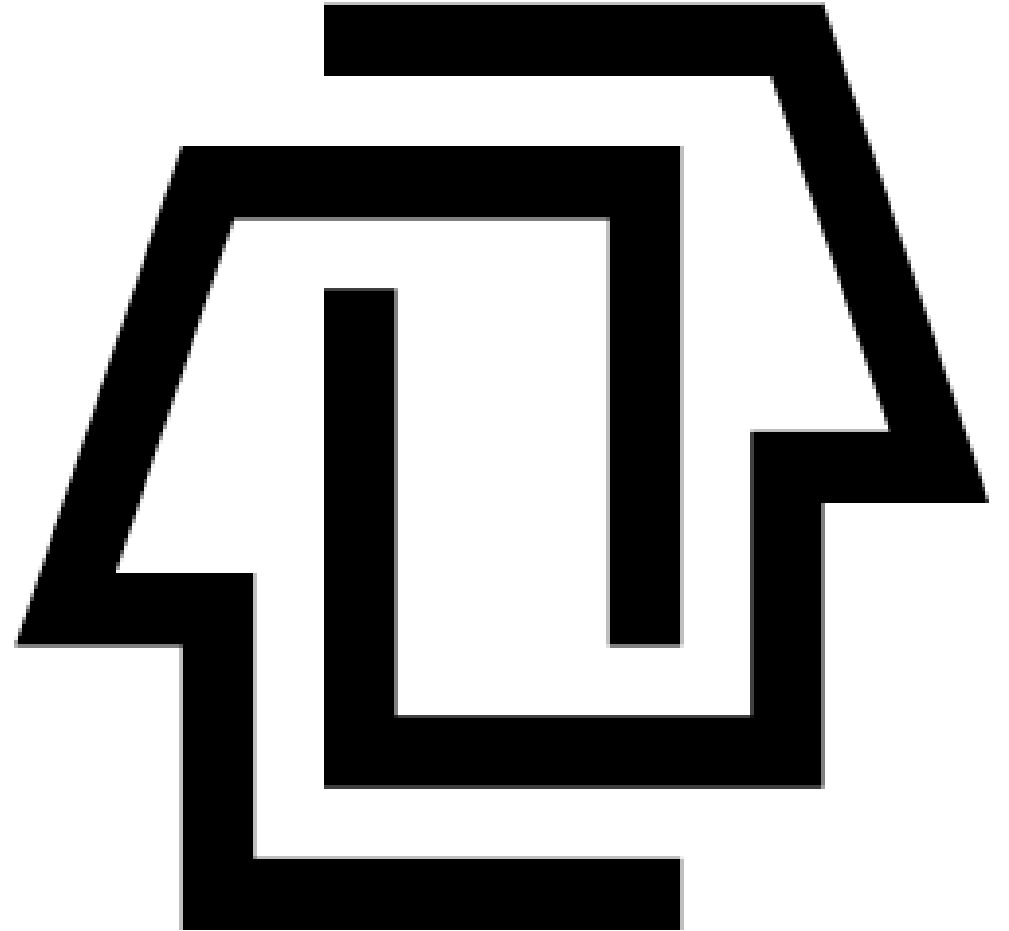

POINTS OF VIEW

2024 CITY COUNCIL RETREAT

CITY OF LEWISVILLE, TEXAS

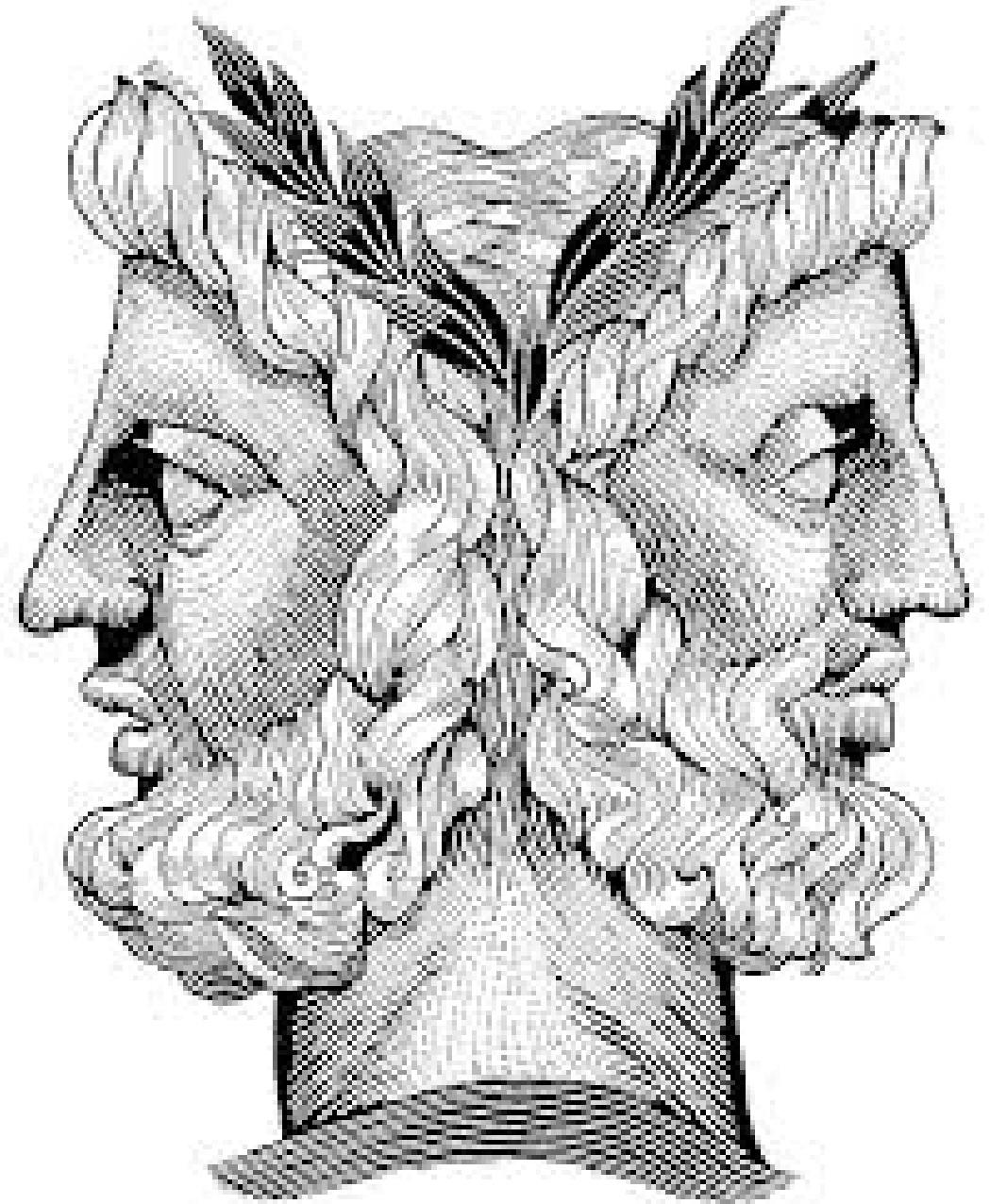
**FRIDAY/SATURDAY
MARCH 22-23, 2024
LEWISVILLE CITY HALL**



WELCOME & INTRODUCTIONS

MEET: JANUS

- Roman Religion & Myth
- The god of beginnings, gates, portals, transitions, time, duality, doorways, passages, frames and endings.
- Janus >>> January...maybe Greek “genesis”



POINTS OF VIEW:

- PAST & FUTURE

- OUTWARD & INWARD





LEWISVILLE RETREAT:

DAY 1

LIGHTING THE CANDLES / LIGHTING UP THE FUTURE

FOR AN AMAZING 100-YEAR CENTENNIAL MILESTONE CELEBRATION



SHARE A *BIRTHDAY MEMORY*

- Yours or Others...
- A Special Present...
- Icing Color...
- Candles Involved...
- Cake Lettering...
- Taste...
- Theme...
- Location...



RETREAT AGENDA: OVERVIEW

- **Day 1 – Friday AM/PM:**
 - A Review of the Nine Current 23-24 Strategic Focus Areas*
 - (Executive Session)
 - Topic Briefings – Two Topic Areas*
 - Economic Trends and Budget Calendar
 - **Adjourn**
- **Day 2 – Saturday AM:**
 - *Check-listing for Effective Governance*
 - Build the 2024-2025 Strategic Focus Areas Gameplan
 - **Adjourn**

WHAT IS A STRATEGIC FOCUS AREA?

- An intentional **subset topic** of the Overall Municipal Mission
- Strategic Focus: An evolved title from past “Priority” label:
 - Not about hierarchy, but **committed attention** (time, resources)
- Focused to give **strategic/tactical** attention:
 - Address an Existing or Emerging area/topic **needing attention** now
 - Intentionally just **a few** to stay on/in focus...Under ~10
 - Likely **evolves** to Overall Mission for sustained support as resolved/addressed
 - **Reviewed** periodically to (re)confirm/edit “Strategic Focus” attention(s)

RELATION:

**STRATEGIC
FOCUS AREA
&
OVERALL
MUNICIPAL
MISSION**



2023-2024 STRATEGIC FOCUS AREAS

	Topic	Notes
1	Affordable Housing	
2	Justice, Equity, Diversity, Inclusion (JEDI) Goals	
3	Mall Redevelopment	
4	The Lake District	
5	Old Town Development	
6	Employee Recruitment, Development, Retention	
7	10-Minute Walk to a Park Goal	
8	City Infrastructure and Facilities	
9	Business 121 Corridor Planning	

2024 RETREAT TOPIC BRIEFINGS

	Topic	Notes
1	Lewisville Beautification Initiatives	
2	Public Engagement	

RETREAT LISTENING/REACTION NOTES

2023-2024 STRATEGIC FOCUS AREAS

	Topic	Notes
1	Affordable Housing	
2	Justice, Equity, Diversity, Inclusion (JEDI) Goals	
3	Mall Redevelopment	
4	The Lake District	
5	Old Town Development	
6	Employee Recruitment, Development, Retention	
7	10-Minute Walk to a Park Goal	
8	City Infrastructure and Facilities	
9	Business 121 Corridor Planning	

2024 RETREAT TOPIC BRIEFINGS

	Topic	Notes
1	Lewisville Beautification Initiatives	
2	Public Engagement	

Considerations:

- Achievement of 2023-2024 Intentions?
- Any next steps as a “Focus” workplan element?
 - Likely 24-25 Actionable Efforts?
 - Not 24-25, but beyond?

TOMORROW: USE YOUR “BUILDING BLOCK” NOTES

2024-2025 STRATEGIC FOCUS AREAS: WORKSHEET

	Topic	Focus, Mission or Drop
	Affordable Housing	
	Justice, Equity, Diversity, Inclusion (JEDI) Goals	
	Mall Redevelopment	
	The Lake District	
	Old Town Development	
	Employee Recruitment, Development, Retention	
	10-Minute Walk to a Park Goal	
	City Infrastructure and Facilities	
	Business 121 Corridor Planning	
	? Add – Lewisville Beautification Initiatives	
	? Add - Public Engagement	

**BUT
FIRST...**

2023 Recap Video





FOCUS AREA RECAP:

AFFORDABLE HOUSING



AFFORDABLE HOUSING

- Updates on new affordable housing projects:
 - **Heritage Estates at Edmonds (48 units):** 5 units at 30% AMI; 20 units at 50% AMI; 23 at 60% AMI.
 - Construction began January 2024. Anticipated completion is June 2025.
 - **Standard at Old Town (600 units):** 17 units at 50% AMI; 42 units at 60% AMI; 247 units at 80% AMI; 294 at market rate.
 - Construction of Phase 1 will begin by March 31, 2025. Phase 2 construction will begin by January 31, 2027. Each phase allows for up to three years to be complete construction.
 - **Round Grove Living (90 units):** 6 units at 30% AMI; 23 units at 50% AMI; 23 units at 60% AMI; 4 units at 70% AMI; 1 unit at 80% AMI; 33 units at market rate.
 - Closing second quarter of this calendar year then breaking ground immediately after closing. Anticipate pre-leasing in late 2025/ early 2026.
 - **Heritage Estates at Valley Ridge (110 units):** 11 units at 30% AMI; 44 units at 50% AMI; and 55 units at 60% AMI.
 - 9% Tax Credit application submitted on March 1, 2024. If awarded, construction will begin June 2025 and will be complete by December 2026.



AFFORDABLE HOUSING

- Completed the Housing Strategy Plan and developed the Affordable Housing Toolkit
- Senior Rental Assistance – funding provided, and a digital application process implemented
- Minor Housing Rehab Program completed and launched
- Analysis of Backyard Cottage regulations completed
- Property Enhancement Program (PEP) successfully continued
- Updates to PEP Plus and Code Abatement – completed and launched





AFFORDABLE HOUSING

Looking Forward:

- CDBG-funded Multifamily Accessibility Program
- Council directed staff to focus on Preservation and Economic Mobility initiatives in the Affordable Housing Toolkit
- Create the Housing Collaborative
 - Designate Ashleigh Feryan to lead the Housing Collaborative
 - Draft proposed short-term and long-term goals for the Collaborative
 - Short-Term Goals
 - Identify potential members for designated industries/specialties
 - Hold meetings to finalize goals and implementation
 - Looking forward
 - Increase access to public/private programs
 - Increase number of landlords who accept housing vouchers





AFFORDABLE HOUSING

Looking Forward continued:

- Housing Toolkit Homeowner Initiatives
 - Engage realtors and lenders to educate residents on homebuyer resources
 - Connect homeowners with local utility/weatherization resources
 - Market backyard cottages and amend Unified Development Code
- Housing Toolkit Renter Initiatives
 - Engage Housing Navigators and increase landlord outreach
 - Identify local service providers who provide financial counseling
 - Continue to utilize the Lewisville PFC and economic development incentives
- If capacity in the budget, set aside funds for future affordable housing development
- Potential public facility corporation projects
 - Substantial rehabilitation and/or new construction near DCTA rail stations
 - Properties in great shape that can provide affordable housing to residents now, but which will take existing properties off the tax roll
 - Low-income housing tax credit projects that are coming to the end of the required affordability period



FOCUS AREA RECAP:

JUSTICE, EQUITY, DIVERSITY, INCLUSION (JEDI) GOALS

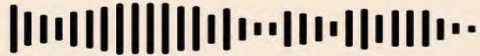


POWER OF DIFFERENCE

Brought to you by the WAY team

PODCAST EPISODE 1

Featuring Claire Powell &
Shante Akafia



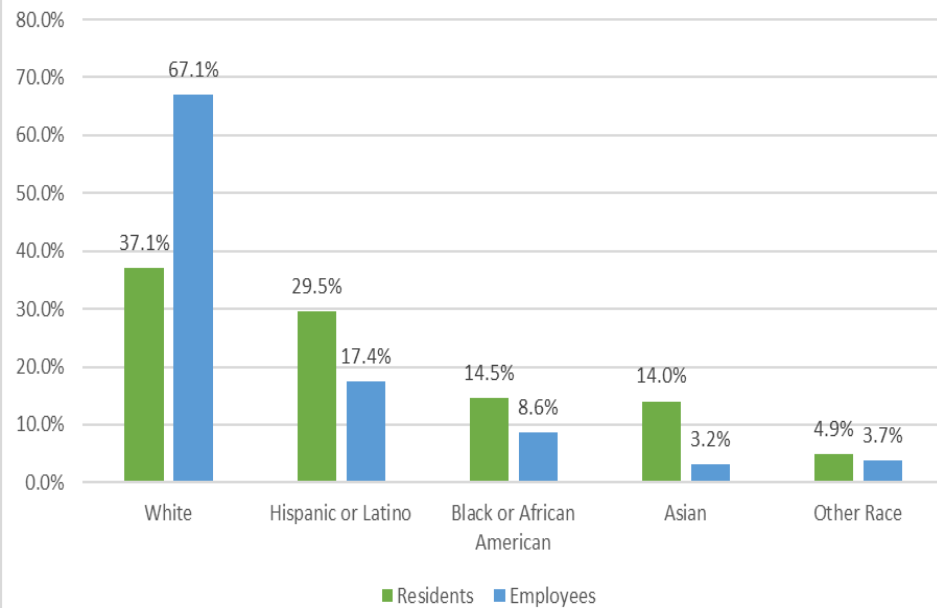
Now available on Spotify, Apple Music, and all
common podcast platforms!



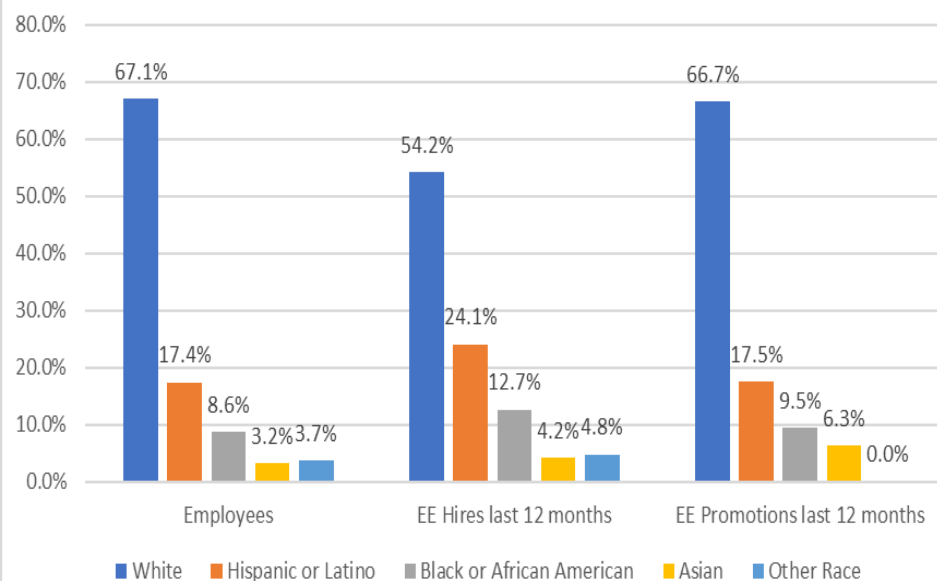
Justice, Equity, Diversity, Inclusion (JEDI) Goals - **Employees**

- Reframed and refreshed the Race, Equity & Diversity Program as Diversity, Equity, Inclusion & Belonging(DEI&B) to reflect the wide range of diversity within Team Lewisville.
- Enhance the DEI&B internal focus on culture building as part of The WAY Team.
- Launched quarterly Power of Difference Podcast.
- Creation of a baseline measure to gauge DEI&B sentiment through employee survey, which will be measured annually.
- Awarded 2023 North Texas DiversityFIRST Corporate Leadership Award for Recruitment Process.

Lewisville Residents & Employee Demographics



Employee Demographic Trends



Justice, Equity, Diversity, Inclusion (JEDI) Goals - Employees

- The Human Resources provides an annual report to City Council analyzing demographic data related to new hires, promotions, and total workforce.
- Data provided as of March 13, 2024.
- The report is posted on the city's website for transparency and accountability with continuous data updates.
- <https://www.cityoflewisville.com/city-hall/city-departments/human-resources/hiring-demographics>.



Justice, Equity, Diversity, Inclusion (JEDI) Goals - Community

- Lung Thawng, "Strong-hearted, Strong-willed" Sculpture installed at Central Park celebrating the Chin community; the December dedication was attended by more than 75 Chin community members.
- 2024 National League of Cities (NLC) City Cultural Diversity Awards First Place Winner for Lung Thawng project.
- Juneteenth 2023 event included a Friday night concert, a Lewisville Talks speaker presentation inside The Grand, and a concert inside The Grand.
- Healthy Infrastructure Plan was adopted in March of 2023. This plan included an equity index to help prioritize future infrastructure investments.
- Blue Ribbon Committee considered equity as one of the factors when prioritizing capital projects for the bond program.
- Translation of City information into Spanish has expanded from legally required materials and now includes many routine forms and documents and the Resident Satisfaction Survey.
- More than 50 percent of musical performer bookings for 2023 special events were fronted by a person of color or a woman. The recommendation from The Mayor's Commission: Listen Learn Lead is 30 percent.
- Fiesta Charra 2023, a celebration of Latino culture, was attended by nearly 2,400 people.



Justice, Equity, Diversity, Inclusion (JEDI) Goals – Looking Ahead

- Continuation of hiring and recruiting practices recommended by the Mayor's Commission: Listen Learn Lead.
- Lewisville Park Alliance plans to establish support program for residents who cannot afford Thrive membership, camp fees, and swim lessons.
- Continuation of internal culture building work with DEI&B as part of The WAY team, the Power of Difference Podcast, and leveraging employee DEI&B sentiment for targeted programming.
- Continuation of JEDI-related work across city departments (i.e. Parque La Gloria, Outreach, Affordable Housing initiatives, etc.).





FOCUS AREA RECAP:

MALL REDEVELOPMENT



Mall Redevelopment

Updates:

- In the last year, staff has continued working on redevelopment plans with our consultant, Catalyst Urban Planning, and the mall owners.
- Various in person and virtual meetings.
- Majority owner hired its own architects and engineers to bring back a redesign of the vision.
- Zion/Macy's owner is on board for redevelopment.
- Dillard's will be re-engaged once redevelopment plans are defined.



Mall Redevelopment

Looking Forward:

- The Vista Mall public street infrastructure project (\$32,228,582) is on the 2024 Bond Election.
- Next month, we will meet with the mall owner and their architects to discuss adjustments to the plan. We expect to establish the PD within the coming year, along with either amending or terminating the REA, enabling the redevelopment process to begin.





FOCUS AREA RECAP:

THE LAKE DISTRICT

The Lake District



Project key appears on next slide.

The Lake District

1	LAKE PROJECT	Golf Course; Lake Park; Marina; Fishing Barge (Approx. 662 ac)	Master Plan Area for Lakeside Redevelopment including park, marina, golf courses, restaurant complex, and hospitality amenities (master planning in progress)
2	DCTA TRAIN STATION	2998 N Stemmons Fwy	Highland Village/Lewisville Lake (completed)
3	TOWER BAY LOFTS	3000 N Stemmons Fwy	308 Multifamily Units (completed)
4	LAKESIDE CROSSING	McGee Ln and FM 407	794 Multifamily Units; 203 Townhome Units; 30,000SF Retail/Restaurants (under construction/horizontal construction completion July 2024)
5	THE HAMPTONS	N Summit Ave and FM 407	Potential future office, retail, hotel, grocery store, restaurant, park (under contract with a master developer/closing anticipated in June 2024)
6	HERITAGE TRAILS HERITAGE TOWERS	N Summit Ave	250 Townhome Units (completed) 282 Multifamily Units (completed)
7	NORRA	N Summit Ave	247 Multifamily Units (completed)
8	VILLAGE AT LEWISVILLE	West of I35/South of FM 407	256 Multifamily Units; 12,000SF Retail Ready (planned development approved)
9	LEGACY NORTH (MERIT)	N Summit Ave and Grandys Ln	300 Multifamily Units; 4,000SF Commercial; Dog Park (completed)
10	JACK'S BACKYARD	FM 407 and 35E	Restaurant, outdoor performance theater, pickle ball courts, zip line, renovated putt-putt golf course and go-kart track (under construction—estimated completion Phase I 2025/Phase II 2026)
11	SPECS	1201 FM 407	Retail (under construction)

LAKE DISTRICT OF LEWISVILLE



The Lake District

Updates:

- Rebranding of the Northern Gateway and Lake Park to the Lake District.
- Construction of Moccassin Trail and Summit Avenue extension underway.
- Parking along Summit Avenue has made it a more pedestrian-friendly environment with the parking spaces being well utilized. Speed studies indicate average speeds reduced from 40 mph to 35 mph.
- USACE Lease Update
 - Current lease expires April 14, 2025.
 - Request for a new lease has been submitted and is under review.
- Lake Park & Marina Master Plan completed and basis for Blue Ribbon Committee review and recommendation.

The Lake District



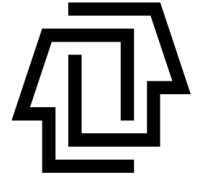
Looking Forward:

- Construction of planned private developments
- Amendment to economic development agreement for Jack's Backyard
- New kiosks for Tower Bay and Lake Park day use
- Temporary shoreline restoration plans under review
- Lake Park Redevelopment Project (\$18,835,125) is on the 2024 Bond Election
- Sale of the Hamptons lot to Russell Glen, who is currently negotiating letters of intent for leased space
- Submitting the marina/Lake Park plan to the U.S. Army Corps of Engineers
- Implementation plan for Lake District brand



halff

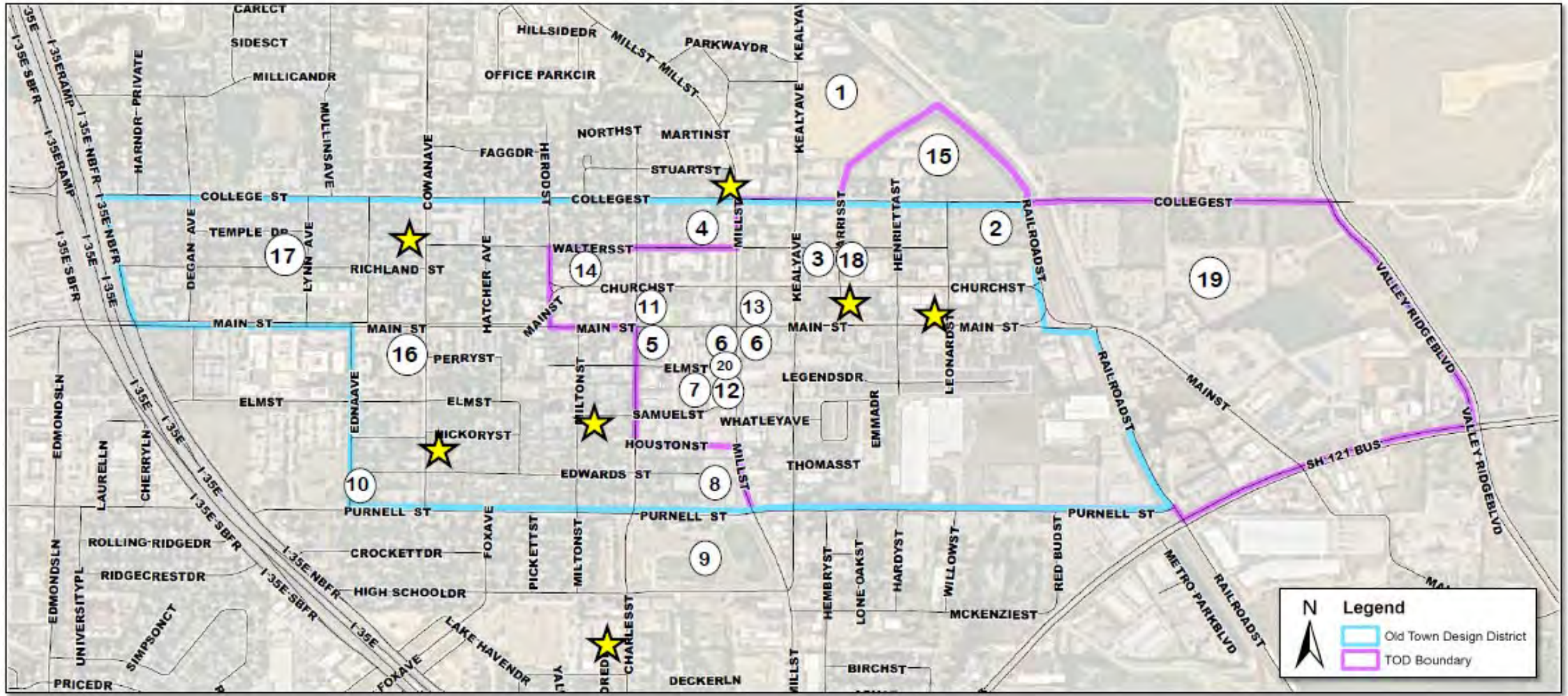
CABINS



FOCUS AREA RECAP:

OLD TOWN DEVELOPMENT

Old Town Development



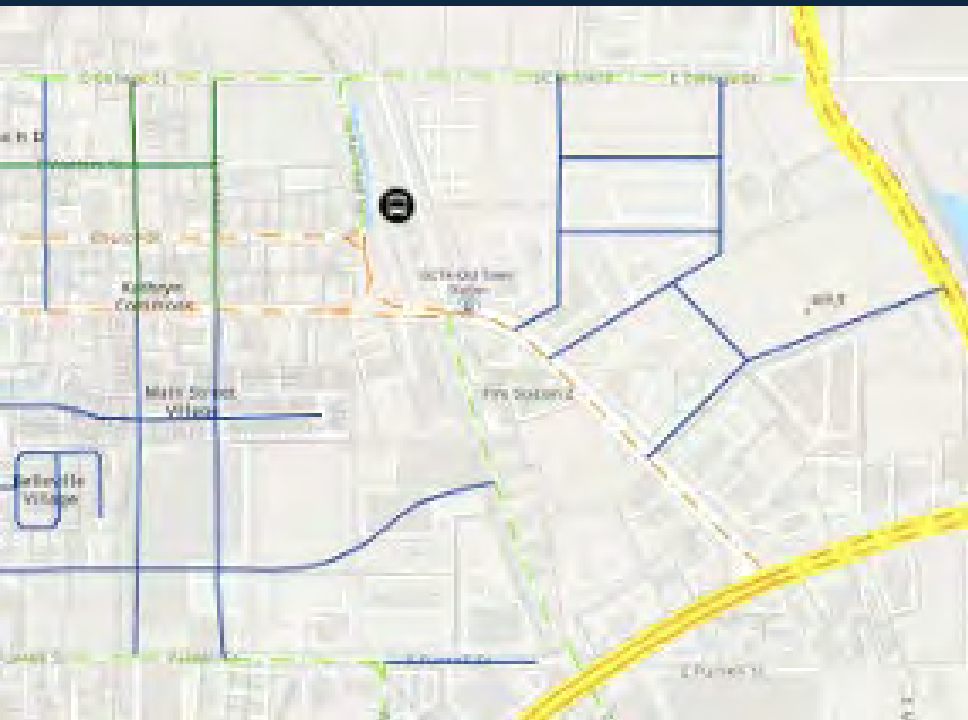
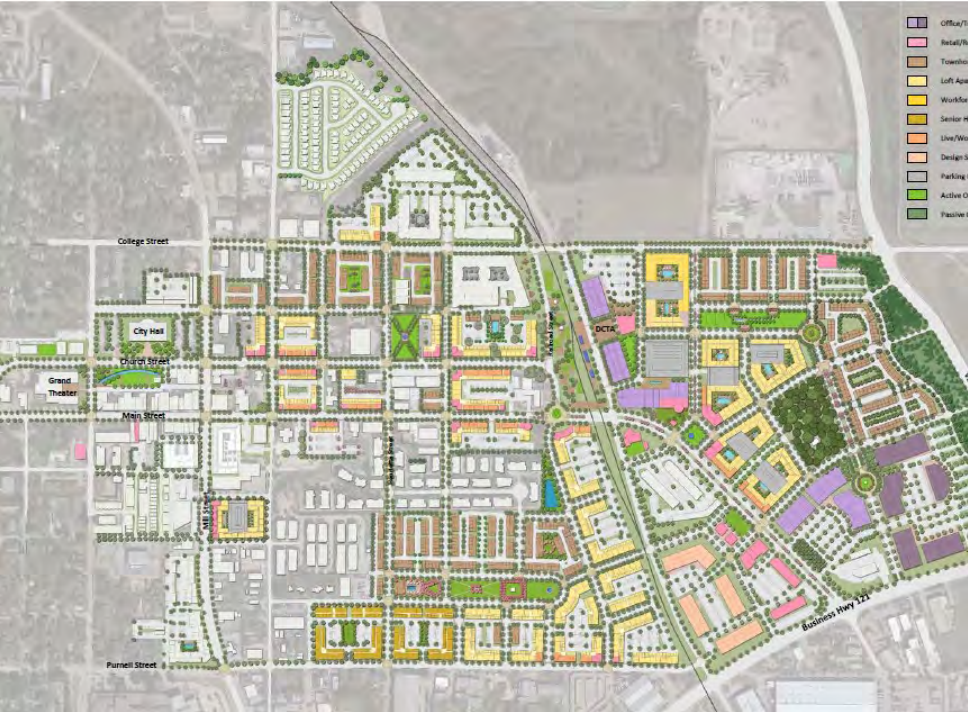
Project key appears on next slide.

Old Town Development

1. **Legacy Pointe**—Single Family, 97 Units (Complete)
2. **Station at Old Town (Aura)** —Multi-Family, 286 Units (Complete)
3. **Harris 4 Townhouses**—4 for-sale townhomes (Complete)
4. **Walters Street Brownstones**—19 unit Townhouse development, Ph II (Complete)
5. **170 W. Main**—3 story mixed-use residential, office, retail/restaurant (Complete)
6. **Main and Mill Lofts**—Multi-Family, 203 Units, Mixed-use restaurant/retail (Under Construction)
7. **South Village**—91 residential units (single family, townhomes, condos), 8,000 sf retail (Under construction)
8. **Mill at Old Town**—Redevelopment to 213 unit urban apartment (Under Construction)
9. **LISD**—Mill Street Elementary (Complete)
10. **Edna Townhomes**—Six unit townhomes (Complete)
11. **Deck on Main**—3 story restaurant/retail, office, event space (Under Construction)
12. **Sullivan BBQ**—BBQ and bodega (Complete)
13. **Sparrow Collective**—9,000 sf retail/marketplace, office, event space (Complete)
14. **3 Restaurants**—Seven Mile Café; D’Nonna; Palapas Seafood (Complete)
15. **Whitlow (Old Town Station)** — 4-5 story Multi-Family, 420 units, retail along College St. (Under Construction)
16. **Aura Main Street**— Multi-Family, 325 Units (Under Construction)
17. **Richland St. Multi-Family (2 buildings)** - Bldg 1—Retail/Office Bldg 2—5 story 47 MF units (Under Construction)
18. **Harris 7 Townhomes**—7 For Sale Townhomes
19. **The Standard at Old Town**—Affordable housing project including 600 Multi-Family units
20. **Foodzies**— 3 story mixed-used retail/grocery/restaurant and for-sale residential condos



Upcoming townhome/condo projects



Old Town Development

Old Town TOD Master Plan Update Implementation Activities

- City Council adopted plan update on October 16, 2023. The plan includes the addition of the area east of the DCTA Old Town Station (TOD East) and the area southeast of Main Street and Mill Street.
- Coordination with DCTA on Charles Emery Old Town Station Development Master Plan.
- Thoroughfare Plan Amendments
 - Added new streets illustrated within TOD Master Plan Update study boundary.
 - Adopted January 8, 2024.
- Infrastructure Assessment – details outlined in upcoming capital project presentations.



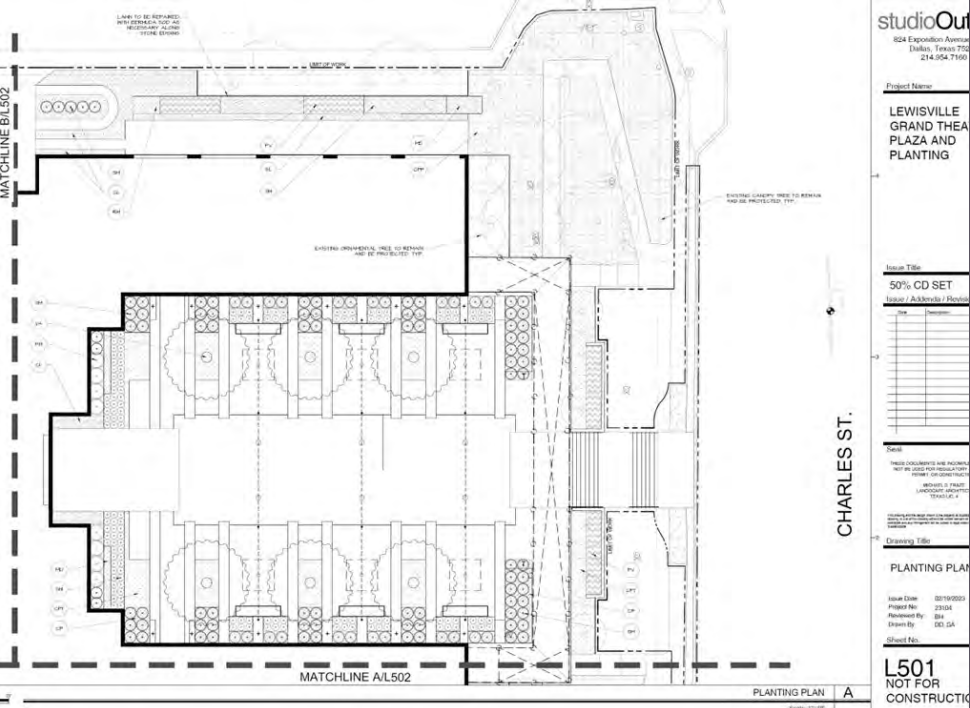
Old Town Development

Other Updates:

- Public wireless internet expansion
- Retail recruitment contract with Catalyst Commercial, Inc.
- New solar lighting on sidewalk around Grand Theater
- Old Town Sound System installed

Looking Forward:

- Sullivan's BBQ expansion and 300 North Mill Commercial
- Pursue Spectrum site shared parking initiative
- Poydras Plaza Turf
 - Installed week of March 18
- City Hall and VIC Landscape Improvements
 - Bids being evaluated
 - Award at City Council in April
 - Construction set to begin this summer



Old Town Development

Looking Forward continued:

- Consideration of proactive rezoning of Old Town property east of DCTA station
- Continue efforts to attract new entertainment, restaurant, and grocery uses
- Grand Theater Courtyard Improvements
 - 75% set due in April
- Grand Theater Home Design
- Expansion of Old Town Sound System
- Old Town Pocket Park Design
 - Working with adjacent property owner
 - 50% design set recently submitted
- Old Town Entry Features
 - PSA with Kimley Horn in development
- Visioning/Planning for Well House Redevelopment
- Salvation Army Redevelopment Request for Proposals (Recess into Executive Session: Texas Government Code Section 551.087-Deliberations Regarding Economic Development Negotiations)



FOCUS AREA RECAP:

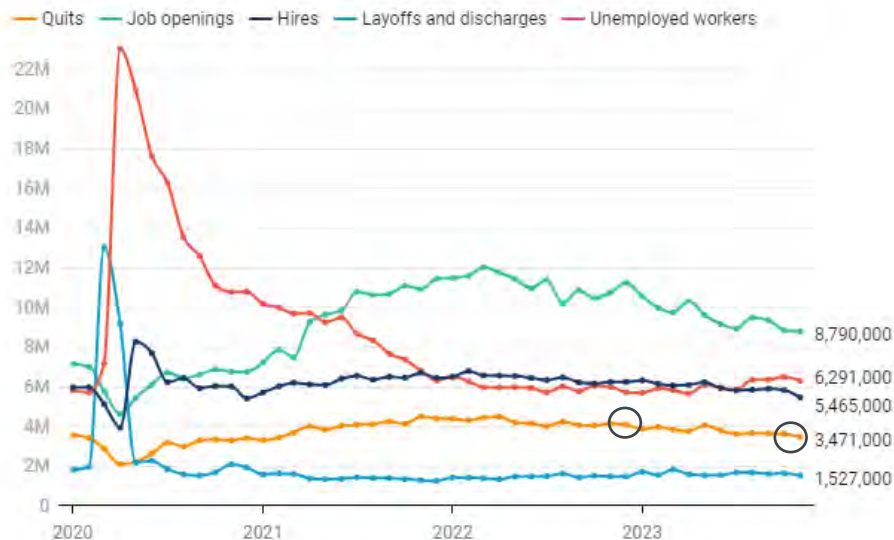
**EMPLOYEE RECRUITMENT,
DEVELOPMENT, RETENTION**

Employee Recruitment, Development, Retention – Labor Market

- The Great Resignation, as measured by quit rates, has stabilized with November 2023 quits down to 3.47million from 4.17million in November of 2022, more consistent with pre-pandemic levels.
- Quits are a measure of opportunity in the labor market. Fewer workers are quitting because fewer employers are hiring.
- Looking in the longer-term, current quit rates are still higher than 95% of the 20 years leading up to the pandemic.
- While quits have stabilized, “There has been a shift in the balance of power between employers and employees that’s been driven by the talent shortage. Demographic trends mean this balance of power is unlikely to revert to what we saw before the pandemic anytime soon.”
-LaborIQ Chief Economist Mallory Vachon
- Quit rates are expected to continue a modest decline in the near term and will likely rebound when interest rates decrease and investment picks up.

Sources: Bureau of Labor Statistics and SHRM article by Roy Maurer

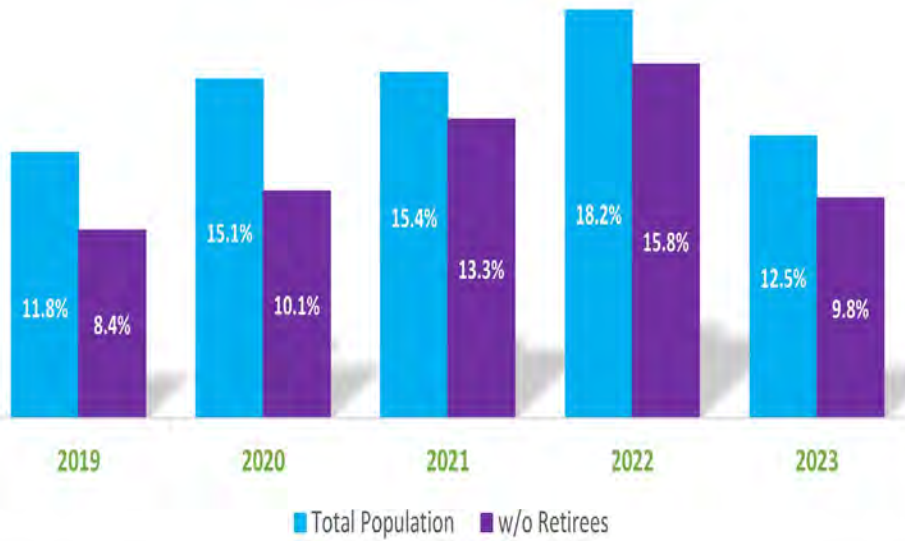
Job Openings Outpace Unemployed Workers



Note: November 2023 data is preliminary. Data is seasonally adjusted.

Source: U.S. Bureau of Labor Statistics. - Created with [Datawrapper](#)

City of Lewisville - Turnover Rates



Employee Recruitment, Development, Retention – City Metrics

- **One-year turnover rate decrease of 5.7%!**
- 18.2% Turnover rate in calendar 2022
- 12.5% turnover rate in calendar 2023
- Lowest since 2019
- Lewisville's 5.7% was the largest decrease amongst comparator cities; the average city decrease was 2.3%
- **One-year vacancy rate decrease of 5.7%!**
- 94 vacancies with 10.5% vacancy rate March 2023
- 43 vacancies with 4.8% vacancy rate March 2024
- Lowest since 2019

Department (As of March 14, 2024)	Number of FT EE's	Vacancies	% Vacant
Police	262	14	5%
Fire	182	2	1%
Public Services	152	14	9%
PARD	95	7	7%
Neighborhood and Inspection Services	53	1	2%
ITS	32	1	3%
Finance	22	0	0%
Library	19	1	5%
Engineering	18	2	11%
Courts	13	0	0%
CR&T	16	0	0%
Human Resources	10	0	0%
City Manager	7	0	0%
Planning	6	1	17%
City Attorney	4	0	0%
Economic Development	4	0	0%
City Secretary	4	0	0%
Grand Total	899	43	4.8%



Employee Recruitment, Development, Retention - Accomplishments

- **Competitive compensation** program adopted in April 2023, with increases in October 2023 and changes to police/fire education/certification pay program
- Enhanced, simplified, and market competitive **medical benefits** program rolled out January 2024
- Org-wide focus on timely and effective **hiring**
- Added Juneteenth & Cultural Appreciation Day **holidays**
- Created **Volunteer Time Off** Program – Lewisville community engagement opportunities for city employees; this year focused on community clean up
- **Employee Development** - Lewisville Leadership Academy 2023 – 49 graduates – two program level; second and largest year of graduates
- Lewisville Way **engagement** survey 90% participation in February 2024
- Initiated regular HR **communications** to staff
- **Coffee with Claire** – monthly information, discussion, and breakfast
- Employee **Recognition**: 155 Way Awards distributed
- Created 2nd **Occupational Health** option to better serve our employees
- Numerous employee **events** including Way Day & Employee Picnic



Employee Recruitment, Development, Retention – Looking Ahead

- Annual Compensation Market Review
- Job Family Progression
- Enhanced Employee Training Plan
- Gallup Survey follow-up action and re-survey in 2025
- Performance Evaluation Improvements
- Enhanced WAY Team
- Upcoming ERP Software Changes



AI

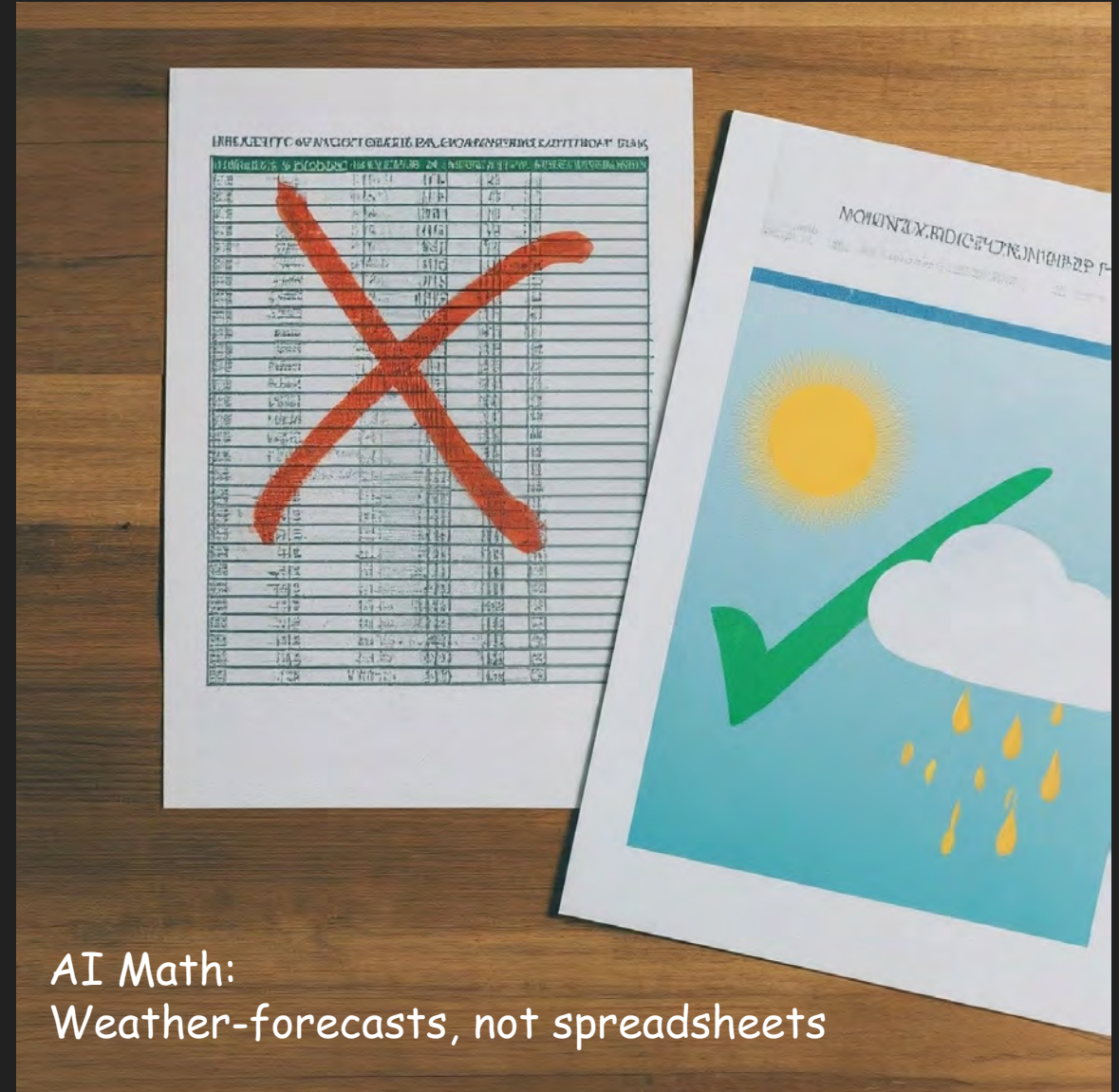
Effects on Employees



Image Created By ChatGPT

What is AI?

