

## City Council Work Session Handouts

July 18, 2022

- I. Economic Development Strategic Plan
- II. Sherrill Park Fees and Facilities

# Review & Discuss Richardson's Economic Development Strategic Plan

City Council Briefing: July 18, 2022

# Introduction

- The City currently engages the Richardson Chamber of Commerce as an independent contractor to provide economic development programs and services
  - The Richardson Economic Development Partnership was established in 1984
  - Contract was last updated in 2012
    - Created the Mayor's Office of International Business
- At the start of 2022, several emerging trends and organizational developments provided an excellent opportunity to assess our current approach to economic development and to explore how best to refresh and refine our strategies and programming

# Changing Economic Development Landscape

- Focus on transactions
- Increased emphasis on redevelopment
- Emerging ecosystem management needs
- Evolving needs of small businesses
- Opportunity to leverage partnerships
- North Texas competition
- Desire for unified economic development/development services
- The need for holistic view of economic development

# Purpose of Tonight's Briefing

- Outline the scope and goals for the strategic planning process
- Share the findings of the team's research and assessment
- Review the initial draft of the strategic plan
  - Vision, Mission and Strategic Directions
- Share the City Manager's recommended approach for managing our economic development efforts moving forward
- Review next steps for the City and the Chamber of Commerce



**AECOM**



Richardson Economic Development Strategy

# City Council Update

July 18, 2022



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01 Strategy Overview

02 Stakeholder Listening Tour SWOT Summary

03 Key Observations: Analysis & Takeaways

04 Vision, Mission, Goals & Initial Strategic Directions

05 Next Steps

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## Strategy Overview - Background

- AECOM has assisted Richardson in Arapaho Center Station planning/market analysis and creation of a Smart Cities Toolkit
- Project kicked off in March 2022 with a listening tour of Richardson's stakeholders

### Project Goals

- Identify priority industries and clusters positioned for growth
- Understand opportunities for place based economic development which leverage priority clusters
- Evaluate the capacity of local innovation ecosystems to support growth and mechanisms to drive it
- Develop priorities for investment in infrastructure which are supportive of clusters
- Identify organizational capacity and revenue sources to sustain economic development progress



# Strategy Overview - Background

## Project Deliverables

### ► 5 Year Strategic Plan

- Funding Support for Economic Development
  - Capacity for Innovation Ecosystems & Community Foundations
  - Real Estate & Market Analysis
  - Strategies for Business Retention & Expansion vs. Attraction
  - Place-Based Economic Development
  - Asset Mapping
    - Talent & training, workforce development, policy tools, corporate champions, etc.
  - Target Industries
  - Organizational and Funding Framework
    - Key Roles, Position Profiles, etc.
  - Action Matrix
  - Performance Measures
- *Plan should be evaluated for progress annually and updated every 3-5 years, at a minimum, especially with significant changes in the organization and broader economic context*



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# Strategy Overview - Background

## Why Plan? Why Now?

- Richardson's first economic development strategic plan – **formalizes vision, mission, goals, strategies, and measurable actions**
- **Post-pandemic** changes in the workforce and economy
- **Vacant positions** provide opportunity to evaluate the organizational capacity and **make strategic hires** to fit the needs of the community and the goals of the plan
- Leverage **UTD Partnership** for cutting-edge, innovative research discoveries and technology
- As a **DART-member**, Richardson needs to evaluate its toolbox and programs to encourage creative solutions
- A more focused, aggressive approach to economic development is needed to **compete with well-funded and successful programs in adjacent and nearby communities**



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# Strategy Overview - Background

## What We've Done

- **Review** existing plans, programs, and research
- **Tour** Richardson's business parks and retail centers
- Listening Tour **Stakeholder Interviews**
- **Work sessions** with City Staff and the Richardson Chamber of Commerce Executive Committee

## What's Next?

- Refine goals and objectives as needed based on Staff, Stakeholder, and City Council feedback
- Complete asset mapping and ecosystem development
- Work sessions with City Staff to develop pathways to actions and relevant performance metrics
- Develop draft recommendations and a Final Report



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# Strategy Overview – Developing the Framework

## Listening Tour

- This series of meetings allowed the Project Team to conduct a SWOT analysis with over **100 individuals** and more than **50 companies, agencies, and groups**.
- Discussions focused on high-level impressions, identification of issues, challenges, and pathways for success, as well as recommendations for organizing the structure of economic development in Richardson
- Meetings were not recorded in order to drive an open and honest discussion

## Analysis & Key Observations

- Summary of Richardson's job growth and organizational evolution
- Data was also used to **identify potential areas for placed-based strategies**
- **Cluster Analysis**
- UT-Dallas Analysis
- Innovation Ecosystem

## Strategies as the Plan's Framework

- Strategies were informed by the Listening Tour and from the technical analysis
- Strategies are built on the vision, mission, and goals
- Identified strategies will serve as **pathways to measurable tactics** for proceeding tasks
- Five Key Strategies: Diverse & Resilient Economy, Real Estate & Redevelopment, Core Infrastructure, Quality of Life & Place, and Organizational Capacity

Richardson Economic Development StrategyListening Tour Summary

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## Listening Tour - Summary of Activities

There were **50+** listening tour interviews conducted in April and May, which included over **100** individual stakeholders

- City Council
- TIF Board Representatives
- Chamber & REDP
- Education (*RISD, UTD, Dallas College*)
- Workforce Development Agencies
- Governor’s Office of Economic Development
- Regional Business Associations/Chambers (*Dallas Regional Chamber, North Texas Commission*)
- DART
- Developers and Managers
- Brokers
- Large Employers across industries
- Small and Medium Businesses across industries
- Retail

# SWOT Summary

## Strengths



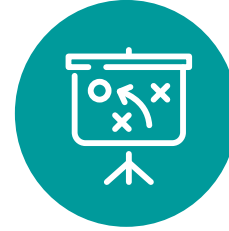
- Regional Location & Access
- DART
- Educational Institutions
- Startups
- Defense Contractors
- Engineering Talent
- Chip Manufacturing & Technology
- Skilled Workforce Locally and Regionally

## Weaknesses



- Destination- based Entertainment
- Aging Retail
- Business Retention & Expansion
- Capitalizing on Regional Capital / Acceleration / Incubation for Startups
- Regional ED Silos
- ED Capacity Stretched Thin Across Multiple Areas

## Opportunities



- Redevelopment
- Innovation Quarter
- Marketing Strategy
- Workforce Development
- Infrastructure
- Grant Writing
- International Business Development
- Connecting Arts/Music/Tourism and Business Recruitment
- Additional Partnerships for REDP

## Threats



- City ED Organizational Structure Stays Status Quo
- Economic Diversification
- Tax Base Impact of "Work from Home"
- Built-out
- Real Estate/Demand for Workforce Housing
- Competition from other DFW cities who leverage sales tax revenue for economic development

Richardson Economic Development Strategy

# Key Observations



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# Economic Development Assessment

## What We Have Studied

- Land Use & Real Estate Assessment
- Demographics
- Employment and Labor Force
- Employment by Industry Cluster
- Anchor Companies
- Supportive Infrastructure (influence of infrastructure on business attraction and retention)
- Foreign Direct Investment Trends
- Higher Education Partnerships
- Residential, Commercial, and Industrial Real Estate Markets
- Workforce Trends – Pre and Post COVID
- Career & Technological Centers
- Innovation & Startup Ecosystem in Richardson and North Texas



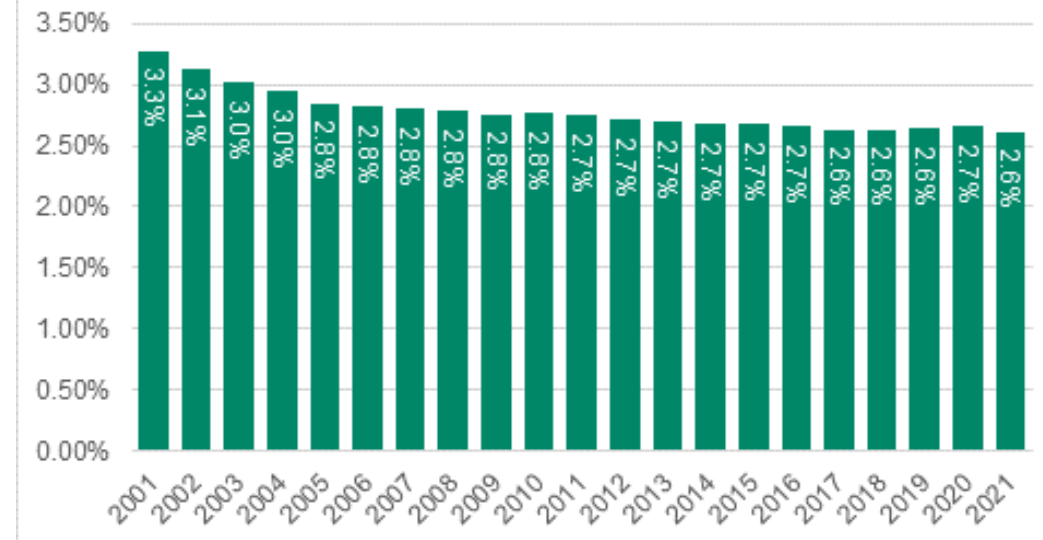
# Key Observations: Summary of Trends - Job Growth & Cluster Analysis

- **Richardson has been resilient since 2001.** It endured some bigger challenges than other places, and still managed to grow
- Richardson saw strong growth between 2015 and 2019, with the addition of nearly **8,000 jobs (+) in less than four years.**
- **Oil & Gas Upstream** became a Supersector (+) in 2015. Other Supersectors include IT Software and Telecommunications.
- Since 2010, Richardson has seen a **2.3% increase in jobs, which is similar to job growth percentage of Dallas MSA and the State of Texas.**
- As of 2021, **Richardson has made up many of the losses caused by the pandemic,** trailing only 1,300 jobs behind the pre-pandemic number.

Percentage of Job Growth/Loss Since 2001

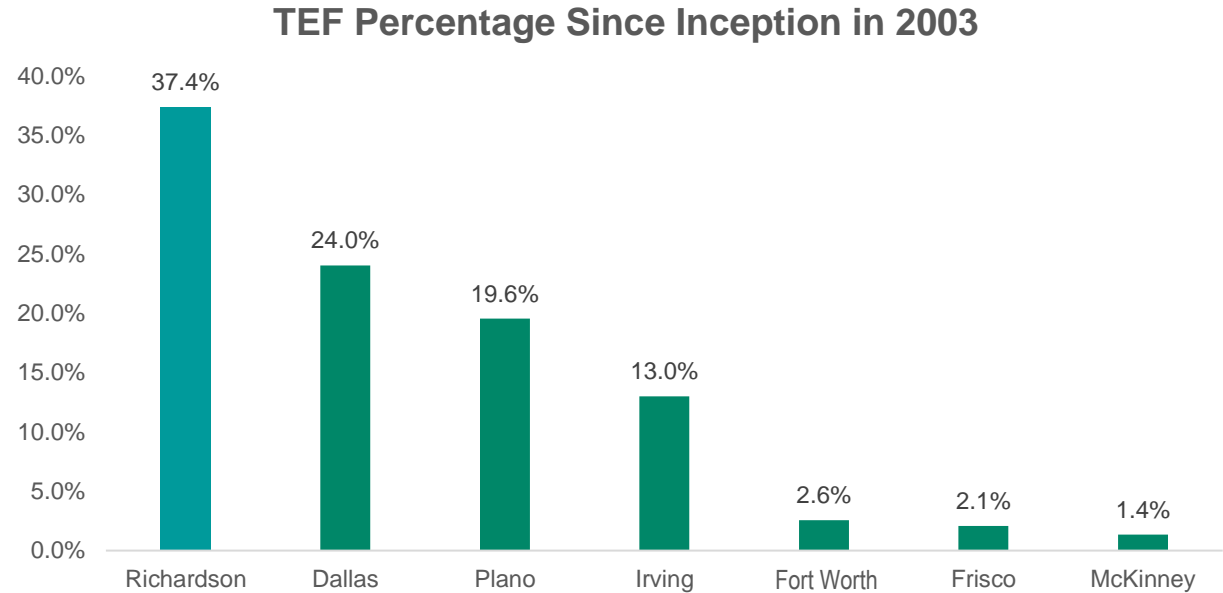
	2001-05	2005-08	2008-10	2010-2019
Richardson	-3.5%	1.9%	-2.5%	2.3%
Frisco	7.4%	4.9%	1.4%	4.8%
Garland	-2.0%	1.2%	-2.6%	2.1%
Irving	-3.4%	1.3%	-2.8%	2.6%
McKinney	7.2%	6.4%	-0.6%	4.3%
Plano	8.7%	7.1%	-2.1%	4.8%
Dallas MSA	-0.1%	1.4%	-2.1%	2.8%
Texas State	0.6%	1.8%	-1.3%	2.4%

Richardson Share of Jobs in the Metroplex



## Key Observations: Texas Enterprise Fund (TEF)

- The Texas Enterprise Fund (TEF) is a business incentive fund that was created by legislation in 2003. The fund is used for ensuring the growth of business in Texas. One of Texas' most competitive recruitment tools, these funds are used primarily to attract new business to the state or assist with the substantial expansion of an existing business as part of a competitive recruitment situation.
- Since its inception in 2004, the TEF has awarded over 100 grants totaling more than \$500 million across a wide variety of industries and projects.
- North Texas has received approximately \$159 million, with Richardson totaling \$77.1 million.
- **Richardson, has the highest TEF funding compared to benchmark cities, including Dallas and Fort Worth.**



**Source:** Texas Government TEF Report

**Methodology:**

TEF data are sourced from Texas Government TEF Report. The data is calculated using all the funds received since the inception of TEF in 2003. Sources indicate that since 2003 the Fund has yielded up to \$6.3 billion in capital investment in Texas by out-of-state companies.

## Key Observations: Top 5 City for Engineers

- Through an occupational analysis of concentrations for the top 20+ cities for engineers throughout the nation, **Richardson placed in fifth position**, behind Cambridge, MA, Seattle, WA, San Jose, and San Francisco (CA).
- As of 2021, Richardson has a total of 95,341 occupations, out of which 10.8% (or 10,368) are engineering occupations.
- **Richardson is 2.2 times more concentrated in engineering occupations than the national average.**

Top Cities for Engineers (2021)			
Rank	City	Jobs	LQ
1	Cambridge	18,525	3.01
2	Seattle	99,128	2.90
3	San Jose	55,437	2.56
4	San Francisco	86,052	2.35
5	<b>Richardson</b>	<b>10,368</b>	<b>2.20</b>
6	Austin	81,664	2.16
7	Boston	35,451	1.64
8	Raleigh	27,066	1.62
9	San Diego	50,700	1.52
10	Minneapolis	56,672	1.52
11	Charlotte	45,659	1.48
12	Atlanta	57,204	1.46
13	Salt Lake City	27,332	1.32
14	Detroit	14,937	1.24
15	Houston	100,798	1.18
16	Oakland	10,441	1.16
17	Phoenix	44,699	1.15
18	St. Louis City	11,594	1.10
19	Hartford	3,757	1.08
20	New York City	172,841	0.99
21	Chicago	60,751	0.97
22	Los Angeles	38,941	0.78

Source: EMSI, AECOM Analysis

## Key Observations: Top 25 Areas for Chip MFG Employment Concentration

- Through an industry analysis of concentrations for the top 20+ counties for chip manufacturing jobs throughout the nation, Richardson placed in 18th position, with an LQ of 4.88.
- In 2020, the chip manufacturing industry across the nation made \$43.021 billion in sales. In 2021, sales increased by 3.5% to \$44.537 billion. In both years, the highest sales were made to the Telecommunications industry, which is a Supersector industry in Richardson.
- **There is strong potential for growth in these industries in Richardson.**

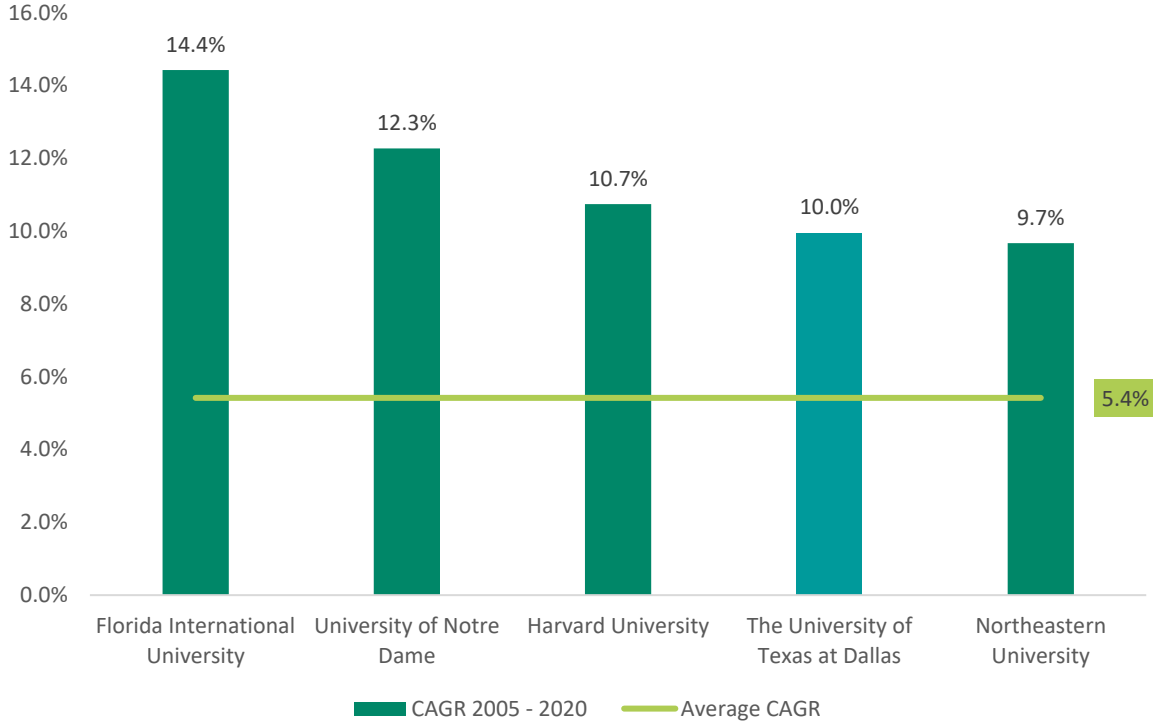
Top Areas for Chip Manufacturing (2021)			
Rank	Area	Jobs	LQ
1	Washington County, OR	25,888	59.79
2	Sandoval County, NM	1,944	43.93
3	Saratoga County, NY	3,056	24.30
4	Brevard County, FL	7,514	22.58
5	Santa Clara County, CA	34,590	21.88
6	Chittenden County, VT	2,478	17.09
7	Wood County, OH	1,601	16.25
8	Ada County, ID	5,902	15.19
9	Dutchess County, NY	1,794	11.51
10	Clark County, WA	2,745	11.33
11	Canyon County, ID	1,291	11.07
12	Durham County, NC	3,368	10.30
13	Travis County, TX	11,263	9.56
14	Maricopa County, AZ	20,891	6.80
15	Collin County, TX	4,412	6.56
16	Alameda County, CA	6,940	6.20
17	Essex County, MA	2,396	5.24
18	<b>Richardson, TX</b>	<b>685</b>	<b>4.88</b>
19	<b>Dallas County, TX</b>	<b>11,529</b>	<b>4.51</b>
20	Guilford County, NC	1,850	4.48
21	Worcester County, MA	2,103	4.21
22	Middlesex County, MA	5,203	3.93
23	Ventura County, CA	1,658	3.56
24	Utah County, UT	1,309	3.25
25	El Paso County, CO	1,341	3.17

Source: EMSI, AECOM Analysis

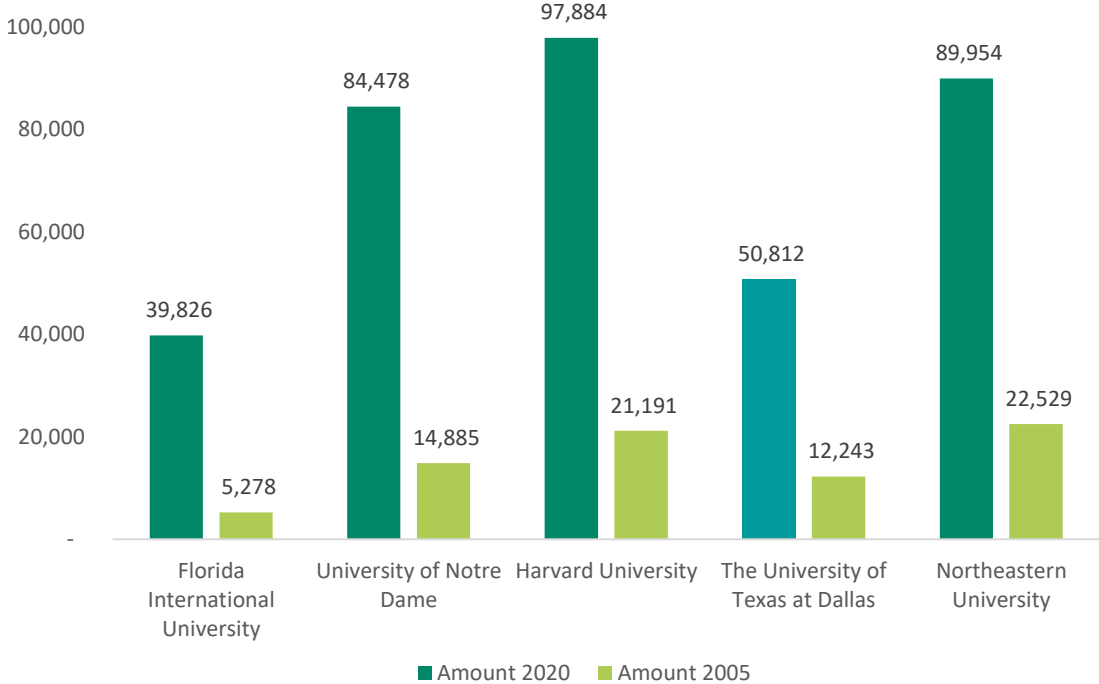
# Key Observations: UT Dallas: Engineering Growth

- **Key Takeaway:** UT Dallas is in top 5 universities for engineering R&D growth from 2005 to 2020.

CAGR 2005 – 2020: Comparable 2010 Baseline



Engineering R&D Expenditure 2005 - 2020 (USD '000)



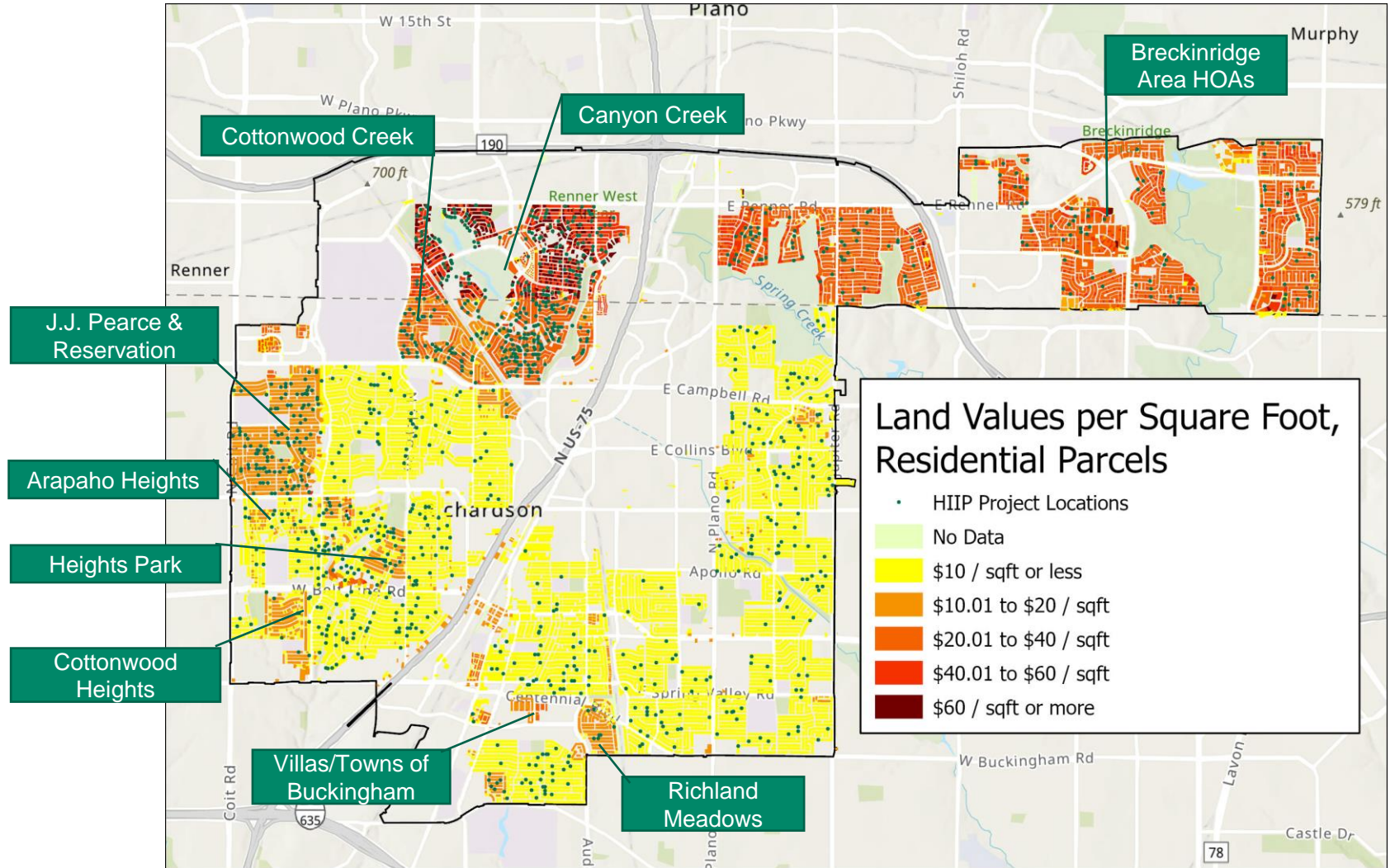
Source: NSF R&D expenditure based on the subject, 2021 Carnegie Classification.

Note: Tier 1 is defined as Research 1 R1 designation ("very high research activity") from The 2021 Carnegie Classification of Institutions of Higher Education which consists of 146 Universities.

# Key Observations: Land Use and Real Estate Assessment

## Land Values per Square Foot, Residential

- Nearly 26% of all parcels within the City are 'Susceptible to Change'
  - Built square footage is less than 20% of total land area.
  - Assessed land value accounts for over 30% of total assessed value.
- Land Values
  - City is seeing high land values in certain areas of the community, which indicate potential for redevelopment.
  - Concentration of high land values in the Breckinridge area, Canyon Creek area, and along the western and southern borders of the City.
  - Canyon Creek, Reservation, and Arapaho Heights/Heights Park also have high HIIP participation (reinvestment and tear downs occurring).



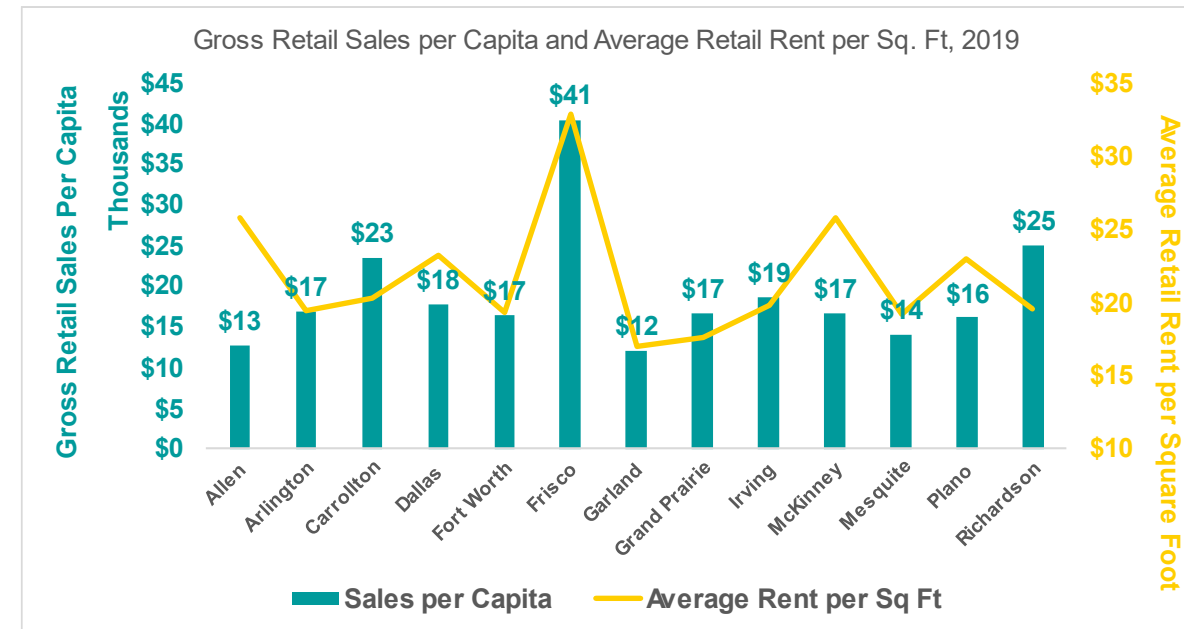
# Richardson's Retail Inventory

## Implications for Amenities and Quality of Life

- To better understand Richardson's retail inventory and its comparison to peer cities, AECOM used population, commuter, median income, and home value data from several nearby comparable cities; Allen, Arlington, Carrollton, Dallas, Fort Worth, Frisco, Garland, Grand Prairie, Irving, McKinney, Mesquite, and Plano.
- Retail Sales come from Total Recorded Retail Sales, not including tax, for 2019 (*Texas State Comptroller*)
- Based on these data points, a regression model was developed to identify the amount of **Gross Retail Sales per Square Foot**, **Gross Retail Sales per Capita** and **Retail Inventory (square feet) per Capita**.
- Richardson **sales per capita are higher** compared to neighboring cities.
- Average rents have not kept pace with sales, indicating retail is performing well in older rental centers with lower rents. **There is opportunity for higher rents in modernized retail centers.**
  - Actions Underway: City Council's Retail Committee Work Plan includes enhancements to retail regulations to encourage reinvestment in older retail centers.**

Metric	Expected Value	Actual Value	Difference
Sales / Sq Ft	\$271	\$402	\$131
Sales / Capita	\$15,628	\$25,200	\$9,572
Inventory / Capita	65 sqft	62 sqft	-3 sqft

Source: Dallas, Collin County Assessor's Offices, American Community Survey, AECOM 2022



Source: Texas State Comptroller, Dallas, Collin County Assessor's Offices, American Community Survey, AECOM 2022



# Key Observations: Opportunities for Place-Based Strategies



CityLine (Raytheon, Shire)



CORE District



Richardson IQ®

## Commercial Corridors



Northside (UTD, TI, Qorvo)



Galatyn Park



Spring Valley

- Plano/Beltline
- W. Arapaho Rd.
- Coit Rd.
- Centennial/Buckingham

# Key Observations: Future of Work

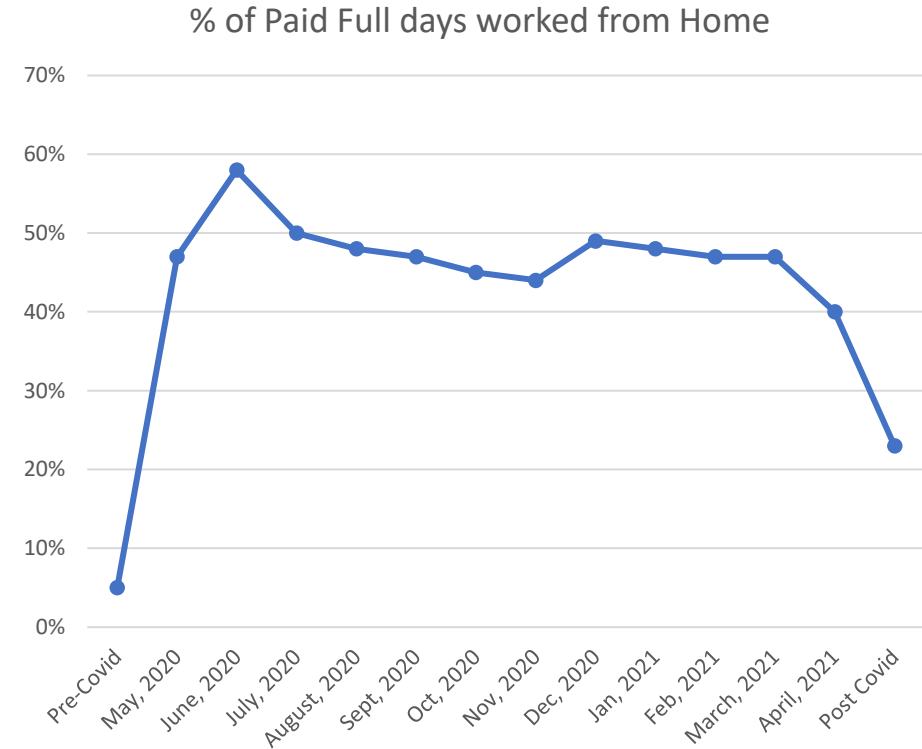
## Implications for Richardson

Studies undertaken by the National Bureau of Economic Research on “Why Working From Home Will Stick” highlights the following points:

- **Pre-Covid**, workers generally spent about **5%** of full work-days at home.
- By May of **2020**, the percentage of work-days spent at home accelerated beyond **60%**, before falling into a steady 40%-55% range.
- **Post-Covid**, expectations point to about **20%** of workdays spent at home.
- Continued uncertainty with permanent remote workforce.

AECOM research also reinforces the impact of pre-Covid trends:

- Higher-cost of living metros leveraged more robust transit infrastructure, with increased transit use and reductions in car mode share, and slower growth in work from home.
- Work from home policies will be evaluated in context with business decisions regarding salary levels and decisions to automate, offshore, or outsource positions.
- Jobs in regional headquarters operations (human resources and finance / accounting) were more likely to be “work from home”, outsourced or sent off-shore.



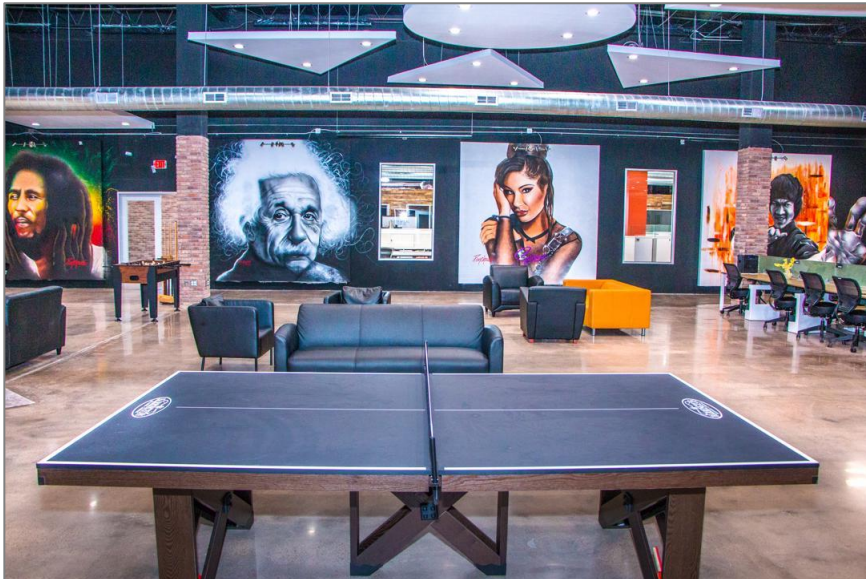
Source: University of Chicago, National Survey, 2022

# Key Observations: Innovation / Startup Ecosystem

## Purpose of the Ecosystem Map

The innovation ecosystem analysis is intended to serve two key **purposes** for ecosystem participants:

- **High-level resource overview for innovators.** Provides innovators with resources they're able to tap into as participants in the ecosystem.
- **Overview of strengths and areas of opportunities for municipal leadership.** Highlight areas of strengths and gaps/opportunities in services and funding, both with respect to the city itself as well as with respect to the regional context.

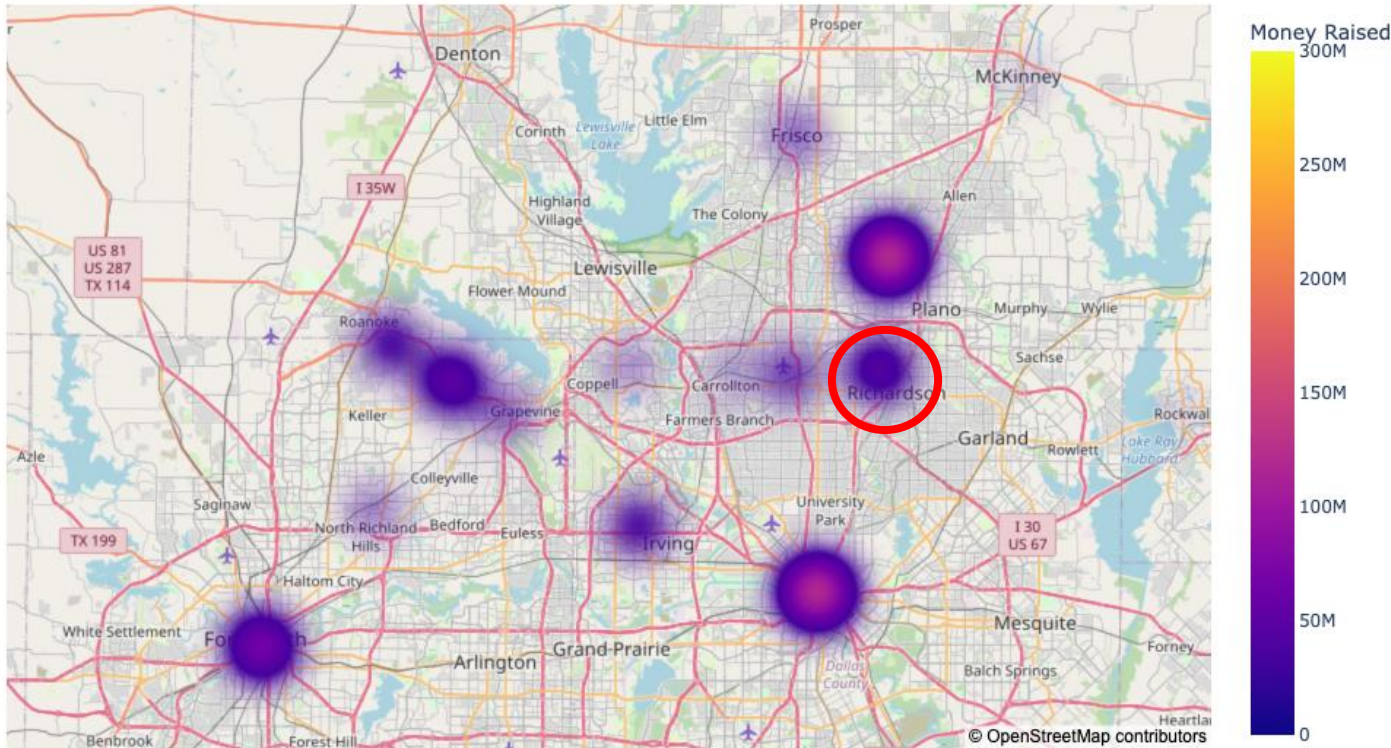


# Key Observations – Innovation Ecosystem Funding

## Richardson has a distinct cluster of venture activity in North Texas

### DFW Venture Funding, 2017 – 2022

#### Angel through Series C

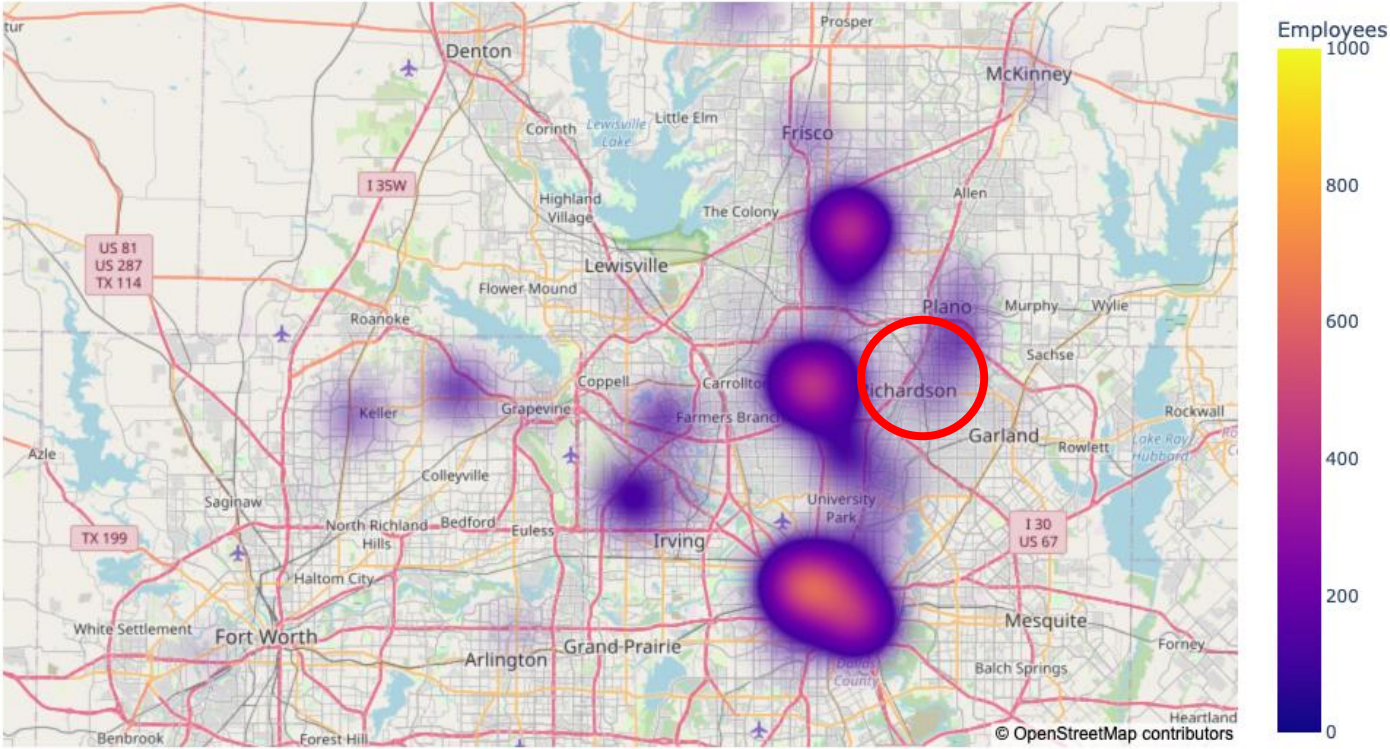


City	Number of Deals	Amount Raised (\$ millions)
Dallas	408	\$2,263
Plano	86	\$440
Fort Worth	45	\$170
Frisco	30	\$44
<b>Richardson</b>	<b>20</b>	<b>\$109</b>
Southlake	19	\$120
Irving	17	\$78
Mckinney	16	\$13
Addison	14	\$57
Grapevine	9	\$43
Carrollton	9	\$21
Roanoke	7	\$79

# Key Observations – Innovation Ecosystem Funding

## DFW Employees That Have Recently Received Early-Stage Funding

Angel through Series B, 2013 - 2022



Companies that Have Received Early-Stage Funding Employ a Significant Number of Workers

City	Number of Companies	Number of Employees
Dallas	52	4,526
Plano	12	3,569
Irving	7	565
<b>Richardson</b>	<b>9</b>	<b>290</b>
Frisco	4	262
Southlake	4	190
Addison	5	189
Keller	2	137
Fort Worth	3	58
Mckinney	4	53

Source: ZoomInfo (<https://www.zoominfo.com>)

# City of Richardson Ecosystem Map - DRAFT

An innovation ecosystem provides a collaborative environment in which early-stage companies have an opportunity to thrive. This ecosystem includes governmental entities, higher education, venture capitalist, and other groups. A functioning ecosystem allows each group to support the efforts of the others, creating a whole greater than the sum of its parts.

## Corporate Ventures

Corporate venturing (also known as corporate venture capital) is the practice of directly investing corporate funds into external startup companies.

- 7-Ventures
- AT&T Ventures
- Boeing Horizon X
- HOLT Ventures
- Hunt Energy Enterprises
- Orix Growth Capital
- TI Ventures
- Toyota AI Ventures
- Trend Micro Ventures

## Accelerators

Fixed-term, cohort-based programs, that include mentorship and educational components and culminate in a public pitch event or demo day & potential funding.

- Athena Health
- Bunker Labs
- Capital Factory
- CodeLaunch
- Collide Village
- generator / gBeta
- Health Wildcaters
- Mass Challenge
- Nex Cubed
- RISE Sports Advisors
- Techstars
- Tech Wildcaters

## Venture Capital

Venture capital is a form of financing for early-stage companies that individual investors or investment firms provide in exchange for partial ownership, or equity, in a company.

- Aristos Ventures
- Beyond Capital Fund
- Blossom Street
- Blue Star Innovation Partners
- Dallas Venture Partners
- Dallas Venture Capital
- Green Park and Golf (GPG)
- HEXA Ventures
- HO2 Partners
- Intels
- North Texas Angel Network
- REVTECH Ventures
- Scientific Health Development Partners
- Scoreboard Ventures
- TIE Dallas Angels
- What if Ventures
- Vimtra Ventures

## Capital Sources

All enterprises rely on capital to grow. Mature businesses can use their own generated cash flows or obtain debt financing to achieve their growth goals. Early stage companies, however, rely on outside financing from accelerators, venture capital firms, angel investors, and corporate venture arms.

## Higher Ed

Funding from higher education institutions is primarily focused on providing early-stage capital to students and/or faculty to help commercialize research or ideas.

- UNT SIG
- UT Dallas CometX
- UT Dallas Venture Development Center
- UNT HSC Next
- SMU Southwest Venture Forum
- UT Dallas Center for Emergent Novel Technology at the IQ (CENT-IQ)
- UT Southwestern

## Civic Organizations

Support from the State, County, and City levels can include funding, connection to alternate resources, real estate support, and regulatory advisement.

- City of Richardson
- Richardson Chamber
- NCTCOG
- North Texas Commission
- Dallas Regional Chamber

## Networking Groups

Some of the best connections for business owners come from networking events which occur on a regular basis. Some of these groups also make investments for the right opportunity.

- Association for Corporate Growth - Dallas
- The DEC Network
- Richardson IQ Brew
- Dallas Innovation Alliance
- Tech Titans
- The Lab.Makerspace
- SCORE Dallas
- Capital Factory
- SBDC (Colin & Dallas Counties)

## Workforce Development

Workforce Development associations help connect companies to qualified employees and help business owners to understand what benefits they may be eligible for.

- Workforce Solutions Greater Dallas
- Workforce Solutions North Central Texas

## Support Organizations

Starting a company takes more than a good idea and enough money to execute. Entrepreneurs rely on a host of services provided by various organizations. A thriving startup ecosystem will, by definition, have a strong support sector backing it up. Municipal governments can play an important role here.

## Coworking Spaces

Coworking spaces allow for networking and support among entrepreneurs, combining the benefits of in-person collaboration at a significantly lower cost.

- Hexa
- The Drawing Board
- Regus
- Communion
- Common Desk

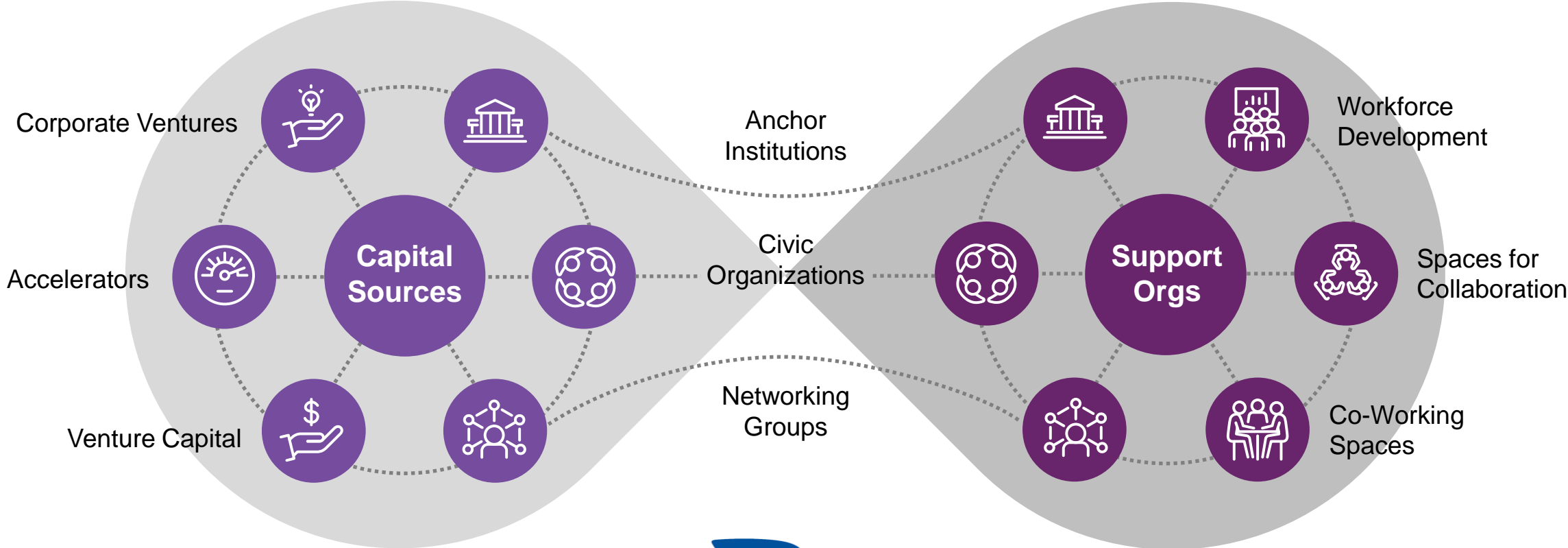
## Legend

- Presence in Richardson
- HQ Outside Richardson

- BIPOC-Focused
- General Tech
- Veteran
- Women-Focused

- Automotive
- Biotech
- Construction
- CPG
- Data
- Defense / Security
- Education
- Energy
- Finance
- Business Services
- Healthcare
- Manufacturing / Supply Chain
- Retail / eCommerce
- Sports
- Software
- Telecom / Media
- Transportation

# Richardson Innovation Ecosystem Framework



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# Key Observations: Innovation / Startup Ecosystem

## Key Takeaways for Richardson

### Ecosystem Map takeaways:

- Richardson benefits from a significant level of funding and startup/early-stage support services throughout the North Texas Region
- Limited level of ecosystem support capabilities
  - There are virtually no capital sources (including both corporate innovation as well as VC funding) directly in the City of Richardson.
  - Limited networking activity (IQ Brew is a notable exception)
- Ecosystem strengths include:
  - Significant co-working capacity
  - Very strong higher-ed presence with UTD
  - Strength in partner organizations (primarily Tech Titans), although currently with limited innovation ecosystem support.



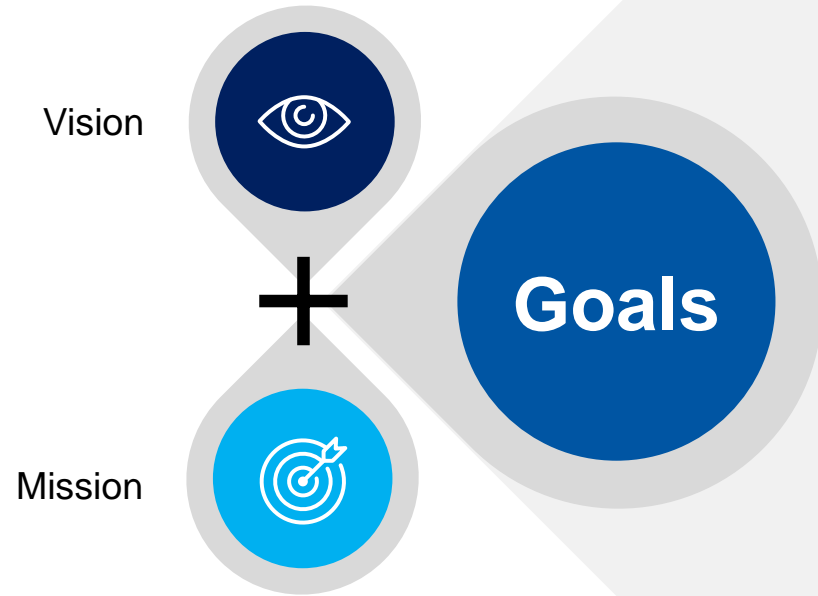
Richardson Economic Development Strategy

# Strategies



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# From Vision to Measurable Tactics



**Vision, mission, and goals inform our strategies, which result in a variety of measurable tactics.**

Tactics stem from the strategies



# Vision, Mission, Goals



## Vision

Richardson, Texas is a vibrant and diverse business community with a talented workforce and innovative entrepreneurial spirit.



## Mission

To grow Richardson's vibrant economy by providing creative solutions and resources for businesses.



# Vision, Mission, Goals



## Goals

Goals have led to the development of five strategies and pathways to tactics



3



Be a regional leader for innovation and entrepreneurship in North Texas.

4



Strengthen organizational capacity to enhance Richardson's economic development efforts.

1

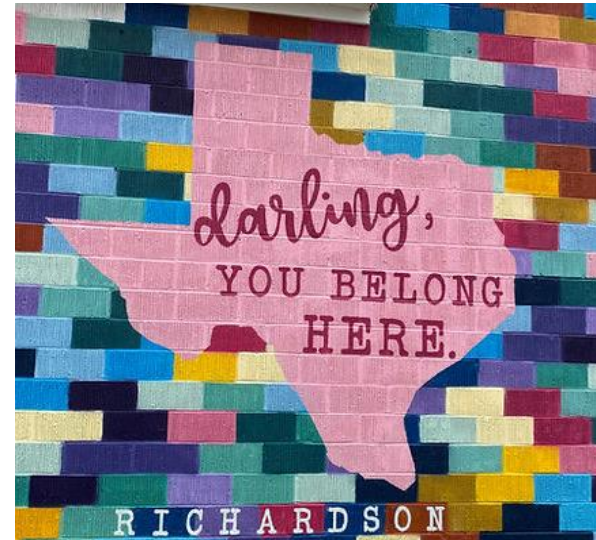


Protect Richardson's core economic base and major employers.

2



Develop a more focused, aggressive approach to economic development.



5



Support Richardson's cultural vitality as a greater component of business recruitment.

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# Strategies



## Diverse and Resilient Economy

Foster resilience through strategies which encourage economic inclusion and diversification to provide stability during downturns and minimize external threats

### Tactic Examples:

- Proactively communicate Richardson's value proposition through an enhanced marketing strategy
- Develop a robust business retention and expansion program to protect Richardson's core economic base
- Engage in a targeted approach to business attraction and recruitment
- Grow Richardson's innovation and entrepreneurial ecosystem and support partnerships
- Support local small business with focused programs and resources



## Real Estate and Redevelopment

Encourage reinvestment of key areas to create cohesive developments that incorporate well-designed housing, commercial, and retail opportunities.

### Tactic Examples:

- Encourage investment in and redevelopment of underperforming retail developments and corridors
- Develop a plan to guide infill efforts in residential areas to promote workforce housing
- Continue land banking and land assembly strategies in key redevelopment areas like Downtown to ensure City involvement and eliminate barriers for redevelopment
- Expand home ownership in Richardson

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# Strategies



## Core Infrastructure

Promote growth through strategic infrastructure projects which build on unique assets and competitive strengths

### Tactic Examples:

- Assess vulnerability of infrastructure in key redevelopment areas where higher intensity uses are envisioned
- Continue advancing multimodal transportation infrastructure to connect business parks to amenities
- Continue roadway improvements in business parks to maintain a positive image for companies and workers
- Incorporate Smart City elements in future infrastructure projects



## Quality of Life and Place

Encourage quality of life and place improvements through placemaking enhancements and diverse cultural amenities in order to attract businesses and the talented individuals who fuel them.

### Tactic Examples:

- Strengthen Richardson's cultural vitality by continuing to promote the arts, music, and festivals
- Grow Richardson's partnerships with educational institutions (RISD, PISD, Dallas College, West Coast, UT Dallas) to communicate Richardson's quality educational opportunities that attract new businesses to the community
- Beautify Richardson's corridors through median enhancements and place-based gateways
- Develop a city-wide wayfinding program to promote key entertainment areas, venues, and cultural destinations

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# Strategies



## Organizational Capacity

Strengthen organizational capacity to enhance resilience to changes in economic and business cycles, reduce economic disruptions, and expand market access

### Tactic Examples:

- Grow economic development capacity within the City
- Increase collaboration with public and private economic development partners
- Strengthen partnerships to support Richardson's workforce development needs
- Align internal planning efforts to ensure maximum capacity

# Accomplishing Strategies – Tactic Matrix

- AECOM will work with the City and stakeholders to develop tactics
- Tactics will be assigned to each strategy in a Tactic Matrix
- The Tactic Matrix will include a description, timeline, partner organizations, and cost implications

## EXAMPLE TACTIC MATRIX

STRATEGY	TIMELINE	STRATEGY TYPE	TACTICS	PARTNERS	FUNDING SOURCES	COST
I-1 Advance the design, planning, and construction of high-impact projects.	SHORT TERM (1-3 YEARS)	Program	<ul style="list-style-type: none"> <li>• Prioritize and align CIP items in targeted areas with highest economic and fiscal impact.</li> <li>• Ensure that major infrastructure projects in key development and redevelopment areas move up the CIP priority list (e.g., Galatyn, IQ, Cityline, CORE, Northside, Spring Valley)</li> <li>• Implement five 2021 Bond Election propositions.</li> </ul>	<ul style="list-style-type: none"> <li>• CoR</li> <li>• Contractors</li> </ul>	<ul style="list-style-type: none"> <li>• General</li> <li>• TIF</li> <li>• Bond</li> </ul>	\$\$\$
I-2 Pursue and leverage state and federal funding	SHORT TERM (1-3 YEARS)	Partnership	<ul style="list-style-type: none"> <li>• Enhance collaboration for multi-jurisdictional infrastructure improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• CoR</li> <li>• NCTCOG</li> <li>• DART</li> </ul>	<ul style="list-style-type: none"> <li>• General</li> </ul>	\$\$



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## Accomplishing Strategies – Measures of Success

Continuous performance evaluation will be an essential part of Richardson's economic development work plan. Measures of success will correlate with the goals and Action Matrix of the plan. Measures of success will include:

- **Inputs:** Measure resources dedicated to implementing the plan (*e.g., creation of marketing materials*)
- **Outputs:** Measure the volume of work completed and specific activities (*e.g., number of businesses visited/surveyed as part of a Business Retention / Expansion effort*)
- **Outcomes:** Measure the results and benefits of the work completed to influence specific business decisions to locate or expand. These outcomes are typically multi-year (*e.g., new job creation, local tax base growth*)

Richardson Economic Development Strategy

# Next Steps



RICHARDSON  
TEXAS

# Next Steps

01



**Follow up with Stakeholders**

02



**Refine Asset Mapping and Ecosystem Development**

03



**Build-Out Place-Based Strategies**

04



**Tactics Refinement (Tactic Matrix)**

05



**Organizational Performance Metrics**

06



**Draft Recommendations**

07



**Final Report**

# Economic Development Approach

# Factors to Consider

- Current status of REDP
- The need to be responsive to emerging trends
- Chamber of Commerce mission to focus on members
- What is the profile of the talent needed to implement the plan
- Can certain elements of the plan be managed through strategic engagements
- How can a “holistic” approach best be achieved

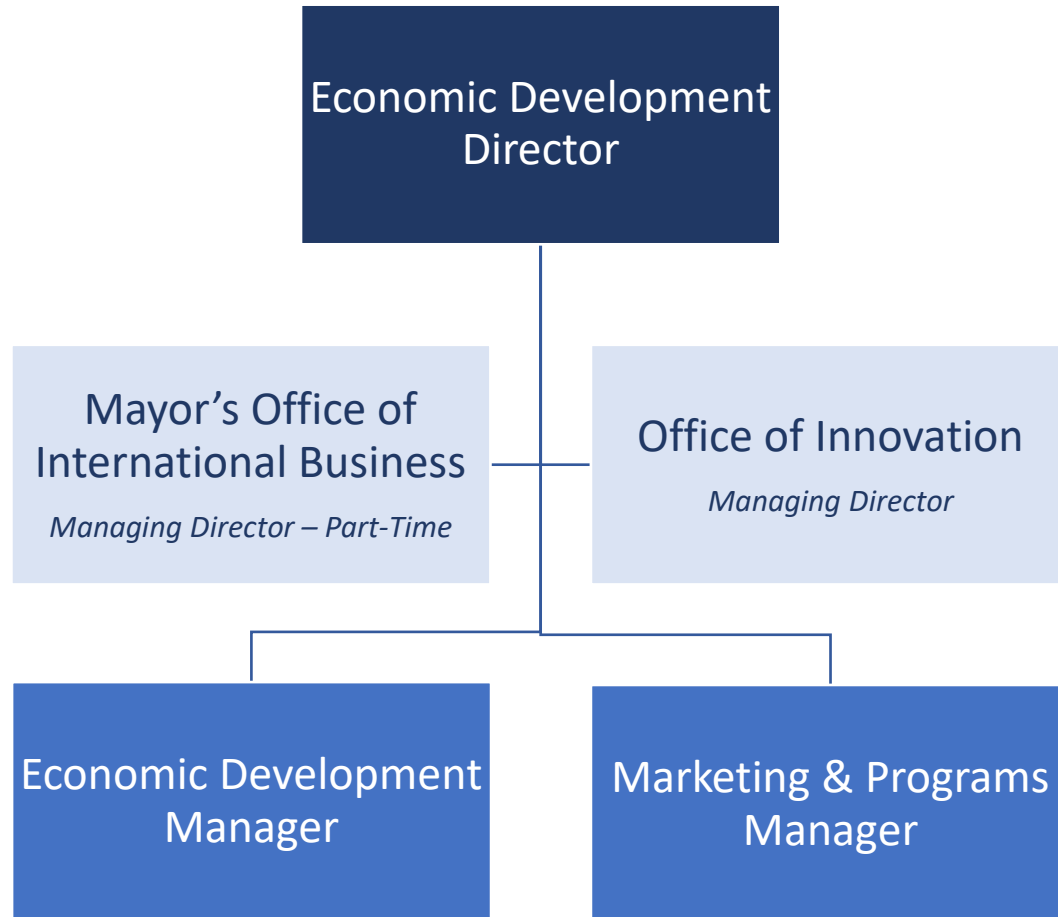
# Recommended Approach to Economic Development

- Create a Department of Economic Development within the City
  - Utilize funding previously dedicated to the REDP
- Revamp partnership with the Chamber of Commerce
  - Continue engagement for select programs and services that support economic development strategic plan
  - Adjust funding effective FY23
- The Richardson Economic Development Partnership and Telecom Corridor brands will continue to be an important part of our economic development strategic plan
  - Precise utilization will be determined as the economic development team is assembled and marketing strategy is finalized

# Recommended Roles & Responsibilities

<u>City of Richardson</u>		<u>City &amp; Chamber</u>	<u>Chamber of Commerce</u>	
Attraction & Recruitment	Retention & Expansion	Workforce Development	Business Advisory Committee	Business Advocacy
International Business	Data/Resource Management	Entrepreneur Support	Business Mentorship	Training & Resources
Innovation/Startup Ecosystem Management	Incentive/Agreement Management	Small/Local Business Support	Networking & Educational Programs	Awards & Recognitions
Real Estate	Redevelopment	Marketing & Advertising		
Convention & Visitors Bureaus	Arts & Culture			

# Economic Development Department



## Economic Development Focus Areas

- Attraction & Recruitment
- Retention & Expansion
- Workforce Development
- Real Estate & Redevelopment
- Marketing & Programs

## Department Creation Steps

- Hire Director
- Finalize roles and responsibilities of managers
- Hire Managers
- Work with AECOM to finalize tactics and performance metrics
- Finalize engagement strategy for supplemental services: international business, retail, etc.



# Budget Considerations

REDP Budget (1)	\$1,169,830
Economic Development Department Budget Operations – Proposed (2)	\$861,500
Chamber support for ongoing program and services	\$200,000
Saving associated with updated Economic Development Strategy	\$108,330

*(1) Pre-Covid funding level*

*(2) Includes 50% funding for the Managing Director of the Office of Innovation (currently funded by TIF)*

# Richardson Chamber of Commerce Update

- For Chamber:
  - A new logo and brand identity
  - A new organizational structure
  - A building refresh with possible member offerings and income streams
  - A refined mission
  - A more member focused strategy
  - Continued partnership with COR for select programs and services
- For Tech Titans:
  - Will operate as LLC of the chamber
  - It will have its own staff, bylaws, and bank account
  - Will have shared services and offices with the chamber

# Next Steps

- Assemble Economic Development team
- Enter into new agreement with the Chamber for select programs and services
- Finalize Economic Development Strategic Plan
  - Complete Action Matrixes
  - Define measure of success
- Finalize communications and marketing strategy (REDP & Telecom Corridor brand)

# Review & Discuss Richardson's Economic Development Strategic Plan

City Council Briefing: July 18, 2022



# Sherrill Park Golf Course

## Proposed Rate Adjustments & Facilities Planning

City Council Worksession

July 18, 2022



# City Council Goals

- City Council Goals/Strategies
  - Promote an innovative approach to business processes
    - Continue implementation of the cost recovery model for establishing appropriate fees for programs and services; develop recommendations for annual approval
  - Value, protect and create a positive return on City, resident and other stakeholder investments in the City
    - Conduct a comprehensive review and applicable studies of facilities at Sherrill Park that include the renovation of Course #2 and a maintenance/training facility

# Overview

- Golf Rate Considerations
- Golf Facility Planning



# Sherrill Park Rate Considerations

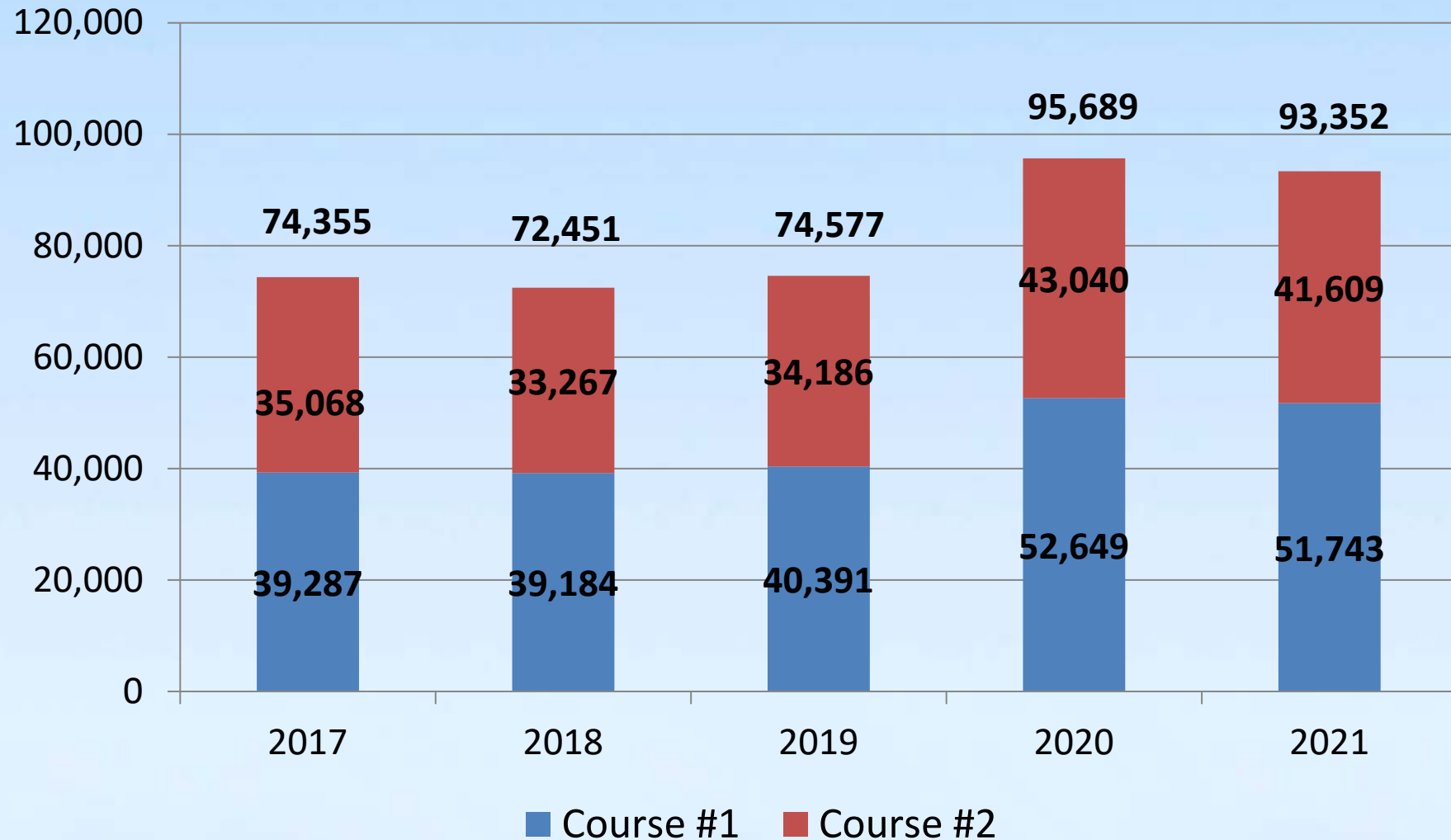
- Rate strategies that are contextual to other courses
  - Maintain value for players relative to our market competition
  - Take into consideration current economic conditions
- Current cost drivers
  - Staffing
  - Chemicals and other botanical expenses: 15% to 20% increase
  - Supplies: 15% increase
  - Equipment: 20% increase
  - Golf Carts: availability and pricing
  - Increase in the number of rounds played



# Sherrill Park Rate Considerations

- Reduce/eliminate reliance on transfers from General Fund to the Golf Fund for operations
- Develop a reserve to help offset capital equipment and facility needs

# 5 Year Course Usage



# Rate Review

- Surveyed other municipal courses in the Dallas area comparable to Course #1 and Course #2
- Survey focused on the following categories:
  - Golf Cart Rental Rate
  - Course Rates
  - Driving Range

# Golf Cart Rates

- Last increase was in 2016
- 74.6% of Golfers use a cart
- Average Cart Rate for 17 courses is \$16.26 with sales tax.
- Richardson Rate of \$14.07 -\$2.19 below average
- Impacts all rate categories: rack rates, Sr/Jr rates, twilight rates and punch cards.
- Recommendation: Increase Cart Fee by \$2.00
  - 18 Holes: \$16.24 with sales tax
  - 9 Holes: \$11.91 w/sales tax

City	Course	Cost Per Rider
Arlington	Lake Arlington	\$18.00
Grand Prairie	Tangleridge	\$18.00
Carrollton	2 Courses	\$17.50
Grapevine	Grapevine GC	\$17.32
Dallas	6 Courses	\$17.00
<b>Average</b>	<b>17 Courses</b>	<b>\$16.26</b>
<b>Richardson</b>	<b>Proposed</b>	<b>\$16.24</b>
Grand Prairie	Prairie Lakes	\$15.00
Mesquite	Mesquite GC	\$15.00
<b>Richardson</b>	<b>2 Courses</b>	<b>\$14.07</b>
Garland	2 Courses	\$14.00

# Course #1 Rates

- Last increase was in 2016
- Current rates are below average between \$3.65 and \$6.56 depending on walking or cart
- **Recommendation:**
  - Increase Green Fee for all Course #1 rates by \$2.00
  - Rack Rates, Sr/Jr and Twilight Fees

Sorted by Weekend w/Cart Rates

City	Course	Weekday		Weekend	
		Walk	W/Cart	Walk	W/ Cart
Arlington	Tierra Verde	NA	\$55.52	NA	\$76.02
Carrollton	Creek	\$45.50	\$63.00	\$56.50	\$74.00
Grand Prairie	Tangleridge	NA	\$48.00	NA	\$68.00
<b>Average</b>		<b>\$35.92</b>	<b>\$50.62</b>	<b>\$46.95</b>	<b>\$64.07</b>
Dallas	Tenison Highlands	\$39.50	\$56.50	\$46.50	\$63.50
Garland	Firewheel-Bridges	NA	\$52.00	NA	\$62.00
Plano	Pecan Hollow	\$30.31	\$44.00	\$45.47	\$62.00
<b>Richardson</b>	<b>Proposed #1</b>	<b>\$32.47</b>	<b>\$48.71</b>	<b>\$45.47</b>	<b>\$61.70</b>
Grapevine	Grapevine GC	\$34.00	\$51.32	\$43.00	\$60.32
Allen	Traditions	NA	\$45.00	NA	\$59.00
Dallas	Stevens Park	NA	\$46.50	NA	\$58.50
<b>Richardson</b>	<b>Current #1</b>	<b>\$30.31</b>	<b>\$44.39</b>	<b>\$43.30</b>	<b>\$57.38</b>
<b>Richardson Current Above (Below) Avg</b>		<b>(\$5.61)</b>	<b>(\$6.10)</b>	<b>(\$3.65)</b>	<b>(\$6.56)</b>

# Course #2 Rate Review

Sorted by Weekend w/Cart Rates

## Recommendation

- Last increase was in 2011
- No increase proposed at this time
- Cart Fee increase of \$2.00 makes rate competitive when a cart is used
- Potential for an increase after completing future course renovation

		Weekday		Weekend	
City	Course	Current Walk	Current W/Cart	Current Walk	Current W/ Cart
Mesquite	Mesquite GC	\$24.00	\$39.00	\$35.00	\$50.00
Carrollton	Lakes	\$26.00	\$43.50	\$31.50	\$49.00
Garland	Firewheel-Lakes	\$27.00	\$41.00	\$35.00	\$49.00
Garland	Firewheel-Old	\$27.00	\$41.00	\$35.00	\$49.00
Arlington	Lake Arlington	\$24.50	\$42.50	\$30.50	\$48.50
Dallas	Luna Vista	NA	\$43.50	NA	\$48.50
Dallas	Cedar Crest	\$25.50	\$42.50	\$29.50	\$46.50
Grand Prairie	Prairie Lakes	\$20.00	\$35.00	\$30.00	\$45.00
<b>Average</b>		<b>\$23.08</b>	<b>\$39.35</b>	<b>\$29.12</b>	<b>\$45.29</b>
<b>Richardson</b>	<b>Prop - Cart Fee Inc</b>	<b>\$23.82</b>	<b>\$40.05</b>	<b>\$28.15</b>	<b>\$44.38</b>
<b>Richardson</b>	<b>Course #2</b>	<b>\$23.82</b>	<b>\$37.89</b>	<b>\$28.15</b>	<b>\$42.22</b>
Dallas	Keeton Park	\$19.50	\$36.50	\$24.50	\$41.50
Dallas	Tenison Glen	\$13.50	\$30.50	\$12.00	\$29.00
<b>Richardson Current Above (Below) Avg</b>		<b>\$0.74</b>	<b>(\$1.46)</b>	<b>(\$0.97)</b>	<b>(\$3.07)</b>

# Other Rates

- Driving Range: No Increase is recommended at this time
- Richardson Resident Punch Card Rates
  - Last increased in 1997
  - Richardson Resident (\$216.50 includes tax)
    - Any day of the week
    - Course One – \$21.65 / per round
    - Course Two – \$16.24 / per round
  - Richardson Senior (\$108.25 includes tax)
    - Weekday only
    - Course One – \$10.83 / per round
    - Course Two – \$8.19 / per round

# Revenue Impact

- Increase Rates beginning October 1, 2022
  - Increase Golf Cart Fees by \$2.00
  - Increase all Course #1 Weekday/Weekend rates by \$2.00/round
- Estimated Revenue Impact:

Fee	Annual
Golf Cart	\$91,080
#1 Green Fees	\$81,220
<b>Total</b>	<b>\$172,300</b>



# Golf Capital Planning

- Course #2 Renovation
- Restrooms
- Maintenance Barn
- Training Facility



# Course #2 Renovation

- Course #2 was last renovated in 2001
- Completed Planning study with Weibring Wolfard Golf Design and Freese & Nichols
- Estimated Cost: \$7.08 million
- Design Features Include:
  - Resolve major drainage issues (\$3.32 million)
  - Improve playability and reduce maintenance (\$3.76 million)
  - Turf and vegetation improvements
  - Aesthetic improvements
- Following slides will provide a few examples of suggested improvements

# Drainage – Hole 1 & 17

- Most important drainage concern
- Water backs up to an excessive degree
- Backs up higher than the 5 foot rod shown in the picture
- Results in delays opening the course after heavy rainfalls



# Drainage – Hole 5

2003



2021



- Pond is completely filled with silt
- Needs to be rebuilt and enlarged

# Bunkers

Existing



New Style



- Existing bunkers have poor drainage and lining has deteriorated
- New style bunkers allow improved maintenance

# Erosion

Hole 6



Hole 6 & 14 Cart Path



- Erosion control needed to save Hole 6 fairway
- Need to improve drainage for safety along cart path

# Playability Opportunities – Hole #2



- Eliminate the lake to the right of the landing area to improve playability
- Lower and soften the approach along the right front
- Trim trees left front of green and remove two trees right of the green

# Playability Opportunities – Hole #6



- Remove Willow trees along creek to open up visibility
- Add trees to right of the landing area to improve safety
- Slightly expand lake edge in two places to widen landing area
- Lower and shift green left to the lake edge



# Greens



- 21-year old TifEagle Bermudagrass
- Soil testing shows organic matter has been rising to the upper 4 inches which is beginning to affect performance

# Restrooms

- Two restrooms on Course #1 (1973 & 2001)
- One Restroom on Course #2 (2001)
- Basic restroom design
  - Include sinks
- Preliminary estimate: \$990,000 to \$1,200,000

# Maintenance Barn

- 1973 Facility that was built for an 18-hole golf course
- Currently limited space in the work bay and for parts and equipment storage
- New facility
  - Metal building
  - Approximately 5,000 sq. ft.
  - Two equipment lifts
  - Breakroom/conference room
- Preliminary estimate: \$2,490,000 to \$2,970,000 million



# Training Facility

- Place at North end of driving range facing south
- Approximately 2,000 – 2,500 sq. ft.
- Two or three evaluation/hitting bays, fitting area
- Evaluation equipment and software
- Small conference room and restroom
- Preliminary estimate: \$1,400,000 to \$1,695,000
- Cost efficiencies if constructed at the same time as the Maintenance Barn



# Best Case Scenario – Construction Schedule

- Course #2 Renovation:
  - January 2024 to October 2024
- Restrooms:
  - Course #1 Restrooms: January 2023 to April 2023
  - Course #2 Restroom: January 2024 to April 2024
- Maintenance Barn and/or Training Facility
  - January 2025 to December 2025

# Capital Plan Funding Estimate

Facility	Low Estimate	High Estimate
Course 2 Renovation	\$7,075,000	\$7,075,000
Maintenance Barn	\$2,490,000	\$2,970,000
Training Facility	\$1,400,000	\$1,695,000
Three Restrooms	\$990,000	\$1,200,000
<b>Total All Projects</b>	<b>11,955,000</b>	<b>\$12,940,000</b>

- Possible funding sources include year-end savings, capital reserves and debt
- Debt planning will be reviewed in detail at next week's budget workshop
  - Debt capacity would allow golf projects to be completed at once or in phases across multiple years to match construction schedules
- Debt Plan has capacity to complete alternate phases 1-4 of the City Hall renovation
- Debt planning preserves capacity for future G.O bond program

# Next Steps

- Receive City Council feedback on Rate Increase and Capital Plan
- Utilize golf reserve to further refine cost estimates for FY 2023 debt sale
- Factor City Council recommendations into Golf Operating Fund budget and Debt Planning

