



GARLAND

Mission

We serve to grow public trust and a thriving Garland community, today and for the future.

Vision

Garland will be an engaged and vibrant community that residents proudly call home.

CITY OF GARLAND WORK SESSION OF THE CITY COUNCIL

The Garland City Council extends to all visitors a sincere welcome. We value your interest in our community and your participation in the meetings of this governing body. Visit GarlandTX.gov/Council for a full list of meeting dates.

The Council Chambers at Garland City Hall is wheelchair accessible, and ADA parking is available on the street as well as in the public parking garage. Persons with disabilities who may need auxiliary aids or services must contact the City Secretary's Office at 972-205-2404 at least two working days prior to the meeting so that appropriate arrangements can be made. Braille is not available.

NOTICE: Pursuant to Section 551.127 of the Texas Government Code, one or more members of the City Council may attend this meeting by internet/video remote means. A quorum of the City Council, as well as the presiding officer, will be physically present at the above-identified location. Members of the public that desire to make a public comment must attend the meeting in person.

PUBLIC COMMENTS ON WORK SESSION ITEMS

Members of the audience may address the City Council on any Work Session item at the beginning of the meeting. Speakers are allowed three minutes each, grouped by agenda item and called in the order of the agenda. Anyone wishing to speak must fill out a speaker card (located at the entrance to the Council Chambers and on the visitor's side of the Work Session Room) and give it to the City Secretary before the Mayor calls the meeting to order. Speakers are limited to addressing items on the Work Session agenda only. Items on a Regular Meeting agenda should be addressed at the respective Regular Meeting. Items not currently on an agenda may be addressed during the citizen comments portion of any Regular Meeting.

CONSIDER THE CONSENT AGENDA

Council may ask for discussion or further information on any item posted in the consent agenda of the next Regular Meeting. Council may also ask that an item on the consent agenda be pulled and considered for a vote separate from the consent agenda at the next Regular Meeting. All discussions or deliberations are limited to posted agenda items and may not include new or unposted subject matter.

WRITTEN BRIEFINGS

Council may ask for discussion, further information, or give direction to staff on an item posted as a written briefing.

1. Clean-up Amendments to Chapter 22 of the Code of Ordinances

Council is requested to consider adopting "clean-up" amendments to Chapter 22, Health, of the Code of Ordinances related to the regulation of food trucks. Unless otherwise directed by Council,

this item will be scheduled for formal consideration at the June 16, 2026 Regular Meeting.

2. Sale of Certain GP&L Transmission Facilities

Council is requested to consider the approval of the sale of certain GP&L Transmission Facilities for an estimated approximate price of \$5 million. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the July 7, 2026 Regular Meeting.

3. Notice of Intent for Sale of Certificates of Obligation, Series 2026

Council is requested to consider a resolution directing the publication of notice of intention to issue certificates of obligation to fund Capital Projects. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the July 7, 2026 Regular Meeting.

Presenter: Allyson Bell Steadman, Chief Financial Officer

4. General Obligation (GO) Bonds, Series 2026

Council is requested to consider the issuance of General Obligation Bonds to fund the 2004, 2019, and 2025 Bond Programs.

Presenter: Allyson Bell Steadman, Chief Financial Officer

5. Water and Sewer System Revenue Refunding Bonds, Series 2026

Council is requested to consider refunding approximately \$60 million of Water and Sewer System Commercial Paper Notes, Series 2015, with Water and Sewer Revenue Refunding Bonds, Series 2026.

Presenter: Allyson Bell Steadman, Chief Financial Officer

VERBAL BRIEFINGS

Council may ask for discussion, further information, or give direction to staff on an item posted as a verbal briefing.

6. Interviews for Appointments to the Dallas Area Rapid Transit Board

Information was posted on the City's website regarding the qualifications for the Dallas Area Rapid Transit Board Members in order to provide an opportunity for citizens to apply for the positions. Qualified applicants were requested to submit an application by June 5, 2026. At the close of the notice period, 22 applicants responded. Council is scheduled to formally appoint two representatives to the Dallas Area Rapid Transit Board at the June 16, 2026 Regular Meeting.

7. Adoption of the City of Garland Housing Strategy Prepared by CZB, LLC

Council is requested to consider the adoption of the City of Garland Housing Strategy prepared by CZB, LLC. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the June 16, 2026 Regular Meeting.

Presenter: Becky King, Managing Director - Community and Neighborhood Development

8. Selection of Economic Focus Areas

Council will identify and select the Economic Focus Areas as required by the Garland on the Rise 2026-2036 Strategic Plan. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the June 16, 2026 Regular Meeting.

Presenter: Becky King, Managing Director - Community and Neighborhood Development

9. Garland on the Rise 2026–2036 Strategic Plan Adoption

Council is requested to consider adoption of the Garland on the Rise 2026–2036 Strategic Plan. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the June 16, 2026 Regular Meeting.

Presenter: Mike Betz, City Manager

10. Replace Resolution No.10468 for the Downtown Historic District Revitalization Grant Program

Council is requested to consider replacing Resolution No. 10648 for the Downtown Historic District Revitalization Grant Program.

Presenter: Nancy Tunell, Business Development Manager, Dana Lodge, CVB & Events Director

11. Update Regarding the Rate Review Mechanism (RRM) Framework and Atmos Energy Annual Rate Case

Staff will provide an update on the annual Atmos Rate Review Mechanism (RRM) rate case and process. No City action is necessary at this point.

Presenter: Matthew Watson, Assistant City Manager

12. Update Regarding Potential Opportunity Zone Nominations

Staff will provide an overview of the Opportunity Zone Program and present recommended eligible census tracts for nomination to the State of Texas for consideration as Opportunity Zones.

Presenter: Matthew Watson, Assistant City Manager

13. Data Center Water Usage Report

Council requested staff to prepare a report on water usage by data centers in Garland and compare it to other industrial users.

Presenter: Crystal Owens, Assistant City Manager

14. Consider the Appointment of a Mayor Pro Tem and Deputy Mayor Pro Tem

Council is requested to consider the election of a Mayor Pro Tem and, if so desired, a Deputy Mayor Pro Tem.

Presenter: Mayor Dylan Hedrick

CONSIDER APPOINTMENTS TO BOARDS AND COMMISSIONS

Terms are usually staggered whereby at least half of the membership has previous experience. Members are appointed based on qualifications.

15. Councilmember Ed Moore

- **Dr. Vicki Jackson-High - Board of Adjustment**

- **Alex Alexander - Community Multicultural Commission**
- **Daniel Camp - Library Board**
- **Terry Hillard - Plan Commission**
- **Jeff Smith - Tax Increment Finance #2 South Board**
- **Simon Mathew - Unified Building Standards Commission**

ANNOUNCE FUTURE AGENDA ITEMS

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

EXECUTIVE SESSION

The City Council will adjourn into executive session pursuant to sections 551.071, 551.074, and 552.087 of the Texas Government Code to deliberate and discuss the following:

- 16. A potential offer by the City of financial and other incentives to a business prospect and the receipt of commercial or financial information that the City has received from that same business prospect, which the City seeks to have locate within the City in the area of South Jupiter Road and Marquis Drive, and with which the City is conducting economic development negotiations (551.087); and attorney/client communications related to the same (551.071).**
- 17. Personnel matters related to the resignation, employment, or duties of the Assistant City Manager Phillip Urrutia, who has accepted a job as city manager for another municipality, and its impact on the Office of the City Manager and the potential filling of the vacancy (551.074); and attorney/client matters related to the same (551.071).**

ADJOURN

All Work Sessions of the Garland City Council are broadcast live on CGTV, Time Warner Cable Channel 16 and Frontier FIOS TV 44. Meetings are rebroadcast at 9 a.m. and 7 p.m. Tuesdays - Sundays. Live streaming and on-demand videos of the meetings are also available online at GarlandTX.tv. Copies of the meetings can be purchased through the City Secretary's Office (audio CDs are \$1 each and DVDs are \$3 each).

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

1. Pending/contemplated litigation, settlement offer(s), and matters concerning privileged and unprivileged client information deemed confidential by Rule 1.05 of the Texas Disciplinary Rules of Professional Conduct. Sec. 551.071, Tex. Gov't Code.
2. The purchase, exchange, lease or value of real property, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Sec. 551.072, Tex. Gov't Code.
3. A contract for a prospective gift or donation to the City, if the deliberation in an open meeting would have a detrimental effect on the position of the City in negotiations with a third person. Sec. 551.073, Tex. Gov't Code.

4. Personnel matters involving the appointment, employment, evaluation, reassignment, duties, discipline or dismissal of a public officer or employee or to hear a complaint against an officer or employee. Sec. 551.074, Tex. Gov't Code.
5. The deployment, or specific occasions for implementation of security personnel or devices. Sec. 551.076, Tex. Gov't Code.
6. Discussions or deliberations regarding commercial or financial information that the City has received from a business prospect that the City seeks to have to locate, stay, or expand in or near the territory of the City and with which the City is conducting economic development negotiations; or to deliberate the offer of a financial or other incentive to a business prospect of the sort described in this provision. Sec. 551.087, Tex. Gov't Code.
7. Discussions, deliberations, votes, or other final action on matters related to the City's competitive activity, including information that would, if disclosed, give advantage to competitors or prospective competitors and is reasonably related to one or more of the following categories of information:
 - generation unit specific and portfolio fixed and variable costs, including forecasts of those costs, capital improvement plans for generation units, and generation unit operating characteristics and outage scheduling;
 - bidding and pricing information for purchased power, generation, and fuel, and Electric Reliability Council of Texas bids, prices, offers, and related services and strategies;
 - effective fuel and purchased power agreements and fuel transportation arrangements and contracts;
 - risk management information, contracts, and strategies, including fuel hedging and storage;
 - plans, studies, proposals, and analyses for system improvements, additions, or sales, other than transmission and distribution system improvements inside the service area for which the public power utility is the sole certificated retail provider; and
 - customer billing, contract, and usage information, electric power pricing information, system load characteristics, and electric power marketing analyses and strategies. Sec. 551.086; Tex. Gov't Code; Sec. 552.133, Tex. Gov't Code]

Each year, the City Council reviews and updates its goals for the Garland community and City operations. City management uses the goals to guide operational priorities, decision-making and resource allocation.

The graphic features the Garland logo on the left, followed by the text "GARLAND" in white and "STRATEGIC FOCUS AREAS" in large yellow letters on a dark blue background. Below this, ten white hexagonal icons are arranged in two rows of five, each with a corresponding label in white text. The icons represent: a shield with a star and cross (Safe Community), a person with a shopping bag (Well-Maintained City Infrastructure), a water drop and lightning bolt (Reliable, Cost-Efficient Utility Services), a classical building (Sound Governance and Finances), a storefront (Vibrant Neighborhoods and Commercial Centers), a family silhouette (Customer-Focused City Services), a bar chart with a dollar sign (Growing Economic Base), a calendar with an arrow (Future-Focused City Organization), a tree and bicycle with musical notes (Enhanced Quality of Life through Amenities, Arts and Events), and a modern building (Commercially Thriving Downtown).



GARLAND

CITY COUNCIL STAFF REPORT

1

Meeting Date: June 15, 2026

Title: Clean-up Amendments to Chapter 22 of the Code of Ordinances

Submitted by: Brian England, City Attorney

Strategic Focus Area: Safe Community
Sound Governance and Finances

Issue / Summary

Consider adoption of an ordinance amending Section 22.26, "Amendments made to the Texas Food Establishment Rules," of Chapter 22, "Health," of the Code of Ordinances.

Background

Chapter 22 of the Garland Code of Ordinances adopts the Texas Food Establishment Rules, with local amendments incorporated into the Code through Section 22.26. Recent changes to state law, including Senate Bill 1008 and House Bill 2844, created a statewide licensing and inspection framework for mobile food vendors and limited certain local food-related permits, fees, credentials, and inspection requirements. The proposed ordinance is a clean-up ordinance intended to align Garland's local food regulations with current state law. The ordinance removes outdated local references to mobile food vendor health permitting, Dallas County Mobile Food Permits, local food manager registration, and other provisions that are no longer consistent with state law.

Consideration / Recommendation

The ordinance updates the City's incorporated TFER amendments by:

- recognizing the state mobile food vendor license required under Texas Health and Safety Code Chapter 437B;
- removing local health-permit provisions for mobile food vendors that are now regulated through the state framework;
- deleting outdated local mobile-unit categories and replacing them with state-law terminology where appropriate;
- removing local food manager registration/card requirements and related fees;
- updating fee and reinspection language to conform to state-law limits;
- preserving the City's authority to enforce non-conflicting local fire, zoning, location, traffic, right-of-way, parks, special-event, waste, nuisance, and public safety regulations; and
- updating ice cream truck provisions so they operate as public-safety and right-of-way regulations rather than local health-permit requirements.

The ordinance does not eliminate the City's ability to regulate where and how mobile food vendors operate within Garland. Mobile food vendors, including ice cream trucks, remain subject to applicable City requirements relating to fire safety, traffic safety, school areas, right-of-way use, parks, special events, private property authorization, nuisance, and other non-conflicting local regulations.

Attachments

A. Ord. No. ____ Food Truck Amendments 2026

ORDINANCE NO. _____

AN ORDINANCE AMENDING SECTION 22.26, "AMENDMENTS MADE TO THE TEXAS FOOD ESTABLISHMENT RULES," OF CHAPTER 22, "HEALTH," OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS; AMENDING SECTION 10.85, "FEES AND RATES," OF ARTICLE VII, "MASTER FEE AND RATE SCHEDULE," OF CHAPTER 10, "ADMINISTRATION," OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS; CONFORMING LOCAL REGULATION OF MOBILE FOOD VENDORS, FOOD VENDING VEHICLES, TEMPORARY FOOD ESTABLISHMENTS, WORKPLACE FOOD SERVICE, FOOD MANAGER CERTIFICATION, PERMITS, FEES, INSPECTIONS, SPECIAL EVENTS, FIRE INSPECTIONS, AND RELATED REQUIREMENTS TO STATE LAW; PROVIDING A SAVINGS CLAUSE; PROVIDING A PENALTY UNDER THE PROVISIONS OF SECTION 10.05 OF THE CODE OF ORDINANCES OF THE CITY OF GARLAND, TEXAS; PROVIDING A SEVERABILITY CLAUSE; PROVIDING A TRANSITION CLAUSE; AND SETTING AN EFFECTIVE DATE.

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

Section 1

That Section 22.26, "Amendments made to the Texas Food Establishment Rules," of Chapter 22, "Health," of the Code of Ordinances of the City of Garland, Texas, is hereby amended *in part* to read as follows:

"Sec. 22.26 Amendments made to the Texas Food Establishment Rules

...

Section 228.2, relating to definitions, is amended by amending the following definitions to read as follows:

~~Catering truck. Any mobile food unit from which approved, prepackaged foods are sold or conveyed in such a manner that no direct food contact results.~~

Central Preparation Facility. A facility that is an approved and permitted retail food establishment at which food is prepared, stored, and wrapped; and the Mobile Food Unit is supplied with fresh water and ice; and emptied of waste water into a proper waste

disposal system, and cleaned, including washing, rinsing, and sanitizing of those food-contact surfaces or items not capable of being immersed in the Mobile Food Unit utensil-washing sink. For a mobile food vendor or food vending vehicle, the term has the meaning and effect assigned by 25 Texas Administrative Code Chapter 226 and applies only to the extent a central preparation facility or commissary is required by state law. Use of a private residence as a central preparation facility is prohibited.

. . .

~~Food cart. A mobile food unit which is not motorized and which is propelled only by the operator, and which is designed and intended for the sale of certain prepackaged foods and precooked linked products, and which is serviced from another location.~~

. . .

~~Mobile Food Preparation Vehicle. A mobile food unit upon which food is cooked, wrapped, packaged, processed, or portioned for service, sale, or distribution.~~

Mobile Food Unit. A vehicle mounted, self or otherwise propelled, self-contained food service operation, designed to be readily movable (including, but not limited to trailers, mobile food vendors, food vending vehicles, and push carts) and used to store, prepare, display, serve or sell food. Mobile units must completely retain their mobility at all times. A Mobile Food Unit does not mean a stand or a booth. For purposes of mobile food vendor licensing, health inspection, and enforcement, the terms "mobile food vendor" and "food vending vehicle" shall have the meanings assigned by Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226.

Section 228.2, relating to definitions, is further amended by adding the following definitions to read as follows:

Food vending vehicle. A vehicle that operates as a food service establishment and is designed to be readily movable, as provided by Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226.

Mobile food vendor. A person who dispenses food or beverages from a food vending vehicle for immediate service or consumption, as provided by Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226.

State mobile food vendor license. A license issued by the Texas Department of State Health Services under Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226 for operation as a mobile food vendor.

...

Section 228.33(a) is amended to read as follows:

At least one employee that has supervisory and management responsibility and the authority to direct and control food preparation and service shall be a certified food protection manager who has shown proficiency of required information through passing a test that is part of an accredited program, ~~and who has a valid and current food manager registration issued by the regulatory authority.~~ The City shall not require a food manager who holds a food manager certificate issued under Subchapter C, Chapter 438, Texas Health and Safety Code, to pay a fee for or hold a local food manager card, license, permit, certification, credential, or other local paperwork. A food establishment that employs ten (10) or more persons shall operate with a registered food service manager on duty at all times of operation.

Section 228.33(b) is deleted in its entirety.

Section 228.33(d) is amended to read as follows:

A food establishment shall not continue to employ a person as a food handler who does not possess a valid certificate of satisfactory completion of an approved food handler training course within forty-five (45) days after his or her employment as food handler. Persons possessing a ~~valid food service manager registration~~ a valid food manager certificate issued under Subchapter C, Chapter 438, Texas Health and Safety Code shall be exempt from this requirement. Employees of a mobile food vendor

shall comply with the food handler and food manager certification requirements of Texas Health and Safety Code Chapter 437B, Chapter 438, and 25 Texas Administrative Code Chapter 226.

Section 228.222 is amended by adding a new Section 228.222(t) to read as follows:

(t) Mobile food vendors and workplace food service. A temporary food establishment permit is not required for a mobile food vendor that holds a state mobile food vendor license and operates in compliance with Texas Health and Safety Code Chapter 437B, 25 Texas Administrative Code Chapter 226, and all non-conflicting City fire, zoning, location, right-of-way, parking, special event, grease, wastewater, solid waste, noise, and nuisance regulations. A permitted food service establishment or permitted mobile food unit, and an employee or contractor of such establishment or unit, shall not be required to obtain an additional City permit or certification to transport, deliver, and serve food at the premises of a workplace if the activity satisfies Texas Health and Safety Code Section 437.030. The owner or operator of a workplace to which food is transported, delivered, or served under Texas Health and Safety Code Section 437.030 shall not be required to obtain a permit or certification solely for that activity.

Section 228.227 is amended by adding a new Section 228.227(d) to read as follows:

(d) State law limitations. This section does not authorize the City to require a permit, license, certification, or fee prohibited by Texas Health and Safety Code Chapters 437, 437B, or 438. A small-scale food business that satisfies Texas Health and Safety Code Section 437.0063 is exempt from City permit and permitting-fee requirements to the extent required by that section. A person operating under Texas Health and Safety Code Section 437.030 is exempt from additional City permit or certification requirements to the extent required by that section.

Section 228.228, titled "Food Carts," is changed to "Mobile Food Vendors" and is deleted *in its entirety* and replaced to read as follows:

Section 228.228 Mobile Food Vendors.

(a) Applicability. This section applies to mobile food vendors and food vending vehicles operating within the City. This section shall be construed consistently with Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226. In the event of a conflict, state law controls.

(b) State license required; no separate City health permit. A mobile food vendor may not operate within the City unless the vendor holds the state mobile food vendor license required by Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226 for each food vending vehicle. The City shall not require a separate City health permit, City health license, City health certification, or other City health authority for a mobile food vendor or food vending vehicle licensed by the Texas Department of State Health Services. The mobile food vendor shall display the state mobile food vendor license and health inspection certificate in a conspicuous location for public view as required by state law.

(c) Local requirements preserved. Nothing in this section limits the City's authority to enforce non-conflicting fire codes, zoning codes, location restrictions, parking regulations, traffic regulations, right-of-way regulations, special event requirements, park rules, grease and cooking-waste disposal requirements, wastewater and solid-waste disposal requirements, noise regulations, nuisance regulations, or other local laws that do not conflict with Texas Health and Safety Code Chapter 437B or 25 Texas Administrative Code Chapter 226.

(d) Special events. A mobile food vendor operating at a special event must obtain all non-health approvals required by Section 30.214 of this Code and any other applicable City special-event requirement, unless preempted by state law. A special-event approval may regulate site layout, fire lanes, emergency access, traffic control, pedestrian safety, electrical connections, generator placement, propane placement, grease and wastewater disposal, solid-waste disposal, operating location, and hours of operation, to the extent those requirements do not conflict with state law.

(e) Fire prevention. A mobile food vendor shall comply with Chapter 21 of this Code and all applicable fire-prevention requirements. The City shall not require a mobile food vendor to submit a food vending vehicle to an additional fire inspection if the vendor demonstrates that the vehicle passed a state or local fire inspection within the preceding twelve (12) months, unless an additional inspection is authorized by state law or is necessary to address an imminent fire or life-safety hazard not addressed by the prior inspection.

(f) Health inspections. Health inspections of mobile food vendors and food vending vehicles shall be conducted by the Texas Department of State Health Services or by a local authority acting under a collaborative agreement with the Texas Department of State Health Services. The City shall not require a mobile food vendor to submit to a City health inspection unless the City is acting under such a collaborative agreement or is otherwise authorized by state law, including authority to investigate a reported foodborne illness or a health or safety complaint.

(g) Dallas County health permitting. After July 1, 2026, a mobile food vendor operating within the City shall not be required by the City to obtain a Dallas County health permit unless Dallas County is acting under a collaborative agreement with the Texas Department of State Health Services or another provision of state law authorizes the requirement.

(h) Central preparation facility or commissary. A mobile food vendor shall comply with the central preparation facility, commissary, servicing, and recordkeeping requirements of Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226. The City shall not require a mobile food vendor to associate with a central preparation facility or commissary if the food vending vehicle carries the equipment necessary to comply with state law and properly disposes of grease, wastewater, and other cooking waste as required by state and local law.

(i) Grease, wastewater, and solid waste. A mobile food vendor shall dispose of grease, wastewater, sewage, graywater, and solid waste only at approved locations and in a manner that does not create a

public health hazard, nuisance, illicit discharge, obstruction, or violation of the City's plumbing, stormwater, wastewater, solid-waste, fire, or nuisance regulations. This subsection does not authorize the City to impose a health-permit requirement prohibited by state law.

(j) Property authorization; location. A mobile food vendor shall not operate on private property without the permission of the property owner or authorized agent, and shall not operate on City property, in a City park, in a public right-of-way, or at a special event except as authorized by this Code, the Garland Development Code, or other applicable City rule or permit. This subsection regulates location and property authorization and does not create a City health permit for mobile food vendors.

(k) Ice cream and prepackaged frozen novelties. A person may sell, offer for sale, or convey ice cream, shaved ice, or frozen novelty food products from a food vending vehicle within the City if the person holds the state mobile food vendor license required by state law and complies with all non-conflicting local fire, traffic, parking, location, special-event, and nuisance requirements. This subsection supersedes any local prohibition on mobile ice cream sales based solely on the use of a motor vehicle.

(l) Investigations and complaints. The City may investigate a mobile food vendor on reasonable suspicion that the vendor is violating a non-conflicting City ordinance or on receipt of a health or safety complaint to the extent authorized by state law. The City may report suspected violations of state law to the Texas Department of State Health Services and may recommend suspension or revocation of the state mobile food vendor license. Nothing in this section authorizes the City to suspend or revoke a state mobile food vendor license.

(m) Enforcement. A violation of a non-conflicting City requirement described in this section may be enforced as provided by this Code. Enforcement of the state mobile food vendor license, including denial, suspension, revocation, emergency suspension, or administrative penalty, is governed by Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226.

Section 228.229, titled Catering Trucks, is deleted in its entirety and reserved for future use.

Section 228.230, titled Mobile Food Preparation Vehicles, is deleted in its entirety and reserved for future use.

Section 228.231, titled Mobile Ice Cream Sales Prohibited, is deleted in its entirety and reserved for future use.

Section 228.247(c)(10) is amended to read as follows:

(10) Any permanent, fixed food establishment ~~or mobile food preparation vehicle~~ whose inspection score(s) during the previous fiscal year (October 1-September 30) rank in the highest five (5) percentile (arithmetic average) within its classification (as classified by the regulatory authority), shall be exempt from a permit fee for its next annual permit. This provision shall not apply to establishments that began operation or whose ownership or establishment name has changed during the fiscal year in which average scores are calculated.

Section 228.247 is amended by adding a new Section 228.247(m) to read as follows:

(m) State law limitations on permits and fees. The City shall not require a permit, license, certification, credential, paperwork, or other form of authority, or charge a fee, when prohibited by Texas Health and Safety Code Chapters 437, 437B, or 438. Any fee collected under this article shall be established, noticed, submitted, and limited as required by Texas Health and Safety Code Chapter 437, including Sections 437.0124, 437.0126, and 437.0127. The City shall not charge a local food manager card, license, permit, certification, credential, paperwork, or fee prohibited by Texas Health and Safety Code Section 438.1055.

Section 228.249 is amended by adding a new Section 228.249(e) to read as follows:

(e) Mobile food vendor inspections. The City shall not require a mobile food vendor or food vending vehicle to submit to a City health inspection except as authorized by Texas Health and Safety

Code Chapter 437B and 25 Texas Administrative Code Chapter 226. This subsection does not limit the City's authority to conduct fire inspections, special-event inspections, zoning inspections, location inspections, or other non-health inspections that do not conflict with state law.

Section 228.250(c) is amended to read as follows:

Consent to inspection. Application for and operation of a food establishment inside the City constitutes consent for the regulatory authority to inspect the food establishment to determine compliance with this article. For a mobile food vendor or food vending vehicle, this consent applies only to inspections authorized by Texas Health and Safety Code Chapter 437B, 25 Texas Administrative Code Chapter 226, a collaborative agreement with the Texas Department of State Health Services, or other applicable state law. It shall constitute an offense for any person to hinder, physically prevent, interfere with or otherwise obstruct the lawful inspection of a food establishment by the regulatory authority. Such actions may also constitute reason for suspension or revocation of permit. In addition, it shall also constitute an offense if any person willfully provides false information to the regulatory authority as it relates to enforcement of the provisions of this article.

Section 228.259 is added and titled Fee Schedule; Stakeholder Notice; State Law Limitations to read as follows:

Section 228.259 Fee Schedule; Stakeholder Notice; State Law Limitations.

(a) Fee schedule. The City shall establish a fee schedule for any fees collected under Texas Health and Safety Code Chapter 437 and this article and shall revise the fee schedule as necessary. The City shall submit a copy of the fee schedule to the Texas Department of State Health Services for inclusion in the registry established under Texas Health and Safety Code Section 437.0091 not later than the sixtieth (60th) day before the date the fee schedule goes into effect.

(b) Fee caps. A fee charged under this article to a food service establishment, retail food store, mobile food unit, roadside food vendor, temporary food service establishment, or employee of any of those entities shall not exceed the maximum amount authorized by Texas Health and Safety Code Section 437.0126 or other applicable state law. Reinspection fees may be charged only as authorized by state law.

(c) Stakeholder notice. The City shall provide an opportunity for stakeholders to sign up for e-mail updates regarding fees, permits, and inspection protocols or procedures under Texas Health and Safety Code Chapter 437. At least sixty (60) days before a fee, permit, or inspection protocol or procedure is revised, the City shall notify by e-mail all stakeholders who have signed up for e-mail updates under this subsection.

(d) TABC premises fee limitation. The City shall not charge a fee prohibited by Texas Health and Safety Code Section 437.01235 to a food service establishment, retail food store, mobile food unit, roadside food vendor, or temporary food service establishment that has already paid a fee to operate to the Texas Department of State Health Services or to any county, municipality, or public health district.

(e) Sound regulations. Nothing in this article shall be construed to require a sound regulation permit, charge a sound regulation fee, or prohibit sound-related activity protected by Texas Health and Safety Code Section 437.029. The City may enforce the limitations described by Texas Health and Safety Code Section 437.029 and any non-conflicting ordinance adopted by the City.

(f) Small-scale food businesses. A small-scale food business that satisfies Texas Health and Safety Code Section 437.0063 is exempt from City permit and permitting-fee requirements to the extent required by that section.

...”

Section 2

That Section 10.85, "Fees and rates," of Article VII, "Master Fee and Rate Schedule," of Chapter 10, "Administration," of the Code of Ordinances of the City of Garland, Texas, is hereby amended in part to read as follows:

"Section 10.85. Fees and rates.

...

(C) Schedule of fees and rates.

...

Chapter 22, health.

Mobile food preparation vehicle permit fee No separate City health permit fee may be charged to a mobile food vendor or food vending vehicle licensed under Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226, except as expressly authorized by state law.

Any fee charged under Chapter 22 shall be subject to the limitations, notice requirements, stakeholder e-mail update requirements, and registry submission requirements of Texas Health and Safety Code Chapter 437, including Sections 437.0124, 437.0126, and 437.0127.

..."

Section 3

That Chapter 22 and Chapter 10 of the Code of Ordinances of the City of Garland, Texas, shall be and remain in full force and effect, save and except as amended by this Ordinance.

Section 4

That, after July 1, 2026, any City form, checklist, application, web page, or administrative practice that requires a mobile food

vendor or food vending vehicle to obtain a City health permit or a Dallas County health permit as a condition of operating within the City shall be construed to require the state mobile food vendor license required by Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226, unless Dallas County is acting under a collaborative agreement with the Texas Department of State Health Services or another provision of state law authorizes the requirement. The City Manager or designee is authorized to update administrative forms and public guidance consistent with this Ordinance.

Section 5

That a violation of any provision of this Ordinance shall be a misdemeanor punishable in accordance with Section 10.05 of the Code of Ordinances of the City of Garland, Texas; provided, however, that this Ordinance does not authorize the City to suspend, revoke, or otherwise enforce a state mobile food vendor license except to the extent authorized by state law.

Section 6

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

Section 7

That this Ordinance shall be and become effective immediately upon and after its passage and approval, except that provisions conforming City regulation to the mobile food vendor license required by Texas Health and Safety Code Chapter 437B and 25 Texas Administrative Code Chapter 226 shall be administered consistently with the state-law transition date applicable to that license requirement.

PASSED AND APPROVED this the ____ day of _____ 2026.

CITY OF GARLAND, TEXAS

Mayor

ATTEST:

City Secretary

PUBLISHED:



GARLAND

CITY COUNCIL STAFF REPORT

Meeting Date: June 15, 2026

Title: Sale of Certain GP&L Transmission Facilities

Submitted by: Darrell Cline, General Manager & CEO

Strategic Focus Area: Reliable / Cost-Efficient Utility Services

Issue / Summary

The proposed sale consists of the structures, circuit, hardware, and easements and would have to be approved by the PUCT. The net book value would be determined at the time of the transaction, but is currently estimated at \$5 million.

Background

Pursuant to Texas House Bill 5066, which was passed during the State’s 88th Legislature Regular Session, the Public Utility Commission of Texas (“PUCT”) directed ERCOT to develop the Permian Basin Reliability Plan (“Reliability Plan”). The Reliability Plan developed by ERCOT and adopted by the PUCT includes the construction and upgrade of numerous 138 kV and 345 kV transmission lines in West Texas, as well as the construction of three extra-high voltage 765 kV transmission lines to transport power across the state.

GP&L has two 345 kV transmission line upgrade projects in the Reliability Plan – North McCamey Substation to Nevill Road Switch Substation (“North McCamey to Nevill Road”) and Bakersfield Substation to Nevill Road Switch Substation (“Bakersfield to Nevill Road”). The North McCamey to Nevill Road and Bakersfield to Nevill Road transmission lines are owned by GP&L and consist of double-circuit capable transmission structures, but there is currently only a single circuit on the structures. GP&L owns the Nevill Road Switch Substation; however, the Lower Colorado River Authority (“LCRA”) owns the Bakersfield and North McCamey Substations.

The Reliability Plan indicates the need for a second circuit to be added to the North McCamey to Nevill Road and Bakersfield to Nevill Road transmission lines. In accordance with PURA § 37.056(e), the owners of the stations have a right to up to 50% of the circuit improvements.

