LEWISVILLE 2025

Supplemental Appendix C Big Ideas Workshop Input



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Introduction

The City of Lewisville is beginning a new era of planning in a very fortunate position. Building on the previous success of the Lewisville 2010, a 15-year community plan, the City once again has the opportunity to take advantage of the region's growth and determine its own path by creating Lewisville Vision 2025.

This project will update the City's 2010 plan which was adopted in 1995. This planning project will provide a process to develop a 10-year vision plan for Lewisville. Consultants and the City, as well as citizens, will craft a vision, identifying opportunities and constraints, and defining methods of successful implementation of the vision over time.

Purpose

Lewisville 2025 Vision Plan is intended to be a reflection of the City's values and aspirations. It is a guide for the management growth and change, and a reference point for future decision-making. The plan is a multi-year "to-do" list for the City and for other partners whose investments and decisions shape this community. More than a decade ago, a group of Lewisville residents and business leaders worked together to develop the Lewisville 2010 plan. That document helped guide many of the improvement enhancements the community has enjoyed in recent years. This 2025 Vision document continues to seek out the goals for what the community wants to be on the 100th birthday in the year 2025.

Process

The Lewisville Vision 2025 plan will examine realities of existing conditions and the marketplace, demographic implications, areas of growth potential and strategies for creating a unique sense of place and improving quality of life. The project is not intended to focus only on the physical development of the City, but rather the overall vision for Lewisville as a livable and economically vibrant community. Ultimately, the Lewisville Vision 2025 plan will include an implementation plan that incorporates new strategies and strategies tied to existing plans' recommendations.

Defining Lewisville as a Distinctive Denton County Community

From 1970 through 2000, the City of Lewisville's population grew as fast as, or faster than, Denton County's. Since 2000, the City's population growth has been slower than the county's as. Many people moving to the area chose to live somewhere other than Lewisville.

Ensuring that Lewisville Neighborhoods Continue to Thrive

Most of the land in Lewisville is occupied by neighborhoods where people live in single family homes. As these homes and neighborhoods age, they become less desirable unless homeowners, residents and the City continue to invest to keep the neighborhoods appealing.



Graduate or Professional Degree Bachelor's Degree Associate's Degree Some College, No degree High School Graduate (Includes Equivalency) 9th to 12th grade, No Diploma Less Than 9th Grade 0% 5% 10% 15% 20% 25% 30%

Helping the People of Lewisville Be Successful

Research clearly shows how important education, arts and culture are for individuals and for the economic wellbeing of their communities. As the share of a region's population with college degrees rises 10%, per capita gross metropolitan product rises 22%¹. Though more of Lewisville's residents in 2010 were high school graduates than in 2000, a lower percentage of residents had a bachelor's degree or higher. The adjacent chart shows Lewisville

educational attainment.

Building on Today's Old Town Lewisville

The City of Lewisville and private sector have invested in buildings and improvements in Old Town. The area and its adjacent neighborhoods have a character that's different from the other parts of Lewisville. Old Town also is the place for major events and gatherings for the Lewisville community.

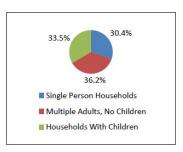


Appealing to People at All Stages of their Lives

Lewisville and other nearby communities place a high priority on being family friendly. This is an important part of a community's appeal. But recent information about the people who live in Lewisville tells us that Lewisville also must appeal to people at other stages of their lives.

¹ "Triumph of the City", 2011.

The chart on this page shows that households with children are currently only 1/3 of Lewisville's households. The largest share of Lewisville households are those with more than one adult but no children, and households with only a single adult are 30% of all Lewisville households. These households include young adults who haven't started families, as well as older empty-nesters.



Making Lewisville More Sustainable

Communities that are sustainable use limited resources efficiently, so those resources are available to the children and grandchildren of today's residents. They also are resilient, adapting to changes in the economy and culture so they remain desirable places to live and work.



Sustainability or green initiatives include steps like making city buildings more energy efficient or using renewable energy sources. They also include green infrastructure – designs that use natural systems to take care of storm runoff, or tree plantings to reduce air conditioning demand. City government can be a leader in helping residents and businesses make more sustainable choices for themselves.

Enhancing Community Character

Every community has its own character based on its history, the design styles of its neighborhoods and public places or its natural setting. Character is what helps set one community apart from another. It's one of the reasons people feel connected to the place where they live.