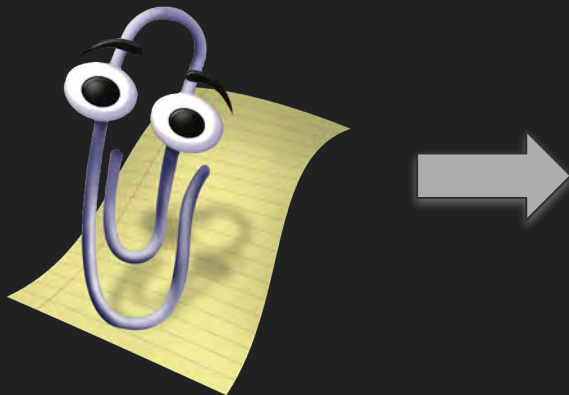
- Artificial Intelligence
- Statistics-based math models
- Not classical math
- General or specific tasks



AI Math:
Weather-forecasts, not spreadsheets

Core AI Types

Goals of AI Researchers



We are here

- AI (Artificial Intelligence)
 - Focused on specific tasks
 - Chatbots, image classification, spam filters, text recognition
- AGI (Artificial General Intelligence)
 - Hypothetical AI with human-level intelligence across multiple domains
 - Capable of solving problems in a wide range of contexts
- ASI (Artificial Super Intelligence)
 - Hypothetical AI that would vastly surpass human intellectual capabilities in all aspects

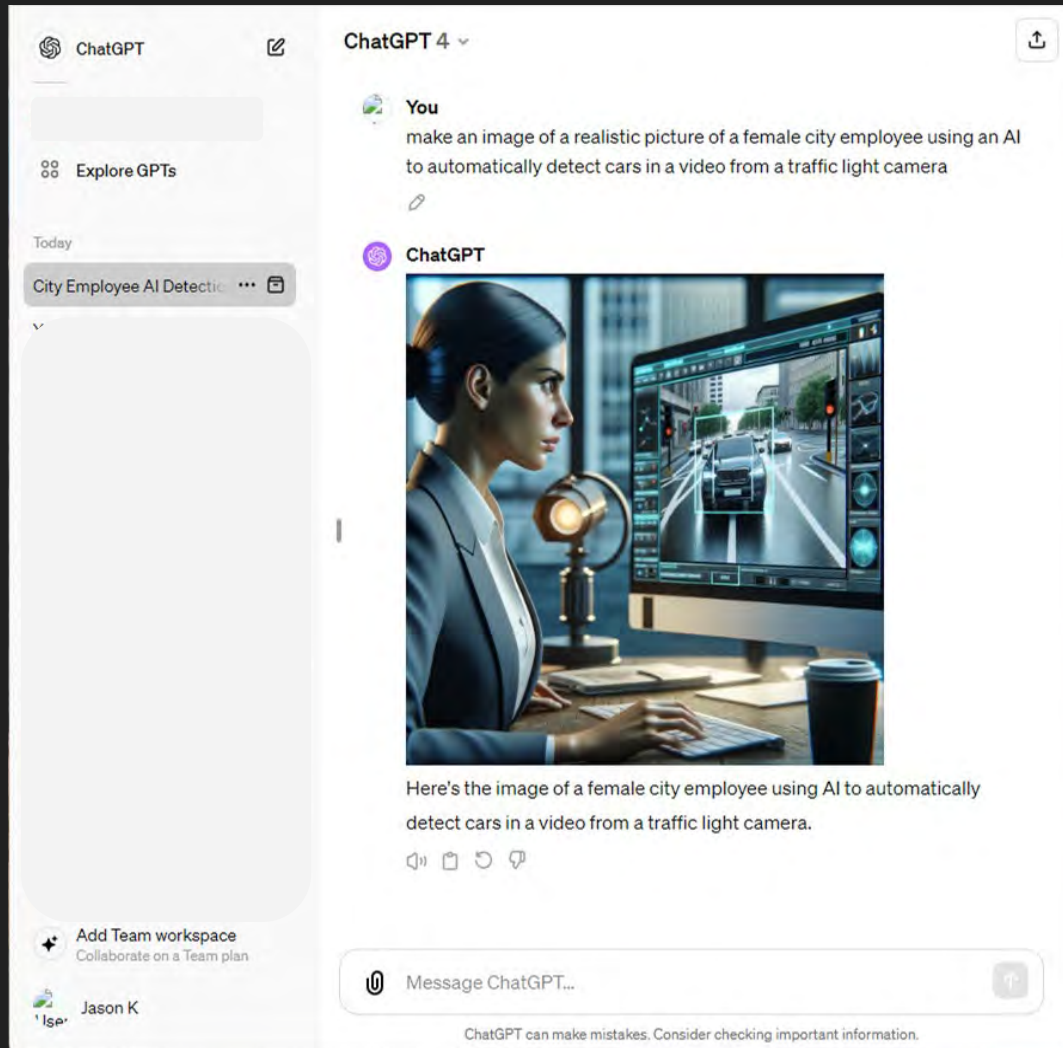
ChatGPT

A Large-Language Model
(LLM)



Image Created By Google Gemini

What is ChatGPT?



- Large-Language Model
- Answers questions from "Prompts"
- Makes images from a description
- Analyzes images / documents
- Writes stories, resumes, memos

What are LLM Hallucinations?



Image Created By ChatGPT

- AI makes up part of an answer
- Similar to mis-remembered "facts" in someone's story
- Hallucinations look real and authoritative
- Always double-check!

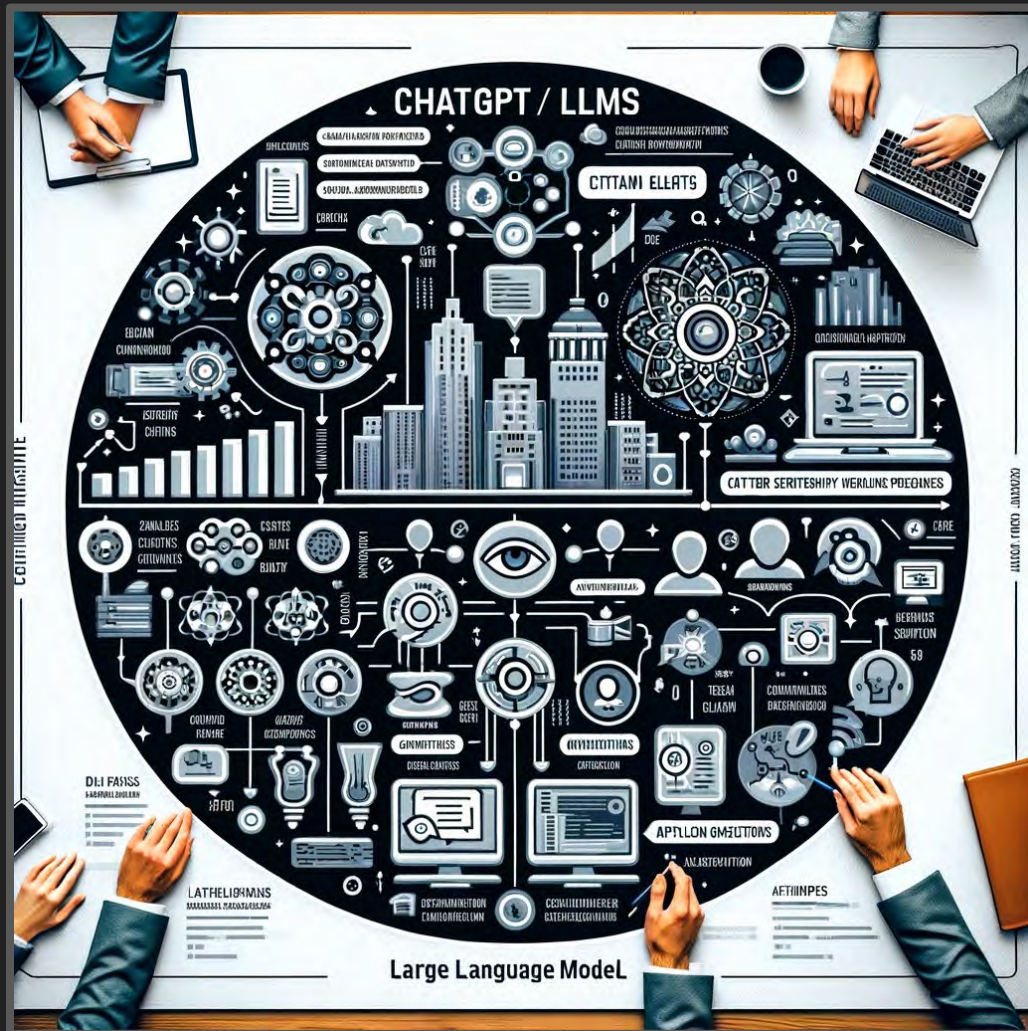
Current Uses

AI Technologies



Image Created By Google Gemini

AI Technologies In-Use



- ChatGPT
 - IT employees
- Github Copilot
 - Coding assistant AI
 - IT employees
- Flock
 - License-Plate Reading AI
- Mapillary
 - Street view object detection and location AI

Future Uses

AI Technologies



Image Created By Google Gemini

Future Uses of AI

- Traffic analysis (images)
- Examples using LLM:
 - "Do the roads appear icy?"
 - "Are the cars mainly personal or work vehicles?"
 - "How many school buses use this road?"

 **You**



would you describe the traffic in this image as light, medium or heavy?

 **ChatGPT**

The traffic in this image can be described as light, as there are only a few vehicles visible on the road.

Future Uses of AI

- Text, Images and Video
 - Generation
 - Interpretation
 - Summarization
- Instruction / Learning
 - "Teach me about AI"
- Brain storming
 - "What are three ways I can reduce electricity usage in a datacenter?"



Image Created By Google Gemini

Future Uses of AI

- Task automation
 - Some models can perform web-based actions (APIs)
- Public-facing chatbot
 - "How do I get a fence permit?"
- Analysis
 - "Using the attached dataset of customer messages, tell me the top three places I should focus my time"



Image Created By ChatGPT

ChatGPT Examples

Text Generation

ChatGPT

<https://chat.openai.com>

"Write a draft policy for a municipal government regarding the use of AI-generated text being used in city communications to the public"

Image Generation

ChatGPT

<https://chat.openai.com>

"Make an image of a purple martin cartoon bird telling the public to conserve water"

Video Generation

OpenAI Sora

<https://openai.com/sora>

AI Problems

...

Public Trust of City-Generated Content

- Trust-Worthy City Communications
 - Residents expect city-communications to be trustworthy and accurate
- Hallucinations
 - AI-generated content should not be blindly trusted
- Bias
 - LLMs were trained on data scraped from the internet
 - Bias is present



Image Created By Google Gemini

Recommendations

(Policies and Training)

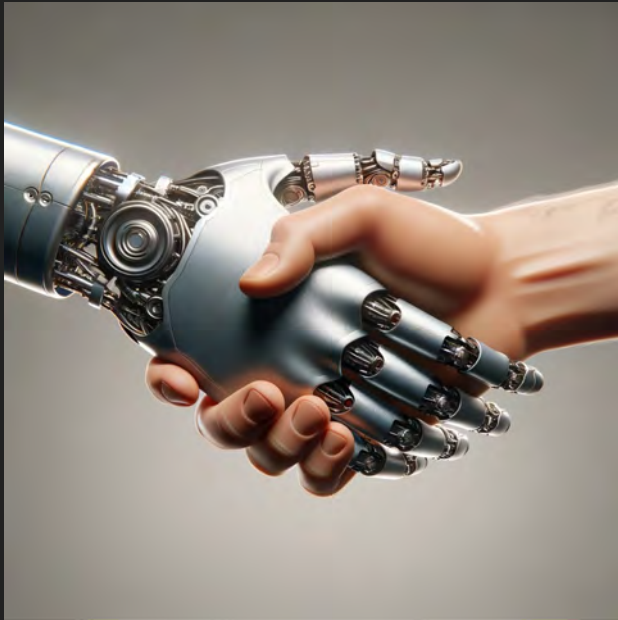
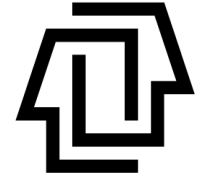


Image Created By ChatGPT

- Training Recommendations:
 - Train employees to use AI responsibly
 - Train employees to recognize AI hallucinations and biases
- Policy Recommendations:
 - Fact-check public communications
 - Keep humans in-the-loop
 - Protect sensitive data

Questions



FOCUS AREA RECAP:

10-MINUTE WALK TO A PARK GOAL

PLAY

LEWISVILLE

Parks & Recreation
Department



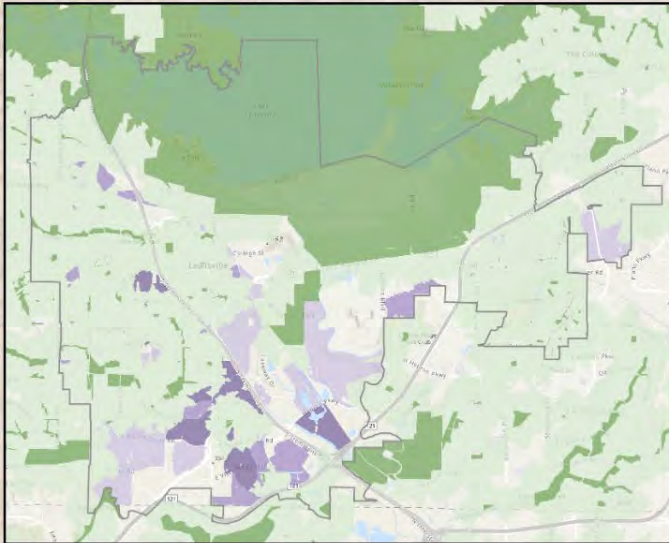
10 - Minute Walk to a Park Goal



Park & Nature Edition – May 2023

BREAKING NEWS

TRUST FOR PUBLIC LAND UPDATES TO 10MWP MAPS *LEWISVILLE CONTINUES MARCH TO 100%*



When the Trust for Public Land released its latest 10-minute walk to a park maps, the City of Lewisville drew attention for its unwavering commitment to ensuring all of its residents enjoy the benefits of living with a short walking distance of a park, trail or open space. The 10MWP initiative served as the backbone for the development of the Healthy Infrastructure Plan, providing a road map for overcoming gaps in access and protecting the city's tree canopy.

MORE INFORMATION AT WWW.PLAYLEWISVILLE.COM

LEWISVILLE JUMPS FROM 60% TO 77% IN JUST 5 YEARS



School Yard Parks, parkland dedication, development partnerships and improved mapping help Lewisville make significant leaps in access.

THE COUNTRY ASKS, "HOW CAN WE BE MORE LIKE LEWISVILLE?"



10-Minute Walk

- May 2023 - TPL Updates 10MWP Maps
 - Jump to 77% of residents living with a 10 minute walk to a park
 - Began initiative at 60%
 - School Yard Parks
 - Parkland Dedication
 - Developer Partnerships
 - Improved mapping
 - ITS - sidewalk gap analysis
 - Target 85% by 2025; 100% by 2035
- Urban Tree Canopy and Sustainability
 - Healthy Infrastructure Plan
 - Pollinative Prairie Project
 - Urban Forester Position

PLAY
LEWISVILLE



10-Minute Walk

- Upgrading Quality of Parks & Programs
 - Old Town Splash Park
 - Playground Replacements
 - Stony Passage Park
 - Windsor Park
 - Almsbury Park
 - Orchard Valley Park
 - Hedrick House Renovation Complete
 - Play Lewisville on Wheels DePLOWments
 - 96 deployments
 - 6,162 contacts
 - Thrive
 - 17,542 memberships
 - 248,120 contacts/visits



PLAY EDITION – 2023

NEWS SPLASH

LEWISVILLE MAKES A SPLASH AT OLD TOWN SPLASH PARK



When the Old Town Aquatic Park shutdown during the pandemic then suffered extensive damages during Winter Storm Uri, the Lewisville Parks and Recreation Department was given the opportunity to reimagine the facility. The ubiquitous struggles with hiring lifeguards also limited the city's capacity to reopen the facility. After reviewing a feasibility study conducted by a consultant, the City committed to the conversion to splashpad. Old Town Aquatic Park reopened as Old Town Splash Park in May 2023 and has served as an oasis during the summer heat for the Lewisville community.

MORE INFORMATION AT WWW.PLAYLEWISVILLE.COM

CITY REPLACES 3 PLAYGROUNDS IN CASTLE HILLS AND ANOTHER IN LEGACY LEWISVILLE



PLOW ACTIVATES OPEN SPACE AND THRIVE THRIVES



FUTURE TIMES

10 MINUTE WALK TO GLORY



Ciudad de Lewisville Parques y Recreación
**PARQUE LA GLORIA
CEREMONIA DE INICIO DE OBRA**
Únase a nosotros para el inicio de
obra del parque nuevo de
Lewisville, Parque La Gloria.
Sabado, 29 de Abril 301 E. Southwest
Mediodia-2 PM Parkway



KEEPING THE PARK SYSTEM HIP & SHADY



PARD efforts are not just about growth, it's about ensuring the infrastructure currently in place remains safe, relevant and inviting. This will be achieved with park upgrades, investment in shade structures, as well as protecting and increasing our urban tree canopy in conjunction with our partners.

TRAILS & CONNECTIONS...

links to existing assets



BANKING ON WHAT BONDS US

Proposition C of the 2024 Bond Package includes potential trail projects, investments in Vista Ridge Park and Lake Park, property acquisition and neighborhood park development as prescribed by the Healthy Infrastructure Plan.



MORE INFORMATION AT WWW.PLAYLEWISVILLE.COM



10-Minute Walk

- Look Forward
 - Glory Park/Parque La Gloria Opening
 - Southwest Parkway Complete Streets
 - HIP Audit Park Improvements
 - Austin Kent Ellis
 - Wayne Frady Park
 - Queen Margaret Park
 - Integration of Shade Structures
 - Trails
 - Timber Creek Trail Extension
 - Corporate Drive Extension - Trail
 - DCTA Trail Extension South
 - Gains will be more difficult
 - Bond Propositions
 - LISD School Yard Agreement renewal (and expansion)

Questions?



Athletic Field Study

City Council Retreat
March 22, 2024

Agenda

- Why a Sports Field Study
- Methods
- Findings
- Next Steps
- Questions



What is an Athletic Field Study?

- Assess the current and future athletic field needs of the community
- Identify short-term and long-term management strategies
- Guide development for next 5 – 10 years
- Establish operational, procedural, financial and investment strategies
- Determine if the services and functions of the current athletic fields are aligned with the current and future needs and exceptions of the community

Why do an Athletic Field Study now?

- Healthy Infrastructure Plan
 - High Priority Needs
- Bond Initiative

Funding the Plan

There are a variety of funding sources that can be used to implement the strategies in the implementation program. Funding sources include City funding, regional funding grants, state and federal funds, and partnership opportunities. A list of potential funding sources is included in **Appendix H**. A high priority needs list can help prioritize funding and is presented in the sidebar to the right.



High Priority Needs List

The following list represents strategies from the implementation program that are of critical importance to implement in the near-term. The development of this list helps convey priorities when applying for grant funding from TPWD and other partners.

- 1.1.1: Implement trail and sidewalk improvements that take advantage of existing infrastructure and improve connectivity and access to parks.
- 1.1.2: Develop and activate currently undeveloped parkland as resources are available.
- 1.3.5: Implement improvements based on the individual park master plans to Vista Ridge Park, Spillway Park, Thrive Nature Park, and Lake Park.
- 2.1.1: Install additional wayfinding signage throughout the community to direct to major park amenities.
- 2.3.2: Identify preferred site, create a design, and seek funding and partnerships for a nature center near LLELA.
- 3.3.2: Implement improvements to the ten audit parks assessed in this master plan.
- 3.3.6: Acquire property for additional multi-use sports fields.
- 4.1.4: Continue to work with surrounding communities on identifying paddling trail launch sites along Lewisville Lake and Elm Fork of the Trinity River.
- 4.2.6: Create options for recreation-based sports programming in addition to existing sports leagues.
- 4.3.3: Encourage the development and sustainment of friends of the park groups for fundraising efforts.
- 5.2.4: Create a dataset that prioritizes suitable planting species.
- 5.2.9: Establish an urban forestry unit within the Parks and Recreation Department.
- 6.1.5: Incorporate parks and open spaces with the redevelopment of older multi-family buildings and older commercial development.
- 6.2.4: Prioritize recreation programs identified as most needed through this process, including adult fitness and wellness, outdoor concerts, and senior programs.

Methods

- Public Engagement
- Market Analysis
 - Recreational Trend Analysis
 - Level of Service Analysis
 - Inventory Analysis
- Field Utilization Analysis
- Analysis of booking strategies



A young child with dark curly hair, wearing a striped shirt, is seen from the back, holding a brown football with both hands. The child is in a park with fallen yellow leaves on the ground. In the background, other children are playing, and trees with autumn foliage are visible under bright, slightly hazy light.

Findings

- Current Asset Optimization
- New Asset Development
- Utilization and Maintenance Standards
- Programming and Booking Strategy



Current Asset Optimization

- **Practice Space Utilization**
 - Identify areas in current system
 - Create fee structure for renting the practice space
 - Identify private areas, church space
 - Create partnerships, connections



Current Asset Optimization

- Current Inventory Reconfiguration
 - Lake Park
 - Field and amenity upgrades
 - Consider long term relocation of soccer fields to be closer to Railroad Park



Current Asset Optimization

- Practice Space Utilization
 - Identify areas in current system
 - Create fee structure for renting the practice space
 - Identify private areas, church space
 - Create partnerships, connections
- Current Inventory Reconfiguration
 - Lake Park
 - Field and amenity upgrades
 - Relocation of soccer fields to be closer to Railroad
 - Railroad
 - **Football #1 convert to 7v7 soccer field**
 - **Football #4 convert to 9v9 soccer field**



Current Asset Optimization

- Practice Space Utilization
 - Identify areas in current system
 - Create fee structure for renting the practice space
 - Identify private areas, church space
 - Create partnerships, connections
- Current Inventory Reconfiguration
 - Lake Park
 - Field and amenity upgrades
 - Relocation of soccer fields to be closer to Railroad
 - **Railroad**
 - Football #1 convert to 7v7 soccer field
 - Football #4 convert to 9v9 soccer field
 - Diamond field upgraded to artificial turf, reconfiguration of backstops and dugouts

Miracle Marsh at Vista Ridge Park

Lewisville, Texas



New Asset Development

- Complete Vista Ridge Park
- Acquire land to facilitate clustering of all soccer fields near Railroad Park
- Develop area at East Hill Park for practice space
- Strengthen relationship with LISD and other entities for shared field space
- Upgrade fields and amenities throughout system

Current Field Utilization Rates

(Lake Park, Railroad Park, Vista Ridge Park)

Field Type	Field Inventory	Annual Hours Utilized	Maximum Usage Hours (Best Practice)	Difference Between Current Usage and Maximum Usage	Current Utilization Rate
Adult Softball Fields	3	414	2,400	1,986	17%
Adult Baseball Fields	4	151	3,200	3,049	5%
Youth Softball Fields	6	1,207	4,800	2,898	25%
Youth Baseball Fields	4	1,212	3,200	2,897	38%
Soccer Fields	16	3,383	12,800	9,417	26%
Football Fields	4	227	3,200	2,973	7%
Cricket Fields	3	1,644	2,008	364	82%

A close-up, shallow depth-of-field photograph of a person's hands typing on a laptop keyboard. The person is wearing a brown, textured sweater. The background is a bright, out-of-focus indoor space with a window showing a view of trees and a building. The overall lighting is warm and soft.

Programming and Booking Strategy

- Refine communication for booking
 - Changes in processes
 - Utilize online tools – Online rentals
 - Show field availability online (Calendar)
 - Update our facility use agreements and rental practices

Utilization and Maintenance Standards

- Work with Local leagues to meet their needs
- Become an economic driver
 - Hosting tournaments
 - Attracting new leagues
- Become a shining star for current and potential residents
- Update and adhere to industry best field maintenance practices



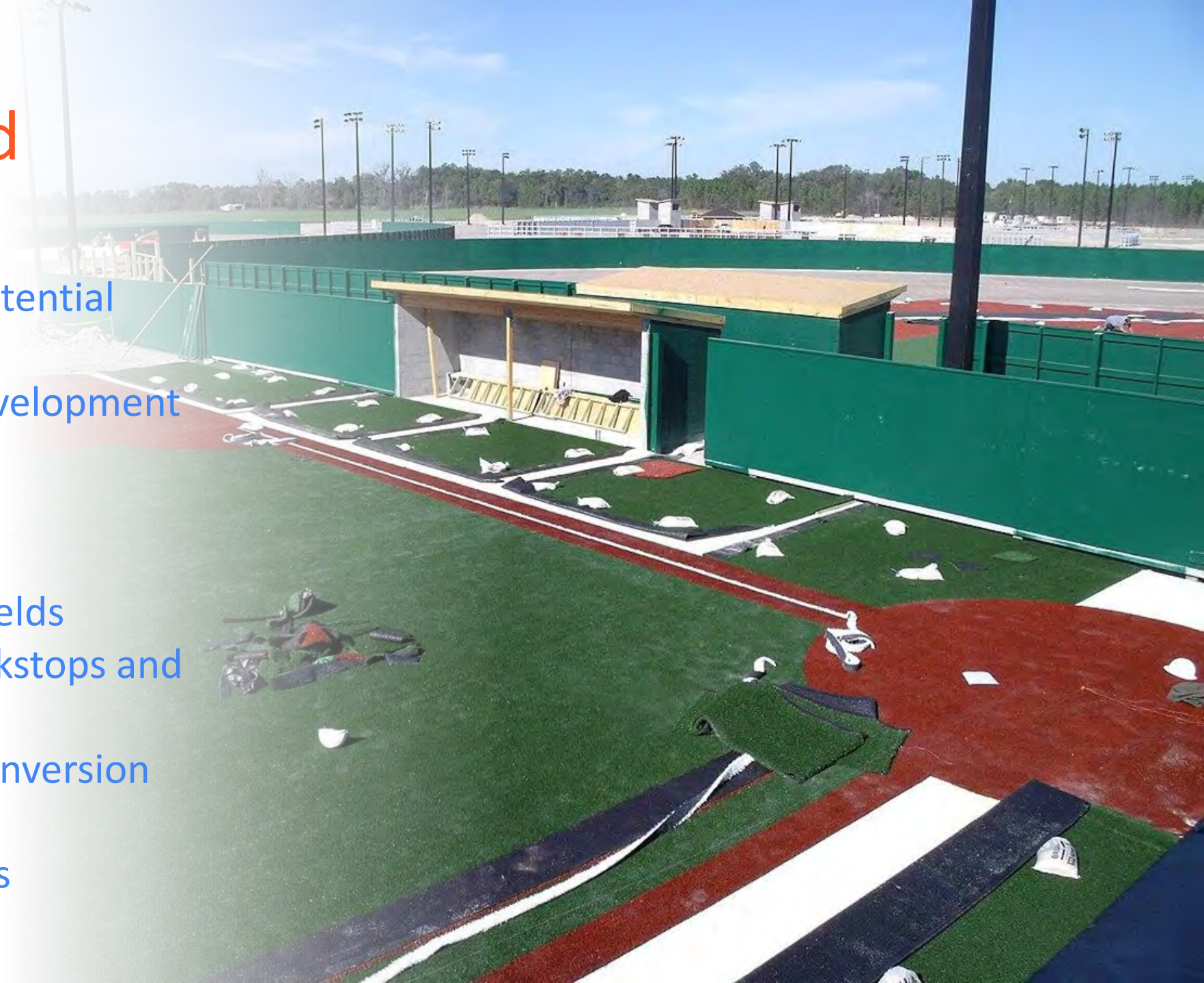
Looking Forward Now

- Refine and update
 - Booking Strategies and Procedures
 - Update Policies and Facility Use Agreements
 - including legacy sports leagues
 - Online Booking, Calendar
 - Field Maintenance Practices
- Identify Viable Practice Areas
 - Current Park System
 - Invest in Field Improvements and Equipment
 - Railroad Football Field conversion



Looking Forward Now

- Bond Proposition C - Potential Projects
 - Vista Ridge Park Development
 - Land Acquisition
- 4B
 - Railroad Baseball Fields
 - Redesign of backstops and dugouts
 - Artificial Turf Conversion
 - Lake Park
 - Facility upgrades
 - Field upgrades



Questions?



Nature Center Business Plan

Plan, Plan, Plan....GO!

- Lewisville 2025
 - Update adopted in 2021
 - Big Moves
 - Green Centerpiece
 - Extending the Green
- Green Centerpiece Master Strategy
 - Update adopted in Summer 2022
 - Action Items
 - #18 LLELA Interpretive Plan
 - #21 Capital Investment
- Healthy Infrastructure Plan
 - Adopted in March 2023
 - Goal 2 - Raise Awareness & Ignite Learning
 - Objective 2.3.2 - Nature Center
 - Goal 1 - Connect the Community
 - 10 MWP bonus

Objective 2.3: Incorporate educational opportunities throughout the parks and recreation system.

As discussed in **Chapter 5**, incorporating educational opportunities is a great way to teach students and residents about the natural spaces that Lewisville offers. The strategies in **Objective 2.3** focus on providing opportunities for learning throughout the parks and recreation system.

Outdoor learning

Outdoor learning can be as simple as interpretive signage that teaches readers about native flora and fauna; to a more elaborate setting with an outdoor classroom including seating for lessons taught outside. The City of Lewisville has existing partnerships with LISD for outdoor education and should continue those efforts for outdoor learning experiences. Beyond traditional outdoor learning methods, there are newer technologies that could be employed for educational programs such as digital kiosks and mobile apps.

Nature center

It is a priority for the City to develop a nature center within LLELA that will be open to all residents. The current LISDOLA complex on the eastern side of LLELA is utilized by LISD programs and generally is not open to the general public. Programmatic features and functions of the nature center may include learning about nature, providing department office space, community gathering space, and more. Future planning and design efforts conducted by the City will help inform the ultimate design of the nature center.

Sustainable practices

The Lewisville Sustainability Action Plan identified several actions the City can take to improve sustainable practices within the community. Parks and recreation facilities can be utilized to teach about sustainable practices such as rainwater harvesting and the importance of choosing native and drought-tolerant plant species. Furthermore, the City has incorporated no mow areas in some park spaces; additional educational materials should be integrated through department communications and informational signage to inform residents of the value of these sustainable maintenance practices.



Partners	***
Budget & Funding Sources	COL, Grants, Private

Business Plan Development

- PROS consulting
 - Brian Trusty
 - Leslie Kane
- Process
 - Design charette with GCMS Partners in June 2023
 - Business Plan development
 - Kick off - Sept 2023
 - Input session with GCMS Partners - Dec 2023
 - Draft development through Winter 2023/2024
- Business Plan Priorities
 - Update from 2016 Feasibility Study
 - Incorporate New Realities for Facility Needs
 - Identify Core Programs and Services
 - Develop Staffing Model
 - Understand Target Audiences
 - Develop Operational Model and Financial Pro Forma



2016 Study Refresher

	Year 1	Year 2	Year 3	Year 4	Year 5
Earned Revenues					
General visitors day pass	\$ 125,000	\$ 137,500	\$ 178,750	\$ 205,563	\$ 224,063
Tent camping nights	\$ 1,313	\$ 1,500	\$ 1,688	\$ 2,063	\$ 2,250
Nature center rental (2 rooms)	\$ 37,500	\$ 52,500	\$ 75,000	\$ 97,500	\$ 127,500
Pavillion	\$ 3,750	\$ 5,000	\$ 6,250	\$ 8,750	\$ 10,000
School programs	\$ 62,500	\$ 75,000	\$ 75,000	\$ 100,000	\$ 100,000
Day-camp programs	\$ 18,750	\$ 13,750	\$ 15,125	\$ 16,638	\$ 18,301
Miscellaneous	\$ 25,000	\$ 25,000	\$ 35,000	\$ 35,000	\$ 40,000
subtotal	\$ 273,813	\$ 310,250	\$ 386,813	\$ 465,513	\$ 522,114
Contributed Revenues	\$ 100,000	\$ 100,000	\$ 150,000	\$ 150,000	\$ 200,000
Expenses					
Center Mgmt and Admin Labor	\$ 185,000	\$ 186,850	\$ 188,719	\$ 192,512	\$ 196,381
Education / Program Labor	\$ 140,000	\$ 141,400	\$ 142,814	\$ 145,685	\$ 148,613
Additive Labor Costs	\$ 217,750	\$ 219,928	\$ 222,127	\$ 226,592	\$ 231,146
Contracted Services	\$ 55,000	\$ 55,550	\$ 56,106	\$ 57,233	\$ 58,384
Education Materials / Supplies	\$ 25,000	\$ 25,250	\$ 25,503	\$ 26,015	\$ 26,538
Maintenance Supplies	\$ 15,000	\$ 15,150	\$ 15,302	\$ 15,609	\$ 15,923
Equipment	\$ 5,500	\$ 5,555	\$ 5,611	\$ 5,723	\$ 5,838
Utilities	\$ 85,000	\$ 85,850	\$ 86,709	\$ 88,451	\$ 90,229
Marketing and Promotions	\$ 25,000	\$ 25,250	\$ 25,503	\$ 26,015	\$ 26,538
Minor Repair / Facility Mgmt	\$ 10,000	\$ 10,100	\$ 10,201	\$ 10,406	\$ 10,615
Miscellaneous	\$ 25,000	\$ 25,250	\$ 25,503	\$ 26,015	\$ 26,538
subtotal	\$ 788,250	\$ 796,133	\$ 804,094	\$ 820,256	\$ 836,743
Total	\$ (414,438)	\$ (385,883)	\$ (267,281)	\$ (204,744)	\$ (114,629)
Cost Recovery Percent	35%	39%	48%	57%	62%
Required Loss Coverage	\$ 414,438	\$ 385,883	\$ 267,281	\$ 204,744	\$ 114,629

- Audubon Texas
 - Conducted feasibility study
 - Provided recommendations for development and operations of center
 - Original location in LLELA
- Operational/Financial
 - Relied on
 - An increase in visitation and school programs
 - Philanthropic giving and fundraising
 - \$100 - \$200K annual
 - Cost recovery model
 - Build from 35% to 62% over first 5 years
 - Projected operation by Audubon

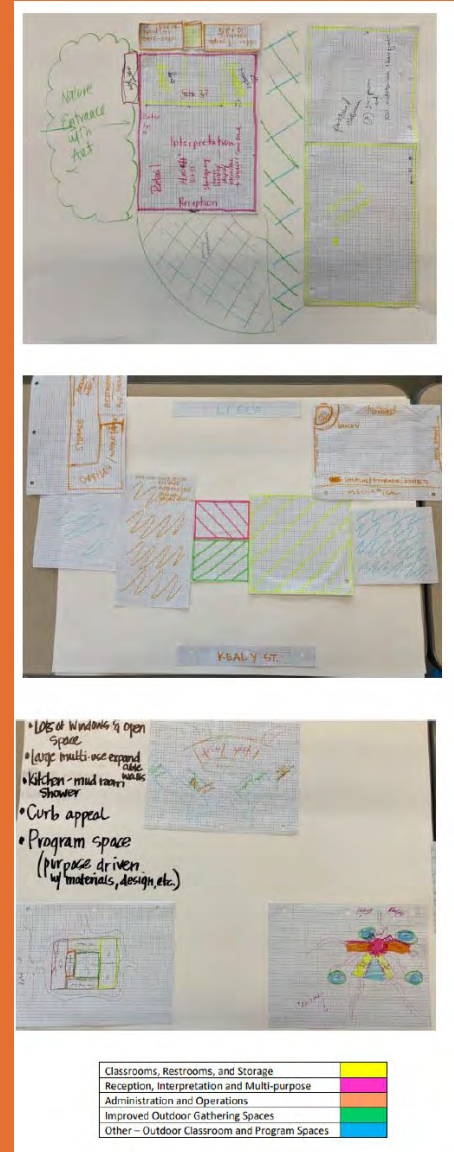
Design Charette



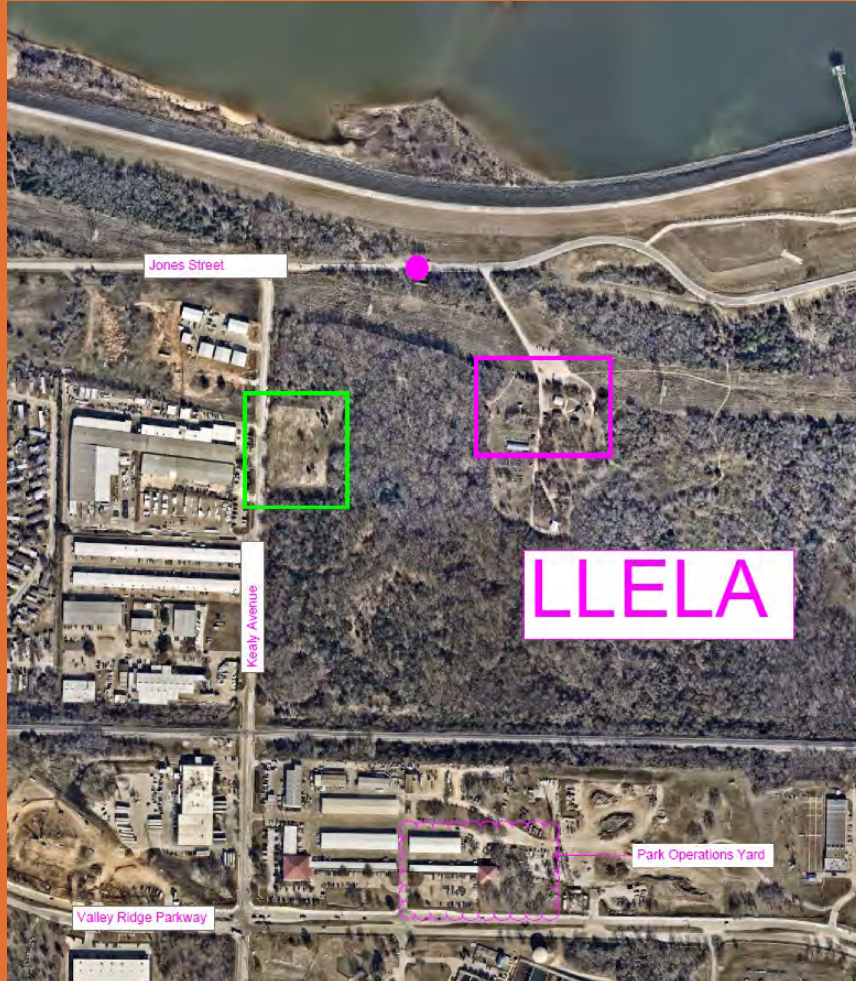
- June 2023
 - Held at LISDOLA
 - Green Centerpiece Master Strategy Partners
- Consensus on
 - A space to be enjoyed by all
 - Reflective of the high quality of Lewisville facilities
 - “Front door” of LLELA
 - Versatile uses and community benefits
 - Sustainable design and operations
- Broke into three working groups
 - Input from partners
 - Improve on best and worst of past projects
 - Interpretive plan consultant participated

Design Elements

- Common Design Elements
 - Versatile and flexible multi-purpose space
 - Accommodate groups of 25-30 but expandable to large groups of 100-120
 - High visibility of the outdoors
 - “bring the outside in”...a la Thrive
 - Restrooms accessible from both inside and outside
 - Clear reception and welcoming areas
 - Office spaces for LLELA, Friends of LLELA and UNT
 - Interpretive displays and exhibits
- Further Considerations
 - Site selection
 - Compatibility with LISDOLA design

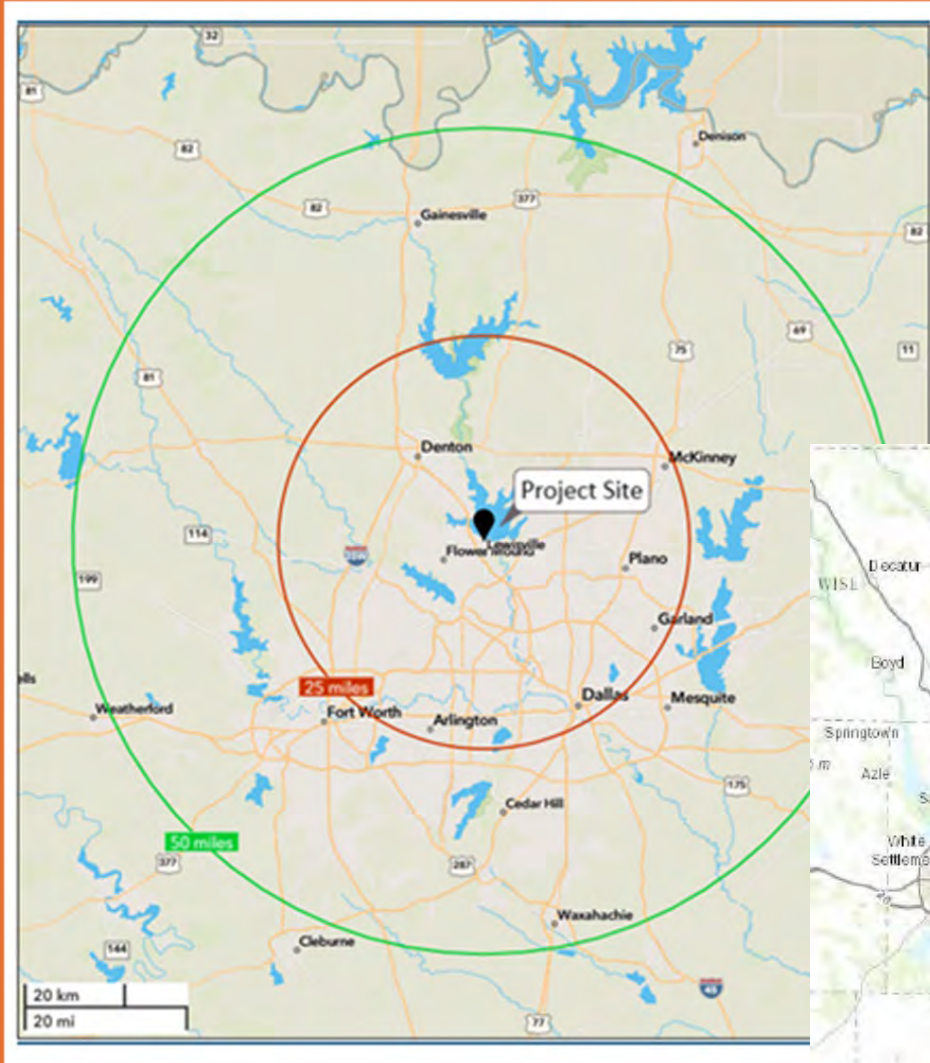


Site Considerations



- Original location considered
 - Hot pink square
 - Location of current modulares
 - Within lease for LLELA
- Updated location for consideration
 - Lime green square
 - Location USACE used for dam upgrade construction management
 - Separate lease for potential utility facilities

Business Plan Study



- Feasibility and Benchmarking
 - Service Area
 - Primary Market – 25 miles
 - Secondary Market – 50 miles
 - Research and Comparison
 - Similar Service Providers
 - Program menus
 - Unique natural components
 - Facilities to consider touring
 - Demographic Analysis
 - Fidelity to previous city plans



Core Programs and Services

	Early Childhood	Middle School	High School	College	Adult
Entry-Level	Early childhood programming Field Trips Family outings Family events & Festivals	Field trips Family events & Festivals	Leisure activities Service hours	UNT & other universities and their compatible classes Outdoor clubs	Community engagement Leisure activities Family walks, events, festivals
Ownership	Summer and vacation camps Afterschool programs	Camps Afterschool programs Volunteerism/Scouts	Service Learning Habitat restoration	Campus clubs Volunteerism	Volunteerism Habitat restoration Adult education Community science opportunities
Empowerment			Teen leadership programs Volunteerism	Part time employment Volunteerism Early career opportunities Leadership opportunities	Volunteering Board membership Event planning

Youth Focused Programs

Program	Target Audience	Frequency	Price point
*TEKS-aligned school programs (2-4 hour)	School grades 2-12	Daily/weekly	\$4-10 per person
*Advanced school programs (4+ hours)	School grades 8-12	Seasonally	\$10-50 per person
After School Nature Club	School grades 2-12	Monthly	\$50 per semester
Off-site education programs (contractual)	School grades 2-6	Daily or monthly	\$10-50 per person
*On-site camp programs (day)	Ages 6-14	Seasonally and Vacation Weeks	\$150-350 per person
*Camp extended day services	Ages 6-14	Seasonally and Vacation Weeks	\$25 per person per week
Older Teen Conservation Field Experiences	Ages 14-18	Seasonally	\$250-900 per person
*Pre-School Program morning classes; 15 week program	Ages 3-5	Year Round semesters and summer camp	\$550 resident/\$650 nonresident
*Home School Programs	Ages 6-12	2 hour weekly sessions	\$150 per student
Educator workshops offering CEU's such as Project WET and Project WILD	Adults	Half or full days	\$25 Per person

- Programs with an asterisk (*) are currently being provided in a limited manner due to lack of sufficient facilities