Rather than LCRA owning and maintaining assets on GP&L structures, both parties agree that from ownership and operational standpoints it would be better for each party to have their circuits on structures they own. To accomplish this and to try and recognize the 50% ownership right of the second circuit improvements, GP&L proposes selling LCRA approximately 4.5 miles of its North McCamey to Nevill Road transmission line at net book value. In return, GP&L will own the proposed second circuit on the remaining 7.9 miles of North McCamey to Nevill Road transmission line and all the proposed second circuit on the 3.8-mile Bakersfield to Nevill Road transmission line.

The proposed sale consists of the structures, circuit, hardware, and easements and would have to be approved by the PUCT. The net book value would be determined at the time of the transaction, but is currently estimated at \$5 million.

Consideration / Recommendation

Council is requested to approve the proposed sale of approximately 4.5 miles of GP&L's North McCamey-to-Nevill Road transmission line to the Lower Colorado River Authority (LCRA) at net book value, including associated structures, circuit, hardware, and easements, subject to approval of the sale by the Public Utility Commission of Texas (PUCT). The estimated sale price is approximately \$5 million. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the July 7, 2026, Regular Meeting.

Attachments

None



GARLAND

CITY COUNCIL STAFF REPORT

3

Meeting Date: June 15, 2026

Title: Notice of Intent for Sale of Certificates of Obligation, Series 2026

Submitted by: Allyson Bell Steadman, Chief Financial Officer

Strategic Focus Area: Sound Governance and Finances

Issue / Summary

On February 3, 2026, Council adopted the 2026 Capital Improvement Program (CIP), which contemplates a Certificate of Obligation (CO) bond sale to fund a portion of the CIP. Council is requested to consider approving a notice of intent resolution to provide legal authorization for the certificates. It should be noted that approval of a notice of intent resolution will not obligate the City to issue debt and formal approval of the Certificates of Obligation is expected to occur at the July 7, 2026 Regular Meeting.

Background

The City Manager formally submitted the proposed CIP to Council at the Work Session Meeting on January 5, 2026, and staff made copies of the proposed CIP available for public inspection and review the next day in libraries and the City Secretary's Office. The City Council held a Special Budget Work Session on January 10, 2026, to review the proposed program. In addition, Public Hearings on the Proposed CIP were held on January 20, 2026 and February 3, 2026. The 2026 Capital Improvement Program was adopted by Council on February 3, 2026 and requires the issuance of Certificates of Obligation. In compliance with City Council's Financial Policy, Certificates of Obligation debt are issued, so the debt maturities are aligned with the useful lives of the capital improvements being funded. CO principal maturities range from 5 years to 20 years. CO's require approval by the Council and publication of a notice of intention for issuance. The maximum amount of issuance in the Notice of Intent resolution is set at \$70 million to fund City Council-approved CIP projects.

Consideration / Recommendation

Since neither cash nor voter-authorized bonds are available to fund a portion of the 2026 CIP, staff request the issuance of Certificates of Obligation. The Interest and Sinking debt service tax rate is not impacted as a result of the Notice of Intent to Issue Certificates of Obligation of this debt issuance.

Attachments

None



GARLAND

CITY COUNCIL STAFF REPORT

Meeting Date: June 15, 2026

Title: General Obligation (GO) Bonds, Series 2026

Submitted by: Allyson Bell Steadman, Chief Financial Officer

Strategic Focus Area: Sound Governance and Finances

Issue / Summary

On February 3, 2026, Council adopted the 2026 Capital Improvement Program (CIP), which contemplates a General Obligation (GO) bond sale to fund projects from the voter-authorized 2004, 2019, and 2025 Bond Programs. Based on current cash flow projections, staff is recommending the issuance of approximately \$70 million of tax-exempt General Obligation Improvement Bonds and an additional \$15 million of taxable General Obligation Improvement Bonds to fund a portion of the bond program projects approved in the 2026 Capital Improvement Program.

At a future Council Meeting, Council will consider and approve appointing a pricing officer and delegating to the pricing officer the authority to approve on behalf of the City the terms of sale of these bonds and establishing parameters for the approval of such matters by the pricing officer.

Background

The City Manager formally submitted the proposed CIP to Council at the Work Session Meeting on January 5, 2026, and staff made copies of the proposed CIP available for public inspection and review the next day in libraries and the City Secretary's Office. Council held a Special Budget Work Session on January 10, 2026, to review the proposed program. In addition, Public Hearings on the Proposed CIP were held on January 20, 2026, and February 3, 2026. The 2026 Capital Improvement Program was adopted by the Council on February 3, 2026 and requires the issuance of General Obligation Bonds for the 2004, 2019, and 2025 Bond Program projects.

Based on current cash flow projections, staff is recommending the issuance of approximately \$70 million of tax-exempt General Obligation Improvement Bonds and an additional \$15 million of taxable General Obligation Improvement Bonds to fund a portion of the bond program projects approved in the 2026 Capital Improvement Program.

Consideration / Recommendation

The General Obligation Improvement Bonds will be fixed rate debt with a 20-year amortization period. The bonds' projected annual debt service payments will not require a tax rate increase and are in alignment with the City's long-term debt model.

Attachments

None



GARLAND

CITY COUNCIL STAFF REPORT

5

Meeting Date: June 15, 2026

Title: Water and Sewer System Revenue Refunding Bonds, Series 2026

Submitted by: Allyson Bell Steadman, Chief Financial Officer

Strategic Focus Area: Sound Governance and Finances

Issue / Summary

Consider refunding approximately \$60 million of Water and Sewer System Commercial Paper Notes, Series 2015 with Water and Sewer System Revenue Refunding Bonds, Series 2026. The purpose of this transaction is to refund a portion of variable rate commercial paper notes with fixed rate long-term debt and to generate debt service savings.

At a future Council Meeting, Council will consider and approve appointing a pricing officer and delegating to the pricing officer the authority to approve on behalf of the City the terms of sale of these bonds and establishing parameters for the approval of such matters by the pricing officer.

Background

The Water and Sewer System Commercial Paper Program finances various capital improvement projects for the Water and Sewer System. Funding capacity for this program is \$60 million. Due to current market conditions, the City of Garland has an opportunity to refund \$60 million of variable rate commercial paper notes with fixed rate long-term Water and Sewer System Revenue Refunding Bonds.

Consideration / Recommendation

The Refunding Bonds will be fixed rate debt with a 20-year amortization period.

Attachments

None



GARLAND

CITY COUNCIL STAFF REPORT

6

Meeting Date: June 15, 2026

Title: Interviews for Appointments to the Dallas Area Rapid Transit Board

Submitted by: Courtney Vanover, Deputy City Secretary

Strategic Focus Area: Customer-Focused City Services

Issue / Summary

Information was posted on the City's website regarding the qualifications for the Dallas Area Rapid Transit Board Members in order to provide an opportunity for citizens to apply for the positions. Qualified applicants were requested to submit an application by June 5, 2026. At the close of the notice period, 20 applicants responded. Council is scheduled to formally appoint two representatives to the Dallas Area Rapid Transit Board at the June 16, 2026 Regular Meeting.

Background

Council will interview applicants.

Consideration / Recommendation

No action is requested at this time. This is an opportunity for Council to interview the applicants.

Attachments

None



GARLAND

CITY COUNCIL STAFF REPORT

7

Meeting Date: June 15, 2026

Title: Adoption of the City of Garland Housing Strategy Prepared by CZB, LLC

Submitted by: Mona Woodard, Grant Administrator

Strategic Focus Area: Vibrant Neighborhoods and Commercial Centers

Issue / Summary

The City of Garland Housing Strategy provides a comprehensive framework to address both housing affordability challenges and market conditions affecting long-term neighborhood vitality and economic growth. The strategy was developed by CZB, LLC following extensive analysis of housing conditions, market trends, neighborhood characteristics, and Council direction received during the January 10, 2026 Housing Workshop.

Background

The City of Garland Housing Strategy builds upon the findings of the Housing Study and identifies a two-pronged approach for addressing housing-related challenges throughout Garland. The strategy recognizes that Garland faces both an affordability gap, where residents struggle to afford housing costs, and a market gap, where private investment and housing demand are insufficient to sustain desired quality of life services and amenities.

Council previously directed staff to pursue strategies that address both conditions by continuing and expanding affordability-focused programs while also developing targeted initiatives designed to strengthen neighborhood conditions, encourage reinvestment, and address quality of life and financial sustainability gaps.

Consideration / Recommendation

The Strategy recommends:

- Maintaining existing citywide housing, code enforcement, neighborhood vitality, landlord education, and housing assistance programs;
- Continuing and expanding programs that assist vulnerable and lower-income households;
- Creating Economic Focus Areas that concentrate public and private investment in targeted locations;
- Strengthening key corridors through beautification, multimodal transportation improvements, and redevelopment initiatives;
- Creating mixed-use activity centers at strategic intersections and nodes;
- Implementing targeted revitalization and stabilization programs within identified neighborhoods;
- Expanding housing choice through market-rate, mixed income, town home, multifamily, and mixed-use development opportunities;
- Continuing Downtown Garland residential growth to support a vibrant and sustainable downtown district.

Additionally, the Strategy establishes a long-term vision for Downtown Garland, recommending approximately 2,500 additional housing units over the next decade to support downtown businesses, increase residential

density, and strengthen Garland's primary civic destination.

The Housing Strategy is intended to work in conjunction with and support:

- Garland on the Rise Strategic Plan;
- Garland Comprehensive Plan 2036;
- Garland Development Code;
- Economic Development Plan; and
- Future Capital Improvement Program and Operating Budgets.

Staff recommends City Council approve the Garland Housing Strategy as presented and authorize staff to utilize the Strategy as a guiding framework for future housing, neighborhood revitalization, redevelopment, economic development, and implementation activities.

Attachments

A. Garland Housing Strategy

Draft Garland Housing Strategy

Presentation to Garland City Council
June 6, 2026

czb

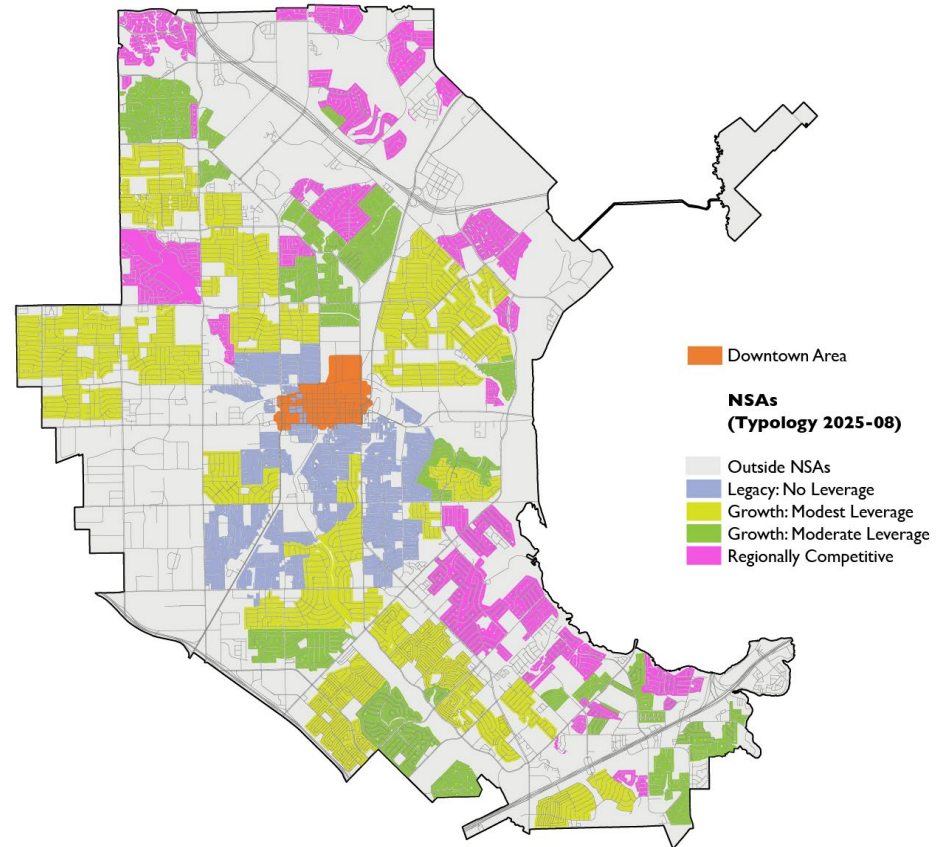
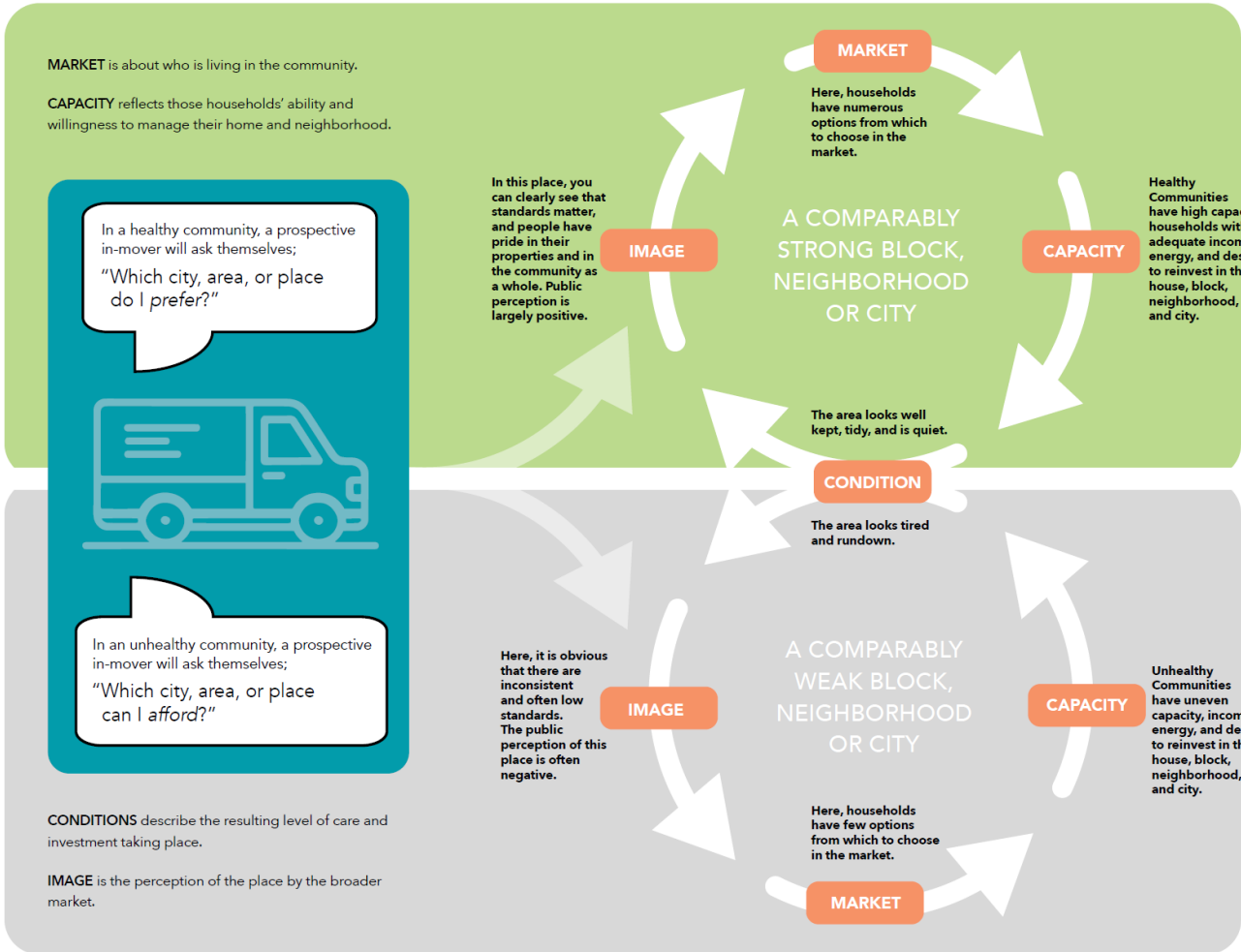
Presentation Overview

- Brief Housing Study Recap
- Housing Strategy Overview
 - Guiding Themes and Principles
 - Citywide Actions & Programming
 - Additive, Economic Focus Area Strategy
 - Corridors
 - Nodes / Intersections
 - Neighborhoods
 - Economic Focus Area – The Wedge
 - Downtown
 - Big Picture Program Recommendations
 - Outcomes & Implementation
- Questions

Introduction – Study Recap

Garland is caught in a negative feedback loop that is perpetuating disinvestment and soft demand.

Conditions vary widely across the city, presenting distinct neighborhood-level opportunities and challenges.

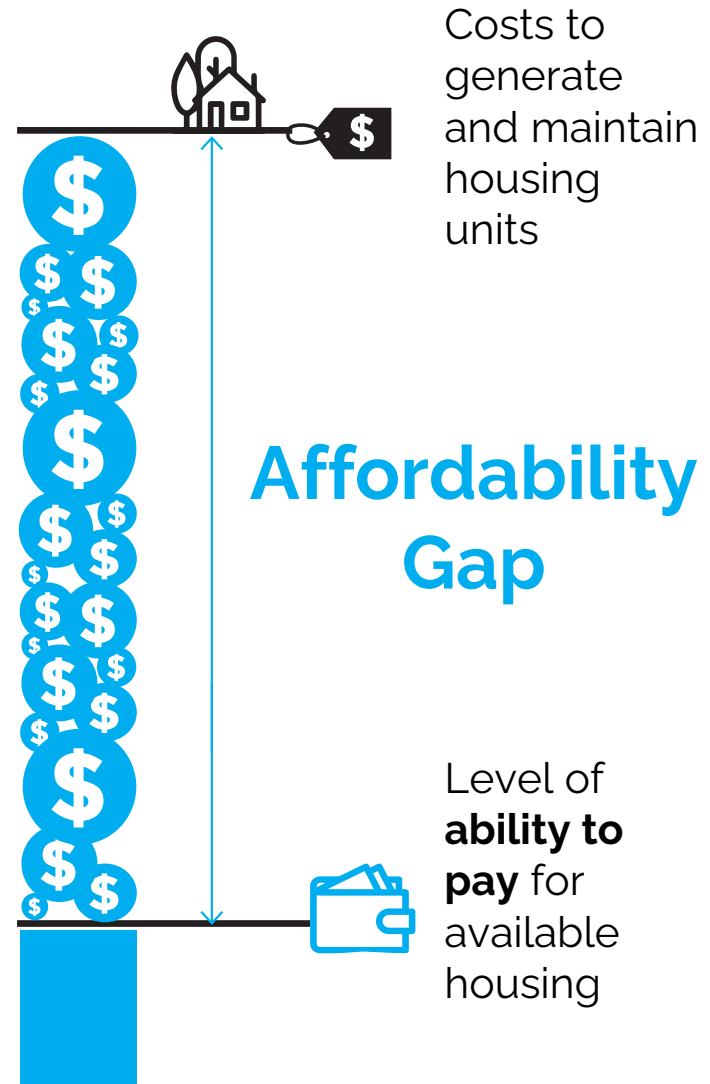


Introduction – Study Recap

Targeted, additive strategy for fiscal stability and quality of life



Each gap has a significant influence on the other



Continuation and expansion of programs and services for vulnerable households

Introduction – Study Recap

1



Expand affordability support — either deeply for a few households or lightly for many.

As additional federal dollars are unlikely, this means raising considerable local resources.

2



Address structural softness.

Incentivize reinvestment either intensively in targeted geographies to trigger flywheel effects, or lightly across the city to lesser impact, again requiring local resources.

3



Combine both approaches.

Balancing some affordability relief with some structural reinvestment. This will require geographic focus to maximize effectiveness, asking some projects to do double duty and achieve both affordability and market aims.

Council Direction:
January Workshop

ADDRESS BOTH GAPS

- *Begin Market Gap Work*
- *Continue / Expand Affordability Gap Work*

Housing Strategy Overview

Housing Strategy – Time to Act Differently

1

Garland must think of housing as integral to the community's quality of life and long-term economic sustainability.

2

Opportunities exist to create a geographic network of assets or walkable, mixed-use nodes defined as Economic Focus Areas, with Downtown as the center.

3

Outside of Economic Focus Areas, continue baseline services, expand assistance for vulnerable / low-income populations and improve existing multifamily housing.

Citywide Strategy & Baseline Services

MAINTAIN CITYWIDE

- Capital Improvements
- Neighborhood Vitality Matching Grant
- Code Enforcement
- Certified Landlord Training
- Multifamily Rental Inspections / Scorecard
- Single-Family / Short-Term Rental Program

Lays a firm foundation for standards, builds capacity, engagement, and pride

MAINTAIN CITYWIDE...

AND DO DOUBLE DUTY TO ADDRESS BOTH GAPS

- Home Repair Program
- Code Compliance Assistance (Senior Lawn Care, Code Cares, etc.)
- Housing Rehabilitation & Infill Programs
- LIHTC 4% ***REHABILITATION*** Projects

Safety net programs for lower-income households to help them afford critical repairs, plus improve living conditions and property appearance

Additive Housing Strategy – Guiding Principles

1

**Concentrate
Activities and
Build from
Strength.**

2

**Leverage Private
Investment with
Public Incentives.**

3

**Create New
Norms for Higher
Standards.**

4

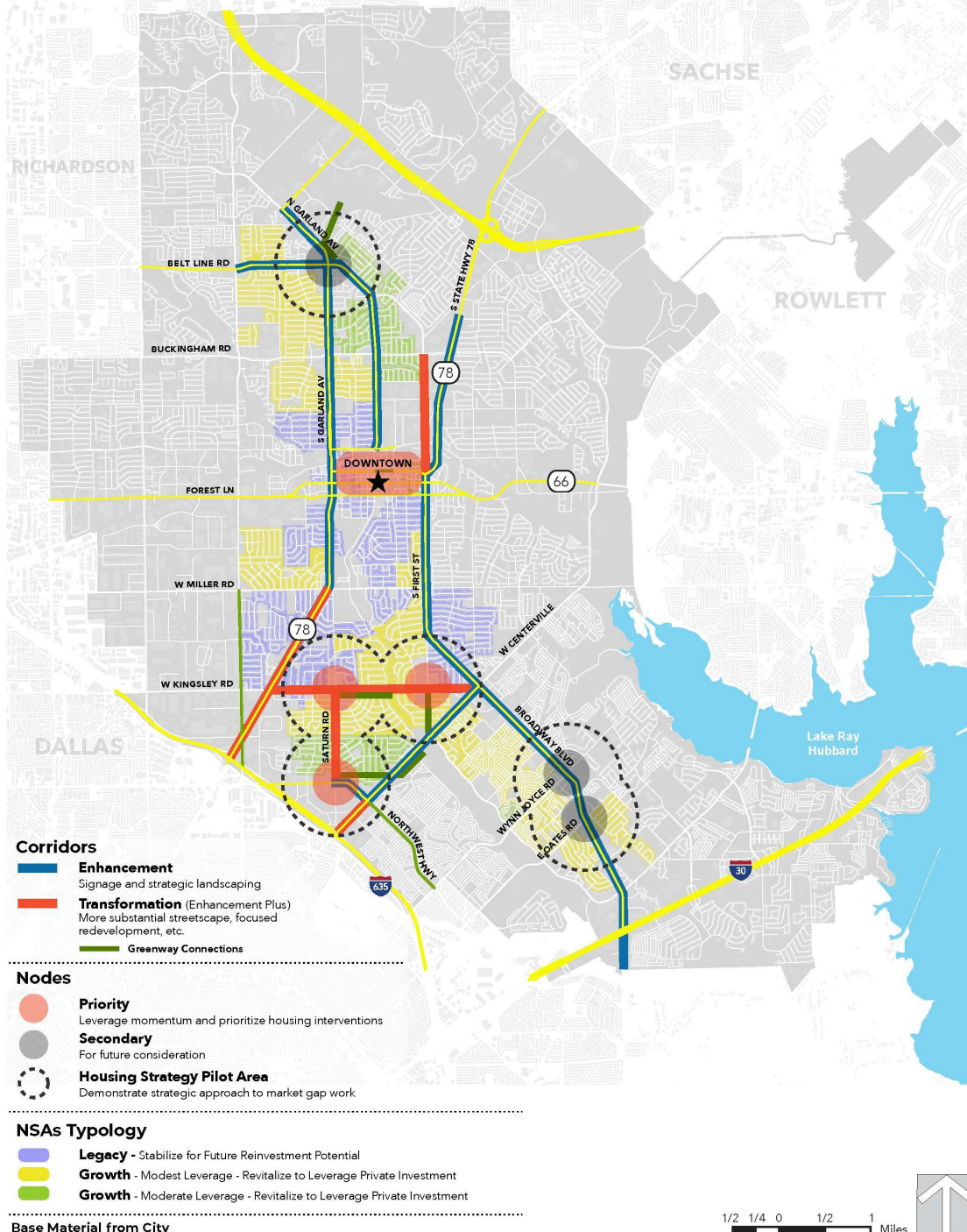
**Expand Housing
Mix and Options.**

Additive Strategy – Economic Focus Areas

*Create a collection of distinct destinations – **places where people want to live and spend their time** – with unique identities and options for living, working, and entertainment.*

Focus Area Components:

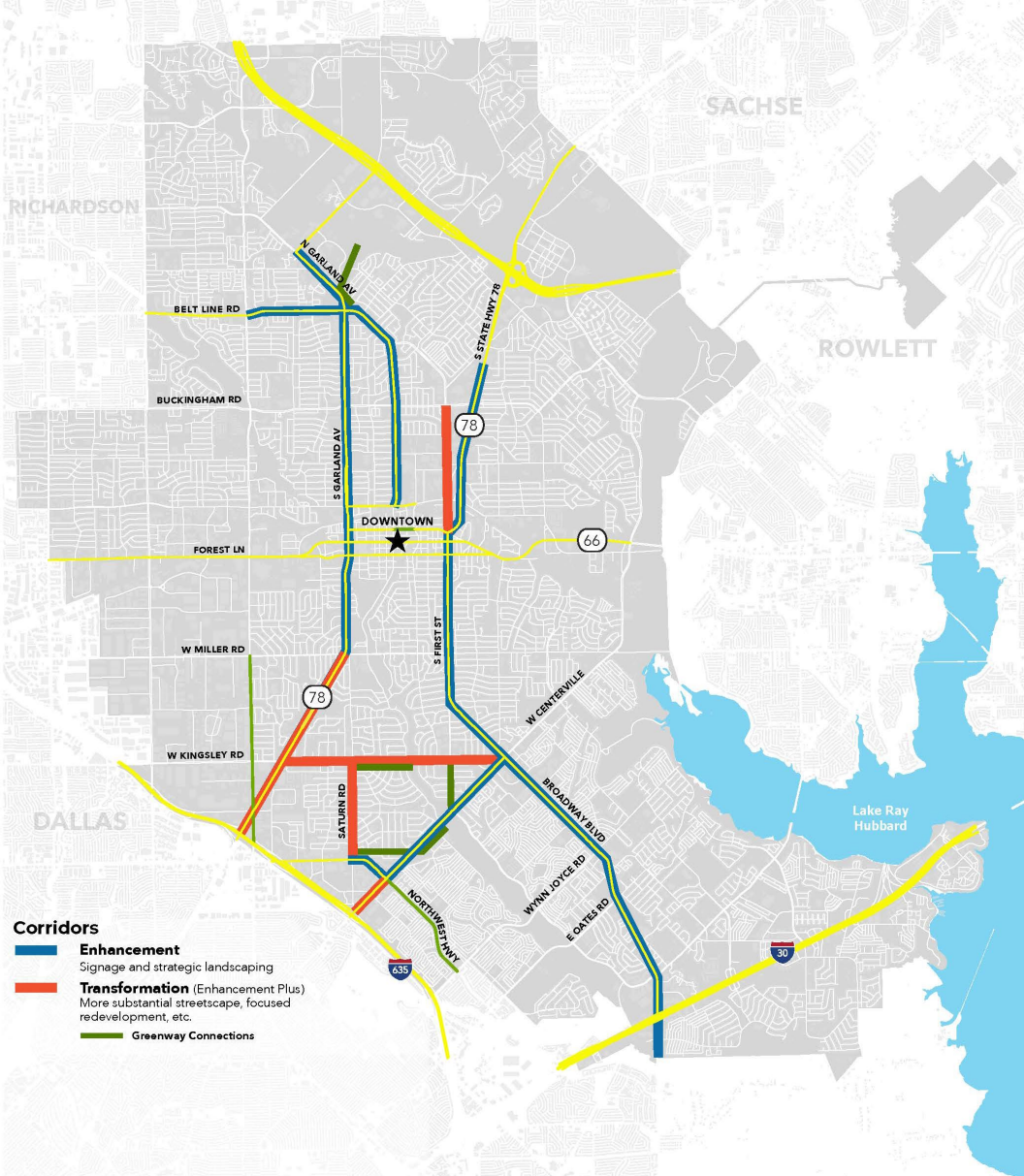
- Key Corridors
 - Beautification
 - Safe options to walk, bike, ride transit
 - Upgrades to Older Multifamily
- Key Intersections + Half Mile Radius = Nodes
 - Placemaking / Activity Centers
 - New Housing Development
- Adjacent Neighborhoods
 - Revitalization to Catalyze Private Investment
 - Stabilization to Raise Standards of Care



Economic Focus Areas

Additive Strategy Components

Corridors – Connectors, Places people move through daily



FEEDBACK LOOP COMPONENT(S): IMAGE, CONDITION

Key Visitor Pathways & Gateways (Citywide)
Major arterials where traffic from other communities enters and exits Garland. Opportunities to signal sense of arrival.

Enhancement
Improve how a corridor looks and feels, with a focus on appearance, safety, and functionality to elevate the user experience. Upgrades can be incremental.

Transformation
Builds on Enhancement. Reshape how a corridor works through coordinated, system-level changes to access and site design that better balance a variety of users (walking, bicycling, transit, car).

Corridors – Outcomes to Achieve

- ✓ **Boost Economic Performance**
 - Walkable, mixed-use development generates *2-5x the value per acre* than auto-oriented strips. Turn commercial areas from quick-errand retail strips into places people gather.
- ✓ **Enhance Identity and Aesthetics**
 - A unified and high-quality public realm can use branding and identity to create places people want to be.
- ✓ **Improve Pedestrian Comfort / Experience**
 - Create walkable connections between neighborhoods and destinations.
 - Even if people drive to the area, they should feel it is comfortable and enjoyable to walk around.
- ✓ **Support Multimodal Mobility**
 - Enhance access and comfort for bicycles, pedestrians, and transit riders to boost users of the space and patronage of area businesses.
- ✓ **Improve Safety**
 - Reduce crashes, slow traffic down, create a sense of arrival rather than passing through.
- ✓ **Reduce Heat**
 - Shade sidewalks and parking lots to improve the overall environment.

