

# LEWISVILLE 2025

VISION PLAN UPDATE



*Plan Adopted July 14, 2014  
Update Adopted April 19, 2021*



# ACKNOWLEDGMENTS

Special thanks to the City of Lewisville’s elected and appointed officials, the City’s staff, the citizens and stakeholders who provided knowledge, assistance and insight throughout the process of developing this plan. Their contributions are appreciated and helped to make Lewisville 2025 possible.

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*Lewisville 2025 vision plan, adopted July 14, 2014*

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*Lewisville 2025 vision plan Update, adopted 2014, Update Adopted, 2021*

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**City Boards, Commissions and Task Forces**

Many other City boards contributed to the updated plan including: Animal Services Advisory Board, Arts Advisory Board, Community Development Block Grant Advisory Committee, Library Board, Old Town Branding Task Force, Old Town Design Review Committee, Park Board, Planning and Zoning Commission, Tax Increment Reinvestment Zone – Number One and Tax Increment Reinvestment Zone – Number Two.

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# MESSAGE FROM THE CITY MANAGER

The Lewisville 2025 vision plan was adopted in 2014, my first year to serve as Lewisville’s city manager. Work on this plan started in 2013 under direction of our City Council and City Manager Claude King. Many hours were spent in discussions with our residents as we developed the vision for what they wanted Lewisville to be when we reached our 100th birthday in 2025. As the Assistant City Manager working on this project back in 2013, I never really envisioned the impact our efforts would have on our organization and the future of our community.

As I look back over the past seven years, I am very proud of the focus city staff has had on plan implementation and the support of the City Council in making tough decisions to address the action priorities laid out in this plan. We have been recognized for both the plan design and its implementation on both a state and national level.

The year 2020 proved to be a challenging time for us just as it was for our nation and the world. Our drive to complete the action priorities in the plan was put on hold as we struggled to deal with a pandemic like the world had not seen in more than 100 years. We learned a lot and changed in many ways as we moved through this challenging time. Today we are seeing light at the end of the tunnel as an ever-expanding percentage of our community receives the COVID-19 vaccines. While the basic goals of the Lewisville 2025 plan remain intact, COVID-19 as well as a summer of racial reckoning forever changed us and our strategies.

Prior to COVID-19, city staff had embarked on what we defined as a “Touchpoint” process to make sure we were in sync with community direction. While our original process had a high level of resident participation, those who participated were residents who self-selected. The Touchpoint process broadened participation by going out into the community via special events and on-line participation rather than having the community come to us. Department directors and managers served on teams that went out and talked with segments of the community that might not normally participate in such a process. Latino and Chin community members were actively engaged and tools were used to deal with language barriers. Outreach activities were held at apartment complexes and mobile home parks to involve residents who might not be aware of the process through normal city channels. The result was a much broader picture of what all residents desire our community to be in 2025. The Lewisville 2025 vision plan update is reflective of this broader outreach as well as the changes that occurred in our city, our nation, and our world. In the fast-paced world we now live in, we believe it is impossible for a plan to stay relevant without an update process at least every five years. Our updated plan includes such a process as an action priority.

As I said earlier, we have been recognized in many ways for the successful implementation of our plan. Our goal is to make the next years as we move toward 2025 even more successful with our updated plan. Of course, this is only possible through the efforts of many people. I want

to thank the many residents who took the time to let us know how to make our city a better place to work and play. I am thankful that we have a City Council that continues to be a forward-thinking body that supplies outstanding leadership in our community. Most importantly, I want to thank the City of Lewisville team that is made up of individuals who care deeply about our city and our future. To make the ambitious Lewisville 2025 goals a reality will require a team that owns every element of the plan. We have that ownership today with our City Council, board and commission members, and city staff. We must strive to maintain this focus through plan delivery.

I want to thank Karen Walz of Strategic Community Solutions for her dedication and belief in what we are working to accomplish. Karen has been working on our plan design and implementation since 2013 as well as on the Touchpoint process. Her knowledge and expertise have been a catalyst in making this plan successful in so many ways.

As I said back in 2014, positive change does not happen by accident. It happens as a result of many voices speaking up, being heard, and calling out for a shared vision that can unite a community. This is your plan, Lewisville, and I am privileged to be a part of bringing this plan to life.



Rudy Durham, *Mayor*



R Neil Ferguson,  
*Mayor Pro Tem, Council Place 2*



Kristin Green,  
*Deputy Mayor Pro Tem,  
Council Place 5*



Bob Troyer, *Council Place 1*



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Donna Barron, *City Manager*

# EXECUTIVE SUMMARY

## ACHIEVING A COMMUNITY VISION

In 2014, the City of Lewisville adopted a vision plan that answered the question: “What do we want Lewisville to be when it turns 100 years old?” Since then, the City has been extremely successful in carrying out the Lewisville 2025 vision plan and has seen very positive results. The culture of the City organization, the priorities of its investments and the relationship to its residents have all been transformed as this plan’s recommendations have been followed.



Five years later, the City decided it was time to review and refine the vision plan. Extensive community outreach began in the fall of 2019. This process included organizations and individuals that are involved in community activities and projects. It made special efforts to engage with the entire Lewisville community. This update is based on this extremely inclusive dialogue.

Touchpoint events held in January of 2020 culminated this initial stage of public involvement in the Lewisville 2025 update. These events included presentations by local and national leaders on issues affecting Lewisville. They provided a wide variety of opportunities for participants to share their thoughts and perspectives about progress since adoption of the Lewisville 2025 plan and about important issues facing Lewisville now and in the future. Participants also provided many creative ideas for making Lewisville an even better place to live, work, play and visit.



With the onset of the COVID-19 pandemic, the plan update process went virtual. City staff and consultants reviewed all these ideas and held online discussions to identify changes and additions to the original plan. This document, the Lewisville 2025 vision plan update, is the result of these efforts.





## UPDATED VISION STATEMENT

The review process found strong and continued support for the Vision Statement adopted in the original Lewisville 2025 vision plan. There were some refinements to the wording, however. This is the new statement describing what Lewisville wants to be like when it turns 100:

### Vision Statement

By 2025 and beyond, Lewisville will be a community characterized by diversity, connectivity, resource management and growth.

### Diversity

Lewisville will be an inclusive community that values and appeals to people of all ages, ethnicities, income levels, backgrounds, abilities, and interests.

### Connectivity

Lewisville will offer choices that enable its people to connect effectively with one another and with the City government both online and in person, and to desired destinations and community spaces by using many transportation options.

### Resource Management

Lewisville's natural, human, energy, and capital assets will be the foundation for a distinctive, desirable, and efficiently-managed sustainable community.

### Growth

Lewisville will be a unique community that attracts and welcomes businesses and residents and is positioned for growth and success.

## CHANGES TO THE VISION PLAN STRUCTURE

The 2014 plan was organized in nine Big Moves, major initiatives that could have significant impacts on Lewisville's future. This update continues to focus on major initiatives that will have a significant impact. The original nine Big Moves have been modified and combined based on progress since 2014. Additionally, three new Strategic Moves provide direction for topics previously addressed by a separate set of City Council priorities for the organization. Together, the Big and Strategic Moves provide direction for the City's internal operations, its community programs and investments, and its decisions about development and redevelopment.

Each Move includes these three levels of policy direction:

- A statement of the goal (or outcome) it seeks to achieve. These are designed to be very broad statements of the result or outcome we aspire to achieve. They are similar to the statements in the 2025 plan, but with some refinements based on Council direction and community input during this update.
- A short list of objectives. Objectives are more detailed than the overall goals, but they are still general enough to provide direction through 2025 and then continuing on to 2035.
- A list of action priorities. Action Priorities are intended to be specific programs, projects or other steps that can be accomplished in the shorter-term, usually by 2025.

### Big Moves

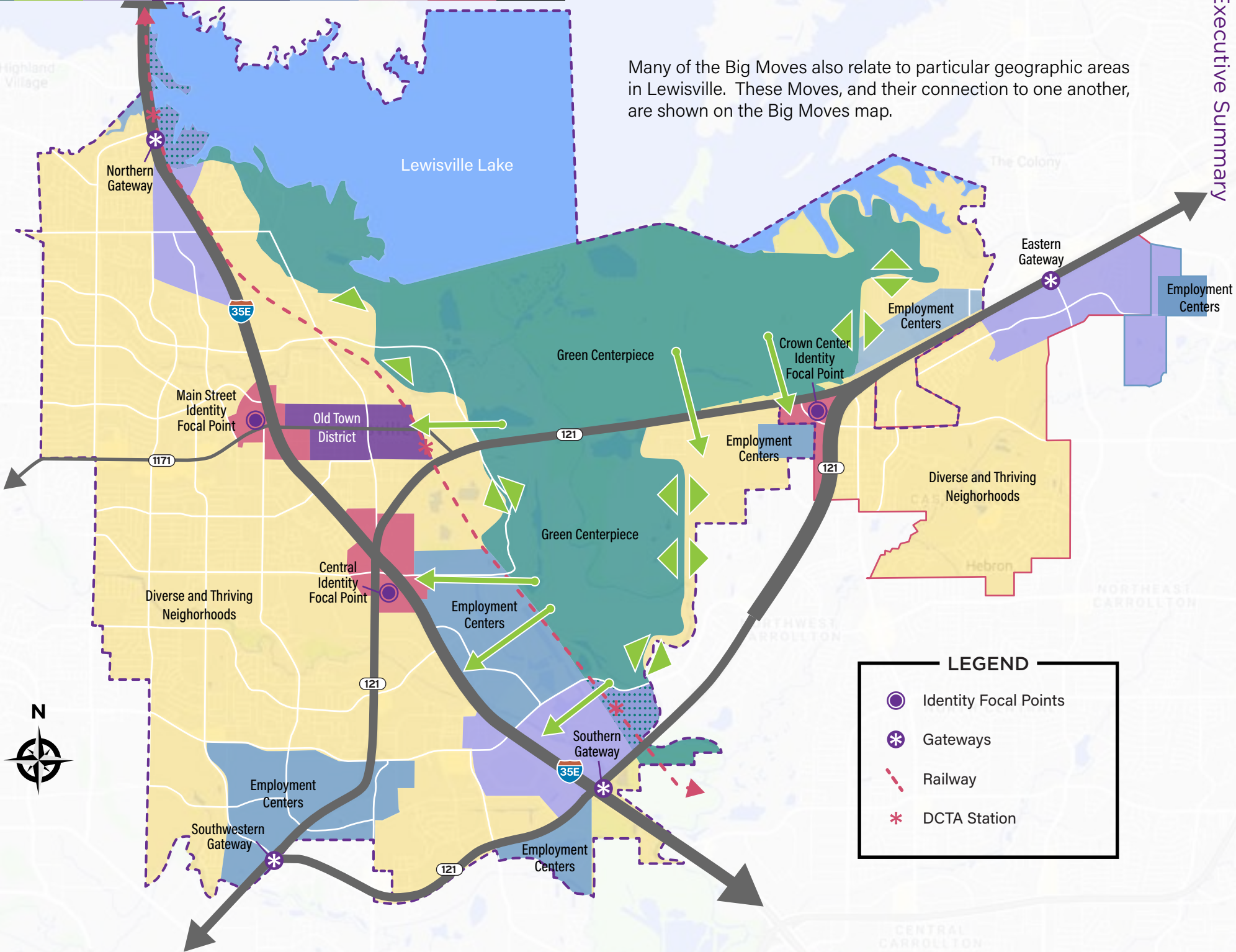
- 1 Green Centerpiece
- 2 Extending the Green
- 3 Old Town
- 4 Diverse and Thriving Neighborhoods
- 5 Economic Vitality
- 6 Identity, Place and Communications
- 7 Sustainability

### Strategic Moves

- 1 Values-driven Organization
- 2 Data-driven Organization
- 3 Connected City

# EXECUTIVE SUMMARY

Many of the Big Moves also relate to particular geographic areas in Lewisville. These Moves, and their connection to one another, are shown on the Big Moves map.



## WHAT HAPPENS NEXT?

Action is essential to any successful plan – steps must be taken to implement its recommendations and achieve its goals. The City of Lewisville has acted on all the next steps that were identified when the Lewisville 2025 vision plan was originally adopted. This plan update includes a new set of five next steps to accomplish by 2025:

1. Continue and expand inclusive outreach, dialogue and collaboration with all parts of the diverse Lewisville community.
2. Increase the involvement of Castle Hills residents in Lewisville's planning and implementation so they are fully involved in community dialogue and action upon and after annexation.
3. Expand on the role this plan plays in departmental projects and resource allocation by developing and using Business Plans for each department that focus their efforts and funding on actions to implement the plan.
4. Use the City's action on these recommendations to prepare Lewisville to be more resilient and adaptable as it responds to change.
5. Design and hold a community-wide celebration for Lewisville's 100th birthday.



In 2025, the City will consider creation of a new plan, Lewisville 2035, that continues progress for the next ten years. Continued action will make the Lewisville community more successful and resilient, and will ensure that the City of Lewisville is serving the community in an inclusive, effective and fiscally-responsible way.

CHAPTER

# 01

# INTRODUCTION



CHAPTER

# 01 INTRODUCTION

## OVERVIEW

Incorporated in 1925, Lewisville will be celebrating its 100th birthday in 2025. The **Lewisville 2025** vision plan answers the question: “What do we want Lewisville to be when it turns 100 years old?” This innovative plan sets the course for the City of Lewisville through 2025 and anticipated future success in the years to come.



Creation of this plan involved a very extensive process of analysis, community engagement and dialogue among stakeholders. It resulted in a clear vision for Lewisville, identified opportunities and challenges, and defined methods of prioritizing implementation of the vision over time. The plan serves as a guide for the management of growth, and a reference point for future decision-making. It has been used by residents, City officials, City staff, community leaders, business owners and stakeholders as a multi-year “to-do” list for the City and for all those making the investment decisions that shape this great community.

### **A Vision Leading to Action**

Lewisville has been unusually effective in creating a visionary plan, moving forward with action, and then reviewing these results to make the plan even more inclusive and effective. The details of the planning and implementation efforts are described in the Big Conversations chapter of this plan.



### The Original Planning Process

The initial **Lewisville 2025** vision plan was created through a process the City began in 2013; it was completed with plan adoption in July 2014. The consultant team was led by Freese and Nichols, Inc. with support and teamwork from Strategic Community Solutions, Catalyst Urban Development and Townscape, Inc. The planning process was conducted in three critical phases: Data Gathering and Engagement; Collaboration and Analysis; and Recommendations, Review and Adoption. This effort resulted in a new and visionary plan for the City of Lewisville.

### Implementation

The vision expressed in this plan has led to extraordinary success in plan implementation. The culture of the City organization, the priorities of its investments and the relationship to residents have all been transformed as this plan's recommendations have been followed. Use one of the people images from neighborhoods here if you have extras

### Updating the Vision and Action Priorities

In 2019, the City decided it was time to review results, consider changes and new opportunities, and update the **Lewisville 2025** vision plan to keep it current and effective. For the update process, the City engaged Strategic Community Solutions LLC to work with the staff and community. A six-phase process began in 2019 and has continued through 2021, despite delays and difficulties caused by the COVID-19 pandemic.

### A Plan for the Whole Lewisville Community

Visioning is a process by which a community decides the future it wants and then plans how to achieve that future. Creation of the updated **Lewisville 2025** vision plan included a much broader community engagement effort than past planning efforts had used. The process brought together the Lewisville community, which, in return, offered valuable insight from diverse backgrounds, experiences and expertise.

A major goal of the initial community engagement effort was to build champions for implementation. The plan's success in champion-building is measured by the number of people who have become even more involved as City Council members, appointed officials, and community leaders.



With this success has come recognition of the opportunities to strengthen and expand community engagement. The update process identified communities within Lewisville that had not been engaged in the initial plan creation and are generally less engaged in civic affairs including the Hispanic and Chin communities. Outreach and dialogue with these communities was a priority in the plan update. Additional insights were gained through the “Listen, Learn, Lead” initiative the Mayor led after the death of George Floyd in Minneapolis in 2020. This updated plan reflects these broader perspectives and priorities. It should become the foundation for further engagement, collaboration and action to shape a future Lewisville that is inclusive, connected, desirable and sustainable over the long term.

CHAPTER

# 02

# BIG ISSUES





# 02 BIG ISSUES

**M**any communities and private or non-profit organizations begin planning for their future with a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). This technique focuses on two internal aspects of the organization – its current strengths and weaknesses. It then considers two external aspects – the opportunities and threats to the organization as a result of changes outside the organization itself. Considering these four aspects of an organization’s situation can help set its priorities for action. Since the trends affecting a community are so much more complex than those facing most private organizations, this technique is particularly valuable to chart a course for a community’s future

The **Lewisville 2025** planning process began with an examination of existing conditions. From these, a set of “Big Issues” was identified. The initial public outreach efforts in June of 2013 focused on these big issues, which were derived from internal and external aspects of the community at that time. The resulting plan was designed to take advantage of the strengths and opportunities represented by these trends (and the public’s response to them) as well as to reduce negative effects of weaknesses and threats.

Since its adoption, the City of Lewisville has been very successful in implementing the **Lewisville 2025** vision plan. For this reason, there have been improvements in some of the factors considered in the initial analysis in 2013. There has been a significant amount of external change, too, in everything from the region’s affordability to global health.

The update process for the **Lewisville 2025** plan began in 2019. Information about existing conditions was reviewed and revised. A broader range of national and global issues was examined and their effect on Lewisville considered. This more expansive set of “Big Issues” gave Lewisville’s leadership a way to consider global trends that will affect the city through 2025 and beyond that time horizon, at least to 2035. These issues were included in the discussion with the community in late 2019 and early 2020. With the onset of the Coronavirus pandemic, issues of health care and the need for community support were paramount. Residents and businesses in Lewisville, as in communities worldwide, struggled to adjust and survive in a new, distanced and uncertain reality. The summer of 2020 brought additional attention to issues of income and racial inequalities.

In this chapter, the current character of the Lewisville community is described first. Next, the issues considered in 2013 are summarized. Lastly, the trends and issues that became the focus of analysis and community dialogue during 2019 and 2020 are presented. These issues were all part of the discussion leading to the community’s Big Ideas described in the next chapter.

## COMMUNITY CHARACTER

Effective planning begins with an understanding of a community's existing circumstances, which help to suggest how it can best respond to the challenges and threats it faces in the future. For the **Lewisville 2025** plan, an extensive background analysis was completed, including demographics, economic and market trends, physical development patterns and other factors. That original analysis can be found in Supplemental Appendices A and G of this document.

In the years since the **Lewisville 2025** plan was adopted, some trends have continued to follow the same path identified by that analysis. Indicators measuring other trends, such as housing affordability, describe a very different situation now than in 2013, when that original analysis was done. Also, a number of trends in Lewisville over recent years show a different pattern than for Denton County, the North Texas region or the state of Texas. These changes, and the current information for Lewisville, are presented below.

### Lewisville's Diverse Residents

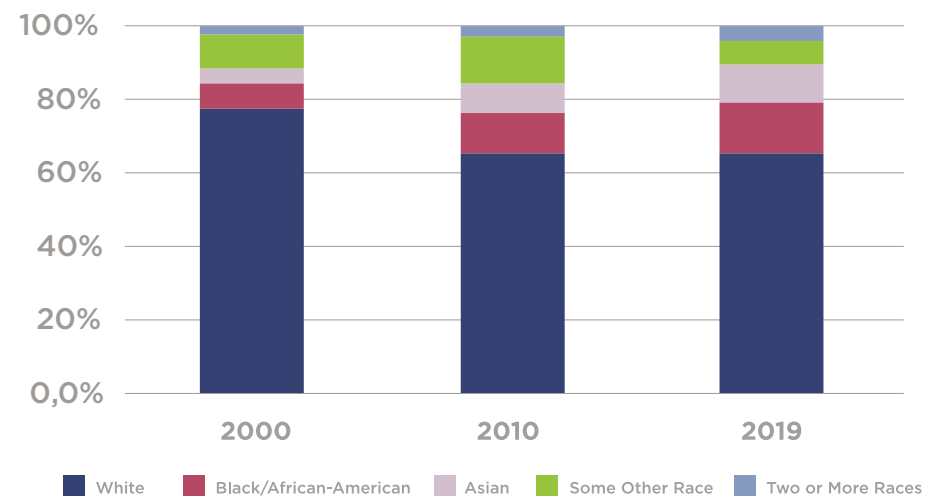
Since 2000, Lewisville has become a notably more diverse community. It is also generally more diverse than Denton County, the overall Dallas-Fort Worth region (DFW), and the state of Texas as a whole.

### Race and Ethnicity

As Exhibit 1 shows, Lewisville's population has become more racially diverse. Most Lewisville residents identify themselves as White (at 65.3% of the population). However, the share of the population who are White has declined from 77.2% in 2000. There has been a dramatic increase in Asian residents, with that share of the population increasing from 3.9% in 2000 to 10.4% in 2019. The Black/African-American share of the population has also increased, from 7.4% in 2000 to 13.6% in 2019. Also notable is an increase in peoples of Two or More Races, from 2.5% to 4.2%.

Exhibit 2 compares the racial diversity of Lewisville in 2019 to Denton County, DFW and Texas. It shows that Lewisville is more diverse than the state of Texas or Denton County across all ethnicities. Compared to DFW, it has a higher share of Asian residents and of residents of Two or More Races though it has a lower share of Black residents.

The Hispanic/Latino share of the Lewisville population has also increased significantly in recent decades, from 17.8% in 2000 to 31.5% in 2019. Lewisville had a higher share of Hispanic/Latino residents in 2019 than DFW (28.9%) or Denton County (19.3%), though it was lower than for Texas (39.3%).



*Exhibit 1: Lewisville's Racial Diversity, 2000 to 2019*

*Unless otherwise noted, data in the following section is derived from the U.S. Census Bureau's 2010 Census and its American Community Survey (ACS) program. The ACS 2019 5-Year Data Estimates are used here.*

All of these statistics describe a Lewisville where residents come from a very wide range of racial and ethnic backgrounds. These trends were noted when the **Lewisville 2025** vision plan was first developed, and they have continued since then.

**Age**

Lewisville has also seen a change in the age of its residents since 2000. Exhibit 3 shows that the share of residents who are in their prime labor force years (ages 25-44) has declined by almost 6 percentage points (from 41.2% in 2000 to 35.4% in 2019). The share of young adults (ages 20-24) has declined by almost one-third (from 9.3% in 2000 to 6.3% in 2019). These declines have been offset by increases in the share of residents in their older labor force years (ages 45 to 64), which went up from 16.1% in 2000 to 23.0% in 2019, and in the elderly (age 65 and above), which increased from 4.3% to 8.4%. These patterns reflect, at least in part, the aging in place of people who lived in Lewisville in 2000 and who still live here today.

These changes in the age mix of Lewisville’s population mean changes in the preferred types of housing and the community services and activities desired; they also mean that Lewisville’s efforts to support economic vitality should include steps to add younger workers who will continue to fill jobs as today’s older workers near retirement. Efforts to enable older workers to remain in the workforce longer, such as flexible hours or other changes, will also help support the older Lewisville residents who still want or need to be in the labor force in the future.

