COPPELL 2040
DESIGNED FOR A SMART FUTURE

A BOLD VISION AND STRATEGIC ACTION PLAN
FOR THE CITY OF COPPELL, TEXAS, USA

23 April 2019

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This report presents the vision and strategic action plan developed following extensive community engagement undertaken during the Bold Vision 2040 process. Throughout 2018, approximately 2,000 people contributed to a series of surveys, workshops and focus group sessions to explore the long-term future of the community of Coppell. This engagement process was designed to provide an open, inclusive and transparent platform for community members to help create a shared vision and broad action plan.

This report represents Future iQ's analysis of the engagement outcomes, and how this data has informed the identification of a preferred future and strategic actions. As the project consultant, Future iQ was given the responsibility to develop a data-driven process, to provide an objective and transparent insight into community aspirations. The analysis in this report builds on the preceding project reports and engagement analysis. The recommended Key Strategic Action Areas – Goals and Objectives - have been drawn from the community input gathered during the visioning process. The concepts and actions presented were discussed at some points during the engagement process. These actions have been structured into a proposed roadmap, drawing heavily from the prioritization conducted at the reconvening of the Think-Tank in November 2018. The recommended sequencing has also been influenced by best practice examples of building a realistic pathway to a desired future.

23 April 2019

These reports and the data visualization are available on the project portal:
http://lab.future-iq.com/coppell-vision-2040/

Prepared By:

future→iQ

THE · CITY · OF
COPPELL
TEXAS · 1890

BOLD
VISION
★
2040

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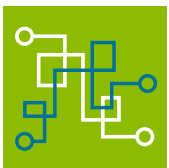
BOLD VISION ★ 2040

1.0   INTRODUCTION

A good community visioning process is designed to help a community prepare and plan for the future. A great visioning process will allow a community to search for and identify key attributes that will define it over the coming 10-20 years. In many ways a visioning process is a positioning exercise, to find the sweet-spot where real life circumstances, emerging trends, and community aspirations converge.

In the 2030 vision, Coppell was able to focus inwards and define a strong sense of the local community, with a small-town feel, that resonated strongly with the residents at the time. Over the following decade, significant investments were made in community amenities and infrastructure to successfully bring that vision to life. With this foundation, the community considered the visioning process looking out to 2040.

The Coppell Bold Vision 2040 process offers a model for other successful communities that are contemplating a grass-roots driven visioning approach. It represents best practice in a forward-looking community visioning methodology.

The 2040 community vision for Coppell has been built on trend research, exhaustive community engagement and a data-driven approach to discover points of consensus. This has resulted in a fresh look at the future, and thoughtful investigation of where the community needs to head. The 2040 vision is a more outward looking result, reflecting the greater importance of external trends, changing internal dynamics, and the impact of developments occurring in adjacent areas around Coppell.

By all measures, the visioning process was a robust, deep and engaged process. Over 2,000 people have had some input into the result, and a core group of over 100 citizens have been involved in the process throughout each step. The results published in the various reports produced during the Bold Vision 2040 process reflect the perspectives and insights built by the community participants. This was a truly grass-roots driven process.

FUTURE INSIGHTS:

- Coppell is a successful prestigious community, that has shown foresight and leadership in tackling some of the challenges about how communities and Cities evolve in today's world of rapid change.
- The Coppell Bold Vision 2040 lays the groundwork for the next 10-20 years of investment and focus in the community. It preserves key elements from the 2030 vision, but also provides an important update on future direction and priorities.

FutureInsight

Coppell's population has remained relatively stable for the last 17 years. However, the forecast growth of the DFW metroplex may add increased pressures on the population size over the coming years.

2.0 SNAPSHOT OF KEY ISSUES SHAPING THE FUTURE OF COPPELL

The following section explores a number of Key Issues that are shaping the future of Coppell. These issues were identified in the background research, and are also documented in the Community Profile and Benchmark Analysis, November 2018, produced as part of the project (see **http://lab.future-iq.com/coppell-vision-2040/**).

2.1 APPROACHING FULL DEVELOPMENT

Coppell's population went through a significant increase between 1990 and 2001, and since 2000 has increased by an annual growth rate of only 0.8%. This correlated to the suburban expansion of the community through the 1990's and reaching close to what is locally termed 'fully built-out' status. In addition, the last decade has seen expansion in the west side of the city, with distribution centers and some hotel and office complexes. There are very few available greenfield sites left. Potential overcrowding and overpopulation have been highlighted as key concerns by the community.

Population change for City of Coppell, Texas (1990-2016)
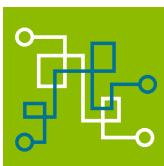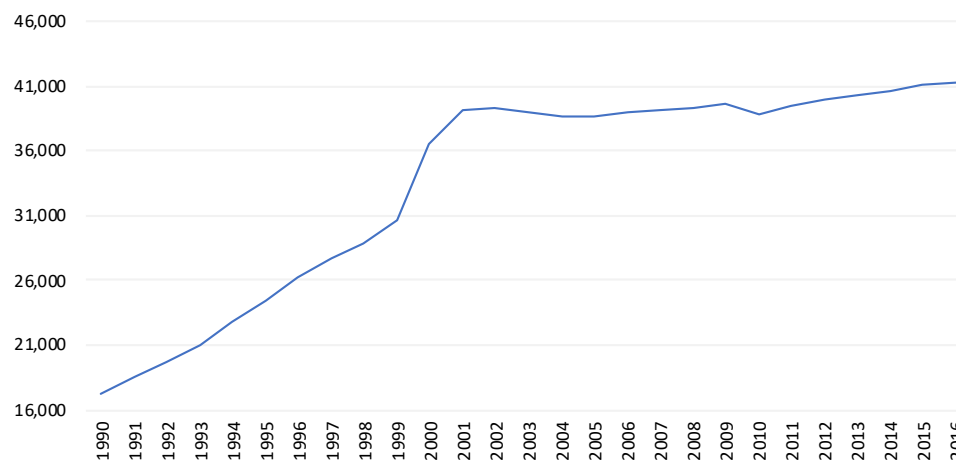
FUTURE INSIGHTS:

- As a fully built out community, Coppell may begin to face redevelopment pressures in commercial areas, or periods of stagnation in economic growth. The growth in revenue from the commercial properties has delivered great value to the community.

- Because of the 'built out' nature of the community, any future population increase will likely result in changed land use, or increased density in some locations. It is expected that these population pressures will occur, as Coppell is a highly sought after and attractive location. How Coppell manages these pressures will be important.

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2.2 CHANGING DEMOGRAPHICS AND ETHNIC MAKE-UP

The 2016 age profile for Coppell shows peaks that are consistent with a prevalence of school aged families. This is made up of children (0-19 years), and their parents (30-50 years age range). One of the defining characteristics of the ethnic makeup in Coppell is the increasing percentage of people classified as Asian in the census. In Coppell, this is predominately people from India and other parts of Asia. The trend line shows a steady shift in the ethnic makeup, in what was once a more predominant white Caucasian community. However, as outlined in the Coppell Community Profile and Benchmark Analysis, and the total change in Asian population in Coppell over the last 16 years is 9.7%, which is less than the average of 14.9% for the other cohort communities in the study. So, while the change is significant, it is not unusual or exceptional amongst the cohort communities, and generally reflect the broader context of ethic shifts occurring in Texas and USA. Coppell has continued to be very attractive to families seeking high quality public education for their children.

> The Coppell Bold Vision 2040 covers a period that will likely see significant shifts in demographic profile and ethnic make-up. These shifts are seen by the residents of Coppell as bringing both challenges and opportunities.

Percentage of Asian Population in Coppell, Texas

Values by year: 2007: 12.5%, 2008: 13.7%, 2009: 13.3%, 2010: 16.5%, 2011: 16.8%, 2012: 17.6%, 2013: 18.7%, 2014: 19.4%, 2015: 20.6%, 2016: 21%
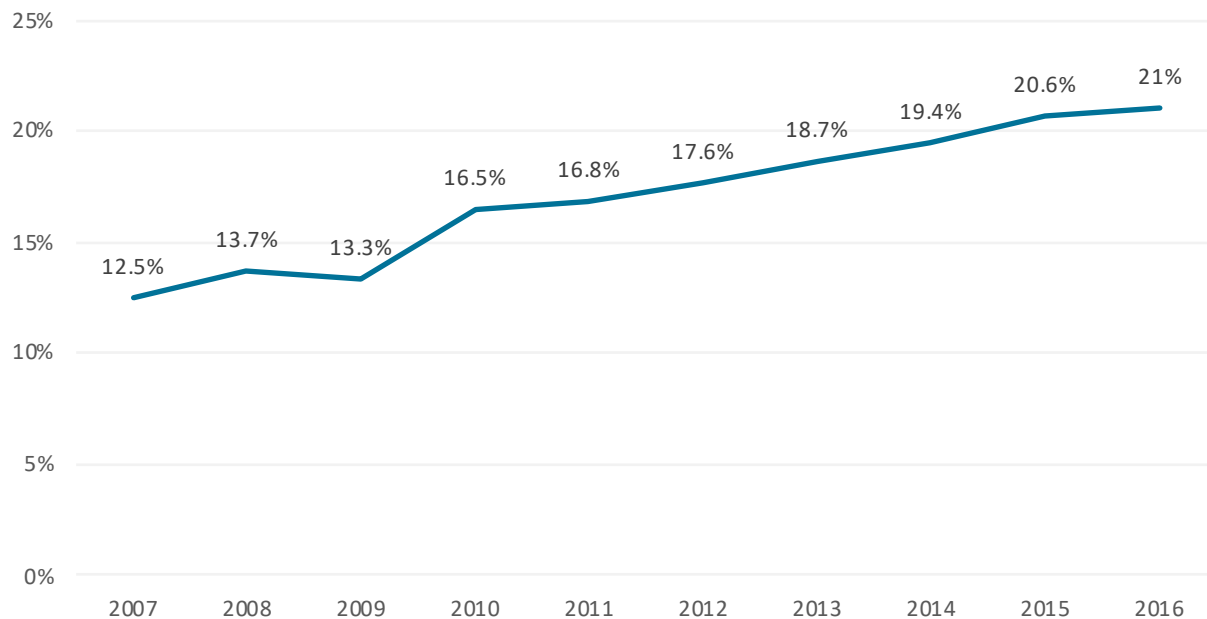
Source: American Community Survey (2016 - ACS 5-year estimates)
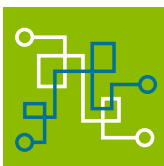
FUTURE INSIGHTS:

- The current population of retirees is relatively small, but this number could spike as the 50-59 years age range cycles out of the workforce, and especially if they choose to remain in Coppell.
- On the current trajectory, by 2040, the Asian population would have grown to be approximately 40% of the community. This will significantly change the ethnic make-up, and the community needs to consider how best to absorb and embrace these changes, and identify what are the implications for amenities and planning.

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2.3 ECONOMIC PROFILE AND TRAJECTORY

As identified in the Community Profile and Benchmark Analysis, November 2018, the west and south sides of Coppell are dominated by industrial and commercial land use, including a significant concentration of the large warehouse and distributions facilities. The Cypress Waters area, to the immediate southeast of Coppell is also an emerging concentration of economic activity. In addition to these concentrations, there is a professional and retail employment concentration in Coppell along the Denton Tap corridor. From a future-planning perspective, the evolution of the commercial areas and zones is an important issue.

Coppell has a significant central core of commercial and retail activity. Nationwide, traditional retail areas are undergoing disruption and change due to on-line sales. These areas provide significant employment and revenue. Understanding how they might evolve is critical to future planning.
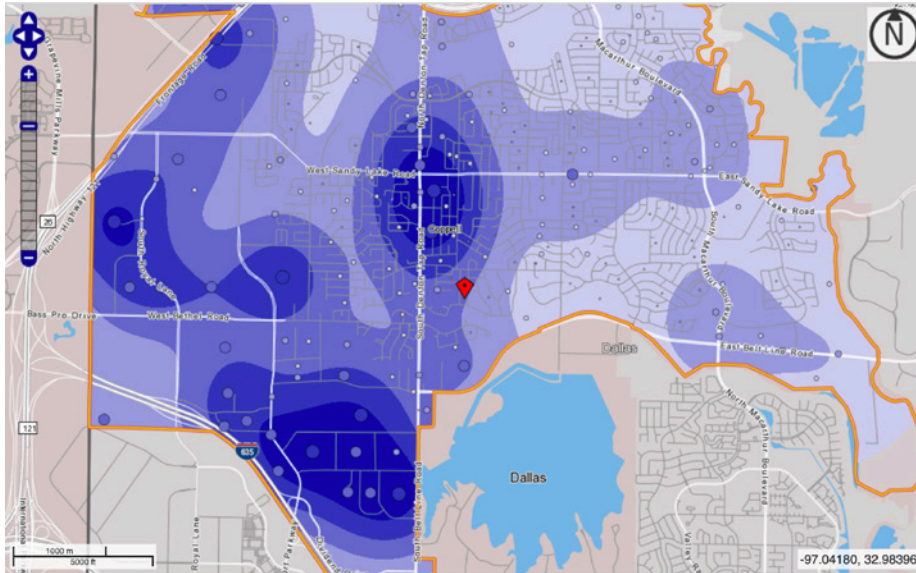
Source: 2015 Longitudinal Employer-Household Dynamics: https://onthemap.ces.census.gov/
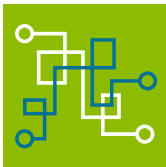
FUTURE INSIGHTS:

- One significant emergent trend in many cities is the repurposing of old retail areas as more integrated community hubs, encompassing services such as lifestyle / exercise centers, community libraries and educational facilities.
- Coppell has exposure to employment categories that will benefit from continued trends in automation, robotics and deployment of artificial intelligence. How Coppell leverages its concentration of professional and technical services is an important future shaping question.

2.4   THE URBANIZATION OF SUBURBS

The growing trends of suburban growth and increased diversity are occurring across the country. This growth is providing a tremendous opportunity for suburban cities to revitalize aging infrastructure and to create new environments that incorporate smart technologies and practices into their development trajectory. Growing communities like Coppell are engaging in "Suburban Placemaking" that focuses on three areas in particular: streets and circulation, open spaces, and buildings and land use. Key placemaking characteristics include walkability, connectivity, a multi-layered public realm, diverse mix of choices, and authenticity. (Saving our Suburbs, Jason Beske, AICP)

> The gradual urbanization of suburbs does not mean the automatic loss of character. Coppell can use this opportunity to develop authentically by retaining and building those aspects that make people most proud to be 'Coppellians'.