Corridors – ENHANCEMENT

ACTIONS

- Add street trees and landscaping
- Reduce visual clutter - consolidate both public and private signage
- Add public art and streetscape amenities
- Enhance crosswalk visibility and design
 - Pedestrian signals at high-volume crossings
- Repair / upgrade existing walls, fencing, and subdivision edge treatments

TOOLS

- Development / Sign Code Standards
- Design Guidelines / Criteria
- Coordinate with Property Owners / Redevelopment / Capital Projects
 - Incentivize as needed (Façade Grants)
- Maintenance Plans
- Create pilot projects to test new solutions
- Prioritize high-visibility / high-activity segments and intersections



Corridors – TRANSFORMATION

ACTIONS

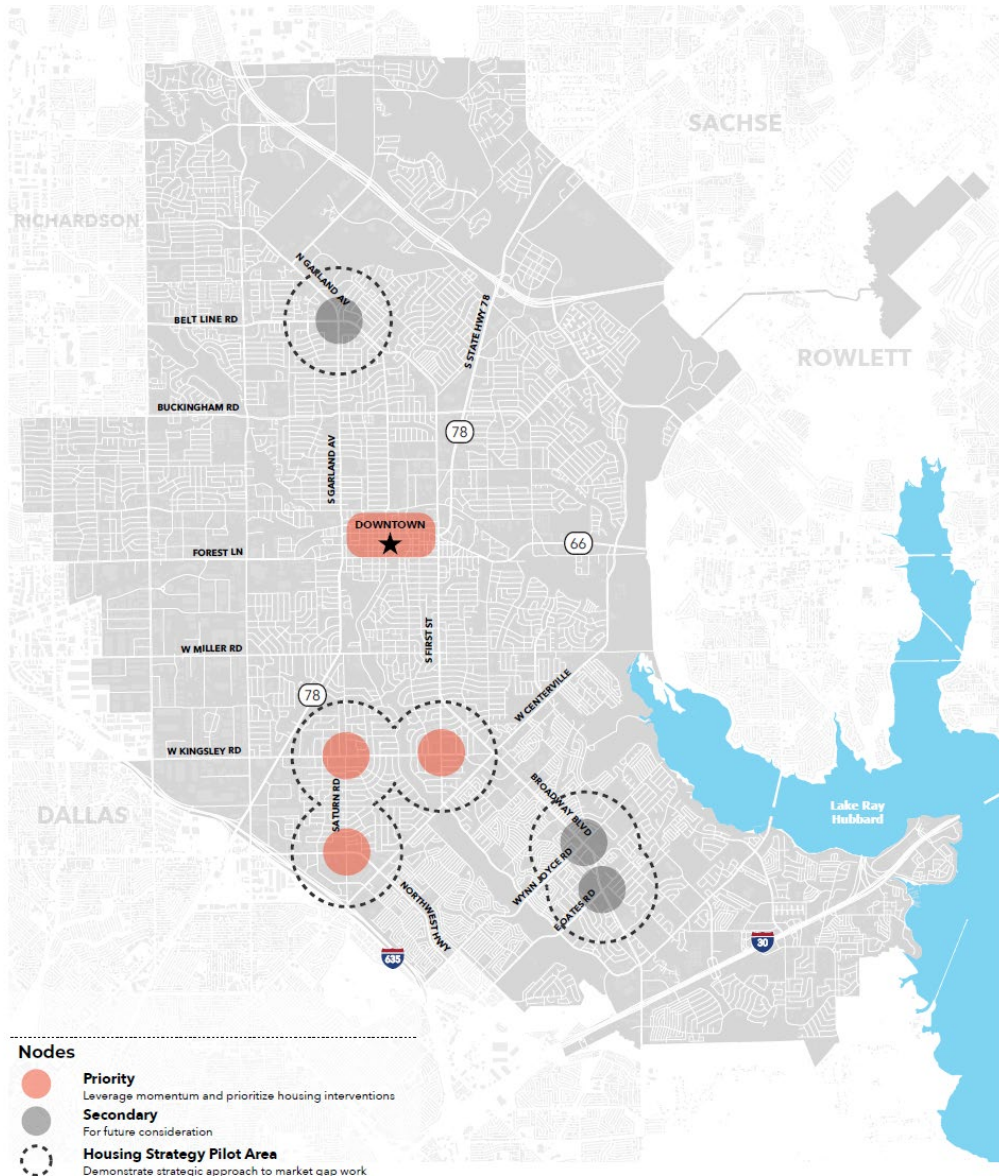
- Ensure continuous sidewalks on both sides of corridor streets
- Reduce excessive curb cuts and access points
- Shorten crossing distances at intersections



TOOLS

- Sidewalk Standards & Enforcement
- Design Standards
- Use interim solutions
- Coordinate with Property Owners / Require as part of Redevelopment or Capital Projects
- Look for grants or other funding partnerships
- Prioritize high-visibility / high-activity segments and intersections

Nodes / Intersections – *New Destinations as Activity Centers*



FEEDBACK LOOP COMPONENT(S): MARKET, IMAGE, CONDITION, CAPACITY

In General -- A node is a half mile radius around an intersection of two major corridors that can be converted to a mixed-use activity center. Nodes are surrounded mostly by Growth neighborhoods.

The Wedge: First Economic Focus Area

Formed by three intersections, adjacent neighborhoods and connecting corridors – The Wedge combines visibility, access, and redevelopment potential to demonstrate systems-level change.

Beltline – When a Catalyst Project Arises

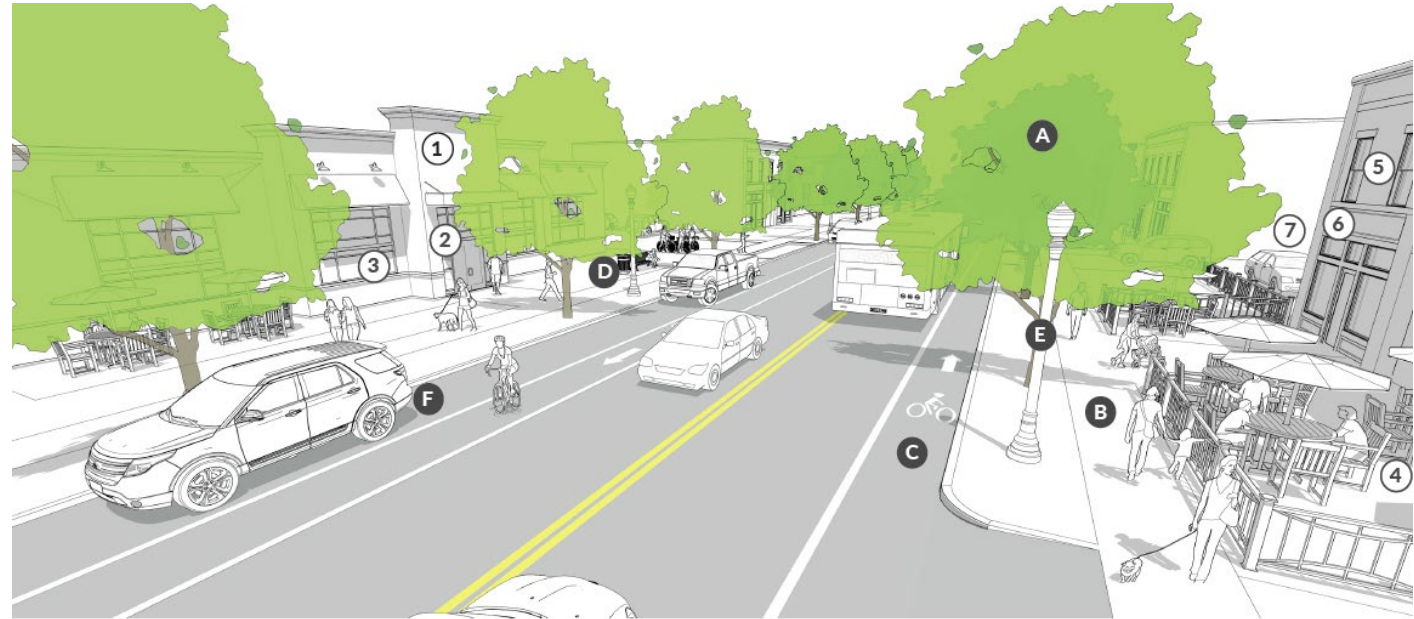
At the intersection with N Garland Ave, an opportunity to create an activity center for those coming in from the northwest.

Broadway – When a Catalyst Project Arises

At the intersections with Oates Rd & Wynn Joyce Rd, an opportunity to create an activity center for those coming in from the southeast.

Nodes / Intersections – Outcomes to Achieve

- ✓ Develop a **repeatable system** for upgrading corridors and intersections into a network of places
- ✓ Move toward a **balanced mix of uses**: residential, commercial, office and civic
- ✓ Add **new market rate and mixed-income housing units** in various forms
- ✓ Reduce perceived investment risk
- ✓ Create places where people linger, not just transact, by investing in the public realm



Private Realm Components

- ① Buildings that engage the street
- ② Entrances that front the street
- ③ First floor transparency
- ④ Pedestrian oriented first floor uses (e.g. restaurant)
- ⑤ Upper floor residential and office uses
- ⑥ Articulated building facades
- ⑦ Parking at the side or rear of buildings

Public Realm Components

- A Street trees
- B Sidewalks (5'-12')
- C Bike lanes or sharrows
- D Street furniture (e.g. benches)
- E Pedestrian level lighting
- F On-street parking

Nodes / Intersections

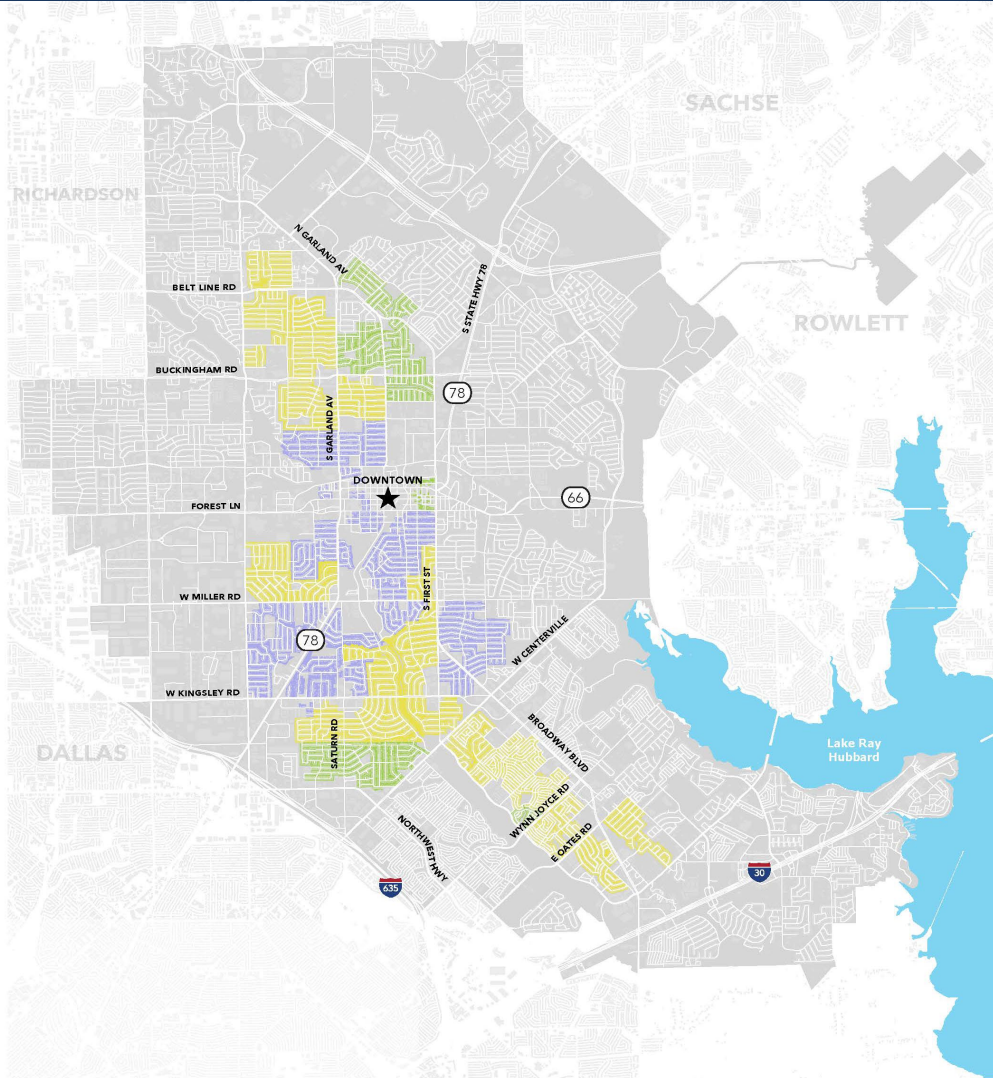
ACTIONS

- **Simple intersection typology:** i.e. Regional Nodes, Community Nodes, and Neighborhood Nodes.
- Apply a “right-size, not maximize” approach to redevelopment.
 - Concentrate retail in fewer, stronger nodes; Let smaller nodes lean more heavily on housing.
- Use a standardized but flexible implementation toolkit.
- Prioritize nodes based on readiness and impact, not geography alone.

TOOLS

- Code Enforcement
- Zoning Mixed-Use or Overlay Districts
- Incentivize Residential Redevelopment within ½ mile of the intersection
 - New Incentives, i.e. Opportunity Zones
 - Public Facilities Corporation projects as catalysts – IF terms are strong
- Incentivize upgrades of existing multifamily within ½ mile of the intersection
- Incentivize commercial property upgrades
- Invest in the public realm / Create more balanced transportation network
 - Corridor Recommendations

Neighborhoods – Targeted Revitalization & Stabilization



NSAs Typology

- Legacy** - Stabilize for Future Reinvestment Potential
- Growth** - Modest Leverage - Revitalize to Leverage Private Investment
- Growth** - Moderate Leverage - Revitalize to Leverage Private Investment

1/2 1/4 0 1/2 1 Miles



FEEDBACK LOOP COMPONENT(S): **CONDITION, CAPACITY, IMAGE, MARKET**

Growth Neighborhoods

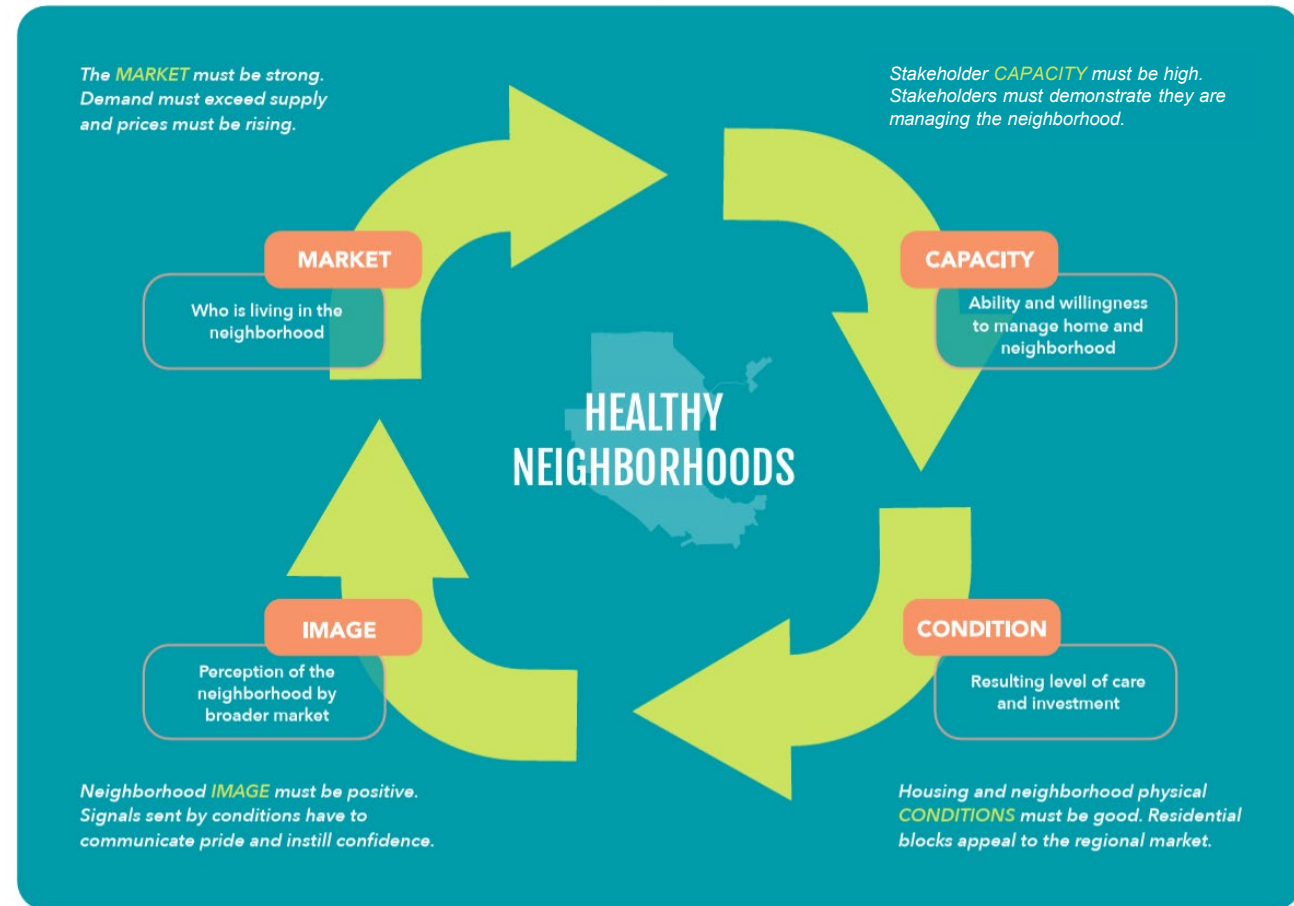
Catalyze reinvestment through revitalization activities that improve the marketability of the home, the block, and the neighborhood. Engage neighbors to build their sense of pride, identity, and capacity.

Legacy Neighborhoods

Raise standards of care through activities that stabilize the livability and safety of the home, the block, and the neighborhood. Help vulnerable households afford critical repairs and improvements.

Neighborhoods – Outcomes to Achieve

- ✓ Upgrade standards of maintenance and care
- ✓ Assist owners in Growth neighborhoods with overcoming willingness and appraisal gaps
- ✓ Assist owners in Legacy neighborhoods with overcoming affordability gaps
- ✓ Increase the share of homes needing only minor reinvestment
- ✓ Decrease the share of homes needing major reinvestment
- ✓ Engage residents to build capacity, pride, and sense of neighborhood identity



Growth Neighborhoods

Existing Programs

- **Where the Heart Is** to engage residents in identifying common goals and connect them with resources.
- Proactive **code enforcement** sweeps to identify violations, with referrals to code compliance assistance resources as appropriate.
- **Home Infill Program and GREAT Home Rehab Program** to upgrade or replace homes in need of major rehabilitation or demolition.

New Incentives

- **Block Challenge matching grant program** for exterior curb appeal
- **Homeowner Renovation incentive program** that allows both exterior and interior work to improve marketability and retain existing owners.
- **Single-Family Developer Program to provide gap funding** for acquisition/rehab or acquisition/new construction of high-quality homes for resale to new homeowners.

Stay in the same neighborhood for +/- 10 years until outcomes are met and sustainable.

- Increase % of properties needing only minor reinvestment to >30%
- Decrease % of properties needing major reinvestment to <10%

Legacy Neighborhoods

Existing Programs

- Proactive **code enforcement** sweeps to identify violations with referrals to code compliance assistance resources as appropriate.
- Promote the **Home Repair Program** for income-eligible homeowners.
- Promote a **restructured Home Improvement Incentive Program** and encourage participation.
- **Home Infill Program and GREAT Home Rehab Program** to provide affordable housing while stabilizing the neighborhood with rehabilitated or new construction homes.

New Incentives

- **Rental Rehab Program** to provide gap funding to single-family rental property owners for significant upgrades to help close appraisal gaps in exchange for ongoing registration and code compliance. Prioritize health, safety, and livability items.

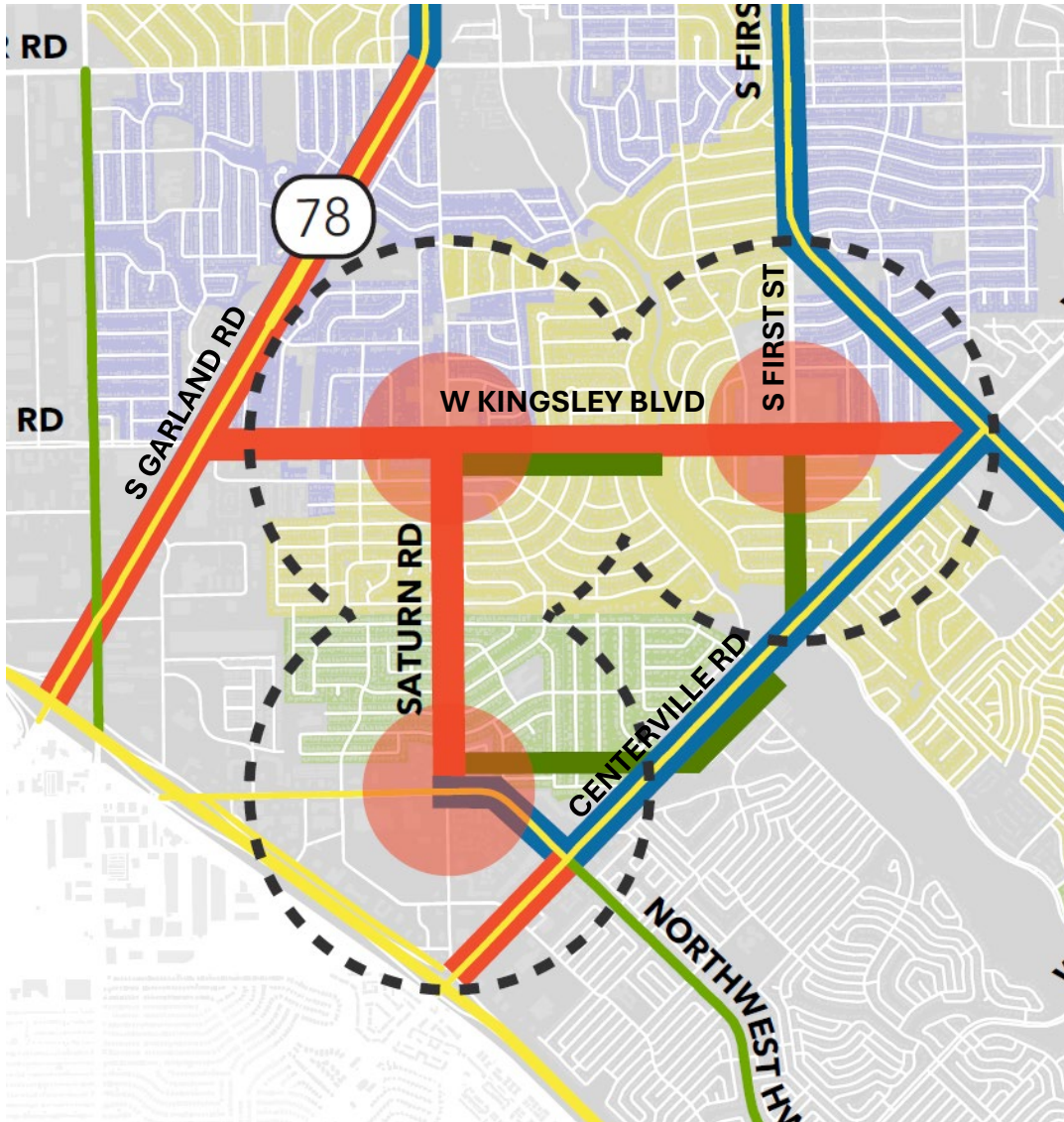
Stay in the same neighborhood for +/- 10 years until outcomes are met and sustainable.

- Increase % of properties needing only minor reinvestment to >25%
- Decrease % of properties needing major reinvestment to <30%

The Wedge

First Economic Focus Area

The Wedge – *Prioritizing Systems-Level Change*



FEEDBACK LOOP COMPONENT(S): MARKET, IMAGE

Saturn Rd & Northwest Hwy: Regional Node

- Positioned along a major regional corridor
- Best suited to serve as a higher-intensity mixed-use center with a broader market reach, supporting more density, employment uses, and destination retail

Saturn Rd & W Kingsley Blvd: Community Node

- A community-serving hub, emphasize everyday retail, services, and housing that support nearby residents, with a comfortable, walkable scale.

W Kingsley Blvd & S First St: Neighborhood Node

- More locally oriented; should evolve as a smaller, fine-grained place with incremental development, neighborhood businesses, and residential integration.

The Wedge – New Housing Development

Node	Scale / Character / Intensity	Housing Units to Add	Housing Types	Supporting Uses
Saturn & Northwest	Regional; High Intensity	500-600	Podium apartments, mixed-use buildings, live-work units 3-7 story buildings	Retail, restaurants, office, entertainment, structured parking
Saturn & Kingsley	Community; Moderate Intensity	300-400	Apartments, townhomes, small mixed-use 2-5 story buildings	Neighborhood retail, services, small office, civic uses
Kingsley & S First	Neighborhood; Lower Intensity	150-200	Apartments, townhomes, small mixed-use 2-5 story buildings	Local retail, small parks, community spaces

The Wedge – Adjacent GROWTH Neighborhoods

Systematically Revitalize Growth Neighborhoods

Neighborhood / Submarket Type	# of Parcels	Avg. Year Built	Avg. Square Footage	% Needing Minor Reinvestment	% Needing Moderate Reinvestment	% Needing Major Reinvestment	Est. # of Projects
AXE Modest Growth	1,019	1963	1,712	16%	75%	9%	168
CENTERVILLE Modest Growth	345	1960	1,820	11%	64%	24%	98
SOUTHGATE Moderate Growth	1,001	1968	2,006	9%	72%	19%	234
ORCHARD HILLS Modest Growth	348	1956	1,776	11%	70%	18%	81
RIDGEWOOD Modest Growth	917	1957	1,450	17%	48%	36%	338

The Wedge – Adjacent LEGACY Neighborhoods

Targeted Stabilization in Legacy Neighborhoods

Neighborhood / Submarket Type	# of Parcels	Avg. Year Built	Avg. Square Footage	% Rental	% Needing Minor Reinvestment	% Needing Moderate Reinvestment	% Needing Major Reinvestment	Est. # of Projects
BROADWAY Legacy	261	1959	1,349	16%	2%	43%	56%	52
DEVONWOOD Legacy	650	1953	1,194	18%	8%	55%	37%	130
PARKMONT Legacy	176	1955	1,171	18%	5%	47%	49%	35

Downtown – Strengthen Garland’s Primary Civic Destination



Image credit: Visit Garland

FEEDBACK LOOP COMPONENT(S): **MARKET, CAPACITY**

Garland Square demonstrates that a high-quality public realm and coordinated programming/redevelopment can shift market perception.

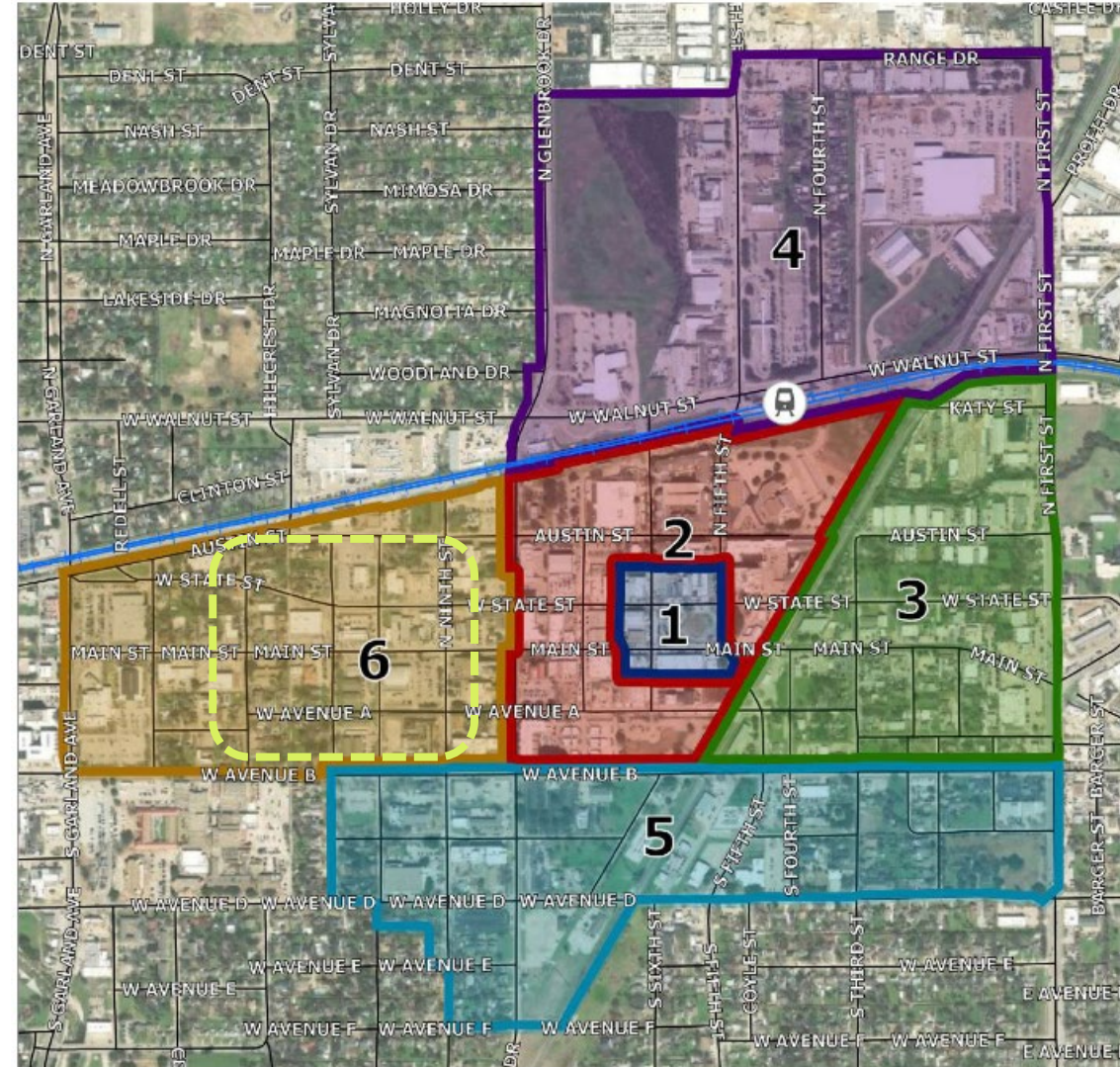
The Square is both proof of concept and an early stage asset: promising, but not yet self sustaining.

Continue to add residential density and purchasing power with market rate units.

- Necessary for the long-term viability of the Square’s retail, restaurants, entertainment and services.
- Does double-duty to attract economically diverse households to live near Garland’s greatest civic asset.

Downtown – *Housing Strategy Outcomes to Achieve*

- ✓ **Add approximately 2,500 new housing units over the next decade** to grow the downtown population enough to be self-sustaining
- ✓ **Continue to require well-designed buildings in the 3-6 story range**, with strong architectural character
- ✓ **Consider sites on the west side of downtown as near-term multifamily catalysts** to create a barbell effect: higher density residential to the west of the square balancing the civic presence to the east.
- ✓ **Continue public realm investment and programming for community events**



Map excerpted from the *Downtown Garland Implementation Plan*, prepared by Downtown Redevelopment Services and Design Workshop

Downtown

The City of Garland owns several parcels along Walnut Street that present an opportunity for the development of cottage-style or garden-style housing. These properties could help diversify the City's housing stock while providing a compatible transition between surrounding neighborhoods and nearby commercial areas. While the final design, density, and site layout have not yet been determined, the sites offer significant potential for thoughtful residential development.

As a next step, the City should undertake a preliminary feasibility and site planning analysis to evaluate development options, identify infrastructure needs, and determine the most appropriate housing configuration. This effort could then be used to inform future partnerships with developers and guide implementation.



