

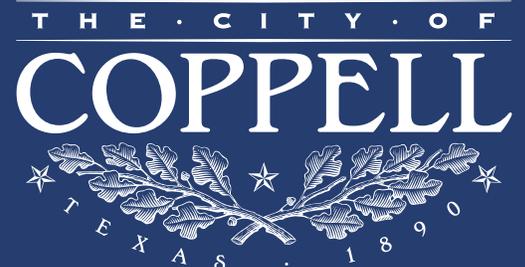


# VISION

CITY OF COPPELL 2040

THE CITY OF COPPELL, TEXAS

# Recommendations Report







# TABLE OF CONTENTS

<b>Introduction and Background .....</b>	<b>4</b>	<b>Appendix A .....</b>	<b>27</b>
<b>Vision 2040 Overview .....</b>	<b>5</b>	Mayor and City Council Perspectives .....	27
<b>Engagement Summary .....</b>	<b>9</b>	<b>Appendix B.....</b>	<b>30</b>
<b>Cross-Cutting Themes .....</b>	<b>12</b>	Community Engagement Findings.....	30
<b>Recommendations .....</b>	<b>14</b>	Community Events – Celebrate Coppell and Sunset Social .....	30
No Changes or Minor Modifications.....	14	Pop-Up Events .....	32
Terminology Clarification and Goal Modification .....	15	Community Forums .....	33
<b>Next Steps .....</b>	<b>26</b>	Online Engagement .....	40
		Ideas Wall .....	45
		<b>Appendix c .....</b>	<b>49</b>
		Staff Perspectives .....	49
		Staff Interviews.....	49



# INTRODUCTION AND BACKGROUND

Beginning in 2017, the City of Coppell (City) undertook a community-led strategic visioning process that created the Coppell Vision 2040 Strategic Plan (Vision 2040). Adopted by the City Council in 2019, Vision 2040 is the vision for what Coppell's future should look and feel like for residents. Organized around seven pillars, the plan contemplates initiatives necessary to help maintain Coppell's prosperity in the future.

Vision 2040, in its aspirational tone, was a departure from the more tactical Vision 2030 Plan. Since its adoption, the City has expended more than \$75 million for projects and initiatives to support the plan, but there have also been significant societal and structural shifts for the City. At the state level, the State Legislature has made changes that create limitations for property tax and other revenues, creating challenges for meeting basic service needs in the City. There is litigation related to sales tax revenue that could have a significant and negative impact on City

finances, and COVID-19 has structurally changed the nature of work for many residents and City staff. Finally, demographics continue to change as the City's population grows older and welcomes more families from across the globe.

Given these changing and evolving dynamics, the City asked BerryDunn to conduct a five-year Check-in on the Vision 2040 Plan. This process included community and staff engagement to understand what is still relevant with Vision 2040, what is ripe for refinement, and what new ideas should be considered for future implementation.

This report outlines findings from the community engagement and staff perspectives and then provides recommendations for modifications to the Vision 2040 Plan to maintain its relevancy and meaning over the next five years.

**VISION**  
CITY OF  
COPPELL 2040



# VISION 2040 OVERVIEW\*



## Pillar 1 | Perpetuate a Learning Environment

Coppell is a community that learns—and wants to learn. Perpetuating a learning environment across all ages, and across diverse topics, will help Coppell retain the intellectually curious and educationally focused identity it desires. There is strong community desire to see the continued collaboration and partnerships between existing educational institutions and businesses.

- Diversify learning and enrichment opportunities available in Coppell.
- Promote a knowledge-sharing environment.
- Build a lifelong learning environment for Coppell.
- Establish Coppell as a “laboratory of learning.”

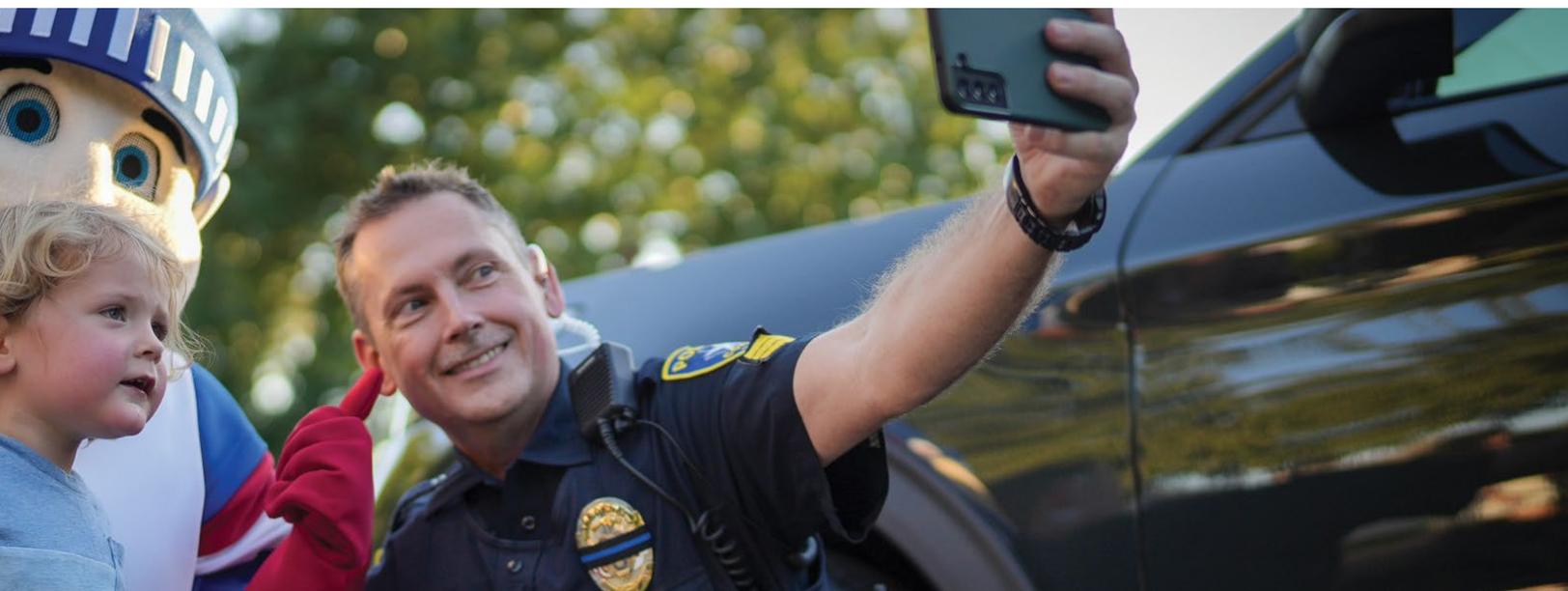


## Pillar 2 | Foster an Inclusive Community Fabric

One of the key elements of the Vision 2040 Plan is the notion of inclusion. The Think Tank highlighted the critical importance of the community evolution as one of the main themes shaping the future of the community. Within Coppell, there is a desire to accomplish two main community objectives: to retain the small town feel while simultaneously creating an ‘Inclusive community fabric’.

- Celebrate Coppell’s Cultural Growth.
- Establish events and programs that foster inclusion and celebrate diversity.
- Purposefully break barriers to inclusion.
- Promote socialization and community cohesiveness.

*\*This section documents the current plan content.*





### **Pillar 3 | Enhance the Unique “Community Oasis” Experience**

The concept of Coppel being a community oasis—where there are safe neighborhoods, neighbors know their neighbors, children play freely and there are similarities and uniformity— attracted significant interest during the visioning process. This concept also supports the strong ‘health and wellness’ focus in Coppel. To create and maintain this sense of an oasis, it is important to consider scale. There is great potential to strengthen this experience and the ‘small town feel’ at a neighborhood scale. In Coppel, some neighborhoods are currently loosely defined, but most are centered around schools and park and recreation facilities. Strengthening individual neighborhood identities will allow residents to enjoy the community oasis experience.

- Develop “sense of neighborhood” at an appropriate scale.
- Develop programs that enhance the unique feel of each neighborhood.
- Create metrics to measure the “health and happiness” of Coppel residents.
- Establish new safety awareness and training programs.



### **Pillar 4 | Future Oriented Approach to Residential Development**

The issue of future residential development is a sensitive topic in the community. While many in the community express concern around density, the demographics of the city have changed: a significant cohort of people in the 50- to 59-year age group, the largest cohort, represent nearly 20% of the population. This cohort is likely to include a significant percentage of people who moved to Coppel in the 1990s and are now looking to downsize their homes.

- Establish programs to protect the unique character of single-family home community oasis nodes.
- Explore refit and refurbishment of older housing stock.
- Explore new options for 55-plus (or aging in place) that maintain high standard of living while reducing footprint.
- Undertake studies to consider optimal future City population.

**VISION**  
CITY OF  
COPPELL 2040





## Pillar 5 | Create Business and Innovation Nodes

Coppell has several significant business and commercial nodes. These are clustered in the west side of the city, and in the Denton Tap/Sandy Lake corridors. Increasingly, cities are working to create new models of business and innovation nodes, such as Old Town, to help encourage the reinvention of retail spaces and attract small businesses and start-ups.

- Support the Old Town area and concept.
- Encourage redevelopment of “hot spots” along the Denton Tap / Sandy Lake corridor as major creativity zone.
- Work with the commercial/warehouse district to understand the future Version 2.0.
- Explore future trends in retail and repurposing commercial areas.



## Pillar 6 | Implement Innovative Transportation Networks

The topic of transportation and traffic congestion was of major interest throughout the visioning process. The initial community survey flagged this topic as a key current and emergent issue, and this was reinforced throughout the engagement workshops. There is significant desire for innovative solutions and local mobility options outside of roads and cars. The transition from car transit to multi-modal (bikes, scooters, walking, small scale transit) is not necessarily fast or easy. Infrastructure has to be planned, funded and built. Technology will certainly help in future solutions, but people are also seeking more immediate solutions.

- Begin to plan for a post-automobile ownership era.
- Create new modes of connectivity between community oasis pockets, recreation and community centers.
- Position Coppell at the forefront of testing autonomous vehicle transportation systems.
- Build Coppell’s transportation system to connect with regional systems.





