



Envisioning the Future of Our City Together





City of Irving COMPREHENSIVE PLAN

July 20, 2017
(with May 4, 2023 Future Land Use Updates)







ACKNOWLEDGEMENTS

The City of Irving would like to thank the many individuals who contributed to the creation of the Imagine Irving Comprehensive Plan. Dozens of residents and community leaders participated in this project and contributed to our understanding of the challenges and opportunities facing Irving. We are especially grateful to the leadership and staff of Fregonese Associates and their specialist partners who helped view the city through a new perspective. In particular, we wish to acknowledge:

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Introduction

The Vision for Irving establishes the framework of the Imagine Irving Comprehensive Plan. It describes the community's vision for the future and lays out the concepts for how Irving will grow and capitalize on its many assets, how it will adapt to changes, which areas should be preserved, and how the city will look and feel in the next thirty years. Imagine Irving has captured the ideas of thousands of Irving's residents who have big dreams for the community. Their input has been gathered in public workshops, in stakeholder interviews, and through public surveys.

Irving's location in the center of the fourth largest metro economy in the nation and the 12th largest metro area in the world places the city in a position to enjoy economic prosperity and a high quality of life. The city's proximity to Dallas-Fort Worth (DFW) International Airport ties Irving to the world's major commercial centers, and makes it very attractive to international businesses and investors.

While Irving residents and stakeholders agree that Irving's location is the city's greatest asset, they also understand the importance of the city's neighborhoods, its community spirit, and the cultural richness the diverse population brings to the city.

This document represents the voices of Irving's diverse population of residents and guides the creation of a comprehensive plan and implementation strategy that will position Irving as an international business hub with high-quality neighborhoods and services.

Vision for Irving answers the questions:

- » Where are we headed?
- » Where do we want to go?
- » How do we want the city to look and feel?
- » What are the key actions to get there?

City Profile

Irving is home to many popular regional destinations

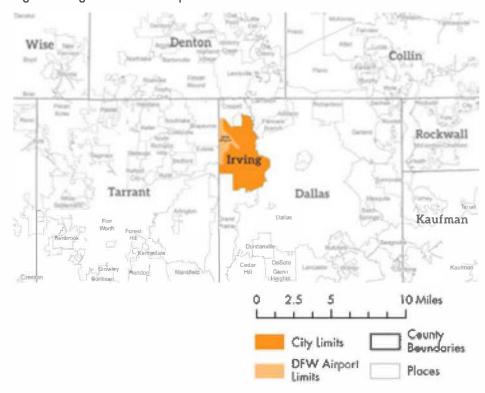
- » Heritage District, named the "Best Value" in the metro by Dallas Morning News²
- » Las Colinas Urban Center
- » DFW Airport
- » University of Dallas and North Lake College
- » Irving Mall
- » The Irving Convention Center at Las Colinas
- » Campión Trail, a riverside greenbelt trail with plans for regional expansion
- » Irving Arts Center
- » Texas Musicians Museum
- » Mercury Studios at Las Colinas

Regional Context

Irving's location at the center of the Dallas-Fort Worth Metroplex and adjacent to the DFW Airport is one of the city's greatest assets. Irving is surrounded by adjacent jurisdictions, with little or no area left to expand its physical boundary. The city borders the DFW Airport, and the cities of Dallas, Grand Prairie, Fort Worth, Farmers Branch, Carrollton, and Coppell.

DFW Airport covers 27 square miles and is the world's ninth busiest airport in passenger traffic, serving approximately 175,000 daily passengers in 2014. With 27 airlines, seven runways and 60,000 employees on the ground, DFW Airport serves 204 domestic and international destinations. From there, every major city in the United States can be reached within four hours.¹

Figure 1: Regional Context Map



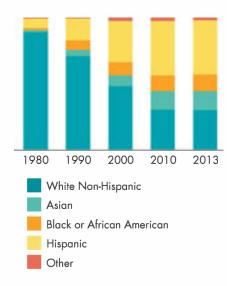


Demographics

The City of Irving is home to 232.413 residents³ and over 8,500 local and multinational companies operating in the city, including six Fortune 500 firms with world headquarters located in Irving.4 The city's workforce is incredibly diverse, and employers provide many entry level and professional opportunities, leading Business Insider to rank Irving first among the "20 best cities to live in your 20's" in the country.5

Irving's diversity reflects the city's global character, and in 2013 one of Irving's ZIP codes was identified as the most

Figure 2: Change in Diversity, 1980-2013

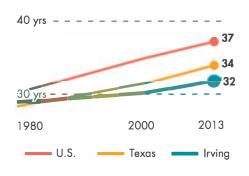


Source: Census Bureau, ACS 1980-2013

diverse in the country.6 Since 1980, Irving has seen a steady and substantial demographic shift with increasing racial and ethnic diversity. The Hispanic population has grown dramatically from 7 percent in 1980 to 41 percent in 2013, making Hispanics the largest ethnic/racial group in the city. The city also has growing Asian and African American populations.

Irving residents are remarkably young compared to rest of the state and the nation, with a median age of 32 years. Generationally, Millennials

Figure 3: Irving's Median Age Compared with Texas and the U.S. 1980-2013

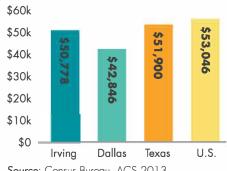


Source: Census Bureau, ACS 1980-2013

are the predominant group, comprising 33 percent of the city's population, followed closely by Generation X (29 percent), and Generation Z (23 percent). Baby boomers account for just 10 percent of the city's population.⁷

Incomes in the city are on par with the region as a whole, slightly lower than the national average, and substantially higher than the City of Dallas.

Figure 4: Median Household Income, 2013



Source: Census Bureau, ACS 2013

Figure 5: Change in Irving's Generations, 2000-2013

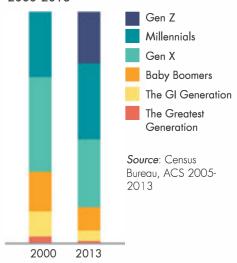


Figure 6: Irving Commute Shed, 2011

Cities where Irving Residents Work	% of Total
Dallas	28.1%
Irving	23.7%
Fort Worth	4.5%
Grapevine	3.7%
Arlington	3.3%
Plano	2.7%
Carrollton	2.7%
Farmers Branch	2.6%
Grand Prairie	2.4%
Richardson	1.8%
All other locations	24.4%

Source: Census Bureau, ACS 2011

Figure 7: Irving's Distribution of Employment by Industry (top 6)

1. Administrative and Support Services	14.7%
2. Professional Services	11.9%
3. Finance and Insurance	11.8%
4. Wholesale Trade	7%
5. Lodging, Restaurants and Bars	6.7%
6. Retail Trade	6.6%

Source: U.S. Census Bureau, ACS 2013

Workforce Profile

Irving is an economic engine within the Dallas-Fort Worth Metroplex, and has been one of the fastest growing cities following the 2008-09 recession.8 Thanks to its role as one of the most important business centers in the region, there is a large inflow of people commuting to Irving daily. Commuters to Irving make up 89% of the Irving's total workforce. (The remaining 11 percent live in Irving.) The industries drawing the highest numbers of these inbound commuters are finance and insurance (18,233 net inbound commuters); administrative/ support services (14,919); and professional, scientific and technical services (11,802). For Irving residents, 24 percent of workers find employment within city limits. The remaining 76 percent commute to other cities in the region and beyond. Perhaps as a result of the city's strong tech and professional services sector, a portion of these commuters travel in and out of Irving on a weekly basis instead of daily - either living in Irving and commuting elsewhere for the week, or living elsewhere and residing in Irving during the workweek.

Population and Household Projections

Irving is expected to grow substantially between now and 2040, adding around 28,000 new households and 72,500 new residents.

Figure 8: 2040 Regional Population and Household Forecast

	2013	2040	Growth	%
Irving Households	84,517	112,797	28,280	33%
Irving Population	229,000	301,541	72,541	32%

Sources: U.S. Census Bureau ACS 2013 estimate; NCTCOG 2040 forecast.



Irving's Current Housing Mix

The current mix of housing stock is nearly evenly split between multifamily buildings (52 percent) and single-family homes, townhomes, mobile homes and other types (48 percent). Rental housing demand is strong and will continue to remain high. When compared to neighboring cities, Irving has a much higher rental rate. Sixty-one percent of households are rental and 39 percent of households are homeowners. This rental-versus-owner ratio is higher than the metro area and the national average. As the city continues to grow and attract growth in mixed-use and transitoriented areas along Dallas Area Rapid Transit (DART) and Trinity Railway Express (TRE), the city's rental population will remain high. High-quality rental housing is a major asset to attract young talent drawn to Irving for employment.

Balanced Housing for Irving's Future

As the city continues to grow and new residents are attracted by the city's location, its quality neighborhoods and great job opportunities, the housing stock in Irving will adapt to meet changing needs and preferences. The city will increase the housing supply with a balanced mix of new singlefamily homes, townhomes, and new styles of mixed-use buildings. Redevelopment and infill will regenerate existing neighborhoods as older homes are gradually replaced or upgraded. In areas where new single-family sites are still available, additional houses will be built.

The City should embrace this opportunity to satisfy the market for single-family housing while consuming less land through an expanded variety of housing types such as cottage homes, clustered courtyard homes, livework units, and housing in multistory mixed-use buildings. About half of new housing units will be in mixed-use buildings that provide living units on upper floors and include non-residential uses on the ground floor, such as retail, small office, personal services, day care, grocery stores, and fitness centers.

The Vision

Guiding Principles provide a foundation for our Vision

A diverse group of community representatives serving on the Advisory Committee captured the hopes, dreams and aspirations for Irving's future in a set of guiding principles. Guiding principles provide a framework to use while developing the goals, strategies and actions in each chapter of the Imagine Irving Comprehensive Plan. Using guiding principles in this way ensures that the planning and implementation process remain consistent with the shared vision of Irving's residents.

Imagine Irving Vision

Irving has little vacant land remaining, limiting opportunities for large-scale, new development but conducive to reinvestment and renovation. While competing cities may feel constrained without a steady supply of greenspace to sprawl into, Irving residents, business leaders and stakeholders articulated a widerange of creative ideas on how Irving should look in the future. Input gathered from workshop participants, stakeholder meetings and focus groups centered on the importance of reinvesting in older areas of the city, including roadways and infrastructure; capitalizing on the city's locational advantages; and expanding health and educational opportunities.

While there were many other themes and ideas expressed, almost everyone agreed that Irving is at a pivotal point in the city's history. Forward-thinking decisions will play a crucial role in the city's future success and determine whether Irving becomes just another suburb in a large metroplex, or fulfills its potential as the most dynamic hub of a growing region.

Through the following narrative and the Imagine Irving Vision Map, this chapter presents the themes that surfaced throughout these community discussions. It describes how residents want to see their city in the future.

GUIDING PRINCIPLES FOR IMAGINE IRVING

Community

- » Irving is recongized nationally for its international accessibility, diversity of residents, and business- and developer-friendly environment.
- » Irving is a destination city.
- » Irving has opportunities to shop for basic needs in all parts of the city, including previously underserved areas of the city.
- » Irving supports beautification across all parts of the city.
- » Irving provides all residents with compelling reasons to remain in the city.
- » Irving provides access to highquality health opportunities and resources across the community.
- » Irving's high density urban areas support a variety of lifestyles with round-the-clock activity.

Equity and Opportunity

- » Irving has an excellent K-12 school system that attracts families to the city.
- » Irving has robust cultural centers that serve the city's diverse residents and visitors.
- » The city maintains facilities, services, and infrastructure throughout the city.
- » Irving's neighborhoods give residents access to quality housing, jobs, education and health care.
- » The city focuses on community engagement in government and other civic activities ensuring all segments of the population are heard and represented.

Transportation and Infrastructure

- » Irving's seamless transportation system includes multiple modes of transportation across the city, including buses, transit, pedestrian facilities and a robust bicycle system that includes onroad and off-road facilities.
- » Aging infrastructure is updated, including drainage, water and sewer lines, roads, sidewalks, intersections, and neighborhood lighting – ensuring quality service to existing users and capacity for future growth.
- » The city coordinates land use and transportation to minimize travel time and distances between daily destinations – allowing people to choose to live closer to work and services, live or work close to transit, and live in walkand bike-friendly areas.
- » Irving has walkable neighborhoods and commercial centers across the city.

Environment, Open Space and Parks

- » Irving maintains its existing parks, pools and trails, and provides new recreational facilities. Parks and open spaces are easily accessible to residents in every neighborhood.
- » The city implements sustainable policies and promotes development that reduces vehicle miles traveled, and water and energy consumption – contributing to cleaner air and water, and the preservation of natural resources.

Housing

- » Irving has safe neighborhoods with quality housing and schools and a variety of housing options for people working in the city.
- » Irving provides housing of different types and styles for people of all ages and incomes, including homes in singlefamily neighborhoods and neighborhoods with increased density for sustainability, livability, walkability, and cost-efficiency.
- » Redevelopment occurs in aging neighborhoods across the city, especially in areas with declining multifamily housing.

Economy

- » The city is growth-oriented, committed to the support and continuous improvement of existing businesses, infrastructure, amenities, and the workforce.
- » Irving is at the forefront of innovation and business development, supporting its industry-leading private sector employers and its forwardthinking community leaders.
- » Irving offers exceptional access to the regional, national, and world economies through its globally connected businesses and robust transportation network centered on DFW Airport.
- » Irving's educational system prepares its workforce to succeed in all segments of the economy and includes training for a wide range of job skills.

Our vision for Irving is a city with...

Centers, Corridors and Connections

Irving is known for its strong employment and residential centers including the Las Colinas Urban Center, Valley Ranch, and the former stadium area. The city has invested heavily to ensure rail access to the city's regional centers, and Irving will continue to expand its regional centers, corridors and connections by encouraging developments that promote connectivity, walkability, and services. Key regional centers will include the redeveloped former stadium area known as PUD #6. This 1000-acre development will provide a quarter of the new housing and employment projected for Irving over the next 30 years in an exciting, walkable, sustainable environment. The Las Colinas Urban Center will continue to mature, attracting new national and international business. Other areas such as the regional mall, Valley Ranch, and the Irving Heritage District will reinvent themselves as regional assets with walking, bicycling and transit amenities.







A Focus on International Development

Irving's globally connected location in the center of an economically robust region, its diverse population, and welcoming environment will continue to attract a wide range of international business interests to the city. Irving residents will take advantage of traveling overseas in just hours, while those living in other nations will recognize Irving as an ideal place to base their U.S. enterprises. National and international workers will continue to travel in and out of DFW Airport on a weekly basis. The city's global accessibility and growing cultural offerings will establish Irving's reputation for international talent in the Metroplex and beyond.

A large number of Irving's residents are multi-lingual, speaking English, Spanish, Korean, Vietnamese, Chinese, Gujarati, Urdu, Hindi, Arabic and many other languages. This talent pool will continue to attract international investment. and serve as a diverse workforce for employers. As Irving enhances its international business climate, the city will see growth in targeted industries, and increasing opportunities for Irving-based firms to expand internationally.

To accommodate the international business expansion, Irving will create amenities welcoming international travelers: directional signage, wayfinding, and cultural centers to make it easy to travel, acclimate. and integrate oneself into Irving's business community regardless of one's national origin. Irving will become known as a global city, rivaling the international districts of New York, Chicago, Los Angeles, London, Tokyo, Hong Kong and Dubai.





High-Quality Places to Live, Work and Play

Irving will emphasize creating neighborhoods, employment centers and retail corridors that provide high-quality infrastructure and amenities. The city will boast complete, walkable neighborhoods with easy access to services, transit, educational and medical facilities, shopping, and recreation and outdoor facilities. All neighborhoods will feel safe and welcoming to new and long-term residents.

Existing single-family neighborhoods are a critical asset that will be preserved and revitalized where needed, retaining desired neighborhood characteristics. Parks, schools, and places of worship will continue to be important community assets, and will be integrated into neighborhoods. Investment in biking and pedestrian routes, and improved neighborhood and school

design, will enable school-aged children to travel safely to school. Redevelopment of aging multifamily sites will allow the creation of multi-use areas that combine housing, office, retail and services in a more pedestrian-friendly setting. New infill development will provide a range of housing options such as cottage and courtyard homes, and will be designed to fit the character of nearby development while providing a wider range of housing choices.

As this growth and redevelopment occurs, the city will focus on improving all street connections and encouraging alternative transportation options by improving or building sidewalks and bike facilities. Transit centers will be located throughout the city, providing easy access to the entire region. New and existing mixed-use communities will support

walking, biking, and transit to accommodate residents in all stages of life. Areas such as the Heritage District will offer housing opportunities for people who are more interested in an urban, mixed-use and walkable environment. Major streets will be enhanced with sidewalks, bike lanes and better transit service to support a growing number of shops, restaurants and other amenities within walking distance of homes.

New and existing neighborhoods will benefit from innovations in local and district-wide energy systems that use geothermal, biomass, or other natural sources. Growth and development strategies that embrace sustainable practices will yield long-term financial benefits by lowering maintenance costs and reducing waste and disposal costs over the long term.







Nature and Sustainability Are Integrated into All Areas of Life

Residents expressed a strong desire for an interconnected green system throughout Irving. Green infrastructure, parks and trails will make the city more beautiful and enjoyable while also supporting a healthy outdoor lifestyle that Irving residents value. Preserving and enhancing Irving's green spaces and parks will protect the city's water quality and watersheds, promote energy efficiency, increase the urban tree canopy, and improve air quality.

The city's signature Campión Trail will connect to a regional network providing residents and visitors with the ability to use bicycles for long-distance travel and recreation. The Trinity River will continue to enhance adjacent development with views of beautiful riverbanks and natural areas and increase recreational opportunities for Irving residents.





A Strong Foundation of Health and Education

Education and good health are the foundation of community prosperity and economic success. Irving will encourage healthy lifestyles for families and an environment that is conducive to learning with essential elements including clean air and water, safe routes to schools, open spaces for recreation, access to healthy food choices, high-quality public libraries, cultural resources, and museums. Irving residents will continue to support thriving career-building educational opportunities provided by the University of Dallas, North Lake College, and vocational and technical training centers.

To build Irving's globally competitive future workforce, educational facilities will require a high level of support, coordination and investment from public and private partners. The City of Irving will collaborate with educational institutions at all levels, including Irving's independent public school districts, to plan and develop neighborhood improvements such as sidewalks, streets and crossings, and public transportation. Just as schools are engaged in planning residential and business development, planning for parks, libraries and recreational facilities is equally important.







Opportunities for Future Generations to Thrive

Irving residents take pride in their city being a place where young people can grow, get an excellent education, train, build a career, own or rent a home, raise a family, and enjoy plenty of entertainment options. Residents expressed a strong desire to continue this trend, and to provide future generations with the same opportunities for success in education, work and life that they enjoyed.

Irving's incredible pool of talented young people need to be engaged in the decision-making and leadership processes of civic and business life. Providing leadership and educational programs will help nurture and prepare these future leaders to guide Irving through the next century.

While colleges and entrylevel job offers attract young people, investments in quality of life enhancements, such as walkable communities and new entertainment venues, will both provide career growth opportunities, and help retain the next generation. Irving's emphasis on creating an international city where young people can start their careers, take chances, invest in their future, and meaningfully contribute to the community will encourage young people to make Irving their home.





Irving, Texas offers the comforts of home and provides a world of opportunity for entrepreneurial ventures, corporate success and cultural interaction. Our government and community leadership are committed to those qualities of life that make a home a home.

A Robust, Innovative Business Environment

As Irving grows into a global, economic hub it will be important to support local entrepreneurial businesses that foster innovation, creativity and community vitality. In addition to capitalizing on the city's

many locational advantages (both within the U.S. and its connectivity to global business destinations via DFW Airport), supporting sustained economic growth and competition also will require greater partnership between

the business community and educational institutions. Such collaboration will ensure that local workers are trained in the skills necessary to support business attraction, expansion, and reinvention.







Diverse Cultures to Celebrate and Build On

As a global crossroads, the City of Irving is home to the most diverse population in the Metroplex, with 34 percent of residents foreign born, and the population comprised of people of many different races and cultures. Workforce diversity is becoming increasingly important to businesses and especially to large corporations, and Irving is well positioned to capitalize on this trend because of the

population mix. Corporate leaders in Irving are ahead of this trend, and have long seen the wisdom of employing diverse populations, benefiting greatly from the variety of perspectives that different experiences can bring to the table.

In addition to the economic and intellectual asset created by varied backgrounds, the city's diversity also provides a breadth

of rich cultural experiences that will attract new innovative entrepreneurs and young workers to live and invest in Irving. Fascinating cultures and traditions can offer exciting entertainment, unique shopping opportunities and intriguing dining experiences that can add tremendous character to a walkable environment.





Vision Map

The Imagine Irving Vision Map is a starting point for developing the Imagine Irving Comprehensive Plan, and a guide for future decisionmaking and planning. It is a conceptual document only, with no force of law or regulatory function. Instead it provides ideas, direction and focus for crafting the city's land use, transportation, and open space plans. Ultimately, it guides the zoning ordinance and other programs required to implement them. The vision map shows the major building blocks that structure the city's continued growth and reinvestment.

Major Centers

Major centers are iconic Irving landmarks, districts and destinations that serve the entire region. The Heritage District, the Las Colinas Urban Center, PUD #6, the Irving Mall area, the DFW/Belt Line business district east of Beltline at the location of Abbott Labs and North Lake College, and MacArthur Crossing are all major centers of commerce, employment and activity.

Neighborhood Centers

Neighborhood centers are local-serving commercial areas that may include grocery stores, medical and professional offices, personal services, restaurants and cafes, entertainment and shopping.

Employment Centers

Distributed across the city, employment centers are areas of concentrated office and industrial uses. Some employment areas may have mixed-use housing as well. Irving is a major employment destination in the region and these employment centers drive the city's diverse economy.

Major Corridors

Major corridors, such as MacArthur, O'Connor, Belt Line and Story, serve as both destinations and travel routes. Unlike the city's many highways, these streets connect travelers to the land uses along them, and although not all corridors have high-quality sidewalks and pedestrian crossings, these features could be enhanced in the future. The mix of land uses and pedestrian environments along these corridors will vary based on the context.

Neighborhood Corridors

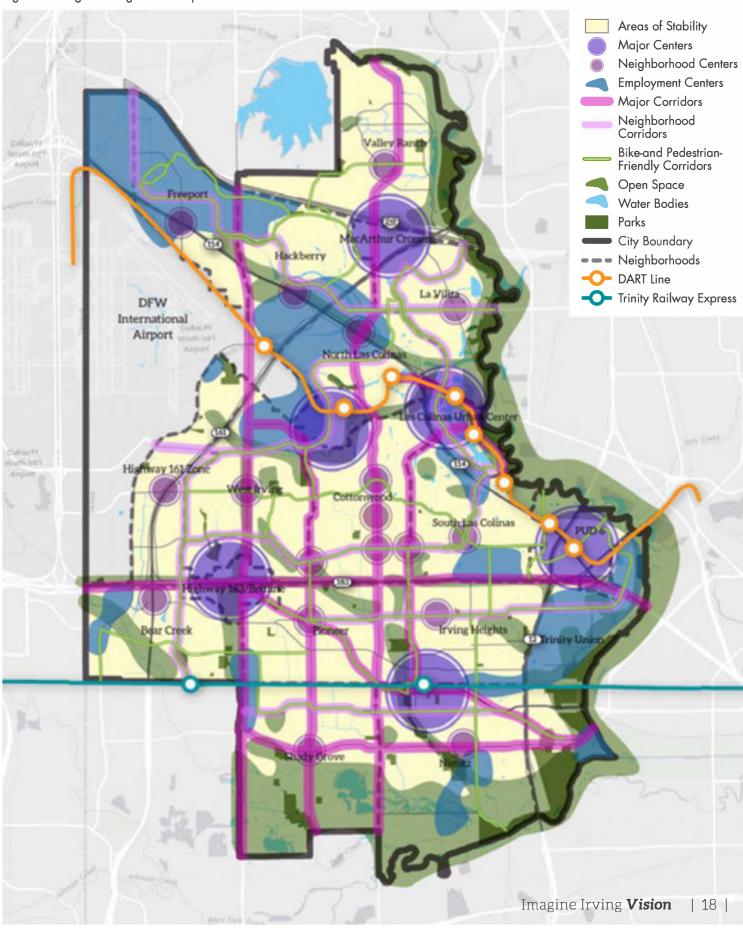
Neighborhood corridors are linear, commercial and mixed-use districts that will serve local needs. Safety and accessibility are high priorities within the corridors to ensure that neighboring residents and visitors are safe and secure.

Bike and Pedestrian Friendly Corridors

Active corridors will provide transportation routes for people on bike and on foot. With lower speeds and less auto traffic, they will encourage more people to bike from one place to another, especially people concerned about personal safety on hightraffic streets. Low-speed, low-traffic through streets (no cul-de-sacs or dead ends) will be designated as shared streets to provide safe connections for people across Irving. Active corridors also will see sidewalk improvements, crossing improvements, and green infrastructure such as street trees and planted landscape elements to provide shade, storm-water filtration, and other environmental services.



Figure 9: Imagine Irving Vision Map



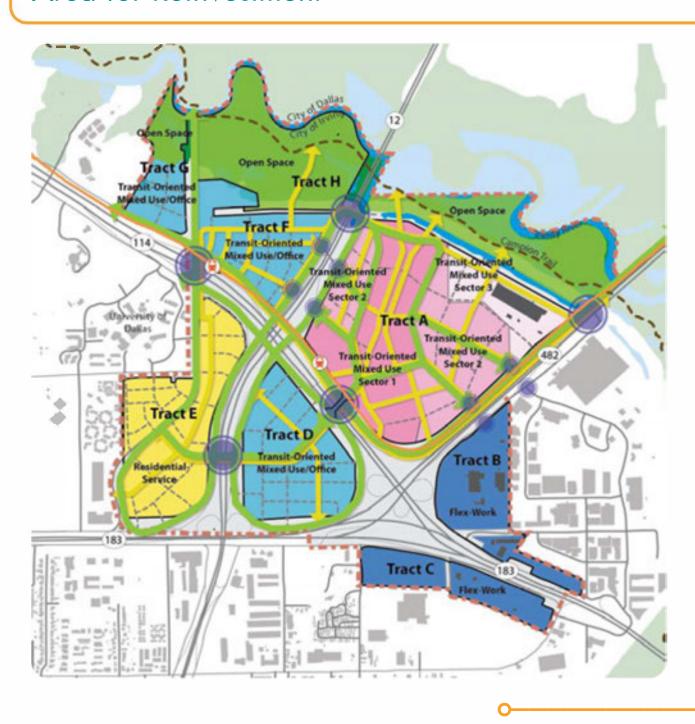


Areas of Stability, Opportunity and Reinvestment in the City

Areas of stability primarily consist of single-family neighborhoods and major employment centers whose character the city wishes to preserve, though individual elements may need to be updated or enhanced. Areas of opportunity, generally located in major centers and employment areas and along major corridors, represent land that is underutilized and could be developed or redeveloped to provide high-quality housing and employment areas. Examples of opportunity areas include the land around the former stadium site, the Las Colinas Urban Center, and Irving's Heritage District area. Reinvestment will focus on redesigning aging multifamily developments, enhancing single-family neighborhoods and reimagining strip retail areas.



Former Stadium Site - Opportunity Area for Reinvestment



Crafting a Scenario

1. Various Development Patterns





2. Resulting Scenario Map





3. Resulting Information (indicators)



Lessons Learned through Scenarios

Scenario plans are map-based illustrations that tell potential stories about the future. Three alternative growth scenarios were designed for Imagine Irving and tested to demonstrate various ways the city could grow, change, and reinvest in the next 25 years. The resulting information gathered from these scenarios deepens the understanding of the likely outcomes of choosing certain strategies versus others. The lessons learned provided valuable insight during the refinement of the Vision Map.

With little vacant land or opportunity to annex new developable land, outward growth is limited. However, the creative reuse of land is a hallmark of urban places. For the city to accommodate its expected share of the new households and jobs projected for this region in 2040, the City of Irving will rely on developing vacant land, as well as on adaptive reuse of existing buildings and the redevelopment of obsolete structures.

In the next 25 years, the city is expected to grow by over 28,000 households and 89,000 new jobs. Each of the three scenarios were crafted according to a unique overarching theme (Baseline Trend, Transit Focus, and Corridor and Reinvestment), demonstrating different ways to accommodate the city's anticipated growth. One important lesson learned from the scenarios is that redevelopment of major sites and smaller scale infill will be critical to the city's future. Vacant land alone will not support the city's anticipated new population and job growth.

- 1. Scenarios are driven by data and forecasts that reflect several different possibilities for how current trends could play out in the future.
- 2. The development patterns result in the unique placement of land uses such as residential or urban neighborhood, and employment or commercial centers.
- 3. Each scenario's performance can be calculated and compared, such as resources used, proximity to jobs, time spent driving, housing match, tax cost, and revenues.



The Plan Summary

Imagine Irving Comprehensive Plan

Each chapter of the Imagine Irving Comprehensive Plan will cover broad functional aspects of the city. While separated for organizational purposes, each chapter is linked to support the goals, strategies and actions of others. For example, goals and strategies in the transportation chapter are coordinated with land use, so parcels around a light rail station are developed for housing, jobs, and amenities.

The following pages summarize each chapter of the plan:

- Land Use and Urban Design
- Housing and Neighborhoods
- Transportation
- Infrastructure
- Parks, Trails and Open Space
- Economic Development
- Conservation, Sustainability and Green Initiatives
- Waste Management and Materials Recycling
- Communications and Technology
- Public Safety
- Community Amenities
- Fiscal Security
- Poverty, Health and Education
- Intergovernmental Relationships
- Small Area Planning



Land Use and Urban Design

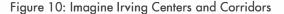
Irving's future land uses are organized under six building blocks that compose the vision map (described on page 17).

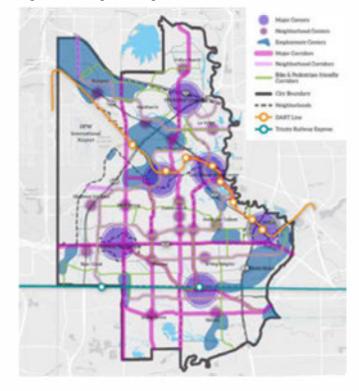
How we get there - Irving's strategy will be to:

- » Ensure land use decisions are consistent with the adopted Imagine Irving Comprehensive Plan.
- » Focus development and redevelopment efforts on creating well designed centers, corridors and connections that link housing, jobs and services.
- » Widen the range of housing and employment choices by encouraging creation of dense mixed-use developments that include housing, retail and commercial uses.
- » Remove barriers to infill construction and encourage reinvestment in aging neighborhoods and non-residential areas to help improve the quality of life.
- » Follow a neighborhood-based approach to planning where all residents have access to nearby jobs, healthcare, education, services, shopping, parks and open space.
- » Preserve and develop appropriate real estate options to meet the needs of current and prospective businesses and ensure that adequate land exists for a variety of uses.
- » Work with the Dallas Fort Worth International Airport to protect the interests and enhance the growth and economic success of both the airport and the city.

Evolving Centers

The centers designated on the vision map are not all at the same level of development or walkability. Currently, some areas designated as neighborhood centers may lack quality infrastructure, have connectivity issues, or experience high retail vacancy. However, the vision proposes that over time all neighborhoods will develop well-integrated, local-serving hubs that are easily accessible by walking, biking and driving.







Housing and Neighborhoods

Future Irving residents will have a variety of housing options to choose from across the city that serve a variety of income ranges, ages, and cultural backgrounds. There will be increased demand for mixed-use residential options located downtown, in neighborhood centers, and along key corridors as increased density promotes sustainability, livability, and is cost-effective for Irving's future. Young families will be able to afford attractive homes in walkable and safe neighborhoods, with access to jobs, schools, and parks. Those looking to downsize to more manageable homes will be able to choose from affordable housing styles in a number of communities that offer proximity to restaurants, shopping, health care, and parks. The redevelopment of aging apartment complexes and investments in community and infrastructure will improve the quality of life in Irving. Variety, flexibility and affordability of housing choices for newcomers and long-time residents alike will make a strong case for living and working in Irving.

How we get there - Irving's strategy will be to:

- » Create "complete neighborhoods" with housing near transit, services, education, healthcare, shopping and employment.
- » Provide a variety of housing types to accommodate the diversity of Irving's residents and neighborhoods.
- » Invest in neighborhoods to protect and enhance neighborhood character.
- » Enable access to housing for vulnerable populations.



Transportation

Irving residents will have a wide variety of transportation choices for getting around town. All residents will be able to access major corridors, neighborhood corridors, active corridors and transit routes. People living and working in the city will be able to drive, bike, catch a bus or hop a train to just about anywhere in the region. The network of transit options, large arterials, pedestrian-friendly neighborhoods and employment centers will result in one of the safest and most efficient transportation systems in the country. Commuters will spend less time delayed in traffic, and getting around will be safer and more convenient by any mode.

How we get there - Irving's strategy will be to:

- » Integrate land use and transportation.
- » Improve multimodal transportation connections.
- » Increase overall system capacity.
- » Improve safety on transportation corridors.
- » Support economic development efforts.
- » Coordinate regional transportation decisions.





Infrastructure

City infrastructure is a critical, but often invisible ingredient for urban livability and quality of life. The underlying infrastructure that services the city includes wastewater, drainage and water, utilities, and public rights-of-way. The visible elements include the streets and sidewalks whose maintenance needs are more readily apparent. Irving will continue to develop and maintain the highest quality public infrastructure for the city's residents and business community.

How we get there - Irving's strategy will be to:

- » Ensure land use decisions are consistent with the adopted Imagine Irving Comprehensive Plan.
- » Collect wastewater in an efficient, reliable, sustainable and environmentally sound manner.
- » Reduce the risk of flooding to existing and future structures.



Parks, Trails and Open Space

Irving residents will have access to one of the finest parks and open space systems in the Metroplex. The city of Irving owns and operates 43 parks and more than 2,000 acres of parkland. This system includes three pools, two aquatic centers, two splash parks and two indoor aquatics facilities. The city provides hiking and biking trails, picnic areas, playgrounds, disc golf, and fishing.

Opportunities to expand within this system include:

- » Enhancing pedestrian and bike connections between parks and neighborhoods
- » Updating and maintaining existing parks
- » Building a city park system of national quality

The city's trail system offers many opportunities for enhancement, including establishing new links between centers, corridors and neighborhoods using the city's network of trails, greenways and open spaces. The city will also complete planned sections of the Campión Trail to provide a continuous route which connects all of Irving and the region.

- » Conduct a comprehensive Parks, Open Space, and Trail Master Plan.
- » Plan for the highest level of maintenance of existing parks and open space.
- » Creatively work toward a goal of 10 acres of parks and open space per 1,000 residents.
- » Expand funding options to meet resident demands.
- » Increase the allocation of landscaping for infrastructure improvements.
- » Implement additional sustainable practices.
- » Coordinate park and open space with floodplain management needs.
- » Continue to pursue plans to build a state-of-the-art recreation center.
- » Improve connectivity between parks and open spaces.
- » Complete the remaining land acquisition and construction for Campión Trails within the next five years.
- » Reprogram inefficient facilities to meet changing demands.





Economic Development

Irving has achieved significant success in growing the city's employment and tax base, thanks in large part to the community's partnership approach to economic development. The Irving Economic Development Partnership (the Partnership) consists of the City of Irving, the Greater Irving-Las Colinas Chamber of Commerce, and the Irving Convention & Visitors Bureau (IICVB). This plan provides a roadmap for Irving's economic development program over the next five years. It is organized under the framework shown to the right.

The ultimate success of the recommendations will rest on the commitment of the City of Irving and the business community. The plan also calls for a revitalization of the existing Partnership, with more specific roles and responsibilities assigned to the City of Irving, the Greater Irving-Las Colinas Chamber of Commerce, and the Irving Convention & Visitors Bureau. In addition, a set of performance metrics is included to track progress and ensure proper accountability throughout the implementation of strategies.

- » Strengthen Irving's position as a premier center for entrepreneurship and innovation within the Metroplex.
- » Use Irving's unique assets to create a quality of place that attracts and retains talented workers and visitors, and capitalize on private sector investment.
- » Preserve and develop appropriate real estate options and infrastructure to meet the needs of current and prospective businesses.
- » Attract investment from foreign businesses, help local firms gain entry into foreign markets, and create a welcoming environment for the international community.
- » Promote a stable, high level of employment that uses the region's human resources and talent.
- » Cultivate an inclusive and accessible environment where Irving residents and businesses can thrive and prosper.



Conservation, Sustainability and Green Initiatives

Irving has many scenic natural features that are great habitats for plants and wildlife. These areas include the Elm Fork of the Trinity River, lakes, forests, wetlands, canals, the Campión Trail, and other city parks. The city should protect and conserve these environmental assets, foster a green, active, ecologically diverse and economically sound community, and continue "greening" the city's own operations and lead through action.

How we get there - Irving's strategy will be to develop partnerships to:

- » Use city procurement to provide leadership in sustainability.
- » Maintain, upgrade and improve the city's infrastructure sustainably.
- » Manage stormwater sustainably.
- » Expand the use of renewable energy sources.
- » Build the city's resource security and disaster resilience.
- » Restore and regenerate the urban environment.
- » Expand alternative transportation options to address air quality issues to help mitigate regional non-attainment.
- » Provide resources and education for staff, residents and business.





Waste Management and Materials Recycling

The mission of the Solid Waste Services Department is to provide exceptional service that is cost effective, environmentally responsible, and meets the needs of residents while exceeding all regulatory standards. Irving will continue to provide top quality waste and recycling services and will serve all residences, regardless of housing type, while expanding business recycling collection in the city.

- » Ensure capacity to serve the city as the population grows.
- » Examine funding to ensure continued level of service.
- » Improve waste practices and service for Irving residents and businesses.
- » Improve city building recycling infrastructure and participation.



Communications and Technology

The world of communications and technology is constantly changing, which requires these municipal service providers to nimbly adjust and update tools, programs and procedures.

The primary mission of the communications department is to maximize community engagement, reaching as many residents and subpopulations as possible. In a culture that welcomes short messages of 140 characters rather than in-depth reporting, it is often a challenge to communicate clearly or with precision. Irving's communication department already engages the public in multiple ways, including the "City Spectrum," a monthly report mailed to more than 95,000 residents. The communication department oversees additional outreach tools such as email alerts, press releases, a Facebook page, twitter account, a weekly newsletter, and a public television station. To increase engagement with the city's youth, the communication department continuously identifies new and emerging trends used by the public to obtain information and rapidly adopts these new methods to maintain and grow the number of people involved in city government.

- » Use data and technology to connect and integrate initiatives to continually improve city operations.
- » Continually improve outreach methods as new technologies are developed and as residents demand different types of engagement.
- » Advance "smart projects" to improve quality of life and increase economic competitive advantages.
- » Maximize resource efficiency.



Public Safety

Irving's public safety providers are dedicated to providing highquality service to residents and business. Building inspections, police, emergency services, and fire work closely with regional, state and national entities to coordinate services, prepare operational plans, and incorporate innovations into their practices with the goal of providing high-quality services to all residents. As technology and development patterns evolve, the role of public safety departments will change in the future as well.

The fire department provides fire and disease prevention, education, fire coverage, EMS, hazmat, swift water rescue teams, crash rescue, and urban search and rescue operations. With 12 fire stations and nine ambulances the fire department plans to add additional stations to serve anticipated growth.

The city seeks to provide consistent service across the jurisdiction with a four-minute response time for first responders and an eight-minute response time for a full response. As the city grows, the challenge will be to increase coverage to fill in service area gaps.

Irving's police department has

a crime prevention team, public safety training campus, and coordinates with other cities and the region for training. The police department currently has two operational campuses and anticipates expanding to cover future growth.

The police department focuses on building community relationships and supporting neighborhood watch groups, crime prevention, housing surveys, and a citizen academy. The department emphasizes community outreach to maintain safety, cultivate dialogue and understand the community's issues.

The building inspections and code enforcement departments administer the building code, coordinate with regional requirements, review plans, and provide code enforcement. Aging housing stock challenges ordinance enforcement. The code enforcement team emphasizes voluntary compliance programs with the goal of teaching residents about the character of their neighborhoods and instilling pride of ownership.

- » Become a regional leader in innovative technology.
- » Plan for future public safety capital improvement needs.
- » Evaluate and address the needs of new growth centers.
- » Continue to focus inspection programs on problematic and declining areas.
- » Focus the culture in Public Safety departments on building community relationships.

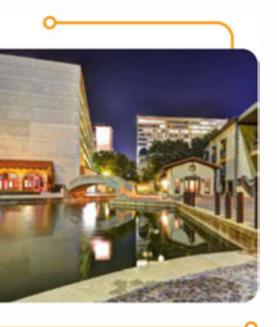


Community Amenities

The civic, cultural and intellectual assets—performing arts centers, libraries, convention centers, museums, universities, community colleges, municipal services, hospitals, parks, and sports arenas—contribute to the culture, economy and vitality of a city. Irving offers a variety of these assets which can be put to work on behalf of the city. They provide the foundation for attracting and retaining the creative and innovative workers who will help build Irving's future. Cultural and arts amenities also enrich the community by providing an environment that benefits all residents—young and old.

- » Ensure library facilities are properly located and upgraded to provide quality citywide library services. Plan for new facilities to meet future growth.
- » Expand library programming to include creative programming that responds to community needs.
- » Use arts and cultural resources to bring Irving together as one cohesive city made up of vibrant, diverse neighborhoods.
- » Promote Irving's cultural assets to create vibrant neighborhoods and activity centers.
- » Leverage key developments in Irving to attract and enhance economic development target markets.
- » Plan for maintenance and ongoing programming of the Irving Arts Center as a key cultural asset.
- » Plan for maintenance and ongoing programming for the Irving Convention Center as a key cultural asset.
- » Address revenue opportunities and options.





Fiscal Security

The City of Irving is among a select few Texas cities that enjoy a AAA bond rating, which Irving has held since 1996. When the city sells bonds for capital improvement projects such as city street repair, library construction, or parks enhancements, the top rating allows the city to save money by receiving the lowest interest rate possible, which in turn, allows the city to maintain its low property tax rate which benefits the city's property owners.

Sound fiscal decisions and investments allow the city to leverage its favorable bond rating, but require the city to carefully prioritize needs for major capital improvements and maintenance on critical street improvements, storm drainage upgrades, and solid waste infrastructure. These elements are vital to maintaining the high quality of public infrastructure and service that residents and businesses expect, and contribute strongly to the high quality of life in Irving.

- » Invest in the capital improvements program to ensure high-quality infrastructure and services for residents and visitors.
- » Invest in street improvements, storm drainage improvements, parks services, city buildings, solid waste infrastructure, fire services, police services, citywide communication, gateway initiatives, and recreation center facilities.



Poverty, Health and Education

Irving has a robust health and education system with three independent school districts, the North Lake Community College, the University of Dallas and numerous technical training centers, business schools and computer and management training. Even so, throughout the planning process, residents express concern about the reputation of the educational system and the need to enhance the K-12 schools as a means of attracting high quality employers to Irving and maintaining residential values.

While Irving has high-quality health providers, access to health care can be impeded by a lack of transportation options. The most vulnerable populations are the disabled or poor who may not be able to drive. Barriers that limit access to health care and contribute to inequities in care are primarily financial. organizational, and socio-cultural.

Lack of transportation, unfamiliarity with current technology, and linguistic or literacy barriers impede some residents from finding and using information that may be vital to their health, safety and welfare. When considering quality of life, both education and access to health services are high priorities.

- » Create complete neighborhoods with access to educational and health facilities in all neighborhoods.
- » Coordinate the planning and construction activities of new schools with the development planning process to ensure schools and new housing are well balanced.
- » Improve transit services to connect the larger population with education facilities and health services.
- » Support an educational system which consists of academically and financially strong and stable schools.
- » Build coalitions with numerous agencies that provide health care and educational services to eliminate redundancy and facilitate access to services.
- » Coordinate health and human services in the community with state and federal agencies so that resources are not duplicated, and that the needs of residents are met.





Intergovernmental Relationships

Many factors that shape the overall quality of life of Irving residents originate far beyond the borders of the city. State and regional transportation decisions, global and national economic trends and migration patterns all impact the future of the local economy and population. State and national policies affect everything from the health of local industry to resources available to local governments.

The transportation network, utilities, police protection, school systems, and other local services inextricably link the city's efforts to those of its neighboring jurisdictions, and improving local quality of life will often require collaboration with local partners.

- » Continue to strengthen coordination efforts with local, state and federal agencies.
- » Eliminate duplication of services and efforts by coordinating policies, procedures, and information.
- » Establish a process for coordinating, monitoring, and promoting local, regional, state and federal public services, health, and safety measures.



Small Area Planning

Small area planning is a tool to address specific community or development issues. A small area plan is a detailed comprehensive plan for a human-scale geographic area or neighborhood. These plans provide policy guidance and recommendations for issues such as land use, zoning, housing, transportation, parks and open space, economic development, and urban design. Creating such plans allows the community to understand, articulate and address their specific issues, needs and desires. The residents and property owners help build an implementation plan to shape the future of the area. As part of the Imagine Irving process, several areas are identified for this sort of effort: the former stadium site, the North Lake College Campus, and the neighborhood to the southeast of DFW airport. A variety of issues will be explored and small plans produced for those areas.

How we get there - Irving's strategy will be to establish a small planning process incorporating these components:

- » Define a boundary.
- » Activate community participation throughout the process.
- » Assess, inventory and analyze existing conditions.
- » Prepare a vision statement.
- » Analyze civic responsibilities and the citywide context.
- » Make policy and plan recommendations.

PUD #6: Future Urban Center



Land Use Map for PUD #6

Moving Forward

The Future is in Your Hands

A Vision for Irving is a preview of the comprehensive plan and a guide to using the plan to build the future we imagine. This document illustrates a shared dream for the future. As a community, we imagine a future with more housing choices, safer neighborhoods, top-notch international centers, a robust Heritage District, and wish to see everyday services within convenient distance of each neighborhood. We recognize that achieving this vision requires deliberate action and a change to existing growth patterns. We also recognize that our community's dream, and its common goals and values, may change over time and that this vision statement may occasionally need revision to ensure it continues to accurately reflect the hearts and minds of Irving's residents.

While the vision describes our imagined future, the goals and policies set forth in the comprehensive plan serve as a guideline to achieve this vision. The plan directs the city as it makes decisions and invests its resources towards sustaining Irving as a vibrant community, guiding policy about housing, economic development, transportation, land use, public involvement, the arts, natural resources, and urban design. The comprehensive plan will provide guidance for the next 25 years, potentially requiring updates every five to 10 years to reflect changing conditions.

To implement the policies set forth in the comprehensive plan, we follow a strategic implementation plan. The implementation plan focuses on specific actions taking place within a very short term to meet the goals established in the vision.

Together, these three elements – the vision, the comprehensive plan, and the implementation plan – provide the city with the tools needed to make Irving the city we dream it can be. These elements incorporate the best features of earlier plans and the creative ideas of the forward-thinking residents and community leaders who dared to imagine the future.

It is now up to every resident in the community to work together to make this vision happen. Stay informed, get involved and join the city and your neighbors in envisioning Irving's future together. Imagine what we can accomplish together!



End Notes

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- 3. US Census Bureau 2013 Population Estimate. http://www.factfinder.census.gov
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- 5. Business Insider. June 27, 2015. http://www.businessinsider.com/best-cities-to-live-in-your-20s-2015-6
- 6. http://www.nbcdfw.com/news/local/Irving-Neighborhood-Ranked-Americas-Most-Diverse-185375252.html (2013)
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- 9. NCTCOG May 2015 Forecast, which was modified based on City of Irving observed household sizes



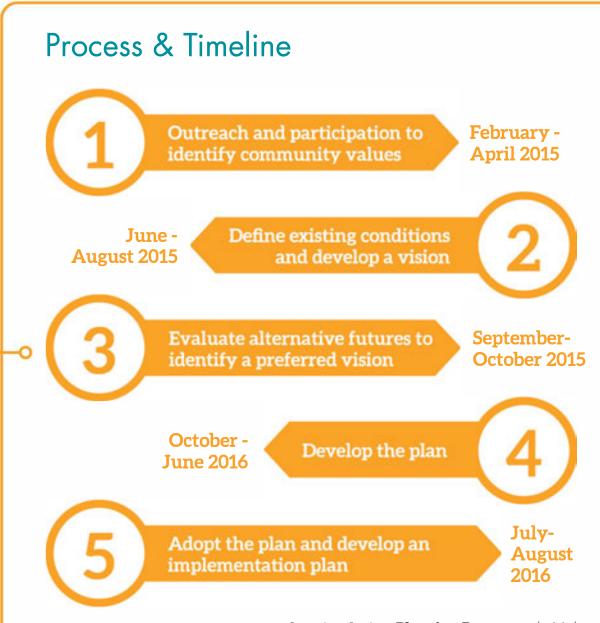






Introduction

In January 2015, the City of Irving challenged residents to Imagine Irving, and develop a comprehensive plan that reflects the needs and aspirations of the community. This planning process engaged a diverse range of community stakeholders and residents. Since that time, the people of Irving explored new ideas, expressed opinions and identified potential strategies for shaping the city's future. The planning team considered a wide-range of creative ideas from hundreds of Irving residents on how Irving should look in the future and what areas should be prioritized when implementing the Comprehensive Plan.



The Process

1. Outreach and participation to identify community values

The first phase involved creating a public participation process for the community to voice concerns and provide input to identify Irving's overarching values. These principle values guided the development of the vision and plan.

2. Define existing conditions and develop a vision

In the second phase, the City of Irving and the consulting team analyzed existing plans related to land use, zoning, transportation, economic development, and parks, as well as demographic, development, employment, and housing data, to project possible future trends through 2040.

3. Evaluate alternative futures to identify a preferred vision

The third phase involved generating and testing three alternative growth scenarios – a baseline trend scenario, a transit focus scenario, and a corridor and reinvestment scenario. These scenarios incorporated a wide

variety of data covering population, jobs, housing, transportation, and green space. These scenarios were used to create a preferred vision map that was shared with the public for feedback.

4. Develop the plan

During the fourth phase, the team began assimilating all of the individual components into a comprehensive plan covering everything from growth and redevelopment, how people travel, park and recreation needs, housing, infrastructure, community health and more. During plan development, residents and stakeholders were offered many opportunities to provide input and select which strategies should be prioritized in the short-term. This input guided creation of the implementation plan.

5. Adopt the plan and develop an implementation plan

The fifth and final phase consisted of the public review of the Imagine Irving Comprehensive Plan and the creation of an implementation plan from the policies and goals outlined in the comprehensive plan. Adoption of the comprehensive plan and its short- and long-term action plan is critical to ensuring the vision and goals of Irving's residents and stakeholders are achieved.



Engagement Overview

A plan succeeds based on the commitment of the participants to pursue their stated vision, and to implement the goals they set forth in their plan. The Imagine Irving team embarked on an extensive public engagement campaign, initiating numerous dialogues with the general public and business owners. Stakeholders representing a diverse cross section of the community including DFW International Airport, North Lake College, DART, Irving Independent School District, nonprofits and others were encouraged to provide their ideas

and feedback. Special attention was paid to engaging members of the Hispanic community to ensure that this growing segment of the population was heard. In addition, a 28-member steering committee met regularly throughout the process to review findings, provide input, and assist in engaging the public. This effort culminated in the creation of a community-driven comprehensive plan and helped build support for implementation of the plan in the years to come.

How we engaged Irving residents and businesses...

- » Steering Committee
- » Stakeholder interviews
- » Council interviews
- » Bilingual promotion materials in English and Spanish (fliers, posters, door hangers)
- » Citywide workshops
- » Neighborhood workshops
- » Workshop with Hispanic community
- » Irving TV shows and videos on ICTN
- » Vision roll-out Open House
- » Imagine Irving Survey
- » Vision Survey

- » Implementation Survey
- » Draft Plan roll-out Open House
- » Information booths at festivals and community events in Irving
- » Display materials at recreation centers and Irving library
- » Presentation to neighborhood and nivic groups and Chamber of Commerce
- » Presentations to Park Board, Health Board, Planning and Zoning Commission and City Council
- » Meetings with business leaders, educational leaders, and DFW International Airport Representatives

Our Reach...

Short ICTN Videos and Television Appearances on ICTN's "Open Line"

- » **526** combined views
- » 2,694 subscribers

Press Releases, News Coverage & "City Spectrum" Articles

- » 16 press releases (English & Spanish)
- » 9 Spectrum Articles

"All About Irving" Newsletter

» 15,600 subscribers

"City Spectrum" Articles

» 95,600 copies distributed

Social Media Posts on City of Irving and North Lake College Facebook and Twitter Accounts

- » 6,084+ Likes: City Facebook Audience
- » 4,616+ Followers: City Twitter Audience

Media Outreach

- » 14 Spanish outlets
- » 23 English outlets

Homeowner's Association meetings

» 5+ meetings

Stakeholder Meetings

» 30+ meetings

Imagine Irving Survey

» 300+ responses

Vision Open House & Survey

- » **75** attendees
- » Approx. 350 responses

Festival and Community Events

- » Irving Mall
- » Irving Bazaar
- » Dia de la Familia @ North Lake College
- » Irving Outdoor Concert Series
- » Cinco de Mayo Events
- » First-Time Homebuyer Fair

Attendees at Citywide Workshops, Neighborhood workshops, and Hispanic Community Workshop

» 300+ combined workshop attendees

Imagine Irving Comprehensive Plan Rollout Event

» 36 attendees





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The Steering Committee

Individuals from the following groups served on the Steering Committee:

- » Dallas County Utility and Reclamation District
- » DFW International Airport Planning
- » Greater Irving-Las Colinas Chamber
- » Green Advisory Board
- » Hispanic Chamber
- » Irving Hispanic Chamber of Commerce
- » Irving Arts Board
- » Irving Bible Church
- » Irving ISD
- » Islamic Center of Irving
- » Las Colinas Association
- » Leadership Irving

- » Mission at La Villita Apartments
- » NCH Corporation
- » Northlake College
- » Northwest Irving
- » Planning & Zoning Commission
- » Transfiguration Lutheran Church
- » University of Dallas
- » Valley Ranch Association
- » Valley Ranch Islamic Center
- » Wells Fargo
- » Youth Action Council





Engagement Outcomes

The public engagement effort produced a number of common themes that provided inspiration and guidance for the Imagine Irving Vision and Comprehensive Plan:

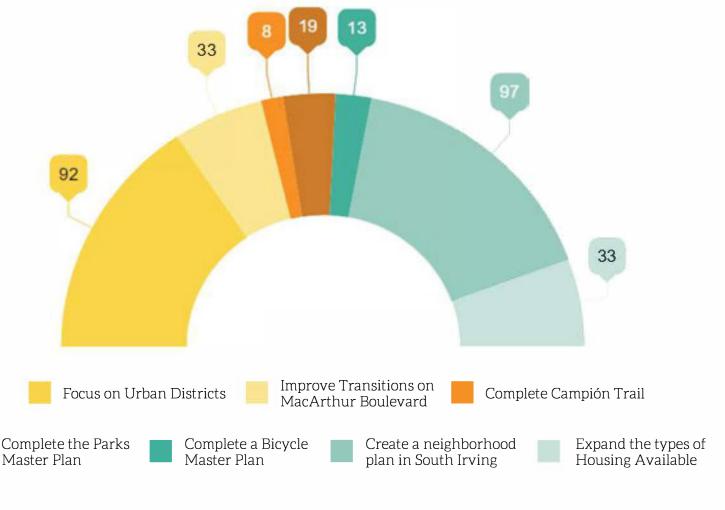
- » Strong support for single-family housing, mixeduse development, and more affordable housing options.
- » Strong desire for livable communities that contain better entertainment options, walkable and bike-able travel routes, better transit service, and career growth opportunities.
- » Aging infrastructure, road improvements, and neighborhood stability were common concerns expressed by residents during workshops and surveys.
- » Focusing revitalization efforts in south Irving to support existing businesses, attract more restaurants and retail, create walking and bike trails, rehabilitate old buildings, and improve infrastructure was a major priority strongly supported by Irving residents.

- » Irving has excellent school systems, but poor connectivity creates barriers to partnerships between institutions and access to high-quality education. Connect local businesses and corporations with educational opportunities and professional development at University of Dallas and North Lake College
- » Irving is becoming increasingly diverse in age, race, and ethnicity. Providing a platform for marginalized populations to have a voice and providing more inclusive opportunities for civic engagement was an important goal of Irving residents.
- » Strong desire for interconnected green system and better utilization of the Campión Trail and Trinity River.





If you had to choose one, what should be the city's highest priority in the first five years?

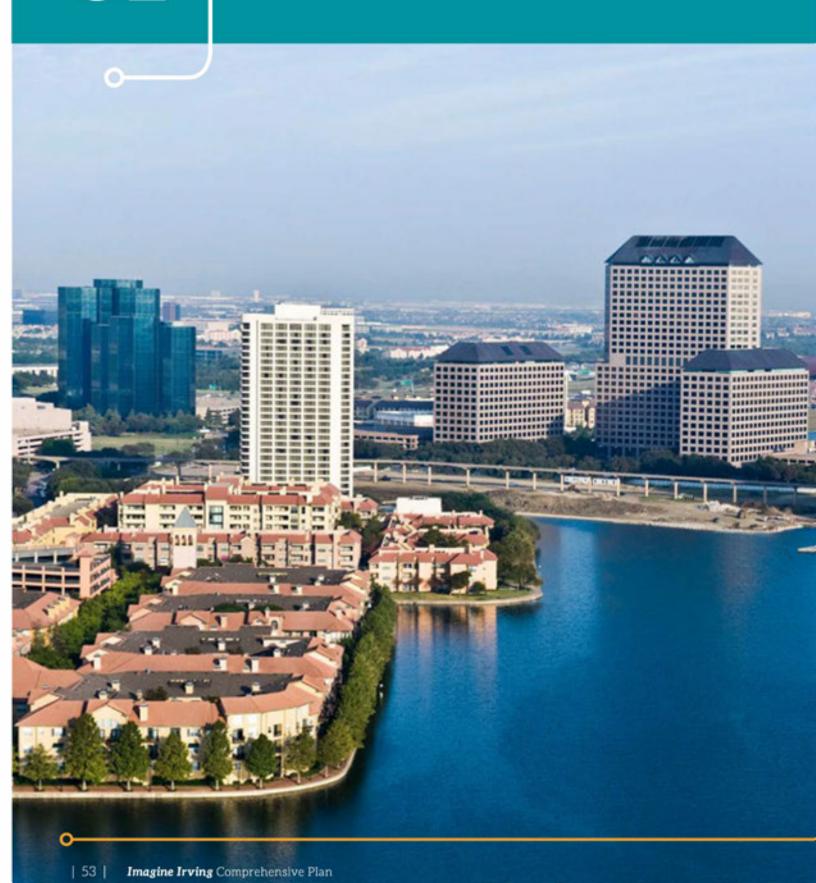












Land Use + Urban Design

Good plans shape good decisions.

~ Lester Robert Bittel

- Imagine Irving will guide the city to achieve the community's vision for the next 25 years.
- » At the start of each chapter, the guiding principles that are especially relevant to the topic are highlighted.

Introduction

As an inner suburb of a major metropolitan area, Irving has limited opportunities for certain types of large-scale developments due to a declining supply of vacant land. While there is limited greenspace for expansion, Irving's future and continued success will rely on the reinvestment and renovation of existing areas within the city. Irving residents, business leaders and stakeholders have provided a variety of creative ideas on how Irving could look in the future through participation in workshops, stakeholder meetings, and focus groups. The input gathered centered on the importance of reinvesting in older areas of the city, improving roadways and infrastructure, capitalizing on the city's location within the Metroplex, and expanding health and educational opportunities.

While many themes and ideas have been expressed, almost everyone agreed that Irving is at a pivotal point in the city's history. Forward-thinking decisions will play a crucial role in the city's future success and determine whether Irving becomes just another suburb in a large metropolitan area, or fulfills its potential as a dynamic hub of a growing region.

People will say...

- » Irving is recognized nationally for its international accessibility, diversity of residents, environmental sustainability, and business- and developer-friendly environment.
- Irving is a destination city.
- » Irving has opportunities to shop for basic needs in all parts of the city, including previously under-served areas.
- » Irving supports beautification across all parts
- » Irving provides all residents with compelling reasons to remain in the city.
- » Irving provides access to high-quality health and education opportunities and resources across the community.
- » Irving's high density urban areas support a variety of lifestyles with round-the-clock activity.

THE PLAN

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Irving Today

LAND USE PATTERNS

Irving is the envy of any city, possessing a young diverse population and workforce, quality neighborhoods, world class corporate tenants, and strong prospects for growth and reinvention.

Irving has seen steady growth during the past 60 years, and this trend is expected to intensify in the next 20 to 30 years, adding new residents and jobs to the city at an impressive rate. The city's past growth has consumed much of its available vacant land, and this development has created neighborhoods, retail centers, and employment districts that are designed around the automobile. Decades of growth have created a variety of diverse areas, which include a historic "main street" district, a premiere mixeduse business district, and one of the nation's busiest airports.

Figure 12: Regional Context Map

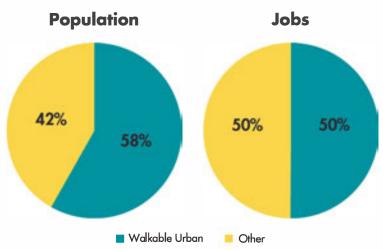
Irving has positioned itself to create new types of development such as mixed-use and transit-oriented development. These developments provide a mix of housing, retail and services, and are built around rail stations. In the future, the City of Irving will need to ensure that city plans, codes, and development review processes accommodate these relatively new types of development. Additionally, the City of Irving should encourage redevelopment and infill (the addition of new or rehabilitated buildings into existing urban areas) to suit changing market demands, which place high economic value on centrally located, easily accessible, pedestrian and bike friendly quality places. Over half of new housing stock in Irving will be in "walkable urban" areas such as Urban Districts, mixeduse districts and major corridors. Irving's location at the center of a connected region that is increasingly well served by transit will keep demand for redevelopment and mixed-use neighborhoods strong.

NEW TYPES OF DEVELOPMENT





Figure 13: Population and jobs in walkable urban areas versus other areas.



Source: U.S. Censusu Bureau, 5-year ACS 2012, 2011 NCTCOG

URBAN DESIGN SNAPSHOT

Like the city's diverse inventory of buildings, Irving has a variety of urban environments that vary by district and neighborhood. Irving's built environment runs the gamut from a historic main street district to major corporate campuses, from lower density residential neighborhoods to a spectrum of multifamily and mixed-use apartment buildings and condos, and from several burgeoning mixed-use districts to suburban-style strip commercial corridors.

Heritage Crossing, an area that is ready for reinvestment, is a classic example of "main street" style walkable design that utilizes the small street blocks and pedestrian scale of the area. By contrast, Las Colinas Urban Center, although revolutionary in its time, is not easily walkable due to wide streets and large block sizes, as well as the presence of Lake Carolyn as a barrier. Recent planning and future development planned for the area will lead to greater walkability and bicycle-friendly transit-oriented development that takes advantage of the DART Orange Line light rail service, and adds to the street-level activity.

The available vacant land in the city is not enough to meet anticipated residential demand.

Redevelopment of major sites and smaller scale infill is critical to meet expected population and job growth.



Heritage Crossing historical landmark



Gables Residential's Water Street mixed-use development project in Las Colinas Urban Center (Source: WDG Architects)

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Vision for Irving

Irving's future land uses are categorized by six building blocks that create the Vision Map. These Vision Categories describe the types of places that should be created in the city. They do not specify uses or height limits, but communicate the scale and intensity of development that is expected in the future.

Just as Irving is a city of many diverse cultures, it also contains a variety of land uses that differ in age, scale, affordability and density. The Vision Categories identify the common elements of the city's unique areas.

MAJOR CENTERS

Major centers are iconic Irving landmarks, districts and destinations that serve the entire region as concentrations of commerce, employment and activity. The five major centers are:

- Heritage Crossing
- Las Colinas Urban Center
- Planned Unit Development #6 (PUD #6 - former stadium site)
- Irving Mall
- MacArthur Crossing
- DFW/Belt Line Business District

NEIGHBORHOOD CENTERS

Neighborhood centers are localserving commercial areas that may include farmers markets, grocery stores, medical and professional offices, personal services, restaurants, cafes, entertainment and shopping.

EMPLOYMENT CENTERS

Distributed across the city, employment centers, such as Freeport, are areas of concentrated office and industrial uses. Some employment areas may have mixed-use housing as well. Irving is a major regional employment destination, and these employment centers drive the city's diverse economy.

MAJOR CORRIDORS

Major corridors such as MacArthur, O'Connor, Belt Line and Story serve as both destinations and travel routes. Unlike the city's many highways, these streets connect travelers to the land uses along them. While these corridors may not all have high-quality sidewalks and crossings, such features could be enhanced in the future. The mix of land uses and pedestrian-friendly areas along these corridors will vary based on the context.

NEIGHBORHOOD CORRIDORS

Neighborhood corridors are linear, commercial and mixed-use districts that serve local needs. Visibility and accessibility are high priorities within these corridors to ensure neighboring residents and visitors are safe and secure.

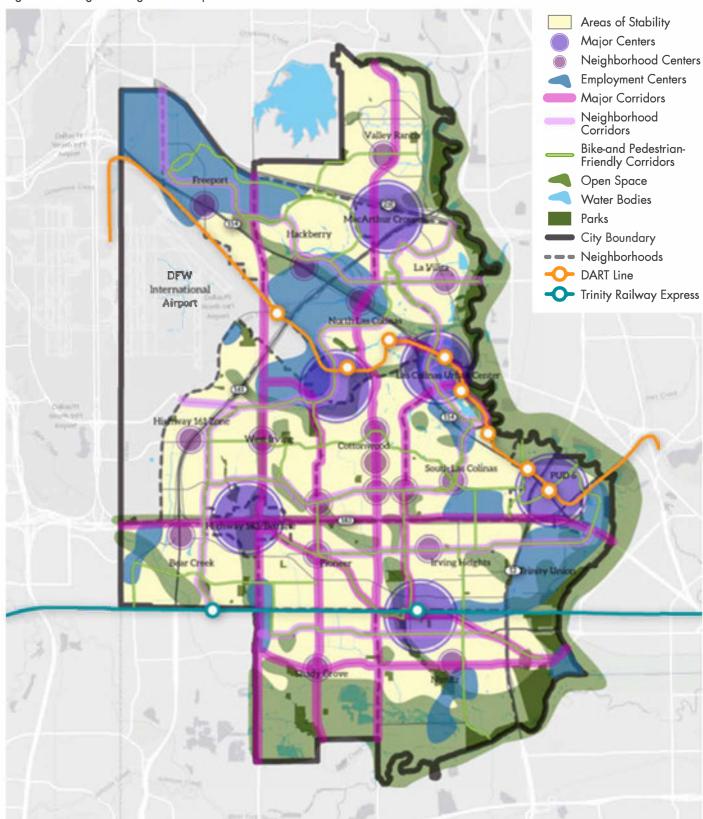
BIKE + PEDESTRIAN-FRIENDLY CORRIDORS

Bike and pedestrian-friendly corridors will provide a network of safe transportation routes for people on bike and foot. Lower speed streets with less automobile traffic encourage more people to bike as a way of getting around -especially those concerned with safety on high-traffic streets. These corridors also will see sidewalk and crossing improvements, as well as landscape enhancements such as trees and other plants to provide shade, storm-water filtration, and other environmental services. Lowspeed, low-traffic through streets (no cul-de-sacs or dead ends) will be designated as shared streets to provide safe connections for people across Irving.



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Figure 14: Imagine Irving Vision Map



THE PLAN

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Areas of Stability, Opportunity + Reinvestment

Areas of stability primarily consist of single-family neighborhoods and major employment centers that have a general character the city wishes to preserve. Individual elements may need to be updated or enhanced within these areas, but investment will focus on preservation of character rather than transformation.

Opportunities exist on underutilized land that could be developed or redeveloped to provide additional high-quality housing and employment areas. Examples of such areas include the land around the former stadium site, Las Colinas Urban Center, and Heritage District. Reinvestment in these areas will focus on issues such as redeveloping aging multifamily developments, enhancing single-family neighborhoods, and reimagining strip retail areas.

Areas of stability can apply to important non-residential areas of the city as well. Commercial, office and industrial areas are valuable components of the city as a whole, and have distinct needs. Industrial and commercial areas that rely on freight and commercial goods movement need access to nearby roads and highways. Buffering these uses from residential neighborhoods can reduce potential conflicts and provide benefits to both types of places.



Heritage District



Las Colinas Urban Center

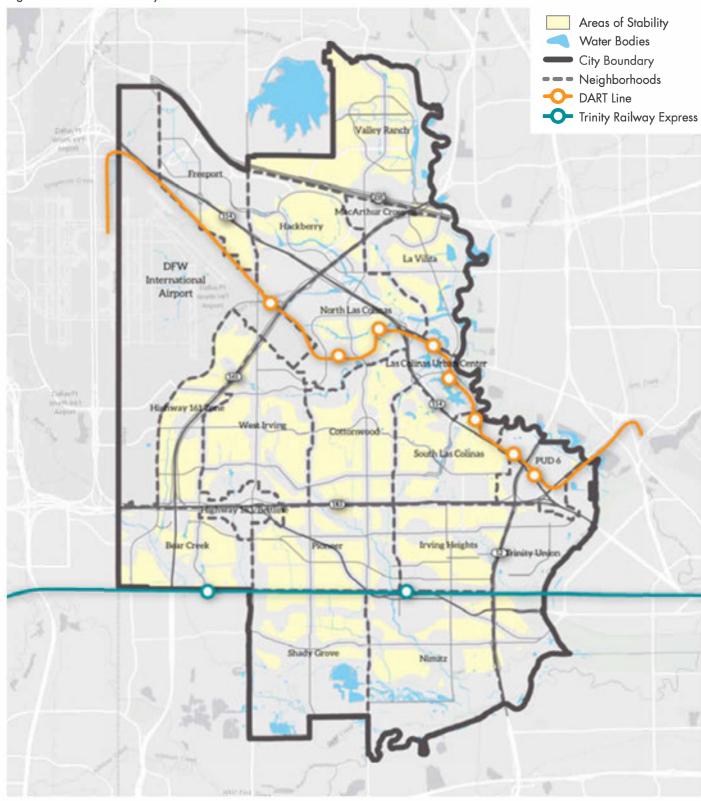


Irving Convention Center at Las Colinas



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Figure 15: Areas of Stability



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Crafting a Scenario

1. Various Development Patterns





proximity of housing, shopping and jobs

housing mix



2. Resulting Scenario Map





3. Resulting Information (Indicators)



Lessons Learned Through Scenarios

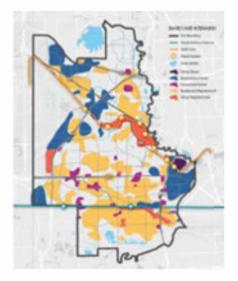
Scenario plans are map-based illustrations that tell potential stories about the future. Three alternative growth scenarios were designed for Imagine Irving and tested to demonstrate various ways the city could grow, change, and reinvest in the next 25 years. The resulting information gathered from these scenarios deepens the understanding of the likely outcomes of choosing certain strategies versus others. The lessons learned provided valuable insight during the refinement of the Vision Map.

With little vacant land or opportunity to annex new developable land, the opportunities for Irving growing outward are limited. However, the creative reuse of land is a hallmark of urban places. For the city to accommodate its expected share of the new households and jobs projected for this region in 2040, the City of Irving will need to rely on vacant land, as well as on adaptive reuse of existing buildings and the redevelopment of obsolete structures.