Housing

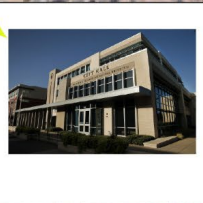
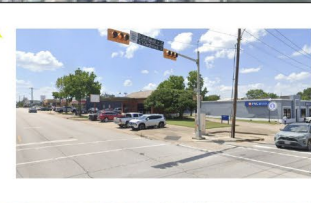
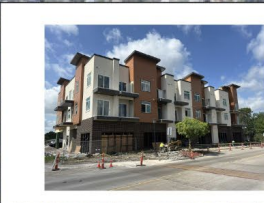
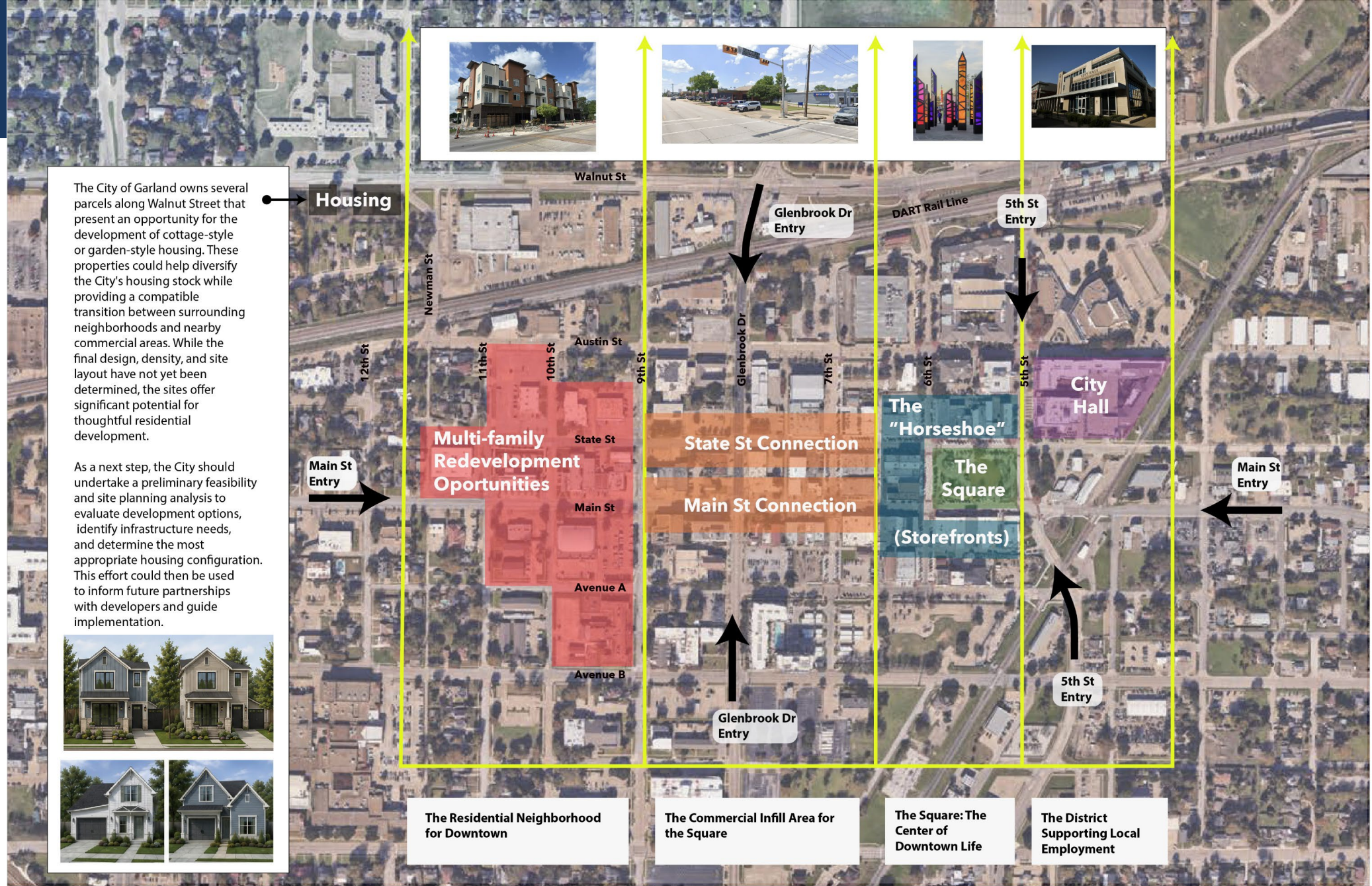
Main St Entry

The Residential Neighborhood for Downtown

The Commercial Infill Area for the Square

The Square: The Center of Downtown Life

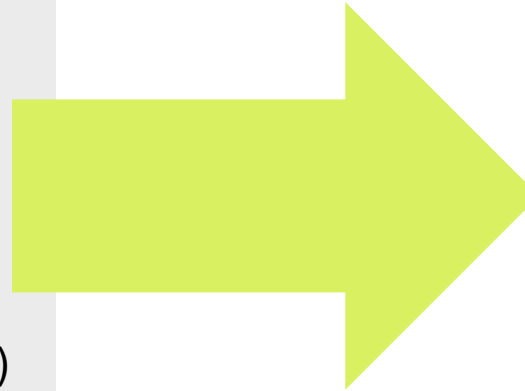
The District Supporting Local Employment



Downtown - *Sequence Housing Infill in Phases*

Phase 1: Foundation & Early Wins (0-2 Years)

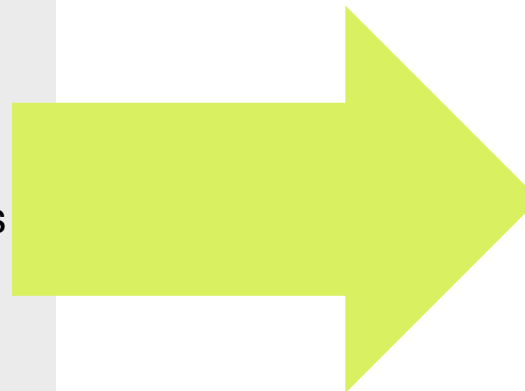
- ✓ Identify and acquire sites
- ✓ Streamline development review processes
- ✓ Update zoning as needed
- ✓ Gauge developer interest
- ✓ Public realm improvements along State / Main, Walnut Ave, Garland Rd (connections to outside DT)
- ✓ Demonstration projects and market rate comps for new owner-occupied housing products



***Set the Table;
Initiate Catalyst Projects***

Phase 2: Catalyst Development (3-5 Years)

- ✓ Select developers for catalyst sites
- ✓ Provide TIF or other incentives
- ✓ Target: Construct 400-750 MF units
- ✓ Streetscape improvements between 7th-11th Streets
- ✓ Branding / marketing campaign for Downtown as a place to live



Build Market Confidence

Downtown – *Sequence Housing Infill in Phases*

Phase 3: Expansion & Infill (6-10 Years)

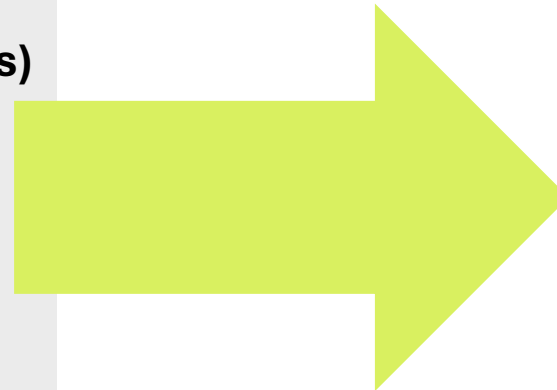
- ✓ Facilitate additional infill:
 - ✓ Add 1,000-1,500 units
- ✓ Encourage diversification of housing types
 - ✓ Live/work, townhomes, missing middle
- ✓ Evaluate need for incentives; Refine
- ✓ Restaurant & retail recruitment

Phase 4: Stabilization & Long-Term Growth (10+ Years)

- ✓ Transition to market-driven infill
 - ✓ Nearing goal of 2,500 units
- ✓ Reassess long term needs for infrastructure, public space, transportation/mobility
- ✓ Maintain quality, character, economic vitality



***Build on Momentum;
Fill in Gaps***



***Extend Success beyond
Downtown Core***

Big Picture Recommendations

Housing & Related Programs, Existing and New

Program Recommendations: Existing

PROGRAMS TO KEEP AVAILABLE CITYWIDE

- Mostly Federally Funded
 - Funding comes with income restrictions
 - Safety Net programs for low-income residents
- These programs:
 - Assist vulnerable populations
 - Maintain compliance with codes and regulations
 - Educate residents / property owners
 - Build resident capacity
 - Support resident engagement
- Code Enforcement
- Certified Landlord Training
- Multifamily Rental Inspections / Scorecard
- Single-Family / Short Term Rental Program
- Neighborhood Vitality Matching Grant
- Neighborhood Vitality Education/Trainings

Program Recommendations: Existing

CITYWIDE PROGRAMS THAT CAN ADDRESS BOTH GAPS

- Mostly Federally or State Funded
 - Funding comes with income restrictions
 - Safety Net programs for low-income residents
- These programs:
 - Assist vulnerable populations with affordability gaps
 - Maintain compliance with codes and regulations
- Refer eligible applicants from *Legacy Focus Area Neighborhoods*
- Home Repair Program
- Senior Lawn Care Assistance
- Garland Cares (former Code Cares)
- LIHTC 4% Credit for Multifamily Rehab

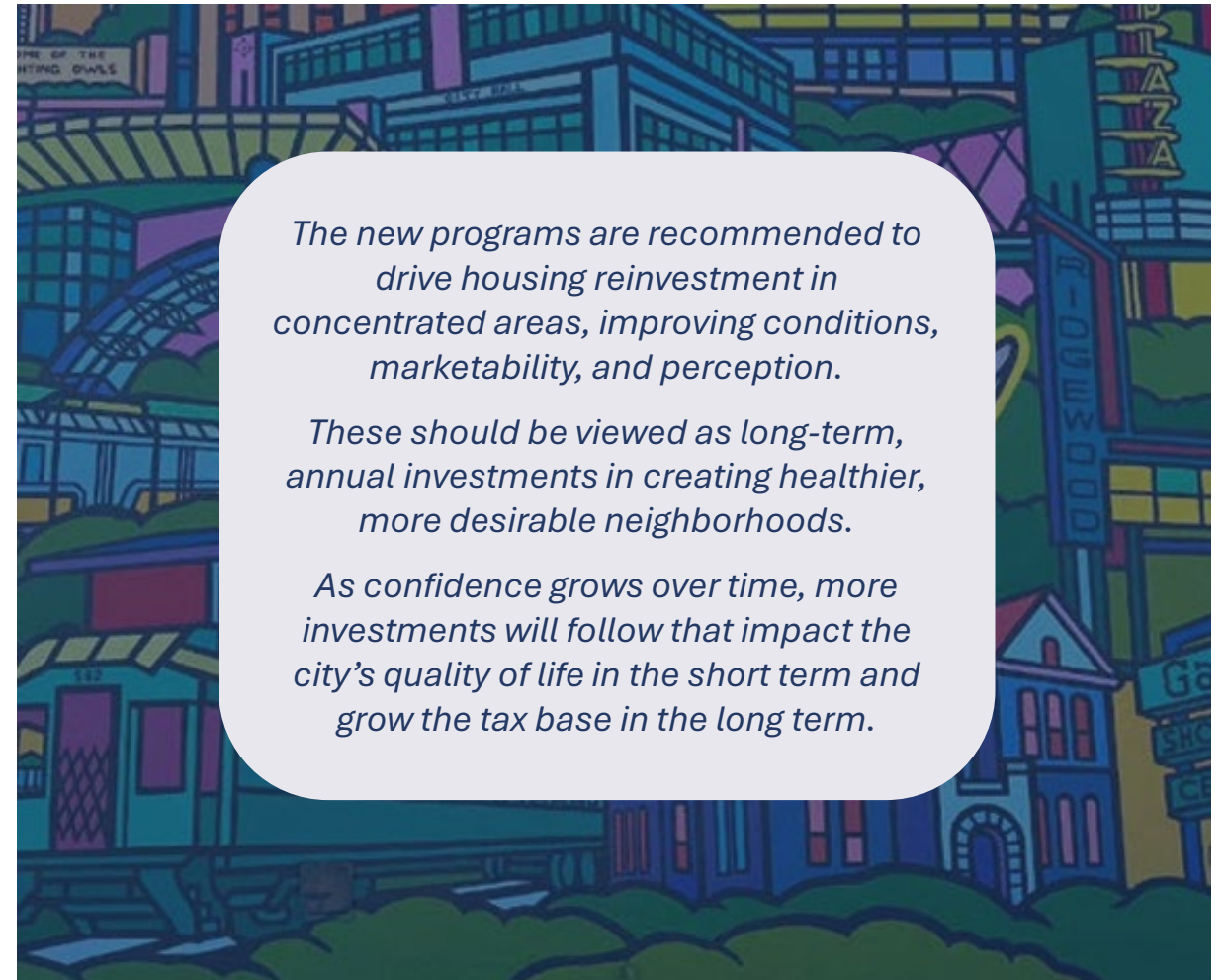
Program Recommendations: Existing

PROGRAMS TO FOCUS GEOGRAPHICALLY: DEPLOY IN FOCUS AREAS ONLY

- Mix of Local, State & Federal Funding/Tools
 - Some programs come with income restrictions
 - Pair with new incentives for single-family
 - With multifamily, monitor balance between market rate and affordable – maximize market rate in new units developed
- Refer eligible applicants from Focus Area Neighborhoods
- By targeting in a smaller area of the city, these programs can address both affordability and market gaps
- Annual Code Enforcement Sweeps
- Where the Heart Is
- GREAT Homes Rehab Program
- Home Infill Program
- Home Improvement Incentive Program (HIIP)
- Incentives for New Multifamily Development
- Opportunity Zones
- Public Facilities Corporations

Program Recommendations: New SF Incentives

- New Programs generally need ~3 years to get fully established in a neighborhood
 - Neighborhood work involves building trust with residents, which can take time
 - Keep the framework flexible enough for staff to learn and adjust
- Evaluate programs annually based on the cumulative effect – not individual projects
 - General rule of thumb is to directly impact 20% of a neighborhood's properties
 - Focus Area neighborhoods have specific outcomes to judge when it's healthy enough to move on



The new programs are recommended to drive housing reinvestment in concentrated areas, improving conditions, marketability, and perception.

These should be viewed as long-term, annual investments in creating healthier, more desirable neighborhoods.

As confidence grows over time, more investments will follow that impact the city's quality of life in the short term and grow the tax base in the long term.

Program Recommendations: New SF Incentives

- **ALL New Incentive Programs will be designed to have a “GIVE” and “GET”**
 - Public dollars are *given* in exchange for *getting* private partnership in achieving community goals: improved property condition, more marketable home, etc.
- **In general, new incentive programs (or program modifications) are solving for at least one of three gaps:**
 - Willingness / Confidence Gap
 - *An owner has the financial ability to invest, but lacks confidence their investment will be rewarded, often because of marginal or poor conditions on the block around them*
 - Appraisal Gap
 - *The cost of high-quality repairs or renovations is more than the house will appraise for, limiting the owner’s ability to borrow enough to complete the project*
 - Affordability Gap
 - *The cost of the project is more than the owner can afford, but is critical for the health and safety of the structure*

Program Recommendations: New SF Incentives

GROWTH NEIGHBORHOODS

1

Block Challenge

- **Matching Grant, up to \$2,500 per property**
- **For Exterior/Curb Appeal**
- **Teams of Neighbors:**
 - **More People = More \$\$**

2

Homeowner Renovation

- **Cost-Share, up to 20 or 25% of project costs**
- **Max. Award \$40,000**
- **For Interior & Exterior *UPGRADES***
- **City Permits & Inspections Required**

3

Single-Family Developer Program

- **Acq./Rehab/Resale or Infill New Construction**
- **Up to \$75,000 incentive**
 - **Recapture if possible**
- **Above (NSA) Market Finishes and Sale Price**

Example Projects - New SF Incentives

GROWTH NEIGHBORHOODS: Block Challenge Grant

Example Project #1 – Team of 10+ neighbors

New Roof	\$ 9,000
New Driveway	\$ 4,800
Update Landscaping	\$ 1,500
TOTAL	\$15,300

Incentive Amount \$ 2,500

Owner Investment \$12,800

Example Project #2 – Team of 5 neighbors

New House Numbers	\$ 100
Update Landscaping	\$ 1,500
TOTAL	\$ 1,600

Incentive Amount \$ 800

Owner Investment \$ 800

Example Projects - New SF Incentives

GROWTH NEIGHBORHOODS: Homeowner Renovation

Example Project #1 – 1,800 Sq Ft Ranch

New Windows (10x\$500)	\$ 5,000
New Driveway	\$ 4,800
Replace HVAC	\$ 9,500
Kitchen Remodel	\$ 40,000
TOTAL INVESTMENT	\$ 54,800
Incentive Amount (25%)	\$ 13,700
Owner Investment	\$ 41,100
Added Value Estimate	\$ 43,840

Example Project #2 – 1,400 Sq Ft Ranch

600 sq ft Addition (\$182/sf)	\$ 109,200
Repaint Front Door, Soffit/Fascia/Trim	\$ 1,750
TOTAL	\$ 110,950
Incentive Amount (25%)	\$ 27,737.50
Owner Investment	\$ 83,212.50
Added Value Estimate	\$ 88,760

Example Projects - New SF Incentives

GROWTH NEIGHBORHOODS: Single-Family Developer Program

Example Project – Acquisition / Rehab (1,820 SF)

Acquisition/Purchase	\$ 291,000
Incentive	\$ 75,000
TOTAL INVESTMENT	\$ 366,000

Recapture at time of sale, to the extent possible.

Properties requiring more significant renovation than \$75,000 can cover will move to the HOME Infill Program.

Program Recommendations: New SF Incentives

LEGACY NEIGHBORHOODS

1

Restructured Home Improvement Incentive Program (HIIP)

- **Limit eligibility to Legacy Neighborhoods in Focus Areas, for now**
- **For Exterior/Curb Appeal**
- **Matching Grant; Recommend Max. Award of \$10,000**
 - **Evaluate % Match, Max. Award based on Freeman Heights pilot**

2

Rental Rehab Program

- **Single-Family Rentals ONLY**
- **Helping small-time landlords make major safety or livability upgrades**
- **Incentive for 25% of project costs, up to \$40,000 max.**
- **Require rental registration, code compliance, consider rent preservation**

Program Recommendations: New SF Incentives

LEGACY NEIGHBORHOODS: Restructured HIIP

Example Project #1 – 1,400 Sq Ft Ranch

New Windows (10x\$500)	\$ 5,000
Repaint Siding	\$ 4,500
New Driveway	\$ 4,800
Repaint Front Door, Soffit/Fascia/Trim	\$ 1,750
TOTAL INVESTMENT	\$ 16,050
Incentive Amount (75% up to \$7,500)	\$ 7,500
Owner Investment	\$ 8,550

Program Recommendations: New SF Incentives

LEGACY NEIGHBORHOODS: Rental Rehab Program – Single-Family ONLY

Example Project

New Roof	\$ 8,500
HVAC Replacement	\$ 9,500
Update interior cabinets	\$ 30,000
Window Replacement	\$ 4,500
TOTAL INVESTMENT	\$ 52,500
Incentive (25%)	\$ 13,125
Owner Investment	\$ 39,375

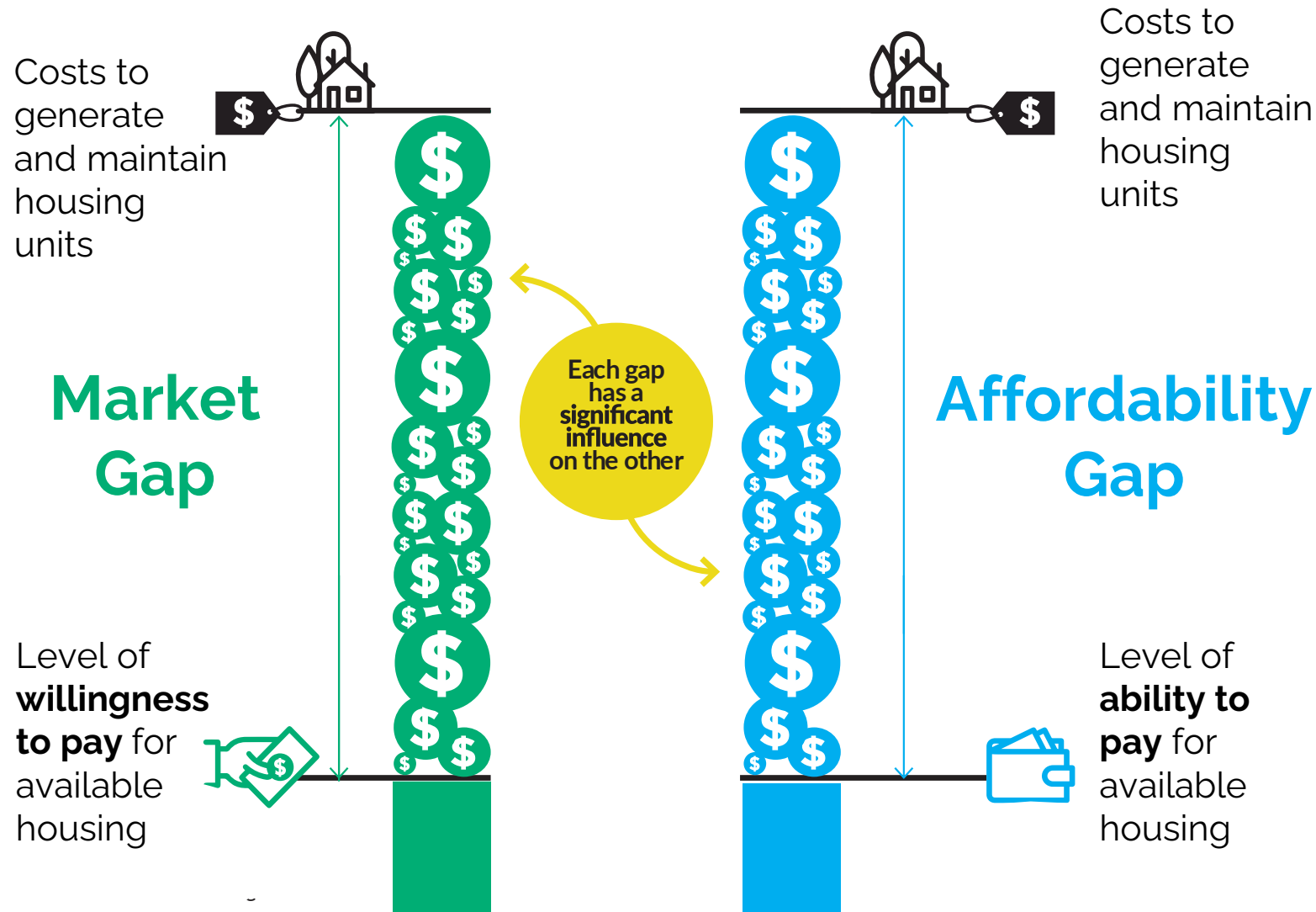
Example Project – Affordable Rent Preservation

Starting Rent	\$ 1,250
Incentive amount	\$ 13,125

Implementation Considerations

Resources, Long-Term Outcomes

Outcomes + Measures



Long-Term Outcomes + Measures

Implementation of this Housing Strategy is a long-term endeavor. Garland should expect implementation timeframes for each focus area to be 10-20 years of diligent, disciplined work. Some areas may move faster than others.

1. The share of renter households with cost burdens is stable or shrinking*

- Better alignment between household incomes and the costs of rental units
- Improved housing quality for lower-income households

2. The share of homeowner households with cost burdens is stable or shrinking*

- Improved housing quality for lower-income households
- Improved levels of property maintenance

**Affordability
Gap**

**Note: The City only has so much control over these indicators. National and regional changes over time in wage rates and housing costs also play a role.*

Long-Term Outcomes + Measures

Market Gap

- 3. The share of residential properties needing only minor reinvestment is increasing**
 - Improved residential property conditions; More appealing neighborhoods
 - Share of properties with code violations decrease.

- 4. The difference between the median single-family home value in Garland and in the region is shrinking**
 - Median sale prices *in focus area neighborhoods* are rising
 - Median home values *in focus area neighborhoods* are rising

- 5. The difference between Garland's median household income and that of the region is getting smaller**
 - More middle- and upper-middle income households are living in Garland

- 6. Garland is increasingly recognized in the region – and amongst its residents – as a place of choice**
 - Existing residents have a greater sense of pride.
 - Regionally, Garland is noticed in a positive way.
 - Corridors and neighborhoods read as appealing to more economically diverse outside markets.

Long-Term Outcomes + Measures

Market Gap

- 7. Nodes have become mixed-use activity centers with a blend of housing, retail, office, and service uses, offering the amenities residents desire.**
 - Increased value per acre.
 - Increased sales tax revenue.
 - Low vacancy rates in commercial spaces.
 - Increasing number of resident-desired amenities.

- 8. Downtown Garland has become a neighborhood of its own, with at least 16% of the city's population living within a mile.**
 - Increase in population.
 - Increased value per acre.
 - Increased sales tax revenue.
 - Low vacancy rates in commercial spaces.
 - Increasing number of resident-desired amenities.

Strategy Integration

The Housing Strategy is designed to inform and work in concert with other key Garland plans, including:

- City Strategic Plan: Garland on the Rise
- Garland Comprehensive Plan 2036
- Garland Development Code
- Economic Development Plan
- Future CIP and Operating Budgets

Questions?



GARLAND

CITY COUNCIL STAFF REPORT

8

Meeting Date: June 15, 2026

Title: Selection of Economic Focus Areas

Submitted by: Becky King, Managing Director - Community and Neighborhood Development

Strategic Focus Area: Future-Focused City Organization

Issue / Summary

Council will identify and select the Economic Focus Areas as required by the Garland on the Rise 2026-2036 Strategic Plan. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the June 16, 2026 Regular Meeting.

Background

The Garland on the Rise 2026–2036 Strategic Plan establishes a long-term framework to guide City priorities, investments, and service delivery over the next ten years. The plan was developed to address evolving economic conditions, infrastructure needs, service expectations, and opportunities for strategic reinvestment throughout the community.

Adoption of the Economic Focus Areas will provide policy direction for future budgeting, operational planning, capital investments, and performance measurement initiatives. The plan serves as a roadmap for advancing the City's vision and ensuring that resources are aligned with community priorities over the next decade.

Consideration / Recommendation

Staff recommends approval of the Economic Focus Areas as presented.

Attachments

- A. Garland_Strategic_Plan_v10-2
- B. Garland_on_the_Rise_Council_Walkthrough_June6
- C. Garland_On_The_Rise_Community_Brochure

CITY OF GARLAND

Strategic Plan

2026 – 2036

Garland on the Rise:

Economic Resilience Through Strategic Reinvestment

Adopted [DATE] | Version 10 DRAFT

INTRODUCTION

Garland is a city that has demonstrated its ability to shape its future. Over the past decade, the transformation of Downtown Garland has shown what is possible when strategic public investment, strong community support, and coordinated City leadership come together to unlock new economic opportunity. What was once underutilized space with modest economic activity is now a vibrant destination filled with activity, investment, and community life.

That success provides more than a single revitalized district—it provides a model. It shows that thoughtful planning, disciplined investment, and sustained leadership alignment can reshape places, strengthen neighborhoods, and expand economic opportunity across the City.

At the same time, that experience also offers an important lesson: meaningful redevelopment takes time. The revitalization of Downtown Garland unfolded over nearly two decades through sustained commitment, multiple public investments, and continued private participation.

Garland now faces a challenge that requires applying those same tools—but doing so with greater urgency. Cities across Texas are navigating a new fiscal environment that requires careful stewardship and intentional growth. Operating cost pressures—including employee compensation, healthcare, property insurance, supply and equipment replacement, construction inflation, and technology—are increasing at approximately 7 percent annually, while Texas Senate Bill 2 limits property tax revenue growth in the Operations and Maintenance (O&M) rate to approximately 3.5 percent per year.

In Garland, **approximately 63 percent of the City's O&M budget supports public safety**, and legal, contractual, and operational realities significantly limit the City's ability to reduce those expenditures. Under these conditions, economic redevelopment is not separate from public safety—it is the primary long-term mechanism for sustaining the financial capacity necessary to support public safety and other core services.

Because Garland is largely built out, the City cannot rely on outward expansion to generate sufficient new tax base. Instead, the City must increasingly focus on redevelopment within its existing geography—strengthening commercial corridors, revitalizing aging housing areas, and increasing the economic productivity of land already within the community. In short, Garland's long-term financial strength will come from increasing the economic productivity of land Garland already has. At the same time, Garland operates within one of the most competitive metropolitan regions in the country, where cities actively compete for private investment, employers, and residents. Strengthening the economic productivity of Garland's existing geography is therefore not only a fiscal necessity—it is essential to ensuring the City remains competitive within the broader North Texas economy.

The timeline for this work matters. While Downtown's transformation demonstrates what is possible, Garland does not have the luxury of multiple decades to reposition its economic trajectory. Strategic progress must accelerate now so that redevelopment momentum can build over the next several years and help the City avoid service limitations in the decades ahead. In a region where neighboring cities continue to attract new employers, development, and high-income households, Garland must move with urgency to strengthen its position within the North Texas marketplace.

The question facing Garland is not whether the City can shape its economic future—the Downtown experience demonstrates that it can. The question is whether Garland can apply the same focus,

discipline, and coordination across a broader set of redevelopment opportunities and do so quickly enough to strengthen the City’s long-term financial capacity.

This Strategic Plan provides the framework for doing exactly that. It establishes a disciplined approach to financial stewardship, focuses redevelopment in areas capable of producing meaningful economic growth, and aligns the work of departments across the organization to ensure that the City’s daily operations support its long-term economic resilience. This will require difficult decisions and sustained alignment across multiple budget cycles. The City begins this work with a clear understanding of what that means.

Garland’s long-term financial sustainability depends on one central strategy: increasing the economic productivity of land within the City’s existing geography. This Strategic Plan aligns financial stewardship, redevelopment, and organizational execution around that single objective.

Garland’s Strategic Reality

Garland’s future economic strategy is shaped by several structural realities that influence how the City must approach growth, redevelopment, and financial stewardship. These conditions are not temporary; they represent the operating environment in which the City must make long-term decisions.

Four realities in particular shape Garland’s path forward:

1. Garland is largely built out.

Traditional outward expansion will not generate sufficient new tax base to address long-term fiscal pressures. Future growth will depend primarily on redevelopment within the City’s existing geography.

2. Revenue growth is structurally constrained.

Garland’s financial challenge is not temporary or cyclical. State law limits property tax revenue growth to approximately 3.5 percent annually while operating costs continue to rise at nearly 7 percent — a gap that compounds over time. Garland also generates significantly less revenue per resident than neighboring cities, with about \$354 less per capita tax revenue than the regional average. This results in approximately \$90 million annually in unrealized General Fund revenue.

3. Parts of the commercial landscape are aging or underperforming.

Several corridors and commercial areas face declining productivity, functional obsolescence, or redevelopment barriers.

4. Garland’s housing market is caught in a self-reinforcing cycle of underinvestment.

Garland’s 2025 Housing Study documents a self-reinforcing cycle: below-average demand, lower household incomes, deferred maintenance, and a challenging regional image each compound the others, discouraging the reinvestment that would break the pattern. This cycle will not self-correct — disrupting it is one of the primary purposes of this plan.

STRATEGIC APPROACH

Garland will address the strategic reality it faces by committing to:

- **Exercising disciplined financial stewardship**
- **Focusing redevelopment in strategic locations** based on data and adopted plans
- **Increasing economic productivity per acre** within targeted Economic Focus Areas
- **Aligning departmental work** with strategic priorities
- **Measuring outcomes** and adjusting strategy as conditions change

How This Strategy Creates Fiscal Stability



This strategy requires clear tradeoffs. Achieving long-term financial sustainability means directing the City's limited resources toward strategic priorities and core services. The City will deliberately invest in economic redevelopment and the services residents depend on most, with available resources focused where they will produce the greatest long-term benefit for the community. This is a deliberate, principled choice in service of Garland's long-term economic health.

Managing Near-Term Fiscal Pressure

Increasing economic productivity takes time. While redevelopment momentum builds, the City will maintain fiscal discipline through three ongoing practices that run parallel to and in support of the long-term strategy.

This will not be a one-time fix, but a disciplined and flexible approach:

- **Strengthen Resilience:** Financial policies and operational practices will prioritize reserves and fiscal flexibility to sustain services during economic disruption, legislative constraints, or unexpected cost pressures.
- **Core Service Prioritization:** Programs that are underutilized, obsolete or do not align with strategic priorities will be reduced or eliminated through a transparent process.
- **Resource Flexibility:** Resource deployment decisions will be evaluated and adjusted periodically based on economic conditions, market conditions, and the progress of the plan.

VISION

Garland will become a financially resilient, economically vibrant City that competes successfully within the North Texas region by maximizing economic productivity within its existing geography. This will be driven by disciplined stewardship, strategic redevelopment, and unified organizational action.

MISSION

Preserve financial capacity and drive economic redevelopment now so that the City can grow its way out of structural fiscal constraints over time.

PLAN STRUCTURE

This Strategic Plan establishes a clear framework to guide and align the City’s work. The structure is designed to connect day-to-day departmental operations and resource decisions to the City’s strategic priorities.