## Pillar 7 | Apply “Smart City” Approach to Resource Management

Technological developments promise to offer enormous dividends to cities by increasing their ability to optimize usage, redirect resources and find new efficiencies. During the Vision 2040 Think Tank and subsequent engagement sessions, there was great interest and support in the concept of pursuing a ‘Smart City’ approach. Activities related to Pillar 7 are expected to transform as trends and the needs of the community evolve. Continued community engagement is a key element of this pillar to ensure plans stay relevant to the times, evolution of technology and advancement of resource management opportunities.

- Rebuild and revitalize Coppell’s ecological zones.
- Develop renewable energy and resource recycling plan for City.
- Establish green building standards for Coppell, and transform aging infrastructure.
- Build backbone of Smart Operating Systems for all resource management.



# ENGAGEMENT SUMMARY

In an effort to ensure all voices are included in the Vision 2040 refresh, a multifaceted engagement plan was developed and executed to gather input from the Mayor and Council, community and staff. These components included a Social Pinpoint engagement site, presence at Celebrate Coppell and a Sunset Social, pop-up engagements, community forums, and stakeholder interviews. Meeting-in-a-Box was offered, but none were submitted by community members.





## CELEBRATE COPPELL

**278**

Dot Activity Contributions

**89**

Visioning Activity Comments



## SUNSET SOCIAL

**32**

Dot Activity Contributions

**22**

Visioning Activity Comments



## SOCIAL PINPOINT SITE

**5,989**

Views

**2,349**

Visitors

**799**

Community Survey Responses

**119**

Ideas Wall Comments



## COMMUNITY FORUM EMAIL INVITATIONS

**954**



## WEBSITE VISIBILITY

**57 Days**

Vision 2040 Refresh story appeared as a news flash on the City's website homepage

Vision 2040 Refresh image banner and CTA on City's homepage



## CITY EMAIL DISTRIBUTION: JULY 24 - SEPTEMBER 18

**9**

Weekly eNews Total

**7.4K**

Average Reach

**54%**

Average Open Rate



# SOCIAL MEDIA IMAGE POSTS

## 27 Posts

Across Three City Social Media Channels

**f 15K**  
Facebook Views

**ig 7.2K**  
Instagram Views

**x 2.3K**  
X Views

# SOCIAL MEDIA REEL POSTS

Featuring Traci CTA

**f 6.5K**  
Facebook Views

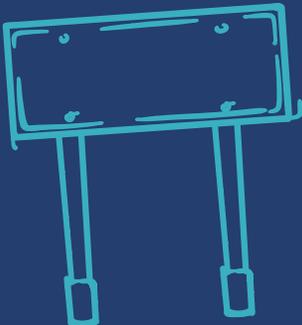
**ig 8.4K**  
Instagram Views



General Outreach

**f 2.7K**  
Facebook Views

**ig 5.1K**  
Instagram Views



# DIGITAL SIGN DISPLAYS

Yodeck slides on 29 City facility screens featuring the refresh with CTA

## 221

Yodeck/Sign QR Code Clicks

Roadside Marquee

# LOCAL MEDIA

Shared online by Star Local Media, The Rambler, Chronicle, and Community Impact



# CROSS-CUTTING THEMES

When considering all the input gathered during the engagement phase of the project, key themes emerged that are important to consider relative to refreshing Vision 2040 for the next five years.

## **Pillar Relevance**

In general, all pillars remain integral to the community vision and should remain part of the plan. However, most pillars included specific goals that are no longer relevant for factors, including shifting technology or changing community sentiment.

---

## **Lack of Awareness**

Most of the public who took the survey, as well as those who attended the forums, were unfamiliar with the Vision 2040 Plan. While staff have incorporated the plan into the budget process, it has not gained traction within the community.

## **Aspirational Versus Concrete**

Residents and staff alike referenced the concrete nature of the Vision 2030 Plan and the ease of understanding the overall strategic direction of the City. While there is consensus that aspirational is good, there is also a desire to make the goals more tangible, concrete and action-oriented.

---

## **Support for the Aging Population While Encouraging Young Families**

There is a growing aging population that will need continued support during the Vision 2040 time horizon. At the same time, the decline in young families and subsequent impacts on the local school system are significant concerns.

## **Language and Terminology Clarity**

While all pillars are relevant, both staff and the community struggled to clearly define portions and terminology of the Vision 2040 Plan.

---

## **Building Community Is an Ongoing Challenge**

As families across the globe have moved into the community, residents and staff alike are grappling with building community and connectedness across cultural differences.

---

## **Development Future**

Coppell is a community that is almost built out. This conflicts with the need to provide housing choices and opportunities. Vertical development could be an option, but this is not appealing to some in the community.



# RECOMMENDATIONS

Based upon the inputs received during the process, the following recommendations are organized into three categories—pillars with minor modifications in terminology, pillars with changes to terminology and goals, and new pillars. In contemplating these recommendations, the cross-cutting themes were used as a foundation. These recommendations maintain the aspirational tone and intent of Vision 2040, clarify language, and balance the aging population’s needs with the importance of attracting young families to the community.

## No Changes or Minor Modifications

### Pillar 1: Perpetuate a Learning Environment

The community and staff expressed the importance of this pillar, confirmed it fits within the culture of the community, and understood the intent and purpose of the pillar description and goals. There was also significant interest in growing and strengthening the City partnership with the schools and helping to ensure that the goals can be translated into tangible action.





## Terminology Clarification and Goal Modification

### Pillar 4: Future Oriented Approach to Residential Development

Staff and residents expressed concerns that the current Pillar 4 might not be broad enough to meet the desired future state for the community. While focusing on aging adults is still critically important, since 2019, the continuing decline in young families has had an impact on Coppell ISD. Additionally, for some there is a growing awareness of the need to look toward appropriate redevelopment to meet the future needs of the community, given the lack of available, developable land for large-scale housing.

#### Current Introductory Language

The issue of future residential development is a sensitive topic in the community. While many in the community express concern around density, the demographics of the city have changed: a significant cohort of people in the 50- to 59-year age group, the largest cohort, represents nearly 20% of the population. This cohort is likely to include a significant percentage of people who moved to Coppell in the 1990s and are now looking to downsize their homes.

#### Proposed Introductory Language

Since the adoption of Vision 2040, Coppell has continued to evolve demographically. Fewer families with children in the public schools live in the City, the residential housing stock is aging, and older members of the community do not have options to downsize and stay in Coppell. To help ensure future success, the City should work toward the right mix of housing types to meet the evolving needs of the community and to support the needs of future generations.

# RECOMMENDATIONS

## **Current Goal 02: Explore refit and refurbishment of older housing stock**

Some neighborhoods that were established early in Coppell's shift to suburban development are now due for refurbishment. There is some desire to see the character of these neighborhoods retained. The City might consider providing incentives to encourage refurbishment and implementing some protection of important architectural examples.

## **Proposed Goal 02: Enhance neighborhood quality and refurbish older housing stock**

Some neighborhoods that were established early in Coppell's shift to suburban development are now due for refurbishment. There is desire to see the character and quality of these neighborhoods retained. The City should consider supporting programs and incentives that encourage refurbishing housing stock to help ensure neighborhood health and vitality. In addition, the City should explore neighborhood character through the comprehensive planning process.

## **Current Goal 03: Explore new options for 55 plus population that maintain high standard of living while reducing footprint**

While it has been identified that 55+ or retiree housing is needed and desired, the vexing question is where to put this housing. There is resistance to large-scale density. However, there may be potential for small-scale developments on the fringe of commercial and retail areas. These potential developments might accomplish the dual objectives of helping reinvigorate some commercial areas and providing much needed senior and retiree housing.

## **Proposed Goal 03: Explore appropriate and context-sensitive development to provide housing choices for both young families and aging members of the community.**

As Coppell's retail and commercial areas become more primed for redevelopment, there is potential for small-scale housing developments on the fringe of commercial and retail areas. These potential developments could accomplish the dual objectives of helping reinvigorate some commercial areas and providing much needed housing options for young families and older adults in the community.



## Pillar 5: Create Business and Innovation Nodes

This pillar was described as being difficult to understand and unclear to community members who participated in the process. Words like “hot spots” and “nodes” did not resonate, so the recommendations below offer suggestions for alternative language. Given the rapid increase in remote work, the nature of the workforce in Coppell, and the support needed for these workers, there is an opportunity to reframe Goal 02 into the context of the post-COVID-19 environment. The modifications proposed to Goal 03 and Goal 04 are related to terminology clarification as well.

### Current: Create business and innovation nodes

Coppell has several significant business and commercial nodes. These are clustered in the west side of the city, and in the Denton Tap / Sandy Lake corridors. Increasingly, cities are working to create new models of business and innovation nodes, such as Old Town, to help encourage the reinvention of retail spaces and attract small businesses and start-ups.

### Proposed: Create economic vitality through strategic investments.

Coppell has several significant business and commercial districts. These are clustered in the west side of the City and in the Denton Tap/Sandy Lake corridors. Increasingly, cities are working to create new models of business and innovation, such as Old Town, to help encourage the reinvention of retail spaces and attract small businesses and start-ups.

# RECOMMENDATIONS

## **Current Goal 02: Encourage redevelopment of ‘hot spots’ along the Denton Tap / Sandy Lake corridor as major creativity zone.**

The concept of a creativity or innovation zone in Coppell was of particular interest to young people. This zone is right at the heart of Coppell and could represent an opportunity to tap into the intellectual and creative aspirations of the community.

## **Proposed Goal 02: Encourage redevelopment along key commercial corridors.**

Since Vision 2040, COVID-19 has accelerated the trend toward remote work. Given the City’s high-tech workforce participation, developing a plan to incorporate more remote work-friendly locations in the City could benefit local residents and young families with remote workers. This could also support providing meeting space options and business support resources for residents with small businesses.

## **Current Goal 03: Work with the commercial/warehouse district to understand and the future Version 2.0**

## **Proposed: Combine Goal 03 with Goal 04.**

**Current Goal 04: Explore future trends in retail and repurposing commercial areas.**

Despite the appeal of Old Town, the community engagement sessions did not record much desire for a replication of this specific model or identify future potential in other locations. Emerging global trends suggest that a similar model, including a combination of moderate density, high-quality housing, a walkable commercial core and anchor attractions, might have future potential.

