

# Imagine Irving 2022- List of Proposed Changes

2017 Approved	2022 Proposed
<b>Imagine Irving Edits Sections I &amp; II</b>	
Cover Page:	Cover Page: <b>2022 Edition</b>
<p><b>Acknowledgements</b> 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:</p>	<p><b>Acknowledgements</b> The City of Irving would like to thank the many individuals who contributed to the creation of the original <b>2017 edition</b> 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. <b>A list of these contributors can be found in the 2017 Imagine Irving Plan. To that list, we are also grateful for the following City Council and the Planning and Zoning Commission for reviewing and adopting this update and to the City Staff team members who contributed to the 2022 Imagine Irving Update:</b></p>
<p><b>Acknowledgement Lists:</b> Removed: Former City Council, Former Planning and Zoning Commission, Community Advisory Committee, City Staff, Planning and Community Development Department, Communications Department, Internal Steering Committee, Fregonese &amp; Associates Consulting Team</p>	<p><b>Acknowledgement Lists:</b> Updated: City of Irving Mayor and City Council Updated: Planning and Zoning Commission Added: <b>2022 Staff Update Team</b></p>
<p><b>Table of Contents:</b> <b>II Planning Process</b> <b>08: Waste management &amp; Materials Recycling</b> Updated Pagination</p>	<p><b>Table of Contents:</b> <b>II Chapter Updates</b> <b>08: Solid Waste Services</b> Updated Pagination</p>
Introduction Chapter	
<p>Page 2: 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: <del>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.</del></p>	<p>Page 2: Imagine Irving captured the ideas of thousands of Irving's residents who have big dreams for the community. Their input was gathered in public workshops, in stakeholder interviews, and through public surveys <b>and drove the development of the comprehensive plan. Details of that vision follow in the subsequent pages prior to the plan summary. but the process used to gain public input and build consensus are found in the original 2017 Imagine Irving Plan.</b></p>
Page 3.	Page 3.
Removed: "Texas Musicians Museum" from list of destinations	
<p>DFW Airport covers 27 square miles and is the world's ninth busiest airport in passenger traffic, <del>servicing 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.</del><sup>1</sup></p>	<p>DFW Airport covers 27 square miles and is the world's ninth busiest airport in passenger traffic, <b>servicing approximately 73 million passengers in 2019. With 23 passenger airlines, seven runways and 60,000 employees on the ground, DFW Airport serves 259 domestic and international destinations. From there, every major city in the United States can be reached within four hours.</b><sup>1</sup></p>
Page 4	Page 4
<p>The City of Irving is home to <b>232,413</b> residents<sup>3</sup> and over 8,500 local and multinational companies operating in the city, including six Fortune 500 firms with world headquarters located in Irving.<sup>4</sup> 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.<sup>5</sup></p> <p>Irving's diversity reflects the city's global character, and in 2013 one of Irving's ZIP codes was identified as the most diverse in the country.<sup>6</sup> <b>Since 1980</b>, 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.</p> <p>Irving residents are remarkably young compared to rest of the state and the nation, with a median age of 32 years. <del>Generationally, Millennials are the predominant group, comprising 33 percent of the city's population, followed closely by Generation X (29 percent), and Generation Z (23 percent).</del></p>	<p>The City of Irving is home to <b>256,684</b> residents<sup>3</sup> and over 8,500 local and multinational companies operating in the city, including six Fortune 500 firms with world headquarters located in Irving.<sup>4</sup> 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.<sup>5</sup> Irving's diversity reflects the city's global character, and in 2013 one of Irving's ZIP codes was identified as the most diverse in the country.<sup>6</sup> <b>For decades</b>, 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 <b>and to date</b>, making Hispanics the largest ethnic/racial group in the city. The city also has growing Asian and African American populations <b>now comprising 22.3 and 12.4 percent of the total population respectively.</b></p> <p>Irving residents are remarkably young compared to rest of the nation, with a median age of 32 years versus 38.2 nationally. <b>Incomes in the city are on par with the rest of the state and the nation. They are significantly higher than in the City of Dallas, but lower than the DFW Metro area overall.</b></p>

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<p>Baby boomers account for just 10 percent of the city's population.<sup>7</sup></p> <p>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.</p>	
<p>Page 4:            Figure 2: Change in Diversity, 1980-2013            Figure 3: Irving's Median Age Compared with Texas and the US 1980-2013            Figure 4: Median Household Income 2013            Figure 5: Change in Irving's Generations 2000-2013</p>	<p>Page 4:            Figure 2: Change in Diversity 1990-2020            Figure 3: Irving's Median Age Compared with Texas and the US 1980-2020            Figure 4: Median Household Income, 2020</p>
<p>Page 5:  <b>Workforce Profile</b>            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.<sup>8</sup> 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.</p> <p><b>Population and Household Projections</b>            Irving is expected to grow substantially between now and 2040, adding around 28,000 new households and 72,500 new residents.</p>	<p>Page 5:  <b>Workforce Profile</b>            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.<sup>7</sup> 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 with a daytime population estimate of more than 315,000 people in 2020. More than 35,000 people work in professional management or administrative services located in Irving. Finance, insurance and real estate provide employment for another 29,000 people. Education, health, retail and transportation are other major employment sectors, all of which draw workers from across the region due to Irving's central location.</p> <p><b>Population and Household Projections</b>            Irving is expected to grow substantially between now and 2040, adding around 29,000 new households and 62,000 new residents. The 2020 Decennial Census indicates the City of Irving is now home to 256,684 residents though household totals have not yet been released.</p>
<p>Figure 6: Irving Commuter Shed 2011            Figure 7: Irving's Distribution of Employment by Industry (Top 6)            Figure 8: 2040 Regional Population and Household Forecast</p>	<p>Figure 5: Irving Commuter Shed 2011            Figure 6: Irving's Distribution of Employment by Industry (Top 6)            Figure 7: 2040 Regional Population and Household Forecast</p>
<p>Page 6:  <b>Irving's Current Housing Mix</b>            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 transit oriented 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.</p>	<p>Page 6:  <b>Irving's Current Housing Mix</b>            The current mix of housing stock leans towards multifamily buildings (58 percent). Single family housing types including detached homes, townhomes, mobile homes and duplexes make up the majority of ownership products (42 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 transit-oriented 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.</p>
<p>Page 7 Sidebar:            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.</p>	<p>Page 7 Sidebar:            The Imagine Irving plan was guided by a diverse group of community representatives serving on the Advisory Committee. They 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.</p>
<p>Page 16            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</p>	<p>Page 16            As a global crossroads, the City of Irving is home to the most diverse population in the Metroplex, with 39 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</p>

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employing diverse populations, benefiting greatly from the variety of perspectives that different experiences can bring to the table.	wisdom of employing diverse populations, benefiting greatly from the variety of perspectives that different experiences can bring to the table.
<p>Page 21 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 <b>25</b> years.</p> <p>...</p> <p><b>In the next 25 years</b>, the city is expected to grow by over 28,000 households and 89,000 new jobs.</p>	<p>Page 21 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 <b>20</b> years.</p> <p>...</p> <p><b>From 2017 to 2040</b>, the city is expected to grow by over 28,000 households and 89,000 new jobs.</p>
Reorganization, The Plan Summary is now part of II Chapter Updates	Reorganization, section II Chapter Updates Created
<p>Page 23: The following pages summarize each chapter of the plan:</p> <ul style="list-style-type: none"> <li>• Land Use and Urban Design</li> <li>• Housing and Neighborhoods</li> <li>• Transportation</li> <li>• Infrastructure</li> <li>• Parks, Trails and Open Space</li> <li>• Economic Development</li> <li>• Conservation, Sustainability and Green Initiatives</li> <li>• <b>Waste Management and Materials Recycling</b></li> <li>• Communications and Technology</li> <li>• Public Safety</li> <li>• Community Amenities</li> <li>• Fiscal Security</li> <li>• Poverty, Health and Education</li> <li>• Intergovernmental Relationships</li> <li>• Small Area Planning</li> </ul>	<p>Page 25: The following pages summarize each chapter of the plan:</p> <p>Land Use and Urban Design Housing and Neighborhoods Transportation Infrastructure Parks, Trails and Open Space Economic Development Conservation, Sustainability and Green Initiatives <b>Solid Waste Services</b> Communications and Technology Public Safety Community Amenities Fiscal Security Poverty, Health and Education Intergovernmental Relationships Small Area Planning</p>
<p>Page 24: <b>Land Use and Urban Design</b> <del>Irving's future land uses are organized under six building blocks that compose the vision map (described on page 17).</del></p>	<p>Page 26: <b>Land Use and Urban Design</b> A City's Land Use Policy is the key to shaping a community's future. It ensures that residents can find appropriate housing, that employers can establish thriving businesses, that sufficient open space is preserved for recreation and conservation, and that the community itself can remain fiscally sustainable over the long term. The governance of land use is often seen as the primary purpose of a Comprehensive Plan, and the future land use map guide and justify the use of Zoning Regulations which are used to implement the community vision which the map reflects. Irving's future land use plan will guide the future orderly growth of the city. This chapter has been updated in the following ways: Land Use Categories have been modified, and some renamed, for clarity and to better differentiate between each other. Modifications include the creation of the Community Village land use category (a modification of the College District class), and a Warehouse category. The Business District has been split and much of the land once under that category is now classed as Manufacturing/Warehouse and separated from the Office use of the original district. The renamed, Local Commercial category has had its residential component removed, making it a non-residential rather than a mixed use category. Strategy 2.2 amended to clarify that 2nd Street should also be a multimodal route to the Heritage District, and a bullet has been added stating: "Develop well-designed, quality housing that provides a diversity of housing options" Strategy 3.2 has been updated to indicated that is it the visual character of traditional neighborhoods that the city seeks to preserve. Heritage Crossing references have been updated to "Heritage District" here and throughout Imagine Irving 2022. The future land use map has been updated.</p>
	<p>Page 28: <b>Housing and Neighborhoods</b> This chapter has been updated in the following ways: References to receipt of the discontinued Continuum of Care Grant have been removed. References to partnering with Housing Channel Inc. have been added while Irving Community Development Corporation have been removed. Available housing mix and resident tenure data has been updated. Strategy 2.3.2 updated to explain explain that HCD regulations are to "add a diversity of housing options"</p>

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	Strategy 3.1 has been updated to reflect the desire to preserve the visual character of traditional neighborhoods.
	<p>Page 30:  <b>Transportation</b>            This chapter has been updated in the following ways:            The Master Thoroughfare Plan map has been updated.            DART system references, in particular the deployment of the Go-Link system have been added and updated.            The Bike Plan section has been updated to reflect the work currently underway in partnership with the North Central Texas Council of Governments.            Notes have been added indicating that Imagine Irving 2017 Strategies 1.2.2, 2.1.1, 2.1.2, 2.1.2, 3.1.1, 3.1.2, and 3.3.1 from this chapter have all been completed.</p>
	<p>Page 31:  <b>Infrastructure</b>            This chapter has been updated as follows:            Service and capacity statistics have been updated to the most recently available data.            Progress on the Carbon and Northgate pump stations has been noted.            The Drainage System discussion has been updated and largely rewritten to reflect the current system capacity and plans for improvements.            Strategy 1.2.3 has been added to expand water delivery capacity for the city's future benefit.</p>
<p>Page 28:  <b>Parks, Trails and Open Space</b>            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</p> <p>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.</p> <p><b>How we get there - Irving's strategy will be to:</b>  <del>»» Conduct a comprehensive Parks, Open Space, and Trail Master Plan.</del>            »» 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.  <del>»» Continue to pursue plans to build a state-of-the-art recreation center.</del>            »» 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.</p>	<p>Page 32-33:  <b>Parks, Trails and Open Space</b>            Irving residents will have access to one of the finest park and open space systems in the Metroplex. The city of Irving owns and operates 92 parks and beautification areas and more than 2,000 acres of parkland. This system includes swimming facilities, aquatic centers, and splash parks. The city provides hiking and biking trails, picnic areas, playgrounds, disc golf, fishing, athletic fields, and a municipal golf course.            Opportunities to expand within this system include:  <ul style="list-style-type: none"> <li>• Enhancing pedestrian and bike connections between parks and neighborhoods</li> <li>• Updating and maintaining existing parks</li> <li>• Building a city park system of national quality</li> <li>• The development of comprehensive recreational campuses that combine services to more efficiently serve a much larger section of the City.</li> </ul> <p>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.</p> <p>This chapter has been entirely rewritten and the goals reorganized following completion of the 2019 Parks Master Plan. The recommendations of that plan are reflected in Imagine Irving 2022.</p> <p><b>How we get there - Irving's strategy will be to:</b></p> <ul style="list-style-type: none"> <li>• Maintain a comprehensive Parks, Recreation, and Open Space Master Plan.</li> <li>• Plan for the highest level of maintenance of existing parks and open space.</li> <li>• Creatively work toward a goal of 10 acres of parks and open space per 1,000 residents.</li> <li>• Expand funding options to meet resident demands.</li> <li>• Increase the allocation of landscaping for infrastructure improvements.</li> <li>• Implement additional sustainable practices.</li> <li>• Coordinate park and open space with floodplain management needs.</li> <li>• Improve connectivity between parks and open spaces.</li> <li>• Complete the remaining land acquisition and construction for Campión Trails by 2026.</li> </ul> </p>

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	<ul style="list-style-type: none"> <li>• Reprogram inefficient facilities to meet changing demands.</li> <li>• Evaluate recreation and aquatic facilities to identify a path from neighborhood centers to more regional recreational campuses.</li> <li>•</li> </ul>
	<p>Page 34:  <b>Economic Development</b>            This chapter has been updated as follows:            Updates to unemployment rate and some American Community Survey data tables</p>
<p>Page 30  <b>Conservation, Sustainability and Green Initiatives</b></p> <p><b>How we get there - Irving's strategy will be to develop partnerships to:</b>            »» 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.</p>	<p>Page 35  <b>Conservation, Sustainability and Green Initiatives</b>            Smart Irrigation was added as a potential conservation strategy.  <b>How we get there - Irving's strategy will be to develop partnerships to:</b></p> <ul style="list-style-type: none"> <li>• Use city procurement to provide leadership in sustainability.</li> <li>• Maintain, upgrade and improve the city's infrastructure sustainably.</li> <li>• Manage stormwater sustainably.</li> <li>• Expand the use of renewable energy sources- <b>COMPLETE</b></li> <li>• Build the city's resource security and disaster resilience.</li> <li>• Restore and regenerate the urban environment.</li> <li>• Expand alternative transportation options to address air quality issues to help mitigate regional non-attainment.</li> </ul> <p>Provide resources and education for staff, residents and business.</p>
<p>Page 31  <b>Waste Management and Recycling</b></p>	<p>Page 36:  <b>Solid Waste Services</b>            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.            This chapter has been renamed and updated as follows:            • Discussion of workforce health and safety has been updated.            • Service levels in Irving and benchmark cities have been updated.            • Discussion of equipment replacement strategy and recommendations has been updated.</p> <ul style="list-style-type: none"> <li>• Goals 3 and 4 have been removed.</li> </ul>
	<p>Page 37  <b>Communications and Technology</b>            This chapter has been renamed and updated as follows:            • Irving Connects program is discussed            • List of active social media tools and ICTN programming is updated.            • Updated discussion of the transition to 5G.            • Section on Information Security rewritten to reflect the current data security and threat landscape.            • Discussion of Your Irving Voice as a tool for community dialogue.            • Strategy 2.1.5 added related to the metaverse the use of virtual reality as a communications tool.</p>
<p>Page 33  <b>Public Safety</b>            Irving's public safety providers are dedicated to providing high quality 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.</p> <p>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.</p> <p>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</p>	<p>Page 39-40  <b>Public Safety</b>            Irving's public safety departments provide high-quality service to residents and businesses. Building inspections, police, emergency management, 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..</p> <p>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 ten ambulances the fire department plans to add additional stations to serve anticipated growth.</p> <p>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.</p>

