



CITY OF VICTORIA

Parks & Recreation Master Plan

Adopted November 16, 2021





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Acknowledgments

The 2021 Victoria Parks and Recreation Master Plan was developed by the City of Victoria with the technical assistance of Halff Associates, Inc. A special thanks goes out to the numerous community members, landowners, business owners, community leaders and others for their insight and support throughout the duration of this study. The following individuals are recognized for their significant contributions to the preparation of the Master Plan update.

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IN MEMORIAM:

A special acknowledgment to the late Mayor Rawley McCoy whose love of community continues to influence our efforts to develop a parks and recreation system that serves all Victorians.





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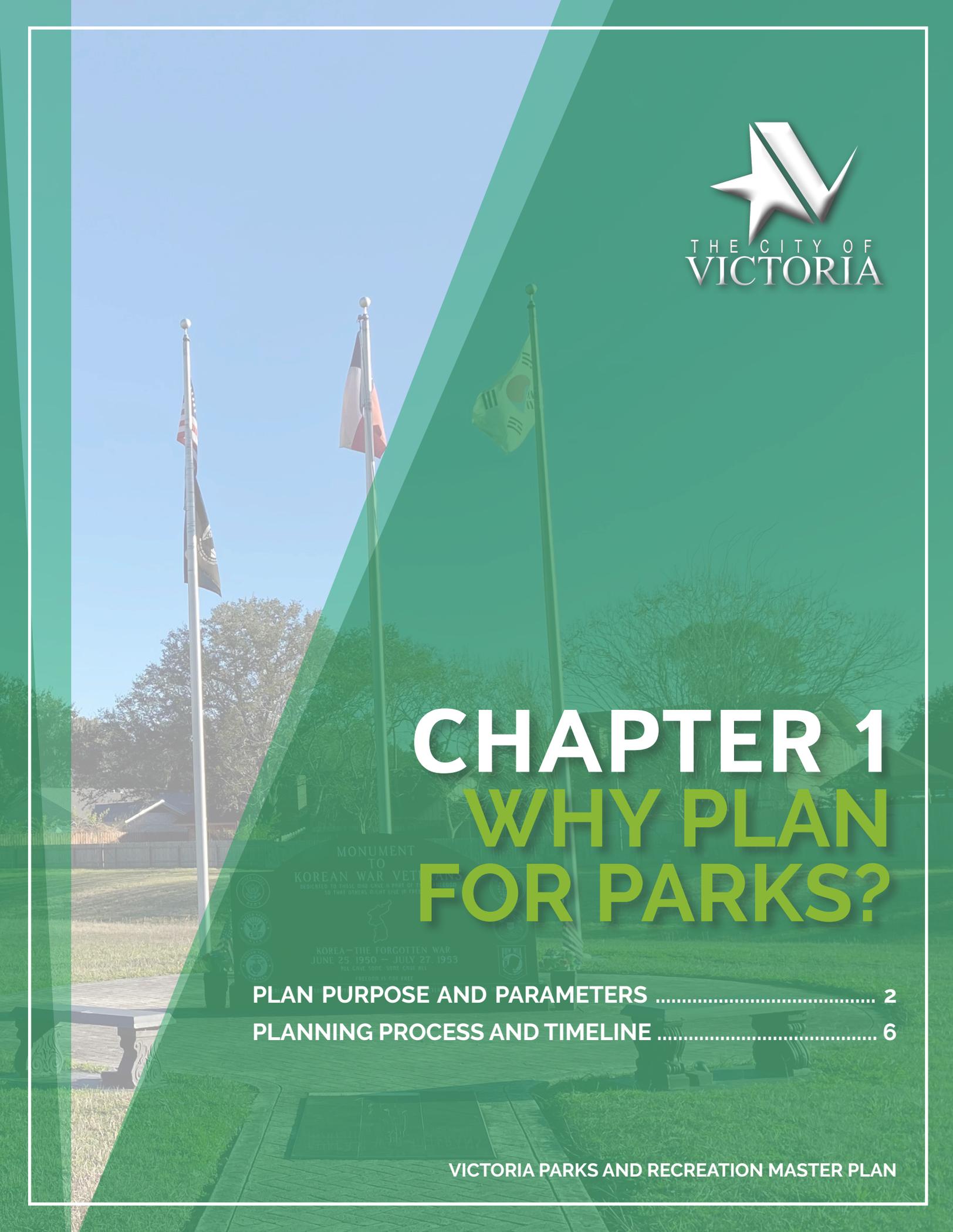
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ABBREVIATIONS

- BUG = Backlight, Uplight, Glare
CAPRA = Commission for Accreditation of Parks and Recreation Agencies
CIP = Capital Improvements Program
ETJ = Extraterritorial Jurisdiction
FEMA = Federal Emergency Management Association’s
FTE = Full-time Equivalent
GO = General Obligation
IDA = International Dark Sky Association
LEP = Limited English Proficiency
LMI = Low-to-moderate Income
LWCF = Land and Water Conservation Fund
M.O.R.E. = Maintenance, Operations, Revenues, and Expenditures
MPO = Metropolitan Planning Organization
NRPA = National Recreation and Parks Association
OPCC = Opinions of Probable Construction Costs
PARC = Parks and Recreation Commission
PARD = Victoria Parks and Recreation Department
SCORP = Statewide Comprehensive Outdoor Recreation Plan
TDR = Transfer of Development Rights
TIRZ = Tax Increment Reinvestment Zone
TORP = Texas Outdoor Recreation Plan
TPWD = Texas Parks and Wildlife Department
UPARR = Urban Park and Recreation Recovery
WRC = Well-being In Rural Communities



CHAPTER 1

WHY PLAN FOR PARKS?

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Plan Purpose and Parameters

PURPOSE

The **Victoria Parks and Recreation Master Plan** was initiated in late 2020 to establish an updated vision for how the City’s system of parks, recreation facilities and recreational programs would meet the evolving long-term needs of Victoria’s current and future residents. Initiation of the Plan occurred in conjunction with other long-term planning initiatives commissioned by the City, and the resulting Plan document has been drafted to replace the City’s original 2012 parks and recreation master plan following consideration of public preferences identified during the planning process.

To successfully implement the City’s new vision for public parks and recreation services, this Plan creates a “snapshot” of current system assets and offers a forum for residents to express their recreational needs. The Plan guides City officials and local partners regarding the most efficient and equitable methods to meet the recreational needs of the residents of Victoria over the next five to ten years via prioritized investments, programs, policies and practices. Furthermore, the Plan provides Victoria’s elected officials and staff with a clear framework for decisions regarding land acquisition, park and trail improvements, and maintenance of existing and future recreation facilities - all of which are elements for a park and recreation system that is an asset to the community.

The **Victoria Parks and Recreation Master Plan** includes the following:

- **A long-term “vision”** for the role that the parks and recreation system will play in enhancing Victorians’ quality of life.
- A record of community-wide recreational **preferences and needs**.
- An inventory of current **park system assets** and conditions.
- **A plan for system-wide growth** to ensure equitable access to recreational assets and keep pace with a growing population.
- **A list of prioritized park investments** to maintain current facilities and provide new opportunities.
- Strategies to improve operational efficiencies in **administering and maintaining** the City parks system.
- Strategies to increase **park system revenues** without burdening local residents.
- **Partnership opportunities** to improve recreational service delivery to Victorians’.
- **An action plan** for implementation.

WHY PLAN FOR PARKS? THE NRPA'S “THREE PILLARS”...

According to the National Recreation and Parks Association (NRPA), public parks play an important role in enhancing three “pillars” of community well-being: health and wellness, conservation, and social equity. While these are foundational elements of parks and recreation, there are many more quality of life benefits that are extensions of the “Three Pillars.”

Communities throughout the nation increasingly view lively park systems as an essential community service that is as vital to public quality of life as infrastructure and community safety.

HEALTH AND WELLNESS

Providing the resources and tools for improved community health.

CONSERVATION

Protecting open space, connecting children to nature, and engaging communities in conservation practices.

SOCIAL EQUITY

Ensuring all people have access to the benefits of local parks and recreation.

RELEVANCE OF PARKS AND RECREATION

In positioning a park system to serve community members in accordance with the NRPA's three pillars, service providers can invest in resources that emphasize six integral benefits of parks, recreation, and open space:



IMPROVED HEALTH AND WELL-BEING

Parks provide an accessible environment for physical activity, mental and emotional health.



SAFE DESTINATION AND HAVEN FOR YOUTH

Parks offer visible and communal spaces that offer active recreation opportunities for all ages.



INCREASED OPPORTUNITIES FOR VOLUNTEERISM

Parks can bring community members together during various events (e.g., cleanups, 5K races).



REVENUE OPPORTUNITY FROM TOURISM

Parks can attract visitors to your community and encourage economic growth through increased tourism.



COMPETITIVE ECONOMIC PORTFOLIO

Parks that are diverse and well-maintained illustrate to potential investors a commitment to resident quality of life.



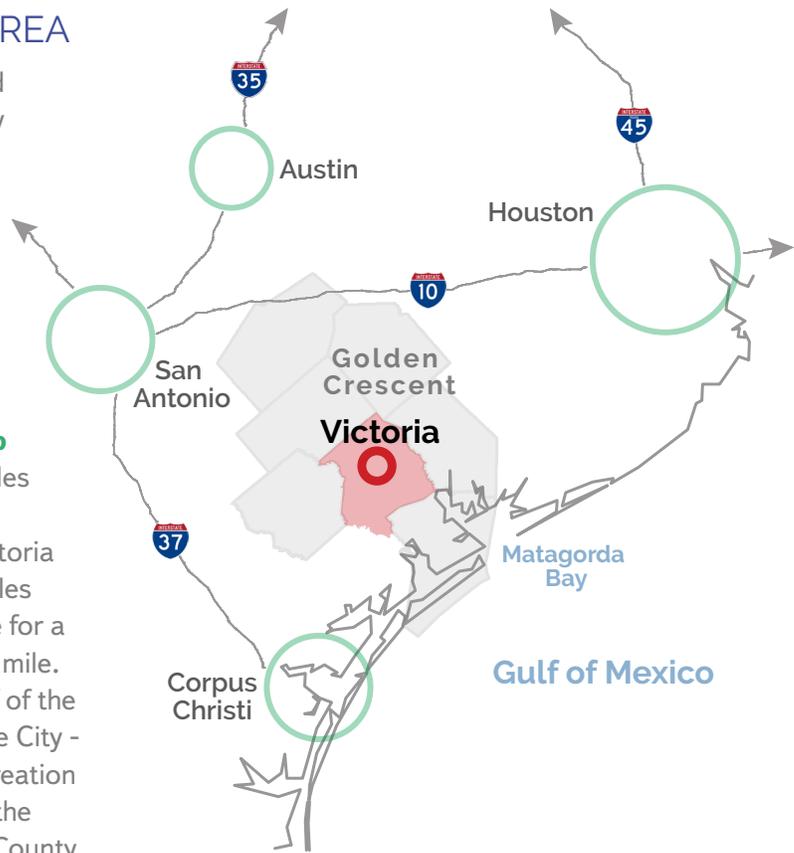
CONSERVATION OF VALUABLE NATURAL AND CULTURAL RESOURCES

Parks conserve natural resources, improve the quality of air and water, and preserve open space for future generations.

JURISDICTION AND PLANNING AREA

The City of Victoria is a coastal community located predominantly to the northwest of Matagorda Bay and located 30 miles inland from the Gulf of Mexico. It is a regional hub for a seven-county area known as the “Golden Crescent”, and serves a retail trade area of over 250,000 people. Victoria is known as “The Crossroads” because of its location within a two-hour drive of Corpus Christi, Houston, San Antonio, and Austin.

As illustrated by **Map 1.1: Planning Area Map** (facing page), the jurisdiction of this Plan includes the entire municipal limits and extraterritorial jurisdiction (ETJ) of the City of Victoria. The Victoria municipal limits encompass over 37.5 square miles (22,944 acres) and contains over 66,920 people for a population density of 1,790 persons per square mile. Although this Plan has been prepared on behalf of the residents of Victoria, it is acknowledged that the City - as the area’s predominant public parks and recreation provider - has developed a Plan that considers the service needs of residents throughout Victoria County.



CONCEPTUAL DEVELOPMENT PLANS

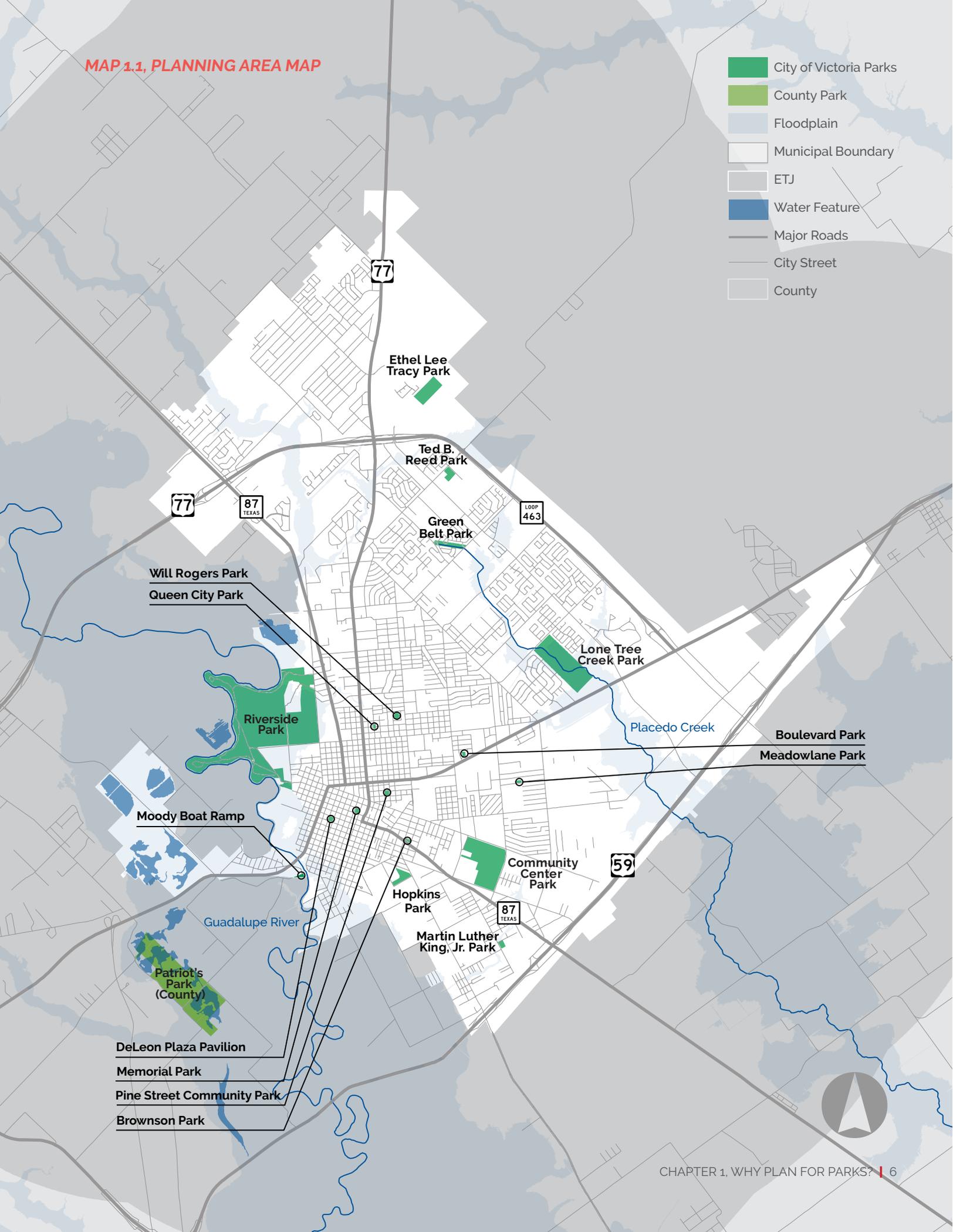
Although the *Victoria Parks and Recreation Master Plan* addresses the needs of the City’s entire municipal parks system, a more detailed conceptual site planning process was also undertaken for Ethel Lee Tracy Park, MLK Park, and Riverside Park.



City residents were invited to participate in the park design process by talking about the features they loved.

MAP 1.1, PLANNING AREA MAP

- City of Victoria Parks
- County Park
- Floodplain
- Municipal Boundary
- ETJ
- Water Feature
- Major Roads
- City Street
- County





Planning Process and Timeline

PLAN COMPONENTS

The **Victoria Parks and Recreation Master Plan** is organized into five chapters, as shown below. Plan chapters are arranged chronologically - consistent with the incremental steps of the planning process, including an evaluation of existing conditions, summary of community needs, recommendations and plan of action.

PLAN CHAPTERS

1 WHY PLAN FOR PARKS?

Information about the importance of parks, trails and recreation planning. An overview of the master planning process and plan framework.

2 OUR PARKS SYSTEM TODAY

Inventory of each park, trail, facility, program, and operational procedure to provide the foundation for the assessment of system-wide needs.

3 ASSESSING OUR NEEDS

Analysis of the condition of park system assets and operations, and community preferences, to determine parks and recreation system needs.

4 BUILDING PARKS FOR ALL OF US

Recommended system-wide improvements to expand the delivery of public park and recreation services to the community.

5 IMPLEMENTATING OUR VISION

Implementation measures with a prioritized action plan for achievement of master plan goals and recommendations.

PLAN DEVELOPMENT

This Plan revisits the topics that the City originally considered in their first parks and recreation master plan, **Parks 2025 Master Plan (2012)** and builds on the resulting initiatives generated by the planning process. Given Victoria’s ever-changing demographics and conditions, City officials recognized the need to commission a more current study of parks system assets and community recreation needs.

The **Victoria Parks and Recreation Master Plan** has been prepared by a consultant team selected by the City’s Parks and Recreation Department. City staff provided data, document review, and assistance with public engagement.

PARKS AND RECREATION MASTER PLAN TIMELINE



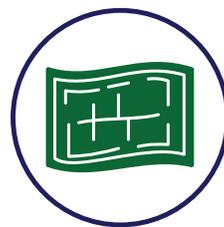
PHASE 1
VISION
WINTER
2020/2021

Initial data compilation, research, and interviews with key community stakeholders.



PHASE 2
ASSESSMENT
WINTER/SPRING
2021

Public outreach activities and an analysis of existing conditions, parks system needs and community preferences.



PHASE 3
BLUEPRINT
SPRING/SUMMER
2021

Confirmation of findings and preparation of master plan recommendations.



PHASE 4
COMMITMENT
SUMMER/FALL
2021

Development of an action plan for parks system investment. Identification of plan implementation roles and partners.

PUBLIC ENGAGEMENT

The **Victoria Parks and Recreation Master Plan** process consisted of opportunities for the community to offer input, ideas, and concerns about parks and recreational facilities within the City of Victoria. The subsequent public outreach approaches were used to obtain feedback about local recreational preferences:

- Online public survey
- Focus group meetings
- Public open houses
- Meetings In-a-box
- Conceptual park plan & design workshops

Feedback generated during the master planning process has been incorporated into various sections of **Chapter 3, Needs Assessment and Analysis**. A full inventory of public feedback results is located in **Appendix D**.

THE LOVINGLY-PRESERVED DE LEON PLAZA GAZEBO REMAINS THE CENTERPIECE OF MANY IMPORTANT PERSONAL AND COMMUNITY EVENTS.





Riverside Stadium, ca 1958, and iconic venue in Riverside Park still in use today.

COMMUNITY CONTEXT

The City of Victoria is the government seat of Victoria county in southern Texas. It lies along the Guadalupe River, 85 miles northeast of Corpus Christi and it is one of Texas's original cities - founded in 1824 by Spanish settlers under Martín de León.

Since the 1940s Victoria has become a hub for petrochemical production of the Texas Gulf Coast. The City's industrial growth was stimulated by the completion of the roughly 35-mile long Victoria Barge Canal completed in 1963. Academic institutions in the City include Victoria College and the University of Houston at Victoria. Notable cultural attractions are the fine arts Nave Museum and the Texas Zoo, which is devoted to native Texas species.

As with any community, parks, recreation, and open space play a significant role in establishing an enhanced quality of life for residents and visitors to Victoria. The City of Victoria provides multiple recreation facilities and services to the community including sports parks, trails, playgrounds, youth and senior programs, a natural history museum, a library, and public access to the Guadalupe River.

The history of a city or town can provide community members with a distinct sense of identity. Reverence for one's local heritage is often retained in historic structures, relevant landscapes or geographic features, and memorials from past events or influential individuals. As is the case in Victoria, these tangible features are often embedded within a community's park system and other public spaces including iconic De Leon Plaza located in downtown and Memorial Park, a historic green located in one of the city's most historic neighborhoods.

Riverside Park is one of Victoria's most prominent historic parks, and it hosts and supports many educational and recreation activities, as well as a variety of community events throughout the year. Spanning over 650 acres of woodland and bordered by four-and-a-half miles of the Guadalupe River, the park also includes 200 picnic areas, bar-b-que pits and benches. In addition, the park contains an 18-hole golf course, 27-hole disc golf course, a duck pond, and river based activities. Riverside Park is viewed by many as the recreational "soul" of the community.

DEMOGRAPHIC PROFILE

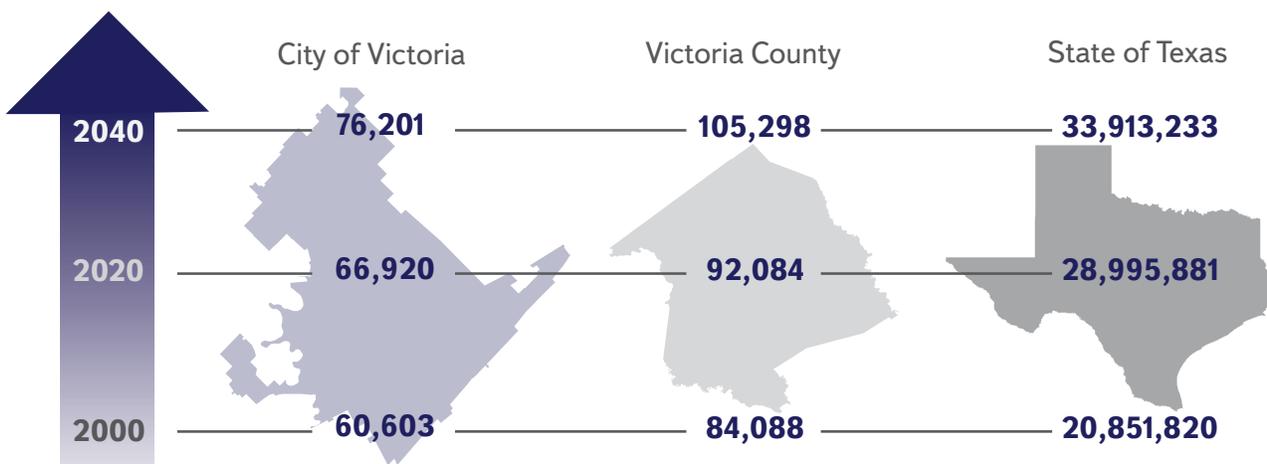
Calibrating a community’s parks and recreation system to effectively address public preferences and needs requires an understanding of the unique characteristics of the resident population. Key demographic, wealth, and health indicators of Victoria’s population are presented on **pages 11** through **14**.

Collectively, Victoria’s lower than average wealth and health indicators illustrate a sustained need to augment private amenities with a robust network of publicly-supported and accessible recreational amenities.

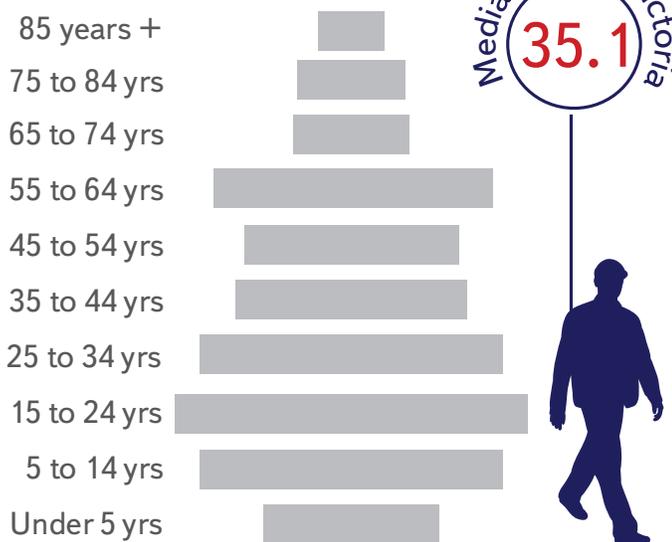
DEMOGRAPHIC SNAPSHOT

The City of Victoria is the primary parks and recreation service provider in Victoria County and contains over two-thirds of the county-wide population. The population of the city and county is expected to grow by between 14 and 15 percent over the next 20 years - the majority of whom will locate within the municipal limits. These new residents will expect access to public park spaces, trails and recreational programs that not only meet but exceed today’s levels of service.

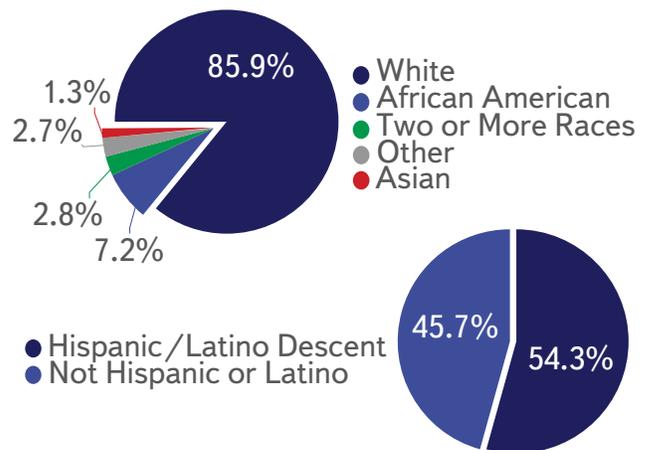
POPULATION PROJECTIONS



AGE DISTRIBUTION



RACE AND ETHNICITY



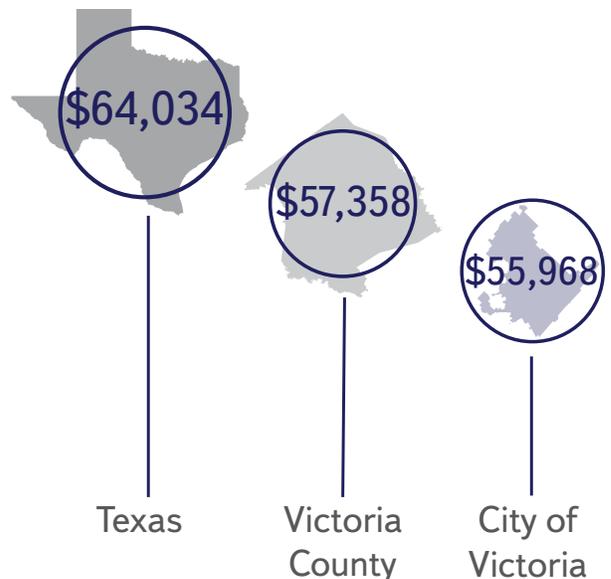
Source (all figures): U.S. Census Bureau, 2018-2019 American Community Survey 5-year estimates

WEALTH SNAPSHOT

General income and housing statistics in Victoria affirm that the overall cost of living is more affordable than many of the rapidly urbanizing metropolitan areas of Houston, Dallas, Austin and San Antonio. While median household income in Victoria equates to only 87 percent of household incomes throughout Texas, the cost of housing is proportionally more affordable than when compared to the state median.

Basic economic statistics suggest two distinct findings that can influence future municipal investment in parks and recreation. First, that lower property values contribute to lower local tax revenues - and the resulting general funds to supplement large capital investments. Absent other revenues, Victoria must be conservative in capital expenditures. Nonetheless, there remains a significant local population with limited discretionary income that depends on public lands and programs to meet recreational needs.

MEDIAN HOUSEHOLD INCOME



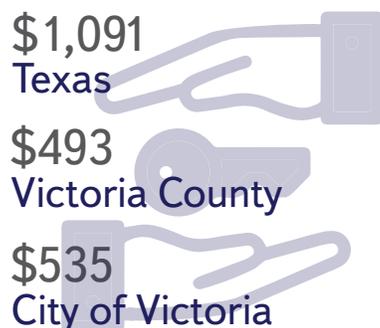
MEDIAN HOME VALUE



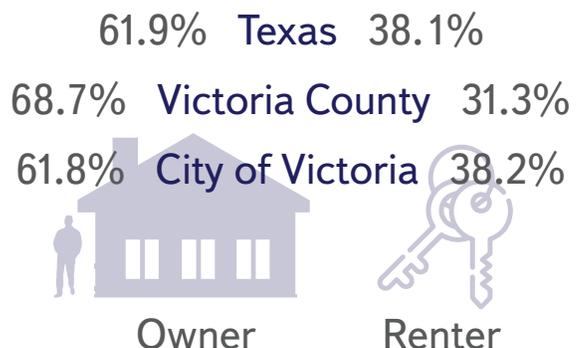
FAMILIES BELOW THE POVERTY LINE



MEDIAN RENT



HOUSING OCCUPANCY



Source (all figures): U.S. Census Bureau, 2018-2019 American Community Survey 5-year estimates

HEALTH SNAPSHOT

Parks play a critical role in the health of a community by providing spaces to move and play. A brief snapshot of health statistics in the City of Victoria and Victoria County reveal opportunities for the City and its partners to improve public health by targeted investments in park spaces, equipment and programs.

The **Victoria Parks and Recreation Master Plan's** implementation program (**Chapter 5**) identifies both government and non-government entities who can assist in leveraging the City's parks and recreation system to improve local health metrics over the next five to ten years.

HEALTH PARTNER SPOTLIGHT: Be Well Victoria

Mission: Be Well Victoria is a nonprofit coalition working to improve the spiritual, mental, and physical wellbeing of every individual regardless of economic status or race.

The goal of this Hogg Foundation-funded project is to support rural communities in their efforts to inclusively and collaboratively transform the environments where people live, learn, work, play, and pray to support resilience, mental health, and well-being. As a WRC (Well-being in Rural Communities) Grantee, Be Well Victoria has been formed to address how the community supports resilience and mental health, the conditions that contribute to mental health disparities, and residents come together to create and implement community-driven solutions.

Source: Be Well Victoria, (Facebook Page)



HEALTH INDICATORS



of residents in Victoria live with a **physical disability**¹



of residents in Victoria **exercise** at a home or club 2+ times per week¹



of adults in Victoria are **chronically obese**²

Source: 1. U.S. Census Bureau, 2018-2019 American Community Survey 5-year estimates; 2. Robert Wood Johnson Foundation, County Health Rankings



The promotion of healthy community lifestyles requires sufficient access to recreational facilities **and** access to affordable programming options.

VICTORIA COUNTY HEALTH RANKINGS

Ranking Out of 254 Texas Counties

Health Factors
123

Health Outcomes
88

Physical Environment

168

Social & Economic

139

Clinical Care

39

Health Behaviors

156

Quality of Life

139

Length of Life

68

The Community Health Rankings issued by the Robert Wood Johnson Foundation are a tool used to understand the levels of overall health of a community. These annual rankings are an examination of community-wide health care outcomes which include length and quality of life and health factors which consist of health behaviors, clinical care, social and economic factors, and physical environment.

The County Health Rankings are based on a model of community health that emphasizes the many factors that influence how long and how well we live. The Rankings use more than 30 measures that help communities understand how healthy their residents are today (health outcomes) and what will impact their health in the future (health factors).

The Robert Wood Johnson Foundation’s 2020 health rankings for Victoria County are illustrated to the left. Victoria County ranks 123 out of 254 Texas counties in terms of community-wide health factors - including measures of diet and exercise - and 88 out of 254 in health outcomes. Victoria’s lowest scores are in “physical environment” and “health behaviors” which directly relate to access to exercise opportunities.

Source: Robert Wood Johnson Foundation

PARK PLANNING IN TEXAS

TEXAS PARKS AND WILDLIFE DEPARTMENT (TPWD) COMPLIANCE

The TPWD recommends that parks master plans retain validity for a 10 year period and should include a five-year update. Consistent with TPWD recommendations, a “qualifying” plan increases a local government entity’s competitiveness when applying for TPWD grant funding. To remain in compliance with the TPWD guidelines, a list of priorities for the next five and 10 year period shall be maintained during implementation. For purposes of grant applications, an effective set of actions, informed by recognized needs, have been recommended in this Plan to increase the quality of life of residents.

TEXAS OUTDOOR RECREATION PLAN (TORP)

The Land and Water Conservation Fund Act of 1965 authorized the distribution of matching grants to states and local governments for statewide outdoor recreation planning, and to leverage public and private investment in public outdoor recreation through the acquisition and development of outdoor recreation areas and facilities. The 2018 Texas Outdoor Recreation Plan (TORP) fulfills an eligibility requirement allowing Texas to continue receiving its allotted appropriation through the Land and Water Conservation Fund (LWCF) program. Each state is required to produce a statewide comprehensive outdoor recreation plan (SCORP) at least once every five years. The Texas Parks & Wildlife Department (TPWD) is the state agency that holds the authority to represent and act for the state of Texas regarding the LWCF stateside assistance program.

TEXAS PARKS AND WILDLIFE DEPARTMENT GRANT PROGRAM

Texas Parks and Wildlife Department acts as a silent partner in hundreds of communities across the state through its grant, assistance, education, and outreach programs. The following is a summary of TPWD guidelines that local governments must follow in order to prepare park, recreation, and open space master plans in accordance with the Local Park Grant Programs Manual.



At a minimum, all master plans and/or updates must meet the requirements below for grant approval:

- Once plans are complete, the applicable governing body must pass a formal resolution (or ordinance) adopting the plan and list of prioritized needs.
- Plans must be comprehensive and include the sponsor’s entire area of jurisdiction
- Plans must address the present and future needs of the community or area.
- Plans must cover at least a ten-year period and must be updated every five years to remain eligible.
- Plan Contents:
 - Introduction (demographic and socioeconomic data; projected population data; and role of the city).
 - Goals and Objectives
 - Planning Process
 - Area and Facility Concepts and Standards
 - Inventory of Areas and Facilities
 - Needs Assessment and Identification
 - Plan Implementation and Prioritization of Needs
 - Associated Maps, Illustrations and Surveys

The Victoria Parks and Recreation Master Plan has been prepared to exceed TPWD’s minimum master plan guidelines.

REVIEW OF RELEVANT PLANS

Victoria has an ongoing record of engaging in long-range city planning initiatives - including special studies and plans for targeted community needs by topic and geography. The predecessor to this Plan, **Parks 2025 Master Plan**, was adopted in 2012 and consolidated nine public parks and recreation goals into one comprehensive document that integrated preservation, desired facilities, safety, trails/hike and bike network, natural resources and City outreach.

A “snapshot” of some of the previous planning efforts undertaken by the City of Victoria and other entities, and which were reviewed as part of this planning effort, are presented below. Identified plans were assessed to understand how they may influence the current and future development and maintenance of the City parks and recreation system.

PLANNING INITIATIVES AND PARKS



COMPREHENSIVE PLANNING

2035 COMPREHENSIVE PLAN (2012)

Describes the community’s vision for the future and directs how Victoria will grow and capitalize on its many assets.

Includes a section called “Future City – Recreation and Amenities” establishing on the guiding principles for parks and recreation covering items from park enhancements to policy and code amendments.



POLICY PLANNING

PASEO DE VICTORIA (2012)

Identifies possible trail corridors to expand the existing system and connect not only the city in a more integrated and efficient manner.

Acknowledges that trails can be used as an alternative form of transportation and for recreational purposes.

PARKS 2025 MASTER PLAN (2012)

Guided the development of municipal parks, recreational facilities and programs in Victoria.



INVESTMENT PLANNING

TRANSPORTATION IMPROVEMENT PLAN (2020)

Promotes the integration and connectivity of Victoria’s transportation system, across and between all modes.

Increases the safety and accessibility of its transportation network to community destinations including parks.

In 2035, Victoria is a vibrant community that fosters a respectful and caring environment; embraces resourcefulness; and capitalizes on its historic prominence, friendly nature and cultural diversity to be a comfortable place to live and an enjoyable place to visit.

- VISION OF ENVISION VICTORIA 2035

RECORD OF ACCOMPLISHMENTS

Action plans yield results! At the beginning of the master planning process, the Victoria Parks and Recreation Department (PARD) identified a series of recent accomplishments in the City’s efforts to build and maintain a parks and recreation system that meets the needs of its citizens. A summary of significant actions includes many parks and recreation-related activities that were recommended in the **Parks Master Plan 2025, Comprehensive Plan 2035** and the **2018 Capital Improvement Plan**. These policies and actions have been categorized into three types of implementation actions including investment, operations and procedures.

RECORD OF ACCOMPLISHMENTS (2012-PRESENT)¹

Park Development	Past or Ongoing Initiatives
Investment	
Community Center Park	Completed the Youth Sports Complex facility that hosted tournaments and leagues.
Community Center Park	Built the Community Center Splash Pad, new restrooms facility, and installed new playground equipment.
Riverside Park	Building the Riverside Soccer Complex.
Riverside Park	Expanded the Riverside Disc Golf Course to 27-holes.
Riverside Park	Purchased and installed a new floating dock to enhance kayak access at the Pumphouse.
Riverside Park	Constructed a concrete trail extension from the intersection of Vine Street and McCright Drive.
Riverside Park	Installed solar lighting along park roads and trails.
Riverside Park	Continued improvement of view sheds along the Guadalupe River corridor.
Various Parks	Installed on-site educational displays throughout the parks describing the historical significance of the site.
Operations	
System Wide	Expanded event offerings and locations to increase opportunities for city wide participation.
Riverside Park	The City of Victoria is part of the Texas Paddling Trail Program. Coordinated with a local business, Flow Paddle Co., to enhance the recreational opportunities along the Guadalupe River.
Website	Developed a new enhanced web site that is informative and user friendly.
Procedure	
System Wide	Prioritized monitoring and evaluation of police crime data and Parks and Recreation incident reports, to determine which parks and facilities have identifiable safety or security issues.

¹ Not all-inclusive. Highlights major investments or operational changes.
Source: Victoria Parks and Recreation Department





CHAPTER 2

OUR PARKS SYSTEM TODAY

DEFINING PARKS AND OPEN SPACE	18
VICTORIA PARKS AND RECREATION SYSTEM	26

Defining Parks and Open Space

INTRODUCTION

The City of Victoria parks and recreation system is comprised of 17 parks of varying scale that serve the residents of the City. As with most communities, Victoria’s varying park types are principally classified according to their size and geographic service area.

The standard framework defining parks by a “classification” of size and service area originated as a series of guidelines established within the National Recreation and Parks Association’s (NRPA) Parks, Recreation, Open Space & Greenway Guidelines (formerly the “Recreation, Park and Open Space Standards and Guidelines”).

Today, it is more widely recognized that every jurisdiction is unique and adherence to an “across-the-board” national standard may not result in a park system that is appropriately tailored to respond to the specific needs of each unique community.

PARK CLASSIFICATIONS

Parks and recreation systems include multiple park types to serve different geographic service areas, purposes, and intended users. Understanding the distinct characteristics of different park types assists a community in identifying system gaps and overlaps in the City park system, and in determining whether the distribution of existing facilities meets the current park, recreation, and open space needs of the city.

Building from standard industry practices, this Plan classifies Victoria’s parkland within seven broad classifications as presented in the **Park Classifications** figure located on the facing page.

*(Please Note: Not all park types referenced in the **Park Classifications** figure are represented within the Victoria parks system.)*



Meadowlane Neighborhood Park

PARK CLASSIFICATIONS



REGIONAL PARKS

- Unique regional amenities or specialized facilities
- Hosts events, festivals and tournaments
- Located near major roads
- Accessed primarily by car
- Facilities support day-long visitation



COMMUNITY PARKS

- Active and passive facilities cater to local needs
- Accessed by bike/walking as well as car
- Often include open space and natural areas
- Hosts events and festivals
- Located near major roads



NEIGHBORHOOD PARKS

- Evenly distributed throughout residential areas
- Accessed primarily by walking and biking
- Active and passive amenities for all ages
- Organized play opportunities



POCKET PARKS

- Provides small-scale recreational activity
- Located within a close proximity to medium/high density residential areas
- Small lot that includes sidewalks and benches
- Small gateway or garden areas for informal gatherings

UNIQUE PARK TYPES

LINEAR PARK

- Follows natural or man-made corridors
- Facilitates pedestrian and bicycle travel
- Provides links to other parks, schools, neighborhoods, civic buildings, and other destinations
- Often serves as open space

SPECIAL USE PARK

- Designed to serve a unique or niche use such as skate park, dog park, fishing pond, etc.
- Athletic complexes
- Natural areas/open space

CIVIC SPACE

- May host events/festivals
- Located in city centers or dense urban environments
- Defined by social space and not active recreation
- May include greens, squares, plazas, or parkways

TRAIL CLASSIFICATIONS

Multi-use and recreational trails have become “cornerstone” amenities in many public parks systems. Trails not only provide access to and connectivity between parks and other key destinations, but also provide recreation and fitness opportunities for users. In recent years, the desire for trails has continued to grow across the country. In fact, trail running and bicycling is one of the most popular outdoor recreational activities.

This master plan identifies four trail categories:

- Greenway Trails
- Thoroughfare Connector Trails
- Neighborhood Connector Trails
- In-Park Trails

As a municipal amenity, multi-use trails serve two purposes. First as an active transportation facility, linking community destinations. Secondly, as an internal feature of a city park that acts mainly as a recreational facility. An example of these dual roles is represented by the Riverside Park Nature Trail. It is acting as a multi-use trail that is located within a park that also contains linkages to the City’s overall trail system.

In addition, sidewalks also provide essential connectivity to the citywide trail system. Sidewalks provide on-street pedestrian connectivity to schools, recreational facilities, and employment areas.

GREENWAY TRAILS



Greenway trails are intended for off-street linear parks, are often regional in nature and may connect parks with neighborhoods.

THOROUGHFARE CONNECTOR TRAILS



Thoroughfare connector trails are intended as active transportation corridors to move people from destinations throughout the city.

NEIGHBORHOOD CONNECTOR TRAILS



On-street and off-street trail connections serve neighborhoods and provide safe access to multiple locations throughout the city.

IN-PARK TRAILS



This category contains trails within parks that provide walking paths throughout the site primarily for exercise.

PARK PROGRAMMING

The presence of effective programmed activities attract and increase positive use in a park and is essential for engaging urban residents from diverse backgrounds and creating meaningful and enriching park experiences. While traditional programming consisted mostly of sports leagues, summer camps, and exercise classes, the broadening view of urban parks has

created opportunities for innovative programming that can be catered to a more diverse park clientele. The figures below compare the general suitability of the three park programming categories by park classification. The figure below identifies three distinct park programming categories: recreational, social, and natural.

PARK PROGRAMMING



RECREATIONAL

Supports a range of activities from information play to active competition.

Examples: Playscapes, sports courts and athletic fields, pools, splash pads, skate parks, canoe/kayak launches, disc golf, fishing piers and multi-use trails.



SOCIAL

Serve as places for public gathering in either a formal or informal setting.

Examples: Squares, plazas, greens, amphitheatres, arenas, seating/picnic areas, community gardens, memorials, etc.



NATURAL

Emphasize resource conservation, habitat preservation, and support low impact passive recreation activities.

Examples: Floodplain/drainage, mature tree canopy, bird watching, or hiking and biking trails.

PARK PROGRAMMING BY PARK CLASSIFICATION

Program Types	Park Classifications						
	Regional	Community	Neighborhood	Pocket	Linear	Special Use	Civic
Recreational							
Social							
Natural							

1. The use of one of these icons denotes that the park space programming type may be a prominent or common feature.



VICTORIA
T E X A S
PARKS & RECREATION

RIVERSIDE PARK
OFFERS 4.25 MILES OF
SCENIC SOUTH TEXAS

RIVER ACCESS FOR FISHING, KAYAKING AND
PADDLE BOARDING. THE GUADALUPE RIVER
CORRIDOR SUPPORTS A DIVERSITY OF
PLANTS AND ANIMALS AND IS A PREMIER
BIRDING DESTINATION WITH A VARIETY OF
MIGRATORY SPECIES VISITING THE AREA.

FACILITY AND EQUIPMENT STANDARDS

The National Recreation and Parks Association (NRPA) standards for parks, open spaces, and greenways also provide general facility space and development standards that help identify the types and quantities of facilities and equipment desired for each park. Planning for park facilities and amenities in accordance to NRPA guidelines helps ensure that community parks are viable and attractive and provide adequate level of service for all community members. **NRPA facility and equipment standards are advisory only** but can help to determine minimum criteria for the distribution of facilities for both urban and rural communities.

AMENITY AND EQUIPMENT GUIDELINES

The figure below shows the NRPA’s recommended minimum amenity and equipment guidelines for four principal park classifications. These guidelines promote comparable and quality facility distribution among parks and recreation areas across a community. **The guidelines below are presented for reference only.** Specific recommendations regarding amenity, equipment and facility distribution across the Victoria parks and recreation system are found in **Chapter 4, Plan Recommendations.**

NRPA EQUIPMENT GUIDELINES BY PARK CLASSIFICATION

Equipment	Park Classification			
	Regional Parks	Community Parks	Neighborhood Parks	Pocket Parks
Park Bench	Yes	Yes	Yes	Yes
Picnic Table / Shelter	2 per acre	2 per acre	2 per acre	1 per acre
Covered Pavilion	2 per acre	2 per acre	Optional	None
Drinking Fountain	Multiple	1 per park	1 per park	1 per park
Park Sign	1 at each major entrance			
Playground Equipment	145- 150 children	60-65 children	15 - 20 children	5 - 10 children
Security Lights	Yes	Yes	Yes	Yes
Perimeter Sidewalk	Along street frontage	Along street frontage	Along street frontage	Along street frontage
Pedestrian / Bicycle Access	Yes	Yes	Yes	Yes
Trail	1 linear mile plus	1 linear mile plus	Optional	None
Grill	Optional	Optional	Optional	Optional
Waste Receptacle	Yes	Yes	Yes	Yes
Restroom Facility	2-3 per park	1 per park	Optional	None
Parking	250+ spaces per park	10- 15 spaces per park	On-street	On-street
Irrigation System	Yes	Yes	Yes	Yes

Source: National Recreation and Parks Association

FACILITY STANDARDS

The **Recreational Facility Standards** figure below summarizes key park facilities as well as their recommended sizes and dimensions, facility ratios (optimal number of people a facility serves), orientation, service area, and location of the more significant recreation facilities. As with the figure on the preceding page, **this information serves as a guideline for parks and recreation area development and improvement in Victoria and is advisory only.**

While each park and open space area is unique in terms of size, orientation, ingress and egress, neighboring land uses, topography, and current anticipated use, NRPA recreational facility guidelines help determine the minimum goals to be achieved in park and recreation area development and improvement. The information presented on these pages has informed the “level of service” recommendations for recreational facilities presented in **Chapter 4, Plan Recommendations.**

RECREATIONAL FACILITY STANDARDS

Activity / Facility	Space Requirements	Units per Population	Service Radius	Location Notes
Basketball (Youth) (High School) (Collegiate)	2,400 – 3,036 sf 5,040 – 7,280 sf 5,600 – 7,980 sf	1 per 5,000 persons	¼ – ½ mile	Outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings.
Soccer	1.7 – 2.1 ac	1 per 5,000 persons	1 – 2 miles	Number of units depends on popularity
Tennis	Minimum of 7,200 sf for a single court (2 ac for a complex)	1 court per 2,000 persons	¼ – ½ mile	Best in groups of 2-4. Located in neighborhood/ community park or adjacent to a school site.
Volleyball	Minimum 4,000 sf	1 court per 5,000 persons	¼ – ½ mile	Same as other court activities (e.g. badminton, basketball, etc.).
Football	Minimum 1.5 ac	1 per 20,000 persons	15 – 30 minute travel time	Usually part of a larger sports complex in community park or adjacent to a high school.
Open Space	Variable	5 acres per 1,000 persons	30 minute travel time	Within neighborhood and community parks or stand-alone.
1/4 Mile Running Track (optional)	4.3 ac	1 per 20,000 persons	15 – 30 minute travel time	Usually part of a high school or in community park complex in combination with baseball, soccer, etc.

