neighborhood action plan Carriagenouse









City of Garland P. O. Box 469002 Garland, Texas 75046-9002 972-205-2000



June 2007

Greetings!

On behalf of the entire City of Garland organization, I wish to convey our support for all of Garland's neighborhoods and the neighbors who are working so hard to keep them vital places to live, work, shop, learn and invest. Thank you to everyone who has contributed to the efforts to create the Carriagehouse Neighborhood Program Area Action Plan. We should all be proud of our neighborhoods and look forward to a vibrant future for them through the combined efforts of neighbors, municipal government, and partners throughout the community.

The City of Garland recognizes partnerships are key to maintaining and creating healthy neighborhoods. The continued prosperity of Garland relies upon the vitality of its neighborhoods. By working with residents, business and property owners, real estate professionals, school officials, non-profits, and the faith-community in a coordinated manner to address neighborhood and City-wide issues, we will set a new standard for neighborhoods throughout Garland and build capacity for citizens to effectively manage their neighborhoods.

It will take the combined effort of neighbors, the community, and the City of Garland to carry out the actions contained in this Action Plan. The City of Garland organization is a committed leader and partner in these efforts and seeks to join with others in taking advantage of the tremendous momentum growing throughout the city to move Garland and its neighborhoods forward together.

With warmest regards,

William E. Dollar City Manager



${f I}$ ntroduction

The purpose of the Carriagehouse Neighborhood Program Area Action Plan is to put forward a set of strategies to enhance the vitality of the neighborhoods within the Neighborhood Program Area. The strategies suggested in the Action Plan are in response to the priorities identified by the neighbors participating in the planning process. It is not assumed the strategies in the Action Plan will by themselves completely solve the issues; moreover, the priorities addressed in the Action Plan are not exhaustive. Numerous activities and issues outside of this document also influence the future of these neighborhoods.

The key to the successful realization of the Carriagehouse Neighborhood Program Area Action Plan is purposeful and coordinated enactment of the strategies set forth in it. Working together with the same goals in mind, all of the partners involved must be committed to the vitality of the area and the enrichment of the lives of those living, working, and investing there. New and stronger partnerships between neighbors, the City of Garland, and resources throughout the community will help neighbors reach their goals for their neighborhoods.

This Action Plan is among the first to be completed as a part of the Strategy for Vital Neighborhoods. Initiated by the City in 2006, the Strategy for Vital Neighborhoods seeks to create a framework for neighbors, the City of Garland, and all partners to work together to maintain and enhance the vitality of all of Garland's neighborhoods.

At the core of the *Strategy* is the City of Garland Neighborhood Philosophy:

Recognizing a strength of Garland is the character of its neighborhoods, we will work in partnership with neighborhood stakeholders and community resources to build a stronger community and keep Garland an excellent place to live, work, play, and invest.

This Neighborhood Philosophy identifies neighborhoods as a defining element of the City of Garland and highlights the relationship between neighborhood quality and the overall quality of the city. The Neighborhood Philosophy also embraces the concept of partnerships between neighbors, the City of Garland organization, and the community to build stronger neighborhoods. Finally, it speaks to the options individuals,

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families, and businesses have when choosing where to reside, work, and locate. All of those decisions are influenced by the perception of whether or not it makes economic sense. By taking action to create a bright future for the neighborhoods of Garland, the decisions to live, work, and invest here continue to be sound.

The Strategy for Vital Neighborhoods also has three primary envisioned outcomes. Specifically, they are:

- Increased sense of community
- Increased neighborhood management capacity
- Stabilized and improved neighborhoods

Garland's neighborhoods are all different. There are older neighborhoods and newer neighborhoods. Some are well-maintained, while others are showing signs of age. Many are organized, with either a mandatory homeowners association, voluntary neighborhood group, or crime watch group. Most importantly, all have the potential to be neighborhoods of choice, places where families and businesses choose to live and invest. The *Strategy* seeks to offer tools to revitalize older neighborhoods and to maintain newer neighborhoods.

Neighborhoods are more than just the houses. Businesses, schools, parks, places of worship, and many other elements really make a neighborhood a true community. Moreover, neighborhoods also have a relationship to other neighborhoods, the city, and the region, placing them in a larger context.

Also, all those living, working, learning, doing business, and investing in a neighborhood should have a sense of pride and responsibility for their neighborhood. By working together and recognizing mutual concerns and how they blend, quality neighborhoods and a greater sense of community will result.

Neighbors must be engaged and empowered to take on the day-to-day concerns arising in the neighborhood. This is called neighborhood management. Cooperative effort among neighbors, in partnership with community resources and the City of Garland, is another outcome of the *Strategy for Vital Neighborhoods*. By supporting neighbors working as individuals and in groups, the neighborhoods, the City of Garland, and the community all benefit.