**Proposed Goal 04: Develop a plan to encourage upgrades in the retail, commercial and warehouse buildings.**

As the current commercial, retail and warehouse developments continues to age, Coppell should develop a strategy that would best position the City for economic success including encouraging the redevelopment and reinvestment in existing centers for uses including retail, commercial, and residential.

# RECOMMENDATIONS

## Pillar 6: Implement Innovation Transportation Networks

Engagement with this pillar showed the survey respondents were in less agreement for Goal 01 - prepare for the post-automobile ownership era and Goal 03 - position Coppell at the forefront of testing autonomous vehicle transportation systems. Additionally, since 2019, the emergence of electric bikes and other modes of small, electric transportation has increased with residents expressing concern over the regulatory framework and issues of safety. Given the feedback—as well as trends in the rapid development of autonomous vehicles—BerryDunn recommends modifications to Goal 01 and 02 but would leave Goal 03 as is given the potential for transportation solutions for aging adults.

### Current Goal 01: Begin to plan for a post-automobile ownership era.

One potentially disruptive trend in city planning is the advent of autonomous driverless vehicles, which will radically reshape transportation planning, cityscapes and human mobility. This is a game changer, and Coppell needs to be planning now. The ultimate impacts on commuter flows and car ownership is not yet well understood.

### Proposed Goal 01: Prepare the City for the increased use of electric cars and other vehicles.

As electric vehicles become more common—from cars to electric bikes—the City should work to ensure its regulations are designed to meet current and future needs and promote the safe use of new transportation technologies. From enforcement to zoning, developing plans to ensure the City's street and power infrastructure is ready for the continued adoption of these technologies is critical.



**Current Goal 02: Create new modes of connectivity between community oasis pockets, recreation and community centers.**

**Proposed Goal 02: Connect the City—residential, commercial, and parks—through a network of trails and greenways.**

**Current Goal 04: Build Coppel’s transportation system to connect with regional systems.**

The Coppel community has historically resisted direct connectivity to the DART system. The new transit line planned at the city’s border will provide a logical commuter link and perhaps bring the Cypress Waters and Coppel ecosystems together.

**Proposed Goal 04: Build Coppel’s transportation system to enhance local and regional connectivity.**

The Silver Line will provide a logical link to regional amenities and destinations. Additionally the City should enhance local connectivity to help support transportation and mobility needs of Coppel businesses and residents, especially seniors and young families.

# RECOMMENDATIONS

## Pillar 7 Apply “Smart City” Approach to Resource Management

In engaging with staff and the community, Pillar 7 was cited as being misunderstood, misinterpreted, and too narrowly focused for implementation. While technology has been the primary focus, the goals speak to broader environmental and financial stewardship. This refresh offers an opportunity to clarify the current definition of Pillar 7 to help mitigate some of the challenges with interpretation.

### **Current: Apply ‘Smart City’ Approach to Resource Management**

Technological developments promise to offer enormous dividends to cities by increasing their ability to optimize usage, redirect resources and find new efficiencies. During the Vision 2040 Think Tank and subsequent engagement sessions, there was great interest and support in the concept of pursuing a ‘Smart City’ approach. Activities related to Pillar 7 are expected to transform as trends and the needs of the community evolve. Continued community engagement is a key element of this pillar to ensure plans stay relevant to the times, evolution of technology and advancement of resource management opportunities.

### **Proposed: Apply ‘Smart City’ Approach to community sustainability and resiliency.**

Technological developments offer enormous dividends to cities by increasing their ability to optimize usage, redirect resources, and find new efficiencies. Activities related to Pillar 7 are expected to transform as trends and community needs evolve. Continued community engagement is a key element of this pillar to help ensure plans stay relevant to the times, evolution of technology, and advancement of sustainability opportunities.



## New Pillars

### Combine Pillars 2 and 3 into One Pillar to create Pillar 2: Foster our unique Coppel Community Experience

During the engagement, the community and staff confirmed the importance and relevance of Pillar 2, with some caution to help ensure the efforts are meaningful for longtime residents and newcomers. While the concept of strong neighborhoods is important, the term ‘oasis’ for Pillar 3 is difficult to define. Additionally, there was skepticism expressed about Goal 03 in Pillar 3 regarding the creation of health and happiness metrics. Finally, when reviewing Pillars 2 and 3, there was some concern that they may have been conflicting instead of complementary. Combining them into one Pillar will help underscore the importance of bridging different parts of the community and maintaining Coppel’s strong neighborhood feel.

#### Current Pillar 2: Foster an Inclusive Community Fabric

One of the key elements of the Vision 2040 Plan is the notion of inclusion. The Think Tank highlighted the critical importance of the community evolution as one of the main themes shaping the future of the community. Within Coppel, there is a desire to accomplish two main community objectives: to retain the small town feel while simultaneously creating an ‘Inclusive community fabric’.

**Goal 01:** Celebrate the cultural growth of Coppel.

**Goal 02:** Establish events and programs that foster inclusion and celebrate diversity.

**Goal 03:** Purposefully break barriers to inclusion.

**Goal 04:** Promote socialization and community cohesiveness.

# RECOMMENDATIONS

## **Current Pillar 3: Enhance the Unique ‘Community Oasis’ Experience**

The concept of Coppell being a community oasis – where there are safe neighborhoods, neighbors know their neighbors, children play freely and there are similarities and uniformity – attracted significant interest during the visioning process. This concept also supports the strong ‘health and wellness’ focus in Coppell. To create and maintain this sense of an oasis, it is important to consider scale. There is great potential to strengthen this experience and the ‘small town feel’ at a neighborhood scale. In Coppell, some neighborhoods are currently loosely defined, but most are centered around schools and park and recreation facilities. Strengthening individual neighborhood identities will allow residents to enjoy the community oasis experience.

**Goal 01:** Develop a ‘sense of neighborhood’ at an appropriate scale.

**Goal 02:** Develop programs that enhance the unique feel of each neighborhood.

**Goal 03:** Create metrics to measure the ‘health and happiness’ of Coppell resident.

**Goal 04:** Establish new safety awareness and training programs.



## Recommended New Pillar: Foster an Inclusive Community Fabric and the Unique Coppel Experience

The idea of Coppel as a close-knit and welcoming community—with safe neighborhoods, friendly neighbors, children playing freely, and a sense of consistency—was a key theme during the visioning process. To foster and preserve this atmosphere, it is important to consider the scale at which community building efforts take place. There is significant opportunity to enhance the “small town feel” by focusing on individual neighborhoods while also creating a sense of belonging for all residents.

### **Goal 01:** Celebrate Coppel’s Cultural Growth

Coppel has been successful in nurturing a safe, stable and attractive community. These qualities have attracted people from around the world. It is time to embrace this cultural growth and meld it into one of the strengths of the community.

### **Goal 02:** Promote community cohesiveness

Bringing people together in a community setting often includes a combination of recreation and food. The idea of using food to celebrate the ethnic history and diversity could be one way to help create shared experiences and bond people together while celebrating different backgrounds.

### **Goal 03:** Develop a ‘sense of neighborhood’ with appropriate scale and design that fosters social connections

There is great interest within the community in creating areas safe from cars that feature connectivity for bikes and walking. Gathering spots and ways to bring people together, such as food truck stops and local eating venues, were also discussed.

### **Goal 04:** Encourage residents to connect with one another to create a cohesive community

During the check-in process, many community members and staff expressed the need to bolster civic engagement to help meet the needs of those who may need support in the community. Ideas included establishing formal volunteer programs as well as looking for ways to help with community appearance.

# RECOMMENDATIONS

## Sustainable Government Foundation

Those who participated in the engagement exercise noted that the core operations of the City like public works and public safety were missing from Vision 2040. While most considered this to be a reflection on the high-quality services provided by the City, many also thought it important to fully integrate City services into the plan. Given this feedback, the updated Vision 2040 reflects the formal inclusion of the Sustainable Government Foundation.

## Sustainable Government Foundation

Coppell residents enjoy a high level of City-provided services, which require strategic financial management, intentional investment in City employees, capital planning, sustainable practices in development and infrastructure, and community education as the community continues to evolve.

**Goal 01:** As a fiduciary, the City will ensure adequate financial resources to support City services

**Goal 02:** City services will be provided in a manner that ensures high levels of customer satisfaction

**Goal 03:** City infrastructure will be well-maintained and consistent with the Council's value proposition

**Goal 04:** The City will maintain a quality workforce to service the community

# NEXT STEPS

After presentation to the City Council on December 9, 2025, and discussion with staff on December 10, 2025, feedback will be gathered, incorporated, and presented back to the City Council in early 2026 for formal modification and adoption of the Vision 2040 Plan.

# APPENDIX A

## Mayor and City Council Perspectives

At the outset of the project, BerryDunn interviewed the Mayor and City Council individually to gain their perspectives on Vision 2040 and feedback for each Pillar. Results on following page.

# Mayor and City Council Perspectives

At the outset of the project, BerryDunn interviewed the Mayor and City Council individually to gain their perspectives on Vision 2040 and feedback for each Pillar. Results are below.



## Pillar 1 Perpetuate a Learning Environment:

In general, the Mayor and Council felt this pillar reflected values important to the community and noted there are strong programming options provided by the City. They did note that it sometimes feels a bit fragmented and some members of Council would like to see a more direct tie to the local schools in the goals.



## Pillar 2 Foster an Inclusive Community Fabric:

Mayor and Council noted that the values are important but also pointed to challenges with measuring success. During interviews they noted changes that have been made to community events to be more inclusive as positive but also cautioned about over correction. There was also consensus around continuing to work to connect with all members of the community, but with an acknowledgement of the challenges and barriers associated with communications and engagement efforts.



## Pillar 3 Enhance the Unique Community Oasis Experience:

Mayor and Council shared that the term “oasis” is seen as unclear and abstract and some feel this pillar might conflict with Pillar 2. They note that the HOAs are strong within the community, but developments without HOAs struggle with identity and cohesion.

**VISION**  
CITY OF COPPELL 2040





#### **Pillar 4 Future Oriented Approach to Residential Development:**

The Mayor and Council's perspective on this Pillar highlights the challenge of the City's current status as built out, a lack of attractive options for seniors who wish to remain in the community while downsizing, and the need to attract young families to help keep the schools viable and successful. There are mixed perspectives on Council related to refurbishment programs, as well as on what redevelopment means related to density.