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<p>city grows, the challenge will be to increase coverage to fill in service area gaps.</p> <p><del>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.</del></p> <p>The police department focuses on building community relationships and supporting neighborhood watch groups, crime prevention, <del>housing surveys</del>, 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.</p> <p><b>How we get there - Irving's strategy will be to:</b></p> <ul style="list-style-type: none"> <li>»» Become a regional leader in innovative technology.</li> <li>»» Plan for future public safety capital improvement needs.</li> <li>»» Evaluate and address the needs of new growth centers.</li> <li>»» Continue to focus inspection programs on problematic and declining areas.</li> <li>»» Focus the culture in Public Safety departments on building community relationships.</li> </ul>	<p>The police department focuses on building community relationships and supporting neighborhood watch groups, crime prevention surveys, innovative programming, and citizen police academy classes in English and Spanish. The department emphasizes community outreach to maintain safety, cultivate dialogue and understand the community's issues.</p> <p>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.</p> <p>This chapter has been updated as follows:          Police Department section has been reorganized into the following sections, each with an updated discussion of their roles:          Office of the Police Chief          Field Operations Bureau          Investigative Services Bureau          Administrative Services Bureau          Office of Emergency Management          Animal Services Division          The latter two sections also had complete rewrites of their roles and organization.          The Section of the Fire Department had some statistical updates.</p> <p><b>How we get there - Irving's strategy will be to:</b></p> <ul style="list-style-type: none"> <li>• Prevent crime and disorder.</li> <li>• Become a regional leader in innovative technology.</li> <li>• Plan for future public safety capital improvement needs.</li> <li>• Evaluate and address the needs of new growth centers.</li> <li>• Continue to focus inspection programs on problematic and declining areas.</li> </ul> <p>Focus the culture in Public Safety departments on building community relationships.</p>
<p>Page 34  <b>Community Amenities</b></p> <p><del>How we get there - Irving's strategy will be to:</del></p> <ul style="list-style-type: none"> <li>»» Ensure library facilities are properly located and upgraded to provide quality citywide library services. Plan for new facilities to meet future growth.</li> <li>»» Expand library programming to include creative programming that responds to community needs.</li> <li>»» Use arts and cultural resources to bring Irving together as one cohesive city made up of vibrant, diverse neighborhoods.</li> <li>»» Promote Irving's cultural assets to create vibrant neighborhoods and activity centers.</li> <li>»» Leverage key developments in Irving to attract and enhance economic development target markets.</li> <li>»» Plan for maintenance and ongoing programming of the Irving Arts Center as a key cultural asset.</li> <li>»» Plan for maintenance and ongoing programming for the Irving Convention Center as a key cultural asset.</li> <li>»» Address revenue opportunities and options.</li> </ul>	<p>Page 41  <b>Community Amenities</b></p> <p>Updates to this chapter include:</p> <ul style="list-style-type: none"> <li>• Update of Library mission statement and circulation statistics</li> <li>• Update of Arts Center information and list of member organizations</li> <li>• List of museums updated to include the Smithsonian Sparklab, Irving Archives &amp; Museum, and the Heritage House. Removal of the Texas Musicians Museum.</li> <li>• Rewrite of the Library's issues and Concepts discussion to reflect current capacity, addition of Radio Frequency Identification technology, and planned expansion of Maker Space resources.</li> <li>• Rewrite of Strategies 1.1, 1.2, 1.3. Removal of strategy 1.4.</li> <li>• Addition of Strategies 2.5, and 2.6 pertaining to improving library access to underserved residents and removing service barriers.</li> </ul> <p><b>How we get there - Irving's strategy will be to:</b></p> <ul style="list-style-type: none"> <li>• Ensure library facilities are properly located and upgraded to provide quality citywide library services. Plan for new facilities to meet future growth.</li> <li>• Expand library programming and utilize a data-driven model of program evaluation to ensure a customer-centered distribution of programs throughout the city.</li> <li>• Use arts and cultural resources to bring Irving together as one cohesive city made up of vibrant, diverse neighborhoods.</li> <li>• Promote Irving's cultural assets to create vibrant neighborhoods and activity centers.</li> <li>• Leverage key developments in Irving to attract and enhance economic development target markets.</li> <li>• Plan for maintenance and ongoing programming of the Irving Arts Center as a key cultural asset.</li> <li>• Plan for maintenance and ongoing programming for the Irving Convention Center as a key cultural asset.</li> <li>• Address revenue opportunities and options.</li> </ul>
	<p>Page 43  <b>Fiscal Security</b></p> <ul style="list-style-type: none"> <li>• Budget data and the section on Responsible Leadership have been updated.</li> </ul>

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	Page 44 <b>Poverty, Health and Education</b> This chapter has been updated with readily available poverty and income data for the city.
	Page 45 <b>Intergovernmental Relationships</b> The list of intergovernmental partners was updated.
	Page 46 <b>Small Area Planning</b> Additionally, the City of Irving will make a concentrated effort to empower residential neighborhoods to better define their own futures through a newly approved Neighborhood Planning Program. This effort is getting underway in 2022 with its first pilot project, which will serve as a template for ongoing efforts to better engage residents in planning their community's future! Minor text edits were made to the Heritage District and Northlake Campus small area summaries.
Page 39 <b>The Future is in Your Hands</b> ... 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. ...	Page 47 <b>The Future is in Your Hands</b> ... 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 20 years, potentially requiring updates every five to 10 years to reflect changing conditions. ...
Page 40  <b>End Notes</b>	Page 48  <b>End Notes</b> Renumbered, original entry 7 referring to a citation from 2013 ACS was removed
Pages 44- 49 Reorganization, II The Planning Process-Removed entirely	

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<b>Section III Chapter 1 Land Use and Urban Design</b>	
2017 Approved	2022 Proposed
<p>Page 54 Sidebar: Imagine Irving will guide the city to achieve the community’s vision for the next <b>25</b> years. At the start of each chapter, the guiding principles that are especially relevant to the topic are highlighted.</p>	<p>Page 52: Sidebar Imagine Irving will guide the city to achieve the community’s vision for the next <b>20</b> years. At the start of each chapter, the guiding principles that are especially relevant to the topic are highlighted.</p>
<p>Page 59: <b>Areas of Stability, Opportunity + Reinvestment</b> 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, <b>but investment will focus on preservation of character rather than transformation.</b></p> <p>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, <b>enhancing single-family neighborhoods</b>, and reimagining strip retail areas.</p> <p>Areas of stability can apply to important nonresidential 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.</p>	<p>Page 57 <b>Areas of Stability, Opportunity + Reinvestment</b> Areas of stability primarily consist of single-family neighborhoods and major employment centers that have a general visual or functional character the city wishes to preserve. Individual elements may need to be updated or enhanced within these areas, <b>but investment will focus on preservation of visual character and function rather than transformation.</b></p> <p>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 the Heritage District. Reinvestment in these areas will focus on issues such as redeveloping aging multifamily developments, <b>enhancing traditional looking residential neighborhoods</b>, and reimagining strip retail areas.</p> <p>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 <b>in order to function properly</b>. Buffering these uses from residential neighborhoods can reduce potential conflicts and provide benefits to both types of places.</p>
<p>Page 61 <b>Lessons Learned Through Scenarios</b> 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 <b>reinvest in the next 25 years</b>. 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.</p>	<p>Page 59 <b>Lessons Learned Through Scenarios</b> 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, <b>and reinvest out to 2040</b>. 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.</p>
<p>Page 63 <b>Connecting Land Use + Transportation, Economic Development+ Housing</b> 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 (<del>the centers and corridors mentioned on page 57</del>) 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.</p>	<p>Page 61 <b>Connecting Land Use + Transportation, Economic Development + Housing</b> 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 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.</p>
<p>Page 66 <b>PEDESTRIAN-ORIENTED DESIGN</b> 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 <b>Crossing</b> are made up of single-story structures. It also does not need ornate structures or fancy design elements. A simple, well proportioned building face that includes display windows, sidewalk lighting, and a deep awning to shield people from the elements can create a pleasant walking district.</p>	<p>Page 64 <b>PEDESTRIAN-ORIENTED DESIGN</b> One important element of a walkable place is a well-defined 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 <b>District</b> are made up of single-story structures. It also does not need ornate structures or fancy design elements. A simple, well-proportioned building face that includes display windows, sidewalk lighting, and a deep awning to shield people from the elements can create a pleasant walking district.</p>
<p>Page 68 Currently, it can take longer to get from the Las Colinas Urban Center to Downtown Irving’s Heritage <b>Crossing</b> than from either location to downtown Dallas. ...</p>	<p>Page 66 Currently, it can take longer to get from the Las Colinas Urban Center to Downtown Irving’s Heritage <b>District</b> than from either location to downtown Dallas. ...</p>

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<p>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.</p> <p>...</p> <p>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.</p>	<p>The Heritage District contains a station along the Trinity Railway Express, the regional commuter rail that connects downtown Dallas to downtown Fort Worth.</p> <p>...</p> <p>he city can turn this railway access into development momentum. All three of these major centers are considered ready for redevelopment. The Heritage District has been the site of land banking efforts for years, and new housing is being constructed in the area.</p>
<p>Page 70 Planned Unit Development #6 (PUD #6 – former stadium site) North Lake College transit integration Greenwood Hills and Highlands Irving Mall area redevelopment Heritage Crossing</p>	<p>Page 68 Planned Unit Development #6 (PUD #6 - former stadium site) North Lake College transit integration Greenwood Hills and Highlands Irving Mall area redevelopment Heritage District</p>
<p>Page 71 Figure 19: North Lake College transit integration</p>	<p>Page 69 Figure 19: North Lake Campus transit integration</p>
<p>Page 72 <b>RESIDENTIAL NEIGHBORHOOD.</b> Predominantly single-family detached homes or duplexes with some mix of non-residential uses, particularly in-home businesses. <b>Net units per acre: 5-20</b></p> <p><b>COMPACT NEIGHBORHOOD.</b> Predominantly single family homes with a diverse mix of building types including small lot cottage homes, clustered courtyard homes, townhouses, rowhouses, and small-scale apartment buildings. Some mix of non-residential uses, especially at intersections and commercial corners. <b>Net units per acre: 10-40</b></p>	<p>Page 70 <b>TRADITIONAL NEIGHBORHOOD.</b> Predominantly residential area with the appearance of traditional single-family detached homes or duplexes with some mix of non-residential uses at intersections of collector or arterial streets. Includes home-based businesses. Multi-unit structures compatible with the residences of the area are permitted. <b>Net units per acre: 4-7</b> Likely Compatible Zoning: R-40, R-15, R-10, R-7.5, R-6, R-2.5, R-MH (at selected intersections: P-O, C-N)</p> <p><b>COMPACT NEIGHBORHOOD.</b> Predominantly single-family homes with a diverse mix of building types including small lot cottage homes, clustered courtyard homes, townhouses, rowhouses, and low-density multi-dwelling units. Some mix of neighborhood-serving non-residential uses at intersections and collector or arterial corners. <b>Net units per acre: 8-20</b> 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)</p>
<p>Page 72 <b>MID-DENSITY RESIDENTIAL.</b> Moderate density residential areas with some mix of uses. Predominantly two- and three-story buildings, either entirely residential, or residential with ground floor non-residential uses. Pedestrian-design buildings and streets. <b>Net units per acre: 25-50</b></p>	<p>Page 71 <b>MID-DENSITY RESIDENTIAL.</b> 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. <b>Net units per acre: 18-50</b> Likely Compatible Zoning: R-MF-1, R-MF-2, R-MF-O, R-XF</p>
<p>Page 73 <b>URBAN DISTRICT.</b> Highest intensity areas of Irving containing a variety of uses in multi-story buildings. Pedestrian-design streets and buildings, high quality design and materials, and reduced parking requirements. <b>Net units per acre: 60 OR MORE</b></p> <p><b>TRANSIT-ORIENTED DEVELOPMENT.</b> Mixed-use development serving nearby rail stations. Pedestrian friendly streets and buildings, high quality design, and reduced parking requirements. <b>Net units per acre: 25 OR MORE</b></p>	<p>Page 71 <b>URBAN CENTER.</b> 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. <b>Net units per acre: 60 or more</b> Likely Compatible Zoning: R-MF-2, P-O, C-O, C-N, FWY, TOD</p> <p><b>TRANSIT-ORIENTED DEVELOPMENT.</b> 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, and reduced and/or shared parking. Emphasis on mid-rise or high-rise developments ranging from residential centers, major employment nodes, and corporate campuses to local destination retail, restaurant and entertainment uses. <b>Net units per acre: 60 or more</b> Likely Compatible Zoning: R-MF-2, P-O, C-O, C-N, FWY, TOD, PUD 6.</p>
<p>Page 73 <b>COLLEGE DISTRICT.</b> Institutions of higher education and nearby mixed-use development serving student populations with a mix of housing, retail and services. <b>Net units per acre: 25 OR MORE (Redefined as Community Village)</b></p> <p><b>NEIGHBORHOOD COMMERCIAL.</b> Mixed-use commercial areas along major corridors. Opportunities for residential and commercial infill and reinvestment. <b>Net units per acre: 10-150 (Redefined as Local Commercial)</b></p>	<p>Page 72 <b>COMMUNITY VILLAGE:</b> Pedestrian-oriented mixed-use 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. <b>Net units per acre: 8-30</b> 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</p> <p><b>MAIN STREET/DOWNTOWN.</b> Mixed-use walkable area with continuous building frontages, on-street and rear parking,</p>

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<p><b>MAIN STREET.</b> Mixed-use walking district with single and multi-story buildings, continuous street wall, onstreet parking, pedestrian-design streets and buildings.  <b>Net units per acre: 10-25</b></p>	<p>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. <b>Net units per acre: 20-40</b>                      Likely Compatible Zoning: HCD  <b>PREDOMINANTLY NON-RESIDENTIAL LAND USES</b>  <b>LOCAL COMMERCIAL.</b> 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</p>
<p>Page 74  <b>BUSINESS DISTRICT.</b> Flexible use district for retail, office and commercial uses. Predominantly mid-rise with a mix of surface and structured parking.</p>	<p>Page 72  <b>BUSINESS/OFFICE</b> 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</p>
<p>Page 74  <b>COMMERCIAL-CORRIDOR.</b> Auto-oriented district for retail, office and commercial uses. Parking in front with buildings set back from the street. Low to midrise buildings.  <b>(Redefined as Regional Commercial)</b></p> <p><b>New Category Added for Manufacturing and Warehouse Uses</b></p> <p><b>INDUSTRIAL.</b> Light to heavy industrial and manufacturing.</p> <p><b>PUBLIC/SEMI-PUBLIC.</b> Schools, libraries, recreational facilities, and city, state and federal buildings.</p>	<p>Page 73  <b>REGIONAL COMMERCIAL.</b> 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</p> <p><b>MANUFACTURING/WAREHOUSE.</b> 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</p> <p><b>INDUSTRIAL.</b> 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</p> <p><b>PUBLIC/SEMI-PUBLIC.</b> Schools, libraries recreational facilities, and city, state and federal buildings.                      Likely Compatible Zoning: ALL</p>
<p>Page 74  <b>OPEN SPACE.</b> Public and semi-public parks, open spaces, recreation centers and golf courses.</p>	<p>Page 74  <b>OPEN SPACE.</b> Public and semi-public parks, open spaces, recreation centers and golf courses.                      Likely Compatible Zoning: ALL</p>
<p>Page 75                      Figure 21: Future Land Use Map <b>Replaced</b></p>	<p>Page 75                      Figure 21: Future Land Use Map <b>Replaced</b></p>
<p>Page 81  <b>Heritage Crossing</b></p> <ul style="list-style-type: none"> <li>Evaluate downtown sites and other historic areas for redevelopment, enhancement and preservation.</li> <li>Make downtown more visible to visitors and residents through entranceways, wayfinding signage and public art.</li> <li>Capitalize on the location of the TRE station.</li> <li>Improve Irving Boulevard as an express route to Heritage Crossing.</li> <li>Create pedestrian connections throughout Heritage Crossing.</li> </ul>	<p>Page 81  <b>Heritage District</b></p> <p>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 and 2nd Street as a multimodal route to the Heritage District. Create pedestrian connections throughout the Heritage District.</p>
<p>Page 82                      Ensure development throughout Heritage Crossing is compatible with existing design and supports the neighborhood as a whole.</p>	<p>Page 82                      Ensure development throughout the Heritage District is compatible with existing design and supports the neighborhood as a whole.</p>
<p>Page 84                      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.</p>	<p>Page 84                      Strategy 3.2                      Develop rules for mixed-use projects that ensure the visual character of surrounding neighborhoods is protected and that mixed-use developments are of a quality consistent with Irving's goals.</p>
<b>Chapter 2 Housing and Neighborhoods</b>	
<p>2017 Approved</p>	<p>2022 Proposed</p>
<p>Page 93  <b>CURRENT HOUSING</b>                      Irving's current mix of housing is nearly evenly split between multifamily buildings (52 percent) and singlefamily housing types including detached homes, townhomes, mobile homes and duplexes (48 percent).</p>	<p>Page 93  <b>CURRENT HOUSING</b>                      Irving's current mix of housing inventory leans towards multifamily buildings (58 percent). Single-family housing types including detached homes, townhomes, mobile homes and</p>