The Strategy for Vital Neighborhoods is a program for all of Garland's neighborhoods. There are numerous programs and activities all neighborhoods can utilize to make themselves stronger. The







Carriagehouse Neighborhood Program Area was selected as one of four pilot areas to focus additional time and resources to address specific issues. This neighborhood was chosen for several reasons:

- Area residents have recently formed neighborhood associations and crime watch groups
- Several community leaders are working in the area
- The nearby Firewheel Town Center area has seen significant new development
- The PGBT extension will connect the area with Sachse, Rowlett, and South Garland

Because of these characteristics, the Carriagehouse Neighborhood Program Area was selected for this pilot phase. The processes, programs, and policies developed through this effort may serve as templates in other neighborhoods.



The Carriagehouse Neighborhood Program Area Action Plan is the result of the work of many people investing their time and efforts. Included in the Action Plan is:

- A timeline outlining the process for developing the Action Plan
- A Neighborhood Story telling the past, present, and future of the Carriagehouse Neighborhood Program Area
- The priority issues identified by the neighbors and strategic actions to address them
- A presentation of neighborhood management and specific actions for the Carriagehouse Neighborhood Program Area and a description of how this Action Plan will be accomplished and move forward to realize a well-managed and vital Carriagehouse Neighborhood Program Area.





The Strategy for Vital Neighborhoods process involved several steps intended to involve both neighborhood residents and a wide range of city staff and departments.

July 2006: Selected as one of four pilot Neighborhood Program Areas

October 2006: City of Garland's Strategy for Vital Neighborhoods presented at

Neighborhood Summit

November 2006: Interviews with community leaders to discuss past interaction

with the City of Garland and perception of current neighborhood

conditions

Kickoff meeting at Sellers Middle School initiating the planning process in the Carriagehouse Neighborhood Program Area

December 2006: Neighborhood Priorities were identified by residents at the

second neighborhood meeting

February 2007: Staff met with neighborhood organization leadership to further

discuss the priority issues

March 2007: Community Solutions meeting to discuss neighborhood-based

actions to address neighborhood priorities

Staff conducted a neighborhood walk with area residents to further discuss the priority issues and view the areas of concern

June 2007: Community Open House

July 2007: Carriagehouse Neighborhood Program Area Action Plan

presented to City Council

Ongoing: Action Plan Implementation

Neighborhood Management Capacity Building

Neighborhood Improvement





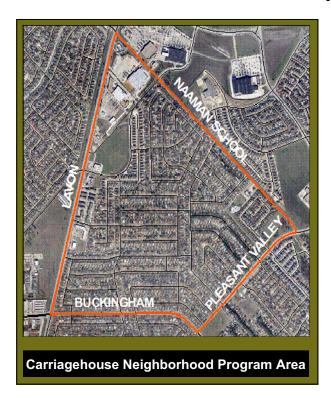
${f T}$ he Neighborhood Story

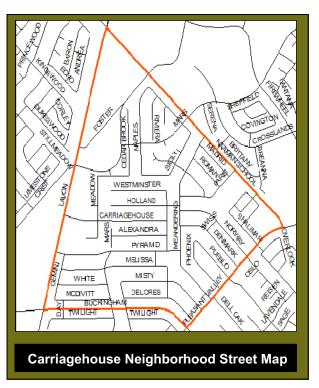
This Neighborhood Story is intended as a snapshot of the area's past and present and a preview of what the neighborhood might be in the future. For a neighborhood like Carriagehouse, there are many interesting stories and common themes illustrating both the issues facing residents and the solutions for these concerns. The Neighborhood Story presented here is based on discussion from the public kickoff meeting in November 2006 and conversations with residents throughout the planning process.

The story of the Carriagehouse neighborhoods begins with the development of the first homes in the

Carriagehouse Statistics Population Data		
	Total	
White	3,169	
Black/African American	569	
Asian	171	
American Indian /Alaska Native	7	
Native Hawaiian / other Pacific		
Islander	0	
Some Other Race	182	
Two or more races	222	
Total	4,320	
% Hispanic descent	16.9%	

* Source: U.S. Census 2000









Carriagehouse Statistics Age Distribution			
Total Population	4,320		
Under 18 years	1,280	29.6%	
18 years and over	3,040	70.4%	
62 years and over	268	6.2%	

* Source: U.S. Census 2000

area in the late 1960s, with additional development through the 1970s and early 1980s, as suburbanization continued in the area. Carriagehouse offered attractive homes in a safe, affordable neighborhood, which appealed to homebuyers looking for a home in northeast Garland.