Key demographic trends are playing out differently across urban, suburban and rural counties

% nonwhite

% change in size of population overall since 2000

% change in size of population ages 65 and older since 2000

	% nonwhite	overall change since 2000	ages 65+ change since 2000
Urban	56%	+13%	+26
Suburban	32	+16	+39
Rural	21	+3	+22
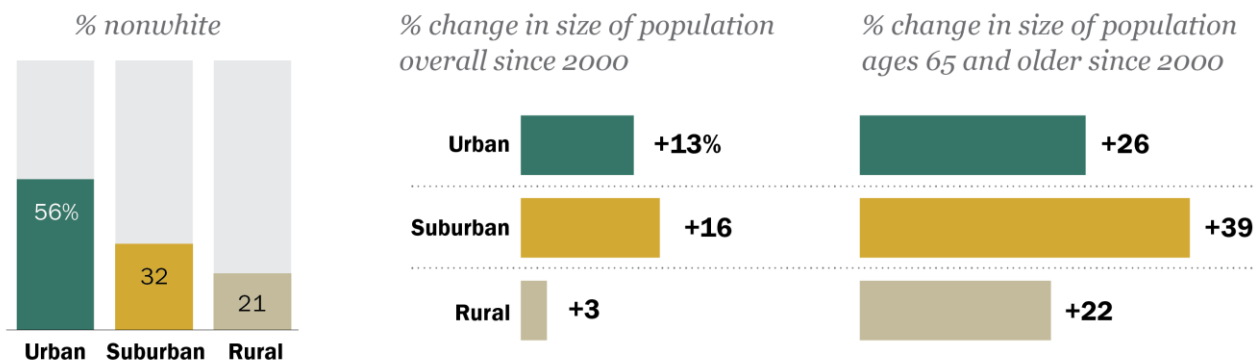
Note: Nonwhites include blacks, Hispanics, Asians, Pacific Islanders, other races and people who identify as more than one race. County categories based on the National Center for Health Statistics Urban-Rural Classification Scheme for Counties.
Source: Pew Research Center analysis of 2000 decennial census SF3 data and 2012-2016 American Community Survey data.
"What Unites and Divides Urban, Suburban and Rural Communities"

PEW RESEARCH CENTER

Source: What Unites and Divides Urban, Suburban and Rural Communities, Pew Research Center, 2018.
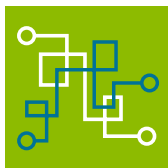
FUTURE INSIGHTS:

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- Coppell's current community amenities serve as a solid foundation for future development. Key components will be access and usability.
- The community of Coppell can use its demographic changes to inform the adoption of policies that support the vision and strategic plan.

> The proximity to the DFW airport is a major driver of the development and economy of Coppell. This importance of this topic was woven throughout the visioning and planning process.

3.0   IMPORTANCE OF VISIONING

Coppell is a community that has a history of effective visioning. The Bold Vision 2040 plan aims to build on the previous visioning work, including the community summit held in 2017. The community engagement surveys highlighted that residents and stakeholders see important value in community visioning, and expect decision making to be informed by the community.

The Vision 2040 process also included an important step of scanning internal and external trends to understand how the community has evolved since the 2030 plan, and what are the new trends and factors shaping the community future.

> The Vision 2030 plan provided a highly effective framework for making investment decisions in community infrastructure. Approximately $140m of community improvements can be linked directly to the Goals and Objectives outlined in the 2030 plan. The 2040 plan will likely have a similar high impact influence.

Changing internal factors (population; demographics and ethnic make-up; commercial development; community fabric)

Previous Visioning Efforts...

Vision 2030 (2009)

Vision 2040 (2018 - 2019)

Key trends and external forces (societal values; macro economic drivers; technology; speed of change; adjacent developments)

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FUTURE INSIGHTS:

- Within the 20-year timeframe to 2040, there will be significant change within a number of areas that will impact Coppell, including the exit from leadership roles of the 'baby-boomer cohort'; widespread emergence of autonomous vehicles and artificial intelligence; and, significant impacts from changing climatic patterns.

- Like many communities, Coppell has tended to undertake major visioning efforts on a 10-year cycle. The accelerating speed of change suggests that check-in points should be established more frequently (at least every 3-5 years) to stay on top of emerging trends.

4.0   COMMUNITY ENGAGEMENT SUMMARY

A key feature of the Bold Vision 2040 process was the focus on community engagement. The engagement took place between May and December 2018, and attracted over 2,000 significant inputs (survey responses, workshops, focus groups). The data-driven visioning process helped the Coppell community discover clear 'points-of-consensus' regarding their future vision. The focus groups and reconvene of the Think-Tank, helped drill down to more direct actions and ideas for implementation.

In total, the responses provided an excellent cross section of the community profile. There was good contribution from across various ethnic and age demographics. There was a good representation from various interest groups and community sections.

Extensive Community Survey
May - November 2018

Scenario Planning Think Tank Workshop
June 2018

Community Engagement Sessions
August - October 2018

Reconvened Think Tank Workshop November 2018

Focus Groups
December 2018

Data Driven Consensus-based Vision
January 2019

The engagement process was strongly supported by the community-based Executive Committee. Over 34 engagement sessions were held.
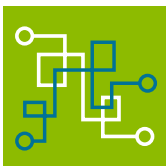
FUTURE INSIGHTS:

- Coppell is a fascinating community, especially in regards to its changing ethnic makeup. The Bold Vision 2040 process was successful in drawing in input from new and long-term residents. This ability to mobilize community participation will be important to help Coppell implement future community-based planning efforts.
- Coppell has demonstrated it is a hardworking and engaged community. This attribute will help position this community as a future-orientated and participatory community that melds together the best of its people and ideas.

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This planning process produced a scenario matrix built around two key axes shaping the future, which were 'Community Evolution' and ' Infrastructure Solutions'. This matrix gave people a chance to consider implications and consequences of various futures.

5.0   IDENTIFYING THE PREFERRED FUTURE

5.1   SCENARIOS OF THE FUTURE – FRAMEWORK FOR EXPLORATION

The Bold Vision 2040 visioning process was built on a scenario-planning methodology. This allowed for the development and exploration of a range of plausible futures, which created a potent framework for community input and discussion. Undertaking the scenario-based planning gave the Coppell community a chance to have a very thoughtful future-oriented conversation. This process allowed people to think about the community future in a multidimensional manner. More detail on the process is available in the *Coppell Vision 2040 Scenario-Based Think-Tank Report, June 2018*. (for more information visit **http://lab.future-iq.com/coppell-vision-2040/**).

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.

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.

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.

5.2   IDENTIFYING KEY ELEMENTS OF THE PREFERRED FUTURE

Using the scenario framework developed in the Think-Tank, the community engagement sessions allowed community participants to consider what represented their preferred future. The axes were presented as continuums, so people could select locations for their preferred future with a degree of understanding about the implications and what it represented. The data collected from the community engagement sessions closely mirrored the Think-Tank participant data.

Coppell – Preferred Futures, as defined from the community engagement sessions
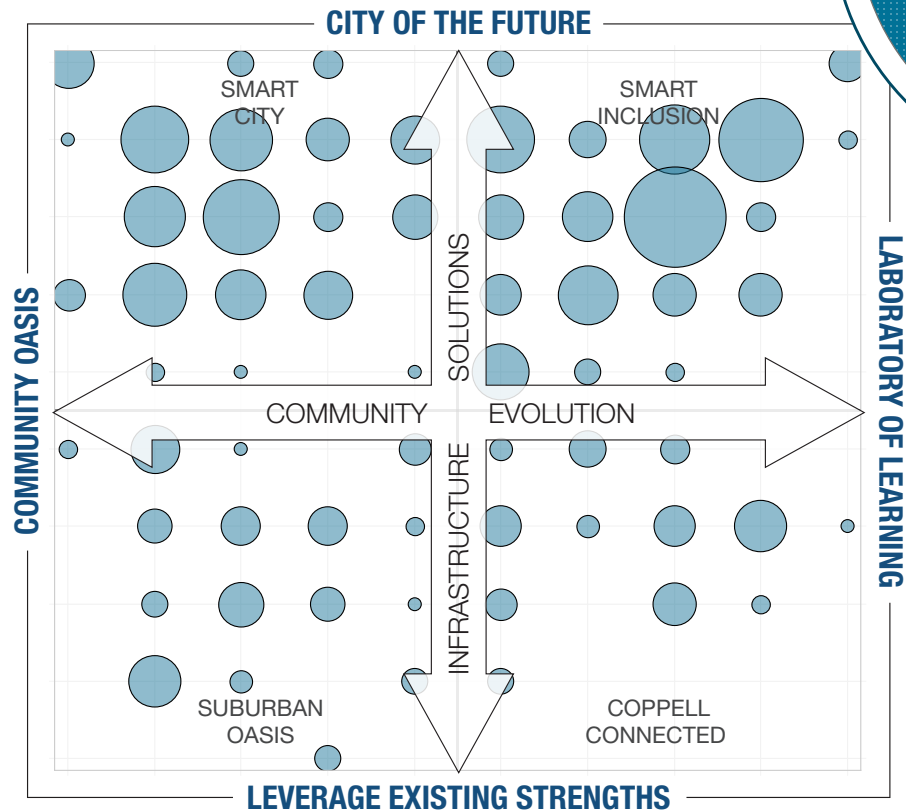
The process allowed participants to think deeply about how to best design their city and community to suit current and future needs. It allows some anticipation and projection of future trends and explores how the city needs to evolve to meet future needs.
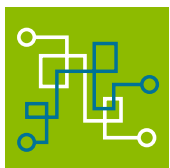
FUTURE INSIGHTS:

- Overwhelmingly, the community desires to progress in a 'City of the Future' direction, building in the elements of a Smart City to the future design and function of Coppell.
- In terms of the community evolution, two main elements were identified. These were protecting and enhancing the community oasis feel, especially at a local scale; and, building an inclusive community fabric that can appeal across demographic groups.

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The 'Coppell 2040: Designed for a smart future' vision positions Coppell for its next major evolutionary leap. It is already a successful community and city, and this vision aims to ensure its ongoing relevance and success, while retaining core values and attributes.

6.0   COMMUNITY VISION

The community vision for 2040 builds on the work that was carried out for the 2030 community visioning process, but it represents a significant pivot. In the last 10 years, Coppell has changed and the world has changed. The 2040 community vision for Coppell has been developed following an exhaustive consultation and 'future exploration' process with the community throughout 2018. This process allowed the community to explore the future evolution of the community around the two main themes of 'Community Evolution' and 'Infrastructure Solutions'. These themes allowed the community to wrestle with the implications and responses to the changing ethnic and demographic makeup of the community, and the emerging impact that technology is having on multiple aspects of the community infrastructure.

Within Coppell, there is a desire to accomplish two main community objectives. These are to retain the 'Community Oasis' feel, and simultaneously create an 'Inclusive community fabric'. From a physical universe perspective, there is a desire to focus on embracing new technology to create a 'Smart City' to tackle existing and emerging infrastructure opportunities and challenges.

THE VISION IS TO CREATE 'COPPELL 2040: DESIGNED FOR A SMART FUTURE'
The key strategic pillars that support this vision include:

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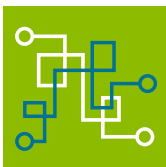
FUTURE INSIGHTS:

- The concept of intentionally designing Coppell for 2040 will help give direction and clarity to the Comprehensive Planning process. The City Council and Staff have demonstrated the ability to faithfully translate vision, goals and objectives into concrete plans and projects.
- The strategic pillars provide areas for significant innovation in Coppell over the coming years. Each of these topics will require careful research and planning.

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7.0   STRATEGIC PILLARS FRAMEWORK

The Strategic Pillars were developed at the Reconvening of the Think-Tank in November 2018. The pillars represent the major theme or topic areas that underpin the aggregated preferred future. They have been drawn directly from the scenario planning and community engagement process. The Goals and Objectives are structured around these seven key strategic pillars. These are the fundamental building blocks for the future actions that support the vision.

Coppell 2040
Designed for a
Smart Future

- 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
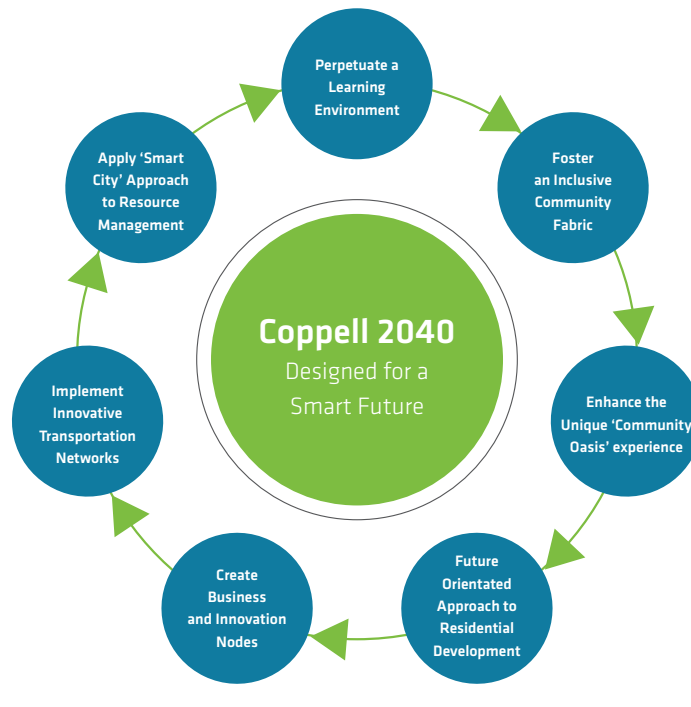- Apply 'Smart City' Approach to Resource Management

"Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."