When compared to the rest of the region and state in 2019, Lewisville stands out as having a much higher share of people in their prime labor force years, even with the decline in this age group since 2000. Exhibit 4 shows that Lewisville, with 35.4% of the population in this age group, is above the 30.3% in Denton County, 29.0% in DFW and 28.2% in Texas. This exhibit also shows that Lewisville has a smaller share of children and of the elderly compared to these other areas. Lewisville has an advantage because of its larger share of residents who are part of the labor force. They provide employees and customers to support local businesses; they also place a lower demand on the services and resources needed by children and seniors.

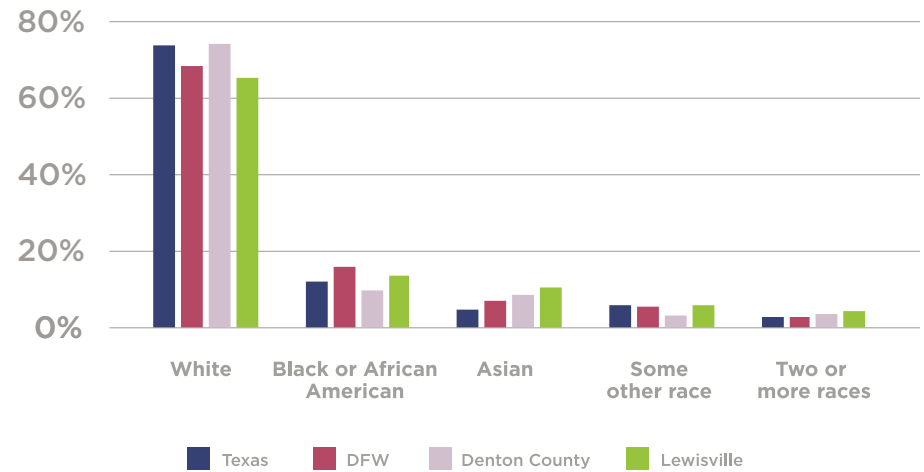


Exhibit 2: Racial Diversity in Lewisville and Other Areas

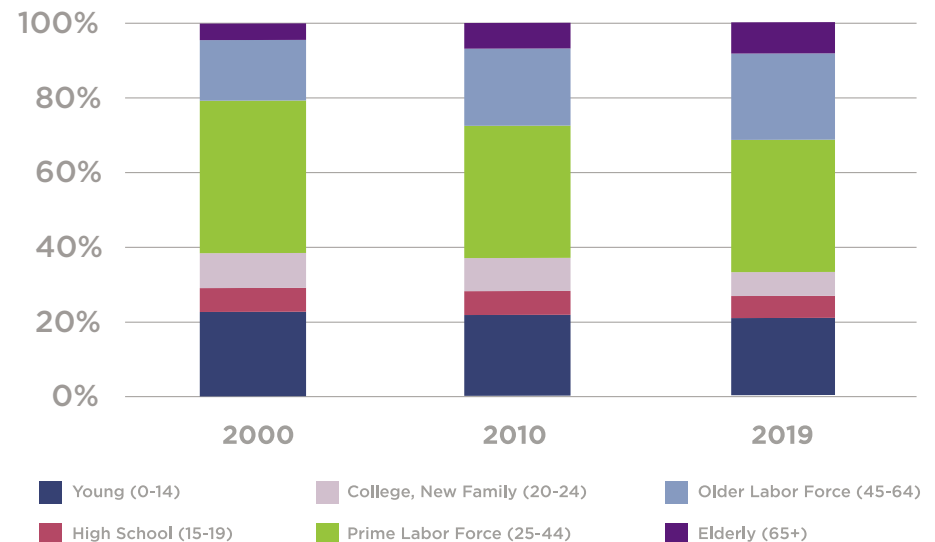


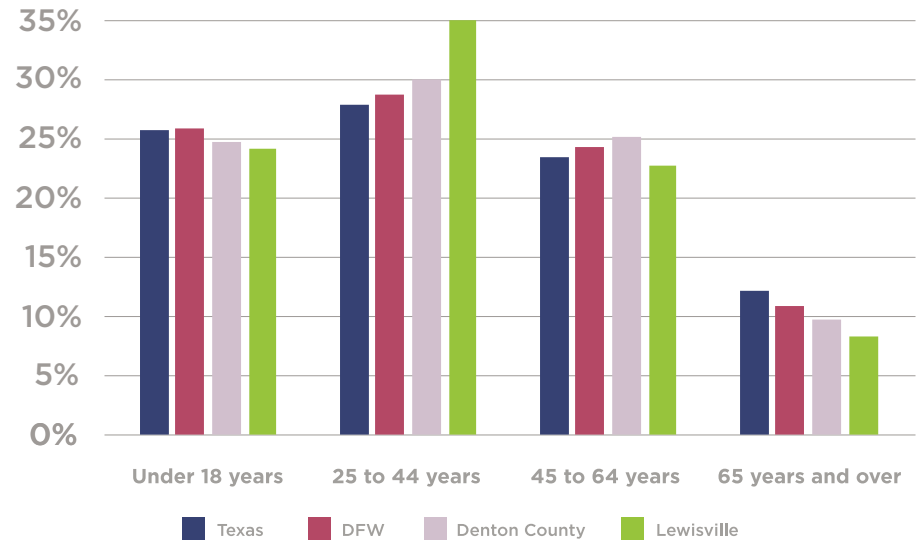
Exhibit 3: Lewisville’s Age Diversity, 2000 to 2019

**Education**

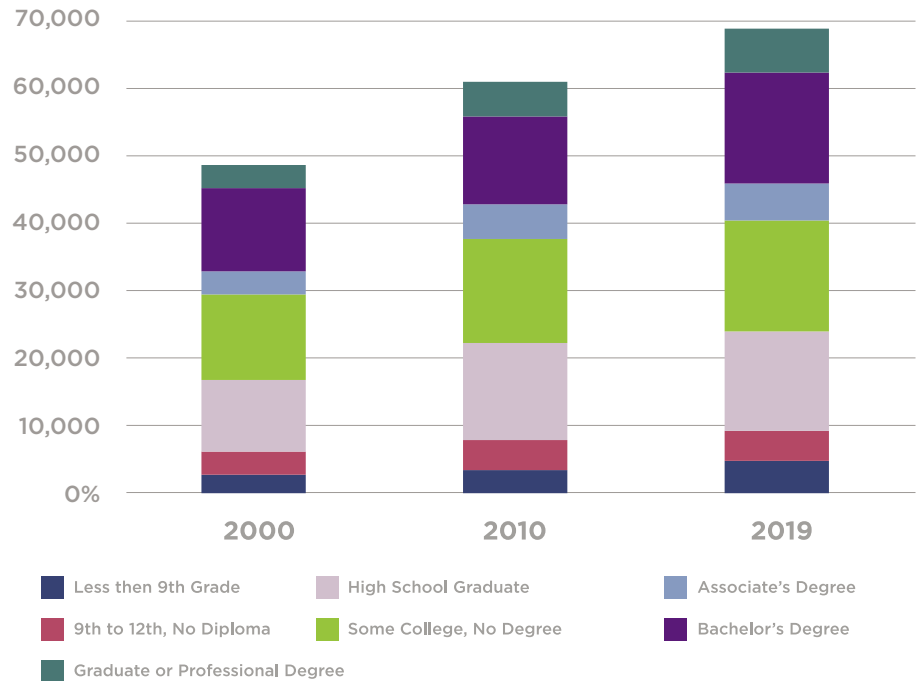
Lewisville has seen a variety of changes in the educational level of its adult residents (those over 25) since 2000. Exhibit 5 shows this change. In 2000, similar proportions of Lewisville residents had educational attainment of “some college education but no degree” (16.1%), “bachelor’s degrees” (15.6%) and “high school graduate” (13.2%). These three educational levels continue to include the largest share of Lewisville residents. Together, they made up 44.9% of the population in 2000 and include 43.9% in 2019. The changes in educational attainment over time are, interestingly, at both ends of the spectrum. Residents with less than a 9th grade education have increased from a 3.6% share of the adult population to 4.7%. Residents with graduate or professional degrees have increased from a 4.4% share of the adult population to 6.1%. This increase in the range of adults’ educational levels underscores the need to offer further educational opportunities at all levels, whether those are training programs for technical or professional skills or courses that contribute to life-long learning.

**Households**

Lewisville’s increasingly diverse residents also live in a wider range of households than in the past. This is another trend identified in the original **Lewisville 2025** vision plan that has continued to the present. The 2014 plan noted that households with children were only about one-third of Lewisville households (33.5%) in 2011. This share has continued to decline and is only 31.8% in 2019, as shown in Exhibit 6. Single-person households have remained a large and fairly constant part of the community during this time (30.3% in 2011 and 30.0% in 2019). The household type that has increased its share of the community is households with multiple adults but no children. This household type increased from 36.2% in 2011 to 38.2% in 2019. As the original plan noted, “these households include young adults who have not started families, as well as older empty-nesters”. Strategies to provide housing options, public services and other resources that appeal to all households will continue to be an important priority for Lewisville. Special attention to the interests of households with several adults but no children may help to target Lewisville’s programs, activities and initiatives.



*Exhibit 4: Age Diversity in Lewisville and Other Areas*



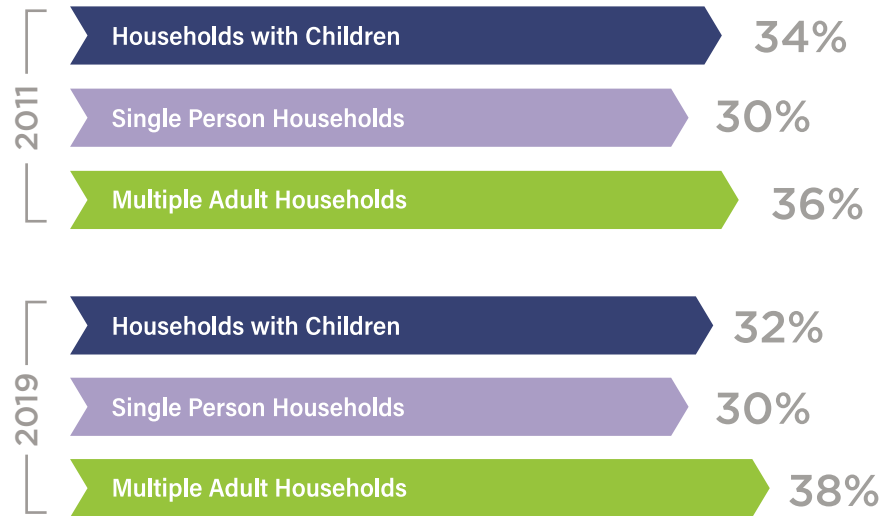
*Exhibit 5: Lewisville's Educational Diversity, 2000 to 2019*

**Housing Affordability**

At the time the *Lewisville 2025* vision plan was developed, the community’s perception was that housing options in this community were reasonably affordable. Background analysis for that plan noted that household incomes in Lewisville were well above the average for Texas and comparable to those in other Denton County cities. Housing values were also in the mid-range among Denton County cities and almost 10% of Lewisville homes were valued at \$50,000 or less.

Over the past five years, housing costs have increased throughout the North Texas region and decreasing affordability has become a major regional concern. In 2019, Lewisville’s City Council discussed Affordable Housing during its annual retreat. The median home price in Lewisville had increased from \$143,000 in 2011 to \$260,000 in 2018, a much larger increase than the increase in median income during that time. As a result, this analysis showed that 40% of Lewisville’s households that rented in 2018 were either cost-burdened or severely cost-burdened. For households that owned their homes, 21% were cost-burdened or severely cost-burdened. A range of public actions to address housing affordability have been considered by the City, including changes to zoning regulations, modifications to the City’s first-time homebuyer program and the use of economic incentives to reduce land costs for affordable housing.

Many participants in the community input process for this update of the *Lewisville 2025* plan were concerned about housing affordability. Participants suggested ideas such as including affordable housing in new developments and taking steps to maintain existing housing units that are affordable.



*Exhibit 6: Lewisville’s Household Composition, 2011 and 2019*

## LEWISVILLE'S BUSINESS COMMUNITY

### Employment

Lewisville's location in the central part of the North Texas region and near Dallas-Fort Worth International Airport means that it is an appealing location for businesses. In 2018, there were approximately 54,000 people working within the city limits of Lewisville.

### Employers

In 2019, Lewisville had an estimated 4,078 business establishments. Among these businesses are several major national or international organizations, as well as other local businesses employing a large number of workers. In 2020, Lewisville was home to seven companies with 500 or more employees and 7 others with 250 to 499 employees. These businesses are listed in Exhibit 7. Those 14 companies alone account for over 10,000 jobs located in the city. They are in a wide variety of businesses ranging from financial services, to medical and optical, to distribution for major retail chains.

*Exhibit 7: Corporate Community (2020)*

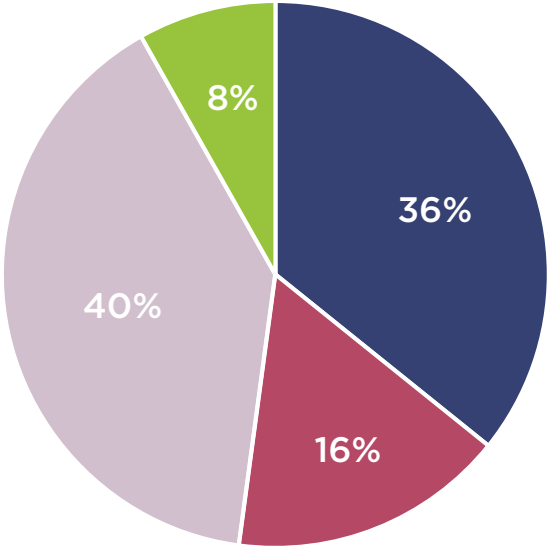
Company	Employees
Lewisville School District	3076
Wal-Mart (all City locations)	1136
Bed Bath & Beyond (fulfillment center)	825
City of Lewisville	776
TIAA-CREF	650
Mary Kay	626
HOYA Vision Care	566
Medical City of Lewisville	532
SYSCO	476
Orthofix	451
Quest Diagnostics	450
ABC Home and Commercial	400
Overhead Door Company	300
Norman Window Fashions	300
Total, Companies with 500+ Employees (7)	8187
Total, Companies with 250+ Employees (14)	10564

**Balance Between Residents and Jobs**

Its geographic location and thriving business community give Lewisville a strong balance of jobs and workers. In 2018, approximately 63,000 workers lived in Lewisville. Of these, almost 10% have jobs located in Lewisville.

In a balanced community where there are enough jobs so that everyone in the labor force could also work in that community, the ratio of jobs to labor force members would be 1.00. In Lewisville, this ratio is 0.89. This comparison shows that Lewisville is a more job-rich community than many of the region's other cities. It is not facing the challenges of many suburban bedroom communities, where a much larger residential base means less non-residential property value and fewer job opportunities close to home. The fact that, in 2020, the estimated daytime population of Lewisville (108,734) was slightly higher than the nighttime population (107,120) also demonstrates the economic strength of this community.

This mix of homes and businesses also has an important benefit for the City's tax base. As Exhibit 8 shows, the largest share of Lewisville's taxable value in 2019 was in commercial property. The fact that single-family properties comprise only 36% of the tax base means that taxes on residential homeowners can remain lower than in comparable communities with less commercial property.



■ Single Family ■ Multi-Family ■ Commercial ■ Other

*Exhibit 8: Lewisville Tax Base by Sector, 2019*

# BIG CONVERSATIONS





# 03 BIG CONVERSATIONS



**P**lanning for a community's future should be a conversation between the many people and groups that have a stake in that future. Action to carry out a plan should continue and deepen the conversation, commitment and collaboration among these stakeholders. While the City of Lewisville is the entity that organized this conversation, it is shaped by involvement of many other organizations and individuals.

This chapter describes the Big Conversations that created the original vision plan (part 1), that supported its implementation (part 2), and that has shaped this updated vision plan for Lewisville (part 3).

## PART 1: BIG IDEAS FOR A NEW VISION PLAN

The **Lewisville 2025** vision plan was commissioned by the City Council in early 2013 and kicked off in March 2013. The planning process spanned 16 months and the final plan was adopted on July 14, 2014. During the course of the project, extraordinary amounts of input were received, generating ample ideas and opportunities for the future. The planning process was conducted in three critical phases: Data Gathering and Engagement; Collaboration and Analysis; and Recommendations, Review and Adoption.

Creation of the **Lewisville 2025** vision plan involved outreach to the Lewisville community, discussion of the issues affecting community character and vitality, and collaboration to reach agreement on the direction that should shape the plan. As shown in Exhibit 9, community members contributed over 1,400 ideas to this discussion. These ideas shaped the Big Moves that organize the **Lewisville 2025** vision plan. This input process is summarized below.

### Data Gathering and Engagement Phase

During this initial phase, the project was introduced and a schedule was defined. Consultants' work began with data collection, baseline analysis and a market study. Key challenges were identified as the planning team compiled data through interviews, ordinances, previous plans, census data and existing conditions maps, and conducted site visits to organize essential baseline information. Once organized, this baseline data formed the Big Issues facing Lewisville and created the knowledge base from which the analysis and recommendations were measured.

*Exhibit 9: Comments During Creation of the Lewisville 2025 vision plan*



## Community Input

### *Meetings and Workshops*

The City held a series of three public meetings, beginning with a Big Ideas Workshop on June 3, 2013, where the consultant team introduced the Big Issues currently facing Lewisville. The event was very successful, engaging 150 people in a discussion of the community they hoped to experience in 2025. Over the next two months, two more Big Ideas meetings were held to gather more input from the general public. Among the ideas shared in these meetings were the importance of Main Street – its beautification and an improved pedestrian-friendly environment – and a desire to shift from multi-family residential construction to single-family residential development. Details of the input from these meetings are found in Supplemental Appendix B (Big Ideas Workshop Summary) and Supplemental Appendix C (Big Ideas Workshop Input).

Input was also received from members of Lewisville organizations. Presentations about **Lewisville 2025** were made at the regular meetings of sixteen organizations and attendees provided input during those discussions.

### *Online Input*

In addition to public workshops and meetings, a website dedicated to **Lewisville 2025** was created to provide updates and access to existing plans. Interested individuals and groups sent in their ideas and comments through the website, email and the City's Facebook page. Online comments included suggestions for the redevelopment of the SH 121 corridor and Old Town, and protecting and enhancing Lewisville Lake.





Three online surveys were conducted during the project: 1) a detailed survey for the public, 2) a detailed survey for City employees, and 3) a survey with short, open-ended questions. 72 percent of those who took the detailed public survey felt that aggressive efforts to remove dilapidated or condemned structures were very important to sustain strong and viable residential neighborhoods in Lewisville. For a complete summary of online surveys, see Supplemental Appendix D (Online Surveys).

### ***Common Themes***

The review of all community input identified a number of common themes. Many of these themes reflect the fact that Lewisville is faced with new demands because its demographics continue to change. Input suggested that today's Lewisville residents want higher-income housing products, more institutions of higher education, and, overall, a better quality of life.

### **Collaboration and Analysis Phase**

During this phase, issues and ideas were summarized, which led to identification of four critical areas of focus: Diversity, Resource Management, Connectivity, and Growth. Committees were formed to explore each of the four topic areas. Through the work of committees, staff and consultants, this phase led to the creation of the nine Big Moves which organize the plan.



### **Stakeholder Committees**

Stakeholder committees were charged with refining these four themes. A 50-person **Lewisville 2025** Committee was appointed to lead this effort. Committee members were assigned to four Lewisville 2025 Committees, created to address key aspects of the character residents desire for **Lewisville in 2025**: 1) diversity, 2) growth, 3) connection, and 4) resource management. All committees considered the common themes reflected in the community input. The list below summarizes the ideas that focused committee discussions.

## Diversity

- Facilities and activities for children, young adults and seniors
- A range of housing choices (design, location, ownership, price, etc.)
- Retail and services to meet diverse needs close to home
- An identity that is open and modern, yet builds on the city's history
- Opportunities for life-long learning
- A strong focus on arts and culture

## Growth

- Businesses that benefit from proximity to DFW Airport
- Resort tourism without leaving the Metroplex
- A distinctive signature event or sporting venue
- Opportunities for small businesses and start-ups
- Refreshed and revitalized business locations along IH 35E
- A vibrant Old Town that attracts the 21st-century innovator
- Job skills and connections so Lewisville residents can succeed
- Infrastructure, facilities, and partnerships that support growth in targeted sectors and locations

## Connection

- Technology and systems for easy, flexible communication

- Ability to reach destinations by all modes (walk, bike, transit, auto)
- Convenient and coordinated timing among various transportation systems, such as bus, DCTA trains and DART
- Gateways (physical and online) that communicate Lewisville's distinctive character
- Transportation facility design that contributes to adjacent areas' desired character in addition to improving access
- Organizations and communications so people and businesses feel they are part of this community

## Resource Management

- New development and revitalization to make all Lewisville buildings more energy- and water-efficient
- Reinvestment so older neighborhoods and business/shopping areas (including Vista Ridge Mall) remain desirable and valuable
- Sustainability fostered by the everyday actions and choices of residents, businesses and the public sector
- The lake and its floodplain as a green centerpiece
- Places to work, play and study surrounded by nature and within walking distance of trails
- Improved health results from investments such as trails, recreation facilities and community gardens
- Natural materials to soften streets and development

The Committees discussed these ideas and the inter-disciplinary issues they raised. They considered the results of relevant, recently completed plans. Then they created statements of the vision for each of their topics, which together form the Vision Statement for the **Lewisville 2025** vision plan. Based on their vision statements, the Committees also developed implementation priorities to help achieve **Lewisville 2025**. Details of the input from these meetings are found in Supplemental Appendix E (Committee Recommendations).

### Community Charrette

A three-day community charrette was conducted following the Committees' work. The charrette began with collaboration among the members of the consultant team and City staff. It expanded to include the Committee Chairs and Vice Chairs, and concluded with a session including all Committee members, as well as elected officials and community members. The charrette process concluded with agreement on the nine Big Moves and the major strategies and implementation priorities for each. Details of the Charrette process and its results are found in Supplemental Appendix F (Charrette Recommendations).



### Recommendations, Review and Adoption Phase

The information developed and refined during the Collaboration and Analysis Phase was then organized by Big Move and refined to propose implementable solutions. The consultant team worked to organize action items with priority-ranking categories. The initial strategies and priorities were then presented to the committee members, staff and public for review. The consultant team received feedback regarding critical vision elements, further refined the Lewisville 2025 draft, and then presented it to City Council for review. During a two-day Council retreat, Council members heard all of the recommendations and gave feedback on minor edits and details to add to the plan. Following the retreat, the consultant team prepared the plan for adoption.

*The Lewisville 2025 vision plan was adopted unanimously by the Lewisville City Council on July 14, 2014.*

## PART 2: INVOLVEMENT TO IMPLEMENT THE PLAN

After plan adoption, the City immediately began implementation. In the years since then, many improvements in Lewisville have been made that are a result of the plan. These accomplishments are summarized here.