#### **Pillar 5 Create Business and Innovation Nodes:**

The Mayor and Council had a mixed view on the strategy for this Pillar. There are divided opinions on Old Town and the warehouse district, but there is general support for enhancing major intersections. Some also noted that retail would be drawn by additional rooftops, but there is tension in the community around adding more dense residential development.



#### **Pillar 6 Implement Innovative Transportation Networks:**

The Mayor and Council felt this pillar is important and noted the DART connection coming via Cypress Waters as a positive. They also spoke to the reality of the current car culture, a need to address the first mile/last mile challenge in the warehouse district, and the importance of regional coordination. Views were mixed on how much emphasis should be placed on autonomous vehicles.



**Pillar 7 Apply a "Smart City" Approach to Resource Management:** Mayor and Council expressed the importance of continuing to emphasize investments in technology to improve operations as well as the need to focus on using resources wisely. There was some concern around clarity for defining ecological zones.

## What Else?

The Mayor and Council noted that, in general, the plan is much more aspirational than Vision 2030 and is often difficult to operationalize. They also noted that the plan was lacking a focus on core City operations, with the Sustainable Government added as an afterthought. Some suggested consolidating Pillars as well as adding clarity to the language.

# APPENDIX B Community Engagement Findings

In an effort to ensure all voices are included in the Vision 2040 refresh, a multifaceted engagement plan was developed and executed to gather community input. These components included a Social Pinpoint engagement site, presence at Celebrate Coppell and a Sunset Social, pop-up engagements, community forums, and stakeholder interviews. Meeting-in-a-Box was offered, but none were submitted for by community members.

## Community Events – Celebrate Coppell and Sunset Social

Two major community events featured an engagement station, which allowed for gathering input in an approachable and informal setting while promoting the project and driving traffic to the Vision 2040 website. These events provided opportunities to complete comment cards, fill out the community survey, and provide feedback on vision boards.

Key insights from the engagements are as follows:

**Most Strongly Supported Pillar:** “Apply ‘Smart City’ Approach to Resource Management” received the highest number of “Strongly Agree” dots (51.5) and the highest net sentiment (+48) followed by “Perpetuate a Learning Environment” with 48 “Strongly Agree” dots.

**Least Supported Pillar:** “Apply ‘Smart City’ Approach to Resource Management” received the greatest number of “Strongly Disagree” dots (3.5) followed by “Future Oriented Approach to Residential Development” and “Implement Innovative Transportation Networks,” which both received three “Strongly Disagree” dots.

Pillar	Strongly Agree	Strongly Disagree	Net Sentiment <sup>1</sup>
1. Perpetuate a Learning Environment	48	2	+46
2. Foster an Inclusive Community Fabric	35	0	+35
3. Enhance the Unique “Community Oasis” Experience	46	1	+45
4. Future Oriented Approach to Residential Development	36	3	+33
5. Create Business and Innovation Nodes	40.5	2.5	+38
6. Implement Innovative Transportation Networks	39	3	+36
7. Apply “Smart City” Approach to Resource Management	51.5	3.5	+48

<sup>1</sup> Net sentiment was determined by the aggregate sum of “Strongly Agree” and “Strongly Disagree” with each of the former counting for +1 and the latter for -1.

Participants were also able to provide open-ended responses to the question:

### What should City Council consider when refreshing the Vision 2040 Strategic Plan?

The responses were organized into the following thematic areas:

- **Recreational Spaces and Public Amenities:**

A major theme is the enhancement of recreational infrastructure, with strong interest in expanding sports facilities such as soccer fields, football fields, cricket pitches, pickleball courts, and swimming areas. Residents also expressed a desire for more playgrounds, skate parks, arcades, fishing ponds, and unique amenities like flower gardens and table tennis, which cater to both youth and families. Support for additional recreational and programming activities for seniors was also expressed.

- **Safety and Health:** Community health and wellness emerged as another key focus, emphasizing the importance of public safety, environmental awareness, and access to health services. Infrastructure needs were identified, with suggestions for better lighting in neighborhoods, bike lanes, sidewalks, and reliable infrastructure maintenance, including power outage response and facility upkeep.

- **Economic Vitality:** Quality of life items were also identified, including support for both small businesses and larger retail options like big box stores. Residents also want to see more public events and historical attractions. Housing and livability are central concerns, with calls to build new homes, reduce rent, support senior living, and preserve homestead exemptions for those downsizing.

- **Education and Youth Support:** While the City does not play a direct role in local schools, education and youth support are vital. There is strong advocacy for maintaining and improving schools, securing funding, and enhancing educational facilities. The community wants to preserve Coppell ISD schools and ensure stronger education systems for future generations.



Vision 2040 Community Engagement Station at Celebrate Coppell



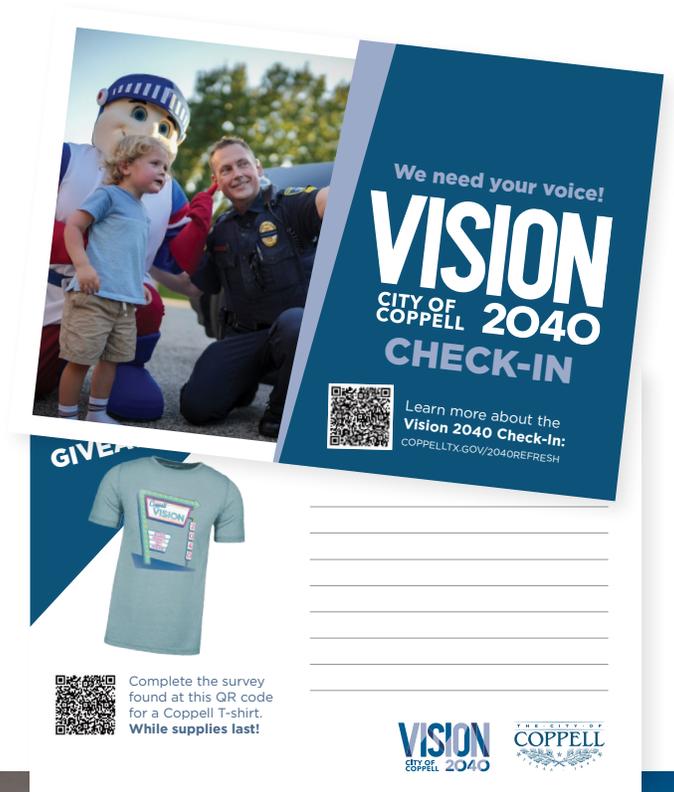
Community Engagement posters in preparation for Celebrate Coppell event

## Pop-Up Events

Additional engagement opportunities included several pop-up events across the community. This involved locating high-traffic areas and getting residents to share input through quick conversations and comment cards. To encourage participation in the survey, t-shirts were awarded to those who provided contact information. These engagement efforts were intended to be high impact but quick and easy for residents to participate.

Pop-up events were held at the following locations throughout July, August, and September:

- Wagon Wheel Tennis and
- Pickleball Center
- Farmer's Market
- Coppell YMCA
- George's Coffee



## Community Forums

As a part of the engagement process, the consulting team and the City worked to hold community forums to gain perspectives and insights into Vision 2040.

In all, three general invite community forums were held, as well as one forum each for high school youth and seniors. The forums were promoted via the City's regular communication channels. In addition, more than 700 direct emails were sent for the general forums to various advisory and stakeholder groups to help generate interest and attendance.



# General Invitation Community Forum

For the general invite community forums, attendance was sparse. However, those in attendance were well versed on community issues and provided pertinent and thoughtful insights.

In these meetings, BerryDunn gathered feedback for each pillar. Results are below.



## Pillar 1 Perpetuate a Learning Environment:

In general, participants felt that Pillar 1 is still important. Participants noted the importance of community assets like the Life Safety Park and the Biodiversity Education Center. However, clarity about intent and scope was noted as something that would be useful.



## Pillar 2 Foster an Inclusive Community Fabric:

Participants noted that while the wording could alienate some people, the work should continue. Suggestions in this pillar included holding more inclusive events, and some participants expressed concern that there were essentially two distinct communities within the City with little interaction between the groups.



## Pillar 3 Enhance the Unique Community Oasis Experience:

Participants described satisfaction with activities like National Night Out and noted that HOAs in the City have various levels of participation and engagement. Some participants noted challenges with understanding the terminology as well as measures around health and happiness.





#### **Pillar 4 Future Oriented Approach to Residential Development:**

Participants discussed the challenges of aging in place in Coppell, the decreasing number of young families, the aging of the housing stock, and challenges of being built out as a community. There was agreement that this is a pillar to retain, but questions about how to define going forward as needs evolve.



#### **Pillar 5 Create Business and Innovation Nodes:**

Participants expressed confusion about the terminology and found the goals vague and difficult to understand. There was an expressed interest in efforts to enhance local restaurant and retail vibrancy, with a recognition that developer interest plays a role in those efforts.



#### **Pillar 6 Implement Innovative Transportation Networks:**

Discussion about this pillar focused on challenges with mobility for aging residents, a hesitancy around autonomous vehicles as well as concerns the goals are too aspirational, and a desire for more bike path connections as well as connection to the new Dallas Area Rapid Transit (DART) station.



**Pillar 7 Apply a “Smart City” Approach to Resource Management:** Participants noted a lack of clarity around terminology, general vagueness in the goals, the importance of environmental stewardship initiatives, and concerns around cost.

## What Else?

Attendees were asked what they thought was missing in the current Vision 2040 Plan and to provide any other suggestions. Items mentioned included the City’s basic infrastructure, schools, support for families in need, early childhood activities and support, maintaining current community investments, and more intentional regional collaboration. Additionally, some noted that there was a large number of pillars and wanted to see more action-oriented language related to the goals and intended outcomes.

# Youth Forum

A forum targeted specifically to high school students included approximately 75 youth, who were recruited in partnership with the school district. Participants broke into small groups by pillar and provided feedback and suggestions for modifications.



## Pillar 1 Perpetuate a Learning Environment:

Students recommended keeping this pillar and expressed a desire to incorporate more focus on world history from a younger age. They also noted that people learn differently, space should be made for that reality, and a competitive culture does not help everyone learn. Lastly, participants mentioned issues of motivation.



