



HICKORY CREEK
ON THE LAKE

COMPREHENSIVE PLAN



2008



Compiled & presented by

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INTRODUCTION

The Town of Hickory Creek was riding high at the start of 2006; *D Magazine* had included the Town very high (Number 9) on its list of top Metroplex Suburbs just six months earlier—and Town Hall still provided Hickory Creek’s leaders, staff and residents something similar to that highly sought “new car” smell.

*“The highest form of discovery
always requires problem finding.”*

*~Warren Bennis & Burt Nanus,
Leaders: Strategies for Taking
Charge*

And when residents assembled one cold Saturday in February 2007 at the request of Hickory Creek’s Planning & Zoning Commission to start this task right—they responded with a flurry of ideas and opinions on the Town’s past, present and future. P&Z Commission members ranked these thoughts, divided them among Strengths, Weaknesses, Opportunities and Threats—and provided confirmation that a Comprehensive Planning process was long overdue.

More importantly, the citizens who participated in the Comprehensive Planning process’ Strategic Plan kick-off provided valuable direction to the project team of Dannenbaum Engineering and GSBS Architects. For instance, the P&Z Commission made it clear that Hickory Creek needed to—

- Eliminate the possibility of urban sprawl or uncontrolled development;
- Plan for a town square or downtown business district;
- Manage I-35E expansion and the potential loss of commercial land associated with the project;
- Plan for a community trails system, including walking, bicycle and equestrian trails (as well as explore other means of enhancing pedestrian access to and within the Town);
- Protect trees, plants and fauna from being destroyed and care for existing animals and wildlife;
- Continue to enhance the Town’s parks and make them accessible and enjoyable to the public.

Thus, Hickory Creek’s Town Council and subsequently-appointed Vision Committee entered into the Comprehensive Planning Process with a good sense of what Hickory Creek’s citizens want—and what Planning and Zoning Commissioners viewed as the Town’s priorities—for preservation and development over the next 20 years.

WHY PLAN?

Every Town or City eventually asks itself “How do we grow?”—and some even consider “What is the *best way* in which we may grow”.

Towns have life cycles of their own, and periods of growth are present within most every phase of the life of a town. As such, there is a definite point in time when Towns are considered mature, usually at the point of “build out”—or when there is no more raw land left to develop for either residential or commercial purposes. When a community reaches this phase, it does not mean that work toward improving a Town ceases; it only means that a Town’s priorities change to reflect this particular life cycle.

By many accounts, Hickory Creek, Texas, is still a ‘young’ Town. With several parcels of raw acreage available to develop, Hickory Creek still has the opportunity to plan for the highest and best uses for remaining undeveloped land before the Town matures. Moreover, almost twenty-two years have passed since the last Comprehensive Plan was written. There is no question that the Town’s goals and priorities have changed since October of 1986.

Yet an updated Comprehensive Plan will benefit Hickory Creek in numerous ways:

- It will serve as a Vision Statement, outlining the Town’s goals and objectives, which in turn will direct the decisions made by the Town over the next two decades.
- The Land Use portion of the Comprehensive Plan serves as a long-range planning tool by establishing how land should be used for the Town’s health, safety and welfare.
- The Land Use Map will assist both the Planning & Zoning Commission and Town Council as they make planning and policy decisions.
- The Comprehensive Plan will affect infrastructure needs, Capital Improvements Planning, community resources and most importantly, annual Fiscal Year Town Budgets.



Now is the perfect time for Town leaders to agree on how they envision Hickory Creek’s future. The value of the Comprehensive Plan and the Comprehensive Planning Process should be held in high regard if the ultimate vision of the community is to be achieved—to the benefit of all who live, work and recreate in Hickory Creek.

“The key challenge is that the city encourage and control zoning on open land so that when the city builds out, it will provide for a tax base that will be enough for required services.”

*~Bill Kirchhoff, Former City Manager, City of Arlington
Dallas Morning News, June 14, 1987*

THE PLANNING PROCESS

“Renewing organizations often see more value in the process than the plan itself.”

*–Robert Waterman,
The Renewal Factor*

The key to successful planning is a shared community vision. People support what they help create. Thus, Town leaders and the project team sought to involve the community throughout the Comprehensive Planning Process. Citizens, property owners and community volunteers’ opinions were sought through several questions, including:

- Why did citizens choose to live in Hickory Creek over other places?
- What makes Hickory Creek special and unique?
- How can we preserve and build upon Hickory Creek’s assets?

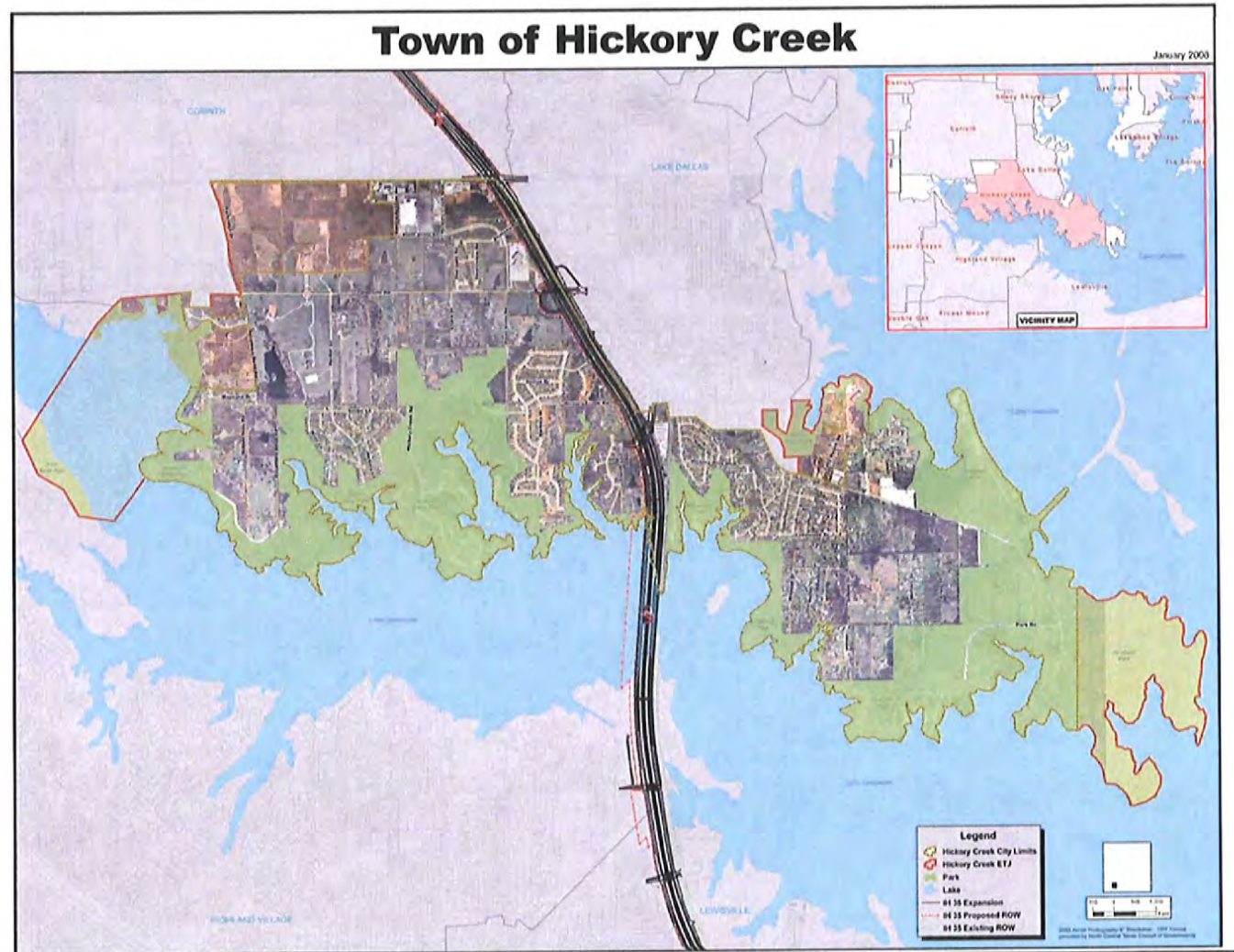
The Town of Hickory Creek held a series of workshops to gather community input into the Comprehensive Planning process. The Town and project team convened eight (8) “Stakeholder Meetings”, composed of residents, property owners and individuals who are involved or care deeply about Hickory Creek. The meeting topics, based on the results of Hickory Creek’s Strategic Plan, were agreed upon by members of the project team—and included:

- Population Growth
- Planning, Zoning and Land Use
- Parks and Trails
- Natural Preservation
- Economic Development
- Mixed-Use Development
- Municipal Facilities, and
- Housing and Neighborhoods.

The Town Council appointed a Vision Committee, consisting of select community volunteers. This project team came together for two meetings. The first was specifically intended as a review of the Town’s Strategic Plan and an introduction to the Comprehensive Planning process. Project team members convened the second meeting to present the results and recommendations gleaned at the Stakeholder Meetings. At this second meeting, the project team gave each member of the Vision Committee the opportunity to comment on the results of the stakeholder meetings and offer further input into what they desired to see within the Comprehensive Planning process.

Although several Town Council members did attend Stakeholder and Vision Committee meetings, the Council officially became involved in the Comprehensive Planning process after the completion of these events. After receiving the results of the Stakeholder and Vision Committee meetings, the Council

indicated their preferences and assisted the project team in clarifying final goals, objectives and land use decisions. The project team delivered the final Comprehensive Plan and Land Use Map to Town officials at the end of March, 2008.



HICKORY CREEK TODAY

Hickory Creek, Texas, incorporated in 1963. The Town is a general law municipality, governed primarily by State Laws. The Town is run by a Mayor and five Council Members, who have authorized some of its implementation authority to the Town Administrator.

Hickory Creek is located along I-35E between Dallas and Denton. To be exact, the Town is 30 miles from downtown Dallas, 17 miles from DFW Airport, 26 miles from Love Field Airport, 39 miles from downtown Fort Worth, 30 miles from Alliance Airport and 10 miles from Denton.



Hickory Creek is bordered by Lake Dallas and Corinth to the north. Lewisville Lake borders the Town to the south, east and west. Though not touching the Town's borders, the following cities are in very close proximity to Hickory Creek: Copper Canyon, Double Oak, Highland Village, Flower Mound, Lewisville, Denton, Shady Shores, Oak Point and Lakewood Village.

Hickory Creek is best characterized as a suburban community. The growth of Hickory Creek began in the 1970's and continued to increase steadily to its current population of 3,700 people today. Much of Hickory Creek's growth is due to the general growth of the Dallas/Fort Worth Metroplex. Hickory Creek's population has increased over time as growth has moved from the center cities such as Dallas, Fort Worth and Denton outwards towards more suburban communities.

