



PARKS, RECREATION & CULTURE

January 2025

MASTER PLAN

FINAL DRAFT



INTRODUCTION	7	RECOMMENDATIONS &	
PLAN OBJECTIVES	8	IMPLEMENTATION STRATEGY	109
HISTORY OF NORMAN PARKS.....	10	APPENDICES	113
INVENTORY & ANALYSIS	13	Appendix A	114
Park Classification	16	Appendix B	116
Park Inventory	20	Appendix C	118
COMMUNITY ENGAGEMENT	35	Appendix D	120
Parks Subcommittee	36	Appendix E	122
Neighborhood Workshops	38	Appendix F	124
Online Survey	43	Appendix G	126
Interviews	47	Appendix H	134
Pop-up Conversations	49	Appendix I	142
Engagement Conclusions	51	Appendix J	146
MISSION & GOALS	53	Appendix K	156
Mission	54		
Logo Redesign	56		
Development Principles & Goals	58		
PARKS & PUBLIC SPACES PLAN	63		
Cultural Facilities	64		
Recreation Centers	67		
Facility Assessments	70		
Summary of Findings	72		
Synergies	75		
RECREATION &			
PROGRAMMING PLAN	79		
Program Assessment Overview	80		
Recreation Program Analysis	81		
Core Program Areas	82		
Program Strategy Analysis	87		
Program Life Cycle Analysis	88		
Cost of Service &			
Cost Recovery Recommendations	90		
Program Strategy Recommendations	93		
FISCAL SUSTAINABILITY &			
PARTNERSHIPS PLAN	95		
Operations & Financial Analysis	96		
Recommended Funding Options	103		
COMMUNITY PARK SIGNAGE	105		
Sign Family Concept	106		



INTRODUCTION



A WORD FROM THE DIRECTOR

Hello, My Norman Neighbors!

Working in the Parks and Recreation profession for nearly 20 years here in Norman, I am truly blessed to find my life's calling and serve my community. I have had the pleasure of organizing countless sporting events and leagues, special events, camps, and childcare programs that improve the quality of life in Norman. As the Director of Parks and Recreation in Norman, my goal is to continue innovating 21st-century programming, building and maintaining state-of-the-art facilities and parks, supporting our hardworking staff, and enhancing the quality of life for Norman's residents by connecting them with the State of Oklahoma's best Parks and Recreation Department.

Our incredible and diverse park system includes 63 community and neighborhood parks, seven recreation facilities, four cultural facilities, and five special-use parks. In the past 10 years, our park system has grown by investing in ourselves through Norman Forward, notably the Young Family Athletic Center, the Adult Wellness and Education Center, Westwood Family Aquatic Center, Ruby Grant, Griffin, Reaves, and Neighborhood Park upgrades. All this has contributed to a bigger, better and brighter park system.

Now, as we plan for the future through the AIM Parks, Recreation & Culture Master Plan, we are fortunate to have such a dedicated group of neighbors and friends who have worked for nearly a year to put together this plan and vision for the future of the Norman park system. The parks in Norman belong to the community, and we hope that our parks, facilities, programs, and cultural opportunities are a positive reflection of Norman and are used and taken advantage of to their full potential. We must have parks, open spaces, and programs for everyone in Norman and our surrounding communities.

One last thing: The City of Norman's 100+ hardworking parks and recreation professionals are incredibly excited to implement this plan for the next generation of our community and keep our promise of improving Norman's quality of life!

Thanks,

Jason Olsen, Director of Parks and Recreation



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Administrative Technician III

Rick Parish

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Paul Krout

Golf Maintenance Superintendent

Brian Sullivan

Golf Maintenance Supervisor

Lance Harper

Facility & Construction Manager

Blake Madden

Facility Maintenance Supervisor

WHAT IS AIM NORMAN?

AIM NORMAN AREA & INFRASTRUCTURE MASTER PLAN

The City of Norman has embarked on an ambitious endeavor, the AIM Norman Area & Infrastructure Master Plan. This citywide initiative will help shape the course of the community over the next two decades. AIM Norman represents a crucial roadmap that will provide essential guidance to city leaders and decision-makers as we plan for the future. The plan will be comprised of seven distinct elements:

- Land Use
- Water
- Wastewater
- Stormwater
- Housing
- Transportation
- Parks

PURPOSE

AIM Norman will serve as an essential compass for the City's leaders and decision-makers. It's designed to capitalize on the community's strengths and identify fresh opportunities, all aimed at enhancing the overall quality of life in Norman.

SCOPE

AIM Norman covers a wide spectrum of city planning aspects, including land use, transportation, stormwater management, water infrastructure, wastewater, parks, and affordable housing.

COMMUNITY VISION

AIM Norman aspires to create a collective vision for the city's future. This vision is all-encompassing and inclusive, supported by every facet of the community, aligning with the values and aspirations of Norman's residents.

INFRASTRUCTURE SYNERGY

To ensure that infrastructure developments align seamlessly with the Comprehensive Plan's goals, the City is updating related plans. This includes the Comprehensive Transportation Plan, Stormwater Master Plan, Water Master Plan, and the development of Wastewater Master Plans.



MEET THE TEAM

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AIM NORMAN PLANS

Land Use
AIM Norman Steering Committee

Water / Wastewater
Dan Bergey (Subcommittee Chair)

Stormwater
Amanda Nairn (Subcommittee Chair)

Housing
Richard McKown (Subcommittee Chair)

Transportation
Jim Adair (Subcommittee Chair)

Parks
Lee Hall (Subcommittee Chair)





INTRODUCTION

It's called the Norman Parks and Recreation Department when, in fact, they do so much more. This group manages City facilities, offers the most affordable childcare in town, hosts well-loved community events, and houses the popular arts and cultural programs that draw people into Norman. They manage over 60 parks, partner with and support seven recreation centers, protect natural resources, and ensure diverse and affordable programming is available for everyone. You could call them the Parks, Recreation, Culture, Trails, Events, Green Space and Education Department, but that would be hard to fit on a t-shirt. For now, let's give them their flowers by simply saying thank you. This plan celebrates the work that has been done to get to this point and lays out an exciting path forward for generations to come.

PLAN OBJECTIVES

MAINTAIN, UPDATE AND IMPROVE THE NORMAN PARK SYSTEM

The Norman Parks and Recreation Department is unique in many ways and its park system is vast. Throughout this effort, residents praised the parks that they have and encouraged ongoing maintenance and upkeep of current assets. As the community grows and evolves, so must the park system. Objectives in this category focus on moving forward projects that have been planned or are already in motion, planning for future growth with a refreshing new look, and finding and creating efficiencies for a very busy department staff.

SUPPORT AND ELEVATE THE ORGANIZATIONS WHO CONTRIBUTE TO ARTS AND CULTURE IN NORMAN

Arts and culture are celebrated widely throughout the community and generate millions of dollars in economic activity for the region. Cultural facilities are owned and maintained by the City but organized and managed by the nonprofit organizations housed within them. Those facilities have developed 'Wish Lists' for infrastructure improvements to carry forward their missions that vary from 'needs' to 'dreams.' The Norman Arts Council supports many of the arts and culture organizations around town. It has developed a vision for a multi-cultural, multidisciplinary, community art center to house and share services under one roof.

UPDATE AND MODERNIZE POLICIES

Policies need to be evaluated and updated regularly to support the work of the department. Neighborhood Development Impact Fees have helped to create a vast network of neighborhood parks in the community. Commercial Development Impact Fees should be considered to support ongoing trail construction and maintenance, and beautification efforts to keep up with demands.

OPPORTUNITIES FOR CONNECTION AND GROWTH

Growth and evolution can only be supported through improved connections—both physical and emotional. Public support for a comprehensive trail network in Norman was shared and reiterated frequently throughout this master planning effort. Department staff will elevate themselves and the programs they offer as they continue to bring people together and elevate the park and trail system throughout the community.

PROTECT NATURAL RESOURCES

Park systems not only provide recreation and respite but protection of local ecosystems and natural resources. By prioritizing water quality and improved biodiversity, the Department will be contributing to ongoing sustainability and quality-of-life amenities for generations to come.



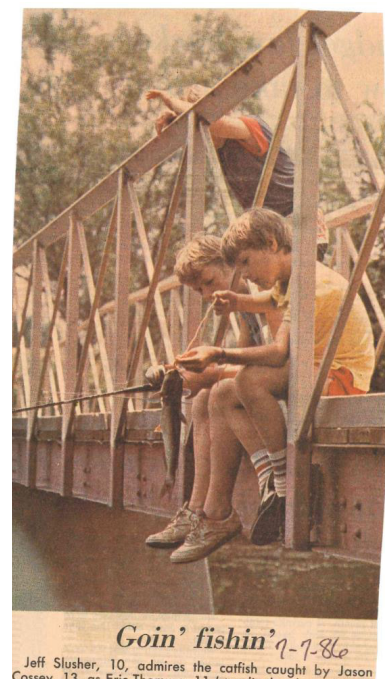
HISTORY OF NORMAN PARKS

A vision for municipal city parks began in the United States in the 1850s throughout the northeast portion of the country. In Oklahoma on April 22, 1889, hundreds of pioneers participated in a run on the Unassigned Lands of the nation's Indian Territory and created the town now known as Norman—complete with the first piece of land officially identified as a park. That 17-acre tract was a major feature of the original plat of the town, known then simply as “City Park.” Attempts were made to populate City Park with trees, but it was not until 1912 that a local resident, L. J. Edwards, took an interest in City Park. In 1913, Edwards became the first Park Commissioner of Norman. Under his leadership from 1913 to 1925, the development of Norman's parks system began to take shape. His pet project was beautifying the railroad right-of-way at what is now the intersection of Main Street and James Garner Avenue. It was only fitting that that same area now bears his name—Edwards Park.

After Mr. Edward's resignation, the town of Norman hired its first Park Superintendent, James Adron (“Abe”) Andrews. In the 1930s, a Works Progress Administration (WPA) project happened at City Park, which included building an amphitheatre, a wading pool, and several other structures in the park, which were eventually listed on the National Registry of Historic Places in the year 2000. City Park was the “hub” of

community activities—including the annual Fourth of July celebration, where the wading pool was filled with water and several 100lb blocks of ice in an effort to cool down over 200 watermelons the city provided for the residents to enjoy. There were free movies on Thursday nights in the amphitheatre; and softball and baseball games were regularly played under lights. City Park, at one point, even included a small zoo. During the 32 years that Abe Andrews was Parks Superintendent, the park system grew to include ten parks covering approximately 70 acres. Upon Andrews retirement in 1956, City Park was officially renamed Abe Andrews Park, as it is still known today.

During the 1960s, community parks were the major focus of the Norman Board of Park Commissioners. The establishment of Reaves Park, on 76 acres of land that had until then served as part of a US Naval Base and was purchased in 1960 via a Bond Election, provided softball and baseball diamonds. Westwood Park was established in 1967 on 137 acres of farmland acquired at the edge of town but near the new Interstate-35 corridor, and it provided a municipal golf course, tennis courts, and a community swimming pool. More neighborhood parks were dedicated by developers in the 60's and 70's. However, sometimes the “park” land was not easily developed, due to steep slopes, odd shapes, and low accessibility.



In 1976, a new city ordinance was established, requiring developers to set aside viable parkland during the planning phase of each new residential neighborhood. Under this ordinance, over 50 additional parks were established over the next 30 years, representing almost two-thirds Norman's current park system. During this time, three parks, (Frances Cate (1977), the George M. Sutton Urban Wilderness Area (1978), and Griffin Community Park (1982) were also obtained through separate long-term leases from the State of Oklahoma on excess land at Griffin Memorial Hospital site (a state-run mental hospital, complete with a dairy farm). While the Park Land Dedication Ordinance proved valuable in obtaining parkland, it was difficult for the City to fund the development of the new parks. To remedy this, in 1994, a Park Land Development Ordinance was adopted to help fund the development of the neighborhood parks. From then on, fees would be collected with the building permits for all residential housing units and used to provide playground equipment and other amenities for recreational purposes in Norman parks. Half of the fees would be put in a separate fund that could only be used for projects at the large Community Parks—Andrews, Griffin, Sutton, and Reaves. Additional Community Parks were then added to the system, when a 67-acre site at Highway 9 and 36th Avenue S.E. was given to the city in 1997 by the Saxon Family. The initial development of John H. Saxon Jr. Memorial Park was completed in

2008 (with more to come in 2026). Then, in 2006, the City acquired 148 acres in northwest Norman from the University of Oklahoma Foundation. This land was developed in 2018 as a multi-use community park named in memory of Ruby Grant, who donated the site of her family's farm to the Foundation for the project. Legacy Park, an urban plaza park, was built in the University North Park shopping district in 2010. It is complete with an amphitheatre and large pond with programmed lights and fountains.

NORMAN PRO-AM
Disc Golf
TOURNAMENT



Indoor facilities have also long been an important part of the Parks and Recreation system, even going back to the WPA days in Andrews Park, when a \$4,000 Recreation Building was built along with two bathhouses. Later, Norman added the Teen Center (later a Garden Center) at Reaves Park, as well as the 12th Avenue Recreation Center, and both the Whittier and Irving Recreation Centers in 1974. In 1977, The Little Axe Community Center was built in rural, east Norman. These centers host youth and adult basketball and volleyball leagues, summer camps, dance, gymnastics, and martial arts classes. In 2024, the Young Family Athletic Center (YFAC) opened in north-central Norman. It is by far the largest indoor venue in the Department's history. It is a combination multi-court basketball/volleyball/sports court venue and an indoor aquatics complex. It houses a sports performance medical clinic run by a partnership with Norman Regional Health Systems. As Norman continues to grow, there will be more demand for modern facilities similar to the YFAC to replace the older recreation centers in all parts of town.

Additionally, Norman Parks and Recreation is the caretaker of several buildings, which the City leases to nonprofit groups to operate as art and cultural facilities year-round. One is the Sooner Theatre, built in 1929 and was placed in the National Registry of Historic Structures in 1978. The Santa Fe Train Depot, built in 1899, was also designated as Historic in 1971; it is now home to the Performing Arts Studio and Gallery space. The 1897-built Moore-Lindsey House was designated in 1985, and is the home of the Cleveland County Historical Museum. Although not historic, the Firehouse Art Center has operated since 1970 out of a building that was once a functioning city-owned fire station. It offers a variety of

classes and programs for groups and individuals at its location in Lions Park in central Norman.

Finally, there are miles of trails in the Norman Parks and Recreation system. In 1996, the first phase of the "Legacy Trail" multi-modal pathway was constructed along the railroad tracks in downtown Norman, at the very place where Mr. Edwards first envisioned a park system over a century ago. It replaced a series of unsightly gravel lots and run-down buildings with a trail—landscaped with trees, lawns, shrubs, and lighting, and several historic plazas that tell Norman's history up through the early 2000's. In 2004, the City began constructing several extensions of Legacy Trail that continue to expand into other areas of town, including connection to the University of Oklahoma campus, retail areas, community parks, housing areas, and wherever else people want to go without riding in a car. Another expansion of the multi-modal trail system is currently being constructed along State Highway 9 in south Norman to connect the urban core to the large state park land and trails around Lake Thunderbird in east Norman. Long-range plans include extending the trail to many other areas of the city.

Public parks and recreation have always been an essential part of city government in Norman. There has been at least one park since day one. The residents appreciate the value of high-quality parks, green space, recreation and cultural facilities, and all of the programs and opportunities that come along with them. Everyone in Norman looks forward to the continued expansion and development of the park system, including outdoor spaces, indoor facilities, trails and whatever else the future brings.





PARK INVENTORY EVALUATION



INVENTORY ANALYSIS

APPROACH

TRIP 1

During the Consultant Team's first trip to Norman in December of 2023, the team visited the parks of Norman and documented inventory. Using an inventory spreadsheet tool, they were able to visit and walk through 60 of the 67 parks within a three-day trip.

TRIP 2

A month later, the team re-visited Norman and inventoried the remaining parks. This allowed the team to see and document all 67 parks within Norman's city limits. With this data collected, they began to determine what amenities each park contained and understand the overall system.

TRIP 3

In February of 2024, the team held multiple neighborhood meetings to gather input about what community members felt was missing and what they would like to improve for their park system. Consultants also visited all of the recreation and cultural centers.

EXPLANATION OF INVENTORY

In this chapter, you will find an inventory of the 67 parks of Norman. For each park, the data includes overall development acreage of the park, trail network mileage and park amenities, a short site description, and a site photo.

NORMAN PARKS AND RECREATION

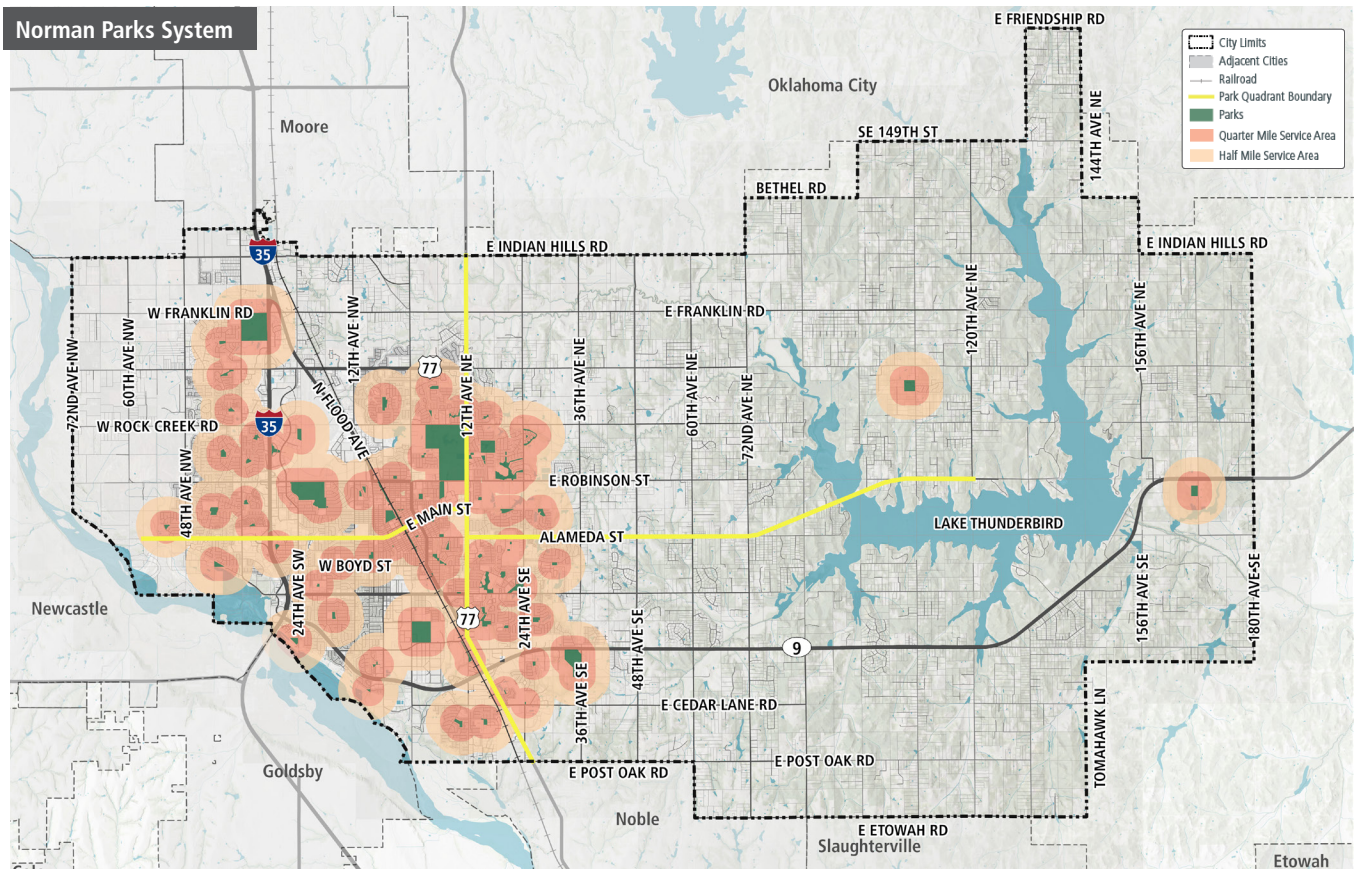
OVERVIEW

The Norman Parks and Recreation Department is responsible for the maintenance and management of all the City's parks, cultural centers, and recreation centers. It's a big job! Norman has:

- 67 neighborhood and community parks
- 7 recreation centers and community centers
- 4 cultural centers
- 4 disc golf courses
- 30+ tennis and pickleball courts

The Parks and Recreation Department oversees the care and operation of these spaces, ensuring they are accessible and well-maintained for the community to enjoy.





IT'S ALL ABOUT LOCATION

The Norman Parks service areas are depicted in the map above. As you can see, a majority of the parks sit within the northwest and southwest quadrants of the city. Lake Thunderbird occupies a large area of land on the eastern side of town. Having a state park located in that area allows for a variety of activities to take place, such as:

- Nine (9) boat ramps and two (2) swim beaches
- RV camping sites as well as primitive campsites
- Playgrounds
- Shelters
- Archery range
- Nature trails

With so much to do, much of the east side of town is serviced by the state park and has to rely less on neighborhood parks. As Norman grows and expands east, park development will follow.

PARK CLASSIFICATION

Neighborhood Parks

Neighborhood parks are the foundation of any park system and are a critical component for Norman Parks and Recreation, offering space and facilities for families to enjoy. These parks are specifically located throughout the City to serve neighborhoods, making them easily accessible for users.

When visiting your local Neighborhood Park, you should find plenty of space that offers both programmed play as well as unprogrammed space for various activities and practices. These parks offer open space for relaxation and gatherings, making them truly versatile areas close to home.

Although park sizes may vary, Neighborhood Parks tend to be between 3 to 10 acres in size, and serve a 1/4 to 1/2 mile radius. Along with being close to users, these parks should be located away from any major streets, and have safe and accessible points of entry into the park.

While collecting inventory, the amenities below were shown to be present in the majority of the parks:

- Practice fields and backstops
- Basketball courts
 - Majority being most half-court
- A playground with field turf
- Benches and picnic tables
- Open space
- Sidewalks and trails

This shows that most Neighborhood Parks contain the standard amenities that are needed to serve the surrounding community.

STANDARD AMENITIES

- Age-appropriate playground with safety surfacing
- Active areas for unorganized play and practice
- Shade structures / architecture
 - Shade sails, gazebos, shelters
- Exercise and leisure trails
- Lighting

USER EXPERIENCE

The Neighborhood Parks of Norman offer plenty of play and relaxation right outside your door. If you are looking for a day of play, you can visit Doubletree Park. If you are looking for more of a relaxing afternoon under the shade, you might visit June Benson Park. Whatever experience you would like to have, the Neighborhood Parks of Norman will have something for everyone.

SPECIAL AMENITIES

- Restrooms
- Parking
- Historical features
- Water features
- Skate parks
- Exercise stations

SPECIAL EXPERIENCE

If users are looking for a special experience, Norman offers Neighborhood Parks with unique amenities. Some of these parks are Eastwood Park, with its small nature trail; N.E. Lions Park, with its disc golf course; and Adkin's Crossing Park, with its half pipe skate ramp.



PARK CLASSIFICATION

Community Parks & Special Use Parks

While neighborhood parks serve smaller areas within the town, Community Parks can reach a larger population. The majority of Community Parks will include some of the amenities that Neighborhood Parks have such as playgrounds, shade structures, and open space. However, the main goal of these parks is to serve the needs of the broader community. This service can be shown in athletic fields, swimming pools, or larger areas for un-programmed activities.

Community parks are meant to serve multiple neighborhoods and offer a larger range of activities than a Neighborhood Park. Typically, Community Parks are designed for a 5–10 mile radius, and sizes of the park can range from 15–40 acres.

Even though these parks are located near multiple neighborhoods, they should be located at a distance and buffered away from nearby housing due to the amount of lighting and sound that can often be projected from the park.

Community parks should also be located in a central area of town with major thoroughfares to allow for convenient access to the park. Parking should be available at Community Parks to allow for the volume of visitors it will receive with various events.



STANDARD AMENITIES

- Play equipment
- Active free play areas
- Sports courts
- Rest areas
 - Benches and picnic tables
- Picnic areas and pavilions
- Restrooms
- Jogging, bicycle or nature trails
- Parking

USER EXPERIENCE

As you visit the Community Parks of Norman, you will find amenities that will serve the whole family. Whether you are visiting Griffin Park for a weekend-long tournament or just a day full of play

SPECIAL AMENITIES

- Recreation centers
- Fishing ponds
- Swimming pools / spray grounds
- Poured-in-place playgrounds
- Amphitheaters
- Water features
- Disc golf courses
- Dog parks
- Wilderness areas

SPECIAL EXPERIENCE

If you are looking for a more elevated experience in the Community Parks of Norman, you will want to visit parks such as Westwood Park or Sutton Wilderness. These types of parks offer more amenities, such as swimming pools and golf courses, as well as more natural areas to explore.

PARK CLASSIFICATION

Linear Parks

Linear parks are outdoor spaces that connect landmarks, parks, and open spaces throughout the City and provide safe passages of travel to nearby businesses, schools, and other parks.

While they may not have the same amenities as Neighborhood Parks or Community Parks, Linear Parks allow for open space for passive recreation and offer green space in an urban community.

Typically, Linear Parks are created from space that had previously been railroad right-of-ways or utility corridor easements, however in Norman, most Linear Park corridors are along natural drainage ways.

STANDARD AMENITIES

- Pedestrian trails
- Open green space
- Signage

USER EXPERIENCE

When exploring the Linear Parks such as Doubletree Greenbelt and Hall Park Greenbelt, users will experience an easy and relaxed visit. As you make your way through the canopied green spaces, you will find yourself briefly disconnected from the city for a moment of peace.

SPECIAL AMENITIES

- Historical features
- Benches
- Bridges

SPECIAL EXPERIENCE

Specialty Linear Parks such as Legacy Trail offer a more interactive experience with its historical statues and monuments. This park will also guide you through the center of Norman for an opportunity to see the town.



PARK CLASSIFICATION

Site Facilities

The site facilities in Norman serve as activity centers with identifiable focal points for surrounding users. Each facility can vary from specialized uses to opportunities for education and socialization.

Site facilities are conveniently located within the city and easily accessible to users. These spaces are meant to be accessed by public or private transportation, and allow for access both day and night to users.

These facilities can offer a wide range of activities that will serve the surrounding community. Examples of programs include but are not limited to:

- After-school childcare
- Art and cooking classes
- Competitive and recreational sports leagues
- Entertainment
- Education
- Wellness and health

STANDARD AMENITIES

- Classrooms
- Meeting rooms
- Public programs

USER EXPERIENCE

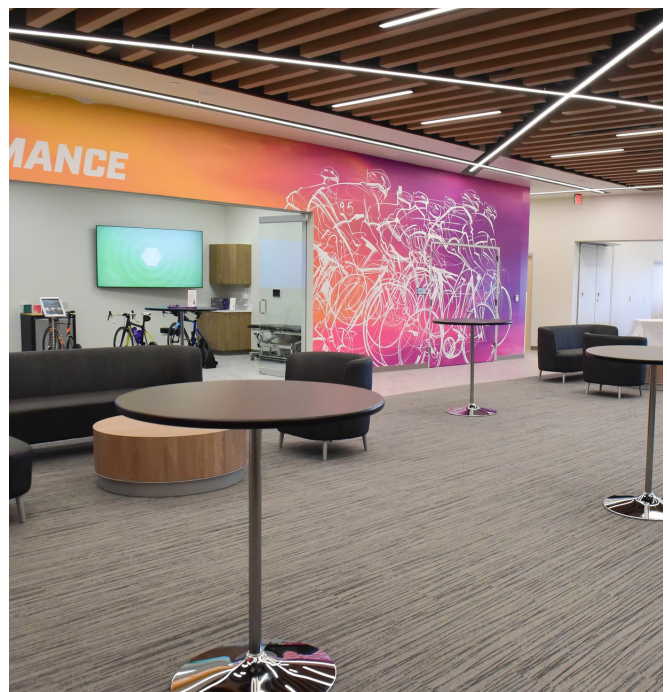
When you visit most site facilities, you will have the opportunity to engage in programs led by the City or specialized groups. This allows visitors of all ages to participate in learning and creative opportunities.

SPECIAL AMENITIES

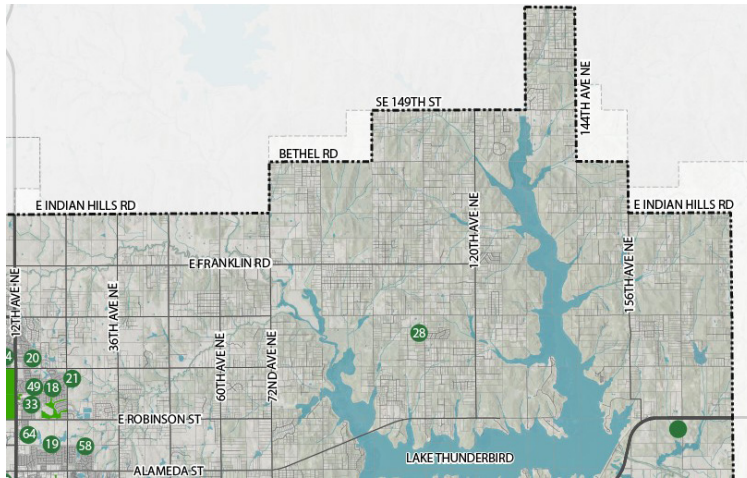
- Sports courts
- Art studios
- Specialized programs

SPECIAL EXPERIENCE

Some site facilities will offer specialized amenities such as sports courts or fields, specialized education classrooms, or programs such as after-school childcare. These types of experiences allow more options to users and serve the community as a whole.



NORTHEAST SECTOR



FUN FACTS

FORE!!!

Okay, maybe not that golf, but did you know that N.E. Lions Park has one of the oldest disc golf courses in the country? Get out there and check out its 18 hole course!

PARK NAME

INVENTORY

Creighton Park (18)
2001 Creighton Dr.
Distinction: Neighborhood
Established: 2003

Developed 1.37 acres
Trails 0.03 miles
Playground 1
Benches 2
Picnic Tables 3

SITE PHOTO



Crestland Park (19)
501 Crestland Dr.
Distinction: Neighborhood
Established: 1978

Developed 6.9 acres
Trails 0.26 miles
Playground 1
Gazebo 1
Benches 1
Picnic Tables 3
BBQ Grills 1
Drinking Fountain 1
Bridge 1



Deerfield Park (20)
2501 Queenston Ave
Distinction: Neighborhood
Established: 2007

Developed 2.4 acres
Trails 0.26 miles
Basketball Court 0.5
Playground 1
Benches 3
Picnic Tables 2
Water Feature 1



Doubletree Park (21)
2009 Timbercrest Dr.
Distinction: Neighborhood
Established: 1978

Developed 0.8 acres
Trails 0.03 miles
Basketball Court 0.5
Playground 1
Benches 2
Picnic Tables 1



Falls Lakeview Park (28)
3280 108th Ave NE
Distinction: Neighborhood
Established: 1977

Developed 24.1 acres
Trails 0 miles
Backstop 1
Basketball Court 0.5
Playground 1
Baseball Field 1
Volleyball Court 1
Benches 2
Picnic Tables 2



PARK NAME

INVENTORY

SITE PHOTO

High Meadows Park (33)
 1525 High Meadows Dr.
 Distinction: Neighborhood
 Established: 1971

Developed 3.4 acres
Trails 2.4 miles
Backstop 1
Soccer Prac. Field 1



N.E Lions Park (49)
 1800 Northcliff Ave
 Distinction: Neighborhood
 Established: 1977

Developed 34.9 acres
Trails 0.12 miles
Playground 1
Disc Golf Course 1
Pavilion 2
Benches 5
Picnic Tables 7
BBQ Grills 8
Drinking Fountain 1
Bridge 1
Water Feature 1
Parking Yes
Restroom 1



Royal Oaks Park (58)
 430 Coalbrook Dr.
 Distinction: Neighborhood
 Established: 1993

Developed 3.4 acres
Trails 1.03 miles
Backstop 1
Soccer Prac. Field 1
Basketball Court 0.5
Playground 1
Pavilion 1
Benches 3
Picnic Tables 2
BBQ Grills 2
Bike Racks 1
Drinking Fountain 1
Water Feature 1

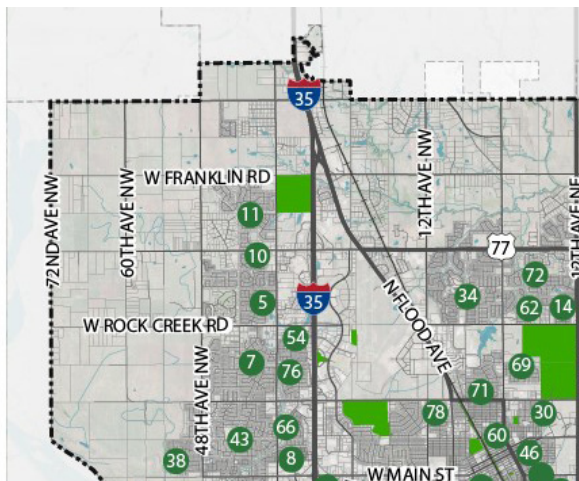


Sonoma Park (64)
 1432 Glen Ellen Cir.
 Distinction: Neighborhood
 Established: 1978

Developed 2.0 acres
Trails 0.11 miles
Backstop 1
Soccer Prac. Field 1
Basketball Court 0.5
Playground 1
Benches 2
Picnic Tables 2
Drinking Fountain 1



NORTHWEST SECTOR



FUN FACTS
WORK IT OUT

Frances Cate Park is the home of a fitness court that allows users to get moving. 3-minutes on each station will get you a full-body workout in 20 minutes!

Berkley Park (5)
 3750 Astor Dr.
 Distinction: Neighborhood
 Established: 1982

Developed 3.1 acres
Trails 0.36 miles
Backstop 1
Soccer Prac. Field 1
Basketball Court 1
Playground 1
Tennis Court 1
Benches 3
Picnic Tables 1
Bike Rack 1
Drinking Fountain 1



PARK NAME

INVENTORY

SITE PHOTO

Brookhaven Park (7)
 1801 N. Brookhaven Blvd.
 Distinction: Neighborhood
 Established: 1980

Developed	6.7 acres	Picnic Tables	6
Trails	0.51	Parking	Yes
Backstop	2		
Soccer Prac. Field	1		
Basketball Court	0.5		
Playground	1		
Gazebo	1		
Benches	8		



Brookhaven Square Park (8)
 3333 River Oaks Dr.
 Distinction: Neighborhood
 Established: 1980

Undeveloped	2.1 acres
Trails	0.0 miles



Cascade Park (10)
 3499 Astor Dr.
 Distinction: Neighborhood
 Established: 2004

Developed	4.9 acres	Picnic Tables	5
Trails	0.09 miles	Drinking Fountain	1
Backstop	1		
Playground	1		
Gazebo	1		
Benches	7		



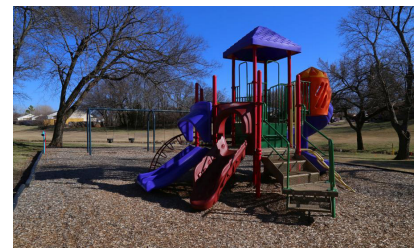
Castlerock Park (11)
 4136 Castlerock Rd.
 Distinction: Neighborhood
 Established: 1993

Developed	3.4 acres	Picnic Tables	2
Trails	0.30 miles	BBQ Grills	1
Backstop	1	Bike Rack	1
Soccer Prac. Field	1	Bridge	1
Basketball Court	0.5		
Playground	1		
Benches	3		



Chisholm's Trail Park (14)
 2515 Wyandotte Way
 Distinction: Neighborhood
 Established: 1964

Developed	6.8 acres
Trails	0.5 miles
Playground	1
Picnic Tables	5
BBQ Grills	1
Drinking Fountain	1



Frances Cate Park (30)
 333 N. Carter Ave
 Distinction: Neighborhood
 Established: 1977

Developed	25.4 acres	Benches	4
Trails	0.14 miles	Picnic Tables	7
Backstop	2	BBQ Grills	2
Soccer Prac. Field	2	Drinking Fountain	1
Basketball Court	1	Bridge	2
Playground	1	Parking	Yes
Exercise Station	1		
Pavilion	2		



Highland Village Park (34)
 416 Lake Grove Court
 Distinction: Neighborhood
 Established: 2017

Developed	10.9 acres	Benches	3
Trails	0.53 miles	Picnic Tables	3
Basketball Court	0.5	Drinking Fountain	2
Playground	1	Bridge	2
Soccer Field	1	Water Feature	1
Gazebo	1		

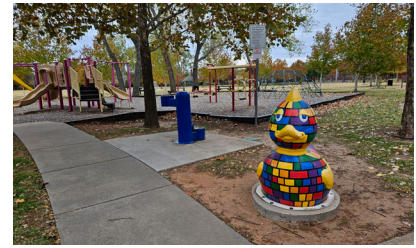


PARK NAME

INVENTORY

SITE PHOTO

Kevin "Lee" Gottshall II Memorial Park (38) 5399 Cypress Lake Dr. Distinction: Neighborhood Established: 1984	Developed	2.9 acres	Picnic Tables	6
	Trails	0.10 miles	BBQ Grills	1
	Backstop	1	Drinking Fountain	1
	Soccer Prac. Field	1	Water Feature	1
	Basketball Court	0.5		
	Playground	1		
	Benches	4		



Lions Memorial Park (43) 514 Parkside Dr. Distinction: Neighborhood Established: 1979	Developed	10.3 acres	BBQ Grills	1
	Trails	0.40 miles	Bike Rack	1
	Backstop	3	Drinking Fountain	1
	Soccer Prac. Field	1		
	Basketball Court	0.5		
	Playground	2		
	Benches	3		
	Picnic Table	1		



McGeorge Park (46) 631 E. Eufaula St. Distinction: Neighborhood Established: 1978	Developed	0.5 acres	Bike Rack	1
	Trails	0.7 miles	Historical Feat.	1
	Basketball Court	0.5	Parking	Yes
	Playground	1		
	Benches	4		
	Picnic Table	3		



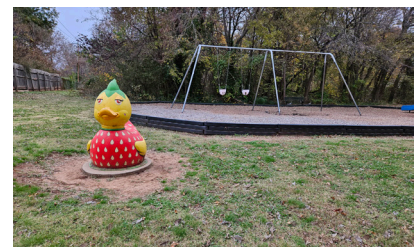
Prairie Creek Park (54) 2025 Pendleton Dr. Distinction: Neighborhood Established: 1982	Developed	3.3 acres	BBQ Grills	1
	Trails	0.36 miles	Bike Rack	1
	Backstop	1	Drinking Fountain	1
	Soccer Prac. Field	1		
	Basketball Court	0.5		
	Playground	1		
	Benches	2		
Picnic Tables	2			



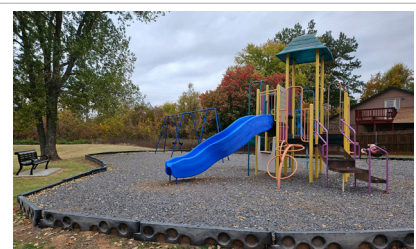
Ruth Updegraff Park (60) 505 N. Peters Ave Distinction: Neighborhood Established: 1915	Developed	0.3 acres	Historical Feat.	1
	Trails	0.13 miles	Water Feature	1
	Gazebo	1		
	Benches	5		
	Bike Rack	1		
	Bridge	2		



Sequoyah Trail Park (62) 410 Sequoyah Trail Distinction: Neighborhood Established: 1964	Developed	2.0 acres	Picnic Tables	1
	Trails	0.11 miles	BBQ Grills	1
	Basketball Court	0.5		
	Playground	1		
	Gazebo	1		
	Benches	2		



Springbrook Park (66) 816 Branchwood Dr. Distinction: Neighborhood Established: 1982	Developed	2.9 acres	Picnic Tables	1
	Trails	0.6 miles	Bike Rack	1
	Backstop	1		
	Soccer Prac. Field	1		
	Playground	1		
	Benches	1		



PARK NAME

INVENTORY

SITE PHOTO

<p>Sutton Place Park (69) 301 Sandpiper Ln. Distinction: Neighborhood Established: 1978</p>	Developed	2.1 acres	Benches	2
	Trails	0.9 miles	Picnic Tables	4
	Soccer Prac. Field	1	Drinking Fountain	1
	Basketball Court	0.5		
	Playgrounds	1		



<p>Tull's Park (71) 100 W. Vida Way Distinction: Neighborhood Established: 1947</p>	Developed	2.4 acres	Gazebo	1
	Trails	0.25 miles	Benches	5
	Backstop	1	Picnic Tables	3
	Soccer Prac. Field	1		
	Basketball Court	0.5		
	Playground	1		



<p>Vineyard Park (72) 3111 Woodcrest Creek Dr. Distinction: Neighborhood Established: 2004</p>	Developed	4.8 acres		
	Trails	0.20 miles		
	Basketball Court	0.5		
	Playground	1		
	Benches	2		
	Picnic Tables	1		



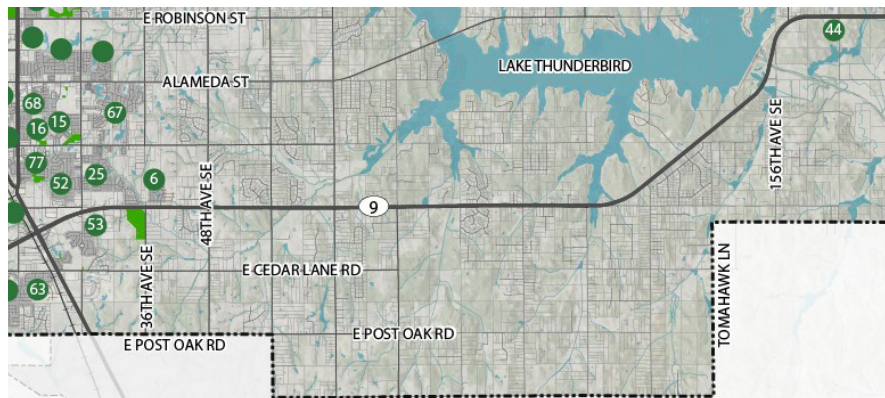
<p>William Morgan Park (76) 1701 Schooner Dr. Distinction: Neighborhood Established: 1987</p>	Developed	2.1 acres	Drinking Fountain	1
	Trails	0.59 miles	Bridge	1
	Basketball Court	0.5	Water Fountain	1
	Playground	1	Water Feature	1
	Benches	4		
	Picnic Tables	1		



<p>Woodslawn Park (78) 1317 Regent St Distinction: Neighborhood Established: 1947</p>	Developed	2.8 acres	Picnic Tables	2
	Trails	0.05 miles	Bike Rack	1
	Backstop	1		
	Soccer Prac. Field	2		
	Playground	1		
	Pavilion	1		



SOUTHEAST SECTOR



FUN FACTS
COMMUNITY GARDENS

Colonial Commons Park is home to a community garden that serves individuals who like to garden, and helps aid people who are experiencing food insecurity.