Irving is expected to growth substantially between now and 2040, adding around 28,000 new households and 89,000 new jobs. Each of the three scenarios were crafted according to a unique overarching theme (Baseline Trend, Transit Focus, and Corridor and Reinvestment), demonstrating different ways to accommodate the city's anticipated growth. One important lesson learned from the scenarios is that redevelopment of major sites and smaller scale infill will be critical to the city's future. Vacant land alone will not support the city's anticipated new population and job growth.

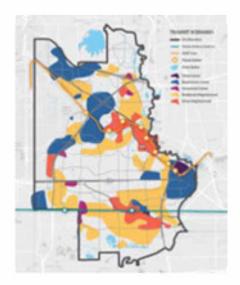
- 1. Scenarios are driven by data and forecasts that reflect several different possibilities for how current trends could play out in the future.
- 2. The development patterns result in the unique placement of land uses such as residential or urban neighborhood, and employment or commercial centers.
- **3.** Each scenario's performance can be calculated to compare resources used, proximity to jobs, time spent driving, housing match, tax cost, and revenues.





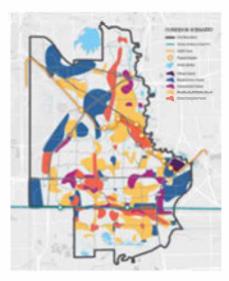
BASELINE TREND

In the Baseline Trend Scenario, the city follows existing plans, land use, and zoning regulations to guide buildout. Vacant land across the city will be developed per existing plans, and 20 percent of new housing growth will take place on previously developed land.



TRANSIT FOCUS

In the **Transit Focus Scenario**. development and reinvestment follow existing rail transit lines, adding many new housing units and jobs along the DART Orange Line and near the Trinity Railway Express station areas. Approximately 27 percent of new housing growth is on previously developed land.



CORRIDORS + REINVESTMENT

The Corridor and Reinvestment **Scenario** focuses on redevelopment and reinvestment, with 36 percent of all new housing growth located on previously developed land. Major arterials and neighborhood corridors see more mixed-use developments combining housing with shopping, services and offices.

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Issues + Concepts

Connecting Land Use + Transportation, Economic Development + Housing

Integrating the land use and transportation plans to expand Irving's network of multimodal streets (streets that accommodate buses, automobiles, bikes and pedestrians) will enhance transportation opportunities for residents and business alike. The Vision Category building blocks (the centers and corridors mentioned on page 57) are designed to work hand-in-hand with land use and transportation policy to create meaningful public and private places that are attractive, vibrant and lively, and provide people with a variety of ways to travel.

The strategy of combining land uses and transportation facilities is called "complete streets." This interdisciplinary approach fosters communication among experts (including traffic engineers, planners, urban designers, architects, emergency response officials) and community members to identify the important roles a street plays in the neighborhood, and let those needs influence design. This helps create centers of activity where the public spaces —



Complete streets design in Dallas making streets safer, more accessible and convenience for all users including motorists, transit riders, pedestrians, people of all abilities and bicyclists. (Source: Dallas Complete Streets Design Manual)

streets, sidewalks, and open areas — promote a mix of developments and foster greater economic activity.

Although it is not typically considered an economic tool, planning will play a major role in Irving's continued financial success. In addition to the benefit to residents of combined street and land use planning, carefully designed plans and zoning can increase development potential by reducing risks to development investors. (Uncertainty about plan approvals, potential delays, and the associated lengthy negotiations all increase the financial risk of a project and reduce people's willingness to invest.) Development risks can be lowered when a community's goals and objectives are clearly expressed by a plan and allowed by right.

Encouraging Infill

The vision for Irving suggests much of the new growth will occur in the form of infill development, which is the addition of new or rehabilitated buildings into existing urban areas. Infill construction and the redevelopment of aging structures will take place alongside development of key catalyst sites (such as the former stadium site) and new development on the city's remaining vacant land. Based on findings from the alternative future scenarios, anywhere from 20 to 40 percent of new growth in the city could come from infill projects or redevelopment of existing sites. This is comparable to many major American cities. Infill development will revitalize neighborhoods, centers and corridors by locating new employment and housing in existing areas and filling "gaps" in a streetscape.



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Infill transit-oriented development in Richardson, Texas completed in 2015 (Source: Business Wire)

Creating a strong market for infill development requires substantial planning and coordination between the City of Irving and potential developers. Irving is at a turning point where development must transition to a greater focus on infill and reconstruction. It will take innovative partnerships with the development community to educate those familiar with suburban-style development about this different approach. Although growing in popularity, infill projects are still a relatively new concept for many, and lenders and other investors tend to favor more traditional projects because they have a better understanding of how such investments work. This means, like every city that promotes infill as a growth and development strategy, Irving will need to showcase successful early projects to build

communitywide confidence in how good infill practices can create great financial returns.

There are plentiful opportunities for both large and small infill projects in Irving. Reinvesting in neighborhoods, one of the top priorities to come out of the Imagine Irving visioning process, requires many small-scale redevelopment projects throughout the city. The city's development process, already known for its speed and efficiency, must prepare for an increase in these types of projects. Neighborhood plans, clear policies, predictable zoning regulations, and the right tools and incentives must be created to make this process simple and encourage reinvestment.

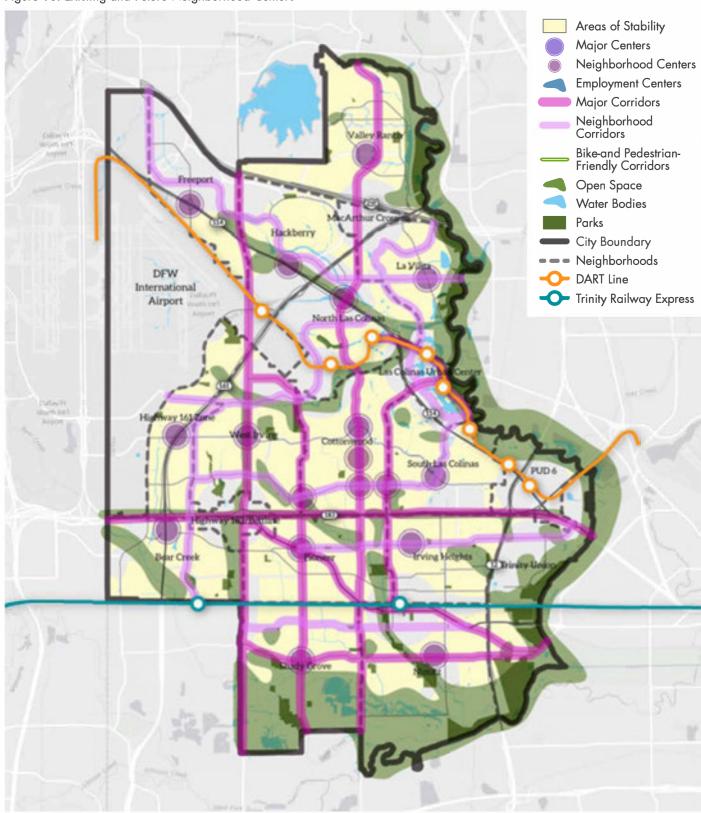
What makes a good location for a neighborhood center?

- Is vacant or underutilized land available? A site that is already well used and fully occupied is an asset to the community; therefore, it is best to focus redevelopment efforts on areas that are not currently serving the community to their capacity.
- Are surrounding lands compatible? Compatible lands for mixed-use centers are generally residential.
- Is there good connectivity to surrounding neighborhoods? Barriers such as highways present challenges to connecting residents with nearby centers.
- » Is a city facility, a religious institution or park located there?
- » Does it have good visibility, and is it located on a street that is suitable for some additional commercial development?
- » Is there a current lack of neighborhood services nearby?

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Figure 16: Existing and Future Neighborhood Centers





A Desire for More Neighborhood Centers

Through surveys and workshops, Irving residents stated they want more gathering places where they can walk around, shop, and grab coffee or a drink with their friends and neighbors. These needs can be met in a "neighborhood center." As the city grows, redevelops, and encourages pedestrian-oriented design, there will be many opportunities to create new neighborhood centers with a mix of housing, retail and services. The rehabilitation of older commercial areas provides a great opportunity to create new centers.

Neighborhood centers are located in areas near housing and have good street or sidewalk access to the surrounding neighborhoods. They host a range of services such as grocery stores, dining, convenience stores, retail, dental offices, salons and laundromats. Depending on its location, mix of tenants, and the needs of the community, a center can either serve a single neighborhood or several neighborhoods.

Classified as mixed-use areas, neighborhood centers often consist of one- to three-story buildings, many of which will be entirely non-residential (a mix of office and retail). Some multi-story structures have a residential component.

In neighborhood centers and all major commercial nodes, new buildings face the street with sidewalks to entrances and display windows oriented toward pedestrians. Automobile parking is mostly on the street, and offstreet parking is often shared between businesses and located on the side or to the rear of buildings. Parking areas provide comfortable routes and safety buffers for pedestrians walking to and from their vehicles.

The size, look and feel of these centers will vary throughout the city. The primary difference between centers is the scale of buildings and uses that make

up the center. For example, small neighborhood mixed-use centers could feature convenience stores and pharmacies that provide some groceries, whereas larger centers may include traditional grocery stores as well as a variety of other tenants.

Implementing Urban Design Principles for Walkability

IMPROVING CONNECTIVITY + STREET ENVIRONMENT

One of Irving's goals is to improve the walkable pedestrian environment across the city, especially in neighborhood centers and along corridors to better connect those areas with surrounding neighborhoods. Building better streets is important for walkability. Providing wide sidewalks, short crossing distances at intersections, and multiple routes makes it easier for people to walk safely in a city. These elements must be combined with a setting that provides interesting places to go, things to do, and other people with whom to interact to encourage more pedestrian activity. Creating opportunities and destinations such as this gives people a reason to choose walking and biking over driving for daily convenience trips.

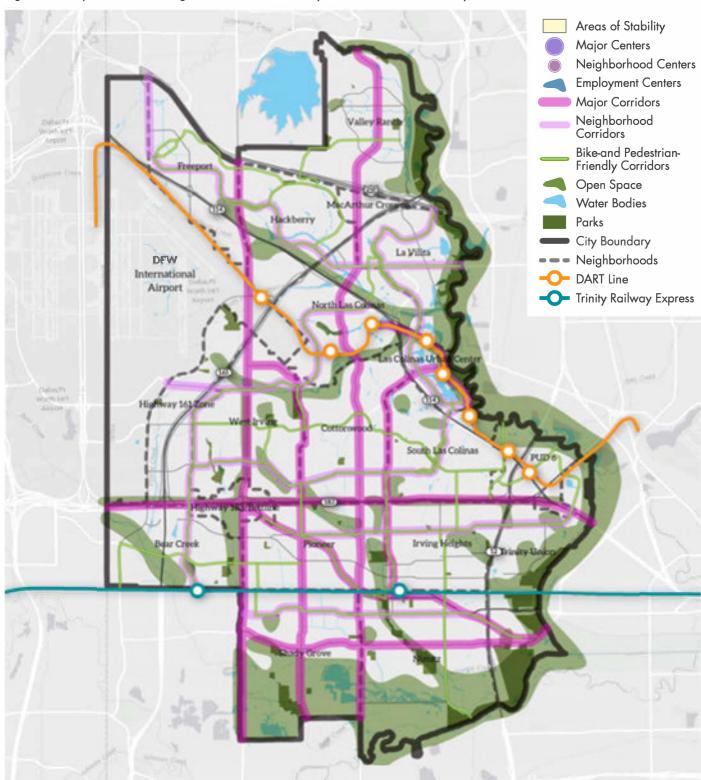
PEDESTRIAN-ORIENTED DESIGN

One important element of a walkable place is a welldefined street wall—a continuous series of buildings with doors, windows, façades and activities for pedestrians to follow. A good street wall does not require tall buildings; many historic main street areas such as Irving's Heritage Crossing are made up of single-story structures. It also does not need ornate structures or fancy design elements. A simple, wellproportioned building face that includes display windows, sidewalk lighting, and a deep awning to shield people from the elements can create a pleasant walking district.

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Figure 17: Major Corridors, Neighborhood Corridors, Bicycle and Pedestrian-Friendly Corridors





The city's building and development code is used to regulate shape, height, orientation, and other aspects of a building's design. Transit-oriented developments and mixed-use centers and corridors should include some or all of the elements of pedestrian-focused design: wide sidewalks, on-street parking, street trees and furniture, and active building frontages.

CORRIDORS AND CONNECTIVITY

Currently, it can take longer to get from the Las Colinas Urban Center to Downtown Irving's Heritage Crossing than from either location to downtown Dallas. The city has multiple north-south corridors, but heavy use and few alternate routes often create congestion and slow travel. Designing walkable infill and transit-oriented developments can ease some of the pressure on roadways by encouraging shorter trips, walking, biking, and the use of public transportation; however, in 20-30 years, driving will still be the primary way people get around.

Increasing the number of different routes from one point to the other is essential to ensuring the city remains easy to navigate in the long term. This type of connectivity also

is important at the neighborhood scale to encourage walking and biking. As corridors and centers redevelop, site accessibility for all people should be considered, and infrastructure enhancements to increase access should be added in tandem with other construction. Such enhancements may include adding safer intersections, crossings, and wider sidewalks along major corridors, and might also include adding awnings in front of new buildings. Enhancements should also include well-marked bicycle routes and facilities to support people traveling along active neighborhood corridors to their destinations along major corridors or centers.

TRANSIT-ORIENTED **DEVELOPMENT**

Transit-oriented development, or building complete neighborhoods around rail stations, is one of the strategies Irving will use to set itself apart from other Metroplex cities. A transit-oriented development concentrates high quality multistory housing and office space alongside ground floor retail in a pedestrian-friendly environment that encourages people to walk to nearby rail stations served by

frequent train stops and buses. This style of development is key to transforming Irving from an auto-dependent suburb to a rival of every major city in the United States and across the world.

The City of Irving is positioned to enjoy tremendous growth in new transit-oriented development, with three major centers located along high capacity rail routes. Heritage Crossing contains a station along the Trinity Railway Express, the regional commuter rail that connects downtown Dallas to downtown Fort Worth. Irving also secured the DART Orange Line, which connects Irving's Las Colinas Urban Center and the future development at the former stadium site (PUD #6) to downtown Dallas, and every major city across the globe via DFW International Airport.

The city can turn this railway access into development momentum. All three of these major centers are considered ready for redevelopment. Heritage Crossing has been the site of land banking efforts for years, and construction on the first major new housing project has begun. The Las Colinas Urban Center

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Master Plan (2013) outlines strategies that capitalize on the new transit stations in that area. Planned Unit Development #6 (PUD #6) regulations for the former stadium site enable the City of Irving to work directly with land owners and developers to create a dense, quality urban neighborhood around the rail stations in one of the most prominent and well connected locations in the region. Access to rail will enable residents and workers at all three locations to travel to and from those areas without requiring complete dependence on the automobile. Proper design of the areas will allow visitors and residents to walk around the sites as well.

In addition to the rail lines, Irving has many DART bus routes that serve residents. Corridors and centers served by high frequency bus routes are also potential sites for transit-oriented redevelopment.

PARKING AS A TOOL FOR WALKABILITY

While it may not seem intuitive, parking regulations are one of the best tools for influencing urban design and character. The amount of surface parking required for a retail store may seem like a minor issue, but across the entire city, the amount of land consumed by surface parking lots can be enormous.

Like most cities, Irving's zoning code includes minimum requirements for off-street parking based on the type of development and land use. The amount of space required for parking determines the size of parking lots and impacts the density of new development. The bigger the required parking lot at a site, the less likely people are to walk across it. Areas that are intended to be more walkable should have lower on-site parking requirements. Lower requirements do not necessarily mean fewer parking spaces, but they allow the market to determine where the spaces are placed, and allow the creation of walkable, mixed-use districts that balance pedestrian needs with those of drivers.

The current auto-oriented development pattern attracts shoppers with the promise of convenient parking and available spaces even on the busiest shopping days. This means parking lots designed to accommodate the peak days of the holiday shopping season have many parking spaces sitting empty most of the year. With large parking lots surrounding each building, people are unlikely to walk from one building to the next, and instead, choose to drive. By reducing parking requirements or allowing alternatives to on-site parking, buildings can be constructed closer together, increasing opportunities for people to walk from one site to the next. In instances where large parking lots are allowed between a street and the building, shaded walkways and interior landscaping will break up the monotony of the parking area and provide an improved pedestrian experience.



Catalyst Development Sites

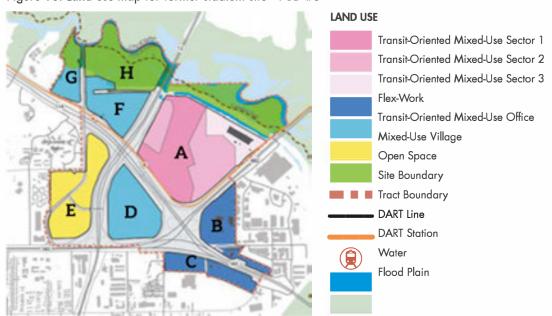
To encourage developers and lenders considering investing in redevelopment projects, it may be necessary for the City of Irving to partner with such projects through a combination of public and private investments. With that in mind, several catalyst sites have been identified as properties with characteristics that favor highquality redevelopment. These contain large parcels under single ownership with willing and capable property owners at locations that lend themselves to successful urban design, and allow easy access to rail stops.

Many of these are projects that could be under way within two to five years, and would help prove the viability of the redevelopment market, which could trigger a series of new development on nearby sites. The City of Irving can support these efforts by assisting with needed infrastructure that encourages redevelopment in targeted areas. Ensuring construction of the DART Orange Line that now connects the former stadium site, Las Colinas Urban Center, and DFW International Airport, is one investment the City of Irving has already made to help prepare some catalyst sites for future growth.

Catalyst site planning across the city

- 1. Planned Unit Development #6 (PUD #6 - former stadium site)
- 2. North Lake College transit integration
- 3. Greenwood Hills and Highlands
- 4. Irving Mall area redevelopment
- 5. Heritage Crossing





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In addition to PUD #6, the city has several other opportunities that appear to be well suited to redevelopment in the near term, including North Lake College and Greenwood Hills/Highlands. The Small Area Planning chapter provides greater detail about current conditions and recommendations for each of these sites.

Additionally, there are other opportunity sites identified for their longer term potential, including the Irving Mall, Plymouth Park, and Loop 12 at Irving Boulevard. These secondary sites are generally smaller, less centrally located, or have barriers to redevelopment that would take more time or resources to overcome than what is required to begin action at the catalyst sites. While they contain significant redevelopment potential, these sites are less likely to spur redevelopment on adjacent sites in the next five years.

Figure 20: Greenwood Hills/Highlands neighborhood

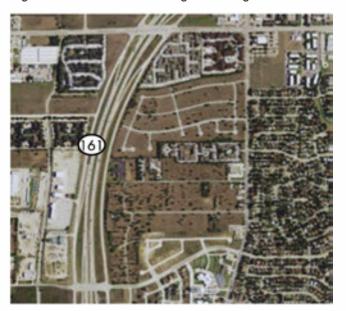


Figure 19: North Lake College transit integration





The Future Land Use Map

The Future Land Use Map is a tool that takes the ideas from the Vision Map and illustrates how they work on a parcel-by-parcel basis. The Future Land Use Map is not a zoning map, and does not establish regulatory requirements for new development. It does, however, serve as an underpinning for the Zoning Ordinance to guide how requested modifications to the zoning map are received, making it an important tool for land use decisions as the city continues to grow, reinvest and redevelop. The Zoning Ordinance is the tool that regulates building height, setbacks, parking and density requirements.

PREDOMINANTLY RESIDENTIAL LAND **USES**



TRADITIONAL Neighborhood. Predominantly residential area with the appearance of traditional single-family detached homes or duplexes with some mix of nonresidential uses at intersections of collector or arterial streets. Includes home-based businesses. Multi-unit structures compatible with the residences of the area are permitted. Net units per acre: 4-7

Likely Compatible Zoning: R-40, R-15, R-10, R-7.5, R-6, R-3.5, R-ZL, R-MH (at selected intersections: P-O, C-N)



COMPACT NEIGHBORHOOD. Predominantly singlefamily homes with a diverse mix of building types including small lot cottage homes, clustered courtyard homes, townhouses, rowhouses, and low-density multidwelling units. Some mix of neighborhood-serving nonresidential uses at intersections and collector or arterial corners. Net units per acre: 8-20

Likely Compatible Zoning: R-ZLa, R-PH, R-ZL, R-SFA, R-3.5, R-2.5, R-TH (at selected intersections P-O, C-N)



MID-DENSITY RESIDENTIAL. Medium density residential areas typically five stories or less. New structures should be high quality construction sited near public transportation nodes, arterial streets or in proximity to mixed use areas. Pedestrian-oriented buildings and streets are preferred. Net units per acre:

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18-50

Likely Compatible Zoning: R-MF-1, R-MF-2, R-MF-0, R-XF

MIXED-USE LAND USE



URBAN CENTER. Highest intensity areas of Irving containing a variety of uses in high-rise buildings. Pedestrian-oriented streets and buildings, high-quality design and materials. Primarily office and residential uses with regional destination retail, restaurant, hotel and entertainment uses. Building heights exceeding seven stories with shared and structured parking preferred. Sites should be located within a one-half mile of nearby rail stations. Net units per acre: 60 or more

Likely Compatible Zoning: R-MF-2, P-O, C-O, C-N, FWY, TOD



TRANSIT-ORIENTED DEVELOPMENT. Mixed-use development served by rail stations or high frequency bus stations within one-half mile or less of the site. Includes pedestrian-oriented streets and buildings, high quality design, public open space, and reduced and/or shared parking. Structures are ideally mixeduse mid-rise or high-rise buildings, a minimum of seven stories in height containing both residential units and commercial uses within each structure. Such developments will serve as residential centers, major employment nodes, or corporate campuses and offer local destination retail, restaurant and entertainment uses. Residential developments should serve a mix of income levels and help expand options for low and moderate income households. Net units per acre: 60 or more

Likely Compatible Zoning: HCD-TMU, TOD, PUD 6.



COMMUNITY VILLAGE: Pedestrian-oriented mixeduse village with free standing structures ranging from two to four stories. Areas should contain a mix of live and work opportunities with retail, entertainment and



housing within one-half mile of any residential unit. Ideally located near a variety of transportation options. Net units per acre: 8-30

Likely Compatible Zoning: R-MF-1, R-MF-2, P-O, C-O, C-N, R-2.5, R-3.5, R-ZLa, R-TH



MAIN STREET/DOWNTOWN. Mixed-use walkable area with continuous building frontages, on-street and rear parking, oriented towards outdoor public spaces and activities. Uses should include retail, office, restaurant. entertainment with a focus on drawing visitors from other parts of the region and community to the site. Upper floor residential and/or office uses are encouraged. Net units per acre: 20-40

Likely Compatible Zoning: HCD

PREDOMINANTLY NON-RESIDENTIAL LAND USES



LOCAL COMMERCIAL. Neighborhood serving commercial areas along collector or minor arterial roads in close proximity and safely walkable from nearby residences.

Likely Compatible Zoning: P-O, C-O, C-N



BUSINESS/OFFICE Flexible use area for retail, office and commercial uses. Multi-story structures with a mix of surface and structured parking. Uses are primarily office oriented with some supportive services.

Likely Compatible Zoning: P-O, C-O, C-N, C-C, FWY

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REGIONAL COMMERCIAL. Auto-oriented district for larger scale retail, office and commercial uses. This area provides destination services to multiple neighborhoods and the region and is dependent on automobile or transit rather than pedestrian access. It is generally appropriate for placement along major arterial roads and freeways.

Likely Compatible Zoning: P-O, C-O, C-N, C-C, C-OU-1, C-OU-2, C-OU-3



MANUFACTURING/WAREHOUSE. Primarily light manufacturing, warehousing and storage inside a building, but with some supportive commercial uses present. Exterior design presenting an office park aesthetic rather than a purely functional appearance is preferred.

Likely Compatible Zoning: FWY, CW, ML-20, ML-20a, CP



INDUSTRIAL. Industrial and manufacturing including accessory outside storage. Supportive commercial uses may be present.

Likely Compatible Zoning: FWY, C-OU-1, C-OU-2, C-OU-3, CW, ML-20, ML-20a, ML-40, ML-120, CP



PUBLIC/SEMI-PUBLIC. Schools, libraries recreational facilities, and city, state and federal buildings.

Likely Compatible Zoning: ALL





OPEN SPACE. Public and semi-public parks, open spaces, recreation centers and golf courses.

Likely Compatible Zoning: ALL

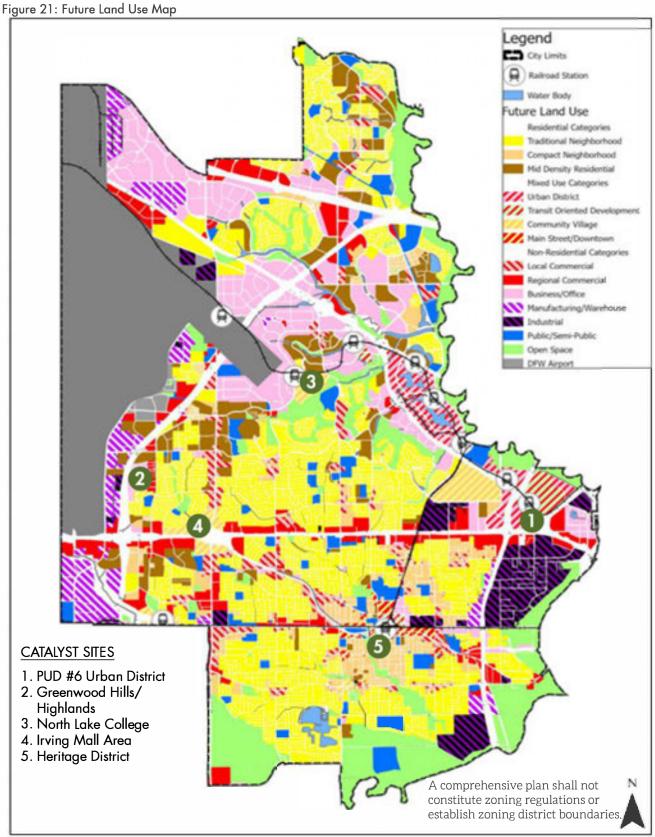


DFW International Airport. The Dallas-Fort Worth International Airport exercises its own land use regulations and authority.

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Land Use + Urban Design

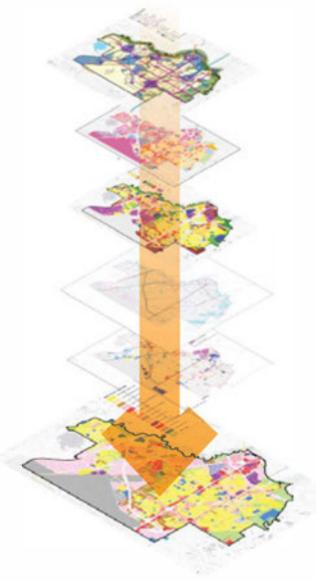






Creating the Future Land Use Map

The Future Land Use Map is the result of multiple mapping processes and analysis. The map incorporates input received from the Irving community and stakeholders during advisory committee meetings and community workshops.



- » Vision
- » Current Zoning
- » Existing Future Land Use
- » Constraints
- » Imagine Irving Scenario
- » Future Land Use Map

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Land Use + Urban Design

Land Use + Urban Design Goals, Strategies + Actions

Goal 1: Ensure land use decisions are consistent with the adopted Imagine Irving Comprehensive Plan.

Strategy 1.1

Make development decisions consistent with the Vision Map, Future Land Use Map, and stability/change map, and the adopted Imagine Irving Comprehensive Plan goals, strategies and actions.

Strategy 1.2

Evaluate and update the Future Land Use Map and stability/change map at a minimum of every five years to ensure consistency with city goals, development trends and growth demands.

Strategy 1.3

Evaluate and strategically update development regulations to ensure consistency with the adopted Imagine Irving Comprehensive Plan.

Strategy 1.4

Designate special planning areas to identify potential non-profitable retail and multifamily sites, and encourage renovation or a change in use for these areas.

Strategy 1.5

Promote land uses consistent with the vision that enhance Irving's built and natural environment.

- 1.5.1 Encourage economically sustainable, unique and accessible retail development.
- 1.5.2 Limit new multifamily construction to mixeduse developments that include commercial elements, except when located near transit stations or when aging multifamily units are being redeveloped.
- 1.5.3 Encourage construction of multifamily units in a vertical design stacked over office, retail or other commercial ground floor units.
- 1.5.4 Multifamily units should be permitted in mixed-use developments at a recommended minimum ratio of approximately three square feet of residential area for each square foot of office/retail.
- 1.5.5 Enforce requirements for a minimum

 Unit Per Acre count for mixed-use or
 residential projects within a transit-oriented
 development.





Mixed-use multifamily building in Carrollton, TX, near DART line (Credit: Steve Hinds)



AMLI Apartments in Las Colinas

- 1.5.6 Encourage mixed-use development.
- 1.5.7 Provide for a variety of single-family residential types and densities.
- 1.5.8 Approve new development that is consistent with and enhances existing development.
- 1.5.9 Examine national best practices for accessory housing in residential areas. Consider developing an ordinance to allow accessory dwelling units under certain conditions, based on size, parking, building design, and neighborhood context.
- 1.5.10 Protect land designated for commercial and industrial uses along major corridors, highways, or adjacent to the airport from residential encroachment.

Land Use + Urban Design

Map Interpretation Policies Using the Future Land Use Map

The following policies are intended to be used when making decisions regarding zoning and rezoning.

If an area that is designated and/or developed as residential desires to transition to nonresidential use, the City of Irving should require the following:

- » The area is physically appropriate (i.e., size, shape, etc.) for non-residential use.
- » The area is adjacent to nonresidential zoning and not separated from other nonresidential zoning by a major thoroughfare (or larger) or the nonresidential use is part of a mixed-use development.
- The rezoning does not allow non-residential traffic to negatively impact established and proposed future neighborhoods, schools, and/or parks.
- » The rezoning does not leave any residual tracts of residentially zoned property or an area designated

for residential uses on the generalized Future Land Use Map that cannot be developed in residential uses.

- The rezoning provides for an appropriate transition between non-residential and residential uses through separation by distance, screening, or land use, if positive integration of residential and non-residential land uses cannot be accomplished.
- » The non-residential use is the same intensity or is compatible in density and intensity with the existing or adjacent/surrounding land uses.

If an area that is designated and/ or developed as non-residential desires to transition to a residential use, the City of Irving should require the following:

- » The area is physically appropriate (i.e., size, shape, etc.) for residential use.
- » The area is adjacent to a residential neighborhood

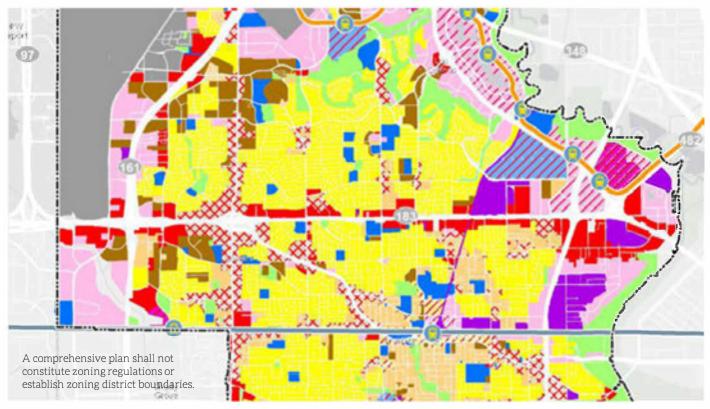
shown on the generalized Future Land Use Map and is not separated from the neighborhood by a major thoroughfare (or larger), or the residential use is a part of a mixed-use development.

- The rezoning will not result in a shortage of land designated for non-residential development.
- The rezoning does not leave a residual tract of nonresidentially zoned property that does not conform to the generalized Future Land Use Map, or that negatively affects the proposed residential use.
- The rezoning provides for an appropriate transition between residential and non-residential uses through separation by distance, screening, or land use (i.e., creek, four-lane roadway, etc.), if integration of residential and non-residential land uses into a mixed-use environment is not achievable.



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Land Use + Urban Design



See page 75 for the full view of the Future Land Use Map.

If an area that is designated and/ or developed as non-residential desires to transition to a different non-residential use, the City of Irving should require the following:

- » If new construction, the development conforms to new use standards and concepts.
- » The area meets all compatibility standards for adjacent uses.
- » The rezoning does not cause any negative impacts on adjacent uses.

If an area that is designated and/or developed as residential desires to transition to a different residential use (such as low density to medium density), the City of Irving should require the following:

- » The area is physically appropriate (i.e., size, shape, etc.) for the proposed residential use.
- » The area provides adequate access and parking capacity required for the proposed residential development.

» The rezoning does not create any foreseeable negative impacts on the adjacent uses.

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Land Use + Urban Design

Land Use + Urban Design Goals, Strategies + Actions

Goal 2: Focus development and redevelopment efforts on creating well designed centers, corridors and connections that link housing, jobs and services.

Strategy 2.1

Plan for centers with a cohesive and well connected mix of uses with a combination of streets, trails, and sidewalks for vehicular, pedestrian, and bicycle circulation.



Example of street design for multiple transportation modes in a mixed-use center.

Strategy 2.2

Continue to enhance Irving's existing signature centers including:

Las Colinas Urban Center

- Create a walkable, pedestrian-friendly place.
- Make the center a destination.
- Develop high quality and diversified land use.

Heritage Crossing

- Evaluate downtown sites and other historic areas for redevelopment, enhancement and preservation.
- Make downtown more visible to visitors and residents through entranceways, wayfinding signage and public art.
- Capitalize on the location of the TRE station.
- Improve Irving Boulevard as an express route to Heritage Crossing.
- Create pedestrian connections throughout Heritage Crossing.



- Ensure development throughout Heritage Crossing is compatible with existing design and supports the neighborhood as a whole.
- Design retail space as a focal point of activity, offering interesting shops, quality restaurants, and essential services in attractive buildings and settings.
- Ensure new office developments fit into the style and character already established by the community and neighborhood.
- Develop well-designed multifamily projects and outdoor spaces that contribute to a visually pleasing environment that supports Irving's local character, and promotes social interaction and pride among its residents.

Planned Unit Development #6 (PUD #6 -Former Stadium Site)

• Work with property owners to implement PUD #6 as planned.



The former stadium site is a tremendous redevelopment opportunity in the heart of the city, with accessibility to major highways, state routes and the DART Orange Line. As part of the Imagine Irving Comprehensive Plan, the City of Irving has created a Planned Unit Development (PUD) for the area, PUD #6, which will ensure redevelopment is transit-oriented and mixed-use.

Strategy 2.3

Establish connections to DART and TRE rail stations and encourage high quality, dense mixed-use development at each station.

- 2.3.1 Promote connectivity for a potential future regional rail station.
- 2.3.2 Promote and maintain public accessibility to Orange Line and TRE stations.
- 2.3.3 Provide special considerations for connectivity of intermodal elements:
 - Special safety and aesthetic considerations should be promoted for the linkage to/from the North Las Colinas Station to properties north of Spur 348.
 - Provide connectivity between the South Las Colinas Station and the Area Personal Transit.
- Enhance streetscape character for pedestrian 2.3.4 connections to light rail transit stations through continuous sidewalks, enhanced amenities, lighting and landscaping.
 - As development of the South Las Colinas Station occurs, or a pedestrian/bike lineage is implemented along the BNSF Railroad, extend the existing trail that currently terminates at Las Colinas Boulevard to the BNSF.
 - Provide pedestrian/bicycle access to roadways intersecting Riverside Drive. Connections should be considered at E. Las Colinas Boulevard, California Crossing, O'Connor Boulevard, and the westbound frontage road of Spur 348.
 - Conduct DART station review of current layout to determine the best locations for bus connections. Coordinate with DART to incorporate any necessary changes to site layouts.

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Land Use + Urban Design

• Examine cost effectiveness of operating the Las Colinas Area Personal Transit, and determine if a fixed schedule or call-ondemand system would be the best choice for long-term operation.

Strategy 2.4

Create a Transit-Oriented Development (TOD) Plan for station areas:

- 2.4.1 Within existing TOD regulations, the City of Irving should develop guidelines and standards for:
 - Unifying elements and amenities that build on Irving's identity.
 - Link TOD areas along the DART Orange Line through Las Colinas Urban Center.
 - Integrate and connect TOD areas with other districts and community assets.
 - Provide connectivity with sidewalks, bike lanes, trails, and other linkages.

- 2.4.2 Design TOD districts to enhance Irving's identity.
- 2.4.3 Create a pedestrian and trail link between downtown and the Urban Center.
- 2.4.4 Require all development adjacent to DART Orange Line stations to provide connectivity to trails and pedestrian centers.

Strategy 2.5

Prepare a sample center plan to establish guidelines for developing and enhancing new centers.

Strategy 2.6

Protect commercial and industrial areas from incompatible encroachment.

- 2.6.1 Designate truck access to major highways.
- 2.6.2 Review commercial guidelines as they apply to industrial areas to promote quality design on street frontages and potential for flexibility internal to development.



Transit-oriented development in downtown Portland, OR



Land Use + Urban Design Goals, Strategies + Actions

Goal 3: Widen the range of housing and employment choices by encouraging creation of dense mixed-use developments that include housing, retail and commercial uses.

Strategy 3.1

Create and adopt new zoning districts that permit cottage housing, townhomes, and other small lot (compact) housing types by right.

Strategy 3.2

Develop rules for mixed-use projects that ensure the character of surrounding neighborhoods is protected and that mixed-use developments are of a quality consistent with Irving's goals.

Strategy 3.3

Identify incentives to encourage the transformation of aging multifamily sites into mixed-use community centers or single family developments.



Mixed-use community in Dallas, TX (Credit: Charles Davis Smith, AIA)

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Land Use + Urban Design

Land Use + Urban Design Goals, Strategies + Actions

Goal 4: Remove barriers to infill construction and encourage reinvestment in aging neighborhoods and non-residential areas to help improve the quality of life.

Strategy 4.1

Revise parking standards to allow more flexibility when dealing with infill or redevelopment projects. Allow developers to request different standards based on site analysis of their location using the techniques set forth by the Urban Land Institute's (ULI) parking guides.

Strategy 4.2

Prepare a neighborhood improvement program that identifies common needs in aging neighborhoods, partners with property owners to address those needs, and offers incentives to make improvements to the appearance of private property. The improvement program also should address public facilities, street lighting, signage and other quality of life elements.

Strategy 4.3

Prioritize infrastructure improvements that support walking, biking and better connectivity to transit such as repairing sidewalks, improving streetscapes, and installing bike facilities.

Strategy 4.4

Develop public-private partnerships to explore alternative funding sources for low interest home improvement loans or grants to existing low- to moderate-income homeowners, particularly seniors, to help them maintain or upgrade their homes.

Strategy 4.5

Work closely with a developer on a sample singlefamily infill development project in a target area to address infrastructure needs and show how infill construction can enhance existing neighborhoods.

Strategy 4.6

Retain and expand city's façade enhancement programs to revitalize commercial areas and retail strips.



Land Use + Urban Design Goals, Strategies + Actions

Goal 5: Follow a neighborhood-based approach to planning where all residents have access to nearby jobs, healthcare, education, services, shopping, parks and open space.

Strategy 5.1

When reviewing proposals for new and redeveloping areas, ensure that adequate facilities for support services, shopping, and parks already exist to support new development or are included in the plan. Encourage creation of multimodal connections to jobs, parks and open space. Consider proximity and access from the site to needed services, jobs, and housing when making decisions about a development proposal.

Strategy 5.2

Promote a citywide neighborhood association umbrella structure that encourages neighborhoods to organize, identify their internal resources, and work together to have a more effective voice in identifying and advocating for their needs. Continue to engage existing neighborhood associations to encourage establishment of this type of grassroots neighborhood structure.

Strategy 5.3

Continue to engage residents in an ongoing process of establishing, building, and promoting their neighborhood identity.

Strategy 5.4

Develop partnerships between employers, transportation providers, apartment managers, developers, and childcare providers to increase access to services in lower income neighborhoods.

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Land Use + Urban Design

Land Use + Urban Design Goals, Strategies + Actions

Goal 6: Preserve and develop appropriate real estate options to meet the needs of current and prospective businesses and ensure that adequate land exists for a variety of uses.

Strategy 6.1

Ensure appropriate infrastructure is maintained to allows people, goods and information to move efficiently through Irving, and meets the needs of current and prospective businesses and residents.

- 6.1.1 Make strategic investments in infrastructure to support major employment centers and specific developments.
- 6.1.2 Support transit system improvements and a variety of transportation options to enhance community livability and strengthen local economic competitiveness.
 - Work with DART to improve internal transportation connections, especially along north-south corridors such as MacArthur Boulevard, O'Conner and Belt Line roads.
 - Support the development of bike facility improvements prioritized in accordance with recommendations in the Transportation Chapter.
 - Create enhanced walking opportunities around the signature bridge at PUD #6.



Artist's rendering of signature bridge design at PUD #6 (the former Texas stadium) $\,$

- 6.1.3 Support road network enhancements, street surface improvements and improved traffic control systems to increase access, capacity, and marketability of existing major corridors.
- 6.1.4 Invest in infrastructure upgrades to enhance the physical environment in and around employment, neighborhood, and major centers, and along major corridors to enhance their appeal as attractive places for people to live, work, and play.
 - Advance plans to improve the attractiveness and walkability of the Heritage District area by reducing traffic lanes, adding bike lanes,



- improving landscaping, supporting the midtown Trinity Railway Express and adding other amenities.
- Invest in necessary infrastructure for PUD #6, the Carpenter Ranch area, and other strategic centers and corridors to position these areas for high-density private-sector driven development.
- Allocate necessary funding resources to support infrastructure improvements.
- 6.1.5 Establish Irving as the top location in the US for 5G mobile technology innovation.
 - Work with the major telecom companies in Irving (AT&T, Nokia, Verizon) and in the surrounding region (Samsung Telecommunications America, Alcatel-Lucent, Ericsson) to convene an annual "Global 5G Innovation Conference" at the Irving Convention Center.
 - Brand Irving as a unique the 5G Innovation Zone distinct from other Metroplex cities. This effort should include major telecommunications companies in the Metroplex.
- 6.1.6 Engage local businesses regularly to better understand their infrastructure needs and challenges.

Strategy 6.2

Work with property owners, economic development recruiters, and the real estate community to ensure that there is an adequate supply of available buildings and sites to attract and accommodate desired commercial growth in Irving.

6.2.1 Conduct an annual evaluation of land inventory and infrastructure with respect to the needs of target industries.

- 6.2.2 Protect potential non-residential development sites from residential subdivision or intrusion and promote them for commercial development. Evaluate land inventory and commercial viability using criteria such as:
 - Size
 - Infrastructure
 - Land Uses
 - Zoning
 - Highway Access
 - Arterial Road Access
 - Transit Access
 - Visibility
 - Employment Potential
 - Municipal Revenue Potential

Strategy 6.3

Clarify development codes and processes to further streamline pathways for economic growth and support the business environment.

- 6.3.1 Ensure land use regulations are clear, easily implemented, and enforceable.
- 6.3.2 Simplify the zoning code and continue to refine and streamline permitting and development review services to remain business-friendly and easy to navigate.
- 6.3.3 Use higher density residential uses to buffer lower-density residential neighborhoods from commercial zones, stimulate economic activity and reduce conflicts between traditional neighborhoods and non-residential uses.

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Land Use + Urban Design

Land Use + Urban Design Goals, Strategies + Actions

Goal 7: Work with the Dallas Fort Worth International Airport to protect the interests and enhance the growth and economic success of both the airport and the city.

Strategy 7.1

Promote appropriate land uses adjacent to the airport to reduce conflicts with airport operations.

- 7.1.1 Restrict residential development in the flight path and high noise zones.
- 7.1.2 Collaborate with DFW Airport management to promote appropriate development on airport owned property within the City of Irving.
- 7.1.3 Conduct a regular dialogue with the airport regarding plans and development proposals within the City and on DFW Airport property to evaluate potential impacts of major developments and best practices for ensuring complementary growth.
- 7.1.4 Coordinate with the airport on development of outlying airport property to ensure compatibility.

Strategy 7.2

Work with DFW to minimize impacts of airport development on nearby neighborhoods.

- 7.2.1 Partner with DFW Airport to review potential stormwater and other environmental impacts of airport development on adjacent properties and explore green infrastructure options to mitigate potential negative impacts.
- 7.2.2 Meet semi-annually to discuss development plans and potential impacts, and ways to minimize detrimental environmental impacts on the airport or Irving residents and property owners.



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02



Housing + Neighborhoods

The ache for home lives in all of us, the safe place where we can go as we are and not be questioned.

~ Maya Angelou

Introduction

Future Irving residents will have a variety of housing choices across the city that serve a range of incomes, ages and cultural backgrounds. Research shows there will be an increased demand for mixed-use residential options located downtown, in neighborhood centers, and along key corridors. This increased density promotes sustainability and livability, and is a costeffective option for Irving's future. Young families will be able to afford attractive homes in walkable and safe neighborhoods with easy access to jobs, schools and parks. Those looking to downsize to more manageable homes will have a range of affordable housing styles from which to choose in a number of communities. each with proximity to restaurants, shopping, healthcare and open space. Quality of life in Irving will improve as aging apartment sites are reconstructed or repurposed, and continuous improvements are made to community infrastructure. Variety, flexibility and affordability in the local housing market will attract many people to live and work in Irving, and will encourage long-term residents to stay.

People will say...

- » Irving provides housing of different types and styles for people of all ages and incomes. This includes homes in traditional singlefamily neighborhoods, as well as walkable neighborhoods with higher densities. All neighborhoods will be oriented toward livability, walkability and cost-efficiency.
- Irving has safe neighborhoods with quality housing and schools, and a variety of housing options attractive to people working in the city.
- Rehabilitation and reconstruction occurs in neighborhoods across the city to maintain or selectively replace existing homes. In areas where multifamily inventory is nearing the end of its useful life, site repurposing or reconstruction will take place.



Housing + Neighborhoods

Irving Today

Irving has enjoyed decades of population growth and increasing diversity. Both trends are expected to continue and housing strategies need to prepare the city for continued growth. Irving's population is projected to grow substantially to approximately 302,000 people by 2040, adding substantially to the number of new housing units needed. Irving's racial, ethnic, cultural and generational diversity is an asset that should be considered in planning for future growth.

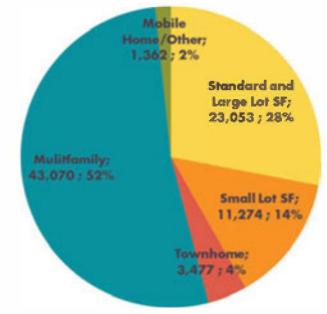
CURRENT HOUSING

Irving's current mix of housing is nearly evenly split between multifamily buildings (52 percent) and single-family housing types including detached homes, townhomes, mobile homes and duplexes (48 percent). The demand for rental units is strong and will continue to remain high. When compared to most neighboring cities, Irving has a higher rental rate: 61 percent of households live in rental units, and 39 percent of households are homeowners. As Irving continues to develop transit-oriented, mixed-use neighborhoods served by Dallas Area Rapid Transit (DART) and Trinity Railway Express (TRE) rail stations, the city's rental population will remain high.

High-quality rental housing that is well maintained, attractive, and affordable at a variety of income levels is a major asset to attract talented young people to live in Irving as they pursue their careers.

As the city continues to attract new residents with its prime location, quality neighborhoods and great job opportunities, the housing market in Irving should adapt to meet the changing needs of the community. The city will encourage new development that increases its housing supply with a balanced mix of new single-family homes, townhomes, and varied styles of mixeduse buildings.

Figure 23: Current Housing Mix



Source: Census Bureau, ACS 2009-2013, 5-Year Estimate

Figure 24: Current Housing by Tenure and Income



Source: Census Bureau, ACS 2009-2013, 5-Year Estimate



The rehabilitation and upgrade of quality homes, reconstruction of obsolete homes, and the construction of new infill housing (the addition of new homes in established neighborhoods) will regenerate and preserve the character of existing neighborhoods. In areas where vacant single-family sites are available, additional houses will be built. As redevelopment and infill occur, the City will ensure the availability of a variety of quality, affordable housing within the City for displaced and incoming residents.

The City of Irving should strive to satisfy the market for single-family homes by encouraging designs that consume less land while still providing an ownershipfriendly product. Encouraging construction of small lot cottage homes, clustered courtyard homes, and townhomes will help serve the owner-occupant market.

Many of the anticipated new housing will be in mixeduse buildings that provide living units on upper floors and include non-residential uses on the ground floor such as retail, small offices, personal services, day care, grocery stores and fitness centers. While most of the units will be geared toward the rental market, there is an opportunity to serve homeowners with these designs by including condominiums.

HOUSING PREFERENCES

Population characteristics influence the housing market and should be a key part of setting housing policy. "Psychographic analysis" looks beyond basic population data by dividing people into market segments and studying their consumer preferences to allow researchers to better understand the lifestyle choices of a given population. This analytical tool allows planners (or marketing firms) to examine how groups of people with similar spending patterns make decisions on purchases. The information gathered includes valuable clues related to neighborhood and housing preferences. From these clues, we can predict many of the factors that will influence future housing decisions.

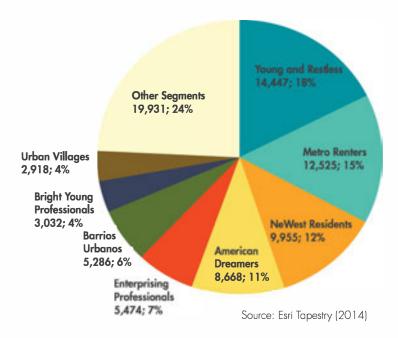
Table 1: The Imagine Irving Scenario Forecast

3	Imagine Irving Scenario
Base Year	2013 Census ratio; City of Irving
Population	229,000
Households	84,517
Dwelling Units	93,786
Forecast Year	2040
Population	301,541
Households	112,797
Dwelling Units	121,427
Growth Increment	2013 to 2040
Population	72,541
Households	28,280
Dwelling Units	27,641

Sources: Envision Tomorrow Scenario analysis; U.S. Census Bureau ACS 2009-2013 5-year estimates.

Housing + Neighborhoods

Figure 25: Irving's Psychographics Household Segments



What we heard from the public supports small lot single-family and cottage homes.

- » Thirty-eight percent of people surveyed stated that small lot or cottage homes are the form of new housing most needed. This is the largest response; new multifamily was at 17 percent overall.
- » Sixty-four percent of the 100 respondents agree that cottage homes are a good fit for new housing. Sixteen percent are neutral on cottage homes and 20 percent disagree. The breakdown is similar for courtyard housing.

The Environmental Systems Research Institute's (Esri) Tapestry segmentation, a psychographic analysis tool, divides U.S. households into 67 distinct segments that vary from each other in terms of age, occupation, household structure, ethnicity and spending patterns. By grouping every U.S. household into one of these segments, researchers can better understand and summarize complex consumer behavior.

According to this type of psychographic analysis, eight segments represent 76 percent of Irving's households. Understanding these household segments and their housing choices helps the City of Irving identify future housing needs.

Most of Irving's top population segments are renters. Forty-five percent of Irving households are in segments dominated by singles and young couples who rent. These groups (Young and Restless, Metro Renters, Enterprising Professionals, Bright Young Professionals) tend to prefer large buildings in walkable mixed-use neighborhoods, and households in these population segments move frequently. They tend to be well educated and many are still enrolled in school and have low rates of unemployment.

The "Enterprising Professionals" segment is equally split between rental and home ownership, and this segment makes up about seven percent of Irving households.

Hard-working, young Hispanic families make up two more major segments (NeWest Residents and Barrios Urbanos). One group is just starting out in rental housing, while the other enjoys higher incomes and leans toward home ownership in a suburban context. While the rankings and exact mix of segments is expected to shift by 2040, the major groups that currently make up the top segments are expected to remain influential.



Housing + Neighborhoods

CURRENT HOUSING PROGRAMS

Using funds provided by the U.S. Department of Housing and Urban Development (HUD) Entitlement grants, the City of Irving supports a number of housing programs and social service nonprofit organizations. The grant programs through which the City of Irving receives federal funds are:

- » Community Development Block Grant (CDBG)
- » Home Investment Partnerships Grant (HOME)
- » Emergency Solutions Grant (ESG)
- » Continuum of Care Grant (CoC)

The city's housing programs have been designed to coordinate efforts, both locally and regionally, and with private and nonprofit organizations to address the needs of Irving's low- and moderate-income residents. These housing-related needs range from the provision of housing to the homeless to aiding first-time homebuyers in home purchases. The City of Irving plans to use Section 108 funding for transitional housing and is exploring use of the loans for a recreational center to service low to moderate neighborhoods.

The CDBG grant funds a variety of activities including the Home Restoration Program, support of nonprofit social services agency programs, site development and/or land acquisition, through section 108 services, and the debt service payment associated with larger community development projects.

HOME grant funds are used to create opportunities for access to affordable housing, including senior housing, and are often used in partnership with nonprofit developers such as Bear Creek Development Corporation and Irving Community Development Corporation. This can take the form of construction of new single-family housing, or the provision of down payment assistance to first-time homebuyers.

The ESG grant provides for the rapid re-housing of homeless persons and for support of domestic violence shelter operations and maintenance. The CoC grant is used to provide permanent supportive housing to chronically homeless persons.



Tudor Lane homes completed in 2014 through a joint effort of the City of Irving and the Texas Department of Housing and Community Affairs (TDHCA).



Housing + Neighborhoods

Issues + Concepts

As Irving's population continues to grow and diversify, capitalizing on this growth will require the development of a balanced housing supply in the future that builds on local strengths. Irving is already ahead of the curve as current market trends show an increasing demand for rental housing. The interest now shown for living in mixed-use, walkable neighborhoods means that areas like Heritage Crossing, the Las Colinas Urban Center, and the proposed developments around the former stadium site could be very popular. The types of environments these areas create are popular with the population segments that are drawn to Irving for employment reasons, and their numbers are expected to grow. Such neighborhoods are popular across generational divides and are economically sustainable and efficient to maintain.

Preserving + Stabilizing Irving's Existing Housing Stock

Most of the houses that Irving residents will occupy by 2040 are already on the ground today. Much of the city's housing stock was constructed in a period of a few decades, from 1950s to 1970s, and the city's existing housing stock will continue to provide much of the city's single-family inventory for the next 20 to 30 years.

Rehabilitating and upgrading existing houses is important for maintaining the character of single-family neighborhoods. Housing upgrades should be encouraged with incentive programs such as rehabilitation loans where a site is falling into disrepair. Prime areas that could be considered for a rehabilitation pilot project include neighborhoods near Plymouth Park and Irving Mall, and other neighborhood centers in south Irving.

The City of Irving's Home Restoration Program, funded through the federal Community Development Block Grant (CDBG) funds, assists low- and moderateincome homeowners with home repairs ranging from emergency repairs to major home rehabilitation. The program is primarily targeted to senior citizens and is designed to encourage long-term stability in neighborhoods. Collaborative efforts between several faith-based organizations and corporate partners aid property owners with minor repairs to bring homes back into compliance with building code. Such efforts only scratch the surface, and may need to be expanded into other program areas. Although rehabilitating houses is important, the City of Irving also can improve streetscapes and parks, which benefits entire neighborhoods in tandem with house-specific projects.





Providing a Balance of Affordable, **High-Quality Housing Types**

Reaping the benefits of continued growth requires planning for future housing needs, and possibly providing incentives to ensure the right mix of housing is built in the right locations, and at the right price points to serve Irving's population. The City of Irving should focus on increasing the quality of rental housing through better design and code ordinances, and strive to ensure affordable, high-quality housing options exist throughout the city with future market trends in mind. New housing will include: multifamily units on top of retail sites in a mixed-use setting, urban townhomes that are attractive to smaller households, and small lot single-family residences such as cottage and courtyard homes. Energy efficiency will be a selling point for these new designs, and new buildings will be constructed to reflect that demand.

The Imagine Irving scenarion anticipates over 27,000 new housing units between today and 2040. An estimated 11,000 new single-family units will be needed by 2040, which includes free-standing homes, cottages, zero-lot line homes and townhomes. Due to the limited availability of vacant land, the majority of future single-family homes will be constructed on small lots. At community planning workshops and through surveys, images of cottage- and courtyardstyle housing were well received. This housing type also is performing well in the national real estate market.

Irving's housing demand also includes an estimated 16,500 multifamily units, nearly all of which will be in a mixed-use residential context with ground floor office or retail, located in walkable neighborhoods.

Figure 26: Housing Affordability



Housing Model; U.S. Censusu Bureau

ACS 2009-2013.



What is housing affordability?

- While varying by household, affordable housing is generally defined as costing less than 30 percent of household income. Households paying more than 30 percent are considered cost burdened (unaffordable, Figure 27) and those paying more than 50 percent are severely cost burdened (severely unaffordable).
- » Higher income households tend to pay less than 30 percent of their household incomes toward housing costs, while lower income households may have to pay more than 30 percent of their household incomes toward housing costs to secure quality housing in a safe and accessible neighborhood.

Housing + Neighborhoods

Embracing Transit-Oriented Development

Housing and transportation work hand-in-hand in creating complete neighborhoods that offer a range of services and easy access to transit, education and healthcare. Encouraging transit-oriented development will be a key strategy in providing high-density, mixed-use development near rail stations, while also providing an urban lifestyle alternative for people who prefer the "big city downtown" style over the "urban village." These rail- and pedestrian-oriented communities are more compact than traditional single-family neighborhoods. They offer urban townhomes, high-rise mixed-use residential buildings with nearby retail, restaurant and office sites that are close to the rail stations. The communities are designed to transition smoothly into adjacent existing neighborhoods, while providing residents, and those of nearby neighborhoods, with plenty of local shopping, and access to services and other amenities within a safe and attractive walking environment. Most successful transit-oriented developments (TOD) offer a mixture of price points to accommodate a range of affordability. TOD also promotes connectivity throughout Irving making it attractive and accessible to both visitors and residents.

Heritage Crossing provides one of the best opportunities to create a walkable urban village for people seeking city-style living in Irving. Many young professionals prefer to live in pedestrian-friendly downtown environments close to work, transit, shops and nightlife. This type of environment can support reinvestment in downtown Irving and create a vibrant center attracting residents, workers and visitors at all hours of the day.



Transit-oriented development near DART Light Rail. (Credit: David Wilson)



Mixed-use development near light rail stops and major destinations.



Housing for Vulnerable Populations

AGING

As Irving residents age, most will likely continue to live in the same home, or "age in place." Most homes and neighborhoods, however, were not designed to accommodate people with mobility concerns. Accessible homes and communities with adequate transportation options, and easy access to grocery stores, doctors and community activities are critically important for people living independently in their golden years.

Universal design in housing is a growing and beneficial concept. It exceeds the minimum specifications for accessible design and results in homes that are usable by and marketable to almost everyone. A major issue in this desire to age in place involves design. Universal design homes have features that accommodate people of all ages and physical abilities: an entry with no steps, halls and doorways wide enough to accommodate wheelchairs, a first-level master suite, and bathroom grab bars. As the population ages, communities are supporting the incorporation of universal design features into affordable housing communities.

A holistic approach to aging in place also includes nearby groceries, pharmacies and other services. Aging in place goes beyond services to the design of the whole community. Retail proximity is key, as are easily navigable sidewalks and easy-to-read street signs.

HOMELESSNESS

The City of Irving views homelessness as a high priority concern and strives to develop communitybased solutions for this issue. The needs of different types of homeless persons are different, and the needs of the suburban homeless are different from those of the inner-city homeless. The City of Irving works through the Dallas Area/Irving Continuum of Care and with the Irving nonprofit/faith-based community to find the most socially responsible and financially efficient means of providing services to match these varying needs.

By 2030, one in every five Americans will be over age 65.

The U.S. will face a severe shortage in appropriate housing to meet their needs. As people age, they need housing that is structurally and mechanically safe, and that accommodates people with disabilities. Those 50 and older also need safe communities, adequate transportation options, and access to grocery stores, doctors and community activities.

Housing + Neighborhoods

Housing + Neighborhoods Goals, Strategies + Actions

Goal 1: Create "complete neighborhoods" with housing near transit, services, education, healthcare, shopping and employment.

Strategy 1.1

Neighborhoods in Irving have centers that provide access to services and transit.

- 1.1.1 Align planning, funding and community investments to support transit-oriented development along light rail transit and bus lines.
- 1.1.2 Plan for and enable development of neighborhood centers in all neighborhoods that centralize residents' access to services and amenities.



Great Days of Service in Irving (Plymouth Park United Methodist Church, 2011)

Strategy 1.2

Partner with public, private and nonprofit entities to create complete neighborhoods with easy access to health and educational facilities, services and shopping.

- 1.2.1 Partner with service providers to promote neighborhood-level services, especially in areas with lower incomes and less access to transportation and transit.
- 1.2.2 Partner with nonprofits and other agencies to assist them in achieving housing upgrades and repair programs, social services, and new infill housing construction.



Housing + Neighborhoods Goals, Strategies + Actions

Goal 2: Provide variety of housing types to accommodate the diversity of Irving's residents and neighborhoods.

Strategy 2.1

Promote affordable housing with a balance of housing types.

- 2.1.1 Designate sufficient land for residential uses to meet the needs of the community's projected population.
- 2.1.2 Increase the number of well-designed and affordable housing types that respond to residents' preferences and incomes. This should include smaller lot single-family homes such as cottage and courtyard homes. The City of Irving also should consider adopting an ordinance for Accessory Dwelling Units.
- 2.1.3 Amend the City of Irving's development regulations to allow for increased flexibility and innovation in residential project design to promote the efficient use of land and protect natural areas.
- 2.1.4 Modify the zoning ordinance to include new zoning districts that allow the types of housing and densities being recommended in the Future Land Use Plan.

Strategy 2.2

Expand incentives for affordable housing development.

- 2.2.1 As part of the City of Irving's toolbox for promoting quality development, structure development incentives to encourage the inclusion of a percentage of housing units in TOD's for households earning less than 80 percent of Area Median Income.
- 2.2.2 Work with developers to ensure services and amenities for residents are co-located with affordable housing.

Strategy 2.3

Create opportunities for urban living in Heritage Crossing.

- 2.3.1 Increase the number of housing units in the Heritage Crossing district. TRE station parking areas are a potential location for infill development that incorporates housing, retail and parking.
- 2.3.2 Use Heritage Crossing Design Guidelines to ensure housing development in the district is walkable and satisfies the design principles for mixed-use multifamily development.



Housing + Neighborhoods

Housing + Neighborhoods Goals, Strategies + Actions

Goal 3: Invest in neighborhoods to protect and enhance neighborhood character.

Strategy 3.1

Protect existing single-family neighborhoods.

- 3.1.1 Review development applications within neighborhoods for compatibility with the character of existing neighborhoods in terms of general housing type, appearance and density.
- 3.1.2 Promote housing compatibility between adjacent residential areas by encouraging design techniques and multifamily development standards that minimize negative impacts between these areas.
- 3.1.3 Use development transitions to create compatibility between differing uses.

Strategy 3.2

Provide for reinvestment in declining areas.

- 3.2.1 Identify and prioritize neighborhood redevelopment and reinvestment needs and opportunities using areas identified in the Vision Map, as well as the City of Irving's neighborhood inspections databases.
- 3.2.2 Identify options for addressing neighborhoods in need of reinvestment, including home

improvement and maintenance programs for homeowners and rental property owners.

- 3.2.3 Identify and inventory existing substandard housing units, and support the repair, upgrade or replacement of such structures. Encourage collaboration of nonprofit maintenance and rehabilitation programs, and continue to coordinate such services with city-funded and/ or county-funded programs to maximize the efficiency and visible impact of such efforts.
- 3.2.4 Continue to use the risk rating process for multifamily complexes to identify those needing widespread rehabilitation.
- 3.2.5 Designate land on the Future Land Use
 Map for residential use in areas where the
 necessary utility infrastructure connections
 and community services are available to meet
 the needs of the additional population.
- 3.2.6 Engage Irving residents in an ongoing process of building and promoting neighborhood identity. Support neighborhood efforts to partner with nonprofits and become involved in public and private neighborhood improvement programs.



Housing + Neighborhoods Goals, Strategies + Actions

Goal 4: Enable access to housing for vulnerable populations.

Strategy 4.1

Continue to enforce the federal fair housing law.

Continue to enforce the federal fair housing 4.1.1 law to ensure people interested in living in Irving can do so without facing discrimination. The Fair Housing Act protects people from discrimination when they are renting, buying or securing financing for any housing. The prohibitions specifically cover discrimination by race, color, national origin, religion, sex, disability and the presence of children.

Strategy 4.2

Continue working with Metro Dallas Homeless Alliance to provide a continuum of care for people experiencing homelessness.

- 4.2.1 Continue to enhance partnership between the City of Irving and social service agencies for comprehensive problem solving and the provision of technical assistance. Increase organizational capacity in the form of training and one-on-one assistance to local housing and nonprofit organizations.
- 4.2.3 Facilitate community-based responses to sheltering needs for target homeless populations.

Strategy 4.3

Expand housing for seniors.

- Review regulations for senior housing facilities 4.3.1 and modify ordinances to accommodate housing for the elderly.
- 4.3.2 Use senior housing to transition between residential densities when evaluating development proposals.
- 4.3.4 Ensure that senior housing is developed in walkable areas with easy access to services, shopping and clinics.
- 4.3.5 Where possible, use HOME funds for development of senior housing.
- 4.3.6 Review housing standards and incorporate universal design standards into affordable housing.

Goal 6 of Chapter 15: Poverty, Health and Education also includes strategies to prevent homelessness.



Transportation

The reality about transportation is that it's futureoriented. If we're planning for what we have, we're behind the curve.

~ Anthony Foxx, United States Secretary of Transportation

Introduction

Irving, like most cities in the Dallas-Fort Worth area, has a transportation network that emphasizes efficient long distance travel across the region. This focus on long trips and maximizing roadway capacity encourages developments centered around the use of automobiles. The focus on auto-oriented development increases congestion on roadways. When lanes are added to accommodate increased travel demand, system improvements are short lived as commuters adapt their patterns to these new routes, and additional growth increases demand until the roads become congested once more. This unbalanced transportation strategy has come at a price—the decline of the safe, convenient and enjoyable trip that can be made by foot, bicycle, bus or rail. By shifting the focus away from long distance trips to better connections between nearby destinations, overall transportation accessibility can be improved. By adjusting land use patterns to bring homes, jobs, shops, services, and educational facilities closer together in a more convenient and walkable environment, people can live near the places they regularly visit, and not be compelled to drive half-an-hour or more to reach

People will say...

- » Improve transportation connections within Irving that includes all modes such as roadway, transit and bicycles.
- » Prioritize alternative transportation modes as a means to increase overall system capacity.
- » Improve safety for all transportation users by focusing on high frequency crash locations.
- » Integrate land use and transportation facilities to reduce dependency on a single mode of travel, and to minimize travel time and distance between home and work/school/shopping.
- » Support economic development efforts by encouraging placemaking (creating quality public spaces) through street design in strategic locations within Irving.
- » Continue supporting regional transportation solutions by coordinating decisions with surrounding communities and other agencies including NCTCOG, DART and TxDOT.

Transportation

their daily destinations. Recognizing this, many cities and transportation professionals are changing their approach to roadway planning, realizing that growing urban areas cannot build their way out of congestion by adding new roads.

Effective transportation systems are a balancing act. When streets are designed to properly serve surrounding land uses and allow multiple modes of travel, automobile travel is still accommodated, but not at the expense of other travel options. These "complete streets," built to allow bicycle, pedestrian and bus travel, provide an alternative to endless cycles of traffic congestion, especially when integrated with a rail and bus network, which can help increase the overall capacity of the transportation network by reducing the demand for long-distance trips.



Irving Today

TRANSPORTATION SYSTEM

As the population and economy of the greater Dallas-Fort Worth region continues to grow, Irving remains strategically located in a central, well-connected position that is easily linked to numerous major activity areas. The city is served by four major freeways and one tollway that provide connections to the economic centers of Las Colinas, downtown Dallas, and Dallas-Fort Worth International Airport. Two rail lines, Dallas Area Rapid Transit (DART) bus service, pedestrian connections, and a growing bikeway and trail network provide multimodal options for residents who prefer an alternative to automobile travel.

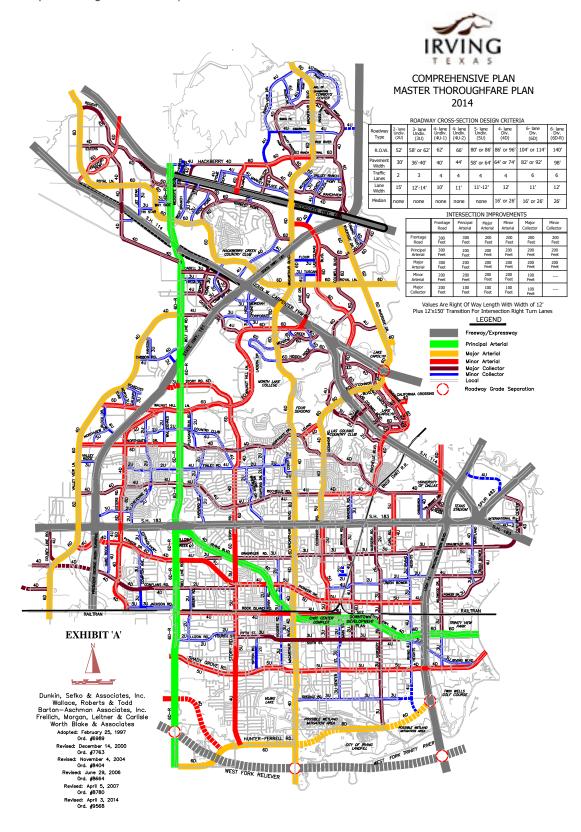
THOROUGHFARE PLAN

Irving's current Master Thoroughfare Plan (MTP) was adopted in 1997, with the latest revision made in 2014. This plan serves as the tool to enable the City of Irving to preserve future corridors and the necessary right-of-way to improve the local transportation system as the need arises. The MTP includes information related to roadway classification, right-of-way requirements, basic design criteria (including lane widths and medians), and the number of through travel lanes for each thoroughfare in the city.



Transportation

Figure 29: Major Thoroughfare Plan Map



Transportation

ROADWAY AND HIGHWAY SYSTEM

Irving's roadway system is interlaced by a number of freeways, as well as a network of arterials (high-capacity urban roads) and collectors (moving traffic from local streets to arterials) providing movement throughout the city. Major freeways within Irving include Interstate 635 (Lyndon B. Johnson Freeway), State Highway 114, State Highway 183 (Airport Freeway) and Loop 12. Since the previous adopted comprehensive plan in 1997 and the 2008 update, State Highway 161 (President George Bush Turnpike) has been completed, providing an additional regional north-south travel option. Irving's direct proximity to DFW International Airport drastically increases the importance of State Highway 114 and State Highway 183 as regional connections.



Aerial view of State Highway 183

Figure 30: Map of Major Highways in Irving



These corridors, primarily functioning as regional travel corridors, also serve as essential roadways for trips between major activity areas within the city. Cross-town mobility also relies heavily on a number of major arterials. Belt Line Road, Irving Boulevard and MacArthur Boulevard carry some of the highest traffic volumes, distributing trips to Heritage Crossing, Las Colinas, and into neighboring urban areas.