### City Government Reorganization

City Manager Donna Barron recognized the importance of involving all City departments in plan implementation, and she understood that this focus should be reflected in departmental budgets and performance objectives. At the beginning of the 2014-2015 fiscal year, she restructured the City's organization to better focus its activities on the Big Moves adding such divisions as Sustainability. In addition, changes to the City's budget were prioritized based on the Big Moves.

### 2015 Bond Program

The City Council appointed a Blue Ribbon Committee to develop a bond program for voters to consider as a first step in funding the investments proposed in the **Lewisville 2025** vision plan. All nine members of the Blue Ribbon Committee had served on the 50-member **Lewisville 2025** Committee. The bond program they recommended unanimously included four propositions. It totaled \$135 million, the largest municipal bond package in the history of Lewisville. The bond election was held November 3, 2015 and all propositions passed, as shown below:

- Proposition #1 called for the issuance of \$71.6 million in general obligation bonds for street projects, including installation of public art elements. It passed with 70% voter support.
- Proposition #2 called for \$39 million in general obligation bonds to be used for park projects, including improvements at Lake Park and creation of "spine" trails connecting major service points with residential areas. The bulk of this money, \$25 million, was intended to fund construction of a new Multi-Generational Center. This proposition passed with 61% voter support.
- Proposition #3 garnered the largest support from voters. It provided \$10.5 million for public safety improvements including an addition to the police administration building, relocation of Fire Station No. 3 and a new emergency operations center. It passed with 78% voter support.
- Proposition #4 provided \$13 million to build a 30,000-square-foot indoor aquatics facility to be housed in the Multi-Generational Center. This proposition passed with 50.2% voter support.
- To date, over \$ 93 million of these bond funds have been used to produce results that help Lewisville achieve its vision.

### Annual Reports

In many communities, the actions that carry out a plan are not clearly linked to the plan itself. As a result, residents perceive that the plan is gathering dust on a shelf. This perception reduces confidence in the city organization and in the value of creating community-based plans. In Lewisville, the City recognized that communication with the Lewisville community was extremely important. The City wanted residents, business, and property owners to see the results of the plan and make the connection between the plan's recommendations and improvements constructed throughout the community.

Beginning in January 2016, the City has prepared Annual Reports which describe the progress in plan implementation during the prior calendar year. The annual reports are posted online; they are also printed and mailed to every household and business in Lewisville.

All annual reports are available at: <https://www.cityoflewisville.com/doing-business/lewisville-2025> . These are a few of the accomplishments they describe:

- Approved a "Green Centerpiece Master Strategy" for the City of Lewisville and its partners, the Lewisville Independent School District, the University of North Texas and the U.S. Army Corps of Engineers.
- Opened Thrive, an 87,000-square-foot multigenerational recreation center that includes an indoor aquatic center, indoor walking track, and more than 14,000 square feet of space dedicated to activities for senior adults.
- Created a new Premiere Neighborhood Police Service program to provide additional patrols in neighborhoods, athletic parks and school zones to address quality-of-life issues and improve visibility.
- Added new housing choices in Lewisville and Castle Hills, including transit-oriented units, townhomes in Old Town and new higher-end homes in a variety of locations.
- Attracted approximately 75,000 people annually to special events in Old Town.
- Secured facility relocations and investments by Mary Kay, Bed Bath and Beyond, FedEx and other major corporations.
- Adopted the IH-35E Corridor Redevelopment Plan in 2014 and the IH-35E Corridor Overlay District in 2018. The Overlay District includes heightened building, architectural, landscape, street, streetscape, and screening standards that achieve the Plan's vision for three major focal points.
- Completed citywide plans for Communications, Marketing and Public Art. These plans have been implemented through art pieces, events, and outreach efforts.
- Completed a resource and efficiency assessment for all City facilities, which has led to electricity reduction of over 3,868,074 kWh and cost savings of over \$1,303,141 since 2015.

### Awards and Recognition

The **Lewisville 2025** vision plan and Lewisville's success in implementing the plan have been recognized by local, state and national organizations. The plan itself has been recognized; in addition, many initiatives that are the result of the nine Big Moves have received recognition from a variety of professional and civic organizations. The awards and recognition received since the plan's adoption in 2014 are shown in Exhibit 10.

#### 2014

- City earned the American Planning Association, Texas Chapter, Comprehensive Planning Award for the Lewisville 2025 vision plan.

#### 2015

- Lewisville Fleet earned the Bronze Level Recognition Award from DFW Clean Cities for its fuel-saving and pollution-reducing efforts in fleet vehicles.
- Cooksey Communications, the Dallas/Fort Worth-based firm that conducted a communications audit and helped develop a strategic communications plan for the City of Lewisville, earned the prestigious Platinum Marcom Creative Award for its work on the project.

#### 2016

- Lewisville Parks and Recreation Department received the TOMA Award for the Innovated Programs category for its "Seniors to Seniors" iPad training program.

#### 2017

- Lewisville selected to be a What Works City by Bloomberg Philanthropies.
- Lewisville Fleet earned the Bronze Level Recognition Award from DFW Clean Cities for its fuel-saving and pollution-reducing efforts in fleet vehicles.
- Wayne Ferguson Plaza wins the CLIDE Award from the North Central Texas Council of Governments for Principles of Development Excellence.

#### 2018

- Lewisville Fleet earned the Bronze Level Recognition Award from DFW Clean Cities for its fuel-saving and pollution-reducing efforts in fleet vehicles.

#### 2019

- Lewisville Fleet earned the Silver Level Recognition Award from DFW Clean Cities for its fuel-saving and pollution-reducing efforts in fleet vehicles.
- Keep Texas Beautiful recognized Lewisville as one of ten winners of the 2019 Governor's Community Achievement Awards for outstanding community improvement.
- City earned the American Planning Association, Texas Chapter, Planning Achievement Award for its implementation of the Lewisville 2025 vision plan.

#### 2020

- Play Lewisville on Wheels (PLOW) was awarded the Texas Recreation and Park Society - North Region Award for Excellence in Programming for 2020.
- City earned the national American Planning Association's Gold Level Achievement Award for its implementation of the Lewisville 2025 vision plan.
- City Manager Donna Barron was awarded the 2020 Planning Advocate Award by The American Planning Association - Texas Chapter.
- City received recognition for budget transparency efforts from the Texas Comptroller's Stars program. The City received a star in the area of Traditional Finances.
- City earned two Telly awards for its "Lewisville Looks Back: Texas International Pop Festival" documentary. The documentary was recognized with a Silver Award – Non-Broadcast Editing, and a Bronze Award – Non-Broadcast Use of Archival Footage.
- Lewisville Fleet earned the Gold Level Recognition Award from DFW Clean Cities for its fuel-saving and pollution-reducing efforts in fleet vehicles.
- Texas Forest Service named Lewisville a Tree City USA for the 26th consecutive year. This award recognizes the City's commitment to managing the urban forest and tree canopy.

*Exhibit 10: Recognition for Lewisville 2025 Plan and Implementation*



# PART 3: ENGAGEMENT TO UPDATE VISION AND ACTION PRIORITIES

By early 2019, the **Lewisville 2025** vision plan had been in effect for almost five years and its results could be seen throughout the community. Implementation was almost halfway through the time horizon to 2025. The City Council chose to review and update the plan so it could continue to be an effective guide for the next five years – to the City’s 100th birthday – and beyond.

Although the initial 2025 process featured a more extensive community input process than Lewisville had used in the past, there were still many segments of the community that had not been involved. For this reason, a top priority of the update was to engage with the entire Lewisville community and shape the update based on this extremely inclusive dialogue.

The plan update process had six phases, as illustrated in Exhibit 11. Beginning in July 2019, it was expected to be complete in August 2020.

<b>DESIGN</b>	Design Feedback Materials
<b>ENGAGE</b>	Engage the Lewisville Community
<b>BUILD</b>	Build Agreement about the overall direction to complete 2025 and continue success through 2035
<b>DRAFT</b>	Draft Lewisville 2025 Update Coordination with Sustainability Consultant to develop Sustainability Action Plan Public feedback to Library staff to develop Library Strategic Plan
<b>REVIEW</b>	Review Draft
<b>ADOPT</b>	Adopt Lewisville 2025 Update

*Exhibit 11: Lewisville 2025 Update Process*

## ■ PHASE 1: DESIGN

During the Design phase, consultant and staff reviewed the results and accomplishments since plan adoption in 2014. They used online surveys to obtain feedback from all City employees. The Big Issues that shaped the original plan were reviewed, and critical local, national and global issues were examined. This phase produced an analysis of Lewisville’s current conditions and a list of topics and issues for which community perspectives would be sought.

## ■ PHASE 2: ENGAGE

The Engage phase represented a major expansion of City engagement efforts. Residents and stakeholders who had been actively involved in civic initiatives were invited to participate, and they joined in as they had in 2014.

In addition, the City extended its outreach and dedicated a significant effort to reaching people and groups that were not usually involved. A set of stakeholder groups was targeted for individualized outreach in the fall of 2019. These groups, listed in Exhibit 12, included ethnic groups, particularly the Hispanic and Chin communities, for whom language or culture could create a barrier to involvement. Residents of apartment complexes and mobile home parks were targeted because many of them are renters who don’t often participate because

they don’t expect to live in a community for very long. Business and development groups were also included because of their insights into Lewisville’s advantages and competitors for new development and investment. Other organizations were targeted to broaden the perspectives shaping the updated plan.

A flexible workbook was designed so all these groups could provide input in a format that was consistent, yet could be tailored to particular areas of interest or concern. For each Big Move, the workbook included brief summaries of results to date and highlights of possible changes for the future. Structured worksheets gave participants a way to share their ideas on any or all of the Big Moves.

The City of Lewisville devoted substantial staff efforts to this outreach. A Lewisville staff member was assigned to reach out to each of the targeted stakeholder groups. They determined the group’s preferred way to be involved in this discussion. For some groups, this involvement was through a discussion item at a regular organization meeting. For others, special meetings or workshops were held. In all cases, the City went out to connect with these residents, stakeholders and organizations where they were.

An innovative outreach technique reached a key group of people who have a special stake in the future – the children who will be the future residents of the Lewisville community. A story book called “Marco’s Big Move” was designed to explain the **Lewisville 2025** vision plan to children. Written by two Library staffers, Renee Kirchner and Allen Wiskera, and illustrated by Morgan McGrath, it tells the story of the

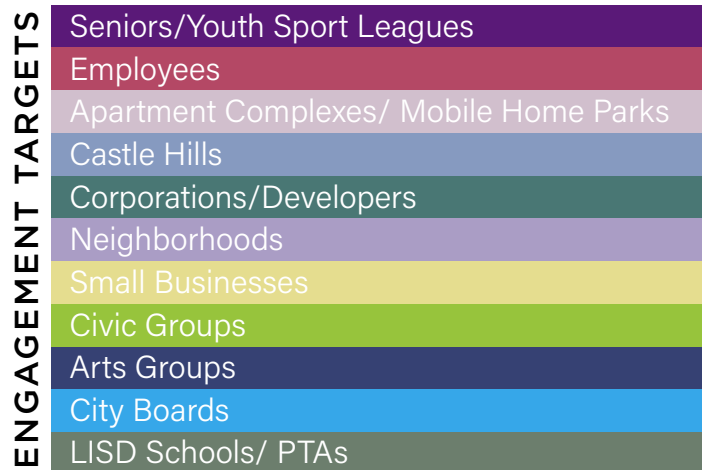


Exhibit 12: Stakeholder Groups Engaged in the Update Process



Vision plan's Big Moves through the experience of Marco, a boy whose family has recently moved to Lewisville. It includes a questionnaire so children can share their ideas for the future. "Marco's Big Move" was mailed to all homes in Lewisville and was used in the curriculum of all second-grade classes in Lewisville's public and charter schools.

Opportunities for involvement were also provided online and through social media. Individuals could post comments about particular Big Moves, or they could respond to a set of broader "blue sky" questions about their vision for Lewisville's future. Those comments are provided in Supplemental Appendix H (Online Input, Fall 2019)

## ■ PHASE 3: BUILD

The third phase of the update process was designed to build on the input received during the Engage phase and set the direction for updates to the plan. All the comments and ideas received through the Engage phase were assembled and analyzed. Common themes were identified, as were unique or unusual suggestions. A short list of ideas for the future was used to design exhibits for community engagement about future steps for the Big Moves. This list is found in Supplemental Appendix I (Community Ideas for Big Move Boards). These community ideas formed the basis for the design of two Touchpoint events, held in January 2020. The Touchpoint Events are summarized briefly below. The Touchpoint workshop presentations are provided in Supplemental Appendix J (Touchpoint Workshop Presentations).

### ***Touchpoint Event 1***

On January 29, 2020, The Grand was the site of an extensive engagement event to consider Lewisville's best future. During the lunch hour and early evening, the Touchpoint event featured activities in an open house format. Participants chose among seven activities, and could engage in as many as they wanted, for as long as they needed to share their ideas. These activities were:

**Blue Sky Questions.** These questions were designed to inspire imaginative thinking about the desired character of the future Lewisville community:

- How can Lewisville be a more loveable city?
- How can Lewisville be a city that welcomes change?
- How can Lewisville develop more informed and involved residents?
- How can Lewisville be a high-tech city of the future?
- How can Lewisville be a place where residents have access to quality employment and housing?
- How can Lewisville be a city that continues to value and protect the natural world?
- How can Lewisville be a city that helps neighborhoods thrive?
- How can Lewisville be a city that cares even more about people?
- How can Lewisville be better connected to North Texas and the world?
- How can Lewisville be a city that helps businesses prosper?



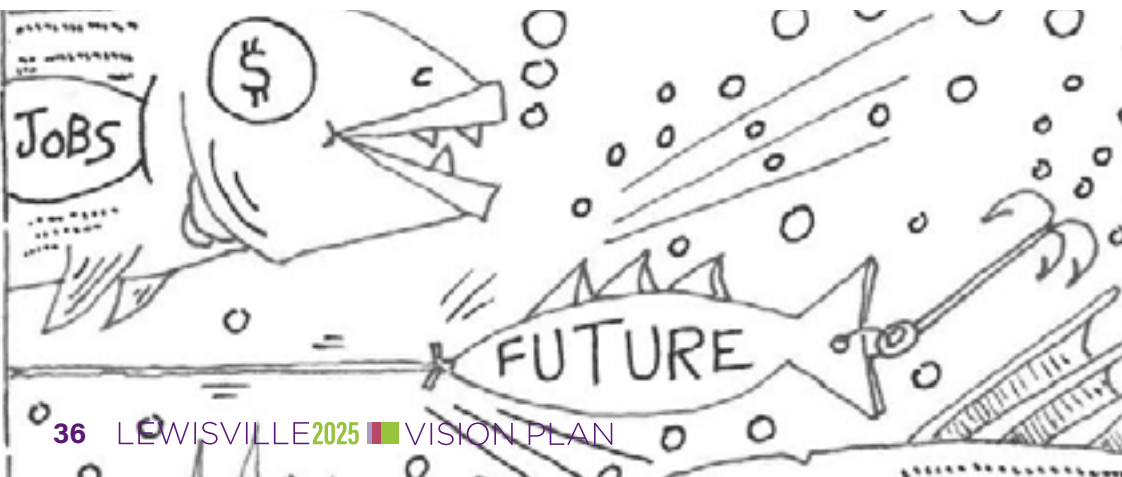
**WHAT'S NEXT FOR BIG MOVES?** The Grand's corridors were the location for discussion about the Big Moves. A station was established for each of the nine Big Moves. Each station included two informational boards – one highlighting accomplishments to date and another suggesting issues and opportunities for the future, based on the ideas heard from the community during the Engage phase of the project. On a third board, participants used Post-It notes to share their ideas about what actions should occur next for each Big Move.



**THE FUTURE OF THE LIBRARY.** How might Library and Information Services evolve in response to emerging technology and changed public expectations? One station specifically focused on this question. The ideas shared here helped shape the Library's new Strategic Plan as well as the vision plan update.

**VIDEO IDEAS.** The Community Relations and Tourism Department operated a video recording station where staffers recorded participants sharing their ideas for Lewisville's future.

**COMPUTER INPUT.** Participants used computer stations to enter input in an online survey.



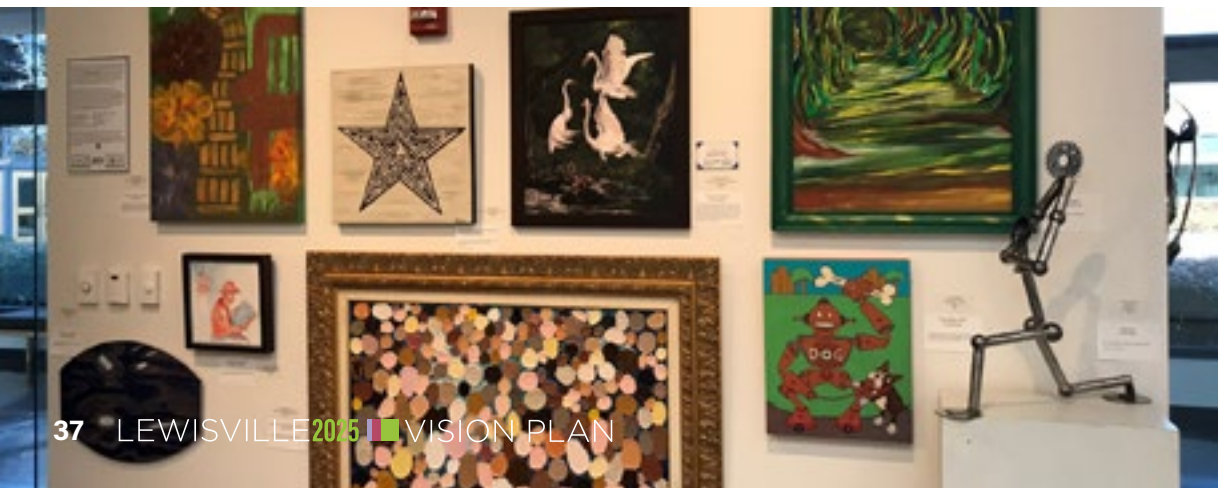
**ART FOR THE FUTURE.** Throughout the month of January leading up to the TouchPoint event visitors to The Grand contributed to an interactive display of art cards showing ideas for the future of Lewisville. Ten original art card designs based on the Big Moves were created by Lewisville artist David Mask. Cards could be customized by visitors coloring the Big Move cards, or visitors could draw and color their own unique art card design, and leave for public display.



**MARCO'S ROOM.** Building on the "Marco's Big Move" book, this room offered children a place to do activities related to Marco's experiences.

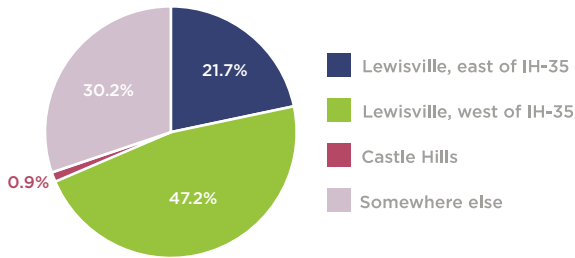
Participants also enjoyed a special visual art exhibit in the Gallery. The Visual Art League of Lewisville asked Lewisville artists to create pieces of art reflecting their visions for the community's future. There were 9 entries submitted in response to this request, which was part of a larger exhibition called the Wondrous World. The winner, Denise Remfert, received the City Manager's Award - Best Artwork Representing the Wondrous World of Lewisville for her photography piece titled "Three for Dinner". Along with this newly-created art, a second display showed art and photography of Lewisville past, present and future. These pieces were displayed during and after the Touchpoint Event, and Art League members were on hand to discuss the art with Touchpoint participants.

During the lunch hour, Lewisville City employees were invited to have lunch and visit the stations to share their ideas about the future of Lewisville. In the late afternoon, all interested individuals were invited to participate in all the stations. Light refreshments were also served.

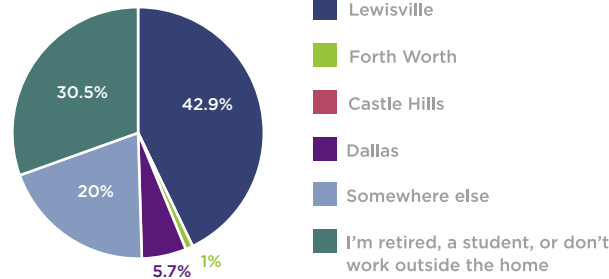


In the evening, participants gathered in the Performance Hall for a workshop. Deputy Mayor Pro Tem R Neil Ferguson welcomed the group and spoke about the importance of community engagement. Next, keypad polling devices were used to quickly learn about the participants' backgrounds and familiarity with the **Lewisville 2025** vision plan. These results are shown in the exhibits below.

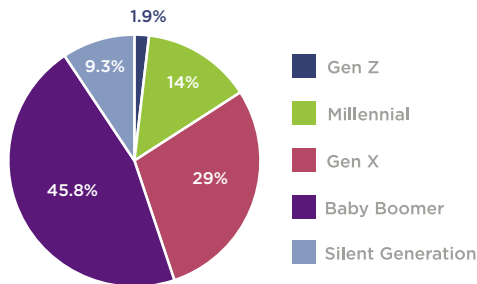
*I live in...*



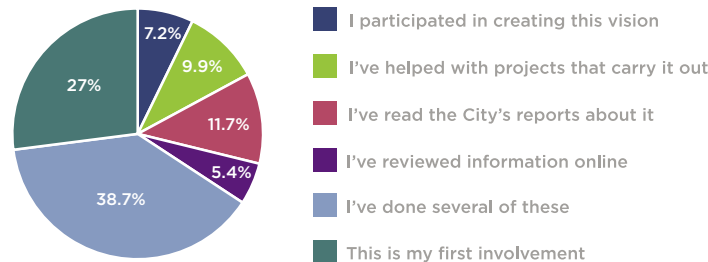
*I work in...*



*My generation is...*



*My involvement in Lewisville 2025 is...*



The evening's Keynote Speaker was Patrick Ibarra, co-founder and partner of the Mejorado Group, an organizational effectiveness consulting firm that brings fresh thinking, innovation, and next practices to help governments and communities succeed in the 21st century. His topic, *Creating Our Future*, emphasized the fact that continuing past practices would not lead to success in a changing future. He advocated a mindset of creating new possibilities and engaged the audience in imagining the community interactions that will make Lewisville successful in creating its desired future.



Following Mr. Ibarra's presentation, participants discussed their own ideas for the future and brainstormed with one another about the idea that will be most critical to a healthy future for Lewisville. Of four ideas the participants considered, keypad polling revealed that the idea "the best days of Lewisville are in front of us so long as residents stay actively involved" was considered most important by a majority of participants (59%). Exhibit 13 shows the priority rankings of all four ideas.