– Paul Hawken, Author
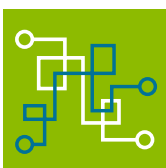
FUTURE INSIGHTS:

- The Strategic Pillars are not intended to solve all of the community's challenges in the immediate short term. Rather, it presents a series of strategic action areas that can be achieved in the short to medium term, that will produce long-term results.
- The Strategic Pillars draw together the elements identified by the community as being of the highest importance in terms of the future. These pillars were all ranked as being of similar importance at the reconvening of the Think-Tank.

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7.1 PERPETUATE A LEARNING ENVIRONMENT

7.1.1 IMPORTANCE OF A LEARNING ENVIRONMENT

Increasingly the developed world is moving to skill-based employment. The intense focus of Science, Technology, Engineering and Mathematics (STEM) education is preparing the students of today to be successful in the jobs of tomorrow. The Community Profile and Benchmark Analysis, November 2018, highlighted the well-educated nature of the community, and the concentration of professional and technical skills and expertise. During the engagement sessions, the importance of an educational culture was reaffirmed. 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 thoughtful persona it desires. There is strong community desire to see the continued collaboration and partnerships between existing educational institutions and businesses.

Connection to 2030 – The educational focus was implicit in the 2030 plan, with a focus on good quality schools. In the last 10 years, the value of life-long learning has become more recognized. This provides value to age groups and helps build a smart learning community.

"Intellectual growth should commence at birth and cease only at death."

– Albert Einstein

VALUE TO RESIDENTS:

- Coppell is a well-educated community and has positioned itself as a premier educational location. Deepening this approach will enhance the value proposition of education for the community.

- The emerging active retiree cohort in the community will be well served by having life-long learning and enrichment opportunities. This will in turn help the community to be able to adapt to future changes.

7.1.2 KEY ACTION AREAS - GOALS FOR 2040

1. Diversify learning and enrichment opportunities available in Coppell

One of the stand-out comments from the youth engagement sessions was regarding enrichment opportunities. They commented that the community is well served by traditional recreation activities such as sporting complexes. However, they wanted laboratories where they could experiment. In a world of STEM students, there is value in creating locations were people can participate in 'hack-a-thons' and other intense experiences. This could also be part of the community's capacity to use its own talented people to problem solve local issues.

### 2. Promote a knowledge-sharing environment

Coppell is a knowledge rich community, with talented worldly people, and quality learning centers. Unlocking this knowledge and finding ways to share this more broadly within the community will build the collective understanding. Building ways where the community could participate in home grown 'knowledge labs' and connect this knowledge in the city decision making could have enormous benefits.

3. Build a lifelong learning environment for Coppell

Coppell is entering a phase where there will likely be a greater number of active retirees living in the community. As people live longer, research is showing that mentally active people enjoy a better quality of life. Programs that support this lifelong learning culture will deliver benefits at many levels. This was also a topic that attracted interest at the Community Summit held in September 2017.

4. Establish Coppell as a 'laboratory of learning'

The scenario-based Think-Tank workshop held in June 2018, and the subsequent community discussions highlighted the fact that many people in Coppell were attracted to the concept of a 'laboratory of learning'. This was defined as "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."
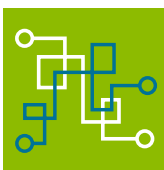
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FUTURE INSIGHTS:

- There is little doubt the world is entering a knowledge and technology race. Those countries, regions and communities that can hold their own in this world will likely prosper, and those that can't will fall behind.

- Unlocking the collective intelligence and experience in the community of Coppell is a key opportunity. This is a community that could be at the forefront of problem solving its own challenges and providing a role-model for other similar communities.

7.1.3   SPECIFIC ACTION STEPS – OBJECTIVES

SPECIFIC ACTION STEPS

2019

Diversify Learning Opportunities Available in Coppell

- Create a Coppell Lecture Series at the Art Center where experts give monthly lectures to residents on various relevant topics.
- Launch recreational programs for multiple generations (sports leagues, classes in parks).
- Launch career development and retraining programs for all stages of careers.
- Partner with existing institutions, to provide new programs of public interest. For example, this could include DIY home repair classes at Northlake College.

Promote a Knowledge-Sharing Environment

- Use technology to connect residents, and to stimulate creative discussion and community 'problem-solving'.
- Create a one-stop shop for information.
- Set up a 'Walk with the Mayor' monthly series where the Mayor takes questions from residents over a brisk and refreshing walk at a different location in the City each month.

Transform Education System into one of Lifelong Learning

- Launch Programs that attract and retain residents of all ages such as a library story time for kids that coincides with adult activities.
- Promote multigenerational learning opportunities throughout the community such as senior tutors at the Library or community garden classes.
- Expand opportunities for cultural and educational training programs open to the community through organizations such as the Library, Arts Center, and other City facilities and partnerships.
- Create opportunities for mentoring.

Establish Coppell as a Laboratory of Learning

- Increase opportunities for targeted online learning, with the intention of fostering a learning and innovation culture within Coppell.
- Partner K-12 schools with local industry to address the 'future-ready' needs for all students in Coppell.
- Emphasize community education as a way to connect and continue learning.

2040

BOLD IDEAS

- Create a Healthy, Engaged, and Active Coalition tasked with taking a holistic approach toward Coppell's community health.
- Sponsor a memory care café at a Public facility; employ local residents.

CURRENT EXAMPLES

- City facilitated field trips offered to Coppell ISD though Biodiversity Education Center and Life Safety Park
- Facilities and Complexes such as Life Safety Park, Cozby Library and Community Commons, Biodiversity Education Center, and the new Coppell Arts Center
- Innovative library programs such as DIY classes and 'human library' concept.

USEFUL RESOURCES

- Connect with the OLLI Lifelong Learning Institute's branch at the University of Texas at Austin https://olli.utexas.edu
- OECD Education 2030: The Future of Education and Skills project, http://www.oecd.org/education/2030/

7.2 FOSTER AN INCLUSIVE COMMUNITY FABRIC

7.2.1 IMPORTANCE OF AN INCLUSIVE COMMUNITY FABRIC

One of the key elements of the 2040 vision and plan is the notion of inclusion. This was highlighted by the concentration of responses for the Preferred Future in the scenario quadrant called 'Smart Inclusion'. The Coppell Think-Tank, held in June 2018, 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. These are to retain the 'Community Oasis' feel, and simultaneously create an 'Inclusive community fabric'.

Connection to 2030 – In 2030 the ethnic shift was less pronounced. Today, it is more obvious, especially in the student cohort. The opportunity and necessity to build a more inclusive community is a key factor in the 2040 plan.

The science of inclusion: Deloitte's inclusion model

| Fairness and respect | Valued and belonging | Safe and open | Empowered and growing |

Sources: Bersin by Deloitte, *High-impact diversity and inclusion: The new maturity model*, 2017; Juliet Bourke and Bernadette Dillon, *Waiter, is that inclusion in my soup? A new recipe to improve business performance*, Deloitte Australia and the Victorian Equal Opportunity and Human Rights Commission, 2012.

Source: Industry 4.0: Are you ready? Deloitte Review, 2018.

"I believe it's our responsibility to show our communities the value of all people, to celebrate different, and to take a stand for acceptance and inclusion."

- Julie Foudy, American Olympic Gold Medalist and FIFA Women's World Cup Champion

VALUE TO RESIDENTS

- The demographic and ethnic make-up of Coppell is changing, and relatively fast. Embracing this change and learning how to use it to enrich the community will make Coppell a stronger community.

- Breaking down age and cultural barriers will make the community a safer and inclusive community for all residents. This is a core value of the Coppell community.

7.2.2 KEY ACTION AREAS - GOALS FOR 2040

1. Celebrate Coppell's cultural growth

Coppell has been successful over the last decades in being able to nurture a safe, stable and attractive community. It has built an enviable record in its school district and performance. This has made the community attractive to the best and brightest, who want to be part of the family oriented, education-based community. This has attracted people from around the world. Now it is time to embrace this cultural growth and meld it into one of the strengths of the community value proposition. This change will be challenging for some, but if done well, could enrich the whole community.

### 2. Establish events and programs that foster inclusion and celebrate diversity

During the Coppell Think-Tank (June 2018), and in subsequent community engagement sessions, people talked about ways to foster inclusion and celebrate diversity. Practical examples included establishing a cricket field and league. This sport, while perplexing to many, resonates with the Indian community who are avid cricket fans. Simple steps like this enrich both the Indian community and provide new spectator opportunities for residents.

3. Purposefully break barriers to inclusion

Sometimes barriers to inclusion are invisible to those already participating. Undertaking a process to purposely remove barriers is invaluable, as it opens new doors for people. This might include issues of language, location and style of engagements. Of course, a warm welcoming approach to participation will help people feel more comfortable in new settings. This will be important to continue to allow people of all ages to participate in the community events and discussions.

4. Promote socialization and 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 has merit and was raised multiple times in focus group discussions. This helps create shared experiences and bonds people together, while celebrating different backgrounds.
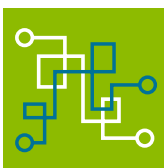
FutureInsight

FUTURE INSIGHTS:

- The world is becoming more multicultural, and the forecast suggest the same trend in Texas and Coppell. Learning how to weave people together into a community that shares a vision and values, will be a key future skill required by Coppell and many other communities. The Vision 2040 process has been an excellent building block in this process.

- Continuing to evolve the leadership groups in the community, to reflect greater diversity, will help ensure the threads of inclusiveness are woven through the community fabric.

7.2.3 SPECIFIC ACTION STEPS – OBJECTIVES

SPECIFIC ACTION STEPS

2019

Celebrate Coppell's cultural growth

- Consider cultural diversity in all events/programs and encourage diverse participation.
- Establish park activities that cater to different cultural and generational cohorts.
- Host educational panels that address cultural interests.
- Identify and educate about cultural norms.

Establish events and programs that foster inclusion and celebrate diversity

- Team with CISD to host educational/awareness training.
- Foster intergenerational programs throughout the community.
- Explore expanding culturally relevant recreational opportunities, such as building cricket fields and starting a local cricket league.
- Encourage food experiences with appropriate cuisine to attract participation.

Purposefully break barriers to inclusion

- Increase multi-generational and communal living spaces.
- Seek leadership that reflects the social, cultural and economic values of the community.
- Increase walkability and bike-ability to provide for greater community connectivity.
- Facilitate partnerships to create a restaurant incubator to encourage diversity in food related 'start-ups'.
- Leverage technology to provide language translations for City website and online services.
- Create a 'Cultural Ambassador program' that is a volunteer program to assist in language translation.

Promote socialization and community cohesiveness

- Promote connections (events and social media), especially using food.
- Encourage professional networking and development.
- Reduce barriers to engagement by encouraging participation from all sectors of the community.
- Re-purpose or leverage existing facilities to create a Multigenerational Center to provide a full range of activities and create programs that connect seniors to youth.

2040

BOLD IDEAS

- Expand the successful Allies in Community program.
- Create community liaisons/ambassadors to help connect neighbors, community members, co-workers, church members, etc.
- Launch a 'Coppell Master Chef' program to celebrate different foods and origins, followed by community feasts.

CURRENT EXAMPLES

- Allies in Community program.
- Bold Vision 2040.
- Kaleidoscope and 'Meet your Immigrant Neighbor' programs.
- Newly implemented Ethnic Food category at Taste of Coppell.
- Parks and Recreation programs for people with disabilities such as wheelchair tennis and sensory swim programs.

USEFUL RESOURCES

- Texas Diversity Council at http://txdc.org/about/
- Center for Social Inclusion https://www.centerforsocialinclusion.org
- Restaurant and retail incubator ideas - https://www.trinitygroves.com/incubate
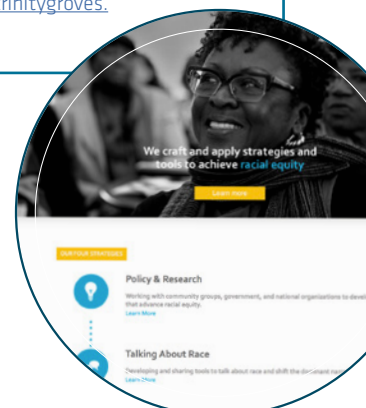
7.3   ENHANCE THE UNIQUE 'COMMUNITY OASIS' EXPERIENCE

7.3.1   IMPORTANCE OF THE UNIQUE 'COMMUNITY OASIS' EXPERIENCE

The concept of Coppell being a community oasis attracted a lot of interest in the visioning process. This was defined in people's minds as being **safe neighborhood locations, where people know their neighbors, children play on the streets and there are similarities and uniformity.** This concept also supports the strong 'heath and wellness' focus in Coppell. To create and maintain this sense of an oasis, it is important to consider scale. As a city of over 40,000 people it will be difficult to retain that feel at a City scale. However, there is great potential to strengthen this experience and the 'small town feel' at a neighborhood scale. In Coppell, the neighborhoods are currently loosely defined, but appear to be centered around schools and park and recreation facilities. Deepening this neighborhood identification and feel will allow residents to enjoy the community oasis experience.

Connection to 2030 – the community oasis approach mirrors the 2030 plan elements of small town feel and family orientated neighborhoods. The community oasis aims to place these important values in a forward-looking planning framework.