Transportation

Figure 31: Current and Future Congestion by 2035





Many of the roadways throughout the city are operating at or near capacity, which is indicated by significant delays at peak travel periods. During the next 25 years, it is expected that even with the planned improvements to the highways and roadways throughout Irving, congestion will continue to increase on major highways and arterials. This expected increase in congestion is based on anticipated population and employment growth within the city and across the region, and a continued reliance on personal vehicles. Due to Irving's location within

the Metroplex, much of this regional growth will use highways that transect Irving, further increasing the traffic volumes and congestion levels. Figure 31 shows the comparison between existing congestion and projected future congestion on area roadways.

Transportation

TRANSIT SERVICES

DART is the agency that provides bus and light rail service in Irving. As of 2015, there are 18 bus routes that serve the city. The routes follow many of the arterials and collectors in Irving, and there are a variety of routes including local, express, suburban, crosstown, rail feeder and transit feeder. Rail service is provided along the DART Orange Line and TRE commuter rail, connecting Irving directly to Dallas, Fort Worth and DFW International Airport.



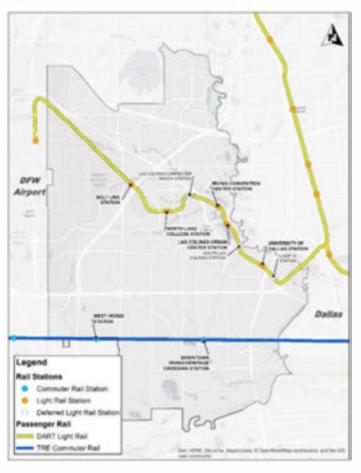
Dallas Fort-Worth Airport DART Station

The DART Orange Line serves the city with five light rail stations including:

- Belt Line Station
- North Lake College Station
- Irving Convention Center Station
- Las Colinas Urban Center Station
- University of Dallas Station

The Orange Line was recently extended to DFW International Airport, Terminal A, and also connects to Dallas Love Field with frequent shuttle services to both airports. This vital connection provides increased mobility to the airport and a great opportunity to capitalize on potential economic development around

Figure 32: Rail Lines and Stations in Irving



the current and future light rail stations. Depending on Orange Line ridership, three additional station areas could be developed adding new stops at Las Colinas Carpenter Ranch, South Las Colinas, and a new Loop 12 Station.

In addition to DART, the TRE provides commuter rail connections between downtown Dallas and Fort Worth T&P Station with two stops in Irving: West Irving Station and Downtown Irving/Heritage Crossing Station. Green Line stations in Farmers Branch also provide easy access to residents in north Irving.



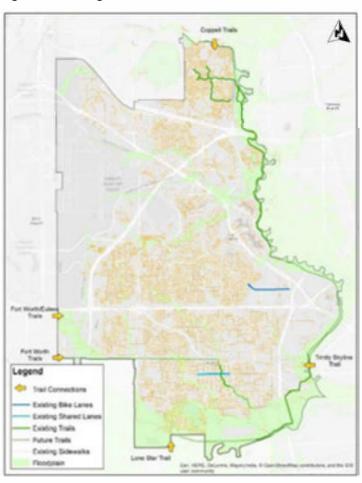
BICYCLE AND PEDESTRIAN SYSTEM

Throughout much of the city, the primary facilities for non-motorized travel and active transportation are sidewalks. Most sidewalks are constructed at the time development occurs, and the current owners are responsible for the upkeep and maintenance of adjacent sidewalks. The condition of these sidewalks varies. Older neighborhoods are typically in greater need of sidewalk repairs.

The City of Irving has begun integrating on-street bicycle facilities in key areas. Currently, there are marked shared lanes on W. 6th Street from S. MacArthur Boulevard to S. Britain Road, and designated bicycle lanes on Northgate Drive from Rochelle Boulevard to Tom Braniff Drive, adjacent to the University of Dallas campus. There are numerous opportunities to further develop this network to increase the connections between existing activity centers, trails and transit.

The off-street bike trail system is more developed than the on-street system, however, there are still many connectivity opportunities in the central areas of the city. These off-street trails are multi-purpose trails designed for pedestrians and bicyclists, that parallel roadways or follow environmental features such as the Trinity River. Approximately 10.5 miles of Campión Trails has been built along the eastern edge of the city, taking advantage of the Trinity River greenbelt. Additional segments of this system, along with the planned Rock Island Trail and Delaware Creek Trail, will create new connections to central parts of the city, the TRE, and the regional bicycle network.

Figure 33: Existing Pedestrian and Bike Infrastructure





Transportation

Issues + Concepts

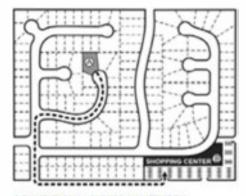
Transportation Vision

Irving residents will have a variety of transportation choices for getting around town. All residents will have access to major corridors, neighborhood corridors, bike and pedestrian friendly streets, and transit routes. People living and working in the city will be able to drive, bike, catch a bus, or hop on a train to nearly anywhere in the region. The network of transit options, large arterials, pedestrianfriendly neighborhoods, and employment centers will result in one of the safest and most efficient transportation systems in the country. Commuters will spend less time delayed in traffic, and getting around will be safer and more convenient by any mode of transportation.

Connectivity

Appropriate network connectivity is essential to maximizing accessibility and increasing the number of route options. Wellnetworked streets provide shorter, more direct routes between destinations. This increases the efficiency and reliability of the road network. A classic example of a well-connected street system is the traditional grid pattern. Grid street patterns result in dispersion

Figure 34: Conventional vs. Traditional Network Comparison



CONVENTIONAL SUBURBAN NETWORK

Channels traffic from local sheets to the arterial street system. A system of parallel connectors.



TRADITIONAL URBAN CONNECTED NETWORK

Provides multiple and direct routes between origins and destinations.

(Source: Kimley-Horn Associates, Inc.)



Street pattern of conventional suburban development

of traffic throughout the system. While major arterials exist within the grid pattern, local travelers are able to use interconnected local streets, freeing the arterials for the movement of longer distance travelers.

While some of Irving's older developed areas maintain this grid pattern, many of the neighborhoods throughout the city have used a conventional suburban development pattern with culde-sacs and fewer access points. These areas have been designed to collect traffic from residential areas and channel most trips onto major thoroughfares. This pattern tends to require large intersections, creates greater congestion on arterials, and often discourages pedestrian and bicycle travel.



Transportation



Context Sensitive Design

There is no single design for a complete street. Each one is unique and should relate to its surrounding community. This is in contrast to incomplete streets, which are designed with only cars in mind and make alternative transportation choices difficult. inconvenient, and often dangerous. Context sensitive design takes the goal of complete streets and applies it to the process of determining the most appropriate roadway cross-sections during construction. reconstruction, or rehabilitation projects. This process considers the functional class of the road, as well as the context and character of development in an area, future goals for a corridor, and the existing and future need for different modes of transportation.

Complete Streets

Complete streets is a relatively new term for an idea from decades past. Long before extensive regulations and requirements that favor rapid automobile movement began dictating street design, streets were built and developed to serve the destinations surrounding them. Some of the greatest streets in America still maintain this centuries-old character. Complete streets are streets designed for everyone—with safe access for

pedestrians, bicyclists, motorists, and transit riders of all ages and abilities.

Complete streets offer many of the benefits that are sought through traditional roadway design: increased road capacity, decreased travel times, and enhanced safety. It often creates these benefits in innovative ways. Most roadbuilders targeted increased roadway performance through the addition of vehicle travel lanes. But with complete streets, roadway



Transportation

design might consider enhancing sidewalks or pedestrian crossings, or repurposing unnecessary travel lanes for another mode of travel, such as bike lanes. Every person who chooses these alternative modes of travel is one less driver on city streets, which reduces congestion and extends the service life of the roadway.

Currently, the development of thoroughfares in Irving is guided by typical roadway crosssections designated by functional classification, as identified on Irving's Master Thoroughfare Plan. This plan, however, does not provide guidance for the development of multimodal street types that could more appropriately serve various land use contexts and activity centers. By integrating future land use and transportation priorities with the Master Thoroughfare Plan, the complete streets process can be better applied to determine if and to what degree the design may need to be changed to achieve the most appropriate cross-section for a corridor.

Transportation Challenges

Those who live, work or travel in Irving understand the everyday challenges that occur when trying to get from one place to another. Highways and arterials quickly become congested, and aside from the existing rail connections, there are few fast and frequent transit options. Upcoming mobility improvements are primarily focused on regional travel through the city with major highway expansion projects, but future travel demand projections indicate that these improvements will struggle to keep up with growth, and connections within the city will remain an issue.

Many mobility issues have been created due to the development pattern of the city and region. The existing major highway connections (SH 114, SH 183, and I-635) contribute significantly to the movement of vehicles eastwest through Irving, but have divided the city into distinct growth areas. These highway divisions largely act as barriers to overall connectivity, limiting local north-south connections and creating traffic chokepoints. In addition, the surrounding region continues to grow in population and employment. As Irving maintains its status as an important economic destination, this growth creates additional strain on the existing transportation network.





Transportation

Expansion of the major highways and the introduction of managed lanes may temporarily ease congestion issues, but in time, commuting patterns are expected to adapt and create new demand on these routes. No city has truly solved congestion issues by building more roadway infrastructure. Congestion should be recognized as a sign of a successful and desirable place. As the region grows, the city should focus on strategies to accommodate the additional people who will live and work in Irving.

In addition, trends in transportation choices are shifting among different demographics. Young people are choosing to live in urban locations with multiple choices of transportation modes. This is in contrast to previous generations' desires to locate in automobileoriented suburban communities. This has resulted in lower vehicle ownerships and a greater tendency to use transit, bicycles or rideshare services such as CAR2GO. UBER and LYFT. These changing transportation characteristics are causing reductions in Vehicle Miles Traveled in certain regions as well as across the country. The strategies for improving transportation should center on shifting trips to more efficient travel modes, and helping people avoid making long commutes by continuing to bring destinations closer together.



Identification of **Funding Options**

Another major concern is the decline in available funding from state and federal sources for transportation projects. The region is expected to receive less real funding for transportation in 2030 than today. Increasing population and vehicle turnover to increasingly fuel-efficient modes impact transportation funding. In addition, the aging transportation system, combined with rising construction costs, has increased the demand for available funds

Spending on highway and transit programs has outpaced revenues, largely due to insufficient revenue from traditional sources. Motorists contribute to transportation

funding at the fuel pump. A 20 cent state gasoline tax and 18.4 cent federal gasoline tax is collected. but not all of this revenue becomes available for transportation infrastructure. While demand and costs increase, traditional transportation funding has remained unchanged. Therefore, city and transportation officials have had to turn to new revenue sources and local financing to fund much of the immediate and future transportation needs for the area. According to the North Central Texas Council of Governments (NCTCOG), approximately onethird of the funding for the region's network comes from local sources, so how the City of Irving prioritizes its own funds is as important as ever. Numerous other funding

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sources are available that make up the remaining portion of the region's infrastructure, primarily managed by the Texas Department of Transportation (TxDOT) and NCTCOG.

Potential Road Network and Street Improvements

Irving is a steadily growing firsttier suburb within the core of the Metroplex, and has been a regional economic center for decades, so it is no surprise that the majority of the city's roadway network is already built out. With new residents and economic development continuing to surge into the region, Irving will face critical decisions on how to accommodate the increase in trips throughout an already strained local transportation system. Most major arterials have been built to their maximum capacity, and many older existing developed areas will likely attract infill housing (new or rehabilitated housing in existing neighborhoods) and new iob centers. In these cases, future vehicular traffic issues will not be solved by expanding roadways. Strategic improvements to existing corridors must take place to shift trips to other modes, while also maximizing the functionality of the vehicular system within the current right-of-way and number of travel lanes. One of the most efficient

ways of adding capacity to existing corridors is through innovative traffic operations (improved signal timing).

CORRIDOR SIGNAL TIMING

The current thoroughfare plan uses a traditional, hierarchical street classification system based on a roadway's ability to move vehicles and with the primary goal of reducing vehicle travel time. Aside from some newer master planned areas, this approach to street design has been applied uniformly throughout the city, and ignores how a street might need to adapt to individual neighborhood identity and unique centers of development. As a corridor moves through places that vary in community character, the transportation needs also change.

The City of Irving has been proactive in determining network solutions through innovative traffic operations. Working with the NCTCOG, Irving has improved many of the critical corridors in the city, and is working on additional corridor timing as a way to improve connections. The City of Irving maintains a Strategic Transportation Plan to prioritize roadway and traffic operations improvements, identifying corridors that are currently being re-timed and that need to be improved in the future.

The priority corridors that need to be improved with respect to traffic operations are Shady Grove Road, MacArthur Boulevard (south of Northgate Drive), and O'Connor Drive. In addition to traffic operations, this plan could be





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used to prioritize connectivity over increasing capacity and improving multimodal street design. As additional rail-supportive land uses develop in the future, particularly in areas designated as major centers, the City of Irving should prioritize improved transit, bicycle, and pedestrian connectivity to rail stations to reduce reliance on single-occupancy vehicles. In addition, the more intense employment and activity areas should be complemented with street design elements that promote the use of the City of Irving's multimodal investments. These design elements may include enhanced transit stops, bicycle parking and pedestrian lighting.

By recognizing the critical link between land use and the transportation system that serves it, cities can better create multimodal solutions to local travel problems. It also provides the City of Irving an opportunity to enhance economic development by using flexible street design as a placemaking tool. Streets are one of the most fundamental shared public spaces, but are often overlooked as areas for investment when creating livable environments for people and economic activity. Streets are often seen as simply spaces for cars, parking and movement of goods. But when the thoroughfare planning process fully recognizes

the unique qualities of existing and planned land uses, the transportation realm can be transformed into attractive public and private places that are vibrant and lively, and where people have a choice in how to get around.

Potential Transit **Improvements**

For many, the car will remain the only viable form of transportation, but resources must be allocated for transit service to serve the current transportation needs of the region's diverse population, as well as to respond to shifting demographics and generational priorities. There are many people who cannot, or who do not want to use a car every day. The younger segment of the population (often identified as Millennials) is increasingly seeking safe and efficient alternatives to driving, while the growing retired

and elderly population may also need transportation alternatives.

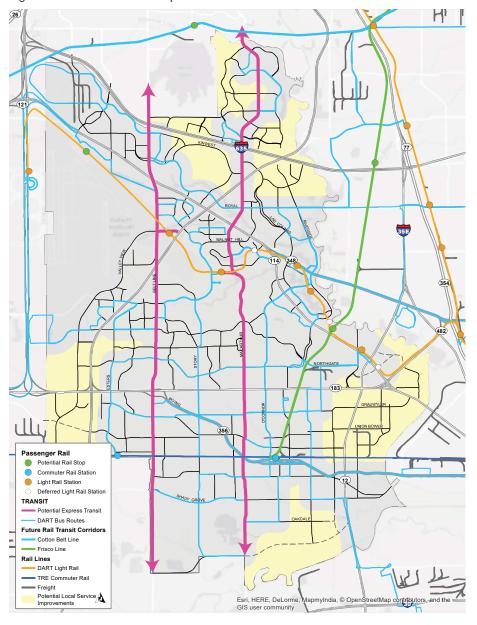
Effective transit service can have a significant impact to individuals financially. When considering the cost of fuel, maintenance. and insurance, the cost of car ownership can be expensive. Because of shifting financial priorities, trends indicate that Millennials are less likely to get driver's licenses, tend to take shorter and fewer trips by vehicle, and are less likely to purchase a car at all. In addition, many households cannot afford to own a vehicle. or in some cases, must cut back on other basic necessities such as housing and healthcare, simply because their daily travel patterns require them to own a car.

A robust public transit system provides a productive and equitable alternative to a car-dependent transportation network. Compared



Transportation

Figure 35: Potential Transit Improvements



to owning a vehicle, transit provides an affordable transportation option, and is particularly important for those who cannot drive due to age, income, or disability. The financial impact also is significant for cities especially those that are nearly

built out like Irving. Efficiently run transit has the ability to move more people in a much smaller amount of space. But for transit to attract new riders, the service must be efficient, convenient and safe.

The majority of Irving's service coverage within the city is made up of two types of bus routes—typically local or express. Local bus service provides the greatest amount of flexibility, but does not attract the ridership or stimulate changes in land use patterns in the same way as other transit modes. Focusing on corridors that already serve a high proportion of transit riders, and improving the transit service, can go a long way in improving the buses share of traffic on the corridor. Improvements such as reduced headways, better stop infrastructure, and locations along corridors such as Belt Line Road, MacArthur Boulevard and Irving Boulevard, will help connect people in Irving from their homes to work and shopping. In addition, MacArthur Boulevard has many higher education and K-12 schools. Improving connections between schools and colleges along MacArthur Blvd can provide easier acess to continuing education and job opportunities.

True high capacity transit has the capability of shifting commuting patterns in a way that can significantly impact the travel patterns on major corridors.

Transit modes such as bus rapid transit (BRT), streetcars, and light rail typically have limited stops, more frequent service, and higher quality passenger facilities. BRT has



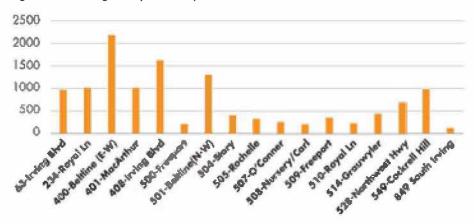
Transportation

become an attractive investment choice due to the lower upfront implementation cost compared to other high capacity transit modes. However, great service alone does not create sustainable ridership. Success of these transit investments is largely dependent on the relationship to the surrounding land use. High capacity transit should be considered in areas with higher employment or residential activity, diverse uses, and pedestrian-oriented design.

Service Improvements

For Irving to accommodate new growth and successfully transition trips onto alternative modes, future transit service should focus on creating highcapacity crosstown routes and improved internal connections to existing and planned rail stations. Currently, Irving's highest transit ridership occurs on some of the crosstown and rail feeder routes, particularly the routes that connect to the downtown Irving/Heritage Crossing Station and the Irving Convention Center Station. These routes use well developed principal and major arterials such as Belt Line Road, MacArthur Boulevard, Irving Boulevard, and Northwest Highway. Additional enhancements to these existing routes would have the potential to increase ridership, stimulate new transit-

Figure 36: Average Daily Ridership



Source: Automatic Passenger Count (APC) data collected March - October 2014 and manual survey counts on SmartBuses.

oriented development, and reduce overall traffic congestion on these corridors

BUS RAPID TRANSIT (BRT)



Bus rapid transit is a relatively new type of transit service, with the goal of taking the flexibility and cost-effectiveness of traditional bus service, and combining the quality of service found on a dedicated rail transit line. A variety of techniques have been identified to make this type of bus service faster, more reliable, and attractive to a variety of potential riders. Strategies include the use of bus-only lanes,

transit signal priority systems, higher capacity bus vehicles, stops spaced at least one-half mile apart, and frequent service (headways of 15 minutes or less). Station areas also can be designed similar to rail transit platforms with convenient fare collection, more shelter, bus wait time technology, and level boarding with bus doors.

RAPID BUS



Enhanced bus route service that focuses on frequency but does not operate in dedicated bus lanes or incorporate the typical passenger amenities of BRT is called rapid bus. This service can be a first stage of development when funding is

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limited, or as an alternative when BRT is introduced in phases. In these cases, route frequency is commonly achieved through signal preemption at intersections.

STREETCAR



While light rail has been the preferred rail mode of choice in many cities, streetcars have become an attractive option for use in urbanized areas due to its lower implementation cost and ability to operate in mixed traffic. Streetcars are slower and lower-capacity than other types of rail, and therefore are best suited as short-trip urban circulators, and are ideal in places where all-day street life and active public spaces are a priority. One of the significant advantages is its ability to stimulate economic development and attract riders. Streetcar lines are highly visible and have easily understood routes, making them a welcome travel choice in walkable areas.

Potential Bicycle Route

Improvements

A city's active transportation network is intended to provide transportation alternatives and recreational opportunities for all ages and abilities. The installation of bicycle and pedestrian facilities can be the most visible element of a city's multimodal transportation program. It shows the community is a welcoming place for nonmotorized trip choices and supports the safe use of streets by all road users.

The use of bicycles, sidewalks and trails is a transportation choice that benefits personal health, reduces traffic congestion, and enhances quality of life. Interest in bicycling for commuting or recreation is increasing, but many novice riders do not feel comfortable riding

on-street with traffic. Concerns about safety, barriers, and lack of infrastructure often lead to the use of cars for many short trips. The implementation of increased bicycle and pedestrian facility choices addresses safety, and also enhances long-term community livability, creates welcoming streets and neighborhoods, and strengthens local economic competitiveness.

Bicycling can improve quality of life by increasing opportunities for social interaction within the community. An active bicycling population is often considered a measure of livability for a city. Providing enhanced bicycle facility design allows residents to stay connected to their community, and integrating bicycle facilities into existing streets can have a positive effect on attracting business and



(Source: BikeTexas.org)



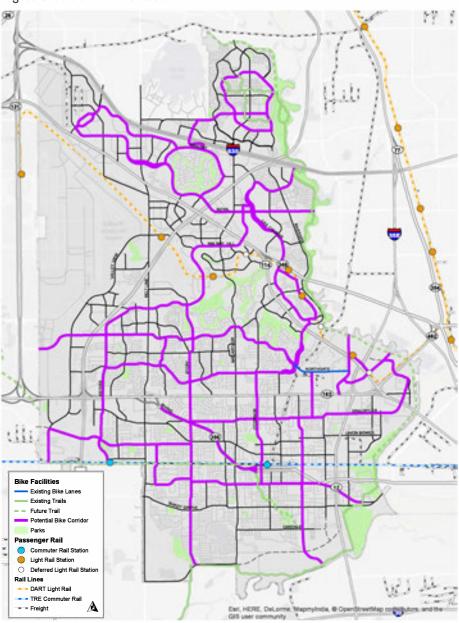
000000000000 **Transportation**

maintaining property values. Adding bike racks on public transit provides multimodal opportunities as well.

Irving's active transportation system has made significant progress in creating an extensive off-street trail network with Campión Trails and other existing and planned facilities. Moving forward, the City of Irving should focus more resources on developing its on-street bikeway system to better connect neighborhoods to recreational facilities, economic activity centers and transit stations. Irving should recognize that its community includes bicycle riders of all skill levels, and more people will be encouraged to ride if streets are designed to protect riders and make cycling enjoyable. A variety of innovative facilities may be considered, and given the unique characteristics of each roadway, the most appropriate facility should be selected based on adjacent land use context, roadway characteristics, and existing or expected types of bicycle use.

With the majority of the bicycle infrastructure located on the east side of the city along the Trinity River, access to the trails is limited to a small portion of the population. Other neighborhoods within Irving need to use an automobile or transit to access the trail system on the

Figure 37: Potential Bike Routes



This map shows potential bike routes. A future Bike Facility Plan is needed to determine the types of facilities that will be appropriate on designated streets.

east side. Additional east-west and north-south bicycle connections need to be considered in the future to provide more access for those

who choose to walk or bike to get to their destinations or to enjoy leisure activity.

Transportation

Bicycle Facility Types



TRADITIONAL BIKE LANES

Bike lanes are dedicated travel lanes that carry bicycle traffic in the same direction as adjacent motor vehicle traffic. Bike lanes are provided for the exclusive or preferential use of bicyclists on a roadway and are identified through signage, striping, or other pavement markings. These lanes allow bicyclists to ride at comfortable speeds and encourage a position within the roadway where they are more likely to be seen by motorists. Bike lanes should be designed to be 5 to 6 feet wide, typically on the right side of the street, between the outside travel lane and curb, parking lane, or road edge. A second buffer stripe may be installed to provide additional space between bicyclists and travel or parking lanes.



PROTECTED BIKE LANES

Protected bike lanes, commonly known as cycle tracks, are bicycle facilities that are physically separated from adjacent motor vehicle travel. Typical on-street cycle tracks are designed similar to bike lanes with one-way travel, and may be designed with a variety of materials for physical protection. These on-street, one-way cycle tracks provide greater comfort than buffered bike lanes due to the addition of a physical separation in the buffer area.

Raised cycle tracks are one-way facilities that are vertically separated from the roadway, located at or near sidewalk-level. Cycle tracks may also be designed as two-way facilities to allow bicycle movement in both directions along one side of a roadway. Protected bike lanes are recommended on major arterials with high travel speeds, high traffic volumes, and multiple lanes. Conventional bike lanes without protection on these types of roadways can be stressful for less confident riders.



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SHARED LANES

Certain roads may be more desirable for use due to low traffic speeds and volumes, and do not necessitate a separated bike facility. These roadways can be designated as shared lane bike routes with route signage and pavement markings to designate shared use of the travel lanes. Shared lanes are preferable on streets with low traffic volumes (less than 3,000 average daily vehicle trips) and low travel speeds (less than 30 mph). Occasionally, shared lanes are necessary to fill a gap in the network or transition between bike facilities.



BIKE BOULEVARDS

Streets that have low traffic volumes and speeds, particularly in residential areas, may be designated as bicycle boulevards. These streets can be enhanced with certain design elements to encourage bicycle use and discourage excessive through trips by motor vehicles. Measures to reduce speeds and manage traffic volumes, commonly known as traffic calming, include such features median islands, mini traffic circles, and curb bulb-outs. These methods cause drivers to maintain lower travel speeds in response to visually narrower roadways or a need to navigate around curving travel lanes.

THE PLAN

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Transportation

Transportation Goals, Strategies + Actions

Goal 1: Integrate land use and transportation.

Strategy 1.1

Develop a context-sensitive approach to street design and transportation infrastructure.

- 1.1.1 Update and implement a context-sensitive Thoroughfare Plan compatible with the City of Irving's Comprehensive Plan and Future Land Use Plan.
- 1.1.2 Develop flexible street design requirements that are compatible with surrounding development character.

Strategy 1.2

Support the connectivity of the City of Irving's land use mix to reduce trip length and minimize the need for motor vehicle trips.

- 1.2.1 Increased proximity of different land uses and creation of compact development patterns allow for more cost-effective ways to reduce trip distances and the need to use a motor vehicle. Transportation decisions should support redeveloping areas by providing better street connectivity, convenient sidewalk connections, and improved multimodal options.
- 1.2.2 Work with DART to improve connections between schools and colleges along MacArthur Boulevard to provide easier acess to education and job opportunities.



Transportation Goals, Strategies + Actions

Goal 2: Improve multimodal transportation connections.

Strategy 2.1

Support the enhancement of safe, reliable, frequent, and efficient transit service.

- 2.1.1 Encourage the implementation of high capacity or higher frequency transit service along priority transit corridors.
- 2.1.2 Improve transit links between rail stations and nearby activity centers.
- 2.1.3 Improve transit quality of service, convenience, and comfort to increase ridership for transit-dependent riders and choice riders.



Bus rapid transit stop in Eugene, OR (Source: Oregon Department of Transportation)

Strategy 2.2

Improve pedestrian connectivity and access to jobs, shopping, recreation and transit.

- 2.2.1 Encourage development of mixed-use activity centers that support pedestrian activity.
- 2.2.2 In walkable activity centers, promote building designs oriented toward sidewalks rather than parking lots. Minimize the amount of parking between building fronts and streets.
- 2.2.3 Make streets attractive and comfortable for pedestrians. Adopt lighting, street trees, and parking standards appropriate for walkable areas.
- 2.2.4 Develop street design cross-sections that consider pedestrian needs in different land use contexts.

THE PLAN

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Transportation

Strategy 2.3

Develop a citywide active transportation network of on-street and off-street bicycle facilities.

- 2.3.1 Develop and implement a citywide Bicycle Master Plan.
- 2.3.2 Promote bicycle facilities that connect neighborhoods to existing and planned parks, schools, trails, recreation areas, transit stations, and major activity centers.
- 2.3.3 Encourage safe and comfortable bicycle facility design that attracts a variety of riders and minimizes conflicts with motor vehicles.
 - Prioritize the retrofit of bicycle lanes and shared-use paths on existing corridors with excess capacity or right-of-way.
 - Develop and promote a bicycle safety education program.
 - Identify appropriate locations for bicycle facilities in the Bicycle Master Plan.



Separated two-way bicycle lane for bicyclists and pedestrians at University of Minnesota near TCF Bank Stadium (Credit: Nick Falbo)



An exclusive bike facility, known as a cycle track, along light rail transit and mixed-use development in Downtown Portland, OR (Credit: Nick Falbo)



Transportation Goals, Strategies + Actions

Goal 3: Increase overall system capacity.

Strategy 3.1

Prioritize strategic investments to increase the capacity of the existing roadway system.

- Use access management best practices to maximize roadway capacity and safety including cross-access between development sites, driveway consolidation, and appropriately spaced median openings.
- 3.1.2 Use advanced signal timing and intelligent transportation systems strategies to improve the efficiency of existing corridors.
- 3.1.3 Use travel demand management strategies to reduce commuting by vehicle and shift daily commutes to other modes. Encourage major employers to implement programs that promote carpooling and telecommuting, and provide incentives such as reduced parking requirements.
- 3.1.4 Explore use of alternative routes to relieve traffic on overburdened corridors.

Strategy 3.2

Better integrate multimodal transportation options to shift travel demand from automobiles to other travel modes, and reduce vehicle trip demand on existing streets.

- 3.2.1 Emphasize the interconnectivity of each travel mode network to improve the efficiency of multimodal trips.
- 3.2.2 Promote a development pattern with complementary street design that makes transit, bicycling, and walking convenient transportation choices.

THE PLAN

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Transportation

Strategy 3.3

Support the transport of goods through Irving, maintain connectivity to industrial areas, and prioritize a system of direct routes for truck traffic.

- 3.3.1 Continue to designate a truck priority route network using state highways to accommodate trucks within and through Irving, and to preserve and improve commercial transportation mobility and access.
- 3.3.2 Provide multimodal transportation options on the priority freight network and in industrial areas to connect workers to manufacturing/industrial employment centers.
- 3.3.3 Support efficient and safe movement of goods by rail where appropriate. Maintain the safety and operational conditions for freight rail transport at rail crossings within city streets.



(Credit: Danielle Scott)



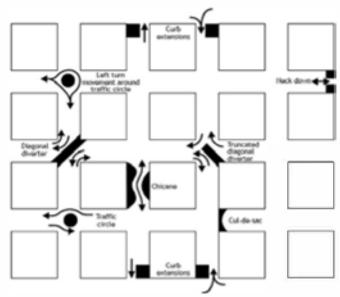
Transportation Goals, Strategies + Actions

Goal 4: Improve safety on transportation corridors.

Strategy 4.1

Enhance street design on priority corridors to address safety issues for all transportation modes.

- Examine the feasibility of increasing the comfort level of bicycle facilities, particularly on streets with higher speeds and volumes to improve safety and increase ridership.
- 4.1.2 In residential and walkable areas, integrate traffic-calming practices into street design to increase pedestrian safety and comfort.
- 4.1.3 Maintain and enforce state highway truck route designations to provide safe and direct access to industrial and heavy commercial employment areas.



Examples of traffic-calming methods (Source: U.S. Federal Highway Administration)

Transportation

Transportation Goals, Strategies + Actions

Goal 5: Support economic development efforts.

Strategy 5.1

Use multimodal street design as a placemaking tool that supports economic vitality and promotes livable communities.

- 5.1.1 Use walkable street design, enhanced transit service, traffic calming, and streetscaping as tools to develop desirable places and stimulate economic activity.
- 5.1.2 Promote attractive public spaces and pedestrian amenities within the street right-of-way.



Example of walkable street design and streetscaping (Credit: Nick Falbo)



Sidewalk extension that converts on-street parking into other public uses such as cafe seating, a mini-park, or community space (Source: San Francisco Planning Department)



Transportation Goals, Strategies + Actions

Goal 6: Coordinate regional transportation decisions.

Strategy 6.1

Work in partnership with surrounding communities and regional government agencies to support the region's mobility goals, transportation system sustainability, and quality of life.

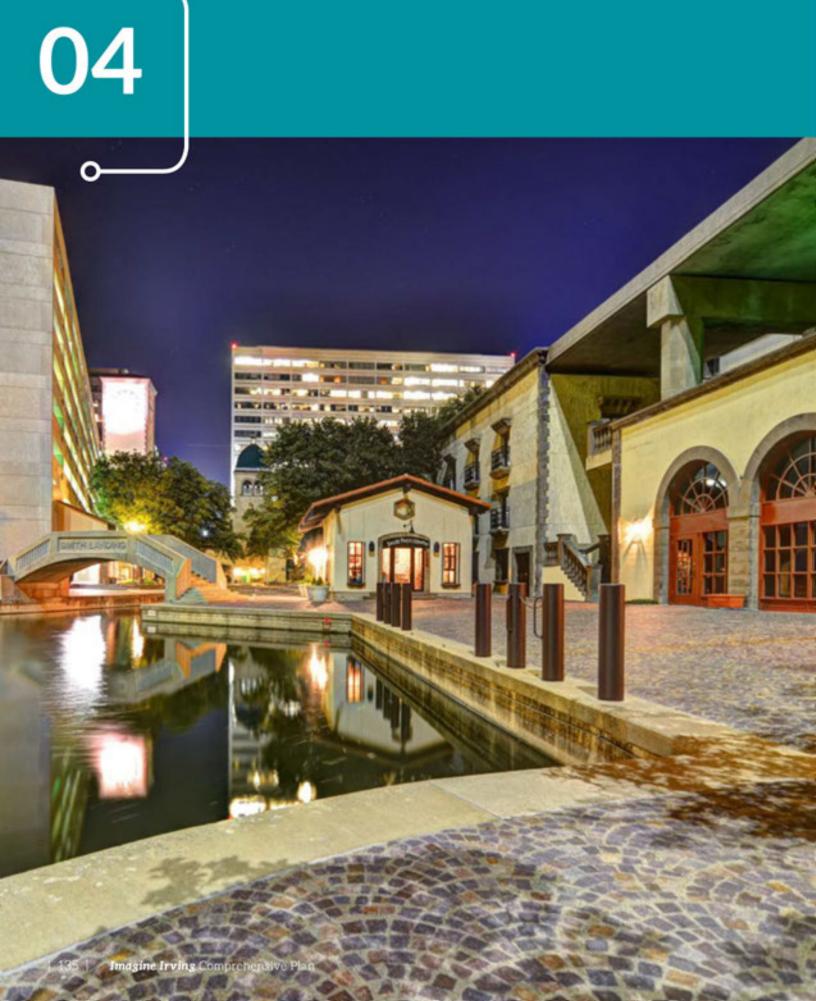
6.1.1 Coordinate local projects with regional initiatives to support a well-connected and efficient regional transportation network.







North Central Texas Council of Governments is developing the next long-term transportation plan for the Dallas-Fort Worth area. Mobility 2040 is expected to approve the new Metropolitan Transportation Plan by Spring 2016.



Infrastructure

Strategic investment in infrastructure produces a foundation for long-term growth.

~ Roger McNamee

Introduction

Utilities and infrastructure are a critical foundation for the function of a city, and can include water, wastewater, and storm drainage systems. The location, condition, and accessibility of these features can greatly affect daily operations, construction timelines, and funding capabilities. Understanding the system's existing conditions is essential to planning for future development. In general, new development requires expansion, rehabilitation, and ongoing maintenance of a city's infrastructure. This section provides an overview of the City of Irving's existing infrastructure and recommendations to support the Imagine Irving Plan.



The MacArthur pump station

People will say...

- » Aging infrastructure is updated, including drainage, water and sewer lines, roads, sidewalks, intersections, and neighborhood lighting, ensuring quality service to existing users and capacity for future growth.
- » Irving implements sustainable policies and promotes development that reduces vehicle miles traveled, and water and energy consumption—contributing to cleaner air and water, and the preservation of natural resources.

Infrastructure

Drinking Water

EVALUATION OF THE EXISTING SYSTEM

Much of the City of Irving's water supply originates in Jim Chapman Lake, where Irving owns water rights to approximately 37 percent of the total volume. Water is conveyed from Jim Chapman Lake to Lewisville Lake through a shared transmission line and pump station with the North Texas Municipal Water District. The City of Dallas provides water treatment for the City of Irving Jim Chapman Lake water supply. As a supplement to the Jim Chapman Lake water supply, the City of Irving also purchases water directly from the City of Dallas, which pulls surface water from Lake Ray Roberts, Lewisville Lake, Grapevine Lake, Lake Ray Hubbard, Lake Tawakoni and Lake Fork. Jim Chapman Lake supplies approximately 85 percent of the City of Irving's water usage, while the remaining 15 percent is bought wholesale from the City of Dallas. The City of Irving's total available water supply, considering current agreements with the City of Dallas, is 46 million gallons per day (MGD) on an average day basis, and 69.7 MGD on a maximum day basis.



Water supply tank in Irving (Credit: teamlandmark.com)

Once the water has been treated by the City of Dallas, it enters a distribution system comprised of the following:

- More than 700 miles of water mains (4" up to 66")
- Three pressure zones
- Four pump stations for the distribution system
 - Distribution total pumping capacity = 220 MGD
- Eight elevated storage tanks (15.5 million gallons)
 - Royal Ridge Elevated Tank is currently under construction and will add one million gallons of additional storage.
- 10 ground storage tanks (52 million gallons)
 - Construction of an additional 5 million gallon ground storage tank at the Northgate Pump Station is planned to begin in FY 2018.
- Average daily water usage 36 MGD

REQUIREMENTS FOR IMAGINE IRVING PLAN

With periodic severe droughts throughout Texas, many municipalities have begun exploring methods of alternative water supply. Among these, water reuse has been a popular topic. Water reuse is the process of using treated wastewater for a beneficial purpose, such as irrigation or even drinking water. While the City of Irving could purchase additional water supply from the City of Dallas to support future growth, the City of Irving has begun planning to use reuse water for long-range supply needs. The City of Irving also is focusing on water conservation education to reduce future



water supply needs. Similar to many municipalities in the Metroplex, the City of Irving is dealing with aging water infrastructure. Cast iron and fiber cement pipelines installed during the City of Irving's original expansion are reaching the end of their design life and are in need of replacement. The City of Irving has a replacements program that identifies the pipes in the system in need of replacement first. Adequately funding replacement projects is a continual challenge to meet the needs of the system.



Rain barrel system for water harvesting

The City of Irving is expanding its water system capacity by constructing a new elevated water storage tank in the northwest corner of the city. Experiencing recent success in water conservation efforts, the City of Irving is confident that planned system improvements and focusing additional funding for the replacement program will allow Irving's drinking water system to meet the City's anticipated future needs.

Wastewater

EVALUATION OF THE EXISTING SYTEM

The City of Irving's wastewater system is built to

convey all wastewater to Trinity River Authority's (TRA) Central Regional Wastewater System treatment plant located in Grand Prairie. Wastewater in Irving generally flows east to southeast toward the Elm Fork of the Trinity River, or south to southeast toward the West Fork of the Trinity River. The wastewater then flows into TRA's lines, which transports flow to the treatment plant.

The City of Irving's wastewater system contains the following:

- Nearly 700 miles of pipeline (6" to 54")
- 12 drainage basins
- Nine lift stations: Urban Center lift station is currently under design
- Produces an average flow of 24 MGD

This wastewater production is considered to be comparable with other area municipalities.

REQUIREMENTS FOR IMAGINE IRVING PLAN

This plan has identified potential areas of growth around Irving. While these areas are currently being served by the existing wastewater system, further studies are necessary to determine if there will be sufficient capacity to serve future developments. The City of Irving is working on a comprehensive master plan update for its wastewater system. This will examine existing system condition, and identify capacity and replacement needs for the future.

Approximately 45 percent of the City of Irving's wastewater mains are more than 45 years old or older, indicating a need for rehabilitation projects in the near future. With the potential upsizing of City of Irving pipelines also comes the potential need to upsize TRA facilities downstream. It is important for both entities to monitor their system's performance and

Infrastructure

communicate potential problems.

In March 2007, the City of Irving began its Sanitary Sewer Overflow (SSO) Initiative. The SSO Initiative is a program that aims to reduce discharges from the collection system to limit impacts to the population and environment. The SSO Initiative includes a focus on routine maintenance, reducing inflow and infiltration, increasing pipeline capacity, and replacing pipes in poor condition.

Drainage

EVALUATION OF THE EXISTING SYSTEM

The City of Irving's drainage system generally flows to tributaries, creeks and branches that eventually empty to either the West Fork or the Elm Fork of the Trinity River. There are four flood control districts operating in the City of Irving including:

- Irving Flood Control District Section III (IFCD III) for Valley Ranch
- Dallas County Utility and Reclamation District (DCURD) for the Las Colinas Urban Center
- Irving Flood Control District Section I (IFCD I) for the Century Center
- Dallas County Flood Control District #1 (DCFCD #1) along Bear Creek
- These flood control districts contain levees along Grapevine Creek, the Elm Fork of the Trinity River, Bear Creek and Hackberry Creek to help protect portions of north, east and southwest Irving from a 100-year flood event.

The Municipal Drainage Utility (MDU) is funded by a drainage fee assessed to all developed properties

in the City of Irving. This fee provides funding for activities associated with storm drainage and Irving's Storm Water Permit required to the EPA and Texas Commission for Environmental Quality (TCEQ). These activities include:

- Analyzing drainage problem areas.
- Recommending and managing drainage improvement projects.
- Partnering with the various flood control districts for dredging.
- Water pollution prevention.
- Wet weather monitoring and testing.
- Erosion control and enforcement on construction activities.
- Collection and removal of debris and floatables through comprehensive street sweeping operations to prevent entry into the drainage system with stormwater.
- Representing the City of Irving in regional stormwater management efforts in conjunction with the North Central Texas Council of Governments, state and federal storm water communities and task forces.

Irving contributes MDU funding annually to the four flood control districts for erosion control projects, maintenance of their facilities, dredging, and water quality enhancements. The four flood control districts are instrumental in helping Irving meet the annual Best Management Practices and reporting requirements of the TCEQ Storm Water Permit.

In addition, the MDU provides funding for small neighborhood drainage projects. MDU funds have paid for 20 small localized drainage projects totaling



\$2.9 million during the past five years. These improvements include installation of additional curb inlets along streets, area drains for low areas, and upsizing smaller drainage pipes to provide additional drainage capacity.

Irving has been working along the West Irving Creek Drainage Watershed to install trash interceptors to help capture and remove debris and floatable trash before it reaches the Trinity River Basin. These trash interceptors include curb inlet screens and baskets, small inline trash collector baskets, floating trash booms, and larger inline trash interceptors. The initial results have proven to be successful in controlling a portion of the debris and floating trash. These trash interceptor devices were funded through the MDU Fund.

For the purpose of explaining the current state of the drainage system, Irving can be divided into two



Flood control channels in Irving

general areas: north of Northgate Drive and south of Northgate Drive.

North of Northgate Drive:

- Most streets are designed for a 25-year storm event
- Most drainage channels are designed for a 50- to

100-year storm event.

- All channels north of Northgate Drive drain into the Elm Fork of the Trinity River.
- IFCD III, DCURD and IFCD I assist with the storm water quality for tributaries that drain into the Elm Fork.

South of Northgate Drive:

- Newer and rebuilt streets (20 percent of total) are designed for a 25-year storm event. Streets older than 40 years are designed for a 5- to 10-year storm event.
- Only 15 percent of FEMA studied channels are designed for a 100-year storm event. The rest of the channels are designed for a 5- to 10-year storm event.
- Most channels south of Northgate Drive drain into the West Fork of the Trinity River.
- DCFCD #1 provides assistance for Bear Creek Water Quality, which drains in the West Fork of the Trinity River.

REQUIREMENTS FOR **IMAGINE IRVING PLAN**

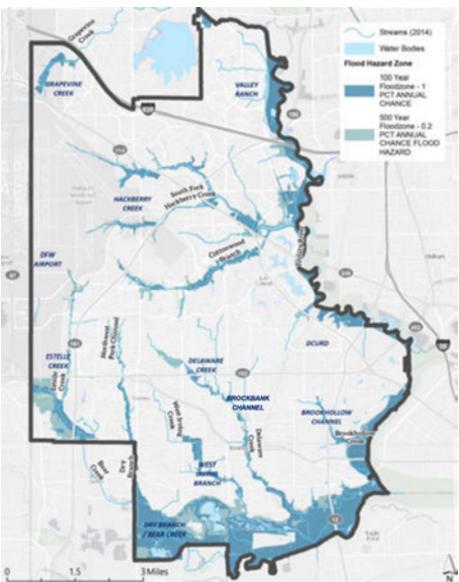
The northern half of the City of Irving contains newer development. As such, the drainage infrastructure is better prepared to handle major storm events. Recent record-setting events in May 2015 emphasized the need for improvements to all portions of the city. These improvements include bringing the streets up to a 25-year design and the channels up to 50- to 100-year design, which will require a considerable amount of funding. Irving has a portion of the funding required for all various drainage improvement needs. Completing a citywide drainage assessment and adopting a drainage master plan would help

Infrastructure

pinpoint existing problems within the system, and prioritize a plan for future growth identified in this comprehensive plan.

Irving has begun work on the first significant drainage improvements in the Delaware Creek Drainage Basin. This work is required to handle the increased stormwater runoff created through the Midtown Express Project working on State Highway 183. The first phase of work is along the Embassy Channel, and will increase capacity of the channel to enable it to contain the 100-year flood event entirely within the channel. Phase two work will begin in late 2016 along the Brockbank Channel. Phases three and four will provide improvements along upper and lower Delaware Creek. All phases of the project are beginning construction or are under design and will be completed by 2018. These improvements are being implemented on the south side of State Highway 183, but these deeper channels south of State Highway 183 will allow for future drainage improvements to the Delaware Creek Drainage Basin on the north side of State Highway 183. The ultimate goal of the drainage channel projects will be to remove residential structures along these creeks from the 100year flood plain and protect the residents from future flooding.

Figure 38: Floodplain Areas in Irving



Delaware Creek Drainage Basin work will ultimately remove more than 500 homes from the 100-year flood plain.



Infrastructure Goals, Strategies + Actions

Goal 1: Provide clean and reliable drinking water throughout the city.

Strategy 1.1

Improve the condition of the existing water system.

- 1.1.1 Identify locations with aging infrastructure, leaks, low pressure and poor circulation.
- 1.1.2 Implement a Capital Improvements Plan to address aging infrastructure replacement.

Strategy 1.2

Investigate additional water supply options.

- 1.2.1 Pursue recommended options in the current "Long-Range Water Supply Plan."
- 1.2.2 Implement reuse water project to supplement future water supplies.

Strategy 1.3

Investigate sources of additional funding.

1.3.1 Investigate and propose methods of securing adequate funding for water system improvements.

Strategy 1.4

Continue to educate the public on water conservation.

1.4.1 Continue to use city resources to encourage conservation of water resources.

Infrastructure

Infrastructure Goals, Strategies + Actions

Goal 2: Collect wastewater in an efficient, reliable, sustainable and environmentally sound manner.

Strategy 2.1

Improve the condition of the existing wastewater system.

- 2.1.1 Continue to implement and search for ways to reduce discharges from the collection system.
- 2.1.2 Identify locations with aging infrastructure, leaks, and capacity issues, and implement a Capital Improvements Plan to address these issues.

Strategy 2.2

Update the comprehensive wastewater master plan.

2.2.1 Update the existing 2009 Wastewater
Study and Master Plan to identify areas of
improvement necessary to support the City
of Irving's vision.

Strategy 2.3

Investigate sources of additional funding.

2.3.1 Investigate and propose methods of securing adequate funding for wastewater system improvements.

Strategy 2.4

Continue coordinating with TRA on projected increases in the City of Irving's wastewater production and capacity needs in TRA's collection system.

2.4.1 Schedule as-needed meetings with TRA to discuss recent and projected flow data, and to work together to solve capacity issues.



Infrastructure Goals, Strategies + Actions

Goal 3: Reduce the risk of flooding to existing and future structures.

Strategy 3.1

Improve the condition and capacity of the existing system.

- 3.1.1 Complete drainage system assessments for each individual drainage basin to identify problem areas.
- 3.1.2 Develop a comprehensive Drainage Master Plan to address the problem areas identified in the drainage system assessments.

Strategy 3.2

Investigate sources of additional funding.

- 3.2.1 Investigate and propose methods of securing adequate funding for drainage system improvements.
- 3.2.2 As growth occurs, evaluate the MDU drainage fee rate to determine if an increase is needed.

Strategy 3.3

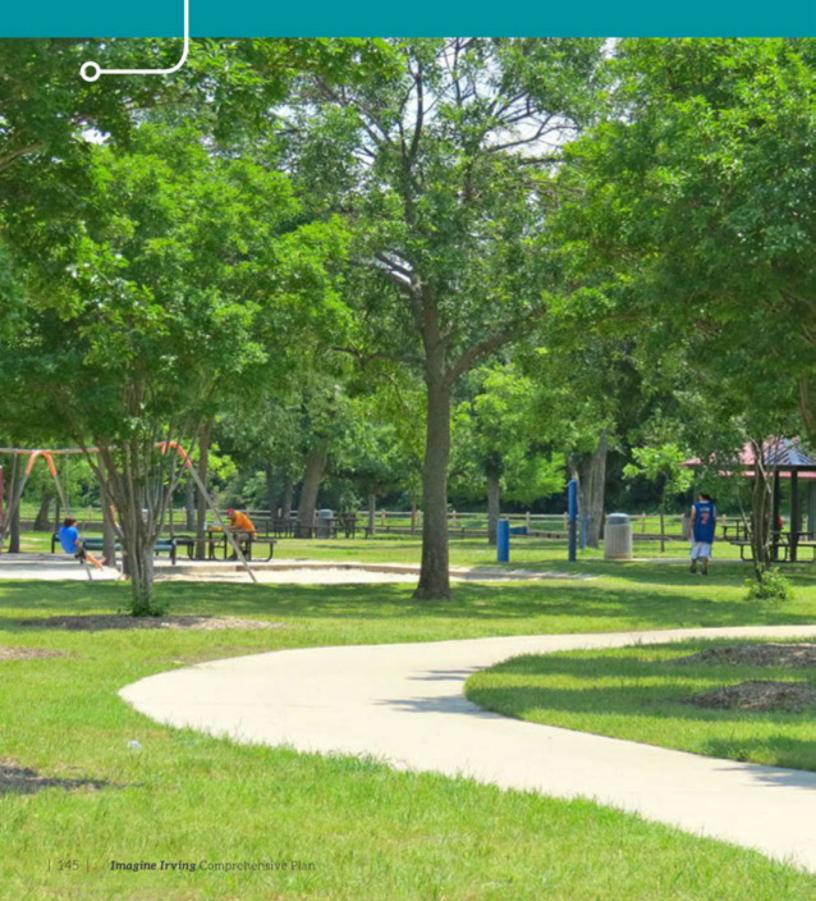
Continue interdepartmental coordination within the City of Irving.

3.3.1 Schedule meetings with the CIP, Water Utilities, and Transportation departments to plan roadway improvements based on the necessity of replacement for all utilities within the right-of-way.

Strategy 3.4

Focus on minimizing the impact of new developments on the City of Irving's existing infrastructure.

- 3.4.1 Review and update the City of Irving's current development regulations.
- 3.4.2 Manage stormwater runoff from future airport development.
- 3.4.3 Reference and implement integrated Stormwater Management (iSWM) policies in improving the City of Irving's stormwater management program.



Parks, Trails + **Open Space**

"Everybody needs beauty as well as bread-places to play in and pray in—where nature may heal and give strength to body and soul alike.

~ John Muir

Introduction

Moving forward, Irving's future growth and redevelopment opportunities present a variety of challenges in making provisions for more parks and open space in the city. Survey results from participants at Imagine Irving public meetings are consistent with the findings of Irving's 2014 Resident Survey where infrastructure, economic development, and corridor enhancement priorities are ranked slightly higher than parks and recreational facility priorities. However, residents appear to desire more access to parks and open space in their communities during the next 25 years. Through the Imagine Irving process, community members expressed an interest in quality of life considerations, as well as easy access to Irving's amenities throughout the city. Participants expressed a desire to:

People will say...

- » Irving maintains its existing parks, pools and trails, and provides new recreational facilities.
- » Parks and open spaces are easily accessible to Irving residents in every neighborhood.

Parks, Trails + Open Space

- Create a parks, open space, pedestrian and bike-friendly environment that works for all neighborhoods in Irving. This includes providing more parks, bike infrastructure, wider sidewalks, improved streetscapes, better pedestrian and bike connectivity, and access to amenities and destinations in Irving. Develop urban gardens to serve the public and promote healthy lifestyles.
- Preserve existing natural areas and encourage more parks and open spaces. Provide better access and connectivity to Campión Trails and other natural areas along the Trinity River.
- Maintain the quality of current parks and recreation services that are currently available.
- Make park facilities flexible to respond to changing demographic trends without adversely affecting existing facilities, and strive for the same level of quality across Irving.

This chapter will highlight the existing park inventory and condition, and provide an assessment of future park needs based on Irving's projected growth. The information will help provide a baseline that may be used to update the 2000 Parks and Open Space Master Plan through a robust public input process.



GOALS

Irving residents value parkland as a key quality of life component for recreation, leisure and beautification. Opportunities to expand this system include:

- Create a new Parks, Open Space, and Trail Master Plan.
- Ensure the highest level of maintenance of existing parks and open space facilities.
- Creatively work toward a goal of 10 acres of parks and open space per 1,000 residents.
- Expand funding options to meet resident demands.
- Increase the allocation of landscaping for infrastructure improvements.
- Implement additional sustainable practices.
- Coordinate park and open space with floodplain management needs.
- Pursue plans to build a state-of-the art recreation center.
- Improve connectivity between parks and open spaces.
- Complete remaining land acquisition and construction for Campión Trails within the next five years.
- Reprogram inefficient facilities to meet changing demands.

Irving's trail system also offers many opportunities for enhancement including establishing new links between centers, corridors, and neighborhoods by using the city's network of trails, greenways and open spaces. The City of Irving also has plans to complete additional sections of Campión Trails to provide a continuous route that connects all of Irving and the region.



Irving Today

Irving Parks From Year 2000 to Present

2000 PARKS AND OPEN SPACE MASTER PLAN **UPDATE**

The 2000 Parks and Open Space Master Plan Update recommended 25 park capital improvement projects across seven geographic planning districts to be completed within a five-year planning horizon (2005). Table 2 below shows which parks and capital improvement projects recommended in the 2000 Parks and Open Space Master Plan Update were completed

by 2005 (\$23.4 million of the \$27.3 million was spent on park facilities by 2005) These projects included new park development, design and construction of a senior center, a new soccer complex, multiple land acquisitions for segments of Campión Trails, design and construction of a youth activity center, development improvements to neighborhood and community parks, and the design and construction of two aquatic centers. Approximately 80 percent of the recommended projects were completed by 2008, while the other 20 percent were either reprioritized, or are still pending.

Table 2: 2000-2005 Completed Parks Capital Improvement Projects

Completed Projects - YR 2000 Parks and Open Space Master Plan Update	Expense	Planning District
Northwest Park Development	\$2,000,000	Northwest
Senior Center Design and Development	\$6,500,000	Southeast
Harrington Soccer Complex Development	\$1,500,000	Northwest
Campión Trails (Keenan's Crossing Trail to IH 635 Extension	\$400,000	North
Campión Trails (Twin Wells to Trinity View Development	\$400,000	Southeast
Lively Park Youth Activity Center Design and Development	\$2,495,000	Central
Rose Meadow Park Neighborhood Park Development	\$600,000	Northeast
Tim Markwood Park	\$400,000	Southwest
Cimarron Park Aquatic Center Design and Development	\$2,000,000	North
Delaware Creek Park Site Development	\$2,000,000	Southeast
Campión Trails Land Acquisition	\$500,000	North
Sam Houston Trails Development	\$500,000	North
West Park Aquatic Center and Design	\$2,500,000	West
Fritz/Victoria Park Community Park Development	\$1,200,000	Southeast
Campión Trails Trinity View to River Hills	\$500,000	Southeast
Total	\$23,495,000	

Parks, Trails + Open Space

Since 2006, the Parks and Recreation Department completed an additional 46 capital improvement projects across Irving including of a variety of large landscaping

and beautification projects, park equipment upgrades, and new construction. These improvements, shown in Table 3-4, totaled \$37.7 million dollars.

Table 3: City of Irving's Completed Park Projects 2006-2014

Year	Project	Expense	Planning District
	TW Richardson Grove Phase II	\$376,000	North
	Wyche Park	\$150,000	Central
2006-2007	Valley Ranch Library Grounds	\$100,000	North
	North Lake Ranch Park	\$600,000	North
	Victoria Park Phase II	\$460,000	Central
	SUB TOTAL	\$1,686,000	
	Sam Houston Trail Phase I	\$2,300,000	North
007-2008	Keeler Park Renovation	\$175,000	Southwest
	Lively Pointe Skate Park	\$575,000	Central
	SUB TOTAL	\$3,050,000	
	Gateway Projects	\$500,000	Central
	Cottonwood Creek Park ADA Playground	\$2,300,000	Central
	Dog Park	\$325,000	Northwest
000 0000	Animal Shelter Grounds	\$50,000	Northwest
008-2009	Tim Markwood Park	\$800,000	Southwest
	Veteran's Memorial	\$3,000,000	Southeast
	Lively Pointe Recreation Center	\$1,800,000	Central
	Cimarron Park Aquatic Facility	\$3,700,000	North
	SUB TOTAL	\$12,475,000	
	Belt Line Road Beautification	\$740,000	West
009-2010	Twin Wells to Trinity View Trail	\$1,060,000	Southeast
	MacArthur Boulevard	\$250,000	Central
	SUB TOTAL	\$2,050,000	
	River Hills Park Trail	\$530,000	Southeast
010-2011	Lake Carolyn Promenade	\$2,000,000	Northeast
	West Irving Aquatic Center	\$3,700,000	West
	SUB TOTAL	\$6,230,000	
	Valley Ranch Trail	\$1,400,000	North
	Irving Boulevard Landscape	\$300,000	Southeast/Central
0112012	Woodhaven Park	\$57,000	Northeast
011-2012	Jaycee Park Improvements	\$56,000	Central
	Spraygrounds	\$947,000	Southwest/Northwest
	Northwest Park Trail	\$193,000	Northwest



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Table 4: City of Irving's Completed Park Projects 2006-2014, cont'd.

Year	Project	Expense	Planning District
2011-2012	Hospital District	\$150,000	Central
cont'd	Nichols Park	\$20,000	Northeast
	SUB TOTAL	\$3,123,000	
	Town Lake Spillway	\$201,000	West
2012-2013	Lake Carolyn Promenade Phase II	\$936,000	Northeast
2012-2013	Northgate Drive Median	\$325,000	Northeast
	West Library Grounds	\$302,000	Northwest
	SUB TOTAL	\$1,764,000	
	Hunter Ferrell Landscape	\$195,000	Southeast
2013-2014	Dorris Park	\$130,000	Northwest
2013-2014	Mustang Tennis Courts	\$111,000	North
	Northgate Drive Median	\$50,000	Central
	SUB TOTAL	\$486,000	
	Northwest Park Tennis Courts	\$200,000	Northwest
2014-2015	Victoria Park Playground	\$500,000	Central
	Northgate Drive Corridor Monuments	\$600,000	Northeast
	Northgate Park Phase II	\$300,000	Northeast
	Lone Star Trail	\$2,500,000	Southeast
	O'Connor Greenspace	\$319,000	Central
	South Irving Library Grounds	\$90,000	Southeast
	SUB TOTAL	\$4,509,000	
2015-2016	TRE Trail	\$2,400,000	West
	SUB TOTAL	\$6,909,000	
	Total	\$37,773,000	

Since the 2000 Parks and Open Space Master Plan Update, the development of new park projects has not significantly added acreage to the City of Irving's total parkland. Challenges facing the establishment and programming of new parks include changing public interests, resulting in the need to evaluate the use of existing parks. While the City of Irving maintains pocket parks throughout the city, staff is evaluating whether more active recreation could be placed in these parks. The City of Irving also is faced with the need to provide

adequate parking at each site, as well as identifying parks that are lacking equipment and other amenities. In addition, parts of Irving are lacking in the number and type of park facilities, and there is little or no land available to add to the park system. To add to this issue, the City of Irving's joint-use agreement with Irving Independent School District (Irving ISD) for facilities at Lamar Middle School and Schulze Elementary has ended, reducing public access to those sites.

Parks, Trails + Open Space

Determining how to acquire and program park land in the future will require substantial public input from park staff, the Irving Parks Board, and the general public. Both the 1996 and 2000 Parks and Open Space Master Plans for Irving conducted in-depth public involvement, including surveys and a case-by-case examination of all of the city's park and recreational facilities. These plans also developed recommendations and a five-year budget-constrained priority action plan, followed by a public meeting and public hearings.

IRVING'S PARKS AND OPEN SPACE INVENTORY

The City of Irving owns and operates more than 75 parks and beautification areas, including 74 playgrounds with nearly 2,000 acres of developed and undeveloped parkland, open space, and associated facilities. The Parks and Recreation Department's inventory includes six recreation centers, three outdoor neighborhood pools, two indoor aquatic centers, two seasonal family aquatic centers, and two splash parks. In addition, Irving operates one senior center and one youth center on park property, a municipal golf course, and approximately 33 miles of existing and planned hike and bike trails. The City of Irving also provides numerous ball fields, picnic areas, cricket fields, disc golf,

a skate park, and fishing ponds. The City of Irving currently has six undeveloped parks in its inventory.

The City of Irving maintains special-use facilities as well, including an Environmental Learning Center, Heritage Center, and the Jaycee Arts Center, and is responsible for the upkeep of grounds at 23 municipal facilities, city-owned streetscapes, and beautification areas across Irving. Additionally, the City of Irving offers buildings for rent at Senter East, the Garden Arts Center, Jaycee Park, and Heritage Park.

For many years, the City of Irving has engaged in lease, joint-use and inter-local agreements to expand the parks and recreation inventory in a cost-efficient manner, and reduce maintenance costs where possible. The City of Irving leases approximately 60 acres of parkland at three parks (Mountain Creek Preserve, Woodhaven Park, and Woodbridge Park), and now has joint-use facility agreements with three Irving ISD schools for facility and equipment use, and has another agreement with North Lake College to renovate and manage their aquatic center for public use.

Cooperation with various homeowner associations (HOAs) have added to the parkland inventory, where developers or HOAs agree to dedicate parkland to the City of Irving for public use of the land and maintain the landscaping (turf grass, trees, shrubs, irrigation system, etc.). The Parks and Recreation Department maintains the hardscapes and amenities (sidewalks, lights, playgrounds, picnic pavilions, basketball courts, park benches, picnic tables, etc.) The City of Irving currently has inter-local agreements with HOAs for 18 parks ranging from one-half acre to five acres in size.

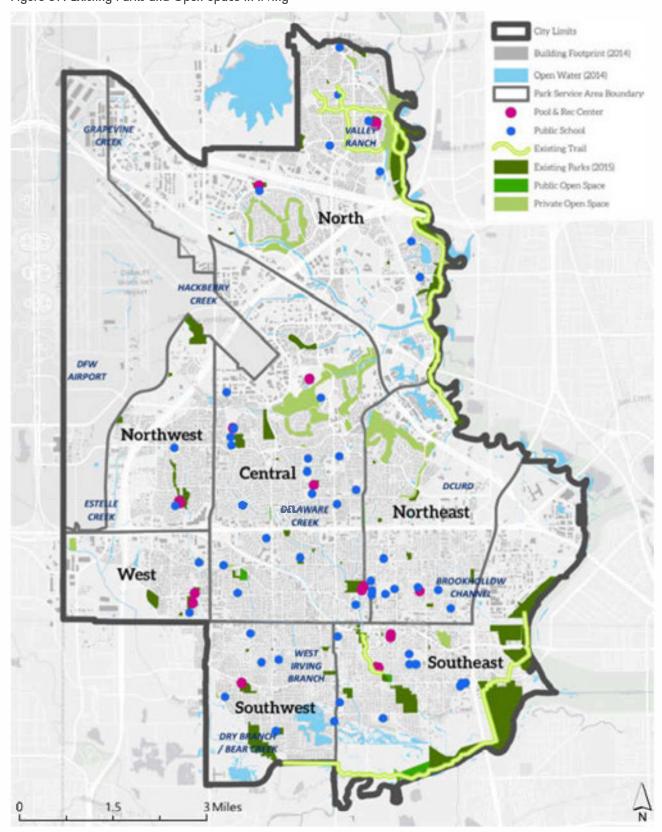
Approximately five percent of Irving's total land area consists of developed parks, undeveloped parks, and associated facilities (landscaped medians, municipal building grounds, etc.) At present, the Parks and Recreation Department estimates approximately 90 percent of its total parks inventory is developed, meaning the park is open for public use.

Areas considered "open space" make up approximately three percent of Irving's land use and include undevelopable floodplain, private easements, and other open space as determined by appraisal records. Of the three percent of total land use currently defined as open space, nearly all (90 percent) is owned and operated by private entities and is not accessible to the public.



Parks, Trail + Open Space

Figure 39: Existing Parks and Open Space in Irving



Parks, Trails + Open Space

In the 2014 Resident Survey...

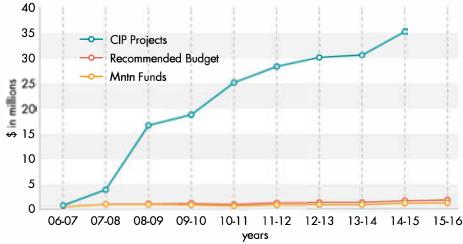
the community gave high marks with regard to the quality of Irving's existing parks and recreation facilities. Approximately 73 percent of residents are satisfied with parks (ranking them Excellent or Good). Irving scores high on the available miles of walking trails, but areas for improvement include maintenance, landscaping, and quality of parks and park facilities. Less than half of the survey respondents would be willing to pay additional taxes or fees for service priorities, therefore cooperation and innovation will be key to integrating parks and green space into Irving's future development.

PARKS MAINTENANCE

The Parks and Recreation
Department has been operating
efficiently with a modest budget.
Since 2006, maintenance funding
increases have not kept pace
with the capital improvement
investments and existing parks
and facilities inventory (Figure
40). Additionally, the maintenance
responsibilities have surpassed the
capacity for the existing number of

full time employees to manage. The Parks and Recreation Department recommends adjustments to increase annual maintenance funds relative to the existing allocations. Figure 41 shows a close-up of the recommended annual budget increases, which propose that an amount equal to 1.5 percent of total capital improvements project value be added to the Parks and Recreation maintenance budget.

Figure 40: Maintenance Budget Relative to Increase Maintenance Responsibilities



Source: City of Irving Parks and Recreation Department

Figure 41: Adjusted Maintenance Budget



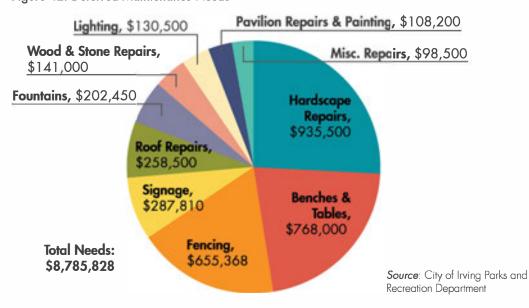
Source: City of Irving Parks and Recreation Department



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Parks, Trail + Open Space

Figure 42: Deferred Maintenance Needs



These additional funds would cover additional operational and maintenance expenses generated by added responsibilities. The red line shown in Figure 41 represents a cumulative 1.5 percent increase in the annual maintenance budget.

The next Parks and Open Space Master Plan should include details that address the current deferred maintenance needs of facilities. buildings, and equipment; facilitates preventative maintenance schedules for facilities, buildings, and equipment; and incorporates future staffing needs. Figure 42 shows the department's current deferred maintenance needs. This estimate is comprised of costs associated with parks infrastructure that includes playground, hardscape, lighting,

pavilion and roof repairs, as well as pedestrian/bicycle bridge, bench, water fountain and signage replacements. The \$8.8 million total needs figure includes the deferred maintenance, playground replacements recommended in the next five years, and the installation of centralized irrigation and lighting control systems for

operational efficiencies and energy conservation.

Since 2006, the number of manhours required to maintain Parks and Recreation Department facilities has increased.



Plan

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Parks, Trails + Open Space

Accomplishments from the City of Irving's 2014-2015 Strategic

The City of Irving's 2014-15 Strategic Plan includes a goal to "Enhance the quality of life for residents, visitors, and businesses through excellence in Irving's cultural, recreational, and educational environments."

The Parks and Recreation Department has made considerable progress toward this goal. A list of highlighted accomplishments includes:

- » Increased programming for the aging and disabled.
- Established a Playground and Infrastructure Team to improve the assessment and repair of equipment.
- » Developed a long-term aquatic facility plan.
- » Developed a plan for the Twin Wells Municipal Golf Course and improving the golf course irrigation system.
- » Completed the Lone Star Trail Connection.
- » Current work on the Trinity Rail Express trail is under way.

The Parks and Recreation Department recommends a multi-faceted solution to address staffing needs, increase efficiency, and comprehensively provide exceptional services. Some of these operational improvements would assist with sustaining the quality for Irving's parks and other facilities maintained by the Irving Parks and Recreation Department.

- Increase the number of acres where mowing and maintenance can be outsourced: including neighborhood parks, remote locations and city properties; allowing for the re-allocation of some existing employees.
- Explore staffing opportunities for specialized services: section chief-irrigation, crew leaderirrigation, urban forester, aquatics mechanic, groundskeeper- horticulture, and administrative assistant.
- Develop specialty teams using new and re-allocated employees to strengthen the department's forestry division, irrigation team, aquatics maintenance and administrative services.

Implementing this solution and developing specialty teams would allow the department to use existing talent more efficiently, create mobility and succession opportunities, and provide cost savings by employing in-house expertise to manage formerly outsourced projects. This approach was proven successful in Fiscal Year 2013-14, when additional acres of mowing were added to the mowing contracts. As a result, management was able to re-allocate a few positions; a couple to the newly formed Playground and Infrastructure Safety Division and one to Irrigation Apprentice. Re-allocating these resources resulted in immediate improvements in safety, aesthetics, responsiveness and services provided.



ANNUAL EXPENDITURES AND FUNDING

The Parks and Recreation Department's annual operating budget of approximately \$33 dollars per resident, is a moderate amount for cities in this region with a similar park inventory, but it does not provide an adequate maintenance budget to address the current infrastructure needs. Table 5 describes some of the deferred maintenance challenges currently facing the Parks and Recreation Department.

An additional challenge the Parks and Recreation Department faces is the lack of available bond funds for new parks and open space development. While approximately \$44.1 million in bond funds have been approved by Irving voters, use of Parks bonds was limited due to the limited debt capacity of the City. These are valuable dollars that could be used for parks and open space acquisition and new construction, including replacement and upgrades at existing facilities. The City of Irving has been successful in obtaining some grant funding for trail development, but dollars for new park development continue to be a primary concern. The City of Irving allocated less than \$400,000 in bond funds per year to spend on new park development, which has not accommodated increasing needs. Some parks in the City of Irving's inventory are waiting for more funding to complete the park infrastructure, while planned new recreational facilities are on hold.

Table 5: City of Irving's Expenditures on Parks

Fiscal Year 2015-16 Park maintenance budget from General Fund (includes staff salaries and benefits)	\$7,659,086
Estimated Operating Expenditures Per Resident	\$33.00 per capita
Total Unsold Bonds Allocated for Park Development from 1999 and 2006 Programs	\$44.1 million
Annual Bond Allocation for Park Development	Less than \$400,000

Source: City of Irving Parks and Recreation Department

Green Trails and Corridors

RIVER. CREEK AND LAKE ENVIRONMENTS

The City of Irving is bordered by two forks of the Trinity River, and has three major creeks, which provide a tremendous opportunity for existing and future parks and recreational development. These scenic environments also are an asset for habitat protection and environmental education. The potential for a comprehensive greenway system along the Trinity River has been long established in previous plans endorsed by the City of Irving, Dallas County, and the City of Dallas. As heard throughout the public involvement process, the public is eager to develop connections between multiple parks and trail systems, linking recreational facilities and activity centers in Irving with neighborhoods and activity centers.