PARK NAME

INVENTORY

SITE PHOTO

Bentley Park (6) 1920 Bellatona Blvd. Distinction: Neighborhood Established: 2023	Developed	7.2 acres	Benches	5
	Trails	0.33 miles	Picnic Tables	3
	Soccer Prac. Field	1	Drinking Fountain	1
	Basketball Court	0.5	Historical Feat.	1
	Playground	1		
	Tennis Court	1		
	Pickle Ball Court	1		
	Pavilion	1		



Colonial Commons Park (15) 1909 Beaumont Dr. Distinction: Neighborhood Established: 1979	Developed	5.6 acres	Skate Park	1
	Trails	0.14 miles	Benches	2
	Backstop	2	Picnic Tables	1
	Soccer Prac. Field	1	Drinking Fountain	1
	Basketball Court	0.5		
	Playground	1		



Colonial Estates Park (16) 1614 E. Lindsey St. Distinction: Neighborhood Established: 1963	Developed	16.2 acres	Benches	6
	Trails	0.60 miles	Picnic Tables	5
	Playground	1	Bridge	3
	Disc Golf Course	1		
	Spray Ground	1		
	Pavilion	2		



Eastridge Park (25) 1700 N. Clearwater Dr. Distinction: Neighborhood Established: 1982	Developed	5.3 acres	Picnic Tables	4
	Trails	0.18 miles	Bike Rack	1
	Backstop	1	Drinking Fountain	1
	Soccer Prac. Field	1		
	Basketball Court	0.5		
	Playground	2		
Benches	3			



Little Axe Park (44) 1000 168th Ave. NE Distinction: Neighborhood Established: 1977	Developed	14.2 acres	Benches	1
	Trails	0.0 miles	Picnic Tables	4
	Basketball Court	2.5	Bike Rack	1
	Playground	1	Parking	Yes
	Baseball Field	3	Restroom	1
	Disc Golf Course	1	Concessions	1



Oakhurst Park (52) 1900 Oakhurst Ave. Distinction: Neighborhood Established: 1980	Developed	2.1 acres		
	Trails	0.25 miles		
	Basketball Court	0.5		
	Playground	2		
	Benches	2		
	Picnic Tables	2		
BBQ Grills	1			



Pebble Brook Park (53) 2500 Overbrook Dr Distinction: Neighborhood Established: 1984	Developed	2.4 acres	Water Feature	1
	Trails	0.48 miles		
	Playground	1		
	Benches	3		
	Picnic Tables	3		
	Bridge	1		



PARK NAME

INVENTORY

SITE PHOTO

Songbird Park (63) 1500 Skylar Way Distinction: Neighborhood Established: 2019	Developed	4.5 acres	Bike Rack	1
	Trails	0.43 miles	Drinking Fountain	1
	Soccer Prac. Field	1	Water Feature	1
	Basketball Court	1		
	Playground	1		
	Gazebo	1		
	Benches	6		
	Picnic Tables	4		



Summit Lakes Park (67) 3000 Summit Crossing Pkwy. Distinction: Neighborhood Established: 2005	Developed	2.8 acres	Picnic Tables	4
	Trails	0.1 miles	Drinking Fountain	1
	Backstop	1	Water Feature	1
	Basketball Court	0.5		
	Playground	1		
	Pavilion	1		
	Benches	2		



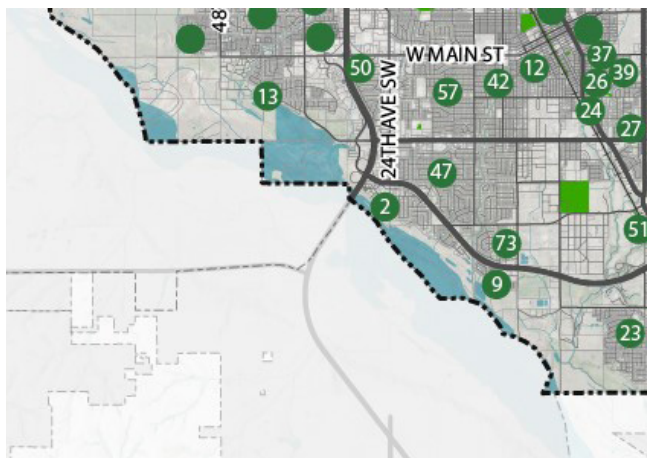
Sunrise Park (68) 324 Skyline Dr. Distinction: Neighborhood Established: 1971	Developed	2.4 acres	Picnic Tables	4
	Trails	0.06 miles	BBQ Grills	1
	Backstop	1	Drinking Fountain	1
	Soccer Prac. Field	1		
	Basketball Court	0.5		
	Playground	1		
	Benches	2		



Woodcreek Park (77) 1509 Concord Dr. Distinction: Neighborhood Established: 1984	Developed	15.4 acres	Picnic Tables	4
	Trails	0.33 miles	BBQ Grills	1
	Backstop	1	Drinking Fountain	1
	Soccer Prac. Field	1		
	Basketball Court	0.5		
	Playground	1		
	Picnic Tables	2		



SOUTHWEST SECTOR



FUN FACTS

DUCK.. DUCK...

More DUCKS!

Did you know, all of the duck statues in Norman were modeled after the original Samo Ducky sculpture in Lions Park?

PARK NAME	INVENTORY		SITE PHOTO	
Adkin's Crossing Park (2) 2136 24th Ave. SW Distinction: Neighborhood Established: 1913	Developed 6.7 acres Trails 0.06 miles Backstop 1 Soccer Prac. Field 1 Playground 1 Skatepark 1 Benches 2 Picnic Tables 5	BBQ Grills 1 Bike Rack 1 Historical Feat. 1 Parking Yes		
Canadian Trails Park (9) 3600 Canadian Trails Dr. Distinction: Neighborhood Established: 1984	Developed 1.3 acres Trails 0.14 miles Playground 1 Pavilion 1 Benches 4 Picnic Tables 2 Drinking Fountain 1			
Centennial Park (12) 411 W. Symmes St. Distinction: Neighborhood Established: 1988	Developed 0.2 acres Trails 0.01 miles Playground 1 Benches 3 Picnic Tables 2 BBQ Grills 1	Bike Rack 1 Drinking Fountain 1		
Cherry Creek Park (13) 530 W. Stonewell Dr. Distinction: Neighborhood Established: 1977	Developed 6.2 acres Trails 0.09 miles Soccer Prac. Field 1 Basketball Court 0.5 Playground 1 Benches 2 Picnic Table 2			
Eagle Cliff Park (23) 3901 Eagle Cliff Dr. Distinction: Neighborhood Established: 1979	Developed 6.8 acres Trails 0.25 miles Soccer Prac. Field 1 Basketball Court 0.5 Playground 2 Benches 4 Picnic Tables 4			
Earl Sneed Park (24) 1381 Classen Blvd. Distinction: Neighborhood Established: 1989	Developed 0.5 acres Trails 0.05 miles Gazebo 1 Picnic Table 1			
Eastwood Park (26) 1001 S. Ponca Ave Distinction: Neighborhood Established: 1955	Developed 6.6 acres Trails 0.12 miles Playground 1 Benches 4 Picnic Tables 3 Drinking Fountain 1			

PARK NAME

INVENTORY

SITE PHOTO

Faculty Heights Park (27)
 1017 E. Lindsey St.
 Distinction: Neighborhood
 Established: 1949

Developed 1.1 acres
Trails 0.03 miles
Playground 1
Pavilion 1
Benches 2
Picnic Tables 2



June Benson Park (37)
 209 E. Alameda St.
 Distinction: Neighborhood
 Established: 1981

Developed 1.25 acres
Trails 0.07 miles
Playground 1
Shuffleboard 1
Horseshoes 1
Gazebo 1
Benches 3
Picnic Tables 2
Bike Rack 1
Historical Feat. 1
Parking Yes



Kiwanis Park (39)
 635 Sherwood Dr.
 Distinction: Neighborhood
 Established: 1966

Developed 2.9 acres
Trails 0.23 miles
Basketball Court 0.5
Playground 2
Benches 2
Picnic Tables 3
BBQ Grills 1
Bike Rack 1
Bridge 1



Lions Park (42)
 450 S. Flood Ave.
 Distinction: Neighborhood
 Established: 1894

Developed 4.8 acres
Trails 0.43 miles
Backstop 1
Soccer Prac. Field 1
Playground 1
Tennis Court 1
Pavilion 1
Gazebo 1
Benches 5
Picnic Tables 5
BBQ Grills 3
Bike Rack 1
Drinking Fountain 1
Historical Feat. 1
Parking Yes
Restroom 1



Monroe Park (47)
 1602 S. McGee Dr.
 Distinction: Neighborhood
 Established: 2012

Developed 4.2 acres
Trails 0.43 miles
Backstop 1
Soccer Prac. Field 2
Playground 1
Pavilion 1
Benches 8
Picnic Tables 8



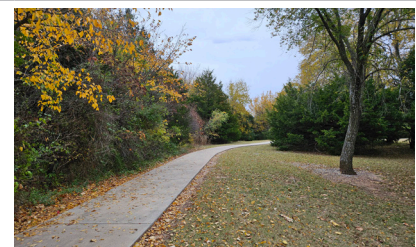
Normandy Park (50)
 209 Westside Dr.
 Distinction: Neighborhood
 Established: 1960

Developed 2.4 acres
Trails 0.12 miles
Backstop 1
Basketball Court 0.5
Playground 1
Tennis Court 1
Benches 1
Picnic Tables 4



Oak Tree South Park (51)
 2881 Oak Tree Ave.
 Distinction: Neighborhood
 Established: 1982

Developed 4.8 acres
Trails 0.48 miles
Playground 1
Skatepark 1
Disc Golf Course 1
Benches 2
Bike Rack 1



PARK NAME

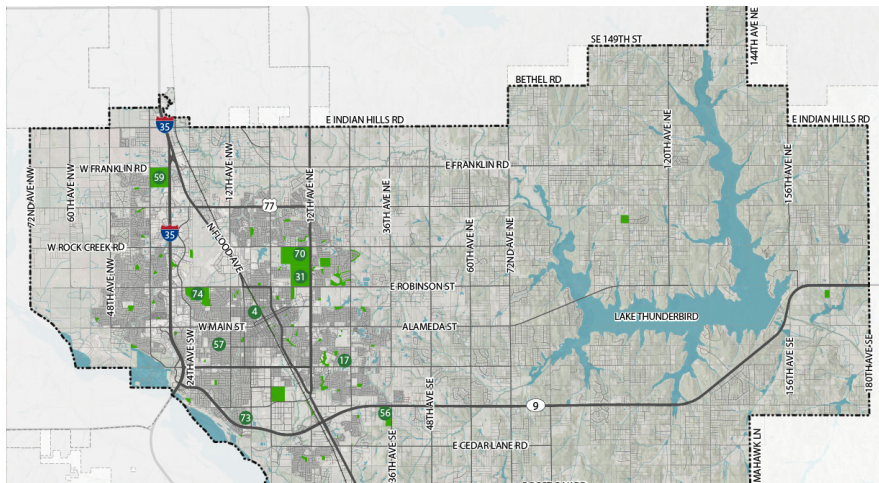
INVENTORY

SITE PHOTO

Rotary Park (57) 1501 West Boyd St. Distinction: Neighborhood Established: 1954	Developed	5.6 acres	Pavilion	1
	Trails	0.47 miles	Benches	4
	Backstop	2	Picnic Tables	5
	Soccer Prac. Field	1	BBQ Grills	5
	Basketball Court	0.5	Drinking Fountain	2
	Playground	1	Historical Feat.	1
	Baseball Field	1	Parking	Yes
	Tennis Court	1	Restroom	1
Walnut Ridge Park (73) 3319 Walnut Rd. Distinction: Neighborhood Established: 1986	Developed	2.0 acres	Bike Rack	1
	Trails	0.12 miles	Drinking Fountain	1
	Playground	1		
	Pavilion	1		
	Benches	5		
	Picnic Tables	4		



COMMUNITY PARKS



FUN FACTS
WHAT'S IN A NAME

Originally called the City Park, Andrews Park was renamed in 1956 after J.A "Abe" Andrews. Abe worked for the City in 1926 and oversaw much of the work done in the park.

Andrews Park (4) 201 W. Davis St. Distinction: Community Established: 1891	Developed	17.5 acres	Pavilion	2
	Trails	1.24 miles	Gazebo	1
	Backstop	3	Benches	40
	Basketball Court	2	Picnic Tables	17
	Playground	2	BBQ Grills	3
	Skatepark	1	Bike Rack	1
	Spray Ground	1	Drinking Fountain	3
	Amphitheatre	2	Bridge	7



Creekside Bike Park (17) 2217 E. Lindsey St. Distinction: Special Use Established: 2019	Undeveloped	13.74 acres		
	Trails	0.0 miles		
	Benches	1		
	Bridge	3		
	Water Features	1		
	Parking	Yes		



Griffin Park (31) 1001 E. Robinson St. Distinction: Community Established: 1978 Serves NYSA Soccer program	Developed	160 acres	Bike Rack	1
	Trails	1.16 miles	Historical Feat.	1
	Soccer Field	30	Parking	Yes
	Dog Park	1	Restroom	4
	Pavilion	2		
	Picnic Tables	15		
	BBQ Grills	1		



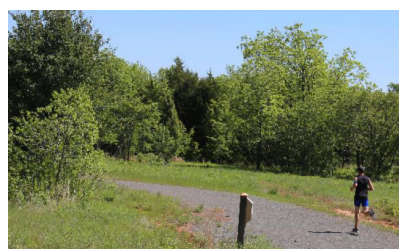
PARK NAME

INVENTORY

SITE PHOTO

John H. Saxon Jr. Memorial Park (36)
 2700 36th Ave. SE
 Distinction: Community
 Established: 1997

Undeveloped 67.0 acres
Trails 2.07 miles
Exercising Station 3
Benches 4
Parking Yes



Legacy Park (40)
 1898 Legacy Dr.
 Distinction: Special Use
 Established: 2015

Developed 7.45 acres
Trails 0.4 miles
Ampitheatre 1
Pavilion 1
Benches 6
Water Feature 1
Parking Yes
Restroom 1



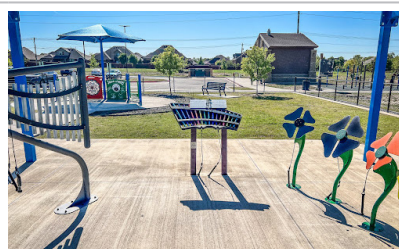
Reaves Park (56)
 2501 Jenkins Ave.
 Distinction: Community
 Established: 1960
 Serves Optimist Club youth baseball and softball

Developed 79.8 acres
Trails 0.86 miles
Backstop 1
Playground 3
Baseball Field 6
Softball Field 6
Pavilion 4
Benches 3
Picnic Tables 41
BBQ Grills 10
Bike Rack 1
Drinking Fountain 3
Historical Feat. 1
Parking Yes
Restroom 2



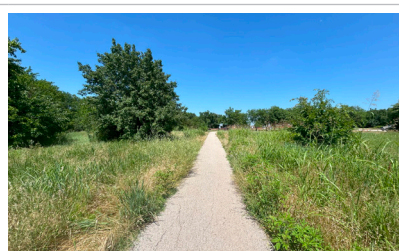
Ruby Grant Park (59)
 3110 W. Franklin Rd.
 Distinction: Community
 Established: 2021

Undeveloped 146 acres
Trails 2.65 miles
Playground 1
Dog Park 1
Exercise Station 1
Disc Golf Course 1
Pavilion 2
Benches 12
BBQ Grill 1
Drinking Fountain 1
Historical Feat. 1
Parking Yes
Restroom 3



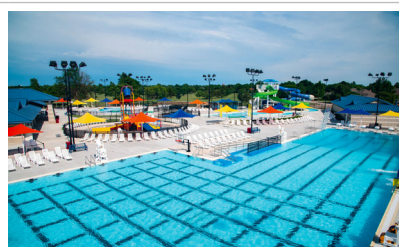
Sutton Wilderness Park (70)
 1920 12th Ave. NE
 Distinction: Special Use
 Established: 1979

Undeveloped 160 acres
Trails 2.34 miles
Pavilion 1
Benches 5
Water Feature 1
Parking Yes

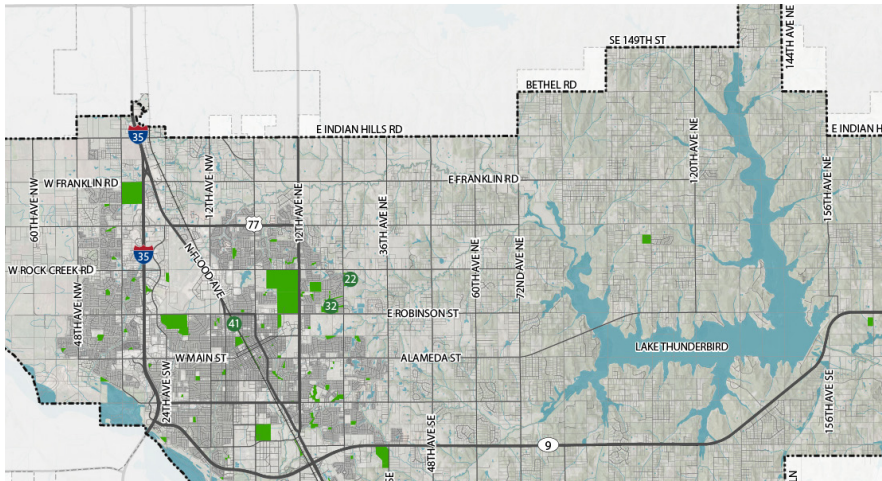


Westwood Park (74)
 2400 Westport Dr.
 Distinction: Special Use
 Established: 1967

Developed 130 acres
Trails 0.10 miles
Tennis Court 14
Swimming Pool 2
Sprayground 1
Lazy River 1
Water Slides 5
Golf Course 1
Resturant 1
Parking Yes
Restroom 3



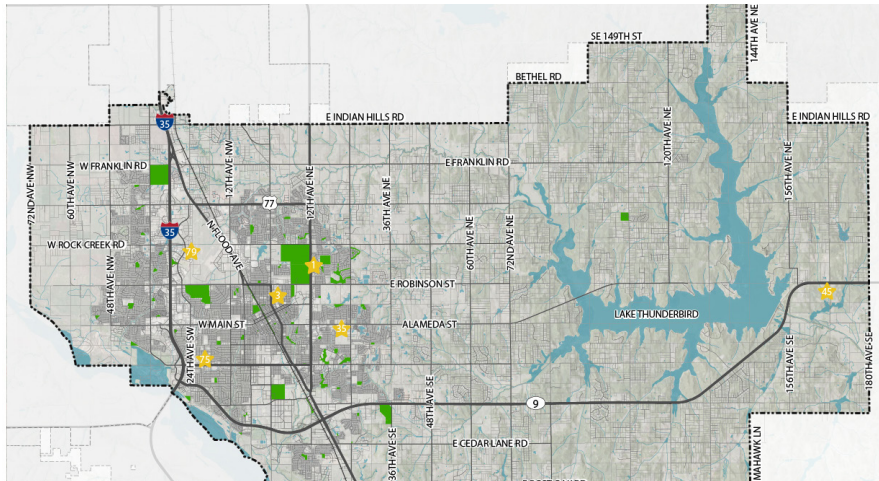
LINEAR PARKS



FUN FACTS
"YOU CAN NEVER HAVE TOO MANY FRIENDS."
 Did you know you can find a statue of Norman's own James Garner on Legacy Trail?

PARK NAME	INVENTORY	SITE PHOTO
Doubletree Greenbelt (22) 24th Ave. at Oak Forest Dr. Distinction: Linear Established: 2003	Undeveloped 8.8 acres Trails 0.56 miles	
Hall Park Greenbelt (32) 24th Ave. at Robinson St. Distinction: Linear Established: 2003	Undeveloped 39.0 acres Trails 0.33 miles Water Feature 1	
Legacy Trail Park (41) 200 S. Jones Ave Distinction: Linear Established: 1993 (1918)	Developed 8.2 acres Trail 1.38 miles Benches 8 Bridge 1 Historical 25	

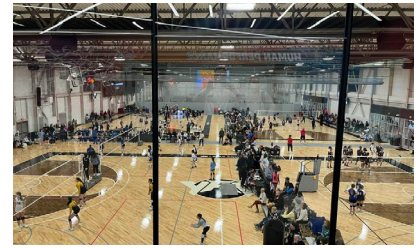
PARKS AND RECREATION FACILITIES



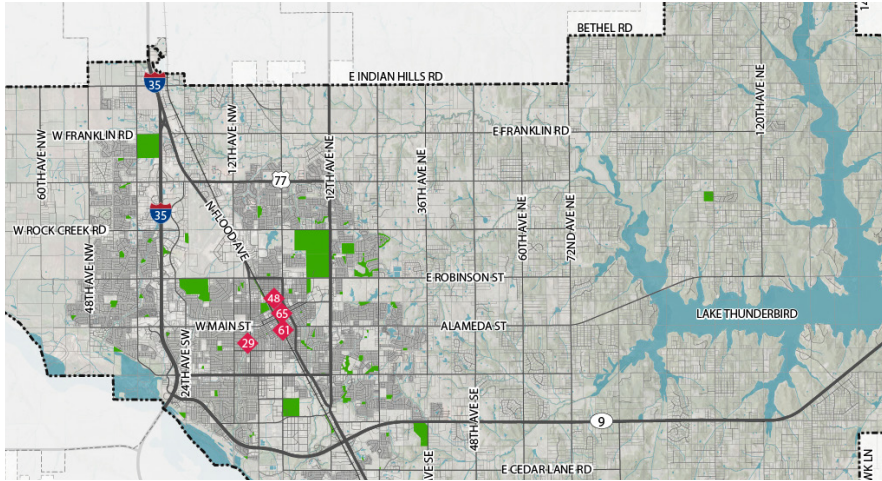
FUN FACTS
OH WAIT, THERE'S MORE!
 In addition, the Norman Original Library and the Reaves Park Teen Center are operated by local nonprofit partners.

PARK NAME	INVENTORY	SITE PHOTO
12th Ave Recreation Center (1) 1701 12th Ave NE Distinction: Rec Center Established: 1974	Basketball Court 2 Game Room 1 Dance Studio 1 Tennis Court 2 Pickleball Court 6 Playground 1 Childcare Yes Meeting Room 1 Restroom 2 Parking Yes	
Adult Wellness & Education Center (AWE) (3) 602 N Findlay Ave Distinction: Rec Center Established: 2023	Game Room 1 Swimming Pool 1 Pickleball Court 3 Fitness Center 1 Multi Purpose Room 1 Art Classroom 2 Kitchen 1 Parking Yes	
Irving Recreation Center (35) 125 Vicksburg Ave Distinction: Rec Center Established: 1974	Basketball Court 1 Game Room 1 Dance Studio 1 Classroom 1 Parking Yes	
Little Axe Community Center (45) 1000 168th Ave NE Distinction: Rec Center Established: 1977	Library 1 Event Space 1 Kitchen 1 Classroom 1 Fire Station 1 After-School Program 1 Restroom 2 Parking Yes	
Whittier Recreation Center (75) 200 W. Brooks St. Distinction: Rec Center Established: 1984	Basketball Court 1 Game Room 1 Dance Studio 1 Classroom 1 Concessions Yes Childcare Yes Parking Yes	

Young Family Athletic Center (YFAC) (79) 2201 Trae Young Dr. Distinction: Rec Center Established: 2024	Basketball Courts	8	Health Center	1
	Volleyball Courts	12	Team Rooms	Yes
	Swimming Pool	2	Concessions	Yes
	Pickleball Court	6	Retail	Yes
	Sand Volleyball	2	Offices	Yes
	Turf Football Field	1	Restrooms	Yes
			Parking	Yes



CULTURAL CENTERS



FUN FACTS ALL ABOARD

Did you know, all of the wood that was used to build the Moore-Lindsay Historical house had to be imported in to Norman by train from Missouri?

PARK NAME

INVENTORY

SITE PHOTO

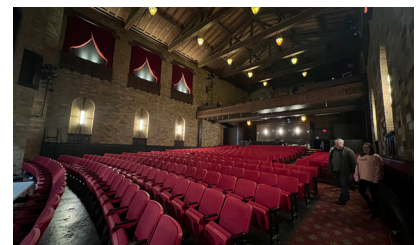
Firehouse Art Center (29) 444 S Flood Ave Distinction: Cultural Center Established: 1970	Art Studio	Yes
	Classroom	Yes
	Gallery	Yes
	Gift Shop	Yes
	Restrooms	Yes
	Parking	Yes



Moore-Lindsay Historical House Museum (48) 508 North Peters Ave Distinction: Cultural Center Established: 1899	Classroom	Yes
	Museum	Yes
	Storage	Yes



Sooner Theatre (65) 101 E Main St Distinction: Cultural Center Established: 1929	Concession Stand	Yes
	Dressing Rooms	Yes
	Restrooms	Yes
	Stage	Yes
	Storage	Yes



The Depot (61) 200 S Jones Ave Distinction: Cultural Center Established: Late 1800s	Gallery	Yes
	Restrooms	Yes
	Storage	Yes







COMMUNITY ENGAGEMENT

Peter Harnik provides guiding principles in *The Excellent City Park System*, which states seven measures of an excellent system.

1. Clear expression of purpose
2. Ongoing planning and community involvement
3. Sufficient assets in land, staffing, and equipment to meet the system's goals
4. Equitable access
5. User satisfaction
6. Safety from physical hazards and crime
7. Benefits for the City beyond the boundaries of the parks

Considering this, one can see how crucial community engagement is to the success of a city park system and ultimately, a community. This plan prioritized a robust engagement effort with the residents of Norman to truly understand the wants, needs, and dreams of the community.



PARKS SUBCOMMITTEE

The Parks Subcommittee’s role was multi-fold. First and foremost, they were representatives from the Norman community. These folks have lived, worked, recreated, and raised their families in Norman.

They also wore a lot of hats. Members of this committee were selected with help from the Parks and Recreation Department staff as representatives from various interest groups and each brought unique perspectives, skills and knowledge to the table.

Their responsibility was to help usher the planning process forward. They provided input, served as a sounding board, confirmed the trends and issues learned through public engagement and they motivated the City to think differently and creatively about the future of Norman Parks and Recreation.

These volunteers offered their time and talents to help guide a plan that will serve the community of Norman for the next decade and beyond

MEETINGS

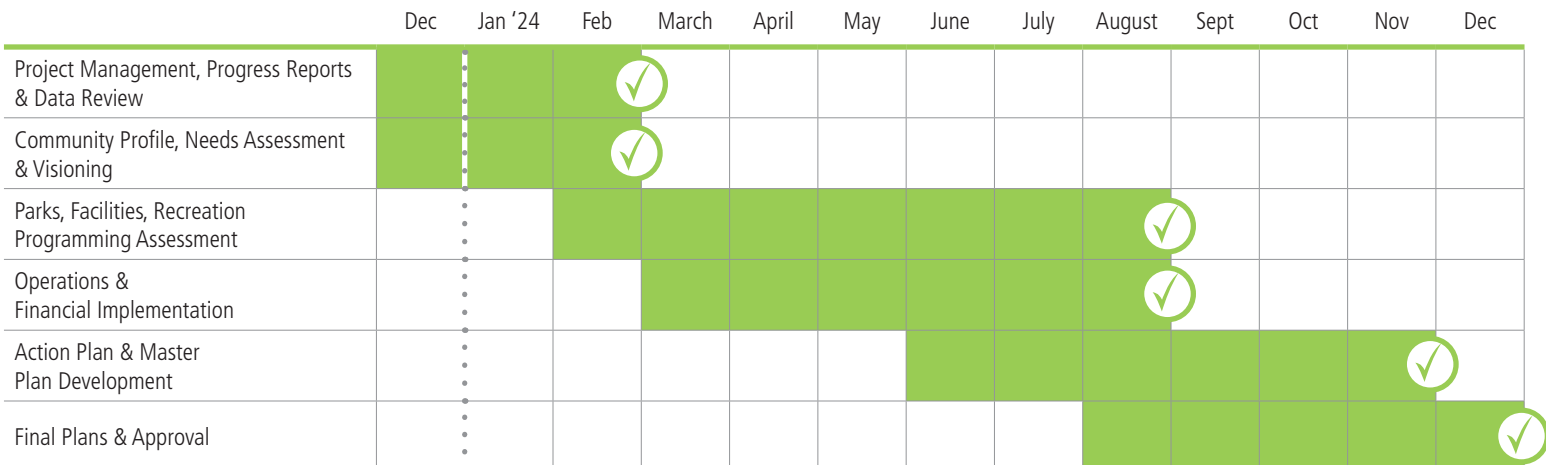
- Tuesday, January 9, 2024 at 3:00 PM
- Thursday, February 15, 2024 at 3:00 PM
- Tuesday, April 9, 2024 at 3:00 PM
- Tuesday, June 11, 2024 at 3:00 PM
- Tuesday, September 10, 2024 at 3:00 PM
- Tuesday, December 10, 2024 at 3:00 PM

COMMITTEE MEMBERS

- Lee Hall (Chair)
- Amanda Prince
- Dennis Brigham
- Jennifer Baker
- Marcus Madlock
- Mark Nanny
- Sara Sancak
- Sherrel Sheriff
- Roberta Pailles (Alternate)

MICRO-COMMITTEES

- **Trails**
– Mark Nanny, Sara Sancak, Roberta Pailles, Wade Thompson (City Staff)
- **Recreation**
– Amanda Prince, Marcus Madlock, Mitchell Richardson (City Staff), Veronica Tracy (City Staff)
- **Park Development & Impact Fees**
– Sherrel Sheriff, Lee Hall, Jason Olsen (City Staff)
- **Arts/Cultural Amenities/Historic Buildings**
– Jennifer Baker, Dennis Brigham, James Briggs (City Staff)



✓ = Completion Date for Deliverable

SUBCOMMITTEE CHAIR LETTER

Neighbors,

As chair of the AIM Norman Parks, Recreation & Culture Master Plan Subcommittee, I have had the privilege of working with a dedicated staff, a creative and committed consulting team, and seven of our neighbors who have willingly volunteered their time and talents on the subcommittee to produce a new Master Plan that will guide our community for this generation and the next. While this Master Plan addresses many technical aspects of what it takes to run a highly successful City of Norman Parks and Recreation Department, my focus has been on the hopes and dreams of our community and delivering a Master Plan that embraces what our neighbors are envisioning as we look to the future.

Through multiple opportunities to participate in public engagement, our neighbors told us that they value the variety and diversity of our parks and have a desire to see them properly funded and maintained over the long term. We want to see not only active spaces but more passive places that allow us to enjoy the serenity of our natural environment. In multiple forums and a statistically-valid survey, our community stated overwhelmingly that they want to see an integrated and comprehensive trail network. We recognize that this is an aspirational plan that requires creativity and collaboration and have worked to incorporate this vision not only in our Master Plan but to find the synergies where they exist in other Master Plans being updated.

Our community recognizes the excellence and variety of recreation opportunities for all ages. An in-depth analysis of our recreation programming confirmed that Norman is meeting or exceeding established benchmarks. This will allow the department to focus on enhancing recreational offerings in the future. The success of taxpayer approved funding for Norman Forward quality of life projects gives us confidence as we dream about expanding current facilities and building future projects.

It is highly unusual for the City of Norman to own our beloved historic buildings including the Sooner Theatre, The Depot, Firehouse Art Center and the Moore-Lindsay Historic House, and for the Parks and Recreation Department to be responsible for maintaining them. We are fortunate to work with our creative partners who offer cultural and artistic opportunities for all ages as they make these special places come alive every day. Aspirational goals include a transformed Andrews Park and a multidisciplinary arts hub.

Norman is a place that values our parks, recreation and cultural facilities that are accessible to all. We have heard you and invite you to see what our future holds in this Master Plan.

With gratitude,

Lee Hall

Chair, AIM Norman Parks, Recreation & Culture Master Plan Subcommittee

Lee Hall, Subcommittee Chair



NEIGHBORHOOD WORKSHOPS

As part of the overall AIM Norman effort, the consultant team, in collaboration with the City, hosted seven neighborhood workshops. The locations were distributed around town to represent and hear from a broad swath of the community and meet people where they are. All seven elements of the plan, including parks, were represented on boards, along with boards that spoke to the overall comprehensive planning effort.

The workshops took place in an ‘open-house style.’ Informational boards with data, maps, and info-graphics were set up on easels around the room. As neighbors arrived, they were greeted, asked to sign in and then could peruse the boards at their own pace. Each topic-based board was staffed with a subject matter expert (either from the consultant team, the City, or the broader AIM Norman Steering Committee) to talk to folks and answer questions.