Coppell can be visualized as a network of community oasis bubbles centered around the schools and parks
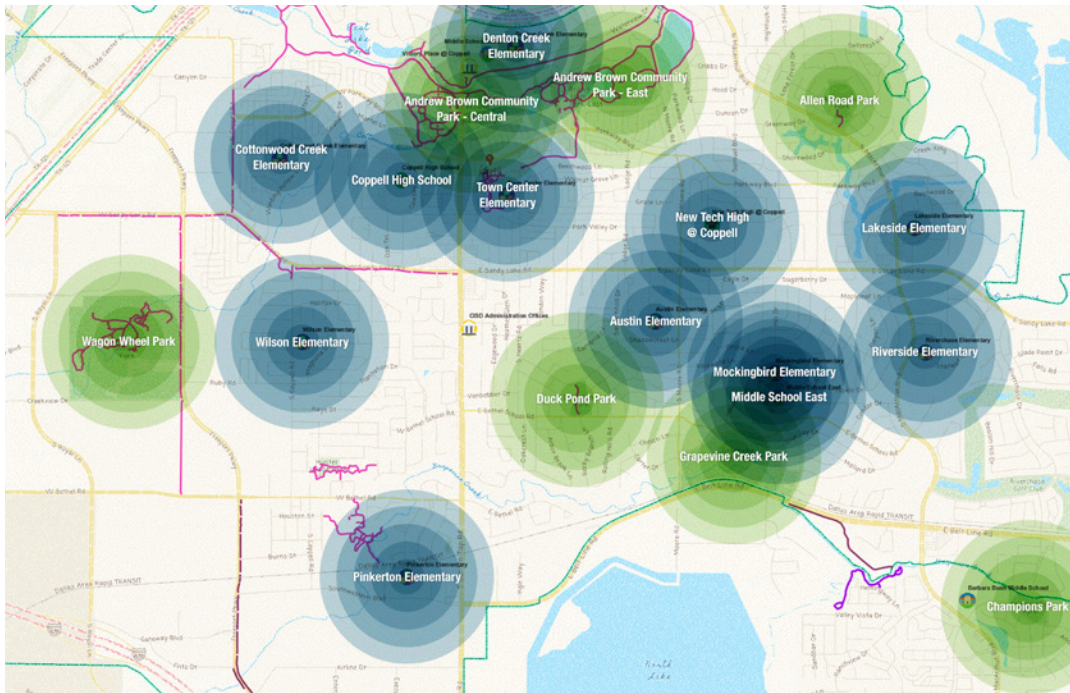
> "There is no power for change greater than a community discovering what it cares about."
>
> *– Margaret J. Wheatley, American Writer*

VALUE TO RESIDENTS:

- The community oasis ideal is very attractive to many people in the community. It can be defined as safe streets, familiar surroundings and peaceful neighborhoods.
- For many residents, Coppell represents a safe refuge from a busy world; a place to retreat to, relax, recharge and enjoy family life. This experience is being reinforced in the 2040 plan by focusing efforts on strengthening the 'Community Oasis' experience.

7.3.2 KEY ACTION AREAS - GOALS FOR 2040

1. Develop 'sense of neighborhood' at an appropriate scale

The concept of neighborhood identification was a recurrent theme through the visioning process. In particular, people identified neighborhoods at different scales, but in most cases, it was connected to the ability to be able to move safely around the location. There is great interest in Coppell in creating areas where it is safe from cars and there is connectivity for bikes and walking, including bridges over main roads. Gathering spots, and ways to bring people together were discussed, such as food truck stops and local eating venues.

2. Develop programs that enhance the unique feel of each neighborhood

During the focus group sessions, people discussed the concept of developing unique, identifiable characteristics and design elements for neighborhoods, as a sub-set of the overall Coppell design and feel. Stakeholders discussed approaches such as house design guidelines, landscaping and signage as ways to create these mini-oasis experiences. An intrinsic part of creating neighborhoods, will also be building the local human networks and connectivity, to enhance the sense of belonging.

3. Create metrics to measure the 'health and happiness' of Coppell residents

Coppell prides itself on its 'bubble' phenomena. There is a notion, that within the bubble, life is better. This sense of tranquility could be quantified by a Coppell Happiness Index. This was created in the Think-Tank workshop and and it was suggested that Coppell could develop a formula based on measures of well-being such as Connection; Life expectancy; and Impact on each resident. This could represent a fun, but objective way to quantify happiness, and the impact of programs that aim to impact the various metric in the index.

4. Establish new safety awareness and training programs

Safety is an underpinning essential aspect of the community oasis experience. Coppell is already a safe community but maintaining that will require ongoing effort and vigilance. Throughout the visioning process, people suggested ways for the Coppell Police Department to build greater connectivity at a local level and help build the sense of community comfort and security.

Health and Wellness was a core focus of the Coppell 2030 plan. The community has worked hard on this, and it is reflected in the current programs. The continuation of this focus is embedded in the 'Community Oasis' concept.
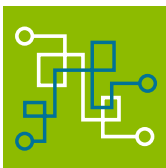
FutureInsight

FUTURE INSIGHTS:

- In today's world, people are increasingly retreating to their bubbles, be they technology bubbles or peer groups. To create local neighborhoods that provide a sense of safe bubbles will require proactive steps to build human connectivity.

- Increasingly people are focusing on personal outcomes such as well-being and happiness. The Coppell Happiness Index could be an innovative way to measure outcomes at a neighborhood and community level.

7.3.3   SPECIFIC ACTION STEPS – OBJECTIVES

SPECIFIC ACTION STEPS

2019

Develop 'sense of neighborhood' at an appropriate scale

- Build more walkable/bike-able pathways throughout the neighborhoods to connect people without the automobile.
- Build overpasses over roads to allow greater foot and bike traffic connectivity.
- Ensure new housing developments and re-developments fit the character of the 'community oasis' neighborhood.
- Revitalize neighborhoods to allow and include more food trucks and local eating establishments.

Develop programs that enhance the unique feel of each neighborhood

- City to sponsor more neighborhood competitions to drive excitement for community.
- Develop landscaping in each community oasis with local themes.
- Organize regular meetings of key and diverse groups of stakeholders to explore and reinforce the local community oasis feel.
- City support of neighborhood associations; grant programs for community development.

Create metrics to measure the 'health and happiness' of Coppell residents

- Establish more programs that support more connections, well-being, life expectancy and positive impacts on each resident.
- Create more opportunities for people with disabilities.
- Place more artwork in public places that celebrate Coppell's history and future.

Establish new safety awareness and training programs

- Bike safety courses for all ages.
- PD participates in community events/Nights Out.
- Add signage to neighborhood entry points.
- Create a Teen Advisory Board to the City.

2040

BOLD IDEAS

- Develop neighborhood design competitions to create a unique neighborhood feel, within the overall context and style of Coppell.
- Create a Coppell's 'Happiness Index' and add as a dashboard, on the City website.

CURRENT EXAMPLES

- Living Well in Coppell initiatives such as the Community Wellness Challenge and free community triathlon.
- 'Coffee with Cops'.
- National Night Out.
- Community nodes such as Andy Brown Park, Senior Center and CORE.

USEFUL RESOURCES

- AARP's Roadmap to Livability at https://www.aarp.org/content/dam/aarp/livable-communities/livable-documents/documents-2018/Book-1-Roadmap-to-Livability-62518-lrspr.pdf
- World Happiness Report 2018 http://worldhappiness.report/ed/2018/

7.4   FUTURE ORIENTATED APPROACH TO RESIDENTIAL DEVELOPMENT

7.4.1   IMPORTANCE OF FUTURE RESIDENTIAL DEVELOPMENT

The issue of future residential development is a sensitive issue in Coppell. There is a concern about over-crowding and there is a view the community is 'fully built out'. This was reinforced in the 2030 visioning and comprehensive planning process. However, things have changed. There is now a significant cohort of people in the 50-59-year age group (the largest cohort), representing nearly 20% of the population. This cohort is likely to include a significant percentage of people who moved to Coppell in the 1990's. In the engagement sessions, people repeatedly commented that they would like to downsize and remain in Coppell, but there is no suitable housing type available, and they are forced to look to other communities.

Connection to 2030 - The Coppell 2030 vision included the tag line 'A Family Community for a Lifetime'. The current residential housing offering does not appear to allow the community to fulfil this promise.

Residents age profile for Coppell, 2016
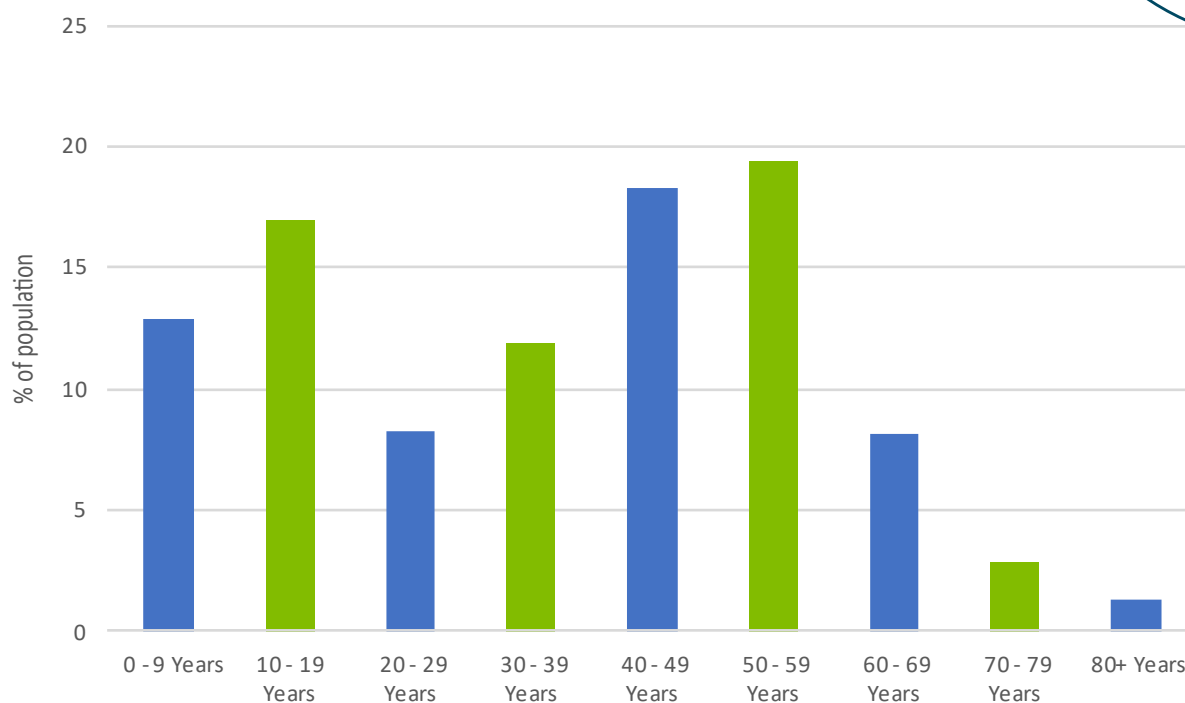
Source: American Community Survey (2016 - ACS 5-year estimates)

VALUE TO RESIDENTS

- People in Coppell generally recognize the need to provide some retirement housing or smaller foot-print options for baby-boomers. However, people are concerned about too much density. There may be options for considering smaller-scale quality developments, that can blend into the Coppell fabric.

- Coppell is beginning to face housing redevelopment in some areas. This provides an opportunity to think about how to retain character, but also bring reinvigorated family housing stock into the market.

7.4.2   KEY ACTION AREAS - GOALS FOR 2040

1.   Establish programs to protect the unique character of single-family home community oasis nodes

A key point of pride and protectiveness in Coppell is the single-family home profile, especially surrounding the 'community oasis nodes' of elementary schools and key parks. The engagement and survey work revealed that people are very keen to see this housing stock remain intact. This goal also closely aligns with the neighborhood focus and inclusive community goals.

### 2.   Explore refit and refurbishment of older housing stock

Some neighborhoods that were developed early in Coppell's move to suburban development, are now due for refurbishment. There is some desire to see the character of these neighborhoods be retained, rather than wholesale tear-down and rebuild patterns. The City may need to consider providing some incentives for this to happen, and some protection of important architectural examples.

3.   Explore new options for 55 plus (or aging in place) that maintain high standard of living while reducing footprint

In Coppell, scale matters. While it has been identified that over 55 or retiree housing is needed and wanted, the vexing question is where to put this housing. There is resistance to the large-scale density. However, there may be potential for small scale developments, on the fringe of commercial and retail areas. The baby-boomer generation has a desire for walkable living, and easy access to services and amenities. This might accomplish dual objectives of helping reinvigorate some commercial areas and providing much needed senior and retiree housing.

4.   Undertake studies to consider optimal future city population

There is considerable debate in Coppell about what constitutes 'full population'. Many people are firm in the view that the city is fully built out, which is largely accurate when looking at available land areas. However, attractive communities like Coppell, are also subject to developmental pressures for vertical growth. This type of density has been resisted to date. However, there is merit in undertaking a long term study to consider various options and optimal future density and population. This could give some perspective about the level of incremental growth that is possible, and how the cycling out of baby-boomers might increase family-type housing stock.
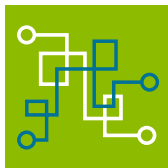
FUTURE INSIGHTS:

- The likely rollout of autonomous vehicles will be a game changing trend, and potentially free up significant real estate currently locked-up in car parking areas.

- The next 10-15 years will see an upswing in the demand for retiree housing. In Coppell, this could see a sizable cohort of people seeking to transition to next phase of life housing, and likely seeking smaller footprint homes in closer proximity to services.

7.4.3 SPECIFIC ACTION STEPS – OBJECTIVES

SPECIFIC ACTION STEPS

2019

Establish programs to protect the unique character of single-family home community oasis nodes

- Create regulations for sensitive redevelopment (tear-down/rebuild) of existing homes.
- Develop internal structure within the Planning Department and City Council to ensure all new development protects the unique character of each community oasis node.

Explore refit and refurbishment of older housing stock

- Establish a local fund to help with incentives to support the restoration and renovation of older housing stock, that has significant architectural or aesthetic value.

Explore new options for 55 plus (or aging in place) that maintain high standard of living while reducing footprint

- Explore leading edge trends in small scale retiree complexes, that might include limited height to provide smaller spaces, and incorporating communal areas with some shared facilities.
- Investigate the potential for small scale mixed-use buildings (business and residential), or live / work combinations.
- Select several key pilot areas, that allow more varied housing options, including some smaller footprints.

Undertake studies to consider optimal future city population

- Study more efficient land use, and the implications of additional space being freed-up from redundant car parking lots.
- Assess best practice housing development policies in benchmark cohort communities.
- Develop housing options targeted to meet changing expectations and amenities for young workers and families, including more town-homes in the style of Old Town.

2040

BOLD IDEAS

- Create a Coppell Task Force to study desired local amenities in over 55 residential development.
- Create community events like a 'Parade of Homes' to encourage neighborhood pride and explore new housing innovations.

CURRENT EXAMPLES

- Old Town development with single family homes on smaller lots.
- The George – live / work concept buildings and housing.