The Elm Fork branch of the Trinity River runs along the east boundary of Irving, and ends where it meets with the West Fork of the Trinity River east of Loop 12 and north of State Highway 183. The Elm Fork waterway near Irving is characterized by scenic views and mostly undeveloped floodplain with native vegetation and trees such as elm, willow, and oak along the riverbank. Irving's Campión Trails (considered part of the Trinity Trail system) runs along the Elm Fork, and incorporates a series of linear parks and greenbelts along the Elm Fork River. Secondary nature trails for other recreational uses exist along the river's edge.

The West Fork watershed winds down to the southern border of the City of Irving, and is characterized by geologic features similar to the Elm Fork. It runs adjacent to urban settings in Grand Prairie and Irving. Recently, the City of Irving opened a portion of the Lone Star Trail, in cooperation with the City of Grand Prairie, to provide trail linkages along the West Fork. This scenic environment is another recreational asset for Irving.

Parks, Trails + Open Space

Responses to the grand opening of the Lone Star Trail Link in Grand Prairie to the Campión Trail in Irving.

"I think over the next five years, you're going to see the people understand what an asset something like this really is to the quality of life."

~ Gerald Farris, Irving City Council Member (keranews.org, Stephanie Kuo, 9/10/15)

"When you're talking about connectivity, when you're talking about economic development, when you're talking about how to bring people together—trails are the way to do it."

~ Dr. Elba Garcia, Dallas County Commissioner (keranews.org, Stephanie Kuo, 9/10/15)

Hackberry Creek, Delaware Creek and Bear Creek are major creeks flowing through Irving that provide additional opportunities for parks and recreational use. Currently, Hackberry Creek, in central and northeast Irving, is surrounded by several private residential and commercial uses that include private country clubs and golf courses with limited access to the public. Delaware Creek, located near downtown Irving, provides numerous recreational opportunities with plans for future linear connections to adjacent parkland. Portions of Bear Creek, located west and south of Irving, have some adjacent public access, and due to low topography and flood control issues are better suited to non-paved trails. Expansion and feasibility of non-paved trails should be explored in

a future bicycle and trail master plan. Additionally, Cottonwood Creek runs from the west to the northeast in central Irving north of State Highway 183. From the west, the creek is heavily forested until it approaches canals located next to residential developments, and then flows through private golf course properties.

Lake Carolyn is a public lake offering passive and active recreational uses. Activities include paddle boards, kayaking, and limited swimming privileges for triathlon clubs. The public amenity will be a valuable asset for Irving for the foreseeable future.

CAMPIÓN TRAILS AND IRVING'S LINEAR PARK SYSTEM

Campión Trails is a master planned, 22-mile greenbelt trail along the Elm Fork and West Fork of the Trinity River (from Hunter Ferrell Road at the Trinity River bank, to north of Interstate Highway 635 along the Elm Fork). Approximately 11 miles of Campión Trails are open at this time. This master-planned trail system provides north/south access from Grand Prairie, north to the cities of Farmers Branch and Coppell, and provides access points on the east side of Irving across the Trinity River into West Dallas. The master plan was approved in 1995, and began construction in 1996. Improved parts of Campión Trails provide a 12-footwide trail for pedestrian and bicycle access.

The trail is adjacent to 15 parks and greenbelts, which together comprise a north-south linear park system of approximately 726 acres. Campión Trails also is in the vicinity of the 160-acre Trinity View Athletic Complex. Amenities include picnic shelters, benches, trash receptacles, kiosks, parking lots, trail heads, exercise equipment, river overlooks, and canoe launches. Two recently completed inter-city connections along the trail include 0.5 miles of Royal Lane Bridge Trail into Farmers Branch Connector (2014), and 2.6 miles of the Lone Star Connector into Grand Prairie Connector (2015).



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Parks, Trail + Open Space

Campión Trails currently consists of 14 projects totaling \$11 million.

6.65 miles of trail built as part of the South Irving Segment:

•	Mountain Creek Preserve	1.10 mile
•	Twin Wells Park	1.55 miles
•	Trinity View Park	1.10 miles
•	River Hills Park	0.25 miles
•	Lone Star Trail Connection	2.65 miles

6.5 miles of trail built as part of the North Irving Segment:

•	California Crossing Park	0.33 miles
•	Bird's Fort Trail Park	1.50 miles
•	Spring Trail Park	0.95 miles
•	Keenans' Crossing Park	1.72 miles
•	TW Richardson Grove	0.50 miles
•	Sam Houston Trail Park	2.50 miles

Currently, the City of Irving has received more than \$8.5 million dollars in Dallas County grants, and more than \$500,000 in Texas Parks and Wildlife grants for the trail. Ongoing efforts are taking place within the Parks and Recreation Department to complete the remaining segments of the trail as quickly as possible. There are several points of access where vehicles may park along the trail. Opportunities exist to provide more trail access from neighborhoods. Residents in Valley Ranch have direct access to the trail, while opportunities exist to provide improved bicycle and pedestrian access from other neighborhoods immediately adjacent to Campión Trails (see Transportation Chapter).

OTHER TRAILS AND CORRIDORS

Approximately 13.3 miles of linear and circular trails are located within existing parks outside of the park system associated with Campión Trails. These trails are important for recreation and overall bicycle and pedestrian connectivity to neighborhoods. Park trails connect with on-street bike facilities and neighborhood sidewalks. As the bicycle network is expanded in Irving, the upkeep and accessibility to these internal park trails should be maintained to ensure safe transition to on-street bike routes and surrounding sidewalk facilities.

A new 2.2-mile trail is proposed, starting at Senter Park, continuing south through Fritz Park and traveling along Oakdale Road to Nursery Road to access Mountain Creek Preserve and Campión Trails.



Campión Trails

Parks, Trails + Open Space

Issues + Concepts

Benefits of Parks and Open Space

As highlighted by both the American Planning Association and the National Recreation and Parks Association, parks and open space provide a variety of benefits to the public including:

- Health opportunities (walking, playing, biking, social interaction, air quality)
- Quality of life including arts and culture (education i.e., nature centers, history)
- Beautification (trees, landscaping, outdoor architecture, views)
- Economic value (access to green space increases property value and encourages economic development and entrepreneurship)
- Environmental/ecological resiliency (climate management – presence of trees and groundcover reduces heat island effect and assists with stormwater management; some natural areas can be left undisturbed to retain ecological value such as wetlands)
- Separation of land use types (urban design benefits as land uses can be separated by natural topography)
- Education for all ages with parks and recreational programming educating residents on physical fitness and the environment, while also providing other valuable skills and enhancements
- Community cohesion with residents from all walks of life coming together in park areas with opportunities for cross-cultural interactions

A Systems Planning Approach

Parks and open space analysis has centered on a concept of level of service provided as a proportion of the population. This ensures that efficiencies

Benefits of Parks

Parks serve a number of important roles for quality of life in a community. They are economic generators because they attract communities with an affinity toward indoor and outdoor recreation, and provide a social benefit where demographically diverse members of the community can gather and interact. Irving is trending toward a younger, more demographically diverse population in 2040 that will be in search of quality of life considerations such as entertainment, educational opportunities, parks and trail systems, retail opportunities, and multimodal travel options to circulate around the city.

are considered with respect to park size and apportionment of parks across a geographic area.

The City of Irving's 2000 Parks and Open Space Master Plan Update divided Irving into seven planning districts for purposes of analysis.

Imagine Irving takes a similar approach to the 2000 Parks and Open Space Master Plan Update to determine how land use needs have changed during the past 15 years as a whole, and within each planning district. The 2000 Parks and Open Space Master Plan Update used the National Recreation and Park Association standards (NRPA), which establish a goal of 10 acres of total parkland available for every 1,000 persons. This national standard provides a benchmark representing a good distribution of parkland across a population. After analyzing population and parkland



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Parks, Trail + Open Space

inventory, the 2000 Plan Update determined that the parks per 1,000 person ratio was 9.1, falling below the NRPA standard of 10 parks per 1,000 persons, nor was it feasible given current land uses and budgetary concerns. Comparing the current population to existing acres of parkland, it is revealed that the 10 acres per 1,000 residents is still not achieved. According to Irving's current population and parkland acreage estimates, the parks per 1,000 persons decreased to approximately 8.28 acres over year 2000 calculations. When future 2040 population projections are factored in with current and projected parkland acreages (318,364 population estimate) the ratio of parkland to population continues to decrease to approximately 6.1 acres per 1,000 persons in the City of Irving.

In analyzing the seven planning districts established in the 2000 Parks Plan, it appears that lower acreages of parkland currently exist in the northeast, northwest, west, and central and north planning areas, and a disproportionately high level of available acreage exists in the southeast. The higher levels of parkland in the southeast are easily explained by the presence of the Mountain Creek Preserve (91 acres) and associated linear parks along Campión Trails in the southeast district. The same proportional distribution

of parkland among the planning areas is observed as future parkland estimates are factored in. Table 6 shows this total parkland distribution across the seven planning districts. When future population concentrations are analyzed at a walking distance of ¼ mile (five-minute walk) and ½ mile (10-minute walk) from an existing or future park, the City of Irving can further pinpoint areas deficit in parkland and where the future needs are by planning distric (Figure 44). Population concentrations for 2040 (Figure 45) show which planning districts would experience the greatest overuse/crowding of parks and recreational facilities if Irving stays at its current parks to population ratio.

Ultimately, park and recreational needs should be based on each community's needs and preferences. Simply defining a park by its classification system does not adequately relate a park to other open space requirements in a municipality's park system. Responsible planning for parks and open space requires an understanding of community priorities, demographic trends, cultural differences, resident opinions, and the resident's willingness to support the development and maintenance of parks—all with an eye toward wellness and a concern for the natural environment.

Table 6: Total Parkland Distribution Across Seven Planning Districts (See Figure 39 on page 150 for planning district boundaries)

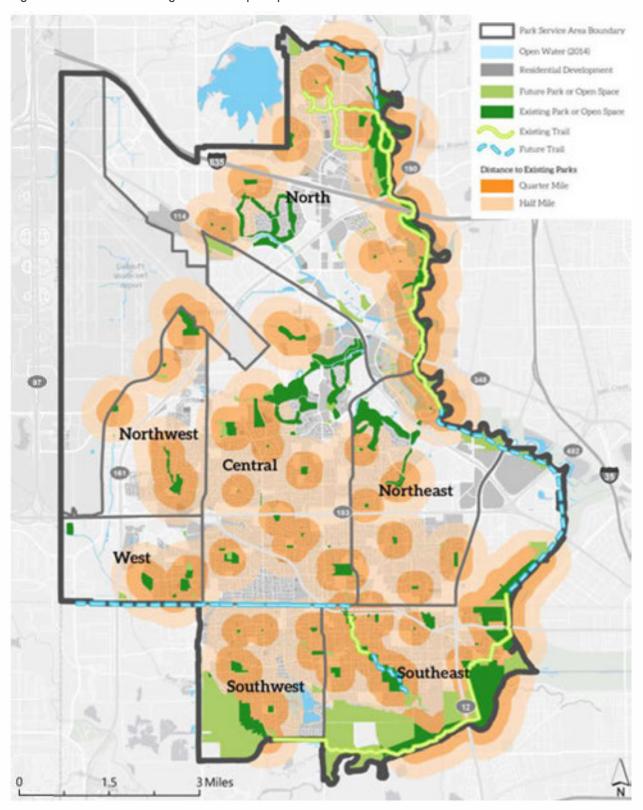
Park Service Areas	Existing Population (2013 Estimates)	*Existing Acreage Park Service Areas	Existing Park Acres per 1,000 Residents	Population Net Growth	2040 Population	Park Acres per 1,000 Residents (2040 No-Build)	*Projected New Park Acres	Future Park Acreage	Future Acres per NRPA Standard, 1,000 Residents (2040)
North	49,162	504.22	10.25	21,879	71,041	6.66	31	504	7.47
Southeast	21,819	892.05	41.00	19,210	41,029	20.01	71	892	21.11
Southwest	25,311	129.22	5.11	1,194	26,505	4.53	9	129	4.74
Northeast	28,352	60.46	2.13	18,750	47,102	1.69	20	60	2.42
Northwest	24,436	98.44	4.02	6,235	30,671	3.19	0	98	3.37
West	13,460	58.54	5.35	5,205	18,665	2.79	6	58	2.79
Central	66,461	153.21	2.31	16,890	83,350	1.67	24	153	1.67
TOTAL	229,001	1,896.14	8.28	89,363	318,364	5.60	161	1,894	6.07

^{*}Based on data provided by the City of Irving's Parks and Recreation Department Note: The numbers in Tables 6, 9-16 may change as a result of the recommended Parks Master Plan.

THE PLAN

Parks, Trails + Open Space

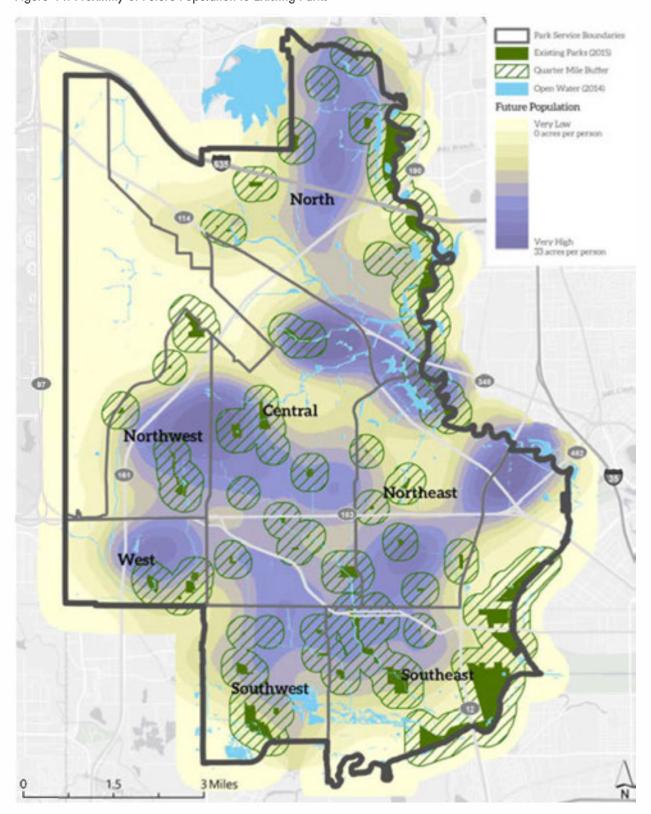
Figure 43: Distance to Existing Parks and Open Space





Parks, Trail + Open Space

Figure 44: Proximity of Future Population to Existing Parks



Parks, Trails + Open Space

Park Typologies and City Inventory by Typology

Irving's 2000 Parks and Open Space Master Plan Update includes the standards established by the NRPA Recreation, Park and Open Space Standards and Guidelines (1990). According to NRPA, the guidelines are used as:

- 1. A basis for relating recreation needs to spatial analysis within a communitywide system of parks and open spaces.
- 2. One of the major structuring elements that can be used to guide and assist regional development.
- 3. A means to justify the need for parks and open space within the overall land use pattern of a region or community.

The adequacy of existing parks, recreation facilities and open spaces can be determined by applying the needs of the present and forecasted populations of Irving to these national standards of park type, optimal size criteria, service area radius, and suggested minimum acres.

Table 7 provides details on minimum standard assumptions and explanations of the NRPA park types described below. According to suggested NRPA minimum standards, the City of Irving would need approximately 6.25-10.5 acres of a combination of pocket parks, neighborhood parks, and community parks, per 1,000 residents. Today, Irving contains approximately 5.6 acres of these parks per 1,000 residents.

It is important to note that the NRPA standards provide a place to start with a system-based approach to parks planning. These estimates do not reflect a community's changing preferences for how far individuals would travel to a recreation center or park, nor do they reflect the choices and trade-offs that a community has when deciding on locations of parks and particular park amenities. Detailed public involvement in each planning district would help establish or confirm reasonable standards for Irving.

Table 7: National Recreation and Park Association (NRPA) Guidelines

Park Type	Optimal Size Criteria Size/ Acres	Service Area Radius	NRPA Standard Acres per 1,000 Residents
Pocket Parks	0.50-0.99 Acres	1/4 mile	0.25-0.50 Acres
Neighborhood Parks	1-15 Acres	1/4-1/2mile	1–2 Acres
Community Parks	16–99	1/2-3 mile	5-8 Acres
		Sub Total	6.25–10.50 Acres
Metropolitan Parks	Metropolitan Parks 100–499 Acres		5-10 Acres
Regional Park	500+	Multiple Neighborhoods, within one- hour driving	Varies
Specialty Use	Varies depending on desired use	NA	Varies
Linear Park/Linkages	Sufficient width to protect the resource and provide maximum uses	NA	Varies
		Sub Total	5–10 Acres
	11.25–20.5 Acres per 1,000 Population		



PARK TYPOLOGIES

POCKET PARKS

- Address limited, isolated or unique recreational needs of concentrated populations.
- May be active or passive, but speak to a specific recreational need rather than a particular population density.

NEIGHBORHOOD PARKS

- Serve a variety of age groups within a limited area or neighborhood.
- Provide active recreation such as field games, court games, playgrounds, picnicking, etc.
- Have limited parking and lighting, if any, on-site.

COMMUNITY PARKS

- Serve several neighborhoods.
- May include areas for intense recreation activity such as competitive sports, swimming, tennis, playgrounds, volleyball, etc.
- May include passive recreation opportunities such as walking, viewing, sitting and picnicking.

METROPOLITAN PARKS

• Large park facilities that serve several communities and the entire city.

 Natural areas or developed areas for a variety of outdoor recreation such as ball fields, playgrounds, boating, fishing, swimming, camping, picnicking, and trail systems.

REGIONAL PARKS

- Large multiuse parks that serve several communities within the region.
- Serve areas within a one-hour driving distance.
- Provide active and passive recreation with a variety of facilities for all age groups.
- May include areas of nature preservation for activities such as sight-seeing, nature study area, wildlife habitat, and conservation areas.
- The City of Irving does not have a park measuring 500 acres or more, however, the linear system of parks along Campión Trails, when analyzed together, includes one linear regional park comprised of 15 parks (leased and owned) totaling 726.58 acres.

SPECIAL USE PARKS

• May include specialized or single-purpose recreation activities such as historical areas, nature centers, marinas, zoos, conservatories, arboretums, arenas. amphitheaters, plazas or community squares.

Table 8: NRPA Standards vs. Existing Irving Parks

Type of Park	NRPA Standard	Number/Acres	Irving (Pop: 229,000)
Pocket Parks .25 to .50 Acres per 1,000 Residents		15/6.26 ac	0.03 Acres per 1,000 Residents
Neighborhood Parks	Neighborhood Parks 1 to 2 Acres per 1,000 Residents		0.81 Acres per 1,000 Residents
Community Parks	5 to 8 Acres per 1,000 Residents	22/902.7 ac	3.94 per 1,000 Residents
Metropolitan Parks 5 to 10 Acres per 1,000 Residents		2/299.71 ac	1.31 per 1,000 Residents
Regional Parks	Varies	0	NA
Special Use Parks No Standards		7/503.43 ac	2.2 per 1,000 Residents

Source: City of Irving Parks and Recreation Department

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Parkland Needs

NEEDS BY PARK TYPOLOGY

According to NRPA national standards, ideally Irving would need a minimum of 2,287 acres of additional parkland to serve a 2040 population of 318,364 persons. This amount of additional parks acreage, shown in the table below, will be difficult, if not impossible, to attain given the diminishing available land for parks and open space use in Irving (an estimated 2,990 acres of vacant land in Irving currently available for future use). Creative methods that provide more space for parks and recreation

must be explored and implemented to address this important future community need. An update to the parks master plan is needed to determine a desirable and attainable ratio of parks per population tailored to the current and projected land use constraints in the city to assure a balance of parkland inventory grows with population and other types of development.

Future parks should generally be distributed across the various park types, factoring in an adjusted distribution, which includes parks and active spaces

Source: City of Irving Parks and Recreation Department Note: The numbers may change as a result of the recommended Parks Master Plan.

Table 9: Future Parkland Needs

Park Type	2015 Existing Park Acreage by Type	2015 Existing Park Acreage Ratio per NRPA Standard 1,000 Persons (229,000) by Park Type	2040 Minimum Parkland Needs - Based on Existing Parkland Level (2040 Population of 318,364) by Park Type	Additional Parkland Needed	2040 Future Park Acreage Ratio per NPRA Standard 1,000 Population (318,364) by Park Type
Pocket Parks	6.26	0.03	80	74	0.25
^(A) Neighborhood Parks	184.67	0.81	400	215	1.25
Community Parks	902.07	3.94	1,600	698	5.0
Metropolitan Parks	299.71	1.31	1,600	1,300	5.0
^(B) Regional Parks	0	NA	NA	NA	NA
^(c) Special Use Areas	503.43	2.20	NA	NA	NA
^(D) Linear Parks/ Linkages	^(D) 726.58	^(D) 3.17	NA	NA	NA
TOTAL	^(E) 1896.14	8.28	3,680	2,287	

- A. Includes School Sites, Neighborhood Parks, and Linear Neighborhood Parks.
- B. Irving does not technically have a park meeting the Regional Park threshold, however, in Irving's 2000 Master Plan Update, Linear Parks were included in the Regional Park estimate, because when combined, the sum total acres exceeded the 500+ acre Regional Park threshold. See note D.
- C. Special Use Areas include specific use parks and facilities managed by the Irving Parks and Recreation Department. Includes sports complexes, golf courses, senior centers, youth centers, environmental education centers, historical facilities, memorial parks, natatoriums, etc.
- D. No NRPA Standard. This number is for display purposes only and is not included in the total existing parks acreage calculation. It represents all parks included as part of Campión Trails Linear park system and green corridor (includes the sum of Pocket, Neighborhood, Community, and Metropolitan Parks). This sum would meet the threshold for a Regional Park, but for purposes of the Imagine Irving Comprehensive Plan, it is important to indicate that there are no individual parks that meet the Regional Park size criteria.
- E. Acreages provided by the City of Irving's Parks and Recreation Department Database.



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developed and maintained by private entities. Working directly with the community and other stakeholders to make decisions about the type of programming needed for future parks will ensure Irving's parks meet the changing needs of the population (Table 9). For example, the trends toward larger outdoor facilities may result in a preference for larger venues as opposed to pocket parks, or a metropolitan park instead of a community park.

NEEDS BY PARK DISTRICT

Tables 10-16 show each planning district's total park and open space needs, and a breakdown of the ratio of park types according to NRPA standards. The greatest needs are in:

1. Central (805 acres), 2. Northeast (481 acres), 3. North (322 acres), 4. Northwest (284 acres), 5. Southwest district (176 acres), followed by 6. West district (158 acres), and 7. Southeast (42). Priorities for park development should be directed at those districts with the fastest population growth and the largest deficits.

Table 10: Park Needs by Typology in Central District

1. CENTRAL DISTRICT							
Type of Park	NRPA Standards per 1,000 Persons	Minimum Acres Park Needs	Existing Acreage	Additional Porklands Acres Needed by 2040			
Pocket Parks	0.25-0.50 Acres	20.84	2.73	18.11			
Neighborhood Parks	1.25-2 Acres	104.19	25.26	78.93			
Community Parks	5-8 Acres	416.75	125.22	291.53			
Metropolitan Parks	5-10 Acres	416.75	0	416.75			
Regional Parks	Variable	NA	0	NA			
Special Use Parks	Variable	NA	0	NA			
Total		958.53	153.21	805.32			

Source: City of Irving Parks and Recreation Department Note: The numbers may change as a result of the recommended Parks Master Plan.

Table 11: Park Needs by Typology in North District

2. NORTH DISTRICT							
Type of Park	NRPA Standards per 1,000 Persons	Minimum Acres Park Needs	Existing Acreage	Additional Parklands Acres Needed by 2040			
Pocket Parks	0.25-0.50 Acres	17.76	0.75	17.01			
Neighborhood Parks	1.25-2 Acres	88.80	69.60	19.20			
Community Parks	5-8 Acres	355.21	230.60	124.61			
Metropolitan Parks	5–10 Acres	355.21	193.75	161.46			
Regional Parks	Variable	NA	0	NA			
Special Use Parks	Variable	NA	9.52	NA			
Total		816.97	504.22	322.27			

Source: City of Irving Parks and Recreation Department Note: The numbers may change as a result of the recommended Parks Master Plan

Table 12: Park Needs by Typology in Southwest District

3. SOUTHWEST DISTRICT				
Type of Park	NRPA Standards per 1,000 Persons	Minimum Acres Park Needs	Existing Acreage	Additional Parklands Acres Needed by 2040
Pocket Parks	0.25-0.50 Acres	6.63	0.58	6.05
Neighborhood Parks	1.25-2 Acres	33.13	14.17	18.96
Community Parks	5-8 Acres	132.53	114.47	18.06
Metropolitan Parks	5-10 Acres	132.53	0	132.53
Regional Parks	Variable	NA	0	NA
Special Use Parks	Variable	NA	0	NA
Total		304.81	129.22	175.59

Source: City of Irving Parks and Recreation Department Note: The numbers may change as a result of the recommended Parks Master Plan.

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Table 13: Park Needs by Typology in Southeast District

4. SOUTHEAST DISTRICT				
Type of Park	NRPA Standards per 1,000 Persons	Minimum Acres Park Needs	Existing Acreage	Additional Parklands Acres Needed by 2040
Pocket Parks	0.25-0.50 Acres	10.26	2.15	8.11
Neighborhood Parks	1.25-2 Acres	51.29	25.94	25.35
Community Parks	5-8 Acres	205.15	296.13	-90.99
Metropolitan Parks	5-10 Acres	205.15	105.96	99.19
Regional Parks	Variable	NA	0	NA
Special Use Parks	Variable	NA	461.87	NA
Total		471.83	892.05	41.65

Source: City of Irving Parks and Recreation Department Note: The numbers may change as a result of the recommended Parks Master Plan.

Table 15: Park Needs by Typology in Northwest District

6. NORTHWEST DISTRICT				
Type of Park	NRPA Standards per 1,000 Persons	Minimum Acres Park Needs	Existing Acreage	Additional Parklands Acres Needed by 2040
Pocket Parks	0.25-0.50 Acres	7.67	0	7.67
Neighborhood Parks	1.25-2 Acres	38.34	8.18	30.16
Community Parks	5-8 Acres	153.36	60.46	92.90
Metropolitan Parks	5-10 Acres	153.36	0	153.36
Regional Parks	Variable	NA	0	NA
Special Use Parks	Variable	NA	29.80	NA
Total		352.72	98.44	284.08

Source: City of Irving Parks and Recreation Department Note: The numbers may change as a result of the recommended Parks Master Plan.

Table 14: Park Needs by Typology in Northeast District

5. NORTHEAST DISTRICT				
Type of Park	NRPA Standards per 1,000 Persons	Minimum Acres Park Needs	Existing Acreage	Additional Parklands Acres Needed by 2040
Pocket Parks	0.25-0.50 Acres	11.78	0.05	11.73
Neighborhood Parks	1.25-2 Acres	58.88	25.71	33.17
Community Parks	5-8 Acres	235.51	34.70	200.81
Metropolitan Parks	5-10 Acres	235.51	0	235.51
Regional Parks	Variable	NA	0	NA
Special Use Parks	Variable	NA	0	NA
Total		541.67	60.46	481.21

Source: City of Irving Parks and Recreation Department Note: The numbers may change as a result of the recommended Parks Master Plan.

Table 16: Park Needs by Typology in West District

7. WEST DISTRICT				
Type of Park	NRPA Standards per 1,000 Persons	Minimum Acres Park Needs	Existing Acreage	Additional Parklands Acres Needed by 2040
Pocket Parks	0.25-0.50 Acres	4.67	0	4.67
Neighborhood Parks	1.25-2 Acres	23.33	15.81	7.52
Community Parks	5-8 Acres	93.33	40.49	52.84
Metropolitan Parks	5-10 Acres	93.33	0	93.33
Regional Parks	Variable	NA	0	NA
Special Use Parks	Variable	NA	2.24	NA
Total		214.65	58.54	158.35

Source: City of Irving Parks and Recreation Department Note: The numbers may change as a result of the recommended Parks Master Plan.



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Recreation Centers and Programming

The City of Irving is experiencing a demand on its existing recreational facilities that exceeds supply. The public often requests more playground equipment, practice and league-sized soccer fields, baseball fields, softball fields, outdoor volleyball areas, tennis courts, outdoor swimming pools, gym space, exercise equipment and pavilion space. The City of Irving documented these recreation deficits in the 2000 Parks and Open Space Master Plan. The City of Irving operates the 160-acre Trinity View Athletic Complex, and there are several privately owned and operated sports complexes in the community as well. Previous surveys indicate the public would like to see larger recreation centers with additional services. The Parks and Recreation Department works with Irving ISD, North Lake College, and other entities to offer a variety of popular sports and general education programs to help meet residents' changing demands. Irving Parks and Recreation also sponsors popular annual festivals and community events such as Canal Fest, Irving Main Street Events, Taste of Irving, and a concert series.

At present, the City of Irving operates six recreation centers. These facilities are distributed across the major parks planning districts to enhance accessibility by local neighborhood residents. Current recreational centers include:

- Senter Park Recreation Center and pool (southeast planning district)
- Georgia Farrow Recreation Center (west planning district)
- Northwest Park Recreation Center (northwest planning district)
- Lee Park Recreation Center (central planning district)
- Mustang Park Recreation Center (north planning district)

• Cimarron Park Recreation Center (northeast planning district)

Other specialized uses include the Heritage Senior Center and Aquatic Center (southeast planning area), and Lively Pointe Youth Center and pool (central planning area). Additional aquatic facilities exist in the south, west and north planning areas.

Years ago, the City of Irving had a goal of constructing one recreation center per 25,000 residents to address demand, but given development patterns and budgetary constraints, it was difficult to maintain this goal. According to 2040 projections, the City of Irving would require six additional recreation centers; a number difficult to attain in



Cimarron Park Recreation Center

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a community nearly built-out.

Development of public recreational space for active or passive use should be a consideration for any new redevelopment proposal.

Growing appreciation for great parks and recreation systems is part of what will keep residents in Irving for their leisure activities.

Similar to parkland needs, based on current and future population projections, priorities for placement of new recreation centers should first focus on the central, northeast, northwest, and northern park planning districts, followed by the southeast, west and southwest districts.

City Parks staff have expressed a desire to be on the cuttingedge of recreation center design and offerings, with the goal of constructing regional, state-of-theart recreational centers to serve a 60,000-plus population.

Aquatic Facilities and Programming

City of Irving indoor pools are heavily used. North Lake is home to seven area swim teams: Irving ISD High School PE swim classes, SwimSafe training initiative (will include 11 elementary schools in 2015-16 with planned expansion to all 20 Irving ISD elementary schools following the renovation in 2017-18), Learn To Swim

The Current Status of Irving's Aquatic Facilities

Existing Indoor Aquatic Centers

- » Heritage Aquatic built in 2002
- » North Lake Aquatic bulit in 1984

Existing Seasonal Aquatic Centers

- » West Irving Aquatic Center built in 2010
- » Cimarron Aquatic Center built in 2008

Existing Seasonal Neighborhood Pools

- » Lee Pool
- » Lively Pool
- » Senter Pool
- » Each of the neighborhood pools built more than 50 years ago Existing Spray Parks
- » Northwest Spray Park built in 2010
- » Southwest Spray Park built in 2010

Classes, all City of Irving Red Cross training classes, and daily open periods for resident lap swim and water exercise. Heritage Aquatic Center is a thriving pool that improves the quality of life for the predominantly senior population that participates in organized and informal water exercise at the facility. Additional programs include instructional swimming, exceptional needs programming, middle school outreach program in

partnership with Irving ISD, entrylevel swim team and swim clinics, and open swim times for residents. The 14-year-old Heritage Aquatic Center is due for several lifecycle replacements and facility upgrades in the coming two years.

Irving's seasonal aquatic facilities are a blend of new and old. Two popular facilities with water park features complement the three traditional neighborhood facilities



that were included in Irving neighborhoods a half century ago. Learn to Swim (LTS), summer swim team, junior lifeguard, and open swim programming are part of the operational spectrum for the Lee Park, Lively Park, and Senter Park Pools (LLS), and Cimarron Water Park. The West Irving Aquatic Center receives heavy daily use and is a popular rental facility, leaving little time or space for programming. Cimarron Aguatic Center is the truest hybrid of water park and neighborhood pool use function, including both pool rentals and programming elements.



West Irving Aquatic Center

The Northwest and Southwest Spray Parks see exceptional resident use during summer months. These spray and play areas include interactive water features that attract toddler through pre-teen users. Parents and grandparents feel comfortable supervising children on these water play grounds that allow free, creative play.

South of State Highway 183, the City of Irving has two aging seasonal facilities, one heavily used modern seasonal facility, and one very small, heavily used indoor facility entering the operational years of first major renovation cycle. The City of Irving also has one popular spray park.

Between State Highways 183 and 114, the City of Irving has one vintage 60s seasonal facility and an indoor, heavily used partnership facility (that is scheduled for its first major renovation). The popular Northwest Spray Park also is located in central Irving.

From State Highway 114 to north of Interstate Highway 635 where the city boundary interfaces with Coppell and Carrollton, the City of Irving has a single seasonal water park facility, and no indoor facilities or spray parks.

Based on current usage patterns, the following are needs to meet in the future:

- 1. A second multiuser seasonal water park south of State Highway 183.
- 2. A second indoor multiuser Irving ISD partnership facility south of State Highway 183.
- 3. An indoor multiuser facility north of Royal Lane; possibly combined with an outdoor seasonal facility.
- 4. A third spray park north of Royal Lane.

The second item, an indoor multiuser Irving ISD partnership, is a particularly strong need. The development of a vertically integrated, communitywide water safety program with the school district would reach every household with school-age children in Irving ISD. To grow this initiative, more indoor space that is proximate to Irving ISD is key to the success and the health of the Irving community.

The City of Irving consistently receives feedback about the quality of life benefits that the aquatic facilities provide. With enhanced emphasis on water safety outreach, the expanding partnership with Irving ISD, the growing demographic of residents ages 50 and older, and Irving's increasing general population base, modern aquatic facilities that meet current recreational and wellness expectations are important. Industry trends steer people toward facilities that have

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Cimarron Aquatic Center

a fun factor for families, areas that meet exercise and wellness needs, and that can serve instructional and training purposes—true multiuser facilities, whether indoor or outdoor. Ancillary options will need to be available such as class rooms/training areas, party and meeting rooms, and storage for a variety of support equipment.

For Irving to be perceived as a modern community that delivers value and opportunities to residents, an assessment of all aquatics facilities may be required. Assessment results may guide the City of Irving in determining best options for infrastructure. The assurance that Irving pool designs and facility conditions offer industry-leading, attractive, safe, and fun venues for residents is important. Health, safety, and design codes are constantly being updated on the state and national levels. Embarking on a formal evaluation process will help the City of Irving develop plans to meet all current best practices and industry standards, as well as determine whether updating and renovating will bring the best value to residents, or if new facilities offer the best value for tax payer dollars spent.

Moving forward, a life expectancy analysis and evaluation of all aquatics venues, including the efficacy of continuing operation as is, renovating, or constructing new, will need to be completed.

Green Corridors and Beautification

CORRIDOR AESTHETICS

According to a report by the National Recreation and Parks Association, attractive environmental features in and around trails and parks is a powerful motivator for physical activity. Enjoyable scenery encourages people to use a park and engage in physical activity. Park or trail size, layout design, landscaping, balance of sun and shade, and adjoining ponds all have the potential to influence park use and physical activity. Park users are more likely to use a trail or visit a park that is consistently well maintained and safe to use.

The City of Irving is landscaping heavily used arterial transportation corridors, installing median upgrades with streetscape improvements along Limetree Lane and Grauwyler Road, and on segments of Belt Line Road and MacArthur Boulevard. Additionally, the City of Irving has had a positive public response to placing overhead utilities underground along a few street segments on MacArthur Boulevard. This beautification measure was achieved at relatively low cost, and should continue on segments like Belt Line Road and other heavily travelled corridors, where aesthetic treatments can provide a catalyst to future corridor improvements and development upgrades.

IRVING BOULEVARD

Irving Boulevard provides a good example for future green corridor redevelopment in Irving. Current plans for Irving Boulevard call for creating a multimodal "complete street" with new linear green spaces, and landscaped medians using native plants and street trees. Proposed long-term improvements presented in the Irving Boulevard Enhancement Study discussed connecting existing parks (Centennial, Millennium, and Lively) together through pedestrian and bicycle improvements along Delaware Creek.



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Example of "complete street" elements (credit: Fregonese Associates)

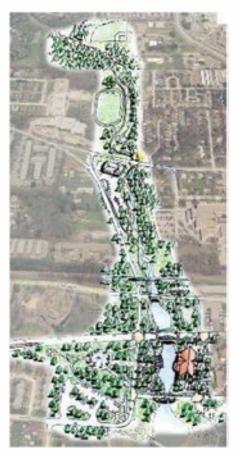


Illustration of proposed improvements along Delaware Creek as described in the Irving Boulevard Enhancement Study in 2009.

This transformation to a green corridor will add visual appeal and provide environmental benefits that include protection from the elements and improved stormwater retention. The design presents other opportunities along the corridor to provide new open spaces, neighborhood linkages, and makes use of underutilized spaces at Delaware Creek north of Irving Boulevard. Located in downtown Irving, the Irving Boulevard improvements are viewed as a catalyst for investment and development within downtown, and building in linkages beyond the immediate roadway will increase the potential return on investment.

IRVING'S CANAL SYSTEM

Residents expressed a keen interest in having more continuous recreational pathways along the canal edges and conversion of the concrete canals to naturallyvegetated channels to provide aesthetic improvements.

Currently, the City of Irving contains several miles of concrete drainage canals that convey the flow of Delaware Creek through neighborhoods and parks in central Irving. In addition, the Valley Ranch neighborhood contains approximately five miles of winding canals that store and convey stormwater runoff to the Elm Fork River. Most drainage canals have landscaping along the edges with limited paved pedestrian access in the adjacent right-of-way. The canals along Delaware Creek extend from Senter Park northward in the direction of Millennium Park, Veterans Memorial Park, and Jaycee Park, ending at West Rochelle Road. Pedestrian access along the canals is discontinuous. and some areas adjacent to the canals are fenced in to ensure public safety. Cottonwood Creek has a limited system of canals with pedestrian paths; it opens up into a wider catchment system as it flows onto private golf-course property in Las Colinas, and then flows eastward toward a small reservoir at North Lake College.

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Las Colinas Mandalay Canal

Green spaces next to canals in the Valley Ranch neighborhood are "cautiously" promoted to residents as an amenity with adjacent uninterrupted access to concrete pathways and footbridges. Valley Ranch maintains the landscaping and paths adjacent to some of the canals, while the Irving Flood Control District III maintains the waterways.

Both flood control districts and City of Irving flood control engineers discourage heavy recreational use of areas inside the canals for safety reasons. The canals are not designed to encourage wading, swimming, boating, fishing, and access by pets due to a number of safety hazards in the water, as well as steep slopes leading up to the canals. In addition, there are concerns about large volumes of silt, trash, and debris being dumped in the canals by construction activities and pedestrians, which adversely affect the drainage function of the canal, increase maintenance expense, and decrease the canal's scenic value.

Constructing more pathways adjacent to existing canals presents additional challenges. Because these adjacent areas are part of drainage easements, the City of Irving would need to acquire public access easements from adjacent landowners to allow additional pedestrian paths to be installed. Recently, increased flooding during rain events has caused the City of Irving to require more of the easement for flood control purposes.

Segments of current concrete-lined canals are being redeveloped to make them deeper to handle more stormwater capacity and protect adjacent residents. As part of this redevelopment, natural vegetation channels are encouraged, where feasible, to meet U.S. Army Corps of Engineers requirements near waterways. This technique reduces pavement, and returns canals and culverts to a more natural state to enable more stormwater absorption, which is eventually released by soil and plants. Stormwater surge is reduced, and pollutants are removed from the water, which improves downstream water quality. Bringing creeks back to its natural state can also provide wildlife habitat and increase the aesthetic benefit of adding more greenery.

If the public desires expansion of the pedestrian paths adjacent to the existing canal system beyond what is available presently, discussions with individual property owners about purchasing public easements should take place, while continuing to educate the public that the primary function of the canals and adjacent landscaped areas is for flood protection.



PROPOSED FUTURE DEVELOPMENTS

Future developments are under way that will influence parkland and green space in Irving for the foreseeable future. Most of these developments have a mixed-use or streetscape element, which will allow for a percentage of green space accessible to the public as part of a larger retail, business, or office development, or as part of a higher density residential design. In every development scenario, active or passive recreational use, or at a minimum, bicycle and pedestrian accessibility, are a key component. Some of the developments are placing a special emphasis on beautification with the incorporation of monuments, water features, or public art.

Irving PUD #6 (former Texas Stadium) – 1,001- acre mixed-use development on the vacated former Texas Stadium site and adjacent properties bounded by State Highway 183, State Highway 114, Loop 12, Spur 482 and the DART rail line. PUD #6 requires a minimum of 10 percent land allocation to parks, urban parks and plazas or open space.

Las Colinas Urban Center – Mixed-use development on a 352-acre site with boundaries at State Highway 114 and Loop 12. Approximately 176 acres are available for development and will include two proposed public parks and a recreation center.



Recommended open space and community facilities in Las Colinas Urban Center Master Plan (credit: Sasaki Associates)

Verizon Corporate Campus Expansion - Mixed-use development on 157 acres bounded by Hidden Ridge Drive and DART Rail Line.



Proposed corporate mixed-use expansion of Verizon Campus (credit: Gensler Architects)

North Lake Campus Master Plan - Campus improvements on 276-acre site bound by North MacArthur Boulevard, West Walnut Hill Lane. and the DART Rail Line are to include increased neighborhood access on the perimeter with mixed-use elements to accommodate student populations and increase economic activity around the campus.

Irving Boulevard Redevelopment Plan - First phase of proposed complete streets project from Strickland Plaza to Sowers Road. The ultimate project would consist of three mixed-use districts along the corridor.

DFW Airport Property Development – Proposed development to accommodate active parks facilities, office-warehouse, international markets, and mixeduse bounded by Highway 161 frontage road, and Northgate, Esters, and Rochelle roads.

Heritage Crossing Development – Proposed 48-acre redevelopment bounded by West Pioneer Drive, Britain Road, Sixth Street, and MacArthur Boulevard. First phase is to include site development at Irving Boulevard/Second Street corridor and along Delaware Creek.

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Cypress Waters Mixed-Use Development – (Located in Dallas, bordering Irving) 1,000-acre development on the northeast corner of Interstate Highway 635 and Belt Line Road. Includes high density development around a 364-acre lake (North Lake).



Cypress Waters complex with waterfront retail and multifamily housing (credit: Cypress Waters)

Other development projects proposed along segments of State Highway 161 at MacArthur Boulevard, State Highway 114, and Las Colinas Boulevard—involving a town center and mixed-use approach—include three developments that will bring more housing, retail, and entertainment to Irving, and could provide more public access to other open space opportunities (green space, plazas, waterfront).

Developers predict that most of the future residents and workers in these new developments will be within a 10-minute drive, will be a mix of young "Metro Renters," "Young and Restless," and young "Enterprising Professionals" (ages 29-32). These groups are typically on-the-go, socially active, career minded with an affinity for outdoor activities. Parks and open space will be important to this group, which will populate these new developments.

CONNECTIONS TO URBAN CENTERS AND NEW DEVELOPMENT

Because the City of Irving has been proactive in pursuing transit-oriented development and mixed-use projects, connections to urban centers and green spaces within these new developments have been largely accounted for in development proposals such as PUD #6. Safe connections between neighborhoods to and from these new developments will be the next area of focus. Physically active residents have indicated they would like expanded opportunities to transition from park to trail to neighborhood within a reasonable distance on well-maintained trail routes.

New trails are proposed to tie into the Cypress Waters project, and cooperation between parks planners, flood control districts, and homeowner associations has begun. The City of Irving received a \$2.5 million grant from Dallas County to extend the northern section of Campión Trails 2.25 miles to the Cypress Waters Development and the City of Coppell.

Opportunities for connections to these new developments will arise quickly, which would require trail funding to be readily available. Plans are under way for a trail from Oakdale Road to Second Street to connect with the Downtown Irving Heritage Crossing Station.



(Source: Irving Running Club)



Grant funds were obtained to complete the two-mile Trinity Railway Express bicycle-pedestrian trail from Irby Road, west to the DART West Irving Transit Center, using DART right-of-way. This proposed trail will provide access to transit and connections to parks in the western planning district.

Connections to and from these urban centers also will spur interest from neighboring cities to complete trail connections with the City of Irving. For example, with the rapid success of Campión Trails, the City of Irving is considering providing additional trail miles to the Trinity Strand Trail and Trinity Levee Trails managed by the City of Dallas.

Sustainable Practices

STORMWATER MANAGEMENT FOR PARKS AND RECREATIONAL FACILITIES

Parks and open spaces serve the important function of reducing impervious cover (surfaces in the landscape that cannot effectively absorb or infiltrate rainfall) and assisting with stormwater management. Naturally vegetated areas reduce overland flow and help reduce pollutants from the water before the overflow reaches creeks and rivers. The City of Irving is located within the Elm Fork and West Fork watersheds, and is monitored by four separate flood control districts (Bear Creek, Valley Ranch, Las Colinas, and Century Center), which are each independently governed to provide flood control facilities and operations for communities across Irving (Figure 46). Las Colinas has agreements with the Dallas Utility and Reclamation District to provide additional maintenance and operational support to the levee system and pumping stations. Together, these entities have numerous functions including addressing flooding at parks and outdoor recreational facilities.

There are approximately 13 parks in Irving that experience a higher rate of flooding issues during and after a major rain event. These parks are vulnerable to flooding due to their topography or a need for improved drainage infrastructure. Additionally, sections of bicycle and pedestrian trails are vulnerable to flood-related damage and are often closed to the public to ensure safety. In general, saturation due to flooding can cause damage to internal sidewalks and trails, damage trees, wear down playgrounds, damage landscaping, and leave standing water, which is a potential hazard for residents.

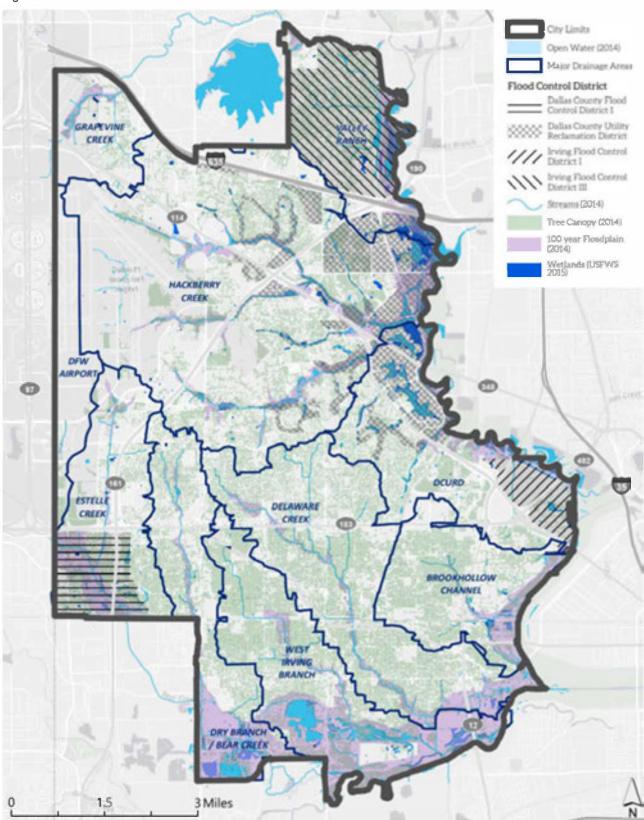
The City of Irving is addressing drainage in some of these parks, but development of a longer-term maintenance plan to ensure the resilience of these parks and equipment after a major flood event is encouraged. The result will be a shorter closure time between a major rain or flood event, and quicker turnaround for repair of flood-damaged equipment, which would result in expediting the reopening parks and trail for public use.

PRESERVATION AND PROTECTION OF WETLANDS AND OTHER DESIGNATED NATURAL AREAS

In accordance with Texas Commission on Environmental Quality regulations protecting watersheds, the City of Irving is commended on having clear policies for the protection of waters of the United States (wetlands) from sediment, silt, earth, soil, and other material associated with the clearing, grading, and excavation of new construction (Sec. 41-64). Best management practices (BMPs) are required to ensure vegetation is preserved and construction sites are stabilized through temporary and permanent seeding, mulching, use of geotextiles, sod stabilization, vegetative buffer strips, and protection of trees and mature vegetation where practicable. Diverting harmful runoff and discharge is encouraged

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Figure 45: Flood Control Districts





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to the highest extent possible. Since overland flow is always an issue, the ordinance suggests that BMPs include structural measures such as stormwater detention structures, flow attenuation, open vegetative swales and natural depressions, and other velocity control devices, infiltration of runoff on site, or the combination of several strategies.

Irving is in the process of joining the regional Integrated Stormwater Management (iSWM™) program sponsored by the North Central Texas Council of Governments. The iSWM program assists cities in achieving flood mitigation, streambank protection, and water quality programs. Cities also are helped with meeting pre- and post-construction obligations under state-approved stormwater permits. Joining iSWM will enable the City of Irving to be part of a regional approach that will protect Irving's watershed interests both inside and outside of the city.

TREES

Irving established a tree ordinance and a tree board in 2009 to promote the protection of healthy trees and provide guidelines for preservation of trees during construction, development, and redevelopment of parks, and public property or rights-of-way. Ordinance 2009-9140 outlines specific duties of the Irving Parks

Board and establishes an Irving Tree Board to promote protection and preservation of native or established trees within Irving. Trees provide aesthetic value to neighborhoods, parks and trails, as well as energysaving benefits such as reduction of heat-island effect, provide oxygen to the environment by absorbing carbon dioxide, and provide habitat for wildlife. Trees in parks and open spaces can slow erosion and assist with stormwater management by absorbing water into the root system.

The 2000 Parks and Open Space Master Plan Update recommended developers participate in a mitigation program where trees that cannot be preserved during construction are replaced by developers on-site, offsite, or through payment into a "tree fund" based on tree size and number of trees removed. Though never implemented, dollars from such a fund would be allocated to the City of Irving for new plantings within the district where the tree removal occurred. Currently, Irving's landscape standards require new development to plant trees along designated thoroughfares and highways, and includes a tree preservation credit program allowing developers of residential and nonresidential sites to reduce their landscaping obligations by preserving existing trees.



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Parks, Trails + Open Space

The City of Irving has been a member of Trees USA since 2009. To maintain membership in this program, the City of Irving established a tree board and tree care ordinance, holds an annual Arbor Day observance to recognize the value of trees, and meets the annual budget requirements of spending a minimum of two dollars per capita on forestry programs. The Parks and Recreation Department is responsible for operating and maintaining this program, and often partners with Keep Irving Beautiful, and Irving ISD for planting and clean-up projects.

Irving has a 10-acre tree farm at Mountain Creek
Preserve. The tree farm grows and supplies trees
to parks, open spaces, and landscaping medians
within Irving. The site also is used for environmental
education for all ages. The tree farm currently has 400
trees planted for future distribution around Irving.
This sustainable practice will ensure that Irving's tree
inventory is met for years to come.

In 2014, the City of Irving spent approximately \$721,000 on planting, removal of dying trees, trimming, mulching, watering, and equipment.

Additional funding is needed for a tree inventory, which includes identifying and tagging trees. The Parks and Recreation Department also needs funding to complete a comprehensive tree management program, fund home inspections and conduct code enforcement. The Parks and Recreation Department has identified the need for a full time urban forester position to lead key aspects of the City of Irving's tree programs as well as code enforcement.

TECHNOLOGY

The Parks and Recreation Department is seeking methods to reduce staff time, vehicle miles traveled, and conserve energy and water. Currently, all watering of parks, recreational spaces, and streetscapes is provided manually by on-site irrigation controllers.

The same is true for manual lighting at parks and recreational facilities by on-site light timers. Providing efficiencies in these two areas has the potential to reduce costs. Currently, during major rain events, ballfield lights must be shut down at each facility manually when games and/or practices are cancelled due to inclement weather. The employee labor costs, wear and tear on the City of Irving's vehicle fleet, and the delay in getting to a site contributes to higher overall costs for the City of Irving. The same is true for irrigation systems that experience a malfunction during operations. Centralized and automated control of all watering mechanisms would save water, increase efficiency of Parks staff, reduce costs, and enable the Parks and Recreation Department to better monitor its practices. These forms of technology are a considerable investment for the City of Irving, but would yield positive results in the near term.

The Parks and Recreation Departments follows watering restrictions placed on residents, and implements a mowing schedule across the parks, recreational facilities, and municipal inventory that provides flexibility and energy savings to the City of Irving.

Currently, the City of Irving uses some solar technology to power irrigation controllers in a limited number of street medians, and for lighting in some park areas. This technology should be assessed to determine the benefit of expanding solar power to more park areas across Irving.

Parks and Recreation fleet vehicles use environmentally friendly fuels and have idling software installed to monitor and control carbon emissions into the environment. As automobile technology improves, Irving could expand environmentally friendly initiatives into day-to-day functions.



Funding Strategies

In addition to Irving's Bond Program, numerous grants are available for parks and recreation programming in small dollar amounts, however, larger infrastructurerelated strategies require a coordinated effort to prioritize parks and open space funding using new and innovative methods. The support from Dallas County has been key to the successful completion of Campión Trails to date. Many of the recommendations related to funding in the 2000 Parks and Open Space Master Plan still apply for the future of parks and recreational space in Irving. Key funding option strategies from the 2000 Plan include:

THE TEXAS PARKS AND WILDLIFE **DEPARTMENT (TPWD) GRANTS**

There are five grant programs administered by TPWD available to local parks and recreation departments for acquisition of park and/or the development of public recreational facilities. Funds are available on a 50 percent cost share basis, and the dedicated sites must remain as parkland in perpetuity.

THE COMMUNITY DEVELOPMENT **BLOCK GRANT (CDBG)**

The CDBG program, administered by the U.S. Department of Housing and Urban Development, is the most important single resource for projects benefiting low- and moderate-income populations. Parks and recreation agencies are eligible recipients of grant funding, but projects and programs must be identified and prioritized in a community's five-year consolidated plan. Afterschool programs that serve low- to moderate-income families are good CDBG public service projects, which can comprise up to 15 percent of the CDBG block grant. CDBG and the National Park Service's Urban Park and Recreation Recovery are two federal grant programs that directly benefit economically challenged cities and urban counties park and recreation needs.

FIXING AMERICA'S SURFACE TRANSPORTATION ACT (FAST ACT)

On Dec. 1, 2015, Congress passed a multiyear surface transportation bill. The FAST ACT was released to reauthorize funding for highway and public transportation programs and projects from Fiscal Year 2016 to 2020. Up to \$850 million is available annually through the Transportation Alternatives Program to be distributed to states, local governments, and nonprofits for a multitude of on-road and off-road bicycle and pedestrian facilities, scenic easements and beautification, rails-to-trails conversions, and environmental activities. The North Central Texas Council of Governments administers these funds locally for the Dallas-Fort Worth U.S. Census Urbanized Area.

THE NATIONAL PARK SERVICE (NPS) **OUTDOOR RECREATIONAL GRANT PROGRAM**

The NPS sponsors the Outdoor Recreational Grant program through the Land & Water Conservation Fund. Grants are used to acquire land, and plan and develop recreational areas such as playgrounds, tennis courts, outdoor swimming pools, hiking trails, picnic areas, campgrounds, and boat-launching ramps. Funds also are used to build restrooms, water systems, and other support facilities for the general public. States, cities, counties, and park districts are eligible to apply for these grants, and during the course of NPS's history, more than \$5 billion has been awarded for preservation and recreation grants.

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Parks, Trails + Open Space

Other Methods of Parkland Acquisition

As stated in the 2000 Parks and Open Space Master Plan, other methods to acquire or fund parkland, trails, and open space require a combination of public/private partnerships and intergovernmental cooperation (i.e. Dallas County, TxDOT, DFW Airport, NCTCOG, and adjacent cities), and regulatory actions to encourage new development of parks as property is developed. A recommendation from the 2000 Parks and Open Space Master Plan Update would assist Irving in meeting 2040 demand:

PARKS DEDICATION ORDINANCE

A park dedication ordinance may require land dedication or money in lieu of land from developers who wish to develop in Irving. The money in lieu of land has to be used within the neighborhood or community park service planning district. Other cities in the region have developed formulas to determine how much land or money should be dedicated at the time of platting.

Parks dedication ordinances can include a clause that regulates the types of parks in a neighborhood, or requires mixed-use developments to have a minimum ratio of green space and trails.





Issues of Concern

Irving has several key issues to consider to achieve the desired levels of public parkland and open space to meet the needs of the population in 2040.

ISSUE 1: IDENTIFICATION AND PRIORITIZATION OF FUTURE PARK **AMENITIES**

Prioritization of parks relative to other infrastructure needs will affect the condition and amount of park inventory over time. Park service amenities are ranked high by residents, but the City of Irving must prioritize and protect green space for future generations. When looking at the park inventory for the City of Irving, consideration will need to be given regarding the proportion of private recreational space, and whether to include private access parks and facilities in its parks and recreational inventory.

Items to consider when including private access parks in Irving's inventory may include the quality of the facility, the number of open citywide events hosted at the facility, the types of uses and frequency of use by Irving residents. Many municipalities around the country short on parkland are investigating whether this is a desirable method of accessing park inventory.

ISSUE 2: FUNDING

The amount of donated land that the City of Irving has received from individual landowners, developers, and nonprofits for parks and recreation use has been modest. As a result, Irving purchases the majority of parkland for recreational use. To maximize budgetary set asides for updates and new amenities to existing parks, and construction of new facilities, new models for acquisition, and preservation of parks and green space are needed to accommodate a growing, more active population.

In recent years, as approved bond funds have been slow to become available, shifts in parks and recreation priorities have changed. Often funds were shifted to purchase new playground equipment or construct new facilities on existing parks, while some lands the City hoped to purchase for parks were sold for another use, or may have been moved off of the priority project list in their entirety. Irving is experiencing trends similar to many parks departments across the country with reduced budgets as the demand for services increases.

ISSUE 3: PLANNING FOR FUTURE DEMAND

Minimum standards for facilities will require adjustment as Irving reaches a build-out point and transitions to redevelopment of existing neighborhoods and activity centers. Because parkland sites dedicated by developers and individuals to the City of Irving's inventory are usually smaller than five acres, and incentives to encourage public use on private property tend to be ineffective or problematic over the long term, clear strategies are needed to assure acquisition of adequate parkland for future use.

The Parks and Recreation Department seeks to actively understand resident's facility use and the City of Irving's inventory to make informed decisions and plan for future demand. Parks staff have identified the lack of adequate funding for repairs to aging infrastructure and new park development as a major concern. According to department reports, Irving lacks outdoor recreational fields and recreational centers proportionate to the demand from residents, sporting organizations, and visitors. High demand usage on current facilities is increasing the wear and tear on current assets.

Parks, Trails + Open Space

ISSUE 4: MAINTENANCE COST AND FUNDING

Funding and staffing for parks, open space, and street landscape maintenance is decreasing, while maintenance and operations needs are increasing. Aging equipment and the need for park renovations are daily concerns for staff. As the City of Irving enters into more park lease and cost-sharing agreements with developers, schools, and homeowners associations, staffing and maintenance funding must be in place to respond to changing conditions and increasing demands. Limited funding for parks maintenance also will hinder the ability to contract out for support services.



ISSUE 5: CONNECTING PARK AND OPEN SPACE

New bicycle and pedestrian connections are needed to facilitate connections between neighborhoods, parks, and other activity centers. The Irving community expressed a preference for more connectivity with the provision of green corridors. The City of Irving has prioritized development of pedestrian and bike trails to support the investment in development areas around transit facilities and in the Campión Trails network. The City of Irving also should look for opportunities to create safe, green corridors west of Campión Trails that provide connections, environmental benefits, and aesthetic improvements.





Parks, Trails + Open Space Goals, Strategies + Actions

Goal 1: Conduct a comprehensive Parks, Open Space, and Trail Master Plan.

Strategy 1.1

Budget approximately \$350,000 for a Parks, Open Space, and Trail Master Plan to address recreational priorities, programming, funding mechanisms, and preservation. This effort could be combined with the formal Bike Master Plan and Trail Plan recommendation discussed in the Transportation Chapter. Given new demographics and development trends in Irving, a robust public involvement program should guide the development of the Parks, Open Space and Trail Master Plan Update. Community input will identify preferences, test proposed concepts, and identify needs and suggested solutions at the neighborhood and community level. An updated plan will:

- Address maintenance of existing park facilities.
- Include a thorough update to the public and private parkland inventory in Irving.
- Address community involvement from residents, the City of Irving, private developers and schools.
- Involve adjacent communities and other stakeholders.

- Redefine geographical park needs based on demand and usage.
- Propose a financing plan to achieve parks, open space and trail goals.

Strategy 1.2

Improve the quality of the park system by prioritizing maintenance, rehabilitation, and completion of existing facilities prior to new park acquisition and development. Revisit the sale of bonds for parks, infrastructure, and other improvements planned for Irving with the goal of increasing approved bond sales.

Strategy 1.3

Evaluate projects on the priority list, as well as funding requirements for the properties. Revisit and update previous parkland priorities that have not been acquired for suitability given new development proposals that are currently under way.

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Parks, Trails + Open Space

Parks, Trails + Open Space Goals, Strategies + Actions

Goal 2: Plan for the highest level of maintenance of existing parks and open space.

Strategy 2.1

Adopt a maintenance and operations plan for parks and recreational facilities to ensure efficiencies in staff time and consistent equipment upgrade and replacement at parks to keeps parks and open space facilities in top condition.

Strategy 2.2

Establish a Parks Management Team to oversee updates to the operations and maintenance plan. Management team staff may include parks planning, facilities and operations, urban forestry, park assets, park services, landscape supervisor, athletic fields maintenance supervision, and volunteer coordinator.

Strategy 2.3

Implement efficiencies to reduce maintenance costs over the long term including centralized lighting, centralized watering, and energy-efficient practices (increase the usage of solar power cells for watering medians). Use idling detectors in parks vehicles to reduce carbon emissions.

Strategy 2.4

Increase maintenance agreements of local homeowners associations for pocket parks and right-of-way landscaping and beautification improvements.



Parks, Trails + Open Space Goals, Strategies + Actions

Goal 3: Creatively work toward a goal of 10 acres of parks and open space per 1,000 residents.

Strategy 3.1

Strategically acquire new parkland and green space in Irving's inventory that attracts widespread usage, is accessible from major centers and activity corridors, and has the potential to generate revenue.

Strategy 3.2

Add acreage to existing parks where possible to increase service areas.

Strategy 3.3

Explore and adopt methods to ensure new development provides public park land and resources to develop needed park and open space facilities.

Strategy 3.4

Encourage and attract infill housing developments such as compact cottage-style homes that provide opportunities for creative placement of parks and leisure space. Courtyard-style backyards for smaller lot homes add unique character to a community, and contribute to interactions between neighbors.

Strategy 3.5

Increase the number of negotiated agreements with school districts, private athletic associations, etc., to offset park maintenance costs where feasible.

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Parks, Trails + Open Space

Parks, Trails + Open Space Goals, Strategies + Actions

Goal 4: Expand funding options to meet resident demands.

Strategy 4.1

Integrate recommendations from the 1996 Parks and Open Space Master Plan, and 2000 Parks and Open Space Master Plan Update that are still relevant for the future such as: an impact fee ordinance for developers to include public parks, use of sales tax funding to acquire park land to compensate for unsold bonds, develop Parks District Action Committees to act independently to support and protect parks, etc.

Strategy 4.2

Establish a coordinated program between the Parks and Recreation, Planning, and Capital Improvement departments to plan for purchasing land slated for parks while still economically viable.

Strategy 4.3

Complete an analysis of parks and recreation study of user fees, and examine other parks and recreation expenditures to determine how to maximize services and user fees in an equitable manner.

Goal 5: Increase the allocation of landscaping for infrastructure improvements.

Strategy 5.1

Update the landscaping budget for infrastructure improvements to reflect increased costs as well as increased landscape programming.

Strategy 5.2

Build in projected costs for materials, operations, and maintenance for infrastructure improvements.



Parks, Trails + Open Space Goals, Strategies + Actions

Goal 6: Implement additional sustainable practices.

Strategy 6.1

As technology evolves and Irving develops, incorporate strategies to reduce vehicle miles traveled, reduce overall energy consumption, and protect water bodies.

Strategy 6.2

Invest in resilience infrastructure and sustainable materials for parks and trails.

Strategy 6.3

Expand the City of Irving's Tree Farm at Mountain Creek Preserve.

Strategy 6.4

Develop a tree maintenance plan for the City of Irving's parks, streetscape and trails to enhance the stormwater management program, and to reduce impervious cover. Hire a full time urban forester to assist with the tree maintenance program.

Strategy 6.5

Encourage additional interdepartmental and regional coordination on watershed management and status of park conditions. Develop a

maintenance response plan to attend to facilities needing repair after a flood event.

Strategy 6.6

Encourage more "daylighting" of concrete canals and culverts to improve flood control, and provide a green aesthetic to the community.

Strategy 6.7

Seek LEED certification on future parks and recreational centers where feasible.

Strategy 6.8

Evaluate and incorporate the following sustainable practices where possible:

- » LED lighting
- » Greywater watering system
- » Native plants
- » Organic compost for fertilizer
- » Pervious parking areas
- » Electric vehicles
- » Idling detectors in the vehicles

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Parks, Trails + Open Space

Parks, Trails + Open Space Goals, Strategies + Actions

Goal 7: Coordinate park and open space with floodplain management needs.

Strategy 7.1

Protect and conserve open space, particularly along floodplain.

Strategy 7.2

Develop a consensus on the balance between floodplain management and any open space that should remain "protected" from future development. Develop clear consistent policies and mapping for those sites considered "undevelopable" during the next 25 years.

Goal 8: Continue to pursue plans to build a state-of-the-art recreation center.

Strategy 8.1

Explore public park and recreation options in partnership with developers or private operators where possible.

Strategy 8.2

Identify locations for potential land purchase or partnering to accommodate a recreation center in excess of 60,000 square feet to address future demand, and allow for future flexibility in programming. Prioritize placement of a large center north of Highway 161 to meet future demand in the northern sections of Irving.



Parks, Trails + Open Space Goals, Strategies + Actions

Goal 9: Improve connectivity between parks and open spaces.

Strategy 9.1

Review new residential, commercial, and mixed-use development for public parks, open space, or trails component.

Strategy 9.2

Preserve public access to all waterfront green spaces within new private commercial developments.

Strategy 9.3

Explore additional Neighborhood Improvement District models to pay for parks at the local level.

Strategy 9.4

Protect and maintain green spaces around schools.

- 7.3.1 Protection and proper maintenance of the spaces around public (and private) schools or similar institutions will help with maintaining consistency with Irving's parks inventory.
- 7.3.2 Joint-use agreements should be reviewed regularly, and ongoing dialog with educational institutions should be in place to encourage further cooperation and ensure reasonable cost-effective facility rental rates.

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Parks, Trails + Open Space

Parks, Trails + Open Space Goals, Strategies + Actions

Goal 10: Complete the remaining land acquisition and construction for Campión Trails within the next five years.

Goal 11: Reprogram inefficient facilities to meet changing demands.

Strategy 10.1

Continue to pursue Dallas County funding to complete additional linkages along Campión Trails.

Strategy 10.2

Provide matching funds to construct a segment of the trail at a crossing into Dallas.

Strategy 11.1

Identify recreational facilities that are underutilized or not cost effective, and reprogram or repurpose to other program areas needed within the community such as athletic fields, additional recreation and leisure classes, organizational meeting space, or community education use.

Strategy 11.2

Explore programming and use additions and enhancements for the City of Irving's golf course in south Irving.



Parks, Trail + Open Space

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Economic Development

Economic growth should translate into the happiness and progress of all...There should be development of art and culture, literature and education, science and technology.

~ Pratibha Patil

Introduction

The Economic Development Department leads Irving's efforts to create a healthy and sustainable city through the promotion, recruitment, and coordination of new commercial, industrial, retail, and residential development, and the retention and revitalization of existing businesses and neighborhoods. The department is focused on expanding the tax base and creating jobs and opportunities for Irving residents through a comprehensive economic development program. The City of Irving's efforts are in active partnership with the Greater Irving-Las Colinas Chamber of Commerce which provides recruitment, retention, small business and international economic development services.

Economic Development staff coordinates city resources including real estate, economic incentives and development assistance for businesses. The overall goal is to become America's leading international business center by solidifying Irving's status as a premier location for business relocation and expansion.

Irving's Economic Development Strategy establishes the following vision for Irving:

Irving is a leading international business center in America - a destination for investment and high-wage jobs, and a vibrant urban community.

People will say...

- » The city is growth-oriented, committed to the support and continuous improvement of existing businesses, infrastructure, amenities, and the workforce.
- » Irving is at the forefront of innovation and business development, supporting its industry-leading private sector employers and its forward-thinking community leaders.
- » Irving offers exceptional access to the regional, national, and world economies through its globally connected businesses and robust transportation network centered on the Dallas-Fort Worth International Airport.
- » Irving's educational system prepares its workforce to succeed in all segments of the economy and includes training for a wide range of job skills.

Economic Development

Irving Today

Irving has the second highest concentration of Fortune 500 headquarters (2.58 per 100,000 population) in the US (among the 17 US cities with at least five Fortune 500 HQs), second only to Atlanta. With six Fortune 500 headquarters, Irving is the only suburb on this list. This ranking confirms the City's role as a major economic engine within the DFW Metroplex.

EMPLOYMENT PROFILE

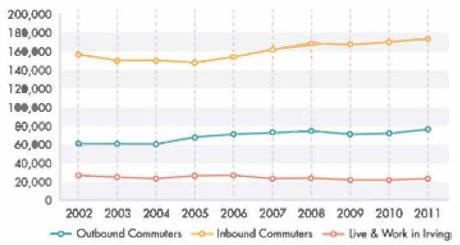
Irving is home to more than 201,000 jobs; however, nearly 88 percent of the Irving workforce commutes to work in Irving from another location. Only 12 percent of the workforce lives and works in Irving. In addition, 77,000 people who live in Irving commute to work outside Irving, with the largest percentage commuting into Dallas.

Irving's workforce consists of 73 percent in office/professional services, 23 percent in retail, and 5 percent in industrial and manufacturing. This division of labor is expected to remain similar in the future.

Figure 47: US Cities with Fortune 500 Headquarters per 100,000 residents

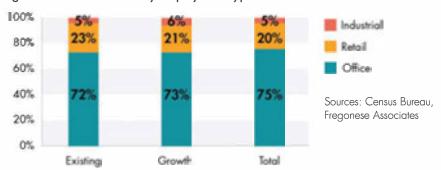


Figure 48: Residence of Workforce, 2002-2011



Sources: Census Bureau

Figure 49: Future Growth by Employment Type





Economic Development

Employment is concentrated most heavily in north Irving, including the Las Colinas Urban Center and the Freeport area, with additional concentrations along State Highway 183 and Irving Boulevard (Figure 50).

While this distribution of employment will continue, future growth also will be notable in the Planned Unit Development (PUD #6, former stadium site) urban core being created around the intersection of State Highway 114 and State Highway 183. Additional growth will occur in Heritage Crossing, around DART Orange Line station areas, and along Highway 161.