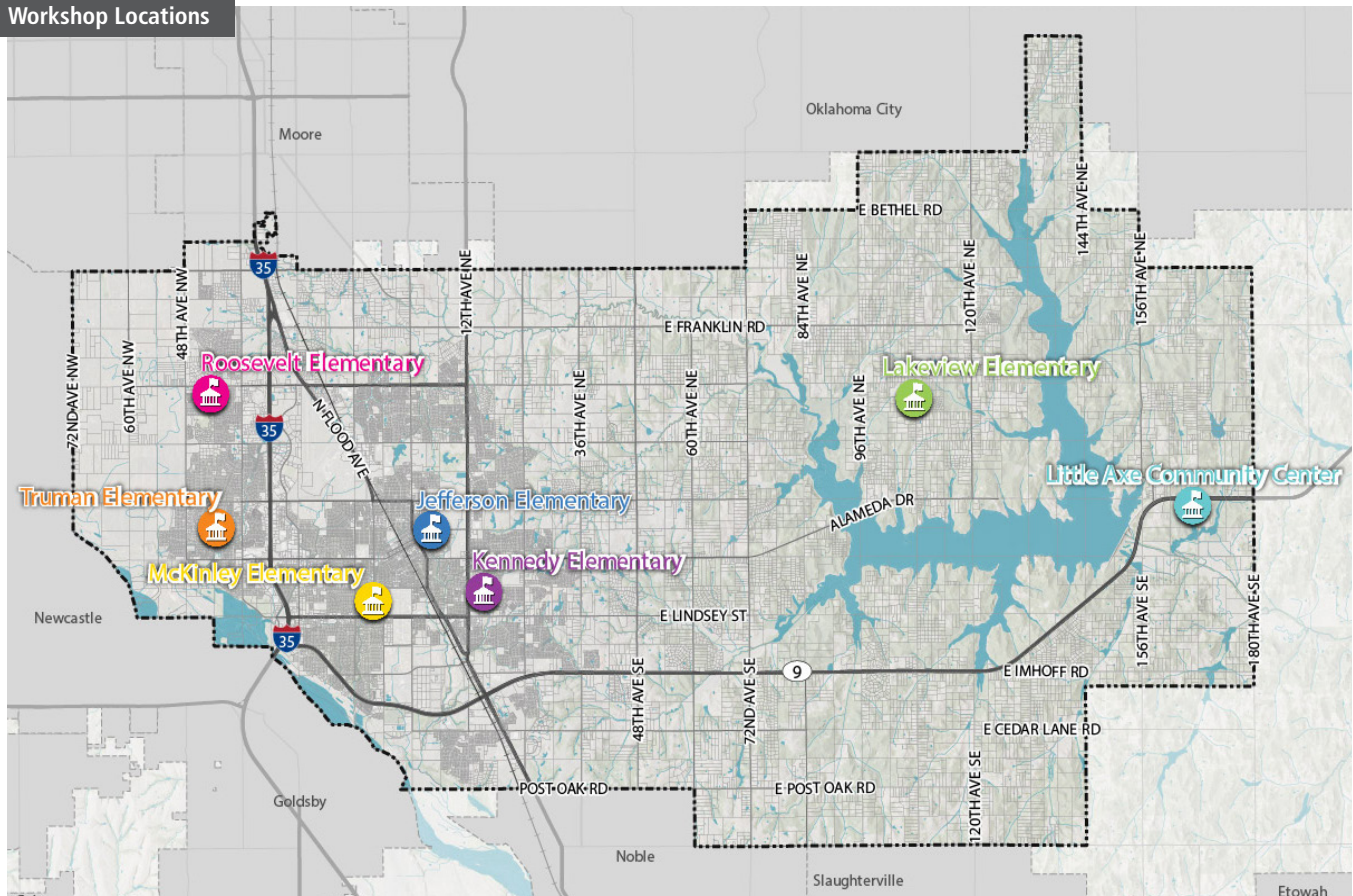
The boards themselves were both informative and meant to be engaged with. Some asked questions, inviting guests to put answers on a sticky note. Other boards featured voting with dot stickers. If guests felt

like they didn’t get a specific question answered or, topic addressed, they could fill out a general comment card to leave as well. Participation varied, depending on the location, but great conversations were had at each workshop.

KEY THEMES & TAKEAWAYS

- A comprehensive trail network is crucial for a good park system. People are very interested in an comprehensive trail network.
- People love their neighborhood parks and enjoy events in the bigger parks as well.
- Sutton Wilderness has a lot of fans/site users.

Workshop Locations





PARKS, RECREATION & OPEN SPACES

Introduction & Geographic Distribution

INTRODUCTION

Parks provide residents and visitors alike with a place to play, recreate, and enjoy being close with nature. AIM Norman recognizes Norman's strong parks system, and will build upon them by providing a strategy for improving their connections with neighborhoods and one another. AIM Norman Parks, Recreation and Open Spaces Master Plan will assure that current and future residents of Norman have safe, engaging parks to enjoy near their homes.

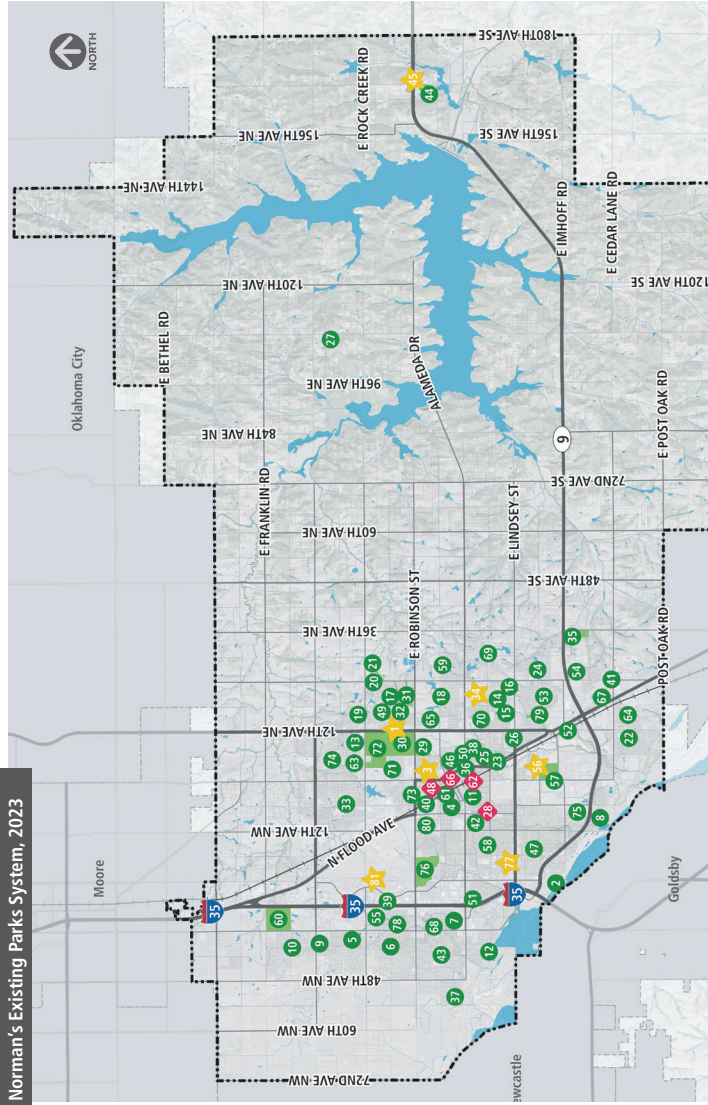
UNDERSTANDING THE FOUNDATION

The foundation of AIM Norman Parks, Recreation and Open Spaces Master Plan is laid upon a thorough understanding of Norman's existing parks. Through site visits, analysis of past projects, and, most importantly, community input, the plan aims to comprehend the current conditions and identify areas for improvement.

GEOGRAPHIC DISTRIBUTION

Norman has a good balance of community and neighborhood parks. The city has over 1,200 acres of parks and recreational areas, with a good balance of community and neighborhood parks. The map on the right shows the existing parks and trails system in Norman.

- The city allocates approximately 476 acres across 7 community parks and 285 acres in 56 neighborhood parks, along with other special use parks.
- Overall, the city is above the National Recreation and Park Association (NRPA) standards for acres of park space per 1,000 residents.



Source: City of Norman

PARKS & RECREATION





PARKS, RECREATION & OPEN SPACES

Shaping Norman's Parks Together

Give Input!
Place sticky notes with your answers on each question!

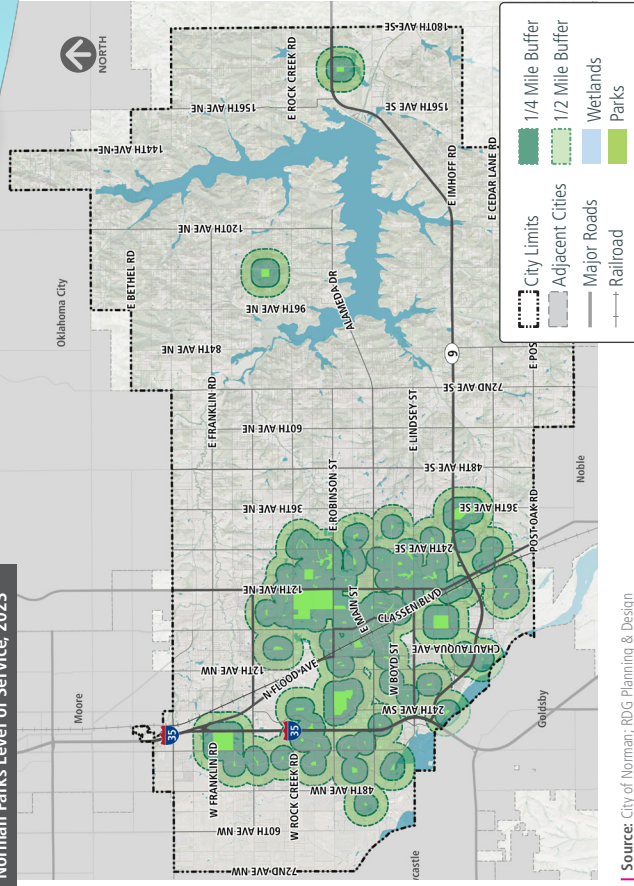
YOUR INPUT MATTERS

Today, as we gather for this workshop, we invite your valuable insights and experiences with Norman's Parks and Recreation System. Your participation is not just appreciated; it's crucial. Share your thoughts, dreams, and expectations as we collectively shape a future where parks become the heartbeat of a healthier, happier, and more connected community.

PLACE STICKY NOTES WITH YOUR ANSWERS ON EACH QUESTION.

1. WHAT HAVE YOU SEEN IN OTHER PLACES THAT YOU WOULD LIKE TO HAVE IN NORMAN (PARKS)?

Norman Parks Level of Service, 2023



Source: City of Norman, RDG Planning & Design

2. WHAT (PARK) AMENITIES ARE MOST IMPORTANT TO HAVE CLOSE TO HOME?

3. WHAT NEEDS AREN'T CURRENTLY BEING MET BY OUR PARKS AND PROGRAMS?

PARKS & RECREATION



WHAT WE HEARD

Each workshop posed three questions for the public to respond to:

Q1: WHAT HAVE YOU SEEN IN OTHER PLACES THAT YOU WOULD LIKE TO HAVE IN NORMAN (PARKS)?

- "Passive activity station like at Klyde Warren Park (Dallas)"
- "ADA accessible playgrounds and recreational facilities"
- "Artist in residence location - need it!"
- "Bathrooms"
- "Bike trails"
- "Comprehensive trail network that is safe, beautiful, and has art"
- "Develop along the Canadian River"
- "Dog park like Midwest City and bridges over water"
- "Enhance our natural habitats—preserve the natural ecosystems in the parks"
- "Fenced-in areas"
- "Floating boardwalks"
- "Good trail system is important to a good park system - smooth/connected for elderly"
- "Greenbelt/paths/trail system that connects neighborhoods around Norman"
- "How connected are parks to each other? Longer connection of paths, trails, parks and green space!"
- "Kayaking/canoeing along streams"
- "More connected bike trails. Look at Quebec City!"
- "More focus on low water use, fewer chemicals, no mow native planting"
- "More natural areas — prairie restoration pollinator/wildlife friendly"
- "More wild/semi-wild areas to support native ecology/no-mow/light foot traffic"
- "Park houses/community buildings at some parks would allow for some activity indoors during extreme heat or rain"
- "Parks lack flowers. Beautiful with lots of flowers and keep the trees."
- "Pay Jason more and give him more stuff! Love to Jason!"
- "Pickleball, baseball, games, ping pong, chess?"
- "Picnic areas"
- "Pollinator gardens"
- "Putt-putt golf"
- "Rope course"
- "Wood chip trails"

Q2: WHAT (PARK) AMENITIES ARE MORE IMPORTANT TO HAVE CLOSE TO HOME?

- "Adopt-a-tree program for the parks to help with watering"
- "Community orchard - pecan trees"
- "Connected trails"
- "Consider a large parkland in former Griffin land"
- "Keep wild spaces wild and biodiverse"
- "More trees and shade"
- "More walking trails for people (through the parks) with good lighting"
- "Non-sport programming"
- "Pickleball courts"
- "Plan for Griffin Memorial"
- "Trails around the lakes and existing wild areas that are not a kids park"
- "Walking/biking path around Frances Cate and Reaves"
- "Water features"

Q3: WHAT NEEDS AREN'T CURRENTLY BEING MET BY YOUR PARKS AND PROGRAMS?

- "Bike trails away from roads; dirt trail network through the city and on the country side; bike mobility trail connectivity to the river and OKC"
- "Collaborate with stormwater development"
- "Designated off road bike trails. Shared road concept isn't working (safety)."
- "Developers should not be allowed to pay fees in lieu of parks. If essential, the fee should be much higher."
- "Do we have sufficient hiking trails?"
- "Greenbelts and trails to get to the parks"
- "Indoor, non-sports programming"
- "Shaded spaces for hot summer days; cooling/mist stations; more trees around the city"
- "Wheelchair accessible sidewalks and crosswalk to get into Ruby Grant"

Workshop 1 – 2/12/24 – Roosevelt Elementary



Workshop 2 – 2/13/24 – Jefferson Elementary



Workshop 3 – 2/15/24 – Lakeview Elementary



Workshop 4 – 3/11/24 – Truman Elementary



Workshop 5 – 3/12/24 – McKinley Elementary



Workshop 6 – 3/14/24 – Little Axe Community Center



Workshop 7 – 4/11/24 – Kennedy Elementary



ONLINE SURVEY

Survey questions rotated monthly on the AIM Norman website, with each of the seven elements posting questions for roughly a month. The first round of Parks and Recreation questions were live for part of February and part of March and had 386 total responses. The consultant team worked with the Parks and Recreation staff to select four questions that would help them better understand what the community wanted from them as a City Department. A second set of park questions were posted in September, posing questions about the future. Roughly 190 people responded. The results of both are below:

QUESTION 1

What are things you've seen in other communities that you'd like to see in Norman?

1. Trails
2. Pickleball courts
 - With lights
3. Natural areas/pollinator gardens
4. Enhanced disc golf
5. Maintain what we have now
6. Improved safety/ care for the unhoused
7. Adult softball
8. Activate river use/water activities
9. Water features/splash
10. Community gardens
11. Westwood updates
12. Enhanced/accessible playgrounds

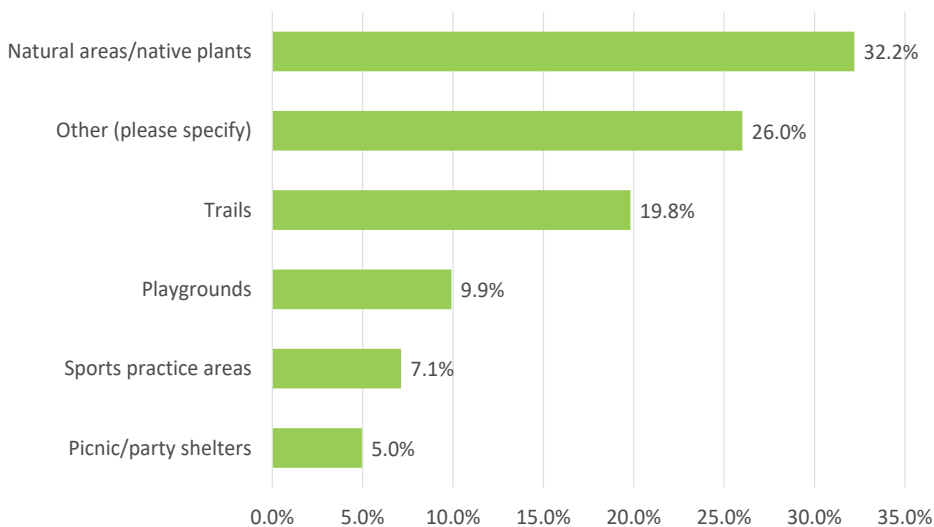
Main Themes From Public Comments

1. **Connectivity and Trail Expansion**
 - Create greenways and trails connecting parks for safer biking and walking
2. **Facilities and Amenities**
 - Take care of high use facilities, and expand services where possible
3. **Maintenance and Management**
 - Enhance park maintenance, cleanliness, and safety
4. **Equity and Access**
 - Ensure parks are accessible to all residents and evenly distributed across neighborhoods
 - Increase program options
5. **Environmental Conservation**
 - Incorporate native plants and natural areas, with a focus on sustainability

QUESTION 2

What would you like to see more in your closest neighborhood park?

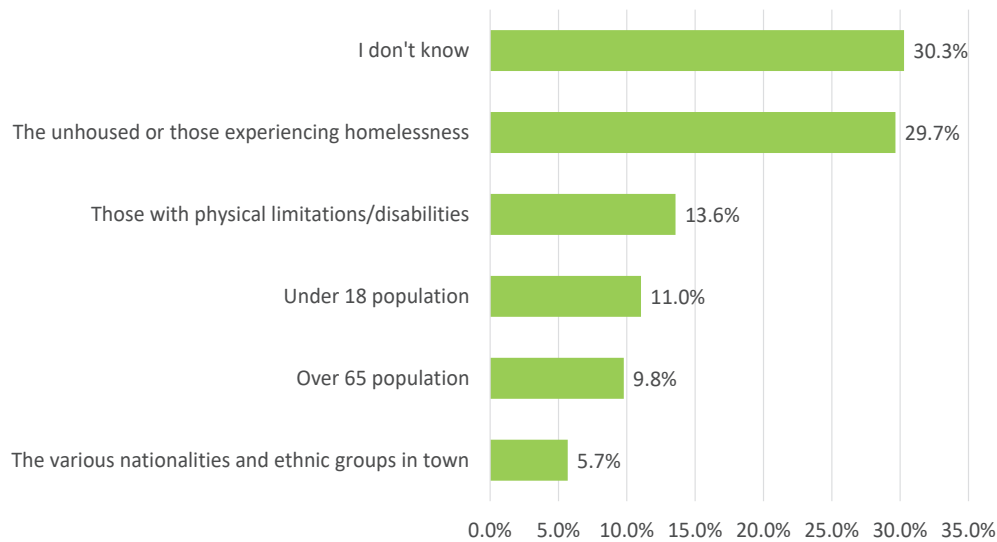
Answered: 386 Skipped: 0



QUESTION 3

Which populations are underserved by programs and facilities today?

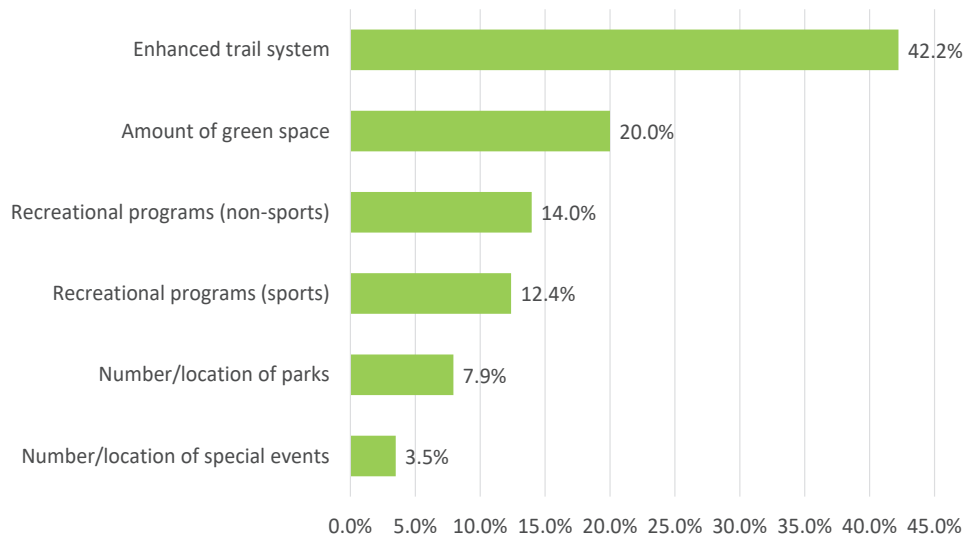
Answered: 379 Skipped: 7



QUESTION 4

In what areas does Norman need to increase facility and program offerings?

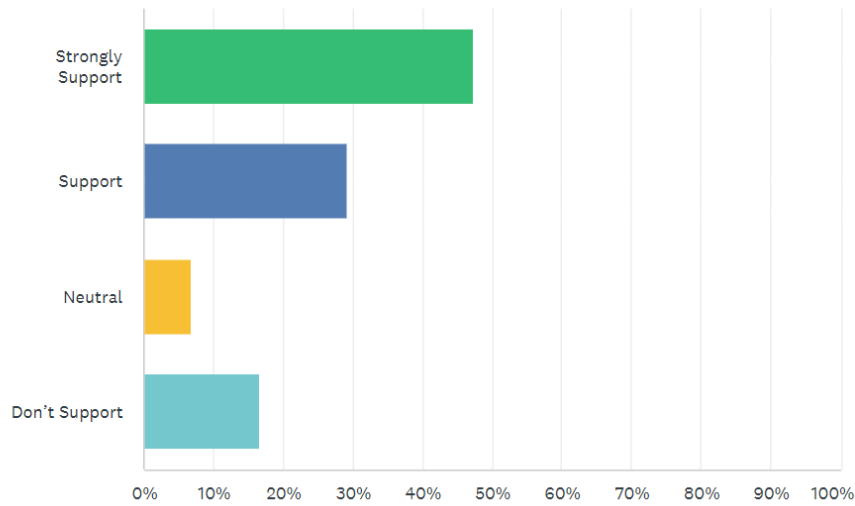
Answered: 377 Skipped: 9



QUESTION 5

Would you support a new Commercial Development Impact fee being used to support trails and beautification?

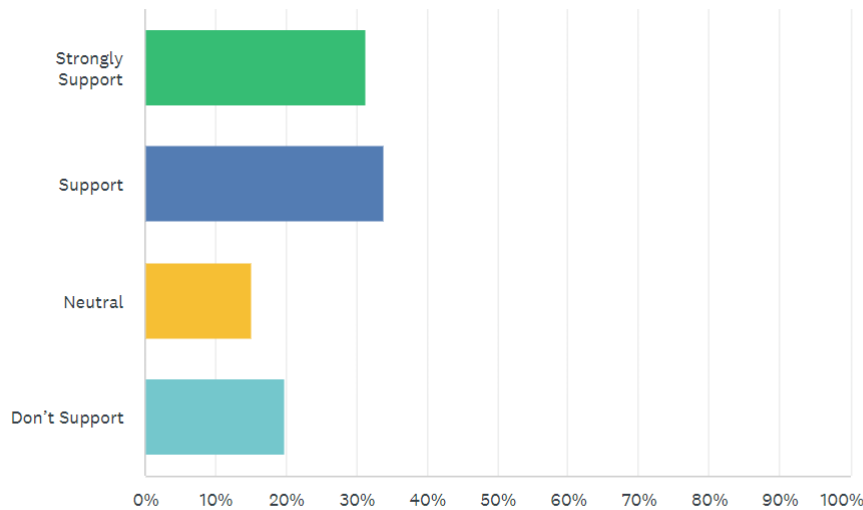
Answered: 192 Skipped: 26



QUESTION 6

Would you support neighborhood development impact fees being expanded to support parks and recreation and cultural centers?

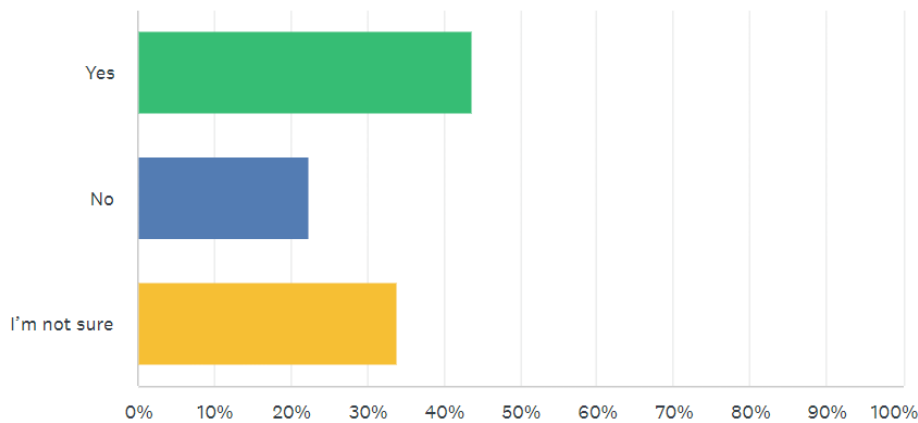
Answered: 192 Skipped: 26



QUESTION 7

According to the Norman Arts Council, arts and culture generates over \$36 million annually in economic activity, including spending by nonprofits arts and culture organizations and audience spending. Would you be in favor of a new, multicultural, multidisciplinary community arts center hub?

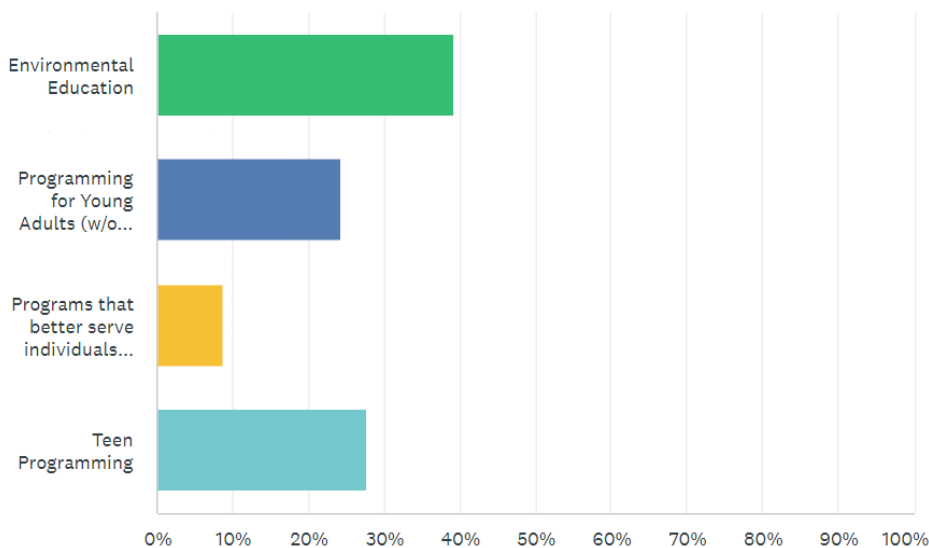
Answered: 192 Skipped: 26



QUESTION 8

Which of the following programs are you MOST interested in having available through Parks and Recreation in the future? (pick one)

Answered: 181 Skipped: 37



KEY THEMES & TAKEAWAYS

- A comprehensive trail network continues to be the top priority.
- People desire native plants and natural areas in their neighborhood parks.
- A Commercial Development Impact Fee to support trails and beautification is supported.
- There is an interest in more environmental education programming.

YOUTH SPORTS INTERVIEWS

at Young Family Athletic Center (YFAC) 3/12/24



AMANDA PRINCE

NORMAN OPTIMIST CLUB

Established in 1974, the Norman Optimist Club is a nonprofit organization dedicated to serving the youth of Norman and surrounding areas. The Norman Optimist Club will not deny any child living in a school district the opportunity to participate in its programs for reasons other than health or age limitations. Membership in the Norman Optimist Club shows your commitment towards the youth of Norman, as well as providing a foundation for youth sports teams.

PROGRAMS

- Basketball Academy
- Spring Volleyball
- Baseball and Softball
- Fall Volleyball League
- Fall Flag Football League
- Winter Basketball League
- 3v3 Basketball
- Fall Tackle Football Club



STEVE GILLIS

NORMAN YOUTH SOCCER ASSOCIATION

NYSA/Oklahoma Celtic based out of Norman, OK, was founded in 1976 by Bob Shalhope and Gordon Drummond who wanted an activity for the children to play. The club started with 200 recreational players and has grown to 2,300 recreational players and 1,000 competitive and academy players. With the goal of creating opportunities in soccer for all levels and commitments, the club offers recreational soccer for all ages. Oklahoma Celtic is recognized as a Players First Club and is a proud member of the Elite Clubs National League (ECNL) - Regional League. Part of the Norman Forward project, the Gillis-Rother Sports Complex features state-of-the-art facilities, including 22 fields (16 with lights) concessions, parking, restrooms, and an office located at 1001 East Robinson Street.

MISSION

Passion. Respect. Integrity. Development. Excellence.

PROGRAMS

- Academy
- Girls ECNL-RL
- Boys ECNL-RL
- Competitive
- Recreational
- Adult League



KENT NICHOLSON

SOONER SWIM CLUB

The Sooner Swim Club is a USA Swimming year-round competitive swim team offering high-quality professional coaching and technique instruction for all ages and abilities. The goal of the team is to provide every member an opportunity to improve swimming skills and achieve success at their level of ability, from novice to international competitor. All coaches, as members of the American Swim Coaches Association, have access to the most comprehensive training and certification program for youth coaches of any aquatic sport in the United States. They provide assurances that the time children spend swimming will be quality time.

As a nonprofit, the club is run by its elected Board of Directors which meets each month. The Sooner Swim Club offers training and practice groups for swimmers of all ages and ability levels. It is the goal of the club to offer age-specific training for all athletes geared towards challenging each individual and developing each individual to the best of THEIR abilities.

PROGRAMS

- Homeschool
- Guppies
- Minnows
- Dolphins
- Barracudas
- Sharks
- High School/Development
- Private Lessons

KEY THEMES & TAKEAWAYS

- Clubs have great working relationships with City Parks and Recreation Staff.
 - “A breath of fresh air.”
- Expected growth. Even with the new YFAC, finding practice courts is challenging.
- There is discussion about the desire for an indoor soccer and mixed use facility.
- Swimming is limited by lane space and time; however, Norman now has more water than it has in a long time.



POP-UP CONVERSATIONS

LOCATION: ADULT WELLNESS & EDUCATION CENTER (AWE)

PROMPT: Talk to me about parks in Norman.

WHAT WE HEARD:

- People really like the new Adult Wellness & Education Center.
- A lot of folks take their grandchildren to the parks.
- People are interested in seeing more greenery and more trees around town.
- There is concern about development to the east and protecting Lake Thunderbird.
 - *It is good that we are thinking ahead, though.*
- Expressed thanks that someone came to talk to older folks. Saying they often feel overlooked.
- Praise for public transit and improved bus routes.



LOCATION: BEANSTALK COFFEE & SNO

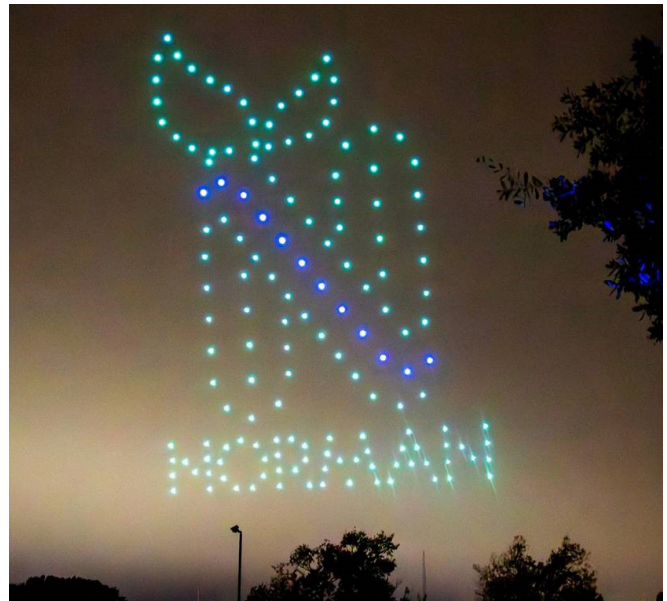
GROUPS ATTENDED

- Blue Thumb - Oklahoma Conservation Commission
- Sierra Club
- Firehouse Art Center
- Norman Public Library
- Red Dirt Collective
- Boys and Girls Club - Center for Children and Families

PROMPT: Priorities for parks and programming

WHAT WE HEARD:

- Access and equity.
- Leverage funding for better quality of life amenities.
- Keep focus on the more natural and native areas.
- Environmental education and interpretation in parks.
- Take care of what we have.
- Concern about the unhoused, need for additional services.



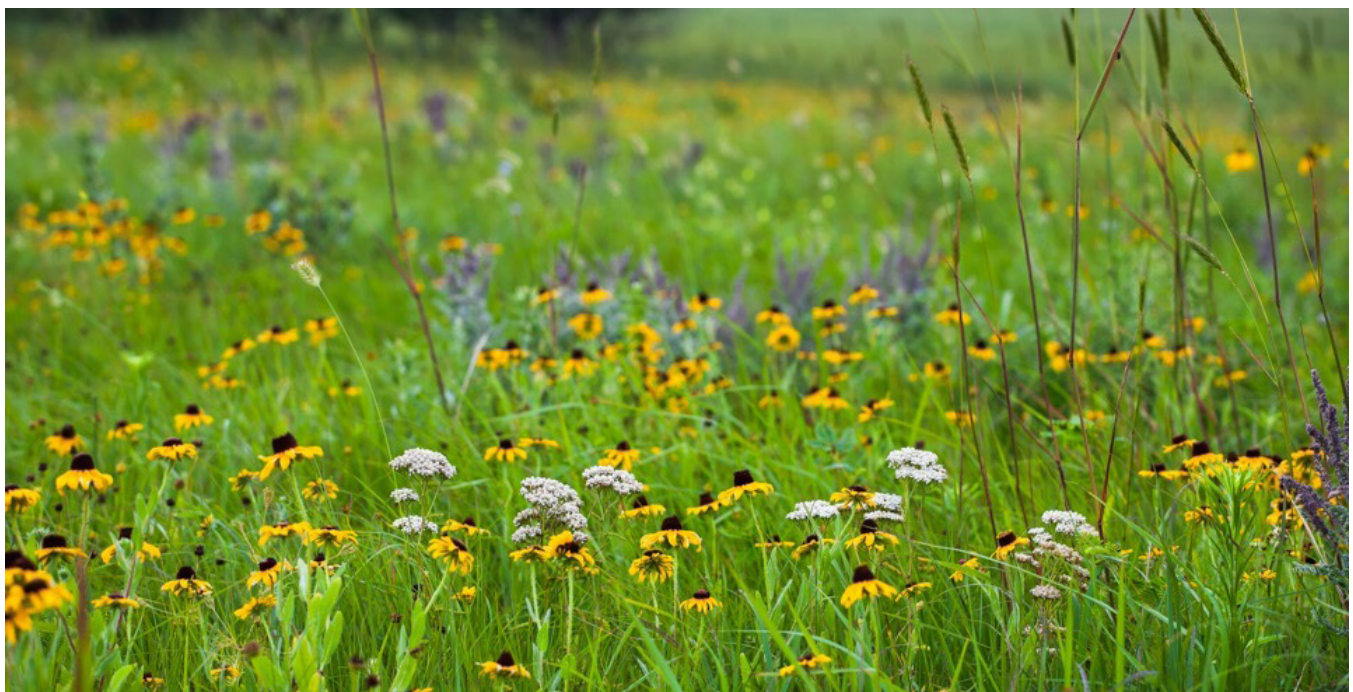
COMMUNITY GARDEN MEET UP AT COLONIAL COMMONS PARK

Met with members of Red Dirt Collective and Sierra Club to tour some parks and learn more about the organizations and partnership opportunities. For example:

- Community gardens
- Earth Day events
- Pollinator gardens
- Public art projects
- Additional aid for children and families

GROUP TOUR:

- Crestland Park
- Creekside Bike Park
- Saxon Park
- Pebblebrook Park
- Eastwood Park
- Ruby Grant Park



ENGAGEMENT CONCLUSIONS

The City of Norman has an incredible park system. Norman Parks and Recreation staff go above and beyond to serve the community with parks and recreation programming. This department oversees maintenance and construction for all City facilities, recreation, and cultural centers, and provides affordable childcare for the community.

The relationships and direct services are made possible through incredible partnerships with organizations and individuals throughout the community. After speaking with the Parks Subcommittee, members of the public, City Staff, key program partners and survey takers, some key themes emerged to help plan for the future of parks and recreation in Norman.

- **There is a strong desire for trails.** More trails, expanded trails, connecting trails, walking trails, hiking trails, and biking trails (a comprehensive trail network).
- **People enjoy natural areas.** There is support for more pollinator friendly plants around town.
- **The current parks are great and there are many of them.** The community wants them to be maintained.
- **Accessibility can be improved.** This should be prioritized.
- **Youth Rec Sports are incredibly popular.** They are growing with new and updated facilities.
- **Additional programming for both teens and young adults.** This continues to be a challenge as well as a priority.
- **The public supports expanding neighborhood development impact fees.** There is a strong desire to support recreation and cultural centers along with parks.







MISSION & GOALS



MISSION

With a new Master Plan, also comes the opportunity to think about some other changes that will help pave the way for the future. As an exercise with staff, the consultant team asked the Parks and Recreation Department to consider their current mission statement. What did they like about it? Was it working for them? Did it guide their work? Did anyone know what it was?

They learned that yes, staff knew what it was, but no, it didn't totally work for them. A facilitated discussion guide had the team break down the statement and look at the individual words and the overall message to determine what, if anything, should change. As the Department has grown, expanded capacity, and taken on additional services and responsibilities over the last decade, they sought a mission statement that encapsulated ALL that they do for the residents of Norman.

With the first review, the staff determined that they wanted to update some words and reevaluate the mission statement to reflect a more holistic future.

- Replace 'Dedication'
- Replace 'Fun'
- Replace 'Engaging'
- Change 'citizens' to residents or community

Second, the staff reviewed a word bank of over 60 words that could be used to create/amend mission and vision statements. They were asked to select their favorite words individually- the five words they felt most accurately described the work they were striving to deliver every day. With those words displayed for all to see, the staff had to come together and select their preferred top five words as a group.

INDIVIDUALS SELECTED THE FOLLOWING WORDS FROM THE BANK TO BE CONSIDERED:

- Innovation
- Residents
- Services
- Promote
- Dedication
- Quality of Life
- High Quality
- Accessible
- Health
- Safe
- Exceptional
- Peaceful
- Welcome
- Nature
- Society

STAFF SELECTED THE FOLLOWING WORDS TOGETHER:

- Community
- Quality of Life
- Residents
- Accessible
- Health

PREVIOUS MISSION STATEMENT

The City of Norman Parks and Recreation Department is dedicated to providing fun and engaging parks and recreational activities for the citizens of Norman.



TOGETHER, THE STAFF CRAFTED
A NEW MISSION STATEMENT:

**“Our Mission is to
provide the community
of Norman with safe,
inclusive, and accessible
parks, recreation, and
cultural experiences that
enhance the quality of life
for residents of all ages.”**

LOGO REDESIGN



CURRENT LOGO

The current logo had been in use since the early 1990's, representing a commitment to providing quality recreational services.

STRENGTHS

- Recognizable
- Encompasses many elements

WEAKNESSES

- Outdated design
- Limited versatility in physical and digital applications

NEED FOR REDESIGN

- To reflect the evolving community and modern values.
- Input from community surveys indicating a desire for more communication and marketing.