GOALS	OBJECTIVES	DEPARTMENT PLANS
Strategic direction that defines what the City must achieve.	Key operational priorities required to achieve each goal.	Identify how programs, projects, staffing capacity, and operational activities contribute to the goals and objectives of this Strategic Plan while continuing to deliver core services.

EXECUTION FRAMEWORK

This Strategic Plan is intended to guide real decisions and organizational behavior — not serve as a reference document that sits on a shelf. Consistent execution requires clear accountability, regular review, and organizational discipline sustained across budget cycles.

Goals define the long-term outcomes the City seeks to achieve. Objectives establish the ongoing operational priorities that guide decision-making and resource allocation. Department plans and performance measures will define the specific actions, milestones, and outcomes that demonstrate progress.

The City Manager's Office is responsible for overseeing implementation and ensuring that budgets, staffing decisions, and departmental plans reflect the priorities established here. Department directors are responsible for aligning their programs, personnel, and operational activities accordingly. Strategic decisions will prioritize sustained increases in demand, private investment, and long-term fiscal impact — not activity alone.

The companion *Implementation Schedule*, maintained by the City Manager's Office and reviewed annually by City Council as part of the strategic review process described in Objective 4.9, sets out the specific timing, sequencing, and milestones through which this plan is executed. The companion document is the operational instrument through which the priorities of this plan are translated into action.

The specific mechanisms for measurement, communication, performance review, and continuous improvement are established in Goal 4.

ECONOMIC FOCUS AREAS

Because Garland's resources—financial and organizational—are limited, the City will concentrate redevelopment efforts within designated Economic Focus Areas.

Economic Focus Areas are geographic areas that demonstrate strong potential to generate meaningful increases in economic productivity, attract private investment, and catalyze surrounding neighborhoods and adjacent corridors. Healthy commercial areas strengthen surrounding neighborhoods, and stable neighborhoods sustain the customer base and investment confidence that corridors need to thrive.

Economic Focus Areas may include:

- **Major commercial corridors**
- **Aging retail centers or underperforming commercial districts**
- **Strategic redevelopment districts**
- **Areas where investment in public infrastructure and amenities can catalyze private development**
- **Corridor-adjacent neighborhoods where stabilization reinforces commercial recovery**

The City will intentionally identify Economic Focus Areas to ensure that financial resources, staff capacity, and public investment remain concentrated enough to produce measurable results.

Governance of Economic Focus Areas

Economic Focus Areas will be formally designated and periodically reviewed by the City Council as part of the strategic planning and budget process. To maintain strategic discipline and avoid dilution of resources, the City will limit the number of active Economic Focus Areas at any given time and prioritize those with the highest potential for measurable economic impact. As such, selection of Economic Focus Areas merely reflects a sequencing strategy to rapidly yield economic benefit — not a judgment about the perceived importance of any particular area of the City. As Economic Focus Areas produce results and momentum builds, attention and resources will shift to non-focus areas.

Designation of Economic Focus Areas will be based on data-driven criteria, including redevelopment readiness, infrastructure capacity, market conditions, and potential return on public investment. Economic Focus Areas will be re-evaluated regularly to ensure continued alignment with market conditions and City priorities.

GOALS AND OBJECTIVES

Goal 1: Strengthen Financial Stewardship

Intent: *Build on Garland’s financial discipline by strengthening, formalizing, and consistently applying resource allocation practices that preserve and expand the City’s ability to invest in long-term economic resilience. This requires building fiscal resilience through financial policies and operational practices that generate operating savings, strengthen reserves, and maintain fiscal flexibility—ensuring the City can withstand economic disruption, legislative constraints, and unexpected expenditure pressures while continuing to advance its strategic priorities.*

Objectives

1.1 Budget to Achieve Strategy

Continue strengthening the alignment of annual budgets with strategic priorities, ensuring resource decisions increasingly reflect economic redevelopment, financial stewardship, and core service delivery rather than historical spending patterns alone. Require departments to support resource requests based on contribution to economic redevelopment, financial stewardship, and core service delivery—not prior-year allocations. As part of each annual budget cycle, the City Manager’s Office will work with directors to assess how their department’s programs and activities align with the City’s strategic priorities and community expectations. Programs with strong alignment will be resourced accordingly.

1.2 Align Staff Capacity to Strategic Priorities

Further align personnel time and departmental capacity toward designated Economic Focus Areas and the initiatives that most directly advance the City’s strategic priorities. Department heads are responsible for ensuring staff time and resources are directed toward strategic priorities, not legacy operational patterns.

1.3 Evaluate and Realign Department Programs

Conduct a formal review of all departmental programs to identify fiscal savings, eliminate redundancies, and reprioritize lower-impact activities — generating budget capacity that can be directed toward economic redevelopment and core service priorities.

1.4 Build Legislative Resilience

Build the organizational capacity to monitor, anticipate, and absorb legislative changes that could further constrain municipal revenue or expand unfunded obligations, ensuring the City can adapt quickly without compromising redevelopment momentum or core service delivery.

1.5 Generate Strategic Financial Capacity

Expand efforts to identify and capture operational efficiencies, cost savings, and revenue improvements that free up financial capacity for strategic investment. Examine procurement practices, vendor relationships, and service delivery models as sources of recurring savings. Redirect realized capacity toward economic redevelopment priorities and other initiatives that strengthen the City's long-term fiscal position.

1.6 Build Fiscal Resilience

Strengthen financial policies and reserve levels that protect the City's ability to sustain services and continue strategic investment during economic downturns, unexpected cost pressures, or periods of reduced revenue.

1.7 Leverage External Funding

Expand the City's financial capacity by pursuing federal and state grants, county funding, and regional partnerships in a coordinated, strategic way. The City Manager's Office will lead a cross-departmental grants strategy that matches external funding opportunities to designated Economic Focus Areas — with this adopted plan serving as a foundational document for grant applications requiring a demonstrated long-term economic strategy.

1.8 Cultivate Strategic Partner Contributions

Actively engage contractors and commercial partners who have a stake in Garland's success as voluntary contributors to redevelopment and neighborhood revitalization. This may include in-kind design work or reduced-rate services from professional firms, and materials or community investment from retail anchors near Economic Focus Areas.

1.9 Manage Debt and Capital Financing Responsibly

Continue to ensure the City's use of debt financing, tax increment tools, and other capital mechanisms are governed by clear policies that protect long-term fiscal flexibility, define appropriate thresholds for obligation, and require projected return analysis before commitment.

Goal 2: Accelerate Economic Redevelopment

Intent: *Build on Garland’s existing redevelopment efforts by more intentionally concentrating public investment, operational focus, and private development activity within targeted Economic Focus Areas capable of producing meaningful increases in taxable value and economic productivity. This includes investments in placemaking, public realm design, and community identity that enhance desirability and attract sustained private investment. The long-term goal is to create sustained market demand that exceeds available supply, driving private investment and increasing economic productivity over time.*

Objectives

2.1 Concentrate Resources in Economic Focus Areas

Use data and market analysis to designate a limited number of Economic Focus Areas with the greatest potential for taxable value growth and private investment. Concentrate financial resources, staff capacity, incentives, and public investment within those areas — maintaining enough focus to produce measurable results rather than diffusing effort across the City. This concentration of resources will be a sequencing strategy rather than a judgment about the perceived importance of any particular area of the City.

2.2 Drive Catalytic Redevelopment

Further target public investment and incentives toward locations within Economic Focus Areas where City action can unlock private development. Identify a catalytic project or investment sequence for each designated Economic Focus Area, with defined success indicators to measure private market response. The authorization and evaluation framework for these investments is established in Objective 2.10.

2.3 Promote Housing Diversity

Promote a diversity of housing types and price points within Economic Focus Areas, with particular emphasis on higher-amenity multifamily, townhome, and condominium options that Garland currently lacks. Attracting households with the income and willingness to invest in these product types generates the retail demand, property values, and tax base the City needs to sustain core services. Housing diversity criteria, including target product types and income mix, will be incorporated into each Economic Focus Area designation and planning process.

2.4 Stabilize Surrounding Neighborhoods

Strengthen residential areas surrounding Economic Focus Areas through coordinated code enforcement, neighborhood vitality initiatives, and targeted infrastructure improvements. The approach in each neighborhood will be guided by local conditions — starting with the basics of safety, maintenance, and property standards, then building toward broader reinvestment as neighborhoods grow stronger. Each designated Economic Focus Area plan will include a neighborhood stabilization component with progress tracked through code enforcement activity, infrastructure investment, and property condition indicators.

2.5 Streamline Development Processes

Reduce unnecessary complexity and accelerate project timelines within Economic Focus Areas by simplifying procedures, coordinating departmental reviews, and enabling faster decision-making.

2.6 Ensure Development Consistency and Predictability

Apply development regulations, permitting requirements, and enforcement practices consistently and transparently so that investors and developers can reliably anticipate timelines, requirements, and outcomes.

2.7 Invest Capital Strategically in Focus Areas

Direct public investments such as infrastructure, streetscape, and amenities into Economic Focus Areas to signal commitment and stimulate private development. Capital decisions will be guided by expected leverage and evaluated based on strategic impact, including fiscal return, market response, and contribution to long-term redevelopment goals, without requiring precise financial forecasting or delaying project delivery. While some investments, particularly placemaking and public realm improvements, may not produce immediate measurable financial return, they are essential to building market confidence and long-term demand. Investment decisions will be considered at both the project and portfolio level, and completed projects will inform future investment decisions.

2.8 Deliver Early Corridor Improvements

Implement visible short-term improvements within Economic Focus Areas, including placemaking elements such as landscaping, lighting, public art, signage, and pedestrian experience improvements, along with corridor maintenance and targeted code enforcement, to build confidence among residents, investors, and businesses and demonstrate the City's commitment to each Economic Focus Area.

2.9 Deploy City-Owned Land Strategically

Use City-owned property as a redevelopment tool within Economic Focus Areas. Acquire, hold, and dispose of land in ways that attract private investment and increase long-term taxable value. Land acquisition and disposition decisions will be governed by Council-approved policies and aligned with adopted Economic Focus Area plans. This objective establishes strategic intent, not procedural requirements.

2.10 Govern Investment Decisions by Return and Catalytic Value

Establish a clear framework for evaluating and authorizing public investments based on their expected contribution to fiscal sustainability. Most investments will be evaluated primarily on fiscal return, including taxable value generated, private capital leveraged, and breakeven timelines. In some cases, however, the most important role a public investment can play is building market confidence in a corridor or neighborhood where private investors are unlikely to act first. These market-signaling investments are sometimes necessary to break the cycle of underinvestment and demonstrate the City's commitment before private dollars will follow. Where an investment serves this purpose rather than producing a direct fiscal return, it must include a clear statement of the intended market effect and define indicators for evaluating whether that effect was achieved. Given the City's limited resources, market-signaling investments will be used sparingly and with full accountability for results.

Goal 3: Protect Core Services

Intent: *Ensure the City continues to sustain and strengthen the core services residents rely on for safety, quality of life, and community well-being—including public safety, infrastructure, utilities, parks, libraries, cultural amenities, and neighborhood services—while maintaining service levels that are financially sustainable and aligned with long-term economic resilience. Core services will be preserved in a manner that supports, rather than competes with, the City’s ability to invest in economic redevelopment and financial capacity. Service levels may be redesigned to ensure long-term financial sustainability while maintaining core service delivery.*

Objectives

3.1 Define Core Services

Clearly define the core services that residents expect the City to provide — including public safety, infrastructure, utilities, parks and recreation, libraries, cultural amenities, and neighborhood services — while identifying services that are legally required or necessary for continuity of government. This definition will serve as the foundation for service-level decisions, budget prioritization, and program realignment across the organization.

3.2 Protect Public Safety Capacity

Maintain operational readiness of police, fire, emergency management, and other critical response capabilities.

3.3 Maintain Core Infrastructure Services

Maintain the reliability and long-term functionality of essential infrastructure systems, including water, wastewater, electric, transportation, streets, and stormwater management.

3.4 Sustain Community Quality-of-Life Services

Sustain parks, libraries, cultural amenities, recreation programs, and neighborhood services that contribute to community identity, resident well-being, and the quality of life that attracts and retains households and investment.

3.5 Establish and Maintain Service Level Standards

Define the standard at which each core service will be delivered and document those standards as the baseline for budget decisions, service redesign, and performance reporting. Where service levels must be adjusted due to fiscal constraints, ensure those adjustments are deliberate, Council-approved, and transparently communicated to the community.

3.6 Build Workforce Capacity and Sustainability

Recognize that the City's ability to deliver on every commitment in this plan depends on the talent, skill, and dedication of its people. Attract, retain, and develop well-trained staff through competitive compensation and benefits, supportive work environments, and workforce planning that sustains the operational capacity required to deliver core services. As this plan introduces new and evolving work, workforce development must include building the skills needed for this plan to be successful.

Identify skill gaps relative to strategic plan priorities and establish targeted training pathways to close them.

3.7 Ensure Continuity of Operations and Resilience

Maintain continuity of operations plans, staffing redundancy, and emergency preparedness capabilities necessary to sustain City services during disasters, major disruptions, or economic shocks.

Goal 4: Align, Execute, Measure, and Communicate

Intent: *Ensure this Strategic Plan governs real decisions and produces measurable results by aligning governance, departmental execution, performance measurement, and strategic communication across the organization and community with discipline, focus, and sustained urgency.*

Objectives

4.1 Align the Organization Around Shared Priorities

Establish economic redevelopment as a shared responsibility across all departments. Build a coordinated framework that aligns departmental plans with Economic Focus Areas and clarifies decision-making authority and sequencing. Eliminate silos and redundant administrative tasks that consume staff capacity without advancing the City's strategic priorities.

4.2 Integrate the Strategic Plan into Governance and Resource Decisions

Formally embed this Strategic Plan as the governing framework for the annual budget cycle, Capital Improvement Program (CIP) planning, and major policy decisions. Where Objective 1.1 addresses how individual department budgets are built from strategic priorities, this objective ensures the plan governs decisions at the organizational level — not dependent on any individual leader's attention or initiative.

The companion *Implementation Schedule* serves as the operational instrument through which this governance occurs, translating the priorities of this plan into specific milestones, sequencing, and accountabilities that are reviewed and updated annually.

4.3 Develop and Execute a Targeted Communications Strategy

Develop and execute a time-sensitive communications work plan tailored to distinct audiences, including Council, City staff, investors, and the public. Ensure the messaging, cadence, and tone are precisely calibrated to get the right message to the right group in the right way.

4.4 Engage Stakeholder Action

Actively engage City staff, residents, and investors as participants in advancing redevelopment priorities and strengthening neighborhood stability.

4.5 Measure Market Momentum

Establish and track baseline and directional targets for early indicators such as developer inquiries, leases, sales tax revenues, permitting activity, reinvestment levels, and private capital commitments. These indicators directly measure progress on Goal 2 objectives, particularly 2.1 (Economic Focus Area designation and private activity), 2.2 (catalytic investment response), and 2.5–2.6 (development process performance).

4.6 Measure Fiscal Impact

Establish and track baseline and directional targets for long-term indicators including economic productivity per acre, sales tax growth, private dollars leveraged per public dollar, and breakeven

timelines for public investments. These indicators measure the cumulative fiscal outcomes of Goal 2 activity, particularly the disciplined capital investment framework in Objective 2.7 and the land deployment strategy in Objective 2.9.

4.7 Build Data-Driven Decision Capacity

Expand and enhance dashboards and analytics that provide clear visibility into Economic Focus Area performance, enabling data-informed operational management and strategic investment decisions. Data-driven does not mean every department has the same analytical capability. It means that decisions at every level are informed by the best available evidence. The City Manager's Office will collaborate with departments to ensure that data is available for strategic decision-making and that departments with limited internal capacity are not disadvantaged in the planning and budget process.

4.8 Evaluate Redevelopment Performance

Evaluate completed and in-progress redevelopment projects based on private dollars leveraged per public dollar, breakeven timelines, and long-term fiscal impact. Use these results to refine investment strategy and guide future redevelopment decisions.

4.9 Maintain Continuous Review

Maintain strategic focus through a structured review process. Conduct quarterly performance reviews with department directors to assess progress, identify problems early, and adjust tactics as needed. Conduct an annual review with City Council to evaluate overall plan performance and make deliberate decisions about priorities, Economic Focus Areas, and sequencing.

As part of the annual review, City Council will acknowledge or adjust the companion *Implementation Schedule* for the coming year, including timing, sequencing, and milestones for the implementation of this plan. Document and communicate the outcomes of each annual review to staff and the community.

IMPLEMENTATION PHASING

Economic redevelopment takes time. The Downtown Garland transformation unfolded over nearly two decades. This plan aims to produce meaningful results within a decade through more concentrated effort—but it requires realistic expectations about what happens when. The following phasing framework describes the intended trajectory of outcomes over the plan period.

#	PERIOD	FOCUS	INDICATORS OF SUCCESS
1	Years 1–2: Alignment & Quick Wins	Formally designate initial Economic Focus Areas. Launch program evaluations and budget realignment. Establish performance baselines. Implement development process improvements. Execute visible quick wins in Economic Focus Areas. Build organizational capacity in redevelopment disciplines. Launch coordinated grants strategy and identify external funding opportunities aligned with Economic Focus Areas. Initiate outreach to contractor, engineering, and commercial anchor partners regarding voluntary community investment contributions.	Economic Focus Areas designated. Performance dashboard operational. Development cycle times improving. Quick-win improvements visible in Economic Focus Areas. Departmental budgets and plans aligned to strategic priorities. First coordinated grant applications submitted. Partner contribution agreements documented.
2	Years 3–5: Redevelopment Activity	Major public investments underway in designated Economic Focus Areas. Private development activity accelerating. Catalytic projects attracting private capital. Neighborhood stabilization programs producing measurable results. Land assembly completed for priority sites.	Measurable increase in developer inquiries, permits, and private capital in Economic Focus Areas. Economic productivity per acre rising. First catalytic projects delivering taxable value. Market confidence in Economic Focus Areas demonstrably improved.
3	Years 6–10: Fiscal Transformation	Sustained private investment and rising taxable values producing meaningful fiscal impact. Tax base diversifying. General Fund reserve levels stabilizing. Operating cost growth offset by expanding revenue base. Long-term financial capacity strengthened.	Economic productivity per acre significantly higher than baseline in Economic Focus Areas. Sales tax growth outpacing Citywide average in Economic Focus Areas. General Fund reserve levels meeting policy targets. Services sustained without structural budget shortfalls.

These phases are intended to set realistic expectations, not as contractual commitments. Progress will be assessed through the quarterly performance review process, and the phasing framework will be revisited as part of the annual Council strategic review.

KEY RISKS AND CONSIDERATIONS

Successful implementation of this Strategic Plan depends on several external and internal factors. The following risks represent conditions that could affect the pace, scope, or outcomes of this plan, and that the City will monitor and actively manage.

RISK	MITIGATION STRATEGY
Legislative changes that further constrain municipal revenue or expand the scope of unfunded mandates	Maintain a legislative monitoring function within the City Manager’s Office and update financial scenario models annually to model the impact of potential legislative changes on service levels and redevelopment capacity.
Market conditions affecting private development activity, investor confidence, or demand for redevelopment in targeted areas	Maintain regular market analysis of each Economic Focus Area and adjust investment sequencing and incentive structures as conditions change. Avoid overcommitting public resources to a single corridor before private market signals are confirmed.
Workforce capacity and the City’s ability to recruit and retain the talent necessary to execute this plan	Execute the workforce capacity and skill realignment work described in Objective 3.6 — identifying gaps relative to strategic plan execution, building targeted training and development pathways, and ensuring the organization has the capacity needed to deliver on its redevelopment priorities. Track workforce readiness as a leading indicator in the performance dashboard.
Community alignment with redevelopment priorities and the potential for resistance to change in programs, services, or land use patterns	Execute the targeted communication workplan in Objective 4.3, including a public-facing ‘Garland on the Rise’ performance dashboard that shows residents the return on public investment in each Economic Focus Area in plain language.

RISK	MITIGATION STRATEGY
Organizational capacity and the pace of culture change required to shift departmental mindsets and operational practices toward strategic priorities	Embed strategic alignment reviews in the annual budget process (Objective 1.1) and hold quarterly leadership sessions to assess execution gaps, surface resistance, and recalibrate department plans as needed.

The City will monitor these risks and adjust strategy as necessary to maintain progress toward long-term financial resilience. Risk monitoring will be incorporated into the quarterly performance review process described in the Execution Framework.

WHAT SUCCESS LOOKS LIKE

Over the next decade, successful implementation of this Strategic Plan will produce measurable changes in Garland’s economic and fiscal position. Indicators of success will include:

Increased private investment in targeted Economic Focus Areas, demonstrating renewed market confidence in key commercial areas.

Revitalization of neighborhoods surrounding strategic commercial areas, reflected through property reinvestment and strengthened neighborhood stability.

Higher economic productivity per acre in Economic Focus Areas, measured through increases in taxable value, sales tax generation, and commercial activity.

Sustained funding capacity for public safety and core services, even within the structural revenue constraints created by state law.

A stronger and more resilient municipal financial position, reflected in healthy reserves, stable service levels, and the City’s ability to continue strategic public investments.

A more balanced tax base, with a larger share of City revenue generated by business activity and commercial development rather than residential property alone.

Stronger regional economic position, demonstrated by Garland’s increasing ability to attract business investment, redevelopment capital, and households compared with peer cities across the North Texas region.

CONCLUSION

Under Senate Bill 2 constraints, and structural cost pressures of approximately 7 percent annually, Garland cannot rely on incremental growth to maintain service levels. The City must intentionally increase economic productivity within its existing geography.

This Strategic Plan provides a management framework to preserve financial capacity, focus redevelopment strategically, measure outcomes transparently, and grow the City's tax base over time.

But plans do not transform cities—people do. What is possible here is not theoretical. On any given Friday evening in the Downtown Square, you can see it: a thriving economic area with families on the lawn, live music in the air, every table full, kids running through spaces that not long ago sat quiet and underused. That transformation moved through every stage of our local democratic process—from early Council conversations about revitalization, to the Bond Study Committee's careful evaluation, to the voters' approval at the ballot box—and when it came time to make the vision real, City staff delivered on the promise.

That is the model. And it is proof that when Council leadership, community support, and City staff work together, Garland moves forward.

Success will require the same discipline, coordination, and sustained leadership alignment that built our square—applied now across the broader challenge of repositioning this City's economic future.

We have done it before. We will do it again.

APPENDICES

The following appendices contain operational detail designed to support plan implementation. They are intended primarily for department directors, budget staff, and City Manager’s Office use.

APPENDIX A: PLAN SUMMARY

PLAN SUMMARY

The following summary provides a high-level view of this Strategic Plan.

Primary Strategy: Increase economic productivity within existing geography
Core Focus: Targeted redevelopment in Economic Focus Areas
Key Constraint: Revenue growth limited by state law while costs increase by approximately 7 percent annually, creating a structural gap the City must close
Organizational Focus: Align resources, staffing, and budgets with redevelopment priorities
Outcome: Strengthened financial capacity to sustain core services and public safety

APPENDIX B: STRATEGIC CHOICES

STRATEGIC CHOICES

This plan makes deliberate choices about where Garland will—and will not—direct its limited resources. These choices are not incidental to the plan. They are the plan. This strategy will require difficult decisions and sustained alignment across multiple budget cycles.

1 **Garland will prioritize targeted redevelopment over equal geographic distribution of investment.**
 Resources—financial and organizational—will be concentrated in designated Economic Focus Areas based on data and projected return, not geographic equity. Not every corridor or neighborhood will receive the same level of investment at the same time.

2 **Garland will reduce or eliminate programs that do not contribute to economic productivity or core services.**
 Programs that cannot demonstrate alignment with strategic priorities will be candidates for redesign, reduction, or sunset. This is a deliberate reallocation—not a default response to budget pressure.

3 **The City will prioritize investment sequencing based on strategic impact, recognizing that not all areas will receive the same level of investment at the same time.**
 The City will direct its limited organizational capacity toward the highest-return opportunities, as diffusing effort across too many priorities undermines the ability to produce meaningful results anywhere. This reflects a deliberate sequencing strategy — not a perceived judgment about any part of the community. As Economic Focus Areas produce results and momentum builds, attention and resources will expand to additional areas across the City.

4 **Garland will accept near-term service adjustments to achieve long-term fiscal sustainability.**
 Service levels may be redesigned to ensure long-term financial sustainability while maintaining core service delivery. Protecting the long-term ability to fund services may require recalibrating how some are delivered in the near term.

<p>5</p>	<p>Garland will make redevelopment investment decisions based on data and projected return, not political geography.</p> <p>Economic Focus Area designations and capital investment decisions will follow a data-driven process approved by City Council. The criteria are public and consistent. Individual project advocacy will not substitute for demonstrated fiscal return.</p>
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APPENDIX C: WHAT CHANGES NOW

WHAT CHANGES NOW

This plan takes effect immediately upon adoption. The following changes describe how the City will operate differently as the plan is implemented. Department directors are accountable for these shifts.

The specific timing, sequencing, and milestones for these changes are set out in the companion *Implementation Schedule*, which is maintained by the City Manager’s Office and reviewed annually by City Council as part of the strategic review process described in Objective 4.9. The companion document is the operational complement to this Strategic Plan and may be adjusted year over year as conditions, capacity, and progress warrant — without amending the underlying strategic framework.

The City Manager will recommend initial Economic Focus Areas to City Council.

→ The formal designation process for initial Economic Focus Areas will begin immediately upon adoption, drawing on existing data from the Comprehensive Plan, housing studies, and economic analysis. Council designation is required before focus-area-specific investment and staffing commitments are made. Each designated Economic Focus Area will be accompanied by an area-specific action plan developed by the City Manager’s Office in coordination with relevant departments, detailing priorities, investments, and departmental roles.

Budgets will be aligned with strategy, not driven by prior-year spending.

→ Departments will connect their resource requests to economic redevelopment, financial stewardship, or core service delivery — ensuring budget decisions reflect where the City is going, not just where it has been. Prior-year allocations provide a useful starting point, but alignment with strategic priorities will be the primary lens for budget review. The City Manager’s Office will issue updated budget guidance reflecting these expectations upon plan adoption. This expectation applies fully beginning with the first full budget cycle following plan adoption; where the current cycle is already in progress, departments are expected to apply this framework to the extent practicable.

Departments will assess how their programs align with the City’s strategic priorities.

→ Each department will conduct a structured program alignment review that maps existing work to the goals of economic redevelopment, core service delivery, and fiscal stewardship. The review will begin with collaborative idea sessions led by the City Manager’s Office and culminate in preliminary departmental recommendations submitted in advance of the next full budget cycle. Programs with limited strategic alignment will be

identified for further discussion, with the City Manager’s Office working collaboratively with departments to explore redesign, consolidation, or reprioritization where appropriate.

→ **Staff time will be reallocated toward designated Economic Focus Areas.**
Department plans will reflect how personnel capacity supports designated Economic Focus Areas. Reallocation will follow the sequencing of Economic Focus Area designation and the subsequent development of area-specific action plans, recognizing that the resource needs of each Economic Focus Area become clear only as portfolio work begins. Staff deployment to Economic Focus Areas will be coordinated through the City Manager’s Office as part of the broader alignment process.

→ **Development processes will be streamlined and made more consistent.**
The City will establish baseline cycle-time measurements for permitting and plan review and set improvement targets, with the goal of measurably faster and more predictable development outcomes. Objective 2.5 addresses process speed and complexity; Objective 2.6 addresses consistency and predictability for investors and developers.

→ **Performance dashboards will be developed to support quarterly review.**
The City Manager’s Office will establish baseline measurements for Key Citywide Metrics and develop a performance dashboard to support strategic plan review. Dashboard development will begin in the early months following adoption, with substantial completion sufficient to support a full review cadence achieved within the first year. Quarterly performance reviews with department directors will commence in conjunction with the substantial completion of the dashboard, ensuring those reviews are anchored in shared data rather than disparate reporting.

APPENDIX D: KEY CITYWIDE METRICS

KEY CITYWIDE METRICS

The following metrics are the primary indicators by which the City will measure progress on this Strategic Plan. Baselines will be established for each metric and reported publicly through the performance dashboard. The cadence for baseline establishment, dashboard development, and Council review is set out in the companion *Implementation Schedule*.

METRIC	DEFINITION	LINKED GOAL
Economic Productivity per Acre	<p>Primary Measure: Total assessed taxable value (property) within a defined area, divided by the total parcel acreage of that area.</p> <p>Supplementary Measure: Sales tax revenue generated within a corridor or Economic Focus Area, divided by the corridor’s total acreage. (Reported at the corridor level, as sales tax is not tracked per parcel.)</p> <p>Tracking Frequency: Annually, with baseline values established for each designated Economic Focus Area at the time of formal designation. Year-over-year change will be reported as part of the regular performance dashboard cadence.</p>	<i>Goals 1, 2</i>
Net New Taxable Value	Year-over-year increase in assessed value in Economic Focus Areas	<i>Goal 2</i>
Private \$ Leveraged per Public \$	Private capital per dollar of public investment in Economic Focus Areas	<i>Goals 1, 2</i>
Sales Tax Growth (Economic Focus Areas)	Year-over-year sales tax change within designated Economic Focus Areas	<i>Goal 2</i>
Permitting Cycle Time	Avg. calendar days from complete application to permit issuance	<i>Goal 2</i>
General Fund Reserve Level	Unassigned GF balance as % of annual operating expenditures	<i>Goal 1</i>
Workforce Readiness	% of departments with completed skill gap assessments and training plans	<i>Goal 3</i>

Note on Net Fiscal Impact: *Where data is available, productivity analysis will be supplemented by service cost comparisons to assess net fiscal impact—recognizing that high taxable value per acre has limited long-term benefit if the cost to service that area exceeds the revenue it generates.*



GARLAND
TEXAS MADE HERE

A PLAN FOR OUR NEXT DECADE

Garland *on the Rise*

Economic resilience through strategic reinvestment.

Council Work Session · Saturday, June 6, 2026

10
YEAR PLAN

Three conversations, one through-line.

JUST HEARD

CZB Housing Study

The cycle we need to break. The corridors where action matters most.

NOW

Strategic Plan

How the City responds — citywide, with discipline, over the next decade.

COMING UP

FY27 Budget

The first budget built around this plan. The strategy in real dollars.

CZB tells us where the pressure is. This plan is how we respond. The budget is where the work starts.

WHY THIS PLAN, WHY NOW

A defining decade for the city we love.

7%

ANNUAL COST GROWTH

Fuel, equipment, technology, construction, and insurance keep getting more expensive, about 7% a year.

3.5%

ANNUAL REVENUE CAP

Texas state law limits how much the City's property tax revenue can grow each year, about half the rate costs are rising.

63%

FOR PUBLIC SAFETY

Nearly two-thirds of the day-to-day budget pays for police, fire, and emergency response.

\$90M

Garland collects about \$354 less per resident each year than the regional average. That adds up to roughly \$90 million a year, and it is the opportunity this plan is built to capture.

The math is straightforward. When costs outrun revenue year after year, the gap compounds. Because Garland is largely built out, we cannot close it by expanding outward. Our future has to come from making the land we already have more productive.

THE CHOICE IN FRONT OF US

We can let these pressures shape Garland by accident.
Or we can shape Garland's response to them on purpose.
This plan is how we choose the second path.



Grow the value of what we already have.

We don't need a bigger Garland.

We need a stronger one.

By concentrating reinvestment in places ready to grow, the value we create flows back into the budget that funds public safety, parks, libraries, and the streets we drive every day.

WHERE WE'RE HEADED

Garland will become a financially resilient, economically vibrant city that competes successfully across North Texas — by making the most of every block, corridor, and neighborhood already inside our city limits.

THE LOGIC CHAIN

From constraint to stability.



The strategy is sequential, not separate. Each step makes the next one possible.

Economic Focus Areas.

THE IDEA

Because the City's resources are limited, Garland will concentrate redevelopment in a handful of designated Economic Focus Areas — places with the strongest potential to generate value that benefits the entire City.

Healthy corridors strengthen surrounding neighborhoods. Stable neighborhoods sustain the corridors. The two reinforce each other.

FOCUS AREAS MAY INCLUDE

- **Commercial corridors** with strong redevelopment potential
- **Aging retail centers** ready for repositioning
- **Strategic redevelopment districts** ready for renewed activity
- **Areas where infrastructure investment** can unlock private development
- **Corridor-adjacent neighborhoods** where stabilization reinforces recovery

Concentration is how the strategy starts. As Focus Areas produce results, attention and resources expand to additional areas across the City.

