



City of Rowlett Meeting Minutes City Council

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Tuesday, March 11, 2008

6:00 PM

Municipal Building - 4000 Main Street

As authorized by Section 551.071(2) of the Texas Government Code, this meeting may be convened into closed Executive Session for the purpose of seeking confidential legal advice from the City Attorney on any agenda item herein.

The City of Rowlett reserves the right to reconvene, recess or realign the Regular Session or called Executive Session or order of business at any time prior to adjournment.

1. CALL TO ORDER

Mayor Harper called the meeting to order at 6:10 p.m.

CONVENE INTO EXECUTIVE SESSION

There were no Executive Session items.

2. WORK SESSION ITEMS

2A Discuss the Economic Development Strategic Plan as recommended by the Economic Development Advisory Board.

Craig Owens brought forth a PowerPoint presentation for the Economic Development Strategic Plan (77 page PowerPoint presentation).

TIP Strategies, Inc.

- *TIP is an economic development consulting firm based in Austin, Texas.*
- *Completed Strategic Plan in 2003*
- *Hired to work with City to update plan in 2007*

Trends

- *Evolution of Economic Development Goals*
- *US Employment Growth*
- *U.S. Manufacturing Trends*
- *U.S. Job Forecast, 2006-2016*
- *U.S.A: A Scarce National Labor Market Ahead*
- *Texas: Very Tight, But Less Severe Than Nation*

"Hot Jobs - Cool Communities"

- *Rebecca Ryan of Next Generation Consulting says:*
- *Communities work dog-hard to attract companies to their location, but that's only half the deal. Today, companies also rely on ... community leaders to attract talent."*
 - *Air and Water Quality*
 - *Recycling Rates*
 - *Car Pools, Commute Times*
 - *Traffic*

- *Public Parks, Trails, and Recreation Areas*
- *Sunny Days*
- *Farmers Markets*
- *Natural Foods Stores*
- *Fitness Centers*
- *Vegetarian Restaurants*
- *Rates of Crime*
- *Rates of Cancer*
- *Heart Disease*
- *Obesity*
- *Smoking*
- *Life Expectancy*
- *Fruit and Vegetable Consumption*
- *Work Sick Days*
- *Rates of Depression*
- *High Blood Pressure*
- *Unemployment*
- *Charitable Donations*
- *Cost of living*
- *Poverty*
- *Concentration of Designers, Artists, Authors, Musicians, Actors and similar Professions*
- *Percentage of Community Under 40*
- *Population Diversity (ethnic, religious, sexual orientation)*
- *Number of Bars, Nightclubs and similar per capita*
- *Number of Art Galleries, Museums, and similar per capita*

The War for Talent

The Old Reality	The New Reality
People need companies	Companies need people
Machines, capital, and geography are the competitive advantage	Talented people are the competitive advantage
Better talent makes some difference	Better talent makes a huge difference
Jobs are scarce	Talented people are scarce
Employees are loyal and jobs are secure	People are mobile and their commitment is short term
People accept the standard package they are offered	People demand much more

TIP - The Scope of Work

- *DISCOVERY PHASE (Assessment)*
 - *Economic base analysis*
 - *Cluster & target industry analysis*
 - *Facilities & sites*
 - *Benchmarking*
 - *Input*
- *OPPORTUNITY PHASE*
 - *Vision*
 - *Strategies*
- *IMPLEMENTATION PHASE*
 - *Implementation plan*

Assessment

- *Economic & demographic data analysis*
- *Review of sites & land use*

Key employer & stakeholder interviews

- *Review of specific initiatives*

Interviews & Focus Group

- *ISD*
- *Chamber of Commerce*
- *Major employers (manufacturers & service)*
- *Elected officials*
- *City staff*
- *Regional allies*
- *Developers/brokers*
- *Service providers (banks)*
- *City Senior Advisory Council*

SWOT Analysis

2007 Citizen Survey

- *Top things valued most:*
 - *Sense of community*
 - *Proximity to lake and Metroplex*
- *Things that would make it better:*
 - *Street improvements*
 - *Lower taxes and improved spending of revenue*
 - *More restaurants, shopping centers, & businesses*
- *More than three-quarters (79%) of respondents leave Rowlett for work.*
- *43% commute for 30 min. or more each way.*
- *Top cities were Dallas (44%), Garland (15%), Richardson (8%), and Plano (7%).*
- *Those working in Rowlett were more likely to be employed part-time.*
- *Two out of three respondents (67%) working outside Rowlett would be "very" or "somewhat" likely to change employers to work closer to home.*
- *Primary function of worksite for those working outside city:*
 - *Services (57%)*
 - *Management/back office support (19%)*
 - *Manufacturing/light assembly (12%)*
 - *Customer support (8%)*
 - *Design or R&D (4%)*
- *Occupations of respondents covered range of areas, including:*
 - *Engineering*
 - *Management*
 - *Lawyer/legal*
 - *Marketing & media*
 - *Education*
 - *Healthcare*
 - *Finance & accounting*
 - *Information technology*
 - *Arts & entertainment*
 - *Manufacturing*
 - *Construction/trades*

Strengths

- *School systems*
- *Growing regional population*
- *Housing choices and relative affordability*
- *Proximity to Dallas*
- *Healthcare*
- *Regional leadership working together to address regional issues*

Weaknesses

- *Accessibility*
- *Lack of shopping*
- *Limited dining options*
- *Lack of higher end multi-family housing options*
- *Negative perception of city development process and requirements*
- *Relationship with City of Dallas (lake shore and Robertson Park)*
- *Lack of support for senior citizen services*

Opportunities

- *Hike and bike trails*
- *North Shore District*
- *T.O.D. (DART Station)*
- *Expanding healthcare*
- *Higher education and training*
- *Leveraging senior executive citizens*

Threats

- *T.O.D. (DART Station)*
- *Continued housing downturn*
- *Delays to PGBT*
- *Increased traffic*
- *Competing adjacent communities (especially retail)*
- *Access at North Shore*

Recommended Strategic Plan Outline**City of Rowlett Vision and Mission**

- *Vision: A unique community where families enjoy life and feel at home.*
- *Mission: To provide high quality services, utilize best practices, and promote well-planned growth while enhancing our community's sense of home.*

Legacy E.D. Model**Next Generation E.D. Model****Assumptions**

- *Focus of plan is on Rowlett, not on any particular organization*
- *Local leaders can influence the future of Rowlett*
- *Funding is usually not the limiting factor*
- *This plan is the beginning of a process, not the end*

Rowlett Next

- *VISION: Rowlett The NEXT regional destination in the DFW Metroplex, for the best business, healthcare, education, and shopping.*

Goals

1. *Develop, retain, and attract TALENT.*
2. *Stimulate the economy through INNOVATIVE employer development and attraction.*
3. *Promote and enhance quality of PLACE.*

Primary Strategies

1. *North Shore Commercial District*
2. *Other Key Development Zones*
3. *Talent*

4. *Business Climate*
 5. *Economic Development Marketing*
- Additional Item: Organizational Options*

1. *North Shore Commercial District*

- 1.1 *Identify targets*
 - *Higher education*
 - *Focus on 4-year options due to number of junior colleges in the area*
 - *Healthcare*
 - *Build on Lake Pointe network*
 - *Competition from neighboring developments is a consideration*
 - *Richardson Regional development on PGBT*
 - *Focus on identifying anchor use(s):*
 - *Higher education*
 - *Healthcare*
 - *Office/retail*
 - *Industrial*

Existing Higher Education Facilities in Metroplex

Collin County Community College campuses

Dallas County Community College District campuses

Hospitals within 10-mile Radius (as of 2007)

- *Identify targets (continued)*
 - *Office*
 - *Regional market & timing of PGBT are concerns*
 - *Target small professional services firms and medical*
 - *Retail*
 - *Timing & competition suggests need for careful targeting*
 - *Light industrial*
 - *Meets goals of tax base diversification and providing employment options for residents*
 - *Use recommended targets as starting point*
- 1.2 *Craft new marketing strategy*
 - *Materials*
 - *Create new developer piece*
 - *Target database*
 - *Developers*
 - *Anchors (healthcare, education, corporate headquarters, and others)*
 - *Retail analysis*
 - *Trade area determination (versus ring study recommended previously)*
 - *Gap analysis to form basis of targeting*
- 1.3 *Continue planning processes*
 - *External*
 - *Continue to monitor NTTA progress*
 - *Internal*
 - *Continue work on infrastructure planning and ROW acquisition*
 - *Work with Lake Pointe and other medical providers to understand healthcare related opportunities*
 - *e.g., joint marketing/regional cooperation*

2. Other Key Development Zones (continued)

- 2.1 Continue to promote quality development along the Highway 66 Corridor
 - Form relationships with brokers and developers that represent desired establishments
 - Build on presence of Lake Pointe Medical Center and other medical providers
 - Research best practices for working with absentee owners (incentives?)
 - Area plan for intersection with PBGT

- 2.2 Continue to plan for downtown development
 - Continue Main Street improvements
 - Revisit Destination Downtown RFQ
 - Use survey results to refine then reissue (link downtown with North Shore)
 - Begin preliminary station planning activities
 - Linkages with other areas of the community
 - Strategies for buffering adjacent uses (e.g., industrial development across tracks)
 - From 2002 Plan
 - Evaluate design options such as the station's exact location, physical dimensions, architectural treatments, enhancements to existing facilities, zoning requirements, and access.
 - Research existing DART station designs throughout the Metroplex to identify unique design qualities that will enhance Rowlett's overall Downtown plan.
 - Identify necessary infrastructure improvements, including road, rail, parking, pedestrian access, and utilities
 - Conduct an economic impact analysis to assess potential impact on the surrounding downtown area, as well as the potential fiscal impact on the City.
 - Pursue regional, state, and federal funding assistance, including a Livable Communities grant from the Federal Transit Administration.
 - Establish linkages between the district and the existing community water park.
 - Develop internal and external marketing plans to promote private investment in the development zone.
 - Investigate thoroughfare linkage to the proposed Waterfront/Entertainment District.

- 2.3 Waterfront/Entertainment District:
 - Re-evaluate options for South District
 - High end residential
 - Mixed use (residential, commercial, and retail)
 - Destination entertainment and retail (e.g. Kemah)
 - Corporate campus
 - Community Center District
 - Build on family-oriented activities already in place
 - Easy access
 - Evaluate development options (public/private partnership versus master developer, whole versus parcels).
 - Develop a marketing plan for potential developers and/or private partners.
 - Identify potential developers/private partners.
 - Market design concepts to developers.

3. Talent

- 3.1 Target professional services
 - Identify relevant organizations (trade associations for professionals, e.g., lawyers, accountants, marketing)
 - Build database of potential targets (small firms, individuals)

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- Determine best method of contact (e.g., e-mail, networking events)
 - 3.2 Support entrepreneurship
 - Host networking events
 - Promote training options
 - Create mentoring network " Business plan competitions"
 - Start by creating roster of potential mentors
 - Explore innovative programs
 - Stipends for graduates in relevant technologies
 - Providing access to market research
 - Business plan competitions
 - 3.3 Increase higher education options
 - See North Shore strategies
 - 3.4 Focus on amenities
 - City is well-served with family-related activities and recreation options
 - e.g., Wet Zone, Rowlett Community Centre, Lake Ray Hubbard
 - Increasing cultural opportunities and diversity of shopping options should be focus.
 - 3.5 Engage senior residents
 - Survey seniors to identify needs to better position Rowlett as a destination for retired executives
 - Create senior executive networking organization to:
 - link seniors with existing employers, and
 - leverage senior talent base (former executives) for mentoring
4. Business Climate
- 4.1 Conduct formal review of permitting process
 - Continue to streamline
 - UDC and on-line information are important first steps
 - Create single point-of-contact
 - Single individual helps applicant through process start-to-finish.
 - Use incentives to encourage desirable projects
 - Examples: fast-track permitting, fee reductions or waivers
 - Requires leaders and residents to formulate clear goals (wages, investment, other social goals)
 - 4.2 Increase communication
 - Business survey
 - Conduct on regular basis to identify specific issues and as retention & expansion tool
 - Visitation program
 - To learn more about survey responses
 - Creates business-friendly environment
 - Can train others in community to help conduct
 - "Red flag" follow-up
 - Allows you to resolve issues directly and/or link business with other available services
 - Open forums or roundtables
 - Allows city staff to answer questions and/or inform business owners and residents about new initiatives
5. Economic Development Marketing
- 5.1 Continue to raise awareness among brokers and developers
 - Relationship building should be focus initially

- *Not too early to begin getting the word out about major infrastructure-related projects (e.g., North Shore).*
- *5.2 Lay groundwork for target industry program*
 - *Intelligence gathering*
 - *Design of marketing materials*
 - *Identification of communication channels*

Overall Community Marketing

- *Focus should be on North Shore opportunity*
- *May not make sense to attempt branding community prior to development at North Shore*
- *Interim step is to continue to ensure consistency and quality of materials*
 - *City has done excellent job at this*

Organizational Scenarios

- *Option 1: Status Quo (with refined roles for city and chamber)*
- *Option 2: Enhanced city-led economic development (increased budget for North Shore marketing and promotion)*
- *Option 3: New economic development partnership (city, chamber. ISDs sit on new organization board with funding from each)*

Target Industries

Targeting Approach

- *Quantitative*
- *Qualitative*
- *Strategic*
 - *Competitive environment*
 - *Existing employers*
 - *Available workforce*
 - *Other*

TARGETS Governor's Office

- *Advanced Technologies and Manufacturing*
- *Aerospace and Defense*
- *Biotechnology and Life Sciences (not including medical services)*
 - *Nanotechnology & Materials*
 - *Micro-electronmechanical Systems*
 - *Semiconductor Manufacturing*
 - *Automotive Manufacturing*
- *Information and Computer Technology*
- *Petroleum Refining and Chemical Products*
 - *Communications Equipment*
 - *Computer Equipment & Semiconductors*
 - *Information Technology*
- *Energy*
 - *Oil & Gas Production*
 - *Power Generation & Transmission*
 - *Manufactured Energy Systems*

TARGETS DFW Regional Workforce Leadership Council

- *Aerospace*
- *Healthcare*

- *Logistics*
- *Semiconductor & Technology*

TARGETS UNT Center for Economic Development & Research

- *Target industries*
 - *Medical device and biopharmaceutical firms*
 - *Global financial firms*
 - *Computer and semiconductor manufacturing and suppliers*
 - *Data & computer management (retention) Prefabricated Building Products*
- *Targeted facility types*
 - *Headquarters, data and logistics facilities*

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"TARGETS City of Dallas - ED Office

- *Five Strategic Industries for Dallas:*
 - *High IT Use Services (finance, accounting, distribution, health care)*
 - *Prefabricated Building Products*
 - *Food Processing and Distribution*
 - *Media (converging content, Spanish markets)*
 - *Instrument Manufacturing*

Targets City of Rowlett

- *Healthcare*
 - *Medical support services*
 - *Target in connection with North Shore and growing cluster along Hwy 66*
- *Bioscience*
 - *Based on UNT targeting*
- *Information technology*
 - *Explore potential for data center?*
- *Office (e.g., finance, accounting, healthcare-related)*
 - *Capture workers currently commuting out of city*
- *Light industrial*
 - *Integrated building systems - emphasis on "smart building" technologies*
 - *Instrument manufacturing - build on City of Dallas targeting efforts*

TARGET: Health services

- *Rationale*
 - *Leverage existing healthcare facilities in the area*
 - *Higher wages within this industry sector.*
 - *Growth in employment throughout the healthcare sector is expected to continue both regionally and nationally.*
 - *A strong local healthcare presence represents an important quality of life amenity for current and future residents*
 - *Healthcare can assist in raising Rowlett's profile in the region.*
- *Strategic considerations & recommendations*
 - *More office space, especially Class A and B, will be needed for city to capture a greater share of growth from this sector, especially among smaller providers and private practice offices.*

TARGET: Bioscience

- *Rationale*
 - *Existing target for region*
 - *DFW home to 3 major medical schools featuring four active Nobel Laureates (UT Southwestern) and numerous research centers*
 - *Region's IT strengths represent some advantage (e.g., software engineering for medical device industry)*

- *Strategic considerations:*
 - *Encompasses several sectors, e.g., pharmaceuticals, medical equipment and supplies, and medical and diagnostics laboratories.*
 - *Some sub-sectors will be more appropriate for Rowlett than others.*
 - *Competition from Dallas and close-in suburbs.*

TARGET: IT/Data centers

- *Rationale*
 - *Strong business growth forecasts in the Metroplex among information technology dependent sectors.*
 - *Data centers typically offer much higher than average wages.*
 - *The introduction of data centers (and other IT operations) could alter city's image within the region.*
 - *This sector offers a gateway to other professional services business sectors.*
 - *Proximity to Dallas and the Telecom Corridor.*
- *Strategic considerations & recommendations*
 - *Many cities/regions are directly targeting data centers as part of ED activity. As a result, Rowlett will face stiff competition and must be prepared to provide a generous tax incentives package.*
 - *Would require a direct recruiting campaign for data centers (targeting both mid-size companies already present in North Texas and IDCs).*
 - *Consider identifying a potential site for data center development in partnership with electricity and telecom providers.*

TARGET: Office

- *Rationale*
 - *Ability to raise profile within the region in connection with North Shore Commercial District.*
 - *Fill in the "gaps" in the local economy to serve local demand for professional and business services.*
 - *Potential for growth and local economic diversification, especially among upper wage professional positions.*
- *Strategic considerations*
 - *Significant aspect of North Shore development.*
 - *Executive suite concept could help retain workers with telecommuting options or flexible working arrangements.*
 - *Difficulty in marketing to this broad sector according to traditional economic development practices.*

TARGET: Integrated building systems

- *Rationale*
 - *Central location within the fast-growing Sunbelt and access to DFW, generating strong overall demand for housing and construction materials.*
 - *Introduction of information technologies and advanced materials in building design and construction is forcing a shift toward metropolitan regions with an abundance of skilled talent.*
 - *Increased climate change concerns are fueling renewed research and integration of "green building" techniques to make homes and commercial buildings more energy efficient.*
 - *Abundance of semi-skilled and skilled production labor within the Metroplex.*
 - *Presence of existing building materials and related businesses.*
- *Strategic considerations & recommendations*
 - *Limited available land for large assembly operations.*
 - *Lack of four-lane highway access could dissuade investment for assembly in the area.*
 - *Consider identifying sites with rail access as a means for attracting prospects.*

TARGET: Instrument Mfg.

- **Rationale:**
 - Existing concentration of firms engaged in electronic measuring/testing and navigation and guidance instruments (101 firms per City of Dallas).
 - Value-added industry with growth prospects nationally.
 - Convergence with other growing fields, e.g., healthcare, security, energy/environment
 - Skilled labor force available in region, particularly engineering.
- **Strategic considerations:**
 - Competition from Dallas/Fort Worth and other close-in suburbs

Final Plan

- Reviewed and discussed with Economic Development Advisory Board over past four months.
- Detailed implementation plan and schedule developed and reviewed
- Recommended by Economic Development Advisory Board to City Council

Doug Sims, Chair of the Economic Development Advisory Board made comments regarding the Board agreeing with all areas that were touched as being beneficial for the City.

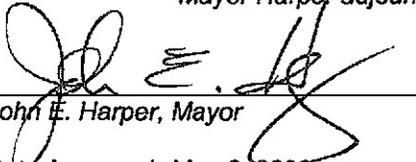
Council stated the Plan is exciting and the City's time has come; and the City is uniquely positioned for success with the President George Bush Turnpike, the DART Light Rail, and the Lake Ray Hubbard shoreline.

Council will consider the Economic Development Strategic Plan at the March 18, 2008 or April 1, 2008 City Council meeting.

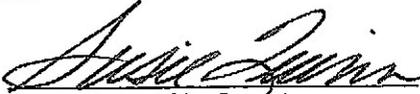
A special get well message was given to Buddy Wall for a speedy recovery from his illness.

3. ADJOURNMENT

Mayor Harper adjourned the meeting at 6:45 p.m.



John E. Harper, Mayor
Date Approved: May 6, 2008



Susie Quinn, City Secretary