

# **AGENDA**

**CITY COUNCIL WORK SESSION  
City of Garland  
Work Session Room, City Hall  
200 North Fifth Street, Garland, Texas  
March 19, 2012  
6:00 p.m.**

## **DEFINITIONS:**

**Written Briefing:** Items that generally do not require a presentation or discussion by the staff or Council. On these items the staff is seeking direction from the Council or providing information in a written format.

**Verbal Briefing:** These items do not require written background information or are an update on items previously discussed by the Council.

**Regular Item:** These items generally require discussion between the Council and staff, boards, commissions, or consultants. These items are often accompanied by a formal presentation followed by discussion.

**[Public comment will not be accepted during Work Session  
unless Council determines otherwise.]**

**NOTICE:** The City Council may recess from the open session and convene in a closed executive session if the discussion of any of the listed agenda items concerns one or more of the following matters:

(1) Pending/contemplated litigation, settlement offer(s), and matters concerning privileged and unprivileged client information deemed confidential by Rule 1.05 of the Texas Disciplinary Rules of Professional Conduct. Sec. 551.071, TEX. GOV'T CODE.

(2) The purchase, exchange, lease or value of real property, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Sec. 551.072, TEX. GOV'T CODE.

(3) A contract for a prospective gift or donation to the City, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Sec. 551.073, TEX. GOV'T CODE.

(4) Personnel matters involving the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear a complaint against an officer or employee. Sec. 551.074, TEX. GOV'T CODE.

(5) The deployment, or specific occasions for implementation of security personnel or devices. Sec. 551.076, TEX. GOV'T CODE.

(6) Discussions or deliberations regarding commercial or financial information that the City has received from a business prospect that the City seeks to have locate, stay, or expand in or near the territory of the City and with which the City is conducting economic development negotiations; or  
to deliberate the offer of a financial or other incentive to a business prospect of the sort described in this provision. Sec. 551.087, TEX. GOV'T CODE.

(7) Discussions, deliberations, votes, or other final action on matters related to the City's competitive activity, including information that would, if disclosed, give advantage to competitors or prospective competitors and is reasonably related to one or more of the following categories of information:

- generation unit specific and portfolio fixed and variable costs, including forecasts of those costs, capital improvement plans for generation units, and generation unit operating characteristics and outage scheduling;
- bidding and pricing information for purchased power, generation and fuel, and Electric Reliability Council of Texas bids, prices, offers, and related services and strategies;
- effective fuel and purchased power agreements and fuel transportation arrangements and contracts;
- risk management information, contracts, and strategies, including fuel hedging and storage;
- plans, studies, proposals, and analyses for system improvements, additions, or sales, other than transmission and distribution system improvements inside the service area for which the public power utility is the sole certificated retail provider; and
- customer billing, contract, and usage information, electric power pricing information, system load characteristics, and electric power marketing analyses and strategies. Sec. 551.086; TEX. GOV'T CODE; Sec. 552.133, TEX. GOV'T CODE]

**(6:00) 1. Written Briefings:**

**a. Apollo/Northside Pump Station Renovation Change Order No. 1**

*Council is requested to consider increasing the guaranteed maximum price contract with Harrison, Walker & Harper LP for the Apollo/Northside Pump Station Renovation located at 3217 Apollo Road by the amount of \$495,585. This work was not included in the original contract. If Council concurs, this item will be scheduled for formal consideration at the April 3, 2012 Regular Meeting.*

**b. Project Supplemental Agreement for Pleasant Valley Road Bridge from Richfield Drive to Miles Road**

*Council is requested to consider authorizing a Project Supplemental Agreement with Dallas County for the design and construction of the Pleasant Valley Road Bridge from Richfield Drive to Miles Road. If Council concurs, this item will be scheduled for formal consideration at the April 3, 2012 Regular Meeting.*

**c. Purchase of New EKG Monitors**

*Council is requested to consider authorizing the acceptance of a grant through the U. S. Department of Homeland Security/FEMA in the amount of \$427,126 for the replacement of all cardiac monitors in all Garland Fire Department ambulances to new monitors with the latest technology. This new technology will further enhance the Fire Department's efforts to save lives. If Council concurs, the Fire Department will proceed with the acceptance of the grant funds.*

**d. Notice of Intent to Issue Certificates of Obligation**

*On February 21, 2012, Council approved the 2012 Capital Improvement Program (CIP) which contemplates a certificate of obligation bond sale in the amount of approximately \$6.8 million to fund a portion of the CIP. If Council concurs, an item will be scheduled for formal consideration at the April 3, 2012 Regular Meeting for approval of a notice of intent resolution to issue certificates of obligation for projects and issue costs in an amount not to exceed \$6.8 million.*

**e. Edward Byrne Justice Assistance Grant**

*Council is requested to consider authorizing the submission of an application for the Edward Byrne Memorial Justice Assistance Grant to be used for the purchase of a Tactical Intervention Vehicle (armored personnel carrier). This item is scheduled for formal consideration at the March 20, 2012 Regular Meeting.*

**f. Asset Management for Water and Wastewater Utilities**

*Council is requested to consider authorizing an agreement with Freese-Nichols, Inc. in the amount of \$159,000 to assist the City with an asset management program for the Water and Wastewater Utility. If Council concurs, this item will be scheduled for formal consideration at the April 3, 2012 Regular Meeting.*

**g. Grant Proposal to North Central Texas Council of Governments**

*Council is requested to consider authorizing the submission of a grant proposal in the amount of \$26,000 to the North Central Texas Council of Governments to be used for (1) the design and print of an Environmental Waste Services (EWS) brochure and (2) acquire and implement My-Waste smart phone application that will be customized to the EWS collection schedule and various programs. If Council concurs, this item will be scheduled for formal consideration at the April 3, 2012 Regular Meeting.*

Item	Key Person
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**(6:15) 2. Verbal Briefings:**

**a. Tax Abatement – Project Produce**

**Glenn**

*Project Produce is considering relocating to the 300,000 sq. ft. building formerly occupied by the Sears Fashion Center that has been vacant for over five years. With upgrading the 40-year old building with freezer and refrigerator spaces, their investment is expected to be significant. This investment estimates to increase the real estate value by \$1.6 million and \$7.5 million in business personal property value. Over the next ten years, the company expects to add 230 employees, \$18 million in inventory value, and \$3.4 million in*

*sales tax value. The Garland Economic Development Partnership Steering Committee recommends that Council provide the following to Project Produce:*

- *General support for the project.*
- *Support of a 50% City tax abatement for the first four years and 75% abatement for the next six years on the incremental value of the real estate, business personal property, and inventory tax (total of \$910,846 over the ten years).*

**b. Tax Abatement – Electronic Systems Support**

**Glenn**

*Electronic Systems Support (EES) is considering relocating from eight buildings on Austin Street to the 148,665 sq. ft. building located at 3233 Kingsley Road. Within the next five years, EES is proposing to add over \$1 million in new equipment and create 20+ jobs. The Garland Economic Development Partnership Steering Committee recommends that Council provide the following to EES:*

- *General support for the project.*
- *Support of a 75% City tax abatement on business personal property value and inventory value on this new investment for five years (total of \$22,836).*

**c. Proposed Changes to Chapter 22 and 32**

**Briley**

*Staff is recommending changes to several sections of Chapter 22 and Chapter 32 of the Code of Ordinances. The changes to Chapter 22 were reviewed by the Administrative Services Committee on February 7, 2012 and changes to Chapter 32 were reviewed by the Community Services Committee on December 6, 2011.*

**d. Envision Garland**

**Montgomery**

*As directed by Council, additional revisions have been made to the draft Envision Garland Comprehensive Plan. This item is scheduled for a public hearing and approval of an ordinance at the March 20, 2012 Regular Meeting.*

**e. Consulting Agreement with Ray Schwertner** **Dollar**

*At the January 3, 2012 Executive Session, Council discussed the reassignment of Ray Schwertner, the Managing Director of Electric Utility, to a consulting basis. A draft of the proposed consulting agreement was considered by Council at the February 20 Work Session and scheduled for formal consideration at the February 21 Regular Meeting. Several Council Members requested additional revisions be made to the proposed agreement. This item is scheduled for formal consideration at the March 20, 2012 Regular Meeting.*

**3. Consider the Consent Agenda** **Council**

*A member of the City Council may ask that an item on the consent agenda for the next regular meeting be pulled from the consent agenda and considered separate from the other consent agenda items. No substantive discussion of that item will take place at this time.*

**4. Announce Future Agenda Items** **Council**

*A member of the City Council, with a second by another member, or the Mayor alone, may ask that an item be placed on a future agenda of the City Council or a committee of the City Council. No substantive discussion of that item will take place at this time.*

**(8:15) 5. Adjourn** **Council**

**(Estimated time to consider)**



Meeting: Work Session

Date: March 19, 2012

# Policy Report

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## APOLLO/NORTHSIDE PUMP STATION RENOVATION CHANGE ORDER #1

### ISSUE

Staff seeks to increase the guaranteed maximum price (GMP) contract with Harrison, Walker & Harper LP (HWH) for the Apollo/Northside Pump Station Renovation located at 3217 Apollo Road by the amount of \$495,585.00 for the replacement of six control valves located at the Apollo Pump Station. This work was not included in the original contract documents.

### OPTIONS

- (1) Proceed with approval of the resolution authorizing the City Manager, or his representative, to execute Change Order #1 with Harrison, Walker & Harper LP for \$495,585.00 to replace the 6 control valves at the Apollo Pump Station.
- (2) Take no action.

### RECOMMENDATION

Staff recommends City Council approve a resolution authorizing the City Manager to execute Change Order #1 with Harrison, Walker & Harper LP. If Council concurs, this item will be scheduled for formal consideration at the April 3, 2012 Regular Meeting.

### COUNCIL GOAL

Sustainable Quality Development and Redevelopment  
Consistent Delivery of Reliable City Services

### BACKGROUND

The current control valves were installed when the pump station was constructed in 1987. The costs of service kits and parts have increased while availability decreased as the pumps move beyond their serviceable life.

The Apollo Pump Station is located immediately adjacent to the Northside Pump Station. The existing contract with HWH included a complete re-build of the Northside Pump Station. That work is substantially complete. Staff would like to utilize the availability of the contractor to add the valve replacements at the Apollo Station.

APOLLO/NORTHSIDE PUMP STATION RENOVATION

CHANGE ORDER #1

Page 2

**CONSIDERATION**

Change Order #1 will increase the GMP construction contract with Harrison, Walker & Harper LP by the amount of \$495,585.00 to a total of \$5,945,202.00. Change Order #1 represents a 9% increase in the contract price. This is not a request for additional appropriation of funds to the CIP account.

**ATTACHMENT**

Change Order - Apollo-Northside CO #1

Submitted By:

John Baker, Managing Director Water and  
Wastewater Utilities

Date: March 6, 2012

Approved By:

William E. Dollar City Manager

Date: March 6, 2012



**AIA**<sup>®</sup>

# Document G701™ – 2001

## Change Order

<b>PROJECT</b> <i>(Name and address):</i> Apollo/Northside Pump Station Renovation 3217 Apollo Road Garland, TX 75044	<b>CHANGE ORDER NUMBER:</b> 001 <b>DATE:</b> February 24, 2012	<b>OWNER:</b> <input type="checkbox"/> <b>ARCHITECT:</b> <input type="checkbox"/> <b>CONTRACTOR:</b> <input type="checkbox"/> <b>FIELD:</b> <input type="checkbox"/> <b>OTHER:</b> <input type="checkbox"/>
<b>TO CONTRACTOR</b> <i>(Name and address):</i> Harrison, Walker & Harper, LP. 222 East Hickory Street Paris, TX 75460-2698	<b>ARCHITECT'S PROJECT NUMBER:</b> PO #17771 <b>CONTRACT DATE:</b> August 23, 2010 <b>CONTRACT FOR:</b> General Construction	

**THE CONTRACT IS CHANGED AS FOLLOWS:**

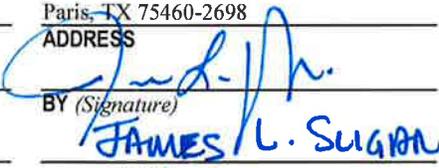
*(Include, where applicable, any undisputed amount attributable to previously executed Construction Change Directives)*  
Remove 1 each 20", 3 each 24", and 2 each 30" existing pump control valves at the Apollo Pump Station that have deteriorated beyond their useful service life and replace with new Bermad high efficiency hydraulic control valves as outlined in the Harrison, Walker & Harper quotation letter dated January 20, 2012.

The original Guaranteed Maximum Price was	\$ 5,449,617.00
The net change by previously authorized Change Orders	\$ 0.00
The Guaranteed Maximum Price prior to this Change Order was	\$ 5,449,617.00
The Guaranteed Maximum Price will be increased by this Change Order in the amount of	\$ 495,585.00
The new Guaranteed Maximum Price including this Change Order will be	\$ 5,945,202.00

The Contract Time will be increased by one hundred sixty-one (161) days.  
The date of Substantial Completion as of the date of this Change Order therefore is September 13, 2012

**NOTE:** This Change Order does not include changes in the Contract Sum, Contract Time or Guaranteed Maximum Price which have been authorized by Construction Change Directive until the cost and time have been agreed upon by both the Owner and Contractor, in which case a Change Order is executed to supersede the Construction Change Directive.

**NOT VALID UNTIL SIGNED BY THE ARCHITECT, CONTRACTOR AND OWNER.**

N/A	Harrison, Walker & Harper, LP.	City of Garland
<b>ARCHITECT</b> <i>(Firm name)</i>	<b>CONTRACTOR</b> <i>(Firm name)</i>	<b>OWNER</b> <i>(Firm name)</i>
N/A	222 East Hickory Street Paris, TX 75460-2698	PO Box 469002 Garland, TX 75046-9002
<b>ADDRESS</b>	<b>ADDRESS</b>	<b>ADDRESS</b>
<b>BY</b> <i>(Signature)</i>	<b>BY</b> <i>(Signature)</i> 	<b>BY</b> <i>(Signature)</i>
N/A	JAMES L. SUGAR	
<i>(Typed name)</i>	<i>(Typed name)</i>	<i>(Typed name)</i>
N/A	3/1/2012	
<b>DATE</b>	<b>DATE</b>	<b>DATE</b>



January 20, 2012

Charlie Messer  
Water Operations Compliance Manager  
City of Garland  
2343 Forest Lane  
Garland, Texas 75042

CITY OF GARLAND

JAN 20 2012

WATER DEPARTMENT

Dear Charlie,

We are please for the opportunity to submit this proposal for the control valve replacement at the Apollo Pumps Station.

**Scope of Work:**

- Protect the existing surfaces from damage.
- Disconnect the electrical conduits, make safe, protect the conductors and temporarily suspend the wiring from above.
- Demo the existing concrete cradle supports on one side of the piping.
- Remove the six existing control valves and required piping to allow access to the exterior.
- Haul off piping and control valves that are removed.
- Furnish and install new Bermad control valve, 740Q-04, with four way solenoid valve. The quantities to be replaced are 1 each- 20", 3 each- 24" and 2 each- 30".
- Furnish and install necessary ductile iron piping, couplings, gaskets, bolt and nut sets, lugs or gussets and new pipe supports.
- Provide necessary rigging to remove and replace the control valves. Install stainless steel unistrut for support for the junction boxes.
- Install new conduit and conductors as required to power the new solenoids. The existing junction boxes will be reused.
- Paint the gallery piping from the floor to the exterior wall with the same coating used at Northside gallery.
- Provide start up and testing of new control valves.
- Provide an instrument technician from Prime Controls to assist during start up.
- Final clean and haul off any construction debris.

**Clarifications:**

The work is to be done in one continuous operation from start to completion. Apollo Pump station will remain shut down during the control valve replacement. There is a lead time of 14 to 16 weeks after approval for the Bermad control valves. Actual construction is anticipated to take 7 weeks after receiving the control valves.

**Guaranteed Maximum Price:**

• General Conditions	\$ 33,000.00
• Special Conditions	\$ 6,500.00
• General Liability	\$ 2,500.00
• Contractor Contingency	\$ 15,000.00
• Owner Contingency	\$ 30,000.00
• Mechanical	\$ 376,665.00
• Pipe coating	\$ 12,500.00
• Electrical	\$ 7,200.00
• Instrumentation	\$ 2,500.00
• Fee	<u>\$ 9,720.00</u>
Total	\$ 495,585.00

Should you have any questions or need additional clarification do not hesitate to call.

Sincerely,



Norman Alexander  
Construction Manager  
HWH- We Build



Meeting: Work Session

Date: March 19, 2012

# Policy Report

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## PROJECT SUPPLEMENTAL AGREEMENT FOR PLEASANT VALLEY ROAD BRIDGE FROM RICHFIELD DRIVE TO MILES ROAD

### ISSUE

Consider whether to enter into a Project Supplemental Agreement (PSA) with Dallas County for the design and construction of the Pleasant Valley Road Bridge from Richfield Drive to Miles Road.

### OPTIONS

- A. Adopt a Resolution which authorizes the City Manager to execute the attached PSA with Dallas County for the design and construction of the Pleasant Valley Road Bridge Improvements project.
- B. Take no action.

### RECOMMENDATION

Option A. If Council concurs, this item will be scheduled for formal consideration at the April 3, 2012 Regular Meeting.

### COUNCIL GOAL

Quality Development and Redevelopment throughout Garland

### BACKGROUND

1. In 2002 the City executed a Master Agreement with Dallas County that provides general terms regarding funding availability, agency responsibilities, etc., for "partnering" on eligible future roadway projects. According to this model, a PSA is then required to finalize specific costs and project management issues. Generally, the County provides a 50% share of all eligible paving and drainage costs. The City must pay for all City utility improvements or relocations.

PROJECT SUPPLEMENTAL AGREEMENT FOR PLEASANT VALLEY ROAD BRIDGE  
FROM RICHFIELD DRIVE TO MILES ROAD

Page 2

2. In 2008 the City applied for Regional Toll Revenue (RTR) funding for the Pleasant Valley Road Bridge from TxDOT thru the North Central Texas Council of Governments call for projects. The City also applied for 50% cost share of local funding for the project thru Dallas County's call for projects. Both applications were approved.
3. In 2010 the City entered into an inter-local agreement with TxDOT where TxDOT agreed to fund 80% of the Pleasant Valley Road Bridge Improvements project and the remaining 20% to be paid thru local funds. The estimated cost of the project is \$26,846,000 with following cost share by each Agency:

Texas Department of Transportation (80%)	\$21,476,000
City of Garland (10%)	\$ 2,685,000
Dallas County (10%)	\$ 2,685,000

4. The PSA identifies total estimated project cost for design and construction to be shared by the City and Dallas County of \$5,370,000. The City's expected share is \$2,685,000 plus utility improvements. The approved 2012 CIP included funds to cover the Paving and Drainage amounts and the utility costs will be funded through CIP and utility funds.

## **CONSIDERATIONS**

1. Council action is required to authorize the City Manager to sign the Project Supplemental Agreement with Dallas County.
2. The PSA and Contract have been reviewed by the City Attorney's Office.

## **ATTACHMENTS**

- A. Location Map
- B. Proposed Project Supplemental Agreement

PROJECT SUPPLEMENTAL AGREEMENT FOR PLEASANT VALLEY ROAD BRIDGE  
FROM RICHFIELD DRIVE TO MILES ROAD

Page 3

Submitted By:

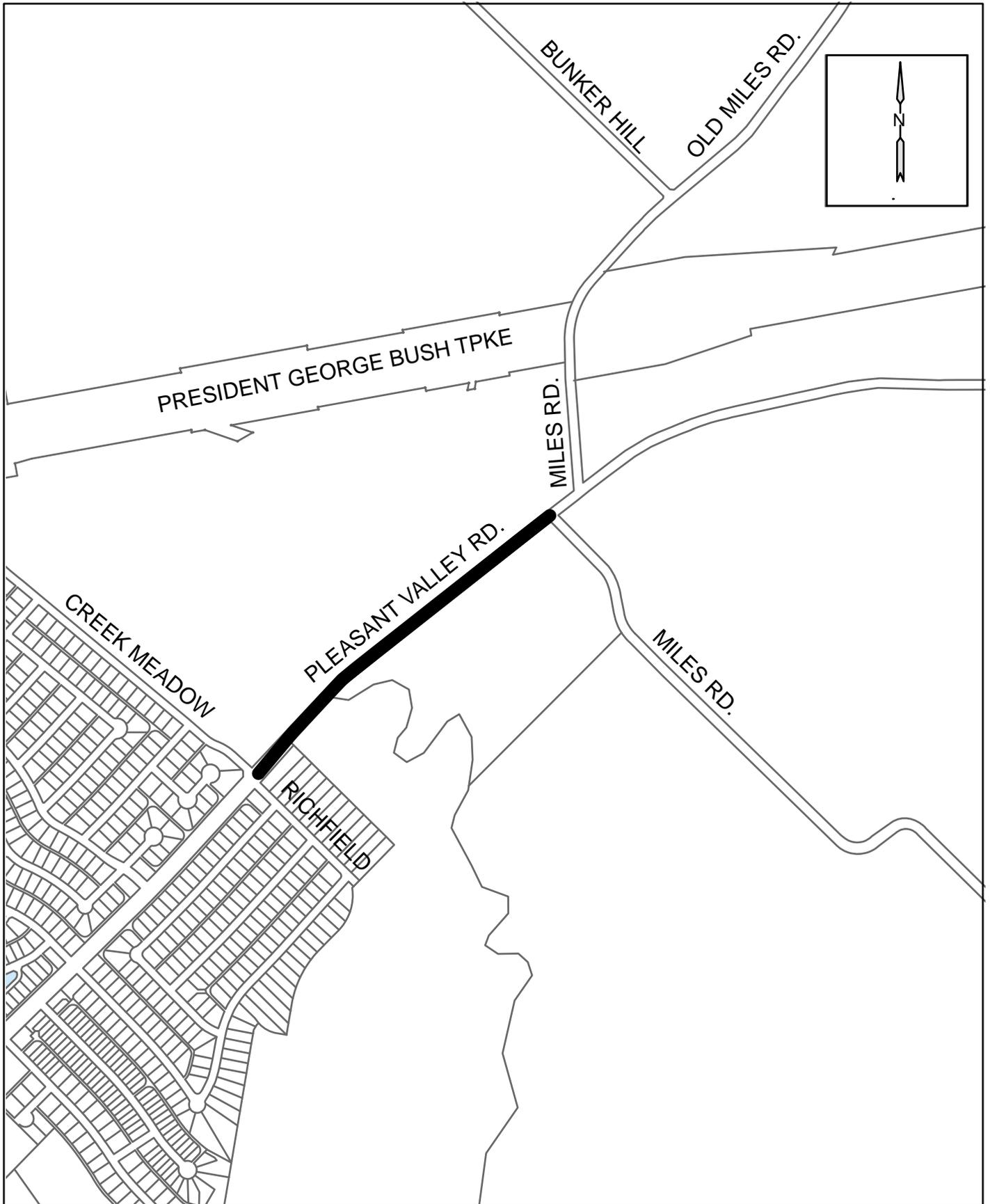
Approved By:

Michael C. Polocek, P.E.  
Director of Engineering

William E. Dollar  
City Manager

Date: March 6, 2012

Date: March 6, 2012



Pleasant Valley Road Bridge  
Richfield Dr. to Miles Rd.

Scale: 1"=800'  
File: PleasBrdge  
Date: 03/2012  
Drawn: COG

SHEET  
1  
OF  
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# Policy Report

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Meeting: Work Session

Date: March 19, 2012

## PURCHASE OF NEW EKG MONITORS

### ISSUE:

Council is requested to consider authorizing the acceptance of a grant through U.S. Dept. of Homeland Security/FEMA in the amount of \$427,126 for the replacement of all cardiac monitors in all Garland Fire Department ambulances to new monitors with the latest technology. This newer technology will further enhance the Fire Department's efforts to save lives.

### OPTIONS

1. Authorize the Fire Department to accept the grant.
2. Do not authorize the acceptance of the grant.

### RECOMMENDATION

Option 1: Staff recommends that Council authorize the Fire Department to accept the grant. If Council concurs, the Fire Department will proceed with the acceptance of the grant funds.

### COUNCIL GOAL

Consistent Delivery of Reliable City Services

### BACKGROUND

The technology of the current cardiac monitors is extremely outdated. The Fire Department has an opportunity to replace the outdated monitors with the latest technology through a federal grant from U.S. Dept. of Homeland Security/FEMA to help offset the cost. If accepted, the amount of \$427,126 will be awarded to the City and will require the City to pay 20%, or \$85,426, in matching funds.

The current monitors will be sold to provide additional funding towards the purchase of the new monitors.

**CONSIDERATION:**

The Fire Department believes that due to the age of its current cardiac monitors and the availability of grant funds, this is the time to replace the monitors with newer technology.

**ATTACHMENTS**

None

Submitted By:

Raymond Knight  
Interim Fire Chief

Date: March 7, 2012

Approved By:

William E. Dollar  
City Manager

Date: March 7, 2012



Meeting: Work Session

Date: March 19, 2012

# Policy Report

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## NOTICE OF INTENT TO ISSUE CERTIFICATES OF OBLIGATION

### ISSUE

On February 21, 2012 Council approved the 2012 capital improvement program (CIP), which contemplates a certificate of obligation (CO) bond sale in the amount of approximately \$6.8 million to fund a portion of the CIP. Council will be asked to consider approving a notice of intent resolution at the April 3, 2012 Regular Meeting to provide legal authorization for the certificates. Approval of the notice of intent resolution will not obligate the City to issue debt.

### OPTIONS

1. Consider approval of a notice of intent resolution on April 3, 2012 to meet the legal requirements for issuing certificates of obligation in an amount not to exceed \$6.8 million to fund a portion of the CIP and pay related costs of debt issuance.
2. Do not approve a funding source for a portion of the CIP.

### RECOMMENDATION

Consider approval of a notice of intent resolution to issue certificates of obligation for projects and issue costs in an amount not to exceed \$6.8 million at the Regular Agenda Meeting on April 3, 2012.

### COUNCIL GOAL

Financially Stable City Government with Tax Base that Supports Community Needs  
Approval of this request will enable staff to fund a portion of the 2012 CIP.

### BACKGROUND

City management reviewed the proposed CIP in November and December of 2011 and January of 2012, and ensured that the projects and fiscal impacts were aligned with the assumptions and priorities established in previous bond elections. The City Manager formally submitted the proposed CIP to Council at the Regular Meeting on January 17, 2012 and staff made copies of the proposed CIP available for public inspection and review the next day in libraries and the City Secretary's Office. Council held a public

# NOTICE OF INTENT TO ISSUE CERTIFICATES OF OBLIGATION

Page 2

hearing of the proposed CIP on February 7, 2012. Continued deliberations of the proposed CIP were held at the February 6<sup>th</sup> and February 20<sup>th</sup> Council Work Sessions. The CIP was approved February 21, 2012 by Resolution # 6519.

The adopted CIP is a \$190 million work program for 2012. With available existing resources of \$87.4 million, \$102.6 million in new debt will be required, excluding issue costs. Of the new debt requirement, approximately \$6.8 million is planned to come from the issuance of Certificates of Obligation (CO's).

CO's can be issued for shorter maturities of 5, 10, or 15 years that match the useful lives of the capital improvements in compliance with Council Policy FIN-06. CO's only require approval by Council and publication of a notice of intention for issuance.

## CONSIDERATION

### Legal

Council approval of a resolution and notice of intent to issue certificates of obligation will meet the legal requirements for debt issuance but will not in any way obligate the City to issue debt. Legally, a notice of intention must be published in a newspaper of general circulation at least twice during the 30-day period preceding a certificate of obligation sale.

### Financial

Since neither cash nor authorized bonds are available to fund a portion of the adopted 2012 CIP, staff requests Council to consider the issuance of certificates of obligation. Based on information from the City's Financial Advisors, First Southwest Company, the proposed certificate of obligation debt issuance, including issue costs, of approximately \$6.8 million can be sold at an estimated interest rate of 3.35% in the current interest rate environment. At this interest rate, the City will incur additional debt service (principal and interest payments) on the certificates of approximately \$480,000 per year as calculated over a 20-year debt maturity. The actual interest rate, average debt maturity and issue costs will be finalized at the time of debt issuance. There will be no impact on the debt service tax rate as a result of this debt issuance.

Submitted By:

David Schuler  
Finance Director

Dated: March 12, 2012

Approved By:

William E. Dollar  
City Manager

Dated: March 12, 2012



Meeting: Work Session

Date: March 19, 2012

# Policy Report

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## EDWARD BYRNE JUSTICE ASSISTANCE GRANT (JAG)

### ISSUE

Council is requested to consider authorizing the submission of an application for the Edward Byrne Memorial Justice Assistance Grant to be used for the purchase of a Tactical Intervention Vehicle (Armored Personnel Carrier).

### OPTIONS

1. Authorize the submission of an application for the grant.
2. Do not authorize the submission of an application for the grant.

### RECOMMENDATION

Option 1: The Police Department recommends that Council authorize the submission of the grant application. This item is scheduled for formal consideration at the March 20, 2011 Regular Meeting.

### COUNCIL GOAL

Consistent Delivery of Reliable City Services  
Safe, Family-Friendly Neighborhoods

### BACKGROUND

The Garland Police Department currently does not have CBRNE (Chemical, Biological, Radiological, Nuclear, Explosive) capable Tactical Intervention Vehicle or "Armored Personnel Carrier." The current SWAT armored vehicle is a 1980's model bank car. It is insufficiently armored against the possible threats faced by the Garland Police Department SWAT team such as high powered rifles, including most common hunting rifles. A modern armored personnel carrier will provide the SWAT team with the ability to safely perform their mission; keeping both themselves and citizens safe.

## **CONSIDERATION**

The present Police Department Armored Vehicle is insufficient for the needs of the department. If this grant is awarded to the Department it will provide partial funding for the purchase of the needed vehicle. It is the intention of the Police Department to supplement the grant awarded funds with seizure funds in a future Seizure Fund Budget.

## **ATTACHMENT**

None

Submitted By:

Mitchel L. Bates  
Chief of Police

Date: March 6, 2012

Approved By:

William E. Dollar  
City Manager

Date: March 6, 2012



Meeting: Work Session

Date: March 19, 2012

# Policy Report

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## ASSET MANAGEMENT FOR WATER AND WASTEWATER UTILITIES

### ISSUE

Asset Management (AM) is a business management tool designed to effectively maintain desired service levels at the lowest life cycle costs. 'Assets' in the Water/Wastewater Utility are typically water/wastewater lines and their appurtenances, pumping stations and equipment, and wastewater treatment equipment and processes. As information is gathered and processed, the program will help identify aging assets before they fail, keep assets productive through life cycle management, and provide pertinent information to make effective financial decisions. Implementing an AM program will involve a multi-year commitment in funding, operations, and administrative support.

The Water and Wastewater Utility seeks to begin the process of evaluating our current processes, documentation, and operations in order to develop an appropriate implementation plan and schedule. A contract in the amount of \$159,000 has been developed with a local engineering firm, Freese-Nichols, Inc., to assist in this process. Also included is an item to evaluate current software options. Funding for this endeavor was included in the current operating budget. Council action is necessary to authorize the City Manager to execute the contract.

### OPTIONS

- A. Authorize the City Manager to execute the contract.
- B. Take no action

### RECOMMENDATION

Option A. If Council concurs, this item will be scheduled for formal consideration at the April 3, 2012 Regular Meeting.

### COUNCIL GOAL

Consistent Delivery of Reliable City Services

### BACKGROUND

With over \$632 million currently invested, Garland Water Utilities is responsible for maintaining 1,000 miles of water mains, 1,000 miles of sewer mains, 8,500 fire hydrants, 22,000 valves, 2 wastewater treatment facilities, 11 sewer lift stations, 6 water

pump stations, 3 elevated storage towers, 8 ground storage tanks, and over 68,000 metered service connections. Specific maintenance, financial, and asset information for all these operations have been stored in different formats, different locations, and different systems, resulting in asset data being scattered amongst its divisions and other city departments. In order to better manage its water/wastewater infrastructure data, and to use this information to assist management decisions and field operations, the Utility is proposing to engage a consultant to assist in the development and implementation of an asset management program and system.

The program would gather specific information on each asset and create a uniform process to evaluate life-cycle costs for each entity. As an example, this information might include age, material, repair history, recommended service intervals and costs, etc. Having this information collected and stored in a uniform manner will allow for effective business decisions to be made from a life-cycle cost perspective. It will also allow the Utility to keep assets productive, improve the accuracy of information that is required for regulatory agencies, and move from reactive to predictive maintenance strategy.

## **CONSIDERATION**

A request for proposals (RFP) was published to seek parties interested in this initial phase. Fourteen responses were received and evaluated. Ultimately, Freese-Nichols, Inc received the highest rating of the respondents.

Water Utility staff has collaborated with IT and Organizational Development in this effort. Funding is included in the current operating budget.

## **ATTACHMENT**

Proposed contract

### **Submitted By:**

John Baker, PE Director of  
Water and Wastewater Utilities

Date: March 9, 2012

### **Approved By:**

William E. Dollar  
City Manager

Date: March 12, 2012

## ENGINEERING SERVICES CONTRACT

This Engineering Services Contract ("Contract") is made and entered by and between the City of Garland, Texas (the "City") and Freese and Nichols, Inc. (the "Engineer")

### **Section 1. Scope of Project.**

Asset Management Program Services Phases 1 and 2 as described in the attached Attachment 'A'

Estimated Fee: \$159,600

### **Section 2. Time of Completion**

The prompt completion of this project is critical to the City of Garland. Unnecessary delays to the project shall be grounds for dismissal of the Engineer and termination of this Contract without any or further liability to the City other than a prorated payment for necessary, timely and conforming work done on the project prior to the time of termination. Engineer proposes to complete the entire project within 300 calendar days. Upon receiving the notice to proceed, the engineer will submit Bar Graph Schedule. Upon request by the City, the engineer will prepare a revised schedule.

### **Section 3. Professional Liability Insurance.**

Prior to the commencement of the design phase under this Contract, Engineer shall obtain standard comprehensive professional liability insurance coverage in an amount of at least \$500,000.00 aggregate per year, covering the services provided under this Contract, including contractual liability as provided by Section 9 of this Contract. Engineer shall maintain such coverage during all phases of engineering services under this Contract and for one (1) year after substantial completion of the project. The City shall be supplied with a certificate of such coverage, which shall provide for a thirty- (30) day notice to the City, by certified or registered mail, of cancellation, non-renewal, or material alteration.

### **Section 4. Compensation.**

#### **(A) Basic Services**

The Engineer will be compensated at indicated in the attached Attachment 'A'

At the date of execution of this contract, the estimated fees are as follows:

Phase 1 :	\$99,600
Phase 2:	<u>\$59,400</u>
Total Fee:	\$159,000

The Engineer may submit monthly, or less frequent, requests for payment based on the estimated completion of the described tasks and approved work schedule. This fee covers all typical cost associated with the project administration, design & development, including, but not limited to, mileage, copies, phone, labor, overhead, maintenance,

printing, copying, and all other incidental costs. The Engineer must submit their request for payment using the City's forms as shown in Appendix "B" of this contract, or in a format approved by the City.

**(B) Records of Expenses:**

Engineer shall maintain reasonably detailed records of all work done on behalf of the City under this Contract and of all expenses incurred for which Engineer seeks payment or reimbursement and shall promptly provides such records to the City upon request.

**Section 5. Changes to the Project and Additional Compensation.**

**(A) Changes to Work:**

The Engineer shall make such revisions in the work included in this Contract, which has been completed as are necessary to correct any errors when required to do so by the City. No additional compensation shall be paid for such work. If the City finds it necessary to request changes to previously satisfactorily completed work or parts thereof, the Engineer shall make such revisions if requested and as directed by the City and such services will be considered as additional work and paid for as specified under following paragraph.

**(B) Additional Work:**

Work not within the description of the "Scope of Services" to be provided by the Engineer under this Contract and not otherwise constituting special services must be approved by supplemental agreement to this Contract by the City before the Engineer undertakes it. If the Engineer is of the opinion that any work is beyond the scope of this Contract and constitutes additional work, the Engineer shall promptly notify the City of that opinion, in writing. In the event the City finds that such work does constitute additional work, then the City shall so advise the Engineer, in writing, and shall provide extra compensation to the Engineer for the additional work on the same basis as covered under "Compensation" and as provided under a supplemental agreement. The fixed fee shall be adjusted if additional work is approved by supplemental agreement and performed by the Engineer.

**Section 6. Miscellaneous Provisions.**

**(A) Subletting:**

The Engineer shall not sublet or transfer any portion of the work under this Contract unless specifically approved in writing by the City. Subcontractors shall comply with all provisions of this Contract. The approval or acquiescence of the City in the subletting of any work under this Contract shall not relieve the Engineer of any responsibility for work done under this Contract.

**(B) Ownership of Documents:**

Upon completion or termination of this Contract, all documents prepared by the Engineer or furnished to the Engineer by the City shall be delivered to and become the property of the City. All sketches, charts, calculations, plans, specifications and other data prepared

under this Contract shall be made available, upon request, to the City without restriction or limitation on the further use of such materials. The Engineer may, at the expense of the Engineer, have copies made of the documents or any other data furnished to the City under this Contract.

**(C) Engineer's Seal; Warranty:**

The Engineer shall place the Texas Professional Engineer's seal of endorsement of the principal engineer on all documents and engineering data furnished by the Engineer to the City. Engineer warrants that all work and services provided under this Contract will be performed in a good and workmanlike fashion and shall conform to the accepted standards and practices of the engineering profession.

**(D) Compliance with Laws:**

The Engineer shall comply with all Federal, State and local laws, statutes, ordinances, rules and regulations, and the orders and decrees of any courts or administrative bodies in any matter affecting the performance of this Contract, including, without limitation, worker's compensation laws, minimum and maximum salary and wage statutes and regulations, and licensing laws and regulations. When required, the Engineer shall furnish the City with satisfactory proof of compliance.

**(E) Status of Engineer:**

Engineer acknowledges that Engineer is an independent contractor of the City and that Engineer is not an employee, agent, official or representative of the City. Engineer shall not represent, either expressly or through implication, that Engineer is an employee, agent, official or representative of the City. Income taxes, self-employment taxes, social security taxes and the like are the sole responsibility of the Engineer.

**(F) Non-Collusion:**

Engineer represents and warrants that Engineer has not given, made, promised or paid, nor offered to give, make, promise or pay any gift, bonus, commission, money or other consideration to any person as an inducement to or in order to obtain the work to be provided to the City under this Contract. Engineer further agrees that Engineer shall not accept any gift, bonus, commission, money, or other consideration from any person (other than from the City under this Contract) for any of the services performed by Engineer under or related to this Contract. If any such gift, bonus, commission, money, or other consideration is received by or offered to Engineer, Engineer shall immediately report that fact to the City and, at the sole option of the City, the City may elect to accept the consideration for itself or to take the value of such consideration as a credit against the compensation otherwise owing to Engineer under this Contract.

**(G) Right To Audit:**

The City shall have the right to examine and audit the books and records of the Contractor at any reasonable time. Such books and records will be maintained in accordance with generally accepted principles of accounting and will be adequate to enable determination of: 1) the substantiation and accuracy of any payment required to be made under this agreement; and 2) compliance with the provisions of this agreement.

**Section 7. Termination of Contract.** This Contract may be terminated:

1. By mutual agreement and consent of both Engineer and City.
2. By the City, immediately upon notice in writing to the Engineer, as consequence of the failure of Engineer to perform the services contemplated by this Contract in a timely or satisfactory manner and within the limits provided, with proper allowances being made for circumstances beyond the control of the Engineer.
3. By either party, upon the failure of the other party to fulfill its obligations as set forth in the "Scope of Services".
4. By the City, for reasons of it's own and not subject to the mutual consent of the Engineer, upon not less than thirty- (30) days written notice to the Engineer.
5. By satisfactory completion of all services and obligations described herein.

Should the City terminate this Contract, the Engineer shall not be entitled to any fees or reimbursable expenses other than the fees and reimbursable expenses then due and payable as of the time of termination. In determining the value of the work performed by the Engineer prior to termination, the City shall be the sole judge. Payment for work at termination will be based on work satisfactorily completed at the time of termination.

If the Engineer defaults in performance of this Contract or if the City terminates this Contract for fault on the part of the Engineer, the City will give consideration to the actual costs incurred by the Engineer in performing work to date of default, the value of the work which is usable to the City, the cost to the City of employing another engineer to complete the work required and the time required to do so, and other factors which affect the value to the City of the work performed at time of default.

If the termination of this Contract is due to the failure of the Engineer to fulfill a contract obligation, the City may take over the project and prosecute the work to completion by contract or otherwise. In such case, the Engineer shall be liable to the City for any additional cost incurred by the City in completing such work.

**Section 8. Indemnification**

**Engineer agrees to indemnify, hold harmless, and defend the City of Garland, Texas and all of its present, future and former agents, employees, officials and representatives in their official, individual and representative capacities from and against any and all claims, demands, causes of action, judgments, liens and expenses (including attorney's fees, whether contractual or statutory), costs and damages (whether common law or statutory, and whether actual, punitive, consequential or incidental), of any conceivable character, due to or arising from injuries to persons (including death) or to property (both real and personal) created by, arising from, or in any manner relating to the services or goods performed or provided by Engineer to the fullest extent BUT ONLY TO THE EXTENT allowed under Sec. 271.904(a) of the Texas Government Code.**

**Section 9. Notices**

Any notice required or desired to be given from one party to the other party to this Contract shall be in writing and shall be given and shall be deemed to have been served and received (whether actually received or not) if (i) delivered in person to the address set forth below; (ii) deposited in an official depository under the regular care and custody of the United States Postal Service located within the confines of the United States of America and sent by certified mail, return receipt requested, and addressed to such party at the address hereinafter specified; or (iii) delivered to such party by courier receipted delivery. Either party may designate another address within the confines of the continental United States of America for notice, but until written notice of such change is actually received by the other party, the last address of such party designated for notice shall remain such party's address for notice.

**Section 10. No Assignment**

Neither party shall have the right to assign that party's interest in this Contract without the prior written consent of the other party.

**Section 11. Severability**

If any term or provision of this Contract is held to be illegal, invalid or unenforceable, the legality, validity or enforceability of the remaining terms or provisions of this Contract shall not be affected thereby, and in lieu of each such illegal, invalid or unenforceable term or provision, there shall be added automatically to this Contract a legal, valid or enforceable term or provision as similar as possible to the term or provision declared illegal, invalid or unenforceable.

**Section 12. Waiver**

Either City or the Engineer shall have the right to waive any requirement contained in this Contract which is intended for the waiving party's benefit, but, except as otherwise provided herein, such waiver shall be effective only if in writing executed by the party for whose benefit such requirement is intended. No waiver of any breach or violation of any term of this Contract shall be deemed or construed to constitute a waiver of any other breach or violation, whether concurrent or subsequent, and whether of the same or of a different type of breach or violation.

**Section 13. Governing Law; Venue**

This Contract and all of the transactions contemplated herein shall be governed by and construed in accordance with the laws of the State of Texas. The provisions and obligations of this Contract are performable in Dallas County, Texas such that exclusive venue for any action arising out of this Contract shall be in Dallas County, Texas.

**Section 14. Paragraph Headings; Construction**

The paragraph headings contained in this Contract are for convenience only and shall in no way enlarge or limit the scope or meaning of the various and several paragraphs hereof. Both parties have participated in the negotiation and preparation of this Contract and this Contract shall not be construed either more or less strongly against or for either party.

**Section 15. Binding Effect**

Except as limited herein, the terms and provisions of this Contract shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, devisees, personal and legal representatives, successors and assigns.

#### **Section 16. Gender**

Within this Contract, words of any gender shall be held and construed to include any other gender, and words in the singular number shall be held and construed to include the plural, unless the context otherwise requires.

#### **Section 17. Counterparts**

This Contract may be executed in multiple counterparts, each of which shall be deemed an original, and all of which shall constitute but one and the same instrument.

#### **Section 18. Exhibits**

All exhibits to this Contract are incorporated herein by reference for all purposes wherever reference is made to the same.

#### **Section 19. Entire Agreement**

It is understood and agreed that this Contract contains the entire agreement between the parties and supersedes any and all prior agreements, arrangements or understandings between the parties relating to the subject matter. No oral understandings, statements, promises or inducements contrary to the terms of this Contract exist. This Contract cannot be changed or terminated orally.

#### **Section 20. Relationship of Parties**

Nothing contained in this Contract shall be deemed or construed by the parties hereto or by any third party to create the relationship of principal and agent or of partnership or of joint venture or of any association whatsoever between the parties, it being expressly understood and agreed that no provision contained in this Contract nor any act or acts of the parties hereto shall be deemed to create any relationship between the parties other than the relationship of independent parties contracting with each other solely for the purpose of effecting the provisions of this Contract.

#### **Section 21. Dispute Resolution.**

*Pursuant to subchapter I, Chapter 271, TEXAS LOCAL GOVERNMENT CODE, Contractor agrees that, prior to instituting any lawsuit or other proceeding arising from any dispute or claim of breach under this Agreement (a "Claim"), the parties will first attempt to resolve the Claim by taking the following steps: (i) A written notice substantially describing the factual and legal basis of the Claim shall be delivered by the Contractor to the City within one-hundred eighty (180) days after the date of the event giving rise to the Claim, which notice shall request a written response to be delivered to the Contractor not less than fourteen (14) business days after receipt of the notice of Claim; (ii) If the response does not reasonably resolve the Claim, in the opinion of the Contractor, the Contractor shall give notice to that effect to the City whereupon each party shall appoint a person having authority over the activities of the respective parties who shall promptly meet, in person, in an effort to resolve the Claim; (iii) If those persons cannot or do not resolve the Claim, then the parties shall each appoint a person from the highest tier of*

*managerial responsibility within each respective party, who shall then promptly meet, in person, in an effort to resolve the Claim.*

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**EXECUTED** on the dates indicated below but deemed to be effective as of the \_\_\_\_\_ day of \_\_\_\_\_, 2012

**CITY:**

**ENGINEER:**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

**ADDRESS FOR NOTICE:**

**CITY:**

**ENGINEER:**

City of Garland  
Water and Wastewater Utilities  
P.O. Box 469002  
Garland, Texas 75046-9002  
(972) 205-2170

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## **APPENDIX “A**

## City of Garland Water Utilities

### Asset Management Program – Phases 1 and 2

#### DRAFT SCOPE OF SERVICES

##### **PHASE 1 – DEVELOPMENT OF ASSET MANAGEMENT PLAN**

##### **TASK A – Asset Management Best Practices, Benchmarking, and Workshops**

- A1. Kick-off Meeting: FNI will attend a kick-off meeting with the City to discuss project goals, scope, schedule, and milestones. FNI will provide a high level overview of asset management concepts. FNI will submit a data request memorandum outlining the data needs for the project. FNI will prepare and deliver meeting minutes documenting the discussion items.
- A2. Conduct Benchmarking of Asset Management Programs: FNI will gather and document information on the asset management practices of up to four other similar water utilities identified jointly by FNI and Garland Water Utilities (GWU) for benchmarking of asset management practices. FNI will document use of asset management software and tools among other departments within the organization.
- A3. Prepare TM-1 on Asset Management Best Practices and Benchmarking: FNI will prepare a technical memorandum summarizing the water and wastewater utility asset management best practices and benchmarking of other utilities. FNI will deliver ten (10) hard copies and one (1) electronic PDF copy of TM-1.
- A4. Asset Management Best Practices, Benchmarking, and Visioning Workshop: FNI will conduct a workshop with City staff to present and discuss the methodology and results of the asset management and best practices evaluation and to discuss asset management program goals and objectives. Discussion will focus on overall objectives and short and long term goals for the asset management program as well as roles and responsibilities of the City's asset management team. Based on review of City procedures, available information, and industry standards, FNI to lead cost/benefit discussions regarding incorporating future actions. These costs include hard and soft financial, operational, and systems considerations. FNI will prepare and deliver meeting minutes documenting the discussion items and defining the action items and path forward.
- A5. Finance and Information Technology (IT) Workshop: FNI will conduct a focused workshop with City Finance and Information Technology (IT) staff to discuss asset management issues. Finance and IT department goals and concerns will be addressed. FNI will prepare and deliver meeting minutes documenting the discussion items.

##### **TASK B – Water and Wastewater System Asset Data Gap Analysis and Business Process Review**

- B.1 Data Collection and Review: FNI will coordinate with City staff to assimilate and categorize the available water and wastewater system data sources, including but not limited to GIS, financial

asset and IT records, hydraulic models, CCTV data, maintenance history, warranty data, O&M Manuals, shop drawings, pump curves, as-built drawings, and work order system data.