BETWEEN NOW AND LATE JUNE

EFA designation: Council holds the pen.

01

A Council decision, made on the record.

Designation is not staff-led. It comes to you for action, in public, with reasoning attached.

02

Grounded in data and the CZB framework you just heard.

Redevelopment readiness, infrastructure capacity, market conditions, and projected return — applied consistently.

03

A sequencing strategy. Not a judgment about any part of the city.

Where we start, not where we finish. As Focus Areas produce results, resources expand across the City.

THE PLAN, GOAL BY GOAL

Four commitments.

Built around what matters most.

—
WHAT WE PROTECT

—
WHAT WE BUILD

—
HOW WE FUND IT

—
HOW WE STAY
ACCOUNTABLE



GARLAND
TEXAS MADE HERE

Protect Core Services.

WHAT IT MEANS

Keep the services residents count on every day strong and sustainable: police and fire, utilities and streets, parks and libraries, neighborhood services, and the workforce who delivers them all.

Service levels stay clearly defined. Where adjustments must be made, they are deliberate, transparent, and Council-approved.

OUR PROMISE TO YOU

The services you count on stay strong. Public safety stays a priority. Quality of life stays a focus. Service standards stay clear.

Our people are the capacity to deliver.

Every commitment in this plan depends on the talent, skill, and dedication of City staff. The plan is only as strong as the people who carry it out.

RETENTION IS STRATEGY

Competitive compensation and a workplace people do not want to leave. Every position kept filled is service kept delivered.

NEW WORK, NEW SKILLS

This plan asks staff to do redevelopment work the City has not done at this scale. We are identifying skill gaps and building training pathways to close them.

WE MEASURE IT

Workforce readiness is one of the City's seven key citywide metrics, tracked like any other outcome in this plan.

Already underway: a Management and Leadership Development Program to build the management depth this plan requires.

Accelerate Economic Redevelopment.

WHAT IT MEANS

Concentrate public effort and investment in a focused number of corridors and neighborhoods where it will produce the strongest returns — new businesses, more housing options, faster permitting, and visible improvements you can see.

Placemaking, streetscape, and public realm improvements signal commitment and stimulate the private investment that follows.

OUR PROMISE TO YOU

Real, visible progress in the places ready to grow. A stronger commercial tax base that does more of the work — easing pressure on the homeowners who already live and pay here.

What the work actually looks like.

VISIBLE IN MONTHS

Early corridor improvements

Landscaping, lighting, signage, public art, and a better walking experience. Visible signs the City is investing.

THE UNLOCK

Catalytic projects

A targeted public investment that makes private development pencil out where it would not have on its own.

STEADY WORK

Neighborhood stabilization

Code enforcement, infrastructure repair, and property standards in the neighborhoods around each Focus Area.

FASTER, CLEARER

Streamlined development

Simpler procedures and predictable timelines so businesses and builders can count on the process.

Some of this is visible within months. Some takes years. The plan sequences both, on purpose.

Strengthen Financial Capacity.

WHAT IT MEANS

Spend with discipline today so the City has the strength to invest tomorrow. Right-size programs. Pursue federal, state, and private grants. Build healthy reserves. Manage debt responsibly.

This adopted plan is itself a tool — grant applications increasingly require a demonstrated long-term economic strategy, and this plan is that document.

OUR PROMISE TO YOU

*Every dollar working harder.
Reserves protected. Capacity
generated for the work that
matters most.*

Align, Execute, Measure, and Communicate.

WHAT IT MEANS

Make sure the plan governs real decisions — not just sits on a shelf. Public dashboards. Quarterly performance reviews with department directors. An annual Council strategic review. Clear, plain-language communication so residents see how the City is doing.

OUR PROMISE TO YOU

Transparency on results. What's working, what isn't, and how we're adjusting. You will be able to see the progress.

The tradeoffs we're choosing.

A strategy is defined as much by what it declines to do. These are deliberate choices, made on purpose.

- We choose **Concentration** *over* spreading investment evenly.
Effort focused enough to produce visible results, then expanded. A sequencing strategy, not a verdict on any neighborhood.
- We choose **Strategic alignment** *over* funding programs by habit.
Programs that no longer advance core services or redevelopment are candidates for redesign or sunset.
- We choose **Long-term sustainability** *over* keeping every service unchanged.
Some services may be delivered differently in the near term to protect the City's ability to fund them long term.
- We choose **Data and projected return** *over* advocacy and political geography.
Focus Area and investment decisions follow public, consistent criteria approved by Council.

Risks, and how we manage them.

THE RISK

HOW WE MANAGE IT

The Legislature acts again

Further revenue limits or new unfunded mandates. We monitor legislation actively and update our financial models every year.

The market cools

Investor confidence or development demand softens. We analyze each Focus Area regularly and avoid overcommitting to a corridor before private signals are real.

We can't keep our talent

Recruiting and retaining the people to do the work. We are closing skill gaps and tracking workforce readiness as a leading indicator.

The community isn't with us

Resistance to change in programs or land use. We communicate deliberately and publish a plain-language dashboard showing the return.

The organization changes too slowly

Culture and pace of change. We embed alignment in the budget process and hold quarterly leadership sessions to surface resistance.

None of these are reasons not to act. They are reasons to act with discipline.

The plan and the ballot work together.

THE QUESTION COMING TO VOTERS

A tax rate rebalancing question will go before voters this November.

It does not replace the strategy in this plan. It gives the strategy room to work — more flexibility to fund the services residents depend on, and more capacity to invest in the redevelopment that strengthens the City's long-term position.

HOW THEY FIT TOGETHER

The Plan

Sets direction. Concentrates effort. Builds long-term capacity.

The Ballot Question

Gives the City near-term financial flexibility to do the work the plan requires.

The ten-year arc.

Redevelopment takes time. Downtown took nearly two decades. This plan compresses the timeline through concentration, but the trajectory still matters.

YEARS 1-2 Alignment & Quick Wins	YEARS 3-5 Redevelopment Activity	YEARS 6-10 Fiscal Transformation
<ul style="list-style-type: none">- Designate first Economic Focus Areas- Realign budgets to the plan- Visible quick-win improvements- Performance baselines set	<ul style="list-style-type: none">- Major public investment underway- Private development accelerating- Catalytic projects drawing capital- Stabilization showing results	<ul style="list-style-type: none">- Sustained private investment- Tax base diversifying- Reserves stabilizing- Cost growth offset by new revenue

These phases set expectations, not contractual commitments. The City will revisit them in the annual Council review.

The Garland we're building together.

01

Stronger neighborhoods

Reinvestment, property care, and renewed pride in the places that surround our commercial corridors.

02

Vibrant Focus Areas

New businesses, a wider mix of housing, visible private investment where the City has prioritized.

03

Sustained public safety

A tax base that keeps police, fire, and emergency services fully resourced under state revenue limits.

04

A more balanced tax base

More revenue from commercial activity. Less pressure on the homeowners who already live and pay here.

05

Healthier financial position

Stronger reserves, stable service levels, the flexibility to invest for the long term.

06

Stronger regional standing

A Garland that competes successfully across North Texas for investment, employers, and households.

YEAR ONE

What residents will see in the next twelve months.

▲ Economic Focus Areas formally designated by Council.

The places where work concentrates first — selected on the record, with data behind the call.

▲ The FY27 budget built around the plan.

Department resource requests connected to economic redevelopment, financial stewardship, and core services.

▲ A public performance dashboard operational.

Plain-language reporting on progress — visible to residents, reviewed quarterly with Council.

▲ Visible early improvements in Focus Areas.

Landscaping, lighting, signage, pedestrian experience, code enforcement — momentum residents can see.

THE TRANSITION

This plan shapes the budget you'll see next.

The FY27 budget we are about to discuss is the first one built around this plan.



WHAT TO LOOK FOR

Department resource requests connected to economic redevelopment, financial stewardship, or core service delivery — not prior-year allocations alone.



WHAT TO ASK

How does this department's work advance the plan? Where are the trade-offs? What's been reduced, redesigned, or held flat?



WHERE TO PUSH

If something in the budget doesn't connect to the plan, that's a fair question. The plan is the lens.

Three things today.

01

Review and provide direction on the plan as drafted.

Where do you want refinement? What's missing? What's the framing you want carried into the formal adoption discussion?

02

Prepare to designate initial Economic Focus Areas at your second June meeting.

Data and the CZB framework will support the decision. Council holds the pen.

03

Carry this conversation into your districts.

The plan succeeds when residents and businesses understand it. Your voice in the community matters more than any document we publish.

WE HAVE DONE THIS BEFORE

Ask anyone who's spent a Friday night downtown.

THE MODEL

Families on the lawn.
Live music in the air.
Every table full.
Kids running through
spaces that not long ago
sat quiet.

WHAT COMES NEXT

That transformation moved through every stage of our democratic process — Council leadership, community support, voters at the ballot box, and City staff delivering on the promise.

That is the model. We will do it again — this time across the wider city.

WE HAVE DONE IT BEFORE

We will do it again.

Council leadership. Community support. City staff delivering on the promise.



GARLAND
TEXAS MADE HERE



GARLAND
TEXAS MADE HERE

A PLAN FOR OUR NEXT DECADE

Garland *on the Rise*

Economic resilience through strategic reinvestment.

An explanation of how Garland will preserve the services residents depend on, accelerate redevelopment in the places that will lift the entire City, and strengthen the City's financial future — all while staying true to the neighborhoods we already call home.

*“We have done it before.
We will do it again.”*

THE DOWNTOWN SQUARE MODEL

10

YEAR PLAN

WHY THIS PLAN, WHY NOW

A defining decade for the *city we love.*

Garland has spent more than a century becoming what it is today: a city of neighborhoods, of families, of working people who chose to build their lives here. The work ahead is to make sure the Garland of 2036 is as livable — and as full of opportunity — as the Garland generations before us built. That work has to start now, because three pressures are shaping every decision the City makes.

7%

ANNUAL COST GROWTH

Fuel, equipment, technology, construction, and property insurance all keep getting more expensive — about 7% a year, and rising.

3.5%

ANNUAL REVENUE CAP

Texas state law limits how much the City's property tax revenue can grow each year — about half the rate at which costs are rising.

63%

FOR PUBLIC SAFETY

Nearly two-thirds of the City's day-to-day budget already pays for police, fire, and emergency response. That leaves about one-third to fund every other service residents count on.

The math is straightforward.

If costs grow faster than revenue every year, the gap compounds. Over time, that gap forces difficult choices — and we'd rather make those choices on our own terms now than be forced into harder ones later, when years of costs outrunning revenue have left fewer options on the table.

Relative to other cities in our region, Garland's commercial tax base is small. Growing it through redevelopment lets new businesses help carry the cost of City services, without leaning harder on the people who already live and pay here.

And we are largely built out.

Unlike newer suburbs, Garland can't grow its tax base by annexing land at the edges. Our future has to come from **making the land we already have more productive** — reinvesting in aging commercial corridors, revitalizing older neighborhoods, and welcoming the kind of development that strengthens the whole community.

THE CHOICE IN FRONT OF US

We can let these pressures shape Garland by accident — or we can shape Garland's response to them on purpose. This plan is how we choose the second path.

OUR STRATEGY IN PLAIN LANGUAGE

Grow the value of *what we already have.*

WHERE WE'RE HEADED

Garland will become a financially resilient, economically vibrant city that competes successfully across North Texas — by making the most of every block, corridor, and neighborhood already inside our city limits.

The big idea is simple: **we don't need a bigger Garland — we need a stronger one.** By concentrating reinvestment in places ready to grow, the value we create flows back into the budget that funds public safety, parks, libraries, and the streets we drive every day.

<p>01 THE CONSTRAINT Costs rising 7% / Revenue capped at 3.5%</p>	<p>02 THE STRATEGY Increase productivity within existing geography</p>	<p>03 FOCUS AREAS Concentrated investment & capacity</p>	<p>04 HIGHER VALUE More commercial taxable value & sales tax per acre</p>	<p>05 STABILITY Services sustained & financial capacity strengthened</p>
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Economic *Focus Areas.*

Because the City's resources — financial and organizational — are limited, Garland will concentrate redevelopment in a handful of designated **Economic Focus Areas**: places with the strongest potential to generate value that benefits the entire City.

Healthy commercial areas strengthen the neighborhoods around them. Stable neighborhoods, in turn, sustain the customers and confidence those corridors need. The two reinforce each other — and that's exactly the cycle this strategy is designed to start.

- **Commercial corridors** with strong redevelopment potential, where reinvestment can unlock new business activity
- **Aging retail centers** ready for repositioning
- **Strategic redevelopment districts** ready for renewed activity
- **Areas where public investment** in infrastructure can unlock private development
- **Corridor-adjacent neighborhoods** where stabilization reinforces commercial recovery

Concentration is how the strategy starts. As Focus Areas produce results, the attention and resources expand to additional neighborhoods across the City.

THE PLAN, GOAL BY GOAL

Four commitments. Built around *what matters most.*

Every part of this plan ladders up to one of four goals. Together, they tell the whole story — what we protect, where we invest, how we manage money, and how we hold ourselves accountable.

WHAT WE PROTECT

Protect Core Services

Keep the services residents count on every day strong and sustainable: police and fire, utilities and streets, parks and libraries, neighborhood services, and the workforce who delivers them all.

OUR PROMISE TO YOU

The services you count on stay strong. Public safety stays a priority. Quality of life stays a focus. Service standards stay clear.

WHAT WE BUILD

Accelerate Economic Redevelopment

Concentrate public effort and investment in a focused number of corridors and neighborhoods where it will produce the strongest returns — new businesses, more housing options, faster permitting, and visible improvements you can see.

OUR PROMISE TO YOU

Real, visible progress in the places ready to grow — and a stronger commercial tax base that does more of the work.

HOW WE FUND IT

Strengthen Financial Capacity

Spend with discipline today so the City has the strength to invest tomorrow. That means right-sizing programs, pursuing outside funding through federal, state, and private grants and partnerships, building healthy reserves, and managing debt responsibly.

OUR PROMISE TO YOU

Every dollar will be working harder — protecting reserves, generating capacity for what matters most, and easing pressure on taxpayers.

HOW WE HOLD OURSELVES ACCOUNTABLE

Align, Execute, Measure, and Communicate

Make sure the plan governs real decisions — not just sits on a shelf. Public dashboards, performance reviews, annual reports to Council, and clear communication so residents see exactly how the City is doing.

OUR PROMISE TO YOU

Transparency on results — what's working, what isn't, and how we're adjusting. You will be able to see the progress.

WHAT WON'T CHANGE

Public safety stays a top priority. Core services stay strong. Decisions stay grounded in data. The work happens with residents — not without them.

A DECADE FROM NOW

The Garland we're *building together*.

Ten years from now, success will not be measured by what's written in a plan — it will be measured in the corridors, the storefronts, the neighborhoods, and the City's ability to keep delivering for the people who live here. Garland has always been a city where neighbors look out for one another, where families pitch in, where people show up when it matters. The next decade will be no different — and the work ahead will ask all of us to bring that same Garland to the moment.

01

Stronger neighborhoods

Reinvestment, property care, and a renewed sense of pride in the places that surround our commercial corridors.

02

Vibrant Focus Areas

New businesses, a wider mix of housing options, and visible private investment in the areas the City has prioritized.

03

Sustained public safety

A tax base that keeps police, fire, and emergency services fully resourced — even under state-imposed revenue limits.

04

A more balanced tax base

More revenue from business and commercial activity, less pressure on the homeowners who already live and pay here.

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Healthier financial position

Stronger reserves, stable service levels, and the flexibility to invest for the long term.

06

A stronger regional standing

A Garland that competes successfully across North Texas for investment, employers, and households.

WE HAVE DONE THIS BEFORE

Ask anyone who's spent a Friday night on the *Downtown Square*.

Families on the lawn. Live music in the air. Tables full. Kids running through spaces that not long ago sat quiet. That transformation moved through every stage of our local democratic process — from early Council conversations, to community input and careful evaluation, to voter approval — and when it came time to make the vision real, Garland delivered on the promise — Council, community, and City staff together.

That is the model. We will do it again — this time, across the wider city.

HOW YOU CAN HELP

This plan succeeds when residents, businesses, and the City move forward together.

Stay informed.

Watch for the public performance dashboard once it launches.

Invest in your block.

Maintained homes lift entire neighborhoods.

Engage with Council.

Share your priorities at meetings and town halls.

Spread the word.

The story of Garland's next decade is one we tell together.



GARLAND

CITY COUNCIL STAFF REPORT

9

Meeting Date: June 15, 2026

Title: Garland on the Rise 2026–2036 Strategic Plan Adoption

Submitted by: Mike Betz, City Manager

Strategic Focus Area: Future-Focused City Organization

Issue / Summary

Council is requested to consider adoption of the Garland on the Rise 2026–2036 Strategic Plan. Unless otherwise directed by Council, this item will be scheduled for formal consideration at the June 16, 2026 Regular Meeting.

Background

The Garland on the Rise 2026–2036 Strategic Plan establishes a long-term framework to guide City priorities, investments, and service delivery over the next ten years. The plan was developed to address evolving economic conditions, infrastructure needs, service expectations, and opportunities for strategic reinvestment throughout the community.

The Strategic Plan is organized around four focus areas:

1. **Strengthen Financial Capacity**
2. **Accelerate Economic Redevelopment**
3. **Protect Core Services**
4. **Align, Execute, Measure, and Communicate**

Adoption of the Strategic Plan will provide policy direction for future budgeting, operational planning, capital investments, and performance measurement initiatives. The plan serves as a roadmap for advancing the City's vision and ensuring that resources are aligned with community priorities over the next decade.

Consideration / Recommendation

Staff recommends approval of the Garland on the Rise 2026–2036 Strategic Plan.

Attachments

- A. Garland_Strategic_Plan_v10-2
- B. Garland_on_the_Rise_Council_Walkthrough_June6
- C. Garland_On_The_Rise_Community_Brochure

CITY OF GARLAND

Strategic Plan

2026 – 2036

Garland on the Rise:

Economic Resilience Through Strategic Reinvestment

Adopted [DATE] | Version 10 DRAFT

INTRODUCTION

Garland is a city that has demonstrated its ability to shape its future. Over the past decade, the transformation of Downtown Garland has shown what is possible when strategic public investment, strong community support, and coordinated City leadership come together to unlock new economic opportunity. What was once underutilized space with modest economic activity is now a vibrant destination filled with activity, investment, and community life.

That success provides more than a single revitalized district—it provides a model. It shows that thoughtful planning, disciplined investment, and sustained leadership alignment can reshape places, strengthen neighborhoods, and expand economic opportunity across the City.

At the same time, that experience also offers an important lesson: meaningful redevelopment takes time. The revitalization of Downtown Garland unfolded over nearly two decades through sustained commitment, multiple public investments, and continued private participation.

Garland now faces a challenge that requires applying those same tools—but doing so with greater urgency. Cities across Texas are navigating a new fiscal environment that requires careful stewardship and intentional growth. Operating cost pressures—including employee compensation, healthcare, property insurance, supply and equipment replacement, construction inflation, and technology—are increasing at approximately 7 percent annually, while Texas Senate Bill 2 limits property tax revenue growth in the Operations and Maintenance (O&M) rate to approximately 3.5 percent per year.

In Garland, **approximately 63 percent of the City's O&M budget supports public safety**, and legal, contractual, and operational realities significantly limit the City's ability to reduce those expenditures. Under these conditions, economic redevelopment is not separate from public safety—it is the primary long-term mechanism for sustaining the financial capacity necessary to support public safety and other core services.

Because Garland is largely built out, the City cannot rely on outward expansion to generate sufficient new tax base. Instead, the City must increasingly focus on redevelopment within its existing geography—strengthening commercial corridors, revitalizing aging housing areas, and increasing the economic productivity of land already within the community. In short, Garland's long-term financial strength will come from increasing the economic productivity of land Garland already has. At the same time, Garland operates within one of the most competitive metropolitan regions in the country, where cities actively compete for private investment, employers, and residents. Strengthening the economic productivity of Garland's existing geography is therefore not only a fiscal necessity—it is essential to ensuring the City remains competitive within the broader North Texas economy.

The timeline for this work matters. While Downtown's transformation demonstrates what is possible, Garland does not have the luxury of multiple decades to reposition its economic trajectory. Strategic progress must accelerate now so that redevelopment momentum can build over the next several years and help the City avoid service limitations in the decades ahead. In a region where neighboring cities continue to attract new employers, development, and high-income households, Garland must move with urgency to strengthen its position within the North Texas marketplace.

The question facing Garland is not whether the City can shape its economic future—the Downtown experience demonstrates that it can. The question is whether Garland can apply the same focus,

discipline, and coordination across a broader set of redevelopment opportunities and do so quickly enough to strengthen the City’s long-term financial capacity.

This Strategic Plan provides the framework for doing exactly that. It establishes a disciplined approach to financial stewardship, focuses redevelopment in areas capable of producing meaningful economic growth, and aligns the work of departments across the organization to ensure that the City’s daily operations support its long-term economic resilience. This will require difficult decisions and sustained alignment across multiple budget cycles. The City begins this work with a clear understanding of what that means.

Garland’s long-term financial sustainability depends on one central strategy: increasing the economic productivity of land within the City’s existing geography. This Strategic Plan aligns financial stewardship, redevelopment, and organizational execution around that single objective.

Garland’s Strategic Reality

Garland’s future economic strategy is shaped by several structural realities that influence how the City must approach growth, redevelopment, and financial stewardship. These conditions are not temporary; they represent the operating environment in which the City must make long-term decisions.

Four realities in particular shape Garland’s path forward:

1. Garland is largely built out.

Traditional outward expansion will not generate sufficient new tax base to address long-term fiscal pressures. Future growth will depend primarily on redevelopment within the City’s existing geography.

2. Revenue growth is structurally constrained.

Garland’s financial challenge is not temporary or cyclical. State law limits property tax revenue growth to approximately 3.5 percent annually while operating costs continue to rise at nearly 7 percent — a gap that compounds over time. Garland also generates significantly less revenue per resident than neighboring cities, with about \$354 less per capita tax revenue than the regional average. This results in approximately \$90 million annually in unrealized General Fund revenue.

3. Parts of the commercial landscape are aging or underperforming.

Several corridors and commercial areas face declining productivity, functional obsolescence, or redevelopment barriers.

4. Garland’s housing market is caught in a self-reinforcing cycle of underinvestment.

Garland’s 2025 Housing Study documents a self-reinforcing cycle: below-average demand, lower household incomes, deferred maintenance, and a challenging regional image each compound the others, discouraging the reinvestment that would break the pattern. This cycle will not self-correct — disrupting it is one of the primary purposes of this plan.

STRATEGIC APPROACH

Garland will address the strategic reality it faces by committing to:

- **Exercising disciplined financial stewardship**
- **Focusing redevelopment in strategic locations** based on data and adopted plans
- **Increasing economic productivity per acre** within targeted Economic Focus Areas
- **Aligning departmental work** with strategic priorities
- **Measuring outcomes** and adjusting strategy as conditions change

How This Strategy Creates Fiscal Stability



This strategy requires clear tradeoffs. Achieving long-term financial sustainability means directing the City's limited resources toward strategic priorities and core services. The City will deliberately invest in economic redevelopment and the services residents depend on most, with available resources focused where they will produce the greatest long-term benefit for the community. This is a deliberate, principled choice in service of Garland's long-term economic health.

Managing Near-Term Fiscal Pressure

Increasing economic productivity takes time. While redevelopment momentum builds, the City will maintain fiscal discipline through three ongoing practices that run parallel to and in support of the long-term strategy.

This will not be a one-time fix, but a disciplined and flexible approach:

- **Strengthen Resilience:** Financial policies and operational practices will prioritize reserves and fiscal flexibility to sustain services during economic disruption, legislative constraints, or unexpected cost pressures.
- **Core Service Prioritization:** Programs that are underutilized, obsolete or do not align with strategic priorities will be reduced or eliminated through a transparent process.
- **Resource Flexibility:** Resource deployment decisions will be evaluated and adjusted periodically based on economic conditions, market conditions, and the progress of the plan.

VISION

Garland will become a financially resilient, economically vibrant City that competes successfully within the North Texas region by maximizing economic productivity within its existing geography. This will be driven by disciplined stewardship, strategic redevelopment, and unified organizational action.

MISSION

Preserve financial capacity and drive economic redevelopment now so that the City can grow its way out of structural fiscal constraints over time.

PLAN STRUCTURE

This Strategic Plan establishes a clear framework to guide and align the City’s work. The structure is designed to connect day-to-day departmental operations and resource decisions to the City’s strategic priorities.

GOALS	OBJECTIVES	DEPARTMENT PLANS
Strategic direction that defines what the City must achieve.	Key operational priorities required to achieve each goal.	Identify how programs, projects, staffing capacity, and operational activities contribute to the goals and objectives of this Strategic Plan while continuing to deliver core services.

EXECUTION FRAMEWORK

This Strategic Plan is intended to guide real decisions and organizational behavior — not serve as a reference document that sits on a shelf. Consistent execution requires clear accountability, regular review, and organizational discipline sustained across budget cycles.

Goals define the long-term outcomes the City seeks to achieve. Objectives establish the ongoing operational priorities that guide decision-making and resource allocation. Department plans and performance measures will define the specific actions, milestones, and outcomes that demonstrate progress.

The City Manager's Office is responsible for overseeing implementation and ensuring that budgets, staffing decisions, and departmental plans reflect the priorities established here. Department directors are responsible for aligning their programs, personnel, and operational activities accordingly. Strategic decisions will prioritize sustained increases in demand, private investment, and long-term fiscal impact — not activity alone.

The companion *Implementation Schedule*, maintained by the City Manager's Office and reviewed annually by City Council as part of the strategic review process described in Objective 4.9, sets out the specific timing, sequencing, and milestones through which this plan is executed. The companion document is the operational instrument through which the priorities of this plan are translated into action.

The specific mechanisms for measurement, communication, performance review, and continuous improvement are established in Goal 4.

ECONOMIC FOCUS AREAS

Because Garland's resources—financial and organizational—are limited, the City will concentrate redevelopment efforts within designated Economic Focus Areas.

Economic Focus Areas are geographic areas that demonstrate strong potential to generate meaningful increases in economic productivity, attract private investment, and catalyze surrounding neighborhoods and adjacent corridors. Healthy commercial areas strengthen surrounding neighborhoods, and stable neighborhoods sustain the customer base and investment confidence that corridors need to thrive.

Economic Focus Areas may include:

- **Major commercial corridors**
- **Aging retail centers or underperforming commercial districts**
- **Strategic redevelopment districts**
- **Areas where investment in public infrastructure and amenities can catalyze private development**
- **Corridor-adjacent neighborhoods where stabilization reinforces commercial recovery**

The City will intentionally identify Economic Focus Areas to ensure that financial resources, staff capacity, and public investment remain concentrated enough to produce measurable results.

Governance of Economic Focus Areas

Economic Focus Areas will be formally designated and periodically reviewed by the City Council as part of the strategic planning and budget process. To maintain strategic discipline and avoid dilution of resources, the City will limit the number of active Economic Focus Areas at any given time and prioritize those with the highest potential for measurable economic impact. As such, selection of Economic Focus Areas merely reflects a sequencing strategy to rapidly yield economic benefit — not a judgment about the perceived importance of any particular area of the City. As Economic Focus Areas produce results and momentum builds, attention and resources will shift to non-focus areas.

Designation of Economic Focus Areas will be based on data-driven criteria, including redevelopment readiness, infrastructure capacity, market conditions, and potential return on public investment. Economic Focus Areas will be re-evaluated regularly to ensure continued alignment with market conditions and City priorities.

GOALS AND OBJECTIVES

Goal 1: Strengthen Financial Stewardship

Intent: *Build on Garland’s financial discipline by strengthening, formalizing, and consistently applying resource allocation practices that preserve and expand the City’s ability to invest in long-term economic resilience. This requires building fiscal resilience through financial policies and operational practices that generate operating savings, strengthen reserves, and maintain fiscal flexibility—ensuring the City can withstand economic disruption, legislative constraints, and unexpected expenditure pressures while continuing to advance its strategic priorities.*

Objectives

1.1 Budget to Achieve Strategy

Continue strengthening the alignment of annual budgets with strategic priorities, ensuring resource decisions increasingly reflect economic redevelopment, financial stewardship, and core service delivery rather than historical spending patterns alone. Require departments to support resource requests based on contribution to economic redevelopment, financial stewardship, and core service delivery—not prior-year allocations. As part of each annual budget cycle, the City Manager’s Office will work with directors to assess how their department’s programs and activities align with the City’s strategic priorities and community expectations. Programs with strong alignment will be resourced accordingly.

1.2 Align Staff Capacity to Strategic Priorities

Further align personnel time and departmental capacity toward designated Economic Focus Areas and the initiatives that most directly advance the City’s strategic priorities. Department heads are responsible for ensuring staff time and resources are directed toward strategic priorities, not legacy operational patterns.

1.3 Evaluate and Realign Department Programs

Conduct a formal review of all departmental programs to identify fiscal savings, eliminate redundancies, and reprioritize lower-impact activities — generating budget capacity that can be directed toward economic redevelopment and core service priorities.

1.4 Build Legislative Resilience

Build the organizational capacity to monitor, anticipate, and absorb legislative changes that could further constrain municipal revenue or expand unfunded obligations, ensuring the City can adapt quickly without compromising redevelopment momentum or core service delivery.

1.5 Generate Strategic Financial Capacity

Expand efforts to identify and capture operational efficiencies, cost savings, and revenue improvements that free up financial capacity for strategic investment. Examine procurement practices, vendor relationships, and service delivery models as sources of recurring savings. Redirect realized capacity toward economic redevelopment priorities and other initiatives that strengthen the City's long-term fiscal position.

1.6 Build Fiscal Resilience

Strengthen financial policies and reserve levels that protect the City's ability to sustain services and continue strategic investment during economic downturns, unexpected cost pressures, or periods of reduced revenue.

1.7 Leverage External Funding

Expand the City's financial capacity by pursuing federal and state grants, county funding, and regional partnerships in a coordinated, strategic way. The City Manager's Office will lead a cross-departmental grants strategy that matches external funding opportunities to designated Economic Focus Areas — with this adopted plan serving as a foundational document for grant applications requiring a demonstrated long-term economic strategy.

1.8 Cultivate Strategic Partner Contributions

Actively engage contractors and commercial partners who have a stake in Garland's success as voluntary contributors to redevelopment and neighborhood revitalization. This may include in-kind design work or reduced-rate services from professional firms, and materials or community investment from retail anchors near Economic Focus Areas.

1.9 Manage Debt and Capital Financing Responsibly

Continue to ensure the City's use of debt financing, tax increment tools, and other capital mechanisms are governed by clear policies that protect long-term fiscal flexibility, define appropriate thresholds for obligation, and require projected return analysis before commitment.

Goal 2: Accelerate Economic Redevelopment

Intent: *Build on Garland’s existing redevelopment efforts by more intentionally concentrating public investment, operational focus, and private development activity within targeted Economic Focus Areas capable of producing meaningful increases in taxable value and economic productivity. This includes investments in placemaking, public realm design, and community identity that enhance desirability and attract sustained private investment. The long-term goal is to create sustained market demand that exceeds available supply, driving private investment and increasing economic productivity over time.*

Objectives

2.1 Concentrate Resources in Economic Focus Areas

Use data and market analysis to designate a limited number of Economic Focus Areas with the greatest potential for taxable value growth and private investment. Concentrate financial resources, staff capacity, incentives, and public investment within those areas — maintaining enough focus to produce measurable results rather than diffusing effort across the City. This concentration of resources will be a sequencing strategy rather than a judgment about the perceived importance of any particular area of the City.

2.2 Drive Catalytic Redevelopment

Further target public investment and incentives toward locations within Economic Focus Areas where City action can unlock private development. Identify a catalytic project or investment sequence for each designated Economic Focus Area, with defined success indicators to measure private market response. The authorization and evaluation framework for these investments is established in Objective 2.10.