Source: National Recreation and Parks Association



The City has recently invested in updated playground equipment at Boulevard Neighborhood Park and other locations.

RECREATIONAL FACILITY STANDARDS (CONT.)

Activity / Facility	Space Requirements	Units per Population	Service Radius	Location Notes
Softball	1.5 – 2 ac	1 per 5,000 persons	¼ – ½ mile	Lighted fields should be part of a community park or sports complex.
Baseball	1.2 – 3.85 ac	1 per 5,000 persons	¼ – ½ mile	Lighted fields should be part of a community park or sports complex.
Swimming Pool	(Competitive) Minimum: 25 m x 16 m Minimum of 25 sf water surface per swimmer 2:1 ratio deck to water	1 per 5,000 persons (for outdoor swimming pools)	15 to 30 minute travel time	Pools for general community use should be planned for competitive and recreational purposes with enough to accommodate 1m and 3m diving boards. Located in community park or school site.
Golf Driving Range	13.5 ac for a minimum of 25 tees	1 per 50,000	30 minute travel time	Part of golf course complex or private range
Multi-Use Trails	N/A	Capacity: Rural Trails, 40 hikers/day/mile Urban Trails, 90 hikers/day/mile	1 system per region	N/A

Source: National Recreation and Parks Association

Victoria Parks and Recreation System

PARKS AND RECREATION DEPARTMENT

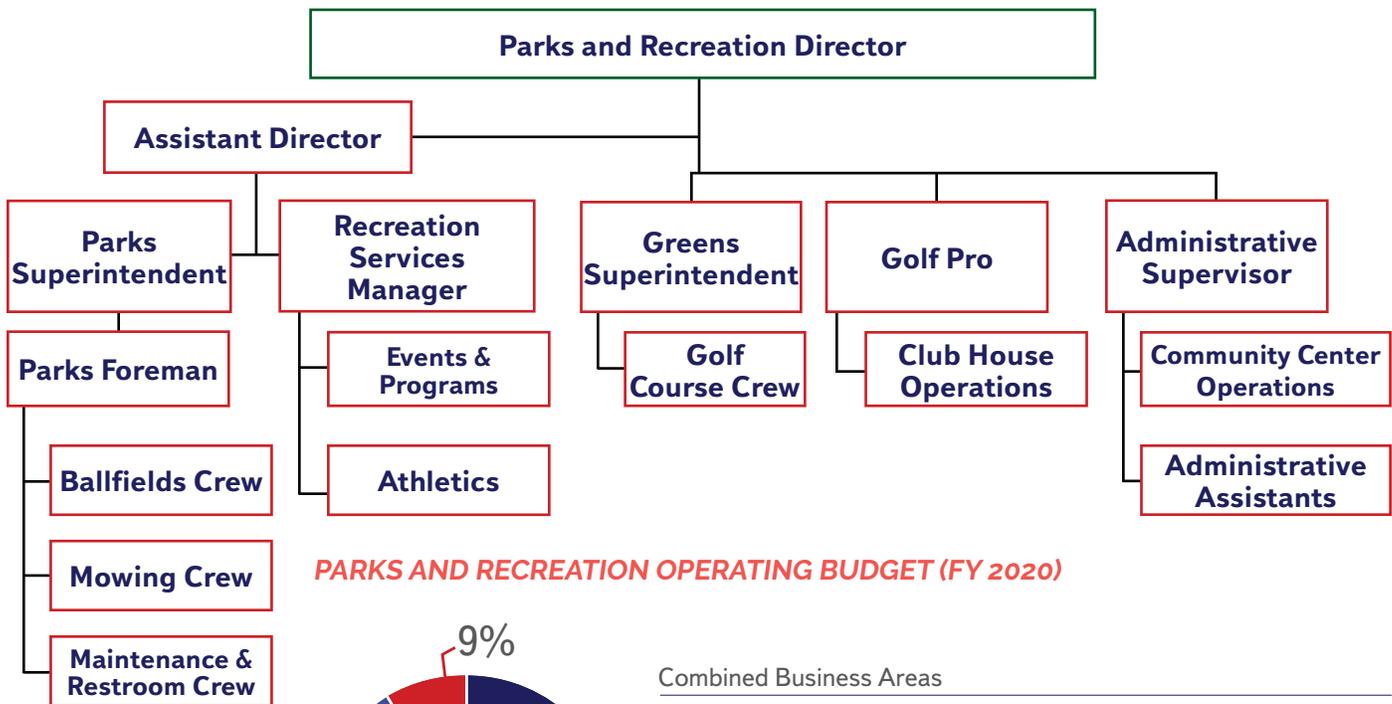
The City of Victoria Parks and Recreation Department is the City’s principal provider for active and passive recreational opportunities as a facilitator and as a programmer. The City of Victoria is committed to supplying various types of parks in order to provide a well-rounded, quality park system that serves the local and regional recreational needs. With 849 acres of city parkland, and seven different park classifications the City has ample parkland for the residents in the area.



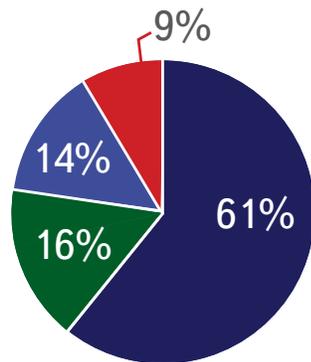
PARK ADMINISTRATION

The figure below displays the administrative structure of the Victoria Parks and Recreation Department. At the beginning of 2020, the Victoria Parks and Recreation Division employed 47 full time and 16 seasonal staff.

The PARD’s approved operating budget for the fiscal year 2020 was \$5.8 million, which has increased by \$600,000 since the 2016 operating budget. The funds are divided into the five business areas, which are displayed below in the Parks and Recreation Operating Budget (FY 2020). In this operating budget the administration, parks maintenance and recreation programming use up to 61 percent of the overall department budget.



PARKS AND RECREATION OPERATING BUDGET (FY 2020)



Combined Business Areas

- Administration, Parks Maintenance and Recreation Programming
- Community Center (Operations, Administrative Assistants)
- Club House Operations, Golf Course Maintenance
- Tournaments, Programs and Capital Investments

Source: Victoria Parks and Recreation Department

MUNICIPAL PARTNERS

The Victoria Parks and Recreation Department works in conjunction with several other city departments to ensure that recreational facilities and services offered by the City are provided in an efficient manner. Key department partnerships include:

Operations

- **Building Services.** Collaborates with the PARD to ensure the proper maintenance and upkeep of the Community Center, Riverside Stadium and other recreational facilities.
- **Public Works.** Oversees the City's floodplain management, drainage infrastructure, and transportation system. Works with the PARD where recreational facilities are co-located within or cross infrastructure corridors or other public properties.

Beautification

- **Environmental Services.** Partners with the PARD to improve the aesthetics of municipally-owned property.

Programming

- **Convention and Visitors Bureau.** Works with the PARD to plan for and accommodate sports tourism activities and special events on City-owned properties and at other locations in Victoria.
- **Main Street Victoria.** Oversees community events in downtown Victoria and receives the support of the PARD in ensuring the proper use and care of DeLeon Plaza – both, during special events and throughout the remaining calendar year.

Suggestions to enhance these existing partnerships are provided in **Chapter 4, Plan Recommendations**. Methods by which municipal departments, boards and commissions may assist in Plan administration, monitoring and implementation are found in **Chapter 5, Implementation Program**.

ADDITIONAL PARTNERS AND STAKEHOLDERS

Youth Sports Organizations

Should be responsible for providing team sports for youth. However, the Department will still need to provide most if not all the facilities for these activities. It is highly recommended that the Department establish a youth athletics council that will meet monthly under the direction of the Athletic Coordinator. This council would work to coordinate programs and activities, prioritize athletic facility usage and promote coaches training and background checks. Youth sports organizations in Victoria range from softball, baseball, soccer, football, and disc golf leagues.

School District

Coordinating with the Victoria Independent School District to provide youth after school programs and services, education classes for youth (and even adults), as well as youth sports (location for practices), will need to be enhanced. The school's facilities should continue to be a location for some recreation programming to take place.

Other Government Organizations

There needs to be strong efforts to partner with other governmental agencies in the area to develop programs and services. This is most likely to occur with Victoria County or state agencies. Program areas that could be provided by other organizations through a partnership include special needs, special events, outdoor recreation and cultural arts events.

Colleges and Universities

There is one college, Victoria College and one university, University of Houston-Victoria that could be potential program and/or facility partners.

Non-Profit Providers

Coordinating with a variety of non-profit providers to deliver recreation services needs to be strongly pursued. Organizations such as the Boys & Girls Club, YMCA, cultural arts groups, etc. should be encouraged to continue to develop facilities and provide programs in Victoria.

MUNICIPAL PARKS

The Victoria parks system contains 17 City-owned parks comprised of 849 acres of parkland. The crown jewel is Riverside Park, which is over 560 acres and offers a variety of amenities and facilities. The parks system is supported by Patriot’s Park at Saxet Lakes, a County operated park that is southwest of Victoria. The City is served by a range of developed parks and facilities that allow for both active and passive recreation, see [Map 2.1, Victoria Existing Parks System](#), on page 32).

VICTORIA PARKS SYSTEM



PARKS IN VICTORIA

17



ACRES OF PARKLAND

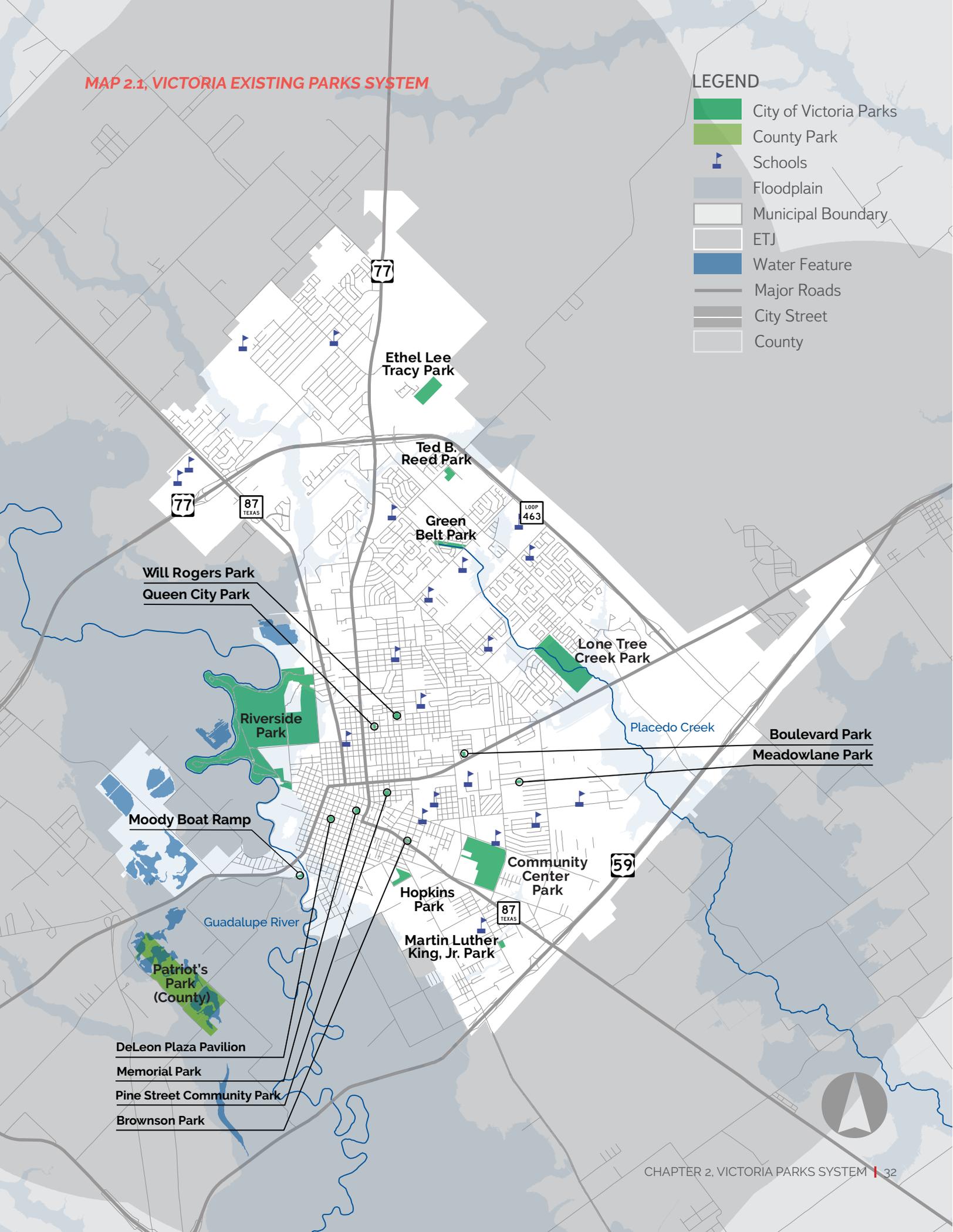
849

CITY OF VICTORIA PARKS (2021)

Park Name	Address	Acreage
Regional Park		
Riverside Park	476 McCright Drive	565.1
Community Parks		
Community Center Park	2905 E North Street	73.2
Ethel Lee Tracy Park	1507 Placido Benavides Drive	30.5
Hopkins Park	505 S Laurent Street	11.6
Lone Tree Creek Park	4009 E Airline	127.9
Ted B. Reed Park	2101 Salem Road	10.0
Total Community Parks		253.2
Neighborhood Parks		
Boulevard Park	2204 Rose Drive	1.4
Brownson Park	202 N Laurent	0.9
Greenbelt Park	E Mockingbird Lane and Vicksburg Street	12.9
Martin Luther King, Jr. Park	3808 Callis	1.7
Meadowlane Park	3202 Meadowlane	1.2
Pine Street Community Park	802 E Pine Street	3.3
Queen City Park	2202 N Cameron Street	2.1
Will Rogers Park	1108 E Warren Avenue	1.9
Total Neighborhood Parks		25.4
Special Use Parks		
DeLeon Plaza	101 N Main Street	1.8
Memorial Square	402 N DeLeon Street	1.2
Moody Boat Ramp	1199 Wilden Street	2.2
Total Special Use Parks		5.2
Total		848.9

MAP 2.1, VICTORIA EXISTING PARKS SYSTEM

- LEGEND**
- City of Victoria Parks
 - County Park
 - Schools
 - Floodplain
 - Municipal Boundary
 - ETJ
 - Water Feature
 - Major Roads
 - City Street
 - County



Will Rogers Park
Queen City Park

Riverside Park

Moody Boat Ramp

Patriot's Park (County)

DeLeon Plaza Pavilion

Memorial Park

Pine Street Community Park

Brownson Park

Ethel Lee Tracy Park

Ted B. Reed Park

Green Belt Park

Lone Tree Creek Park

Placedo Creek

Boulevard Park
Meadowlane Park

Community Center Park

Hopkins Park

Martin Luther King, Jr. Park

REGIONAL PARKS

Regional parks are created with the intent to serve the entire city or region, are typically large in size, and contain a variety of amenities for residents and visitors to the community. These parks provide an ideal staging ground for outdoor events, athletic tournaments, and festivals; and, they incorporate facilities that allow for lengthy visits (i.e. parking areas, restrooms, concessions, etc.). Due to the larger size of most regional parks (generally ranging from 50 to over 1,000 acres), they may often contain preserved natural land in conjunction with active and passive recreational amenities.

There is currently one regional park in Victoria (Riverside Park) totaling 565 acres and which comprises approximately 66 percent of Victoria’s total parkland. Riverside Park is located on the western edge of the city along the banks of the Guadalupe River as illustrated on **Map 2.2, Victoria Regional Parks**.

VICTORIA'S REGIONAL PARKS

- Riverside Park



Riverside Park - Open Space

REGIONAL PARK HIGHLIGHTS

Riverside Park includes multiple amenities that attract city residents and visitors from throughout the region. Highlights include:

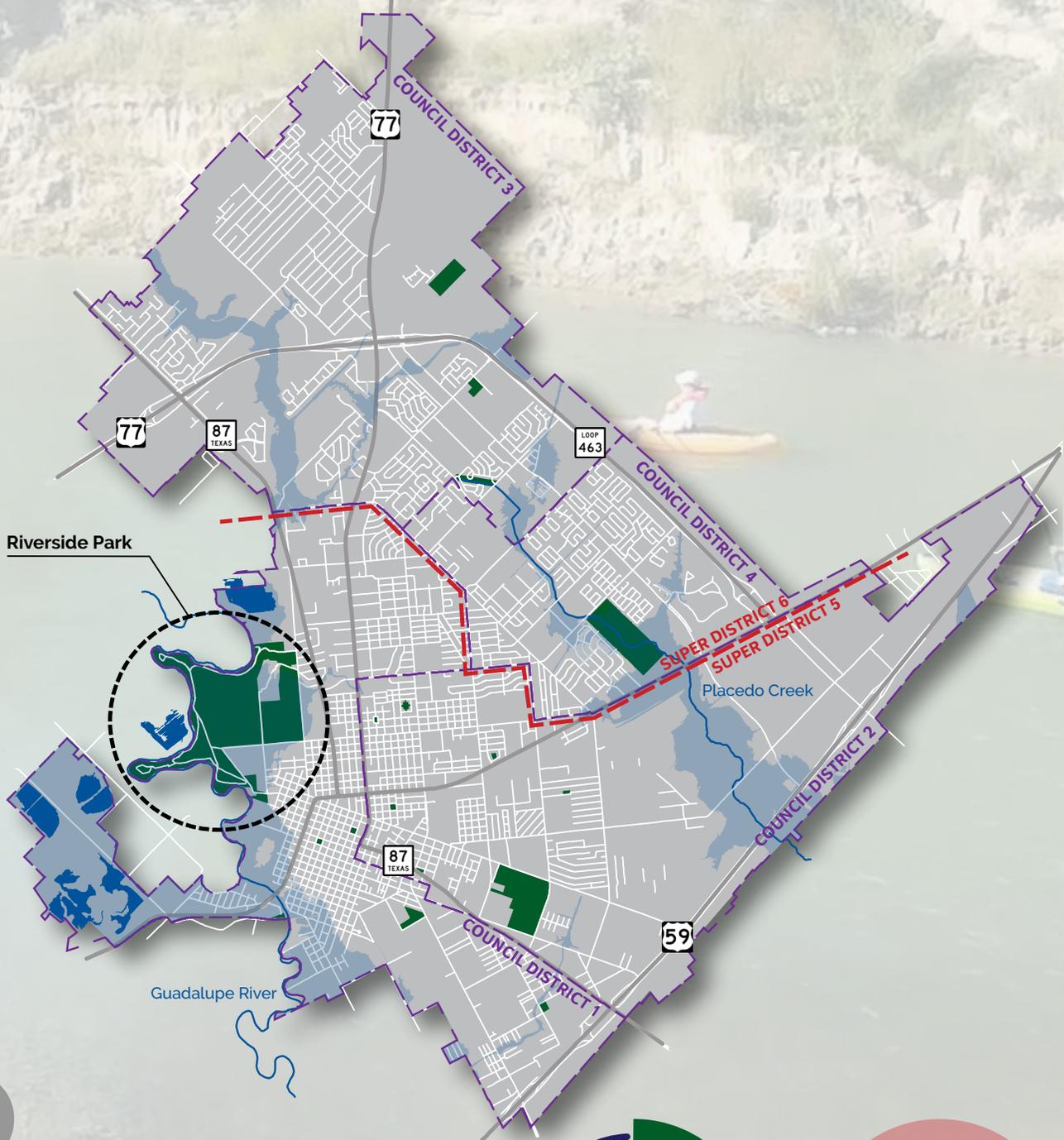
- Riverside Golf Course
- Challenged Athletes Dream Complex
- Public Boat Ramp and Kayak/Canoe Launch
- Children’s Park and Pavilion
- Rose Garden
- Hike and Bike Trail
- Grover’s Bend
- Duck Pond and Gazebo
- Nature Trail
- Historic Riverside Stadium
- Fox’s Bend and Riverside Disc Golf Courses
- Rippamonti and Lowe Baseball Fields
- Texas Zoo
- Athey Nature Sanctuary
- R.V. Park
- PumpHouse Riverside Restaurant & Bar

A full inventory of regional park amenities is located in Appendix E.



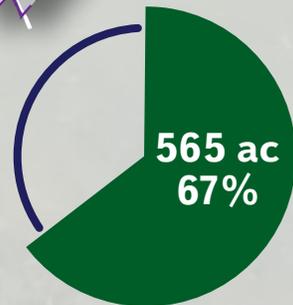
Riverside Park - Duck Pond

MAP 2.2, VICTORIA REGIONAL PARKS

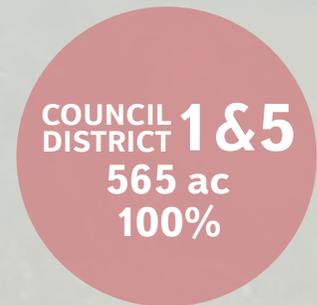


LEGEND

- Parks
- Floodplain
- Municipal Boundary
- Water Feature
- Major Roads
- City Street



REGIONAL PARK ACREAGE VS. TOTAL PARK ACREAGE



REGIONAL PARK ACREAGE BY CITY COUNCIL DISTRICT

COMMUNITY PARKS

Community parks are large scale parks that serve multiple neighborhoods. Amenities within community parks typically include athletic fields, aquatic facilities, sports courts, and indoor facilities while providing visitors the opportunity to participate in active and passive activities. Areas within a community park may also include natural areas, open spaces for unstructured recreational activities, and landscaped areas for beautification. Community parks typically range in size from 10 to 50 acres of land. Some community parks may also include some of the features and amenities of a regional park that attract and support visitors from outside of the community.

Victoria's parks system includes five community parks totaling 253 acres and which comprises approximately 30 percent of Victoria's total parkland. These parks are located throughout the city as illustrated on **Map 2.3, Victoria Community Parks**.

VICTORIA'S COMMUNITY PARKS

- Community Center Park
- Ethel Lee Tracy Park
- Hopkins Park
- Lone Tree Creek Park
- Ted B. Reed Park



Lone Tree Park Splash Pad

COMMUNITY PARKS HIGHLIGHTS

Victoria's community parks include multiple amenities that attract residents from throughout the city.

Highlights include:

- Adult Softball Complex
- Community Center
- Multi-Use Pavilions
- Small Pavilions (2)
- Victoria Skatepark
- Youth Sports Complex
- Amphitheater
- Ethel Lee Tracy Disc Golf Course
- Fishing Lake
- Splash Pads (3)
- Soccer Fields (5)
- Basketball Courts (5)

A full inventory of community park amenities is located in Appendix E.

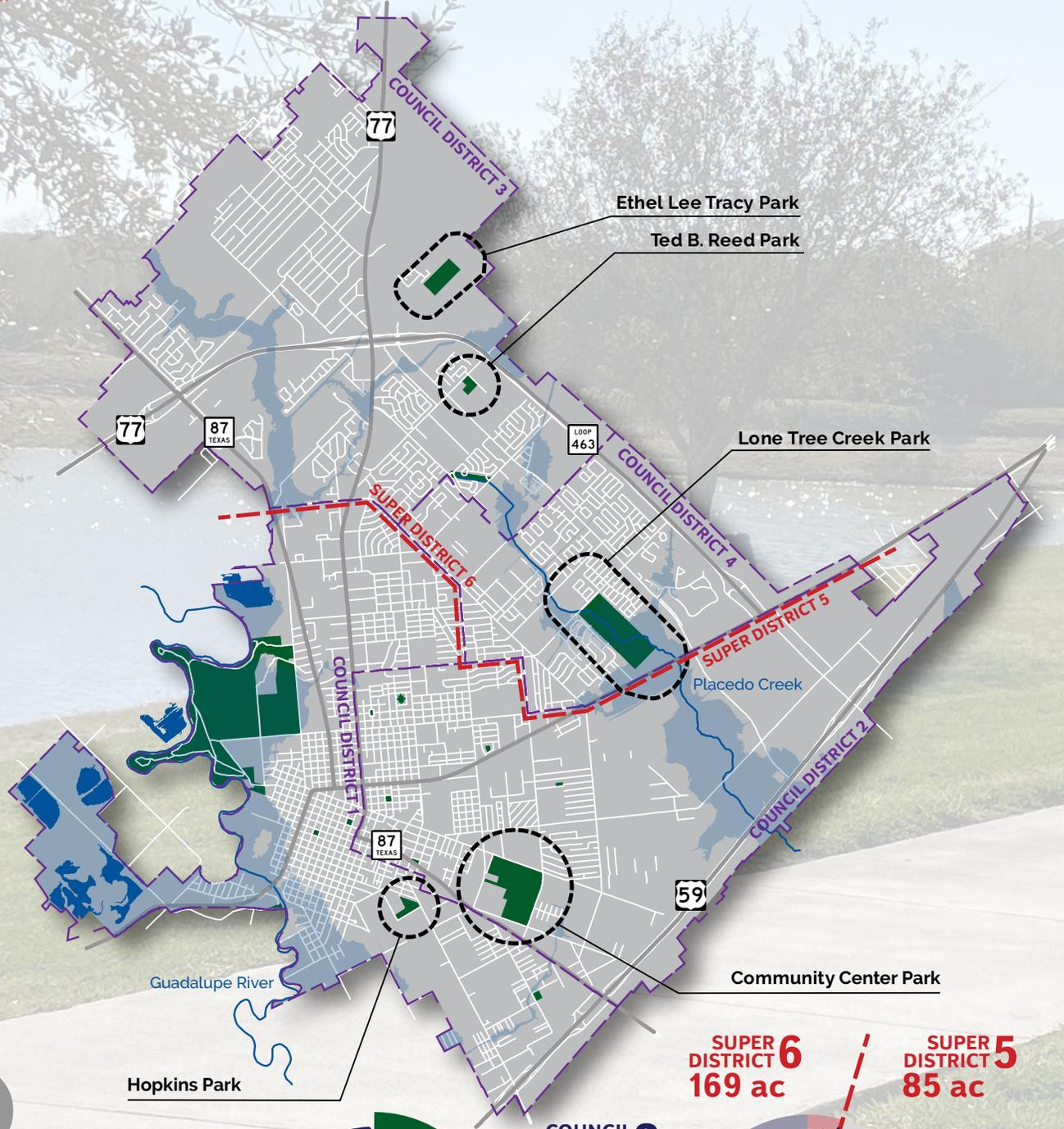


Community Center Park - Youth Sports Complex Concessions



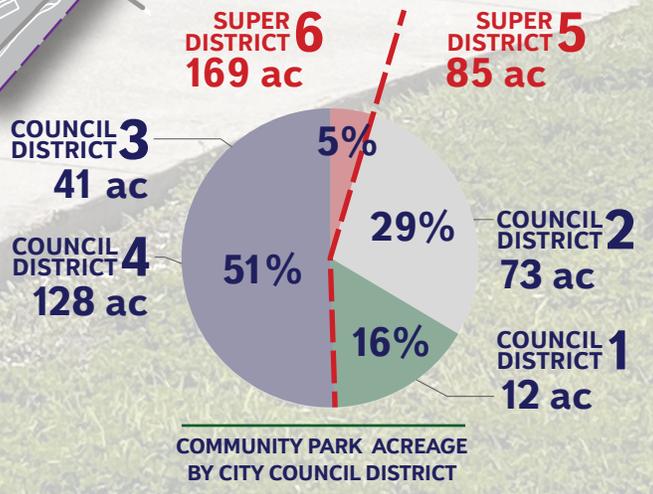
Ethel Lee Tracy Park - Playground

MAP 2.3, VICTORIA COMMUNITY PARKS



LEGEND

- Parks
- Floodplain
- Municipal Boundary
- Water Feature
- Major Roads
- City Street



NEIGHBORHOOD PARKS

Neighborhood parks are generally smaller in scale than other park classifications and are meant to serve the daily need of residents in surrounding neighborhoods. Neighborhood parks are typically three to 10 acres. These parks should be located within walking or cycling distance of nearby patrons as they do not typically contain amenities - (such as bathrooms or parking areas) that are intended to attract city-wide patrons or support lengthy visits.

The Victoria parks system includes eight neighborhood parks totaling over 25 acres of parkland and which comprise approximately three percent of Victoria's total parkland. These parks are located throughout the city as illustrated on **Map 2.4, Victoria Neighborhood Parks.**

VICTORIA NEIGHBORHOOD PARKS

- Boulevard Park
- Brownson Park
- Greenbelt Park
- Martin Luther King, Jr. Park
- Meadowlane Park
- Pine Street Community Park
- Queen City Park
- Will Rogers Park



Boulevard - Playground

NEIGHBORHOOD PARK HIGHLIGHTS

Victoria's neighborhood parks include multiple amenities that attract residents from throughout the city. Highlights include:

- Playgrounds (4)
- Basketball Courts (4)
- Small Pavilion
- BBQ Grills
- Picnic Tables
- Benches

A full inventory of community park amenities is located in Appendix E.

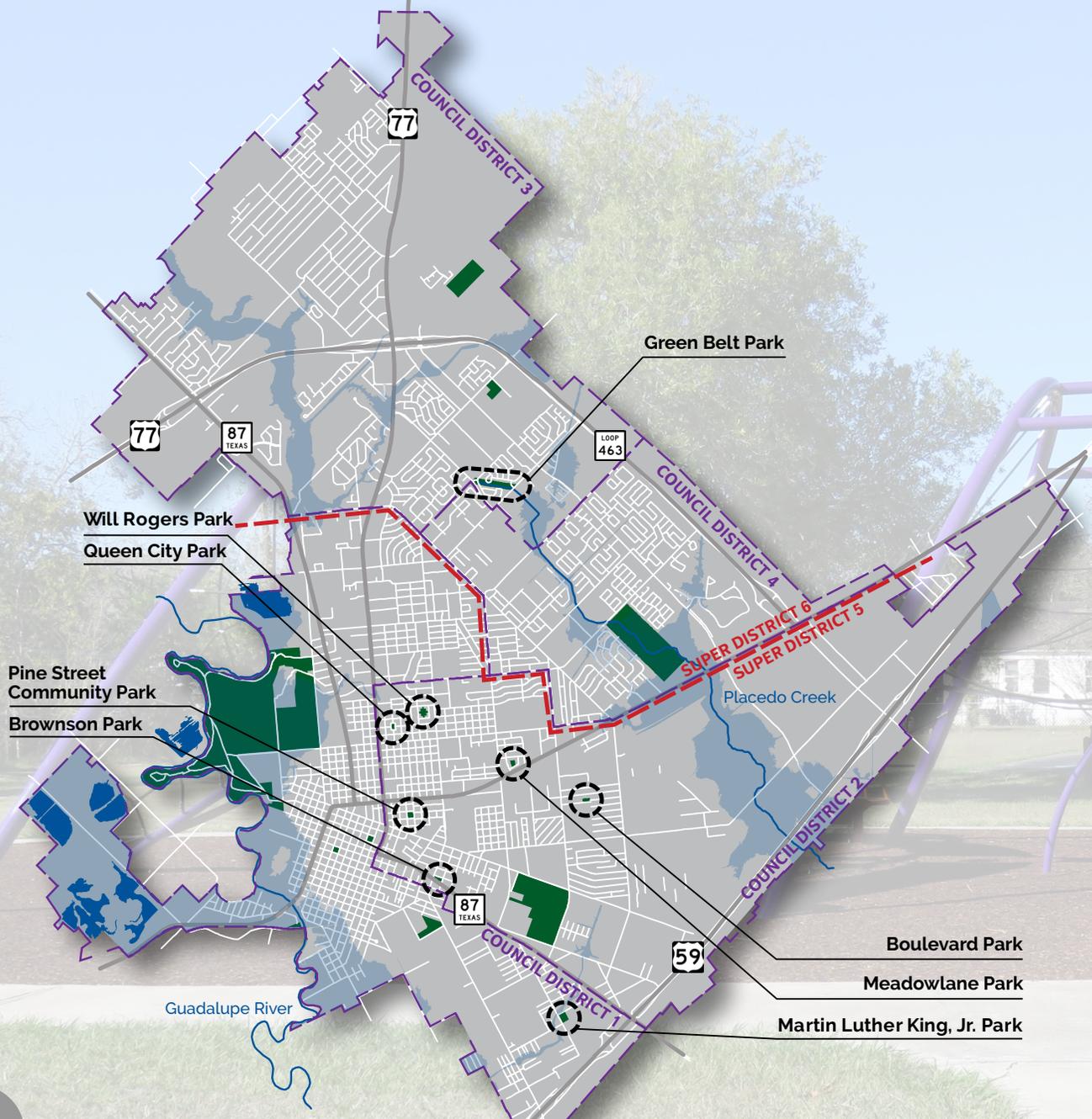


Martin Luther King, Jr. Park - Playground and Basketball Court



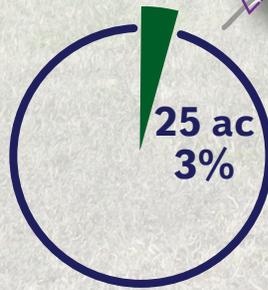
Meadowlane Park - Playground

MAP 2.4, VICTORIA NEIGHBORHOOD PARKS



LEGEND

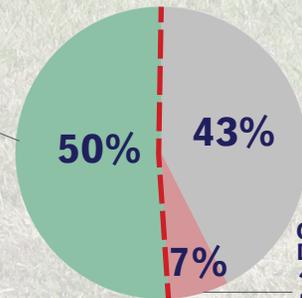
- Parks
- Floodplain
- Municipal Boundary
- Water Feature
- Major Roads
- City Street



NEIGHBORHOOD PARK ACREAGE VS. TOTAL PARK ACREAGE

SUPER DISTRICT 6
13 ac

COUNCIL DISTRICT 3
13 ac



NEIGHBORHOOD PARK ACREAGE BY CITY COUNCIL DISTRICT

SUPER DISTRICT 5
13 ac

COUNCIL DISTRICT 2
11 ac

COUNCIL DISTRICT 1
2 ac

SPECIAL USE PARKS & CIVIC PARKS

Special use parks vary in size and type of amenities to accommodate user groups with special interests. Prominent examples of special use parks are stand-alone golf courses, aquatic facilities, or sport fields. Unique examples may include radio controlled airfields or race tracks, BMX parks, ORV courses, shooting ranges, and much more. These park types - particularly those that are designed to attract regional or statewide audiences - may be supported by a dedicated and other specialized staff.

Civic parks may be viewed as a distinct subset of special use parks. These spaces are typically intended as a gathering space for formal community events or festivals, memorialization and informal social gathering. Civic parks are often defined by historic greens, plazas or squares and are an important component of downtowns and other mixed use urbanized areas.

Facilities that might meet the definition of a special use park such as the youth sports complex are not considered “stand-alone” are included in this inventory as a component of the City’s regional and community parks. Victoria does have two properties that meet the definition of a civic park. These spaces total around 5 acres and comprise less than a percent of Victoria’s total parkland (see **Map 2.5, Victoria Special Use Parks**).



DeLeon Plaza

VICTORIA SPECIAL USE PARKS AND CIVIC PARKS

- DeLeon Plaza
- Memorial Park
- Moody Boat Ramp

SPECIAL USE PARKS & CIVIC PARK HIGHLIGHTS

Victoria’s Special Use Parks and Civic Parks include multiple amenities that attract residents from throughout the city. Highlights include:

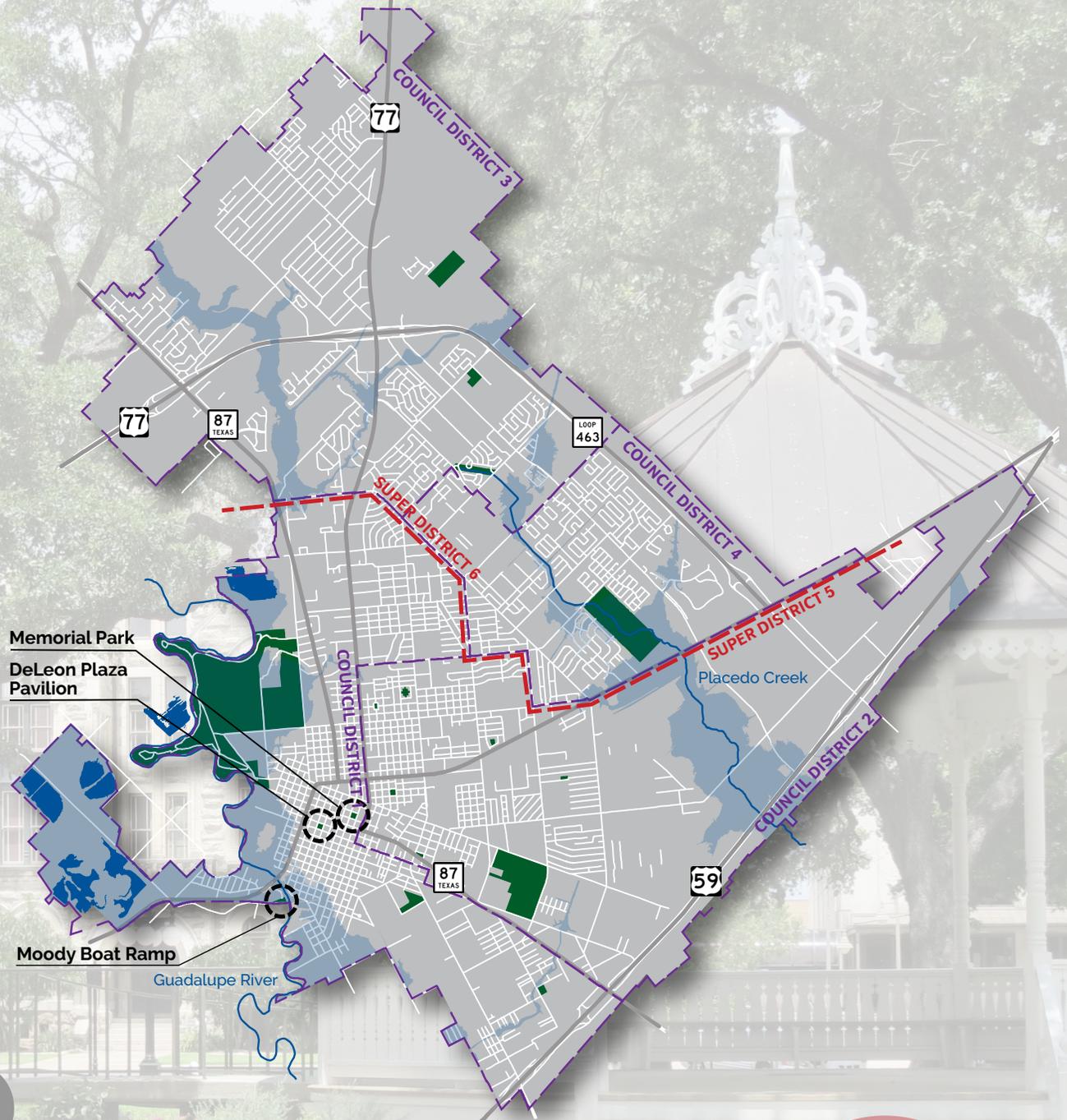
- DeLeon Gazebo
- Six Flags Monument
- Texas War for Independence 1836 Memorial
- Benches
- Gathering/Open Space
- Historic Cemetery
- Event Space
- Shade Trees
- Scenic Downtown Views

A full inventory of community park amenities is located in Appendix E.



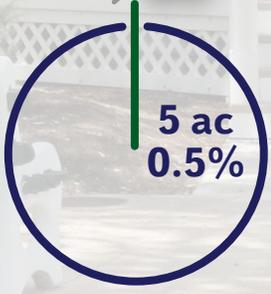
DeLeon Plaza Gazebo

MAP 2.5, VICTORIA SPECIAL USE PARKS AND CIVIC PARKS

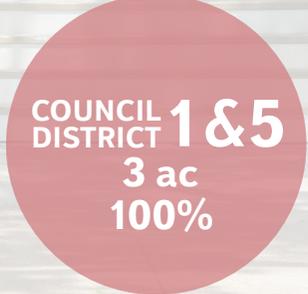


LEGEND

- Parks
- Floodplain
- Municipal Boundary
- Water Feature
- Major Roads
- City Street



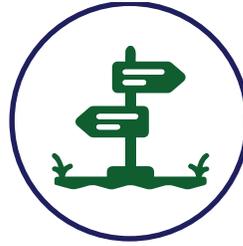
SPECIAL USE & CIVIC PARK ACREAGE VS. TOTAL PARK ACREAGE



SPECIAL USE & CIVIC PARK ACREAGE BY CITY COUNCIL DISTRICT

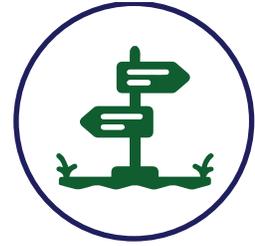
TRAIL FACILITIES

Victoria has nine miles of trails within the City, as well as a dense sidewalk network. Both Athey Nature Trail (shown in yellow on **Map 2.6, Victoria Existing Trails** to the right) and Riverside Park Nature Trial (shown in purple) are within Riverside Park. Lone Tree Hike and Bike Trail runs along Lone Tree Creek from East Airline Road to the east campus of Victoria High School. The total miles of existing trails is around four miles; which equates to approximately one mile of trail for every 16,730 residents.



TRAILS IN VICTORIA

4



MILES OF TRAILS

6.6

VICTORIA TRAILS

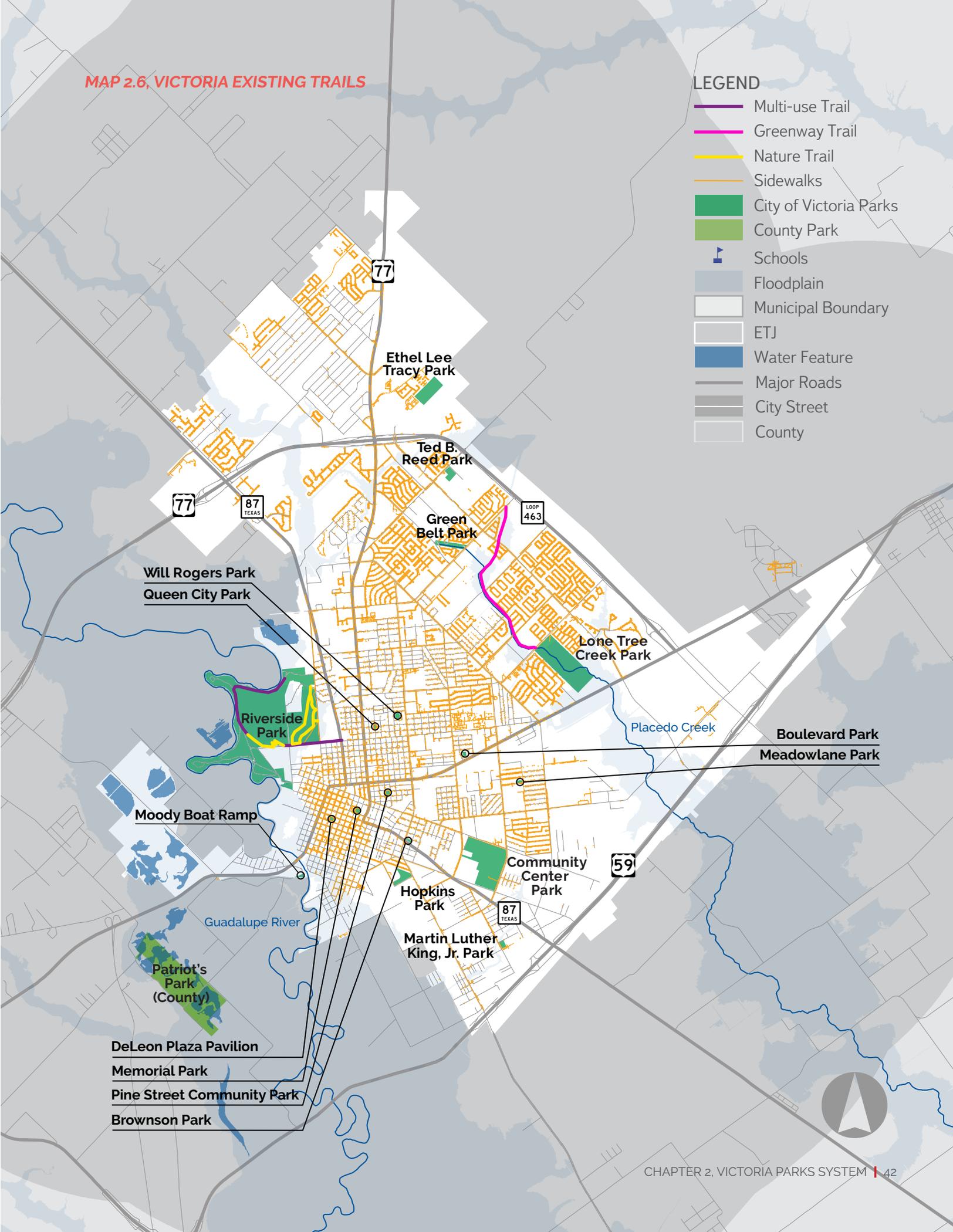
Trail Name	Address	Total Miles
In-Park Trails		
Riverside Park Loop	476 McCright Drive	1.9
Ethel Lee Tracy Park Walk	1507 Placido Benavides Drive	0.4
Total In-Park Trails		2.3
Thoroughfare Connector Trail		
Lone Tree Hike and Bike Trail	3500 E Airline Road	2.0
Greenway Trail		
Riverside Park Nature Trail	2998 N Bluff Street	2.3
Total		6.6



The Riverside Park Nature Trail runs along the Guadalupe River. Source: <https://www.alltrails.com/trail/us/texas/riverside-park-loop>

MAP 2.6, VICTORIA EXISTING TRAILS

- LEGEND**
- Multi-use Trail
 - Greenway Trail
 - Nature Trail
 - Sidewalks
 - City of Victoria Parks
 - County Park
 - ▬ Schools
 - Floodplain
 - Municipal Boundary
 - ETJ
 - Water Feature
 - Major Roads
 - City Street
 - County





Over 87 percent of Riverside Park is located within the extensive Guadalupe River floodplain.

NATURAL FEATURES AND SYSTEMS

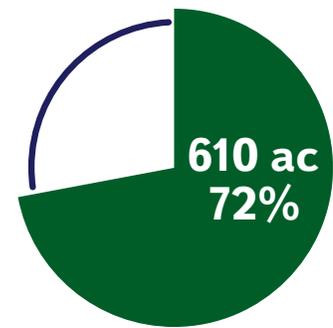
CRITICAL NATURAL HABITATS

Critical natural habitats in Victoria include both wetlands and floodplains. As the City continues to develop, the extent of these floodplains will increase. Existing floodplains must be carefully examined to determine where new development can take place. New properties on the west side of Victoria could be acquired to manage potential flood risk.

To the right, **Map 2.7, Natural Features and Systems**, shows the location of wetlands and floodplains in Victoria and the surrounding area. Along the Guadalupe River are a number of wetlands. The protection of these areas is essential to maintain a diverse ecosystem that will continue to flourish. Wetlands can also provide educational opportunities for community members through the establishment of park facilities such as wildlife viewing areas, trail systems, and signage.

