000
Restroom Building (2M Fixture/2W Fixture)	$430,000
Restroom Building (4M Fixtures/4W Fixtures)	$650,000
Security Cameras (Each)	$50,000
Security Lighting (Each)	$4,000
Shade Structures at Bleachers	$50,000 to $100,000
Shelter (Small)	$100,000
Shelter (Medium)	$130,000
Shelter (Large)	$200,000
Signage - Main Entry	$13,000
Signage - Main Entry with Electronic Marquee	$16,000
Signage - Secondary Entry	$7,000
Skate Park (Small)	$150,000
Soccer/Multipurpose Fields (w/ Lighting)	$500,000
Splash Pad (w/ Shade Structure)	$2,725,000
Splash Pad - Regional (w/ Shade Structures)	$750,000
Trail, Concrete - 8' Wide (Per Mile)	$500,000 to $1,000,000
Trail, Concrete - 12' Wide (Per Mile)	$1,400,000 to $2,000,000
Trail, Natural Surfaceils (Per Mile)	$250,000
Walkway/Sidewalk, Concrete, 6' Wide (Per LF)	$170

9 ACTION PLAN

9.1 Action Plan Strategies

The Action Plan table on the following pages (Table 9.1) provides a detailed list of recommendations for the Our Garland: Parks, Recreation, and Cultural Arts Strategic Master Plan. These strategies represent specific actions for Parks, Recreation, and Cultural Arts (PRCAD) and the City of Garland to take in order to implement this master plan.

These strategies are listed under the four (4) goals and 14 objectives from the Strategic Plan (Chapter 6). The legend at the top of the table identifies the abbreviations used throughout the table. Checkmarks indicate the timeframe for the completion of each strategy 0-2 years, 3-5 years, or 6-10 years. Under timeframe, the first columns (0-2 years) corresponds with "Short Term," the second column (3-5 years) corresponds with "Medium Term," and the third column (6-10 years) corresponds with "Long-Term" improvements in Chapter 8.

Many strategies are indicated as "Ongoing" as they represent more general actions that should always be considered or apply to all timeframes. A total count of strategies by timeframe is located at the end of the table in the corresponding columns.

The other columns provide information regarding the implementation of each strategy. "Sector" indicates the location of each improvement, including the three sectors used throughout the plan or citywide. "Category" describes the type of action within the following four options: capital (capital improvements); policy (guidelines for PRCAD, the Park Board, or City Council, possibly including legislation); planning (long-term parks outlook or the conduction of planning studies); or operations.

The column for "Agency" indicates who is expected to implement the strategy, usually PRCAD, or another City department. "Funding Source" indicates how the strategy should be funded, including the 2019 Bond Program, or the type of funds use – operations (OP) or capita (CIP). This column also indicated is the action should generate revenue and if partners should assist in implementation and funding.

Table 9.1: Action Plan

ACTION PLAN - *Our Garland: Parks, Recreation, and Cultural Arts Strategic Master Plan*							
Legend of Abbreviations/Organizations							
PRCAD = Garland Parks, Recreation, and Cultural Arts	OP = Parks Operating Budget						
City = City Council, Other City Departments	CIP = Capital Improvement Budget						
Partners = Other Organizations (foundations, businesses, schools, HOAs, civic associations, state/federal grants, etc.)	Bond = 2004 or 2019 Bond Program Funds						
Revenue = Items that Generate Additional Revenue	TIF = Tax Increment Financing						
Green Bold = Items funded fully or primarily by the 2004 and 2019 Bond Programs							
Goals, Objectives, and Strategies	**Timeframe (Years)**			**Sector**	**Category**	**Agency**	**Funding Source**
	0-2	**3-5**	**6-10**				
Goal 1: Places & Spaces							
Our parks, places and spaces will connect people, build community, and create dynamic experiences for current and future generations.							
Objective 1.1 – Connection: Acquire, plan, develop and maintain trails and spaces that connect people, build community and provide opportunities for health, wellness, and discovery							
Strategy 1.1.1: Begin implementation of the citywide trail system plan once completed to improve connectivity throughout Garland	✓			Citywide	Capital	PRCAD, City	CIP, OP
Strategy 1.1.2: Prioritize trail corridors that are part of the Regional Veloweb and ensure that any trails that may become part of this network meet the guidelines established by NCTCOG through the *Mobility 2045 Plan*	✓			Citywide	Policy	PRCAD, City	CIP, OP
Strategy 1.1.3: Coordinate with partners, most notably Planning and Community Development and the North Central Texas Council of Governments (NCTCOG), to ensure that the recommendations of this plan, the upcoming trail plan, and the *Mobility 2045 Plan* are considered during the improvement and	*Ongoing*			Citywide	Planning	PRCAD, City	OP, Partners
Strategy 1.1.4: Ensure an interconnected trail system in future neighborhoods by treating trails as vital infrastructure to be included as part of the development plan for each subdivision	*Ongoing*			Citywide	Planning, Policy	City	CIP
Strategy 1.1.5: **Increase availability of shared-use trails within parks,** most notably Spring Creek and Rowlett Creek Greenbelts and **Central Park/Glenbrook Parkway**/Oden Park (Duck Creek Trail)	✓	✓		Citywide	Capital	PRCAD, City	Bond, CIP
Strategy 1.1.6: Avoid or minimize impact to sensitive areas during trail development, especially along the floodplain corridors that contain mature hardwood bottomland forest and remnant prairie	*Ongoing*			Citywide	Planning, Policy	PRCAD, City	OP, CIP
Strategy 1.1.7: Incorporate trails in into every park unless the feature is impractical or cost prohibitive	*Ongoing*			Citywide	Capital	PRCAD	CIP
Strategy 1.1.8: Add paved trail loops within existing parks that lack this facility and in any future parks	✓	✓	✓	Citywide	Capital	PRCAD	CIP
Strategy 1.1.9: Add natural surface trails in Ablon Park, Duck Creek Greenbelt, Hayes Park at Rosehill, Spring Creek Forest Preserve, and Woodland Basin Nature Area		✓		North, South	Capital	PRCAD	CIP
Strategy 1.1.10: **Implement trail improvements authorized and funded by the 2019 Bond**	✓	✓		Citywide	Capital	PRCAD	Bond, CIP
Strategy 1.1.11: Improve access between parks and adjacent neighborhoods through the addition of paved walkways, providing improved park service with minimal investment	✓	✓		Citywide	Capital	PRCAD, City	CIP
Strategy 1.1.12: Provide trailheads at parks that are traversed by or adjacent to the citywide trail system		✓		Citywide	Capital	PRCAD	CIP
Strategy 1.1.13: Add lighting along the most used segments of trails and trail loops to extend hours of use and to promote a safer experience	✓	✓		Citywide	Capital	PRCAD, City	CIP
Strategy 1.1.14: Provide drinking fountains with bottle fillers at trailheads	✓			Citywide	Capital	PRCAD	CIP
Strategy 1.1.15: Ensure that all trailheads include updated, lighted wayfinding signage that displays color coding, difficulty levels, trail lengths, permitted uses, and type of surface (paved or unpaved)	✓			Citywide	Capital	PRCAD	CIP
Strategy 1.1.16: Install trail markers and emergency signage along all trails with color coding for trail routes and mileage information		✓		Citywide	Capital	PRCAD, City	CIP
Strategy 1.1.17: Add a bike repair stations at trailheads		✓		Citywide	Capital	PRCAD	CIP
Objective 1.2 – Modernization: Invest in renewing and modernizing existing parks and facilities while simultaneously acquiring and adding new features that provide innovative, safe, and diverse experiences							
Strategy 1.2.1: **Use the North Sector Park Improvements list (Table 8.2) as a guide for capital improvements priorities and timeframes in the North Sector**	*Ongoing*			North	Capital, Planning	PRCAD	Bond, CIP