New employment additions in Irving show a more even distribution from north to south (Figure 51). The location of all primary employment areas in the future is illustrated in Figure 52. These areas are served by State Highway 114, which also connects DFW International Airport to downtown Dallas.

Figure 50: Existing Employment Distribution in the Imagine Irving Scenario

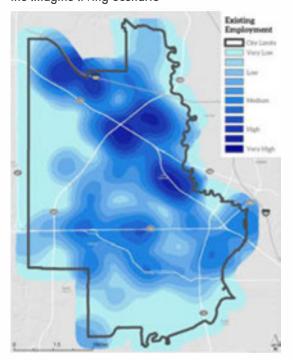


Figure 51: New Employment Added to the Imagine Irving Scenario

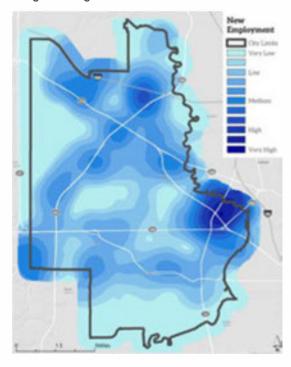
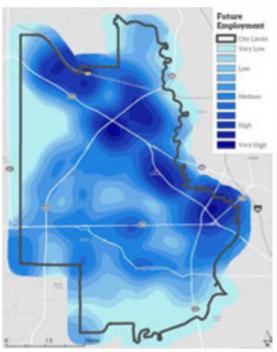


Figure 52: Distribution of All Future Employment in the Imagine Irving Scenario



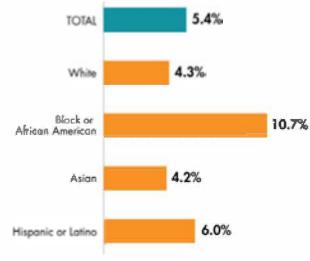
Economic Development

UNEMPLOYMENT IN IRVING

Irving's unemployment rate has remained consistently below US, Texas, and regional rates for most of the last 15 years. The unemployment rate in Irving was 3.6% by the end of 2014, lower than the region, Texas, and the US during the same time period.

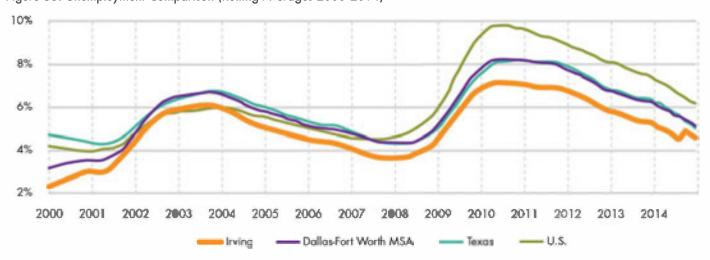
While unemployment by race and ethnicity is not available for the City of Irving, the unemployment data for the Dallas-Plano-Irving metropolitan area shows that there are disparities in unemployment rates among races and ethnicities in the region. The unemployment rates for white and Asian workers are lowest at 4.3% and 4.2%, respectively, while black workers are experiencing over 10% unemployment, and the Hispanic or Latino population is unemployed at 6.0%.

Figure 54: Unemployment by Race and Ethnicity in the Dallas-Plano-Irving Metropoiltan Division



Source: US Bureau of Labor Statistics, Local Area Unemployment Statistics

Figure 53: Unemployment Comparison (Rolling Averages 2000-2014)



Source: US Bureau of Labor Statistics, Local Area Unemployment Statistics



Economic Development

KEY INFILL AND REDEVELOPMENT

Irving is a mature city, and much of its growth will occur through expansion in developed areas, or through the redevelopment of sites such as PUD #6, the former stadium site. As much as 35 percent of employment growth will be through redevelopment or expansion of existing employment areas.

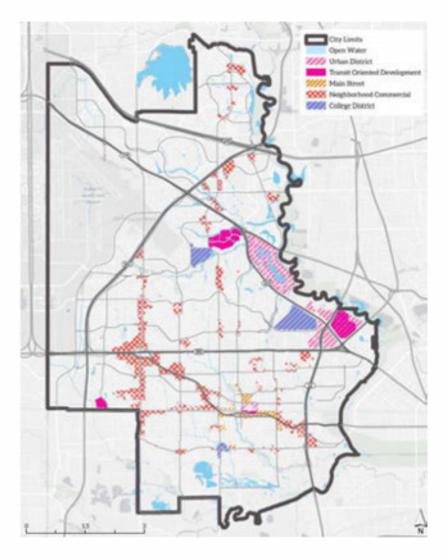
Figure 55 shows the five land use districts of the Future Land Use Map (see page 75) that are mixeduse, where the mixing of residential and non-residential uses are encouraged. These include Urban District, Transit-Oriented Development, College District, Neighborhood Commercial, and Main Street. See pages 72-76 for more information about the Future Land Use Map.

Much of Irving's future development will be in mixed-use districts, and the Imagine Irving scenario suggests development during the next 25 years could consist of 116 million square feet of new buildings with a value of \$14 billion.

There are many available sites for development and redevelopment within Irving. While Irving may have limited development options, there are hundreds of acres adjacent to rail transit stations along the DART Orange Line (the Irving Convention Center Station, the Las Colinas Urban Center Station, and the University of Dallas Station) and the Trinity Railway Express commuter rail line.

PUD #6 and its surroundings represent one of the Metroplex's premier regional redevelopment opportunities. It contains more than 450 developable acres of highly visible land with superb highway and light rail access. There are undeveloped properties within Carpenter Ranch and Las Colinas that are suitable for urban mixed-use development, and many vacant and underutilized properties available for denser development in Heritage Crossing and surrounding neighborhoods. There also are several large properties throughout the community that are currently not "on the market," but are potential sites for future development. The Small Area Planning Chapter provides details on several of these sites.

Figure 55: Mixed-Use Districts of the Future Land Use Map



Economic Development

Assets + Opportunities

It is important to identify economic development opportunities and challenges as part of the comprehensive plan, as many of these issues can be influenced by land use, infrastructure, and transportation policies and investments.

LOCATION, LOCATION

Irving's strongest competitive advantage is its central location in the DFW Metroplex. Comprehensive plan polling results from Irving residents agree that location is Irving's greatest asset. The Metroplex is one of the most desirable job markets in the country. From 2010 to 2014, the region has gained more than 528,000 new residents. This high level of growth was second only to Houston, and surpassed the much larger New York and Los Angeles regions. Dallas-Fort Worth has a highly diversified regional economy that is seeing rapid job growth and investment across many sectors.

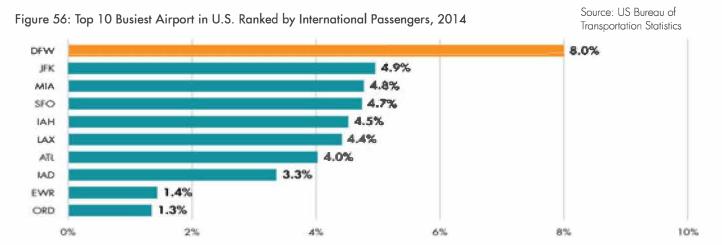
The city has a unique combination of economic advantages that make it an ideal place for business expansion and relocation with DFW Airport to the west and Dallas to the east. Irving continues to serve as a major regional employment center, second only to downtown Dallas in the number of net inbound commuters.

ACCESS AND CONNECTIVITY

Irving offers unparalleled access and connectivity to the surrounding Dallas-Fort Worth region, the entire U.S., and international destinations for businesses, workers, residents, and visitors. Irving's location, which is adjacent to DFW International Airport (the fourth busiest airport in the U.S. behind Atlanta Hartsfield-Jackson, Chicago-O'Hare, and LAX), places the city less than four hours from every major business center in the country. Its proximity to Dallas Love Field Airport further increases its accessibility to domestic destinations.

BUSINESS HUB

Irving is home to many of the world's most successful corporations including Fortune 500 headquarters (ExxonMobil, Fluor, Kimberly-Clark, Commercial Metals, and Celanese), Fortune 1000 headquarters (Flowserve, Michaels Stores, and Pioneer Natural Resources), North American headquarters of foreign-based firms (NEC, Nokia, Aegis Communications Group, 7-11, among others), and other major corporate operations of firms based elsewhere in the U.S. Irving's largest private sector employer is Citibank, which is headquartered in New York, but has a major presence





Economic Development

in Irving with 6,000 jobs and two cyber command centers. Other major corporations not based in Irving but with a substantial local presence include Verizon, AT&T, Sprint-Nextel, Microsoft, Allstate Insurance. Abbott Labs, and Oracle.

LAS COLINAS URBAN CENTER

The Las Colinas brand remains highly regarded as one of the leading business centers within the Metroplex and the state of Texas. With dozens of major corporate offices, more than 25 million square feet of office space, and a premier convention center, Las Colinas is second only to the downtown Dallas Central Business District as a regional center of business and employment.

HIGHER EDUCATION

Irving benefits from established higher education institutions, thanks to the presence of the University of Dallas and North Lake College. The University of Dallas is a top-tier private, Catholic, liberal arts university, with a 50/50 split of undergraduate and graduate students and a highly regarded MBA program in the University's Satish & Yasmin Gupta College of Business. North Lake College is an important component of the Dallas County Community College District, providing a range of high-quality academic and technical training programs. There is the potential to better connect these two institutions with Irving's major employers to support the community's business retention and expansion efforts. In addition, Irving has technical training schools such as DeVry and Universal Technical Institute. Irving's location also provides easy access to the region's higher education assets including University of Texas at Dallas, University of Texas at Arlington, University of North Texas, Southern Methodist University, and Texas Christian University.

ENTREPRENEURSHIP AND SMALL BUSINESS

Irving has a myriad of small businesses serving the local population, and was ranked first in the best cities for starting a career in 2015 by WalletHub. In 2014, Irving led the nation in the number of Blue Ribbon Small Business of the Year award winners, which recognizes standout small businesses across America. Irving currently has more than 25 small businesses that have achieved this honor.

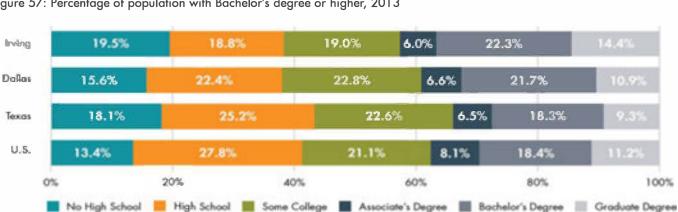


Figure 57: Percentage of population with Bachelor's degree or higher, 2013

Source: US Census Bureau, Population Estimates Program; 2009-2013 American Community Survey 5-Year Estimates

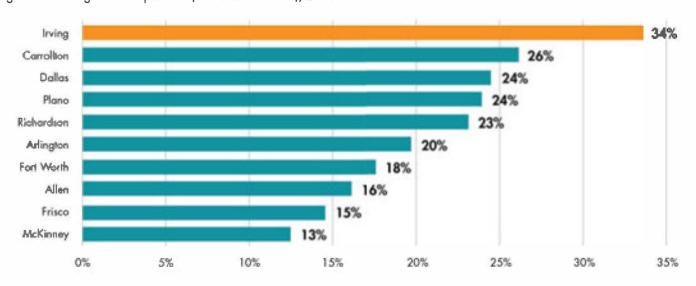
Economic Development

Many of Irving's small businesses reflect the city's diverse international population. In restaurants alone, Irving has a selection of Mexican, Asian, Indian, Nepalese, Middle Eastern, Honduran, Ecuadorian, and Brazilian. Many of Irving's retail locations have catered to the international market, bringing a multicultural edge that serves Irving's diverse population, including many specialty services in the medical and professional fields.

The fact that Irving is such fertile ground for new small business formation in retail, restaurant and service is a plus, as it adds vitality to the retail areas, and diversity and interest to the city's livability. Along with attracting large international employers, Irving has the opportunity to take positive steps to encourage and ease the formation of small businesses. This is especially true in the urban areas, corridors, and locations such as Heritage Crossing, which will thrive on a lively business climate.

Irving's Hispanic Chamber of Commerce advocates for education and economic development in the Hispanic market. The Hispanic Chamber supports entrepreneurial businesses by developing, promoting and supporting Irving businesses and those serving the Hispanic community. The Greater Irving-Las Colinas Chamber of Commerce promotes small business development and enhancement through a Small Business Services Committee that provides networking, resources and communication services. The committee focuses on developing programs and events to meet the needs of small businesses.

Figure 58: Foreign-born Population (As Percent of Total), 2013



Source: US Census Bureau, Population Estimates Program; 2009-2013 American Community Survey 5-Year Estimates



Issues + Concepts

A strategic approach to economic development comes hand-in-hand with innovations in land use, housing, transportation, and education to improve the quality of life for residents and foster a vibrant community, which in turn supports new and expanding businesses. This approach is designed to promote Irving as an attractive place to live, work, play and do business.

Looking at Irving's census demographics, the size of the Millennial population and education level is notable. Irving is younger and better educated than the rest of the Dallas-Fort Worth area, and the Esri Tapestry Segmentation psychographics show a large concentration of a young, talented workforce.

However, some competing communities have hit a tipping point in this growth and are facing significant and complex problems regarding traffic congestion with limited public transit and connectivity, and lack of affordable housing. These issues contribute to a higher cost of living, rent and land prices, and are forcing employers to look elsewhere for growth opportunities. This dynamic clearly shows why thoughtful long-range planning for transportation and land use remains critical for a community's vitality, and serves as a competitive advantage. Irving has the building blocks and the transportation assets for enhanced urban districts that can accommodate the lifestyle preferences of current and future generations, and provide a major boost to Irving's urban vitality.

Business Retention and Expansion

Irving is fortunate to have an impressive roster of existing businesses, large and small, representing many different industries. Because of the city's strong base of existing employers, the greatest opportunities for new job growth and capital investment will come

from a robust business retention and expansion (BRE) program. Without a strong foundation that properly engages and supports Irving's current businesses, other approaches aimed at bringing in new companies, investment, and talent cannot succeed.

Recruitment and Investment in Domestic and International Businesses

A major opportunity for Irving will come from an aggressive recruitment program that brings new jobs and investment into the city. Local and regional economies cannot thrive without bringing in new companies, investment and talent. A focused approach to recruit companies with requirements that are compatible with Irving's infrastructure and resources can yield immediate positive results for the community. This is especially important given the high level of business expansion and relocation activity taking place across the Metroplex.

Irving is well positioned to make international business development a core component of its economic development program. Given the city's unique assets (DFW International Airport, the city's large number of U.S.- and foreign-based corporate offices, and access to a large pool of talent), Irving can easily promote itself as a logical choice for business expansion and relocations for multinational corporations. The city's high level of racial/ethnic diversity, including a high percentage of foreign-born residents, supports its position as a community that welcomes international residents and visitors.

Economic Development

Shifting Trends in the National Market

- » The national economy is becoming increasingly more talent-based than resource-based. Talent is a broad term that aligns with the shift to a knowledge-based economy. Desired talent is generally defined as 20- to 35-year-olds that are college educated—especially those with a science, technology, engineering, math (STEM) degree. In addition, high-tech skills through associate degrees or training are in demand for skilled manufacturing positions. The desired 20- to 35-year demographic is comprised of the Millennial generation, which is approximately 77 million people—the largest demographic the country has seen.
- » Job Base. Talent moving to a new community want to know there are other opportunities if the job that brought them there does not work out.
- » Simple Commute. Millennials are not defined by the automobile, and the majority avoid driving when possible. As reported in Urban Land Institute Emerging Trends 2016, miles traveled by car for those 34 years of age and younger is down 23 percent
- » Urban Lifestyle. They prefer density with alternative transportation and retail nearby.
- » Entertainment. Ample amenities, especially restaurants and access to outdoor recreation.
- » Open and Supportive Culture. They embrace social or ethical causes and communities that are more accepting and open to all cultures and lifestyles.

Innovation and Entrepreneurship

Public sector involvement and promotion of innovation holds a high level of potential. Irving is already a center for innovation due to its industry-leading businesses. Additional efforts, such as collaborating with existing public-private partnerships and educational institutions, can increase and connect innovation among Irving's existing companies and industries. Irving has the potential to become a leading center of innovation within the Metroplex, and even nationally, for specific industries or technologies.

Quality of Place

A successful economic development program in today's environment cannot rely solely on the business climate. Affordable housing, amenities, educational opportunities, and access to multiple transportation options are necessities for today's workforce. Today's generation of young adults favors urban living and everything that comes with it (e.g. walking, biking, patronizing locally owned shops and restaurants). Providing an attractive environment that appeals to young professionals, and maintaining and investing in resilient infrastructure, is critical for economic development. This is especially important since a major issue for most companies is access to qualified workers. Within the Metroplex, a growing number of cities offer walkable neighborhoods and dynamic urban centers that attract young people and major business expansion and relocation projects.



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Economic Development



During workshops, residents noted differences in infrastructure and quality of place between north and south Irving, and that it is difficult to traverse the city. Young residents without a vehicle expressed a high level of discomfort and difficulty when attempting to travel from south Irving to North Lake College's north campus. While MacArthur Boulevard has an abundance of higher education and K-12 schools such as North Lake College's north and south campuses and MacArthur, Irving, and Nimitz High School, it can be difficult to access these schools by transit, biking or walking. The lack of connectivity, walkability, and amenities between these institutions creates a barrier for people to access the educational opportunities they need to thrive in Irving's growing workforce, and for businesses to access qualified workers.



Access to Opportunity

With Irving's combined assets in diversity, culture, location, and regional and international access, there is untapped potential to better connect Irving by linking residents to employment and education opportunities throughout the city, and promote citywide expansion of business and culture. For Irving's economy to thrive, it is critical to engage disadvantaged populations including racial and ethnic minorities, women, individuals with disabilities, veterans, low-income populations, and other underserved populations, in a comprehensive economic development strategy.

Identifying the needs and desire of the community, and building a "knowledge-based" economy, will be difficult without the tools to create a line of communication between the Irving community and existing and emerging businesses. Providing the community with access to resources and information will create avenues to engage and empower residents to support economic development initiatives in Irving.

Economic Development

Economic Development Goals, Strategies + Actions

Goal 1: International Business Development

Attract investment from foreign businesses, help local firms gain entry into foreign markets, and create a welcoming environment for the international community.

Strategy 1.1

FUNDING FOR INTERNATIONAL DEVELOPMENT. Expand the resources available to international business development for additional staffing and activities targeting Asia, Europe, Mexico, and other strategic geographies.

- 1.1.1 Expand the Chamber's staff capacity to better support existing foreign companies in Irving and to establish and maintain long-term business relationships in key foreign markets through the International Trade Development and Assistance Center.
- 1.1.2. Cultivate and expand relationships with Irving corporations that have an existing global presence, including foreign-based firms and domestic firms seeking larger international market opportunities.
- 1.1.3. Dedicate financial resources to participate in more international trade missions (inbound and outgoing) to develop more opportunities for trade and investment

Strategy 1.2

DFW INTERNATIONAL AIRPORT. Work closely with DFW International Airport to pursue international business development opportunities.

- 1.2.1 Leverage DFW International Airport's new nonstop destinations in foreign countries to cultivate business relationships in other markets, including partnerships with the Chamber and DFW's "Connecting the World" marketing initiative.
- 1.2.2. Continue to work and invest in relationships with DFW International Airport, regional and state economic development efforts, and Irving business executives to set up trade missions to new nonstop destinations, beginning with visits to the most recent additions (Beijing, Abu Dhabi, Qatar).



Strategy 1.3

DIVERSITY. Leverage Irving's diverse citizenry and its global business leadership to establish the community as the premier international city in the Metroplex.

- 1.3.1 Work with the Irving International Trade Development and Assistance Center to test the concept of an international soft landing center for foreign-based startups.
- Promote the current international mix of 1.3.2. companies already in Irving to build on existing successes and make connections that could lead to further foreign direct investment.

Strategy 1.4

EXISTING BUSINESSES. Work with existing major corporations to identify specific countries to target for foreign direct investment (FDI).

- 1.4.1 Build and leverage local relationships with foreign-based firms (NEC, Nokia, Siemens, Hilti, and others) to promote Irving as a destination for new investment and jobs by making connections to business leaders in foreign markets.
- 1.4.2. Strategically participate in international conferences and events, both in partnership with the Dallas Regional Chamber and TexasOne efforts and as a stand-alone Irving effort. Use these trips to make visits to specific companies based in the hosting city.
- 1.4.3. Continue and expand on the international trade work being led by Irving's International Trade Development and Assistance Center.
- 1.4.4. Expand the capacity of the International Trade Development and Assistance Center

to increase international business for Irvingbased firms.

- Many of Irving's existing corporations operate primarily in the US but are pursuing growth strategies centered on entering specific international markets. Michaels Stores offers a good example of this with their current global expansion plans.
- The City and Chamber can help by leading trade missions that include Irving-based firms to open up business conversations in designated foreign markets.

Strategy 1.5

EXPERTISE. Develop international expertise around specific industries.

- 1.5.1 Utilize resources such as The Economist magazine's Economist Intelligence Unit (EIU) and its Country Reports, which provide analysis of political and economic trends for nearly 200 countries, including a two-year forecast.
- 1.5.2. Begin with Irving's strongest sectors (telecom, finance & insurance, professional services, oil & gas, health care) and make connections with foreign-based firms within these sectors.

Strategy 1.6

INTERNATIONAL TALENT. Establish Irving as the premier city in the Dallas-Fort Worth metro area for international talent.

1.6.1 Create an ongoing dialogue to enhance the multicultural environment in Irving through conversations between local and regional organizations representing diverse communities.

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Economic Development

- 1.6.2. Continue to build stronger linkages between the Partnership and other organizations (e.g., Irving Hispanic Chamber of Commerce, the US-India Chamber of Commerce, the US-Mexico Chamber of Commerce, the Greater Dallas Asian American Chamber of Commerce, and others) to make connections for global business activities in trade and foreign direct investment.
- 1.6.3. Cultivate relationships with national/ international organizations with headquarters in Irving (e.g., Young Presidents Organization, National Society of Hispanic MBAs, Electronic Security Association, American College of Emergency Physicians) to assist with international business connections.
- 1.6.4. Utilize the EB-5 visa program as a way to attract foreign talent and investment into Irving.



Economic Development Goals, Strategies + Actions

Goal 2: Entrepreneurship and Innovation

Create a dynamic local environment for entrepreneurship, innovation, and research & development activities.

Strategy 2.1

HERITAGE CROSSING INNOVATION DISTRICT. Create an "Innovation District" in Irving's Heritage Crossing District.

- 2.1.1. Prioritize public policies (e.g., zoning and land use regulations) and infrastructure investments that make the Heritage Crossing Innovation District more attractive to entrepreneurs and startups.
- 2.1.2. Designate the Heritage Crossing Innovation District as the first "fiberhood" in the Metroplex, with access to ultra-high-speed internet as a way to attract technology startups and entrepreneurs.
- 2.1.3 Create marketing efforts that target specific types of businesses to expand and relocate into this district.
- 2.1.4. Work with the local real estate community to provide coworking space for entrepreneurs, startups, and freelancers in this district.

Strategy 2.2

5G MOBILE TECHNOLOGY. Establish Irving as the top location in the US for 5G innovation.

- 2.4.1 The City, Chamber, and ICVB should work with the major telecom companies in Irving (AT&T, Nokia, Sprint-Nextel, Verizon, Frontier Communications) and in the surrounding region (Samsung Telecommunications America, Alcatel-Lucent, Ericsson) to pursue a "Global 5G Innovation Conference" in Irving, held at the Irving Convention Center at Las Colinas.
- 2.4.2 Position Irving as the 5G Innovation Zone or Corridor.
 - This should be a standalone Irving effort (not in partnership with other Metroplex cities), but should include other major telecommunications companies in the Metroplex.
 - Attract investment in deployed 5G technology as a national test location.

Economic Development

2.4.3. In partnership with Verizon's Hidden Ridge development adjacent to the DART Orange Line, launch the nation's first 5G TOD (transitoriented development).

Strategy 2.3

PUBLIC POLICIES. Encourage the growth of entrepreneurship and innovation through public policies and programs.

- 2.5.1 Sponsor events relevant to startups and high-growth sectors.
- 2.5.2. Support access to high-speed internet throughout the community.
- 2.5.3. Promote entrepreneurship by serving as a "connector" between local entrepreneurs and the necessary resources they seek (e.g., talent, capital, networks).
- 2.5.4. Encourage Irving ISD and other local K-12 educational institutions to incorporate entrepreneurship into their academic curricula.

Strategy 2.4

HIGH-GROWTH FIRMS. Target high-growth firms (with expansion plans) from the Dallas-Fort Worth Metroplex, other large Texas metro areas (Austin, Houston, San Antonio), and other major US markets (New York, Chicago, Los Angeles).

- 2.6.1. Utilize the following resources to identify innovative high-growth firms within industries that are a natural fit for Irving:
 - Inc. 5000 (Fastest-Growing Private US Companies)

- Fast Company Magazine (World's Most Innovative Companies)
- Forbes (World's Most Innovative Companies)
- PWC Moneytree report (for identifying recent recipients of venture funding)
- MIT Technology Review (Smartest Companies)
- Thomson Reuters (Top 100 Global Innovators)

Strategy 2.5

SMALL BUSINESS SUPPORT. Link small business growth to the city's existing large corporations.

- 2.7.1. Create a central database for RFPs from large Irving corporations seeking subcontracting or vendor services.
- 2.7.2. Make the database available to all companies in Irving, providing opportunities for young and emerging companies.
 - Expand the Chamber's "Business Connection" program for this purpose.
- 2.7.3. Irving small businesses could become "prequalified" to serve as a vendor to large corporations.



Economic Development Goals, Strategies + Actions

Goal 3: Higher Education Research and Development Establish centers of excellence in Irving through higher education and industry partnerships. Link these to entrepreneurship and actively pursue new research & development opportunities.

Strategy 3.1

CENTERS OF EXCELLENCE. Establish a task force of local and regional academic and business leaders to explore the potential to create centers of excellence.

- 3.1.1 Centers should be led by a consortium of colleges and universities involving the University of Dallas, North Lake College, other Metroplex higher education institutions, and potentially other state or national institutions.
- 3.1.2. Centers should involve multiple Irving businesses and other Metroplex businesses, focused on industry clusters in which Irving has a competitive advantage and in which innovation is a key factor for business success.
- 3.1.3. The task force should consider the following potential focus areas for centers:
- 5G mobile technology
- Private sector cyber security
- Corporate training methods & software
- Smart Cities infrastructure

Centers of Excellence

- » Centers of Excellence are defined by three key ingredients:
- » A consortium among multiple higher education institutions and/or research organizations
- » Partnerships between higher education and industry
- » A focus on a specific industry, a single research topic, or a particular training program
- » Examples of successful centers of excellence include: The UT Center for Identity in Austin, TX; The Research Triangle Materials Research Science and Engineering Center in Durham, NC; The Cyber Center of Excellence in San Diego, CA

Economic Development

Economic Development Goals, Strategies + Actions

Goal 4: Business Retention & Expansion

Reinforce and invest in Irving's business retention & expansion (BRE) program as a cornerstone of the community's economic development efforts.

Strategy 4.1

INDUSTRY CLUSTER WORKING GROUPS. Work through the Chamber's HR Advisory Council to establish formal industry cluster working groups for these target sectors: technology (telecommunications, software, industrial technology/advanced manufacturing) corporate operations & related services (corporate HQs, corporate training, professional services), and health care.

- 4.1.1 Hold regular meetings to provide forums for communication, relationship building, and information gathering.
- 4.1.2. Identify cross-cutting issues that affect the sector.
- 4.1.3. Craft solutions, monitor the issues, and track progress towards addressing these issues.

Strategy 4.2

EXISTING BUSINESS DATABASE. Maintain and grow Irving's database of existing businesses.

4.2.1 The database should be evaluated and expanded on a regular basis with a focus on companies that serve external markets or are suppliers to Irving's primary employers.

Strategy 4.3

BUSINESS VISITATION PROGRAM. Strengthen Irving's business visitation program by expanding outreach efforts with C-level executives.

- 4.3.1 Ensure that staff resources are available to meet regularly with Irving's large employers, and if needed, increase the level of funding and staff resources to accomplish this goal
- 4.3.2. Prioritize business visits by employer size, employer growth rates, target industries, and lease terminations.
- 4.3.3. Structure the visits to gauge the abilities and needs of local businesses in order to operate successfully and to expand in Irving.



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Economic Development

- 4.3.4 Structure BRE visits to serve several purposes:
 - Educate the company about the Partnership and its services:
 - Collect answers to a standard series of questions in order to quantify challenges the company is facing;
 - Identify opportunities to aid local businesses that are facing challenges, thereby retaining those companies in the community;
 - Identify companies that are expanding operations within and outside of Irving;
 - Probe supplier attraction opportunities that would benefit existing companies; and
 - Identify companies considering relocating outside of the community.
 - Capture testimonies from local companies about why they have chosen Irving as their business location.
- 4.3.5. Develop a questionnaire to capture critical information from business executives during visits. The information captured during the visit should be routinely entered into the employer database for future reporting.
- 4.3.6. Continue to engage local stakeholders (e.g., utility companies, chambers of commerce, city staff) as active partners in the BRE program, including in business visitations, to stretch the program to achieve greater results.
- 4.3.7. Pursue aggressive monthly, quarterly, and annual goals for business visits in the BRE program.

Strategy 4.4

BRE TOOLS. Utilize a variety of tools and methods to enhance the community's BRE program.

- Employ the use of Customer Relations 4.4.1. Management (CRM) software to better monitor business issues and concerns and to share information between Partnership organizations.
- 4.4.2. Continue to use the City's annual online business survey as a means for keeping in touch with local businesses and documenting specific challenges, opportunities, and/or expansion plans.
- 4.4.3. Include questions on the City survey for employers regarding their attitude toward the business climate, talent availability, and workforce quality in Irving.
- 4.4.4. Utilize local experts to assist businesses in areas such as funding, international trade, lean manufacturing, succession planning, and sales and marketing.

Strategy 4.5

CEO ENGAGEMENT. Restructure the Chamber's existing business executive engagement (including "CEO Breakfast" events) and the Mayor's CEO Advisory Council to address the initiatives of this plan.

- 4.5.1. Encourage business leaders to interact with local partners on economic development strategy, small business assistance, talent management, and education. Informal roundtables stimulate topics of discussion that a survey or questionnaire cannot.
- 4.5.2. Cultivate relationships with CEOs of local firms that are based outside of Irving to create an open channel of communication, including annual visits to out-of-market corporate headquarters.

Economic Development

Economic Development Goals, Strategies + Actions

Goal 5: Domestic Business Recruitment

Strengthen Irving's business recruitment program through partnerships with existing businesses and by strengthening ties with business allies for regional and state recruitment activities.

Strategy 5.1

RELATIONSHIP DEVELOPMENT. Cultivate relationships and networks with business decision makers for the recruitment of new jobs and investment into Irving, focusing on target industries.

- 5.1.1. Respond to all business recruitment/ expansion prospect leads within 24 hours, using a co-signed (by the Chamber and the City) letter of interest to leads.
- 5.1.2. Expand Irving's database of real estate developers, commercial and industrial brokers, and site consultants.
- 5.1.3. Conduct at least four recruiting trips/
 marketing missions per year (once each
 quarter) to meet with company executives
 in out-of-state markets with a high
 concentration of firms in target industry
 clusters.
 - These trips should focus on regions where HQ offices of major corporations with a significant Irving presence are located.

- Expand partnerships for these trips with TexasOne, the Dallas Regional Chamber, and DFW International Airport.
- 5.1.4. Host a familiarization ("fam") tour in Irving that brings in corporate real estate executives, site location consultants, and commercial and industrial brokers to showcase Irving as a viable option for new investment and business expansion.
 - Focus the fam tour on a specific business opportunity, such as redevelopment of the former Texas Stadium site or another potential TOD property.
 - As part of the fam tour, include a mix of Metroplex and out-of-state real estate professionals/executives.
- 5.1.5. Continue to conduct regional "road shows" to commercial real estate and development firms in the Metroplex



Economic Development

Strategy 5.2

EXISTING BUSINESSES. Regularly engage Irving's existing employers to identify opportunities for the recruitment of new companies into the community.

- Strengthen the Chamber's efforts to engage 5.2.1. business executives (e.g., Technology Leadership Council) by bringing together a small group of 8 to 12 executives to discuss emerging trends that could lead to new opportunities for business attraction within the city's target industries.
- 5.2.2. Work closely with Irving's existing employers to identify opportunities for the recruitment of suppliers or service providers who could benefit existing employers if they were also located in Irving.

Strategy 5.3

PARTNERS. Continue to build strong relationships and leverage partnerships with regional and state business recruitment efforts.

- Maintain an active presence at regional 5.3.1. business recruitment efforts with the Dallas Regional Chamber of Commerce and its DFW Marketing Team.
- Continue the Chamber's participation in 5.3.2. state-wide business attraction initiatives through Team Texas, TexasOne and the Governor's Office.

Strategy 5.4

MARKETING MATERIALS. Create new marketing materials for the Partnership specific to Irving's strongest assets for the growth and expansion of firms in target industries.

- Create high-quality, flexible (online and print) 5.4.1. marketing packages that tell the story of why Irving is the right location for businesses within each target industry.
- 5.4.2. Each marketing package should be simple, yet powerful, and be unique to each target industry. The package should contain the following:
 - A map and detailed listing of existing firms located in Irving within the industry.
 - A similar map and listing of Irving firms in related support industries.
 - A snapshot of local/regional workforce strengths within the sector, highlighting key occupations.
 - Unique programs, infrastructure, innovation assets, and applicable local or state incentives.
 - Testimonials from local executives and firms that have relocated to Irving.

Economic Development

Economic Development Goals, Strategies + Actions

Goal 6: Economic Development Tools & Resources

Employ more aggressive incentives to encourage job creation and investment.

Strategy 6.1

IRVING ECONOMIC DEVELOPMENT PARTNERSHIP. Clarify and formalize the roles and responsibilities of economic development partners.

- 6.1.1. Work with each of Irving's economic development partners (City of Irving, Greater Irving-Las Colinas Chamber of Commerce, Irving Convention & Visitors Bureau) to ensure that processes are streamlined, transparent, well documented, and well understood.
- 6.1.2. Create a unified brand for use in all economic development marketing materials that is representative of the Partnership and its partner organizations.
- 6.1.3. Encourage firms receiving public incentives to become investors in the Partnership.

Strategy 6.2

FUNDING FOR ECONOMIC DEVELOPMENT OPERATIONS. Re-energize the Irving Economic Development Partnership with expanded funding, in concert with the Chamber's forthcoming capital campaign.

- 6.2.1. Annually benchmark the level of funding and resources for the Partnership against communities in the Metroplex that regularly compete with Irving for new jobs and capital investment.
- 6.2.2. Explore the potential for generating a higher level of private sector support for the Partnership through a capital campaign. Coordinate the funding streams for economic development, with public and private dollars, to ensure Irving's long-term competitiveness.
- 6.2.3. Use additional funding resources to build staff to support the current high levels of economic development prospects, and the anticipated future high workload resulting from an expanded program.



Strategy 6.3

INCENTIVES FOR BUSINESS RECRUITMENT & EXPANSION. Establish a set of public incentive policies and programs directly aimed at growing and recruiting firms in Irving's target industries, and attracting quality jobs for Irving residents.

- 6.3.1. Create an economic development incentive fund through a reallocation of the City's property tax (similar to Plano and Richardson).
- Review the City's incentives relative to the 6.3.2. target industries and the City's performance metrics.
- 6.3.3. Establish minimum thresholds for both wages and capital investment. Only provide incentives for projects that create jobs with wages that pay a determined percentage (such as 25 percent) above the industry median wage and/or above Irving's overall median wages.
- 6.3.4. Create an anchor employer program that incentivizes Irving's existing businesses if they play a significant role in helping recruit a key supplier, service provider, or customer business into the city (similar to the State of Rhode Island program).
- 6.3.5. Specify target industries (using NAICS codes) that are eligible to receive certain incentives (similar to Arlington).
- 6.3.6. Specify the levels of capital investment necessary for firms to receive incentives.
- 6.3.7. Maintain mandatory annual "certificates of compliance" for any businesses receiving incentives to ensure that they meet or exceed

- the job creation and capital investment requirements. These should be in effect for the duration of the incentives term (i.e., each year of a 5-year or 10-year tax abatement).
- 6.3.8. Continue using software programs to measure the economic and fiscal impacts of providing incentives. These tools are used to gain a comprehensive understanding of the costs and benefits of a business expansion or investment.
- 6.3.9. Encourage businesses to hire locally as part of Irving's incentive package.
 - While not a formal requirement, preference should be given to companies who make a demonstrable effort to employ Irving residents.
 - Work with local organizations (e.g., the Chamber, Irving ISD, North Lake College) to expand the pool of candidates for jobs at new or expanded Irving facilities.

Strategy 6.4

INCENTIVES FOR REVITALIZATION. Enhance the community's incentives aimed at revitalizing neighborhoods and commercial corridors in strategic development areas.

- 6.4.1. Expand the geographic reach of the Corridor Enhancement Incentive Program to cover all prioritized sites.
- 6.4.2. Revise the Small Business Expansion Incentive Program to encourage the recruitment of small businesses from outside of Irving, especially in prioritized sites like the Heritage Crossing District.

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Economic Development

- 6.4.3. Explore the feasibility of establishing TIRZ districts for each of the city's prioritized sites, wherever they are not already in place.
- 6.4.4. Create a new retail sales tax rebate for materials purchased locally for use in approved revitalization projects.

Strategy 6.5

RESEARCH CAPACITY. Enhance data collection and analysis for the community's economic development activities. The intersection of real estate, demographics, industry trends, and international development requires a deeper understanding of how these relate to opportunities in Irving.

- 6.5.1. Create a full-time senior-level research staff position to develop a deep knowledge of various business aspects of Irving. This position should reside within the City of Irving.
- 6.5.2. Use this new City of Irving research director position to use a data-driven approach to support the Chamber's business retention, expansion, and recruitment efforts.
- 6.5.3. Maintain local data not tracked by paid subscription services.
- 6.5.4. Create and regularly maintain an online dashboard with local real estate, demographic, and economic data. The Region 2000 Local Economy Dashboard for the Lynchburg, Virginia metro area is a good example of an online dashboard (www.region2000dashboard.org).
- 6.5.5. Establish the Partnership as the "go to" place for any data on Irving.

6.5.6. Publish relevant reports on Partnership organization websites.

Strategy 6.6

CENTERS AND CORRIDORS. Promote centers and corridors designated on the Vision Map as premier development and redevelopment opportunities in the Metroplex.

6.6.1 **PUD #6 (Former Stadium Site):**

- Position the former stadium site and its surroundings as a premier redevelopment opportunity in the entire Metroplex.
- Continue working with major land owners and other stakeholders (i.e. transportation planners, utility companies) to implement PUD #6 and make this major urban center ready for high-value development.
- Promote PUD #6 as a prime location for one-of-a-kind development opportunities, including land uses that do not currently exist in many other places in the Metroplex.

6.6.2 **Irving Boulevard Corridor:**

- Continue to maintain a pro-business attitude towards redevelopment.
- Implement the Irving Boulevard Enhancement Study's vision.
 - » Employ creative reinvestment tools and incentives.
 - » Secure a marketing office along the corridor.
 - » Fund an investment program through voluntary membership dues, and short-term funding through the City of Irving.



Economic Development

- » Expand the fund to disperse lowinterest loans for the purpose of updating storefront facades along Irving Boulevard.
- Focus on a comprehensive good-will approach to clean up the corridor that educates businesses and residents on services available to help comply with City of Irving codes.
- Create public-private partnerships that leverage resources to reinvest around catalyst sites.
- Initiate two demonstration projects to showcase investment potential along the corridor (Cultural Arts District and Tech Center Urban Village).
- Cultivate a strong working relationship and ongoing conversation with Irving Mall owners to ensure the economic vitality of this corridor over the short-term and long-term.

6.6.3 Las Colinas Urban Center:

- Support the ongoing development of the Las Colinas Urban Center entertainment district as an amenity-rich centerpiece that attracts people and businesses to Irving.
- Partner with the Irving Convention and Visitors Bureau to promote the convention center and emerging entertainment district.
- Attract high density mixed uses in the urban center.

Strategy 6.7

TRANSIT ORIENTED DEVELOPMENT. Incentivize transit-oriented development (TOD) areas and encourage high-quality, dense development around DART Orange Line and TRE Line stations by establishing appropriate zoning and land use regulations for these areas

- 6.7.1 Identify types of nonresidential or commercial uses that are desirable and viable for these areas.
- 6.7.2 Ensure that land remains available for corporate HQs and major office developments, within a mixed-use setting, at each of the TOD sites.
- 6.7.3 Continue to communicate with major land owners holding properties adjacent to transit stations to identify and address barriers/ opportunities for dense, walkable mixed-use developments at TOD sites.
- 6.7.4 Establish an aggressive incentive program to encourage dense mixed-use development within defined TOD zones adjacent and proximate to Irving's rail transit stations.
- 6.7.5 Ensure that a mix of residential and nonresidential uses exist within station areas.

Economic Development

Economic Development Goals, Strategies + Actions

Goal 7: Events & Conferences

Support and leverage Irving's hospitality assets and strategically enhance linkages between the City's business recruitment program and its conference/event solicitation and promotion efforts.

Strategy 7.1

IRVING CONVENTION CENTER. Work with the ICVB to expand on the economic development potential of the Irving Convention Center.

- 7.1.1. Continue to work with the ICVB to attract a new convention center hotel adjacent to the Irving Convention Center.
- 7.1.2. Support improvements to the physical connectivity and pedestrian infrastructure between the Irving Convention Center, the nearby DART Orange Line station, and surrounding developments in Las Colinas.

Strategy 7.2

FESTIVALS IN IRVING. Leverage the city's funding for promotion of its Heritage Crossing District and festivals and events in the area to introduce a higher level of interest and vibrancy in the city's historical core.

7.2.1. For this strategy to be successful, the city

- would need to allow temporary beer and wine sales in city parks and streets during festivals.
- 7.2.2. Work with the Texas Musicians Museum and other key stakeholders to identify and pursue opportunities for distinctive new festivals and events in the Heritage Crossing District.

Strategy 7.3

TARGETED CONFERENCES & EVENTS. Create new linkages between the Chamber's business recruitment efforts and the ICVB's conference/event promotion activities.

7.3.1. Support the ICVB and its Board of Directors in its work to regularly convene a group of leaders from Irving's hospitality sector to reveal opportunities to leverage the community's visitor services industry (hotels, restaurants, and other businesses) to support the City and Chamber's economic development programs.



- 7.3.2. Identify industry associations within each target industry and encourage them to consider Irving as a destination for annual events and meetings.
- 7.3.3. Target new events/conferences at the Irving Convention Center and Irving's hotels that bring in key business decision makers from target industries.
- 7.3.4. Work closely with the ICVB to identify trade shows and conferences held at the Irving Convention Center and at Irving's hotels to determine which ones represent the best opportunity for business recruitment and marketing activities. Attend relevant trade shows and have a booth to distribute marketing material to attendees.
- 7.3.5. Support the ICVB and the Chamber in their efforts to grow Irving's corporate training sector by attracting meetings and other engagements of existing businesses.
- 7.3.6. Use high profile events in Irving and the region as a way to cultivate relationships with business decision makers in the Metroplex and outside markets.

Strategy 7.4

RESEARCH. Utilize the new City of Irving research director position to support the ICVB's visitor attraction efforts.

7.4.1. Support the ICVB in its ongoing efforts to determine the economic impacts of Irving's hospitality sector and showcase the industry's value to the local economy.

7.4.2. Work with the ICVB to put in place a datadriven system that evaluates the business recruitment potential of each major conference and trade show.

Strategy 7.5

INCENTIVES. Structure local incentive policies to support the community's hospitality sector.

- 7.5.1. Add guidelines for businesses receiving incentives to use "commercially reasonable efforts" to place all company-managed hotel room nights related to the company's business activities at hotels located in the City of Irving.
- 7.5.2. Expand the current ICVB Business Development Incentive Plan to include specific incentives for target industry events/ conferences.

Economic Development

Economic Development Goals, Strategies + Actions

Goal 8: COMMUNITY BRAND & IMAGE

Enhance Irving's image as a place that combines business growth with richer residential and entertainment opportunities.

Strategy 8.1

ENGAGE YOUNG PROFESSIONALS. Regularly engage the many young professionals and other young adults living in Irving to gain a better understanding of the desires and needs of this key segment of the workforce.

- 8.1.1. Work with the Chamber and young professionals groups existing in many of Irving's large companies to design a survey to gauge the quality of life amenities in Irving.
- 8.1.2. This can help the city understand which amenities are most critical for the attraction and retention of young, talented workers.

Strategy 8.2

ONLINE & SOCIAL MEDIA. Use social media and technology solutions to manage and positively influence Irving's online and social media image.

- 8.2.1. Actively manage Irving's page on Wikipedia to ensure its accuracy and to maintain its emphasis on the city's positive elements.
- 8.2.2. Ensure that the information being communicated about Irving through online and social media channels is positive, consistent, and accurate. This includes any information shared through regional media outlets.



Strategy 8.3

AMBASSADORS & CONNECTORS. Work with the Chamber and ICVB to create an Irving Digital Ambassadors Program that utilizes a network of "connectors" who share positive stories about Irving online and through social media.

- 8.3.1. Identify who the connectors and thought leaders in Irving are, and encourage them to be digital ambassadors for the city. Identify leading individuals within key stakeholder groups (e.g., young professionals, empty nesters) to serve in an ambassador/connector capacity.
- 8.3.2. Develop content that portrays a positive image of the local business climate and highlights opportunities for business and talent to be successful in the community.
- 8.3.3. Create an incentive system that rewards digital ambassadors for actively participating.
- 8.3.4. Promote the program across the City, Chamber, and ICVB's local existing communications channels, including traditional and social media.



Conservation, Sustainability + Green Initiatives

The greatest threat to our planet is the belief that someone else will save it.

~ Robert Swan

Introduction

Cities have a major role to play in promoting and practicing environmental sustainability. We must protect our natural resources for future generations to use and enjoy. Irving has many scenic natural features that are great habitats for plants and wildlife. These areas include the Elm Fork of the Trinity River, lakes, forests, wetlands, canals, and the city's many parks and trails, including the Campión Trail.

The city should protect and conserve these environmental assets, foster an active, resilient, ecologically diverse and economically sound community, and continue "greening" the city's own operations to lead through action.

The ever changing conditions creates greater uncertainty in weather, food, water, and energy. The city should look to strategies and solutions that support the city's residents and business community and improve resource security and resilience.

People will say...

- Irving implements sustainable policies and promotes development that reduces vehicle miles traveled, and water and energy consumption - contributing to cleaner air and water, and the preservation of natural resources.
- » Irving supports beautification across all parts of the city.
- » Irving provides all residents with compelling reasons to remain in the city.
- Irving is a destination city.
- Irving is at the forefront of innovation and business development, supporting its industry-leading private sector employers and its forward-thinking community leaders.
- » Irving is growth-oriented, committed to the support and continuous improvement of existing businesses, infrastructure, amenities, and the workforce.

Conservation, Sustainability + Green Initiatives

Irving Today

EXISTING GREEN INITIATIVES

Irving has a supportive and well-developed educational program for residents who want to reduce their environmental footprint. The Think Green Be Green program supports consumers in making responsible purchases and taking action at the individual and community levels. Interested residents can become involved in the Green Advisory Board to further contribute to these efforts. The city promotes the following actions:

AIR QUALITY AND TRANSPORTATION

- Purchase of alternative fueled vehicles
- Properly maintain vehicles
- Save gas by reducing road speed
- Reduce idling time
- Pay attention to Ozone Alerts and Ozone Action days
- Encourage use of public transportation by working with DART to improve access, service and amenities
- Encourage bicycling and walking by creating a bicycle and pedestrian friendly environment
- Avoid unnecessary trips by consolidating errands into one trip
- Encourage carpooling and ridesharing

WATER AND STORMWATER

- Harvest rainwater and encourage rainwater harvesting through education
- Conserve water at home by fixing leaks, installing low-flow water fixtures in sinks and showers
- Plant native landscaping and encourage native landscaping through education
- · Washing only full loads of laundry and dishes

URBAN GARDENING

- Utilize community gardens and support efforts to establish community gardens
- Learn to grow you own food
- Support local farmer markets
- Select native or adapted plants that will attract pollinators in the garden
- Participate in regional pollinating protection efforts.

REDUCE AND REUSE

- Reduce how much trash you create in daily life
- Recycle
- Practice reuse by using reusable dishware, reusable shopping bags, and rechargeable batteries

ENERGY

- Reduce energy consumption with compact fluorescent and LED light bulbs
- Air dry clothes instead of using the dryer
- Update appliances with Energy Star rated appliances
- Insulate your home and water heater
- Purchase green power from the power utility
- Install solar panels
- Weatherize windows and doors



Gerald Taylor Memorial Community Garden in Irving



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Conservation, Sustainability + Green Initiatives

Issues + Concepts

Sustainability and Beyond

Environmental concerns today span from the local - such as air and water quality - to global issues. Regardless of the scale, we can all do our part to transition from "business as usual" to practices that not only sustain but regenerate nature's systems to improve health and build resilience here in Irving.

The city provides robust support to residents interested in "greening" their lifestyle to do less environmental harm. The city should continue its environmental programs, and also push to identify new ways to transition from "green" practices to practices that sustain, restore and regenerate Irving's environmental quality.

Our actions as individuals, businesses, and as a community can be understood on a spectrum, ranging from conventional practices that often lead to environmental harm, to sustainable practices that maintain no net impact, all the way to regenerative practices that actually build environmental health. Shifting our ways of operation and doing business to more sustainable or regenerative practices represents a paradigm shift in how the city and the city's businesses and residents can act to protect and restore the local natural environment and the shared ecosystems.

CONVENTIONAL – maintain business as usual with potential for negative impacts

GREEN - do less harm

SUSTAINABLE – achieve a net neutral impact

RESTORATIVE – improve environmental conditions

REGENERATIVE – participate in creating a healthy ecosystem

Resource Security and Resilience

Weather conditions locally as well as around the globe are changing, and in the next 20 to 30 years, there may be greater variability and more extreme weather events - whether deeper drought, more violent storms, or destructive flooding. The city should consider actions that sustain and expand local resources and the city's capacity to weather greater extremes and unpredictable circumstances.

The urban heat island effect is a well-documented phenomenon where the temperature within cities stays substantially higher than nearby rural areas. This happens because buildings, roads, parking lots and other structures absorb and re-release the heat of the sun long into the evening hours, so that overnight temperatures do not fall as much as less urbanized areas. Trees provide cooling both with shade and evapotranspiration and help to mitigate this localized heating effect. As Irving continues to grow and in certain areas such as PUD #6 become more dense, it will be important to factor in sustainable design to reduce the heat island effects.

Protecting against more erratic weather can be difficult - the priority should be on safety, minimizing property damage and loss of life, and resilience; community safety and preparedness are key factors.

Environmental Quality

Clean air and water are easy to take for granted, until they are threatened and pose a risk to human and environmental health. Although poor air quality and water quality are both dispersed problems that can occur beyond municipal boundaries, there are steps the city can take to reduce locally-generated pollution and improve environmental quality within the city.

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Conservation, Sustainability + Green Initiatives

Steps to reduce motor vehicular traffic, encourage transit use, walking and biking can all reduce air pollution. Sustainable stormwater practices that "slow, spread, and sink" the runoff can reduce the burden on stormwater pipes, reduce flash flooding, and improve water quality through soil filtration.

Renewable Energy

The city has the opportunity to lead by example with adoption of renewable energy technology, and consider long-term savings that could be realized by installing solar photovoltaic panels for new and existing municipal structures. In procurement, the city should explore ways to partner with neighboring jurisdictions, businesses and residents to expand availability and reduce costs.

The State of Texas provides the Property Assessed Clean Energy (PACE) program, adopted in 2013, to enable commercial property owners to obtain longterm, low-cost financing for water conservation and energy efficiency upgrades to existing properties. The city has the opportunity to use the PACE program to open availability for financing for efficiency upgrades for the commercial and industrial sectors. Property owners who elect to participate in PACE financing will select contractors to perform the work and lenders to provide loans that may fund up to 100% of the project costs. PACE loans are secured by assessment liens voluntarily imposed by the owner on the property and are repaid through annual assessments collected by local governments or other agreed upon collection method and remitted to the PACE lenders. The nonprofit Keeping PACE in Texas provides assistance to municipalities interested in bringing PACE to cities and counties across the state.

Building Technology and Materials

Buildings consume nearly half the energy produced in the U.S. and produce nearly half the CO2 emissions, so efficiency improvements in building technology over "business as usual" will have significant impact on both operations costs and greenhouse gas emissions. Adopting green building practices for all new buildings and renovations will provide leadership in addressing this concern. Although upfront costs are typically marginally higher (due to materials as well as time and learning associated with less common construction practices), the costs of operation can be far less than conventional construction, which is especially important for government.

Water Management and Drainage Technology

Exploring and incorporating new advancements into the city's infrastructure can have a major impact on the city's drainage system in future decades. There are a range of sustainable water management and drainage best practices that include permeable pavement, bioswales and rain gardens, among others.



A bioswale is a landscaping element that collects rainfall as it runs off the pavement where the water can slowly soak into the ground, and water-loving plants help filter contaminants and improve water quality.



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Urban Forestry and Tree Canopy

Trees are among the most valuable natural elements of the urban environment. Not only do they beautify and shade the city, they provide habitat, cooling, water quality improvements, flood control, soil stabilization, and temperature regulation. Native plants, especially native trees, can have a strong positive influence on increasing biodiversity in urban environments by providing shelter, food, and promoting beneficial ecological relationships.

To diversify and increase Irving's tree population, the city can develop an urban forestry program to identify, map and diversify the city's tree canopy on public and private property across the city and along the Trinity River. This effort could include partnering with the City of Dallas to expand reforestation and recreational opportunities within the Trinity River Corridor and along the Campión Trail.

To develop tree canopies along Irving's streets, tree management guidelines for trees in rights-ofways should be developed. These guidelines should be coordinated with utility companies to ensure appropriate planting and maintenance occurs. The size, placement and species of trees being planted should be considered to address species diversity, lessen potential for storm damage, and mitigate eventual conflicts with utilities as the trees grow and mature.

Permeable Pavement

Advancements in water management and drainage technology are being developed. Recently a concrete that is capable of absorbing up to 1,000 gallons of water in the first minute was introduced. Generally, one square foot this new road surface, can drain around 150 aallons in a minute. This new high-tech concrete works by having a permeable layer on top, which allows water to drain through a matrix of large pebbles and then down into a loose base of rubble beneath. The water is then fed into a drainage system that is connected to groundwater reservoirs. The water quickly disappears from the surface and can be fed right back into the city's irrigation system.



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Conservation, Sustainability + Green Initiatives

Conservation, Sustainability + Green Initiatives Goals, Strategies + Actions

Goal 1: Use city procurement to provide leadership in sustainability.

Strategy 1.1

Work with institutional buyers (such as schools, commercial food service companies, and prisons) to promote local food purchasing. Local restaurants and the Irving Convention Center could adopt this practice as well.

Strategy 1.2

Examine establishing a program to help reduce food waste that is still viable by connecting grocery stores and restaurants to local food banks, faith-based groups and organization who serve low income families.

Strategy 1.3

Explore opportunities to develop partnerships or buying collectives to expand residents' access to products and services such as solar panels, rain barrels, and renewable energy from public utilities.

Strategy 1.4

Continue to pursue city vehicle fleet investments that reduce energy consumption, improve air quality, reduce or eliminate greenhouse gas emissions, and lower transportation costs for maintenance and operations. Consider life-cycle expenses (including operations and maintenance) when comparing costs. Electric vehicles, natural gas vehicles, gas/electric hybrid vehicles, renewable energy powered vehicles, and other new technology should all be considered.

Strategy 1.5

Explore opportunities to expand green building technology for new municipal buildings and renovations. Explore options for building and neighborhood certification, such as LEED, Energy Star, and others.

Strategy 1.6

Formally prioritize locally produced, recycled and recyclable products and materials in city procurement.



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Conservation, Sustainability + Green Initiatives

Strategy 1.7

Update city ordinances to support local North Texas agriculture. Explore partnership opportunities to create a vibrant farmers market, whether city or privately operated.

Strategy 1.8

Purchase and install hydration water fountain stations at all city facilities. Hydration stations are designed to reduce the use of disposable, single-use water bottles and encourage drinking container reuse.

Strategy 1.9

Purchase and install energy efficient automated hand driers in all city facilities to reduce the need for paper hand towels.

Strategy 1.10

Upgrade all city-operated restroom, kitchen and breakroom facilities with low flow water features.

Strategy 1.11

Study opportunities to incentivize net zero energy development through amendments to the building codes, development standards and other mechanisms.

Conservation, Sustainability + Green Initiatives

Conservation, Sustainability + Green Initiatives Goals, Strategies + Actions

Goal 2: Maintain, upgrade and improve the city's infrastructure sustainably.

Strategy 2.1

Coordinate roadway, transit and utility improvements with green infrastructure upgrades such as bioswales, rain gardens, green and reflective roofs, street trees, and other vegetation, which will help to beautify the city, reduce the urban heat island effect and wastewater costs, and increase property values.

Strategy 2.2

Increase number of electric vehicle charging stations throughout the city, including adding the most current technology for fast charging.

Strategy 2.3

Explore the use of new technologies such as "thirsty concrete" in new public facilities.

Goal 3: Manage stormwater sustainably.

Strategy 3.1

Prioritize maintenance and efficiency upgrades to the city's water and stormwater systems.

Strategy 3.2

Develop a guidebook for sustainable stormwater management that builds on the North Central Texas Integrated Stormwater Management (iSWM, also known as "low impact development") to improve water quality and manage flooding risk from stormwater runoff. This should include tree and vegetation planting, bioswales, xeriscaping, rain gardens and other methods and best practices.

Strategy 3.3

Secure necessary funding for drainage improvements.

Strategy 3.4

Consider ordinances or regulations to reduce overall impervious surface in the city; this might include changes to the development code aimed at reducing parking requirements and/or increasing pervious or landscaping requirements.



Conservation, Sustainability + Green Initiatives

Conservation, Sustainability + Green Initiatives Goals, Strategies + Actions

Goal 4: Expand the use of renewable energy sources.

Strategy 4.1

Expand use of renewable energy sources such as wind and solar power for city buildings and facilities, including police, fire, community centers, libraries, and recreational facilities.

Strategy 4.2

Establish a PACE (Property Assessed Clean Energy) program in Irving to enable commercial property owners to qualify for long-term, low-cost financing for water conservation and energy efficiency upgrades to existing properties.

Strategy 4.3

Encourage development of a solar panel buying program or cooperative open to residents and businesses to reduce upfront costs and expand adoption of distributed, renewable energy in Irving.

Strategy 4.4

Conduct a greenhouse gas emissions inventory of all city buildings/operations as a baseline measurement.

Goal 5: Build the city's resource security and disaster resilience

Strategy 5.1

Develop and adopt a citywide resilience and sustainability plan.

Strategy 5.2

Limit new construction within the 100-year floodplain (FEMA base flood elevation) to reduce risk to human safety and property.

Strategy 5.3

Reinstate and expand the community garden program to increase local food production.

Strategy 5.4

Partner with local relief agencies and nonprofits to expand community preparedness education and support for residents and businesses.

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Conservation, Sustainability + Green Initiatives

Conservation, Sustainability + Green Initiatives Goals, Strategies + Actions

Goal 6: Restore and regenerate the urban environment.

Strategy 6.1

Work with the Texas Tree Foundation to develop an urban forestry program to identify, map and diversify the city's tree canopy on public and private property across the city and along the Trinity River. Partner with the City of Dallas to expand reforestation and recreational opportunities within the Trinity River Corridor and along the Campión Trail.

Strategy 6.2

Explore park management strategies that prioritize ecological restoration and habitat for native plants and animals. These management strategies could apply to a subset of the city's parks, determined by criteria that consider ecological value, recreational value and cost effectiveness, among others.

Strategy 6.3

Establish citywide composting to support community gardens and home gardeners, support local food production and reduce need for chemical fertilizers.

Strategy 6.4

Explore strategies to restore native plants citywide to support pollinators and other native insects and birds beneficial to the urban environment.



Conservation, Sustainability + Green Initiatives

Conservation, Sustainability + Green Initiatives Goals, Strategies + Actions

Goal 7: Expand alternative transportation options to address air quality issues to help mitigate regional non-attainment.

Strategy 7.1

Develop a bicycle plan with the goal of providing safe, comfortable and convenient accommodations for bicycling in the city.

Strategy 7.2

Consider becoming a League of American Bicyclists Bicycle Friendly Community.

Strategy 7.3

Explore options to establish a bike share program (such as B-Cycle), focusing on the Las Colinas area, Irving Convention Center area and Campion Trail area.

Strategy 7.4

Encourage car sharing ventures (such as Car2Go) to begin operating in Irving, especially locations such as the Irving Convention Center.

League of American Bicyclists - Bicycle Friendly Community

The League of American Bicyclists recognizes communities that are strong leaders in building a Bicycle Friendly America with an annual Bicycle Friendly America Leadership Award. The cities of Richardson and Plano are peer cities with the Bronze Award.

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Conservation, Sustainability + Green Initiatives

Conservation, Sustainability + Green Initiatives Goals, Strategies + Actions

Goal 8: Provide resources and education for staff, residents and business.

Strategy 8.1

Continue increasing opportunities to educate the public using the city's web, social media and other marketing tools.

Strategy 8.2

Continue public outreach – internal and external – and serve as a valuable resource of information, knowledge and expertise on environmental issues.

Strategy 8.3

Promote environmental education and awareness to all City of Irving businesses and encourage best management practices toward environmental stewardship by implementing Irving's Certified Green Business Program.



Conservation, Sustainability + Green Initiatives

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Waste Management + Materials Recycling

There is no such thing as "away." When we throw anything away it must go somewhere.

~ Annie Leonard

Introduction

The mission of the Solid Waste Services Department is to provide exceptional service that is cost effective, environmentally responsible, and meets the needs of residents, while exceeding all regulatory standards. The City of Irving will continue to provide top-quality waste and recycling services and will serve all singlefamily residences in the city.

People will say...

» Irving maintains facilities, services, and infrastructure throughout the city.



Waste Management + Materials Recycling

Irving Today

CITY LANDFILL

The City of Irving owns and operates the Hunter Ferrell Landfill, a municipal solid waste landfill that opened in 1981. It is located in south Irving, just north of the West Fork Trinity River, and north of the Grand Prairie City Landfill and the Trinity River Authority Central Regional Wastewater Treatment Plant. The landfill has been in operation more than 30 years and has an estimated 67 years of capacity remaining, but its lifespan could be extended by employing best practices for perpetual use. That capacity, combined with continued advancement in landfill management and sustainability practices, means the City of Irving does not face capacity issues in the Imagine Irving planning horizon. The landfill's working face is covered daily to protect human health and the environment, and to manage odors, litter and other issues.



Hunter Ferrell Landfill aerial view

CHANGING NEEDS

Solid Waste Services serves all single-family residences in Irving with curbside collection for garbage twice a week, recyclables once a week, brush and bulky waste once a week, and special waste twice a week. The City of Irving does not collect directly from multifamily residences or commercial buildings; this service is performed by private haulers. The City of Irving operates through an open franchise agreement and collection is contracted on a business-by-business basis. Residents of multifamily buildings that do not have recyclables collected regularly have the option of hauling recyclables to the recycling drop-off located at the Hunter Ferrell Landfill, which is accessible daily. Multifamily residential building managers are encouraged to establish on-site recycling programs for tenants. Periodically throughout the year, the City of Irving holds special events for paper shredding, electronics recycling, and household hazardous waste collection.





Top: Special waste awaiting curbside collection. Bottom: Brush waste collection



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Waste Management + Materials Recycling

Issues + Concepts

Service Capacity

Irving's Solid Waste Services faces several challenges to maintaining its capacity to serve the city as it grows during the next 20 to 30 years. The City of Irving will need to keep up with future population growth, sustain sufficient staffing, adequately fund equipment replacement, and fund future capital needs. As of 2015, there were 3,400 single-family homes under construction or in the development phase; and the City of Irving anticipates a one percent growth rate annually. The City of Irving will need to increase staffing capacity to safeguard employee safety and meet future service demands.

The City of Irving collects all garbage and recyclables manually in bags, which puts physical strain on collectors and equipment. Manual collection is strenuous work; each collector lifts on average, 14,000 pounds per day, which has led to the highest number of injuries and lost time among all City of Irving departments.

Industry standard for manual refuse collection is 800 stops per route; routes in Irving far exceed this standard and have been steadily increasing for the past two decades, meaning crews are already over capacity. Although the City of Irving added two new crews in 2014 to help meet increasing demand, staffing shortages, turnover, and time lost due to injury have made crew positions difficult to keep filled.

A majority of communities in the Metroplex have experienced similar pressures and explored innovative service delivery options to address growth, reduce injury, and improve efficiency.

Funding for Equipment and Capital **Needs**

Without significant operational or financial changes, the current level of service cannot be maintained. Solid Waste Services receives insufficient revenues to meet equipment, maintenance and capital needs.

Equipment is being used beyond its recommended life, and the increasing costs of new equipment has already had impacts on operations. Deferred replacement compounds equipment issues; repairs on aging equipment take needed vehicles out of use and cost more than maintenance of newer equipment. Delaying replacement increases costs and creates a growing backlog. Equipment costs have increased substantially in the past 10 to 15 years. Ten percent of the solid waste fleet should be replaced annually; replacement of the fleet is approximately three years behind schedule.

Current projections of revenues and expenditures during the next 15 years indicate that the status quo is simply unsustainable. Changes to service and/or funding will be required to adequately meet future demand.

Waste Management + Materials Recycling

Service Level

Today, the City of Irving provides far greater service to its residents than other cities in the Metroplex that manually collect bagged waste and recyclables. Each single-family residence receives up to six visits each week; no other city in the Metroplex provides this level of service. Continuation of this level of service may present future staffing, equipment, and financial challenges.

Service Improvements

EXPLORE SERVICE DELIVERY VARIATIONS

Manual collection is physically demanding on staff and equipment alike and compared to other service delivery models, is not the most efficient system available. Through conversion to an alternative service model or modifications to the current collection system, the City of Irving could reduce the safety hazards to employees and increase the speed and efficiency of the process of waste and recyclables collection. Such options could enable the City of Irving to increase revenues, expand collection service to all residences, including households in multifamily and mixed-use buildings, and increase worker retention.

COLLECTION AND REUSE CENTER

Many cities in Texas have centralized drop-off and pick-up centers for disposal, recycling, and reuse of common household items. Irving should consider expanding its centralized drop-off location (currently accepting waste, recyclables, brush, bulky waste, and special waste) to include a reuse center for materials and items that are in good, usable condition, and have remaining usable life.

Table 17: Service Level by City with Manual Pick-up

Cîty	Waste	Recycling	Brush	Bulky Waste	Special Waste
Irving	Unlimited Twice a Week	Once a Week	Once a Week	Once a Week	Twice a Week
Grand Prairie	Twice a Week	Once a Week	Once a Month	By Request	No Residential Pickup
Richard- son	Twice a Week	Once a Week	By Request	By Request	No Residential Pickup
Mesquite	Twice a Week	Once a Week	By Request	By Request	No Residential Pickup
Weather- ford	Limted Twice a Week	Once a Week	Once a Month	Once a Month	No Residential Pickup

Source: Solid Waste Serviced Department

Best Practices for CommunityWide Recycling and Waste Services

Thinking long term, the City of Irving should examine innovations in the field of waste reduction and management, especially best practices that have been shown to help reduce waste generation, with the goal of lessening the overall environmental impact and reducing municipal costs. Nationally and internationally, there have been many recent innovations in waste management that provide environmental and economic benefits.

Construction and demolition waste diversion is a strategy that has proven valuable to reducing waste, as many materials can be recycled including concrete, porcelain, rigid plastics, tile, lumber, metals, masonry, plastic, rock, carpet and insulation. As the regional market develops for salvaged materials, the City of Irving should consider establishing a formal program. In the near term, the reuse center could provide a venue for construction waste salvage.



Waste Management + Materials Recycling

In addition to municipal-scale composting of food waste, industrially compostable products (especially food service products such as plates, cups, tableware and to-go containers) are gaining popularity across the country, but require specialized facilities to properly process the waste. By-products include compost, methane, and water, each of which can be treated as a resource stream rather than a waste product.



Irving Solid Waste Services collection



Irving's landfill scalehouse and offices

Waste Management + Materials Recycling

Waste Management + Materials Recycling Goals, Strategies + Actions

Goal 1: Ensure capacity to serve the city as the population grows.

Strategy 1.1

Coordinate future land use planning and development with Solid Waste Services service planning to ensure staffing, equipment, and funding are sufficient to maintain service levels as the city grows.

Strategy 1.2

Prepare a solid waste study to address future strategies to reduce the waste stream and increase recycling participation.

Strategy 1.3

Maximize waste reduction initiatives. Consider a new program to address waste diversion to increase materials recycling.

Strategy 1.4

Expand education and outreach efforts on waste reduction techniques.

Goal 2: Examine funding to ensure continued level of service.

Strategy 2.1

Adequately fund equipment replacement to keep up with service growth and increases in demand.

Strategy 2.2

Continue to fund future capital needs to meet service growth and regulatory requirements.

Strategy 2.3

Consider expanding to commercial service including multifamily residences, to expand the customer revenue base.



Waste Management + Materials Recycling

Waste Management + Materials Recycling Goals, Strategies + Actions

Goal 3: Improve waste practices and service for Irving residents.

Strategy 3.1

Establish a new materials collection and reuse center for recyclables, household hazardous waste, building materials and paint recycling.

Strategy 3.2

Implement best practices for perpetual waste management and consider landfill mining to extend the usable life of the city's landfill.

Strategy 3.3

Bolster business recycling participation through cooperative programs with business groups, chambers of commerce, and other business organizations to promote the advantages of participating in recycling programs.

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Waste Management + Materials Recycling

Waste Management + Materials Recycling Goals, Strategies + Actions

Goal 4: Improve city building recycling infrastructure and participation.

Strategy 4.1

Consider recycling of various consumable products in design, redevelopment and refurbishment of all city facilities. Encourage the purchase of consumables that can be recycled by the provider.

Strategy 4.2

Establish a city policy on purchasing and providing only reusable or recyclable materials for city-sponsored or city-hosted events

Strategy 4.3

Develop best management practices to coordinate the most efficient and environmentally sound method to handle all organic wastes from Irving's parks and city facilities, including leaves, grass, brush and larger woody debris. This may include mulching and composting as opposed to bagging.

Strategy 4.4

Implement an ordinance in support of special event recycling. Any entity/organization planning/ coordinating an event in Irving should be required to apply for a Special Event Waste Reduction Permit. This permit could be fee based. Applicant would be required to specify provider, type of recycling collection method, as well as recyclables to be collected during event.



Waste Management + Materials Recycling

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Communications + Technology

Information technology empowers people to do what they want to do. It lets people learn things they didn't think they could learn before.

~ Steve Ballmer

Introduction

The world of communications and technology is constantly changing, which requires municipal service providers to nimbly adjust and update tools, programs and procedures to meet the service expectations of the public. The concept of building "Smart Cities" communities whose innovative use of information and communication technology improves quality of life, enhances services, maximizes efficiencies, and improves citizen engagement—is transforming how cities manage and share data, collaborate with complementary agencies, think about service delivery, and improve their competitive economic position. This approach is revolutionizing how cities approach challenges such as reducing traffic congestion, fighting crime, and promoting economic growth, and demands that cities stay abreast of fast-moving trends of innovation, collaboration, security and privacy.

People will say...