Making the Most of Dallas-Fort Worth International Airport

Dallas-Fort Worth International Airport (DFW) is the fourth busiest airport in the world based on operations, and the eighth busiest based on passengers². Lewisville is located in close proximity to this airport, with typical non-peak travel times of under ½ hour. The City could seek to build a strong future connection to DFW Airport.

As part of its 2012 Strategic Plan, the airport states an objective of becoming "the most preferred Super Global Hub in the world"³. With its growing international market, DFW will be a prime port of entry for people, goods and ideas from around the world. The airport has more than 6,000 acres of land designated for future commercial development in its recently adopted Land Use Plan⁴.

² DFW International Airport Strategic Plan, 2012.

³ Ibid.

⁴ DFW Land Use Plan

Creating a Green Centerpiece for Lewisville

Part of the Lewisville Lake shoreline is in Lewisville, as are the floodplains and streams below the dam.

The community's past growth has focused away from these areas and toward Old Town and major highways.

Today, the value of green space to communities is well-known. Polls consistently show that people want to live near parks and open spaces, and property values are higher in these locations. Research also documents the health benefits of everyday activity. Increasingly, communities seek to provide trails and sidewalks that enable residents to walk from their neighborhoods to enjoyable natural areas.



Offering Livable Neighborhoods near DCTA Stations

DCTA's A-Train and its three Lewisville stations represent major public investments in Lewisville. These investments will have the most benefit if people want to live nearby. Research suggests more and more people want to live in neighborhoods where they can walk to transit, shopping, services and entertainment. The areas around the DCTA stations could be very desirable locations for them.



Investing for 'Best Fit' Non-Residential Centers



There are relatively few undeveloped areas of Lewisville in prime locations for major new office or commercial centers, so it's a good idea for property owners and the community to get the best possible return on future development of remaining sites. The best development will be able to attract companies and customers over the long term, not just in today's marketplace. Support for the best return on investment might involve changes to existing zoning or development expectations, and it might require some public investment in infrastructure.

Providing Adequate Resources for Growth

Vision North Texas, the regional partnership focused on accommodating North Texas' future growth, has evaluated the demands for water, energy, land and other resources as the region continues to grow. The partnership's analysis shows that by 2050, there will not be enough water or electricity supply to meet anticipated needs⁵. With current growth trends, by 2030 we will have spent \$71 billion on transportation improvements but congestion will be worse than it is today. And a big part of that growth will have occurred in places that create concerns for our use of land and resources.

⁵ "Regional Choices for North Texas", Vision North Texas Partnerships, 2009.

Imagining Changes That Revitalize Tired Places

Like most cities, Lewisville has areas of older shopping centers, homes and apartments that are showing their age. Developments constructed soon after World War II are now more than 50 years old and, for some of these buildings, they have passed their expected useful life. People want different things now from their homes, offices and stores than they did back when these buildings were constructed. Since some of these 'tired' uses are in very desirable locations, it makes sense to expect that there will be new uses on some of these sites by 2025.

Summary Introduction

The Lewisville 2025 Vision Plan had three Big Ideas events. The first Big Ideas Workshop was held on June 4th at the Medical Center of Lewisville Grand Theater with approximately 150 attendees. The Big Ideas Gathering #1 was held on June 19th at the Senior Activity Center with approximately 50 attendees. The Big Ideas Gathering #2 was held on July 18th at the Lewisville Municipal Annex with approximately 35 attendees. All three events were huge successes and had many valuable inputs from public participation, resulting in approximately 1,345+ ideas.

Methodology

Public comments came from multiple sources that included flipcharts and post-it notes from the three Big Ideas events, as well as Vision 2025 website and Facebook comments. Major themes were pulled from each category that resulted in 725 ideas from Flipchart Comments, 30 ideas from Website Comments, 150 ideas from Post-It Notes, and countless comments from the website and Facebook page. A process of analysis was involved by using both qualitative and quantitative techniques to interpret the comments for common themes. Repetition of words and phrases were detected in Flipcharts, Post-It Notes, Website and Facebook comments. From those key words and phrases, patterns were obtained and themes were derived.

Flipchart Comments

There were a total of 725 ideas/comments written on over 50+ flipcharts from all three Big Ideas events, many of which were repeated numerous times. The comments are organized by each activity stations that were displayed at the Big Ideas events and common themes were derived from them.