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years) 0-2	3-5	6-10	Sector	Category	Agency	Funding Source
Strategy 1.2.2: **Use the Central Sector Park Improvements list (Table 8.3) as a guide for capital improvements priorities and timeframes in the Central Sector**	*Ongoing*			Central	Capital, Planning	PRCAD	Bond, CIP
Strategy 1.2.3: **Use the South Sector Park Improvements list (Table 8.4) as a guide for capital improvements priorities and timeframes in the South Sector**	*Ongoing*			South	Capital, Planning	PRCAD	Bond, CIP
EXISTING PARK IMPROVEMENTS							
Strategy 1.2.4: **Improve and replace deteriorated and outdated features at existing parks**	*Ongoing*			Citywide	Capital	PRCAD	Bond, CIP
Strategy 1.2.5: **Replace outdated and deteriorated playgrounds throughout the city and include unique or themed features at each park**	✓	✓		Citywide	Capital	PRCAD	Bond, CIP
Strategy 1.2.6: **Upgrade Holford Pool to a Neighborhood Aquatic Center with features as determined in the Garland Aquatics Master Plan**		✓		North	Capital	PRCAD	Bond
Strategy 1.2.7: **Upgrade Surf and Swim to a Regional Aquatics Facility with features as determined in the Garland Aquatics Master Plan**	✓	✓		South	Capital	PRCAD	Bond
Strategy 1.2.8: Redevelop existing Neighborhood Parks as true Neighborhood Parks with a variety of quality offerings that appeal to today's users	✓	✓		Citywide	Capital	PRCAD	CIP
ATHLETIC FIELDS AND COURTS							
Strategy 1.2.9: **Upgrade and renovate existing sports fields throughout Garland, including restrooms, concessions, shade structures, and lighting for local use and to attract tournaments**	✓	✓		Citywide	Capital	PRCAD	Bond
Strategy 1.2.10: **Replace all field lighting at Winters Park**	✓			Central	Capital	PRCAD	Bond
Strategy 1.2.11: **Develop the Tuckerville Park site as a multi-sports complex and Community Park to host tournaments to promote sports tourism and improve access to Community Parks for the eastern portion of Garland**	✓	✓		North	Capital	PRCAD	Bond
Strategy 1.2.12: Add basketball courts at Community Parks and half basketball courts at Neighborhood Parks to provide better access to these facilities throughout Garland	✓	✓		Citywide	Capital	PRCAD	CIP
Strategy 1.2.13: Reconfigure ball diamond field at Neighborhoods Parks (Cody, Huff, Crossman, Cullom) for multiple uses, including soccer, football, and ultimate frisbee, in addition to baseball and softball		✓		Central, South	Capital	PRCAD	CIP
Strategy 1.2.14: Investigate options to add batting cages at diamond field complexes with flexibility in design to ensure the best delivery of services	✓	✓		Citywide	Capital	PRCAD	CIP
Strategy 1.2.15: Develop pickleball courts throughout Garland, starting at Audubon Park, Bradfield Park, Central Park, and Holford Park	✓	✓		Citywide	Capital	PRCAD	CIP
Strategy 1.2.16: Add tennis courts at Audubon Park to expand offerings at one of Garland's largest parks and to provide better access to this facility in southern Garland		✓		South	Capital	PRCAD	CIP
Strategy 1.2.17: Add lighting at rectangular fields in Audubon Park			✓	South	Capital	PRCAD	CIP
INDOOR RECREATION							
Strategy 1.2.18: **Implement Fields Recreation Center improvements authorized in the 2004 Bond**	✓			Central	Capital	PRCAD	Bond
Strategy 1.2.19: **Demolish and replace Holford Recreation Center with a new facility that includes a gym, a fitness center, multipurpose rooms, and a kitchen**		✓		North	Capital	PRCAD	Bond
Strategy 1.2.20: **Renovate and expand Audubon Recreation Center and add patio space and additional parking (funds from 2004 and 2019 Bond Programs)**	✓			South	Capital	PRCAD	Bond
Strategy 1.2.21: **Renovate and expand Hollabaugh Recreation Center, including adding a gym and multipurpose room, and renovate the kitchen**	✓	✓		Central	Capital	PRCAD	Bond
Strategy 1.2.22: **Upgrade the Garland Senior Activity Center, including renovation of the existing building, addition of a fitness center, and addition of a new multipurpose room**	✓			Central	Capital	PRCAD	Bond
Strategy 1.2.23: **Complete Granger Recreation Center improvements and reopen the facility to restore service to residents in central Garland**	✓			Central	Capital	PRCAD	Bond
Strategy 1.2.24: **Improve the Granger Annex to better accommodate programs and rentals (2004 Bond Program)**	✓			Central	Capital	PRCAD	Bond
Strategy 1.2.25: Develop a Recreation Center in District 5 to improve service in a portion of the city that is characterized by high social needs and low levels of park service (could potentially be part of a partnership)			✓	South	Capital	PRCAD	CIP