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<p>Figure 23: Current Housing Mix 2009-2013 ACS                      Figure 24: Current Housing Tenure and Income 2009-2013 ACS</p>	<p>duplexes make up the majority of ownership products (42 percent).                      Figure 23: Current Housing Mix -2021 DCAD/Current Land Use                      Figure 24: Current Housing Tenure and Income -2016-2020 ACS</p>
<p>Page 96  <b>CURRENT HOUSING PROGRAMS</b>                      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:</p> <p>»» Community Development Block Grant (CDBG)                      »» Home Investment Partnerships Grant (HOME)                      »» Emergency Solutions Grant (ESG)                      »» <del>Continuum of Care Grant (CoC)</del></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>The ESG grant provides for the rapid re-housing of homeless persons and for support of domestic violence shelter operations and maintenance. <del>The CoC grant is used to provide permanent supportive housing to chronically homeless persons.</del></p>	<p>Page 96  <b>CURRENT HOUSING PROGRAMS</b>                      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:</p> <ul style="list-style-type: none"> <li>• Community Development Block Grant (CDBG)</li> <li>• Home Investment Partnerships Grant (HOME)</li> <li>• Emergency Solutions Grant (ESG)</li> </ul> <p>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 to expand a recreation center in the Bear Creek neighborhood.</p> <p>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.</p> <p>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 Housing Channel Incorporated. This can take the form of construction of new single-family housing, or the provision of down payment assistance to first-time homebuyers.</p> <p>The ESG grant provides for the rapid re-housing of homeless persons and for support of domestic violence shelter operations and maintenance.</p>
<p>Page 97  <b>Issues + Concepts</b>                      ... 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....</p> <p><b>Preserving + Stabilizing Irving’s Existing Housing Stock</b>                      ....</p> <p>Rehabilitating and upgrading existing houses is important for maintaining the character of singlefamily 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.</p>	<p>Page 97  <b>Issues + Concepts</b>                      ... The interest now shown for living in mixed-use, walkable neighborhoods means that areas like the Heritage District, the Las Colinas Urban Center, and the proposed developments around the former stadium site could be very popular....</p> <p><b>Preserving + Stabilizing Irving’s Existing Housing Stock</b>                      ....</p> <p>Rehabilitating and upgrading existing houses is important for maintaining the visual character and value of existing 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 Irving Mall, the Nursery Corridor, and other neighborhood centers in south Irving.</p>
<p>Page 98  <b>Providing a Balance of Affordable, High-Quality Housing Types</b>                      ...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....</p> <p>The Imagine Irving <del>scenarion</del> anticipates over 27,000 new housing units between today and 2040.</p>	<p>Page 98  <b>Providing a Balance of Affordable, High-Quality Housing Types</b>                      ...New housing will include: multifamily units on top of retail sites in a mixed-use setting or designed to visually blend into a traditional single family neighborhood, urban townhomes that are attractive to smaller households, secondary dwelling units on single family lots, and small lot single-family residences such as cottage and courtyard homes. ...</p> <p>The Imagine Irving <del>scenarion</del> anticipates over 27,000 new housing units between 2017 and 2040.</p>
<p>Page 99  <b>Embracing Transit-Oriented Development</b>                      ...</p>	<p>Page 99  <b>Embracing Transit-Oriented Development</b>                      ...</p>

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Heritage Crossing provides one of the best opportunities to create a walkable urban village for people seeking city-style living in Irving. ...	The Heritage District provides one of the best opportunities to create a walkable urban village for people seeking city-style living in Irving. ...
Page 102 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.	Page 102 2.3.1 Increase the number of housing units in the Heritage District. TRE station parking areas are a potential location for infill development that incorporates housing, retail and parking.
Page 103 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.	Page 103 Strategy 3.1 Protect the visual character and value of existing single-family neighborhoods. 3.1.1 Review development applications within neighborhoods for compatibility with the visual character of existing neighborhoods in terms of general design, massing, and appearance.
<b>Chapter 3 Transportation</b>	
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Page 106 ... 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. ...	Page 106 ... This unbalanced transportation strategy has come at a price—the decline of convenient and enjoyable trips that can be made by foot, bicycle, bus or rail. ...
Page 109 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... ... <b>THOROUGHFARE PLAN</b> 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.	Page 109 Recognizing this, many cities and transportation professionals are enhancing and expanding 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. Streets designed to be context sensitive allow bicycle, pedestrian and bus travel, and also 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. ... <b>THOROUGHFARE PLAN</b> Irving’s current Master Thoroughfare Plan (MTP) was adopted in 1997, with the latest revision made in 2021. The MTP serves as the planning 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.
Page 108 Figure 29: Master Thoroughfare Plan 2014	Page 108 Figure 29: Master Thoroughfare Plan 2021
Page 109 <b>ROADWAY AND HIGHWAY SYSTEM</b> ... Major freeways within Irving include Interstate 635 (Lyndon B. Johnson Freeway), State Highway 114, State Highway 183 (Airport Freeway) and Loop 12. ...  ... 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.	Page 109 <b>ROADWAY AND HIGHWAY SYSTEM</b> ... Major freeways within Irving include Interstate Highway 635 (Lyndon B. Johnson Freeway), State Highway 114 (John Carpenter Freeway), State Highway 183 (Airport Freeway) and State Route Loop 12. ...  ... Belt Line Road, Irving Boulevard and MacArthur Boulevard carry some of the highest traffic volumes, distributing trips to the Heritage District, Las Colinas, and into neighboring urban areas.
Page 110 ... 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. ...	Page 110 ... During the next 20 years, it is expected that even with the planned improvements to the highways and roadways throughout Irving, ...
Page 111 <b>TRANSIT SERVICES</b> 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.	Page 111 <b>TRANSIT SERVICES</b> DART is the agency that provides bus and light rail service in Irving. The major routes follow many of the arterials and collectors in Irving, and there are a variety of routes including the new GoLink Zones that act as a feeder to rail and transit options. Rail service is provided along the DART Orange Line and TRE commuter rail, connecting Irving directly to Dallas, Fort Worth and DFW International Airport.

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<p>The DART Orange Line serves the city with <b>five</b> light rail stations including:</p> <ul style="list-style-type: none"> <li>• Belt Line Station</li> <li>• North Lake College Station</li> <li>• Irving Convention Center Station</li> <li>• Las Colinas Urban Center Station</li> <li>• University of Dallas Station</li> </ul>	<p>The DART Orange Line serves the city with <b>six</b> light rail stations including:</p> <ul style="list-style-type: none"> <li>• Belt Line Station</li> <li>• North Lake College Station</li> <li>• <b>Hidden Ridge Station</b></li> <li>• Irving Convention Center Station</li> <li>• Las Colinas Urban Center Station</li> <li>• University of Dallas Station</li> </ul>
<p>Page 112 <b>BICYCLE AND PEDESTRIAN SYSTEM</b></p> <p>...</p> <p>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. <del>There are numerous opportunities to further develop this network to increase the connections between existing activity centers, trails and transit.</del></p> <p>... 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.</p>	<p>Page 112 <b>BICYCLE AND PEDESTRIAN SYSTEM</b></p> <p>....</p> <p>The City of Irving has begun working with NCTCOG and TxDOT on a City Wide Bike Plan study that will integrate on-street bicycle facilities in key areas to help provide bicycle connectivity throughout the City. 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. <b>One of the major goals of the City Wide Bike Plan is to provide opportunities to increase the connections between existing activity centers, trails and transit.</b></p> <p>... Additional segments of this system, <b>along with the TRE Rock Island Trail and Delaware Creek Trail,</b> will create new connections to central parts of the city, the TRE, and the regional bicycle network.</p>
<p>Page 113 <b>Transportation Vision</b></p> <p>.... 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, pedestrian friendly neighborhoods, and employment centers will result in one of the safest and most efficient transportation systems in the country. <b>Commuters will spend less time delayed in traffic, and getting around will be safer and more convenient by any mode of transportation.</b></p>	<p>Page 113 <b>Transportation Vision</b></p> <p>... People living and working in the city will be able to drive, bike, catch a bus, <b>use the DART GoLink Network,</b> or hop on a train to nearly 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. <b>The goal is for commuters to have multiple options for their transportation needs while spending less time delayed in traffic, and getting around while providing a safer transportation system.</b></p>
<p>Page 114 <b>Context Sensitive Design</b></p> <p>...</p> <p>This is in contrast to incomplete streets, which are designed with only cars in mind and make alternative transportation choices difficult, inconvenient, <del>and often dangerous.</del></p>	<p>Page 114 <b>Context Sensitive Design</b></p> <p>...</p> <p>This is in contrast to incomplete streets, which are designed with only cars in mind and make alternative transportation choices difficult or inconvenient.</p>
<p>Page 114-115 <b>Complete Streets</b></p> <p>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 <del>everyone</del>—with safe access for pedestrians, bicyclists, motorists, and transit riders of all ages and abilities.</p> <p>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. <b>But with complete streets, roadway design might consider enhancing sidewalks or pedestrian crossings, or repurposing unnecessary travel lanes for another mode of travel, such as bike lanes.</b> 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....</p>	<p>Page 114-115 <b>Complete Streets</b></p> <p>Complete streets is a relatively new term for an idea from decades past. Long before extensive regulations and requirements that favor automobile movement began <b>dominating</b> 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 <b>multiple transportation modes working to improve</b> safe access for pedestrians, bicyclists, motorists, and transit riders of all ages and abilities.</p> <p>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 road- builders targeted increased roadway performance through the addition of vehicle travel lanes. <b>Complete street design now focuses on people movement as opposed to a favoring a single transportation mode thereby considering enhancing sidewalks or pedestrian crossings or repurposing unnecessary travel lanes for another mode of travel, such as bike lanes.</b> 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....</p>
<p>Page 115 <b>Transportation Challenges</b></p> <p>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, <del>and aside from the existing rail connections, there are few fast and frequent transit options.</del> Upcoming mobility improvements are primarily focused on regional travel through the city with major highway expansion projects, but future travel demand projections</p>	<p>Page 115 <b>Transportation Challenges</b></p> <p>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.. Upcoming mobility improvements are primarily focused on regional travel through the city with major highway expansion projects, but future travel demand projections</p>

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<p>indicate that these improvements will struggle to keep up with growth, and connections within the city will remain an issue.</p>	<p>indicate that these improvements will struggle to keep up with growth, and connections within the city will remain an issue.</p>
<p>Page 117 <b>CORRIDOR SIGNAL TIMING</b> 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.</p> <p>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.</p> <p>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 ...</p>	<p>Page 117 <b>CORRIDOR SIGNAL TIMING</b> 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. <b>Future streets should be configured to help 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.</b> 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. <b>The City of Irving maintains a Strategic Transportation Plan to prioritize roadway and traffic operations improvements. The new Traffic Operations Center acts as the city’s traffic nerve system to help optimize traffic flow movements to satisfy today and future traffic needs while improving air quality and travel times throughout the city.</b></p>
<p>Page 118 <b>Potential Transit Improvements</b> 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.</p>	<p>Page 118 <b>Transit Improvements</b> <b>For many years, DART primarily operated a fixed route bus service throughout their service area. Working to expand their coverage area while expanding the overall service DART embarked the new DART GoLink Service which now picks up rides from any point in a specific zone and transport them to a fixed bus route location, rail station or any other place in the zone for a fixed price. This revolutionary approach has fully expanded the reach of transit as we know it today while helping to manager resources. 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.</b></p>
<p>Page 118-120</p> <p>A robust public transit system provides a productive and equitable alternative to a car-dependent transportation network. Compared 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.</p> <p>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 access to continuing education and job opportunities.</p> <p>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 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</p>	<p>Page 119</p> <p><b>The new updated</b> robust public transit system provides a productive and equitable alternative to a car-dependent transportation network. Figure 35: <b>Transit Improvements</b></p>

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<p>in areas with higher employment or residential activity, diverse uses, and pedestrian-oriented design.</p> <p><b>Service Improvements</b>            For Irving to accommodate new growth and successfully transition trips onto alternative modes, future transit service should focus on creating high capacity 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 oriented development, and reduce overall traffic congestion on these corridors.</p> <p>Figure 35: <b>Potential Transit Improvements</b></p>	
<p>Page 125            1.2.2 Work with DART to improve connections between schools and colleges along MacArthur Boulevard to provide easier <b>access</b> to education and job opportunities.</p>	<p>Page 123            1.2.2 Work with DART to improve connections between schools and colleges along MacArthur Boulevard to provide easier <b>access</b> to education and job opportunities. <b>-COMPLETE</b></p>
<p>Page 126            2.1.1 Encourage the implementation of high capacity or higher frequency transit service along priority transit corridors.</p> <p>2.1.2 Improve transit links between rail stations and nearby activity centers.</p> <p>2.1.3 Improve transit quality of service, convenience, and comfort to increase ridership for transit-dependent riders and choice riders.</p>	<p>Page 124            2.1.1 Encourage the implementation of high capacity or higher frequency transit service along priority transit corridors-<b>COMPLETE.</b></p> <p>2.1.2 Improve transit links between rail stations and nearby activity centers.-<b>COMPLETE</b></p> <p>2.1.3 Improve transit quality of service, convenience, and comfort to increase ridership for transit-dependent riders and choice riders.-<b>COMPLETE</b></p>
<p>Page 127            2.3.1 Develop and implement a citywide Bicycle Master Plan.</p>	<p>Page 125            2.3.1 Develop and implement a citywide Bicycle Master Plan.-<b>IN PROGRESS</b></p>
<p>Page 128            3.1.1 Use access management best practices to maximize roadway capacity and safety including cross-access between development sites, driveway consolidation, and appropriately spaced median openings.</p> <p>3.1.2 Use advanced signal timing and intelligent transportation systems strategies to improve the efficiency of existing corridors.</p>	<p>Page 126            3.1.1 Use access management best practices to maximize roadway capacity and safety including cross-access between development sites, driveway consolidation, and appropriately spaced median openings.-<b>COMPLETE</b></p> <p>3.1.2 Use advanced signal timing and intelligent transportation systems strategies to improve the efficiency of existing corridors.-<b>COMPLETE</b></p>
<p>Page 129            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.</p>	<p>Page 127            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. <b>-COMPLETE</b></p>
<p>Page 130            4.1.1 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.</p>	<p>Page 128            4.1.1 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.-<b>IN PROGRESS</b></p>

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<b>Chapter 4 Infrastructure</b>	
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<p>Page 135 <b>Evaluation of the Existing System</b></p> <p>...</p> <ul style="list-style-type: none"> <li>• More than 700 miles of water mains (4" up to 66")</li> <li>• Three pressure zones</li> <li>• Four pump stations for the distribution system</li> <li>• Distribution total pumping capacity = 220 MGD</li> <li>• <b>Eight</b> elevated storage tanks <b>(15.5 million gallons)</b></li> <li>• <del>Royal Ridge Elevated Tank is currently under construction and will add one million gallons of additional storage.</del></li> <li>• 10 Ground storage tanks (52 million gallons)</li> <li>• <b>Construction of an additional 5 million gallon ground storage tank at the Northgate Pump Station is planned to begin in FY 2018.</b></li> <li>• Average daily water usage <b>- 36 MGD</b></li> </ul>	<p>Page 133 <b>Evaluation of the Existing System</b></p> <p>...</p> <ul style="list-style-type: none"> <li>• More than 700 miles of water mains (4" up to 66")</li> <li>• Three pressure zones</li> <li>• Four pump stations for the distribution system</li> <li>• Distribution total pumping capacity = 220 MGD</li> <li>• <b>Reconstruction of the Carbon Pump Station is currently under design and will add 8.25 million gallons per day of additional pumping capacity</b></li> <li>• <b>Nine</b> elevated storage tanks <b>(16.5 million gallons)</b></li> <li>• 10 ground storage tanks (52 million gallons)</li> <li>• <b>Construction of an additional 5 million gallon ground storage tank at the Northgate Pump Station will be completed late 2022.</b></li> <li>• Average daily water usage <b>- 37 MGD</b></li> </ul>
<p>Page 136-137 <b>Evaluation of the existing system</b></p> <p>...</p> <p>The City of Irving's wastewater system contains the following:</p> <ul style="list-style-type: none"> <li>• Nearly 700 miles of pipeline (6" to 54")</li> <li>• 12 drainage basins</li> <li>• <b>Nine</b> lift stations; Urban Center lift station is currently under design</li> <li>• Produces an average flow of <b>24 MGD</b></li> </ul> <p>This wastewater production is considered to be comparable with other area municipalities.</p> <p><b>REQUIREMENTS FOR IMAGINE IRVING PLAN</b> 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. <b>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.</b></p> <p>Approximately <b>45</b> percent of the City of Irving's wastewater mains are more than <b>45</b> 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 Rain barrel system for water harvesting communicate potential problems.</p> <p><del>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.</del></p>	<p>Page 134 <b>Evaluation of the existing system</b></p> <p>....</p> <ul style="list-style-type: none"> <li>• The City of Irving's wastewater system contains the following:</li> <li>• Nearly 700 miles of pipeline (6" to 54")</li> <li>• 12 drainage basins</li> <li>• <b>Ten</b> lift stations:</li> <li>• Produces an average flow <b>of 26 MGD</b></li> </ul> <p>This wastewater production is considered to be comparable with other area municipalities.</p> <p><b>REQUIREMENTS FOR IMAGINE IRVING PLAN</b> 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. <b>The City of Irving updated its comprehensive master plan update for its wastewater system in 2017. This examined the existing system conditions and identified capacity and replacement needs for the future.</b></p> <p>Approximately <b>40</b> percent of the City of Irving's wastewater mains are more than <b>40</b> 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 communicate potential problems.</p>
<p>Page 137-138 Drainage <b>EVALUATION OF THE EXISTING SYSTEM</b> <b>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:</b></p>	<p>Page 135-137 Drainage <b>EVALUATION OF THE EXISTING SYSTEM</b> <b>The City of Irving's surface waters drain into the Trinity River watershed, either to the West Fork or the Elm Fork. The City of Irving has four co-permittees that share the responsibilities and obligations of the city's Texas Pollutant Discharge Elimination System (TPDES) permit to reduce flooding and improve conveyance of storm and surface water, all while mitigating pollutant impacts on surface water quality. These four co-permittees are listed below and are divided into flood control districts throughout the city.</b></p>