USEFUL RESOURCES

- 55 residential development https://www.aarp.org/content/dam/aarp/livable-communities/livable-documents/documents-2018/Book-3-Roadmap-Housing-62518-lrspr.pdf


North Texas' Suburbs Are Becoming Towns Again

7.5   CREATE BUSINESS AND INNOVATION NODES

7.5.1   IMPORTANCE OF BUSINESS AND INNOVATION NODES

Coppell has several significant business and commercial nodes. These are centered on the west side of the city, and in the Denton Tap / Sandy Lake areas. Increasingly cities are working to create new models of business and innovation nodes to help navigate the reinvention of retail spaces, and to attract small businesses and start-ups. Within Coppell, Old Town is frequently pointed to as an example of a node development that fits the character of Coppell. It has some more compact footprint single family homes, walkable neighborhood, boutique retail, bars and restaurants, and anchor attractions like the Farmers Market. In addition, the Arts Center is expected to provide an additional boost. These are all experiences people desire and can be experienced in a small location.

Connection to 2030 – the 2030 plan discussed retail area revitalization and renewal. In the last decade, the advent of online shopping has further impacted the retail space, and these sectors are continuing to undergo evolution and transformation.
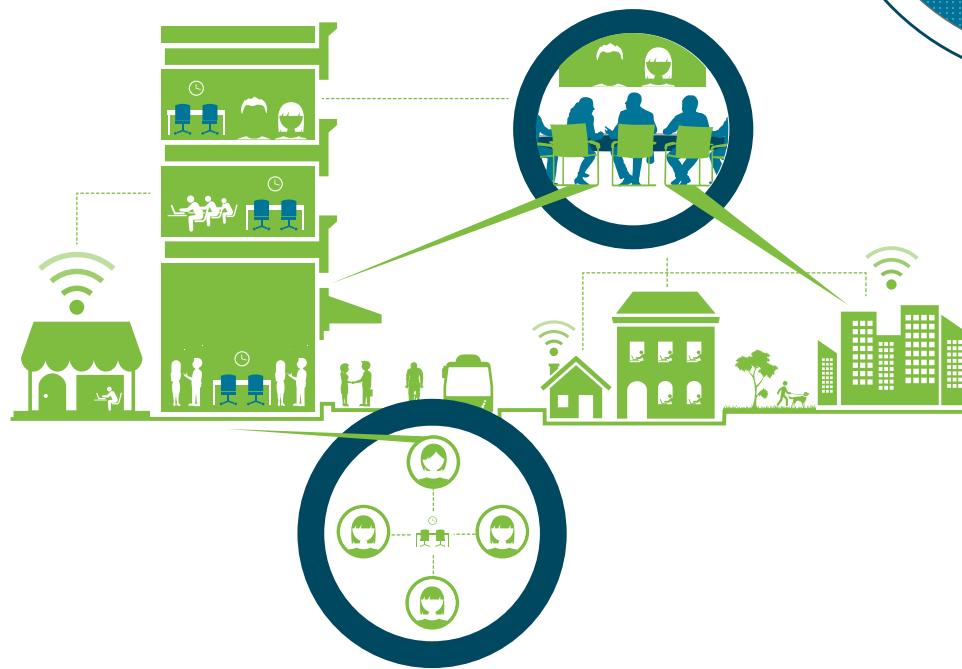
"We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don't let yourself be lulled into inaction."

– Bill Gates, Founder of Microsoft

VALUE TO RESIDENTS

- Having some vibrant commercial nodes provides important locations for services and community connection points. Increasingly these services might be health and professional services suitable to the population profile of the city.

- A healthy business sector and innovation nodes contribute to the tax base. It also positions Coppell well with increasing trends of people working from shared workspaces or home.

7.5.2 KEY ACTION AREAS - GOALS FOR 2040

1. Support the Old Town area and concept.

There is definitely a strong affinity with the Old Town concept, and there is potential to see this expand. A key part of its future success will be continuing to bring foot-traffic to this location. Old Town is developing into a key Coppell node of experience and activity, and it is exciting to see this idea and location gain traction. The new Arts Center will help draw more people to this location, and further support the local businesses.

2. Encourage redevelopment of 'hot spots' along the Denton Tap / Sandy Lake corridor as major creativity zone.

The concept of a creativity or innovation center or zone in Coppell was raised in a number of settings in the engagement process. This was especially a topic that was discussed by young people – students and young professionals. This might seem like an audacious goal, but it is consistent with macro trends in the USA, where 'failing' or vacant retails zones are being repurposed as community activity centers, government service destinations, hotels, mixed use locations and innovation spaces. This zone is right at the heart of Coppell and could represent a way to tap into the intellectual and creative aspirations of the community.

3. Work with the commercial / warehouse district to understand the future Version 2.0.

The future of the commercial warehouse district will have a big impact on Coppell. While it is now relatively new, longer term planning should explore the potential next iteration of land use, or how this sector might be predicted to evolve.

4. 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. This might be due to a lack of real options, lack of real estate, or concern about market size leading to competition. Emerging trends suggest this model might have potential, which would be a combination of slightly high-density high-quality housing, embedded with a walkable commercial core and anchor attractions.
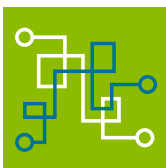
FUTURE INSIGHTS:

FutureInsight

- The way retail spaces will evolve in cities is not yet fully understood, especially as they continue to be buffeted by trends in on-line retail. However, early trends suggest that successful locations are transforming into community service centers and innovation hubs.

- Coppell is a community of extraordinary talent, especially in the technical services categories. However, Coppell still has the majority of its workforce commute into the city each day, and the majority of Coppell people commute out.

7.5.3 SPECIFIC ACTION STEPS – OBJECTIVES

SPECIFIC ACTION STEPS

2019

Support the Old Town area and concept

- Encourage and incentivize continued investment in Old Town, including potential expansion of residential areas.
- Look for historical designation opportunities of key Coppell buildings, particularly City owned spaces, to help create cultural centers, similar to Old Town.
- Support programs to increase foot traffic to Old Town, including transportation options that better connect residents and visitors to Old Town area.

Encourage redevelopment of 'hot spots' along the Denton Tap / Sandy Lake corridor as major creativity zone

- Provide incentives to attract start-ups and innovators to Denton Tap / Sandy Lake corridor.
- Locate new city amenities and facilities in such a location to help create critical mass.

Work with the commercial / warehouse district on future Version 2.0

- Build skills training programming through higher education and community education to meet the community's future anticipated workforce needs.
- Explore the potential evolution of distribution and warehouses, and how Coppell might anticipate future trends that could lead to repurposing or greater concentration of technical services.

Explore future trends in retail and repurposing commercial areas

- Encourage the repurposing of buildings to create maker-spaces for start-ups, or shared work spaces.
- As individual car ownership and use becomes less prevalent, begin to re-purpose parking areas into more community spaces and green amenities.
- Assess industry cluster potential of Coppell, especially in healthcare and professional services.

2040

BOLD IDEAS

- Consider a game-changing investment in Denton Tap / Sandy Lake corridor, like a community laboratory of learning, that could jump-start a center for creativity concept.
- Some trends suggest that grocery stores are becoming important urban hubs. Explore how could Coppell stimulate more local grocery stores and pop-up food experiences.
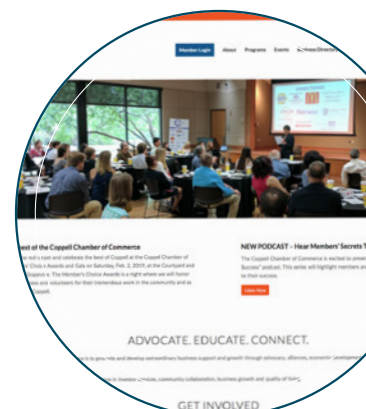
CURRENT EXAMPLES

- Concentration of new businesses on west-side of city.
- Farmers Market and new Arts Center.
- Concentration of food and beverage businesses in Old Town.

USEFUL RESOURCES

- Coppell Chamber of Commerce https://coppellchamber.org
- Economic Development Incentives http://www.coppelltx.gov/business/economic-development/incentives

7.6   IMPLEMENT INNOVATIVE TRANSPORTATION NETWORKS

7.6.1   IMPORTANCE OF INNOVATIVE TRANSPORTATION NETWORKS

The topic of transportation and traffic congestion has been a major issue throughout the visioning process. The initial community survey flagged this as a key current and emergent issue, and this was revisited throughout the engagement workshops. There is significant desire for innovative solutions, and for local mobility options outside of roads and cars. The transition from car transit to multi-model (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 action.

Connection to 2030 – The 2030 Comprehensive Plan included a transport plan based on Activity Centers and Corridors. Today, people in Coppell have a much stronger appetite for bikeways, walking trails and cross city multi-model connectivity cutting across road system.

Coppell 2030 Comprehensive Plan - Activity Centers and Corridors

> "Americans get it. They're ready for some opportunities to have
> greener communities, to have cleaner communities, and to have transportation
> options that perhaps they haven't had in the past."
>
> *– Greg Abbott, 48th Governor of Texas*

VALUE TO RESIDENTS

- Transportation networks within Coppell can provide the important connectivity between community nodes, neighborhoods and schools.

- People in Coppell are looking for ways to connect the community and bypass the existing traffic barriers such as the congested corridors of Denton tap. This cross-cutting connectivity will allow people to retain the community oasis experience.

7.6.2 KEY ACTION AREAS - GOALS FOR 2040

1.   Begin to plan for a post-automobile ownership era

One of the most potentially disruptive trends in city planning is the advent of autonomous driverless vehicles. These will radically reshape transportation planning, cityscapes and human mobility. Autonomous public transit systems are already being piloted around the world. This is a game changer, and Coppell needs to be planning now. The ultimate impacts on commuter flows and car ownership is not well understood, but we can be certain it will be disruptive change.

2.   Create new modes of connectivity between community oasis pockets, recreation and community centers

The citizens of Coppell are craving more seamless connectivity within Coppell, so they can 'beat the traffic', and realize the potential of the community oasis dream. It is possible to envision a network of connectivity that spans across Coppell, and is a combination of pedestrian, bike and scooter pathways. This connectivity bypasses the existing transport road system and creates an intimate neighborhood connectivity.

3.   Position Coppell at the forefront of testing autonomous vehicle transportation systems

The Transportation Focus Group was very enthused by the potential of Coppell being at the forefront of the testing and deployment of autonomous vehicle systems. The proximity to DFW airport might make it an ideal testing group for shuttles and connection to the regional systems.

4.   Build Coppell's transportation system to connect with regional systems

To date the Coppell community has resisted the direct connectivity to the DART system within the community. The new transit line will provide a logical commuter link and perhaps bring the Cypress Waters and Coppell systems together.
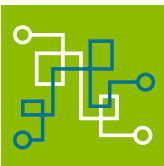
FUTURE INSIGHTS:

FutureInsight

- We can barely imagine what life might be like without individual car ownership. However, in the next 10-15 years we are likely to find out. The disruptive autonomous vehicle technology could actually bring new levels of flexibility to local transportation.

- The arrival of fast nimble electric transport (scooters, bikes) to the marketplace will create new opportunities and challenges. They will certainly empower alternate modes of transit.
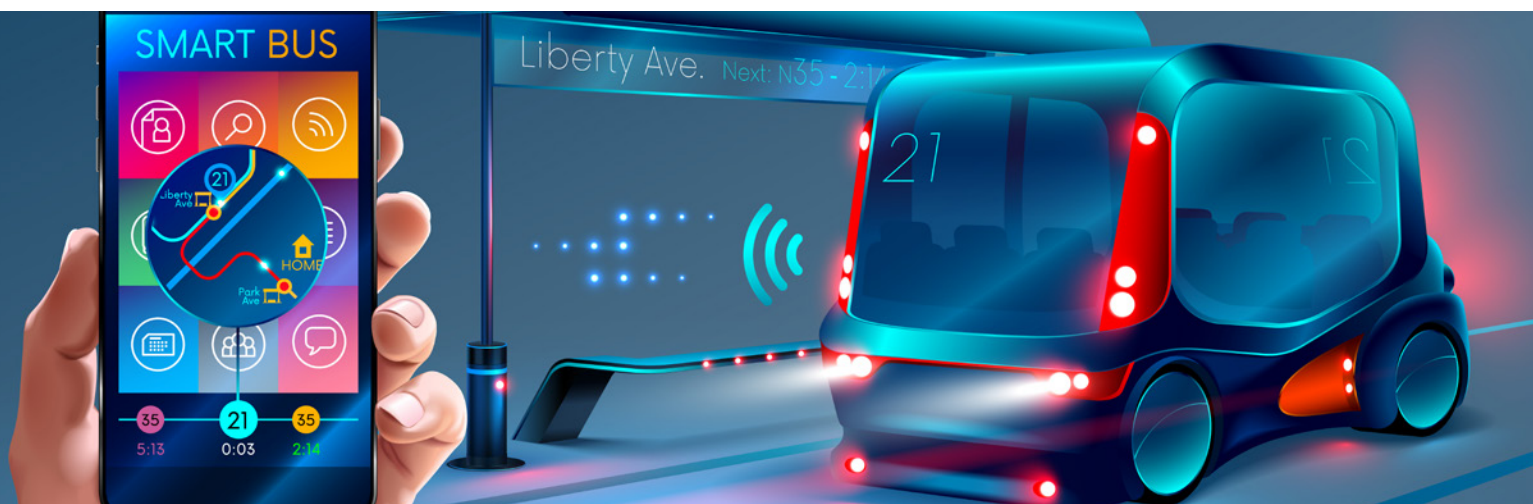
7.6.3 SPECIFIC ACTION STEPS – OBJECTIVES

SPECIFIC ACTION STEPS

2019

Begin to plan Coppell for a post-automobile ownership era

- Begin the adoption and transfer to 'Smart City' transportation systems throughout Coppell.
- Adopt a 'Complete Streets' Policy ensuring all streets are "designated and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities".

Create new modes of connectivity between community oasis pockets, recreation and community nodes

- Create network of new bike and walking options throughout Coppell and connect existing trails to create cross-city connectivity.
- Connect transportation systems within Coppell – bike to train to bike, etc, to allow people to easily travel to key nodes, such as the library, Old Town, CORE.
- Create pedestrian and bike bridges across main roads that bisect or interrupt natural local flow.

Position Coppell at the forefront of testing autonomous vehicle transportation systems

- Approach companies experimenting with autonomous vehicles and offer testing opportunities.
- Develop a master plan to establish connected autonomous corridors throughout Coppell.

Build Coppell's transportation system to connect with regional systems

- Connect biking network to regional park systems.
- Cypress Waters station along the Cotton Belt line – create autonomous shuttle system to connect Coppell to transit hub – look to explore a pilot program and partner with Drive AI on demand drive service.

2040

BOLD IDEAS

- Incorporate public bike and scooter rental transportation into the community fabric
- City issues rideshare vouchers for all ages

CURRENT EXAMPLES

- DART and Cotton Belt Project.
- Bike Lane on Parkway.
- Coppell Bicycle and Pedestrian Master Plan.

USEFUL RESOURCES

- On the future of mobility https://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/the-futures-of-mobility-how-cities-can-benefit
- TxDOT Strategic Direction Report https://www.txdot.gov/inside-txdot/modes-of-travel/bicycle/plan-design/strategic.html
- Complete streets (https://smartgrowthamerica.org/program/national-complete-streets-coalition/publications/what-are-complete-streets/).

7.7   APPLY 'SMART CITY' APPROACH TO RESOURCE MANAGEMENT

7.7.1   IMPORTANCE OF A SMART CITY APPROACH

Technological developments are promising to offer enormous benefits to cities and resource management systems. There is increasing 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. In addition, people saw potential in Coppell becoming more resilient and self-reliant through more local energy and water capture. This mirrors global trends in cities that are looking to generate more resources of water, energy and food locally; and move to a more closed loop system.

Connection to 2030 – the Coppell 2030 plan addressed 'Green' and sustainably practices for the City operations. However, this topic has become much bigger in the last decade, and should now be an overarching principle for the whole city and community.
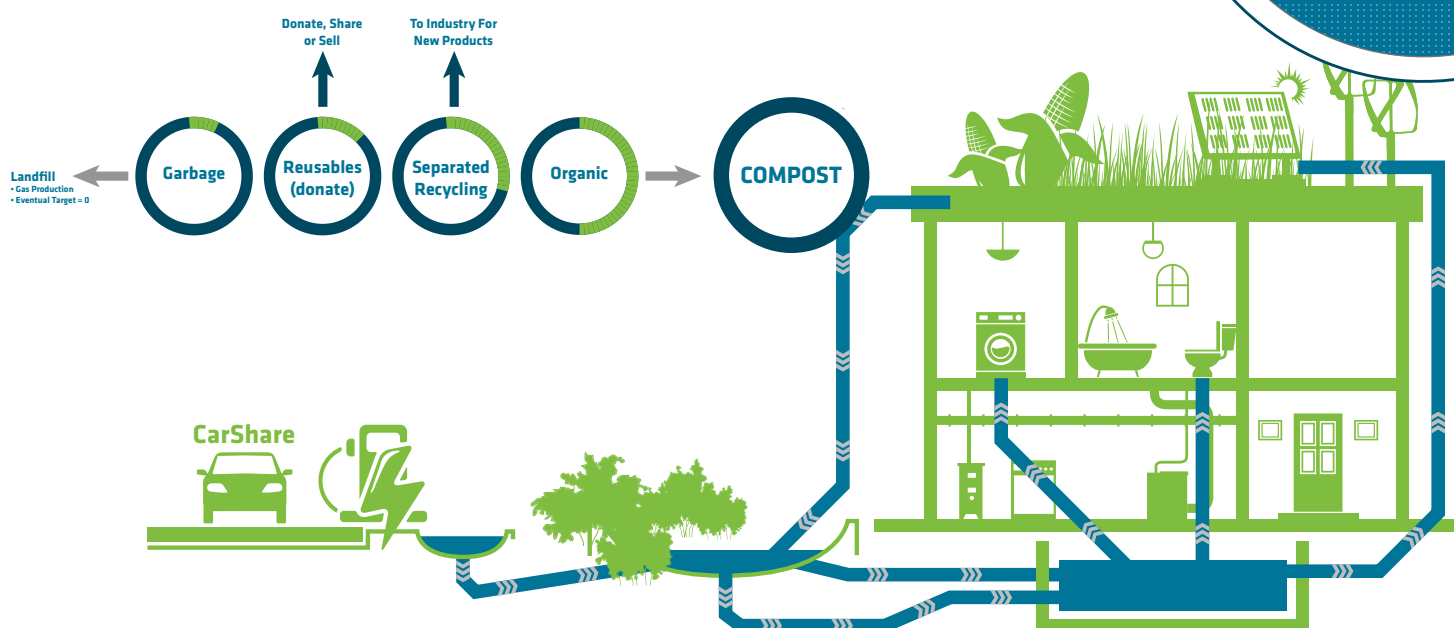
VALUE TO RESIDENTS

- Smart City approaches to resource and infrastructure management could lead to significant cost savings over time and reduce the overall consumption.

- Technology offers a more seamless approach to cities, including optimized traffic and transport networks, service delivery and information provision.

7.7.2   KEY ACTION AREAS - GOALS FOR 2040

1.   Rebuild and revitalize Coppell's ecological zones

Coppell has recently invested in a Biodiversity Education Center, community gardens and farmers market, suggesting there is interest in connection with nature in Coppell. Like many modern cities, Coppell has extensive surface areas of roads, parking lots and buildings. However, there are still some natural corridors. There was some interest expressed in the community workshops in seeing more of the city spaces returned to ecological zones and buffers, including the water canals.

### 2.   Develop renewable energy and resource recycling plan for City

Coppell is blessed with an affluent community and abundant sunshine. These factors suggest the community should have a progressive renewable energy and recycling plan. This should be expansive and cover residential areas, commercial zones and the warehouse and distribution areas. Greater attention to these topics will help build resource resilience and independence, which is likely to be important as the DFW metroplex continues to grow.

3.   Establish green building standards for Coppell, and transform aging infrastructure

Coppell is likely to see more redevelopment of older residential areas and commercial areas in the coming years. This is an ideal opportunity to implement more 'green' building standards. This will encourage resource-use efficiency, and best practice. In addition, it is an opportunity to consider new design standards, that will help build the sense of quality of place. This has been well demonstrated by the City, with quality developments of public infrastructure such as Life Safety Park complex.

4.   Build backbone of Smart Operating Systems for all resource management

Coppell has already commenced building the smart-system backbone in its infrastructure. As technology evolves, this backbone will serve existing and future functions. Being able to monitor the whole city in real time will contribute to value in many areas such as safety, disaster management, resource use and seamless transportation systems.
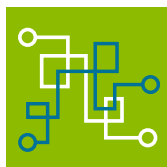
FUTURE INSIGHT:

- Coppell has invested wisely in building its quality infrastructure. This provides the foundation for the next revolution in infrastructure and resource management.

- Coppell could expand its focus to include a stronger focus on resource sustainability. This is especially a value appreciated by millennial and younger generations, and for Coppell to remain attractive and competitive, it should be factored in as standard practice.

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7.7.3 SPECIFIC ACTION STEPS – OBJECTIVES

SPECIFIC ACTION STEPS

2019

Rebuild and revitalize Coppell's ecological zones

- Increase natural green spaces and natural environment areas within Coppell, with the objective to restore functional ecosystems in the cities green-belts.
- Provide public education around water usage and resource conservation policies.
- Incorporate Coppell's storm-water canals into city planning as part of ecological restoration zones.

Develop renewable energy and resource recycling plan for City

- Take inventory of existing resource usage and develop renewable energy policy including solar panels on houses and commercial buildings.
- Work with the Department of Natural Resources to establish best practices for Sustainable Materials Management in Coppell.
- Create public goals for Coppell to recycle 75% of organic waste by 2020, and to capture 80% of its own water requirements by 2040.
- Incentivize decreased waste and energy usage by providing tax rebates, including installing Smart water meters.

Establish green building standards for Coppell, and transform aging infrastructure

- Update public facilities with smart building control systems.
- Convert old buildings and build new buildings with renewable energy systems.
- Incentivize businesses to incorporate new energy-saving technologies wherever possible.
- Make Coppell a model for commercial and residential resource management.

Build backbone of Smart Operating Systems for all resource management

- Allocate funding to support conversion to Smart Operating Systems for resource management in Coppell.
- Explore collaboration opportunities and partnerships with regional municipalities on Smart Operating Systems and resource management.
- Provide city-wide WIFI to provide easy access to resource management information.

2040

BOLD IDEAS

- Transform the warehouse and distribution centers rooftops into water catchments and solar farms for the community.
- Engage with the technical talent embedded in the community and schools to collaboratively create innovative energy and resource solutions for the community.
- Create a Coppell Resource Use Dashboard that tracks and displays consumption of water and energy, and reports on waste and emissions.

CURRENT EXAMPLES

- Newly implemented 'Smart Water Meters'.
- Solar and rain water catchment at Biodiversity Education Center.
- New charging stations on Freeport.

USEFUL RESOURCES

- Smart Cities https://www.mckinsey.com/~/media/mckinsey/industries/capital%20projects%20and%20infrastructure/our%20insights/smart%20cities%20digital%20solutions%20for%20a%20more%20livable%20future/mgi-smart-cities-full-report.ashx
- ICMA Smart Communities: Rethinking Infrastructure Report https://icma.org/documents/smart-communities-rethinking-infrastructure-report
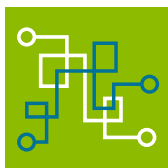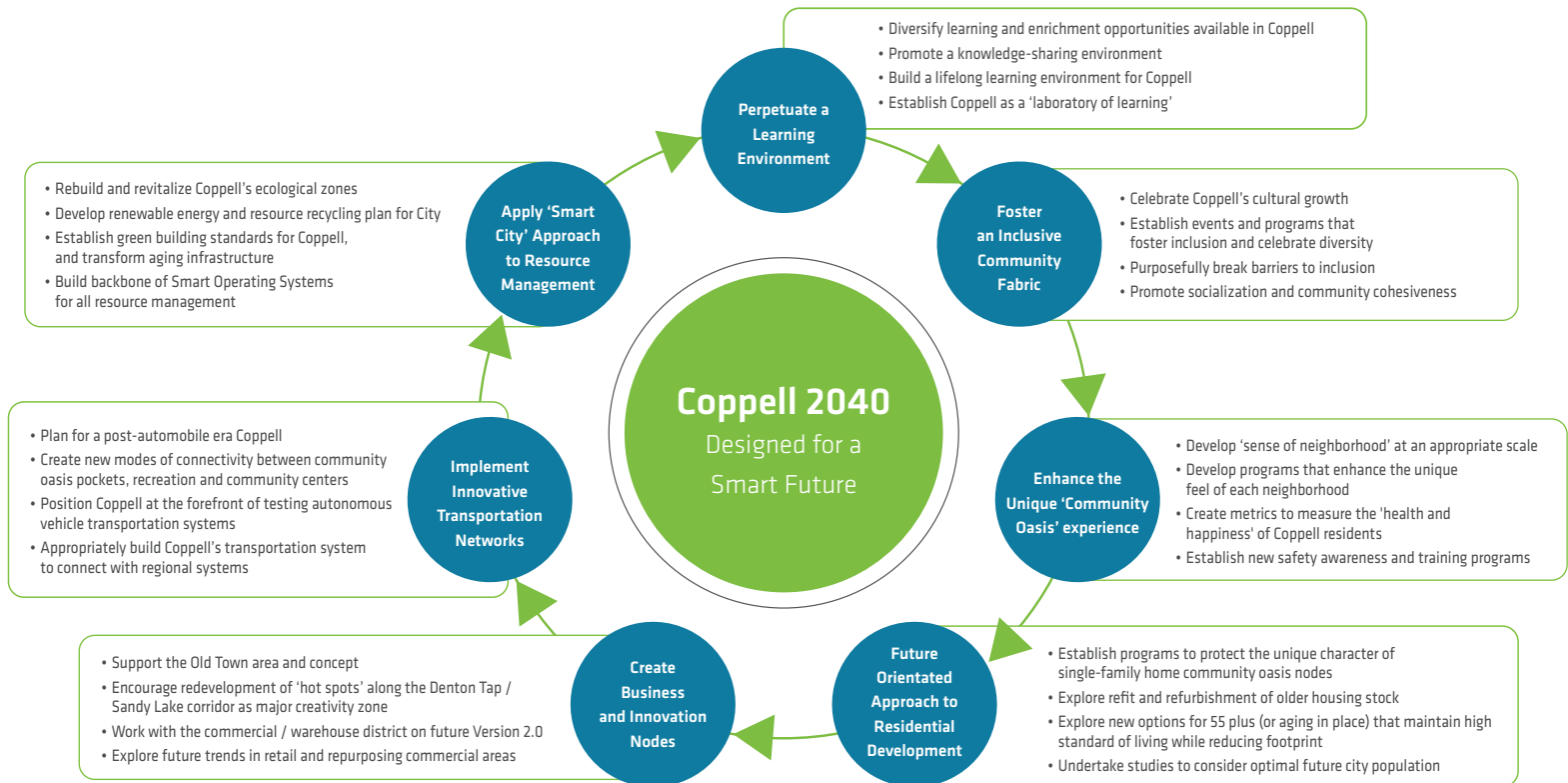
The Coppell community has worked hard during the planning process to 'thread the needle' of identifying steps needed to remain forward looking and innovative, while not losing touch with the underlying core values that create the 'community oasis' experience that many people treasure.

8.0 COMBINED STRATEGIC ACTION FRAMEWORK

The 'Coppell 2040: Designed for a smart future' Vision and Strategic Action Plan provides a framework for the community to apply best practice to the key areas of interest in the community. Taken in total, the framework creates a compelling collection of strategic actions, goals and objectives.