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years)			Sector	Category	Agency	Funding Source
	0-2	3-5	6-10				
Strategy 1.2.26: Improve Bradfield Recreation Center exterior and update the facility to include an additional gym and potentially a fitness center		✓		Central	Capital	PRCAD	CIP
Strategy 1.2.27: Implement Back-of-House Renovation at the Performing Arts Center	✓			Central	Capital	PRCAD	CIP
Strategy 1.2.28: Complete needed exterior improvements at the Plaza Theatre	✓			Central	Capital	PRCAD	CIP
Strategy 1.2.29: Identify needs for indoor aquatics as part of Garland Aquatics Master Plan	✓			Citywide	Planning	PRCAD	CIP
Strategy 1.2.30: Complete improvements at Carver Senior Center currently underway	✓			Central	Capital	PRCAD	CIP
NEW PARKS AND FACILITIES							
Strategy 1.2.31: Improve and expand underutilized parks (add features) in underserved areas throughout Garland to improve the level of park service in these areas	✓	✓		Citywide	Capital	PRCAD, City	CIP
Strategy 1.2.32: Prioritize facility and program improvements in locations with high levels of social need	*Ongoing*			Citywide	Policy	PRCAD, City	CIP
Strategy 1.2.33: Increase the population served within a 10-minute walk of a Neighborhood Park (or larger) from the current 41% to 60% over the next 10 years and from 48% to 65% to any park through development of existing parkland, new parks in growing areas, and improved access to existing parks			✓	Citywide	Capital, Policy	PRCAD, City	CIP
Strategy 1.2.34: Increase the population served within a 5-minute drive of a Community or Regional Park from the current 74% to 85% through development of existing parkland			✓	Citywide	Capital, Policy	PRCAD, City	CIP
Strategy 1.2.35: Prepare Park Master Plans for all large-scale park improvements (see list in Chapter 7) and any future parks	✓	✓	✓	Citywide	Capital	PRCAD	CIP
Strategy 1.2.36: Complete development of the dog park at Central Park to provide a place for dogs to go unleashed and for dog owners to gather	✓			Central	Capital	PRCAD	CIP
Strategy 1.2.37: **Implement Rick Oden Park improvements according to the Park Master Plan in progress, including the skate park (part of 2004 Bond)**	✓			South	Capital	PRCAD	Bond
Strategy 1.2.38: **Develop three splash pads (2 standard and one regional in size) at strategic locations in Garland following the completion of the Garland Aquatics Master Plan**	✓	✓		Citywide	Capital	PRCAD	Bond
Strategy 1.2.39: **Add playgrounds throughout the city to improve access for children in Garland**		✓	✓	Citywide	Capital	PRCAD	Bond, CIP
Strategy 1.2.40: **Install fully accessible surfacing (poured-in-place rubber or synthetic turf) and fencing around playground structures playgrounds**	✓	✓		Citywide	Capital	PRCAD	Bond, CIP
Strategy 1.2.41: Develop Wynn Joyce Park as a lakefront access park and Community Park		✓		South	Capital	PRCAD	CIP
Strategy 1.2.42: Upgrade One Eleven Ranch Park to a Community Park to meet the needs of the northeastern portion of the city that currently has a lower level of service	✓	✓		North	Capital	PRCAD	CIP
Strategy 1.2.43: Upgrade Ablon Park to a Community Park with better access to adjacent, growing neighborhoods		✓		South	Capital	PRCAD	CIP
Strategy 1.2.44: Develop a formal amphitheater with event infrastructure in Winters Park (Spring Creek Greenbelt) at the natural amphitheater to provide opportunities for community events and interaction		✓		Central	Capital	PRCAD	CIP
Strategy 1.2.45: Add outdoor fitness equipment at select parks to expand opportunities for improved community health				Citywide	Capital	PRCAD	CIP
Strategy 1.2.46: Add picnic shelters throughout the park system to improve access to these facilities and to promote opportunities for community gatherings				Citywide	Capital	PRCAD	CIP
Strategy 1.2.47: Develop Neighborhood Determined Features at parks based on the preferences of the nearby residents as determined through outreach and public input	*Ongoing*			Citywide	Capital, Planning	PRCAD	OP, CIP
Strategy 1.2.48: Use Common Neighborhood Park Elements identified in this master plan as a template for development of future Neighborhood Parks (Section 8.1 of Chapter 8)	*Ongoing*			Citywide	Planning, Policy	PRCAD	CIP
Strategy 1.2.49: Use Common Community Park Elements identified in this master plan as a template for development of future Community Parks (Section 8.1 of Chapter 8)	*Ongoing*			Citywide	Planning, Policy	PRCAD	CIP

