

MEMORANDUM

DATE: April 5, 2017
TO: Donna Barron, City Manager
FROM: Nika Reinecke, Director of Economic Development & Planning
SUBJECT: Old Town TOD Master Plan Update

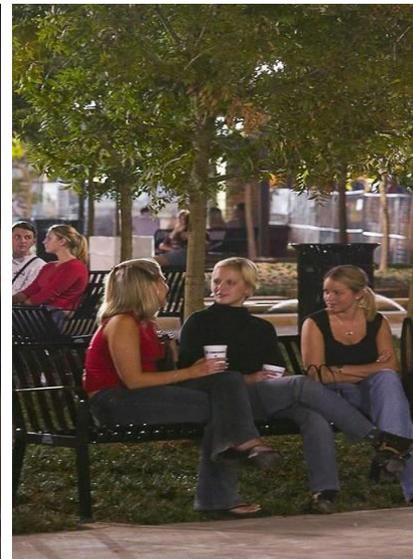
In June of 2016, the City signed a professional services agreement with Gateway Strategies LLC, to update the Old Town Transit Oriented Development Master Plan. The TOD plan was originally developed in 2009 and looked at various aspects of connections and development strategies between the DCTA rail station and the core of Old Town (Mill/Main). This update provides specific implementation strategies focused on market driven projects and realistic development opportunities. This plan provides more information regarding parcels, data on property ownership and appraised value of land and improvements. The overall master plan shows possible parcel assembly options, building footprints, landscaping and parking concepts. It also provides implementation strategies on public improvements and the type of possible incentives that need to be considered to make these projects a reality.

Paris Rutherford will be presenting the master plan update for City Council's review and input. The consultant and City staff will incorporate comments and input into the plan and will present it back at another council meeting. The plan will be used as a development recruitment tool, evaluation of zoning and development applications in this area and consideration of projects for incentives.

Staff will bring the plan back to the Council for adoption or further review, at a future meeting, based on the direction received at the workshop.



Old Town Lewisville



CATALYST
URBAN DEVELOPMENT

Intelligent. Urban. Community.

January 2017

Topics of Discussion

1. Planning Context
2. Base Real Estate Analysis
3. Conceptual Development Plan
 - Master Plan
 - Individual Projects
4. Summary of City Returns



Credits: Planning work performed at RTKL Associates; Photo credits: David Whitcomb

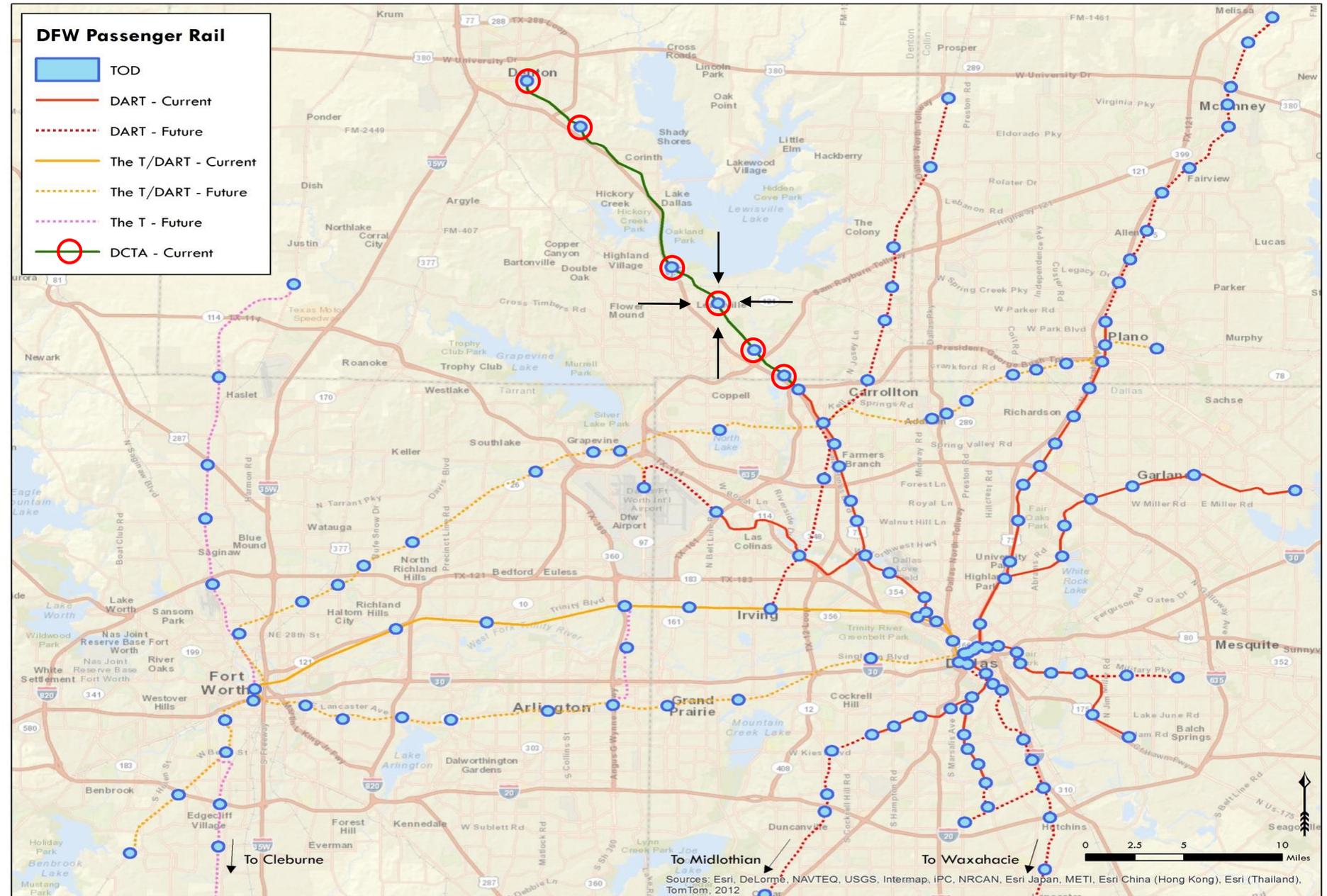
Transit Context

Existing 115 Existing Stations
 126 ac/station
 14,490 ac

Planned 106 Planned Stations
 126 ac/station
 13,356 ac

Total **221 Station Areas**
 27,846 ac
 Total TOD Opportunity:
 1.48% of MSA

Old Town: 0.45% of all Stations
0.01% of MSA



Sources: DART, The T, DCTA, NCTCOG, ESRI, Catalyst.



Market Context

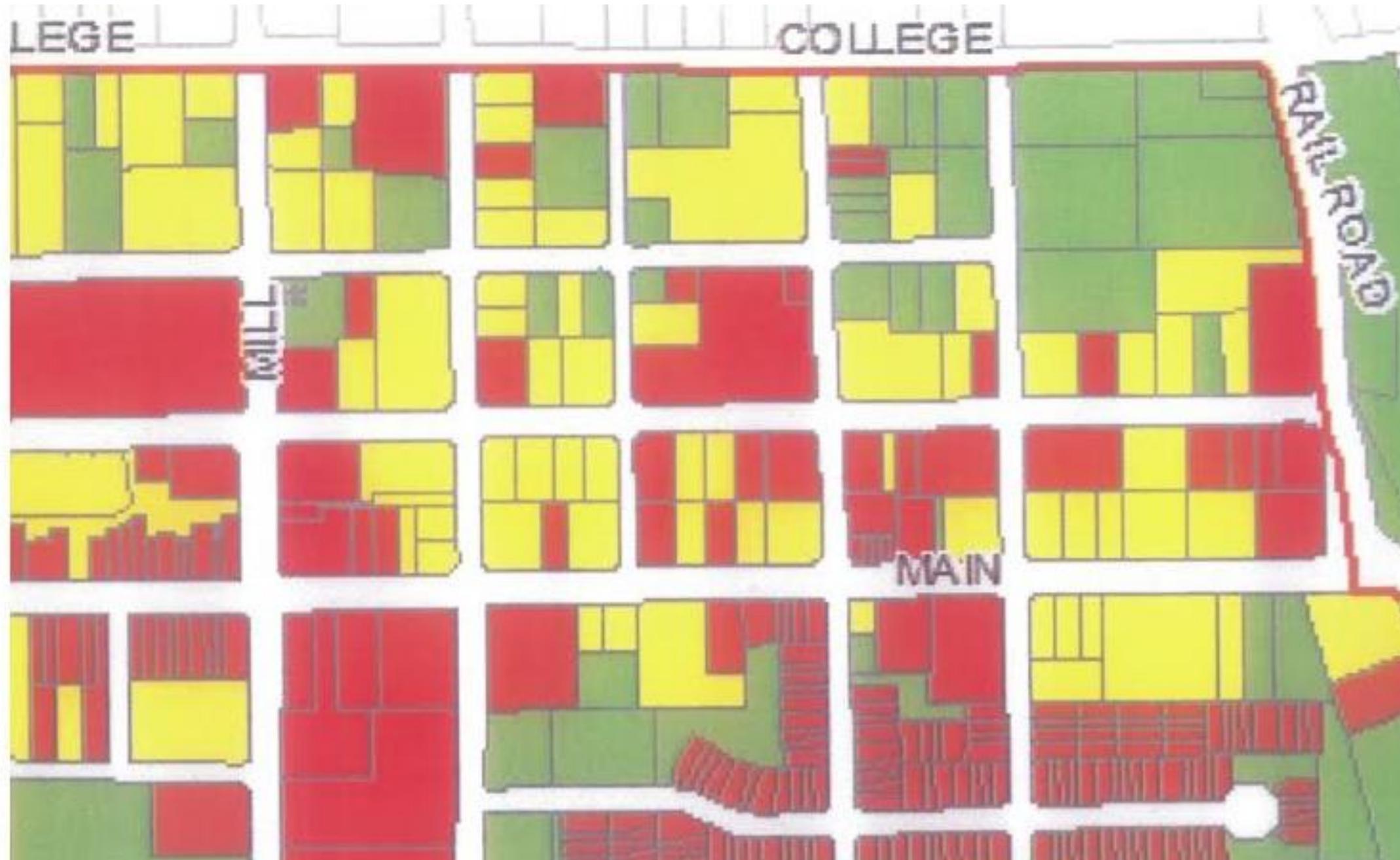
- The market has changed dramatically over last cycle
- There has been an evolution away from the development patterns of the 60's-90's
- The market rewards customized, mixed-use and visually appealing environments
- It is looking for urban sensibility, technological savvy and an informal "authenticity" of place
- In essence, whether in the City or Suburb, these places aren't "packaged" or "formulaic"
- If 5% of market has interest in urban TOD, that is roughly 145,378 HH.