DISBURSEMENT OF PARKS SYSTEM ASSETS

Almost 20 percent of the City is in a floodplain and almost 2.5 percent has wetlands. It is important to note that these areas provide a natural habitat for species in the area. On the west side, Riverside Park is entirely in a floodplain. In this park is Athey Nature Area which is a bird sanctuary. Potential ecotourism opportunities exist due to the abundance of bird populations in the winter.



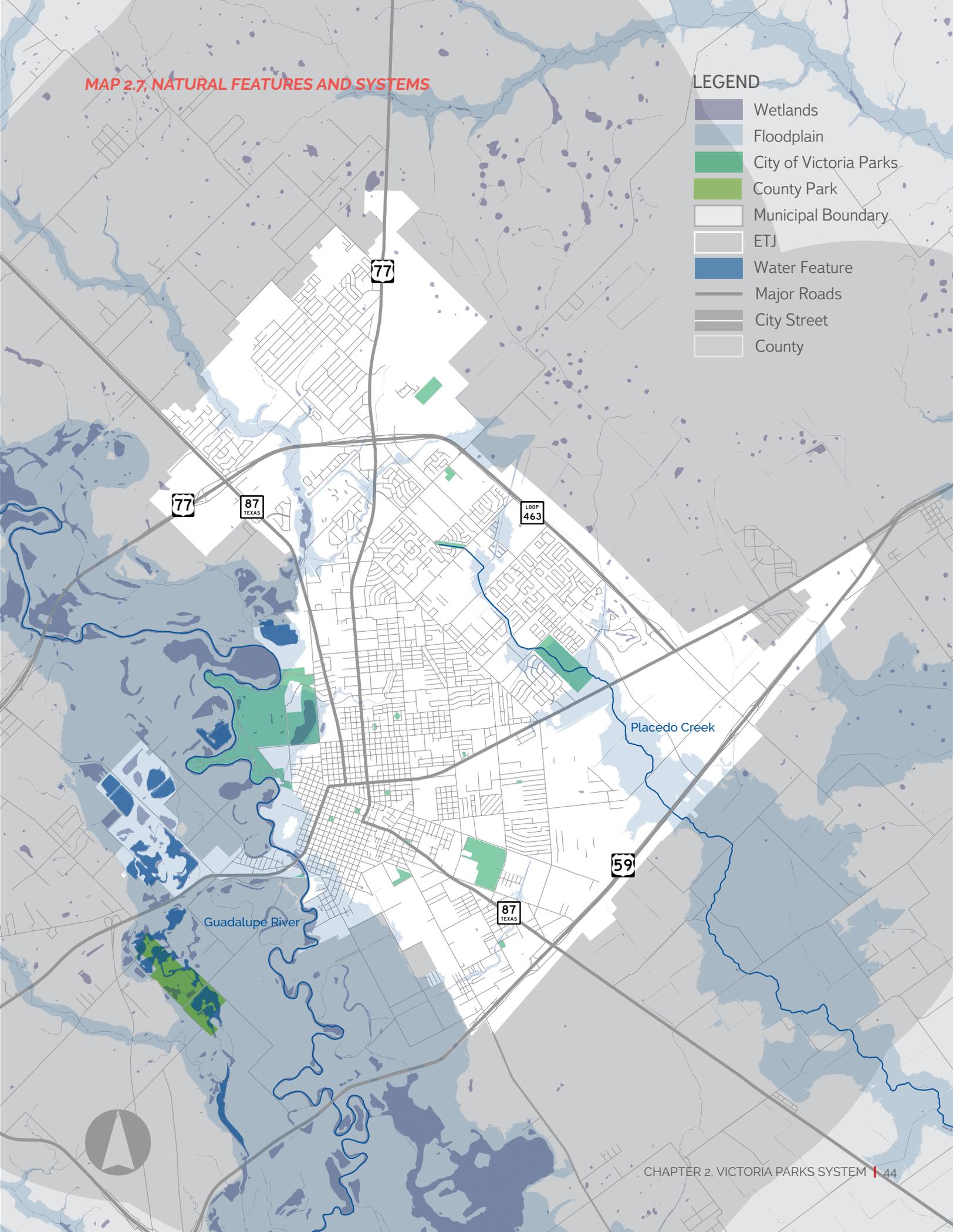
PARKLAND IN FLOODPLAIN AND/OR WETLAND

Minorities often live in areas that have an increased risk of flooding since land is less expensive, see **Chapter 3, Needs Assessment and Analysis**. Social equality must be considered when evaluating potential park acquisition areas. These communities are often undeserved when it comes to access to parkland. The creation of new parks in floodplains could provide access to parkland for residents. The overall health of a community, as shown in the demographic section of **Chapter 1, Introduction and Planning Context**, can be improved with access to parkland.

MAP 2.7, NATURAL FEATURES AND SYSTEMS

LEGEND

- Wetlands
- Floodplain
- City of Victoria Parks
- County Park
- Municipal Boundary
- ETJ
- Water Feature
- Major Roads
- City Street
- County



THE SPLASH PAD AT COMMUNITY CENTER PARK
ILLUSTRATES THE CITY'S COMMITMENT TO PROVIDING
AFFORDABLE YEAR-ROUND RECREATIONAL OPPORTUNITIES.



RECREATIONAL FACILITIES

The City of Victoria parks provide residents and visitors with access to a range of recreational facilities and other accessory amenities. The figure below identifies six types of recreational facilities that are most commonly found within City-owned or operated parks. A more complete inventory of park amenities is found in [Appendix E](#).

Some common recreational facilities found in the municipal parks system such as sport courts and playscapes are well distributed throughout the City’s park properties (when considering park classification). Even distribution of some facilities among the City’s current parkland holdings does not however mean that there is equitable access based on the proximity of each park to the City’s residential areas. The baseline information in the figure below has been considered with national guidelines, comparable communities and public preferences to generate a recommended “level of service” for municipal recreation facilities in [Chapter 3, Needs Assessment and Analysis](#).

CITY OF VICTORIA PARKS SYSTEM, COMMON RECREATIONAL FACILITIES¹

Park Name	Facility Type (By Number)				
	Athletic Fields ²	Playscapes	Sport Courts ³	Aquatics ⁴	Walking Paths (Miles)
Regional Park					
Riverside Park	16	2	6	0	1.5
Community Parks					
Community Center Park	14	1	9	1	0
Ethel Lee Tracy Park	0	1	2	1	0
Hopkins Park	0	2	1	0	0
Lone Tree Creek Park	4	0	0	1	1
Ted B. Reed Park	0	1	1	0	.25
Neighborhood Parks					
Boulevard Park	0	1	1	0	0
Brownson Park	0	2	1	0	0
Greenbelt Park	0	0	0	0	0
Martin Luther King, Jr. Park	0	1	1	0	0
Meadowlane Park	0	2	1	0	0
Pine Street Community Park	2	2	1	0	0
Queen City Park	0	0	1	0	0
Will Rogers Park	0	1	1	0	0
Special Use Parks					
DeLeon Plaza	0	0	0	0	0
Memorial Square	0	0	0	0	0
Moody Boat Ramp	0	0	0	0	0

1. Not exclusive. Each park may contain other recreational and accessory facilities.

2. Baseball, softball, football, and soccer

3. Basketball, tennis, volleyball, and pickleball

4. Splash pads only

Source: National Recreation and Parks Association

RECREATIONAL PROGRAMMING AND SERVICES

CITY OF VICTORIA RECREATIONAL PROGRAMMING

The Victoria Parks and Recreation Department offers several recreational programs and events throughout the year to provide community residents with opportunities for outdoor recreation and athletics while using and enjoying the City’s parks and indoor facilities. As indicated in **City of Victoria Recreational Programs** (facing page), most recreational programs that are administered or hosted by the City in 2019 were athletic.

Municipal programming in the City includes the following program types and user groups:

- Youth;
- Adult;
- Sports leagues;
- Miscellaneous training/clinics; and
- Camps/lessons;

Besides recreation and fitness programs, Victoria’s Parks and Recreation Department has robust athletic programming. As detailed in the figure to the right on **page 48**, the athletics programs offered by the Department include baseball and softball leagues for the youth; kayak lessons at Riverside Park; and flag football for adults.



Victoria Youth Little League City Championships



Flow Paddle Co.



Pickle Ball Leagues at Victoria Youth Sports Complex



CITY OF VICTORIA RECREATIONAL PROGRAMS¹ (2020)

Program	Age Group	Season	Location	# of Teams
Adult Sand Volleyball League	Adults	Spring - Fall	Sand Volleyball Courts in Riverside Park	15
Adult Cornhole League	Adults	Summer - Winter	AeroCrafters	19
Adult Washers League	Adults	Summer - Winter	AeroCrafters	11
High School Fastpitch Softball League	Youth	Summer	Youth Sports Complex	12
High School Baseball League	Teens	Summer	Riverside Stadium and Lowe Field	4
Adult Flag Football League	Adults	Winter	Adult Softball Complex	5
Kayak Clinic	All Ages	August	Son Valley Ranch Pool & Guadalupe River	45
Adult Disc Golf	Adults	Summer	Riverside Park	9 people
Softball	Adults	Spring - Fall	Adult Softball Complex	129

1. Programs administered by the Victoria Parks and Recreation Department. Excludes programs offered by third-party vendors.

THIRD-PARTY PROGRAMMING

As discussed on the previous pages, the Parks and Recreation Department partners with athletic organizations that offer competitive baseball, softball, football, and soccer league experience for the City’s youth and adults. Not all of these third party organizations use city parkland, some of these sports associations and leagues partner with the City in order to play and practice within the City of Victoria’s parks. These organizations offer baseball, softball, disc golf and athletics programs for adults. **Third-party Programming** shows the athletic programs offered by entities other than the City of Victoria. Other popular third party providers are the Flow Paddle Co.’s kayak and paddle board rental company, this is the only outfitter operating on the Guadalupe River in Victoria which encourages tourism in the area surrounding Riverside Park. Another organization is the Boys and Girls Club of Victoria that specializes in youth recreational and educational after school programs.



The Victoria Disc Golf Club plays and practices at the Riverside Disc Golf Course.

THIRD-PARTY PROGRAMMING

Program	Age Group	Season
Athletics		
Victoria Southeast Little League	Youth	Spring - Fall
Victoria Southwest Little League	Youth	Spring - Fall
Victoria Youth Soccer Association	Youth	Spring - Fall
Victoria Youth Football League	Youth	Spring - Fall
Victoria Cobra Athletics Training	Youth	All year
Victoria Disc Golf Club	Adults	Spring - Fall
GameChanger Athletics Training	All Ages	All year
Aquatics		
Boys and Girls Club of Victoria (Education and Recreation Programs)	Youth	All year
TAAF Regional Swim Meet	Youth	Summer
Open Swimming Pool Use at Barbara Bauer Briggs Family YMCA	All Ages	All year
Flow Paddle Co. Kayak Rental and Guided Tours	All Ages	Spring - Fall
Miscellaneous		
Boys and Girls Club of Victoria (Education and Recreation Programs)	Youth	All year

COMMUNITY EVENTS

CITY OF VICTORIA COMMUNITY EVENTS

Community events are offered by cities to allow residents social opportunities to learn new hobbies or take part in an enjoyable activity. Community events that are offered by the City of Victoria include the following:

- MLB Homerun Derby;
- Softball Tournaments;
- Kid’s and Family Fish Out;
- Cinco De Mayo Street Dances;
- 4th of July;
- Bootfest;
- Lighted Christmas Parade and; and
- Riverside Campout & Movie Night.

Bootfest is a special event that has seen the single largest attendance of any event in Victoria throughout the year, with around 85,000 people attending. One of the fastest growing events the City of Victoria has to offer are the various street dances that occur in DeLeon Plaza throughout the year. In total over 5,000 people attend these popular street dances.



Bootfest 2019 Headliner, Wade Bowen

CITY OF VICTORIA COMMUNITY EVENTS

Program	Age Group	Season	Location	Attendance
Fastpitch Softball Tournaments	5 - 18	Spring - Fall	Youth Sports Complex	3,360
Kid’s & Family Fish Out	All Ages	Fall	Duck Pond / Ethel Lee Tracy Park	350
Cinco De Mayo Street Dances	All Ages	Spring	DeLeon Plaza	850
Coors Light Summer Street Dances	All Ages	Summer	DeLeon Plaza	2,300
4th of July	All Ages	Summer	Community Center	1,100
Bootfest	All Ages	Fall	DeLeon Plaza	85,000
Rocktober Street Dance	All Ages	Fall	DeLeon Plaza	1,000
Riverside Campout & Movie Night	All Ages	Spring & Fall	Grover’s Bend Riverside Park	424
#DiscoverparksVictoria	All Ages	Summer	Various Parks	1,500
Lighted Christmas Parade	All Ages	Winter	DeLeon Plaza	25,000
Christmas on the Square	All ages	Winter	DeLeon Plaza	1,200
Halloween Trick or Treat	All ages	Fall	Riverside Park	N/A

THIRD-PARTY EVENTS

The City of Victoria is also the venue for several live music concerts, various races, athletic events, and cultural events organized by various outlets other than the City. These include non-profit organizations, the school district, and other private organizations. The City hosts many concerts that contribute to the variety of cultural events held in Victoria, these types of events pull in visitors on a regional level.



The annual Memorial Weekend Bash is one of Victoria’s largest music events featuring some of the biggest names in Tejano music.

THIRD-PARTY EVENTS

Program	Location	Season	Organization
Block Party Benefiting Trinity School	Santa Rosa Street	Winter	Moonshine Drinkery
Black History Parade	Downtown	Winter	Victoria Black History
Victoria Livestock Show Parade	Downtown	Winter	Victoria Livestock Show
Citizens Run Against Cancer	Downtown/Riverside Park	Winter	Citizens Medical Center
Seussical STEAM Fest	DeLeon Plaza	Spring	Children’s Discovery Museum
Jamfest	Downtown	Spring	Five Points Museum
Redeemer Easter Egg Hunt	Riverside Park	Spring	Redeemer Lutheran Church
Riverside Food Truck Easter Fest	Riverside Park	Spring	Mark Martinez
Hop on Over Easter Egg Hunt	Ethel Lee Tracy Park	Spring	Townsquare Media
Downtown Rhythms	DeLeon Plaza	Spring	Victoria Symphony
VISD Fishing w Friends	Ted B Reed Park	Spring	Victoria ISD
Superhero 5K	Riverside Park	Spring	Golden Crescent CASA
Shine the Light Walk	Riverside Park	Spring	Gulf Bend Center
Uniting Hearts	Private Property	Spring	Frank Reyes
1,000 Strong 5K Challenge	Riverside Park	Spring	Irma Ruiz
Memorial Weekend Bash	DeLeon Plaza	Spring	Victoria PD
Los Aztex Concert	DeLeon Plaza	Fall	Restoration House Ministries
Townsquare Market	DeLeon Plaza	Summer	Frank Salazar
Faith Family Picnic	Ted B Reed Park	Summer	Victoria Symphony
Hope Fest	Riverside Park	Summer	Townsquare Media
Activate Cat Cup	Ethel Lee Tracy Park	Summer	Faith Family Church



CHAPTER 3

ASSESSING OUR NEEDS

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Assessing Parks System Needs

METHODS OF PARKS SYSTEM ASSESSMENT

There are many different methods by which to assess the ability of a public parks and recreation system to meet the evolving needs of system users. The Victoria Parks and Recreation Master Plan uses four primary techniques, as identified below in **Parks System Assessment Methods**, to evaluate Victoria’s current and future park and recreation needs. Three of these techniques - the demand, resource and access-based assessments follow general methodologies accepted by the Texas Parks and Wildlife Department (TPWD) for local park master plans and are designed to provide guidance for the future amount, location and distribution of parkland and recreational facilities. The fourth technique, the conditions assessment, addresses the quality of existing recreational spaces and amenities.

PARK SYSTEM ASSESSMENT METHODS



DEMAND-BASED ASSESSMENT

The demand-based assessment evaluates the expressed needs and desires of residents and property owners. It identifies the types of facilities, amenities, and activities that they would like to see added to their community.



ACCESS-BASED ASSESSMENT

The access-based assessment evaluates the current quantity and distribution of parkland and facilities to determine if the needs of everyone in the community are being met in a convenient manner. It considers methods to reduce gaps in recreational services.



RESOURCE-BASED ASSESSMENT

The resource-based assessment evaluates the potential of man-made and natural resources to be utilized to expand or connect the community’s parks and open space system. It considers a community’s ability to leverage resources to attract greater visitation and investment.



CONDITIONS-BASED ASSESSMENT

The condition-based assessment evaluates the condition of existing parkland, recreational facilities and structures to assist in prioritizing anticipated near-term maintenance needs. It augments potential long-term capital investments in the community’s parks system.

In addition to the four primary assessment methodologies identified above, this Plan also considers factors of: **A)** Equitable access to Victoria’s parks system assets by the City’s low-to-moderate income residents; and, **B)** The relationship between municipal parkland and facilities with environmentally sensitive lands.

PUBLIC NEEDS AND PREFERENCES

The Master Plan’s public input process was structured to identify common and shared community values, and to create consensus and commitment among elected and appointed officials, City staff, and community members. A mix of online and in-person public input tools and events were provided to ensure sufficient opportunities were offered for involvement of diverse populations.

PUBLIC OUTREACH STRATEGIES



PARKS AND RECREATION COMMISSION

A Parks and Recreation Commission (PARC) was the primary oversight body for the master planning effort. As the City’s appointed advisory body, the PARC was consulted often throughout the planning process. They reviewed draft documents, assisted in advertising the planning process, and provided direction on the plan vision, goals and recommendations.



FOCUS GROUPS

Focus group meetings were held in January 2021 with City officials and additional organizations that offer recreational services in partnership with the City. The introductory meetings offered an opportunity for user groups that have a high level of interaction with the City to determine key themes regarding City parks and recreation service delivery. The five focus groups included Riverside Park, Ethel Lee Tracy Park, recreation and sports, special interest, and citizen interest.



PUBLIC OPEN HOUSES

Open houses were held in August 2021 and September 2021 as a method of soliciting public involvement in the master planning process. Spring open houses were structured to gain an understanding of the community’s vision for the parks system. Open houses in the Fall were used to poll residents on the suitability and priority of preliminary plan recommendations.



PUBLIC SURVEYS

Four online surveys were administered during the master planning process. These included a survey about the overall parks system in Victoria, Riverside Parks, Ethel Lee Tracy Park, and MLK Park. A total of 856 community members responded to these surveys. Feedback received was critical when conducting the demand-based assessment of the parks system.

SAMPLE PUBLIC FEEDBACK

Sample responses from the initial public survey and open houses conducted in February and March of 2021 are presented below. The information collected through the public outreach process serves as the foundation for many of the recommendations contained in this Plan. The examples below are augmented by other public feedback results distributed throughout this Chapter and compiled in **Appendix D**.

TOP 5 CITY PARKS VISITED IN PAST TWO YEARS



TOP FIVE RECREATION FACILITIES VISITED IN THE LAST TWO YEARS



“Please develop biking trails and safe biking systems in parks and throughout for accessibility to parks by bikers.”

- PUBLIC SURVEY PARTICIPANT

CONCEPTUAL SITE PLANS

This “system-wide” parks and recreation master plan includes site-specific conceptual development plans for three parks: Ethel Lee Tracy Park, MLK Park and Riverside Park. While this Master Plan considers broad approaches for enhancing the community-wide delivery of recreational services, the companion conceptual development plans re-imagine the potential mix, location and aesthetics of new and improved spaces and facilities within each of the three focus parks.

Proposed enhancements and cost estimates provide the City with a plan to transform each park into model recreational spaces that are cornerstones of community activity and pride. Final conceptual development plans are presented in **Appendices ##** through **##**.

HOW WAS EACH PARK SELECTED?

Park Classification. The scale and purpose of each park differs. The conceptual development planning initiative included a neighborhood park, community park and regional park. Each can serve as a model for the future development of similar park types. See **Chapter 2** (page 22) for descriptions of various park classifications.

Geography. Ethel Lee Tracy, MLK and Riverside Parks are widely distributed throughout the City. Implementation of each conceptual development plan provides the opportunity for insignificant park investment throughout Victoria.

CONCEPTUAL SITE PLANNING BENCHMARKS



**STEP 1
PUBLIC
SURVEY**
FEB. - MARCH 2021

The public provided feedback about what improvements they would like to see in each of the three parks for which a conceptual plan was being prepared.



**STEP 2
STAKEHOLDER
WORKSHOP**
MARCH 2021

Key stakeholders participated in three conceptual design workshops to help determine the design and location of park amenities.



**STEP 3
CITY OFFICIAL
WORKSHOP**
MAY 2021

City officials were provided the opportunity to give their opinion on two concepts for each of the three parks.



**STEP 4
PUBLIC
OPEN HOUSE**
AUGUST-SEPTEMBER 2021

During the second public open house, community members had the chance to view the final park concepts for all three parks.

“Great playground area! Very spread out and plenty of space for people to enjoy the whole park.

- I LOVE ETHEL LEE TRACY PARK, SURVEY PARTICIPANT”

Parks System Assets

The access-based assessment – occasionally referred to as the “standards-based” assessment – analyzes the amount and distribution of parkland and recreational facilities offered by a jurisdiction in relation to the community’s current and projected population. Two common types of analysis are used to evaluate a parks system’s access-based level of service:

- **Level of Service - Park Acreage.** The acreage-based level of service analysis defines the amount of parkland acreage in a community, expressed as a ratio of acreage to population. This analysis method considers whether there is enough acreage to serve the community’s population today and in the future.
- **Level of Service - Access to Parkland.** The access-based parkland analysis examines the location and distribution of parkland throughout a community to determine its accessibility to community members. This method is frequently measured using a “proximity guideline,” expressed as a maximum walking radius from a park property.

Both access-based level of service analysis methods can also be applied to recreational facilities. Where applicable, both methods have been applied to selected recreational facilities in the Victoria parks and recreational system.

The level of service targets recommended in this Plan are **aspirational** and **advisory** only.

PARKLAND LEVEL OF SERVICE

A common method to measure how a municipal parks and recreation system can meet the needs of its residents is to create targeted “levels of service” for parkland acreage and core recreational facilities (i.e., athletic fields, sport courts, aquatics, and trails). These targets are aspirational – typically not being met in full – yet provide defined benchmarks that tell a community where funding and resources for new recreational services should be directed.

PARKLAND LEVEL OF SERVICE TARGETS

Level of service targets are not the only way to measure the health of a municipal parks and recreation system, or to prioritize future improvements. These measures can provide a snapshot of a community’s progress in offering adequate and suitable parkland and recreation facilities for its community members and visitors. **Parkland Level of Service (2020)** (facing page), displays the present quantity of parkland offered in the City of Victoria in comparison to the level of service targets.

Parkland Level of Service (2020) shows that the City has exceeded their recommended acreage by almost 60 percent for regional, community, and neighborhood parks. In contrast, the figure also shows that the City has a current deficit in neighborhood parkland.

Other parkland variables that affect accessibility to the Victoria parks system are not shown in **Parkland Level of Service (2020)** – including total system acreage (incorporating different park types, actual use area, and proximity guidelines). These and other variables are described in the parks system level of service assessment starting on page 60.

PARKLAND LEVEL OF SERVICE (2020)¹

Park Classification	Target Level of Service (2012)			Actual (2020)		
	Recommended Service Standard (2012)	Recommended Acreage (2020)	Recommended Acreage (2040) ²	Acreage	Existing Service Standard	Surplus / (Deficit)
Regional	5.0 acres/ 1,000 residents	334.6 acres	381.0 acres	565.1 acres	8.4 acres/ 1,000 residents	230.5 acres
Community	2.0 acres/ 1,000 residents	133.8 acres	152.4 acres	253.2 acres	3.8 acres/ 1,000 residents	119.4 acres
Neighborhood	1.0 acre/ 1,000 residents	66.9 acres	76.2 acres	25.4 acres	0.4 acres/ 1,000 residents	- (41.5 acres)
Special Use	Varies	N/A	N/A	5.2 acres	0.1 acres/ 1,000 residents	N/A
Total	Varies	535.3 acres	609.6 acres	848.9 acres	Varies	308.4 acres

1. 66,920 residents (est. 2020), 2. 76,201 residents (est. 2040). Source: U.S. Census Bureau, 2018-2019 American Community Survey 5-year estimates.

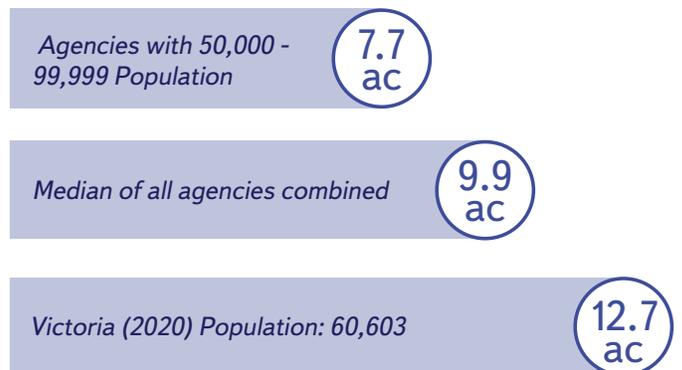
PARKLAND ACREAGE SNAPSHOT

The City of Victoria’s 2012 parks and recreation master plan established a minimum parkland acreage goal for 2020 of over 535 acres. This level of service “target” also included individual acreage targets for regional, community and neighborhood parks. **Parkland Level of Service** (above) illustrates that the City has exceeded its minimum 2020 acre target by over 58 percent. It has been able to meet this goal without the addition of substantial amounts of parkland because the sheer size of Riverside Park alone is greater than the City’s existing system-wide acreage target.

Park Acreage Per 1,000 Residents further affirms Victoria’s favorable parkland acreage measures as compared to other parks and recreation service providers. When comparing park acreage per 1,000 residents in the City of Victoria to NRPA’s Park Metrics median of all combined agencies and agencies with a similar population size, Victoria currently contains substantially more parkland per person than do other participating entities.

In contrast to favorable system-wide numbers, Victoria currently has a 41.5 acre deficit in neighborhood park acreage. Further, if excluding Riverside Park, the City’s remaining 238.8 acres of parkland would result in roughly 4.2 acres of parkland per 1,000 residents - far lower than nationwide medians.

PARK ACREAGE PER 1,000 RESIDENTS



Source: City of Victoria; NRPA, Park Metrics



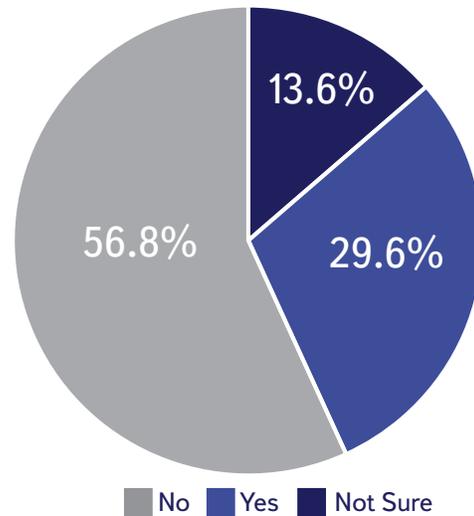
Accessible parks are within 5 to 10 minute walk of a residence along a clearly designated and convenient pathway.

PARKLAND ACCESSIBILITY SNAPSHOT

A community that is well-served by its public parks system is one where parkland is distributed in a manner that it is conveniently accessible by the maximum possible number of residents. Sufficient accessibility to parkland is typically determined by “proximity guidelines” calibrated to ensure that residents of a range of ages and abilities can independently access a park space without reliance on a motor vehicle. Proximity guidelines suggest that an “accessible” park is one that is within 1/4 to 1/2 mile of residential area - which equates to a 5 to 10 minute walk for most able-bodied persons on an unobstructed pathway.

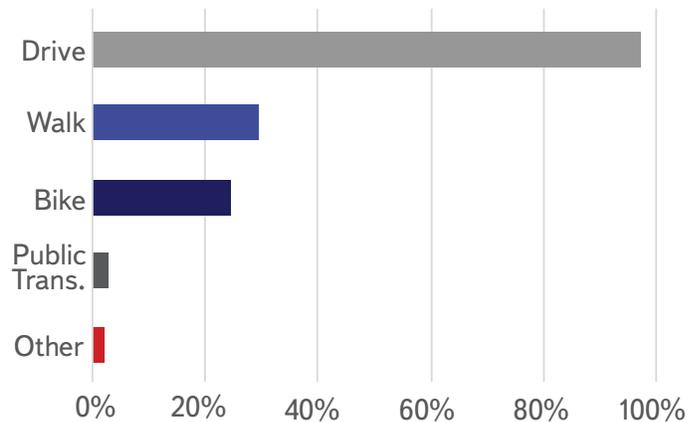
The figures to the right indicate that the majority of master planning participants believe that there is not a park within walking distance of their residences, and that most residents of Victoria typically drive to a park - either through obligation or preference. **Map 3.1, Park Accessibility**, shows that around 12 percent of all residential areas in Victoria are within 1/4 mile of a park while 19 percent of all residential areas are within 1/2 mile of a park. As illustrated, these 1/4 and 1/2 mile walksheds are clipped to account for barriers such as drainage channels, streams, rail lines and roadways without signalized crosswalks.

ARE PARKS WITHIN WALKING DISTANCE OF YOUR RESIDENCE?



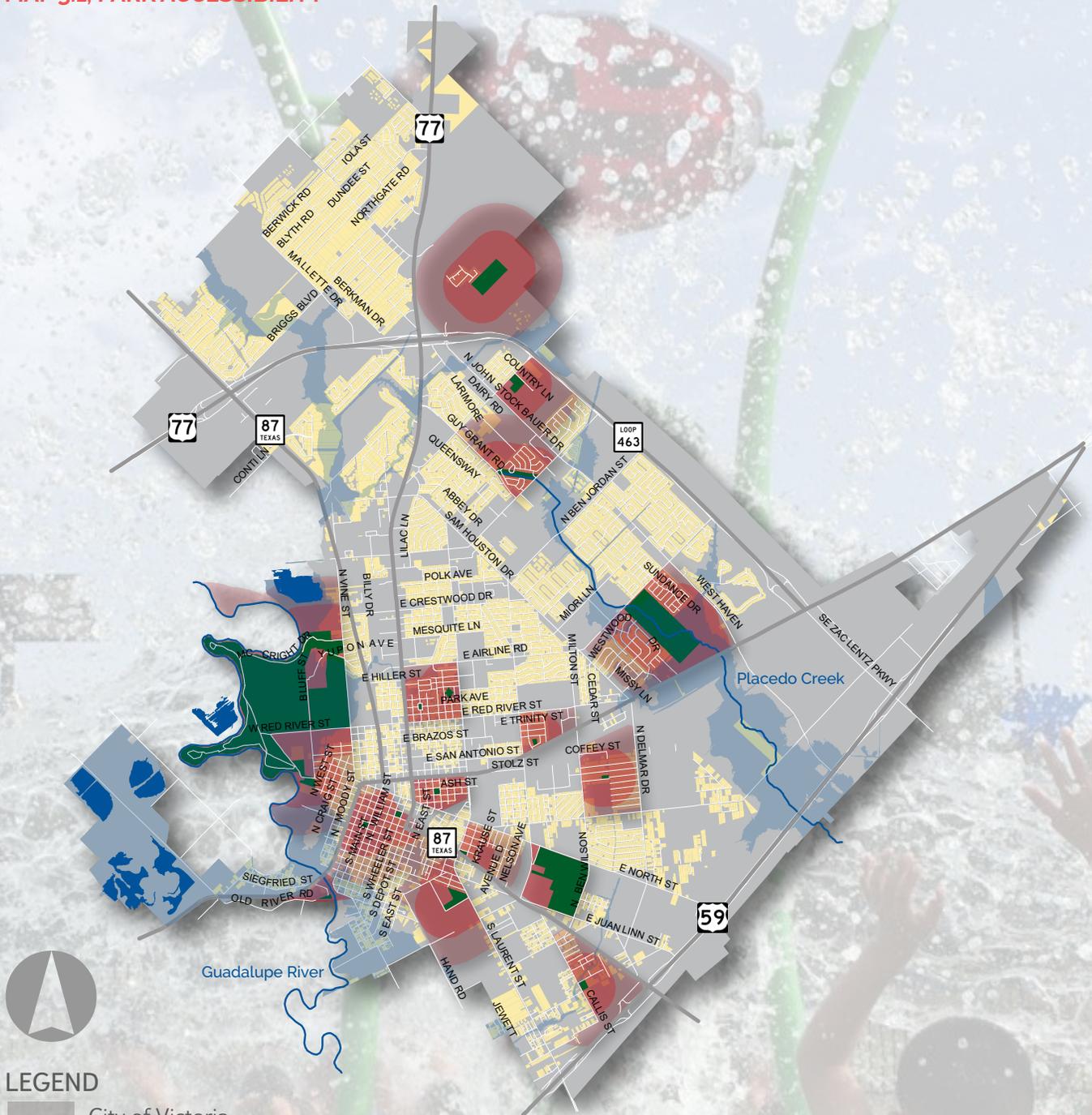
Source: City of Victoria, Parks and Recreation Survey (2021)

HOW DO YOU GET TO THE PARKS THAT YOU USE (ALL METHODS)?



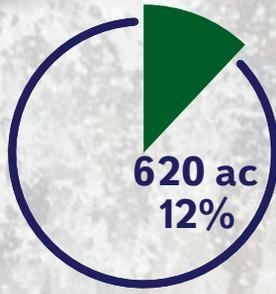
Source: City of Victoria, Parks and Recreation Survey (2021)

MAP 3.1, PARK ACCESSIBILITY

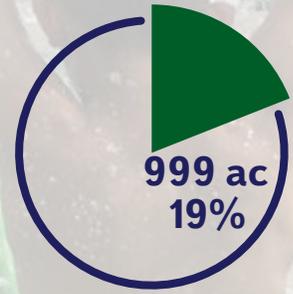


LEGEND

- City of Victoria
- Residential Areas
- Parks
- 1/4 Mile Walkshed
- 1/2 Mile Walkshed
- Floodplain
- Water Feature
- Major Roads
- City Street



% RESIDENTIAL AREAS WITHIN 1/4 MILE OF PARK



% RESIDENTIAL AREAS WITHIN 1/2 MILE OF PARK

FUTURE SERVICE NEEDS (PARKLAND)

Considering standard measures of parkland acreage available to its residents, the City of Victoria performs well both: **A)** In comparison to other peer communities; and, **B)** In relation to its own target levels of service established within its 2012 parks and recreation master plan. A closer analysis however, reveals that additional efforts could be made to improve accessibility to municipal park spaces.

Future Development

- Parks should be provided for new residential areas through parkland dedication such as development provisions within the City’s land development codes (see page 79).

Level of Service - Park Acreage

- Existing parkland acreage targets presented in **Parkland Level of Service (2020)** (see page 60) for regional, community and neighborhood parks should be retained.
- Target levels of service for park acreage establish minimum targets. Attainment of a target level of service should not be used as a pretext for limiting the acquisition of additional parkland acreage to improve accessibility or to address a special need or opportunity.

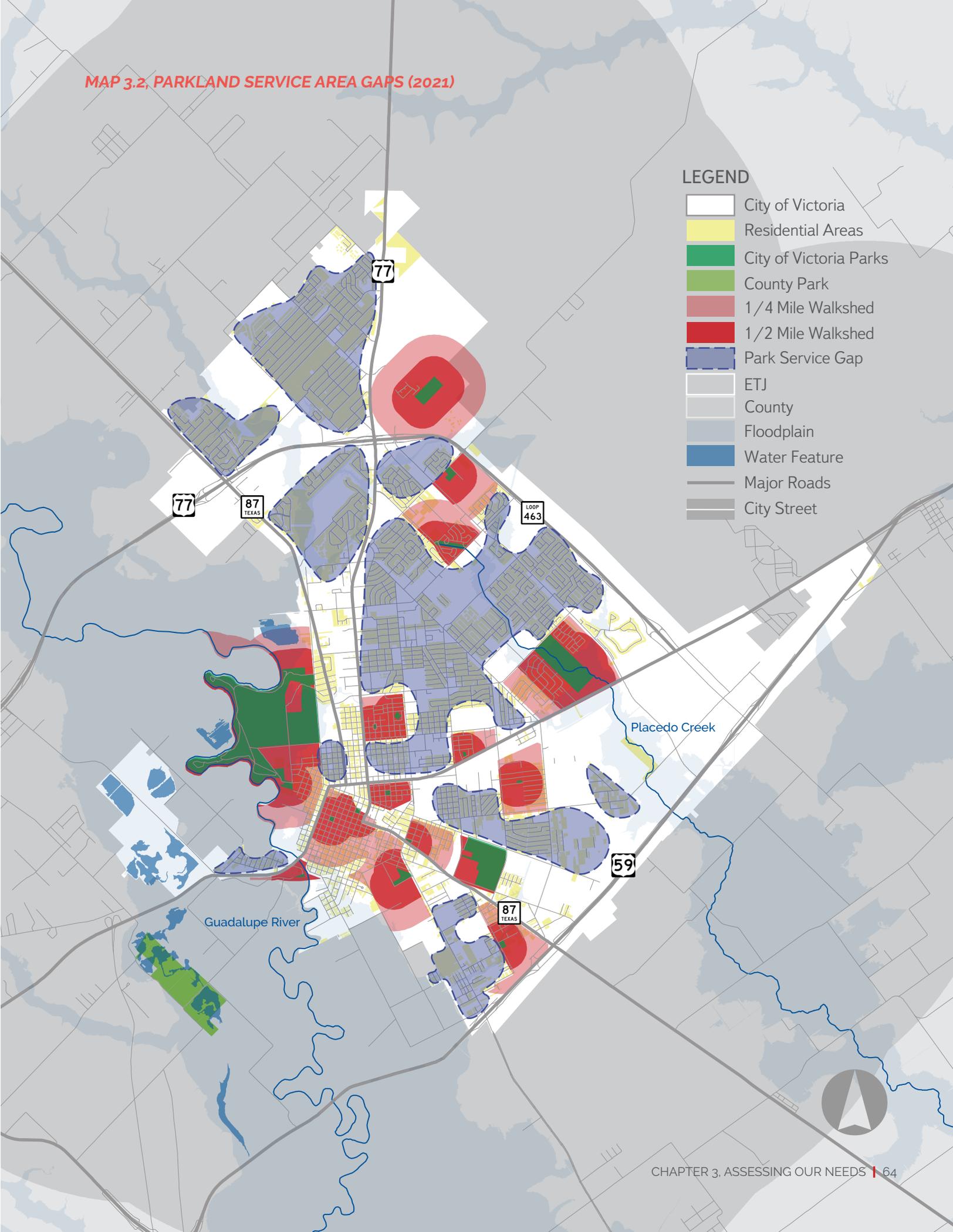
Level of Service - Park Accessibility

Over 66 percent of the City’s total parkland acreage is consolidated within Riverside Park. **Map 3.2, Parkland Service Area Gaps** (facing page) reveals large residential areas without immediate access to a public park.

- Victoria’s target levels of service for parkland acreage should be accompanied by a “proximity” standard.
- A proximity standard would establish a goal for a neighborhood-scale park to be located within a 1/2 mile (10 minute) walkshed of all residential areas.
- Regional and community parks could be counted on a case-by-case basis as fulfilling the proximity guideline recommendation of a 1/2 mile walkshed typically applied to neighborhood parks.

Target levels of service for park acreage establish minimum targets. Attainment of a target level of service should not be used as a pretext for limiting the acquisition of additional parkland acreage to improve accessibility or to address a special need or opportunity.

MAP 3.2, PARKLAND SERVICE AREA GAPS (2021)



LEGEND

- City of Victoria
- Residential Areas
- City of Victoria Parks
- County Park
- 1/4 Mile Walkshed
- 1/2 Mile Walkshed
- Park Service Gap
- ETJ
- County
- Floodplain
- Water Feature
- Major Roads
- City Street



FUTURE SERVICE NEEDS (OTHER PARKS)

No additional parkland target levels of service are recommended for the other park classifications introduced in **Chapter 2** (i.e. pocket parks, linear parks, special use parks, civic space). Still, conditions and needs may require the incorporation of one or more of these park classifications within an expanded City parks system in the future.



POCKET PARKS

Victoria does not currently own or maintain any park space that meets the definition of a pocket park. No future level of service standard is recommended for pocket parks due to their limited scale and inability to provide significant recreational benefits to a broad set of age or interest groups. This does not mean that such parks offer no community value.

- Pocket parks can serve as trailheads or public gathering spaces.
- Pocket parks can be developed around memorials or other sites of special cultural, historical or natural significance.
- Recommended metrics for the incorporation of new pocket parks into a municipal parks system can be found on page 110.



SPECIAL USE PARKS

Special use parks fill niche interests to either **A) Meet a specific public need;** or **B) Provide community revenue through tourism.** This plan recommends that Victoria prioritize additional investments in existing special use parks (i.e. DeLeon Plaza, Memorial Park, Moody Boat Ramp) over the development of new interest-specific park spaces.

- Special use park investment may also include specialized facilities in community or regional parks (i.e. golf course, sports complexes, etc.)
- Emphasize community center improvements versus the development of a new recreation center.
- Focus on small aquatic facilities such as splash pads and spraygrounds versus new pools.



LINEAR PARKS

This Plan does not recommend a targeted service standard for linear parks; although, it does include recommendations for future multi-use trail facilities.

- This Plan does propose the addition of new multi-use trail mileage (see page 108).
- A “linear park” is not synonymous with a “trail” although the latter facility may often be found in a linear park.
- The way by which trail corridors are acquired or preserved (fee-simple versus easement) will determine whether a trail may also be defined as a linear park.



CIVIC SPACES

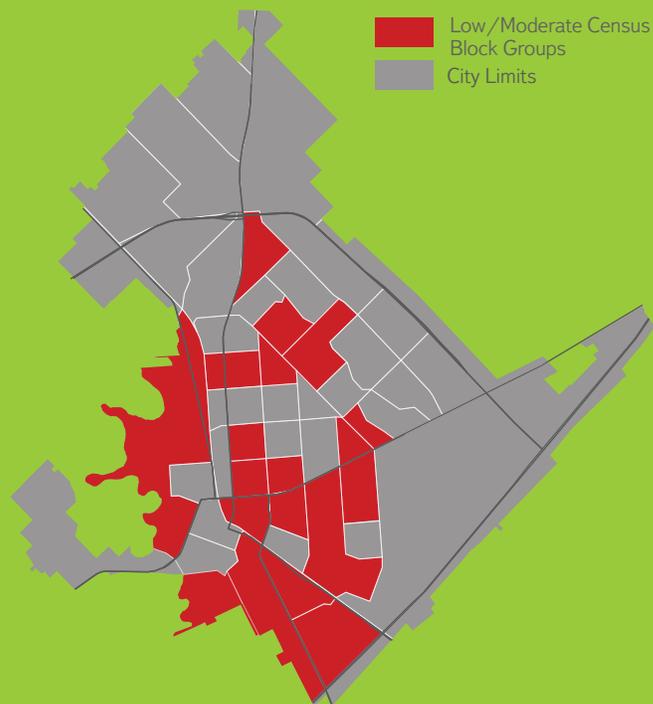
This Plan does not propose a future level of service metric for civic spaces. The City should however consider the incorporation of formal social space within future (or redesigned) public parks on a case-by-case basis under any of the following conditions:

- As part of conceptual site planning that incorporates public input;
- As a required component of future mixed-use developments, and retail, office, and other employment centers that exceed certain size thresholds; or,
- To provide additional public gathering spaces in downtown Victoria to serve as new nodes of activity.

PARKS SYSTEM EQUITY METRICS

Efforts to provide enhanced community-wide access to municipal parks require that Victoria consider the city’s most “vulnerable” populations. Although there is no universally-accepted definition for who may be considered a member of a “vulnerable” or “at-risk” population, such groups may broadly include (but not be limited to) persons of color, low-income households, persons with disabilities, school-aged children, seniors, limited English proficiency (LEP) persons, and zero-car households. Any combination of these, and other socio-economic characteristics, can correlate to diminished access to a community’s recreational amenities without coordinated efforts to decrease physical and financial barriers.

Vastly different concentrations of vulnerable or “at-risk” population groups may exist in a community. When considering the recreational needs of Victoria’s socio-economically disadvantaged residents, [this Master Plan evaluates the distribution of municipal parkland and recreational facilities in relation to Victoria’s low-to-moderate income \(LMI\) households as identified by the City’s 2020 – 2024 Consolidated Plan.](#)



As identified in the City of Victoria’s 2020 - 2024 Consolidated Plan, low-to-moderate income block groups comprise over 37 percent of the city’s land area and an estimated 39 percent of the municipal population (2020).

PARKS SYSTEM ACCESSIBILITY AND CONDITION

Accessibility and Condition Metric	City of Victoria, Census Block Groups (2020)	
	Low-to-Moderate Income Block Groups ¹	All Other Block Groups
Total Park Acreage	648.3 Acres (76% of Total)	200.6 Acres (24% of Total)
Average Park Condition ²	3.5	3.8
Park Within 1/4 Mile ³	54%	46%
Park Within 1/2 Mile ³	48%	52%
Trail Mileage Within 1/4 Mile ⁴	36%	64%
Sport Courts/Athletic Fields	8 / 11	4 / 5

1. City of Victoria, 2020-2024 Consolidated Plan.

2. 2020 Conditions Assessment, Halff Associates.

3. Percentage of residential areas within 1/4 - 1/2 mile of a park.

4. Percentage of residential areas within 1/4 mile of a trail.

TRAILS NETWORK

Victoria’s existing 6.6 miles of multi-use trails are designed for pedestrians and bicyclists and include “in-park” recreational facilities and greenway trails. Of the total trail miles in Victoria, 4.2 miles are within Riverside Park. Although much of this trail mileage may be used for both recreation and transportation purposes, the majority is confined to Riverside Park and does not link the park to other community destinations.

Multi-use Trails by Jurisdiction suggests that the median trail mileage for communities of similar size (that participate in the NRPA’s Park Metrics program) is 66 percent greater than Victoria’s. Furthermore, three percent of Victoria’s residential areas are located within a ½ mile (10 minute) walkshed of the City’s current municipal trails network.

Multi-use trails are one component of a broader **active transportation network**.

HOW CLOSE ARE YOU TO A TRAIL?



The City of Victoria’s Paseo de Victoria pedestrian and bicycle plan proposes a 29.7 mile network of multi-use trails – relying heavily on a mix of 23.3 miles of “multi-use trails” (sidepaths) located directly adjacent to roadways and five miles of “greenway trails” (shared use paths) located along non-roadway corridors. The proposed network is depicted on **Map 3.3, Paseo de Victoria Proposed Trails Network** (see facing page).

Although the City’s planned trails network expansion is substantial, it does not take advantage of all non-roadway corridors along which a trail may be an appropriate facility. Furthermore, Paseo de Victoria suggests that city-wide bicycle and pedestrian connectivity should occur exclusively through the use of multi-use trails although such a facility may not be the most appropriate or feasible on many of the City’s roadway corridors.