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years) 0-2	3-5	6-10	Sector	Category	Agency	Funding Source
Strategy 1.2.50: Redevelop Windsurf Bay Park once highway routing is known as a destination Regional Waterfront Park (may be beyond the 10-year timeframe of this plan), providing an opportunity for revenue generating facilities and programs			✓	South	Capital, Planning	PRCAD, City	CIP, Future Bond
SUPPORT FEATURES							
Strategy 1.2.51: Perform an ADA Accessibility Assessment of all facilities, programs, and communications (by an outside consultant) and develop an implementation plan	✓			Citywide	Planning	PRCAD	CIP
Strategy 1.2.52: Improve ADA access throughout the park system, including walkways to all facilities and seating areas	*Ongoing*			Citywide	Capital	PRCAD	CIP
Strategy 1.2.53: **Add or upgrade restrooms at all heavily used parks**	✓	✓		Citywide	Capital	PRCAD	Bond, CIP
Strategy 1.2.54: **Replace and expand parking lots and park roads as identified in the 2019 Bond program**	✓	✓		Citywide	Capital	PRCAD	Bond
Strategy 1.2.55: Expand security lighting at all parks and facilities to encourage a safe atmosphere and to prevent damage to park property	✓	✓		Citywide	Capital	PRCAD	CIP
Strategy 1.2.56: Install security cameras at larger parks and high traffic areas	✓	✓		Citywide	Capital	PRCAD	CIP
Strategy 1.2.57: Add shade in the form of trees and structures throughout Garland parks for facilities such as seating areas and playgrounds	✓	✓		Citywide	Capital	PRCAD	CIP
Strategy 1.2.58: Offer drinking fountains at all parks	✓	✓		Citywide	Capital	PRCAD	CIP
Strategy 1.2.59: Provide adequate seating adjacent to features and in scenic areas	*Ongoing*			Citywide	Capital	PRCAD	CIP
Strategy 1.2.60: Implement new technology such as mobile apps and beacon counters to enhance park experiences, engage youth, and monitor usage rates of facilities and trails	*Ongoing*			Citywide	Capital	PRCAD	CIP
Strategy 1.2.61: Add Wi-Fi in high traffic areas, including buildings, athletic complexes, and event spaces	✓	✓		Citywide	Capital	PRCAD	CIP
Strategy 1.2.62: Develop and implement a consistent signage program for all city parks	✓			Citywide	Capital	PRCAD	CIP
Strategy 1.2.63: Install monument signs at major park entrances, including digital message boards at recreation centers and larger facilities, and smaller signs at secondary entries and smaller parks	✓			Citywide	Capital	PRCAD	CIP
Strategy 1.2.64: Ensure that entrance signs are attractive and landscaped in order to promote first impressions and the image of the City of Garland and PRCAD	*Ongoing*			Citywide	Capital	PRCAD	CIP
Strategy 1.2.65: Develop wayfinding signage program for interior park signage and directional signage to parks	✓			Citywide	Capital	PRCAD	CIP
Strategy 1.2.66: Provide multiple languages on park signage	*Ongoing*			Citywide	Capital	PRCAD	CIP
Strategy 1.2.67: Replace barrel trash cans with standard trash receptacles	✓			Citywide	Capital	PRCAD	CIP
Objective 1.3 – Stewardship: Protect and promote Garland's valuable natural, historic and cultural resources through preservation, conservation, education and sustainable management practices							
Strategy 1.3.1: Acquire land contiguous to existing parks if it becomes available to allow for additional features and to increase the total amount of parkland available to residents	*Ongoing*			Citywide	Capital, Planning	PRCAD, City	CIP
Strategy 1.3.2: Seek opportunities to acquire land in projected residential growth areas for Community and Neighborhood Parks and natural areas in collaboration with the Planning and Community Development Department	*Ongoing*			Citywide	Capital, Planning	PRCAD, City	CIP
Strategy 1.3.3: Develop and implement a process to evaluate how and whether potential properties may meet the current or future needs for parks and natural areas prior to acquisition	✓			Citywide	Operations	PRCAD	OP
Strategy 1.3.4: Ensure that any acquisition accomplishes one of the following goals: protection of natural resources, new park development, preservation of existing open space, or development of trail corridors and linkages	*Ongoing*			Citywide	Planning, Policy	PRCAD, City	OP
Strategy 1.3.5: Develop Hayes Park at Rosehill as a passive Community/Nature Park to fill service gaps for park facilities in this area in southeastern Garland, while minimizing impact to sensitive ecosystems	✓	✓		South	Capital	PRCAD	CIP