As area neighborhoods developed, Lavon Drive (State Highway 78) slowly grew into a major shopping area to serve the neighborhood. Grocery stores, restaurants, and other neighborhoodserving businesses began to establish themselves in the area. The construction of President George Bush Turnpike (PGBT) just to the north of the Carriagehouse neighborhood brought additional interest in development in the area. National retailers began to locate in the area. The Firewheel Town Center, a regional shopping center, opened in Fall 2005. Additional commercial development is anticipated for the nearby PGBT corridor and Carriagehouse area.

The decades since the area's initial development have allowed for growth of the services and conveniences of an established neighborhood, but time is a double-edged sword cutting both ways. Homes and neighborhood infrastructure are approaching thirty to forty years old and a few are beginning to show the unavoidable signs of their age, despite the neighbors' and the City's diligent work to protect these elements.

In response, groups of neighbors have begun to talk to each other about the future of their neighborhood and take action to improve their community.

Neighborhood leaders have emerged to lead a handful of newly-formed neighborhood organizations in this effort. These dedicated neighbors have tackled not only physical improvement issues, but also public safety and community building.

Carriagehouse Statistics Housing Data		
Total housing units	1,422	
Rental housing units	199	
Single family housing units	1,314	
Owner-occupied	84.4%	
Renter-occupied	15.6%	
Average assessed value	\$114,235	
Average age of housing	28 years	
Average size of housing	1,640 sq. ft.	

* Sources: U.S. Census 2000 Dallas County Appraisal District



Neiabborbood Program Area





However, Carriagehouse neighbors realize they cannot do it alone. The resources, knowledge, and dedication to their community must come through a common commitment by all residents and a partnership with the City and other service providers. The first steps toward achieving their vision for a safe, attractive, and active neighborhood are being taken. The actions of today and achievements of tomorrow will be the next chapter of the Carriagehouse neighborhood story.



Neighborhood Priorities

During the process of working with the neighborhood residents, six key priorities were identified as needing to be addressed:

- Improve residential property maintenance and appearance
- Improve "walkability" of the neighborhood and pedestrian infrastructure
- Reduce speeding vehicles through the area and improve compliance with and enforcement of traffic controls
- Increase police presence and response
- Organize, strengthen, and grow neighborhood associations, crime watch groups, and other local organizations
- Improve alley maintenance

These issues were gathered during the kickoff meeting and prioritized by the residents through a ranking activity at the December neighborhood meeting. These issues are the six most vital issues for the entire area, as chosen by the neighborhood's residents at this meeting.

Improve residential property maintenance and appearance

As homes age, regular and quality maintenance becomes increasingly important to maintaining the attractive appearance and physical integrity of the structures. If this maintenance is not





Garland, Texas

Neighborhood Program Area

undertaken, the entire area can suffer from a diminished overall image in the eyes of current and prospective residents.

Improve "walkability" of the neighborhood and pedestrian infrastructure

Frequent on the list of top neighborhood concerns were issues related to safe and maintained sidewalks, adequate street lighting, and safe street crossings, including school zone crossings. Together, these issues can be referred to as the "walkability" within the neighborhood. Providing a safe, clean, and inviting environment for pedestrians is a key concern of Carriagehouse neighbors.

Reduce speeding vehicles through the area and improve compliance with and enforcement of traffic controls

The neighborhood contains a number of through streets connecting frequently traveled commercial centers and freeway corridors. This may lead to increased traffic speeds and stop sign violations, thus creating a less safe environment for drivers and residents in the neighborhood.

Increase police presence and response

Property crime, drugs, traffic violations, and general public safety are significant concerns of the neighbors in the area, leading to the desire for increased police presence and response within the neighborhood.





Organize, strengthen, and grow neighborhood organizations

Some neighbors in the area have already started to join together to address the issues facing them, while other residents have an interest in forming associations or crime watch groups. The need for guidance, education, funding, and technical assistance for these new groups are a priority in the neighborhood.

Improve alley maintenance

Regular maintenance or replacement of the aging alleys in the neighborhood is of particular concern to residents. They requested guidance on what they can do to hasten the repair or replacement process. Neighbors also voiced a need for information about the repair process and schedule.





Coming Up With The Solutions

The solutions to the priority issues proposed in the following pages were developed by neighbors and City of Garland staff. To develop the proposed actions, City staff and neighborhood residents examined their own roles in solving the priority issues and then generated a series of actions that they could undertake to affect positive change on the topics. The City and neighbor actions were then combined to create a series of complementary actions to address the key issues of the neighborhood. Creative actions generated by both neighbors and staff are included in the plan. Together these actions make up the content of the plan and exhibit the partnership between the City of Garland and the neighborhood residents.