Community Programs

Program	Target Audience	Frequency	Price point
Adult and family programs	Ages 5+	Monthly	\$15-50 per person
Community science and volunteer programs	Ages 14+	Monthly	\$0
Topical seminars and speakers series	Ages 14+	Seasonally	\$0-50 per person
Community events / festivals- Christmas at the Cabin fee	All	Seasonally	\$0-10 per person
Concession programs and services – guided kayaks (Kayak Power)*	Varied	Varied	Varied

Alternative School Programs

School	City	Distance from LLELA	Website	High/Med/Low Program Compatibility
Autism Treatment Center	Dallas	28 miles	https://www.atcoftexas.org/	Med
Chase's Place	Richardson	23 miles	https://chasesplace.org/	Low
Dallas Learning Center	Richardson	25 miles	https://www.dallaslearningcenter.com/	Med
Great Lakes Academy	Plano	30 miles	https://www.greatlakesacademy.com/	High
Hillier School	Dallas	25 miles	http://www.hillierschool.org/	High
International Leadership of Texas	Garland	30 miles	https://www.iltexas.org/about-us	Low
June Shelton School	Dallas	20 miles	https://www.shelton.org/	High
Notre Dame School of Dallas	Dallas	28 miles	https://www.notredameschool.org/	Med
Winston School	Dallas	23 miles	https://www.winston-school.org/	High

Lewisville Private Schools		
School	Ages	Website
Blossom Valley Academy	Infants to 12 years	https://www.blossomvalleyacademy-tx.com/
Montessori Episcopal School	Infant to 6 years	https://montessoriepiscopal.com/
*Lakeland Christian Academy	Preschool to 10 years	https://lakelandchristian.org/
DKH Academy	Preschool - Kindergarten	https://www.dkhacademy.com/
*Alden Montessori School	Preschool – 3 rd grade	https://www.aldenmontessori.com/
The Goddard School	Preschool - Kindergarten	https://www.goddardschool.com/
Primrose School of N. Lewisville	Preschool	https://www.primroseschools.com/
Corem Deo	Elementary Coop School/ Flower Mound	Phone:(972) 691-5648 – no website
Garden Ridge Prep School	Infant to 12 years	https://www.gardenridgeprepschool.com/

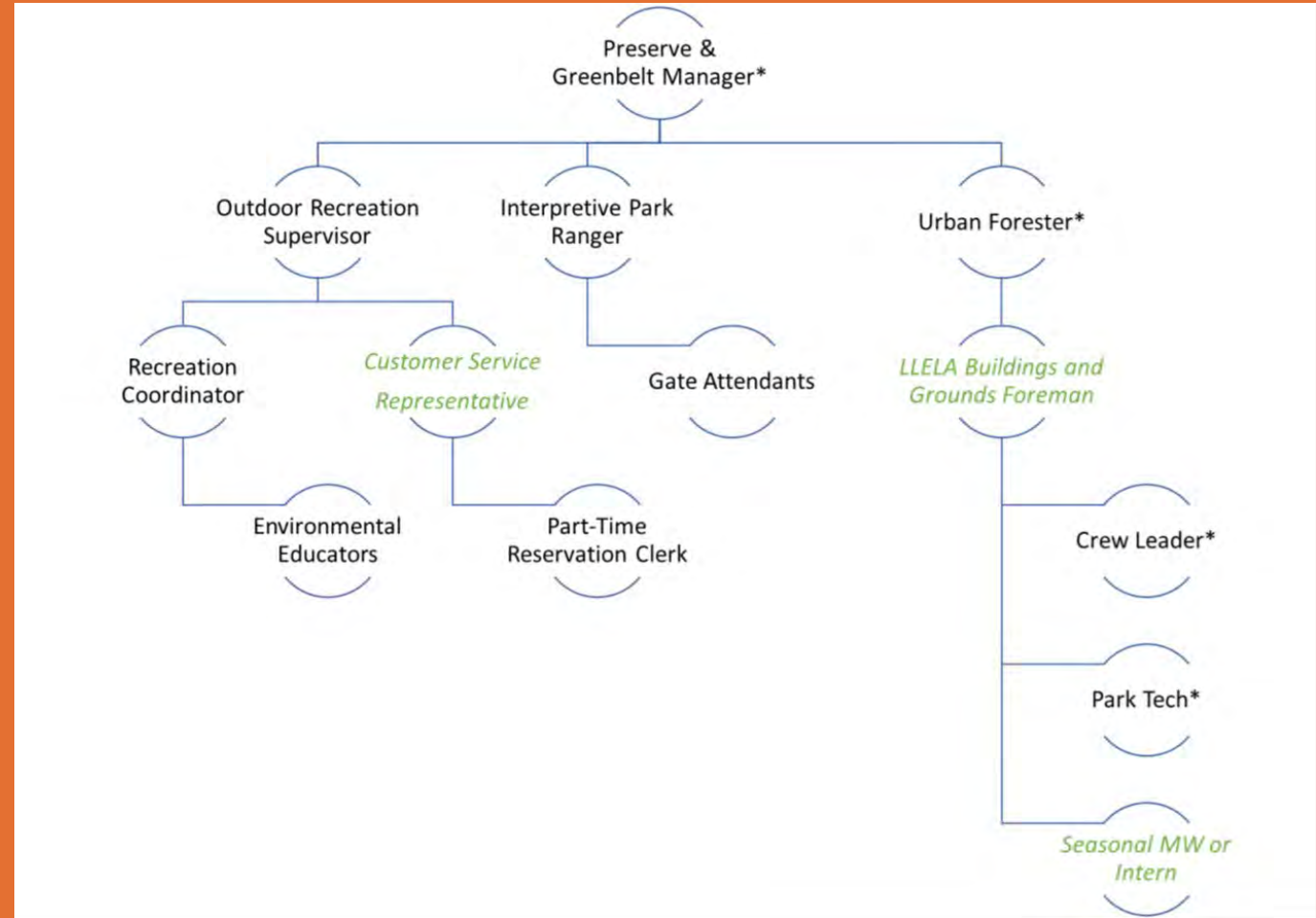
Visitation, Rentals and Swag

Visitation Type	Current Visitation	Primary Service Area – 25 mile	Secondary Service Area	Total Estimated Visitation
General visitors	33,765	40,311	8,997	49,308
School programs	1,033	9,863	644	10,507
Community programs		5,017	202	5,219
Special events / Misc.		1,160	260	1,420
TOTAL		56,351	10,103	66,454

- Visitation Model
 - Reflects optimal or target visitation levels assumed to be attainable in years 3-5 of operations
- Rental Fees
 - Adopt structure similar to Hedrick House
 - Higher rental fee
 - Operated by outside vendor
- Nature Center Store
 - In-center and online sales
 - Up to 50% profit

Staffing Model

- Proposed staffing model based on recommended programs, services and hours of operation
- Titles in green will be new positions
- Opportunities for expansions of revenue supported positions



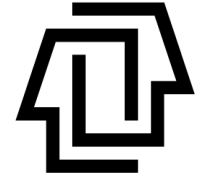
Financial Pro Forma

LLELA Nature Center	Year 1	Year 2	Year 3	Year 4	Year 5
Expenses					
Full Time Labor	\$295,006.40	\$303,856.59	\$312,972.29	\$322,361.46	\$332,032.30
Seasonal Labor	\$174,356.40	\$179,587.09	\$184,974.70	\$190,523.95	\$196,239.66
Planned Future Staffing	\$146,044.40	\$150,425.73	\$154,938.50	\$159,586.66	\$164,374.26
Materials and Supplies	\$15,000.00	\$15,450.00	\$15,913.50	\$20,000.00	\$20,600.00
Equipment Support and Main	\$5,000.00	\$5,150.00	\$5,304.50	\$5,463.64	\$5,627.54
Utilities	\$15,000.00	\$15,450.00	\$15,913.50	\$16,390.91	\$16,882.63
Miscellaneous	\$10,000.00	\$10,100.00	\$10,403.00	\$10,715.09	\$11,036.54
Subtotal	\$660,407.20	\$680,019.42	\$700,420.00	\$725,041.69	\$746,792.94
Revenues					
Admission Revenues	\$104,500.00	\$107,112.50	\$110,325.88	\$118,600.32	\$122,158.33
Program Income	\$127,500.00	\$130,687.50	\$134,608.13	\$144,703.73	\$149,044.85
Building Rentals	\$92,000.00	\$94,300.00	\$97,129.00	\$104,413.68	\$107,546.09
Site Rentals	\$6,000.00	\$6,150.00	\$6,334.50	\$6,809.59	\$7,013.88
Subtotal	\$330,000.00	\$338,250.00	\$348,397.50	\$374,527.31	\$385,763.13
Total	(\$330,407.20)	(\$341,769.42)	(\$352,022.50)	(\$350,514.38)	(\$361,029.81)
Cost Recovery Percent	50%	50%	50%	52%	52%

Look Forward

- Nature Center
 - Design needs to incorporate
 - Resilience design for sustainable maintenance
 - Minimized environmental impact
 - Visitor experience
 - Interpretation of the site
 - Financially sustainable
 - Operational model
 - Robust and diverse programs
 - Program fees and rental rates at market rate or above
 - Retention of earned revenues
 - LLELA Partners must actively engage
 - Programmatic and facility support
 - Contributed income or fundraising capacity is unknown
 - UNT exploring use of existing modulars
 - City Council Discussion on:
 - Site selection
 - Alignment with LISDOLA design
 - Moving forward





FOCUS AREA RECAP:

CITY INFRASTRUCTURE AND FACILITIES



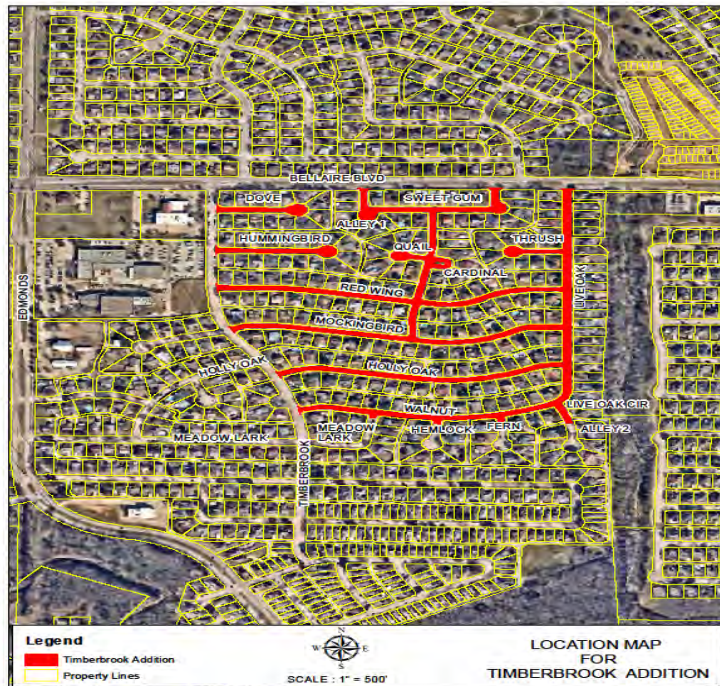
City Infrastructure and Facilities

23-24 Progress

Timberbrook Subdivision

Cost: \$12.25 Million (Bond funds)

Status: Completed within the past year.
Currently within the 2-year contractor maintenance period.





City Infrastructure and Facilities

23-24 Progress

Corporate Drive, Segment 6 (Windhaven Parkway)

Cost: \$16 Million (RTR Funds, Denton County Trip-08 Funds, Existing Bond Funds)

Status: In the past year, the construction has progressed from 50% complete to 90% completed. The project is expected to be completed in April 2024 (over 6 months ahead of schedule) and a ribbon cutting is being planned.





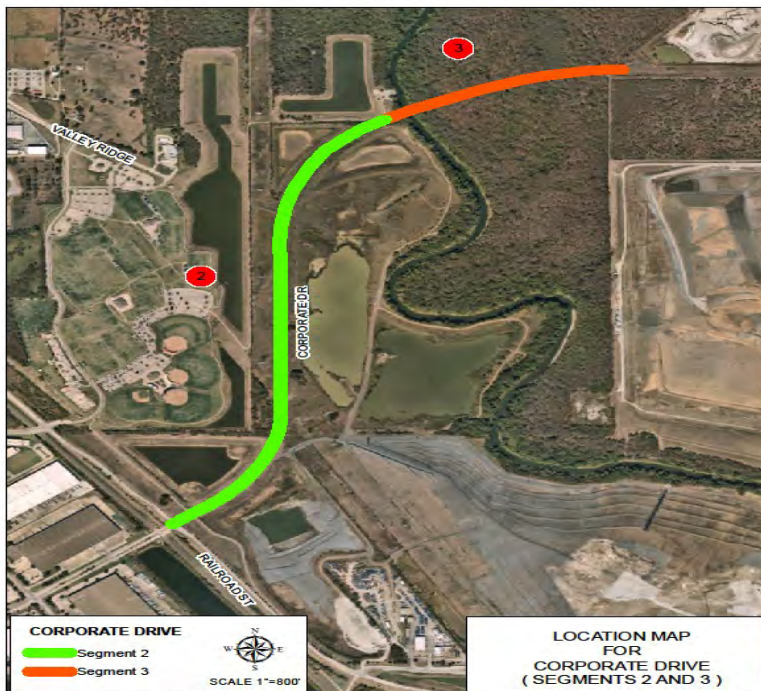
City Infrastructure and Facilities

23-24 Progress

Corporate Drive Segments 2 & 3

Cost: \$43 Million (RTR Funding, Denton County Trip-08 & Trip-22 Funds, Existing & Future Bond Funds)

Status: In the past year, necessary easements and right of way have been acquired, the project was bid and awarded to Sundt Construction. Sundt Construction is mobilizing to the site. Estimated completion, February 2027.





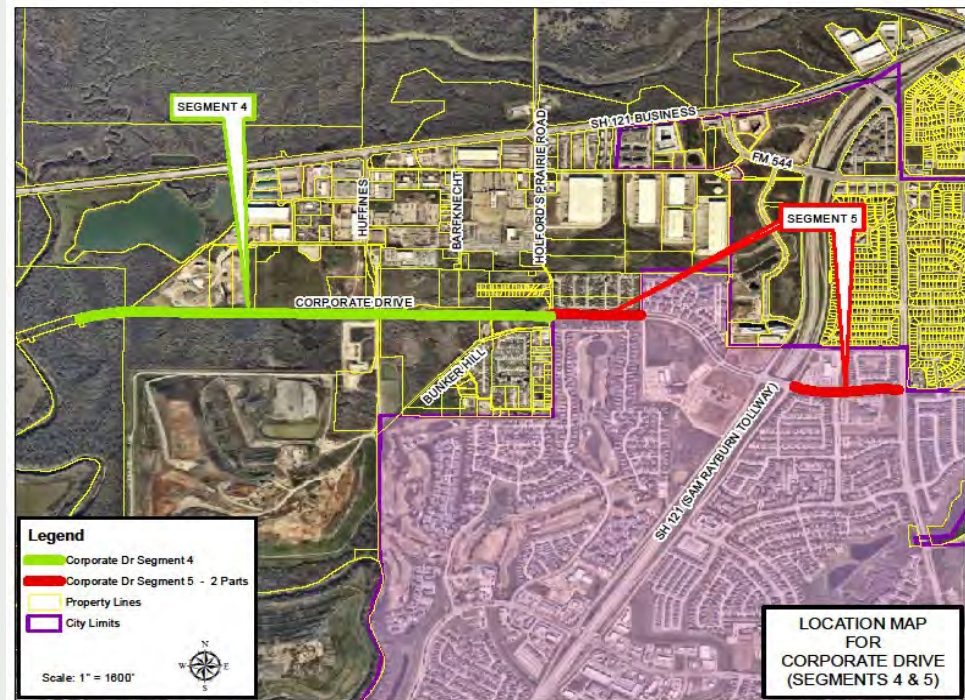
City Infrastructure and Facilities

23-24 Progress

Corporate Drive, Segments 4 & 5

Cost: \$25.5 Million (RTR Funding, Denton County Trip-08 & Trip-22 Funds, Existing & Future Bond Funds)

Status: In the past year, necessary easements and right of way have been acquired. The project has been bid and staff is evaluating. Bid award is proposed for April 2024. Estimated construction start in June 2024 with completion in December 2026.





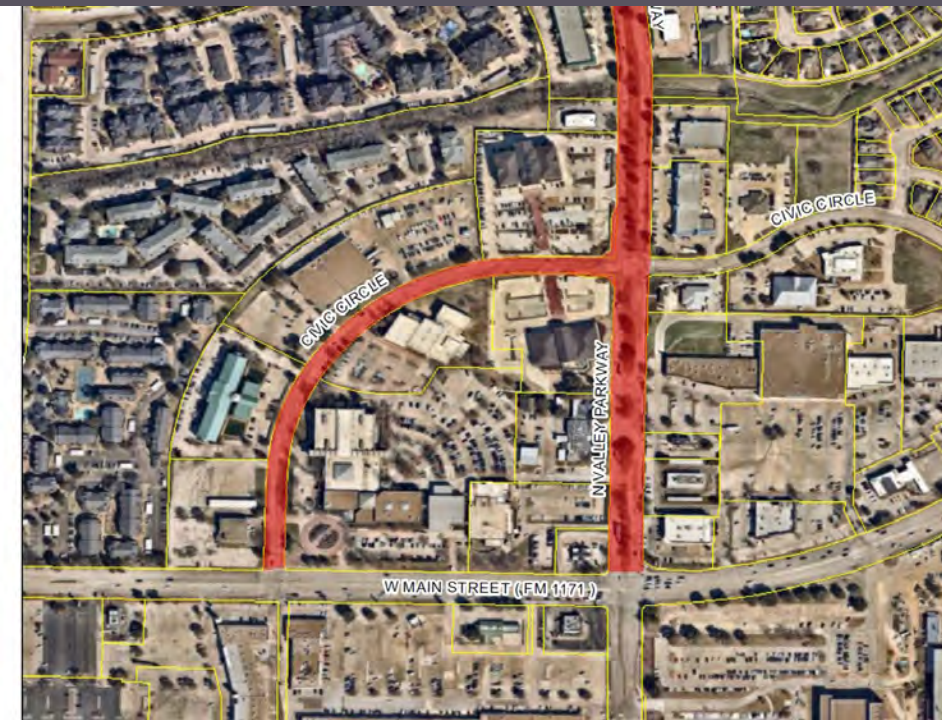
City Infrastructure and Facilities

23-24 Progress

Valley Parkway & Civic Circle

Cost: \$9 Million (ARPA, Denton County Trip-22 and Existing Bond Funds)

Status: In the past year, design was completed, the project was bid, and the contract was awarded to Tisseo Construction. Construction started in February 2024. Estimated completion in July 2025.





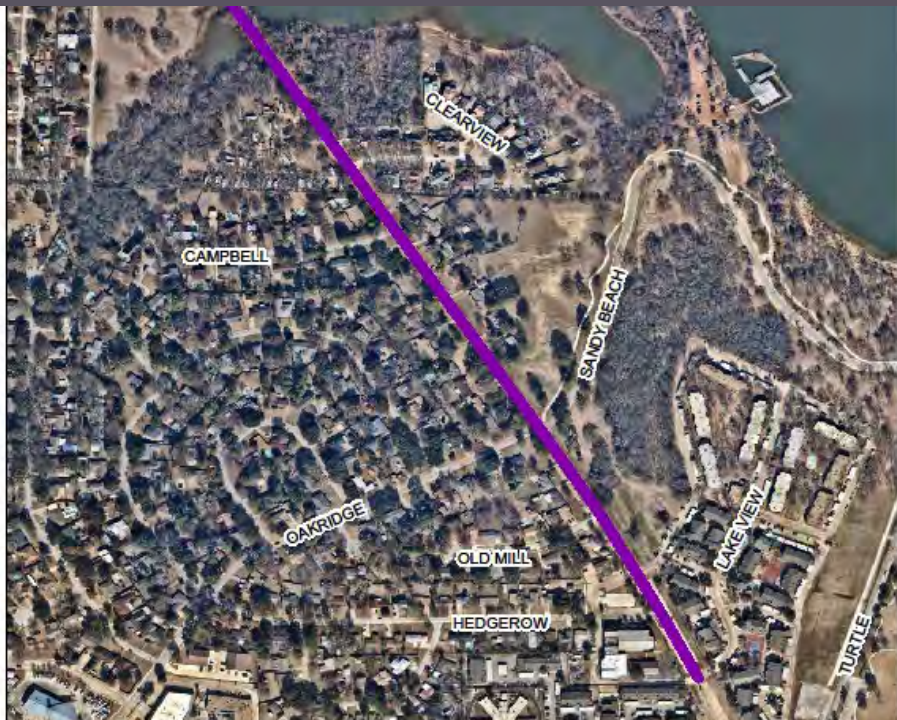
City Infrastructure and Facilities

23-24 Progress

North Mill Street

Cost: \$6.3 Million (ARPA & Existing Bond Funds)

Status: In the past year, the plans were completed, the project was bid, and the contract was awarded to DDM Construction. A preconstruction meeting was held on March 7th. Construction start anticipated in April 2024. Estimated completion in Summer 2025.





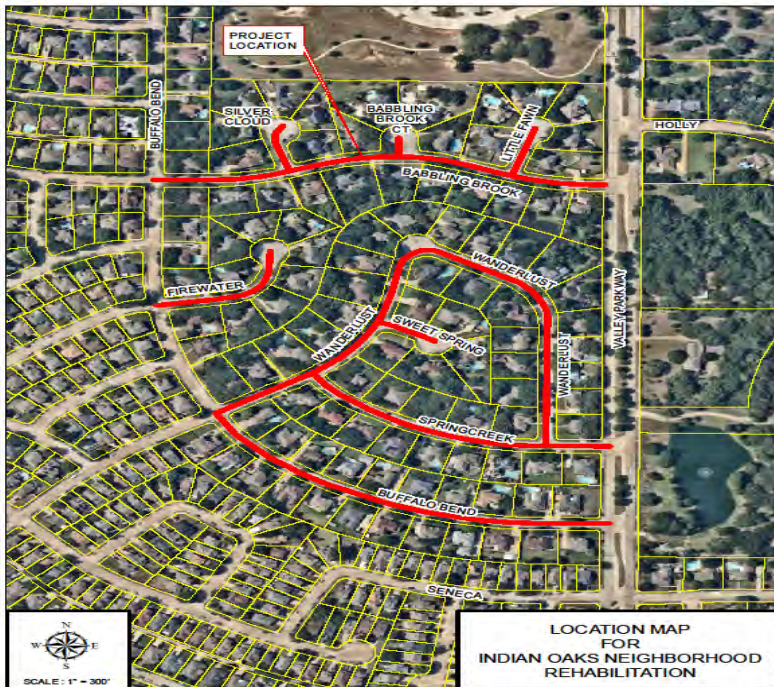
City Infrastructure and Facilities

23-24 Progress

Indian Oaks

Cost: \$9.1 Million (ARPA & Existing Bond Funds)

Status: In the past year, the plans were completed, the project was bid, and the contract was awarded to Axis Construction. Construction began in January 2024. Estimated completion in summer, 2025.



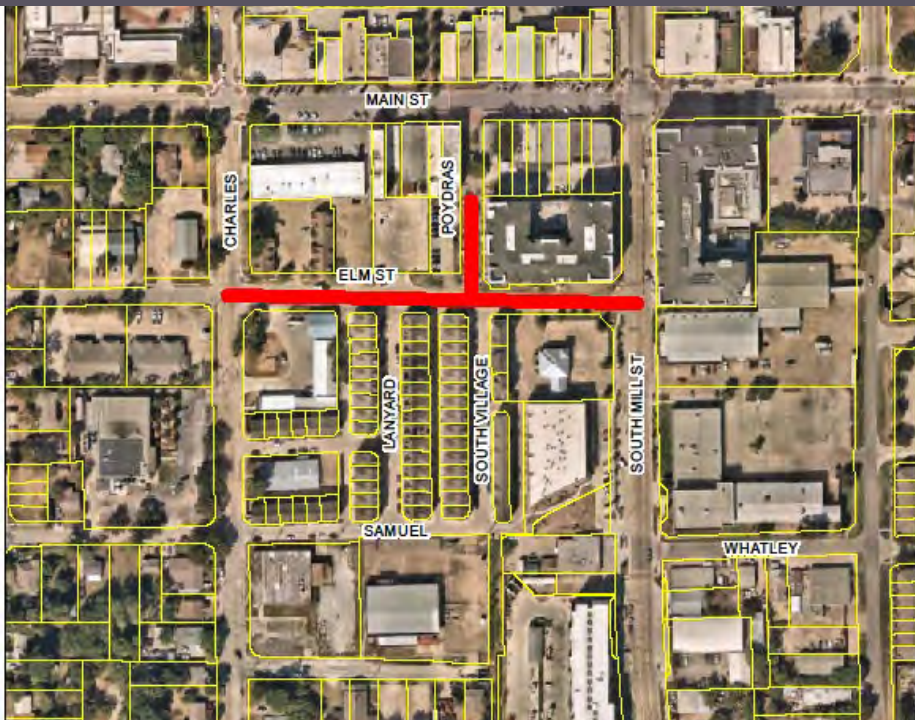
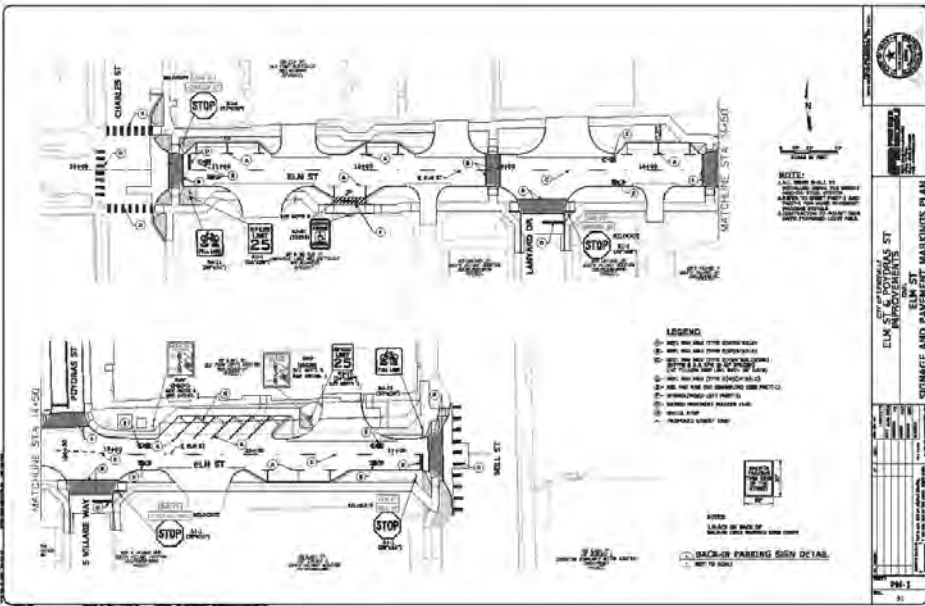
City Infrastructure and Facilities

23-24 Progress

Elm & Poydras Streets

Cost: \$3.1 Million (ARPA & Existing Bond Funds). This does not include the cost for utility companies to bury overhead utilities (est. \$535,000).

Status: In the past year, the plans were completed, the project was bid, and the contract was awarded to Urban Infraconstruction, LLC. Construction to begin on April 22. Estimated project completion in April 2025.





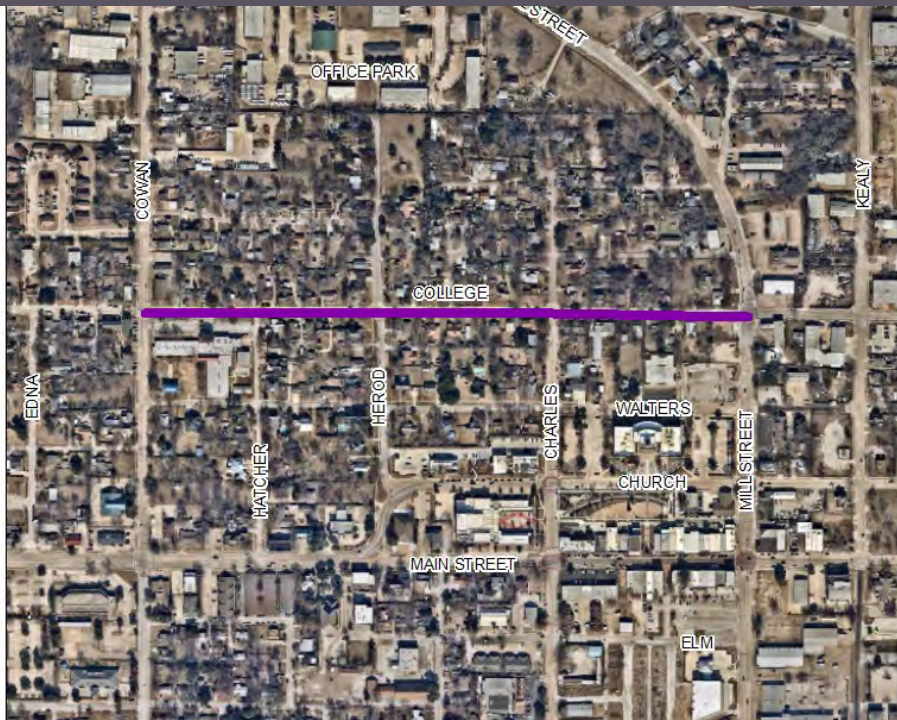
City Infrastructure and Facilities

23-24 Progress

West College Street

Cost: \$6.5 Million (ARPA & Existing Bond Funds)

Status: In the past year, staff completed easement and right of way acquisition and is preparing to bid the project.

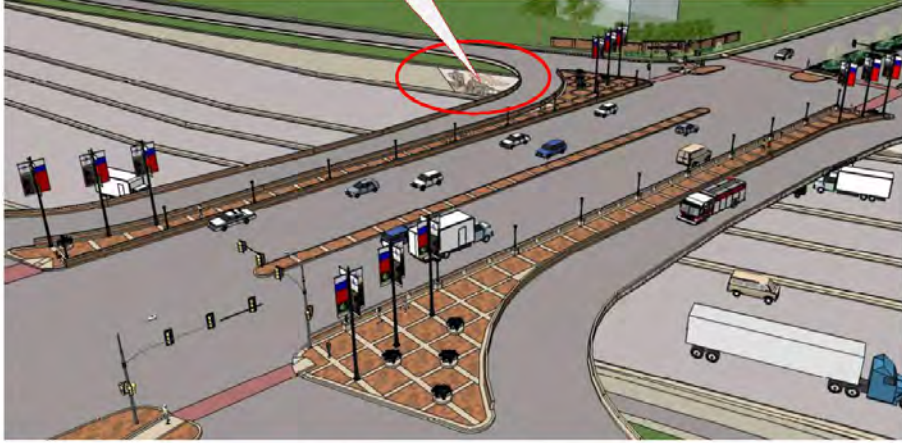


Old Town Character Zone – West Main Street Overpass

Abutment Wall Graphics

Character Sketch

Application of the Old Town design elements to the walkway along West Main Street - looking to the east



2/7/2022

IH-35E Phase 1b Corridor Wall Graphics 95% Review

wsp

4

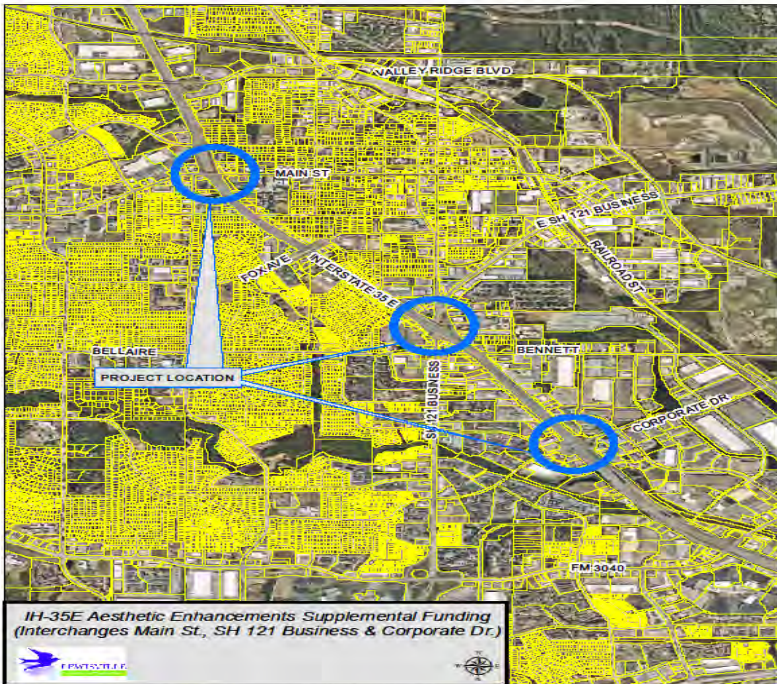
City Infrastructure and Facilities

23-24 Progress

I-35 Aesthetics

Cost: \$14.9 Million (Denton County Trip-08, Trip-22 & Existing Bond Funds)

Status: In the past year, the aesthetics design was completed for all three interchanges, a funding agreement with TxDOT for the Main Street Aesthetics was approved and TxDOT began construction on Main Street. Staff also processed a street name change for the Main Street Bridge allowing the name “Fighting Farmers Way” to be placed on the bridge. Staff is currently working with TxDOT on a funding agreement for Corporate & Business 121 Interchange aesthetics.



IH-35E Aesthetic Enhancements Supplemental Funding
(Interchanges Main St., SH 121 Business & Corporate Dr.)





City Infrastructure and Facilities

23-24 Progress

Other Ongoing/Completed Capital Projects

- North Cowan Avenue (Jones to CPKC RR) – Design at 60%.
- Southwest Parkway Complete Streets (Business 121 to Corporate) – Design ongoing, 30%
- Levee Improvement District Trail & Ped Bridges – ROW acquisition pending, plans complete
- Northwest Old Town Streets – Design ongoing, est. design completion in spring, 2025
- ACE Lane Sidewalk & 12-inch Water. Design complete, pending bid advertisement



City Infrastructure and Facilities

23-24 Progress

Other Ongoing/Completed Capital Projects

- Purnell & Mill Street Intersection Improvements - Completed
- Holford's Prairie Road - ROW acquisition pending.
- Jones/North Kealy Paving & Drainage – FLAP Grant, construction pending. Estimated construction start in fall, 2024 (bidding & construction managed by FHWA).
- McKenzie-Hembry, Phase 1 – Plans complete. ROW acquisition pending.
- Windhaven @ Cookie Lane Signal – Construction pending. Est. completion in second quarter of 2025.





City Infrastructure and Facilities

23-24 Progress

Other Ongoing/Completed Capital Projects

- I-35 @ Main Street Utility Relocation – Original completed. A 700-foot emergency Water Relocation north of Main Street in under construction.
- I-35 @ Corporate & Business 121 Utility Relocation – Construction ongoing. Complete summer 2024.
- Prairie Creek Trunk Sewer – Completed.
- Timber Creek Interceptor Sewer Rehab – Construction ongoing, construction complete June 2024.
- Timber Creek Utility Crossings, Phase 2 – Construction ongoing. Complete Summer, 2024.



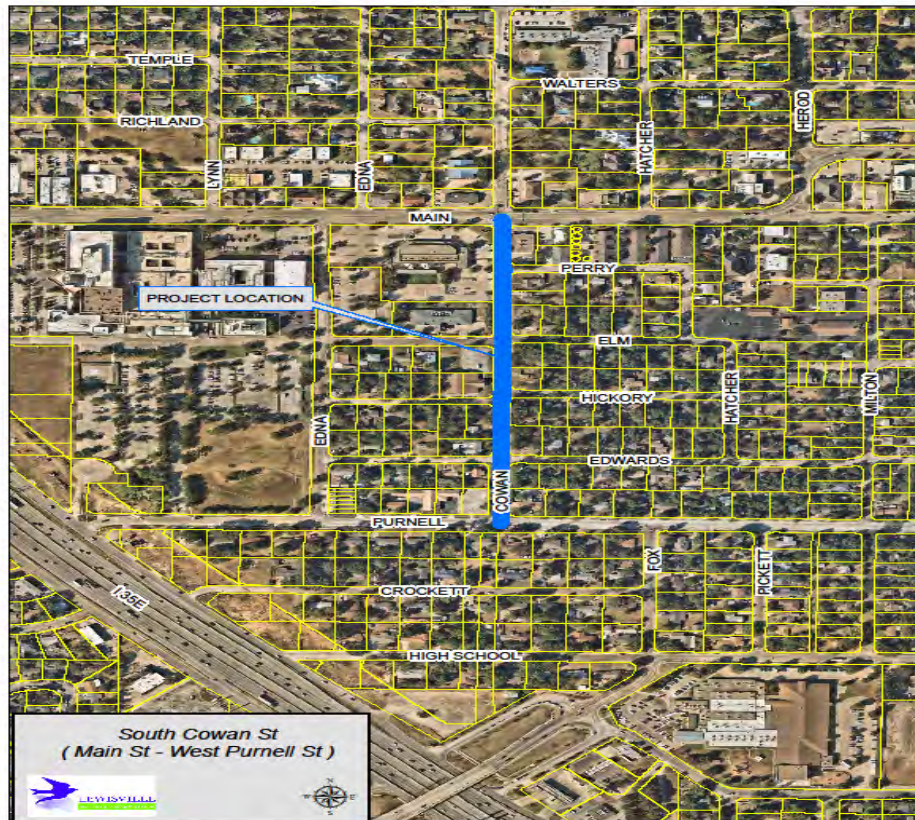
City Infrastructure and Facilities

24-25 Looking Forward

South Cowan Avenue

Cost: \$10 Million (Existing & Future Bond Funds)

Status: A design consultant will be selected, and 30% design status is expected within the next year. This project will include complete streets elements.





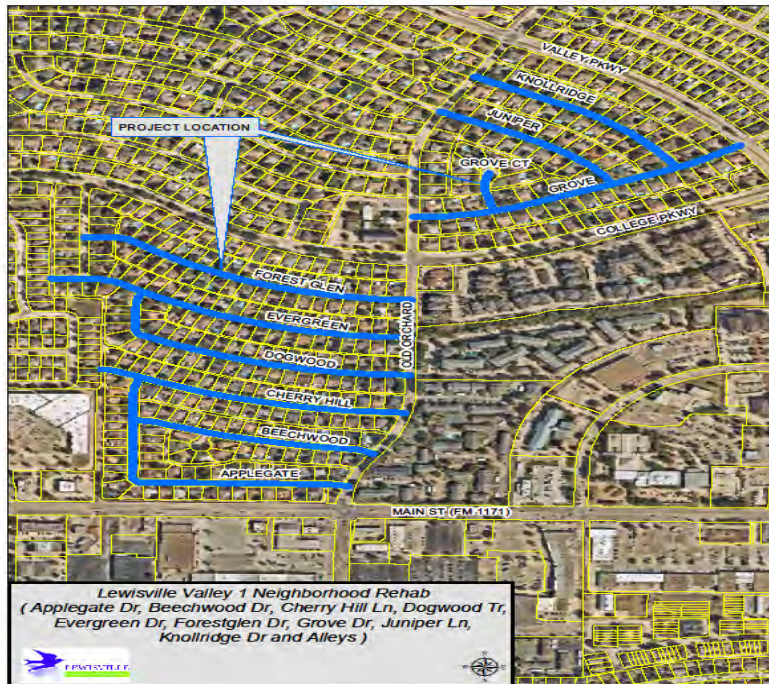
City Infrastructure and Facilities

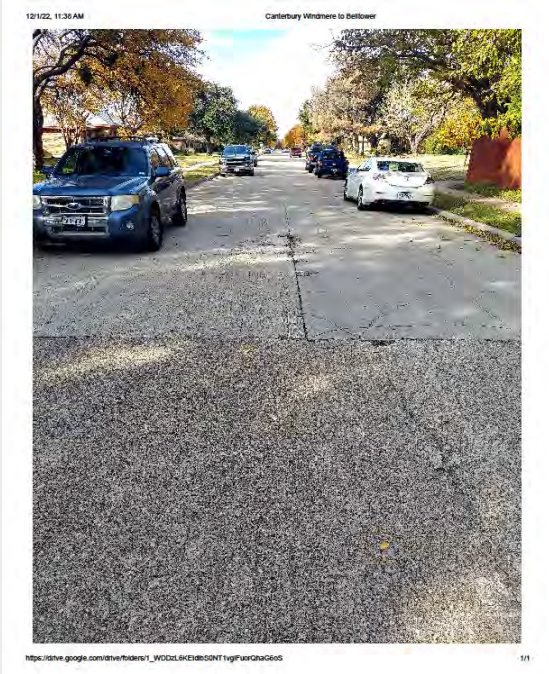
24-25 Looking Forward

Lewisville Valley 1

Cost: \$13.9 Million (Existing & Future Bond Funds)

Status: A design consultant will be selected, and 30% design status is expected within the next year.





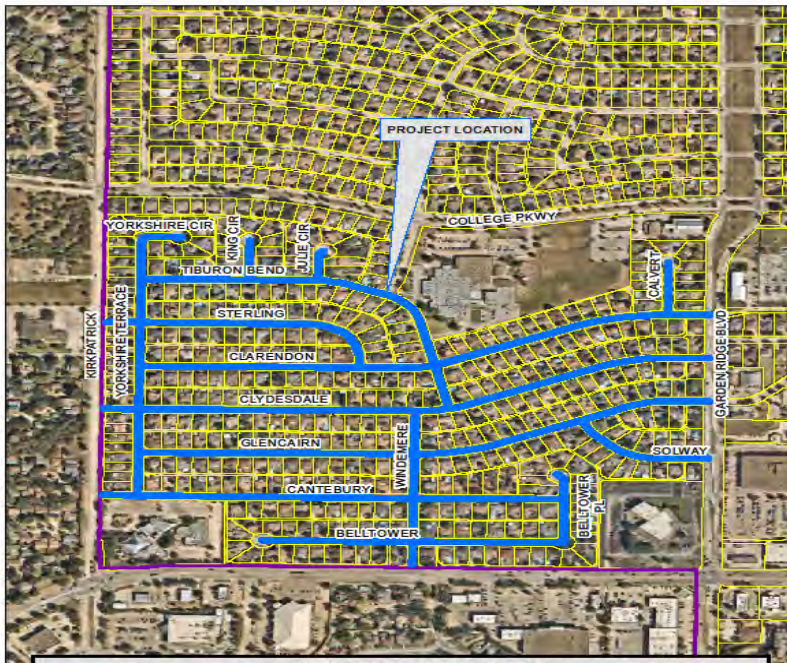
City Infrastructure and Facilities

24-25 Looking Forward

Lewisville Valley 4

Cost: \$20 Million (Existing & Future Bond Funds)

Status: A design consultant will be selected, and 30% design status is expected within the next year.



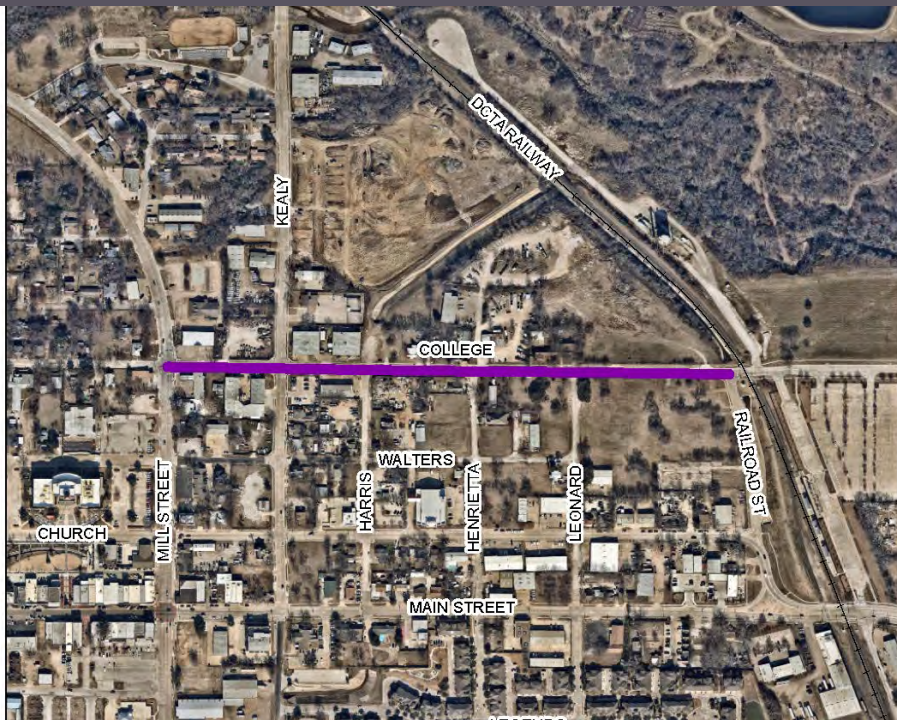


City Infrastructure and Facilities

24-25 Looking Forward East College Street

Cost: \$6.5 Million (RTR Funding and Existing Bond Funding)

Status: The design is 90% completed and easement/ROW acquisition is underway. Staff expects the design to be completed, easements and ROW acquired, and the project bid within the next year. This project includes complete streets elements.





City Infrastructure and Facilities

24-25 Looking Forward

South Kealy Ave.

Cost: \$6 Million (existing bond funding)

Status: The design is 90% completed and easement/ROW acquisition is underway. Within the next year staff expects the design to be completed, easements and ROW acquired and the project bid.





City Infrastructure and Facilities

24-25 Looking Forward

Other Upcoming Projects

- King Arthur Drive Traffic Calming. Consultant selection in May 2024 with preliminary design options and public input in Fall, 2024.
- McKenzie-Hembry – Phase 2
- Valley Vista Drainage Improvements
- Meadowglen Neighborhood Rehab
- Valley Ridge East Extension
- Water Line IH35 (Jones to Valley Ridge) 16"
- Water line Kirkpatrick (Main to Valley) 12"





City Infrastructure and Facilities

23-24 Progress

Fleet and Facilities Building

Cost: \$22,025,000

Status: Project is completed. 11-month warranty walkthrough recently completed, and items are currently being addressed.





City Infrastructure and Facilities

23-24 Progress

Hedrick House

Cost: \$4,200,000

Status: Construction was completed in November 2023. PARD held an open house event on March 7, 2024, to celebrate the newly renovated space. Small warranty repairs remain outstanding.





City Infrastructure and Facilities

23-24 Progress

City Hall Basement Remodel (Lower Level)

Cost: \$2,603,528

Status: Punchlist is in the final stages.

Generator delivery is scheduled for June of 2024, at which point the existing generator will move to the animal shelter. Landscaping to follow new generator enclosure.





City Infrastructure and Facilities

23-24 Progress

Temporary Fire/Police Facilities

Cost: \$3,965,000 for both facilities

Status: Construction start was in October of 2022 for the Temporary Fire Station with completion a year later. PD Renovation started at the same time and move-in was in March 2023. With the Tittle-McFadden Public Safety Complex completion estimate around April of 2025, vacating these facilities will occur shortly afterward.