While Hickory Creek has experienced growth over the last couple decades, Town leaders and citizens expect the community to always remain small. To help facilitate this, Hickory Creek will seek to maintain planning & zoning policies that will limit growth to the desired maximum of just over 5,000 people. (State law does allow Texas municipalities to hold charter elections and become home rule Cities, if leaders desire, once they reach this threshold. Such a status is desirable for several reasons. For instance, home rule municipalities are given additional rights, including a greater capability of annexing land, if property is available and a community desires to expand its limits.)

In the 1990's, Hickory Creek experienced a tremendous amount of commercial growth for its size. Residents from the Town, as well as those who reside in neighboring cities, began shopping at Wal-Mart and other new businesses that developed along Swisher Road. In the 1990's, sales taxes increased from \$20,000 to just over \$1.2 million.

Town leaders expect to see additional business growth as a result of the eventual expansion of I-35E and a new toll bridge across Lewisville Lake, both of which will make Hickory Creek even more visible and accessible to its neighbors and traveling shoppers.

Hickory Creek has a number of identifying features that help it stand out from other communities in the Metroplex. Many of these features relate to the Town's rural nature. Upon driving the community, one does not get the sense that Hickory Creek is in the center of a metropolitan region with 5 million people; instead, the feel in Hickory Creek more resembles somewhere deep in the country, far removed from everyday life.

The natural state of the Town can be found throughout the community. Native trees and plants are abundant. The Corp of Engineers has maintained the natural shoreline of Lake Lewisville. Most roads are rural in nature, with only two lanes and bar ditches. Most homes have been designed and built to look unique to one another. While placed within a major metropolitan area where housing subdivisions and styles appear to be repeated from city to city, Hickory Creek has maintained a rural authenticity.

PUBLIC FACILITIES, COMMUNITY FACILITIES AND PHYSICAL FEATURES



Town Hall & Town Center

In 2006, contractors completed a new Town Hall for Hickory Creek—located between Swisher Road and Turbeville Road on the West side of Town. And as the project team put the finishing touches on this Comprehensive Plan, Town officials and property owners were planning for a two-day design workshop or “Charrette” to Master Plan a mixed-use development near the Town Hall. Project team members and Economic Development Corporation Board Members recognize the Town Hall may be the

best “public anchor” of a mixed-use or Town Center development. Thus, Hickory Creek’s Economic Development Corporation leaders will encourage additional mixed-use development within this vicinity—and seek to leverage the benefits of the Town Hall.

Public Safety

Hickory Creek employs twelve (12) full-time police officers and receives fire and emergency response services from the Lake Cities Fire Department. The Lake Cities Fire Department employs thirty-eight

(38) full-time fire fighters and paramedics. The City of Corinth recently took over the Lake Cities Fire Department, and as a result the Town has contracted with the City of Corinth for fire services.

Public Works/ Animal Shelter

Hickory Creek has a joint Public Works and Animal Shelter along I-35E. It is being displaced with the I-35E widening project. Therefore, the Town has purchased land on the east side of I-35 and south of Main Street for construction of a replacement facility.

Education

The Town of Hickory Creek belongs to the Lake Dallas Independent School District. The following schools are included within this District: Lake Dallas Primary School, Shady Shores Elementary, Corinth Elementary School, Lake Dallas Intermediate School and Lake Dallas High School.

Vista Academy, a new private school, also serves Hickory Creek. Vista Academy is located in Cornelius Town Center and presently accepts students in grades Kindergarten through second grade.

For higher education, residents can earn a two-year degree from North Central Texas College in Corinth. Four year bachelor's degrees, masters' and doctorate degrees are available from the University of North Texas and Texas Women's University a short drive away in nearby Denton. Approximately twenty other public and private colleges and universities are located within North Central Texas.

Healthcare

Residents of Hickory Creek go to neighboring communities for most of their healthcare needs. In comprehensive planning meetings, residents expressed a desire for additional healthcare providers; moreover, they desire a central medical center within the community. The nearest hospitals are Denton Regional Hospital, Presbyterian Hospital of Denton and the Medical Center of Lewisville. In addition, many hospitals and outpatient surgery centers are located in outlying communities—and throughout the Dallas/Fort Worth Metroplex.



Tanglewood Park

Tanglewood Park is presently the only Town-owned park. Tanglewood Park is located in the Lakewood Gardens residential subdivision. This park is a neighborhood park with a playground, small sports court and open lawn area.

Lewisville Lake & U.S. Corps of Engineers Property

The United States Army Corps of Engineers (USACE) owns park property in the Town that borders all along Lewisville Lake. The parks owned by the

Corps of Engineers include Arrowhead Park, Harbor Grove Park, Hickory Creek Park, Oakland Park, Point Vista Park, Sycamore Bend Park and Westlake Park. Hickory Creek currently leases parkland from the Corps of Engineers in Arrowhead Park, Harbor Grove Park and Point Vista Park.



MAJOR ISSUES

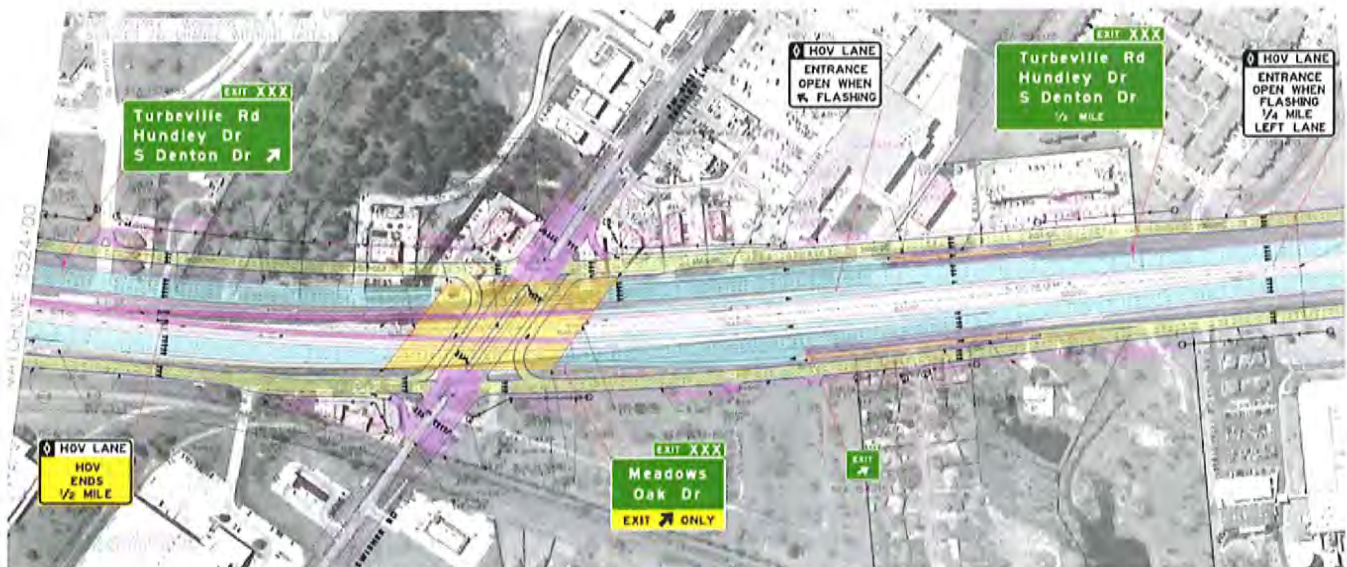
Roadway Construction Projects

Town residents and leaders believe a few major roadway projects will greatly impact Hickory Creek's future. The completion of a new toll bridge across Lake Lewisville and the expansion of both I-35E and Swisher Road will increase traffic and visibility. As these projects increase access into and out of the community, Hickory Creek is likely to experience residential and business growth.

Lake Lewisville Toll Bridge - The North Texas Tollway Authority is constructing a 1.7 mile long east-west toll bridge across Lake Lewisville. The bridge will serve to connect Swisher Road in Lake Dallas to Eldorado Parkway in Little Elm. The toll bridge is part of a larger project to connect the area to the Dallas North Tollway. *Traffic along Swisher Road is expected to double upon completion of the Lake Lewisville Toll Bridge.*

IH-35E Widening - Engineers reporting to the Texas Department of Transportation (TxDOT) have begun plans for the widening of I-35E through Hickory Creek and neighboring Cities. The project is expected to include a three-lane frontage road in both directions, eight lanes of interstate and high occupancy vehicle (HOV) lanes in both directions, for a total of 16 lanes. While traffic and access will be impeded during construction, *mobility into and out of Dallas and Denton will greatly increase at the completion of this project.*

FM 2181 & local thoroughfares - Additionally, Farm-to-Market Road 2181 will be expanded throughout Hickory Creek. And, stakeholders suggested expanding other local thoroughfares, including continuing Point Vista south from the intersection of Ventana, to Turbeville Road.



Lewisville Lake – Flooding/ Drought

Occurrences of flooding and drought of Lake Lewisville can be an issue to Hickory Creek. Although certain plant and animal species live and thrive in conditions of flood and drought, some may also die as each occurs. Both conditions affect development near the shoreline as well as the percentage of land available for development. While the USACE controls all of the shoreline of Lewisville Lake—and Hickory Creek has no jurisdictional control whatsoever—Town Council members should maintain regular communication with USACE representatives regarding issues of erosion and property damage when assessing the best way to access, develop and maintain any leased land around Lewisville Lake.



Funding & Resources

Most towns desire to be full-service communities that are able to provide all of their programs and services “in house”—without having to depend on neighboring municipalities. As is the case with many small and growing towns, Hickory Creek is dependent on others for park facilities and programs, fire services and other needs. The Town currently lacks funding and manpower within to provide for all the programs and services that the citizens desire.

As Hickory Creek grows, the Town will have more resources available to care for the needs and desires of its citizens. Until that point in time, however, the Town will need to continue to be creative in providing for its citizens, exploring additional ways to increase programs and service levels. Hickory Creek is currently meeting this challenge by:

- Entering into inter-local agreements for the joint use of public facilities
- Contracting with other cities, counties and government entities for services
- Utilizing State bids for purchase of equipment
- Hiring and training employees for more than one task
- Utilizing volunteers to assist the Town
- Pursuing grants for projects and programs

ECONOMY

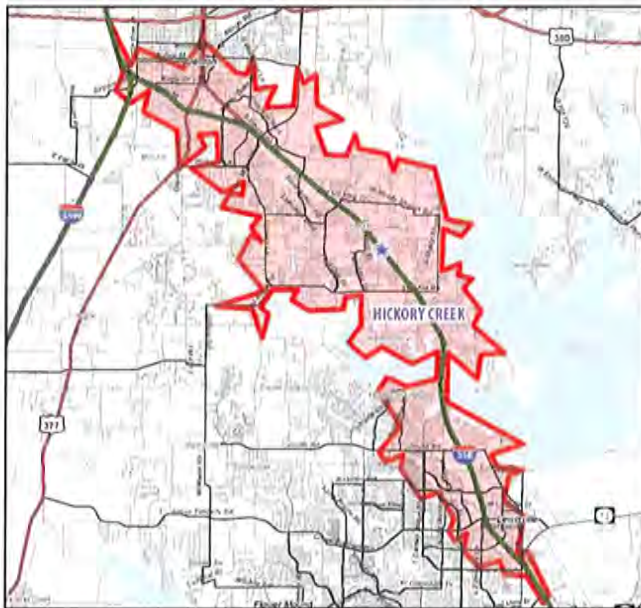
*"Every public policy problem is, at its root, an economic problem."
-Dr. Bud Weinstein, Professor, University of North Texas*

Location, Trade Area & Nearby Shopping Centers

Since Hickory Creek is located close to the middle of the 16-County North Central Texas region, Town citizens now enjoy tremendous access to various shopping and dining destinations. However, for the sake of this Comprehensive Plan, Hickory Creek's trade area is being limited to a 10-minute drive time, including those Cities that are adjacent to the Town, since Economic Development Corporation officials believe that is the distance traveled by most Hickory Creek citizens to spend the majority of their disposable income.