Neighbors met with each other and the Carriage House Neighborhood Program Team in April 2007 to discuss Community Based Solutions. Neighbors engaged in a participatory exercise to brainstorm possible actions to take to address the priority issues. The neighbors were instructed to only propose solutions not requiring the City of Garland's participation. The reason for this instruction was to get neighbors to begin the process of neighborhood management—taking on the day-to-day issues facing their neighborhood themselves. Thinking in terms of what individuals could do and what actions could be undertaken by blocks, neighborhoods, and the entire community, neighbors came up with a number of potential activities.

Issue Resolution Groups (IRGs) composed of City staff looked at potential actions from a cross-departmental perspective. Members of the Issue Resolution Groups discussed what is currently being done by their departments to address the issue.

Next, the IRGs brainstormed possible actions, incorporating existing policies and programs, as well as developing some new ones. These ideas were then refined to those determined to be most likely to have a positive effect.

Finally, the Neighborhood Resource Team (NRT), a panel of management-level City staffers assembled to guide the implementation of the *Strategy for Vital Neighborhoods*, was presented the possible actions for their approval. After the approved actions were determined, an implementation schedule was developed.

The combined efforts of neighbors and City of Garland staff have brought about these proposed actions. It will also take neighbors partnering with the City of Garland and resources in the community to accomplish the work of realizing these actions. The specific actions, project lead, partners in the activities, and a schedule for implementation are included in the next section.

Improve residential property maintenance and appearance

The need for partnership between residents and the City of Garland is apparent most on the topic of improving residential property maintenance and appearance. At the series of community







meetings, neighbors discussed the array of factors affecting property maintenance.

Between the neighbors and staff, a number of actions were suggested to address all of these issues. A "Good Neighbor Guide", a summary of helpful tips to educate about the responsibilities of being a good member of the neighborhood, improved communication with Code Compliance officers, and neighborhood-wide dialogue will promote home maintenance within the Carriagehouse community. The City will also work to market existing opportunities and resources and expand the pool of resources available to those who want to make significant improvements to their property or who may not have the physical, financial, or technical ability to make necessary repairs. Two-way communication between neighbors and Code Compliance staff will also be improved to make it more effective.

Improve "walkability" of the neighborhood and pedestrian infrastructure

Infrastructure, including sidewalks, lighting, and street crossings were the three most significant needs related to

"walkability" within the Carriagehouse neighborhood. The City will conduct a neighborhood-wide evaluation and sweep for street lighting, tree trimming, and key street crossings and make improvements, as warranted, to improve conditions for pedestrians. To complement the City's actions, the neighbors will be encouraged to install and use personal porch and rear lighting and to utilize the matching grant program to repair or replace sidewalks in the area.

Reduce speeding vehicles through the area and improve compliance with and enforcement of traffic controls

Speeding vehicles and stop sign violations were identified by the neighbors as a important issue in their community. To address these concerns, the City plans to conduct a speed reduction process. This multi-phased approach will investigate the issues and focus attention on curtailing these violations. Neighborhood crime watch groups can also raise awareness of the issue and work to reduce these traffic crimes.

Increase police presence and response

Public safety is a significant concern of neighborhood residents and positive and effective work has already started to address this issue. A handful of newlyformed crime watch groups and a growing relationship between residents and their Neighborhood Police Office (NPO) have already made progress toward increasing the sense of neighborhood safety, but more can be done to support and continue these activities. Additionally, continued Police





Department communication and programs, like the Neighborhood Police Officer and Citizen Police Academy, can be employed to continue these efforts.

Organize, strengthen, and grow neighborhood organizations

The ability for residents to manage the problems inevitably arising in a neighborhood's life is key to maintaining a vital neighborhood. Voluntary neighborhood associations, homeowners or condominium associations, and crime watch groups are all types of groups existing within the Carriagehouse neighborhood and working to improve the its health. The neighbors will work to create new associations and strengthen those newly formed groups, with assistance and guidance from the City.

Improve alley maintenance

As Carriagehouse ages, so does its physical infrastructure, including alleys. Reconstructing alleys is very costly, but the City annually makes a significant investment in repairing or replacing alleys across Garland. The City plans to better educate residents on the evaluation process and methods of repair and to better inform citizens how and when the City invests in these projects in their neighborhood. To assist the City with effective service, neighbors, neighborhood associations, and City field staff can report alley maintenance issues in a full and prompt manner.







Solutions For Carriagehouse

The solutions produced through the work of the neighbors and City staff have been grouped by the priorities identified by the people of the neighborhood. Each priority has one or more objectives identifying specific activities to be pursued to accomplish the priority. The actions listed call for activity by neighbors and/or City staff to accomplish the objectives.