City Infrastructure and Facilities

23-24 Progress

Tittle-McFadden Public Safety Complex

Cost: \$103,305,604 GMP (currently under)

Status: Design started in December 2021 with construction following in October 2022.

Estimated completion date of April 2025.





City Infrastructure and Facilities

23-24 Progress

Fire Training Towers

Cost: Est. \$6,500,000

Status: Design is completed. Construction started in January of 2024. Estimated completion date is February 2025.





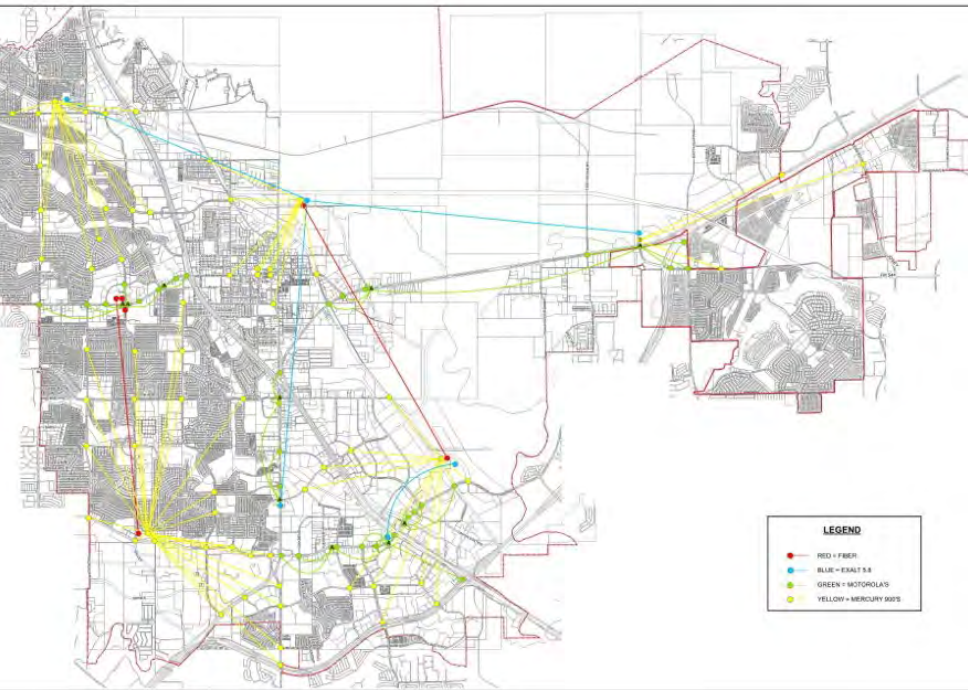
City Infrastructure and Facilities

23-24 Progress

Traffic Signal Network

Cost: \$1,665,474 design and construction

Status: Currently in Phase 3. Equipment for the VMS system has been procured but not yet installed. The goal is to create a video wall in the Traffic Management Center.





City Infrastructure and Facilities

23-24 Progress

PCWWTP Electrical Improvements

Cost: Est. \$4,280,000 design and construction

Status: Design completed. Going out to bid Mar/Apr of 2024. Pre-purchased transformers and they will arrive in May.





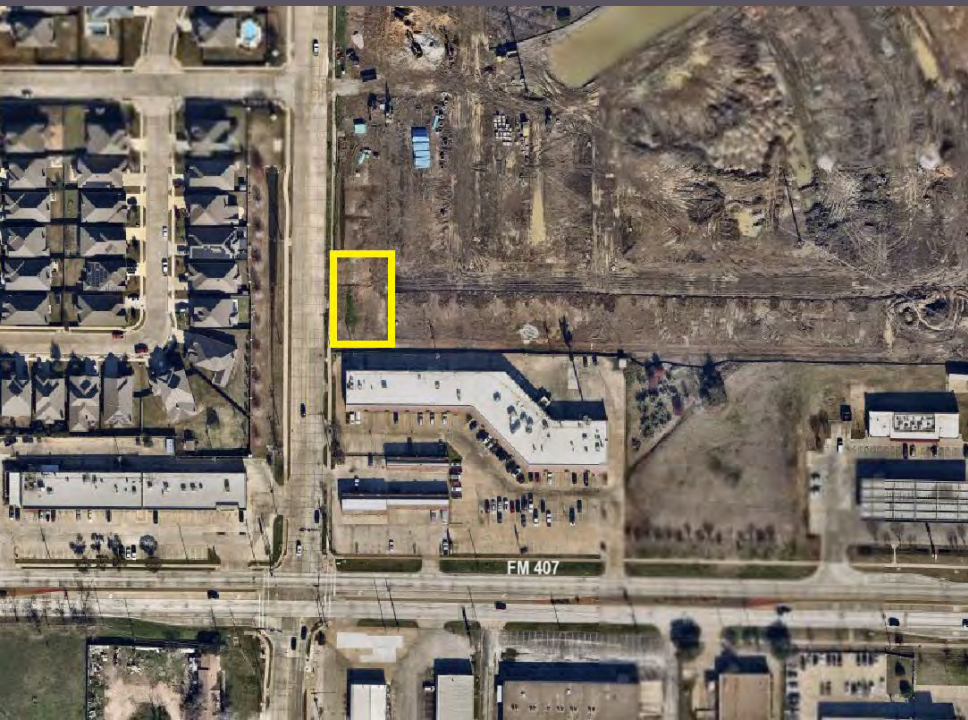
City Infrastructure and Facilities

23-24 Progress

Bioscrubber off McGee

Cost: \$0

Status: No longer needed after Odor Control Study verified chemical dosing at Whippoorwill Lift Station was successful in controlling odor issue. Moved funding to Whippoorwill Lift Station Improvements.





City Infrastructure and Facilities

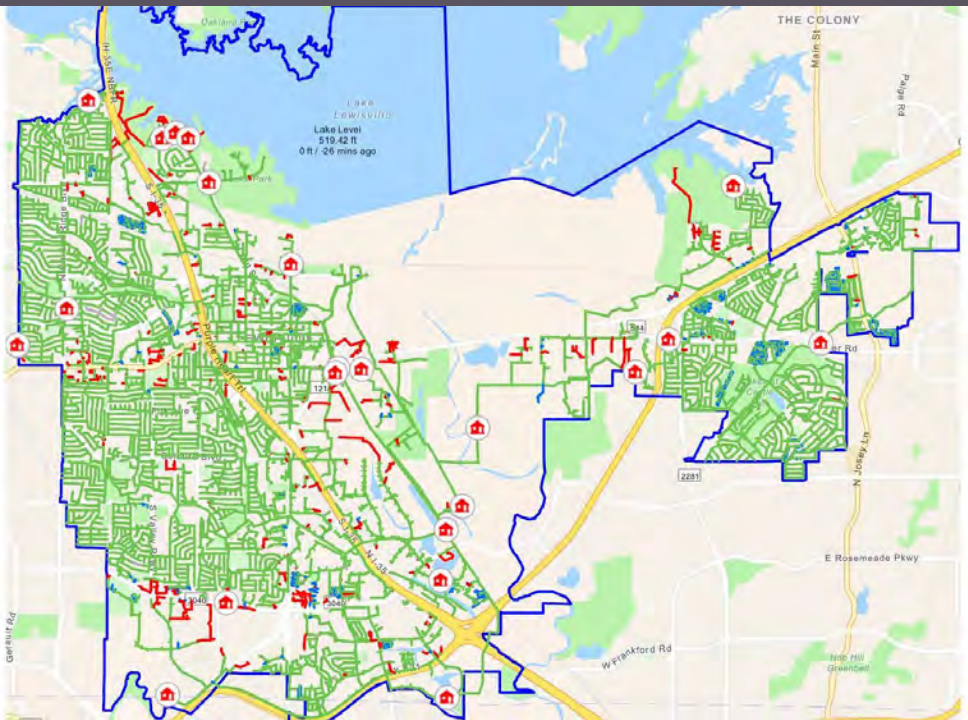
23-24 Progress

Whippoorwill Lift Station Improvements

Cost: Est. \$1,400,000 design and construction

Status: Design completed. Advertised on March 9-16, 2024. Aiming to take to Council in May.





City Infrastructure and Facilities

23-24 Progress

Collection System Master Plan and Impact Fee Study

Cost: \$322,801

**Status: Council approved on January 8, 2024.
Currently in progress and estimated to be completed in late 2024.**



City Infrastructure and Facilities

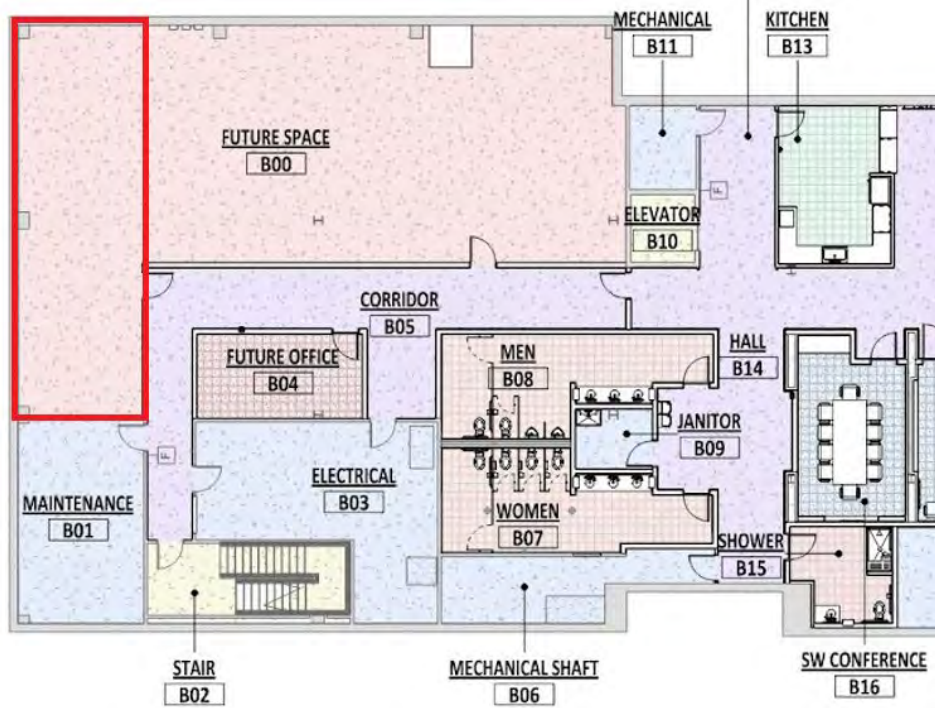
24-25 Looking Forward

Remodel of Finance and HR Offices

Cost: Est. \$600,000

Status: Design is completed. Currently getting quotes on the project.





City Infrastructure and Facilities

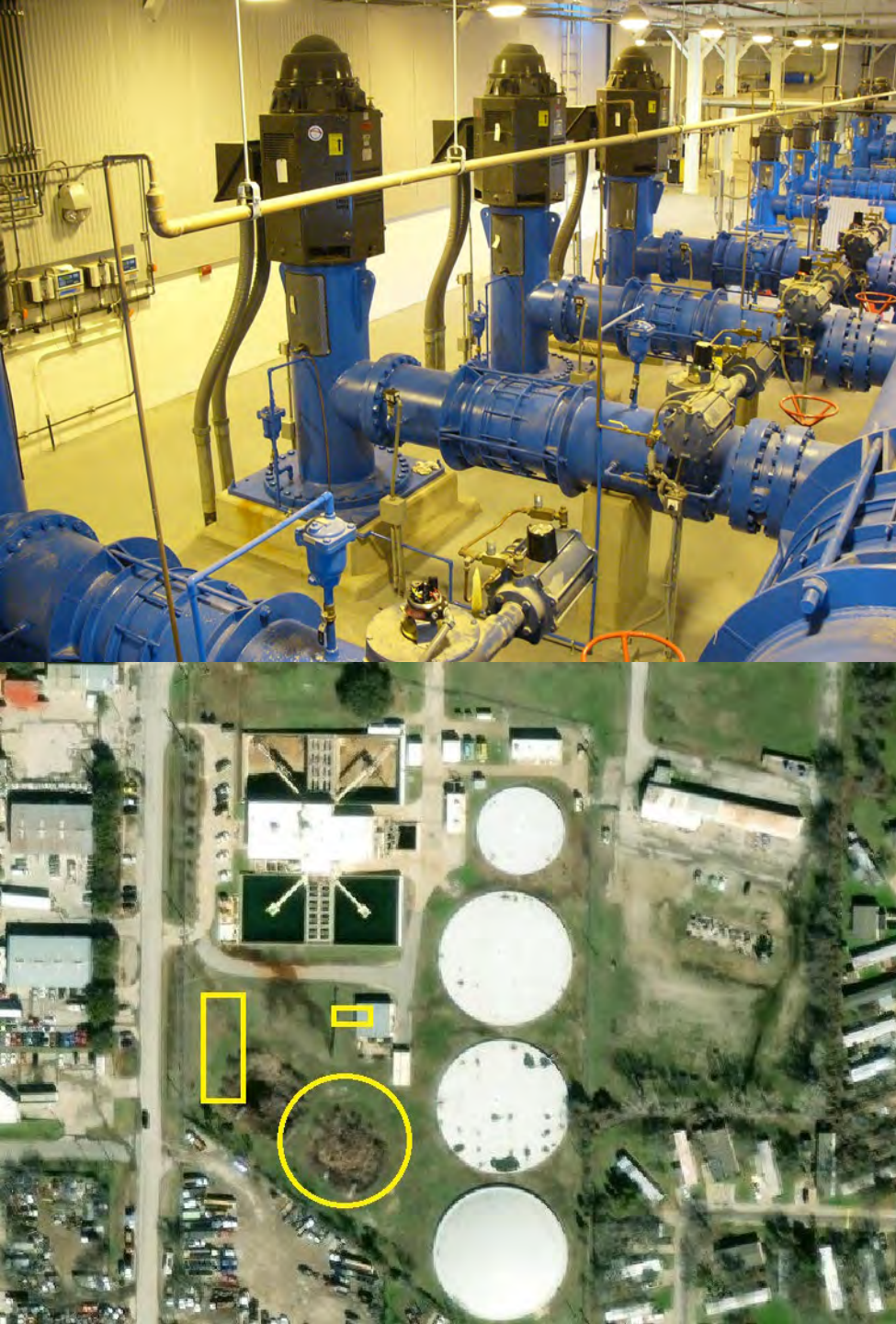
24-25 Looking Forward

Public Records Relocation

Cost: Utilizing savings from Basement Remodel Project. Currently gathering costs.

Status: Evaluating the needs of the City Secretary's Office and planning to utilize some portion of the basement storage space.





City Infrastructure and Facilities

24-25 Looking Forward Combined Pump Station and Clearwell

Cost: Est. \$16,910,000 design and construction

Status: RFQ advertised on March 3-9, 2024. Will take to Council for award in June 2024. This project will increase the ground storage capacity, replace the generators, and have a single pump station that can deliver to two different pressure zones.



City Infrastructure and Facilities

24-25 Looking Forward

Ozonation (Pushed Out)

Cost: Est. \$17,000,000

Status: With the Combined Pump Station and Clearwell moving up on the list, this project has been pushed out. A pilot study is necessary before full design commences.





City Infrastructure and Facilities

24-25 Looking Forward Wastewater Treatment Administration Building Remodel

Cost: \$283,437

Status: Phase 1 (Lab) is completed. Phase 2 (Admin) started in mid-March. Furniture has been received and construction estimated to be completed by late June 2024.



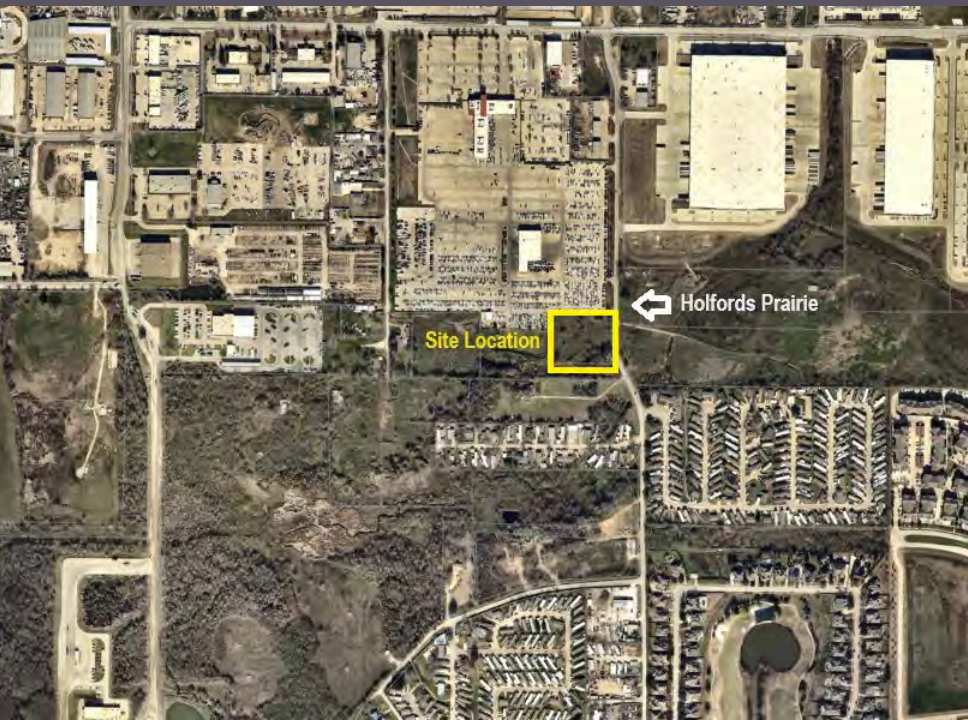
City Infrastructure and Facilities

24-25 Looking Forward

Midway Branch Lift Station and Force Main

Cost: Est. \$34,600,000 design and construction

Status: Design is at 90% for the station and a separate contract will be needed for the force main following a new route along Corporate Dr.





City Infrastructure and Facilities

24-25 Looking Forward

Aeration Basin Expansion

Cost: Est. \$45,250,000 project cost

Status: CMAR award is going to Council on April 1, 2024. Total project cost includes design, construction, project control and management. Estimated completion by early 2026.



Questions



FLEET MAINTENANCE OPERATIONAL ANALYSIS

Critical Customer Feedback



1. Urgency

- Public Safety operations cannot be deferred
- Equipment must be available
- Increase Fleet Availability

2. Expanded Availability Desired

- Public Safety is a 24/7 operation
 - PD Shifts: 6 AM-6 PM, 7 AM-7 PM, 4 PM-4 AM, 7 PM-7 AM
- Communication challenges for issues that occur outside of Fleet hours
 - Current: 7:30 AM - 5:30 PM M - Th; 7:30 AM - 11:30 AM F

3. Communication

- Asset Status Dashboard
- Weekly Report

Step 1: Facility Development - COMPLETE



1976

9,800 SF

5 Bays

2024

24,844 SF

14 Bays

\$22
Million

CONSTRUCTION COST

1,960

SQUARE FEET PER MECHANIC

4,140

SQUARE FEET PER MECHANIC

Step 2: Compensation Study - COMPLETE

- Persistent Vacancy Rate
- Retention Challenges
- Tool Allowance
- Step Plan
- Implemented FY 23-24
 - Over \$5 Million Investment City Wide
- Result
 - Increased Quality Applications
 - Fully Staffed
- Remaining Challenges
 - High-Level Training - Emergency Vehicle Technicians

Our Compensation Philosophy

Our relation to the market the City desires and how we can afford to compete with the market

Used to determine how our pay plans are established

Overall Philosophy

- Be a leading City
- The level of leadership is to determined annually based on budgetary ability

Impact to General Employees

- Target 103% of market for all job structures using midpoint
- Fund annual merit increase
- Assure all FT employees earn a living wage

Impact to Police/Fire

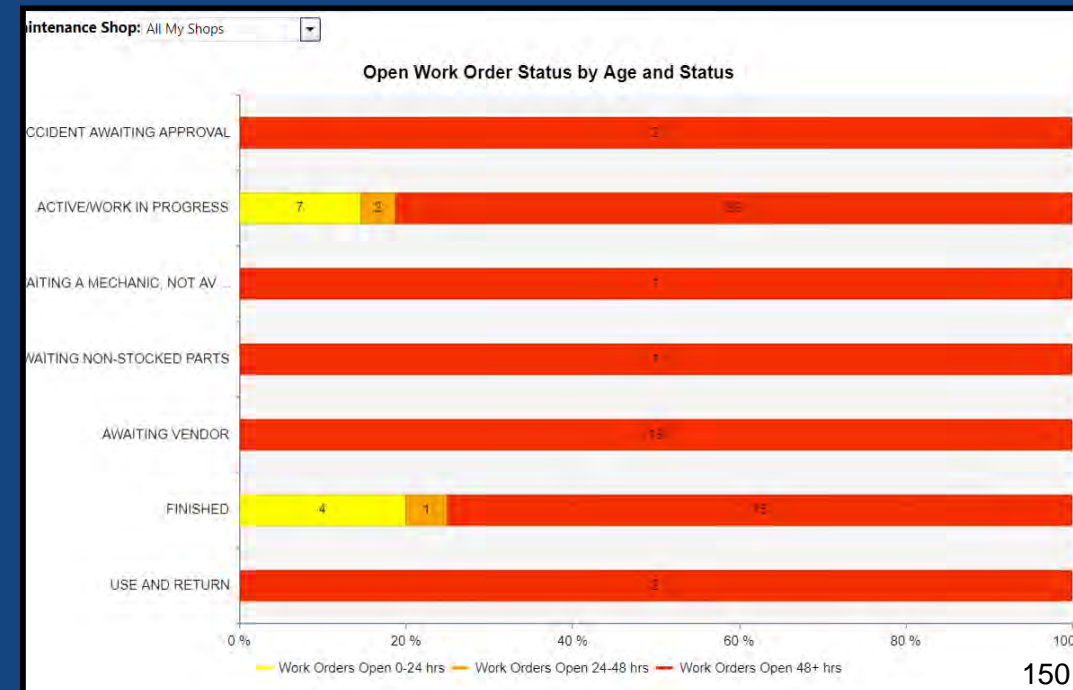
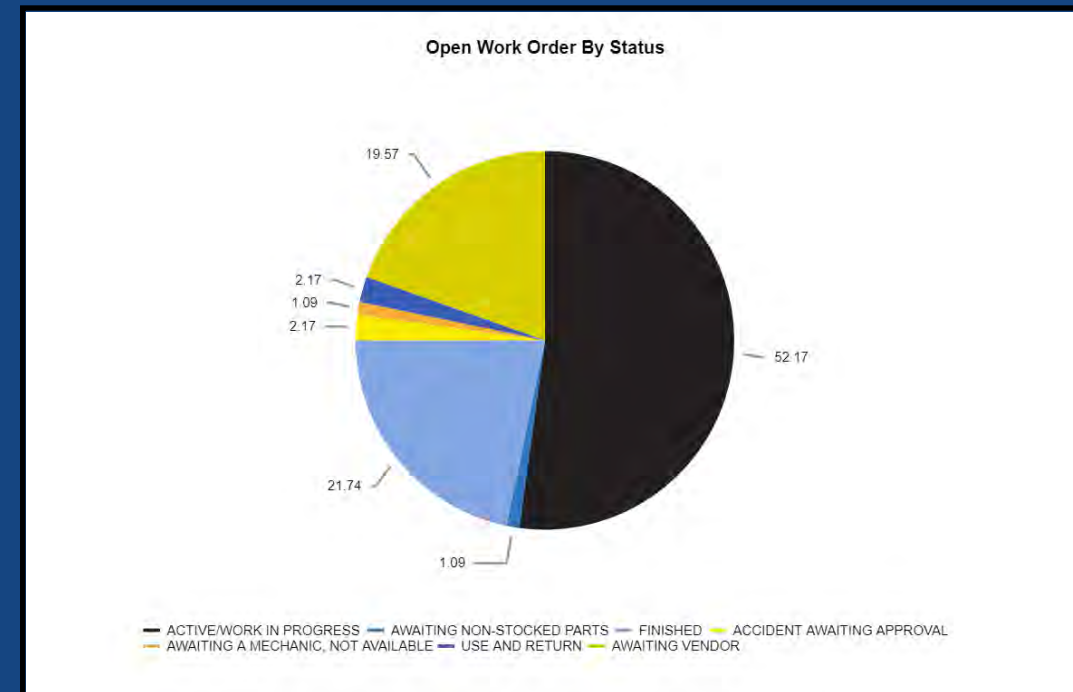
- Target 103% of market for all job structures using max step
- Fund annual steps

City of Lewisville Workforce



Step 3: Software Upgrade – Ongoing

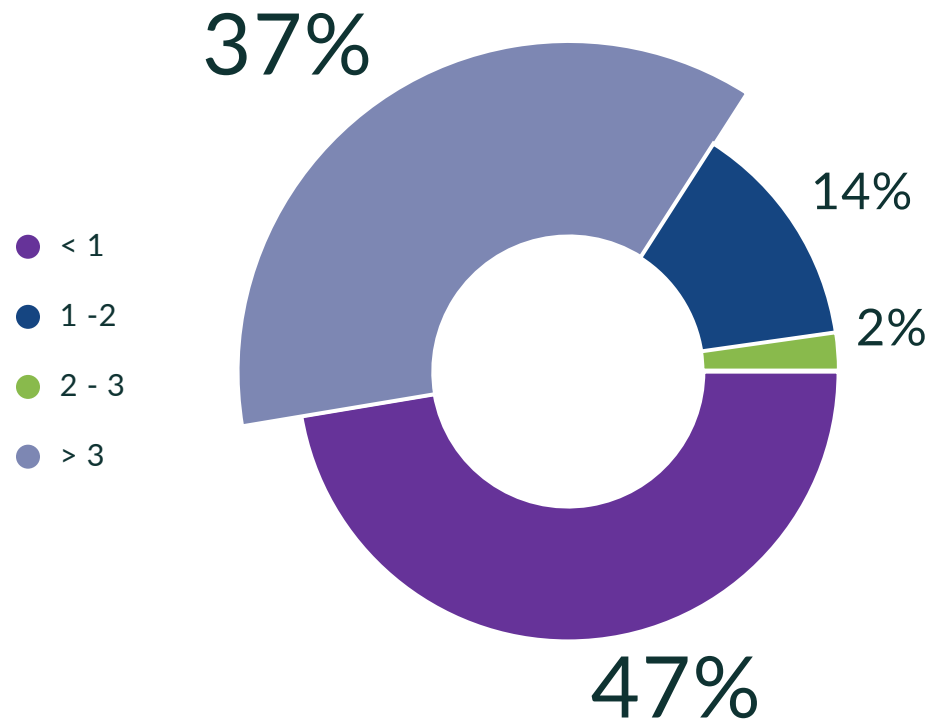
- Customer Portal
 - Service Request
 - Repair History
 - Upcoming Maintenance
 - Repair Status
- Improved Task Time Tracking
 - Much more granular
- Touch Screen Technology
 - Allows technician to enter data on a tablet
- Improved Reporting
 - Key Performance Indicators
 - Dashboards
 - SQL Server reporting
- Enhanced Warranty Tracking
 - Track claim reimbursement
- Electronically Track Part Order Status & Arrival



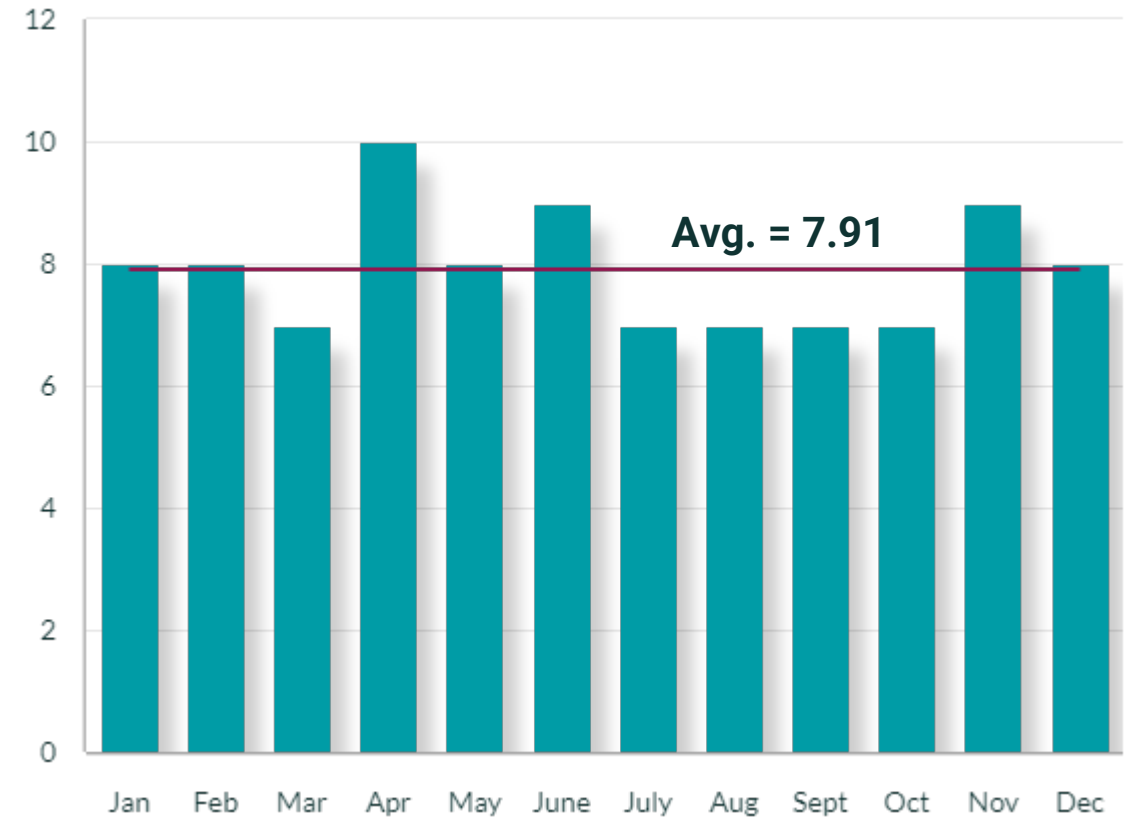
Step 4: Examine Staffing Levels & Efficiencies

Mechanic Availability

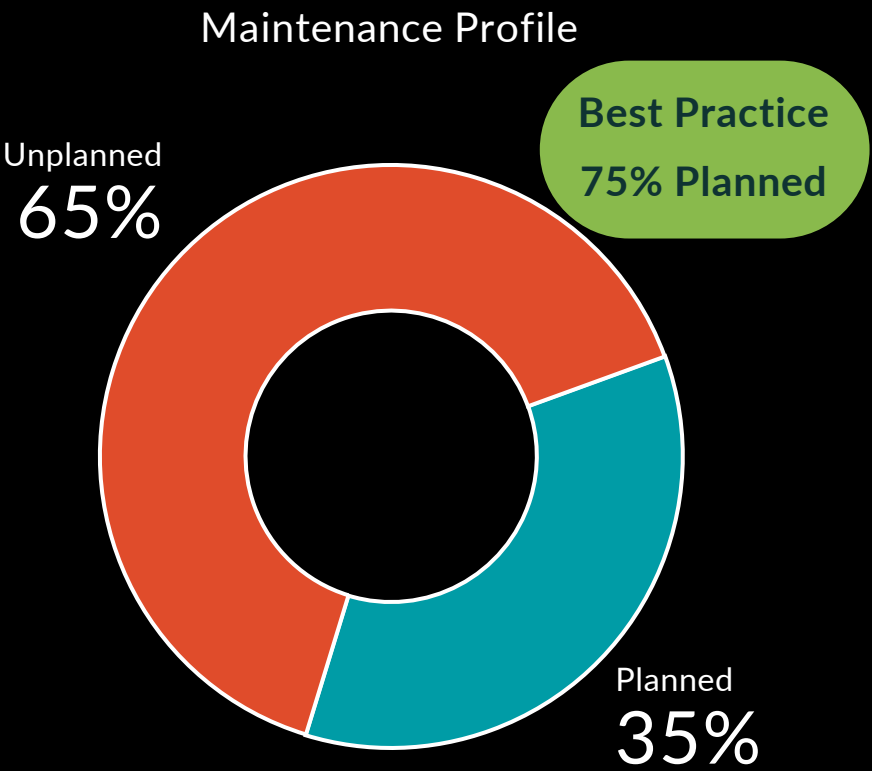
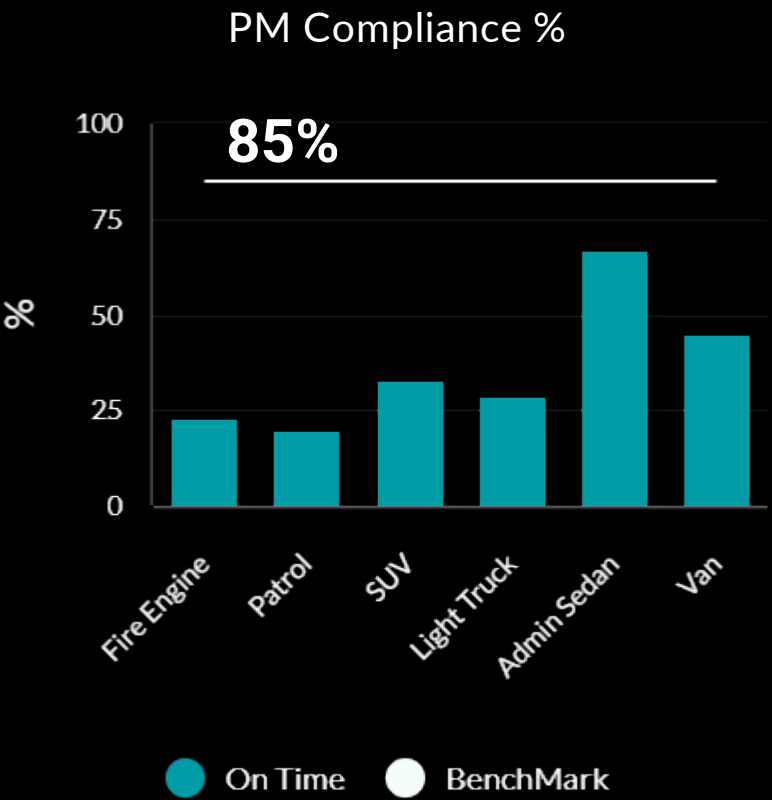
Average Days Waiting for a Mechanic



Average No. of Vehicles Waiting for a Mechanic



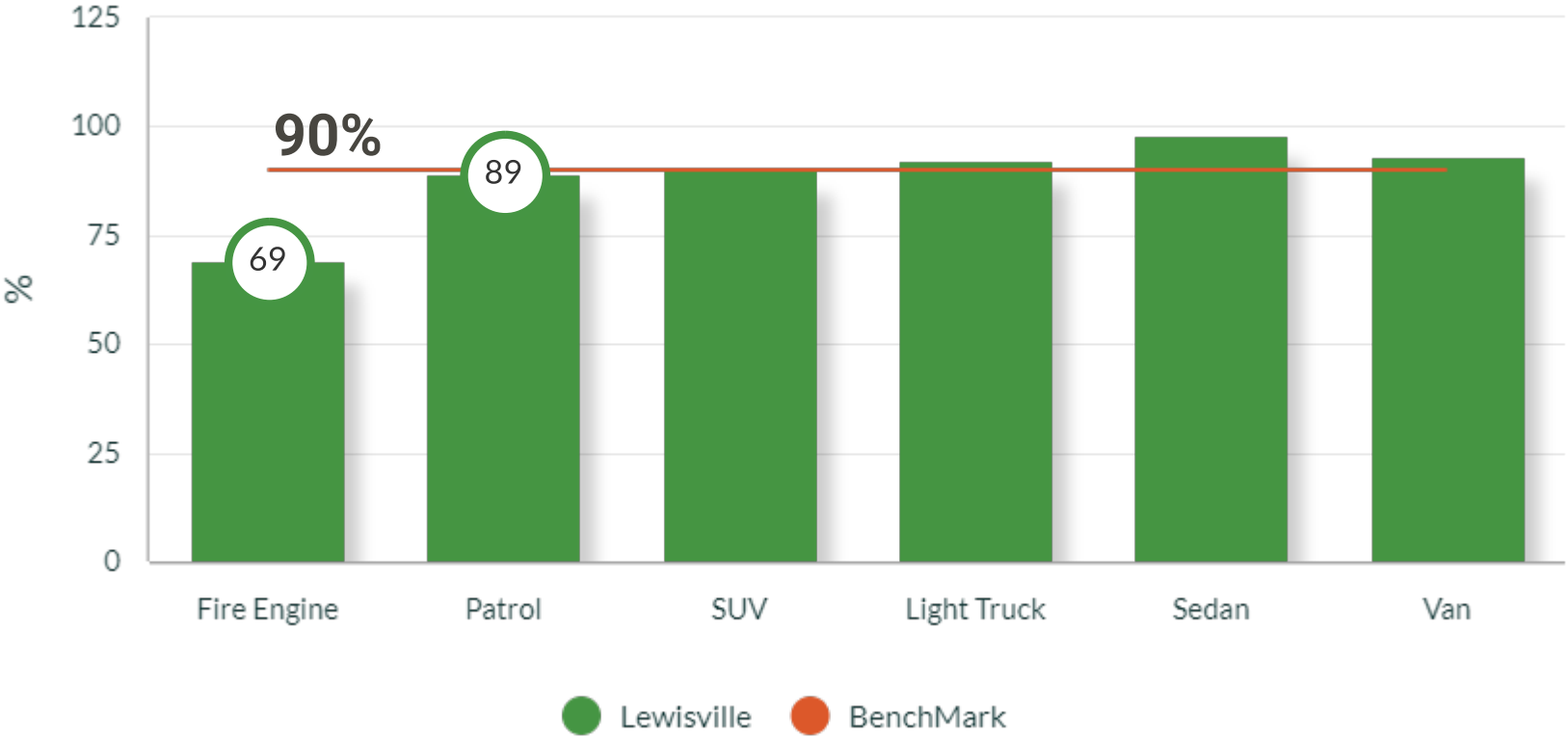
Preventive Maintenance



Benefits of Preventive Maintenance

1. Reduces downtime
2. Improves employee morale
3. Increases the longevity of equipment
4. Increases credibility
5. Saves money

Fleet Availability



"reduced fleet availability leads to a higher number of vehicles"



"period of time
when a vehicle
is unavailable."

1. Preventive Maintenance
Compliance Rate

2. Reduced Time to Repair

- Mechanic Availability
- Productivity Percentage
- Parts Procurement

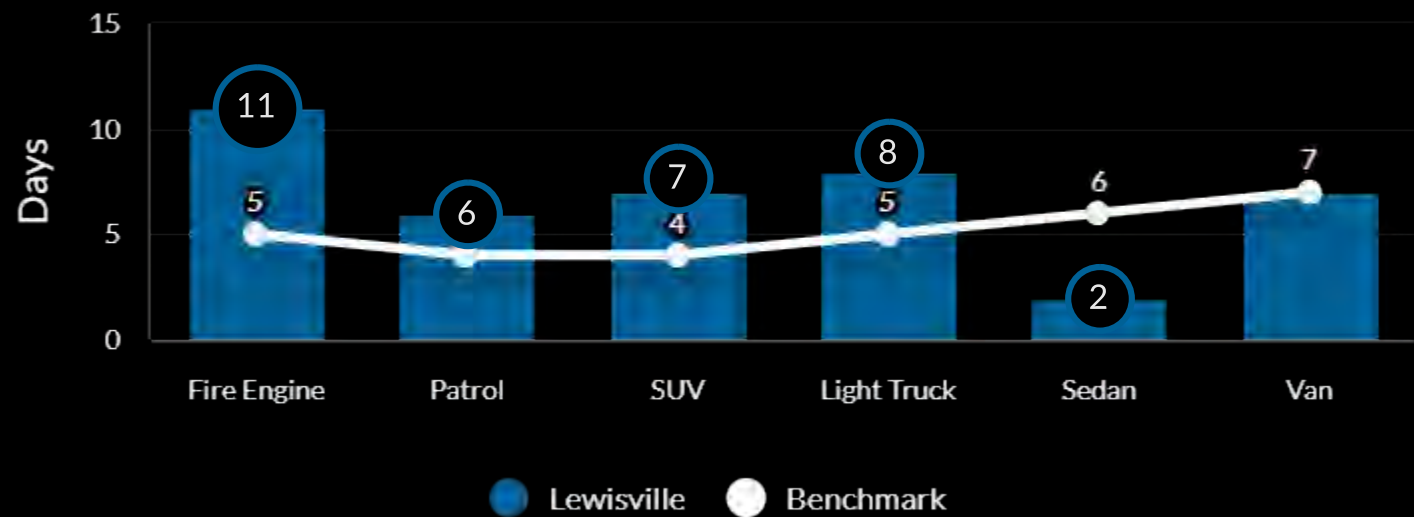
3. Effective Safety Program

4. Effective Replacement Program

Data

Asset Down Time

Each Event



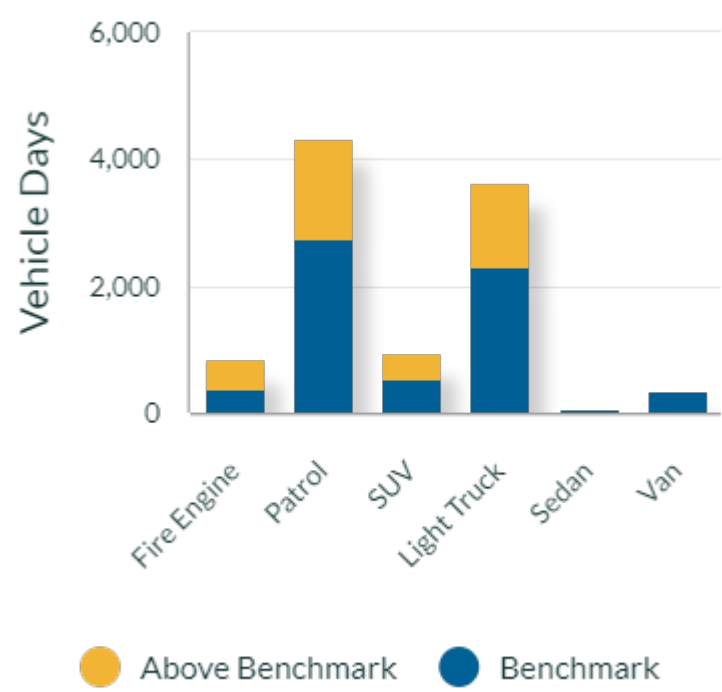
Benchmark Source: City of Dallas Fleet Management Study - Alvarez & Marsal

Benchmarks were established from fleet management plans, policies, and procedures from industry organizations, such as Government Fleet as well as government sources including City of Tulsa, State of Texas, and U.S. Federal Government

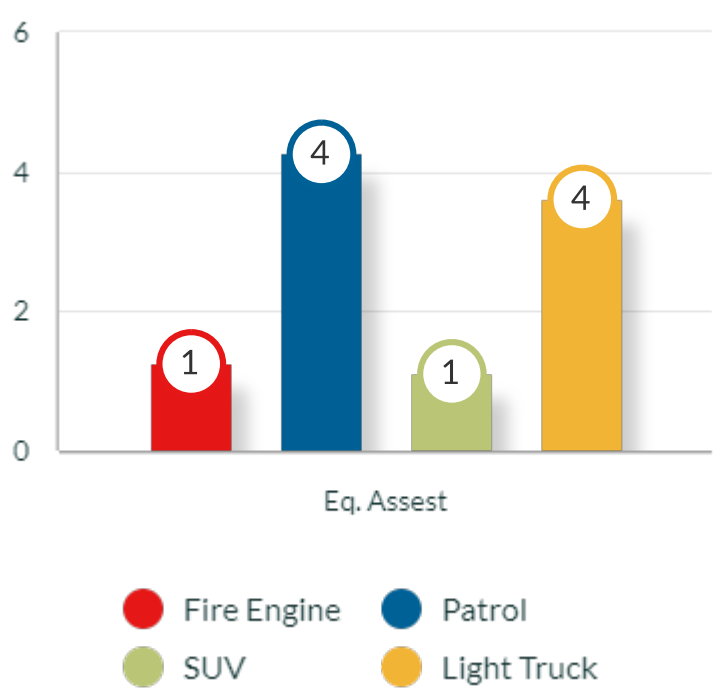
Asset Down Time

Total - 12 Months

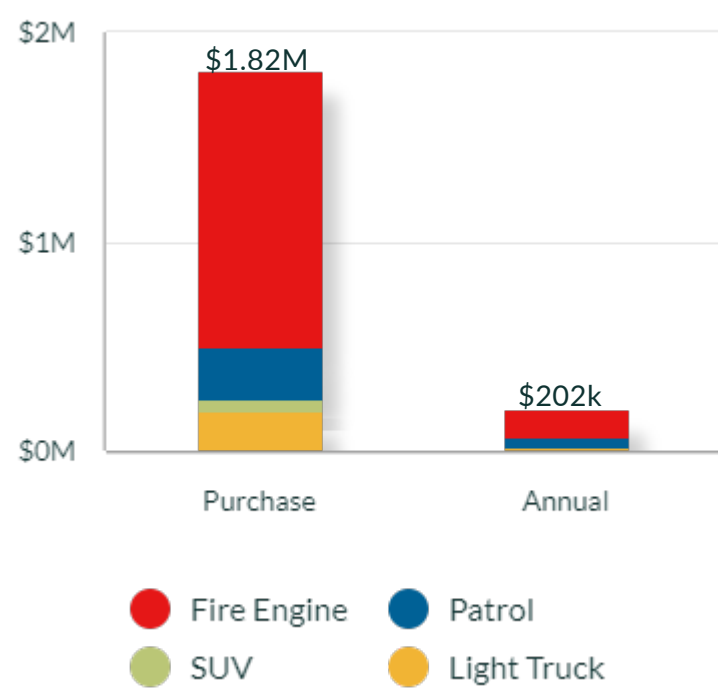
Cumulative Down Time (past 12 months)