## Pillar 2 Foster an Inclusive Community Fabric:

Participants found this pillar important and offered suggestions to help strengthen connections between cultures. Ideas included more social events to learn about other cultures, more restaurants to share food and culture, and more recreation centers to promote socialization between different people.



## Pillar 3 Enhance the Unique Community Oasis Experience:

Students provided ideas to help bring people together in reaction to the content of this pillar. Ideas include small town activities for all ages, playgrounds and amusement parks, events and festivals to bring people together, and police training in school for safety awareness.





#### **Pillar 4 Future Oriented Approach to Residential Development:**

Students discussed the need for more townhomes and senior communities, events at libraries, and senior-focused events.



#### **Pillar 5 Create Business and Innovation Nodes:**

Students named the need for attractive tourist spots, funding support for small and new businesses, more diversity of businesses, better marketing platforms for events, and interactive spaces for people to gather.

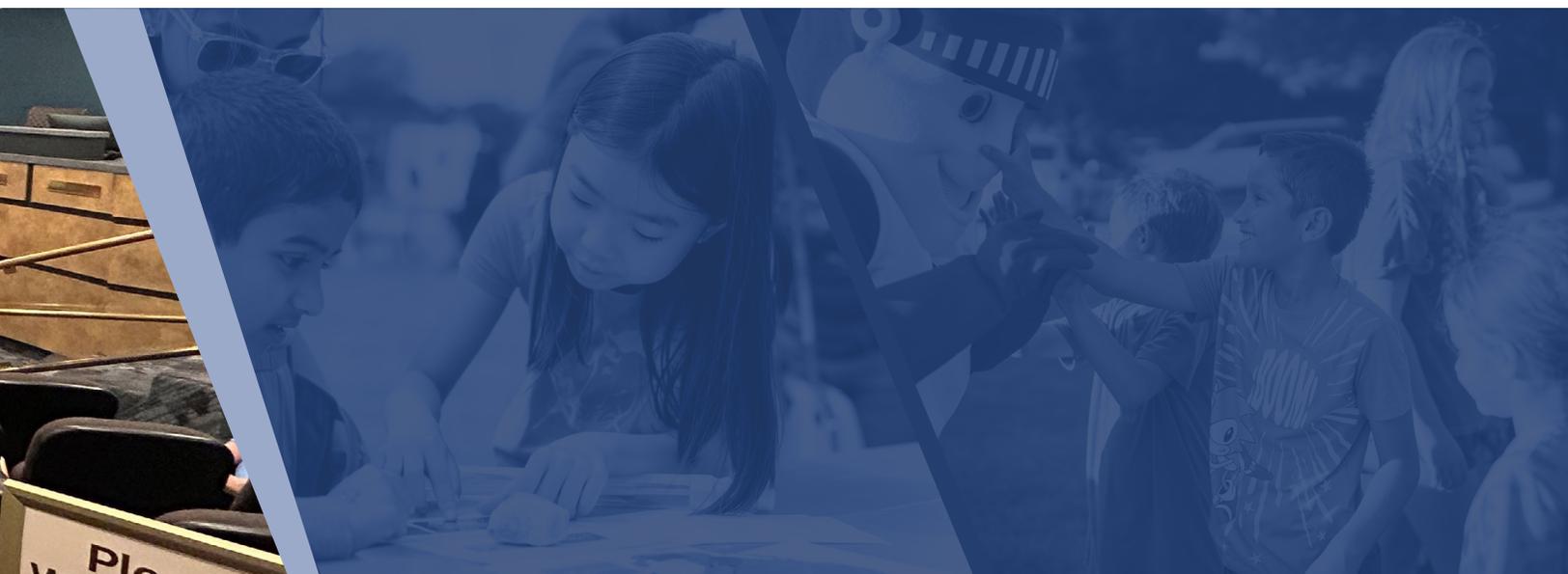


#### **Pillar 6 Implement Innovative Transportation Networks:**

In this category, students felt that autonomous vehicles should not be a priority due to their risk and noted a desire for a better public transportation system and special-event-related transportation.



**Pillar 7 Apply a “Smart City” Approach to Resource Management:** Students stated that this is an important category and noted the need for more options for recycling via bins at school, education on sustainability and programs like LEED certification, and the addition of composting as a service.



# Senior Forum

A forum targeted to members of the senior center included eleven participants. The participants provided feedback by pillar, as well as general needs for the City.



## Pillar 1 Perpetuate a Learning Environment:

This pillar was noted as relevant, and ideas on the topic included expanding the library loan program into tools and resources as well as making sure expenditures in this pillar reflected the growing senior population. Additionally, there was interest in incorporating clarity around the City budget and including seniors in budgetary considerations.



## Pillar 2 Foster an Inclusive Community Fabric:

Participants provided ideas on what to enhance or add to help accomplish the intent of this pillar. They include evening events with music, food, and dancing; neighborhood potluck meals; English classes for all ages offered by the City; and tools to break down communication barriers.



## Pillar 3 Enhance the Unique Community Oasis Experience:

Participants noted concerns about vagueness and challenges with feasibility for Goal 03. They also recommended monthly events in common gathering spaces.





#### **Pillar 4 Future Oriented Approach to Residential Development:**

For this pillar, participants noted the need to help older adults maintain homes, to construct smaller homes for downsizing, and for property maintenance standards. Other considerations included incentives for housing rehabilitation and concerns over the number of rental properties.



**Pillar 5 Create Business and Innovation Nodes:** Participants noted a need for more clarity in the pillar intent and a more focused strategy. They also noted that Goal 01 and Goal 04 in this pillar conflict. Additionally, the need for better markings for night driving and accessibility were noted.



#### **Pillar 6 Implement Innovative Transportation Networks:**

Participants noted the emergence of e-bikes and the need for regulations to help ensure safety and a focus on infrastructure to make night driving safer.



**Pillar 7 Apply a "Smart City" Approach to Resource Management:** Participants noted that this pillar is relevant and offered suggestions including moving all utilities underground, improved clarity for infrastructure repairs, and the need for more recycling opportunities.

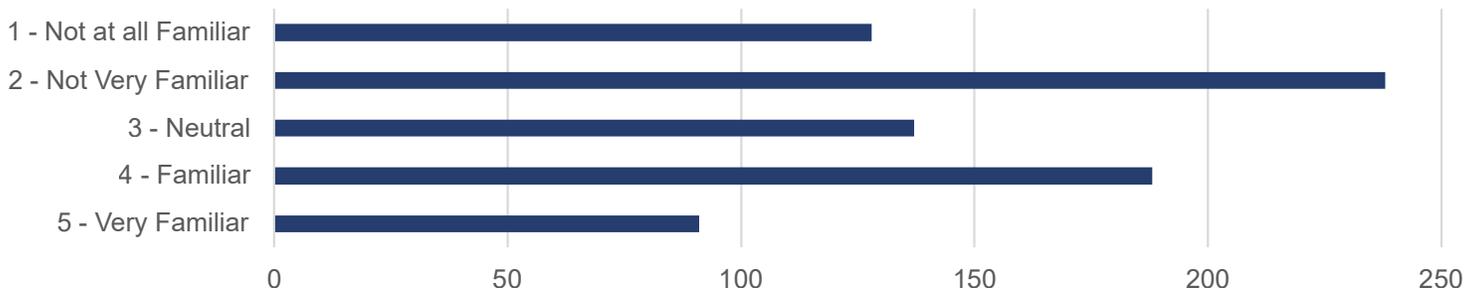


# Online Engagement

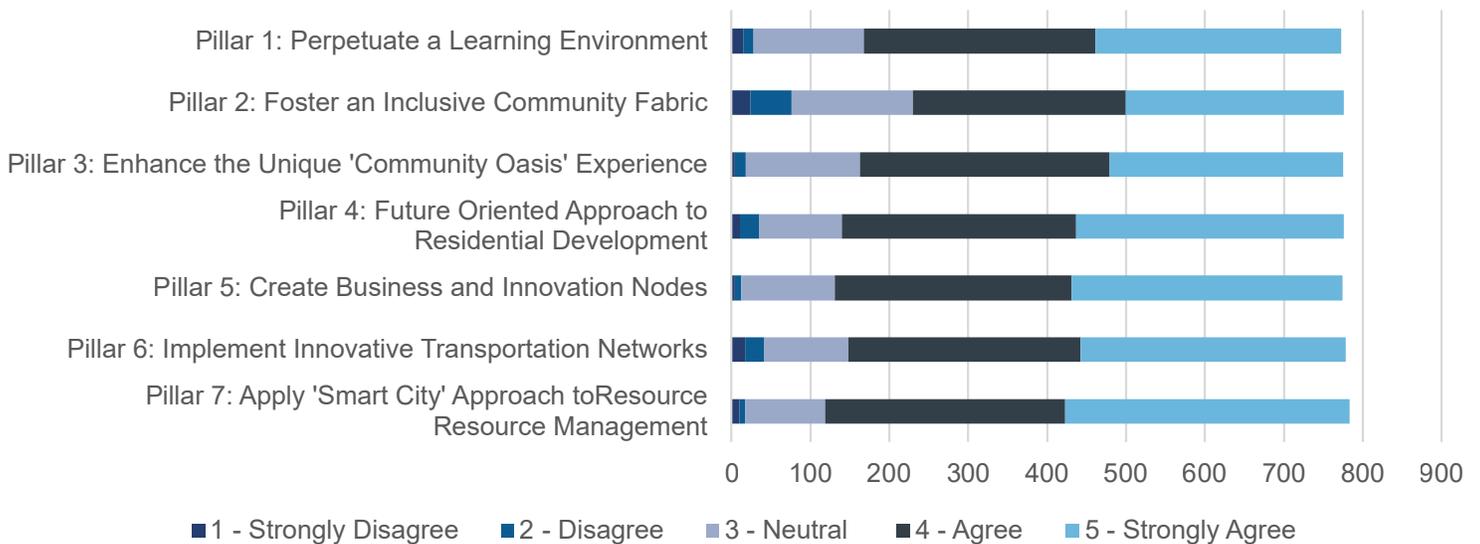
BerryDunn deployed a community engagement website that featured a community survey as well as an ideas wall where residents could provide open-ended ideas for consideration. The survey featured 18 questions, both multiple choice and open ended, and received nearly 800 responses. Below is a summary of these contributions.

