

MEMORANDUM

TO: Mayor and City Council Members

FROM: James Kunke, Community Relations and Tourism Director

VIA: Claire Powell, City Manager

DATE: May 6, 2024

SUBJECT: Approval of the FY 2024-25 City Council Mission Objectives and Strategic Focus Areas

BACKGROUND

During the Annual Planning Retreat held March 22-23, the Lewisville City Council was asked to review its priority topics from the past year and to consider possible adjustments to that list. Proposed changes included adding two emerging topics and assigning next year's budget emphasis to areas where expanded resources might be needed. The results of that discussion are presented below.

It is important to note that the City Council has the ability to revise this list at any time as new issues arise or existing issues are more fully addressed. The intent of this prioritization exercise is twofold – to determine if previous topics remain a part of the City's mission and goals, and to provide direction to City management about where to consider new initiatives, resources, or staff time allocation during Fiscal Year 2024-25.

These focus areas are meant to serve as a guide for staff when determining future budget needs and the timing of projects. They help align staff's efforts with Council's desired priorities. Note that many of the items may be carried over from one year to the next, as determined solely by the City Council.

Staff would like to review the focus areas with the City Council to ensure that the final wording and interpretation matches City Council intent.

ANALYSIS

FY 2024-25 City Council Mission Objectives and Strategic Focus Areas:

Mission Objectives

These are topics that are core to City visioning and are ongoing priorities for the City Council and City staff. This means that resources and initiatives will continue to address these topics through planning and operations, but there is no immediate need for significant new resources through the FY 2024-25 budget process.

Employee Recruitment, Development, Retention

The City will continue to prioritize recruitment of the best available candidates for all vacancies, prioritizing retention of high-quality employees, offering fair and competitive compensation and benefits, continually educating employees on available benefits and how to access them, providing ample training opportunities throughout the organization, recognizing and rewarding excellence, and creating a positive work environment for staff in accordance with The Lewisville Way.

Justice, Equity, Diversity, Inclusion (JEDI) Goals

The City will continue to advance internal goals related to justice, equity, diversity, and inclusion to hire and retain the best employees. This will include training for employees and other recommendations received from the [Mayor's Commission: Listen, Learn, Lead](#). The City will embody positive equity practices and connect with the Lewisville community through public engagement programs and educational messaging. This will include a continued focus on communication programs reaching underserved populations such as the Chin and Latino communities and persons living with physical or intellectual challenges that require accommodations.

Old Town Development

The City will continue to actively pursue development and revitalization of the Old Town district, in accordance with provisions of the [Lewisville 2025 vision plan](#), the [Old Town Master Plan](#), and the [Old Town Transit Oriented Development \(TOD\) Master Plan](#). This includes recruitment strategies to encourage expanded residential ownership, a brewery, expansion of the existing distillery, and a small grocer that will further the overall vision for Old Town. Staff will work on the creation of entry features marking entries into Old Town. Staff also will begin work on upgrades to the Lewisville Grand Theater and attempt to include Denton County as a participant in the expanded and extended TIRZ 1.

Strategic Focus Areas

These items are similar to Mission topics but the City Council has identified this as a more timely need that warrants the consideration of new resources through the FY 2024-25 budget process. These topics are no more or less important to Lewisville than the Mission Overall list, but are considered to have a greater sense of immediacy.

10-Minute Walk to a Park (if Prop C passes on May 5)

The City will actively pursue its “[10-Minute Walk to a Park](#)” goal to provide a park experience within a 10-minute walk for all Lewisville residents. This will include moving forward with bond-funded projects *if Proposition C is approved by voters in the May 4 election*; implementing the adopted [Healthy Infrastructure Plan](#) to address park, open space, trail, and tree canopy needs in a sustainable way; completing renovations at Wayne Frady Park and other public parks; opening a pocket park on Mill Street; establishing partnerships with public and private entities to provide public access to open space; and providing outreach services to residents closer to where they live. Staff will set and weigh key performance indicators related to maintenance of existing parks to ensure they are being maintained in a satisfactory manner before the city adds additional parks to the system. [per CC direction, this item will shift to Mission Overall if Prop C does not pass.]