Equivalent Assets



Cost / Risk



Financial Analysis

Estimated Service Gap Cost



Unaccounted Costs

Additional Maintenance Cost

Premature Replacement

Inefficient Department Operation

Staffing Best Practices

- **Government Fleet "Leading Fleets"**

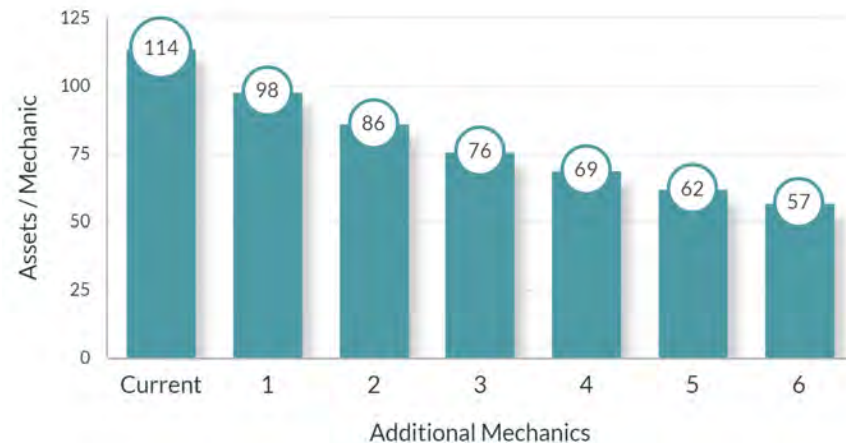
54 Assets / Mechanic

- **National Fleet Management Association**

60 - 100 Assets / Mechanic

High-level

Must be considered within context of fleet diversity



- Improve Data Quality
- Additional Analysis



Next Steps

1. Additional Mechanic(s) in Future Budgets

Public Safety support focus

Number is TBD depending on efficiency study

2. Improve Data Capture

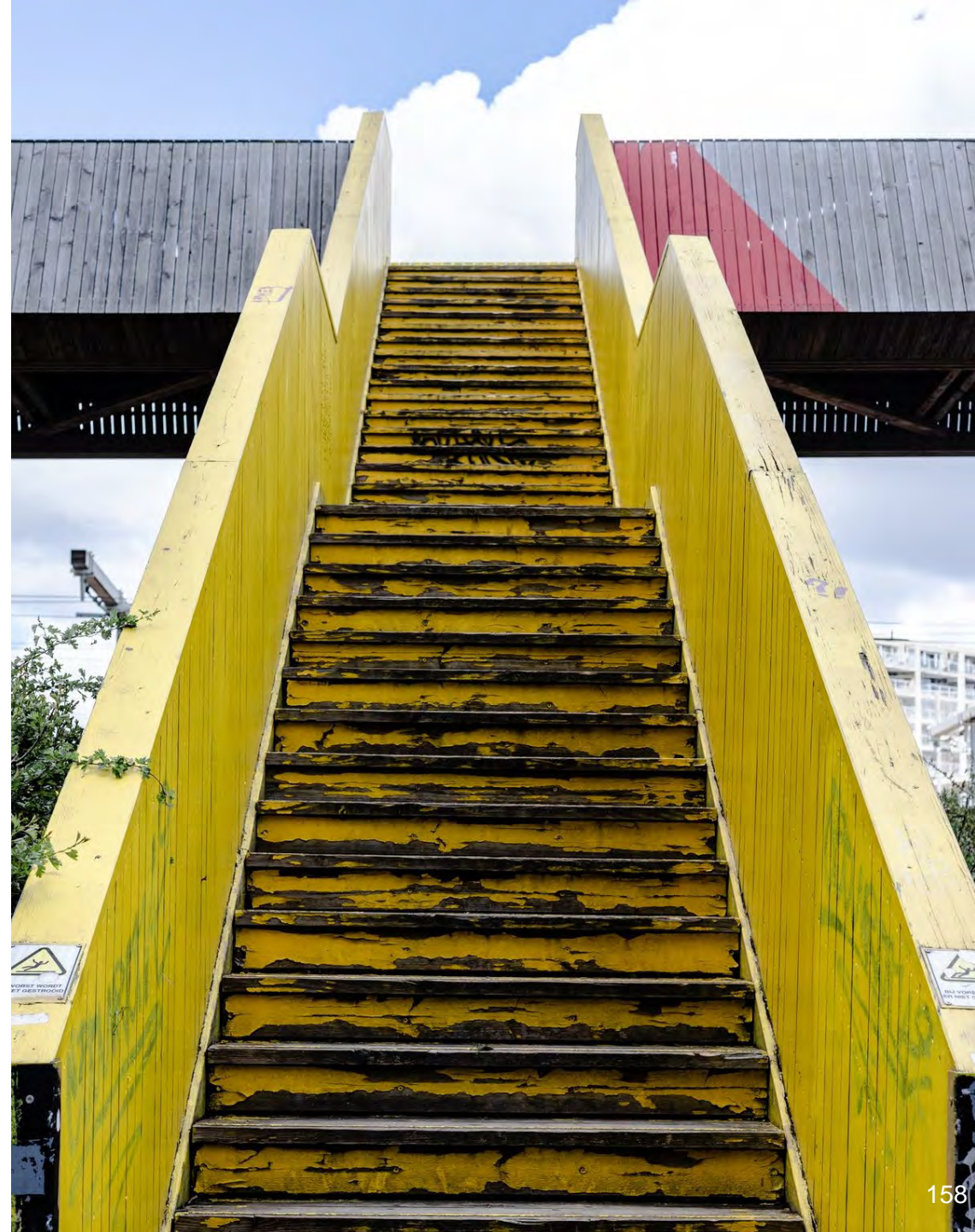
Analyze operational efficiency / effectiveness

Staff level

Staff certifications

Operating hours

3. Survey of Benchmark Cities



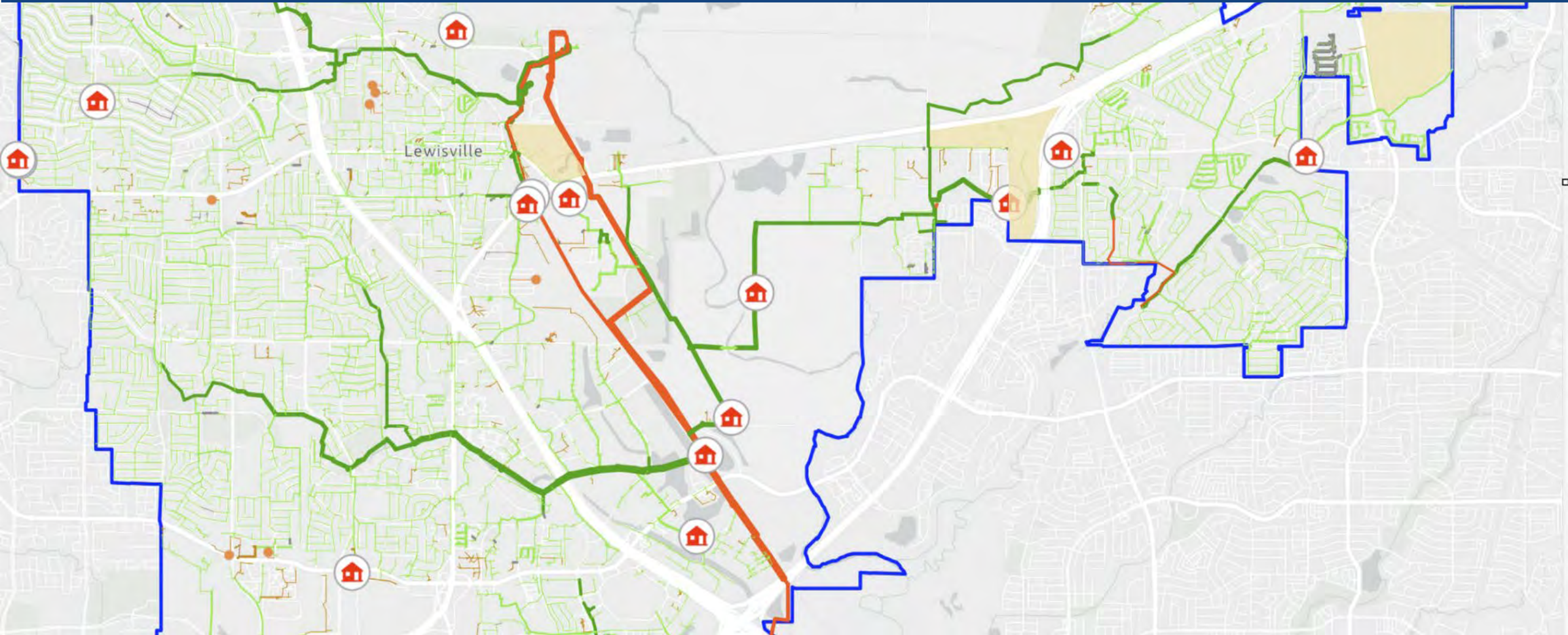


Questions?



Utility Priorities

East Side Sewer Study



Terminology

Nerd Stuff



Gravity Trunk Main

Collects sanitary sewage

Pipe is sloped so water flows by gravity

Not under pressure

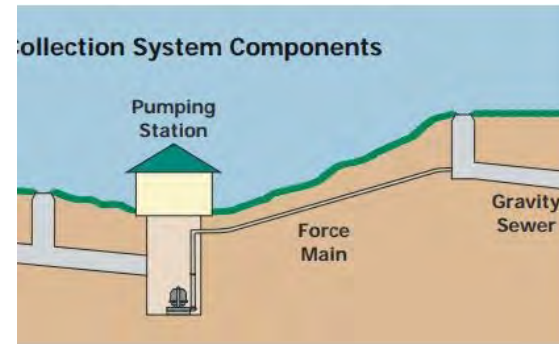
Vast majority of our sewer system



Lift Station

Pumps water uphill

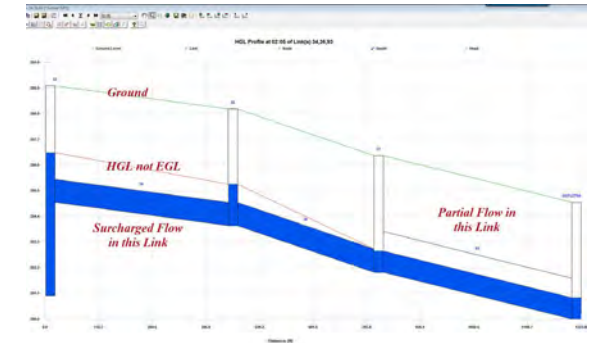
Necessary when topography doesn't facilitate gravity flow



Force Main

Pressure pipe used to pump water uphill

Empties into gravity sewer



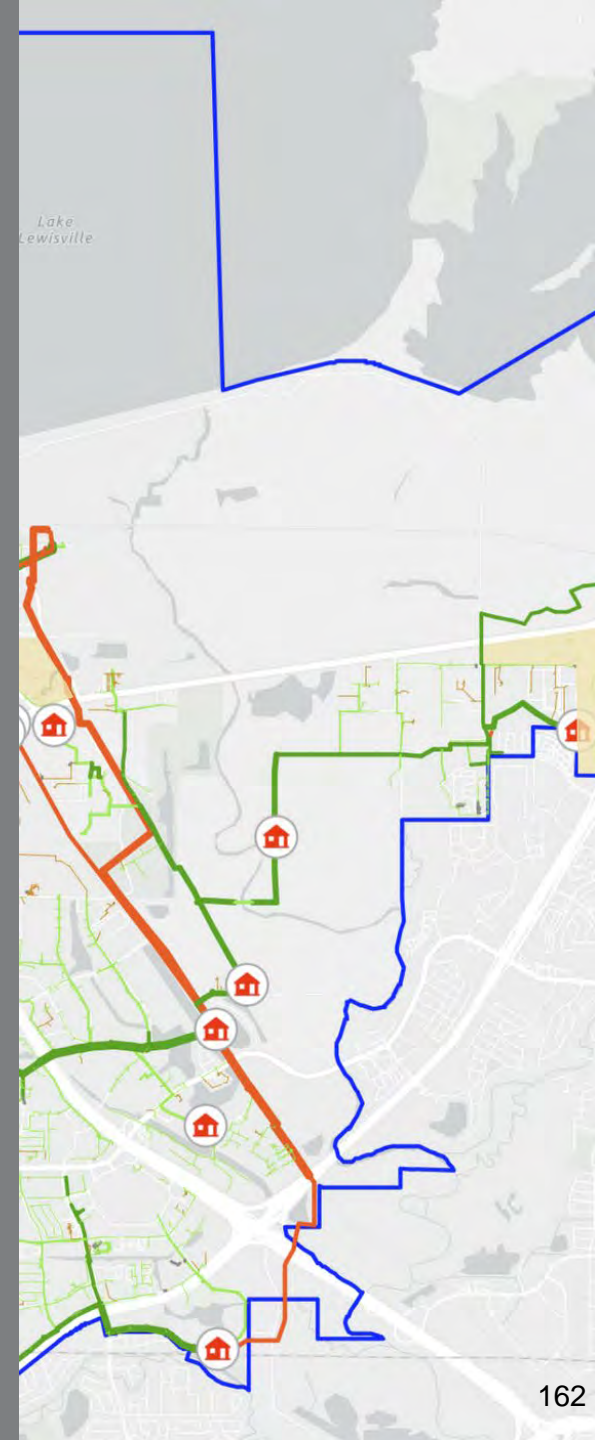
Sewer Surcharge

Flow exceeds pipe capacity

Fills up manholes but doesn't necessarily overflow

Background

- Previously Master Plans (2011 and 2018) had different strategies for conveyance of sewer from the east side of Lewisville
 - 2011 Master Plan – Four lift stations pumping into single force main
- Midway Lift Station design started based on 2018 Master Plan (90% Complete)
 - Force Main route assumed availability in utility corridor through LLELA
 - UTRWD has shown that they have exclusive access to the corridor
 - Access is unlikely
- The 2024 Collection System Master Plan was going to evaluate new solutions for conveyance from Midway Lift Station
- Land use changes
 - Higher residential density
 - Increased development rate (Old Town, Crown Centre, potential Pier 121 redevelopment project)
 - Prompted East Side Sewer Study



Study Scope

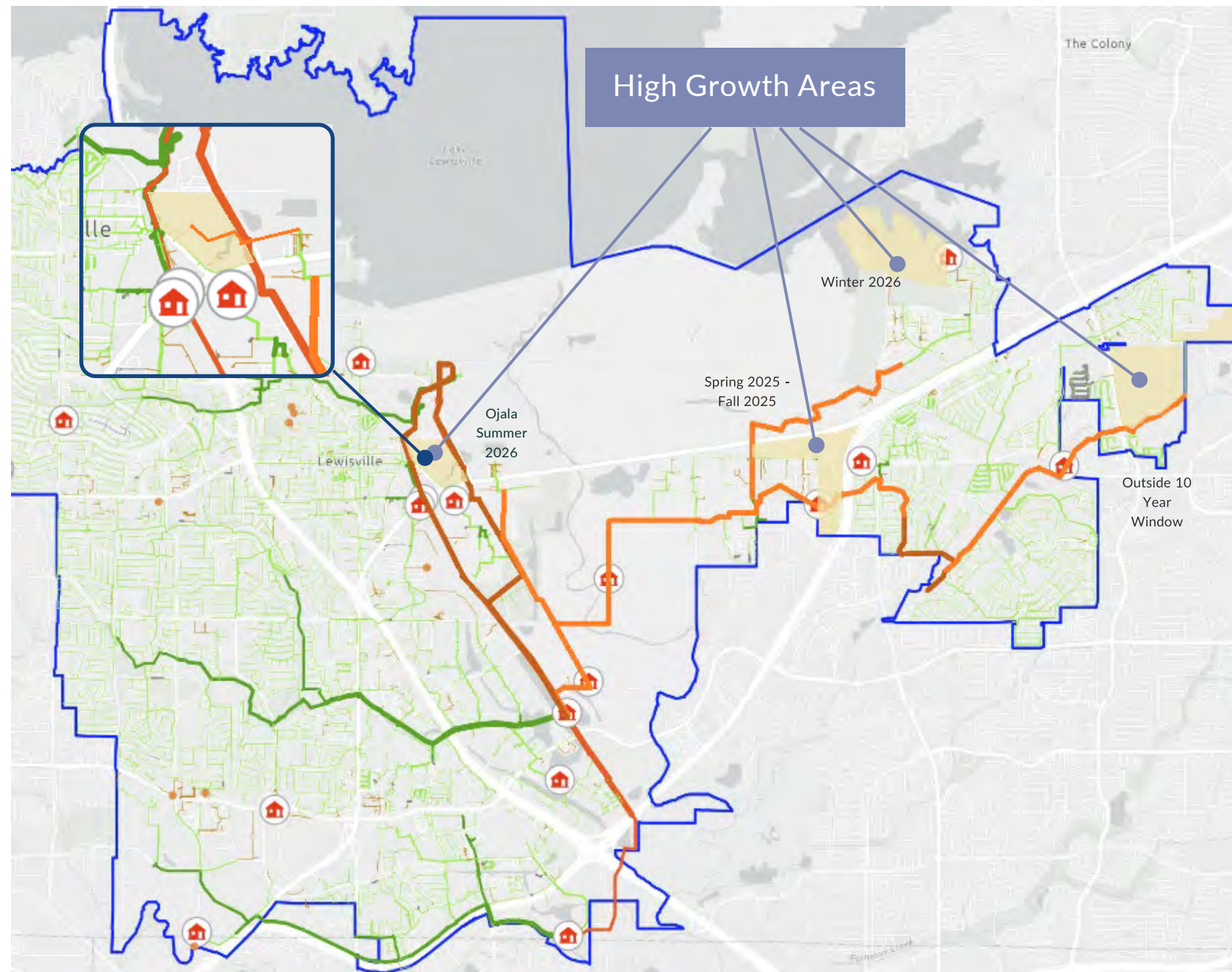
Gravity Trunk Mains

Lift Stations

Force Mains

Current Capacity

Buildout Capacity



Results

Castle Hills

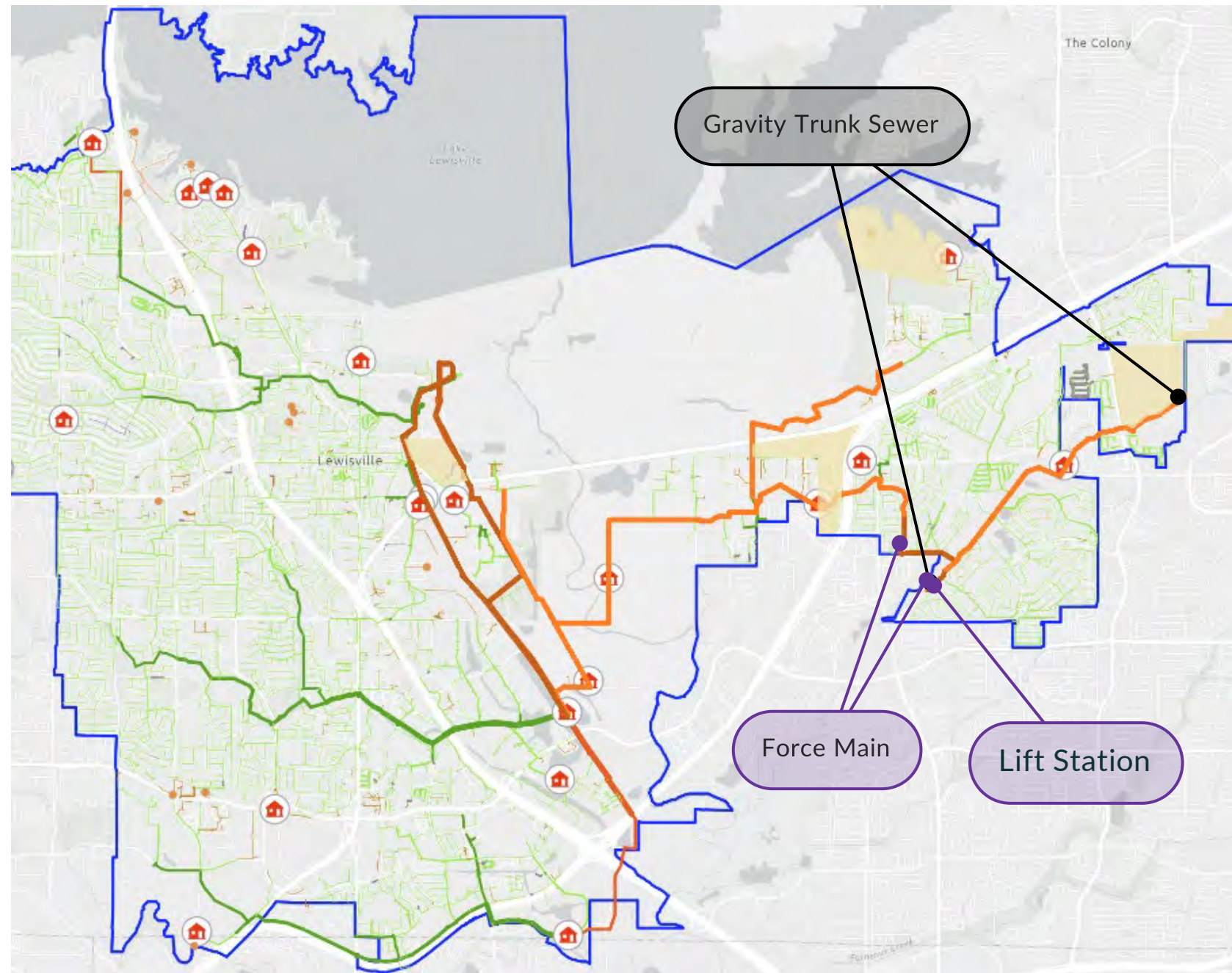
Gravity Trunk Main

Lift Station

Force Main

No improvements warranted in the
near term

Improvements anticipated beyond 10
year time frame

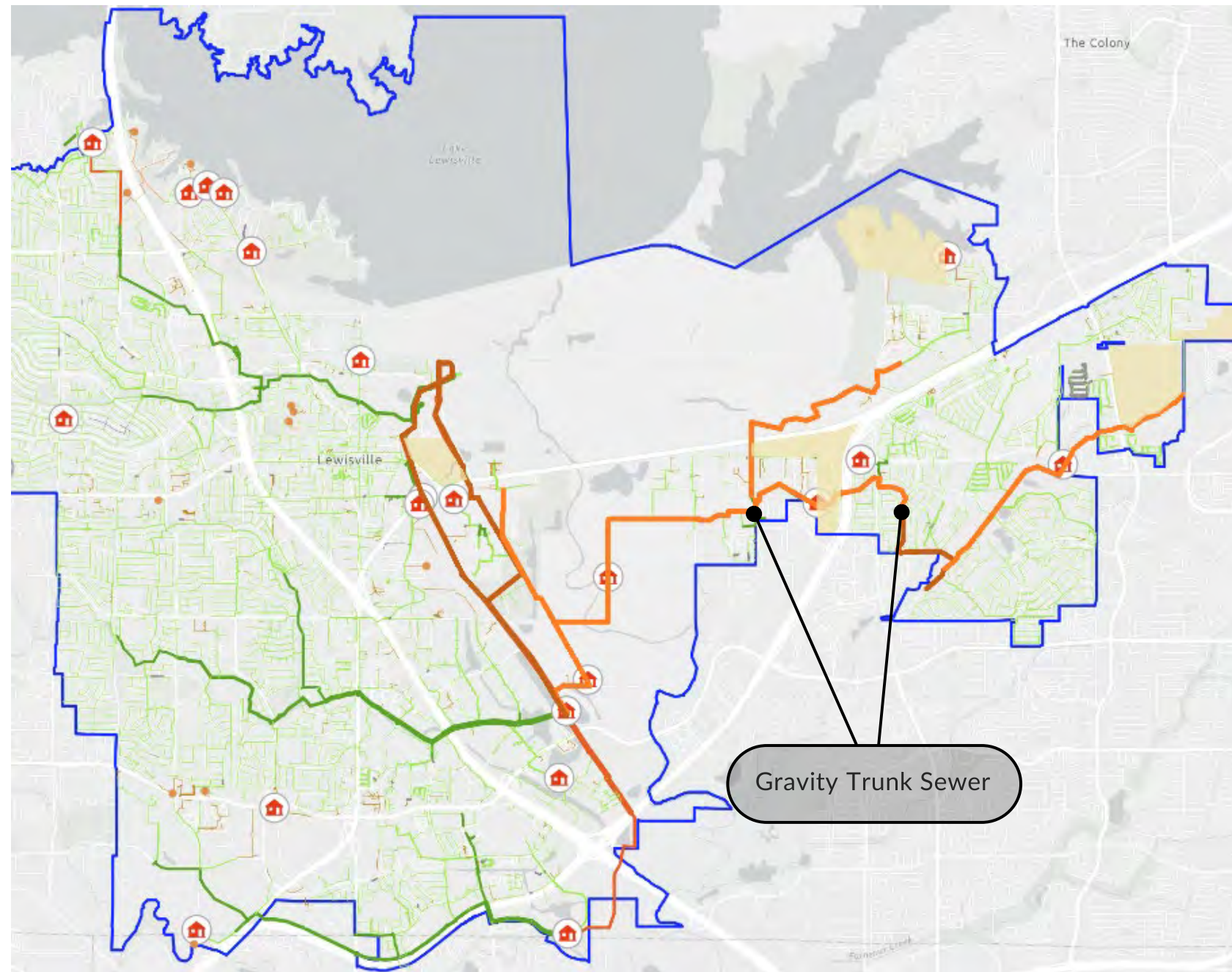


Results

Holford's Prairie

Gravity Trunk Main

No improvements warranted

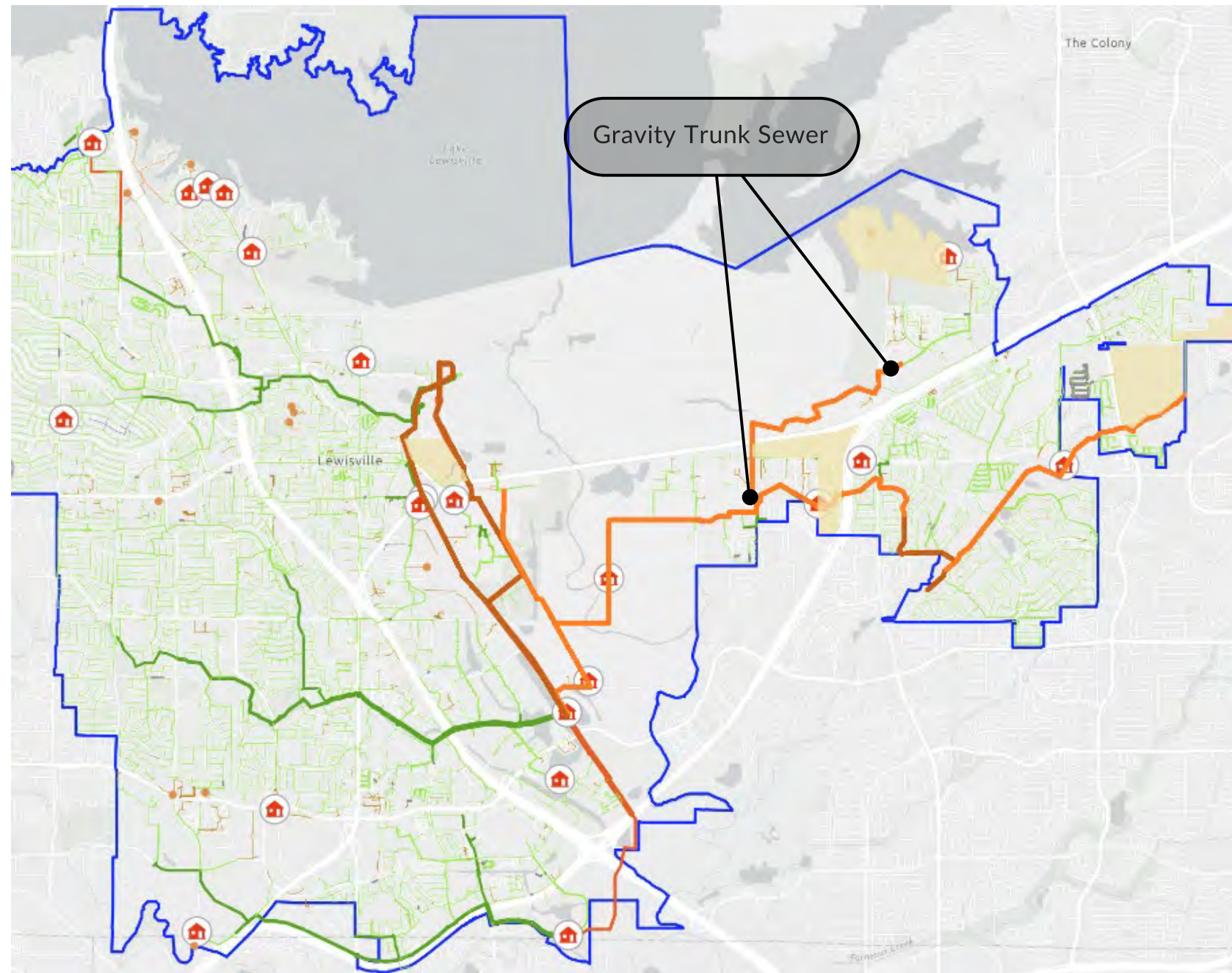


Results

Midway Branch East

Gravity Trunk Main

No improvements warranted



Results

Midway Branch West Lower Elm Fork

Gravity Trunk Main

Currently surcharging

Can accommodate Ojala Development with surcharging

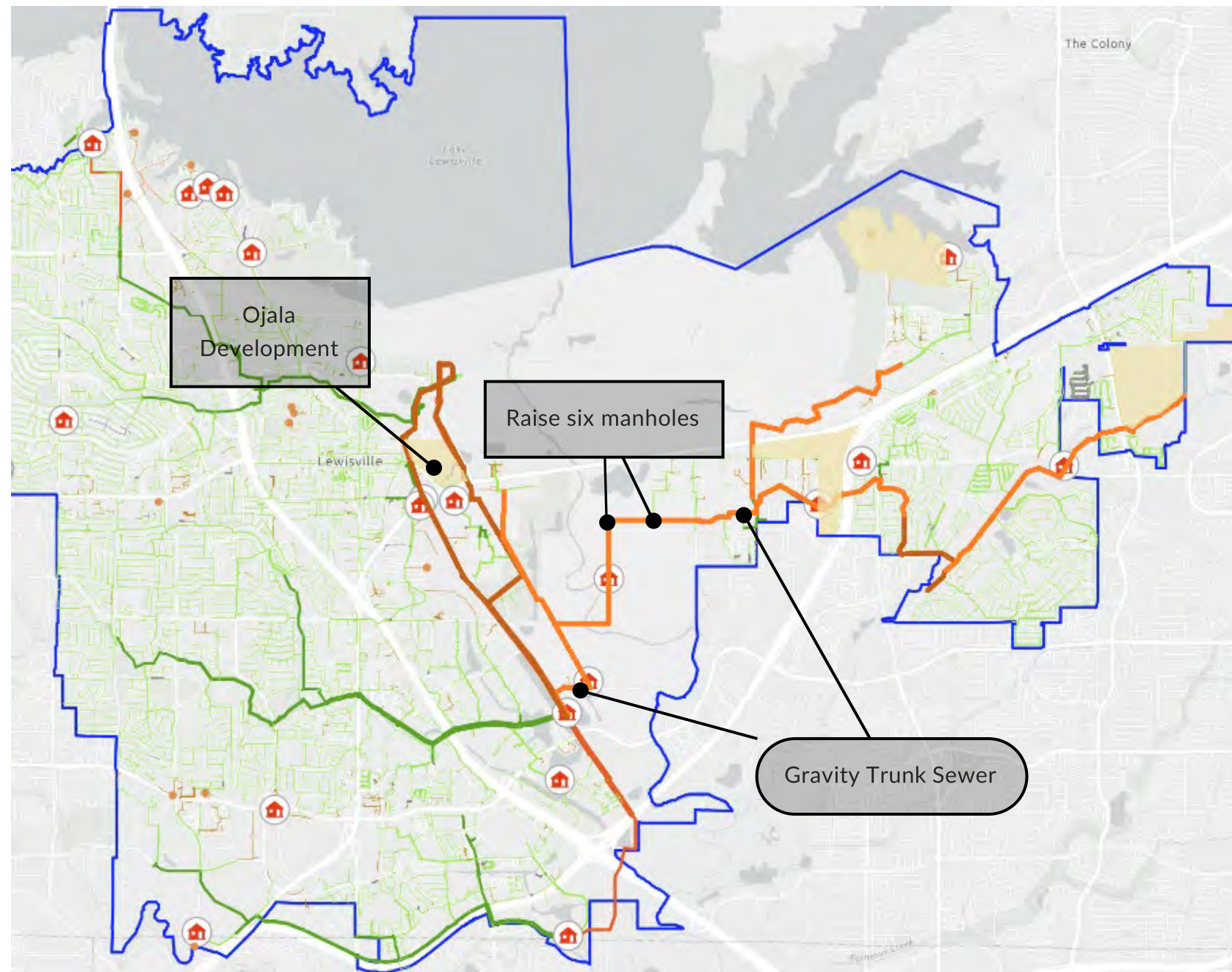
Does not have capacity for buildout

Interim Solution

Raise manholes to prevent overflows

Likely in poor condition

Needs video inspection



Results

Timber Creek

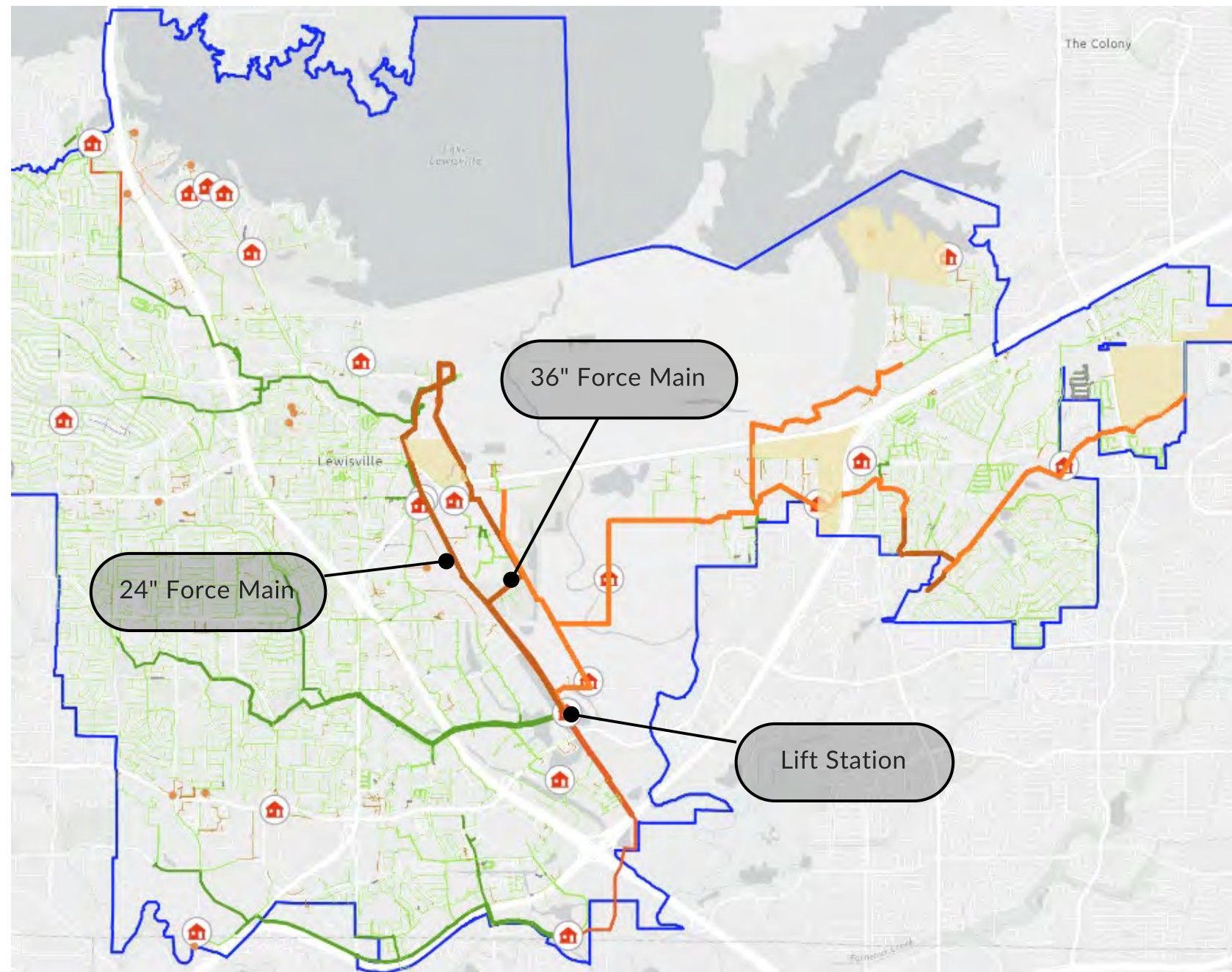
Lift Station

Force Main

Lift Station expansion necessary

Force Main capacity is sufficient

24" Force Main is in poor condition

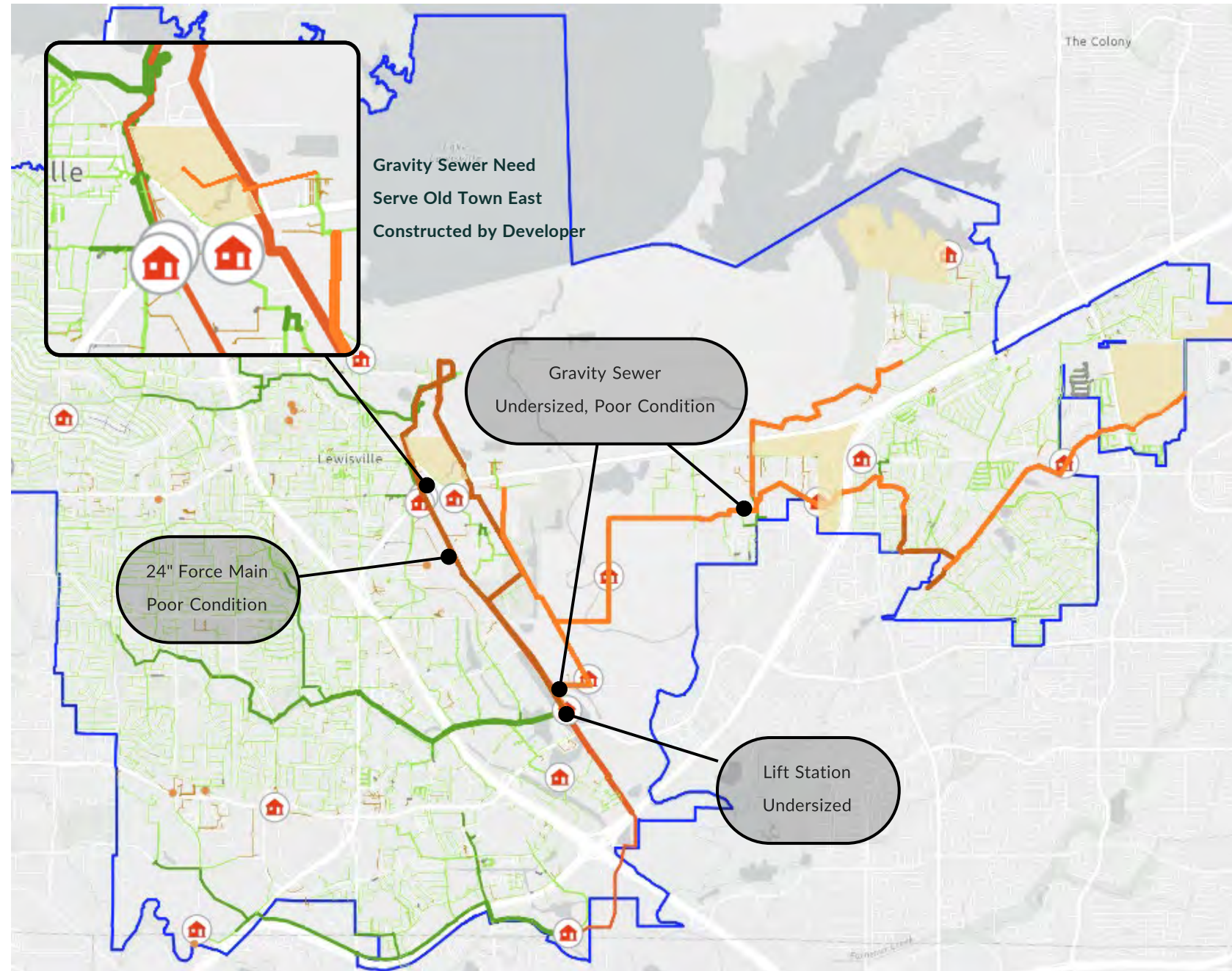


Summary

- 20,000 LF of Gravity Trunk Main Undersized
- Timbercreek Lift Station Undersized
- 24" Force Main is in poor condition
- Old Town Gravity Sewer Needed

Challenges

- Funding
- Time



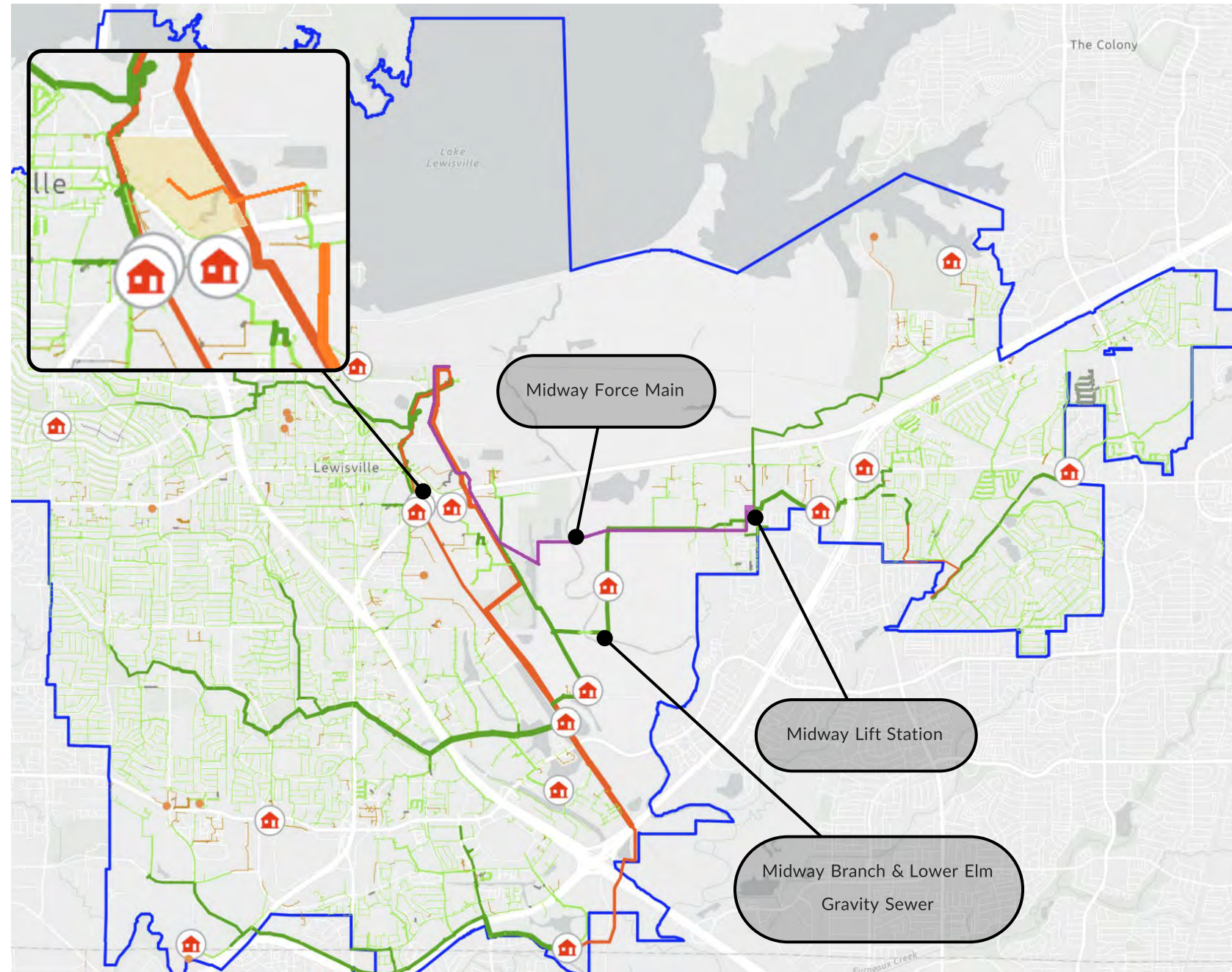
Game Plan

Divert Flow

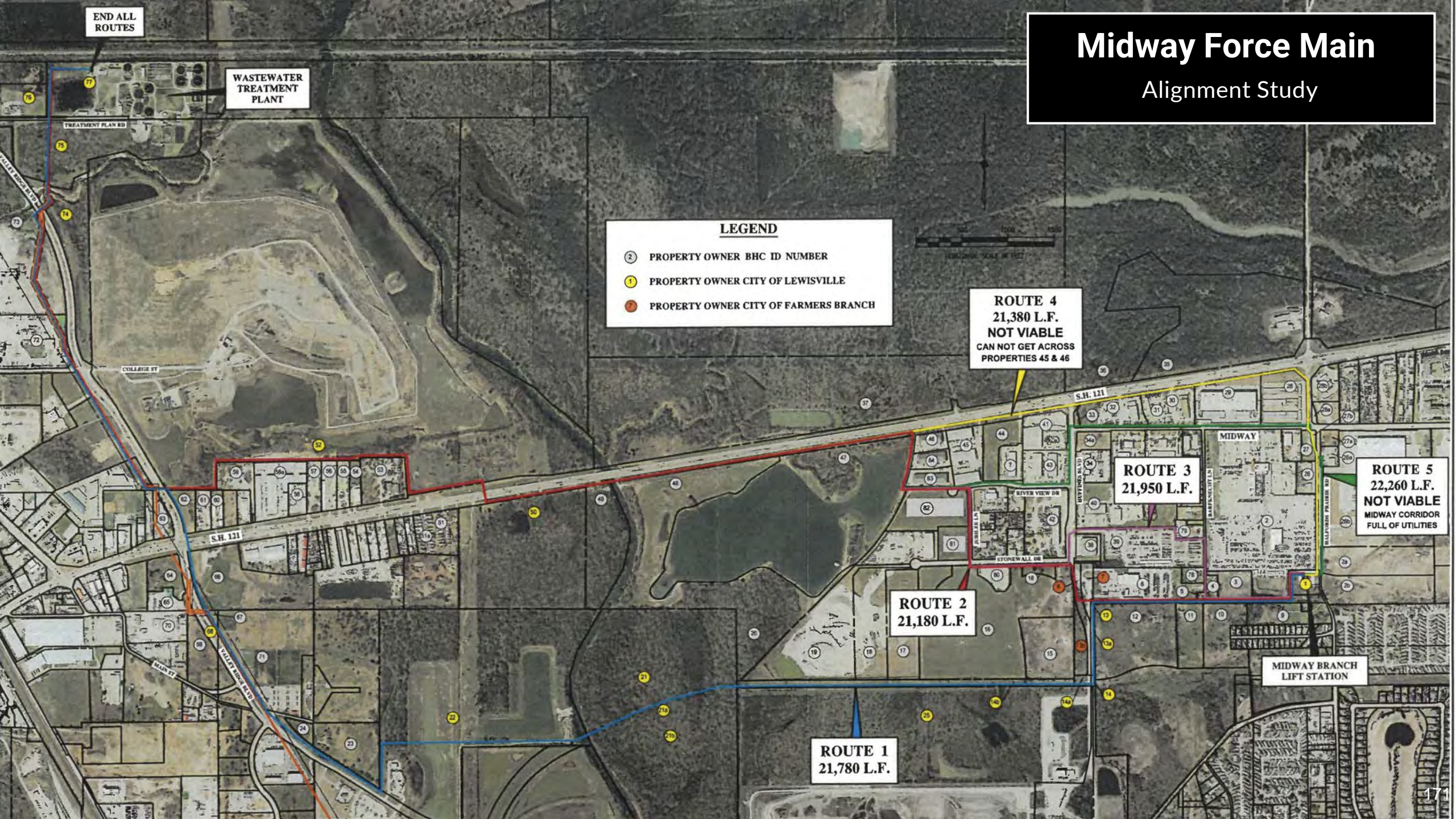
- Construct Midway Lift Station & Force Main