- B.2 Analyze and Document GIS Data Structure, Attributes, and Sources and Perform Gap Analysis: FNI will review the GIS data structure for the water and wastewater systems including the attribute data and multiple data sources used to populate the GIS. FNI will document water and wastewater GIS structure, data model, attributes, data entry process, and source data. FNI will conduct a gap analysis to identify enhancements to GIS attribute data, data structure modifications, and integration with other systems to facilitate implementation of the asset management program.
- B.3 Review and Document Work Order System and Perform Gap Analysis: FNI will review and document the City's custom work order system including workflow process, data structure, information collected, and integration with GIS. FNI will conduct a gap analysis to identify enhancements to current work order system attribute data, data structure modifications, and integration with other systems to facilitate implementation of the asset management program.
- B.4 Review and Document Other System Asset Data and Perform Gap Analysis: FNI will review and document other available water and wastewater system asset data including maintenance logs, CCTV data, customer information system, billing data, hydraulics models, warranty data, O&M Manuals, shop drawings, pump curves, and as-built drawing database. FNI will conduct a gap analysis to identify enhancements to water and wastewater system asset data, data structure modifications, and integration with other systems to facilitate implementation of the asset management program.
- B.5 Business Process Review: FNI will conduct interviews with utility management, operations, GIS, IT, and Finance staff to gain understanding of current business processes. FNI will review and document existing water and wastewater utility business processes including but not limited to GIS updates, work order life cycle, routine preventative maintenance, financial asset records, regulatory reporting, and other utility business processes.
- B.6 Prepare TM-2 on Gap Analysis and Business Process Review: FNI will prepare a technical memorandum summarizing the water and wastewater system asset data gap analysis and business process review. FNI will deliver ten (10) hard copies and one (1) electronic PDF copy of TM-2.
- B.7 Gap Analysis and Business Process Workshop: FNI will conduct a workshop with City staff to present and discuss the methodology and results of the water and wastewater system asset data gap analysis and business process review.

### **Task C – Asset Management Program Development**

- C1. Develop Asset Management Recommendations: Based on the results of the visioning workshops, gap analyses, and business process review, FNI will develop asset management recommendations

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for the water and wastewater systems. The recommendations will be structured to align with City and Departmental Initiatives and will consist of the following components:

- Additional data and system requirements
- Enhancements to current business processes
- Prioritization of systems (water, wastewater, pipelines, facilities)
- Organizational enhancements
- Development of new business processes

C2. Develop Asset Management Implementation Plan: FNI will develop an asset management implementation plan with the following elements:

- Assignment of responsible parties
- Yearly implementation schedule with milestones
- Metrics
- Staffing requirements
- Annual budgeting requirements
- Coordination requirements during plan implementation
- Recommendations to make asset management sustainable
- Planning level cost estimates in 2012 dollars for the recommendations in the asset management plan

C3. Asset Management Implementation Plan Workshop: FNI will conduct a workshop with City staff to finalize the vision for the asset management program. Discussion will focus on systems integration, software alternatives, sustainability needs, and preliminary implementation schedule. FNI will prepare and deliver meeting minutes documenting the discussion items.

C4. Prepare Draft Asset Management Implementation Plan Report: FNI will prepare a draft report documenting the asset management implementation plan. FNI will deliver ten (10) hard copies and one (1) electronic PDF copy of the draft report.

C5. Draft Report Review Meeting: FNI will attend one meeting with City staff to review and solicit comments on the draft report. FNI will prepare and deliver meeting minutes documenting the discussion items.

C6. Prepare Final Asset Management Implementation Plan Report: FNI will update the draft report based on comments provided by the City and prepare a final report. FNI will deliver fifteen (15) hard copies and one (1) electronic PDF copy of the final report.

## **PHASE 2 – ASSET MANAGEMENT SOFTWARE EVALUATION AND RECOMMENDATION**

### **Task D – Asset Management Software Evaluation and Recommendation**

(Phase 2 does not include development of a detailed Request for Proposals (RFP) for software procurement.)

- D1. Evaluation of Existing Software Systems: FNI will document and perform an evaluation of the existing software systems utilized by Garland Water Utilities. Software systems will be analyzed based on current level of use, effectiveness, use in other departments, and integration with other systems.
- D2. Define Asset Management Software Requirements: FNI will coordinate with the City in a workshop setting to define the requirements for asset management software to support the goals and objectives of the asset management program. Based on the results of the workshop and the evaluation of existing software systems, FNI will work with City staff to develop draft software requirements to be used in the software selection process.
- D3. Vendor Shortlist Presentations: FNI will coordinate with the City to schedule and participate in shortlist interviews for two or three selected software vendors.
- D4. Develop Asset Management Software Recommendation: Based on draft software requirements and shortlist interviews, FNI will provide a recommendation for asset management software for the City of Garland Water Utilities.
- D5. Prepare TM-3 on Software Evaluation: FNI will prepare a technical memorandum summarizing the asset management software evaluation and recommendation. FNI will deliver ten (10) hard copies and one (1) electronic PDF copy of TM-3.
- D6. Assistance with Budgeting Forms: FNI will coordinate with the City and provide assistance in completing the IT Budget Request Form required for FY2013 budgeting purposes.

### **SUMMARY OF DELIVERABLES:**

1. TM-1 on Asset Management Best Practices and Benchmarking
2. TM-2 on Gap Analysis and Business Process Review
3. TM-3 on Software Evaluation
4. Draft Asset Management Implementation Plan Report
5. Final Asset Management Implementation Plan Report

**Asset Management Program - Phases 1 and 2**  
**City of Garland**  
**Preliminary Estimate of Engineering Services**

**PHASE 1 - DEVELOPMENT OF ASSET MANAGEMENT PLAN**

<b>Task A - Asset Management Best Practices, Benchmarking, and Workshops</b>								
		Principal	Project Manager	Project Engineer	GIS	Word Processor	Total Hours	Estimated Total Fee
A1.	Kickoff Meeting and Data Request	2	6	8	4		20	\$3,000
A2.	Conduct Benchmarking of Asset Management Programs	2	12	16			30	\$4,700
A3.	Prepare TM-1 on Best Practices and Benchmarking	2	8	16	2	2	30	\$4,300
A4.	Asset Management Best Practices, Benchmarking, and Visioning Workshop	2	8	8	2		20	\$3,100
A5.	Finance and Information Technology (IT) Workshop	2	8	8	2		20	\$3,100
<b>Labor Cost Subtotal</b>		<b>10</b>	<b>42</b>	<b>56</b>	<b>10</b>	<b>2</b>	<b>120</b>	<b>\$ 18,200</b>
<b>Expenses</b>								
General Expenses							\$600	
Computer Expenses							\$700	
Printing							\$500	
<b>Expenses Subtotal</b>								<b>\$1,800</b>
<b>Task A - Asset Management Best Practices, Benchmarking, and Workshops</b>								<b>\$ 20,000</b>
<b>Task B - Water and Wastewater System Asset Data Gap Analysis and Business Process Review</b>								
		Principal	Project Manager	Project Engineer	GIS	Word Processor	Total Hours	Estimated Total Fee
B1.	Data Collection and Review		8	16	8		32	\$4,200
B2.	Analyze and Document GIS Data Structure, Attributes, and Sources and Perform Gap Analysis		10	16	12		38	\$5,000
B3.	Review and Document Work Order System and Perform Gap Analysis		10	24	4		38	\$5,200
B4.	Review and Document Other System Asset Data and Perform Gap Analysis		10	24	4		38	\$5,200
B5.	Business Process Review	2	10	16	4		32	\$4,700
B6.	Prepare TM-2 on Gap Analysis and Business Process Review	2	8	16	2	2	30	\$4,300
B7.	Gap Analysis and Business Process Review Workshop	2	8	8	2		20	\$3,100
<b>Labor Cost Subtotal</b>		<b>6</b>	<b>64</b>	<b>120</b>	<b>36</b>	<b>2</b>	<b>228</b>	<b>\$ 31,700</b>
<b>Expenses</b>								
General Expenses							\$700	
Computer Expenses							\$1,500	
Printing							\$700	
<b>Expenses Subtotal</b>								<b>\$2,900</b>
<b>Task B - Water and Wastewater System Asset Data Gap Analysis and Business Process Review</b>								<b>\$ 34,600</b>
<b>Task C - Asset Management Program Development</b>								
		Principal	Project Manager	Project Engineer	GIS	Word Processor	Total Hours	Estimated Total Fee
C1.	Develop Asset Management Recommendations	2	24	40	8		74	\$10,700
C2.	Develop Asset Management Implementation Plan	2	20	40	8		70	\$9,900
C3.	Asset Management Implementation Plan Workshop	2	8	8	2		20	\$3,100
C4.	Prepare Draft Asset Management Implementation Plan Report	2	24	24	8	4	62	\$8,900
C5.	Draft Report Review Meeting	2	4	6	2		14	\$2,200
C6.	Prepare Final Asset Management Implementation Plan Report	2	16	20	4	2	44	\$6,400
<b>Labor Cost Subtotal</b>		<b>12</b>	<b>96</b>	<b>138</b>	<b>32</b>	<b>6</b>	<b>284</b>	<b>\$ 41,200</b>
<b>Expenses</b>								
General Expenses							\$800	
Computer Expenses							\$1,500	
Printing							\$1,500	
<b>Expenses Subtotal</b>								<b>\$3,800</b>
<b>Task C - Asset Management Program Development</b>								<b>\$ 45,000</b>
<b>SUBTOTAL - PHASE 1 - DEVELOPMENT OF ASSET MANAGEMENT PLAN</b>								<b>\$ 99,600</b>

**Asset Management Program - Phases 1 and 2  
City of Garland  
Preliminary Estimate of Engineering Services**

**PHASE 2 - ASSET MANAGEMENT SOFTWARE EVALUATION AND RECOMMENDATION**

	Task D - Asset Management Software Evaluation and Recommendation	Principal	Project Manager	Project Engineer	GIS	Word Processor	Total Hours	Estimated Total Fee
D1.	Evaluation of Existing Software Systems	2	12	16	2		32	\$4,900
D2.	Define Asset Management Software Requirements	2	12	16	2		32	\$4,900
D3.	Vendor Shortlist Presentations	2	12	12			26	\$4,200
D4.	Develop Asset Management Software Recommendation	2	16	16	2		36	\$5,600
D5.	Prepare TM-3 on Software Evaluation		4	8	2	2	16	\$2,100
D6.	Assistance with Budgeting Forms		4	4			8	\$1,200
	<b>Labor Cost Subtotal</b>	<b>8</b>	<b>60</b>	<b>72</b>	<b>8</b>	<b>2</b>	<b>150</b>	<b>\$ 22,900</b>
	<b>Expenses</b>							
	Subconsultant - Westin Engineering						\$34,500	
	General Expenses						\$500	
	Computer Expenses						\$1,000	
	Printing						\$500	
	<b>Expenses Subtotal</b>							<b>\$36,500</b>
	<b>Task D - Asset Management Software Evaluation and Recommendation</b>							<b>\$ 59,400</b>
	<b>SUBTOTAL - PHASE 2 - ASSET MANAGEMENT SOFTWARE EVALUATION AND RECOMMENDATION</b>							<b>\$ 59,400</b>

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## **APPENDIX “B”**

COMPANY LOGO

INVOICE

Name of Engineer  
City of Garland  
P.O. Box 469002  
Garland, Texas 75046-9002

Invoice No.: ####  
Date: Month, Date, and Year  
Project No.: ####

Project:

Invoice Summary: From 00/00/0000 to 00/00/0000

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**BASIC SERVICES:**

Base Fee	\$000,000.00
<i>(Excludes Additional Services)</i>	
Total Due This Invoice	\$000,000.00
Total Previous Invoices	\$000,000.00
	_____
Total Billed To Date	\$000,000.00
Less Payments/Credits	(\$000,000.00)
	_____
<b>Amount Due This Invoice</b>	<b>&gt;&gt;&gt;&gt;&gt;&gt; \$000,000.00</b>

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Unforeseen Items	\$000,000.00
<i>(Must be approved by City)</i>	
Total Due This Invoice	\$000,000.00
Total Previous Invoices	\$000,000.00
	_____
Total Billed To Date	\$000,000.00
Less Payments/Credits	(\$000,000.00)
	_____
<b>Amount Due This Invoice</b>	<b>&gt;&gt;&gt;&gt;&gt;&gt; \$000,000.00</b>

**SPECIAL SERVICES: \$000,000.00**

*(Must be approved by City)*

Total Due This Invoice	\$000,000.00
Total Previous Invoices	\$000,000.00
	_____
Total Billed To Date	\$000,000.00
Less Payments/Credits	(\$000,000.00)
	_____
<b>Amount Due This Invoice</b>	<b>&gt;&gt;&gt;&gt;&gt;&gt; \$000,000.00</b>

\*\*\*\*\*

**ADDITIONAL SERVICES:** **\$000,000.00**  
*(Must be approved by City)*

Total Due This Invoice	\$000,000.00
Total Previous Invoices	\$000,000.00
	_____
Total Billed To Date	\$000,000.00
Less Payments/Credits	(\$000,000.00)
	_____
<b>Amount Due This Invoice</b>	<b>&gt;&gt;&gt;&gt;&gt;&gt; \$000,000.00</b>

\*\*\*\*\*

TOTAL AMOUNT BILLED TO DATE: \$000,000.00

TOTAL PERCENTAGE BILLED TO DATE: ##%  
*(Less unforeseen items fees)*

**TOTAL AMOUNT DUE THIS INVOICE: \$000,000.00**



Meeting: Work Session

Date: March 19, 2012

# Policy Report

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## GRANT PROPOSAL TO NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS

### ISSUE

Environmental Waste Services (EWS) is requesting authorization to submit a grant proposal in the amount of \$26,000 to the North Central Texas Council of Governments (NCTCOG). The funds will be used to:

- Design and print a solid waste brochure that reflects the array of services provided by EWS, including the new Automated and Manual Collection Single Stream Recycling Programs, and
- Acquire *My-Waste* smart phone application, which will allow residents to download an app that will be customized to the EWS solid waste collection schedule and various programs

Project funding is awarded on a reimbursable basis, therefore, the City of Garland would expend funds to implement the project and then submit quarterly reimbursement requests to NCTCOG.

### OPTIONS

- A. Authorize EWS Managing Director to submit a grant proposal to the North Central Texas Council of Governments to acquire grant funds to design and print a solid waste brochure and acquire and implement *My-Waste* application
- B. Take no action

### RECOMMENDATION

Staff recommends that Council authorize EWS Managing Director to submit a grant proposal to NCTCOG to design a solid waste brochure that will educate residents about EWS services, and acquire *My-Waste* application. If Council concurs, this item will be scheduled for formal consideration at the April 3, 2012 Regular Meeting.

### COUNCIL GOAL

Consistent Delivery of Reliable City Services

REQUESTING AUTHORIZATION TO SUBMIT GRANT PROPOSAL TO NORTH  
CENTRAL TEXAS COUNCIL OF GOVERNMENTS

Page 2

**BACKGROUND**

Currently, EWS uses the “slim jim” program to educate residents about its services. “Slim jims” are a series of cards sent to new residents to educate them about services, such as recycling collection, transfer station guidelines and disposal options. The new solid waste brochure will replace the “slim jims”, and revitalize the image of EWS to complement the look of its revised website content, reflect program changes, and complement the City’s new branding. The brochure will be posted on the newly designed website for residents to download or refer to anytime they need solid waste information.

*My-Waste* application will be another technological enhancement to our newly released website. It is a downloadable application that will be customized for our City by Municipal Media Corp., the developer of *My-Waste* app. Residents who have a smart phone or tablet can get trash, recycling and disposal details right at their fingertips by downloading the app from iTunes at no cost to them. Grant funds will be used to contract with Municipal Media Corp. to customize the app for Garland’s solid waste services and to provide technology support and upgrades for one year following implementation. *My-Waste* app will also enhance and support the roll-out of our new Automated and Manual Collection Single Stream Recycling Programs.

Grant applications are due April 6, 2012. Completed project applications will be evaluated and ranked by the Resource Conservation Council (RCC), which consists of representatives of various interests involved in solid waste management in the region, per TCEQ guidelines. EWS Managing Director, Lonnie Banks, is a member of RCC. RCC will make recommendations for funding to NCTCOG’s Executive Board and their recommendations will be forwarded to TCEQ. Interlocal Agreement contracts will then be executed with the jurisdiction of the successful projects in June, 2012.

Submitted By:

Approved By:

Lonnie R. Banks, Managing Director  
Environmental Waste Services

William E. Dollar  
City Manager

Date: March 13, 2012

Date: March 13, 2012



# City Council Item Summary Sheet

**Work Session**

**Date:** March 19, 2012

**Agenda Item**

## Tax Abatement – Project Produce

### Summary of Request/Problem

Project Produce is considering relocating to the 300,000 sq. ft. building formerly occupied by the Sears Fashion Center that has been vacant for over five years. With upgrading the 40-year old building with freezer and refrigerator spaces, their investment is expected to be significant. This investment estimates to increase the real estate value by \$1.6 million and \$7.5 million in business personal property value. Over the next ten years, the company expects to add 230 employees, \$18 million in inventory value, and \$3.4 million in sales tax value.

The Garland Economic Development Partnership Steering Committee recommends that Council provide the following to Project Produce:

- General support for the project.
- Support of a 50% City tax abatement for the first four years and 75% abatement for the next six years on the incremental value of the real estate, business personal property, and inventory tax (total of \$910,846 over the ten years).

### Recommendation/Action Requested and Justification

Council discussion.

**Submitted By:**

**Martin E. Glenn**  
Deputy City Manager

**Approved By:**

**William E. Dollar**  
City Manager



CITY OF GARLAND • GARLAND CHAMBER OF COMMERCE • G.I.S.D.

# GARLAND ECONOMIC DEVELOPMENT STEERING COMMITTEE

Project Recommendation to the Garland City Council

*February 23, 2012*

## **Project Produce Expansion/Relocation**

Opened in 1988 Project Produce has been dedicated to make the Hispanic population in the United State feel at home.

It started the Garland operation in 2005 with 20,000 s.f. and currently leases 140,000 s.f. with 150 employees and the sales exceeding over \$300 million. Their expansion plan is from current twelve stores to fifty stores within the next 10 years. To meet their growth plan, expansion/relocation plan has been considered with options through-out the DFW area.

Project Produce is looking to relocate to the 300,000 s.f. former SEARS Fashion Center building which has been vacant over 5 years. With upgrading the 40 years old building with freezer and refrigerator spaces, their investment is expected to be significant. This investment estimates to increase \$1.6 million on the RE value and \$7.5 million on the BPP value. Over the next 10 years, it also expects to add 230 employees, \$18 million on the inventory value and \$3.4 million on the sales tax value.

The GEDP's EDSC recommends to the Garland City Council the following:

- General support for the project
- Support of a 50% City Tax Abatement for the first four years and 75% abatement for rest of six years on the incremental value of the Real Estate, Business Personal Property, and Inventory tax (total of \$910,846 over the 10 years)

## ECONOMIC IMPACT ANALYSIS

Project Produce Expansion (incremental value only)																																																													
ECONOMIC IMPACTS	Full-time jobs	Annual Payroll	RE Value	BPP Value	Taxable Inventory Value	Sales Tax	GP&L (KWH/yr)	Points																																																					
3101 W. Miller Rd.	230	\$14,866,707	\$1,600,000	\$7,539,300	\$ 18,837,159	\$2,651,222	10,117,800																																																						
Total Points:	23	149	6	65	178	27	202		650																																																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"><b>City Property Tax Revenue</b></td> <td></td> <td colspan="2" rowspan="5" style="vertical-align: middle; padding: 5px;">                     Current RE value is \$6.3 million. This is an increment value after upgrading the existing building                 </td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Property Tax Revenue</td> <td style="text-align: right;">\$ 11,274</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>BPP Tax Revenue</td> <td style="text-align: right;">\$ 53,122</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Inventory Tax Revenue</td> <td style="text-align: right;">\$ 132,727</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>City Sales Tax</td> <td style="text-align: right;">\$ 26,512</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total City Tax Revenues</b></td> <td style="text-align: right;"><b>\$ 223,634</b></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>										<b>City Property Tax Revenue</b>		Current RE value is \$6.3 million. This is an increment value after upgrading the existing building								Property Tax Revenue	\$ 11,274							BPP Tax Revenue	\$ 53,122							Inventory Tax Revenue	\$ 132,727							City Sales Tax	\$ 26,512							<b>Total City Tax Revenues</b>	<b>\$ 223,634</b>								
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\*Minimum of 100 points generally required for tax abatement consideration

**Staff Recommendation:**  
**50% Abatement (Year 1-4) and 75% Abatement (Year 5-10) on incremental value of RE, BPP and Inventory: \$910,846**

\*\*NOTE

	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10	
Total Employment	170	210	310	320	330	350	365	375	380	380	
<b>employee increment number</b>	<b>20</b>	<b>60</b>	<b>160</b>	<b>170</b>	<b>180</b>	<b>200</b>	<b>215</b>	<b>225</b>	<b>230</b>	<b>230</b>	
Machinery & Equipment Investment	\$ 8,377,000	\$ 300,000	\$ 330,000	\$ 363,000	\$ 399,300	\$ 439,230	\$ 483,153	\$ 531,468	\$ 584,615	\$ 643,077	
Value with Depreciation	\$ 7,539,300	\$ 7,306,680	\$ 6,831,750	\$ 6,692,800	\$ 6,566,840	\$ 6,622,709	\$ 6,616,526	\$ 6,798,772	\$ 6,926,227	\$ 6,915,020	
RE Tax Increment	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	
Inventory Tax Increment	\$ 2,500,000	\$ 4,750,000	\$ 6,700,000	\$ 8,455,000	\$ 9,801,000	\$ 11,281,100	\$ 12,909,210	\$ 14,700,131	\$ 16,670,144	\$ 18,837,159	
City RE, BPP & Inventory Tax Revenue	\$ 82,011	\$ 96,225	\$ 106,618	\$ 118,005	\$ 126,601	\$ 137,424	\$ 148,852	\$ 162,755	\$ 177,534	\$ 192,723	\$ 1,348,748
<b>50% (year 1-4) 75% (year 5-10)</b>	<b>\$ 41,005</b>	<b>\$ 48,112</b>	<b>\$ 53,309</b>	<b>\$ 59,002</b>	<b>\$ 94,951</b>	<b>\$ 103,068</b>	<b>\$ 111,639</b>	<b>\$ 122,066</b>	<b>\$ 133,150</b>	<b>\$ 144,543</b>	<b>\$ 910,846</b>

City Revenue	year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10	TOTAL
50% (yr 1-4) 25% (yr 5-10)											
New RE, BPP & Inventory revenue	\$ 41,005	\$ 48,112	\$ 53,309	\$ 59,002	\$ 31,650	\$ 34,356	\$ 37,213	\$ 40,689	\$ 44,383	\$ 48,181	\$ 437,902
New Sales Tax	-	\$ 12,500	\$ 12,500	\$ 12,500	\$ 15,000	\$ 17,500	\$ 19,500	\$ 21,660	\$ 23,993	\$ 26,512	\$ 161,665
<b>TOTAL</b>	<b>\$ 41,005</b>	<b>\$ 60,612</b>	<b>\$ 65,809</b>	<b>\$ 71,502</b>	<b>\$ 46,650</b>	<b>\$ 51,856</b>	<b>\$ 56,713</b>	<b>\$ 62,349</b>	<b>\$ 68,376</b>	<b>\$ 74,693</b>	<b>\$ 599,567</b>



# City Council Item Summary Sheet

**Work Session**

Date: March 19, 2012

**Agenda Item**

## Tax Abatement – Electronic Systems Support

### Summary of Request/Problem

Electronic Systems Support (EES) is considering relocating from eight buildings on Austin Street to the 148,665 sq. ft. building located at 3233 Kingsley Road. Within the next five years, EES is proposing to add over \$1 million in new equipment and create 20+ jobs.

The Garland Economic Development Partnership Steering Committee recommends that Council provide the following to EES:

- General support for the project.
- Support of a 75% City tax abatement on business personal property value and inventory value on this new investment for 5 years (total of \$22,836).

### Recommendation/Action Requested and Justification

Council discussion.

**Submitted By:**

**Martin E. Glenn**  
Deputy City Manager

**Approved By:**

**William E. Dollar**  
City Manager



CITY OF GARLAND • GARLAND CHAMBER OF COMMERCE • G.I.S.D.

# GARLAND ECONOMIC DEVELOPMENT STEERING COMMITTEE

Project Recommendation to the Garland City Council

*February 23, 2012*

## **Project: ESS Expansion/Relocation**

Electronic Systems Support (ESS) established the operations in Garland in 1997. With more than 25 years experience with batteries, metal fabricating, and DC engineering design, ESS is a major producer of battery power solutions for Uninterruptible Power Supply, Telecom/Datacom DC Power Systems, and Utility Switch Gear. ESS's certified cabinets, racks, power cables, bus bars, and power solutions are marketed by major companies with a global presence. It has a unique value proposition; design concepts, fabricate, stage, and test, which allow them to maintain the highest level of quality control and fastest lead time in the industry.

ESS is looking to relocate from 8 buildings in Austin Street to the 148,665 s.f. 3233 Kingsley building. Within next five years, it will add over \$1 million in new equipment and create 20+ jobs. Supporting the Garland grown business, the GEDP's EDSC recommends to the Garland City Council the following:

- General support for the project
- Support of a 75% City Tax Abatement on Business Personal Property Value and Inventory Value on this new investment for 5 years (total of \$22,836)

## ECONOMIC IMPACT ANALYSIS

ESS Expansion																				
ECONOMIC IMPACTS:	Full-time jobs	Annual Payroll	RE Value	BPP Value	Taxable Inventory Value	Subj. to Tax % Freeport	Sales Tax	Points												
3233 W. Kingsley (1st Year)		\$701,666	\$0	\$710,000	\$ -	0%	\$0													
(2nd Year)				\$500,000																
over next 5 years	20																			
<b>TOTAL</b>	<b>20</b>			<b>\$1,210,000</b>																
<b>Total Points:</b>	<b>2</b>	<b>7</b>	<b>0</b>	<b>2</b>	<b>0</b>		<b>0</b>	<b>11</b>												
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">City Property Tax Revenue</th> <th></th> </tr> </thead> <tbody> <tr> <td>Property Tax Revenue</td> <td style="text-align: right;">\$ -</td> </tr> <tr> <td>BPP Tax Revenue</td> <td style="text-align: right;">\$ 8,526</td> </tr> <tr> <td>Inventory Tax Revenue</td> <td style="text-align: right;">\$ -</td> </tr> <tr> <td><b>City Sales Tax</b></td> <td style="text-align: right;"><b>\$ -</b></td> </tr> <tr> <td><b>Total City Tax Revenues</b></td> <td style="text-align: right;"><b>\$ 8,526</b></td> </tr> </tbody> </table>									City Property Tax Revenue		Property Tax Revenue	\$ -	BPP Tax Revenue	\$ 8,526	Inventory Tax Revenue	\$ -	<b>City Sales Tax</b>	<b>\$ -</b>	<b>Total City Tax Revenues</b>	<b>\$ 8,526</b>
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<b>Total City Tax Revenues</b>	<b>\$ 8,526</b>																			

\*Minimum of 100 points generally required for tax abatement consideration

Staff Recommendation: 75% New BPP Value Abatement for 5 years						
	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Investment	\$710,000	\$500,000	\$0	\$0	\$0	<b>\$1,210,000</b>
with depreciation	\$639,000	\$1,046,400	\$952,500	\$872,000	\$811,500	
75% abatement on New BPP Value	\$3,376.80	\$5,529.70	\$5,033.49	\$4,608.08	\$4,288.37	<b>\$22,836.44</b>



# City Council Item Summary Sheet

Work Session

Date: March 19, 2012

Agenda Item

## Proposed Changes to Chapter 22 & Chapter 32 of the Code of Ordinances

### Summary of Request/Problem

Staff is recommending changes to several sections of Chapter 22 and Chapter 32 of the Code of Ordinances. The changes to Chapter 22 were reviewed by the Administrative Services Committee on February 7, 2012. The changes to Chapter 32 were reviewed by the Community Services Committee on December 6, 2011. Staff will present the proposed ordinance.

### Recommendation/Action Requested and Justification

Council discussion.

**Submitted By:**

**Richard Briley  
Managing Director of  
Health & Code Compliance**

**Approved By:**

**William E. Dollar  
City Manager**

# DRAFT

- For Discussion Purposes Only -

Additions are indicated by double-underlining  
Deletions are indicated as ~~strike-throughs~~

## ORDINANCE NO.

AN ORDINANCE AMENDING CHAPTER 22, "HEALTH" AND CHAPTER 32, "NEIGHBORHOOD SANITATION AND HOUSING SERVICES" OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS; PROVIDING A PENALTY UNDER THE PROVISIONS OF SEC. 10.05 OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS; PROVIDING A SAVINGS CLAUSE AND A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GARLAND, TEXAS:

### Section 1

Section 22.06(D)(1)(e) of Chapter 22, "Health" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

"(e) The prospective adopter shall pay a fee for adoption of dogs and cats in the amount of eighty dollars (\$80.00). The animal to be adopted will be sterilized, vaccinated for rabies, and provided with a registration tag at the time of adoption. If the animal has previously been sterilized or is medically unable to be sterilized, the adoption fee will be reduced to \$35.00. The fee for adoption of animals other than dogs and cats shall be set by the Supervisor of Animal Services.

(i) If the City veterinarian is unable to spay or neuter an animal prior to adoption, the prospective adopter shall pay a fee of eighty dollars (\$80.00) and shall sign an agreement with the Supervisor of Animal Services to have the animal spayed or neutered at a private veterinary clinic within ninety (90) days of the date of adoption. It shall be an offense to fail to spay or neuter an animal adopted under the provisions of this subsection within ninety (90) days of the receipt of possession of the animal.

(ii) If the animal is spayed or neutered within the time frame specified in the adoption agreement, the adopter shall be issued a refund of forty five dollars (\$45.00)."

### Section 2

# DRAFT

- For Discussion Purposes Only -

Additions are indicated by double-underlining  
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Section 22.09(F) of Chapter 22, "Health" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

"(F) It shall be unlawful to ~~possess~~, harbor or keep any small or large livestock ~~in such a manner that the livestock will be quartered closer~~ less than one hundred fifty (150) feet from any residential dwelling unit, other than ~~those~~ the dwelling unit of the owner or keeper."

## Section 3

Section 22.11 of Chapter 22, "Health" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

### "Sec. 22.11 Domestic Ferrets

(A) ~~It shall be unlawful to possess, harbor, or keep a ferret at any residential dwelling without obtaining a ferret permit from Animal Services.~~ In addition to other generally applicable requirements, the owner of a ferret shall comply with the following standards:

- (1) ~~Each ferret has and maintains a current rabies certificate and is registered with the City.~~ A ferret must be currently vaccinated for rabies and shall be registered with the City;
- (2) A ferret allowed outside the owner's enclosure shall be kept on a leash;
- (3) Each ferret shall wear a collar which bears ~~a label with the name and phone number of its owner~~ a current registration tag issued by the City;
- (4) Any ferret over the age of six (6) months shall be sterilized.

(B) The registration fee for each ferret shall be five dollars (\$5.00) annually."

## Section 4

## DRAFT

### - For Discussion Purposes Only -

Additions are indicated by double-underlining  
Deletions are indicated as ~~strike-throughs~~

Section 22.14 of Chapter 22, "Health" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

- "(A) Fowl shall be kept in an enclosure that is located at least thirty ~~(30)~~ feet from any residential dwelling, other than that of the owner. It shall be unlawful to harbor more than ~~two (2)~~ four female fowl over the age of one ~~(1)~~ month within the City limits, ~~except in an area zoned for agricultural use. In areas zoned for agricultural use, an enclosure may not be required.~~ Roosters or male peafowl (peacocks) are prohibited."

### Section 5

Section 22.20(B) of Chapter 22, "Health" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

- "(B) Authority to require removal from City; appeals from orders of removal. The Supervisor of Animal Services may order the owner of any dangerous animal to immediately remove the animal permanently from the City limits. ~~If so ordered, the animal shall be removed immediately following receipt of the order, even if an appeal is initiated. The owner may appeal the order in writing within ten (10) days of the date of the order to the Administrative Review Board. The board may uphold, reverse or modify the order of the Supervisor of Animal Services and may stipulate restrictions on the animal as a condition to allowing the animal to remain in the City. If the board upholds the order of the Supervisor of Animal Services, the owner shall not bring the animal back inside the City limits. The Supervisor of Animal Services, in lieu of ordering the removal of the animal from the City, may require the owner to take corrective actions which will ensure the safety, peace, and repose of neighboring residents.~~ If the animal is a dog, the Supervisor of Animal Services may, as an alternative to ordering the removal of the animal, determine that the animal is a dangerous dog within the meaning of Sec. 822.041, TEX. HEALTH & SAFETY CODE, in which event the owner shall comply in all respects with the applicable provisions of Chapter 822, TEX. HEALTH & SAFETY CODE. If the Supervisor of Animal Services orders a dangerous animal to be permanently removed from the City, the decision is final unless the owner files a written appeal with the hearing officer appointed under Sec. 24.25 of

## DRAFT

- For Discussion Purposes Only -

Additions are indicated by double-underlining  
Deletions are indicated as ~~strike-throughs~~

this Code within 15 days after receiving notice of the order of removal, who shall review the appeal *de novo*. If the Supervisor of Animal Services has exercised the discretionary option provided in this section with respect to a dog in lieu of ordering the animal removed as a dangerous animal, the owner may appeal as provided by Sec. 822.0421(b), TEX. HEALTH & SAFETY CODE, in which event the standard of review is substantial evidence. In either event, the filing of an appeal does not stay the order being appealed."

### Section 6

Section 22.20 of Chapter 22, "Health" of the Code of Ordinances of the City of Garland, Texas is hereby amended by adding a new subsection (G) which shall read as follows:

"(G) It is an offense to possess, harbor or keep an animal determined to be a dangerous animal by the Supervisor of Animal Services or by the lawful authority of another governmental entity."

### Section 7

Section 22.23(A) of Chapter 22, "Health" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

"(A) The City Council shall appoint a six-person Animal Services Advisory Committee. The committee shall be composed of one licensed veterinarian, one county or municipal official, one person whose duties include daily operation of an animal shelter, one representative from an animal welfare organization, one public health official, and one impartial citizen who shall be a resident of Garland and who shall not have any professional or personal affiliations similar to those represented by other appointees to the committee."

### Section 8

Section 22.88(I)(3) of Chapter 22, "Health" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

"(3) For pools and spas where no lifeguard is provided, "CHILDREN SHOULD NOT USE POOL WITHOUT ADULT SUPERVISION" or similar

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wording in legible letters of at least ~~one-inch~~ two inches in height."

### Section 9

Section 24.01(D)(6) of Chapter 24, "Municipal Court and Administrative Adjudication" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

"(6) Appellate jurisdiction from administrative hearings conducted under section 54.044 of the Texas Local Government Code, a determination made by the Supervisor of Animal Services under subchapter B, Chapter 822, Tex. Health & Safety Code, or as otherwise provided by law; and"

### Section 10

Section 24.25 subpoint(7) of Chapter 24, "Municipal Court and Administrative Adjudication" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

"(7) Any other power necessary to carry out the express powers of this section or as may otherwise be assigned to the hearing officer by this Code or other law.

### Section 11

That Section 32.03(3)(a) of Chapter 32, "Neighborhood Sanitation and Housing Services" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

"(3) Faulty or insufficient smoke detectors alarms.

(a) Each dwelling unit within a multifamily dwelling, and each single-family residential dwelling regulated under section 32.09 shall be equipped with at least one smoke ~~detector~~ alarm on each floor of the dwelling unit or single-family residential dwelling and within each sleeping room. In addition, if multiple sleeping rooms are served by the same corridor, at least one smoke alarm must be installed in the corridor in the immediate

## DRAFT

- For Discussion Purposes Only -

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Deletions are indicated as ~~strike-throughs~~

vicinity of the sleeping rooms. Unless otherwise required by the Building Code applicable at the time of construction, a smoke ~~detector~~ alarm may be either battery-operated or hard-wired.

- (b) All required smoke ~~detectors~~ alarms shall be maintained in proper working order. It shall be unlawful for any person including, without limitation, an occupant of a dwelling, to render a smoke ~~detector~~ alarm inoperable by removal of the batteries or other source of power for the smoke ~~detector~~ alarm except during battery replacement or repairs to the smoke ~~detector~~ alarm."

### Section 12

That Section 32.07(B)(5) of Chapter 32, "Neighborhood Sanitation and Housing Services" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

"(5) The applicant shall certify that each multifamily dwelling unit for which the application is submitted is equipped, in accordance with the provisions of section 32.03(3), with properly working smoke ~~detectors~~ alarms; and"

### Section 13

That Section 32.09(E) of Chapter 32, "Neighborhood Sanitation and Housing Services" of the Code of Ordinances of the City of Garland, Texas is hereby amended to read as follows:

"(E) Smoke ~~detector~~ alarm and occupancy limits certification. The applicant shall certify that the single-family dwelling for which the application is submitted is equipped with properly working smoke ~~detectors~~ alarms in accordance with the provisions of section 32.03(3) and that the single-family dwelling will not violate the occupancy limits established by section 32.04."

### Section 14

That Sec. 32.56(C)(1) of Chapter 32, "Neighborhood Sanitation and Housing Services" of the Code of Ordinances of the City of Garland, Texas, is hereby amended to read as follows:

# DRAFT

- For Discussion Purposes Only -

Additions are indicated by double-underlining  
Deletions are indicated as ~~strike-throughs~~

"(1) A person commits an offense if, within a residential zoning district or upon property which constitutes a residential use ~~Ordinance 3237, as amended,~~ the person causes, suffers, permits or allows a driveway ~~or improved parking surface~~ to cover more than fifty percent (50%) of a front or rear yard. A limited or improved surface constitutes a driveway for purposes of determining the coverage under this section unless the surface is physically detached from any point of egress or ingress to an adjacent street or alley and is permanently incapable of providing a parking space for a vehicle."

## Section 15

That a violation of any provision of this Ordinance shall be a misdemeanor punishable in accordance with Sec. 10.05 of the Code of Ordinances of the City of Garland, Texas.

## Section 16

That Chapter 22, "Health" and Chapter 32, "Neighborhood Sanitation and Housing Services" of the Code of Ordinances of the City of Garland, Texas, amended, shall be and remain in full force and effect save and except as amended in this Ordinance.

## Section 17

That the terms and provisions of this Ordinance are severable and are governed by Sec. 10.06 of the Code of Ordinances of the City of Garland, Texas.

## Section 18

That this Ordinance shall be and become effective immediately upon and after its passage and approval.

**PASSED AND APPROVED** this \_\_\_\_\_ day of \_\_\_\_\_, 2012.

**CITY OF GARLAND, TEXAS**

\_\_\_\_\_  
Mayor

**DRAFT**

**- For Discussion Purposes Only -**

Additions are indicated by double-underlining  
Deletions are indicated as ~~strike-throughs~~

**ATTEST:**

\_\_\_\_\_  
City Secretary



# City Council Item Summary Sheet

Work Session

Date: 3/19/12

Agenda Item

## Envision Garland Comprehensive Plan

### Summary of Request/Problem

The draft Envision Garland Comprehensive Plan has been further revised, per Council's direction. This item is scheduled for public hearing on March 20, 2012.

Staff will be available to answer questions.

### Recommendation/Action Requested and Justification

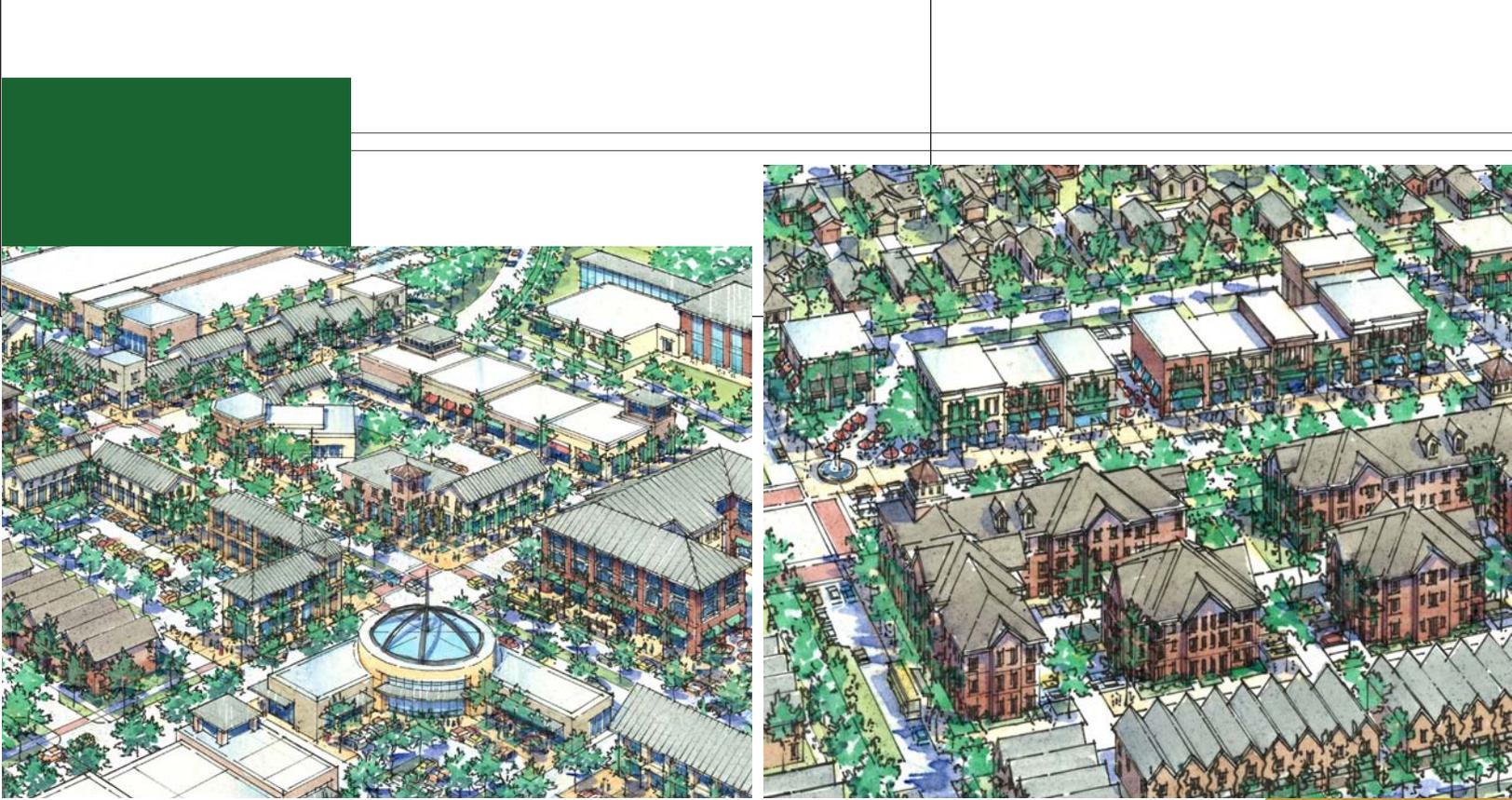
Council discussion.

**Submitted By:**

**Neil Montgomery**  
Senior Managing Director of Development  
Services

**Approved By:**

**William E. Dollar**  
City Manager



# Envision Garland

2030 Comprehensive Plan  
City of Garland, TX

DRAFT 03-08-12 R

DRAFT 03-08-12 R

## Preface

### Why do we need a Comprehensive Plan?

Every successful organization plans for its future. Whether in industry, education, business, finance or the civic realm, organizations articulate a desired future, set goals and create an implementation strategy to achieve those goals.

The City of Garland is at a critical point in its history. Policy decisions made in the next few years will determine whether the City declines as a desirable place to live, work and invest or whether it forges a new path, maintaining stable neighborhoods and a thriving job base while simultaneously reinvigorating itself with new housing, employment centers and recreational opportunities. Simply stated, continuing on the current path will not allow the City to maintain streets, water lines or other public facilities or to provide adequate service levels without drastic increases in tax rates. Without some change to the current land use patterns and without a different economic development strategy there will be an inevitable decline in the resources necessary for the City to survive without a tremendous reduction in services to residents and businesses and a deterioration of the community itself. The Comprehensive Plan identifies policy choices, public investment opportunities and other strategies which can avoid such a future.

### Why now?

When Garland created its last comprehensive plan, a set of five sector plans, the city was facing very different issues and opportunities than now. Today, the sector plans are simply out of date and do not address the conditions, challenges, or opportunities of the next twenty years. When the sector plans were created, the Bush Turnpike corridor was largely undeveloped, large vacant parcels for new neighborhoods, shopping centers, and businesses were plentiful, Firewheel Town Center and Harbor Point were just ideas, and DART was years from providing passenger rail service to Garland. It is now necessary to reevaluate the

situation and to set forth the community's plan for the future.

Current national economic trends have highlighted the importance of maintaining a strong local economy and the recent housing crisis has highlighted the critical role property values play in Garland's long-term fiscal health, the well-being of its residents and business community, and the City's ability to provide quality public services the community desires. Maintaining a strong local economic base and a stable housing market, attracting new investment even in challenging economic times, and continuing to provide a high level of public services, may prove to be the primary challenges facing Garland over the next two decades. These issues are at the heart of Envision Garland and highlight the urgency of facing these challenges head on with a documented plan of action because even as the current conditions improve nationally, Garland won't see a reciprocal improvement because we have little room to continue growing and our current sector plans won't support significant growth when new construction is no longer on greenfield sites.

### What are the current challenges?

Garland faces "build-out" – meaning nearly all of the vacant land in the city has already been developed into neighborhoods, shopping centers, schools, parks, offices or factories. Future development will have to be on redeveloped or renovated properties. Existing shopping centers, industrial centers, and office developments need renewal in order to stay competitive within the regional marketplace and to continue to provide the types of goods and services that residents and businesses need. Existing neighborhoods must be able to adapt to meet current market needs and preferences. Though most of the community's reinvestment decisions will be by the private sector, Envision Garland describes the City of Garland's role as enabling and supporting reinvestment and redevelopment in a way that maintains Garland's character, but is also responsive to the changing needs and desires of residents and businesses.

Garland's neighborhoods are the primary land use throughout the city and heart of the community. For many of the older neighborhoods, action is needed to avoid disinvestment, neglect, or undesirable intrusions or nuisances. For newer neighborhoods not facing infrastructure and market decline, effort must be made to protect the investment owners have made. The needs and expectations of today's families and their homes are different than twenty or fifty years ago. Some homes will need to be adapted to meet the changing preferences of their residents in order to be functional, desirable and marketable today and in the future. The regulatory process needs to support such efforts by owners. Envision Garland aims to protect and strengthen existing single-family neighborhoods, but also to allow new neighborhoods for residents desiring different types of homes, features, and experiences. Garland can be home to both the traditional, family-friendly, established neighborhoods and also to more urban, diverse, and transportation accessible residential districts.

Quality public services and an efficient transportation system are crucial to the desirability of our neighborhoods and business districts. However as Garland has aged, so have the public facilities that serve those places. To keep neighborhoods desirable and to encourage private reinvestment in the community, the City of Garland must upgrade streets, sidewalks, services, and utilities, to meet the expectations of residents and business owners, as well as the new residential, commercial, and industrial development we need to continue functioning economically. Building and maintaining these public investments in a safe and cost-effective way requires well-planned budgeting, professional financing practices, and the use of effective design techniques.

## **What's the benefit from Envision Garland?**

Envision Garland outlines a strategic plan that is grounded in market and economic reality. It provides a general guide for advancing the community, while protecting the many assets that have successfully made Garland a place residents and businesses are proud to call home. Implementation of the Plan will require continued engagement with City Council, the public, and the private sector. Public engagement and review will continue throughout the implementation

phase to support the on-going participation encouraged throughout the plan's development.

Envision Garland does not propose specific changes to private property but does seek to enable owners to make changes where current regulations and development patterns make those changes difficult or are prohibited.. It provides a framework and policy context for decisions. It does not provide or presume a set course of action. It provides a direction that supports the overall community vision. While initial steps are identified, realizing the community's planned future requires a continued, long-term effort by a wide variety of community residents, property owners, business owners, and decision-makers.

A plan that meets Garland's unique needs will allow the City to build assets and address community needs, move toward a prosperous and desirable future, and strategically guide public investments that ensure the community's future success. Envision Garland outlines a vision for the future and identifies goals, suggested policies and an initial implementation program to guide the community toward 2030.