P	riority	Improve residential	
		property maintenance	
		and appearance	

Objective: Improve education and

> communication on code compliance and home maintenance to increase property values and decrease code violations

Develop "Good Neighbor Action 1:

Guide", a guide to expectations of being a good member of the community

August 2007 Start: End: January 2008

Lead: **Public Information Officer** Partners: Neighborhood Vitality.

> Code Compliance, Health, **Environmental Waste** Services, Water, Building

Inspection

Working from existing publications, compile a brief summary of helpful tips to educate neighbors about the responsibilities associated with being a good member of the community.

Action 2: Improve education and

> communication on code compliance and home maintenance rules.

Start: Ongoing End: Ongoing

Lead: Code Compliance

Partners: **Neighbors**

Increase printing and distribution of TRAC (Telling Residents About Code) publication, including print and electronic formats, potentially other languages as warranted. Continue presentations on codes to neighborhood organizations.

Action 3: Educate neighbors on existing home repair

assistance programs

Coordination will begin July Start:

2007

End: Ongoing

Lead: Neighborhood

> Development, Garland **Housing Finance**

Corporation

Partners: Neighborhood Vitality

A number of assistance programs exist to help neighbors with home repair. The City will promote greater awareness and understanding of program qualifications, sources, and purposes.





Action 4: Coordinate City programs

focusing on property maintenance and home

repair

Start: July 2007 End: Ongoing

Lead: Code Compliance,

Neighborhood Development

Partners: Neighborhood Vitality,

Building Inspection,

Garland Housing Finance

Corporation

Coordinate efforts of People Helping People (PHP) and Code Cares programs to connect needs with resources. Identify ways to maximize the use of funds, organization and volunteers among these programs.

Action 5: Develop a focus area/

model neighborhood program to focus efforts, services, and resources

Start: November 2007 End: June 2008 Lead: Planning

Partners: Code Compliance,

Neighborhood

Development, Engineering, Garland Power & Light, Transportation, Garland

Housing Finance

Corporation, Neighbors

Neighborhood programs would be focused on a small area to be an example of how resources can be brought together to create vital neighborhoods.



Action 6: Identify and assist

neighbors with property

maintenance needs

Start: January 2008

End: Ongoing

Lead: Neighbors, Neighborhood

Organizations

Partners: None

Neighbors talk to each other to determine if some are unable to properly maintain their home. Neighbors may then offer assistance where they feel it is necessary. This is a community-based solution.

Action 7: Report violations,

maintenance requests, or other needs effectively and in a timely manner

Start: January 2008

End: Ongoing

Lead: Neighbors, neighborhood

organizations

Partners: None

Neighbors work as "eyes on the street" and are encouraged to report problems to City departments. Residents are reminded not to assume the City is already aware of the problems.





Carriagehouse

Garland, Texas

Neighborhood Program Area

Action 8: Meet and communicate

effectively with Code Compliance officer(s).

Start: January 2008 End: Ongoing

Lead: Neighbors, neighborhood

organizations

Partners: Code Compliance

Open communication between neighbors, neighborhood organizations, and Code Compliance officers will be encouraged and include education on codes and enforcement process as well as the importance of full and timely reporting of violations. This is a community-based solution.

Action 9: Plan and conduct

neighborhood activities to improve property

maintenance.

Start: January 2008

End: Ongoing

Lead: Neighbors, neighborhood

organizations

Partners: Code Compliance,

Neighborhood Vitality, Environmental Waste

Services

Neighborhood clean-up days and events encouraging improving residential property maintenance will provide neighborhood-wide improvement to residential properties. Neighborhood events can reinforce a sense of community and raise awareness of this issue in the neighborhood.



Improve "walkability" of the neighborhood and

pedestrian infrastructure

Objective: Provide a safe

environment for pedestrians

Action 1: Conduct a street lighting

review and add additional

lights or trim trees as

warranted.

Start: June 2007 End: August 2007

Lead: Garland Power & Light

Partners: Neighbors

GP&L will conduct an evaluation of neighborhood street lighting conditions, identify needs for additional street lighting, and install additional street lights where warranted. They will conduct a neighborhood-wide tree trimming needs assessment and provide their tree trimming service as appropriate.







Action 2: Residents provide

additional tree trimming where appropriate and

necessary.

Start: January 2008

End: Ongoing

Lead: Neighbors, neighborhood

organizations

Partners: Neighbors

Extensive tree trimming to improve the effectiveness of lighting is the responsibility of private property owners. This information will be included in the proposed "Good Neighbor Guide".

Action 3: Install and maintain porch

lights and rear lights
(including motionactivated lights) while
being respectful of
neighbors.

Start: January 2008

End: Ongoing

Lead: Neighbors, neighborhood

organizations.