Which idea is most critical to a healthy future?	Percent
Idea Three: The best days of Lewisville are in front of us so long as residents stay actively involved.	59.4%
Idea Four: Lewisville city government must continue to be proactive to help shape our future.	22.6%
Idea One: The growth of Lewisville will change who we are as a community.	16.0%
Idea Two: The influence of criticism will derail our future.	1.9%

*Exhibit 13: Choices for Lewisville's Future*

After this participant discussion, a Future Choices panel of six speakers provided additional insights about key aspects of Mr. Ibarra's presentation and the issues facing Lewisville. These speakers and their topics were:

- Brandon Palankar, 3BL Strategies. "Choose Your Future" presented opportunities for walkable sub-urban development and the benefit this pattern brings to a community.
- Dr. Edward T. Rincón, Rincón & Associates. "Cultural Transformation and Quality of Life" shared recent research about the role of Hispanic and other ethnic communities and the particular opportunities and approaches that can fully include and engage these communities.
- Katherine Wagner, Business Council for the Arts. "The Economic Impact of Arts" revealed the value of strong arts communities.
- George Burmeister, Colorado Energy Group. "Sustainability for All" previewed national and local research that will contribute to the City's Sustainability Action Plan.
- Bud Melton, Half Associates. "Perspectives on Mobility Alternatives" addressed the increasing interest in mobility choices in addition to the automobile – bike, walking, transit, and microtransit.
- Robert Sheets, Westside Baptist Church. "Lewisville and the Faith-based Community" described the outreach initiatives of this Lewisville church and proposed ways the wider faith-based community can contribute to Lewisville's future.



Keypad polling was used after each speaker to gain an understanding of the participants' responses to the ideas shared. After all panelists' presentations, a final set of keypad polling questions gained feedback on the importance of choices to the future Lewisville participants wanted. Almost 90% of participants felt that the choice to "act to make Lewisville's neighborhoods, businesses and natural areas more sustainable over time" was very important to Lewisville's future. The responses to these choices are presented in Exhibit 14.

A final open forum provided for general discussion among participants and all panelists.

Supplemental Appendix K (Touchpoint Workshop Results) provides the results of all Workshop keypad polling.

How important is this choice to creating a future Lewisville where I want to live and work?

Question	Very important	Somewhat important	Somewhat unimportant	Very unimportant	I'm not sure	VI + SI
Act to make Lewisville's neighborhoods, businesses and natural areas more sustainable over time	89.6%	6.5%	1.3%	1.3%	1.3%	96.1%
Look at the future with a mindset of creating future possibilities instead of solving past problems	69.7%	25.0%	0.0%	2.6%	2.6%	94.7%
Build in mobility options from all neighborhoods to important destinations	79.2%	14.3%	1.3%	3.9%	1.3%	93.5%
Strengthen the City's partnerships with faith-based and non-profit groups	57.1%	32.5%	1.3%	5.2%	3.9%	89.6%
Build on the assets of Lewisville's arts and its diverse cultures	64.0%	25.3%	4.0%	4.0%	2.7%	89.3%
Create mixed-use WalkUp areas with diverse housing and business options	62.7%	25.3%	6.7%	4.0%	1.3%	88.0%

Exhibit 14: Choices to creating a future Lewisville where I want to live and work





**Touchpoint Event 2**

The following evening, January 30, 2020, a second Touchpoint event was held at the Castle Hills Community Center. This event was intended to be convenient for residents of Castle Hills, who will become Lewisville residents upon annexation and whose involvement will help ensure that the **Lewisville 2025** vision plan update reflects their interests. At this event, a brief presentation summarized the Big Moves in the original plan and shared some of the plan’s results. Stations around the room gave participants the opportunity to share their ideas in answer to some of the “Blue Sky Questions” and the “Future of the Library” question asked at the event on the 29th.

**Results Analysis**

After the Touchpoint events, consultant and staff assembled all the comments received through these events and added them to the ideas from the Engage phase. Overall, comments demonstrated support for the City’s efforts to act on the Big Moves and a positive response to the accomplishments that have carried out the plan. The input did not indicate the need for a substantial change in direction.

The community input received through these efforts did, however, provide a great deal of new perspective and insight into the best ways to focus activity for the future. These details were summarized for discussion with City Council.

**City Council 2020 Annual Retreat**

The **Lewisville 2025** vision plan update was one of the major topics for the City Council’s annual retreat. The retreat was held at the Hilton Garden Inn in Lewisville, and this topic was discussed on February 20, 2020. The City Council provided direction for the updated plan. They directed that the nine Big Moves be continued, but modified by combining several Moves so the updated plan would have seven Big Moves. They directed the addition of the three new Strategic Moves. They also provided input and direction on a variety of potential action priorities for these moves.

Outreach Method	Participants	Comments
Online Input	212	919
Marco’s Big Move		148
Other Individual Comments	3	11
Stakeholder Meetings (31)	652	1,620
Departmental Meetings	764	
Touchpoint Events	157	1,177

**Total 1,788 3,875**

*Exhibit 15: Results of Outreach for Lewisville 2025 Update*

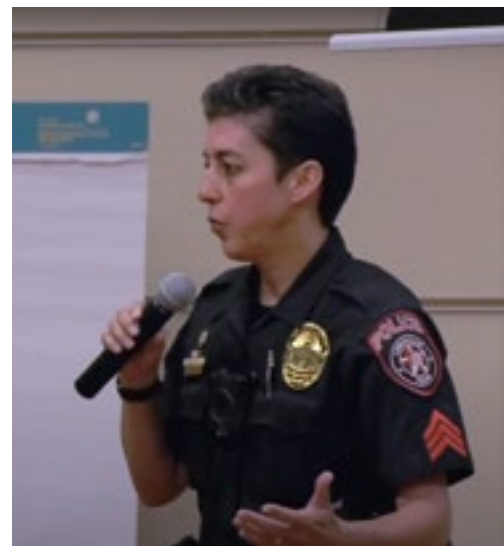
## ■ PHASE 4: DRAFT

The next phase of the update process was the drafting of the updated plan document. Based on the direction from Council, it began in March 2020. An interactive workshop with key City staff was scheduled to refine and prioritize recommendations. However, the COVID pandemic intervened before this workshop could occur.

With the many changes in the community, new pressures on the City and its resources, and unexpected constraints on interaction, work on drafting the plan was delayed. In June 2020, an online survey of key City staff was conducted to obtain their perspectives about

the priorities for the plan update in light of COVID. While many recommendations were still important, the ideas related to support for neighborhoods and access to healthy lifestyles were even more important than before.

These priorities were shared with City Council at a workshop on July 8, 2020. Council direction shaped the plan update as it was drafted by key staff members and the consultant during the summer and fall of 2020. Working in small teams and through virtual workshop sessions, staff members and the consultant contributed expertise and built agreement about the appropriate policy direction for this plan update.



## LISTEN, LEARN, LEAD

In the wake of the violent and needless death of George Floyd in Minneapolis, Mayor Rudy Durham directed city staff to reach out to Black community members in Lewisville and seek their input on ways to build on the city's rich diversity. This led to the formation of the Mayor's Commission – Listen Learn Lead in June 2020.

The Commission consisted of nearly 30 Contributors with a wide range of backgrounds – business owners, church leaders, board and commission members, political activists, and students. They met weekly for seven weeks (in-person and online) with a team of six Listeners representing City leadership (including one spot filled by different City Council members on rotation). It was the shared intent of all

Commission members that their recommendations be used to build on Lewisville's rich cultural diversity to build a stronger city that offers equity and dignity to all persons. The Commission's report in August 2020 contained thirty recommendations for action; since then, the City has moved forward on many of the recommendations. This Final Report, and quarterly updates on action, are found at: <https://www.cityoflewisville.com/about-us/listen-learn-lead>.

The issues raised in these sessions and many Commission recommendations modified the direction for the Big and Strategic Moves in this updated plan. The Commission's focus on diversity and inclusion have been emphasized and strengthened in this document.

## ■ PHASE 5: REVIEW

Continuing the plan update process during the COVID pandemic changed the process for drafting and reviewing the plan. Instead of major interactive workshops, the process used small groups and virtual sessions. The need to approach drafting in a different way also led to a change in the process for reviewing drafts.

The original plan process envisioned a large outreach effort when a draft plan was complete, with discussions by key City Boards and Commissions, major community events and discussions, and online dialogue. Instead, the process used smaller sessions at several points during the drafting process.

In the fall of 2020, the 2025 Committee reviewed the plan's proposed Policy Direction – the Vision Statement and the goals, objectives and action priorities of the Big and Strategic Moves. The City Council considered this input and provided further direction at a workshop on October 5, 2020. After these revisions were made, further direction was received from the City's Parks Board, Planning and Zoning Commission, Zoning Board of Adjustment and the Old Town Design Review Committee. An updated draft was then reviewed again by the 2025 Committee in February 2021.

Since large community workshops and gatherings were infeasible during the pandemic, the final round of community input and engagement occurred online. An online survey was used to seek feedback from individuals and groups involved in the discussions during the Engage phase in the fall of 2019 and at the Touchpoint events in January 2020.

The complete draft document was the focus of discussion at the City Council's 2021 Annual Retreat. This final Council direction enabled the document to be refined before the public hearing and adoption process.

## ■ PHASE 6: ADOPT

During April 2021, key City of Lewisville Boards and Commissions reviewed the draft document and made recommendations to City Council. On April 6th, the Planning and Zoning Commission unanimously recommended the plan update to the City Council. The Lewisville 2025 Committee considered the plan update on April 8th and also recommended approval unanimously. The Parks Board considered the plan on April 14th and was unanimous in their support.

At its meeting on April 19, 2021, the Lewisville City Council unanimously adopted this Lewisville 2025 vision plan update.

CHAPTER

# 04

# VISION STATEMENT



CHAPTER

# 04 VISION STATEMENT



**B**y 2025 and beyond, Lewisville will be a community characterized by diversity, connectivity, resource management and growth.

## Diversity

Lewisville will be an inclusive community that values and appeals to people of all ages, ethnicities, income levels, backgrounds, abilities, and interests.

## Connectivity

Lewisville will offer choices that enable its people to connect effectively with one another and with the City government both online and in person, and to desired destinations and community spaces by using many transportation options.

## Resource Management

Lewisville's natural, human, energy, and capital assets will be the foundation for a distinctive, desirable, and efficiently-managed sustainable community.

## Growth

Lewisville will be a unique community that attracts and welcomes businesses and residents and is positioned for growth and success.

CHAPTER

# 05

# BIG MOVES



# CHAPTER 05 BIG MOVES

## OVERVIEW

The original **Lewisville 2025 Vision Plan** was structured around a set of nine Big Moves. These Big Moves presented the major initiatives that could have the biggest impact on Lewisville’s future. The Big Moves redirected the City and community’s focus and resulted in significant progress towards the plan’s vision. A number of the action steps laid out in the 2014 version of the plan have now been accomplished. In addition, because the speed of change is so rapid in today’s world, Council directed that a “touchpoint process” be followed so that the plan is updated every five years.

Originally, the Big Moves were not intended to address all aspects of City operations. The City Council continued to set priorities to guide decisions about the operations and investments of the City organization. Some of those priorities dealt with internal issues such as the cost of service delivery. But others addressed issues that were also included in Big Moves, like improving aging or substandard areas. In early 2019, the City Council directed that the updated **Lewisville 2025 Vision Plan** should also address the issues that had previously been covered by this separate priority list, so the overall direction on all these issues would be coordinated and communicated in a single document.

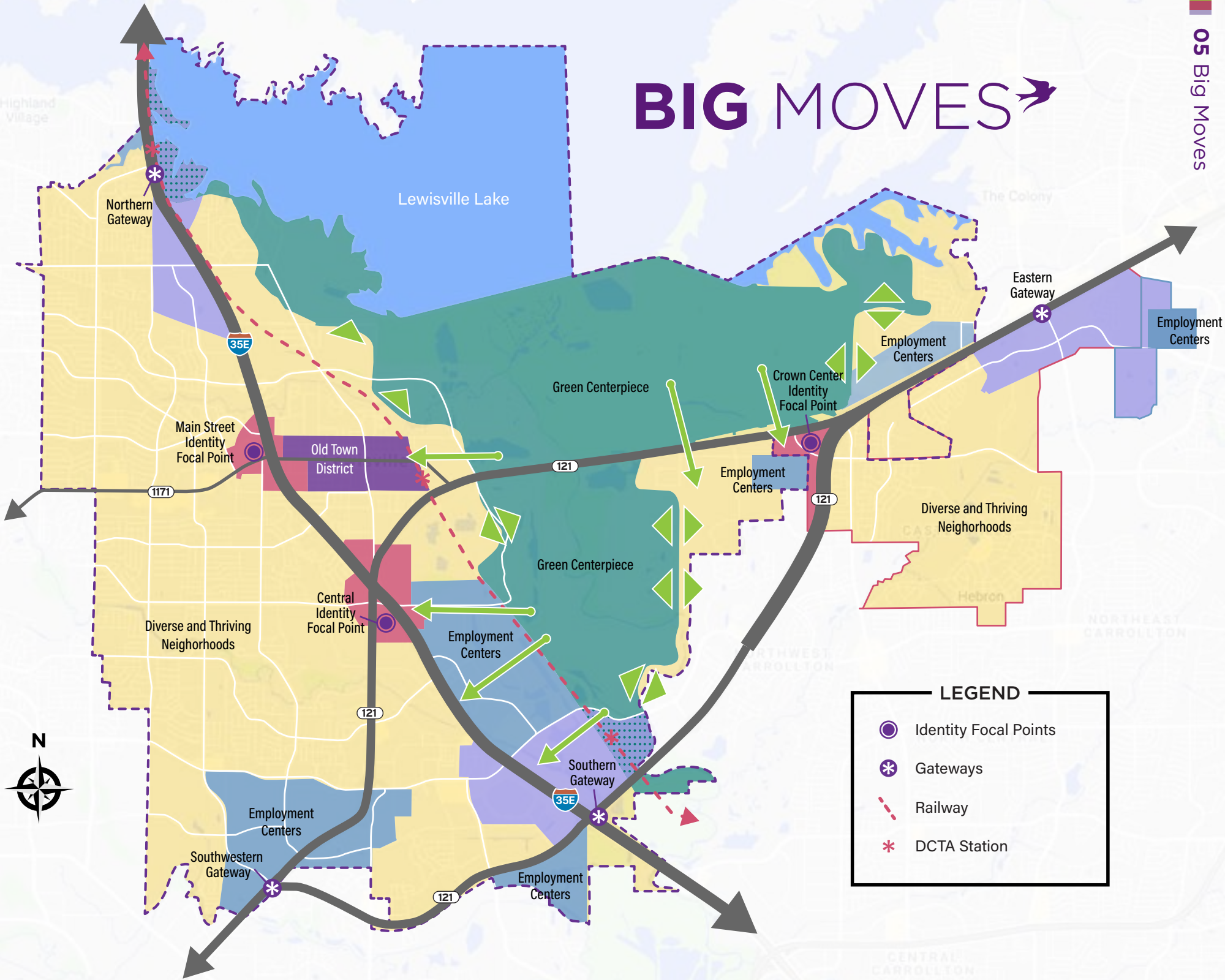
For these reasons, this updated Plan contains a set of seven Big Moves and a set of three Strategic Moves. Some of the original Big Moves have been combined, and the Strategic Moves bring the previous Council priorities into this document. Together, the Big and Strategic Moves provide direction for the City’s internal operations, its community programs and investments, and its decisions about development and redevelopment.

### Each Move includes these three levels of policy direction:

- A statement of the goal (or outcome) it seeks to achieve. These are designed to be very broad statements of the result or outcome we aspire to achieve. They are similar to the statements in the 2025 plan, but with some refinements based on Council direction and community input during this update.
- A short list of objectives. Objectives are more detailed than overall goals, but they are still general enough to provide direction through 2025 and then continuing on to 2035.
- A list of action priorities. Action Priorities are intended to be specific programs, projects or other steps that can be accomplished in the shorter-term, usually by 2025.

- 1 Green Centerpiece
- 2 Extending the Green
- 3 Old Town
- 4 Diverse and Thriving Neighborhoods
- 5 Economic Vitality
- 6 Identity, Place and Communications
- 7 Sustainability

# BIG MOVES





## 1

# GREEN CENTERPIECE

## WHAT DOES A GREEN CENTERPIECE MEAN IN LEWISVILLE?

Lewisville has a treasure in its backyard that few Metroplex communities can equal. The central part of Lewisville is largely floodplain that contains the Elm Fork of the Trinity River and diverse habitats, including bottom-land forest, prairies and many species of wildlife. The City should take advantage of Lewisville Lake and its floodway to give Lewisville a natural open space at the center of the community. This urban wilderness can be part of everyday life for all Lewisville residents. This central green space is currently home to extraordinary views, recreational activities, Lake Park, East Hill Park and the Lewisville Lake Environmental Learning Area (LLELA), a consortium of local, state, and national government agencies, which has obtained a 25-year management lease from the U.S. Army Corps of Engineers (Corps). The area provides visitors with opportunities for fishing, hiking, camping, canoeing and botanical/wildlife research in the heart of the city.

This Big Move supports compatible initiatives in the Green Centerpiece area, such as existing research and ongoing preservation of natural resources underway at Lewisville Lake. LLELA, in which the City, Lewisville Independent School District (LISD) and the University of North Texas (UNT) are participants, manages Corps land below the dam south to Business 121. The City of Lewisville manages public access to the area while UNT oversees restoration efforts and LISD integrates visits to LLELA into its annual curriculum for school students. Also, LISD currently has an outdoor learning facility adjacent to LLELA where additional experiential learning opportunities are afforded students. Additionally, canoe launches and take-out areas on the Elm Fork will open up a scenic river trail through the city at minimal cost. The southern canoe launch has been completed; the northern one will be constructed after repairs to the Lewisville Lake dam are complete.

The vision for the Green Centerpiece is to promote and protect the area as a public amenity. It will provide a distinguishable natural feature that differentiates Lewisville in the region. The City should uphold this Green Centerpiece to position Lewisville as a unique community within the DFW Metroplex. This will serve to enhance the quality of life for residents, and to establish Lewisville as a regional attraction for recreation. The area's opportunities are recreation-focused but represent much more than simply open space and





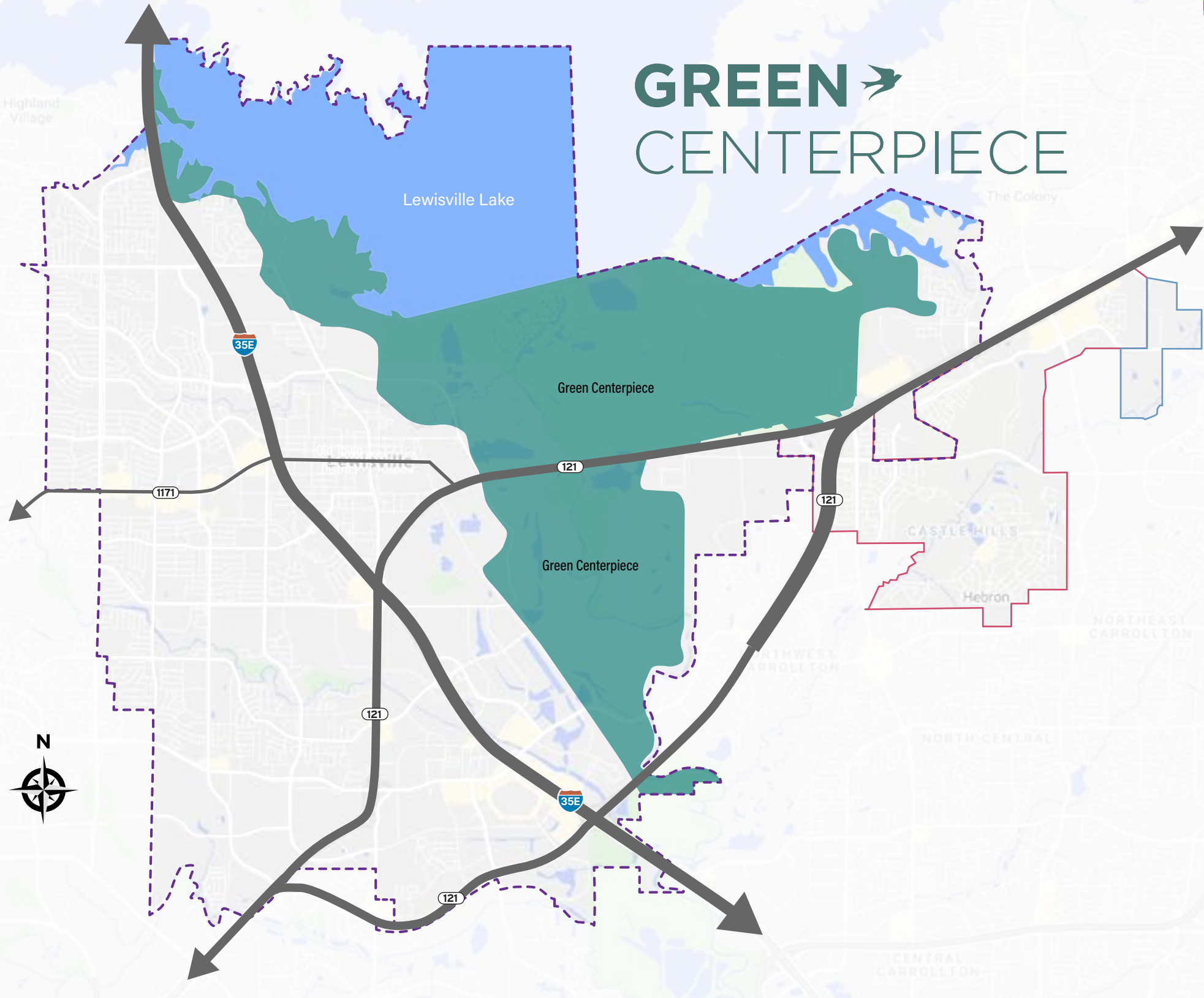
recreation. It is about sustainability, community identity, preservation, research, restoration, health, education, volunteerism and connection with the natural environment.

Markets for residential and non-residential uses are looking for locations connected to natural areas and open spaces, so this strategy helps Lewisville attract and keep residents and businesses. Making it the centerpiece of the future Lewisville community prevents this open space from dividing the neighborhoods to the east and west. This Big Move can position Lewisville as an extraordinary city with an urban wilderness at its core, and it will be easily accessible by a citywide network of trails as well as transit and automobile. The centerpiece has the potential to frame future surrounding land use and allow its edges to serve as site amenities for adjacent uses. Assets that relate to a community's natural setting can set it apart over the long term, supporting sustained desirability and success.

## GOAL:

Create a Green Centerpiece within the large natural area of the Elm Fork floodplain and around Lewisville Lake.

# GREEN CENTERPIECE



Highland Village

Lewisville Lake

The Colony

Green Centerpiece

Old Town District

CASTLE HILLS

Hebron

NORTHEAST CARROLLTON

NORTHWEST CARROLLTON

NORTH CENTRAL

CENTRAL CARROLLTON

Carrollton



35E

1171

121

121

121

35E

121

## OBJECTIVES

- a. Make Lewisville distinctive by focusing the community around a special Green Centerpiece including Lewisville Lake, its floodway and adjacent properties, creating a natural open space and urban wilderness that can be part of everyday life for all Lewisville residents.
- b. Increase and enhance connections to the Green Centerpiece, through physical linkages, educational experiences, outdoor activities and shared information, particularly for Lewisville residents who have not used it in the past.
- c. Use this Green Centerpiece to position Lewisville as a unique community within the DFW Metroplex.