2.3 Promote Housing Diversity

Promote a diversity of housing types and price points within Economic Focus Areas, with particular emphasis on higher-amenity multifamily, townhome, and condominium options that Garland currently lacks. Attracting households with the income and willingness to invest in these product types generates the retail demand, property values, and tax base the City needs to sustain core services. Housing diversity criteria, including target product types and income mix, will be incorporated into each Economic Focus Area designation and planning process.

2.4 Stabilize Surrounding Neighborhoods

Strengthen residential areas surrounding Economic Focus Areas through coordinated code enforcement, neighborhood vitality initiatives, and targeted infrastructure improvements. The approach in each neighborhood will be guided by local conditions — starting with the basics of safety, maintenance, and property standards, then building toward broader reinvestment as neighborhoods grow stronger. Each designated Economic Focus Area plan will include a neighborhood stabilization component with progress tracked through code enforcement activity, infrastructure investment, and property condition indicators.

2.5 Streamline Development Processes

Reduce unnecessary complexity and accelerate project timelines within Economic Focus Areas by simplifying procedures, coordinating departmental reviews, and enabling faster decision-making.

2.6 Ensure Development Consistency and Predictability

Apply development regulations, permitting requirements, and enforcement practices consistently and transparently so that investors and developers can reliably anticipate timelines, requirements, and outcomes.

2.7 Invest Capital Strategically in Focus Areas

Direct public investments such as infrastructure, streetscape, and amenities into Economic Focus Areas to signal commitment and stimulate private development. Capital decisions will be guided by expected leverage and evaluated based on strategic impact, including fiscal return, market response, and contribution to long-term redevelopment goals, without requiring precise financial forecasting or delaying project delivery. While some investments, particularly placemaking and public realm improvements, may not produce immediate measurable financial return, they are essential to building market confidence and long-term demand. Investment decisions will be considered at both the project and portfolio level, and completed projects will inform future investment decisions.

2.8 Deliver Early Corridor Improvements

Implement visible short-term improvements within Economic Focus Areas, including placemaking elements such as landscaping, lighting, public art, signage, and pedestrian experience improvements, along with corridor maintenance and targeted code enforcement, to build confidence among residents, investors, and businesses and demonstrate the City's commitment to each Economic Focus Area.

2.9 Deploy City-Owned Land Strategically

Use City-owned property as a redevelopment tool within Economic Focus Areas. Acquire, hold, and dispose of land in ways that attract private investment and increase long-term taxable value. Land acquisition and disposition decisions will be governed by Council-approved policies and aligned with adopted Economic Focus Area plans. This objective establishes strategic intent, not procedural requirements.

2.10 Govern Investment Decisions by Return and Catalytic Value

Establish a clear framework for evaluating and authorizing public investments based on their expected contribution to fiscal sustainability. Most investments will be evaluated primarily on fiscal return, including taxable value generated, private capital leveraged, and breakeven timelines. In some cases, however, the most important role a public investment can play is building market confidence in a corridor or neighborhood where private investors are unlikely to act first. These market-signaling investments are sometimes necessary to break the cycle of underinvestment and demonstrate the City's commitment before private dollars will follow. Where an investment serves this purpose rather than producing a direct fiscal return, it must include a clear statement of the intended market effect and define indicators for evaluating whether that effect was achieved. Given the City's limited resources, market-signaling investments will be used sparingly and with full accountability for results.

Goal 3: Protect Core Services

Intent: *Ensure the City continues to sustain and strengthen the core services residents rely on for safety, quality of life, and community well-being—including public safety, infrastructure, utilities, parks, libraries, cultural amenities, and neighborhood services—while maintaining service levels that are financially sustainable and aligned with long-term economic resilience. Core services will be preserved in a manner that supports, rather than competes with, the City’s ability to invest in economic redevelopment and financial capacity. Service levels may be redesigned to ensure long-term financial sustainability while maintaining core service delivery.*

Objectives

3.1 Define Core Services

Clearly define the core services that residents expect the City to provide — including public safety, infrastructure, utilities, parks and recreation, libraries, cultural amenities, and neighborhood services — while identifying services that are legally required or necessary for continuity of government. This definition will serve as the foundation for service-level decisions, budget prioritization, and program realignment across the organization.

3.2 Protect Public Safety Capacity

Maintain operational readiness of police, fire, emergency management, and other critical response capabilities.

3.3 Maintain Core Infrastructure Services

Maintain the reliability and long-term functionality of essential infrastructure systems, including water, wastewater, electric, transportation, streets, and stormwater management.

3.4 Sustain Community Quality-of-Life Services

Sustain parks, libraries, cultural amenities, recreation programs, and neighborhood services that contribute to community identity, resident well-being, and the quality of life that attracts and retains households and investment.

3.5 Establish and Maintain Service Level Standards

Define the standard at which each core service will be delivered and document those standards as the baseline for budget decisions, service redesign, and performance reporting. Where service levels must be adjusted due to fiscal constraints, ensure those adjustments are deliberate, Council-approved, and transparently communicated to the community.

3.6 Build Workforce Capacity and Sustainability

Recognize that the City's ability to deliver on every commitment in this plan depends on the talent, skill, and dedication of its people. Attract, retain, and develop well-trained staff through competitive compensation and benefits, supportive work environments, and workforce planning that sustains the operational capacity required to deliver core services. As this plan introduces new and evolving work, workforce development must include building the skills needed for this plan to be successful.

Identify skill gaps relative to strategic plan priorities and establish targeted training pathways to close them.

3.7 Ensure Continuity of Operations and Resilience

Maintain continuity of operations plans, staffing redundancy, and emergency preparedness capabilities necessary to sustain City services during disasters, major disruptions, or economic shocks.

Goal 4: Align, Execute, Measure, and Communicate

Intent: *Ensure this Strategic Plan governs real decisions and produces measurable results by aligning governance, departmental execution, performance measurement, and strategic communication across the organization and community with discipline, focus, and sustained urgency.*

Objectives

4.1 Align the Organization Around Shared Priorities

Establish economic redevelopment as a shared responsibility across all departments. Build a coordinated framework that aligns departmental plans with Economic Focus Areas and clarifies decision-making authority and sequencing. Eliminate silos and redundant administrative tasks that consume staff capacity without advancing the City's strategic priorities.

4.2 Integrate the Strategic Plan into Governance and Resource Decisions

Formally embed this Strategic Plan as the governing framework for the annual budget cycle, Capital Improvement Program (CIP) planning, and major policy decisions. Where Objective 1.1 addresses how individual department budgets are built from strategic priorities, this objective ensures the plan governs decisions at the organizational level — not dependent on any individual leader's attention or initiative.

The companion *Implementation Schedule* serves as the operational instrument through which this governance occurs, translating the priorities of this plan into specific milestones, sequencing, and accountabilities that are reviewed and updated annually.

4.3 Develop and Execute a Targeted Communications Strategy

Develop and execute a time-sensitive communications work plan tailored to distinct audiences, including Council, City staff, investors, and the public. Ensure the messaging, cadence, and tone are precisely calibrated to get the right message to the right group in the right way.

4.4 Engage Stakeholder Action

Actively engage City staff, residents, and investors as participants in advancing redevelopment priorities and strengthening neighborhood stability.

4.5 Measure Market Momentum

Establish and track baseline and directional targets for early indicators such as developer inquiries, leases, sales tax revenues, permitting activity, reinvestment levels, and private capital commitments. These indicators directly measure progress on Goal 2 objectives, particularly 2.1 (Economic Focus Area designation and private activity), 2.2 (catalytic investment response), and 2.5–2.6 (development process performance).

4.6 Measure Fiscal Impact

Establish and track baseline and directional targets for long-term indicators including economic productivity per acre, sales tax growth, private dollars leveraged per public dollar, and breakeven

timelines for public investments. These indicators measure the cumulative fiscal outcomes of Goal 2 activity, particularly the disciplined capital investment framework in Objective 2.7 and the land deployment strategy in Objective 2.9.

4.7 Build Data-Driven Decision Capacity

Expand and enhance dashboards and analytics that provide clear visibility into Economic Focus Area performance, enabling data-informed operational management and strategic investment decisions. Data-driven does not mean every department has the same analytical capability. It means that decisions at every level are informed by the best available evidence. The City Manager's Office will collaborate with departments to ensure that data is available for strategic decision-making and that departments with limited internal capacity are not disadvantaged in the planning and budget process.

4.8 Evaluate Redevelopment Performance

Evaluate completed and in-progress redevelopment projects based on private dollars leveraged per public dollar, breakeven timelines, and long-term fiscal impact. Use these results to refine investment strategy and guide future redevelopment decisions.

4.9 Maintain Continuous Review

Maintain strategic focus through a structured review process. Conduct quarterly performance reviews with department directors to assess progress, identify problems early, and adjust tactics as needed. Conduct an annual review with City Council to evaluate overall plan performance and make deliberate decisions about priorities, Economic Focus Areas, and sequencing.

As part of the annual review, City Council will acknowledge or adjust the companion *Implementation Schedule* for the coming year, including timing, sequencing, and milestones for the implementation of this plan. Document and communicate the outcomes of each annual review to staff and the community.

IMPLEMENTATION PHASING

Economic redevelopment takes time. The Downtown Garland transformation unfolded over nearly two decades. This plan aims to produce meaningful results within a decade through more concentrated effort—but it requires realistic expectations about what happens when. The following phasing framework describes the intended trajectory of outcomes over the plan period.

#	PERIOD	FOCUS	INDICATORS OF SUCCESS
1	Years 1–2: Alignment & Quick Wins	Formally designate initial Economic Focus Areas. Launch program evaluations and budget realignment. Establish performance baselines. Implement development process improvements. Execute visible quick wins in Economic Focus Areas. Build organizational capacity in redevelopment disciplines. Launch coordinated grants strategy and identify external funding opportunities aligned with Economic Focus Areas. Initiate outreach to contractor, engineering, and commercial anchor partners regarding voluntary community investment contributions.	Economic Focus Areas designated. Performance dashboard operational. Development cycle times improving. Quick-win improvements visible in Economic Focus Areas. Departmental budgets and plans aligned to strategic priorities. First coordinated grant applications submitted. Partner contribution agreements documented.
2	Years 3–5: Redevelopment Activity	Major public investments underway in designated Economic Focus Areas. Private development activity accelerating. Catalytic projects attracting private capital. Neighborhood stabilization programs producing measurable results. Land assembly completed for priority sites.	Measurable increase in developer inquiries, permits, and private capital in Economic Focus Areas. Economic productivity per acre rising. First catalytic projects delivering taxable value. Market confidence in Economic Focus Areas demonstrably improved.
3	Years 6–10: Fiscal Transformation	Sustained private investment and rising taxable values producing meaningful fiscal impact. Tax base diversifying. General Fund reserve levels stabilizing. Operating cost growth offset by expanding revenue base. Long-term financial capacity strengthened.	Economic productivity per acre significantly higher than baseline in Economic Focus Areas. Sales tax growth outpacing Citywide average in Economic Focus Areas. General Fund reserve levels meeting policy targets. Services sustained without structural budget shortfalls.

These phases are intended to set realistic expectations, not as contractual commitments. Progress will be assessed through the quarterly performance review process, and the phasing framework will be revisited as part of the annual Council strategic review.

KEY RISKS AND CONSIDERATIONS

Successful implementation of this Strategic Plan depends on several external and internal factors. The following risks represent conditions that could affect the pace, scope, or outcomes of this plan, and that the City will monitor and actively manage.

RISK	MITIGATION STRATEGY
Legislative changes that further constrain municipal revenue or expand the scope of unfunded mandates	Maintain a legislative monitoring function within the City Manager’s Office and update financial scenario models annually to model the impact of potential legislative changes on service levels and redevelopment capacity.
Market conditions affecting private development activity, investor confidence, or demand for redevelopment in targeted areas	Maintain regular market analysis of each Economic Focus Area and adjust investment sequencing and incentive structures as conditions change. Avoid overcommitting public resources to a single corridor before private market signals are confirmed.
Workforce capacity and the City’s ability to recruit and retain the talent necessary to execute this plan	Execute the workforce capacity and skill realignment work described in Objective 3.6 — identifying gaps relative to strategic plan execution, building targeted training and development pathways, and ensuring the organization has the capacity needed to deliver on its redevelopment priorities. Track workforce readiness as a leading indicator in the performance dashboard.
Community alignment with redevelopment priorities and the potential for resistance to change in programs, services, or land use patterns	Execute the targeted communication workplan in Objective 4.3, including a public-facing ‘Garland on the Rise’ performance dashboard that shows residents the return on public investment in each Economic Focus Area in plain language.

RISK	MITIGATION STRATEGY
Organizational capacity and the pace of culture change required to shift departmental mindsets and operational practices toward strategic priorities	Embed strategic alignment reviews in the annual budget process (Objective 1.1) and hold quarterly leadership sessions to assess execution gaps, surface resistance, and recalibrate department plans as needed.

The City will monitor these risks and adjust strategy as necessary to maintain progress toward long-term financial resilience. Risk monitoring will be incorporated into the quarterly performance review process described in the Execution Framework.

WHAT SUCCESS LOOKS LIKE

Over the next decade, successful implementation of this Strategic Plan will produce measurable changes in Garland’s economic and fiscal position. Indicators of success will include:

Increased private investment in targeted Economic Focus Areas, demonstrating renewed market confidence in key commercial areas.

Revitalization of neighborhoods surrounding strategic commercial areas, reflected through property reinvestment and strengthened neighborhood stability.

Higher economic productivity per acre in Economic Focus Areas, measured through increases in taxable value, sales tax generation, and commercial activity.

Sustained funding capacity for public safety and core services, even within the structural revenue constraints created by state law.

A stronger and more resilient municipal financial position, reflected in healthy reserves, stable service levels, and the City’s ability to continue strategic public investments.

A more balanced tax base, with a larger share of City revenue generated by business activity and commercial development rather than residential property alone.

Stronger regional economic position, demonstrated by Garland’s increasing ability to attract business investment, redevelopment capital, and households compared with peer cities across the North Texas region.

CONCLUSION

Under Senate Bill 2 constraints, and structural cost pressures of approximately 7 percent annually, Garland cannot rely on incremental growth to maintain service levels. The City must intentionally increase economic productivity within its existing geography.

This Strategic Plan provides a management framework to preserve financial capacity, focus redevelopment strategically, measure outcomes transparently, and grow the City's tax base over time.

But plans do not transform cities—people do. What is possible here is not theoretical. On any given Friday evening in the Downtown Square, you can see it: a thriving economic area with families on the lawn, live music in the air, every table full, kids running through spaces that not long ago sat quiet and underused. That transformation moved through every stage of our local democratic process—from early Council conversations about revitalization, to the Bond Study Committee's careful evaluation, to the voters' approval at the ballot box—and when it came time to make the vision real, City staff delivered on the promise.

That is the model. And it is proof that when Council leadership, community support, and City staff work together, Garland moves forward.

Success will require the same discipline, coordination, and sustained leadership alignment that built our square—applied now across the broader challenge of repositioning this City's economic future.

We have done it before. We will do it again.

APPENDICES

The following appendices contain operational detail designed to support plan implementation. They are intended primarily for department directors, budget staff, and City Manager’s Office use.

APPENDIX A: PLAN SUMMARY

PLAN SUMMARY

The following summary provides a high-level view of this Strategic Plan.

Primary Strategy: Increase economic productivity within existing geography
Core Focus: Targeted redevelopment in Economic Focus Areas
Key Constraint: Revenue growth limited by state law while costs increase by approximately 7 percent annually, creating a structural gap the City must close
Organizational Focus: Align resources, staffing, and budgets with redevelopment priorities
Outcome: Strengthened financial capacity to sustain core services and public safety

APPENDIX B: STRATEGIC CHOICES

STRATEGIC CHOICES

This plan makes deliberate choices about where Garland will—and will not—direct its limited resources. These choices are not incidental to the plan. They are the plan. This strategy will require difficult decisions and sustained alignment across multiple budget cycles.

1 **Garland will prioritize targeted redevelopment over equal geographic distribution of investment.**
 Resources—financial and organizational—will be concentrated in designated Economic Focus Areas based on data and projected return, not geographic equity. Not every corridor or neighborhood will receive the same level of investment at the same time.

2 **Garland will reduce or eliminate programs that do not contribute to economic productivity or core services.**
 Programs that cannot demonstrate alignment with strategic priorities will be candidates for redesign, reduction, or sunset. This is a deliberate reallocation—not a default response to budget pressure.

3 **The City will prioritize investment sequencing based on strategic impact, recognizing that not all areas will receive the same level of investment at the same time.**
 The City will direct its limited organizational capacity toward the highest-return opportunities, as diffusing effort across too many priorities undermines the ability to produce meaningful results anywhere. This reflects a deliberate sequencing strategy — not a perceived judgment about any part of the community. As Economic Focus Areas produce results and momentum builds, attention and resources will expand to additional areas across the City.

4 **Garland will accept near-term service adjustments to achieve long-term fiscal sustainability.**
 Service levels may be redesigned to ensure long-term financial sustainability while maintaining core service delivery. Protecting the long-term ability to fund services may require recalibrating how some are delivered in the near term.

<p>5</p>	<p>Garland will make redevelopment investment decisions based on data and projected return, not political geography.</p> <p>Economic Focus Area designations and capital investment decisions will follow a data-driven process approved by City Council. The criteria are public and consistent. Individual project advocacy will not substitute for demonstrated fiscal return.</p>
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APPENDIX C: WHAT CHANGES NOW

WHAT CHANGES NOW

This plan takes effect immediately upon adoption. The following changes describe how the City will operate differently as the plan is implemented. Department directors are accountable for these shifts.

The specific timing, sequencing, and milestones for these changes are set out in the companion *Implementation Schedule*, which is maintained by the City Manager’s Office and reviewed annually by City Council as part of the strategic review process described in Objective 4.9. The companion document is the operational complement to this Strategic Plan and may be adjusted year over year as conditions, capacity, and progress warrant — without amending the underlying strategic framework.

→ **The City Manager will recommend initial Economic Focus Areas to City Council.**

The formal designation process for initial Economic Focus Areas will begin immediately upon adoption, drawing on existing data from the Comprehensive Plan, housing studies, and economic analysis. Council designation is required before focus-area-specific investment and staffing commitments are made. Each designated Economic Focus Area will be accompanied by an area-specific action plan developed by the City Manager’s Office in coordination with relevant departments, detailing priorities, investments, and departmental roles.

→ **Budgets will be aligned with strategy, not driven by prior-year spending.**

Departments will connect their resource requests to economic redevelopment, financial stewardship, or core service delivery — ensuring budget decisions reflect where the City is going, not just where it has been. Prior-year allocations provide a useful starting point, but alignment with strategic priorities will be the primary lens for budget review. The City Manager’s Office will issue updated budget guidance reflecting these expectations upon plan adoption. This expectation applies fully beginning with the first full budget cycle following plan adoption; where the current cycle is already in progress, departments are expected to apply this framework to the extent practicable.

→ **Departments will assess how their programs align with the City’s strategic priorities.**

Each department will conduct a structured program alignment review that maps existing work to the goals of economic redevelopment, core service delivery, and fiscal stewardship. The review will begin with collaborative idea sessions led by the City Manager’s Office and culminate in preliminary departmental recommendations submitted in advance of the next full budget cycle. Programs with limited strategic alignment will be

identified for further discussion, with the City Manager’s Office working collaboratively with departments to explore redesign, consolidation, or reprioritization where appropriate.

Staff time will be reallocated toward designated Economic Focus Areas.

Department plans will reflect how personnel capacity supports designated Economic Focus Areas. Reallocation will follow the sequencing of Economic Focus Area designation and the subsequent development of area-specific action plans, recognizing that the resource needs of each Economic Focus Area become clear only as portfolio work begins. Staff deployment to Economic Focus Areas will be coordinated through the City Manager’s Office as part of the broader alignment process.

Development processes will be streamlined and made more consistent.

The City will establish baseline cycle-time measurements for permitting and plan review and set improvement targets, with the goal of measurably faster and more predictable development outcomes. Objective 2.5 addresses process speed and complexity; Objective 2.6 addresses consistency and predictability for investors and developers.

Performance dashboards will be developed to support quarterly review.

The City Manager’s Office will establish baseline measurements for Key Citywide Metrics and develop a performance dashboard to support strategic plan review. Dashboard development will begin in the early months following adoption, with substantial completion sufficient to support a full review cadence achieved within the first year. Quarterly performance reviews with department directors will commence in conjunction with the substantial completion of the dashboard, ensuring those reviews are anchored in shared data rather than disparate reporting.

APPENDIX D: KEY CITYWIDE METRICS

KEY CITYWIDE METRICS

The following metrics are the primary indicators by which the City will measure progress on this Strategic Plan. Baselines will be established for each metric and reported publicly through the performance dashboard. The cadence for baseline establishment, dashboard development, and Council review is set out in the companion *Implementation Schedule*.

METRIC	DEFINITION	LINKED GOAL
Economic Productivity per Acre	<p>Primary Measure: Total assessed taxable value (property) within a defined area, divided by the total parcel acreage of that area.</p> <p>Supplementary Measure: Sales tax revenue generated within a corridor or Economic Focus Area, divided by the corridor’s total acreage. (Reported at the corridor level, as sales tax is not tracked per parcel.)</p> <p>Tracking Frequency: Annually, with baseline values established for each designated Economic Focus Area at the time of formal designation. Year-over-year change will be reported as part of the regular performance dashboard cadence.</p>	<i>Goals 1, 2</i>
Net New Taxable Value	Year-over-year increase in assessed value in Economic Focus Areas	<i>Goal 2</i>
Private \$ Leveraged per Public \$	Private capital per dollar of public investment in Economic Focus Areas	<i>Goals 1, 2</i>
Sales Tax Growth (Economic Focus Areas)	Year-over-year sales tax change within designated Economic Focus Areas	<i>Goal 2</i>
Permitting Cycle Time	Avg. calendar days from complete application to permit issuance	<i>Goal 2</i>
General Fund Reserve Level	Unassigned GF balance as % of annual operating expenditures	<i>Goal 1</i>
Workforce Readiness	% of departments with completed skill gap assessments and training plans	<i>Goal 3</i>

Note on Net Fiscal Impact: *Where data is available, productivity analysis will be supplemented by service cost comparisons to assess net fiscal impact—recognizing that high taxable value per acre has limited long-term benefit if the cost to service that area exceeds the revenue it generates.*



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A PLAN FOR OUR NEXT DECADE

Garland *on the Rise*

Economic resilience through strategic reinvestment.

Council Work Session · Saturday, June 6, 2026

10
YEAR PLAN

Three conversations, one through-line.

JUST HEARD

CZB Housing Study

The cycle we need to break. The corridors where action matters most.

NOW

Strategic Plan

How the City responds — citywide, with discipline, over the next decade.

COMING UP

FY27 Budget

The first budget built around this plan. The strategy in real dollars.

CZB tells us where the pressure is. This plan is how we respond. The budget is where the work starts.

WHY THIS PLAN, WHY NOW

A defining decade for the city we love.

7%

ANNUAL COST GROWTH

Fuel, equipment, technology, construction, and insurance keep getting more expensive, about 7% a year.

3.5%

ANNUAL REVENUE CAP

Texas state law limits how much the City's property tax revenue can grow each year, about half the rate costs are rising.

63%

FOR PUBLIC SAFETY

Nearly two-thirds of the day-to-day budget pays for police, fire, and emergency response.

\$90M

Garland collects about \$354 less per resident each year than the regional average. That adds up to roughly \$90 million a year, and it is the opportunity this plan is built to capture.

The math is straightforward. When costs outrun revenue year after year, the gap compounds. Because Garland is largely built out, we cannot close it by expanding outward. Our future has to come from making the land we already have more productive.

THE CHOICE IN FRONT OF US

We can let these pressures shape Garland by accident.
Or we can shape Garland's response to them on purpose.
This plan is how we choose the second path.



Grow the value of what we already have.

We don't need a bigger Garland.

We need a stronger one.

By concentrating reinvestment in places ready to grow, the value we create flows back into the budget that funds public safety, parks, libraries, and the streets we drive every day.

WHERE WE'RE HEADED

Garland will become a financially resilient, economically vibrant city that competes successfully across North Texas — by making the most of every block, corridor, and neighborhood already inside our city limits.

THE LOGIC CHAIN

From constraint to stability.



The strategy is sequential, not separate. Each step makes the next one possible.

Economic Focus Areas.

THE IDEA

Because the City's resources are limited, Garland will concentrate redevelopment in a handful of designated Economic Focus Areas — places with the strongest potential to generate value that benefits the entire City.

Healthy corridors strengthen surrounding neighborhoods. Stable neighborhoods sustain the corridors. The two reinforce each other.

FOCUS AREAS MAY INCLUDE

- **Commercial corridors** with strong redevelopment potential
- **Aging retail centers** ready for repositioning
- **Strategic redevelopment districts** ready for renewed activity
- **Areas where infrastructure investment** can unlock private development
- **Corridor-adjacent neighborhoods** where stabilization reinforces recovery

Concentration is how the strategy starts. As Focus Areas produce results, attention and resources expand to additional areas across the City.

BETWEEN NOW AND LATE JUNE

EFA designation: Council holds the pen.

01 A Council decision, made on the record.

Designation is not staff-led. It comes to you for action, in public, with reasoning attached.

02 Grounded in data and the CZB framework you just heard.

Redevelopment readiness, infrastructure capacity, market conditions, and projected return — applied consistently.

03 A sequencing strategy. Not a judgment about any part of the city.

Where we start, not where we finish. As Focus Areas produce results, resources expand across the City.

THE PLAN, GOAL BY GOAL

Four commitments.

Built around what matters most.

WHAT WE PROTECT

WHAT WE BUILD

HOW WE FUND IT

HOW WE STAY
ACCOUNTABLE



GARLAND
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Protect Core Services.

WHAT IT MEANS

Keep the services residents count on every day strong and sustainable: police and fire, utilities and streets, parks and libraries, neighborhood services, and the workforce who delivers them all.

Service levels stay clearly defined. Where adjustments must be made, they are deliberate, transparent, and Council-approved.

OUR PROMISE TO YOU

The services you count on stay strong. Public safety stays a priority. Quality of life stays a focus. Service standards stay clear.

Our people are the capacity to deliver.

Every commitment in this plan depends on the talent, skill, and dedication of City staff. The plan is only as strong as the people who carry it out.

RETENTION IS STRATEGY

Competitive compensation and a workplace people do not want to leave. Every position kept filled is service kept delivered.

NEW WORK, NEW SKILLS

This plan asks staff to do redevelopment work the City has not done at this scale. We are identifying skill gaps and building training pathways to close them.

WE MEASURE IT

Workforce readiness is one of the City's seven key citywide metrics, tracked like any other outcome in this plan.

Already underway: a Management and Leadership Development Program to build the management depth this plan requires.

Accelerate Economic Redevelopment.

WHAT IT MEANS

Concentrate public effort and investment in a focused number of corridors and neighborhoods where it will produce the strongest returns — new businesses, more housing options, faster permitting, and visible improvements you can see.

Placemaking, streetscape, and public realm improvements signal commitment and stimulate the private investment that follows.

OUR PROMISE TO YOU

Real, visible progress in the places ready to grow. A stronger commercial tax base that does more of the work — easing pressure on the homeowners who already live and pay here.

What the work actually looks like.

VISIBLE IN MONTHS

Early corridor improvements

Landscaping, lighting, signage, public art, and a better walking experience. Visible signs the City is investing.

THE UNLOCK

Catalytic projects

A targeted public investment that makes private development pencil out where it would not have on its own.

STEADY WORK

Neighborhood stabilization

Code enforcement, infrastructure repair, and property standards in the neighborhoods around each Focus Area.

FASTER, CLEARER

Streamlined development

Simpler procedures and predictable timelines so businesses and builders can count on the process.

Some of this is visible within months. Some takes years. The plan sequences both, on purpose.

Strengthen Financial Capacity.

WHAT IT MEANS

Spend with discipline today so the City has the strength to invest tomorrow. Right-size programs. Pursue federal, state, and private grants. Build healthy reserves. Manage debt responsibly.

This adopted plan is itself a tool — grant applications increasingly require a demonstrated long-term economic strategy, and this plan is that document.

OUR PROMISE TO YOU

*Every dollar working harder.
Reserves protected. Capacity
generated for the work that
matters most.*

Align, Execute, Measure, and Communicate.

WHAT IT MEANS

Make sure the plan governs real decisions — not just sits on a shelf. Public dashboards. Quarterly performance reviews with department directors. An annual Council strategic review. Clear, plain-language communication so residents see how the City is doing.

OUR PROMISE TO YOU

Transparency on results. What's working, what isn't, and how we're adjusting. You will be able to see the progress.

The tradeoffs we're choosing.

A strategy is defined as much by what it declines to do. These are deliberate choices, made on purpose.

- We choose **Concentration** *over* spreading investment evenly.
Effort focused enough to produce visible results, then expanded. A sequencing strategy, not a verdict on any neighborhood.
- We choose **Strategic alignment** *over* funding programs by habit.
Programs that no longer advance core services or redevelopment are candidates for redesign or sunset.
- We choose **Long-term sustainability** *over* keeping every service unchanged.
Some services may be delivered differently in the near term to protect the City's ability to fund them long term.
- We choose **Data and projected return** *over* advocacy and political geography.
Focus Area and investment decisions follow public, consistent criteria approved by Council.

Risks, and how we manage them.

THE RISK

HOW WE MANAGE IT

The Legislature acts again

Further revenue limits or new unfunded mandates. We monitor legislation actively and update our financial models every year.

The market cools

Investor confidence or development demand softens. We analyze each Focus Area regularly and avoid overcommitting to a corridor before private signals are real.

We can't keep our talent

Recruiting and retaining the people to do the work. We are closing skill gaps and tracking workforce readiness as a leading indicator.

The community isn't with us

Resistance to change in programs or land use. We communicate deliberately and publish a plain-language dashboard showing the return.

The organization changes too slowly

Culture and pace of change. We embed alignment in the budget process and hold quarterly leadership sessions to surface resistance.

None of these are reasons not to act. They are reasons to act with discipline.

The plan and the ballot work together.

THE QUESTION COMING TO VOTERS

A tax rate rebalancing question will go before voters this November.

It does not replace the strategy in this plan. It gives the strategy room to work — more flexibility to fund the services residents depend on, and more capacity to invest in the redevelopment that strengthens the City's long-term position.

HOW THEY FIT TOGETHER

The Plan

Sets direction. Concentrates effort. Builds long-term capacity.

The Ballot Question

Gives the City near-term financial flexibility to do the work the plan requires.

The ten-year arc.

Redevelopment takes time. Downtown took nearly two decades. This plan compresses the timeline through concentration, but the trajectory still matters.

YEARS 1-2 Alignment & Quick Wins	YEARS 3-5 Redevelopment Activity	YEARS 6-10 Fiscal Transformation
<ul style="list-style-type: none">- Designate first Economic Focus Areas- Realign budgets to the plan- Visible quick-win improvements- Performance baselines set	<ul style="list-style-type: none">- Major public investment underway- Private development accelerating- Catalytic projects drawing capital- Stabilization showing results	<ul style="list-style-type: none">- Sustained private investment- Tax base diversifying- Reserves stabilizing- Cost growth offset by new revenue

These phases set expectations, not contractual commitments. The City will revisit them in the annual Council review.

The Garland we're building together.

01

Stronger neighborhoods

Reinvestment, property care, and renewed pride in the places that surround our commercial corridors.

02

Vibrant Focus Areas

New businesses, a wider mix of housing, visible private investment where the City has prioritized.

03

Sustained public safety

A tax base that keeps police, fire, and emergency services fully resourced under state revenue limits.

04

A more balanced tax base

More revenue from commercial activity. Less pressure on the homeowners who already live and pay here.

05

Healthier financial position

Stronger reserves, stable service levels, the flexibility to invest for the long term.

06

Stronger regional standing

A Garland that competes successfully across North Texas for investment, employers, and households.

YEAR ONE

What residents will see in the next twelve months.

▲ Economic Focus Areas formally designated by Council.

The places where work concentrates first — selected on the record, with data behind the call.

▲ The FY27 budget built around the plan.

Department resource requests connected to economic redevelopment, financial stewardship, and core services.

▲ A public performance dashboard operational.

Plain-language reporting on progress — visible to residents, reviewed quarterly with Council.

▲ Visible early improvements in Focus Areas.

Landscaping, lighting, signage, pedestrian experience, code enforcement — momentum residents can see.