Partners: Garland Power & Light,

Police Department

Promote porch and rear lights to improve overall lighting and visibility. This also may increase the feeling of safety and crime prevention. Residents will be informed of the ordinance regarding glare enforced by the Code Compliance Department. The City will investigate methods to decrease lighting costs to neighbors, including grants, bulk purchases, donations, sponsorships, or discounts

from commercial vendors.

Action 4: Promote and utilize the

50/50 Sidewalk

Participation Program

Start: January 2008

End: Ongoing

Lead: Neighbors, neighborhood

organizations

Partners: Engineering Department

Educate neighbors about the program and its requirements. Neighborhood organizations could have fundraisers to pay for or assist with the resident

share of improvements.

Action 5: Identify and evaluate

major routes to schools and work to provide appropriate walking surfaces, traffic control devices, and curb ramps.

Start: Ongoing
End: October 2007
Lead: Transportation

Partners: None

The lead department will consider crossings including Buckingham Road at Mars Drive, Naaman School Road at Mars Drive, and other locations.

Action 6: Organize and conduct

"walk your neighborhood"

events

Start: September 2007

End: Ongoing

Lead: Neighborhood organizations

Partners: Neighborhood Vitality

These events can promote neighborhood management, increase social capital and interaction, and further identify barriers to "walkability".





Carriagebouse

Garland, Texas

Neighborhood Program Area

Priority Reduce speeding

vehicles through the area and improve compliance with and enforcement of traffic controls

Objective: Improve neighborhood

safety

Action 1: Implement a speed

reduction process consisting of education,

evaluation, and enforcement.

Start: June 2007 End: October 2007

Lead: Police Department,

Transportation

Partners: Neighborhood

organizations

Utilize a sequential process, as warranted: verify perception of speed with speed trailer; target police enforcement at key times and locations; and utilize signage when required. In addition, consider increased fines and tougher prosecution for neighborhood area violations.



Action 2: Include speeding and

stop sign violations as a "crime" addressed by neighborhood crime

watch groups.

Start: January 2008 End: Ongoing

Lead: Neighborhood crime watch

groups

Partners: Police Department

Neighborhood crime watch groups can raise awareness about the dangers and laws regarding traffic

violations.

riority Increase police presence

and response

Objective: Improve neighborhood

safety

Action 1: Investigate the underlying

reasons for people not feeling safe in the area.

Start: Ongoing End: Ongoing

Lead: Police Department

Partners: Neighbors, neighborhood

organizations

The Neighborhood Police Officer will continue to meet with resident groups and neighborhood leaders to further identify reasons why neighbors may not feel safe in their areas and generate ways to address them.





Action 2: Support, educate, and

encourage the creation of neighborhood crime

watch groups

Start: Ongoing End: Ongoing

Lead: Police Department Partners: Neighborhood Vitality

The City will provide support for existing and new neighborhood crime watch groups with training and education, organization-building strategies, and other support.

Action 3: Promote and offer citizen

police training or education programs.

Start: Ongoing End: Ongoing

Lead: Police Department Partners: Neighborhood Vitality

Community outreach programs offering citizen police training and education include Citizen Police Academy, Citizens on Patrol (COP), and Volunteers in Policing (VIP). These programs will be included in the Neighborhood Resource Guide currently being developed by the Office of Neighborhood Vitality. The City will investigate opportunities to cross-promote or partner these programs with the Garland Neighborhood Management Academy (GNMA), an ongoing educational program available to all Garland residents.

Action 4: Encourage citizens or

crime watch groups to report crimes fully and in

a timely manner.

Start: January 2008

End: Ongoing

Lead: Neighborhood crime watch

groups

Partners: NPO

Full and timely reporting of crimes improves police response and effectiveness and helps focus resources where necessary.

P	riority	Organize, strengthen, and
		grow neighborhood
		associations, crime watch
		groups, and other local
		organizations

Objective: Increase neighborhood

management capacity

Action 1: Create new neighborhood

associations, crime watch

groups, or other organizations.

Start: January 2008

End: Ongoing Lead: Neighbors

Partners: Neighborhood Vitality, NPO

Interested groups of neighbors may organize into neighborhood

organizations to meet their needs and

purposes.





Action 2: Encourage participation

by all residents in neighborhood

organizations or crime

watch groups.

Start: January 2008

End: Ongoing

Lead: Neighborhood

organizations

Partners: Neighborhood Vitality, NPO

Existing groups will continue to recruit new and active members to their organizations and be active in the management of their community.

Action 3: Organize and conduct neighborhood activities.

Start: January 2008

End: Ongoing

Lead: Neighbors, neighborhood

organizations

Partners: Neighborhood Vitality

Activities could include street parties, neighborhood walk events, holiday events, or a festival at Bradfield Park.