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<p> <ul style="list-style-type: none"> <li>• Irving Flood Control District Section III (IFCD III) for Valley Ranch</li> <li>• Dallas County Utility and Reclamation District (DCURD) for the Las Colinas Urban Center</li> <li>• Irving Flood Control District Section I (IFCD I) for the Century Center</li> <li>• Dallas County Flood Control District #1 (DCFCD #1) along Bear Creek</li> </ul> </p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• Analyzing drainage problem areas.</li> <li>• Recommending and managing drainage improvement projects.</li> <li>• Partnering with the various flood control districts for dredging.</li> <li>• Water pollution prevention.</li> <li>• Wet weather monitoring and testing.</li> <li>• Erosion control and enforcement on construction activities.</li> <li>• Collection and removal of debris and floatables through comprehensive street sweeping operations to prevent entry into the drainage system with stormwater.</li> <li>• 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.</li> </ul> <p>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.</p> <p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Irving Flood Control District Section I (IFCD I) for the Century Center</li> <li>• Irving Flood Control District Section III (IFCD III) for Valley Ranch</li> <li>• Dallas County Utility and Reclamation District (DCURD) for the Las Colinas Urban Center</li> <li>• Dallas County Flood Control District #1 (DCFCD #1) along Bear Creek</li> </ul> <p>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 damages that can potentially result from a 100-year flood event.</p> <p>The Municipal Drainage Utility (MDU) is funded by a drainage utility fee that is assessed to all developed properties in the City of Irving. This fee provides funding for activities associated with storm and surface water drainage and Irving's Stormwater Permit required by the United States Environmental Protection Agency and managed by the Texas Commission on Environmental Quality (TCEQ.) These activities include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Municipal Separate Storm Sewer System (MS4) maintenance activities</li> <li>• Post-construction stormwater control measures</li> <li>• Illicit discharge detection and elimination</li> <li>• Pollution prevention and good housekeeping for municipal operations</li> <li>• Industrial and high-risk runoff monitoring</li> <li>• Construction site stormwater runoff monitoring</li> <li>• Public education and outreach activities</li> <li>• Stormwater monitoring, evaluating and reporting</li> <li>• Designing and managing flood control and neighborhood drainage projects</li> <li>• Partnering with the flood control districts for dredging operations</li> <li>• Wet weather monitoring and testing</li> <li>• Representing the City of Irving in regional stormwater management efforts in conjunction with the North Central Texas Council of Governments and other state and federal stormwater communities and task forces.</li> </ul> <p>Irving contributes MDU funding annually to the four flood control districts for erosion control projects, facility maintenance, dredging and water quality enhancements. The four flood control districts are instrumental in helping Irving meet the reporting requirements of the TPDES Permit and provide flood protection benefits.</p> <p>In addition, the MDU provides funding for small neighborhood drainage projects and repairs. The Capital Improvement Program Department recently expanded its own engineering and maintenance divisions to prioritize and expedite more localized flooding resolutions. More than \$2 million of MDU funding is allocated annually for drainage enhancement projects, as well as drainage maintenance. These improvements include installation of additional curb inlets along streets, surface drains for low areas, erosion control and bank stabilization, groundwater controls and upsizing smaller drainage pipes to provide additional capacity.</p> <p>Irving has been working along the West Irving Creek watershed to improve the trash collection system to remove as much debris and floatable materials as possible before reaching the Trinity River Basin. The enhanced collection system was recently modified to slow down stormwater flows, as well as allow time for heavy debris to settle out in a designed catch basin. In addition, a secondary 6 foot-high capture fence has been installed downstream to capture additional floatable debris that would normally bypass the first structure during high flow storm events. These trash collection devices were funded through the MDU and there is a continuation of efforts with this trash and floatable abatement process. Furthermore, the city installed another trash capture structure in the Hackberry Creek Watershed off of Kinwest Parkway to collect debris from entering the Hackberry Creek Country Club property. These collection devices are proving to increase the efficiency of trash and debris capture which in turn improves Irving's water resources and the environment. Therefore, the city is planning to design and install additional trash capture devices in other watersheds throughout the city.</p>

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<p>For the purpose of explaining the current state of the drainage system, Irving can be divided into two general areas: north of Northgate Drive and south of Northgate Drive.</p> <p><b>North of Northgate Drive:</b></p> <ul style="list-style-type: none"> <li>• Most streets are designed for a 25-year storm event.</li> <li>• Most drainage channels are designed for a 50- to 100-year storm event.</li> <li>• All channels north of Northgate Drive drain into the Elm Fork of the Trinity River.</li> <li>• IFCD III, DCURD and IFCD I assist with the storm water quality for tributaries that drain into the Elm Fork.</li> </ul> <p><b>South of Northgate Drive:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Most channels south of Northgate Drive drain into the West Fork of the Trinity River.</li> <li>• DCFCD #1 provides assistance for Bear Creek Water Quality, which drains in the West Fork of the Trinity River.</li> </ul>	<p>To easily explain the current state of the stormwater conveyance system in the city, Irving can be divided into two general areas separated by Northgate Drive. One area lies north of Northgate Drive and the other lies south of Northgate Drive.</p> <p><b>North of Northgate Drive:</b></p> <ul style="list-style-type: none"> <li>• Most streets are designed to contain the 25-year storm event.</li> <li>• Most drainage channels are designed to contain and convey a 50- to 100-year storm event.</li> <li>• All channels drain into the Elm Fork of the Trinity River.</li> <li>• IFCD III, DCURD and IFCD I all assist with the conveyance for tributaries, floodways and canals that drain into the Elm Fork.</li> </ul> <p><b>South of Northgate Drive:</b></p> <ul style="list-style-type: none"> <li>• About 20 percent of streets are newer or improved and are designed for a 25-year storm event. The older streets that are were constructed more than 40 years ago are only designed for a 5- to 10-year storm event.</li> <li>• Only 15 percent of Federal Emergency Management Agency (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.</li> <li>• Most channels drain into the West Fork of the Trinity River.</li> <li>• DCFCD #1 provides assistance for Bear Creek, which drains in the West Fork of the Trinity River.</li> </ul>
<p>Page 138-139  <b>REQUIREMENTS FOR IMAGINE IRVING PLAN</b>            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 pinpoint existing problems within the system, and prioritize a plan for future growth identified in this comprehensive plan.</p> <p>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.</p>	<p>Page 137  <b>REQUIREMENTS FOR IMAGINE IRVING PLAN</b>            DCFCD #1 provides assistance for Bear Creek, which drains in the West Fork of the Trinity River. 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....</p>
<p>Adding a new strategy</p>	<p>Page 139            1.2.3 Expand the capacity of the raw water delivery system to transport water from Lake Ralph Hall for Upper Trinity Regional Water District and potentially for Irving.</p>

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<b>Chapter 5 Parks, Trails and Open Space</b>	
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The original version of this chapter was designed as a research foundation for a Parks Master Plan. It successfully served that purpose and has been rewritten.	This chapter has been entirely rewritten to reflect the goals of the Parks Master Plan, and while some goals and strategies are carried over, many new ones have been added, and those that were preserved have been reorganized.
<b>Chapter 6 Economic Development</b>	
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Page 195 Figure 53: Unemployment Comparison Annual Average 2000-2014	Page 169 Figure 53: Unemployment Comparison Annual Average 2010-2021
Page 196 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.  Figure 55: Mixed Use Districts of the Future Land Use Map	Page 170 Figure 55 shows the five land use districts of the Future Land Use Map (see Chapter 1) that are mixed-use, where the mixing of residential and non-residential uses are encouraged. These include Urban Center, Transit-Oriented Development, Community Village, and Main Street/Downtown. See Chapter 1 for more information about the Future Land Use Map.  Figure 55: Mixed Use Districts of the Future Land Use Map - updated
Page 198 <b>HIGHER EDUCATION</b> 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.  Figure 57: Percentage of population with Bachelor's degree or higher, 2013	Page 172 <b>HIGHER EDUCATION</b> Irving benefits from established higher education institutions, thanks to the presence of the University of Dallas and Dallas Community 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. The North Lake campus is an important component of the Dallas County Community College District, providing a range of high-quality academic and technical training programs.  Figure 57: Educational Attainment of Adults 25 Years and Over 2016-2020 ACS (clarification of data and update)
Page 199 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.  Figure 54: Foreign-born Population (As Percent of Total), 2013	Page 173 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 the Heritage District, which will thrive on a lively business climate.  Figure 54: Foreign-born Population (As Percent of Total), 2020
Page 202 ...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....	Page 176 ...While MacArthur Boulevard has an abundance of higher education and K-12 schools, two Dallas Community College campuses and MacArthur, Irving, and Nimitz High School, it can be difficult to access these schools by transit, biking or walking....
Page 206 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.	Page 180 Strategy 2.1 HERITAGE INNOVATION DISTRICT. Create an "Innovation District" in Irving's Heritage District. 2.1.1. Prioritize public policies (e.g., zoning and land use regulations) and infrastructure investments that make the Heritage Innovation District more attractive to entrepreneurs and startups. 2.1.2. Designate the Heritage 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
Page 208 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.	Page 182 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, Dallas Community College, other Metroplex higher education institutions, and potentially other state or national institutions.
<b>Chapter 7 Conservation, Sustainability, and Green Initiatives</b>	
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Page 219 <b>WATER AND STORMWATER</b>	Page 197 <b>WATER AND STORMWATER</b>

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<ul style="list-style-type: none"> <li>Harvest rainwater and encourage rainwater harvesting through education</li> <li>Conserve water at home by fixing leaks, installing low-flow water fixtures in sinks and showers</li> <li>Plant native landscaping and encourage native landscaping through education</li> <li>Washing only full loads of laundry and dishes</li> </ul>	<ul style="list-style-type: none"> <li>Harvest rainwater and encourage rainwater harvesting through education</li> <li>Conserve water at home by fixing leaks, installing low-flow water fixtures in sinks and showers</li> <li>Plant native landscaping and encourage native landscaping through education</li> <li>Washing only full loads of laundry and dishes</li> <li>Smart Irrigation. encourage twice per week and time of day watering schedule</li> </ul>
<b>Chapter 8 Waste Management and Recycling/Solid Waste Services</b>	
2017 Approved	2022 Proposed
Page 232 Original Title <del>Waste Management + Materials Recycling</del>	Page 210 Title Change (carries through all page subheaders) <b>Solid Waste Services</b>
<p>Page 233 <b>CITY LANDFILL</b> 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. <del>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.</del> The landfill's working face is covered daily to protect human health and the environment, and to manage odors, litter and other issues.</p>	<p>Page 211 <b>CITY LANDFILL</b> 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 40 years and has an estimated 30 years of capacity remaining, but its lifespan could be extended by employing best practices for perpetual use. The landfill's working face is covered daily to protect human health and the environment, and to manage odors, litter and other issues.</p>
<p>Page 234 <b>Service Capacity</b> 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.</p> <p>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.</p> <p><del>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.</del></p> <p>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.</p> <p><b>Funding for Equipment and Capital Needs</b> <del>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.</del></p> <p><del>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;</del></p>	<p>Page 212 <b>Service Capacity</b> 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 2021, there were 1,390 single-family homes under construction or in the development phase; and the City of Irving anticipates a 1.87% growth rate annually. The City of Irving will need to increase staffing capacity to safeguard employee safety and meet future service demands.</p> <p>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 a number of injuries and lost time.</p> <p>A majority of communities in the Metroplex have experienced similar pressures and explored innovative service delivery options to address growth, increasing demand, staffing shortages, turnover, injury reduction, time lost due to injury and efficiency improvements.</p> <p><b>Funding for Equipment and Capital Needs</b> In 2021, a cost of service study was completed which resulted in a rate increase and a five year rate model to be approved by Council. The increasing costs of new equipment has already had impacts on operations. 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.</p>

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<p>replacement of the fleet is approximately three years behind schedule.</p> <p>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.</p>	
<p>Page 235 <b>Service Level</b> Today, the City of Irving provides <b>far greater service</b> to its residents than other cities in the Metroplex that manually collect bagged waste and recyclables. Each single-family residence receives up to <b>six</b> 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.</p> <p>Table 17: <b>Service Level by City with Manual Pickup</b></p>	<p>Page 213 <b>Service Level</b> Today, the City of Irving provides <b>more services</b> for its residents than other cities in the Metroplex that manually collect bagged waste and recyclables. Each single-family residence receives up to <b>five</b> 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.</p> <p>Table 17: <b>Service Level by City with Manual Pickup</b> -updated</p>
<p>Page 235 <b>COLLECTION AND REUSE CENTER</b> 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.</p>	<p>Page 213 This subsection is eliminated</p>
<p>Page 235-236 <b>Best Practices for Community Wide Recycling and Waste Services</b> 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.</p> <p>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.</p> <p>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.</p>	<p>Page 213 <b>Best Practices for Community Wide Recycling and Waste Services</b> 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.</p> <p><b>Concrete waste diversion is a strategy that has proven valuable to reducing waste and providing infrastructure needs at the landfill.</b></p>
<p>Page 238 <del>Goal 3: Improve waste practices and service for Irving residents.</del> <del>Strategy 3.1</del> <del>Establish a new materials collection and reuse center for recyclables, household hazardous waste, building materials and paint recycling.</del></p> <p><del>Strategy 3.2</del> <del>Implement best practices for perpetual waste management and consider landfill mining to extend the usable life of the city's landfill.</del></p> <p><del>Strategy 3.3</del> <del>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.</del></p>	<p>This goal is removed</p>
<p>Page 239 <del>Goal 4: Improve city building recycling infrastructure and participation.</del> <del>Strategy 4.1</del> <del>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.</del> <del>Strategy 4.2</del></p>	<p>This goal is removed</p>

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<p>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.</p>	
<b>Chapter 9 Communications and Technology</b>	
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<p>Page 244 <b>Customer-Focused Programs</b> ... 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.  <b>DFW INTERNATIONAL AIRPORT</b> DFW International Airport is Irving’s most crucial asset for economic development.  Sidebar: 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.</p>	<p>Page 244 <b>Customer-Focused Programs</b> ... In 2019 the City of Irving created a smart city program, called Irving Connects, with the mission of using data and technology to improve government efficiency, bolster economic development, and enhance overall quality of life. Irving Connects vision is to become a forward-looking city, connecting its evolving approach to technologies with improving Irving’s way of life.  <b>DFW INTERNATIONAL AIRPORT</b> DFW International Airport is one of Irving’s most crucial assets for economic development. Sidebar: In 2020, DFW Airport was among the top five busiest airports in the world with over 39 million passengers annually.</p>
<p>Page 245 <b>TELECOMMUNICATIONS NEXUS</b> ... 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.</p>	<p>Page 245 <b>TELECOMMUNICATIONS NEXUS</b> ... In 2021, 4G subscriptions peaked at 4.8 billion worldwide with 5G emerging as the new standard for most operators. 5G enables a new kind of network that is purpose built to connect everyone and everything together. 5G can facilitate multi-Gbps data speeds with more reliability, increased capacity and availability than the previous 4G standard.</p>
<p>Page 246 <b>Communication Services</b> ... 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. ... 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 stakeholders. Regular analyses of communication plans and operations allows Irving to continue to be at the cutting-edge of municipal communication practices.</p>	<p>Page 246 <b>Communication Services</b> ... 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, Nextdoor and YouTube 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 cable broadcast and video coverage of city news, community programs, arts and entertainment including videos highlighting city programs, activities, and services. The department also live streams council meetings, work sessions and other advisory committee meetings that may be viewed online or on cable channels. ... The Communications Department keeps up with technology and changing communication needs. Communication technology advancement requires continuous monitoring of trends and tools to effectively communicate with a variety of city stakeholders. Regular analyses of communication plans and operations allows Irving to continue to be at the cutting-edge of municipal communication practices.</p>
<p>Page 248 ... With these advancements and network capabilities 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</p>	<p>Page 248 ... With these advancements and network capabilities that the City of Irving has already achieved, including future expansion goals to cover the entire city limits, the City of Irving will continuously build out infrastructure to meet service delivery needs. Once a potential project is complete, it will be time to</p>