Credits: Planning work performed at RTKL Associates; Photo credits: David Whitcomb (1), Post Properties (2), Columbus Realty (3), Karahan Co. (4), Trammell Crow (5), Catalyst (6)

Old Town Dynamics



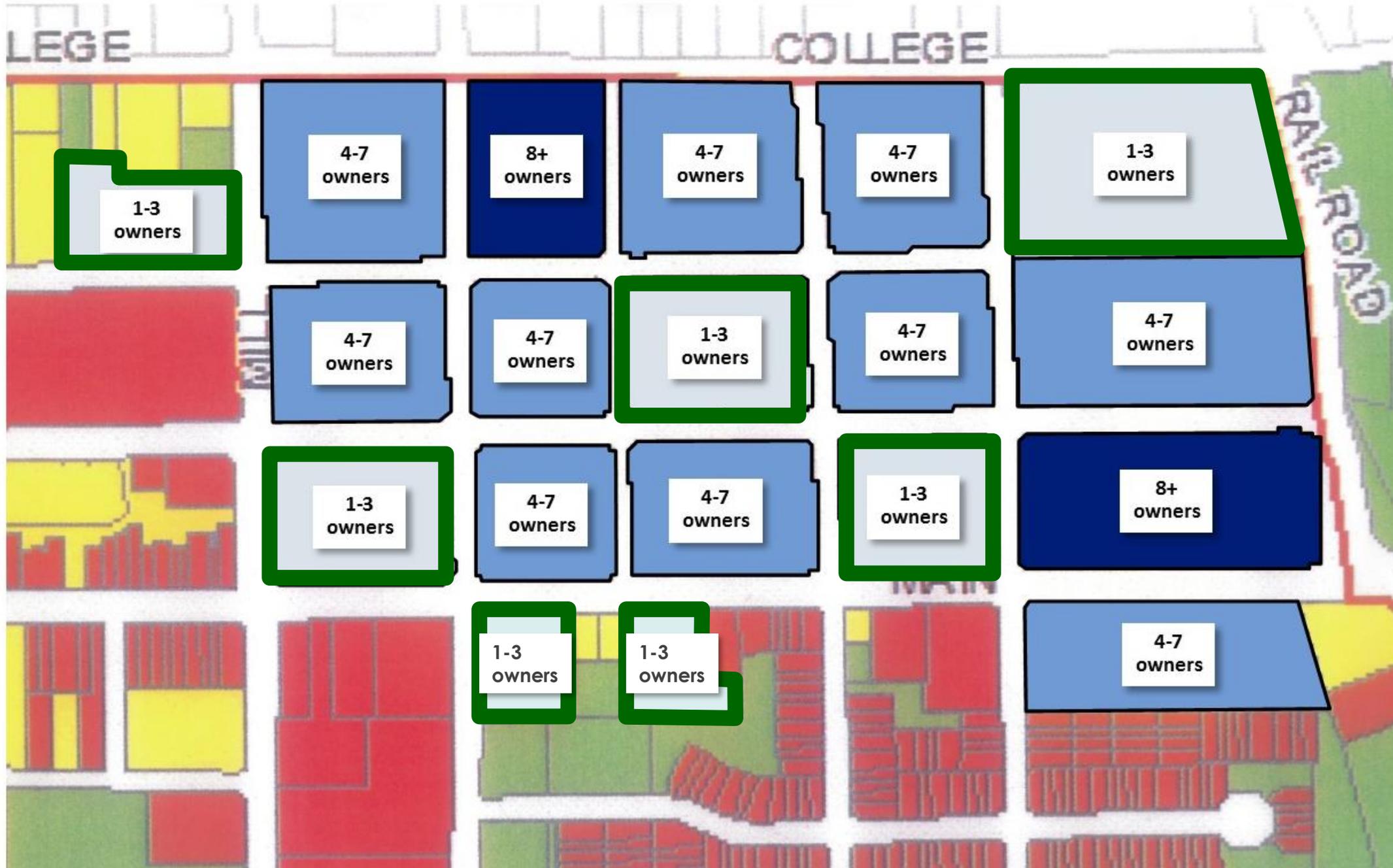


Land Analysis

Parcel Valuation (Core Parcels)

- Analysis based on Appraisal District total assessed parcel value applied to the land sf
- Conclusions are based on the likelihood of unassisted new construction on the parcel
- Assessed values are generally lower than market values

| | | |
|---|---------------|---------------|
| ■ | \$0 - \$7/sf | (more likely) |
| ■ | \$7 - \$15/sf | (less likely) |
| ■ | \$15/sf + | (difficult) |



Land Analysis

Land Assembly (Core Parcels)

- Analysis based on number of property owners / degree of assembly difficulty



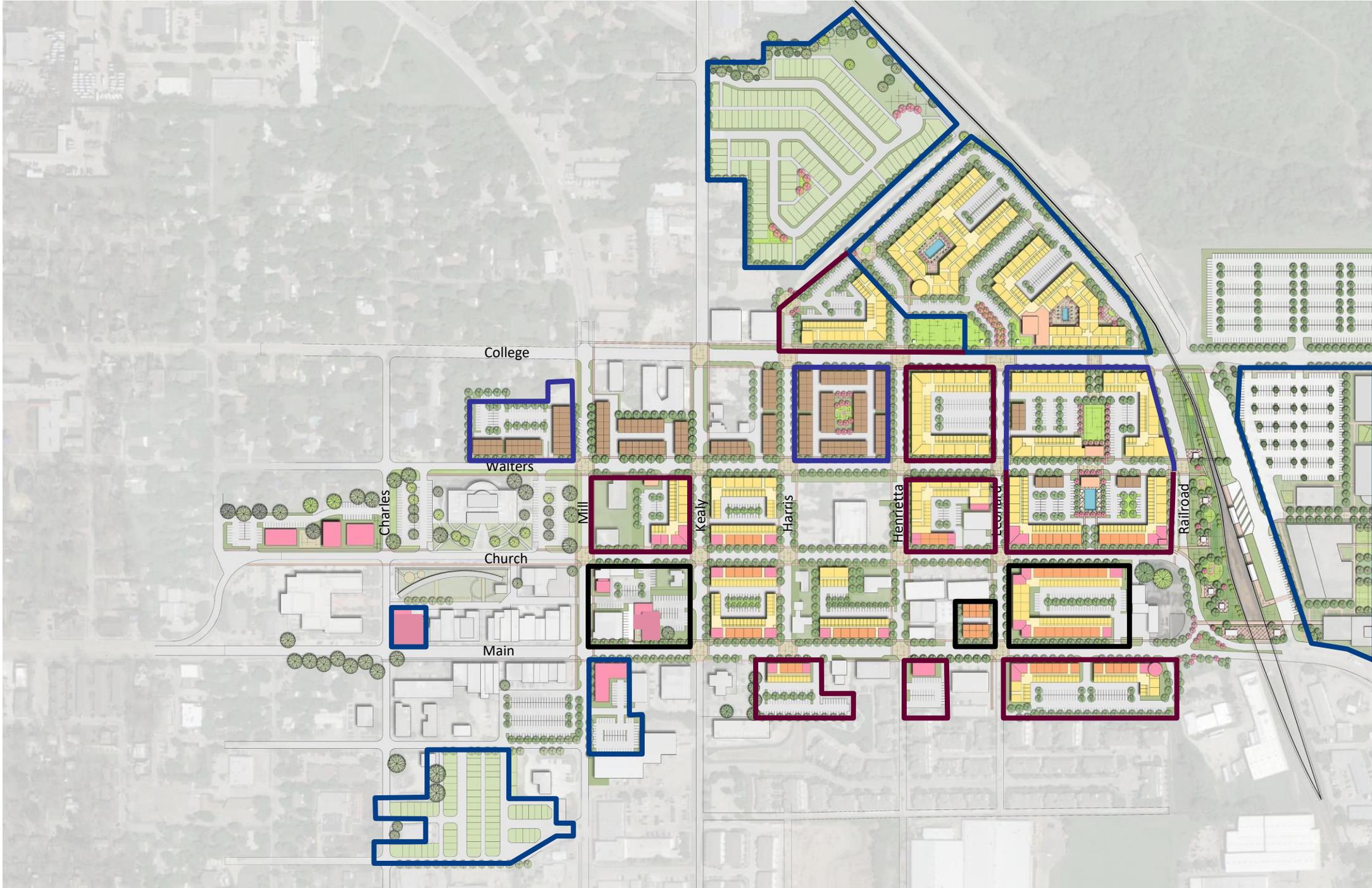
Key Projects

Focus should be on viable projects, or key sites that can transform the market

Considered developments should emphasize “urbanity”

Land assembly is the largest challenge in Old Town during initial phasing

-  More likely
-  More difficult
-  Incentives likely





Master Plan

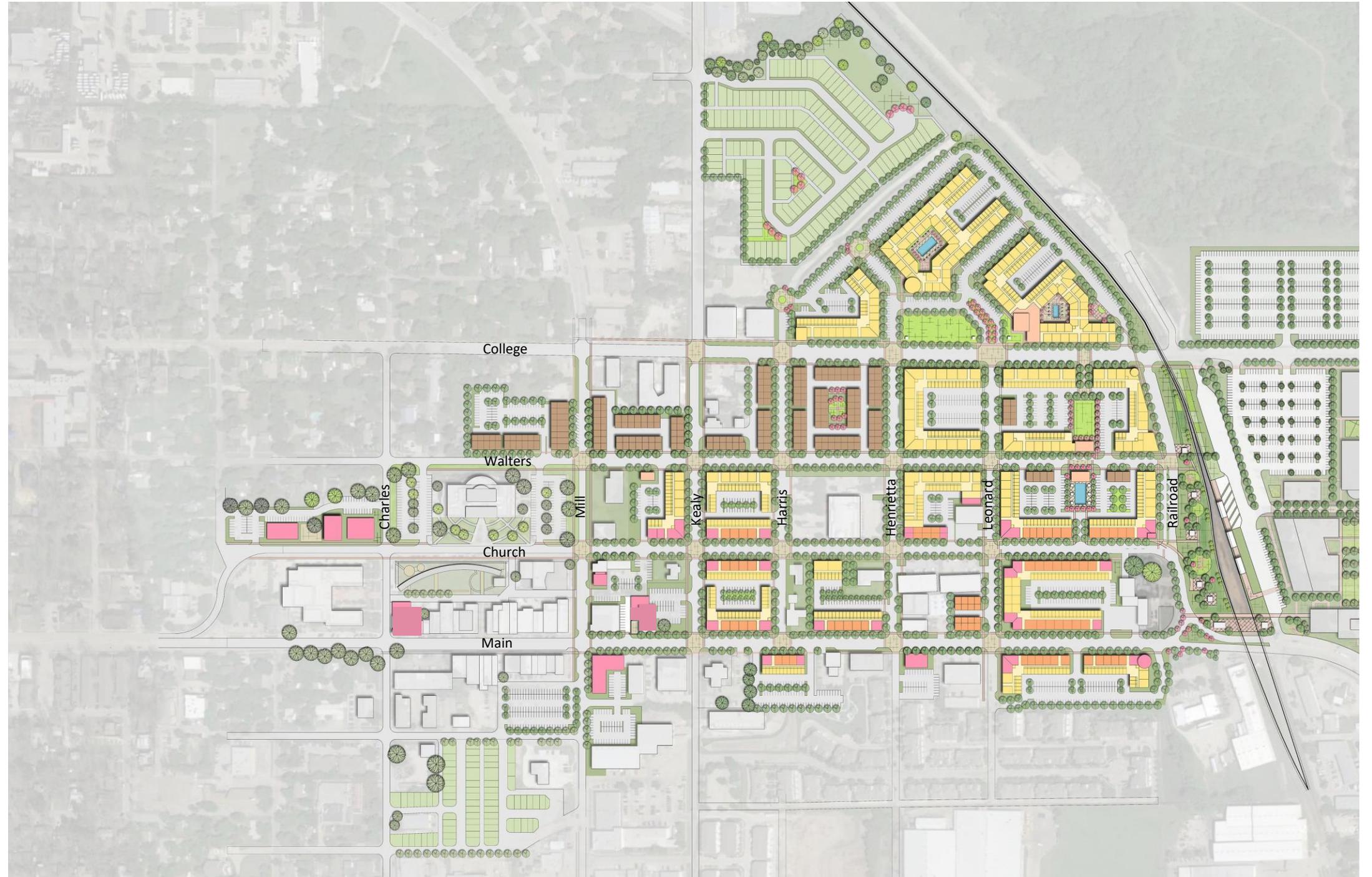
Market-based focus shown on all development sites