GOAL

Create a logo that is modern, versatile, and reflective of the new mission statement to promote health, wellness, equity, and conservation.

DESIGN PROCESS

Thorough and collaborative, involving multiple stages of development. The outcome was a new logo with thoughtful consideration of "why."

- **Steps taken:** Researching trends, brainstorming sessions, creating sketches, and revising the draft.
- **Key considerations:** Incorporating elements that reflect nature, motion, and community and ensuring the design is versatile across various platforms.



NEW LOGO

- The new design features a stylized 'N' incorporating natural elements and movement, representing the commitment to the environment and active lifestyles.
- The 'N' shape is central to the design, representing Norman.
- The green color symbolizes nature and growth.
- The blue wave represents water and recreational activities.
- Leaf elements reflect the dedication to environmental stewardship.
- Each element was carefully chosen to represent different facets of the mission.
- The new logo easily adapts to multiple background colors for marketing and promotional use.

DEVELOPMENT PRINCIPLES & GOALS

AIM Norman Development Principles were established as part of the overall AIM Norman planning effort to help guide the creation of the future land use map and influence each of the plan elements: Land Use, Water, Wastewater, Stormwater, Housing, Transportation, Parks.

For the Parks, Recreation & Culture Master Plan, the consultant team 'parkified' the Development Principles to help the Parks Subcommittee think about them more specifically within the Parks Plan.

Finally, using the 'parkified' Development Principles, members of the Parks Subcommittee worked with their micro-committee groups to establish goals for each principle.

1 Use urban services efficiently.

2 Promote diverse housing options.

3 Promote infill development and neighborhood reinvestment.

4 Respect and protect the environment in all decision making.

5 Foster distinctive, attractive communities with strong sense of place.

6 Provide a multi-modal and connected transit network.

7 Enhance public safety and minimize hazards.

8 Encourage balanced and connected neighborhoods.

9 Make development decisions predictable, fair and cost-effective.

10 Make decisions in a transparent and collaborative manner.

1

USE URBAN SERVICES EFFICIENTLY

As a public service, Parks and Recreation must be a reliable and responsible steward of the City's resources in developing and maintaining its facilities, and providing recreation and outdoor programming. Through the thoughtful use of pricing strategies, expense management, partnerships, and external fundraising, Parks and Recreation commits to optimizing efficiency in its operations.

- Offer recreational programs that balance fair pricing for community members and incorporation funding/support for urban service expenses.
- Utilize fundraising.
- Strengthen community partners.
- Evaluate programs (regularly).
- Keep cultural and historical assets open and affordable, yet keep the product/program at a professional level.
- Create neighborhoods and environments that promote health and safety.

2

PROMOTE DIVERSE HOUSING OPTIONS

A community's parks, recreation and open space system energizes neighborhoods and housing areas. Utilizing parks and recreation opportunities in diverse ways across the City can support and enable the development of diverse housing options that retain a high quality of living.

- Prevent clusters/deserts of recreation locations.
- Look for outreach opportunities. It can't all be done at facilities. Go into the neighborhoods.
- Where possible, seek to immerse neighborhoods with cultural amenities and green space.

3

PROMOTE INFILL DEVELOPMENT AND NEIGHBORHOOD REINVESTMENT

As Norman contemplates building inwardly in the City, it will be important to keep in mind that the community's park system is one of its major tools for neighborhood redevelopment. Improving the attractiveness of neighborhoods and living spaces, as well as the improving environmental resiliency and quality of life, is a major role for parks and recreation throughout the community.

- Ensure there are appropriate and well-designed connections between trails developed by private owners and developers so that housing developments and neighborhoods can reach the urban trails and use them for recreation, exercise, and to travel to points of interest without having to interact with vehicular traffic.
- Work with developers and property owners to identify incentives for the private development of public access trails and the creation of green space.
- Identify current recreation locations that could be improved, thus re-energizing their surrounding neighborhoods.
- Develop amenity assessment systems to review five parks yearly to create a 15-year review cycle for each park.
- Encourage developers to partner with the City and celebrate the history of each area as infill occurs. Invest in a program much like the 1% for arts in Norman Forward.



4

RESPECT AND PROTECT THE ENVIRONMENT IN ALL DECISION-MAKING

The parks and open space system is often the most significant green infrastructure of a community. In fact, many commonly refer to a parks and recreation master plan as a healthy infrastructure plan because of the direct linkage to environmental resiliency. The equitable distribution and connectivity of parkland within a community that has a healthy urban forest can directly impact air quality, ambient temperature, stormwater management, noise abatement, and many other environmental factors that ultimately contribute to the vibrancy and resiliency of a community.

- Celebrate outdoor spaces. Keep it modern, use science, and lead with LEED designs in buildings and projects.
- Track and document healthy benefits of arts and culture in citizen's lives.
- Promote and protect a healthy and robust urban forest.
- Identify and utilize key environmental areas for walking paths, so that people can experience them directly as they move about the city.

5

FOSTER DISTINCTIVE, ATTRACTIVE COMMUNITIES WITH A STRONG SENSE OF PLACE

In communities like Norman, parks, recreation, open space, and comprehensive trail networks are at the heart of the community's sense of identity and space. This ties directly to how the community promotes and talks about itself, and how new residents and businesses are attracted to the area. Finally, a robust and strategic system of parks, natural lands, urban forests, and trails contributes to the economic value of private residences, businesses, and public spaces.

- It is important to make sure artists have a home to grow and a city-wide palette with which to express themselves.
- Work to strengthen relationships between businesses near recreation sites, build connections between the communities, and establish partnerships with neighborhood associations.
- Ensure current and future event sites offer programs that support the adjacent neighborhoods' culture and atmosphere.
- Legacy Trail is a linear park that should be used for specific activities that promote the neighborhoods and commercial districts throughout.
- Utilize wayfinding signage to promote points of interest with the duration of time it takes to get from point A to point B to encourage alternative forms of transportation.

6

PROVIDE A MULTI-MODAL AND CONNECTED TRANSIT NETWORK

The Parks, Recreation & Culture Master Plan will be the foundational aspect of the connectivity and accessibility strategy of Norman. How trails and greenways connect the community and provide the framework through which multi-modal transportation is possible is a primary goal of this plan. While there are aspects of this visionary element that affect other areas of the City, such as Public Works and Emergency Services, the parks and comprehensive trail network is very much an enabling factor for success with this visionary element. This plan will also address how the community is connected programmatically and not just through physical infrastructure.

- Work with designers to customize and 'brand' different parts of the network to designate the areas a user is in. Leverage local artists to create path signs. Take every opportunity to engage the public.
- These trails will be multimodal providing transportation routes for pedestrians and bicycles to move throughout Norman without having to use sidewalks directly adjacent to a roadway or the roadway itself.
- Encourage children/family activities along trails in both urban and rural areas.

7

ENHANCE PUBLIC SAFETY AND MINIMIZE HAZARDS

Public safety is at the heart of the Parks and Recreation Department's core mandates. Thoughtful design of public spaces, integration of accessibility features, signage and lighting strategies throughout parks and trails, and staff training are just a few of the ways in which the public's safety is a top priority.

- Clear markings for bikes/transportation vs. walking/hanging out to avoid conflict over space and ensure safe passage.
- All facilities and trails should meet ADA requirements and multi-sensory needs.
- Allocate funding for park resource officers.
- The Parks Department should remain vigilant and aware of new technologies and update when necessary.

8

ENCOURAGE BALANCED AND CONNECTED NEIGHBORHOODS

Strategically located and designed parks that are well-maintained and modern are some of the most effective ways to energize neighborhoods. This plan will work to drive positive neighborhood impacts through park access and connectivity, healthy greenspaces, modern design and equipment, and community gathering spaces.

- Urban trails will link areas of interest: schools, commercial districts, etc.
- Take art to the parks! Create pop-up events and projects that can be customized per neighborhoods' flavor and history.
- A well-managed urban forest will be a legacy amenity.
- Require connectivity between all neighborhoods and housing developments.

9

MAKE DEVELOPMENT DECISIONS PREDICTABLE, FAIR, AND COST-EFFECTIVE

The most successful communities are those that actively seek creativity in their design and planning, as well as predictability in how they deliver programs and services to the public. This plan will reflect creative and best practice solutions that are proven but also specific to the uniqueness of Norman. It will reflect smart growth and government, integrating how development decisions connect with parks and programming as a combined aspect of the community's character.

- Expand the park development fee structure to include residential and commercial categories, to include add/alts.
- Update the Parkland Dedication Ordinance to reflect the new, proposed fee structure.
- Establish a review process every ten years.
- Identify an equitable fee structure to update park development fees
- Provide what is demanded by the citizenry in as broad of a reach as possible. Stay flexible enough to not discourage participation and stay cost-effective.

10

MAKE DECISIONS TRANSPARENT AND COLLABORATIVE

Partnerships and collaboration are often some of the more exciting outcomes of a well-crafted parks and recreation master plan. The community is at the heart of the planning process, and plan recommendations and strategies seek to leverage City resources through creative and equitable partnerships.

- All parks and trails should be designed with safety and engagement in mind, in close collaboration with Norman Public Safety.
- Urban trail identification, design, and implementation will be done in partnership with the Norman Transportation Department.
- Collaborate with Norman Stormwater Plan to develop trails and greenways in natural areas that also can be used as utility access for stormwater maintenance.
- Work to identify, design and implement walking trails through rural areas. These trails will include trail-heads with parking and multiple points of entry.
- Involve the voting public from inception to completion.





PARKS & PUBLIC SPACES PLAN



CULTURAL FACILITIES

It is very unique that a Parks and Recreation Department is also responsible for the cultural facilities in a community. On February 13, 2024, the consultant team visited the four primary cultural facilities in Norman. The team toured the facilities, asked the staff questions, and learned about the day-to-day operations at these unique sites.

While these buildings are owned and maintained by the City, they are operated and programmed by nonprofit organizations. This is just one of many examples of the crucial partnerships that contribute to the holistic effort and opportunities provided to the community of Norman by the Parks and Recreation Department.

The consultant team followed up with the nonprofit leaders afterward and asked them to fill out an organizational wish list articulating their needs, wants and dreams for everything from maintenance to upgrades to expanded programming. Wish lists for all four organizations can be found in the Appendix of this plan.

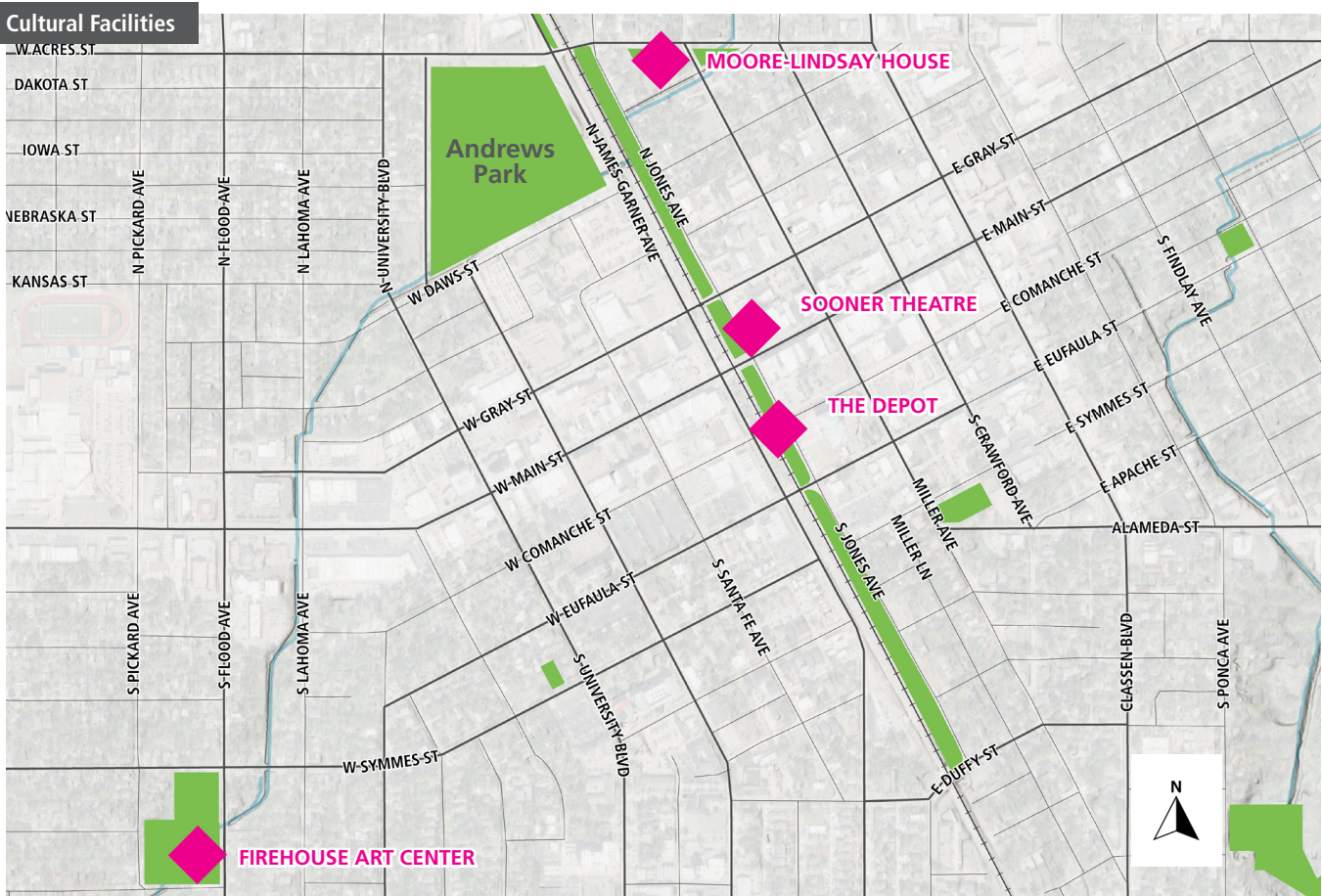
The Norman Arts Council has a desire for a new multi-disciplinary arts hub that could serve and house many of the local arts and culture nonprofits in the future.

TOUR DATES

Cultural Facilities: 2/13/24

NONPROFIT PARTNERS

- The Norman Firehouse Art Center, Inc.
- Moore-Lindsay Historic House (Cleveland County Historical Society)
- The Depot / Performing Arts Studio
- Sooner Theatre





FIREHOUSE ART CENTER

Founded in 1970 as a community art center, the Firehouse Art Center, Inc. is a nonprofit corporation operating out of a vacated, city-owned former fire station. The facility has since transformed to house working professional visual art studios, both adult and youth art education programming, a permanent gift shop, and a dedicated exhibition gallery space.

MISSION

"The Norman Fire House Art Center enriches our community by offering creative visual arts education, experiences, and exhibitions."

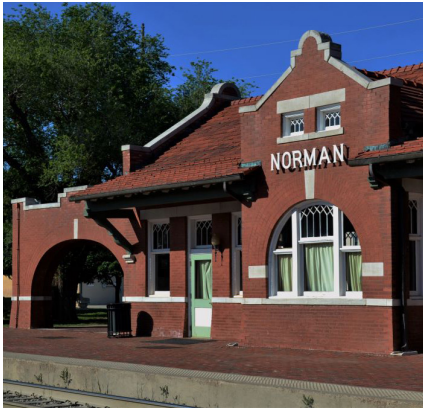


MOORE-LINDSAY HISTORICAL HOUSE MUSEUM

The Moore-Lindsay Historical House Museum, operated by the Cleveland County Historical Society (CCHS), depicts the history of Norman from approximately 1890-1910. The Moore-Lindsay House works to curate a welcoming, engaging, and educational experience of the history of Norman, Cleveland County, and Oklahoma Territory.

MISSION

"It is the mission of the Cleveland County Historical Society to research, preserve, and publicize the history of Cleveland County and its people."



THE DEPOT

The Norman Depot was surveyed and built in the late 1800's. Long before its establishment, the land on which Norman Depot now sits was the ancestral home of the Caddo Nation, and Wichita and Affiliated Tribes. In the fall of 2003, Norman's historic Santa Fe Depot became the home of the newly incorporated Performing Arts Studio now known as The Depot.

MISSION

"To create, curate, and present quality arts programs to connect and enrich our community."



SOONER THEATRE

The Sooner Theatre opened its doors for the first time in 1929 as the first movie theatre in the region built to show talking pictures. For nearly 50 years, the Sooner Theatre served as the most popular movie theatre in the area until the mid-1970's. In 1975, the Sooner Theatre closed and stayed dark until 1979 when a dedicated group of citizens stepped in. The Sooner Theatre opened its doors again in 1982 as a community performing arts center.

MISSION

"The mission of the Sooner Theatre is to change lives, offer diverse perspectives and create a cultural connection to the community through the performing arts and arts education."

RECREATION CENTERS



Westwood Family Aquatic Center



Irving Recreation Center



12th Ave Recreation Center



Little Axe Community Center



Whittier Recreation Center

RECREATION CENTERS

The Recreation Division is responsible for operating four (4) Recreation Centers: the Whittier and Irving Recreation Centers (attached to middle schools), the Little Axe Community Center, and the 12th Avenue Recreation Center. These centers provide recreational opportunities through programming (including childcare) and rental space for meetings, special events, and other community gatherings.

The Recreation Division is also responsible for the Westwood Family Aquatic Center which includes a 50-meter pool, lazy river, waterslides, spray park, new bath house and more. The Westwood Facility also features 12 USTA- Certified (United States Tennis Association) tennis courts, an 18-hole golf course and driving range, a Club House and a Pro Shop.

TOUR DATES

03/12/24, 03/14/24

ADULT WELLNESS & EDUCATION CENTER (AWE)

The AWE features world-class amenities including a walking track, warm saltwater pool, multi-purpose rooms for classes and exercise, multiple classrooms for art, a strength training area and a teaching kitchen, all housed in an over 30,000 square-foot facility.

MISSION

“Healthy Living Norman provides a facility and programming that improves the physical and emotional wellness of 50+ adults by:

- *Connecting adults and creating community through social wellness activities and initiatives.*
- *Supplying access to professional and recreational physical fitness activities*
- *Providing education and support on current adult-related issues*
- *Delivering services to 50+ individuals in the community with reasonable membership prices, a sliding scale, and scholarships.”*





YOUNG FAMILY ATHLETIC CENTER

The Young Family Athletic Center (YFAC) is a new, approximately 122,000 square-foot facility on the north side of Norman. The YFAC stands as a pinnacle of excellence, offering premiere basketball and volleyball courts, aquatics, sports medicine, youth sports, sports camps, leagues, and a retail store. The facility offers both memberships and day passes.

TRAE YOUNG FAMILY FOUNDATION

“At our core, we believe in giving back and making a positive change in the world. Our mission: foster mental health awareness and resources for K-12 youth and combat cyber-bullying with effective solutions and support.”



Growing up in Norman, Oklahoma, Trae Young sought out every opportunity to play sports and perfect his craft. Often, that forced his family to take long car trips to put him in a position to succeed. Now that he’s made it to the NBA, Trae and his family wanted to make sure that the kids that follow his path through Norman—and their families—don’t have to look far for that kind of outlet. That’s the basis of the Young Family Athletic Center, which was established in July of 2020, began construction in 2021, and opened in February of 2024.



FACILITY ASSESSMENTS

INTRODUCTION

An emerging aspect of the City of Norman's Parks, Recreation & Culture Master Plan is a Facility Assessment. This assessment was utilized to give Norman's Parks and Recreation Department an in-depth look at where their recreational and cultural facilities excel and where they could improve. The Department, with the guidance of the consultant team, individually assessed ten facilities: the 12th Avenue Recreation Center, Irving Recreation Center, Little Axe Community Center, Fire House Art Center, Moore-Lindsay Historical House, Santa Fe Depot, Sooner Theatre, Westwood Family Aquatic Center, Whittier Recreation Center, and Young Family Athletic Center. These facilities include not only typical recreation centers and an aquatic center but also arts and culture facilities that house nonprofit organizations.

The evaluation model used to complete this assessment was a five-section rating tool, with four smaller individually scored categories that comprise the total score of each section. Each center was then given an average score (out of 100) that created an initial facility assessment for Norman. The full methodology of the Facility Assessment can be found in the section below.

METHODOLOGY

The Facility Assessment used five major sections to identify and rate the quality of indoor facilities: (1) Accessibility, (2) Activation and Programming, (3) Infrastructure Integrity, (4) Modernization, and (5) Technology and Connectivity. Within each of those sections, four individual categories were scored to give a summary score for each section. Those individual categories are as follows:

Infrastructure Integrity

- Building envelope
- Utilities and systems
- Interiors
- FF&E (Furniture, Fixtures, and Equipment)

Accessibility

- Accessibility features
- Facility signage
- Recreation facilities
- Multi-sensory and behavioral accommodations

Technology and Connectivity

- Staff-access internet connectivity
- Public-access connectivity
- Public-access to technology
- Operational support technology

Activation and Programming

- Specialized program areas
- Older and active adult programming
- Summer/annual youth programming
- STEM/Arts/Cultural programming

Modernization

- Versatile design and amenities
- Upgrades within the last ten years
- Climate-response ready
- Modern design/operational standards



The Department had multiple staff members rate each facility, resulting in an average overall score for each center (though this was not the case for the Whittier Recreation Center and the Little Axe Community Center, where only one rating was completed).

The following assessment criteria were used to determine scoring, with each individual category gaining points based on how they scored. Excellent assessments scored 5 points, good assessments scored 4, fair assessments scored 3, poor assessments scored 2, and very poor assessments scored 1. All categories are considered equal and are worth the same weight within the assessment. Below, a more detailed description of each assessment category is outlined:

- **Excellent Assessment.** The facility and amenities are in excellent condition with little or no maintenance problems noted. They do not feature any major design issues that contribute to diminished use or maintenance.
- **Good Assessment.** The facility and amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with the facility and/or amenities appear to be the result of age and heavy use. Facility and amenities may feature minor design issues that contribute to diminished use or maintenance (i.e., drainage, structural, utilities, etc.).
- **Fair Assessment.** The facility and amenities are in fair condition and indicate on-going maintenance problems. Generally, most maintenance issues appear to be the result of age or heavy use. Some maintenance issues may be compounded over time due to deferred maintenance because of issues such as budget or resource limitations.
- **Poor Assessment.** The facility and amenities are in poor condition and clearly show on-going maintenance problems that may result in suspended use for repair or replacement. Maintenance issues with the facility and amenities are the result of poor design, age, and heavy use and are generally compounded over time due to deferred maintenance because of budget and resource limitations.
- **Very Poor Assessment.** The facility and amenities are in very poor condition and clearly show significant on-going maintenance problems that may result in suspended use for repair or replacement. Maintenance issues with the facility and amenities are the result of very poor design, age, and/or heavy use. They are generally compounded over time due to deferred maintenance because of budget and resource limitations.



SUMMARY OF FINDINGS

AVERAGE ASSESSMENT SCORES

The below chart displays the average section and category scores of each assessed facility. The ten assessed facilities were given average scores from each individual assessment, along with total scores for each category (in the Summary section), and average scores for each category across all ten facilities on the bottom 'Averages' row.

	Infrastructure Integrity				Accessibility			Tech & Connectivity			Activation/Programming				Modernization				Total Infrastructure Integrity		Total Accessibility	Total Technology & Connectivity		Total Activation/Programming	Total Modernization	TOTAL SCORE (OUT OF 100)
	Building Envelope	Utilities and Systems	Interiors	FF&E	Accessibility Features	Facility Signage	Recreation Facilities	Multi-sensory/Behavioral Accom.	Staff-access Internet	Public-access Internet	Public Access to Technology	Operational Support Technology	Specialized Program Areas	Older/Active Adult Programs	Summer/Annual Youth Programs	STEM/Arts/Cultural Programs	Versatile Design and Amenities	Upgrades in Last 10 Years	Climate-reponse Ready	Modern Design/ Ops Standards	Total Infrastructure Integrity	Total Accessibility	Total Technology & Connectivity	Total Activation/Programming	Total Modernization	
12th Avenue Recreation Center	4.3	3.7	4.3	3.7	5	3.7	4.7	3	4.3	1	1	3	4	4	5	3.7	4	4	4	4	16	16.3	9.3	16.7	16	74.3
Firehouse Art Center	3.3	2.5	3.8	3.3	3.3	2.5	4	4.3	2.8	1.5	1.3	3.8	4	4.5	5	5	4.5	4.5	2.8	3.3	12.8	14	9.3	18.5	15	69.5
Irving Recreation Center	4.5	4	4	4	5	4	5	3	5	1	1	3	4	3.5	5	3.5	4	4	4	5	16.5	17	10	16	17	76.5
Little Axe Community Center	4	4	4	4	2	2	4	3	5	5	5	4	5	5	3	3	3	3	3	3	16	11	19	16	12	74
Moore-Lindsay Historical House	3.3	3.3	3.7	3.7	3	2.3	3.7	3.3	3.3	1.3	1.3	3.3	3	3.3	4	3	1.3	4.3	3	2	14	12.3	9.3	13.3	10.7	59.7
Santa Fe Depot	3.4	2	2.4	2	2.6	2.6	2.2	2.4	4.6	4.4	1.6	3.4	2.8	4.2	3.2	4.4	3.2	4	3	2.4	9.8	9.8	14	14.6	12.6	60.8
Sooner Theatre	3	3.3	3.8	4	2.8	3.8	2.3	3.8	5	4.8	1.5	4.5	2.8	3.8	5	4.8	4.5	5	3.8	4	14	12.5	15.8	16.3	17.3	75.8
Westwood Family Aquatic Center	4.5	4.5	4	4	4.5	3.5	3.5	4	4.5	2	2	4.5	4	5	5	1.5	4.5	4	3.5	4.5	17	15.5	13	15.5	16.5	77.5
Whittier Recreation Center	5	4	5	4	5	4	5	3	4	1	1	3	4	3	5	4	4	4	4	4	18	17	9	16	16	76
Young Family Athletic Center (YFAC)	4.7	5	5	5	5	4	5	3.3	5	3.3	1.7	4.7	5	5	4.3	3	5	5	4	5	19.7	17.3	14.7	17.3	19	88
AVERAGE SCORE	4	3.6	4	3.8	3.8	3.2	3.9	3.3	4.4	2.5	1.7	3.7	3.9	4.1	4.5	3.6	3.8	4.2	3.5	3.7	15.4	14.3	12.3	16	15.2	73.2

This overall view of the assessment provides some quick insight into how Norman’s facilities fared through this process. Across all ten facilities, the Young Family Athletic Center scored the highest in nearly every category and in the overall score (with 88 out of 100). When averaged together, the overall score for all ten facilities was 73.2.

In terms of each section and category across the board, it seems that the ‘Infrastructure Integrity’, ‘Activation and Programming’, and ‘Modernization’ sections are where the Department’s facilities find their strong suits. In contrast ‘Activation and Programming’ had the highest average total across all six facilities (with 16.0 out of 20), ‘Infrastructure Integrity’ and ‘Modernization’ received high scores as well at 15.4 and 15.2 respectively. Alternatively, the ‘Technology and Connectivity’ section scored the lowest across the board, with an average of 12.3 out of 20.

INDIVIDUAL SECTION AND CATEGORY FINDINGS

INFRASTRUCTURE INTEGRITY

The ‘Infrastructure Integrity’ section refers to the underlying conditions of the assessed facilities, as well as the longevity and projected future of the Department’s capital. The Department scored the second highest on average in this section (out of all five sections), with the ‘Building Envelope’ and ‘Interiors’ categories boasting averages across all ten assessed facilities of 4.0 out of 5 each. Within this category, most assessed facilities received a score above 12, resulting in an average total score of 15.4. The lowest-scoring facility in this section, by far, was the Santa Fe Depot.

	Building Envelope	Utilities & Systems	Interiors	Furniture, Fixtures & Equipment	TOTAL SCORE (OUT OF 20)
12th Avenue Recreation Center	4.3	3.7	4.3	3.7	16.0
Firehouse Art Center	3.3	2.5	3.8	3.3	12.8
Irving Recreation Center	4.5	4	4	4	16.5
Little Axe Community Center	4	4	4	4	16.0
Moore-Lindsay Historical House	3.3	3.3	3.7	3.7	14.0
Santa Fe Depot	3.4	2	2.4	2	9.8
Sooner Theatre	3	3.3	3.8	4	14.0
Westwood Family Aquatic Center	4.5	4.5	4	4	17.0
Whittier Recreation Center	5	4	5	4	18.0
Young Family Athletic Center (YFAC)	4.7	5	5	5	19.7
AVERAGES	4	3.6	4.0	3.8	15.4

ACCESSIBILITY

Within the 'Accessibility' section, the Department's facilities had a varied showing across the section's four individual categories. Most facilities performed well in 'Accessibility Features' (averaging at 3.8) and 'Recreation Facilities' (3.9) but performed slightly lower in 'Facility Signage' (3.2) and 'Multi-Sensory/Behavioral Accommodations' (3.3). However, the 12th Avenue Recreation Center, the Whittier Recreation Center, and the Young Family Athletic Center fared slightly better than their counterparts, resulting in a respectably high average accessibility score across all ten facilities of 14.3 out of 20.

	Accessibility Features	Facility Signage	Recreation Facilities	Multi-sensory/Behavioral Accommodations	TOTAL SCORE (OUT OF 20)
12th Avenue Recreation Center	5	3.7	4.7	3	16.3
Firehouse Art Center	3.3	2.5	4	4.3	14
Irving Recreation Center	5	4	5	3	17
Little Axe Community Center	2	2	4	3	11
Moore-Lindsay Historical House	3	2.3	3.7	3.3	12.3
Santa Fe Depot	2.6	2.6	2.2	2.4	9.8
Sooner Theatre	2.8	3.8	2.3	3.8	12.5
Westwood Family Aquatic Center	4.5	3.5	3.5	4	15.5
Whittier Recreation Center	5	4	5	3	17
Young Family Athletic Center (YFAC)	5	4	5	3.3	17.3
AVERAGES	3.8	3.2	3.9	3.3	14.3

TECHNOLOGY AND CONNECTIVITY

The 'Technology and Connectivity' section had the lowest individual and average scores of any category, with an average total score of 12.3. While all but a few of the assessed facilities had more than ample staff access, internet connectivity, and decent operational support technology, the same cannot be said for regular participants. Both the 'Public-Access Connectivity' and 'Public Access to Technology' categories had the lowest scores in the entire assessment (with average scores of 2.5 and 1.7 respectively), which directly contributed to 'Technology and Connectivity' having the lowest average total score across all five assessment sections.

	Staff-Access Internet	Public-Access Internet	Public Access to Technology	Operational Support Technology	TOTAL SCORE (OUT OF 20)
12th Avenue Recreation Center	4.3	1	1	3	9.3
Firehouse Art Center	2.8	1.5	1.25	3.8	9.3
Irving Recreation Center	5	1	1	3	10.0
Little Axe Community Center	5	5	5	4	19.0
Moore-Lindsay Historical House	3.3	1.3	1.6	3.3	9.3
Santa Fe Depot	4.6	4.4	1.6	3.4	14.0
Sooner Theatre	5	4.8	1.5	4.5	15.8
Westwood Family Aquatic Center	4.5	2	2	4.5	13.0
Whittier Recreation Center	4	1	1	3	9.0
Young Family Athletic Center (YFAC)	5	3.3	1.7	4.7	14.7
AVERAGES	4.4	2.5	1.7	3.7	12.3

ACTIVATION AND PROGRAMMING

The 'Activation and Programming' section was the strongest section for each of the ten assessed facilities. With the total average score (16) being the highest of any section, this assessment speaks less about the facilities themselves, and more about what the Department has managed to do with the facilities at their disposal. A notable strong point was the 'Summer/Annual Youth Programming' category, where staff felt that they excelled with an average score of 4.5 out of 5 across all ten assessed facilities. Alternatively, the lowest scoring category here was the 'STEM/Arts/Cultural Programming', which still garnered a relatively high average score of 3.6.

	Specialized Program Areas	Older/Active Adult Programming	Summer/Annual Youth Programming	STEM/Arts/Cultural Programming	TOTAL SCORE (OUT OF 20)
12th Avenue Recreation Center	4	4	5	3.7	16.7
Firehouse Art Center	4	4.5	5	5	18.5
Irving Recreation Center	4	3.5	5	3.5	16.0
Little Axe Community Center	5	5	3	3	16.0
Moore-Lindsay Historical House	3	3.3	4	3	13.3
Santa Fe Depot	2.8	4.2	3.2	4.4	14.6
Sooner Theatre	2.8	3.8	5	4.8	16.3
Westwood Family Aquatic Center	4	5	5	1.5	15.5
Whittier Recreation Center	4	3	5	4	16.0
Young Family Athletic Center (YFAC)	5	5	4.3	3	17.3
AVERAGES	3.9	4.1	4.5	3.6	16

MODERNIZATION

The 'Modernization' section of the facility assessment refers to more subjective yet still largely important aspects of the Department's indoor facilities. This section, though potentially seemingly less important than other sections due to its lack of objective goals and improvements, can be make-or-break for the potential the usage of a center. If a facility has a less-than-palatable outside appearance, potential visitors may be stopped before ever interacting with the Department's programming. As a result, it is highly recommended that attention be given to the results of this section.

For the Department, this section has some ups and some downs; the overall average score was 15.2, with the Young Family Athletic Center once again having a better performance than the other assessed facilities due to its relatively young lifespan. Alternatively, the Moore-Lindsay Historical House, Little Axe Community Center, and Santa Fe Depot all scored poorly here, which may be attributed to the age of these buildings. While the 'Upgrades within Last 10 Years' category scored well at 4.2, the lowest average category in this section was 'Climate-Response Ready', which averaged 3.5.

	Versatile Design & Amenities	Upgrades within Last 10 Years	Climate-Response Ready	Modern Design/ Operational Standards	TOTAL SCORE (OUT OF 20)
12th Avenue Recreation Center	4	4	4	4	16.0
Firehouse Art Center	4.5	4.5	2.8	3.3	15.0
Irving Recreation Center	4	4	4	5	17.0
Little Axe Community Center	3	3	3	3	12.0
Moore-Lindsay Historical House	1.3	4.3	3	2	10.7
Santa Fe Depot	3.2	4	3	2.4	12.6
Sooner Theatre	4.5	5	3.8	4	17.3
Westwood Family Aquatic Center	4.5	4	3.5	4.5	16.5
Whittier Recreation Center	4	4	4	4	16
Young Family Athletic Center (YFAC)	5	5	4	5	19
AVERAGES	3.8	4.2	3.5	3.7	15.2

CONCLUSION

This indoor facility assessment was designed and tailored to assist the Norman Parks and Recreation Department with finding direction for the future of their indoor facilities. By completing this process and supplying itself with honest, transparent ratings for what the centers and the Department could improve upon, the Department has now given itself a starting point for facility improvements and the beginning of a roadmap for sustained programmatic success. Moving forward, the Department should use this assessment as a reference point for where each center lacks, and work to create plans to address assessment sections and categories where they would like to see improvements.

Concerning the results of the assessment, one major area of focus should be the Technology and Connectivity of the Department's indoor facilities. Public access to technology and internet connectivity should be considered a priority for the Department as it aims to establish itself as an invaluable and indispensable community asset. Similarly, the modernization of the assessed facilities can and should play a major role in this; as competition from newly built businesses that serve similar roles as the assessed facilities continue to roll into Norman, the Department will need to work to find cost-effective and efficient ways to modernize their existing facilities.

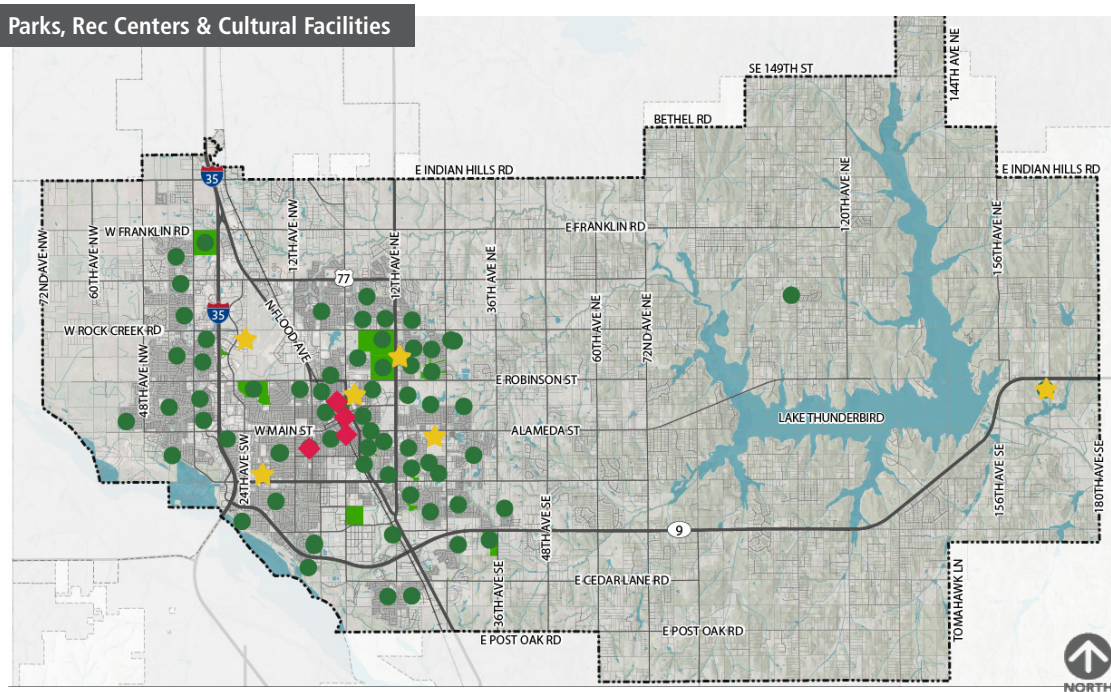
It is recommended that the Department focuses on areas where they may have come up short; however, it will be important to work to maintain the results that the Department has already achieved. While the Technology and Connectivity section had areas that will need to see improvement in the next several years, staff should remember that their space activation and programmatic success have allowed them to make the most of their facilities. Similarly, it will be important for staff to distinguish between each specific facility and tailor any improvements to the needs of each facility. If a facility is largely a cultural or artistic facility, it may not be as feasible to worry about specific programming or its furniture, fixtures, and equipment compared to an indoor recreation center.

Following this process, the consultant team recommends repeating this process with regular assessments in the future. The regularity of these assessments depends on the needs of the Department. However, the consultant team recommends that these assessments occur at least every 3-5 years as facility conditions may worsen or improve rapidly.