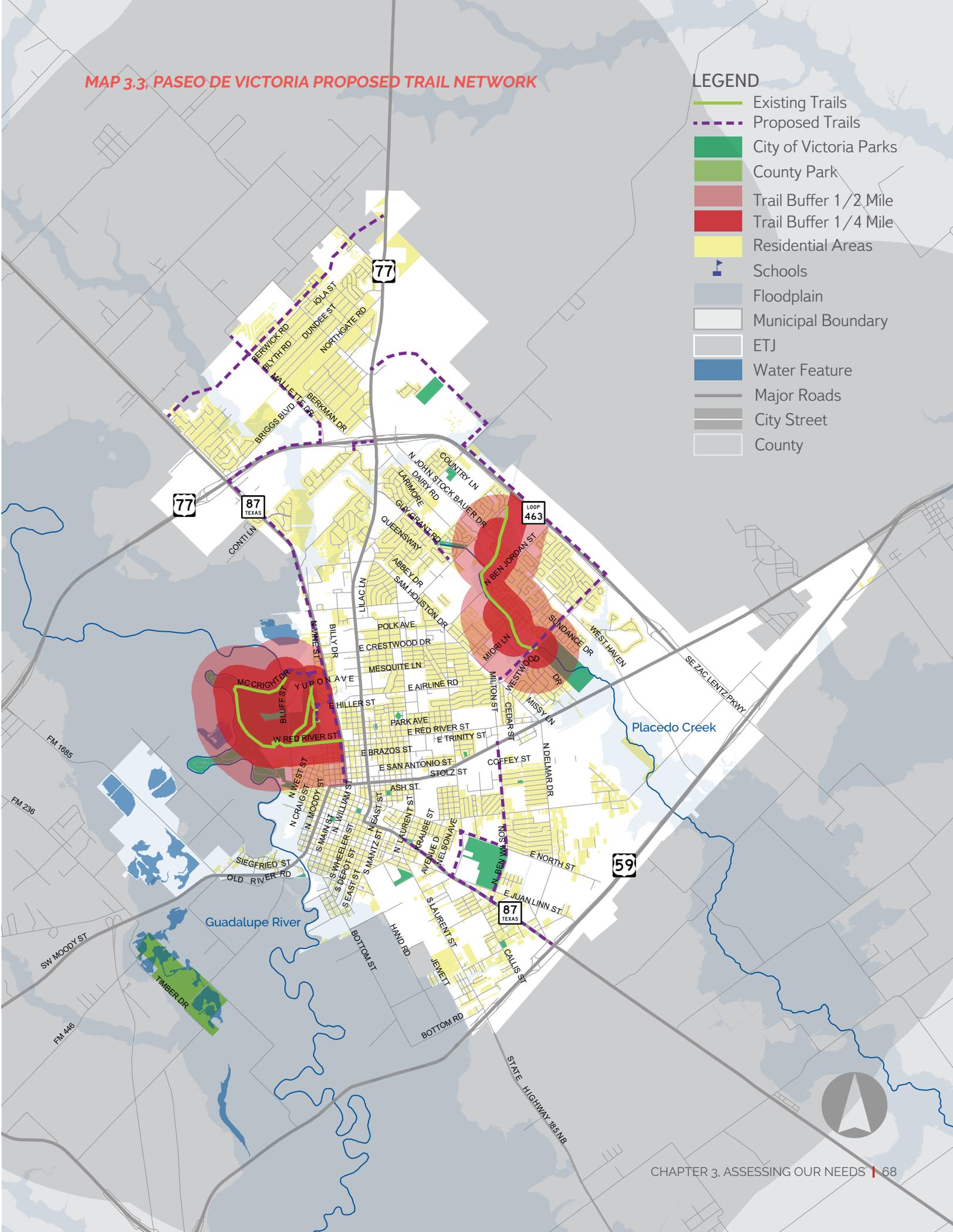
MULTI-USE TRAILS BY JURISDICTION (2020)

City of Victoria, Trail Mileage (2020) ¹	Level of Service, NRPA Park Metrics (2020)	
	Median Trail Mileage (All Communities)	Median Trail Mileage (Jurisdiction Population, 50,000-99,999)
6.6 Miles	11.0 Miles	15.0 Miles

1. Includes in-park, thoroughfare connector and greenway trails classifications combined.

MAP 3.3, PASEO DE VICTORIA PROPOSED TRAIL NETWORK

- LEGEND**
-  Existing Trails
 -  Proposed Trails
 -  City of Victoria Parks
 -  County Park
 -  Trail Buffer 1/2 Mile
 -  Trail Buffer 1/4 Mile
 -  Residential Areas
 -  Schools
 -  Floodplain
 -  Municipal Boundary
 -  ETJ
 -  Water Feature
 -  Major Roads
 -  City Street
 -  County



ACTIVE TRANSPORTATION PLANNING

Multi-use trails are only one component of a broader active transportation network. Building an interconnected and community-wide network of bicycle and pedestrian facilities requires a range of facility types appropriate for the unique contexts of each corridor, neighborhood and district. Active transportation facilities must be calibrated to topography, roadway geometry, user comfort, cost, and other factors.

The Paseo de Victoria plan and this Plan do not include a true “community-wide” network of interconnected active transportation routes due to their sole focuses on multi-use trails. The scope of neither plan includes an evaluation of roadway and user characteristics that would define the appropriate active transportation facilities along Victoria’s most widely traveled corridors. **To build community-wide bicycle and pedestrian connectivity, Victoria or the MPO should commission a new active transportation plan.**



FUTURE SERVICE NEEDS (TRAILS)

Public input received during this planning process confirms the overwhelming popularity of trails in Victoria. Trails were identified as one of the **most important** recreational facilities in the City **and** the **most frequently used**. Increased access to trails for recreational and transportation purposes - and enhancements to existing trail segments - should continue to garner broad public support.

Level of Service

- The City should strive to increase the percentage of residential areas that are within a 1/2 (10 mile) walkshed to a trail. The overall percentage of residential areas within a 1/2 mile walkshed should increase from 6 percent to 58 percent.
- The proposed Paseo de Victoria trails network should be extended to improve long-term trail proximity to residential areas.

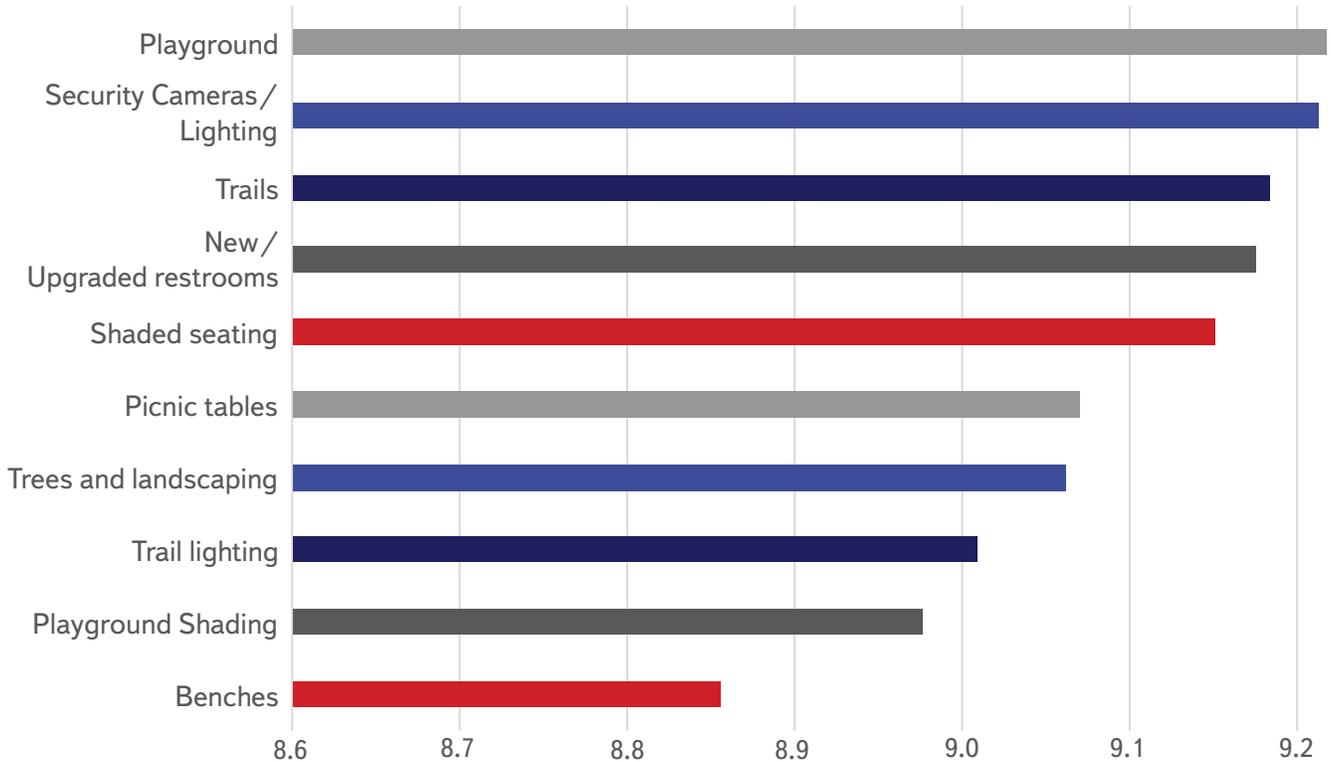
Network Expansion

- Opportunities exist to extend the City’s planned multi-use trail network along additional roadway and non-roadway corridors.
- Trails should only be considered along roadway corridors after a more thorough review of roadway conditions and consideration of other suitable bicycle and pedestrian facilities.
- A trails network alone may not provide for City-wide bicycle and pedestrian connectivity and should be augmented by a broader active transportation planning effort.



Trail network expansion should be accompanied by enhancements to existing trails for convenience, safety and security.

MOST IMPORTANT PARKS AND RECREATION FACILITIES AND AMENITIES IN VICTORIA



Source: City of Victoria, Parks and Recreation Survey (2021);
 Note: This figure represents a weighted average of importance on a scale of 1 to 10.

RECREATIONAL FACILITIES

Recreational facilities are subject to the same assessment methods as parkland: demand-based, access-based, resource-based, and conditions-based. The last two categories will be addressed in a way that applies equally to parkland and facilities (see pages 81 and 90, respectively).

Additional demand-based and access-based analysis which applies to the type and number of recreational facilities that will be needed to support the interests of Victoria’s increasing and changing population is located in this section. **Most Important Parks and Recreation Facilities and Amenities in Victoria** (above) suggests that the top three most important parks and recreation facilities in Victoria - according to planning participants - are playgrounds, the need for additional security cameras/lighting, and trails.

FACILITY LEVEL OF SERVICE METRICS

Recreational Facility Level of Service Comparison

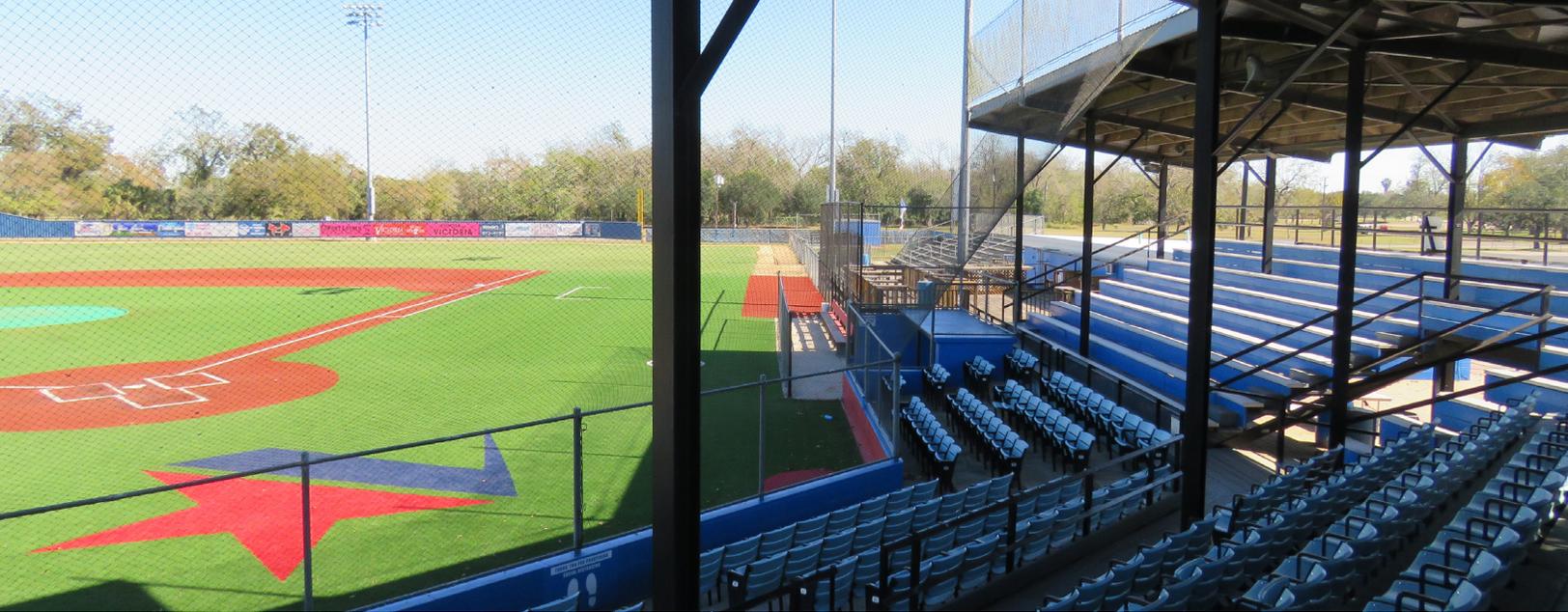
(page 71) compares the level of service at which Victoria offers recreational facilities to other parks and recreation service providers. Most data is derived from communities that participate in the NRPA’s Park Metrics program. The table compares Victoria to two categories of service providers: **A)** All agencies participating in Park Metrics nation-wide and **B)** Communities of a comparable population size.

Results in the table vary widely and should not be viewed as conclusive comparisons. It is hard to compare Victoria to average figures from cities that are different to Victoria in size, population, geography, and economics. The table should be viewed as a guide when considering potential service standards for recreational facilities in Victoria.

RECREATIONAL FACILITY LEVEL OF SERVICE COMPARISON

Facility	Current Facilities	Victoria Current LOS (Per Residents)	Average Level of Service, NRPA Park Metrics (2020)	
			Average LOS, All Agencies ¹	Average LOS, Population of Jurisdiction 50,000-99,999
Athletic Fields				
Baseball Fields	14	1 per 2,525	1 per 6,779 (youth)	1 per 7,222 (youth)
Softball Fields	10	1 per 2,525	1 per 13,510 (adult)	1 per 15,500 (adult)
Multi-Purpose Fields	1	1 per 60,603	1 per 8,150	1 per 10,467
Soccer Fields	11	1 per 5,509	1 per 7,325 (youth) 1 per 12,446 (adult)	1 per 9,085 (youth) 1 per 16,644 (adult)
Sports Courts				
Basketball Courts	14.5	1 per 4,179	1 per 7,400	1 per 8,557
Pickleball Courts	6	1 per 10,100	N/A	N/A
Tennis Courts	4	1 per 15,150	1 per 5,004	1 per 6,242
Volleyball Courts	4	1 per 15,150	1 per 19,814	1 per 22,250
Aquatics				
Pools	0	N/A	1 per 37,569	1 per 43,100
Splash Pads	3	1 per 20,201	N/A	N/A
Miscellaneous Recreational Facilities				
Disc Golf Courses	3	1 per 20,201	N/A	N/A
Playgrounds	16	1 per 3,788	1 per 3,750	1 per 3,859
Community Centers	1	1 per 60,603	1 per 29,000	1 per 41,245
Senior Centers	0	N/A	1 per 61,975	1 per 68,540
Skate Parks	1	417 SF per 1,000	1 per 49,500	1 per 62,567
Miscellaneous Social Facilities				
Pavilions	11	1 per 5,509	N/A	N/A
Picnic Facilities (Tables, BBQ Pits)	48	1 per 1,263	N/A	N/A
Amphitheaters	1	1 per 60,603	1 per 62,927	1 per 59,294
Dog Parks	0	N/A	1 per 46,000	1 per 58,926

1. All agencies with measurable data participating in the NRPA's Park Metrics program.



Riverside Stadium in Riverside Park currently has a capacity of 1,500.

RECREATIONAL FACILITY DISTRIBUTION

Athletic fields, sport courts, and aquatic facilities are three of the most common active recreation facilities provided within municipal parks and recreation systems. Future additions to all three facility types will be essential as Victoria’s population expands — serving as visible testaments to the importance of local government investment into recreational amenities.

Most of Victoria’s athletic fields, sport courts, and aquatic facilities are part of unified park “complexes.” There are logical explanations to combine these kinds of facilities in central areas including: land accessibility, tournament and event management, and overall operational efficiency. However, the City must consider how future facility additions can be equitably dispersed in Victoria to expand public access.

Map 3.4, Athletic Fields, Lighted, and Unlighted (page 73); **Map 3.5, Sports Courts** (page 74), and **Map 3.6, Aquatic Facilities** (page 75), show the location of the City’s existing athletic fields, sport courts, and aquatic facilities. All three maps show general radial buffers around each facility to provide more context about facility spacing. Unlike the walkshed-based maps shown in this Plan for certain park classifications, it is assumed that the facilities shown on **Maps 3.4 to 3.6** will attract a high amount of utilization by individuals willing to drive or use transit. However, **Maps 3.4 to 3.6** are still useful aids in determining the possible placement of future recreational facilities.

LIGHTED AND UNLIGHTED ATHLETIC FIELDS

Map 3.4, Athletic Fields, Lighted and Unlighted, (page 73) shows a one-half mile proximity radius for lighted athletic fields (yellow circles) and unlighted athletic field (red circles). Since most visitors to athletic fields access them by car, the illustrated proximity areas extend beyond major roads and other physical barriers.

Sixteen of the City’s athletic fields are currently unlighted and not in a condition to support competitive play. Also, there is a need for more athletic fields in the north and central areas of the City. Currently, most of Victoria’s publicly available athletic fields are in the south and west areas of the City.

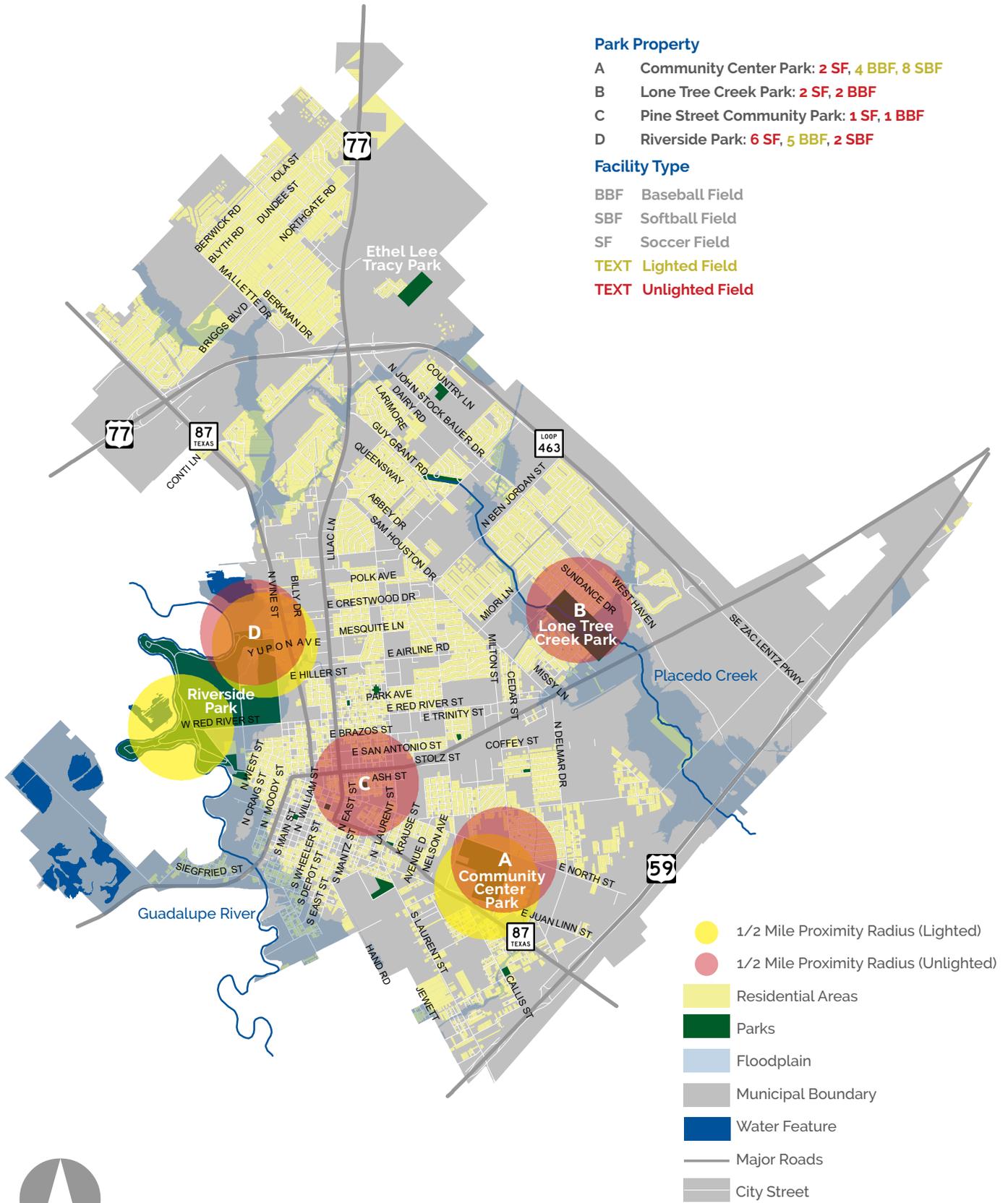
SPORTS COURTS

Map 3.5, Sports Courts (page 74), shows the location of the 32 sports courts owned and maintained by the City. Like athletic fields, most municipal sports courts are in the south side of Victoria. Access to additional courts may be necessary on the north side of the City.

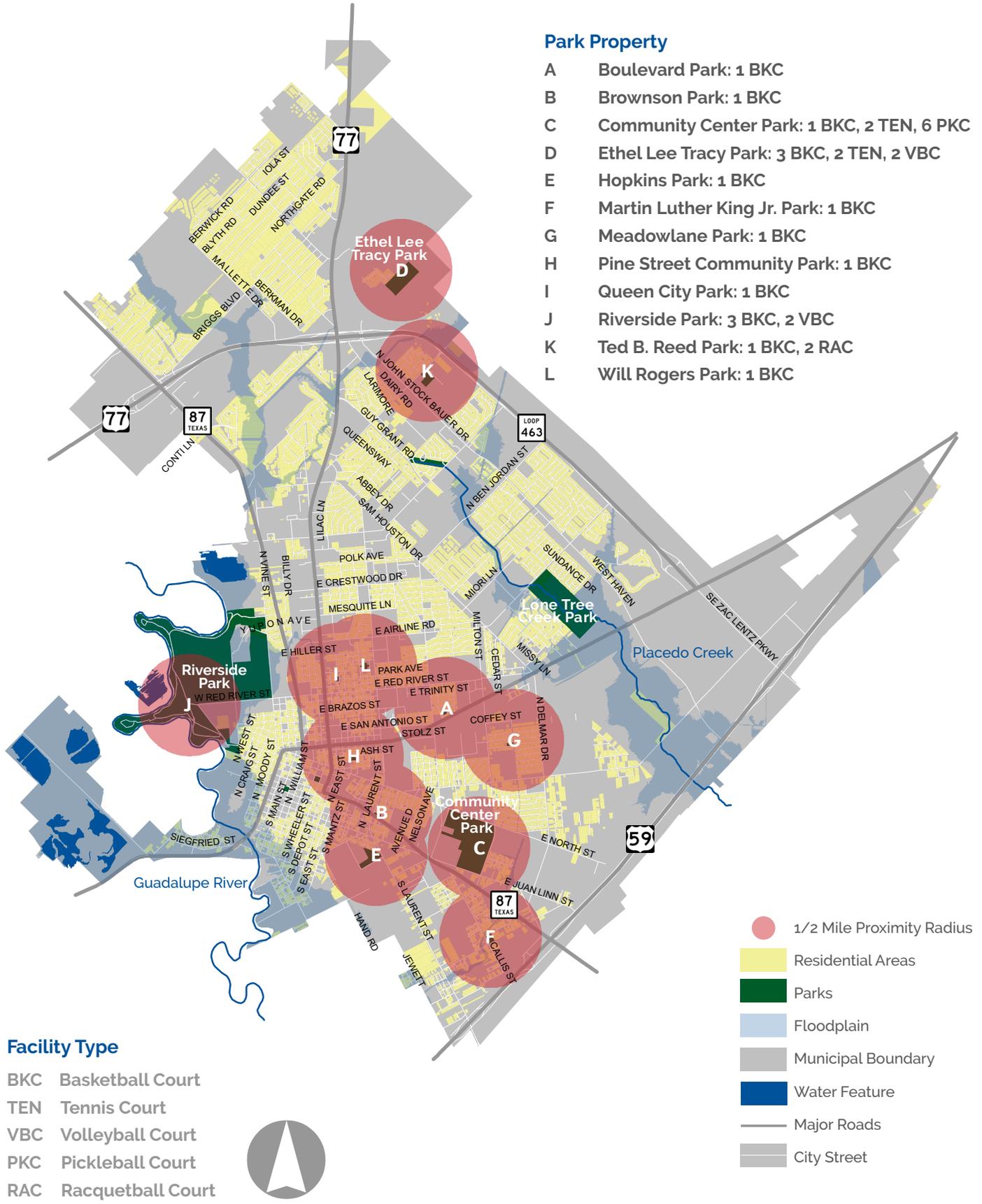
AQUATIC FACILITIES

Map 3.6, Aquatic Facilities (page 75), shows the locations and proximity areas of the four aquatic facilities in Victoria - including the YMCA pool which was partially funded by the City. **Map 3.6** suggests that there may be a geographic need in the central and northern portions of the City for greater access to small-scale aquatic amenities such as splash pads or spraygrounds.

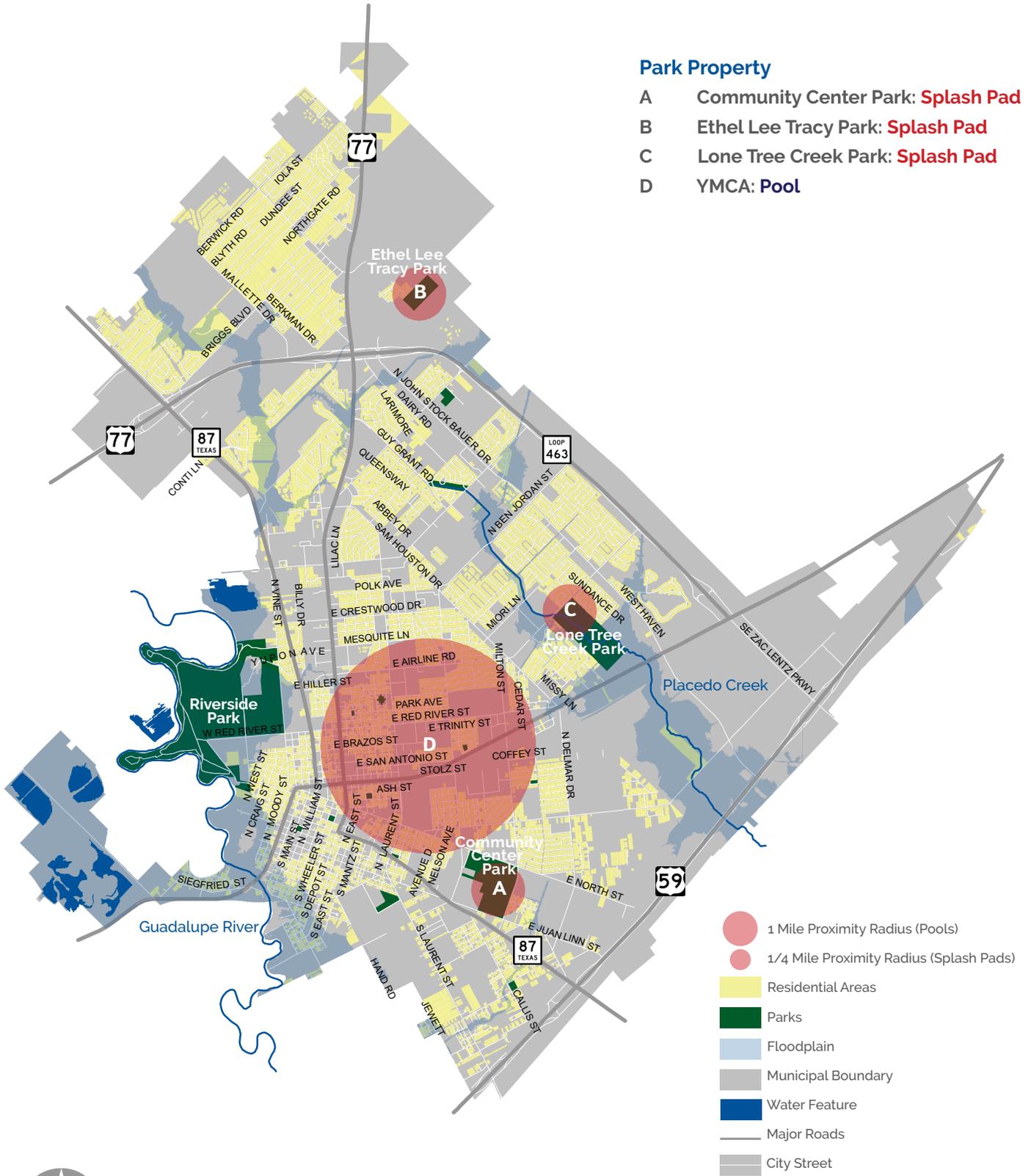
MAP 3.4, ATHLETIC FIELDS, LIGHTED, AND UNLIGHTED



MAP 3.5, SPORT COURTS



MAP 3.6, AQUATIC FACILITIES



RECREATIONAL FACILITY PERFORMANCE ASSESSMENT

Public survey efforts included two related survey questions about the importance of specific recreational activities versus the perceived ability of the City to provide facilities that support the activity.

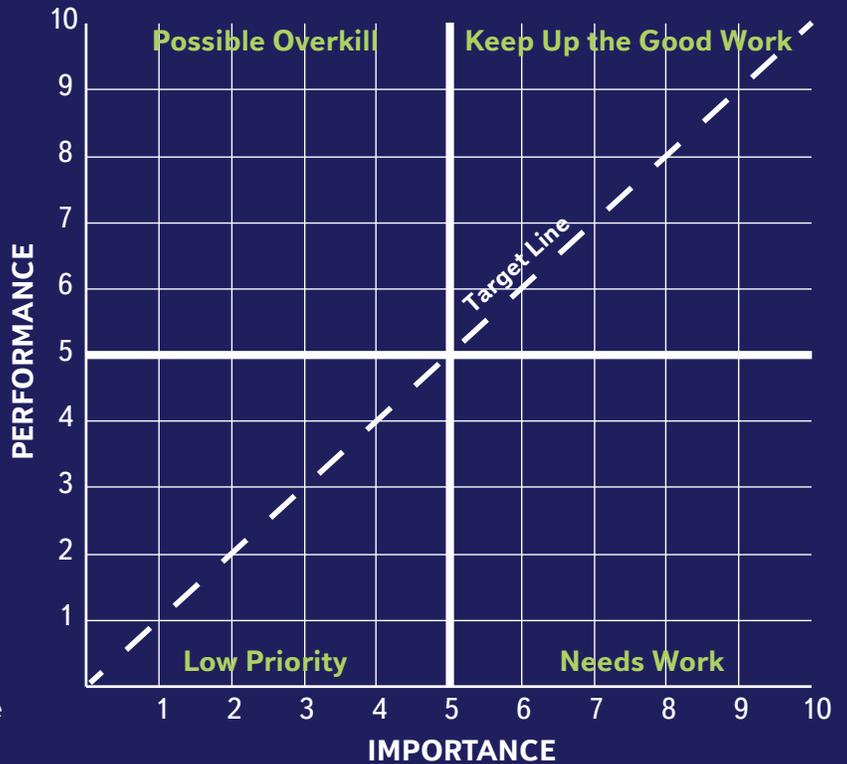
Recreational Facility Importance Versus Performance Assessment (page 77), combines the results of both questions to show participants' opinions on how well the City is performing in providing preferred recreational facilities to the community.

Importance versus Performance Assessment Example

(right) demonstrates how to interpret the results of the recreational facility performance assessment depending on where a data point is located in relation to four quadrants:

- **Keep Up the Good Work.** Identifies park facilities/recreation activities where the City's ability to provide the facility or support the activity closely matches a strong community desire.
- **Needs Work.** Shows where the City is under-performing in providing a park facility or supporting recreation activities compared to community demand.
- **Possible Overkill.** Contains park facilities/recreation activities provided/supported by the City that significantly exceed the community's desire for them.

IMPORTANCE VERSUS PERFORMANCE EXAMPLE

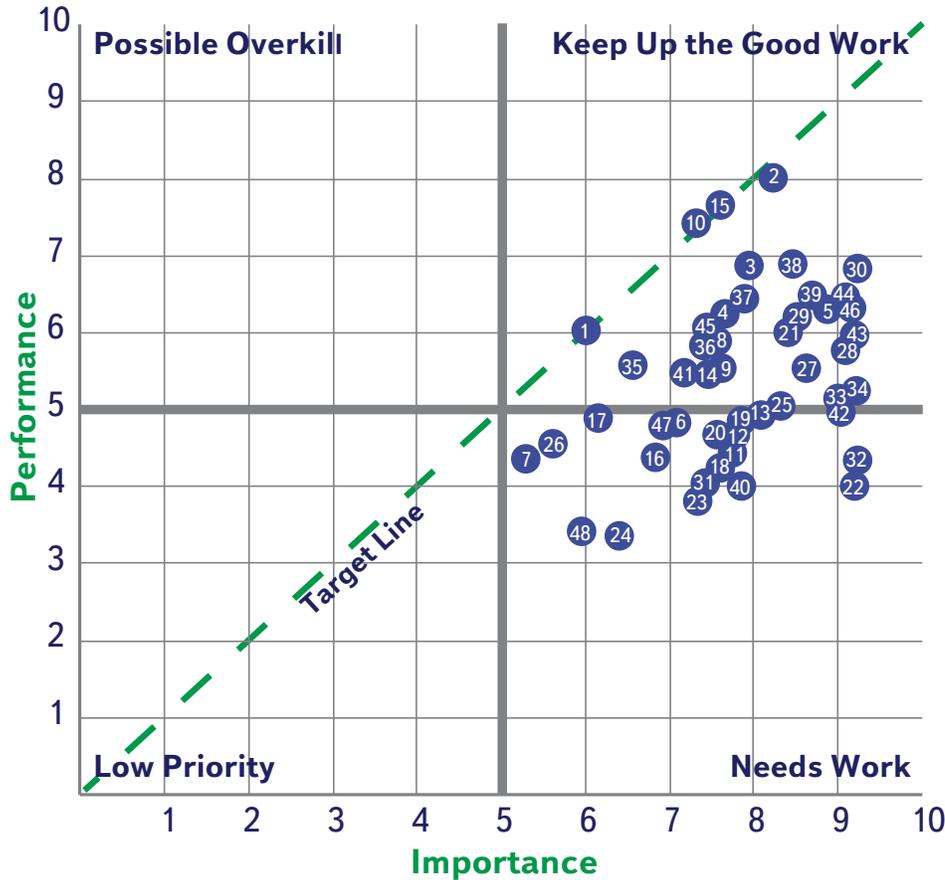


- **Low Priority.** Contains park facilities/activities where City provision is low, but so is community demand.

All survey responses are plotted in relation to a diagonal target line that serves as a gauge for consistency between community demand for a recreational facility or activity and community satisfaction with provision of the facility or activity. Survey results that are closer to the target line suggest a more satisfactory level of service in relation to facility demand.

Recreational Facility Importance Versus Performance Assessment (page 77) indicates that the City's performance in providing the recreational services polled predominantly fall within the quadrant of "Keep Up the Good Work" or "Needs Work" and are far from the target line. This placement suggests a general level of satisfaction with the amount and quality of recreational amenities that are being provided by the City - although with opportunities for improvement. The relationship of facility importance to the target line does suggest a strong desire for new/upgraded restrooms, security cameras, swimming pool, and trail lighting.

RECREATIONAL FACILITIES/PROGRAMS IMPORTANCE VERSUS PERFORMANCE ASSESSMENT



PARK FACILITIES AND RECREATION ACTIVITIES

1. Amphitheater
2. Baseball field
3. Basketball courts
4. BBQ grills
5. Benches
6. Bike racks
7. BMX pump track
8. Boat launch
9. Community garden
10. Disc golf
11. Drinking fountains
12. Exercise stations
13. Fishing pier
14. Football field
15. Golf course
16. Gymnasium
17. Handball/Racquetball courts
18. Indoor recreation center
19. Mile markers
20. Mountain bike trails
21. Nature viewing
22. New/upgraded restrooms
23. Outdoor activities
24. Outdoor chess table
25. Park rules sign
26. Pickleball courts
27. Picnic shelters
28. Picnic tables
29. Multi-purpose play field space
30. Playground
31. Public art
32. Security cameras
33. Shaded playground
34. Shaded seating
35. Skate park
36. Soccer field
37. Softball field
38. Splash pad
39. Sports field lighting
40. Swimming pool
41. Tennis court
42. Trail lighting
43. Trails
44. Trees and landscaping
45. Volleyball court
46. Walking/hiking trails
47. Way finding
48. Wi-Fi at parks

Source: City of Victoria, Parks and Recreation Survey (2021);

The recreational facilities listed in this figure are not all-inclusive. In addition to the answers received about the 48 facility types listed in this figure, written comments suggested a popular desire for the following facilities or activities:

POPULAR RECREATIONAL FACILITIES

- | | | |
|--------------------|---------------------------|------------------------------------|
| • Fishing | • Nature trails | • Playgrounds |
| • Tennis courts | • Update softball complex | • Indoor recreation center and gym |
| • Water activities | • Update amphitheater | • Dog parks |

POPULAR ACCESSORY FACILITIES

- | | | |
|--------------|------------------|-------------------|
| • Restrooms | • Shade | • Water fountains |
| • Lighting | • Signage | |
| • Public art | • Outdoor movies | |

FUTURE SERVICE NEEDS (RECREATIONAL FACILITIES)

This Plan recommends that the City of Victoria create targeted level of service standards for recreational facilities that are commonly included in most municipal parks and recreation systems, and for other additional facilities that are locally popular based on community feedback. These facilities were previously identified in **Recreational Facility Level of Service Comparison** (page 71).

Level of Service

- Minimum target levels of service for common recreational facilities and amenities (i.e. sport courts, athletic fields, playgrounds, etc.) should be established as a guide to meeting the basic needs of a growing population.
- The facility service area maps contained in this Plan (pages 73-75) should guide the distribution of new or upgraded facilities.

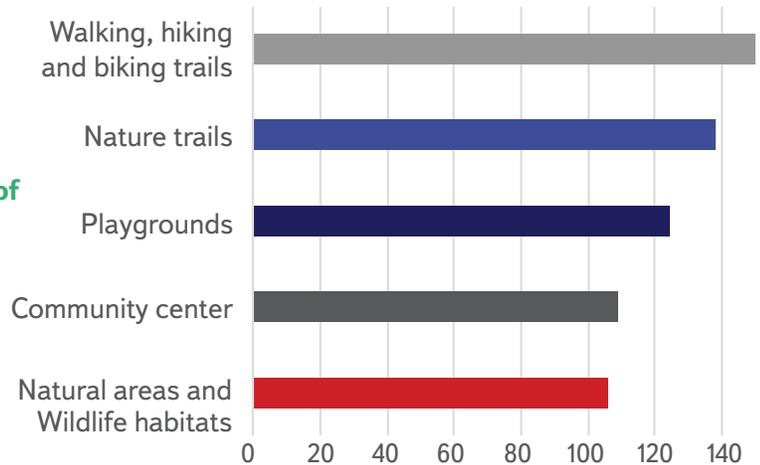
Athletic Fields

- Additional multi-purpose field space for non-organized play should be identified within community parks, and occasionally within neighborhood parks of a larger scale (on a case-by-case basis). Neighborhood park size and configuration should not however be guided by the need to provide multi-purpose (athletic) field space. Rather, the incorporation of multi-purpose fields in neighborhood parks should be incidental.
- Opportunities exist at Ethel Lee Tracy Park, Lone Tree Creek Park, and Riverside Park to improve existing ballfields and multi-purpose fields to offer an alternative location for local league practices and play.
- Competitive soccer fields should be constructed within Riverside Park.

Sport Courts

- Additional multi-purpose sports courts may be warranted to address the rising popularity of pickleball and a potential deficit in tennis.
- Selectively placed shade structures may offer sport court users with protection from the sun during breaks in play.

MOST USED CITY RECREATIONAL FACILITIES



Source: City of Victoria, Parks and Recreation Survey (2021);

Other Specialized Facilities

- Extension of the trails network would be a popular investment, and would increase linkages between parks and other city destinations. (see also, page 69).
- The City has an apparent deficit of purpose-built senior centers and recreation centers. A new multi-purpose indoor space could be provided for rent or for selective senior programming or classroom space.
- Specialized aquatic and indoor recreation facilities should not directly conflict with amenities offered by municipal partners such as the YMCA, Boys and Girls Club, etc.
- Dog parks were the most popular “write-in” facility of all master planning participants.
- Investments in accessory park amenities should focus on restrooms, picnic tables, shelters, and lighting.
- Conceptual development planning processes for specific parks could identify specialized recreational facilities that may be appropriate in a specific location based on public preferences.

PARKLAND DESIGN AND DEVELOPMENT TOOLS

PARKLAND DEDICATION

Anticipated future population growth will place additional demands on Victoria’s parks. To maintain or increase Victoria’s current levels of service, the City’s inventory of parkland acreage and recreational facilities must expand to accommodate new residents.

Cities throughout Texas leverage the land development process to meet at least some of the demand for parks and recreation that accompanies population growth. Under the authority of Chapter 232 of the Texas Local Government, Texas municipalities (and counties) have adopted parkland dedication provisions as part of their land development ordinances. Parkland dedication ordinances may be structured to require new developments to include public parkland and/or trails – including facility improvements, or the options to accept parkland dedication or development fees in lieu of new acreage.

The City of Victoria’s Subdivision Ordinance does not currently include parkland dedication or development provisions. Absent these tools the City will likely assume the sole responsibility for providing new parkland and facilities to a growing population, rather than sharing the burden with private developers whose investments create new demand for public facilities and amenities.

A parkland dedication ordinance in Victoria should include at least the following provisions:

MINIMUM PARKLAND DEDICATION ORDINANCE PROVISIONS

Provisions	Notes
Purpose and Applicability. Type of parkland to be developed, acquired, and/or funded. Scale and type of development subject to the provisions.	Neighborhood parks and linear parks (or multi-use trails). Pocket parks subject to specific performance criteria.
Location and Dimensional Standards. Type of land that is suitable for parkland dedication including location within the development. Size, arrangement, and orientation in relation to surrounding parcels and streets.	Will vary by park type and may be partially satisfied by utilizing portions of detention ponds and other similar features.
Fee in Lieu. Ability to pay a fee in lieu of parkland dedication. Consider the size of development (and potential amount of parkland that may be dedicated) or the presence of sufficient existing parkland in proximity.	Must be worded to provide the City of Victoria with the discretion to accept or deny fees in lieu of parkland.
Development Standards. Type, amount, and design of minimum recreational facilities and accessory amenities by park type. May also include multi-use trail easement dedication and construction.	Some facilities may be selected from a list of options, but the City of Victoria should have discretion to approve proposed facilities based on community-wide needs and proximity to similar facilities.
Park Development Fee. Optional fee for future development of dedicated parkland or for application to an alternative (community/regional) park space serving the development and surrounding neighborhoods.	May be required in addition to parkland dedication and or fees-in-lieu of dedication.

PARK FACILITY STANDARDS

Should the City of Victoria adopt parkland dedication and development provisions, clear expectations must be established regarding the type of recreational facilities that may be required within new parks. **Minimum City Park Facilities** suggests a framework of improvement standards which should be further customized and incorporated by the City into any future municipal parkland dedication and development regulations.

Potential parkland development and facility guidelines should apply to pocket, neighborhood and community parks. The guidelines are not all-inclusive but serve as a starting point for future City development provisions. As presented, they adhere to the minimum recreational facility recommendations presented in this **Chapter 2** of this Plan (page 27) and are derived in part by “legacy” guidelines previously disseminated by the NRPA.

MINIMUM CITY PARK FACILITIES

Facility/ Amenity	Park Type		Minimum Units	Notes
	Neighborhood	Community		
Recreational				
Playscape	Yes	Yes	1 per park	Combined playscape structure(s) or separated by age group.
Open Play Area	Yes	Yes	-	Turf area for informal group play.
Sport Courts	Yes	Yes	1 per park	May be multi-purpose. Court type to vary based on proximity to similar facilities. (i.e. basketball, volleyball, tennis, pickleball, racquetball, etc.)
Athletic Fields	Varies	Varies	-	For non-competitive and daytime play only. Depends on dimensions of open play areas. Minimum facilities such backstops or goals.
In-Park (Walking) Paths	Yes	Yes	-	Closed-loop system around the perimeter of neighborhood parks. Multi-use trail in linear parks linking destinations.
Accessory				
Park Benches	Yes	Yes	4 per acre	Shaded preferred (structure or vegetation).
Picnic Tables/ Shelters	Yes	Yes	2 per acre	Shaded preferred (structure or vegetation).
Covered Pavilions	Varies	Yes	-	Optional facility.
Drinking Fountains	Varies	Yes	1 per park	-
Park Signage	Yes	Yes	1 per park or major trailhead entrance	-
Security Lighting	Yes	Yes	-	Pedestrian-oriented perimeter lighting along adjacent public and private streets and one light at the playground, trailhead, or other focal point.
Perimeter Sidewalks	Yes	Yes	Along all public street frontage	Exclusive of off-site sidewalks necessary to link the park to surrounding residences.
Waste Receptacles	Yes	Yes	1 per acre	-
Restrooms	No	Yes	-	-
Off-Street Parking	Varies	Yes	-	On-street parking for neighborhood and linear parks. Off-street parking optional at multi-use trailheads only.

1. The guidelines are not all-inclusive but serve as a starting point for future City development provisions.

Park System Conditions

The provision of “accessible” park spaces and amenities requires that assets are maintained and remain enticing to residents and other visitors. This Plan measures and ranks the condition of parkland and recreation facilities according to 15 categories described in **Park System Condition Categories** below. This information has been used to help determine what improvements are warranted at each park and to establish investment priorities.

PARK SYSTEM CONDITION CATEGORIES

Category	Principal Review Items
Sport Courts	Playing surface, fencing, netting, striping, walls, and other non-removable facilities essential to support the activity and define the area of play.
Athletic Fields	Playing surface, fencing, netting, and other non-removable facilities essential to support the activity and define the field of play (striping not considered due to differing conditions depending on season).
Park Pathways/Trails	Surface condition, pathway/trail widths, vertical and horizontal clearance, crossing points, and ADA accessibility. Considers variations in pathway/trail type depending on the type of fitness, recreational, or transportation activities the trail is designed to support.
Public Gathering Spaces	Areas defined for public gathering including seating and shade structures.
Structured Play	Playscapes, surrounding surface areas, accessory structures to improve the comfort of users and attendants.
Open Play Areas	Surface condition, landscaping, and access to shade for open lawn areas intended for random play.
Parking	Off-street parking areas and proximate on-street parking areas.
General Fencing and Retaining Walls	Condition of structures.
General Site Facilities	General recreational and accessory structures (enclosed and open air) including pavilions, restrooms, concession stands, bleachers, and special use facilities to support miscellaneous activities (i.e., Shooting sports, skating, archery, etc.).
Additional Site Amenities	Accessory amenities serving general visitation including trash receptacles, pet waste stations, water fountains, benches, etc.
Planting and Trees	Health, maintained condition, and coverage of trees and other landscaping including overgrowth. Strategic placement of vegetation to define park spaces.
Turf	Manicured lawn areas. Cumulative - may include surfacing for previously listed categories including athletic fields and open play areas.
Signage	Identification, informational, and way finding signage.
Site Lighting	Lighting standards, fixtures, and coverage area.
Park Accessibility	Bicycle, pedestrian, and ADA access to, from, and within the park space.