Action 4: Post signs in

neighborhood to

publicize neighborhood organizations and work being done by the

groups.

Start: January 2008

End: Ongoing

Lead: Neighborhood

organizations

Partners: Neighborhood Vitality,

Transportation

Signs can draw attention to existing groups and the work they do in the neighborhood. The City may provide signs at cost to neighborhood organizations.

Action 5: Access Garland

Neighborhood

Management Academy (GNMA) and other

training, education, and networking opportunities.

Start: June 2007 End: Ongoing

Lead: Neighbors, neighborhood

organizations

Partners: Neighborhood Vitality, NPO

GNMA is available to all Garland residents. Training and education should include (a) organization building, development, and membership attraction, (b) grants and other funding sources, (c) marketing and communications, (d) project or activity planning and implementation, and (e) networking opportunities with other area leaders. Additional opportunities include the City Manager's Quarterly Meeting.







riority Improve alley maintenance

Objective: Educate and increase

awareness of alley maintenance program

Action 1: Review, update, publish,

and distribute frequently asked questions related

to alley repair.

Start: December 2007

End: June 2008 Lead: Streets Partners: Neighbors

Consider inclusion of further explanation of Pavement Condition Index evaluation process and report; multi-year infrastructure plan; and methods of repair. Possible inclusion in the proposed "Good Neighbor Guide". Consider the creation of a print copy of the FAQ and update the website. Distribution will be targeted to neighborhood associations or groups.

Action 2: Encourage individuals,

neighborhood

associations, and City field staff to report alley maintenance issues.

Start: December 2007

End: June 2008 Lead: Streets

Partners: Neighbors, neighborhood

organizations, City

department managers, City

field staff

A phone number or email address may be advertised to allow residents to report problems and request repairs. Objective: Utilize existing programs

to address infrastructure

concerns

Action 3: Increase public

awareness of the alley evaluation process, methods of repair or replacement, and plan for repair or replacement

Start: December 2007

End: June 2008 Lead: Streets

Partners: Neighbors, Engineering

The Streets Department provides maintenance and management of alleys, both paved and unpaved. Information about the evaluation process and repair plan will be made available.









Garlanò, Texas

Neighborhood Program Area

riority	Improve City Wide
	Economic Economic
	Development for
	Neighborhood Serving
	Businesses
	riority

Objective: Attract quality

neighborhood serving

retail

Start: June 2007
End: October 2008
Lead: Planning/Economic

Development Partnership

Partners: Chamber of Commerce

Action Steps are currently being developed by the City of Garland Planning Department in partnership with the Garland Chamber of Commerce. Proposals currently being reviewed include activities to improve participation of Program Area businesses in the Strategy for Vital Neighborhoods, improving Chamber services to small businesses, and identifying funds, plans, policies, or programs to attract quality neighborhood serving retail to Garland.



P	riority	Develop a		•
		Neighborhoo	d	Marketing
		Strategy		

Objective: Market City of Garland

Neighborhoods and the

Strategy for Vital
Neighborhoods to
residents and property
owners in the City and to

the larger region

Start: October 2007 End: January 2008

Lead: Public Information Officer **Partners:** Chamber of Commerce,

Economic Development

Partnership

Action Steps are currently being developed by the City of Garland Neighborhood Vitality Program and the Public Information Office to develop a marketing program highlighting city of Garland neighborhoods and the Strategy for Vital Neighborhoods program to improve neighborhoods throughout the City. Proposals currently being reviewed include activities addressing all forms of media and sharing the positives of living in Garland neighborhoods.





lariority

Identify City Wide methods and resources for improving residential property maintenance

Objective: Identify a plan to provide

resources for property owners seeking to improve residential

property

Start: October 2007 End: March 2008

Lead: Neighborhood Planning
Partners: Garland Housing Finance

Corporation, Code

Compliance, Housing and

Neighborhood Development

Action Steps are currently being developed by the City of Garland to develop resources to residential property owners based on research of grants, tax incentives, and/or fee waivers currently used by cities with similar needs of updating housing stock, approving appearance, and low-income homeowner repairs.











Neighborhood Management

Neighborhood management focuses on the willingness and ability of neighbors to successfully manage the day-to-day issues in the neighborhood; to increase neighborhood activities; and to increase the sense of community in the neighborhood.

Neighborhood management works by building upon existing assets to connect, excite, and inform citizens. This can be a catalyst and a spark for community change; however, it may require a mind shift for many people. Instead of focusing on what is wrong, it may be more appropriate to start with what is working, and more productive to operate from believing everyone has a gift or talent to share, as well as a responsibility to the community.