SYNERGIES

AIM Norman looks deeply at all elements of City development and quality of life to help shape the course of the community through 2045. AIM Norman represents a crucial road map that will provide essential guidance to leaders and decision-makers. Each of the components of the plan interacts with each other. Together, they form how Norman looks, feels, and functions. Key synergies between plans will strengthen and elevate each plan. The maps below highlight some examples of this that pertain specifically to parks, trails, green infrastructure, and community distribution of services.

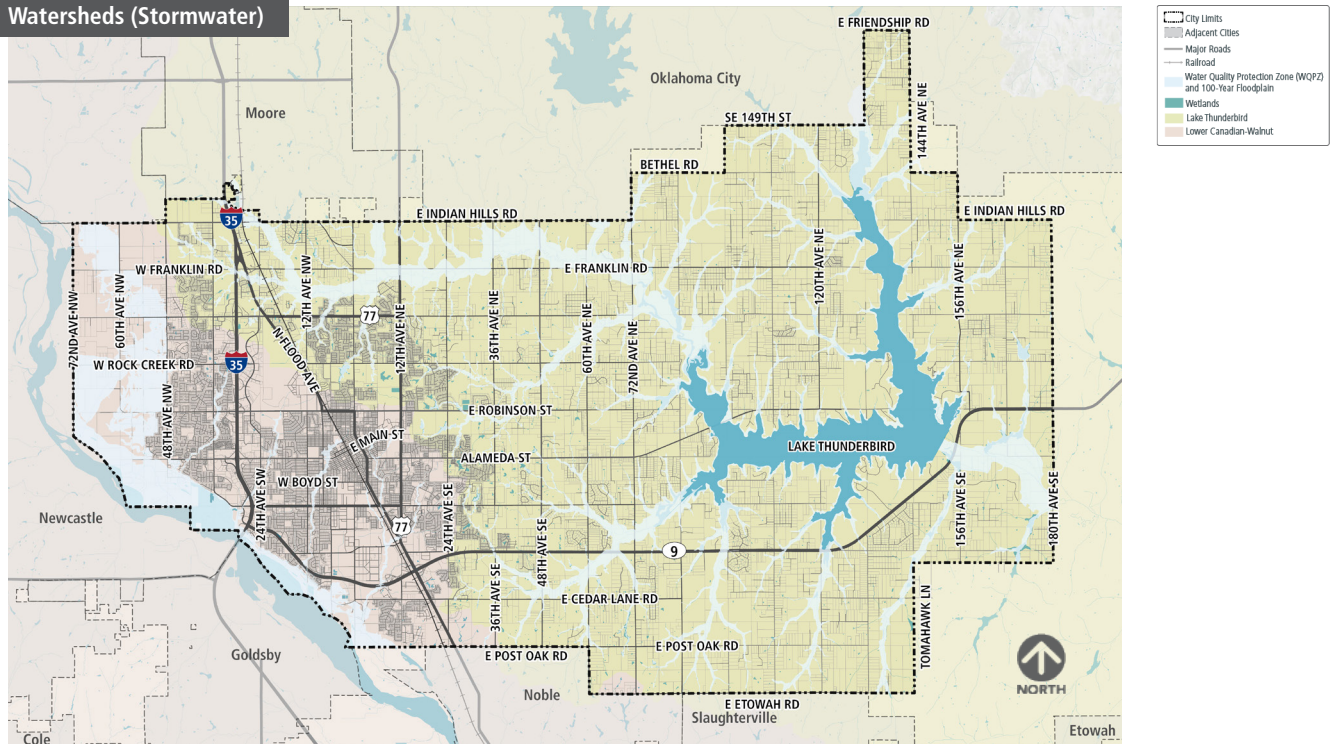
Parks provide vast opportunities for synergies with other AIM Norman plans. This section will focus primarily on synergies between transportation and stormwater. Still, housing, water/wastewater, and land use can all be improved and enhanced with parks, trails, and greenspace throughout the greater Norman area.



PARKS

Parkland, as well as recreation and cultural facilities, are predominantly in the west. This coincides with the neighborhood parks being planned as neighborhoods are developed. As development moves further east, so will neighborhood park establishment supported by neighborhood development impact fees.

Watersheds (Stormwater)



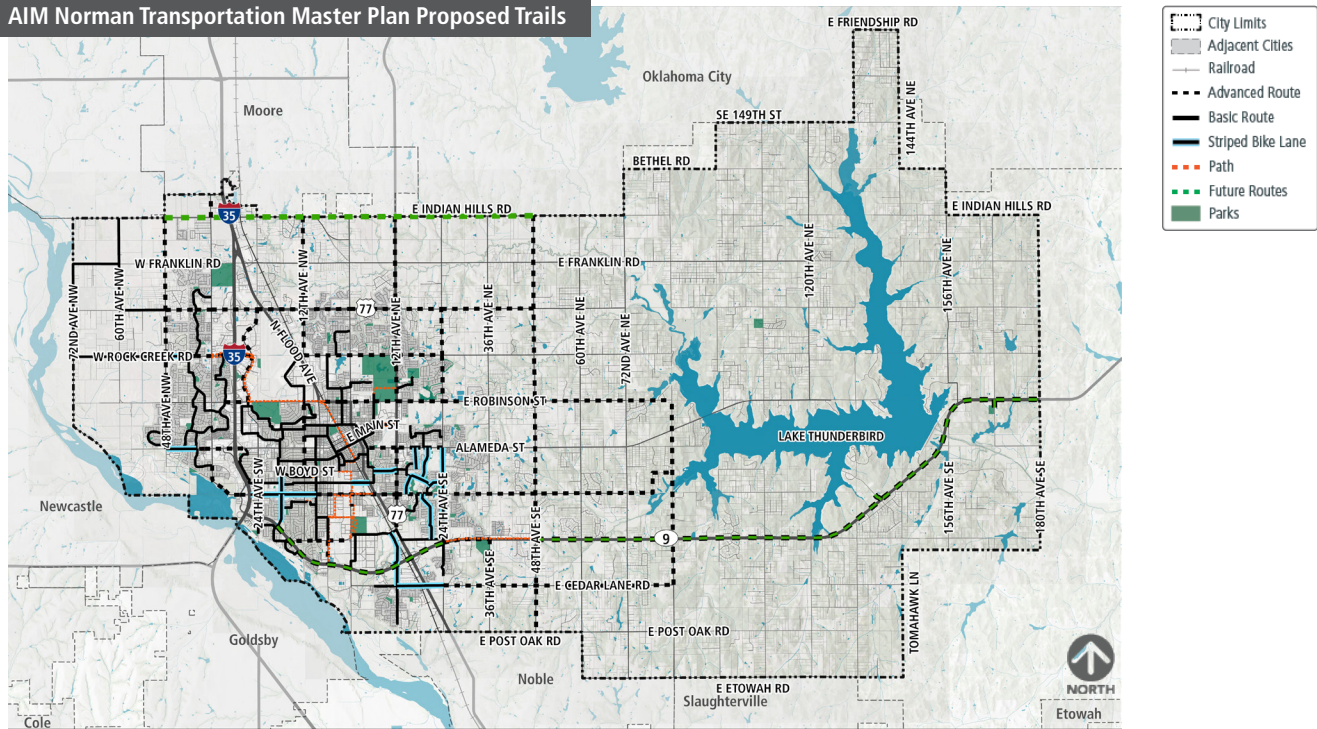
STORMWATER

Concerns about stormwater management, particularly preserving the water quality and quantity of Lake Thunderbird came up regularly in conversations with members of the public as well as the AIM Norman Steering Committee. There are two main watersheds in Norman. The Lower Canadian Watershed (shown in pink) and the Lake Thunderbird Watershed (shown in yellow). Lake Thunderbird also serves as a drinking water source for much of Norman. Thoughtful stormwater management should be incorporated into parks and future planning efforts to protect this vital resource. One priority of park planning will be to identify specific creek and stream segments for future linear parks and greenbelts.

Special attention and protection should be given to areas in the 100-year floodplain and Stream Planning Corridors (once the areas that are designated as Stream Planning Corridors, (or SPCs) are platted, they are redesignated as Water Quality Protection Zones (WQPZs). The City of Norman has ordinances in place to protect WQPZs, including best management practices and low-impact development.

(Refer to Section 7,000 of the 2023 Engineering Design Criteria and the AIM Norman Stormwater Master Plan Update)

AIM Norman Transportation Master Plan Proposed Trails



2017 Trails and Greenways Masterplan

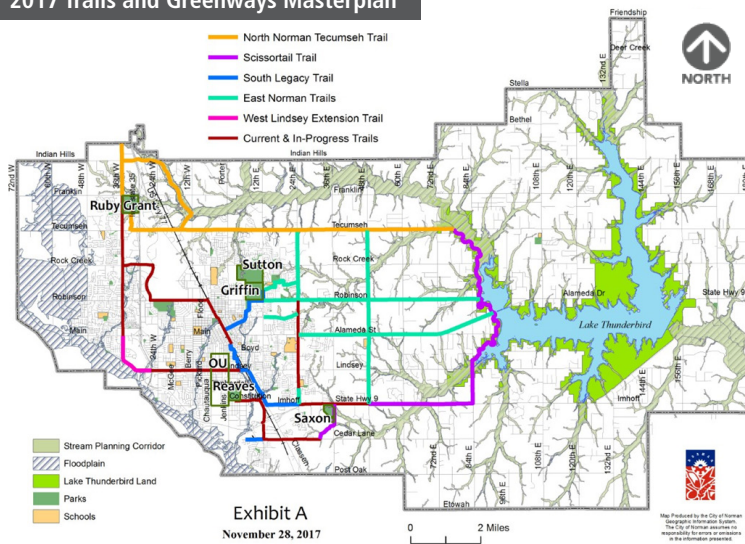


Exhibit A
November 28, 2017

TRAILS AND TRANSPORTATION

In 2017, the City of Norman City Council adopted the Priority Greenbelt Trail System recommendations. This plan intends to lift and prioritize that work. Parks serve the community both independently and as a system. As we think about connections between current and future parks, it is important to emphasize that neighborhoods should be connected to parks, schools should be connected to parks, and parks should be connected to other parks. This green space and trail system can also serve as portions of a comprehensive trail network and holistic stormwater management.

Additionally, the proposed trails featured in the AIM Norman Transportation Master Plan Update show additional opportunities for connections to and through the community. The community is very supportive of a 'comprehensive trail network.' These two maps should be the focus of that work as it is planned and built.

(Refer to the AIM Norman Transportation Master Plan Update)

SYNERGIES

Working on multiple plan updates at once is both challenging and an incredible opportunity for synergies. What does that look like?

Connections. Multiple benefits. Leveraging resources. Improving resilience. From the parks perspective, more specifically, it also means:

- **Enhancing recreation value**
- **Creating attractive park features**
- **Enhancing social and environmental equity**
- **Reducing maintenance**
- **Providing economic benefits**
- **Improving drainage**
- **Helping to educate the public**
- **Improving and protecting water quality**
- **Benefiting the overall environment**

Urban parks are not luxuries; they are essential infrastructure for 21st-century cities. A new report from The Trust for Public Land makes a strong case for leveraging public parks to manage stormwater (*City Parks, Clean Water: Making Great Places Using Green Infrastructure*).

Transportation infrastructure is one of the largest sources of stormwater runoff directly impacting water quality. A one-acre parking lot can produce 27,000 gallons of stormwater runoff from only one inch of rain. By prioritizing good land use management in innovative transportation policies, the City can reduce associated stormwater and improve water quality in the Lake Thunderbird Watershed.





RECREATION & PROGRAMMING PLAN

Parks, playgrounds, and recreation opportunities can become the hearts of communities, making them high priorities. Parks are more than green spaces that beautify a community. Residents, kids, and local governments all benefit from the creation of a local park or play space.

- Promoting community wellness
- Providing connection space
- Encouraging activity in kids
- Improving property values
- Conserving wild areas
- Creating gathering places
- Including everyone in play
- Giving families affordable activities
- Reducing crime



PROGRAM ASSESSMENT OVERVIEW

FRAMEWORK

The Parks and Recreation Department provides a broad range of youth and adult public recreational activities. These program offerings are supported by dedicated spaces that include parks, trails, indoor athletic facilities, a senior wellness center, and more. The following is based on national standards, interviews with staff, evaluation of program participation, and a future-facing analysis to support the Department for the next several years.

INITIAL OBSERVATIONS

Below are some overall observations that stood out when analyzing the program assessment sheet:

- Overall, the program descriptions/goals do a good job of effectively communicating to the public the key benefits and desired outcomes of each Core Program Area.
- Age segment distribution is aligned with the community's current population but needs to be monitored annually to ensure program distribution continues to match evolving Norman demographics.
- Program lifecycles: Approximately 65% of the system's current programs are categorized in the Introductory Stages, while very few of the programs fall into the Saturated or Decline Stages.
- The Department has an ideally balanced Program Classification Distribution, with 55% of its programs categorized as 'Essential', 24% as 'Important', and 21% as 'Value-Added'.
- Pricing strategies are varied across the board.
- Financial performance measures such as cost recovery goals are currently not being utilized across Core Program Areas based on different program types.



RECREATION PROGRAM ANALYSIS

As part of the Norman Parks, Recreation & Culture Master Plan, the consultant team conducted a Recreation Program Analysis of the programming and services offered by Norman's Parks and Recreation Department. The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, challenges, and opportunities regarding programming. The assessment also assists in identifying Core Program Areas, program gaps within the community, key system-wide issues, areas of improvement, and future programs and services for residents and visitors.

The consultant team based these program findings and recommendations on a review of information provided by the Department including program descriptions, financial data, website content, and discussions with staff. This analysis addresses the program offerings from a systems perspective for the entire portfolio of programs.

FRAMEWORK

The Mission of the Norman Parks and Recreation Department is to "Provide the community of Norman with safe, inclusive and accessible parks, recreation and cultural experiences that enhance the quality of life for residents of all ages." In order to help achieve that goal, the Department provides a broad range of youth and adult public recreational activities.

PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations that stood out when analyzing the program assessment sheet:

- **Overall, the program descriptions/goals do a good job** of effectively communicating to the public the key benefits and desired outcomes of each Core Program Area. However, some Core Program Areas (like Meals on Wheels, and Senior) could use some further detailing of what those sections of the Department contain.
- **Age segment distribution is aligned with the community's current population** but needs to be monitored annually to ensure program distribution continues to match evolving Norman demographics.
- **Program lifecycles:** Approximately 65% of the system's current programs are categorized in the Introductory Stages, while very few of the programs fall into the Saturated or Decline Stages. The Department, as a result, seems to find itself in a healthy scenario where they have a surplus of new and developing programs and a lack of failing or dying programming. A more complete description of Lifecycle Stages can be found later in this analysis.
- **The Department has an ideally balanced Program Classification Distribution**, with 55% of their programs categorized as 'Essential', 24% as 'Important', and 21% as 'Value-Added'. These classifications will help the Department with cost recovery goals moving forward and should be monitored as individual programming evolves.
- **Pricing strategies vary across the board.** Currently, the most frequently used approaches are Cost Recovery Goals, Competition (Market Rate), Customer's Ability to Pay, Residency, and Group Discounts. These strategies should be continued, and some new and additional pricing strategies should be implemented, which can be found later in this analysis. Furthermore, it is essential to understand the Department's current cost of service in order to determine ideal cost recovery goals.
- **Financial performance measures such as cost recovery goals are currently not being utilized across Core Program Areas** based on different program types. Moving forward, it is recommended for staff to consider tracking cost recovery for all program areas. When doing so, all direct and indirect costs pertaining to programming should be accounted for in this evaluation. A focus on developing consistent earned income opportunities would be beneficial to the Department's overall quest for greater fiscal resiliency.

CORE PROGRAM AREAS

To help achieve the Department's mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to encourage staff, policymakers, and the public to focus on what is most important to the community. Program areas are considered as Core if they meet a majority of the following criteria:

- The program area has been provided for an extended period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a fairly large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has a wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is a full-time staff member responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

EXISTING CORE PROGRAM AREAS

Through discussions with the department staff, several Core Program Areas that are currently being offered were identified.

- Youth sports
- Adult sports
- Older adult programming
- Aquatics
- Childcare
- Special events
- All-age programming



MAJOR PROGRAM TYPE DESCRIPTIONS, GOALS, & EXAMPLE PROGRAMS

Across and within each of the Core Program Areas, there are major program types that are designed to meet current and emerging needs of Norman residents. Those are described in the table below and on the following page.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Aquatics</p>	<p>Description: Provide Norman and the surrounding communities with year-round, high-quality aquatic programming to develop and engage swimmers of all ages and abilities, teach water safety and drowning prevention, and promote exercise and fitness activities in a safe environment</p> <p>Goals: Measurable community engagement through water safety events. Accessible and affordable classes and lessons. Provide programming for demographics at a higher risk of drowning. Provide training opportunities beyond internal employees.</p>	<ul style="list-style-type: none"> • Swim lessons • Development swim team • Lifeguard training • Scuba • Teen aquatic safety program • Toddler time
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Childcare</p>	<p>Description: Out-of-school programs, activities, and education to help serve the surrounding community. Includes the department's after-school program and summer camps.</p> <p>Goals: The after-school, out-of-school camp, and summer day camp programs provide a safe, supervised environment for school-aged children (K–5) enrolled in the Norman Public Schools.</p>	<ul style="list-style-type: none"> • After-school program • CASP tutoring • Summer/out-of-school camps • Library outreach
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">General Public Activities</p>	<p>Description: Fun activities and opportunities for all. Includes exercise and fitness through a multitude of sports.</p> <p>Goals: Provide a fun community activity for families to enjoy together or a safe and fun environment for children to stay in while their parents are working. Provides a positive physical impact on individual health and wellness.</p>	<ul style="list-style-type: none"> • Evening open gym • Karate • Judo • Tae Kwon Do • Pickleball
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">League Programs</p>	<p>Description: Individual or team sign-ups provided to community youth and adults to stay active, promote teamwork and positivity, and learning sports.</p> <p>Goals: Provide programs for community members for all age groups. The goal is to develop skill sets for youth and allow adults to stay active through sports they enjoy.</p>	<ul style="list-style-type: none"> • Youth basketball • Youth volleyball • Adult men's league baseball • Pickleball league
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Older Adult Education & Entertainment</p>	<p>Description: Various scheduled talks, presentations, and social times to improve the health and wellness of adults aged 50 and older.</p> <p>Goals: To promote the health and well-being of adults aged 50 and older by providing opportunities for physical activity, social engagement, and lifelong learning.</p>	<ul style="list-style-type: none"> • Medicare help • Tech sesh • Matter of balance • Mystery dinner • Live music in the Lounge • Book clubs • Games

<p>Older Adult Arts and Crafts</p>	<p>Description: Various scheduled arts and crafts classes and lab times to promote the well-being of adults aged 50 and older.</p> <p>Goals: To promote the health and well-being of adults aged 50 and older by providing opportunities for physical activity, social engagement, and lifelong learning.</p>	<ul style="list-style-type: none"> • Embroidery • Creative writing workshops • Pottery • Painting lab • Calligraphy • Jewelry making
<p>Older Adult Fitness</p>	<p>Description: Various scheduled fitness classes on land and in water to promote the well-being of adults aged 50 and older.</p> <p>Goals: To promote the health and well-being of adults aged 50 and older by providing opportunities for physical activity, social engagement, and lifelong learning.</p>	<ul style="list-style-type: none"> • Pilates • Zumba • Chair aerobics • Yoga • Tai chi • Ballet • Water aerobics
<p>Special Events</p>	<p>Description: Put on diverse community events, festivals, and celebrations throughout the City of Norman, catalyzing for community engagement, social interaction, and inclusivity.</p> <p>Goals: Enhance community engagement and participation in events. Foster a sense of belonging and pride among residents through inclusive programming. Cultivate partnerships with local organizations and stakeholders to enhance event offerings and resources.</p> <p>Desired outcomes include strengthening social connections and community relationships among residents, greater diversity and inclusivity in event programming (reflecting the needs and interests of the community), and bettering the reputation of the Parks and Recreation Department as a hub for community engagement and enrichment.</p>	<ul style="list-style-type: none"> • MLK Day cleanup • Daddy daughter dance • Shamrock 5k • Spring egg hunt • Earth Day festival • Mom prom • Fishing derby • Community Day • Parks and Recreation month • Movies in the park • Concerts
<p>Youth Athletic Programs</p>	<p>Description: Youth athletics, including basketball, baseball, softball, flag and tackle football, and volleyball.</p> <p>Goals: To promote the sport and encourage personal growth through athletics. We allow all eligible athletes to participate, regardless of ability to pay for registration.</p>	<ul style="list-style-type: none"> • Basketball • Baseball • Flag football • Tackle football • Softball • Volleyball





CORE PROGRAM AREA RECOMMENDATIONS

The existing Core Program Areas and Program Types provide a generally well-rounded and diverse array of programs for the community. Based upon the observations of the consultant team as well as demographic and recreation trends information, Department staff should evaluate Core Program Areas and individual programs on an annual basis in order to ensure offerings are relevant to evolving demographics and trends in the local community. Furthermore, based on key leadership/focus group input, statistically valid survey results, and discussions with Department staff, the following overarching recommendations are provided for the Core Program Areas.

POTENTIAL BUNDLING OF CORE PROGRAM AREAS

There are some opportunities to consider “bundling” or combining current core program areas only in the pursuit of improved efficiency for performance tracking and program management. The cases identified to be considered are mostly in programs for older adults. Currently there are separate core program areas for Older Adult Education and Entertainment, Older Adult Arts and Crafts, Older Adult Fitness, and Seniors. It could be possible to combine these program areas into one Older Adult Programming core area. All other core program areas seem to be uniquely distinct from each other.

POTENTIAL AREAS OF PROGRAMMATIC GROWTH

In discussion with recreation program staff, as well as drawing from the findings of both the recent statistically valid survey and public workshops, there are several areas of programming that could be explored for development. These include the following in non-priority order:

1. Adult programs and fitness
2. Outdoor recreation and environmental education
3. Community gardens and unprogrammed spaces
4. Additional special / community events
5. Teen / tween programs
6. Affordable childcare
7. Outdoor adventure / family programs
8. Adaptive programs

POTENTIAL AREAS OF PROGRAM REDUCTION, PRACTICE CHANGES, OR IMPROVEMENT

The possible practices or programs that could be evaluated to be either reduced or changed were discussed with recreation program staff. This is always a healthy exercise in a planning process to assist the agency in the process of continual improvement. The programs or practices to be considered for potential reduction or change are listed below.

- Exploring possible approaches to reorganizing staff or staff scheduling in order to give supervisory staff more time for enrichment activities and professional development.
- Possible reduction of facilitated evening programs in the recreation centers that do not have consistently high participation levels.
- Marketing and community relations can always improve and should be continually evaluated.

PROGRAM STRATEGY ANALYSIS

For this report, an Age Segment Analysis was completed by the Core Program Area, exhibiting an over-arching view of the age segments served by different program areas and displaying any gaps in segments served. It is also useful to perform an Age Segment Analysis using individual programs in order to gain a more nuanced view of the data. The table below depicts each Core Program Area and the most prominent age segments they serve. Under each Core Program Area, a 'P' (primary) or 'S' (secondary) was indicated if that program serves a certain age segment.

AGE SEGMENT ANALYSIS

	Preschool (5 and under)	Elementary (6–12)	Teen (13–17)	Adult (18+)	Senior (55+)	All Ages
Aquatics	P	P	P	S	S	
Childcare		P				
General Public Activities		P	P	P	S	
League Programs		P	P			
Meals on Wheels					P	
Older Adult Arts and Crafts					P	S
Older Adult Education & Entertainment					P	S
Older Adult Fitness					P	S
Special Events						P
Youth Athletic Programs		S	P	S		

Based on the age demographics of the Norman community, current program offerings seem to be well-aligned with the community's age profile. Norman does a great job of offering programs for all ages, as well as programs for more specific age groups. Some of the major essential Core Program Areas, like Aquatics and General Public Activities, do a great job of being available to all age segments while still focusing on serving more specific populations. Most specifically, the Older Adult and Senior age groups are well represented, with five different Core Program Areas in the Department serving seniors (55+) primarily.

The Department has also done a great job catering to the remainder of the community by ensuring all age segments have dedicated programming geared toward them. Moving forward, it is recommended that the Department continues introducing new programs in order to address any potential unmet needs in the future. Particularly dedicated senior programs, as the community's population is projected to continue aging over the next decade.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. It would be best practice to establish a plan including what age segment to target, establish messaging, identify which marketing method(s) to utilize, create a social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

PROGRAM LIFE CYCLE ANALYSIS

A Program Life Cycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the Department to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data but rather is based on staff members’ knowledge of their programs. The following table shows the percentage distribution of the various life cycle categories of the Department’s programs. These percentages were obtained by dividing the number of individual programs (not Core Program Areas) in each life cycle stage by the total number of programs listed by staff members.

LIFE CYCLE ANALYSIS

Stages	Description	Actual Programs Distribution		Recommended Distribution
Introduction	New Programs; modest participation	25%	65%	50–60% Total
Take-Off	Rapid participation growth	9%		
Growth	Moderate, but consistent participation growth	31%		
Mature	Slow participation growth	25%	25%	40%
Saturated	Minimal/no participation growth; extreme competition	4%	6%	0–10% Total
Decline	Declining participation	2%		
No Go	Cancelled Programs	4%	4%	0–5%

Overall, the Life Cycle Analysis depicts a healthy concentration of programs in their early life cycle stages. Approximately 65% of all programs fall within the beginning stages (Introduction, Take-Off, & Growth), with 31% of those programs being specifically in the Growth stage. It is recommended to have 50%-60% of all programs within these beginning stages as they provide the Department an avenue to energize its programmatic offerings, so the Department is meeting that quota and then some. These stages ensure the pipeline for new programs is there prior to programs transitioning into the Mature stage. However, according to staff, only 25% of all program offerings fall into the Mature Stage. This stage anchors a program portfolio, and it is recommended to have roughly 40% of programs within this stage to achieve a stable foundation.

Additionally, a few of the assessed programs were identified as being saturated or declining (4% and 2% respectively). It is a natural progression for programs to eventually transition into saturation and decline stages eventually. However, if programs reach these stages rapidly, it could be an indication that the quality of the programs does not meet expectations, or there is not as much of a demand for those programs. As programs enter into the Decline Stage, they must be closely reviewed and evaluated for repositioning or elimination. When this occurs, the Department should modify these programs to begin a new lifecycle within the Introductory Stage or replace the existing programs with new programs based on community needs and trends.

Staff should complete a Program Life Cycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, the Department could include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.

PROGRAM CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should be funded regarding tax dollars and/or user fees. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access. In contrast, a private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the Department used a classification method based on three categories: Essential Services, Important Services, and Value-Added Services. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants.

Value-Added Services

Department **COULD provide** with additional resources. It adds value to community; it supports Essential & Important Services, the community supports it, generates income, has an individual benefit, can be supported by user fees, enhances the community, and requires little to no subsidy.

Important Services

Department **SHOULD Provide** if it expands/enhances core services, is broadly supported and used, has conditional public support, there is an economic/social/environmental outcome for the community, has community importance, and needs moderate subsidy.

Essential Services

Department **MUST Provide** if it protects assets or infrastructure, is expected and supported, is a sound investment of public funds, is a broad public benefit, there is a negative impact if not provided, is part of the mission, and needs significant to complete subsidy.

With assistance from staff, a classification of programs and services was conducted for all of the recreation programs offered by the Department. The results presented in the following table represent the current classification distribution of recreation program services. Programs should be assigned cost recovery goal ranges within those overall categories.

As the Department continues to evolve to better meet the community's needs, there could be an added benefit to managing the services if they all were classified according to the Cost Recovery Model for Sustainable Services depicted below.

PROGRAM CLASSIFICATION DISTRIBUTION

Essential	Important	Value-Added
55%	24%	21%

Given the broad range of cost recovery goals (i.e., 0%-40% for Essential Services or 40%-80% for Important Services), it would be helpful to further distribute programs internally within sub-ranges of cost recovery as depicted above. This will allow for programs to fall within an overall service classification tier while still demonstrating a difference in expected/desired cost recovery goals based on a greater understanding of the program's goals (e.g., Pure Community Services versus Mostly Community Services or Community and Individual Mix versus Mostly Individual Mix).



COST OF SERVICE & COST RECOVERY RECOMMENDATIONS

Cost recovery targets should at least be identified for each Core Program Area at a minimum and for specific programs or events when realistic. The identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

The following sections provide more details on steps 2 & 3.

UNDERSTANDING THE FULL COST OF SERVICE

To develop the specific cost recovery targets, the full cost of accounting needs to be created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process. 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. Completing a Cost-of-Service Analysis not only helps determine the accurate and complete cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. This graphic illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.

The methodology for determining the total Cost-of-Service involves calculating the total cost for the activity, program, or service and then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per-unit basis. Program or activity units may include:

- **Number of participants**
- **Number of tasks performed**
- **Number of consumable units**
- **Number of service calls**
- **Number of events**
- **Required time for offering program/service**



Agencies use Cost-of-Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis, which should be undertaken on a regular basis.

Actual cost recovery can vary based on the Core Program Type and even at the individual program level within a Core Program Area. Several variables can influence the cost recovery target, including lifecycle stage, demographic served, and, perhaps most importantly, program classification. It is normal for programs within each Core Program Area to vary in price and subsidy level. The program mix within each Core Program Area will determine the cost recovery capabilities.

With approved cost recovery goals, annual tracking, and quality assurance, actual cost recovery will improve. Use the key performance indicator and update it annually to include the cost recovery goal and the actual cost recovery achieved. Each Core Program Type can be benchmarked against itself on an annual basis.

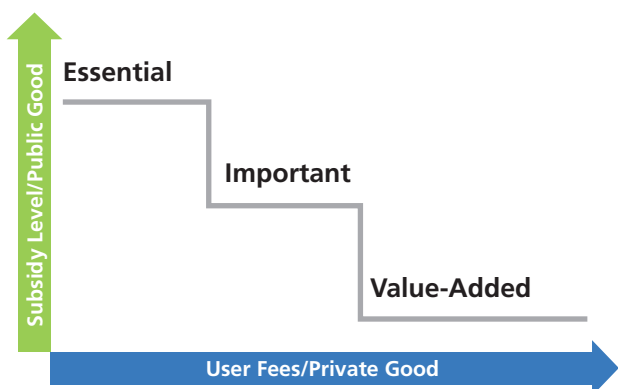
COST RECOVERY BEST PRACTICES

Cost recovery targets should reflect the degree to which a program provides a public versus individual good. Programs providing public benefits (i.e., Essential programs) should be subsidized more by the Department; programs providing individual benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

- **The Essential** programs category is critical to achieving the organizational mission and providing community-wide benefits, and therefore, it generally receives priority for tax-dollar subsidization.
- **Important or Value-Added** program classifications generally represent programs that receive lower priority for subsidization.
- **Important** programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall).
- **Value-Added** programs are not critical to the mission. They should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.



Classification of Programs and Cost Recovery Expectations



PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery. Overall, the degree to which the Department uses various pricing strategies could be more consistent. However, pricing tactics are primarily concentrated in age segments, family/household status, residency status, and customer’s ability to pay.

Currently, the Core Program Area that utilizes (by far) the largest variety of pricing strategies is Aquatics (7 of 10). In contrast, a few other Core Program Areas (like Childcare and Youth Athletics Programs) utilize three pricing strategies for their programs. Moving forward, the Department should consider further implementing some additional strategies, when deemed appropriate, such as weekend/weekday rates and by location, as they are both valuable yet currently underutilized strategies when setting prices. These pricing strategies are useful to help stabilize usage patterns and help to attain higher cost recovery that will in turn provide improved amenities and services.

Staff should continue to monitor the effectiveness of the various pricing strategies they employ and adjust as necessary. It is also important to regularly monitor for local competitors and other similar service providers, as an increase in competition may alter program pricing. The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to be implemented over time.

PRICING STRATEGIES

	Age Segment	Household Status	Residency	Weekend/Weekday	Prime/Non-Prime Time	Group Discounts	Location	Market Rate	Cost Recovery Goals	Ability to Pay
Aquatics	X	X	X		X	X		X		X
Childcare						X		X		X
General Public Activities										
League Programs			X					X	X	
Meals on Wheels										
Older Adult Arts and Crafts									X	
Older Adult Education & Entertainment									X	
Older Adult Fitness										
Special Events							X	X		
Youth Athletic Programs	X							X	X	



PROGRAM STRATEGY RECOMMENDATIONS

In general, the Department program staff should continue the cycle of evaluating programs on both individual merit and the program mix as a whole. This can be completed at one time on an annual basis or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

MINI BUSINESS PLANS

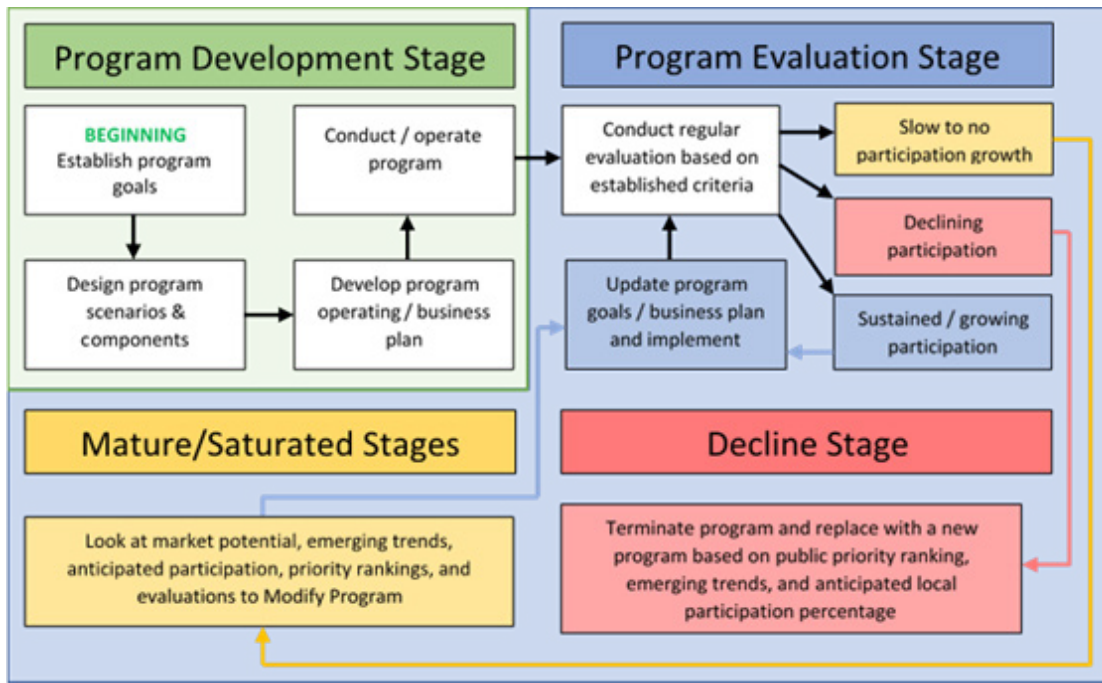
The consulting team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost-of-Service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools.

PROGRAM DEVELOPMENT & DECISION — MAKING A MATRIX

When developing program plans and strategies, it is useful to consider all of the Core Program Areas and individual program analysis discussed in this Program Assessment. Life Cycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information, along with the latest demographic trends and community input, should be factors that lead to program decision-making. Community input can help staff focus in on specific program areas to develop new opportunities for various target markets, including the best marketing methods to use.

A simple, easy-to-use tool similar to the figure below will help compare programs and prioritize resources using multiple data points rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline but beloved by a few is retired. If the program/service is determined to have strong priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions, the next step is to determine the marketing methods by completing a similar exercise as the one seen below.

Marketing & Promotion Methods				Internal Factors			
Program Idea/Name or Concept: _____				Priority Ranking: _____ High _____ Medium _____ Low _____			
Marketing Methods				Program Area: _____ Core _____ Non-core _____			
	Contact Developed	Contact Information	Start Date	Classification: _____ Essential _____ Important _____ Discretionary _____			
Activity Guide				Cost Recovery Range: _____ 0-40% _____ 41-80% _____ 81-95% _____			
Website				Age Segment: _____ Primary _____ Secondary _____			
Newspaper Article				Sponsorship/Partnership			
Radio				Potential Partnerships: _____ Monetary _____ Volunteers _____ Partner Skill _____ Location/Space _____			
Social Media				Potential Sponsors: _____ Monetary _____ Volunteers _____ Sponsor Skill _____ Location/Space _____			
Open - Public Hours				Market Competition			
Newspaper Ad				Number of Competitors: _____			
Email Newsletter				Competitiveness: _____ High _____ Medium _____ Low _____			
Event Website				Growth Potential: _____ High _____ Low _____			
School News/Newsletter							
Referrals							
Display Sign							
Friends & Neighbors Groups							
Staff Promotions @ Events							



PROGRAM EVALUATION CYCLE (WITH LIFE CYCLE STAGES)

Using the Age Segment and Life Cycle Analysis and other established criteria, program staff should evaluate programs on an annual basis to determine the program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in the figure above. During the Introductory Stages, program staff should establish program goals, design program scenarios and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or program areas that are trending nationally/locally while taking into consideration the anticipated local participation percentage.



FISCAL SUSTAINABILITY & PARTNERSHIPS PLAN





OPERATIONS & FINANCIAL ANALYSIS

OVERVIEW

Included in the Norman Parks, Recreation & Culture Master Plan is a thorough assessment and analysis of the current operations, maintenance practices, and financial resources of Norman's Parks and Recreation Department. The assessment offers an in-depth perspective of the total operational needs of the Department, particularly in site and facility maintenance, to help identify overall needs, potential gaps in services or expertise, and future recommendations for how the Department can be resourced.

In July 2024, meetings were held with the Department leadership staff following an evaluation of existing parks and recreation sites, discussions with the maintenance staff responsible for the parks and recreation facilities, and assessment of data provided by the Department. Norman Parks and Recreation Department is not only responsible for park and amenity maintenance and development but also for the maintenance and upkeep of all public rights-of-way, public easements, public area landscaping, and maintenance of municipal facilities throughout the community.