## Acknowledgements

### City Council

Ronald Jones, Mayor  
Larry Jeffus, Mayor Pro Tem, District 4  
Douglas Athas, District 1  
Laura Perkins Cox, District 2  
Preston Edwards, District 3  
John Willis, District 5  
Lori Dodson, District 6  
Rick Williams, District 7  
Jim Cahill, District 8

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Darren Lathen, District 8 (2007-2011)

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Scott LeMay, Vice-Chair, District 7  
Stan Luckie, At Large  
Louis Moore, District 2  
Wayne Dalton, District 3  
Paul Hoffman, District 4  
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Leland Consulting Group

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**Thanks to all City staff, residents, and stakeholders for their participation and contributions to the *Envision Garland 2030 Comprehensive Plan*!**

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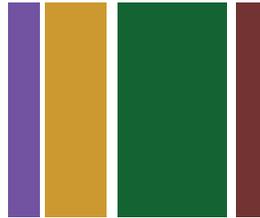
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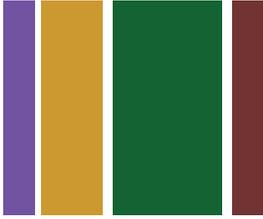
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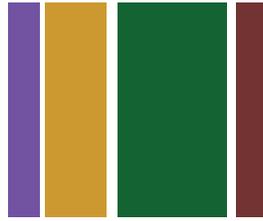
# Chapter 1

## Introduction



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## Overview

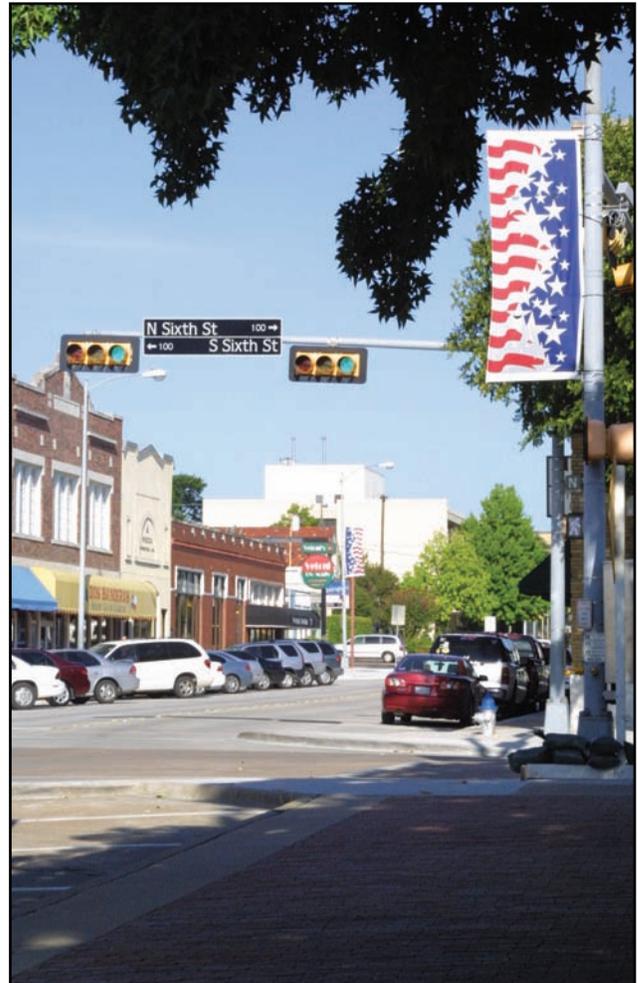
*Envision Garland* is a guide for physical and economic development in the City of Garland over the next 20 years. It provides direction for achieving the community vision, as identified during the development of the Plan, through strategies addressing land use, housing and neighborhoods, economic development, transportation, infrastructure, and community design needs. *Envision Garland* was created through a series of public activities providing opportunities for input from those having an interest in the City's future. Residents, business owners, property owners, and others participated in the development of the *Envision Garland Comprehensive Plan*, making this planning effort, and the resulting community vision, an unprecedented opportunity to create a reinvigorated city of attractive places for existing and future residents seeking to call Garland home.

*To accomplish great things, we must not only act, but also dream; not only plan, but also believe.*

*- Anatole France*

1-2

Significant economic growth is projected for the Dallas/Fort Worth region. The City has many existing assets and will be positioned to benefit from anticipated growth through the development of a long-range plan for the future. Garland, like many other first-ring suburbs which experienced substantial growth between the 1940s and 1970s, continues to thrive; however, it faces challenges to long-term economic health due to aging and obsolete structures and infrastructure; limited opportunity for new development; and increased needs in the face of limited resources. An economic assessment finds that while Garland's growth rate lags behind booming suburbs to the north, many incoming residents are returning to neighborhoods closer to the regional core (see Appendix 2 for the 2010 Market Assessment Summary).



*Envision Garland seeks to ensure and enhance the community's future success and enhance the assets that have led families to call Garland home*

## Introduction

development patterns and the provision of services and amenities. Those guiding the development of *Envision Garland* openly recognize the challenges and opportunities affecting the City's ability to grow in the future and seek to identify new ways to address these challenges directly and proactively. To meet the needs of the community, Garland must prepare a plan that creates a direction for the City's future growth and positions the City to partner in revitalization, reinvestment, and redevelopment.

*Envision Garland* establishes a set of coordinated policies and strategies guiding the City's development future and provides a resource for City departments, investors, property owners, and others seeking to invest in the community. Many expressed a desire to preserve the characteristics that led them to call Garland home; however, all recognize the changes facing the community and the significant decisions that must be made to ensure the community's future. A vision was crafted capturing the best the community has to offer and expressed specific goals that must be achieved.

### Public Engagement

Public participation played an important role in the development of *Envision Garland*. Insight gained from over 1,700 individuals and an analysis of market conditions helped to solidify plan concepts for Garland's future and identified initial steps for implementation. Through an informal citizen survey (Spring 2008), the Community Visioning Workshop (Summer 2008), the Growing the Vision Workshops (Fall 2008/Winter 2009), and the 2008, 2009 and 2010 Neighborhood Summits; residents, property owners, and business owners identified a common message for Garland's future.

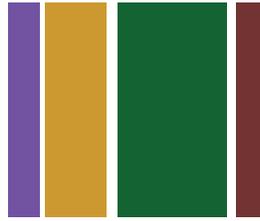
The *Envision Garland* public engagement process began with a citywide opinion survey distributed through the Garland City Press and online through the *Envision Garland* website to Garland residents, business owners, and property owners. The survey asked preliminary questions about quality of life in the City and opinions on the most pressing issues of the day. Survey respondents overwhelmingly indicated neighborhood appearance, infrastructure, and aging retail centers as key challenges facing Garland.



Community Visioning Workshop participants



Leadership Garland at a Growing the Vision Workshop

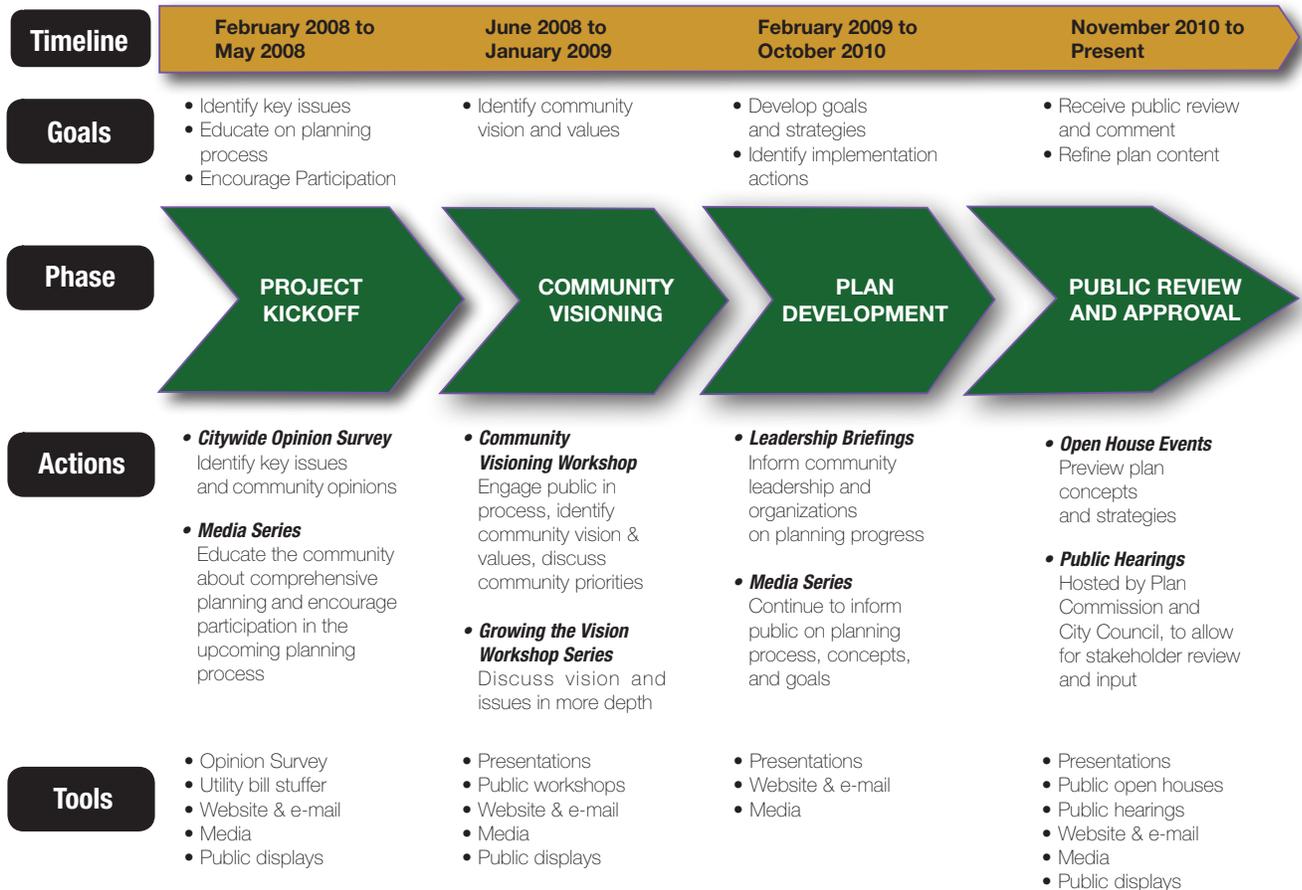


## Garland's Vision for 2030

*In 2030, Garland is a community that blends old and new into a distinctive destination for people and businesses. We successfully adapt to changing needs and benefit from new opportunities, strengthening our identity as a sustainable community with a hometown feel. We are a community known for our appealing neighborhoods, globally-connected business hub, and beautiful parks, active lake-front, and natural areas.*

1-4

### PUBLIC ENGAGEMENT TIMELINE



# Introduction

## Garland, Texas: Past, Present, and Future

The City of Garland, with a population of 226,876, is more than just a first-ring suburb of Dallas. Ranked the 12th most populous city in the State and the 88th most populous city in the United States, Garland has grown well beyond its beginnings as a small town along the rail. Incorporated in 1891, Garland has become a community known for its hometown character, excellent city services, and strong industrial base.

U.S. Attorney General A.H. Garland. This led to the dissolution of both Duck Creek and Embree. Since then, Garland has grown, absorbing rural towns such as Centerville, Pleasant Valley, and Rose Hill, into a suburban, hometown community with a range of thriving neighborhoods, businesses and industries.

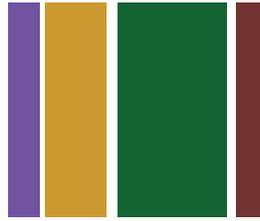
### Garland Past

Originally a part of the Peters Colony, settlers began arriving in the area now known as Garland about 1850, eventually establishing a store and later a corn mill along the northwest bank of Duck Creek. Pioneers found the black soil in the area ideal for cotton. It supported an agricultural industry for the community, resulting in the building of two cotton gins by 1867.

In 1886, the Santa Fe Railroad built a rail line bypassing the community of Duck Creek and encouraging the growth of a new community, Embree, around the rail depot. The new rail line and depot soon motivated Duck Creek residents to relocate to Embree, just a mile away, sparking a rivalry that would intensify as the years progressed. During the same year, the Missouri, Kansas & Texas Railroad (MK&T) built a new rail line, choosing not to join the existing Santa Fe Railroad in a union station. Instead, the MK&T chose Duck Creek, further adding to the competition between towns for residents and ultimately for the local post office.

In 1887, Dallas County Judge Thomas A. Nash asked visiting Congressman Joe Abbott to move the post office to a new location between the two towns. The government granted the request and the new location was named Garland, in honor of then

*A first-ring suburb is a community which experienced rapid growth between the 1940s and 1970s in close proximity to a larger core city; also known as “inner-ring suburbs”, these communities closest to the core city share common issues and concerns including limited area for expansion due to boundary restrictions, housing and infrastructure conditions, population and demographic changes, and economic development patterns.*



### Garland Present

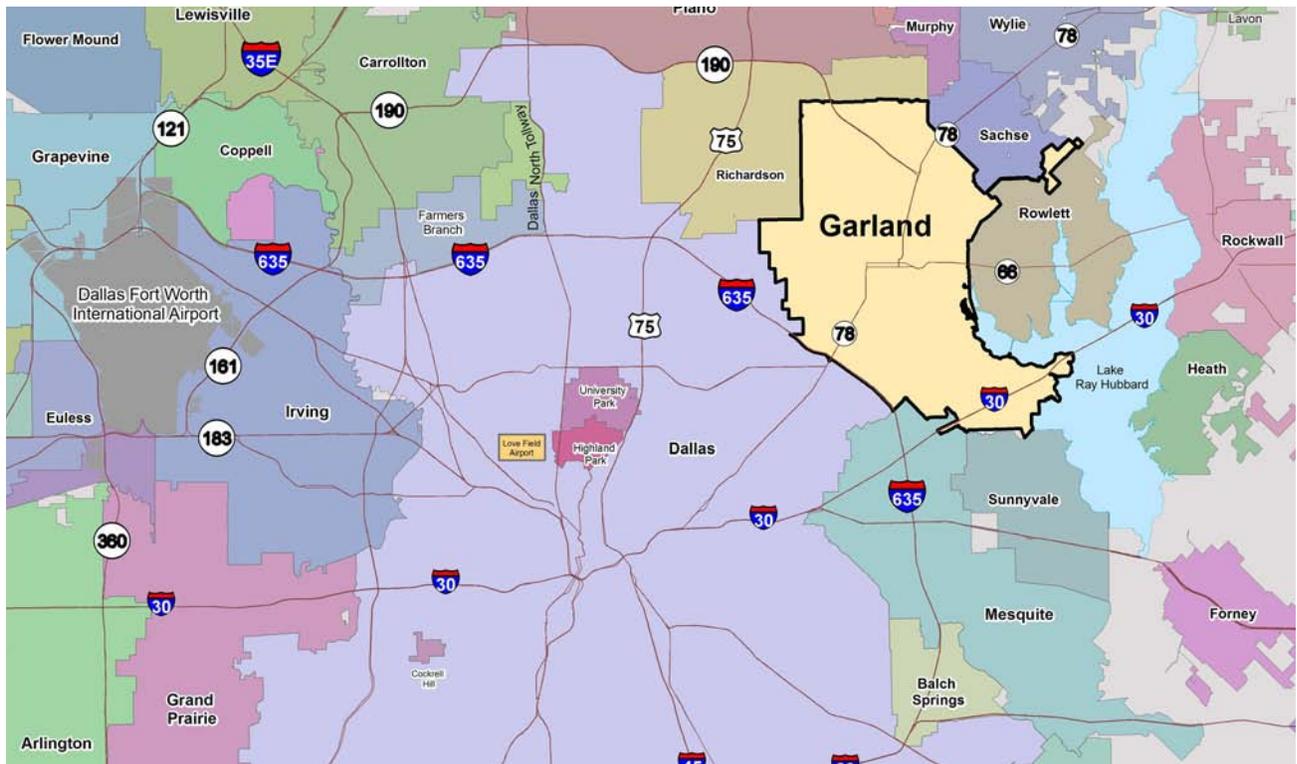
Today, Garland is the fifth largest city in the Dallas/Fort Worth Region, one of the fastest growing regions in the country. Growth in the region has brought unprecedented change to the area, with over 6 million residents choosing to call the Dallas/Fort Worth area home in 2010. Projections for the area show continued growth to an estimated 9.1 million residents by the year 2030, with continued growth through the year 2050. This highlights the opportunity for future growth in Garland.

Strategically located along major state and interstate corridors, Garland is a powerful part of the regional economy. The City has many assets that support economic health and overall quality of life. As a first-ring suburb, Garland's existing transportation network provides convenient access to the urban center

and major employment corridors in the region. Its diverse neighborhoods, arts facilities, and traditional downtown create a unique sense of community that is reflective of the many generations of residents that choose to call Garland home. Natural resources like Lake Ray Hubbard, the Spring Creek Forest Preserve, the Rowlett Creek Preserve, and the Duck Creek Greenbelt create unique recreational and quality of life amenities for residents and visitors to enjoy. Garland's industrial employment sector, new commercial developments (Firewheel Town Center, 5th Street Crossing, Harbor Point, and Centerville Marketplace), the Dallas County Community College District's Richland College – Garland campus, and quality City services further confirm the City as an excellent place to live, work, and play.

1-6

Figure 1 - Dallas Area Map



# Introduction

## Garland 2030

### Population

Growing diversity and aging residents will impact the City's population. There will be growth in the Hispanic and Asian populations, and senior citizens will increase as a share of the population in the Region. In 2007, approximately seven percent of the Region's population was between 65 and 84 years old. This figure is expected to nearly double to 13 percent by 2030.

Both growth trends represent unique housing needs. The average household size is predicted to remain relatively steady over the next 20 years; however future changes in population and their impact on Garland will be determined by market conditions and how the City chooses to develop. Projected growth for the area provides insight into the needs Garland must prepare to accommodate in order to benefit from growth in the Region. Specific implications of the changes population growth will bring cannot be overlooked as the City implements its physical and

economic development strategy. (See Appendix 2: 2010 Market Analysis Summary).

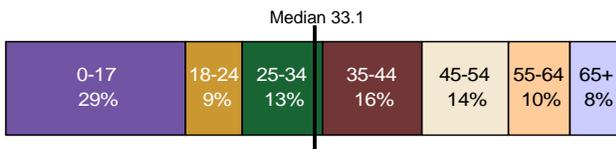
Garland's demographic composition today reflects that of many first ring suburbs; however the City's established, stable neighborhoods and central location makes it attractive for many residents seeking to move back into the inner ring and away from the Region's fringe. The increase in residents that are very young (ages 0-5) and senior age (ages 65 and older) indicates a change in the community's resident base. While, this future demographic trend matches well with the changes projected for the Region, it also identifies an important gap in the young adult age group (ages 18-34). A key demographic for economic development, the City must seek opportunities to encourage residents from this age group to call Garland home.

**Figure 2: Population Demographics**

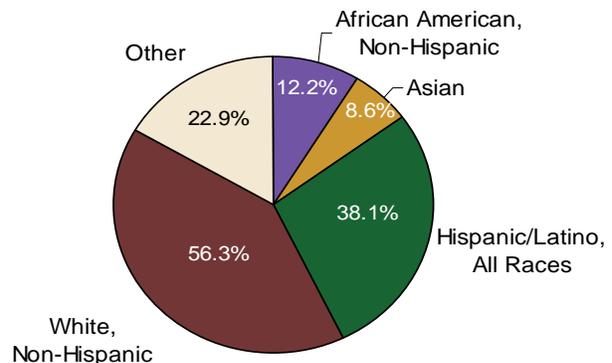
Population	
Census 2010	226,876
Census 2000	215,768

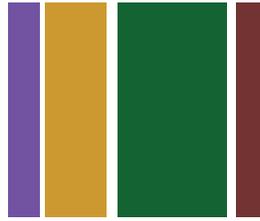
Source: U.S. Census Bureau

Population by Age



Population by Race / Ethnicity

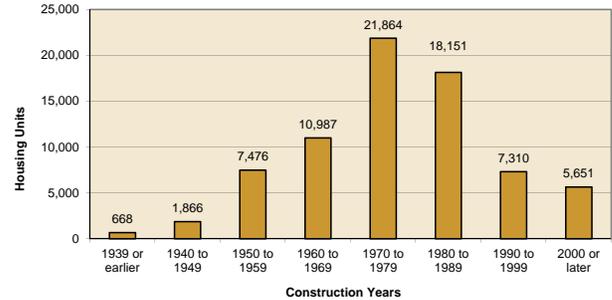




**Housing**

In recent years, development in the Region has expanded to provide more housing types, such as townhomes, apartments and condominiums, traditionally attractive to young adults and empty nesters. Garland's housing market is dominated by single family, duplex, and townhome residential units that make up 76% of the housing stock, while multifamily units make up the remaining 24%. Surrounding communities have expanded their residential options to also include higher density housing. Garland also has many opportunities to expand residential options, because of existing light rail and highway access. With nearly 60 percent of housing built prior to 1980, opportunities for rehabilitation in existing neighborhoods and redevelopment in transitioning areas provide Garland with the ability to fill the demographic gap currently found in the community and attract younger adults.

**Figure 3: Housing Age**



1-8

**Retail**

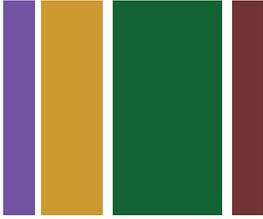
Garland's regional competitiveness through 2030 depends on its ability to understand and strategically manage the link between housing, employment and access to goods and services. All three create synergy in the community and determine the City's ability to remain competitive into the future. Conditions existing today provide an opportunity for Garland to continue the success of developments like Firewheel Town Center and keep more retail dollars within the community. Garland also has the opportunity to diversify its retail formats and product mixes creating an environment that is attractive to targeted demographics, ultimately creating increased interest in Garland as a community. Already an industrial force in the area, expansion, enhancement, and diversification of Garland's industrial base will further its unique ability to capitalize on the region's positive growth through 2030.



*Newer neighborhoods expand Garland's housing options.*



*Mature areas provide stable neighborhoods.*



# Chapter 2

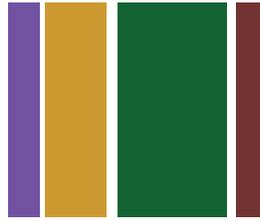
## Vision for 2030



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## Strategic Framework: Achieving a Vision for 2030

*Envision Garland* builds on the strong community spirit of Garland's past to create an ambitious plan for the future. As a living document, *Envision Garland* provides a framework for change over a 20-year horizon. Incremental implementation strategies provide an opportunity to identify near-term priorities and support long-range planning for funding and capital investments.

Identifying a starting point for implementation requires taking a broad range of interconnected efforts and transforming them into a coordinated plan of action. *Envision Garland* identifies the future development program of the City through the year 2030 and begins to address how the City will achieve the community envisioned. Chapter 8 outlines concentrated efforts to leverage limited resources and to incorporate *Envision Garland* principles and concepts in implementation activities. *Envision Garland* provides several resources to guide the implementation of the community vision:

### *Vision for 2030*

A statement communicating what is important to the community. It is confirmed by the public and helps shape the Plan's development. (see Appendix 1 to learn more about public engagement for *Envision Garland*.)

### *Guiding Principles*

Guides decision-making as the community's leadership and conditions change over the years. It provides a tool for maintaining consistency with the community vision.

### *Policy Plan*

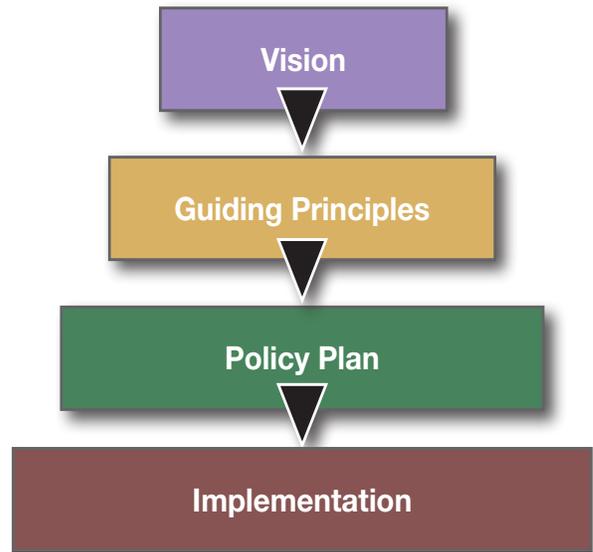
*Envision Garland's* policy section highlights five elements creating the Plan's comprehensive approach to implementing the future physical and economic needs of the community. Each establishes a set of strategies, policies, and recommended actions. The

Policy Plan serves as a guide for implementation over a 20-year horizon.

### *Implementation*

Implementing *Envision Garland* requires the efforts of all invested in Garland's future. Actions implementing the Plan should maintain a focus on the components of the Strategic Framework, while remaining flexible to meet new challenges in the future.

2-2



*Strategic Framework*

## Vision for 2030

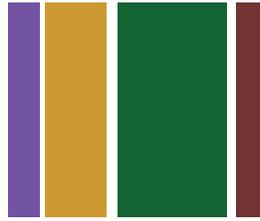
### Guiding Principles

Guiding principles capture the community vision developed by the public and are a tool for achieving consistency in implementation to maintain the overall intent of the Plan.

1. Garland maintains a hometown character while providing opportunities for compact, higher density activity centers of services, amenities, employment, and recreation.
2. Garland facilitates a thriving economy through strategic investments, partnerships, and wise stewardship of existing assets.
3. Garland provides opportunities for a range of housing types meeting the income, household needs, and preferences of those seeking to call the city home.
4. Garland fosters high quality community character by modeling and supporting enhanced aesthetic and maintenance standards.
5. Garland promotes an integrated regional mobility network for pedestrians, bicycles, transit, roadways and freeways efficiently linking neighborhoods and centers of activity and employment to the Dallas/Fort Worth region.
6. Garland supports a connected open and public space network formed by parks, greenbelts, trails, lakefront, and public/private spaces.
7. Garland encourages the efficient use of resources.
8. Garland practices planning and decision-making that is inclusive, transparent and consistent.

### Garland's Vision for 2030

*In 2030, Garland is a community that blends old and new into a distinctive destination for people and businesses. We successfully adapt to changing needs and benefit from new opportunities, strengthening our identity as a sustainable community with a hometown feel. We are a community known for our appealing neighborhoods, globally-connected business hub, and beautiful parks, active lake-front, and natural areas.*



### Policy Plan

Envision Garland's policy section identifies land use, economic development, housing, neighborhoods, transportation, infrastructure, and community design as important considerations for implementing a comprehensive approach to long-range planning for Garland. The identified strategies, policies, and recommended actions found within the policy section of the Plan work together to create the physical conditions and economic growth envisioned for the future.

Envision Garland is organized into chapters. Each one is an element of the overall Policy Plan. Each element must be considered in order to create the future identified by the community vision. As a tool for anyone investing in the City's future, Envision Garland may be used to identify and guide long-range planning activities, City policy, community expectations, future land use and public investment.

2-4

### Land Use Element

Garland's future land use is organized around four Building Blocks: Vital Neighborhoods, Activity Centers, Employment Centers, and Parks & Open Space. This combination provides the foundation for Garland's future land use pattern. Each Building Block provides a concept for Garland to achieve the community vision through land use and the built and natural environment. The Land Use Element (Chapter 3):

- Supports the Vision and Future Land Use Map as a guide for future development in Garland
- Establishes policies for consideration in zoning and land development decisions, in conjunction with site or area-specific resources
- Supports land use, infrastructure, and transportation planning to promote a collaborative, interdisciplinary approach to long range planning decisions; preserving and enhancing scenic, aesthetic, historic, community and natural resources; and improving or maintaining safety, mobility, and



Shoal Creek, Medium Density Townhouses



Baylor Medical Center Garland



Firewheel Town Center, Retail Mixed-Use

## Vision for 2030

infrastructure conditions

- Supports implementation of new tools, methods and resources encouraging contemporary urban development patterns and enhanced urban design standards

### *Economic Development Element*

Garland land use policy supports the aggressive growth strategy established by City Council through targeted strategic investment. Encouraging strategic investment in Catalyst Areas within the community strengthens the City as a public partner and enhances the City's ability to effectively leverage private investment. The Economic Development Element (Chapter 4):

- Supports aggressive targeting and recruitment of potential growth industries and niche market opportunities, enhanced by community partnerships that facilitate workforce development
- Confirms a need for a community-wide infill and redevelopment strategy that addresses inherent economic and organizational challenges
- Promotes community branding and identity initiatives

### *Housing and Neighborhoods Element*

Planning within a nearly built-out community requires a broader approach to residential development. In such an environment, every decision has both constraints and opportunities. The City's approach to revitalization must protect existing neighborhoods and address the physical environment, market conditions, and the community context in which investment will occur. The Housing and Neighborhood Element (Chapter 5):

- Ensures all neighborhoods are vital – providing for a range of housing options, incorporating interconnected streets and sidewalks for mobility and promoting access to neighborhood services

### **Elements Addressed In the Policy Plan:**

- *Land Use*
- *Economic Development*
- *Housing and Neighborhoods*
- *Transportation & Infrastructure*
- *Community Character & Design*

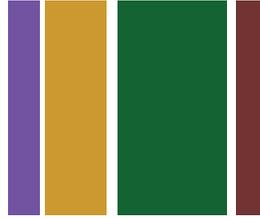
and recreation

- Creates opportunities for a diverse range of housing types and neighborhood densities that support resident ability to age in place, neighborhood affordability and sustainability
- Recommends strategic public investments to enhance the City's housing stock and neighborhoods
- Engages residents and other community stakeholders to be active participants in the planning and support of neighborhoods

### *Transportation and Infrastructure Element*

The significant cost and magnitude of infrastructure projects make strategic long-range planning of these investments essential to a successful infrastructure policy. Transportation and infrastructure investments can enhance quality of life within neighborhoods and activity centers and support strategic, catalyst efforts that enable the types of new development the community desires. The Transportation and Infrastructure Element (Chapter 6):

- Promotes roadways designed and operated to enable safe, attractive, and comfortable access and travel for all users, including motorists, cyclists, pedestrians, and transit users.
- Utilizes public infrastructure investments to leverage



private investment and enhances the City's ability to provide quality infrastructure

- Targets infrastructure investments in strategic areas to serve as a catalyst for economic development and revitalization

### Community Design Element

Advancing the community's quality of life requires an integrated approach that considers the built environment and the needs of the community in establishing identity and sense of place. Garland must create a community focused on people, quality development, fiscal health, and aesthetics. The Community Design Element (Chapter 7):

- Encourages unique, active places that support the community vision and future land use plan by acknowledging the important relationship of place, quality of life, image, development diversity, urban form, movement, and adaptability
- Confirms a need for community-wide design regulations and resources guiding revitalization and redevelopment
- Promotes community branding, as well as identity initiatives and considerations in the built environment, around primary gateways, and along community corridors
- Supports implementation of new tools, methods and resources that encourages contemporary, efficient urban development patterns and enhanced urban design

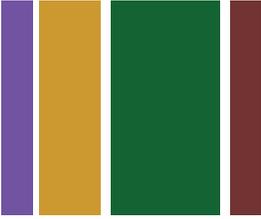
### Implementation

*Envision Garland* identifies immediate and long term actions for achieving the Vision for 2030. Recommended actions address barriers to achieving community goals by providing regulatory, strategic, and fiscal direction for the City organization. Amendments and updates to existing development-related ordinances will implement *Envision Garland's* strategy of creating services, amenities, and places identified through the Future Land Use Map and identified goals and policies. More effective ordinances will allow greater flexibility and efficiency for property owners as they make decisions about their property.

Implementing a citywide Economic Development Strategy builds upon Garland's assets and establishes a coordinated short-term plan for promoting the City's long-range economic development program. In addition, a citywide Housing and Neighborhood Strategy integrates neighborhood planning which provides residents with a role in affecting their neighborhoods and supports their participation in community development, neighborhood vitality, and improving neighborhood revitalization.

Coordination of public investments greatly influences how land is developed and how the community may create the neighborhoods, activity centers, or employment centers desired in the future. *Envision Garland* provides a guide for prioritization of projects identified within the capital improvement programs through the identification of catalyst areas.

Each component of *Envision Garland's* strategic framework for implementation identifies critical steps for successfully achieving the community vision. Effectively implementing the Plan requires a long-term view, focused on the community's desired future, thoughtfully considering the impact of decisions made along the way. A review of strategic opportunities for implementation can be found in Chapter 8: Implementation.



# Chapter 3

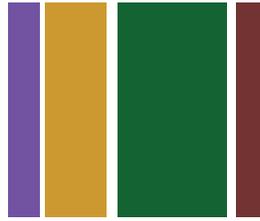
## Land Use Element



3-1

### Contents

Existing Conditions	3-3
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Land Use Goals and Policies	3-18
Next Steps	3-20



The Land Use Element identifies strategies for achieving the Vision for 2030. This chapter of *Envision Garland* provides goals and policies to guide land use decisions within the City; the interaction of land, transportation, infrastructure, and economic development; and the provision of the housing, employment and amenities needed to enhance the City's appeal for existing and future residents.

The Land Use Element:

- Supports the Vision for 2030 and the Future Land Use Map as a guide for future development in Garland
- Establishes policies for consideration in zoning and land development decisions
- Supports coordination for land use, infrastructure, and transportation decisions
- Supports implementation of new tools, methods, and resources that encourage contemporary, urban development patterns and enhanced urban design



*Urban development patterns use solutions that integrate neighborhoods with activity centers*



*Public and private open space promote community health, social interaction and community aesthetics*



*Activity centers provide compact, walkable areas fostering social interaction*

3-2

## Existing Conditions

### Land Use

The planning area for *Envision Garland* extends over a 57 square mile area. Residential uses comprise the largest percentage of the City's land use pattern, with approximately 45 percent of the City's land used for low to medium-density residential use. Only three percent of the land within the City is currently used for high density residential. Eight percent of the land is used for commercial, retail, office and professional services, or residential/retail/office mixed-use. General industry is approximately nine percent of the land area. Parks and Open Space covers 10 percent of the City. In addition, 10 percent of land is dedicated to community facilities (including government, schools, landfill). Finally, 15 percent of the land is undeveloped, much of which is floodplain and limits future development opportunities. The remaining large, undeveloped properties in the city are within the State Highway 190 and Interstate Highway 30 corridors. Other undeveloped land is scattered throughout the city, in varying sized parcels. It is anticipated that the City will no longer have greenfield development opportunities by the next decade.

### Population

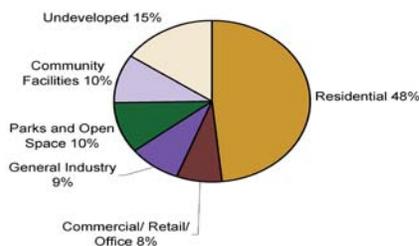
In recent years, Garland has experienced slow rates of growth; however, during the 1960s, 1970s, and 1980s, Garland saw significant development and population growth beyond its historic core. Between 1990 and 2000, the City's population grew approximately 19 percent. Between 2000 and 2010, population growth had slowed to five percent. Based on today's land use pattern, Garland's population estimate at build-out is anticipated to be approximately 240,000. If land use policies are modified, population totals at build-out may well exceed previously anticipated growth.

### Housing

As a primarily owner-occupied community with single-family detached homes as the primary housing type, Garland remains a viable suburban community. The City's housing stock, however, reflects its age, with many older homes in need of updating and maintenance. Garland was one of the first Dallas County suburbs to boom, starting as far back as the 1950s, and has since become one of the metropolitan area's largest.

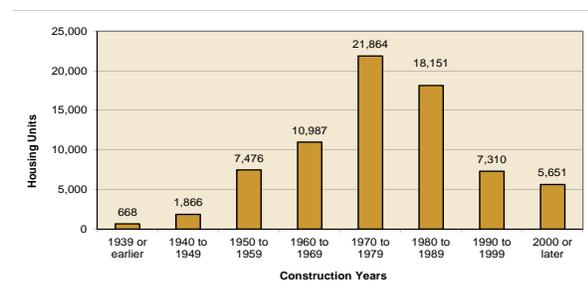
**Figure 4: 2010 Existing Land Use in Garland**

**Figure 4: Existing Land Use in Garland (2010)**

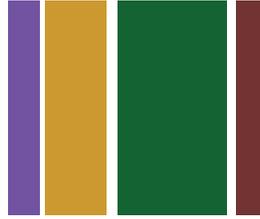


Source: Garland Planning Department, 2010

**Figure 5: Housing Age**



Source: US Census Bureau, American Community Survey 2005-09



Approximately 60 percent of the housing stock was built prior to 1980. This provides a challenge for the community because the lack of amenities and energy efficiency found in older homes will continue to impact their desirability to homeowners. In the long term, this trend will negatively affect property values and add to the fiscal challenges facing the City. Household growth estimates show an increase of almost 3,500 new households by 2030, again reflecting low to moderate growth. This trend highlights the need to address housing diversity and density in the future to meet the needs and desires of those moving to the region.

### Employment

Employment projections for the Dallas/Fort Worth region remain strong despite national economic trends. Employment estimates for Garland anticipate a 10 percent increase in jobs by 2030. Job growth in the first half of the decade (2000-2005) outpaced both the metro area and many adjacent communities; however the impact of national economic trends may slow anticipated growth. Land use strategies promote increased availability of land for employment opportunities and an opportunity to provide an attractive environment for both employers and employees.

## II. Guiding Future Land Use

As a first-ring suburb, Garland is at a critical point in its development. It has many of the assets of an older, more established community, as well as the challenges. Garland's well-established pattern of land use provides a strong base from which to grow; however, as a community nearing build-out and experiencing underlying significant demographic shifts, the City must now focus on methods of preservation and redevelopment to maintain community quality of life. How land is used in the City will determine its ability to meet the housing needs of its residents; provide employment, services, and amenities; as well as maintain the City revenue and fiscal stability, that will ultimately determine the attractiveness and viability of Garland as a community.

*Envision Garland* seeks to modify the City's historic development pattern from that of a traditional suburb to a city offering a greater variety of neighborhoods, shopping, and employment. Guided by the Strategic Framework outlined in Chapter 2, the Land Use Element supports development and redevelopment that allows Garland to achieve progressive growth, while maintaining the hometown character that makes the community unique. Methods guiding the development and implementation of *Envision Garland* recommendations for community development and redevelopment include the following:

- Recommendations for Community Development and Redevelopment
- Land Use Tools

3-4

## Recommendations for Community Development and Redevelopment

Redevelopment allows a community to create new life in areas in need of revitalization. The concept of redevelopment encompasses a range of tools, that when applied, allow an area to address deteriorated conditions and turn once vacant or challenged properties into an economically vibrant amenity that once again meets the community's needs. Garland has a range of areas that once represented thriving neighborhood and community gathering places that provided vital services, retail shopping and employment. Time, however, has left many of these areas vacant or depressed, in need of revitalization. The Future Land Use strategy provides a guide for redevelopment by identifying land as a renewed opportunity for the City. Catalyst areas identified for strategic reinvestment highlight key opportunities to revitalize and modernize the City's development pattern. Each area's unique character highlights the importance of area specific redevelopment strategies.

### *Traditional Development*

Traditional urban development patterns are again popular with residents, businesses, and employers. They create development that supports environments and amenities that allow people to enjoy outdoor spaces. This type of development is enabled in the places identified in the Future Land Use Map, where appropriate.

### *Placemaking*

Placemaking promotes the development of aesthetically attractive, lively, enduring places that incorporate a community's unique identity. This concept considers the elements of public spaces that enable people to interact. Placemaking encourages pedestrian-friendly, accessible places, while acknowledging the economic and community needs.

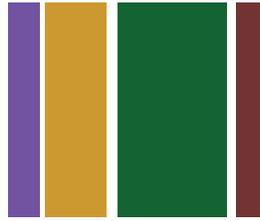
Combining the tenets of Placemaking with the concepts of traditional development principles

provides a direction that goes beyond changing just the City's land use pattern to creating a community that is continuously evolving to meet the needs of its residents. *Envision Garland's* Future Land Use Plan identifies opportunities that will enhance Garland neighborhoods and activity centers, breathing new life into the community.

3-5



*Traditional, pedestrian-scaled environments encourage people to engage in the public realm.*



### Land Use Tools

Land use regulations and development standards are effective tools for creating the neighborhoods, activity centers, and employment centers described in *Envision Garland*. The Future Land Use Map is a guide for the community's land use patterns, but it is the use of zoning that implements this desired pattern. Zoning determines what uses are appropriate in various areas and in conjunction with, or in proximity to each other. Development standards can be crafted to affect the form, function, and placemaking elements that are described through *Envision Garland's* development types.

A Unified Development Code (UDC) is the primary tool for codifying and establishing zoning and development standards. A UDC is needed for the successful implementation of the recommendations and concepts outlined in the *Envision Garland* Plan. As build-out is approached and existing development ages, regulatory mechanisms will help foster the redevelopment, infill and revitalization described throughout the Plan. A UDC will be the City's primary tool for guiding decisions for changes, where appropriate and desired by property owners. Developers, homeowners, and investors can look to Garland's zoning and development standards to see the type and character of places the community desires. The Future Land Use Map provides a geographic reference applying strategies and policies supporting the City's physical and economic goals. It identifies general locations for the broad categories of activities and land uses, or Building Blocks, identified as the foundation for Garland's growth through 2030. Each Building Block creating the Future Land Use Map incorporates a range of development types intended to build on existing assets and character in the community and foster active, contemporary places desired in the future.

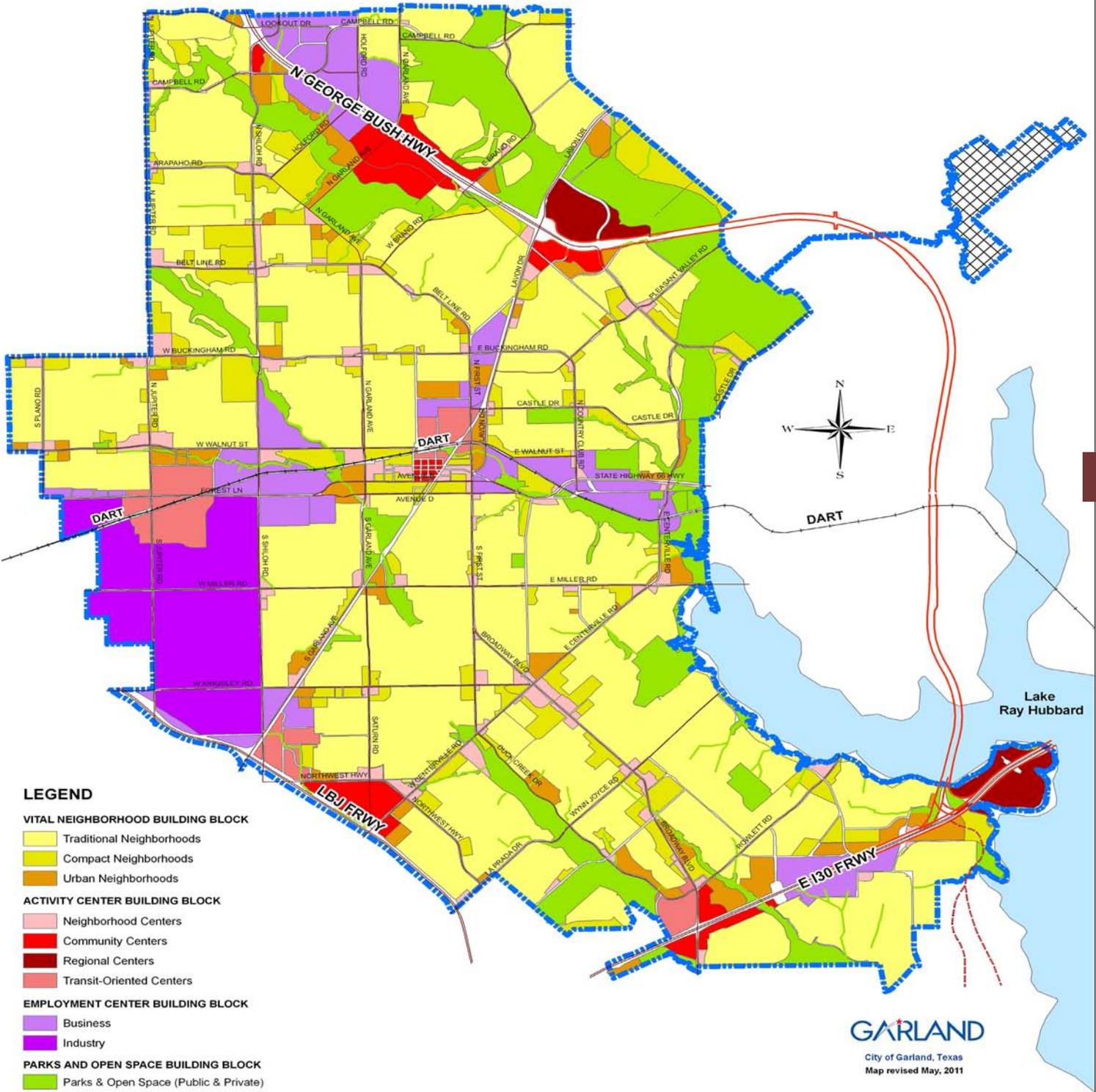
The Future Land Use Map encourages new development patterns in the City and further promotes implementation of the Plan meeting the housing, employment, and service needs for the future.

Each Building Block of the Future Land Use Map identifies a potential place in the future and identifies a comprehensive approach to create the community desired in the future.

The Future Land Use Map is a conceptual tool and does not constitute zoning regulations or establish zoning district boundaries. It should be used as a guide for discussions related to land use and development, along with area or site specific resources.

3-6

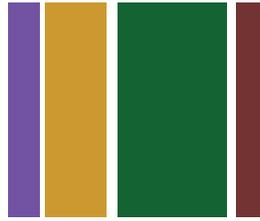
Figure 6: Future Land Use Map



**GARLAND**  
 City of Garland, Texas  
 Map revised May, 2011

This Future Land Use Map depicts a graphic representation of the concepts, goals, policies, and action strategies outlined within the Envision Garland Comprehensive Plan, and in no way supersedes or replaces the information and ideas identified in that document.

A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries. (Local Government Code, Ch 213)



### Vital Neighborhoods Building Block

Garland neighborhoods are an important asset in creating the community's desired future. Providing a range of housing and neighborhood options ensures Garland's competitiveness in the Region, and allows residents to remain in the community as their needs change.

*Envision Garland* supports neighborhood stability through strategies promoting reinvestment in aging housing stock, neighborhood centers, and neighborhood infrastructure. The Plan identifies three neighborhood types with a range of density and mix of uses that include: traditional, compact, and urban. *Envision Garland* also identifies strategies for redevelopment and infill that promote expanded housing options, improved mobility, and community identity.

These strategies include the following:

### Distinctive Community Design

Create neighborhoods that meet the needs of current and future residents by investing in housing and infrastructure, revitalizing nearby shopping areas, and enhancing neighborhood amenities.

### Redevelopment & Revitalization

Introduce new desirable housing types through infill and redevelopment of vacant or obsolete non-residential properties.

### Strategic Investment

Encourage investment in the community's housing stock to enhance the desirability and value of Garland's neighborhoods.

### Increased Mobility Options

Focus compact development at key locations and provide connections between neighborhoods and activity centers for pedestrians, bicycles, motorized vehicles, and transit.

3-8



*The community's vision highlights the desire for housing and neighborhood options to meet the needs and preferences for all future residents. This graphic identifies the seamless integration of three neighborhood types: traditional, compact and urban.*

# Land Use



## *Traditional Neighborhoods*

### Description

Traditional neighborhoods are currently found throughout Garland and provide areas for low to moderate density single-family detached residential housing. Traditional neighborhoods also accommodate convenience retail (goods and services), office space and public services.

Non-residential structures are compatible in architectural style and scale with adjacent residential development. Non-residential uses are typically located at the intersection of local streets or at local and secondary arterial streets. Non-residential uses are within walking distance of the neighborhoods they serve and include minimal on-site parking.



### Development Intensity

The Traditional neighborhood development type is primarily characterized as low density, single-family detached (between one and six dwelling units per acre).

Non-residential sites within this category are typically up to three acres in size.

3-9



## *Compact Neighborhoods*

### Description

Compact neighborhoods provide areas for moderate increases in residential density, including single-family attached and single-family detached housing. It expands housing options through infill and redevelopment, while continuing walkable development patterns.

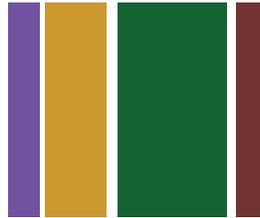
These areas provide transitions between traditional residential neighborhoods and higher density residential neighborhoods and non-residential developments. These areas accommodate uses, such as convenience retail (goods and services), office space and public services. The architectural character and scale of these areas are compatible with adjacent residential development.



### Development Intensity

The Compact neighborhood development type is primarily characterized as moderate residential (between six and twelve dwelling units per acre).

Non-residential sites within this category are typically up to three acres in size.



*Urban Neighborhoods*

**Description**

Urban neighborhoods are higher density residential developments. This residential option may utilize vertical mixed-use integrated into the surrounding area, reflecting the area's dominate character or, when desired, promote a new character.

This type of development should encourage access to a range of mobility options and is generally located in the vicinity of major intersections and/or secondary arterial streets, with proximity to significant bus or rail amenities.



**Development Intensity**

Urban neighborhoods are characterized by moderate to high density single-family attached and multifamily residential units, greater than 12 dwelling units per acre.

Developments within this category generally are predominately residential, but may include compatible non-residential uses

3-10

## Land Use

### Activity Centers Building Block

*Envision Garland* encourages the creation of identifiable activity centers through strategies that promote redevelopment and revitalization of underutilized, underperforming areas.

The Activity Centers Building Block focuses retail and employment into specific areas to support neighborhood, community, and region. These areas reflect the principles of placemaking.

Activity Centers accommodate a complete range of mobility options. Provision for transportation options enables residents and visitors to move about for mobility, recreational, social, and health purposes.

Strategies promoting activity centers include the following:

### Distinctive Community Design

Update design and development standards to enhance gateways and corridors and to provide attractive, modern developments that create desirable destinations within the city.

### Redevelopment & Revitalization

Use tools such as zoning and development standards, financial incentives, and public/private partnerships to redevelop outdated and underused sites.

### Strategic Investment

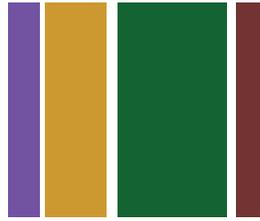
Identify target areas for revitalization and reinvestment that maximize the use of existing infrastructure and fiscal investments.

### Increased Mobility Options

Provide routes and connections between neighborhoods and activity centers for pedestrians, bicycles, motorized vehicles, and transit.



*This graphic illustrates a range of neighborhood and community-scaled mix of uses in a compact, walkable environment.*



*Neighborhood Centers*

**Description**

Neighborhood centers provide a mix of retail, services and community gathering places. This center should be appropriately scaled to adjacent residential areas.

This type of center is predominately, but not exclusively non-residential. Neighborhood centers are served by local roads and transit routes.



**Development Intensity**

Neighborhood centers are generally five to ten acres. Developments within this land use pattern generally consist of one or more buildings including 30,000 to 100,000 square feet of leasable area.

This development type typically serves a three mile radius trade area, within a 5-10 minute drive time, and serves a population of 3,000 to 40,000.