- Irving focuses on community engagement in government, and other civic activities, ensuring all segments of the population are heard and represented.
- Irving is growth-oriented, committed to the support and continuous improvement of existing businesses, infrastructure, amenities, and the workforce.
- » Irving is at the forefront of innovation and business development, supporting its industry-leading private sector employers and its forward-thinking community leaders.
- Irving offers exceptional access to the regional, national, and world economies through its globally connected businesses and robust transportation network centered on DFW International Airport.

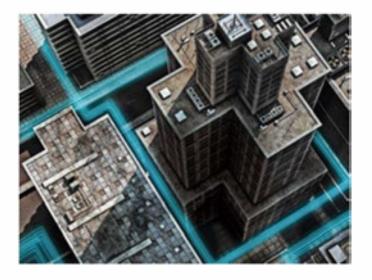
THE PLAN

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The effective use of technology allows cities and their partners to have a deeper understanding of the underlying drivers behind issues facing the community, and broadens the options to effectively address these concerns. Recognized community benefits include:

- Job growth and increased private sector investment.
- Mobility improvements and reduced air pollution.
- Lower crime and improved response and recovery to disasters.
- Better air and water quality monitoring.
- Improved public participation in city decisions.
- More effective infrastructure investment.



CITIES LEADING THE WAY

Programs in Barcelona, Spain, are on the cutting-edge of using cloud devices and apps to improve transparency of government, while expanding the resources available to analyze data. Similarly, New York City has developed an open data portal with 1,100 data sets from 60+ agencies to cut across silos and improve access to important data. Additionally, linkNYC is funding Wi-Fi infrastructure through advertising kiosks to bridge the digital divide within the community. The City of Indianapolis has partnered with the University of Notre Dame to improve wastewater management through the use of sensor technology and smart valves to actively monitor and better control wastewater collection.

Corporate leaders in the Metroplex, such as AT&T's Smart Cities Unit, are working to address the cost of energy, tackling aging infrastructure, and reducing water and energy consumption. These efforts are creating tools to help municipalities transition the management of their services to a more sustainable model. Additionally, the Texas Research Alliance is participating in a national program called the MetroLab Network, which is geared toward seeding partnerships between universities and municipalities to develop innovative solutions to common infrastructure challenges, with the hope of creating solutions that can be scaled to meet the needs of cities across the country. Other emerging tools include the use of remote security cameras and biometric analytics to enhance public safety.



Irving Today

Customer-Focused Programs

The City of Irving has a legacy of data-driven government, with a focused program for performance excellence to improve the customer experience and increase efficiency. The City of Irving has made it a priority to become a model of efficiency. This deliberate focus on performance guided Irving through the recent economic downturn without major workforce reductions or furloughs, while achieving improvements in Irving's overall quality of life, quality of code enforcement, and appearance. As a result of these efforts, the City of Irving received the Malcolm Baldrige National Quality Award in 2012. This award encompasses performance excellence in the areas of leadership, strategic planning, customer service, operations, and workforce focus, as well as measurement, analysis, and knowledge management. In keeping with its history of performance excellence, the City of Irving is keenly focused on performance measurement as a key tool in decision-making, seeking innovative ways to deliver services and make a positive impact on the community, and continually engaging customers.

The City of Irving's core departments that serve as the backbone for "Smart City" thinking are Innovation and Performance, Information Technology, and Communications. There is opportunity to further the collaboration between these resources to advance government operations to a higher level of service.

Irving's Economic Advantages

Irving has many economic advantages on which it may capitalize. These advantages, such as its location and accessibility, are critical in helping the City of Irving build its target industries and grow its economic base. The City of Irving must ensure its policies and business practices are open to technological advances that support business development and create an environment that invites innovation.

DFW INTERNATIONAL AIRPORT

DFW International Airport is Irving's most crucial asset for economic development. The expanded connectivity to global business offers Irving a strong avenue for international business development. Facilitating data bases such as the number of flights, locations, and number of international commuters, can help inform business decisions, as well as communicate and market this advantage to companies to ensure Irving continues to benefit from this locational advantage.

At DFW Airport, international passenger traffic grew at an average annual rate of 8% from 2010-2014, much faster than any of the other 10 busiest international airports.

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ACCESS TO TALENT

Access to talent is the primary success factor for most companies. Irving's central location within North Texas provides access to talent from across the region. This makes Irving an ideal location for growing a business that requires many highly skilled workers. Workforce diversity is becoming more important to businesses, especially large corporations. Irving is well-positioned to capitalize on this trend for two reasons: several of Irving's existing business residents are leaders in this approach, and Irving's population is more diverse than any competing cities in the Metroplex.

TELECOMMUNICATIONS NEXUS

Irving has a high concentration of jobs in several telecommunications-related sectors. The increasing connections between telecommunications and the technology industry (specifically software and information technology) further support the potential for Irving to attract jobs and investment in this cluster, given the city's strengths in both areas. The City of Irving can use the concentration of technology and communications businesses that exist in the city to provide an innovation laboratory to generate different approaches to solving civic issues, and partner with firms in these industries to develop new apps that invite users (residents) to participate in data gathering and analysis.

Today, 4G mobile telecommunication technology is widespread, and the next generation, called 5G, is now in research and development with an estimated adoption date around 2020. The high concentration of telecom firms in Irving and the Metroplex spell an opportunity to position the city as the premier location for 5G innovation.

The City of Irving should continue to look for opportunities to partner with these telecom firms to explore innovative ways to improve infrastructure and services. Such partnerships will better equip the City of Irving for future advances in technology and exponential growth in mobility.

CONVENTION CENTER

The Irving Convention Center at Las Colinas is a unique asset that Irving can leverage for economic development, especially through events that attract decision makers within the city's target industries. The annual InnoTech conference that takes place at the convention center is a testament to these advantages, and is yet another asset that can be leveraged to grow this industry by showcasing the city's location, talent, and connectivity assets."



Irving Community Television Network (ICTN) at the Irving Convention Center



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Communication Services

The Communications Department promotes effective communication among community stakeholders provides residents with timely information through a variety of platforms. The department maximizes community engagement, reaching as many people and specific groups as possible.

The City of Irving's external audience includes residents, media, other governmental bodies, businesses, and interested opinion leaders. Internal stakeholders include Irving employees, boards and commissions, the mayor, and City Council.

Communication tools used include the "Irving City Spectrum," a monthly newsletter mailed to more than 95,000 households; the city website; email alerts; press releases; Facebook, Twitter and Instagram accounts; a weekly newsletter; an array of external and internal publications and media relations products; and videos. The Irving Community Television Network (ICTN) provides award-winning coverage of city news and local sports, arts and entertainment including videos highlighting city programs, activities, and services. The department also allows for the streaming of council meetings, work sessions and other advisory committees that may be viewed online or by television.

Additionally, a number of town hall and neighborhood association roundtable meetings are held annually where residents meet face-to-face with city leaders. Communications also manages a Speakers' Bureau that provides a subject-matter expert for those holding events in need of a speaker.

The Communications Department has the goal of keeping up with technology and changing communications patterns. Quickly changing communication technology requires continuous monitoring of communication trends and the most effective ways to communicate with a variety of city



City Spectrum newsletter

stakeholders. Regular analyses of communication plans and operations allows Irving to continue to be at the cutting-edge of municipal communication practices.

To increase engagement with the digitally connected younger generations, the Communications Department identifies new and emerging communications platforms used by the public to obtain and share information. The City of Irving rapidly adopts these new methods to maintain and grow the number of people informed and involved in city government.

Communications + Technology

Technology Services

The Information Technology Department manages and maintains an impressive 800 MHz P25 compatible radio system to facilitate communication between 1800 users. P25 interoperability is a two-way digital radio standard that allows for radio communications across different systems and platforms. Using P25 systems enables disparate first responder agencies to coordinate services and information during a regional emergency regardless of the type of system being used. The City of Irving works collaboratively and shares this advanced radio system with other regional agencies to ensure dependable and stable communications of the highest level.

Direct impact to residents and businesses is the City of Irving's 25-tower outdoor warning system with facilities strategically located throughout Irving to alert people of impending emergency weather or disaster events. It is critical that the City of Irving continues to ensure an adequate communication infrastructure is available to build out these important systems for operational stability and growth. Receiving critical information for resident, employee and first responder safety is an important component of quality of life.



Information Technology Department in Irving

Technology Infrastructure

The City of Irving uses several enterprise systems to improve business processes, increase access to information to facilitate decision making, and to provide for efficient delivery of services. The City of Irving employs enterprise resource planning (ERP), a business process management system, for general finance and accounting operations, payroll and purchasing; document management, public infrastructure management; utilities billing, business intelligence and performance measurement tracking. As these systems are large investments, the City of Irving must actively plan for their replacement through good governance and investment strategies.

The City of Irving has invested, and will continue to invest heavily in solutions that offer residents service enhancement options. Resident convenience and service enhancements can be interpreted and configured in many ways and even though the City of Irving is increasingly catering to a mobile citizenry that is data connected, not all residents have access to the Internet or credit cards, or even speak English. The City of Irving must consider these needs when creating technology and communication strategy, and carefully weigh options. Some of the City of Irving's current service enhancements include the ability to register online for a recreation activity, order tickets online for a show at the Arts Center, pay a traffic ticket online, pay a water bill by telephone or online, apply for a job online, schedule an inspection online or by telephone, and browse for a pet at the Animal Care Campus. Through innovation and strategic planning, the City of Irving strives to find more ways to improve resident interactions. In addition to customer convenience, these systems also provide a tighter data integration in real-time by increasing staff productivity and allowing faster decision making and knowledge transfer opportunities. Public safety



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Communications + Technology

departments also have access to real-time data and geographical information systems (GIS) data in their vehicles to quickly make critical decisions regarding employee and resident safety.

This allows city employees and residents to obtain information on their accounts and make simple modifications. They have direct access to budget, comprehensive planning, and financial activity to see how the City of Irving is spending money. Open government and transparency is a focus of the City of Irving, and these technology choices reinforce this strategic goal.

The City of Irving owns 26 miles of fiber and tower infrastructure that provides a foundation for key city systems such as radio communications, SCADA, automated water meter and traffic network systems, as well as providing network connectivity to the City of Irving's 36 major facilities.

The City of Irving provides library patrons with computer access and public accessible Wi-Fi that is a great benefit for residents who do not have access in their homes. The City of Irving Library System continues to reach for technological goals to improve services available to its patrons. The City of Irving is adding more public accessible Wi-Fi in other buildings with the use of commercial provider services. City employees in larger city buildings have been able to access network services through Wi-Fi for some time.

With these advancements and network capabilities



Free WiFi access available during business hours at all Irving Libraries.

that the City of Irving has already achieved, including future expansion goals to cover the entire city limits, the City of Irving will never be done with building out infrastructure to continue to meet service delivery needs. Once a potential project is complete, it will be time to rebuild or replace older equipment, or implement a new and innovative technology.

In addition to equipping the municipal organization with appropriate technological infrastructure, it is important to ensure that infrastructure is available throughout Irving to provide business and residential access to services such as Wi-Fi, fiber (fiber optic broadband Internet), mobile phone, cable, and the like.

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Issues + Concepts

City Management and Operations

From the perspective of city operations, there are a number of ways technology and data management can be harnessed to make the smartest use of resources. Forward-thinking data analysis can identify potential impacts of policy decisions to inform decision-making. Often used in emergency management exercises to test disaster scenarios and evaluate the efficacy of hypothetical responses, technology and data also can be used in common zoning and development decisions to evaluate outcomes and demands on services.

An important early step in maximizing the utility of data is to mine data from the variety of "legacy systems" that exist on different platforms within an organization, and make them usable for other relevant areas of analysis. Combining these data with new data, and managing them in a way to improve access across traditional "silos," is an important step toward integrated service delivery—ensuring the City of Irving is not engaging in conflicting and redundant activities. Irving has already made strides in the area of consolidated data management and analysis with a few systems in place today such as Information Builders Business Intelligence, Performance Management Framework software, and BAIR Crime Analytics software. Another important strategy in the information economy is to expand the footprint of data analysis and gathering beyond the walls of City Hall to include open data, open data mapping, API for developers, and hackathons, which increases accountability and transparency of local government, while cultivating an engaged and informed citizenry. Ultimately, developing a broader body of data and a deeper understanding of its meaning through predictive analytics can be used to proactively engage in everything from crime fighting to street repair.

Strong technology governance that aligns with overall city strategic goals and business planning is required to set realistic technology goals in place. It will play an important role in discovering needs, as well as providing a strategic road map for moving the City of Irving towards realizing the implementation and use of these technologies.

Emerging technology trends can provide governance challenges, but also potential benefits that the City of Irving cannot ignore. One that is quickly gaining momentum is the concept of Internet of Things (IoT). It will play a big role in city operation's decision making and knowledge sharing. It is a reality that all manner of devices and systems are now connecting to the Internet, sharing and collecting data. An increasing majority have a cellphone, tablet and a wearable device. Homes have sensors in their security systems that allow for connection by a tablet or smart phone. Light poles have sensors to manage their operation, as well as mesh broadband radios to help build out Wi-Fi networks, etc. All of this data will need Internet traffic capacity in which to traverse quickly, as well as sufficient security and storage for managing massive amounts of data.

The technology industry is currently looking at more efficient methods to interconnect this potentially vast and emerging technology.

Another emerging technology the City of Irving will need to consider in policy making and governance, is the rise of smart machine learning, i.e. virtual personal assistants and smart advisors like Google Now, Microsoft's Cortana and Apple's Siri. Robots and autonomous, driverless vehicles are already being used. Instead of pushing buttons and selecting menus, users will speak to machines as an intelligent agent.



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Amazon's drone delivery service

Lastly, another emerging technology is drones. Amazon is already planning for drones to be used in the delivery of packages. A recent "60 Minutes" interview of Jeff Bezos, CEO of Amazon, revealed that Amazon ships, on average, 2.5 million packages a day. On the other hand, there are some compelling uses of drones in controlled situations such as serving as eyes and ears for first responders in emergency situations. To add to this, drones interest the general public as recreational devices, and thus, they will be challenging as potential invaders of privacy, whether inadvertently or deliberately.

The City of Irving should adopt the strategy that recognizes the Internet as a utility much as water and electricity are today, and incorporate a process to evaluate any new building projects in Irving against this new metric. All buildings should have appropriate fiber conduit and plenty of power capacity with power outlets capable of supporting a variety of devices.

Emerging technologies in the area of city service delivery include:

- Lighting systems that allow for remote management to identify and locate inoperable bulbs.
- Technology in resource recovery to enable transitioning to "one cart" garbage operations that enhance waste-to-energy options, increase diversions from landfills, and improve collection efficiency.
- Smart management of water infrastructure to identify leaks and improve the efficiency of water

delivery by reducing waste of this limited and valuable resource.

Resource Efficiency

An important question to ask is, "How can technology reduce the burden on infrastructure and subsequently operations, maintenance, and replacement costs?" Data management and analytics can increase efficiency and benefit the City of Irving on issues as diverse as limited resources from available land, public dollars for operation and maintenance of infrastructure, and conservation of water resources. Use of lighting technology that primarily functions "on-demand" reduces electricity demand. Smart building technology can reduce consumption of water and energy. Taking a holistic view of infrastructure, building, and equipment investments that use data to paint a more detailed picture of use and demand, while considering life cycle costs, can result in a smarter and more efficient use of resources.

Economic Development and Quality of Life

How can data and technology be leveraged to improve the quality of life and enhance Irving's competitive position when vying against regional competitors for corporate headquarters, job relocations, and creating choice neighborhoods? In addition to streamlining city operations to deliver higher levels of service, and matching them to the needs of desired target industries, there are a number of investments that address issues such as mobility and safety, laying the groundwork for continued economic growth.

Common strategies to improve mobility that reduce trip time, congestion and air pollution include managing traffic signals, using commuter signage to provide real-time traffic information, and deploying sensing technology for parking management.

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Communications + Technology

Additionally, companies are increasingly seeking walkable, mixed-use environments that have good transit access for their corporate expansions and relocations. With the extension of the DART Orange Line to the DFW International Airport, convenient and walkable access to nearby transit stations is necessary to fully benefit from this transformative infrastructure investment. Advancements such as intelligent car sharing can increase the flexibility of transit options, providing more convenient access to the transit network.

Public safety can be enhanced through preventive crime fighting using predictive analytics to identify patterns of activity, where crime is most likely to occur, and deploy resources accordingly. Additionally, technology such as gunfire detection allows the police to gather important evidence and details concerning criminal activity.

To maintain a fresh approach to economic development, the City of Irving and its partners must continue to monitor data, and track trends and advantages to highlight Irving's assets. Data should be used to scan for emerging industries to which Irving could offer a strategic advantage. Staying abreast of these issues will allow the City of Irving to prepare a growth environment to attract target industries.

Additionally, Irving has several major technology companies among its largest employers: NEC Corporation of America, Microsoft, Oracle, and Computer Sciences Corporation. There is a great opportunity for cross-pollination between the IT and healthcare sectors that should provide a strategic advantage.

Digital Security

While collaborative data use continues to expand as a valuable resource for cities, digital security must be taken seriously. Care must be taken to protect data that is not appropriate for broad public distribution, as well as ensuring the integrity of critical city systems is maintained; protecting the safety and security of residents. Security must considered on the front end of any design or sharing process related to technology. Use of emerging technologies, such as remote security cameras and biometric analytics, should be examined.

Cyber security concerns remain very high and affects everyone that uses technology. By 2019, costs from impacts of successful cyber security breaches worldwide will cost citizens and businesses an estimated one billion dollars. Prevention and mitigation will be an important and continuing concern for the City of Irving. Just having the most savvy network prevention tools and software isn't enough. Investments in dedicated, skilled security professionals and awareness training for technology users is just as important to provide a robust, sound cyber security mitigation and prevention program

Communication of the Future

Currently, the City of Irving's television station produces half-hour long shows but has identified that younger populations are more likely to watch 2- to 3-minute videos on topics. This difference in viewing patterns encourages new approaches in production management as additional programming is developed to accomodate the desire of young viewers for shorter, more concentrated pieces of information while still serving the established audiences' desires for detailed engagement.

ICTN will continue to play a vital role in communicating with residents in the future. Advances in technology will bring more avenues for reaching residents, especially through the use of high quality video production. These advances will enable more personal interactions between the city and residents. The goal will be to create content that engages and educates residents.



Communications + Technology Goals, Strategies + Actions

Goal 1: Use data and technology to connect and integrate initiatives to continually improve city operations.

Strategy 1.1

Improve data management and access to increase accountability and improve customer service.

- 1.1.1 Convene a city data management group comprised of the city's Innovation and Performance Office and Information Technology departments to review existing data and begin ensuring that all data is easily available and consumable
- 1.1.2 Create a citywide data management, transparency and sharing policy to encourage open data analysis and mapping while ensuring data security and privacy as appropriate
- 1.1.3 When making technology decisions, choose open alternatives over proprietary to maximize usefulness of data and coordination of technology across services
- 1.1.4 Investigate cloud computing where appropriate to increase data availability for analytics

1.1.5 Look for opportunities to integrate and consolidate data to capture efficiencies and avoid redundant and disparate information

Strategy 1.2

Create collaborative data partners.

- 1.2.1 Link to the Texas Research Alliance as a potential research collaborator.
- 1.2.2 Work closely with other public agencies such as DART, DFW International Airport, TxDOT, and institutions such as hospitals, to share data.
- 1.2.3 Develop private sector alliance of technologyrelated firms operating locally to provide ideas and insight.
- 1.2.4 Choose a demonstration project to highlight how the City of Irving can capitalize on data partnerships.

Communications + Technology

Communications + Technology Goals, Strategies + Actions

Goal 2: Continually improve new communications methods as new technologies are developed and as residents demand different types of engagement.

Strategy 2.1

Update the city's communication plan to incorporate innovative technology methods.

- 2.1.1 Prepare a communication and engagement plan to determine how to respond to market shifts
- 2.1.2 Assess programming for the television station and explore web-based video and social media outlet opportunities.
- 2.1.3 Look ahead to emerging technology and data sharing to stay abreast of emerging communication demands.
- 2.1.4 Develop or investigate innovative solutions that allow new functionality to be added quickly and easily as required.

Strategy 2.2

Keep abreast with current and emerging technology, and provide to Irving businesses and residents.

- 2.2.1 Support access to high-speed Internet by ensuring high levels of broadband speed and fiber availability throughout Irving.
- 2.2.2 Look for ways to proactively enhance and expand Internet capacity through city-owned fiber and infrastructure or private commercial means.



Communications + Technology

Strategy 2.3

Provide the public access to free Wi-Fi (and other current technology) citywide to promote new business development and allow entrepreneurs to work on the move.

2.3.1 Look for innovative partnerships to incorporate public Wi-Fi access to strategic city areas that will promote economic development.

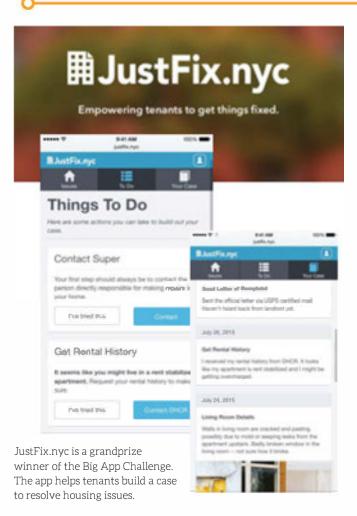
Strategy 2.4

Develop a plan to communicate data availability to the public to support innovative practices.

- 2.4.1 Determine the best method to collect, aggregate and provide access to data that encourages the development of innovative technology solutions and applications by entrepreneurs and software developers.
- Explore open data initiatives in other cities 2.4.2 and develop recommendations on similar opportunities.

Partnership Idea: Big Apps Challenge

New York City's BigApps challenge asked developers, designers and entrepreneurs to create new tools for solving issues around affordable housing, zero waste, connected cities and civic engagement. Grand prize winners received \$25,000 to implement their apps and received two months of mentorship and networking support to further advance their apps.



Communications + Technology

Communications + Technology Goals, Strategies + Actions

Goal 3: Advance "smart projects" to improve quality of life and increase economic competitive advantages.

Strategy 3.1

Develop a "smart projects" platform for the City of Irving.

- 3.1.1 Build a framework of community partners from the private sector and other agencies—led by the city's Innovation and Performance Office, Communications Department, and Information Technology Department—to participate in establishing a Smart City action plan.
- 3.1.2 Conduct an assessment of current activities, then develop an action plan based on priorities.
- 3.1.3 Use annual budgeting process to define funding needs required to transition toward increased Smart City services, and coordinate efforts across departments.
- 3.1.4 Seek and monitor federal funding opportunities to invest in Smart City programs.

Strategy 3.2

Create state-of-the-art infrastructure to support Irving's goals.

- 3.2.1 Inventory utility and communication networks in Irving to assess for future longevity of the system and ability to meet changing needs.
- 3.2.2 Encourage private sector investment in building and maintaining citywide networks.
- 3.2.3 Adopt a strategy for constant network infrastructure enhancement, expansion, and maintenance with an eye toward future potential capacity.



Communications + Technology

Communications + Technology Goals, Strategies + Actions

Goal 4: Maximize resource efficiency.

Strategy 4.1

Strive for the City of Irving to lead by example in resource efficiency.

- 4.1.1 Investigate ways to improve existing buildings, and strive for newly constructed city facilities to employ approaches to reduce demand on resources, minimize future operations and maintenance, and reduce resource waste.
- 4.1.2 All new building projects, including street and bridge infrastructure, should have conduit in ground for potential future fiber placement, and in buildings for additional network and power infrastructure that can better enable data-connected businesses and residents.
- 4.1.3 City infrastructure should be evaluated for potential future needs and the capacity to incorporate as many data-connected elements as possible for efficient use of resources in the future.



The West Irving Library was awarded LEED Gold status for greenbuilding innovation and efficiency.



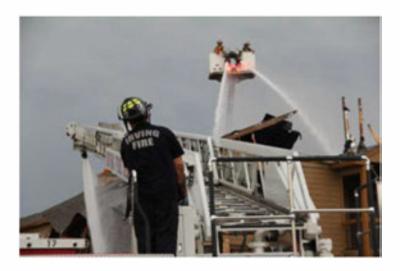
Public Safety

By working to ensure we live in a society that prioritizes public safety, education, and innovation, entrepreneurship can thrive and create a better world for all of us to live in.

~ Ron Conway

Introduction

Irving's public safety providers are dedicated to providing high-quality service to residents and businesses. The city services discussed in this chapter include the Police, Fire, Emergency Management and Inspections departments. These departments provide for the health, safety and welfare of Irving's residents and business owners.



People will say...

- The city maintains facilities, services, and infrastructure throughout the city.
- » The city focuses on community engagement in government and other civic activities ensuring all segments of the population are heard and represented.
- Irving has safe neighborhoods with quality housing and schools. It also offers a variety of housing options for people working in the city.
- Redevelopment occurs in aging neighborhoods across the city, especially in areas with declining multifamily housing.

Public Safety

Irving Today

The police, fire and emergency management departments provide services to the residents of Irving with the mission of minimizing dangers to life and property through education and high-quality response services. The police, fire, and emergency management departments work closely with regional, state and national entities to coordinate services, prepare operational plans, and incorporate innovations into their practices with the goal of providing high-quality services to all residents.

Police Department

The Irving Police Department is a premier law enforcement agency committed to integrity, service and professionalism while providing traditional police services such as patrol, traffic enforcement, investigations and crime prevention. The department shares a training complex with the Irving Fire Department and coordinates with other cities and government agencies in the region for training. The department emphasizes community outreach to maintain safety, cultivate dialogue and understand the community's issues. The police department is committed to building and maintaining positive community relationships. This is accomplished



by supporting neighborhood watch groups, providing crime prevention presentations, and through personnel and resources using programs that include; citizens police academies, the police athletic league, Juntos (Hispanic outreach) and RAD (Rape Aggression Defense). The 598 employees of the Irving Police Department are committed to the philosophy of community-based policing and providing the best possible services to the residents of Irving.

The Irving Police Department (IPD) enhances public safety in the community by proactively addressing crime and disorder, enforcing traffic laws, responding to calls for police services, and educating and engaging the community. IPD's mission statement, "Protecting Our

Community," resonates through the department's three police bureaus, the Office of Emergency Management and the Animal Services Division.

THE FIELD OPERATIONS BUREAU

The Field Operations Bureau is comprised of three divisions; South Patrol, North Patrol and Special Operations. These divisions provide patrol and traffic services with both proactive and reactive responses to crime, disorder and traffic issues. The goal of this bureau is to provide visible police presence to deter crime, effectively respond to calls for service, and adequately enforce traffic laws. Personnel currently work out of two locations. The South Patrol Division, 305 N. O'Connor Road, serves Irving south of State Highway 183, while



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Public Safety

the area north of State Highway 183 is served by the North Patrol Division, 5992 Riverside Drive. The Special Operations Division, which provides specialized police services throughout the city, also is located at the Riverside Drive address.

THE INVESTIGATIVE SERVICES BUREAU

The Investigative Services Bureau consists of two divisions. Criminal Investigations and Community Services. The Criminal Investigation Division is responsible for investigating reports of crime and identifying, apprehending, and charging suspects in an efficient and effective manner. These personnel are assigned to both of the police buildings described above as well as the Family Advocacy Center located at 600 W. Pioneer Drive. The Community Services Division includes personnel assigned as School Resource Officers. Crime Prevention Specialists, and the Public Information Officer. The Community Services Division has the primary responsibility for organizing and overseeing the vast majority of the department's outreach efforts. These programs are designed to build community relationships that will result in a safer, more livable environment. Programs include: Blue Christmas, the Citizen Police Academy, a Citizens On Patrol Program, a

Civilian Observation / Rider Program, a Crime-Free Multi-Housing Ordinance Program, Criminal Justice Classes in the Irving schools, Family Advocacy Center, Mandatory Apartment Crime Reduction Program, National Night Out, Neighborhood Watch, Rape Aggression Defense Systems, Safety Education Program, School Crossing Guard Program, and a Volunteer Program The police department also sponsors specialized youth programs to engage Irving's youth in healthy and safety minded behavior. These include a High School Student Internship Program, Irving Police Athletic League, Irving PAL Urban Outdoors Program, Law Enforcement Explorers, the PRIDE Anti-drug Program, and Teen Court.

THE ADMINISTRATIVE SERVICES BUREAU

The Administrative Services Bureau incorporates the Technical Services Division, Personnel and Training Division and the Office of Budget and Planning. The Technical Services Division is comprised of two sections, the Jail and the 911 Communications Center. On average the Jail Section intakes, houses, and releases approximately 10,000 arrestees each year. The 911 Communications Center is the primary answering point for all emergency and non-emergency

calls to the police department. The personnel are also responsible for dispatching police services to the uniformed personnel in the field. In 2014, the center answered 177,288 "911" emergency calls and handled another 353,620 non-emergency calls. The center also dispatched 122,895 calls for police service. The Personnel and Training Section recruits, hires, and provides training to both new and incumbent police employees. In 2014, the staff made 54 recruiting trips, hired 46 employees, and provided 23,096 hours of training. The Budget and Planning Section is responsible for preparing and managing the department's \$50,000,000 budget, managing grants, and providing analytical data to assist in developing strategic and business plans.

THE OFFICE OF EMERGENCY MANAGEMENT

The Office of Emergency
Management coordinates
emergency services and is
responsible for managing the four
phases of emergency management,
including mitigation, response,
recovery, and planning. The goal
of the office is to prepare residents,
businesses, and city staff in what to
do in the case of an emergency. In
doing so, they partake in outreach
and many educational events.

Public Safety

Irving Police and Fire Training Center

A new state-of-the-art police and fire training facility, located at the southeast quadrant of the intersection of Highway 161 and North Belt Line Road is currently being designed and constructed. The new Police and Fire Operations and Training Center, planned on 38 acres, will fill gaps in both the fire and police departments and also will result in technology enhancements and intergovernmental cooperative agreements.

The operations and training center will be built in phases, subject to funding. The first phase of the Fire Rescue training program components includes the fire training tower; burn building and the fire apparatus storage; and the training building.

Additional fire rescue facilities will be added in future phases. In addition to fire training, the facility will house the Police Department's North District Operations and Emergency Management Center.

Plans for the training center anticipate future growth, with the facility having 164,000 square feet of structures and approximately three acres of exterior training initially and by year 2035 growing to 183,000 square feet of structures and 10 acres of exterior training areas.

The training and operations center will be used jointly by the fire and police departments as well hosting coordinated programs with Grand Prairie and other regional cities and agencies. Designing the facility in this way will create efficiencies in city operations and also position Irving to be a regional leader in training and in the provision of quality services.





The facility also will contain a combined communications facility and a weather resistant emergency operations center.

Animal Services Department

The Animal Services Department protects people and animals in Irving by responding to animal issues 24 hours a day, from the Irving Animal Care Campus. The employees are committed to delivering the best possible service to Irving residents and providing an exceptional level of care for animals in need. The department shares the Irving Animal Care Campus with the DFW Humane Society and partners with them to place as many adoptable pets as possible.



In an effort to protect public safety, minimize human/ animal conflicts, and help animals in the city, the Animal Services Department provides the following services; animal care and sheltering, adoptions, outreach and education, community events, rabies/ zoonotic disease control, cruelty investigations and disaster/rescue response.

ADMINISTRATIVE DEPARTMENT

The department is overseen by the Animal Services Manager and supported by a Senior Administrative Secretary. The Animal Services Manager also coordinates with DFW Humane Society and other city departments for events, communications/PR, ordinances, volunteers, community service and training. With 17 staff members and a general fund budget of \$1.7 million in 2014, the Animal Services Department receives more than 26,000 calls and handles nearly 8,000 animals annually.



Irving Animal Care Campus

THE FIELD OPERATIONS DIVISION

The Field Operations Division is comprised of six Animal Services Officers and a Field Supervisor. This team responds to animal issues identified by the public. Services are currently reactive and generated based on incoming information to dispatch. The goal of this division is to effectively respond to calls for service and to enforce laws relating to animals. This team also is responsible for assisting residents, reuniting lost pets with their owners, rabies control, bite quarantine and animal investigations.

THE SHELTER OPERATIONS DIVISION

The Shelter Operations Division is comprised of six Animal Care Technicians and a Shelter Supervisor. This team is responsible for assisting residents, intake of animals, reuniting lost pets with their owners, placing animals into new homes or rescue groups and providing the "5 Freedoms" for sheltered animals

> (Freedom from Hunger and Thirst. Freedom from Discomfort. Freedom from Pain, Injury or Disease, Freedom to Express Normal Behavior, and Freedom from Fear and Distress).

The Veterinary Services Division is comprised of a Veterinarian, Senior Veterinary Technician and a Veterinary Technician. This team coordinates veterinary medical services for all of the animals in the shelter. This includes spay/ neuter, wellness and treatment for sick or injured animals.

Public Safety

Fire Department

The Irving Fire Department provides fire and disease prevention, education, fire coverage, EMS, extraction, hazardous materials, swift water rescue teams, crash rescue, and urban search and rescue operations 24 hours a day from 11 strategically located stations. To minimize the dangers to life and property, the fire department also provides fire prevention inspections, fire safety education, investigations and continuous training in the fields of EMS, hazardous materials and rescue. The fire department has 318 fire personnel and a general fund budget of \$36 million.

The fire department operates 12 engine companies, four aerial truck companies and eight Mobile Intensive Care Units.

The Citizens Fire Academy (CFA) establishes a link between the department and the community. The program informs the residents about the fire department and explains how the volunteers serve the community. Once the resident graduates from the CFA program they are available to volunteer to help at emergency scenes and safety fairs.

Emergency Management

The Office of Emergency Management (OEM) is responsible for creating plans to help the City of Irving be prepared, training with all city departments and implementing those plans. It also includes setting up the Emergency Operations Center when a large emergency has occurred.

Located in the middle of the Dallas/Fort Worth Metroplex, Irving is susceptible to a complex set of hazards and threats, including severe storms, flash flooding, tornadoes, hail, winter weather and



earthquakes — all of which affect the region. Irving also is home to many multinational corporations and major events that attract national and international audiences. This makes Irving aware of the need to prepare for all types of emergencies.

Human and material losses caused by natural disasters are a major obstacle to sustainable development. The Office of Emergency Management raises awareness of potential disasters and helps residents and businesses become prepared ahead of time so they are able to respond once a disaster occurs.

The Information Technology (IT) Department manages and maintains an expansive 800 MHz P25 compatible radio system to facilitate communication between 1,800 users. P25 interoperability is a two-way digital radio standard that allows for radio communications across different systems and platforms. Using P25 systems enables disparate first responder agencies to coordinate services and information during a regional emergency regardless of the type of system being used. The city works collaboratively and shares this advanced radio system with other regional agencies to ensure dependable and stable communications of the highest level.



Inspections

The Inspections Department administers the building code, coordinates with regional requirements, reviews plans, and serves developers by issuing building and related permits. It inspects both new construction and remodeling projects.

PLAN REVIEW

Residential and commercial building permits are required to erect, enlarge, alter, move, demolish or repair a structure in the City of Irving. Permits are not required for cosmetic work such as painting, carpeting and cabinetry.

Code Enforcement

The Code Enforcement Department emphasizes voluntary compliance programs with the goal of teaching residents about the character of their neighborhoods and instilling pride of ownership. Ensuring code compliance with an aging housing stock, provides a continuous challenge for this department.

HEALTH INSPECTIONS

Health Inspectors are responsible for restaurant sanitation inspections, pools at hotels and apartment complexes, nursing homes and day cares. They also enforce the smoking ordinance.

BUILDING STANDARDS

The Building Standards Division works with owners to improve the condition of existing structures. The division works to continuously enhance the quality of life of residents and to make neighborhoods safe, vibrant and attractive.

Public Safety

Issues + Concepts

Police Department

The Irving Police Department's key strategies include decreasing crime and disorder through proactive approaches; building effective community partnerships; increasing operational efficiency; and improving motorist safety.

In order to implement these key strategies, the Police Department is pursuing the following short-term initiatives:

- Create a Criminal Intelligence and Information
 Center to effectively use real-time data and intelligence to promote a higher level of public safety. The Center will combine the strengths of the Intelligence Unit and the Crime Analysis Unit which will provide crime data analysis, disseminate intelligence regarding crime trends, known offenders, and crime data. The unit also will be able to provide real-time support to officers in the field as they respond to calls for service. Actionable intelligence will enhance their ability to make faster and more complete dispositions of calls.
- Deploy Body Worn Camera Program to offer a
 higher level of transparency as body worn cameras
 give police officers the ability to capture and record
 activities that take place outside the view of the incar video system.
- **Enhance Community Outreach** to further strengthen relationships with constituents.
- **Engage Public through Social Media** to effectively engage the public and to expand community relationships and enhance communications.

- Conduct Procedural Justice Training for all employees through the use of the "Blue Courage" program. The training nourishes a positive police culture to enhance the ability to positively interact with and relate to the community.
- Develop and Enhance Domestic Violence Prevention Strategies by providing tools to help victims avoid and/or leave dangerous relationships.
- **Revise Mandatory Crime Reduction Ordinance** as it relates to multifamily developments.
- Implement the President's Task Force on 21st
 Century Policing Recommendations including
 implementing the six pillars of building trust
 and legitimacy, policy and oversight, technology
 and social media, community policing and crime
 reduction, training and education, and officer
 wellness and safety.

POLICE DEPARTMENT INNOVATION

In 2015, the police department had 598 employees and 346 sworn officers, for a city of approximately 229,000. By 2040, the city is estimated to grow to 318,000 residents, and the police department will require significant increases in staffing to keep up with nearly 40 percent population growth. Other staffing considerations include programming for policing areas that have changing needs, such as the Heritage Crossing, the entertainment district and the PUD #6 redevelopment area. Identifying needs and appropriate programs for these special districts may require changes in how service is provided.



Public Safety

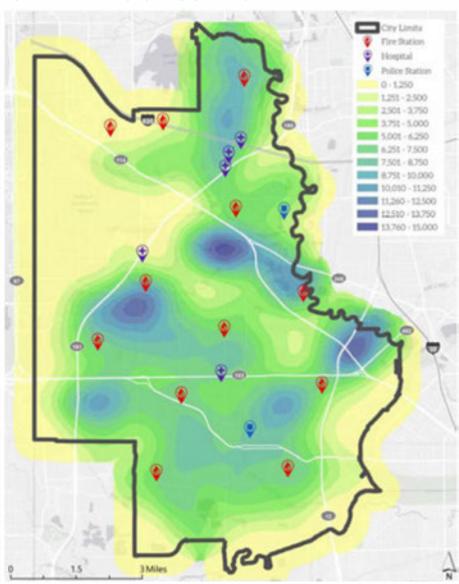
The new operations center will have the potential to bring in the "Smart City" concept, using technology to increase efficiencies in staffing and operations. Technology such as video cameras and surveying public areas can bring an added dimension to achieving the police department's goals. Recent strides in integrating technology include access to realtime data along with geographical information systems in officers' vehicles. This helps to quickly make critical decisions regarding employee and resident safety.

The police and fire departments understand the need to continuously build community relationships with diverse groups in Irving. The departments continuously customize officers' approach to individual neighborhoods, making programs available at the local level.

Fire Department

With 12 fire stations and nine ambulances, the fire department plans to add additional stations, equipment and personnel to serve anticipated growth. The city seeks to provide consistent service across the jurisdiction with a fourminute response time for first responders and an eight-minute response time for a full response.

Figure 59: Location of projected population growth relative to station locations



As the city grows, the challenge will be to increase coverage to fill in service area gaps. There is a current need for an additional station in the northernmost portion of Irving. The map above shows the projected location of population growth relative to the station locations.

The Irving Fire Department was awarded best practices recognition status by the Texas Fire Chiefs Association in 2014. To continue this high level of service, the fire department has the following short-term strategies:

Public Safety

· Target initiatives to prevent fire incidents

- » Sustain the comprehensive fire prevention and education program.
- » Enhance fire safety education for children, senior adults and the business community.
- » Conduct fire safety exit drills for children, 12th grade and under.

• Enhance the comprehensive fire inspection plan to prevent fires and improve community safety

» Inspect high-, moderate-, and low-hazard facilities based upon established schedules.

• Deliver effective fire and emergency services

- » Sustain emergency units in service and in district.
- » Comply with National Fire Protection Association (NFPA) response time standards for fire and EMS calls for service.

Develop the workforce through targeted training to meet current and future service demands

- » Develop personnel through training and certification programs to support strategic fire and EMS services.
- » Provide professional development training for fire officers, instructors, driver-operators and chief officers.

Future issues needing attention are increasing service levels in the northern portion of the city as population increases, updating some of the older fire trucks and apparatus, updating older fire stations, and relocating stations that have outgrown their sites or have been constrained by adjacent development and infrastructure.

As in other service departments, the methodologies, tools, and strategies of the fire department will continue to change in the future as technology advances occur and the city becomes more urban. While technology and operational efficiencies can cut down on some staffing requirements, as the city grows it will need to hire additional staffing.

In addition to focusing on fire prevention, high-response levels for fire and emergency medical service, and hazardous materials, the emergency services staff will also be tasked with preventing and possibly responding to acts of terrorism and providing urban search and rescue teams. These initiatives will require collaboration with regional, state and federal teams. Another emerging issue is developing a community pandemic program, similar to those in several neighboring communities. These programs need to address both prevention and management of diseases.

Animal Services Department

The Animal Services Department's key strategies include decreasing human/animal conflicts (involving domestic and wild animals) through education and enforcement, and promoting overall animal welfare and responsible pet ownership.

In order to implement these key strategies, the Irving





Animal Services Department is pursuing the following short-term initiatives:

Increase Lost Animals Returned to Owners

- » Microchip all cats and dogs at the point of intake.
- » Enhance enforcement through updated processes targeted at repeat offenders.
- » Develop a public education campaign focused on keeping strays off the streets.
- » Host microchipping events for residents.

• Improve Overall Animal Care

- » Implement new processes for intake and medical
- » Implement new processes for increased spay/ neuter services.
- » Develop strategies for keeping the animal shelter at or under capacity.

Long-term issues include increasing service levels in the city as population increases, expanding the animal shelter to provide appropriate capacity for incoming animals, and hiring and training personnel to deliver needed services. If additional resources and personnel become available, the Field Operations Division will transition to include more proactive response to animal issues, more opportunities for outreach and education, and building stronger relationships in the community. Residents' expectations of animal services continues to rise and the department will need resources to develop additional programs to reduce euthanasia of animals. Examples include a foster program, an expanded volunteer program and increased outreach and public education. The department also will be challenged by significant changes in what is considered an acceptable

standard of care for sheltered animals including larger kennel spaces, addressing behavior needs and maintaining a healthy animal population. As in other service departments, the role of the animal services department will continue to change in the future as technology advances occur.

Emergency Management

Direct impact to residents and businesses is the city's 25 tower outdoor-warning system which has units located strategically throughout the city to alert residents of impending severe weather or disaster events. It is very important that the city continues to make sure that there is adequate communication infrastructure to build out these important systems for operational stability and growth. Critical information for resident, employee and first responder safety is a desired component of quality of life.

Building Permits and Inspections

The City of Irving is known throughout the region for its development-friendly service and efficiency in facilitating development. The desire to maintain this reputation is reflected in the Inspections Department's performance measures of:

- Completing new commercial plan reviews within six days.
- Performing inspections within one business day.

While service provision remains high, there is room for technology improvements that will further enhance the efficiency of the permits and inspections programs.

THE PLAN

Public Safety

Code Enforcement

As with any city, there are issues with aging structures, especially rental properties and multifamily structures. The code enforcement division is addressing these issues proactively by:

- Augmenting the multifamily program to improve quality of life for renters.
- Establishing new programs that foster assisted compliance.
- Developing programs to instill pride in low-risk rated multifamily properties.
- Creating educational code courses for apartment personnel.

- Developing instructive inspection notification program for tenants.
- Formalizing and expanding Code Enforcement outreach campaign.
- Focusing on building partners through the Keep Irving Beautiful program.
- Expanding corridor inspection programs.

Future issues include continuing to improve technology and integrate with overall city technology.



Public Safety Goals, Strategies and Actions

Goal 1: Become a regional leader in innovative technology.

Strategy 1.1

Continue to support and enhance radio technology and make available to relevant city departments.

Strategy 1.2

Update technology to streamline reporting procedures and integrate data into a common databank.

Strategy 1.3

Work with the Information Technology Department to continue to incorporate new city-wide coordinated technology to streamline and improve efficiencies.

Strategy 1.4

Implement a "smart city" concept in high-density areas by surveying public areas and integrating other types of new approaches.

Strategy 1.5

Expand online permitting to accommodate all types of permit requests.

Goal 2: Plan for future public safety capital improvement needs.

Strategy 2.1

Continue to support the build-out of the Police and Fire Operations and Training Facility.

Strategy 2.2

Build new fire stations as needed to expand service to high-growth areas, such as the northern portion of the city and the PUD #6 (former Texas Stadium) area.

Strategy 2.3

Relocate or reconstruct aging facilities.

Strategy 2.4

The city should continue to monitor USGS earthquake risk for the North Texas region, and take appropriate action (which could include building and development code updates) if the threat level increases to an actionable level.

Strategy 2.5

Explore locating public safety services together, such as police and fire dispatch and other similar services.

THE PLAN

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Public Safety

Public Safety Goals, Strategies and Actions

Goal 3: Evaluate and address the needs of new growth centers.

Strategy 3.1

Address special district police coverage for areas such as the Heritage Crossing, the Las Colinas Urban Center and PUD #6.

Strategy 3.2

As growth continues in the northern part of Irving, evaluate the need for additional police beats to address growth.

Goal 4: Continue to focus inspection programs on problematic and declining areas.

Strategy 4.1

Incorporate focused neighborhood programs into inspections and service provisions to concentrate improvements in specific neighborhoods.



Public Safety Goals, Strategies and Actions

Goal 5: Focus the culture in Public Safety departments on building community relationships.

Strategy 5.1

Continue to build relationships in the community to maximize customer service and increase community services' resident satisfaction ratings. Coordinate with programs such as neighborhood watch, crime and fire prevention programs, resident surveys and citizen's academies.

Strategy 5.2

Incorporate philosophy of community building and community relationships into job descriptions and performance reviews.



Community **Amenities**

The strength of every democracy is measured by its commitment to the arts.

~ Charles Segars, CEO of Ovation

Introduction

The civic, cultural and intellectual assets—performing arts centers, libraries, museums, universities, community colleges, municipal services, hospitals, parks, and sports arenas—contribute to the culture, economy and vitality of a city. Irving offers a variety of these assets, which can be put to work on behalf of the city. They provide the foundation for attracting and retaining the creative and innovative workers who will comprise Irving's future. Cultural and arts amenities also enrich the community by providing an environment that benefits all residents—young and old.

Irving's community service providers are dedicated to providing high-quality amenities to residents and businesses. The amenities discussed in this chapter include the library, and arts, tourism and museums. There are a number of common goals and challenges for each of these service areas, namely enhancing service provision in a changing and complex world. As technology and development patterns evolve, the role of community amenities departments will change in the future as well.

People will say...

- » Irving provides all residents with compelling reasons to remain in the city.
- » Irving has robust cultural centers that serve the city's diverse residents and visitors.

THE PLAN

Community Amenities

Irving Today

Library

The Irving Public Library mission is to provide access to information for lifelong learning and promote the enjoyment of reading. The library's vision is to be a center of the community, improving the quality of life of Irving residents through community engagement, educational events and advanced technology. In 2015, the library had a budget of approximately \$7 million, which is three percent of the City of Irving's general fund budget.

in 2016, the system consists of three modern community centers with state-of-the-art offerings that draw people to the facilities, and one small neighborhood branch. The library system is supported by a vibrant Friends of the Public Library group that supports literacy in the community through philanthropic projects. The City of Irving also regularly

works with national organizations, retailers, private businesses, cultural societies and nearby schools to present community events, award-winning author panels and exhibits.

Today's Irving libraries are a far cry from Irving's first library, set up in the corner of a furniture store in 1941. The Gold Leadership in Energy and Environmental Design (LEED) certified West Irving Library opened in 2011, marking a new era of capital improvements for Irving's libraries. Valley Ranch Library underwent a 5,000-square-foot expansion in early 2014. The South Irving Library, which opened in 2015, provides literary events and high-tech educational services to Irving's youth. In 2016, the East Branch Library celebrated 20 years of changing lives and community revitalization.



South Irving Library



Community Amenities

The City of Irving provides library patrons with computer access and public-accessible Wi-Fi that is a great benefit for residents who do not have access in their homes. The Irving Public Library system continues to reach for technological goals to improve its services to patrons. The City of Irving is planning to add more public accessible Wi-Fi in other buildings with the use of commercial provider services.

Irving's libraries also maintain a growing digital collection that includes e-books, audiobooks, magazines, movies, and music.

Looking into the future, the library will continue to partner with the Friends of the Public Library to broaden its scope of services. In the spring, the Irving Public Library will again host the North Texas Teen Book Festival, and in the fall, the City of Irving's 11th annual community celebration of reading.

FRIENDS OF THE PUBLIC LIBRARY

The Friends of the Irving Public Library is a nonprofit organization of individuals dedicated to supporting and enhancing the library. The Friends accomplish this mission, in part, by supplementing the library's annual materials budget, providing funds for thousands of additional books and AV materials each year.

Tourism, Arts and Museums

Irving is home to a robust tourism and arts community. With program offerings in all performance areas, and a quality performance and visual arts facility, as well as a variety of museum offerings, Irving has much to offer its residents.

201 415

In addition to a high volume of materials use, the library hosts nearly 500 adult programs, 168 teen programs and 1,200 children's programs annually, serving more than 69,000 people through these efforts.

Material Use					
Items checked out	1,309,373				
Reference questions answered	177,505				
Materials added to collection	75,985				
Classes & Events					
ADULT PROGRAMS	497				
Attendance	8,848				
TEEN PROGRAMS	168				
Attendance	8,061				
CHILDREN PROGRAMS	1,289				
Attendance	52,676				
TOTAL PROGRAMS	1,954				
TOTAL ATTENDANCE	69,585				

IRVING CONVENTION AND VISITORS BUREAU

The Irving Convention and Visitors Bureau (ICVB) actively solicits meetings, conventions and events for Irving and proactively generates media attention for the destination; it operates the Irving Convention Center (ICC) at Las Colinas; and provides a wide range of visitor information. The Bureau's main function is to market and promote Irving as a premier destination for events that can utilize the city's convention center. its 70+ hotels and its many other venues.

Community Amenities

Funding for the Convention and Visitors Bureau and in support of the operations of the Convention Center comes through the use of dedicated funds available from the hotel occupancy tax generated in the city. The Convention and Visitors Bureau (CVB) also provides for all capital improvements for the Irving Convention Center through CVB operating funds; there is no City general fund source of revenues for the maintenance and operations of the ICC.

THE IRVING CONVENTION CENTER

The Irving Convention Center at Las Colinas is divided into three main levels, with the 50,000-squarefoot exhibition hall on the first floor, along with the concierge desk and several green rooms. The hall can accommodate approximately 4,500 attendees with theater-style seating or 275 booths. The mezzanine level includes a café and outdoor covered terrace. The conference center level features meeting and junior ballrooms, and provides 20,000 square feet of meeting space in up to 20 different breakout rooms, each averaging about 1,000 square feet. The space is divided into 11 dedicated conference rooms, one dedicated board room, and a junior ballroom that can be divided into a variety of flexible configurations, including up to eight individual meeting rooms and a business center. A 20,000-square-foot grand ballroom and pre-function area is located on the top level of the convention center. The grand ballroom can also be divided into meeting rooms or smaller event rooms.

Using water from nearby Lake Carolyn, more than 90 percent of the building's water requirements are met with water reused for landscaping and other non-potable applications, including the building's cooling systems. The landscaping design includes drought-resistant native plants that require minimal watering. A dense canopy of trees on the plaza offers a cooling shade while reducing the ambient temperature.



Irving Convention Center at Las Colinas

The city-owned Irving Music Factory will provide an additional anchor to the city's convention district, offering a premier entertainment venue for commercial artists and a collection of diverse restaurants. Following its opening, the city expects to complete this district with the addition of the final anchor, a 350-room headquarter hotel.

IRVING ARTS CENTER

The Irving Arts Center, an affiliate of the Smithsonian Institution, has more than 91,500 square feet of performing and visual arts space, including the 707-seat Carpenter Performance Hall and the 253-seat Dupree Theater. The Main Gallery is a 3,800-square-foot art gallery with 200 linear feet of wall space. In 2014, the arts center hosted 1,375 events, including



Irving Arts Center



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203 performances and 24 exhibitions. During the year, the center welcomed 103.719 visitors.

An executive director oversees the Irving Arts Center, which is governed by the Irving Arts Board (a group of City Council appointees). The executive director reports to the Irving Arts Board, and with his staff, develops opportunities for local arts organizations, and other arts and culture-related programing.

The Irving Arts Center includes permanent sculpture, travelling indoor and outdoor exhibits, four permanent galleries, and periodic exhibits of national and international consequence. The arts center's four gallery spaces showcase notable exhibitions from local. regional and national artists. The Irving Arts Center also features a Sculpture Garden with commissioned sculptures. Programming includes year-round youth and family programs featuring storytimes, live performances, Saturday School, more than 12 weeks of summer camp annually, Family Fundays and a free holiday festival.

The Irving Arts Center serves as the home to 11 Irving-based cultural organizations. Collectively, these organizations produce a variety of art offerings, and as designated Resident Arts Organizations, have access to a variety of services and benefits through the City of Irving.

KEEP IRVING BEAUTIFUL

Keep Irving Beautiful (KIB) is a nonprofit, grassroots, leadership organization dedicated to educating the community about litter abatement, recycling, and beautification to help preserve health and promote Irving's social and economic prosperity.

As an award-winning affiliate of Keep America Beautiful and Keep Texas Beautiful, KIB reaches out to and partners with all sectors of Irving including government, business, church, cultural, neighborhood and civic organizations.

Resident Art Organizations

- Entertainment Series of Irving
- Irving Black Arts Council
- Irving Chorale
- MainStage Irving-Las Colinas
- Irving Art Association
- Irving Symphonic Band
- Irving Symphony Orchestra
- Las Colinas Symphony Orchestra
- Lyric Stage
- Momentum Dance Company
- » New Philharmonic Orchestra of Irving



North Lake College Service Learning Student volunteering for Keep Irving Beautiful

Community Amenities

Cultural Affairs

The Cultural Affairs Department oversees the Irving Arts Center, and the city's museums and historical archives, under the supervision of the Executive Director of the Irving Arts Center.

PUBLIC MUSEUMS

Jackie Townsell Bear Creek Heritage Center is one of the finest repositories of African-American culture and heritage in Texas. The facility was created to honor the history of the area settled in 1850 by freed slaves. The Bear Creek community in west Irving is one of the oldest African-American communities in Dallas County. The Heritage Center includes a native plant garden, the Bear Creek Masonic Lodge and community center, and the Green House and J.O. Davis House.



Jackie Townsell Bear Creek Heritage Center

Mustangs of Las Colinas Museum is adjacent to one of the largest equestrian sculptures in the world. The museum showcases the story of the eight years of work African wildlife artist Robert Glen invested in creating the Mustangs. The museum also presents a short film that brings to life the time and effort that went into designing, molding and mounting this distinctive piece of public art.



Mustangs of Las Colinas

Ruth Paine House Museum is a home restored to its 1963 look that provides a multimedia museum that tells the story of the events leading up to the shooting of President John F. Kennedy (JFK). Ruth Paine's house is where alleged JFK assassin Lee Harvey Oswald spent the night prior to the shooting at Dallas' Dealey Plaza.



Ruth Paine House Museum

HERITAGE MUSEUM

The City of Irving has allocated a small portion of its hotel tax for the construction of a historical museum. A feasibility study was completed in 2015, and the City has begun soliciting proposals for planning and design of a 15,000 square foot Irving Museum and Heritage Center to be located in part of the first floor of the old central library building located at 801 West Irving Boulevard.



Community Amenities



The Caster Cabin and train depot at Heritage Park

HISTORICAL ARCHIVES

The Irving Archives, a department of the Irving Public Library, collects documents, photographs and small artifacts that provide insight into the history of Irving. The archives' holdings encompass the political, municipal and social history of Irving. Collections include material relating to the history of the city, its schools, churches, clubs and businesses, as well as the history of its predecessor communities, founding families, and notable residents.

PRIVATE AND NONPROFIT MUSEUMS

Texas Musicians Museum (TMM) opened in 2015 and is located in Heritage Crossing in downtown Irving. The museum building is owned by the City of Irving and houses a variety of permanent displays and memorabilia such as gold records from numerous Texas musicians, meeting, event and class space for rentals, a café and music garden. The music garden hosts 600 people comfortably and provides a venue for live music shows. The city's investment in building TMM in downtown Irving coincides with the ongoing goal of making downtown Irving a regional destination and will help catalyze future development.



Texas Musicians Museum memorabilia

National Scouting Museum is the official museum of the Boy Scouts of America. Established in 1959, the museum is committed to preserving the rich, 100+ year history of the Scouting movement by collecting, organizing, preserving and displaying memorabilia; providing virtual learning adventures; and showcasing a Norman Rockwell gallery. In 2002, the collection moved adjacent to the national headquarters of Boy Scouts of America in Irving.



The National Scouting Museum

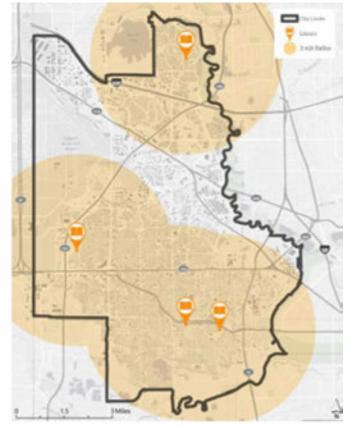
Community Amenities

Issues + Concepts

Libraries

The Irving Public Library's goal is to have a library within two or three miles of every neighborhood, and spaced four to five miles apart. Most of Irving's neighborhoods are within three miles of a library, with the gap in coverage being along the SH 114 corridor and the DART Orange Rail line. The library also has the goal of conducting 150 library programs with 5,500 participants each month.

Figure 60: Proximity of Irving Residents to Libraries



While most of Irving's neighborhoods are within three miles of a library, two of the four existing libraries are unable to adequately serve residents in their respective service areas. The East Branch Library is housed within the Human Services building, and is not an economically viable facility. The East Branch Library contains 4,800 square feet, and the cost of staffing and running the library per square foot is significantly higher than the cost of larger facilities. Although the City of Irving recently expanded the Valley Ranch Library, staff cannot keep up with the growing demand for materials and services, and with planned growth in the central and northern areas of Irving, a new or expanded facility is likely needed in the near future. The library system does not have approved bond funds available, therefore, any new construction will require a new bond election.

The South Library has a Discovery Zone designed to improve early childhood literacy skills. The Irving Library and Irving ISD collaborate to offer English as a Second Language (ESL) classes, a joint book event that takes place every October, and a teen book festival.

The library is working to incorporate new technology and targeted services into its facilities. The library system provides bilingual staff proficient in Spanish, Hindi and other languages, as well as materials in a variety of languages to serve the diverse residents. The two newer libraries, the South and West libraries, were built to accommodate modern technology. The remodeling of the Valley Ranch Library incorporated additional technology as well.



Irving Arts Center

The Irving Arts Center had an operating budget of \$4.5 million in 2014-2015, with \$600,000 in earned income. There is no private fundraising to support the Arts Center itself. Eleven resident art organizations are the Center's primary tenants. They are all 501 (c)3 nonprofits, operating independently and retaining revenues earned through ticket sales and fundraising. They offer a wide variety of programs at the Center and elsewhere in Irving. Irving Arts Center provides centralized ticketing services and funding support through two grant programs. Resident and community organizations meeting eligibility requirements can apply for funding to produce arts and cultural activities in Irving.

The City of Irving has established a cultural and arts program under the Irving Arts Center and Board through the use of dedicated funds available from the hotel tax generated in the city. This funding source should be protected from use in other city initiatives. The City of Irving must be aware of the status of the state laws that enable this funding, and should be able to respond effectively to any proposed modifications to these laws.

Funding for the arts is a challenge, with funding sources limited to primarily earned income and city support. Some hotel occupancy tax can support the arts as long as the programs meet the legislative requirements, including promoting tourism and the arts.

Criteria for Using the Hotel Tax

Criteria #1: Every expenditure must directly enhance and promote tourism, and the convention and hotel industry.

Criteria #2: Every expenditure of the hotel occupancy tax must clearly fit into one of the following nine statutorily provided categories for expenditure of local hotel occupancy tax revenues.

- 1. Funding the establishment, improvement, or maintenance of a convention center or visitor information center.
- 2. Paying the administrative costs for facilitating convention registration.
- 3. Paying for advertising, solicitations, and promotions that attract tourists and convention delegates to Irving or its vicinity.
- 4. Expenditures that promote the arts.
- 5. Funding historical restoration or preservation programs.
- 6. Funding certain expenses, including promotional expenses, directly related to a sporting event within counties with a population under one million.
- 7. Funding the enhancement or upgrading of existing sports facilities or sports fields for certain municipalities.
- 8. Funding transportation systems for tourists.
- 9. Signage directing tourists to sights and attractions that are visited frequently by hotel guests in the municipality.

THE PLAN

Community Amenities

Community Amenities Goals, Strategies + Actions

Goal 1: Ensure library facilities are properly located and upgraded to provide quality citywide library services. Plan for new facilities to meet future growth.

Strategy 1.1

Plan new library facilities as needed to provide equitable access for specialized populations.

Strategy 1.2

Plan for a new library facility that will serve future growth centers along the SH 114 corridor and the DART Orange Rail line.

Strategy 1.3

Explore relocating the East Branch Library into a mixed-use development as a ground-floor tenant.

Strategy 1.4

Partner with other facilities to provide neighborhood centers. Potential partners include the Irving Arts Center, or community or recreation centers.



Community Amenities Goals, Strategies + Actions

Goal 2: Expand library programming to include creative programming that responds to community needs.

Strategy 2.1

Continue to offer ESL classes, and begin offering GED and citizenship classes.

Strategy 2.2

Expand the collection to enhance availability and to provide materials for a diverse community.

Strategy 2.3

Include programming with a focus on children and families such as junior players, and a children's theater or black box theater; a family place library; or a nature, arboretum or gardening focus.

Strategy 2.4

Consider other creative strategies and programming to bring community services to neighborhoods and to attract younger users; an e-book only library; kiosk libraries in dense areas, or other emerging library concepts with efficient downloads and enhanced services.

Community Amenities

Community Amenities Goals, Strategies + Actions

Goal 3: Use arts and cultural resources to bring Irving together as one cohesive city made up of vibrant, diverse neighborhoods.

Strategy 3.1

Implement the recommendations of the arts and cultural needs assessment.

Strategy 3.2

Identify and acknowledge specific neighborhood needs, and celebrate Irving's unifying culture and many ethnicities.

Strategy 3.3

Promote and support cultural diversity through the arts. Evaluate and develop programming at the Irving Arts Center and at other cultural facilities that responds to community needs and bridges gaps within the community, while also celebrating diversity. Create satellite centers that draw on the culturally diverse areas in which they exist.

Strategy 3.4

Develop a strategy to involve the corporate community to support the arts.

Strategy 3.5

Explore innovative programming that brings the arts to different areas of the city through outdoor festivals, public art, pop ups, or a mobile exhibit cart.



Community Amenities Goals, Strategies + Actions

Goal 4: Promote Irving's cultural assets to create vibrant neighborhoods and activity centers.

Strategy 4.1

Promote the Irving Arts Center as a regional venue for diverse cultural offerings.

Strategy 4.2

Identify programming to promote Irving's entertainment district.

Strategy 4.3

Promote the music factory and other emerging entertainment venues.

Strategy 4.4

Promote and create festivals and other events that take advantage of Las Colinas' Urban Center and natural assets including water, density and public gathering areas.

Strategy 4.5

Develop better connections from the DART station to the entertainment district.

Strategy 4.6

Promote visitors to Heritage Crossing to expand brand.

- Promote downtown events.
- Leverage Texas Musicians Museum to attract visitors to downtown.

Strategy 4.7

Create satellite art and culture offerings such as pop-up events that build on assets in Heritage Crossing. Examples include a gallery walk, soda fountain, the Texas Musicians Museum, creating temporary walkable spaces to host major downtown events.

Strategy 4.8

Continue efforts to develop a 501(c)3 historical museum.

Strategy 4.9:

Review parking availability and event permitting for alcoholic beverage sales and consumption at city facilities to accommodate more festivals and large events.

THE PLAN

Community Amenities

Community Amenities Goals, Strategies + Actions

Goal 5: Leverage key developments in Irving to attract and enhance economic development target markets.

Strategy 5.1

Explore further development and funding of the Cultural Affairs Department to manage festivals, the arts center, museums and other events.

Strategy 5.2

Identify meetings and conventions key to Irving's economic development target markets, and pursue for future dates in Irving.

Strategy 5.3

Coordinate with internal and external stakeholders to identify parking solutions and mass-transit strategies to effectively move people to and through key developments throughout Irving including the entertainment district, convention center hotel, Heritage Crossing, and former stadium area (PUD #6).

Strategy 5.4

Expand the public relations campaign to increase participation in arts center programs.

Strategy 5.5

Increase publicity to grow cultural, ethnic and community-based involvement in the arts center.



Community Amenities Goals, Strategies + Actions

Goal 6: Plan for maintenance and ongoing programming of the Irving Arts Center as a key cultural asset.

Strategy 6.1:

Continue to support the Irving Arts Center as a state-of-the-art facility.

Strategy 6.2:

Plan for short- and long-term needs including expansion of programs and facilities, building new infrastructure, purchasing land, and participating in bond programs.

Strategy 6.3:

Review and analyze arts center expansion needs to meet customer demand.

Strategy 6.4:

Develop a parking management plan for the arts center.

Strategy 6.5:

Develop marketing and advertising strategies to promote increased community involvement. Invite residents from all over the city into the arts center.

Strategy 6.6:

Upgrade technology in service provision to improve efficiencies.

Strategy 6.7:

Explore a public arts program for the city. Expand the concept of arts to include walkable places, green spaces and transportation opportunities—all factors that contribute to the beauty and culture of Irving.

THE PLAN

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Community Amenities

Community Amenities Goals, Strategies + Actions

Goal 7: Plan for maintenance and ongoing programming for the Irving Convention Center as a key cultural asset.

Strategy 7.1:

Continue to support the Irving Convention Center as a state-of-the-art facility.

Strategy 7.2:

Plan for short- and long-term needs including renovations and re-use of facilities, new infrastructure and participating in bond programs.

Strategy 7.3:

Review and analyze convention center enhancement needs to meet customer demand.

Strategy 7.4:

Upgrade technology in service provision to improve efficiencies.

Strategy 7.5:

Parking management and efficient transportation options are critical to the long-term success of the city's convention district. A parking management plan has been developed and it is expected that the construction of the Music Factory and headquarter hotel garages should provide sufficient additional parking to accommodate the majority of user needs. The district must be prepared, however, to address the occasional "Easter Sunday" when demands will be unusually high, and to provide alternatives for transit users. DART service in and around the area, along with supplemental routes provided by the Area Personal Transit system managed by DCURD, are critical to the efficient movement of guests in and out of the district.



Community Amenities Goals, Strategies + Actions

Goal 8: Address revenue opportunities and options.

Strategy 8.1:

Market the services of the Irving Arts Center to other cities in the Metroplex without facilities, such as Grand Prairie.

Strategy 8.2

Implement a plan to attract new entertainment- or recreation-oriented businesses to Irving, the likes of Grapevine's Great Wolf Lodge, Plano's Angelika Theater, min-golf, etc.



Fiscal Security

The newness effect of a new thing wears off in nine months to a year, but financial security can last a lifetime.

~ Dan Buettner

Introduction

The City of Irving's annual budgeting process produces a structurally balanced budget, and is guided by the City of Irving's strategic planning and long-range community and financial plans. This strong financial management approach allows the City of Irving to endure economic ups and downs with resiliency, while also responding to community desires and needs. Irving's large corporate tax base, formal investment and reserve policies, and healthy reserves have allowed the city to maintain its AAA bond rating for general obligation debt.

Sound fiscal decisions and investments allow the City of Irving to leverage its favorable bond rating, but require the city to carefully prioritize needs for major capital improvements vital to maintaining the high quality of public infrastructure and service that residents and businesses expect. The City of Irving will continue to maintain its sound fiscal policies and operations to ensure long-term financial health.

People will say...

- » Irving maintains facilities, services and infrastructure throughout the city.
- » Aging infrastructure is updated, including drainage, water and sewer lines, roads, sidewalks, intersections, and neighborhood lighting, ensuring quality service to existing users and capacity for future growth.
- Irving maintains its existing parks, pools and trails, and provides new recreational facilities. Parks and open spaces are easily accessible to residents in every neighborhood.
- Irving is growth-oriented, committed to the support and continuous improvement of existing businesses, infrastructure, amenities and the workforce.

Fiscal Security

HOW WE GET THERE - IRVING'S STRATEGY WILL BE TO:

- Set the standard for sound governance, fiscal management and sustainability.
- Make operational decisions for long-term financial sustainability.
- Invest in systematic infrastructure improvements.
- Invest in the capital improvements program and operations to ensure high-quality infrastructure and services for residents and visitors.
- Maintain a revenue stream that allows the ongoing maintenance and periodic replacement of infrastructure investment and provision of necessary public services.
- Invest in community development, street improvements (for cars, bikes and pedestrians), storm drainage improvements, parks services, city buildings, solid waste infrastructure, fire services, police services, citywide communication and IT infrastructure, libraries, gateway initiatives, and recreation center facilities.

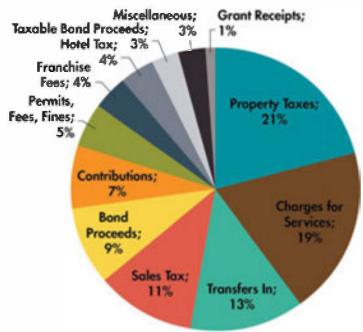


Irving Today

Current Revenues and Spending

The City of Irving's budget is funded from a variety of revenue sources. These include property taxes (21 percent), charges for services (19 percent), transfers from other funds (13 percent), sales tax (11 percent), bond proceeds (9 percent), contributions (7 percent), and a number of other smaller funding sources listed below in Figure 61.

Figure 61: Total Source of Citywide Funds FY 2015-16



Source: FY 2015-16 Adopted Budget

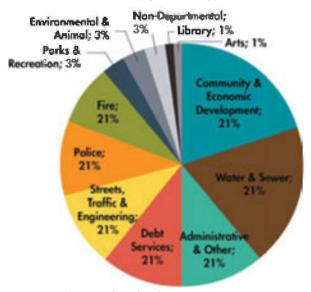
The total adopted budget for all funds for Fiscal Year 2015-16 was \$596,535,971. Excluding internal transfers provides \$499,586,147 in available funds.

- Operating expenditures account for \$354,377,617, which is 59 percent of the total budget.
- Operating costs have increased in response to increased demands for service, including increased staffing for Fire Station #12 and Medic #1.



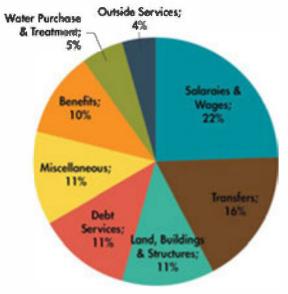
- Debt Service Funds are 11 percent of total funds and include general debt service, special revenue and other loans.
- Capital projects and equipment purchases total \$80,184,786, or 14 percent of the total budget.