All or part of the Cities of Corinth, Denton, Lake Dallas, Shady Shores, Copper Canyon, Highland Village and Lewisville are currently located within a ten minute drive time of Hickory Creek. Of these Cities, the largest and most developed Cities are Denton and Lewisville. Two of Denton's largest shopping areas are Golden Triangle Mall and Denton Crossing. A major retail investment group is also in the process of developing another large shopping area in Denton called Razor Ranch.

HICKORY CREEK, TEXAS RETAIL TRADE AREA MAP



Two of Lewisville's largest shopping areas are Vista Ridge Mall and Vista Ridge shopping district. These shopping areas are home to national department stores, major anchor stores, junior anchor stores, grocery stores, and national sit-down restaurants. In order to succeed, these shopping areas rely not only on the residents in their own Cities but also those of Hickory Creek and neighboring Cities for business.

Consideration of new business growth in Hickory Creek must take into account those businesses that already exist within the Town as well as those within Hickory Creek's trade area. When planning for commercial retail and restaurant development, it is smart to consider what business

categories could compliment existing businesses within the trade area. It is important to identify existing gaps within the market that need to be filled, and to distinguish ways to make a potential shopping area more attractive to pique the interest of existing retailers. If demographics vary enough within the 10-minute drive time, Hickory Creek might also quantify a different market within the trade area. Based on research presented later in this report, this is a great possibility for Hickory Creek.

Commercial Base & Diversity

The majority of Hickory Creek's commercial base is comprised of retail development. Most of Hickory Creek's retail development is located on the west side of Town along Swisher Road and I-35E. Swisher Road has a Wal-Mart Superstore, several strip centers, fast food restaurants and a few local sit down restaurants.



Towards the western end of Swisher Road, the businesses are more service-oriented. Between Swisher Road and Point Vista Road, an investment group built a new shopping center named Cornelius Town Center. *The project team agrees that additional retail development is likely to follow in this area, especially if the prospective multi-acre, mixed-use project becomes a reality.*

Several businesses opened new locations along I-35E in the past 10 years, including IHOP, Chili's Bar & Grill and the Texas Land and Cattle Company. Both of these businesses could be displaced with the widening of I-35E. Behind both restaurants is a Rave Movie Theater, which will likely remain in spite of the I-35E widening.



On the East side of Town, there is little commercial development; the majority of commercial development to the east is based in Lake Dallas. A small amount of light industrial development is located at the far northern end of Main Street. However, it is unlikely that any additional industrial development will be built within Hickory Creek due to lack of land and lack of freeway access for such property.

In summary, Hickory Creek does not have a diverse commercial base, with most of the commercial development being retail and service in nature. Commercial office space is lacking, and there is little industrial development except the small portion which is located on the east side of Town.

The commercial base is expected to change as the Town grows. New mixed-use development between Swisher Road and Turbeville Road is expected to attract retail and commercial users. And, the widening of I-35E is expected to change land use along I-35E to more dense uses, including multi-story office buildings. Upon examining the land use plan, there were no areas that looked attractive or feasible to locate additional industrial users. Therefore, the Town is expected to diversify its commercial retail and office base but not its commercial industrial base.

Extra Territorial Jurisdiction (ETJ)

As Hickory Creek annexes land, the Town desires additional retail and mixed-use development along the far southwestern end of Swisher Road. In particular, residents and leaders desire a major retail center at the southeast corner of Swisher Road and Parkridge Drive.

Income Levels

Household income is an economic indicator which measures a community's wealth. It refers to income from all sources, including wages and salary, dividends, interest income, social security benefits and other income. The general perception is that the higher the household income levels, the more prosperous the community.

Household income levels affect a community's ability to maintain its housing stock, attract commercial businesses and provide municipal services. Homebuilders use household income levels to determine what type of home the market can bear. Developers use household income when choosing the next appropriate site to develop. Retailers use household income to determine if the demographics of a community fit the demographics of their customer base. Household income is also used as an economic indicator for communities seeking grant funds. For these reasons and many more, it is important that a Town understand the income characteristics of its residents.

A community is generally thought to be more equitable if income levels are concentrated in the mid ranges, rather than leaning towards the upper or lower levels. If income leans more towards the upper levels, the community is made-up of a greater number of higher income earning households. If income leans more towards the lower levels, the community is made-up of a greater number of lower income earning households.

It is important to have a diverse range of income levels within a community, because a community with greater diversity in income levels is more able to sustain itself. Communities with more residents that are either high income earning or low income earning are considered 'lopsided' and often need to recruit from other communities to meet the employment needs of their businesses. Although many communities fill their employment needs from surrounding communities, lopsided income earning communities do so to a much greater degree. In some communities, the need may be so extreme that it hampers new development opportunities.

Hickory Creek Households by Income

Households by Income	2000 Number	2000 Percent	2007 Number	2007 Percent	2012 Number	2012 Percent
< \$15,000	33	4.0%	41	3.6%	43	3.0%
\$15,000-\$24,999	48	5.8%	32	2.8%	34	2.4%
\$25,000-\$34,999	101	12.2%	100	8.8%	85	5.9%
\$35,000-\$49,999	110	13.3%	162	14.3%	198	13.7%
\$50,000-\$74,999	160	19.4%	229	20.2%	248	17.2%
\$75,000-\$99,999	117	14.2%	144	12.7%	211	14.6%
\$100,000-\$149,999	147	17.8%	257	22.6%	317	22.0%
\$150,000-\$199,000	56	6.8%	71	6.3%	140	9.7%
\$200,000+	53	6.4%	100	8.8%	167	11.6%
Median HH Income	\$67,067		\$75,524		\$86,642	
Average HH Income	\$87,877		\$101,435		\$117,204	
Per Capita Income	\$33,386		\$37,832		\$43,991	

The income of Hickory Creek's residents is healthy, with the majority of households operating in the middle income categories. Approximately, 15.2% of households fall into the lower one-third of income ranges, earning less than \$35,000 a year in household income. An estimated 47.2% of households fall into the mid one-third of income ranges, contributing between \$35,000 and \$100,000 to household income a year. Nearly 37.7% of Hickory Creek residents fall into the upper one-third of income ranges, contributing over \$100,000 to household income, annually.

Evaluating Hickory Creek's household income trends from 2000 to 2012, the number of lower income households is decreasing, upper income households are increasing and mid range income households stay relatively level. The disproportionate distribution of upper to lower income households in Hickory Creek is approximately 22%. In fact, the trends appear to show the gap between upper and lower income households increasing in the future. From 2000 to 2007, the number of lower income households decreased by 6.8%, and it is anticipated that from 2007 to 2012 the number of lower income households will decrease an additional 3.9%. On the other hand, from 2000 to 2007 the number of upper income households increased by 6.7%, and it is anticipated that from 2007 to 2012 the number of upper income households will increase an additional 5.6%. *If these trends continue over the next 10 years, Hickory Creek will be a lopsided community with the majority of its residents consisting of mid and upper income households.*

Average income in Hickory Creek is a strong \$101,435. The average income is anticipated to grow by approximately 13% by 2012. Higher end retailers and restaurants are often attracted to areas with income levels in this range. If the right location can be found, the average income in Hickory Creek will definitely call attention to the economic value of locating in the Town.

10-Minute Drive Time Households by Income

Households by Income	2000 Number	2000 Percent	2007 Number	2007 Percent	2012 Number	2012 Percent
< \$15,000	1,858	6.1%	1,500	4.1%	1,385	3.2%
\$15,000-\$24,999	2,219	7.3%	1,609	4.4%	1,287	3.0%
\$25,000-\$34,999	3,242	10.7%	2,328	6.4%	2,001	4.7%
\$35,000-\$49,999	4,748	15.6%	4,594	12.6%	3,947	9.2%
\$50,000-\$74,999	7,640	25.1%	7,736	21.3%	7,151	16.7%
\$75,000-\$99,999	5,043	16.6%	6,080	16.7%	7,802	18.3%
\$100,000-\$149,999	3,986	13.1%	8,210	22.6%	10,516	24.6%
\$150,000-\$199,000	1,028	3.4%	2,705	7.4%	4,639	10.9%
\$200,000+	622	2.0%	1,623	4.5%	3,985	9.3%
Median HH Income	\$59,145		\$76,272		\$91,192	
Average HH Income	\$68,861		\$91,815		\$112,860	
Per Capita Income	\$25,592		\$33,532		\$41,159	

The majority of households fall into the mid one-third of income ranges, and there is a large gap between the upper one-third income ranges and lower one-third income ranges. The gap between the upper household income levels and lower household income levels is slightly less at 19.6%. However, the 10-minute trade area upper income households are growing much more quickly than the upper income households in Hickory Creek by an estimated 16% between 2000 and 2007 and by an anticipated 10.3% between 2007 and 2012.

The main difference between Hickory Creek and its 10-minute trade area is that the increase in the upper income households not only took away from the number of households in the lower income ranges but also in the mid income ranges, and this trend is expected to continue by approximately 6% every five years. The means that although the 10-minute trade area is slightly behind Hickory Creek in household income, by 2012 the trade area income has essentially caught-up to the Town. Just as with the Town, if this trend continues over the next 10 years, by 2024, Hickory Creek's 10-minute trade area will be lopsided with the majority of its residents made up of mid and upper income households.