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complete, it will be time to rebuild or replace older equipment, or implement a new and innovative technology.	rebuild or replace older equipment, or implement a new and innovative technology.
<p>Page 249</p> <p>... 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....</p>	<p>Page 249</p> <p>... Irving has already made strides in the area of consolidated data management and analysis with a few systems in place today such as <b>Envisio's performance management and data analytics software</b>....</p>
<p>Page 250</p> <p>Emerging technologies in the area of city service delivery include:</p> <ul style="list-style-type: none"> <li>• Lighting systems that allow for remote management to identify and locate inoperable bulbs.</li> <li>• <del>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.</del></li> <li>• Smart management of water infrastructure to identify leaks and improve the efficiency of water delivery by reducing waste of this limited and valuable resource.</li> </ul>	<p>Page 250</p> <p>Emerging technologies in the area of city service delivery include:</p> <ul style="list-style-type: none"> <li>• Lighting systems that allow for remote management to identify and locate inoperable bulbs.</li> <li>• <b>Software allowing residents and businesses to rent roll-off containers for construction projects.</b></li> <li>• Smart management of water infrastructure to identify leaks and improve the efficiency of water delivery by reducing waste of this limited and valuable resource.</li> </ul>
<p>Page 251</p> <p><b>Digital Security</b></p> <p><del>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 be 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.</del></p> <p><del>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</del></p>	<p>Page 251</p> <p><b>Information Security</b></p> <p><b>Information security has become synonymous with best practices, disaster resiliency, and overall business continuity, critical to daily infrastructure and operations. Therefore, we must put extra emphasis on maturing our practices and policies and embracing a culture of proper cybersecurity to protect the safety and security of our residents. Although local governments typically lack the resources to maintain an adequate cybersecurity posture, leadership buy-in helps close the gap on funding, training, and organizational responsibility. In addition, the adoption of cyber hygiene awareness and support resonates with everyone in the City who uses technology daily. To successfully prevent and mitigate attacks or breaches, which in 2019 alone impacted at least 966 government agencies, educational establishments, and healthcare providers at a potential cost in excess of \$7.5 billion, we recognize the need for a mature Information Security program to drive the importance of individual and collective cyber responsibility, and the City of Irving has provided a significant investment in hardening our risk and resiliency to make sure our critical infrastructure, such as water, traffic, police and fire services will operate uninterrupted.</b></p>
<p>Page 251</p> <p><b>Communication of the Future</b></p> <p><del>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 accommodate the desire of young viewers for shorter, more concentrated pieces of information while still serving the established audiences' desires for detailed engagement.</del></p> <p><del>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.</del></p>	<p>Page 251-252</p> <p><b>Communication of the Future</b></p> <p><b>The Communications Department continuously looks ahead and adjusts short and long-term strategic plans to accommodate changes in how people consume information. As a result of the COVID-19 pandemic, the department identified the need to engage audiences online in a convenient way that offered individuals the ability to participate in their local government activities. The Communications Department will launch 'Your Irving Voice', a website platform designed to enable departments to use a diverse set of communication tools to share information with stakeholders. The benefits include:</b></p> <ul style="list-style-type: none"> <li>• <b>Engaging under-represented groups</b></li> <li>• <b>Informed decision making</b></li> <li>• <b>Community ownership</b></li> <li>• <b>Better responsiveness and transparency</b></li> <li>• <b>Debunks myths</b></li> <li>• <b>Unearths real issues</b></li> </ul> <p><b>Feedback tools range from an open environment where participants can engage with each other (forums, interactive maps), and a controlled environment where data is collected by the city directly (polls, surveys).</b></p>
	<p>Page 254</p> <p><b>2.1.5 Examine opportunities in the metaverse and stay up-to-date on how the city could leverage virtual reality environments. (new strategy)</b></p>
	<p>Page 257</p> <p><b>4.1.4 A new position, IT Architect, should be added to the Information Technology Department to allow for strategic</b></p>

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	planning of major IT projects and working proactively with other departments to identify technology options to satisfy business needs of the future. (new strategy)
<b>Chapter 10 Public Safety</b>	
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<p>Page 258 <b>Introduction</b> 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.</p>	<p>Page 260 <b>Introduction</b> Irving's public safety departments provide high-quality services to residents and businesses. The city services discussed in this chapter include the Police, Fire, Emergency Management, Animal Services, and Inspections departments. These departments provide for the health, safety and welfare of Irving's residents and business owners.</p>
	This chapter has been reorganized to reflect shifts with the City of Irving organization. Goals remain unchanged.
<p>Page 259 <b>Police Department</b> 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, Juntas (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.</p> <p>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.</p>	<p>Page 261 <b>Police Department</b> 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 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 programs that include citizen police academies, the police athletic league, RAD (Rape Aggression Defense), and its award-winning Shop Talk program. The 617 employees of the Irving Police Department are committed to the community-based policing philosophy and providing the best possible services to the residents of Irving.</p> <p>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 resonates through the department's three police bureaus, the Office of Emergency Management, and the Animal Services Division.</p>
New Section	<p>Page 261-262 <b>OFFICE OF THE POLICE CHIEF</b> The Office of the Police Chief oversees the police department's administrative support staff, the Crime Information Center, Media Affairs, and Professional Standards. The Crime Information Center analyzes crime patterns, develops intelligence, and disseminates real-time information to field officers and investigators. Media Affairs team responds to media inquiries, keeps the public informed about important events, and engages with the public through social media with informative and engaging content. The Professional Standards Section is responsible for maintaining the police department's accreditation through the Texas Police Chiefs Association's Law Enforcement Recognition Program. Additionally, the Professional Standards investigators perform internal audits, manage department policies, and investigate citizen complaints.</p>
<p>Page 259-260 <b>THE FIELD OPERATIONS BUREAU</b> 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 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.</p>	<p>Page 262 <b>THE FIELD OPERATIONS BUREAU</b> The Field Operations Bureau is comprised of the North and South Patrol Divisions, and the Gang, Fugitive, K-9 and Tactical Units. These divisions provide patrol and traffic services with both proactive and reactive responses to crime, disorder, and traffic issues. The goals of this bureau are to provide visible police presence to deter crime, effectively respond to calls for service, enforce traffic laws, apprehend fugitives, and disrupt gang activity through education and enforcement. Personnel currently work out of two locations. The South Patrol Division, 305 N. O'Connor Road, serves Irving south of State Highway 183, while the area north of State Highway 183 is served by the North Patrol Division, 5992 Riverside Drive.</p>
<p>Page 260 <b>THE INVESTIGATIVE SERVICES BUREAU</b></p>	<p>Page 262 <b>THE INVESTIGATIVE SERVICES BUREAU</b></p>

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<p>The Investigative Services Bureau consists of <b>two</b> 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 <b>both of the police buildings described above as well as the Family Advocacy Center located at 600 W. Pioneer Drive.</b> The Community Services Division includes <del>personnel assigned as</del> School Resource Officers, Crime Prevention Specialists, and the Public Information Officer. The Community Services Division <b>has the primary responsibility for</b> 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, <del>a Crime-Free Multi-Housing Ordinance Program,</del> Criminal Justice Classes in the Irving schools, Family Advocacy Center, Mandatory Apartment Crime Reduction Program, National Night Out, Neighborhood Watch, Rape Aggression Defense Systems, <del>Safety Education Program, School Crossing Guard Program, and a Volunteer Program</del> 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, <del>and Teen Court.</del></p>	<p>The Investigative Services Bureau consists of <b>three</b> divisions: Criminal Investigations, Community Services, <b>and Animal Services.</b> The Criminal Investigations 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 the <b>Criminal Justice Center and the Family Advocacy Center located at 600 W. Pioneer Drive.</b> The Community Services Division includes School Resource Officers, Crime Prevention Specialists, <b>Police Athletic League officers, the Mental Health Response Team, the Homeless Outreach Team, and the Traffic Section.</b> The <b>Traffic Section is comprised of the Motorcycle Unit, the DWI Unit, and the Special Events Section.</b> The Community Services Division <b>is responsible for</b> organizing and overseeing 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, Criminal Justice Classes in the Irving schools, National Night Out, Neighborhood Watch, Rape Aggression Defense Systems, <b>Safety Education Program, and the award-winning Shop Talk program.</b> 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, <b>and the First Offender Program</b></p>
<p>Page 260 <b>THE ADMINISTRATIVE SERVICES BUREAU</b> 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 <b>two</b> sections, <del>the Jail and the</del> 911 Communications Center. <del>On average the Jail Section intakes, houses, and releases approximately 10,000 arrestees each year.</del> 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 <b>2014,</b> the center answered <b>177,288</b> "911" emergency calls and handled another <b>353,620</b> non-emergency calls. The center also dispatched <b>122,895</b> calls for police service. The <b>Personnel and Training Section</b> recruits, hires, and provides training to both new and incumbent police employees. In <b>2014,</b> the staff made <b>54</b> recruiting trips, hired <b>46</b> employees, and provided <b>23,096</b> hours of training. The Budget and Planning Section is responsible for preparing and managing the department's <b>\$50,000,000</b> budget, managing grants, and providing analytical data to assist in developing strategic and business plans</p>	<p>Page 262-263 <b>THE ADMINISTRATIVE SERVICES BUREAU</b> The Administrative Services Bureau incorporates the Technical Services Division, Personnel and Training Division, the Offices of Budget and Planning, and the Detention and Evidence Division. The Technical Services Division is comprised of <b>three sections: the Records Section, the 911 Communications Center, and the Personnel and Training Section .</b> 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 field. In <b>2021,</b> the center answered <b>159,789</b> "911" emergency calls and handled another <b>320,955</b> non-emergency calls. The center also dispatched <b>125,386</b> calls for police service. The <b>Personnel Section</b> recruits, hires and provides training to both new and incumbent police employees. In <b>2021</b> the staff made <b>6</b> recruiting trips, hired <b>18</b> employees, and provided <b>42,103</b> hours of training. The Budget and Planning Sections are responsible for preparing and managing the department's <b>\$75,000,000</b> budget, managing grants, and providing analytical data to assist in developing strategic and business plans. <b>The Detention and Evidence Division is responsible for operating the city jail, which temporarily houses more than 6,000 inmates annually. The jail staff is responsible for the health, safety, and welfare of detainees until they post bond or are transferred to the county detention center. The division also includes the Property Section, Forensics Unit, and Electronic Evidence Unit. These support units collect, process, and store criminal case evidence utilizing state-of-the-art processing techniques and the most advanced technology available. The Irving Police Department also houses a regional site for the Bureau of Alcohol, Tobacco &amp; Firearms' National Integrated Ballistic Information Network (NIBN), which is a national database of firearm shell casing images capable of linking firearm shell casing evidence to multiple crime scenes.</b></p>
<p>Page 260 <b>THE OFFICE OF EMERGENCY MANAGEMENT</b> The Office of Emergency Management coordinates emergency services and is responsible for managing the <del>four</del> <b>phases of emergency management, including mitigation, response, recovery, and planning.</b> The goal of the office is to prepare residents, businesses, and city staff in what to do in the case of an emergency. <del>In doing so, they partake in outreach and many educational events.</del></p>	<p>Page 263 <b>THE OFFICE OF EMERGENCY MANAGEMENT</b> The Office of Emergency Management coordinates emergency services and is responsible for managing the mitigation, response, recovery, and planning of <b>disasters and emergencies requiring a multi-disciplinary response.</b> The goal of the office is to prepare residents, businesses, and city staff in the event of emergency.</p>
<p>Page 261 <b>Irving Police and Fire Training Center</b> 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 <b>is currently being designed and</b> constructed. The new Police and Fire Operations and Training Center, planned on <b>38</b> acres, will fill gaps in both the fire and police departments and also will result in technology enhancements and intergovernmental cooperative agreements.</p>	<p>Page 263 <b>Irving Police and Fire Training Center</b> 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 <b>is being constructed.</b> The new Police and Fire Operations and Training Center, planned on <b>45</b> acres, will fill gaps in both the fire and police departments and will result in technology enhancements and intergovernmental cooperative agreements.</p>

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<p>...</p> <p>Page 261-262</p> <p><b>Animal Services Department</b></p> <p>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.</p> <p><b>ADMINISTRATIVE DEPARTMENT</b></p> <p>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.</p> <p><b>THE FIELD OPERATIONS DIVISION</b></p> <p>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.</p> <p><b>THE SHELTER OPERATIONS DIVISION</b></p> <p>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).</p> <p>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.</p>	<p>...</p> <p>Page 264-265</p> <p><b>Animal Services Department</b></p> <p>Irving Animal Services is committed to delivering exceptional service to all Irving residents and promoting a high quality of life for people and animals in our city. The department shares the Irving Animal Care Campus with the DFW Humane Society, working together to place as many adoptable pets as possible. Animal Services receives more than 26,000 calls and handles nearly 7,000 animals annually.</p> <p>Animal Services accomplished several initiatives included in the 2017 Comprehensive Plan. These accomplishments include:</p> <p>Increased number of lost animals reunited with their owners by microchipping all animals entering the shelter, launching the Strays Off the Streets (SOS) campaign, hosting quarterly free microchipping events, and implementing additional tactics for follow up on strays with identification.</p> <p>Improved overall animal care by implementing updated processes for intake and medical exams, increased the number of spay/neuter surgeries performed, and developed improved treatment plans for a variety of illnesses and injuries. Launched a free spay/neuter, microchip and rabies program for Irving residents who need assistance, in partnership with DFW Humane Society.</p> <p><b>FIELD SERVICES</b></p> <p>Animal Services Officers respond to complaints and animal issues seven days a week, during business hours. They also respond to animal related emergency calls after-hours and on city holidays. This team is also responsible for assisting residents, reuniting lost pets with their owners, rabies control, bite quarantine, cruelty/neglect investigations, and enforcing laws related to animals.</p> <p><b>SHELTER SERVICES</b></p> <p>Animal Care Technicians and other shelter personnel provide high-quality care for the animals in the shelter. This team provides shelter visitors with a variety of services including intaking animals (owner surrenders and strays), reuniting lost pets with their owners, placing animals into new homes, transferring animals to adoption partner agencies, and more.</p> <p><b>VETERINARY SERVICES</b></p> <p>The Veterinarian and Veterinary Technicians provide medical services for all the animals in the shelter. These services include exams, routine vaccinations and preventatives, medications, and treatments for sick or injured animals, as well as spay/neuter surgeries, dental cleanings, and more.</p>
<p>Page 263</p> <p><b>Fire Department</b></p> <p>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.</p> <p>The fire department operates 12 engine companies, four aerial truck companies and eight Mobile Intensive Care Units.</p> <p>...</p>	<p>Page 265</p> <p><b>Fire Department</b></p> <p>The Irving Fire Department provides fire suppression and prevention, education, EMS, extraction, hazardous materials, swift water rescue teams, tac-medics, and urban search and rescue operations 24 hours a day from 12 and soon 13 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 373 uniformed fire personnel and a general fund budget of \$52 million.</p> <p>The fire department operates 12 engine companies, five aerial truck companies and ten Mobile Intensive Care Units.</p> <p>...</p>
<p>Page 263</p> <p><b>Emergency Management</b></p> <p>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.</p>	<p>Page 265-266</p> <p><b>Emergency Management</b></p> <p>The Office of Emergency Management (OEM) is responsible for creating plans to help prepare the City of Irving, training with city departments and implementing those plans. This includes setting up the Emergency Operations Center when a large emergency occurs.</p>