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years) 0-2	3-5	6-10	Sector	Category	Agency	Funding Source
Strategy 1.3.6: Develop two Regional Indoor Nature Centers (Duck Creek, Spring Creek) and one outdoor Nature Center (Rowlett Creek)			✓	North, South	Capital	PRCAD	CIP
Strategy 1.3.7: Establish partnerships for nature education programs within Garland parks	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 1.3.8: Continue to seek opportunities to acquire parkland within the floodplain and partner with others to preserve privately-owned land within the floodplain without acquisition	*Ongoing*			Citywide	Capital	PRCAD, City	OP, Partners
Strategy 1.3.9: Seek a balance for parkland development that consists of a 45%/55% split between land developed for recreational use and land remaining in its natural state	*Ongoing*			Citywide	Policy	PRCAD	OP
Strategy 1.3.10: Restore underused parklands to natural areas, including the reduction or elimination of mowed and irrigated areas, reducing maintenance while improving park experiences	✓			Citywide	Policy, Capital	PRCAD	OP, CIP
Strategy 1.3.11: Develop a plan to identify potential spaces for restoration before implementation can begin and include strategies to educate the public on the benefits of restoration (e.g., Wynne Joyce Park)	✓			Citywide	Planning	PRCAD	OP
Strategy 1.3.12: Incorporate nature play structures as part of playground development and replacement at more passive park properties, such as Hayes Park at Rosehill	*Ongoing*			Citywide	Policy, Capital	PRCAD	CIP
Strategy 1.3.13: Provide interpretive signage at locations of natural resources in parks and along trails to provide educational opportunities	*Ongoing*			Citywide	Capital	PRCAD	CIP
Strategy 1.3.14: Develop a Conservation Policy and Procedures Manual to identify goals and methods for natural resources conservation in natural areas at parks	✓			Citywide	Operations	PRCAD	OP
Strategy 1.3.15: Develop an Environmental Best Management Practices (BMPs) Manual of sustainable practices to be employed as part of development and maintenance of parks	✓			Citywide	Operations	PRCAD	OP
Strategy 1.3.16: Design sites to conform with or "fit" natural site topography/landforms	*Ongoing*			Citywide	Policy	PRCAD	CIP
Strategy 1.3.17: Encourage the use of recycled construction materials and recycled construction waste materials	*Ongoing*			Citywide	Policy	PRCAD	CIP
Strategy 1.3.18: Develop landscaping options that use less water, such as the use of native plants and drip irrigation, and advertise examples of these principles for the private sector to mirror	*Ongoing*			Citywide	Policy	PRCAD	CIP
Strategy 1.3.19: Protect natural waterways before adding runoff and implement best practices to manage both quantity and quality	*Ongoing*			Citywide	Policy	PRCAD	CIP
Strategy 1.3.20: Utilize parks as examples of Best Management Practices (BMP) for stormwater detention, recycling, etc.	*Ongoing*			Citywide	Operations	PRCAD	CIP
Strategy 1.3.21: Promote conservation and sustainability efforts as they are implemented to encourage reduced levels of consumption and waste generation at the household and community levels	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 1.3.22: Develop a Cultural and Natural Resource Management Plan for each city-owned park (existing and future) to identify specific goals for each property with initial focus on larger parks (over 20 acres) already identified by PRCAD as containing areas of natural, historic, or scientific significance	✓	✓		Citywide	Planning	PRCAD	OP, CIP
Strategy 1.3.23: Develop more detailed Cultural and Natural Resource Management Plans for the Greenbelt Parks (including an update to the plan for Spring Creek Forest Preserve) and Hayes Park at Rosehill (include		✓	✓	Citywide	Planning	PRCAD	OP, CIP
Strategy 1.3.24: Evaluate Cultural and Natural Resource Management Plans during the preparation of Park Master Plans for development of active features to minimize impact to these resources	*Ongoing*			Citywide	Planning	PRCAD	OP, CIP
Goal 2: Experiences							
Our programs, events and services will promote health and wellness, learning, creativity and fun to enrich the lives of our diverse and everchanging community.							
Objective 2.1 – Programs & Classes: Strengthen the mix and quality of time-honored and trendsetting services that appeal to and are accessible to our diverse community							
Strategy 2.1.1: Be a Mission driven agency; pay very close attention to the Mission of Parks, Recreation, and Cultural Arts	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.1.2: Make sure actions and decisions always tie back to the mission	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.1.3: Establish an annual assessment process to determine if Garland should stop offering a program, continue offering a program, or start a new program	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.4: Extend hours at recreation centers so these facilities are available when residents can use them	✓			Citywide	Operations	PRCAD	OP

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years)			Sector	Category	Agency	Funding Source
	0-2	3-5	6-10				
Strategy 2.1.5: Conduct analysis of usage times/dates in order to maximize the use of existing indoor facilities for additional program and rental opportunities at existing spaces	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.6: Utilize the Core Program Guidelines in Appendix D as a source for potential program offerings	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.1.7: Keep programs affordable	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.1.8: Create a program evaluation matrix to determine if and when a program should no longer be offered by the department	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.9: Utilize new facilities, including a dog park, outdoor fitness equipment, and more, for expanded program opportunities that result from the availability of these facilities	*Ongoing*			Citywide	Operations	PRCAD	OP
RECREATION PROGRAMS							
Strategy 2.1.10: Place an emphasis on programing for needs for young adults	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.1.11: Establish a formal after school program to be offered at each recreation center	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.12: Expand summer camp offerings	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.13: Expand special needs/therapeutic recreation programs	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.14: Develop more non-sports programs for youth and adults	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.15: Develop more therapeutic recreation programs and expand access for those with special needs to existing programs	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.16: Examine unmet needs for adult sports as indicated by the public input	✓			Citywide	Operations	PRCAD	OP
NATURE PROGRAMS							
Strategy 2.1.17: Expand nature programming at the Greenbelt properties and add nature programming at Hayes Park at Rosehill and potentially other parks with natural areas (e.g., Audubon Park and Ablon Park)	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 2.1.18: Utilize nature trails for programming, including guided hikes, bird watching, and plant identification	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.19: Consider encouraging geocaching in Garland parks by creating caches and organizing events	*Ongoing*			Citywide	Operations	PRCAD	OP
SENIOR PROGRAMS							
Strategy 2.1.20: Brand active senior programs together under a separate program name, "Garland Active Adults"	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.21: Group and market these programs to more active seniors	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.22: Seek opportunities to recognize seniors who participate in fitness programs, including having stories about "Garland Active Adults" in the newspaper, on the city website, and even in front of City Council	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.1.23: Combine and enhance existing dancing programs, aquatic programs, and fitness and exercise classes for seniors "Garland Active Adults" umbrella	✓			Citywide	Operations	PRCAD	OP
Strategy 2.1.24: Establish a pickleball program (indoor and outdoor) following the development of the required facilities	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 2.1.25: Develop an annual list of active senior programs with participation numbers and a way for the participants to measure their fitness levels to place PRCAD as the go-to resource for active senior	✓	✓		Citywide	Operations	PRCAD	OP
HEALTH & WELLNESS							
Strategy 2.1.26: Partner with health care providers to be champions for health and wellness	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.1.27: Provide health and wellness programs at indoor and outdoor facilities	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 2.1.28: Utilize fitness areas at parks and in recreation centers to accommodate additional programs	*Ongoing*			Citywide	Operations	PRCAD	OP