## Community Survey Responses

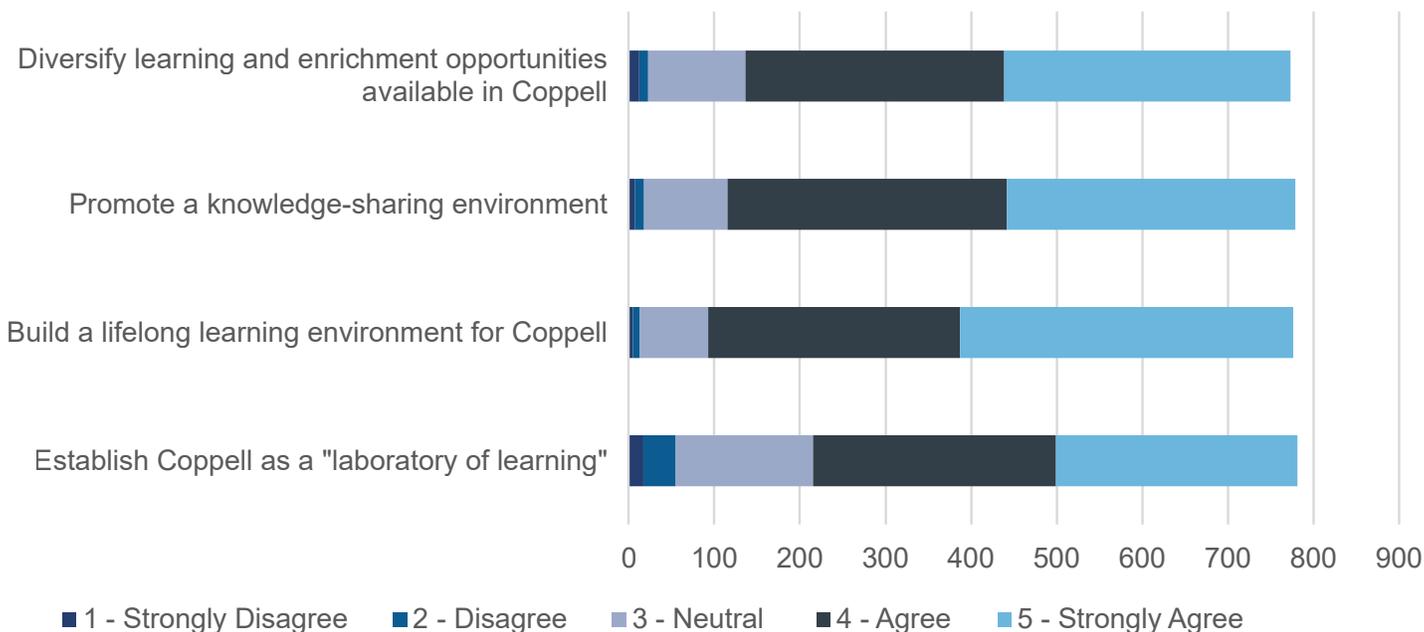
**Figure 1 - On a scale of 1 to 5, how familiar are you with the city of Coppell's 2040 plan?**



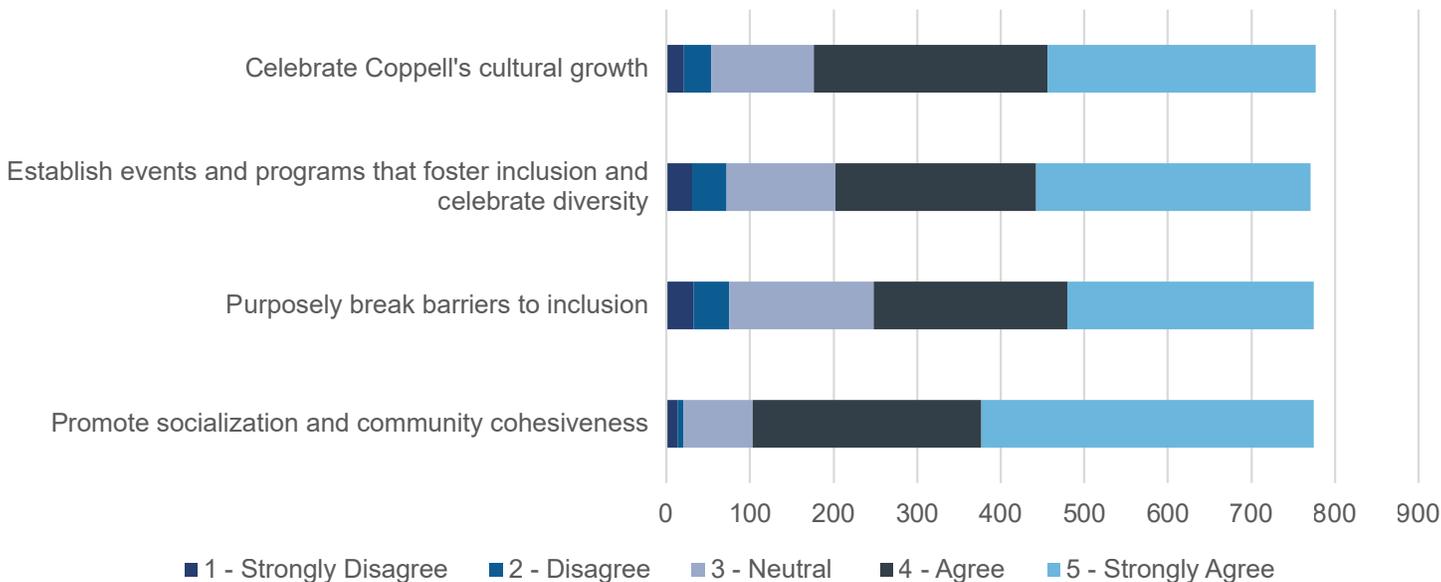
**Figure 2 - Please rate each pillar by how well it aligns with your vision for Coppell:**



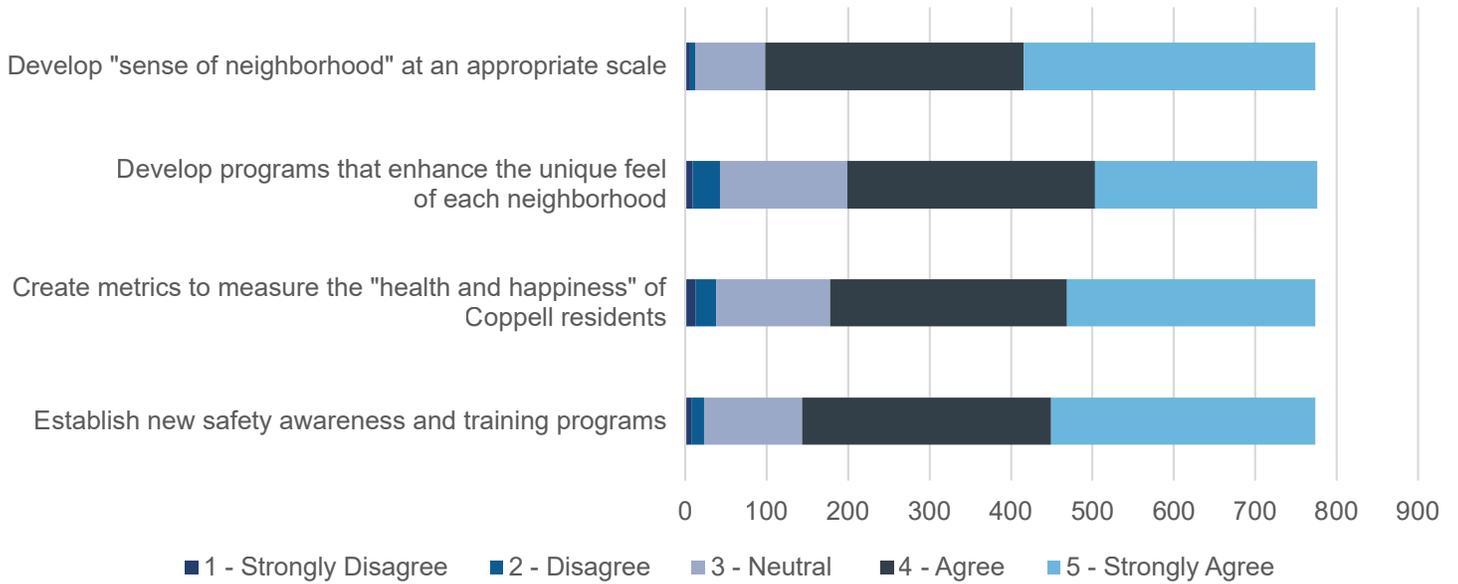
**Figure 3 - Pillar 1: Perpetuate a Learning Environment**



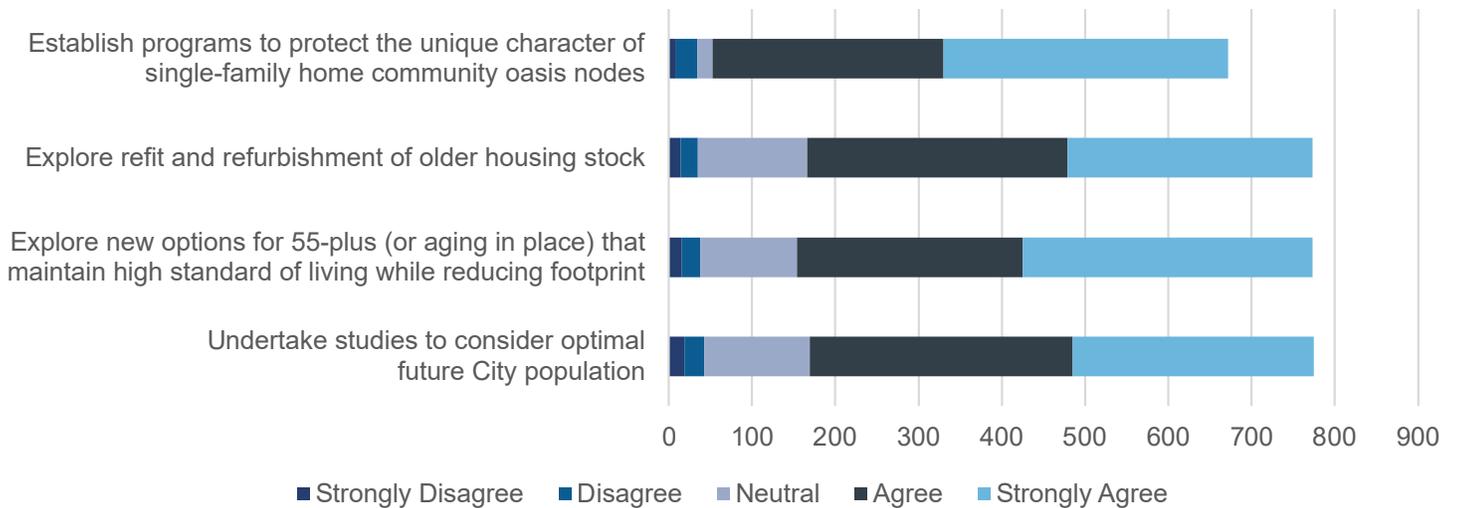
**Figure 4 - Pillar 2: Foster an Inclusive Community**



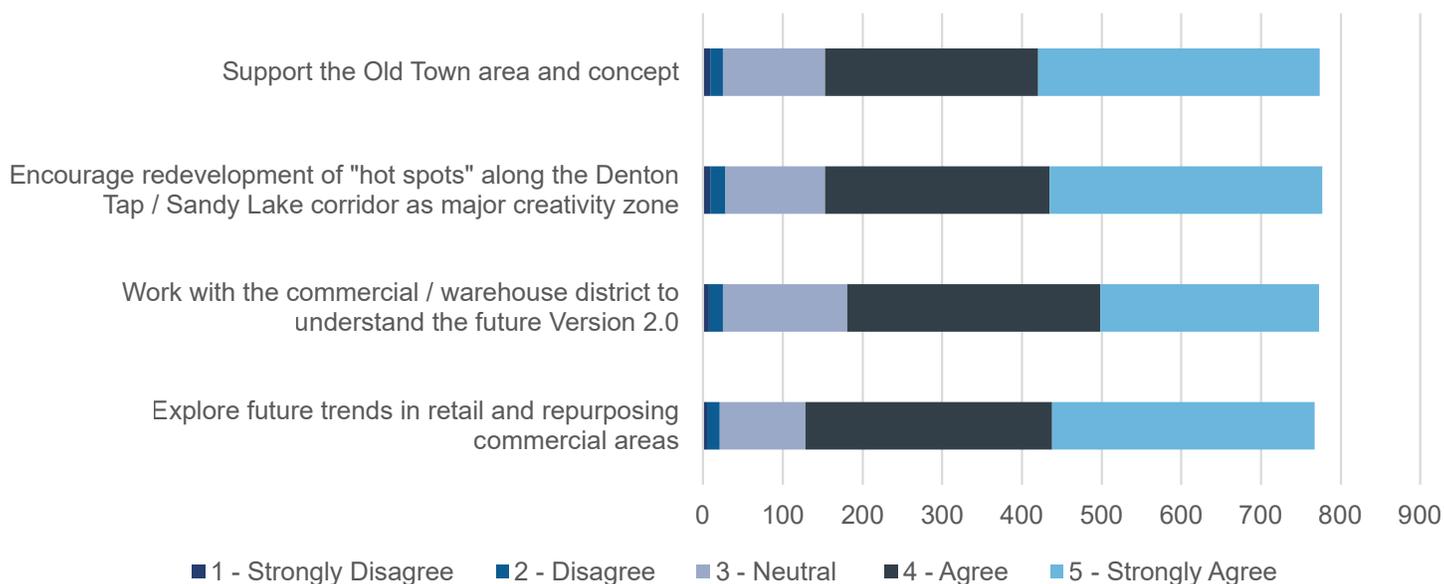
**Figure 5 - Pillar 3: Enhance the Unique 'Community Oasis' Experience**



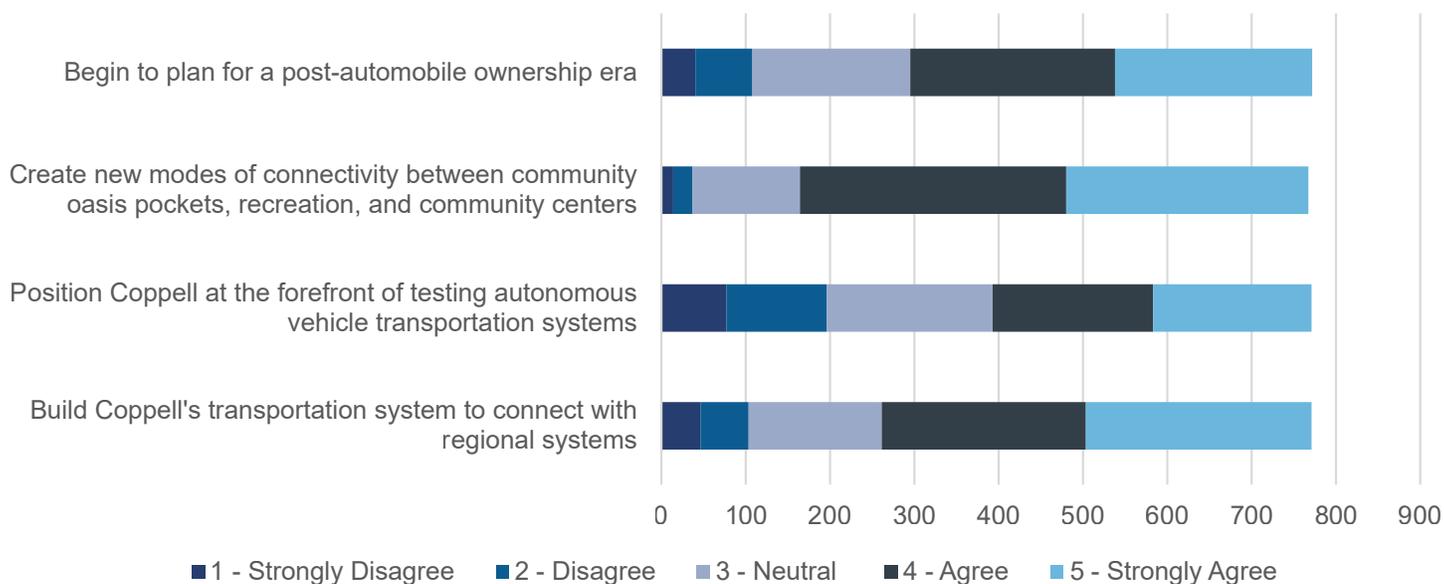
**Figure 6 - Pillar 4: Future Oriented Approach to Residential Development**



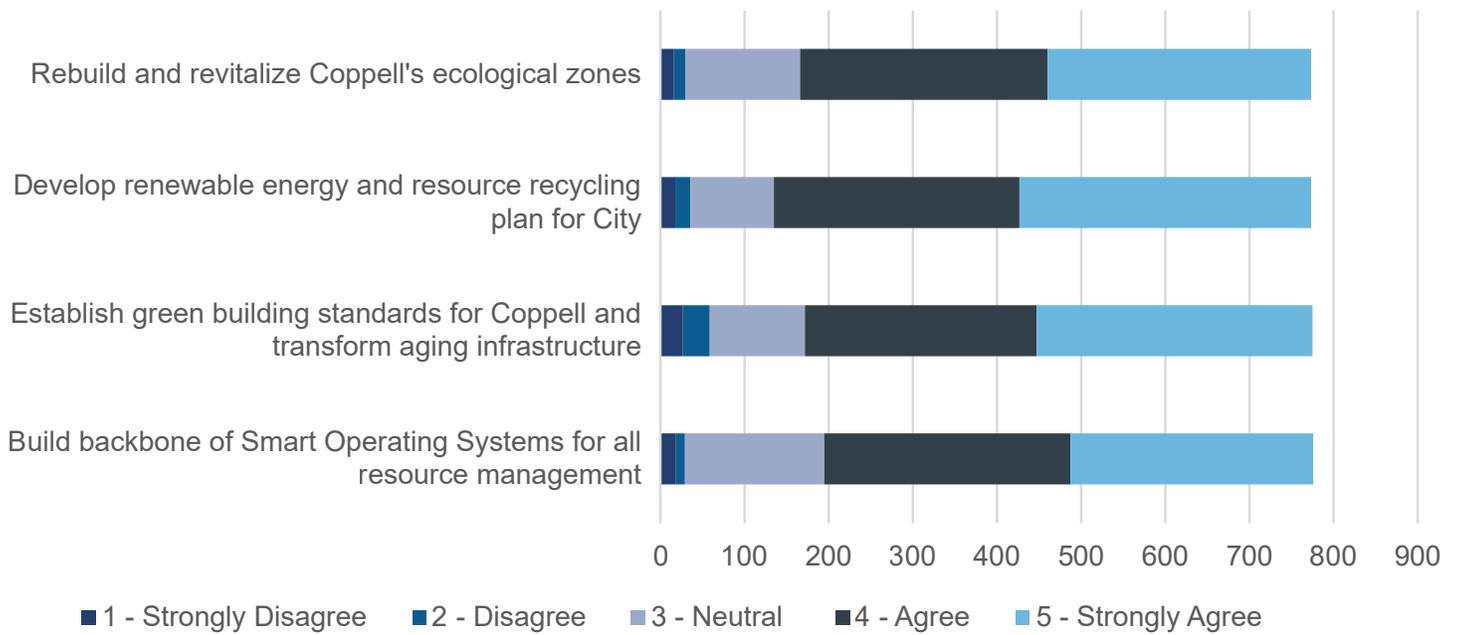
**Figure 7 - Pillar 5: Create Business and Innovation Nodes**