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<p>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. <b>This makes Irving aware of the need to prepare for all types of emergencies.</b></p> <p>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.</p> <p>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.</p>	<p>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, <b>pandemics</b>, and earthquakes, all of which may impact the region. Irving also is home to multi-national corporations and major events that attract national and international audiences. <b>creating the need for OEM to plan for potential emergencies.</b></p> <p><b>Losses caused by natural disasters are an obstacle to sustainable development. Emergency Management raises awareness about potential disasters and helps residents as well as businesses prepare ahead of time to ensure they can respond once a disaster occurs.</b></p>
<p>Page 264 <b>Code Enforcement</b></p> <p><b>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.</b></p>	<p>Page 266 <b>Code Enforcement</b></p> <p><b>The Code Enforcement Department establishes and deploys enforcement programs focused on educating property owners, business owners and residents about legal land use; building and property maintenance; and safety compliance at properties zoned for residential and commercial use.</b></p>
<p>Page 265</p> <p>In order to implement these key strategies, the Police Department is pursuing the following short-term initiatives:</p> <ul style="list-style-type: none"> <li>• <b>Create a Criminal Intelligence and Information Center</b> 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.</li> <li>• <b>Deploy Body Worn Camera Program</b> 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 in-car video system.</li> <li>• <b>Enhance Community Outreach</b> to further strengthen relationships with constituents.</li> <li>• <b>Engage Public through Social Media</b> to effectively engage the public and to expand community relationships and enhance communications.</li> <li>• <b>Conduct Procedural Justice Training</b> 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.</li> <li>• <b>Develop and Enhance Domestic Violence Prevention Strategies</b> by providing tools to help victims avoid and/or leave dangerous relationships.</li> <li>• <b>Revise Mandatory Crime Reduction Ordinance</b> as it relates to multifamily developments.</li> <li>• <b>Implement the President’s Task Force on 21st Century Policing Recommendations</b> 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.</li> </ul>	<p>Page 267</p> <p>To implement these key strategies, the Police Department is pursuing the following short-term initiatives:</p> <ul style="list-style-type: none"> <li>• <b>Improve Public Safety Facilities:</b> Irving voters approved a comprehensive bond package that includes public safety facility improvements. These improvements will help secure the police department’s status as a premiere law enforcement agency that delivers exceptional law enforcement services and high-quality training to its employees. The bond package provides funding for a new training academy, firearms range, driving pad, a property and evidence facility, a North Operations Center, and an expansion to the Animal Services campus.</li> <li>• <b>Use Data to Innovate Traffic Safety Enforcement:</b> The police department enhances public safety in the community by proactively addressing crime and disorder and enforcing traffic laws. We believe that traffic safety can be improved by designing new enforcement approaches based on accident data and factors targeting aggressive driving and locations with higher prevalence of injury accidents. The police department’s data-driven approach to traffic enforcement ensures that enforcement resources are deployed to the areas of greatest need.</li> <li>• <b>Reduce Crime Stemming from Homelessness:</b> This initiative seeks public and private partnerships to address homelessness through a multi-pronged approach, including Crime Prevention Through Environmental Design, Outreach, and Enforcement.</li> <li>• <b>Enhance Youth Engagement Programs:</b> This initiative will expand youth engagement through the Police Explorer Program, Police Athletic League activities, and a new Junior Citizen Police Academy for seventh and eighth graders. The new PAL facility creates opportunities for expanded youth fitness programs and new services such as after-school tutoring.</li> </ul>
<p>Page 265 <b>POLICE DEPARTMENT INNOVATION</b></p> <p>In <b>2015</b>, the police department had <b>598</b> employees and <b>346</b> sworn officers, for a city of approximately <b>229,000</b>. 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</p>	<p>Page 267 <b>POLICE DEPARTMENT INNOVATION</b></p> <p>In <b>2021</b>, the police department had <b>617</b> employees for a city of approximately <b>256,000</b>. 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</p>

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<p>considerations include programming for policing areas that have changing needs, such as the <b>Heritage Crossing</b>, 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.</p>	<p>include programming for policing areas that have changing needs, such as <b>the Heritage District</b>, 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.</p>
<p>Page 266 <b>Fire Department</b> With 12 fire stations and <b>nine</b> ambulances, the fire department plans to add additional stations, equipment and personnel to serve anticipated growth. ... The Irving Fire Department was awarded best practices recognition status by the Texas Fire Chiefs Association in <b>2014...</b></p>	<p>Page 268 <b>Fire Department</b> With <b>12</b> fire stations and <b>ten</b> ambulances, the fire department plans to add additional stations, equipment, and personnel to serve anticipated growth. ... The Irving Fire Department was awarded Best Practices recognition status by the Texas Fire Chiefs Association <b>in 2014 and 2019.</b></p>
<p>PGE 267-268 <b>Animal Services Department</b> The Animal Services Department's key strategies include decreasing <b>human/animal conflicts (involving domestic and wild animals) through education and enforcement, and promoting overall animal welfare and responsible pet ownership.</b>  <b>In order to implement these key strategies, the Irving Animal Services Department is pursuing the following short-term initiatives:</b>  <ul style="list-style-type: none"> <li>• <b>Increase Lost Animals Returned to Owners</b> <ul style="list-style-type: none"> <li>»» <b>Microchip all cats and dogs at the point of intake.</b></li> <li>»» <b>Enhance enforcement through updated processes targeted at repeat offenders.</b></li> <li>»» <b>Develop a public education campaign focused on keeping strays off the streets.</b></li> <li>»» <b>Host microchipping events for residents.</b></li> </ul> </li> <li>• <b>Improve Overall Animal Care</b> <ul style="list-style-type: none"> <li>»» <b>Implement new processes for intake and medical exams.</b></li> <li>»» <b>Implement new processes for increased spay/neuter services.</b></li> <li>»» <b>Develop strategies for keeping the animal shelter at or under capacity.</b></li> </ul> </li> </ul> <p>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. <del>Examples include a foster program, an expanded volunteer program and increased outreach and public education.</del> The <b>department</b> also will be challenged by significant changes in what is considered an acceptable standard of care for sheltered animals <del>including larger kennel spaces, addressing behavior needs and maintaining a healthy animal population.</del> As in other service departments, the role of the animal services department will continue to change in the future as technology advances occur.</p> </p>	<p>Page 269-270 <b>Animal Services Department</b> The Animal Services Division's key strategies include decreasing <b>human/animal conflicts involving domestic and wild animals through information sharing and enforcement; building a robust safety net for lost and homeless animals; and exploring new strategies to improve operational efficiency and effectiveness.</b> To implement these key strategies, the Animal Services Department is pursuing the following short-term initiatives:  <ul style="list-style-type: none"> <li>• <b>Improve employee retention, job satisfaction, and effectiveness through enhanced training and support programs. The animal services field is evolving rapidly. It is demanding and often exposes employees to difficult, dangerous, and emotional situations. The development of improved training, including employee wellbeing and resiliency plans, is critical to effective service delivery.</b></li> <li>• <b>Strengthen relationships in the community and work together with residents, businesses, and other supporters to help people keep their pets, and increase animal lifesaving efforts at the shelter, with the goal of reaching and sustaining a 90% save rate.</b></li> <li>• <b>Complete an expansion of the Irving Animal Care Campus. The additional spaces will include increased kennel capacity for large dogs, isolation areas for treatment of sick animals, additional kennel space for bite quarantine, and more.</b></li> <li>• <b>Enhance communications to effectively inform and engage the community. This includes providing more information on our website, social media platforms, city communications channels and other opportunities.</b></li> <li>• <b>Hired a volunteer coordinator to expand and improve volunteer programming and foster care for animals.</b></li> </ul> <p>Long-term issues for Animal Services include increasing <b>service levels as population increases and implementing more lifesaving initiatives for lost and homeless pets.</b> If additional resources and personnel become available, the Field Services team will transition to include more proactive response to animal issues, more opportunities for outreach <b>and information sharing,</b> and building stronger relationships in the community. Residents' expectations of animal services continue to rise, and the division will need resources to develop additional programs to reduce euthanasia of animals. <b>Examples include adding animal behavior support programs, organized efforts to address stray and feral cat populations, and increased community engagement and support.</b> The division will also be challenged by significant changes in the animal services field, <b>and in the community's expectations. What is considered an acceptable standard of care for sheltered animals is evolving rapidly.</b> As in other service departments, the role of the animal services department will continue to change in the future as technology advances occur.</p> </p>
<p>Page 268 <b>Emergency Management</b> <del>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.</del></p>	<p>Page 270 <b>Emergency Management</b> <b>The Outdoor Warning System (OWS) consists of 26 strategically placed sirens that are activated for one or more of the following conditions:</b>  <ul style="list-style-type: none"> <li>A tornado warning issued by the National Weather Service</li> <li>Tornado or funnel cloud reported by a reliable source</li> <li>Sustained winds in excess of 70 MPH</li> <li>Reports of hail larger than 1.5 inches in diameter</li> </ul> <p>The OWS is tested the first Wednesday of each month at <b>1:00PM, weather permitting.</b> The sirens are intended to be</p> </p>

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	<p>heard while residents are outdoors. They are not meant to be heard indoors. If you can hear them in your home or business, it is a bonus!</p> <p>Emergency Management additionally maintains the Everbridge iAlert System. iAlert provides subscribers with notification concerning the following items:</p> <ul style="list-style-type: none"> <li>• Air quality issues</li> <li>• Crime Alerts</li> <li>• Power Outages</li> <li>• Road Closures</li> <li>• Vector Control</li> <li>• Water Outages</li> </ul> <p>Severe thunderstorms and tornado events move too quickly to notify residents with this system. The Office of Emergency Management recommends purchasing a NOAA Weather Radio to always provide weather awareness.</p>
<p>Page 271 Strategy 3.1 Address special district police coverage for areas such as the <b>Heritage Crossing</b>, the Las Colinas Urban Center and PUD #6.</p>	<p>Page 273 Strategy 3.1-<b>Completed</b> Address special district police coverage for areas such as the <b>Heritage District</b>, the Las Colinas Urban Center and PUD #6.</p>
<b>Chapter 11 Community Amenities</b>	
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<p>Page 275-276 <b>Library</b> 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.</p> <p><b>in 2016</b>, 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.</p> <p>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. <del>In 2016, the East Branch Library celebrated 20 years of changing lives and community revitalization.</del></p> <p>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. <del>The City of Irving is planning to add more public accessible Wi-Fi in other buildings with the use of commercial provider services.</del> <del>Irving's libraries also maintain a growing digital collection that includes e-books, audiobooks, magazines, movies, and music.</del></p> <p>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, <b>the City of Irving's 11<sup>th</sup></b> annual community celebration of reading.</p>	<p>Page 277-278 <b>Library</b> The Irving Public Library mission statement is: We help write great life stories. We do so by providing access to information for lifelong learning and promoting 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 2022, the library had a budget of \$7.3 million, which is three percent of the City of Irving's general fund budget.</p> <p><b>In 2022</b>, the system consists of three modern community centers with state-of-the-art offerings that draw people to the facilities, <b>and one neighborhood learning center</b>. 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.</p> <p>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 and realizes almost half of the library's overall circulation. The South Irving Library, which opened in 2015, <b>provides literary events for all ages and is a Family Place Library.</b></p> <p>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 <b>add new technologies to improve its services to patrons. To meet public demand, Irving's libraries also maintain a growing digital collection that includes e-books, audiobooks, magazines, movies, and music.</b></p> <p>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 every other year, <b>its annual</b> community celebration of reading.</p>
<p>Page 276 -Sidebar- <b>2014-15</b> 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.</p>	<p>Page 278 <b>2019-2020.</b> In addition to a high volume of material use, the library hosted nearly 1070 adult programs, 174 teen programs and 1411 children's programs annually, serving more than 86,000 people through these efforts.</p> <p><del>-Material Use Table-</del>Updated</p>

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<b>-Material Use Table-</b>	
<p>Page 277</p> <p>...</p> <p>The city-owned Irving Music Factory <b>will provide</b> an additional anchor to the city's convention district, offering a premier entertainment venue for commercial artists and a collection of diverse restaurants.</p>	<p>Page 279</p> <p>...</p> <p>The city-owned Irving Music Factory <b>provides</b> an additional anchor to the city's convention district, offering a premier entertainment venue for commercial artists and a collection of diverse restaurants. ...</p>
<p>Page 278</p> <p><b>KEEP IRVING BEAUTIFUL</b></p> <p>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.</p> <p>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.</p>	<p>Page 279</p> <p><b>KEEP IRVING BEAUTIFUL (ORDER IN DOCUMENT SHIFTED)</b></p> <p>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.</p> <p>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.</p>
<p>Page 277-278</p> <p><b>IRVING ARTS CENTER</b></p> <p>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 <b>707-</b> seat Carpenter Performance Hall and the <b>253-</b>seat Dupree Theater. The Main Gallery is a 3,800-squarefoot art gallery with 200 linear feet of wall space. <del>In 2014, the arts center hosted 1,375 events, including 203 performances and 24 exhibitions. During the year, the center welcomed 403,719 visitors.</del></p> <p>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.</p> <p><del>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.</del></p> <p>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.</p>	<p>Page 280-281</p> <p><b>Department of Arts &amp; Culture</b></p> <p>Department of Arts &amp; Culture oversees Irving Arts Center, and the city's museums and historical archives, under the supervision of the Executive Director of the Department of Arts and Culture.</p> <p><b>IRVING ARTS CENTER</b></p> <p>Opened in 1986, Irving Arts Center, an affiliate of the Smithsonian Institution, has more than 91,500 square feet of performing and visual arts space on a 6-acre campus, including the <b>711-</b>seat Carpenter Hall and the <b>257-</b>seat Dupree Theater. Five gallery spaces include the Main Gallery, a 3,800-square foot venue <b>with soaring 26-foot ceilings</b> and 200 linear feet of wall space connecting the lobbies of the two theaters. <b>An outdoor sculpture garden includes water features and fountains, wandering paths, commissioned permanent sculptures and temporary works from regional and national artists.</b></p> <p>The Department of Arts &amp; Culture 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 for residents and visitors. Irving Arts Center's five indoor gallery spaces showcase notable exhibitions from local, regional, and national artists. Programming includes year-round youth and family programs featuring regular story times with hand-on art projects, <b>Second Sunday Fundays for family artmaking, Saturday School, 8 weeks of summer camp annually for ages 4 to 16, and quarterly gallery and art education programs for homeschoolers.</b> The Celebration Performance Series offers live performances selected to reflect and engage the diverse population of the community and attract visitors. Irving Arts Center serves as the home to 10 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.</p>
<p>278</p> <p>Sidebar:</p> <p><b>Resident Art Organizations</b></p> <ul style="list-style-type: none"> <li>»» Entertainment Series of Irving</li> <li>»» Irving Black Arts Council</li> <li>»» Irving Chorale</li> <li>»» MainStage Irving-Las Colinas</li> <li>»» Irving Art Association</li> <li>»» Irving Symphonic Band</li> <li>»» Irving Symphony Orchestra</li> <li>»» Las Colinas Symphony Orchestra</li> <li>»» Lyric Stage</li> <li>»» Momentum Dance Company</li> <li>»» New Philharmonic Orchestra of Irving</li> </ul>	<p>Page 280</p> <p>Sidebar:</p> <p><b>Resident Organizations</b></p> <ul style="list-style-type: none"> <li>• Entertainment Series of Irving</li> <li>• Irving Black Arts Council</li> <li>• Irving Chorale</li> <li>• MainStage Irving-Las Colinas</li> <li>• Irving Art Association</li> <li>• Irving Symphonic Band</li> <li>• Irving Symphony Orchestra</li> <li>• Las Colinas Symphony Orchestra</li> <li>• Momentum Dance Company</li> <li>• New Philharmonic Orchestra of Irving</li> </ul>
<p>Page 279</p> <p><b>Cultural Affairs</b></p> <p><del>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.</del></p>	<p>Page 281</p>