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years)			Sector	Category	Agency	Funding Source
	0-2	3-5	6-10				
Strategy 2.1.29: Promote health challenges in the community (e.g., Walk with a Doc, Park Rx, Get Fit Garland)	✓			Citywide	Operations	PRCAD	OP
Objective 2.2 – Cultural Arts: Increase appreciation, awareness, and engagement in diverse artistic experiences							
Strategy 2.2.1: Develop a Cultural Arts Master Plan to explore and identify the need for heritage and history programs and cultural arts opportunities for the younger and growing demographics of Garland	✓			Citywide	Planning	PRCAD	CIP
Strategy 2.2.2: Develop programs to meet needs for more creative and cultural arts programs (where unmet by the private sector) for both youth and adults	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.2.3: Utilize a performing arts professional on a contract basis to put on more local concerts, plays, and arts related special events (indoor and outdoor)	✓			Citywide	Operations	PRCAD	OP
Strategy 2.2.4: Implement expanded performing arts programming for younger demographic groups	✓			Citywide	Operations	PRCAD	OP
Strategy 2.2.5: Expand creative arts programming for both youth and adults	✓			Citywide	Operations	PRCAD	OP
Strategy 2.2.6: Improve coordination of programs offered by Recreation and Cultural Arts divisions within the department	*Ongoing*			Citywide	Operations	PRCAD	OP
Objective 2.3 – Events: Expand the variety and frequency of special events to build community and bolster economic impact							
Strategy 2.3.1: Schedule more special events to bring the community together and encourage unity	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.3.2: Increase capacity to host additional events, which were highly desired by residents to bring the community together	✓			Citywide	Operations	PRCAD	OP
Strategy 2.3.3: Schedule more summer concerts and movies	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 2.3.4: Engage diverse populations in cultural heritage celebrations	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 2.3.5: Utilize the amphitheater and event infrastructure at Winters Park for additional and enhanced program opportunities, including summer concerts and movies		✓		Central	Operations	PRCAD	OP
Goal 3: Engagement							
Our residents, businesses, leaders, and staff will work together to create and deliver innovative, accessible, affordable, and inclusive experiences for our entire community.							
Objective 3.1 – Community: Engage all sectors of the community to promote, plan, increase access, and encourage volunteerism							
Strategy 3.1.1: Expand information conveyed to the Park Board	✓			Citywide	Operations	PRCAD	OP
Strategy 3.1.2: Detail department programs and activities on a regularly scheduled basis with the Park Board	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 3.1.3: Collaborate with the Planning and Community Development Department both to help determine potential locations for future parks and to help ensure that land dedicated as open space is appropriate and adequate for the recreational needs of the neighborhood or neighborhoods to be served	*Ongoing*			Citywide	Operations	PRCAD, City	OP, Partners
Strategy 3.1.4: Encourage the dedication and development of parkland as part of the residential development process (not necessarily city-operated)	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 3.1.5: **Coordinate with developers, Planning and Community Development, and other city and private agencies to provide needed facilities and programs in Catalyst Areas and utilize 2019 Bond funding to support the needs of these areas**	✓	✓		Citywide	Capital	PRCAD, City	Bond, Partners
Strategy 3.1.6: Continuously monitor trends in recreation, particularly amongst growing population groups, to ensure program offerings meet the needs of the community	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 3.1.7: Maintain and expand, as additional facilities are developed, sponsorships or scholarships for residents who cannot afford to use facilities and participate in programs	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 3.1.8: Facilitate the installation of public art at parks throughout the city	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 3.1.9: Know the demographics of the citizens that are served	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 3.1.10: Track population trends	*Ongoing*			Citywide	Operations	PRCAD	OP