## ACTION PRIORITIES

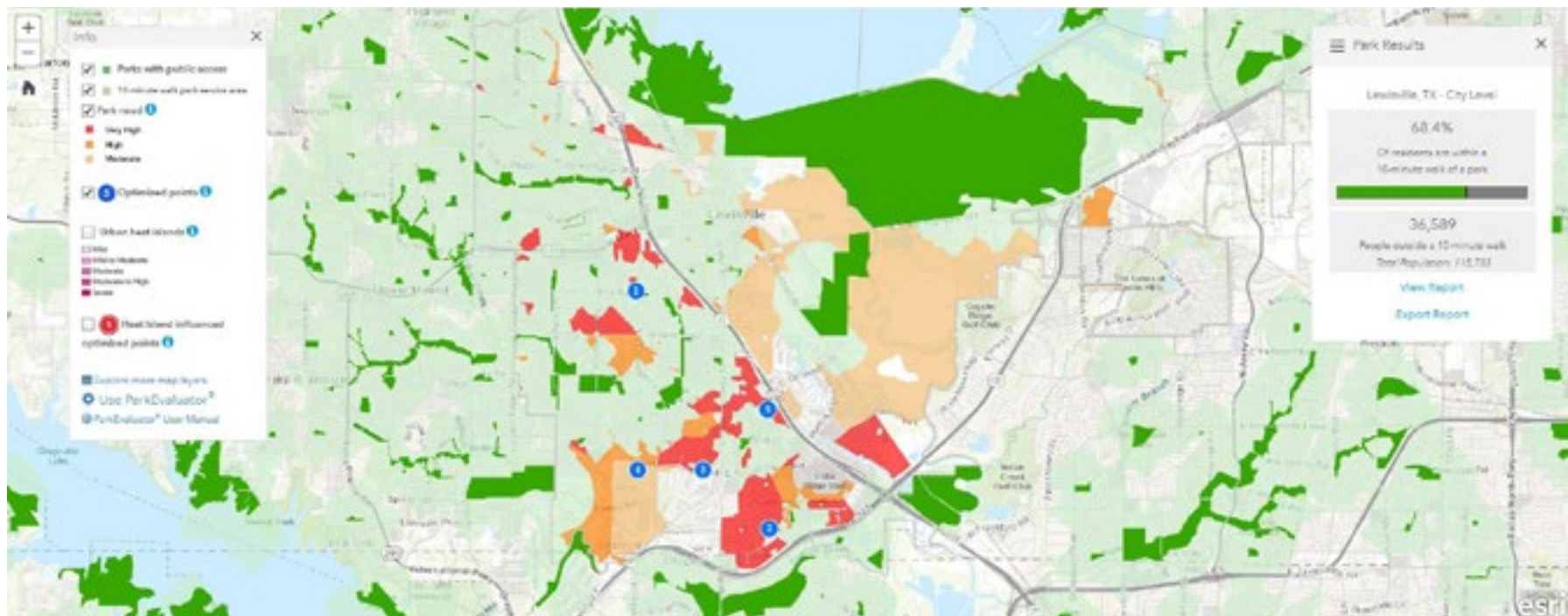
- Update the Green Centerpiece Master Strategy to focus on enhancing its role for Lewisville residents, businesses, schools and the community. 🌿
- Update Nature Center concepts to meet the needs and interests of Lewisville residents. 🌿
- Secure adequate Green Centerpiece resource and funding commitments for the updated Master Strategy and Nature Center.
- Evaluate and implement new branding, signage, public art and outreach so the Green Centerpiece in general, and Lewisville Lake Environmental Learning Area (LLELA) in particular, are more widely recognized.
- Update Lake Park and other properties under lease from the U.S. Army Corps of Engineers to be key Green Centerpiece destinations.
- Develop a plan for the landfills and other adjacent properties so their future use enhances the Green Centerpiece. 🌿
- Enhance and expand the educational and research programs in the Green Centerpiece area, with particular emphasis on programs with LISD.
- Enhance and expand community outreach programs about living in and with nature.
- Modify existing and design future facilities in the Green Centerpiece to promote health, vitality and safety. 🌿
- Grow ecotourism in Lewisville through investment in and promotion of the Green Centerpiece and LLELA. 🌿
- Develop infrastructure in and adjacent to the Green Centerpiece using 'green infrastructure' best practices and design standards that exemplify the Green Centerpiece. 🌿
- Expand the network of hike and bike trails, interpretive materials in multiple languages, and online information to make the Green Centerpiece accessible to people in all Lewisville neighborhoods. 🌿
- Work with the Friends of LLELA, Keep Lewisville Beautiful and other organizations to offer Green Centerpiece experiences and programming to schools, faith-based institutions and community organizations serving people in all Lewisville neighborhoods.

## 2

## EXTENDING THE GREEN

## WHAT DOES EXTENDING THE GREEN MEAN IN LEWISVILLE?

Extending the Green is envisioned as expanding the Green Centerpiece both physically and visually, to connect it with other parts of the City. By connecting the Green Centerpiece to Lewisville's neighborhoods and business, everyone who lives or works in Lewisville can enjoy the benefits of this distinctive center. As a key Big Move focus, City investments should emphasize and provide aesthetic and health benefits throughout the city through enhancements to the City's public spaces and parks and recreation system. Special emphasis will be placed on creating parks and connections to the trail system in areas of Lewisville where residents do not have access to a public open space within a 10-minute walk of their home. While the Green Centerpiece redefines the community as a whole, daily connection to these green areas will make this identity even more valuable to all Lewisville residents. These priority investments should attract the millennial generation of residents as well as businesses that rely on creative-class professionals. This strategy would blur the edges between the Green Centerpiece with surrounding uses and key nodes of the City. Extending the Green concepts should promote green corridors to influence site designs, streetscapes and development expectations. Through public investments and the design of new private developments, this Big Move can help to attract the new businesses and people who want a healthy green lifestyle.



This Big Move will link pedestrian and bike trails throughout the city. It aims to connect neighborhoods and areas of employment to retail, recreation and education facilities, and to major destinations like Old Town and transit facilities. The city already contains segments of trails, significant parks and recreation areas. While an excellent trail plan exists, many of the initial trail corridors have been completed. As the city grows and Castle Hills is annexed, a new parks master plan with a strong hike and bike trail component will be developed. Linking new neighborhoods and existing trail segments to the Green Centerpiece will be a key issue addressed in the plan. A vital component should be to make connections on the west side of IH 35E on an opportunity basis, with an eye on crossing the interstate and tying into Old Town, transit stations and the Green Centerpiece. On the east side of IH 35E, loop connections from Old Town to the Green Centerpiece should be identified and set as a high priority for implementation. Such connections will support new urban residential development in Old Town, and spur revitalization efforts. In addition, the Southwest Lewisville Area Plan identifies priorities for preserving existing green spaces and tree canopies, as well as connecting the area via links to the planned trail system.



This Big Move also includes creation of small open spaces that can provide new local landmarks and gathering spaces for non-organized sports and recreation. In addition to the health and wellness value of living or working near parks or trails, this type of public infrastructure has a demonstrated benefit of increased property value for homes and businesses. That benefit is measurable within a 10-minute walk of a park or green space and when integrated into a connected system significantly enhances community benefits. The City's Parks and Recreation Business Plan builds on a strong existing system and provides guidance for an ambitious expansion over time. This Big Move sets the short-term priorities for these investments so that they help realize this new vision for the Lewisville community. By incorporating the City's parks and trails projects into this **Lewisville 2025** Big Move, those public investments should bring even greater returns to the community.

## GOAL:

Extending the Green by expanding the Green Centerpiece and trail system, both physically and visually, to connect with other parts of the City.

## OBJECTIVES

- a. Connect the Green Centerpiece to Lewisville's neighborhoods and business areas so the benefits of this distinctive center translate to all the places where people live and work in Lewisville.
- b. Provide parks, trails, community gardens or open spaces close enough to all Lewisville neighborhoods that they are a part of all residents' daily lives.
- c. Enhance the City's parks and recreation system to provide aesthetic, health and other benefits in all neighborhoods and throughout the community.
- d. Attract the new businesses and people who want a healthy green lifestyle through public investments and the design of new private developments that include trails, open spaces and urban forests.

## ACTION PRIORITIES

- Update the City's adopted Trails and Parks Plans to implement this **Lewisville 2025** future, and provide resources for operation and maintenance of these areas and facilities. 🌿
- Leverage the development of and programs offered at sustainable, liminal recreation facilities such as Thrive and the future nature center at LLELA to promote healthy lifestyles, create stronger social cohesion and develop a deeper connection with nature. 🌿
- Prioritize parks investments to meet needs and support healthy lifestyles in underserved areas.
- Provide financial support to existing community gardens that serve low-to-moderate income clientele or that provide produce to local food banks in order to build capacity and provide inexpensive fresh produce to those Lewisville residents in greatest need. 🌿
- Use park and trail investments to give Lewisville residents access to these systems within a 10-minute walk from where they live by 2025 (or before).
- Create inclusive parks and playgrounds where people of all abilities can play together.
- Create a stronger connection to the Green Centerpiece by creating unique green destinations, investing in highly utilized parks and open spaces, and enhancing the urban tree canopy throughout Lewisville. 🌿
- Use education, incentives and other techniques to encourage existing Lewisville businesses to embrace green practices and connect to the green destinations and trails citywide. 🌿
- Develop a structure for public, private and non-profit engagement in funding, creating, managing and maintaining this green network.
- Enhance creeks and greenbelts to improve the ecosystem services they provide and to create places nearby residents can enjoy. 🌿
- Connect Lewisville's parks and trails to those in neighboring cities and across the region.

## 3

## OLD TOWN

## WHAT DOES OLD TOWN MEAN IN LEWISVILLE?

Downtown Lewisville, the City's historic center, is also the core of Lewisville's identity for the future, offering the choice of urban living in Lewisville and including lively restaurants, entertainment, and a walkable environment. Transformative redevelopment is occurring and efforts to maintain the momentum should be a top priority for the City. Lewisville will expand its competitive position with more destination dining, new walkable neighborhoods, and unique retail offerings. Old Town can maintain a historic charm and character while enhancing its image as a new, refreshed and exciting place to be.

During creation of the **Lewisville 2025** plan and again in the community outreach for this update, participants expressed the need for Old Town to have a clearer and stronger identity. They wanted this special area to be recognized by Lewisville residents as well as by business customers and visitors from elsewhere. Updated branding and marketing standards have paved the way for Old Town to be recognized as the "heart of Lewisville." Businesses may use this tag line in their own marketing efforts, which may include marketing such as "come bank in the heart of Lewisville"; "eat in the heart of Lewisville"; or "shop in the heart of Lewisville".

When **Lewisville 2025** was adopted in 2014, several major projects were underway or just getting started in Old Town. They proved to be catalysts for further redevelopment. Projects like Uptown Village provided for-sale townhomes just a block east of the historic Main Street area, bringing density to Old Town and instant demand to new businesses in the Old Town core. South Village was another project that began around the same time. It includes mixed-use development with commercial on the first floor and residential condos above, as well as detached, row housing just west to Charles Street. The development brings over 85 diverse residential units to Old Town and higher incomes as well.



City projects such as Wayne Ferguson Plaza and the Main and Mill Streetscaping have also catalyzed new investment in Old Town. In addition, the city's public-private partnership to attract three new restaurants to a single block on Church Street was instrumental in driving new traffic from outside Old Town to this new dining destination. These efforts have already led to numerous additional projects including commercial uses such as: The Perc Coffeehouse; The Mercantile vintage home goods; Sullivan's Old Town BBQ and Bodega; PrototypeIT; Sparrow Collective; and various vertical mixed-use buildings. New residential developments underway in Old Town include: Aura Old Town; Legacy Pointe; Brownstones at West Walters; Main and Mill Street Lofts; Mill at Old Town; Harris Street Townhomes; and Old Town Station. Together, these projects will provide more than 1,500 new residential units within a ten-minute walk from the Main and Mill intersection.



### 3. OLD TOWN

Significant investment in public art has also transformed Old Town's image as a vital, diverse and multicultural center of the Lewisville community. New art benches along Main Street were commissioned and installed as well as two large bronze sculptures. Murals on private buildings depict a variety of images rooted in the history of the area; they also include contemporary and abstract elements that make them eye-catching and memorable. Continuing support for public art in Old Town attracts people to live in Old Town and gives both residents and visitors a way to experience life with a more pedestrian focus rather than vehicular.

Old Town's successes in achieving the vision expressed by **Lewisville 2025** are not limited to physical investments and improvements. The City hosts or participates in more than 100 events annually in Old Town. These range from small gatherings of 25 yogis practicing their poses on the Wayne Ferguson Plaza, to large events like Western Days, which draws more than 50,000 people in one weekend. Events are critical to providing awareness of Old Town as well as providing entertainment for the new residents to enjoy as part of downtown living. These events have been impacted by the COVID-19 pandemic but some have continued online to maintain their connections with artists, residents and customers. As recovery from the pandemic strengthens, Lewisville should consider increasing the number of events and partnerships to enhance foot traffic in Old Town during the weekdays and off-times to further enhance business vitality.

The Old Town Transit-Oriented Development Master Plan, which formed the foundation for many of the Old Town recommendations in the **Lewisville 2025** plan, was completed in 2010. Many of its recommended actions have been completed and other market and economic trends have changed. The City is working with multiple consultants to refresh this master plan so future infrastructure projects and land acquisition opportunities can be prioritized and build on the successes of recent years. With the update of a detailed plan for Old Town, Lewisville can enjoy more fruitful and intentional public-private partnerships that will bring further success to Old Town.

#### GOAL:

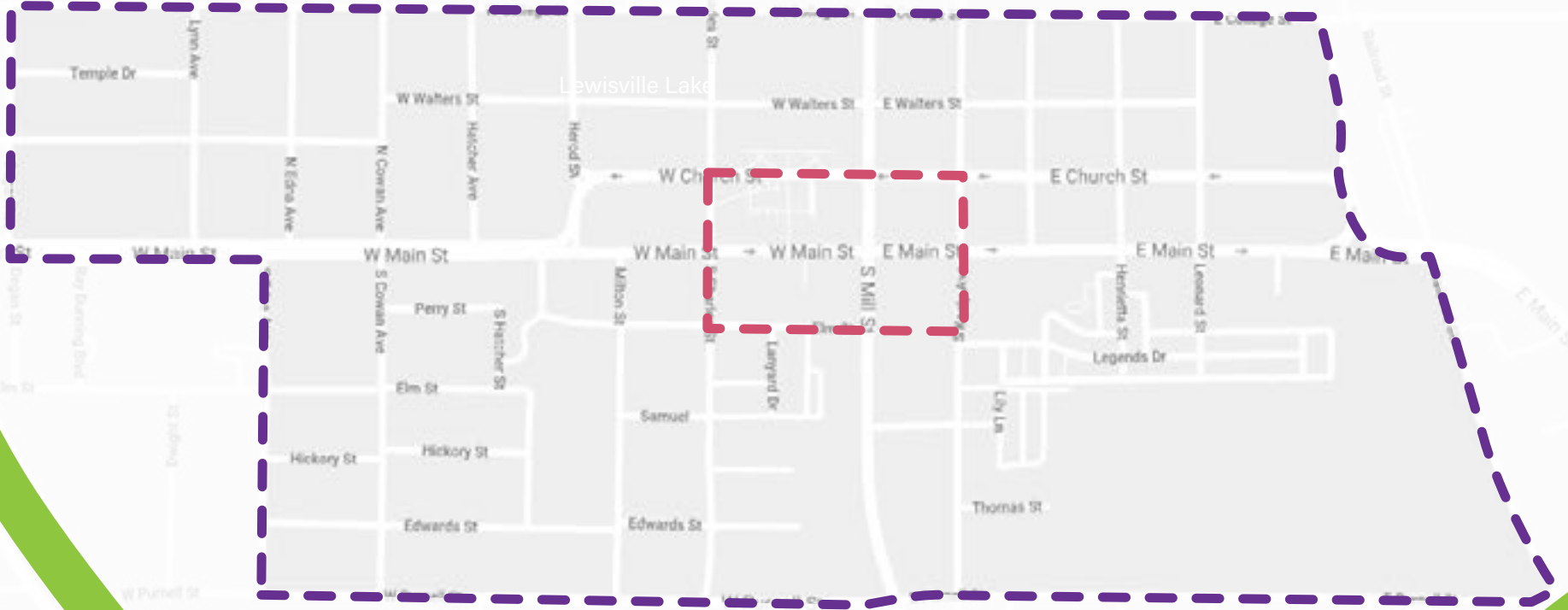
Continue investment in Old Town.

#### OBJECTIVES



- a. Continue Old Town's role as the central place anchoring Lewisville's unique identity and offering experiences and environments that make it a regional destination.
- b. Enhance the core of Old Town, expand development to create memorable places in the entire Old Town district, and connect this district to the DCTA station area and IH-35E.



# OLD TOWN



**LEGEND**

-  Old Town Design District
-  Old Town Center Design District



## ACTION PRIORITIES

- Continue to look for ways to create new levels of emotional connectivity to Old Town.
- Enhance and implement a clear branding strategy for the district that solidifies its identity.
- Attract retail that will charm and create a sense of identity for Old Town.
- Update the Old Town real estate investment analysis to identify catalytic development sites.
- Identify medical and other employment infill project opportunities between Old Town and IH-35E.
- Continue emphasis on a residential infill program for Old Town to support restaurant, retail and small businesses. 🌱
- Continue support for restaurants and broaden dining options to include choices like food trucks, family dining with a playground area and late-night dining.
- Encourage a smaller-scale grocery store that can provide variety with the quality and price found at supermarkets, and timed to support residents as new housing is occupied. 🌱
- Develop a prioritized list of needed infrastructure improvements and criteria to guide public investments in land and infrastructure.
- Continue to provide complete streets to ensure that Old Town is walkable and bikeable, making it a place where people have primacy over cars. 🌱
- Evaluate additional activities that would bring people to Old Town (such as higher education classes, training, makerspace, incubator business, pop-up stores).
- Expand and enhance Old Town events and festivals to create a unique identity but find ways to reduce impact of festival-goers on adjacent neighborhoods.
- Develop a plan to expand the Lewisville Art Center to include a music hall with a minimum seating of 1000. This plan should be developed closely following retirement of all outstanding certificates of obligation.
- Partner with existing non-profit organizations, such as Main/Mill Association, KLB, and Cloud 9 Charities, etc., to operate a number of quality events that create a unique identity for the core.
- Encourage residential options including high-end lofts, live/work units and townhomes to increase density. 🌱
- Use Wayne Ferguson Park and other public spaces in Old Town to promote health, vitality and safety and create common ground in the heart of Lewisville where the community can gather to celebrate, learn, speak and mourn. 🌱
- Find additional ways to celebrate and educate about Lewisville's heritage and diversity in Old Town.
- Use design standards and guidelines to ensure that new development continues the existing character of Old Town.

## 4

DIVERSE AND THRIVING  
NEIGHBORHOODS

In the *Lewisville 2025* plan adopted in 2014, there were two Big Moves related to neighborhoods. *Thriving Neighborhoods* (Big Move 4) focused on maintaining Lewisville's existing neighborhoods. *New Neighborhood Choices* (Big Move 5) identified opportunities to add a greater variety to neighborhood options through annexation of Castle Hills and through the design of new developments. In this update, these two Big Moves have been combined into a single Big Move addressing *Diverse and Thriving Neighborhoods*. This change in the plan itself illustrates the progress made since plan adoption.

## WHAT DO DIVERSE AND THRIVING NEIGHBORHOODS MEAN TO LEWISVILLE?

The *Thriving Neighborhoods* Big Move in the original **Lewisville 2025** vision plan focused on the continued reinvestment in existing neighborhoods to retain lifelong residents while attracting new families and residents. This approach was expected to increase quality of life, support excellence in the education system and help meet employment center labor force needs. Recommended strategies supported property maintenance and upkeep. In addition, the Big Move proposed actions to create a cohesive residential network of well-connected groups of neighborhood leaders in neighborhoods without organized homeowner associations. With improved communication, new neighborhood outreach programs were encouraged and a new staff position was added to be a voice for neighborhoods, coordinate with partner organizations and engage residents in code enforcement and revitalization activities.

The *New Neighborhood Choices* Big Move in **Lewisville 2025** sought to make Lewisville the location of choice for all ages and incomes, with an increased emphasis on housing for empty-nesters seeking to downsize, millennials seeking urban mixed-use residential, more upscale housing and expanded types of housing such as townhomes, condos and lofts. Specifically, loft and mixed-use residential choices were encouraged near DCTA stations, in the Old Town area and in the focal point areas. Opportunities for mixed-use development included the conversion of older garden apartment projects and aging strip centers into mixed-use neighborhoods incorporating work, living and retail uses. Different product types were also promoted such as live-work units, accessory cottages and retirement communities. The long-planned annexation of Castle Hills was identified as a way to expand Lewisville's stock of more upscale housing.

Many accomplishments have been achieved related to both Thriving Neighborhoods and New Neighborhood Choices since 2014. These accomplishments are the result of programs in multiple City departments that provide expertise and assistance to address specific neighborhood concerns or opportunities for improvement. Some examples of these programs include

the Property Enhancement Program (PEP), the Neighborhood Enhancement Program (NEP), Love Your Block (LYB), For the Love of Lewisville, Together Lewisville Coalition (TLC) partners, code abatement, Citizen Emergency Response Team (CERT) and Sustainability's energy and water conservation programs.

In Neighborhood Services, a new neighborhood services coordinator position was created to administer various neighborhood improvement programs that give residents new tools for revitalization. This position also focuses on outreach by engaging neighborhoods without organized neighborhood associations, coordinating with partner organizations, and serving as a conduit for communication of neighborhood and city activities and



engagement events. While some of these activities have paused due to COVID and budget constraints due to the pandemic, this position has pivoted to administer the CDBG programs. These neighborhood initiatives are expected to operate again in the future.

Two small area plans were adopted in 2018: one for Old Town North and the other for Southwest Lewisville. After engagement with residents and business owners in both areas, important issues were identified and prioritized leading to the formulation of framework plans, community character and design elements and action steps for implementation. New neighborhoods emerged at most remaining infill locations, which were developed with single family and townhomes. Urban mixed-use developments are taking shape in Old Town, Northern Gateway, Southern Gateway and the Realm at Castle Hills. Several senior housing developments have been completed and several more are planned for development.

Additional regulatory changes support the desired diversity in new housing. A complete rewrite of all development-related ordinances began in 2019 with expected adoption in spring 2021. New provisions in the rewrite impacting neighborhoods include reduced minimum dwelling unit sizes and expanded opportunities for backyard cottages, both of which should increase the housing supply in existing, often affordable neighborhoods. A 10-Minute Walk-to-a-Park Study, completed in 2019, revealed that many neighborhoods are not adequately served by the current park system. The City's parks investments now are targeted to fill these gaps.