PARK & SITE MAINTENANCE

The Parks Maintenance Division currently consists of a total of 30 full-time equivalent personnel, or FTEs, that includes one (1) Supervisor, one (1) Administrative Assistant, two (2) Crew Chiefs, three (3) Heavy Equipment Operators, 12 Maintenance Worker 2 positions, nine (9) Maintenance Worker 1 positions, one (1) Irrigation Technician, (1) Playground Technician, and one (1) Small Engine Mechanic. Additionally, there is a total of approximately \$330,000 in annual contracted services that provide support for more city-wide maintenance responsibilities such as public area and municipal facility landscaping. The staff work on a rotation basis to maintain all sites and facilities but work together on larger projects. The overall maintenance portfolio involves maintaining a total of 1,022 acres of parklands and municipal properties, which includes 307 undeveloped acres at Sutton Urban Wilderness (240 acres) and Saxon Park (67 acres). Staff indicate that the City has funded the necessary equipment to complete their work and contracts for specialty equipment as needed. Still, they have to be more staffed to meet all the system maintenance needs.

Staff complete approximately 18-20 mow-cycles annually, which is appropriate for the parks maintained and is above industry standard. That level of care is appreciated by the community, as evidenced by the high marks from the statistically valid survey. Recommended park and amenity maintenance standards are provided in the appendix.



MAINTENANCE CAPACITY & ORGANIZATIONAL NEEDS

The Department is beyond its capacity to maintain all parks, facilities, and rights-of-way throughout the City at current staffing levels. This is evident through regular and unplanned maintenance tasks and projects that are not able to be addressed and are deferred. Examples include maintenance of rental facilities and picnic shelters, landscape maintenance, and installation of new or updated park features. The City of Norman has established a high-quality standard for park development and maintenance that is well-received and appreciated by the community. It is critical to evaluate options for appropriately expanding current staffing to address both current and future needs.

The Division utilizes a volunteer program to assist in maintaining areas of the system, which could be beneficial in regard to high-profile parks and areas. Continued growth and development of this volunteer program would also likely require dedicated staff to organize and manage the program.

Finally, it is important that the Department maintain a suitable number of staff who are current in relevant certifications. These include a sufficient number of irrigation technicians, a dedicated spray technician, and a Certified Playground Safety Inspector (CPSI). Currently, there is only one (1) irrigation technician in the Department to oversee and manage over 60 irrigation systems in the parks and public spaces. As other certifications are developed and established as a national standard, they should also be incorporated into the workforce development program of the Department.

RECOMMENDATIONS

- Establish a dedicated position for a spray technician.
- Hire an additional two (2) irrigation technicians.
- Establish an additional crew with specialized areas of focus. This could be a beautification crew, which includes forestry, landscaping medians and flowerbeds, and trail maintenance. This would need to be sized appropriately to manage the entire body of work this crew would be responsible for.
- Increase the resources supporting contracted services for street/boulevard landscaping maintenance and general landscaping needs of public spaces across the community.
- Purchase parks and recreation maintenance management software to track lifecycle replacement schedules of equipment, asset lifecycle of amenities, cost of service for maintenance standards, and forestry inventory.
- Continue and grow the “Adopt a Park” volunteer program for park maintenance. This would potentially require hiring a volunteer coordinator to manage this program.
- Track the asset value of the park system and try to budget for 1%-3% of total asset value in maintenance improvements to take care of what the city already owns each year.

FINANCIAL ANALYSIS

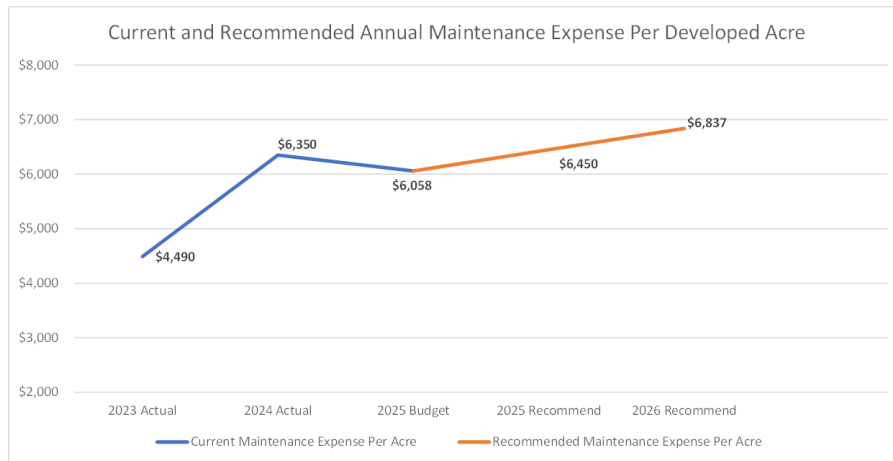
This section presents the financial assessment of the Maintenance Division as a part of the overall Master Plan. As a key element of the Plan, PROS Consulting reviewed available information to assess the financial situation of the Department as it pertains specifically to maintenance functions. This analysis included a review of annual maintenance costs for 2023 and 2024, as well as the 2025 budget for maintenance. These maintenance expenses were then evaluated against the total developed acres (715 acres) in the park system that maintenance is responsible for, not including the 307 undeveloped acres of Sutton Urban Wilderness and Saxon Park. This analysis yields a total annual maintenance cost per acre of developed parks as a metric that can be utilized in the future as a specified target for properly resourcing site and facility maintenance as the park system ages, evolves, and likely grows.

The current actual costs and budgeted expenses for maintenance that were reviewed included:

- 2023 Actual = \$3,210,317
- 2024 Actual = \$4,540,484
- 2025 Budget = \$4,331,804

Based on this analysis, the chart below depicts the current and recommended annual maintenance expense per developed acres in the current parks and recreation system. This data is also provided in the table below, which shows the total recommended expenditures calculated based on 715 developed acres.

	2023 Actual	2024 Actual	2025 Budget	2025 Recommend	2026 Recommend
Developed Acres	715	715	715	715	715
Expenditures	\$3,210,317	\$4,540,484	\$4,331,804	\$4,611,750	\$4,862,000
Current Maintenance Expense Per Acre	\$4,490	\$6,350	\$6,058		
Recommended Maintenance Expense Per Acre				\$6,450	\$6,837



The recommended annual maintenance expense per developed acres was derived based on the known unmet needs of the Department to better resource the current maintenance responsibilities. Those unmet needs were articulated earlier in this chapter of the plan and would be addressed with the recommendations provided previously. The order of magnitude of financing these recommendations would bring the current maintenance expense per developed acre to \$6,058 and increase it to \$6,450 per developed acre in 2025 and finally to \$6,837 in 2026. This increase would represent a 7.6% increase in actual annual maintenance expense per developed acre in 2024 to what is recommended in 2026, supporting the recommended increased staffing and contract support identified in this report.

Maintenance costs are associated with undeveloped natural parks. However, they are less easily quantifiable to time and resources dedicated.

PREVENTATIVE MAINTENANCE & LIFECYCLE REPLACEMENT

The current parks and recreation system in Norman has over 66 individual facilities and amenities that must be regularly maintained, ranging from park shelters to major community centers. This does not include playgrounds, benches, golf courses, outdoor sports courts, and athletic fields. That inventory of facilities is provided in the table to the right, along with estimated replacement value, not including land value.



Amphitheaters				Replacement Value
1	Amphitheater	Andrews Park	Andrews Amphitheater	\$ 2,500,000.00
2	Amphitheater	Legacy Park	Legacy Park Amphitheater	\$ 1,750,000.00
Concessions & Restrooms				
1	Concessions	Reaves Park	Softball Central	\$ 300,000.00
2	Concessions	Reaves Park	Softball East	\$ 350,000.00
3	Concessions	Reaves Park	Softball West	\$ 275,000.00
4	Concessions	Reaves Park	Baseball West	\$ 400,000.00
5	Concessions	Reaves Park	Baseball East	\$ 350,000.00
6	Restrooms	Griffin Park	West (Restroom Only)	\$ 250,000.00
7	Concessions	Griffin Park	West Concession/Restroom Combo	\$ 450,000.00
8	Concessions	Griffin Park	East Concession/Restroom Combo	\$ 450,000.00
9	Restrooms	Griffin Park	East (Restroom Only)	\$ 250,000.00
10	Restrooms	Rotary Park	Restroom Only	\$ 300,000.00
11	Restrooms	Legacy Park	Restroom and storage room	\$ 450,000.00
12	Restrooms	Northeast Lions	Restroom and storage room	\$ 250,000.00
13	Concession	Little Axe Youth Sports	Little Axe Concession/restroom combo	\$ 300,000.00
14	Restrooms	Ruby Grant	Playground Restroom	\$ 450,000.00
15	Restrooms	Ruby Grant	Memorial	\$ 450,000.00
16	Restrooms	Ruby Grant	Dog Park	\$ 450,000.00
Buildings				
1	Building	Andrews Park	Andrews Building	\$ 450,000.00
2	Building	Reaves Park	Reaves Building	\$ 300,000.00
3	Building	Rotary Park	Rotary Building	\$ 250,000.00
Gazebos				
1	Gazebo	Andrews Park	Andrews Gazebo	\$ 30,000.00
2	Gazebo	Brookhaven Park	Brookhaven Park Gazebo	\$ 30,000.00
3	Gazebo	Lions Park	Lions Park Gazebo	\$ 30,000.00
4	Gazebo	Songbird Park	Songbird Park Gazebo	\$ 30,000.00
5	Gazebo	Highland Village	Highland Village Gazebo	\$ 30,000.00
6	Gazebo	Sutton Wilderness	Sutton Wilderness Gazebo	\$ 30,000.00
Recreation Centers				
1	Recreation Center	12th Avenue Recreation Center	12th Avenue Recreation Center	\$ 1,400,000.00
2	Recreation Center	Irving Recreation Center	Irving Recreation Center	\$ 1,200,000.00
3	Recreation Center	Little Axe Community Center	Little Axe Community Center	\$ 800,000.00
4	Recreation Center	Whittier Recreation Center	Whittier Recreation Center	\$ 1,200,000.00
5	Recreation Center	YFAC	YFAC	\$ 42,000,000.00
6	Recreation Center	Adult Wellness	Adult Wellness	\$ 12,700,000.00
Shelters				
1	Shelter	Andrews Park	Shelter #5	\$ 25,000.00
2	Shelter	Andrews Park	Rock Shelter	\$ 250,000.00
3	Shelter	Frances Cate Park	Frances Cate Park South Shelter	\$ 40,000.00
4	Shelter	Frances Cate Park	Frances Cate Park Shelter	\$ 50,000.00
5	Shelter	Lions Park	Lions Shelter (Little axe w/restroom)	\$ 300,000.00
6	Shelter	Northeast Lions Park	Northeast Lions Park Shelter	\$ 250,000.00
7	Shelter	Northeast Lions Park	Northeast Lions Park Shelter(Old Rock)	\$ 225,000.00
8	Shelter	Reaves Park	KidSPACE South	\$ 25,000.00
9	Shelter	Reaves Park	KidSPACE North	\$ 20,000.00
10	Shelter	Reaves Park	Reaves Park Small Shelter	\$ 50,000.00
11	Shelter	Reaves Park	Reaves Park Large Shelter	\$ 120,000.00
12	Shelter	Rotary Park	Rotary Shelter	\$ 250,000.00
13	Shelter	Ruby Grant Memorial Pavilion	Ruby Grant Memorial Pavilion	\$ 650,000.00
14	Shelter	Ruby Grant Southwest Picnic Shelter	Ruby Grant Southwest Picnic Shelter	\$ 750,000.00
15	Shelter	Ruth Updegraff Park	Ruth Updegraff Park Shelter	\$ 25,000.00
16	Shelter	Sunrise Park	Sunrise Park Shelter	\$ 50,000.00
17	Shelter	Prairie Creek Park	Prairie Creek Shelter	\$ 50,000.00
18	Shelter	Crestland Park	Crestland Park Shelter	\$ 50,000.00
19	Shelter	Earl Sneed Park	Earl Sneed Shelter	\$ 15,000.00
20	Shelter	Faculty Heights Park	Faculty Heights Shelter	\$ 50,000.00
21	Shelter	Griffin Park	Griffin Park Rock Shelter	\$ 250,000.00
22	Shelter	Little Axe	Little Axe Baseball Shelter	\$ 40,000.00
23	Shelter	Royal Oaks Park	Royal Oaks Shelter	\$ 40,000.00
24	Shelter	Sequoia Trails Park	Sequoia Trails Shelter	\$ 50,000.00
25	Shelter	Summit Lakes Park	Summit Lakes Shelter	\$ 30,000.00
26	Shelter	Tulls Park	Art Shelter	\$ 40,000.00
27	Shelter	Westwood Park	Westwood Park Tennis	\$ 20,000.00
28	Shelter	Westwood Park	Westwood Park Golf	\$ 250,000.00
29	Shelter	Bentley Park	Bentley Park Shelter	\$ 30,000.00
Splashpads/ Shelters				
1	Splashpad	Andrews Park	Andrews Splashpad West	\$ 150,000.00
2	Splashpad	Andrews Park	Andrews Splashpad East	\$ 150,000.00
3	Splashpad	Colonial Estates Park	Colonial Estates Splashpad West	\$ 50,000.00
4	Splashpad	Colonial Estates Park	Colonial Estates Splashpad East	\$ 50,000.00

The total estimated replacement value of just these facilities alone sums to approximately \$74,850,000. Industry best practice and the recommendation of this plan for annual capital reinvestment is 1-3% of total asset value, not including land value. This annual reinvestment is a target for preventative maintenance that reduces the amount of deferred maintenance that can build up in a system. With just these facilities included and not including those previously identified (playgrounds, benches, golf courses, outdoor sports courts, and athletic fields), a best practice annual reinvestment of preventative maintenance is calculated below. With a more complete inventory of total assets and amenities, including those excluded as noted, it is possible that the total asset value of the Norman Parks and Recreation System is closer to \$100,000,000. At that valuation, the annual reinvestment target is also calculated in the table below.

Annual Reinvestment Target	\$74,850,000 Valuation	\$100,000,000 Valuation
1%	\$748,500	\$1,000,000
3%	\$2,245,500	\$3,000,000

FUNDING AND REVENUE STRATEGIES

Park systems often rely on the same funding sources for their projects, programs, and capital improvements, as well as the ongoing financial support their agency requires. Funding sources change regarding how they provide funding and what organizations they support.

Understanding the type of sources and opportunities available can be valuable to the sustainability of a park and recreation system. It is important to expand the range of sources where funding is obtained and develop a strategy to locate new sources. Developing new funding strategies, understanding new potential funding sources, and successfully acquiring new funding can be lengthy and time-consuming. Yet, it can provide capital and operational dollars when normal funding channels change.

SUCCESSFUL PARKS AND RECREATION FUNDING OPTIONS

The following three categories are examples of sources considered to be viable methods used in the parks and recreation industry:

- **Dedicated Funding.** These funds (often in the form of various tax options) are appropriated or set aside for a limited purpose.
- **Earned Income.** Revenue generated by membership fees, facility rentals, program fees, and other sources where the agency is paid for services or what they provide.
- **Financial Support.** These monies are acquired by applying for grants, through foundation fundraising, corporations, organizations, and state and federal sources.

DEDICATED FUNDING SOURCES

- **Taxable Bonds through Voter Approved Referenda** are used primarily to support the development of large community-based projects like community centers, field houses, signature parks or trail systems.
- **Transient Occupancy Tax from Hotels** are used to help pay for recreation facilities that have a high level of tourism involved, such as sports tournaments for youth and adults held in the City by the Department, and are used to help build and pay for the development and management of those facilities.
- **Land Value Captive Taxes** such as a Tax Increment Finance Fund are used to help support community centers and field houses whereby businesses benefit from higher property values based on their location to these amenities, and the difference between the existing property values and the new property value is used to fund the development until the development is paid off.
- **Local Improvement Districts or Business Improvement Districts** are typically established in communities that are in a downtown business district. The BID district requires 60% of the owners to support the BID before it can be put into place and the money is used for improving the aesthetics such as streetscapes, flowers, sidewalk cleaning, signage, sidewalk furniture, and hosting concerts and special events that attract people to spend time and money in the downtown area.
- **Developer Impact Fees** are used to support neighborhood park development in the property near or in their development as a way of enticing new homeowners to move into the development. The developer pays the impact fee at the time of the permit, like impact fees for roads, sewers, and general utilities, based on the value of the homes that are being built.
- **Real Estate Transfer Fees** are established at usually 1% of the sale price of a home and are paid by the buyer to support ongoing park infrastructure in the area where the house is located.



EARNED INCOME

- **Land Leases** allow park systems to lease prime property to developers for restaurants along trails or in parks or retail operations that benefit users in the park to support the ongoing operation of the park over a period of time.
- **Health Care/Hospital Partnerships** are becoming a major partner for park and recreation agencies to help support the development of community centers that have health related amenities in them like fitness centers, therapy pools and walking tracks. Some healthcare providers put rehab centers inside of the community center and pay the development cost associated with the ongoing building costs.
- **Fees for Services** are typically used to support the operational cost and capital cost for parks and recreation programs and amenities.
- **Room Override Rates** from hotels can be used for major tournaments. These revenues go back to the city to help pay for the management and cost of hosting the tournament.
- **Establishment/Growth of a Park Foundation** is an appropriate revenue source for the Department to consider, especially in a college town. The Park Foundation typically raises money for park-related improvements, and programs for disadvantaged users, and they support the development of new facilities that are needed in the city.
- **Local Not-for-Profit Foundations Gifts** usually help pay for specific special events or help to provide a running event in the city or a sports tournament.
- **Capital Fee on top of an Access Fee** to pay for a revenue producing facility need. This type of fee is usually associated with an amenity like a golf course where the users help to improve an irrigation system or improve cart paths because they benefit most from the capital fee. The fee is removed once the improvement is paid off.
- **Corporate Sponsorships** help to pay for the operations of signature facilities like sports complexes, indoor community centers, and ice rinks, and they pay for an impression point, usually in the \$0.35 to \$0.50 per impression point on an annual basis.
- **Naming Rights** are used to help to capitalize a community center or special use facility and typically are good for 10 to 20 years before being removed.
- **Public/ Not-for-Profit/ Private Partnerships** are used to help offset operational costs or capital costs for community-based facilities like trails, nature centers, sports complexes, community centers, ice rinks, signature parks, and special event sites that bring in and support a high-level of users.
- **Licensing Fees** for a signature park or event that others want to use to make money from can be applied to elements of a park from a user or business as it applies to products sold on-site, music, advertising, and ongoing events to be held on-site.
- **Outsource Operations** to the private sector to save money where the cost is less costly to provide the same level of service. This can be in any form of service the system offers now, from contracting with instructors, managing forestry operations, managing landscapes in the City and care of park-related equipment are a few examples.
- **Volunteerism** is an indirect funding source used by many departments to support the operations of parks and recreation services. The time the volunteer gives can be used for in-kind support matches on state and federal grants in lieu of money. Best practice agencies try to get 15% of the workforce hours from volunteers.
- **Maintenance Endowments** are established as new facilities are developed, like all-weather turf, to support replacement costs when the asset life is used up and needs replaced.
- **User Fees** are currently used by the Department to offset their operational cost based on the private good that the service is providing to the user.
- **Entrance Fees** (pools, community centers, parks)
 - Daily fees
 - Non-Resident fees
 - Group fees
 - Prime time and non-prime time fees
 - Group and volume fees
 - Permit fees
 - Reservation fees
 - Catering fees
 - Food truck fees
 - Ticket sales
 - Photography fees
 - Price is determined by loyalty, length of stay, and level of exclusivity.

FINANCIAL SUPPORT

- **Land and Water Conservation Fund** is the primary funding source for federal grants and requires a match from the local jurisdiction of 50%.
- **Transportation Alternatives Program (TAP)** provides greenways and trails grants for park systems.
- **Recreation Trails Funding Program** for the development of urban linkages, trail-head, and trailside facilities.
- **Private Donations** can be sought to help develop community-based facilities like community centers, sports complexes, outdoor theatres, and nature education facilities.



RECOMMENDED FUNDING OPTIONS

Based on discussions with City leadership in the master planning process, there are specific alternative funding recommendations that are preferred for consideration over the next 10 years. These include, but are not limited to:

- Continuation of the current **Norman Forward Sales Tax** is highly recommended and preferred, as this funding has largely made all of the major park developments in Norman possible over the last 10 years.
- **Tax Incremental Financing (TIF)** can be used with an established “TIF District” in which incremental increases in property taxes over a 20-25 year period are utilized to pay or reimburse initial development costs. Establishing a TIF district in areas that are anticipated to experience significant economic development and growth over the next 20 years can fund initial park/trail/greenway development that initially serves as a catalyst for that development. This could be particularly effective around Legacy Park or any future downtown development.
- **Developer Impact Fees** are used to support neighborhood park development in the property near or in their development as a way of enticing new homeowners to move into the development. The developer pays the impact fee at the time of the permit, like impact fees for roads, sewers, and general utilities, based on the value of the homes that are being built.
- **Developer Land Dedication Ordinances** can be a productive manner in which new land can be acquired for park, trail and green space development. As new development is planned and occurs, private developers are required to dedicate a certain amount of land for these purposes to be managed by the city. This methodology requires specific criteria to ensure the quality of land dedication.
- **Growth of the Parks Foundation** is an appropriate revenue source for the Department to consider in partnership with the local Parks or Community Foundation. The park-focused foundation and designated fund can raise money for park-related improvements and programs for disadvantaged users and support the development of new facilities that are needed in the city. It is recommended that the capacity and intentionality of the current Norman Park Foundation be increased to improve its ability to be a stronger private-sector fundraising partner to the Department.
- **Greenway Utilities** allows options to develop the infrastructure within the trail easement. Terms for notification, minimal impact to users, and replacing/repairing damage caused by utility companies is important. Greenway utilities are

used to finance the acquisition of greenways and the development of the greenways by selling the development rights underground for the fiber optic types of businesses.

- **Naming Rights** has already been a very successful strategy Norman has used to help support capital and/or operational costs of major facilities in the community. Many cities and counties have been successful in selling the naming rights for new buildings or renovating of existing buildings and parks for the development cost associated with the improvement.
- **Lease of Development Rights** below ground, specifically along trails, have been very successful in many communities to assist with the development costs associated with trail system expansion. This involves leasing the land under or along trails for fiber optics or utilities alongside trails to support capital and maintenance costs.
- **Partnership with a Nonprofit Conservancy** for the management of land, in particular undeveloped parks, is commonly a strong methodology for a municipality to significantly reduce its annual maintenance responsibilities. These are organized fundraising and operational groups that raise money for individual signature parks and or attractions such as zoos and regional parks. There are over two thousand conservancies in the United States now. This could be a helpful strategy for Andrews or Ruby Grant Parks, Sutton Urban Wilderness Park and Saxon Park as well.
- **Capital Fees** are added to the cost of revenue-producing facilities such as golf courses, pools, recreation centers, hospitality centers and sports complexes and are lifted off after the improvement is paid off. Currently, this is done in a limited fashion solely with the golf course (carts only), but could be considered for most or all of the facilities that have rental, admission, or membership fees associated with them.
- **Interlocal Agreement** with the local school district, in particular, can dramatically improve both the public accessibility to specific school sites and assets for public recreation, but also improve inequity in a community through increased facility access. These are typically contractual relationships entered into between two or more local units of government and/or between a local unit of government and a nonprofit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Of the funding options listed above, those that are underlined are currently being utilized by the Department.



COMMUNITY PARK SIGNAGE

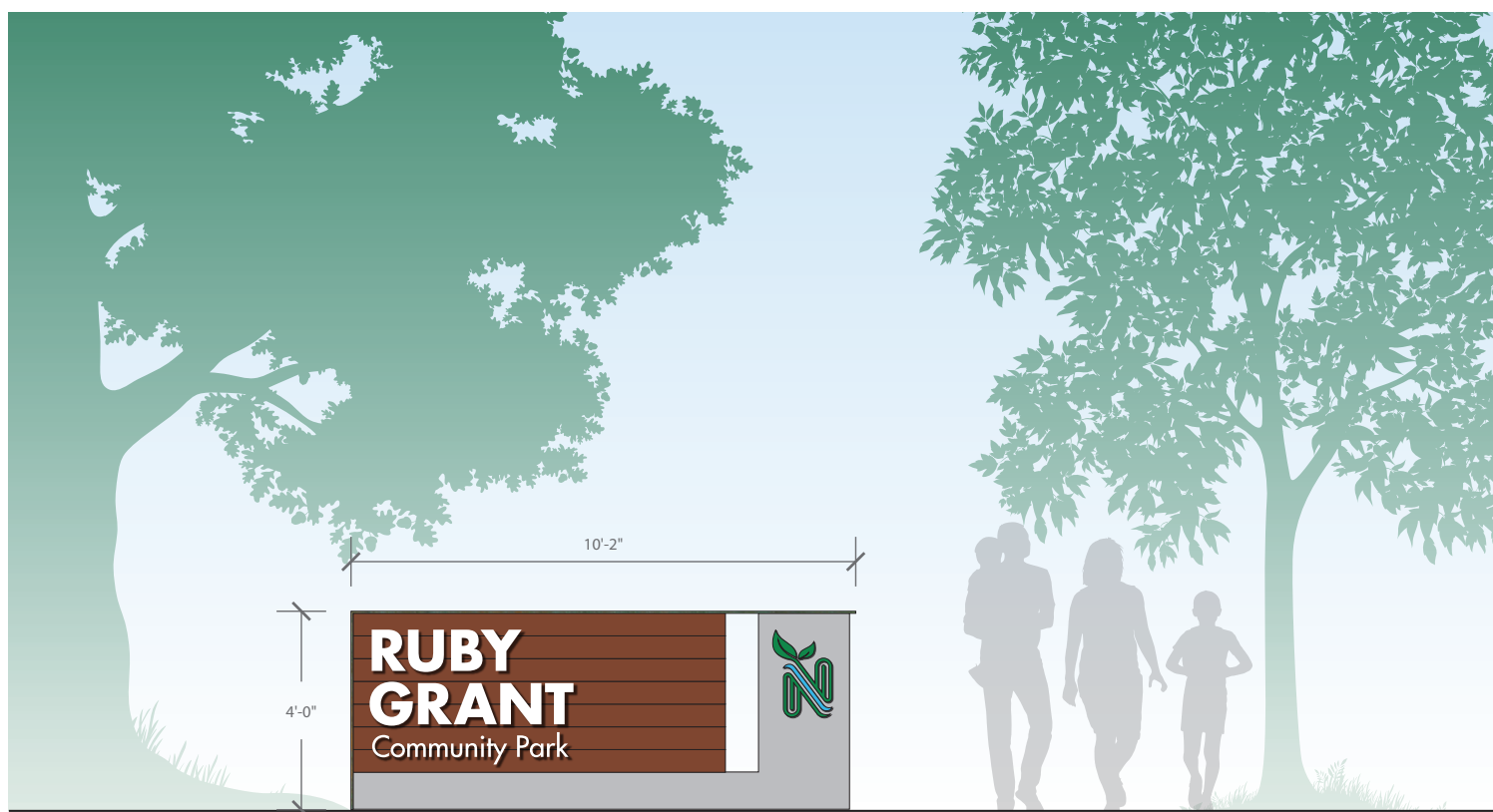


SIGN FAMILY CONCEPT

This chapter describes a high-level unified concept for Community Park monument and wayfinding signage. While visually distinct from Norman's neighborhood park signage, shared colors and materials help it "play nice" with the existing system. The comparatively small number and broader impact of Norman's community parks justifies a more robust, permanent style of signage. This design concept strongly declares the landmark status of these unique spaces and amenities.

MONUMENT SIGNS

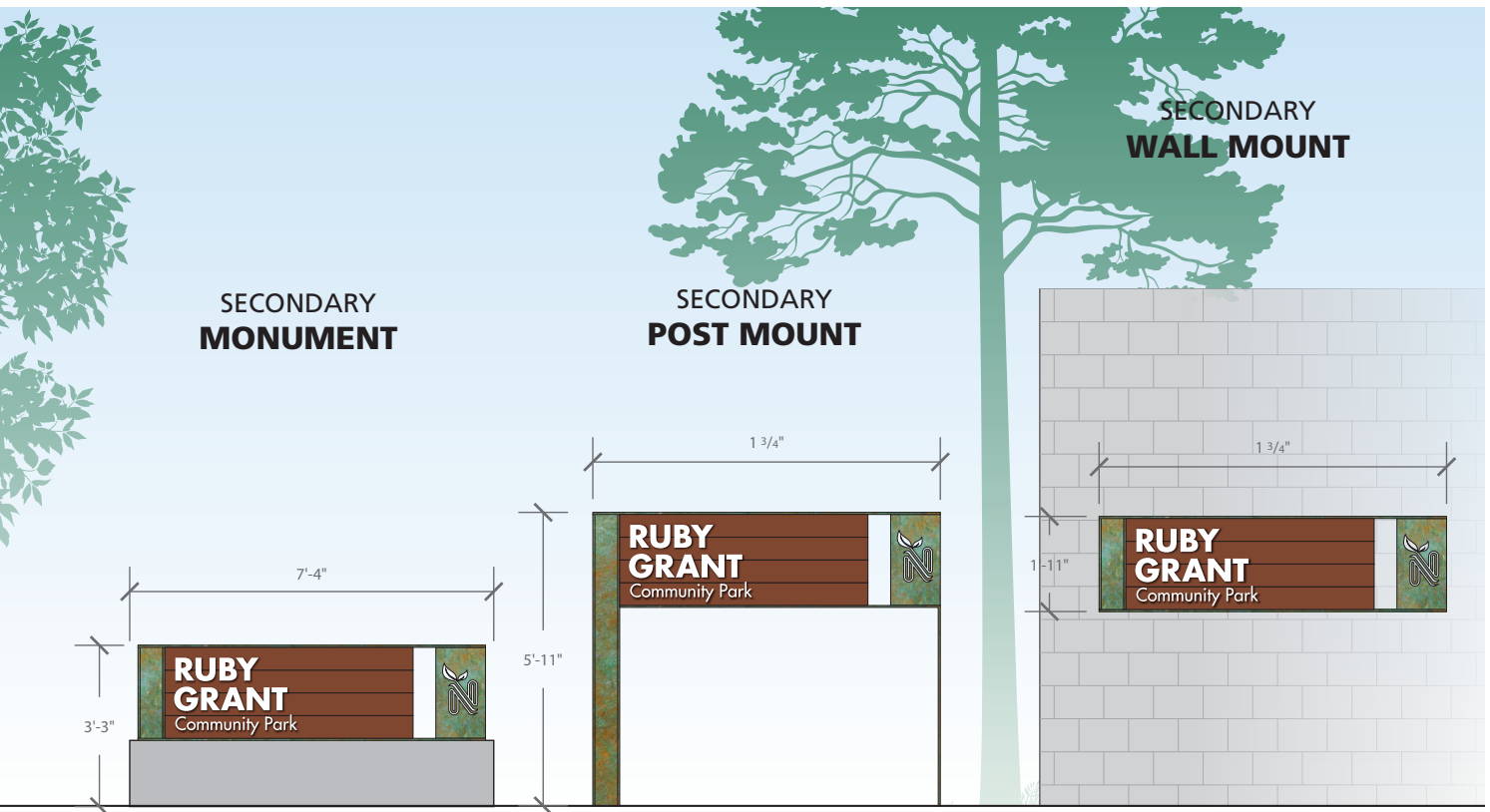
A variety of monument sign iterations are shown, each suited for a different circumstance and audience. The primary monument should be placed at major entrances or adjacent to significant roadways. The secondary monument is more appropriate for ancillary entrances, smaller parks, or sub-areas within a larger park. The secondary monument design is adaptable to multiple mounting scenarios—a concrete plinth, raised on posts, or mounted on a building or perimeter wall.



All monument signs are sized to afford letter space for various naming conventions, and all display the Norman Parks and Recreation logo prominently. The primary monument logo is a raised dimensional element, whereas the secondary monument logo is a stencil cut out of plate steel.

PROPOSED MATERIALS

- Concrete
- Painted aluminum or HDPE lettering/logo
- "Mahogany-look" composite planking
- Patinaed bronze look or weathering steel

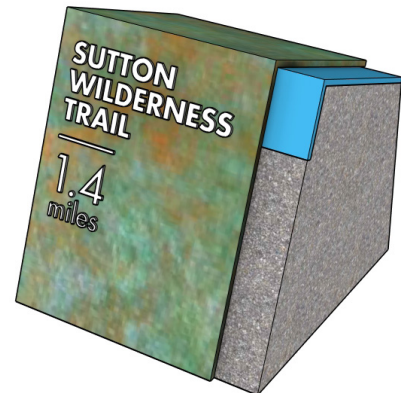
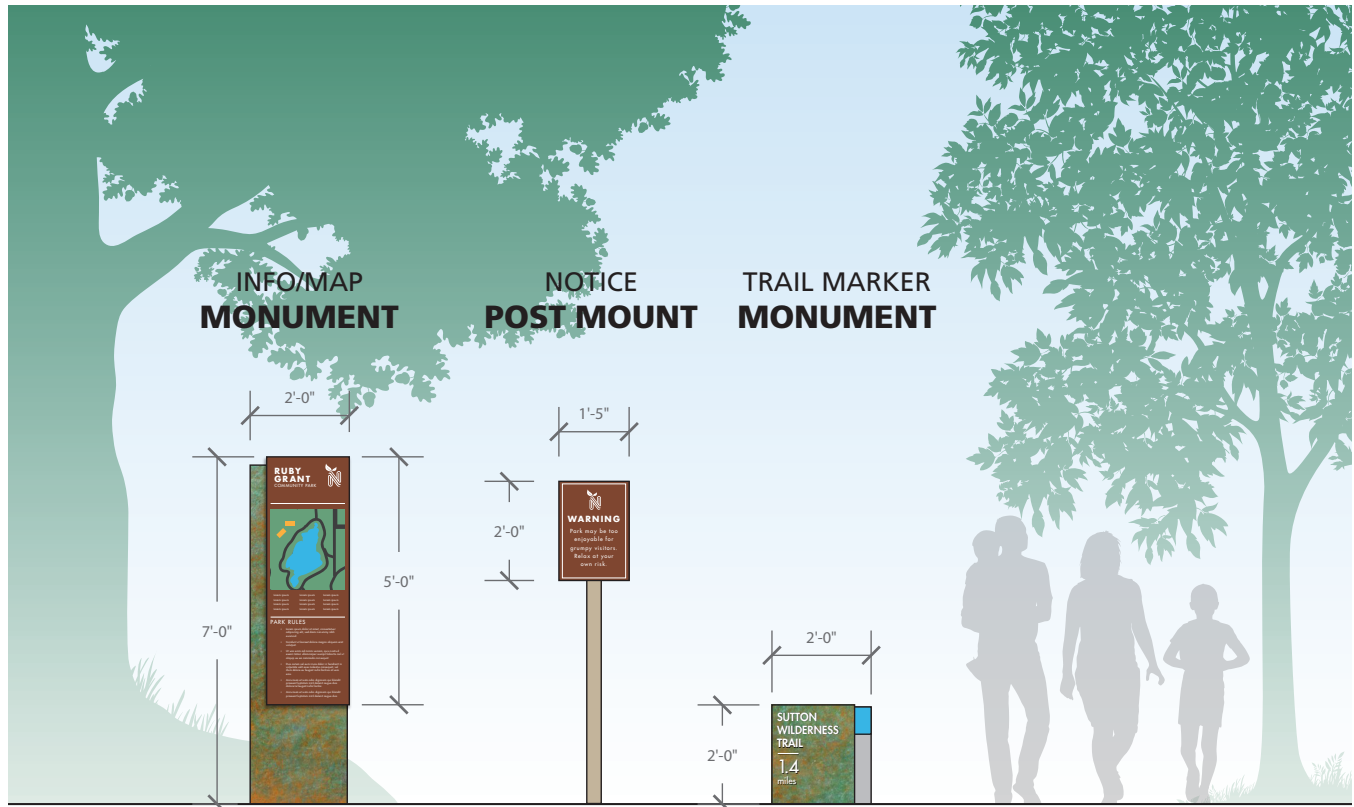


WAYFINDING SIGNS

Within each park, there may be the need for supplemental signage to convey directions and warnings or otherwise enhance the parkgoer's experience. The info/map monument is eye-catching and large enough to accommodate useful content such as trail maps, direction arrows, memorials, and educational information.

The post mount sign is a low-cost, simple format for displaying park rules, warnings, or fun facts about the park. The trail marker monument should be placed at trailheads and path junctions. The marker displays

the trail name and length and features an identifying colored tab if part of a larger trail system, like the Lake Thunderbird "Green Loop", for example. The trail marker is designed low to the ground to remain unobtrusive and avoid obstructing sightlines.





RECOMMENDATIONS & IMPLEMENTATION STRATEGY



1. PRIORITIZE OUTSTANDING GOALS FROM THE PREVIOUS (2009) MASTER PLAN

- More Splash and Spray grounds, the 2009 Master Plan mentions placement at Ruby Grant and Little Axe Parks.
- Build a new Recreation Center at Ruby Grant Park as a possible site.
- Rebuild or renovate and expand the 12th Avenue Recreation Center.
- Give City-run Recreation Centers (Whittier and Irving) to Norman Public Schools.
- Rebuild or renovate and expand the Little Axe Community Center.
- Develop a Community Park in the SW portion of Norman.
- Continue planned upgrades to Griffin, Reaves, and Westwood Parks.

2. UPDATE AND IMPROVE NORMAN PARKS SYSTEM

The Norman Parks and Recreation Department is unique in many ways, and the system is vast. Throughout the master planning effort, residents praised their parks and encouraged ongoing maintenance and upkeep of current assets. As the community grows and evolves, so too must the park system. Objectives in this category focus on moving forward projects that have already been planned or are already in motion, planning for future growth with an updated new look, and finding and creating efficiencies for very busy Department staff.

- Construct completed master plan projects.
 - Andrews Park (New Master Plan Adopted in 2024)
 - Westwood Park (New Master Plan to be completed in 2025)
 - Reaves Park (Master Plan is approximately 40% finished through Norman Forward)
 - Griffin Park (Master Plan is approximately 60% finished through Norman Forward)
 - Ruby Grant Park (Masterplan is approximately 60% finished through Norman Forward)
 - Complete Nature Park
 - Youth Football/Softball Sports Complex
- Purchase both Griffin Park and Sutton Wilderness from the State of Oklahoma.
- Work towards having large, expansive playgrounds that are highly accessible in Norman's Community Parks and have poured surfaces.
- Work toward a goal of replacing Park playground systems every 15 years and not allowing the life of that playground to exceed 20 years.
- Create and organize community-wide support for a tax or bond program for the Norman Park system, possibly a Norman Forward 2.