Current average household income within the 10-minute trade area is somewhat less than Hickory Creek's average household income at \$91,815. The average household income of Hickory Creek's trade area is anticipated to grow by approximately 18% by 2012, which is 5% higher than the Town of Hickory Creek. However, the anticipated average household income in 2012 in Hickory Creek is still expected to be \$4,344 higher than the anticipated average household income in the Town's 10-minute trade area. Since the income levels of Hickory Creek and its 10-minute trade area are so closely aligned, it means that there is one trade area and not two separate ones. Therefore, the retailers and restaurants interested in the area have more flexibility when choosing a site. *Hickory Creek's Economic Development Corporation representatives will need to be more aggressive if they desire to have these businesses locate within the Town and not in a neighboring City.*

TRAFFIC

The roadways with the highest traffic counts in Hickory Creek are I-35E, Swisher Road and Main Street. Traffic counts along I-35E range from 91,000 vehicles to over 125,000 vehicles at the far north end of Hickory Creek; *these counts are significant—and substantial enough to attract major retail and restaurant interest.*

Along Swisher Road, traffic counts start at 23,000 vehicles from I-35E and decrease significantly at Parkridge Drive. Along Main Street, traffic counts start at 10,000 vehicles from I-35E and decrease as vehicles travel further east.

Traffic counts are expected to increase significantly along I-35E and Swisher Road due to the I-35E widening project and the new Lake Lewisville Bridge. As development spreads further along Swisher Road both south of Swisher Road and west along Swisher Road, traffic counts are also expected to increase along Point Vista Road, Turbeville Road and Parkridge Drive.

AREA TRAFFIC COUNTS



EMPLOYMENT

Employed Labor Force (North Central Texas Council of Governments)

2000	2005	2010	2015	2020	2025	2030
494	756	1,005	1,075	1,115	1,115	1,115

2007 Labor Force

Employed: 94.9%

Unemployed: 5.1%

Employment by Industry - 2007 Estimate

	Hickory Creek	10-Minute Trade Area
Services	38.8%	40.5%
Retail Trade	12.7%	14.0%
Construction	10.4%	-----

Both Hickory Creek and the 10-Minute Trade Area have the same top two industry categories. Hickory Creek also has 10.4% of its employed population in the construction industry while for the 10-minute trade area, its employed population for construction and all other categories fell beneath 10%.

Employment by Occupation - 2007 Estimate

	Hickory Creek	10-Minute Trade Area
White Collar	66.4%	69.4%
Blue Collar	21.9%	18.1%
Services	11.7%	12.5%

Hickory Creek has a slightly less blue collar population and higher white collar population than the 10-minute drive trade area. The 10-minute trade area has a slightly higher services population, which makes sense since the 10-minute trade area also has a greater percentage of service industry employment, as listed above.

POPULATION & DENSITY

Hickory Creek Growth Projections (According to the North Central Texas Council of Governments)

1990	2000	2005	2006	2007
1,893	2,078	2,467	3,650	3,700

2007 Hickory Creek Population Profile

- 5 out of 10 people are female, and 5 out of 10 people are male
- 4 out of 10 people are between the ages of 45 and 64
- 9 out of 10 people are Caucasian
- 8 out of 10 people own their home
- 2 out of 10 people have a bachelor's degree
- 1 out of 10 people have a graduate degree

2007 10-Minute Trade Area Population Profile

- 5 out of 10 people are female, and 5 out of 10 people are male
- 4 out of 10 people are between the ages of 25 and 44
- 8 out of 10 people are Caucasian
- 6 out of 10 people own their home
- 2 out of 10 people have a bachelor's degree
- 1 out of 10 people have a graduate degree

The population demographics of Hickory Creek differs from the population of its 10-minute trade area in that Hickory Creek's population is significantly older than the population of its trade area by approximately twenty years. The trade area has a slightly more diverse population base with a greater percentage of African-Americans and Hispanics. Finally, approximately 20% more of Hickory Creek's population own their home compared to the 10-minute trade area population.

HOUSEHOLDS

GSBS Architects conducted a drive-by housing inventory of the community using a house-by-house classification method. The housing types were classified into three categories: standard, sub-standard and dilapidated homes. Homes classified as “standard” have access to all required facilities, with the building’s structure intact and maintained. “Substandard” homes lack the maintained composition of the surrounding community, bringing into question the structural integrity of the building. Homes where the structure is clearly damaged or have become overrun are classified as “dilapidated”.



In total, Hickory Creek has 1,168 living facilities in the Town. Twenty-four homes were classified as sub-standard. One home was classified as dilapidated. There are eighty-four manufactured homes. Seven were classified as substandard, and four of these homes were classified as dilapidated.

Through Stakeholder meetings and within the Vision Committee, the decision was made to target specific residential growth. In areas set to become single-family home subdivisions, lots are to be no smaller than 1/3 acre and no larger than 1 acre. This lot size will accommodate heavier residential growth while keeping with the open land, rustic feel of the current communities. Additionally, the decision was made to build up certain areas of multi-family dense units of condos or brownstones to allow the city to reach its population goal of just over 5,000.



LAND USE

Residential This is the predominant type of land use in Hickory Creek—and should remain so as it continues to mature to build out. Very little of the residential is presently intended as multi-family, with the majority being detached and on larger lots.

Retail The increased access and visibility of three specific road projects will increase Hickory Creek’s chances of retail land use. Shops, stores and restaurants all fall within this category of use, which is one of the most attractive to any municipality since it helps generate sales tax revenues. Some service retail enterprises will operate within or adjacent to pure retail—and may also offer Hickory Creek some sales tax benefit.

Office The largest potential for jobs comes through office use, which can serve to boost Hickory Creek’s daytime population and benefit retail and restaurant frequency, as well. Moreover, office land use can be coupled with master planned, mixed-use projects to enhance the attraction of a quality development and help keep shoppers and diners within the Town for longer periods of time.

Industrial Land uses surrounding the production or distribution of goods is considered industrial; Hickory Creek has very little of this type of land use, and there’s limited acreage available to accommodate industrial projects within the community. Nevertheless, Hickory Creek may want to keep in mind that there are some types of industrial products that are taxable, potential generating “under the radar” retail for the Town.

Public Institutional spaces are considered public land uses. This category includes the Town, ISD, County and other public entities (i.e. State and federal offices).

Parks & Open Space There is a conflict in Hickory Creek; residents and leaders desire additional park space, yet the Town has very little in the way of park acreage, is limited as to the USACE acreage it’s been allowed to lease and lacks a dedicated source to purchase and develop additional park facilities.

Right of Way Hickory Creek’s conservative Thoroughfare Plan limits the amount of right of way necessary for streets and roads; the majority of new right of way will likely be associated with whatever is built in connection with the proposed mixed-use/Town Center site.

Land Use Projections & Build Out

To accommodate a population of just over 5,000



people—so Hickory Creek may eventually seek home rule status—the land use plan proposes these residential land use types:

Low-density single family	1 unit per 5 acres
Medium density single family	1 unit per acre
High density	2 to 4 units per acre
Town Homes/ Condominiums	5 to 15 units per acre

Using these ratios, the project team projects eventual population (excluding the potential for additional growth through higher-density units in the proposed mixed-use project) as follows:

* Low Density, at 295 acres total for the Town = 152 people at build out

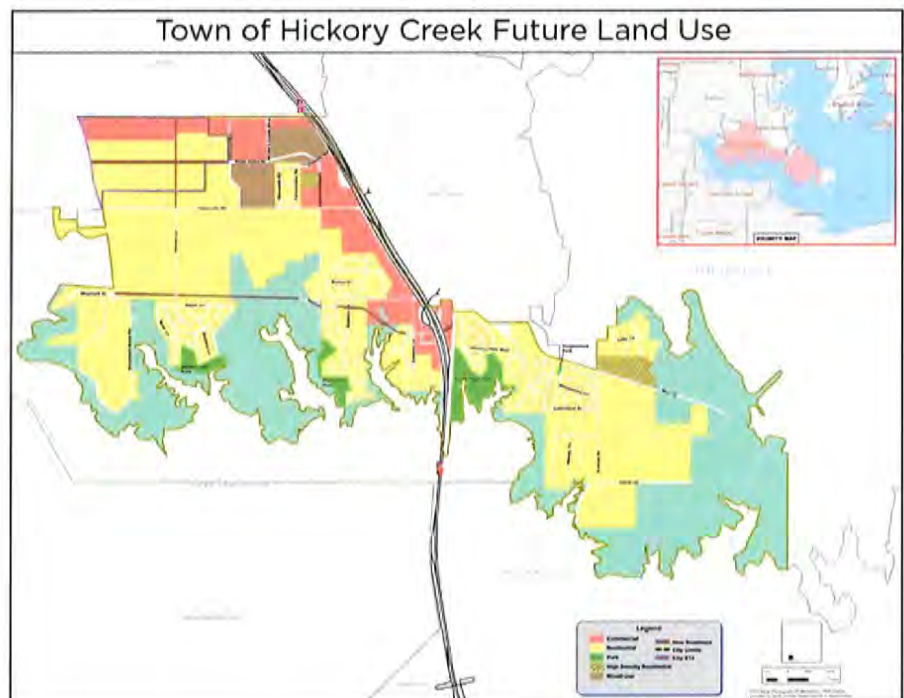
Medium Density, at 620 acres total for the Town = 1,635 People at build out

High Density, at 443 acres total for the Town = 3,288 People at build out

Town Houses, at 24 acres total for the Town = 466 people at build out

This total at build out is 5,541, potentially placing Hickory Creek over the magic 5,000 person target with some room to spare.

** All estimates are calculated using Hickory Creek's average household size of 2.59 persons. All estimates are calculated based on ERSI projections for the Town of Hickory Creek.*



POLICY OPTIONS FOR TOWN SECTIONS

See Appendix C for Map of Town Sections

SECTION 1

Section 1 of the Town of Hickory Creek may have the greatest potential for change—both positive and negative. For instance, Hickory Creek will most likely lose, or need to encourage the replacement of, the McDonald's/gas station, IHOP, Chili's and Texas Land and Cattle Company. While that is due in large part to future right-of-way takings and improvements to IH-35E, a successful completion of the proposed mixed-use project, centered at this corner, could go a long way toward lessening the harmful impacts of the IH-35E expansion and maximizing the sales tax potential of these and other businesses.

Future Town Councils will need to decide whether to—

- 1) **Let free market economics continue to drive the process; or,**
- 2) **Market and encourage the process through the Economic Development Corporation's Mixed-use Design Charrette; or,**
- 3) **Partner, and encourage the EDC to partner, with property owners, investors and developer(s) to foster a dynamic, Retail/New Urban mix of projects within Section 1.**

We recommend the Town choose approach #3 and facilitate the highest, best use of commercial properties in Section 1.

If Town Councils choose to team up with developers, it will help counter the hesitancy communicated by the majority of property owners who visited with us during the Mixed-Use Design Charrette. Most are very cautious—and feel as though their hands are tied until the right-of-ways are purchased by the Texas Department of Transportation.

Hickory Creek's Town Council and Economic Development Corporation Board have an opportunity to continue working with developers and support property owners who are setting the stage by taking the initiative to foster projects in spite of the right-of-way takings to come.