Perpetuate a Learning Environment
- 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'

Foster 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

Enhance the Unique '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 Coppell residents
- Establish new safety awareness and training programs

Future Orientated Approach to Residential Development
- 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

Create Business and Innovation Nodes
- 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 on future Version 2.0
- Explore future trends in retail and repurposing commercial areas

Implement Innovative Transportation Networks
- Plan for a post-automobile era Coppell
- Create new modes of connectivity between community oasis pockets, recreation and community centers
- Position Coppell at the forefront of testing autonomous vehicle transportation systems
- Appropriately build Coppell's transportation system to connect with regional systems

Apply 'Smart City' Approach to Resource Management
- 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

**Coppell 2040** Designed for a Smart Future

FUTURE INSIGHTS:

- Coppell has proved to be a unique community that is effectively wrestling with the big questions about its future evolution. The Bold Vision 2040 has allowed the community to find the 'sweet spot' of balancing future innovation and protecting traditional strengths.
- This work represents best practice in community planning, especially at the level of thinking about community evolution. This can become another aspect that makes Coppell a 'stand-out' community that offers a useful case study to other communities wrestling with similar issues.
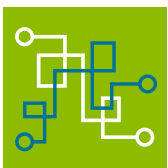
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8.1   DYNAMIC SYSTEMS-THINKING APPROACH

The Strategic Pillars Framework lays out the key themes and specific recommended actions. However, it is very potent to think of this in a dynamic systems-thinking approach. Each part of the approach needs to enable and empower the other elements. For example, a focus on perpetuating a learning environment is a mind-set that will bring contemporary thinking and action in all areas. The vision of 'Coppell 2040: Designed for a smart future', as developed by the community of Coppell, will require appetite for change and some bold action. Every opportunity must be used to maximize the impact of the investment of resources and peoples' efforts.

Gearing up for 2040
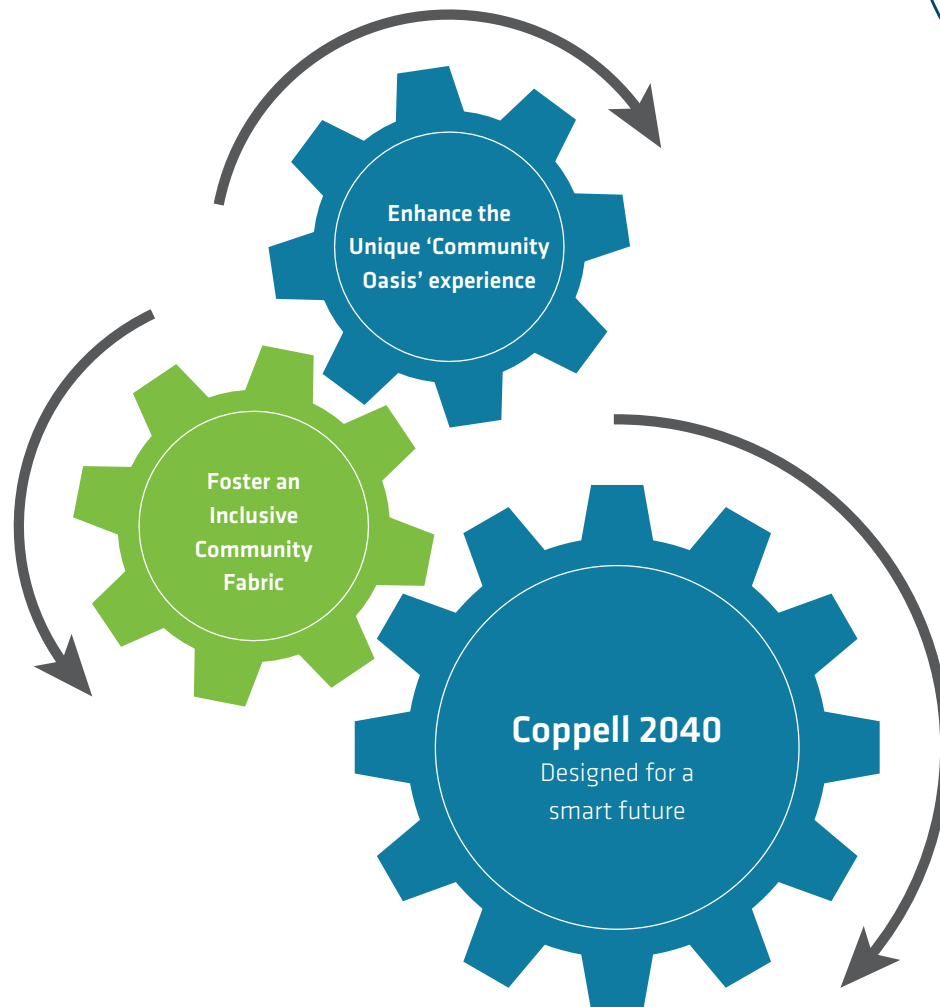
A systems-thinking approach allows synergy to be created, both accelerating and optimizing progress.

Enhance the Unique 'Community Oasis' experience

Foster an Inclusive Community Fabric

Coppell 2040
Designed for a smart future

FUTURE INSIGHTS:

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- Increasingly, technology is allowing greater interconnectivity and integration of planning and information platforms. The systems thinking approach fits well with these trends and will allow city staff to optimize investments.
- Technology has the potential to enhance the unique feel of 'community oasis' by creating more integrated experiences and environments, and in helping build the seamless interconnectivity within the community.
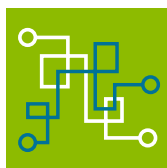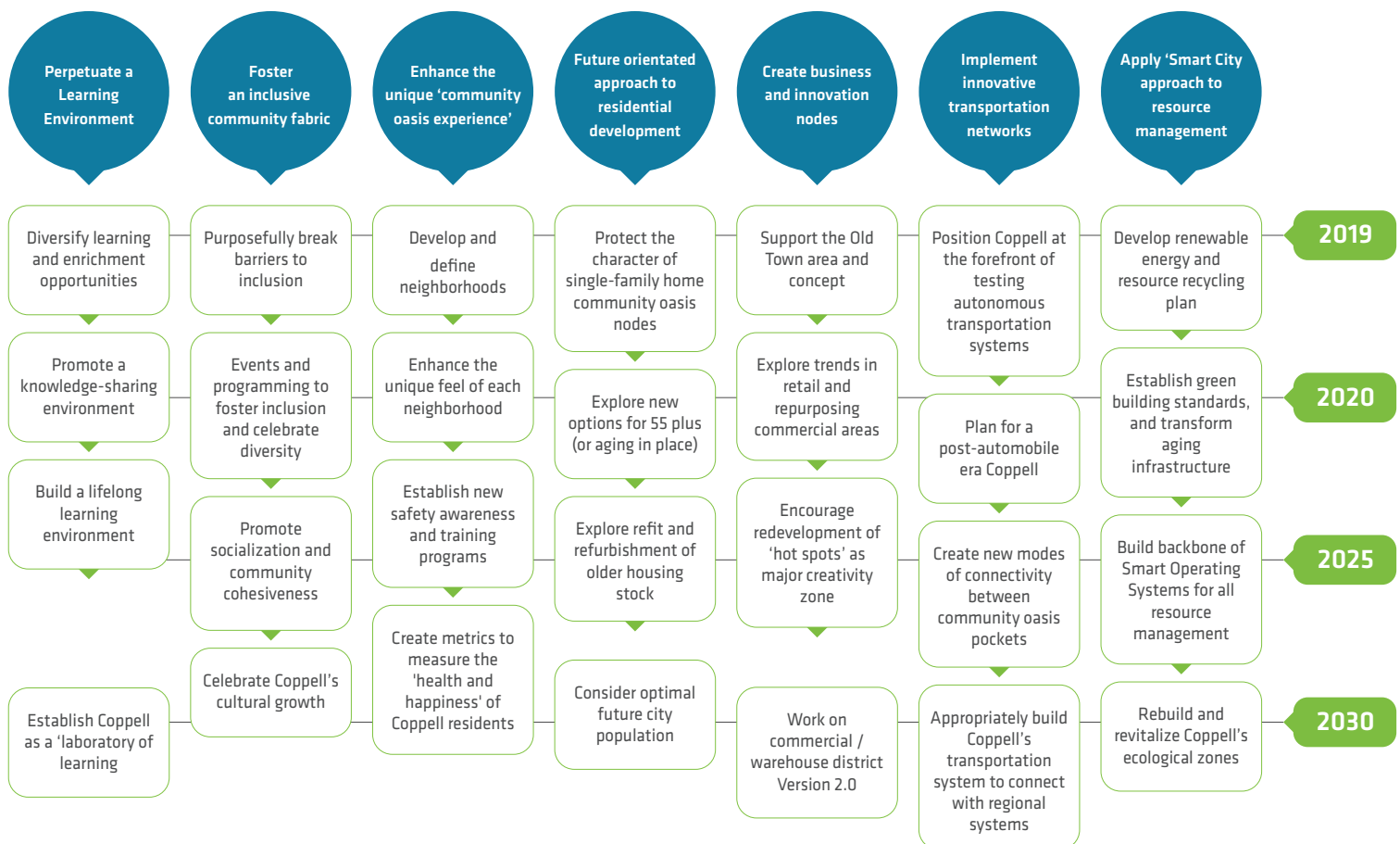
9.0 ROAD MAP TO THE FUTURE

CONSULTANT'S PERSPECTIVE

The Coppell Bold Vision process collected many great ideas for strategic action. These have been collated into the main Strategic Pillars, Goals and Objectives. During the process, community residents were asked about their perceived sense of urgency for implementation and priorities. Key points to note include:

- Community stakeholders identified the seven strategic pillars were of similar priority.
- There was a preference for a methodical and planned approach. This reflects the culture of Coppell, which has successfully implemented the Coppell 2030 plan for a decade.

The following roadmap lays out a high-level recommended sequencing of actions. The sequencing of goals on the timeline are notational and should be developed further in the Comprehensive Planning process.

Suggested roadmap and timeline

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	
Diversify learning and enrichment opportunities	Purposefully break barriers to inclusion	Develop and define neighborhoods	Protect the character of single-family home community oasis nodes	Support the Old Town area and concept	Position Coppell at the forefront of testing autonomous transportation systems	Develop renewable energy and resource recycling plan	**2019**
Promote a knowledge-sharing environment	Events and programming to foster inclusion and celebrate diversity	Enhance the unique feel of each neighborhood	Explore new options for 55 plus (or aging in place)	Explore trends in retail and repurposing commercial areas	Plan for a post-automobile era Coppell	Establish green building standards, and transform aging infrastructure	**2020**
Build a lifelong learning environment	Promote socialization and community cohesiveness	Establish new safety awareness and training programs	Explore refit and refurbishment of older housing stock	Encourage redevelopment of 'hot spots' as major creativity zone	Create new modes of connectivity between community oasis pockets	Build backbone of Smart Operating Systems for all resource management	**2025**
Establish Coppell as a 'laboratory of learning'	Celebrate Coppell's cultural growth	Create metrics to measure the 'health and happiness' of Coppell residents	Consider optimal future city population	Work on commercial / warehouse district Version 2.0	Appropriately build Coppell's transportation system to connect with regional systems	Rebuild and revitalize Coppell's ecological zones	**2030**

FUTURE INSIGHTS:

- The sequencing of key actions gives a broad shape to the implementation plan. Building social inclusivity and protecting the community oasis feel were high priorities.
- While there was not a sense of extreme urgency for action, there was an appetite for innovation and a desire for the community to not fall behind on key trends.

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## 9.1   KEY METRICS TO MEASURE FUTURE SUCCESS

During the visioning process, community stakeholders suggested a number of different ways for the City to measure future success and progress. Used correctly, metrics can provide a powerful feedback loop to help understand progress and the effectiveness of investment in programs. During the visioning process and community discussions, the following metrics were suggested as ways to track progress. These are presented in this report as examples of how metrics can be applied in Coppell.

- **Coppell Happiness Index** – This was created in the Think-Tank workshop and would be a formula based on measures of Connectedness (C); Wellbeing (W); Life expectancy (L); and Impact on each resident (R). Other suggestions during the Bold Vision 2040 process included broadening this concept to measure 'health and happiness'.

- **Sense of inclusion and community oasis experience** – The concepts of inclusion and community oasis were highlighted throughout the visioning process. The metrics that would support measuring these dimensions would include safety, respect, participation and sense of belonging.

- **Environmental and resource management dashboard** – There was significant interest in better understanding and tracking resource consumption and efficiency. The concept of applying technology to resource management was strongly supported. Metrics could include real-time and comparative usage of resources such as water and energy, and rates of recycling and emissions. These concepts are well developed and could be easily applied in the City of Coppell.

- **Economic performance** – Coppell has been the beneficiary of significant commercial development on the west side, with warehouse activity in particular. In addition, there are several hotels being built. Tracking the future economic vitality of the business sector could give important insight into changing commuter patterns and City revenue. Metrics to track could include in-flow and out-flow of commuter traffic each day, hotel and lodging revenue and overall city revenue from the commercial and business sector.

> Using transparent metrics to measure progress helps the community understand key goals and objectives. The idea of using such metrics was well supported during the visioning process.

"The measure of success is not whether you have a tough problem to deal with but whether it is the same problem you had last year."

– John Foster Dulles, Former U.S. Secretary of State
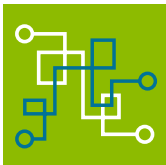
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FUTURE INSIGHTS:

- Benchmarking Coppell against its cohort group of communities helps bring an objective perspective to issues such as house prices, taxation, resource consumption and community success.

- The focus on a 'Smart City' approach, as identified in the vision, lends itself well to having shared dashboards to measure progress and key metrics.

- The preferred future for Coppell, as defined by the community stakeholders, represents an ambitious vision for the future. Embracing technology is a key part of this future.
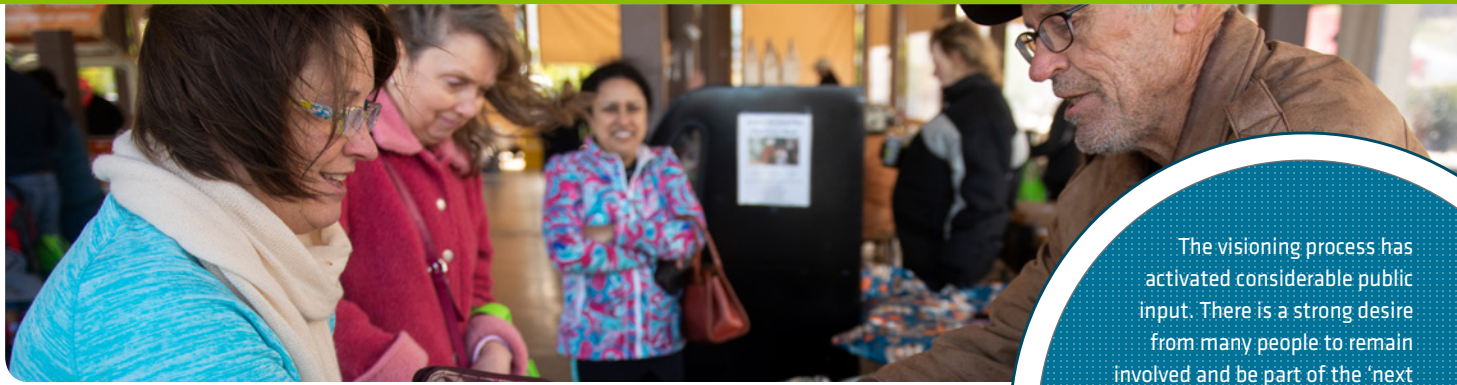
> The visioning process has activated considerable public input. There is a strong desire from many people to remain involved and be part of the 'next steps'. The transparency and inclusiveness of the engagement was greatly appreciated by the community. This was seen as an important principle that should continue to guide the city and planning efforts.