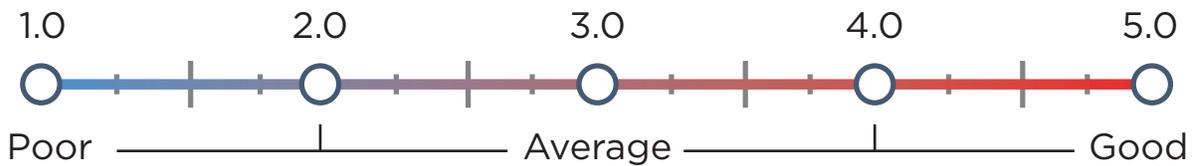
CONDITIONS ASSESSMENT SCORING

All Victoria park properties have received a score of one to five in each of the 15 assessment categories—with “1” representing a negative score and “5” representing a positive score. Each park is assigned an average score based on the cumulative results of all categories by which it was assessed (where an assessment feature is non-existent or not applicable, then a score of “0” is assigned, and the category is excluded from the average score of the applicable park property). A score of 1.0 to 1.99 is considered “poor;” 2.0 to 3.99 is considered “average;” and, a score of 4.0 or greater is considered “good.”

The system-wide results of each of the 15 conditions assessment categories is presented on pages 83 through 87, sorted in a descending manner with the most positive scores listed first and the least positive scores listed last. A corresponding overview of high-scoring and low-scoring park properties is presented on page 88.

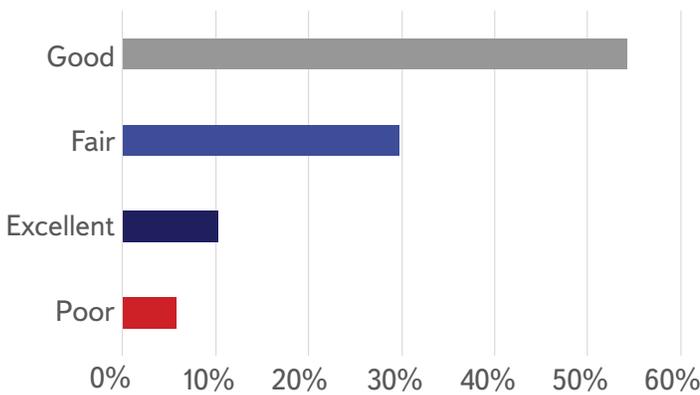
When online community survey respondents were asked about the overall condition of parks, trails, and recreation facilities in the City of Victoria, most survey respondents indicated that the parks system is in good condition.

PARK CONDITIONS SCALE



 Victoria’s system-wide rankings by category are depicted by the star.

HOW WOULD YOU RATE THE OVERALL CONDITION OF THE CITY OF VICTORIA'S PARKS, TRAILS, AND RECREATION FACILITIES?



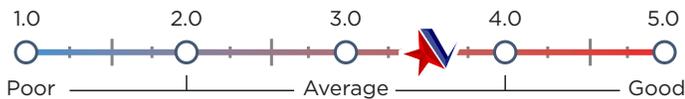
Source: City of Victoria, Parks and Recreation Survey (2021)



Most BBQ pits in the park system are in need of replacement. The rusting and dilapidation occurring scores negatively, affecting the overall park condition score.

SYSTEM-WIDE CONDITIONS

SPORT COURTS (SCORE: 3.5)

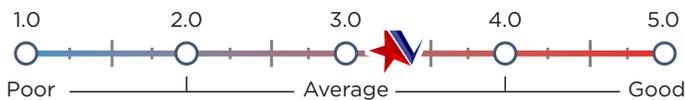


The system-wide conditions assessment for sport courts in Victoria is 3.5. Most sport courts are in an above average condition with only limited cracks evident and minor incidents of resurfacing necessary. Nets and hoops are mostly intact with few evident instances of immediate maintenance needs.



Basketball courts at Hopkins Park. Overall condition is fairly average.

ATHLETIC FIELDS (SCORE: 3.3)

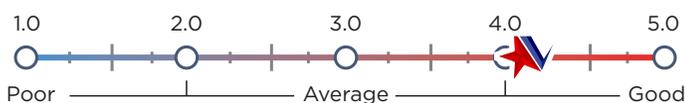


The average condition of athletic fields is 3.3 throughout the Victoria parks system. Factors inhibiting the average score include substantial amounts of ground disturbance or uneven surfaces; and, lack of nets, or nets needing maintenance. Conditions were lower for informal and individual multi-purpose fields in smaller parks than for purpose-built fields in athletic complexes.



Riverside Stadium in Riverside Park. Overall condition is fairly average.

PARK PATHWAYS | TRAILS (SCORE: 4.1)

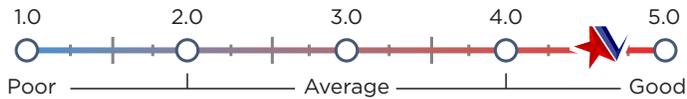


Victoria received a system-wide score of 4.1 for park pathways and trails. The quality of pavement on most multi-use trails and internal park pathways and sidewalks is high with minimal cracking or heaving. Except for limited instances, there is little washout present on most paths and trails that are comprised of decomposed granite or other similar pervious surface. Most trails are of sufficient width - with few areas uninhibited by encroaching vegetation.



Decomposed granite trail in Riverside Park. Overall condition is fairly high.

PUBLIC GATHERING SPACES (SCORE: 4.6)

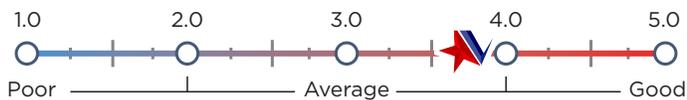


The average system-wide score for public gathering spaces within Victoria parks is 4.6. The quality of facilities in most formal gathering spaces and casual sitting areas is exceptional although positioning may be improved to account for sun exposure. The amount of pavilions and seating in the park system is ample enough to host many people at once, which creates opportunities for large gatherings.



Pavilion at Ted B. Reed Park. Overall condition is fairly high.

STRUCTURED PLAY (SCORE: 3.7)



The condition of structured play areas and facilities received a system-wide score of 3.7. Most play structures are of a high quality and provide diversity in play experiences. Most structures lack shade however, which results in fading and weathering that accelerates the need for significant maintenance. There are localized instances where immediate playscape area maintenance is needed including the replacement of play structures and improvements to play area fencing.



Playground in Boulevard Park. Overall condition is fairly average.

OPEN PLAY AREAS (SCORE: 4.1)

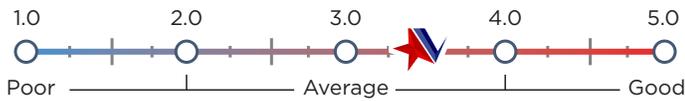


The quality of open play areas in Victoria parks is above average, receiving a system-wide score of 4.1. This score is reflective of most spaces being located a safe distance within each park space from any hazards such as roads. Most open play areas also exhibit a fairly uniform surfaces, with only minor instances of disturbance. Even during dormancy, there are few bare spots of significant size present that have the potential to become an erosion hazard.



Open play area in Pine Street Park. Overall condition is fairly high.

PARKING (SCORE: 3.4)

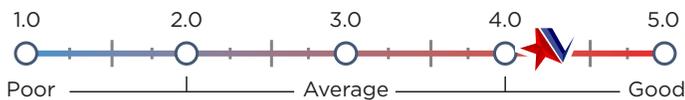


The system-wide score for parking is 3.4. This score reflects more than just the quality of parking lots, but also addresses pedestrian access, parking availability in relation to park type, and public transit opportunities. Most parking lots are in suitable condition, with a few updates and striping needed.



Parking at Lone Tree Creek Park. Overall condition is fairly average.

GENERAL FENCING (SCORE: 4.2)

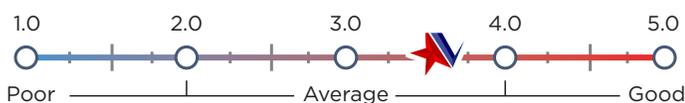


The condition of fencing in the entire park system received a score of 4.2. Most fencing has structural integrity that is in above average condition, with little to no rusting, or leaning posts present. Improvements can be made in the park system by adding more fencing along playgrounds, basketball courts and along busy streets adjacent to parks.



Perimeter fencing at Brownson Park. Overall condition is fairly high.

GENERAL SITE FACILITIES (SCORE: 3.6)

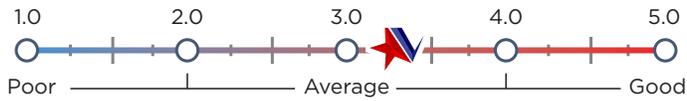


The condition of general site features varies greatly depending on the specific park space. Active recreational facilities such as playscapes and sport court amenities are maintained in good condition (and are often early in their life cycle) while accessory facilities such as restrooms and shade structures exhibit higher degrees of wear and tear.



Historic Gazebo in DeLeon Park. Overall condition is fairly average.

ADDITIONAL SITE AMENITIES (SCORE: 3.3)

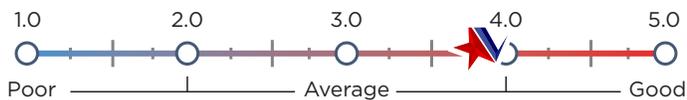


The system-wide score for additional site amenities is slightly above average at 3.3. Many trash receptacles, water fountains, and benches are in a slightly deteriorated condition. There are many opportunities to provide immediate cosmetic updates, such as the color of receptacles and material used. There are many instances where a more permanent amenity solution should be provided such as in the provision of trash receptacles.



Trash receptacle at Pine Street Park. Overall condition is fairly average.

PLANTING AND TREES (SCORE: 3.8)

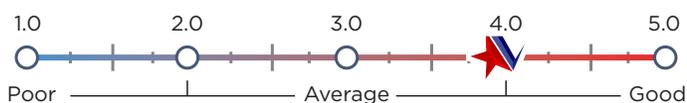


The category of plantings and trees received a system-wide score of 3.8 based solely on the health of vegetation. Overall, trees and shrubs that are maintained in good condition, with few needing obvious pruning or removal. Trees provide a significant amount of shade in Victoria parks but are not always positioned to best benefit park system users.



The Duck Pond in Riverside Park. Overall condition is fairly average.

TURF (SCORE: 3.9)

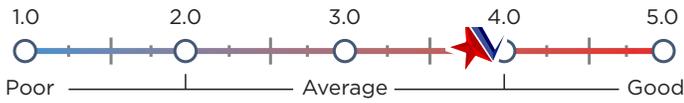


System-wide turf quality scored 3.9 across all Victoria park properties. There exist intermittent examples of obvious bare spots, but only in confined instances. Where bare spots are not present, remaining turf quality ranks high with minimal weeds, and thick coverage.



Open areas of turf in Will Rogers Park. Overall condition is fairly average.

SIGNAGE (SCORE: 3.8)

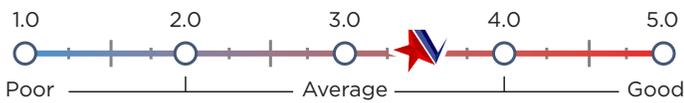


The category of signage received a system-wide score of 3.8 across all park properties. Signage in the park system is consistent and in above-average condition. Signage is also placed conveniently at park entrances, and are structurally sound. Some minor paint repairs can be made annually to ensure the signs are always looking at their best. Long-term aesthetic improvement through replacement with high-quality monument signage may enhance all park spaces.



Park signage at Boulevard Park. Overall condition is fairly high.

SITE LIGHTING (SCORE: 3.4)

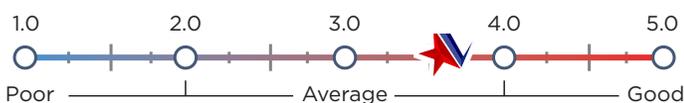


The system-wide score for site lighting is slightly above average at 3.4. Many parks are not receiving the proper lighting at night and are lacking lighting in general. The parks that have received higher lighting scores were due to newly installed solar lighting around sport courts and fields. Lighting like shown in the picture to the right, should now be the standard for the park system.



Lighting in Will Rogers Park. Overall condition is fairly average.

PARK ACCESSIBILITY (SCORE: 3.6)

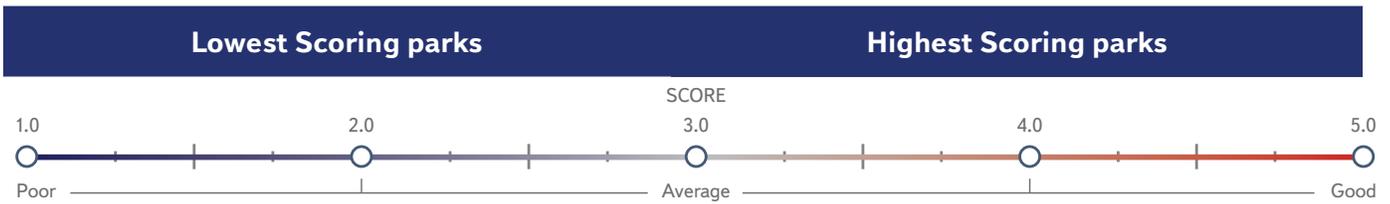


The category of park accessibility received a system-wide score of 3.6. Slightly above average based on the access that is provided by the sidewalks and paths. There exist intermittent examples of cracking or heaving, but overall the conditions are rated above average.



Park accessibility in Hopkins Park. Overall condition is fairly average.

CONDITIONS ASSESSMENT BY PARK, LOW AND HIGH SCORES (2021)



Park Name/Rank ¹	Average Score	
#1	Community Center Park	4.5
#2	Ethel Lee Tracy Park	3.9
#3	DeLeon Plaza	3.5
#4	Ted B. Reed Park	3.1
#5	Martin Luther King, Jr. Park	3.1
#6	Lone Tree Creek Park	3.1
#7	Hopkins Park	3.1
#8	Riverside Park	3.1
#9	Will Rogers Park	3.0
#10	Pine Street Community Park	2.5
#11	Meadowlane Park	2.3
#12	Brownson Park	2.3
#13	Boulevard Park	2.3
#14	Memorial Square	2.0
#15	Queen City Park	1.5
#16	Greenbelt Park	1.5
#17	Moody Boat Ramp	0.6

1. The numerical designation of the lowest park ranked differs from the total number of parks in the Victoria parks and recreation system due to property combinations/divisions for inventory purposes.



Tennis and Pickleball Courts at Community Center Park, which was the highest ranked park in the Conditions Assessment.

CONDITIONS BY PARK

The average conditions score for the lowest and highest-ranking properties in the Victoria parks and recreation system is shown in **Conditions Assessment by Park, Low and High Scores (2021)**.

HIGH SCORING PARKS

Park properties that received high conditions scores contain one or both of the subsequent features: **A)** They are newer and contain more recent investments with limited deterioration; and/or, **B)** The park is more popular and is an component of shared community-wide pride.

One of the most common elements of high scoring parks is the quality of pathways and trails - both hard and natural surface – within each property. High scoring parks also contained quality turf, landscaping, and trees.

LOW SCORING PARKS

Most of the lowest scoring municipal parks in Victoria are classified as neighborhood parks. This is a common condition among municipal park systems for two reasons: **A)** The lack of facilities in most neighborhood parks reduces visits and public demands for investment or maintenance; and, **B)** Neighborhood parks are older because they are not being added to municipal inventories due to long-term upkeep concerns.

Lower scoring parks in the Victoria parks system still rank average or above average in turf condition, which was consistent in all parks (excluding in areas where bare spots were present). The quality of “additional amenities” such as fountains, trash receptacles, and seating areas – in combination with low system-wide scores for lighting, general site facilities, and park accessibility – contributes to poor individual park scores.



FUTURE SERVICE NEEDS (CONDITIONS)

A review of the park-by-park condition assessment inventory forms will determine property-specific priorities for inclusion in the City’s master maintenance list. The system-wide condition of the Victoria parks and recreation system can be quickly enhanced with attention on the subsequent property and facility elements:

Maintenance Standards

- The need for more uniform maintenance practices is acknowledged on page 101 - including a long term asset management schedule that anticipates the life cycle of built amenities.
- A safety assessment may be performed with the Victoria Police Department to identify locations where security lighting upgrades are most necessary.
- A parks system design standards manual may identify preferred amenities and structures. Existing fixtures may be replaced according to the recommendations of the standards manual starting with non-permanent fixtures.

Specific Investments

- Increased maintenance to the sport court surfacing will enhance the aesthetics of the courts. For some basketball courts, major repairs are needed to the basketball hoops.
- The condition of the surfacing and accessory amenities (fencing, netting, selective lighting) of some athletic fields in regional and community parks should be improved.
- Major repairs or upgrades could be made to the off-street parking throughout the parks system.



Flooding in Victoria can have long lasting effects on facilities and amenities the parks and recreations system.

Resources and Resilience

BUILT FEATURES

Historic Properties. The City of Victoria is currently home to 114 historic properties that are listed on the National Register of Historic Places. In addition, two properties are listed as State Antiquities Landmarks and 26 are Recorded Texas Historic Landmarks. In downtown Victoria, recent efforts have been made to restore and revitalize the area. An emphasis on enhancing sections of downtown and restoring historic properties was part of the Main Street Program that was created by the City. Between these historic properties and sites, opportunities could exist to create a connected system of bicycle and pedestrian facilities that would allow visitors to the area to experience the community from a unique perspective.

Utility Corridors. When present, utility corridors provide an opportunity in which multi-use trail systems can be supported. Victoria currently lacks a prominent utility corridor to provide space for a significant stretch of trail. However, the potential for future partnerships with utility companies to co-locate a multi-use trail should not be overlooked.

NATURAL FEATURES

Guadalupe River. The seasonal flows of one of Texas' main river corridors provide access to intermittent water-based recreation opportunities and riverine landscapes. The river contains a 25-mile long paddling trail.

Creeks and Drainage Channels. Placedo Creek is a 27-mile stream that runs through Victoria and Calhoun Counties. The creek runs along the east side of Victoria and flows into the Lavaca Bay. Drainage channels offer extensive community access opportunities in the form of multi-use trail corridors. There is currently an extensive open drainage system throughout the City of Victoria that extends from Placedo Creek.

PARKS AND FLOOD RISK

A variety of vegetation and wildlife is located within the Guadalupe River corridor. Within this corridor is Riverside Park which acts as a buffer between the City of Victoria and the Guadalupe River. This section examines the risks facing Riverside Park and considers how the City can plan for future park renovations.

During flooding, some parks contain facilities that become unusable. The repair and replacement costs for these items can be expensive. The addition of green storm water infrastructure into park retrofits and new park development with a goal of increasing social equity can help ensure that parkland is used to its maximum potential.

PARKS AND FLOOD RISK

The methodology for conducting a flood risk assessment consists of an examination of the intersection of Federal Emergency Management Association’s (FEMA) maps of the 100-year floodplains with the City’s parks and the presence of critical natural habitat. Seventy-two percent of parkland in the City’s parks is in the 100-year floodplain. The City’s parks shown in **Parks in Floodplains**, are partially or completely located in the floodplain.

FUTURE SERVICE NEEDS

Victoria has the opportunity to leverage historic and natural assets to improve cultural and physical linkages between the parks system and the community. Additional care must be taken to carefully mitigate ongoing floodplain and stream bank hazards that can damage existing and planned park enhancements.

Resource Opportunities

- Additional efforts to expand the City’s historic preservation signage program can direct visitors to additional park spaces.
- Utility and drainage corridors could be utilized to expanding the existing trails system.

PARKS IN FLOODPLAINS

Park	Floodplain Acreage	
	Acres	Percent (%) of Total
Riverside Park	491.2	87%
Lone Tree Creek Park	117.9	92%
Martin Luther King, Jr. Park	.5	29%
Moody Boat Ramp	2.2	100%

Riverside Park provides community members and visitors to the area access to the Guadalupe River. This park buffers adjacent areas from flooding. After Hurricane Harvey, sections of the Guadalupe River were washed out along the riverbank. Hurricanes can bring sediments and other containments into the water supply which can decrease the quality of the drinking water. The park protects ecosystems from rising water and improves habitat which strengthens the riverbanks against erosion, while providing recreational activities as well as unprogrammed space. Riverside Park is valuable to the City since it protects residents from the overflowing of the Guadalupe River.

Hazard Mitigation

- A more in-depth study of stream bank stabilization will need to be conducted along the Guadalupe River.
- Add soil protection blankets along the banks of the Guadalupe River to help slow the eroding river banks during flood events.
- Balance the desire for selective clearing along the Guadalupe River with stream bank stabilization.
- Design, locate, or construct elements to minimize flooding along the Guadalupe River.
- Design and apply engineered enhancements to detention basin athletic fields in Lone Tree Creek Park.

Recreational Programs and Services

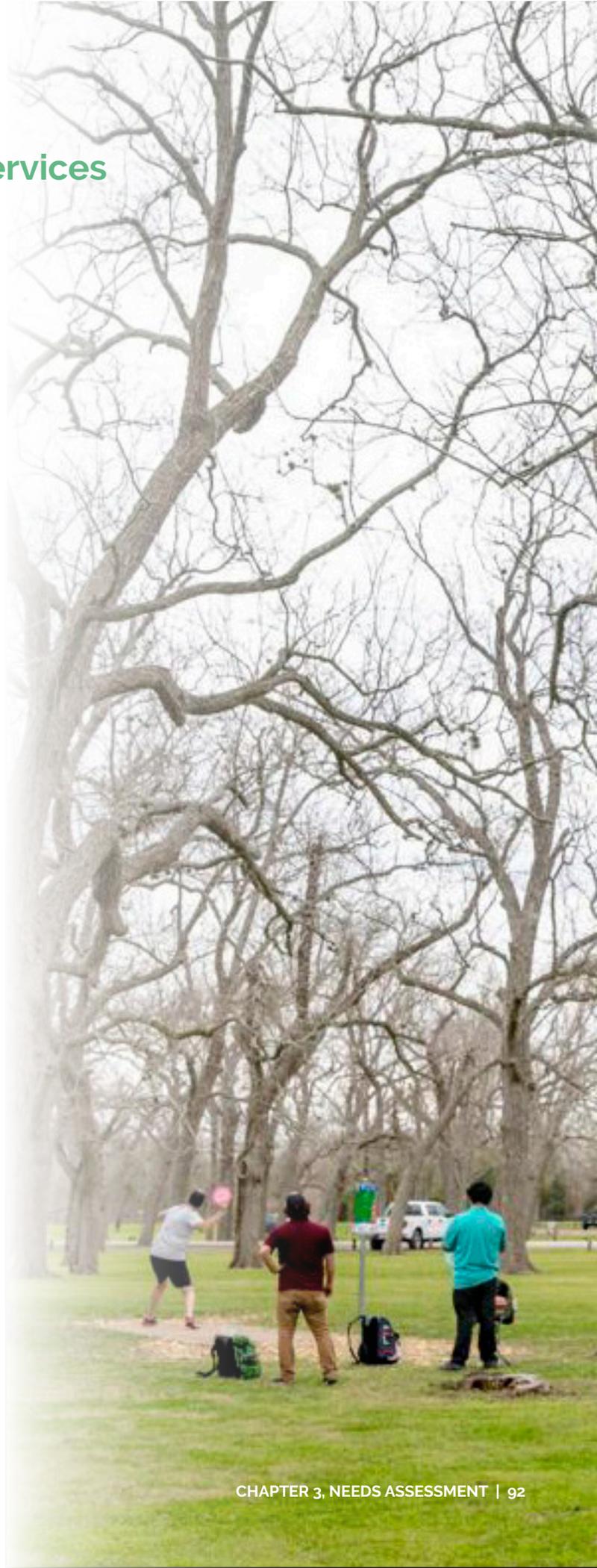
Access to recreational programming and service providers is an essential component to achieving positive community health outcomes and a higher individual quality of life. To best serve the residents of Victoria, recreational services should be provided to: **A)** Align with identified community preferences and needs; and, **B)** Be funded at a sustainable level where at least some program costs can be recovered.

Funding for the Victoria Parks and Recreation Department's recreational service activities (including programs and events) is distributed among four functional areas:

- **Recreation**
 - Recreation Programming
 - Special Events
 - Athletics
- **Community Center**
 - Community Center Operations
 - Administrative Assistants
- **Golf Course**
 - Club House Operations
 - Golf Course Maintenance Operations
- **Tournaments**

The City of Victoria also uses their existing Hotel/Motel Tax to support local sport tournaments and events that are facilitated by the Parks and Recreation Department. This tax allocation acts as the principal funding source for these types of events in the City.

The manner in which the City of Victoria PARD organizes its annual operating budget - with an emphasis on the daily operation of specific facilities - presents difficulties in readily identifying direct staffing allocations (full time and FTE) for the City's growing list of recreational programs.



CORE PROGRAM AREAS

Core program areas help staff, policy makers, and the public to focus on what is most important to them. When providing recreational services, it is also important for cities to identify core program areas to focus their energy on the holes in their community’s recreational offerings and on the things that they do well as an organization. When defining “core programs,” each should exhibit at least a few of the categories listed below.

WHAT MAKES A CORE PROGRAM?



Using the methodology above, the Victoria PARD currently offers programs and services in seven core areas. Utilizing the program data provided by the City an age segmentation analysis of the core programs offered by the City was developed. **Recreational Programming Age Segment Analysis** depicts each core program along with the age segments they serve as either primary targets (intended audience) and secondary (other non primary users that participate in the program). The table illustrates that the City is offering many programs catered to a target audience of adults, but not catering to youth programs.

RECREATIONAL PROGRAMMING AGE SEGMENT ANALYSIS

Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Young Adult (18-34)	Adult (35-54)	Active Adult (55-64)	Senior (65+)
Adult Softball	-	-	-	Primary	Primary	Secondary	-
Adult Kickball	-	-	-	Primary	Primary	Secondary	-
Adult Disc Golf	-	-	-	Primary	Primary	Secondary	-
Adult Sand Volleyball	-	-	-	Primary	Primary	Secondary	-
Fast pitch Softball	-	-	Primary	Secondary	-	-	-
Community Events	Secondary	Primary	Primary	Primary	Primary	Primary	Primary
Riverside Golf Course	Secondary	Secondary	Secondary	Primary	Primary	Primary	Primary

RECREATIONAL PROGRAM PERFORMANCE ASSESSMENT

Many of the programming services offered by the City: **A)** Address a clear community recreation priority; and/or, **B)** Maximize the use of one or more City-owned and maintained recreational facilities. As revealed by this Plan’s public outreach and engagement program, there remain additional community recreation needs for which the City may be uniquely positioned to address.

NRPA Agency Performance Review 2020 (Key Programs) shows that programming can span many park and recreation activities. Listed below are the top seven key programming activities offered by at least 60 percent of all park and recreation agencies that participated in the NRPA’s annual Park Metrics program.

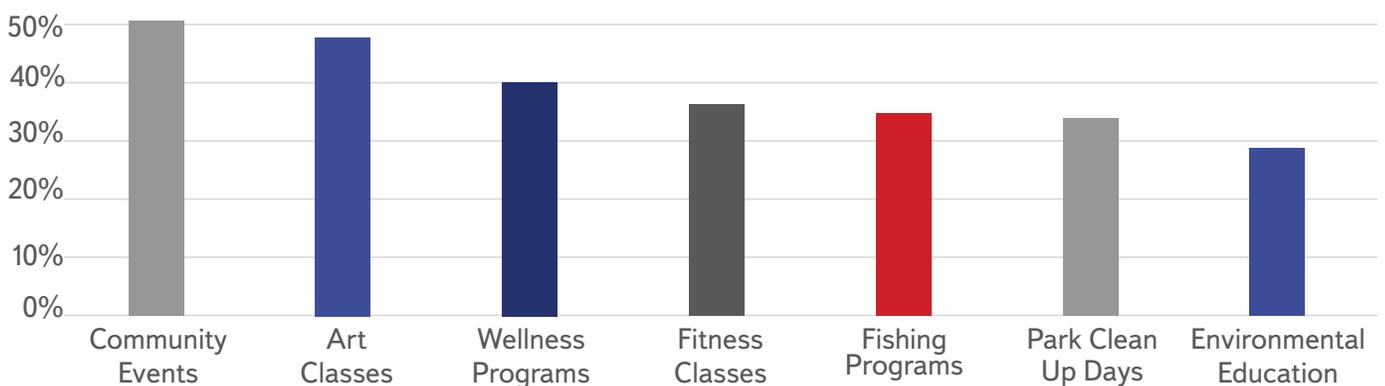
NRPA AGENCY PERFORMANCE REVIEW 2020 (KEY PROGRAMS)



Source: NRPA Park Metrics, Agency Performance Review (2020);

High Priority Recreational Programs Preferences (Public Survey) reveals a few recreational services for which Victoria residents indicated there remains a significant unmet need. Many of the top-rated recreational program preferences identified suggest a desire for activities that may require the use of designated indoor recreation space, and align with many of the categories that are represented by parks and recreation agencies around the country (as depicted above by **NRPA Agency Performance Review 2020**).

HIGH PRIORITY RECREATIONAL PROGRAM PREFERENCES (PUBLIC SURVEY)



Source: City of Victoria, Parks and Recreation Survey (2021);

While the community responded well to their favorite program offerings in the city, 119 respondents reported that “they were not aware of the programs that were offered”, when stating their reason as to what conditions may have kept them from participating in the recreational programs offered by the City. This can be mediated by a more robust community engagement policies that incorporate strategic program marketing solutions.

Recreational Programming Cost Recovery

A useful metric that helps to illustrate a public agency’s effectiveness to recover costs and reduce dependence on the community’s tax monies is to evaluate revenue as a percentage of operating expenditures. A higher percentage or ratio signifies an agency’s effectiveness in recovering some costs of delivering parks and recreation services to the community.

However, service fees and enrollment charges and other methods to recover costs are considered a responsible and necessary means to supplement tax revenue.

Analyzing metrics on revenue helps to clarify whether a Parks and Recreation Department is recovering sufficient costs to balance competing community needs with existing resources. Two important metrics to evaluate the Department’s revenue generation are:

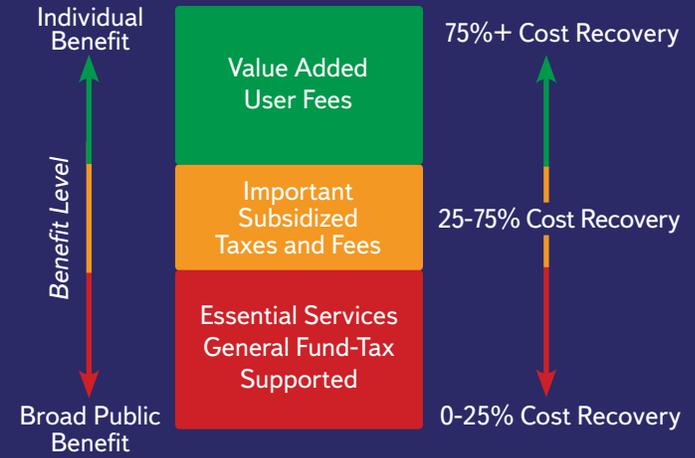
- Revenue per capita; and,
- Revenue as a percentage of total operating expenditures, also known as cost recovery

RECREATIONAL SERVICES & PERFORMANCE METRICS

Measuring the cost-efficient delivery of the recreational programs and other services that are offered by the City of Victoria PARD to residents and visitors will require a re-evaluation of how direct expenses for each program are allocated by the department. Such an evaluation of expenses to revenues serves as the basis for a detailed cost recovery strategy which will be necessary to decrease the Department’s long-term reliance on general funds.

Likewise, a reorganization of the PARD’s division structure - to include a designated recreational services division - would enable the department to better compare budgeting and staffing performance measures to those of other agencies. Common national metrics are maintained by the NRPA within its annual Agency Performance Review.

PROGRAM BENEFIT LEVEL AND COST RECOVERY BREAKDOWN



The figure above is a breakdown of the following measures of cost recovery:

- Public benefit level;
- Origin of funding or pricing strategy;
- Service classification; and,
- Cost recovery goals

The general cost recovery goals illustrated above express a balance of public and personal benefits for a parks and recreation service provider. At the top of this figure indicated in green, is the smallest level of recreational activities that have a profit center potential. In this level, programs and services should be priced to recover full cost plus a designated profit percentage. These programs are very value added programs, funded completely by user fees. Examples of these activities could include elite swim teams, golf lessons, food concessions, or facility rentals (i.e., weddings, tournaments, or other services).

Without cost recovery policies funding for recreational services can become unsustainable. To ensure a dynamic and sustainable system, and to avoid the future elimination of programs and services, adherence to a cost recovery strategy such as the model presented herein is warranted. **Recreational Service Classifications** (facing page) analyzes the City of Victoria’s core programs using the figure above.

SERVICE CLASSIFICATIONS

Identifying standard classifications for recreational programs and services is an important process for an agency to follow to remain aligned with the community’s interests while operating in a fiscally sustainable manner. When establishing service classifications, programs should be evaluated according to at least the following criteria:

- Benefit Level (Is the program benefit applicable to individuals or the general public?)
- Program Classification (How is the program valued by the community?)
- Pricing Strategy (Who bears the primary cost of the program?)

Victoria Recreational Service Classifications (below) provides a summary of core municipal programs and services - and associated recommendations on pricing strategies, and cost recovery goals based on level of community-wide benefit provided by the program. This initial analysis should be augmented by further staff-led efforts to identify ideal program-specific fees in accordance with the recommendations provided herein.

The **classification** process consists of the following steps and is further explained in the graphic below, **Recreational Service Classification:**

- Develop a definition for each program classification that fits the intent and expectations of the department; the ability of the department to meet public needs within the appropriate areas of service; and the mission and core values of the City of Victoria Parks and Recreation Department.
- Develop criteria that can be used to evaluate each program and function within the department and determine the classification that best fits.

RECREATIONAL SERVICE CLASSIFICATIONS

Core Program Area	Benefit Level ¹	Classification ²	Pricing strategy ³	Cost recovery goal
Adult Softball	Individual	Value Added	User Fees	75%+
Adult Kickball	Individual	Value Added	User Fees	75%+
Adult Sand Volleyball	Individual	Important	User Fees	75%+
Adult Disc Golf	Individual	Important	User Fees	25% - 75%
Youth fast pitch Softball	Community	Essential	General Fund	0 - 25%
Community Events	Community	Essential	General Fund	0 - 25%
Riverside Golf Course	Community	Essential	General Fund	0 - 25%

1. Benefit Level - Individual (programming benefits individuals more), Community (benefits larger programming efforts that target the entire community)
 2. Classification - Value Added (Fees cover most direct and indirect costs, primarily individual benefit, limited access to users), Important (fees cover some direct costs, both public and individual benefit, open access but limited), Essential (free, substantial community benefit, open access by all)
 3. Pricing Strategy - User Fees (funded by program participants), General Fund (funded through the City's general fund, specifically the programming budget within the PARD)

FUTURE SERVICE NEEDS (RECREATIONAL PROGRAMMING)

With the City of Victoria’s fixed outdoor recreational facilities designed to cater to specialized interests, the Parks and Recreation Department is more readily able to adjust recreational programming offerings and schedules to address changing community interests.

Since the City is supported by so many local outlets the community wide survey results for program preferences, as seen on page 94 in the figure **High Priority Recreational Program Preferences (Public Survey)** (page 94) the results did not include sport programs, but was dominated by community events, art classes, health and wellness programs and fitness/workout classes. These preferences tell us that the City of Victoria is looking for a broad array of programming, that will reach greater audiences and more diverse demographics.

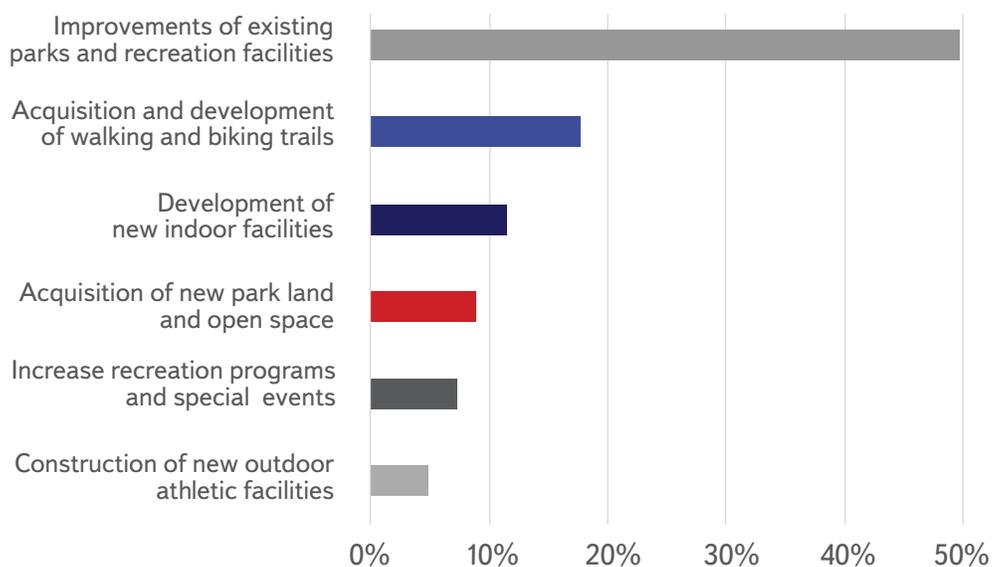
Program Administration

- A detailed cost recovery strategy should be prepared to better evaluate the feasibility of maintaining existing programs and for considering program expansion.
- Internal evaluation and assessment processes should be adopted that will measure the success of programs and services on a quarterly basis. New assessment methods will help to increase participation and make it more capable to achieve higher cost recovery goals.
- Department reorganization may be warranted to more clearly consolidate recreational programming positions and budgeting.

Programs and Events

- Public participation suggests that funding for new recreational programs is not a top community priority (see **Your Top Parks and Recreation Funding Priority?** when compared to other possible system-wide investments.
- The various community events that occur annually in the City are of high importance to the community and garner high attendance rates compared to most other programming.
- Targeted additions to the City’s recreational programming offerings may be accomplished in partnership with other service providers. The City may assume the role of “secondary” or “support” provider where the City contracts with outside vendors or it solicits for increased utilization of its facilities.

YOUR TOP PARKS AND RECREATION FUNDING PRIORITY?



Source: City of Victoria, Parks and Recreation Survey (2021)

Administration and Operations

An initial summary of the Parks and Recreation Department’s organizational structure was displayed in **Chapter 2, Victoria Parks System** (see page 29). The initial summary provided brief information on the department’s various divisions, staffing levels, and budget per capita. This section provides a more detailed assessment of PARD staff resources and funding levels.

STAFFING AND OPERATIONAL EXPENDITURES

STAFFING LEVELS

Parks and Recreation Department Staff below shows that at the beginning of 2020, the Victoria Parks and Recreation Department employed 47 full time staff. When compared to communities that have a similar population size, Victoria’s Parks and Recreation Department has a lower number of full time staff, but such numbers do not account for staff compared to programs offered or acreage of parkland maintained.

Parks and Recreation Staff By Function identifies the number and percentage of PARD staff by general responsibility. The majority of full time staff in Victoria are responsible for operations and maintenance. The percent of staff in operations and maintenance in Victoria is significantly higher than the average percentage of FTEs in the same category while those responsible for recreational programming is lower.

PARKS AND RECREATION DEPARTMENT STAFF

City of Victoria (FY 2020-2021)	NRPA Park Metrics (2021)
Full Time Staff	Park & Recreation Agency Staffing: FTEs (By Jurisdiction Population)
47	61.2

PARKS AND RECREATION STAFF BY FUNCTION

City of Victoria (FY 2020-2021)		NRPA Park Metrics (2021)
Full Time Staff	Percent of Department FTEs	Responsibilities of Park & Recreation Staff (Average Percentage Distribution of Agency FTEs)
Operations and Maintenance		
35	74%	45%
Programming		
3	6%	31%
Administration		
9	19%	17%
Capital Development		
0	0%	3%
Other		
0	0%	4%

FTE (Full-time Equivalent)

OPERATING BUDGET FOR PARKS AND RECREATIONAL SERVICES

The Victoria Parks and Recreation Department’s annual operating budget is comprised of three (3) principal funding categories. Main sources of funding for the PARD’s annual operations include:

- **Victoria General Fund.** These funds are comprised mainly of general tax revenue allocated by the City and provide for the administration and operation of city services.
- **Dedicated Levies / Taxes.** In Victoria, these funds are include earmarked funding sources such as enterprise funds and hotel occupancy taxes. This category may also include special levies approved via citizen referenda.
- **Fees and Other Sources.** Revenue generated directly by the Parks and Recreation Department through services, programs, special events, and other activities offered directly to the public.

PARKS & RECREATION OPERATING EXPENDITURES¹

Operating Division	FY2020-21 (Amount)
Parks and Recreation	\$2,560,469
Golf Course	\$905,670
Community Center	\$525,869

Source: City of Victoria
1. Actual year-to-date (FY 2021)

PARKS & RECREATION REVENUES BY SOURCE¹

Revenue Source	FY2020-21 (Amount)
General Fund	\$216,752
Grants	\$621,509
Golf Course	\$1,116,163
Community Center	\$466,184

Source: City of Victoria
1. Actual year-to-date (FY 2021)

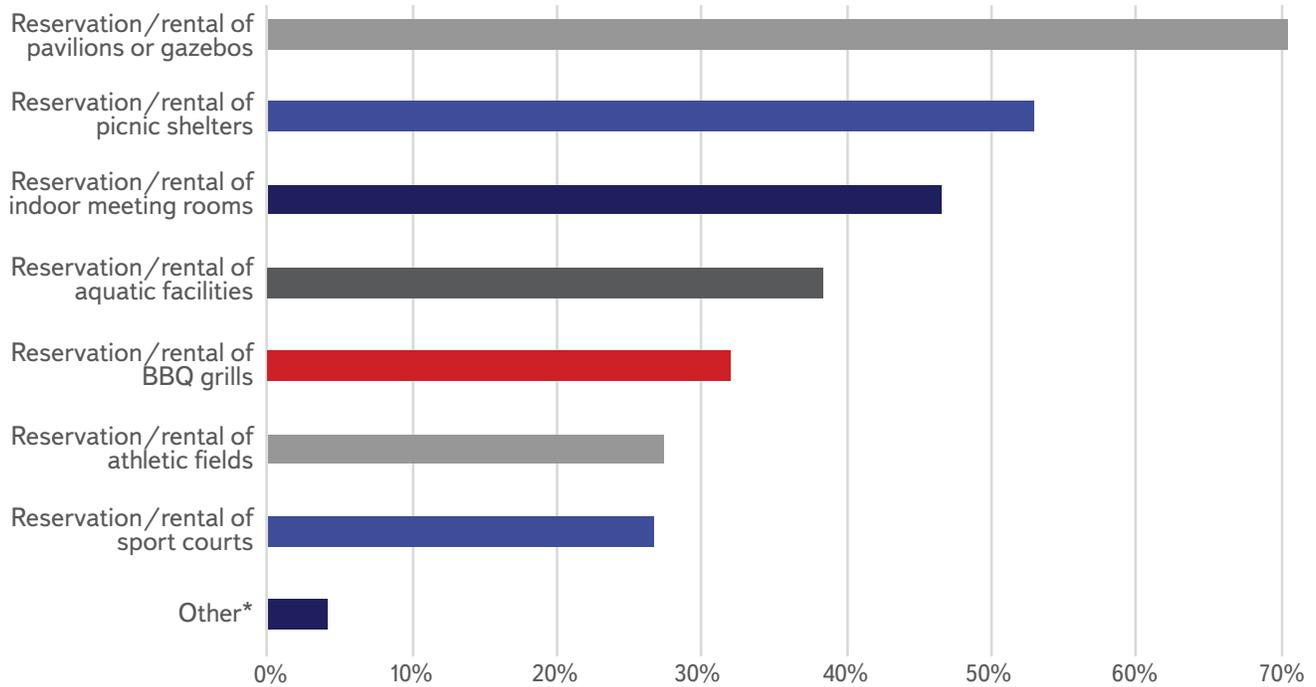
OPERATING EXPENDITURES BY SOURCE

Parks & Recreation Operating Expenditures shows department funding for the majority of the 2020-21 fiscal year by three operating divisions. Since the 2011-12 fiscal year, the general fund has been used to augment department operations at an increased rate while revenues from fees has decreased significantly as a percentage of the overall budget. The 2021 NRPA Agency Performance Review indicates that the national average of general fund tax support for parks and recreational operating expenditures is only 61 percent - while earned/generated revenue accounts for 23 percent.

REVENUES FOR OPERATING EXPENDITURES

Through fiscal year 2021, the Victoria Parks and Recreation Department has operated the golf course at a profit while earned revenues have accounted for 88 percent of the City’s community center budget. Through much of fiscal year 2020-21, the City had generated 117,272 dollars in revenue through athletic league fees, ballfield rentals and pavilion rentals. Budget projections provided by the City of Victoria look to increase earned revenues from registrations and fees by over 40 percent in upcoming fiscal year. Projected increases in earned revenues should account for close to 7 percent of upcoming budget cycles. On average, peer communities polled by NRPA generate roughly 24 percent of their annual operating expenditures through earned/generated revenues.

WHICH PARK AMENITIES WOULD YOU BE WILLING TO RESERVE FOR A FEE?



The figure represents the percent of total respondents,*Other included responses such as kayaking, paddle boarding, splash pads and camping.

The NRPA's 2020 *Park Metrics* report indicates that on average **earned/generated revenues accounted for 24%** of parks and recreation agencies' **annual operating expenditures.**



Pavilion at Ted B. Reed Park can host small or large public and private gatherings. Equipped with BBQ grills, picnic tables and restrooms.

MAINTENANCE CATEGORIES

The Victoria Parks and Recreation Department’s maintenance responsibilities can be divided into four functional areas:

- Ballfields Crew
- Mowing Crew
- Maintenance and Restroom Crew
- Golf Courses

MAINTENANCE BUDGET

Maintenance Summary (FY 2021) identifies an operating budget for park maintenance of over 1.2 million dollars to maintain the municipal parks system’s 848.9 acres - and including facilities and amenities. This distribution of expenditures aligns with national averages which suggest that in 2020, roughly 44 percent of all recreational agencies’ annual operating expenditures were dedicated to the management and maintenance of park spaces and assets.

MAINTENANCE SCHEDULES

The PARD currently maintains a golf course maintenance plan. This plan contains a detailed schedule of mowing, tree trimming, and amenity maintenance. Beyond the golf course maintenance plan, the PARD is on a 14 day mow schedule, but no other formalized maintenance schedule is utilized for landscaping, repairs, replacement features, cleaning, etc.

Development and adoption of a department-wide maintenance plan that should include mowing, tree limb removal, pressure washing, regular repairs and replacement and more. The plan could be organized by park or specific amenities that requires attention across all parks. The frequency and timeframe for each item would be detailed in the maintenance plan to give staff clear direction for their daily tasks. In addition, the skills required to complete each task can be noted to ensure that the task is accomplished by a skilled professional. This plan could also help the parks and recreation department determine future hiring needs and would provide parks and recreation staff with formalized direction to continue to maintain the parks system at a high quality level.