In particular, Hickory Creek policy leaders can:

- *Take control of their destiny and show support, even linking owners together for property assemblages;*
- *Take the lead in communication with TxDOT and its engineering consultants to get properties surveyed early for eventual condemnation;*
- *Ensure cross access between future developments along the IH-35E access road;*
- *Allow for structured parking and multi-story, vertically-integrated uses on these properties, when the market dictates it;*
- *Take the lead in negotiating and providing a "Lake Cities" civic or public use to anchor the sense of place within Section 1;*
- *Maintain and enhance the natural landscape;*
- *Explore and facilitate creation of a Tax Increment Reinvestment Zone and tax increment financing to help fund associated infrastructure improvements, thus boosting the project's development in the coming years;*
- *Provide for clean building types with screened utilities and multiple-access points;*
- *Enact design guidelines which protect the investments of existing businesses and prospective new projects.*

As it relates to residential development within Section 1, Hickory Creek policy leaders have the potential to implement a number of solutions. Town Councils may facilitate changing the residential at the southwest corner into a senior center/senior living development. Likewise, Hickory Creek is faced with its best opportunity to boost its population—and hasten accomplishment of the home-rule population target—through provision of quality, high-density multi-family products in the mixed-use core of the Town Center.

Town Councils should consider allowing quality senior housing with restrictions, leaning towards more independent resident type of products. They should also permit for quality per square foot brownstones, second story loft apartments and other attractive high-density residential units and complexes within Section 1. These types of projects, managed to ensure quality, will change the way Hickory Creek is viewed by retailers—and likewise will support office and restaurant uses by increasing the potential for citizens to work near their homes.

SECTION 2

Located at what may be the most remote part of Hickory Creek, Section 2 currently contains sporadic housing with little or no standards. Future growth in Section 2, which is entirely comprised of residential areas, could go either on 1/3-acre or 1-acre lots. There is little chance of any other type of housing being considered in Section 2.

Nevertheless, Section 2 likely holds the greatest potential for meeting Hickory Creek's desire for soccer fields or some other type of large, municipal-owned park. Placing a quality destination in Section 2 will increase the value of both existing and new residences. However, this option also increases the possibility of traffic congestion, and therefore calls for greater access.

Hickory Creek's Town Council(s) should consider tightening the standards of any housing projects to be built in Section 2 through either a zoning overlay or a set of architectural design guidelines. Likewise, policy leaders may also wish to consider requiring developer agreements that stipulate either home owners associations (HOAs) or tighter private deed restrictions to help ensure a higher quality residential product. If Town Council chooses this option, communication with vacant land property owners should take place in the next 12 to 18 months.

Moreover, if Hickory Creek policy leaders concur with the idea of placing a large park within Section 2, they must act quickly to identify and purchase property for this purpose. However, Town Council(s) should also be prepared to identify multiple access points to this park—and will likely need to amend the Thoroughfare Plan and Capital Improvement Plan to accomplish this objective to the satisfaction of residents in Sections 2, 3, 4 and 5 (as well as the ETJ West).

SECTION 3

There are very few land owners in the vacant property in Section 3 of Hickory Creek. The southern subdivision is built out but could eventually get access to Lake Cities and Town utilities, as those develop.

Future growth within this Section is likely within residential areas with 1 acre to 5 acre lots on the north.

Lake Lewisville offers Hickory Creek the potential to meet the drainage needs for northern residential growth and ETJ North West.

Therefore, Section 3 indirectly provides Hickory Creek with a carrot to stimulate future residential and possible commercial growth. For while it is somewhat limited in and of itself, it does provide the Town with an opportunity to strengthen existing development with improved infrastructure and a drainage path

to facilitate improvements to the Town's largest undeveloped parcels within its extraterritorial jurisdiction.

Present and future Town Councils may want engineers to quantify the drainage benefits within Section 3, considering not only its direct benefit but also its capacity to carry offsite storm drainage, to plan for the potential to serve additional acreage when Hickory Creek is positioned to annex.

Likewise, policy leaders with the Town and the Lake Cities Municipal Utility Authority must evaluate whether to sell bonds for the extension of water and sewer services to benefit existing residents within this section of Hickory Creek.

To help maximize the standard within this portion of Hickory Creek, policy leaders should consider establishing architectural design guidelines. They should also consider requiring establishment of HOAs, developer agreements, deed restrictions or implementing zoning overlays within Section 3, as is recommended for Section 2. This requires communication with these landowners in the next 12 to 18 months to ascertain their desires for their properties, facilitating something that is more property owner and investor friendly. Any decisions regarding Section 3 will impact how Hickory Creek is viewed by commercial developers.

SECTION 4

Section 4 also currently has few land owners. The land use has been set for residential subdivisions comprised of single-family housing units constructed on 1/3- to 1-acre lots.

Nevertheless, Section 4 may also hold the greatest potential to "ride the coattails" of the proposed Mixed-Use Town Center since property locations immediately south of Turbeville and adjacent to acreage fronting IH-35E raises the value of these parcels.

Does Hickory Creek wish to see the sales tax revenue potential of the proposed mixed-use Town Center spill over to adjacent properties—or do policy leaders prefer to restrain development so traffic will not increase along Turbeville? Rezoning or flexible, mixed-use zoning on Section 4 parcels fronting Turbeville will allow for these parcels to benefit when development inches closer to them (either down from the north or over to the east). Yet Turbeville will need to be expanded to at least 3 lanes, west to at least Ronald Reagan, if this is to happen. If the mixed-use project(s) take off, office and possibly integrated office/residential development is more likely to go in the northeast quarter of Section 4.

Moreover, Hickory Creek policy leaders may wish to explore leasing from the USCOE and improving Hickory Creek Park—as the City of Grapevine had done successfully to profit from RV, camping and lake-front activities.

SECTION 5

Section 5 may also benefit from its proximity to the mixed-use Town Center project(s). In particular, open land on the northern edge is likely to become offices.

Because of their adjacency to IH-35E and the associated visibility, parcels on the eastern edge of Section 5 have potential for commercial/retail projects. And properties immediately across Turbeville from Texas Land & Cattle may also hold promise for restaurant pad sites—definitely more likely as the IH-35E widening nears completion and when Turbeville is widened.

Policy leaders can lessen the impact of the IH-35E widening by expanding Turbeville to at least 3 lanes and possibly with a landscaped median to accommodate, thereby maintaining the sales of existing restaurants and strengthening the potential of Section 5 pads. That may be something the Town Council should explore to help quantify the benefits to the Town and soften the potential blows to associated sales tax revenues.

A maximized boulevard to the south of the mixed-use project would allow for more signage opportunities, as well as greater control of the appearance, maintenance, speed and safety of the future expanded Turbeville. Costs could be constrained with the help of associated property owners, if this is something they view as worthwhile. We suggest Town Council begin debating these possibilities in the near future—as the State of Texas continues to evaluate the costs and timing of IH-35E construction.

When it comes to Section 5 residential, existing subdivisions are coming close to build out. The only chance for residential development is through 2nd story, above office or retail units. *Policy Leaders should also weigh the strengths and weaknesses of permitting mixed-use here if it's necessary to accomplish the home-rule population target.*

SECTION 6

Access is limited to this Section and the other two east of IH-35E; moreover, it is controlled by a neighboring municipality. Therefore, the Town is somewhat limited by what may go within Section 6.

Nevertheless, investors may wish to develop vertical, multi-story office projects on the west side of the Section 6.

The subdivision within this Section is at build out; we expect to see development on only seven lots in the north center of the section.

Current or future Town Councils may wish to extend Hickory Hills to Main Street within Hickory Creek's Thoroughfare Plan.

SECTION 7

Section 7 is currently somewhat non-descript since it contains single-family trailers on 1/3 acre lots. The proposed land use plan calls for the southern portion of Section 7 (currently reflected as industrial) to change to multi-family. There is real potential for upscale units near or facing Lake frontage.

We suggest that Town Council move forward with this change—and reflect it within the Zoning Ordinance, as well—as a way to help facilitate Hickory Creek's population goal to call a Charter Election.

SECTION 8

At this point in time, land within Section 8 is contained in large parcels. Residential properties are platted or intended for development in 1-acre or 5-acre lots, which means little density.

Section 8 includes the parcel recently purchased by the Town—intended to accommodate an Animal Control Center/Shelter and Public Works Service Center.

The acreage purchased by Hickory Creek is limited in terms of street access—and may be worth considering for park use, especially if either of the two public facilities can become “public anchors” for placement in the mixed-use Town Center core.

ETJ NORTH WEST*

Proximity of this acreage to Swisher is its biggest asset. The northern-most strip along Swisher (FM2181) is very likely to become retail, possibly a big box or junior box, as the Lake Lewisville Toll Bridge is completed and opened—and as improvements to FM2181 west and north near completion.

The balance of these acres should become single-family residential—with the exception of the eastern residential. With these parcels' proximity to the proposed Town Center and existing Wal★Mart Super Center, this area could be multifamily—and more specifically, senior living units of some kind.

If Hickory Creek policy leaders desire multi-family at this location—and especially senior housing, Town Council(s) should zone and designate these parcels for this use upon annexation—possibly with other tools (i.e. design guidelines or developer agreements) to ensure quality and walkability.

Or when the time comes for annexation, Hickory Creek may prefer to leave the market forces somewhat wide open to the possibility of additional retail anchors or junior boxes—to benefit from the proximity to Wal★Mart. While the odds are lessened for this use as properties extend west along Swisher, the expected increased traffic may justify this type of development.

ETJ WEST*

This is a small section of acreage—which is surrounded by residential. *To remain consistent with what's around and adjacent (Sections 2, 3 and ETJ North West), Hickory Creek officials will likely prefer to designate these parcels for residential upon annexation—and to incorporate existing housing at 1/3 acre to 1 acre lots.*

ETJ NORTH EAST*

With its nice Lake inlet, this area currently houses a high-end condominium complex. *Town Councils are likely to designate this area completely as residential upon annexation. However, there is potential to expand the multifamily areas within its perimeter. Higher value per square foot units would help Hickory Creek to capitalize, again, on the proximity to Lake Lewisville—and lessen the costs of providing municipal services to multi-family residents.*

ETJ EAST*

The eastern peninsula onto Lake Lewisville is totally within the US Corps of Engineers' jurisdiction. We understand the USCOE has working plans for a major park expansion, focused on Lake front activities. *While there is little that Hickory Creek's Town Councils can do in the future to affect this property, there may be opportunities to explore doing something similar to what the City of Grapevine has done—so the Town may partner with the USCOE on sales tax-generating activities within*

Oakland (to the south) and Westlake Parks (to the north). A cooperative environment will help Hickory Creek attract more visitors—and a result, more sales tax revenues.

***NOTE: While State laws make it clear that municipalities can only plan for properties located within their limits, the comments stated above are included as guidance for Town officials as they weigh the positives and negatives of annexation—and possible, eventual development.**

STRATEGIES

"The people who get on in this world are the people who get up and look for the circumstances they want and if they can't find them, make them."