3-12



*Community Centers*

**Description**

Community centers are areas with compact development, primarily non-residential, serving a collection of neighborhoods. This type of development consists of a mix of uses, including retail, services, office use, multi-family residential, and entertainment.

Community centers may be developed at the intersections of major arterial streets and along major arterials, highways, and turnpike corridors. This type of area is served by numerous roads and transit routes, providing a variety of connections to adjacent residential neighborhoods, retail centers, and employment centers.



**Development Intensity**

Community centers are generally ten to 30 acres. Developments within this land use pattern generally consist of one or more buildings including 100,000 to 450,000 square feet of leasable area.

This development type typically serves a three to six mile radius trade area, within a 10-20 minute drive time, and serves a population of 40,000 to 150,000.

# Land Use



## *Regional Centers*



### Description

Regional centers are areas with a higher concentration of activity that serves as a destination for residents and visitors. Uses within this development type provide a mix of retail, services, entertainment, and employment and may include residential uses.

Regional centers may be found along major highways, tumpikes, and or at significant bus or rail stations.

### Development Intensity

Regional centers generally cover an area greater than 30 acres and consist of one or more buildings with more than 450,000 square feet of gross leasable area.

This development type typically serves a five to fifteen mile radius trade area, within a 20 minute drive time, and serves a minimum population of 150,000.

3-13



## *Transit-Oriented Centers*



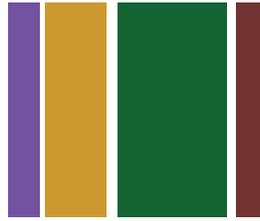
### Description

Transit-oriented centers are areas of concentrated activity and increased density with maximum access to public transportation options. This type of center should be developed as mixed-used with live-work-play-shop opportunities.

Transit-oriented development should be within ¼ to ½ miles of transit centers and/or rail stations and provide pedestrian and bicycle friendly access.

### Development Intensity

Transit-oriented development is characterized by moderate to high density residential greater than twelve dwelling units per acre. Land use opportunities for four identified transit-oriented development areas should be unique to the needs and character of the larger area.



### Employment Centers Building Block

The Employment Centers Building Block provides concentrated options for high-quality, business environments within the City. Employment Centers support major employers and suppliers, along with providing services and amenities for employees.

Located throughout Garland, Employment Centers enhance the livability of residents by providing accessible employment opportunities.

- Expands opportunities for emerging technology and industry within the City
- May be developed as mixed-use
- Proximity of employment and residential areas offers reduction of commute times and distances

Strategies for employment centers include:

### Distinctive Community Design

Plan for concentrated clusters of commercial activities that include major employers, business support services, and employee services.

### Redevelopment & Revitalization

Provide support to business and industry to facilitate expansion and redevelopment of commercial and industrial sites.

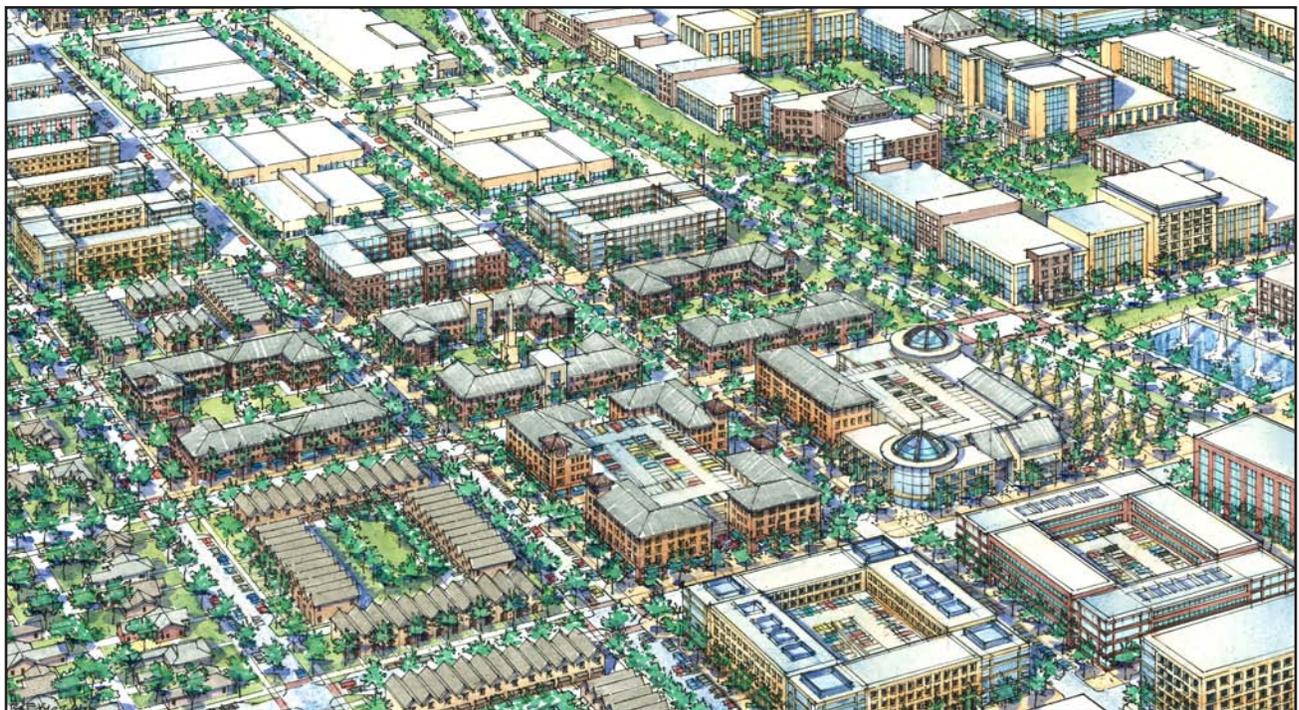
### Strategic Investment

Work aggressively to attract jobs and employers to Garland through a comprehensive economic development strategy that expands the business and industrial base and attracts growth industries.

### Increased Mobility Options

Continue to invest in roads, highways, rail, and transit to further connect Garland to the North Texas region.

3-14



*This graphic illustrates a concentrated cluster of business, trade, and industry activities ranging in scale and intensity in a compact, walkable site design.*

# Land Use



## *Business Center*

### Description

Business centers provide a cluster of business offices and/or low impact industry, including campus-type development that cumulatively employ large numbers of people. Operations within this development type occur internal to buildings resulting in minimal negative impacts (sound, air, traffic, outdoor lighting, storage, etc.) and are compatible with adjacent development types in architecture, character, scale and intensity.

Business centers are generally located at intersections of major and/or secondary arterial streets or significant transit areas (bus/rail). Proximity and access to residential areas is encouraged to reduce travel times to employment. Site design addresses function and visual aesthetics providing appropriate buffering at gateway corridors, between adjacent developments, and for residential neighborhoods.



### Development Intensity

Business centers range in scale and intensity based on the surrounding vicinity and may consist of one or more buildings. This development type includes a variety of primary and secondary uses, including compatible residential uses, that support the business employment sector.

3-15



## *Industry Center*

### Description

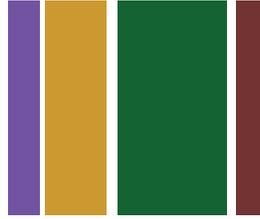
Industry centers provide a cluster of trade and industry that cumulatively employ large numbers of people. Operations within this development type may require substantial infrastructure and may result in more significant negative impacts (sound, air, traffic, outdoor lighting, storage, etc.). Operations may include such elements as semi-truck traffic, loading docks, and visible outdoor storage. Overall the architecture, character, scale and intensity should be compatible with adjacent development types.

Industry centers are generally located along major arterial streets, highways and at significant transit areas (bus/rail). Site design addresses function and visual aesthetics that provide appropriate buffering at gateway corridors, between adjacent developments, and for residential neighborhoods.



### Development Intensity

Industry centers range in scale and intensity based on the surrounding vicinity and may consist of one or more buildings. This development type includes a variety of primary and secondary uses that support the industry employment sector.



### Parks and Open Space Building Block

The Parks and Open Space Building Block incorporates natural and man-made amenities into every day life to support the community. Larger community and regional-scaled park and open space areas are also incorporated into the community on the neighborhood scale, as well as into specific developments within Activity and Employment Centers.

Parks and Open Space offers a variety of public and private parks, plazas, and natural areas for passive and active recreation, as well as informal gathering places. As with other Building Blocks, a network of interconnected roads, sidewalks, pathways, and transit connections enables residents to move throughout the community.

Strategies for parks and open space areas include:

### Distinctive Community Design

Provide a variety of park and open space types that offer places for recreation, socializing, and respite.

### Redevelopment & Revitalization

Identify needed improvements and expansion opportunities in response to neighborhood needs, facility conditions, and changes in community development patterns.

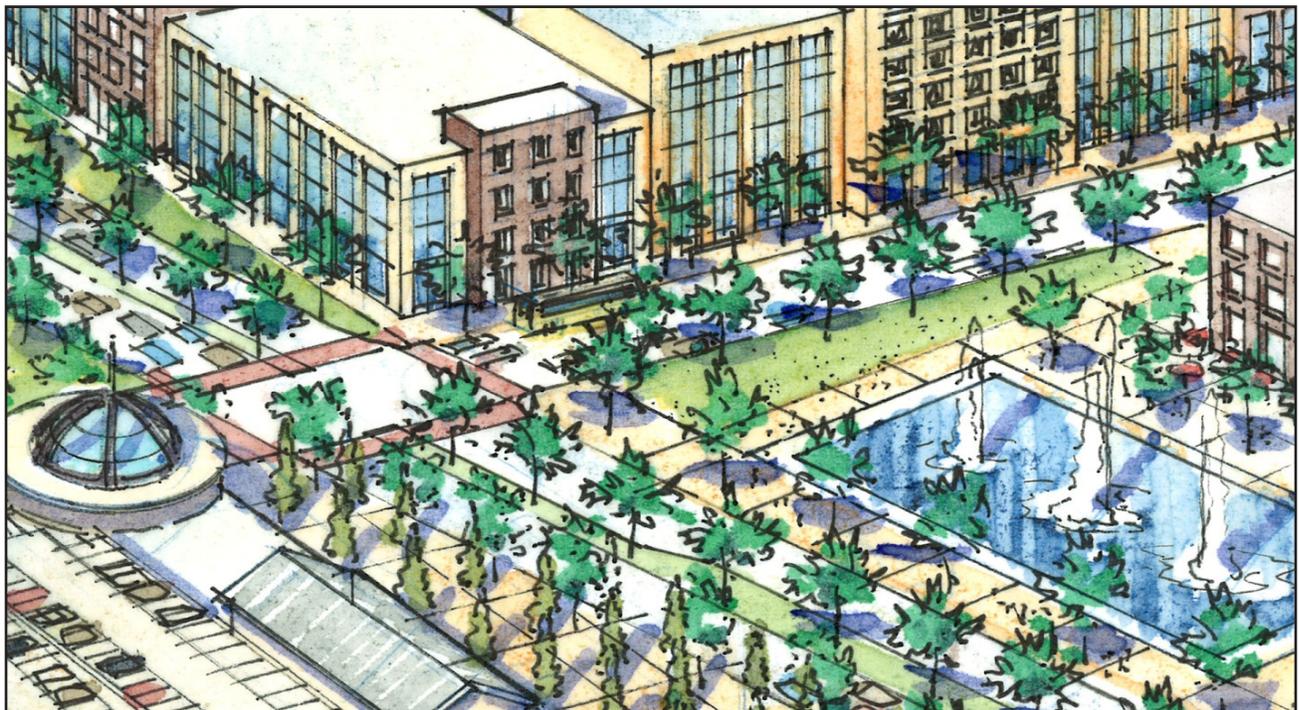
### Strategic Investment

Identify opportunities for coordination among public, private, and non-profit entities to support the provision and long-term management of the community's park and open space network.

### Increased Mobility Options

Incorporate walking and bicycling routes that connect neighborhoods, schools, parks, retail centers, and other important community destinations.

3-16



*This graphic illustrates open space in an activity center spatially defined by buildings. It is located at the intersection of important thoroughfares and may be available for civic purposes and commercial activities.*

# Land Use



## *Parks & Open Space (Public)*

### Description

Public Parks & Open Space areas include the vast array of park, recreation, and open space lands. This can range from small neighborhood playgrounds; to community parks with outdoor picnic areas, hike and bike trails, play fields and tennis courts; to community recreation centers with swimming pools or indoor gymnasiums; as well as natural areas and floodplains.

Provision for transportation options encourages residents to move throughout their neighborhood for mobility, recreational, social, and health purposes. This should include a network of interconnected roads, sidewalks, pathways, and transit connections to neighborhoods, schools, retail centers, and other area destinations.



Public Parks & Open Space areas offer a variety of publicly-owned parks, plazas, and natural areas for passive and active recreation, as well as informal gathering places. These places incorporate high-quality design elements and construction materials appropriate for the area and development scale. Design elements include decorative paving, landscape plantings, lighting, benches, transit shelters, and other elements of the public realm.



## *Parks & Open Space (Private)*

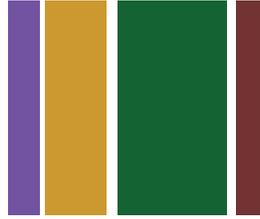
### Description

Private Parks & Open Space areas also include a variety of parks and related amenities in residential subdivisions, as well as retail and commercial areas. Facilities and amenities ranging from landscaped entryways and medians; to small playgrounds; to play fields, swimming pools and golf courses; including cemeteries, lakes, creeks, and other natural areas. These private lands play an essential role by contributing to the overall community park and open space system.

Although internal pathways and roads typically connect private facilities, connections to the community mobility network provide transportation options to residents, visitors, and employees, enabling travel outside the immediate area.



Private Parks & Open Space areas also offer a variety of parks, plazas, and natural areas for informal gathering places or a variety of recreational activities. Development includes high-quality design elements and construction materials appropriate for the area. Design elements include decorative paving, landscape plantings, lighting, benches, transit shelters, and other elements of the public realm.



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### III. Land Use Goals and Policies

Land Use Goals and Policies provide a direction for planning decisions designed to promote development and redevelopment that implements the community's vision. The goals and policies are as follows:

#### Goal 1: Create a Community of Great Places

**LU Policy 1.1:** The Future Land Use Map and concepts serve as a guide for land use decisions that implement the community vision.

**LU Policy 1.2:** Promote compact, walkable, mixed-use development, where appropriate:

- a. Support a mix of uses that complement the surrounding area.
- b. Encourage an urban-lifestyle, where appropriate, that provides diverse housing options, retail, services, amenities, and entertainment, thereby creating active, vibrant areas in the community.
- c. Support higher density mixed-use, adjacent to transit stations.
- d. Redevelop aging commercial and retail centers into pedestrian-oriented, mixed-use activity centers, where appropriate.
- e. Encourage pedestrian-oriented, mixed-use employment districts, campuses, and centers that provide enhanced amenities.
- f. Support ground floor retail and reduced setbacks along main streets.

#### Goal 2: Protect and revitalize existing stable neighborhoods.

**LU Policy 2.1:** Protect the character, scale, and

function of stable neighborhoods through land use regulations, development standards, code enforcement, and other tools available to the City and local residents.

**LU Policy 2.2:** Protect neighborhoods from non-residential intrusions and take advantage of opportunities to eliminate or mitigate existing intrusions from residential areas. Improve development that is inappropriate, obsolete, inefficient, or otherwise detracts from the quality of life of the surrounding neighborhoods.

**LU Policy 2.3:** Invest in neighborhood infrastructure and other improvements that enhance the safety, function, and value of the neighborhood. Leverage private investment with public infrastructure expenditures when feasible.

#### Goal 3: Strategically Plan to Maximize Land Use Efficiency

**LU Policy 3.1:** Small area planning is recognized as a primary tool for implementing and refining the comprehensive and land use plan.

- a. Establish clear, objective methods for land use planning decisions and implementation strategies.
- b. Maximize public engagement and participation through community-based visioning and prioritization for neighborhoods and centers of activity.
- c. Maximize coordination of development related decisions, processes and activities.
- d. Zoning decisions should be consistent with small area planning.

**LU Policy 3.2:** Catalyst areas are recognized as primary target areas for implementing a strategy of compact, mixed-use development.

**LU Policy 3.3:** Coordinate long range planning for community services and amenities with land use and

## Land Use

infrastructure planning.

**LU Policy 3.4:** Encourage, where appropriate, the redevelopment and revitalization of existing structures or uses that are incompatible with the community vision as expressed by the Future Land Use Map

**LU Policy 3.5:** Integrate parks and open space planning with the Future Land Use strategy to protect environmentally sensitive areas and to enhance access.

**LU Policy 3.6:** Amendments to the Future Land Use Map:

- a. Are approved by the City Council.
  - b. May be initiated by property owners, the Planning Department, the Plan Commission, or City Council.
  - c. Should be made only when significant changes to the overall intent of the Future Land Use Map are desired.
- c. Encourage mixed-used development, where appropriate.
  - a. Support environmental and/or market changes meeting the fiscal needs of the community.
  - b. Support a multi-modal transportation and circulation system.
  - c. Further enable development consistent with the Future Land Use Map.

### Goal 4: Protect Existing and Future Resources through Efficient Growth

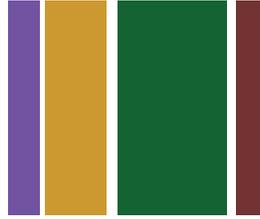
**LU Policy 4.1:** Coordinate capital improvement and utility planning with the direction provided by the Future Land Use Map to maximize efficient revitalization and redevelopment.

**LU Policy 4.2:** Coordinate land use and economic development planning to promote efficient revitalization and redevelopment.

**LU Policy 4.4:** Support development standards that promote the efficient use of land and resources

**LU Policy 4.5:** Ensure capacity to accommodate growth through periodic updates to the comprehensive plan that:

- a. Protect and stabilize existing neighborhoods.
- b. Maintain a balance of households and employment.

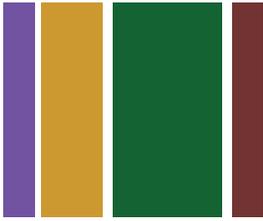


### IV. Next Steps

To ensure continued progress towards the direction identified within the Land Use Element, the following actions are recommended for implementation. A full outline of implementation actions and associated timelines may be found in Chapter 8: Implementation.

No.	Actions
1.	Adopt a Unified Development Code (UDC) that implements the identified citywide future land use program for 2030 and facilitates the realization of the community vision
2.	Initiate Small Area Planning for citywide strategic investment areas, including Catalyst Areas, laying the groundwork for future strategic initiatives
3.	Update Development Guidelines for Parks and Recreation 2010-2020
4.	Acquire park land located within the floodplain in response to increased demand and attention to improved health
5.	Continue relocation of Lake Pointe Marina
6.	Incorporate best practices of urban design and construction in municipal building and infrastructure projects to evaluate benefits and possibly serve as a model and catalyst for private and other public development
7.	Establish an Interdepartmental Work Group to facilitate implementation
8.	Establish a comprehensive monitoring and evaluation program for reviewing the demographic, fiscal, and physical impacts of new development, redevelopment, and revitalization activities

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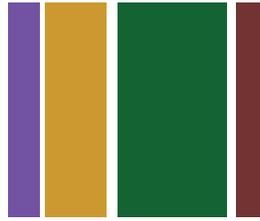
# Chapter 4

## Economic Development Element



### Contents

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The Economic Development Chapter builds upon the key elements outlined in the prior chapters to chart a course for a vibrant economy over the next twenty years. This chapter identifies strategies that should encourage new development and redevelopment in a manner that moves our community forward, giving Garland a competitive edge in attracting and keeping residents and business. Goals and policies in this Element recognize the economic challenges inherent in revitalizing older areas and opportunities to attract noteworthy development in the last remaining parcels of Garland's undeveloped land. Doing so requires strategically targeting the City's scarce public investment in real estate development to achieve the greatest benefit for the whole community.



*Infill commercial development can be integrated into established areas of the community using context sensitive design .*

4-2

The Economic Development Element:

- Supports proactive recruitment of promising growth industries and businesses that provide unmet and wanted goods and services by working in partnership with other agencies
- Outlines the key features of a community-wide strategy to revitalize Garland's older commercial districts
- Elevates Garland's image on the regional and national stage as a community of choice for people to reside and businesses to prosper



*Catalyst areas can serve as community anchors such as Firewheel Town Center.*



*Providing quality public spaces and amenities will promote Garland's "brand" and identity.*

# Economic Development

## I. Market Analysis

Understanding how Garland can stand out as the preferred place to invest requires a detailed assessment of how it currently compares with its competitor cities. The following market assessment takes the perspective of a developer or corporate site selector – weighing the merits of developing a site in Garland rather than somewhere else in the Dallas/ Fort Worth region. Although more subjective quality of life factors are critical in influencing the location decision, this analysis concentrates on quantitative measures that directly influence commercial and residential building location and expansion.

Garland competes for different types of development within a specified geographic area, called a “trade area”. A trade area is defined as an area from which a project(s) or locale will draw the majority of its residents (housing), patrons (retail), employees (office, industrial, institutional), and visitors (lodging); additionally, it also includes those areas that will likely be a source of competition. The boundaries of the trade area are often irregular as they are influenced by the following conditions:

- Physical barriers
- Location of possible competition
- Proximity to population and/ or employment concentrations
- Zoning
- Market factors
- Drive times, spending and commuting patterns

All of these, as well as both natural and man-made features which affect travel patterns throughout the Dallas/Fort Worth region, help to define Garland’s trade area. The Garland Trade Area includes all of the City of Garland plus the suburbs of Richardson, Sachse, Rowlett, Wylie, Murphy, and portions of Plano, Mesquite, Sunnyvale, and northeast Dallas (see Figure 7).

## Demographic and Economic Profile

Development decisions, whether residential or commercial, as well as business relocation and expansion decisions, hinge upon how Garland compares with its competition within the Trade Area. Key demographic factors affecting these decisions are summarized below. A more thorough market assessment is presented in Appendix 2: Garland Market Analysis.

## Population and Household Growth

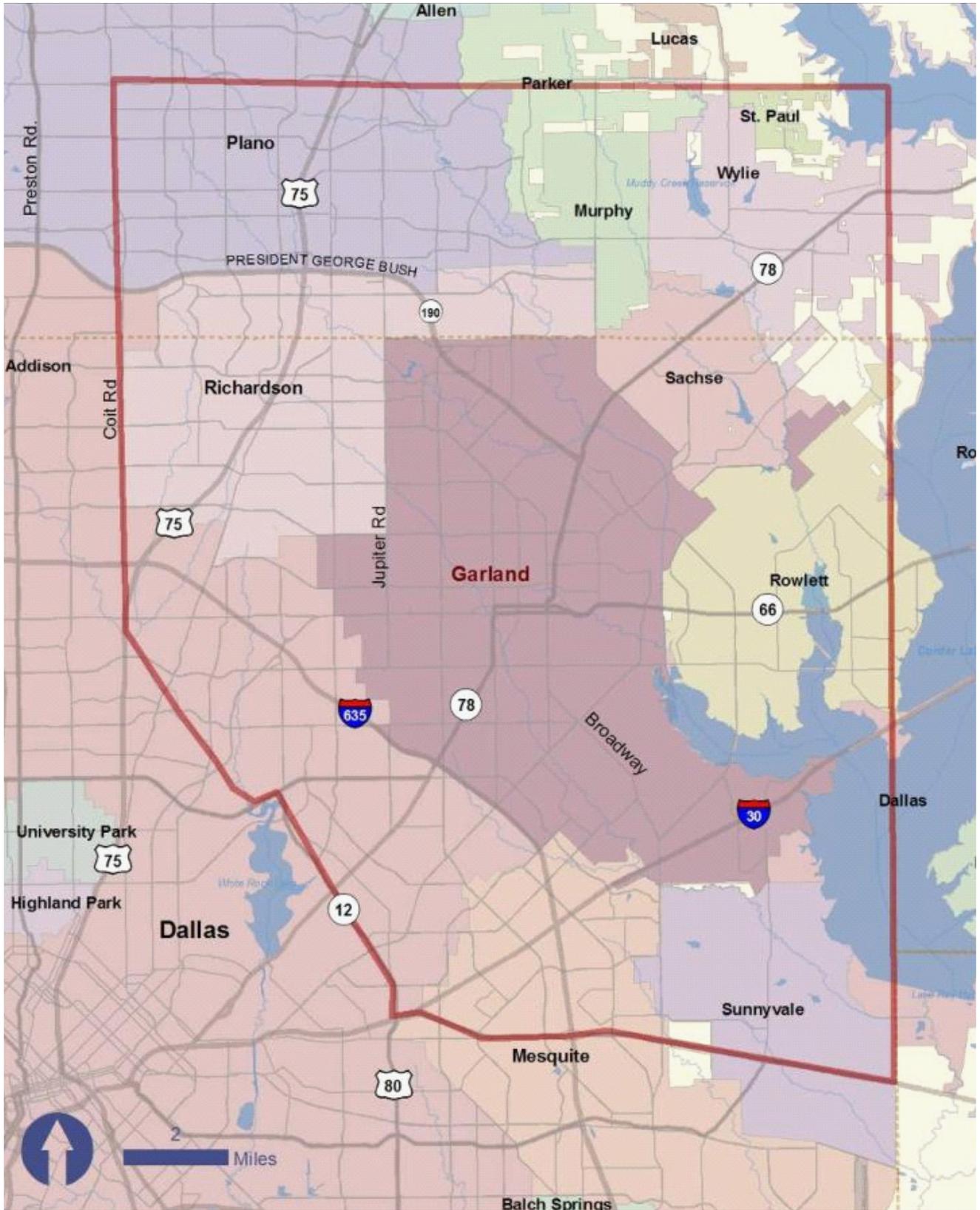
As identified in the table below, Garland’s slower population growth (0.66% annually) in a region of strong annual population growth (2.66% in the Metroplex) is typical for communities that are mostly developed. Relatively little undeveloped land exists for new housing development. Additionally, Garland’s historic land development pattern consists of low-density and fairly homogeneous housing and retail development. NCTCOG, a primary source for growth forecasts, provides the baseline estimate for future growth. Growth forecasts predicts that Garland’s future growth will trend along the same path laid by its low-density suburban land development pattern. As a result, Garland’s will continue to experience low to moderate household growth between 2005 and 2030 (Figure 8).

**Table 1: NCTCOG Growth Estimates**

	City of Garland	Trade Area	DFW Metro Area
<b>Population</b>			
2000 Census	215,768	704,621	5,030,828
2010 est.	230,518	804,537	6,540,927
2000-2010 CAGR*	0.66%	1.33%	2.66%
<b>Households</b>			
2000 Census	73,241	258,395	1,881,056
2010 est.	77,216	290,730	2,334,568
2000-2010 CAGR*	0.53%	1.19%	2.18%

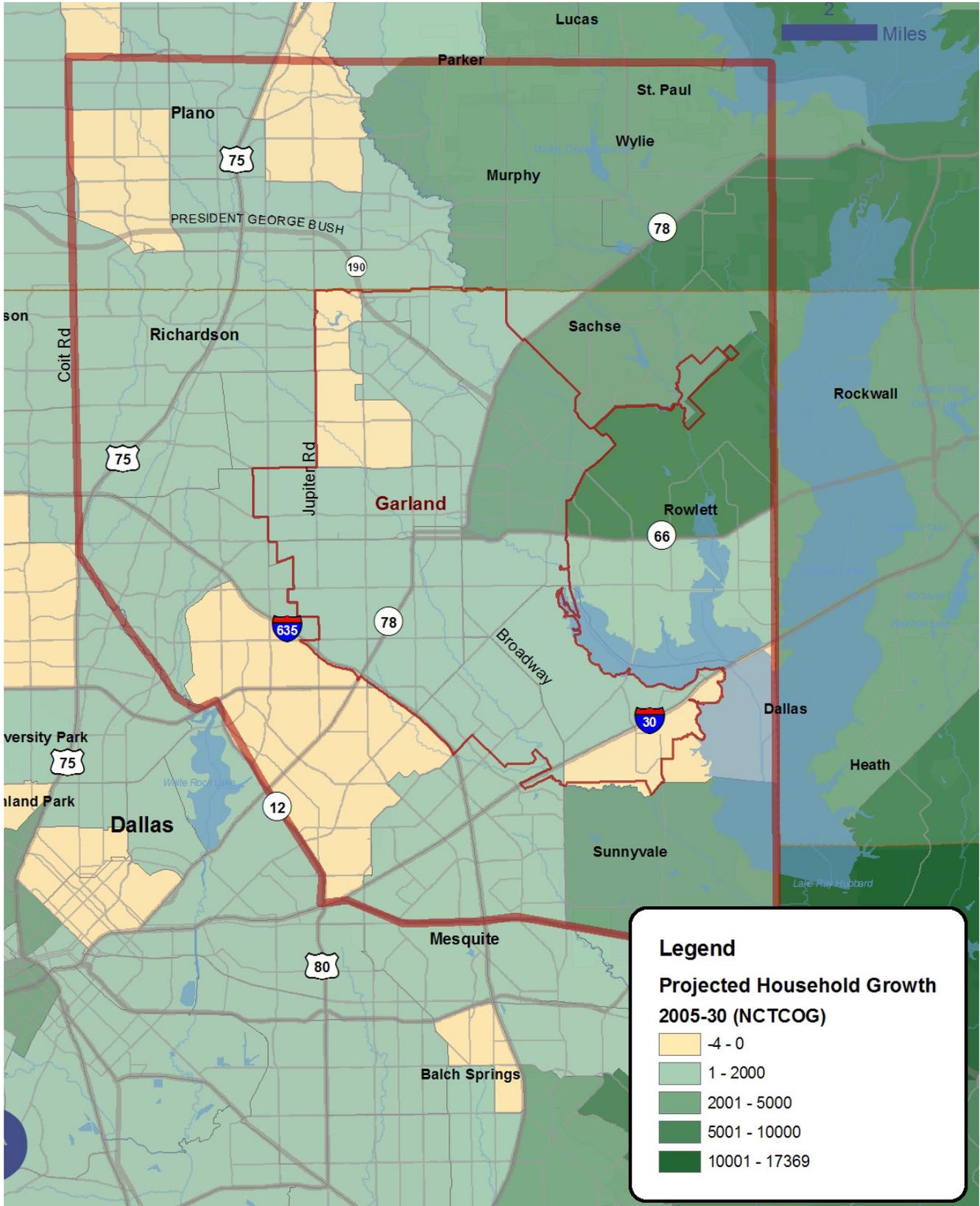
\*CAGR = Compound Annual Growth Rate

Figure 7: Garland Trade Area Map

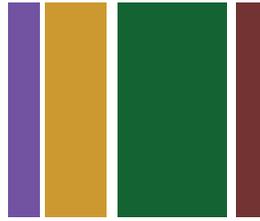


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Figure 8: Trade Area Household Growth (Number of Households)



While Garland's population and household growth rates over the last decade lag behind newly developing nearby communities, Garland possesses a blend of attractive qualities found in both older and newly developing communities: established, stable neighborhoods and newly developing areas.



### Age and Ethnicity

The changes in Garland's age and ethnic profile point to new opportunities for different types of housing as well as business opportunities. Garland's population is aging. The Trade Area is home to concentrated pockets of 20-something adults, especially in the neighborhoods nearest to interstate highways. Conversely, the City of Garland has a somewhat smaller percentage of adults ages 25-34, especially compared to the Dallas/ Fort Worth area overall. The highest percentage of residents is under age 17 in all three geographies, suggesting higher than average numbers of family households. In terms of ethnicity, Garland is home to a greater proportion of Hispanic and Asian residents among its historic white and African American base. Changes in Garland's ethnic and age make-up brings changes in taste for retail goods, services and housing, as well as new skills for Garland's business and industry.

**Table 3: Garland Population by Ethnicity**

	City of Garland	Trade Area	DFW Metro Area
White	56%	61%	64%
Hispanic/Latino	38%	30%	29%
Black/Afr. Amer	12%	13%	14%
Asian	9%	8%	5%
Other	23%	18%	18%

Source: US Census, Leland Consulting Group, Claritas Inc. for 2010

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**Table 2: Garland Population by Age**

	City of Garland			Trade Area			DFW Metro Area		
	1990	2000	2009	1990	2000	2009	1990	2000	2009
0-17	30%	30%	29%	27%	28%	28%	27%	28%	28%
18-24	10%	10%	9%	10%	10%	9%	11%	10%	10%
25-34	21%	16%	13%	21%	17%	14%	21%	17%	16%
35-44	18%	17%	16%	18%	17%	16%	16%	17%	16%
45-54	10%	13%	14%	11%	13%	15%	10%	13%	14%
55-64	6%	7%	10%	7%	8%	10%	7%	7%	9%
65+	6%	7%	8%	6%	8%	9%	8%	8%	8%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: US Census, Leland Consulting Group, Claritas Inc. for 2010

## Economic Development

### Employment Growth

As Table 4 indicates, job growth in the region is strong and unemployment is comparatively low. There are, however, lingering concerns over the trajectory of the national economy, especially with regard to recent excesses in the construction and finance sectors of the housing market. The NCTCOG projects slower job growth in the Trade Area than the metropolitan area overall (1.2% and 1.8% annually, respectively) through 2015. However, NCTCOG predicts that Garland job growth will exceed household growth over the long term. The combination of slower household growth and faster job growth means that more job opportunities will become available to local households over time. An increase in the ratio of jobs to local households, therefore, indicates more ample opportunities for new economic development within the City.

The location of future potential growth also points to future economic development opportunity. While Garland is home to many firms employing over 100 workers, especially in the southwest portion of the City, the highest concentrations of large employers in the Trade Area are located outside Garland along the US 75 Corridor, particularly in the adjoining community of Richardson. As shown in Figure 9, Garland is expected to experience modest annual projected growth – somewhat higher within the President George Bush Turnpike Corridor (PGBT) – with cumulative addition of over 25% within Garland to its existing job base by 2030.

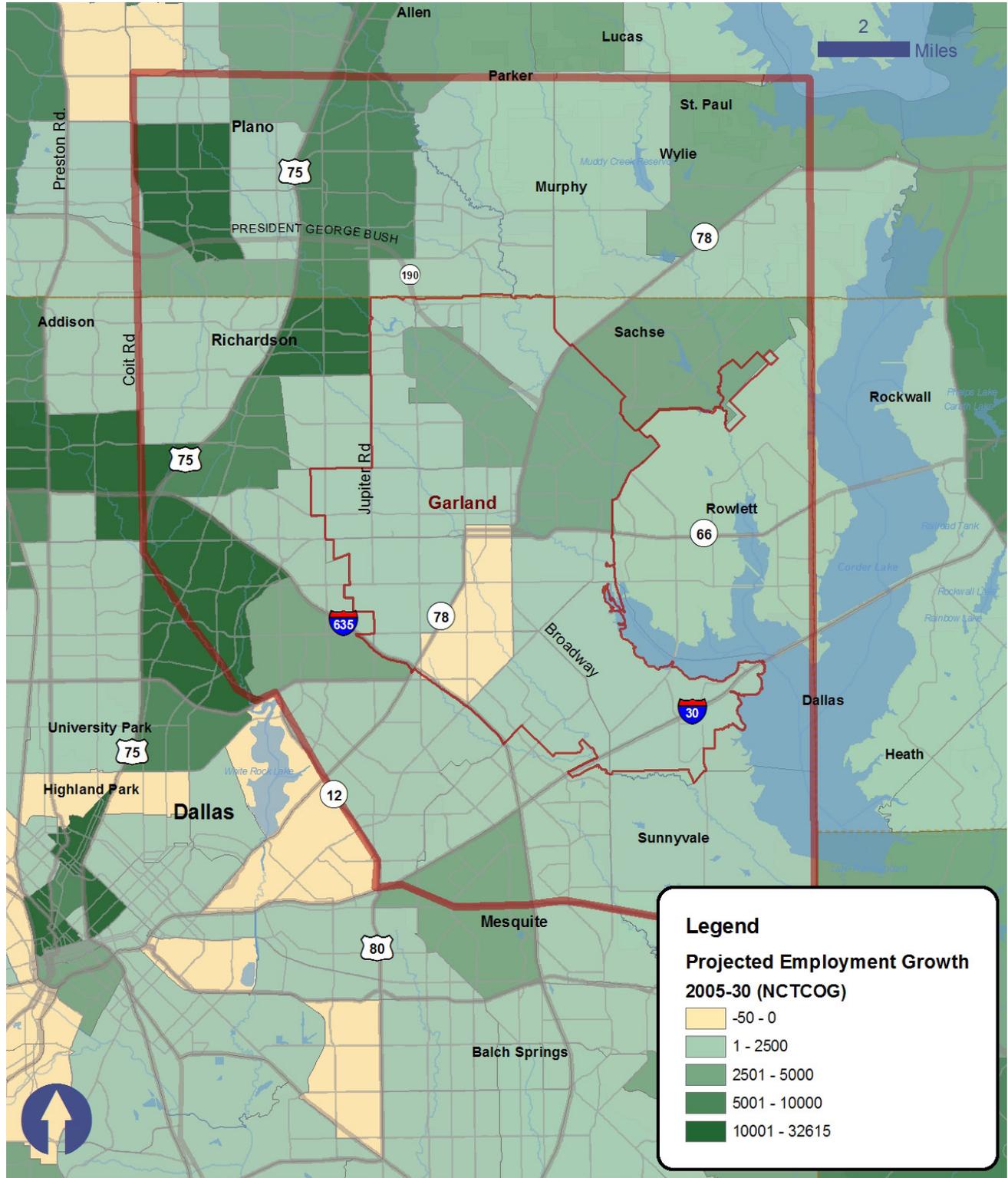
**Table 4: Garland Trade Area Employment Growth**

	City of Garland	Trade Area	DFW Metro Area
Est. Unemployment Rate 2009	8.3%	n/a	7.9%
2000-05 Est. Job Growth Rate (NCTCOG)	1.9%	1.8%	2.5%
Forecasted Job Growth Rate 2005-2015 (NCTCOG)	0.9%	1.2%	1.8%

Source: NCTCOG

*Garland's job growth in the first half of the decade (2000-2005) outpaced the Trade Area.*

Figure 9: Trade Area Employment Growth (Number of Employees)

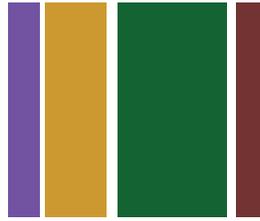


## Economic Development

### Garland's Key Assets

The Market Analysis reveals a number of key findings upon which an economic strategy can be launched. The following summaries these findings that point to policies and programs that, if undertaken in a concerted manner, will build upon its existing assets while enabling the private sector to meet the changing needs and desires of businesses and residents.

- Garland consists of two distinct areas – a mostly yet-to-be-developed area along President George Bush Turnpike and already-developed and aging central city and southern sector. Therefore, a comprehensive economic development strategy embraces both urban revitalization in its core commercial districts as well as strategic new construction along its northern Turnpike corridor. This dual strategy enables Garland to capture a wider array of development opportunities.
- Garland's demographic composition and population growth are similar to established first-ring suburbs, with population and household growth rates lagging behind newly developing communities on the Metroplex fringe. Despite this slower comparative growth, Garland is still growing. Recent trends indicate that people and households in greater number will prefer living in more established communities immediately accessible to jobs, shopping and schools.
- Garland is uniquely positioned within a the fast growing Trade Area. Its historic job growth rates are higher than the Trade Area itself and stronger than household growth rates. An increase in the ratio of jobs to local households indicates more ample opportunities for new economic development within the City.
- Recent homes sales activity indicates and emerging demand for townhomes, but not to the same extent shown in adjacent trade area communities, particularly East Dallas. Increasing demand for higher-density housing represents an important shift for Garland. Garland has a unique opportunity to be the next logical target for urban housing found prevalent in Dallas' thriving urban centers. The existence of transit only enhances these opportunities.
- Garland's aging housing stock represents an opportunity to renovate existing housing stock to better meet the demands of today's homebuyers and homeowners. Housing renovation and new infill construction brings a wider variety of housing products in areas already served with infrastructure. The "close-in" nature of existing neighborhoods – combined with the introduction of new, higher-density housing products – allows Garland to attract the demographic groups it now lacks, such as young adults seeking job opportunities within an urban, walkable environment.
- Despite relatively high vacancies and stagnant rent levels since 2008, Garland is underserved by newer retail formats and certain types of retailers. The concept of having a surplus of retail buildings but not enough of desired retailers is not uncommon in more mature communities. Most of the retail centers were constructed within a narrow period of time, resulting in a high concentration of the same types of retail centers. However, changes in technology, consumer tastes and building design since that time all contribute to the need for bringing in more modern retail types to Garland. The development of Firewheel Town Center is an excellent example of bringing a desirable new retail format to the community.
- Garland has a relatively small office market compared



to its sister cities along the US-75 corridor. Going forward, Garland has new opportunities for office space particularly along the PGBT Corridor and adjacent to major transit centers (bus and light rail). The Future Land Use map calls for office-related employment development adjacent to residential and retail. These centers where people work, live and shop within walking distance are best located in areas such as the Downtown, already existing commercial districts served with different types of transportation.

- The City's sizeable industrial base offers a range of opportunities for economic development. Companies providing services to existing companies could be accommodated in industrial and/or flex space. Expansion of existing industries could provide demand for new and/or redeveloped industrial space. Existing vacant industrial facilities could be converted to accommodate businesses that are new to Garland and have more advanced technological requirements. Lastly, there are opportunities to make more attractive Garland's existing industrial; areas through the addition of attractive housing and retail uses.

Implementing an economic development strategy that takes advantage of each one of the above key findings promises to make Garland more attractive to developers, business owners and prospective residents. The NCTCOG low estimates of population and job growth would likely occur if City Council and policy makers continue business as usual. Greater population and job growth can only occur if City Council, City staff and its partners adopt innovative approaches capitalizing on these opportunities. Obtaining a greater portion of Trade Area population and job growth will require adopting policies that encourage higher-density redevelopment, a greater mix of complementary land uses, and easy access through all means of transportation. Envision Garland calls for embracing goals and policies that promote the future Garland citizens envisions for 2030. Section II outlines the framework for those goals and policies enumerated in Section III.

## II. Economic Development Framework

The cornerstone of the framework, elaborated in more detail in the City's Economic Development Strategy, is the readiness of the City and its public and private partners to direct scarce resources geographically, while at the same time, implementing policies and programs that benefit the entire community. Encouraging investment in significant and beneficial real estate projects and key industries will be a catalytic force for new private investment in ventures meeting community goals. Additionally, the City's economic development partners, particularly the Garland Economic Development Partnership, supports those strategic investments by fostering a world-class workforce. Finally and importantly, the City and its partners communicate opportunities and successes in a manner that continuously invites new partners to our efforts. The community's "marketing brand" lives through innovative approaches that help existing businesses and residents prosper and attract new residents and enterprises. All four elements – strategic investment in targeted areas, industry targeting, workforce development and branding – are the key ingredients to a comprehensive economic development approach.

### Strategic Investment

Investment in strategic areas assumes concentrating limited public resources in select areas that will have a positive economic "ripple effect" in surrounding neighborhoods and corridors. The Envision Garland Comprehensive Plan identifies two types of geographic areas in order to carry this out. Seven key "Catalyst Areas" define the important corridors and commercial/residential districts within Garland. These areas have precedence as planning districts identified through past planning efforts or codified through planned development (PD) districts and/or overlay districts. The relatively broad geography within each Catalyst Area shares common characteristics, opportunities and challenges. They each have important attributes that impact how land is used (light rail stations, historic downtown core development, major transportation

## Economic Development

corridors, established planned development (PD) districts) or a significant anchor (Baylor Medical Center, Firewheel Town Center, Bass Pro). Therefore, Catalyst Areas become a relatively distinct area to launch development and redevelopment efforts. geographic area

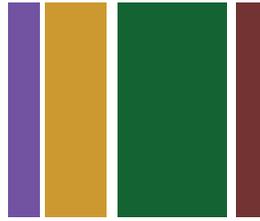
Concentrating near-term private and public resources in real estate development projects within Catalyst areas are the key steps that build an urban environment Garland citizens envision in the long term. The significant public input garnered throughout the Envision Garland process overwhelmingly spoke to the community's desire to create vibrant districts. The vibrancy of the districts stem from their walkable nature, clustering higher intensity commercial and residential uses to create a unique and lively day/evening urban lifestyle. Making these walkable "villages" come about requires changing the built environment over a relatively small, walkable area.

However, real estate investment decisions are made by analyzing development opportunities at individual sites. Thus, a further refinement of the Catalyst Area is the identification of Targeted Investment Areas – smaller activity centers, located at key intersections that anchor the Catalyst Area. Each of the thirteen Targeted Investment Areas (TIAs) offers or has the potential of offering a concentration of jobs, housing units, commercial uses, public spaces, public transportation and pedestrian activity within the district. TIAs represent the most likely locations within the Catalyst Area to leverage quality infill development.

Both Catalyst Areas and their more specific Targeted Investment Areas were generally identified and evaluated by applying a set of screening criteria, with guidance from stakeholders, citizens, and community leaders. While an expressed interest in more immediate development or redevelopment opportunities influenced the selection of certain areas, most were selected because they present a compelling location or market advantage for future investment. However, experience has proven that implementation focused plans must maintain a high degree of flexibility. As markets change, the physical realm must change with them. Therefore, the

screening criteria listed below will provide guidance on identifying new CAs and TIAs as the market changes over time. Current and future catalyst or target investment areas should meet a majority of the identified criteria:

- Primarily non-residential land use; may include multi-family development
- May include existing vacant, obsolete, and/or under-utilized sites, including undeveloped parcels
- Presence of a market opportunity in the near or long-term
- May provide an opportunity to create mixed-use activity centers, emphasizing live/ work/ play/ educate opportunities with multi-modal access
- Potential for creating key entryways or gateways into city or development areas
- Preservation of property value and investment
- Presence of support organizations and identifiable stakeholders
- Physical environment including parks and open space, public improvements, historic building stock
- Demonstrated community need, both perceived and quantified
- Ownership patterns, including public and private, and multiple versus assembled parcels
- Opportunities to strengthen and/or link existing districts or activity centers
- Areas with potential for redevelopment, employment, new development, and creation of growth strategies



Over the past decade, the City has proven the effectiveness of using its scarce resources to encourage real estate projects that have resulted in significant positive impact of their surrounding area and the community as a whole. These “catalyst projects” serve as the model for targeting strategic investment called for in Envision Garland. Below summarizes the important City’s efforts since 2000 within Catalyst Areas:

- Firewheel Town Center (PGBT at Lavon, 2002): City partnered with Simon Property Group for the development of one million square feet of regional retail shopping lifestyle center with 75,000 square feet office.
- Establishment of the Tax Increment Financing Reinvestment Zone Number 1 (2003)
- Establishment of the I-30 Tax Increment Reinvestment Zone, 2004
- Streamlined the City’s development review process, 2004 and ongoing
- Harbor Point Bass Pro Development (Harbor Point, 2004): The public-private partnership between the City and Harvest Partners attracted Texas’ third Bass Pro with accompanying marina, boat sales center, and restaurant facilities. The project was made possible from the City’s rebate of sales and property tax revenue generated from the development.
- Fifth Street Crossing Mixed-Use Development (Downtown, 2007): The City participated with Trammell Crow/ High Street Residential through a ground lease and tax increment finance district to develop a mixed-use residential retail development consisting of 189 apartment units and 11,400 square feet of retail and 383-space structured parking garage.