THE TRANSITION

This plan shapes the budget you'll see next.

The FY27 budget we are about to discuss is the first one built around this plan.



WHAT TO LOOK FOR

Department resource requests connected to economic redevelopment, financial stewardship, or core service delivery — not prior-year allocations alone.



WHAT TO ASK

How does this department's work advance the plan? Where are the trade-offs? What's been reduced, redesigned, or held flat?



WHERE TO PUSH

If something in the budget doesn't connect to the plan, that's a fair question. The plan is the lens.

Three things today.

01

Review and provide direction on the plan as drafted.

Where do you want refinement? What's missing? What's the framing you want carried into the formal adoption discussion?

02

Prepare to designate initial Economic Focus Areas at your second June meeting.

Data and the CZB framework will support the decision. Council holds the pen.

03

Carry this conversation into your districts.

The plan succeeds when residents and businesses understand it. Your voice in the community matters more than any document we publish.

WE HAVE DONE THIS BEFORE

Ask anyone who's spent a Friday night downtown.

THE MODEL

Families on the lawn.
Live music in the air.
Every table full.
Kids running through
spaces that not long ago
sat quiet.

WHAT COMES NEXT

That transformation moved through every stage of our democratic process — Council leadership, community support, voters at the ballot box, and City staff delivering on the promise.

That is the model. We will do it again — this time across the wider city.

WE HAVE DONE IT BEFORE

We will do it again.

Council leadership. Community support. City staff delivering on the promise.



GARLAND
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TEXAS MADE HERE

A PLAN FOR OUR NEXT DECADE

Garland *on the Rise*

Economic resilience through strategic reinvestment.

An explanation of how Garland will preserve the services residents depend on, accelerate redevelopment in the places that will lift the entire City, and strengthen the City's financial future — all while staying true to the neighborhoods we already call home.

*“We have done it before.
We will do it again.”*

THE DOWNTOWN SQUARE MODEL

10

YEAR PLAN

WHY THIS PLAN, WHY NOW

A defining decade for the *city we love.*

Garland has spent more than a century becoming what it is today: a city of neighborhoods, of families, of working people who chose to build their lives here. The work ahead is to make sure the Garland of 2036 is as livable — and as full of opportunity — as the Garland generations before us built. That work has to start now, because three pressures are shaping every decision the City makes.

7%

ANNUAL COST GROWTH

Fuel, equipment, technology, construction, and property insurance all keep getting more expensive — about 7% a year, and rising.

3.5%

ANNUAL REVENUE CAP

Texas state law limits how much the City's property tax revenue can grow each year — about half the rate at which costs are rising.

63%

FOR PUBLIC SAFETY

Nearly two-thirds of the City's day-to-day budget already pays for police, fire, and emergency response. That leaves about one-third to fund every other service residents count on.

The math is straightforward.

If costs grow faster than revenue every year, the gap compounds. Over time, that gap forces difficult choices — and we'd rather make those choices on our own terms now than be forced into harder ones later, when years of costs outrunning revenue have left fewer options on the table.

Relative to other cities in our region, Garland's commercial tax base is small. Growing it through redevelopment lets new businesses help carry the cost of City services, without leaning harder on the people who already live and pay here.

And we are largely built out.

Unlike newer suburbs, Garland can't grow its tax base by annexing land at the edges. Our future has to come from **making the land we already have more productive** — reinvesting in aging commercial corridors, revitalizing older neighborhoods, and welcoming the kind of development that strengthens the whole community.

THE CHOICE IN FRONT OF US

We can let these pressures shape Garland by accident — or we can shape Garland's response to them on purpose. This plan is how we choose the second path.

OUR STRATEGY IN PLAIN LANGUAGE

Grow the value of *what we already have.*

WHERE WE'RE HEADED

Garland will become a financially resilient, economically vibrant city that competes successfully across North Texas — by making the most of every block, corridor, and neighborhood already inside our city limits.

The big idea is simple: **we don't need a bigger Garland — we need a stronger one.** By concentrating reinvestment in places ready to grow, the value we create flows back into the budget that funds public safety, parks, libraries, and the streets we drive every day.

<p>01 THE CONSTRAINT Costs rising 7% / Revenue capped at 3.5%</p>	<p>02 THE STRATEGY Increase productivity within existing geography</p>	<p>03 FOCUS AREAS Concentrated investment & capacity</p>	<p>04 HIGHER VALUE More commercial taxable value & sales tax per acre</p>	<p>05 STABILITY Services sustained & financial capacity strengthened</p>
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Economic *Focus Areas.*

Because the City's resources — financial and organizational — are limited, Garland will concentrate redevelopment in a handful of designated **Economic Focus Areas**: places with the strongest potential to generate value that benefits the entire City.

Healthy commercial areas strengthen the neighborhoods around them. Stable neighborhoods, in turn, sustain the customers and confidence those corridors need. The two reinforce each other — and that's exactly the cycle this strategy is designed to start.

- **Commercial corridors** with strong redevelopment potential, where reinvestment can unlock new business activity
- **Aging retail centers** ready for repositioning
- **Strategic redevelopment districts** ready for renewed activity
- **Areas where public investment** in infrastructure can unlock private development
- **Corridor-adjacent neighborhoods** where stabilization reinforces commercial recovery

Concentration is how the strategy starts. As Focus Areas produce results, the attention and resources expand to additional neighborhoods across the City.

THE PLAN, GOAL BY GOAL

Four commitments. Built around *what matters most.*

Every part of this plan ladders up to one of four goals. Together, they tell the whole story — what we protect, where we invest, how we manage money, and how we hold ourselves accountable.

WHAT WE PROTECT

Protect Core Services

Keep the services residents count on every day strong and sustainable: police and fire, utilities and streets, parks and libraries, neighborhood services, and the workforce who delivers them all.

OUR PROMISE TO YOU

The services you count on stay strong. Public safety stays a priority. Quality of life stays a focus. Service standards stay clear.

WHAT WE BUILD

Accelerate Economic Redevelopment

Concentrate public effort and investment in a focused number of corridors and neighborhoods where it will produce the strongest returns — new businesses, more housing options, faster permitting, and visible improvements you can see.

OUR PROMISE TO YOU

Real, visible progress in the places ready to grow — and a stronger commercial tax base that does more of the work.

HOW WE FUND IT

Strengthen Financial Capacity

Spend with discipline today so the City has the strength to invest tomorrow. That means right-sizing programs, pursuing outside funding through federal, state, and private grants and partnerships, building healthy reserves, and managing debt responsibly.

OUR PROMISE TO YOU

Every dollar will be working harder — protecting reserves, generating capacity for what matters most, and easing pressure on taxpayers.

HOW WE HOLD OURSELVES ACCOUNTABLE

Align, Execute, Measure, and Communicate

Make sure the plan governs real decisions — not just sits on a shelf. Public dashboards, performance reviews, annual reports to Council, and clear communication so residents see exactly how the City is doing.

OUR PROMISE TO YOU

Transparency on results — what's working, what isn't, and how we're adjusting. You will be able to see the progress.

WHAT WON'T CHANGE

Public safety stays a top priority. Core services stay strong. Decisions stay grounded in data. The work happens with residents — not without them.

A DECADE FROM NOW

The Garland we're *building together*.

Ten years from now, success will not be measured by what's written in a plan — it will be measured in the corridors, the storefronts, the neighborhoods, and the City's ability to keep delivering for the people who live here. Garland has always been a city where neighbors look out for one another, where families pitch in, where people show up when it matters. The next decade will be no different — and the work ahead will ask all of us to bring that same Garland to the moment.

01

Stronger neighborhoods

Reinvestment, property care, and a renewed sense of pride in the places that surround our commercial corridors.

02

Vibrant Focus Areas

New businesses, a wider mix of housing options, and visible private investment in the areas the City has prioritized.

03

Sustained public safety

A tax base that keeps police, fire, and emergency services fully resourced — even under state-imposed revenue limits.

04

A more balanced tax base

More revenue from business and commercial activity, less pressure on the homeowners who already live and pay here.

05

Healthier financial position

Stronger reserves, stable service levels, and the flexibility to invest for the long term.

06

A stronger regional standing

A Garland that competes successfully across North Texas for investment, employers, and households.

WE HAVE DONE THIS BEFORE

Ask anyone who's spent a Friday night on the *Downtown Square*.

Families on the lawn. Live music in the air. Tables full. Kids running through spaces that not long ago sat quiet. That transformation moved through every stage of our local democratic process — from early Council conversations, to community input and careful evaluation, to voter approval — and when it came time to make the vision real, Garland delivered on the promise — Council, community, and City staff together.

That is the model. We will do it again — this time, across the wider city.

HOW YOU CAN HELP

This plan succeeds when residents, businesses, and the City move forward together.

Stay informed.

Watch for the public performance dashboard once it launches.

Invest in your block.

Maintained homes lift entire neighborhoods.

Engage with Council.

Share your priorities at meetings and town halls.

Spread the word.

The story of Garland's next decade is one we tell together.



GARLAND

CITY COUNCIL STAFF REPORT

10

Meeting Date: June 15, 2026

Title: Replace Resolution No.10468 for the Downtown Historic District Revitalization Grant Program

Submitted by: Nancy Tunell, Business Development Manager

Strategic Focus Area: Commercially Thriving Downtown
Growing Economic Base
Sound Governance and Finances

Issue / Summary

The proposed amendment and replacement of Resolution No. 10468 would establish a maximum reimbursement cap, require a percentage of project costs be allocated toward exterior improvements, and allow non-tax producing entity participation only for life-safety and historic exterior facade improvements.

Background

Revitalization Review Committee and the TIF#1 Board recommended amendments to the grant program.

Consideration / Recommendation

Consider the updated Resolution and to replace Resolution No. 10468.

Attachments

- A. DHDRP Program Modification Council Presentation - 6.15.26



GARLAND

Downtown Historic District Revitalization Program Modifications

Dana Lodge, Downtown Development Director

Nancy Tunell, Downtown Development Manager

Program Timeline

Downtown Historic District Revitalization Program

- 2017 Garland Downtown Historic District listed on National Register of Historic Places, U. S. Department of Interior
- 2018 Resolution 10358: Established the Downtown Historic Façade Improvement Grant Program
- 2019 Program opened for applications
- 2021 Resolution 10468: Established the Downtown Historic District Revitalization Program
- 2024 TIF #1 extended until 2044

Program Success

Total Funding To Date: \$1,066,693.56

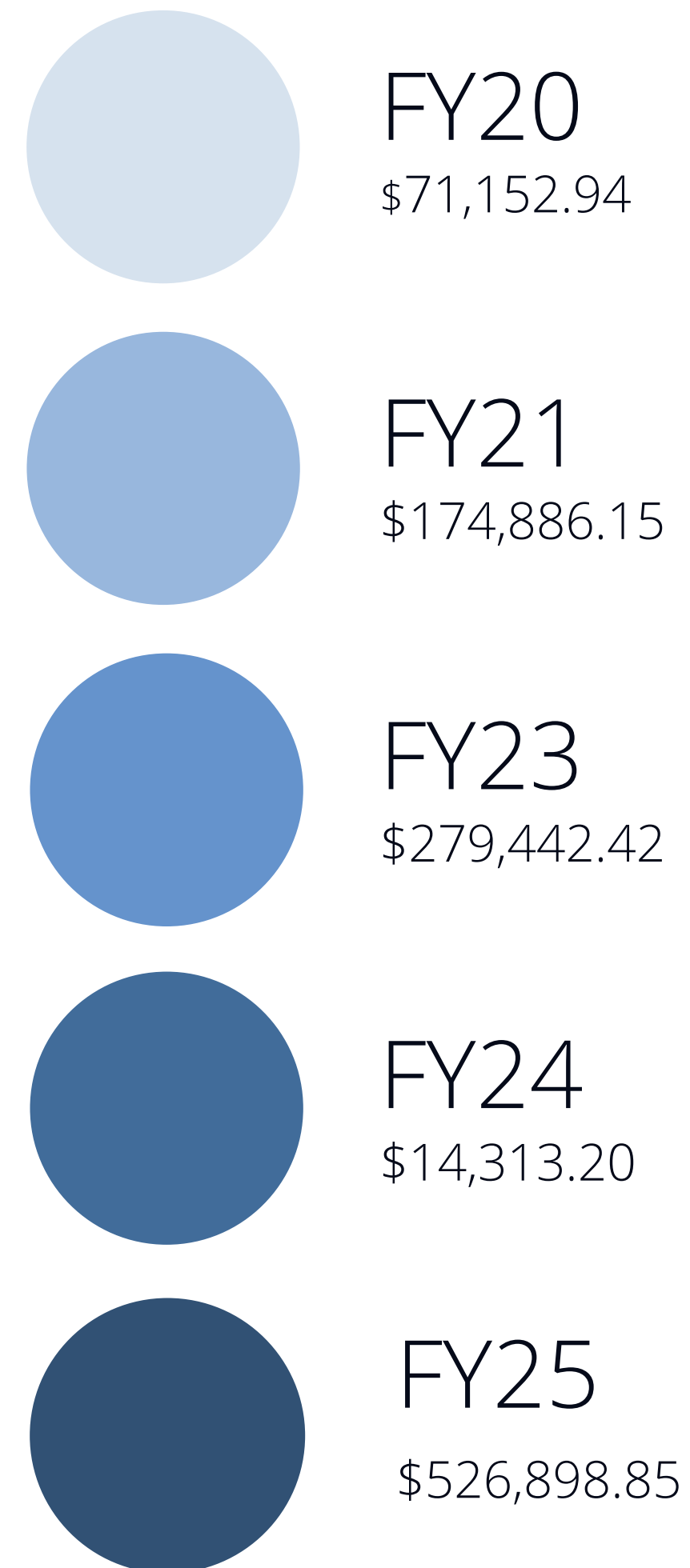


Image of completed project at Intrinsic Smokehouse & Brewery

IOOF Building, 2020

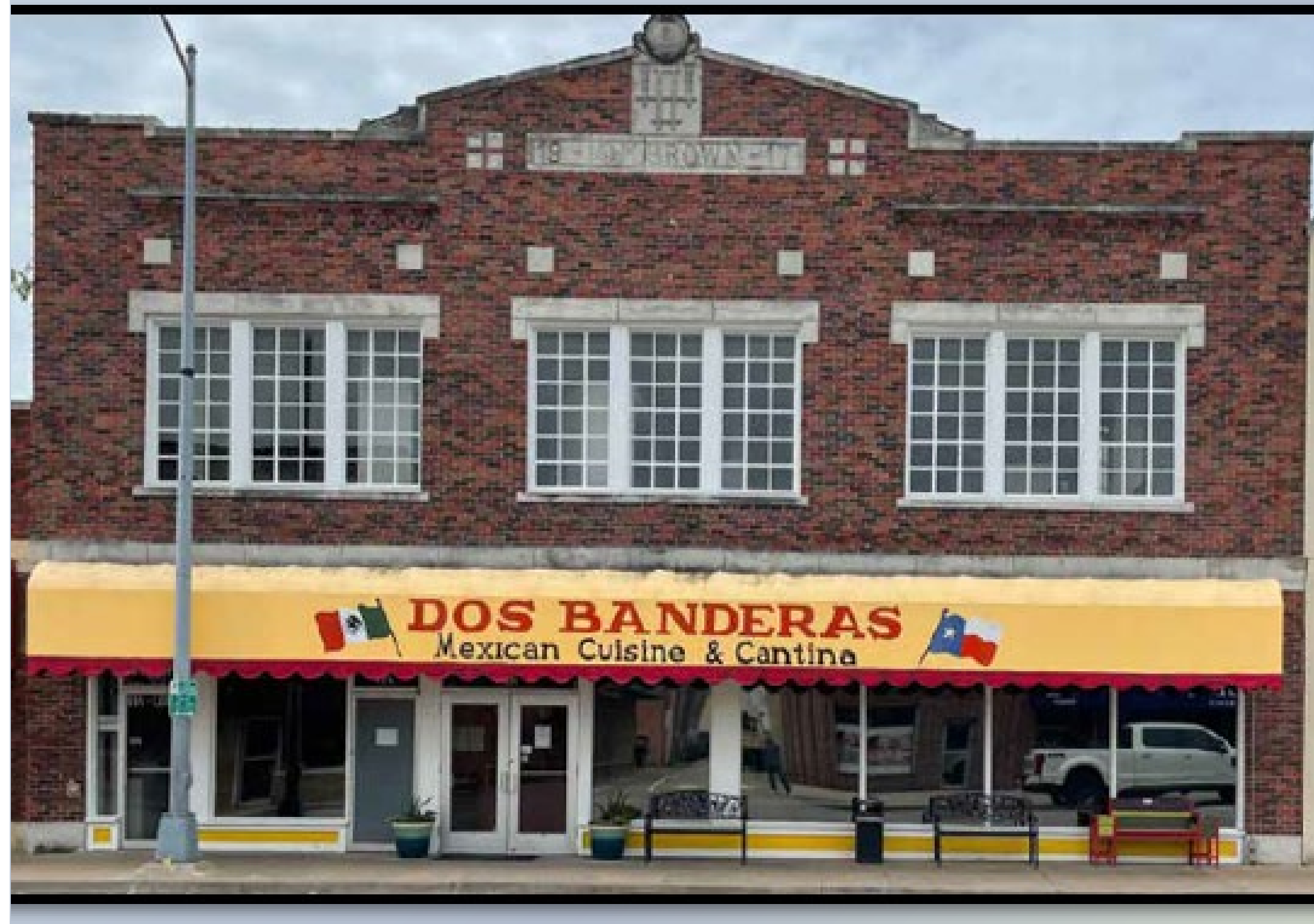


Before – Vacant Antiques Store



After – Renovated IOOF Building

Dos Banderas, 2023



Before – Dos Banderas



After – Dos Banderas

Jimmy Wallace, 2024



Before – Jimmy Wallace Guitar Gallery



After – Jimmy Wallace Guitars

Taco y Vino, 2025



Before – Vacant Jim's Barber Shop



After – Taco Y Vino



Amendment Requests

The Downtown Review Committee and the TIF #1 Board recommend the following amendments to Resolution 10468

Request #1

Implement a \$150,000 reimbursement maximum

Request #2

Require 25% of the revitalization project to include exterior improvements

Request #3

Allow for non-tax-producing properties funding for exterior façade and life-safety improvements

Alternate funding options available through Economic Development.

Amendment Request #1 – \$150,000 Maximum Reimbursement

Amendment language:

D) Program Thresholds and Reimbursement Limits.

(2) The total reimbursement for an approved project under the Program shall not exceed \$150,000.00, regardless of the number or type of project categories included in the application.

(3) The \$150,000.00 maximum reimbursement amount may not be exceeded by dividing one project into multiple applications, phases, categories, scopes of work, or reimbursement requests.

Amendment Request #2 – 25% Exterior Required

Amendment language:

Except for projects consisting solely of qualifying life-safety improvements, *not less than one-quarter of the total eligible project cost must be allocated to exterior improvements.*

Exterior improvements may include façade work, storefront improvements, exterior restoration, exterior lighting, awnings, signage, architectural details, pedestrian-oriented exterior improvements, and other improvements approved by the Design Review Committee that enhance the exterior appearance, historic character, or public-facing condition of the property.

Amendment Request #3 – Non-Tax Producing Properties

Participation in the Program is limited to tax-producing properties except as set forth herein. For purposes of this Resolution, a “tax-producing property” means a property that currently produces ad valorem tax revenue, sales tax revenue, or other lawful municipal tax revenue associated with commercial activity.

(7) A non-tax-producing property, including a property owned or occupied by a nonprofit or tax-exempt entity, may be eligible to participate in the Program only for the following qualifying improvements:

a. life-safety improvements, including fire suppression systems, fire alarm systems, emergency egress improvements, and similar improvements approved by the Design Review Committee that directly protect the health and safety of building occupants or the public; or

b. exterior façade improvements that restore, preserve, enhance, or contribute to the building’s historic significance, historic character, or contribution to the Downtown Historic District.

(8) Non-tax-producing properties are not eligible for Program Reimbursement for general interior upgrades, tenant-specific improvements, ordinary maintenance, cosmetic work, or other improvements that do not qualify under subsection (B)(7).

Why Modify the Program?

Equitable Access

To ensure the program can support multiple projects rather than allowing a small number of high-cost projects to exhaust available funds.

A funding cap promotes equity by giving more businesses and property owners the opportunity to participate in Downtown improvements.

Program Sustainability

Maintain long-term sustainability of the program, allowing it to operate consistently year over year instead of being depleted early.

Provides the City with better financial predictability while still incentivizing high-quality, impactful projects.

Exceeds offerings of most grant programs in other Texas cities.

Maximize Impact

Restores original intent of protecting Historic District and improving curb appeal.

A cap encourages applicants to be efficient in project scope and budgeting.

A cap maximizes overall impact on Downtown revitalization rather than concentrating resources in a limited area or among a few recipients.

Projects seeking additional assistance beyond the program cap may still be eligible for other incentive programs; however, those funding sources include specific performance measures and accountability requirements, whereas this program is designed to provide a more flexible revitalization tool.

Thank You

Questions?





GARLAND

CITY COUNCIL STAFF REPORT

11

Meeting Date: June 15, 2026

Title: Update Regarding the Rate Review Mechanism (RRM) Framework and Atmos Energy Annual Rate Case

Submitted by: Courtney Vanover
Deputy City Secretary

Strategic Focus Area: Reliable / Cost-Efficient Utility Services

Issue / Summary

Staff will provide an update on the annual Atmos Rate Review Mechanism (RRM) rate case and process. No City action is necessary at this point.

Background

Atmos has a statutory right to an annual rate increase associated with recovery of capital investment made in the preceding 12 months. The statutory right to recovery of capital costs is pursuant to a process referred to as Gas Reliability Infrastructure Program (GRIP). The City of Garland is a member of the Atmos Cities Steering Committee (ACSC) and has always objected to GRIP as piecemeal ratemaking because it does not evaluate rising revenues or declining expenses that may offset the need for a rate increase associated with increased capital investment. Additionally, Cities are not entitled to challenge any portion of a GRIP filing as unreasonable. ACSC member cities and consultants collectively work together to negotiate a RRM with Atmos as a substitute for GRIP. The RRM has no existence in statutes and exists only pursuant to City ordinances. It is anticipated that a recommendation from the ACSC will be brought forward to the Council later this summer. This presentation is for informational purposes only to inform Council and residents of the process.

Consideration / Recommendation

Discussion only.

Attachments

None



GARLAND

CITY COUNCIL STAFF REPORT

Meeting Date: June 15, 2026

Title: Update Regarding Potential Opportunity Zone Nominations

Submitted by: Matthew Watson, Assistant City Manager

Strategic Focus Area: Future-Focused City Organization
Growing Economic Base

Issue / Summary

Staff will provide an overview of the Opportunity Zone Program and present recommended eligible census tracts for nomination to the State of Texas for consideration as Opportunity Zones.

Background

Opportunity Zones are a federal economic development tool established through the Tax Cuts and Jobs Act of 2017 to encourage long-term private investment in economically distressed communities. The program provides federal tax incentives to investors who reinvest capital gains into designated Opportunity Zones through qualified investment vehicles. Opportunity Zone designation can help attract private capital for housing, commercial redevelopment, infrastructure improvements, job creation, and other community development initiatives.

The State of Texas has opened a process for local governments to submit eligible census tracts for consideration as new Opportunity Zones. The deadline for submitting nominations to the State is June 26, 2026.

Staff has evaluated eligible census tracts within the City of Garland and identified recommended tracts for nomination based on alignment with Garlands Strategic Plan, adopted master plans, housing strategy identified through the City's Housing Study, redevelopment priorities, infrastructure investments, and known development and reinvestment opportunities. Staff believes the recommended tracts represent areas where Opportunity Zone designation could support long-term economic growth, redevelopment activity, and expansion of the City's tax base.

To strengthen the City's application, staff is requesting Council's consideration of a Resolution of Support at the June 16, 2026 Regular Meeting. If approved, the resolution will be included with the City's submission package to the State of Texas as evidence of local support for the proposed Opportunity Zone nominations.

Consideration / Recommendation

Consider a resolution of support.

Attachments

None



GARLAND

CITY COUNCIL STAFF REPORT

13

Meeting Date: June 15, 2026
Title: Data Center Water Usage Report
Submitted by: Deanna Collins, Assistant to the City Manager
Strategic Focus Area: Reliable / Cost-Efficient Utility Services

Issue / Summary

Council requested staff to prepare a report on water usage by data centers in Garland and compare it to other industrial users.

Background

Consideration / Recommendation

Attachments

None



GARLAND

CITY COUNCIL STAFF REPORT

14

Meeting Date: June 15, 2026

Title: Consider the Appointment of a Mayor Pro Tem and Deputy Mayor Pro Tem

Submitted by: Jennifer Stubbs, City Secretary

Strategic Focus Area: Future-Focused City Organization

Issue / Summary

Council is requested to consider the election of a Mayor Pro Tem and, if so desired, a Deputy Mayor Pro Tem.

Background

Council is requested to consider the election of a Mayor Pro Tem and, if so desired, a Deputy Mayor Pro Tem.

Consideration / Recommendation

Consider appointing a Mayor Pro Tem and a Deputy Mayor Pro Tem.

Attachments

None



GARLAND

CITY COUNCIL STAFF REPORT

Meeting Date: June 15, 2026

Title: Councilmember Ed Moore

- Dr. Vicki Jackson-High - Board of Adjustment
- Alex Alexander - Community Multicultural Commission
- Daniel Camp - Library Board
- Terry Hillard - Plan Commission
- Jeff Smith - Tax Increment Finance #2 South Board
- Simon Mathew - Unified Building Standards Commission

Submitted by: Jennifer Stubbs, City Secretary

Strategic Focus Area: Future-Focused City Organization

Issue / Summary

Council is requested to consider appointments to various City of Garland Boards and Commissions.

Background

Pursuant to Article IV, Section 2 of the City Charter, five councilmembers may appoint and remove members serving in appointive positions assigned to that councilmember without cause or notice. Councilmember Moore has requested changes and to fill a vacancy in his board and commission appointments. The requested changes are presented for Council's consideration and formal action.

Consideration / Recommendation

Consider approval of Councilmember Moore's Boards and Commissions appointments as presented.

Attachments

- A. Dr. Vicki Jackson-High Application
- B. Alex Alexander Application
- C. Daniel Camp Application
- D. Terry Hillard Application
- E. Jeff Smith Application
- F. Simon Mathew Application



Application for City of Garland Boards and Commissions

First Name: Last Name:

Address: Apt./Suite:

City: State: Zip Code:

Phone (preferred): Phone (alt):

Dallas County Voter Registration Number (or Date of Birth):

Have you ever been convicted of a Class A Misdemeanor or a Felony (Yes or No)?

Length of Garland residency (in years)? Length of Garland residency (in years)?

Email address:

Do you use, or have you ever used, any of the following:

Facebook Twitter Instagram LinkedIn Nextdoor TikTok

Please list up to three Boards and Commission in order of interest (see complete list on pages 3-4):

1st 2nd Choice: 3rd Choice:

Please list any experience that qualifies you to serve in the areas you have indicated.

If you have previously served on a City Board or Commission, please specify and list dates of service.

List civic or community projects with which you have been involved.

What is your educational background?

Referred by: District:



Disclosure Form

For Ordinance Boards and Commission Applicants

First Name: Last Name: Jackson-High

Title:

Spouse:

Minor Children or Dependents:

1. Identify by name and address each business entity in which you, your spouse or any of your minor children or dependents have a substantial interest.

Business entity: Means a sole proprietorship, partnership, firm, corporation, holding company, joint-stock company, receivership, trust or any other entity recognized by law.

Substantial interest means: (a) the ownership of 10 percent or more of the voting stock or shares of the business entity; (b) the ownership of either 10 percent or more or \$5,000 or more of the fair market value of the business entity; or (c) funds received from the business entity exceed 10 percent of the recipient's gross income for the previous year.

2. Identify (by street address, legal or lot and block description) all real property located within Garland owned by you through beneficial ownership, partnership, joint ownership or through corporate ownership of corporation in which you have an interest of one percent or more. You must also include all real property leased by you or held by you with a right of first refusal.

Return completed Boards and Commissions Application and Disclosure Form to:

City of Garland
City Secretary's Office
PO Box 469002
Garland, TX 75046-9002

Signature:

Date:



Application for City of Garland Boards and Commissions

First Name: Last Name:

Address: Apt./Suite:

City: State: Zip Code:

Phone (preferred): Phone (alt):

Dallas County Voter Registration Number (or Date of Birth):

Have you ever been convicted of a Class A Misdemeanor or a Felony (Yes or No)?

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Disclosure Form

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First Name: Last Name: Alexander

Title:

Spouse:

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What is your educational background?

Referred by: District:



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Please list any experience that qualifies you to serve in the areas you have indicated.

Not only have I been a proud resident of Garland since 2000, raising my daughter here and taking her to breakfast at Hubbard's, seeing Santa come to town in the old-school Christmas parades on the square (when it was a lot more concrete than grass) and living the community and welcoming aspects of this town. I have been in videogame development and publishing since 1995 and along the way started a company that produced large scale music tours, recorded records and aligned with Fortune 100 brands of events. My love for the live event and creating experiences for masses of people continues even though my full-time job is publishing videogames. I have the ability (and contacts) to solicit globally-recognized-artists not only in music but paint, sculpture and dance. My desire to be part of a group that can continue to bring top quality entertainment and education to the residents of Garland through events.

Although out to of he scope of this application, I would also love to introduce the concept of an educational space where the youth could have an opportunity to learn and work with world famous musicians and digital creators - perhaps creating a Garland Maker's Space. I do appreciate how much things cost and have always been able to orchestrate sponsorships and donations as well as good old ticket sales. I

have previously served on a city board or commission, please specify and the date of service. I would like to learn more about the plans and hopes of the current counsel members and groups and get involved in the most meaningful way I can yet

List civic or community projects with which you have been involved.

Produced the sustainable food court with local vegetarian/health-minded restaurants for the inaugural Earth Day TExas (Now Earth X) for Trammel S Crow.

Hosted hurricane katrina victims (children) for a multi-day community production with arts, music, food and fellowship at the Forest Theatre with Erykah Badu.

What is your educational background?

My freshman year of college was 1990, so that was a long time ago. Since then, my education has been starting multiple companies, launching over 100 videogames worldwide, producing international concert tours and raising a child that is now graduated (from UT) and working in her career. That is the real education of life. ;-)

Referred by: District:



Disclosure Form

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Title:

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Address: Apt./Suite:

City: State: Zip Code:

Phone (preferred): Phone (alt):

Dallas County Voter Registration Number (or Date of Birth):

Have you ever been convicted of a Class A Misdemeanor or a Felony (Yes or No)?

Length of Garland residency (in years)? Length of Garland residency (in years)?

Email address:

Do you use, or have you ever used, any of the following:

Facebook Twitter Instagram LinkedIn Nextdoor TikTok

Please list up to three Boards and Commission in order of interest (see complete list on pages 3-4):

1st 2nd Choice: 3rd Choice:

Please list any experience that qualifies you to serve in the areas you have indicated.

If you have previously served on a City Board or Commission, please specify and list dates of service.

List civic or community projects with which you have been involved.

What is your educational background?

Referred by: District:



Disclosure Form

For Ordinance Boards and Commission Applicants

First Name: Last Name:

Title:

Spouse:

Minor Children or Dependents:

1. Identify by name and address each business entity in which you, your spouse or any of your minor children or dependents have a substantial interest.

Business entity: Means a sole proprietorship, partnership, firm, corporation, holding company, joint-stock company, receivership, trust or any other entity recognized by law.

Substantial interest means: (a) the ownership of 10 percent or more of the voting stock or shares of the business entity; (b) the ownership of either 10 percent or more or \$5,000 or more of the fair market value of the business entity; or (c) funds received from the business entity exceed 10 percent of the recipient's gross income for the previous year.

2. Identify (by street address, legal or lot and block description) all real property located within Garland owned by you through beneficial ownership, partnership, joint ownership or through corporate ownership of corporation in which you have an interest of one percent or more. You must also include all real property leased by you or held by you with a right of first refusal.

Return completed Boards and Commissions Application and Disclosure Form to:

City of Garland
City Secretary's Office
PO Box 469002
Garland, TX 75046-9002

Signature:

Date: