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COPPELL VISION 2040
COMMUNITY ENGAGEMENT REPORT

January 2019

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This report outlines the Community Engagement processes that were conducted as part of the Coppell Vision 2040 initiative. This report provides a compilation of engagement findings, analyses, and conclusions that have been used to support the development of the Coppell Vision 2040 Strategic Plan. This report has been produced as part of the wider Vision 2040 planning process.

REPORT PREPARED BY:

future→iQ

BOLD VISION 2040 HOSTED BY:

THE · CITY · OF
COPPELL
TEXAS · 1890

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Vision 2040 used a comprehensive wide and deep stakeholder engagement process to help gather as much community input as possible.

1.0   INTRODUCTION

Coppell Vision 2030 was a major citizen-driven plan adopted in 2009 with considerable citizen and City Council input. In the intervening years, Coppell has experienced tremendous success implementing major elements of this plan. The participatory process that the City underwent in the 12-18 months prior to the plan's adoption in 2009 included more than 120 stakeholders, who met regularly in various focus groups throughout the year in a facilitated process to discuss ideas, values, and the strategic vision for the City's growth and future. Since 2009, the City of Coppell has undergone many changes that have altered the environment. The city is rapidly approaching build-out and will be facing challenges associated with the redevelopment of existing spaces to accommodate future growth. There has been a demographic shift in Coppell with regards to ethnicity which has contributed to change within the community. Like many communities, residents are aging and looking for ways to stay engaged within the community. The City is heavily investing in succession planning and leadership development to ensure that the next generation of leaders can build upon the foundation of the existing culture of service and excellence.

It is against this backdrop that the planning for the future of Coppell has taken place with Coppell Vision 2040. This has been a large-scale community visioning initiative that will result in the Vision 2040 Strategic Plan. The City Council's involvement in the initiative has been organized deliberately to take more of a back seat role, in order for the initiative to be completely transparent and community-driven. An Executive Committee of residents was formed and comprised of a diverse group of community leaders, whose task it was to set the guiding principles and assure the process achieves the goals articulated by the community. The Executive Committee would be a critical component in engaging the community and enabling the process to be pushed and publicized, external to the City Council. Vision 2040 has used an in-depth community engagement process including a community survey, scenario planning in the form of the Think Tank workshop, community engagement workshops, engagement workshop survey and a reconvening of the Think Tank. There has been a strong emphasis on transparency, diversity and inclusivity. Vision 2040 has also been a data driven process, with engagement findings supported by strong and transparent data.

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KEY THINGS TO NOTE:
- This report outlines the community engagement methodologies that were used throughout Vision 2040 and the findings from each stage of the process.
- The findings from this report will inform the final Vision 2040 Strategic Plan.

In order to be most effective, it was necessary to combine a range of complementary engagement methodologies which would suit the progression and momentum of Vision 2040 at each stage.

2.0   ENGAGEMENT METHODOLOGIES

The engagement methodologies were designed to progress in a sequential manner and were tailored to suit each phase of the initiative.

2.1   ENGAGEMENT APPROACHES INCLUDED DURING THE PLANNING PROCESS

- **Vision 2040 Community Survey**: An extensive survey was used to ascertain the community's perspectives about key trends and factors shaping the future of Coppell, looking out as far as 2040.

- **Vision 2040 Think Tank Workshop**: Scenario Planning was conducted with the Vision 2040 Think Tank workshop, carried out over two evenings in late June 2018. The Think Tank workshop generated plausible futures Coppell and to ascertain the preferred and expected futures.

- **Vision 2040 Community Engagement Workshops**: The scenarios were taken out to the wider Coppell community across 24 engagement sessions to test the plausibility of the scenarios. Written feedback was collected to gauge the reactions and perspectives of each of the attendees at the end of each engagement session. The engagement sessions were held during August, September and October 2018.

- **Data Visualization Portal**: The results from the Vision 2040 Community Survey and Engagement Sessions were subsequently compiled and displayed via an online data visualization platform. This platform consisted of filterable charts which enabled the community members to view the results from a range of options including age, location, importance of factors, preparedness of Coppell for change and other variants.

- **Vision 2040 Reconvened Think Tank**: The original Think Tank was reconvened in early November 2018 and the results from the community surveys and engagement sessions were presented to participants. This workshop was also used to clarify the areas of shared vision for the future of Coppell and to identify the key strategic pillars.

- **Focus Group sessions**: In early December, focus groups were conducted to deepen the discussions about each of the strategic pillars.
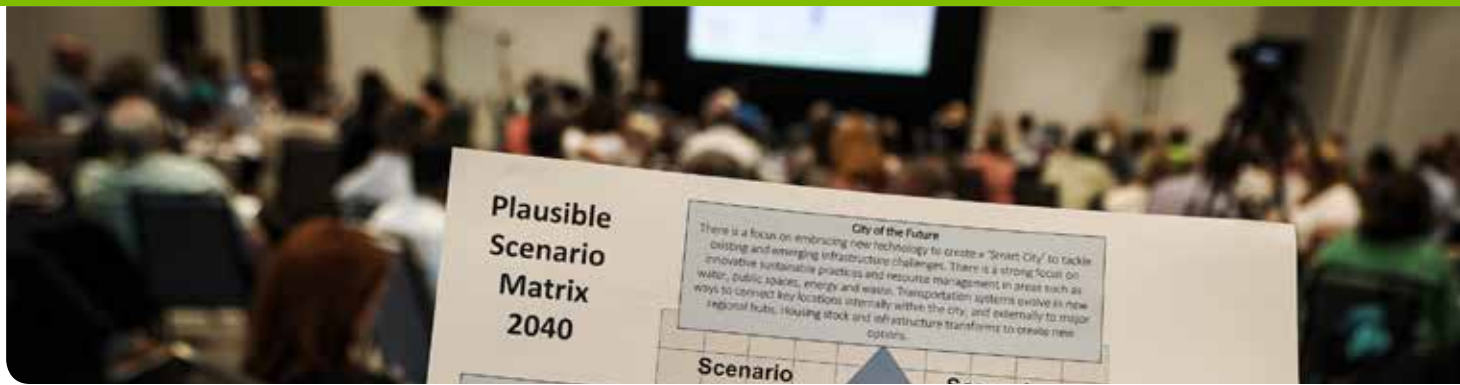
2.2 ENGAGEMENT TIMELINE

The Vision 2040 community engagement process ran from April through to December 2018. The diagram below demonstrates the sequential manner in which engagement methodologies were used and the deliverables that were produced during this timeframe.
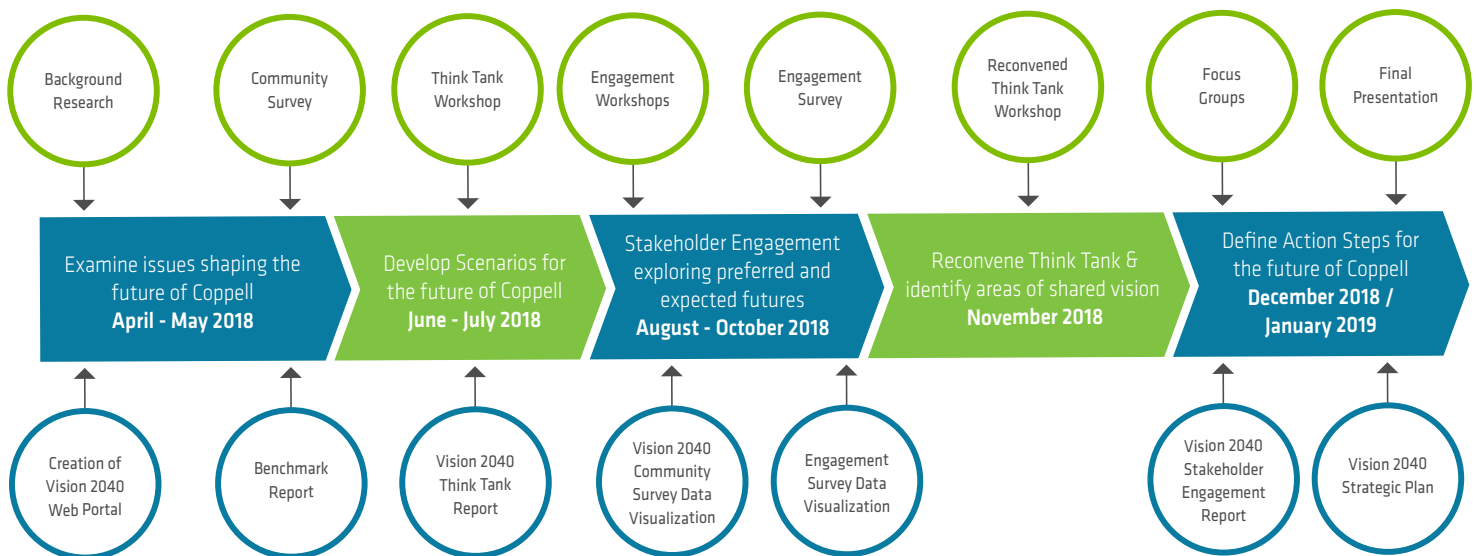
KEY THINGS TO NOTE:

- This engagement process aimed to have each step methodically build on the previous work, creating consensus about future direction and priorities.
- The project has produced detailed reports and data visualization outcomes that outline stakeholders' views on key topics, and alignment around a preferred future.

The Vision 2040 process was designed to provide in-depth and extensive community engagement through a range of engagement methodologies.

2.3 KEY METRICS OF THE COMMUNITY ENGAGEMENT PROCESS

COMMUNITY SURVEY
1,300+ Over 1,300 responses

FOCUS GROUPS
8 workshops; 60 participants **60+**

COPPELL VISION 2040
COMMUNITY ENGAGEMENT

THINK TANK WORKSHOPS
100+ Over 100 participants

RECONVENED THINK TANK
80 participants **80**

24 ENGAGEMENT WORKSHOPS
400+ Over 400 participants

ENGAGEMENT WRITTEN FEEDBACK COLLECTED
335 335 detailed responses

The City Council and Executive Committee put substantial effort into engaging the community around the Vision 2040 process. Social Media was used to highlight each stage of the process via Facebook, Twitter, Linked In, Next Door and Instagram. The Council included Vision 2040 on the City of Coppell website and provided updates in 25 editions of its E-News publications. Advertisements for the Think Tank and Engagement Sessions were placed in the Citizen's Advocate, Coppell Gazette and Summers Parks and Rec Guide. Postcards of the Engagement sessions dates and venues were produced by the City Council and distributed widely to prominent businesses, the farmers market, chamber of commerce, the library and other key locations.

Outreach visits about the initiative were organized by the Executive Committee, and carried out at:

Coppell Women's Club, Joint Planning and Zoning Economic Development meeting, Coppell Education Foundation, National Night Out Block Captain meeting, Coppell Farmers Market, Assistance League, National Charity League and National Night Out.

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KEY THINGS TO NOTE:

- The surveys and workshops gathered high quality data from the respondents.
- The Engagement Workshops were extensive and numerous in order to capture as much input as possible from diverse groups and ages.
- The City of Coppell and Executive Committee put in substantial time and effort to engage the community in the Vision 2040 initiative.

The communications process was designed to inform and engage the community.

3.0   COMMUNICATIONS PROCESS

An extensive communications process ran concurrently throughout the project which enabled the community to learn about Vision 2040, engage and be updated at every phase of the project.
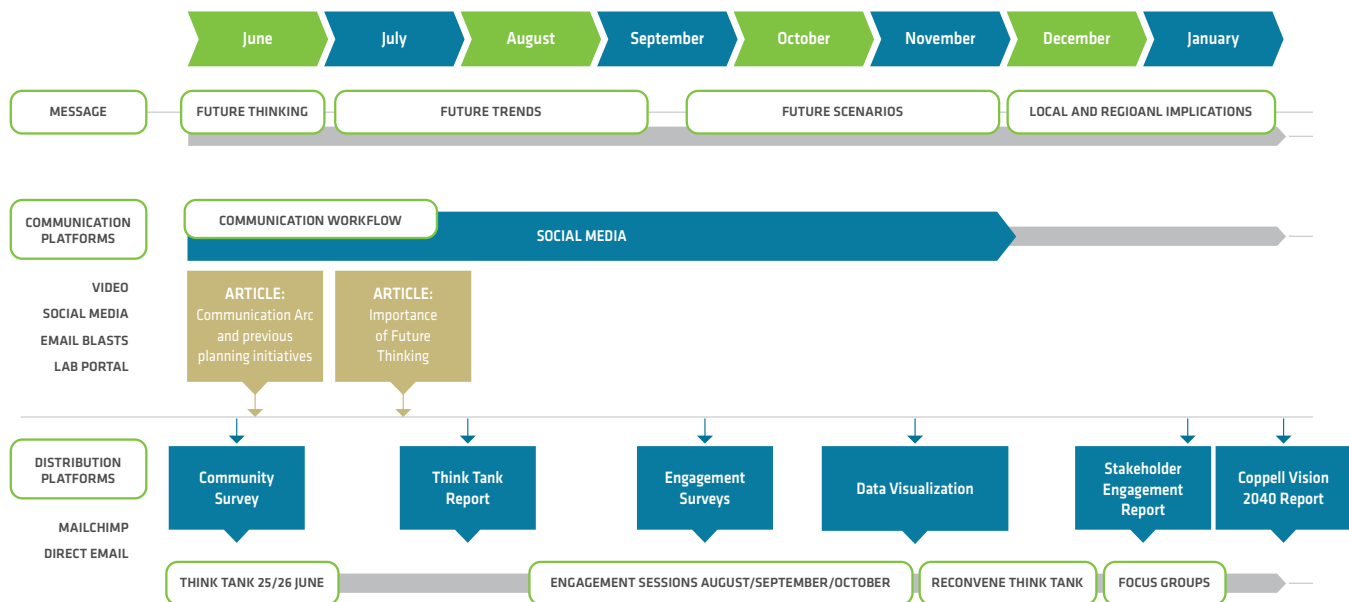
The communications process consisted of:

- The Vision 2040 project portal
- Articles relating to the project
- Social Media
- E-mail blasts from the City of Coppell Communications department
- Video production and interviews
- Event and neighborhood outreach
- Distributing printed materials

The engagement approach used several inclusive strategies.

- Spread opportunities over 3 months. Sessions were offered on all 7 days of the week with opportunities each hour of the day from 10am to 8pm in several different neighborhoods for convenient options.
- Different community groups were offered dedicated sessions in various locations to attract youth, local businesses, faith groups and resident groups.
- Offered session with language translation, and ran targeted promotion to people who speak different languages through Facebook and local businesses.
- Offered virtual Skype session.

3.1   VISION 2040 PROJECT PORTAL

The Vision 2040 Project Portal was produced at the inception of the project. The Vision 2040 Project Portal can be accessed at **http://lab.future-iq.com/coppell-vision-2040/**

As Vision 2040 rolled out into each phase of engagement, the project portal was updated. The project portal represented the 'go to' place for members of the Coppell community to access all information and updates on Vision 2040. The portal included pages on:

- About Vision 2040
- About the Executive Committee
- Frequently Asked Questions
- Taking the Community Survey
- Think Tank Workshop
- Engagement Sessions

- Data Visualization results from the Community and Engagement Session Surveys
- Reports
- Videos
- Articles

The Vision 2040 project portal was the 'go to' place for the community to access details, updates, surveys and reports on the project.

Future Thinking and Previous Coppell Planning articles were produced in order to provide further context as to why Vision 2040 was taking place and was necessary in 2018.

3.2 VISION 2040 ARTICLES

Two articles were produced to further inform the community about Vision 2040.

At the start of the project, The Importance of Future Thinking for Coppell article was produced for the project portal and for distribution via the City of Coppell Social Media channels. This article outlined why future thinking is important from a general perspective and then outlined why future thinking is important in relation to Coppell. This article can be viewed at **http://lab.future-iq.com/coppell-vision-2040/the-importance-of-future-thinking-for-coppell/**

It was necessary to provide a context to Vision 2040 and explore the Coppell planning processes that had preceded Vision 2040. The Planning for Coppell: Previous and Current Visioning Initiatives article was produced and distributed via the City of Coppell Social Media channels. This article outlined the context, details and outcomes in relation to Vision 2030 that was produced in 2009. It led into the how Vision 2040 followed on from this initial planning process. This article can be viewed at **http://lab.future-iq.com/coppell-vision-2040/planning-for-coppell-previous-and-current-visioning-initiatives/**

Consistent social media coverage enabled the community to be kept up to date on Vision 2040 via the City of Coppell's Facebook and Twitter channels. Every post linked to the Vision 2040 Project Portal as the 'Go To' place for the project.

3.3   SOCIAL MEDIA

Each phase of the Vision 2040 process was promoted on the City of Coppell's Facebook page and Twitter feed. The City also used Nextdoor to communicate the opportunities to neighborhoods. There were approximately 2-3 postings per week from the inception of Vision 2040 through to the end of November. There were more postings when the process was time critical, including promoting the Community Survey or posting details of the Think Tank, Engagement Sessions and Reconvening of the Think Tank.

The City of Coppell also used live streaming for one of the Vision 2040 engagement sessions and the Reconvening of the Think Tank on their Facebook page. This ensured that there was complete transparency and enabled individuals to view those events, if they were unable to attend. This ensured and reiterated that Vision 2040 would be inclusive and transparent.

City of Coppell, TX Municipal Government
Published by Celine Beurle [?] · 22 October · 🌐

VISION 2040 THINK TANK RECONVENE
The Vision 2040 Think Tank Reconvene will be held on Monday, November 5, 2018 5:15 pm – 9:00 pm at City Of Coppell – Life Safety Park, 820 South Coppell Road, Coppell, TX 75019. If you attended the original Think Tank workshop, you will be receiving an invitation. If you didn't attend the Think Tank but would like to attend this workshop, please fill out the self nomination form at http://lab.future-iq.com/
.../think-tank-reconvene-self-nomin.../

940
People reached

16
Engagements

Boost Post

The factors and trends identified as important for this survey reflect emerging trends of issues that affect many communities.

4.0 ENGAGEMENT RESULTS AND HIGHLIGHTS

4.1 VISION 2040 COMMUNITY SURVEY

The online Vision 2040 Community Survey endeavored to understand the perspectives of the community about key trends shaping the future of Coppell. Running from June to November 2018, the community members were asked to respond to questions which explored:

- The importance of a range of factors facing Coppell in 2018 and 2040.

- Positivity or negativity related to the range of factors and overall impact.

- Preparedness of Coppell to adapt to projected changes.

- Opportunities and Threats relating to the future of Coppell over the next 10 years.

From initial research and discussions, the following factors and trends were identified as important to discuss throughout the survey:

- Aging population of the community

- Workforce and skills shortage

- Job market/availability in the local area

- Housing affordability

- Housing options/types of housing available

- Cost and access of eldercare

- Cost and access to healthcare

- Traffic issues associated with daily commute patterns

- Public transportation access and availability

- Availability of primary, secondary and/or post-secondary education

- Diversified and expanded recreational offerings

- Neighborhood/Business/Parks/Trails connectability

- Trend of less brick and mortar retail and more online shopping

- Changing long term weather conditions and patterns

- Protection of ecosystem and enhanced environmental sustainability

- Increased cultural diversity

- Economic diversity

- Urban resiliency and adaptability to change

- Reaching 100% capacity for development

- Diversity of representation

- Technology advancements

- Smart cities (use of data and technology to increase efficiency)

4.1.1   OVERVIEW OF THE VISION 2040 COMMUNITY SURVEY

The Community survey consisted of 22 questions and asked a series of multi-dimensional, in-depth questions and was available online and in hard copy. A total of 1389 stakeholders took the survey. The survey included a mix of open-ended, ranked, matrix and close ended questions. While the closed ended, ranked and matrix questions were particularly advantageous for the data visualization, the open-ended questions gave the powerful individual perspective of each participant regarding the opportunities and threats facing Coppell.

STAKEHOLDER SURVEY RESPONDENTS' PROFILE – SECTOR AFFILIATION

Sector	%
Airport	2.72%
Arts and Entertainment institutions	3.84%
Business Community / Corporations	10.89%
Citizen Summit participants	5.82%
Educational institutions	14.11%
Faith community	30.82%
Healthcare sector	4.70%
Homemakers	17.70%
Hospitality sector	1.11%
Local Government officials (City staff, Boards/Commi..	7.05%
Local volunteer groups	17.70%
Nonprofits/Community organizations	21.16%
Planning or economic development professionals	1.61%
Students	14.73%
Transportation sector	2.35%
N/A	31.31%

% of Total Distinct Respondents

More data on the survey respondents profile can be found at http://lab.future-iq.com/coppell-vision-2040/data-visualization/coppell-vision-2040-community-survey/about-the-survey/

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KEY THINGS TO NOTE:

- The largest age cohort was between 41-50 years, followed by 51-60 years.
- 71% of respondents were White/Caucasian.
- The majority of the respondents had lived/work in the region for over ten years, and approximately 39% of respondents were new to the area (less than ten years). However, only 27% worked in the Coppell.
- The respondents were most interested in community and social issues followed by education and economic development issues.
- A large proportion (94%) of the respondents were year-round residents, and 5% were business owners.

4.1.2   HIGHLIGHTS FROM COMMUNITY SURVEY

This survey was completed by community members, who were largely interested in community, social issues, education and economic development issues. They were predominantly year-round residents and business owners within Coppell.

Key highlights included:

- Economic development was perceived as the biggest opportunity facing the region over the next 10 years.

- Traffic issues were the overall most critically important factor both in 2018 and 2040

- Respondents felt that Coppell was not at all prepared to face the challenge of traffic issues associated with daily commute patterns in the city come 2040.

- Over development was the biggest threat facing the city of Coppell over the next 10 years, which may arise from the rapid influx of new residents

- Diversity of demographics was the second biggest most promising emerging trend for Coppell over the next 10 years.

- Over development was the most concerning or threatening emerging trend shaping the future of Coppell, which may arise from the attempt to serve the increased population

Traffic issues associated with daily commute patterns was the most critically important topic now and in 2040. The availability of primary, secondary and/or post-secondary education was also very important.

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KEY THINGS TO NOTE:

- A focus on the development and expansion of small and existing businesses is predicted to help the region thrive thereby leading to economic development.
- Overpopulation is seen as the most important threat facing Coppell in the next ten years which intensifies the fear of city-wide declining performance.

4.1.3 OPPORTUNITIES FACING COPPELL OVER THE NEXT 10 YEARS

Survey respondents were asked open-ended questions regarding opportunities. These responses were then categorized to create broad themes of responses.

CATEGORIES OF OPPORTUNITIES FACING COPPELL IN THE NEXT 10 YEARS
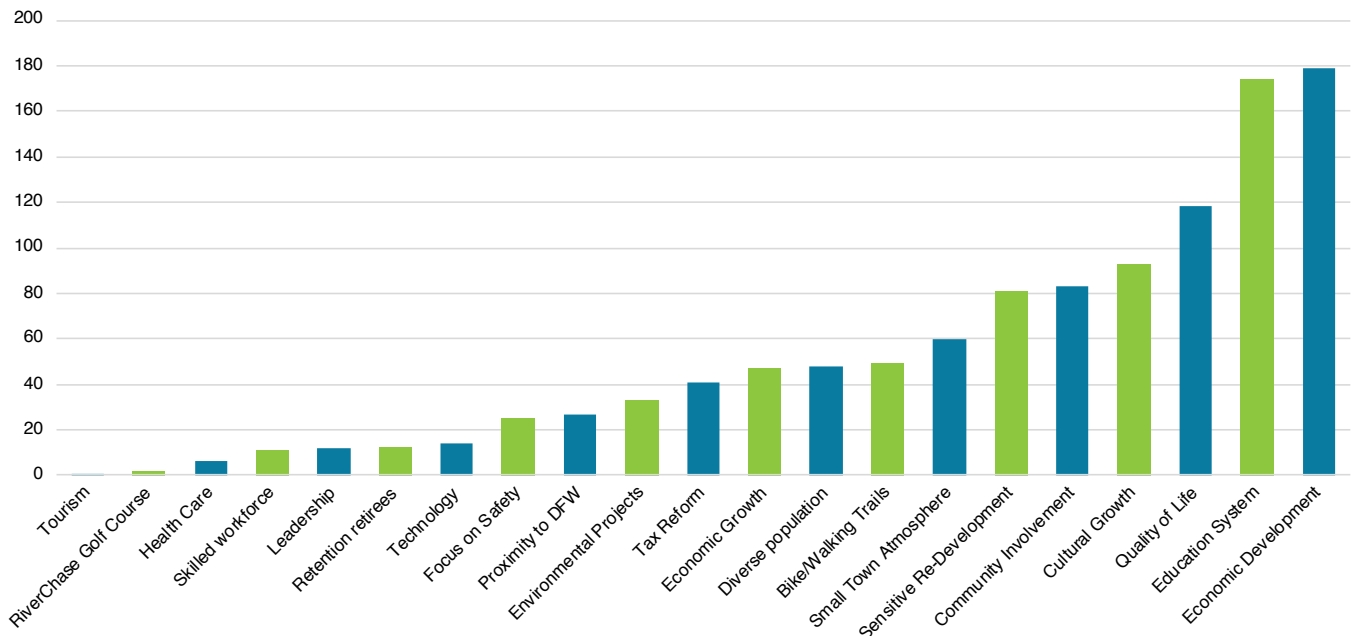
KEY THINGS TO NOTE:

- Over the next ten years, the top five areas seen as the most significant opportunities for Coppell were economic development, education, quality of life, cultural growth, and community involvement.

- Improving the quality of the schools, sustaining the small and suburban feel of the city while also embracing diversification were cited as opportunities that Coppell should explore over the next ten years.

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Many people identified that economic development and Coppell's education system were the biggest opportunities facing Coppell over the next 10 years and that these will help drive future economic growth.

4.1.4   THREATS FACING COPPELL OVER THE NEXT 10 YEARS

Survey respondents were asked open-ended questions regarding threats. These responses were then categorized to create broad themes of responses.

CATEGORIES OF THREATS FACING COPPELL OVER NEXT 10 YEARS
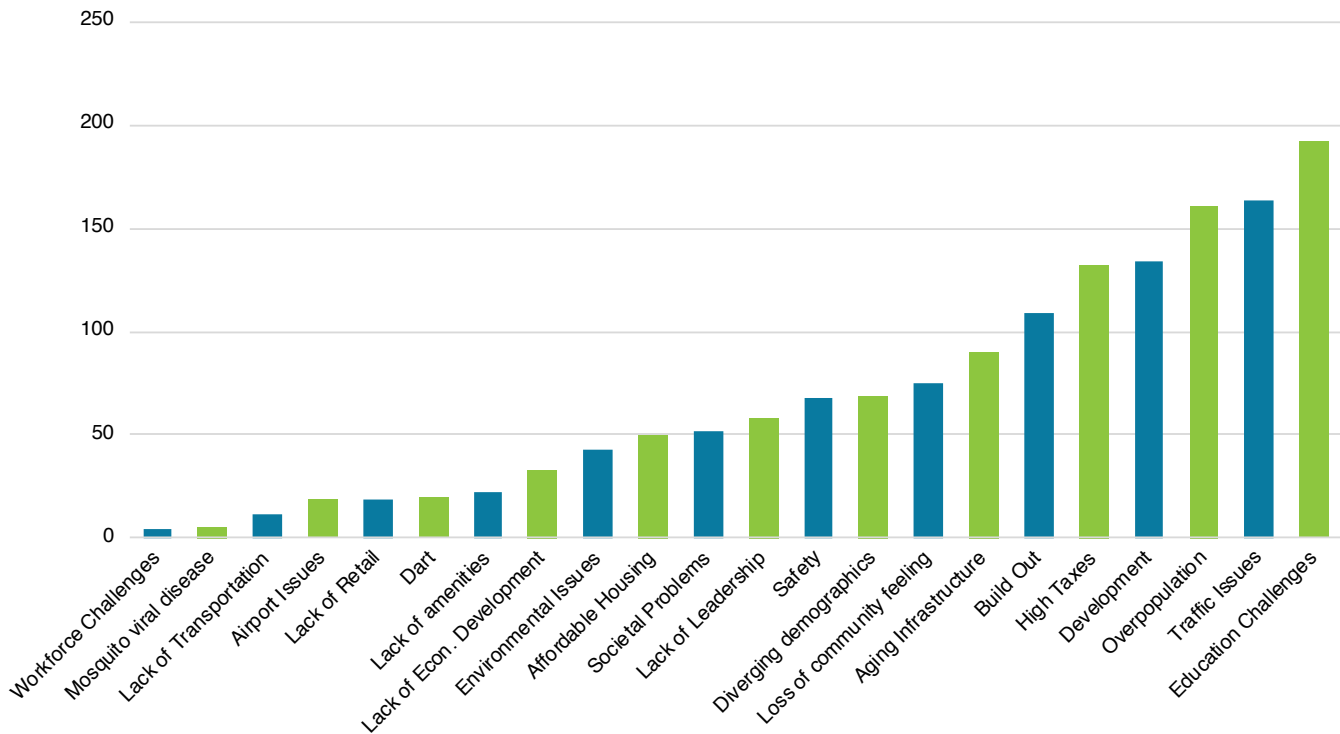
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KEY THINGS TO NOTE:

- The recurrent theme perceived to be a future threat to the city of Coppell was education challenges followed by traffic issues, overpopulation, development, and high taxes

- The specific challenges within these top themes included overburdened schools due to overpopulation, increased traffic problems accompanying increasing population density, the rapid influx of new residents, over development of housing to accommodate the influx of new residents, and elevated property taxes due to increasing demand.

Educational challenges, Traffic Issues and Overpopulation were seen as the predominant threats facing Coppell over the next ten years.

4.1.5   PROMISING EMERGING TRENDS FACING COPPELL OVER THE NEXT 10 YEARS

Survey respondents were asked open-ended questions regarding promising emerging trends. These responses were then categorized to create broad themes of responses.

MOST PROMISING EMERGING TRENDS SHAPING FUTURE OF COPPELL
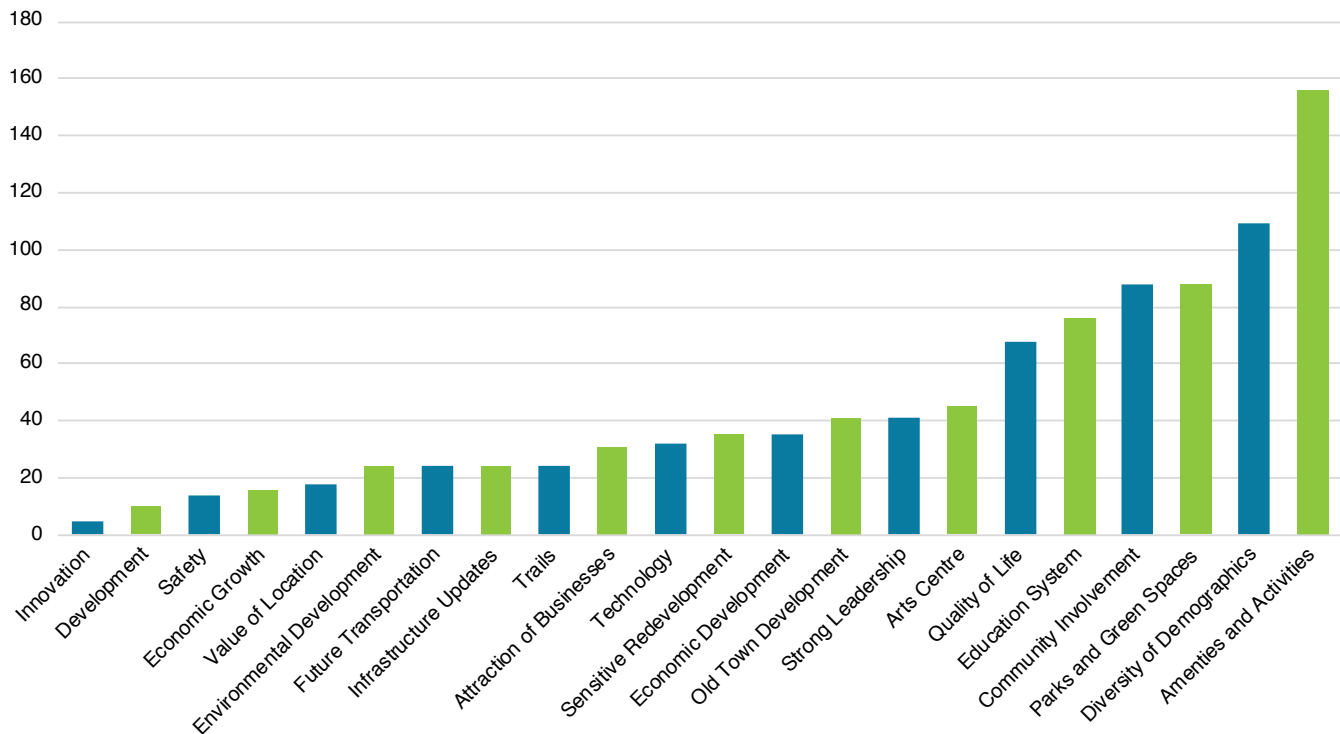
KEY THINGS TO NOTE:

- The most interesting emerging trend is centered around amenities and activities in Coppell followed by diversity of demographics, parks and green spaces, community involvement and trends in the education system

- The focus on the community investment in education, parks and recreation areas, city beautification projects, and development of activities for all age groups and culture were seen and predicted to be promising trends that Coppell needs over the next ten years

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The continued commitment of the community leaders to improving amenities and activities is at the forefront of trends people in the region would like for Coppell.

4.1.6   CONCERNING EMERGING TRENDS FACING COPPELL OVER THE NEXT 10 YEARS

Survey respondents were asked open-ended questions regarding concerning or threatening emerging trends. These responses were then categorized to create broad themes of responses.

MOST CONCERNING EMERGING TRENDS SHAPING THE FUTURE OF COPPELL
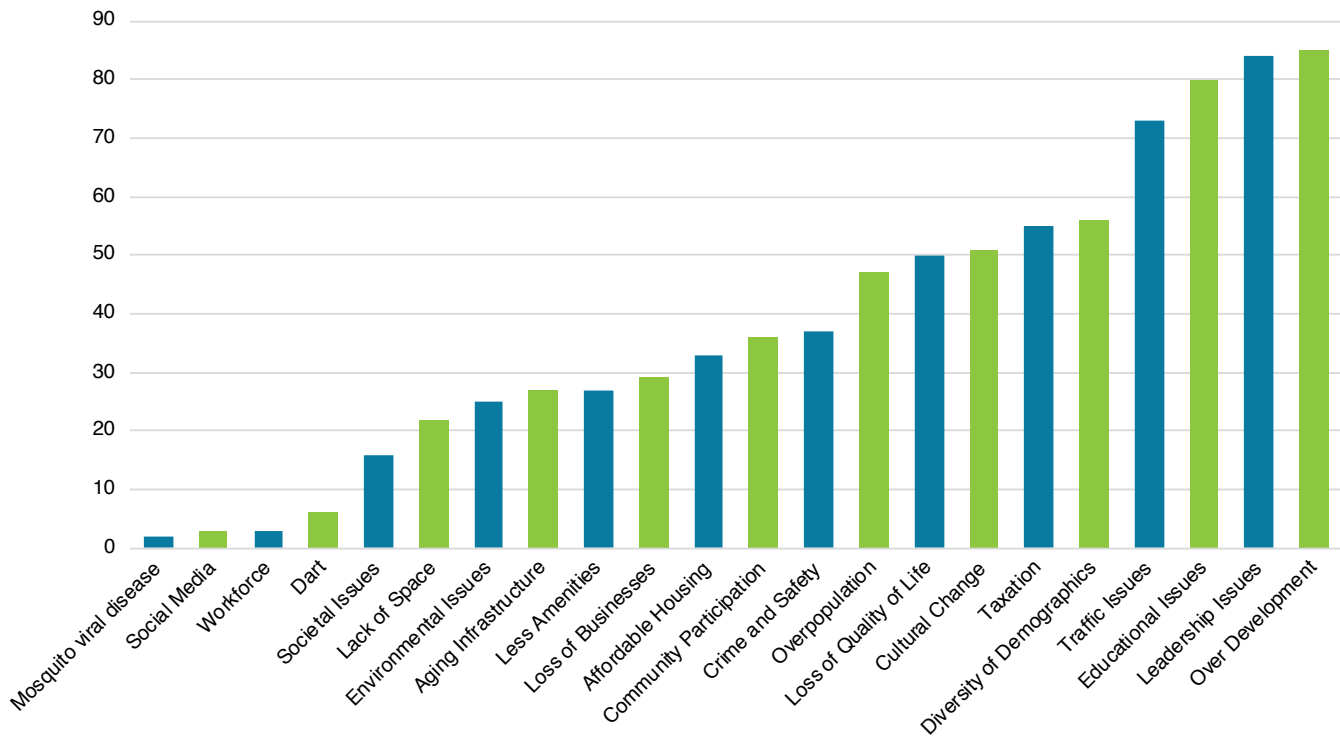
KEY THINGS TO NOTE:

- The concerning trend emerging in the city was over development followed by leadership issues, educational issues, traffic issues and diversity of demographics.

- The rapid increase of the population density in the region was seen as an underlying factor for over development, issues with the education system, traffic issues and cultural change.

- As much as diversity of demographics is a promising trend, it is also seen as one of the major threats to Coppell. The rapid influx of new residents and cultures to the city could be divisive if there is no proper management of cultural expectations.

Over Development and Leadership Issues were seen as the most concerning emerging trends facing Coppell over the next 10 years.

4.1.7 IMPORTANCE OF FACTORS TO COPPELL

Survey respondents were asked to assess the importance of the key factors, both now and in the future. The following chart provided the average responses for each factor, on the scales of 'Importance of factor NOW', and 'Importance in the FUTURE'.

Importance of Topics NOW (X-Axis) x Importance of Topics in the FUTURE (Y-Axis) - Average Points

Topic
- Aging population of the community
- Availability of primary, secondary and/or post-secondary education
- Changing long term weather conditions and patterns
- Cost and access of eldercare
- Cost and access to healthcare
- Diversified and expanded recreational offerings
- Diversity of representation
- Economic diversity
- Housing affordability
- Housing options/types of housing available
- Increased cultural diversity
- Job market/availability in the local area
- Neighborhood/Business/Parks/Trails connectability
- Protection of ecosystem and enhanced environmental sustainability
- Public transportation access and availability
- Reaching 100% capacity for development
- Smart cities (use of data and technology to increase efficiency)
- Technology advancements
- Traffic issues associated with daily commute patterns
- Trend of less brick and mortar retail and more online shopping
- Urban resiliency and adaptability to change
- Workforce and skills shortage

KEY THINGS TO NOTE:

- The overall most critically important factors both in 2018 and 2040 were traffic issues associated with daily commute patterns; availability of primary, secondary and/or post-secondary education; smart cities (use of data and technology to increase efficiency); and housing affordability.
- The least important factors both in 2018 and 2040 were changing long-term weather conditions and patterns including workforce and skills shortage.

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4.1.8 NATURE OF IMPACT OF THE FACTORS TO COPPELL

Survey respondents were asked to assess the impact of the key factors, in terms of negative or positive potential impact. The following chart maps the average points for each factor on the scales of 'Nature of Impact' and 'Importance in the Future'.

Nature of Impact (X-Axis) x How well prepared (Y-Axis) x Importance for the Future (Circle Size) - Average Points
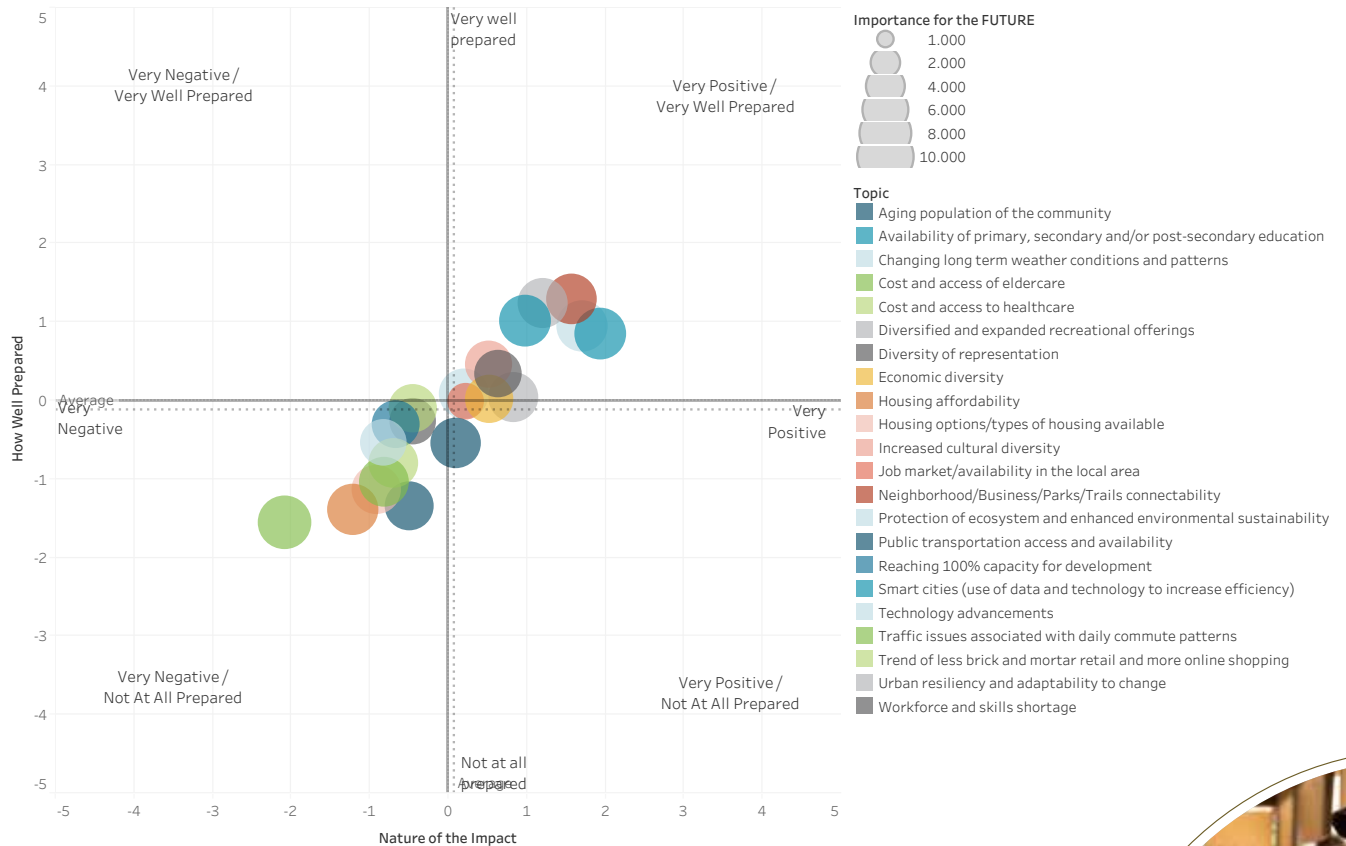
KEY THINGS TO NOTE:

- Neighborhood/Business/Parks/Trails connectability; diversified and expanded recreational offerings; and availability of primary, secondary and/or post-secondary education were perceived to be the factors with very positive impacts and which the city is very well prepared for in the future.

- Traffic issues associated with daily commute patterns and housing affordability were perceived to be the issues with the most negative impact and which the city is the least prepared for come 2040.

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4.1.9 PREPAREDNESS OF COPPELL TO ADAPT TO CHANGES

Survey respondents were asked how well prepared they thought Coppell was to adapt to changes. This question aimed to explore resilience and the capacity for change. The responses were perception based, and respondents were not asked to qualify or explain their views.

How well prepared is Coppell to adapt to changes in these issues?
All
SCALE: -5= Not Prepared At All; 0= Neutral; +5= Very Well Prepared
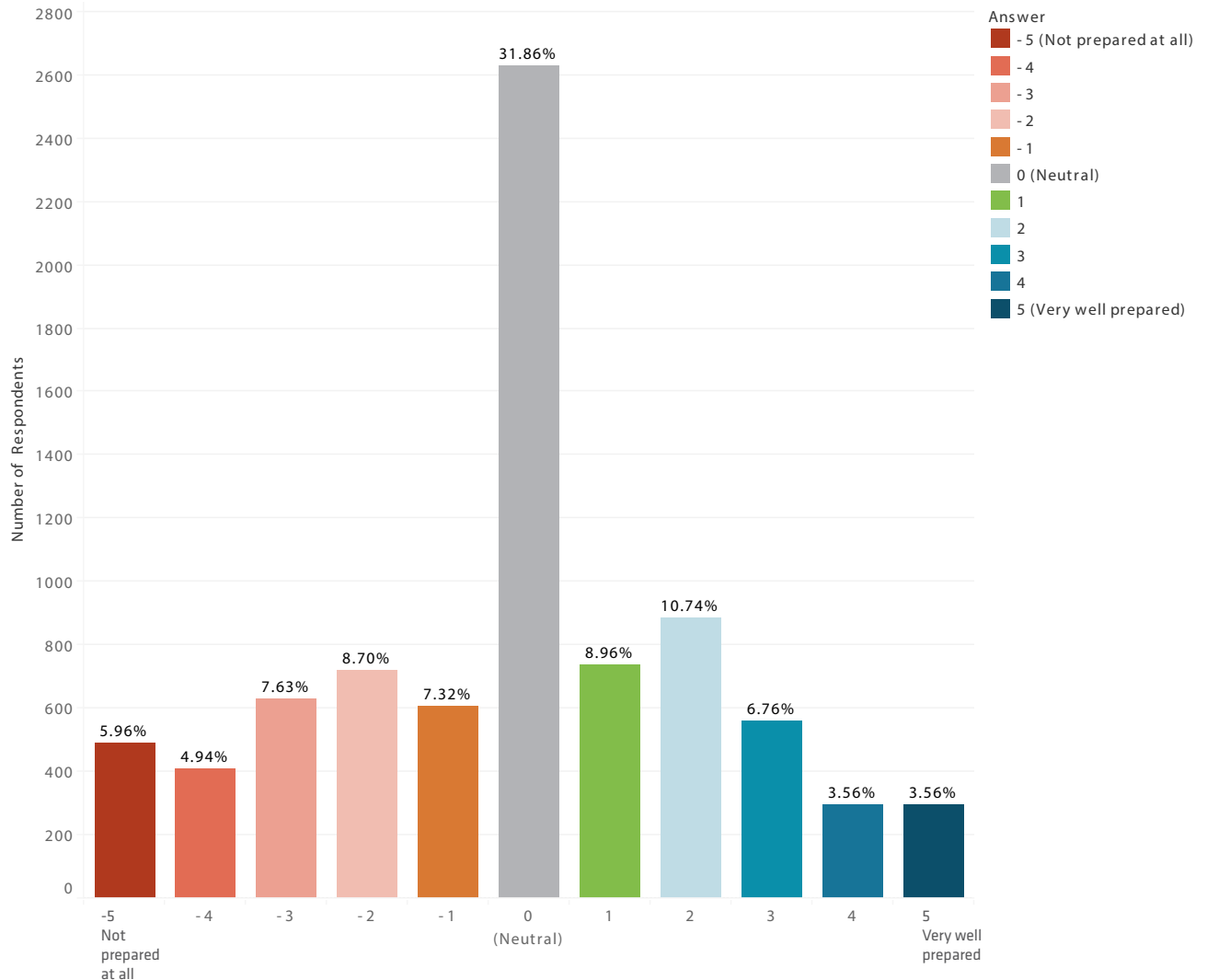
KEY THINGS TO NOTE:

- Very few respondents felt that Coppell was very well prepared to adapt to change.
- The spread of results show that the majority of the respondents felt that Coppell was leaning slightly to being prepared to adapt to change.

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4.1.10 SENTIMENT ANALYSIS - THE PERFECT DREAM SEQUENCE FOR COPPELL'S FUTURE

Sentiment analysis was carried out on the open ended responses provided by the survey respondents in a question "If you could create a perfect dream sequence for Coppell's future, what would that look like? (i.e. your idea of the perfect future of Coppell)?" Sentiment analysis, also known as opinion mining, is a field in Natural Language Processing (NLP) or text analytics to build systems that help extract opinions within text. The sentiment analysis carried out is modeled as a polarity classification in which sentences are classified as expressing a positive, negative or neutral opinion.

Responses to open ended questions are also listed on the project portal. Like most communities, Coppell residents reflect a broad range of views about the future.

The perfect dream sequence for Coppell's future

479 responses were received, and the sentiment analysis shows that 56% of the responses were positive, 31% were negative, and 13% were neutral. This chart shows the distribution of the sentiments according to age grouping.
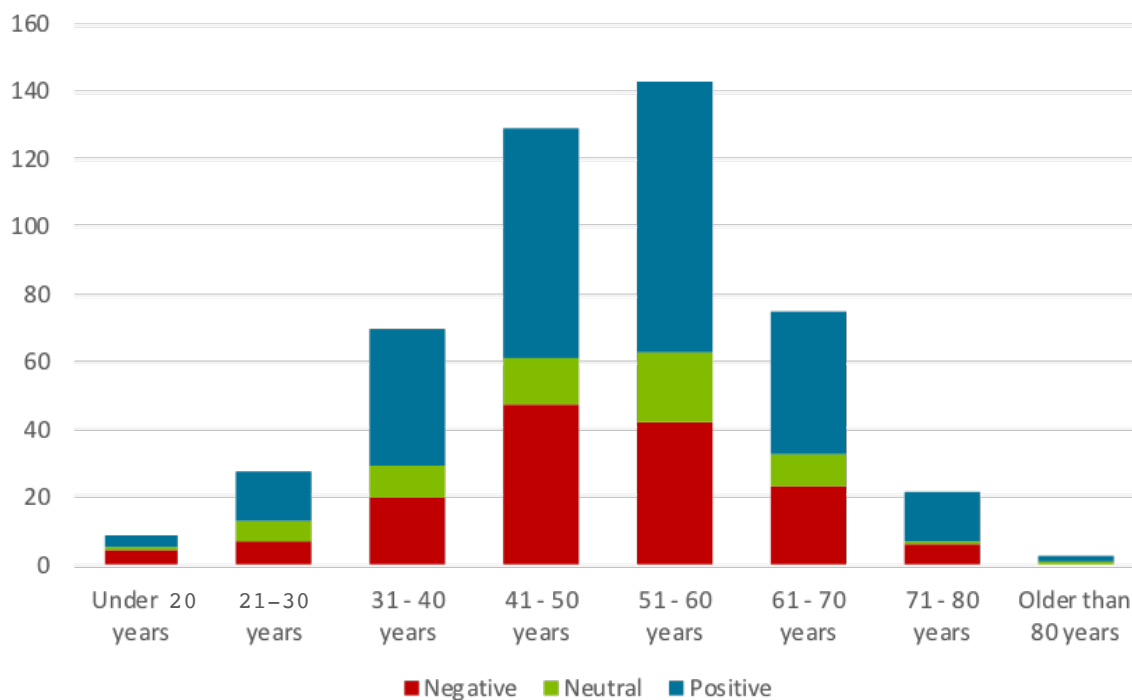
KEY THINGS TO NOTE:

- Overall, responses were predominantly classified as positive or neutral, which reflects the generally optimistic nature of the community dialogue.
- Those under 20 years expressed on average the strongest negative comments
- The recording of negative sentiment in responses to this question reflects the concern that some people have about the future. This is consistent with other question responses in the survey.

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4.2   VISION 2040 THINK TANK WORKSHOP

The Vision 2040 Think Tank workshop was conducted over two evenings in late June 2018 and involved approximately 100 community members. The workshop was intended to assist in the understanding of future drivers that will affect Coppell looking out to 2040. Representatives were invited from local organizations, faith centers, community groups, businesses and neighborhoods. Members of the public were also able to nominate themselves to attend through the project site.

Full details of the Vision 2040 Think Tank workshop including the full methodological process and outcomes from the event have been produced in the Coppell Vision 2040 Scenario-based Think Tank Workshop Report. For the purposes of this Community Engagement Report the Think Tank workshop will be addressed from a high-level perspective as part of the overall project engagement process. More information on the Think Tank, and the associated report can be found at: http://lab.future-iq.com/coppell-vision-2040/vision-2040-think-tank/

4.2.1   OUTLINE OF THE THINK TANK WORKSHOP

The participants examined important emerging trends and crafted a range of possible future scenarios for Coppell leading up to 2040. The Think Tank explored how Coppell would change over time, in relation to emerging macro and local trends.

The Scenario Planning process provided a methodology from which to explore plausible futures and to consider the implications of various future scenarios. The scenarios developed during this Scenario Planning process and outlined in this report were important in order to provide a framework to discuss future possible outcomes and implications. Participants were guided through the Scenario Planning process in order to develop four plausible scenarios for the future of the Coppell. The process involved an exploration and discussion of global, regional, and local trends and forces of change; development of a scenario matrix defining four plausible scenarios spaces for the future; and, the development of descriptive narratives of each scenario. The event concluded with an in-depth discussion of the scenarios, selection of a preferred scenario and plausibility mapping.

4.2.2 CREATING FOUR PLAUSIBLE FUTURES

In developing the scenario framework, the Think Tank considered the two primary clusters of drivers which were identified from the community survey. These would form the horizontal and vertical axis. These were Community Evolution and Infrastructure Solutions. This provided a framework to explore a range of plausible futures for Coppell.

There is a focus on embracing new technology to create a 'Smart City' to tackle existing and emerging infrastructure challenges. There is a strong focus on innovative sustainable practices and resource management in areas such as water, public spaces, energy and waste. Transportation systems evolve in new ways to connect key locations internally within the city, and externally to major regional hubs. Housing stock and infrastructure transforms to create new options.

The community focuses on its well earned strengths, including strong school district and peaceful neighborhoods. The community invests in its existing residents and ensures people can embrace active aging within a City that has a 'village feel'. The reputation is one of being a desirable and exclusive community, embedded within the DFW metroplex.

City of the Future

SMART CITY

SMART INCLUSION

Community — Evolution

Infrastructure — Solutions

Community Oasis

Laboratory of Learning

SUBURBAN OASIS

COPPELL CONNECTED

The community embraces the rapid demographic and cultural changes, to explore evolution of a multicultural and integrated community fabric. The focus is on becoming agile with the capacity to evolve and adjust as broader society and the internal community values change. The community invests in its attractiveness and relevance to a wider cross section of people.

Leverage Existing Strengths

Investments in infrastructure builds on the existing investment as upgrades occur at each stage of redevelopment and replacement. The focus is on efficient investment in key infrastructure, and the community is reliant on the broader regional transportation network. Housing stock and availability is dictated by the marketplace, as the community continues to be be attractive due to it proximity and location.

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KEY THINGS TO NOTE:

- The scenario matrix explores the implications of community evolution and examines the impacts of retaining the 'village feel' of Coppell or whether Coppell becomes agile with the capacity to evolve and adjust as a broader society. Community evolution was identified as a key issue in the community survey responses.
- Focus on developing 'smart city' infrastructural solutions against the leveraging of existing infrastructural solutions was also explored in the scenario matrix.

4.2.3 BRIEF SCENARIO DESCRIPTIONS

The following Scenario descriptions have been drawn directly from discussions and language used by participants at the Think Tank.

COPPELL 2040

VIEWS OF THE FUTURE

SCENARIO A – SMART CITY

This a future scenario shaped by a focus on embracing technology and innovation, while also building a community with a safe village feel. This future blends together traditional community values with a forward-looking approach to infrastructure. This future would require significant new investment, to build state of the art facilities for the management of water, public spaces, energy and waste. The payoff would include high technology services, excellent recreation amenities and a modern city environment.


SCENARIO B – SMART INCLUSION

This is future scenario shaped by a focus on embracing technology and innovation, while also exploring the concept of the 'community of the future' by using Coppell as a laboratory of learning. This future would see a lot of change in Coppell. The physical environment would be reshaped by the aggressive application of technology to environmental issues, infrastructure and housing. The community fabric would change rapidly with a wider cross section of people and broader cultural experiences and influences.

Center diagram

City of the Future

A	B
SMART CITY	SMART INCLUSION
SUBURBAN OASIS	COPPELL CONNECTED C3
D	C

Community Oasis — Laboratory of Learning

Solutions / Evolution / Community / Infrastructure

Leverage Existing Strengths

SCENARIO D – SUBURBAN OASIS

This is a future shaped by a focus on creating a community oasis, and leveraging existing strengths. This scenario sees the Coppell 'bubble' being further enhanced. The community would offer a peaceful, affluent lifestyle, that is aspirational and in a sought-after location. The primary consideration in Coppell is creating a happy and contented community, that can live a healthy and peaceful life.


SCENARIO C – COPPELL CONNECTED

This is a future scenario shaped by a focus on leveraging existing infrastructure strengths, while also exploring the concept of the 'community of the future' by using Coppell as a laboratory of learning. There would be significant exploration of building intergenerational connectivity and finding ways to connect people using existing infrastructure. This future would see a lot of change in community fabric, and a strong focus on connected community groups.
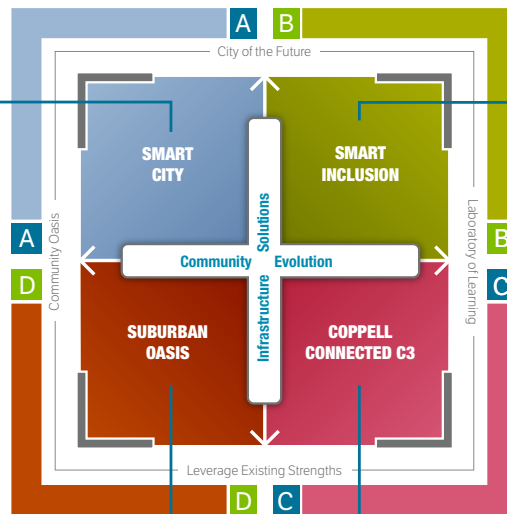
4.2.4 IDENTIFYING PREFERRED AND EXPECTED FUTURES

The development of Expected and Preferred Futures 'Heat-maps' is a key part of discovering the shared vision. During the survey, people were asked to indicate on a 10 x 10 matrix (overlaying the scenario quadrants), the location of what we call the 'Expected' and 'Preferred' future. The Expected future is in green, and it is where people believe the community will end up if there is 'no change in what we are currently doing' The Preferred future is in blue, and it is what people have identified as the most desired future for the community. The distinction between preferred and expected futures would shape the process going forward.

There was strong agreement that Scenario D – Suburban Oasis was the expected future. This scenario represented a future which enhances the Coppell 'bubble', rather than a more innovative 'laboratory of learning' environment. This scenario is very similar to Coppell in 2018. Participants were split with regards to whether the preferred future was Scenario A – Smart City or Scenario B – Smart Inclusion. The difference between these two scenarios is that Scenario A - Smart City builds on the community with a safe village feel, while Scenario B – Smart Inclusion explores more of a 'community of the future' with emphasis on innovation and technology.

COPPELL VISION 2040
EXPECTED FUTURE

### COPPELL VISION 2040
PREFERRED FUTURE
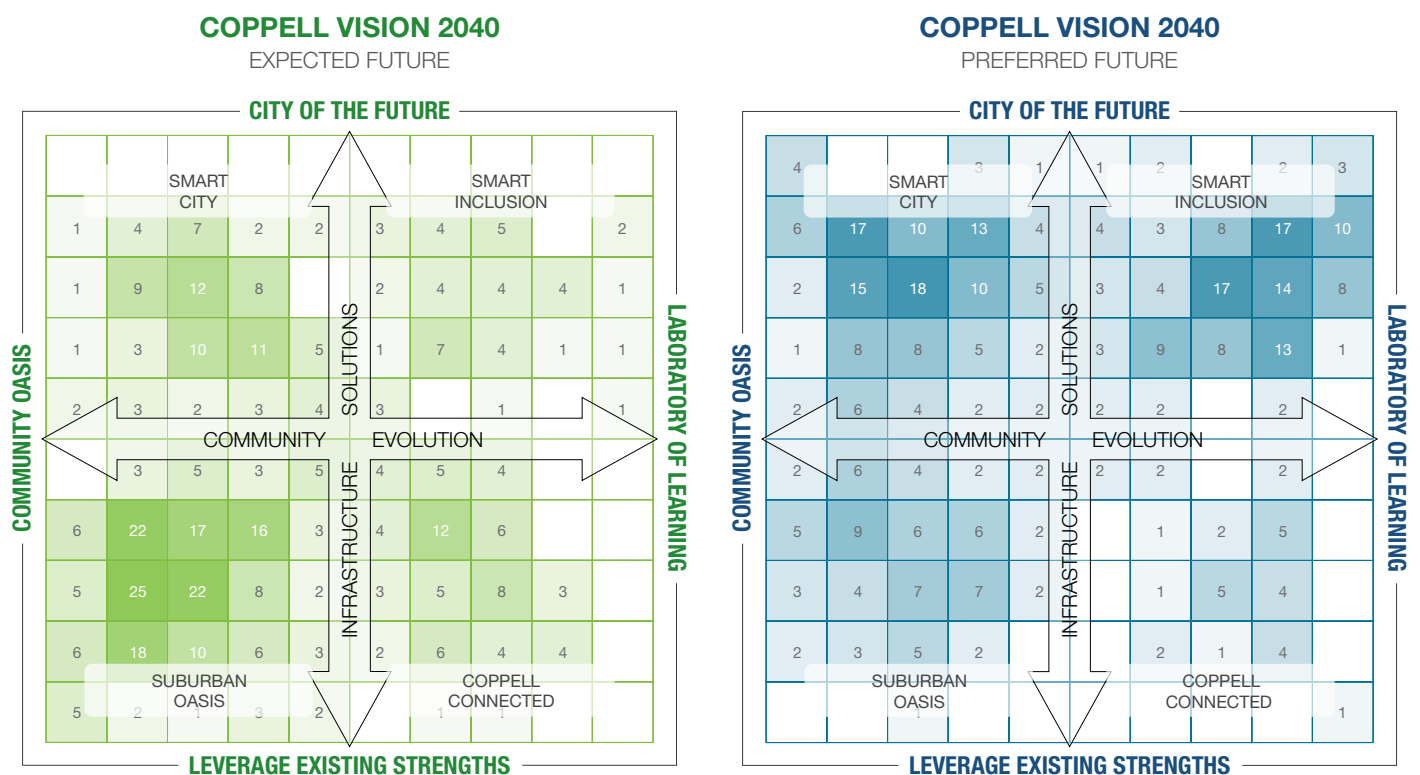
KEY THINGS TO NOTE:

- There was a relatively high level of agreement about the expected future, what is a future which resembles Coppell in 2018.
- The Think Tank participants were split regarding their preferred futures. Both Scenario A and B resemble each other to a degree, however Scenario B pushes further into the community evolution with enhanced innovation and technological advancement. This data reflects one of the underlying features of the Coppell community, which is that there is a diverse range of views and aspirations about the future.

DataInsight

4.2.5   PARTICIPANTS FEEDBACK ON THE THINK TANK

Participants were asked how valuable and interesting they found the scenario-based future planning process.

HOW INTERESTING AND VALUABLE DID YOU FIND THIS FUTURE SCENARIO PANNING PROCESS FOR THE FUTURE OF COPPELL?

Legend:
- 1. Waste of time
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10. Extremely valuable
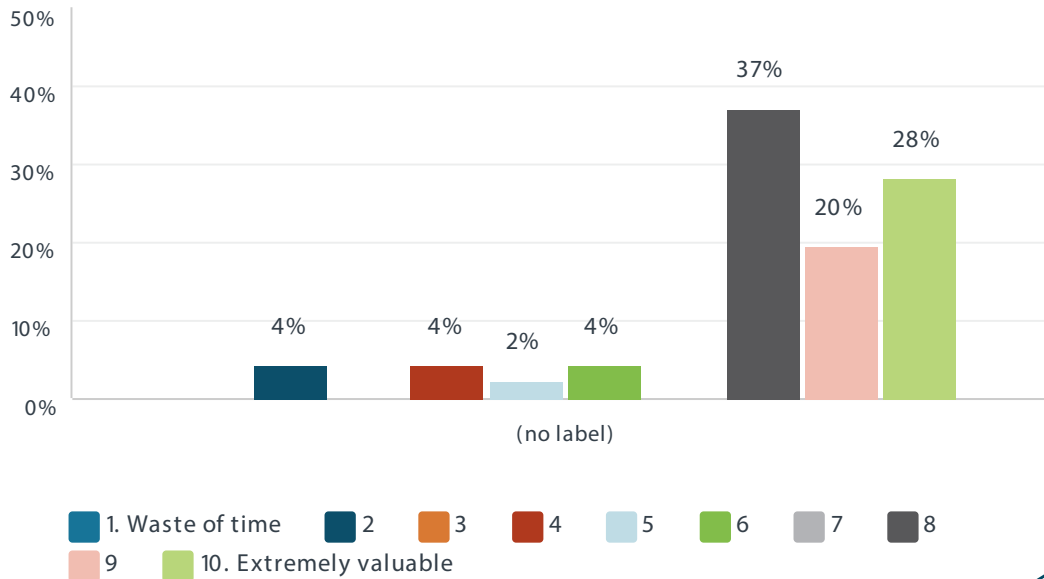
KEY THINGS TO NOTE:

- The majority of participants felt that this scenario-based future planning process was interesting and valuable, with 28% finding the process extremely interesting and valuable.
- This suggests the process was thought-provoking and made progress in defining a shared direction for the future.

DataInsight

The high value people derived from the think tank process points to the critical importance of future thinking and understanding emerging trends. It also suggests that people derived great value from the collaborative discussions.

The engagement workshops were very successful in gathering important additional input from stakeholders, and in validating the work from the think tank workshop.

4.3 COMMUNITY ENGAGEMENT WORKSHOPS

Following the Think Tank, Vision 2040 moved out into the next phase of engagement into the wider Coppell community. For Vision 2040 to be successful, it was essential that there would be broad and inclusive engagement across Coppell. The purpose of the engagement sessions was to review the process with community members and gather their input. The overall Vision 2040 process, Community Survey and Think Tank were discussed in detail to inform the wider range of stakeholders. The results emerging from the Vision 2040 process were discussed against a context of macro global trends. At the end of each of the engagement sessions, every participant was asked to complete a survey which explored their views about what reflects the best future balance and priorities for Coppell. The community engagement workshops were designed to be 1.5 to 2.0-hour sessions, with interactive discussion and presentation of the Think-Tank results. This allowed a framework for people to react to the plausible futures and contribute their own comments.

Key highlights from the written engagement surveys included:

- Respondents strongly felt that the focus of public infrastructure in the city should be on cutting edge practices for management of water, public spaces, energy and waste.
- Regarding transportation, respondents felt that the city should invest new transportation technologies to connect key locations internally within the city, and externally to major regional hubs.
- In regard to housing issues, the responses were varied, from a desire to see transformation of house options, through to allowing housing to be dictated by the marketplace.
- Respondents wanted the community to embrace rapid demographic and cultural changes that would evolve into a multicultural and integrated community fabric.
- The majority of the respondents think the best way for Coppell to prepare itself for the future is to focus only on maintaining well-earned existing strengths, including strong school district and peaceful neighborhoods.
- The majority of the respondents want Coppell to evolve to become a desirable and exclusive community, embedded within the DFW metroplex.

DataInsight

KEY THINGS TO NOTE:

- Approximately 400 community members attended and participated in 24 community engagement sessions which were conducted across Coppell throughout August, September and October 2018.
- The survey was completed by 333 stakeholders, who were mainly interested in community and social issues. This represents a solid cross section of the community.
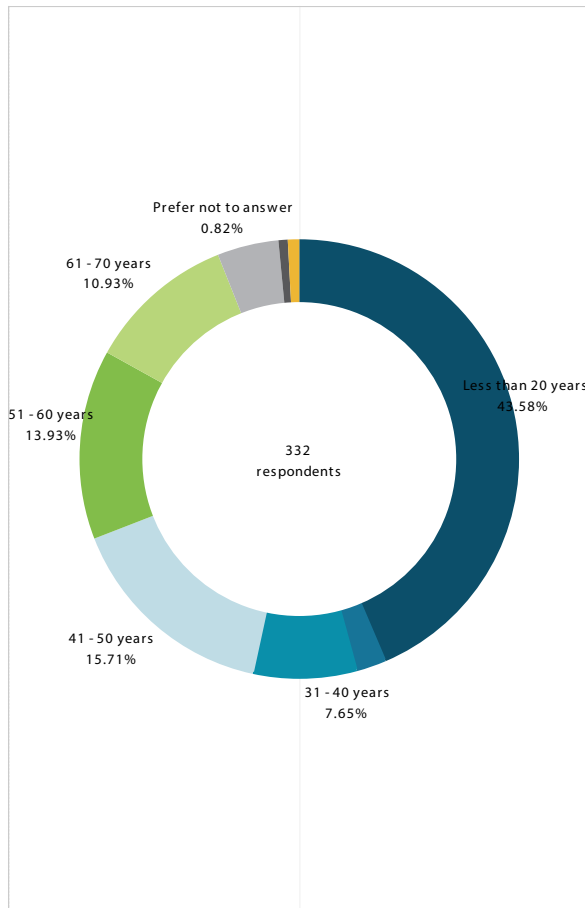
4.3.1 COMMUNITY ENGAGEMENT SURVEY PARTICIPANT PROFILE

It is essential to explore the results of this survey in full as the participants were asked to give their individual perspective on both the process but also of the issues discussed and identified during the Think Tank. The engagement phase of the project was an opportunity to include as many voices from across the stakeholder groups within the City, following on from the Stakeholder Survey and Think Tank findings, which have been outlined within this report.
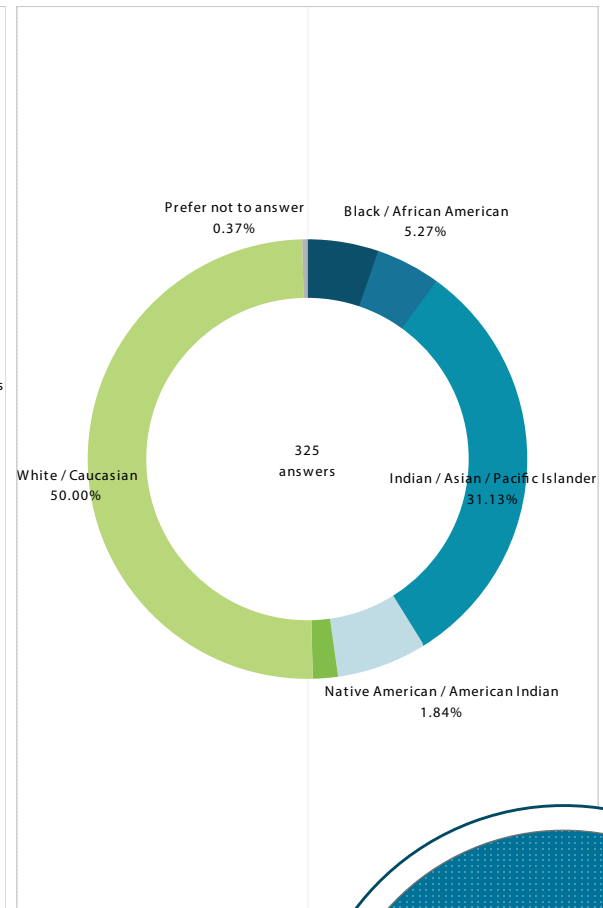
Age Group
- Less than 20 years
- 21 - 30 years
- 31 - 40 years
- 41 - 50 years
- 51 - 60 years
- 61 - 70 years
- 71 - 80 years
- Older than 80 years
- Prefer not to answer

Age Profile

Prefer not to answer
0.82%

61 - 70 years
10.93%

51 - 60 years
13.93%

Less than 20 years
43.58%

332
respondents

41 - 50 years
15.71%

31 - 40 years
7.65%

Ethnic Profile

Prefer not to answer
0.37%

Black / African American
5.27%

White / Caucasian
50.00%

325
answers

Indian / Asian / Pacific Islander
31.13%

Native American / American Indian
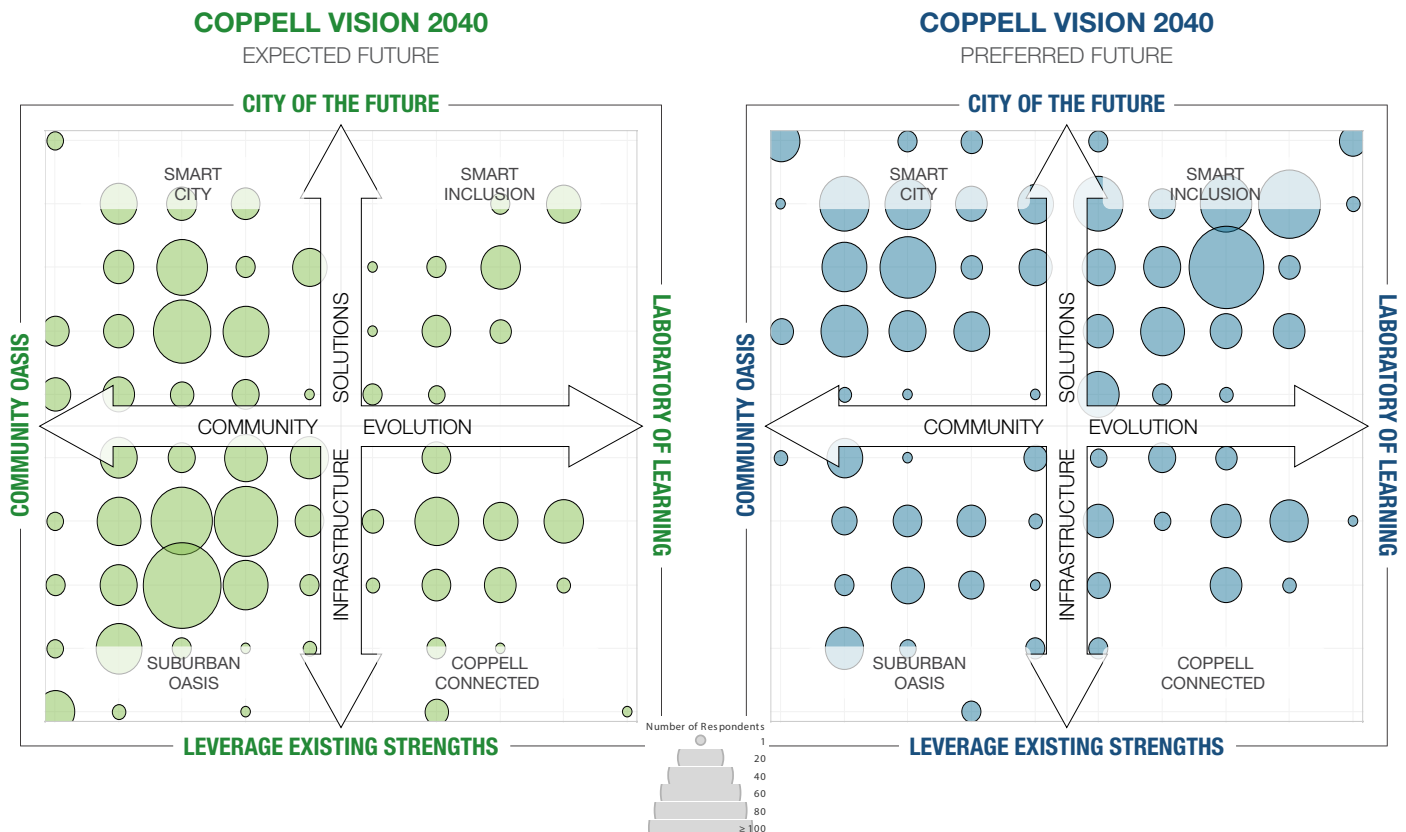1.84%

DataInsight

KEY THINGS TO NOTE:

- A large proportion of the respondents were most interested in Community and Social Issues, followed by economic development issues.
- The engagement workshops included a strong cohort of younger people, under 20 years of age
- More than half of respondents worked outside Coppell.

The people who attended the engagement sessions did reflect the various ethnic and age groups in the community.

4.3.2 RESULTS - PREFERRED AND EXPECTED FUTURES

Community Engagement workshop written survey respondents were asked to select their preferred and expected futures using a similar process, to that used at the Think Tank workshop, where people recorded their preferred and expected future on a 100-cell scenario matrix. The circles (or dots) represent the responses selected by people. The larger the circle, the more people selected that particular future. More information on this chart can be found at: http://lab.future-iq.com/coppell-vision-2040/data-visualization/coppell-vision-2040-vision-survey/heat-map-expected-and-preferred-futures-all-data/

COPPELL VISION 2040
EXPECTED FUTURE

COPPELL VISION 2040
PREFERRED FUTURE

KEY THINGS TO NOTE:

- The data from the Community Engagement Workshops shows a very similar distribution to the Think-Tank participants. Again, this shows that aspects of Smart City and Smart Inclusion scenarios have appeal, but also that aspects of Suburban Oasis and Coppell Connected have appeal for some people.

- There is a gap between the concentration of responses for the expected and preferred future. This points to the appetite for change in before current trajectory, and appetite for change in both the 'Community Evolution' and 'Infrastructure Solutions' axis.
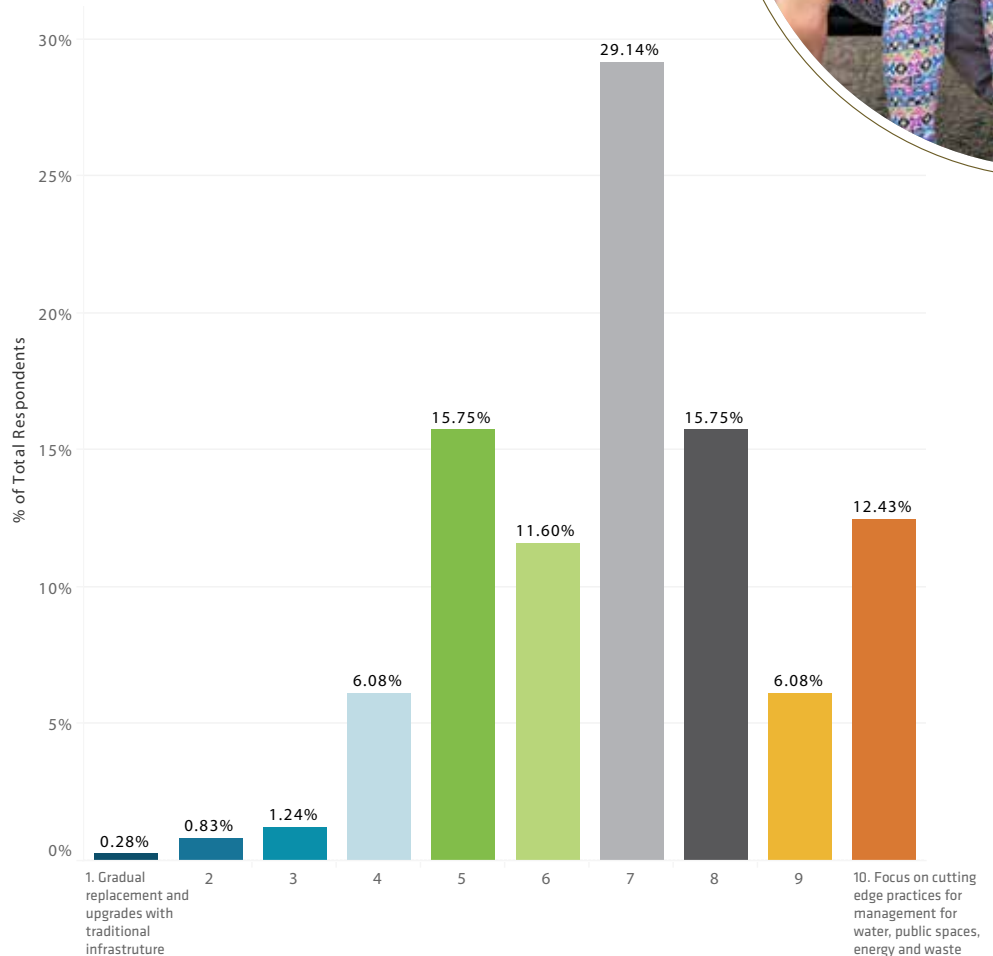
4.3.3 RESPONSES ABOUT PUBLIC INFRASTRUCTURE

The chart presents the result of the responses provided by participants at the workshop when asked about the approach they think Coppell should take in tackling infrastructure upgrades and replacement.

WHAT DO YOU THINK SHOULD BE THE APPROACH TO TACKLING INFRASTRUCTURE UPGRADES AND REPLACEMENT?

Scale: 1 = Gradual replacement and upgrades with traditional infrastructure; 10 = Focus on cutting edge practices for management of water, public spaces, energy and waste

The responses below illustrate some of the reasons behind the participants selections.

- *I believe the community has a tolerance for moderately paced change. Society cutting edge sounds great; until the price tag costs are fully vetted. It seems as though that's when the brakes are applied and the roll is slowed. Additionally, by progressing at a 6, changes in cutting edge could be more easily managed. What is considered cutting edge today will be old hat tomorrow.*

- *We should be at the forefront of innovation. We don't want to be left behind when other cities innovate.*

- *Coppell stakeholders are not ready for rapid change. If things are done slowly, it'll make it easier to adjust.*

- *Gradual replacement, but with more cutting-edge practices.*

- *If we do not change, we will continue to play catch up as societal issues are faced in the community. If we learn to embrace innovation early on, we can adapt to our changing demographics.*

Chart: % of Total Respondents

Response	%
1. Gradual replacement and upgrades with traditional infrastructure	0.28%
2	0.83%
3	1.24%
4	6.08%
5	15.75%
6	11.60%
7	29.14%
8	15.75%
9	6.08%
10. Focus on cutting edge practices for management for water, public spaces, energy and waste	12.43%

DataInsight

KEY THINGS TO NOTE:
- Many respondents leant strongly towards "Focus on cutting edge practices for management of water, public spaces, energy and waste."
- Though a huge proportion of the responses leaned towards focusing on cutting edge practices for public infrastructure management, many of the participants think the approach should be gradual.
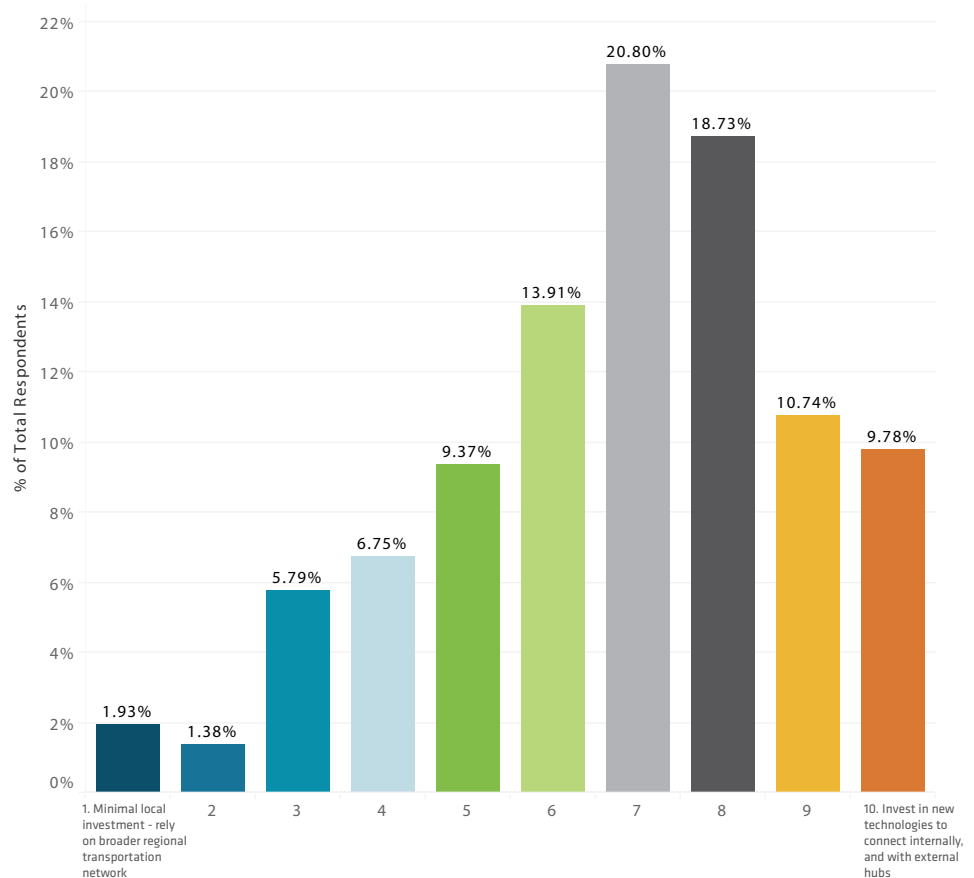
4.3.4 RESPONSES ABOUT TRANSPORTATION

The chart presents the result of the responses provided by participants at the workshop when asked about the approach the community should apply to tackle transportation issues.

THINKING ABOUT HOW THE COMMUNITY SHOULD TACKLE TRANSPORTATION ISSUES, WHAT DO YOU THINK SHOULD BE THE APPROACH?

Scale: 1= Minimal local investment and reliance on the broader regional transportation network; 10 = Invest in new transportation technologies to connect key locations internally within the city, and externally to major regional hubs.

The responses below illustrate some of the reasons behind the participants selections:

- *Building new means of community transportation will be key to building a city of the future.*

- *At least some of this has to be driven by us. The region is growing with lots of commuters passing through. We can't block them out of Coppell but can find ways to make traffic run more smoothly.*

- *Public transportation in DFW is poor so without massive improvement focusing on connecting to those hubs would not result in much R.O.I.*

- *Relying on broader RT isn't working/hasn't worked. New, innovative ways should be explored.*

- *We need to begin to see ourselves as part of the much larger metro area - and connect to it. Our residents will demand access to local amenities without having to drive themselves.*

Chart: % of Total Respondents

Category	%
1. Minimal local investment - rely on broader regional transportation network	1.93%
2	1.38%
3	5.79%
4	6.75%
5	9.37%
6	13.91%
7	20.80%
8	18.73%
9	10.74%
10. Invest in new technologies to connect internally, and with external hubs	9.78%

DataInsight

KEY THINGS TO NOTE:

- The majority of the participants think the city should lean towards investing in new transportation technologies to connect key locations internally within the city, and externally to major regional hubs.

- Traffic congestion is seen as a major issue in the region. The public transportation system requires improvement and can be expensive to create, hence, the reason for leaning towards new technologies in transportation.
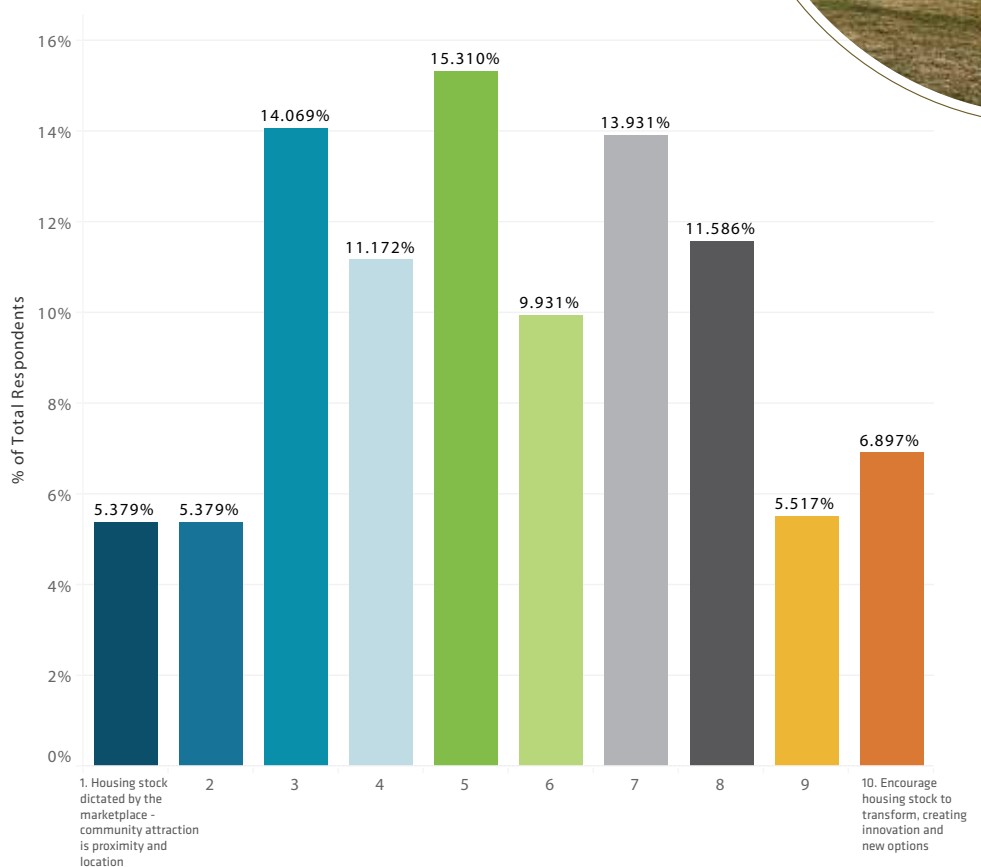
4.3.5 RESPONSES ABOUT HOUSING

The chart presents the result of the responses provided by participants at the workshop when asked about their thoughts on how housing issues in the city should be addressed.

LOOKING TO THE FUTURE, HOW DO YOU THINK HOUSING ISSUES SHOULD BE ADDRESSED?

Scale: 1 = Housing stock and availability is dictated by the marketplace, as the community continues to be attractive due to its proximity and location; 10 =The community should encourage housing stock to transform, creating innovation and new housing option.

The responses below illustrate some of the reasons behind the participants selections:

- *Due to increasing millennials migration need to provide urban living, but need to maintain the village feel for which the city is known for.*

- *To attract millennials and to stay relevant.*

- *Needs to be more housing options, therefore, it will create more affordable housing*

- *Let the market drive housing*

- *If we as Coppell want our city to be forever changing and growing, we must allow our housing to include and be appealing to everyone. If we only have single family homes, we will never be all inclusive, nor will our city continue to grow and develop.*

Chart: % of Total Respondents

Response	%
1. Housing stock dictated by the marketplace - community attraction is proximity and location	5.379%
2	5.379%
3	14.069%
4	11.172%
5	15.310%
6	9.931%
7	13.931%
8	11.586%
9	5.517%
10. Encourage housing stock to transform, creating innovation and new options	6.897%

KEY THINGS TO NOTE:

- The responses were varied, from a desire to see transformation of housing options, through to allowing housing to be dictated by the marketplace.
- During the workshops, some people expressed a desire to see more housing options suitable for a retiree population. This topic attracts some strong views in the community.

Data**Insight**
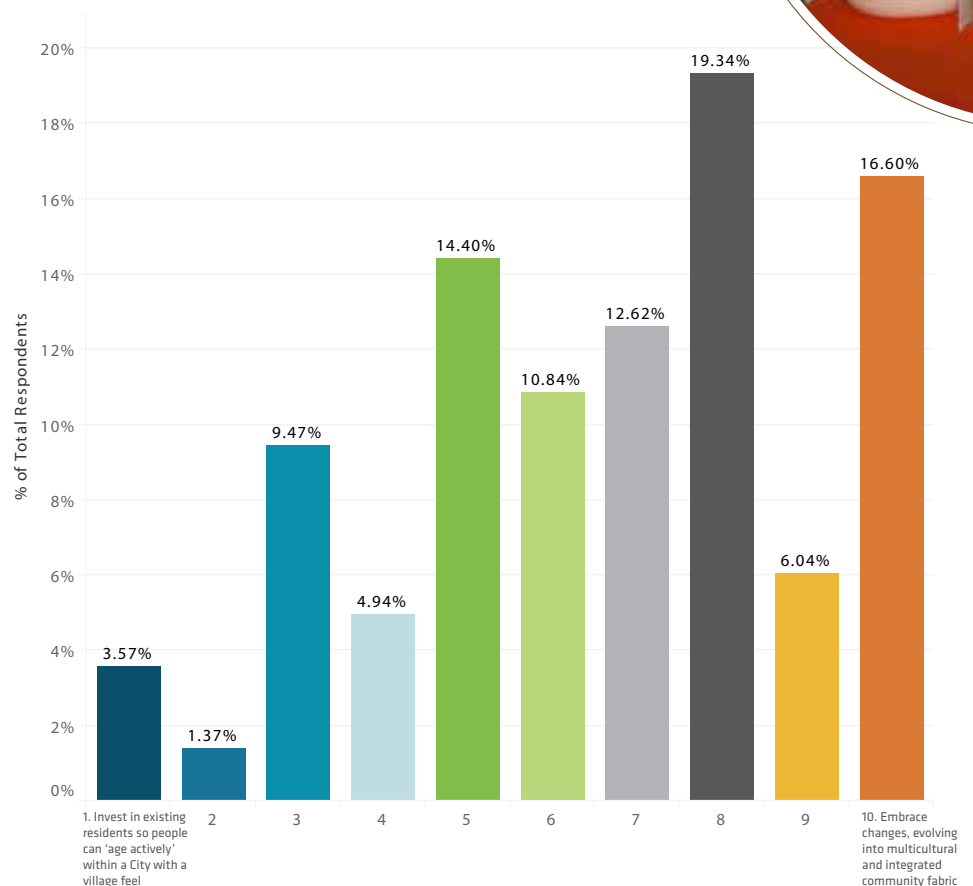
4.3.6   RESPONSES ABOUT CULTURAL FOCUS

The chart presents the result of the responses provided by participants at the workshop when asked about their thoughts on what the cultural focus of the community should be over the next coming years.

WHAT DO YOU THINK SHOULD BE THE 'CULTURAL FOCUS' OF THE COMMUNITY OVER THE COMING YEARS?

Scale: 1 = Invests in existing residents and ensures people can 'age actively' within a city with a village feel; 10 = Community embraces rapid demographic and cultural changes, evolving into a multicultural and integrated community fabric

The responses below illustrate some of the reasons behind the participants selections:

- *Aging community may leave the city, so focus needs to be on change.*
- *I believe you can accomplish both - providing a village feel multi-culturally while allowing aging in place.*
- *We should evolve to serve all citizens, both existing and new diversity, so that everyone feels welcome in the place they call home.*
- *Need to be cautious and not alienate the long-term residents by making them feel no longer valued.*
- *Embrace some change but take care of the people that live here and want to retire here.*

% of Total Respondents

Category	%
1. Invest in existing residents so people can 'age actively' within a City with a village feel	3.57%
2	1.37%
3	9.47%
4	4.94%
5	14.40%
6	10.84%
7	12.62%
8	19.34%
9	6.04%
10. Embrace changes, evolving into multicultural and integrated community fabric	16.60%

DataInsight

KEY THINGS TO NOTE:

- The responses lean more towards the community embracing rapid demographic and cultural changes that would evolve into a multicultural and integrated community fabric.
- Although a major proportion of the respondents agree to embracing demographic and cultural changes, it is pertinent to them that long term residents should be carried along during the change.

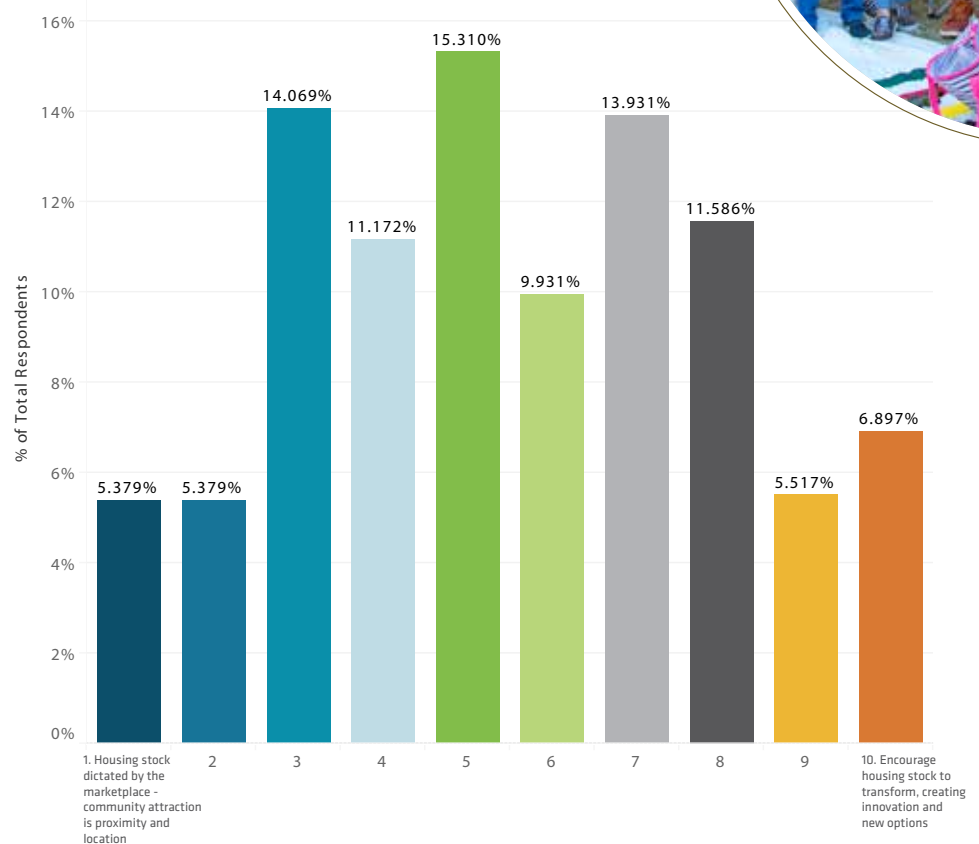## 4.3.7 RESPONSES ABOUT PREPARING FOR THE FUTURE

The chart presents the result of the responses provided by participants at the workshop when asked about their thoughts on how the city can best prepare itself for the future.

HOW DO YOU THINK COPPELL SHOULD BEST PREPARE ITSELF FOR THE FUTURE?

Scale: 1 = 'Focus only on maintaining well earned existing strengths, including strong school district and peaceful neighborhood; 10 = 'Focus on becoming more agile, to evolve and adjust as broader society and internal community values change'.

The responses below illustrate some of the reasons behind the participants selections:

- *Utilize our existing strengths as a basis to allow us to be more agile and adjust to future.*

- *Having strengths are good, but if we are already succeeding at those, why focus on them? We can continue to have those available, all while developing new strengths and ideas.*

- *We cannot stay the same while the world around us is changing.*

- *We can focus our strengths and core values while evolving and accepting the community. We have high expectations, as do the residents. I don't see that changing.*

- *Don't want to downplay the factors that make us great.*

% of Total Respondents

Response	%
1. Housing stock dictated by the marketplace - community attraction is proximity and location	5.379%
2	5.379%
3	14.069%
4	11.172%
5	15.310%
6	9.931%
7	13.931%
8	11.586%
9	5.517%
10. Encourage housing stock to transform, creating innovation and new options	6.897%

KEY THINGS TO NOTE:

- The responses are distributed across the spectrum. This topic attracted significant discussion in the community engagement workshops.
- There are significant number of people who believe the city should focus on maintaining existing strengths, and there are a significant number of people who believe should become more agile, so the city won't be left behind.

DataInsight

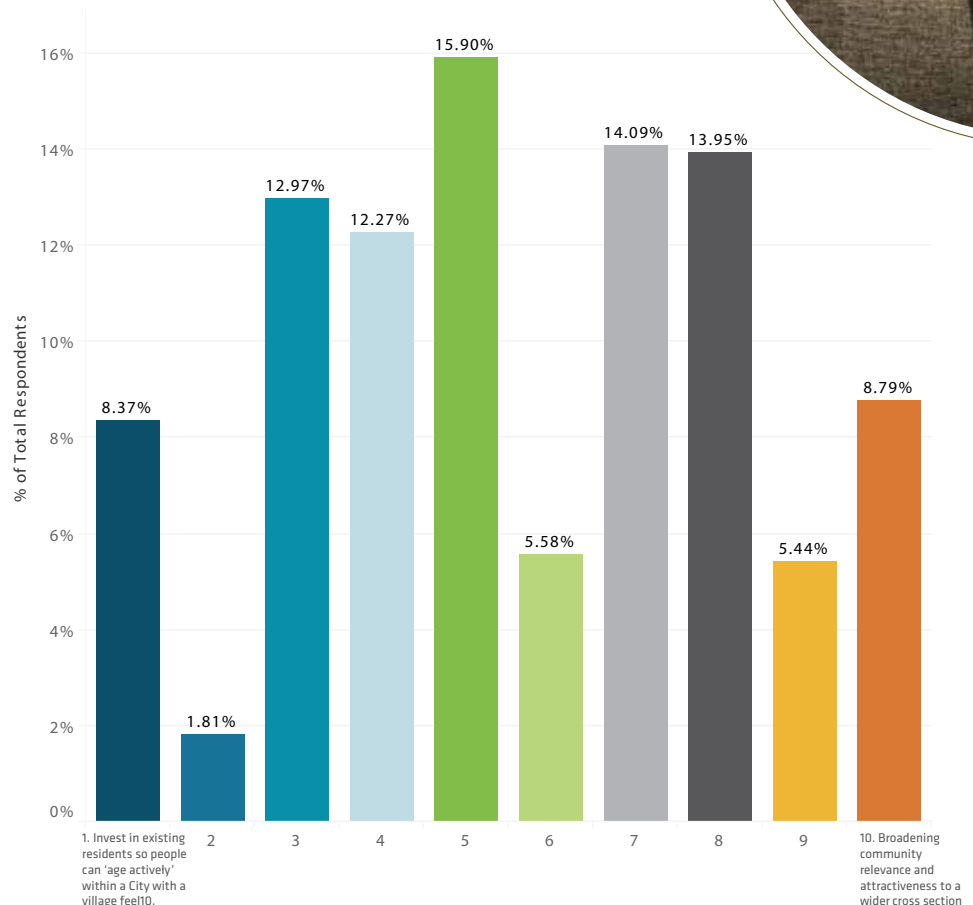## 4.3.8 RESPONSES ABOUT REPUTATION AND DESIRABILITY

The chart presents the result of the responses provided by participants at the workshop when asked about their thoughts on how the city should evolve to remain most relevant in the future.

HOW DO YOU THINK COPPELL SHOULD EVOLVE TO REMAIN MOST RELEVANT IN THE FUTURE?

Scale: 1 = 'Focus on being a desirable and exclusive community, embedded within the DFW metroplex; 10 = Invest in broadening community relevance and attractiveness to a wider cross section of people'.

The responses below illustrate some of the reasons behind the participants selections:

- *Societal values are changing, and Coppell will need to change to maintain its reputation as a desirable community.*

- *It's time to open the gates to the region. Exclusivity is negative and not sustainable.*

- *Need to preserve the uniqueness, and at the same time should be able to attract wider section of people.*

- *I think the bubble phenomenon could hinder the city long term. There is a possibility to maintain somewhat of a small-town feel, but the parks, arts center, and other attractions will help the city maintain relevance and attractiveness.*

- *Both would be good, but more so to a wider cross section of people to diversify the city.*

Chart — % of Total Respondents:

Response	%
1. Invest in existing residents so people can 'age actively' within a City with a village feel	8.37%
2	1.81%
3	12.97%
4	12.27%
5	15.90%
6	5.58%
7	14.09%
8	13.95%
9	5.44%
10. Broadening community relevance and attractiveness to a wider cross section	8.79%

KEY THINGS TO NOTE:

- There is a strong desire by many community residents to retain the 'small town feel' of Coppell. This attribute was what attracted people to the community, especially people who moved to the community in the 1980's and 1990's.

- There is also a strong desire by some people to broaden the relevance and appeal of the community to a wider cross-section, especially young people.
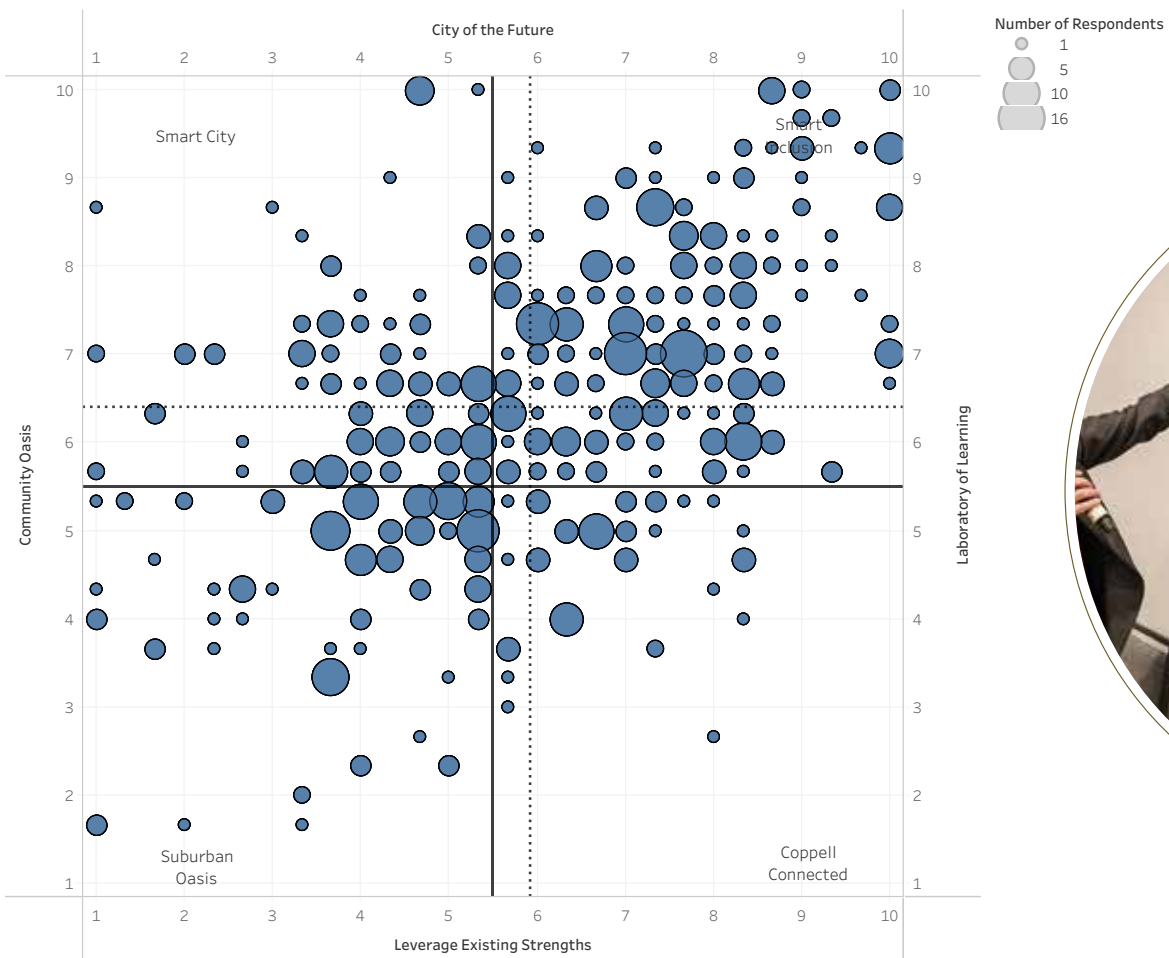
DataInsight

4.3.9   SCENARIO VALIDATION MATRIX

This chart provides a method to validate the preferred future created via the heat maps. This 'Scenario Matrix Validation Chart' is created by building a preferred future from the answers to the 'Critical Issues' questions. These 'Critical Issues' questions are subsets of the scenario axes, and by recombining each person's answers we create a unique X, Y average. This approach generates a notional Preferred Future, but one based on likely response to issues and expected behavior in real-life. This provides a validation of the Preferred Future response based on the heat map diagram.

More information on this chart can be found at: **http://lab.future-iq.com/coppell-vision-2040/data-visualization/coppell-vision-2040-vision-survey/heat-map-scenario-matrix-validation-chart-all-data/**

Scenario Matrix Validation

KEY THINGS TO NOTE:

- The results show an significant appetite and predicted support for change, with the average result (defined by the dotted lines) being just within the Smart Inclusion scenario space.
- The underlying data shows a wide spread of views in the community, with no one cohort standing out significantly different.

DataInsight

4.3.10 CURRENT INITIATIVES OR DEVELOPMENTS IN COPPELL THAT REFLECT THE PREFERRED FUTURE

The chart highlights the responses of participants when asked in open-ended questions of 'What initiatives or developments happening NOW in Coppell that reflects the essence of their preferred scenario for the future'.

INITIATIVES OR DEVELOPMENTS SCENARIO FOR THE FUTURE
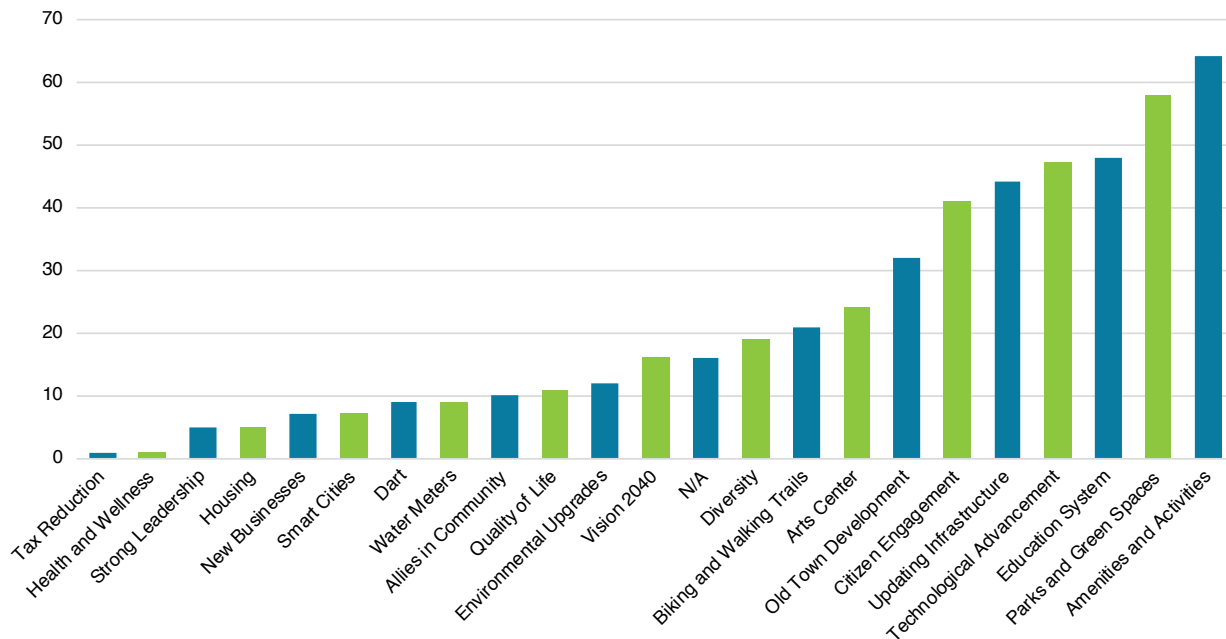
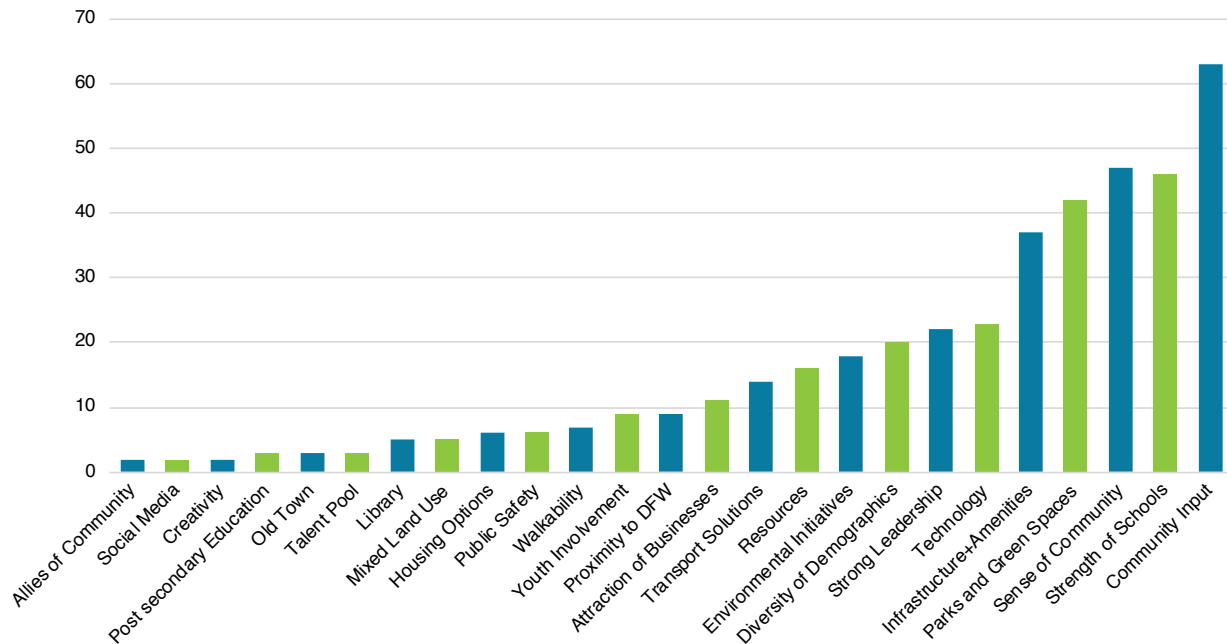

DataInsight

KEY THINGS TO NOTE:

- Some of the current initiatives noted by the participants to reflect a preferred scenario for the future included investment in facilities such as library, art center, quality parks and trails, and smart technology.
- People appreciate the focus on increased engagement with diverse stakeholders with multicultural celebrations and gathering.
- There was recognition of the need for investment in traffic development/road improvements with building new schools and updating old ones.

The community places a high value on the parks, green spaces, amenities and activities. However, some people believe these assets might need to be complemented with new ideas, so the community can remain relevant to younger people.

4.3.11 MOST IMPORTANT EXISTING ASSETS TO BE DEPLOYED OVER THE NEXT 5 YEARS

The chart highlights the responses of participants when asked in open-ended questions the most important existing assets that needs to be deployed in Coppell over the next 5 years.

MOST IMPORTANT EXISTING COMMUNITY ASSETS THAT CAN BE DEPLOYED OVER THE NEXT 5 YEARS
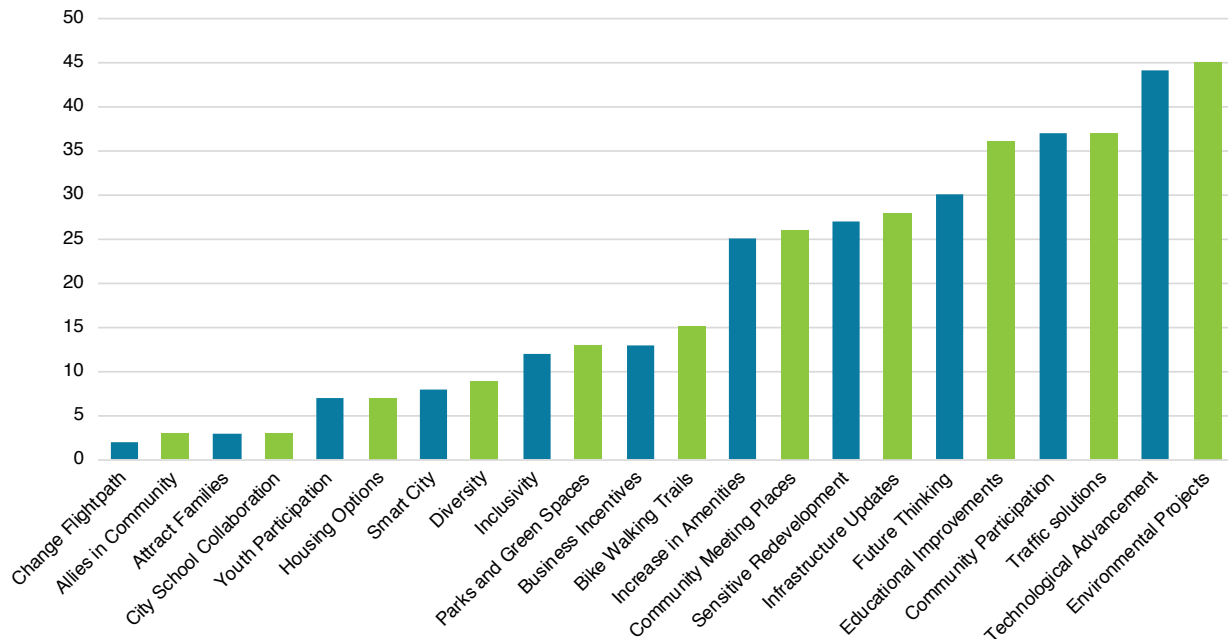

KEY THINGS TO NOTE:

- The most important existing community assets over the next five years are centered around community input, strength of schools, sense of community, parks and green spaces, and infrastructure.

- Some of the existing assets workshop participants perceive should be deployed soon include: Parks and trails; Recreational facilities and green space; Strong emphasis on community business development; Road construction; Active community groups; and, highly trained and passionate city employees, who have a good relationship with City Council.

DataInsight

The focus on community-based assets was pertinent in the participants responses to what they think should be deployed over the next five years.

4.3.12 STRATEGIES AND PROJECTS TO BE CREATED OVER THE NEXT 5 YEARS

The chart highlights the responses of participants when asked in open-ended questions the strategies and projects they think should be created or expanded over the next 5 years, in order to achieve the preferred future.

STRATEGIES AND PROJECTS TO BE CREATED OR EXPANDED OVER THE NEXT 5 YEARS, IN ORDER TO ACHIEVE THE PREFERRED FUTURE

DataInsight

KEY THINGS TO NOTE:

- Environmental projects, technological advancements, traffic solutions, community participation, and educational improvements are the top strategies Coppell needs to focus on over the next five years to achieve the preferred future.
- Examples of the strategies and projects include:
    - *Increase in innovation and technology*
    - *Greater focus on technology and data improving traffic patterns and streets*
    - *Expansion of programs like 'Allies in Community' to generate the true sense of belonging among newer, more diverse residents*
    - *Community engagement ideas - so members of community understand the planning processes (Such as budget, public hearings, citizen appearance, Leadership Coppell, etc.)*
   - *Taking advantage of solar power options. Upgrading to a smart city for transportation*

Workshop participants believe that strategies and projects should be focused on the environment, technology, transportation, education, and community participation.

4.3.13 IMPORTANCE OF SHARED VISION FOR THE FUTURE OF COPPELL

The chart highlights the responses of participants about the importance of having a shared vision for the future of Coppell.

How important do you think it is to have a SHARED VISION for the future of Coppell?

Scale: 1 = Not important; 10 = Highly Important
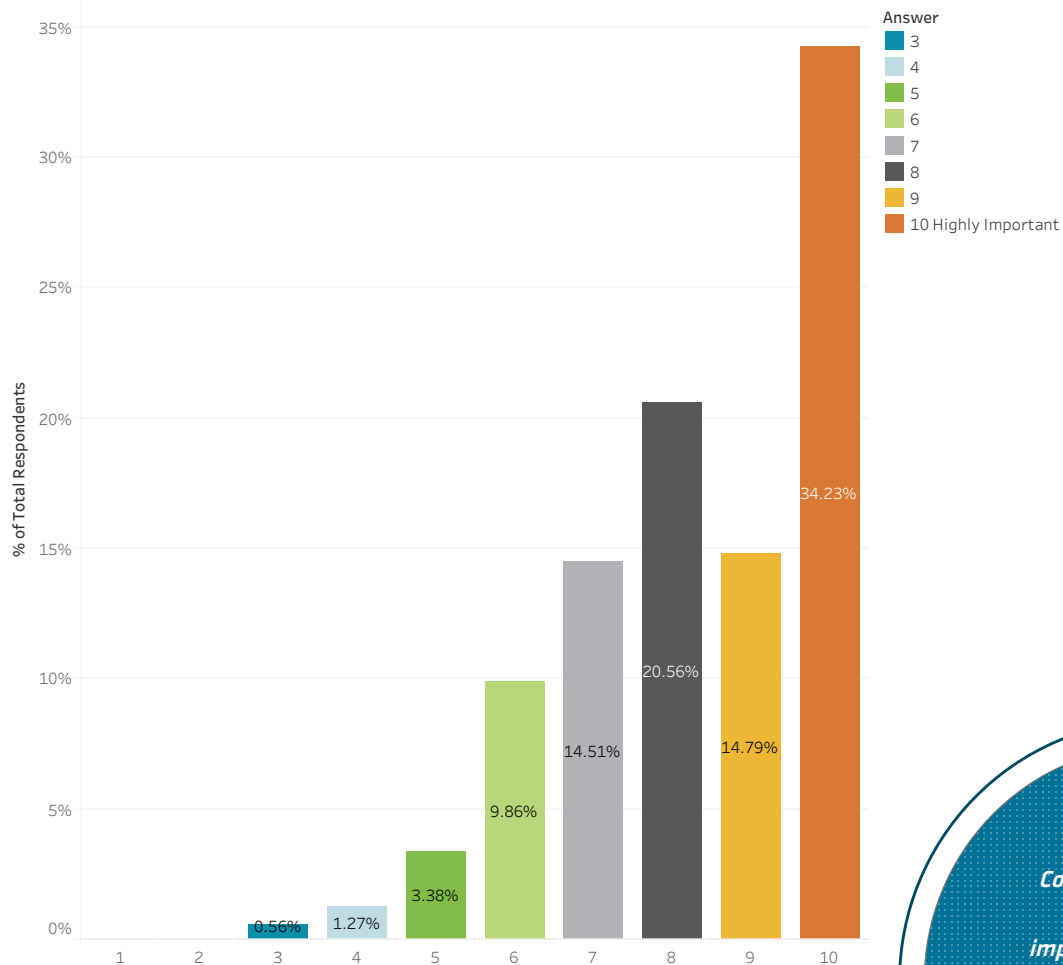
KEY THINGS TO NOTE:

- About a third of respondents felt that it was 'Highly important' to have a shared vision when planning the future of Coppell, and the majority of people believe that a 'Shared Vision' is important.

- The community's track record of successful visioning, and then implementation, was recognized and appreciated by many workshop participants.

Coppell is a community that understands the importance of creating a shared vision. This was reflected in the active participation in the visioning process.

4.3.14 IMPORTANCE OF SHARED VISION FOR DECISION MAKING IN COPPELL

The chart highlights the responses of participants about the importance of having a shared vision for decision making in Coppell.

How important is it to consider the shared vision when MAKING DECISIONS for Coppell?
Scale: 1 = Not important; 10 = Highly Important
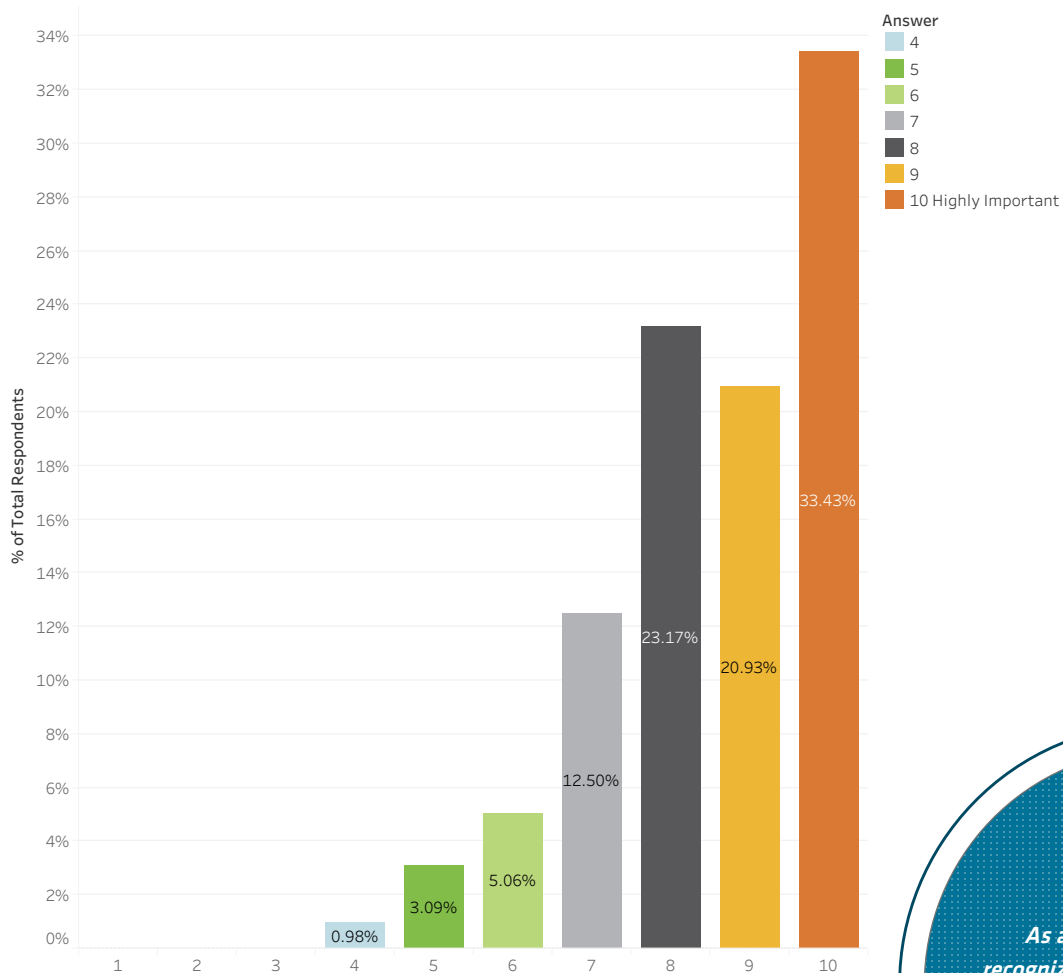
KEY THINGS TO NOTE:

- The vast majority of respondents felt that it was important to use the shared vision for decision making.

- This provides a solid platform for the City to consider future investments and decisions based on the outcomes of the community input and vison.
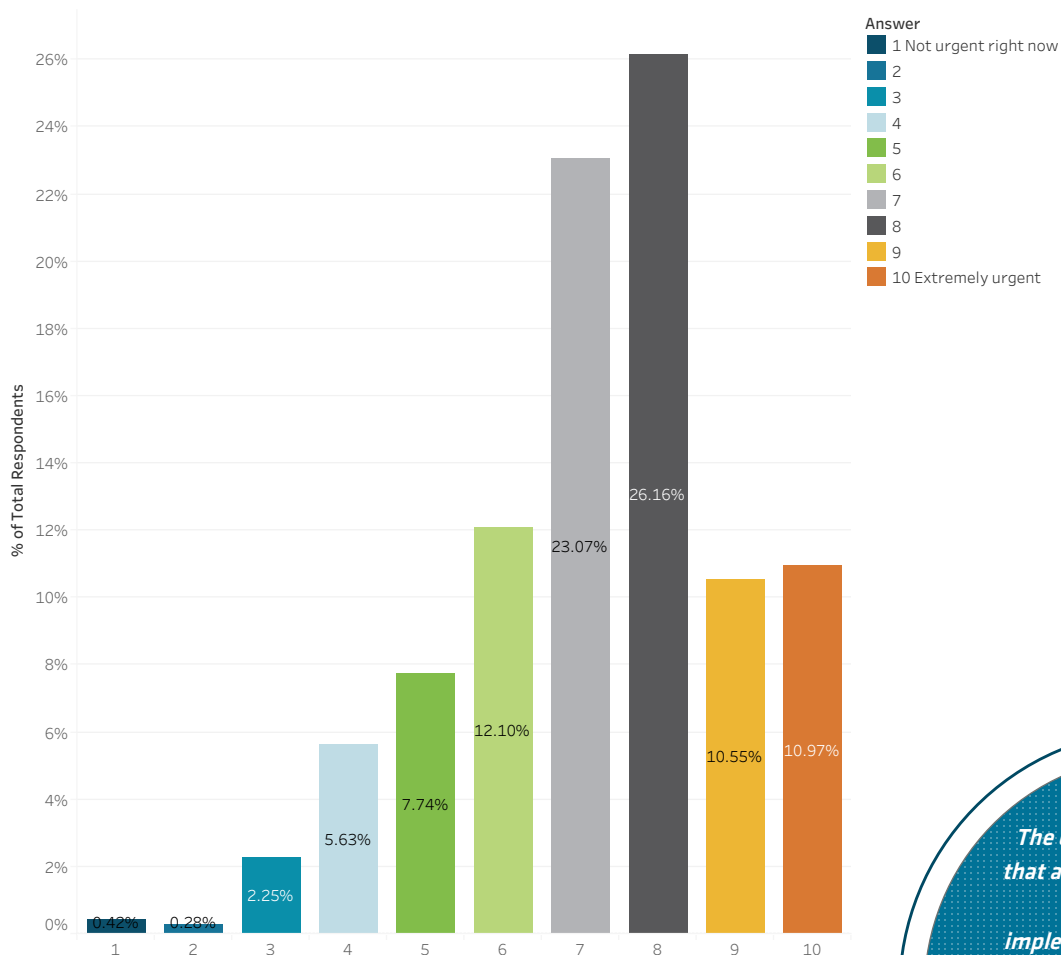
As a community, Coppell recognized the importance in using the shared vision to guide decision making processes.

4.3.15 URGENCY OF ADAPTING AND PURSUING THE VISION

The chart highlights the responses of participants about the urgency of adapting and pursuing the shared vision for Coppell.

How quickly do you think city leaders need to adapt and pursue the vision?