Address Condition

- Video Midway Branch & Lower Elm Gravity Sewer Mains
 - Likely Install Pipe Lining
- 24" Force Main
 - Not Necessary After Flow Diversion
- Construct Old Town Gravity Sewer
 - Completed by Ojala Developer



Midway Force Main Alignment Study

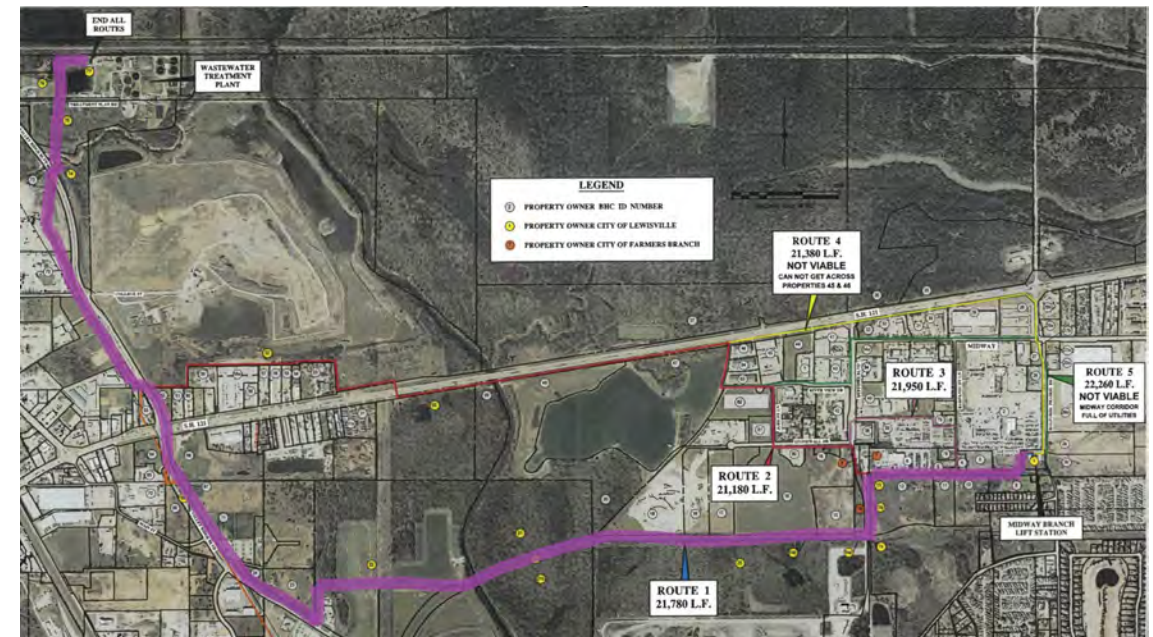


Midway Force Main Route Selection

Route 1

- Generally follows future Corporate Drive ROW
- Minimizes easement acquisition
- Least expensive
- Fastest delivery

Route	Length (Ft.)	Required Easements	Construction	Engineering	Easements	Total
1	21,780	8	\$18,768,382	\$1,614,700	\$1,051,609	\$21,434,691
2	21,180	13	\$18,673,214	\$1,604,200	\$2,060,505	\$22,337,919
3	21,950	11	\$19,143,863	\$1,651,500	\$1,856,008	\$22,651,371

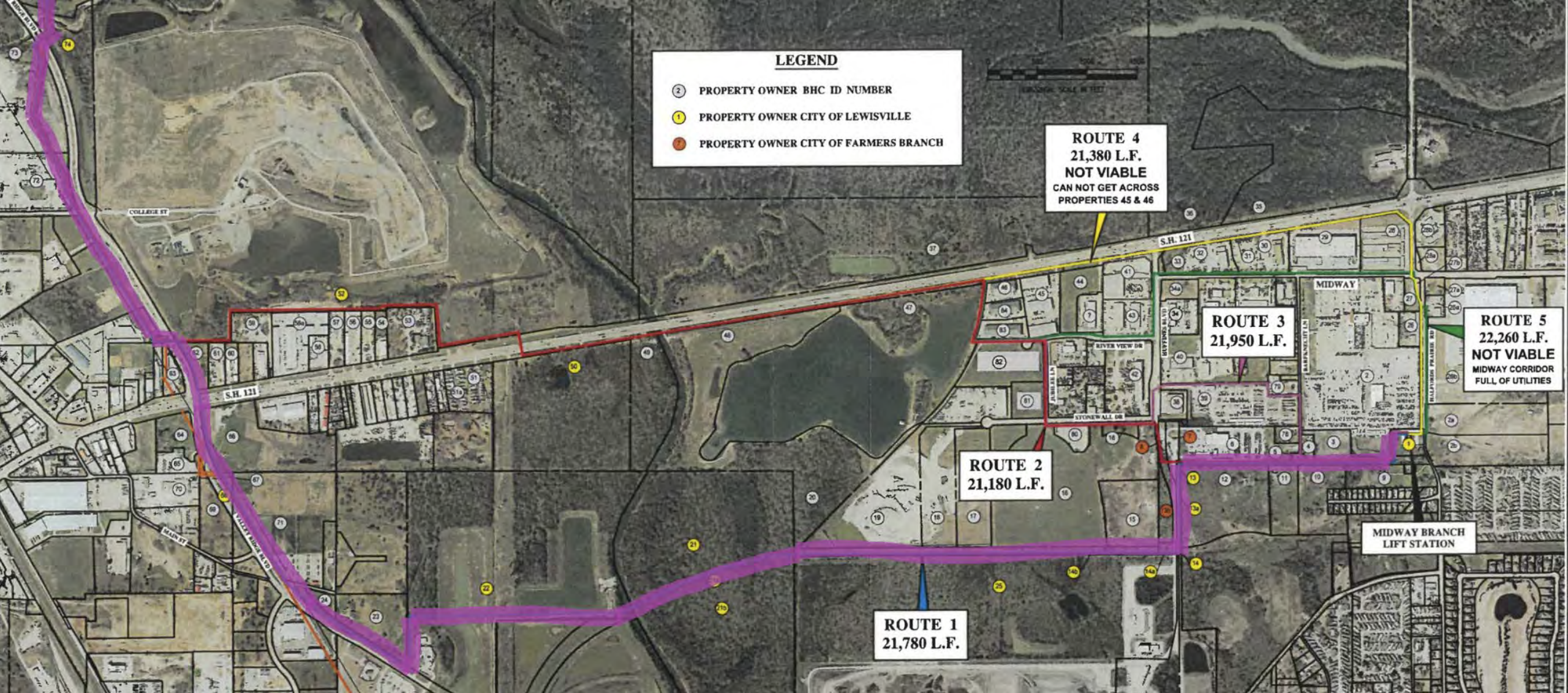


Project Funding & Schedule

	FY 23-24	FY 24-25	FY 25-26	FY 26-27
PROJECT COST				
Midway Lift Station	\$12,542,500			
Midway Force Main	\$2,666,309	\$15,768,382	\$3,000,000	
Lower Elm Gravity			\$12,842,500	\$21,317,500
Total Cost	\$15,208,809	\$15,768,382	\$15,842,500	\$21,317,500
Current & Planned Funding				
Midway Lift Station & Force Main	\$3,879,017			
Timbercreek Force Main	\$1,292,592			
Castle Hills Lift Station & Force Main			\$7,500,000	\$2,000,000
Castle Hills Gravity Sewer	\$500,000		\$2,000,000	\$2,000,000
TxDOT Reimbursement (Utility Relocations)		\$3,300,000		\$9,500,000
Needed Funding	\$9,537,200	\$12,768,382	\$6,342,500	\$7,817,500

Utility Capital Funding & Schedule

Current	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
27,983,268	38,863,382	32,652,350	31,977,500	20,361,000	19,261,200
	3,300,000		9,500,000		
11,679,088	5,141,888	5,500,000	6,000,000	6,000,000	6,000,000
11,679,088	5,141,888	5,500,000	6,000,000	6,000,000	6,000,000
16,304,180	30,421,494	27,152,350	16,477,500	14,361,000	13,261,200



Questions?





FOCUS AREA RECAP:

**BUSINESS 121 CORRIDOR
PLANNING**



BUSINESS 121 CORRIDOR PLAN

COUNCIL RETREAT

MARCH 22, 2024

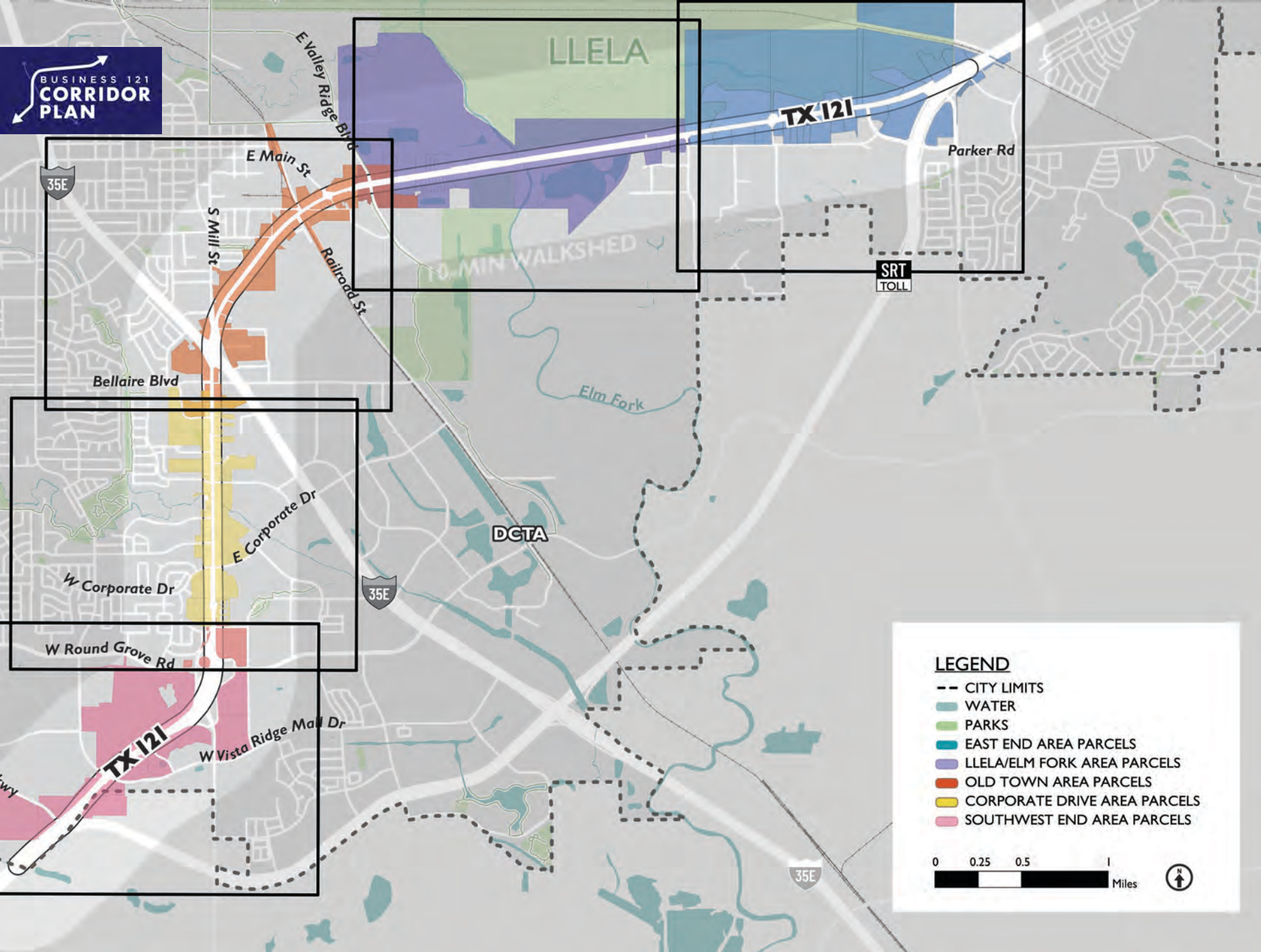
PLAN PURPOSE

Why Plan for Business 121?

- It **connects many residents and businesses** within Lewisville and beyond
- It serves as a **gateway** and is often the first impression visitors have of Lewisville

What will be the Outcomes?

- Explore opportunities to improve the **look, feel, and functionality** of the corridor
- Identify **safety, beautification, and economic development** strategies to improve the roadway



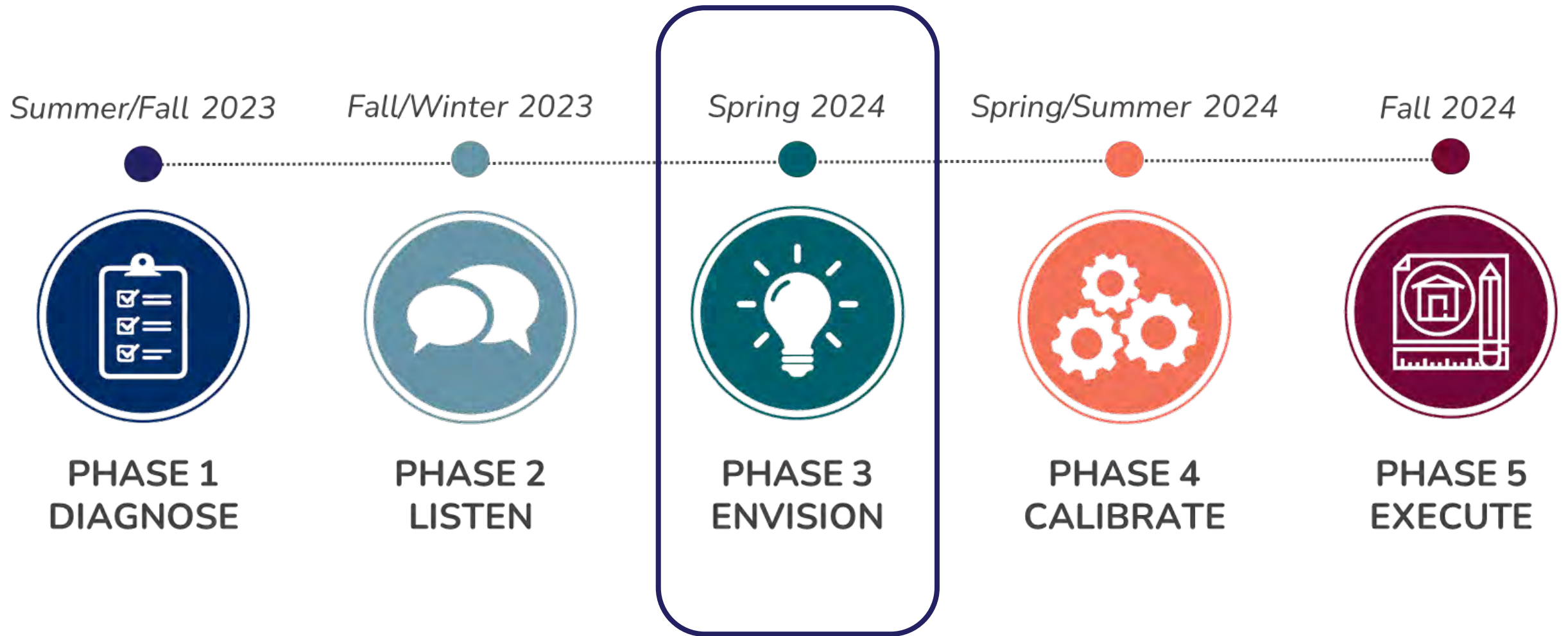
STUDY AREA

8.4-MILE PRINCIPAL ARTERIAL ENTIRELY OWNED AND MANAGED BY TXDOT

½ MILE BUFFER AREA REPRESENTS ROUGHLY A 10-MINUTE WALKSHED

CORRIDOR WAS DIVIDED INTO FIVE (5) SUB-AREAS BASED ON EXISTING CHARACTER

ANTICIPATED PROJECT SCHEDULE



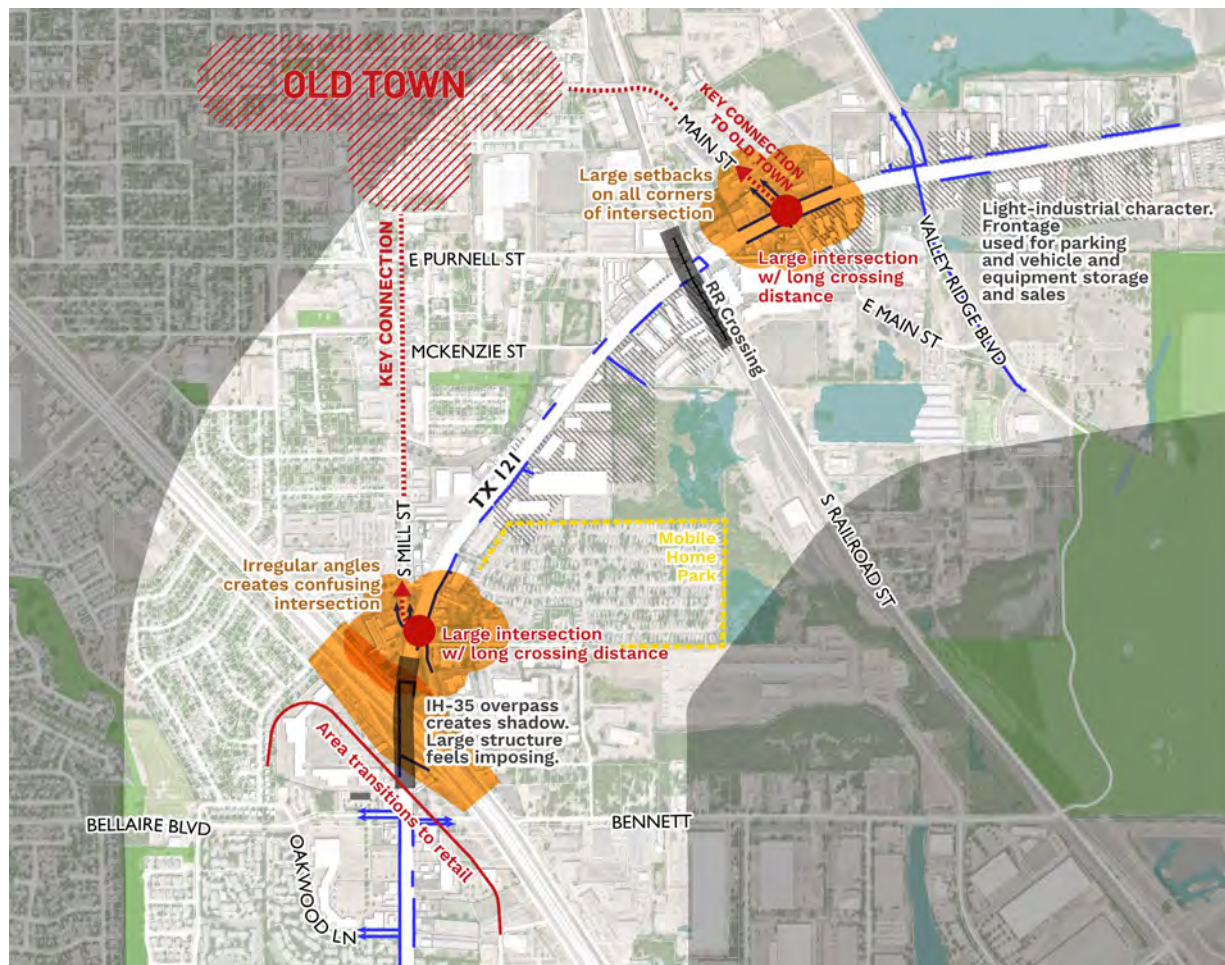
PHASE 1 RECAP: DIAGNOSE

Existing Conditions Report: Mobility Analysis

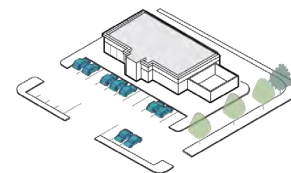


PHASE 1 RECAP: DIAGNOSE

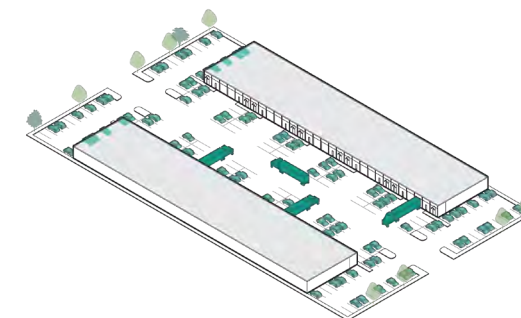
Existing Conditions Report: Built Form & Character Analysis



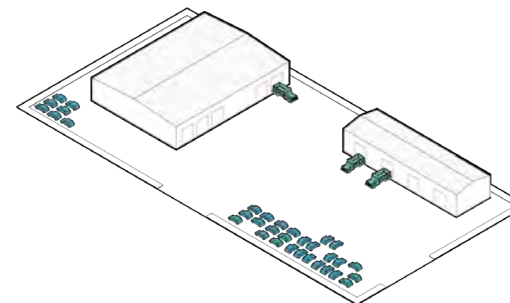
STAND-ALONE COMMERCIAL



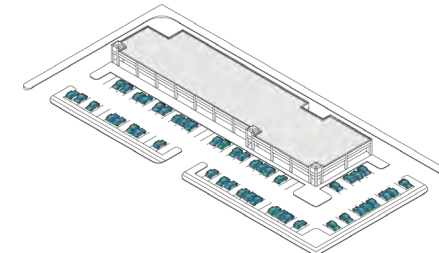
FLEX INDUSTRIAL



INDUSTRIAL WITH OUTDOOR STORAGE / WAREHOUSE

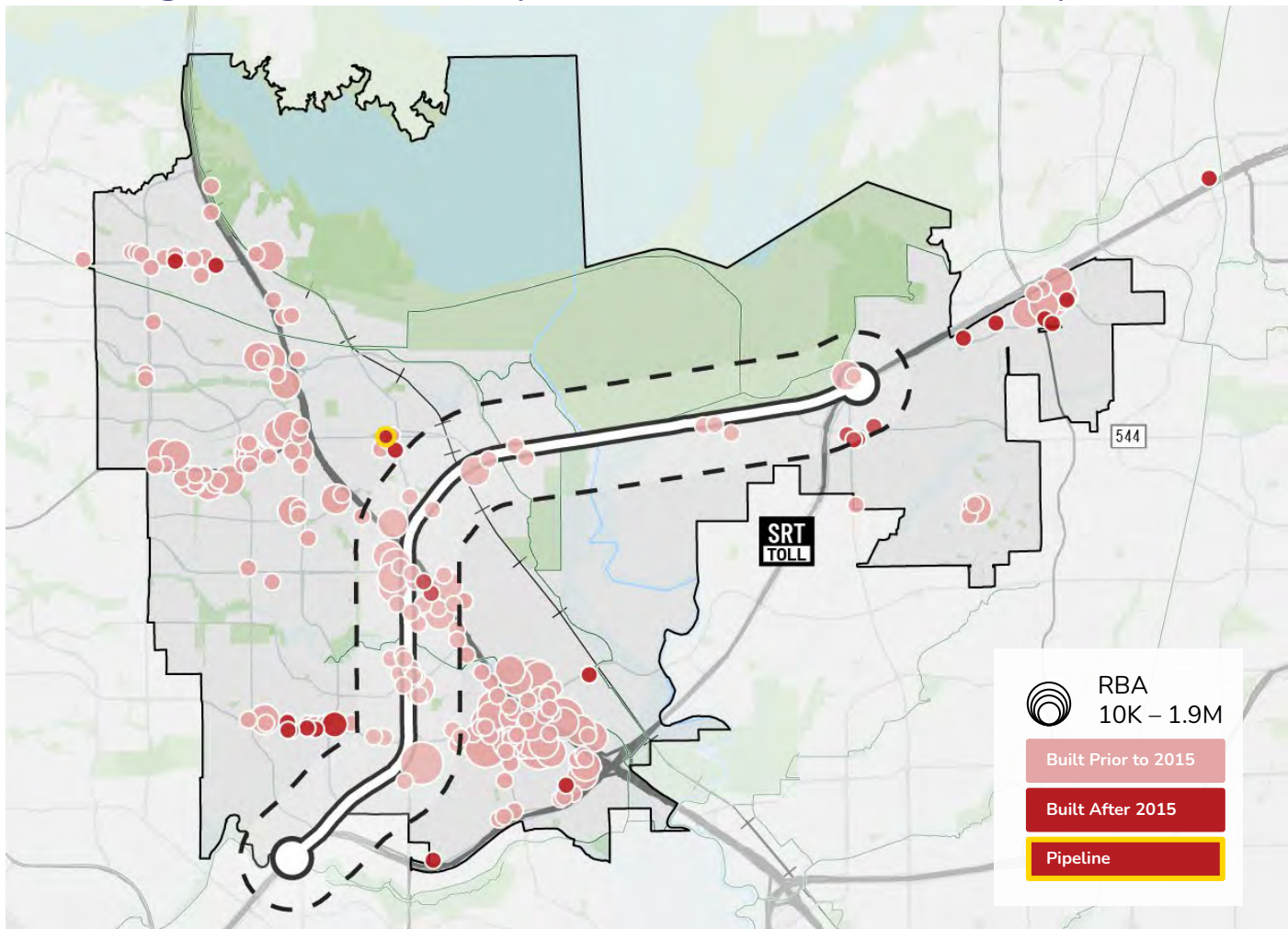


STRIP RETAIL

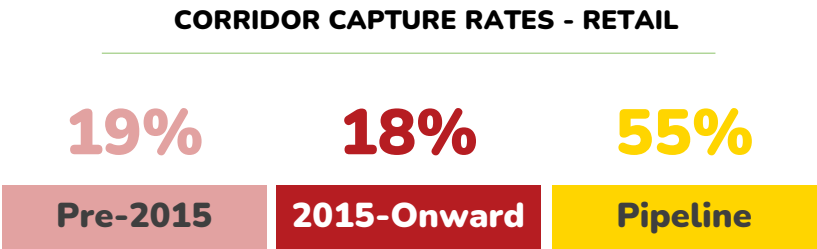


PHASE 1 RECAP: DIAGNOSE

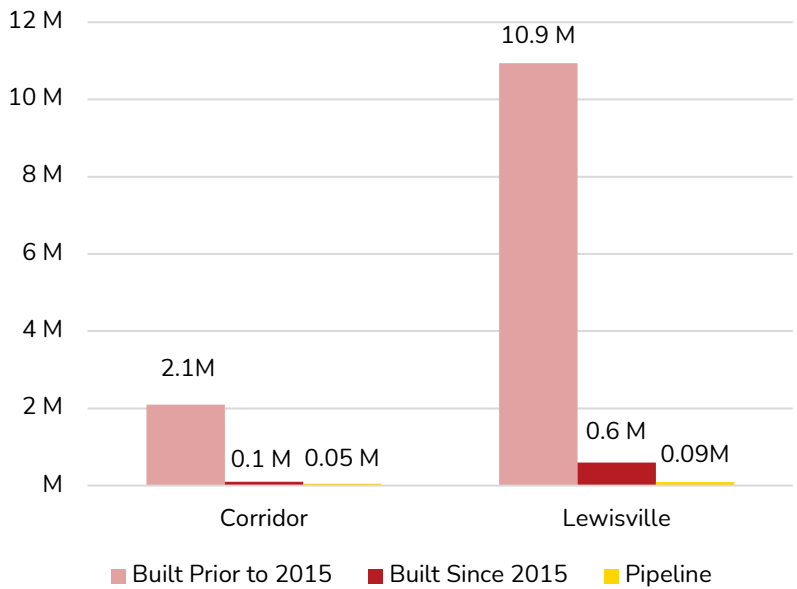
Existing Conditions Report: Local Market Analysis



BUSINESS 121 CORRIDOR PLAN



Local Retail Supply by Year Built



PHASE 2 RECAP: LISTEN



*Does not include @CityofLewisville email addresses

DRAFT CORRIDOR VISION

Vision Statement: *Business 121 will remain a vital transportation corridor for the region, will be a vibrant place to live and do business, and will serve as a proud gateway into Lewisville.*

The Business 121 Corridor Plan includes strategies to support the overall vision that are related to three key themes:

Mobility improvements will increase safety for all users and enhance the function of the roadway and flow of traffic.

Quality of place improvements will change aesthetics and improve overall experience.

Economic vitality policies will strengthen the economic position of the corridor by welcoming new development and transforming underutilized centers into more productive uses.

DRAFT CORRIDOR VISION – DISCUSSION

1. What is your initial reaction to the vision statement – is anything missing?
2. What does success look like for the corridor from a mobility lens?
Quality of place lens? Economic vitality lens?

PHASE 3: ENVISION

Establishment of Place Types

Neighborhood & Corridor Framework

Mobility & Circulation Framework

Traffic Assessment & Distribution Modeling

Catalytic Site Development

Economic Market Forecast

Concept Plan Refinement



PLACE TYPE FRAMEWORK



RN

Residential Neighborhoods: Focus on strengthening existing stable neighborhoods to retain residents while attracting new families, supported by diverse housing choices and community amenities.



RMU

Residential Mixed-Use: Provides living, shopping, working, and recreational opportunities within a short distance, offering a diverse range of housing types with slightly higher densities.



GC

Green Centerpiece: Celebrates Lewisville's natural assets, preserving areas like the Lewisville Lake Environmental Learning Area (LLELA) and Elm Fork of the Trinity River and offering passive recreation opportunities.

PLACE TYPE FRAMEWORK

A solid red circle with the white text "CC" in the center.

CC

Corridor Commercial: Includes retail and professional service establishments situated along Business 121 and I-35E, serving as both city-wide and regional attractions.

A solid blue circle with the white text "MUN" in the center.

MUN

Mixed-Use Node: Encompass large-scale developed areas with a mix of vertical residential, office, retail, and entertainment uses. These areas are intended to be dynamic activity centers within the community.

A solid purple circle with the white text "OTD" in the center.

OTD

Old Town District: Provides urban living options and vibrant amenities like restaurants and entertainment within a walkable environment.

PLACE TYPE FRAMEWORK

A light gray circle containing the letters "IL" in black.

IL

Industrial Legacy: Includes long-standing small-scale industrial, wholesale trades, and auto-oriented uses. Focus efforts on improving the built environment.

A medium purple circle containing the letters "IT" in black.

IT

Industrial Transition: Provide a buffer zone between the Old Town District and the Industrial Legacy place types, facilitating the shift from urban living to industrial activities.

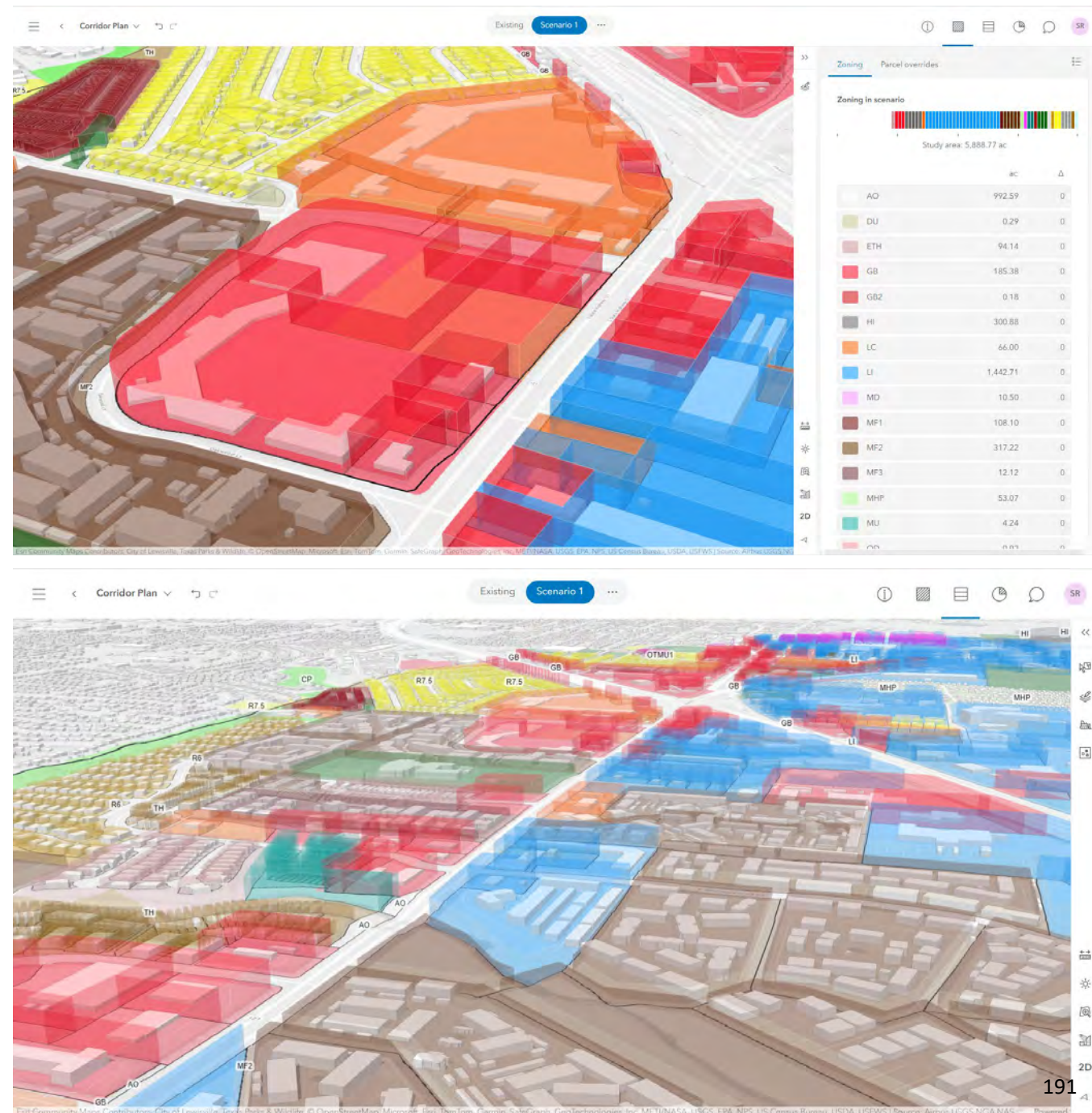
A blue circle containing the letters "IEC" in black.

IEC

Industrial Employment Center: Includes large format industrial areas for corporate, innovation, and technology-driven activities.

APPLICATION

- **Scenario Planning:** Explore different scenarios for catalytic sites along corridor.
- **Visualization:** Create 3D visualizations and simulations to better understand the spatial relationships within the corridor.
- **Cost-Benefit Analysis:** Evaluate the costs and benefits of different corridor development options.
- **Long-Term Planning:** Support long-term planning efforts by providing tools and insights to anticipate future growth and development along the corridor.



CATALYTIC SITES

MILL STREET REALIGNMENT AREA

Size: 9.7 acres

Parcels: 4 total parcels

Site Considerations:

- New Mill Street alignment will cut through site
- Construction of new Mill Street is expected to begin Jan 2025
- LISD is contemplating relocation of Bus Barn (6 acres)



CATALYTIC SITES

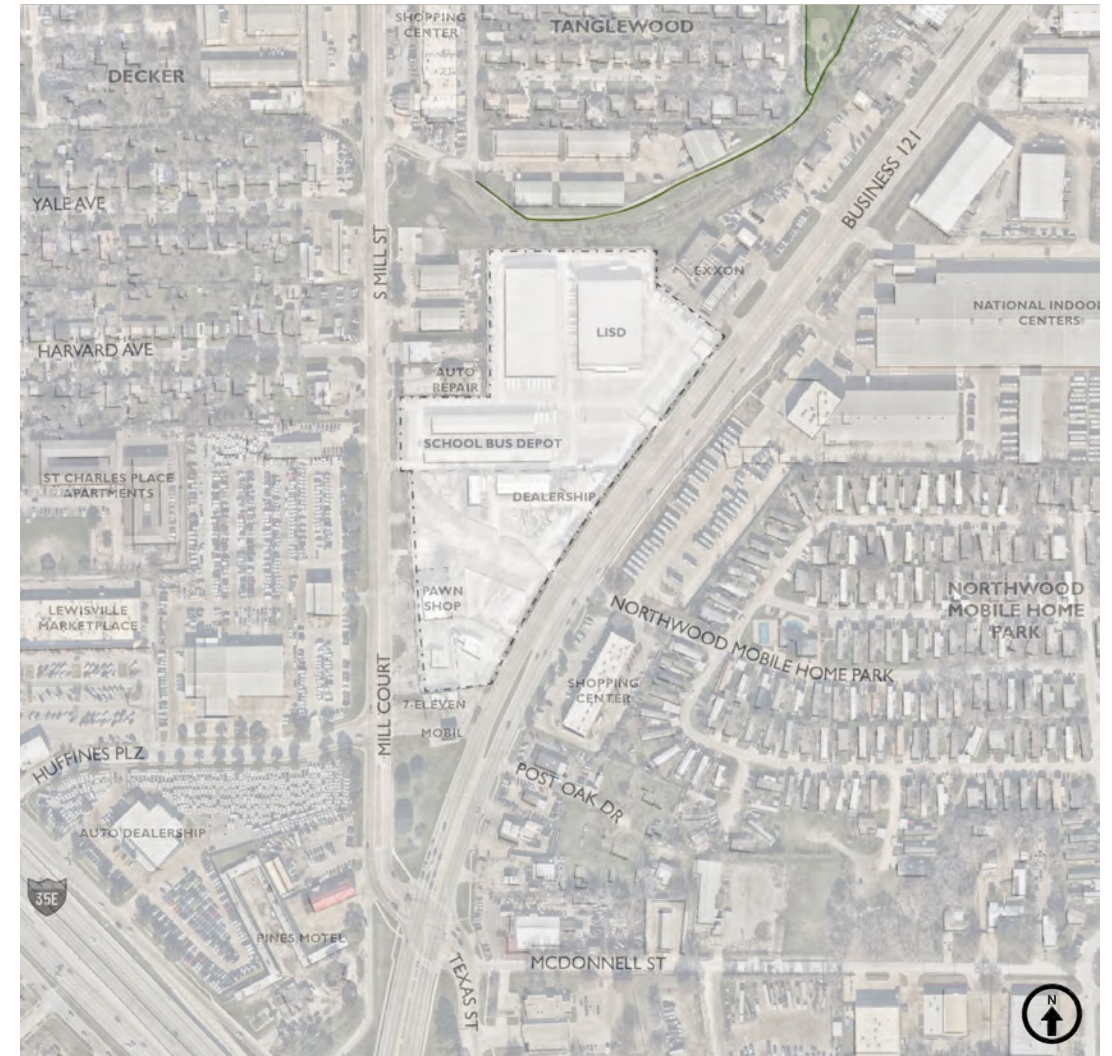
MILL STREET REALIGNMENT AREA

Size: 9.7 acres

Parcels: 4 total parcels

Site Considerations:

- New Mill Street alignment will cut through site
- Construction of new Mill Street is expected to begin Jan 2025
- LISD is contemplating relocation of Bus Barn (6 acres)



CATALYTIC SITES

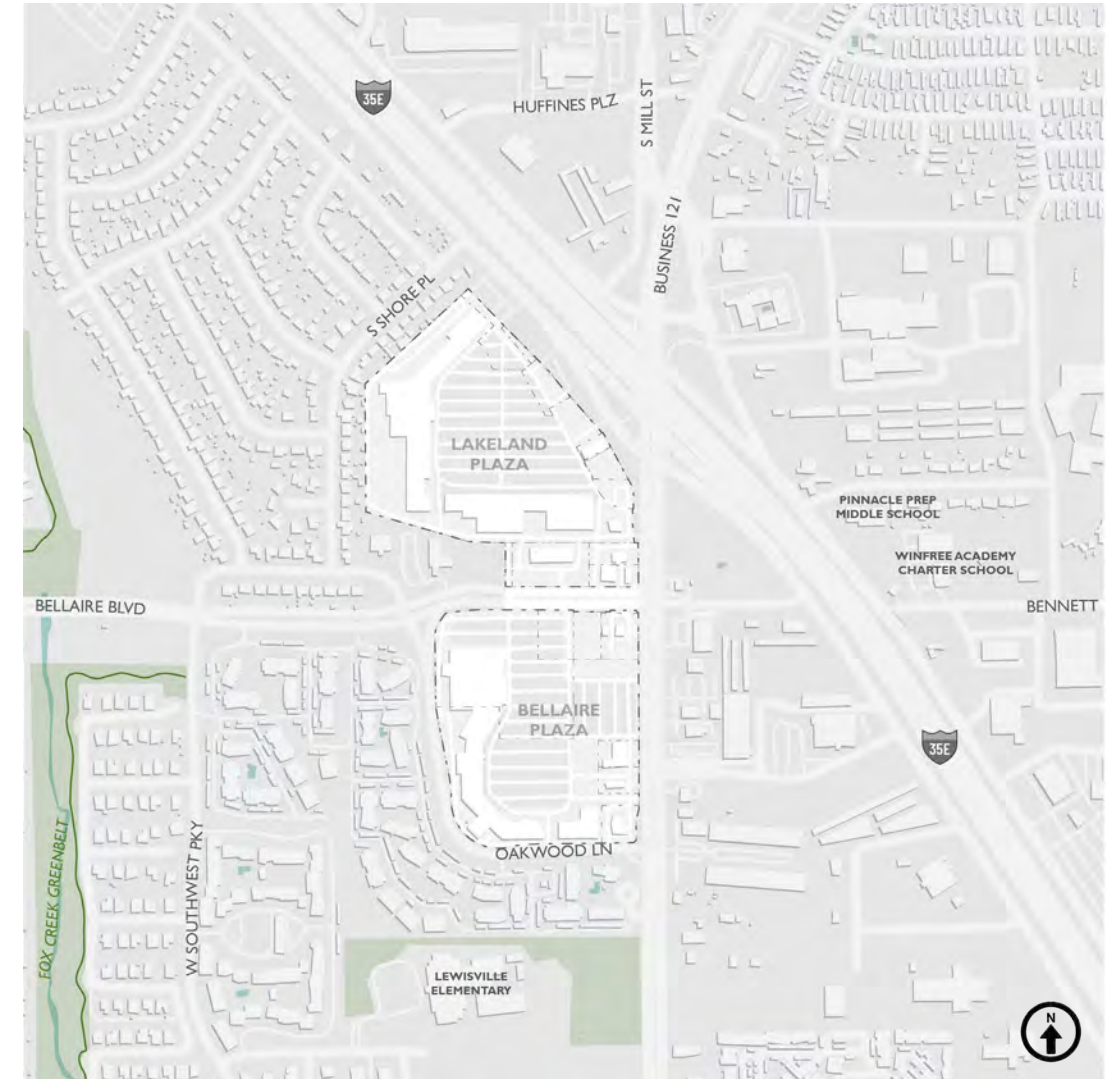
BELLAIRE & LAKELAND PLAZAS

Size: 41.6 acres

Parcels: 20 total parcels

Site Considerations:

- Large, underutilized parking lots
- High visibility from I-35E
- Bellaire Plaza – two primary owners
- Lakeland Plaza – one primary owner



CATALYTIC SITES

BELLAIRE & LAKELAND PLAZAS

Size: 41.6 acres

Parcels: 20 total parcels

Site Considerations:

- Large, underutilized parking lots
- High visibility from I-35E
- Bellaire Plaza – two primary owners
- Lakeland Plaza – one primary owner



CATALYTIC SITES

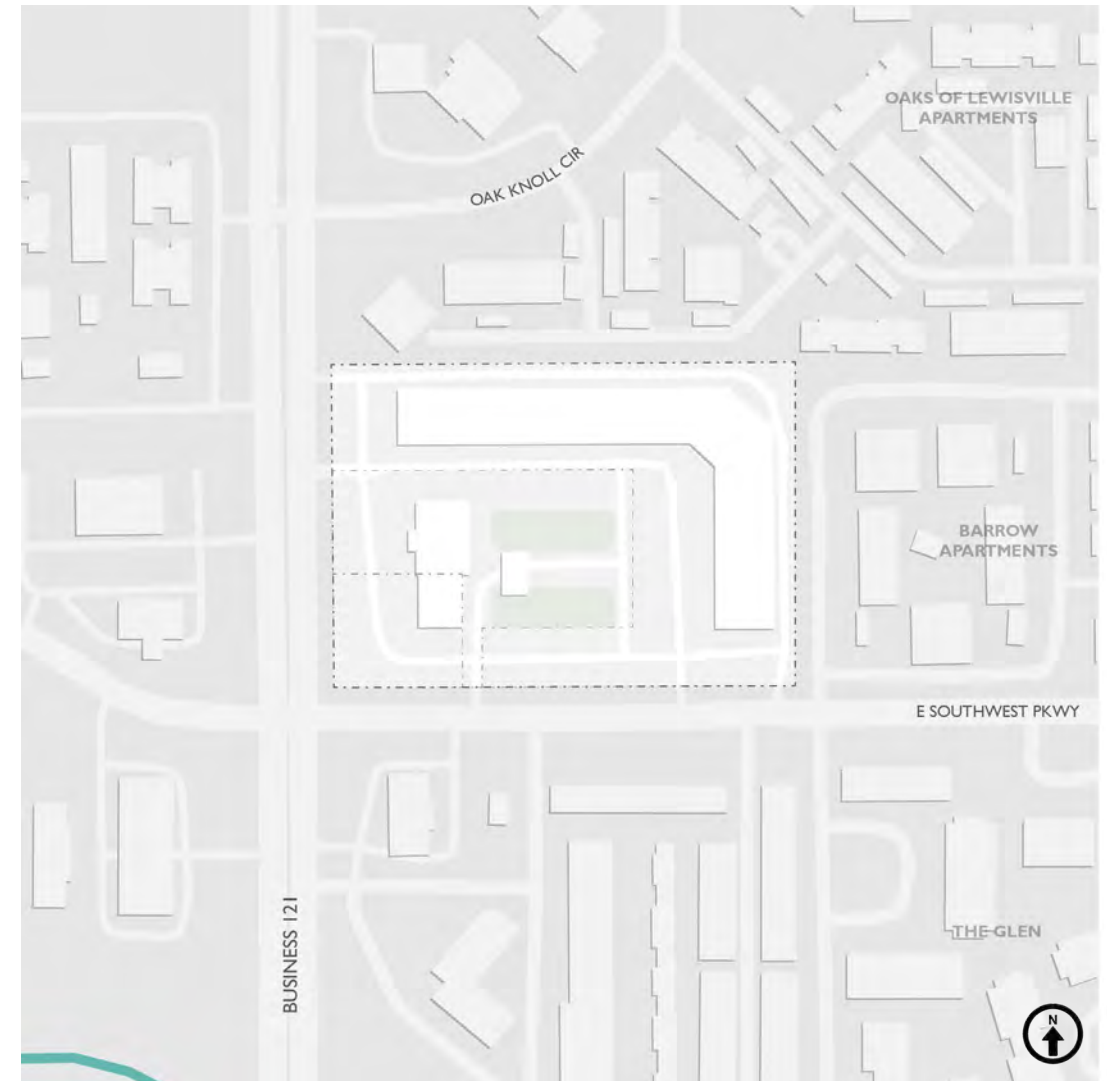
SOUTHWEST PARKWAY PLAZA

Size: 4.5 acres

Parcels: 3 total parcels

Site Considerations:

- Smaller-scale strip retail
- Three different property owners
- Southwest Parkway roadway improvements



CATALYTIC SITES

SOUTHWEST PARKWAY PLAZA

Size: 4.5 acres

Parcels: 3 total parcels

Site Considerations:

- Smaller-scale strip retail
- Three different property owners
- Southwest Parkway roadway improvements

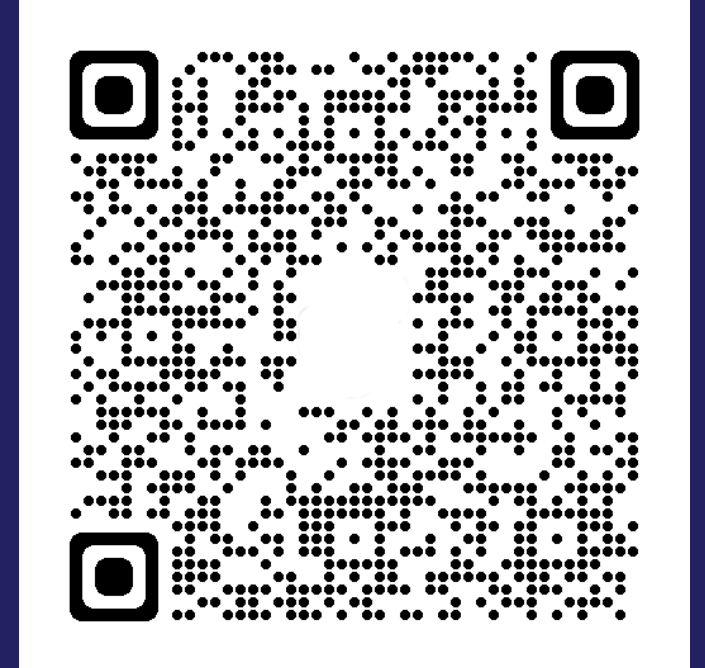


CATALYTIC SITES – DISCUSSION

1. What do you know about these sites that we should know?
2. What place types do you envision for each of the catalytic sites?
3. What should the City's role be for these catalytic sites; what is the level of interest in potential incentives, public assistance mechanisms, and potential tenant relocation?