-George Bernard Shaw

1. Population Growth

Goal:

A. To become a Home Rule City

The citizens of Hickory Creek desire to become a Home Rule City. This will allow the Town to adopt a charter based on community values and priorities rather than be governed by State Law.

Objective:

1. Reach a population of 5,000 people.

The Town should follow the new Comprehensive Land Use Plan, which has been laid out so the Town will reach a population of 5,000 upon build out. The citizens do not desire to be much larger than 5,000 people for quality of life purposes.

2. Planning & Zoning

Goal:

B. Support Mixed-Use Development Opportunities

A large area south of Swisher Road and west of I-35E has been designated on the Comprehensive Land Use Map as a prime mixed-use development area. The Economic Development Corporation and one owner of land across from Town Hall have already started the process to plan for mixed-uses in this area. A great opportunity exists to capitalize on the synergy that will be generated by this planning process and plan for additional mixed-use within close proximity of this development.

Objectives:

1. Conduct a design workshop and make a site plan for the area surrounding Town Hall.
2. Study the feasibility of additional land within close proximity to this area becoming mixed-use as well.

3. Consider development of a set of design guidelines (as recommended by participants in the Strategic Planning process) to govern development of this acreage.

Goal:

- C. Separate the commercial zoned area along Swisher Road and I-35E into two separate zoning categories.**

Due to the unique nature of each Commercial Corridor, the two Corridors, Swisher Road and I-35E should be separated into two zoning categories. Swisher Road should be made-up of uses that are commercial retail and service in nature as well as neighborhood serving uses. Uses along I-35E should take advantage of the increased traffic and visibility likely to come as a result of the I-35E expansion, which should lean towards restaurants and more dense uses including larger professional office, finance and healthcare buildings.

Objectives:

- 1. Survey other Towns and Cities zoning ordinances for zoning categories more fitting for specific commercial corridors.**
- 2. Consider a rewrite of two new zoning categories and adopt them for specific boundaries within each area.**

Goal:

- D. Re-evaluate Commercial Uses in the Zoning Ordinance**

The community has identified several uses within the commercial categories of the Zoning Ordinance that are seen as undesirable and should be changed.

Objective:

- 1. Examine uses allowed within the commercial categories of the Zoning Ordinance and change the undesirable uses within each category and under the Chart of Permitted Uses.**

Goal:

- E. Get rid of light industrial zoning category entirely.**

The area in the east part of town, running along a main road and leading towards Lake Lewisville, is the only area in Hickory Creek zoned for industrial uses. The area is very close to residential uses, and there are no alternative locations in Town where industrial

could be appropriately buffered from incompatible uses. In addition, due to the size of Hickory Creek, if areas were zoned for industrial uses it would take away from other uses that the Town desires. Therefore, it is recommended that no areas within the Town be zoned for industrial uses.

Objective:

1. Change industrial zoned areas to other uses.

It is important that the Town change the industrial areas to uses that are likely and economically feasible. For instance, it is more likely that someone looking to build multi-family near Lake Lewisville will be able to redevelop the property than someone looking to build a single family home.

3. Housing & Neighborhoods

Goal:

F. Promote residential brownstones, lofts and condominiums within mixed-use developments.

The community desires mixed-use developments that offer people on-site housing, allowing them to live in close proximity to work, as well as shopping and dining establishments. This will ensure a higher quality development that is more likely to be busy not only during the daytime but at night as well. It will also allow for a more vibrant and energetic atmosphere.

Objectives:

- 1. Adopt a mixed-use zoning category or overlay district, which includes a residential component to make it easier for developers to develop within the Town.**
- 2. Communicate the need for a residential component within mixed-use developments to developers through design workshops, development review committees and other means.**

Goal:

G. Keep large-acre lots throughout most of Hickory Creek.

One of the key attributes of Hickory Creek, differentiating the Town from other communities, is its rural nature. Therefore, Hickory Creek desires and should maintain large acre estate lots, where possible. Something which might conflict with this goal is Hickory Creek's desire to become a home rule City. Therefore, rather than having many single family subdivisions, the community prefers to maintain large acre estate lots and densify where it makes sense. The areas the community has identified as areas where more dense development would be allowed is within mixed-use developments, near commercial areas and even near the Lake. Town leaders should consider allowing owner-occupied brownstones, condominiums and lofts within these areas.

Objectives:

- 1. Re-examine the Town's residential categories within Hickory Creek's zoning ordinance. Determine the minimum lot size preferred and get rid of categories that allow smaller lot sizes.**
- 2. Pick areas where the Town will allow more dense residential development, for example, owner-occupied brownstones, condominiums and lofts. Research preferred developers, and market these areas to those identified investors.**

Goal:**H. Raise property values of new homes coming into Hickory Creek.**

The community desires that new homes coming into Hickory Creek continue to be of a high quality nature. This includes larger homes in an above average price range that are aesthetically attractive.

Objectives:

- 1. Make changes to the residential categories of the existing zoning ordinance:**

Increase the minimum house size per each lot as well as the standards for landscaping requirements, fencing and screening requirements and other requirements that may increase the value of new homes coming into Hickory Creek.

- 2. Encourage new residential subdivisions to have regulations, deed restrictions and Home Owners Associations.**

4. Economic Development

Goal:

1. Increase development of land in Hickory Creek on and near Lake Lewisville.

Much of the community desires to capitalize on Hickory Creek's location on Lake Lewisville. The community has generated numerous ideas on how best to develop land on and near the Lake, including a lake front resort and boardwalk. If Hickory Creek's leaders wish to develop the areas on and near the Lake, they must overcome many obstacles. Two of the main barriers are limited access and the fact that the Lake front property is owned by the United States Army Corps of Engineers. Both of these issues will make it much more difficult to develop on and near the Lake.

Objectives:

1. Work with the Corps to develop land on and near the Lake.

Representatives of the Corps of Engineers stated that any development of the Lake must include water-related activities. If Town leaders want to further develop the Lake, they must begin discussions with the Corps on how this best can be accomplished. These discussions should include talk regarding site planning, funding options and whether the Corps might entertain the idea of public/private partnerships.

2. Increase access to the Lake.

The current roadway system leaves few easy options to increase access to the Lake from I-35E. On the west side of the highway, a new roadway would require bridges to be built across the Lake, disturbing an existing neighborhood. On the east side, existing development is a barrier to increased access as well. Therefore, the best option to increase Lake access is to concentrate on ways additional thoroughfares that may be created within Hickory Creek as it grows. Way finding signage within the Town and along I-35E can be used to direct vehicles towards the Lake.

Goal:

J. Increase commercial development along Swisher Road, Point Vista Road and I-35E.

Two large roadway projects (the expansion of I-35E and the new Toll Bridge being built over Lake Lewisville) will ultimately benefit Hickory Creek's economy. One project will greatly increase traffic along I-35E, and the other will have a huge impact on traffic along Swisher Road. As a result, parts of Point Vista Road are anticipated to serve as a reliever road, thus increasing traffic and commercial development. Knowing this information, the community has expressed an interest in the following commercial uses at various locations along each Commercial Corridor:

- Large and junior anchored retailers and a grocery store
- Smaller national retailers & specialty boutiques
- Sit down restaurants and new fast food concepts
- Professional office space, particularly financial and medical offices

Objectives:

- 1. Make an Economic Development Plan focusing solely on the the Town's major Commercial Corridors. Consider holding a SWOT Analysis exercise to best identify priorities to include within the Plan.**
- 2. Make or update a targeted business/developer/investor list and recruit those businesses and/or individuals to the Town.**

Goal:

- K. Ensure commercial areas are unique and attractive.**

The most visible areas of Hickory Creek are occupied by its commercial areas and business districts. As such, the perception of the Town is greatly influenced by the attractiveness of these areas. The community recognizes this and would like to see the attractiveness of its commercial areas and business districts enhanced for the sake of Hickory Creek's future long term sustainability.

Objectives:

- 1. Enhance entryways of commercial areas and business districts with "gateway" signage and other associated improvements, such as public "green areas", ornamental lighting, street furniture, etc.**
- 2. Write design guidelines to develop a unique theme for different areas of the Town. Make the design guidelines more descriptive than prescriptive and offer incentives to businesses for implementing the design guidelines.**

5. Mixed-Use Development

Goal:

L. Encourage mixed-use development south of Swisher and west of I-35E.

The area south of Swisher Road and west of I-35E is the best choice for mixed-use development in Hickory Creek. This area is strategically located to play off of the development and traffic along both commercial corridors. The Town Hall is located within this area and will be able to serve as a public anchor. A property owner has land in the area and is interested in pursuing such a development.

Objectives:

- 1. Hold a design workshop to plan for the future uses of the area.**
- 2. Perform an economic feasibility study to determine if the area can support the potential uses.**
- 3. Recruit a developer to partner with the Town in making the project a reality.**

Goal:

M. Add an additional public anchor to the mixed-use project.

Public anchors are attractive to retailers and the public. They show Town support behind mixed-use projects, giving a feeling of security to retailers that the project is going to “make it” and be a prime place to locate. The public likes public anchors because they are located within an area that gives the community a sense of pride and identity. Public anchors are also, usually, of high architectural quality, adding to the overall character of the community and mixed-use project.

Objective:

- 1. Consider planning for a joint recreation, community and senior center and/or a library within a mixed-use project.**
- 2. Consider partnering with another government organization (i.e. the Independent School District) and/or a private or nonprofit organization on such a facility.**

Goal:

N. Make the mixed-use development of exceptionally, high quality.

There are many mixed-use developments being built throughout the D/FW Metroplex and across the Country. How can Hickory Creek make its development unique, authentic and high quality? What elements can be incorporated within the development to make it something special?

Objective:

- 1. Incorporate some of the features that the community has identified as desirable: gazebo, band stand, green and open space, green rooftops, public art, outdoor seating, pedestrian walkways, ornamental lighting and street furniture.**

6. Municipal & Institutional Facilities

Goal:

O. Build a new public works and animal shelter

A new building needs to be constructed because the current public works and animal shelter will be displaced by the expansion of I-35E.

Objective:

- 1. Begin planning and design for the new facility with funds received in the May 2007 Bond Election.**

Goal:

P. Provide for more municipal and institutional needs within the Town.

Due to the small size and budget of Hickory Creek, the Town has not been able to construct the municipal facilities that exist in many larger communities. Likewise, other organizations that are represented in other communities are not in Hickory Creek, such as more schools and churches. As the City grows, the community desires additional municipal and institutional facilities so residents do not have to continue to go outside the Town for services.