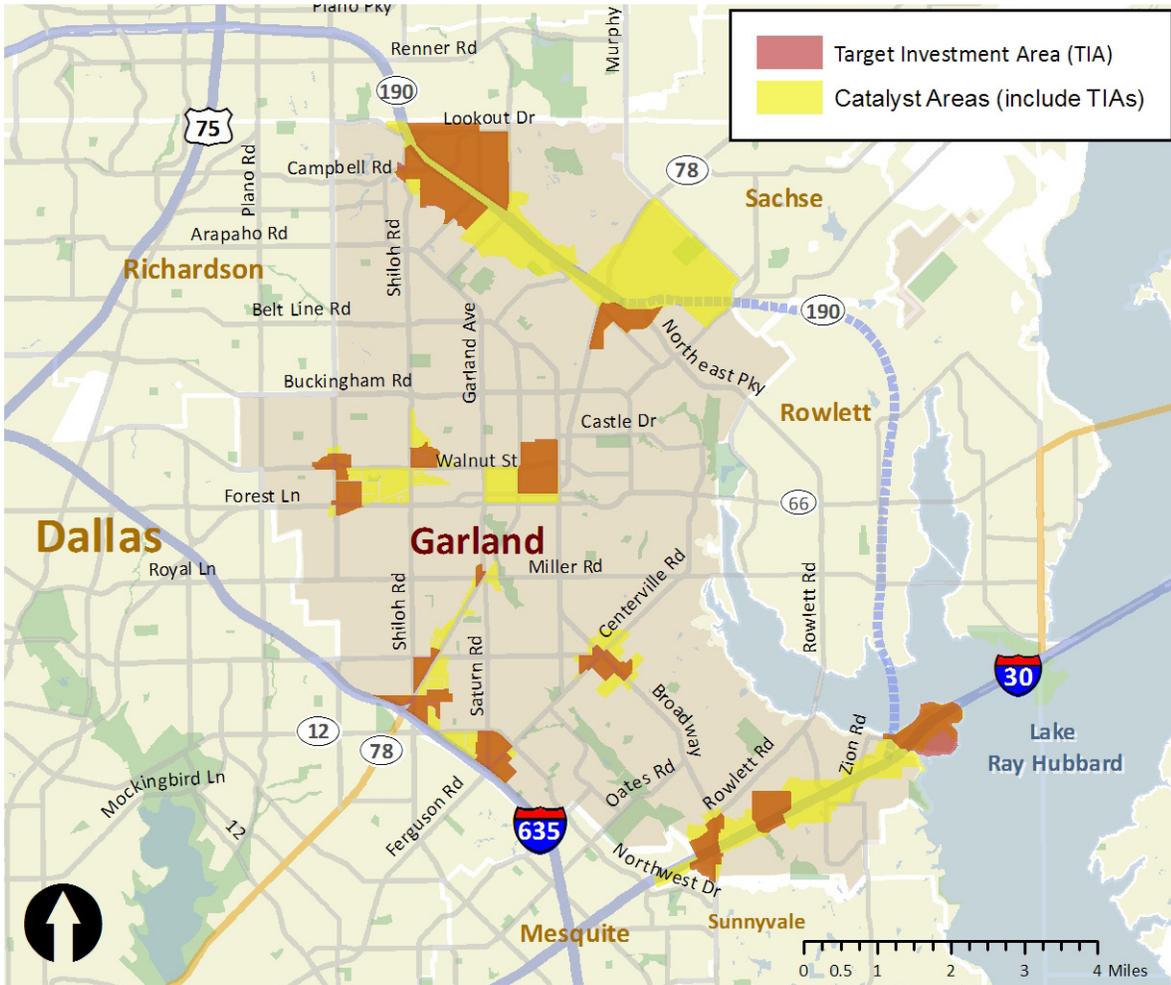
**Table 5: Catalyst Areas and Target Investment Areas**

Catalyst Areas	TIA
190 Catalyst Area	190/Campbell Road 190/Lavon Drive
Forest/Jupiter/Walnut Catalyst Area	Jupiter/Walnut Forest/Jupiter Shiloh/Walnut
Downtown Catalyst Area	Downtown Garland
South Garland Avenue Catalyst Area	Garland Ave/Kingsley Garland Ave/Miller
Broadway/Centerville Catalyst Area	Broadway/Centerville
Centerville Marketplace Catalyst Area	Centerville Marketplace
I-30 Catalyst Area	I-30/Harbor Point I-30/Rosehill I-30/Broadway

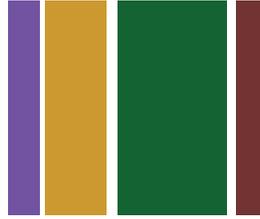
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# Economic Development

Figure 10: Catalyst and Target Investment Areas Map



4-13



4-14

### Industry Targeting

Strategic, coordinated and persistent industry targeting is central to improving and updating the mix of basic employment opportunities in the community. Such efforts are long-term in nature, as major changes to the employment base can take years or often decades to unfold. Large employment facilities may expand or move into (or out of) an area for unexpected reasons. In spite of these factors, targeting industries that promise to grow Garland's economic base should be one of the foundations of the City's economic development policy. Garland's preponderance of 1960s to 1980s-era plants may need new investment to keep up with the latest technology. Many of Garland's industrial employers are making those significant investments to modernize. The City and its partner, the Garland Economic Development Partnership, will be well served by conducting an in-depth analysis of what industries promise the best impact on the community's future and how to best carry that out. This targeted industry analysis will help the City, Chamber of Commerce, and other stakeholders identify and prioritize desired basic industries and to help shape economic development policies and programs.

### Workforce Development

A competitive workforce strategy follows from defining what desired future growth industries should provide the foundation for Garland's economy over the next decade. Promising growth industries – health care, renewable technology, and wireless communications, for example – as well as Garland's historic bedrock of manufacturing and fabrication require specialized skills. Garland Independent School District curriculum and the quality of delivering that curriculum to the community's youth will set the foundation of Garland's future growth. Additionally, the Dallas County Community College District's Richland College – Garland campus, and other post-secondary institutions will play an increasingly critical role in retooling skill sets to meet industry demand. How the educational community positions its workforce development resources will therefore depend on Garland development leadership coming to consensus on the types of industries to support.

### Branding

Defining Garland's current and future competitive advantages inform the ideal "brand identity" for the community. From the preliminary assessment conducted during the development of Envision Garland, there appears to be unexploited "themes" present in the grouping of firms most prominent in Garland's industry mix. Identification of a strong theme for the community could form the basis of a coordinated marketing and branding effort that goes beyond statistical measures to set Garland apart from its regional competitors.

The Economic Development Element provides a framework for economic development in Garland. The roadmap to implement this general framework is explicated in a more focused Economic Development Strategy. The forthcoming Economic Development Strategy will highlight strategic initiatives within the initial ten-year time horizon and provide a detailed implementation plan for the future. Implementation of an Economic Development Strategy will further strengthen the City's ability to embrace the strategies identified by Envision Garland goals and policies, supporting implementation of the community vision and allowing the community to remain competitive in the Region.

## Economic Development

### III. Citywide Economic Development Goals and Policies

The Market Analysis (Section I) outlines key opportunities that a comprehensive economic development framework (Section II) will capitalize on. The goals and policies below guide future City Council action to carry out this framework. Some goals and policies will impact the city-as-a-whole while others relate to the more targeted Catalyst Areas. Both types of goals and policies must be done in concert to bring about the community's revitalization of older areas and new development. Chapter 8 provides specific implementation steps for the goals and policies.

**Goal 1:** Continue to diversify the local economic base and strengthen and stabilize the tax base to maintain viability during fluctuating economic cycles

*ED Policy 1.1:* Enhance business retention and attraction efforts by targeting and supporting strategic industrial clusters.

*ED Policy 1.2:* Foster the creation and growth of small businesses through a comprehensive slate of programs ranging from entrepreneurial development to securing capital and appropriate work force resources.

*ED Policy 1.3:* Support existing industries growth by facilitating their entrance and/or expansion into foreign markets in collaboration with foreign trade entities.

*ED Policy 1.4:* Identify and develop collaborations to fill gaps in the capital markets that fund business start-up, retention, relocation and expansion.

**Goal 2:** Create a quality working environment that fosters an attractive sense of place through the beautification of major transportation corridors; the provision of trails, open lands, and public gathering spaces; innovative architectural and site design; and alternative transportation choices

*ED Policy 2.1:* Ensure that economic development objectives are included in the evaluation of public improvement projects.

*ED Policy 2.2:* Consider the economic benefits of public improvements on private development.

*ED Policy 2.3:* Utilize design guidelines as a tool to bring about quality development.

*ED Policy 2.4:* Promote higher density mixed-use development in order to create vibrant live-work-play activity centers.

**Goal 3:** Encourage a full array of retail and service opportunities, thus limiting the necessity by residents and employees to leave the community to purchase goods and services.

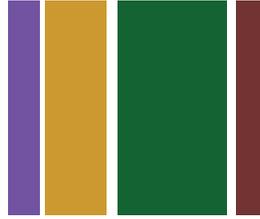
*ED Policy 3.1:* On a periodic basis, conduct a retail "void" analysis to quantify existing leakage of retail expenditures from Garland and identify those retail categories for which leakage can be reversed.

*ED Policy 3.2:* Tailor retail economic development efforts to meet the needs of those retailers who can complement, rather than compete with, Garland's existing retail base.

**Goal 4:** Ensure that a broad range of housing alternatives are available for employees, employers and residents to accommodate various lifestyle stages.

*ED Policy 4.1:* Develop and promote a comprehensive incentive program that fosters investment and reinvestment in Garland's housing stock.

*ED Policy 4.2:* Consider the impact of housing product types on Garland's existing and future



demographic profile when evaluating development proposals.

**ED Policy 4.3:** Encourage the development of housing product types that help to diversify Garland's existing housing stock

**Goal 5:** Aggressively encourage new development and redevelopment in select Catalyst Areas and make strategic public investments to leverage private investment and reinvestment in residential, commercial, and mixed-use development.

**ED Policy 5.1:** Focus economic development efforts (both new development and redevelopment) at strategic locations within the City's identified Catalyst Areas.

**ED Policy 5.2:** Prepare detailed marketing materials that describe and quantify opportunities for new development and redevelopment within these Catalyst Areas.

**ED Policy 5.3:** Ensure that new development/redevelopment submittals are evaluated from a fiscal impact perspective, quantifying City operating and capital revenues and expenditures.

**ED Policy 5.4:** Identify sources of financial gaps for financing new projects and renovations (both debt and equity) and then fill those gaps with a variety of financial incentives.

**ED Policy 5.5:** Create and implement an Economic Development Strategy that provides the City with a common economic development action plan.

**Goal 6:** Develop a world-class workforce by providing accessible opportunities for life long learning.

**ED Policy 6.1:** Facilitate businesses obtaining quality workers from within Garland.

**ED Policy 6.2:** Encourage education and business partnerships to ensure that students are

prepared to meet the ever changing labor needs.

**ED Policy 6.3:** Develop and promote job training programs that support Garland's strategic targeted businesses and that foster the skills of entrepreneurs.

**IV. Catalyst Area Goals and Policies**

**Goal 1:** Craft an Economic Development Strategy that will provide a more detailed action plan to spur Garland's economic vitality, made in large part possible through the redevelopment of the Catalyst Areas

**ED-CA 1.1:** Identify targeted areas for investment and potential incentives to encourage that investment.

**ED-CA 1.2:** Periodically review programs and policies to ensure the City and community receive a positive return on public investment both financially and achieving community goals.

**ED-CA 1.3:** Ensure that economic development initiatives are consistent with other City policy documents.

**Goal 2:** Establish a single point of contact at the City for prospective projects.

**ED-CA 2.1:** Evaluate incentive requests by comparing a projects impact to key benchmarks and meeting goals and strategies.

**ED-CA 2.2:** Facilitate projects that provide evidence of market and financial feasibility in a fiscally responsible manner; Projects should demonstrate the need for public incentives.

**Goal 3:** Create small area conceptual master plans for each Catalyst Area.

**ED-CA 3.1:** If necessary, provide economic incentives for planned developments that promote

## Economic Development

enhancements to design character, preservation of natural features, enhanced mobility, construction of affordable housing, or alternative parking options.

**ED-CA 3.3:** Tailor economic development initiatives to encourage and support mixed-use development, as these environments will provide quality live/work/shop/play opportunities for Garland residents and employees.

**Goal 4: Maintain a database of available properties in each Catalyst Area; identify publicly-held properties for potential positioning for private investment**

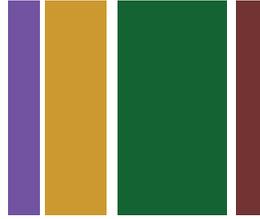
**ED-CA 4.1:** Use economic incentives and mechanisms to encourage the redevelopment and revitalization of existing commercial structures.

**ED-CA 4.2:** Provide economic development incentives to existing residents for property improvements designed to protect the character and scale of traditional neighborhoods.

**Goal 5: Establish Capital Improvement (CIP) commitments for each Catalyst Area**

**ED-CA 5.1:** Quantify the public infrastructure costs associated with redevelopment and revitalization efforts;

**ED-CA 5.2:** Evaluation and prioritization of CIP initiatives should include leveraging private investment in projects meeting the community's vision for the Catalyst Area.



## V. Next Steps

To ensure continued progress towards the direction identified within the Economic Development Element, the following actions are recommended for implementation. A full outline of implementation actions and associated timelines may be found in Chapter 8: Implementation.

No.	Actions
1.	Implement a citywide Economic Development Strategy building upon Garland's assets, establishing a coordinated short-term plan for promoting the City's long-range economic development agenda.
2.	Develop a joint work program with the Garland Economic Development Partnership.
3.	Develop a Forest Jupiter Transit Oriented Development Plan including implementation strategies and identification of high potential catalyst projects.
4.	Identify and prioritize industries to target for both recruitment and expansion.
5.	Review and revise as needed the City's development and business incentives to encourage new investment and redevelopment.
6.	Prioritize the Targeted Investment Areas and then implement the strategies for those TIAs that are higher in priority.

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# Economic Development

## 190 CATALYST AREA

### Development Opportunity

The 190/PGBT Corridor represents the potential for new development. The City's overall strategy for this Area is to preserve vacant land for high-quality development. As a largely "Greenfield" opportunity, there is the potential for a regionally-important office and employment "address" (e.g., build-to-suit corporate headquarters/campus) with an integrated mid- to higher-end residential component and support retail. This area could also attract a lodging/conference center, again as a complement to the office/employment core but should not compete with already existing development.

Key Assets of this *Catalyst Area* include:

- Large tracts of developable land
- New infrastructure
- Regional access and visibility (SH 190)

Targeted Investment Areas include:

- SH190 and Campbell Road (Priority)
- SH190 and Lavon Drive

### Catalyst Area Map



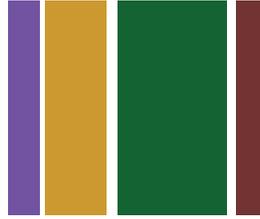
### Market Potential

Land Use	Attainable CA Capture	
	5 yr	10 yr
Single Family Detached (units)	900	1,200
Single Family Attached (units)	300	500
Multi-Family Rental (units)	500	800
Retail (sq ft)	400,000	600,000
Office (sq ft)	700,000	1,000,000
Employment (sq ft)	900,000	1,200,000

As shown, market potential within the *190 Catalyst Area* suggests support for a regional employment center, with a diverse mix of residential, retail, office and employment land uses. This *Area* represents a short- to mid-term (1 to 7 years) development opportunity.

### Strategy Action Items

- Commit to a long-term vision for this prime "new development" area; be prepared to discourage vision-incompatible uses, even if market-feasible.
- Consider land use/architectural design regulations to preserve flexibility while promoting the vision in the *Envision Garland Comprehensive Plan*.
- Prepare and disseminate targeted marketing materials for economic development outreach efforts, as the development potential for this area likely will involve local, regional and national developers and investors.
- Put in place a long-term strategy to convert flood plain land along the PGBT into tracts of developable land attractive to quality new development.
- Commit to participating in the cost of infrastructure -- work with property owners to evaluate the potential for improvement districts (e.g., TIF, BID) to fund infrastructure.



## FOREST/JUPITER/WALNUT CATALYST AREA

### Development Opportunity

The Forest-Jupiter Station/Walnut Corridor area offers a range of longer-term opportunities, including employment, higher-density residential, and transit-oriented development. The City's overall strategy for this Area is to leverage assets such as Baylor Hospital and DART transit to create a regional live/work district. Currently, this area consists of a diverse mix of lower intensity uses and a high degree of underutilized property.

Key Assets of this *Catalyst Area* include:

- Baylor Hospital/Medical Center
- Forest/Jupiter DART light rail station
- Growing ethnic diversity for live/work opportunities

*Targeted Investment Areas* include:

- Jupiter Road and Walnut Street
- Jupiter Road and Forest Lane (Priority)
- Shiloh Road and Walnut Street

### Catalyst Area Map



4-20

### Market Potential

Land Use	Attainable CA Capture	
	5 yr	10 yr
Single Family Attached (units)	10	30
Multi-Family Rental (units)	120	300
Retail (sq ft)	50,000	100,000
Office (sq ft)	100,000	200,000
Employment (sq ft)	250,000	500,000

As shown, market potential within the Forest/Jupiter/Walnut *Catalyst Area* suggests demand for employment space, supported by retail and residential (ownership and rental) uses. This *Area* represents a mid- to long-term (7 to 10 years) redevelopment opportunity.

### Strategy Action Items

- Study the feasibility of forming a business improvement district (BID) to fund shared improvements to streets and public spaces.
- Consider expanding TIF boundaries to include the entire *Catalyst Area* to support catalyst investments.
- Assist in assembling properties for potential sale/lease to developers and/or investors who adhere to the Area vision.
- Draft a master conceptual plan to help envision the benefits of a more coherent physical environment within the Corridor and strengthen linkages to adjacent areas.
- Encourage street-fronting, pedestrian-friendly design in this Area through various types of land use regulations.
- Explore worker- and resident-friendly, small-scale "place-making" opportunities throughout the Area (e.g., pocket parks, plazas, public art).
- Revise development regulations to allow residential and outdoor market uses.
- Commit to the principles of repositioning vacant and obsolete retail properties and provide high-quality residential density.

# Economic Development

## DOWNTOWN CATALYST AREA

### Development Opportunity

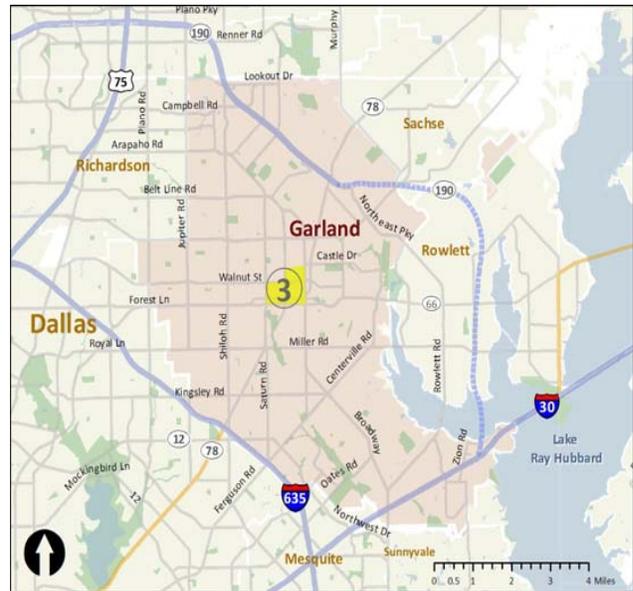
The Downtown Garland *Catalyst Area* represents a unique opportunity to accommodate a variety of market-supportive land uses, within both a newly developed and redeveloped environment. From the City's perspective, Downtown Garland is the community's best opportunity to leverage recent public investments and create demand for:

- A robust transit-oriented development in an authentic, historic, small-town, urban setting
- An expanded educational component with complementary retail and residential space
- A continued hub for City services
- New live-work and other urban residential products
- Destination, specialty retail and lively, well-programmed public spaces

Key Assets of this *Catalyst Area* include:

- Garland's Central Business District
- DART light rail station and developing TOD
- Historic building stock for potential reuse
- Ample vacant/underutilized parcels
- Performing Arts Center and civic uses
- Richland Community College

### Catalyst Area Map



### Market Potential

Land Use	Attainable CA Capture	
	5 yr	10 yr
Single Family Attached (units)	75	100
Multi-Family Rental (units)	90	120
Retail (sq ft)	90,000	120,000
Office (sq ft)	60,000	80,000
Employment (sq ft)	limited	limited

As shown, market potential within the Downtown Garland *Catalyst Area* suggests support for office space, supported by retail and residential ownership and rental uses. This *Area* represents a short- to mid-term (1 to 4 years) development opportunity.

### Strategy Action Items

- Study the feasibility of forming a business improvement district (BID) as a mechanism to fund public improvements and building/façade improvements.
- Continually update the Downtown master plan to help coordinate and broadcast the vision expressed in the *Envision Garland Comprehensive Plan*.
- Encourage street-fronting, pedestrian-friendly design in this Area through design and development standards.
- Explore worker- and resident-friendly, small-scale "place-making" opportunities throughout the Area.
- In conjunction with the city-wide branding process, develop a unique image for Downtown and a mechanism to market that image.
- Revisit existing zoning and development regulations to ensure compatibility with the *Envision Garland Comprehensive Plan* vision, including the transit zoning designation (allowing minimum densities and land use mix reflecting Downtown's central role in the community).
- Carefully evaluate potentially competitive projects on sites outside of Downtown.



## SOUTH GARLAND AVENUE CATALYST AREA

### Development Opportunity

South Garland Avenue represents one of the City’s key commercial corridors – a gateway into the City from I-635 and a historic arterial connection to downtown Dallas. The City’s overall strategy is to diversify large infill sites (e.g., Hypermart and Garland Shopping Center) to transform the Area into a viable employment/training center, taking advantage of regional transit access. New opportunities along this Corridor will thus focus on redevelopment and revitalization.

Key Assets of this *Catalyst Area* include:

- Anchored by two large vacant infill tracts
- I-635 improvements
- DART Park n Ride
- Proximity to educational facilities

*Targeted Investment Areas* include:

- Garland Avenue and Kingsley (Priority)
- Garland Avenue and Miller

### Catalyst Area Map



4-22

### Market Potential

Land Use	Attainable CA Capture	
	5 yr	10 yr
Single Family Attached (units)	50	80
Multi-Family Rental (units)	200	350
Retail (sq ft)	50,000	100,000
Office (sq ft)	40,000	70,000
Employment (sq ft)	20,000	40,000

As shown, market potential within the South Garland Avenue Corridor *Catalyst Area* suggests support for a mix of residential (attached ownership and rental) and retail uses, perhaps within a vertical mixed-use environment. This *Area* represents a mid- to long-term (4 to 10 years) development opportunity.

### Strategy Action Items

- Consider land use/architectural design regulations to preserve flexibility while promoting the vision in the *Envision Garland Comprehensive Plan* and any subsequent planning efforts.
- Encourage street-fronting, pedestrian-friendly design in this Area through design and/or development standards.
- Explore worker- and resident-friendly, small-scale “place-making” opportunities throughout the Area (e.g., pocket parks, plazas, public art).
- Review and revise as necessary land use regulations based on more detailed planning efforts.
- Commit to the principles that reposition vacant and obsolete retail properties and provide high-quality residential density.
- Commit to participating in the cost of infrastructure -- work with property owners to evaluate the potential for improvement districts (e.g., TIF, BID) to fund needed infrastructure.

# Economic Development

## CENTERVILLE MARKETPLACE CATALYST AREA

### Development Opportunity

Centerville Marketplace is located at the intersection of Centerville Road and I-635 and represents a key gateway into the City of Garland. The City’s overall strategy for this Area is to selectively redevelop underutilized properties to increase density and quality. New opportunities here will focus on redevelopment and revitalization. Residential development potential will likely be smaller-scale, but this *Catalyst Area* is well-located to attract workforce renters and buyers. New residential development will improve the area’s overall image and help to attract the appropriate type of replacement retail. Professional and other smaller-format office users can take advantage of the I-635 access and would also benefit from quality new residential design.

Key Assets of this *Catalyst Area* include:

- Regional access and visibility (I-635)
- Proximity to major employment concentrations
- Ample vacant/underutilized parcels

### Catalyst Area Map



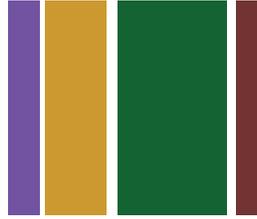
### Market Potential

Land Use	Attainable CA Capture	
	5 yr	10 yr
Single Family Attached (units)	20	30
Multi-Family Rental (units)	80	120
Retail (sq ft)	30,000	40,000
Office (sq ft)	40,000	60,000
Employment (sq ft)	limited	limited

As shown, market potential within the Centerville Marketplace *Catalyst Area* suggests demand for residential (attached ownership and rental) uses with support neighborhood retail and local service office space. This *Area* represents a mid- to long-term (7 to 10 years) redevelopment opportunity.

### Strategy Action Items

- Foster relationships with infill/niche residential developers in the DFW region.
- Develop a concept master plan, clearly defining the potential market niche for redevelopment.
- Encourage street-fronting, pedestrian-friendly design in this Area through design and/or development regulations.
- Consider streetscape improvements especially where residential/mixed infill redevelopment is most likely to benefit.
- Explore worker- and resident-friendly, small-scale “place-making” opportunities throughout the Area (e.g., pocket parks, plazas, public art).
- Revisit the Area PD plan to ensure consistency with current redevelopment goals as expressed in the *Envision Garland Comprehensive Plan*.
- Educate neighboring homeowners associations and other stakeholder groups about the potential for high-quality residential density as a replacement for vacant retail.
- Commit to the principles that reposition vacant and obsolete retail properties and provide high-quality residential density.



## BROADWAY / CENTERVILLE CATALYST AREA

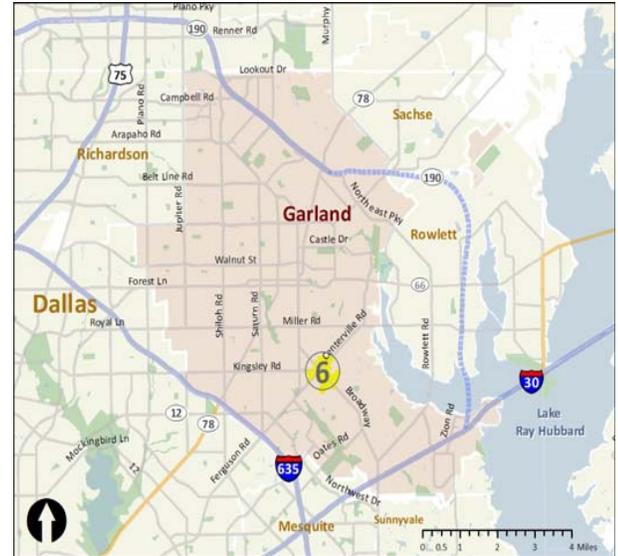
### Development Opportunity

Broadway and Centerville represents the intersection of two of Garland’s aging commercial corridors. The City’s overall strategy for this Area is to selectively redevelop underutilized properties to increase density and quality. This area has shown the impacts of competitive pressures from both fringe communities and other areas of the City. New opportunities here will focus on redevelopment and revitalization. While the potential for residential development is relatively modest over the next ten years, well-designed workforce-range attached housing could begin to add life and provide proof-of-concept for comprehensive plan principles for similar areas. High commercial vacancy in the area could be reversed by redevelopment into a balance of neighborhood and community-scale retail and compatible urban residential.

Key Assets of this *Catalyst Area* include:

- Intersection of three (3) major arterials
- Available infrastructure/drainage improvements
- Stable neighborhoods with established commercial district, medical office cluster and high school

### Catalyst Area Map



4-24

### Market Potential

Land Use	Attainable CA Capture	
	5 yr	10 yr
Single Family Attached (units)	15	30
Multi-Family Rental (units)	40	60
Retail (sq ft)	40,000	60,000
Office (sq ft)	limited	30,000
Employment (sq ft)	limited	limited

As shown, market potential within the Broadway and Centerville *Catalyst Area* suggests demand for limited residential (attached ownership and rental) uses with support retail (primarily neighborhood-oriented). This *Area* represents a mid- to long-term (5 to 10 years) redevelopment opportunity.

### Strategy Action Items

- Foster relationships with infill/niche residential developers in the DFW region.
- Encourage street-fronting, pedestrian-friendly design in this Area through design and/or development standards.
- Consider streetscape improvements especially where residential/mixed infill redevelopment is most likely to benefit.
- Explore resident-friendly, small-scale “place-making” opportunities throughout the Area (e.g., pocket parks, plazas, public art).
- Establish development standards to encourage residential development.
- Involve local ethnic retailers and community groups in a visioning process for the renovation and repositioning of the older retail shopping center.
- Commit to the principles that reposition vacant and obsolete retail properties and provide higher-quality residential density.

# Economic Development

## INTERSTATE 30 CATALYST AREA

### Development Opportunity

I-30 represents one of Garland's key commercial corridors – a gateway into the City and an important economic focal point. The City's overall strategy for this Area is to selectively redevelop underutilized properties to increase density and quality. Over the past few years, the I-30 Corridor has shown the impacts of competitive pressures from both fringe communities and other areas of the City. As such, new opportunities along the Corridor will focus on redevelopment and revitalization.

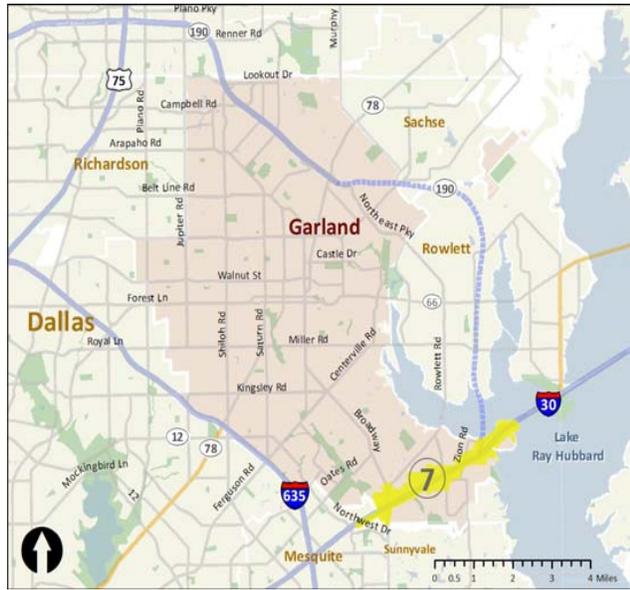
Key Assets of this *Catalyst Area* include:

- Lake amenity (Ray Hubbard)
- Relatively large developable land tracts
- Public investment at regional anchor (Bass Pro)
- PGBT extension connection to I-30

Targeted Investment Areas include:

- Harbor Point (Priority)
- I-30 and Rosehill
- I-30 and Broadway

### Catalyst Area Map



4-25

### Market Potential

Land Use	Attainable CA Capture	
	5 yr	10 yr
Single Family Attached (units)	100	200
Multi-Family Rental (units)	300	500
Retail (sq ft)	100,000	200,000
Office (sq ft)	40,000	80,000
Employment (sq ft)	60,000	130,000

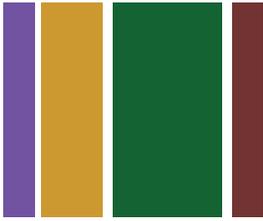
As shown, market potential within the I-30 Corridor *Catalyst Area* suggests support for a mix of residential (attached ownership and rental), retail and office uses, perhaps within a vertical mixed-use environment. This *Area* represents a mid- to long-term (4 to 10 years) redevelopment opportunity.

### Strategy Action Items

- Consider land use/architectural design regulations to preserve flexibility while promoting the vision in the *Envision Garland Comprehensive Plan* and any subsequent planning efforts.
- Ensure live-work multimodal connections throughout the Corridor, particularly between identified *Targeted Investment Areas* and neighboring residential districts.
- Maintain private sector developer/investor contacts as public improvement decisions are made, soliciting cooperation and finding leverage opportunities where possible.
- Employ regulatory mechanisms such as "amortized zoning" on uses not in compliance with existing codes, or a "demolition by neglect" statute for dilapidated structures.
- Acquire and position strategic properties for private investment (land swap, land write-down, density bonuses).
- Evaluate the potential for expanding, and perhaps extending the time period for, the existing TIF district within the Corridor.

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# Chapter 5

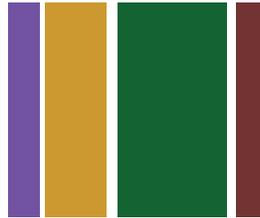
## Housing and Neighborhoods Element



5-1

### Contents

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Housing and Neighborhoods Goals and Policies	5-9
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Housing and neighborhoods are among the most important issues facing the city today and in the future. Recent initiatives like the Strategy for Vital Neighborhoods have further reinforced this priority. The Housing and Neighborhoods Element identifies how national and regional trends will affect Garland's housing and neighborhood needs between today and 2030. It identifies local issues related to the City's declining property tax revenue and the effect this has on fiscal well-being and the challenges aging housing condition has on the City's ability to remain competitive. It identifies strategies for addressing key issues and confirms a comprehensive plan for implementing the initiatives that will help Garland create the vital neighborhoods and vibrant community of the future.



*Existing and new single family housing is the core of Garland's neighborhood framework*

5-2

The Housing and Neighborhoods Element:

- Reaffirms existing neighborhoods as vital to the City's well-being.
- Creates opportunities for a diverse range of housing types and neighborhood densities to support neighborhood affordability and long term competitiveness.
- Supports strategic public investment and leverages private investment to enhance the city's housing stock and neighborhoods.
- Encourages residents and other community stakeholders to be active participants in neighborhood planning and maintenance.



*Vital neighborhoods include urban housing choices that meet the needs of a diversity of residents*

*Housing and neighborhood issues are among the most important to the city today and in the future.*



*Higher density housing should be provided in transit-oriented, mixed-use activity centers*

# Housing and Neighborhoods

## I. Existing Conditions

Garland became one of the first suburbs in the Dallas metropolitan area to see significant growth. The City's population swelled after World War II and continued to grow significantly through the end of the century. With rapid population growth the city evolved from a small farming community to a major suburban city with a significant commercial and industrial base, major employers, and a broad offering of services and amenities. Today, Garland is a vibrant and diverse hometown in the heart of the North Texas region.

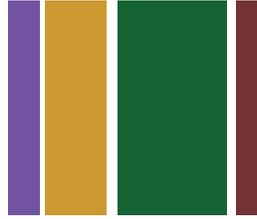
vitality to Garland's present and future well-being. Any plan to address this vast and complex issue must address all of these challenges and characteristics, and involve all who have an interest or role in their outcome.

### Scope of Residential Sector

As a major suburban community, the scope and scale of residential development is significant, in terms of the amount of land area, economic and fiscal impacts, and the array of stakeholders that play an important role in the health of Garland's neighborhoods and housing market. Garland is the twelfth largest city in Texas and, in 2010, was home to nearly 230,000 residents. That same year, census reports show there were approximately 81,000 housing units within the city. Forty-eight percent of the city's 57 square miles of land area was residential.

Consequently, Garland's residential property owners are the city's largest landowner group, holding 86 percent of the city's taxable parcels, which accounts for the majority of the community's value. According to the Dallas Central Appraisal District, in 2010, residential property had a certified taxable value of \$6.1 billion, or 59 percent of the city's tax base. Additionally, the community's residential base is also a significant consumer base, supporting local businesses and providing sales tax to the City.

Garland is faced with a broad range of housing and neighborhood issues due to the sheer volume of residential properties and neighborhoods; the variety of housing types, age, condition and value; and the varying interests and resources of individual property owners and residents. These factors highlight the importance of housing revitalization and neighborhood



5-4

### Demographics and Resident Profile

Garland's resident profile will continue to diversify between today and 2030. Garland's future demographics will be shaped, in part, by national and regional trends. North Texas is anticipated to be a more populated, older, and more ethnically diverse region over coming decades, and Garland will be no exception. Minority populations, led by the Hispanic population, have grown in past decades and are anticipated to become an even greater proportion of the Dallas/Fort Worth region's population. In addition, by 2030 the proportion of the total population of seniors aged 65 to 84 will nearly double, with the fastest growing age group being those age 70 to 79.

One significance of this demographic change is the change in housing demand that will accompany this new profile of resident households. Housing demand is driven by resident characteristics, household needs, and personal preferences. Senior households may demand smaller housing units, housing with less maintenance needs, or with more access to senior services or amenities. On the other hand, minority households with historically larger household sizes may drive demand for larger housing units. Access to services and amenities, transportation options, employment locations, and other needs and preferences may vary among various population groups, which will have an additional impact on housing and neighborhood choices.

### Aging Neighborhoods

Garland's housing stock and neighborhoods are aging and changing. Approximately 60 percent of the city's housing units were built before 1980 and 28 percent were built before 1970. As a natural result of time, homes and infrastructure have growing needs for investment in maintenance and rehabilitation in order to remain livable and retain or grow in value. Preferences in size, function, amenities, and style change over time. However residential structures do not, unless the homeowner chooses to invest in the physical improvements to bring the home up-to-date with current household desires.

Additionally, much of the utility, transportation, and other neighborhood infrastructure and amenities that serve Garland neighborhoods are equally as old, unless they have already been replaced or improved. Public infrastructure repair or replacement expenses grow as neighborhoods across the City age, straining the City's fiscal capacity.

**Table 7: Housing Construction Date**

Year Built	Housing Units	Percentage of Total Units
2005 or later	1,111	1.5%
2000 to 2004	4,540	6.1%
1990 to 1999	7,310	9.9%
1980 to 1989	18,151	24.5%
1970 to 1979	21,864	29.6%
1960 to 1969	10,987	14.9%
1950 to 1959	7,476	10.1%
1940 to 1949	1,866	2.5%
1939 or earlier	668	0.9%
<b>Total Units</b>	<b>73,973</b>	<b>100.0%</b>

Source: U.S. Census Bureau, American Community Survey 2005-09

## Housing and Neighborhoods

### Future Residential Demand and Development Trends

Over the past several decades, the North Texas region has been one of the fastest growing regions in the nation. The region was home to approximately 6.5 million residents in 2008 and now ranks as the fourth most populated region in the United States, after only New York, Los Angeles, and Chicago. This growth trend is expected to continue in the coming decades. The North Central Texas Council of Governments projects that the region's population may boom to 9.1 million residents, or almost 3.5 million households, by 2030.

Population growth drives demand for homes. Residential demand in the broader Garland trade area is expected to grow in coming years. A recent market study estimated that Garland can capture demand for over 2,400 new detached housing units over the next decade. The study also indicates that Garland can take proactive policy steps to capture a larger share of the trade area's future housing demand. This more aggressive strategy is an objective that directs the policies contained in the *Envision Garland* comprehensive plan.

Throughout the North Texas region, new housing and neighborhood types have been constructed to meet a changing demand. Transit-oriented, mixed-use, and urban neighborhoods have seen a renewed interest by residents who choose to live and invest in these settings. The Region's housing options have

broadened to include places for more diverse lifestyles and niche housing needs. The Garland market is ripe for this type of future housing demand. *Envision Garland* identifies steps to support existing housing and to accommodate the demand for other housing trends.

**Table 9: 10-year Housing Demand**

	Trade Area Demand	Attainable Capture	Garland Unit Capture
<b>For Sale Demand</b>			
Single-family Attached	3,031	20% *	606
Single-family Detached	12,123	20% *	2,425
<b>Total</b>	<b>15,154</b>		<b>3,031</b>
<b>Rental Demand</b>			
Multi-family	6,263	13% **	814

Source: Leland Consulting Group, 2010 Market Study

\* rounded numbers

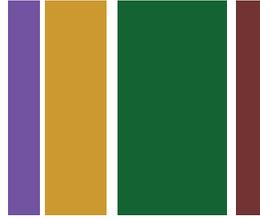
\*\* assumes moderate growth

5-5

**Table 8: Population and Housing Forecast**

	Garland		North Texas Region	
	2020	2030	2020	2030
Projected Population	234,650	241,767	7,646,600	9,107,900
Projected Households	81,344	83,870	2,851,400	3,396,100

Source: NCTCOG, 2030 Demographic Forecast



## II. Housing and Neighborhoods Framework

Strong, stable neighborhoods are vital to the community's future prosperity. Neighborhoods serve many essential roles in the City's future: a desirable place for residents to live, home to a customer-base for local business, an economic engine for future development, and a major contributor to the City's fiscal tax base. In order to provide for future prosperity, the City must consider, address, and actively plan for the changing needs and desires of both current and future residents.

### Main Objectives

Garland's framework for addressing housing and neighborhood issues will focus on four main objectives:

1. Vital Neighborhoods
2. Housing Diversity
3. Strategic Investment
4. Engaged Residents

#### 1. Vital Neighborhoods

Every resident will have a unique set of priorities, necessities, and preferences when choosing where to make their home. Some will favor certain features, options, or experiences over others, but in the end all residents want a neighborhood that provides them with an attractive, safe, well-maintained place to call home. A resident who lives in a neighborhood that meets his or her needs will be more content to live there and may be more likely to continue to invest in that neighborhood. Neighborhoods maintaining their desirability to prospective or future residents will continue to contribute to the overall community in a positive manner.

A vital neighborhood is one that provides a variety of housing types that are attractive, safe, and offer the sizes, functions, and features that meet the needs of a diversity of residents. Vital neighborhoods offer convenient access to shopping, daily services, entertainment, recreation, and other amenities, as well as quality public services and facilities. Traveling safely and conveniently within the neighborhood and connecting to the city as a whole is important to a vital neighborhood, whether those trips are by automobile or other modes of transportation.

Neighborhoods may vary, from a peaceful neighborhood with wide streets, green lawns, and single-family homes, to the high-energy atmosphere of an urban townhouse, just down the street from entertainment and shopping. Regardless of neighborhood type or character, all residents want and deserve the elements of a liveable and vital neighborhood described above, with convenient and safe access, quality public services, and features that meet the needs of a diversity of residents.

#### 2. Housing Diversity

Housing needs and preferences are as diverse as the community's population, and as Garland grows more diverse, so do the types of homes that current and future residents will need and want. In 2010, 70.8 percent of the community's housing stock was in the form of single-family detached homes and 50.6 percent of the housing units in the city contain three-bedrooms. This traditional suburban housing profile is not surprising, considering Garland's history as an early suburban, family-oriented community.

New types of housing units and neighborhood types have been growing in popularity, especially among young professionals and senior citizens. The housing portfolio that Garland offers must support existing traditional neighborhoods and provide options for future residents to provide a variety of options meeting housing demand and preferences. There are opportunities for a variety of residential experiences,

## Housing and Neighborhoods

from traditional to urban, in a community as large and diverse as Garland. Transit-oriented, mixed-use, urban communities have grown in popularity, as evidenced by the growth of these developments throughout the North Texas region, including downtown Garland and Firewheel Town Center. Townhouse and small-lot detached residential developments are popular, as they offer another owner-occupied housing option often with less maintenance. Senior residential properties have seen growth as the age trends increase the demand for these types of specialty housing products.

By capturing this diverse demand, Garland can position itself as a highly and broadly desirable home for a wide array of North Texas residents. *Envision Garland* actively addresses the community's housing needs and identifies diverse neighborhood options to maximize Garland's residential desirability, livability, and value in the coming decades.



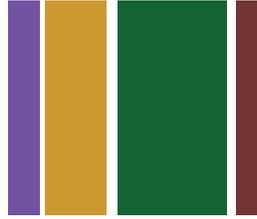
*Urban housing opportunities will help meet future demand and preferences*



*Small lot attached and detached housing provide owner-occupied options often with less maintenance*



*Residential units above retail has growing popularity particularly among young professionals and older citizens*



### 3. Strategic Investment

The scope and scale of neighborhood revitalization is immense, and in turn costly. The City must be strategic in how it addresses this issue and invests in neighborhoods. Investing in quality development, infrastructure, and services is only the first consideration. To meet the financial demands of a citywide revitalization effort, investments with achieving the City's goals should be pursued and prioritized. There are many tools and techniques that can be used to leverage private investment with public expenditures and the City should use all that are available to effectively meet the community's goals. Maximizing value and affecting the most change can come from focusing efforts on a particular geographic area where opportunities are ripe and efforts will go the furthest in enabling revitalization. These types of strategic approaches should be utilized on areas that demonstrate high opportunity for impact using techniques that provide the most effect.

### 4. Engaged Residents

Residents play the most crucial role in the vitality and maintenance of the City's many neighborhoods. Neighborhood-based organizations, like neighborhood associations, crime watch groups, and homeowners associations, can support residents as well as boost a sense of community in the neighborhood. Supporting active residents and neighborhood-based organizations with recognition, training, tools, and engagement opportunities will have a positive effect on Garland's neighborhoods. *Envision Garland* promotes the active engagement of residents in the planning, management, and services that affect their neighborhoods.

### Housing & Neighborhood Tools

Neighborhood planning is another tool that can be used to address the issues and affect change in a more specific area of the city. Neighborhood plans respond to local conditions, history, and issues, and reply to the desires of those most affected by neighborhood change. *Envision Garland* is the citywide framework that sets the tone for the community at large. However implementation of these goals and strategies is based on local conditions and is the aim of neighborhood planning.

Some Garland residents have unique or specific needs for housing and housing services. One tool aimed at addressing these specific needs is the Consolidated Plan. The Consolidated Plan expresses the City's priorities and programs aimed at expanding housing options and services to Garland residents and funding community development projects throughout Garland's neighborhoods. The Consolidated Plan is reviewed, evaluated, and updated every five years through a public process that allows City leadership, management, and staff to address the changing needs and opportunities within the community.

Land use regulations and development standards are an effective tools in creating the vital, complete neighborhoods described in *Envision Garland*. The Future Land Use map is a guide for the community's land use patterns, but it is the use of zoning that implements this desired pattern, determining what uses are appropriate within neighborhoods and in adjacent non-residential areas. Development standards can be crafted to protect or enhance neighborhood character and placemaking elements described in the Housing and Neighborhoods element and throughout *Envision Garland*.

## Housing and Neighborhoods



Older housing stock can be revitalized to accommodate changing household demographics and to create more pedestrian-oriented streetscapes.

Source: "The Sprawl Repair Manual"  
by Galina Tachieva

### III. Housing and Neighborhoods Goals and Policies

Housing and Neighborhoods goals and policies provide direction for decision-making designed to revitalize and enhance the community's housing options, whether it be in existing neighborhoods or new residential development types, by promoting strategic public and private investment in the residential sector. Guiding policies that serve all of the many stakeholders in the housing and neighborhood realm will help focus on the most effective steps to preserve and build vital neighborhoods across Garland.

#### General Neighborhood Policies

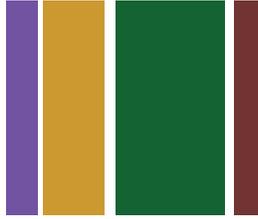
Enhancing neighborhood livability, protecting neighborhoods from negative effects, and providing adequate housing and services are policy priorities of the City. The following policies apply to all residential areas within Garland. These policies are intended to promote and support the community's vision, desired housing standards, and market demands now and in the future.

#### Goal 1: Protect and revitalize existing stable neighborhoods.

**HN Policy 1.1:** Protect the character, scale, and function of stable neighborhoods through land use regulations, development standards, code enforcement, and other tools available to the City and local residents.

**HN Policy 1.2:** Protect neighborhoods from non-residential intrusions and take advantage of opportunities to eliminate or mitigate existing intrusions from residential areas. Improve development that is inappropriate, obsolete, inefficient, or otherwise detracts from the quality of life of the surrounding neighborhoods.

**HN Policy 1.3:** Invest in neighborhood infrastructure and other improvements that enhance the safety, function, and value of the neighborhood. Leverage private investment with



public infrastructure expenditures when feasible.

**Goal 2: Encourage a community of vital, livable neighborhoods that meet the needs and preferences of current and future Garland residents.**

*HN Policy 2.1:* Ensure that adequate and diverse housing options and neighborhood types are available to meet the needs and preferences of current and future residents.

*HN Policy 2.2:* Encourage and support vital neighborhoods that meet the needs of their residents and are a desirable home for current and future residents. The City will:

- Ensure an adequate range of public and private services and amenities to serve the day-to-day needs of neighborhood residents.
- Provide safe and convenient mobility options within Garland’s neighborhoods that connect neighborhoods to the larger community and metropolitan region.
- Promote neighborhoods that are safe, attractive, and healthy and will support services that increase these factors.

*HN Policy 2.3:* Support public and private improvements that enhance homes and neighborhoods by integrating these principles into all public project planning, development standards and city services, and by encouraging best practices in private development.

*HN Policy 2.4:* Implement a comprehensive program of planning, education, technical assistance, financial incentives, and standards to enable and encourage investment, redevelopment, and revitalization.

*HN Policy 2.5:* Foster the establishment and promotion of neighborhood identity through public and private physical improvements, branding and marketing, and neighborhood management.

**Goal 3: Provide for housing and housing services for residents with unique needs.**

*HN Policy 3.1:* Provide for housing, housing services, and neighborhood types that meet the unique needs and preferences of senior citizens, residents with disabilities, moderate- or low-income households, and other resident types with special needs.

*HN Policy 3.2:* Integrate Envision Garland strategies for housing and community development with the Consolidated Plan.

**Existing Housing Policies**

The City of Garland recognizes the need to support the city’s existing housing stock in order to maintain its existing residential areas. The City will encourage the improvement of the city’s housing stock to meet the needs and preferences of current and future residents at all stages of the lifecycle.

**Goal 4: Enhance the desirability, sustainability, and value of Garland’s neighborhoods by encouraging investment in the city’s housing stock.**

*HN Policy 4.1:* Promote and support public and private investment in the city’s existing housing stock for the purposes of:

- Necessary maintenance and safety.
- Renovation to improve attractiveness, function, comfort, safety, and sustainability.
- Renovation to improve desirability, marketability, and value.
- Preservation of existing housing options, when appropriate.

*HN Policy 4.2:* Implement housing and development standards that protect or enhance the character, desirability, functionality, and value of the city’s housing stock and neighborhoods. Develop and utilize effective tools that encourage and guide quality housing revitalization and adaptation.

## Housing and Neighborhoods

**HN Policy 4.3:** Enable and support improvements and implement standards that increase energy-efficiency, reduce cost-of-ownership, and improve the city's housing stock.

**HN Policy 4.4:** Take advantage of opportunities to replace or renovate housing units with units that meet contemporary housing codes and resident preferences.

### Policy for Strategic Revitalization Areas

The City of Garland supports residential development, redevelopment, and infill development that enhances the character of the city. New residential development is integral to realizing the community's future vision as a diverse and desirable place for current and future residents to call home.

### Goal 5: Strategically focus investment to catalyst areas to transform key locations and to capitalize on the community's investment.

**HN Policy 5.1:** The City of Garland will target strategic revitalization areas in order to support the overall goals of the plan, improve and diversify the city's housing choices, and create the neighborhoods described within the community's vision. These targeted locations may include:

- Undeveloped (or underdeveloped) property
- Property whose current land use is different than the designated future (residential) land use
- Residential property within or adjacent to designated Catalyst Areas and activity centers

These locations are considered priority areas for targeted revitalization, redevelopment, or reinvestment.

**HN Policy 5.2:** Support renovation, redevelopment, or revitalization of residential properties to create physical and functional change and appreciably enhance the value and desirability of the property and surrounding areas.

**HN Policy 5.3:** Support the introduction of new, more compact housing and neighborhood

types incorporating the elements of a vital neighborhood as well as promoting high standards of design, neighborhood character and identity. Where appropriate, encourage new residential development into the adjacent development pattern.