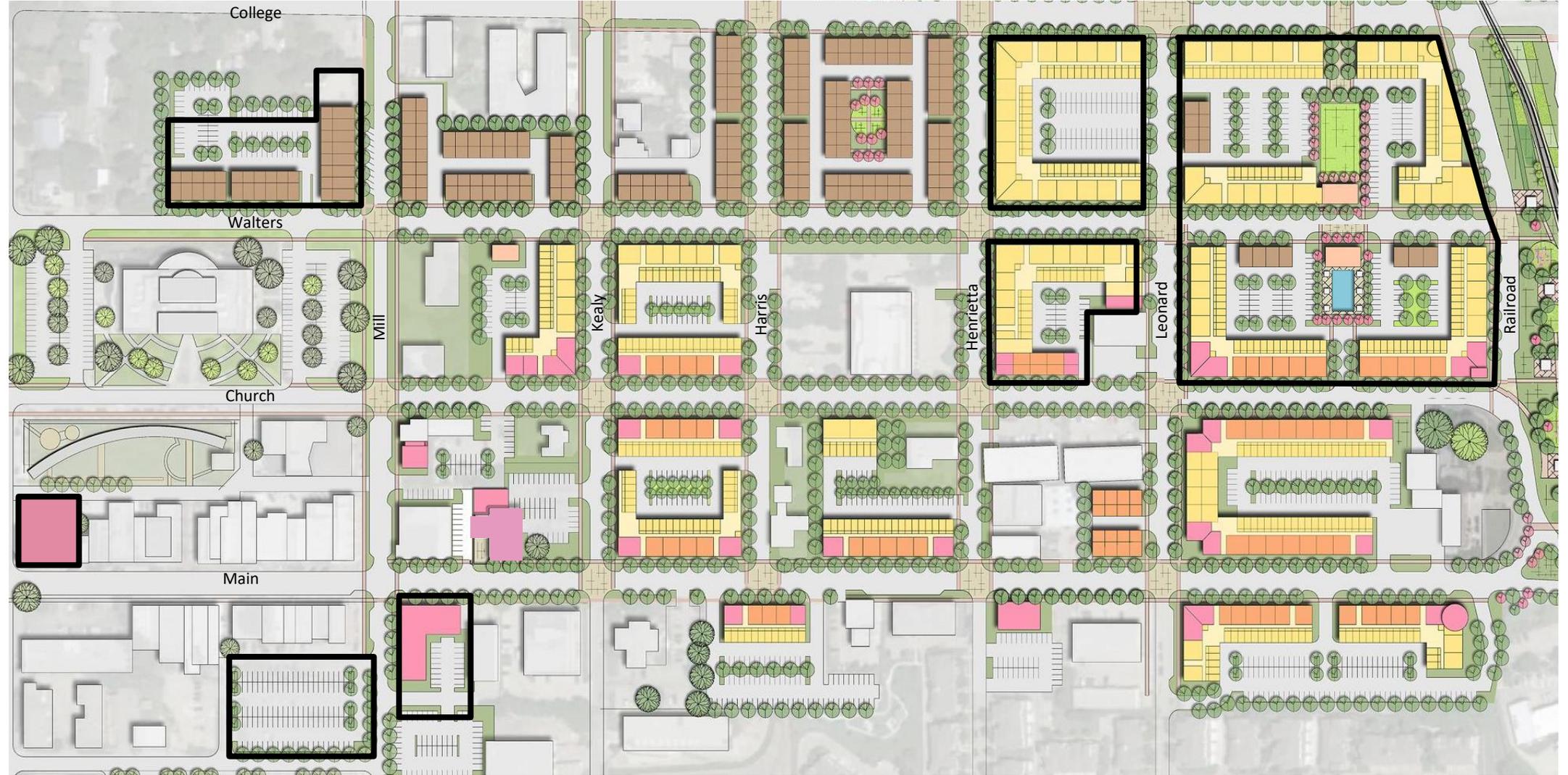
8 developments highlighted as being catalytic:

- Two mixed-use
- Two restaurant
- Two urban apartment
- Two townhome

Emphasizes urbanity:

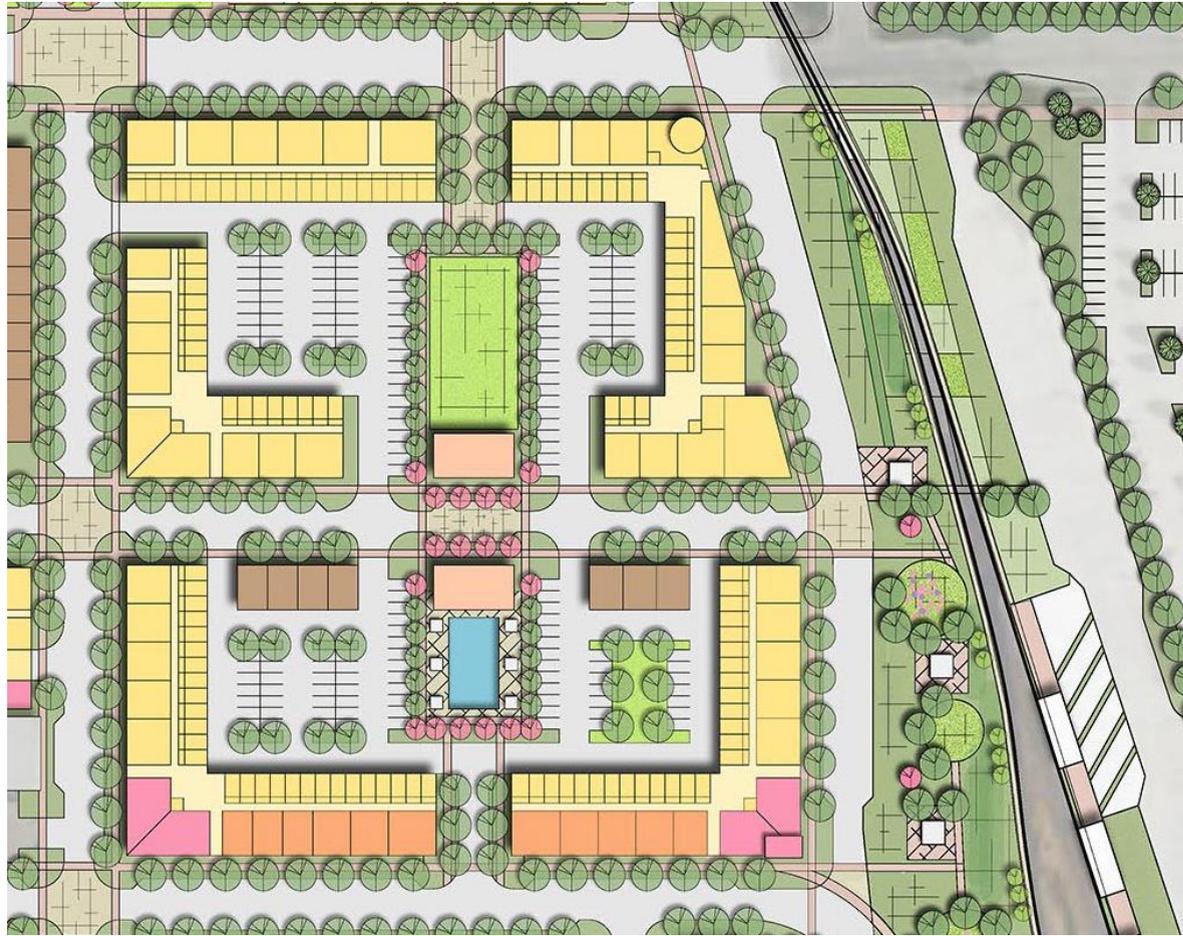
- East-west connection
- Street block closure
- Street parking
- M/U on Church & Main
- Townhome transition
- Community garden
- Programmatic anchoring:
 - Institutional east of rail station
 - Housing density north of College
 - Restaurant density on Main
 - Townhome and M/U in core





Group 1: CITY-SPONSORED PROJECTS

PROJECT 1.1 - URBAN MIXED-USE RESIDENTIAL at Leonard/Walters



Project Details

Includes non-city-owned properties are able to be assembled along Church Street

- **293 units**
- **11,000 sf restaurant/retail** and storage; restaurants on corners along Church and live/work streetscape between
- Smaller “granny flat” style units and amenity buildings for interest along Walters
- Pool plaza and dog park
- Requires land assembly along Church



PROJECT 1.1 - URBAN MIXED-USE RESIDENTIAL at Leonard/Walters



Development Issues

- **\$38M+/- development**
- **Likely \$4.1M+/-** of extraordinary site and infrastructure cost before enhanced building costs requiring incentives
- This option should be presented in the informal discussions with developers
- City should have informal conversations with area developers that implement these types of developments to gauge their interest, discuss City's goals and developer's needs, etc
- A formal RFP may not achieve the desired results

PROJECT 1.1 (option b) - URBAN RESIDENTIAL at Leonard/Walters

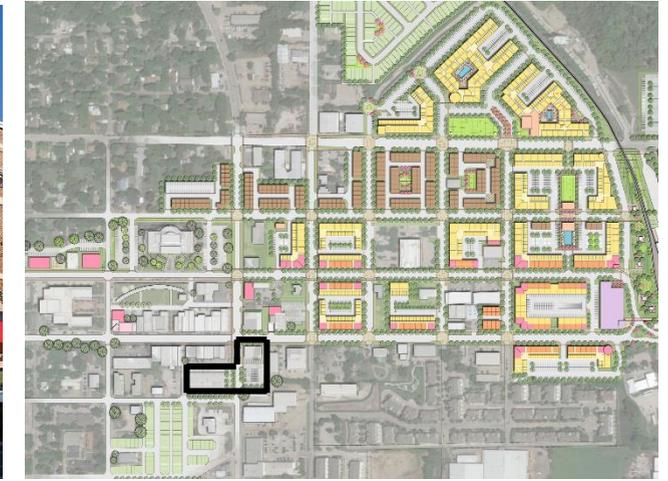


Project Details

If adjacent non-city-owned properties cannot be assembled

- **250 units**
- Landscaped amenities including pool plaza and gated front yards
- Townhome style units on Leonard
- Extension of Walters to Railroad likely required as fire lane
- Requires corner parcel at Church and Leonard to create “front door”
- **\$32M+/- development**
- **Likely \$2.5M+/-** of extraordinary site and infrastructure cost before enhanced building costs requiring incentives
- Additional incentives may be required due to perceived risk and lack of strong frontage

PROJECT 1.2 – RESTAURANT/OFFICE at Main/Mill on City land



Project Details

- Two story loft office over restaurant with outdoor dining
- **6,000 sf dining** and **6,000 sf loft office**
- Rear parking lot with access to adjacent building parking
- Lot west of Mill restriped to gain more parking spaces
- **\$2.5+/- development**
- **Likely \$250k** in streetscape and land write-down incentives necessary

PROJECT 1.3 – TOWNHOMES and City Hall Parking



Project Details

- Two and Three Story Townhomes
- **57 units**, all with tuck-under parking garages
- Visitor parking on street in urban streetscape
- City hall lot reconfigured to occur behind new townhomes to allow “block face”



PROJECT 1.3 – TOWNHOMES along Walters



Development Issues

- **\$15M +/- development**
- **Likely \$200,000** of extraordinary streetscape cost requiring incentives to sell at high end of market
- Due to complexities involved, City should have informal discussions with developers rather than going through formal RFP process



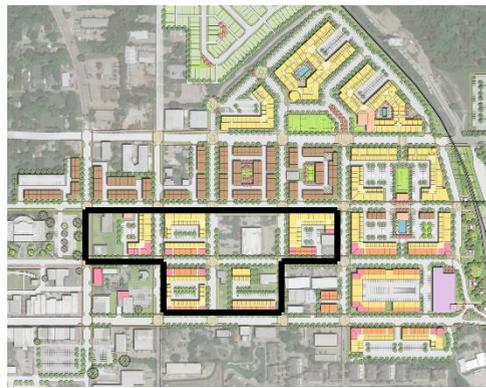
Group 2: MIXED-USE INFILL PROJECTS

PROJECT 2.1 – MIXED-USE Residential along Main and Church



Project Details

- **193 units** including in-line live/work streetscape
- **24,000 sf** corner retail & restaurant, and storage
- Two and three story mixed-use buildings
- Requires street parking to make non-res space work



PROJECT 2.1 – MIXED-USE Residential along Main and Church



Development Issues

- **\$28.8M+/- development**
- **Likely \$5M+/-** of extraordinary site and infrastructure cost before enhanced building costs requiring incentives
- Challenging land assembly
- Existing land uses should have more stringent code enforcement policy in place to ensure proper neighboring conditions
- Due to complexity of this project, and lack of public property in assemblage, City should have informal discussions with developers rather than going through formal RFP process