Imagine Your Vision

General ideas showed awareness for design sensibilities throughout the City. There was a desire for a more walkable community as well as having alternative modes of transportation. Specific urban design comments include facelift improvements on SH-121 and I-35E corridors and streetscape improvements on Main St and Mill St. There was a strong desire to improve the aesthetics of existing corridors by planting more trees and landscaping. There were mentions on painting crosswalks and improving the pedestrian environment, in hopes of encouraging residents to walk more and drive less. The following are some of the more common comments from the Imagine Your Vision activity station:

- Small, walkable community
- Aesthetics of corridors
- Dedicated bike lanes around City hubs
- Facelift on corridors: 121 and 35E, 35E and Main St, Main St from 35E to Garden Ridge, Valley Parkway from 3040 to Main St
- Buildings should be continuity in tonal colors rather than bright
- More police presence at gas stations at night
- More upscale retail stores
- Bike trails and jogging trails by lake



Mobility and I-35E

Some of the most repeated themes under the Mobility and I-35E category are public arts, signage and landscaping. There were general suggestions for the synchronization of traffic lights throughout the City, but with particular attention to Mill St and Church St. Alternative modes of transportation were mentioned and were suggested that Lewisville provide a combination of a double decker bus, a monorail, and a bike share program that is similar to Fort Worth's program. Along with the types of transportation, there were suggestions of providing better signage at main exits along SH-121 and I-35 to mark the grand entrance into Lewisville. Several comments suggest having bus services to and from Lake Lewisville parks and to grant free bus services to seniors. There were also comments on constructing a monorail system throughout the City in hopes of reducing Right-of-way width that would result in fewer impacts on the environment. The following are some of the more common comments from the Mobility and I-35E activity station:

- Fountains
- Landscape improvements with decorative grasses and wildflowers
- Public art on sound walls
- Bike lanes across lake
- A unique amenity like Klyde Warren Park in Dallas
- Expand 121 Bridge past Valley Ridge to 3-4 lanes
- Operational issues such as syncing traffic lights, with particularly to Mill & Church St
- Need traffic lights at Huffines & 121
- Maintenance/cleanup of water/natural areas crossed by I-35
- Attractive bridges over I-35

- Double decker
- Off ramp access to Hebron 121
- New Main St bridge
- Better signage of O.T. at I-35
- DCTA route to 3040 @ Valley Pkwy
- Reduce number of illegal U-turns
- Address parking at MCL Grand
- Bicycle trails along Lakeshore Drive to Downtown needed
- Lakeshore Drive to be designated as a scenic drive
- Safety issues with head-in parking on Church Street
- Out of sync lights down Highway 121
- Road construction and road closure updates to be sent via text messages/email
- Paint crosswalks at Valley & 3040
- Bus service to and from Lake Park area
- Light up pedestrian crossing
- Special multi-modal connections
- Monorail to reduce ROW and less impacts
- Free parking on weekend
- Alternatives to vehicle type of transportation
- Improve aesthetic quality
- Make businesses visible from interstate
- Increase capacity





Old Town

The Old Town activity station received ideas and comments that showed great interests in the revitalization of Old Town area. Some requested that old buildings should be demolished and replace with newer, modern architectural designs. The majority, however, wished to see Old Town preserved with Lewisville's unique culture as well as welcoming more businesses into the area. The following are some of the more common comments from the Old Town activity station:

- Preserve the Feed Mill
- Sidewalk cafes
- Specialty shops in Old Town with affordable rent
- Art Festivals
- Quality restaurants that are family-oriented

- Better linkages to station
- Parking garage or just more parking in general

Natural Assets

There were many acknowledgements that the City has a well-written Parks and Recreation plan and the overall comment was to implement that plan immediately. Parks and Trails were repeatedly mentioned to provide connectivity between one neighborhood to another and particularly walking paths around the lake area. Comments showed that Railroad Park has a large number of users; however, it was suggested that more trees should be planted to provide adequate shading during the hot, summer months. There were also suggestions for neighborhood parks to include more attractive planting choices and even an edible garden.