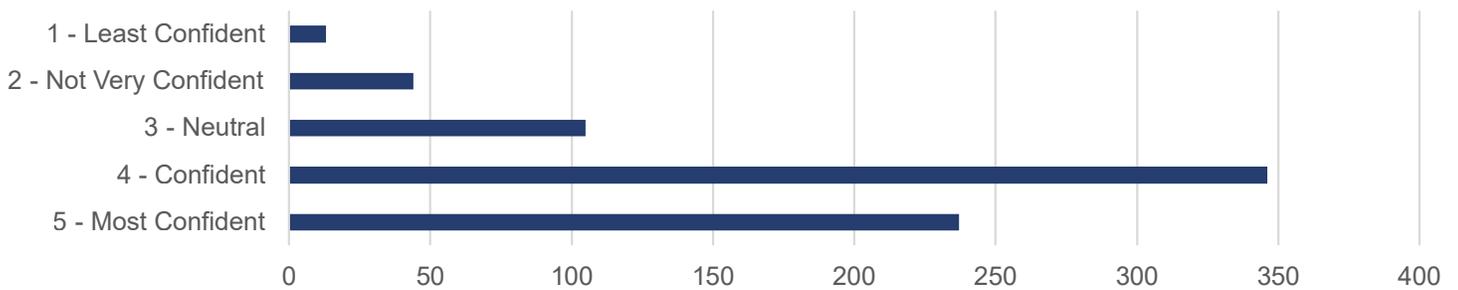
**Figure 8 - Pillar 6: Implement Innovative Transportation Networks**



**Figure 9 - Pillar 7: Apply 'Smart City' Approach to Resource Management**



**Figure 10 - On a scale of 1 to 5, how confident are you that the City of Coppell will be an even better place to live in 2040?**



The ideas wall received 119 responses that included many requests related to specific initiatives and investments. Comments and ideas are organized and summarized in the themes below.

- **Community Identity and Civic Engagement:**

Coppell’s strength lies in its identity as a residential, family centered community, distinct from neighboring cities like Grapevine and Lewisville. People value the friendliness, safety, and neighborly spirit that define the City. To preserve and enhance this character, Coppell should promote civic responsibility through programs like community gardens, neighborhood cleanups, and quarterly “Neighbors Helping Neighbors” events. Developing future leaders through service and civic education—such as transforming Pinkerton into a civics-focused learning center with mock elections and government simulations—could instill pride and responsibility in the next generation.

- **Housing and Neighborhood Support:**

Many homes in Coppell were built in the 1980s and need refreshing to maintain property values and aesthetics, including the infrastructure supporting the neighborhoods. Balancing affordability for young families with the needs of seniors who wish to age in place is essential. Redeveloping strip malls into mixed-use spaces with loft-style housing for seniors and affordable units for families would support a diverse population. Enforcing property maintenance codes, especially rentals, and limiting HOA overreach would help neighborhoods stay up to date and welcoming for new and established families.

- **Parks, Trails, and Recreation:** Coppell’s parks and trails are cherished community favorites, and adding shade structures, trees, benches, and water fountains throughout the park system would make outdoor spaces more

# IDEAS WALL

usable year-round. Expanding open pavement areas like those in Andrew Brown Park East could reduce heat zones and improve air quality. Outdoor recreation can be enriched with exercise stations, interactive learning stops, and family friendly features like dog parks, climbing walls, and mini golf. People think that the CORE is an important facility to keep up to date and maintain for all. Trail connectivity between schools, neighborhoods, and common areas should be prioritized to promote walkability and community interaction.

- **Transportation and Mobility:** As Coppell grows, transportation infrastructure needs to evolve. The proposed “Coppell Connector” and “Regional Express” bus routes would link DART stations, residential areas, and commercial hubs, reducing traffic and supporting sustainability. A trolley system along Denton Tap and a shuttle service for seniors would further enhance accessibility. Improved bike lanes, sidewalks, and walking bridges over major intersections would make the City safer and more walkable. Addressing traffic congestion near Coppell High School, including the possibility of a parking garage and indoor arena for large events, would improve safety and accommodate future growth. Alternative modes of transportation like street-legal golf carts, expanded bike lanes, and more sidewalks in neighborhoods were also mentioned.
- **Public Safety:** Safety remains an important part of Coppell’s appeal. Residents advocate for increased traffic enforcement, better crosswalk visibility, and the use of smart technology like drones and license plate scanning to enhance public safety. Wildlife management is essential, especially in parks where encounters with coyotes, snakes, and alligators have raised concerns. Initiatives like dashcam footage review systems, electric bike and scooter safety classes at the library, and registration programs could help prevent accidents and promote responsible use of new transportation modes. Upgrading cyber infrastructure and emergency response systems will help ensure the City remains safe and resilient.
- **Economic Development:** Revitalizing Old Town and aging retail centers is important to Coppell’s economic future. Consistent weekend events, such as farmers’ markets and live music, along with incentives for elegant dining and boutique retail, would attract visitors and support local businesses. Mixed-use redevelopment of strip centers, with housing above retail, would create vibrant, walkable districts. The Coppell Arts Center should be better utilized through regional partnerships and improved programming that reflects community interests and draws diverse audiences. Enhancing the City’s aesthetic appeal—such as updating fences and street lighting—will further support economic vitality and community pride. Updating shopping and retail centers will help capture additional retail taxes from pass-through traffic on Denton Tap.
- **Education and Continued Learning:** Education and lifelong learning are part of Coppell’s future. It is suggested that repurposing closed schools into intergenerational learning hubs, trade schools, and community centers would support youth and active adults. Revitalizing the Dallas Community College campus and expanding course offerings at Coppell High School, including swimming and practical life skills, would enhance educational opportunities. The transformation of Pinkerton into a mock city for youth civics education could become a regional model and revenue-generating asset. These initiatives can support learning and help ensure Coppell remains a place where education thrives.

- **Sustainability and Environment:** People mentioned that sustainability must be woven into every aspect of planning. Main areas of concern were water capture and reuse systems, native plant restoration, and pollinator-friendly landscaping to support environmental health. Evaluating wireless communication emissions and promoting tree planting with storm-safe species would further protect residents and wildlife. Public transit, walkability, and green infrastructure are essential to reducing Coppel's carbon footprint and preparing for a changing climate. The City should also maintain flood control systems and stormwater infrastructure to help prevent damage and ensure resilience during extreme weather events.
- **Senior Services (Aging in Place):** People advocated for additional support for Coppel's aging population. Expanding senior center hours to include weekends and early mornings, adding a sporting-style pool, and providing transportation to appointments and shopping would enhance quality of life for older residents. Many longtime residents wish to remain in Coppel and want to have the amenities and support needed to do so. Offering community engagement opportunities will help older adults stay active and involved in the City.



# Key Community Member Interviews

Initial conversations were held to capture external stakeholders' thoughts regarding what makes the City of Coppell distinctive as a community, what the City does well, what can be improved, and how it can become an even stronger and more dynamic city in the coming years. Below are summaries of participants' insights:

## Community Identity and Culture



Coppell's authenticity, planning culture, and historical character are deeply valued. Residents want to preserve the City's core values, parks, and multi-generational legacy while celebrating its history and maintaining community pride.

## Inclusion and Cultural Integration



There is a strong desire for deeper, more intentional inclusion across racial, cultural, and generational lines. While initiatives like "One Coppell" are appreciated, stakeholders urge more meaningful engagement without divisive language or assumptions.

## Aging Population and Senior Services



With a growing senior population, Coppell must expand transportation options, housing for aging in place, and integrated services. The senior center and new village concept are strong assets that need continued support and connectivity.

## Support for Families and Early Childhood



Coppell is losing appeal among young families. Stakeholders call for investment in early childhood development, public spaces for children ages zero to three, and support systems for parents to make the City more competitive and family friendly.

## Education and Public School System



Concerns about CISD's alignment with community values and declining enrollment highlight the need for stronger integration of schools into the City's strategic planning. Diversity and equity in education also require attention.

## Housing, Development, and Infrastructure



Coppell faces land constraints and aging housing stock. Stakeholders support ADUs, cooperative housing, and refurbishing older homes. Development should balance walkability, connectivity, and support for both seniors and families.

## Economic Development



The City should clarify its business hubs and leverage sectors like healthcare. Transportation needs to focus on practical solutions—school traffic, senior mobility, and accessible options—while smart city efforts should prioritize vulnerable populations and sustainability.



## APPENDIX C Staff Perspectives

To engage staff in the process, BerryDunn interviewed department leaders and conducted an employee survey.

### Staff Interviews

Main themes of the staff interviews include:

- **Aspirational Nature:** Vision 2040 reflects what the community values—“learning community” and “community oasis” are good examples, but their abstract nature is a challenge for staff and others. The previous two plans were very concrete, so there is a shift in approach and structure.
- **Clarity and Intent:** Staff report that the original intent of some Vision 2040 portions is difficult to interpret, which makes implementation a challenge.
- **Aging Community Assets:** As the community continues to age, aligning infrastructure needs into the plan would be helpful. This includes aging housing stock, roads, and other critical infrastructure.
- **Changing Community Demographics:** Staff noted challenges with the decrease in younger families, and declining enrollment in schools has become a larger concern within the community. However, this is still a need for appropriate housing for the older adult population and other supports as the community ages. Additionally, building bridges between the various ages, cultures and families in the community is also important to staff.
- **Core City Services:** Some staff were comfortable with the way the Sustainable Government pillar was added, while others would like to see a more direct tie to core services.
- **Changing Technology Landscape:** When considering Pillar 7, staff noted the importance of keeping current with the evolving technology landscape, especially as it relates to AI.





*“BerryDunn” is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide professional services in an alternative practice structure in accordance with the AICPA Code of Professional Conduct. BDMP Assurance, LLP is a licensed CPA firm that provides attest services, and Berry, Dunn, McNeil & Parker, LLC, and its subsidiary entities provide tax, advisory, and consulting services.*

*Berry, Dunn, McNeil & Parker, LLC leases professional and administrative staff to BDMP Assurance, LLP. These individuals work under the direct control and supervision of BDMP Assurance LLP, which is solely responsible for their performance.*

*The entities falling under the BerryDunn brand are independently owned and neither entity is liable for the services provided by the other entity. Our use of the terms “our Firm” and “we” and “us” and terms of similar import denote the alternative practice structure of Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP.*

*©2026 BerryDunn | All rights reserved.*



With offices and employees located in 40+ states—  
wherever you are based, we look forward to working together.

**berrydunn.com**