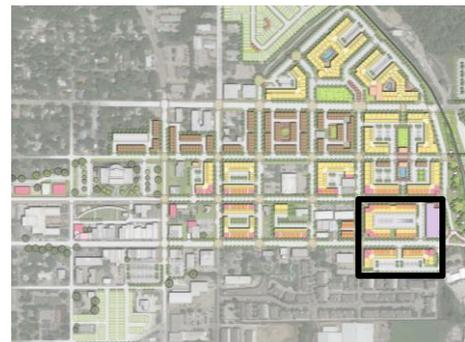
PROJECT 2.2 - MIXED-USE Office at Main/Railroad



Development Details:

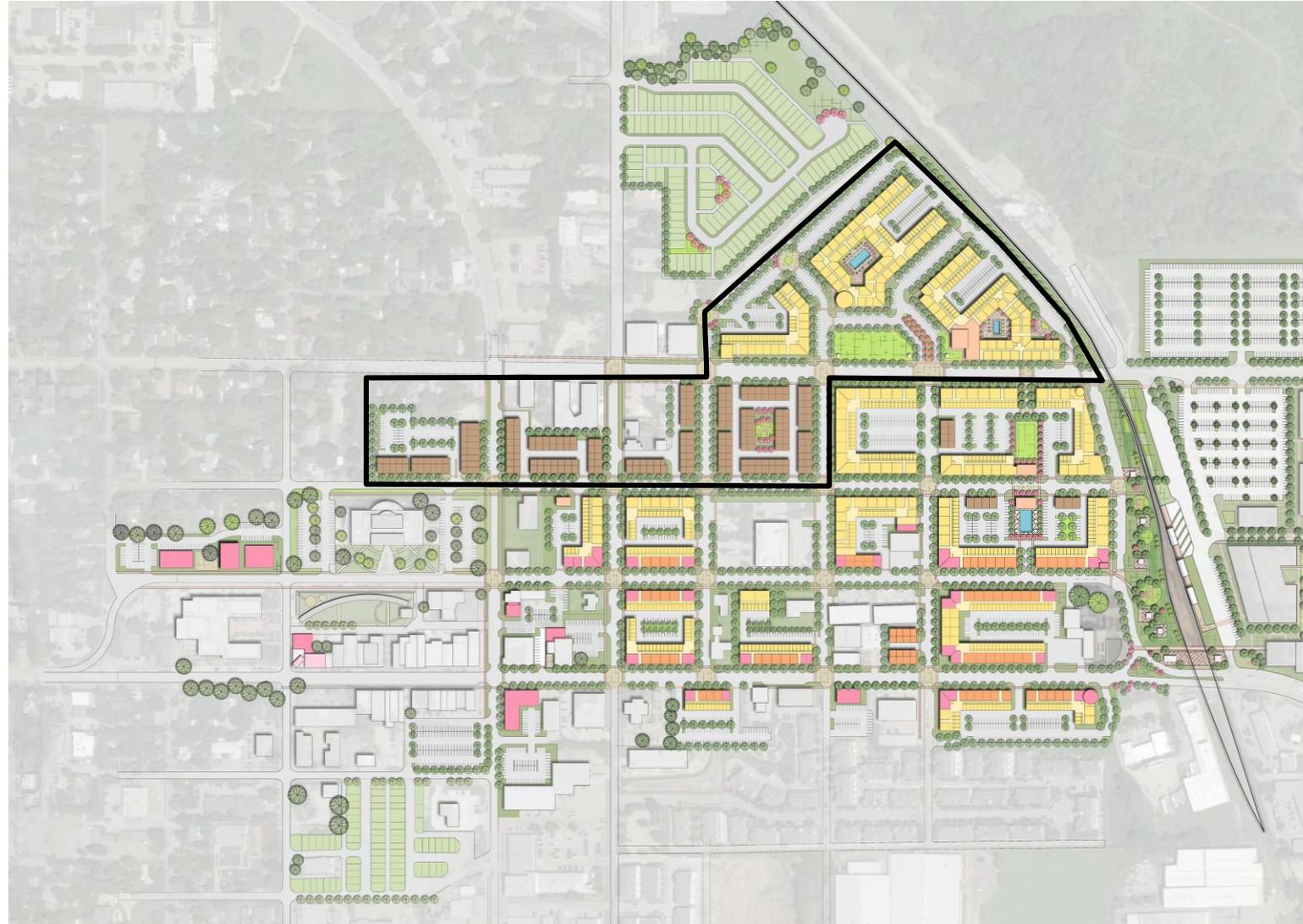
- **165 units** including in-line live/work streetscape
- **19,500 sf** corner retail & restaurant, and storage
- Two and three story mixed-use buildings
- Requires street parking to make non-res space work
- **\$24.5M +/- development**
- **Likely \$4M +/-** of extraordinary site and infrastructure cost requiring incentives
- Due to complexity of this project, and lack of public property in assemblage, City should have informal discussions with developers rather than going through formal RFP process

PROJECT 2.2 (option b) – OFFICE MIXED-USE at Main/Railroad gateway



Project Details:

- **53,000 sf office** in 2 story gateway building across street from urban garden & station
- **125 loft units** in “liner” buildings and a 2 and 3 story structure on south side of Main Street (w/surface parking) all including live/work units in-line between retail/restaurants
- **9,500 sf retail** and restaurant
- 200 space garage in 2.5 story structure with 3 story mixed-use buildings around it
- **\$30.7M +/- development (\$10.7 O+\$18.6MU+\$1.4G)**
- **Likely \$6M+/-** of extraordinary site and infrastructure cost requiring incentives
- Difficult assembly due to recent private improvements
- This would be in a later phase



Group 3: URBAN HOUSING PROJECTS

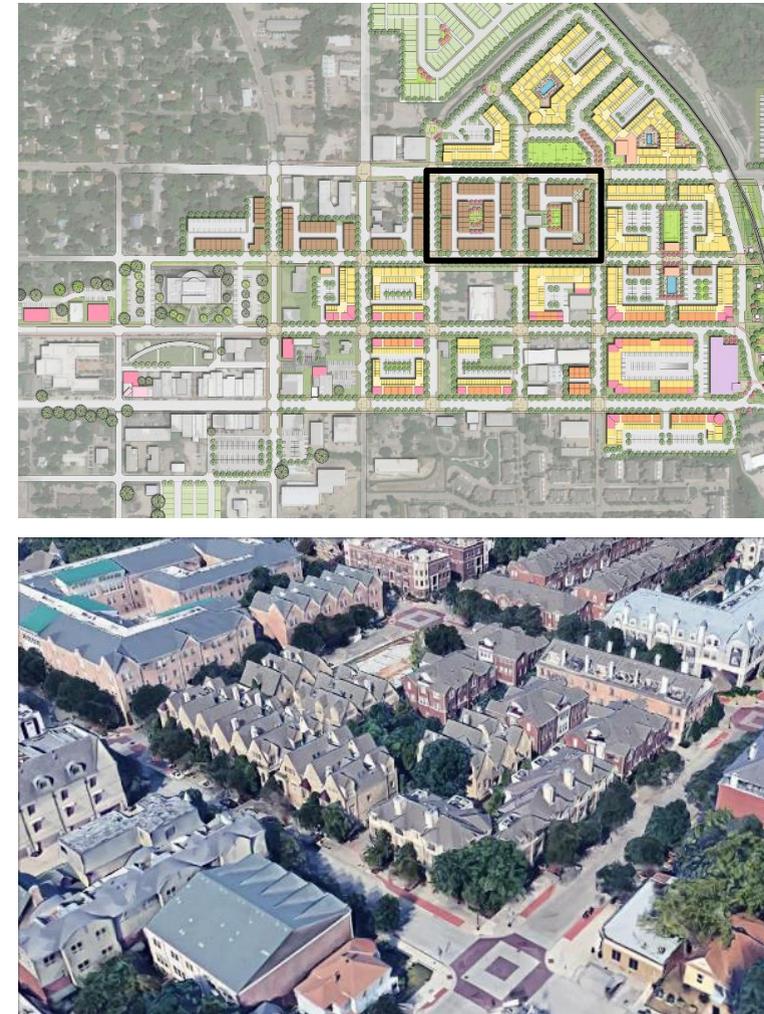
PROJECT 3.1 - URBAN HOUSING at College/Leonard



Development Details

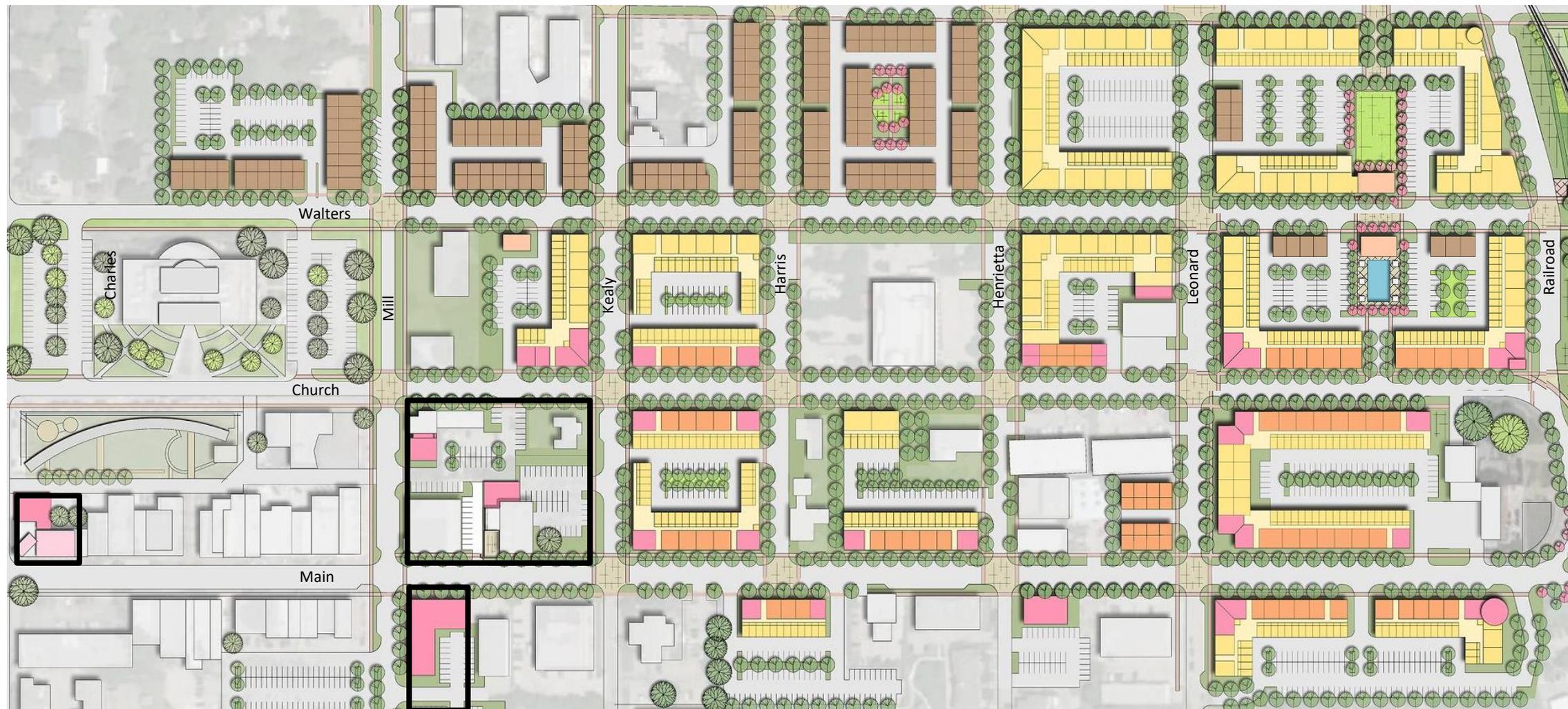
- 3 story urban apartment blocks
- **368 du** (can be one or two phases)
- Combination of on-street parking and interior surface parking courts
- Front pocket park as central amenity space along College St.
- Separate pool courtyards
- New urban streetscapes throughout
- Requires land assembly on west side of site along College to allow the full size (or a second phase of 78 units)
- **\$48M+/- development**
- **Likely \$3.9M+/-** of extraordinary site and infrastructure cost before enhanced building costs and requiring incentives
- Due to lack of public property in assemblage, City should have informal discussions with developers rather than going through formal RFP process