There were many suggestions for business development to occur around Lake Lewisville area. These businesses include but are not limited to marinas, resort type facilities such as hotels, and smaller businesses such as ice cream shops, soda jerks, and concession stands. Many comments suggested for more recreational choices that ranges from a science learning center to building new sport facilities for people of all ages. The following are some of the more common comments from the Natural Assets activity station:

- Beautification of Lake area
 - o A signature event or place that is specific to Lewisville
- Businesses near Lake area
 - o Ice cream shops
 - Soda jerks
 - Raise taxes
 - High end hotels
 - Concession stand at Sun Valley
 - Fleet shop
 - o More marinas
- Parks & Trails
 - Walking paths
 - More connectivity with other trails
 - o Tree/shade in Railroad Park
 - Copy Bob Jones Park
 - o Neighborhood parks that include attractive plants and an edible garden
 - Dog park improvement with swimming area
 - o Community garden/Farmer's market in Old Town where visible to public
 - o Large park development as a destination
- Services
 - o Wi-Fi at parks
 - o Reduce rates (or free) access to recreation center classes, gym, etc.
 - Better hours at parks
 - o Community compost pile



Business and Development

The business development theme was derived from a compilation of several sub-themes that include revitalization of existing businesses and development of new businesses that encompasses retail, restaurants and commercial. There were comments on renovation of the retail and commercial district along SH-121 and the addition of new businesses as well as new storefronts that would improve the aesthetics of the corridor. There was also a lengthy list of specific business types that were desired including Trader's Joe, Central Market, Whole Foods Market, Bed and Breakfast inns, and even food truck businesses.

Across from many flipcharts, there were several ideas with mentions of small retail and shopping to be located in Old Town to celebrate the uniqueness of Lewisville. Positive comments include preservation of existing historic storefronts in Old Town. However, there were also negative comments that wanted to demolish vacant buildings and construct newer, and more modern, architectural buildings. The topic of hospitality also came across these flipcharts with mentions of developing new businesses that aim at tourists such as providing full service hotels, museums and resort-type businesses along Lake Lewisville.

There was a consensus that Lewisville should offer more employment opportunities with the strongest interests in the technology industry. There should also be services provided that specifically aims to help businesses in that industry. There were demands of higher paying jobs and jobs that require higher education. Several comments suggested that existing and new businesses to offer better customer services, both in the retail and restaurant sector.

Overall, there were comments on promoting new business development. One way is to provide incentives for start-up businesses such as giving tax breaks or incentives to reuse old, vacant spaces. Another way to promote businesses is to allow them to be featured on Employer of Choice in the local paper. There were a few comments that disagreed on the incentive ideas, believing that each business should be able to sustain itself by the businesses they generate. The following are some of the more common comments from the Business and Development activity station:

- Revitalization
 - o Clean up Bellaire/121 area
 - o Upgrade retail/commercial business offerings along 121 Business
 - Clean up Old orchard shopping centers
 - o Upgrade/renovate retail on Main St, west of I-35 to the F.M. border
 - Tear down old, vacant buildings
- New Retail/Restaurant Development

- Increase occupancy in Vista Ridge area
- Local brewery
- Liquor stores tax base
- More flexibility with the types of businesses and the design of store fronts
- No extended stay motels
- Utilize existing building structures rather than building new ones
- o Trader Joes
- o Central Market
- o Whole Food
- o B & B's
- o Babes
- Food trucks
- Grocery store in Old Town
- o Break-up Vista Ridge Mall and create outdoor upscale retail stores with loft living above
- o Fill in commercial spaces in shopping center with Barnes and Noble across from Vista Ridge
- Unique, progressive, non-chain businesses
- o Antique crafts mall
- Feature ethnic restaurants, a Country Western Saloon, Arts and Crafts stores, Ice Cream parlors, antique shops, and plenty of night life
- New Hospitality and Attractions Development
 - Full service hotel (no more limited service properties)
 - o Museums, drive-in movie theater

Others

- o More public art, parks and manicured green space near 121 Business and Vista Ridge area
- o Bike trails, neighborhood parks
- Big businesses to help with tax base
- o Improve school district to help spur redevelopment
- Minor League Sports Franchise
- o Merchants associations
- Vacancy fees (charging owners for empty storefronts)
- Class A office redevelopment
- Businesses that want to be part of the community
- No golf course
- Support and give incentives to companies that utilize renewable energy
- o Initiative to highlight local/family owned business with a long history in Lewisville

Employment

- More technical jobs; existing employment focuses more on sales and manual labor jobs
- Manufacturing/trade jobs
- Higher paying jobs
- Corporate headquarters
- o Focus on an industry and create services and opportunities specific to that industry
- Secular business development
- More office buildings
- Better customer service (in both retail and business)
- Minimize regulations/taxes on businesses/owners
- Incentives
 - o For new businesses

- Tax incentives
- o "Employer of Choice" in Lewisville
- o Perks to reuse empty spaces

There were many ideas that focused on the housing development. Overall, the majority of comments focused on the need for more single-family residential; however, there were a few comments that desired higher-density residential living. People who supported more single-family residential development commented that every neighborhood should be better connected to public open spaces and trails. In particular, every neighborhood should have access to nearby public pools.