MAINTENANCE SUMMARY (2021)

Category	Metric
General Parks Maintenance	
Annual Operation Budget	\$1,227,143
Total Acres Maintained	848.9 acres
Total Actual Cost Per Acre	\$1,446
Acres Per Maintenance Staff	60.6

Source: City of Victoria

Each of the three core maintenance functional areas managed by the City of Victoria should have a clear target level of service. Maintenance level of service is usually separated into three groups:

- **Maintenance Mode/Level 1:** Applies to parks or sites that need the greatest level of maintenance standard in the system. These parks or sites are frequently income creating facilities, such as Riverside Park, where the quality and level of maintenance has a direct impact on the facility’s ability to maximize income generation.
- **Maintenance Mode/Level 2:** Applies to parks or sites that need a moderate level of effort and maintenance standards in the system. These consist of developed and undeveloped parks with amenities that are heavily used such as Ethel Lee Tracy Park and the other community and neighborhood parks, and special-use facilities found in the Victoria Parks system.
- **Maintenance Mode/Level 3:** Applies to parks or sites that need a minimal level of effort and maintenance standards in the system. These usually consist of undeveloped parks with few amenities such as Green Belt Park.

OPERATIONS AND MAINTENANCE SUMMARY

The City of Victoria’s Parks and Recreation Department is a lean operation that depends on efficiency to deliver quality parks and recreation services. Although public sentiment received as part of this master planning effort suggests general satisfaction with the quality of the city’s park spaces and facilities, greater funding diversity will be necessary to satisfy growing community wide interests and expectations.

Priority administrative and operational needs include the following:

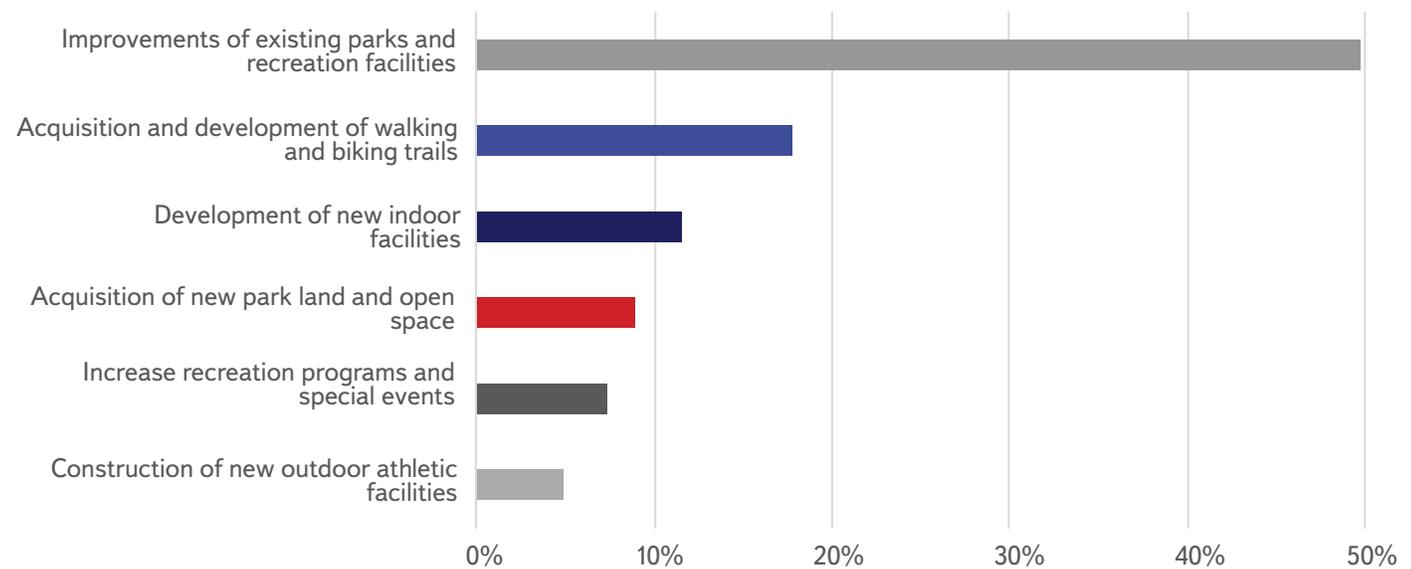
Operating Budget

- The City must find ways to reduce its current degree of reliance on general funds for parks and recreation operations.
- Pricing strategies should be developed to better leverage rental revenues for daily amenities (i.e. pavilions and gazebos) and the use of large scale facilities for tournaments and events.
- Efforts to explore grant funding opportunities should be accelerated to address high-priority or niche facility and programming needs.

Maintenance Practices

- When considering public priorities, increased funding for the improvement and maintenance of existing park spaces may represent a popular allocation of PARD expenditures.
- A department-wide maintenance plan and schedule should be developed to provide uniformity in maintenance practices.
- The departmental maintenance plan may include a long-term asset management schedule that anticipates the life cycle and replacement schedule of specific assets.

WHAT IS YOUR TOP PARKS AND RECREATION FUNDING PRIORITY?



Source: City of Victoria, Parks and Recreation Survey (2021)



CHAPTER 4

BUILDING PARKS FOR ALL OF US

GOAL 1: PARKS SYSTEM GROWTH AND ACCESS	106
GOAL 2: PARKS SYSTEM INVESTMENTS	112
GOAL 3: COMMUNITY PROGRAMS AND EVENTS	136
GOAL 4: RECREATIONAL SERVICE DELIVERY	139

“The City of Victoria’s parks and recreation system enriches our community’s health, well-being and identity through the provision of accessible, safe, and high-quality park spaces, facilities and programs that support a diverse mix of personal and shared recreational, fitness, cultural, natural and educational experiences.”

- CITY OF VICTORIA, PARKS AND RECREATION VISION

Plan Recommendations

This Plan includes 60 recommended actions categorized according to four (4) parks and recreation system goals. Plan actions are organized to address the findings presented in **Chapter 3, Assessing Our Needs**, so that Victoria’s parks and recreation action plan aligns with public preferences and community values.

The goals, objectives, and actions introduced in this chapter are not listed according to priority and should not deter community leaders and stakeholders from considering other future actions or initiatives intended to enhance the Victoria parks and recreation system. Should a future action or initiative advance one of the goals contained in this Plan then it may be pursued with as much energy as the recommendations herein. In contrast, where activities or initiatives diverge significantly from this Plan, the City should amend the plan document.

OUR PARKS AND RECREATION GOALS

1 PARKS SYSTEM GROWTH AND ACCESS

Equitable access to park properties and recreational amenities is provided through the balanced distribution of parkland, open space, and facilities, and the development of safe and efficient pathways to surrounding residential areas.

2 PARKS SYSTEM INVESTMENTS

The longevity of parks system assets is ensured by investing in facilities that support varied community interests while designing safe, cost-effective and engaging spaces that are compatible with the local climate and natural features.

3 COMMUNITY PROGRAMS AND EVENTS

Personal well-being and public pride is enhanced by working with community partners to provide access to a diverse suite of recreational programs and community events that cater to varying interests, ages and abilities.

4 RECREATIONAL SERVICE DELIVERY

High-quality recreation services are provided in an efficient manner through clear administrative policies and processes, strategic partnerships, diversified funding sources, and highly-trained staff.

Goal 1: Parks System Growth and Access

EQUITABLE ACCESS TO PARK PROPERTIES AND RECREATIONAL AMENITIES IS PROVIDED THROUGH THE BALANCED DISTRIBUTION OF PARKLAND, OPEN SPACE, AND FACILITIES, AND THE DEVELOPMENT OF SAFE AND EFFICIENT PATHWAYS TO SURROUNDING RESIDENTIAL AREAS.

OBJECTIVES AND ACTIONS

Objective 1.1. Ensure An Equitable Distribution Of Accessible Park Spaces And Recreational Facilities That Support Community Interests.

Action	Page
Action 1.1.1. Parkland Level of Service. Utilize the acreage and proximity standards presented in this Plan as a guide for minimum city-wide regional, community and neighborhood parkland levels of service.	107
Action 1.1.2. Parkland Service Area Gaps. Reduce parkland service area gaps in existing residential areas by acquiring land for new neighborhood parks.	107
Action 1.1.3. Trail Network Level of Service. Expand the planned Paseo de Victoria trails network and increase the percentage of residential areas that are within one-half mile of a trail access.	108
Action 1.1.4. Active Transportation Plan. Prepare an active transportation plan to link the City’s planned network of multi-use trails to a city-wide network of bicycle and pedestrian facilities.	108
Action 1.1.5. Civic Parks. Incorporate new civic park space into downtown Victoria and in new mixed-use development that is intended to promote a dense, urban, and pedestrian-friendly environment.	108
Action 1.1.6. Partnership Parks. Partner with the school district, non-profits and other institutions to reduce service gaps to neighborhood parks and recreational amenities.	108

Objective 1.2. Utilize The Development Process To Ensure That Parkland Is Provided For Victoria’s Growing Population.

Action	Page
Action 1.2.1. Parkland Dedication. Amend municipal codes to require the dedication and improvement of neighborhood parkland as part of new development.	110
Action 1.2.2. Pocket Park Performance Criteria. Allow small pocket parks to be constructed in new developments in lieu of neighborhood parks only in accordance with specific performance criteria.	110
Action 1.2.3. Trail Development. Amend municipal land development codes to require trail corridor dedication for multi-use trails and the construction of applicable trail segments as part of new development.	111
Action 1.2.4. Private Parks and Common Areas. Amend municipal codes to require common areas and recreational amenities as part of new multi-family development.	111

OBJECTIVE 1.1. ENSURE AN EQUITABLE DISTRIBUTION OF ACCESSIBLE PARK SPACES AND RECREATIONAL FACILITIES THAT SUPPORT COMMUNITY INTERESTS.

This Plan’s assessment of needs reveals that the City of Victoria performs well in providing parkland acreage for its residents. In contrast, the equitable distribution and accessibility to parkland can be improved. Current parkland acreage may also not be sufficient to meet the needs of population growth over time.

ACTION 1.1.1. PARKLAND LEVEL OF SERVICE. UTILIZE THE ACREAGE AND PROXIMITY STANDARDS PRESENTED IN THIS PLAN AS A GUIDE FOR MINIMUM CITY-WIDE REGIONAL, COMMUNITY AND NEIGHBORHOOD PARKLAND LEVELS OF SERVICE.

The City of Victoria’s parkland target levels of service are illustrated in **Parkland, Target Level of Service (2020 - 2040)**. These benchmarks are advisory and aspirational and should be viewed as minimum targets. Should targets be exceeded during the planning period, the City should consider new benchmarks.

The absence of target levels of service for other park types does not mean that other parks introduced should not be added to the municipal system in the future. New civic, pocket, and other special park space should still be incorporated into the Victoria parks and recreation system on a case-by-case basis.

ACTION 1.1.2. PARKLAND SERVICE AREA GAPS. REDUCE PARKLAND SERVICE AREA GAPS IN EXISTING RESIDENTIAL AREAS BY ACQUIRING LAND FOR NEW NEIGHBORHOOD PARKS.

The City of Victoria should budget funds to purchase neighborhood parkland within no less than two of the areas identified in **Map 3.2. Parkland Service Area Gaps** (page 64) over the next 10 year period to improve parkland access to residents of existing residential areas.

Each new neighborhood park should be developed in accordance with a citizen-driven conceptual planning process. Recommendations regarding conceptual development plans are provided in **Action 2.2.4**.

PARKLAND, TARGET LEVEL OF SERVICE (2020 - 2040)¹

Park Classification	Target Level of Service (Minimum) ²			
	Recommended Service Standard	Recommended Acreage (2020) ¹	Recommended Acreage (2040) ¹	Proximity Guideline ³
Regional	5.0 Acres / 1,000 Residents	334.6 acres	381.0 acres	1/2 Mile Walkshed ³
Community	2.0 Acres / 1,000 Residents	133.8 acres	152.4 acres	
Neighborhood	1.0 acre / 1,000 Residents	66.9 acres	76.2 acres	

1. 66,920 residents (est. 2020); 76,201 residents (est. 2040). Source: U.S. Census Bureau, 2018-2019 American Community Survey 5-year estimates.
 2. The City of Victoria may opt to exceed minimum targets of parkland acreage.
 3. Parks to be distributed so that all residential areas are within 1/2 mile of a regional, community or neighborhood park. ‘Walkshed’ refers to an unobstructed pathway such as a sidewalk or trail extending from an accessible entry point of a park property.



DeLeon Plaza could be augmented by other civic parks that serve as catalytic investments and provide dispersed activity zones throughout downtown.

ACTION 1.1.3. TRAIL NETWORK LEVEL OF SERVICE. EXPAND THE PLANNED PASEO DE VICTORIA TRAILS NETWORK AND INCREASE THE PERCENTAGE OF RESIDENTIAL AREAS THAT ARE WITHIN ONE-HALF MILE OF A TRAIL ACCESS.

At a minimum, seek to construct the 29.7 miles of multi-use trail identified on **Map 4.1, Victoria Multi-use Trails Network** (page 109), which incorporate and expand upon the Paseo de Victoria Plan (2018). Re-evaluate the location and distance of trail segments following the completion of a city-wide active transportation plan.

ACTION 1.1.4. ACTIVE TRANSPORTATION PLAN. PREPARE AN ACTIVE TRANSPORTATION PLAN TO LINK THE CITY'S PLANNED NETWORK OF MULTI-USE TRAILS TO A CITY-WIDE NETWORK OF BICYCLE AND PEDESTRIAN FACILITIES.

The Paseo de Victoria Plan and this Plan do not include a true “community-wide” network of interconnected active transportation routes due to their sole focuses on multi-use trails. The scope of neither plan includes an evaluation of roadway and user characteristics that would define the appropriate active transportation facilities along Victoria’s most widely traveled corridors. An active transportation plan would identify a true city-wide network of context-appropriate bicycle and pedestrian facilities.

ACTION 1.1.5. CIVIC PARKS. INCORPORATE NEW CIVIC PARK SPACE INTO DOWNTOWN VICTORIA AND IN NEW MIXED-USE DEVELOPMENT THAT IS INTENDED TO PROMOTE A DENSE, URBAN, AND PEDESTRIAN-FRIENDLY ENVIRONMENT.

Civic parks are integral to and contribute to the character and function of dense, mixed-use development types. Beyond meeting active recreational needs, provision of civic park space may be required in addition to other parkland level of service standards.

Victoria does not have the regulatory tools to require the incorporation of civic parks into new development or redevelopment projects. Amendments should be made to the land development code that promote the development of mixed-use urban spaces. Because civic parks can be provided at varying scales, land development provisions may allow this park type to meet neighborhood park requirements, pocket park, or community park needs on a case-by-case basis.

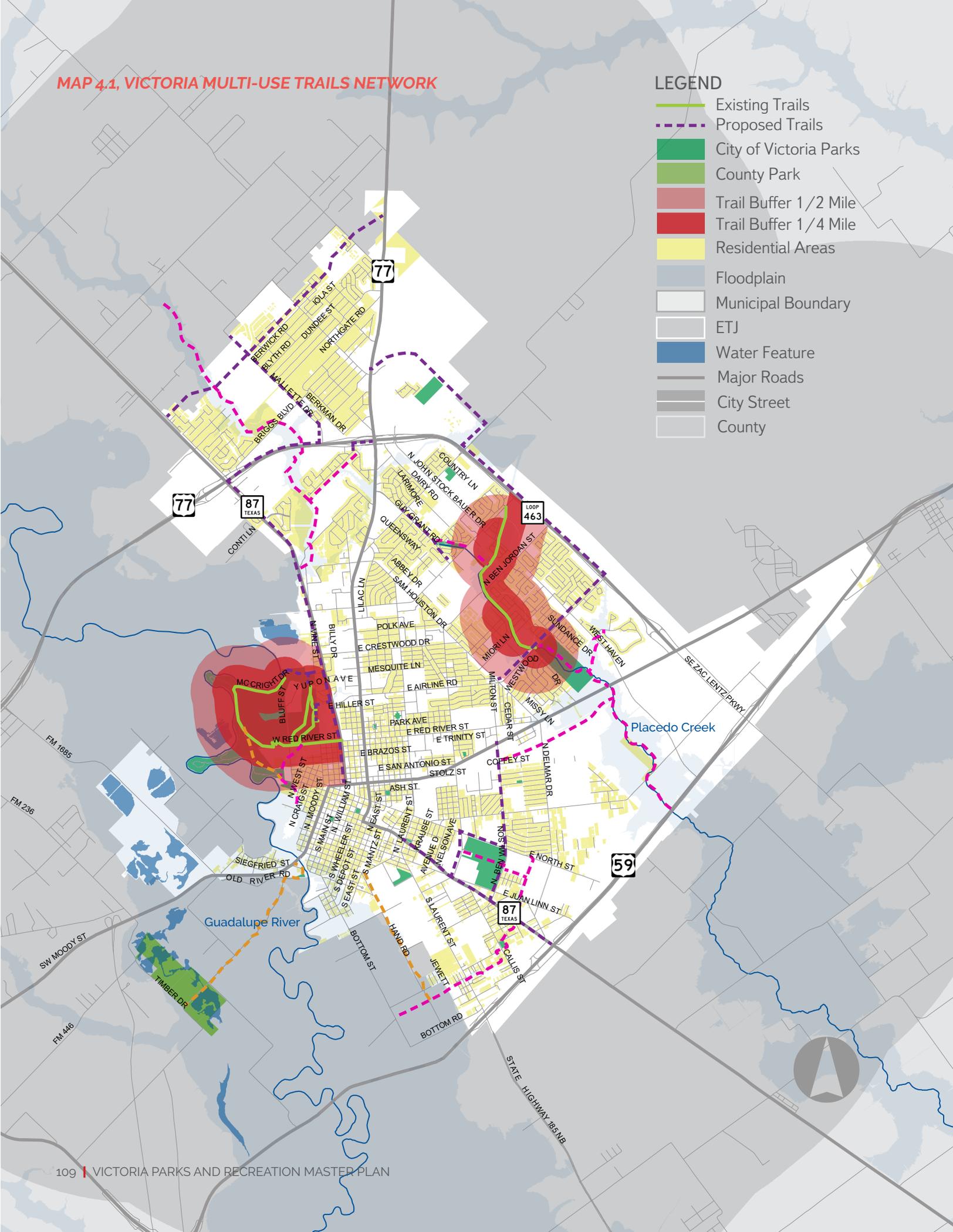
ACTION 1.1.6. PARTNERSHIP PARKS. PARTNER WITH THE SCHOOL DISTRICT, NON-PROFITS AND OTHER INSTITUTIONS TO REDUCE SERVICE GAPS TO NEIGHBORHOOD PARKS AND RECREATIONAL AMENITIES.

Seek opportunities to partner with the school district, non-profits and other public authorities to increase access to recreational space in the City. Utilize intergovernmental arrangements to invest in property acquisition or initial facility investment, or to administer long-term maintenance responsibilities while the partnering entity fulfills complimentary roles in park development or maintenance.

MAP 4.1, VICTORIA MULTI-USE TRAILS NETWORK

LEGEND

-  Existing Trails
-  Proposed Trails
-  City of Victoria Parks
-  County Park
-  Trail Buffer 1/2 Mile
-  Trail Buffer 1/4 Mile
-  Residential Areas
-  Floodplain
-  Municipal Boundary
-  ETJ
-  Water Feature
-  Major Roads
-  City Street
-  County



OBJECTIVE 1.2. UTILIZE THE DEVELOPMENT PROCESS TO ENSURE THAT PARKLAND IS PROVIDED FOR VICTORIA'S GROWING POPULATION.

From a community development perspective, parkland and recreation facilities should be viewed as essential public facilities — similar to other public infrastructure networks. Public efforts to reduce existing gaps in parkland distribution should be augmented by the land development process to ensure that new parks are dedicated and developed when constructing new neighborhoods. To ensure that new parks are developed in a manner that is consistent with the findings and recommendations of this Plan the City must update its regulatory tools.

ACTION 1.2.1. PARKLAND DEDICATION. AMEND MUNICIPAL CODES TO REQUIRE THE DEDICATION AND IMPROVEMENT OF NEIGHBORHOOD PARKLAND AS PART OF NEW DEVELOPMENT.

Victoria should exercise the authority granted to it by Ch. 232, Texas Local Govt. Code Ann. to adopt parkland dedication and development provisions. Parkland dedication requirements would ensure the construction of new parks to serve a growing population as land development occurs. Dedication and development standards should include provisions regarding park type, acreage calculations by dwelling unit, location and dimensional standards, fees-in-lieu of dedication, development standards and park development fees.



ACTION 1.2.2. POCKET PARK PERFORMANCE CRITERIA. ALLOW SMALL POCKET PARKS TO BE CONSTRUCTED IN NEW DEVELOPMENTS IN LIEU OF NEIGHBORHOOD PARKS ONLY IN ACCORDANCE WITH SPECIFIC PERFORMANCE CRITERIA.

Pocket parks should not be permitted to replace neighborhood parks required as part of an adopted parkland dedication ordinance. Nonetheless, Victoria should have the authority to accept the dedication of new pocket parks under specific conditions. Example criteria include:

- The pocket park is constructed in proximity to a larger neighborhood or community park;
- It enhances the City's multi-use trail system by serving as a trailhead park;
- It enhances a cultural, historic, or natural feature;
- It serves as a civic space in conjunction with mixed-use development;
- It is accessible by being centrally located within the residential development or is proximate to other neighborhood or community parks in the surrounding area;
- The cumulative acreage of all pocket parks exceeds the minimum neighborhood park acreage required for the development; and/or,
- The cumulative facilities within all pocket parks exceeds minimum recreational facility requirements as determined by the City.

The value of pocket parks can be enhanced when they serve one or more accessory purposes. The pocket park at left is less than one-half acre in size but is an active space due to its dual-role as a public gathering space and trailhead for the community's multi-use trail network.



Trail dedication provisions can ensure that trail corridors identified through adopted plans can be preserved as new development occurs in Victoria.

ACTION 1.2.3. TRAIL DEVELOPMENT. AMEND MUNICIPAL LAND DEVELOPMENT CODES TO REQUIRE TRAIL CORRIDOR DEDICATION FOR MULTI-USE TRAILS AND THE CONSTRUCTION OF APPLICABLE TRAIL SEGMENTS AS PART OF NEW DEVELOPMENT.

Trail dedication and development standards may be adopted in conjunction with parkland dedication provisions, and should adhere to the network recommendations contained in this Plan. Additional trail network and design recommendations should be included in a city-wide active transportation plan. Where applicable, the revisions of a future city-wide active transportation plan may supersede the recommendations of the plan.

ACTION 1.2.4. PRIVATE PARKS AND COMMON AREAS. AMEND MUNICIPAL CODES TO REQUIRE COMMON AREAS AND RECREATIONAL AMENITIES AS PART OF NEW MULTI-FAMILY DEVELOPMENT.

Parkland dedication provisions should allow for the City to defer acceptance of new park space - instead allowing for it to be owned and maintained by a home owners association. Dedication of parkland to a homeowners association that is subject to restrictive covenants reviewed and approved by the City and recorded in conjunction with an applicable subdivision plat. Likewise, City development regulations may require the development of common space and minimum recreational facilities as part of new multi-family residential developments.

Goal 2: Parks System Investments

THE LONGEVITY OF PARKS SYSTEM ASSETS IS ENSURED BY INVESTING IN FACILITIES THAT SUPPORT VARIED COMMUNITY INTERESTS WHILE DESIGNING SAFE, COST-EFFECTIVE AND ENGAGING SPACES THAT ARE COMPATIBLE WITH THE LOCAL CLIMATE AND NATURAL FEATURES.

OBJECTIVES AND ACTIONS

Objective 2.1. Develop and apply uniform design policies and maintenance practices for parks system landscape and hardscape features and facilities.

Action	Page
Action 2.1.1. Maintenance Plan. Develop and implement a department-wide annual maintenance plan and long-term asset maintenance schedule.	114
Action 2.1.2. Maintenance Contract Management. Utilize a work order management system to analyze unit costs for in-house versus contracted maintenance activities.	114
Action 2.1.3. Conditions Assessment. Conduct an annual or bi-annual conditions assessment update.	114
Action 2.1.4. Urban Forest Management Policy. Prepare and implement an urban forest management policy to guide the selection , management and removal of trees on public properties.	115
Action 2.1.5. Stream-bank Stabilization. Conduct a study to determine where Guadalupe River stream-bank stabilization projects should occur in conjunction with planned Riverside Park improvements.	115

Objective 2.2. Invest in municipal park spaces and facilities that improve and maintain the condition of system-wide assets while expanding access to new recreational amenities.

Action	Page
Action 2.2.1. Park Improvement Standards. Adopt minimum facility and amenity standards for new parks.	116
Action 2.2.2. Park Design and Construction Standards. Prepare a park design and construction standards manual to guide future parks system investments.	116
Action 2.2.3. Maintenance and Operations Estimates. Include a M.O.R.E. assessment and estimate (maintenance, operations, revenues, and expenditures) within all conceptual park design plans to ensure the availability of long-term maintenance and operations funds.	117
Action 2.2.4. Conceptual Park Design. Prepare illustrative master plans for the development or redevelopment of each park, as appropriate, to take maximum advantage of grant or other funding opportunities.	117
Actions 2.2.5 through 2.2.17. Near-Term Park Investments. Invest in property and facility improvements within each of the City’s existing parks based on maintenance needs identified as part of this master planning process.	119

OBJECTIVES AND ACTIONS

Objective 2.3. Implement the Conceptual development plans prepared for Ethel Lee Tracy Park, MLK Park and Riverside Park through sustained investments.

Action	Page
Actions 2.3.1 through 2.3.3. Conceptual Development Plans. Enhance the experience of municipal park visitors by investing in park enhancements that add amenities envisioned in the conceptual development plans prepared as part of this master planning process.	130

Objective 2.4. Expand recreational facility offerings and access to park amenities to meet the interests of City residents.

Action	Page
Action 2.4.1. Recreational Facility Level of Service. Utilize minimum level of service standards presented in this Plan as a guide for future recreational facility investments.	131
Action 2.4.2. Lone Tree Creek Park Expansion. Expand Lone Tree Creek Park by incorporating City-owned property between Placedo Creek and US Business Highway 59.	131
Action 2.4.3. Greenbelt Park Conceptual Plan. Prepare and implement a conceptual development plan for improvements to Greenbelt Park.	131
Action 2.4.4. Dog Parks. Incorporate one or more dog parks into the parks system.	131
Action 2.4.5. Athletic Fields. Upgrade regional and community park athletic fields.	131
Action 2.4.6. Indoor Recreation Space. Provide indoor space for recreational programs through new construction, renovation or partnerships with other entities.	134
Action 2.4.7. Walkshed Improvements. Construct or improve multi-use trail or sidewalk connections within one-half of municipal parks.	134
Action 2.4.8. Shade Structures. Provide additional shade in municipal parks by increasing the inventory of pavilions and other shades structures.	135
Action 2.4.9. River Access. Provide improved access points to and clear views of the Guadalupe River.	135



OBJECTIVE 2.1. DEVELOP AND APPLY UNIFORM DESIGN POLICIES AND MAINTENANCE PRACTICES FOR PARKS SYSTEM LANDSCAPE AND HARDSCAPE FEATURES AND FACILITIES.

The condition of Victoria’s parks varied widely when measured according to the 15 conditions assessment categories that measure landscapes, hardscapes, and structures on all City parkland. Nonetheless, ongoing and pro-active maintenance of parks system assets will be necessary to improve the system-wide condition of parks system assets over time. Future prioritization of maintenance needs will require that the PARD establish a clear system of asset monitoring and replacement based on clear facility inventories and maintenance benchmarks.

ACTION 2.1.1. MAINTENANCE PLAN. DEVELOP AND IMPLEMENT A DEPARTMENT-WIDE ANNUAL MAINTENANCE PLAN AND LONG-TERM ASSET MAINTENANCE SCHEDULE.

Prepare and adopt a maintenance management plan that clearly outlines different levels of maintenance service (maintenance modes) depending on anticipated usage, complexity of amenities /facilities, and revenue generation potential. The plan and schedule should define routine maintenance tasks and frequency to be implemented through a work order management system.

A formalized maintenance management plan includes not only maintenance modes and standards for each park but also tracks the performance of the work against a set of defined outcomes as well as the costs expended to achieve each outcome.

ACTION 2.1.2. MAINTENANCE CONTRACT MANAGEMENT. UTILIZE A WORK ORDER MANAGEMENT SYSTEM TO ANALYZE UNIT COSTS FOR IN-HOUSE VERSUS CONTRACTED MAINTENANCE ACTIVITIES.

A work order management system should be used to establish lifecycle maintenance needs for the City’s recreational amenities in part through tracking weekly and monthly work orders. This will assist the PARD staff in limiting facility failures through preventative maintenance. Further, utilizing the system will provide staff with the necessary “actual cost” data for work being performed and to internally analyze the unit cost to perform work internally against delegating tasks to a third-party vendor.

ACTION 2.1.3. CONDITIONS ASSESSMENT. CONDUCT AN ANNUAL OR BI-ANNUAL CONDITIONS ASSESSMENT UPDATE.

This Plan includes a conditions assessment for all 17 City park properties (see **Appendix E**). The results of this assessment should be used by the PARD as the basis for future maintenance projects. A bi-annual update of the conditions assessment will ensure that future project prioritization remains consistent with changing conditions, and that progress can be tracked.



Robust parks system maintenance requires a focus on the entire “park space.” Maintenance schedules must consider methods to ensure the appropriate care of natural assets, landscape features and grounds - in addition to recreational facilities.

STREAM-BANK STABILIZATION

The public's desire for greater access and views of the Guadalupe River within Riverside Park must be balanced with a recognition of the river's seasonal storm events and migrating channel that cause constant changes to the stream-bank. Clearance activities and the potential construction of new overlooks and pavilions should be augmented as stream-bank stabilization study and mitigation activities. A stream-bank stabilization study should address the following issues:

- **Stream Stability.** Where is the stream/river within its life cycle? Is it in equilibrium? If not, is it down-cutting (vertical movement) or migrating (horizontal erosion)?
- **Geo-technical Analysis.** Depending on the severity of erosion and need for a structural solution, a geo-technical analysis may be required, including a slope stability (failure plane) analysis.
- **Hydraulics.** The hydraulic characteristics (velocity, flow depth, normal water surface elevation) of the stream will greatly affect the bank stability and design solutions.
- **Vegetation.** The ability to keep good vegetative cover on a slope greatly affects the erosion potential of a slope. Similarly, shade trees around the slope will affect the ability of certain grasses to thrive.
- **Maintenance.** Is the slope we're stabilizing in a highly trafficked area? Is it mowed frequently? These factors may affect proposed stabilization techniques.
- **ROW / Property Constraints.** How much room does the stream have to give? Are there property constraints, roads, or structures nearby?

ACTION 2.1.4. URBAN FOREST MANAGEMENT POLICY. PREPARE AND IMPLEMENT AN URBAN FOREST MANAGEMENT POLICY TO GUIDE THE SELECTION, MANAGEMENT AND REMOVAL OF TREES ON PUBLIC PROPERTIES.

Prepare an urban forest management policy for application on City properties that guides proper tree selection, placement, long-term care and removal. An initial management policy may include an inventory of City trees placed close to streets or other public infrastructure or public gathering areas. Associated guidelines may be applied to trees on private property planted in accordance with municipal land development codes.

A completed urban forest management plan will include a tree inspection and replacement schedule which should be incorporated into the PARD's overall maintenance plan and schedule. Plan implementation will require the oversight of a licensed arborist - either as a full-time City staff member or a third-party vendor.

ACTION 2.1.5. STREAM-BANK STABILIZATION. CONDUCT A STUDY TO DETERMINE WHERE GUADALUPE RIVER STREAM-BANK STABILIZATION PROJECTS SHOULD OCCUR IN CONJUNCTION WITH PLANNED RIVERSIDE PARK IMPROVEMENTS.

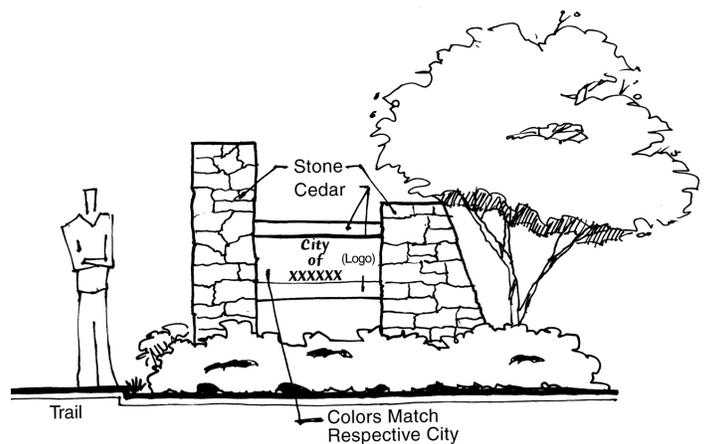
Pro-actively plan and budget for Guadalupe River stream-bank stabilization in conjunction with clearance or grading conducted as part of stream side overlook or pavilion construction in Riverside Park and at the Moody Boat Ramp property. Stream-bank stabilization study results may also reveal other near-term engineered stabilization projects which may occur to protect public assets.

OBJECTIVE 2.2. INVEST IN MUNICIPAL PARK SPACES AND FACILITIES THAT IMPROVE AND MAINTAIN THE CONDITION OF SYSTEM-WIDE ASSETS WHILE EXPANDING ACCESS TO NEW RECREATIONAL AMENITIES.

Perceptions of parks system quality extend beyond the City’s ability to expediently fix deteriorating equipment, or maintain public grounds. Pride of ownership also requires that municipal parks present a uniform and recognizable manner. The adoption of uniform design practices can increase the efficiency by which the City maintains its parks, recreation, and open space assets; and, promotes public confidence in overall system quality.

ACTION 2.2.1. PARK IMPROVEMENT STANDARDS. ADOPT MINIMUM FACILITY AND AMENITY STANDARDS FOR NEW PARKS.

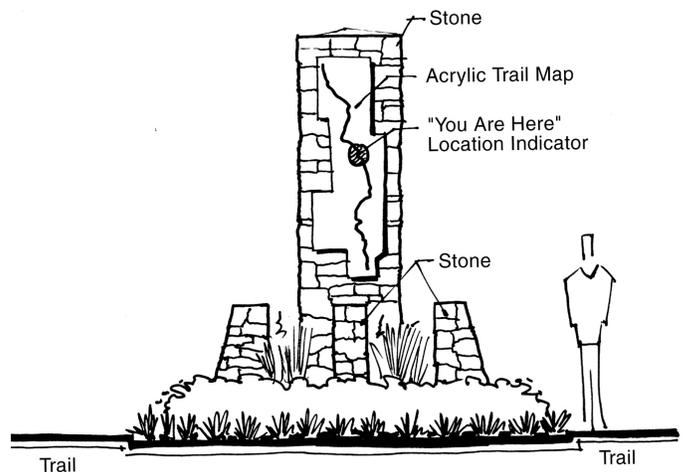
Establish a list of minimum recreational facilities and amenities that must be provided in new pocket, neighborhood, linear, civic, community and regional parks that meet or exceed the minimum recommendations contained in this Plan. Provide recreational facility options for developers to choose from, subject to City approval, and based on the proximity of similar facilities and consideration of equitable facility distribution. Incorporate park development standards into City parkland dedication and development requirements.



ACTION 2.2.2. PARK DESIGN AND CONSTRUCTION STANDARDS. PREPARE A PARK DESIGN AND CONSTRUCTION STANDARDS MANUAL TO GUIDE FUTURE PARKS SYSTEM INVESTMENTS.

A park design and construction standards manual will provide for a consistent look and feel across all parks and establish a minimum level of quality. It should also help to improve efficiency for maintenance and operations. The guidelines should indicate that new and improved park facilities and amenities be:

- Designed and constructed of durable and long-lasting materials;
- Designed to maximize shade opportunities;
- Designed and constructed using water- and energy-efficient fixtures;
- Designed and constructed with an emphasis on low maintenance requirements;
- Designed for flexibility of use; and
- Designed with a cohesive system of styles and materials to create a “brand” within all City parks.



Design and construction manuals assist parks and recreation agencies in creating a uniform aesthetic throughout the parks system. Associated material standards provide guidance for the ongoing maintenance and upgrade of system-wide assets that extends beyond the knowledge and tenure of individual staff members.



The City of Victoria should commission M.O.R.E. Assessments to augment the conceptual development plans prepared as part of the Master Plan.

ACTION 2.2.3. MAINTENANCE AND OPERATIONS ESTIMATES. INCLUDE A M.O.R.E. ASSESSMENT AND ESTIMATE (MAINTENANCE, OPERATIONS, REVENUES, AND EXPENDITURES) WITHIN ALL CONCEPTUAL PARK DESIGN PLANS TO ENSURE THE AVAILABILITY OF LONG-TERM MAINTENANCE AND OPERATIONS FUNDS.

Require a M.O.R.E. Assessment and estimate (maintenance, operations, revenues, and expenditures) as part of all conceptual park design plans, and as a precursor to the approval or final development plans and the acceptance of parkland for dedication, to ensure long-term maintenance and operations funds are incorporated into the PARD budget following capital expenditure. M.O.R.E. Assessments should include:

- Estimated annual maintenance costs for maintaining park and trail facilities (structure and amenities), including envisioned contract and equipment maintenance (e.g., 2.5% of initial equipment costs). ;
- Estimated additional FTE personnel needed to accommodate added maintenance associated with the proposed park;
- Estimated additional one-time or reoccurring equipment purchases; and,
- Projected revenues based on current City rental rates and/or contracts for similar programmed uses, or comparable facilities in other parts of Texas.

ACTION 2.2.4. CONCEPTUAL PARK DESIGN. PREPARE ILLUSTRATIVE MASTER PLANS FOR THE DEVELOPMENT OR REDEVELOPMENT OF EACH PARK, AS APPROPRIATE, TO TAKE MAXIMUM ADVANTAGE OF GRANT OR OTHER FUNDING OPPORTUNITIES.

Preparing conceptual park designs prior to development or redevelopment is a good mechanism to ensure the City is being forward-thinking, effective and efficient with the City’s limited resources. Conceptual master plans also provide clarity and justification when pursuing various grant opportunities. Ideal conceptual master plans **do not include** construction documents and specifications but should include the following components:

- Detailed inventory and analysis of existing conditions;
- Design and development workshop or public engagement charrette process;
- Conceptual or schematic site plan preparation focused on the program and location of proposed uses, facilities, and amenities;
- Maintenance, Operations, Revenue, and Expenses (MORE) assessment (Action 2.2.3);
- Opinion of probable construction costs;
- Phasing plan (depending on scale); and,
- Include cost estimates for improvements in Departmental CIP.



OPINION OF PROBABLE CONSTRUCTION COSTS

Recommendations presented in this Plan include opinions of probable construction costs (OPCC) for suggested parkland, recreation facility and accessory facility improvements. **Where presented, OPCC are subject to the assumptions and disclaimers summarized below.**

OPINION OF PROBABLE CONSTRUCTION COSTS, ASSUMPTIONS AND DISCLAIMERS

ASSUMPTIONS/DISCLAIMERS¹

- A. All Opinion of Probable Construction Costs (OPCC) represent the Consultant's best judgment as professionals familiar with the construction industry and current available unit pricing. Consultant does not guarantee that proposals, bids or actual Project Construction Costs will not vary from this opinion. Quantities are estimates only and the actual amount of work and/or materials are contingent upon final existing conditions, survey, and construction design of these improvements. OPCC presented in this Plan do not include subsurface utilities.
 - B. Unit pricing is based on average cost statewide and does not account for any site specific DETERMINANTS that would effect costs of construction (i.e., unknown subsurface conditions, structural foundations/footing per local soil conditions, etc.)
 - C. Twenty Percent Construction Contingency Includes (but is not limited to): general conditions, mobilization, demolition, erosion/ sedimentation control, site retaining walls and unclassified earthwork.
 - D. Environmental and Regulatory Review, Permitting and Fees are not included in this OPCC presented in this Plan.
 - E. Horizontal utility adjustments/relocations/extensions/services for storm sewer, domestic water, sanitary sewer, gas, electric and communication utility lines to the site are not included in the OPCC presented in this plan.
 - F. Projection of future construction costs should include a 10 percent annual increase at a minimum.
-

¹ The assumptions and disclaimers presented herein apply to the probable near-term improvement cost estimates presented on pages 119-129.

ACTION 2.2.5. NEAR-TERM PARK INVESTMENTS (BOULEVARD PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN BOULEVARD PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified over \$126,000.00 of potential investments to Boulevard Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Boulevard Park are summarized below.

BOULEVARD PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Propose Shade Canopy at Playground	EA	\$60,000.00	1	\$60,000.00
Basketball Court Improvements: Includes resurfacing and restriping, and replacement of backboards and netting	EA	\$7,500.00	1	\$7,500.00
Replace Bench	EA	\$1,000.00	1	\$1,000.00
Propose Light Fixtures: LED, BUG-rated (backlight, uplight, glare) fixtures w/ minimum level security lighting after park hours	EA	\$8,000.00	2	\$16,000.00
Propose Age-Appropriate Signage for Playground Equipment	EA	\$250.00	1	\$250.00
Repair Park Sign	EA	\$500.00	1	\$500.00
Propose Concrete Sidewalks/Ramps for Accessibility	SF	\$8.00	300	\$2,400.00
Propose Concrete Pads for Picnic Tables 12'x12'	EA	\$1,750.00	1	\$1,750.00
Propose Concrete Pads for Benches 3'x9'	EA	\$350.00	1	\$350.00
Propose Shade Trees	EA	\$800	5	\$4,000.00
SUBTOTAL: \$93,750.00²				
20% Contingency: \$18,750.00²				
15% Soft Costs: \$14,062.50²				
TOTAL COST: \$126,562.50²				

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard
 2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.



ACTION 2.2.6. NEAR-TERM PARK INVESTMENTS (BROWNSON PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN BROWNSON PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified over \$520,000.00 of potential investments to Brownson Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Brownson Park are summarized below.

BROWNSON PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Replace Playground: Includes equipment and surfacing	EA	\$200,000.00	1	\$200,000.00
Propose Shade Canopy at Playground/Swing Set	EA	\$60,000.00	2	\$120,000.00
Replace One Swing w/ Accessible Swing	EA	\$1,500.00	1	\$1,500.00
Replace Swing Set Surfacing	SF	\$12.00	1,200	\$14,400.00
Basketball Court Improvements: Includes resurfacing and restriping, and replacement of backboards and netting	EA	\$7,500.00	1	\$7,500.00
Replace/Propose Picnic Tables	EA	\$1,500.00	3	\$4,500.00
Replace/Propose Benches	EA	\$1,000.00	3	\$3,000.00
Propose Light Fixtures: LED, BUG-rated (backlight, uplight, glare) fixtures w/ minimum level security lighting after park hours	EA	\$8,000.00	2	\$16,000.00
Propose Age-Appropriate Signage for Playground Equipment	EA	\$250.00	1	\$250.00
Propose Concrete Sidewalks/Ramps for Accessibility	SF	\$8.00	1,200	\$9,600.00
Propose Concrete Pads for Benches 3'x9'	EA	\$350.00	1	\$350.00
Repair Chain Link Fencing	LS	TBD	TBD	TBD
Propose Shade Trees	EA	\$800	11	\$8,800.00
SUBTOTAL: \$385,900.00²				
20% Contingency: \$77,180.00²				
15% Soft Costs: \$57,885.00²				
TOTAL COST: \$520,965.00²				

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard
2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.



ACTION 2.2.7. NEAR-TERM PARK INVESTMENTS (COMMUNITY CENTER PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN COMMUNITY CENTER PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified one potential near-term investment to Community Center Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Community Center Park are summarized below.

COMMUNITY CENTER PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Replace Sagging Steel Fence Panels	LS	TBD	TBD	TBD
				SUBTOTAL: \$TBD²
				20% Contingency: \$TBD²
				15% Soft Costs: \$TBD²
				TOTAL COST: \$TBD²

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet
2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.

ACTION 2.2.8. NEAR-TERM PARK INVESTMENTS (DELEON PLAZA). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN DELEON PLAZA BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified over \$13,000.00 of potential investments to DeLeon Plaza to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of DeLeon Plaza are summarized below.

DELEON PLAZA, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Propose Second Accessible Entrance (from street)	LS	\$10,000.00	1	\$10,000.00
				SUBTOTAL: \$10,000.00²
				20% Contingency: \$2,000.00²
				15% Soft Costs: \$1,500.00²
				TOTAL COST: \$13,500.00²

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard
2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.

ACTION 2.2.9. NEAR-TERM PARK INVESTMENTS (HOPKINS PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN HOPKINS PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified over \$445,000.00 of potential investments to Hopkins Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Hopkins Park are summarized below.

HOPKINS PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Replace Playground: Includes equipment and surfacing	EA	\$100,000.00	1	\$100,000.00
Propose Shade Canopy at Playground	EA	\$60,000.00	1	\$60,000.00
Replace One Swing w/ Accessible Swing	EA	\$1,500.00	1	\$1,500.00
Replace Swing Set Surfacing	SF	\$12.00	2,000	\$24,000.00
Basketball Court Improvements: Includes resurfacing and restriping, and replacement of backboards and netting	EA	\$7,500.00	1	\$7,500.00
Propose Age-Appropriate Signage for Playground Equipment	EA	\$250.00	2	\$500.00
Replace Soccer Goals and Nets	EA	\$3,500.00	2	\$7,000.00
Resurface Parking Lot	SF	\$5.00	25,000	\$125,000.00
Restripe Parking Lot	SY	\$0.20	2,775	\$555.00
Refinish Pavilion: Strip and paint	EA	\$5,000.00	1	\$5,000.00
				SUBTOTAL: \$331,055.00²
				20% Contingency: \$66,211.00²
				15% Soft Costs: \$49,658.25²
				TOTAL COST: \$446,924.25²

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard

2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.



ACTION 2.2.10. NEAR-TERM PARK INVESTMENTS (LONE TREE CREEK PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN LONE TREE CREEK PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified over \$115,000.00 of potential investments to Lone Tree Creek Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Lone Tree Creek Park are summarized below.

LONE TREE CREEK PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Propose Shade Trees	EA	\$800	40	\$32,000.00
Turf Reestablishment	AC	\$2,500.00	21.5	\$53,750.00
				SUBTOTAL: \$85,750.00²
				20% Contingency: \$17,150.00²
				15% Soft Costs: \$12,862.50²
				TOTAL COST: \$115,762.50²

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet

2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.

ACTION 2.2.11. NEAR-TERM PARK INVESTMENTS (MEMORIAL SQUARE PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN MEMORIAL SQUARE PARK PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified one potential investments to Memorial Square Park to improve property and increase public recreational opportunities. The level of investment will vary based on the anticipated scale of sidewalk upgrades.

MEMORIAL SQUARE PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Replace Heaving/Cracked Pavement as Needed	SF	\$12.00	TBD	TBD
				SUBTOTAL: \$TBD²
				20% Contingency: \$TBD²
				15% Soft Costs: \$TBD²
				TOTAL COST: \$TBD²

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard

2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.

ACTION 2.2.12. NEAR-TERM PARK INVESTMENTS (MEADOWLANE PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN MEADOWLANE PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified over \$510,000.00 of potential investments to Meadowlane Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Meadowlane Park are summarized below.

MEADOWLANE PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Replace Playground: Includes equipment and surfacing	EA	\$200,000.00	1	\$200,000.00
Propose Shade Canopy at Playground/Swing Set	EA	\$60,000.00	2	\$120,000.00
Replace One Swing w/ Accessible Swing	EA	\$1,500.00	1	\$1,500.00
Replace Swing Set Surfacing	SF	\$12.00	1,150	\$13,824.00
Basketball Court Improvements: Includes resurfacing and restriping, and replacement of backboards and netting	EA	\$7,500.00	1	\$7,500.00
Replace/Propose Picnic Tables	EA	\$1,500.00	2	\$3,000.00
Replace/Propose Benches	EA	\$1,000.00	1	\$1,000.00
Propose Light Fixtures: LED, BUG-rated (backlight, uplight, glare) fixtures w/ minimum level security lighting after park hours	EA	\$8,000.00	2	\$16,000.00
Propose Age-Appropriate Signage for Playground Equipment	EA	\$250.00	1	\$250.00
Propose Concrete Sidewalks/Ramps for Accessibility	SF	\$8.00	1,500	\$12,000.00
Propose Concrete Pads for Benches 3'x9'	EA	\$350.00	1	\$350.00
Propose Shade Trees	EA	\$800	2	\$1,600.00
SUBTOTAL: \$377,024.00²				
20% Contingency: \$74,764.80²				
15% Soft Costs: \$55,873.60²				
TOTAL COST: \$509,262.40²				

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard
2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.