Rather than considering existing and future neighborhoods separately, this Big Move now establishes the same objectives for all neighborhoods – that they should be thriving and remain sustainable and desirable places to live over time. Together, Lewisville's neighborhoods should offer a diverse range of housing choices that meet residents' needs throughout their lives.

It is imperative that all neighborhoods in Lewisville be successful and vibrant whether they be new neighborhoods or neighborhoods that have existed for many decades. Five key areas of focus will be instrumental in achieving the future success and vibrancy of Lewisville neighborhoods.

First, recommendations of the Mayor's Commission - Listen, Learn, Lead should be used to frame all activities related to neighborhoods to ensure continued diversity and inclusion. These long-standing challenges are essential to address.





Second, the impending Castle Hills annexation, which will unify all portions of Lewisville, will be an opportunity to include Castle Hills residents and their community character in the Lewisville culture and identity. After annexation, the residents of Castle Hills should feel that they are part of the collection of unique neighborhoods that forms a progressive and thriving community.

Third, availability of affordable and workforce housing has become a priority as housing costs have doubled since 2014. The Neighborhood Services Department will commission a housing study. The findings of this study should be the basis of new tools and strategies to achieve greater opportunities for affordable/workforce housing throughout the community.

Fourth, continuation of the programs operating since 2014 will help to engage residents and support successful neighborhoods. These include public safety initiatives, work to support code compliance and investment to rapidly decrease the number of neighborhoods that do not meet the 10-Minute Walk-to-a-Park standard, so all Lewisville residents have reasonable access to green places where they can play and connect to nature.

Finally, this Big Move proposes a collaborative effort to define and secure for all neighborhoods the sorts of “essential neighborhood resources and services” that have proven so vital during the Coronavirus pandemic. These essential neighborhood resources and services could include but are not limited to broadband, accessible virtual learning, job training, parks within walking distance, community gardens, healthy food in current food deserts, libraries, educational/informational centers, some level of medical access/care, safety from crime, emergency resources, neighborhood gathering places, central pickup spots for shared transportation and resiliency hubs. All City departments will work with residents and partner organizations to define these resources and services, to identify neighborhoods where they are lacking today, and find collaborative ways to meet these needs. Current partnerships, so critical to past neighborhood successes, should be strengthened, and additional partnerships formed to provide these resources and continue the enhancement of all Lewisville neighborhoods.

These approaches will apply to neighborhoods throughout Lewisville, existing and new. They should keep Lewisville thriving because they provide diverse choices that help people at all stages of life and all income levels find the housing, resources and community engagement they need to achieve their own visions for the future.

### GOAL:

Maintain and enhance Lewisville’s Diverse and Thriving Neighborhoods



## OBJECTIVES

- a. Provide expanded neighborhood and housing options to make Lewisville the location of choice for people of all ages, backgrounds and incomes.
- b. Partner with the private and non-profit sectors to make essential resources and services available within an accessible distance of all neighborhoods.
- c. Maintain the desirability and property value of existing neighborhoods through infrastructure and other public investments and programs.
- d. Ensure that public safety resources and services are adequate and appropriate to provide safety and security to residents in all Lewisville neighborhoods.
- e. Include Castle Hills and its residents as an integral part of the Lewisville community.
- f. Encourage new development that expands available housing choices, particularly near Denton County Transportation Authority (DCTA) stations and through redevelopment of aging strip commercial properties.
- g. Create a cohesive and connected group of neighborhood, non-profit and business leaders who help keep existing neighborhoods thriving in the future.

## ACTION PRIORITIES

- Conduct a housing study to examine current housing supply and demand in Lewisville and use this study as the basis for an action plan to meet identified needs and address any identified inequities.
- Complete the annexation of Castle Hills.
- Engage residents, private sector, medical providers, non-profit organizations, faith-based communities and others in an initiative to define a set of 'essential neighborhood resources and services,' identify current gaps in availability and create a strategy to address these. 🌱
- Work with the community to define the boundaries of Lewisville neighborhoods and create a structure of public, private and non-profit leaders to support their long-term vitality.
- Continue actions to address neighborhood needs in Old Town North, Southwest Lewisville, and the area between IH-35EE, Business 121 and Corporate Drive, and utilize neighborhood names and other materials to strengthen neighborhood identities. 🌱
- Update the designation of targeted neighborhoods to consider equity as part of planning and public investment, and use data-based analysis and community feedback so neighborhood grants and resources for small area planning reach under-represented communities.
- Assess the use of the Housing Finance Corporation's resources and assets to meet affordable housing needs.
- Develop a strategy for maintenance and rehabilitation of existing apartment complexes that improves residents' quality of life while continuing to include affordable housing. 🌱
- Utilize the public safety clown program to teach fire and water safety in Lewisville schools.
- Continue and expand the Police and Code Compliance Departments' Nuisance Abatement programs for multi-family and hotel/motel properties.
- Explore and expand crime reductions programs for areas with high incidence of crime.
- Explore and expand programs for community preparedness and emergency management.
- Support and promote high-density housing in mixed-use configurations in areas around the three DCTA stations, in or near Old Town and at the four nodes along IH-35E. 🌱
- Work with owners of multi-family zoned vacant land, and multi-family or non-residentially zoned land ripe for revitalization, to create a plan for those parcels that provides a good return for the property owner and a land use mix and design quality that meet community needs.
- Include sustainability considerations (such as energy and water efficiency) in the design of new housing, adaptive reuse and rehabilitation assistance. 🌱

## 5

## ECONOMIC VITALITY

**WHAT DOES ECONOMIC VITALITY MEAN IN LEWISVILLE?**

Lewisville recognizes that the success of its business community begins with the success of its residents, and that both are needed to secure long-term economic vitality. Lewisville holds the distinction of having a higher share of its residents in the workforce than any other city in the state of Texas. Economic vitality must ensure that Lewisville's residents continue to have the knowledge, skills, and abilities that local employers need and want while also ensuring they are well-paid for their work and have opportunities to pursue their own interests and entrepreneurial goals.



Support for Lewisville's residents involves action using the City's own resources, such as the Public Library. It also requires collaboration with the Lewisville Independent School District (LISD) and other entities that provide education and job training. The City must continue to partner with LISD to promote its schools, particularly the new Technology, Exploration & Career Centers, as a key ingredient to providing the skills and training Lewisville residents need to fill available jobs and build successful careers. In addition, Lewisville should seek to attract, retain, and expand companies offering higher-paying jobs to strengthen its economic base and to increase residents' opportunities for jobs that offer career advancement and income potential. Doing so will give Lewisville's residents and workforce much more purchasing power, thus driving positive economic impact to our local economy.

Lewisville's location at the geographic center of one of the nation's strongest and fastest-

growing regional economies gives this community an important strategic advantage. With nearly 49,000 existing jobs, Lewisville is a major employment location within the Dallas-Fort Worth Metroplex. Lewisville's existing employment centers are home to major companies and offer sites for new corporate locations that will grow Lewisville's economy. This Big Move builds on these existing strengths and supports stronger and more diverse businesses that will further strengthen Lewisville's economy and tax base. In order to ensure the City's long-term financial stability, development patterns should accommodate additional employment centers and business locations in close proximity to neighborhoods throughout the community. In addition, Lewisville must include the enhancement of sites within existing employment centers and implementing the sites that are ready to build. Remaining vacant land should not just accommodate development; it should accommodate development that ensures a stable and reliable tax base for the City in the future.

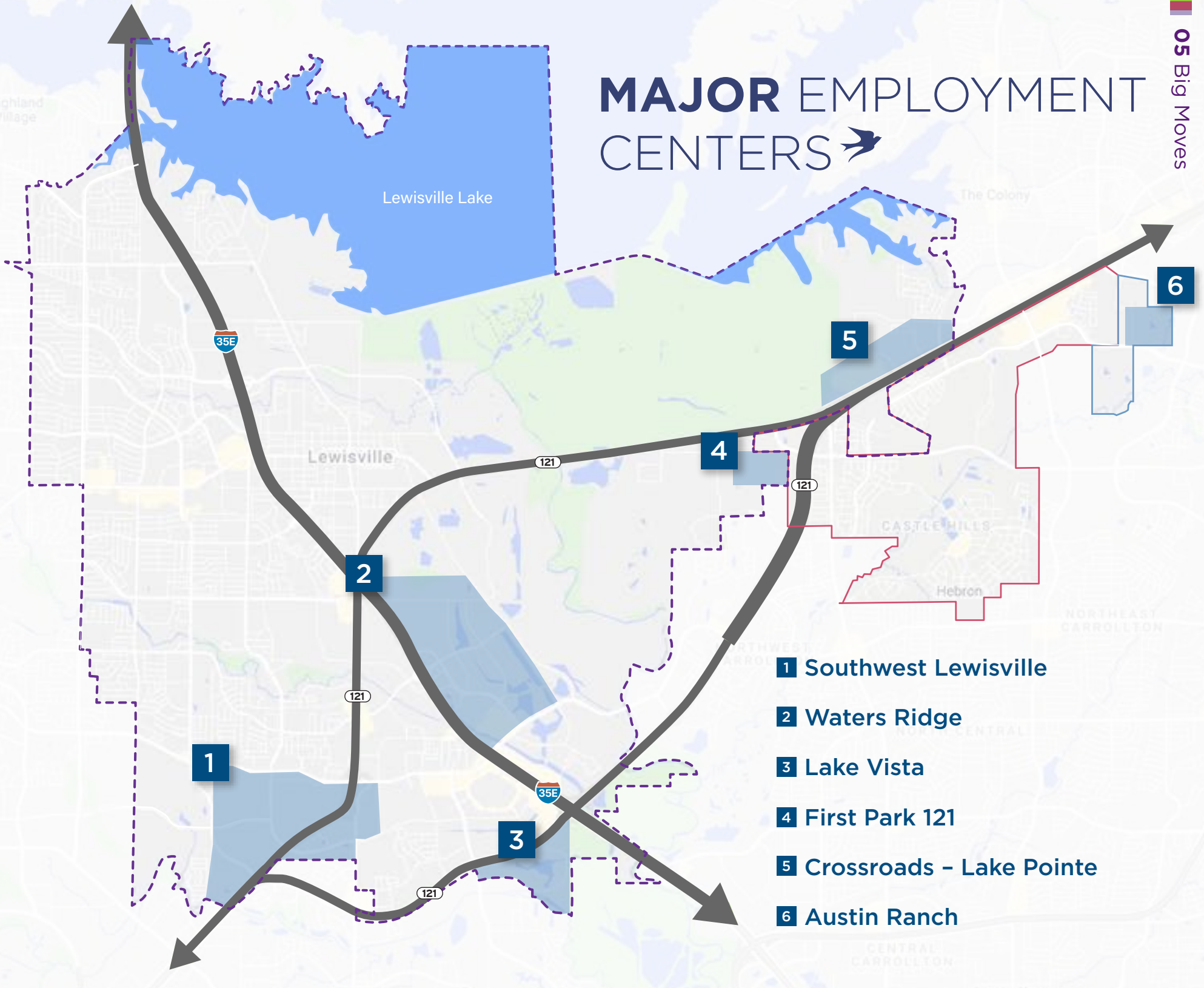
Recognizing the important link between continuing economic vitality and response to changing conditions, Lewisville should target key industry clusters such as advanced manufacturing, biotechnology and life sciences, energy, and information technology. Employers within these industries offer sustainable and resilient business models that maintain high quality jobs and create a consistent, stable tax base for the city. The City's economic incentives should be used to attract or start companies in these industries.

Lewisville should build on its strong transportation network and infrastructure to provide critical connections from its major employment centers and business areas to the homes in all of its neighborhoods. In today's environment, prospective commercial interests place significant emphasis on a community's quality of life. Ultimately, communities that provide an attractive environment for employees to live, work and play are also the places that position themselves as the most competitive for commercial interests. The direction set by the **Lewisville 2025** plan and this update support this community's high quality of life and appeal to businesses.

## GOAL:

Sustain Lewisville's Economic Vitality by assisting its residents, supporting its businesses and enhancing its major employment centers.

# MAJOR EMPLOYMENT CENTERS



- 1 Southwest Lewisville
- 2 Waters Ridge
- 3 Lake Vista
- 4 First Park 121
- 5 Crossroads - Lake Pointe
- 6 Austin Ranch

## OBJECTIVES

- a. Take strategic advantage of Lewisville's prime location within the region and its access to regionally significant activity centers to attract and retain a diverse range of businesses consistent with Lewisville's character as described by Lewisville 2025.
- b. Enhance existing employment center areas and encourage future businesses that provide a stable tax base for the City.
- c. Support locations for smaller, mixed-use employment nodes in or near the neighborhoods their businesses serve.
- d. Support economic development, job training and other initiatives that enable the people who live in Lewisville to work here as well.
- e. Promote Lewisville as a community that provides a variety of employment options for residents who select the range of housing and neighborhood choices available here.
- f. Support workforce training, lifelong learning and career readiness for Lewisville residents.
- g. Support a mix of housing types and price points in Lewisville that enable the people who work here to also live in this community.

## ACTION PRIORITIES

- Continue to regularly review current economic incentive programs and funding, aligning their resources to support Lewisville 2025 objectives and beyond, including sustainability and provision of affordable housing. 🌱
- Review and revise incentives and codes to support redevelopment and reinvestment that creates coordinated and compatible development patterns.
- Support the long-term success of employment centers through City policies and investments.
- Partner with education providers and community organizations to help Lewisville residents gain the skills they need to succeed in the workforce, with a particular focus on inclusion in education, training and access to jobs.
- Partner with education providers so children growing up in Lewisville learn the values and skills needed to fill the green jobs of the future and to be leaders in environmental stewardship. 🌱
- Provide access to technology and cultivate lifelong learning, including career and workforce development, through resources at the Public Library.
- Work with businesses impacted by the IH-35E widening to retain, redevelop or relocate from affected locations.
- Continue effective code enforcement with an emphasis on signage, façade and parking lot conditions on all commercial properties.
- Promote a sense of pride between businesses and community service providers whereby companies in employment centers get involved and are connected with various service opportunities, charity events, and other forms of community involvement.
- Support the creation of a business park liaison within each employment center, in order to streamline communication, engagement, and workforce development efforts.
- Develop an inventory of retail establishments in Lewisville, for use in communication, marketing and business support.
- Expand the share of housing in Lewisville that is affordable to people who work in Lewisville and ensure connectivity to transportation hubs across the region's public transportation network. 🌱
- Create and support quarterly small business development workshops with a focus on assisting startups, entrepreneurs, minority and women owned businesses to grow and succeed in Lewisville.
- Attract or grow businesses that serve, or are based in, Lewisville's diverse communities.
- Attract or grow businesses that benefit from and strengthen Lewisville's character as a green community. 🌱
- Partner with other organizations to ensure that Lewisville residents and businesses have access to emerging technologies.
- Partner with the Lewisville Chamber of Commerce and other business-support organizations to facilitate the retention and expansion of Lewisville businesses with a strong focus on sustainability and resiliency. 🌱
- Pursue Lewisville achieving an ISO Class 1 rating.

## 6

# IDENTITY, PLACE AND COMMUNICATIONS

## WHAT DO IDENTITY, PLACE AND COMMUNICATIONS MEAN IN LEWISVILLE?

Lewisville is a community with many great stories that are worth preserving, celebrating, and sharing. New stories are being created every day by the increasingly diverse people and businesses who have chosen to live and invest in this special community. The city's rich history combines with a thriving present and a bright future to create a vibrant identity and a strong sense of place.

Telling those stories effectively requires informed and engaged residents and stakeholders. For many of those stories, there is also an important connection to a specific geographic location in Lewisville or to an event that took place in a certain setting. The focus of this Big Move is on these places and the tools for outreach by the City, its residents and stakeholders, to communicate this identity to the rest of the region, state, nation and world.

### Identity

Throughout the **Lewisville 2025** planning process, City staff and residents described the need for a cohesive identity and for better communication and marketing of the City. The plan adopted in 2014 defined several aspects of a new Lewisville identity – diverse, green and responsive to community needs. Since then, updated communications and marketing plans and programs have begun to communicate this identity. In 2020, participants in Touchpoint events and online surveys still noted the need for enhanced communication of a distinctive identity. Some comments relate to particular areas within Lewisville – LLELA and Old Town. Updated strategies for these two areas are proposed in Big Moves 1 and 3.

Within this refined Big Move, action priorities are directed to particular aspects of Lewisville's identity – creating or enhancing the character of special geographic locations within the community and communicating this identity. These steps to strengthen Lewisville's identity are discussed in detail below.

### Special Places

Lewisville's identity is experienced through its places. Old Town is developing into a thriving center for urban activity in this community. LLELA, at the heart of the Green Centerpiece, is also the place that gives Lewisville a particular focus on nature and green, healthy living. These two places have Big Moves with specific objectives and Action Priorities.

Other important places that express Lewisville's identity are found throughout the community – at Gateways where people first enter the city; at Identity Focal Points where unique destinations exist or are planned; and in smaller distinctive places throughout Lewisville's neighborhood and business areas. Design and development priorities for these places are presented in this Big Move.



## 6. GATEWAYS AND IDENTITY FOCAL POINTS

For visitors and newcomers, the first encounter with Lewisville is typically experienced at one of the major entries designated as Gateways. Lewisville has many heavily traveled transportation corridors and the Gateways on these corridors are the key locations where first impressions are most often made.

Private development should be coordinated with public investment to create unique mixed-use and redevelopment sites at these Gateways and at the Identity Focal Points inside the community. These sites should include a concentrated mix of new development and redevelopment, with retail, employment and residential uses. Their site plans should promote walkable destinations with an emphasis on the pedestrian scale. First floor non-residential uses can be combined with vertically-mixed uses above, such as mixed-use type residential units. Public investments to revitalize all commercial corridors within the City are extremely costly endeavors and not feasible with existing resources. In addition, redevelopment of commercial corridors can take decades to accomplish. The designation of Gateways and Identity Focal Points provides a more focused investment approach. These nodes of development should create interesting pulse points, destinations, and a sense of place for the City. They establish strong entries into the City and, along with Old Town, provide a hierarchical system of mixed-use community centers. These nodes of redevelopment will create priority areas to which new investment can be directed.

### Communication

Communication with current Lewisville residents, property owners and businesses is essential so the community's character reflects the interests of these stakeholders and the City responds to their needs. Communication outside Lewisville is also essential, since this is what brings visitors and customers to Lewisville events and businesses. Together, these two types of communications persuade people, businesses and investors to choose Lewisville for the future.

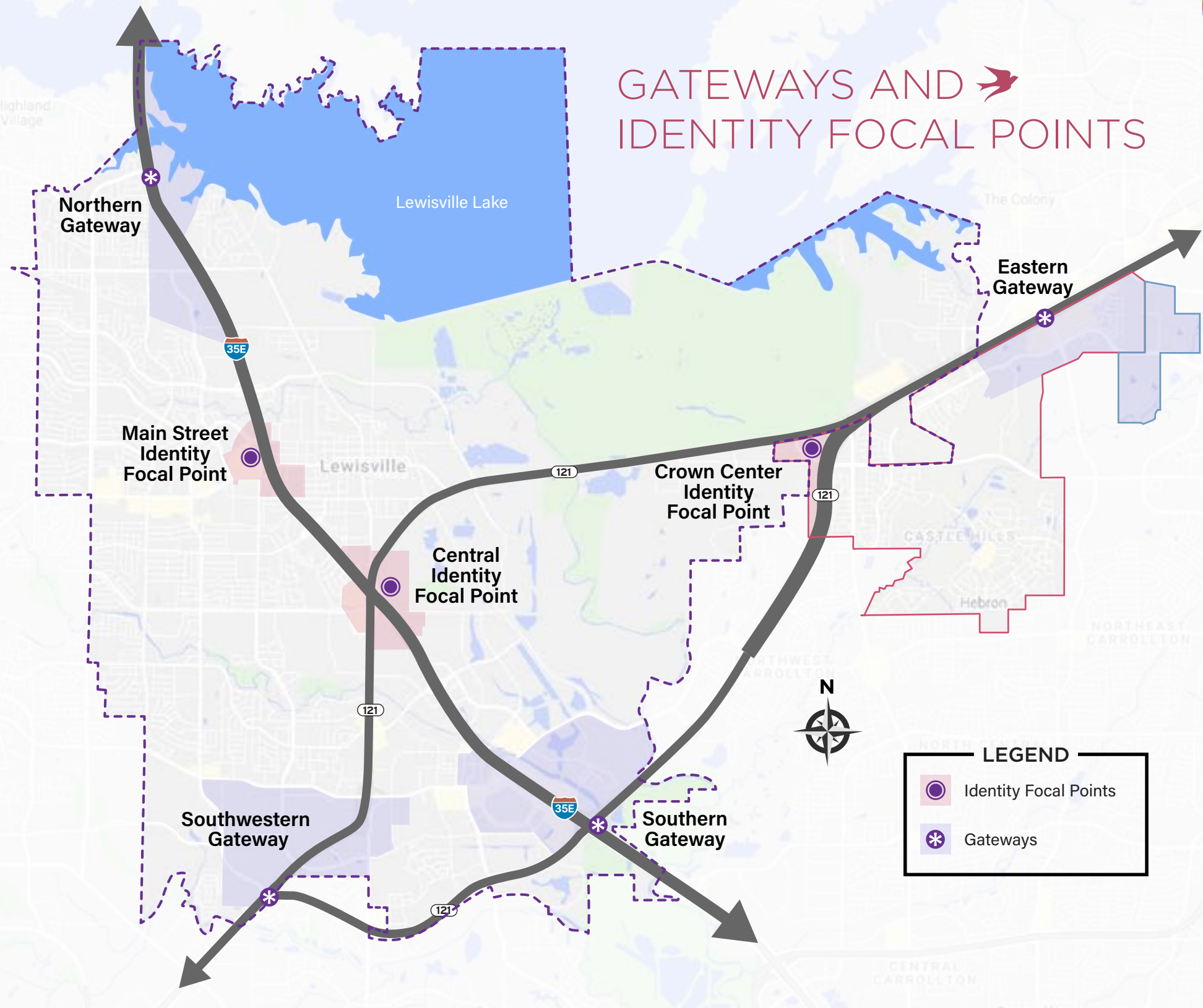
During community engagement activities in 2014 and again in 2019 and 2020, residents expressed a strong desire for more connection with and awareness of current events and activities. The City offers great amenities and opportunities, but few residents know about its full range of programs. The 2019 discussions were designed specifically to reach people who had been less engaged, so they resulted in insights about ways to improve communication and connection. The 2020 dialogues about health, disparate impacts and racial equity further underscored the importance of inclusive two-way communication. This Big Move sets priorities for continuing and expanding this communication.

Since Lewisville competes with surrounding cities and regions to attract quality developments and provide community amenities and destinations, branding and marketing play a key role in communicating Lewisville's image in the DFW region and beyond.

### GOAL:

Use Identity, Place and Communications to create and share Lewisville's unique character.