There were some comments that were supportive of Homeowner Associations because it helps to regulate certain neighborhood features such as parking structure, curb appeal and property maintenances. People who supported more apartment construction request that the apartments be more affordable and be located near transit stations. Collectively, there were repeated comments that desired for a sense of belonging in the community, whether in an older neighborhood or in a newly developed area. The following are some of the more common comments related to housing development that were compiled from the flipcharts:

- Shift from multi-family residential to single-residential
- Main St and Old Town to have mix of millennial housing
- Too many multi-family zoning
- Develop lake front and nearby properties
- Neighborhood watch
- New affordable apartment close to DART and Old Town
- Increase in home population on east side
- A public pool in every neighborhood
- Request that the City do not decide on color schemes of fence materials
- No Home Owners Association
- Moratorium on apartments and multi-family buildings
- Community; create a sense of belonging





Lewisville Past

Although there were many ideas and requests for more amenities and services to take place in 2025, there were many comments that showed appreciations for existing amenities and activities that the City has offered in the past. These appreciations include, but are not limited to, the renovation efforts of Old Town and the development of Toyota of Lewisville Railroad Park. There were also appreciations shown for City-wide activities such as candle making, quilting and horseshoeing in Old Town and events such as Western Days and Earth Day celebrations. The following are some of the more common comments from the Lewisville Past activity station:

- Enjoying walking and shopping in Old Town
- Western Days
- Christmas stroll
- Development of Railroad park
- Christmas tour of homes
- Western crafts, activities, candle making, milk into butter/churn, quilting, horseshoeing
- Earth Day celebration
- Farmer's market
- Old Victorian homes

City Facilities and Services

Many comments were supportive of sustainability programs and had suggested that the City require stricter enforcements on ordinances such as banning loud sound at City parks after hours. There were many comments regarding conservation of water either through rainwater collection or requiring residential properties to grow native plants that would ultimately reduce the amount of watering needed. The following are some of the more common comments from the City Facilities and Services activity station:

- Full support for conservation programs
- Ordinances and regulations
 - Xeriscaping ordinance
 - Variances for native grasses taller than 6"
 - Establish and reinforce ordinances that restrict loitering in cars at City parks
 - Stricter noise ordinance (particularly at City parks)
 - Uniform fences (no chain-link fences)
 - o Implement amortization ordinance
 - Outlaw lawn sprinklers
 - o More enforcement on vehicles parked on the street or parked the wrong way on streets
 - o Residential water conservation incentives
 - Regulations for door-to-door solicitation; street vendors and advertising would be welcomed
 - Restrict certain types of cars that can be parked on residential driveway and on-street parking
- Rainwater
 - o Rainwater reclamations
 - o Rain barrels for single and multi-family dwellings
 - o Rain water collection for gardening
- Improve website for recycling
 - Extra recycling bins should be free of charge
- Water rates are upside down tiered water rates

- Improve water taste
- Stronger marketing plan to bring attractive venues and tourism into the city
- Bury power lines
- Raise taxes to pay for quality city services
- Clean up graffiti and vandalism
- Rental properties
 - o Strict enforcement to maintain the aesthetics
 - o Limit the number of adults living in a single home
 - o Landlords should be regulated like businesses are
- Limit large retail development
- Discourage illegal aliens
- Police patrol
- Reduce garbage pickup to once a week
- Friendlier and easier process for paperwork such as business permits
- Pets and Animals
 - o Active and progressive animal control laws and enforcement
 - o A trap and release program to limit feral cat population
 - o Effective animal control program to limit incursions of rodents and feral cats in communities
- Implementation
 - o Remove barriers to redevelopment
 - o Residents need to know that they have a voice and that the City is responsive
 - o Public commitment to implement plans
 - Create champions for existing plans
 - o Continue public involvement
- Education and Learning Facilities
 - o Science learning centers near lake
 - o Museum
 - o Nature center
 - Geocaching technology/access
 - o Technology updates in senior recreation center
 - o Improve schools
 - Multifaceted schools
 - Variety of educational, cultural and recreational choices
 - o More affordable schools that offer useful academia and training that is not so isolated
- Library
 - o Coffee bar
 - o More new books
 - Money for E-books
 - o Primarily summer enrichment programs for lower socio-economic children
 - o Smaller neighborhood libraries are more accessible to children
 - Technology upgrades
- Sporting Facilities
 - Minor league baseball park
 - o More softball fields
 - Soccer fields
 - o Basketball facilities
 - o Tennis center