PROJECT 3.2 – TOWNHOMES along Walters



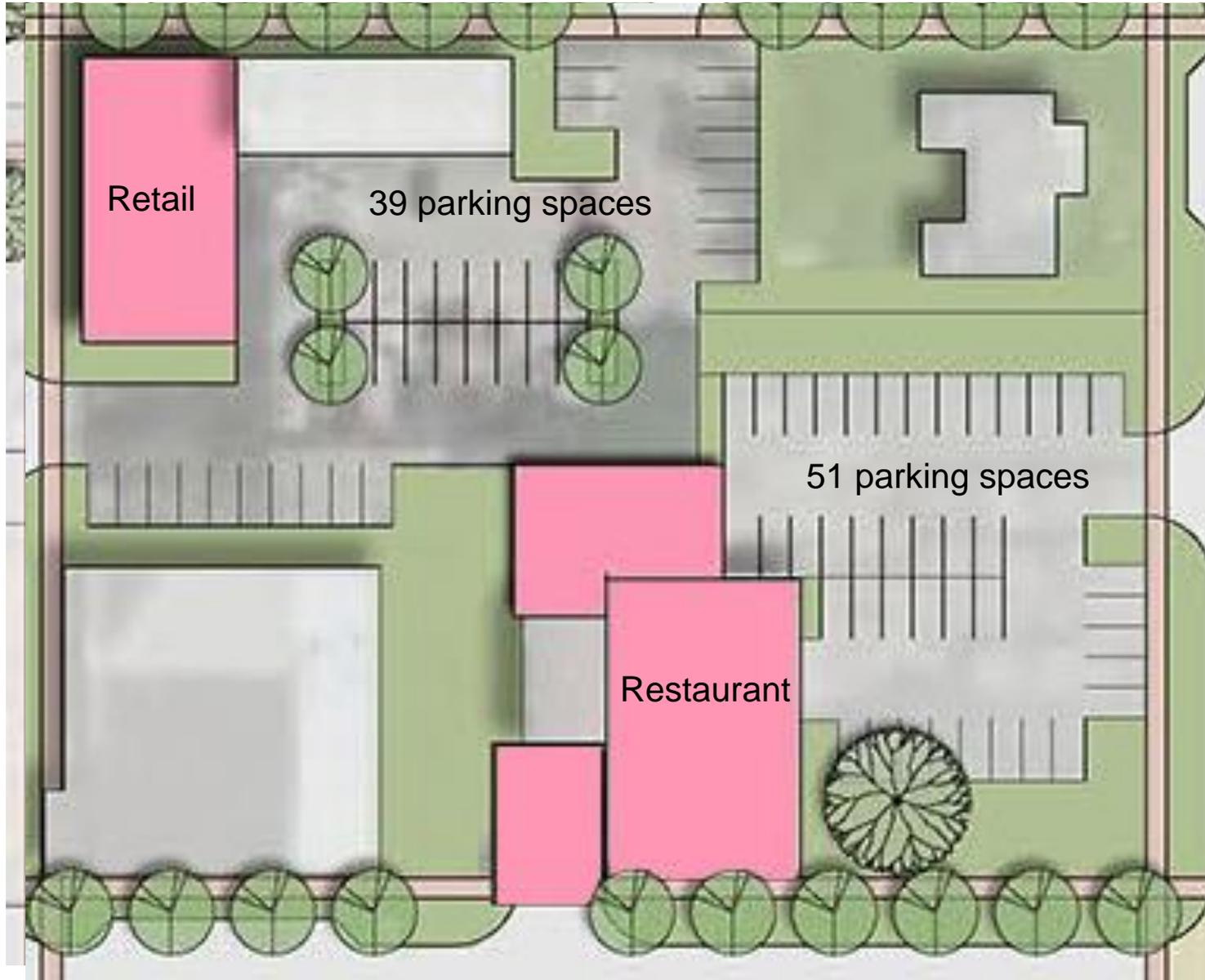
Project Details

- **80 units**, all with tuck-under parking garages; visitor pkg on street in streetscape
- Key corners utilize a “closed corner” design concept
- **\$20M +/- development**
- **Likely \$300,000** of extraordinary streetscape cost requiring incentives
- Due to lack of public property in assemblage, City should have informal discussions with developers rather than going through formal RFP process



Group 4: RESTAURANT PROJECTS

PROJECT 4.1 – RESTAURANT at the silos along Kealy



Development Details

- Lewisville Feed Mill Converted into Bar/Grill
- New retail added along Mill St adj. to auto repair
- New parking layout working with block ownership
- 4,000 sf retail
- 5,000 sf restaurant
- 90 parking spaces
- **\$1.9+/- development**
- **Likely \$200k** in streetscape and parking improvements requiring incentives

Summary

Four Project Groups totaling
8 Developments:

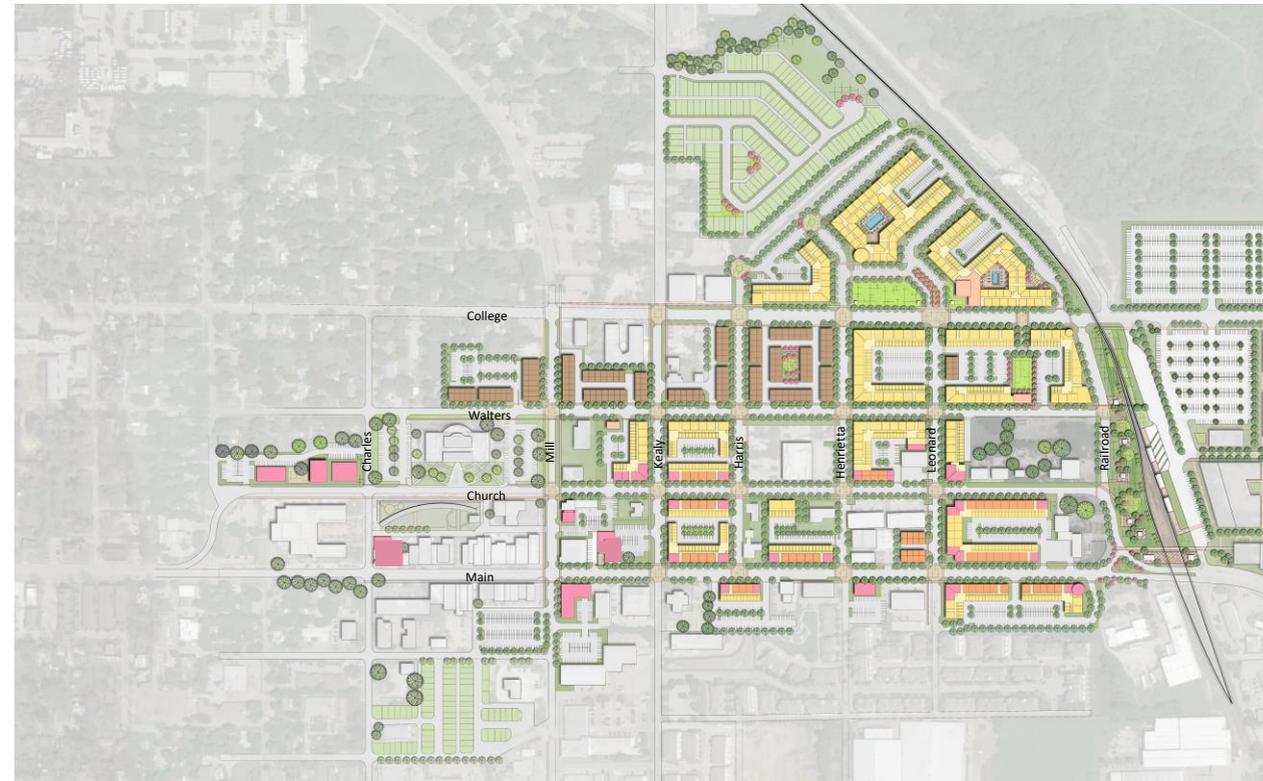
- Two mixed-use \$ 53M-\$69M
 - Two urban housing \$ 80M
 - Two restaurant \$ 5M
 - Two townhome \$ 35M
- \$173M-\$189M**

PPP* Requirements:

- Two mixed-use \$ 9M-10M
 - Two urban housing \$ 7M
 - Two restaurant \$ <1M
 - Two townhome \$ <1M
- * includes public infrastructure \$ 17M-19M

City Returns:

- 15 year investment ratio: +/-10:1
- Generating critical mass of building and nighttime population
- Multiple street faces redeveloped
- New brand identity for Old Town





Old Town Historic District Fire Sprinkler Project

CITY COUNCIL WORKSHOP MEETING

4/10/2017

Old Town Fire Risks

2



Goals

3



- ▶ Protection of life.
- ▶ Protection of property.
- ▶ Removal of barriers for future economic development.
- ▶ Minimal impacts to historic features of affected properties.

Project Status

- ▶ Project in design phase
- ▶ Fire Protection Engineer to deliver design package by end of April
- ▶ Next steps:
 - ▶ Review and accept plans/designs
 - ▶ Develop and execute easement documents and 380-agreements
 - ▶ Procurement process to award contract for installation



Budget

- ▶ \$869,360 amount budgeted by City Council for the project.
- ▶ \$41,900 contract awarded for engineering and design
- ▶ \$827,460 balance remaining for installation contract

- ▶ Designer believes budgeted amount is adequate for installation.
- ▶ An additional \$6,500 has been budgeted annually for cost of fire alarm monitoring and required annual certification of fire alarm and fire sprinkler systems.

Challenge to maintain “Public Purpose”

- ▶ All building owners (per quadrant) must agree to the installation in order to achieve “public purpose.”
- ▶ Currently one building owner is refusing to allow the installation. While all others have offered their conceptual consent, we may face challenges achieving 100% consent when legal documents are presented.

Design Status



Options to Proceed

- ▶ **Option 1:** Keep trying to get 100 percent voluntary approval from all quadrants prior to moving forward with installation.
- ▶ **Option 2:** Eliminate any quadrant from program if we do not receive 100 percent approval in that quadrant.
- ▶ **Option 3:** Adopt ordinance requiring installation in all historic buildings on Main Street.
- ▶ **Option 4:** – Abandonment of entire project.

Other City Examples

- ▶ Enacted ordinance mandating fire sprinkler installation:
 - ▶ Grapevine —Successful
 - ▶ Did not enact ordinance mandating fire sprinkler installation:
 - ▶ Plano—Still not 100% protected after 10 years
 - ▶ Folsom, CA—Abandoned program as not enough owners agreed to the program
- 

Potential Ordinance

- ▶ Amend fire code to require fire sprinklers in all buildings (both new and existing) in the Historic District.
- ▶ Time frame for compliance on existing buildings: 1 year for owners to install sprinkler system, unless they are part of the City's Old Town fire sprinkler program (where the City will pay for design, installation, and maintenance).
 - ▶ NOTE: Staff intends to collect all signatures of owners within six months after design is complete. Once we go out for bid on installation, owners who have not already signed documents will not be part of the Old Town Sprinkler program.
- ▶ Without compliance:
 - ▶ Violation of the Fire Code with fines up to \$2,000 per day.
 - ▶ Would not be granted required annual certificate of compliance.

Options to Proceed

- ▶ **Option 1:** Keep trying to get 100 percent voluntary approval from all quadrants prior to moving forward with installation.
- ▶ **Option 2:** Eliminate any quadrant from program if we do not receive 100 percent approval in that quadrant.
- ▶ **Option 3:** Adopt ordinance requiring installation in all historic buildings on Main Street.
- ▶ **Option 4:** – Abandonment of entire project.

The Road to the Lewisville Youth Advisory Council



Council Retreat Direction



- Form a Youth Action Council (YAC)
- Program targeted for 2018-19
- Participants must be Lewisville residents
 - Grades 10 - 12 (Age 15 -18 as of September 1, 2017)
 - Include LISD, private schools and home schools
- Application process - limited size group

Program Ideas from Retreat

- Educate youth on City government
- Advise the Council on teen issues
- Presentations to Council
- Volunteer opportunities
- Community engagement
- Showcase/recognize kids
- Leadership development
- Run a mock City Council meeting
- Advise on programming issues
- Conduct a teen survey



Planned Activities

- Annual Joint City Council/Youth Advisory Council meeting
- Quarterly reports at City Council meetings
- Joint meeting with the Library Teen Advisory Group
- Attendance at the TML Youth Summit
- Social media presence - Snap Chat Filter
- Use of MARTY at school events

Other Program Ideas

- Provide input on current and potential special events
- Stage a collection drive (e.g. food, pet supplies, clothing, blankets) in conjunction with an event
- Help plan and conduct an Old Town Art Walk
- Produce a teen-focused video about Lewisville
- Special project ideas
 - ? Litter abatement; Reduce, Reuse and Recycle
 - ? Pet adoption
 - ? Bullying
 - ? Literacy
 - ? Texting and driving
 - ? Community fitness
 - ? Teen homelessness and hunger
 - ? Teen suicide



Recruitment Sources for Lewisville Students

- Lewisville High School
- Flower Mound Marcus High School
- Flower Mound High School
- The Colony High School
- Hebron High School
- Coppell High School
- i School High - Lewisville
- Founders Classical Academy of Lewisville
- Lakeland Christian Academy
- Lewisville Home School Groups



LISD Staff Input

- Students are seeking this type of opportunity to help prepare and compete for college acceptance
- Allow LISD staff to assist in recruiting students representing Lewisville's diversity
- Consider Wednesday evenings for meetings
- Begin program in September 2017 and run concurrently with the school year



Possible Timeline for September 2017 Kickoff

April 17, 2017

- Post application on City of Lewisville Website
- Email application to LISD
 - Deliver flyers to all schools in recruitment plan

May 26, 2017

- Close application process

June 19, 2017

- Selection process complete

Timeline Continued

- June 20 - July , 2017
 - Notify all students who applied of Council's selection
 - Survey selected applicants to gather feedback on topics of interest and issues facing youth
- School begins August 25
- September 11th Council Meeting
 - Reception for students and their families
 - Council swears students in during the meeting
- September 13 th - First YAC meeting

Proposed Calendar

- September 11, 2017
 - Reception, Council meeting, swearing in
- September 13, 2017
 - Develop charter, elect officers and work on logo
- October 11, 2017
 - Orientation to the City of Lewisville municipal government
- November 15 - TBD
- December 13 - TBD
- January 10 - TBD
- February 14 - TBD
- March 4 - TBD
- April 11 - TBD
- May 9 - TBD

Teen Entrepreneurial Center

Hudson Foundation Grant

- \$17,500
- For programing specifically targeted towards youth entrepreneurs
- Program could include mentorship, education and sponsorship identification
- Work with LISD, NCTC and UNT
- Available space at Visitor's Information Center
- Staff support through office of Economic Development



Decision Points

- Selection process
 - Council reviews applications and selects YAC members or
 - Staff reviews applications and send finalist to Council for review or
 - Other options?
- How involved does Council want to be in YAC programming/supervision?
 - City Council Member appointed as "sponsor"
 - City Council may attend any meeting (all meetings then must be posted)
 - Rotating attendance
- Areas which the City Council requests special focus?



City of Lewisville

Youth Advisory Council

Description and Purpose:

Exceptional Lewisville teens will serve on the City of Lewisville's Teen Advisory Council. As part of the Council, these young service leaders advise Council on youth related issues; assist with special projects and events; research, assess and evaluate existing youth and community programs; design and plan new youth events and activities to encourage youth involvement in the community, serve as ambassadors for, and inspire other young people by completing service projects and sharing their stories; create a youth "entrepreneurial" center focused on educating youth on economic development and skills necessary for business development.

Benefits:

- Advise while learning about approaches for engaging youth in community service.
- Partner with like-minded youth with unique perspectives.
- Act as a youth service ambassador in Lewisville by participating in and doing outreach around teen initiatives.
- Work with government and business leaders in Economic Development to develop skills needed for entrepreneurial initiatives.
- Responsibilities:
 - Participate in monthly meetings during the 9-month term (September 2017 - May 2018).
 - Inspire other young people to get involved in the community

Eligibility:

- Demonstrate leadership in school and/or community activities
- Express an interest in learning more about their community
- Be a resident of Lewisville
- Be open-minded and willing to work with their peers
- Be a high school student in grades 10-12 (Age 15-18 as of September 1, 2017).
- Commit to a term from September 2017 - May 2018.

Staff Support:

- Melinda Galler – City Manager’s Office
- Prit Patel – Office of Economic Development
- TBD - Community Relations & Tourism
- TBD - Parks & Recreation Department

DRAFT



LEWISVILLE

Deep Roots. Broad Wings. Bright Future.

CITY OF LEWISVILLE YOUTH ADVISORY COUNCIL APPLICATION

Please be sure to complete the entire application. When you are finished, please email to mgaller@cityoflewisville.com by May 26, 2017.

Please Print Clearly

APPLICANT INFORMATION

Applicant's Name: _____ Grade in September 2017: _____

Birthdate (mm/dd/yyyy): _____

Address: _____ City: _____ State: _____ Zip: _____

Phone: _____ Cell: _____ Email: _____

PARENT/GUARDIAN INFORMATION

Parent/Guardian 1 Name: _____ Email: _____

Address: _____ City: _____ State: _____ Zip: _____

Phone: _____ Cell: _____ Place of Business: _____

Parent/Guardian 2 Name: _____ Email: _____

Address: _____ City: _____ State: _____ Zip: _____

Phone: _____ Cell: _____ Place of Business: _____

Is at least one parent/guardian aware that you are applying for this council? [Yes /No]

APPLICATION *Continued*

SCHOOL INFORMATION

School Name: _____ Principal's Name: _____

Address: _____ City: _____ State: _____ Zip: _____

Phone: _____ Email: _____

1) Are you a member of your school's student council or student government? [YES/NO]

If yes, describe your role:

2) Are you a member of any other organized group? [YES/NO]

If yes, what is the name of the group(s) and what is your role:

3) Please list any additional leadership roles/positions you have held or awards you have received. (include dates, names of awards, and your role titles):

[Insert youth's full name] [Insert youth's street address]

[Insert youth's city, state and zip code]

Dear *[Insert youth's name]*,

I am pleased to inform you that you have been selected to be a member of the City of Lewisville Youth Advisory Council! Given your dedication to service and demonstrated leadership skills, we are thrilled to count you among this select group. A reception will be held prior to the Council Meeting on September 11 at 5:00 p.m. on the 3rd floor of City Hall, located at 151 W. Church Street. You will then be sworn into the YAC at the Council Meeting on September 11th at 7:00 p.m. The first meeting will be held on Wednesday, September 13th at 6:30 and all subsequent sessions will take place on the 2nd Wednesday of every month at 6:30.

Attendance for ALL sessions is required.

For official acceptance into the program, be sure to complete the following forms and submit them by email to mgaller@cityoflewisville.com by August 1, 2017.

- (1) Parent/ Guardian Agreement Form**
- (2) Parent Youth Emergency Contact Form**
- (3) Parent/Guardian Youth Advisory Council Volunteer Agreement**
- (4) Youth Advisory Council Code of Conduct**

We look forward to having you as part of our team!

Sincerely,

**CITY OF LEWISVILLE YOUTH ADVISORY COUNCIL PARENT/GUARDIAN
EMERGENCY CONTACT FORM**

Youth Participant Name: _____ Date of Birth _____

(First)

(Last)

Youth Birthday (mm/dd/yyyy): _____

Parent/Guardian Name: _____

(First)

(Last)

Youth Email: _____

Youth Phone: _____

Parent Email: _____

Parent Phone: _____

(Home)

(Work/Cell)

Address: _____ City: _____ State: _____ Zip: _____

Emergency Contact (1) - Name: _____

Relationship: _____ Phone: _____

Emergency Contact (2) - Name: _____

Relationship: _____ Phone: _____

Allergies/Medical Conditions: _____

Dietary Restrictions: _____

Parental Restrictions or concerns:

CITY OF LEWISVILLE YOUTH ADVISORY COUNCIL CODE OF CONDUCT

Youth Advisory Council (YAC) Members understand that the City of Lewisville requires the highest standards of behavior. The YAC member agrees to conduct him/herself in a manner that contributes to a sense of community among all students and City of Lewisville staff and foster an atmosphere of mutual respect.

The YAC member agrees to the following code of conduct:

1. Behavior always should be such that it respectfully reflects the City of Lewisville
2. YAC Members are expected to exhibit trustworthiness, respect, responsibility, fairness and citizenship.
3. As such, uses of tobacco, alcohol, or other illegal substances are not acceptable for YAC members. Participation in any of the above shall result in automatic termination from the program.
4. If a YAC Member is found responsible for any criminal or legal offenses, such as stealing, vandalism, harassment, or assault, the member may face automatic termination from the Council.
5. Accidents, injuries, or illnesses that affect attendance for YAC-related activities should be reported to a YAC Supervisor as quickly as possible.
6. Inappropriate physical contact with other members is unacceptable and should be reported to a YAC Supervisor immediately.

Printed Name of YAC Member

Date

Signature of YAC Member

**CITY OF LEWISVILLE
RELEASE AND INDEMNIFICATION
VOLUNTEER AGREEMENT**

THE STATE OF TEXAS §
§
COUNTY OF DENTON §

KNOW ALL MEN BY THESE PRESENTS:

I, _____, the parent or legal guardian of the below listed minor child, acknowledge that I am over the age of 18 years of age and, have upon my own free will, requested that the below listed minor child be allowed to be a volunteer for the City of Lewisville (City). I fully understand and assume all risks by me entering into this release and indemnification and by the below listed minor child participating as a volunteer.

In consideration of the below listed minor child being allowed to volunteer, I voluntarily and knowingly execute this release and indemnification with the express intention of effecting the extinguishment of any and all claims against the City, its departments, officers, employees, agents, successors, assigns, sponsors and volunteers assisting in City activities, which may result from the agreement as herein designated above.

With the intention of binding myself, my heirs, executors, administrators, and assigns, I do hereby expressly release and discharge, all claims, demands, actions, judgments, and executions which I, or the below listed minor child, ever had, or now have or may have, or which our heirs, executors,

administrators, or assigns may have, or claim to have, against the City, and/or its departments, its agents, officers, servants, successors, assigns, sponsors, volunteers, or employees, created by, or arising out of personal injuries, known or unknown, and injuries to property, real or personal, caused by or arising out of, that sequence of events which occur from the agreement as herein designated above, or which may arise directly or indirectly from the performance of or created by or arising out of the below listed minor child's participation as a volunteer during times of this indemnity agreement and, I shall fully defend, protect, indemnify, and hold harmless the City, and/or its departments, agents, officers, servants, employees, successors, assigns, sponsors, or volunteers from and against each and every claim, demand, or cause of action and any and all liability, damages, obligations, judgments, losses, fines, penalties, costs,

fees, and expenses incurred in defense of the City, and/or its departments, agents, officers, servants, or employees, including, without limitation, personal injuries and death in connection therewith which may be made or asserted by myself or the below listed minor child, including our agents, our successors, our assigns, or any third parties on account of, arising out of, or in any way incidental to or in connection with the performance of this agreement and from the below listed minor child's participation as a volunteer and, I agree to indemnify and hold harmless the City, and/or its departments, and/or its officers, agents, servants, employees, successors, assigns, sponsors, or volunteers from any liabilities or damages the below listed minor child may suffer as a result of claims, demands, costs, or judgments against the City and/or, its departments, its officers, agents, servants, or employees, created by, or arising out of the agreement herein designated above and from my participation as a volunteer INCLUDING, BUT NOT LIMITED TO, CLAIMS AND DAMAGES ARISING IN WHOLE OR IN PART FROM THE NEGLIGENCE OF THE CITY OF LEWISVILLE AND/OR THE PARTIES TO THIS AGREEMENT. IT IS UNDERSTOOD AND AGREED THAT THE INDEMNITY PROVIDED FOR IN THIS SECTION IS AN INDEMNITY EXTENDED BY THE ME TO INDEMNIFY AND PROTECT THE CITY AND/OR ITS DEPARTMENTS, AGENTS, OFFICERS, SERVANTS, OR EMPLOYEES FROM THE CONSEQUENCES OF THE NEGLIGENCE OF THE CITY AND/OR ITS DEPARTMENTS, AGENTS, OFFICERS, SERVANTS, OR EMPLOYEES, WHETHER THAT NEGLIGENCE IS THE SOLE OR CONTRIBUTING CAUSE OF THE RESULTANT INJURY, DEATH, AND/OR DAMAGE.

I further authorize the City's employee or agent supervising this activity to secure medical care for the below listed minor child in the event of injury. I promise to assume liability for payment, and hold harmless the City, its officers, employees, sponsors, volunteers, or agents, of medical expenses arising from said medical care for said injury and, I further authorize the City to perform criminal history background checks, driving record checks, and/or drug screens when applicable to the duties, programs, or activities that the below listed minor child is a volunteer.

I hereby give the City the right to photograph, televise, film, and sound record the below listed minor child's acts, appearances, and utterances and to use any descriptive words or names, including the below listed minor child's name in conjunction therewith and without limit as to the time, to produce and reproduce the same or any part thereof by any method, and to use for any purpose which the City deems proper. All such photographs, tele tapes, films, and sound recordings shall be the exclusive property of the City, and I hereby relinquish all rights, title, and interest therein.

I, the undersigned, have read this release and indemnification and understand all its terms. I execute it voluntarily and with full knowledge of its significance.

SIGNED THIS THE _____ day of _____, 20 ____.

Printed Name of Minor Child

Parent/Legal Guardian Signature

Parent/Legal Guardian Printed Name

Address

Phone Number

THE STATE OF TEXAS

COUNTY OF DENTON

BEFORE ME the undersigned authority, a Notary Public in and for said State of Texas, on this day personally appeared _____ known to me to be the person who signed and executed the foregoing instrument, and acknowledged to me that this instrument was executed for the purposes and consideration therein expressed.

GIVEN UNDER MY HAND AND SEAL OF OFFICE this the _____ day of _____, 20 ____.

Notary Public in and for the State of Texas

[S E A L]

My Commission Expires: _____

M E M O R A N D U M

TO: Donna Barron, City Manager

FROM: Melinda Galler, Assistant City Manager

DATE: April 5, 2017

SUBJECT: WHAT WORKS CITY PROGRAM OVERVIEW

BACKGROUND

Bloomberg Philanthropies, the charitable arm of former New York City mayor Michael R. Bloomberg, has dedicated \$42 million to create the What Works Cities Initiative, which is aimed at helping 100 mid-size cities make better use of data and evidence in their policymaking. Over the course of three years, 100 mid-sized cities in the United States will benefit from approaches that address the unique challenges cities face. Specifically, cities will receive help creating sustainable open data programs that promote transparency and robust citizen engagement; incorporating data into budget, operational, and policy decision making; conducting low-cost evaluations; and steering funding to programs that get results for citizens.

Cities with between 100,000 and 1 million residents are eligible to apply for help from the program. The money funds work from several partners, including Results for America, the new Center for Government Excellence at Johns Hopkins University and Harvard University's Government Performance Lab, all of which will work with the cities selected to participate.

Staff applied to participate in the program in July 2016, and it was announced on April 5, that the City of Lewisville was one of ten new cities joining the What Works Cities Initiative. As of today, there are 77 What Works Cities located in 36 states. By adopting the WWC Standard, the City of Lewisville becomes part of a national network of local governments committed to using data to improve performance and results that make their residents' lives better. They include cities just getting started with data and evidence and other cities that are more advanced and seeking to expand their "what works" practice.

ANALYSIS

The What Works Cities initiative provides robust technical support, access to expertise, and peer-to-peer learning to cities, and encourages mayors and cities to better use data and evidence to engage the public, improve services, evaluate progress, and fund "what works."

The What Works Cities standard reflects a set of aspirations and activities that create a strong foundation for the effective use of data and evidence within city government. The four components - Commit, Measure, Take Stock and Act – build on each other and reflect the practices that city leaders have taken on across the United States to advance the effectiveness of their governments.

Lewisville will work with the What Works Cities partners on two projects to improve open data practices to make our data more accessible and engage residents around government priorities and services. This program supports the Council’s priorities for providing a well-developed and maintained infrastructure, and meeting the demand for services and supports many of the Big Moves outlined in the Lewisville 2025 vision plan.

The City’s Open Data project will help the City improve its ability to make data on the City’s infrastructure goal more consumable and readily available for the City Council, staff, and residents by developing the process to routinely inventory, prioritize, release, and maintain data publicly. The ultimate goal is to increase the use of the open data portal by the public and city employees, and to apply strategies for the continual improvement of open data quality.

The City’s Performance Analytics project will help to establish and improve performance management programs allowing staff to set, track and share progress toward goals, strengthen accountability and achieve better results. The ultimate goal is to improve the foundation of performance analytics, to create a plan to share Lewisville’s progress towards these goals with residents, and to elevate internal and external stakeholder engagement in performance analytics by increasing transparency, accessibility, collaboration, and partnership.

Staff is working on a third project that would focus on Results Driven Contracting. As part of an engagement, What Works Cities partners would help assess the city’s current approach in engaging the public via the Visitors Guide and provide recommendations on how it could be improved (particularly through the contracting / procurement lens), and then assist the city in implementing changes.

RECOMMENDATION

That staff continue the partnership with What Works Cities to improve the use of data and evidence to increase government effectiveness and improve services for Lewisville residents.

@LEWISVILLETEXAS 

Lewisville, TX is a What Works city!



LEWISVILLE
TEXAS

CELEBRATING
77
WHAT WORKS
CITIES

What Works Cities | 

JOIN US!
whatworkscities.org



What Works Cities

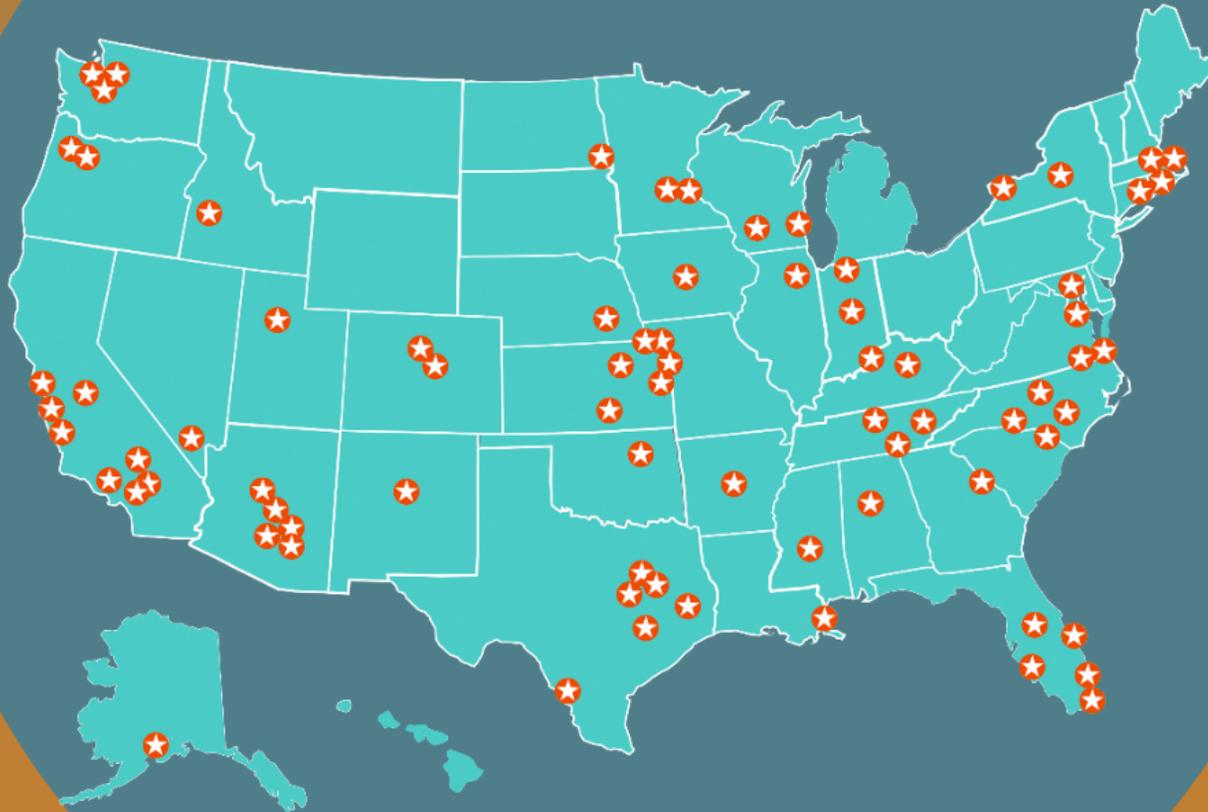
- Bloomberg Philanthropies dedicated \$42M to create the What Works Cities Initiative
- Goal is to help 100 mid-size cities (between 100,000 and 1 million residents) make better use of data and evidence in their policymaking
- Currently 77 participating cities

- City of Lewisville applied to become a What Works City in July, 2016 (2nd year of the initiative).
- Staff and Mayor Pro Tem Gilmore met with WWC representatives on December 14, 2016, and reviewed the City's greatest opportunities and challenges in using data in decision making.
- The City of Lewisville was officially announced as a What Works City during the 2017 Summit held in New York City on April 5th.



<https://whatworkscities.bloomberg.org/cities/>

What Work Cities



WWC Partners

- **Results for America** - Advances nationwide dialogue on the need for cities to use data and evidence in decision making.
- **Center for Government Excellence at Johns Hopkins University**- Supports implementation and enhancement of open data and performance management programs.
- **Harvard University's Government Performance Lab** - Supports cities in improving the results they achieve with their contracted dollars.
- **Behavioral Insights Team** - helps cities conduct real time, low-cost evaluations of programs, so they can continually improve city services.
- **Sunlight Foundation** - Helps cities craft meaningful and sustainable open data policies

City of Lewisville Projects

Open Data

- Develop a policy and processes to improve the ability to make data more available for residents, staff and City Council.
- Outline the processes to routinely inventory, prioritize, release, and maintain data publicly.

Chris Lee -
Project Lead

City of Lewisville Projects

Performance Analytics

- Build a framework for citywide performance management to link efforts across the organization to its goal to provide a well-developed and maintained infrastructure.
- Improve the ability of staff and Council to use performance data to make decisions across the organization

Gina Thompson -
Project Lead

Potential Project

Results Driven Contracting

- Assess the City's current approach in engaging the public via our Visitor's Guide
- Provide recommendations on how it could be improved (particularly through the contracting / procurement lens), and
- Assist the city in implementing changes.



James Kunke
Project Lead



What Works Cities Certification

- On April 5, during the second annual What Works Cities Summit in New York City, Bloomberg Philanthropies announced the launch of a certification program that identifies and tracks progress of effectively governed cities that use data-driven decision-making.
- Cities will be eligible to rank as silver, gold or platinum, according to the What Works Cities Standard.
- What Works Cities will mirror existing building certification programs, like the U.S. Green Building Council's LEED, by offering a point-based system through which cities can earn silver, gold or platinum status based on their adherence to Bloomberg's list of 50 criteria.



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The What Works Cities Standard

The What Works Cities Standard defines how local governments can create a strong foundation for the effective use of data and evidence. The Standard's four components—Commit, Measure, Take Stock, and Act—build on each other to help cities understand and create what works.

Commit

What Works Cities leaders create a shared vision and strategy to achieving better results for their residents through data and evidence when making budget and policy decisions.

Measure

What Works Cities leaders collect and use data and evidence to measure progress and engage residents through surveys.

Take Stock

What Works Cities leaders regularly review and reflect on the data and evidence they have to learn and make improvements and

Act

What Works Cities leaders use data and evidence to drive major decisions and take action.

| | | |
|--------------------------------|-------------------------|--------------------|
| Technical Assistance Framework | Open Data | Data Governance |
| | How to Open Contracting | Low-Cost Solutions |

- 1. Does your local government have a codified open data policy?
- 2. Does your local government's open data policy call for regular maintenance and at least periodic release of government data online?
- 3. Does your local government's open data policy require a process to ensure data quality (i.e. Quality Assurance process, publication of metadata, accessible)?
- 4. Does your local government's open data policy establish a governance structure that empowers city staff and oversight authorities to follow to see the policy through to implementation?
- 5. Does your local government's open data policy require periodic review to potential data policy and system?
- 6. Does your local government have a data governance practice to ensure data quality (i.e. Quality Assurance process, documentation of metadata)?
- 7. Does your local government classify data according to sensitivity and need for public release (e.g., reduce to public by 20% in three years)?
- 8. Has your local government defined and made publicly available time bound, measurable goals (e.g., reduce to public by 20% in three years)?
- 9. Does your mayor or chief executive publicly commit to strategic goals and progress?
- 10. Does your local government have a policy or ordinance establishing a performance plan for the city (e.g., 30% performance management, etc.)?
- 11. Does your local government have a policy or ordinance establishing evaluation requirements, programs, and/or policies?
- 12. Does your local government's policy require at least an annual evaluation for the performance plan and/or policies?
- 13. Does your local government's policy require an evaluation budget for budgetary line items?
- 14. Does your local government have a policy or ordinance establishing the review and update of policies, through rigorous data analysis and evaluation, that have achieved desired outcomes?

- 15. Does your local government have an internal manager responsible to coordinate data from various departments and/or agencies that are used in the city's performance management system?
- 16. Does your local government have a written process for determining what action should be taken when a performance goal is not met or when a program is not working?

- 17. Does your local government have a written process for determining what action should be taken when a performance goal is not met or when a program is not working?
- 18. Does your local government have a written process for determining what action should be taken when a performance goal is not met or when a program is not working?
- 19. Does your local government have a written process for determining what action should be taken when a performance goal is not met or when a program is not working?
- 20. Does your local government have a written process for determining what action should be taken when a performance goal is not met or when a program is not working?
- 21. In the last 12 months, has your local government defined, created or redesigned evaluation requirements for its performance management system?
- 22. In the last 12 months, has your local government defined budget specifically allocated for evaluation as a cost line or line-off for new projects?
- 23. In the last 12 months, has your local government used the results from budget or redesigned evaluation requirements to improve its performance management system?
- 24. In the last 12 months, has your local government used rigorous data analysis and evaluation to publicly identify practices, programs and/or policies that have successfully led to achieve their desired outcomes?
- 25. In the last 12 months, has your local government defined funds away from a practice, program or policy that, through rigorous data analysis and evaluation, has been identified to be a cost line or line-off for new projects?
- 26. Has your local government committed the resources to all funding based on practices, programs, and/or policies that, through rigorous data analysis and evaluation, are considered to be a cost line or line-off for new projects to the public (e.g., residents, contractors, students)?

The What Works Cities Standard

- 15. Does your local government have an open data portal (i.e. a website for making electronic data records accessible in whole or in part to the public) and a written process for adding new / updating published data?
- 16. Does your local government have a written process to determine the release of open data?
- 17. Does your local government use (where they exist) civic data standards when publishing open data?
- 18. Does your local government maintain a comprehensive data inventory?
- 19. Has your local government established or adopted data standards (e.g., address and data forms, preferred geographic projection)?
- 20. Does your local government publish progress on city goals on at least an annual basis (e.g., annual report, update to city's strategic plan, etc.)?
- 21. Does your local government measure outcomes, impacts, middle and end-effectiveness of key programs, contracts, and/or grants? (i.e. monitor performance data in real time and benchmark with contractors to achieve the goals of the contract and/or grant)
- 22. Does your local government have publicly available baseline evaluation standards or evaluation protocols to protect rigor of city-funded evaluation?

- 23. Does your local government have a designated person or team responsible for managing data?
- 24. Does your local government have a designated person or team responsible for performance management?
- 25. Does your local government oversee a performance management program (i.e. 30% in budget)?
- 26. Does your local government have a set schedule for performance management or 30% meetings?
- 27. Does your mayor or chief executive as well as department commissioners regularly attend performance management or 30% meetings?
- 28. Does a senior official with budget and decision-making authority chair these meetings?
- 29. Has your local government selected specific performance measures as key indicators to high-light and visit annually?
- 30. Does your local government's performance management program collect and show outcomes and performance data on city contracts?
- 31. Does your local government have a designated person or team responsible for strategically managing the city's portfolio of major important programs that are due in the upcoming year?
- 32. Is the procurement and contract function regularly directly below the local government manager or mayor?
- 33. Does your local government define strategic objectives and desired outcomes for each key program or project?
- 34. Does your local government structure the procurement and contract process (including selecting the appropriate contract type) to incorporate incentives and align to strategic goals?
- 35. Does your local government actively manage strategic key contracts / grants? That is, does your local government monitor performance data in real time and benchmark with contractors to achieve the goals of the contract or grant, as needed?

The What Works Cities Standard

The What Works Cities Standard defines how local governments can create a strong foundation for the effective use of data and evidence. The Standard's four components—Commit, Measure, Take Stock, and Act—build on each other to help cities understand and invest in what works:

Commit

What Works Cities leaders make powerful, public commitments to achieving better results for their residents by using data and evidence when making budget and policy decisions;

Measure

What Works Cities leaders collect and use data and tools to measure progress and engage residents along the way;

Take Stock

What Works Cities leaders consistently review and reflect on the data and evidence they have to learn and make improvements; and

Act

What Works Cities leaders use data and evidence to inform major decisions and take action to improve outcomes.

Technical Assistance Framework



Open Data



Data Governance



Performance Analytics



Results-Driven Contracting



Low Cost Evaluations



Repurpose for Results

COMMIT

| | |
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| | <p>1. Does your local government have a codified open data policy?</p> |
| | <p>2. Does your local government's open data policy call for regular maintenance and at least an annual proactive release of government data online?</p> |
| | <p>3. Does your local government's open data policy require a process to ensure data quality and usability (i.e. Quality Assurance process, publication of metadata, searchable)?</p> |
| | <p>4. Does your local government's open data policy establish a governance structure that calls for actionable steps for city staff and oversight authorities to follow to see the policy through to implementation?</p> |
| | <p>5. Does your local government's open data policy require periodic review for potential changes to the open data policy and system?</p> |
| | <p>6. Does your local government have a data governance practice to ensure data quality and usability (i.e. Quality Assurance process, documentation of metadata)?</p> |
| | <p>7. Does your local government classify data according to sensitivity and need for protection?</p> |
| | <p>8. Has your local government defined and made publicly available time bound, measurable citywide strategic goals (e.g., reduce homicide by 20% in three years)?</p> |
| | <p>9. Does your mayor or chief executive publicly commit to strategic goals and progress toward them?</p> |
| | <p>10. Does your local government have a policy or ordinance establishing a performance management program for the city (e.g., Stat, performance measurement, etc.)?</p> |
| | <p>11. Does your local government have a policy or ordinance establishing evaluation requirements for city-funded practices, programs, and/or policies?</p> |
| | <p>12. Does your local government's policy require at least an annual evaluation for the largest city initiatives programs, and policies?</p> |
| | <p>13. Does your local government's policy require an evaluation budget for budgetary investments?</p> |
| | <p>14. Does your local government have a policy or ordinance establishing the review and modification of practices, programs, and/or policies, through rigorous data analysis and evaluation, that have consistently failed to achieve desired outcomes?</p> |

The What Works Cities Standard



MEASURE

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|  | 15. Does your local government have an open data portal (i.e. a website for making electronic data records accessible in whole or in part to the public) and routine processes for adding new / updating published data? |
| | 16. Does your local government have a written process to determine the release of open data? |
| | 17. Does your local government use (where they exist) civic data standards when publishing open data? |
|  | 18. Does your local government maintain a comprehensive data inventory? |
| | 19. Has your local government established or adopted data standards (e.g., address and date formats, preferred geospatial projections)? |
|  | 20. Does your local government publish progress on city goals on at least an annual basis (e.g., annual report, update to city's strategic plan, etc.)? |
|  | 21. Does your local government measure outcomes, impacts, and/or cost-effectiveness of key procurements, contracts, and/or grants? (i.e. monitor performance data in real-time and troubleshoot with contractors to achieve the goals of the contract and/or grant) |
|  | 22. Does your local government have publicly available baseline evaluation standards or evaluation protocols to protect rigor of city-funded evaluations? |



TAKE STOCK

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|  | 23. Does your local government have a designated person or team responsible for managing data? |
|  | 24. Does your local government have a designated person or team responsible for performance management? |
| | 25. Does your local government convene a performance management program (i.e. Stat meetings)? |
| | 26. Does your local government have a set schedule for performance management or Stat meetings? |
| | 27. Does your mayor or chief executive as well as department commissioners regularly attend performance management or Stat meetings? |
| | 28. Does a senior official with budget and decision-making authority chair these meetings? |
| | 29. Has your local government selected specific performance measures as key indicators to highlight and visit annually? |
| | 30. Does your local government's performance management program collect and store outcomes and performance data on city contracts? |
|  | 31. Does your local government have a dedicated person or team responsible for strategically managing the city's portfolio of most important procurements that are due in the upcoming year? |
| | 32. Is the procurement and contracts function organizationally directly below the local government manager or mayor? |
| | 33. Does your local government define strategic objectives and desired outcomes for each key procurement? |
| | 34. Does your local government structure the procurement and contract process (including selecting the appropriate contract type) to incorporate incentives and align to strategic goals? |
| | 35. Does your local government actively manage ongoing key contracts / grant? That is, does your local government monitor performance data in real time and trouble-shoot with contractors to achieve the goals of the contract or grant, as needed? |

The What Works Cities Standard



TAKE STOCK

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|  | 36. Does your local government have a designated person or team responsible for managing evaluations? |
| | 37. Does your local government have a publicly available protocol or process for conducting external research and evaluation projects (i.e. data sharing agreements, IRB-style internal review process, etc.)? |
|  | 38. Does your local government have senior-level managers empowered to repurpose funds from practices, programs and/or policies that, through rigorous data analysis and evaluation, have consistently failed to achieve desired outcomes? |
| | 39. Does your local government have a written process for determining what action should be taken when a practice, program or policy has consistently failed to achieve its established outcome-based performance targets? |



ACT

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|  | 40. Does your local government have a written process that calls for the public release of data that is relevant to stated city/department goals and objectives, fundamental services, or core mission? |
| | 41. Does your local government have a written process for providing a means for public data requests and release of data that is responsive to residents' requests? |
|  | 42. Does your local government make future contracting decisions based on a contractor's past performance? |
| | 43. Does your local government apply results-driven contracting strategies for your five most important (either tying to high priority goals or representing large dollar amounts) contracts or procurements? |
| | 44. Does your local government have an evaluation system or scorecard for key procurements, contracts, and/or grants that facilitate comparison of outcomes across contractors to determine which contractors are most effective? |
|  | 45. In the last 12 months, has your local government initiated low-cost or randomized evaluation of priority city programs or services in 5 of the city's largest departments and/or programs? |
| | 46. In the last 12 months, has your local government allocated budget specifically designated for evaluation as a condition or sign-off for new projects? |
| | 47. In the last 12 months, has your local government used the results from low-cost or randomized evaluations to improve city programs or processes? |
|  | 48. In the last 12 months, has your local government used rigorous data analysis and evaluation to publicly identify practices, programs and/or policies that have consistently failed to achieve their desired outcomes? |
| | 49. In the last 12 months, has your local government shifted funds away from a practice, program or policy that, through rigorous data analysis and evaluation, has consistently failed to achieve desired outcomes toward a more effective and efficient practice, program or policy? |
| | 50. Has your local government communicated the decision to shift funding based on practices, policies, and/or programs that, through rigorous data analysis and evaluations, are consistently failing to achieve desired outcomes to the public (e.g., residents, customers, elected officials)? |