Affordable Housing

The City will take appropriate steps to encourage and facilitate affordable housing development, in accordance with provisions of the [Lewisville 2025 vision plan](#) and the [Sustainability Action Plan](#). The City will utilize recommendations from the Housing Study completed in 2024 to help identify gaps in housing stock and affordability. This will include creating pre-approved designs for backyard cottages and other tools to creatively develop and redevelop affordable housing stock in Lewisville. The City will continue using the Public Facility Corporation, seeking public-private partnerships to expand affordable housing supply; the focus will be on rehabilitation of existing multifamily complexes with a special emphasis on senior housing.

Business 121 Corridor Planning

The City will complete the Business 121 Corridor study and begin implementing recommendations from that study regarding the revitalization of the [SH-121 Business corridor](#), from Convergence in the south to Sam Rayburn Tollway in the east, with the goal of creating an attractive, welcoming, and safe environment for residents, businesses,

visitors, and commuters. This will include coordinating with the Texas Department of Transportation on pedestrian infrastructure and aesthetic enhancements such as new streetlights, increased crime abatement efforts where needed, and working with private developers and property managers to identify opportunities for new development or redevelopment of existing properties.

City Infrastructure and Planning

The City will continue to prioritize maintenance of existing infrastructure, including roads, sidewalks, alleys, utility systems, connectivity, and facilities; develop streets that promote pedestrian use and safer driving behaviors; complete construction of the [Tittle McFadden Public Safety Center](#) and Fire Training Tower, *and move forward with any proposed infrastructure projects that receive voter approval in the May 2024 bond election*. The City will strive to increase annual funding of infrastructure maintenance through ongoing operating revenue and/or cash reserves.

The Lake District

The City will actively pursue development of the Lake District (Northern Gateway) project, in accordance with provisions of the [Lewisville 2025 vision plan](#) and the [Northern Gateway Development Plan](#). This will include working with the master developer to seek United States Army Corp of Engineers approval of a new master plan for the area around the lake, expanding the Northern Gateway TIRZ to include the lake redevelopment project, attempting to include Denton County as a participant in the expanded TIRZ, and continuing to work with current developers on the west side of the highway.

Lewisville Beautification Initiatives

The City will create a comprehensive approach to improving the appearance and aesthetics of Lewisville. This will include encouraging employees to report issues and participate in cleanup events; seeking better maintenance of streetlights by the power companies; seeking increased care of state rights-of-way by Texas Department of Transportation, including a Legislative Agenda priority to seek increased state funding; coordinating with Keep Lewisville Beautiful on litter abatement efforts; identifying ways to improve the appearance of public medians and rights-of-way; creating a public education campaign about beautification efforts; and actively asking residents to report issues directly to the City rather than relying on public social media posts.

Mall Redevelopment

The City will continue discussions with The Vista mall ownership about the future development of the site into a thriving multi-use complex. The City will facilitate discussions between current property owners and potential developers interested in redevelopment of the mall property, in accordance with provisions of the [Lewisville 2025 vision plan](#) and the [Southern Gateway Development Plan](#). The City will move forward with the master plan design for the mall area that is agreed upon by all property owners and includes a unified mixed-use project that takes advantage of the highly visible and easily accessible location while providing new housing, business, entertainment, recreation, and open space opportunities for current and future Lewisville residents. Next steps will include negotiating a development agreement with all owners to ensure adequate investment and partnership between all entities.

Public Engagement

The City will increase its active engagement with its residents, with an emphasis on reaching currently under-engaged populations such as apartment residents and the Latino and Chin populations. The City will invite all residents to participate in the Centennial Celebration as Lewisville turns 100 years old, and will embark on a robust public engagement program to drive a transition from the Lewisville 2025 vision plan into a refreshed Lewisville 2035 vision plan. Current engagement tools will be evaluated for effectiveness and revised or removed as needed, and new engagement tools and platforms will be assessed for potential uses.

CITY STAFF'S RECOMMENDATION

That the City Council approve the FY 2024-25 City Council Mission Objectives and Strategic Focus Areas as presented.