ACTION 2.2.13. NEAR-TERM PARK INVESTMENTS (MOODY BOAT RAMP PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN MOODY BOAT RAMP PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified roughly \$275,000.00 of potential investments to Moody Boat Ramp Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Moody Boat Ramp Park are summarized below.

MOODY BOAT RAMP PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Replace/Propose Picnic Tables	EA	\$1,500.00	1	\$1,500.00
Propose Light Fixtures: LED, BUG-rated (backlight, uplight, glare) fixtures w/ minimum level security lighting after park hours	EA	\$8,000.00	1	\$8,000.00
Repair/Replace Park Sign	EA	\$2,500.00	1	\$2,500.00
Propose Concrete Pads for Picnic Tables 12'x12'	EA	\$1,750.00	1	\$1,750.00
Small Picnic Shelter	EA	\$18,000.00	1	\$18,000.00
Asphalt Parking Lot & Driveway: Including sub-grade and striping	SF	\$5.00	18,500	\$92,500.00
Concrete Ribbon Curb: Including sub-grade and rebar	LF	\$18.00	1,200	\$21,600.00
Concrete Boat Ramp: Including sub-grade and rebar	SY	\$90.00	420	\$37,800.00
Vehicle Barrier Post & Cable Fence	LF	\$15.00	800	\$12,000.00
Propose Shade Trees	EA	\$800.00	2	\$1,600.00
Fine Grading for Turf Drainage	AC	\$10,000.00	0.5	\$5,000.00
Turf Reestablishment	AC	\$2,500.00	0.5	\$1,250.00
SUBTOTAL: \$203,500.00²				
20% Contingency: \$40,700.00²				
15% Soft Costs: \$30,525.00²				
TOTAL COST: \$274,725.00²				

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard

2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.



ACTION 2.2.14. NEAR-TERM PARK INVESTMENTS (PINE STREET PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN PINE STREET PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified over \$385,000.00 of potential investments to Pine Street Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Pine Street Park are summarized below.

PINE STREET PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Replace Playground: Includes equipment and surfacing	EA	\$200,000.00	1	\$200,000.00
Propose Shade Canopy at Playground	EA	\$60,000.00	1	\$60,000.00
Basketball Court Improvements: Includes resurfacing and restriping, and replacement of backboards and netting	EA	\$7,500.00	1	\$7,500.00
Replace/Propose Picnic Tables	EA	\$1,500.00	6	\$9,000.00
Propose Age-Appropriate Signage for Playground Equipment	EA	\$250.00	1	\$250.00
Replace Soccer Goals and Nets	EA	\$3,500.00	2	\$7,000.00
Propose Shade Trees	EA	\$800	5	\$4,000.00
SUBTOTAL: \$287,750.00²				
20% Contingency: \$57,550.00²				
15% Soft Costs: \$43,162.50²				
TOTAL COST: \$388,462.50²				

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard
2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.



ACTION 2.2.15. NEAR-TERM PARK INVESTMENTS (QUEEN CITY PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN QUEEN CITY PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified over \$75,000.00 of potential investments to Queen City Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Queen City Park are summarized below.

QUEEN CITY PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Basketball Court Improvements: Includes resurfacing and restriping, and replacement of backboards and netting	EA	\$7,500.00	1	\$7,500.00
Replace/Propose Barbecue Grill	EA	\$500.00	1	\$500.00
Replace/Propose Picnic Tables	EA	\$1,500.00	7	\$10,500.00
Propose Light Fixtures: LED, BUG-rated (backlight, uplight, glare) fixtures w/ minimum level security lighting after park hours	EA	\$8,000.00	4	\$32,000.00
Propose Concrete Sidewalks/Ramps for Accessibility	SF	\$8.00	50	\$400.00
Propose Shade Trees	EA	\$800	5	\$4,000
Turf Reestablishment	AC	\$2,500.00	0.25	\$625.00
SUBTOTAL: \$55,525.00²				
20% Contingency: \$11,105.00²				
15% Soft Costs: \$8,328.75²				
TOTAL COST: \$74,958.75²				

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard
2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.



ACTION 2.2.16. NEAR-TERM PARK INVESTMENTS (TED B. REED PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN TED B. REED PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

The needs assessment conducted as part of the master planning process identified over \$915,000.00 of potential investments to Ted B. Reed Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Ted B. Reed Park are summarized below.

TED B REED PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Replace Playground: Includes equipment and surfacing	EA	\$200,000.00	2	\$400,000.00
Propose Shade Canopy at Playground/Swing Set	EA	\$60,000.00	3	\$180,000.00
Replace Swing Set Surfacing	SF	\$12.00	1,275	\$15,300.00
Basketball Court Improvements: Includes resurfacing and restriping, and replacement of backboards and netting	EA	\$7,500.00	1	\$7,500.00
Resurface/Restripe Squash Court	EA	\$2,500.00	1	\$2,500.00
Graffiti Removal	LS	TBD	TBD	TBD
Replace/Propose Barbecue Grill	EA	\$500.00	1	\$500.00
Replace/Propose Trash Receptacle	EA	\$750.00	1	\$750.00
Replace/Propose Picnic Tables	EA	\$1,500.00	13	\$19,500.00
Replace Light Fixtures: LED, BUG-rated (backlight, uplight, glare) fixtures w/ minimum level security lighting after park hours	EA	\$2,500.00	11	\$27,500.00
Propose Age-Appropriate Signage for Playground Equipment	EA	\$250.00	2	\$500.00
Propose Concrete Sidewalks/Ramps for Accessibility	SF	\$8.00	200	\$1,600.00
Restripe Parking Lot	SY	\$0.20	1,100	\$220.00
Propose Shade Trees	EA	\$800	8	\$6,400
Turf Reestablishment	AC	\$2,500.00	0.5	\$1,250.00
Fine Grading for Turf Drainage	AC	\$10,000.00	0.5	\$5,000.00
Refinish Small Pavilions: Strip and paint	EA	\$1,500.00	7	\$10,500.00
Repair Decomposed Granite Trail	SF	\$5.00	TBD	TBD
SUBTOTAL: \$679,020.00²				
20% Contingency: \$135,804.00²				
15% Soft Costs: \$101,853.00²				
TOTAL COST: \$916,677.00²				

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard
2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.

ACTION 2.2.17. NEAR-TERM PARK INVESTMENTS (WILL ROGERS PARK). INVEST IN PROPERTY AND FACILITY IMPROVEMENTS WITHIN WILL ROGERS PARK BASED ON MAINTENANCE NEEDS IDENTIFIED AS PART OF THIS MASTER PLANNING PROCESS.

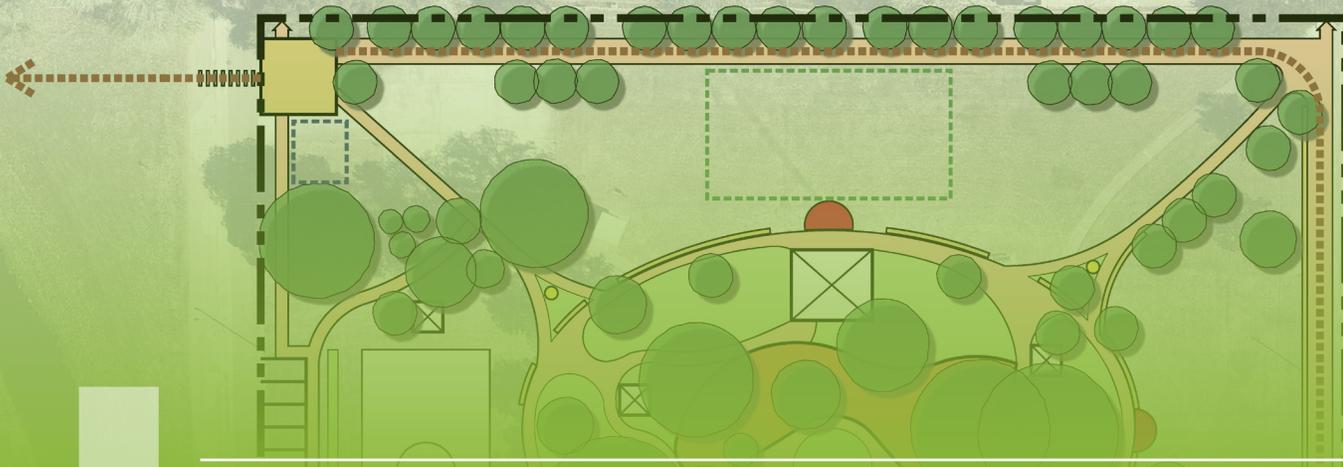
The needs assessment conducted as part of the master planning process identified over \$110,000.00 of potential investments to Will Rogers Park to improve property and increase public recreational opportunities. Immediate investment needs intended to improve the current condition of Will Rogers Park are summarized below.

WILL ROGERS PARK, PROBABLE NEAR-TERM IMPROVEMENT COSTS

Description	Unit ¹	Unit Cost	Quantity	Cost ²
Propose Shade Canopy at Playground	EA	\$60,000.00	1	\$60,000.00
Basketball Court Improvements: Includes resurfacing and restriping, and replacement of backboards and netting	EA	\$7,500.00	1	\$7,500.00
Replace/Propose Barbecue Grill	EA	\$500.00	1	\$500.00
Replace/Propose Trash Receptacle	EA	\$750.00	1	\$750.00
Replace Picnic Tables	EA	\$1,500.00	3	\$4,500.00
Replace/Propose Benches	EA	\$1,000.00	2	\$2,000.00
Replace Light Fixtures: LED, BUG-rated (backlight, uplight, glare) fixtures w/ minimum level security lighting after park hours	EA	\$2,500.00	TBD	TBD
Propose Age-Appropriate Signage for Playground Equipment	EA	\$250.00	1	\$250.00
New Park Sign (North, South and West Entrances)	EA	\$2,500.00	3	\$7,500.00
Replace Heaving/Cracked Pavement as Needed	SF	\$12.00	TBD	TBD
Propose Concrete Pads for Benches 3'x9'	EA	\$350.00	2	\$700.00
SUBTOTAL: \$83,700.00²				
20% Contingency: \$16,740.00²				
15% Soft Costs: \$12,555.00²				
TOTAL COST: \$112,995.00²				

1. AC: Acre; EA: Each; LF: Linear foot; LS: Lump sum; SF: Square feet; SY: Square yard
2. Preliminary costs are for order of magnitude estimating purposes only and are subject to refinement and verification. Unit pricing is based on average cost statewide and do not account for any site specific determinates that would effect costs of construction (i.e., unknown subsurface conditions). Quantities are estimates only and the actual amount of work and/or materials are contingent upon final design of these facilities.





CONCEPTUAL DEVELOPMENT

As previously discussed in **Chapter 3, Assessing Our Needs**, this “system-wide” parks and recreation master plan includes site-specific conceptual development plans for three parks: Ethel Lee Tracy Park, MLK Park and Riverside Park. While all three parks are cornerstone properties in the City’s parks system, each was chosen due to their distinct scale, classification and geographic distribution. The targeted enhancements in each of these parks can serve as models for future investments in other City parks of similar classification.

OBJECTIVE 2.3. IMPLEMENT THE CONCEPTUAL DEVELOPMENT PLANS PREPARED FOR ETHEL LEE TRACY PARK, MLK PARK AND RIVERSIDE PARK THROUGH SUSTAINED INVESTMENTS.

The parks and recreation master planning process included the development of detailed conceptual plans for the reprogramming and reinvigoration of Ethel Lee Tracy Park, MLK Park and Riverside Park. These “cornerstone” properties of the Victoria parks system not only serve the specialized and essential recreational needs of city residents, they also serve as community showcases for visitors.

Substantial upgrades to all three parks can bolster community identity and pride, may facilitate unique experiences found nowhere else in the region and maintains the ability to collect reliable sources of revenue through rental fees, tournaments and events which can be reinvested in system-wide improvements.

ACTION 2.3.1. MARTIN LUTHER KING JR. CONCEPTUAL DEVELOPMENT PLAN. ENHANCE THE EXPERIENCE OF VISITORS TO MLK PARK BY INVESTING IN PARK IMPROVEMENTS, ENHANCEMENTS AND NEW AMENITIES.

ACTION 2.3.2. ETHEL LEE TRACY PARK CONCEPTUAL DEVELOPMENT PLAN. ENHANCE THE EXPERIENCE OF VISITORS TO MLK PARK BY INVESTING IN PARK IMPROVEMENTS, ENHANCEMENTS AND NEW AMENITIES.

ACTION 2.3.3. RIVERSIDE PARK CONCEPTUAL DEVELOPMENT PLAN. ENHANCE THE EXPERIENCE OF VISITORS TO MLK PARK BY INVESTING IN PARK IMPROVEMENTS, ENHANCEMENTS AND NEW AMENITIES.

Investments should adhere to the **MLK Park Conceptual Development Plan, Ethel Lee Tracy Park Conceptual Development Plan and Riverside Park Conceptual Development Plan found in Appendices A, B and C, respectively**. Each includes both near-term investments intended to address immediate maintenance needs and identifies long-term investments and enhancements to ensure that both parks are sustained as premier local and regional destinations to residents and visitors alike.

OBJECTIVE 2.4. EXPAND RECREATIONAL FACILITY OFFERINGS AND ACCESS TO PARK AMENITIES TO MEET THE INTERESTS OF CITY RESIDENTS.

The demand-based assessment conducted as part of the Plan (see **Chapter 3, Assessing Park System Needs** starting on page 55) identifies multiple recreational activities enjoyed by the residents of Victoria - and further suggests that the City has largely kept pace with popular past times. Still the master planning process also reveals opportunities to expand the City's recreational facility offerings beyond that currently provided, and in addition to those for which significant public interest was expressed.

ACTION 2.4.1. RECREATIONAL FACILITY LEVEL OF SERVICE. UTILIZE MINIMUM LEVEL OF SERVICE STANDARDS PRESENTED IN THIS PLAN AS A GUIDE FOR FUTURE RECREATIONAL FACILITY INVESTMENTS.

Victoria should establish aspirational target levels of service for common types of athletic fields, sport courts, aquatics, and other miscellaneous facilities. The City of Victoria's recreational facility target levels of service are illustrated in **Recreational Facilities, Target Level of Service (2020 - 2040)**. These benchmarks are advisory and aspirational, should be viewed as minimum targets, and do not prohibit the City from constructing other recreational facilities not listed within the figure. Should targets be exceeded during the planning period, the City should consider new benchmarks.

ACTION 2.4.2. LONE TREE CREEK PARK EXPANSION. EXPAND LONE TREE CREEK PARK BY INCORPORATING CITY-OWNED PROPERTY BETWEEN PLACEDO CREEK AND US BUSINESS HIGHWAY 59.

Lone Tree Creek Park expansion would accommodate trails system expansion and provide a location for non-residents of adjacent neighborhoods to access the park. Programming of the new park area should be in accordance with a conceptual development plan, but may also largely serve as a location for a new city destination-style dog park.

ACTION 2.4.3. GREENBELT PARK CONCEPTUAL PLAN. PREPARE AND IMPLEMENT A CONCEPTUAL DEVELOPMENT PLAN FOR IMPROVEMENTS TO GREENBELT PARK.

Greenbelt Park is currently maintained as an undeveloped linear open space. This park occupies an important potential trailhead location as part of an expanded multi-use trails network. A conceptual development plan should be commissioned to determine how the trail corridor and other recreational amenities may be incorporated into the park space.

ACTION 2.4.4. DOG PARKS. INCORPORATE ONE OR MORE DOG PARKS INTO THE PARKS SYSTEM.

Construct one or more dog parks within a designated portion of an existing municipal park, or on additional land purchased to accommodate the facility. If more than one dog park is designed and constructed, the facilities should be distributed in different parts of the city to maximize accessibility. Suitable existing locations for a dog park may include, but are not limited to, parts of Riverside Park and Lone Tree Creek Park due to each park's classification, size and shape which allow for future dog parks to be located at a distance from existing residential areas.

ACTION 2.4.5. ATHLETIC FIELDS. UPGRADE REGIONAL AND COMMUNITY PARK ATHLETIC FIELDS.

Multiple athletic fields exist throughout the City's regional and community parks that, with varying upgrades, offers the City with the opportunity to provide alternative locations for local practices and league play. Upgrades to fields located within the detention area in Lone Tree Creek Park may offer the City with an opportunity to decrease its deficit in multi-purpose fields.

RECREATIONAL FACILITIES, TARGET LEVEL OF SERVICE (2020 - 2040)

Facility	Current Facilities	Current LOS (Per Residents)	Target LOS (Per Residents)	2021 Surplus/Deficit (Based on Target)	2040 Need (Total Inventory) ¹
Athletic Fields					
Baseball and Softball Fields	24	1 per 2,788	1 per 5,000	+11	15
Multi-Purpose Fields	1	1 per 66,920	1 per 15,000	-3	5
Soccer Fields	11	1 per 6,083	1 per 5,000	-2	15
Sports Courts					
Basketball Courts	14.5	1 per 4,615	1 per 7,000	+5	11
Pickleball Courts	6	1 per 11,153	1 per 10,000	-	8
Tennis Courts	4	1 per 16,730	1 per 15,000	-	5
Volleyball Courts	4	1 per 16,730	1 per 15,000	-	5
Aquatics					
Pools	1	1 per 66,902	1 per 45,000	-	2
Splash Pads	3	1 per 22,306	1 per 20,000	-	4
Miscellaneous Recreational Facilities					
Disc Golf Courses	3	1 per 22,306	1 per 50,000	+2	2
Playgrounds	16	1 per 4,183	1 per 3,700	-2	21
Recreational Centers	0	N/A	1,022 SF per 1,000	-	9,500 SF
Community Centers	1	1,022 SF per 1,000			
Senior Centers	0	N/A			
Skate Parks	1	417 SF per 1,000	245 SF per 1,000	+11,506.8 SF	18,669 SF
Miscellaneous Social Facilities					
Pavilions	11	1 per 6,083	1 per 5,000	-2	15
Picnic Facilities (Tables, BBQ Pits)	48	1 per 1,394	1 per 1,250	-6	61
Amphitheaters	1	1 per 66,920	1 per 60,000	-	1
Dog Parks	0	N/A	1 per 50,000	-1	2

1. Based on projected 2040 population of 76,201.
 2. Outdoor only. There are up to five additional competitive swimming pool categories.
 3. Square footages include City-owned community center/recreation center space.

DOG PARK DESIGN BASICS

The ever-changing characteristics of our cities and suburbs has included an increase in urban living – with growing popularity in condominium and townhouse developments, and a growing volume of small-lot single-family subdivisions. For dog owners, these lifestyle choices create a greater need for public spaces that are designed for the enjoyment of our canine companions. Communities responding to residents’ demands for the construction of dog parks must consider a variety of design and compatibility issues.

Dog Park Design Basics outlines a few considerations when determining dog park location, scale and features.

DOG PARK DESIGN BASICS

Feature	Notes
Surfacing Options	
Grass	Grass areas are most subject to overuse and wear. It is important to promote good growing conditions through proper maintenance practices, including but not limited to irrigation, reseeding, and rest.
Artificial Turf	Low maintenance, handles increased traffic and retains much of the aesthetic qualities of grass. It is important that artificial turf areas are constructed with a base that drains well. Heat is also an issue with this surface type.
Decomposed Granite	Typically used for paths or in heavily trafficked areas. When dry, this material can create dust, but these effects can be mollified through periodical applications of water during dry stretches. It is important that “DG” is complimented by good drainage to reduce the chances of pooling water.
Sand	Typically associated with water bodies that are found in a dog park such as ponds or lakes. Accessibility issues and maintenance difficulties limit the expanded application of this surface in a dog park.
Wood Chips/Mulch	Durable, inexpensive, and provides good drainage. This surface type poses a risk of splinters, as well as unpleasant smells of dog waste due to its absorption qualities.
Amenities	
Signs	Signs at a dog park can assist in the orientation, branding, and communication of rules for the user.
Gates	A double gate system is typical at most dog parks to allow for more control over pets and reduces the risk of accidental release. These areas are also good locations for waste stations and leash posts.
Fencing	High quality, durable materials should be used for park fencing. Fences are to be constructed to keep dogs inside and are typically 5 to 6 feet in height.
Shade	Natural or constructed features. Shade areas tend to generate a lot of traffic so it is important to compliment them with the correct surfacing to handle the extra wear and tear.
Seating	Seating in a dog park is added for the benefit of the dog owner. Seating should be located in a position with clear visibility so dog owners will be able to supervise their pets without obstruction.
Water/Cooling	Water and cooling stations. Other water elements may include simple fountain/spigots, water troughs, and ponds. More recently the incorporation of dog splash pads has gained popularity due to ability to add a water play element to dog parks without the maintenance and liability of a pond. Wash/hose down stations may also be incorporated as needed.
Leash Post	A place to store a leash while the owner and pet play. These posts are designed to hold onto the leash so that a dog will not be able to grab it in its mouth and run off.
Exercise/Agility Equipment	Common element in many dog parks. A nice addition to a dog park, but have limited use by the average dog owner.
Waste Disposal	Installing waste disposal stations with complimentary waste bags can encourage important habits for waste disposal.

Whether designing a highly-programmed and amenitized dog park, or a large natural off-leash park, designated parking and access to water/sewer are essential amenities for dog owners. Compatibility issues must also be considered so that dog park location does not create a nuisance for residential areas, and so that the proper balance is struck between park accessibility and buffering from motor vehicle traffic on nearby roadways.

DETENTION BASIN PARKS

Best practices in land development dictate that parkland dedication requirements be met by a developer through property that is not encumbered by environmentally sensitive characteristics - such as property located in floodplains or other lands subject to inundation during heavy rainfall events. Nonetheless, local governments subject to funding or land acquisition constraints have often turned to the conversion of their own properties, including detention basins, to meet increased recreational demand.

Although subject to an increased chance of periodic inundation, athletic fields can be successfully incorporated into detention facilities. With proper grading, periphery drainage channels, and outfalls, sodded and irrigated fields can better withstand expected flood events. Basic spectator seating and lighting can also be provided if lighting contractors/primary service are located above expected inundation elevations.

Old Spanish Trail Park in San Antonio includes storm water detention basins designed to be utilized as multi-purpose fields.



ACTION 2.4.6. INDOOR RECREATION SPACE. PROVIDE INDOOR SPACE FOR RECREATIONAL PROGRAMS THROUGH NEW CONSTRUCTION, RENOVATION OR PARTNERSHIPS WITH OTHER ENTITIES.

Master planning participants identified the need for more indoor recreation opportunities. This desire is based both on local climate, and on the perception that a greater number of meeting rooms, fitness rooms, and gymnasium space would provide more recreational programming options than currently offered.

Any feasibility study related to increases in indoor recreation space square footage should consider and compare estimated costs related to the addition of one or more new recreation or senior facilities and the renovation/expansion of the existing community centers or partnership opportunities with other entities.

ACTION 2.4.7. WALKSHED IMPROVEMENTS. CONSTRUCT OR IMPROVE MULTI-USE TRAIL OR SIDEWALK CONNECTIONS WITHIN ONE-HALF OF MUNICIPAL PARKS.

Many City parks have poor bicycle and pedestrian access from adjacent residential areas. Designated bicycle and pedestrian facilities extending from all existing parks along collector and arterial streets for no less than 1/2 mile (of further if necessary to reach a residential area or other community destination) will improve comfortable park access for persons of all ages and abilities.

SPORT FIELD LIGHTING TECHNOLOGY

With a healthy city-wide inventory of municipally owned athletic fields, the City of Victoria has the opportunity to increase local residents' access to competitive field space through turf enhancements and investments in other amenities such as lighting. Despite increased awareness of the effects of light pollution on our night skies, Victoria will be challenged to increase its inventory of sport courts and fields to facilitate evening play schedules due to a perception of incompatibility with surrounding property owners.

The International Dark Sky Association (IDA) has developed a Criteria for Community-Friendly Outdoor Sports Lighting guidelines that upholds the values for meeting both needs. The criteria ensures “outdoor sports lighting design minimizes obstructive light spill and glare into surrounding neighborhoods and natural areas, and meets sustainability and climate-friendly goals, and reduces sky glow to the greatest extent practicable.”



For more information, go to: <https://www.darksky.org/wp-content/uploads/2018/03/IDA-Criteria-for-Community-Friendly-Outdoor-Sports-Lighting.pdf>

ACTION 2.4.8. SHADE STRUCTURES. PROVIDE ADDITIONAL SHADE IN MUNICIPAL PARKS BY INCREASING THE INVENTORY OF PAVILIONS AND OTHER SHADES STRUCTURES.

Shade structure selection should not only consider cost and durability, but also designs that can minimize glare from hard sun angles in the early morning and late afternoon hours. Accordingly, the PARC should also consider the grouping of shade structures with trees and other vegetation to create a shade “oasis” where natural and man made elements provide a concentration of space obscured from direct sunlight.

ACTION 2.4.9. RIVER ACCESS. PROVIDE IMPROVED ACCESS POINTS TO AND CLEAR VIEWS OF THE GUADALUPE RIVER.

The City of Victoria should budget funds to construct up to three viewing decks/pavilions with unobstructed views to the Guadalupe River. At least two of these facilities should be located at strategic points along the Riverside Park stream-bank while a third may be located on the Moody Boat Ramp property. All should be of sufficient scale to allow for rental reservations for large groups.

The existing boat ramps at Riverside Park and Moody Boat Ramp should be improved, while both should be equipped with adjacent and customized boat launches for canoes and kayaks. The boat launch at the pump house in Riverside Park should be replaced by a new facility as envisioned by the Riverside Park conceptual development plan.

Goal 3: Community Programs and Events

PERSONAL WELL-BEING AND PUBLIC PRIDE IS ENHANCED BY WORKING WITH COMMUNITY PARTNERS TO PROVIDE ACCESS TO A DIVERSE SUITE OF RECREATIONAL PROGRAMS AND COMMUNITY EVENTS THAT CATER TO VARYING INTERESTS, AGES AND ABILITIES.

OBJECTIVES AND ACTIONS

Objective 3.1. Monitor, refine and expand the types of recreational programs offered by the city to meet the interests of residents and visitors.

Action	Page
Action 3.1.1. Participation Data (Age Segment) Analysis. Conduct an annual age segment analysis to ensure a continued balance of recreational programs across all age groups.	137
Action 3.1.2. Program Lifecycle. Track recreation program rates of participation to ensure that the City program portfolio adjusts to meet changing recreational needs and preferences.	137
Action 3.1.3. Program Pricing Strategy. Diversify recreational program pricing options to strategically meet cost-recovery goals.	137
Action 3.1.4. Recreational Program Additions. Diversify the City’s recreational program portfolio to maximize the utilization of recreational amenities and to maintain appropriate program lifecycle balances.	137

Objective 3.2. Sponsor and host community events that increase the utility of municipal park spaces while fostering public pride and a shared identity.

Action	Page
Action 3.2.1. Event Diversification. Invest in public park venues and accessory facilities that can be leveraged to host a robust schedule of organized events and activities.	138
Action 3.2.2. Marketing – Tourism. Work with the Convention and Visitors’ Bureau and the Chamber of Commerce to promote municipal parks and recreational programs aimed at tourists and new residents.	138



OBJECTIVE 3.1. MONITOR, REFINE AND EXPAND THE TYPES OF RECREATIONAL PROGRAMS OFFERED BY THE CITY TO MEET THE INTERESTS OF RESIDENTS AND VISITORS.

The demand-based assessments conducted as part of the master planning process reveal a community desire for new recreational programming opportunities in Victoria - whether offered by the City or another party. The planning process further identifies age groups and programming areas where the City may pro-actively work with partners to better fill unmet community needs and improve residents' overall quality of life. Likewise, the City has the opportunity to adjust programmed fees to better balance the need to mitigate direct programming costs with a desire to promote greater access by individuals in lower income groups.

ACTION 3.1.1. PARTICIPATION DATA (AGE SEGMENT) ANALYSIS. CONDUCT AN ANNUAL AGE SEGMENT ANALYSIS TO ENSURE A CONTINUED BALANCE OF RECREATIONAL PROGRAMS ACROSS ALL AGE GROUPS.

Maintain the preliminary age segment analysis prepared as part of the master planning process on an annual basis to note changes or to refine age segment categories. Utilize results to assist in gauging ongoing changes to the City's recreational program offerings.

ACTION 3.1.2. PROGRAM LIFECYCLE. TRACK RECREATION PROGRAM RATES OF PARTICIPATION TO ENSURE THAT THE CITY PROGRAM PORTFOLIO ADJUSTS TO MEET CHANGING RECREATIONAL NEEDS AND PREFERENCES.

Augment the annual age segment analysis with a lifecycle analysis involves reviewing program participation data over a period of years. Lifecycle analysis results will assist the city in determining the stage of growth or decline of each City-sponsored or facilitated program as a way of informing strategic decisions about the overall recreation program portfolio. Refine recreation program offerings to replace low enrollment or canceled programs due to no enrollment with programs that allow the City and its partners to provide a programming portfolio that is better distributed across age groups.

ACTION 3.1.3. PROGRAM PRICING STRATEGY. DIVERSIFY RECREATIONAL PROGRAM PRICING OPTIONS TO STRATEGICALLY MEET COST-RECOVERY GOALS.

Link recreational programming pricing strategies to community benefit levels and the cost recovery goals established in this Plan under **Recreational Service Classifications** (page 96). Allow staff to work within a pricing range tied to the cost recovery goals in this Plan to set prices based on market factors and "differential pricing" (i.e. prime-time/non-primetime, season/off-season rates) to maximize user participation and also encourage additional group rate pricing where applicable.

ACTION 3.1.4. RECREATIONAL PROGRAM ADDITIONS. DIVERSIFY THE CITY'S RECREATIONAL PROGRAM PORTFOLIO TO MAXIMIZE THE UTILIZATION OF RECREATIONAL AMENITIES AND TO MAINTAIN APPROPRIATE PROGRAM LIFECYCLE BALANCES.

Create and administer - or pro-actively work with partners to facilitate the creation of - new recreational programs and services in the areas of greatest demand as illustrated by the demand-based assessment (see **Chapter 3** pages 56-58 for methods documented by this Plan). Monitor participation trends of programming and services in Victoria offered by the City and third-party vendors to focus their efforts on increased programming in the areas of greatest documented unmet need.



Expanded recreational program and event offerings should enable the City to maximize the use of municipal facilities such as the Community Center.

OBJECTIVE 3.2. SPONSOR AND HOST COMMUNITY EVENTS THAT INCREASE THE UTILITY OF MUNICIPAL PARK SPACES WHILE FOSTERING PUBLIC PRIDE AND A SHARED IDENTITY.

The mission statement of the Victoria Parks and Recreation Department states that the Department will provide “...opportunities for conservation, education, and community involvement.” This mission does not imply that the City is solely responsible for providing recreational services to the public. Rather, the City of Victoria should continue to leverage partnerships with other organizations to provide recreation services without limitation to who owns the property or facility, or who operates or manages the specific service, so long as such services can be provided efficiently and equitably.

ACTION 3.2.1. EVENT DIVERSIFICATION. INVEST IN PUBLIC PARK VENUES AND ACCESSORY FACILITIES THAT CAN BE LEVERAGED TO HOST A ROBUST SCHEDULE OF ORGANIZED EVENTS AND ACTIVITIES.

Prioritize efforts to increase the number and distribution of annual community events held at City parks and other municipal properties throughout the calendar year. Share the responsibility of event creation and management between PARD and other municipal departments to allow PARD recreation staff to balance event administration responsibilities with recreational programming adjustments and monitoring as discussed in **Objective 3.1**.

ACTION 3.2.2. MARKETING – TOURISM. WORK WITH THE CONVENTION AND VISITORS’ BUREAU AND THE CHAMBER OF COMMERCE TO PROMOTE MUNICIPAL PARKS AND RECREATIONAL PROGRAMS AIMED AT TOURISTS AND NEW RESIDENTS.

Victoria maintains relationships with other entities which promote quality of life and public health initiatives. These partnerships should be maintained while new partnerships should be developed to expand the reach of the City’s parks and recreation assets. Although the majority of near-term investments recommended in this Plan are not principally targeted for the development of regional tournaments or events, collaboration with local economic development organizations can help the City pay for the upkeep of key facilities through targeted advertising campaigns.

Decisions on event-diversification - particularly those that may be hosted at larger or specialized venues such as Community Center Park, DeLeon Plaza and Riverside Park - should be driven as much by potential direct and indirect revenue via visitors to the community as by stated resident interests.

Goal 4: Recreational Service Delivery

HIGH-QUALITY RECREATION SERVICES ARE PROVIDED IN AN EFFICIENT MANNER THROUGH CLEAR ADMINISTRATIVE POLICIES AND PROCESSES, STRATEGIC PARTNERSHIPS, DIVERSIFIED FUNDING SOURCES, AND HIGHLY-TRAINED STAFF.

OBJECTIVES AND ACTIONS

Objective 4.1. Enhance administrative practices that facilitate efficient recreational service delivery.

Action	Page
Action 4.1.1. Professional Development. Promote professional development opportunities that strengthen the core skills of staff and Commission members.	140
Action 4.1.2. Performance Measures. Participate in the NRPA’s Park Metrics program on a recurring basis.	140
Action 4.1.3. Accreditation. Achieve CAPRA (Commission for Accreditation of Parks and Recreation Agencies) accreditation from the National Recreation and Parks Association.	140
Action 4.1.4. Park Security. Invest in staff resources and refine park access policies to improve park security.	141
Action 4.1.5. Technology Integration. Improve field staff’s access to handheld GPS and web-based equipment for field maintenance and inventory activities.	141

Objective 4.2. Expand access to recreational opportunities through proactive marketing, leveraging partnerships and diversifying funding sources.

Action	Page
Action 4.2.1. Community Relations Plan. Establish clear policies and procedures for coordinating community outreach efforts related to programming and events.	141
Action 4.2.2. Cost of Services Analysis. Conduct a cost of services analysis to refine municipal fee schedules for recreational programs, reservations rentals.	141
Action 4.2.3. Golf Course Cost Recovery. Operate the golf course as an enterprise fund to recover direct operational costs.	142
Action 4.2.4. Funding Partners. Create partnerships with advocacy and special interest groups to access funding or in-kind opportunities for various recreational activities.	142
Action 4.2.5. Maintenance Cost Mitigation. Develop strategic partnerships and programs to mitigate the direct costs for park system maintenance through indirect revenue sources and in-kind contributions.	142
Action 4.2.6. Institutional Partners. Continue to foster the partnership with schools, health care institutions and human service providers to co-locate or administer publicly accessible recreation facilities and programs.	142

OBJECTIVE 4.1. ENHANCE ADMINISTRATIVE PRACTICES THAT FACILITATE EFFICIENT RECREATIONAL SERVICE DELIVERY.

The Victoria Parks and Recreation Department has continued to improve the methods by which it collects data related to parks and recreation system conditions and user preferences. The organizational structure of the department has also been altered to improve overall service delivery to the residents of Victoria. Additional steps can always be taken to not only improve reporting practices, but to provide greater efficiency in day-to-day administration and operations.

ACTION 4.1.1. PROFESSIONAL DEVELOPMENT. PROMOTE PROFESSIONAL DEVELOPMENT OPPORTUNITIES THAT STRENGTHEN THE CORE SKILLS OF STAFF AND COMMISSION MEMBERS.

Victoria should fund select accreditation and certification maintenance of PARD staff members as selected from a priority list submitted by City administration. Professional accreditation opportunities illustrate a connection between an organization's stated goals and its commitment to providing its employees with the tools to achieve those goals. In assessing the appropriate level of annual funding for parks and recreation professional development opportunities, Victoria should consider not just management-level employees to help promote buy-in to the organization's overarching mission statements and goals and to assist in recruitment when filling vacant positions.



Many parks and recreation departments provide select employees with advanced professional training on the installation and maintenance of sprinkler systems. (Source: IDL Company)

ACTION 4.1.2. PERFORMANCE MEASURES. PARTICIPATE IN THE NRPA'S PARK METRICS PROGRAM ON A RECURRING BASIS.

The NRPA's Park Metrics program was utilized as part of this master planning effort to evaluate how other public parks and recreations agencies deliver services to constituents within their jurisdictions. Victoria does not however contribute its own data into the program.

Uploading budget, staffing, programming, facilities, and parkland data into the Park Metrics program is a simple process and would ensure that much of the data organized and submitted by Victoria on an annual basis is arranged in a manner consistent with national peers (making comparison assessments more useful). Participation in the Park Metrics program should not obligate Victoria to measure all data sets in a corresponding manner to the NRPA. The City should always prioritize local needs and processes when determining how to best to organize and submit data to national advocacy and industry groups.

ACTION 4.1.3. ACCREDITATION. ACHIEVE CAPRA (COMMISSION FOR ACCREDITATION OF PARKS AND RECREATION AGENCIES) ACCREDITATION FROM THE NATIONAL RECREATION AND PARKS ASSOCIATION.

CAPRA accreditation affirms that a parks and recreation agency provides its community with the highest level of service. By extension, CAPRA accreditation means that the governing authority has elected to provide its staff with the resources to operate and maintain its parks and recreation system in an efficient manner. Attainment of CAPRA accreditation will require funding for associated training and for periodically hosting CAPRA volunteers for an on-site visit due the application process.

ACTION 4.1.4. PARK SECURITY. INVEST IN STAFF RESOURCES AND REFINE PARK ACCESS POLICIES TO IMPROVE PARK SECURITY.

This Plan’s needs assessment suggests that at least some of the local population perceives some City parks to be unsafe. This perception may be based less on actual violent crime and more on loitering and the physical condition of some parks that suggests a condition of deferred maintenance or problem with vandalism.

The accreditation of park rangers as law enforcement officers (much like school resource officers) could provide greater direct security oversight of park property and could help monitor security at public events. Public safety at municipal park property and at public events should remain under the purview of the Victoria Police Department, but positions could be added or result from re-assignment within the department.

ACTION 4.1.5. TECHNOLOGY INTEGRATION. IMPROVE FIELD STAFF’S ACCESS TO HANDHELD GPS AND WEB-BASED EQUIPMENT FOR FIELD MAINTENANCE AND INVENTORY ACTIVITIES.

The PARD’s Inventory and mapping capability can be greatly enhanced by providing field maintenance staff with enhanced handheld GPS and web-based equipment that can be used for inventory projects and maintenance scheduling and activities. Data mobility will allow staff to efficiently update, inventory and catalog maintenance needs while in the field, and to access inventories to determine if an immediate solution can be provided to a proper or facility-related deficiency.

OBJECTIVE 4.2. EXPAND ACCESS TO RECREATIONAL OPPORTUNITIES THROUGH PROACTIVE MARKETING, LEVERAGING PARTNERSHIPS AND DIVERSIFYING FUNDING SOURCES.

Improving resident access to recreational opportunities requires that the City adjust funding methods and actively seeks to expand recreational programming and facility access through targeted partnerships. This Plan should serve as a catalyst for soliciting volunteer participation in targeted projects and programs designed to enhance the overall parks and recreation experience in Victoria.

ACTION 4.2.1. COMMUNITY RELATIONS PLAN. ESTABLISH CLEAR POLICIES AND PROCEDURES FOR COORDINATING COMMUNITY OUTREACH EFFORTS RELATED TO PROGRAMMING AND EVENTS.

Evaluate and update policies and procedures for coordinating community outreach efforts related to park maintenance and programming. Maintain an ongoing on-line presence and outreach activities to include even those PARD functions that are seemingly mundane. For instance, there is very little energy spent on advertising daily maintenance activities, yet park conditions are a topic of unending public interest. Savvy daily use of social media tools by the PARD can be encouraging to the public by helping them anticipate ongoing operational and programming activities of which they are otherwise unaware.

ACTION 4.2.2. COST OF SERVICES ANALYSIS. CONDUCT A COST OF SERVICES ANALYSIS TO REFINE MUNICIPAL FEE SCHEDULES FOR RECREATIONAL PROGRAMS, RESERVATIONS RENTALS.

To properly fund all programs, either through tax subsidies or user fees, and to establish the right cost recovery targets, a cost of service analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs.



A field team using GPS handheld devices to efficiently pinpoint and delineate critical environmental features as part of a municipal tree survey. Data collected was used to create a GIS-based field inventory of tree species by type, size, age and relative health.

ACTION 4.2.3. GOLF COURSE COST RECOVERY. OPERATE THE GOLF COURSE AS AN ENTERPRISE FUND TO RECOVER DIRECT OPERATIONAL COSTS.

Seek methods to increase golf course revenues through varying memberships, lessons, tournaments, club shop, concessions, etc. Include golf programs and fees in the City’s overall cost recovery analysis and recreational programming lifecycle analysis.

ACTION 4.2.4. FUNDING PARTNERS. CREATE PARTNERSHIPS WITH ADVOCACY AND SPECIAL INTEREST GROUPS TO ACCESS FUNDING OR IN-KIND OPPORTUNITIES FOR VARIOUS RECREATIONAL ACTIVITIES.

Victoria maintains facilities that are attractive to special interest groups. Create a list of specific small-scale enhancement projects and amenities for special use facilities and work with advocacy groups to manage funding drives and park work days. Work with one or more groups to create a “Friends” of the parks system non-profit organization to solicit ongoing targeted volunteer contributions and labor.

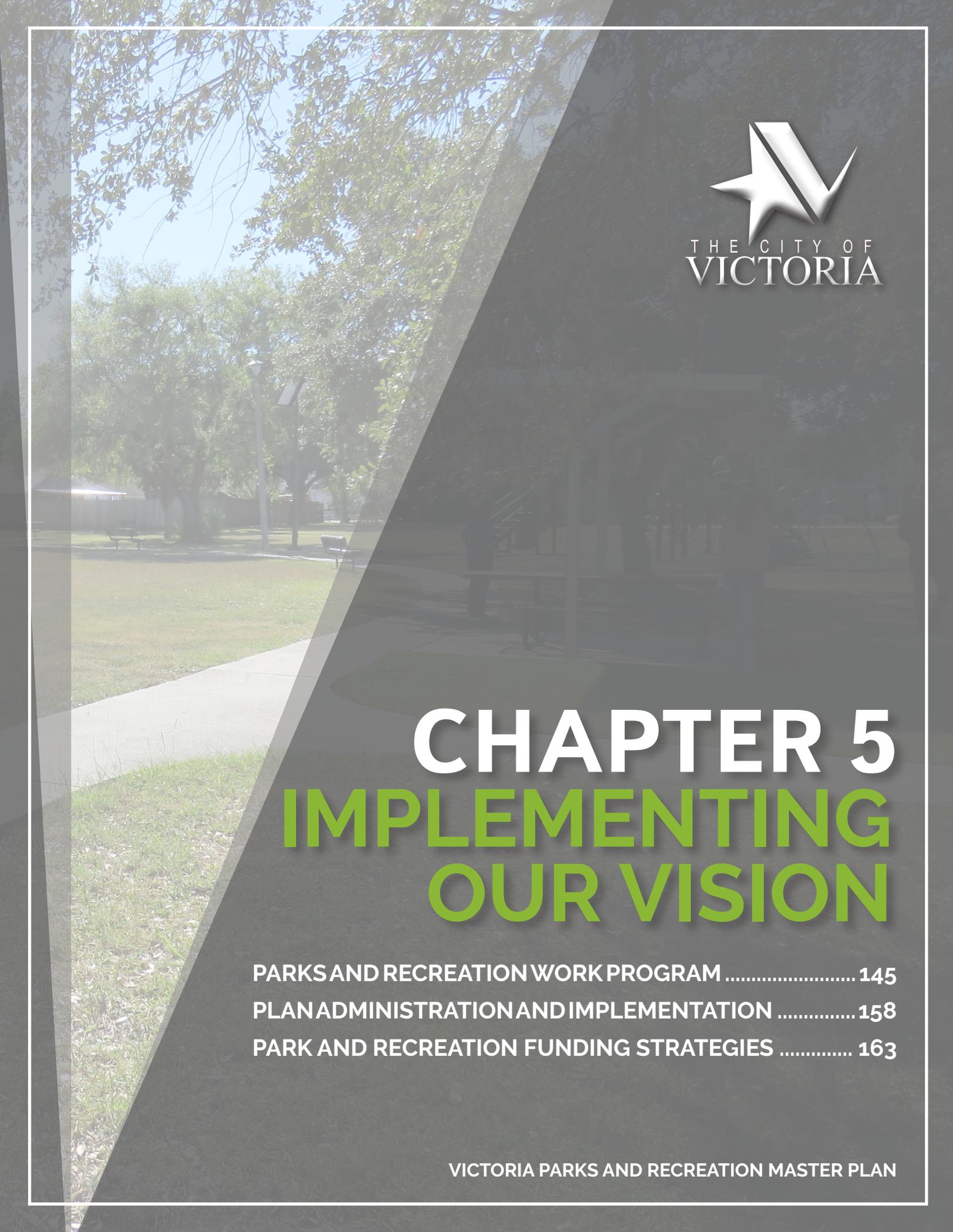
ACTION 4.2.5. MAINTENANCE COST MITIGATION. DEVELOP STRATEGIC PARTNERSHIPS AND PROGRAMS TO MITIGATE THE DIRECT COSTS FOR PARK SYSTEM MAINTENANCE.

Maintenance operations are typically spent in divisions that do not have direct revenue sources that can offset expenditures. There are opportunities, however, to reduce expenditures through the following strategies:

- **Adopt-a-Trail Programs.** These are typically small-grant programs that fund new construction, repair or renovation, maps, trail brochures, and facilities (bike racks, picnic areas, birding equipment, etc.), as well as provide maintenance support. These programs are similar to the popular “adopt-a-mile” highway programs most states utilize and can also accept cash contributions.
- **Adopt-a-Park Programs.** These are small-grant programs that fund new construction and provide maintenance support. Adopt-A-Park programs can also accept cash contributions.
- **Operational Partnerships.** Partnerships are operational funding sources formed from two separate agencies, such as two government entities, a non-profit and a public agency, or a private business and a public agency.

ACTION 4.2.6. INSTITUTIONAL PARTNERS. CONTINUE TO FOSTER THE PARTNERSHIP WITH SCHOOLS, HEALTH CARE INSTITUTIONS AND HUMAN SERVICE PROVIDERS TO CO-LOCATE OR ADMINISTER PUBLICLY ACCESSIBLE RECREATION FACILITIES AND PROGRAMS.

Work with institutional partners to expand recreational programming and facility offerings in a way that improves community-wide access. Examples may include reduction of neighborhood park deficits through improvements and access to school district grounds. Partner with health care institutions to find vendors for senior classes or programs that could be conducted in converted community center space or at non-municipal locations.



CHAPTER 5

IMPLEMENTING OUR VISION

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Parks and Recreation Work Program

INTRODUCTION

The **Victoria Parks and Recreation Master Plan** is the City’s principal guide for providing parks and recreation services to the City’s current and future residents in an efficient and equitable manner. This Plan is not a capital facilities plan, but rather an operational guide that provides suggestions on how to enhance parks and recreational service delivery while identifying future opportunities capital and non-capital investments.