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	<p><b>PUBLIC MUSEUMS</b>  <b>Irving Archives &amp; Museum</b>                      IAM is an exciting new 22,000 square foot museum on the first floor of the Jack D. Huffman Community Building. Visitors will discover Irving’s history and culture presented in a dynamic and immersive exhibition. The Irving Story. The permanent exhibition explores our community from the early settler days through the present. The museum has multiple temporary gallery and programming spaces which feature nationally travelling exhibitions and community-curated exhibits and programs. These are changed frequently so there is always something new to see. The museum also has a store featuring unique Irving and Texas merchandise.</p> <p><b>Smithsonian Spark!Lab</b>                      IAM is home to Smithsonian Spark!Lab, the first in Texas. In Spark!Lab, young visitors and their families have the opportunity to explore the process of invention through hands-on activities. The activities incorporate STEM with art, history, and creativity. Targeted to ages 6 – 12. Spark!Lab provides students a unique hands-on museum experience</p>
<p>Page 279  <b>Jackie Townsell Bear Creek Heritage Center</b> 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.</p>	<p>Page 281  <b>Jackie Townsell Bear Creek Heritage Center</b>                      Jackie Townsell Bear Creek Heritage Center preserves the history of the Bear Creek community in west Irving which is one of the oldest freedman communities in North Texas, settled in the 1850s. The Heritage Center includes three historic structures from the Bear Creek community situated on beautiful parkland that includes a native plant garden. The center is named for Irving’s first African American councilperson. Exhibits in the Bear Creek Masonic Lodge interpret the African American experience from Emancipation through the Civil Rights Movement. The J.O. Davis House, which belonged to a beloved teacher in the community, includes an exhibit about the Bear Creek community. The Sam Green House provides visitors insight into what a home in the community would have looked like in the 1920s.</p>
<p>Page 279  <b>Ruth Paine House Museum</b> 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.</p>	<p>Page 282  <b>Ruth Paine House Museum</b>                      Named to the National Register of Historic Places, the Ruth Paine House is restored to look as it did in 1963. A multimedia museum, the house tells the story of the events leading up to the assassination of President John F. Kennedy (JFK) and the impact of the events on the lives of two young mothers. Ruth Paine’s house is where alleged JFK assassin Lee Harvey Oswald spent the night prior to the shooting at Dallas’ Dealey Plaza.</p>
<p>Page 279  <b>HERITAGE MUSEUM</b>                      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.</p>	
<p>Page 279  <b>Mustangs of Las Colinas Museum</b> 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.</p>	<p>Page 282  <b>Mustangs of Las Colinas Museum and Visitor Center</b>                      The Mustangs of Las Colinas Museum and Visitor Center is adjacent to one of the largest equine sculptures in the world. The museum recounts the story of the eight years of work internationally renowned wildlife artist Robert Glen invested in creating the Mustangs. The museum features other bronze works by Robert Glen and a small museum store. The museum also functions as Irving’s visitor center, providing information about other cultural sites and places to see in the city.</p>
<p>Page 280  <b>HISTORICAL ARCHIVES</b>                      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.</p>	<p>Page 282  <b>Irving Archives</b>                      The Irving Archives collects documents, photographs, and artifacts that provide insight into the history of Irving. The archives’ holdings encompass the political, municipal, and social history of the city. Collections include material relating to the founding of Irving, its schools, churches, clubs, and businesses, as well as the history of its predecessor communities. The Archives actively collects more recent Irving history that reflects the modern diverse city Irving is today. Archives are used for digital experiences, exhibitions, and research.</p>
	<p>Page 282  <b>Heritage House</b>                      The Heritage House is one of Irving’s oldest homes. It was built in 1912 for C.P. Schulze and his bride, Virginia Tucker. The</p>

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	house contains early 20th century furnishings from the Schulze family and other Irving families. The house is managed and cared for by the Irving Heritage Society.						
<p>Page 280  <del>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.</del></p> <p><del>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.</del></p>							
<p>Page 281  <b>Libraries</b>            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.</p> <p>While most of Irving's neighborhoods are within three miles of a library, <b>two of the four</b> existing libraries are unable to adequately serve residents in their respective service areas. <del>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.</del></p> <p>The South Library has a Discovery Zone designed to improve early childhood literacy skills. The Irving Library <b>and Irving ISD</b> collaborate to offer English as a Second Language (ESL) classes, a joint book event that takes place every October, and <b>a teen</b> book festival.</p> <p>The library is working to incorporate new technology and targeted services into its facilities. <del>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.</del></p>	<p>Page 284  <b>Libraries</b>            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. While most of Irving's neighborhoods are within three miles of a library, <b>one of the three existing libraries, the Valley Ranch Library, is unable to adequately serve residents in its respective service area.</b> Although the City of Irving expanded the Valley Ranch Library, staff cannot keep up with the growing demand for materials and services. With planned growth in the central and northern areas of Irving, a new facility is needed. <b>In the 2021 bond election the library system did receive approved bond funding for this project to be realized in the future.</b> The South Library <b>is a Family Place Library</b> and has a Discovery Zone designed to improve early childhood literacy skills. The Irving Library <b>and key partners</b> collaborate to offer English as a Second Language (ESL) classes, a joint book event that takes place every other year, <b>and the yearly North Texas Teen Book Festival.</b> The library <b>is always</b> working to incorporate new technology and targeted services into its facilities. <b>During the FY 2021-2022, the library began the implementation of the use of Radio Frequency Identification (RFID) with the goal of increasing staff efficiency, reducing staffing costs due to decrease materials handling and providing better inventory control.</b> In 2020 and 2021 the library received grant funding through the Texas State Library and Archives Commission (TSLAC) to install two Makerspace technology spaces, one each at both South and Valley Ranch (Year 1) and to equip an Outreach Van (MIYGO) to bring technology, library and outreach services to the community (Year 2). The three-year project, called Build a Maker Movement, is designed to help patrons learn 21st century job skills, enable patrons to explore their creativity, and to promote community building and collaboration. In 2022 the library submitted a final grant request to fund a Makerspace at the West Irving Library (Year 3). <b>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.</b></p>						
	<p>Page 285  <b>Department of Arts &amp; Culture</b>            There are three separate hotel tax funds supporting the institutions of the Department of Arts &amp; Culture. Of the 9% hotel tax collected, a total of 5% is allocated as follows:</p> <table border="0"> <tr> <td>Irving Arts Center</td> <td>39.5%</td> </tr> <tr> <td>Museums</td> <td>2.5%</td> </tr> <tr> <td>Historic Preservation</td> <td>1%</td> </tr> </table>	Irving Arts Center	39.5%	Museums	2.5%	Historic Preservation	1%
Irving Arts Center	39.5%						
Museums	2.5%						
Historic Preservation	1%						
<p>Page 282  <b>Irving Arts Center</b>            The Irving Arts Center had an operating budget of <b>\$4.5 million in 2014-2015, with \$600,000 in earned income.</b> There is no private fundraising to support the Arts Center itself. <b>Eleven</b> resident art organizations are the Center's primary tenants. <b>They are all 501 (c)3 nonprofits, operating independently and retaining revenues earned through ticket sales and fundraising.</b> 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.</p>	<p>Page 285  <b>Irving Arts Center</b>            In FY22, Irving Arts Center has an operating budget of <b>5.8 million dollars with \$730,000 in earned income and 1.4 million from American Rescue Plan Act funding.</b> There is no private fundraising to support the Arts Center itself. <b>Ten</b> resident art organizations are the Center's primary tenants. <b>They are all independently operating 501 (c)3 nonprofits. They determine their own programming and retain revenues earned through ticket sales and fundraising.</b> 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 its grant programs. Resident and community organizations meeting eligibility requirements can apply for funding to produce arts and cultural activities in Irving.</p>						

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<p>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.</p> <p>...</p>	<p>...</p>
	<p>Page 285  <b>Irving Archives &amp; Museum</b>                      Irving Archives &amp; Museum manages the resources from the Museums and Historic Preservation hotel tax allocations. The Museums Fund operating budget in FY22 was \$891,000. The Museums' budget includes staffing for all our historical resources and operating funds for the Irving Archives &amp; Museum and the Mustangs of Las Colinas Museum and Visitor Center. The Historic Preservation budget in FY22 was \$257,604. The majority of the budget in FY22 was designated for significant repairs and exhibit updates to the Jackie Townsell Bear Creek Heritage Center. This fund also provides operating funds to the Ruth Paine House Museum. The Irving Archives &amp; Museum must also raise funds through federal and state grants as well as private fundraising efforts. They are supported in this effort by the Friends of the Irving Museums, a 501(c)3 nonprofit with a mission to provide financial support to Irving's museums and historic sites.</p>
	<p>Page 286  <b>Culture and Arts Funding</b>                      The City of Irving has established a cultural and arts program under 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.</p>
<p>Page 283  <b>Strategy 1.4</b>                      Plan new library facilities as needed to provide equitable access for specialized populations.  <b>Strategy 1.2</b>                      Plan for a new library facility that will serve future growth centers along the SH 114 corridor and the DART Orange Rail line.  <b>Strategy 1.3</b>                      Explore relocating the East Branch Library into a mixed-use development as a ground-floor tenant.  <b>Strategy 1.4</b>                      Partner with other facilities to provide neighborhood centers. Potential partners include the Irving Arts</p>	<p>Page 287  <b>Strategy 1.1 (2017-1.2)</b>                      Plan for a new library facility that will serve future growth centers along the SH 114 corridor and the DART Orange Rail line.  <b>Strategy 1.2</b>                      Investigate and adopt new technologies that improves service quality and staff efficiency.  <b>Strategy 1.3</b>                      Leverage community partners to provide adult education and workforce development classes and training at the East Learning Center to meet community needs post COVID.</p>
	<p>Page 288  <b>Strategy 2.5</b>                      Identify underserved populations within the city and develop action plans for reaching these groups to inform them of relevant library programs and services and solicit ideas to better meet their needs.  <b>Strategy 2.6</b>                      Assess library service processes for their potential to create barriers to library use.</p>
<p><b>Chapter 12 Fiscal Security</b></p>	
<p>2017 Approved</p>	<p>2022 Proposed</p>
<p>Page 293  <b>Current Revenues and Spending</b>                      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.</p> <p>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.</p>	<p>Page 297-298  <b>Current Revenues and Spending</b>                      The City of Irving's budget is funded from a variety of revenue sources. These include property taxes (23 percent), charges for services (22 percent), transfers from other funds (14 percent), sales tax (10 percent), bond proceeds (14 percent), and a number of other smaller funding sources listed below in Figure 61.</p> <p>The total adopted budget for all funds for Fiscal Year 2021-2022 was \$820,405,721. Excluding internal transfers provides \$703,725,199 in available funds.</p>

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<ul style="list-style-type: none"> <li>Operating expenditures account for <b>\$354,377,617</b>, which is <b>59 percent</b> of the total budget.</li> <li>Operating costs have increased in response to increased demands for service, including increased staffing for Fire Station #12 and Medic #1.</li> <li>Debt Service Funds are <b>11 percent</b> of total funds and include general debt service, special revenue and other loans.</li> <li>Capital projects and equipment purchases total <b>\$80,184,786</b>, or <b>14 percent</b> of the total budget.</li> </ul> <p>Figure 61: Total Source of Citywide Funds <b>FY 2015-16</b>            Figure 62: Uses of Funds by Service Type <b>FY 2015-16</b>            Figure 63: Uses of Funds by Expense Type <b>FY 2021-22</b></p>	<ul style="list-style-type: none"> <li>Operating expenditures account for <b>\$558,207,352</b> which is <b>70 percent</b> of the total budget.</li> <li>Operating costs have increased in response to a compensation and class study as well as in response to economic pressures causing a rise in operational costs. In FY 21-22 four full time PD positions were added to the Family Advocacy Center and four full time firefighter</li> <li>Debt Service Funds are 10 percent of total funds and include general debt service, special revenue, and other loans.</li> <li>Capital projects and equipment purchases total <b>\$159,303,226</b> of the total budget.</li> </ul> <p>Figure 61: Total Source of Citywide Funds <b>FY 2021-22 - updated</b>            Figure 62: Uses of Funds by Service Type <b>FY 2021-22 - updated</b>            Figure 63: Uses of Funds by Classification <b>FY 2021-22 -alternate categorization</b></p>
<p>Page 294  <b>General Fund</b>            ...            While the General Fund has the most diverse revenue streams of any city fund, two primary sources, property taxes and sales taxes, account for <b>75 percent</b> of General Fund revenues.            ...</p>	<p>Page 298  <b>General Fund</b>            ...            While the General Fund has the most diverse revenue streams of any city fund, two primary sources, property taxes and sales taxes, account for <b>79 percent</b> of General Fund revenues.            ...</p>
<p>Page 295  <b>PROPERTY TAX</b>            ...            Irving's property tax rate is 0.5941 per \$100 valuation for <b>Fiscal Year 2015-16</b>, which is well below the median property tax rate of cities in Dallas County (<b>0.6791</b>).            ...            Table 18: Ad Valorem Tax Rate History</p>	<p>Page 299  <b>PROPERTY TAX</b>            ...            Irving's property tax rate is 0.5941 per \$100 valuation for <b>Fiscal Year 2021-2022</b>, which is well below the median property tax rate of cities in Dallas County (<b>0.6649</b>).            ...</p>
<p>Page 296  <b>Bond Rating</b>            The City of Irving is among a select few Texas cities that enjoy a AAA bond rating, which Irving has held since 1996.</p>	<p>Page 300  <b>Bond Rating</b>            The City of Irving is among a select few Texas cities that enjoy a AAA bond rating <b>from two rating agencies</b>, which Irving has held since 1996.</p>
<p>Page 296  <b>Responsible Leadership</b>            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 <a href="http://cityofirving.org/budget">cityofirving.org/budget</a>. 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.</p>	<p>Page 300  <b>Responsible Leadership</b>            The Texas Comptroller of Public Accounts' Transparency Stars Program launched in 2014. This program recognizes local governments for going above and beyond in their transparency efforts. The program recognizes government entities who provide clear and meaningful financial information not only by posting financial documents, but also through summaries, visualizations, downloadable data, and other pertinent information. This program replaced the Leadership Circle Program which launched in 2009. The City of Irving meets the criteria for this prestigious recognition for <b>Traditional Finances, Debt Obligations, and Public Pension</b>.</p>
<p>Page 297            Table <b>19</b>: Scenario Indicators Related to Fiscal Health and Security   <b>Table 19</b> shows a selection of the scenario indicators relevant to the City of Irving's fiscal health and security.</p>	<p>Page 301 –(no substantive change, just renumbering)            Table <b>18</b>: Scenario Indicators Related to Fiscal Health and Security   <b>Table 18</b> shows a selection of the scenario indicators relevant to the City of Irving's fiscal health and security.</p>
<b>Chapter 13 Poverty, Health and Education</b>	
<p>2017 Approved</p>	<p>2022 Proposed</p>
<p>Page 304-305   <b>Close to 14 percent of families in Irving experience poverty.</b> These households contain <b>nearly 15,000</b>, or <b>24 percent</b>, of Irving's children (younger than 18 years). <b>In Texas, 17 percent of all elderly live in poverty, a rate that continues to increase.</b> 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</p>	<p>Page 308-309  <b>Close to 9 percent of families in Irving experience poverty.</b> These households contain <b>more than 10,000</b>, or <b>15.7 percent</b>, of Irving's children (younger than 18 years). <b>In Texas, 10.7 percent of all elderly live in poverty.</b> Both of these poverty rates have fallen significantly between the <b>2020 and 2014 American Community Surveys</b>. 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.</p>

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<p>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.</p> <p>...</p> <p>Thriving career-building educational opportunities provided by Irving’s school districts, private schools, charter schools, and other education assets such as University of Dallas, <b>North Lake College</b>, and vocational and technical training centers, also are central to achieving Irving’s vision.</p>	<p>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.</p> <p>...</p> <p>Thriving career-building educational opportunities provided by Irving’s school districts, private schools, charter schools, and other education assets such as University of Dallas, <b>Dallas County Community College</b>, and vocational and technical training centers, also are central to achieving Irving’s vision.</p>
<p>Page 306 <b>Poverty in Irving</b></p> <p>...</p> <p>According to 5-year American Community Survey <b>Census Data in 2014</b>, Irving’s Median Household Income was 95.3 percent of the national figure and 96.9percent 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.</p> <p>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 2014. <b>It is also worth noting that the city’s median income increased by approximately \$3,600 or nearly 8% between 2010 and 2014.</b> The 2014 the median income figure for a family of four in Dallas County, calculated by HUD, is \$48,800.</p> <p>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).</p> <p><b>Figure 65: 2014 Median Household Income Comparison</b></p> <p><b>Figure 66: 2006-2014 Median Household Income in Irving (in thousands)</b></p>	<p>Page 310 <b>Poverty in Irving</b></p> <p>...</p> <p>According to 5-year American Community Survey <b>Census Data in 2020</b>, Irving’s Median Household Income was 102.4 percent of the national figure and 104.3 percent of the State figure. <b>Median household income is 91.3 percent of the Dallas Fort Worth Metro area’s.</b></p> <p>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 2014. The 2014 the median income figure for a family of four in Dallas County, calculated by HUD, <b>was \$48,800. It is worth noting that the city’s median income increased by approximately \$13,000 or nearly 44.7% between 2010 and 2019.</b></p> <p>However, the percentage of families living at or below the poverty line in Irving remains higher than the Dallas Metro area at nearly <b>8.7% in 2020.</b> 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).</p> <p><b>Figure 65: 2020 Median Household Income Comparison - updated</b></p> <p><b>Figure 66: 2006-2019 Median Household Income in Irving (in thousands) -updated</b></p>
<p>Page 307</p> <p>Figure 67: <b>Families Living in Poverty in 2014</b></p>	<p>Page 311</p> <p>Figure 67: <b>Families Living in Poverty in 2020 -Updated</b></p>
<p>Page 313</p> <p><b>North Lake College</b>, a two-year public community college, opened its doors in the fall of 1977, becoming the sixth of seven <b>colleges</b> 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. <b>North Lake College’s</b> 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.</p>	<p>Page 317</p> <p><b>North Lake Campus of Dallas Community College</b>, a two-year public community college, opened its doors in the fall of 1977, becoming the sixth of seven <b>campuses</b> 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. <b>North Lake Campus’s</b> 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.</p>