NEXT STEPS

- Scenario Development for Catalytic Sites
- Neighborhood & Corridor Framework
- Mobility & Circulation Framework
- Traffic Assessment & Distribution Modeling
- Economic Market Forecast





TOPIC BRIEFING:

LEWISVILLE BEAUTIFICATION INITIATIVES

Lewisville Beautification

Initiatives



Spring Retreat 2024

SWOT ANALYSIS



Strengths

- Lewisville Lake
- LLELA
- Nonprofit relationships
- Playground replacement and park maintenance
- Castle Hills development standards with master planned community
- Old Town design standards
- I-35 overlay standards
- Lower vacancy rates in departments (other than public services)
- New Unified Development Code
- Great employees who care

Weaknesses

- No dedicated staff for spot clean up
- City is largely built-out
- Aging commercial and infrastructure
- Historic development code did not prioritize aesthetics
- Staff reliance on other departments to fix issue(s)
- Commercial property maintenance
- Vacancies in Public Services
- Lack of established HOAs in many areas

Opportunities

- Lake Access & Vistas
- Marina and Lake Park redevelopment
- Mall redevelopment
- Perceived community desire for organized volunteer opportunities
- New Urban Forester position to coordinate clean ups
- TxDOT breakout projects
- Corporate Drive extension
- Green Centerpiece/Landfill closure
- Incentives for redeveloping aging commercial strip centers
- Realignment of staff expectations

Threats

- Number of State roads (I-35, FM1171, FM407, and B121)
- Continued increase of unfunded mandates by TxDOT
- Staffing and reliability of contract mowing companies
- Lake debris & shoreline erosion
- Three landfills in Lewisville with trash debris from trash trucks
- Construction trash and debris

Categories of Initiatives

1

Engagement

2

Enforcement

3

Maintenance

4

Placemaking

5

Advocacy &
Partnerships



Engagement

REGULAR VOLUNTEER OPPORTUNITIES

Urban Forester position; regular monthly clean-up events; partner with school, churches, and businesses; social media & web presence. Streamline process for volunteering.

MUNICIPAL COURT REFERRALS

Indigent clients and teen court defendants can now be referred to Urban Forester for volunteer hours.

EMPLOYEE VTO

Volunteer time off. Directors will plan departmental clean-up events as part of team building.



Engagement

STORMWATER CREDIT EDUCATION

Targeted mailer, educate code officers, business retention discussions. Specifically focused on parking lot sweeping.

GAMIFY CLEAN UPS

Explore ways to add competition for neighborhoods, schools, or individuals to compete against one another.
Who can pick up the most litter?

CODE VOLUNTEERS

Call for code volunteers to use the city app and report maintenance issues in areas of the city. Training.

EMPLOYEE OWNERSHIP OF COMMUNITY APPEARANCE

Internal Clean-Up Hotline; cross training all employees;
expectations & accountability.

LEWISVILLE ENFORCEMENT PHILOSOPHY

Achieve compliance and avoid ticketing, if possible.

Focus over this year: commercial property maintenance;
substandard structures; litter abatement; clean up of
construction sites, and replacement of dead landscaping.

Allow commercial properties to replace landscaping shown
on engineering site plan with water-wise plants.



Lewisville's Code Enforcement Process

First Notice

Standard Violation

Regular letter or door tag, 7 day notice per state law. Extensions may be granted for extenuating circumstances.

Extreme Violation or Repeat Offender

Regular and certified letter with 24-hr to 7 day notice.

Unique Violations

- Inoperable vehicles require 30 day notice per State Transportation Code
- Zoning violations are given 7 to 30 day notice
- Parking on an unimproved surface notices are 7 days or less
- In general, non-typical violation notices could be 24-hrs to 30 days, depending on the severity of the violation.

Second Notice

Standard Violation

Regular and certified mail, 7 day notice. Extensions may be granted for extenuating circumstances.

Extreme Violation or Repeat Offender

Citation issued and/or abatement. Court appearances are on a monthly basis as set by the court.

Third Notice

Standard Violation

Citation issued. Court appearances are on a monthly basis as set by the court.

In FY23, 96% of cases were found by Code Officers during their routine drives. This proactive approach resulted in,

24,677 inspections

10,139 violations addressed

97% compliance rate

357 enforcement actions

Enforcement





Maintenance

STRIKE TEAM

Explore additional fee on trash collection bill (\$0.48-0.68 per utility customer per month) to pay for a 2-3 person strike team.

PAVEMENT MARKINGS & CROSSWALKS

Budget expansion is needed.

PAINTING TRAFFIC SIGNALS

Budget expansion is needed.

GOATS!

Pilot program for maintenance of creek areas.



An aerial photograph of a golf course. In the upper left, a blue lake is visible. To its right, a residential neighborhood with houses and a winding road is seen. The foreground and middle ground are dominated by green golf course fairways, several sand traps, and a dense line of trees at the bottom.

Maintenance

REPLACEMENT OF DEAD LANDSCAPING ON MEDIANS IN KEY CORRIDORS

Budget expansion is needed.

LARGE SCALE PROJECT OPPORTUNITIES

Mall redevelopment, Lake District, Marina redevelopment, Lake Park redevelopment, Old Town landscaping.

FACADE & RELO GRANTS IN KEY AREAS

Focus on aging commercial in key corridors. Consider relocation grants for industrial uses located in redevelopment areas.

PUBLIC ART

Continue pursuing public art with a focus on impactful art that creates a sense of place.

TREE PLANTING GRANTS

Provide in target areas identified in the Healthy Infrastructure Plan or in targeted corridors (i.e. B121).





Advocacy & Partnerships

TxDOT

Seeking improved responsiveness, greater maintenance funding. City to consider taking over maintenance of landscaping on B121.

ELECTRIC PROVIDERS

Over 700 lights are currently non-functioning. Seek better accountability from electric providers and work on reporting improvements. Partner to find better ways to monitor lights.

KEEP LEWISVILLE BEAUTIFUL

Develop robust communication campaign leading up to KLB biannual clean ups. All department involvement. Partner with community organizations and churches to build on these already successful events. KLB annual report presented to Parks & Recreation Board along with City Council on volunteer litter abatement, gardening classes, beautification efforts, litter metrics, and resource allocation.

Discussion





TOPIC BRIEFING:

PUBLIC ENGAGEMENT



Public Engagement

Outbound Engagement Tools:

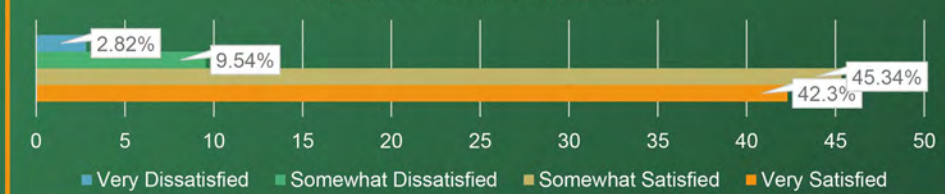
- Printed Materials (Horizon, annual report, posters, flyers, brochures)
- Digital Materials (Email, Digital Screens)
- Online Materials (10 websites, Mobile Apps)
- Metrics Dashboard
- Video (City Cable LVTV, YouTube)
- Signs and Billboards
- Water Bill Inserts and Water Bill Notes



2023 Satisfaction Rating

87.64

As a resident of Lewisville, how satisfied or dissatisfied are you with Lewisville as a place to live?



Public Engagement

Inbound Engagement Tools:

- Resident Satisfaction Survey
- Online Polls and Surveys
- Rock Solid Reporting Platform
- ZenCity Sentiment Tracking



ourLEWISVILLETX





Public Engagement

Two-Way Engagement Tools:

- Public Meetings (Council, Boards, Committees)
- Social Media (More than 40 access points)
- Presence at Special Events
- Citizens University and Other Academies
- Public Engagement Meetings
- Lewisville Community Ambassadors
- Lewisville Police Department NROs/SROs
- Department Engagement (PLOW, Coffee With Cops, etc.)
- Chamber Partnerships (Business Retention)



REVOLUTIONIZING GOVERNMENT COMMUNICATION WITH GENERATIVE AI-POWERED SOLUTIONS

Citibot's advanced Generative AI fuels efficient government communication in smart text messaging, web chat, and interactive alerts. [Communicating in 71 languages](#), our products ensure seamless and inclusive interactions for elevated operational efficiency and exceptional customer service.

Public Engagement

Staff is Always Researching New Engagement Methods:

- Multifamily Outreach Plan. Drafted in early 2023 and implemented last summer. Uses multiple tools to reach Lewisville's apartment residents.
- AI chat feature on the City's family of websites. This was approved in the FY 2023-24 budget. We are currently in the contract stage with implementation expected this summer.
- Video production truck. This new vehicle and equipment will allow us to capture video off-site much more efficiently, with plans to use Career Center West students as camera operators and to record LISD events to broadcast on City Cable LVTv.



Oscar E.
Carlisle
standing
on Main
Street in
front of
the First
National
Bank of
Lewisville
(1920s)



Committee formed in January 2024

- 41 members to start
- Members include new and tenured residents
- Kickoff meeting held Feb. 26 at Bendt
- **Nine sub-committees are designated:**
 - Community Partners
 - Education and Training
 - Event Planning
 - Finance & Fundraising
 - Historical Preservation
 - Memorabilia
 - Publications
 - Public Relations
 - Special Projects

Centennial Celebration Committee



Interurban rail station in 1924.

Celebration plans are currently being developed

- **Started with a list of 40+ opportunities**
- **Committee has trimmed about half of those**
- **Final list will be developed in March**
- **Will be part of FY 2024-25 budget submittal**
- **Major categories:**
 - Branding
 - Special Events
 - Arts & Culture
 - History
 - Community Involvement
 - Permanent Markers

Centennial Celebration Committee



Curtis family farm in about 1926.

Some celebration ideas already have received consensus support from the committee:

- Centennial Website (contracted service). Would have a separate URL and could include general history information, schedule of Centennial events, regular articles about historical events or people, a digital archive of historical photos, a digital photo gallery of historical artifacts, public downloads such as photos and screensavers, opportunities for visitors to submit their own memories, and a merchandise sales portal.
- Centennial Logo (possible service donation)
- Recreations of Historical Photos (possible service donation)
- Artifact Displays at City Facilities (possible contract service)
- Library Activities Highlighting 1920s Books (staff driven)

Centennial Celebration Committee

Other 1920s Lewisville images (just for fun)



Centennial Celebration Committee



Lewisville 2025 Update

Lewisville 2025 vision plan development:

- Adopted in 2014 after a year of public input
- Updated in 2019 with the Touchpoint process
 - *Three citywide public meetings*
 - *Department directors assigned to targeted groups*
 - *Online and paper surveys*
 - *“Road show” presentations to civic groups*
 - *Castle Hills involvement in preparation for annexation*
- Result was an award-winning engagement process that updated the plan for another five years





Lewisville 2035 Plan

Lewisville 2025 is due for another update next fiscal year (starting in late 2024, finishing in mid-2025)

- Plan to use the same toolset, with additions
- Start with a multi-department internal review
- Will use our Multifamily Outreach Plan and our connections with local churches to reach populations that were under-represented in 2019
- The process will be charted out later this year and be implemented during early- and mid-2025
- Updated plan will be unveiled at the end of the year
- New logo already created in 2019
- Incorporation of the Sustainability Action Plan





Public Engagement

Discussion points for the City Council:

- Where do you see the City's engagement efforts working?
- Where do you see gaps that need to be addresses?
- How would you like to see our engagement efforts grow or expand in the next 2-3 years?



BRIEFING:

ECONOMIC TRENDS AND BUDGET CALENDAR



ECONOMIC TRENDS & BUDGET CALENDAR

Lewisville City Council Retreat 2024



ECONOMIC TRENDS (AGENDA)

Economic indices are included in the following areas:

**ECONOMIC
INDICATORS**

DEMOGRAPHICS

**BUDGET &
FINANCE**

These indices provide economic context leading into the annual budget process.



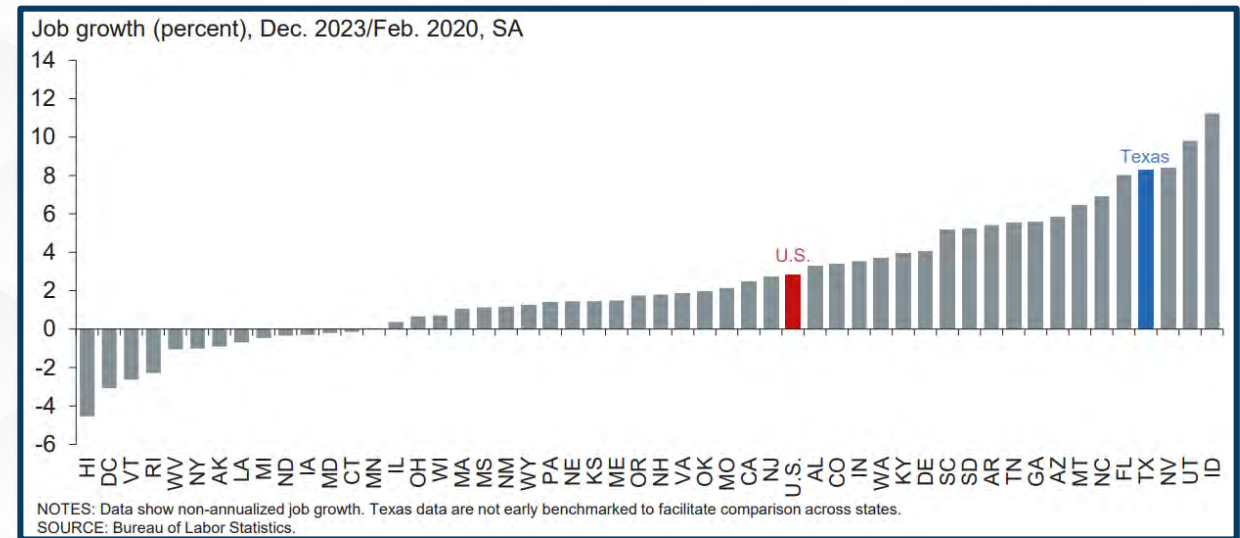
RECENT ECONOMIC INDICATORS/INFLATION



- Texas unemployment rate dropped to 4.0% for December 2023. National unemployment rate held at 3.7% for January 2024. Payrolls up by 353,000 in January 2024, higher than anticipated.
- FOMC expects to cut rates three-four times in 2024. Inflation is falling much faster than expected when they updated their forecast in September. Cuts projected to start in July.
- Recap of Fed mid-December meeting noted that policy makers agreed that rates would remain restrictive “for some time”, but also recognized that the federal funds rate was near its peak. Minutes also noted that there was “an unusual degree of uncertainty” concerning the economic outlook.
- Fed’s Bostic Sees First Cut in 3Q; Atlanta Fed President Bostic, a voting member of the Federal Open Market Committee (FOMC), stated his current forecast includes two 25bps rate cuts in 2024, adding he’s penciled in the first to occur in the 3rd Qtr. “Inflation is on a path to 2% today. The goal is to stay on that path.”
- Inflation has cooled. Decline continued into January with current year over year CPI at 3.1%.
- Fed’s target inflation rate is 2.0%.

REGIONAL ECONOMIC UPDATE

- Per Federal Reserve Bank of Dallas (March 2024 Update):
 - Growth in the regional economy has slowed but is still healthy
 - Texas continues to outperform the nation in employment
 - Texas was one of the first states to surpass pre-pandemic employment
 - Risks to the economic outlook are mixed:
 - Elevated inflation, ebbing consumer resilience
 - Geopolitical risk, election uncertainty on the rise
 - On the upside, labor force growth and particularly migration are high, and economic growth has been surprisingly strong



Source: Federal Reserve Bank of Dallas Regional Update



OUTLOOK ON CONSTRUCTION



- Labor shortage continues, initially reported by the Department of Labor in January 2022
 - Unemployment remains tight at 3.7%, which is very close to the 53-year low of 3.4%.
 - There were 384,000 unfilled construction jobs in AUG 2023; and
 - This climbed to 457,000 construction openings in NOV 2023 (seasonally adjusted)
 - Subcontractors are still facing major labor constraints holding back their capacity
- Price escalation in construction materials driven by rapidly rising demand across the US
 - The 02 Jan Wall Street Journal reported manufacturing plant demand is soaring
 - Construction Pace in 2021: \$8 Billion/Month
 - 2022: \$12 Billion/Month
 - 2023: \$19 Billion/Month
 - 2024: \$24 Billion/Month (projected)
 - Steel wall framing studs have seen two 10% cost increases just this year
 - Similar 2024 material cost increase notices from suppliers range from 10% to 25%



OUTLOOK ON CONSTRUCTION



- Inflation abatement & risk of recession is not materializing as predicted
 - Consumer spending continues to climb, along with optimism (WSJ 04 Mar);
 - Over 65% of consumers believe inflation is heading up, which is usually self-fulfilling.
 - Most economists say 2023 predictions of a “soft landing” for 2024 are proving correct.
- Consensus is these factors will keep construction escalation at 0.9% per month at least through 2024.
- Some economists still say 2024 will see an economic downturn, dragging down prices, especially given China’s newfound instability. A slowdown in 2024 and beyond is amid structural problems such as record levels of debt, low birth rate, and a very low growth rate of 5%.



MULTI-FAMILY RENTAL RATE TRENDS



- Lewisville continues to see a steady stream of communities on the way. Greater supply increases competition and can lead to more competitive rent levels.
- In 2021-22, there was an increase in rents by 20%. Since then, year over year rent growth has slowed due to a decrease in demand.
- In 2023, rent growth continued to remain minimal and is expected to remain lower through the near term due to supply-side pressure, as construction rolls over and demand normalized.
- Rent growth is expected to increase through 2024 and 2025 by approximately 2%.



OFFICE SPACE TRENDS



- Lewisville has 5.3M square feet of office space.
- In 2023, 184,000 square feet of office space was under construction, which is a significant increase from 2022 with only 21,500 square feet under construction. The occupancy rate ranged between 79.5% to 81.7%.
- Over the coming years, the trend shows that occupancy will remain at approximately 80%.

INDUSTRIAL SPACE TRENDS

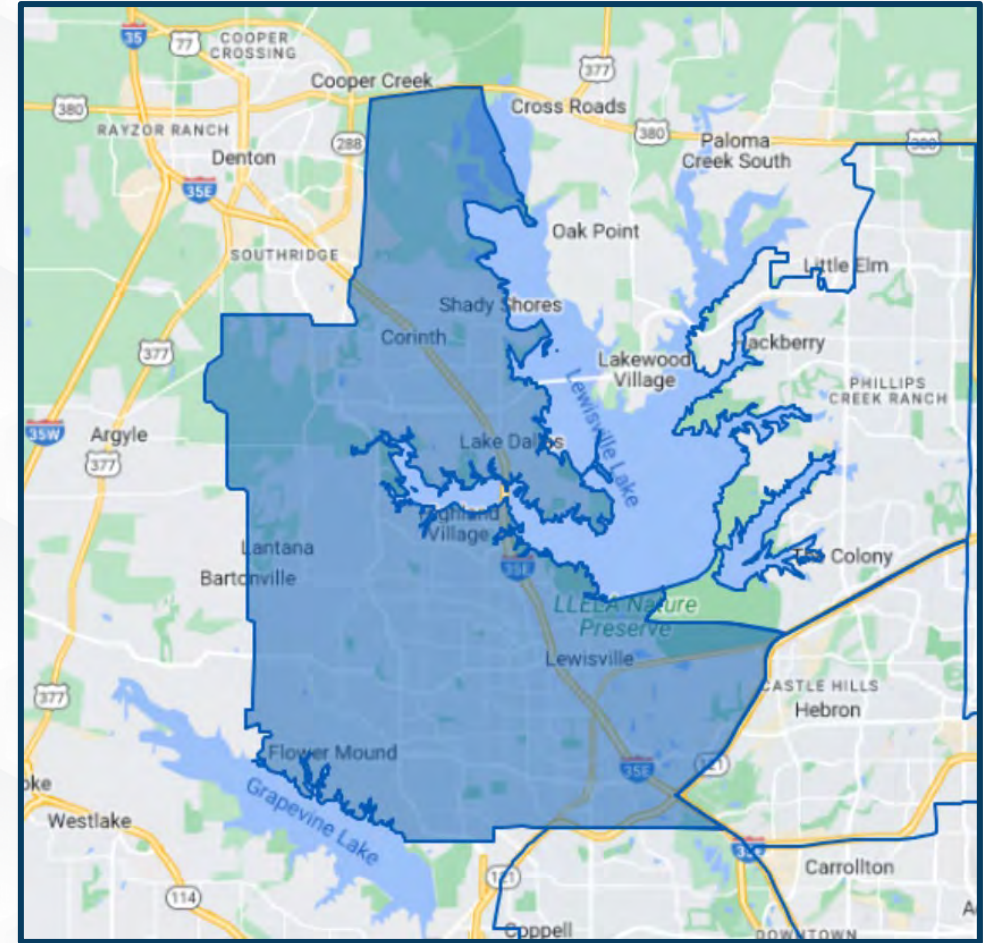
- 19.2M square feet of inventory with 282K under construction.
- According to CoStar group, Lewisville as an industrial node remains well-balanced. Fundamentals in Lewisville are strong, with low vacancies below the market average of 8.5%.
- The occupancy rate in 2023 was 92%. Q1 of 2024 is showing an occupancy rate of 97%. The trend shows that occupancy rates are anticipated to stay between 95-97% over the coming years.

City	Total Sq.Ft. of Industrial	Percentage of Total Land Area Used for Industrial
Frisco	5.1M	0.3%
Allen	2.7M	0.4%
Plano	11.6M	.06%
Denton	18.1M	.07%
McKinney	14.5M	.08%
Flower Mound	10.3M	.08%
Richardson	8.9M	1.1%
Grapevine	12.7M	1.3%
Lewisville	19.2M	1.6%
Mesquite	21M	1.6%
Fort Worth	173M	1.7%
Dallas	19.5M	1.8%
Garland	30.9M	1.9%
Arlington	54.4M	2.0%
Irving	41.6M	2.2%
Grand Prairie	63.5M	2.8%
Carrollton	36.2M	3.5%
Coppell	29.3M	7.1%

*Cities not built out are naturally lower

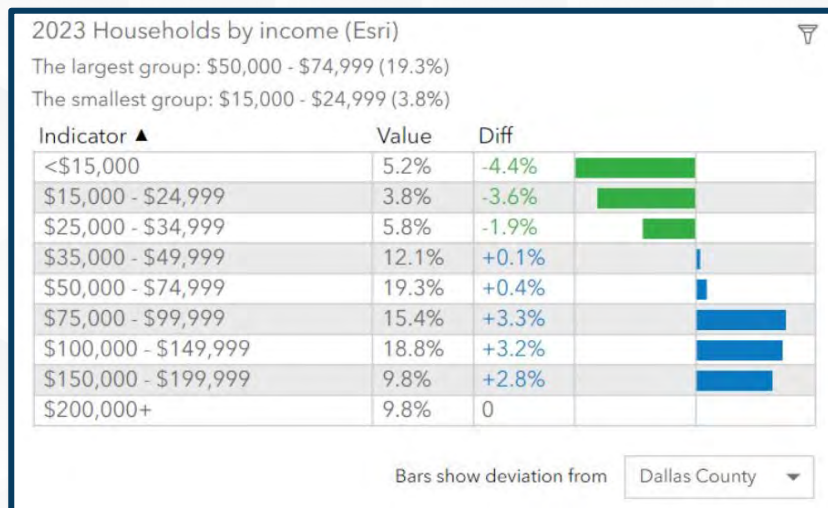
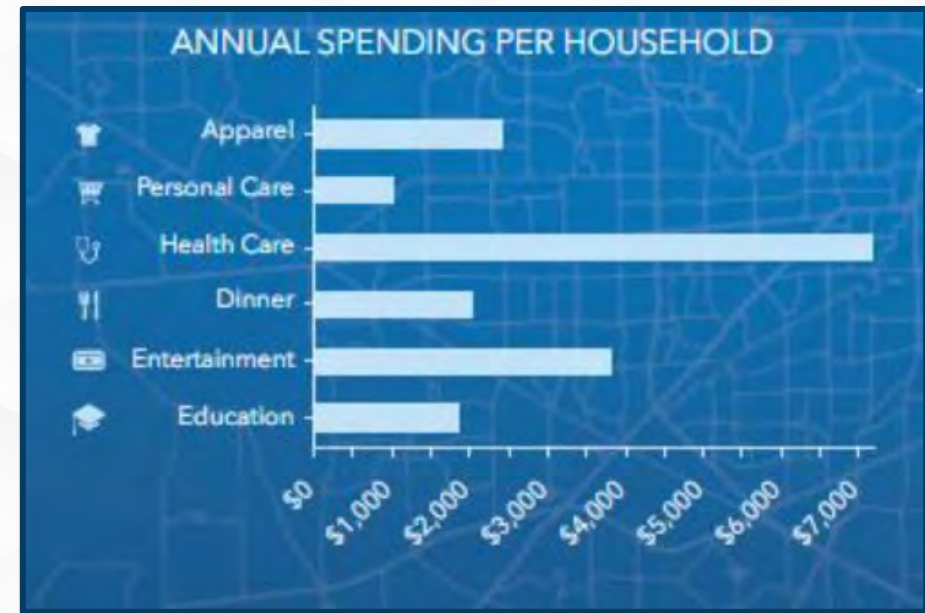
RETAIL TRENDS

- In 2023, Lewisville occupancy rates ranged between 92 – 94%. The forecast shows that occupancy will remain relatively flat.
- In the last year, 82,000 square feet of retail space was delivered.
- With 19.0 million SF of space, Lewisville is the largest retail submarket in the metroplex, capturing 4% of total retail inventory in Dallas-Fort Worth.
- Within the submarket, Lewisville captures 40% of the total retail space and has more shopping and dining space per capita than any other city its size or larger in the Dallas-Fort Worth region.



Lewisville, Highland Village, Corinth, Lake Dallas, Flower Mound, Lantana, Bartonville, Copper Canyon

INCOME LEVELS IN LEWISVILLE



DAYTIME POPULATION



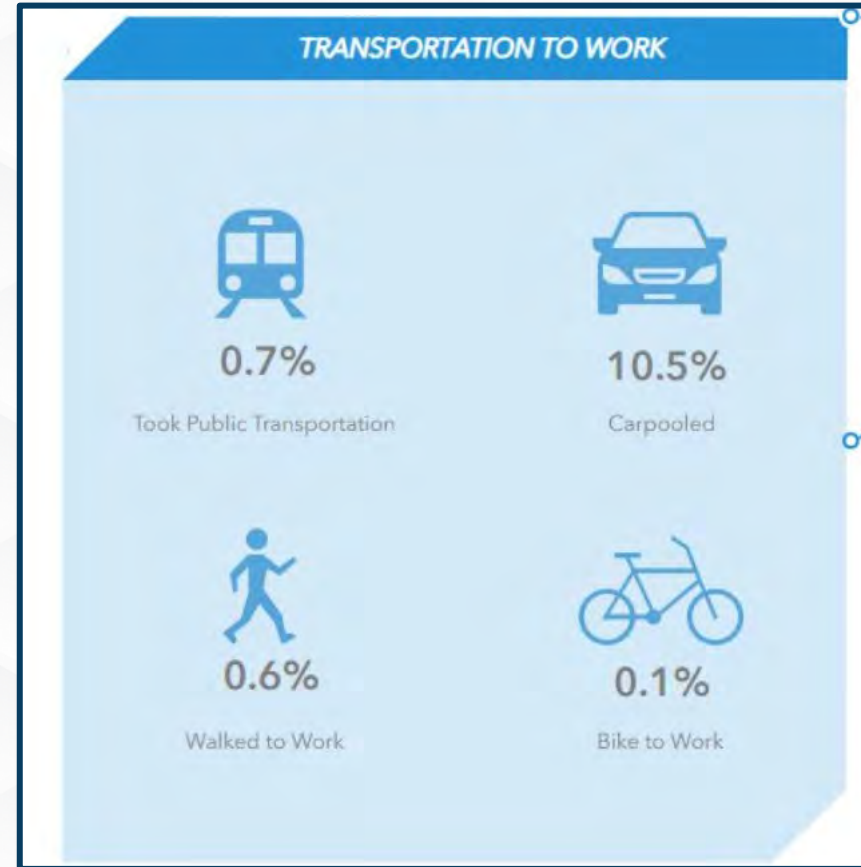
Commute Time

25.1 minutes

AVERAGE TRAVEL TIME

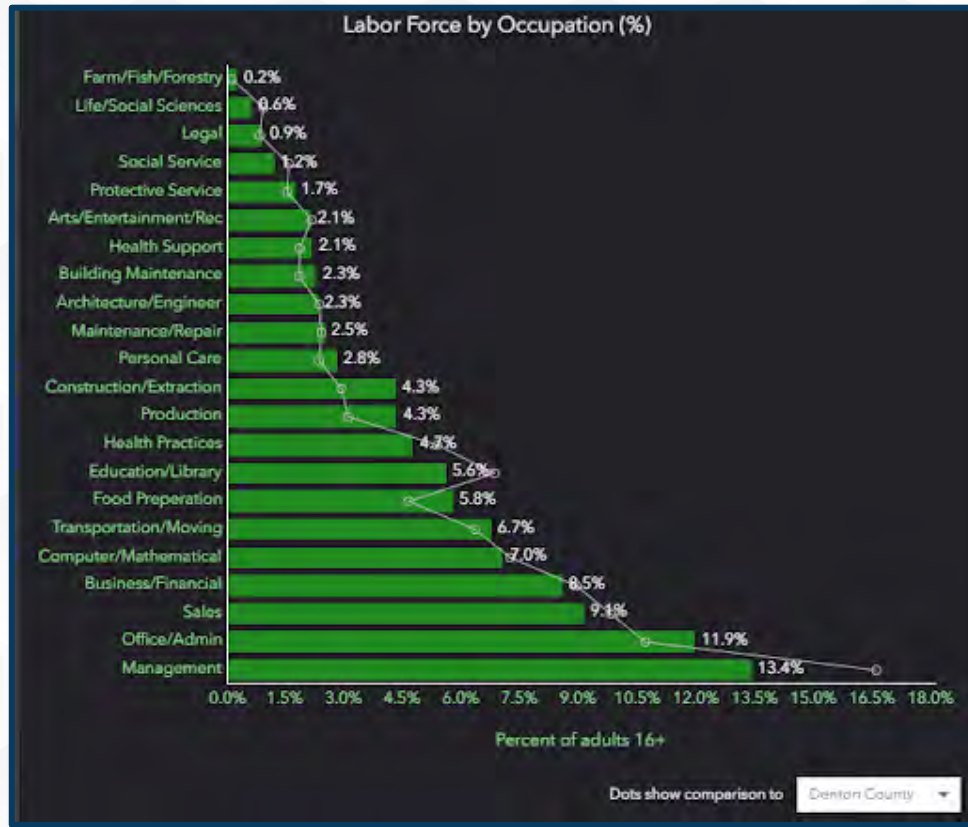
Using averages, employees in Lewisville, TX have a shorter commute time (25.1 minutes) than the normal US worker (26.8 minutes). Additionally, 1.65% of the workforce in Lewisville, TX have "super commutes" in excess of 90 minutes.

Source datausa.io/

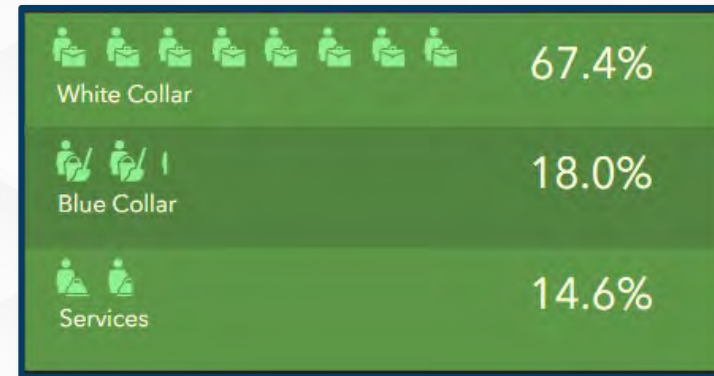


Source: Esri: ArcGIS Business Analyst, US Census Bureau

DAYTIME POPULATION



Source: Esri: ArcGIS Business Analyst



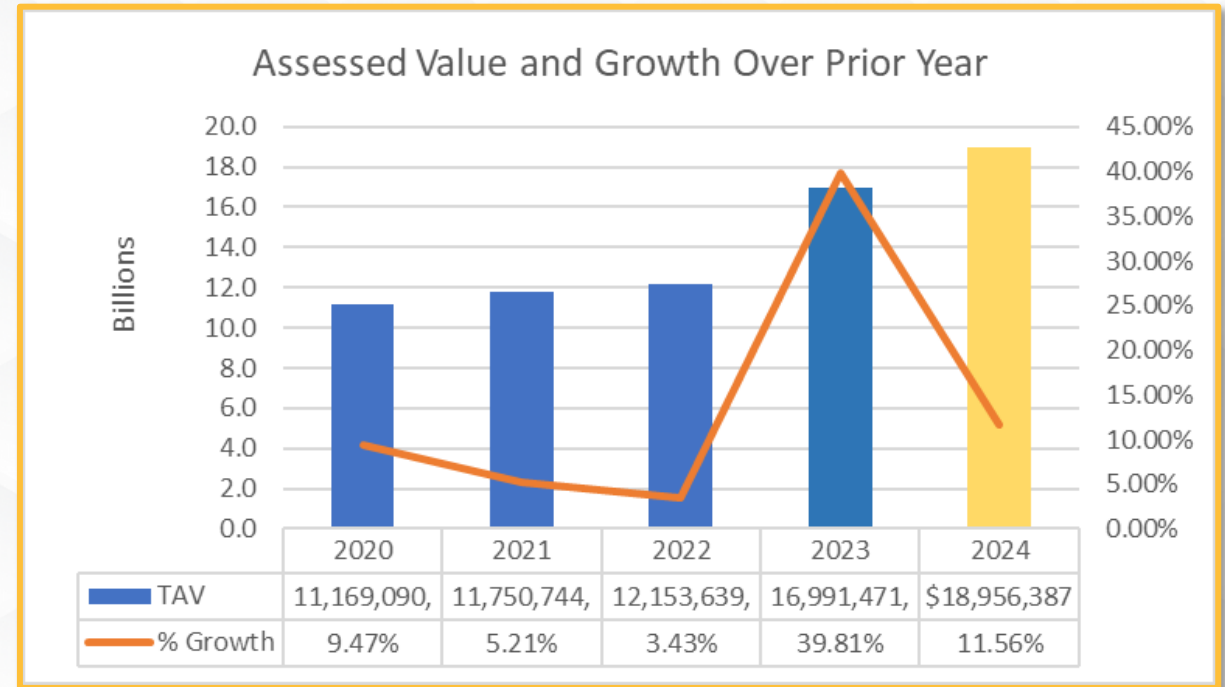
ASSESSED VALUE GROWTH

<u>Tax Year</u>	<u>Fiscal Year</u>	<u>TAV</u>	<u>% Growth</u>
2019	2020	11,169,090,006	9.47%
2020	2021	11,750,744,030	5.21%
2021	2022	12,153,639,782	3.43%
2022	2023	16,991,471,159	39.81%
2023	2024	18,956,387,907	11.56%

- The pace of growth had slowed prior to annexation
 - Impacts from pandemic
 - Slowing economy
- Factors impacting tax values after annexation
 - Absorption of District parcels into City rolls and increased property values (FY 2023)
 - Increased property values (FY 2024)

ASSESSED VALUE GROWTH

- Projection for overall growth in TAV beyond 2024
 - Assumptions used in Hilltop debt analysis
 - 4.5% for 2025-2028
 - 1.0% for 2029-2038
 - 0.25% for 2039 and thereafter



PRELIMINARY TAXABLE VALUE GROWTH

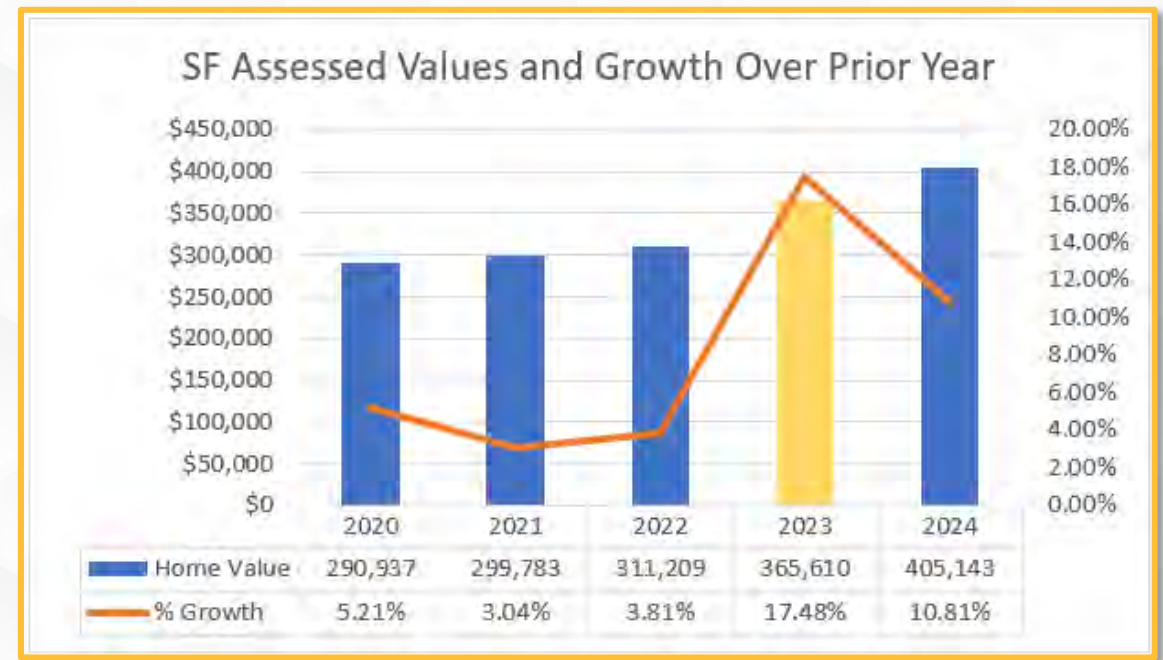
Taxing Entity	2023 Supplemental Taxable Value	2024 New Taxable Value	2024 Preliminary Taxable Value	Increase
Denton County	176,417,717,254	7,845,778,928	208,654,493,513	18.27%
City of Carrollton	11,857,248,557	85,504,834	13,821,471,014	16.57%
City of Denton	19,770,677,297	1,206,867,534	24,294,837,094	22.88%
City of Lewisville	21,294,727,564	636,346,920	25,716,504,382	20.76%
Denton ISD	31,384,126,305	2,009,334,854	38,566,956,608	22.89%
Frisco ISD	17,917,125,616	403,472,852	20,275,723,829	13.16%
Lewisville ISD	56,997,592,578	1,197,011,608	66,998,759,398	17.55%

- 2023 values are based on most recent DCAD supplemental
- Note: 2024 figures are preliminary. Initial values for 2024 will be sent to taxing entities by the end of April.
- Preliminary figure for new taxable value similar to the prior year's preliminary amount (\$671.0M)

TREND IN HOUSE VALUATIONS AND PROJECTIONS FOR UPCOMING BUDGET YEAR

- Near-term projection for home value growth
 - Impacted by escalating home values
 - No indication of a slowdown
 - Catch-up to Market Values
- Long-term increases of 4% - 6%

Tax Year	Fiscal Year	Home Value	% Growth
2019	2020	290,937	5.21%
2020	2021	299,783	3.04%
2021	2022	311,209	3.81%
2022	2023	365,610	17.48%
2023	2024	405,143	10.81%



CHANGES IN PROPERTY VALUATIONS BY CATEGORY

	2022		2023		Change from PY
	\$	%	\$	%	
Single Family	9.57	43.81%	11.68	46.04%	22.13%
Multi Family	3.58	16.38%	3.98	15.69%	11.27%
Commercial	4.45	20.40%	4.98	19.62%	11.79%
Business PP	2.58	11.83%	2.94	11.60%	13.95%
Other	<u>1.65</u>	<u>7.57%</u>	<u>1.79</u>	<u>7.05%</u>	<u>8.21%</u>
	21.83	100.00%	25.37	100.00%	16.22%

2022-23 Market Value
(in Billions)



■ Single Family ■ Multi Family ■ Commercial ■ Business PP ■ Other

2023-24 Market Value
(in Billions)



■ Single Family ■ Multi Family ■ Commercial ■ Business PP ■ Other



BOND RATING CONSIDERATIONS

- Most recent rating performed in May 2023
- City assigned AAA bond rating from both S&P and Fitch rating agencies
- Applies to both the General Obligation and Utility Revenue bond issues
 - Primary factor in determining total cost of borrowing
 - Rates for GO and Utility Revenue bonds were 3.56% and 3.40% respectively
- Factor in considering future borrowings
 - Final issue related to 2015 bond election (streets and trails)
 - Final issue related to 2021 bond election (public safety facility)
 - Long-term, Blue-Ribbon consideration and 2024 bond election

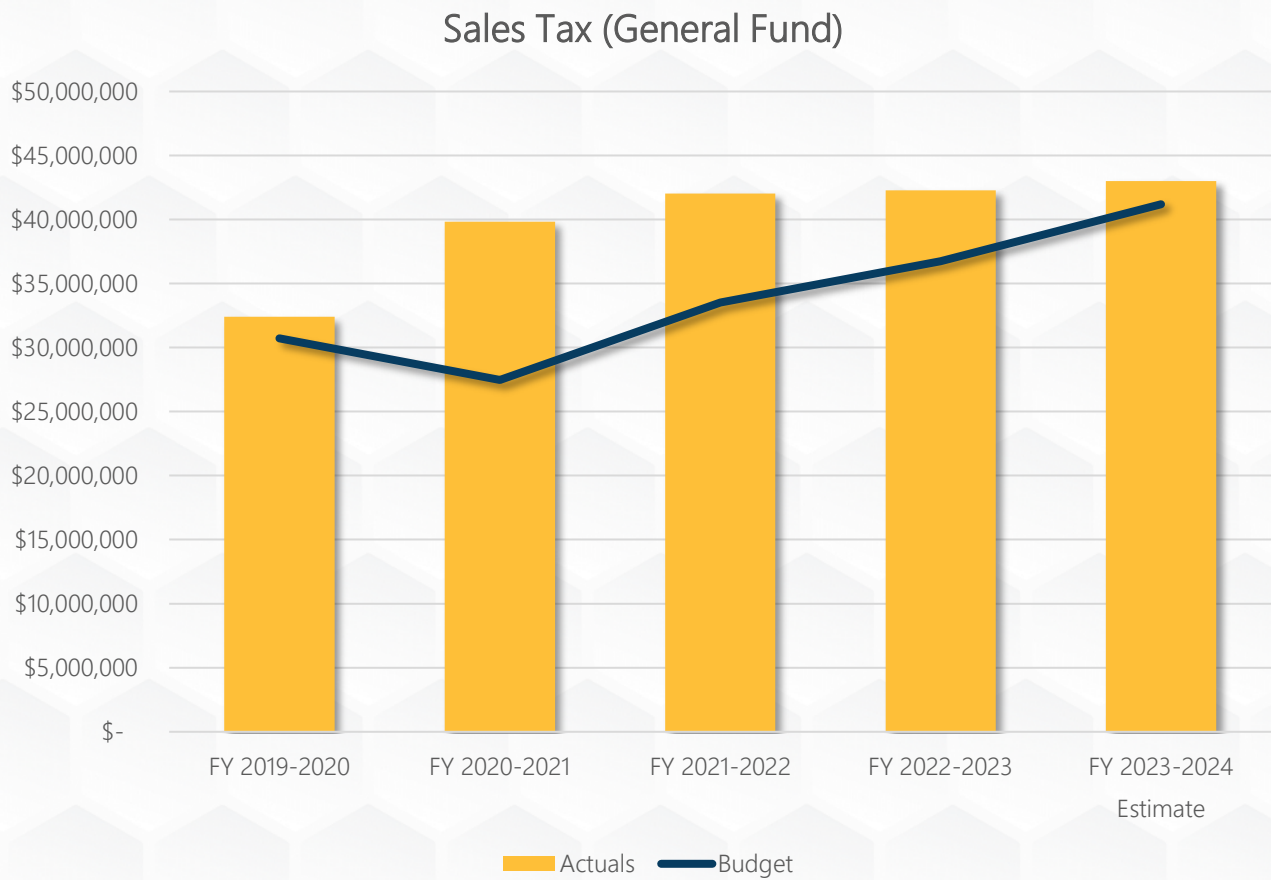


BOND RATING CONSIDERATIONS



- Key rating drivers noted by S&P:
 - Strong expected **economic growth** from new development and growth in Castle Hills
 - Solid finances and **maintenance of solid reserves**, supported by growing major revenue sources and conservative financial-management practices
 - Very strong management with **strong financial management policies**, including its formal capital and financial planning and policies that guide investments, debt issuance, and reserve maintenance and a strong Institutional Framework score
- Key rating drivers noted by Fitch:
 - The city's strong financial profile reflects a **diverse and stable revenue base**, modest expenditure growth and a demonstrated ability to reduce expenditures during economic downturns
 - Strong **revenue growth** over the past 10 years, exceeding both U.S. GDP and inflation
 - Lewisville has historically maintained very strong reserves as compared with spending and relative to revenue volatility. Management has responded well to economic stress, as demonstrated by the city's history of **balanced operations** and reserve adequacy through prior economic cycles

SALES TAX



*Data as of 3/15/2024.