Scale: 1 = Not urgent now; 10 = Extremely urgent

Answer
- 1 Not urgent right now
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 Extremely urgent

Chart (% of Total Respondents):
- 1: 0.42%
- 2: 0.28%
- 3: 2.25%
- 4: 5.63%
- 5: 7.74%
- 6: 12.10%
- 7: 23.07%
- 8: 26.16%
- 9: 10.55%
- 10: 10.97%

KEY THINGS TO NOTE:

- A lot of respondents feel a sense of urgency in adapting and pursuing the shared vision for the city.
- This shared view is in line with the perception of the respondents who felt that a significant, but gradual improvement is needed to reach the perceived future.
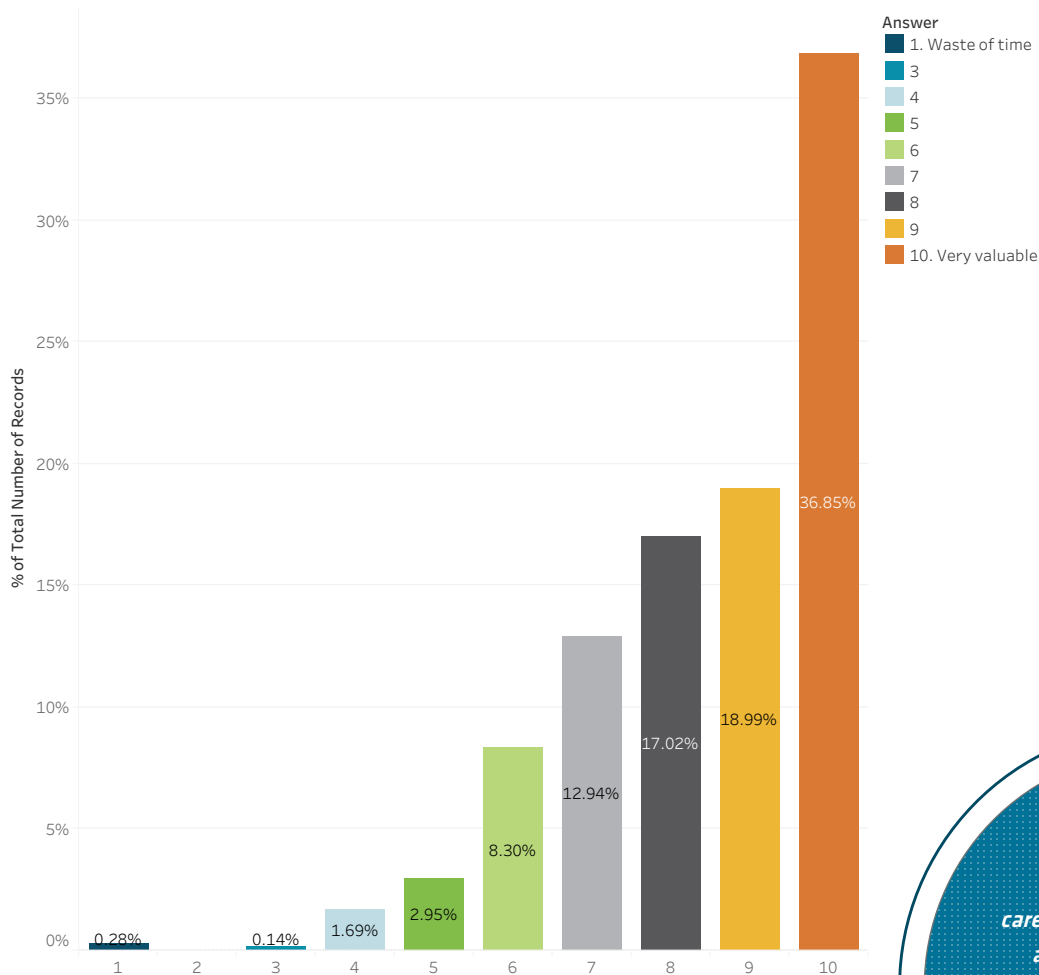
DataInsight

The community perceives that a thoughtful approach should be adopted to implement the vision. This matches the communities careful and methodical forward-looking perspective and ability to see the value of long-term investments.

4.3.16 VALUE OF VISIONING PROCESS TO COPPELL

The chart highlights the responses of participants about their perception of the value of the visioning process to Coppell.

Do you think Vision 2040 is an interesting and valuable exercise for the City of Coppell?
Scale: 1 = Waste of time; 10 = Very valuable

Answer
- 1. Waste of time
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10. Very valuable

% of Total Number of Records

Value	%
1	0.28%
3	0.14%
4	1.69%
5	2.95%
6	8.30%
7	12.94%
8	17.02%
9	18.99%
10	36.85%

DataInsight

KEY THINGS TO NOTE:

- A large proportion of the respondents saw the visioning process as very valuable.
- This data reflects the discussions at the workshops, where people took the topic very seriously and applied their thinking and passion to the exercise.

The data reflects the importance that the community places on careful long-term visioning and planning work. This was a repeated theme in the workshops, where the community members appreciate it is necessary to be smart about investments and decisions.

4.4   RECONVENING OF THINK TANK AND DEVELOPING STRATEGIC PILLARS

The original Vision 2040 Think Tank from June was reconvened in early November 2018 with approximately 60 participants. This workshop was used to clarify the areas of shared vision for the future of Coppell. The overall community engagement process was reviewed, including:

- Recap of Think Tank outcomes

- Review of data visualization results from the Vision 2040 community survey and community engagement sessions

- Revisiting the Preferred Future from the original Think Tank workshop

The participants at the Reconvening of the Think Tank were tasked with deepening the strategic pillars, which had been identified, and begun to come into focus throughout the engagement process. These pillars support the two main axis of 'Community Evolution' and 'Infrastructure Solutions'

The Vision 2040 Think Tank was reconvened in order to deepen the input into key action areas defining the shared vision for the future of the community, and to help build ideas for the Vision 2040 Strategic Action Plan.

The pillars are:

- **Perpetuate a learning environment**

- **Foster an inclusive community fabric**

- **Enhance the unique 'community oasis' experience**

- **Future orientated approach to residential development**

- **Create business and innovation nodes**

- **Implement innovative transportation networks**

- **Apply 'Smart City' approach to resource management**

Participants self-selected with regards to which pillar they wished to work upon. None of the participants opted to work on the Implement innovative transportation networks pillar. They were asked to:

- Define the Issue

- Produce local examples of solutions being applied or tested

- Brainstorm ideas, strategic solutions and actions

- Identify cross-connection to other strategy pillar

- Prioritize ideas and actions

- Report back to the group

The following section presents the raw summary notes from the breakout groups, that worked on each strategic pillar. These have only been lightly edited for style.

4.4.1 PERPETUATE A LEARNING ENVIRONMENT

DEFINE THE ISSUE

- Education is the primary reason that people have moved to Coppell
- There are opportunities for lifelong learning and opportunities to keep skills up to date
- School overcrowding needs to be addressed in order to keep the high quality of the school district
- Respectful individuals come with being educated. This contributes to a better environment
- The better educated, the less health risks. More connectivity with various cultures and an inclusive community fabric

LOCAL EXAMPLES OF SOLUTIONS BEING APPLIED OR TESTED

- Senior community center/CORE – have more workshops for various ages.
- Makers Space – Skilled Labor – Carrollton
- Make sure everyone is informed of the resources
- Traditional learning. Trade skills. Incubational
- Music Conservatory
- Central directory of all learning opportunities
- Phone App – like school district

BRAINSTORM IDEAS, STRATEGIC SOLUTIONS AND ACTIONS

- Establish a Community Education Board or Learning Advisory Board. Each council member should be involved
- Establish a council liaison for each pillar
- Learning Institute that would focus on specific problems in learning and develop some solutions
- Library is hub of information for the city
- Work with neighboring communities to leverage opportunities
- Tie into innovative transportation
- Create a hub on City website of all city and private education programs for all ages
- Enhance options for talented and gifted – such as new education centers
- Free WIFI sponsored by business community
- Volunteers to Retirement community – foster learning environment
- High School seniors to Senior Adults – mentally and physically active
- Expand use of BEC and Nature Park
- Explore why people are leaving CISD for private schools
- Establish a private school in Coppell for talented and gifted

PRIORITIZE IDEAS AND ACTIONS

- Establish a Board on learning. Community Education Board. Learning Advisory Board (LAB) Each council member involved.
- Establish a council liaison for each pillar (linked to above)
- Create a hub on City website of all city and private education programs for all ages
- Enhance options for talented and gifted – such as new education centers

4.4.2   FOSTER AN INCLUSIVE COMMUNITY FABRIC

DEFINE THE ISSUE

- Create inclusive fabric - more likely to bring all age groups together
- Community feel and diverse culture

- Overall community involvement, allow any one culture group to feel comfortable and valued in the overall culture

- Provide a sense of belonging and ownership throughout the city

LOCAL EXAMPLES OF SOLUTIONS BEING APPLIED OR TESTED

- Coppell Allies in community
- Kaleidoscope event
- Arts Studios
- Community Choral
- Collaborate with Food

- Library events
- Culture Committee
- Celebrating various cultural holidays such as Diwali, etc
- Utilize the Arts Center for multi-

cultural events

- Cooperation with all religious groups
- National Night Out

BRAINSTORM IDEAS, STRATEGIC SOLUTIONS AND ACTIONS

- New ideas such as cricket fields and hybrid programming at the library
- Communication enhancement plan
- Better use of social media - also include snail mail and hard paper communications
- Use all avenues of communications - Passionate people will promote.
- Consider multi-lingual and how to address the language barriers, identify which languages are the problem
- Consider all age groups and generations, multi-generational households. What can the City do? Library is a big influencer
- City wide calendar of events, welcome packets to new residents, re-occurring hand delivery of information door to door maybe a volunteer committee?
- Educate use of the website

- Periodic updates of city information, human touch will get personal results, what about the Chamber of Commerce? Parks and Rec calendars?
- Standardize and combine calendars, maybe develop a Coppell App
- Be culturally friendly such as no pork options, food trucks with appropriate cuisine, to attract participation
- Creating more kaleidoscope type events multiple times per year
- Families are crossing culture via kids and related activities. How can we leverage that relationship between friends of kids?
- What are the opportunities at the senior center?
- Meet your neighbor program at the library. Sounds like the City and CISD could partner on communication strategy

IDENTIFY CROSS-CONNECTION TO OTHER STRATEGY PILLAR

- Learning environments and opportunities for all
- Liaison with Library and CISD, communications and advocate for programs
- Create the Community Oasis is going to be a challenge for this pillar
- That is the direct competition so how to build relationship and understanding to overcome any adversity

- Invite and include people passionate about culture
- Commonalities include CISD and proximity, how do we leverage the common interest to develop inclusiveness and respect
- How do we educate both ways? Community Oasis vs Inclusive Community. Transition from "small town feel" to "my town" feel

PRIORITIZE IDEAS AND ACTIONS

- Know what is actually going on in the community
- Conduct mini National Night Out
- Develop a comprehensive communication plan; combined calendars, phone app, social media, etc.
- Enhance volunteer organizations "face to face" contact

- Coordinated efforts with CISD, City, and other organizations
- Create opportunity for faith based organizations to communicate
- Mentoring programs

4.4.3 ENHANCE THE UNIQUE 'COMMUNITY OASIS' EXPERIENCE

DEFINE THE ISSUE

- Sense of Community/Quality of Life
- What makes us stay here? (Parks, trails, library, people, facilities, community spaces and connectivity)
- Missing neighbourhood gathering places – more pocket parks, coffee shops, etc
- Connectivity gaps
- North/South safe routes and bike routes
- Lack of shade/water features in parks
- Lack of things for teenagers to do
- Raise children in a community where they want to come back and raise their children

LOCAL EXAMPLES OF SOLUTIONS BEING APPLIED OR TESTED

- Heritage Springs
- Flower Mound Splash Pad (shade)
- Lighted areas in other areas/safe places for teenagers to gather
- Carrollton Senior Center (full calendar/multiple activities going on at the same time)
- Skate Parks
- Celebration Park (Allen) – inclusive park

BRAINSTORM IDEAS, STRATEGIC SOLUTIONS AND ACTIONS

- Opportunities for people with disabilities (housing, parks, etc)
- Smaller events, neighborhood gathering places
- Community focus/interest groups (Crafts, baking, golf, etc)
- Pedestrian bridges/safe crossings/bike friendly
- Commercial areas that can be repurposed for a gathering place and/or city buys property and creates space
- Teen Advisory Board

IDENTIFY CROSS-CONNECTION TO OTHER STRATEGY PILLAR

- Ordinance changes for residential dwellings (group homes)
- Farmers Branch offering incentives to refurbish old homes
- Future orientated approach to residential development
- Housing for people with disabilities (group homes) and active adult communities
- Refurbishment of older homes (and incentives)
- City needs an app for events and meetings

PRIORITIZE IDEAS AND ACTIONS

- Teen Advisory Board
- Community focus/interest groups (Crafts, baking, golf, etc)
- Smaller events, neighborhood gathering places
- Pedestrian bridges/safe crossings/bike friendly
- Commercial areas that can be repurposed for a gathering place and/or city buys property and creates space
- Opportunities for people with disabilities (housing, parks, etc)

4.4.4 FUTURE ORIENTATED APPROACH TO RESIDENTIAL DEVELOPMENT

DEFINE THE ISSUE

- Shelter is a basic need
- Retirement age need housing options
- The population is aging
- Retiring populations need/want to relocate near to Coppell for family reasons
- In the past, homes being built were growing in size. Smaller footprints decreasing
- Family 'Community for a Lifetime' – we are not living up to this
- It is important for younger families to bring their parents closer
- Coppell needs to maintain high standards and safety
- Independent seniors need smaller residences

LOCAL EXAMPLES OF SOLUTIONS BEING APPLIED OR TESTED

- Initiative by city to purchase land and zone it to restrictions
- Dallas has restricted deed areas, price points and residential size
- Carrollton – small homes with large community centers and public spaces
- Fort Worth let developers purchase chunks of homes, demolish and rebuild
- People are leaving larger homes in Coppell and moving to smaller homes in Lewisville – for the same price

BRAINSTORM IDEAS, STRATEGIC SOLUTIONS AND ACTIONS

- Golden Triangle and Ruby Road – possible future development
- Cottage Village – small homes with large public footprint
- Annexation of land that City owns in Cypress Waters
- When a strip mall goes out of business, perhaps lower lever business and upper level living?
- Raise the homestead exception
- Deed restrictions to limit size
- Build above commercial real estate
- Look to the edges of Coppell for opportunities. I.e. Tom Thumb on Belt Line
- Building up (height) to provide elderly with smaller space
- Become more flexible with city codes
- Rezone for future age groups. Don't focus on just one age group

IDENTIFY CROSS-CONNECTION TO OTHER STRATEGY PILLAR

- Connected to Implementing innovative transportation networks
- Enhancing the unique community oasis

PRIORITIZE IDEAS AND ACTIONS

- City becomes more intentional in zoning laws, favouring a smaller footprint
- Look at deed restrictions
- Redevelop existing homes

4.4.5 CREATE BUSINESSES AND INNOVATION NODES

DEFINE THE ISSUE

- We need businesses to sustain the tax base of Coppell
- Awareness of changing types of employment
- Critical needs:
  - Long term sustainability
  - Everything is funded through tax revenue
  - Need to be business friendly – make regulations meaningful
  - Convenience for residents to shop locally
  - Future of Coppell requires money to fund it

LOCAL EXAMPLES OF SOLUTIONS BEING APPLIED OR TESTED

- Things we do not want
  - Walmart
  - Southlake Town Center
- Do something different to draw people in – other than Irving/Las Colinas and Main Street/Grapevine

BRAINSTORM IDEAS, STRATEGIC SOLUTIONS AND ACTIONS

- Look to future trends and how we work towards those
- Survey stakeholders to see what they want
- Incentivize
- Redevelopment to create atmosphere and experiences at underperforming shopping centers
- Create something to keep people here or draw people in
- Back fill vacancies
- Shut off Main Street and making it walking only
- Educate residents on need for businesses and what is here today – shop local
- Create awareness through promotions, etc
- Capitalize on traffic patterns
- Utilize technology more to promote and advertise

IDENTIFY CROSS-CONNECTION TO OTHER STRATEGY PILLAR

- Transportation – capitalize on what we have (DART, DFW Airport)
- Foster an inclusive community fabric: Utilize shopping centers to provide opportunities for community
- Learning environment – attract businesses that provide a learning environment
- Residential – do ordinances provide opportunities for live/work? Opportunities for running a business out of your home

PRIORITIZE IDEAS AND ACTIONS

- Get more information on what residents want that can be sustained
- City needs to redefine shopping centers that are underperforming
- More collective office space
- Provide experiential retail
- Focus on possible redevelopment
- More live/work scenarios

4.4.6 APPLY 'SMART CITY' APPROACH TO RESOURCE MANAGEMENT

DEFINE THE ISSUE

- Environmental aspects of Smart Cities
- To what extent is building required to incorporate energy efficiencies
- Generating energy
- Water strategic plan to reduce use and cost

- Regional context
- City services/abatements and incentives
- Increase awareness to encourage participation
- Independence vs reliance on others

- Investment in programs to control our destiny
- Development mix and how it impacts resources
- Long term availability and affordability of resources

LOCAL EXAMPLES OF SOLUTIONS BEING APPLIED OR TESTED

- SMART Water Meters
- Dallas has sensors for irrigation systems (rebate program or refund)
- Austin has landscaping incentives
- Xeriscape to reduce water demand
- Solar Power energy generation

- Rain harvesting and composting
- Storm water run-off – allow infiltration
- Solid waste recycling and volume management
- Put power underground
- City facilities should participate in conserving resources

BRAINSTORM IDEAS, STRATEGIC SOLUTIONS AND ACTIONS

- Tax incentives and rebates for business and home owners. Refunds on bill.
- Strategic Partners
  - Dallas/Water
  - Private companies/waste
- How does the city benefit from reduced cost energy?
- Sustainable energy. Use of LED's, etc
- Solar panels should be implemented (give businesses an incentive)
- Power to become either net zero or generate own and sell back
- Electricity – can city enhance businesses if they conserve energy (eventually all lines to be underground)
- Use solar powered light poles

- Incentivize more recycling and less trash
- Regional waste disposal i.e. paint, brushes, etc
- Feed data to consumers to help them make decisions
- Educate consumers. Pull all data into one place for residents to use and monitor. Get an APP for this (electricity)
- Alerts to residents regarding water use, etc
- Using HOA's to participate
- WIFI across City
- Protect city grid
- Building codes to improve energy
- Carrot versus stick
- Vehicle fleet mix/maintenance by City
- City should lead by example

IDENTIFY CROSS-CONNECTION TO OTHER STRATEGY PILLAR

- Education and outreach
- Education and data access
- Learning environment

PRIORITIZE IDEAS AND ACTIONS

- Water conservation and education. Water is a primary issue that can be managed and is regional in nature.
- SMART water meters
- Define incentives/rebates and refunds
- Regional resource sharing and partnerships
- Public/Private partnerships to drive behavior and

improve cost structure
- Stable, modern power grid. Energy cost and reliability
- Data availability, education and awareness
- City of Coppell being the role model for commercial and residential resource management

4.4.8   REVISITING THE PREFERRED FUTURE

Participants at the reconvened Think Tank were also asked to reconsider the notion of the 'preferred future'. This was carried out to help reconcile the variations observed during the community engagement workshops and the written survey results. This exercise was undertaken as a final community-based validation step, in helping .identify the elements of a preferred future.

PREFERRED FUTURE AS IDENTIFIED AT THE RECONVENE OF THE THINK TANK

COPPELL VISION 2040
PREFERRED FUTURE
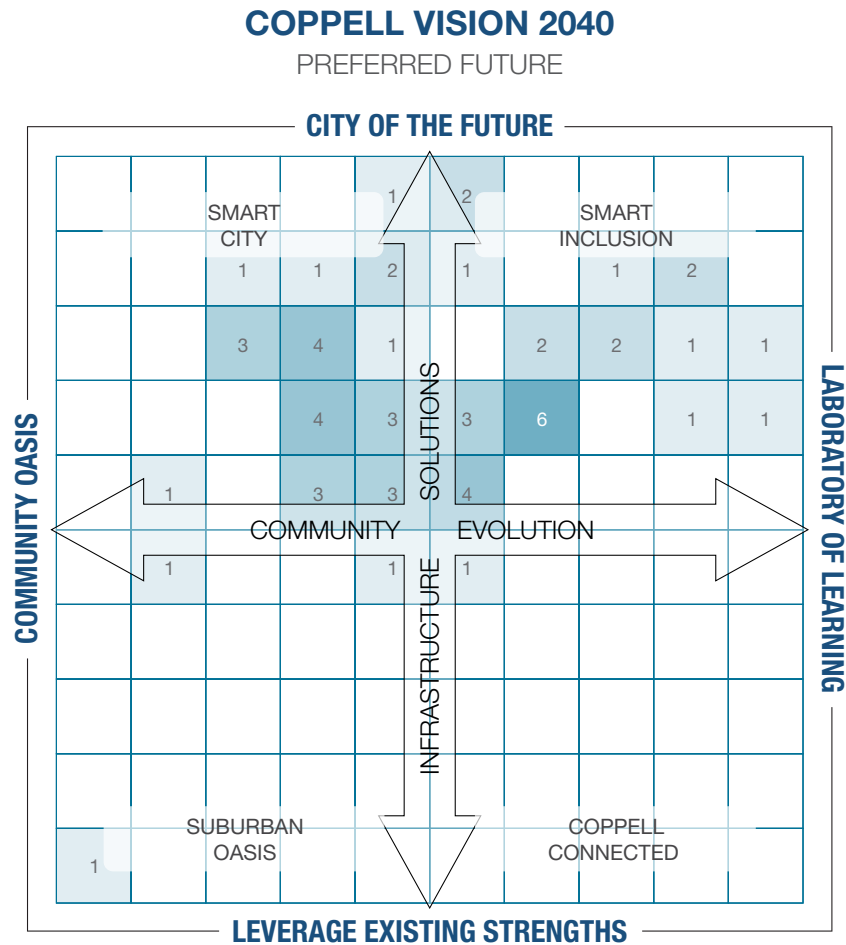
KEY THINGS TO NOTE:

- The 're-casting' of the preferred future generated a very similar outcome to the heat-maps from the community engagement workshops, and the subsequent scenario validation matrix analysis.
- There was little representation of responses in 'Coppell Connected' or 'Suburban Oasis', but a strong desire for elements of the 'Smart City' and 'Smart Inclusion' scenarios.

DataInsight

4.4.9   PRIORITIZING THE STRATEGIC PILLARS

At the end of the Reconvening of the Think Tank workshop, participants were asked to prioritize the seven strategic pillars looking out from 2020 though to 2040. This was a simple workshop exercise where people were given 10 dots to distribute across the matrix to represent priorities. The following aggregated chart shows the distribution.

Strategic Pillar	2020	2025	2030	2035	2040
Perpetuate a learning environment	14	12	12	7	5
Foster an inclusive community fabric	14	12	10	7	5
Enhance the unique 'community oasis' experience	15	16	13	10	7
Future orientated approach to residential development	18	15	11	9	9
Create businesses and innovation nodes	19	17	10	4	3
Implement innovative transportation networks	14	13	9	5	8
Apply 'Smart City' approach to resource management	18	16	12	6	5

DataInsight

KEY THINGS TO NOTE:

- All strategic pillars were seen as being of key priority in 2020, and similar levels of importance in future timeframes.
- This data suggests the identification of the key pillars made sense and they were of similar importance.