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<b>Chapter 14 Intergovernmental Relationships</b>	
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<p>Page 330 <b>Introduction</b> 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.</p>	<p>Page 334 <b>Introduction</b> 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 agreements with Grand Prairie for the fire training center <b>and automatic aid agreements with Coppell for faster service at ISO 1 coverage.</b> 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.</p>
<p>Page 333 <b>Examples of Operational Efficiencies</b> »» Use of facilities such as Police Firing Range for training <b>North Lake College</b> 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.</p>	<p>Page 337 (plus a typo) <b>Examples of Operational Efficiencies</b></p> <ul style="list-style-type: none"> <li>• Use of facilities such as Police Firing Range for training <b>Dallas County Community College</b> Police</li> <li>• Joint Fire Training Center with the City of Grand Prairie</li> <li>• Automatic Aid with Coppell Fire Department for Faster Response and ISO 1 coverage.</li> <li>• 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</li> <li>• Regional Bomb Squad</li> <li>• DEA-HIDTA, (Drug Enforcement Administration-High Intensity Drug Trafficking Area)</li> <li>• Homeland Security Investigations Gang Task Force and Human Trafficking Task Force</li> <li>• Internal Revenue Service-Criminal Investigation Division-OCIDEFT</li> <li>• Tarrant County 911 provides technological service, support, and maintenance for the 911 phone system.</li> </ul>
<p>Page 335 <b>Major Partners of the City of Irving</b> »»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</p>	<p>Page 339 <b>Major Partners of the City of Irving</b></p> <ul style="list-style-type: none"> <li>• Regional Transportation Committee</li> <li>• Dallas Regional Mobility Coalition</li> <li>• DART Board</li> <li>• Atmos Cities Steering Committee</li> <li>• Oncor Cities Steering Committee</li> <li>• North Texas Tollway Authority</li> <li>• Texas Municipal League</li> <li>• Region C Water Planning Committee</li> <li>• North Texas Municipal Water District</li> <li>• Trinity River Authority</li> <li>• <b>City of Dallas</b></li> <li>• <b>Upper Trinity Regional Water District</b></li> </ul>
<b>Chapter 15 Small Area Planning</b>	
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<p>Page 348 <b>4. Elements of Assessment and Analysis:</b> 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 <del>»» Waste and Recycling</del> »» Communications and Technology »» Public Safety »» Community Amenities »» Fiscal Security »» Poverty, Health and Education »» Intergovernmental Relationships</p>	<p>Page 352 <b>4. Elements of Assessment and Analysis:</b> Each small area plan should address any unique or specific applications of the following elements as they apply to the planning area:</p> <ul style="list-style-type: none"> <li>• Land Use and Urban Design</li> <li>• Housing and Neighborhoods</li> <li>• Transportation</li> <li>• Infrastructure</li> <li>• Parks, Trails and Open Space</li> <li>• Economic Development</li> <li>• Sustainability</li> <li>• <b>Solid Waste Services</b></li> <li>• Communications and Technology</li> <li>• Public Safety</li> <li>• Community Amenities</li> <li>• Fiscal Security</li> <li>• Poverty, Health and Education</li> <li>• Intergovernmental Relationships</li> </ul>
<p>Page 356 <b>CATALYST SITE 2: North Lake Campus</b>  <b>North Lake College</b>, a two-year public community college serving Irving and northern Dallas County, opened in the fall of 1977. The college’s central campus</p>	<p>Page 360-361 <b>CATALYST SITE 2: North Lake Campus</b>  The <b>North Lake Campus of Dallas Community College</b> is a two-year public community college serving Irving and northern Dallas County, opened in the fall of 1977. The college’s</p>

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<p>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:</p> <ul style="list-style-type: none"> <li>• 380 seat performance hall</li> <li>• 59,000 square-foot library</li> <li>• 2,000 seat gymnasium</li> <li>• Olympic-size covered natatorium</li> <li>• 10,000 square-foot Workforce Development Center</li> <li>• Lakeview walking/jogging trail</li> <li>• On-site DART Orange Line light rail station</li> </ul> <p>Since the 2012 opening of the DART Light Rail Orange Line stop at the <b>North Lake College</b> Station, <b>North Lake College</b> 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 <b>North Lake College</b> 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 <b>North Lake College</b> along MacArthur Boulevards and Walnut Hill Lane.</p>	<p>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:</p> <ul style="list-style-type: none"> <li>• 380 seat performance hall</li> <li>• 59,000 square-foot library</li> <li>• 2,000 seat gymnasium</li> <li>• Olympic-size covered natatorium</li> <li>• 10,000 square-foot Workforce Development Center</li> <li>• Lakeview walking/jogging trail</li> <li>• On-site DART Orange Line light rail station</li> </ul> <p>Since the 2012 opening of the DART Light Rail Orange Line stop at the <b>North Lake Campus Station</b>, <b>North Lake</b> 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 <b>Dallas Community College</b> 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 <b>the North Lake Campus</b> along MacArthur Boulevards and Walnut Hill Lane.</p>
<p>Page 357-358 <b>ISSUES AND CONSIDERATIONS</b></p> <ul style="list-style-type: none"> <li>• The DART Light Rail Orange Line station was located and constructed after <b>the North Lake College Campus was built</b>. 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.</li> <li>• The physical design of the station in the area is unobtrusive and makes the station difficult to locate if new to the area.</li> <li>• 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</li> <li>• Residential uses north of the station have limited vehicular and pedestrian connections to the station.</li> <li>• 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.</li> <li>• No designated bike infrastructure exists in the overall area.</li> <li>• 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.</li> <li>• High density housing marketed to college students who desire to walk or bike to school and other amenities is limited in availability.</li> </ul> <p><b>OPPORTUNITIES</b> <b>North Lake College</b> is currently preparing a campus master plan to identify future on-campus development opportunities. Collaboration between the <b>North Lake College</b> 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 <b>North Lake College</b> 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 <b>North Lake College</b> provide opportunities for growth and reinvestment. This area is positioned to grow into a new walkable community. As the <b>North Lake College</b> 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 <b>North Lake College</b> area. These improvements will flow from a new policy</p>	<p>Page 361-362 <b>ISSUES AND CONSIDERATIONS</b></p> <ul style="list-style-type: none"> <li>• The DART Light Rail Orange Line station was located and constructed after the <b>North Lake Campus</b> 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.</li> <li>• The physical design of the station in the area is unobtrusive and makes the station difficult to locate if new to the area.</li> <li>• 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</li> <li>• Residential uses north of the station have limited vehicular and pedestrian connections to the station.</li> <li>• 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.</li> <li>• No designated bike infrastructure exists in the overall area.</li> <li>• 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.</li> <li>• High density housing marketed to college students who desire to walk or bike to school and other amenities is limited in availability.</li> </ul> <p><b>OPPORTUNITIES</b> The <b>North Lake Campus</b> is currently preparing a campus master plan to identify future on-campus development opportunities. Collaboration between the <b>North Lake Campus</b> 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 <b>North Lake Campus</b> 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. 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<p>initiative that results in the transformation of the <b>North Lake College</b> neighborhood into a flourishing educational hub along the Orange Line.</p> <p><b>VISION</b> The vision for the <b>North Lake College</b> area is a thriving walkable community centered on <b>North Lake College</b> that is closely integrated with the college and provides housing opportunities and services to its students, faculty and employees. The area supports <b>North Lake College's</b> mission as a sustainable campus that is the college of choice for students, the community and employees.</p>	<p>in the transformation of the <b>North Lake Campus</b> neighborhood into a flourishing educational hub along the Orange Line.</p> <p><b>VISION</b> The vision for the <b>North Lake Campus</b> area is a thriving walkable community centered on <b>North Lake Campus</b> that is closely integrated with the college and provides housing opportunities and services to its students, faculty and employees. The area supports <b>North Lake Campus's</b> mission as a sustainable campus that is the college of choice for students, the community and employees.</p>
<p>Page 358 <b>DEVELOPMENT CONCEPTS FOR NORTH LAKE COLLEGE AREA</b> <b>Connecting Irving's Institutional facilities along MacArthur Boulevard — the "Education Corridor"</b> <b>North Lake College</b> 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 with n a quarter 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.</p>	<p>Page 362 <b>DEVELOPMENT CONCEPTS FOR NORTH LAKE CAMPUS AREA</b> <b>Connecting Irving's Institutional facilities along MacArthur Boulevard — the "Education Corridor"</b> The <b>North Lake Campus</b> 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 quarter 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.</p>
<p>Page 360-361 <b>North Lake College as a Catalyst for Main Street Redevelopment</b> With over 11,200 credit students and an additional 4,500 continuing education students in the Fall of 2015, <b>North Lake College</b> is an important destination attracting significant daily vehicular traffic. Moving forward, <b>North Lake College's</b> 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. <b>North Lake College</b> is designated in the Vision Map as a <b>College District</b> 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 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 <b>North Lake College</b> and the neighborhood.</p>	<p>Page 364-365 <b>North Lake Campus as a Catalyst for Main Street Redevelopment</b> With over 11,200 credit students and an additional 4,500 continuing education students in the Fall of 2015, the <b>North Lake Campus</b> is an important destination attracting significant daily vehicular traffic. Moving forward, the <b>North Lake Campus's</b> 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. the <b>North Lake Campus</b> is designated in the Vision Map as a <b>Community Village</b> 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 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 <b>the campus</b> and the neighborhood.</p>
<p>Page 362 <b>Story Road Walnut Hill Lane Redevelopment</b> 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 <b>North Lake College</b> as well as the City of Irving.</p>	<p>Page 366 <b>Story Road Walnut Hill Lane Redevelopment</b> 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 the <b>North Lake Campus</b> as well as the City of Irving.</p>
<p>Page 363 <b>Recommendations for North Lake College Area</b> Strategy 1: Continue collaboration between <b>North Lake College</b> and City of Irving leadership to create a walkable educational campus that seamlessly integrates the college campus with adjacent private development.</p>	<p>Page 367 <b>Recommendations for North Lake Campus Area</b> Strategy 1: Continue collaboration between the <b>North Lake Campus</b> and City of Irving leadership to create a walkable educational campus that seamlessly integrates the college campus with adjacent private development.</p>
<p>Page 378 <b>DEVELOPMENT CONCEPTS FOR THE IRVING MALL AREA</b> 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 <del>pages page 380 and page 381.</del></p>	<p>Page 382 <b>DEVELOPMENT CONCEPTS FOR THE IRVING MALL AREA</b> 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 <b>on the following pages.</b></p>
<p>Page 382 <b>CATALYST SITE 5:Heritage Crossing</b> Located in the heart of downtown Irving, Heritage <b>Crossing</b> is comprised of approximately 271 acres generally stretching from</p>	<p>Page 386 <b>CATALYST SITE 5: Heritage District</b> Located in the heart of downtown Irving, the Heritage <b>District</b> is comprised of approximately 271 acres generally stretching</p>

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<p>Pioneer Road south to Sixth Street, and from Sowers Road to Strickland Plaza. The Imagine Irving Comprehensive Plan Vision identifies Heritage <b>Crossing</b> 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.</p> <p>With significant public input, a multifaceted vision for Heritage <b>Crossing</b> 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 <b>Crossing</b> 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.</p> <p>Almost 48 acres in the vicinity of Heritage <b>Crossing</b> have been aggregated for redevelopment. Thirty-eight of these acres, split between <b>15</b> 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.</p> <p><b>ISSUES AND CONSIDERATIONS</b>  <b>Heritage <b>Crossing</b> as a Business Center</b></p> <p>...</p>	<p>from Pioneer Road south to Sixth Street, and from Sowers Road to Strickland Plaza. The Imagine Irving Comprehensive Plan Vision identifies the Heritage <b>District</b> 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.</p> <p>With significant public input, a multifaceted vision for the Heritage <b>District</b> was developed over six years by Stakeholders, residents and business owners envision the area becoming a premier destination for residential and business use. When the vision is fully realized, the Heritage <b>District</b> 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.</p> <p>Almost 48 acres in the vicinity of the Heritage <b>District</b> have been aggregated for redevelopment. Thirty-eight of these acres, split between <b>15</b> 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.</p> <p><b>ISSUES AND CONSIDERATIONS</b>  <b>Heritage <b>District</b> as a Business Center</b></p> <p>...</p>
<p>Page 383  <b>Heritage Crossing Residential</b>                      Recognized as a Best Neighborhood by the <i>Dallas Morning News</i> 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 <b>singlefamily</b> residences.</p> <p>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.</p>	<p>Page 387  <b>Heritage <b>District</b> Residential</b>                      Recognized as a Best Neighborhood by the <i>Dallas Morning News</i> in 2013, the Heritage <b>District</b> 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 <b>single-family</b> residences.</p> <p>In 2015, the City of Irving sponsored the first major new housing development in the Heritage District along Delaware Creek. Phase two has also now been completed adding additional middle income townhomes that were initially priced around \$250,000 and sold around \$330,000 and \$350,000 respectively in each phase. New partners are now building townhomes for military veterans, and apartments to serve the growing demand for housing downtown.</p>
<p>Page 384  <b>Connectivity and Gateway Projects</b>                      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 <b>Crossing</b>. The implementation of these types of projects will provide a citywide amenity and attract people living throughout the region.</p>	<p>Page 388  <b>Connectivity and Gateway Projects</b>                      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 the Heritage <b>District</b>. The implementation of these types of projects will provide a citywide amenity and attract people living throughout the region.</p>
<p>Page 385:                      Figure 97: Existing conditions in the Heritage <b>Crossing</b> downtown core</p>	<p>Page 389                      Figure 97: Existing conditions in the Heritage <b>District</b> downtown core</p>
<p>Page 386  <b>VISION</b>                      The vision for this area is that the Heritage <del>Crossing</del> 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.</p> <p>...</p> <p><b>Recommendations for the Heritage <b>Crossing</b> District</b></p> <p>...</p> <p>Artist’s rendering of Second Street corridor in Heritage <del>Crossing</del></p>	<p>Page 390  <b>VISION</b>                      The vision for this area is that the Heritage <b>District</b> 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.</p> <p>...</p> <p><b>Recommendations for the Heritage <b>District</b></b></p> <p>...</p> <p>Artist’s rendering of Second Street corridor in Heritage <b>District</b></p>

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<b>Imagine Irving Section IV/Chapter 16 Implementation</b>	
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<p>Page 401  <b>Complete the Campión Trail</b>            ...            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.</p>	<p>Page 405  <b>Complete the Campión Trail</b>            ...            Currently, funding is in place from Park Bonds and Dallas County for completion of the central section of Campion Trails. 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.</p>
<p>Page 402  <b>Parks, Open Space and Trail Master Plan</b>            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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• Address maintenance of existing park facilities.</li> <li>• Include a thorough update to the public and private parkland inventory in Irving.</li> <li>• Address community involvement from residents, the City of Irving, private developers and schools.</li> <li>• Involve adjacent communities and other stakeholders.</li> <li>• Redefine geographical park needs based on demand and usage.</li> <li>• Propose a financing plan to achieve parks, open space and trail goals.</li> </ul> <p>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.</p>	<p>Page 406  <b>Parks, Open Space and Trail Master Plan</b>            Irving residents value their parks, trails and open space. Completed in 2019, the new Parks Master Plan was crafted to provide updated guidance in planning for new parks, and to help 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 in 2017. This groundwork was incorporated into the 2019 Parks, Open Space and Trail Master Plan.</p> <p>In the 2023 budget, the Parks Department intends to request funding to update the 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 focus on the assessment and recommendations for Recreation and Aquatic facilities.</p> <p>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.</p>
<p>Page 403  <b>Bike Master Plan</b>            ...            This strategy could either be combined with the Parks, Trail and Open Space Plan, or budgeted and initiated separately.</p>	<p>Page 407- this line about coordinating plans is removed</p>