Figure 62: Uses of Funds by Service Type FY 2015-16



Source: FY 2015-16 Adopted Budget

Figure 63: Uses of Funds by Expense Type FY 2015-16



Source: FY 2015-16 Adopted Budget

General Fund

The General Fund is the City of Irving's main operating fund. The General Fund is used to account for all revenues and expenditures not accounted for in other designated funds. It receives a greater variety and amount of revenues, and it finances a wider range of governmental activities than any other fund. The General Fund is supported by property (ad valorem) tax, sales tax, franchise fees, zoning and development fees, permit fees, fines and other charges, recreation fees, and other miscellaneous revenue sources.

General Fund expenditures support the following major functions: police, fire, public works, parks and recreation, library, inspections, community development, code enforcement, economic development, municipal court, and other general governmental services.

While the General Fund has the most diverse revenue streams of any city fund, two primary sources, property taxes and sales taxes, account for 75 percent of General Fund revenues.

Since the end of the last recession in 2011, Irving has experienced a steady and sustained increase in property and sales taxes. This has allowed the City of Irving to restore many services that had been curtailed during the recession, and also fund new programs and expanded services requested by residents and City Council.

Fiscal Security

PROPERTY TAX

Property taxes are local taxes that provide the largest source of money that Irving uses to fund the General Fund, which pays for streets, roads, police, fire protection and many other services. Texas law establishes the process followed by local officials in determining the value for property, ensuring that assessments are equal and uniform, setting tax rates and collecting taxes. Local property taxes are assessed locally, collected locally, and used locally. Local governments, including school districts, cities, counties and various special districts, collect and spend these taxes.

Irving's property tax rate is 0.5941 per \$100 valuation for Fiscal Year 2015-16, which is well below the median property tax rate of cities in Dallas County (0.6791).

More than 70 percent property tax revenue is derived from commercial real estate or business personal property, which makes Irving unique compared to other large, full-service cities in the North Central Texas region. This commercial concentration enables Irving to have one of the lowest tax rates in the region. However, demonstrated in the 2001 and 2007 recessions, Irving is more susceptible to revenue decreases caused by downturns in the economy.

STATE AND LOCAL SALES TAX

Along with property taxes, sales tax is a critical source of revenue, enabling the City of Irving to provide high-quality services for residents and businesses. The Texas state sales and use tax rate is 6.25 percent, but local taxing jurisdictions (cities, counties, special purpose districts, and transit authorities) also may impose sales and use tax up to 2 percent for a total maximum combined rate of 8.25 percent. In Irving, the local tax rate is 1 percent. Along with 12 other cities in the Dallas area, Irving businesses also collect a 1 percent tax to fund DART transit service, making the effective sales tax rate 8.25 percent.

Table 18: Ad Valorem Tax Rate History

City	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Fort Worth	0.855000	0.855000	0.855000	0.855000	0.855000	0.855000
Dallas	0.797000	0.797000	0.797000	0.797000	0.797000	0.797000
Garland	0.704600	0.704600	0.704600	0.704600	0.704600	0.704600
Denton	0.689750	0.689750	0.689750	0.689750	0.689750	0.689750
Grand Prairie	0.669998	0.669998	0.669998	0.669998	0.669998	0.669998
Arlington	0.648000	0.648000	0.648000	0.648000	0.648000	0.648000
Mesquite	0.640000	0.640000	0.640000	0.640000	0.640000	0.640000
Richardson	0.635160	0.635160	0.635160	0.635160	0.635160	0.635160
Carrolton	0.617875	0.617875	0.617875	0.617875	0.615375	0.612875
Irving	0.576100	0.598600	0.598600	0.598600	0.594100	0.594100
Plano	0.488600	0.488600	0.488600	0.488600	0.488600	0.488600

Source: FY 2015-16 Adopted Budget



Bond Rating

The City of Irving is among a select few Texas cities that enjoy a AAA bond rating, which Irving has held since 1996. When the City of Irving sells bonds for capital improvement projects such as city street improvements, library construction, or parks enhancements, the top rating allows the City of Irving to save money by receiving the lowest interest rate possible. This, in turn, allows the city to provide more improvements at less cost and maintain its low property tax rate, which benefits Irving's property owners.

Sound fiscal decisions and investments allow the City of Irving to leverage its favorable bond rating, but require the City of Irving to carefully prioritize needs for major capital improvements and maintenance on critical street improvements, storm drainage upgrades, and solid waste infrastructure. These elements are vital to maintaining the high quality of public infrastructure and service that residents and businesses expect, and contribute strongly to the high quality of life in Irving.

Responsible Leadership

The City of Irving has been recognized at the highest level for its excellence in fiscal transparency by the Texas Comptroller's Leadership Circle, a program that recognizes local Texas governments and school districts that meet the highest standards for financial transparency online. Platinum-level designees are models for other cities to follow, according to the Leadership Circle.

To be recognized by the program, Irving met the following four criteria: having an adopted budget for Fiscal Year 2014-15, a current annual financial report, a current check/expense register, and a transparency page online. Residents can access financial information online, at cityofirving.org/budget. The Leadership Circle was launched in 2009 as a way to recognize cities and school districts in the state that make their financial records available to the public, provide clear information about how they spend tax dollars, and share detailed information in an easy-to-read format.

Fiscal Security

Base Case Scenario and Indicators

Scenario planning is a map-based exercise that examines the range of possible futures. After several test scenarios, the Imagine Irving future scenario was created, which incorporates growth strategies for greater infill, redevelopment and creating mixeduse neighborhood centers and districts. While it is not a forecast or a prediction, the scenario provides a wealth of information about how the effects of policy choices playout compared to a baseline. These indicators include: new housing units, new jobs, acres of land consumed, redevelopment rate (how much new development takes place on previously developed versus undeveloped land), future infrastructure needed to serve growth (new lane miles of road and associated costs), projected property and sales tax revenues, based on current rates, and many more. All of these indicators can be helpful in looking to the future with the goal of maintaining a sound fiscal outlook for the City of Irving's finances.

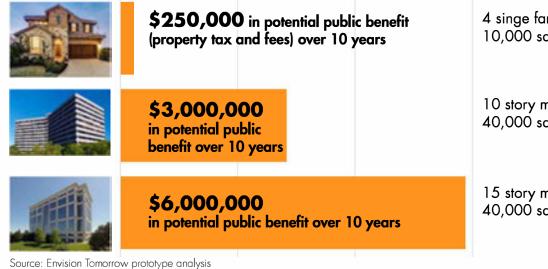
Table 19: Scenario Indicators Related to Fiscal Health and Secruity

Indicator Name	Imagine Irving Future Scenario		
New Housing Units (net increase)	27,000		
New Jobs (net increase)	89,000		
Redevelopment Rate			
Housing	26%		
Employment	33%		
Property tax revenues per acre			
Increase over base case	15%		
Sales tax revenues per acre			
Increase over base case	17%		

Source: Imagine Irving Scenario indicators

Table 19 shows a selection of the scenario indicators relevant to the City of Irving's fiscal health and security. Figure 64 demonstrates how potential public revenues (including property tax and development fees) can vary widely between land uses. Strategic use of commercial land will be important for the City of Irving's fiscal policy.

Figure 64: Comparison of Potential Public Benefit per Acre over 10 years



4 singe family homes 10,000 sq ft lot each

10 story mixed use office/retail 40,000 sq ft lot

15 story mixed use office/retail 40,000 sq ft lot



Issues + Concepts

Lessons Learned from the Scenarios

The Imagine Irving scenario supports the financial case for increased density of development including mixed-use infill, higher value redevelopment, and development of neighborhood-serving centers and corridors.

Infill and redevelopment of aging residential and commercial areas is one of the key land use strategies of this comprehensive plan, supported by residents as the top concern in the Imagine Irving survey (April 2015). In addition to the community benefits, redevelopment is a smart fiscal policy that will add value to underutilized areas of Irving, adding to the tax base and improving the City of Irving's cash flow. Compared to the "business as usual" base case, the Imagine Irving future growth scenario demonstrates that strong infill and increased density would increase tax revenues per acre.

Best Practices to Secure Financial Stability

The City of Irving has prioritized fiscal policy at all levels of its planning initiatives. Fiscal planning extends from long-range efforts such as this comprehensive plan (20-30 year horizon) and the financial plan (10-15 year horizon), to strategic plans (2-3 year horizon) that identify and align mid-range goals with focus areas, and the annual budget that addresses immediate needs, departmental spending and capital projects. The City of Irving should continue to practice sound financial planning for the benefit of all.

CONTINUED EXCELLENCE

The City of Irving has a robust fiscal planning structure that should be celebrated and maintained. The city's actions have created demonstrable results and gained distinction at the state level. The City of Irving should continue these budgetary actions that go beyond accounting to include goal and policy setting for the near and long term. This process enables quality decision-making and high-quality service and performance.

BALANCED SPENDING FOR COMMUNITY NEEDS

The City of Irving provides high-quality services to its residents and businesses. In the future, the City of Irving will need to use some of its bonded capacity to make vital investments and upgrades to its infrastructure to maintain quality of service as systems and equipment age. Infrastructure (especially roads, sidewalks, water, wastewater and stormwater) and redevelopment were standouts as the top priorities expressed by participants in the Vision Survey (November 2015). Recreational options including sidewalks, trails, and recreation centers also were high priorities. To serve Irving's residents, visitors and businesses, and continue attracting toplevel business and talent, the City of Irving should prioritize the improvements and investments based on infrastructure master plans developed by city departments that serve community needs.

THE PLAN

Fiscal Security

INFILL AND REDEVELOPMENT

Targeted infill and redevelopment are featured land use policies because they achieve community desires to improve and reinvest in all parts of Irving. It also is a beneficial fiscal policy that increases overall revenues and revenues per acre by improving land value in Irving. Infill development will allow the City of Irving to maintain the low property tax levels, while building additional capacity to provide community services. Sales and property tax resources generated should be used to help support new services and needs, and upgrade and add infrastructure.

BALANCED BUDGET

The budget of each fund should be prepared so available funds meet or exceed expected expenditures. A balanced budget is one that is adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed revenues. One of the key directives for every budget year is to maintain a structurally balanced budget to ensure short- and long-term financial sustainability.



Fiscal Security Goals, Strategies + Actions

Goal 1: The City of Irving sets the standard for sound governance, fiscal management and sustainability.

Strategy 1.1

Implement leading-edge practices for achieving quality and performance excellence.

- 1.1.1 Continue a holistic customer service philosophy throughout the organization.
- 1.1.2 Recruit, retain and grow a skilled and diverse workforce.
- 1.1.3 Support transparent and inclusive government.

Strategy 1.2

Protect the City of Irving's financial integrity and credit worthiness.

- 1.2.1 Implement programs to reduce organizational risks.
- 1.2.2 Implement employee benefits and services that promote financial security, control costs, and retain talented staff.
- 1.2.3 Manage Bond Rating performance metrics that promote strong credit ratings.

Strategy 1.3

Advance the City of Irving's legislative interests and develop partnerships with other government entities.

Strategy 1.4

Enhance the quality of decision-making with legal representation and support.

Fiscal Security

Fiscal Security Goals, Strategies + Actions

Goal 2: Make operational decisions for long-term financial sustainability.

Strategy 2.1

Contain costs and increase operational efficiency.

Strategy 2.2

Maintain adequate financial reserves.

Strategy 2.3

Develop and deploy a long-range financial planning process.

Strategy 2.4

Continue to evaluate service rates to comply with regulatory and infrastructure needs.

Strategy 2.5

Establish appropriate equipment replacement funding levels.

Strategy 2.6

Identify ways to increase bonding capacity to support infrastructure needs.

Strategy 2.7

Manage long-term pension liabilities.



Fiscal Security Goals, Strategies + Actions

Goal 3: Invest in systematic infrastructure improvements.

Strategy 3.1

Secure a reliable future water supply.

Strategy 3.2

Develop and fund an aggressive multiyear capital improvement program.

Strategy 3.3

Expand, extend and maintain the major thoroughfare network.

Strategy 3.4

Maintain and extend water, wastewater and stormwater systems.

Strategy 3.5

Support strategic investments in city facilities.



Poverty, Health + Education

Health is a state of complete, physical, mental and social wellbeing and not merely the absence of disease or infirmity.

~ World Health Organization definition of "Health"

Introduction

Throughout the Imagine Irving planning process, residents indicated that education and health services are intrinsic to the process of planning for Irving's future. Lack of transportation, access to education, unfamiliarity with current technology, and linguistic or literacy barriers impede some residents from finding and using services and information that may be vital to their well-being. Poverty exacerbates these issues. When considering quality of life, both quality of education and access to health care are high priorities.

The foundation of community prosperity and economic success is built on education and good health. While the City of Irving does not have direct control over education systems or health providers, it participates by supporting the efforts of Dallas County on health issues, and the school districts and higher education facilities on educational issues.

Close to 14 percent of families in Irving experience

People will say...

- » Irving provides access to high-quality health and education opportunities and resources across the community.
- » Irving's neighborhoods allow residents access to quality housing, jobs, education and health care.
- » Irving's educational system prepares its workforce to succeed in all segments of the economy, and includes training for a variety of job skills.

THE PLAN

Poverty, Health + Education

Respondents prioritized the following health and education issues in the Imagine Irving survey:

- » Provide trails and sidewalks to encourage walking as a healthy part of daily life.
- » Create complete neighborhoods with easy access to schools, clinics, shopping and services.
- » Work with hospitals and health care facilities to expand service areas.
- » Coordinate with developers and school districts to ensure schools are not overcrowded.
- » Coordinate health and educational services with state and federal agencies to make sure money is not being wasted through duplicated efforts.
- » Improve bus and trail service to connect residents with schools and health services.

poverty. These households contain nearly 15,000, or 24 percent, of Irving's children (younger than 18 years). In Texas, 17 percent of all elderly live in poverty, a rate that continues to increase. Many seniors living in poverty are forced to choose between food and medicine. The youth and elderly are especially vulnerable to the impacts of poverty, with adequate food, health care and stability often at risk. People living in poverty often have higher needs of health and educational services. As such, providing services for people at risk and living in poverty is closely linked to Irving's health and education issues and the City of Irving's ability to support Dallas County's and the school districts' efforts to provide health and education facilities and programs to Irving residents.

Healthy lifestyles for families, children and the elderly, in an environment that is conducive to learning. requires essential elements such as clean air and water. safe routes to schools, open spaces for recreation, and access to healthy food choices. High-quality public libraries, varied cultural resources, and museums add to improvements in resident quality of life. Thriving career-building educational opportunities provided by Irving's school districts, private schools, charter schools, and other education assets such as University of Dallas, North Lake College, and vocational and technical training centers, also are central to achieving Irving's vision. The purpose of this chapter is to ensure the City of Irving efficiently supports the efforts of agencies and organizations addressing health and education issues, and that strategies are developed to understand and address the issues of Irving's residents who are living in poverty.



Poverty in Irving

Chronic poverty is a persistent social issue, and it is evidenced in the large number of Irving residents who are precariously housed. While the City of Irving has had success in housing homeless individuals and families, the need for homelessness prevention services has not appreciably dropped in the past two to three years. Reduced opportunities for fulltime employment for unskilled workers, high rent costs, payday lending, and client inability to weather financial emergencies are all contributing factors to the problem. Complicating the issue is a dramatic reduction of assistance funding, both in the public and private sectors.

According to 5-year American Community Survey Census Data in 2014, Irving's Median Household Income was 95.3 percent of the national figure and 96.9 percent of the State figure. While slightly higher than the State Per Capita Income (PCI), the City's PCI is 94.4 percent of the national figure.

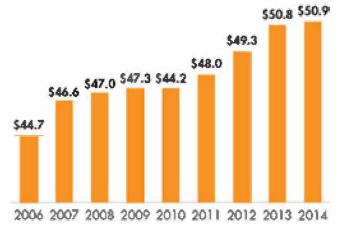
Figure 65: 2014 Median Household Income Comparison



Source: American Community Survey (ACS), 5-Year Data (2010-2014), Census Bureau

By income definitions established by the U.S. Department of Housing and Urban Development (HUD), 42,268 (51%) of Irving households were considered low to moderate income households in

Figure 66: 2006-2014 Median Household Income in Irving (in thousands)



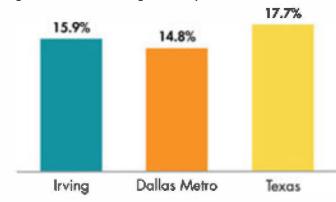
Source: American Community Survey (ACS) 5-Year Data (2010-2014), Census Bureau

2014. It is also worth noting that the city's median income increased by approximately \$3,600 or nearly 8% between 2010 and 2014. The 2014 the median income figure for a family of four in Dallas County, calculated by HUD, is \$48,800.

However, the percentage of families living at or below the poverty line in Irving remains higher than the Dallas Metro area at nearly 16% in 2014. Additionally, over 40% of rental units and nearly 30% of owner occupied units are unaffordable given the income of the households living in them (See Housing Chapter page 98).

Poverty, Health + Education

Figure 67: Families Living in Poverty in 2014



Source: American Community Survey (ACS) 5-Year Data (2010-2014), Census Bureau

Full-time employment, affordable child care, housing, and transportation are all necessary to maintain housing stability for lower income families. Access to healthcare, life skills training, and additional education and/or training, including GED programs, and English as a Second Language, are valuable, if not necessary, in most situations. The City of Irving works to coordinate the provision of these services through partnership with non-profit, faith-based, and other community resources.

Persons at risk of homelessness are defined as individuals or families facing immediate eviction and who cannot relocate to another residence. Statistics on this population cannot be provided directly, but an examination of the data on overcrowding and upon cost burdened households provides some insight into the extent of the problem in Irving. Particular attention is accorded to households in the extremely low-income range as these represent the most stressed and vulnerable group. 2006-2010 data from HUD's Comprehensive Housing Affordability Strategy (CHAS) indicate that there were 2,755 low-income renter households (645 in the extremely low-income range and 1,045 very low-income households) with overcrowding (overcrowding is defined as more than

1.01 persons per room), or 3.4% of all households at that time. 20 low-income renter households with severe overcrowding (> 1.51 persons per room). The situation among owner households is not as difficult – there were 145 low-income Owner households with severe overcrowding and 145 owner households with overcrowding.

However, as noted above, the number of extremely low-income renter households with severe cost burden is 5,700 and another 2,740 very low-income renter households face a severe cost burden according to CHAS. Extremely low-income owner households facing a severe cost burden number 975 and another 1,470 very low-income owner households face a severe cost burden. The average household in Irving numbers 2.65 persons, which means 15,105 extremely low-income renters and 2,584 people in extremely low-income owner-occupied housing could be on the edge of homelessness.

Health Today

Irving has a robust health care system with Baylor Scott & White Medical Center, Las Colinas Medical Center, Our Children's House Las Colinas, Irving Health Center, as well as numerous surgical hospitals, clinics, treatment, and rehabilitation facilities. Irving also is home to a new development—the Texas Center for Proton Therapy, one of 11 proton therapy cancer care centers in the United States. There are only 37 such facilities world-wide.

While Irving has high-quality health providers, access to health care can be impeded by a lack of transportation options. The most vulnerable populations are the disabled, elderly or poor who may not be able to drive. Barriers that limit access to health care and contribute to inequities in care are primarily financial, organizational, and sociocultural.



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Poverty, Health + Education

Special Populations

SENIOR SERVICES

Twenty-one percent of Irving's population is over 50 years of age. This age group, which is projected to increase during the next few decades, can experience changing needs over time. Many residents want to age in place and remain in their homes, and some will need assistance in meals, health care and daily care.

The City of Irving's 40,000 squarefoot Heritage Senior Center (HSC) offers programming and activities for seniors age 50 and older. Amenities include classrooms, a dining room and ballroom, common rooms, a library, craft room, billiards, computer room, and a fully-equipped fitness room. Seniors also have access to the Heritage Aquatic Center. Activities for seniors include fitness classes, field trips, workshops and guest speakers. Assistance with transportation needs, social security benefits counseling, and tax preparation is provided to HSC members. Lunch, sponsored by the City of Irving, the Dallas Area Agency on Aging, and the Texas Department of Aging and Disability Services, is offered daily for a small fee/donation. In addition, the City of Irving has a home rehabilitation program primarily for seniors.

YOUTH AND FAMILIES

The Family Advocacy Center (FAC) provides free counseling services to Irving's youth and families. This unique hybrid of nonprofit organization and municipal services aids in providing case management services and counseling for individuals, families, couples and groups. Group counseling and education classes for parenting skills; anger management; and overcoming domestic violence, trauma from crime victimization. and child abuse are available to Irving residents though this facility.

The City of Irving provides a significant portion of the FAC operating budget to maximize outreach to Irving residents. The nonprofit corporation, Irving Family Advocacy Center, also raises money through fundraisers and receives various grants to fund programs and services. The center brings together the Irving Police Department's Domestic Violence Unit, Family Counseling Services,

Victim Services, Family Outreach. and the Texas Department of Protective and Regulatory Services to focus on building stronger and healthier families in a safe environment.

VICTIMS OF DOMESTIC VIOLENCE

The City of Irving owns a shelter for victims of domestic violence, which is run by Brighter Tomorrows, Inc. The 25-year-old facility is the only such shelter in Irving. The shelter's mission is to reduce violence and empower victims of domestic and sexual violence by providing emergency safe shelter and support services. The shelter provides emergency safe shelter to women and their children, answers crisis hotline calls, provides counseling for domestic violence survivors and their children, and serves meals to families. Brighter Tomorrows also has a Counseling and Resource Center that provides residential and non-resident counseling for



The Heritage Senior Center

THE PLAN

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domestic violence and sexual assault clients, legal advocacy, support groups, referrals, and community education. In addition, Brighter Tomorrows provides transitional housing services to victims of domestic violence.

HOMELESS SERVICES

The City of Irving views homelessness as a high priority community concern and strives to develop community-based solutions for this issue. The City of Irving participates in the Dallas Area/Irving Continuum of Care (CoC). The CoC is a regional coalition of governmental, faith-based, educational, and nonprofit organizations who aim to regionally address homelessness and increase family self-sufficiency.

In conjunction with national, state, and regional efforts, the Irving community conducts a survey and count of the unsheltered homeless in Irving each year, and finds the population is steadily between 25 and 30 persons (27 in 2016). The needs of each person are different, and the needs of the suburban homeless differ from those of the inner-city homeless. The City of Irving also works closely with the Irving nonprofit and faith-based communities to find the most effective means of providing services to match these different needs. In essence, homelessness in Irving is comprised of several key components:

 Chronically homeless – Persons who have lived on the streets for multiple years and have either mental health or physical disabilities. These homeless persons are usually individual males, between the ages of 35-55. Permanent supportive housing programs, where rental assistance is combined with intensive case management, seems to be the most effective method for addressing this population's needs.

- Newly unsheltered homeless This population is the most difficult to identify. These are typically female-headed families, of which the head of household is between 25-45 years old, residing in their vehicles. Rapid re-housing programs, where rental assistance is provided on a short-term basis, is an effective vehicle in returning these families to self-sufficiency.
- Sheltered homeless Irving has several sheltering opportunities for vulnerable segments of this population. This includes a youth transitional housing facility, transitional housing and emergency sheltering for victims of domestic violence, and Family Promise, a faith-based homeless family sheltering program. Shelters work with re-housing programs to coordinate permanent housing options.
- At-risk of homelessness Persons who are chronically poor and are likely to become homeless in a financial or health crisis. This category includes people living in hotels, people who are behind in their rent/mortgages, and people living with friends and family. Several nonprofit agencies, partially assisted through City of Irving funding, provide aid to these families. Strategies include providing social services to improve financial and health stability such as dental care, child care, educational training, financial counseling and rental assistance.

Irving Community Health Board

Irving's Community Health Board oversees health issues in Irving, and recommends public health policies to the City Council with the intent of making Irving a heathy place to live, learn and work. The board works to implement the following services:

 Monitor health status to identify and solve community health problems.



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- Investigate health problems and health hazards in the community.
- Inform, educate, and empower people about health
- Mobilize community partnerships to identify and solve health problems.
- Develop policies and plans that support individual and community health efforts.
- Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
- Ensure a competent public and personal health care workforce.
- · Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
- Provide research for new insights and innovative solutions to health problems.

Education Today

The Irving Independent School District (IISD) educates the majority of Irving's children. However, Irving is also served by the Carrollton-Farmers Branch ISD and the Coppell ISD. North Lake Community College, the University of Dallas, and numerous technical training centers, and business schools are other educational assets of the community. However, with all of these assets, residents still expressed concern throughout the planning process about the reputation of the educational system and the need to enhance the public K-12 schools as a means of attracting high quality employers to Irving and maintaining residential values.



Irving ISD Points of Pride

Irving ISD operates three early childhood schools, 20 elementary schools, eight middle schools, and five high schools, along with several additional educational and support facilities.

Irving ISD's facilities encompass more than 5.25 million square feet across 613 acres. Attendance boundaries draw the district's approximately 35,000 students primarily from within Irving. Similar to Irving's demographics, the student population is racially ethnically diverse with 62.7 percent Hispanic; 19.5 percent White, Non-Hispanic (NH); 13.1 percent African-American, NH; 4.2 percent Asian/Pacific Islander, NH; and 0.4 percent Native American, NH. The district profile also indicated 68.7 percent of the student population is economically disadvantaged, 65.3 percent are at-risk, and 34.5 percent are English Language Learner (ELL) students.

- Irving ISD was named the 2015 National Advanced Placement (AP) District of the Year for mid-sized school districts.
- Irving ISD earned a spot on the 2015 list of "Top Digital Districts" for its use of innovative technology.
- Irving ISD more than doubled the number of mentors in 2014-15 to approximately 2,400 mentors serving ISD students.

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Irving ISD Schools:

- » Early childhood schools (PreK): Clifton Early Childhood School, Kinkeade Early Childhood School, Pierce Early Childhood School
- » Elementary Schools (K-5): Barton Elementary School, Brandenburg Elementary School, Britain Elementary School, Brown Elementary School, Davis Elementary School, Elliott Elementary School, Farine Elementary School, Gilbert Elementary School, Good Elementary School, John Haley Elementary School, Thomas Haley Elementary School, Hanes Elementary School, Johnston Elementary School, Keyes Elementary School, Lee Elementary School, Schulze Elementary School, Stipes Elementary School, Townley Elementary School, Townsell Elementary School
- » Middle schools (6-8): Austin Middle School, Bowie Middle School, Crockett Middle School, de Zavala Middle School, Houston Middle School, Johnson Middle School, Lamar Middle School, Travis Middle School
- » High schools (9-12): Irving High School, MacArthur High School, Nimitz High School, Singley Academy, Cardwell Career Preparatory Center
- » Other Educational Facilities: Secondary Reassignment Center, Wheeler Transitional and Development Center, Ratteree Career Development Center, Newcomer Academy, the Outdoor Learning Center

- Singley Academy earned the State's Distinction Designations in all seven categories, ranking it among the top 1.9 percent of Texas schools.
- Singley Academy and Nimitz High School were two of only 17 schools internationally chosen to participate in the College Board's AP Cambridge Capstone Pilot Program.
- Irving ISD was one of 23 school districts in the state selected to participate in the Texas High Performing Schools Consortium.
- In 2015, Irving ISD earned the highest ranking on the state's accountability system and earned 37 Distinction Designations for top performance in all areas of STAAR, the State of Texas Assessments of Academic Readiness.

Carrollton-Farmers Branch ISD Points of Pride

Among the district's 38 schools, Carrollton-Farmers Branch ISD has five elementary schools (Bernice Chatman Freeman, Tom Landry, Las Colinas, La Villita and Riverchase), one middle school (Barbara Bush), and one high school (Ranchview) that serve Irving residents. More than 3,700 students who live in Irving attend CFBISD schools. Of the Irving students that attend CFBISD schools, 37% are Asian, 31% are African American, 17% are Hispanic, and 10% are White.

- CFBISD has been named a "Best Community for Music Education" for nine consecutive years.
- Ranchview High School has been one of America's Top High Schools by Newsweek Magazine.
- CFBISD offers specialized programs for students at the elementary, middle and high school levels. For example, CFBISD offers a program for exceptionally gifted students called LEAP. The International



Baccalaureate program at Las Colinas Elementary, Barbara Bush Middle School and Ranchview High School is one of the only a few K-12 continuums in Texas. In High School, students can choose to attend specialized academies including Law Academy, Biomedical Academy, International Business Academy, METSA (STEM) Academy, and Academy of Media Arts and Technology.

- Ranchview High School Class of 2017 graduates earned \$10.9 million in college scholarships and were accepted to some of the most prestigious colleges and universities in Texas and the nation.
- The district's Fine Arts program has been awarded "Best 100 Communities for Music Education" eight times.
- Carrollton-Farmers Branch offers the International Baccalaureate program from elementary through high school.
- Every fourth grade student is taught how to swim through a water safety program.

Coppell ISD Points of Pride

Coppell ISD has two of its three secondary schools (Coppell East and Coppell West) and four of its 10 elementary schools (Austin, Lee, Mockingbird and Valley Ranch) serving Irving residents. The districtwide student population of Coppell ISD is largely white (40.6 percent) or Asian (38.1 percent), with approximately 10 percent of students considered economically disadvantaged, 9.6 percent English Language Learners, 25.5 percent at-risk. The graduation rate for the Class of 2014 stood at 98.8 percent with 827 graduates.

• Coppell ISD will likely exceed 13,000 students by 2019-20 academic year, with a projected 10-year

growth of nearly 2,900 students.

- There were 37 National Merit Semi-Finalist named in the 2015-16 academic year, with a record 36 named at Coppell High School.
- Coppell ISD is one of 425 school districts in the U.S. and Canada being honored by the College Board with placement on the 6th Annual AP® District Honor Roll.

Private Education

Irving also is home to more than 20 private schools with five high schools, 19 schools providing elementary education, and 13 preschools. While a majority of these schools primarily serve Irving residents, a number draw students from around the region. For instance, Cistercian Preparatory School serves students from more than 80 ZIP codes. Approximately 55 percent of the schools are religiously affiliated.

In addition to public and private schools, Irving has an active homeschool community. A regional homeschool all-inclusive support group comprised of homeschooling families from all over the Metroplex is based in Irving. This group shares resources and activities that enhance and support the homeschooling experience.

Table 20: Public School Enrollment

Irving ISD (2015)	35,085 total students [city website]	
Carrollton-Farmers Branch ISD (2016)	3,700 Irving students [district]	
Coppell ISD (2016)	12,319 total students [district website]	

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Higher Education

Two excellent higher education institutions are located in Irving: the University of Dallas, a private Catholic, co-educational university; and North Lake College, a two-year public community college. Both institutions are high-value assets to the region.

The University of Dallas is ranked among the top 10 universities in the West by "U.S. News & World Report" and in the top 15 Catholic colleges nationwide by "Forbes." The university currently enrolls more than 1,300 undergraduate students and 1,200 graduate students from across the U.S. and the world. Academic program offerings include 29 undergraduate majors, more than 20 graduate programs, and a variety of graduate and noncredit certificate programs across four primary divisions in the arts, humanities, sciences, education, business and nursing. Noteworthy, is the University of Dallas' Doctor of Business



University of Dallas (Source: Colleges of Distinction)



North Lake College (Source: www.northlakecollege.edu)

Administration (DBA) program; the first and only AACSB-accredited DBA Program in Texas.

North Lake College, a two-year public community college, opened its doors in the fall of 1977, becoming the sixth of seven colleges in the Dallas County Community College District (DCCCD). In fall 2013, the college enrolled 11,365 students, 22 percent full time and 78 percent part-time. North Lake College's signature academic program offerings include logistics, sciences, construction technology, and a unique pairing of arts and technology. The main campus is located in Irving, along with two of the college's three satellite campuses.

There also are a variety of technical and vocational schools in the area that provide education and skills training programs designed to meet local workforce needs and fulfill individual career-building interests. DeVry University and the Aviation Institute of Maintenance are two such schools that offer degree programs in various career fields such as technological development and applications, business, aviation technology and electronics, and related aviation specialty areas. In addition, there are a number of institutions within commuting distance of Irving such as Dallas Baptist University, Southern Methodist University, Texas Christian University, Texas Wesleyan College, Texas Woman's University, University of North Texas, University of Texas at Arlington, University of Texas at Dallas, University of Texas Southwestern.

Irving's higher education institutions are committed to maintaining strategic partnerships with the community and providing quality educational opportunities to residents. With significant population growth projected for Irving during the next several decades, access and equity in higher education will continue to require community commitment and attention.

Building Footprint (2014) Public Open Space Private Open Space College Public School 1.5

Figure 68: Public Schools and Higher Education Institutions

Poverty, Health + Education

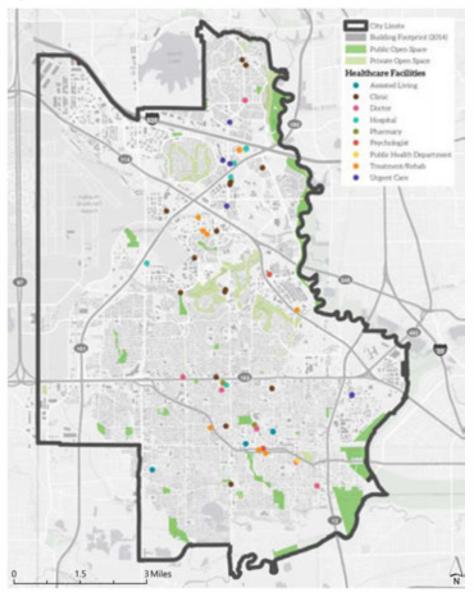
Issues + Concepts

Access to Health and Education Facilities

Health care access and educational opportunities are fundamental to the success of all people and lead to a better quality of life, personal well-being, and an overall feeling of achievement. Individuals who are economically disadvantaged are likely to be foreign born; lack family, community or cultural support; or have a family member with disabilities. They are less likely to have sufficient means to pursue a higher education degree or to afford quality health care. In most cases, these individuals will seek out existing services and programs in the communities where they live to assist them in meeting their most basic needs. It is widely understood that transportation policy, as part of a city's comprehensive planning process, is critical in ensuring residents have sufficient access to education and affordable quality health facilities and services.

Figure 69 shows that while some parts of Irving have access to major facilities and clinics, other sections of the city have much further to travel to health care facilities.

Figure 69: Health Care Facilities





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Access to Healthy Food

"Food deserts" are defined as areas of the community without access to fresh fruit, vegetables, and other healthful whole foods, and are usually found in impoverished areas. This is largely due to a lack of grocery stores, farmers' markets, and healthy food providers.

This has become a significant national issue, because while food deserts are often short on whole food providers, especially fresh fruits and vegetables, they are heavy on convenience stores that provide a wealth of processed, sugar, and fat-laden foods that are known contributors to the obesity epidemic.

Increasing Access to Healthful Foods

In addition to grocery stores, supermarkets and corner stores, there are many ways to increase access to healthful fresh food, including:

- » Community gardens
- » Farmers markets
- » Cooking classes
- » Youth and senior gardening classes to teach skills and foster intergenerational relationships

Figure 70: Location of Food Stores

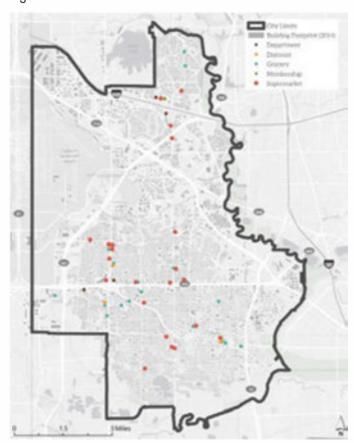
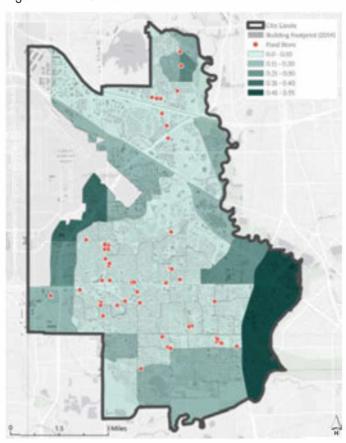


Figure 71: Low Income Areas with Low Access to Food Stores



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The USDA defines areas considered as a food desert as being a "low-access community," with at least 500 people and/or at least 33 percent of the census tract's population residing more than one mile from a supermarket or large grocery store. The following maps show the location of food stores and USDA census data set, depicting the percentages of population that is of low income and more than one mile away from a grocery store.

Workforce Training

For Irving to build a globally competitive future workforce, educational facilities will require a high level of support, coordination, and investment from public and private partners. Given its strategic location within the Dallas-Fort Worth Metroplex, Irving is poised to become an important global center. Commuters to Irving make up 89 percent of the city's total workforce. (The remaining 11 percent live in Irving.) The industries drawing the highest numbers of inbound commuters are finance and insurance (18.233 net inbound commuters). administrative/support services (14,919), and professional, scientific and technical services (11,802). For Irving residents, 24 percent of workers find employment within city limits, with the remaining

residents commuting to other regional cities and beyond. With Irving's proximity to DFW International Airport and Dallas Love Field Airport, some Irving residents commute to international destinations for work. The daily flow of commuters into Irving, coupled with 76 percent of working residents who commute out to other cities in the region, makes Irving an attractive location to live in and for workforce training. To encourage workers and business owners to live in and invest in Irving, it is important to showcase the satisfaction expressed by current residents. The annual Business Survey conducted by the City of Irving revealed that residents are satisfied with Irving as a place to live and work. Nearly three out of four residents rate living in Irving as "Excellent" or "Good," and more than seven out of 10 rate their neighborhood as a good place to live. Overall, responses from Irving residents have remained consistent from 2006-12.

Addressing the nature and scope of future skilled training needs will require collaboration with public and private K-12 schools, higher education institutions, technical and vocational schools, and state and local agencies that are involved in workforce training and development.

Facility and Neighborhood Development

Organizations, such as the Irving Schools Foundation, raise funds to support innovative educational and scholarship programs to foster academic success. This type of partnership can help direct additional resources into areas that the community feels are important to the future of the city. In addition, the City of Irving collaborates with educational institutions at all levels, including Irving's three school districts, to plan and develop neighborhood improvements such as sidewalks, streets and crossings, and public transportation. Just as schools are engaged in planning residential and business development, planning for parks, libraries and recreational facilities is equally important. Looking for opportunities to fully leverage public investments through the collaborative development of facilities and resources such as co-location of parks, libraries, schools and other relevant public assets, realizes efficiencies in capital expenditures and operations, and also creates important civic hubs to build and strengthen existing neighborhoods. This approach to investment can better facilitate family friendly, asset-rich neighborhoods as the



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backbone for Irving's future.

Additionally, various streets in Irving have been designated as "safe routes" to provide improved access to a number of elementary and middle schools. This designation aids in creating safe environments for students to walk or bike to school, supports healthier levels of physical activity, and reduces traffic congestion around nearby schools. It also is important to educate students and teachers on rules and provide safety information for walking and biking. The City of Irving has also begun a sidewalk improvement program in lower income neighborhoods to improve access along these routes to school.

City-School District Coordination

Education is the key underlying element for personal and community economic success. According to 2014 data from the Bureau of Labor Statistics, median weekly earnings generally rise with education attainment, while unemployment rates fall. While weekly earnings for a person who did not receive a high school diploma are less than half of that of a person holding a Bachelor's degree, their unemployment

Currently, Irving ISD is offering Advanced English as a Second Language (ESL) classes at the West Irving Library, and ESL/GED Intro classes at the East Branch Library. Literacy Instruction for Texas is providing ESL classes at the South Irving Library.



rate was more than 2.5 times greater. Maintaining economic competitiveness relies on a sound educational system that can attract and retain students.

In addition, having a strong education system and an educated workforce is key to attracting businesses and corporate leaders,

and the people who work for them. With the increase of job requirements and employer expectations, education equity and opportunity can provide the necessary skills for a productive workforce and will improve overall quality of life.

Aside from collaboratively planning

Poverty, Health + Education

physical assets, the City of Irving recognizes the importance of coordinating with and supporting its companion school districts to assure continued enhancements of the school system, and Irving as a whole. As part of the City of Irving's 2015-16 Strategic Plan, the city manager is committing to address educational issues to "grow the city's role in supporting student success and educational outcomes." By understanding factors within the City of Irving's sphere of influence that drive student success, the City of Irving can analyze and adjust practices or policies to ensure it is fully in support of a robust and desirable educational system for all Irving residents.

Mobility and Disability Services

The Irving City Council created the Advisory Committee on Disabilities in 1999, to serve as a contact and voice of residents with disabilities, and to review and discuss matters referred to the committee by the council and city manager. The committee also provides recommendations to the council on matters pertaining to disability issues in Irving.

Table 21: School enrollment and children living in household on public assistance

SCHOOL ENROLLMENT		
Children 3 to 17 years in households	49,501	
Children younger than 18 years in households	61,523	
Enrolled in school	43,312	
Not enrolled in school	6,189	
Public	91.5%	
Private	8.5%	
PUBLIC ASSISTANCE IN THE PAST 12 MONTHS		
Children living in households with Supplemental Security Income (SSI), cash public assistance income, or Food Stamp/SNAP benefits	31.4%	

Source: Irving Independent School District (IISD)



Poverty, Health + Education Goals, Strategies + Actions

Goal 1: Continue to collaborate with Dallas County, the community, and other strategic partners to improve the health of residents.

Strategy 1.1

Work with the health care industry to site health care facilities near underserved residential areas with the goal of increasing access to health facilities for residents across all ages, incomes and ethnicities.

Strategy 1.2

Support partnerships to increase access to health care in areas with high levels of need, particularly for communities facing concentrated poverty and high incidence of chronic medical conditions.

Strategy 1.3

As health issues arise, proactively take the initiative to request Dallas County and other service providers to address issues.

Model Programs from the Region

- » Parkland Hatcher Station
- » Children's Initiatives Weight Management Program with YMCA
- » Go Noodle and Telehealth partnerships with Dallas ISD

Poverty, Health + Education

Poverty, Health + Education Goals, Strategies + Actions

Goal 2: Continue to support public health education and programming.

Strategy 2.1

Explore and asses the opportunities for the Fire Department to partner with health agencies in providing wellness education and home visits.

Strategy 2.2

Provide a framework for Irving's Community Health Board to become more proactive in providing health education to residents and organizations.

Strategy 2.3

Expand existing partnerships to provide accessible neighborhood-based job training literacy, ESL, GED classes, and financial literacy classes in areas of need.

Strategy 2.4

Work with the community to expand higher education opportunities for high school students to earn college credits and achieve positive outcomes such as income, employment and health as adults.

Strategy 2.5

Work with Irving's school districts and community groups to sponsor an "Education Summit" to address issues of educating diverse populations.

Strategy 2.6

To address mosquito-borne illnesses, educate property owners on how to eliminate mosquito breeding grounds. Continue to follow CDC recommendations for aerial pesticide use, including monitoring and testing mosquito populations for mosquito-borne diseases.



Poverty, Health + Education Goals, Strategies + Actions

Goal 3: Create neighborhood centers that contain health and education resources to meet resident needs.

Strategy 3.1

Coordinate the development planning process with school district plans to ensure new housing and educational resources are well balanced.

Strategy 3.2

Look for opportunities to co-locate community and public facilities with school locations.

Strategy 3.3

Build coalitions with agencies that provide health care and educational services to eliminate redundancy and facilitate access to services.

Strategy 3.4

Support and assist in coordinating health and social services provided by local, state, and federal organizations and agencies so resources are not duplicated and resident needs are met.

Strategy 3.5

Promote co-locating of health care with other types of facilities.

Strategy 3.6

Encourage local businesses to develop workplace wellness and enrichment programs that include daycare, physical fitness, healthy lifestyles, preretirement counseling, and leisure education.

Strategy 3.7

Collaborate with representatives from the medical profession to develop an Irving Health Care Services Master Plan that identifies strategies to improve health care access and equity in the community.

Strategy 3.8

Encourage the location of grocery stores within one mile of all low-income neighborhoods and from surrounding neighborhoods via multiple modes of transportation.

Poverty, Health + Education

Poverty, Health + Education Goals, Strategies + Actions

Goal 4: Improve multimodal transportation connectivity to educational facilities and health services.

Strategy 4.1

Improve residents' access to education, health care services, cultural and recreational resources, and career/employment opportunities.

Strategy 4.2

Evaluate current campus accessibility from transit, walking, and biking to prioritize needed transportation infrastructure improvements.

Strategy 4.3

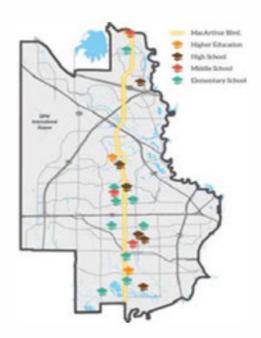
Support and expand safe routes to increase walkable/bikable access to elementary and middle schools.

Strategy 4.4

Work with DART to improve weekend bus service so residents without cars can get to appointments and access various services.

Strategy 4.5

Build on MacArthur Boulevard's "Educational Corridor" to provide enhanced connections and transportation to these facilities. Encourage coordinated programming for educational facilities along the MacArthur corridor. Explore additional benefit of linking health providers along the corridor as well, including Baylor Irving, Las Colinas, Baylor Las Colinas/Coppell and others.





Poverty, Health + Education Goals, Strategies + Actions

Goal 5: Assist Irving's school districts in their efforts to enhance their academic and financial strengths.

Strategy 5.1

Participate with coalitions that provide educational services to facilitate access to services while avoiding redundancy.

Strategy 5.2

Participate in joint city/educational institutional efforts to create and implement strategies that enhance educational outcomes and drive student success.

Strategy 5.3

Establish Pre-Kindergarten education as a high priority strategy to better prepare children for school and set them up for success in their later academic years.

Strategy 5.4

Collaborate with public-private partners to support new educational institution programs that address the needs of changing local and regional populations.

Strategy 5.5

Establish partnerships between industry, K-12 and post-secondary institutions to prepare residents to succeed as members of the region's workforce, and strengthen the skills of existing workers.

Strategy 5.6

Help facilitate partnerships with North Lake College to provide early college attendance and dual credit programs.

Strategy 5.7

Network with area colleges and universities, school districts, and partners from the business community to expand workforce training and apprenticeship opportunities.

Poverty, Health + Education

Strategy 5.8

Partner with the University of Dallas and publicprivate community leaders to develop an implementation plan that is focused on building a globally competitive environment in Irving.

Strategy 5.9

Partner with Irving's school districts to create a campaign that improves the reputation of the city's K-12 educational system as a means of attracting high quality employers to Irving and maintaining residential value.

The University of Dallas has an MBA with a global business concentration, which could collaborate with city business development efforts.



Poverty, Health + Education Goals, Strategies + Actions

Goal 6: Work to help end poverty and prevent homelessness in Irving.

Strategy 6.1

Provide a leadership role in regional homelessness planning, facilitating inter-agency coordination through the Dallas Area/Irving Continuum of Care and the Irving Community Action Network.

Strategy 6.2

Enhance partnerships with social service agencies to aid in comprehensive problem solving, technical assistance, and training to increase organizational capacity of local housing and nonprofit organizations.

Strategy 6.3

Facilitate community-based responses to the sheltering needs of homeless populations.

Goal 4 of Chapter 2: Housing and Neighborhoods also includes strategies to prevent homelessness.

Strategy 6.4

Formalize a coordinated access program for homelessness prevention and services that include skills training, education, early intervention, emergency assistance, and transition out of homelessness.

Strategy 6.5

Focus programs on youth, the disabled, the elderly, and other special populations such as veterans.

Strategy 6.6

Evaluation options to improve and expand capacity at the domestic violence shelter and for transitional housing units.

Strategy 6.7

Construct transitional housing units in coordination with local nonprofit organizations.

Poverty, Health + Education

Poverty, Health + Education Goals, Strategies + Actions

Goal 7: Promote active living for all residents in an environment conducive to good health and well-being.

Strategy 7.1

Create recreational programs, parks trails, and other services that promote physical activity and encourage sustainable healthy lifestyles.

Strategy 7.2

Emphasize Irving's walkability and bicycle amenities. Sponsor a citywide health education initiative.



Poverty, Health + Education Goals, Strategies + Actions

Goal 8: Encourage and support a community climate of respect, fairness, cooperation and professionalism.

Strategy 8.1

Promote innovation and leadership by engaging the talents and abilities of all persons regardless of age, race, ethnicity, gender, religion, disabilities and other special needs.

Strategy 8.2

Support programs that enhance and encourage citizen participation that reflects Irving's diverse population

Strategy 8.3

Assess equity and access issues for neighborhoods in the ZIP codes that report lower "Quality of Life" ratings in recent Resident Surveys.

Strategy 8.4

Plan neighborhoods where commercial, medical, social and other services used by the elderly are easily accessible, and where road and sidewalk design, signage, and lighting integrate senior transportation safety needs and considerations.



Intergovernmental Relationships

For the century just past, interdependence may have been one option among many. For the century that is to come, there is no longer an alternative.

~ Kevin Rudd

Introduction

Irving is in the center of a growing and dynamic region. There are many examples of intergovernmental coordination throughout the City of Irving's current operations. Given its central location, the City of Irving touches many services that have an impact across city limit lines. From the Police Department's participation in regional task forces, the Fire Department's cooperative agreement with Grand Prairie for the fire training center, to the Housing Department's regional partnerships in providing resources for abused women, and the Parks and Recreation Departments coordination with the regional trail system—city staff and leaders are fully engaged in leading regional discussions for sustainable service provision.

Regional and state coordination is especially important when addressing transportation needs. A number of key infrastructure components that directly impact Irving are part of a larger interconnected network involving various agencies. The Texas Department of Highway's system, DART's regional rail network, and DFW International Airport are among the critical pieces of transportation infrastructure that

People will say...

- Irving coordinates land use and transportation to minimize travel time and distances between daily destinations—allowing people to live closer to work and services, live or work close to transit, and live in walk- and bike-friendly areas.
- » Irving maintains facilities, services and infrastructure throughout the city.
- » Irving implements sustainable policies and promotes development that reduces vehicle miles traveled, and water and energy consumption—contributing to cleaner air and water, and the preservation of natural resources.
- Irving offers exceptional access to the regional, national and world economies through its globally connected businesses and robust transportation network centered on DFW International Airport.

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Intergovernmental Relationships

influence Irving's economic position, as well as quality of life for its residents. These systems also impact nearby municipalities, necessitating cooperation with operating agencies, as well as with other jurisdictions. Additional issues such as flood control, emergency preparedness, various utility needs, police protection, school systems, and other local services link the City of Irving's efforts to those of neighboring cities. As a result, improving local quality of life will often require collaboration with a large number of local partners.

Additionally, policy decisions at the state and federal level can have far-reaching local impacts. Being aware of these policy issues, understanding their implications on the City of Irving's business practices and quality of life, and being positioned to communicate priorities and influence the debate are critical functions to protect Irving's interests. Consequently, it is important to have a comprehensive legislative agenda to maintain Irving's quality of life and economic strength.

This chapter provides an expanded strategy for successful plan implementation. External partners will be necessary to fully realize Irving's vision. Additionally, it is important to be mindful of any external forces, initiatives, or policy decisions that may run contradictory to the City of Irving's comprehensive plan goals. Successful intergovernmental relations will provide a framework to align these various functions to support Irving's vision.

GOALS

- » Align state and federal legislative activities with Irving's vision.
- » Use strategic relationships with other municipalities and advance Irving's vision.
- » Continue to seek opportunities to increase efficiency of city operations and service delivery through intergovernmental coordination.
- » Aggressively identify and pursue grant opportunities to leverage existing funding in pursuit of city infrastructure and operational objectives.



Texas State Capitol - Austin, Texas



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Intergovernmental Relationships

Irving Today

EXISTING COORDINATION

Since 2014, the City of Irving has been taking steps to develop a more deliberate approach to intergovernmental relations with a focus on creating an effective program that coordinates all levels of government to address resident needs. The hiring of a full time intergovernmental relations coordinator was an important step to ensure success of this focus area.

There are a number of additional activities that occur at the department level, as well, that involve other agencies at various levels of government. Flood control is managed in cooperation with the Dallas County Utility Yard Reclamation District, FEMA, the U.S. Army Corps of Engineers, DFW Airport, City of Irving, and North Central Texas Council of Governments' (NCTCOG) iSWM program which assists cities and counties to achieve their goals of water quality protection and flood mitigation while helping meet their construction and post-construction obligations. Water and wastewater services are provided through partnerships with the City of Dallas, Trinity River Authority, North Texas Municipal Water District, and the Upper Trinity Regional Water District. The county provides services for various health and human service needs.

The City of Irving maintains cooperative relationships with a variety of jurisdictions addressing everything from joint training facilities to cooperative purchasing of items necessary in the provision of basic city services.

Given the scope of the transportation network, transportation issues are of particular interest relating to intergovernmental coordination. Development of infrastructure often requires coordination with the Texas Department of Transportation and county

Proactive Collaboration: Annual Transportation and Water Summit

The City of Irving hosts an annual summit focused on transportation and water issues with the purpose of educating policy makers and stakeholders regarding a variety of infrastructure issues faced at the local, regional, state and national levels. The event brings together various stakeholders and leaders such as the U.S. Department of Transportation, Texas Department of Transportation, mayors, congressional delegates, staff from the North Central Texas Council of Governments, and allied professionals. This event provides a platform to discuss and collaborate on key infrastructure challenges, and understand impacts on economic development and quality of life, along with legislative issues surrounding these topics.

The dynamic nature of intergovernmental relations requires a flexible program that swiftly responds to issues as they arise, while maintaining an overall direction that is consistent with the City of Irving's vision and priorities. The City of Irving has an Intergovernmental Relations Strategic Plan, developed by the City Manager's Office, to guide the work program relating to its intergovernmental relations. This work program provides detailed guidance and identifies critical steps necessary to create a more proactive and holistic agenda that coordinates and communicates Irving's priorities with local, state and federal agencies. This strategic plan should be supported and periodically updated, with the comprehensive plan.

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Intergovernmental Relationships

Examples of Operational Efficiencies

- » Use of facilities such as Police Firing Range for training North Lake College Police
- » Joint Fire Training Center with the City of Grand Prairie
- » Cooperative purchasing with Houston-Galveston Area Council of Governments, the City of Frisco, and the City of Allen on things from ladder trucks, to uniforms, to utility bill printing
- » Regional Bomb Squad
- » DEA-HIDTA, (Drug Enforcement Administration-High Intensity Drug Trafficking Area)
- » Homeland Security Investigations Gang Task Force and Human Trafficking Task Force
- » Internal Revenue Service-Criminal Investigation Division-OCIDEFT
- » Tarrant County 911 provides technological service, support, and maintenance for the 911 phone system.

partners to address issues such as funding, design, construction, access and ongoing maintenance. The City of Irving maintains a close working relationship with DART and has a seat on the DART Board to coordinate planning efforts for station areas, and assist with design and operation descisions of transit infrastructure. DFW International Airport is a significant economic driver for Irving and the region, and to fully capitalize on this asset and advance Irving's interest, close coordination is needed. The North Central Texas Council of Governments also plays an important role in managing regional transportation concerns, as well as serving as a resource to advance local municipal projects. The breadth of these mobility issues touch everything from infrastructure development to economic development, and environmental concerns, and must be coordinated with the City of Irving's larger vision.

Add all of this together, and there is a complicated matrix of government agencies at work behind the scenes supporting day-to-day activities in Irving. As Irving looks to the future, emergent issues on the horizon such as high speed rail, understanding and addressing seismic concerns, along with any number of economic development priorities, will require focused attention to coordinate with multiple partners at multiple levels of government.



Intergovernmental Relationships

Issues + Concepts

Intergovernmental relations can be divided into two general areas of focus:

- 1. Legislative coordination, which includes identifying and advancing an agenda when dealing with state and federal lawmakers to communicate and protect Irving's priorities.
- 2. Coordination to cover the City of Irving's operational needs and realize efficiencies including working with regional partners or other jurisdictions to adequately address large issues, such as transportation and flood control, or sharing facilities and services with other agencies where appropriate.

A robust intergovernmental affairs program should address and coordinate each of these main functions.

Legislative Coordination

At a basic level, a municipality's legislative program must protect the City of Irving's interests and abilities to effectively provide services. For example, legislative changes that present limitations on the City of Irving's ability to collect revenue can have huge implications on issues ranging from economic development to street repair. Maintaining an awareness and understanding of the local impacts of high-level policy decisions requires the City of Irving's elected and appointed officials to continuously be engaged throughout the legislative term. The Texas Municipal League provides resources to keep city governments up-to-speed on key municipal issues in this regard. Participation in these conversations improves Irving's understanding of these issues, and helps to identify potential partners with other municipalities that share the same interests to build more effective coalitions.

High-performing legislative programs move beyond playing defense and are forward-looking to proactively seek strategic opportunities from state and federal partners for local benefits. In many instances, consulting teams are deployed to provide insight and reconnaissance into policy discussions, provide a vehicle for two-way communication between local government and higher levels of government, and marshal resources when specific testimony or information can help shape the debate. Providing these teams with a clear understanding of the City of Irving's priority issues is a requisite step toward achieving maximum effectiveness of the legislative program and taking full advantage of strategic opportunities.

Providing Operational Needs and Efficiencies

In many instances, the operational need being addressed in service provision falls well beyond the corporate limits of any one municipality. Highway systems and flood control systems are typical examples of large-scale infrastructure that are often managed in cooperation with other entities. The role of the intergovernmental program in these circumstances is focused on communication and coordination regarding these systems, how they relate to city operations, and advocating Irving's position in decisions by these agencies that impact the future of the community.

Outsourcing delivery of certain services to another agency or jurisdiction may be the most effective means to manage particular operations. While negotiating and managing contracts or inter-local agreements are a significant component of this approach, the City of Irving's responsibility does not

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Intergovernmental Relationships

stop there. There is a continued need to benchmark and monitor performance, align these services with an overall vision, and coordinate services to ensure consistency and efficiency. Often, these types of arrangements are managed by individual city departments, so internal communication and coordination within City Hall must ensure that all of the parts are moving in the same direction and not counteracting one another. Periodic evaluation and analysis of current relationships is necessary to ensure these arrangements provide optimum benefit to Irving. Additionally, City of Irving functions can be continually analyzed to identify future opportunities for collaboration and sharing among jurisdictions. A proactive jurisdictional cooperation program will seek out opportunities to provide enhanced services to Irving residents by sharing the responsibilities and costs, while promoting the benefits.

Additionally, funding opportunities from various foundations and government agencies can be used to advance local objectives on everything from transportation, libraries, public safety, parks, community development and housing. Examples include: Irving Police Department's Selective Traffic Enforcement Grant to deploy additional officers on highways to enforce traffic laws; and Irving Public Library's Big Read program grant to augment collections and host events. An active grants program can proactively seek grant funds and coordinate local resources to better position the City of Irving for outside funding opportunities, and assist in the management of grant funds. These efforts often include coordination and collaboration among various city departments and government agencies at various levels, therefore, it is important to align the City of Irving's grant program with its intergovernmental relations strategy.

Major Partners of the City of Irving

- » Regional Transportation Committee
- » Dallas Regional Mobility Coalition
- » DART Board
- » Atmos Cities Steering Committee
- » Oncor Cities Steering Committee
- » North Texas Tollway Authority
- » Texas Municipal League
- » Region C Water Planning Committee
- » North Texas Municipal Water District
- » Trinity River Authority



Intergovernmental Coordination Goals, Strategies + Actions

Goal 1: Identify and act upon state and federal legislative initiatives that affect implementation of Irving's vision.

Strategy 1.1

Develop and monitor a proactive legislative agenda for Irving.

- 1.1.1 Evaluate the comprehensive plan for policy and coordination issues to identify and prioritize legislative issues at the state and federal level.
- 1.1.2 Provide a collaborative process that engages city staff and City Council to develop the legislative agenda.
- 1.1.3 Create briefing materials and provide ongoing communication to ensure Irving's legislative consulting team is knowledgeable on the city's priorities.
- 1.1.4 Adopt, monitor and update the City of Irving's legislative agenda.
- 1.1.5 Identify and use services, such as those offered by the Texas Municipal League and the North Central Texas Council of Governments, to build knowledge and create collaborative partnerships to advance Irving's agenda.

Strategy 1.2

Seek strategic opportunities with higher levels of government to implement city plans.

1.2.1 Maintain relationships with federal and state representation to keep congressional delegations and legislators aware of Irving's issues and priorities.

Strategy 1.3

Implement, monitor and update current Intergovernmental Relations Strategic Plan to incorporate comprehensive plan priorities.

Intergovernmental Relationships

Intergovernmental Coordination Goals, Strategies + Actions

Goal 2: Advance Irving's vision through strategic relationships with other municipalities and agencies.

Strategy 2.1

Coordinate intergovernmental relations activities that are currently happening at the department level to maintain consistency of efforts with Irving's vision.

- 2.1.1 Inventory all coordination activities.
- 2.1.2 Analyze and evaluate coordination activities for conflicts and consistency with the comprehensive plan.
- 2.1.3 Maintain relationships with all coordinating agencies to understand their priority issues and the impact they may have on Irving.

Strategy 2.2

Formalize dialogue with each of Irving's three school districts to coordinate planning activities.

2.2.1 Engage at both staff and Council/Board level to communicate and understand planning priorities.

Strategy 2.3

Continuously identify high priority issues such as high speed rail, transportation funding, and regional water planning that will require interagency coordination.

2.3.1 Develop a work program for each high priority issue to ensure they are coordinated internally and with the comprehensive plan.

Strategy 2.4

Continue to coordinate with DFW Airport to protect the interests and enhance the growth and economic success of both the airport and the city.

- 2.4.1 Promot appropriate land uses adjacent to the airport to reduce conflicts with airport operations.
- 2.4.2 Work with DFW Airport to minimize impacts of airport development on nearby neighborhoods including drainage, transportation, public safety and air quality issues.
- 2.4.3 Explore cost sharing potential for common services such as water, transportation, and public services.



Intergovernmental Coordination Goals, Strategies + Actions

Goal 3: Research and implement opportunities to increase efficiency of city operation and service delivery through intergovernmental coordination.

Strategy 3.1:

Monitor and benchmark current shared activities and services for effectiveness to identify needed adjustments or opportunities for expanded cooperation.

3.1.1 Document and report savings and program effectiveness to City Council.

Strategy 3.2:

Identify additional opportunities for efficiencies.

- 3.2.1 Develop a process to systematically evaluate all city services to identify any overlap with other available service providers, or opportunities for more efficient delivery through cooperation with agencies or jurisdictions.
- 3.2.2 Prioritize service evaluation based on comprehensive plan objectives.

Strategy 3.3:

Track impacts of state and federal legislation on operations and advocate for necessary changes where appropriate.

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Intergovernmental Relationships

Intergovernmental Coordination Goals, Strategies + Actions

Goal 4: Identify and aggressively pursue grant opportunities to leverage existing funding in pursuit of city infrastructure and operational objectives.

Strategy 4.1:

Designate city staff responsible for monitoring, publicizing and coordinating the pursuit of grant and other funding opportunities, and position Irving for successful grant applications in line with the City of Irving's vision.

Strategy 4.2:

Build relationships with local foundations to cultivate opportunities for grant funds.

Strategy 4.3:

Inventory and monitor state and federal grant opportunities.



Intergovernmental Relationships

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Small Area **Planning**

If you have people walk and bicycle more, you have a more lively, more liveable, more attractive, more safe, more sustainable and more healthy city. What are you waiting for?

~ Jan Gehl

Introduction

The small area and neighborhood planning process is an effective method of implementing policies in the Imagine Irving Comprehensive Plan. This process engages neighborhood stakeholders and supports the area's values and goals, while applying strategies identified in the Imagine Irving Plan. Small area plans may address existing neighborhoods in need of revitalization, major streets or other corridors, and vacant areas where new development is desired.

A small area plan is any plan that addresses the specific issues of a portion of the city. Small area plans can cover an area as small as 10 acres or an area as large as a city's downtown. The advantage of small area planning is its ability to engage with people on local issues at an intimate scale. The result can be a richly detailed plan that addresses the area's unique challenges with tailored solutions that cover land use, design and infrastructure, redevelopment, connectivity, community and business development, and more.

People will say...

- » The city coordinates land use and transportation to minimize travel time and distances between daily destinations - allowing people to live closer to work and services, live or work close to transit, and live in bike- and pedestrian-friendly
- » Irving has robust cultural centers that serve the city's diverse residents and visitors.
- » Irving has opportunities to shop for basic needs in all parts of the city, including previously under-served areas of the city.
- » Irving offers exceptional access to the regional, national, and world economies through its globally connected businesses and robust transportation network centered on DFW International Airport.
- » Irving's educational system prepares its workforce to succeed in all segments of the economy and includes training for a wide range of job skills.

Small Area Planning

The small area planning process is designed to generate widespread stakeholder consensus that will lead to efficient adoption and implementation of the plan. The process is designed to minimize the need for excessive hearings and review of projects. Ideally, small area plans are developed by or in close coordination with property owners and area stakeholders, then implemented through such measures as zoning changes, partnerships and incentives that promote the types of development described in the Imagine Irving Vision.

A neighborhood advisory committee can help guide the process. It should consist of a diverse group of informed stakeholders including landowners, residents, business owners, architects, developers, and builders who have an interest in the area. This advisory committee should represent a full range of interests and meet on a regular basis to critically review analyses and help guide each step of plan formation.

The small area and neighborhood planning process is an important implementation tool for the Imagine Irving Comprehensive Plan. To ensure consistency between these future plans and the citywide goals

expressed in Imagine Irving, this chapter lays out a process for how to develop small area plans and use their recommendations to direct zoning, infrastructure, and other implementation strategies to achieve community goals.

Where Should Small Area Planning Take Place?

Small area plans may be prepared in areas experiencing significant change, or in areas that require stabilization and reinvestment. The areas included in a small area plan should have a unifying feature or characteristic such as an existing or future corridor, center, or traditional neighborhood boundaries.

Small area plans can be used in areas of growth and transition to focus resources that support desired changes in areas where significant change is expected. When proposed development is at the scale of a new neighborhood, there are often many individual landowners whose needs and interests must be considered. For example, if there is a proposal to extend utilities and infrastructure to an undeveloped or underdeveloped area so it could support a large







CityCentre replaced an outdated mall with more than one million square feet of mixed-use development (Source: Shifting Suburbs)



number of new households or jobs, a small area plan would guide that development. Small area plans can also guide growth near the city's transit investments and require increased density. Similarly, areas with high redevelopment potential, where building values are low but land values and market demand are high, would benefit from small area planning that guides the nature, location, and timing of redevelopment in such a way that helps preserve neighborhood character and protects the interests and investments of long-time residents and property owners.

Small area plans may be conducted in stable neighborhoods as well, and are often used to stabilize and enrich existing neighborhoods, and deal with issues such as transitions between uses, aging infrastructure, and the need for enhanced community services.

Small area plans are not necessary for routine planning actions, such as modifying the list of allowable uses of a single small parcel or subdividing land owned by a single entity. In these instances, a subdivision, zoning change, PUD or other process under the zoning code is sufficient.

Types of Small Area Plans

NEIGHBORHOOD PLANS

Neighborhood plans typically cover a distinct residential or mixed-use neighborhood, such as Irving's Heritage District, which is a classic example of a historically mixed-use neighborhood. Because of the residential nature of many neighborhood planning areas, issues of city services, housing, design elements, transitional uses, schools, and parks are high priorities.

Selecting Small **Areas**

It is essential to evaluate and prioritize requests for small area plans. Selection criteria for small area planning may include:

Evidence of disinvestment, deteriorating housing, and high vacancy, unemployment and/or poverty rates.

Significant change (occurring or anticipated).

Opportunity for development in conjunction with a transit station.

Public facilities and/or physical improvements that need to be addressed.

Opportunities for substantial infill or redevelopment are present or needed.

Opportunities to influence site selection, development or major expansion of a single, large activity generator.

Expressed interest of community stakeholders committed to discussing the future and helping guide positive change.

Small Area Planning

CORRIDOR PLANS

Corridor plans focus on linear features such as a major street, waterway, or arterial road and the area adjacent to such features. Corridor plans are typically initiated by the city, business associations or stakeholders in anticipation of proposed capital investment or a proposed development project affecting a major portion of the corridor. Examples of capital investment projects include major public beautification investments, roadway repair or redesign, enhanced transit services, or open space and trails along a waterway or other corridor. Corridor plans place emphasis on land use, site access, multimodal transportation, infrastructure, urban design, and economic development issues. The MacArthur Boulevard corridor is one of the city's major north/ south connectors. It links many of the city's neighborhoods, commercial areas and educational institutions, and could be the subject of a series of small area plans.

Figure 73: Map of MacArthur Boulevard (Yellow) and surrounding neighborhoods



DISTRICT PLANS

District plans can include one or more neighborhoods or corridors that have common conditions and issues. District plans can address the land use, development, urban design, and transportation characteristics of relatively small areas such as neighborhood centers, as well as the city's major centers identified in the Imagine Irving Vision Map. Planning for new communities should also encompass open space and park needs, public investments, new streets and multimodal transportation service, as well as land use and compatibility issues. The former stadium site and its adjacent vacant parcels, now known as PUD #6, is a prime redevelopment district where planning is underway.

Figure 74: PUD #6 Land Use and Transportation Plan





Relating Small Area Plans to Citywide Plans and Zoning

Small area plans should start with the Vision for Irving and the Imagine Irving Comprehensive Plan as guiding documents. If a small area plan is in conflict with the citywide plans, the conflicts must be resolved within the neighborhood in a way that supports citywide goals and vision.

It is crucial that small area plans be developed within the citywide context. Additionally, small area plans should not "reinvent the wheel" by crafting unique solutions for common problems. If each neighborhood plan includes its own zoning designations, its own design standards, or its own regulations, over time Irving's planning and zoning would become hopelessly complex and fragmented. Organizing solutions in a similar format from one small area to the next, based on a standard set of tools, makes small area plans easier to implement across the city.



Proposed vision for Irving Boulevard in Downtown (Source: City of Irving and Gateway Planning)

Incorporating Lessons Learned

Small area plans can establish performance-tracking measures based on scenario projections and forecasts in the comprehensive plan, and can be used to identify needed updates to policies in the comprehensive plan or regulations in the zoning standards. As issues come up that must be addressed, a small area can be used as a laboratory for policy and zoning refinement. Small area plans that use detailed investigation of issues may generate changes that benefit the city as a whole.

It is important to recognize that Imagine Irving and the city's development code should evolve as the city grows during the next 25 years — these tools can be amended over time to reflect changing needs and community goals. As conditions change, the small area process may reveal new ideas or tools that should be incorporated into the citywide plan and development codes.

Small Area Planning

Potential benefits of following a consistent process in developing small area plans

Stakeholder and staff time will be better utilized if a consistent framework and structure is followed for each plan. Time will not be spent "reinventing the wheel" for each project.

A smooth process enables broad participation and timely completion.

The content of each plan benefits from properly considered stakeholder input, technical analysis, and clear implementation strategies.

Implementation becomes easier because each plan has a similar format, common elements, and a shared toolkit of recommendations and resources.

Incorporation into the comprehensive plan is easier if the small area plans are organized in a similar format, based on the same level of analysis; utilize a standardized set of tools; and acknowledge and address the citywide context.

Suggested Planning Process

The following method is an example of how to prepare small area plans that will help implement the Imagine Irving Comprehensive Plan. Plans, goals and strategies that are consistent with citywide guiding documents can be incorporated into the comprehensive plan and implemented through the city's development code to the extent practical. The small area plans should include specific actions and identify resonsibility for each action.