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years)			Sector	Category	Agency	Funding Source
	0-2	3-5	6-10				
Objective 3.2 – Partnerships: Build relationships and partnerships with schools, businesses, government, and nonprofit organizations to serve the current and future needs of the community							
Strategy 3.2.1: Establish partnerships with medical centers and/or hospital systems for health and wellness program offerings	✓			Citywide	Operations	PRCAD	Revenue
Strategy 3.2.2: Do not enter into any partnership agreement unless agency costs are known, both indirect and direct, and know how much investment the partner is bringing to the agreement	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.3: Develop consistent agreements with groups that utilize Garland facilities that include associated costs	✓			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.4: Never allow private or not-for-profit groups to make money from Garland facilities unless the city receives a share of the gross revenue	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.5: Develop working agreements with each partner with measurable outcomes and reviewed within a minimum of every two years	✓			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.6: Seek partnerships with community leaders and organizations, including churches and civic associations, in order to engage underserved populations, including low-income, minority, and disabled residents	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.7: Establish stronger relationships with partners for research, land acquisition, nature education, healthy lifestyle initiatives, and more	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.8: Partner with national organizations such as USTA and USGA to increase youth participation and exposure to lifetime sports such as golf and tennis	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.9: Continue existing partnerships for Cultural Arts programming with various theatre groups and expand partnerships to reach more demographics groups	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.10: Collaborate with law enforcement to increase presence in the parks and an improved perception of safety for park users	*Ongoing*			Citywide	Operations	PRCAD, City	OP, Partners
Strategy 3.2.11: Partner with other organizations, including athletic leagues and Garland Convention & Visitors Bureau, to bring tournaments to Garland and for the development of needed facilities	*Ongoing*			Citywide	Operations	PRCAD, City	OP, Partners
ATHLETIC LEAGUES							
Strategy 3.2.12: Maintain consistent, regular communications with sports leagues	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.13: Implement a system requiring accurate documentation of participation in sports leagues that have exclusive use of city-owned fields and facilities and include this requirement in updated facility use agreements with the leagues	✓			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.14: Require league documentation to include a roster of players with ages, the number of teams by age group, number of players, and residency (resident vs non-resident)	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.15: Consider implementation of a fee per player to assist with the costs associated with maintaining the fields	✓			Citywide	Operations	PRCAD	Revenue
Strategy 3.2.16: Require leagues that have exclusive use of fields to provide an accurate accounting of the times each field is used with a breakdown of games and practices; provide a game schedule	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.17: Perform an analysis of actual field usage to determine the quantity of fields and fields sizes that are needed, once documentation is provided by the leagues	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
HEALTH AND FITNESS PARTNERSHIPS							
Strategy 3.2.18: Partner with health providers, other recreation providers, schools, private fitness clubs, and others in fitness campaigns to challenge Garland resident to become more active and fit (examples include Walk with a Doc, Park Rx, and Get Fit Garland)	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.19: Explore partnerships with hospital systems that have funds available to spread their brands by putting their names on programs or facilities	✓			Citywide	Operations	PRCAD	Revenue
Strategy 3.2.20: Seek partnerships with the hospital system for programming space	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
NEIGHBORHOOD/HOMEOWNERS ASSOCIATION PARTNERSHIPS							
Strategy 3.2.21: Explore opportunities to partner with private entities, including homeowners associations, for the development of park features and trails on their properties, allowing for improvements without	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.22: Maintain contact with neighborhood and homeowners associations in order to maintain a list of contacts for promotion, coordination, and community engagement	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.23: Contribute to association newsletters to promote relevant programs and improvements to neighborhood parks	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years) 0-2	3-5	6-10	Sector	Category	Agency	Funding Source
GISD PARTNERSHIPS							
Strategy 3.2.24: Partner with GISD to formally allow access to school grounds and to improve and upgrade properties in underserved areas, most notably at Southgate, Caldwell, Williams, and Parkcrest Elementary Schools	✓			Citywide	Operations, Capital	PRCAD	CIP, Partners
Strategy 3.2.25: Coordinate with GISD when developing/improving parks adjacent to schools	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.26: Partner with GISD for development and programming of regional environmental education centers (nature centers) and outdoor education areas	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.27: Investigate partnerships with GISD for expanded use of athletic facilities at schools, if needed to meet program needs	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.28: Explore a partnership with GISD for use of the new natatorium when not in use for school functions	✓			Citywide	Operations	PRCAD	CIP, Partners
Strategy 3.2.29: Seek a partnership with GISD and the Garland Police Department to expand, improve, and promote the Garland Police Boxing Gym program	✓			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.30: Partner with GISD for after school programs to avoid duplication of services and to arrange transportation between the schools and the centers	✓			Citywide	Operations	PRCAD	OP, Partners
SPONSORSHIPS							
Strategy 3.2.31: Expand efforts towards obtaining sponsors	✓			Citywide	Operations	PRCAD	Revenue
Strategy 3.2.32: Establish policies for accepting sponsorships and selling naming rights	✓			Citywide	Policy	PRCAD	OP
Strategy 3.2.33: Seek sponsorships to accommodate longer hours and Sunday hours at the recreation centers	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.34: Solicit funding to expand the PlayStreets program	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.2.35: Seek sponsors (e.g., hospitals, health insurance providers, and grocery store chains) to fund an annual "year in review" banquet for all of the members of the "Garland Active Adults" group	✓			Citywide	Operations	PRCAD	OP, Partners
Objective 3.3 – Marketing: Increase the level of awareness, support, and engagement through innovative and consistent marketing and communications							
Strategy 3.3.1: Determine the agency's visual identity and messaging platform	✓			Citywide	Operations	PRCAD	OP
Strategy 3.3.2: Identify a consistent brand as it relates to color, style, logo placement, and promotional materials	✓			Citywide	Operations	PRCAD	OP
Strategy 3.3.3: Identify standard formatting for all marketing and promotional efforts (consider samples provided above) based on this platform	✓			Citywide	Operations	PRCAD	OP
Strategy 3.3.4: Offer signage, program information, the program guide, and instructions in Spanish as well as English at appropriate venues and program	✓			Citywide	Operations	PRCAD	OP
Strategy 3.3.5: Utilize partnerships to maximize information dissemination and program opportunities	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.3.6: Inform users, partners, and citizens of the true costs of services	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 3.3.7: Upgrade the website to provide virtual park tours, park maps, and other features to make the site more user friendly		✓		Citywide	Operations	PRCAD	OP
Strategy 3.3.8: Develop an app to provide interactive park maps, event schedules, self-led programs, etc. to allow visitors to maximize their use and enjoyment of parks		✓		Citywide	Operations	PRCAD	OP
Strategy 3.3.9: Improve website and expand social media presence		✓		Citywide	Operations	PRCAD	OP
Strategy 3.3.10: Expand marketing of programs and facilities to improve awareness of existing and future opportunities	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.3.11: Collect as many email addresses as possible and do eblasts as often as possible	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Strategy 3.3.12: Expand cross promotion of program opportunities, including internal cross promotion (e.g., Recreation and Cultural Arts Programs)	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years) 0-2	3-5	6-10	Sector	Category	Agency	Funding Source
Goal 4: Organizational Excellence							
Our department will implement modern best practices to ensure our people, policies, processes, finances, and resources are aligned to fulfill our mission and realize our vision.							
Objective 4.1 – Finances: Expand and enhance facility, program, and service offerings through alternative funding, management best practices, and cost recovery efforts							
Strategy 4.1.1: Increase cost recovery from the current level (22%) to 30% (halfway between current and benchmark)			✓	Citywide	Operations	PRCAD	N/A
Strategy 4.1.2: Develop an annual revenue plan for PRCAD	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 4.1.3: Price services furthest away from the mission at full cost recovery levels	*Ongoing*			Citywide	Operations	PRCAD	Revenue
Strategy 4.1.4: Identify direct and indirect costs of programs and adjust fees accordingly	*Ongoing*			Citywide	Operations	PRCAD	Revenue
Strategy 4.1.5: Determine market rate for all programs		✓		Citywide	Operations	PRCAD	OP
Strategy 4.1.6: Justify which programs will be subsidized and by how much through a departmental exercise	✓			Citywide	Operations	PRCAD	OP
Strategy 4.1.7: Adhere to this "cost recovery" model once it is in place	*Ongoing*			Citywide	Policy	PRCAD	N/A
Strategy 4.1.8: Expand programs by using outside vendors and contractor professionals	✓			Citywide	Operations	PRCAD	Revenue
Strategy 4.1.9: Find dedicated funding sources that can be counted on annually	*Ongoing*			Citywide	Operations	PRCAD	Revenue
Strategy 4.1.10: Encourage the creation a Garland Parks Foundation to raise funds and recruit and organize volunteers (see Appendix E)	✓			Citywide	Operations	PRCAD	Revenue
Strategy 4.1.11: Find philanthropists in the community to support the agency's causes	*Ongoing*			Citywide	Operations	PRCAD	Revenue
Strategy 4.1.12: Seek grants and apply to foundations for funding for projects to enhance the park system, consistent with the mission of PRCAD with consideration to associated costs to the city	*Ongoing*			Citywide	Operations	PRCAD	Revenue
Strategy 4.1.13: Identify potential revenue sources at community events, including sponsorships and entry fees	*Ongoing*			Citywide	Operations	PRCAD	Revenue
Strategy 4.1.14: Know the value of assets (not including land) and where those assets are in their life cycle	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 4.1.15: Know the true costs to deliver services (direct and indirect costs)	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 4.1.16: Classify the agency's services by how they fit into the agency's mission	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 4.1.17: Control labor costs	*Ongoing*			Citywide	Operations	PRCAD	N/A
Strategy 4.1.18: Privatize services where funding is insufficient to maintain and operate the facility	*Ongoing*			Citywide	Operations	PRCAD	Revenue
Strategy 4.1.19: Establish a fee to reserve any picnic shelters in 2-hour increments (with an hour between reservations) to maximize the potential use of facilities	✓			Citywide	Operations	PRCAD	Revenue
Objective 4.2 – People: Build, grow, and invest in a team of knowledgeable, skilled, diverse, passionate and highly valued staff							
Strategy 4.1.1: Dedicate staff to Business Development to seek grants, establish effective partnerships, create revenue, and develop business plans with staff managing revenue producing facilities	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 4.2.2: Urge staff, through the annual review process, to participate in professional development opportunities	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 4.2.3: Develop an in-house professional development program	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 4.2.4: Allow training for staff if the budget does not allow for participation in professional development opportunities (could include teaching by existing staff or having the department bring in an outside	*Ongoing*			Citywide	Operations	PRCAD	OP