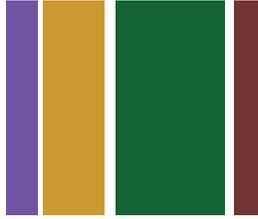
### Goal 6: Support new development and redevelopment that enhances neighborhood stability, desired development patterns, and furthers community revitalization.

**HN Policy 6.1:** Utilize major renovation projects, redevelopment, or infill development to take advantage of opportunities to reestablish or strengthen desirable traditional development patterns and stabilize neighborhoods and activity centers within the area.

**HN Policy 6.2:** Ensure that new infill development and major redevelopment projects are integrated into and compatible with surrounding development patterns and types, and support or enhance the character of the immediate area and community as a whole.

**HN Policy 6.3:** New residential development should be planned and designed to support the purpose and character of adjacent activity centers and/or Catalyst Areas by providing a resident population of potential customers, employees, or users.

**HN Policy 6.4:** Encourage the renovation, redevelopment, and revitalization of existing structures or uses that conflict with surrounding land use patterns, neighborhood character, or housing standards.



## Neighborhood Planning, Management, and Economic Development

**Goal 7:** Engage in economic development efforts to support neighborhood revitalization and residential investment.

*HN Policy 7.1:* Implement an economic development strategy that supports investment in a broad range of housing alternatives to meet the diverse needs of Garland's future employees, employers, and residents at various lifestyle stages.

*HN Policy 7.2:* Consider and utilize the broad range of economic development and regulatory tools to implement development projects within targeted areas, including special finance districts, zoning and development standards, and public/private partnership agreements.

*HN Policy 7.3:* Leverage private investment in residential development and neighborhood improvements using effective techniques including, but not limited to, economic development tools, financial incentives, development standards, public improvements, and educational and technical assistance.

**Goal 8:** Actively engage residents and other stakeholders in the planning and management of their neighborhoods.

*HN Policy 8.1:* Initiate small area planning and neighborhood planning efforts to address the issues, needs, and desires of individual neighborhoods. Support the implementation of these plans.

*HN Policy 8.2:* Recognize resident-based neighborhood organizations, like neighborhood and homeowner associations, crime watch groups,

and similar groups as important community stakeholders. Support the formation and function of these types of organizations.

*HN Policy 8.3:* Engage and support residents and other neighborhood stakeholders by providing education, training, tools, and public engagement opportunities that support neighborhood management efforts.

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## Housing and Neighborhoods

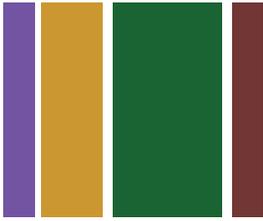
### IV. Next Steps

To ensure continued progress towards the direction identified within the Housing and Neighborhoods Element, the following actions are recommended for implementation. A full outline of implementation actions and associated timelines may be found in Chapter 8: Implementation.

No.	Actions
1.	Implement a citywide Housing and Neighborhood Strategy that integrates a new tradition of neighborhood planning and provides residents with a role in implementing community development strategies; establishes neighborhood vitality technical and educational programs; and promotes a comprehensive housing, infrastructure, and economic development program that supports neighborhood revitalization
2.	Initiate a model program for residential rehabilitation and renovation projects within existing neighborhoods
3.	Develop and publish a residential rehabilitation pattern book
4.	Develop a historic preservation program
5.	Develop a comprehensive citizen engagement plan for the City
6.	Develop an official recognition program for resident-based organizations
7.	Review and coordinate education, training, and technical resources to residents and resident-based organizations
8.	Expand community development capacity, infrastructure, and institutions within Garland

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# Chapter 6

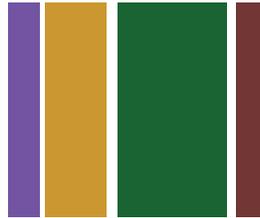
## Transportation and Infrastructure Element



6-1

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The Transportation and Infrastructure Element identifies strategies which address the basic elements of Garland's physical foundation such as streets, sidewalks, and utilities. The availability, capacity, and condition of these elements is critical to creating the community envisioned in 2030. It coordinates the future land use program with the mobility needs for moving people along roads, public transportation, on bicycles and on foot. It provides guidance for operating standards and resources for each mode of transportation and integrates features important to creating vibrant, accessible neighborhoods and centers.

This element also emphasizes the importance of internal coordination of city services, such as water, sewer, utility, and stormwater, with community vision and the City's long-range development strategy. The direction identified within this element integrates the City's future land use and other elements of *Envision Garland* with the capital improvements necessary to support the City's projected land use in 2030.

The Transportation and Infrastructure Element:

- Promotes Complete Streets to provide safe, attractive, accessible travel for all users.
- Targets public infrastructure investments to leverage private investment and enhance the city's ability to provide quality infrastructure.
- Targets infrastructure investments to strategic areas to serve as a catalyst for economic redevelopment and revitalization.
- Supports coordinated land use, infrastructure, and transportation planning decisions.



*Complete streets consider all modes of transportation*



*Public infrastructure design includes complete street concepts supporting mixed-use development*



*Mobility includes safe accommodations for bicyclists*

6-2

# Transportation and Infrastructure

## I. Existing Conditions

Implementation of *Envision Garland* requires the availability of specific transportation and infrastructure improvements. The capacity of roads, water, sewer, and other public improvements must be maintained to meet the basic service needs of the community, while additional improvements and enhancements may be needed to ensure support for new development. The Capital Improvement Program (CIP) identifies the City's plan for funding the costs of large-scale improvements involving the construction of infrastructure, major facilities, and the acquisition of large equipment. This multi-year program plans expenditures over a five-year period.

The 2012 CIP details a \$190 million work program. While acknowledging the uncertainty of the national economy, it reflects the challenges facing the City's ability to meet both current needs, as well as those proposed as a part of *Envision Garland* to promote a progressive redevelopment and revitalization environment. Maintaining and potentially exceeding today's level of service or capacity will present a fiscal challenge for the City. It will require a thorough understanding of existing conditions and coordinated long-range planning for the future.

### Garland's Vision for 2030

*In 2030, Garland is a community that blends old and new into a distinctive destination for people and businesses. We successfully adapt to changing needs and benefit from new opportunities, strengthening our identity as a sustainable community with a hometown feel. We are a community known for our appealing neighborhoods, globally-connected business hub, and beautiful parks, active lake-front, and natural areas.*

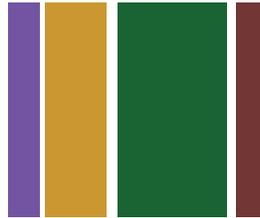
## Mobility

Garland's competitiveness within the Dallas/Fort Worth region is enhanced by its accessibility. As in the past, Garland's future prosperity lies in its strategic location at the junction of important thoroughfares. Heavy rail and passenger rail also play an important role in Garland's future development. Future improvements include the following:

- North Texas Turnpike Authority extension of the President George Bush Turnpike (SH 190) from Highway 30 to Interstate Highway 20
- Extension of Dallas Area Rapid Transit's Blue Line to Downtown Rowlett
- Interstate Highway 635 improvements
- Development of the Union Pacific Inland Port in Southern Dallas expanding logistics and distribution opportunities in the Region

Each supports Garland's continued investment in enhancing its accessibility and highlights the economic growth opportunities the City has in the future.

The relationship of land use and transportation facilities has a significant impact on a community's economy and character. Coordinating land use and transportation planning can preserve a community's ability to achieve the development program it desires as well as avoid transportation conflicts leading to deteriorated levels of service.



Today's transportation network provides access across the City and to the larger Dallas/Fort Worth region. Expansion of the existing local and regional transportation network to accommodate the future promoted by *Envision Garland* should include a variety of transportation modes, including sidewalks, bicycle lanes, and trail connections and transit, in addition to vehicular access.

*Envision Garland* recommends methods of reducing the need for additional roadway lane miles through increased housing densities, as well as the residential, activity, and employment proximity. The development strategy promoted through *Envision Garland* does not add new roads to the community beyond those currently shown on the City's Thoroughfare Plan; however it does provide for pedestrian and bicycle access, particularly in areas providing opportunities for enhanced connections between residential areas and activity centers. Internal pedestrian amenities are also highlighted within activity centers. Expanding the City's transportation network to incorporate a variety of mobility options is a fundamental component of the City's future development program. *Envision Garland* provides guidance for adapting Garland's current network to incorporate pedestrian, bicycle, and transit priorities, as well as integrating concepts that enhance identity and sense of place.

6-4



*Safe pedestrian and bicycle facilities is a fundamental component of Garland's future mobility network*



*Coordinated land use and street design are essential to identity and creating a sense of place*



*DART facilities provide access to the region*

# Transportation and Infrastructure

## Infrastructure

The provision of potable water, sanitary sewer, stormwater management and other public utilities is an important component of a comprehensive planning program. Utility capacity is essential to continued residential, commercial, and industrial growth. Due to the community's age and the complexity and cost of major infrastructure projects, careful and strategic planning must be done to maximize the community benefits of such a public investment. Future infill development, industrial growth, and new development patterns require a re-evaluation of how a first-ring suburb can best provide the range of necessary public and private utilities to meet the community's growth opportunities in a practical and fiscally responsible manner.



*Aging infrastructure must be maintained and upgraded when necessary*

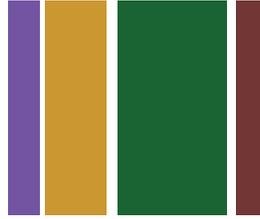


*Existing utility capacity can meet increased future demands*

**Table 10: Public Infrastructure and Utility System**

City of Garland	
<b>Garland Power &amp; Light</b>	
Capacity	603 megawatts
Overhead lines	1,007 miles
Underground lines	1,000 miles
Electric substations	23 stations
Transmission lines	133 miles
<b>Water &amp; Wastewater</b>	
System rating	Superior
Water mains	1,086 miles
Sewer mains	985 miles
Storage capacity	44.35 million gallons
Pumping capacity	229.94 million gallons
<b>Stormwater Management</b>	
Hazardous materials collected	400 gallons
Household hazardous waste disposed	116,000 tons
Sediment kept out of drainage channels	40,000 tons

Source: City of Garland



## II. Creating Complete Streets

### Components of a Mobility Plan

A successful mobility plan incorporates three key components – a comprehensive plan to guide land development; access management policies to guide roadway function and elements, including pedestrian improvements, bicycle lanes, public transportation and automobile travel; and community standards for aesthetic and urban design improvements.

#### *Long-Range Planning*

*Envision Garland* identifies a future land use program that promotes a more concentrated development pattern and focuses centers of activity along major thoroughfares and at major intersections. This method of development supports the community vision of maintaining a traditional hometown character, while accommodating future growth. It also facilitates mobility needs by increasing opportunities for use of alternate modes of transportation and shorter, more efficient trips. Mobility planning can support the development pattern encouraged through *Envision Garland* by adopting street standards that accommodate automobiles, pedestrians, bicycles, and trail connections.

#### *Access Management*

Managing the flow of traffic is an integral component of the planning, design, and implementation of land use and transportation strategies. Coordinating mobility, placemaking, and community design considerations provides an opportunity to integrate low or moderate expenditure improvements in implementing the City's comprehensive development plan. Harmonizing these factors supports the land use-transportation improvements and community character goals. Access management considerations for long-range planning can include distance between and/or limited driveways along major thoroughfares, shared driveways where feasible, and internal connections between parcels limiting the need for traffic to reenter roadways between trips.

#### *Community Design*

Transportation elements are among the most visible public improvements, and in turn, the design of these elements can physically communicate the community's vision and support the types of places residents want to live, work, and enjoy. Mobility improvements affect how residents, employees, customers, and visitors experience the different places within Garland and can shape their impression of the community. Image, form, and sense of place can be established or strengthened by the design of mobility improvements, including:

- Bicycle lanes or connections
- Bicycle facilities
- Street trees
- Medians
- Parking
- Pedestrian crossings/crosswalks/facilities
- Sidewalks
- Traffic signals and street lights
- Trail connections

Many of the city's building blocks feature walkable or transit-oriented environments that depend on safe, convenient, and attractive physical improvements to make these places accessible and desirable. These places rely on an elevated attention to design detail in order to fully realize their potential. *Envision Garland* considers the broad impacts of design on transportation projects and the entire mobility network and uses these appropriately designed public investments to support the neighborhood and activity centers of the future.

# Transportation and Infrastructure

## Long-Range Transportation Planning and Tools

Even in a community that has nearly achieved build out, the Major Thoroughfare Plan is an important tool in planning the major roadway system, ensuring that it meets current and future capacity and design considerations. As development patterns evolve and redevelopment projects are planned and implemented, the thoroughfare network will be reevaluated to complement and support these changes. The Plan is an important tool in illustrating the connections and capacity that is essential to investors planning major redevelopment projects, business owners planning to expand or relocate to Garland, and residents who want to understand how the roadway system will affect their neighborhoods. The Major Thoroughfare Plan defines the operation and character of various roadways and is a cornerstone of the city's overall transportation plan.

Access management and the urban design elements of transportation improvements are set forth in adopted standards, such as the Unified Development Code and Traffic Management Standards. Placemaking and mobility are both key elements in desirable neighborhoods, activity centers, and employment districts, which mean that these design elements will have an elevated role in redevelopment and revitalization projects. Engineering, transportation, and design elements will be planned, coordinated, and codified in order to be effectively integrated into a quality mobility system.



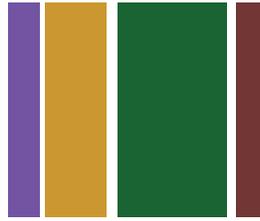
*Complete streets include wide sidewalks and pedestrian amenities.*



*Pedestrian and bicycle facilities provide linkages to the DART bus and rail stations.*



*Streetscape enhancements help define the community character and support adjacent activity centers.*



### III. Public Infrastructure and Utilities

Garland has a reputation for high-quality utilities and public services and continuing this is essential to the livability and desirability of Garland as a draw for residential, commercial, and industrial growth. Garland provides the complete array of modern utilities and services, including water, wastewater, streets, solid waste, stormwater, and others. The City also operates Garland Power & Light, the electric utility company. As the community ages and development patterns change, the infrastructure to support the places desired in 2030 must be improved and adapted to meet changing capacity needs and conditions. Strategic investment in infrastructure elements and public services will be costly, but is essential to the long-term redevelopment efforts and the economic and environmental sustainability of the community.

plans are tools for anticipating these costly public improvements and guiding annual expenditures and capital improvements planning to enhance systems and services so that they adequately meet future demand.

6-8

#### Long-range Infrastructure Planning and Tools

Major utility improvements and operation expenditures are significant items within the City's budget. Careful long-term planning of these major capital improvements is essential to serving current and future developments. As land use patterns change, so do infrastructure, public services, and system capacity needs. *Envision Garland* sets forth a new land use plan that begins to redefine parts of the community. Planning utility systems to meet this new land use plan is essential to the success of *Envision Garland* implementation and continued high-quality utility services.

The availability of utility and transportation infrastructure plays a role in the redevelopment of properties throughout the community. A site must have proper services, in order to handle a new residential, retail, office, or commercial uses. In some infill or redevelopment cases, the site or area may not be served with adequate services for the intended land use and improvements to the system are required. Long-range infrastructure, transportation, and utility



*Utility upgrades may be required to facilitate redevelopment*



*Redevelopment offers opportunities to integrate sustainable infrastructure*

# Transportation and Infrastructure

## IV. Transportation and Infrastructure Policies

The following goals and policies provide direction for decision-making designed to strategically redefine and invest in the city's infrastructure and transportation systems. Infrastructure investment should be a tool to support redevelopment and revitalization efforts as described in other plan elements, as well as to enhance the livability of neighborhoods and viability of commercial areas. The City's transportation network should support the new land use patterns set forth by *Envision Garland*.

**Goal 1: Create a safe, convenient, and efficient complete mobility system to serve the residential, commercial, and community needs of Garland's future.**

**TRN Policy 1.1:** Continue to enhance and invest in a complete mobility network to serve the residential, commercial, and community needs, including traditional automobile transportation, as well as pedestrian and bicycle travel, commercial transportation, public transit services, and other mobility choices.

**TRN Policy 1.2:** Enhance mobility options for underserved populations or populations with special needs, like children, seniors, low-income households, or others. Work with transit providers to enhance services to these populations, where appropriate.

**TRN Policy 1.3:** Continue to integrate and utilize contemporary best practices to further enhance the function, safety, and mobility options of major corridors and other roadways, and broaden mobility options within these corridors, as feasible and appropriate.

**TRN Policy 1.4:** Plan for and support connections to the regional transportation systems and efforts to further connect Garland to the metropolitan area. Continue to take an active role in regional transportation planning as it affects Garland.

**TRN Policy 1.5:** Continue to recognize the transportation network's relationship with land use planning and redevelopment efforts. Consider new development types and patterns when planning for or implementing transportation projects or services.

**IN Policy 1.6:** Integrate best practices and contemporary techniques in infrastructure and transportation projects. Update standards to reflect desired practices to achieve this goal.

**Goal 2: Integrate public transit into land use planning and development projects.**

**TR Policy 2.1:** Advocate for and partner with DART in the planning and development of additional light rail / transit stations adjacent to major activity centers, including a location in north Garland to serve the regional activity center.

**TR Policy 2.2:** Work with transit providers and private property owners / developers to integrate transit services and facilities into activity centers and other major destinations, when appropriate and feasible.

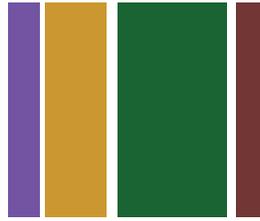
**TR Policy 2.3:** Continue to support transit-oriented development that integrates a variety of transit and mobility options within a walkable destination.

**Goal 3: Strengthen safe and convenient connections between destinations.**

**TRN Policy 3.1:** Establish or strengthen pedestrian and non-vehicular connections between neighborhoods, activity centers, parks and recreational facilities, and other destinations.

**TR Policy 3.2:** Develop a citywide trails system for mobility and recreation that utilizes the city's roadway and utility rights-of-way and/or natural corridors.

**TRN Policy 3.3:** Strengthen or establish



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development standards and design practices for safe and adequate on-site mobility, moving people and vehicles within private developments and between tracts.

**TRN Policy 3.4:** Enhance thoroughfare connections and wayfinding to provide convenient access to residents and visitors moving into and throughout Garland.

**Goal 4: Use infrastructure investment to support redevelopment and revitalization.**

**IN Policy 4.1:** Focus redevelopment and revitalization efforts in areas already served by infrastructure or those areas that could be cost-effectively upgraded to adequate capacity. Direct coordinated infrastructure investment to catalyst areas in order to maximize the public investment benefits and act as a catalyst for private investment.

**IN Policy 4.2:** Continue to coordinate infrastructure planning and project implementation to maximize the overall impact of public expenditures. Continue and enhance the coordination process and information sharing capacity of the City to effectively plan for infrastructure projects.

**Goal 5: Pursue additional public and private funding sources for infrastructure and transportation projects.**

**IN Policy 5.1:** Utilize a broad and effective toolbox of funding sources to pay for infrastructure and transportation projects; including special districts and other financing sources, public/private partnership agreements, infrastructure cost participation, and leveraging private investment with public expenditures. Leverage private investment in redevelopment, mobility, and transit-oriented development with public transportation & infrastructure expenditures, when feasible.

**Goal 6: Advance sustainability efforts within the community.**

**IN Policy 6.1:** Meet or exceed Federal, State, and local standards addressing the quality, protection, and efficient use of environmental resources.

## Transportation and Infrastructure

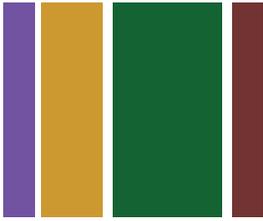
### V. Next Steps

To ensure continued progress towards the direction identified within the Transportation and Infrastructure Element, the following actions are recommended for implementation. A full outline of implementation actions and associated timelines may be found in Chapter 8: Implementation.

No.	Actions
1.	Develop a land use/ transportation/ infrastructure work group to address the City's policy and practices related to long-range planning
2.	Revise the Capital Improvement Planning process to coordinate with comprehensive plan goals and strategies
3.	Incorporate best practices of urban design and construction in municipal building and infrastructure projects to evaluate benefits and possibly serve as a model and catalyst for private and other public development
4.	Plan and implement on- and off-road routes for bicycles and pedestrians
5.	Enhance walkability and improve connections that provide accessibility and continuous routes surrounding city offices, parks, recreation centers, and similar municipal facilities
6.	Initiate a citywide infrastructure capacity study that reviews water, sewer, electrical, stormwater, and other utility needs
7.	Enhance the Walnut Street pedestrian corridor and streetscape
8.	Revise the Major Thoroughfare Plan to support <i>Envision Garland</i> goals and strategies
9.	Develop an infrastructure & utility coordination and information sharing system
10.	Pursue additional funding from other agencies to implement mobility links and connections to facilities in adjacent cities
11.	Improve bus stops to provide weather protection for users and to promote ridership

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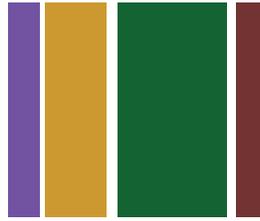
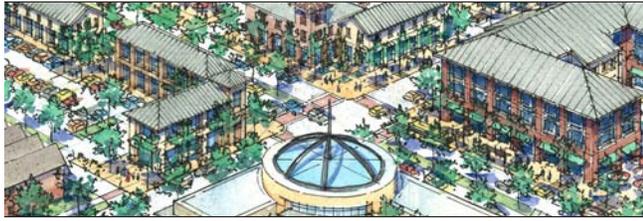
# Chapter 7

## Community Design Element



### Contents

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Community design influences public perception of a community. It shapes the experience of people moving through the community, development quality, aesthetics, and overall attractiveness. Community design utilizes professionally-accepted standards to establish identity and place. It can promote positive community image and create high quality built and natural environments, ultimately influencing the economic health of a community.

The Community Design Element brings together design fundamentals and the community vision to create the community aesthetics, function, and amenities desired for Garland 2030. It addresses the typical challenges of a first ring-suburb: aging buildings and infrastructure, demographic and economic shifts causing a change in market preferences and service needs, and development patterns that are less efficient in terms of fiscal impact and consumption of land resources. Goals, policies, and strategic direction within this element provide guidance for implementing *Envision Garland* and creating the enduring places residents may continue to enjoy for generations to come.

The Community Design Element:

- Creates unique, active places through the application of ideas that consider the important relationship of place, quality of life, image, development diversity, urban form, movement, and adaptability
- Confirms a need for community-wide design regulations and resources to guide revitalization and redevelopment
- Coordinates land use, infrastructure, and transportation planning decisions
- Promotes community branding and identity as core considerations in the built environment, around primary gateways and along activity corridors
- Supports implementation of new tools, methods, design standards and resources that create contemporary, efficient, urban development patterns



*Placemaking principles include urban form, landscaping, architectural identity and adaptability.*



*New urban neighborhoods can help enhance community image through architectural design.*

# Community Design

## I. Existing Conditions

Garland possesses an array of positive characteristics that come from the many years of robust growth experienced during the City's expansion since the 1950s. Residential subdivisions, shopping centers, and industrial development expanded in all directions beyond the neighborhood and downtown core, elevating Garland from a small, railroad town to one of the largest communities in the region. The traditional development of the City created a strong pattern of land use and infrastructure, shaping the community identity as one of unique neighborhoods and identifiable centers of activity, shopping, and employment.

New development, including 5th Street Crossing and Firewheel Town Center, and major infrastructure programs, including the expansion of DART light rail and new regional roadways, have led to change in character and perceived identity. They highlight the transition of Garland's pre-war community character to that of a modern urban environment. Opportunities for change to Garland's community fabric are plentiful. Vacant buildings and underutilized shopping centers, along with undeveloped properties, illustrate the opportunities Garland has to continue the community's efforts to reflect a modern, urban character, while preserving the traditional character that has supported and maintained the community's growth. Development from earlier years remains viable, although some sites lack energy-efficiency, revitalization potential, and infrastructure to fully meet the needs of modern families or employers. Reinvestment in the appearance and desirability of residential neighborhoods and non-residential development alike will create a domino-effect that can continue throughout the community over the next 20 years.

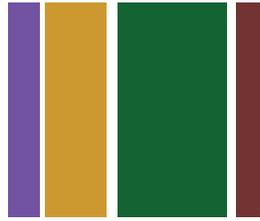
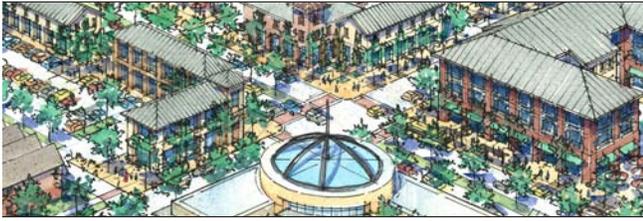
## Citywide Considerations

Residents, business owners and other stakeholders desire clean, attractive streetscapes and development for themselves and visitors alike. Focus areas are the portals, or entry gates, through which visitors and residents arrive, as well as the road and rail corridors on which they travel. Such highly visible entryways and corridors function as the City's front door and deserve special design consideration to enhance overall community appearance and image.

Basic considerations that contribute to an appealing entryway/corridor include an orderly arrangement of buildings, pavement, and landscape; reduction of visual clutter from signage and utilities and well-maintained facilities. Community design of gateways and entryways or corridors includes the entire public realm as well as the built and natural environment surrounding it. Components of the public realm include:

- Within the right-of-way – street surface and curbs, medians, landscape, signage, utilities above and below ground, sidewalks and crosswalks, bus stops and shelters, and on-street parking.
- Outside the right-of-way – sidewalks, building facades, parking, signage, landscaping, benches, lighting, newspaper vending boxes, community information display/kiosk, and outdoor areas/patios.

Community design includes considerations such as a building's scale, or relationship to the site and sidewalk, building form, architectural details, and compatible materials. In order to ensure high-quality and well-maintained gateways and entryway corridors, updated development standards and building codes are critical. Application of updated standards and codes also reassures property owners that investments are for the long-term, and that neighboring properties will be held to similar standards of quality.



## Area Considerations

Development trends in the North Texas region embrace a variety of housing types, close proximity of home, work, shopping, and entertainment, public transit, walkable and bike-friendly routes, as well as green space and other gathering areas. Although these development patterns can occur on a city-wide basis, certain locations within Garland may be more appropriate than others. Key revitalization and redevelopment opportunities are prioritized through the seven catalyst areas discussed in the Land Use and Economic Development chapters. Each of these catalyst areas, and the targeted investment areas within them, possess unique characteristics on which to build.

Sense of place, diversity, urban form, and modes of travel are key principles that are important to the successful planning and design of an area or neighborhood. A transit-oriented development near a DART rail station or transit center, an employment center with updated retail and housing opportunities, or a neighborhood center offering walkable routes and gathering areas—all benefit from the incorporation of placemaking principles and other design concepts.

Updated development and design standards are needed to address community revitalization and redevelopment and will be instrumental as Garland transitions into the next phase of growth. Specific needs include standards promoting a sense of place and the design of compact and efficient development. Beneficial outcomes of good design include:

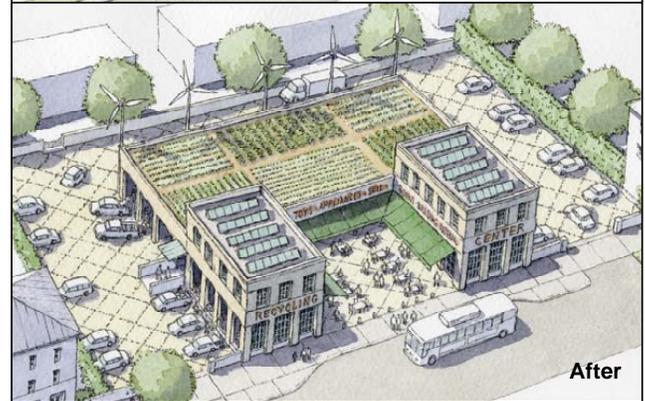
- Enhanced activity within an area: more visitors, residents and employees to support local businesses;
- The ability to walk and bicycle for short trips; and
- Reduction in the number of trips and vehicle miles traveled.

Other components that should be considered in revitalization and redevelopment of these areas are: multiple transportation modes; interconnected routes that link adjacent neighborhoods to area destinations; diverse land uses, building styles, and materials; and parks or other green space that provide for informal gathering and places of respite, as well as sites for community festivals and organized events. Built and natural areas should be set aside for a variety of community and environmental functions, including bicycle-pedestrian trail corridors, stormwater management, and plant-animal habitat.

7-4



Before



After

*Redevelopment of existing auto-oriented commercial areas will allow the introduction of more pedestrian-oriented urban forms.*

Source: “The Sprawl Repair Manual”  
by Galina Tachieva

## Community Design

### Site Specific Considerations

In addition to affecting a larger place, such as a catalyst area, placemaking principles and other planning concepts, together with architectural and landscape architectural design elements, are important in the planning and construction of structures and building sites. It is often at this scale that specific details are recognized as contributing to the identity of a place.

Elements that contribute to a walkable and bicycle-friendly environment should be basic to site planning and building development. Other desirable elements that contribute to a sense of place and identity include a consistent architectural style; repeated use of selected materials and color; provision of attractive outdoor gathering areas; and storefronts that capture the attention of passersby. Provision of outdoor seating and other landscape elements are also utilized to create a sense of place.

Updated development standards and building codes are needed for smaller development sites and individual buildings, as well. Tailored to specific locations and scale, updated standards and codes should apply to rehabilitation, revitalization, redevelopment and conventional projects, as well as higher density mixed use projects. They should promote and enable energy-efficient homes and buildings, modern venues for entertainment and shopping, and parks close to homes, including walkable routes from homes to neighborhood destinations.

### Implementation Tools

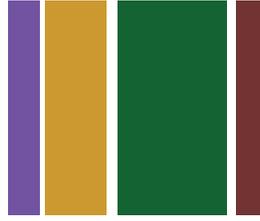
Development and design standards are but one of the tools needed to address revitalization and redevelopment. Financial tools are also important considerations for community design implementation. In addition to developer-provided architectural and community design elements, public participation may be a critical consideration for many projects, especially those within the public realm. Tax increment financing (TIF) zones, Public Improvement Districts (PIDs), federal and state grants, or other cost sharing mechanisms are but a few of the specific tools that are available.



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### Elements of Walkable and Bike-friendly Areas

- *Sidewalks*
- *Bike lanes (or wide paved shoulders)*
- *Special bus lanes*
- *Comfortable and accessible public transportation stops*
- *Frequent crossing opportunities*
- *Median islands*
- *Accessible pedestrian signals*
- *Curb extensions*



## II. Enhancing Community Design and Character

*Envision Garland* strategies for community design incorporate placemaking principles into planning, design, and construction to create desirable spaces that are significant to us – the neighborhoods where we live, work, and shop; including opportunities to socialize and move about the community. Applying placemaking principles also brings about community involvement, thus adding to the positive community image that affects our everyday lives.

**Sense of place ...** conveys a feeling of belonging and includes landmarks and other characteristics of a location that make it readily recognizable. Whether in an older downtown area, a typical residential neighborhood, or entire community, a redevelopment project should be authentic and compatible; and it reflects the character and history of a location. Architecture, site design features, and building materials provide a modern approach without sacrificing the neighborhood ambiance.

**Quality of life ...** can emphasize different attributes to different people. Generally, it relates to the combination of qualities and amenities that make an area a good place to live, such as good relations among constituent groups, healthy physical environment, and economic opportunities for businesses and individuals, including the availability of political, educational, and social support systems.

**Image ...** is a mental picture or impression of something; often a mental conception held in common by a group. Image conveys a community's identity – or the perception of that identity, and is swayed by a myriad of influences: personal experience, media exposure, people and businesses, as well as amenities and visual effects, such as architecture, landscape, and street corridors.

**Diversity ...** having distinct elements or qualities ... applies to the variety of developed areas, open spaces, and modes of transportation that are available

for Garland's residents and businesses. The concept of diversity, in terms of Community Design, ensures that significant landmarks are preserved, while redevelopment modernizes outdated architecture and building materials. It also ensures that walking and bicycle routes are provided for transportation or pleasure, along with routes for motorized vehicles.

**Form ...** generally refers to the physical layout of the community. Form more specifically refers to multi-dimensional considerations such as density of people, intensity of activity, street configuration and size, and size and placement of buildings, as well as the space between those buildings. Garland's downtown storefronts that line the sidewalks and streets create a distinct form common to older downtowns and duplicated in some newer retail developments such as Firewheel Town Center.

**Movement ...** provides the physical and visual connections to direct people's movement through their surroundings. Through use of urban form, along with variations in materials, color, light, and sound, pedestrians and motorists instinctively understand how to move about. For instance, buildings aligning a curved street and sidewalk guide motorist's views; paved walkways and openings in and between buildings lead pedestrians to courtyards, an urban plaza, or sidewalk café.

**Adaptability ...** relates to the capacity of buildings, neighborhoods, and spaces, in general, to adjust to changing need. Not only does this concept support conservation of non-renewable resources, it contributes to economic success over time by extending the useful life of buildings and public spaces. An adaptable design is flexible; it can accommodate a variety of uses or can easily change to support diverse uses. Retail centers that remain vacant for extended periods of time are often the result of inflexible or obsolete design.

## Community Design

### III. Community Design Goals and Policies

These goals incorporate the guiding principles upon which the *Envision Garland* Comprehensive Plan is built. Issues and focus were identified through numerous conversations with residents, property owners, and other stakeholders as part of the *Envision Garland* public input process.

The policies reflect the Community Design goals and support the guiding principles, focusing urban design considerations for development and revitalization projects within Garland. Several concepts and policies are linked to policies and strategies introduced in other chapters of this Plan, including Housing & Neighborhoods and Economic Development.

**Goal 1: Promote Garland as a revitalized first-ring suburb - attractive and dynamic - by preserving its unique community heritage while setting the essential foundation for quality development in the future.**

**CD Policy 1.1:** Incorporate an updated Garland brand into all municipal efforts and development and revitalization projects.

**CD Policy 1.2:** Preserve landmark places and structures that provide traditional character and historic significance.

**CD Policy 1.3:** Encourage development and revitalization projects that represent Garland's unique multicultural community.

**CD Policy 1.4:** Promote attractive streetscapes and development at entryways and along major corridors.

**Goal 2: Utilize Placemaking principles as a primary tool for development, revitalization, and redevelopment projects, including public facilities and infrastructure projects.**

**CD Policy 2.1:** Support creative development and revitalization solutions with vibrant live-work-shop-play environments to attract and retain residents, highly skilled workers, businesses, and new employers.

**CD Policy 2.2:** Establish placemaking concepts as essential considerations for development and revitalization projects within Vital Neighborhoods, Activity Centers, Employment Centers, and Parks and Open Space Building Blocks; particularly those within Catalyst Areas.

**CD Policy 2.3:** Ensure that development and revitalization projects reflect consideration for nearby buildings, features, and businesses, where appropriate

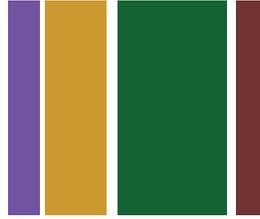
**CD Policy 2.4:** Support public-private efforts to program activity within major Activity Centers.

**Goal 3: Promote compact areas within the city, where appropriate, that lead to higher utilization of space; create high-quality, walkable environments while improving accessibility for all residents and visitors; and contain a mix of uses to provide for needed housing, employment, services, and amenities.**

**CD Policy 3.1:** Promote increased density and intensity of land use where appropriate, including a broad mix of uses to support residents, visitors, and businesses and promote accessibility.

**CD Policy 3.2:** Resist development that results in incompatible land use along major corridors and at major intersections; especially those within Catalyst Areas.

**CD Policy 3.3:** Ensure provision of sufficient gathering space, public and semi-public areas, particularly in areas of higher density and higher intensity development.



**CD Policy 3.4:** Support the use of project planning and design strategies aimed at providing for personal safety, comfort, and amenities within the public realm.

**Goal 4:** Create a connected city with a choice of convenient, efficient, comfortable, and affordable mobility options by incorporating design elements that enhance alternative modes of transportation.

**CD Policy 4.1:** Provide interconnected streets, sidewalks, and pathways that link homes, schools, parks, and other area destinations.

**CD Policy 4.2:** Ensure provision of alternative modes of transportation for all users during the planning and design of private and public development projects.

**CD Policy 4.3:** Provide for inclusion of street furniture and amenities for transit users, pedestrians, and bicyclists at public facilities (municipal facilities, schools, etc.) and in private development projects.

**Goal 5:** Incorporate practices within the built and natural environments which create durable, long-lasting places that can be passed on to future generations in as good or better condition than when they were inherited.

**CD Policy 5.1:** Promote concepts, such as compact development, use of new technology, adaptable building types, alternative modes of transportation, environmental stewardship, low impact design, resource efficiency, and social interaction within both private and public developments.

**CD Policy 5.2:** Promote places and buildings that are long-lasting and adaptable to better respond to changing economic, social, technological, and environmental conditions.

**CD Policy 5.3:** Ensure development standards include concepts and best practices that protect land, water, and air resources.

**Goal 6:** Provide the leadership and coordination to implement the Community Design goals, policies, and action items.

**CD Policy 6.1:** Adopt and implement regulatory tools to improve community appearance and design, particularly within catalyst areas, at gateways and along major corridors.

**CD Policy 6.2:** Direct public resources and investments to support development and revitalization projects that incorporate the highest urban design standards, especially within Catalyst Areas and targeted investment areas.

**CD Policy 6.3:** Operate as a market leader by incorporating placemaking principles and elements of the public realm, such as features of complete streets, streetscape enhancements, and public art, into public projects, including infrastructure.

## Community Design

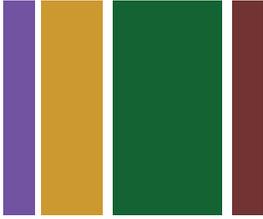
### IV. Next Steps

To ensure continued progress towards the direction identified within the Community Design Element, the following actions are recommended for implementation. A full outline of implementation actions and associated timelines may be found in Chapter 8: Implementation.

No.	Actions
1.	Update Development Guidelines for Parks and Recreation 2010-2020
2.	Continue recreation programming of park facilities to encourage residents' participation and use of facilities
3.	Increase public experiences related to public art, performance, and other cultural events
4.	Create development incentives advancing community design goals and strategies
5.	Enhance community identity through implementation of updated branding concepts, development standards, zoning codes, and maintenance standards
6.	Provide enhanced gateways at primary entries into Garland
7.	Implement commercial corridor revitalization catalyst projects
8.	Enhance Walnut Street pedestrian corridor and streetscape (Between 5th Street and 6th Street)
9.	Initiate anti-littering campaign
10.	Develop a historic preservation program potentially including designation of historic districts and landmarks
11.	Develop a public art program to fund and establish works of art in public places
12.	Evaluate the Downtown Square design to create a larger, more functional and inviting public space for large gatherings as well as individual activity, and to serve as a catalyst for continued revitalization of the Downtown core
13.	Incorporate elements of the public realm into municipal building and infrastructure projects as a demonstration of desired outcome, such as continuous/unobstructed pathways for pedestrians and bicyclists, pocket parks, benches, lighting, and other needed street furniture as appropriate
14.	Update landscape and maintenance of City facilities as demonstration of site improvements for existing businesses

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# Chapter 8

## Implementation

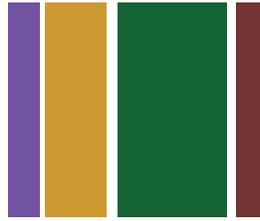


8-1

### Contents

Implementation Actions

8-3



Implementation for *Envision Garland* will occur over a 20-year horizon. During this time, Garland will continue to evolve as it embraces the Vision for 2030 and as the community works in partnership to make the Vision a reality. *Envision Garland* highlights many resources to guide residents, business owners, property owners, investors, and decision-makers as they participate in the effort to implement the community's Plan for 2030. Each resource should be used as a guide for future growth and development, providing a framework by which all decisions might be compared despite the changes that physical and market conditions might bring.

The following resources serve as a guide to ensure that implementation for *Envision Garland* is carried out in a manner consistent with community goals for 2030:

**Vision for 2030**

Provides a shared image for those working to create the Garland the community envisions.

**Guiding Principles**

Provides structure for decision-making as the leadership and conditions evolve over the years and provides a link between the community vision and implementation. The Guiding Principles provide direction integrating the community's values, vision, and mission and confirming a basis for strategy development and decision-making.

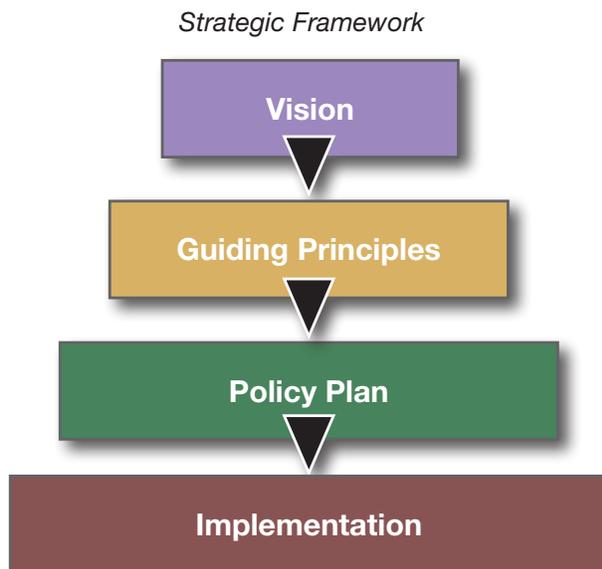
**Policy Plan**

Five elements identify the comprehensive approach to addressing the future physical and economic needs of the community. Each establishes a set of strategies, policies, and recommended actions based on the Plan's Strategic Framework, the Vision for 2030, and the Future Land Use Map and provides a coordinated method of implementing the vision over a 20-year horizon.

**Implementation Action Plan**

Provides a comprehensive outline of the most appropriate options for implementing initiatives identified within the Plan.

8-2

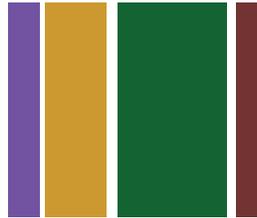


# Implementation

## I. Implementation Actions

*Envision Garland* serves as a guide for the implementation of goals, policies, and actions related to key elements effecting the community's physical and economic development. As a living document, the Plan framework for implementation acknowledges the changes that may occur during *Envision Garland's* 20-year plan horizon. It recommends incremental actions for implementation and provides opportunities to address immediate priorities, while supporting long-range planning initiatives. This approach allows flexibility for further refinement of *Envision Garland* as community conditions evolve in the future.

Implementation activities should maintain a focus on the Strategic Framework of the *Envision Garland* Comprehensive Plan. This framework provides a link between the community vision and plan implementation. The following table identifies preliminary implementation activities for *Envision Garland*.



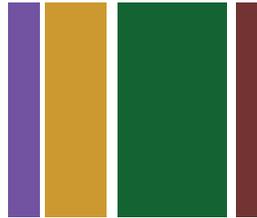
8-4

<b>1.</b>	<b>Action</b>	
	<p><b>Adopt a Unified Development Code (UDC) that implements the identified citywide future land use program for 2030 and facilitates the realization of the community vision</b></p>	Policy Area Land Use
		Lead Department Planning
		Target Initiation Initiated
		Target Completion 2012
	<p><b>Steps to be completed:</b></p> <ol style="list-style-type: none"> <li>1. Complete draft of UDC and Downtown Form-Based Code (FBC)</li> <li>2. Draft revised Zoning Map to reflect the Envision Garland Future Land Use Map and new zoning districts contained in UDC</li> <li>3. a) Convene public review process; and b) Refine draft UDC and proposed Zoning Map based on public review</li> <li>4. a) Prepare Transitional Issues Document to facilitate transition from old to new regulations and map; and b) Adopt UDC and Zoning Map through public hearing process</li> </ol>	
<b>2.</b>	<b>Action</b>	
	<p><b>Establish an Interdepartmental Work Group to facilitate implementation</b></p>	Policy Area All
		Lead Department Planning
		Target Initiation January 2012
		Target Completion On-going
	<p><b>Steps to be completed:</b></p> <ol style="list-style-type: none"> <li>a) Identify Envision Garland implementation team</li> <li>b) Outline comprehensive plan work program</li> <li>c) Confirm interdepartmental coordination plan</li> <li>d) Develop plan monitoring and evaluation program</li> <li>e) Confirm small area planning program</li> <li>f) Confirm resources for program and strategy implementation</li> </ol>	

## Implementation

<b>3.</b>	<b>Action</b>	
	Develop a land use/ transportation/ infrastructure work group to address the City's policy and practices related to long-range planning	Policy Area Transportation and Infrastructure
		Lead Department Planning
		Target Initiation January 2012
		Target Completion April 2012
	Steps to be completed: Provide forum for discussion, analysis, and decision-making related to long-term planning	

<b>4.</b>	<b>Action</b>	
	Implement a citywide Economic Development Strategy building on Garland's assets, establishing a coordinated short-term plan for promoting the City's long-range economic development agenda	Policy Area Economic Development
		Lead Department City Manager's Office, Planning
		Target Initiation January 2011
		Target Completion On-going
	Steps to be completed: <u>2011</u> a) Develop joint work program with Chamber of Commerce b) Complete detailed analysis of six Targeted Investment Areas c) Prioritize Targeted Investment Areas d) Finalize summary marketing piece e) Complete targeted industry analysis and companion marketing strategy f) Finalize strategic property acquisition and disposition policy g) Review and revise tax abatement policy h) Review and revise incentive package i) Create a retention incentive policy j) Establish a funding source for redevelopment projects k) Begin meeting with individual equity and development companies regarding TIA's l) Complete surplus property identification and vetting  <u>2012</u> a) Update ED strategy when 2010 Census information available b) Develop and launch a targeted shopping center redevelopment program c) Formalize partnership with lenders and financing partners d) Consider utilizing a redevelopment entity to acquire / hold and reposition blighted and/or vacant and obsolete property.	