3. SUPPORT AND ELEVATE THE ORGANIZATIONS WHO CONTRIBUTE TO ARTS AND CULTURE IN NORMAN

Arts and culture are celebrated widely throughout the community and generate millions of dollars in economic activity for the region. Cultural facilities are owned and maintained by the City but organized and managed by the nonprofit organizations housed within them. Those organizations have developed 'Wish lists' for infrastructure improvements to carry forward their missions, which vary from 'needs' to 'dreams.' The Norman Arts Council supports many arts and culture organizations around town. It has developed a vision for a multi-cultural, multidisciplinary community art center to house multiple organizations to share services under one roof.

- Create an Arts and Culture Hub and a Performing Arts Center to house the Norman Arts Council and other arts and culture organizations and artists.
- Address the 'needs' on the Wish Lists compiled for:
 - The Depot
 - The Firehouse Art Center
 - The Moore-Lindsay House
 - The Sooner Theatre
- Support the Master Planning effort underway for the Griffin Memorial Site, including saving the Griffin Chapel as possible home to a renovated Performing Arts Center.



4. UPDATE AND MODERNIZE POLICIES

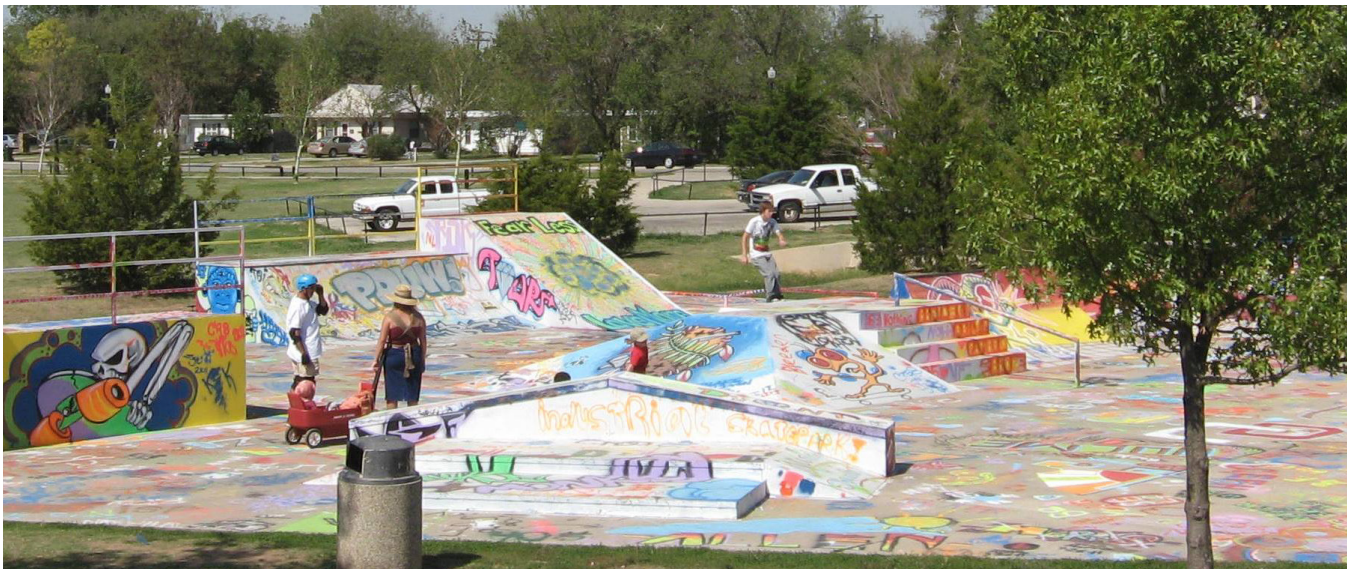
Policies need to be evaluated and updated regularly to support the work of the Department. Many of the current policies have not been updated in decades and need to be evaluated and modernized to meet the community's needs today and in the future.

- Review and increase the Park Development Fee Ordinance, last updated in 1994.
- Change the cost structure for the Park Development Fee from a flat fee to a cost-per-square-foot model.
- Create and define four quadrants of park service areas to coordinate with the Park Development Fees.
- Review and revise the Park Land Dedication Ordinance, last updated in 1976. Explore placing a housing number limit for fees in Fee-in-Lieu of Land in the Park Land Dedication Ordinance Language.
- Explore implementing Commercial Development Impact Fee to support beautification and trail maintenance.
- Update Municipal Parkland Zoning and properly Zone Parks.
- Analyze and reclassify (as needed) parks in the Norman Park System.
 - *Reclassify Lions Park to a Community Park*
 - *Reclassify Little Axe Park to a Community Park*
 - *Add Edwards Park back into the Park System as a Special Use Park*
- Repurpose Rock Creek, Russell Bates, and Brookhaven Village Parks for different park or municipal uses.

5. CREATE OPPORTUNITIES FOR CONNECTION AND GROWTH

Growth and evolution can only be supported through improved physical and social connections. Public support for a comprehensive trail system in Norman was shared and reiterated frequently during the planning process. Department staff want to elevate their facilities and programs as they continue elevating the community's park and trail system.

- Create a Comprehensive Trail System Master Plan for Norman
 - *Connect parks, neighborhoods, and schools.*
 - *Connect to existing and neighborhood trail systems (OKC).*
- Expand staff and department development opportunities.
- Enhance marketing and brand awareness for the Department.
- Pursue CAPRA (Commission for Accreditation of Park and Recreation Agencies) Accreditation.



6. PROTECT NATURAL RESOURCES

Park systems not only provide recreation and respite but protection of natural resources and local ecosystems. By prioritizing water quality and improved biodiversity, the department will contribute to enhanced resilience and improved quality of life for future generations.

- Prioritize effective stormwater management.
- Protect Lake Thunderbird's water quality and quantity.
- Identify sensitive watershed areas for future linear parks.
 - *Rock Creek*
 - *Dave Blue Creek*
- Improve biodiversity.
- Complete and implement the Urban Forest Master Plan (underway).
- Grow Forestry Division.

7. PRIORITIZE ONGOING MAINTENANCE

The work is never done, but a good plan can keep parks and recreation areas in good shape for a long time. This will take regular review, keeping up with small maintenance items, and budgeting according to equipment lifecycles.

- Develop a set of maintenance standards for contractors for:
 - *Planting*
 - *Irrigation*
 - *Park Furniture*
- Update and refresh park signage with new sign family, logo, and brand standards.
- Review and inspect all parks annually and refer to the maintenance and operation standards.





APPENDICES





APPENDIX A

ANDREWS PARK MASTER PLAN

ANDREWS PARK MASTER PLAN

1. NORMAN'S CERTIFIED ARBORETUM
2. WPA-INSPIRED GATEWAY
3. HISTORICAL WPA BATHHOUSE PLAZA
4. RAIN GARDENS
5. AMPHITHEATER BOTANICAL GARDEN
6. BOARDWALK
7. NEIGHBORHOOD COURT
8. 10' WIDE PROMENADE
9. ON STREET PARKING
10. GREAT LAWN
11. LAWN PAVILLION
12. LAWN SHADE ARBORS
13. PEDESTRIAN CROSSING
14. STAGE
15. STORAGE
16. PUBLIC RESTROOMS
17. PICNIC PROMENADE
18. GRAND ENTRY PLAZA
19. SPRAY JET PLAY COURT
20. POND
21. SISTER CITIES PLAZA
22. BLAKE BALDWIN SKATEPARK
23. SKATEPARK COVERED BLEACHERS
24. BASKETBALL COURTS
25. RENOVATED PLAYGROUND + TOT LOT
26. FOOD TRUCK COURT
27. WPA DRAINAGE CANAL AND BRIDGES
28. FISHING PIER + PADDLE BOAT DOCK
29. EXISTING WPA GATEWAY

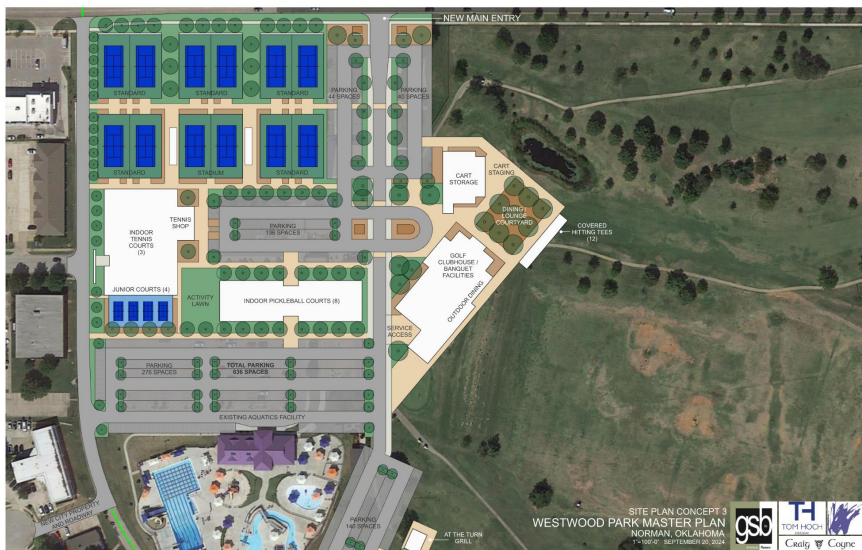


Proposed Master Plan with Uses



APPENDIX B

WESTWOOD PARK DRAFT MASTER PLAN





APPENDIX C

REAVES PARK MASTER PLAN



REAVES CENTER - VIEW LOOKING NORTHEAST



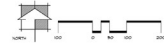
APPENDIX D

GRIFFIN PARK MASTER PLAN



Griffin Sports Complex Amenities

- ① Indoor Training Facility
- ② Future Building Expansion
- ③ Concession/ Restroom
- ④ Restroom Building
- ⑤ Soccer Plaza Area
- ⑥ Playground Area
- ⑦ Entry Sign
- ⑧ Shade Structure (Typ)
- ⑨ Premier Field Plaza
- ⑩ Entry Plaza
- ⑪ Drop-off Area
- ⑫ Existing Soccer Office
- ⑬ Existing Maintenance Building
- ⑭ Existing Pump House
- ⑮ Silos
- ⑯ Existing Walls
- ⑰ Proposed Walls
- ⑱ Park Area
- ⑲ Playground & Splash Pad
- ⑳ Trail
- ㉑ Sulton Widemess Trail
- ㉒ Pedestrian Bridge
- ㉓ Existing Dog Park
- ㉔ Existing Pavilion
- ㉕ Existing Restroom
- ㉖ Fishing Dock

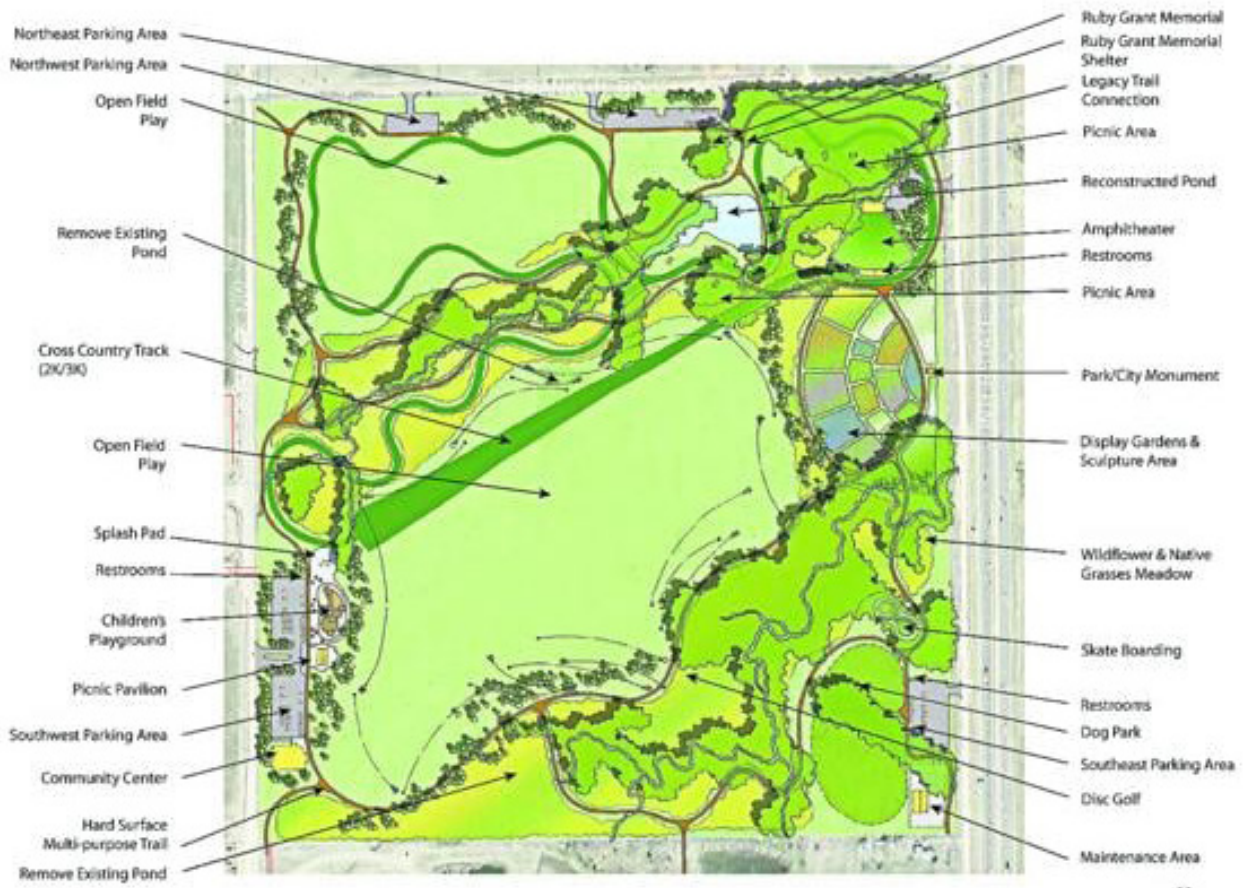


NORMAN



APPENDIX E

RUBY GRANT PARK MASTER PLAN



Ruby Grant Park Master Plan





APPENDIX F

JOHN H. SAXON MASTER PLAN

36th Avenue South East

State HWY 9

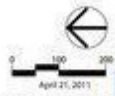


Phase 1

- 1 New Turf Surface for Cross Country Course
- 2 Entry Drive and Sign
- 3 Park Sign
- 4 Tree Planting Along Entry Drive
- 5 Entry Drive Bus Loop
- 6 West Parking Area (50 Spaces)
- 7 Vinyl Post and Rail Fence Along Property Line
- 8 East Picnic Shelter with Landscaping
- 9 East Playground
- 10 Restrooms
- 11 Trail Head Kiosk
- 12 Event Shelter (20' x 20')
- 13 Concrete Trail to Event Shelter (10' Width)
- 14 Water and Electrical Service
- 15 Tree and Underbrush Thinning
- 16 Existing Roadway Easement (100' Width)
- 17 Existing Barbed Wire Fence to Remain

Phase 2

- 1 East Parking Area (50 Spaces)
- 2 Concrete Trail to Kiosk (10' Width)
- 3 West Picnic Shelter with Landscaping
- 4 West Playground
- 5 Concrete Fitness Trail (10' Width)
- 6 Fitness Stations
- 7 Tree and Underbrush Thinning
- 8 New Dams for Proposed Lakes
- 9 Clearing, Grubbing, and Sodding Trail Expansion



April 21, 2011

Concept Plan John H. Saxon Jr. Memorial Park





APPENDIX G

TRAILS AND GREENWAY MASTER PLAN

Greenbelt Commission: Purpose, Vision and Proposals

Oversight Committee

City of Norman, Oklahoma

April 14, 2022

Mark A. Nanny - Co-Chair and Ward 1

George Dotson – Chair and Ward 5



Greenbelt Commissioners

<https://www.normanok.gov/your-government/boards-commissions>

Mark Nanny – Co-Chair & Ward 1

Zach Dufran – Ward 2

Robert Huskey – Ward 3

Kristina Wycoff – Ward 4

George Dotson – Chair & Ward 5

Andrew Hewlett – Ward 6

Maureen Chittenden – Ward 7

Rachel Wyatt-Swanson – Ward 8

Marguerite Larson – Member at Large



What is a Greenbelt?

In Norman, the term Greenbelt refers to three ways to protect natural areas and open space with a system of land parcels that work together to help maintain the beauty and livability of our city.

They are:

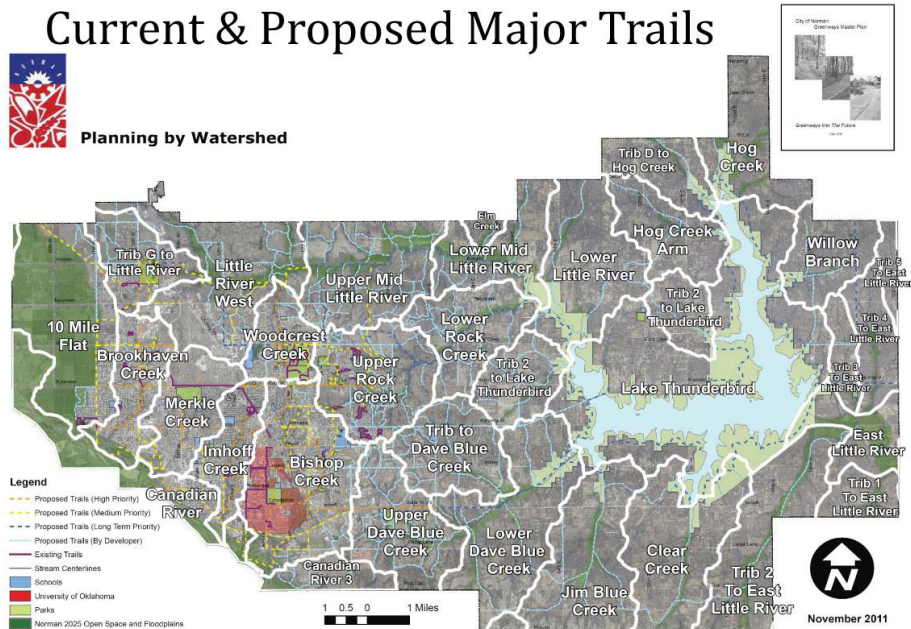
- 1) Norman's existing public parks, golf courses, and nature preserves. These are already open to the public for recreation.
- 2) A system of trails (both on and off-road) between parks and other open spaces, that will allow people to walk, run, bike, skate or ride horses. These would typically be publicly owned and open to the public.
- 3) Large areas of privately owned lands which may not allow public access but will help beautify the city. Examples of such areas are farmland dedicated to permanent agricultural use and portions of private residential developments set aside for open space.



Current & Proposed Major Trails



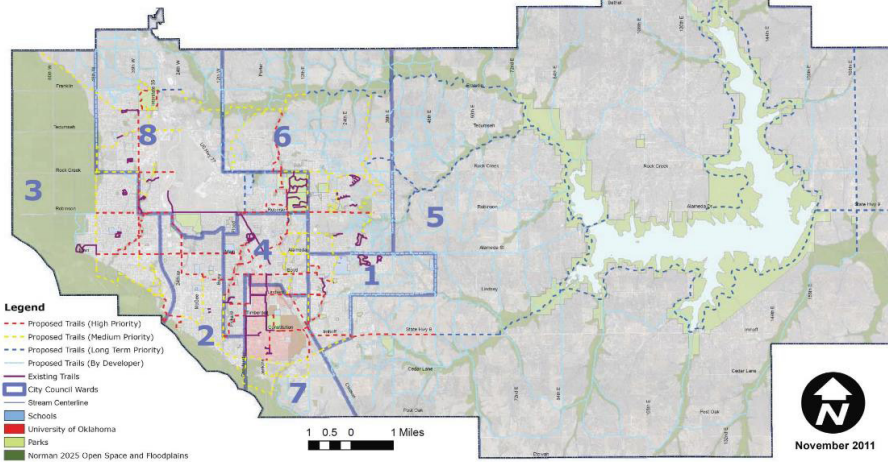
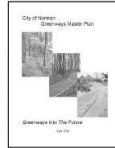
Planning by Watershed



Current & Proposed Major Trails



CITYWIDE RECOMMENDATIONS



Purpose of the Greenbelt Commission

The Norman City Council established a permanent Greenbelt Commission in 2000 that will:

- Identify possible parcels of land and develop a policy to determine Greenbelt suitability for individual parcels
- Work for partnerships and other means of implementation, including securing funds
- Make recommendations to the City Council regarding policies and other related matters
- Advocate for the Greenbelt System in the city's planning process
- Solicit public opinion in planning for the Greenbelt and facilitate citizen participation in the planning process so that the public's interest in the Greenbelt System is expressed
- Develop policies regarding security and safety in the Greenbelt System



Greenbelt Commission Responsibilities

- Identification of primary Greenbelt areas.
- Review of the Greenbelt Enhancement Statement for all planning and survey applications, which articulates how the goals and objectives of Norman's Greenbelt System plan are met by the proposed development.
- Comment on each Greenbelt Enhancement Statement, which is forwarded to the Planning Commission and the City Council.
- Encourage citizen input and public discussion of Greenbelt and Greenway opportunities in proposed developments.



GREENBELT ENHANCEMENT STATEMENT
City of Norman, Oklahoma

Greenbelt Case No. _____ Pre-Development Case No. _____

Applicant Name: _____ Date: _____
 Contact Person: _____ Telephone/Fax/Email: _____
 Name of Development: _____ Area (Acres): _____
 General Location: _____

Please attach to map, site plan and/or survey map illustrating the proposed development.

Type of Proposal (Please check all that apply):
 a. This is a Land Use Plan Amendment, Preliminary Plat, Final Certificate of Survey, or Processed Land Use: Residential, Commercial, Industrial, Other _____

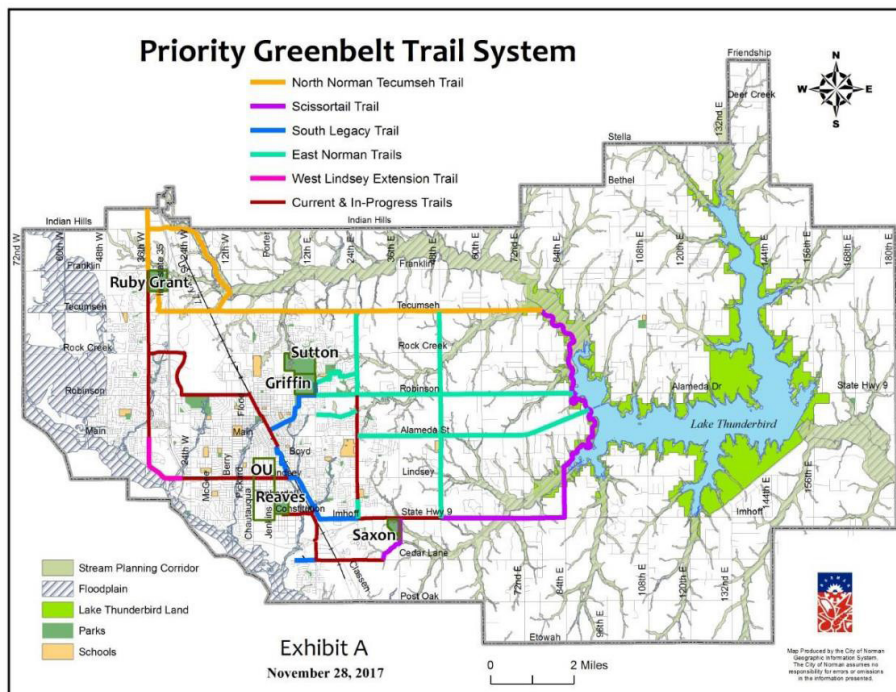
1. Briefly explain the kind of development, types of buildings, or character of your proposal and how it achieves the principles, purposes and goals of section 9.20C.

2. Does your proposed development or project incorporate open spaces?
 Yes _____ No _____
 Project Check: What types of open spaces are proposed within your development?
 Parks: Yes _____ No _____ Public _____ Private _____
 Open Space: Yes _____ No _____ Public _____ Private _____
 Recreational Trail: Yes _____ No _____ Public _____ Private _____
 Parking Lot Landscaping: Yes _____ No _____ Public _____ Private _____
 Riparian Corridor: Yes _____ No _____ Private _____
 Other: _____

If the above noted areas are accessible via some other arrangement please explain.

3. Does the open space for this development include some kind of trail or path that meets the conditions contained in section 9.20C of the attached guidelines? Indicate all that are applicable:
 Public Sidewalk (4.5' wide) Yes _____ No _____
 National Trail (minimum width 8' or wider) Yes _____ No _____
 Parkway Trail (paved surface 4.5' wide) Yes _____ No _____
 Neighborhood Trail (paved or paved, 10' or wider) Yes _____ No _____
 Community Wide Trail (paved, 10' or wider) Yes _____ No _____
 Specialized Trail (paved, wider, 4.5') Yes _____ No _____
 Other: _____

Page 1



Goals for Clarifying ARTICLE XXI

- 1) More definitive wording with respect to GBC's current responsibilities, as well as defining exactly what constraints (if any) are imposed by the Master Plan and Priority Trails Plan on our ability to be flexible and adapt to current needs and issues. We want to ensure that the GBC can be responsive and dynamic to the continuing change and development in Norman.
- 2) Determine what new responsibilities the GBC should assume in its role advising City Council and the Mayor. For example, expanding our responsibility to make Norman a "Greener City" rather than focus solely on trails.
- 3) Allow the GBC to address items consistently appearing in public surveys regarding what folks want in Norman: Connectivity of neighborhoods and points of interest, public green spaces for recreation and pedestrian traffic, nature trails and bicycle/walking paths to Lake Thunderbird.



Next Steps for the GBC:

Immediate Term:

1. Encourage "Green" Development
2. City of Norman promoting Greenbelts

Long Term:

1. Alignment with the City of Norman Departments, Boards and Commissions
2. Integrate Greenbelt development with City-wide projects
3. Long-term development and management of Greenbelts



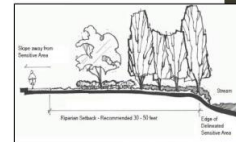
2) Integrate Greenbelt with City-Wide Projects

- *Integrating the Greenbelt system into city-wide and long-term projects*

- Center City Master Plan / Visioning Project
- Implementation of the Storm Water Master Plan
- Design of new, and restoration of current, roads to integrate Greenbelt trails



- Bridges to accommodate walking and bicycle paths
- Right of ways to accommodate walking paths and sidewalks



3) Long term development and management of Norman's Greenbelt System

- *Investing now to preserve future opportunities for the development of Norman's Greenbelt System*

- Methods for preserving and/or purchasing critical land or right of ways for future urban and rural Greenbelt trails and corridors
- Funding for developing recreational trail system in eastern Norman to Lake Thunderbird





APPENDIX H

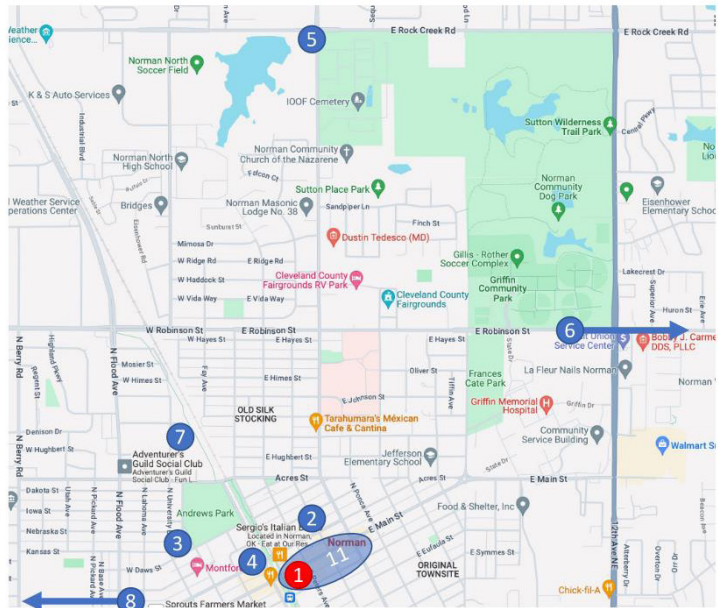
ART HUB RECOMMENDATIONS

Norman's Multidisciplinary Arts Center

A wish list of components compiled by
Norman's Arts Leaders

Potential Location:

1. Current location of NAC
2. Church Property @ Crawford and Tonhawa
3. Adjacent to Andrews Park
4. Gray Street, next to Post office
5. Vacant lot @ Rock Creek and Porter
6. Lake Thunderbird
7. North of Norman Central Library
8. Ed Noble Parkway
9. Multiple Locations with one central facility
10. Mobile "Exhibits"
11. Downtown Norman



Office and Lobby Space:

1. Art on view
2. Chandelier
3. Seating / Lounge Seating
4. Box Office / Ticket Booth
5. Free WiFi
6. Digital Signage
7. Event Space for rentals
8. Meeting Rooms
9. Co-working space
10. Catering Kitchen
11. Cocktail tables for receptions



Artists Studios

1. Windows – Natural light
2. Ventilation
3. Maker's space
4. Printing press
5. Sculpture space
6. Wet and dry maker space
7. 3D printing
8. Laser cutting
9. Woodworking area
10. Workshop and education areas
11. Lockers for Students
12. Kids studio
13. Security



Gallery Space:

1. Tall windows
2. Solid lighting
3. Student gallery
4. Film festival capabilities
5. Kid interactive gallery
6. Vitrines
7. Movable walls
8. Storage
9. Online Access
10. Technology
11. Security



Performance Space:

1. 600 - 800 people
2. Proscenium stage
3. Apron
4. Main drape
5. Drops, flats, scrim
6. Teaser and border / legs
7. Hydraulic drop
8. Lights
9. In-house percussion instruments
10. Piano storage
11. Loading dock and bridge
12. Small black box theatre
13. "Ted Talk" – type stage for lectures
14. Innovative multimedia
15. Podcast studio production



Rehearsal Space:

1. 25' x 30' space
2. Marley floor
3. Separate from theater space
4. Floor to ceiling mirrors
5. Sound system
6. High ceiling
7. Ballet bar installed and/ or portable
8. Small studios for one-on-one, coaching / rehearsal
9. Piano
10. Music stands
11. Workout equipment: yoga mats, foam rollers, balls, weights
12. Bluetooth capability
13. Soundproof rehearsal space for local bands
14. Recording equipment



Dressing Rooms/ Green Rooms:

1. Plenty of counter space with mirrors and lights
2. Bathrooms
 - 3 stalls in each
 - Showers
 - 2 sinks in each
3. Changing rooms
4. Costume racks
5. Tables and chairs
6. Full length mirror
7. 2 couches
8. Fridge and microwave
9. Work sink (multi use)
10. A/V system with TV to view stage



Costume Room/ Scene Shop:

1. Tables and chairs
2. Small storage spaces
3. Closet: costumes, materials
4. Mannequins
5. 2 sewing machines (minimum)
6. Sergers
7. Dye vat
8. Irons and boards
9. Work benches
10. Saw horses
11. Garage door to outdoor area
12. Fully outfitted with tools and paint supplies



Backstage/ lighting/ sound:

1. Set space
2. Wing space backstage
3. Performing cue space
4. Design software/ computers
5. Stage manager station
6. Digital snake system (sound)
7. Loud speakers , line array system
8. Lighting: intelligent lights, color scrollers, follow spots, gel filters, lamps and lenses
9. 4 Trees and brooms in wings
10. Gobo with pattern, stencils
11. Riser storage
12. Piano
13. Lift/ cherry picker
14. A/V system
15. In-house A/V recording equipment
16. Loading dock
17. Garage door for props



Restrooms:

1. Separate restrooms for backstage or performers space
2. Accessible
3. Baby changing station in all
4. Adult changing station
5. Adequate to seating capacity



Maintenance/ Janitorial/ Storage :

1. Environmental and sustainable Infrastructure
2. Commercial mop sink faucet and floor drain



What else:

1. Parking
2. THIS IS NOT THE ARENA
3. Admin/ facility management by NAC
4. More Public Art
5. Festival ground/ infrastructure in the parks
6. Patio
7. Garden
8. Film production/ studio facilities
9. Classroom spaces
10. Calming water feature
11. Reconciliation park with statuary features
12. Safe room/ shelter (bathrooms?)





APPENDIX I

2022 STATISTICALLY VALID SURVEY RESULTS



2022 Norman Community Interest and Opinion Survey Executive Summary



SATISFACTION AND SERVICE-LEVEL INVESTMENT PRIORITIES

To help the City identify service-level investment priorities for the next five years, ETC Institute conducted an Importance-Satisfaction analysis. This analysis examined the importance residents placed on each major Parks and Recreation service and the level of importance or emphasis that should be placed on the service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City Parks and Recreation services over the next five years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in service areas with the highest Importance-Satisfaction ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report. Based on the results of this analysis, the services that are recommended as top priorities include:

- Security in City parks (IS = 0.2595)
- Availability of information about programs/facilities (0.2257)
- Maintenance of parks (IS = 0.1714)
- Quality of programs for adults (IS = 0.1400)
- Variety of programs offered by the City (IS = 0.1261)

The table below shows the Importance-Satisfaction ratings for all 14 service-level items that were rated.

2022 Importance-Satisfaction Rating Norman, Oklahoma Major Parks and Recreation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS > 20)						
Security in City parks	46%	2	43%	3	0.2595	1
Availability of information about programs/facilities	33%	3	32%	4	0.2257	2
High Priority (IS 10-20)						
Maintenance of parks in Norman	59%	1	71%	1	0.1714	3
Quality of programs for adults	22%	5	36%	6	0.1400	4
Variety of programs offered by the City	22%	4	44%	8	0.1261	5
Medium Priority (IS < 10)						
Quality of programs for families with children	15%	7	51%	5	0.0753	6
Number of parks in Norman	20%	6	70%	2	0.0595	7
User friendliness of the City's Parks and Recreation Website	11%	9	45%	7	0.0588	8
Fees charged for City recreation programs	8%	11	35%	11	0.0504	9
Quality of customer service received from City employees	16%	10	57%	14	0.0450	10
Program schedule timeliness	6%	12	35%	12	0.0391	11
How close parks are located to your home	12%	8	76%	13	0.0278	12
Ease of registering for classes offered by the City	3%	14	33%	9	0.0187	13
Ease of reserving a facility	3%	13	37%	10	0.0184	14

2022 Norman Community Interest and Opinion Survey Executive Summary

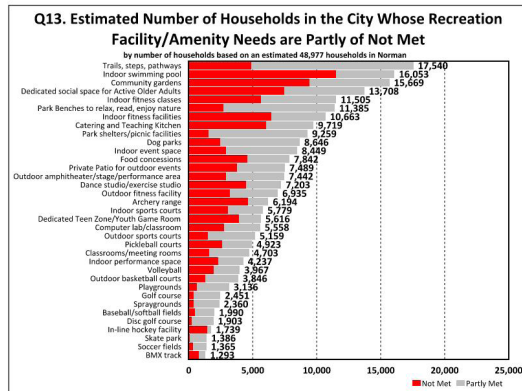


FACILITY AND AMENITY NEEDS AND PRIORITIES

Respondents were asked to identify if their household had a need for 35 parks and recreation facilities and amenities and rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest "unmet" need for various amenities. The four facilities and amenities with the highest percentage of households that have an unmet need were:

1. Trails, steps, and pathways – 17,540 households (35.8%),
2. Indoor swimming pool – 16,053 households (32.8%),
3. Community gardens – 15,669 households (32.0%), and
4. Dedicated social space for active older adults – 13,708 households (28.0%).

The estimated number of households that have unmet needs for each of the 35 parks and recreation facilities and amenities that were assessed is shown below.



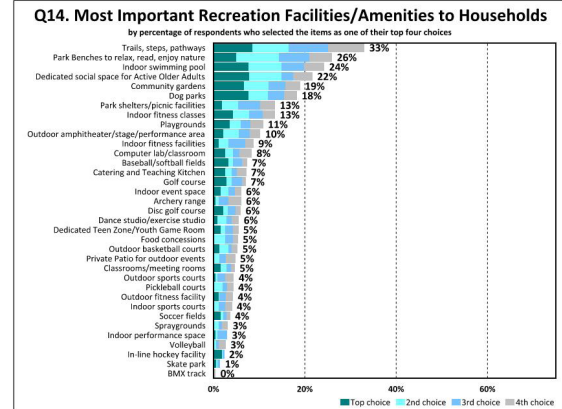
2022 Norman Community Interest and Opinion Survey Executive Summary



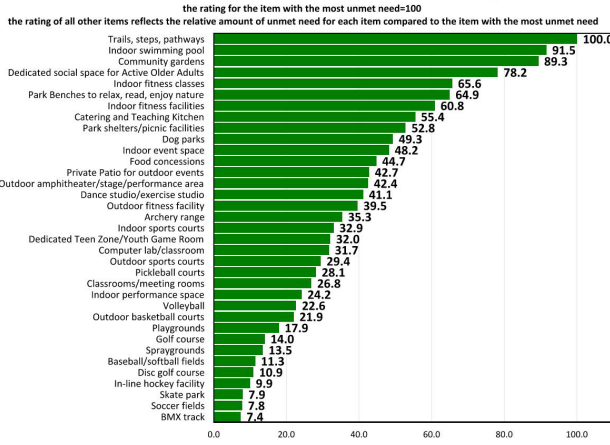
In addition to assessing the needs for each facility and amenity, ETC Institute also assessed the importance respondents placed on each item. Based on the sum of respondents' top four choices, the four most important facilities and amenities to respondents were:

1. Trails, steps, and pathways (33.0%),
2. Park benches to relax, read, and enjoy nature (25.9%),
3. Indoor swimming pool (24.2%), and
4. Dedicated social space for active older adults (21.6%).

The percentage of respondents who selected each facility and amenity as one of their top four choices is shown in the chart below.