- o Rock climbing
- o Kayak and paddle boat
- o ATV access area
- o Batting cages, horse trails and riding facilities
- o More indoor pickle ball court
- o Roller skating
- o Paintball

Amenities

- o Large meeting spaces
- o Larger recreation center
- o More green spaces
- o Natatorium
- o Indoor walking tract at recreation center
- o Larger public pools
- o Increase activity/resources for Special Olympics
- o Provide places to swim around Lake Lewisville
- o Fish cleaning station
- o Campground renovation
- o Zoos + kids train station

Entertainment

- o Upscale venues around lake similar to Glass Cactus at Grapevine Lake
- o A botanical garden
- o More arts and live music venues beyond Old Town area
- o Activities for Special Ed persons
- o Themed park geared towards children
- o Park-like setting to hold small events
- o More rodeo events with Western Day
- o Event center for concerts, sports, etc.



Where Am I?

At the Where Am I activity station, each participants were given two dot stickers and were asked to place 1) a blue dot for where they live, and 2) a red dot for where they work or go to school. There were several who came from counties other than Denton, such as Tarrant, Collin, Dallas and Kaufman. The map showed that the majority of attendees live south of Interstate-35 (shown by blue dots). The location of work/school were scattered throughout the City but with the most intensity located in the north-east and north-west quadrant of the City (shown by red dots).





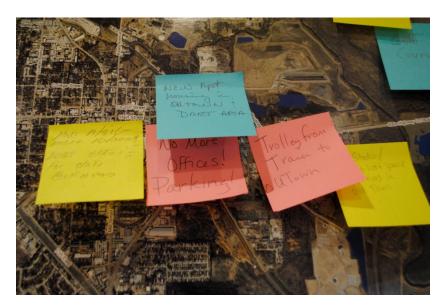




Post-It Notes

There were approximately 150 post-it notes that were written by participants on all three Big Ideas events. Each station features a different map that allowed for post-it notes to be placed in a desired location that referenced the comments. General comments are parallel to those found on flipcharts, if not, very similar. The following are some of the most common ideas written by the attendees.

- Synchronize lighting
- Addition of signalized lighting
- Beautification on Main St
- More unique retail and restaurants in Old Town
- Bike share program
- Accessibility to stations
- More connectivity





Website Comments

There were a total of 30 comments made through the 2025 Vision Plan website. The first common theme suggested cleaning up and redeveloping the SH 121 corridor and Old Town. The second common theme suggested preserving Lake Lewisville and utilizing it more frequently, particularly on national holidays. The third common theme suggested creating a more pedestrian-friendly environment with a bike share program and/or bike lanes.

Facebook Comments

There were on-going conversation threads on the Lewisville Vision 2025 Facebook page. Comments included an addition of bus services in the northern part of the City. Several comments requested a grocery store or even a farmer's market. Councilman TJ Gilmore's active postings helped to create a back and forth conversation about revitalizing the commercial corridor across Lewisville. Other interesting comments included having a bike-share program, more entertainment venues and waterparks.

Summarized Results

There were many common trends found among all methods of public inputs. One significant trend is the repeated comparison to other cities. Highland Village was mentioned for its continuity of building design standards and high standards of shopping centers. Grapevine was also mentioned for its Glass Cactus venue and the preservation of historic downtown. Dallas was mentioned for its rich entertainment culture on McKinney Ave. The City of Irving was mentioned for its rich history and the positive change from a city with high criminal rates to a boost in new developments and upgrades. The City of Naperville in Illinois was also the only out of state city mentioned for its multi-block destination. Other cities such as Southlake, Plano and Arlington were also sought after but a description of why these cities were chosen was not done.

Based on all combined summaries of public comments (including City employees), four different topics have been created to help guide the Lewisville 2025 Plan Committee Groups. These topics are character-focused that consist of 1) diversity, 2) growth, 3) connection, and 4) resource management.