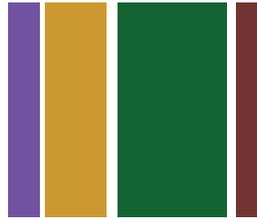
<b>5.</b>	<b>Action</b>	
	<p><b>Initiate Small Area Planning for citywide strategic investment areas, including Catalyst Areas, and outline long range planning, coordination, and implementation to lay the groundwork for future strategic initiatives</b></p>	<p><b>Policy Area</b> Land Use, Economic Development</p>
		<p><b>Lead Department</b> Planning</p>
		<p><b>Target Initiation</b> January 2012</p>
		<p><b>Target Completion</b> On-going</p>
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Confirm a small area planning process</li> <li>b) Prioritize Catalyst Areas</li> <li>c) Identify long range planning work plan</li> </ul>	

8-6

<b>6.</b>	<b>Action</b>	
	<p><b>Develop a Forest Jupiter Transit Oriented Redevelopment Plan including implementation strategies and identification of high-potential catalyst development projects.</b></p>	<p><b>Policy Area</b> Land Use, Economic Development</p>
		<p><b>Lead Department</b> Planning</p>
		<p><b>Target Initiation</b> July 2011</p>
		<p><b>Target Completion</b> July 2012</p>
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Select consultant team and refine project scope and schedule</li> <li>b) Complete data collection and analysis</li> <li>c) Implement a public participation program for engaging the public throughout the planning process</li> <li>d) Draft catalyst area redevelopment plan including capital improvements program, updated TIF project and finance plan, and recommended development regulations</li> <li>e) Prepare targeted investment area (TIA) implementation programs for each of the three TIAs within the planning area including pro forma analysis, marketing strategy, and identification of potential and projects and developers</li> <li>f) Implement Forest-Jupiter streetscape enhancement CIP project (2014)</li> </ul>	

## Implementation

<b>7.</b>	<b>Action</b>	
	<p><b>Implement a citywide Housing and Neighborhood Strategy that integrates a new tradition of neighborhood planning and provides residents with a role in implementing community development strategies, established neighborhood vitality technical and educational programs; and promotes a comprehensive housing, infrastructure, and economic development program supporting neighborhood revitalization</b></p>	<b>Policy Area</b> Housing and Neighborhoods
		<b>Lead Department</b> Planning
		<b>Target Initiation</b> January 2012
		<b>Target Completion</b> April 2012
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Confirm an interdepartmental work process and program for housing and neighborhood needs</li> <li>b) Prioritize neighborhood planning activities and initiatives</li> <li>c) Identify funding sources for housing and neighborhood initiatives</li> <li>d) Review and implement financial resources and incentives programs for housing and neighborhood needs</li> <li>e) Develop a housing pattern book identifying methods to promote housing revitalization, appropriate infill, and energy efficiency</li> <li>f) Confirm a method of quantifying success in neighborhood vitality and revitalization</li> </ul>	



8-8

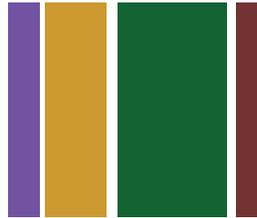
<b>8.</b>	<b>Action</b>	
	<p><b>Incorporate best practices of sustainable urban design and construction in municipal building and infrastructure projects to evaluate benefits and possibly serve as a model and catalyst for private and other public development</b></p>	<p><b>Policy Area</b> All</p>
		<p><b>Lead Department</b> Office of Environmental Quality</p>
		<p><b>Target Initiation</b> February 2010</p>
		<p><b>Target Completion</b> On-going</p>
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Complete Alternative Fuels Plan (2<sup>nd</sup> qtr, 2011)</li> <li>b) Evaluate feasibility and economic viability of waste to energy opportunities</li> <li>c) Continue ongoing research regarding Clean Energy Parks</li> <li>d) Develop alternative and distributive energy projects with GP&amp;L</li> <li>e) Create demonstration project illustrating solar, wind and geothermal opportunities</li> <li>f) Implement controls and retrofits for City buildings upon completion of Energy Audit project (as funding allows) (1<sup>st</sup> qtr, 2012)</li> <li>g) Install external and internal lighting adjustments on buildings (as funding allows) (1<sup>st</sup> qtr, 2012)</li> <li>h) Develop policy regarding guidelines for efficiency and conservation on new construction and building retrofits (1<sup>st</sup> qtr, 2012)</li> <li>i) Enhance pump and motor efficiencies in Water/Wastewater facilities (2<sup>nd</sup> qtr, 2012)</li> <li>j) Examine feasibility and viability of waste to green diesel project</li> <li>k) Complete single stream recycling program in all City facilities (4<sup>th</sup> qtr, 2011)</li> </ul>	
<b>9.</b>	<b>Action</b>	
	<p><b>Confirm a comprehensive monitoring and evaluation program for reviewing the demographic, fiscal, and physical impacts of new development, redevelopment, and revitalization activities</b></p>	<p><b>Policy Area</b> All</p>
		<p><b>Lead Department</b> Planning Department</p>
		<p><b>Target Initiation</b> January 2012</p>
		<p><b>Target Completion</b> On-going</p>
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Research evaluation program</li> <li>b) Outline monitoring system</li> <li>c) Confirm evaluation framework</li> <li>d) Confirm or establish data sources</li> </ul>	

## Implementation

<b>10.</b>	<b>Action</b>									
	Revise the capital improvement planning process to coordinate with comprehensive plan goals and strategies	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>All</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Budget Department</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>Summer 2012</td> </tr> <tr> <td><b>Target Completion</b></td> <td>On-going</td> </tr> </table>	<b>Policy Area</b>	All	<b>Lead Department</b>	Budget Department	<b>Target Initiation</b>	Summer 2012	<b>Target Completion</b>	On-going
<b>Policy Area</b>	All									
<b>Lead Department</b>	Budget Department									
<b>Target Initiation</b>	Summer 2012									
<b>Target Completion</b>	On-going									
	<b>Steps to be completed:</b> a) Prepare an outline of CIP priorities coordinated with the Envision Garland and related strategies b) City Manger’s office review of department requests based on this outline									

8-9

<b>11.</b>	<b>Action</b>									
	Planning and implementation of on- and off-road routes for bicycles and pedestrians	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>Community Design, Transportation and Infrastructure</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Transportation, Recreation and Cultural Services</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>On-going</td> </tr> <tr> <td><b>Target Completion</b></td> <td>On-going</td> </tr> </table>	<b>Policy Area</b>	Community Design, Transportation and Infrastructure	<b>Lead Department</b>	Transportation, Recreation and Cultural Services	<b>Target Initiation</b>	On-going	<b>Target Completion</b>	On-going
<b>Policy Area</b>	Community Design, Transportation and Infrastructure									
<b>Lead Department</b>	Transportation, Recreation and Cultural Services									
<b>Target Initiation</b>	On-going									
<b>Target Completion</b>	On-going									
	<b>Steps to be completed:</b> a) Complete a map of existing and proposed bicycle and pedestrian-accessible routes within the community (2011) b) Coordinate with Transportation, Streets, and other City staff to identify potential projects to build needed linkages in the walking and biking network (2011) c) Construct the Mesquite/Garland/Richardson Bikeway d) Spring Creek Greenbelt trail (CIP/2011) e) Other trail development (CIP/2011; CIP/2012)									



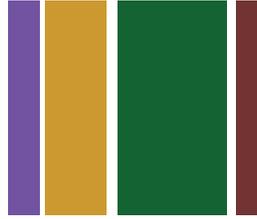
8-10

<b>12.</b>	<b>Action</b>	
	<p><b>Enhance walkability and improve connections providing accessibility and continuous routes surrounding city offices, parks, recreation centers, and similar municipal facilities</b></p>	<p><b>Policy Area</b> Community Design, Transportation and Infrastructure</p> <hr/> <p><b>Lead Department</b> Transportation, Engineering, Streets</p> <hr/> <p><b>Target Initiation</b> 2nd Quarter 2011</p> <hr/> <p><b>Target Completion</b> On-going; see CIP funding dates</p>
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Identify municipal facility locations and selection criteria; rank priority areas; select phase I project/s from facility rankings (3-8± months)</li> <li>b) Conduct sidewalk survey around municipal facilities; generally within ¼ to ½ mile walking distance (8± months per site)</li> <li>c) Determine phase I project scope and budget (3-8± months)</li> <li>d) Construct sidewalks (CIP/2011, 2012, 2013)</li> <li>e) Coordinate project implementation with street, utility, and/or site redevelopment projects (On-going)</li> </ul>	
<b>13.</b>	<b>Action</b>	
	<p><b>Initiate a citywide infrastructure capacity study reviewing water, sewer, electrical, stormwater, and other utility needs</b></p>	<p><b>Policy Area</b> Transportation and Infrastructure</p> <hr/> <p><b>Lead Department</b> Water, Wastewater, Engineering, GP&amp;L</p> <hr/> <p><b>Target Initiation</b> January 2012</p> <hr/> <p><b>Target Completion</b> TBD</p>
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Study needs based on Envision Garland comprehensive plan, future land use map, development types, and catalyst areas</li> <li>b) Identify infrastructure projects to meet future needs</li> <li>c) Consider sustainability/environmental aspects of infrastructure capacity and future improvements</li> </ul>	

## Implementation

<b>14.</b>	<b>Action</b>									
	<b>Update Development Guidelines for Parks and Recreation 2010-2020</b>	<table border="1"> <tr> <td style="background-color: #e6b89c;"><b>Policy Area</b></td> <td>Land Use, Community Design</td> </tr> <tr> <td style="background-color: #e6b89c;"><b>Lead Department</b></td> <td>Recreation and Cultural Services, Planning</td> </tr> <tr> <td style="background-color: #e6b89c;"><b>Target Initiation</b></td> <td>On-going</td> </tr> <tr> <td style="background-color: #e6b89c;"><b>Target Completion</b></td> <td>2011</td> </tr> </table>	<b>Policy Area</b>	Land Use, Community Design	<b>Lead Department</b>	Recreation and Cultural Services, Planning	<b>Target Initiation</b>	On-going	<b>Target Completion</b>	2011
<b>Policy Area</b>	Land Use, Community Design									
<b>Lead Department</b>	Recreation and Cultural Services, Planning									
<b>Target Initiation</b>	On-going									
<b>Target Completion</b>	2011									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Complete document</li> <li>b) Submit to Parks &amp; Recreation Board for recommendations</li> <li>c) Submit to City Council for approval/acceptance</li> </ul>									

<b>15.</b>	<b>Action</b>									
	<b>Acquire land located within the floodplain in response to increased demand and attention to improved health</b>	<table border="1"> <tr> <td style="background-color: #e6b89c;"><b>Policy Area</b></td> <td>Community Design, Land Use</td> </tr> <tr> <td style="background-color: #e6b89c;"><b>Lead Department</b></td> <td>Recreation and Cultural Services, Planning, Engineering, Stormwater Management</td> </tr> <tr> <td style="background-color: #e6b89c;"><b>Target Initiation</b></td> <td>1st Quarter 2011</td> </tr> <tr> <td style="background-color: #e6b89c;"><b>Target Completion</b></td> <td>On-going</td> </tr> </table>	<b>Policy Area</b>	Community Design, Land Use	<b>Lead Department</b>	Recreation and Cultural Services, Planning, Engineering, Stormwater Management	<b>Target Initiation</b>	1st Quarter 2011	<b>Target Completion</b>	On-going
<b>Policy Area</b>	Community Design, Land Use									
<b>Lead Department</b>	Recreation and Cultural Services, Planning, Engineering, Stormwater Management									
<b>Target Initiation</b>	1st Quarter 2011									
<b>Target Completion</b>	On-going									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Conduct inventory</li> <li>b) Identify priority parcels</li> <li>c) Acquire key parcels (Parks CIP/2011)</li> </ul>									



<b>16.</b>	<b>Action</b>									
	<b>Upgrade and expand existing park facilities</b>	<table border="1"> <tr> <td style="background-color: #d4af37;"><b>Policy Area</b></td> <td>Community Design</td> </tr> <tr> <td style="background-color: #d4af37;"><b>Lead Department</b></td> <td>Recreation and Cultural Services</td> </tr> <tr> <td style="background-color: #d4af37;"><b>Target Initiation</b></td> <td>1st Quarter 2012</td> </tr> <tr> <td style="background-color: #d4af37;"><b>Target Completion</b></td> <td>On-going; see CIP funding dates</td> </tr> </table>	<b>Policy Area</b>	Community Design	<b>Lead Department</b>	Recreation and Cultural Services	<b>Target Initiation</b>	1st Quarter 2012	<b>Target Completion</b>	On-going; see CIP funding dates
<b>Policy Area</b>	Community Design									
<b>Lead Department</b>	Recreation and Cultural Services									
<b>Target Initiation</b>	1st Quarter 2012									
<b>Target Completion</b>	On-going; see CIP funding dates									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Bradfield, Wynne, &amp; Holford pools (Parks CIP/2012)</li> <li>b) Gale Fields Recreation Center-Addition (Parks CIP/2013)</li> <li>c) Audubon picnic area (Parks CIP/2013)</li> <li>d) Playground improvements (Parks CIP/2012-2013)</li> </ul>									

8-12

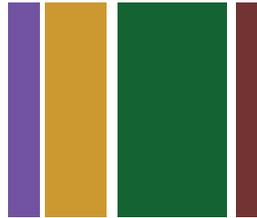
<b>17.</b>	<b>Action</b>									
	<b>Continue relocation of Lake Pointe Marina</b>	<table border="1"> <tr> <td style="background-color: #d4af37;"><b>Policy Area</b></td> <td>Community Design, Land Use</td> </tr> <tr> <td style="background-color: #d4af37;"><b>Lead Department</b></td> <td>Recreation and Cultural Services, Planning</td> </tr> <tr> <td style="background-color: #d4af37;"><b>Target Initiation</b></td> <td>On-going</td> </tr> <tr> <td style="background-color: #d4af37;"><b>Target Completion</b></td> <td>On-going</td> </tr> </table>	<b>Policy Area</b>	Community Design, Land Use	<b>Lead Department</b>	Recreation and Cultural Services, Planning	<b>Target Initiation</b>	On-going	<b>Target Completion</b>	On-going
<b>Policy Area</b>	Community Design, Land Use									
<b>Lead Department</b>	Recreation and Cultural Services, Planning									
<b>Target Initiation</b>	On-going									
<b>Target Completion</b>	On-going									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Secure agreements with future operator</li> <li>b) Design &amp; build facility</li> </ul>									

## Implementation

<b>18.</b>	<b>Action</b>									
	Continue recreation programming of facilities to encourage residents' participation and use of facilities	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Policy Area</b></td> <td style="background-color: #d4af37;">Community Design</td> </tr> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Lead Department</b></td> <td style="background-color: #d4af37;">Recreation and Cultural Services</td> </tr> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Target Initiation</b></td> <td style="background-color: #d4af37;">1st Quarter 2011</td> </tr> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Target Completion</b></td> <td style="background-color: #d4af37;">On-going</td> </tr> </table>	<b>Policy Area</b>	Community Design	<b>Lead Department</b>	Recreation and Cultural Services	<b>Target Initiation</b>	1st Quarter 2011	<b>Target Completion</b>	On-going
<b>Policy Area</b>	Community Design									
<b>Lead Department</b>	Recreation and Cultural Services									
<b>Target Initiation</b>	1st Quarter 2011									
<b>Target Completion</b>	On-going									
	<b>Steps to be completed:</b> Update activities and programs for facilities to respond to current and future needs									

<b>19.</b>	<b>Action</b>									
	Increase public experiences related to public art, performance, and other cultural events	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Policy Area</b></td> <td style="background-color: #d4af37;">Community Design</td> </tr> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Lead Department</b></td> <td style="background-color: #d4af37;">Recreation and Cultural Services</td> </tr> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Target Initiation</b></td> <td style="background-color: #d4af37;">January 2012</td> </tr> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Target Completion</b></td> <td style="background-color: #d4af37;">On-going</td> </tr> </table>	<b>Policy Area</b>	Community Design	<b>Lead Department</b>	Recreation and Cultural Services	<b>Target Initiation</b>	January 2012	<b>Target Completion</b>	On-going
<b>Policy Area</b>	Community Design									
<b>Lead Department</b>	Recreation and Cultural Services									
<b>Target Initiation</b>	January 2012									
<b>Target Completion</b>	On-going									
	<b>Steps to be completed:</b> Identify new opportunities and activities									

<b>20.</b>	<b>Action</b>									
	Create development incentives advancing community design goals and strategies	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Policy Area</b></td> <td style="background-color: #d4af37;">Community Design</td> </tr> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Lead Department</b></td> <td style="background-color: #d4af37;">Planning</td> </tr> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Target Initiation</b></td> <td style="background-color: #d4af37;">TBD</td> </tr> <tr> <td style="background-color: #d4af37; text-align: left;"><b>Target Completion</b></td> <td style="background-color: #d4af37;">TBD</td> </tr> </table>	<b>Policy Area</b>	Community Design	<b>Lead Department</b>	Planning	<b>Target Initiation</b>	TBD	<b>Target Completion</b>	TBD
<b>Policy Area</b>	Community Design									
<b>Lead Department</b>	Planning									
<b>Target Initiation</b>	TBD									
<b>Target Completion</b>	TBD									
	<b>Steps to be completed:</b>									



8-14

<b>21.</b>	<b>Action</b>	
	<p><b>Enhance community identity through implementation of updated branding concepts, development standards, zoning codes, and maintenance standards that incorporate Envision Garland goals and strategies</b></p>	<p><b>Policy Area</b> Community Design</p>
		<p><b>Lead Department</b> Recreation and Cultural Services, Planning, Building Inspection, Code Compliance</p>
		<p><b>Target Initiation</b> 2nd Quarter 2011</p>
		<p><b>Target Completion</b> On-going</p>
		<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Update community identity and branding concepts (March 2011)</li> <li>b) Update development standards; update underway (UDC)</li> <li>c) Update zoning code; update underway (UDC)</li> <li>d) Continue review building and property maintenance standards</li> <li>e) Provide needed education programs related to updates through GNMA, presentations to Chamber of Commerce, etc. (post-approvals Envision Garland, UDC, etc.)</li> </ul>

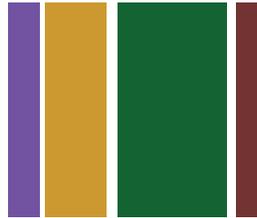
<b>22.</b>	<b>Action</b>	
	<p><b>Enhance gateways at primary entries into Garland</b></p>	<p><b>Policy Area</b> Community Design</p>
		<p><b>Lead Department</b> Recreation and Cultural Services, Transportation, Engineering</p>
		<p><b>Target Initiation</b> On-going</p>
		<p><b>Target Completion</b> On-going</p>
		<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Survey needed gateways for primary and secondary entry points; particularly those located at targeted investment areas: Centerville-LBJ, Broadway-IH30, S Garland Ave-LBJ-Shiloh, etc. (2-3 months)</li> <li>b) Prioritize gateway locations and needed improvements (2-3 months)</li> <li>c) Implement Downtown gateway project (CIP/2013-2014)</li> <li>d) Incorporate new branding into signage and way-finding, in particular at gateways and entry corridors for significant destinations and frequently visited sites; (9-18 months)</li> </ul>

## Implementation

<b>23.</b>	<b>Action</b>									
	Continue corridor enhancement projects, e.g. Commercial Corridor Revitalization catalyst projects	<table border="1" style="width: 100%;"> <tr> <td><b>Policy Area</b></td> <td>Community Design, Economic Development</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Planning Department, Transportation, Engineering</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>Initiated</td> </tr> <tr> <td><b>Target Completion</b></td> <td>On-going; see CIP funding dates</td> </tr> </table>	<b>Policy Area</b>	Community Design, Economic Development	<b>Lead Department</b>	Planning Department, Transportation, Engineering	<b>Target Initiation</b>	Initiated	<b>Target Completion</b>	On-going; see CIP funding dates
<b>Policy Area</b>	Community Design, Economic Development									
<b>Lead Department</b>	Planning Department, Transportation, Engineering									
<b>Target Initiation</b>	Initiated									
<b>Target Completion</b>	On-going; see CIP funding dates									
	<b>Steps to be completed:</b> a) S. First Street construction documents and construction (Ph II); (CIP 2012) b) Update the Commercial Corridor Revitalization scope for future projects to incorporate Envision Garland goals and strategies c) Determine criteria for project selection and prioritize key corridors for revitalization and implementation in accordance with Envision Garland and Economic Development Strategy (6-9 months) d) Begin next phase of corridor revitalization selection and design (CIP/2012, 2014)									

8-15

<b>24.</b>	<b>Action</b>									
	Enhance pedestrian corridor and streetscape for Walnut Street (Between 5 <sup>th</sup> Street and 6 <sup>th</sup> Street)	<table border="1" style="width: 100%;"> <tr> <td><b>Policy Area</b></td> <td>Community Design, Economic Development, Transportation and Infrastructure</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Planning Department/ Transportation Department/ Engineering</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>See CIP funding dates</td> </tr> <tr> <td><b>Target Completion</b></td> <td>See CIP funding dates</td> </tr> </table>	<b>Policy Area</b>	Community Design, Economic Development, Transportation and Infrastructure	<b>Lead Department</b>	Planning Department/ Transportation Department/ Engineering	<b>Target Initiation</b>	See CIP funding dates	<b>Target Completion</b>	See CIP funding dates
<b>Policy Area</b>	Community Design, Economic Development, Transportation and Infrastructure									
<b>Lead Department</b>	Planning Department/ Transportation Department/ Engineering									
<b>Target Initiation</b>	See CIP funding dates									
<b>Target Completion</b>	See CIP funding dates									
	<b>Steps to be completed:</b> a) Sixth Street Extension (Street/Transportation CIP/2010) b) Design of open space and streetscape c) Preparation of construction drawings (CIP Project)									



8-16

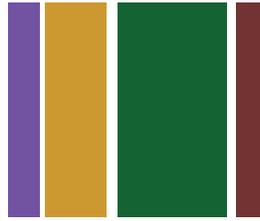
<b>25.</b>	<b>Action</b>									
	<b>Initiate anti-littering campaign</b>	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>Community Design</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Recreation and Cultural Services, Environmental Waste Services, Keep Garland Beautiful</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>2nd Quarter 2011</td> </tr> <tr> <td><b>Target Completion</b></td> <td>On-going</td> </tr> </table>	<b>Policy Area</b>	Community Design	<b>Lead Department</b>	Recreation and Cultural Services, Environmental Waste Services, Keep Garland Beautiful	<b>Target Initiation</b>	2nd Quarter 2011	<b>Target Completion</b>	On-going
<b>Policy Area</b>	Community Design									
<b>Lead Department</b>	Recreation and Cultural Services, Environmental Waste Services, Keep Garland Beautiful									
<b>Target Initiation</b>	2nd Quarter 2011									
<b>Target Completion</b>	On-going									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Establish Phase 1/pilot program; target key locations, e.g. transit stations, bus stops, and on turn lane medians (6 months)</li> <li>b) Coordinate with DART to identify specific locations and funding sources (2011; 6± mo)</li> <li>c) Provide receptacles and trash removal (late 2011)</li> <li>d) Plan for and implement Phase 2 (2012)</li> </ul>									

<b>26.</b>	<b>Action</b>									
	<b>Initiate a model program for residential rehabilitation and renovation projects within existing neighborhoods</b>	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>Housing and Neighborhoods</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Planning</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>January 2012</td> </tr> <tr> <td><b>Target Completion</b></td> <td>October 2012</td> </tr> </table>	<b>Policy Area</b>	Housing and Neighborhoods	<b>Lead Department</b>	Planning	<b>Target Initiation</b>	January 2012	<b>Target Completion</b>	October 2012
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<b>Lead Department</b>	Planning									
<b>Target Initiation</b>	January 2012									
<b>Target Completion</b>	October 2012									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Research best practices, financial and regulatory tools, and design considerations for residential rehabilitation and renovation</li> <li>b) Investigate barriers to residential rehabilitation and renovation projects</li> <li>c) Develop design standards/guidelines for quality residential projects</li> <li>d) Develop incentives and financial tools to encourage and enable residential projects</li> <li>e) Develop publicity and marketing plan to showcase model program and encourage residential investment</li> <li>f) Identify and implement residential pilot projects</li> <li>g) Continue GREAT Homes project [Underway]</li> <li>h) Evaluate pilot projects</li> </ul>									

## Implementation

<b>27.</b>	<b>Action</b>									
	Develop and publish a residential rehabilitation pattern book	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #d4af37; color: white;"><b>Policy Area</b></td> <td style="background-color: #d4af37;">Housing and Neighborhoods</td> </tr> <tr> <td style="background-color: #d4af37; color: white;"><b>Lead Department</b></td> <td style="background-color: #d4af37;">Planning</td> </tr> <tr> <td style="background-color: #d4af37; color: white;"><b>Target Initiation</b></td> <td style="background-color: #d4af37;">July 2011</td> </tr> <tr> <td style="background-color: #d4af37; color: white;"><b>Target Completion</b></td> <td style="background-color: #d4af37;">January 2012</td> </tr> </table>	<b>Policy Area</b>	Housing and Neighborhoods	<b>Lead Department</b>	Planning	<b>Target Initiation</b>	July 2011	<b>Target Completion</b>	January 2012
<b>Policy Area</b>	Housing and Neighborhoods									
<b>Lead Department</b>	Planning									
<b>Target Initiation</b>	July 2011									
<b>Target Completion</b>	January 2012									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Research best practices, financial and regulatory tools, and design considerations to residential rehabilitation/renovation [Underway]</li> <li>b) Conduct series of interviews with housing-related professionals, including architect, builder/contractor, real estate agent, City staff, and others as appropriate</li> <li>c) Develop and evaluate recommendations</li> </ul>									

<b>28.</b>	<b>Action</b>									
	Incorporate urban design goals and concepts into adopted development standards and zoning/building codes	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #d4af37; color: white;"><b>Policy Area</b></td> <td style="background-color: #d4af37;">Community Design</td> </tr> <tr> <td style="background-color: #d4af37; color: white;"><b>Lead Department</b></td> <td style="background-color: #d4af37;">Planning, Building Inspections</td> </tr> <tr> <td style="background-color: #d4af37; color: white;"><b>Target Initiation</b></td> <td style="background-color: #d4af37;">Initiated</td> </tr> <tr> <td style="background-color: #d4af37; color: white;"><b>Target Completion</b></td> <td style="background-color: #d4af37;">2012</td> </tr> </table>	<b>Policy Area</b>	Community Design	<b>Lead Department</b>	Planning, Building Inspections	<b>Target Initiation</b>	Initiated	<b>Target Completion</b>	2012
<b>Policy Area</b>	Community Design									
<b>Lead Department</b>	Planning, Building Inspections									
<b>Target Initiation</b>	Initiated									
<b>Target Completion</b>	2012									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Adoption of Unified Development Code</li> <li>b) Review and adopt updated building and property maintenance codes, as needed (4<sup>th</sup> qtr, 2011)</li> </ul>									



<b>29.</b>	<b>Action</b>									
	Develop a historic preservation program potentially including designation of historic districts and landmarks	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>Community Design, Housing and Neighborhoods</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Planning</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>January 2012</td> </tr> <tr> <td><b>Target Completion</b></td> <td>September 2012</td> </tr> </table>	<b>Policy Area</b>	Community Design, Housing and Neighborhoods	<b>Lead Department</b>	Planning	<b>Target Initiation</b>	January 2012	<b>Target Completion</b>	September 2012
<b>Policy Area</b>	Community Design, Housing and Neighborhoods									
<b>Lead Department</b>	Planning									
<b>Target Initiation</b>	January 2012									
<b>Target Completion</b>	September 2012									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Research preservation options and tools, develop scenarios for pursuing preservation activities</li> <li>b) Select and implement desired scenarios</li> </ul>									

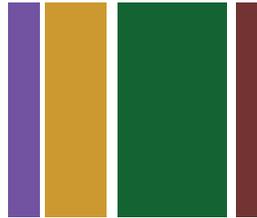
8-18

<b>30.</b>	<b>Action</b>									
	Revise the Major Thoroughfare Plan to support Envision Garland goals and strategies	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>Transportation and Infrastructure</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Transportation</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>TBD</td> </tr> <tr> <td><b>Target Completion</b></td> <td>TBD</td> </tr> </table>	<b>Policy Area</b>	Transportation and Infrastructure	<b>Lead Department</b>	Transportation	<b>Target Initiation</b>	TBD	<b>Target Completion</b>	TBD
<b>Policy Area</b>	Transportation and Infrastructure									
<b>Lead Department</b>	Transportation									
<b>Target Initiation</b>	TBD									
<b>Target Completion</b>	TBD									
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Consider policies of the Envision Garland comprehensive plan and new future land use map and development types</li> <li>b) Consider best practices in transportation thoroughfare planning, including elements of Context-Sensitive Design, Complete Streets, as applicable in meeting the community's vision</li> <li>c) Consider sustainability and environmental aspects of thoroughfare planning</li> </ul>									

## Implementation

<b>31.</b>	<b>Action</b>	
	<p><b>Develop a public art program to fund and establish works of art in public places</b></p>	<b>Policy Area</b> Community Design
		<b>Lead Department</b> Recreation and Cultural Services, Planning
		<b>Target Initiation</b> January 2013
		<b>Target Completion</b> September 2013
		<p><b>Steps to be completed:</b></p> <p>a) Conduct background research</p> <ul style="list-style-type: none"> <li>• Review other cities' programs</li> <li>• Research alternative public and private funding mechanisms</li> <li>• Develop program alternatives</li> </ul> <p>b) Draft proposed ordinance establishing public art program for public review and adoption</p> <p>c) Develop program procedures and engage appropriate stakeholders/participants in program implementation</p>

<b>32.</b>	<b>Action</b>	
	<p><b>Evaluate the Downtown Square design to create a larger, more functional and inviting public space for large gatherings as well as individual activity, and to serve as a catalyst for continued revitalization of the Downtown core</b></p>	<b>Policy Area</b> Community Design
		<b>Lead Department</b> Planning
		<b>Target Initiation</b> September 2010
		<b>Target Completion</b> On-going
		<p><b>Steps to be completed:</b></p> <p>a) Complete conceptual design development</p> <p>b) Develop schematic design (October 2011)</p>



<b>33.</b>	<b>Action</b>	
	<b>Develop an infrastructure and utility coordination system and information sharing system</b>	<b>Policy Area</b> Transportation and Infrastructure
		<b>Lead Department</b> Organizational Development
		<b>Target Initiation</b> January 2012
		<b>Target Completion</b> January 2013
	<b>Steps to be completed:</b> a) Develop infrastructure and utility coordination working group b) Evaluate current coordination process and information sharing capacity c) Make recommendations for improvements and information needs	

8-20

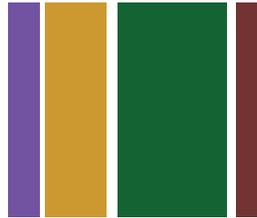
<b>34.</b>	<b>Action</b>	
	<b>Pursue additional funding from other agencies to implement trail links and connections to facilities in adjacent cities</b>	<b>Policy Area</b> Community Design, Transportation and Infrastructure
		<b>Lead Department</b> Recreation and Cultural Services
		<b>Target Initiation</b> On-going
		<b>Target Completion</b> Summer 2011/On-going
	<b>Steps to be completed:</b> a) Complete master plan document, Development Guidelines for Parks and Recreation 2010-2020 (4 <sup>th</sup> qtr, 2011) b) Identify funding opportunities and prepare grant requests (on-going)	

## Implementation

<b>35.</b>	<b>Action</b>									
	<b>Improve bus stops to provide weather protection for users and to promote ridership</b>	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>Transportation and Infrastructure, Community Design</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Transportation, Planning</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>January 2012</td> </tr> <tr> <td><b>Target Completion</b></td> <td>On-going</td> </tr> </table>	<b>Policy Area</b>	Transportation and Infrastructure, Community Design	<b>Lead Department</b>	Transportation, Planning	<b>Target Initiation</b>	January 2012	<b>Target Completion</b>	On-going
<b>Policy Area</b>	Transportation and Infrastructure, Community Design									
<b>Lead Department</b>	Transportation, Planning									
<b>Target Initiation</b>	January 2012									
<b>Target Completion</b>	On-going									
	<b>Steps to be completed:</b> a) Coordinate with DART to establish a pilot project; identify highly visible, high ridership locations (6± months; 2011) b) Coordinate with City of Garland street projects, as appropriate (Street/Transportation CIP/2011-2013, various street reconstruction projects planned) c) Develop plans for construction; establish a COG typical/standard, offer palate of options as 'customized' treatments for special districts or areas, color and signage (12-18 months) d) Initiate and complete bus stop improvement pilot project (12-24± months) e) Work with DART, City of Garland Street Department, and others to identify additional locations (9± months) f) Identify funding sources, such as DART, private participation, advertising, TIF (On-going)									

8-21

<b>36.</b>	<b>Action</b>									
	<b>Incorporate elements of the public realm into municipal building and infrastructure projects as a demonstration of desired outcome, such as continuous/unobstructed pathways for pedestrians and bicyclists, pocket parks, benches, lighting, and other street furniture as appropriate</b>	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>Community Design</td> </tr> <tr> <td><b>Lead Department</b></td> <td>City Manager's Office, All</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>See CIP funding dates</td> </tr> <tr> <td><b>Target Completion</b></td> <td>Ongoing; see CIP funding dates</td> </tr> </table>	<b>Policy Area</b>	Community Design	<b>Lead Department</b>	City Manager's Office, All	<b>Target Initiation</b>	See CIP funding dates	<b>Target Completion</b>	Ongoing; see CIP funding dates
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<b>Lead Department</b>	City Manager's Office, All									
<b>Target Initiation</b>	See CIP funding dates									
<b>Target Completion</b>	Ongoing; see CIP funding dates									
	<b>Steps to be completed:</b> a) Identify planned near-term projects and effects on community design; infrastructure considerations include streets, stormwater, electric, water, etc. (CIP 2011-2013, various projects identified) b) Identify planned future projects and incorporate elements into early planning stages									



8-22

<b>37.</b>	<b>Action</b>									
	<b>Update landscape and maintenance of City facilities as demonstration of site improvements for existing businesses</b>	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>Community Design</td> </tr> <tr> <td><b>Lead Department</b></td> <td>City Manager's Office, All</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>January 2012</td> </tr> <tr> <td><b>Target Completion</b></td> <td>On-going</td> </tr> </table>	<b>Policy Area</b>	Community Design	<b>Lead Department</b>	City Manager's Office, All	<b>Target Initiation</b>	January 2012	<b>Target Completion</b>	On-going
<b>Policy Area</b>	Community Design									
<b>Lead Department</b>	City Manager's Office, All									
<b>Target Initiation</b>	January 2012									
<b>Target Completion</b>	On-going									
	<b>Steps to be completed:</b> a) Identify priority areas by establishing criteria for priority listing (3± months) b) Survey existing conditions (6-9 months; dependant on staff/consultant) c) Create prototype design for typical scenario (entry, islands, materials, signage, etc) to unify City of Garland 'brand' and provide low-maintenance landscape (9-12± months) d) Incorporate informal public gathering space, where appropriate (On-going) e) Determine project scopes and budgets (3-6 months/site) f) Identify partners, funding, etc (On-going)									

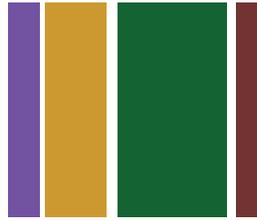
<b>38.</b>	<b>Action</b>									
	<b>Develop a comprehensive citizen engagement plan for the City</b>	<table border="1"> <tr> <td><b>Policy Area</b></td> <td>Housing and Neighborhoods</td> </tr> <tr> <td><b>Lead Department</b></td> <td>Planning</td> </tr> <tr> <td><b>Target Initiation</b></td> <td>January 2012</td> </tr> <tr> <td><b>Target Completion</b></td> <td>July 2012</td> </tr> </table>	<b>Policy Area</b>	Housing and Neighborhoods	<b>Lead Department</b>	Planning	<b>Target Initiation</b>	January 2012	<b>Target Completion</b>	July 2012
<b>Policy Area</b>	Housing and Neighborhoods									
<b>Lead Department</b>	Planning									
<b>Target Initiation</b>	January 2012									
<b>Target Completion</b>	July 2012									
	<b>Steps to be completed:</b> a) Conduct background research: research best practices, model policies, and available tools; evaluate current and past policies and practices of the City of Garland; conduct staff and stakeholder interviews b) Develop draft plan document c) Submit draft for internal and City Council review and comment d) Revise draft and submit final plan for adoption									

## Implementation

<b>39.</b>	<b>Action</b>	
	<p><b>Develop an official recognition program for resident-based organizations</b></p>	<b>Policy Area</b> Housing and Neighborhoods
		<b>Lead Department</b> Planning
		<b>Target Initiation</b> January 2012
		<b>Target Completion</b> July 2012
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Evaluate best practices and model neighborhood recognition programs</li> <li>b) Develop and review draft policy and program</li> <li>c) Adopt and implement program</li> </ul>	

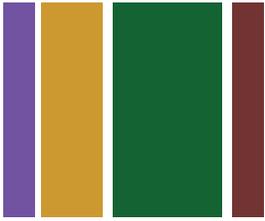
8-23

<b>40.</b>	<b>Action</b>	
	<p><b>Review and coordinate education, training, and technical resources for residents and resident-based organizations</b></p>	<b>Policy Area</b> Housing and Neighborhoods
		<b>Lead Department</b> Planning
		<b>Target Initiation</b> Spring 2011
		<b>Target Completion</b> January 2012
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Provide a framework and process for regular public education, training, and technical classes or workshops [Ongoing]</li> <li>b) Coordinate education, training, and technical resources within the City of Garland</li> <li>c) Develop/enhance marketing program for resources to residents, resident-based organizations, and other potential customers</li> <li>d) Develop an evaluation process for current and future curriculum, marketing, and resources</li> </ul>	



<b>41.</b>	<b>Action</b>	
	<p><b>Expand community development capacity, infrastructure, and institutions within Garland</b></p>	<p><b>Policy Area</b> Housing and Neighborhoods</p>
		<p><b>Lead Department</b> Planning</p>
		<p><b>Target Initiation</b> January 2012</p>
		<p><b>Target Completion</b> March 2014</p>
	<p><b>Steps to be completed:</b></p> <ul style="list-style-type: none"> <li>a) Evaluate best practices, methods, and tools for growing community development capacity</li> <li>b) Identify gaps in existing community development environment</li> <li>c) Develop a strategy for addressing gaps and meeting future community development needs</li> </ul>	

8-24



# Appendix 1

## Public Engagement Plan

## PUBLIC ENGAGEMENT EXPERIENCE

The City of Garland recognizes public participation and comment as essential to the planning process. In order to effectively plan for the city's future, stakeholders from across Garland were invited to participate in *Envision Garland*. Residents, business owners, property owners, elected and appointed officials, community organizations, and other stakeholders with an interest in Garland's future were engaged in an extensive public participation process.

## THE ACTORS

### *The Community*

The Garland community led the process by providing its vision for the future, which shaped the plan and set the course for the next 20 years. Residents, business owners, property owners, community organizations, and others with a stake in Garland's future participated in the plan's public input process.

### *City Council*

Garland's City Council plays the lead role in creating and implementing public policy as well as representing the public's interests. The City Council was engaged in the *Envision Garland* process from the beginning and given regular updates on the plan's progress. City Council will be heavily involved in the final review of the plan and will hold a series of public hearings on the plan, which will lead to adoption of *Envision Garland* as the City of Garland's official comprehensive plan.

### *Other Community Stakeholders*

The Garland Plan Commission and Garland Economic Development Partnership were both involved in the planning process and provided updates on the project's status. Members and staff of both groups also participated in *Envision Garland* planning workshops.

### *Staff Work Group*

The plan development benefitted from staff participation that provided technical and policy-area expertise. This group was able to add context, data, and professional expertise to all areas of *Envision Garland*, which was invaluable in developing the plan's content.

## PUBLIC OUTREACH

### *Community Input Survey*

*Envision Garland* kicked off with a citywide opinion survey, which was included in the February and April 2008 editions of the Garland City Press, as well as on the project's website. Over 475 responses were returned and a results summary was published through the same channels. The survey identified key issues and planning priorities which helped shape subsequent workshop topics.

### *Community Visioning Workshop & Open House*

In Summer 2008, the City of Garland hosted a Community Visioning Workshop and Open House. The day-long workshop was a forum where residents, property owners, and community leaders gathered together to share thoughts and ideas on Garland's future. Workshop activities guided discussion about Garland's current situation and a desired future for the community. A results report was created and published that described the event and participants' input.

### *Growing the Vision Workshop Series*

A series of "Growing the Vision" workshops were held in Fall 2008. These workshops built on previous public input and began to show how the vision can be applied to the city and its neighborhoods. Four workshops were open to the general public, while one workshop focused on youth participants. Like the Visioning Workshop, a results report was published. The Community Visioning Workshop and Growing the Vision series helped develop the draft vision statement and were the foundation for the *Envision Garland* plan.

A1-2



*Participants shared their vision for Garland at a public workshop*

### Informational Meetings

- Neighborhood Summit 2009 & 2010 – *Envision Garland* was presented at open house sessions at the City of Garland's annual Neighborhood Summit in 2009 and 2010. The event is focused toward neighborhood leaders and residents and the *Envision Garland* presentations were crafted to highlight how the plan addresses housing and neighborhoods.
- Community Organization Briefings – Throughout the process, various neighborhood and community organizations requested introductory presentations on *Envision Garland*. Staff met with these groups and shared the plan's goals, responded to comments and questions from the groups, and invited participants to continue to be active in the planning process.
- Email Listserv – An *Envision Garland* email distribution list of over 807 individuals was compiled and used to share information with residents, business owners, and other stakeholders. The City also used other stakeholder email lists available to alert interested individuals and organizations of the project.
- Garland City Press – The City of Garland's bi-monthly news publication was used to share information about *Envision Garland* with all residents of the community. The Garland City Press carried meeting information, planning content, and served as the primary distributor for the Community Input Survey.
- Press Releases – The City of Garland utilized its relationship with local and regional media contacts by providing project and public input information to those outlets. This outreach to the community was valuable in making the public aware of the planning process and spreading the word about public input opportunities.

### Publicity & Communication

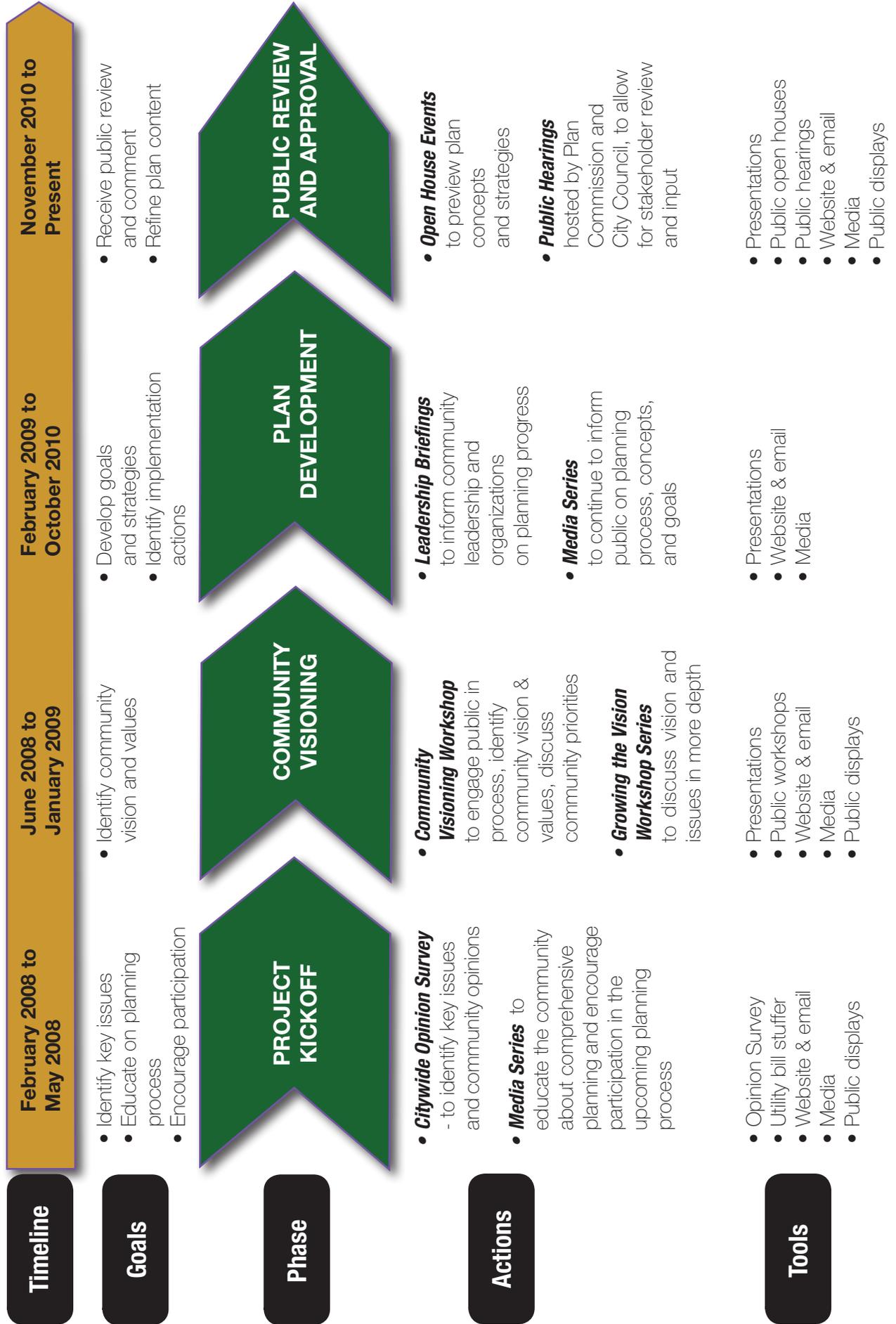
- Website – EnvisionGarland.org was set up exclusively for the project. The website was a source for public input opportunities, including upcoming events and workshop results reports. The site also included a comprehensive planning background and other information resources.
- Newslines – A telephone newslines was set up and used to share current information about *Envision Garland* and to give callers an opportunity to leave a message with feedback or questions about the project.
- Television – Notices for upcoming public workshops and hearings were posted on CGTV, the City of Garland's television channel. An informational television program was also developed and broadcasted to highlight key elements of the planning process.
- Informational Displays – A series of informational displays were set up at City Hall, the Carver Center, the Main Street Municipal Building, and Garland library branches. Displays described the public input and participation process; announced workshop dates and locations; and reported input results.

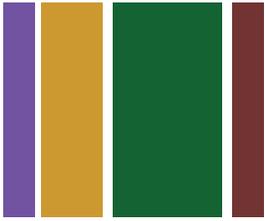
### FUTURE PUBLIC PARTICIPATION

Public participation in community planning will continue to be essential to Garland's future. *Envision Garland* is an important step in bringing the community's vision to life, but it is only the first of many phases that will create the places that the community desires. Future planning projects will again call on those with a stake in Garland's future to share their input into how to best achieve that vision. Small area planning, including catalyst area plans and neighborhood plans, capital improvements and services planning, housing and community development planning, and other public planning efforts will continue to engage residents, business owners, and other stakeholders and begin to apply the concepts of *Envision Garland* within a specific topic or within a more focused area.

By recognizing the importance of a public voice in planning, the City of Garland dedicates itself to actively engaging the public and providing the forums and opportunities to have their voice heard. The City will provide a range of education, training, and partnership opportunities to residents, business owners, and others. *Envision Garland* sets the stage for future public participation efforts and supports an active and engaged community to benefit Garland.

**PUBLIC ENGAGEMENT TIMELINE**





# Appendix 2

## 2010 Market Assessment Summary

## 2010 MARKET ASSESSMENT SUMMARY

The *Envision Garland* Comprehensive Plan and companion Economic Development Strategy are the logical first steps in the development of an integrated approach which can succeed in attracting new investment and reinvestment to an area or community. The analytic foundation for both is the market analysis. The purpose of the market analysis in an economic development strategy is to:

- Provide a reality check for land use planning;
- Set stage for implementation and policy reform;
- Provide an accurate and independent story to tell potential developer / investor audiences.

The City of Garland, like many Dallas Metroplex inner-ring communities, is at a critical point in its evolution. While Garland has long benefited from its geographic location near central Dallas, historically maintaining a steady rate of growth within a strong regional economy, it is seeing that growth decline. With few remaining undeveloped parcels, and a (comparatively) modest number of under-developed sites, the growth of Garland over the near- and long-term will be largely in the arena of redevelopment.

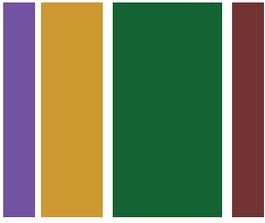
This changing landscape requires a sound footing in past, current and future market conditions for Garland's main types of land uses. The Market Assessment provides the statistical groundwork for various elements of the *Envision Garland* Comprehensive Plan and the Economic Development Strategy. The market data is a "reality check" that serves to ground these plans and gauge potential for various types of development. Market conditions will affect the City's role, appropriate tools and regulations to facilitate private investment.

This economic development strategy addresses these issues, first, by defining the market; second, by outlining key constraints; and third, by providing strategies to capitalize on opportunities while overcoming barriers. The 2010 Market Study provides the foundation on which the economic strategy is based.

The Market Assessment document includes:

- Demographic and employment profiles
- Residential, retail, office, and industrial market and future demand analyses
- Implications for economic development

The 2010 Market Assessment provides statistical groundwork for the Economic Development Strategy, as well as the Future Land Use Map, economic development policies, significant portions of the housing and neighborhoods policies, and other sections of *Envision Garland*. The market data is a "reality check" that served to ground these plans in the current market conditions and help gauge potential for various types of redevelopment. Market conditions will affect the City of Garland's role, the appropriate tools and regulations, and depth of public involvement we must consider in order to implement the plan and facilitate private investment in catalyst areas and throughout Garland. As market conditions and development opportunities change, new data will be compiled to inform revisions to the various plans, policies, and strategies.



# Appendix 3

## Summary of Related Small Area Plans

## RELATED SMALL AREA PLANS

The *Envision Garland* comprehensive plan is a tool that provides citywide direction of vision and policies. While this is an essential first step in creating the desired Garland of the future, implementation of redevelopment, revitalization, and neighborhood management depend on a strong understanding of local conditions, like land ownership, specific housing conditions, neighborhood organization, shopping and service market demand, infrastructure capacity, and others. These conditions are local and temporal and cannot be addressed in detail within the comprehensive plan, but are essential to making wise decisions.

Small area planning is an important tool for implementing *Envision Garland*. Through these types of efforts, the City of Garland can perform more detailed analysis of local conditions, needs, and desires, and apply concepts to site-specific situations. Catalyst area plans and neighborhood plans are two forms of small area planning that can be used to effectively implement the economic, housing, land use, and livability goals that are described in *Envision Garland*.

Small area plans are an extension of the *Envision Garland* comprehensive plan, applying the key concepts and policies to specific neighborhoods, business districts, and other areas of the community. Below are small area plans that have been developed to address specific areas of the community. Small area planning efforts will continue throughout the life of *Envision Garland* to build the community's vision for 2030.

### RTKL Downtown Revitalization Implementation Plan (2004)

This plan provides a framework for downtown revitalization efforts. The plan includes a market assessment and a conceptual plan for the greater downtown study area. Catalyst projects are identified and a conceptual land use pattern is described.

### Neighborhood Action Plans (2007)

The pilot phase of the Strategy for Vital Neighborhoods Action Plans was completed in 2007. Four neighborhoods took part in the project. The aim of the plans is to identify key issues within the neighborhood

and outline action steps that the City of Garland and neighbors can take to meet the neighborhood's goals. The plans were developed with extensive public input from the neighborhoods as well as an interdepartmental staff team.

Completed Neighborhood Action Plans include:

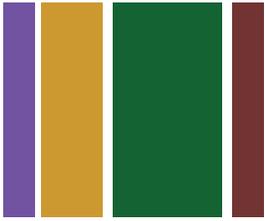
- Carriagehouse
- Forest Ridge – Walnut
- Oakridge
- Terrace-Bellaire

### Forest Jupiter Transit Oriented Redevelopment Plan (2011-2012)

With funding assistance provided by the North Central Texas Council of Governments (NCTCOG), the City of Garland and its consultant team are preparing a sustainable redevelopment plan for the general vicinity of the Forest Jupiter DART Rail Station. The planning area includes the Forest/Jupiter/Walnut catalyst area as identified by the *Envision Garland* Plan and its three component targeted investment areas (Jupiter/Walnut retail center, Forest/Jupiter transit center and Shiloh/Walnut medical center). When complete, the Plan will include the identification of high-potential catalyst projects and accomplishment of specific due diligence tasks, implementing key portions of the *Envision Garland* Plan and Economic Development Strategy. More specifically, the planning process will foster the collaboration of public and private stakeholders in the transformation of this catalyst area.