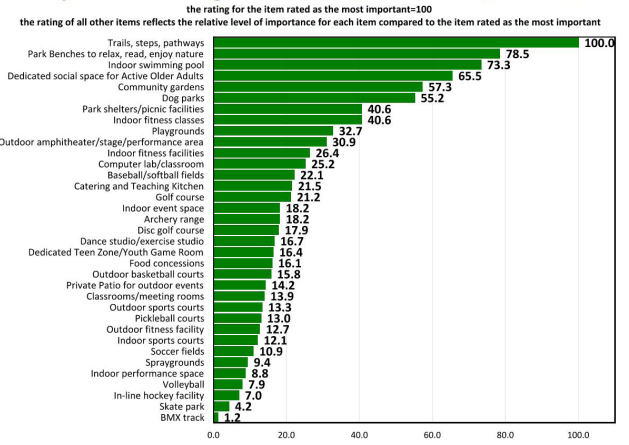
Unmet Needs Rating for Recreation Amenities/Facilities



ETC Institute (2022)

Page 38

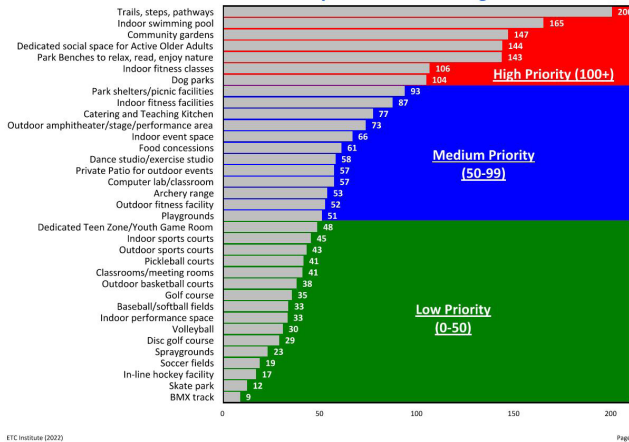
Importance Rating for Recreation Amenities/Facilities



ETC Institute (2022)

Page 39

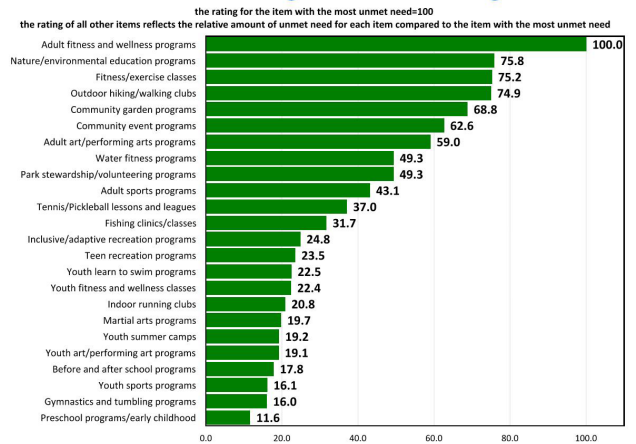
Top Priorities for Investment for Recreation Amenities/Facilities Based on the Priority Investment Rating



ETC Institute (2022)

Page 40

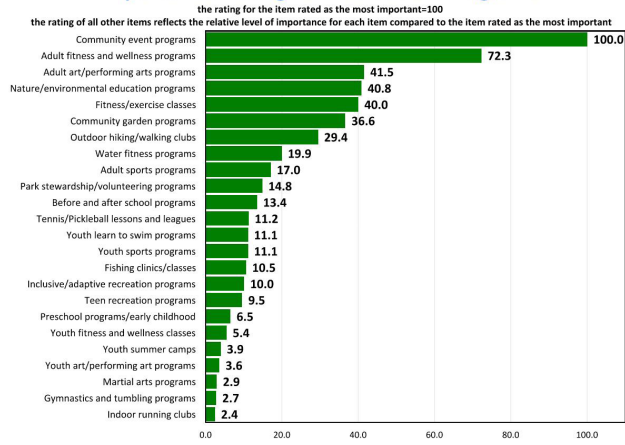
Unmet Needs Rating for Recreation Programs



ETC Institute (2022)

Page 41

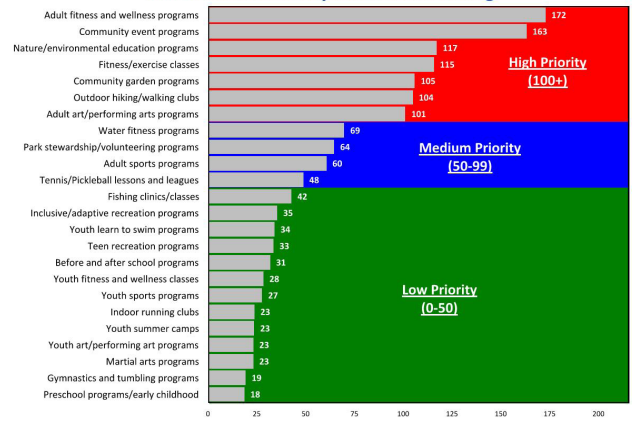
Importance Rating for Recreation Programs



ETC Institute (2022)

Page 42

Top Priorities for Investment for Recreation Programs Based on the Priority Investment Rating



ETC Institute (2022)

Page 43



APPENDIX J

CULTURAL FACILITY WISH LIST

THE FIREHOUSE ARTS CENTER

NEEDS

- **Public Restrooms.**

We have one public restroom for our entire building. The Firehouse Art Center serves thousands of community members throughout the year. This is a problem and is often mentioned in our class surveys as a facility complaint.

More public restrooms are needed.

- **Dedicated Lobby and Accessible Main Entrance.**

We have five exterior doors around our building without an accessible main entrance. This creates a lot of confusion for the community. A dedicated lobby and accessible main entrance are needed and would be more efficient and would improve the safety of our students and the public.

- **Expanded Studios.**

We have six studios at the Firehouse, some of those studios can only hold eight (8) students. This creates a challenge for our enrollment capacity, potential revenue, and most importantly, art education opportunities for our community. Expanding our studio spaces would allow us to provide more art education opportunities and a higher enrollment capacity and would increase our potential revenue. This is needed to further the operations of the Firehouse Art Center.

- **Lighting.**

The lighting at the Firehouse is not acceptable. We have fluorescent tube lights throughout the building that hardly work. Some of our instructors use a lamp because they can't stand the constant buzz and flicker for the duration of their class. We also do not have adequate lighting at night on the exterior of our building, add that with all the unlevel sidewalks and concrete, we receive a lot of complaints and incident reports from our students and community members who have tripped or fallen. The Parks and Recreation Department has had meetings with OG&E about making the switch to LED at the Firehouse. This is needed for the safety and accessibility of the community.

- **Proper Signage.**

We struggle with new community members or visitors not knowing what our building is. In September of 2023, we received an old sign from Parks and Rec to put above our door on the North Gift Shop Entrance. Before that, we had two banners outside on the north and south side of the building. Additional signage is needed to further the operations of the Firehouse Art Center.



- **Dedicated Parking.**

We do not have enough parking for our classes, events, and programs. There is not any dedicated parking for our staff, faculty, and students. Additional parking is needed to further the operations of the Firehouse Art Center.

- **Kiln Room Ventilation.**

We do not have proper ventilation in our kiln room, which is also where our electrical room is also located. This is a nightmare for temperature and humidity on building equipment. There is a lot of rust, and this might not be safest place for our AC and Electrical Room to be in. A new ventilation system is needed (we had a council member offer to donate equipment to make these repairs happen).

NOTES

We will be completing a project together in 2024 with ARPA Funds from the Oklahoma Arts Council and the Kirkpatrick Family Foundation. This is over a 150k investment back into the building that will include a new security system, a renovation, and additions of the exterior Kiln Yard, and Event Plaza on the West side of the Firehouse Art Center. This will fix several problems, including the three gas kilns that do not work, and accessibility issues with the concrete on the west side of the building. Parks and Rec is also planning to hook up our new clay mixer that we received last July and will remove our old clay mixer and broken kilns as discussed.

Over the past year and a half, we received a new roof, removed the black mold on the north side of the building, and removed the gift shop carpet walls. Together, we have completed numerous mural projects that have beautified the interior and exterior of the building and Lions Park. There are plans this summer to replace our AC Unit and a Furnace because they no longer work. We had 20 gas leaks in our building this year, Parks and Rec has plans to do a full replacement of our gas system this summer. We are also working on getting new phone lines and fiber installed from AT&T in Lions Park and the Firehouse. The internet and phone situation we currently have is not efficient. We are hopeful that this problem is resolved this spring.

WANTS

• New Office Spaces.

Our office spaces are old and unpleasant. We want new flooring and repairs made. The building was built was in 1946, and there have been few additions and renovations since.

• Dedicated break room/kitchen for faculty and staff.

Our faculty and staff currently share a break room/kitchen within our printmaking studio that is essentially a six-foot hallway. We want a larger dedicated break room/kitchen for our 25+ faculty and staff members. This is not the best situation for fundraisers, and exhibit openings that require us to have food and drinks available. It's too small of a space for our operations.

• Storage Facility for Supplies.

Our storage facility for art supplies is an attic that is about six-feet tall on the good side. We want a larger and more accessible area in are facility for supplies.

• Larger Gallery Space.

We have one of the smallest gallery spaces in the state, and our exhibitions have become so popular that we can't physically have everyone there; with 150-200 attendees, we are over our capacity. We want to expand our gallery to host larger exhibitions that will allow us to have the capacity for our amount of attendees.

• Prep Room.

We do not have a dedicated prep room. We have to move around our ceramics studio to find a place for the exhibition prep work that needs to be done. We want a dedicated space for this work to build and keep the necessary tools needed for exhibition fabrication. We currently have an overflowing closet that's full and hard to get around to store all our exhibition supplies and tools.

DREAMS

• Auditorium for Events.

We dream of having an auditorium for our events and community collaborations. We have had to reserve spaces at other locations because our events are too large for our building. We have been using auditoriums at the University of Oklahoma, and the Central Library to hold these events.

• Sculpture Garden.

We dream of having a dedicated space in the park for new sculptures.

• Computer Lab.

We dream of being able to teach digital art classes and graphic design. Our community often requests that this art medium to be taught.

• Community Studios.

We dream of offering studio spaces to rent for artist in our community.

• Artist in Residency Studio.

We dream of having a dedicated studio space for Norman's Annual Artist Residency Program.

SOONER THEATRE

NEEDS

- Accessible stage/dressing rooms
- More bathrooms
- Fix elevation in the west lobby door ramp
- Re-ballast bathroom hall lights
- New front doors and re-key lobby and stage door

WANTS

- Scene shop
- More storage
- New legs, border (curtains)
- Re-deck stage
- Dry dressing rooms
- New window coverings/facing for the front of the theater
- Powder coat doors/marquee
- Repair ballasts in marquee
- Conductor monitor and front of balcony monitor and include new wiring and install
- Re-duct dressing rooms' HVAC for better air circulation

DREAMS

- Catwalk for high angle front light
- Incorporate trap door onstage (w/re-decking)
- Re-floor orchestra pit with improved pit lift/fill cover
- Purchase Mr. Robert Furniture's one adjacent building section for more accessibility/offices/wings/scene shop
- Wing space
- Digital Marquee
- Motorized batons

THE DEPOT

NEEDS

Structural Repairs to the Depot:

- HVAC repairs (to fix sound and function issues) – An overly ambitious HVAC system was installed at the Depot in 2017. We underwent a significant structural repair, and the HVAC system does not heat or cool in extreme temperatures. The units are so noisy that we must shut them down during concerts and other events.
- Sufficient gallery/event lighting – at our own cost, we have installed the first round of lighting to help light our gallery and other events happening at the Depot. We need better lighting in the south room and additional lighting in the north gallery.
- Building repairs – The renovation in 2017 had several shortcomings, and we have cracked beadboard in the south room, several badly patched holes in the plaster in the north room, leaks around windows, structural issues in the basement, cracked floor tiles, and many other needs for this historic building that must be addressed to ensure its structural soundness.
- ADA Assistance – The exterior brickwork is uneven and needs leveling, and there are several places where termite bait stations were installed, resulting in trip hazards. We have had several people trip or stumble on the exterior brick. In addition, the narrow doorway in the hall between our north and south rooms does not allow wheelchair access and must be corrected. We would also love to see handicapped dedicated accessible parking at the Depot.

Funding for AMTRAK services:

- We have made a request for the next fiscal year from the city, but we need the city to assist us with dedicated funding to cover the direct and indirect costs of operating the AMTRAK station 365 days/year. That includes dedicated staffing, cleanings, supplies, management, etc.

WANTS

- Upgrades to our gallery hanging system – our system is outdated, and having well known Oklahoma artists on our walls for all visitors to Norman has resulted in us being one of the most visited galleries in Norman.
- Boutique shelving – as we plan for the future with increased rail travel, we know that our ability and opportunity to rent this building to cover our administrative costs will diminish. We are currently planning for the future by building a shop in our south room that can showcase local artisans and have plans to include Norman-themed merchandise. As we still operate as a home for community events, we want to acquire custom shelving for storage and display of art and boutique items.
- Seating – Every art gallery has gallery bench seating allowing patrons a space to sit and view art.
- Event furniture – We want new chairs/tables/stages for Depot community events (ours are 20 years old).
- A permanently installed sound and lighting system – rather than fill our small space with rented sound equipment, we would love to see an installed sound system with recessed speakers that allowed for a plug-in mixing board and microphones.
- Outdoor signage – This historic building needs place-making marquis signage that is informational, changeable (LED chryon would be wonderful!), and serves as public art that matches the historic nature of this building.
- Dedicated parking – we have train customers for AMTRAK, community events, a gallery, etc. There used to be a small parking lot adjacent to the Depot and we'd love to have it back!
- Pocket Park improvements – The small park adjacent to the Depot is perfect for downtown events, markets, etc. but requires - tree removal (the dying tree next to our portico), and cleanup of the pocket park adjacent to the Depot with increased electrical access for downtown events.



DREAMS

- Improved event space – The Depot and Jones Street are a perfect spot for night markets, art markets, street events, etc., and we have had success running those before. To make that sustainable we would LOVE to have:
- Vendor stall tent anchors on Jones and/or in the pocket park for market stalls like the farmer’s market across the street.
- Exterior storage and tents (like a farmers market for regular events).
- Public Art around the Depot.
- Sculpture Bases between the trees in the park North of the Depot for rotating sculpture garden displays.
- We have been working with a couple of national artists to create ‘fence murals’ on the fence across the platform adjacent to the tracks.
- Marquis signage – as mentioned in our ‘wants’ we had worked with Sublime Signs prior to the pandemic on preliminary designs of outdoor signage that would incorporate brickwork that matches the historic nature of the Depot, sculpture, LED signage announcing events.

THE MOORE-LINDSAY HOUSE

NEEDS

- **Minor Building Repairs.**
 - Adjust interior doors.
 - » Ensure that all doors open and close easily, latch properly, and lock if appropriate.
 - Seal drafts.
 - » It is important for museums to maintain an environment without large swings in temperature or humidity.
 - » Insects find their way inside frequently, including those that can damage the building, destroy collection items, or harm visitors.
 - Add exterior lighting.
 - » The area behind the house is open to the public and used by the museum during events, and it is almost completely unlit. For the safety of visitors and the security of the property, it would be lovely to have the museum grounds well-lit. Additionally, floodlights pointed at the front of the building would be lovely!
- **Larger Building Concerns.**
 - Building inspection.
 - » A thorough, one-time inspection of the property by an expert(s) to catch issues that museum staff wouldn't notice or recognize and create a plan to address the issues.
 - » In general, repairs to the building are made when staff request them. Our staff are not skilled in recognizing building issues in the early stages, and often, inexpensive preventative work could be done to avoid an issue if the problem is spotted early enough.
 - Foundation assessment.
 - » Professional inspection of the historical house foundation to determine concerns and address issues.
- **Visitor Parking Lot.**
 - The museum currently has two visitor parking spaces, which is frequently insufficient for day-to-day operations, and is always insufficient for museum events.
 - Museum staff must request a parking variance from the Norman Police Department to allow for grass parking whenever we have any events with more than about 15 people attending.
- **Signage.**
 - Wayfinding signs
 - » We would love to be included on the wayfinding signs throughout Norman, or at least have a sign on Main Street pointing towards the museum.
 - Museum sign on site
 - » We have no signage on the property stating that we are a museum, and we often get visitors who ask, "what is this place?" or who say they have passed by dozens of times, sometimes over multiple decades, and they never knew that we were a museum.

WANTS

• **Improve the Museum Collection Environment**

- Programmable thermostats
 - » Thermostats that would allow me to maintain a steady temperature range without having to switch back and forth between “heat” and “air”. Ideally, I could set it at 70-73 degrees and never have to think about it again.
- Climate-controlled storage on site
 - » Any on-site storage would be lovely, as storage is a perpetual issue at the museum. Climate-controlled storage would allow us to store archival and collection items in the space.
- Insulation
 - » Both the museum office and the carriage house classroom seem to need insulation. The temperature in these two rooms fluctuates wildly and is difficult to keep steady. Museum programs have been canceled in the past because we could not maintain a comfortable temperature in the carriage house during the heat of the summer, and the pipes freeze almost every winter.

• **Interior Improvements.**

- Wall repairs
 - » Repair cracked plaster, repaint, and replace worn or damaged wallpaper throughout the historical house and carriage house.
- Floor repairs
 - » Fill gaps between boards where old wood filler is crumbling or missing.
 - » Repair scratches.

• **Exterior Improvements.**

- Join sidewalks and repair damage.
 - » Lay a section of sidewalk to connect the two sidewalks between the main house and the carriage house, repair broken pavers, and address the large puddle that forms outside the office door.
- Landscaping.
 - » Professional landscaping to design an attractive, easily maintained gardenscape for the museum. I would love to have gardens featuring native plants, an example of a pioneer-era kitchen garden, and/or to recreate Mrs. Lindsay’s rose garden.
 - » Garden maintenance (planting, weeding, trimming, etc.) by someone other than museum staff or volunteers would be wonderful!
 - » The primary resident of the historical house from 1908-1950 was a passionate gardener. I have done my best to maintain the museum gardens, but I have a black thumb!
- Staff parking area.
 - » Staff, volunteers, and board members currently park on a gravel drive or in the grass in the backyard. The museum has one 30-hour/week manager and one 55-hour/month assistant manager, as well as several volunteers and 15 board members. Two to four staff parking spaces in the back yard off Beal Street would make our lives easier.

DREAMS

- **Expand.**

- Increase classroom/event space.
 - » Many of our classes and events sell out, and it would be great if we could increase the attendance limit, but we cannot fit more people in the space. Our classroom can hold 12 children for a camp or workshop, and up to about 16 adults at tables.
 - » In my dream world, we would add another building to the property that is just event/classroom space and use the carriage house for something else (archival storage, office space, a schoolhouse exhibit, there are lots of options).
- Purchase adjacent property.
 - » The property located just south of the historical house was originally part of the property owned by the builders of this house. The house that is there now obscures the best view of the museum, and purchasing it would restore the property to its original boundaries (to the best of my knowledge).
 - » I don't want to displace the people who live there, but perhaps the City could come to an agreement with her that, should she ever decide to sell, they be offered the option to purchase the property before it goes on the market.
 - » There are several options for how the museum could use this property:
 1. Renovate the current house to be used as storage/classrooms/event space/etc.
 2. Demolish the house and use the space for a new building.
 3. Demolish the house and restore Mrs. Lindsay's rose garden.
- Start a second museum.
 - » It is a goal of the Cleveland County Historical Society, the stewards of the Moore-Lindsay Historical House Museum, to form a second museum in Norman dedicated to telling the full picture of Norman and Cleveland County history, where the Moore-Lindsay House is limited to a very specific window of time. This will likely remain out of reach without a partnership with the City similar to the partnership that makes the it possible for CCHS to operate the Moore-Lindsay House.

- **Office Windows.**

- This one is not necessary to the continued functioning of the museum, but the staff office has two windows on the exterior which have been walled over on the interior. It would make the office a much more pleasant working environment to have those windows uncovered.



APPENDIX K

RECOMMENDED MAINTENANCE STANDARDS

RECOMMENDED MAINTENANCE STANDARDS

Three maintenance levels are generally defined. The difference between levels is frequency of maintenance, which is determined by ability. Maintenance Standards have these general characteristics.

Level 1 Maintenance – High profile areas where the entire area is visible to foot traffic, such as entrances to community centers, signature facilities, and areas where funding permits a higher level of maintenance. Example of maintenance activities include: mowing and edging twice per week, 95 percent turf coverage at start of season with five percent weeds and zero percent bare area, edging once per week, tree pruning cycle once annually, and litter pickup twice per week.

Level 2 Maintenance – Moderate to heavy use typical of most parks. Example maintenance activities include: mowing and edging once per week, 88 percent turf coverage at start of season with eight percent weeds and four percent bare area, tree pruning cycle every seven years, litter pickup once per week.

Level 3 Maintenance – Typical for low usage parks or when funding is limited. Example maintenance activities include: mowing and edging every 10 days, 80 percent turf coverage at start of season with 20 percent weeds, edging once per week or every two weeks in off-season, tree pruning cycle every 10 years, litter pickup every other week.

In areas where turf does not impact quality of experience (i.e., dog parks) or non-landscaped open space areas, demand-based maintenance is provided according to funding availability.

Maintenance standards can change by season and month depending on the type of park area level of use. Standards shall be calculated by time and equipment proposed for all parks in the system.

This format guides understanding of the required work activities and elements in a descriptive manner that then can be quantified numerically. The following are descriptions of the levels of service and both qualitative and quantitative maintenance standards as proposed for all parks in the system.

LEVEL 1 MAINTENANCE STANDARDS & DEFINITIONS

1. Turf Maintenance – high profile areas (small areas, entire area visible to foot traffic)

- Mowing will occur two (2) times/week
- Mowing heights
- 2 ½" during warm season (day time highs consistently above 75°)
- Edging of all turf perimeters will occur 1x/week
- 95% turf coverage
- 3% weed infestation for existing areas (all efforts should be made to keep new areas 100% weed free)
- 2% bare area
- Remove grass clippings if visible
- Aerate one (1) time/year (additionally if needed)
- Inspect thatch layer regularly, remove as needed
- Test soil and water annually
 - » Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - » No wet areas
 - » No dry areas
 - » Firm enough for foot and mower traffic
 - » Apply wetting agents to assist in uniform soil moisture
 - » Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize three (3) times per year
- Top dress/over seed once a year
- Irrigate one (1) inch of precipitation per week during growing season
- Growth Regulator Applied at four to six (4-6) week intervals

2. Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species twice annually during spring and fall
- Remove sucker growth annually
- Test soil annually to ensure application of appropriate nutrients as needed
- Apply fertilizer to plant species according to their optimum requirements as needed or yearly
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 2" of organic mulch around each tree within a minimum 18" ring
- Place 2" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material immediately unless located within an environmental area
- Remove or treat invasive plants within five (5) days of discovery
- Flower bed maintenance done yearly
- Fertilize once a year
- Pond maintenance done yearly and inspect weekly
- Water features maintained weekly
- Invasive plant removal annually

3. Storm Cleanup

- Inspect drain covers at least twice monthly, before rain and immediately after flooding
- Remove debris and organic materials from drain covers immediately

- Maintain water inlet height at 100% of design standard

4. Irrigation Systems

- Inspect irrigation systems at least once per month or computer monitors as necessary
- Initiate repairs to non-functioning systems within 24 hours of discovery
- Back flow testing done annually

5. Litter Control

- Pick up litter and empty containers at least once daily or as needed
- Remove leaves and organic debris once a week or as necessary

6. Playground Maintenance

- Audit each playground to ensure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety"
- Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately, and initiate other repairs within 48 hours of discovery
- Complete high-frequency inspections at least weekly
- Grooming surface three times weekly, nine months a year
- Spray disinfectant and fabric softener monthly

7. Hard Surface Maintenance

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from walks and hard-court surfaces weekly
- Remove trip hazards from pedestrian areas immediately upon discovery
- Paint fading or indistinct instructional/directional signs annually
- Blow grass clippings after mowing around hard surfaces
- Remove grass growing in cracks as needed
- Powerwash annually
- It may be the wrong location, but to reseal and stripe parking on maintenance somewhere every 10-15 years

8. Outdoor Court Maintenance

- Inspect tennis and basketball courts at least once monthly. Complete all repairs within 48 hours of discovery
- Repaint lines at least once each year
- Replace basketball nets when frayed, broken, or removed
- Maintain basketball goal posts, backboards, rims, tennis net posts, fencing, and hardware to original design specifications
- Resurface in 10-15 years

9. Trail Maintenance

- Inspect hard and soft surface trails at least once monthly
- Remove dirt, sand, and organic debris from hard surfaces at least once weekly
- Remove organic debris from soft surfaces at least once weekly
- Maintain a uniform 3-4" depth of compacted material on soft surface trails at all times
- Graffiti removed weekly
- Remove overhanging branches within 84" of the trail surface at least twice annually
- Mechanically or chemically control growth 24" on either side of the trails
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery
- Inspect and make necessary repairs to lighting systems at least once monthly
- Repair/replace bulbs to maintain lighting levels to design

specifications at all times

- Concrete or pave repetitive washout areas

10. Site Amenity Maintenance

- Inspect benches, trash containers, picnic tables and grills, bicycle racks, flag poles, drinking fountains, and other site amenities at least monthly. Complete repairs within 24 hours of discovery
- Cleaning, scrub and power washing of amenities twice yearly
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

11. Athletic fields grounds maintenance (Baseball, Soccer, Softball and Rugby)

- Fields that are dedicated to softball, baseball, soccer and rugby only
- Use mower capable of “striping” the turf
- Mowing will occur three (3) times weekly
- Mowing heights
 - » 1-1.75” during cool season (daytime highs consistently below 75 degrees)
- Edging of field perimeters will occur twice monthly
- 95% turf coverage at the start of every season
- 80% turf coverage after play begins
- 5% weed infestation
- 0% bare area at the start of every season
- 15% bare and weak areas will be acceptable after play begins
- Apply sod to heavily worn areas after every tournament
- Remove grass clippings if visible
- Aerate three (3) times annually
- Spot aerate high-use areas as needed
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - » Additional testing will occur if deemed necessary
- Soil moisture will be consistent
 - » No wet areas
 - » No dry areas
 - » Firm enough for foot and mower traffic
 - » Apply wetting agents to assist in uniform soil moisture
 - » Hand water as needed
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours
- Fertilize 0.5 to 1 lb of N per acre during growing months
- Aerate and over seed yearly
- Top dress with sand/compost mix twice yearly
- Laser-grade infields/skins are bi-annually

12. Fence and Gate Maintenance

- Inspect fences, gates, and bollards at least twice annually. Complete safety-related repairs immediately. Complete other repairs within 48 hours of discovery
- Annually free fence of debris

13. Sign Maintenance

- Inspect sign lettering, surfaces, and posts at least once monthly
- Repair/replace signs to maintain design and safety standards within 24 hours of discovery
- Clean signs twice a year
- Cut back plant material annually or more if needed

14. Pest Control

- If the city has a Integrated Pest Management Program (IPM) policy, address problem areas, inspect them monthly, and remedy them immediately upon discovery

15. Vandalism and Graffiti Removal

- Initiate repairs immediately upon discovery. Document and photograph damage as necessary

16. Picnic Shelters

- Reserved units cleaned, and litter was removed prior to and after each reservation
- Minor repairs are made immediately upon discovery
- Non-reserved units are cleaned weekly by power washing or as necessary

17. Lighting Security/Area

- Foot-candle levels will be maintained to preserve original design
- Inspect once monthly
- Repairs/bulb replacement will be completed within 24 hours of discovery

18. Aquatic Center Standards

- Vacuum pool weekly
- Manually check water chemistry every two (2) hours of operation
- Check water electronically on a continuous basis
- Water checked for temperature, chlorine, and pH
- Check flow rates every two (2) hours of operation
- Water checked for clarity on a constant basis
- Clean concrete areas daily
- Repaint pool tank every two (2) years
- Pressure wash concrete areas weekly
- Clean restrooms two (2) times daily
- Inspect facility and associated equipment daily
- Maintain all equipment per manufacturers’ suggestions
- Inspect sand filter annually

19. Broken Equipment Standard

- Broken equipment shall be repaired immediately, as staff is capable and parts are available when noticed or reported
- If staff is not able to repair it, the broken equipment will be signed and roped off with emergency tape indicating that the amenity is broken and not to be used and if and when it will be repaired

20. Lifecycle Replacement

- The city should develop a lifecycle replacement program that must be built into the Capital Improvement Program based on contractor and product specifications

21. Concession Standards (outdoor) when developed in the future

- Concession facilities cleaned, wiped down, and sanitized before opening
- Electrical appliances checked for compliance and repaired if damaged
- Lights checked and repaired as needed
- Concession operating permits secured before opening
- Appliances cleaned thoroughly before opening
- Prices for concessions will be posted
- Cash registers tested to ensure they work properly
- Circuit breakers tested prior to opening
- Cleaning and sanitization supplies on hand before opening
- Pick up debris daily

22. Closing Concession Standards (outdoor)

- Equipment cleaned thoroughly
- Supplies removed and discarded
- Electricity should be turned off
- Refrigerators and cables turned off and sealed
- Facility floors, sinks, and counters cleaned thoroughly
- Hoses cleaned and drained

- Kitchen cleaned thoroughly
- Inspections of standards will occur monthly

23. Restrooms

- Restrooms cleaned twice per day unless contracted
- Restrooms inspected hourly
- Restrooms locked/unlocked daily automated scheduled openings in accordance with operating hours
- Replace waterless urinal cartridges monthly
- Leaks dealt with immediately and repaired within 24 hours of discovery

24. Open Space Standard

- Maintain natural appearance to open space areas
- Remove trees and branches that pose a hazard to the users of the area
- Respond to disease and insect outbreaks within 24 hours of identification
- Inspect areas monthly
- Remove and clean dump sites within 48 hours of identification
- Post and maintain appropriate signage for each individual area
- Implement strategies to assist in reducing the stand of non-native invasive plants by 5% annually
- No large branches or debris will be allowed in parks and along perimeters

LEVEL TWO PARK MAINTENANCE STANDARDS & DEFINITIONS

Maintenance standards can change by season and month, depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

25. Turf Maintenance

- Mowing will occur once weekly
- Mowing heights
 - » 2½" during cool season (day time highs consistently below 75°)
- Edging of all turf perimeters will occur weekly during season and every two (2) weeks in off-season
- 88% turf coverage
- 8% weed infestation
- 4% bare area will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually in low use areas
- Aerate twice annually in high use areas (additional if needed)
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - » Additional testing will occur when necessary
- Soil moisture will be consistent
 - » No wet areas
 - » No dry areas
 - » Firm enough for foot and mower traffic
 - » Apply wetting agents to assist in uniform soil moisture
 - » Hand water as needed
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fertilize twice yearly

26. Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species at least

once annually

- Apply fertilizer to plant species only if plant health dictates
- Remove sucker growth as needed
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 2" of organic mulch around each tree within a minimum 18" ring
- Place 2" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material within 30 days of discovery
- Remove or treat invasive plants yearly

27. Storm Cleanup

- Inspect drain covers at least once monthly and immediately after flooding occurs
- Remove debris and organic materials from drain covers within every other month
- Inspect and clean drains before forecasted storms begin
- Maintain water inlet height at 100% of design standard
- Invasive plant removal once a year or as needed
- Drain system maintenance done once a year

28. Irrigation Systems

- Inspect irrigation systems a minimum of once per month and as necessary
- Initiate repairs to non-functioning systems within 48 hours of discovery
- Annual back flow inspection done yearly

29. Litter Control

- Pick up litter and empty containers at least every other day or as needed
- Remove leaves and organic debris once a week

30. Playground Maintenance

- Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission "Handbook for Public Playground Safety"
- Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery
- Complete high-frequency inspections at least weekly
- Grooming surface two (2) times weekly

31. Hard Surface Maintenance

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
- Remove trip hazards from pedestrian areas immediately upon discovery
- Paint fading or indistinct instructional/directional signs every other year
- Remove grass in the cracks monthly

32. Outdoor Court Maintenance

- Inspect basketball courts at least once monthly. Complete repairs within 10 days of discovery
- Repaint lines at least once every 2 years
- Replace basketball nets within 10 days when frayed, broken, or removed
- Maintain basketball goal posts, backboards, rims, fencing, and hardware to original design specifications. Complete repairs within 10 days of discovery

33. Trail Maintenance

- Inspect hard and soft surface trails at least once monthly
- Remove dirt, sand, and organic debris from hard surfaces at least once monthly
- Remove organic debris from soft surfaces at least once monthly
- Maintain a uniform 2-4" depth of compacted material on soft surface trails
- Mechanically or chemically control growth 24" on either side of the trails
- Remove overhanging branches within 84" of the trail surface at least once annually
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within 10 days of discovery

34. Site Amenity Maintenance

- Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within five (5) days of discovery
- Cleaning and washing annually
- Inspect daily for insects, disease, and stress and respond to outbreaks within 24 hours

35. Athletic Field Grounds Maintenance (baseball, soccer, softball, and rugby)

- Fields that are dedicated to soccer, baseball, softball and rugby only
- Mowing will occur twice weekly
- Mowing heights
 - » 2 ½" during cool season (day time highs consistently below 75°)
 - » 3" during warm season (daytime highs consistently above 75°)
- Edging of all field perimeters will occur once monthly
- 80% turf coverage at the start of every season
- 65% turf coverage after play begins
- 20% weed infestation
- 5% bare area at the start of every season
- 15% bare and weak areas will be acceptable after play begins
- Remove grass clippings if visible
- Aerate once annually
- Inspect thatch layer regularly and remove as needed
- Test soil and water annually
 - » Additional testing will occur if deemed necessary
 - » Soil moisture will be consistent
- No wet areas
- No dry areas
- Firm enough for foot and mower traffic
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours

36. Fence and Gate Maintenance

- Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within five (5) days of discovery
- Clean debris annually

37. Sign Maintenance

- Inspect sign lettering, surfaces, and posts at least once every three (3) months
- Repair/replace signs to maintain design and safety standards within five (5) days of discovery
- Clean sign once a year

38. Pest Control

- In accordance with the Department's Integrated Pest Management Program (IPM), inspect problem areas monthly and remedy immediately upon discovery

39. Vandalism and Graffiti Removal

- Initiate repairs immediately upon discovery. Document and photograph damage as necessary

40. Picnic Shelters

- Reserved units cleaned and litter removed prior to and after each reservation
- Minor repairs are made immediately upon discovery
- Non-reserved units are cleaned bi-weekly, or as necessary

41. Lighting Security/Area

- Inspect quarterly
- Repairs/bulb replacement will be completed within 72 hours of discovery

42. Restrooms

- Restrooms cleaned daily unless contracted
- Restrooms inspected daily
- Restrooms locked/unlocked daily
- Replace waterless urinal cartridges monthly
- Leaks dealt with immediately and repaired within 24 hours of discovery

LEVEL THREE PARK MAINTENANCE STANDARDS & DEFINITIONS

Maintenance Standards can change by season and month depending on the type of park and level of use. Standards will be calculated by time and equipment needed to develop required operation budgets.

43. Turf Maintenance (dog parks)

- Mowing will occur once every 10 days
- Mowing heights
 - » 2½" during cool season (day time highs consistently below 75°)
- 50% turf coverage
- Up to 50% weed coverage for existing
- Up to 20% bare area
- Safety of hazard only action

WATER PARK MAINTENANCE

The Department shall establish and implement a maintenance program to assure safe and enjoyable water park conditions.

MINIMUM STANDARD

The Department shall establish and administer programs for all areas of the water parks. These shall be maintained in good condition in conformance with the Department's minimum standards. The policies that will govern minimum standards for maintenance operations include but not are limited to:

44. Customer Service

- Safety and directional signs are properly positioned
- Entrance is clearly visible, with appropriately placed road signs to access the water park
- Entrance is well landscaped with a "Welcome To" sign in place
- Parking lot is clean and well maintained
- Parking lot has designated handicapped slots
- Area surrounding water park is neatly groomed and landscaped
- Maintenance building is neat and clean

1. Buildings and structures

- Bathhouse and restrooms floors should be disinfected daily
- Pool decks should be rinsed daily
- Buildings and structures shall be maintained in good repair at all times in a fashion which is consistent with fire and safety codes and regulations.
- Tools, supplies and equipment will be organized in an orderly fashion
- Chemical storage shall be reported to the Department on an annual basis as part of SARA III reporting requirements. All chemicals shall be stored in a fashion consistent with local/state storage recommendations
- Restrooms shall be checked at least hourly on a daily basis and maintained in a manner to provide clean and sanitary facilities. Soap, towels, toilet issue, etc., shall be provided in adequate quantities at all times.

2. Water Park

- Check the operation of the recirculation pump and motor daily
- Check the operation of the disinfectant and pH chemical feeder daily
- Check the filter operation, read the pressure gauges, and backwash, if necessary daily
- For all closed filters, manually release the air daily
- Skimmer strainer baskets must be cleaned daily
- Clean the bottom of the pool and manually skim debris from the surface daily
- Measure and record the chlorine or bromine residual and the pH at least twice a day
- The staff shall keep true, accurate, and complete records of water park maintenance, chemical applications, and safety inspections

3. Planters (All areas planted with ornamental plants, and having a definable border)

- Planters shall be maintained free of trash and debris such as (paper, drinking cans, bottles, fallen limbs and leaves, etc.)
- Planters shall be maintained free of weeds or grass by mechanical, manual, or chemical means
- Plant material (e.g., trees, shrubbery, and ground covering) in planters shall be trimmed for protection from wind, insect damage, and appearance
- Various planting areas throughout the facility will be cultivated, weeded, pruned, and fertilized regularly, with at least two (2) replanting programs for annuals scheduled yearly

4. Irrigation (All equipment required to irrigate all areas of the property)

- Repair or replace all heads, valves, control equipment, wiring, and pipes as needed to maintain the proper operation of the irrigation system on an ongoing basis

5. Fences (All fences, chain links, walls, or barbed wire on or within boundaries of the property)

- Repair all broken or damaged fencing as necessary
- Immediately repair or replace all fences, gates, and locking devices as needed for the protection of the water park

6. Parking, Sidewalks and Hardscape

- All sidewalks, patios, and concrete paths must be kept edged. Edging around valve boxes, meter boxes, backflow preventers, etc., shall be done as needed to ensure there is no obstruction of play or maintenance from growth around these areas
- Any change in the physical characteristics of the water park or the modification of any portion of the grounds or structures, shall only be undertaken with the direct approval of the Department

- Trash and refuse shall be collected daily and removed from the property as necessary to ensure minimal problems from refuse odors, insects, etc.

7. Water Park Amenities and Slides

- All slides are inspected on a daily basis for problems. Slides are waxed on a yearly basis
- All in-park amenities are inspected daily and repaired as need
- Sand in play areas are raked daily as it applies to play areas and volleyball areas
- Picnic areas washed down daily prior to visitors the water park and tables inspected for repairs
- Lazy river painted and repaired yearly as needed
- Park pool painted and striped on a yearly basis
- All tubes are inspected weekly

DOG PARK MAINTENANCE

- Mow park at least once a week at three (3) inches
- Pick up trash daily in parking lots
- Clean restroom at least once a week
- Inspect signage on how to use the park properly
- Move dog areas every two weeks to keep areas from getting beat down
- Grade parking lot on a monthly basis or as needed
- Inspect fencing on a weekly basis
- Inspect safety lighting on a weekly basis



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PLANNING • DESIGN