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years)			Sector	Category	Agency	Funding Source
	0-2	3-5	6-10				
Strategy 4.2.5: Create and implement professional and career development plans for management and supervisory staff	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 4.2.6: Establish a structure to identify professional development training for each position	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 4.2.7: Identify and allocate funding for critical staff development opportunities (including conferences, training, memberships, etc.) with consideration to licensure and certification requirements	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 4.2.8: Encourage continued staff training for leadership and continued growth within their respective fields	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 4.2.9: Encourage management level staff to attend professional development programs offered by state, regional, and national training organizations	*Ongoing*			Citywide	Operations	PRCAD	OP
Objective 4.3 – Technology: Expand and maximize the use of technology to enhance business operations and customer experience							
Strategy 4.3.1: Formally recognize this master plan as the guiding document for park development, improvement, and operations	✓			Citywide	Policy	City	N/A
Strategy 4.3.2: Establish an implementation committee to monitor timelines, measure progress, update priorities, and ensure continued enthusiasm for Master Plan goals and recommendations	✓			Citywide	Policy	PRCAD, City	N/A
Strategy 4.3.3: Review and update this master plan at intervals not to exceed five years to evaluate progress and to reassess priorities		✓	✓	Citywide	Policy	PRCAD, City	CIP
Strategy 4.3.4: Reference this master plan in other city planning documents	*Ongoing*			Citywide	Planning	City	N/A
Strategy 4.3.5: Continuously evaluate and implement new technologies to provide contemporary services (Wi-Fi, mobile friendly platforms, social media, etc.) expected by Garland residents now and in the future	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 4.3.6: Provide Wi-Fi at all Community and Regional Parks, community centers, pools, and rental facilities to improve communication and program management for the operations of parks and to meet the expectations of modern park visitors	*Ongoing*			Citywide	Operations	PRCAD	OP
Objective 4.4 – Operations: Apply modern and streamlined business processes, policies, and planning							
Strategy 4.4.1: Supply an internal, digital version of policies for quick access by staff	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 4.4.2: Provide a digital copy of the external policies on the website for access by the public	✓			Citywide	Operations	PRCAD	OP
Strategy 4.4.3: Develop policies outlining procedures for corporate sponsorship of programs and facilities with initial focus on events	✓			Citywide	Operations	PRCAD	OP
Strategy 4.4.4: Develop policies to encourage the presence of food trucks at Garland parks	✓			Citywide	Operations	PRCAD	OP
Strategy 4.4.5: Ensure that pricing is easy to understand for both staff and users	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 4.4.6: Treat all vendors, contractors, and partners in a professional, consistent manner with a legal, signed contract	*Ongoing*			Citywide	Operations	PRCAD	OP, Partners
Objective 4.5 – Maintenance: Enhance safety, accessibility, quality of experience, and cost effectiveness by developing and implementing maintenance and operations standards and best practices							
Strategy 4.5.1: Develop a capital maintenance and replacement program with a plan for the long-term replacement of facilities	✓	✓		Citywide	Operations	PRCAD	OP
Strategy 4.5.2: Increase maintenance budget to accommodate new facilities and programs	*Ongoing*			Citywide	Operations	PRCAD	OP
Strategy 4.5.3: Reduce mowed and irrigated areas through nature restoration (meadows, prairies, woodlands, etc.)	✓	✓		Citywide	Operations	PRCAD	OP, CIP
Strategy 4.5.4: Expand storage capacity for equipment used for maintenance, special events, and programs	*Ongoing*			Citywide	Operations	PRCAD	CIP
Strategy 4.5.5: Streamline the Work Order process	✓			Citywide	Operations	PRCAD	OP
Strategy 4.5.6: Update and expand the Maintenance Shop		✓		Citywide	Operations	PRCAD	CIP

Table 9.1: Action Plan (Continued)

Goals, Objectives, and Strategies	Timeframe (Years)			Sector	Category	Agency	Funding Source
	0-2	3-5	6-10				
Strategy 4.5.7: Update the Maintenance Standards Manual		✓		Citywide	Operations	PRCAD	OP
Strategy 4.5.8: Determine maintenance standards that identify the number of employees required to maintain one acre of parkland and consider these costs when adding parkland to the system		✓		Citywide	Operations	PRCAD	OP
Strategy 4.1.9: Stop maintaining features and spaces that are unused and remove them from the system	*Ongoing*			Citywide	Operations	PRCAD	N/A
Totals by Timeframe **Ongoing = 106**	**114**	**65**	**12**				
Total Number of Strategies = 254							