FY 2023 actuals increased by \$253K or 0.6% when compared to FY 2022 actuals.

FY 2024 estimates are currently trending 1.7% over last year's actuals and 4.4% more than the FY 2024 adopted budget.

The FY 2024 estimate does not include any reduction related to possible legislation impacting sales tax sourcing.



SALES TAX IMPACTS

- This revenue is at risk due to two threats:
 - State of Texas prior attempts to move towards full destination sourcing
 - Was not successful during 2021 & 2023 legislative process
 - Would nullify sales that are shipped from a place of business/warehouse in Lewisville
 - Comptroller rule changes – Texas Admin Rule 3.334
 - Originally adopted in May 2020
 - Amended two additional times
 - Redefines “place of business” for sourcing of sales tax
 - Provides that only “in person” sales may be used to establish a “Place of Business”



SALES TAX IMPACTS

- Engaged with consultant to determine potential impacts to the City sales tax
 - John Kroll, HMWK
 - Conduct an initial analysis to determine impacts
 - Full destination sourcing
 - Controller interpretations presented in Rule 3.334
 - Initial analysis based on state of Texas and national data sets
 - Income level, # of households, % taxable purchases, population



SALES TAX IMPACTS

- Impacts from a move to destination sourcing
 - Significant loss of sales tax anticipated
 - Sales tax allocated to the location where the buyer takes possession
 - “Place of Business” designation nullified
 - Defined as 3 or more in-person sales per year
 - Credit only those sales to Lewisville placed in-person or where product will be shipped within Lewisville
- Impacts to sales taxes under destination sourcing
 - Loss of \$15.4 million
 - Net of any gains from goods/services delivered into Lewisville



SALES TAX IMPACTS

- Impacts from Rule 3.334 implementation
 - Loss of sales tax “lessened” slightly
 - “Place of Business” designation required, better understanding of operations
 - Gains in revenue not currently captured under origin sourcing rules/statutes
- Impacts to sales taxes under Rule 3.334 implementation
 - Loss of \$10.5 million
 - Estimated gains from unrealized B2B - \$2.59 million
 - Estimated gains from unrealized B2C - \$2.35 million



SALES TAX IMPACTS



- Breakdown of potential sales tax losses
 - Destination sourcing - \$15.4M
 - General - \$10.27M
 - 4B - \$2.57M
 - Crime Control - \$1.28M
 - Fire Control - \$1.28M
 - Rules change - \$10.5M
 - General - \$7.00M
 - 4B - \$1.75M
 - Crime Control - \$875K
 - Fire Control - \$875K



SALES TAX IMPACTS

- Evaluation of actual Lewisville experience
 - Impacts using Lewisville-specific data ongoing
 - Performing an evaluation of top sales tax remitters
 - Analyze their process for taking/processing orders
 - Initial analysis limited to top sales tax remitters in the highest three threat assessment levels
 - Staff reached out to 44 businesses, accounting for \$14.8 million in sales tax to the city
 - Successful in contacting 19 businesses, accounting for \$8.1 million in sales tax
 - Based on analysis of these local businesses
 - 14 potentially will escape Rules change, \$5.7M likely to stay in the city
 - 5 potentially are at risk from Rules change, \$2.4M could be impacted
 - Impact of 25 remaining businesses, accounting for \$6.7M in sales tax
 - 16 potentially escape Rules change, \$3.6M likely to stay in the city
 - 9 potentially are at risk from Rules change, \$3.1M could be impacted
 - Staff continuing to reach out to determine if impacted from Rules change



CASTLE LITIGATION & RULES TIMELINE



- **May 22, 2020**, Comptroller Glenn Hegar introduced an amendment to administrative Rule 3.334, moving the point of taxation from where the business operates to where the buyer lives. Originally was scheduled to start origination sourcing in April 2020, but after city outcry, pushed out to October 1, 2021.
- **July 2021** – Lawsuit filed by the Coalition for Appropriate Sales Tax Law Enactment (CASTLE). City of Coppell, Texas; the City of Humble, Texas; the City of DeSoto, Texas; the City of Carrollton, Texas; the City of Farmers Branch, Texas; and the City of Round Rock, Texas v. Glenn Hegar
- **August 2021** – Parties agreed on Temporary Injunction, saying Comptroller would not apply new Rule until final disposition on the litigation. Comptroller agreed to a temporary injunction to delay enforcement of those provisions of Rule 3.334 scheduled to go into effect October 1, 2021. The injunction effectively delays the implementation of those provisions until the trial (scheduled for October 2024) or further order of the court. As a result of the temporary injunction, the rules currently in place will remain in effect statewide. Businesses across Texas should continue their current approach to assigning the local portion of Texas sales tax to a local taxing authority.
- **August 2022** - The district court found that the Comptroller failed to substantially comply with one or more of the procedural requirements for the notice of proposed rule (Government Code, §2001.024) when the comptroller adopted §3.334(b)(5). The court remanded §3.334(b)(5) to give the Comptroller the opportunity to either revise or readopt it through established procedure.
- **January 2024** – Comptroller revises the rule to clarify definitions and follow procedural requirements. Initially intended to start origination collection in January 2024, but Comptroller's attorney confirms that they will comply with the temporary injunction.
- **March 2024** – Lewisville Staff was informed that Comptroller will soon be submitting a 4th amendment to the rule in the very near future. We understand that the only thing this amendment will be addressing is the potential financial impact that the rule could have on local jurisdictions and the business community.
- **May 2024** – Original trial date
- **October 2024** – New trial date

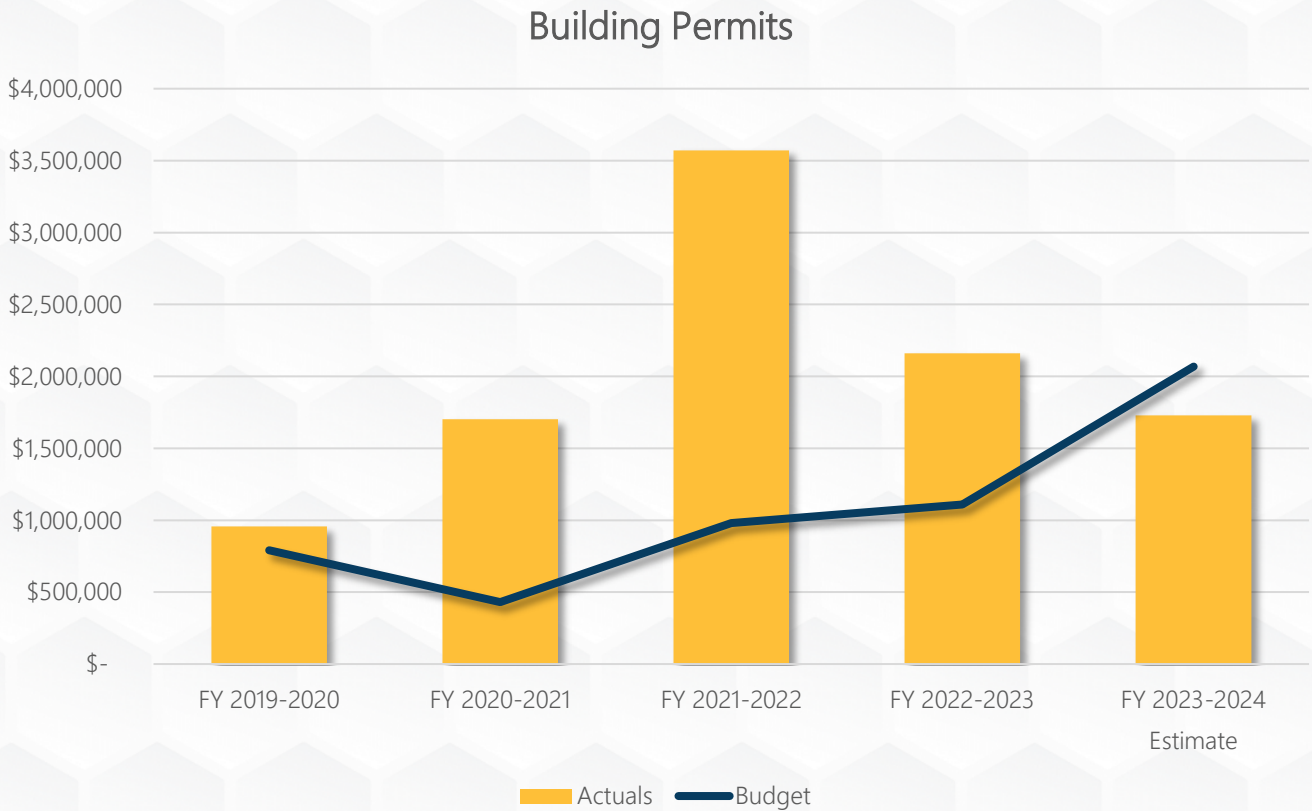
Building permit revenue is based on actual projects the City is aware of.

FY 2023 actuals increased 95% when compared to the adopted budget.

FY 2024 estimates are projected to decrease by 16.4% compared to the FY 2024 adopted budget. This is due to certain large projects no longer expected to occur in FY 2024 and may occur in FY 2025 now.

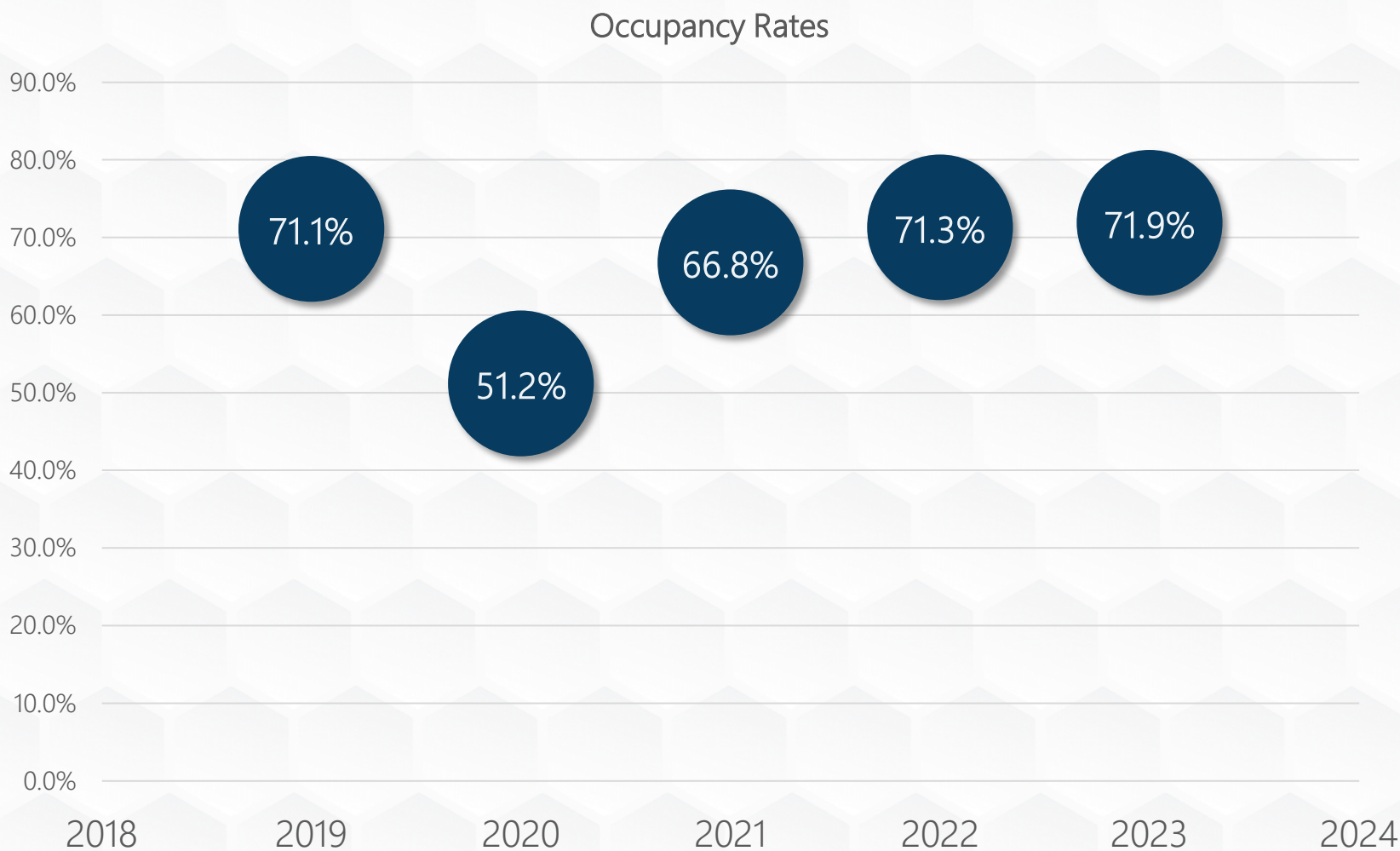
However, several new projects have been identified that will bring in permit revenue in FY 2024.

BUILDING PERMITS



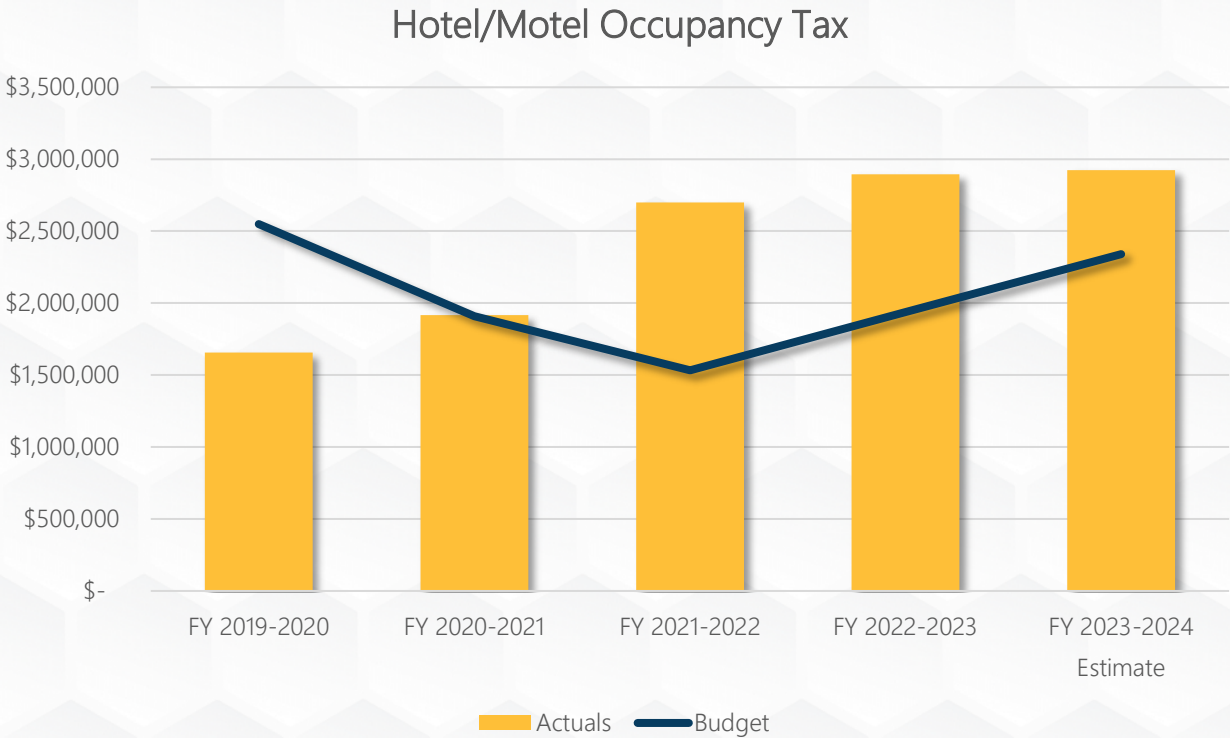
*Data as of 3/16/2024.

HOTEL/MOTEL OCCUPANCY RATES



Occupancy rates have returned to pre-pandemic levels.

HOTEL/MOTEL TAX REVENUE



*Data as of 3/4/2024.

\$195k or 7.2% increase in FY 2023 actuals when compared to FY 2022.

FY 2024 estimates are projected to end the year with an increase of \$30.6k or 1.1% over FY 2023 actuals. This is \$583.6k above the FY 2024 adopted budget.

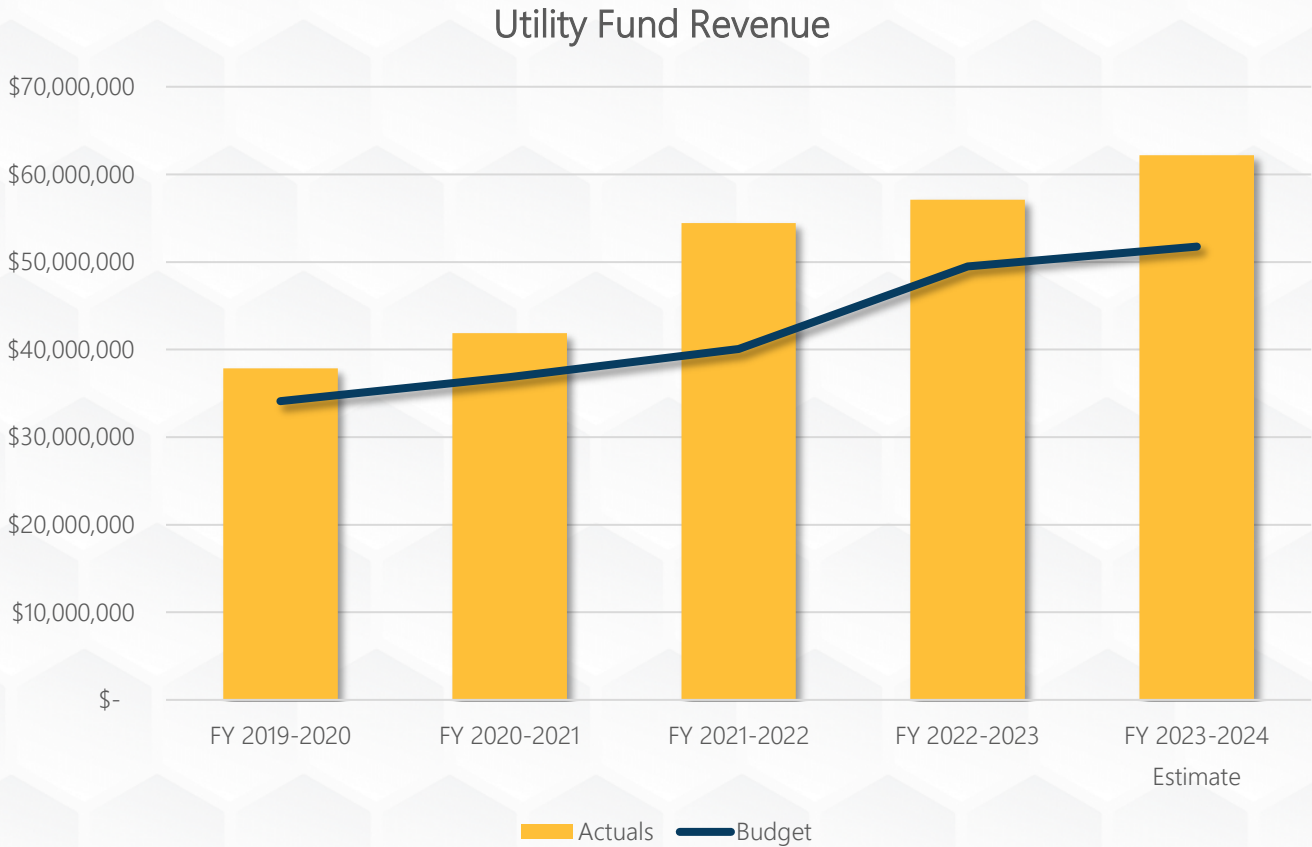
FY 2023 actuals increased by 4.9% or \$2.7M when compared to FY 2022 actuals. This is due to a rate increase, as well as new development in the City.

For FY 2024, City Council approved a 4.3% increase for both water and sewer rates.

FY 2024 estimated revenue is projected to be \$5.1M more than FY 2023 actuals.

This revenue source is heavily influenced by the weather, with hot and sunny days resulting in more water use and rainy days resulting in low water use. For this reason, this revenue source is closely monitored throughout the year.

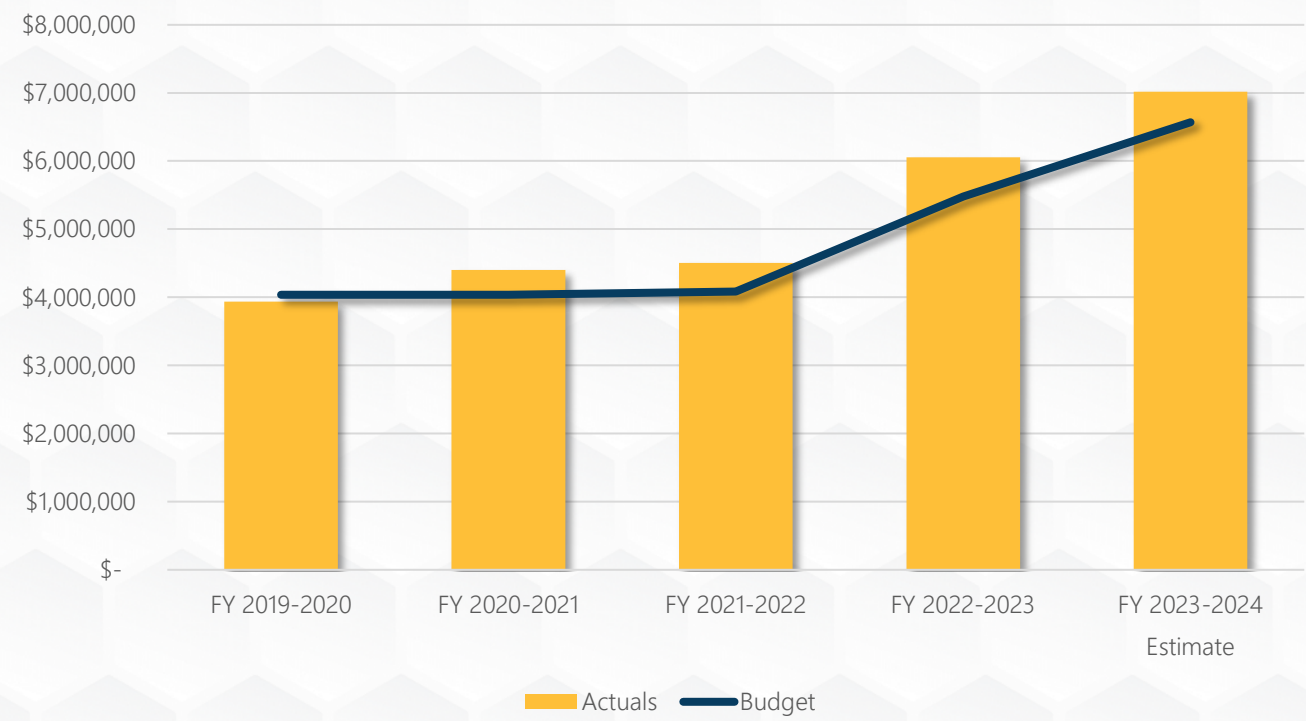
UTILITY FUND REVENUE



*Data as of 3/4/2024.

DRAINAGE FUND REVENUE

Stormwater Drainage Fund Revenue



*Data as of 3/4/2024.

FY 2023 actuals increased by 34.3% or \$1.5M when compared to FY 2022 actuals. This is due to a rate increase, as well as new development in the City.

For FY 2024, City Council approved a \$1.00 per month rate increase for single-family residential and a \$0.35 per 1,000 square feet rate increase for non-single family. The 2022 NewGen drainage study called for a \$1.00 increase annually, with the final increase of the three-year plan set for FY 2025.

FY 2024 estimated revenue is projected to be \$965.9K or 16% more than FY 2023 actuals.



ECONOMIC SUMMARY

- As the various economic indicators reflect, the revenue outlook for the City of Lewisville for the remainder of the current fiscal year is positive, but the future of sales tax sourcing is uncertain. We will also be tracking building permit revenue closely.
- We will continue to monitor inflation rates and how they impact costs. In addition, we will keep apprised of interest rates and how they may impact borrowing power.

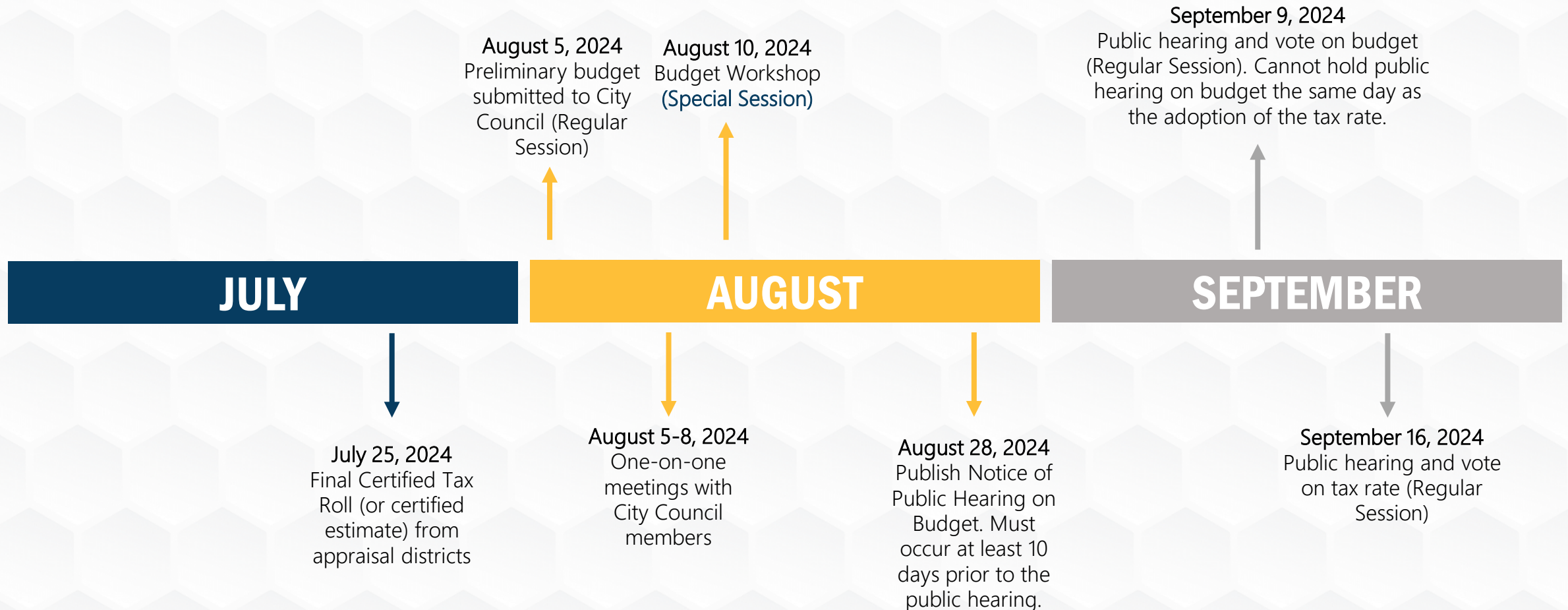


BUDGET CALENDAR DISCUSSION

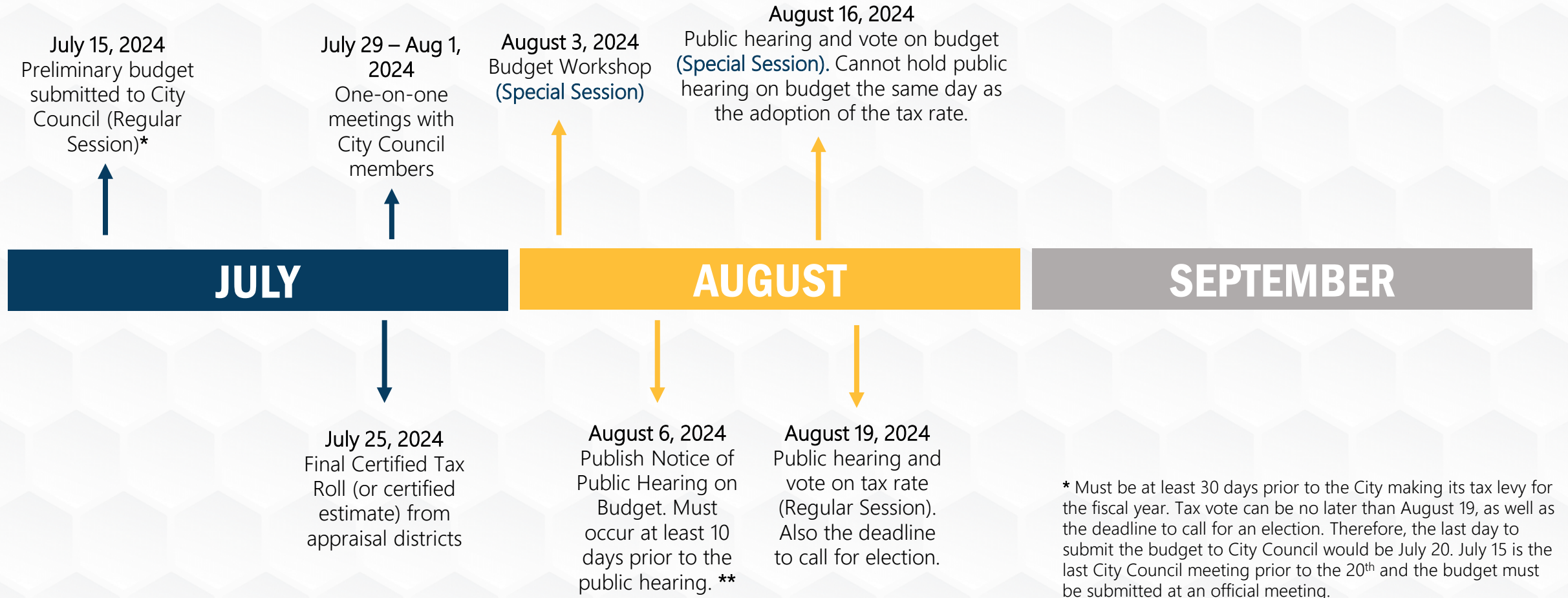


- Staff brings the budget calendar to City Council each year during retreat to determine if the calendar should include the option for an election.
- The budget calendar is based on state law and regularly-scheduled City Council meetings. State law requires different deadlines depending on whether or not an election will be called to increase the property tax rate more than **3.5%** above the effective tax rate.

BUDGET CALENDAR – NO ELECTION



BUDGET CALENDAR – ELECTION OPTION




* Must be at least 30 days prior to the City making its tax levy for the fiscal year. Tax vote can be no later than August 19, as well as the deadline to call for an election. Therefore, the last day to submit the budget to City Council would be July 20. July 15 is the last City Council meeting prior to the 20th and the budget must be submitted at an official meeting.

** Because projected tax rate must be known, this cannot occur prior to the budget workshop.



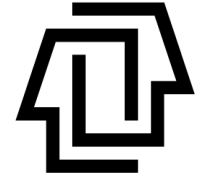
STAFF RECOMMENDATION

- Expecting property tax revenue increase
 - Other current year revenue is trending upwards
 - Potential sales tax impact could be a loss of \$5.5M
 - \$3.67M – General Fund (\$2M already held back for one-time expenses; leaving impact of **\$1.67M**)
 - \$1.67M could be made up by other revenue sources
 - \$458K – Crime Control Fund
 - \$458K – Fire Control Fund
 - \$917K – 4B Fund
 - Based on these economic indices, staff's recommendation is to proceed **without** the option of an election for FY 2025.
- 



LEWISVILLE RETREAT:

DAY 1 ADJOURNED



LEWISVILLE RETREAT:

DAY 2

WELCOME BACK...

- **Resume: Day 2 – Saturday**
 - *Warm-up...*
 - *Check-listing for Effective Governance*
 - Build the 2024-2025 Strategic Focus Areas Gameplan
 - Overall Recaps/Take Aways
 - **Adjourn**

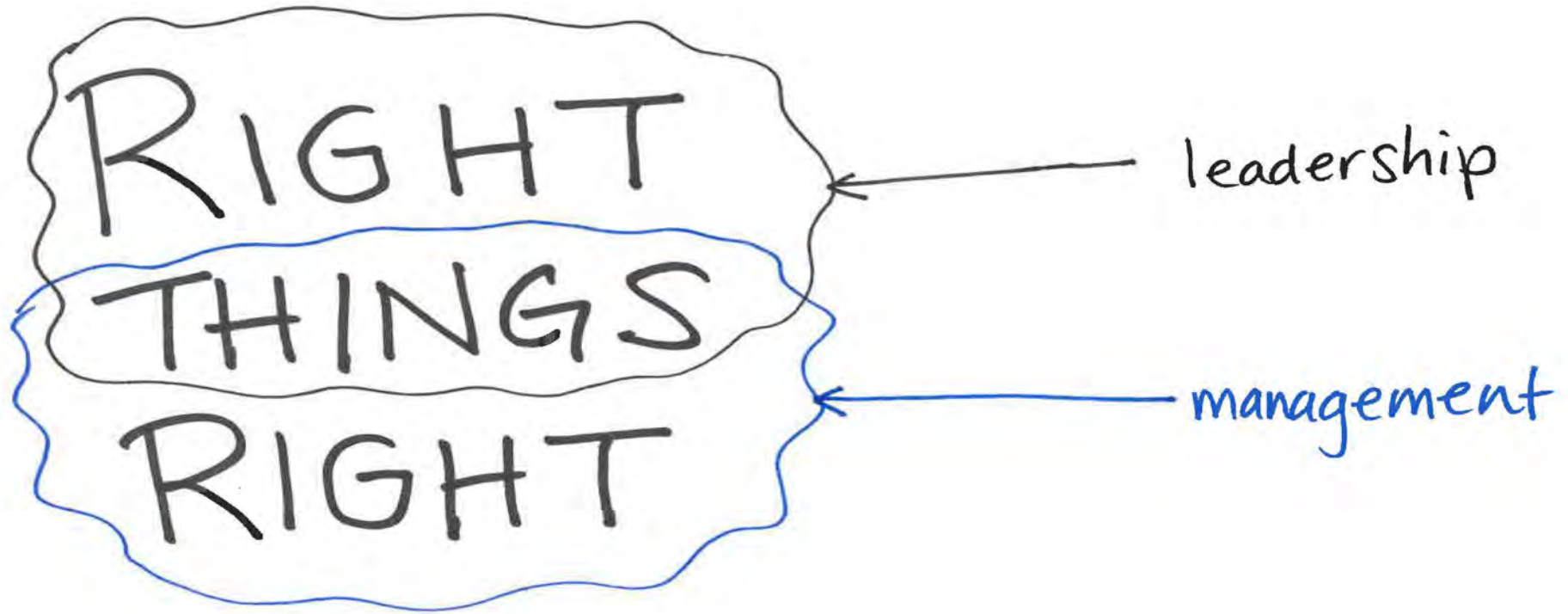
WORKSHOP 1:

CHECK-LISTING FOR EFFECTIVE GOVERNANCE

EFFECTIVE GOVERNANCE..

10 ELEMENTS FOR YOUR CHECKLIST





WHY?... WE SEEK TO DO RIGHT...AVOID ERRORS

Errors of Ignorance

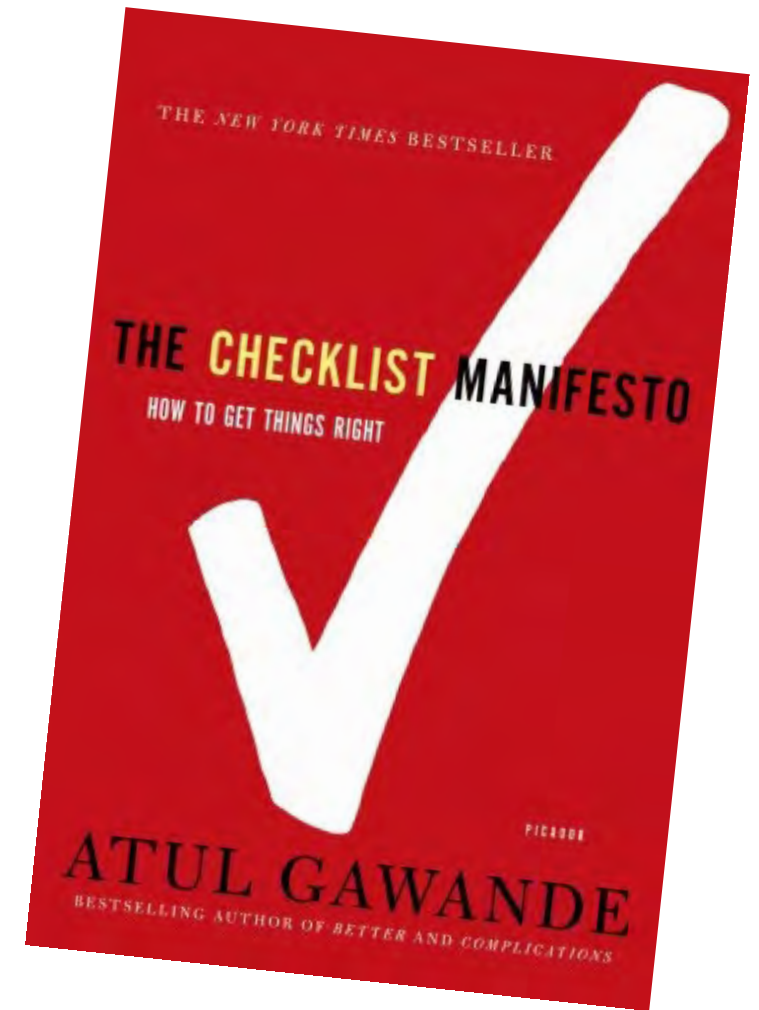
- *Mistakes we make because we don't know enough...*

Errors of Ineptitude

- *Mistakes we made because we don't make proper use of what we know...*

THE POWER OF CHECKLISTS

- Helps you Not Forget
- Unbundles the Overwhelming
- Defines the Essentials / Maintains Standards
- No missed steps
- Counterbalances focus-moments



10 ITEMS FOR EFFECTIVE GOVERNANCE: CHECKLIST

- **Appointments & Delegates**
- **Oversight & Performance Monitoring**
- **Stewardship & Fiscal Attentions**
- **Deliberation & Decision-Making**
- **Goals/Planning & Missions**
- **Representation & Participation**
- **Communications & Awareness**
- **Transparency & Accountability**
- **Honorable Conduct**
- **Succession, Resilience & Rejuvenation**

1

APPOINTMENTS & DELEGATES

- ☐ Make & Maintain Quality Officer Appointments
- ☐ Make & Maintain Quality Advisory Board Appointments
- ☐ Attention to your Agency Ambassadors to Others

2

OVERSIGHT & PERFORMANCE MONITORING

- ☐ A Municipal Officer - “Buck Stops Here” Responsibilities
- ☐ External Auditor Communications
- ☐ Attention to Service Delivery & Mission Outcomes / Goal Achievement

3

STEWARDSHIP & FISCAL ATTENTION

☐ Balance & Sequence: Basics

First, Then Lofty

☐ Stewardship: Privilege to Reap,
Duty to Sow

☐ Your Attention to O&M's

4

DELIBERATION & DECISION- MAKING

- ❑ Attention to Details of Your Most Major Forum & Modeling Public Discourse
- ❑ A Good Sense of “Time”: Chronos & Kairos Time
- ❑ Well-Navigate the Phases of Decision-Making:
 - Problem ID, Data, Discuss/Input, Solution(s) ID/Assess, Decide

5

GOAL/PLANNING & MISSIONS

- ❑ Vivid Goals/Missions: Effective formats to achieve aspirations
- ❑ Extensive Planning – Consensus-Building, Checking Progress, Seeking Feedback, Edits
- ❑ “Incremental-ize” Big Lifts Into Parts/Phases

6

REPRESENTATION & PARTICIPATION

- ☐ Seek rich input: Continually add to the fullest definition of “community”

- ☐ Who are your constituents?
 - Your 3-minute commuter customers?
 - Your Bond holders?

- ☐ Seek Forums to Experience the Community ... “Be *In Community*”

7

ENGAGEMENT & COMMUNICATION

- ☐ Be Poly-linguistic - Passive & Active Ways to Connect

- ☐ What are Your Essential Messages?

- ☐ Beware of Technology
Disenfranchising – seek wide/rich mediums

8

ACCOUNTABILITY & TRANSPARENCY

- ☐ Trustee: Duty to Inform / Status Reports - (See #2 - Oversight)
- ☐ Ongoing Tone: Not Yours, But Theirs...
- ☐ Transparency in Process and Outcomes

9

HONORABLE CONDUCT

- ☐ Emphasize/Expect Ethical Conduct – laws & civility
- ☐ Expect From All: Elected / Appointed Officers and Staff
- ☐ Standards of Behavior/Rules of Engagement: dignity, respect to all, fairness, met commitments

10

SUCCESSION, RESILIENCE & REJUVENATION

- ❑ Keep the “long view” of missions – carry-on, legacy-making
- ❑ Don't Forget the Second Law of Thermodynamics: Always Changing and Deterioration
 - Asset Management
- ❑ Seek the “Extant City”:
Preparedness to Persevere

SO?...

- ❑ Refine YOUR “Lewisville List”
- ❑ Move from Checks (Yes/No) to Gradients/Betterments
- ❑ Support A Good Governance Mindset: *It Starts with Us...*
- ❑ More...



A WORKPLAN FOR EFFECTIVE GOVERNANCE?:

- **Anything Resonate?**
- **A “Growth Opportunity”?**
 - **Explore, Enrich, Enhance?**
- **Dig Deeper?**
- **Your Focus: Choose One...?**

- ☐ **Appointments & Delegates**
- ☐ **Oversight & Performance Monitoring**
- ☐ **Stewardship & Fiscal Attentions**
- ☐ **Deliberation & Decision-Making**
- ☐ **Goals/Planning & Missions**
- ☐ **Representation & Participation**
- ☐ **Communications & Awareness**
- ☐ **Transparency & Accountability**
- ☐ **Honorable Conduct**
- ☐ **Succession, Resilience & Rejuvenation**

THANK YOU FOR YOUR SERVICE





WORKSHOP 2:

BUILD THE

2024-2025

STRATEGIC

FOCUS AREAS

BUILD THE 2024-2025 STRATEGIC FOCUS AREAS

A 2-Step Process:

- **1. Confirm the Pieces (and review reaction notes)**
- **2. Sort/Filter for 2024-25:**
 - **Maintain a “Focus Size”**
 - **Edit Current 23-24 list of 9 items**
 - **Anything Else to Add?**
 - **Build/Assign (for 24-25):**
 - **Assign: Focus, or Mission Overall, or Drop**

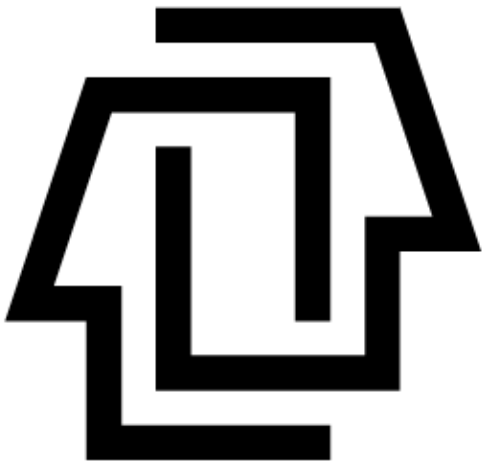
PIECES

2023-24

2023-2024 STRATEGIC FOCUS AREAS

	Topic	Notes
1	Affordable Housing	
2	Justice, Equity, Diversity, Inclusion (JEDI) Goals	
3	Mall Redevelopment	
4	The Lake District	
5	Old Town Development	
6	Employee Recruitment, Development, Retention	
7	10-Minute Walk to a Park Goal	
8	City Infrastructure and Facilities	
9	Business 121 Corridor Planning	

What Else?



2024-25

2024-2025

**Strategic Focus
Areas**

2024-2025 STRATEGIC FOCUS AREAS: WORKSHEET

	Topic	Focus, Mission or Drop
	Affordable Housing	
	Justice, Equity, Diversity, Inclusion (JEDI) Goals	
	Mall Redevelopment	
	The Lake District	
	Old Town Development	
	Employee Recruitment, Development, Retention	
	10-Minute Walk to a Park Goal	
	City Infrastructure and Facilities	
	Business 121 Corridor Planning	
	? Add – Lewisville Beautification Initiatives	
	? Add - Public Engagement	

POINTS OF VIEW:

- PAST & FUTURE

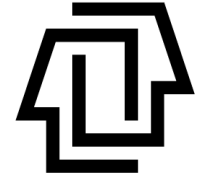
- OUTWARD & INWARD





SUMMARY:

**OVERALL RECAPS /
TAKE AWAYS**



LEWISVILLE RETREAT: ADJOURNED



THE LEWISVILLE WAY

VALUE | SERVE | BUILD