

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 <i>Mobility 2045 Plan</i> | | | | ✓ | | | 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 <i>Mobility 2045 Plan</i> 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) | | | Sector | Category | Agency | Funding Source |
|---|-------------------|-----|------|----------------|-------------------|--------|----------------|
| | 0-2 | 3-5 | 6-10 | | | | |
| 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 |

| 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)

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| Goals, Objectives, and Strategies | Timeframe (Years) | | | Sector | Category | Agency | Funding Source |
|---|-------------------|-----|------|----------|-------------------|-------------|------------------|
| | 0-2 | 3-5 | 6-10 | | | | |
| 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 |

| Goals, Objectives, and Strategies | Timeframe (Years) | | | Sector | Category | Agency | Funding Source |
|---|-------------------|-----|------|--------------|-----------------|-------------|----------------|
| | 0-2 | 3-5 | 6-10 | | | | |
| 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)

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| 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 |

| Goals, Objectives, and Strategies | Timeframe (Years) | | | Sector | Category | Agency | Funding Source |
|---|-------------------|-----|------|----------|---------------------|--------|----------------|
| | 0-2 | 3-5 | 6-10 | | | | |
| 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)

Table 9.1: Action Plan (Continued)

| Goals, Objectives, and Strategies | Timeframe (Years) | | | Sector | Category | Agency | Funding Source |
|--|-------------------|-----|------|----------|------------|--------|----------------|
| | 0-2 | 3-5 | 6-10 | | | | |
| 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 |

| 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 | | | | | | | |

Table 9.1: Action Plan (Continued)