# GATEWAYS AND IDENTITY FOCAL POINTS



**LEGEND**

- Identity Focal Points
- Gateways

## OBJECTIVES

- a. Establish and communicate a particular identity for the City of Lewisville and its distinctive subareas to current residents and businesses, and to people who live or work outside this community.
- b. Celebrate and communicate Lewisville's diversity and heritage through public art and community events and activities citywide.
- c. Maintain, implement, coordinate and update communication plans for Lewisville that establish a deliberate communications strategy and define anticipated outcomes to measure its success.
- d. Maintain, implement, coordinate and update marketing plans for Lewisville and its distinctive subareas and destinations.
- e. Create distinctive Gateways into the City and Identity Focal Points at additional key intersections.
- f. Develop or enhance community gathering spaces, including public art and green spaces, as part of new development, redevelopment and adaptive reuse projects.

## ACTION PRIORITIES

The Action Priorities for this Big Move address several aspects of Lewisville's identity and the places that define it – four important gateways into the city, three major Identity Focal Points, creation of additional distinctive places, and communications that share Lewisville's unique character and assets with people and businesses in Lewisville, the rest of North Texas and the world. These Gateways and Identity Focal Points are shown on the map on the next page.

## ACTION PRIORITIES FOR ALL GATEWAYS AND IDENTITY FOCAL POINTS

These action priorities apply to all Gateways and Identity Focal Points. They describe the approach that should be taken for planning, design and investment in each of these areas.

- Engage community residents, property owners and other stakeholders in each of these areas to create appropriate and appealing names for these places.
- Use design, new development, public art, lighting, open spaces, graphics and marketing to express each area's identity and reinforce the sense of place for each of these special locations within Lewisville. 🌿
- Incorporate energy efficiency and sustainable design in improvements to gateways and identity focal points. 🌿
- Continue to improve gateways into Lewisville to provide distinctive entrances and create a unique sense of place for pedestrians and cyclists as well as drivers.

# SOUTHERN GATEWAY

The intersection of SH 121 and IH 35E is a major architectural and land-use regional gateway into Lewisville. Efforts should continue to support the strengthening of this district through new investment in existing buildings, new development, and area landscaping. Specifically, this is accomplished by the addition of a denser pattern of mixed-use development on the southern portion of the retail strip east of IH 35E, and the densification of land use on the mall property.

The adoption of the Southern Gateway Plan in 2017 provided a clear vision to guide decision-making in the overall area. The IH-35E Corridor Overlay District, adopted in 2018, provided additional design requirements and a framework plan to reinforce the urban vision for this gateway. The Denton County Transportation Authority (DCTA) Hebron 121 Station situated on the eastern side of this gateway will continue to play an important role as a catalyst for higher-density urban infill development. With over 1,800 urban residential units now complete on the west side of the station, the focus shifts to the 43 vacant acres on the east side of the station.

Southern Gateway Core Sub-District Framework Plan



Southern Sub-District Illustrative Plan



Current discussions for this area include a mixture of hospitality, entertainment, sports-focused and nature-focused venues, creating further synergy for redevelopment on both sides of IH-35E.

The former Vista Ridge Mall, renamed Music City Mall in 2018, saw its first phase of redevelopment in 2019 when one of the closed anchors was converted into an international marketplace. Since then, nearly all of the other anchors have closed, bringing the possibility of a large-scale redevelopment of the entire mall property closer to reality. A partnership between the two current owners, the City and outside developers will be essential to transform the mall property into a mixed-use urban village.

Available economic development incentive tools must be used to jump-start all of these projects that will reinvent and redefine the character and identity of the Southern Gateway.



## ACTION PRIORITIES

- Communicate with shopping center owners about new allowable uses and other tactics to enliven the gateway area and create synergy among new projects.
- Investigate the expansion of special districts (such as Tax Increment Finance Districts and Public Improvement Districts) and incentive strategies to maintain existing improvements and construct new infrastructure.
- Lead a collaboration with Music City Mall of Lewisville area owners and investors to create a new concept and implement revitalization of this area.
- Collaborate with area stakeholders to create a unique sports, entertainment and hospitality destination connecting the DCTA Hebron Station and the Elm Fork, with access from IH-35E and 121.

# NORTHERN GATEWAY

The Northern Gateway Plan created in 2015 established a vision for an urban village on approximately 300 acres along the west side of IH-35E. Tower Bay Lofts (located on the east side of IH-35E) and the Village at Lewisville (on the west side) have been developed based on this plan. They offer mixed-use, transit-oriented residential and business locations, linked together with large open spaces, water features and trails. Together, they provide 6 acres of commercial uses and 1,108 residential units in a variety of designs and densities. The IH-35E Corridor Overlay District adopted in 2018 added development standards and framework plans to standardize the desired urban form. Fronterra, a 36-acre development on the north side of Justin Road (FM 407) is expected to contain approximately 700 urban multifamily units, 200 townhome units and 40,000 square feet of commercial uses. This Gateway has additional opportunities for new development. Economic Development incentive packages have been critical to the success of these projects and will be necessary components of plans for significant hospitality and entertainment development envisioned along the lakefront east of IH-35E.



## ACTION PRIORITIES

- Work with a master developer and land owners to help incentivize Lewisville's potential to create a waterfront resort on the east side of IH-35E.
- Coordinate with owners to implement the mixed use/ urban village concept of the Northern Gateway Plan for transit-oriented development on the west side of IH-35E.
- Work with private property owners and interested developers in a collective approach to achieve the vision of these two development districts; use economic development policy as appropriate to initiate these concepts.

Northern Sub-District Illustrative Plan



The Illustrative Plans are intended to guide elected officials, developers, and city staff on the character and form of redevelopment desired. They are not regulatory.

Northern Gateway Core Sub-District Framework Plan



## EASTERN GATEWAY

This Gateway is at the eastern entrance of SH 121 (Sam Rayburn Tollway) into Lewisville. Added as part of the **Lewisville 2025** update, it becomes an important gateway into Lewisville with the annexation of Castle Hills, anticipated in late 2021.

This Gateway is on the south side of SH 121, west of Plano Parkway and east of Castle Hills Drive. It is already a major destination with a mix of urban uses including large-scale retail developments at the southeast and southwest corners of Josey Lane, industrial developments south of Plano Parkway along Tittle Drive, residential developments along the southern limits of Josey Lane and high-density mixed uses within the Realm at Castle Hills west of Josey Lane. Approximately 200 acres of vacant property remain available east of Josey Lane and south of the existing industrial developments.

The Realm and the retail areas along SH 121, covering about half of the Eastern Gateway area, will be part of the Castle Hills annexation. The other half of the Eastern Gateway, with industrial, residential and vacant areas to the southeast, is already within the City limits.

The portion of this Gateway in Castle Hills is strongly identified with that community. Except for the water tower bearing the Lewisville logo on Windhaven Parkway, the Gateway currently provides little to associate it with Lewisville. Planning efforts moving forward should focus on steps needed to unify all portions of this Gateway as development continues and annexation is completed. One challenge that will have to be overcome is the fact that the City of The Colony has a strong identity and character on the north side of SH 121. Continued and focused planning efforts can provide the tools necessary to solidify the identity of the Eastern Gateway.





## ACTION PRIORITIES

- Coordinate with developers and property owners to create a new gateway for Lewisville and Castle Hills in the area surrounding the interchanges of Sam Rayburn Tollway (Highway 121), Josey Lane and Windhaven Parkway.



## SOUTHWESTERN GATEWAY

The southwestern entrance of SH 121 into Lewisville marks the Southwestern Gateway, which was identified in the Southwest Lewisville Small Area Plan as an important entrance into the city from DFW Airport and points beyond within Tarrant County. The close proximity of DFW Airport also contributes to the important role of this area as a gateway for international visitors coming to Lewisville for business or pleasure.

The predominant land use in this area consists of distribution warehouse facilities, manufacturing and professional office with supporting retail and service uses along West Round Grove Road (FM 3040). Many international companies have a presence in this area, particularly along SH 121 Business, solidifying the area as a major employment center and location for businesses involved in international trade and distribution. The large expanses of right of way at the SH 121 Business interchange with West Round Grove Road (FM 3040) provide an opportunity for a substantial Gateway design and identity statement, such as the creation of an urban forest, that reflects the community's character as a green city.

Moving forward, the city should continue the use of economic development incentives to attract additional companies to this area and continue to implement the various recommendations of the small area plan to reinforce the identity of the area with special landscaping, public art and other placemaking strategies.



**ACTION PRIORITIES**

- Work with private property owners and interested developers to create a new gateway for Lewisville that uses Green Ribbon landscape design, signage and other techniques to introduce people and business arriving from DFW Airport to Lewisville’s distinctive character. 🌿
- Use economic development policy to support international trade and distribution businesses located in the Southwest Lewisville area.



# CENTRAL IH-35E SUBDISTRICT IDENTITY FOCAL POINT

This focal point is located at the intersection of Business 121 and IH 35E, the geographic center of the city. This intersection is key to Lewisville's regional image and identity.

The Texas Department of Transportation (TxDOT) is currently designing a major reconstruction project for IH-35E-E. This project will include replacement of overpasses at three IH-35E intersections in Lewisville: SH 121 Business, West Main Street and Corporate Drive and is expected to be completed in 2025. This major investment increases the importance of this Identity Focal Point as a place that identifies Lewisville to the thousands of people who travel through it every day.

The new overpass at SH 121 Business will incorporate enhancements such as wide sidewalks, dedicated bike lanes, colored pavement, decorative lighting, native landscaping and embossed artwork reflecting Lewisville's history on retaining walls. As part of the overpass reconstruction project, the South Mill Street intersection will be relocated approximately 900 feet to the east to align with Northwood Drive in order to provide better traffic flow and intersection spacing and to eliminate a confusing intersection. Once the new overpass and related improvements are complete, connection across the freeway will be greatly improved and the surrounding area will be ripe for redevelopment.

The framework plans and development standards of the IH-35E Corridor Overlay District will guide redevelopment efforts for this Identity Focal Point. Equally important, redevelopment synergy from Old Town is expected to continue southward down South Mill Street to activate this area. Partnerships with landowners, developers and the city will be imperative to capitalize on redevelopment opportunities as they arise.

Central Core Sub-District Framework Plan



Northern Sub-District Illustrative Plan



### ACTION PRIORITIES

- Work with TxDOT to create a green identity design and funding concept including the planting of additional pine trees at the intersection as part of the IH-35E bridge reconstruction and Mill/Business 121 rerouting project. 🌿
- Work with property owners to define a new land use and investment concept for the intersection area and consider engaging a master developer to energize redevelopment.
- Identify potential barriers to private land assembly in this area and address any the City can remove.
- Keep the best of current retail tenants in this focal point area.
- Work with owners and offer incentives to redo, improve or redevelop commercial centers. 🌿
- Apply code enforcement tools to address the legal non-conforming uses, property structures and infrastructure along 121 Corridor from IH-35E to Elm Fork of the Trinity River.

# MAIN STREET SUBDISTRICT IDENTITY FOCAL POINT

This Identity Focal Point includes the properties surrounding IH-35E at West Main Street. It is the primary entrance into Old Town for people arriving on IH-35E. It was not identified as a focal point in the original **Lewisville 2025** vision plan. It was defined as a major development node in the IH-35E Corridor Overlay District approved in 2018, and is included here as a result. The eastern portion of this area, which lies within the Old Town Design District, was placed in the IH-35E overlay district to encourage cohesive redevelopment efforts on both sides of IH-35E. The improvements associated with TxDOT's IH-35E project will include replacement of the existing overpass and the addition of wide sidewalks, bike lanes, colored pavement, decorative lighting, native landscaping and artwork reflecting historic Old Town embossed on retaining walls.

**Main Street Core Sub-District Framework Plan**



Redevelopment synergy from Old Town is expected to continue into this area. Development of medical-related businesses and services, associated with the Medical City Lewisville campus at the southeast corner of this intersection, should also be supported here. The IH-35E Corridor District, its framework plans and design standards, along with available economic development incentives and partnerships will drive redevelopment opportunities at this Identity Focal Point.

## Main Street Sub-District Illustrative Plan



## ACTION PRIORITIES

- Work with Medical City Lewisville, other private property owners and interested developers to leverage the presence of a major hospital and emphasize medical, health and wellness businesses and resources in this area along with other commercial activities, using economic development policy as appropriate to support these approaches.

# CROWN CENTER IDENTITY FOCAL POINT

This Identity Focal Point, along the west side of SH121 south of SH121 Business, was identified in early 2020 as a key destination for Castle Hills and Lewisville. Its development is guided by an urban mixed-use development master plan. Crown Centre at Castle Hills covers approximately 140 acres and will include 2,000 urban multifamily units coupled with approximately 300,000 square feet of mid-rise office uses, retail and restaurant uses designed to attract companies seeking a strategic location along SH 121 in close proximity to DFW Airport. Crown Centre will play an important role as a link between eastern and western portions of Lewisville.

This Identity Focal Point will also emerge as another important employment center within the city that will develop with the successful formula of partnerships coupled with the tools of economic development incentives.

## ACTION PRIORITIES

- Coordinate with owners to implement the mixed-use development concept for this area and create a new focal point here for Castle Hills and Lewisville.





# DISTINCTIVE PLACES



The areas defined as Gateways and Identity Focal Points are major destinations for Lewisville and the larger region. This Big Move continues their role as places that signify Lewisville to people from the Dallas, Fort Worth and beyond. But for Lewisville residents, distinctive places are not limited to these regional destinations. Distinctive places at a smaller scale should be found within neighborhoods and smaller, local-serving business areas. These areas could include smaller mixed-use developments, central parks or plazas, centers providing neighborhood services, or individual buildings that represent Lewisville's history or the character of a specific district. Places for the community to gather should be included, providing opportunities for residents to meet one another and to share resources, information and activities. Ultimately, these places should strengthen the community fabric and build resilience.

These distinctive places should be included in new development projects and in redevelopment or adaptive reuse of previously-developed areas such as older strip commercial centers.

## ACTION PRIORITIES

- Gateways and key destinations within Lewisville should include green spaces and design features that connect that particular place to the City's identity, celebrate its unique natural, cultural or historic features and invite people to gather. 🌿
- New developments in Lewisville should create new distinctive destinations for residents, employees and visitors.
- Way-finding, messaging and informational materials should create inviting and understandable routes between Lewisville's distinctive places.
- Evaluate the entrances into Lewisville from the west at FM 1171 (W. Main Street), FM 407 (Justin Road) and FM 3040 (Round Grove Road) to create one or more Western Gateways into the community that are compatible with the existing character of these areas.

# COMMUNICATIONS

Today's communications challenges and opportunities are well-known. They include an expanding number of communication outlets, from print to social media to television to City website, and an environment where people live in very separated media 'bubbles.' There are many efficient tools available including printed, digital, and video materials; a strong presence in traditional and emerging media; public engagement through volunteer opportunities and special events; and the strategic use of place-making and public art. Lewisville has used all these tools. It should continue to follow a communications plan that defines the purposes and audiences for effective use of each tool.

## ACTION PRIORITIES

- Continue and enhance the City's heritage and public art initiatives.
- Establish and implement a three-year cycle for updating the Communication and Marketing Plans to continue deliberate strategies for effective and targeted outreach.
- Continue to strengthen Lewisville's brand and identity through expanded use of a range of techniques, including a citywide banner program, electronic sign boards, enhanced digital presence and expanded digital events.
- Maintain active two-way communications with all segments of the Lewisville community through welcoming messaging, inclusive engagement and the use of innovative engagement techniques as they change over time.



## 7

# SUSTAINABILITY

## WHAT DOES SUSTAINABILITY MEAN IN LEWISVILLE?

The original **Lewisville 2025** planning process demonstrated that sustainability was a concept that was highly valued by people in Lewisville. This Big Move strove to create a community that is sustainable enough so it will still be desirable to people and businesses when Lewisville celebrates its 100th birthday.

This updated plan continues to use Lewisville's definition of the term sustainability. For Lewisville, sustainability means that limited resources (such as land, water, energy, clean air, natural assets, and public funds) are used efficiently to provide a desirable quality of life and business climate that today's residents and businesses need and want, without reducing Lewisville's ability to provide that same quality of life and business climate so future generations of residents and businesses can succeed here too.

This Big Move recognizes that a holistic approach to sustainability will create a community that is resilient, desirable, and equitable both now and in the future. Sustainability seeks to increase the community's access to green spaces, improve overall health and wellness, and preserve and protect the city's environmental resources. Innovative approaches to these community-level problems will be crucial as Lewisville moves forward.

The foundation created by the **Lewisville 2025** plan has laid the groundwork for many of the current sustainability initiatives in the city. These successes have included:

- An electricity reduction of over 3,868,074 kWh since 2015
- Resulting cost savings of over \$1,303,141 since 2015
- The addition of 14 hybrid vehicles and 10 electric vehicles to the City Fleet since 2015
- Cost savings resulting from fuel usage reductions (since 2014) total \$654,097
- City has received three Bronze, one Silver, and most recently, a Gold Fleet Award from the North Central Texas Council of Governments Clean Cities for its contribution in sustainability, greener fleet, fuel reduction, and reduced carbon emissions.





As a result of the **Lewisville 2025** plan's focus on Sustainability, the City began work in 2019 to develop a detailed, short-term Sustainability Action Plan. The Action Plan establishes specific steps to take and sets targets to reach for eight important aspects of sustainability. The update of this Big Move has been coordinated with the creation of the new Sustainability Action Plan. The Action Priorities in this Big Move reflect the broad focus categories used to organize the Sustainability Action Plan. The Sustainability Action Plan provides much more information about the factors impacting each aspect of sustainability; it defines specific tasks to achieve a more sustainable Lewisville.

Work over the past five years to make Lewisville a more sustainable community has brought with it a new recognition – that actions related to many different parts of the community are contributing to increased sustainability. Action priorities identified in the other Big Moves and in the Strategic Moves will help achieve the goal of this Sustainability Big Move. In order to recognize these connections, a leaf symbol is used for Action Priorities in all other Big and Strategic Moves that support sustainability.

## GOAL:

Create a community that embraces Sustainability.



## OBJECTIVES

- a. Create a community that is sustainable – desirable and thriving – over the long term.
- b. Support the use of sustainable design and practices in City operations and by local partners, including residents, businesses, and community groups, to improve economic, energy and community resiliency in responding to environmental, economic, health and social disruptions or disparities.
- c. Adopt and implement a Sustainability Action Plan.



## ACTION PRIORITIES

- Meet the anticipated energy needs of the City and the community with initiatives directed at conservation, **energy** efficiency, renewable sources and energy generation.
- Manage Lewisville's **water** and watersheds to support the health of natural systems, reduce safety and erosion impacts of stormwater, and increase the efficient use of water while minimizing water waste for residents and businesses.
- Support sustainable **resource management** by focusing on the reduction of **waste**, efficient resource procurement and disposal policies, and an increase in recycling through voluntary programs and educational initiatives.
- Actively engage and include under-represented populations in City programs and services across the Lewisville community to ensure **equitable opportunities** for all residents.
- Assist Lewisville residents and City staff in improving their **health and wellness**.
- Reduce the use of fossil fuels in **transportation** by making the use of renewable fuels and alternative modes of transportation more feasible, available and effective.
- Add access and use of **Green Space and Extend the Green** with pedestrian-friendly corridors from Lewisville Lake to and throughout the entire community.
- Conduct **outreach and education** efforts that provide information on sustainability practices to Lewisville community partners and residents.

CHAPTER

# 06

# STRATEGIC MOVES



CHAPTER

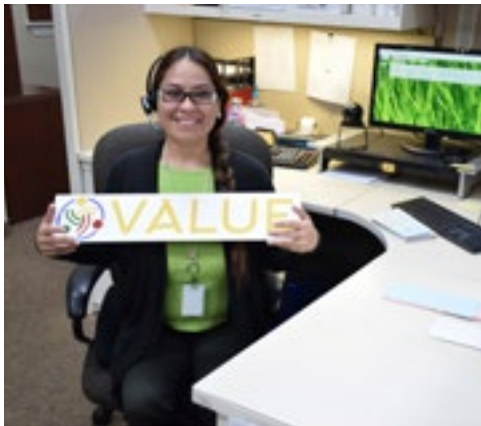
# 06 STRATEGIC MOVES

These three Strategic Moves reflect issues that were previously addressed by the City Council's list of priorities. They relate to internal operational issues that in turn play a major role in delivering services and making resources available to Lewisville residents and property owners.

## 1. VALUES-DRIVEN ORGANIZATION

### WHAT DOES A VALUES-DRIVEN ORGANIZATION MEAN IN LEWISVILLE?

Maintaining and promoting values throughout City operations is important to the City of Lewisville. In 2017, an employee-led committee began a process which included nearly one year of meetings, site visits, negotiations, input from all employees, and discussions with City leaders. This process resulted in a philosophy that would drive our day-to-day interactions – now known as “The Lewisville Way”.



#### This philosophy focuses on the City's beliefs about three actions:

- We **value** people - we are stronger together because our relationships and diversity create the foundation for commitment and success.
- We **serve** every day - we take pride in serving our community through teamwork, communication, and integrity.
- We **build** our future – we create positive change, embrace innovation, and develop our people to grow and thrive.



The Lewisville Way is now ingrained into the daily activities of all City departments. It is included in the evaluation of City employees, the annual departmental and city-wide SWOT (strengths, weaknesses, opportunities, and threats) analysis, and in new employee orientations. It is also displayed in City buildings and presented in City documents.

Another example of The Lewisville Way in action is demonstrated by how the City proactively created opportunities to help Lewisville residents during COVID 19 such as by implementing the “Mask Up Lewisville” initiative to protect the most vulnerable residents, creating a phone bank to check in on elderly and disabled residents, and by implementing a moratorium on water shut-offs followed by a newly created payment plan policy that assists those in financial need.

The thirty recommendations made by the Mayor’s Commission are designed to build on the City’s rich diversity. The first quarterly report was presented to the Commission and reported on the progress made on various recommendations. This focus on quality implementation shows the commitment to gaining equity and inclusion for all persons.



The ‘Values-Driven Organization’ Strategic Move includes objectives and action priorities that further the City’s commitment to being a values-driven organization. These include being diverse, equitable and representative of the community.

## GOAL:

Operate the City of Lewisville as a Values-Driven Organization.

## OBJECTIVES

- a. Continue to achieve the Lewisville Way throughout City operations (Value People, Build Our Future, Serve Every Day).
- b. Maintain a stable, experienced and high-performance workforce.
- c. Have a City workforce that reflects the diversity of the Lewisville community.
- d. Empower employees to accomplish their performance objectives effectively and innovatively.
- e. Inclusively engage diverse residents so they shape and support the City's programs, operations and use of resources.