This Plan’s implementation program includes three (3) principal components. **A) The Parks and Recreation Work Program** categorizes and prioritizes the Plan actions that were introduced in **Chapter 4, Building Parks for All of Us**. **B) The Plan Administration and Implementation** section outlines the roles and responsibilities of City officials and implementing partners; while, **C) Funding Strategies** highlights key funding sources that may aid in advancing implementation activities.

WORK PROGRAM

The **Parks and Recreation Work Program** described within this chapter includes two (2) major components: **A) The Policy Program**; and, **B) The Investment Program**.

POLICY PROGRAM

The **Policy Program** (pages 148 through 152) is designed to prioritize all general policy, programming, regulatory and operational initiatives that were previously described in **Chapter 4**. The Policy Program addresses investment actions and initiatives only in general terms and does not address anticipated project costs.

INVESTMENT PROGRAM

The **Investment Program** (pages 154 through 157) identifies estimated cost ranges associated with capital projects including: park land acquisition, new facilities, or the major renovation of existing facilities. These projects have previously been identified in **Chapter 4**, but have been re-organized in this chapter to allow for the phased implementation of recommended parks system investments.





PARKS AND RECREATION PRIORITIES

The activities and investments listed within the Parks and Recreation Work Program have been prioritized based on information received from public input and the Master Plan's needs assessment (including conditions and operational assessments summarized in **Appendices E and F**).

The following list of parks and recreation improvements reflect the City's highest priority projects, meaning they should be planned for incorporation into the annual capital budgeting process. As this plan matures, each of these projects will be further divided into individual projects with their requisite priorities.

-
- A** **TRAILS NETWORK.** Work with public and private partners to plan and prepare a city-wide network of multi-use trails linking parks with residential areas and other community destinations as provided in this plan and Paseo de Victoria (**See Actions 1.1.4 and 1.2.3, pages 108 and 111**).
-
- B** **NEAR-TERM PARKS ENHANCEMENTS.** Invest in near-term recreational facility and accessory facility enhancements to provide a broader (and equitably distributed) offering of recreational amenities and to improve the condition of current facilities and grounds. (**See Actions 2.2.5 through 2.2.17, pages 119 through 129**).
-
- C** **RIVER ACCESS AND VIEWS.** Construct viewing decks and pavilions with Guadalupe River viewsheds. Improve and add river access for boats. (**See Action 2.4.9, page 135**).
-
- D** **SHADE STRUCTURES.** Provide additional shade structures throughout the parks system including shaded bench seating, picnic areas and pavilions. (**See Action 2.4.8, page 135**).
-
- E** **WALKSHED IMPROVEMENTS.** Construct or improve sidewalks, pathways, linear parks and/or multi-use trails within a 1/2 mile (10 minute) walkshed between existing or planned public parks and adjacent residential areas (**See Action 2.4.7, page 134**).
-
- F** **DOG PARKS.** Construct one or more dog parks within a designated portion of an existing municipal park, or on additional land purchased to accommodate the facility. (**See Action 2.4.4, page 131**).
-
- G** **ATHLETIC FIELD UPGRADES.** Upgrade regional and community park athletic fields to increase inventories suitable for organized practice and some league play. (**See Action 2.4.5, page 131**).
-
- H** **ETHEL LEE TRACY PARK ENHANCEMENTS.** Enhance the experience of visitors to Ethel Lee Tracy Park by investing in park enhancements that add amenities envisioned in the conceptual development plans, and subsequent schematic design plans, prepared as part of this master planning effort. (**See Action 2.3.2, page 130**).
-
- I** **MLK PARK ENHANCEMENTS.** Enhance the experience of visitors to MLK Park by investing in park enhancements that add amenities envisioned in the conceptual development plans, and subsequent schematic design plans, prepared as part of this master planning effort. (**See Action 2.3.1, page 130**).
-
- J** **LONE TREE CREEK PARK EXPANSION.** Expand Lone Tree Creek Park to accommodate the extension of the City's multi-use trail network and provide additional recreation space. (**See Action 2.4.2, page 131**).
-

IMPLEMENTATION METHODS

The actions recommended within **Chapter 4** of this Plan are defined by one (1) or more categories:

<p>FI FINANCIAL INVESTMENT</p> <hr/> <p>Capital improvements (for inclusion in a 5-year capital improvements plan) or general fund expenditures.</p>	<p>OC OPERATIONAL CHANGE</p> <hr/> <p>New or altered programs, staffing, or operational procedures.</p>	<p>P POLICY</p> <hr/> <p>Official procedures or policies used to make City decisions.</p>
<p>R REGULATION</p> <hr/> <p>Council approved regulations used to direct growth or additional actions in the City .</p>	<p>S STUDY</p> <hr/> <p>Additional study or examination required to determine the best result.</p>	

Some Plan actions listed in the **Parks and Recreation Work Program** may meet the definition of multiple implementation categories.

WORK PROGRAM INITIATION

This Plan has been prepared to span a 10-year horizon — although some activities may stretch beyond this baseline time frame. The time frame within each recommended Plan activity should be initiated within the **Parks and Recreation Work Program** is divided into four (4) periods:

<p>ST SHORT-TERM</p> <hr/> <p>Actions to be initiated within the next one to two years (2022 - 2024) although completion may extend across a larger timeframe. These are the City's top priorities.</p>	<p>MT MID-TERM</p> <hr/> <p>Actions which may be initiated within the next three to five years (2025 - 2028). Initiation may depend in part on the completion of short-term priorities.</p>	<p>LT LONG-TERM</p> <hr/> <p>Actions that are projected to be implemented in the long term (2029+) and may be further prioritized in following Plan updates.</p>	<p>O ONGOING</p> <hr/> <p>Actions which may apply to the entire planning period, or which may occur incrementally or on a recurring basis. May often include policies of the City.</p>
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The level of prioritization illustrated in the **Parks and Recreation Work Program** is intended as a **decision-making guide rather than a mandate**. Any Plan action may be initiated sooner than recommended if unique circumstances or opportunities arise.

It is also readily acknowledged that changing conditions may require Plan updates during the intervening period (see **Plan Administration and Implementation, page 158**). Regardless of the suggested time frame for the implementation of each action recommended in this Plan, it is presumed that many of the Plan's recommended actions will require ongoing effort and attention by the City.

PARKS AND RECREATION POLICY PROGRAM

Action	Time Frame ¹	Action Type ²	Partners
Goal 1. Parks System Growth and Access. Equitable access to park properties and recreational amenities is provided through the balanced distribution of parkland, open space, and facilities, and the development of safe and efficient pathways to surrounding residential areas.			
Objective 1.1. Ensure an equitable distribution of accessible park spaces and recreational facilities that support community interests.			
Action 1.1.1. Parkland Level of Service. Utilize the acreage and proximity standards presented in this Plan as a guide for minimum city-wide regional, community and neighborhood parkland levels of service.	○	Ⓟ	N/A (City Staff)
Action 1.1.2. Parkland Service Area Gaps. Reduce parkland service area gaps in existing residential areas by acquiring land for new neighborhood parks.	○	Ⓟ	N/A (City Staff)
Action 1.1.3. Trail Network Level of Service. Expand the planned Paseo de Victoria trails network and increase the percentage of residential areas that are within one-half mile of a trail access.	○	Ⓜ	TxDOT, Victoria MPO
Action 1.1.4. Active Transportation Plan. Prepare an active transportation plan to link the City’s planned network of multi-use trails to a city-wide network of bicycle and pedestrian facilities.	Ⓜ	Ⓢ	Victoria MPO
Action 1.1.5. Civic Parks. Incorporate new civic park space into downtown Victoria and in new mixed-use development that is intended to promote a dense, urban, and pedestrian-friendly environment.	○	Ⓜ	N/A (City Staff)
Action 1.1.6. Partnership Parks. Partner with the school district, non-profits and other institutions to reduce service gaps to neighborhood parks and recreational amenities.	○	Ⓜ Ⓞ	VISD, Universities
Objective 1.2. Utilize the development process to ensure that parkland is provided for Victoria’s growing population.			
Action 1.2.1. Parkland Dedication. Amend municipal codes to require the dedication and improvement of neighborhood parkland as part of new development.	Ⓜ	Ⓡ	N/A (City Staff)
Action 1.2.2. Pocket Park Performance Criteria. Allow small pocket parks to be constructed in new developments in lieu of neighborhood parks only in accordance with specific performance criteria.	○	Ⓡ Ⓟ	N/A (City Staff)
Action 1.2.3. Trail Development. Amend municipal land development codes to require trail corridor dedication for multi-use trails and the construction of applicable trail segments as part of new development.	Ⓜ	Ⓡ	N/A (City Staff)
Action 1.2.4. Private Parks and Common Areas. Amend municipal codes to require common areas and recreational amenities as part of new multi-family development.	Ⓜ	Ⓡ	N/A (City Staff)

1. Timeframe: Ⓜ = Short-term ⓂⓂ = Mid-term Ⓡ = Long-term ○ = Ongoing

2. Action Type: Ⓜ = Financial Investment Ⓞ = Operational Change Ⓟ = Policy Ⓡ = Regulation Ⓢ = Study

PARKS AND RECREATION POLICY PROGRAM

Action	Time Frame	Action Type	Partners
Goal 2. Parks System Investments. The longevity of parks system assets is ensured by investing in facilities that support varied community interests while designing safe, cost-effective and engaging spaces that are compatible with the local climate and natural features.			
Objective 2.1. Develop and apply uniform design policies and maintenance practices for parks system landscape and hardscape features and facilities.			
Action 2.1.1. Maintenance Plan. Develop and implement a department-wide annual maintenance plan and long-term asset maintenance schedule.	ST	P S	N/A (City Staff)
Action 2.1.2. Maintenance Contract Management. Utilize a work order management system to analyze unit costs for in-house versus contracted maintenance activities.	O	OC	N/A (City Staff)
Action 2.1.3. Conditions Assessment. Conduct an annual or bi-annual conditions assessment update.	O	OC S	N/A (City Staff)
Action 2.1.4. Urban Forest Management Policy. Prepare and implement an urban forest management policy to guide the selection , management and removal of trees on public properties.	LT	P S	N/A (City Staff)
Action 2.1.5. Stream-bank Stabilization. Conduct a study to determine where Guadalupe River stream-bank stabilization projects should occur in conjunction with planned Riverside Park improvements.	MT	S	N/A (City Staff)
Objective 2.2. Invest in municipal park spaces and facilities that improve and maintain the condition of system-wide assets while expanding access to new recreational amenities.			
Action 2.2.1. Park Improvement Standards. Adopt minimum facility and amenity standards for new parks.	ST	OC P	N/A (City Staff)
Action 2.2.2. Park Design and Construction Standards. Prepare a park design and construction standards manual to guide future parks system investments.	MT	OC P	N/A (City Staff)
Action 2.2.3. Maintenance and Operations Estimates. Include a M.O.R.E. assessment and estimate (maintenance, operations, revenues, and expenditures) within all conceptual park design plans to ensure the availability of long-term maintenance and operations funds.	O	OC	N/A (City Staff)
Action 2.2.4. Conceptual Park Design. Prepare illustrative master plans for the development or redevelopment of each park, as appropriate, to take maximum advantage of grant or other funding opportunities.	O	S	N/A (City Staff)
Actions 2.2.5 through 2.2.17. Near-Term Park Investments. Invest in property and facility improvements within each of the City’s existing parks based on maintenance needs identified as part of this master planning process.	ST	FI	TPWD, Foundations

1. Timeframe: ST = Short-term MT = Mid-term LT = Long-term O = Ongoing
 2. Action Type: FI = Financial Investment OC = Operational Change P = Policy R = Regulation S = Study

PARKS AND RECREATION POLICY PROGRAM

Action	Time Frame	Action Type	Partners
Objective 2.3. Implement the conceptual development plans prepared for Ethel Lee Tracy Park, MLK Park and Riverside Park through sustained investments.			
Actions 2.3.1 through 2.3.3. Conceptual Development Plans. Enhance the experience of municipal park visitors by investing in park enhancements that add amenities envisioned in the conceptual development plans prepared as part of this master planning process.	MT	FI	TPWD, Foundations
Objective 2.4. Expand recreational facility offerings and access to park amenities to meet the interests of city residents.			
Action 2.4.1. Recreational Facility Level of Service. Utilize minimum level of service standards presented in this Plan as a guide for future recreational facility investments.	O	P	N/A (City Staff)
Action 2.4.2. Lone Tree Creek Park Expansion. Expand Lone Tree Creek Park by incorporating City-owned property between Placedo Creek and US Bus. Highway 59.	MT	FI	N/A (City Staff)
Action 2.4.3. Greenbelt Park Conceptual Plan. Prepare and implement a conceptual development plan for improvements to Greenbelt Park.	MT	S FI	N/A (City Staff)
Action 2.4.4. Dog Parks. Incorporate one or more dog parks into the parks system.	ST	FI	N/A (City Staff)
Action 2.4.5. Athletic Fields. Upgrade regional and community park athletic fields.	ST	FI	Foundations
Action 2.4.6. Indoor Recreation Space. Provide indoor space for recreational programs through new construction, renovation or partnerships with other entities.	MT	FI	Foundations
Action 2.4.7. Walkshed Improvements. Construct or improve multi-use trail or sidewalk connections within one-half mile of municipal parks.	ST	FI	TxDOT
Action 2.4.8. Shade Structures. Provide additional shade in municipal parks by increasing the inventory of pavilions and other shades structures.	ST	FI	Foundations
Action 2.4.9. River Access. Provide improved access points to and clear views of the Guadalupe River.	ST	FI	TPWD

1. Timeframe: ST = Short-term MT = Mid-term LT = Long-term O = Ongoing
 2. Action Type: FI = Financial Investment OC = Operational Change P = Policy R = Regulation S = Study

PARKS AND RECREATION POLICY PROGRAM

Action	Time Frame	Action Type	Partners
Goal 3. Community Programs and Events. Personal well-being and public pride is enhanced by working with community partners to provide access to a diverse suite of recreational programs and community events that cater to varying interests, ages and abilities.			
Objective 3.1. Monitor, refine and expand the types of recreational programs offered by the city to meet the interests of residents and visitors.			
Action 3.1.1. Participation Data (Age Segment) Analysis. Conduct an annual age segment analysis to ensure a continued balance of recreational programs across all age groups.	ST	OC S	N/A (City Staff)
Action 3.1.2. Program Life-cycle. Track recreation program rates of participation to ensure that the City program portfolio adjusts to meet changing recreational needs and preferences.	ST	OC S	N/A (City Staff)
Action 3.1.3. Program Pricing Strategy. Diversify recreational program pricing options to strategically meet cost-recovery goals.	ST	OC P	N/A (City Staff)
Action 3.1.4. Recreational Program Additions. Diversify the City’s recreational program portfolio to maximize the utilization of recreational amenities and to maintain appropriate program life-cycle balances.	MT	OC	Foundations, Independent Vendors, Non-profits
Objective 3.2. Sponsor and host community events that increase the utility of municipal park spaces while fostering public pride and shared identity.			
Action 3.2.1. Event Diversification. Invest in public park venues and accessory facilities that can be leveraged to host a robust schedule of organized events and activities.	O	FI OC	Victoria Main Street, VCVB
Action 3.2.2. Marketing – Tourism. Work with the Convention and Visitors’ Bureau and the Chamber of Commerce to promote municipal parks and recreational programs aimed at tourists and new residents.	O	OC	Victoria Main Street, VCVB

1. Timeframe: ST = Short-term MT = Mid-term LT = Long-term O = Ongoing

2. Action Type: FI = Financial Investment OC = Operational Change P = Policy R = Regulation S = Study

PARKS AND RECREATION POLICY PROGRAM

Action	Time Frame	Action Type	Partners
Goal 4. Recreational Service Delivery. High-quality recreation services are provided in an efficient manner through clear administrative policies and processes, strategic partnerships, diversified funding sources, and highly-trained staff.			
Objective 4.1. Enhance administrative practices that facilitate efficient recreational service delivery.			
Action 4.1.1. Professional Development. Promote professional development opportunities that strengthen the core skills of staff and Commission members.	O	OC FI	N/A (City Staff)
Action 4.1.2. Performance Measures. Participate in the NRPA's Park Metrics program on a recurring basis.	O	OC	N/A (City Staff)
Action 4.1.3. Accreditation. Achieve CAPRA (Commission for Accreditation of Parks and Recreation Agencies) accreditation from the National Recreation and Parks Association.	LT	OC P	N/A (City Staff)
Action 4.1.4. Park Security. Invest in staff resources and refine park access policies to improve park security.	ST	OC FI	N/A (City Staff)
Action 4.1.5. Technology Integration. Improve field staff's access to handheld GPS and web-based equipment for field maintenance and inventory activities.	LT	FI	N/A (City Staff)
Objective 4.2. Expand access to recreational opportunities through pro-active marketing, leveraging partnerships and diversifying funding sources.			
Action 4.2.1. Community Relations Plan. Establish clear policies and procedures for coordinating community outreach efforts related to programming and events.	MT	OC P	N/A (City Staff)
Action 4.2.2. Cost of Services Analysis. Conduct a cost of services analysis to refine municipal fee schedules for recreational programs, reservations rentals.	ST	S P	N/A (City Staff)
Action 4.2.3. Golf Course Cost Recovery. Operate the golf course as an enterprise fund to recover direct operational costs.	O	P	N/A (City Staff)
Action 4.2.4. Funding Partners. Create partnerships with advocacy and special interest groups to assess funding or in-kind opportunities for various recreational activities.	O	OC	Foundations, Non-profits, Higher Education
Action 4.2.5. Maintenance Cost Mitigation. Develop strategic partnerships and programs to mitigate the direct costs for park system maintenance through indirect revenue sources and in-kind contributions.	MT	OC	Foundations, Non-profits, Higher Education
Action 4.2.6. Institutional Partners. Continue to foster the partnership with schools, health care institutions and human service providers to co-locate or administer publicly accessible recreation facilities and programs.	O	OC	Foundations, Non-profits, Higher Education, VISD

1. Timeframe: ST = Short-term MT = Mid-term LT = Long-term O = Ongoing

2. Action Type: FI = Financial Investment OC = Operational Change P = Policy R = Regulation S = Study

INVESTMENT PROGRAM

The **Parks and Recreation Investment Program** identifies estimated cost ranges associated with capital projects including: park land acquisition, new facilities, or the major renovation of existing facilities over the next 10-20 years. The table includes some of the actions listed in the **Parks and Recreation Policy Program (pages 148 - 152)** but is not an all-inclusive list of future investments that the City of Victoria may choose to make into its parks and recreation system during the planning horizon of this Plan.

PROJECT PRIORITIZATION

The City should take steps to integrate some or all of the projects listed in the **Parks and Recreation Investment Program** into Victoria's overall capital improvements program (CIP). To assist in the integration of this Plan into the CIP process, the City may choose to establish project prioritization criteria for parks projects. Project prioritization criteria may be divided into "operational" and "community benefit" criteria - the latter of which establish a general relationship between a proposed project and the policy guidance contained in the City's adopted policy and strategic plans.

CAPITAL PROJECT CRITERIA, PARKS AND RECREATION¹



OPERATIONAL CRITERIA

Operational criteria refer to the impact of a proposed project on administrative considerations such as budgets, project leveraging, and regulatory mandates.

- **Impact on Operational Budget.** The project will add to the City's annual maintenance and operations costs. Conversely, the project may generate revenue or cost savings through staff time, energy efficiency, etc.
- **Cost Sharing.** The project can be fully or partially funded through non-municipal sources.
- **Regulatory Compliance.** The project assists the City in meeting a federal, state or other regulatory mandate.
- **Leveraging.** The project may be coupled with other projects due to timing and/or location.



COMMUNITY BENEFIT CRITERIA

Community Benefit criteria are value-based and typically tied to a community's adopted comprehensive plan and supporting policy plans.

- **Quality of Life.** The project will improve residents' quality of life by providing new or enhanced recreational opportunities.
- **Community Investment.** The project increases park or recreational facility access or enhances facilities in an area that has been historically under served or invested.
- **Public Health.** The project will directly or indirectly support activities that increase public health.
- **Economic Development.** The project will increase the marketability or development potential of surrounding properties.

¹ Examples only. Not comprehensive. Project prioritization criteria may vary by project type and community preferences.

PARKS AND RECREATION INVESTMENT PROGRAM

Action	Initiation Time Frame (Term)			Opinion of Probable Construction Costs (2021)
	Short	Med.	Long	
<p>Goal 1. Parks System Growth and Access. Equitable access to park properties and recreational amenities is provided through the balanced distribution of parkland, open space, and facilities, and the development of safe and efficient pathways to surrounding residential areas.</p>				
<p>Objective 1.1. Ensure an equitable distribution of accessible park spaces and recreational facilities that support community interests.</p>				
<p>Action 1.1.5. Civic Parks. Incorporate new civic park space into downtown Victoria and in new mixed-use development that is intended to promote a dense, urban, and pedestrian-friendly environment.</p>				N/A (Varies)
<p>Action 1.1.6. Partnership Parks. Partner with the school district, non-profits and other institutions to reduce service gaps to neighborhood parks and recreational amenities.</p>				N/A (Varies)
<p>Goal 2. Parks System Investments. The longevity of parks system assets is ensured by investing in facilities that support varied community interests while designing safe, cost-effective and engaging spaces that are compatible with the local climate and natural features.</p>				
<p>Objective 2.2. Invest in municipal park spaces and facilities that improve and maintain the condition of system-wide assets while expanding access to new recreational amenities.</p>				
<p>Action 2.2.5. Near-Term Park Investments (Boulevard Park). Invest in property and facility improvements within Boulevard Park based on maintenance needs identified as part of this master planning process.</p>				\$125,000
<p>Action 2.2.6. Near-Term Park Investments (Brownson Park). Invest in property and facility improvements within Brownson Park based on maintenance needs identified as part of this master planning process.</p>				\$520,000
<p>Action 2.2.7. Near-Term Park Investments (Community Center Park). Invest in property and facility improvements within Community Center Park based on maintenance needs identified as part of this master planning process.</p>				TBD
<p>Action 2.2.8. Near-Term Park Investments (DeLeon Plaza). Invest in property and facility improvements within DeLeon Plaza based on maintenance needs identified as part of this master planning process.</p>				\$15,000

1. See “Opinion of Probable Construction Costs on page 118 for an overview of applicable assumptions and disclaimers.

PARKS AND RECREATION INVESTMENT PROGRAM

Action	Initiation Time Frame (Term)			Opinion of Probable Construction Costs (2021)
	Short	Med.	Long	
Action 2.2.9. Near-Term Park Investments (Hopkins Park). Invest in property and facility improvements within Hopkins Park based on maintenance needs identified as part of this master planning process.				\$450,000
Action 2.2.10. Near-Term Park Investments (Lone Tree Creek Park). Invest in property and facility improvements within Lone Tree Creek Park based on maintenance needs identified as part of this master planning process.				\$115,000
Action 2.2.11. Near-Term Park Investments (Memorial Square Park). Invest in property and facility improvements within Memorial Square Park based on maintenance needs identified as part of this master planning process.				TBD
Action 2.2.12. Near-Term Park Investments (Meadowlane Park). Invest in property and facility improvements within Meadowlane Park based on maintenance needs identified as part of this master planning process.				\$510,000
Action 2.2.13. Near-Term Park Investments (Moody Boat Ramp Park). Invest in property and facility improvements within Moody Boat Ramp Park based on maintenance needs identified as part of this master planning process.				\$275,000
Action 2.2.14. Near-Term Park Investments (Pine Street Park). Invest in property and facility improvements within Pine Street Park based on maintenance needs identified as part of this master planning process.				\$390,000
Action 2.2.15. Near-Term Park Investments (Queen City Park). Invest in property and facility improvements within Queen City Park based on maintenance needs identified as part of this master planning process.				\$75,000
Action 2.2.16. Near-Term Park Investments (Ted B. Reed Park). Invest in property and facility improvements within Ted B. Reed Park based on maintenance needs identified as part of this master planning process.				\$920,000

1. See “Opinion of Probable Construction Costs on page 118 for an overview of applicable assumptions and disclaimers.

PARKS AND RECREATION INVESTMENT PROGRAM

Action	Initiation Time Frame (Term)			Opinion of Probable Construction Costs (2021)
	Short	Med.	Long	
Action 2.2.17. Near-Term Park Investments (Will Rogers Park). Invest in property and facility improvements within Will Rogers Park based on maintenance needs identified as part of this master planning process.				\$115,000
Objective 2.3. Implement the conceptual development plans prepared for Ethel Lee Tracy Park, MLK Park and Riverside Park through sustained investments.				
Action 2.3.1. Martin Luther King Jr. Park Conceptual Development Plan. Enhance the experience of municipal park visitors to MLK Park by investing in park improvements, enhancements and new amenities.				\$1,100,000 - \$1,200,000
Action 2.3.2. Ethel Lee Tracy Park Conceptual Development Plan. Enhance the experience of municipal park visitors to Ethel Lee Tracy Park by investing in park improvements, enhancements and new amenities.				\$3,900,000 - \$4,800,000
Action 2.3.3. Riverside Park Conceptual Development Plans. Enhance the experience of municipal park visitors to Riverside Park by investing in park improvements, enhancements and new amenities.				\$23,600,000 - \$28,700,000
Objective 2.4. Expand recreational facility offerings and access to park amenities to meet the interests of city residents.				
Action 2.4.2. Lone Tree Creek Park Expansion. Expand Lone Tree Creek Park by incorporating City-owned property between Placedo Creek and US Bus. Highway 59.				N/A (Varies)
Action 2.4.3. Greenbelt Park Conceptual Plan. Prepare and implement a conceptual development plan for improvements to Greenbelt Park.				N/A (Varies)
Action 2.4.4. Dog Parks. Incorporate one or more dog parks into the parks system.				N/A (Varies)
Action 2.4.5. Athletic Fields. Upgrade regional and community park athletic fields.				N/A (Varies)
Action 2.4.6. Indoor Recreation Space. Provide indoor space for recreational programs through new construction, renovation or partnerships with other entities.				N/A (Varies)

1. See “Opinion of Probable Construction Costs on page 118 for an overview of applicable assumptions and disclaimers.



Ongoing investment in shade structures is a priority for Victoria residents who participated in the master planning process.

PARKS AND RECREATION INVESTMENT PROGRAM

Action	Initiation Time Frame (Term)			Opinion of Probable Construction Costs (2021)
	Short	Med.	Long	
Action 2.4.7. Walkshed Improvements. Construct or improve multi-use trail or sidewalk connections within one-half mile of municipal parks.				N/A (Varies)
Action 2.4.8. Shade Structures. Provide additional shade in municipal parks by increasing the inventory of pavilions and other shades structures.				N/A (Varies)
Action 2.4.9. River Access. Provide improved access points to and clear views of the Guadalupe River.				N/A (Varies)

Goal 4. Recreational Service Delivery. High-quality recreation services are provided in an efficient manner through clear administrative policies and processes, strategic partnerships, diversified funding sources, and highly-trained staff.

Objective 4.1. Enhance administrative practices that facilitate efficient recreational service delivery.

Action 4.1.4. Park Security. Invest in staff resources and refine park access policies to improve park security.				N/A (Varies)
Action 4.1.5. Technology Integration. Improve field staff's access to handheld GPS and web-based equipment for field maintenance and inventory activities.				N/A (Varies)

1. See "Opinion of Probable Construction Costs on page 118 for an overview of applicable assumptions and disclaimers.

Plan Administration and Implementation

“The mission of the Parks and Recreation Department is to improve the quality of life for Victoria citizens by providing a comprehensive system of parks, recreation, and cultural programs that encourage health, fitness, relaxation, and cultural enrichment, as well as providing opportunities for conservation, education, and community involvement.”

VICTORIA
TEXAS
PARKS & RECREATION

The Victoria Parks and Recreation Department is responsible for administering the **Victoria Parks and Recreation Master Plan**. The PARD’s role as Plan administrator means that it will oversee all day-to-day Plan activities including the coordination of plan implementation, monitoring success, education, and plan amendments. These functions include:

- **Coordination.** The Victoria PARD oversees Plan implementation. It leads individual initiatives or supports the actions of partnering entities.
- **Monitoring.** The Victoria PARD monitors the application of plan policies and activities. It reports on accomplishments, documents outcomes and measures success.
- **Education.** The Victoria PARD updates residents and organizations about the importance of the parks and recreation master plan. It promotes the plan mission, advertises success and solicits continued plan input.
- **Amendments.** The Victoria PARD amends the parks and recreation master plan throughout the planning period to account for changes in community conditions and values.

As community conditions change over time, the City could identify a need for a facility or program not prioritized in this Plan; an unexpected funding source could become available; or, implementation of Plan actions could occur in an order or at a pace that differs from the priorities identified herein. The Plan should evolve to address these changes.

PLAN REVIEW AND AMENDMENT

A review and update of this Plan should be conducted on a yearly basis, or when community conditions change. Updates could be issued in short report format and included as an addendum to the Plan. Four (4) primary focus areas subject to periodic evaluation should include:

- **Facility Inventory and Conditions Assessment.** An inventory of new or improved City-owned facilities should be documented on an ongoing basis. This inventory should reference major changes or enhancements to the City’s park properties and facilities.
- **Community Involvement.** This Plan reflects the preferences of Victoria’s residents. Periodic surveys are suggested to account for changes in resident attitudes toward parks and recreation. To record an accurate evaluation of change in opinions, future surveys should contain questions that mimic those included in this Plan.
- **Facility Use and Program Participation.** Measures of facility use and program participation will help Victoria to determine how to adjust program and event offerings over time to best meet public demand. Ongoing age segment and program life cycle evaluations may provide valuable data for potential plan amendments.



- **Implementation Program.** The City should document on an ongoing basis when items from the Parks and Recreation Work Program introduced in this chapter are initiated.

ANNUAL PROGRESS REPORT AND AMENDMENT

Before to the beginning of the yearly budget process, PARD staff should create and present a yearly progress report to the Parks and Recreation Commission on the status of the actions in the Parks and Recreation Work Program and other relevant topics. Staff should also work with elected and appointed officials to determine if the work program should be amended.

Annual report preparation should also serve as an opportunity to update the PARC and City Council on the department's status of attaining CAPRA (Commission for Accreditation of Parks and Recreation Agencies) certification.

FIVE -YEAR UPDATE

A five-year plan update should be conducted to update land use assumptions and parkland/facility inventories; and to, providing information needed to update and parkland dedication or development fees established as part of parkland dedication ordinance provisions. A five-year Plan update also serves as an opportunity to solicit additional public opinion about recreational preferences and target levels of service.

CONDITIONS ASSESSMENT

As suggested by **Action 2.1.3 (page 114)**, this Plan recommends the PARD staff conduct or commission an annual or bi-annual update of the conditions assessment conducted as part of this planning process. Recurring updates to the conditions assessment is a way to track progress in implementing system-wide investment recommendations and to ensure the adequate maintenance of the parks system. The conditions assessment can also be used to re-prioritize or add to recommended park enhancements.

THE RECENTLY-OPENED RIVERSIDE PARK SOCCER COMPLEX GREATLY INCREASES THE CITY'S INVENTORY OF COMPETITION LEVEL ATHLETIC FIELDS.

VICTORIA
T E X A S
PARKS & RECREATION



MUNICIPAL IMPLEMENTATION PARTNERS

Although the day-to-day oversight and management of this Plan will be the responsibility of the PARD, the department will rely on the ongoing assistance of partnering municipal departments and collaboration with City boards and commissions. City departments who will be actively involved in participating in the implementation of the Parks and Recreation Work Program include the City Manager, Building Services, Development Services, Environmental Services, Main Street, Police and Public Works.

The PARD will also need to coordinate with the Victoria Metropolitan Planning Organization (MPO), Victoria County and Victoria Convention and Visitors Bureau to ensure that the Plan is being implemented consistently with the plans generated by these organizations.

PRIMARY BOARDS AND COMMISSIONS

Master Plan administration and implementation decisions must reflect the continuing direction of the City Council, and advisory boards. This section affirms the roles of important City boards and commissions in ensuring that the Plan - including upcoming revisions and implementation actions - remains the main guide influencing City park system growth.

Parks and Recreation Commission (PARC)

The City of Victoria Code of Ordinances, § 2-97 establishes the City's Parks and Recreation Commission (PARC). The code states:

“The purpose will be to advise the parks and recreation department on matters pertaining to (a) planning the acquisition of park and recreation areas and facilities (b) the development of park and recreation areas and facilities, and (c) any other items determined by the parks and recreation director.”

The PRAC acts as the City's advisory body for preparing and executing the City's parks master plan. The plan review and amendment processes suggested herein should be conducted in consultation with the PRAC, and all future revisions should include Commission approval. The PRAC should be consulted when creating parks and recreation policy in other City planning documents – including the City's comprehensive plan.

Planning Commission

The responsibilities of the Victoria Planning Commission are established in City Charter and the Victoria City Code. The review and oversight of a municipal comprehensive plan (the “master plan”) is included within the Commission's powers. Frequent coordination among the Commission and the PRAC will be essential to guarantee that comprehensive plan policies and recommendations align with this Plan.

The Planning Commission is also responsible for managing the City's land development regulations. Their coordination with the PARC will be necessary to process land development regulation amendments recommended by this Plan.

OTHER BOARDS AND COMMISSIONS

Tourism Advisory Board

Established in the City of Victoria Code of Ordinances, § 2-119, the tourism advisory board “... shall advise the convention and visitors bureau on such matters as may be referred to it, including the administration of grant programs, advertising, and other activities for the promotion of tourism...” These duties will often require close interaction with the PARD for the advertisement and use of City park properties and facilities and for event logistics.

Victoria Main Street Board

The Victoria Main Street Board is responsible for overseeing Victoria’s efforts in creating and maintaining a vibrant downtown that serves as the community’s focal point for economic activity, public events, and urban living. The Board’s composition and activities adhere to the framework of the Main Street America program. The organization serves as a vital partner with PARD in promoting and managing downtown events and in maintaining public civic spaces.

Victoria MPO Policy Advisory Committee

The Victoria MPO Policy Advisory Committee guides the long range transportation planning and project prioritization efforts of the Victoria Metropolitan Planning Organization. Decisions of the Committee will influence the City’s ability to construct the interconnected city-wide multi-use trails network recommended by this Plan.

MONITORING PLAN SUCCESS

Monitoring activities of the PARD and PARC conducted as part of annual Plan reviews will not only record implementation accomplishments and measures of success but will also reveal opportunities to modify and amend the Plan to address changing conditions or community preferences.

PERFORMANCE INDICATORS

In many instances measures of “successful” implementation of the Victoria Parks and Recreation Master Plan will be qualitative in nature and difficult to quantify. Progress in Plan implementation may still be tracked through the adoption of measurable benchmarks and the subsequent establishment of aspirational targets.

Parks and Recreation Work Program, Example Performance Indicators, contains a list of example measures that may be incorporated into the Plan monitoring process to gauge the community’s effectiveness in implementation. These indicators are not exclusive – other indicators may be utilized by the City of Victoria during the planning horizon to measure Plan performance.

PARKS AND RECREATION WORK PROGRAM, EXAMPLE PERFORMANCE INDICATORS

Indicator	Measure(s)
Neighborhood and Community Parkland	Acres per 1,000 residents; Dwellings within 1/4 & 1/2 mile walksheds
Multi-use Trails	Increase in linear miles; Miles per 1,000 residents; Dwellings within 1/4 & 1/2 mile walksheds
Indoor Recreation	Increase in total square footage per 1,000 residents
Recreation Facilities	Number or square footage per 1,000 residents
Park and Facility Conditions	Value of near-term investments; Change in condition ratings
Recreational Program Participation	Total participation; increase in participation rates
Cost Recovery	Increase in rental and fee revenues; Percentage of PARD budget represented by fees, rentals and registrations; Rate of cost recovery for direct program expenses
NRPA Metrics	Misc. administration and operations metrics with NRPA Park Metrics comparison communities

Parks and Recreation Funding Strategies

Investment in the Victoria Parks and Recreation system at a scale to maintain current levels of service and to match the aspirational targets proposed in this Plan requires the use of creative funding strategies. Although minor enhancements to current parks can frequently be completed by employing local funds, additional park, open space, and large facility project may require other funding sources. This section lists and describes some key (and common) funding implementation assistance opportunities. An extensive list of park and recreation funding opportunities is found in **Appendix F**.

KEY CITY-GENERATED FUNDING SOURCES

General Fund expenditures (i.e., non-capital expenditures) are mainly used for enhancements or repairs to existing parks and facilities. Typical general fund expenditures are for minor repair and replacement efforts. **(Note:** Funding sources listed in this section are not prioritized.)

MUNICIPAL BONDS

Debt financing through the issuance of municipal bonds is the most common method to fund park and open space projects. The City issues a bond, obtains an immediate cash payment to finance projects, and must repay the bond with interest over a set timeframe. General obligation (GO) bonds are the most common form of municipal bond and are the bond type most frequently issued for park and open space projects.

Bond Referendum

This Plan - and the associated conceptual development plans prepared for Ethel Lee Tracy Park, MLK Park and Riverside Park - suggests substantial capital needs to meet the needs of Victoria's residents. Following the completion of any previously issued GO bonds, a new bond referendum could be held to fund an additional round of capital improvements that address needs referenced in this Plan. These bonds would be general obligation bonds introduced by City Council approval and resident vote.

Revenue Bonds

A revenue bond is a municipal bond supported by the revenue from a specific project. Revenue bonds finance profit generating projects and are protected by a definite revenue source.

PROGRAM FEES AND FACILITY RENTALS

As acknowledged in **Chapter 3 (page 99)**, the City has created targets to increase the percentage of the revenue generated directly by the Parks and Recreation Department's annual revenues generated through services, programs, special events, and other activities offered directly to the public. The City must continually evaluate how these fees can be calibrated to better share the costs of recreational programs while remaining affordable to those residents with the greatest need for public services.

TAX INCREMENT FINANCING/PUBLIC IMPROVEMENT DISTRICTS

These related tools permit a development district to divert part of its property taxes to fund infrastructure enhancements in its area including plazas, pocket parks, linear parks, and additional kinds of facilities. In, this tool is referred to as a Tax Increment Reinvestment Zone (TIRZ).

UTILITY PARTNERSHIPS

This type of partnership can be created for the purpose of providing and improving linear parks and trails in utility easements. This partnership usually does not include financial contributions. Although, through use agreements and/or easements, it makes property for trail corridors available at little or no cost to the public.

PARK DEVELOPMENT FEES

Should the City of Victoria adopt a parkland dedication and development ordinance (as recommended by this Plan), fees in lieu of parkland dedication and park development may be assessed to new residential development. Fees-in-lieu and some park development fees may be applied to proximate community parks.

UTILITY BILL CONTRIBUTIONS

In several communities, community members are permitted to add a minor amount to their utility bills to fund specific park enhancements. For example, the County of Colleyville, Texas, offers a Voluntary Park Fund, which permits residents to contribute \$2.00 per month through their water utility bills. This results in around \$150,000 per year, which is used to fund park enhancements in their City.

PRIVATE DONATIONS

Private donations from involved residents, businesses, and organizations can support the parks and recreation system development. An official park contribution and donation program can be used to gather property and financial contributions for use in the City .

SPECIAL REVENUE FUND

A special revenue fund is an account set up by a government entity devoted to funding a specific project. This account is sponsored by taxpayers and offers assurance that funding will go to an identified need.

REAL ESTATE TRANSFER FEES

Since parks increase value to neighborhoods, some municipalities have turned to real estate transfer fees to assist in paying for required renovations.

SALES TAX

The income source is extremely popular for funding park and recreation agencies either in part or entirely. The typical sales tax rate is one cent for operations and one half cent for capital.

KEY GRANT FUNDING SOURCES

Grants can provide a substantial source of further funding for parks, but should not be used as the main source for park creation since funding is not guaranteed and local matches are often required. Common grant sources include:

- **Land and Water Conservation Fund (LWCF).** This National Park Service fund is broken out in two (2) funding types: state grants and federal acquisition. State grants are dispersed to all 50 states, DC, and other territories based on factors such as number of residents. State grant funds can be used for park development and for purchase of parkland or easements.
- **Urban Park and Recreation Recovery Grants.** The Urban Park and Recreation Recovery (UPARR) program was started in November 1978 to offer matching grants and technical support to economically distraught municipal communities for restoration of critically desired recreation facilities.
- **Community Development Block Grants.** These funds are projected to create practical municipal areas by offering decent housing and an appropriate living location, and by increasing economic opportunities, primarily for low and moderate income individuals.
- **Foundation and Company Grants.** Can help in direct funding for projects, whereas others exist to assist resident efforts get established with small seed funds or technical and promotional support.
- **Trust for Public Land Action Fund.** This nonprofit corporation activates community support for measures that generate public funds for land conservation.

LAND ACQUISITION TOOLS/METHODS

This Plan's recommended actions include measures to acquire property for parkland, trails, and open space. Property acquisition need not be limited to outright fee-simple purchase of property. Multiple methods of property acquisition can be exercised to provide greater public access to parkland and open space.

DIRECT PURCHASE METHODS

Market Value Purchase

By means of a written purchase and sale agreement, Victoria buys property at the current market price based on an independent assessment. Timing, purchase of real estate taxes and further contingencies are negotiable.

Partial Value Purchase (or Bargain Sale)

In a bargain sale, the property-owner decides to sell for less than the land's fair market value. A property owner's choice to continue with a bargain sale is unique and private; property-owners with a solid sense of community pride, extensive public past or worries around capital gains are likely contenders for this method. In addition to cash profits on closing, the property-owner could be eligible to a charitable income tax deduction based on the difference among the property's fair market value and its final cost.

Life Estate and Bequests

If a property-owner wants to stay on the land for an extended period or until death, many differences on a sale agreement exist. In a life estate agreement, the property-owner could remain to live on the property by giving a remainder interest and retaining a "reserved life estate." In a bequest, the property owner entitles in a will or trust document that the land is to be shifted to the City after death.

Option to Purchase Agreement

This is a binding agreement among a property-owner and the City that would only apply according to the circumstances of the selection and restricts the seller's authority to withdraw an offer. When in place and signed, the option agreement could be activated at a upcoming, definite day or on the conclusion of chosen circumstances. Option agreements can be made for any period of time.

Irrevocable Remainder Trusts

Irrevocable remainder trusts allow persons to leave a part of their wealth to a public entity in a trust fund that permits the fund to increase over a time and then is accessible for recipient to use a part of the interest to support exact park and recreation amenities or programs that are selected by the executor.

Right of First Refusal

In this arrangement, the property-owner grants the City the initial opportunity to obtain land for sale. The contract does not determine the sale amount for the land, and the property-owner can refuse to sell it for the amount offered by the purchaser.

Subordinate Easements - Recreation/Natural Area Easements

This is offered when Victoria allows utility companies, businesses, or residents to create an upgrade above ground or below ground on their land for an established amount of time and an established price to be received by the City on a yearly basis.

Conservation/Access Easements

A property-owner willingly decides to sell or give specific privileges associated with their land (usually the right to divide or develop), and a private group or public agency decides to hold the right to implement the property-owner's promise not to exercise those rights. Conservation easements could result in an income tax deduction and reduced property taxes and estate taxes. Usually, this method is used to provide trail corridors where only a minor part of the property is required or for the protection of natural resources and habitat.



The property for Garey Park in Georgetown, Texas, was bequeathed into a 501c3 in perpetuity.

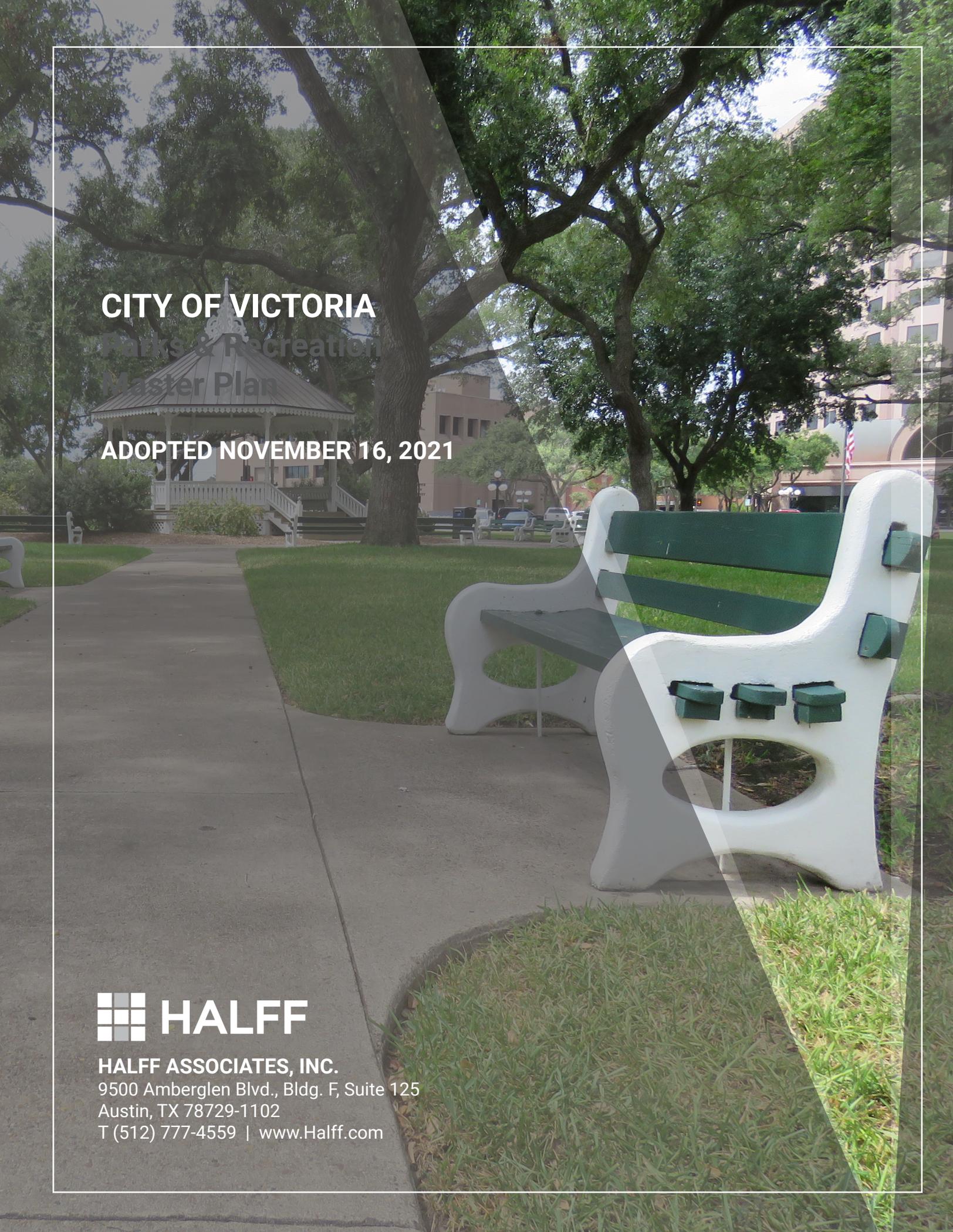
LANDOWNER INCENTIVE MEASURES

Density Bonuses

Density bonuses are a development means used to inspire a variety of public land use purposes, typically in urban settings. They offer the incentive of being able to develop at densities past existing regulations in one location, in return for concessions in another.

Transfer of Development Rights

The transfer of development rights (TDR) is an incentive-based development means that permits property owners to trade the right to develop land to its fullest in one area for the right to develop past rules in another location. Local governments could create the precise locations in which development could be restricted and the locations in which development of past regulation could be permitted.

A photograph of a park scene. In the foreground, a white park bench with green slats sits on a concrete path. The path leads towards a large, ornate gazebo with a metal roof and white railings. The background is filled with lush green trees and a multi-story building. The entire image is framed by a white border.

CITY OF VICTORIA

Parks & Recreation Master Plan

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