10.0 NEXT STEPS

The Coppell Bold Vision 2040 process has produced the following outcomes:

- Documented a detailed understanding of the community's views across a range of important topics and future shaping factors.
- Allowed detailed examination of plausible future scenarios, explored expected and preferred futures, and built an understanding of the implications of these future options.
- Through extensive community engagement, identified and coalesced support around a shared vision for the future.
- Identified key strategic pillars, goals and objectives.
- Begun the process of prioritizing actions and sequencing these into a broadly defined 'roadmap to the future'.

This work has been built on open and transparent public participation and thoughtful and constructive dialogue. The vision looks out to 2040, and the roadmap begins to lay out a pathway. Now the next phase of work needs to begin. The following institutional next steps are recommended:

- Consideration of this **Vision and Strategic Action Plan** (February 2019), by the Executive Committee, and presentation of the report to the City Council.
- Consideration and adoption of the **Vision and Strategic Action Plan** (February 2019), by the Coppell City Council.
- Incorporation of the key elements of the vision into the City's next comprehensive planning process.
- Discussion with other key organizations within the community, about how to collectively implement portions of this **Vision and Strategic Action Plan**.
- The City should establish a framework to ensure community stakeholders can continue to meaningfully contribute to the Vision 2040 implementation planning process.
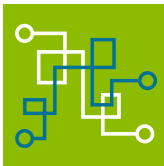
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FUTURE INSIGHTS:

- The focus group process, as part of Bold Vision 2040, demonstrated the value in convening local champions and experts to focus on key topics.
- The Coppell Bold Vision 2040 process was strongly supported by the community-based project Executive Committee. The Executive Committee are 'guardians of the vision', and their ongoing participation is encouraged.
- Coppell is at the forefront of successful communities that are seeking to discover new ways to build high levels of inclusiveness, while protecting their traditional community experience.

A sizable cohort of school students participated in the engagement workshops and completed the written surveys. They expressed a high degree of desire to see the community embrace change and evolve into a multicultural and integrated community fabric.

11.0 LOOKING AHEAD: IMPORTANT TOPICS FOR THE FUTURE

The topics and discussion presented in this section are the consultant perspective and comments on what we believe are some important underlying issues. Unaddressed, we believe these issues represent potential blind spots for the community.

CONSULTANT'S PERSPECTIVE

11.1 CREATING RELEVANCE TO YOUNG PEOPLE

During the community engagement process, it was obvious that the community places great emphasis on creating an environment in which young school-aged children can thrive. There is great pride in the success to date, and a determination to ensure this advantage persists. However, this focus seems to end at the point of graduation from high school. Young people, and young professionals commented in the workshops that Coppell did not offer much of relevance to them as young adults, past school age.

RESPONSES FROM UNDER 30'S - CULTURAL FOCUS QUESTION
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
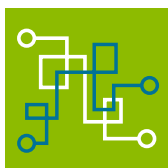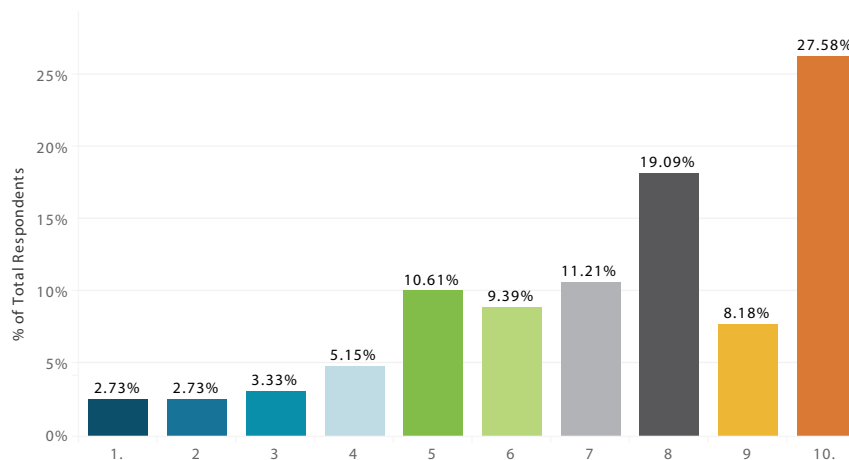
FUTURE INSIGHTS: CONSULTANT'S PERSPECTIVE

- The community may be missing out on the opportunity to appeal to young people, either as young professionals or young adults. Adding some creative elements to the community, and attracting more young people, could bring some entrepreneurial zing to the community.

- The trend to 'gig economy', coupled with Coppell's location, suggests it could be an attractive location for professional contractors and start-ups.
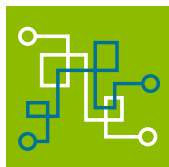
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11.2   SENSITIVITY TO DENSITY

Throughout the visioning process, a repeated concern people expressed was density of development and the potential for overcrowding. This is also expressed as concern or reaction to any notion of density beyond single family homes. Given the development pattern and history of Coppell, this is completely understandable. However, today Coppell is facing a more complex future. As discussed, there is desire for more compact developments, especially for retirees looking to downsize.

Word cloud of responses to the question 'What do you believe are the biggest threats facing Coppell over the next 10 years?

> Citizens in Coppell have an understandable concern about too much density. However, a zero-tolerance approach might eliminate development in new housing options that could actually serve existing residents needs.

FUTURE INSIGHTS: CONSULTANT'S PERSPECTIVE

FutureInsight

- Mass urbanization trends are impacting many large cities, including the DFW Metroplex. As the urban boundary extends outwards, this will naturally make Coppell a more 'inner' city.

- Coppell may need to develop a thoughtful approach to small-scale localized developments, to provide some new housing options, without accelerating changes in density.

11.3   MANAGING SPEED OF CHANGE

One of the defining features of the coming decades will be the accelerating speed of change. The technological developments being ushered in by the new industrial revolution are predicted to be substantial and are driving the increasing speed of change. In particular, the advent of technology associated with Smart Cities and urban living are bringing vast new opportunities and challenges. In addition, Coppell is undergoing a relatively rapid ethnic and demographic shift. This will potentially change the desirability and use of community amenities.

> To remain an agile and responsive city, Coppell should adopt Organization Change Management (OCM) principles, to build the capacity and culture of change management. The ability to adapt will be a defining characteristic for successful communities.
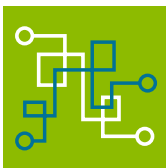
FUTURE INSIGHTS: CONSULTANT'S PERSPECTIVE

FutureInsight

- The period between 2020 and 2040 will likely produce change at a faster rate than the previous 20 years. This speed of change may catch many public institutions and municipalities off guard unless they develop the capacity for a faster and better organized response.

- The City of Coppell should develop their own capacity for 'future intelligence', where the staff are tracking emerging trends. This will help ensure Coppell can remain an early adopter of promising trends.

12.0 VALUE OF THE VISIONING PROCESS

The participants of the Coppell Bold Vision 2040 process were asked for their perspectives about the value of the visioning process. There was a strong level of appreciation and perceived value in the visioning process. This matches the interest and enthusiasm shown by people in the various engagement workshops. People realize their community is a special place, and that it takes hard work and participation to retain a prestigious reputation.

The community of Coppell saw great value in the visioning process. It was notable that a significant number of people who participated in the Bold Vision 2040 planning were also involved in the Coppell 2030 visioning work in 2009.

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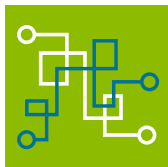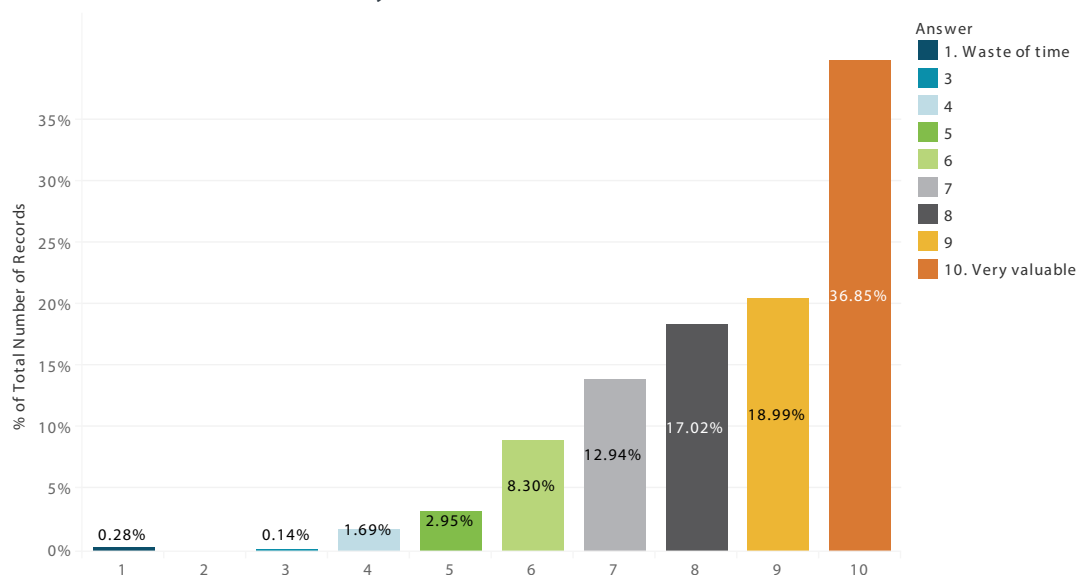
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FUTURE INSIGHTS:

• Understanding the value of visioning is important but continuing to track emerging trends is also critically important.

• As technology and cities evolve, there are significant 'future-splitting' issues that are yet to fully play out. The next 10 years will likely see significant change in society, and it will be an important period for Coppell.

The people of Coppell demonstrated exceptional commitment, energy and participation in this very valuable process.

13.0 ACKNOWLEDGMENTS

Future iQ would like to particularly acknowledge the Bold Vision 2040 Executive Committee for setting the guiding principles and their commitment to openness, inclusivity and transparency throughout the project. The Executive Committee consisted of the following individuals:

- John Jun
- Kevin Nevels
- Aaron Duncan
- Mahbuba Kahn
- Kristi Valentine
- Ace Fernandes
- Maggie Lucas
- Leigh Walker
- John Gesek
- Earl Nesbitt
- Amit Sangani
- Jennifer Holmes

Future iQ would also like to acknowledge the substantial support from the staff at the City of Coppell for the significant time and effort put into the planning and execution of the Vision 2040 process. In particular, Traci Leach and Molly Bujanda from the City of Coppell, provided invaluable guidance and support for this process.

Finally, and most importantly, we would like to recognize and thank the people of Coppell for their commitment, energy and participation in this very valuable process.
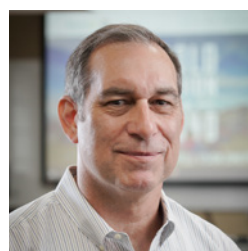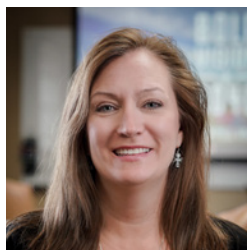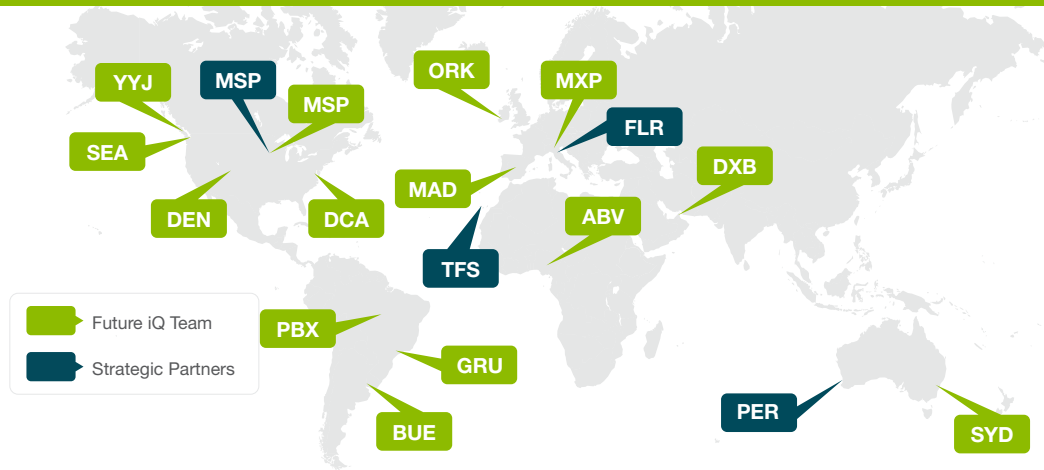
14.0 ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist cities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has 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**

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15.0 FOR MORE INFORMATION

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Email: 2040@coppelltx.gov

www.coppelltx.gov/2040

Fore more details, and to access additional reports, please visit:

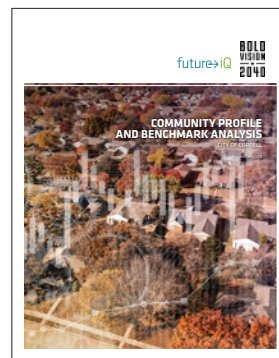*http://lab.future-iq.com/coppell-vision-2040/*

Coppell Vision 2040
Online Project Portal

Coppell Vision 2040
Scenario-Based
Think Tank Report

June 2018

Coppell Vision 2040
Community Profile and
Benchmark Analysis Report

November 2018

Coppell Vision 2040
Community Engagement
Report

January 2019