The redevelopment plan will address land use, urban form and design, infrastructure, access and circulation, sustainability and housing. It will include a regulatory document to govern redevelopment of the overall catalyst area according to established goals and objectives. The plan will also identify development projects and specific implementation strategies for each of the three targeted investment areas and will outline the necessary steps to implement and market such catalyst projects. In addition, it is expected that the plan will provide a model for creation and implementation of similar redevelopment strategies in other catalyst areas of the city. Completion of the Forest Jupiter Transit Oriented Redevelopment Plan is expected in 2012.

A3-2



# Appendix 4

## Summary of Related Strategies

## RELATED STRATEGIES

*Envision Garland* is intended to provide general direction, vision, goals, and citywide policies to address the needs and desires of the community over the coming decades. However, the policies within the plan are only a starting point for creating the desired change and implementing the changes needed to achieve those goals. To provide the detailed analysis and further develop the action steps needed to implement *Envision Garland*, more detailed strategies can be developed.

Two strategies that are integral to the success of *Envision Garland* are the proposed Economic Development Strategy and the Strategy for Vital Neighborhoods. These strategies address the complex issues facing the city's economic future and future livability of its neighborhoods. They are developed to address more specific conditions, situations, and needs of the community as they relate to the key policy topics. These strategies are intended to build a bridge, connecting the citywide comprehensive plan to specific implementation steps to achieving the community's goals.

Strategies, like those described below, are tools for further developing the concepts and policies set forth in *Envision Garland*. The City of Garland may develop additional strategies to address key elements of the community's future and *Envision Garland* implementation.

### Economic Development Strategy

The draft Economic Development Strategy is the first step in the development of an integrated approach which can succeed in attracting new investment and reinvestment to a community. What follows is a summary of the Strategy, a document that compliments the *Envision Garland* Comprehensive Plan. The *Envision Garland* Comprehensive Plan establishes the policy framework to achieve sustainable future development and redevelopment over the next 20 years. The Garland Economic Development Strategy will provide the "road map" for ensuring that the City utilizes its land use resources, both vacant and otherwise, to strengthen and propel Garland's economy over the near-, mid- and long-term.

The cornerstone of the Strategy is the readiness of the City and its public and private partners to direct scarce resources geographically, while at the same time, implementing policies and programs that benefit the entire community. The Strategy will put in place the platform for doing so at three levels of geography: the city as a whole, Catalyst Area, Targeted Investment Area, and specific catalyst projects. Thus the main focus of the Strategy details the following:

- The policy framework for city-wide and area specific geographies
- A summary of potential development opportunities, including expected timing
- The market and development potential of prototype projects, and,
- A series of potential implementation strategies designed to "ready each area for investment"

The Catalyst Area/Targeted Investment Area Summaries represent the first step by the City in engaging the private sector to encourage investment and reinvestment in the community. The target audiences for these Summaries are real estate developers and investors, both local and regional, who may be looking for investment opportunities in Garland. As such, the information contained in the Summaries must address a level of initial due diligence that will better inform their decision to invest. By summarizing market and economic data in an abbreviated, user-friendly format, the City is sending the following "messages" to the private sector:

Ensuring long-term implementation of the Strategy, a time period spanning changes in City Administration and City Council, requires that leadership adopt and institutionalize a new philosophy towards public-private real estate partnerships. The proposed Strategy outlines the components of such a philosophy. From this foundation, the Strategy will provide a detailed strategic action plan over its 10 year planning horizon. Most importantly, the Strategy will outline the critical first steps.

## Strategy for Vital Neighborhoods

The Strategy for Vital Neighborhoods was born in 2007 as a citywide initiative to address the issues facing Garland's neighborhoods. The strategy aims to bring a comprehensive approach to assessing the condition of the community's neighborhoods and address the internal and external forces that play a role in how current residents, community stakeholders, and the City of Garland can play in the health of the many neighborhoods across the city.

At the core of the Strategy is the Neighborhood Philosophy:

***Recognizing a strength of Garland is the character of its neighborhoods, we will work in partnership with neighborhood stakeholders and community resources to build a stronger community and keep Garland an excellent place to live, work, play, and invest.***

The philosophy identifies neighborhoods as one of the defining elements of Garland and the relationship between neighborhood quality and the overall quality of the city. The philosophy embraces building partnerships to build stronger neighborhoods. By creating and sustaining partnerships with City of Garland departments, neighborhood organizations, businesses, non-profit organizations, educational institutions, and others, the effort to stabilize and improve neighborhoods will be shared among many and success multiplied.

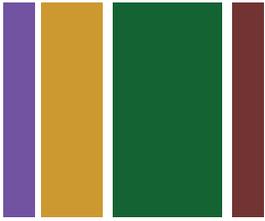
The philosophy also speaks to the choices individuals, families and businesses have when selecting where to reside, work, and locate. Having confidence Garland will remain a community with rising property values, increases the likelihood of continued and growing investment. When it comes to neighborhoods, the perception of whether a neighborhood is improving, stable, or declining guides whether or not a person or family chooses to buy or rent a home there. The Strategy sets out to stabilize and improve all of Garland's neighborhoods and encourage investment by homeowners and businesses.

The Strategy for Vital Neighborhoods has been the catalyst for a variety of projects, some internal to the City of Garland and others intended to engage the public, including Neighborhood Program Area Plans, the Garland Neighborhood Management Academy (GNMA), and various resource documents to aid residents and other community stakeholders in the management of their neighborhoods.

The Strategy for Vital Neighborhoods will continue to grow and evolve as the needs of Garland's neighborhoods change. The vision and direction identified in the *Envision Garland* comprehensive plan will be implemented through the actions identified through the Strategy for Vital Neighborhoods and its initiatives.

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# Appendix 5

## Summary of Other Plans

## Budget and Finance

The Capital Improvement Program is at the heart of implementing *Envision Garland*. It is a short-term tool used to plan and implement the major investments that will enable specific economic development initiatives, neighborhood revitalization projects, transportation enhancements, and other significant improvements to meet the goals expressed in the comprehensive plan. The CIP enables the City of Garland to comprehensively identify, prioritize, and plan for capital investments in a financially responsible way. It is developed annually through an interdepartmental process that facilitates a comprehensive consideration of the major issues outlined in *Envision Garland* and adopted through a public process. The Capital Improvement Program is an important financial and planning tool that provides a citywide process for decision-making and priority-setting for City leadership, management, and staff; and it expresses these priorities and near-term capital investments to Garland's residents, business owners, and other potential investors.

The Capital Budget is the first year component of the Capital Improvement Program and includes a listing of projects to be undertaken in that fiscal year. It also includes the anticipated cash outlays for the same time period and identifies the specific sources of financing that will be used to fund each project. The Capital Budget also identifies the total amount of debt, by types, required to fund the current year's expenditures together with the estimated tax rate and utility rate impact of the additional debt issuance.

In adopting the Capital Budget, the City Council appropriates funding for the estimated expenditures related to the upcoming fiscal year while approving, in concept, the plan for future years. The Capital Budget differs from the Operating Budget, however, in that a project's appropriated funding does not expire at the end of each fiscal year but rather carries over from year to year until the project is completed.

It is important to note that once a project is approved, the entire project – not just the first year's portion – may be bid out and awarded. For projects that span multiple years, this may, in effect, create a future obligation to issue additional debt to complete the project. For this and other reasons, the CIP must be viewed from a multi-year perspective.

While a separate document, the CIP is linked to the Operating Budget in that many projects, once completed, will have ongoing costs for staffing and maintenance. These ongoing expenditures are budgeted through the City's Annual Operating Budget. Each proposed project submitted in the CIP must identify these ongoing expenditures. In addition, the principal and interest payments resulting from the debt issued to finance CIP projects are provided for in the Annual Operating Budget.

The Capital Budget's fiscal year is the calendar year. This differs from the fiscal year for the Operating Budget which is from October 1st of one year to September 30th of the next.

### 2011 Capital Improvements Program (CIP)

The City of Garland prepares a Capital Improvement Program (CIP) each year that is in addition to its Annual Operating Budget. The CIP is a listing of planned capital projects for the upcoming five-year period together with the expected costs and the anticipated methods of financing. The CIP typically includes the construction of infrastructure and municipal facilities as well as the acquisition of large or specialized equipment. To be included in the CIP, expenditures must meet all of the following general criteria:

1. Qualify as capital under the City's current capitalization policy.
2. Have a useful life of not less than five years.
3. Exceed \$25,000.

Additional criteria and guidance is provided in the City's CIP Directive.

A5-2

### **CIP Funding**

Funding for the CIP comes from several sources including (1) debt issuance, (2) transfers from the Operating Budget, (3) grants and other outside contributions, and (4) interest earnings. By far, however, the primary source of funding for CIP projects is debt issuance.

Annual funding for the CIP is based on projected capital expenditures for the plan year for both new and existing projects. Debt is issued only in amounts necessary to provide funding for the upcoming year, rather than being issued up front for the entire amounts of the approved projects. This practice allows for debt issuance, and the resulting debt service, to be kept at a minimum.

### **Land Use Regulations and Development Standards**

Land use regulations and development standards are among the most effective tools that the City of Garland has to create the neighborhoods, activity centers, and employment districts that *Envision Garland* describes. The future land use map is a guide for the community's land use patterns, but it is the use of zoning that implements this desired pattern, determining what uses are appropriate in various areas and in conjunction or proximity to each other. Development standards can be crafted to affect the form, function, and "placemaking" elements that are described through *Envision Garland's* development types.

Zoning and development standards codify the community's vision and preferred development patterns. These land use regulations give the City of Garland the regulatory authority and a useful tool to evaluate development proposals. Developers, homeowners, and investors can look to Garland's zoning and standards to see the type of places the community desires and the standards that they find acceptable.

### **Garland Unified Development Code (2012)**

The City of Garland is completing preparation of its first Unified Development Code (UDC). The UDC project is

examining, evaluating and restructuring all of the City's development regulations in order to create a cohesive ordinance with the following objectives: coordination of development regulations and standards; provision of a user-friendly format; simplification of the development process; incorporation of innovative planning principles; and legally sound and just regulation. The UDC will set forth all of the City's zoning, subdivision, and site development standards as well as the associated processes and procedures.

The UDC is critical to successful implementation of the recommendations and concepts outlined in the *Envision Garland Plan*. As "build-out" is approached and existing development ages, regulatory mechanisms must foster the redevelopment, infill and revitalization described throughout the Plan. The building blocks and development types set forth in the Plan require consideration of new regulatory approaches reflecting form-based, mixed use, transit-oriented and New Urbanist design concepts. The UDC will be the City's primary tool for implementing its transformation from a low density, aging first ring suburb to the unique destination described by the Vision for 2030. Adoption of the Unified Development Code is expected in 2012.

### **Housing and Community Development**

The City of Garland receives Federal funds through a variety of programs, as described above, and careful and efficient use of these funds can be used to implement *Envision Garland*. The Consolidated Plan is a tool to plan for and express the City's priorities and programs aimed at providing housing options and services to a notable portion of Garland's resident base, and funding community development projects throughout Garland's neighborhoods.

The plan is reviewed, evaluated, and updated every five years through a public process that allows City leadership, management, and staff to address the changing needs and opportunities within the community. The Consolidated Plan document itself is a tool for expressing housing and community development priorities and implementing various investments and programs.

### Consolidated Plan (2010)

Beginning in fiscal year 1995, the U.S. Department of Housing and Urban Development (HUD) required local communities and states to prepare a Consolidated Plan in order to receive federal housing and community development funding. The Plan consolidates into a single document the previously separate planning and application requirements for Community Development Block Grants (CDBG), Emergency Shelter Grants (ESG), the HOME Investment Partnerships Program, Housing Opportunities for People with AIDS (HOPWA) funding and the Comprehensive Housing and Affordability Strategy (CHAS). Consolidated plans are required to be prepared every three to five years; updates are required annually.

The purpose of the Consolidated Plan is:

1. To identify a city's or state's housing and community development (including neighborhood and economic development) needs, priorities, goals and strategies; and
2. To stipulate how funds will be allocated to housing and community development activities

The City of Garland is a participating jurisdiction and receives entitlement grants from the Department of Housing & Urban Development. The City is a recipient of CDBG, HOME, and ESG funding. These resources will enable the City to achieve the objectives outlined in the Consolidated Plan. In addition to the Consolidated Plan, HUD requires that cities and states receiving CDBG funding take actions to affirmatively further fair housing choice. Cities and states set priorities by completing an Analysis of Impediments to Fair Housing Choice (AI) every three to five years.

The 2010-2014 Consolidated Plan identifies community development needs through public input, stakeholder meetings, and the Department of Housing & Urban Development's housing and community development survey. The following needs were identified as priorities within the Plan:

### *Decent Housing Needs and Priorities*

- Home rehabilitation
- First-time homebuyer assistance
- Senior housing and services
- Housing and services for persons with disabilities
- Temporary housing/homeowner assistance

### *Suitable Living Environment Needs and Priorities*

- Public services
- Neighborhood revitalization
- Infrastructure
- Public facilities

### *Economic Opportunity Needs and Priorities*

- Job creation/retention
- Employment training
- Start up business assistance and small business loans

### **Transportation**

Garland's transportation network is inextricably linked to the community's development pattern and economic vitality. Moving residents, customers, and commercial goods from location to location is essential to the city's economic health and contributes greatly to the overall livability and desirability of Garland. Even in a community that has nearly achieved "build out", the Major Thoroughfare Plan is an important tool in planning the major roadway system, ensuring that it meets current and future capacity and design considerations. As development patterns evolve and redevelopment projects are planned and implemented, the thoroughfare network will be reevaluated to complement and support these changes. The Plan is an important tool in illustrating the connections and capacity that is essential to investors planning major redevelopment projects, business owners planning to expand or relocate to Garland, and residents who want to understand how the roadway system will affect their neighborhoods. The Major Thoroughfare Plan begins to define the operation and character of various roadways and is a cornerstone of the city's overall transportation plan.

A5-4

## Major Thoroughfare Plan (1998)

The City of Garland's Major Thoroughfare Plan is a master plan for the major roadways within the community. The plan identifies freeways, major arterials, and other significant roadways by location and typology. Existing thoroughfares are designated by type on the map. A number of planned thoroughfares are also illustrated on the map, including the Eastern Extension of the President George Bush Turnpike, the extension of Naaman Forest Boulevard, the Country Club Road realignment, the Saturn Road realignment, the Brand Road extension, and an extension of Rosehill Road. These planned thoroughfares are part of the City of Garland's long-term plans; implementation and timing of these projects will depend on a variety of factors.

The plan provides a series of nine typical roadway configurations and cross-sections, for roads ranging from neighborhood streets to major thoroughfares and freeways. These cross-sections provide standards for minimum right-of-way dimensions, with typical dimensions for the parkway, median, and drive lanes of each roadway type.



Jay Aboni  
City of Garland  
Engineering Department

*President George Bush Turnpike*

## Parks and Recreation

Parks and recreation is an important contributor to the quality of life within Garland. Public and semi-public parkland and recreational facilities and services are not only an enjoyable and valuable amenity to Garland residents, but they can be a draw to visitors from across the region and businesses looking for a location for their operations and employees.

The City owns and operates a variety of recreational facilities and properties, and provides an array of services to the residents of Garland. Demand for facilities and services changes, however, so periodic reevaluation of these elements is essential. The land use types described in *Envision Garland* provide opportunities and demand for new or additional parks and recreation facilities. Meeting this demand will be achieved through continued small area planning, utilization of development codes and guidelines, and implementation of public improvement projects that integrate parks and recreational amenities into the vital neighborhoods and activity centers as they are described in the community's vision.

## Parks Development Guidelines (Update 2011)

This document provides a plan for the growth and development of the park and recreation system in Garland. Park planning has always been an integral part of the municipal planning process in Garland. The Recreation and Cultural Services Department (RCSD) has relied on the Development Guidelines for Parks and Recreation 1996 to 2005 for guidance in park land acquisition and facility development for the last 14 years. Any parks and recreation system is in a dynamic state. With the health-conscious attitudes of people in today's society, park and recreation departments have been challenged to provide programs and facilities serving a wider range of age groups and non-traditional recreational facilities. In order to meet future parks and recreation demand, a series of goals and objectives enables the City to meet the needs of the people.

The City has prepared the following goals to improve and enhance the parks and recreation system for its citizens:

**Goal 1: Provide passive and active recreational opportunities for all citizens.**

*Objectives:*

- Increase quality recreational opportunities for Garland citizens.
- Provide year-round recreational opportunities.
- Offer a wide variety of facilities, programs, and park areas to meet the recreational needs of a diverse population with various levels of ability and skill.
- Provide a suitable geographic distribution of parks and recreational facilities.
- Plan for the future replacement/renovation of park and recreational infrastructure in order to preserve or enhance existing recreational opportunities.
- Encourage cooperation with school districts and other agencies, as well as community organizations, to provide cost-effective services and optimize benefits to citizens.

**Goal 2: Enhance the quality of life in Garland.**

*Objectives:*

- Develop a wide range of “green” areas throughout the City - from landscaped medians of major thoroughfares to parks and greenbelts of several hundred acres in size.
- Acquire land to adequately provide for future parks and recreational facilities.
- Provide a sense of personal safety in parks and recreational facilities.
- Provide open space to help maintain air and water quality, to act as buffers and visual screens, and as activity centers.
- Enhance access to the greenbelts and major creek corridors by developing a continuous trail system.
- Enhance recreational opportunities along Lake Ray Hubbard.

**Goal 3: Preserve and conserve Garland’s natural areas, greenbelts and open space for the enjoyment and environmental education of current and future citizens.**

*Objectives:*

- Develop a system of greenbelts along the major creek corridors.
- Incorporate significant natural areas into the park system - woodlands, prairies, wildlife habitat, and riparian environments.
- Provide opportunities to enjoy nature by cooperatively developing visitors’ centers, outdoor learning areas, and interpretative trails.

**Public Utilities**

Major utility improvements and operation expenditures, like those related to Garland’s water and wastewater system, are significant items within the City’s budget. Careful long-term planning of these major capital improvements is essential to serving current and future developments. As these land use patterns change, so do wastewater utility needs and system capacity.

A5-6



*Harris Hollabaugh Recreation Center*

*Envision Garland* sets forth a new land use plan that begins to redefine parts of the community. Planning for water and wastewater systems to meet this new land use plan is essential to the success of *Envision Garland* implementation and continued high-quality utility services.

The availability of utilities plays a role in redevelopment of properties throughout the community. A site must have proper utility services, including wastewater services, in order to handle new residential, retail, office, or commercial uses. In some infill or redevelopment cases, the site or area may not be served with adequate services for the intended land use and improvements to the system are required. The water and wastewater utility plans are tools for anticipating these costly public improvements and guiding annual expenditures and capital improvements planning to enhance the system so that it can adequately meet future demand.

### Wastewater Management Plan (2003)

The plan studies the wastewater system for the City of Garland, provides analysis of the existing system, and outlines recommendations to improve the system to meet future needs. To develop the plan, a series of tasks were performed, including an inventory of existing facilities, flow and rainfall analysis, and an evaluation of the system capacity.

The analysis provided details about the scope and size of the system and its service area. In 2001, the wastewater collection system consisted of 979 miles of sanitary sewer, 14,996 nodes, and 13 lift stations. The population and developed acres estimates were updated to reflect growth in the community and the additional capacity needs of that growth.

The plan collected and analyzed flow and infiltration rates for the major watersheds and identified potential capacity shortcomings within the system. Modeling was performed to evaluate system performance under various conditions, including dry weather flows and peak wet weather events. To meet the demands of these conditions, specific system improvements were

recommended.

The Plan provides a series of recommendations in response to the capacity analysis. The recommendations fell into two main categories: the Capital Improvements Plan (CIP) and the wastewater management plan. The CIP recommendations were aimed at identifying and addressing current and future design needs for the system, including relief sewers, lift stations/force mains, and siphons. The management plan addressed measures to ensure that the system is properly maintained, including the implementation of a Capacity, Management, Operation, and Maintenance (CMOM) Program and additional system testing. Details and cost estimates for the recommendations are provided in the plan.

Many of the priority projects recommended by this plan have been completed. Of those that have not been completed, some are in design and some are still listed as future projects. Those projects are listed below, with their status, and an indication if each project is located within or may affect one of the seven catalyst areas.

A5-7



*Rowlett Creek Wastewater Treatment Plant*

**A5-8**

	<b>Project Description</b>	<b>Status</b>	<b>Catalyst Area?</b>
1.	D06 – Construction of replacement sewer to serve industrial uses <i>Location:</i> Southwest Industrial District / Jupiter Rd & Wood St area	In design	No
2.	D11 – Construction of replacement relief sewer to serve residential customers <i>Location:</i> south of IH-30 catalyst area / Lyons Rd area	In design	No
3.	R05 – Construction of replacement sewer to serve residential customers <i>Location:</i> SH-190 catalyst area / Ranger St & Naaman Forest Blvd area	In design	Yes
4.	D10 - Construction of a parallel relief sewer and replacement sewer to serve residential customers <i>Location:</i> south of IH-30 / Guthrie Rd & Lyons Rd area	In design	No
5.	D04 – New replacement sewer to fix overflow problems for residential customers <i>Location:</i> Forest Jupiter Walnut catalyst area / Yale St & Walnut St and Walnut St & International Dr	Future	Yes
6.	R04 – Parallel relief sewer to serve residential customers <i>Location:</i> Wagon Wheel Rd & Belt Line Rd & Apollo Rd	Future	No
7.	R03 – Parallel relief sewer to serve residential customers <i>Location:</i> north central Garland / Sword Dr & Herald Dr & North Garland Ave	Future	No
8.	D09.1 – New replacement sewer for residential customers <i>Location:</i> South Broadway area / Broadway & Gatewood & Oates	Future	No
9.	R02 – New replacement sewer to meet residential capacity <i>Location:</i> SH-190 catalyst area / Campbell Rd & SH 190, Shiloh Rd & Mapleridge Dr	Future	Yes
10.	D09.2 – New replacement sewer to serve residential customers <i>Location:</i> South Broadway area / Tacoma RD & Rowlett Rd	Future	No
11.	D09.3 – Replacement sewer to serve residential customers <i>Location:</i> Southeast Garland, potentially IH-30 catalyst area / Rowlett Road & IH-30 areas	Future	Yes
12.	D01 – Parallel relief sewer to serve residential customers and receive flow from City of Richardson lines <i>Location:</i> northwest Garland / Belt Line Rd & Buckingham Rd along Richardson border	Future	No
13.	R10 – Parallel relief sewer to serve customers in east Garland and in the City of Rowlett <i>Location:</i> Miles/Bunker Hill Rd to Centerville Rd & Rowlett Creek WWTP	Future	No
14.	D02 – Parallel relief sewer to serve residential customers <i>Location:</i> west Garland / Buckingham Rd & Shiloh Rd	Future	No
15.	R07.2 – Parallel relief sewer and upgrade siphon barrel to serve residential customers <i>Location:</i> potentially in the SH-190 catalyst area / Muirfield Rd & Brand Rd to Ben Davis Rd	Future	Yes

	<b>Project Description</b>	<b>Status</b>	<b>Catalyst Area?</b>
16.	D12.2 – Parallel relief sewer and new sewer line to serve residential customers in far south Garland and receive flow from City of Dallas lines <i>Location:</i> south Garland / La Prada & IH-635	Future	No
17.	R08 – Parallel relief sewer to serve residential customers <i>Location:</i> SH-190 catalyst area / Ben Davis Rd & Hwy 78 to Miles Rd & Bunker Hill Rd	Future	Yes
18.	D10.1 – Replacement relief sewer to serve residential customers, potentially upgrades to additional sewer lines along Zion Rd <i>Location:</i> IH-30 catalyst area / Roan Rd & IH-30 & Lyons Rd	Future	Yes
19.	R07.1 – Replacement sewer to serve residential customers <i>Location:</i> SH-190 catalyst area / Holford Rd & Big Spring Rd to North Garland Ave & Birksdale Dr	Future	Yes
20.	D09.1A – Abandon lift station and build new gravity sewer line <i>Location:</i> south Garland	Future	No

**Water System Master Plan (2005)**

In 2005, the City of Garland initiated a Water System Master Plan to address capacity needs from that date through build out of the water system. The plan used a model to analyze current capacity and functions of the pumping, storage, and distribution system and anticipate needs to complete the system for future capacity needs. The analysis of the system considered future capacity and operation in anticipation of population and commercial growth and continued development of the city. Projected water demand is anticipated to grow by nearly 14 percent, from an average day demand of 39.51 MGD in 2005 to 44.98 MGD at build out. Peak hour demand is anticipated to grow by that same ratio, from 127.42 MGD to 145.06 over that same period.

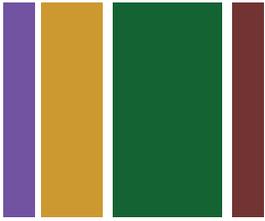
The Master Plan identifies necessary improvements and recommends key projects to be included in future Capital Improvement Programs. The plan addresses water system facilities, including several renewal projects including the rehabilitation of the Broadway Pump Station and Northside Pump Station with new systems to maximize operation. Transmission and storage capacity are addressed through specific recommendations to improve those functions. It also identifies operational improvements to the system to maximize function of the existing system and facilities.

The plan recommends six priority projects. To date, three of those projects have been completed: the (1) rehabilitation of the Broadway Pump Station, the (2) construction of the 2.5 MB Elevated tank, and the (3) recommended increases in transmission capacity between the northern and southern portions of the lower pressure plane.

The three remaining projects include:

A5-10

	<b>Project Description</b>	<b>Status</b>	<b>Catalyst Area?</b>
1.	Construction of Broadway West Pump Station (renamed "West Pressure Plane Improvements") <i>Location:</i> south Garland, possibly including the Broadway-Centerville catalyst area and South Garland Avenue catalyst area	In design; start construction late 2011/ early 2012	Yes
2.	Increase Transmission Capacity to I-30 Corridor <i>Location:</i> IH-30 catalyst area	Start design in 2011, if approved in CIP	Yes
3.	Increase Transmission Capacity near George Bush Turnpike <i>Location:</i> SH-190 catalyst area	Start design in 2012, if approved in CIP	Yes



# Appendix 6

## Glossary and Acronyms Guide

## GLOSSARY AND ACRONYMS

### A

**Activity Centers** - Building Block; mix of uses, primarily retail, personal services, entertainment, open space, and employment; but could also include a residential component. Activity Centers focus redevelopment in specific areas and introduces new development patterns across the city (compact, walkable areas).

### B

**Brownfield** - Abandoned, idled, or under-used industrial and commercial facilities where expansion or redevelopment is complicated by environmental contamination.

**Building Blocks** – The framework used to illustrate the vision statement in terms of the Future Land Use Map; each Building Block (Vital Neighborhoods, Activity Centers, Employment Centers, and Parks & Open Space) incorporates the six plan elements and vision statement to express the City’s approach for evolving the physical environment into the community envisioned.

**Business Center (BC)** – Development Type within Employment Center Building Block; cluster of business and/or professional endeavors whose development and operations result in minimal negative impacts to adjacent Development Types; architectural character, scale, and intensity is compatible with adjacent Development Type.

### C

**Capital Improvement Program (CIP)** – The community’s present and near-future financial plan, consisting of projects that involve the construction of infrastructure and major facilities and the acquisition of large equipment. The CIP is adopted by the City Council on a calendar-year basis, details expected resources and planned expenditures over a five-year period, lists projects for each capital improvement fund, and provides descriptions of projects, construction scheduling, and maps. (City of Garland).

**Catalyst Area** – Unit of geography that offers or has the potential of offering a concentration of jobs, housing units, commercial uses, public spaces, public transportation, and pedestrian activity at key activity centers within the area.

**Community Center (CC)** – Development Type within Activity Center Building Block; area with compact development and primarily non-residential activity serving a collection of neighborhoods; consists of a mix of uses, including retail, services, amenities, and employment

**Community Character** – The image of a community or area as defined by such factors as its built environment, natural features and open space elements, types of housing, architectural style, infrastructure, and the type and quality of public facilities and services.

**Community Design** – A blending of architecture, landscape architecture, and city planning in an effort to make an urban area comprehensive, functional, and aesthetic.

**Compact Neighborhood (CN)** – Development Type within Vital Neighborhood Building Block; continues single-family residential pattern; expands residence options with moderately increased density and housing variety.

**Complete Streets** – Roadways designed and operated to enable safe, attractive, and comfortable access and travel for all users, including but not limited to, motorists, cyclists, pedestrians, transit and school bus riders, movers of commercial goods, persons with disabilities, senior citizens, and emergency vehicle operators. Forms a comprehensive, integrated mobility network supporting sustainable and transit-oriented development and other complementing land use patterns; designed to minimize adverse environmental effects, such as drainage and stormwater runoff

**Convenience Retail** – A retail establishment offering for sale retail items generally necessary or desirable for everyday living, usually purchased at a

convenient nearby location.

## D

**Dallas Area Rapid Transit (DART)** – A regional transit agency that serves 13 member cities, including Garland. DART operates bus, rail, paratransit, vanpool, and other transit services.

**Development Types** – Identifies the range of future land use options available to achieve each of the three core Building Blocks. The Development Type identifies a primary land use and community character of the particular vicinity.

## E

**Employment Centers** – Building Block; represents high quality business-related environments that provide jobs in significant numbers and expands opportunities to diversify market offerings. Employment Centers may be developed as mixed-use.

## F

**First-ring Suburb** – A community built between the 1940s and 1970s in close proximity to a larger core city; these communities closest to the core city share common “themes” including limited area for expansion due to boundary restrictions, housing and infrastructure conditions, population and demographic changes, and economic development patterns.

## G

**Greenfield** – A property that lacks any constraints imposed by prior work or development.

**Greenfield Development** – Development on undeveloped parcels surrounded by partially developed areas or undeveloped areas.

**Green Building** – Practice of maximizing the efficiency with which buildings and their site use resources – energy, water, and materials – while minimizing building impacts on human health and the environment, throughout the complete building life cycle from siting, design, and construction to

operation, renovation, and reuse.

**Greyfield** – Older, economically obsolete development; commonly applied to shopping centers that are experiencing declining levels of occupancy or are vacant.

## H

## I

**Industry Center (IC)** – Development Type within Employment Center Building Block; cluster of trade and industry whose development and operations typically require substantial infrastructure and result in greater negative impacts to adjacent Development Types; may include supporting non-residential uses; architectural character, scale, and intensity is compatible with adjacent Development Type.

**Infill Development** – Development or redevelopment on land that has been bypassed, remained vacant, and/or is underused as a result of the continuing urban development process.

## J

## K

## L

## M

**Mixed-Use (MU)** – Development pattern consisting of diverse, but compatible land uses (retail, office/employment, residential, entertainment, lodging, and similar) integrated in relatively high density/intensity within a single building, or multiple buildings planned as a unified development. It is also designed to reduce auto dependence by providing a walkable environment and/or transit options.

## N

**Neighborhood Center (NC)** – Development Type within Activity Center Building Block; primarily non-residential area typically serving immediate neighborhood area; provides mix of retail, services

& amenities, including community gathering places; architectural character and scale in keeping with adjacent residential developments.

**Neighborhood Management** – The ability of a neighborhood residents to manage day-to-day concerns that arise, develop the social fabric to connect with neighbors and work together to implement programs and projects that positively impact the image and health of their neighborhood.

**North Central Texas Council of Governments (NCTCOG)** – NCTCOG is a voluntary regional organization whose mission is “to assist local governments in planning for common needs, cooperating for mutual benefit, and coordinating for sound regional development”.

## O

## P

**Parks & Open Space** – Building Block; offers a variety of public and private parks and open space for passive and active recreation, including informal gathering. Parks & Open Space incorporates natural and man-made environments into every day life to support a healthy sustainable community.

**Public Realm** – The public - semi-public (i.e. non-private) elements of urban life; often intentionally-designed spaces, including streets, walkways, plazas, parks, and other important civic spaces that support public life.

**Public / Private Partnership** – A contractual agreement between a public agency (federal, state or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

**Placemaking** - Approach to planning and design whereby new development and redevelopment builds on the character, strengths, and needs of a particular area, identifying it as a vibrant place - that contributes to the community's livability.

## Q

**Quality of Life** – The personal perception of the physical, economic, emotional, and social well-being that exists in the community.

## R

**Regional Center (RC)** – Development Type within Activity Center Building Block; area of intense activity that serves as a destination for residents and visitors; provides a mix of retail goods and services, entertainment, and employment, including residential uses.

**Retail Leakage** – The difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside of the area are said to be leaking.

**Retail Void** – The absence of a retail product or service within a particular area, such as a neighborhood or community. The presence of a retail void of a particular good or service means that consumers must travel to other places outside of the area in order to purchase that good or service.

## S

**Small-area Planning** – Any plan whose scope is a specific geographic subarea of the city, including but not limited to a neighborhood, group of neighborhoods, commercial district or corridor, or other subarea. Small area plans may serve as a guide for land use, zoning, transportation and infrastructure improvements, and are a primary tool for implementing and refining the Comprehensive Plan and the Future Land Use Map.

**Stakeholder** – An individual, group of individuals, or organization seen as having an interest in the community's success.

**Strategic Framework** – A structure articulating desirable characteristics to be used in making, on-going decisions

**Sustainability** – Meeting current social, economic, and environmental needs without compromising the ability of future generations to meet these needs.

## T

**Target Investment Area** – Activity centers that have the potential to anchor the Catalyst Area; located at key intersections and envisioned to become walkable villages; serve as the hub of live, work, shop, and play opportunities for the Catalyst Area.

**Traditional Neighborhood (TN)** – Development Type within Vital Neighborhood Building Block; typical single-family detached residences currently found throughout Garland; includes convenience goods and services built with architectural character and scale in keeping with adjacent residential developments.

**Transit-Oriented Center (TO)** – Development Type within Activity Center Building Block; area of intense activity and density including mixed-use developments with live-work-play-shop opportunities; provides maximum access to various mobility options.

**Transit-Oriented Development (TOD)** – Refers to residential and commercial centers designed to maximize access by/to transit and non-motorized transportation, along with other features to encourage transit ridership (such as mix of uses providing a live-work-shop-play environ, housing options, place-making principles, high quality urban design); typically includes a bus and/or rail station at its center, surrounded by relatively high-density development that lessens in density & intensity as it extends outward approximately ¼ to ½ mile.

## U

**Underutilized Properties** – One, or more of the following characteristics: areas providing opportunities for reinvestment, redevelopment, or reuse characterized by a) loss of retail, office, and/or industrial activity, use or employment; b) a predominance of deteriorated or abandoned structures; c) environmentally contaminated land; d) deterioration of public improvements such as streets or sidewalks; and e) any combination of factors that substantially impair economic growth.

**Urban Neighborhood (UN)** – Development Type within Vital Neighborhood Building Block; higher density residential development that may include vertical mixed-use; development integrated into land use, architectural character, and mobility

patterns within the vicinity.

**Unified Development Code (UDC)** – The combining of development regulations and procedures, including but not limited to zoning and subdivision codes, site and building design, and administrative and hearings procedures into a single cohesive set of laws.

## V

**Vital Neighborhoods** – Building Block; primarily residential neighborhoods, but could include other appropriate low intensity uses. Vital Neighborhoods provide for a range of housing options, incorporate interconnecting streets and sidewalks for mobility options, and promote access to neighborhood services and recreation.

## W

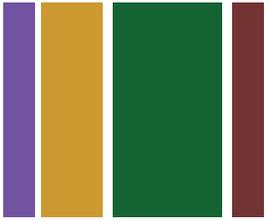
**Walkable** – Descriptive term meaning capable of or suitable for being walked; both in time and distance; it also refers to characteristics that enable or enhance one's ability to walk in an area. Distance and time are typically short (¼ - ½ mile, 5 - 10 minutes).

## X

## Y

## Z





# Appendix 7

## Adoption Ordinance

**ADOPTION ORDINANCE**

*To be included at which time the plan is adopted by City Council.*

A7-2





# City Council Item Summary Sheet

Work Session

Date: March 19, 2012

Agenda Item

March 20, 1012

## Consulting Agreement with Ray Schwertner

### Summary of Request/Problem

At the January 3, 2012 Executive Session, Council discussed the reassignment of Ray Schwertner, the Managing Director of Electric Utility, to a consulting basis. A draft of the proposed consulting agreement was considered by Council at the February 20, 2012 Work Session and scheduled for formal consideration at the February 21, 2012 Regular Meeting.

At the February 20 Work Session, Council discussed making revisions to the contract. The revised draft agreement was considered by Council at the February 21 Regular Meeting at which time several Council Members requested additional revisions be made and the item be postponed for approval.

The City Manager considered Council's requests and a draft agreement with additional revisions is provided for Council's review and consideration.

### Recommendation/Action Requested and Justification

Council discussion and approve by minute action the proposed consulting agreement with Ray Schwertner.

Submitted By:

Approved By:

**William E. Dollar**  
City Manager

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**- For Discussion Purposes Only -**

## **CONSULTATION SERVICES RETAINER AGREEMENT**

This Agreement is made and entered into between the City of Garland, Texas (“City”), and Vision Energy Consultants, Inc. (“Consultant”).

### **W I T N E S S E T H**

For and in consideration of the agreements contained herein, City and Consultant agree as follows:

**1. Retention of Consultant.** For the term of this Agreement, the City agrees to retain Consultant, and Consultant agrees to provide management consulting services for and in relation to the City’s interests in the electric industry and the operations of the City’s electric department (Garland Power & Light), as more particularly described in the scope of services attached hereto as Exhibit A. Consultant shall provide such services and those incident services diligently, to the best of its abilities, and in the promotion of the best interests of the City . While Consultant retains the right to direct, control, and supervise its employees, it is intended by the parties that Ray Schwertner shall be the primary provider of services by Consultant to the City and, to that end, Consultant shall require of Ray Schwertner that his full time and efforts be directed to the City in an amount not less than 2080 hours per calendar year. Consultant shall maintain its main office and perform its principal business in Austin, Texas. To the extent that Consultant intends to engage the services of Ray Schwertner to other work and not on behalf of the City, Consultant agrees to timely notify the City Manager prior to assigning Ray Schwertner to such other work, and the City Manager shall, with Consultant, make an equitable and appropriate decrease in the monthly fee set forth in Section 2(A). Consultant shall annually, and not later than sixty (60) days prior to the anniversary of the Effective Date, provides to the City Council a status and progress report acceptable to and approved by the City Manager.

**2. Compensation.**

(A) City shall pay Consultant for the services of Consultant a flat rate fee in the amount of \$30,200.00 per month. Consultant shall provide to the City Manager a monthly report of work, time expenditure, and expenses. Consultant may invoice the City on a bi-weekly basis for Consultant’s services and expenses, as more particularly described below.

(B) Consultant agrees to cover routine business expenses out of the compensation provided under this Agreement. City will pay or reimburse, as the case may be, documented, actual, necessary, and reasonable non-routine out-of-pocket expenses incurred by Consultant in performing services under this Agreement for the City. Non-routine expenses include long-distance telephone and long-distance fax charges, postage, outside copying charges,

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## **- For Discussion Purposes Only -**

travel/lodging expenses, and similar business-related expenses (other than usual office overhead, the cost of which is included in the fee specified in 2(A)). Such reimbursable expenses may not exceed \$1,000.00 per month without the prior written approval of the City Manager.

### **3. Records; Reports and Work Product; Billing.**

(A) Consultant shall produce, maintain, and keep records of all work done by Consultant on behalf of the City. Unless otherwise approved in writing by the City, payment of expenses incurred by Consultant shall be based upon actual expenses, without mark-up, and shall be supported by receipts, vouchers or other acceptable proof of payment. The City may review, during business hours and upon reasonable notice, all records kept and maintained by Consultant in relation to this Agreement. Consultant shall retain such records for a period of not less than three years following completion of the work performed or the date of payment or reimbursement of the expense incurred.

(B) Unless otherwise expressly agreed in writing, all reports and work product produced by Consultant for the City under this Agreement shall become the property of the City and for the use of the City only.

(C) Consultant may invoice City for services performed and expenses incurred no more frequently than every fifteen (15) days. Bills for Consultant's expenses are payable within fifteen (15) days of receipt by the City provided that Consultant has timely submitted the bill(s) for reimbursement or payment. An overdue payment that is not disputed by the City shall bear interest at the rate of one percent per month. The parties specifically agree that the terms of this Agreement supersede the applicability of the Prompt Payment Act. Interest on an overdue payment stops accruing on the date the City mails or electronically transmits payment.

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### **4. Status of Consultant; Indemnity.**

(A) Consultant acknowledges that Consultant is an independent contractor of the City and that neither the Consultant nor any of its employees or independent contractors is an employee, agent, borrowed servant, official or representative of the City. Consultant shall not represent, either expressly or through implication, that it or any of its employees, agents or independent contractors is an employee, agent, borrowed servant, official or representative of the City. Income taxes, self-employment taxes, social security taxes, workers compensation coverage or insurance and the like are the sole responsibility of the Consultant.

(B) Consultant acknowledges and agrees that, as an independent contractor, Consultant shall have no authority for:

- (1) The hiring, evaluation, assignment, scheduling, promotion, discipline, or termination of any City employee;
- (2) The supervision, direction, or control of work or work activities of City employees, or the determination of work methods or processes to be followed by City employees; or
- (3) The execution of any agreements on behalf of the City, or in any other manner binding or committing financial or other resources of the City without written authorization from the City Manager.

**(C) Consultant agrees to indemnify and hold the City, its agents, employees and representatives harmless from and against any loss, cost, damages or expenses (including attorney and expert witness fees) arising from or attributable to:**

- (1) The performance of Consultant, its agents, employees, servants, and representatives under this Agreement, whether attributable solely to Consultant or jointly to and between Consultant and others, including any party indemnified herein and including liability arising from strict or other non-fault based liability;**
- (2) Any tax, fee, penalty, assessment or other cost in any manner related to or associated with the services performed by Consultant agents, employees and representatives under this Agreement.**

**5. Term; Termination; Renewal.** Subject to the provision and budgeting of funds to be paid for the services of Consultant pursuant to this Agreement (it being intended that those funds

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## **- For Discussion Purposes Only -**

are to be paid from current revenues), this Agreement shall be effective for a term of three years following the Effective Date as set forth above the signatures of the party. During the initial term of this Agreement, the City may terminate this Agreement if Consultant fails or refuses to satisfactorily fulfill or perform any covenant, agreement or obligation of Consultant under this Agreement or if Consultant fails or refuses to devote sufficient time and effort to the work to be performed under this Agreement, and such failure or refusal continues without correction for a period of thirty (30) or more consecutive days following written notice by the City, which notice shall set forth with material specificity the nature of such failure. After the initial term, either party may terminate this Agreement at any time, at will and without cause, sixty (60) days after delivery of written notice of termination to the other party. In the event the City terminates this Agreement and Consultant is not in default or in breach of this Agreement, City agrees to pay Consultant for all services actually performed and for expenses actually incurred as of the day of termination provided that such services and expenses conform to the terms of this Agreement. After the initial term and not less than forty five (45) days prior to the anniversary date of this Agreement, Consultant may request in writing to the City Council a renewal of this Agreement for another one year term. Any renewal of this Agreement shall require the approval of the City Council.

**6. Notices.** Any notice required or desired to be given to either party hereto shall be deemed to be delivered: (i) on the date of delivery, if hand delivered; (ii) one (1) day after sending, if sent by overnight courier; or (iii) three (3) days after the same is posted in a U.S. mail receptacle, postage prepaid, to the address of the applicable party set out below such party's signature hereinbelow, if sent by mail. Either party hereto may change such party's address for notice to another address within the United States of America, but until written notice of such change is actually received by the other party, the last address of such party designated for notice shall remain such party's address for notice.

**7. No Assignment.** Neither party shall have the right to assign that party's interest in this Agreement without the prior written consent of the other party; provided that: (A) the City may assign this Agreement to a local government corporation created by the City; (B) no sale, transfer or exchange of stock by Consultant shall result in Ray Schwertner having less than a controlling interest in the owning entity or being less than a majority owner of the owning entity; and, (C) Ray Schwertner shall in any event retain primary responsibility for the performance of the services to be provided under this Agreement.

**8. Severability.** If any term or provision of this Agreement is held to be illegal, invalid or unenforceable, the legality, validity or enforceability of the remaining terms or provisions of this Agreement shall not be affected thereby, and in lieu of each such illegal, invalid or unenforceable term or provision, there shall be added automatically to this Agreement a legal,

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## **- For Discussion Purposes Only -**

valid or enforceable term or provision as similar as possible to the term or provision declared illegal, invalid or unenforceable.

**9. Waiver.** Either party shall have the right to waive any requirement contained in this Agreement, which is intended for the waiving party's benefit, but, except as otherwise provided herein, such waiver shall be effective only if in writing executed by the party for whose benefit such requirement is intended.

**10. Governing Law; Venue.** This Agreement and all of the transactions contemplated herein shall be governed by and construed in accordance with the laws of the State of Texas. This Agreement is performable in Dallas County, Texas, and exclusive venue for any action arising out of this Agreement shall be in Dallas County, Texas.

**11. Paragraph Headings; Construction.** The paragraph headings contained in this Agreement are for convenience only and shall in no way enlarge or limit the scope or meaning of the various and several paragraphs hereof. The parties acknowledge that they have read and participated in the preparation of this Agreement so that this Agreement shall not be construed either more or less strongly in favor of or against either party.

**12. Binding Effect.** Except as limited herein, the terms and provisions of this Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, devisees, personal and legal representatives, successors and assigns.

**13. Counterparts.** This Agreement has been executed in multiple counterparts, each of which shall be deemed an original, and all of which shall constitute but one and the same instrument.

**14. Relationship of Parties.** Nothing contained in this Agreement shall be deemed or construed by the parties hereto or by any third party to create the relationship of principal and agent or of partnership or of joint venture or of any association whatsoever between the parties, it being expressly understood and agreed that no provision contained in this Agreement nor any act or acts of the parties hereto shall be deemed to create any relationship between the parties other than the relationship of an independent contractor.

**15. Exhibits.** All exhibits attached hereto are incorporated herein by reference for all purposes wherever reference is made to the same provided that, to the extent of any conflict between the terms of this Agreement and the terms of any exhibit, the terms of this Agreement shall control.

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## **- For Discussion Purposes Only -**

**16. Non-Collusion.** Consultant represents and warrants that Consultant has not given, made, promised or paid, nor offered to give, make, promise or pay any gift, bonus, commission, money or other consideration to any person as an inducement to or in order to obtain the work to be provided to the City under this Agreement. Consultant further agrees that Consultant shall not accept any gift, bonus, commission, money, or other consideration from any person (other than from the City under this Agreement) for or arising from any of the services performed by Consultant under or related to this Agreement. If any such gift, bonus, commission, money, or other consideration is received by or offered to Consultant, Consultant shall immediately report that fact to the City and, at the sole option of the City, the City may elect to accept the consideration for itself or to take the value of such consideration as a credit against the compensation otherwise owing to Consultant under this Agreement.

**17. Confidentiality; Fiduciary Obligations.**

(A) Consultant acknowledges that, in the course of providing its services to the City under this Agreement, Consultant and its employees will be given highly-sensitive, proprietary, and competitive information (“Confidential Information”). Such Confidential Information includes all documents, software, reports, data, records, forms and other materials obtained by Consultant from the City in the course of performing the services (including, but not limited to, client records and information): (i) that have been marked as confidential; (ii) whose confidential nature has been made known by City to Consultant; or (iii) that due to their character and nature, a reasonable person under like circumstances would treat as confidential. Consultant shall not, without the express written consent of the City, disclose any such information to any third party or in any other manner that may compromise the interests of the City. Consultant shall retain all Confidential Information in the strictest confidence.

(B) Consultant is providing its services and is receiving compensation for those services in a fiduciary capacity under this Agreement. Therefore, Consultant agrees that it shall not use Confidential Information for any purpose other than in furtherance of the purposes described in this Agreement; that is, in furtherance of its professional obligations and services to the City. Neither Consultant nor any of its employees shall be engaged in any competitive or conflicting activity without the express written consent of the City Council nor shall Consultant or its employees accept any employment, enter into any agreement, or engage in any activity that could conflict with Consultant’s fiduciary obligations to the City. Consultant shall exercise extreme care to avoid conflicts, unintended or otherwise, which may arise in the future. Consultant shall disclose any other dealings that Consultant may have with others that in any manner relate to the activities, functions or operations of the City. Consultant agrees that during the initial three year term of this Agreement it will not hire, employ, retain or otherwise engage the services of any person who is, as of the Effective Date, an employee of the City.

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**- For Discussion Purposes Only -**

[Signature page follows]

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**- For Discussion Purposes Only -**

**EXECUTED** this \_\_\_\_ day of \_\_\_\_\_, 2012 (the “Effective Date”).

**CITY:**

**CONSULTANT:**

**CITY OF GARLAND, TEXAS**

**VISION ENERGY CONSULTANT, INC.**

\_\_\_\_\_  
William E. Dollar  
City Manager

\_\_\_\_\_  
Ray Schwertner  
President

**ADDRESS FOR NOTICE:**

**CITY**

**CONSULTANT**

City of Garland  
200 N. Fifth Street  
P. O. Box 469002  
Garland, Texas 75046-9002  
Attn: City Manager

Vision Energy Consultants, Inc.  
1214 Means Farm Road  
Garland, Texas 75044  
Attn: Ray Schwertner, President

With a copy to:

City Attorney  
200 N. Fifth St.  
P.O. Box 469002  
Garland, Texas 75046-9002