## ACTION PRIORITIES

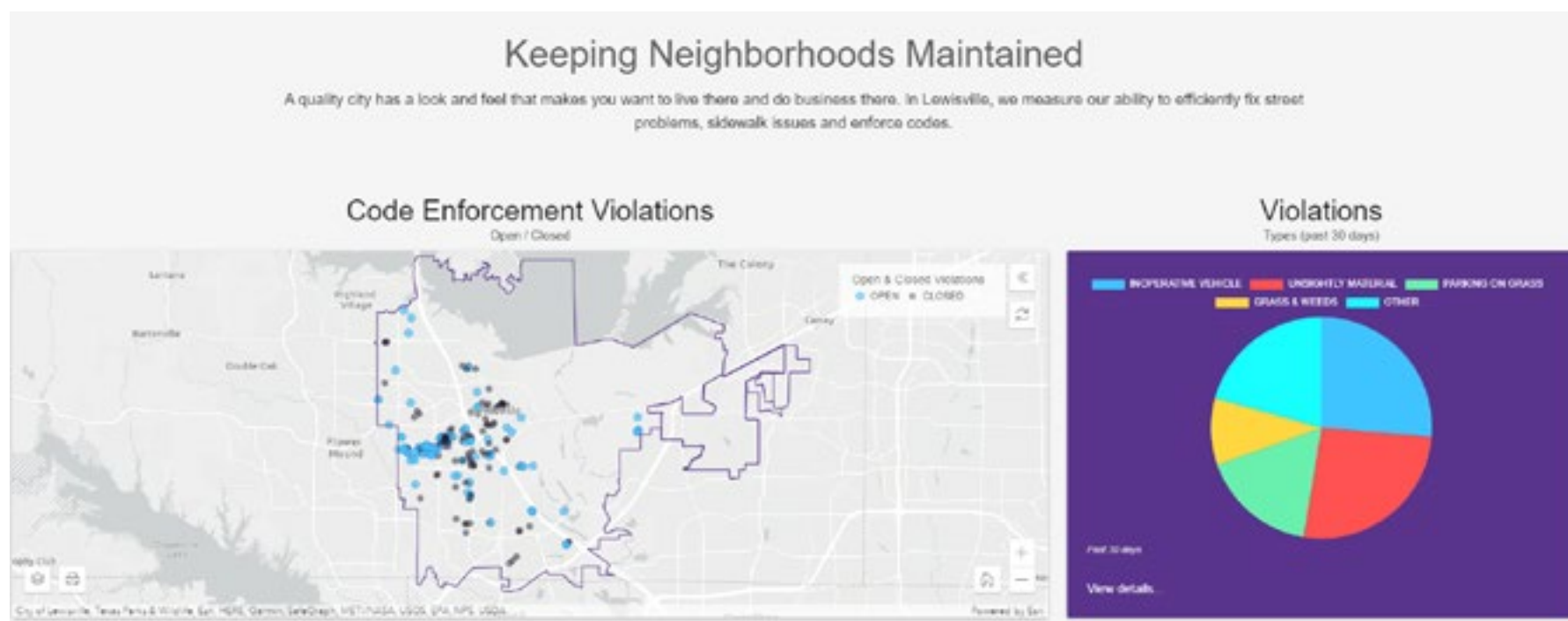
- Expand dialogue with communities of color to understand their experiences and identify actions to improve Lewisville as a place for them to live and work. 🌱
- Develop and implement a social equity model for recreation opportunities. 🌱
- Involve the entire diverse community in implementation of Lewisville 2025 and in service on City Boards and Commissions.
- Incorporate "Listen, Learn, Lead" results into Lewisville Way training to maintain and expand our culture of acceptance, respect and teamwork.
- Provide annual training to City of Lewisville employees on diversity and inclusiveness.
- Focus on recruitment and retention efforts and contracting practices to help ensure racial inclusiveness within the City of Lewisville organization and with its vendors and contractors.
- Build Lewisville's future through engagement with Lewisville 2025 Advisory Committee and Blue Ribbon Committee in advance of rolling out the next General Obligation Bond Election.
- Increase infrastructure investment annually, especially when cash can be used instead of debt.
- Share construction and operating costs for facilities such as the Training Tower with other cities to help reduce cost impact.
- Continue to implement the Public Art Plan, as recommended annually.
- Value residents by ensuring competitive rates and fees when compared to survey cities.
- Enhance transparency about City decisions, spending, operations and outcomes.

## 2. DATA-DRIVEN ORGANIZATION

### WHAT DOES A DATA-DRIVEN ORGANIZATION MEAN IN LEWISVILLE?

The City is committed to having the right processes, policies, and resources in place to enable the city-wide use of data in decision making. Good decision-making leads to better overall organizational performance. Real-time data results in prompt and informed responses to new issues and challenges. There is also a need to ensure data is being collected today to identify and understand the trends shaping the future.

One of the ways the City promotes data driven decision-making is through the development and utilization of a Performance Dashboard. Over the past four years the City has developed an on-line Performance Dashboard that continues to be updated and improved. This Dashboard can be located at [www.metrics.cityoflewisville.com](http://www.metrics.cityoflewisville.com). Included in the site are over 155 metrics. Most of the metrics are updated in real-time, every 15 minutes. This means anyone can see current response times to requests for service including police, fire, EMS, pothole repairs, etc. In addition, the site highlights the City's efforts related to parks and recreation opportunities and keeping neighborhoods maintained. There is also an entire section related to the City's capital improvement program and current development activity as well as recent certificates of occupancy. This enables Lewisville residents to stay up-to-date on the infrastructure and development activity underway in Lewisville.



Existing metrics continue to be modified and new metrics are continually added. Lately, metrics on the animal shelter operation along with new economic development metrics were added. The Dashboard is a great communication tool for sharing information with Lewisville residents. They can access information on their own timetable, as the Dashboard is always live and available.

The City uses the metric data to respond to resident information requests/concerns, to make decisions regarding budgeting/funding programs, and to plan for the future. When a trend in data becomes apparent, it can drive the need for process improvement or even the elimination of a program. Conversely, if the data is positive, it can drive the allocation of additional resources to the program or service being measured.

The city has used this data in a number of ways. When the metric demonstrated a long response time to requests for sidewalk repairs,

funding for these projects was increased. The recently-created Old Town Parking Enforcement Program was eliminated when it was apparent that very few citations were being written after the initial warnings were issued. That program was then restructured to encompass the entire City rather than focusing on just one area of the City. Included in the dashboard is a metric that tracks the percent of water meters that are under 15 years old. This is periodically reviewed to track progress of the City's current meter replacement program.

The 'Data Driven Organization' strategic move includes objectives and action priorities that involve process improvements, controlling the cost of doing business, advancing equity, utilizing technology, and similar initiatives.

### GOAL:

Manage the City of Lewisville as a Data-Driven Organization.

## OBJECTIVES

- a. Use the intelligence and insights assembled from data on the outcomes of City processes, procedures and operations to direct continual improvement, promote innovation and increase inclusion.
- b. Control the cost-of-service delivery.
- c. Enhance the integrity and consistency of data used to evaluate City services and the transparency with which data and service outcomes are shared.
- d. Enhance systems and procedures so members of the Lewisville community can communicate to the City and can see how the comments, data or information they shared is evaluated and used.
- e. Remove bureaucratic barriers to creativity so Lewisville functions as a "nimble" city.
- f. Be a city that is socially, technologically, and economically advanced.
- g. Ensure the City continually operates under a Council-adopted long-term vision plan.
- h. Maintain the City's financial stability.

## ACTION PRIORITIES

- Use data to identify demographics and geographies where more events and interaction are needed between residents and City staff.
- Analyze data for smaller geographic areas to identify any disparities and monitor change over time.
- Identify data to use in monitoring issues among populations in group quarters, such as senior living centers.
- Strengthen data-sharing collaborations with counties, hospitals and medical providers to track health issues.
- Use the metrics on the City's department dashboard to drive operational decisions.
- Utilize data generated by volunteers and non-profit groups to form needed connections throughout the community.
- Prioritize data set compilation, access and dashboard design to facilitate resident use and understanding.
- Continue transparency of information through education about the dashboard at Citizens' University and City Board and Commission sessions.
- Prioritize 24/7 access to City-owned databases for metric development.
- Continue the conversation on racial inclusiveness and ideas which will help Lewisville be the kind of place where all residents want to work and live.
- Understand and monitor the impact of COVID 19 on implementation of long-range plans.
- Maintain technology (hardware and software) utilized by City employees to be able to utilize data for decision-making.
- Utilize technology to provide accessibility to City programs and services.
- Expand use of Legistar to all City boards and commissions.
- Conduct a Touchpoint-type process at least every five years to engage the community, evaluate progress toward these goals and consider refinements to reflect changing circumstances.



# 3. CONNECTED CITY

## WHAT DOES A CONNECTED CITY MEAN IN LEWISVILLE?



The City provides and facilitates access to people, services, and information. These connections improve the lives of those working, playing, and living in Lewisville. Inclusiveness and ensuring access to everyone is critical to being a connected city.

With regards to transportation connectivity, the City has made great strides over the last three years to set the groundwork for improving the public transportation system. Although public transportation is provided by a separate governmental entity, the Denton County Transportation Authority (“DCTA”), that agency is partially funded by sales tax generated in Lewisville. Starting in 2018, the City of Lewisville took several steps to gain greater local control over the agency, provide additional financial oversight, seek DCTA investment in public infrastructure, and reimagine mobility services tailored to the unique needs of this community. DCTA’s governing statute has now been amended by the state legislature to provide greater voting authority to the financially contributing member cities (Lewisville, Denton, and Highland Village). The DCTA Board adopted a policy that requires any contracts with non-member cities to recover administrative costs so that member cities are no longer indirectly subsidizing those contracts. The DCTA budget process is now more transparent, and the agency’s operating budget has been reduced while maintaining service levels.

The DCTA Board adopted a new grant program through which the agency invests money in qualified city infrastructure projects (i.e., trails, bus shelters, transit-oriented development). The DCTA Rail Trail was built, connecting downtown Denton to the southern limits of Lewisville. In addition, Accenture, Cambridge Systematics, and Segal Consulting were hired to perform a top-down independent review of DCTA’s service, governance, financial, and technology functions. Their recommendations included: (1) DCTA’s setting service standards for fixed bus routes and eliminating those fixed routes that do not meet the adopted service standards and replacing routes with ridesharing public transportation options; (2) DCTA’s purchase and implementation of software systems to create better efficiencies through automation and collection/use of real-time data; (3) DCTA’s improvement to their mobility orchestration, focusing primarily on the end-user’s experience in planning and riding transit as well as focusing on improving mobility through partnerships with other transit agencies, local government corporations, and/or private transportation providers.

Another large part of connectivity is related to technology. The City strives to expand its fiber footprint whenever possible. A great example of this is the October 2020 inclusion of the Denco 911 Annex facility into the City's overall fiber infrastructure. This recent expansion helps facilitate redundancy for public safety resources and adds a layer of resiliency to the City of Lewisville's network. Due to this being a hardened facility, it serves as a great datacenter co-location. The interlocal agreement between the City and Denco 911 is a great example of sharing resources to enhance life safety operations. Another connectivity technology example is the traffic signal network project. Starting in spring of 2021 the City will move forward with installing wireless radios at over 100 intersections. This will enhance signal timing plans and allow the monitoring of traffic flow and response to incidents from a central location. This network will be robust enough to support future city initiatives in addition to traffic management.

This strategic move includes objectives and action priorities that enhance the City's efforts to be a connected city including transportation (roads, sidewalks, trails, etc.), technology infrastructure, global thinking, and multi-modal connections in and around the Lewisville area.

## GOAL:

Use technology and design to be a Connected City.

## OBJECTIVES

- a. Enhance a system of multi-modal connections (car, bike, rail, carpools, carsharing, fixed route/on demand services) so Lewisville residents, businesses and visitors have mobility choices.
- b. Provide quality transportation via traffic devices, services, streets, sidewalks and trails.
- c. Use information from global best practices to benefit from changing technologies and methodologies, and use innovation to reduce the negative effects of these changes.
- d. Help the City of Lewisville organization, Lewisville residents, and businesses stay connected through technology.
- e. Focus on inclusiveness when connecting Lewisville residents to City services and opportunities.

## ACTION PRIORITIES

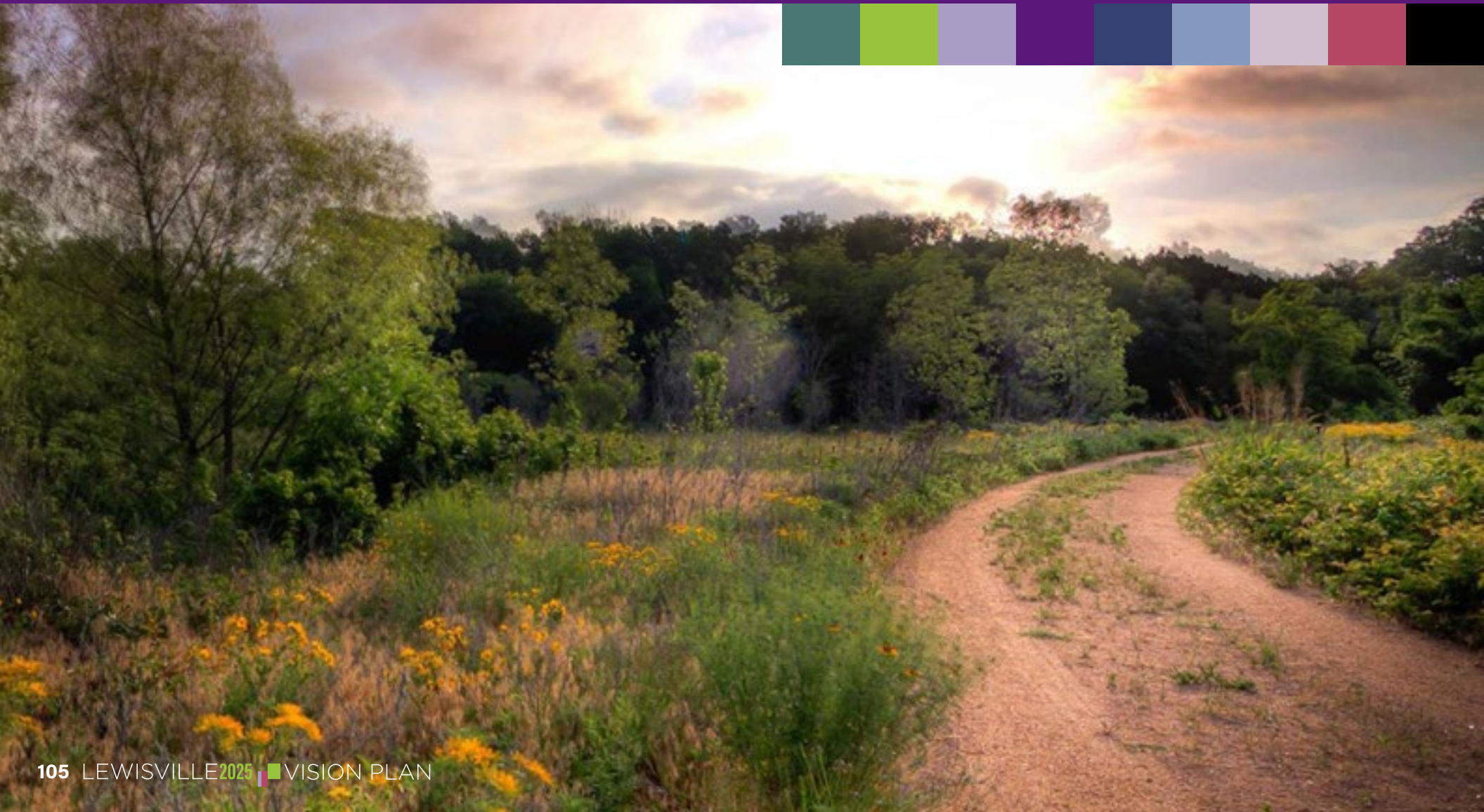
- Evaluate, improve and communicate the connections needed to provide assistance to residents during a crisis.
- Amend City's zoning and development code to incorporate a new complete streets policy and require pedestrian connectivity to adjacent areas of destination (i.e. parks, trails, retail, job parks etc...).
- Broaden the use of the 10-Minute Walk-to-Park initiative to help provide connections for travel to destinations in addition to parks. 🌱
- Work with DCTA to improve transit service and coordination by leveraging new technology, creating a more intuitive and navigable transit system, and supporting DCTA's partnership with ride sharing and other micro-mobility providers for last mile services and/or replacement of ineffective existing fixed routes. 🌱
- Improve DCTA efficiency, effectiveness and connection to DART to serve Lewisville residents and businesses.
- Actively participate in the North Texas Council of Government's Denton County Transit Study (initiating in 2021) to ensure that Lewisville's public transportation system connects to any future county-wide efforts.
- Improve the access and connection of all residents to jobs, education and resources.
- Work with the community to provide desired and effective connectivity for people on foot or bike, using community input to identify system gaps, needs or opportunities, and addressing these through techniques such as pedestrian pass-throughs, way-finding signage, safety features, and shade or other comfort enhancements. 🌱
- Focus micro-mobility and other transit efforts where they address disparities of access. 🌱
- Expand community engagement events throughout the community.
- Continue to provide opportunities for virtual engagement in City meetings activities and decision-making, in addition to in-person formats, so Lewisville residents have more options for engagement.
- Expand the existing Complete Streets policy to provide equitable mobility.
- Fully implement the Traffic Signal Connectivity Project so it's easier to reach destinations around town.
- Have more community gardens so people connect with their neighbors. 🌱
- Provide updated communications about mobility options.
- Evaluate the need for another library or other City facility to serve the east side of town.
- Ensure easy access to library materials City-wide.
- Provide access to recreation programs in multiple locations throughout the community through Play Lewisville on Wheels.
- Increase collaboration with social service agencies, non-profits, utility providers and others to help the Lewisville community become more adaptable and resilient, and to offer the community coordinated support in times of crisis. 🌱
- Pursue joint venture technology projects to include public/private partnerships to enhance community connectivity.
- Provide free public WIFI at all public parks within Lewisville and continue to install smart technologies at these public locations, with highest priority given to low and moderate income areas.
- Continue to implement and deploy IOT devices to create a smart city ecosystem. Examples of these technologies could include air quality monitors, smart waste monitors and automated meter reading.
- Promote innovation and community technology engagement through events such as hackathons to garner ideas and eliminate blind spots on how best to utilize datasets.



CHAPTER

# 07

# NEXT STEPS



# NEXT STEPS

## LEWISVILLE 2025 VISION

When the **Lewisville 2025** vision plan was adopted in 2014, it included a set of recommended next steps for overall implementation, in addition to the actions recommended in each of the Big Moves. The City has achieved all of them:

- Appoint Lewisville 2025 Standing Committee. This committee was appointed and has played a critical role in the plan's implementation and this plan update. It continues its work as the 7 member Lewisville 2025 Committee.
- Appoint Blue Ribbon Task Force. This task force was instrumental in designing the largest municipal bond program in the City's history, and in the outreach leading to voter approval of all four propositions.
- Develop a Future Land Use Plan. Since so much of Lewisville is already developed, the City chose to create land use plans for those parts of the community where developable land remains or change is needed. Two of these Small Area Plans were adopted in 2018.
- Review and update existing regulatory and incentives structure. A complete Development Code Overhaul was initiated in 2019 and should be completed in 2021.
- Explore what is necessary to dedicate staff resources to oversee Lewisville 2025. The City's reorganization of departments and budgeting has focused these resources on plan implementation, with significant success.
- Celebrate outcomes and achievements of Lewisville 2025 as they occur. These celebrations have included communication through the annual reports, recognition of awards received and regular communication, through many City channels, that explains how individual projects are connected to the plan's vision and recommendations.

## NEXT STEPS THROUGH 2025



With the adoption of this update to the plan, a new set of Next Steps can build on and extend Lewisville's successes since 2014. This updated plan will continue to provide the overall direction to City staff as they develop facility, topical other plans that follow and implement Lewisville 2025. The next Big Moves must include the action priorities from the seven Big Moves and the three Strategic Moves. In addition, the five overall next steps below deserve attention between now and 2025, the City's 100th birthday.

1. Continue and expand inclusive outreach, dialogue and collaboration with all parts of the diverse Lewisville community.
2. Increase the involvement of Castle Hills residents in Lewisville's planning and implementation so they are fully involved in community dialogue and action upon and after annexation.
3. Expand on the role this plan plays in departmental projects and resource allocation by developing and using Business Plans for each department that focus their efforts and funding on actions to implement the plan.
4. Use the City's action on these recommendations to prepare Lewisville to be more resilient and adaptable as it responds to change.
5. Design and hold a community-wide celebration for Lewisville's 100th birthday.

## NEXT STEPS FOR 2025 THROUGH 2035



Before the year 2025, Lewisville must be positioned to continue its progress beyond that time. Some action priorities in this plan update will continue into the time period from 2025 to 2035. A new plan, the Lewisville 2035 vision plan, should be created to address that decade. It should again build on the successes of this updated plan's implementation. Two areas in particular are likely to be the focus for the Lewisville 2035 vision plan.

First, action throughout the Lewisville community will be needed to support the continued vitality of the developed community. Virtually all of Lewisville will have had at least one form of urban or suburban use by 2035. The existing buildings and infrastructure will be older, available technologies and designs for renovation should be more successful at responding to climate extremes, and the market demands of residents and businesses will likely be different. All these changes mean that planning for 2035 will need to refine and reshape the physical pattern of Lewisville, as well as its services and programs, to support the next generation of community needs and desires.

Second, it is very likely that the challenges and opportunities for 2035 will place extra attention on specific geographic areas within Lewisville, on certain employment sectors and on particular groups within the Lewisville community. The 2035 plan should identify these special areas for emphasis and should include targeted policies and actions to address their particular challenges and take advantage of specialized opportunities. The City of Lewisville and the Lewisville community have been extremely successful in carrying out their vision since its adoption in 2014. With this update and these next steps, this success should continue far into the future.

# SUPPLEMENTAL APPENDICES

Supplemental appendices provide detailed background information on the analysis and input that shaped the initial Lewisville 2025 vision plan and the update of the document. These appendices are available online at [cityoflewisville.com/lewisville2025](http://cityoflewisville.com/lewisville2025) or by contacting the Planning and Zoning Department at 972-219-3445.

These appendices relate to the original plan process:

- i. Supplemental Appendix A: Baseline Analysis (2014)
- ii. Supplemental Appendix B: Big Ideas Workshop Summary (2014)
- iii. Supplemental Appendix C: Big Ideas Workshop Input (2014)
- iv. Supplemental Appendix D: Online Surveys (2014)
- v. Supplemental Appendix E: Committee Recommendations (2014)
- vi. Supplemental Appendix F: Charrette Recommendations (2014)
- vii. Supplemental Appendix G: Market Assessment and Programming Concepts (2014)

These appendices relate to the plan update process:

- i. Supplemental Appendix H: Online Input, Fall 2019
- ii. Supplemental Appendix I: Touchpoint Workshop Presentations
- iii. Supplemental Appendix J: Community Ideas for Big Move Boards
- i. Supplemental Appendix K: Touchpoint Workshop Results

# LEWISVILLE <sup>20</sup><sub>25</sub>

VISION PLAN UPDATE



*Plan Adopted July 14, 2014*  
*Update Adopted April 19 2021*



For information on this plan and action to achieve its vision, go to <https://www.cityoflewisville.com/doing-business/lewisville-2025>