Neighbors are the key. A single person or a group of people acting together has the power to have a dramatic impact upon a neighborhood.

Change is not always monumental; usually, it is many small things. In neighborhoods, change comes from someone doing something different. It then grows from person to family, from one house to one block, from residents to businesses, and throughout the community.

Social capital also plays a role. Social capital is the connections or networks among individuals and groups generating trustworthiness and shared responsibility making it easier to coordinate and

cooperate for the benefit of all neighbors. Social capital can be thought of as grease for the wheels allowing communities to advance smoothly. The source of and opportunities to utilize social capital are endless!

Neighborhood management is critical to the success of the *Strategy for Vital Neighborhoods*. Neighborhoods and neighbors each have differing abilities when it comes to managing their neighborhoods; therefore, the City of Garland must provide opportunities for neighbors to improve their management skills. Specifically for the Carriagehouse Neighborhood Program Area. These activities include:

Promoting and supporting neighborhood organizations

Neighborhood organizations are helpful in promoting coordinated activities for neighborhood health, communicating information, educating neighbors, and building stronger social bonds. The Carriagehouse Program Area is home to a handful of relatively new neighborhood associations and crime watch groups. It is critical for these groups to be supported and encouraged as they continue to grow. The Office of Neighborhood Vitality offers assistance to neighbors as they form and on-going support as needed. A program to support these groups is being developed and will be implemented in partnership with neighbors.





Offering training and development through Garland Neighborhood Management Academy

The Garland Neighborhood Management Academy (GNMA) was inaugurated in Spring 2007. The purpose of GNMA is to provide community leaders with the tools to actively engage in the municipal government process, to manage neighborhood growth and change, and enhance the vitality of neighborhoods throughout Garland. By offering classes to improve the skills of individuals and the capacity of organizations, neighborhoods become better able to manage the day-to-day issues of their neighborhoods. The Carriagehouse neighbors will have the opportunity to attend GNMA classes to improve their personal toolbox for increasing the health of their neighborhoods.

Developing and distributing the *Good Neighbor Guide*

Sometimes people in a neighborhood do not do what is expected of them in a neighborhood. Some are first-time homeowners. The *Good Neighbor Guide* is an attempt to inform neighbors of some of the things it takes to be a good neighbor. The City of Garland will develop and distribute the *Good Neighbor Guide* to let everyone know the standards expected of residents of Garland's neighborhoods. Topics will focus on issues important to the Carriagehouse area, including code

compliance, property maintenance, safety and crime prevention, among others. The *Good Neighbor Guide* will be given to all Garland residents through GP&L when they open an account, and will be available to neighborhood organizations to include in welcome packets for new neighbors.

Providing education on neighborhood programs

Many of the actions in this plan call for education and information. The City of Garland will be a committed partner in providing education and information to its citizens, moreover, staff will be available to make presentations to neighborhood organizations. The City's website will be continuously available with the latest information on programs and policies. Publications will be periodically reviewed and updated. Having informed neighbors is important to building a more successful community.

The Strategy for Vital Neighborhoods is built upon partnerships. The partnerships may at times require one partner to carry a heavier burden, but together we can achieve our goals. The purpose of increasing neighborhood management capacity is to allow for neighbors to be an equal partner in sustaining healthy neighborhoods.

When neighborhoods succeed, Garland succeeds!



Carriagehouse

Garland. Texas





<u>S</u>ummary

The creation of the Carriagehouse Neighborhood Program Action Plan is merely one of the first steps in the ongoing vitality of these neighborhoods. The actions and strategies contained in it are important, but once they are completed the work is not completed. There will be new priorities to be addressed, new opportunities of which to take advantage, and additional partners to get involved in the effort.

The City of Garland's Neighborhood Philosophy captures how important neighborhood vitality is to the overall health of Garland. It identifies the development and maintenance of strategic partnerships to achieve stable and improved neighborhoods. These partnerships are important because of the strengths and resources each partner brings into the relationship—be it resources, time, expertise, skills, knowledge, positive attitude, or something else bringing about a good outcome for neighbors and neighborhoods. Moreover, the benefits of these partnerships are also shared through increased goodwill, a stronger sense of pride in the community, and a greater return on the investment of capital. In short, working together works.

The Carriagehouse Neighborhood
Program Action Plan is a only guide. It is
not a recipe or formula to be followed
with a guarantee for success; however,
like a recipe or formula, the outcome is
dependent upon the qualities of the
ingredients or inputs. With commitment
and an on-going good faith effort by
neighbors, the City of Garland
organization, and community resources
these neighborhoods can maintain the
positive aspects of the area and meet the
challenges facing them to become wellmanaged neighborhoods with a strong
sense of community.