Objective:

1. **Determine what municipal facilities will best serve the citizens of Hickory Creek. The following is a community wish list of municipal facilities: recreation center, community center, senior center, library and public safety center.**
2. **Communicate with organizations outside the municipality to determine their interest in locating in Hickory Creek including the federal government, the U.S. Post Office; County satellite offices; and the Independent School Districts.**
3. **Weigh possibility of maximizing the idea of a community center into a conference center, in concert with a Town Center hotel, to leverage additional occupancy and sales tax revenues (and capitalize on the Town's growing stature as a place).**

7. Parks & Trails

Goal:

- Q. Purchase land for one large playground and/or outdoor sports facility.**

An assessment of Hickory Creek's remaining land versus park needs determined the most efficient use of resources is to plan for one large park rather than many smaller parks scattered throughout the Town. It was proposed to put one large park on the Corps of Engineers' land but certain uses, such as soccer fields, are not allowed since soccer and certain other uses are not water-related activities. Thus, there is the need for the Town to look for a large parcel of land for a playground and/or outdoor sports facility.

Having one large playground and/or outdoor sports facility makes great sense for Hickory Creek. Funds can be more efficiently spent due to the ability to share facilities such as parking and bathrooms. In addition, one large playground and/or outdoor sports facility can potentially serve not only Hickory Creek but also neighboring Cities, attracting tournaments and bringing people into the Town.

Objective:

1. **Determine what park facilities can best serve the citizens of Hickory Creek. The following is a wish list of the community for outdoor and indoor park facilities: football, baseball, softball, soccer, basketball, tennis, skate park, swimming pool, track, racquetball, weight room, aerobics room, etc.**

Goal:

- R. Develop themed parks in all new subdivisions.**

Objective:

- 1. Adopt regulations which require developers of new subdivisions to dedicate land and funds for park development.**

Goal:

- S. Work with the Corps of Engineers to plan and develop Corps of Engineer parks, making them more accessible to the public.**

Since property owned by the USACE must be developed so that activities on the property center around water related activities, Town leaders should take an active role in communicating the needs of the community and region with the Corps of Engineers as they plan and develop their land in Hickory Creek.

Objectives:

- 1. Encourage the development of an equestrian-friendly trail connecting as many Corps' parks as feasible.**
- 2. Communicate the Town's desire for learning and education areas distributed along the length of the trails.**
- 3. Provide the USACE with a community wish list regarding the future development of parks, including a public beach, more boat ramps and fishing piers, picnic and BBQ areas, pavilions, an overlook tower, amphitheater, splash park, updated, modernized bathrooms and secure parking areas.**

8. Natural Preservation

Goal:

- T. Preserve the rural nature and natural beauty of Hickory Creek.**

Objectives:

- 1. Update the Town's Tree Preservation Ordinance to include preservation and planting of native trees and plants.**

- 2. Encourage LEED Integration (Leadership in Energy and Environmental Design) in municipal and commercial buildings.**
- 3. Enact regulations to maintain the natural shoreline of Lake Lewisville in Hickory Creek.**
- 4. Promote initiatives aimed at eco-tourism and birding along Lake Lewisville.**
- 5. Look for grants to assist in the development of a nature center on or near Lake Lewisville.**

PLAN IMPLEMENTATION **RECOMMENDATIONS**

"We are coming to see that a society as complex as ours cannot function without greater collaboration between different sectors."

-John Gardner

*"We need to Strike a Spark",
Special Section, *Governing*,
July 1995*

When it comes to the implementation of the Town's Goals and Objectives, the project team is reminded of the question "How do you eat an elephant?"—and the appropriate reply "One bite at a time".

Rather than storming out and attacking each item in the previous section, we recommend the Town of Hickory Creek patiently address the list on a logical, annual basis—following the lead and example of the SWOT Analysis conducted to start this particular exercise. If Hickory Creek reconsiders its program of work (and associated budget issues) on an annual basis, Town leaders will make great strides in guiding the community toward accomplishing this vision.

Moreover, there are several items that naturally flow out or proceed the Comprehensive Planning process—such as the specific Zoning, Zoning Map and Design Guideline objectives included within; several of these items will also be appropriate to address following completion of the mixed-use project Design Charrette—and specifically in Fiscal Year 2008-09.

And one of the best places to start is with the Planning & Zoning Commission's original rankings of the items raised in the 2007 Strengths/Weaknesses/Opportunities/Threats (SWOT) Analysis; the Town Council was handed a good tool which quantifies what citizens want and prefer, prioritized by the P&Z.

Don't forget that the Town has a professional staff—and a quality Town Hall in which they work on your behalf. Much of what's listed herein may be orderly directed and assigned to them for implementation.

The momentum generated through the SWOT exercise and carried through the Comprehensive Planning effort will be carried forward in the mixed-use Design Charrette; the Town of Hickory Creek's Economic Development Corporation has already shown leadership through its willingness to engage property owners into this process even before the Comprehensive Plan went to press. Additional direction and energy will be generated as a result of the Charrette, as well—which will also give Town Council members a good indication of what to tackle in the next 12 to 18 months.

The project team encourages the Town of Hickory Creek to keep in mind that often there's just as much value in going through the planning process as there is in the resulting product itself. Hickory Creek has shown its commitment and desire to enhance its sense of place and secure its municipal future. The

spirit and initiative illustrated through this process can and should be replicated as the Town continues along this and subsequent phases of its life cycle. While the Comprehensive Planning process is something that municipalities should go through at least every twenty years, this Plan can and should be viewed as a “living document”—that can be added to and amended as subsequent studies are completed and added as attachments within the Appendix.

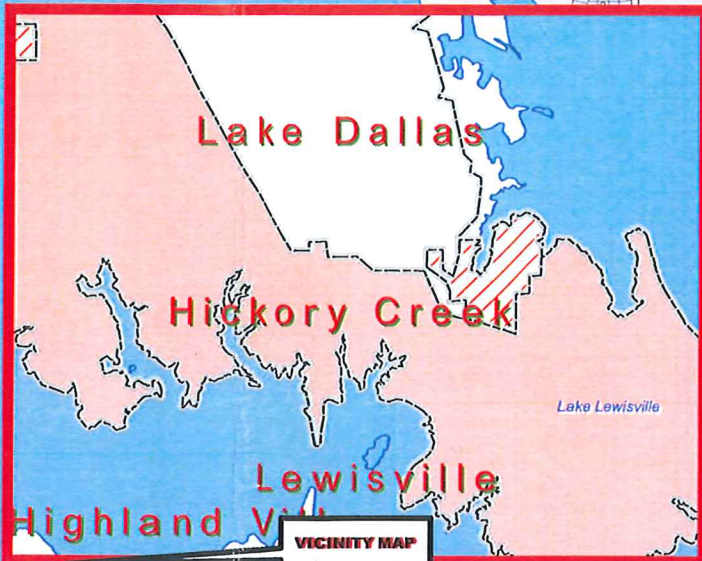
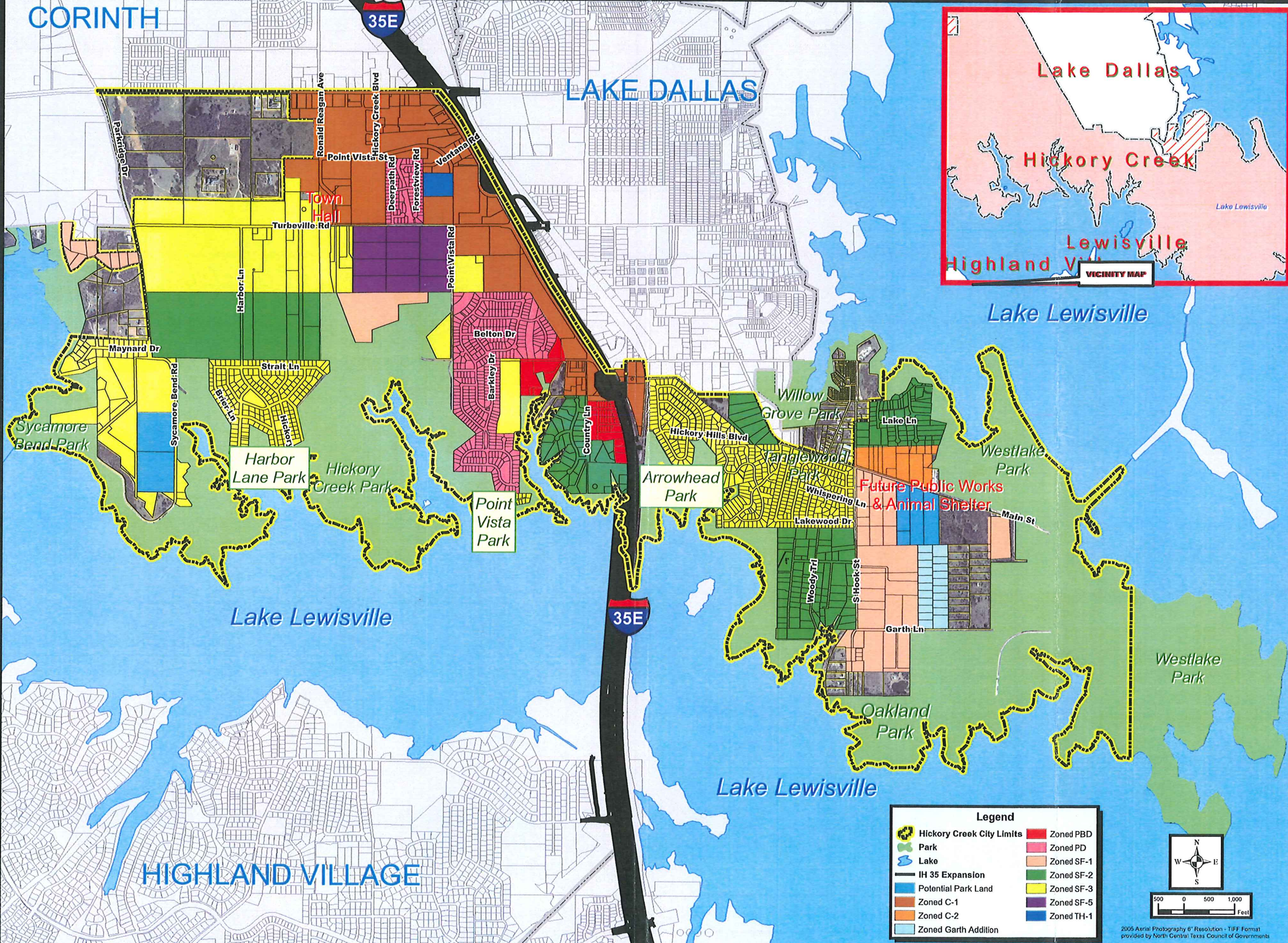
And finally, we believe it critical that the leaders, residents and property owners of Hickory Creek keep in mind that your destiny is intrinsically tied to the United States Corps of Engineers and adjoining municipalities. As that relates to Comprehensive Plan implementation, many of your goals will need to be shared, sold and pursued in combination with other governmental jurisdictions, private sector entities and non-profit institutions. In many cases, achievement of Hickory Creek’s goals and objectives may heavily depend on the cooperation and collaboration with numerous partners.