THE SMALL AREA ASSESSMENT PROCESS SHOULD FOLLOW THESE STEPS:

- Identify Community Planning Area Boundaries:
 Identify the areas that will be impacted by the small area plan and the geographic area or impacted segments of the community from which stakeholder representatives should be recruited
- 2. Community Participation: Select engagement methods to form a strategy that aims to: inform a variety of stakeholders, provide ample opportunities for interested residents and businesses to give their feedback to the process, and give active stakeholders an opportunity to directly interact in the process. Some common methods for community participation are:
 - » Charrettes or design workshops
 - » Community Advisory Committee
 - » Newsletters to outreach distribution list



A neighborhood workshop in Valley Ranch during the Imagine Irving planning process



Small Area Planning

- » Surveys (both online and paper)
- » Open houses
- » Online resources (such as project website, document library, online feedback)
- » Communications and events geared toward nonresident stakeholders, such as business owners. property owners, and the local development community, as applicable
- 3. Strengths, Weaknesses, Opportunities and Threats: A SWOT analysis is an effective participation method to engage and learn from participants on an equal basis. It can also help focus planning efforts on those issues that are having the greatest impact on the area.
- **4. Elements of Assessment and Analysis:** Each small area plan should address any unique or specific applications of the following elements as they apply to the planning area:
 - » Land Use and Urban Design
 - » Housing and Neighborhoods
 - » Transportation
 - » Infrastructure
 - » Parks, Trails and Open Space
 - » Economic Development
 - » Sustainability
 - » Waste and Recycling
 - » Communications and Technology
 - » Public Safety
 - » Community Amenities
 - » Fiscal Security
 - » Poverty, Health and Education
 - » Intergovernmental Relationships
- 5. Create a Vision Statement and Guiding Principles:

The vision statement and guiding principles consist of a concise statement or list of statements that

- describe the values and aspirations of residents for the future of the area. These can be derived from the SWOT analysis and input from an advisory committee and key stakeholders.
- **6. Recommendations:** The recommendations include a concise set of statements about how to capitalize on the area's strengths and opportunities, and how to address the area's weaknesses and threats. Assessment recommendations are organized by goal or issue, which may or may not correspond to the plan elements. Once the recommendations are complete, the standard tools are applied to create an implementation program. The tools fall into three general categories — regulatory, public investment or partnership. Some recommendations may need only tools from one category; however, more complex recommendations may use tools from all three categories.
- 7. Implementation Strategies and Comprehensive Plan Policies: Each small area plan includes a set of implementation strategies that will improve the livability of the city as a whole, and will guide the small area toward achieving its place in the overall vision. Another key element of the planning process should be developing strong and practical policies that can be integrated into the broader Imagine Irving Comprehensive Plan.

STEPS FOR INCORPORATION OF SMALL AREA PLANS INTO IMAGINE IRVING GOALS, STRATEGIES AND ACTIONS:

- **1. Plan Review:** Because of the importance of small area plans, their implementation involves thorough evaluation in addition to formal action. The plan review is initiated by the Planning Department and thoroughly vetted through open houses and public engagement.
- **2. Planning Commission Review and Action:** The plan is then sent to the Planning and Zoning Commission for formal review, which includes a work session to review the plan recommendations

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Small Area Planning

and its compatibility with the comprehensive plan. The Planning Commission will conduct one or more hearings on the proposal, and will forward their recommendation to the City Council.

- 3. City Council Review and Action: Once the Planning Commission has forwarded its recommendation regarding the small area plan to City Council, the Council is briefed on the plan and will hold one or more public hearings to discuss. Following this public input, the City Council will take action on the proposed plan. They may either approve the plan, approve it subject to specific changes, or deny the plan.
- **4. Recommended Adoption:** Once the City Council has approved a plan, it will be incorporated into the Imagine Irving Comprehensive Plan. The City Council then will determine the priority of the small area plan's recommendations when considering the adoption of future budgets and funding initiatives.
- 5. Conformance: Adopted small area plans must be in conformance with the comprehensive plan and the Vision Map. If they change the vision or policies or strategies, the Imagine Irving plan should be updated based on the amendments proposed in the small area plan. Communities benefit from this process because the city commits to implementing the small area recommendations and incorporating these ideas into the citywide vision. The small area plans should include a periodic review process to ensure implementation of plan recommendations.

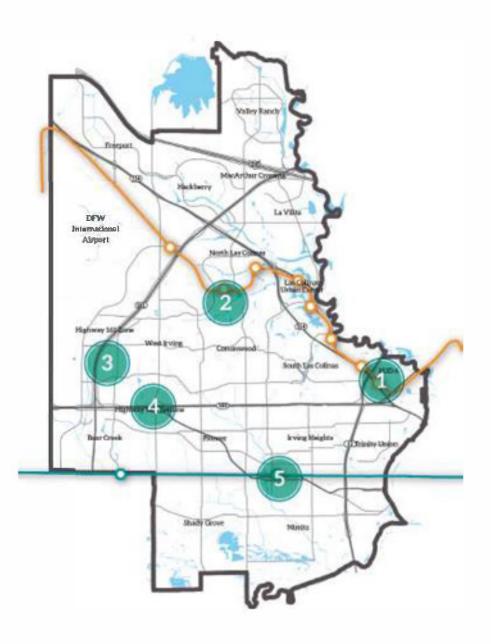
To the extent they are effective, existing regulatory tools in the city's development code should be used for implementation. The development code should periodically be evaluated and amended to incorporate any new regulatory tools that are developed through the small area planning process so that new tools created for specific sites are then available for use in other areas where they may also be needed.





Featured Catalyst Sites

- 1. PUD #6
- 2. North Lake College
- 3. Greenwood Hills/ Highlands
- 4. Irving Mall
- 5. Heritage District



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Small Area Planning

CATALYST SITE 1: PUD #6 (Former Stadium Site)

Note: Contents of the Irving PUD #6 Planned Unit Development – Exhibit B takes precedence over material in this chapter, which is provided as a summary.

The area around the site of the former Texas Stadium is an immense development opportunity — not only for its size, but also its advantageous location at the central crossroads of the Dallas-Fort Worth Metroplex. Containing just over 1,000 acres, it is as large as some major American downtown business districts.

The district includes eight vacant tracts that are considered prime redevelopment sites, with the potential to transform into one of the city's most important and visible urban districts. Much of the future development will consist of mid-rise and high-rise buildings, providing a sizeable portion of Irving's future housing and employment growth. Several of the

large tracts are designated to become vibrant, active, mixed-use neighborhoods. The area will be designed for excellent walkability, with sidewalks, a regular block pattern, parking structures, and a mix of ground-floor retail. The DART Orange Line has two identified stops in the district, and developers will arrange the buildings and the urban environment to provide clear and direct pedestrian access to transit.

The western side of the district includes a number of existing businesses. These uses will be allowed to continue to operate, renovate, rebuild and expand, as long as their use is not discontinued for a period longer than 180 days.

To fully capitalize on the interest and marketability of the site, the City of Irving created the Planned Unit Development (PUD) #6 zoning district, which provides clarity regarding the City of Irving's intentions for the site, and regulatory certainty to all property owners today and in the future.

The PUD zoning regulations provide a guiding framework for creating specific development plans in the future, which are submitted to staff for review and are advertised publicly for final approval by the Planning and Zoning Commission. The Irving



Aerial view of the former Texas Stadium site



Municipal Code sets forth the specific requirements for the submission and approval of individual development plans within an existing PUD district.

through establishment of a connected road system and additional linkages to the transit network.

CONSIDERATIONS AND OPPORTUNITIES

Development

Because of its scale and locational advantages, this area is a unique asset for Irving's future growth. The City of Irving is committed to ensuring its future development will be designed and completed in a manner that makes full use of the site and creates an asset for future generations. It is envisioned as an intense blend of corporate headquarters, international business district, retail, and services, with a mix of residential buildings in a walkable urban environment, accessible to the region and the globe. The creation of the PUD zoning district allows the City of Irving to facilitate development, provide clarity of purpose, and to ensure that this catalyst site is an asset to the community by providing strong urban design standards, a list of the principal uses within each land use designation, and the minimum and maximum allowed density for individual areas throughout the site. It will also enhance the accessibility and value of adjacent uses

Accessibility

The district has excellent regional access: it is served by several major freeways, including State Highway 183, State Highway 114, Loop 12 and Spur 482. On average, more than 380,000 vehicles pass the site each day! Additionally, the recent construction of the DART Orange Line (light rail) has made this area one of the most accessible sites in the Metroplex. One light rail station is already completed and another is in the planning stages. From this location, a short ride on the Orange Line allows riders to connect to either the DFW International Airport Terminal A (and from there, the rest of the world), or to downtown Dallas in iust 20 minutes.

Open Space

In addition, PUD #6 has access to the Trinity River Greenway, one of the most important regional open spaces in north central Texas. Multistory buildings taller than 35 feet, and properties on the western



Tract H (155 acres) is entirely within the Trinity River floodplain, and is intended for use as open space. It is not considered buildable, but is a natural amenity that serves the entire city.

Small Area Planning

side of this development can be designed to offer panoramic views of the Trinity Greenway with downtown Dallas in the distance. In addition, the Campión Trail and similar improvements will continue to increase the greenway's value as an amenity to this site as future community designs take advantage of its proximity and provide physical and visual access to this important natural resource.

The Trinity River Greenway is a tremendous asset to the development of PUD #6. Additionally, internal open space and plazas will provide significant open space for future developments, enhancing access to light, shade and air in the built environment to provide and improve general livability as part of the standard development requirements. To achieve this goal, at least 10% of the area of tracts A through G should be reserved for open space. Tracts A, D, and F, being more urban in nature, may provide plazas, boulevards, wide sidewalks and other pedestrian amenities, as well as more traditional parks to fulfill open space requirements. The parks and open space required in Tract E are expected to serve nearby residential uses, but can also be designed as more traditional urban features, such as wide boulevards and park blocks.

CONCEPTUAL PLAN FOR FUTURE DEVELOPMENT

Based on a preliminary, planning-level scenario for long-term build-out conforming to the land use standards and regulations contained herein, Tracts A through G would allow up to 9,201 new residential units to be constructed, with the majority of these units (8,897) within mixed-use residential buildings. It is anticipated that development of the site would be able to sustain 20,500 jobs in approximately 12.7 million square feet of employment space.

Transit-Oriented Mixed-Use Community - Tract A

Tract A will be a mixed-use area of multistory buildings with active ground floor uses, quality pedestrian streets, and a mix of residential and non-residential uses. Developers will be encouraged to develop a shared parking program so that visitors, workers and residents can park once and then walk between destinations.

Transit-Oriented Mixed-Use Office - Tracts D, F and G

Tracts D, F and G will be mixed-use areas similar to Tract A in physical urban form, although with more office-oriented uses and less focus on residential uses. There will still be a mix of residential and non-residential uses, with active ground floor commercial activity. Shared parking will be encouraged.

Mixed-Use Village - Tract E

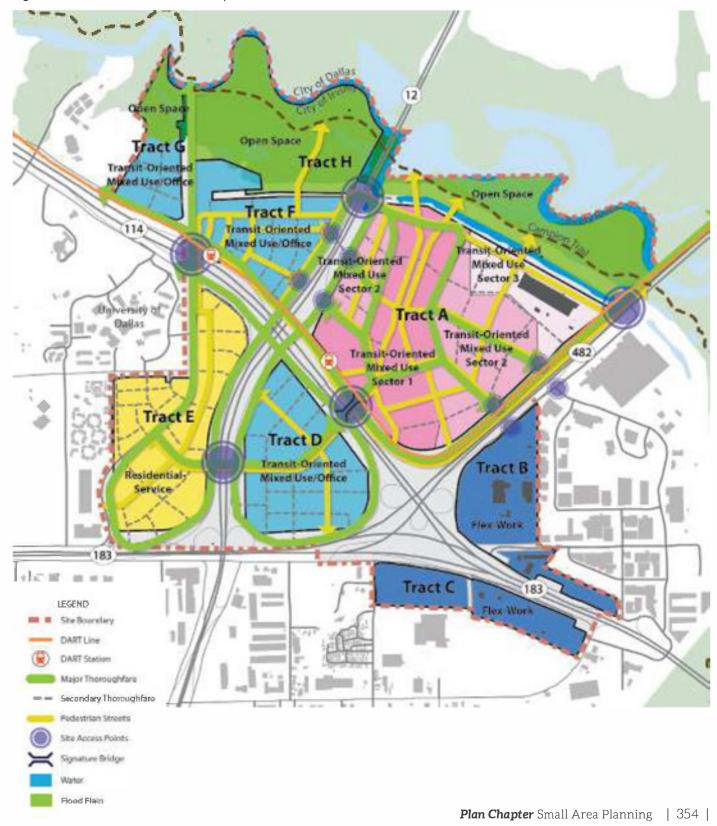
Tract E will be the most residential of the tracts. It will include traditional single-family homes (typical lot size: 6,000 square feet), cottage homes (typical lot size: 3,000 square feet), townhouses and multi-story mixed-use buildings that provide residential units over active ground floor non-residential uses.

Flex-Work - Tracts B and C

Tracts B and C contain many businesses currently in operation, and these uses may continue into the future. There will be no residential uses in this area. Landscaping and screening will be required.



Figure 75: PUD #6 Land Use and Transportation Plan



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Recommendations for PUD #6

Strategy 1: Continue meeting collaboratively with property owners and prospective developers on evolving development plans for the PUD #6 district.

Strategy 2: Encourage shared parking and lower parking ratios for urban housing and mixed-use areas, allowing the creation of structured parking and denser development.

Strategy 3: Encourage development that is oriented towards DART Orange Line stops, providing clear pedestrian access to station areas and quality design elements that welcome pedestrians and bicyclists at the stations and throughout the site.

Strategy 4: Promote walkable intersections and trafficalming measures at primary intersections.

Strategy 5: Design streets that are safe for all users, including pedestrians, transit users, bicyclists, and motorists.

Stategy 6: Require at least 10 percent of land area in Tracts A-G to be reserved for public open space, which could include parks, plazas, boulevards, extra-wide sidewalks and other pedestrian amenities that fulfill open space requirements.



CATALYST SITE 2: North Lake College

North Lake College, a two-year public community college serving Irving and northern Dallas County, opened in the fall of 1977. The college's central campus sits on 276 acres in the Las Colinas area of Irving. Signature programs include logistics, the sciences, construction technology, and it is known for its pairing of arts and technology. The central campus includes:

- 380 seat performance hall
- 59,000 square-foot library
- 2,000 seat gymnasium
- Olympic-size covered natatorium
- 10,000 square-foot Workforce Development Center

- Lakeview walking/jogging trail
- On-site DART Orange Line light rail station

Since the 2012 opening of the DART Light Rail Orange Line stop at the North Lake College Station, North Lake College students and City of Irving residents have had a new, convenient transportation option connecting them to the rest of the Metroplex. This station creates a tremendous opportunity for the area and this plan explores the means of capitalizing on those advantages. The City of Irving is collaborating with North Lake College and DART to plan for future land uses and improved connections around the station, which encourage more transit-oriented development within easy walking and biking distance of the station and college. The catalyst site also includes the surrounding area around North Lake College along MacArthur Boulevards and Walnut Hill Lane.



Figure 76: North Lake College Catalyst Site Context (Credit: JHP Architects)

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ISSUES AND CONSIDER ATIONS

- The DART Light Rail Orange Line station was located and constructed after the North Lake College Campus was built. Currently, the college's main parking lot is between the station and the main campus. Pedestrian access from the campus to the station requires a walk across active parking areas, and the designated accessible path is difficult to follow and not shaded.
- The physical design of the station in the area is unobtrusive and makes the station difficult to locate if new to the area.
- Bus service along Walnut Hill Lane and North MacArthur Boulevard has two very large turnarounds at the DART station that creates a physical barrier between the station and the campus, and poor walking access to bus stops on Walnut Hill Lane
- Residential uses north of the station have limited vehicular and pedestrian connections to the station.
- Commercial and civic buildings at the intersection of Walnut Hill Lane and Story Road, though occupied, are aging, stand-alone, car dependent developments with limited access to the station.
- No designated bike infrastructure exists in the overall area.
- The public transit network in Irving does not easily connect institutional and educational uses to each

- other. Incorporating Liberty Circle as a primary bus and drop-off destination should be considered.
- High density housing marketed to college students who desire to walk or bike to school and other amenities is limited in availability.

OPPORTUNITIES

North Lake College is currently preparing a campus master plan to identify future on-campus development opportunities. Collaboration between the North Lake College and the City of Irving provides an opportunity to coordinate on-campus and off-campus development strategies to create a holistic walkable area that serves both Irving residents and the region.

The North Lake College station should encourage new, denser mixed-use development patterns that create pedestrian, bike or transit options. Younger generations indicate a preference for a compact urban lifestyle and alternative means of commuting or even walking to public gathering places. Infill and brownfield redevelopment of underutilized parcels around North Lake College provide opportunities for growth and reinvestment. This area is positioned to grow into a new walkable community. As the North Lake College area is transformed into a more walkable neighborhood, similar strategies could also be implemented in other parts of Irving to create additional pedestrian-oriented centers. Enhancing the existing transportation network and reducing single use, auto-dependent development will create a





distinctive identity for the North Lake College area. These improvements will flow from a new policy initiative that results in the transformation of the North Lake College neighborhood into a flourishing educational hub along the Orange Line.

VISION

The vision for the North Lake College area is a thriving walkable community centered on North Lake College that is closely integrated with the college and provides housing opportunities and services to its students, faculty and employees. The area supports North Lake College's mission as a sustainable campus that is the college of choice for students, the community and emplovees.

DEVELOPMENT CONCEPTS FOR NORTH LAKE COLLEGE AREA

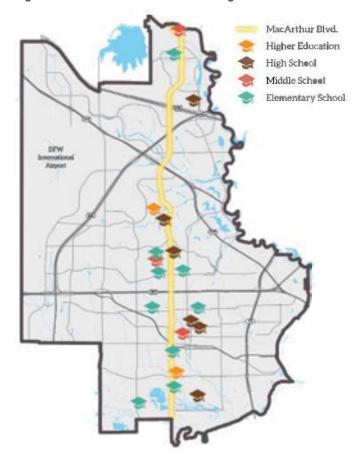
Connecting Irving's Institutional facilities along MacArthur Boulevard — the "Education Corridor"

North Lake College is located along one of the busiest transportation corridors in Irving. - MacArthur Boulevard. The corridor has many educational facilities – public and private K-12 schools, technical schools, and the college's south satellite campus, located on the corridor or within a guarter mile of it. During workshops young residents discussed how difficult it is to get from the south campus to North Lake's central campus using public transportation.

Residents have raised concerns about MacArthur Boulevard's traffic congestion, safety and physical condition. One solution to improve connectivity is to provide a dedicated DART bus line to serve this corridor. This dedicated DART bus service would connect North Lake's main campus with the south Irving Satellite campus as well as all the schools along MacArthur Boulevard, characterized as "Education Corridor". This linkage has the potential to maximize the utilization of the institutional facilities by making

efficient public transit available as a viable primary mode of transportation. It would greatly reduce autodependency and congestion along the corridor.

Figure 77: Scholar Raod - Schools along MacArthur Boulevard



Integrate Public Transit into Urban Design

The North Lake Campus area offers one of the city's best multi-modal transportation opportunities (light rail, driving, bus, biking, walking) for commuters. The concept of mobility options plays a decisive role in the choice of one's home, work and education. Improving the pedestrian environment in the campus area, and especially at the DART light rail station has the potential of improving the travel experience and safety of rail commuters, thus attracting more residents, students and customers to the area, and encouraging a higher usage of public transit.

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Figure 78: Location of light rail and bus transit alignments at north and south North Lake College Campuses





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- Re-orient and minimize the impact of the large bus turnarounds using green space to reduce the amount of impervious paving.
- Reorganize the bus drop-offs by shifting access toward the east to allow for better pedestrian connectivity to the North Lake campus.
- Situate the dedicated "Education Corridor" bus route station closer to the campus and not immediately adjacent to DART station.
- Encourage shared DART parking with the Campus and/or Redevelopment of DART parking lots.
- Encourage better pedestrian linkages to the DART station and to the surrounding existing community, and ensure ADA design standards are met.
- Support a student-operated bike sharing program on campus adjacent to the DART Station.

North Lake College as a Catalyst for Main Street Redevelopment

With over 11.200 credit students and an additional 4,500 continuing education students in the Fall of 2015, North Lake College is an important destination attracting significant daily vehicular traffic. Moving forward, North Lake College's vision is to expand the campus toward a multi-modal, urban environment offering students a variety of transportation options and a more pedestrian-friendly, walkable campus linking the DART station and the existing campus. North Lake College is designated in the Vision Map as a College District and has the advantage of great flexibility in use of its land. Plans include new development situated along Walnut Hill Lane with active ground floor uses, walkable street frontages and possible transit-oriented urban student housing using



Pedestrian Plaza at DART Rail Station



BRT Station along MacArthur



Student operate bike share program



Redesign DART bus turn around

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shared parking with DART. The intersection of Walnut Hill Lane and Brangus Drive has the potential to be an important gateway to the DART station, as well as a secondary entry to North Lake College and the neighborhood.

- Promote improvements and new campus development towards the DART station.
- Develop a shared bike facility/business incubator adjacent to the DART station.
- Promote a "mixed-use" type development and expansion – creating a Main Street environment of buildings lined along Walnut Hill Lane and adjacent to the DART station, presenting a strong urban edge with active ground floor uses and a pedestrian orientation
- New development may involve stacking uses, with institutional or residential uses over retail.

- Develop structured parking garage or limited parking decks (taking advantage of the campus' topography and incorporating roof-top solar and other sustainable features) to reduce the parking lot's physical footprint.
- Focus the IT Center/Graphic Center/Nursing departments within the expansion opportunities.
- Promote construction of transit-oriented student housing on the existing DART parking lots and along Walnut Hill Lane north of the rail track.
- Strengthen existing commercial uses west of Walnut Hill Lane to maintain an attractive urban edge.
- Allow for generous sidewalks with continuous tree canopies and landscape buffers along Walnut Hill Lane to create a pleasant pedestrian environment.



Transit-oriented urban living housing



Enhance walkablility along Walnut Hill



Campus main street with active uses on ground level



Incorporate on-street parking for retail uses on campus



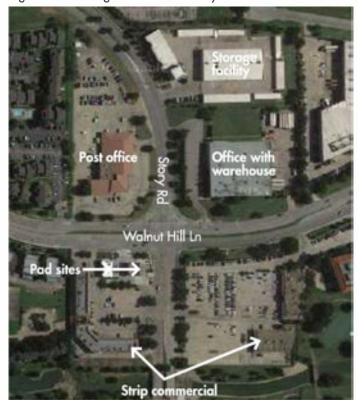
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Story Road Walnut Hill Lane Redevelopment

The intersection of Story Road and Walnut Hill Lane presents an opportunity to create a redevelopment model for the City of Irving. The typical pattern of suburban auto-oriented commercial development at major intersections can be reorganized and redeveloped into mixed-use, denser developments. Higher density creates greater opportunities for walking and transit uses. Street-oriented buildings generate more street life, add visual interest and improve security (with more eyes on the street). This physical and functional integration encourages more intense and diverse land uses. Mixed-uses in this area would mutually support the needs of the growing population at North Lake College as well as the City of Irving.

• Promote creation of mixed-use developments containing civic uses as active ground floor activities

Figure 79: Existing Conditions of Story Road Walnut Hill Lane



(for example, a Post Office or Department of Motor Vehicles) with offices or residential uses on upper levels.

- Promote urban redevelopment at under-utilized but high profile intersections.
- Phase out aged industrial uses at major intersections, and replace with higher density mixed-use and urban housing to meet the demands of a growing community and add a variety of housing choices to the market.
- Replace surface parking lots with garages allowing for new mixed-use (housing and retail/commercial) buildings to be integrated with existing retail centers (southeast corner of Walnut Hill and Story Lane).
- Promote a façade improvement program for existing commercial buildings.

Figure 80: Proposed Infill Development of Story Road Walnut Hill Lane (Credit: JHP Architects)



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Recommendations for North Lake College Area

Strategy 1: Continue collaboration between North Lake College and City of Irving leadership to create a walkable educational campus that seamlessly integrates the college campus with adjacent private development.

Strategy 2: City of Irving works with DART to advocate for frequent bus service along MacArthur Boulevard. DART has listed MacArthur as one of seven "Rapid Ride" corridors in the Metroplex with high ridership that are not well served by the current rail network.

Strategy 3: Encourage shared parking and lower parking ratios for urban housing and mixed uses. (Allowing for denser developments and structured parking).

Strategy 4: Promote walkable intersections and trafficalming measures at primary intersections.

Strategy 5: Adopt and implement a land use plan that allows the type of development described in this vision. Include requirements for maximum front setbacks from primary roadways and intersections to create a strong urban edge.

Strategy 6: Implement complete street designs within the campus context – with walking, biking, on-street parking, shade, as well as vehicular access.

Strategy 7: Continue to build dynamic partnerships between the college, the city, Irving residents, business and industry, public schools, and other government entities to provide equal access and quality learning experiences to a diverse student population in an environment characterized by excellence in service and responsible use of resources.



Enhance existing one-story retail



Structured garage wrapped by urban living housing



Civic and neigborhood service on ground level



Mixed-use development activates and defines streetscape



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Figure 81: Proposed Transportation Scenario (Credit: JHP Architects)

Nocarhur Bho North Lake College Main Campus Future Campus Master Plan to be provided in Mid-January Jack E. Singley Academy Cottonwood Valley Golf Course Enhanced Streetscape with Enhanced Major Arterials Intersection Bike Lane **Enhanced Pedestrian DART Bus Stop** Light Rail Track Connection DART "Education DART Light Rail

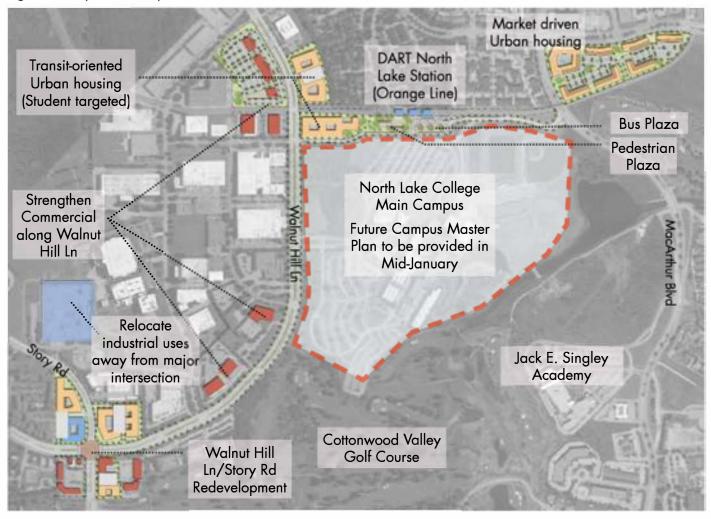
Corridor" Bus Route

Stop

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Figure 82: Proposed Development Scenario (Credit: JHP Architects)





CATALYST SITE 3: Greenwood Hills/Highlands

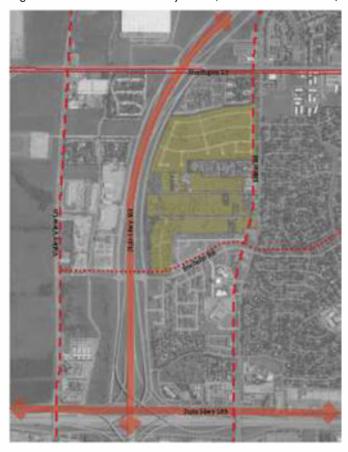
The Greenwood Hills/Highlands area consists of approximately 100 acres located east of State Highway 161 bounded by Northgate Drive to the north and Rochelle Road to the south. Formerly developed as a single-family residential subdivision, the area was purchased by Dallas-Fort Worth International Airport (DFW Airport) with funds from the Federal Aviation Administration (FAA) for noise mitigation purposes. One of the stipulations of the FAA funding that allowed the purchase is that residential uses would never be allowed in the buyout area because of its location within the flight paths of DFW Airport. The City of Irving has worked closely with DFW Airport to prepare a land use plan that will interface with adjacent residential neighborhoods and produce desirable and feasible uses for the study area while complying with FAA funding restrictions.

ISSUES AND CONSIDERATIONS

Several parcels within the Greenwood Hills/Highlands area are not currently owned by DFW and are not for sale. Any future development will need to work around these properties.

- Existing lot layout is in an unusable residential configuration, complete with surface roads and underground infrastructure designed to support the previous use pattern.
- Airport adjacency restrictions limit land use and height of future development.
- Located within the DFW Airport flight path, there are potential high noise levels in the area.
- Future land use mix should create a taxable base for the City of Irving.

Figure 83: Aerial view of catalyst site (Credit: JHP Architects)



- Highway and service road access is currently limited to the area.
- There is a 50' drop in elevation between Esters Road and the State Highway 161 service road.
- The study area is approximately 0.5 miles deep and is too large for one single-use development.
- The State Highway 161 frontage supports high speed vehicular traffic, while Esters Road is an arterial road designed for lower speeds and greater neighborhood access.
- This is a car-dependent location with limited access to public transit and pedestrian connectivity.

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Office Single-Family **Apartment** Public/Education **Parks** Commercial Grocery

Figure 84: Greenwood Hills/Highlands Site Context (Credit: JHP Architects)

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Figure 85: Greenwood Hills/Highlands Site Adjacency (Credit: JHP Architects)



Single-Family



Apartment



Public/Education



Office

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OPPORTUNITIES

- The area is largely under a single ownership (DFW) and the layout of the site allows some flexibility in redevelopment opportunities.
- The site is adjacent to a stable residential neighborhood immediately to the east.
- Well established institutional facilities (a city library and a religious institution) are located nearby, south of Rochelle Road.
- Redevelopment creates an opportunity to extend the urban fabric, redefine the internal circulation, and create connectivity to adjacent neighborhoods.

- There is an opportunity to incorporate appropriate new development along State Highway 161 frontage.
- There are opportunities to create recreational and open space uses to serve the surrounding neighborhoods and the City of Irving.

VISION

The vision for this area is for an international market place in an eco-friendly environment with office and light industrial/logistics along major thoroughfares and State Highway 161. The market area serves the surrounding neighborhoods and hosts multicultural restaurants, shopping

and services. Its proximity to the airport allows travelers to visit if they have extended layovers. The area also contains recreational fields, open space and connectivity with surrounding residential neighborhoods.

DEVELOPMENT CONCEPTS FOR GREENWOOD HILLS/ HIGHLANDS

International Commerce

resonates with a variety of cultural institutions within the immediate area, as well as the multinational population of the City of Irving. It will attract nearby residents as daily users, but also the entire Metroplex as a unique international destination for food and specialty













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goods. Focusing development along Esters Road, the International Commerce zone would connect with nearby immigrant neighborhoods and provide needed local retail, dining, and commercial services. Opportunities include:

- Ethnic and cultural diversity of the surrounding neighborhood is used as a unifying development theme.
- Community Market serves as both a quality shopping experience and a gathering place.
- Food Truck Park integrated into the layout of public plaza.
- Smaller-scale development along Esters Road.

- Adaptable space/office and flex-buildings allow for change, growth and flexibility as the area develops.
- Parking is placed behind buildings along Esters Road to promote a pedestrian-friendly urban edge.
- Low-Impact Development Parking lots reduce impervious surfaces.

Regenerative Open Space

incorporates community gardens, restorative landscape areas and an outdoor pavilion. There is an opportunity to create a healthy ecosystem where food harvested in the community garden can be

sold in the neighborhood market as fresh produce. The landscape area will restore prairie land or Texas native plants enhancing biodiversity and promoting natural water filtration. An outdoor pavilion will serve as a multipurpose community space for social gatherings, weekend festivals or as a farmer's market.

- Role of community gardens and passive parks to encourage stewardship for local residents.
- Sustainable development and water quality mitigation solutions serve as green infrastructure demonstration areas.













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 Additional opportunities to create "restorative landscapes," restoring prairie land and promoting natural water filtration to enhance landscape biodiversity are explored.

Active Outdoor Sport Fields satisfy the growing recreational demands of the community. This location takes advantage of the large open space in the middle of this site to incorporate a variety of playing fields such as small soccer fields, junior league baseball fields, cricket fields, tennis courts and basketball courts, along with a park pavilion and an activity trail where outdoor exercise equipment allows adults

and children to run, walk, play and exercise together. Carefully working with the topographic features, these ball fields would terrace down the site for effective drainage. In addition to the playing fields, a possible community athletic facility along Esters Road could promote well-being and fitness.

- Small pocket park on Esters Road at the main entrance to the park.
- Sustainable Development and water quality mitigation solutions.
- Impervious paving increased reducing impacts of storm water runoff.

General Commercial Flex

Development along the State Highway 161 service road frontage allows for great visibility and access. It could be developed as an advantageous site for small businesses and create small neighborhood service retail opportunities.

- General Commercial may include larger scaled flex-office space (warehouse with office in front) or smaller neighborhood service retail or small offices.
- Limited access between the active outdoor space and commercial areas.





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- Increased access to the State Highway 161 service road.
- Buildings located along the service road frontage to provide a buffer for the subdivision neighborhood along Rochelle Road.

Recommendations for Greenwood Hills/Highlands

Strategy 1: Consider compatibility with non-residential land uses on this property when reviewing and taking action on nearby zoning change requests. FAA funding requirements prohibit future residential uses in

the buy-out area; future land use designations for this area must remain non-residential.

Strategy 2: Maintain flexibility for future development.

- Explore neighborhood-oriented open space uses, such as community gardens, walking trails, restorative landscaping and native habitat uses.
- Explore citywide open space uses, such as private athletic facilities or publicly owned community center facilities, ball fields, and other uses that promote healthy physical activity.

Strategy 3: Continue coordination

with DFW Airport to prepare land for desired development, including appropriate zoning, infrastructure and connections.

Strategy 4: When market is ready consider partnering with DFW Airport to identify development incentives and solicit developers for the market and recreation area.

Strategy 5: Partner with the Parks and Recreation Department for development of park and open space facilities. Ensure this area is addressed and prioritized in Parks Master Plan.















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Figure 86: Proposed Development Scenario; Scale:1:500 (Credit: JHP Architects)

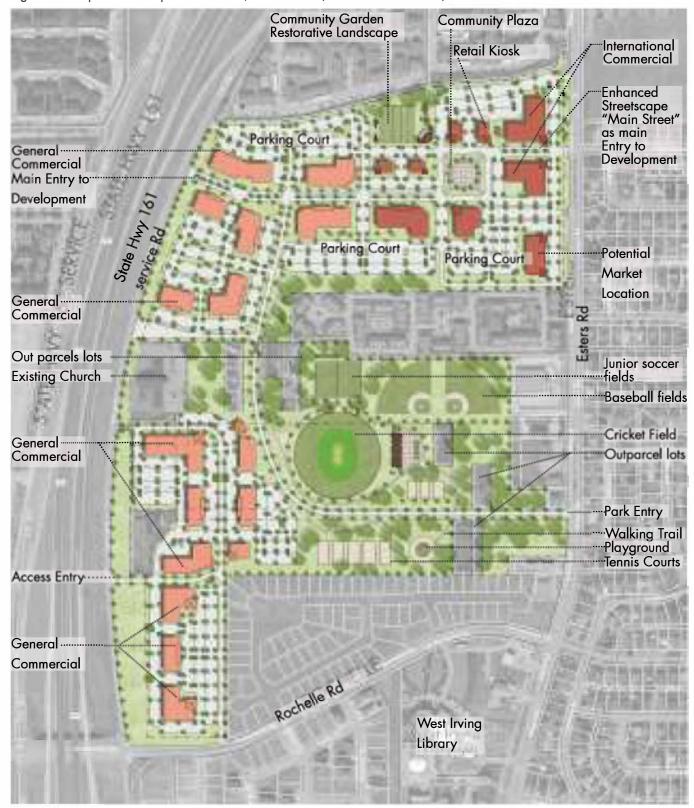






Figure 87: Proposed Circulation and Access Scenario; Scale:1:500 (Credit: JHP Architects)



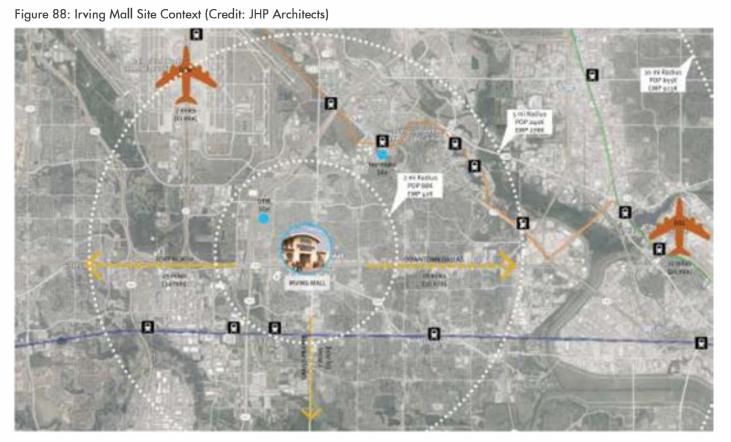
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CATALYST SITE 4: The Irving Mall Area

Located just two miles east of DFW International Airport, Irving Mall is among the top regional malls in the Metroplex, which is the nation's fourth largest retail market. At just over a million square feet in size, Irving Mall serves the shopping needs of an estimated 875,000 people. Approximately 240,000 people live and 278,000 people work within five miles of Irving Mall, and its prominent position along State Highway 183 gives the mall high visibility and access to a regional market for more than 6.5 million people. Major retailers include Macy's, Burlington Coat Factory, AMC Theaters, Victoria's Secret, American Eagle Outfitters, The Children's Place, and Express Men's, with more than 100 retail, dining and entertainment options in total.

ISSUES AND CONSIDERATIONS

- The retail industry is changing nationwide. There
 is increasing competition from online retailers, and
 consumers are seeking destination retail and town
 center experiences in preference to traditional
 malls.
- As DFW Airport continues to flourish, it draws more potential customers past the mall along State Highway 183.
- The retail market in Irving adapts to serve the city's demographics. The Irving market is notable for its great ethnic and cultural diversity and its growing number of younger residents.
- Any redevelopment of Irving Mall must be sensitive to the concerns of the residential neighborhoods to the north and west. Commercial development intensity should not be increased adjacent to the





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existing housing, however small lot single-family homes and townhouses could potentially be constructed as a transitional buffer to the existing neighborhoods.

• In the past, major retail centers like Irving Mall were often built without full connectivity to nearby uses. With any future redevelopment, streets, sidewalks and trails should be used to improve access from the existing neighborhoods in ways that are sensitive to the residential character, and also to allow better access to other nearby uses.

OPPORTUNITIES

TxDOT plans to reconstruct the intersection of SH-183 at Belt Line Road and transform the existing cloverleaf into a smaller footprint. This will create space for new development adjacent to Irving Mall. If the City of Irving chooses to purchase this land, and develop it as an open space amenity, this asset could help increase the value and visual draw of Irving Mall and other nearby parcels.

Irving Mall, as one of the city's most notable desitinations, has the opportunity to transform itself and lead the community to a more urban future. One redevelopment vision could add infill commercial spaces to the site, providing a mix of smaller retail opportunities while incorporating several types of housing product on the site: loft residences over retail, townhouses and small lot single-family units. By installing structured parking facilities, the existing surface lots could provide ample room for new development. Between new parking garages, and the addition of front-row parking spaces along storefronts, the quantity and availability of convenient parking will remain. Site redevelopment should be oriented along a "main street" style road network with sidewalks, angled on-street parking and intersections at regular intervals.

Valley View Center

In 2016, Valley View Mall is scheduled to be demolished and rebuilt as a new town center known as "Dallas Midtown," which will be a mixed-use housing and retail center. After the planned transformation, the cinema and several major anchors from Valley View will continue to operate in the redeveloped site.





Redevelopment of the Valley View Center in Dallas represents a local example of this type of suburban mall reinvention. (Image source: Dallas News)

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Figure 89: Existing Site Circulation (Credit: JHP Architects)



Figure 90: Future Site Circulation (Credit: JHP Architects)





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VISION

In 2016, Irving Mall enjoys strong retail occupancy rates and has many anchor tenants that are likely to continue operating for years into the future. As successful as the mall is today, retail is trending away from traditional malls and towards more urban, mixeduse venues that incorporate housing into town centers. The long-term vision for Irving Mall is an urban reconfiguration of the regional mall into a main street district. Irving Mall provides the opportunity to create an urban place that is both easily accessible and highly visible. Such a "retrofit" will transform the area from a retail site into a mixed-use retail, community and lifestyle hub that includes apartments, townhouses and small lot single-family homes.

DEVELOPMENT CONCEPTS FOR THE **IRVING MALL AREA**

Two different development concepts were created for the Irving Mall area. These concepts could expand to incorporate other shopping areas at the same intersection, or inspire site transformations elsewhere in Irving. Site plans of both concepts are shown on pages page 380 and page 381.

Concept 1

- Commercial redevelopment maintains the footprint of the existing mall and anchor tenants. Enhance the existing building by opening up entrances and windows to the ground floor retail facing the street.
- Incorporate several types of housing, including multistory mixed-use housing over retail or some other active ground floor use, townhouses, and small lot single-family homes.
- Main Street development Break up the existing surface parking lot by adding new smaller retail spaces throughout. These could be single story retail buildings or multistory mixed-use buildings. Design the circulation to create streets and

- development blocks that enhance accessibility. The front side (south and west faces) of the existing mall building will form the main travel route, with a perpendicular street diagonal from the corner to the Irving Mall main entrance.
- Streets and circulation Build interior streets that simplify travel within the development, and easily connect the site to Belt Line Road, the Airport Freeway frontage road, and the residential neighborhood to the north.
- Add structured parking garages at several locations throughout the site to allow shared parking and maintain the same parking capacity the site has today. Maintain parking lots on the north and north east sides of the existing building, and add angled parking long the various storefronts.
- Corner landmark In the highly visible area created by the reconfiguration of State Highway 183 relocation, create a distinctive, identifiable landmark feature that will become an iconic image for the site.
- Introduce public and semi-public green spaces Construct townhouses around a shared residential courtyard, add trees and landscaping to shade and beautify the surface parking lots. Restore the creek to a more natural state and create a natural amenity that will increase the value and beauty of this venue.

Concept 2

- Commercial redevelopment replaces portions of the current building. Maintain several of the anchor store structures at each end of the existing mall, and remove the center portion of the mall to create a multi-block park.
- Add housing units to the site. Provide a variety housing types, including multistory residential over retail or other active ground floor use, townhouses, and small-lot single-family homes.

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- Main Street development that extends west into the neighboring shopping center property – Build new smaller retail spaces on the existing surface parking lots, and extend the "main street" spine to include a future redesign of the adjacent commercial properties. New buildings could be single story retail or multistory mixed-use. Design the circulation to create streets and development blocks that enhance accessibility. Utilize angled on-street parking on every block.
- Streets and circulation Introduce a new circulation pattern and urban street network that encourages walking and reorient parking to be on-street and accessible. Install structured parking facilities to allow the redevelopment of existing surface lots without sacrificing on-site parking capacity.
- Introduce public and semi-public green spaces Construct townhouses around a shared residential courtyard, add trees and landscaping to shade and beautify surface parking lots. Restore the creek to a more natural state and create a natural amenity that can increase the value and desirability of development. The restored creek will serve as a park and as a prominent entry feature to Irving Mall.

Recommendations for the Irving Mall Area

Strategy 1: Continue working with the owners and management at Irving Mall to plan for the potential long-term redevelopment of the site that could create a walkable mixed-use center in line with the vision for Irving.

Strategy 2: Encourage future redevelopment efforts to create an internal street network and greatly expand onstreet parking.

Strategy 3: Explore options for a public-private partnership to construct and manage public parking garages at Irving Mall.

Strategy 4: Require future redevelopment efforts to incorporate open space and low impact development stormwater solutions into the site plan to improve environmental quality.

Strategy 5: Provide a buffer to existing residential neighborhoods adjacent to Irving Mall by locating lower density housing on the north western portion of the site and increased density to the southeast portion closer to State Highway 183.





Figure 91: Concept 1 Site Plan (Credit: JHP Architects)

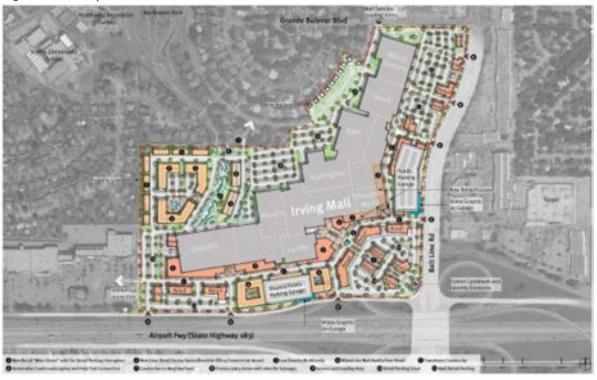


Figure 92: Concept 1 Design Analysis (Credit: JHP Architects)



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Figure 94: Concept 2 Design Analysis (Credit: JHP Architects)





CATALYST SITE 5: Heritage Crossing

Located in the heart of downtown Irving, Heritage Crossing is comprised of approximately 271 acres generally stretching from Pioneer Road south to Sixth Street, and from Sowers Road to Strickland Plaza. The Imagine Irving Comprehensive Plan Vision identifies Heritage Crossing as one of the city's five major centers. Major centers are defined as iconic Irving landmarks, districts and destinations that serve the entire region as concentrations of commerce, employment and activity. Other Irving major centers include the Las Colinas Urban Center, Planned Unit Development #6 (PUD #6 - former stadium site), the Irving Mall area, and MacArthur Crossing.

With significant public input, a multifaceted vision for Heritage Crossing was developed over the last six years. Stakeholders, residents and business owners envision the area becoming a premier destination for residential and business use. When the vision is fully realized, Heritage Crossing is expected to become a regional retail destination, featuring public art, as well as living, shopping, dining and recreation opportunities. The vision includes bike lanes, 11-foot sidewalks to increase foot traffic, and on-street parking to improve access to retailers in Irving's historic downtown area.

Almost 48 acres in the vicinity of Heritage Crossing have been aggregated for redevelopment. Thirty-eight of these acres, split between 15 redevelopment sites, are located in two primary areas — the Irving Boulevard/ Second Street corridor and along Delaware Creek. The concentration of redevelopment opportunities creates the potential for a major visual transformation of those two areas.

Figure 95: Heritage Crossing Boundary and Downtown Core



ISSUES AND CONSIDERATIONS

Heritage Crossing as a Business Center

Irving's downtown community is a prime location in the Metroplex, and continues to attract interest from retailers and developers. Businesses in the Heritage Crossing community include the Big State Fountain/ Grill, and Joe's Coffee Shop. The Texas Musicians Museum, with 8,500 square feet of space opened in 2015, and offers memorabilia, live music, gathering space and food. The proximity to the (Trinity Railway Express) TRE station, the governmental center, and the new South Irving Library, provide the synergy of uses needed to attract additional office and commercial uses.

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Texas Musicians Museum outdoor venue

Heritage Crossing Residential

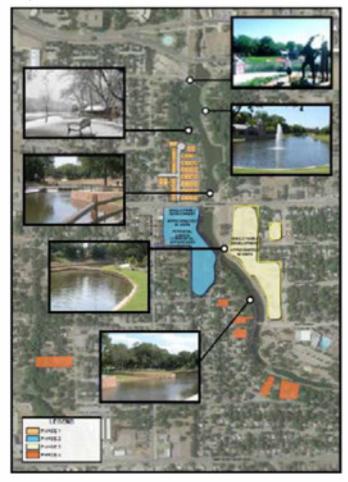
Recognized as a Best Neighborhood by the *Dallas Morning News* in 2013, the Heritage District provides more than 1,200 homes in stable, affordable neighborhoods. In the downtown area, in close proximity to the TRE station, stakeholders and residents envision the creation of a mixed-use community with retail shops along the district's sidewalks and a mix of business offices and residential units on the upper levels. The redevelopment of approximately 20 acres of vacant land in the district allow the addition of unique townhomes and single-family residences.

In 2015, the City of Irving sponsored a call for bids for residential development proposals. As a result of this call, the City of Irving entered into an agreement with a developer to potentially build 100 new residential units in Heritage Crossing. Phase one of this project includes construction of 40 new homes north of Sixth Street along Delaware Creek. With homes priced around \$250,000, they fill a middle income demand that is growing in the regional housing market.

Tax Increment Financing District (TIF)

In 2010, the Irving City Council established Tax Increment Reinvestment Zone #2 (the Irving Boulevard TIF) to fund the long-term redevelopment

Figure 96: Delaware Creek Residential Redevelopment Project



initiative for Irving Boulevard. A TIF is not a tax, but rather a commitment by the city to reinvest a portion of the growth in tax revenue generated by new development and investment within the district to fund needed improvements along the boulevard.

These would include roadway, utility, and drainage improvements, gateway features, landscaping, existing property revitalization and related items geared toward stimulating additional private investment and development. Together, these initiatives are designed to create and sustain an improved quality of life for residents, visitors and businesses along this corridor.



Existing Zoning

The newly adopted zoning for the Heritage District now allows the type of mixed-use and small lot residential uses envisioned for the core of the district. In addition, there is design guidance to ensure that development provides an active street environment with pedestrian amenities. This guides building form in order to create the desired mixed-use village and main street district.

Existing Streetscape

The existing street design is auto-oriented and individual sites are disconnected. Cars drive at high speed "through" the district, rather than "to" the district. Sidewalks are not continuous, with missing segments throughout the district, and building setbacks are irregular, creating a disjointed streetscape that diminishes the impact of the district's historic character.

OPPORTUNITIES

Zoning/Urban Design

The district has many vacant development-ready parcels located close to the historic main street area, and the regional TRE station. This creates a tremendous opportunity to support innovative development proposals and offers enough space to make transformative reinvestment economically viable.

The newly adopted zoning districts for the area provides the necessary framework to create a mixed use style of development that will support an active street front. It also enacts the standards necessary to provides predictability in the urban form and facilitate high quality new development in the area.

Streetscape

While the existing road design is almost completely auto-oriented with excess width and minimal pedestrian and bicycle amenities, the city has initiated plans to transform Irving Boulevard and Second Street into walkable mixed-use streets. The initial design work has been completed for this project.

Streetscape plans for the district include:

- Improved walkability:
 - » Wide sidewalks
 - » Enhanced crosswalks with corner bulb-outs
- Better bike-ability:
 - » Continuous dedicated bike facility
 - » Connecting downtown, neighborhoods, trails
- On-street parking to support existing and new retail
- Accommodation for current and future traffic (including large buses and trucks)

Connectivity and Gateway Projects

To improve connectivity of city trails and establish gateways into the district, the city will initiate a signature project that links 3.25 miles of trails within Heritage Crossing. The implementation of these types of projects will provide a citywide amenity and attract people living throughout the region.

Small Area Planning

Figure 97: Existing conditions in the Heritage Crossing downtown core



Figure 98: Streetscape improvements along 2nd Street in downtown core

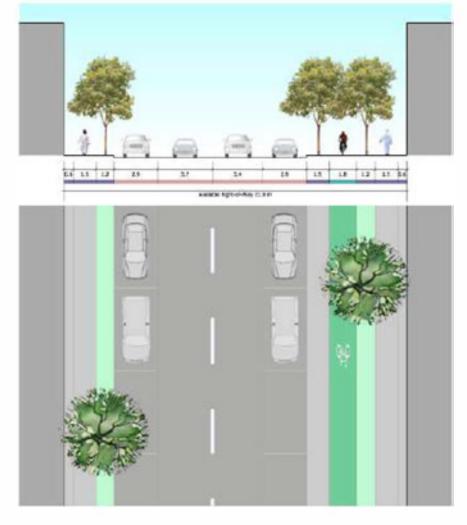
75' Right of Way (ROW)

Locations:

- » Irving Boulevard Britain to O'Connor
- » Second Street O'Connor to Britain

Highlights:

- » 11' sidewalks on both sides (5' travel zone)
- » Curb-separated
- » Bike lane (6' bike lane, 5' buffer)
- » Two one-way auto lanes w/turn lanes as needed
- » Parking on both sides of the street





VISION

The vision for this area is that the Heritage Crossing District will remain the heart of the community and become a regional destination with attractive residential options, thriving businesses, a variety of recreational opportunities, active open space, unique retail stores and beautiful works of public art all within a walkable neighborhood. The path to achieving the vision is to:

- Build on existing strengths and momentum
- Maintain authenticity
- Attract new infill development
- Create better streets that work for all
- Enhance livability for residents
- Improve the business climate for merchants

Recommendations for the **Heritage Crossing District**

Strategy 1: Create and implement a business plan for Heritage Crossing, including both general and project level goals. Update business plan annually and use to target private sector investments.

Strategy 2: Identify infill opportunities and encourage development of these catalyst sites. Build off residential momentum.

Strategy 3: As roadways are improved and rebuilt, create walkable streets with pedestrian and bicycle amenities, and opportunities for outdoor dining and other features that create a lively, active environment.



Artist's rendering of Second Street corridor in Heritage Crossing

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Small Area Planning

Strategy 4: Continue the Façade Enhancement Program and the Downtown Sign Enhancement Incentive Program to encourage property owners to improve the appearance of properties in the district.

Strategy 5: Continue with the Irving Boulevard/ Second Street re-design, engineering final design and reconstruction.

Strategy 6: Actively pursue public/private investment opportunities to create developments such as a business incubator, co-working facility and farmers market that will trigger additional growth and reinvestment.

Strategy 7: Establish a funding mechanism for the Connectivity and Gateway projects.

Strategy 8: Create a branding strategy for the district with wayfinding and signage.

Strategy 9: Identify and implement a parking management strategy for the district.

Strategy 10: Redesign and enhance Heritage Park and support community engagement activities such as demonstration projects, festivals and other events.

Strategy 11: Identify financing strategies and continue to provide funding assistance for projects consistent with the vision.

Figure 99: Available sites, public space and completed projects within the Heritage District

10.) 196,369 S.F. (4.5 Acres) 503 W. 6th Street 1J 162,6675.F. 317 S.F. of frontage on 6th Street 54.267 S.F. 306 Feet of frontage on 2nd Street 11.5 A. 115 162 SE (244 fictor) 39,766 5.5. B. 179,053 S.J. (4.11 Acres) 303/321 East 2nd Street Total 294,215 S.F. (6.7 Acres) 335 S.F. of frontage on 2nd Street. 430W 6th Street 244 S.F. of frontage on 6th Street. 615 S.F. of frantage on Ohio St. 35,957 S.F. 221 East Irving Blvd. 12.) A. 145,195 S.E. (3.33 Acres) 184 S.F. of Grontage on Irving Blvd. B. 112,611 S.E. (2.58 Acres) 5.) 156,377 S.F. Total 257,866 S.E. (5.92 Acres) 200 North Mafe SDOW orle Street 3.58 ALTOS 306 S.F. of frontage on 6th Street. 4) 26 891 S.F. 13.) 183,580 S.F. 157 S.F. of frentage on Irving Blvd. 4mg/42g South MacArthur 350 S.F. of frontage on South Macarthur 21,791 S.F. 4.21 Acres 313 W. Irving Blvd. 125 S.F. of frontage on Irving Bivd. 14) 56,796 S.F. 1016 Senter Road e) 21,274 S.F. 403 W. Irving Blvd. Loss 1 - 8 Parkskie Estates 110 S.F. of trentage on Irving Blvd. 15.3 60,000 S.F. 170 S.F. of frontage on O'Connor 1195 MacArthur Blvd. 1.377 Acres 136.1775.E. 216 S.F. of frontage on Irving Blvd. 16.) 50,743 S.F. 413 S.F. of frontage on 2nd Street. 5125, O'Connor 133 S.E. of troutage on O'Connor. 1.1649 Acres Churches 17.) 18,360 S.F. 222 E. Brying Blvd. Available Sites Public Space Completed/Redeveloped Sites





Small Area Planning

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Implementation Plan



Introduction

The adoption of *Imagine Irving* is the first step in implementing the plan. This plan reflects the efforts and dreams of the City of Irving — its residents, elected, appointed and civic leaders, and dedicated city staff. Full implementation of the plan will take the concerted effort of a range of implementation partners — from across the city, county, and region — requiring participation by nonprofit organizations and outside governmental agencies as well as the business community. Continuous action to implement the plan is required for it to have a lasting impact.

The comprehensive plan will guide private and public development. The City of Irving will use the plan to assess the appropriateness of proposed development. All comprehensive plan chapters have some role to play in assessing development applications, the public development actions, proposed CIP items, the siting of public facilities, and other activities that affect public and private development and expenditures.

While adopting *Imagine Irving* is a critically important step, implementation of this plan will be the true measure of its success. Irving must choose to make this vision a reality. The city must decide which policy directives and strategic investments will be selected for immediate action to help build momentum for full implementation.

IMPLEMENTATION PLAN

This Implementation Chapter

describes how the policies and actions in the comprehensive plan should be carried out. It provides recommendations for administering the planning process and enhancing linkages between the comprehensive plan and other planning processes. It also recommends steps to be taken to monitor, evaluate, and update the Plan on a regular basis.

The Action Plan describes the first seven implementation efforts that were widely recognized by residents and stakeholders as high priority for immediate action during the Imagine Irving planning process. These priority actions are detailed in the action plan.

An implementation matrix

provides the Plan's goals, strategies and actions and identifies the coordinating department, recommended time frame, and will display the current action status as implementation efforts proceed. The implementation matrix is included as a separate document and will be updated regularly by the Planning Department to monitor implementation progress.





Several major considerations guide this approach to implementing Imagine Irving:

Remove Barriers to Desired Actions

Often existing rules and processes make it difficult to implement desired changes to development patterns and urban form – while those very rules make it easy to continue constructing types of development that are no longer consistent with the community's vision. To ensure that the city continues to move towards implementation of the public vision, it is important to continuously assess the city's various regulations and processes and verify that they are driven by and achieve the goals in the comprehensive plan.

Continue to Build Strategic Partnerships

Many of the plan's actions will require the input and coordination of other jurisdictions and even private sector groups.. For this reason, it will be important for Irving to continue engaging in strategic partnerships with key stakeholders including other governmental agencies, business and neighborhood organizations, nonprofits, educational institutions, and many more. This culture of collaboration will ensure that Irving

is able to recruit and partner with the team members necessary to efficiently implement the plans strategies and thereby help ensure the city's leadership role in the region.

Consistency with Departmental Plans

The comprehensive plan, departmental strategic plans and special plans such as the Master Thoroughfare Plan, Water and Sewer Plans, and other programmatic and infrastructure plans, should be well coordinated and consistent with one another. The growth projections and vision map in the comprehensive plan should inform service decisions, and the timing and staging of needed improvements.

Guiding Future Development

Imagine Irving provides the policy direction for future development decisions. The plan's goals, strategies and actions will be implemented through development regulations (zoning and subdivision ordinances) and through operational, capital, facility and service expenditures. Public service and facility decisions should ensure that

IMPLEMENTATION PLAN

adequate resources are planned to meet the needs of new development and to guarantee that new construction is consistent with the desired vision.

Comprehensive Plan Review and Amendment

Comprehensive Plan Amendment: The Imagine Irving Comprehensive Plan is a dynamic document — one that responds to changing needs and conditions. However, plan amendments should not be made lightly, but should take in consideration the extensive public and stakeholder input that went into developing the plan in the first place. Commission and Council members should consider each proposed amendment carefully to determine whether a proposed change is consistent with the plan's goals, strategies and actions, perhaps merely fine tuning some particular aspect of the plan, or whether it represents a change in direction that should require broader discussion.

Comprehensive Plan Review: To ensure the Imagine Irving Comprehensive Plan remains an effective guide for decision-makers, Irving should conduct periodic evaluations of the plan. At least one meeting of the Planning and Zoning Commission annually should be devoted to the review of the plan's implementation status and any issues that have arisen. These evaluations should consider:

- The city's progress in implementing the plan
- Changes in conditions that form the basis of the plan
- Community support for the plan's goals and policies

- Changes in state laws
- Frequently requested types of comprehensive plan amendments

The review process should encourage input from a cross section of residents and stakeholders who were engaged in developing the plan. Any plan amendments that appear appropriate as a result of this review would be processed according to the comprehensive plan amendment process adopted by the city.

It is recommended that all staff report to the City Council and Planning and Zoning Commission state whether the specific request or issue is consistent with the comprehensive plan. If the issue is not, the City of Irving should evaluate whether an amendment to the plan is appropriate and take action accordingly.

The full benefits of *Imagine Irving* can only be realized by maintaining it as an up-to-date document that reflects the will of the people of Irving. As changes occur and new facets of the Community's development and vision become apparent, the Plan should be revised.



Comprehensive Plan Amendment Process



Action Plan

The action plan identifies seven priority strategies—targeted for completion within a one-to three-year timeframe—that *Imagine Irving* recommends for immediate action. These initial projects will be initiated by the city and are based on specific goals outlined within the *Imagine Irving Comprehensive Plan* Chapters.

The action plan lists suggested strategies to achieve the City of Irving's adopted goals, strategies and plan recommendations. Including a program or project on the list of implementation measures does not automatically create that program. The City of Irving will need to adopt budgets, consider new ordinances, and allocate staff resources to initiate these actions. Each major implementation decision will require input and specific action by the Planning and Zoning Commission and/or the City Council.

The action plan prioritizes projects and programs that should be funded through the operating budget or designated as capital programs and helps inform future bond election priorities. In addition to guiding future funding decisions, the action plan provides a framework to enable and promote public-private partnerships that will benefit the city and its residents. The action plan should be updated every one to two years as progress is made, and should be incorporated in the city's strategic work programs.

The Priority Strategies

Align Zoning Ordinance with Plan

01

Aligning the city's zoning code with the new concepts in the *Imagine Irving Comprehensive Plan* is a critically important step. The zoning code is the implementation tool behind many of the plan's recommendations and guidelines. For every new development, the zoning code addresses the most pertinent details, from required parking to building height and setbacks. Most traditional zoning codes, are designed to protect people and to prevent harm. Beyond meeting this critical purpose, a modern zoning code also helps a developer understand community priorities for a particular location and how to build successfully there.





The Irving Zoning Code should:

Allow More Diverse Building Types

Public input received through *Imagine Irving* events revealed the public's desire for a wider range of building designs on public spaces, in particular, the creation of mixed-use developments that accomodate homes, shops and businesses, as well as the introduction of new types of single-family homes into the community. Adjustments to the existing zoning code could allow a variety mixed-use options in neighborhood centers. Expanding the range of possible building types will be crucial to meeting the city's economic development and housing goals as defined in the vision.

Expanding Housing Options

In order to accommodate approximately 72,500 new Irving residents by 2040, the city will need to offer additional types of housing, including single-family homes on smaller lots, townhomes, and transit-oriented and mixed-use apartment and condo developments. The zoning ordinance should be amended to accommodate these desirable housing types and to remove barriers that prevent innovation in the types of housing allowed in Irving.

Review Parking Standards

Review the existing parking standards to ensure the most up-to-date methods are being used to calculate parking requirements, and that there is flexibility in the regulations to adjust the standards where appropriate.

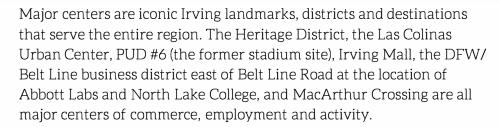
Provide Standards for Building Placement

Creating walkable areas requires that attention be paid to building setbacks, window placement, and other design features in order to make the open space between buildings an attractive, livable environment. Setting simple design standards can make a big difference in establishing the character of an area. Incorporating urban design standards into the zoning ordinance should be a priority.

The first step to achieving this strategy is to perform a zoning code assessment and identify specific issues that need to be addressed. A work plan to resolve each of these issues should then be prepared and implemented.

Focus on Major Centers

02



Irving is known for its strong employment centers, and with the city investing heavily to ensure rail access to the city's regional centers, Irving will continue to expand the attractiveness and marketability of these locations by encouraging developments that promote connectivity, walkability, and services. Key regional centers include the redeveloped the former stadium area, which will provide a quarter of the new housing and employment projected for Irving over the next 25 years in an exciting, walkable, sustainable environment. The Las Colinas will continue to mature, attracting new national and international business. Other areas such as Irving Mall, Valley Ranch, and the Irving Heritage District will reinvent themselves as regional assets with walking, bicycling and transit amenities.

Area plans, policies and proper zoning regulations are needed to direct growth to these areas, and to ensure that new growth enhances Irving's reputation as a leader in the region by creating new, walkable environments, and taking advantage of transit amenities and regional access.

The first step in addressing this strategy is to prioritize regional centers to determine how and when they should be enhanced. A small area plan, similar to the PUD #6 study and ordinance, should be prepared for the highest priority area along with the ordinances necessary to implement the plan. Then plans and regulations for each of the remaining areas would be developed in order of priority. Plans should address the appropriate land uses and densities, urban design issues, and also accommodate future anticipated growth and its relation to the surrounding area. Policies protecting commercially zoned land for future development, as well as guidelines for residential and mixed-use development should be included to ensure the long-term viability of the regional centers.









Improve Transit on MacArthur Blvd.

03

Throughout the *Imagine Irving* process, residents and stakeholders discussed how difficult it is to travel from south Irving to north Irving — for jobs, classes, shopping, or even for access to DART rail. Today, bus transfers are required for most trips, making the use of public transit very time consuming.

Currently, Irving's highest transit ridership occurs on some of the crosstown and rail feeder routes, particularly the routes that connect to the downtown Irving/Heritage Crossing Station and the Irving Convention Center Station. These routes use well-developed principal and major arterials such as Belt Line Road, MacArthur Boulevard, Irving Boulevard, and Northwest Highway. Additional enhancements to these existing routes would have the potential to increase ridership, stimulate new transit-oriented development, and reduce overall traffic congestions on these corridors.

MacArthur Boulevard is a regionally important corridor with many educational facilities located along its path. North-south routes along MacArthur Boulevard and other north-south arterials should be improved, with additional options provided to travel through Irving. The implementation of high capacity or higher frequency transit service along priority transit corridors such as MacArthur Boulevard is a priority.

The first step to address this issue is to work with DART to improve transit along MacArthur Boulevard. This would require examining the existing routes, timing and service levels. Consideration should be given to providing a higher frequency service along the route and ultimately a Bus Rapid Transit (BRT) route.

Complete the Campión Trail

04





Campión Trails is a master-planned, 22-mile greenbelt trail along the Elm Fork and West Fork of the Trinity River (from Hunter Ferrell Road at the Trinity River bank, to north of Interstate Highway 635 along the Elm Fork). Approximately 11 miles of Campión Trails is already operational. This master-planned trail system provides north/south access from Grand Prairie, north to the cities of Farmers Branch and Coppell, and access points on the east side of Irving across the Trinity River into West Dallas. The master plan was approved in 1995, and began construction in 1996. Developed sections of the Campión Trails provide a 12-foot-wide trail for pedestrian and bicycle access.

The trail runs adjacent to 15 parks and greenbelts, which together comprise a north-south linear park system of approximately 726 acres. Two recently completed inter-city connections along the trail include 0.5 miles of Royal Lane Bridge Trail, which links into the Farmers Branch Connector (2014), and 2.6 miles of the Lone Star Connector, which links into the Grand Prairie Connector (2015).

The City of Irving has received more than \$8.5 million dollars in Dallas County grants, and more than \$500,000 in Texas Parks and Wildlife grants for the trail.

The Irving Parks and Recreation Department is striving to complete the remaining segments of the trail as quickly as possible. Residents in Valley Ranch have direct access to the trail, while opportunities exist to provide improved bicycle and pedestrian access from other neighborhoods immediately adjacent to Campión Trails. There are also several locations where vehicles may park to provide access to the trail, and opportunities exist to provide more trail access to additional neighborhoods. When completed, the Campión Trail will offer a continuous route along the city's eastern edge and connect to the regional trail network.

To continue implementation of this trail system, the Parks and Recreation Department should continue identifying public and private funding opportunities that will help fill the remaining gaps in the trail system. Identifying creative funding mechanisms for the trail system should be a priority in creating the recommended Parks Master Plan.



Parks, Open Space and Trail Master Plan

Irving residents value their parks, trails and open space. Completed in 2000, the existing Parks Master Plan is more than 16 years old. As Irving grows during the next 25 years, additional parks and facilities will be required to serve new residents. A Parks Master Plan is necessary to enable the city to request parks and open space grants, plan for new parks, and secure funding for necessary improvements. Much of the analysis and system documentation needed for a Parks Master Plan was completed as part of the *Imagine Irving* process. This groundwork should be incorporated into a complete the Parks, Open Space and Trail Master Plan.

In the 2017 budget, the Parks Department intends to request approximately \$350,000 for a Parks, Open Space, and Trail Master Plan to address recreational priorities, programming, funding mechanisms, and preservation. This planning effort could be combined with creating the formal Bike and Trail Plan recommended in the Transportation Chapter. Given new demographic and development trends in Irving, a robust public involvement program should guide the development of the Parks, Open Space and Trail Master Plan Update. Community input will identify preferences, test proposed concepts, and identify needs and suggested solutions at the neighborhood and community level. An updated plan will:

- Address maintenance of existing park facilities.
- Include a thorough update to the public and private parkland inventory in Irving.
- Address community involvement from residents, the City of Irving, private developers and schools.
- Involve adjacent communities and other stakeholders.
- Redefine geographical park needs based on demand and usage.
- Propose a financing plan to achieve parks, open space and trail goals.

The first step in implementing this strategy is to dedicate funding for completion of the plan and hire a consultant to work with staff to prepare the plan.





Bike Master Plan

06



The City of Irving should focus on developing an on-street bikeway system to better connect residential neighborhoods to recreational facilities, economic activity centers and transit stations. Irving should recognize that its population includes bicycle riders of all skill levels, and more people will be encouraged to ride if streets are designed to protect riders and make cycling enjoyable. A variety of innovative facilities may be considered, and given the unique characteristics of each roadway, the most appropriate facility should be selected based on adjacent land use context, roadway characteristics, and existing or expected types of bicycle use.

Additional east-west and north-south bicycle connections need to be considered in the future to provide more access for those who choose to walk or bike to get to their destinations or to enjoy leisure activity.

Develop a citywide Bike Master Plan as part of a citywide active transportation network of on-street and off-street bicycle facilities. The plan should:

- Promote bicycle facilities that connect neighborhoods to existing and planned parks, trails, recreation areas, transit stations, and major activity centers.
- Encourage safe and comfortable bicycle facility design that attracts a variety of riders and minimizes conflicts with motor vehicles.
- Prioritize the retrofit of bicycle lanes and shared-use paths on existing corridors with excess capacity or right-of-way.
- Develop and promote a bicycle safety education program.

This strategy could either be combined with the Parks, Trail and Open Space Plan, or budgeted and initiated separately.





Irving could adopt new bike facilities such as highly visible green lanes and accommodation for bikes on transit.



Catalyst Site Planning

07

Small area planning is a tool to implement the *Imagine Irving* recommendations for residential, mixed-use and business neighborhoods. Topics can include land use, transportation and connections, urban design, community services and facilities, parks, or other topics specific to a small area. These plans will be provided for defined geographic areas that require more focused study and outreach, and will produce detailed recommendations that implement the goals and strategies in the comprehensive plan. The intent of such studies and plans is to guide long-range development; stabilize and improve neighborhoods, corridors, or other defined areas to achieve citywide goals; and to attain economic and community benefits. These area-specific studies will be used, where appropriate, to develop amendments to the comprehensive plan and/ or the Capital Improvement Plan. The plans may also recommend specific zoning changes to implement the recommendations.

Small area plans can be prepared by city staff, in partnership with other organizations, or through a team of consultants working with staff and stakeholders.

Developing timely, focused small area plans for potential catalyst sites should be a top priority whenever a neighborhood, major property owner, or other group of stakeholders expresses the willingness and capacity to help further define how comprehensive plan recommendations can be implemented within their community. Such plans may focus on stabilizing existing residential uses, planning for complete neighborhoods, creating connections between neighborhoods, enhancing transportation opportunities, reinvigorating aging commercial sites, or transforming existing multifamily sites to other uses.

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