5.0   FOCUS GROUP SESSIONS

During December 2018, additional focus groups were held to drill deeper into each Strategic Pillar areas. Small groups of 5-10 people were invited to focus groups to build on the work done by the groups at the reconvene of the Think-Tank. Most sessions were 90-120 minutes long. They followed an established set of questions, but in some cases the conversations followed different courses.

THE 7 FOCUS GROUPS WORKSHOPS INCLUDED:

- Perpetuate a learning environment
- Foster an inclusive community fabric
- Enhance the unique 'community oasis' experience
- Future orientated approach to residential development
- Create business and innovation nodes
- Implement innovative transportation networks
- Apply 'Smart City' approach to resource management

IN SOME CASES, TWO FOCUS GROUPS WERE HELD ON THE SAME TOPIC. FOR EACH FOCUS GROUP, THE FOLLOWING BROAD FORMAT WAS FOLLOWED:

- What should be the overall objectives of this strategic pillar, and how do we measure success?

- In this strategic pillar, what progress do you think we can realistically make in the next 5-10 years?

- What might be some of the roadblocks or challenges, and how does the community overcome these?

- What are 2 specific actions do you think need to happen, to enable the outcomes / objectives for this Strategic Pillar?

The following sections outline the aggregated notes that were collected at the focus group sessions. These have only been lightly edited.

DataInsight

DATA INSIGHTS:
- In total, nine focus group sessions were conducted in December 2018. In total, approximately 60 people attended the sessions.
- The sessions produced valuable additional ideas and insights into each of the Strategic Pillar topic areas.

5.1   PERPETUATE A LEARNING ENVIRONMENT

WHAT SHOULD BE THE OVERALL OBJECTIVE OF THIS STRATEGIC PILLAR, AND HOW DO WE MEASURE SUCCESS?

- Integrating to innovation and business hubs
- Business enhancement and professional development
- Promote mentoring
- Creating safer community
- Promote socialization and cohesiveness
- Attracting and retaining residents interrupted in education - continual education
- Flexibility to adjust to demographics with agility to be able to be repurposed
- Create Enjoyment (work – life balance)
- Community that never stops learning – fulfils a need that our community wants

- Make our people more innovate/creative
- Adults sharing knowledge
- Build relationships/connections between people with different backgrounds
- 'Expand' the bubble (More than one bubble)
- Coppell to attract more people/citizens based on what is available here
- Model for kids that more than one career is priority/ other passions
- Citizens are able/have time to be part of these activities
- Technology/computer science services
- Participation at local and non-local level

IN THIS STRATEGIC PILLAR, WHAT PROGRESS DO YOU THINK WE CAN REALISTICALLY MAKE IN THE NEXT 5-10 YEARS?

- Partnership with business or repurpose existing infrastructure for STEM learning / Career Development / Promoting highly skilled vocations
- Need more daytime activities for children/students
- Community awareness ('Meet the staff' and more transparency)
- Leverage Arts Center with rotating lecture series on various topics

- Encourage multigenerational learning
- Adult programs intermingled with other age groups, such as library story time for kids that coincide with adult activities
- Identify prime area to grown or start (gap)
- Create a multi-generational center

WHAT MIGHT BE SOME OF THE ROADBLOCKS OR CHALLENGES, AND HOW DOES THE COMMUNITY OVERCOME THESE?

- Competition – lots of educational and recreational opportunities
- Must get personal connection at local level
- Diversity of interests
- Don't do something other groups are already providing – consider Supply/demand

- Which art centers worked? - Learn from successes – what the community supported and how it go the support
- Information is hard to get – too many places to search (use Social Media to overcome lack of awareness; Trending in Coppell – what is new in Coppell?)

WHAT ARE 2 SPECIFIC ACTIONS THAT YOU THINK NEED TO HAPPEN TO ENABLE THE OUTCOMES/OBJECTIVES FOR THIS STRATEGIC PILLAR?

- Reduce barriers to current engagement
- Promote more family and multi generation actions
- Lecture Series on key important topics
- Social Media – promote what we already have
- Multi-generational opportunities/collaborative effort

5.2   FOSTER AN INCLUSIVE COMMUNITY FABRIC

WHAT SHOULD BE THE OVERALL OBJECTIVE OF THIS STRATEGIC PILLAR, AND HOW DO WE MEASURE SUCCESS?

- Majority of constituents (learn/play/live/work) are actively engaged in community programs/events
- Majority of community feels included year round
- Members of community are more aware of other cultures in community
- Eliminate stereotypes
- Be proud to call yourself 'Coppellian'
- Cultural growth of environment/family
- Create common goal/event
- Decorate for holidays at city facilities
- Park utilization/Cypress Waters/Trails
- All cultures come together for common goal
- Measure Success through:
    - Baseline survey and continuous survey touchpoints
    - Interview members of diverse groups
    - Live surveys (at events)
    - Measure attendance at events
    - Community involvement and volunteer opportunities

IN THIS STRATEGIC PILLAR, WHAT PROGRESS DO YOU THINK WE CAN REALISTICALLY MAKE IN THE NEXT 5-10 YEARS?

- Participation at events (the level of participation and mix)
- Collect culture/demographics at events
- Education and awareness 5-10 years
- Smart city in 5 years
- Improvements in deterrents to criminal/negative activity
- Racism may be worst at first, but as community evolves, racism ages out
- Create a sense of security – both ways
- Volunteer opportunities increase/engagement
- Coppell is different – CIDS changing to meet needs – too academic/too competitive
- Shift focus from athletic to scholastic

WHAT MIGHT BE SOME OF THE ROADBLOCKS OR CHALLENGES, AND HOW DOES THE COMMUNITY OVERCOME THESE?

- Cultural norms/roadblocks (i.e. Indian community not volunteering)
- Busy lives and resistance to change
- Not focusing on just Asian but rather be inclusive of all
- Communications more directed to specific people (Big Data)
- Leaders inviting people (overcome)
- Cross purpose of City and CISD/funding – collaborative funding model
- Geographical boundaries
- Identifiers with Coppell if not in city
- Faith based groups in Coppell

WHAT ARE 2 SPECIFIC ACTIONS THAT YOU THINK NEED TO HAPPEN TO ENABLE THE OUTCOMES/OBJECTIVES FOR THIS STRATEGIC PILLAR?

- Education/awareness and teaming with CISD
- Consider cultural/diversity in all events/programs and encourage diverse participation
- Create ambassadors (provide personal invitations to neighbours, community members, co-workers, church members, etc)
- Cultural liaison/coordinator – groups/foodies/activities/host events
- Integrated communications towards people who are interested in participation

5.3   ENHANCE THE UNIQUE 'COMMUNITY OASIS' EXPERIENCE

WHAT SHOULD BE THE OVERALL OBJECTIVE OF THIS STRATEGIC PILLAR, AND HOW DO WE MEASURE SUCCESS?

- Define 'Oasis' – a safe haven/place (Coppell PD)
- Enhance 'small town feel' as look of a small town feels different (No billboards / City zoning / Feels quiet/slowing down
- Proactive measures (Coffee with cops, etc)
- Green spaces/trees and walkability/Bike around of teens and children
- Enabling citizens to be informed about what is going on
- Being attractive to future residents and staying relevant once residents are here
- Generating feeling that residents feel like that they belong
- Maintain our strong-suit built on Family / Schools / Safety
- Improving a diverse culture/sharing and communicating
- KPI (Key Performance Indicators) include: Higher turnout at events and farmers market; Number of events increase; More communication between schools and citizens; More volunteers

IN THIS STRATEGIC PILLAR, WHAT PROGRESS DO YOU THINK WE CAN REALISTICALLY MAKE IN THE NEXT 5-10 YEARS?

- Use elementary schools as an anchor
- Community/Neighborhood Centers and events that drive excitement and interest
- More connectedness of trails and creating a sense of belonging
- Well supported Art Center
- Multi-generational sports
- Sports and leagues
- Encourage PD and FD to come out and support events (coffee with a cop idea) and get them involved - This encourages the safety aspect of the city

- Incentives such as food trucks and neighborhood lighting contest, and more decentralized neighbourhoods
- Organizing neighborhood champions and representatives who become very involved and collaborate
- Representatives can bring in more traffic and diversity into the large city-wide event

WHAT MIGHT BE SOME OF THE ROADBLOCKS OR CHALLENGES, AND HOW DOES THE COMMUNITY OVERCOME THESE?

- Overcome cultural roadblock/challenge via community workshops/share cooking/cultural exchanges
- Emergence of Rental/Short term/transient residents
- Overcome roadblock/challenge of diversity of age, race and socioeconomic via farmers market, cultural fair/food trucks/pop up restaurants/cooking school
- Tax Issues
- Bedroom community/commuter community which has pros and cons
- Breaking up and dividing neighborhood may create gentrification or regeneration

- Diversity may harm participation with certain events, based on religion or interests - Neighborhood representatives/champions may better understand these barriers based on their demographics
- Meet multi-generational interest representatives from organization on regular basis
- Need space to host neighborhood events and use technology to encourage participation at events

WHAT ARE 2 SPECIFIC ACTIONS THAT YOU THINK NEED TO HAPPEN TO ENABLE THE OUTCOMES/OBJECTIVES FOR THIS STRATEGIC PILLAR?

- Organize regular meetings of key and diverse group of stakeholders.
- Cause conversation/Respond with feedback/Repeat
- Master Community Calendar which can be filtered

- Create board of representatives with better communication methods
- Try new city wide initiatives such as competitions (sports, leagues and tournaments)

5.4   FUTURE-ORIENTATED APPROACH TO RESIDENTIAL DEVELOPMENT

WHAT SHOULD BE THE OBJECTIVE OF THIS PILLAR / FOCUS GROUP

- Bedroom community – people come home; or come back.

- Provide a rich aging experience – connectivity; walking – things to do.

- Neighborhood feel; create user friendly.

- Need to have better support of Coppell businesses.

- Trajectory is to replace single family; with single family homes - need incentives to help redevelopment of existing older homes.

- Overcome existing difficulty in finding options for retiring.

- Focus on small developments; that might be very small condo developments that are high quality, and sit above professional services

- Should be market driven

WHAT ARE OUR BEST EXAMPLES RESIDENTIAL DEVELOPMENTS AND IDEAS THAT WORK?

- Creating community connectivity

- Grocery store are the modern connection points

- Restaurants

- Create opportunities for people to come together - city does a lot of this and does good job

- Infrastructure is great and almost overbuilt

- Think about future connection points

- Optimal infrastructure – well thought out; citizens care; need to optimize experience of people / kids

- Good example is Highland Park – a community that regenerates itself.

- Concept of a community-based Redevelopment fund

5.5   IMPLEMENT INNOVATIVE TRANSPORTATION NETWORKS

WHAT SHOULD BE THE OVERALL OBJECTIVES OF THIS STRATEGIC PILLAR, AND HOW DO WE MEASURE SUCCESS?

- Mobility / Accessibility / Connectivity
- Connectivity – eg: bike lanes (how do you use get people to use bikes if no lanes); transportation and public health, healthy community – also attractive to people
- Accessibility – for aging population, as aging (lack of sidewalks)
- Mobility – autonomous as a service; scooters
- Environmentally friendly, pedestrian bridges.
- Objectives – safety big option; purpose – where are we going, what is the destination? Two dimensions – inbound commuting; internal connectivity
- Bike lanes – e-bikes
- Planning needs to move away from auto-centric ; adapts to the majority.

IN THIS STRATEGIC PILLAR, WHAT PROGRESS DO YOU THINK WE CAN REALISTICALLY MAKE IN THE NEXT 5-10 YEARS?

- In 5-10 years should have shared mobility - scooter / shuttle (around town)
- More people working for home
- Cypress Waters station along the Cotton Belt line - partner with 'Drive AI' to pilot on demand driven service
- IoT in infrastructure
- Destinations / behaviors – how do we change the behavior? – reward – for walk / cycle / incentivize.
- Ability for city to monetize data, that could be collected by city
- Cityscape / streetscape – make it attractive
- Shuttles – big deal; Create safe connectivity and connect neighborhoods to destination

WHAT ARE 2 SPECIFIC ACTIONS DO YOU THINK NEED TO HAPPEN, TO ENABLE THE OUTCOMES / OBJECTIVES FOR THIS STRATEGIC PILLAR?

- Coppell as a pilot location
- Pilot a Shuttle – AI Drive;
- Bike network – expanding and connecting – bike lines – connecting it to park system
- Automated Signal controllers – more real time. Denton Tap as pilot
- School busing
- Seamless transportation system – bike to train to bike etc.
- AMI – advanced metering infrastructure – backbone of smart system
- Courtesy shuttles

5.6   CREATE BUSINESSES AND INNOVATION NODES

WHAT SHOULD BE THE OVERALL OBJECTIVE OF THIS STRATEGIC PILLAR, AND HOW DO WE MEASURE SUCCESS?

- Need some business incubators or small business hubs with space and affordability
- Trend might be transition from corporate to consultants or small businesses
- Tourism – mini destinations
- Should focus on convenience and neighborhood feel
- Business prosperity; maximize / best use of available land
- Old town works for quality of life, owner and staff / walk to lunch. Easy to get to – close to airport
- Office / IT sector works; in Coppell there is room to grow in retail
- Not yet wide awareness of Old town. Needs a sense of destination / atmosphere
- Environment is important and the 'local' aspect is a big deal
- Need to understand context – need to know what market wants
- In Coppell, service businesses / professionals are most profitable

WHAT ARE OUR BEST EXAMPLES OF BUSINESS AND INNOVATION NODES THAT WORK?

- Southlake Town Square
- City Line – Richardson, George Bush and Pioneer Housing, shopping, restaurants
- Plano Chamber of Commerce - Owned by bank / Managed by chamber / Half chamber and half small business space
- Irving Business and Innovation Center
- Medical district in Dallas – has Connectivity, walkability and services
- Toyota Music Factory in Irving
- Las Colinas – Irving Convention Center – entertainment and leisure
- Dallas Design District
- Need to live / recreate / services. Development needs to be in context of community.
- There is a need – home businesses and people need smaller executive suites.
- 55 plus crowd is especially underserved.
- People come to Coppell to have office address and proximity.

WHAT MAKES A NODE SUCCESSFUL? WHAT MAKES IT WORK?

- Challenge in Old Town was to purchase in-demand properties. People want to lease / rent as option.
- In Old Town - Food; character; stand-alone buildings and and unique retail shops
- Mindset of expecting excellence; community is tough on retailers / restaurant
- Strong view that need to expand Old Town node to a critical mass scale.
- Highland Park Village as an example – built a tight community. A-list and local. Needs and wants – small town feel / mini version. Walkability is critical.
- Old Town still not drawing local population that is should – performing arts center is a major plus and draw.
- Need to get another restaurant. More activity – need to bring residents to westside of Coppell.
- Public / private partnership. Need to have mix of types of businesses – day/night. Need draw / destination = experiential. Node builds a location for wants and needs.
- Niche for Coppell is in smaller experiential. Niche is also in smaller family owned.

5.7 APPLY 'SMART CITY' APPROACH TO RESOURCE MANAGEMENT

WHAT SHOULD BE THE OVERALL OBJECTIVE OF THIS STRATEGIC PILLAR, AND HOW DO WE MEASURE SUCCESS?

- Address the critical resources of: Power, Water, Traffic, IT/Networking

- For implementation, focus on early adoption and smaller test cases first

- Objectives should include cost savings, efficiencies/capabilities

- It's a branding opportunity for Coppell to be a pioneer/leading edge

- Measure success through impact on budget and return on investment

IN THIS STRATEGIC PILLAR, WHAT PROGRESS DO YOU THINK WE CAN REALISTICALLY MAKE IN THE NEXT 5-10 YEARS?

- Identify few key initial focal areas to engage

- Execute programs that can achieve success

- Focus on the conservation aspect (Green Rec; buildings/facilities/assets)

- Develop new programs, based on resources / data / experiences

- Education the community on the what and why

WHAT MIGHT BE SOME OF THE ROADBLOCKS OR CHALLENGES, AND HOW DOES THE COMMUNITY OVERCOME THESE?

- Apathy in community

- Money/Resources

- Engagement of senior leadership and public/private

- Old Infrastructure

- Reliance on others (for example water is controlled by Dallas)

WHAT ARE 2 SPECIFIC ACTIONS THAT YOU THINK NEED TO HAPPEN TO ENABLE THE OUTCOMES/OBJECTIVES FOR THIS STRATEGIC PILLAR?

- Existing resource management and how to do better (waste water leaks/pipes – replace with new technology)

- New resource management should have a green emphasis and a policy to conserve resources in manner not in place currently

- Establish Game Plan – short term and concrete. Inventory of existing usage, with an analysis of efficiencies, then exploration of the potential impact of technology

- Create a visual display of community level goals and objectives – like a dashboard
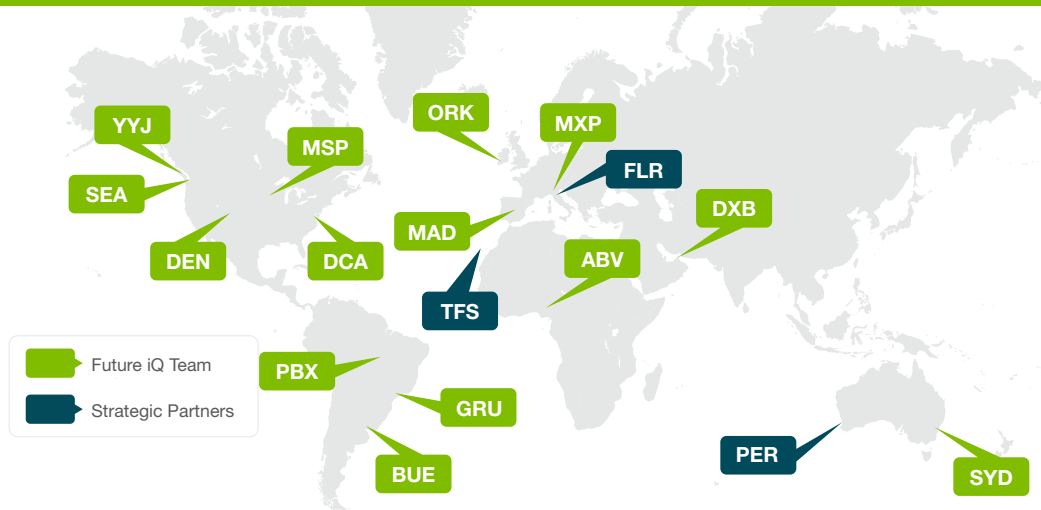
7.0   ABOUT FUTURE IQ

Future iQ is a market leader in the development and application of scenario planning; network analysis, industry and regional analysis, and community engagement and capacity building. Future iQ specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. With over a decade of business experience, the company has grown to have a global clientele spanning three continents. To learn more about Future iQ, and our recent projects visit **www.future-iq.com** or by email at **info@future-iq.com**

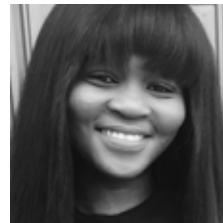**Coppell Vision 2040 Community Engagement Report prepared by:**
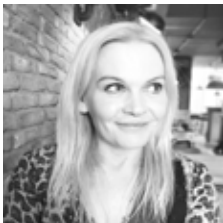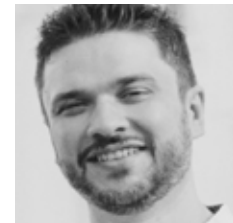

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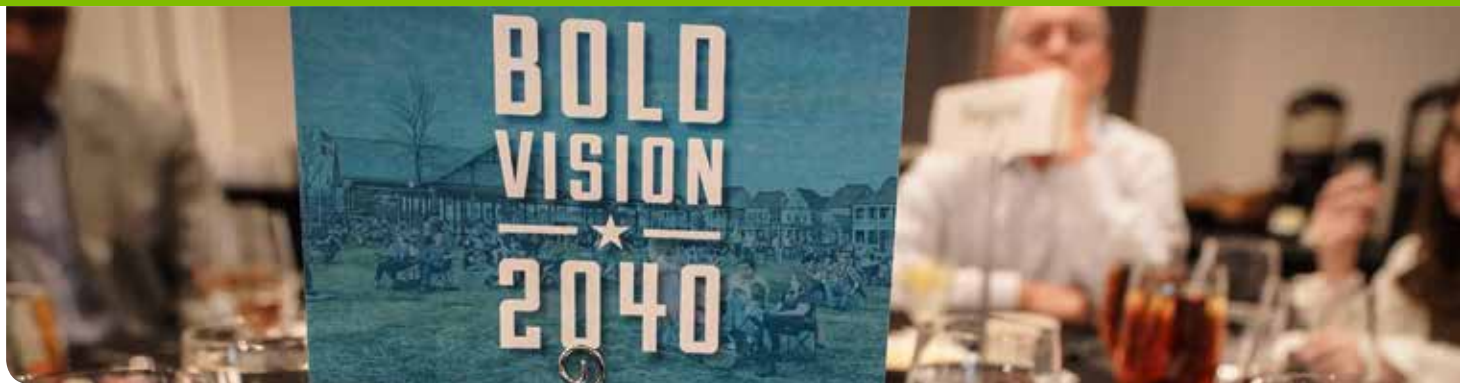
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8.0   FOR MORE INFORMATION

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For more details, and to access additional reports, please visit

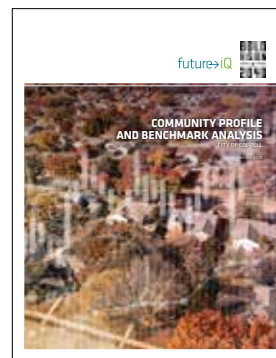http://lab.future-iq.com/coppell-vision-2040/

Coppell Vision 2040

Online Project Portal

Coppell Vision 2040

Scenario-Based
Think Tank Report

25 and 26 June 2018

Coppell Vision 2040

Community Profile and
Benchmark Analysis Report

November 2018