ATTACHMENT A

EXISTING AND FUTURE LAND USE PLANS

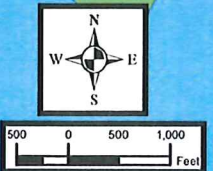
Hickory Creek Existing Land Use Map

April 2008



Legend

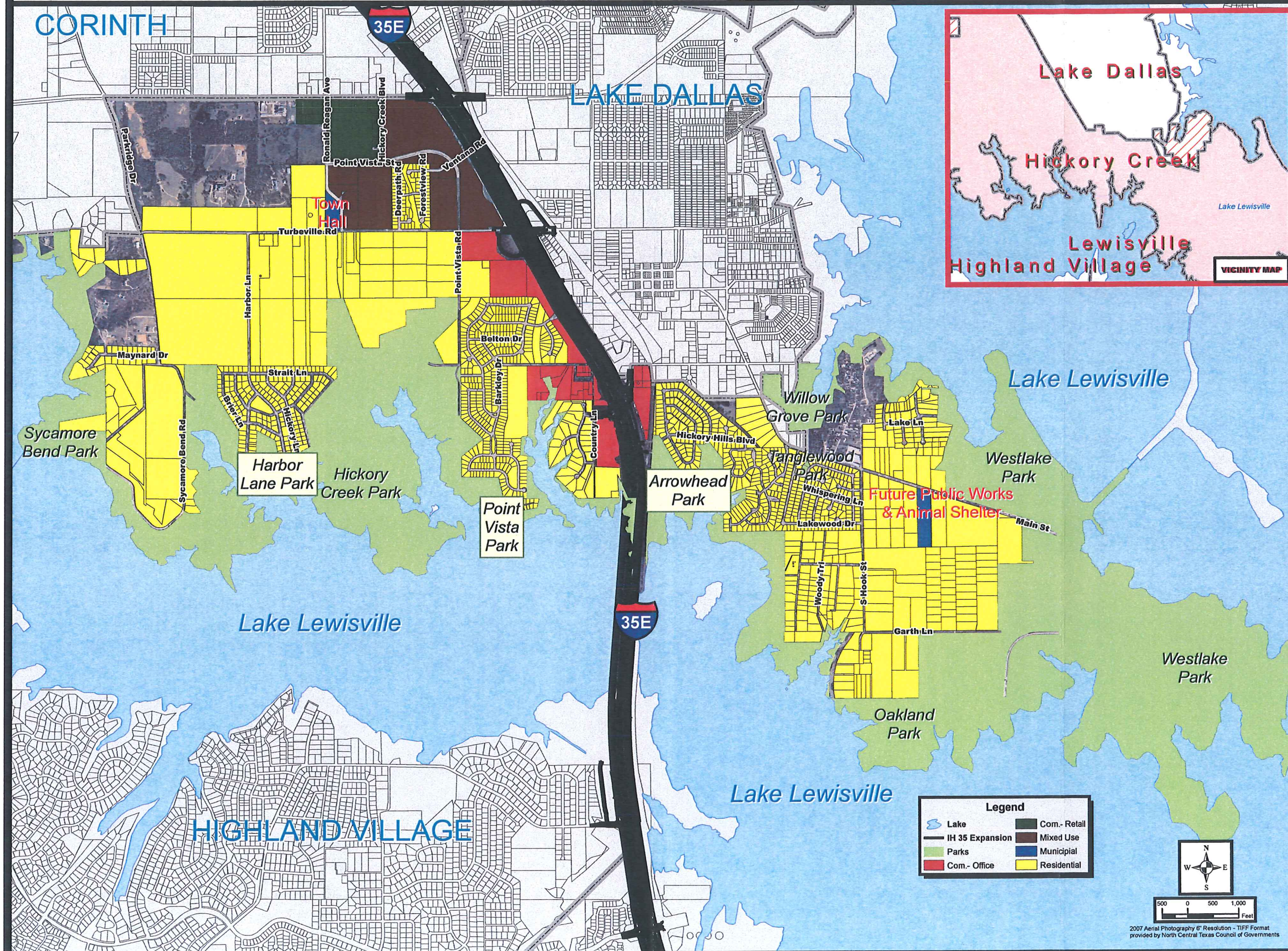
Hickory Creek City Limits	Zoned PBD
Park	Zoned PD
Lake	Zoned SF-1
IH 35 Expansion	Zoned SF-2
Potential Park Land	Zoned SF-3
Zoned C-1	Zoned SF-5
Zoned C-2	Zoned TH-1
Zoned Garth Addition	



2005 Aerial Photography 6" Resolution - TIFF Format provided by North Central Texas Council of Governments

Hickory Creek Future Land Use

April 2008



ATTACHMENT B

STRATEGIC PLAN



Hickory Creek Strategic Plan

1. Planning & Zoning Issues - Development Maps, Ordinances, Regulations (61)
 - Determine land uses for undeveloped property (16)
 - Revise Zoning Ordinance and Zoning Map (12)
 - Eliminate possibility of urban sprawl, uncontrolled development (9)
 - Revise Comprehensive Plan (8)
 - Create and/or Revise Landscape, Tree Preservation, Fencing, Sign, Light and Gas Well Ordinances (5)
 - Develop a set of Architectural Design Guidelines (4)
 - Raise minimum residential lot size (4)
 - Consider annexing land into the Town's ETJ (in order to control development), if the opportunity arises (3)

2. Economic Development Opportunities (27)
 - Manage I-35E expansion and potential loss of commercial land associated with the project (8)
 - Plan for a town square and/or downtown business district (6)
 - Increase tax base to allow more funds for City facilities and services (4)
 - Establish a unique community identity (3)
 - Explore the opportunity to make revenues off minerals underneath the ground (3)
 - Find uses for underutilized city-owned real estate (2)
 - Take advantage of Hickory Creek's strategic location (1)

3. Needed Capital Improvements (24)
 - Upgrade the Town's storm water drainage system (5)
 - Put in place the infrastructure necessary for a City water system (4)
 - Upgrade the Town's Thoroughfare Plan and transportation system, maintaining a semi-rural character along roadways (3)
 - Plan for a community center and/or recreation center – consider a partnership with the ISD (3)
 - Plan for a library (3)
 - Plan for a new fire station and consider adding a care flight/ helicopter pad (3)
 - Enhance East/West Access – assist in coordinating solutions to problems created by deed restrictions (2)
 - Plan for a community trails system, including walking, bicycle and equestrian trails; explore other means to enhance pedestrian access in the Town (1)

4. Preservation of Natural Resources (18)

- Protect trees, plants, and fauna from being destroyed and care for existing animals and wildlife (11)
- Continue to enhance the Town's parks and make them accessible and enjoyable to the public (5)
- Participate in clean air initiatives (1)
- Utilize "green" building materials in public facilities, incorporate energy saving practices, permeable paving, etc., as the opportunity arises (1)

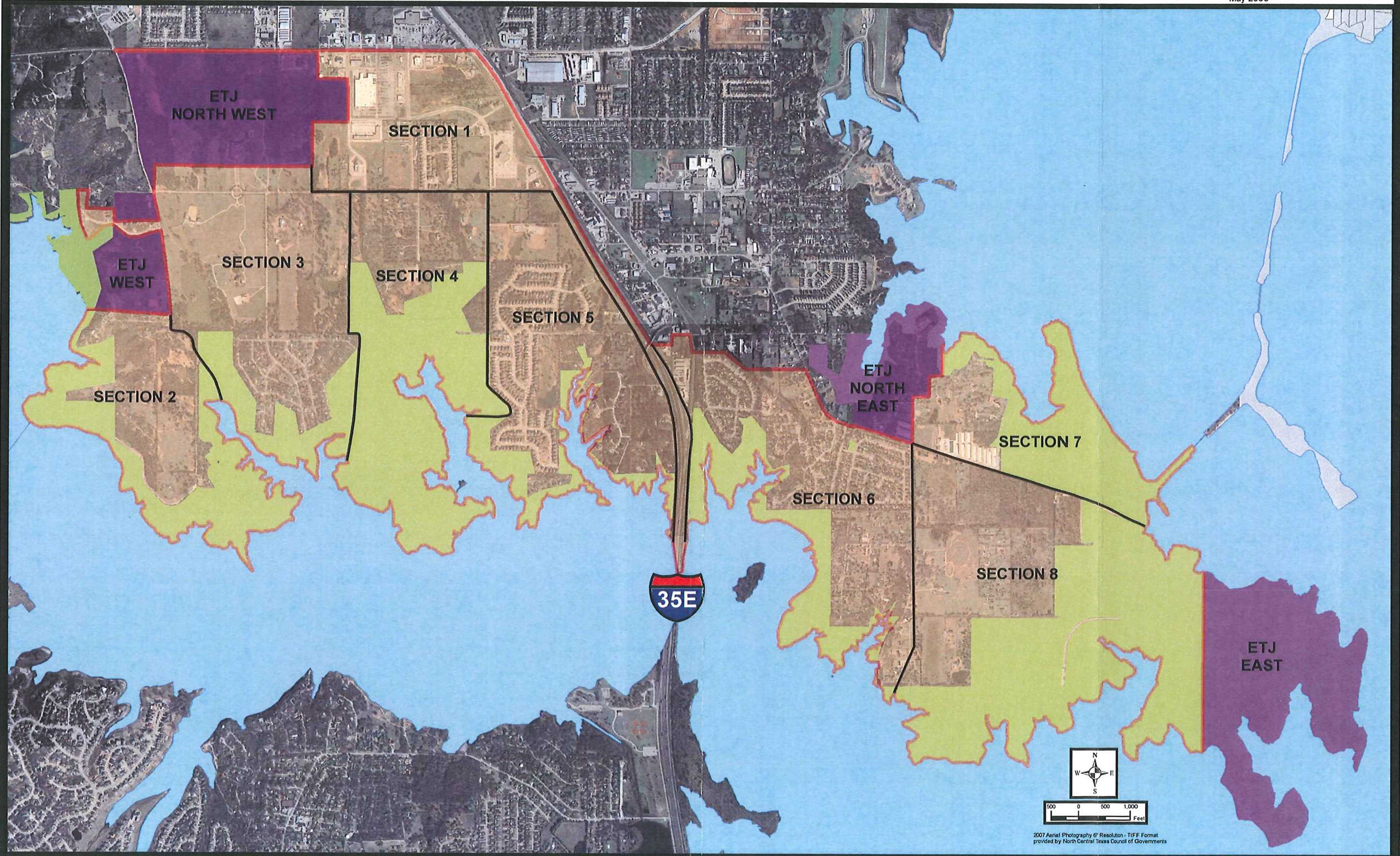


ATTACHMENT C

TOWN SECTIONS

Hickory Creek Town Sections

May 2008



2007 Aerial Photography 6" Resolution - TIFF Format
provided by North Central Texas Council of Governments