

MIDLOTHIAN ECONOMIC DEVELOPMENT

Five Year Focus on Projects

PREPARED BY



RELATIONSHIPS. EXPERIENCE. RESULTS.™

FOR



Midlothian Economic Development
Make great things with us.

MARCH 2021



MIDLOTHIAN ECONOMIC DEVELOPMENT

Midlothian Economic Development (MED) is a non-profit industrial development corporation created in accordance with Sections 501, 502, and 504 of the Texas Local Government Code. The MED was established in 1999 by Midlothian voter approval. MED is a Type A corporation that is tasked with growing the Midlothian economy by attracting qualified projects outlined by state statute. Projects are limited to (1) the creation or retention of primary jobs, (2) certain job training, (3) certain infrastructure improvements needed for new or expanding business enterprises, and (4) career centers. The MED may also undertake other certain projects with approval of Midlothian voters.

The MED is governed by a seven-member board who are empowered to make decisions and enter into agreements for MED. The MED Board members are selected by the Midlothian City Council. MED Board members can serve for two-year terms at the pleasure of the Council.

Midlothian Economic Development Board Members 2020-2021:

- David Hurst | Current Chair (2021) Past Vice Chair (2020)
- Wayne Shuffield | Past Chair (2020)
- Alex Hendrickson | 2021 Vice Chair
- Jacob Wallace | Secretary
- Bobby Frizzell | Treasurer
- Bill Burdett
- Lisa Lemon

MED Staff :

Kyle Kinateder | President/CEO

Belinda Wadsworth | Office Manager

City Staff:

Chris Dick | City Manager



Midlothian Economic Development
Make great things with us.

REPORT CONTENTS

Midlothian Economic Development | 2

Report Contents | 3

Introduction | 4

The Process | 5

Day One Experts Findings & Recommendations | 6

Community Baseline | 7

Community Baseline Summary | 8

The MED Buckets | 9

The MED Buckets Summary | 10

 Primary Jobs | 11

 Infrastructure | 13

 Job Training & Career Center | 15

Report Summary | 17

About Day One Experts | 18

APPENDIX | 19

Stakeholder Interviews | 20

Community Priorities | 25

Case Studies | 32

Measuring Progress | 38

INTRODUCTION

Midlothian Economic Development (MED) secured Day One Experts' services in the Fall of 2020 to facilitate a visioning exercise with the MED Board of Directors, Midlothian City Council, and other economic development partners during this period of aggressive growth.

MED is a Type A economic development corporation governed by Chapter 501, 502, and 504 of the Texas Local Government Code. The MED is funded through the collection of 1/2 percent of sales and use tax collected in the City of Midlothian. The MED is authorized to use these funds for MED operations, promotional purposes, and authorized projects.

The MED's 5-Year Focus on Projects exercise is not intended to be a traditional "Economic Development Strategic Plan." The MED intended to have a consultant, with experience working with Texas Type A and Type B economic development corporations, guide the MED Board of Directors and City Council through a visioning exercise on potential authorized projects to help grow the Midlothian economy over the next 5+ years.

This report encompasses the results of research, tours, interviews, staff engagement, a survey on priorities, and discussions with the MED Board and Midlothian City Council. In addition, essential community baselines were identified that would be considered in future economic development strategies and community development initiatives that will impact economic development decisions.

With the adoption of this report, the MED should continue to evaluate this information to develop strategies, allocate resources, and identify opportunities that are eligible and appropriate projects under Sections 501, 502, and 504 of the Texas Local Government Code. The MED board may also be able to provide guidance or support to other local agencies who undertake projects specific to the stated objectives.

THE PROCESS

To facilitate the visioning process, Day One Experts utilized a method which included the facilitation of the following steps:

Step One:

The process began with a "boots on the ground" meeting with the MED staff and a highly productive and thorough tour of the Midlothian community and surrounding area.

Step Two:

Dave Quinn, CEcD, Founding Partner of Day One Experts, conducted individual interviews with the MED Board of Directors, Midlothian City Council, Midlothian City Manager and Midlothian Chamber President/CEO. The feedback from those interviews served as a baseline for the discussion launch.

Step Three:

MED Board Meeting to present the initial interviews, gathered feedback on topics of vision and direction, reviewed the importance of identifying community priorities and discussed the opportunities, challenges, assets and needs of Midlothian now and moving forward.

Step Four:

Joint session of the MED Board of Directors and the Midlothian City Council with volunteers, members of the Type B Board and local stakeholders in attendance. Day One conducted a community priority survey, based on previous discussions. The board and council took ten (10) identified community topics, discussed and prioritized the list. A final discussion on the future growth of Midlothian completed the process.

Step Five:

A final report & presentation including observations, recommendations and cases studies is presented to the MED Board of Directors.



DAY ONE EXPERT FINDINGS & RECOMMENDATIONS FOR MED

1. **Downtown Revitalization.** While Type A funds cannot be used for retail or public facilities, the MED should look to engage in activities that help generate investment in the downtown area.
2. **Industrial Development** is an essential component to the future economic success of Midlothian. The community has a rich history of industry and a thorough understanding of the direct positive benefits it brings to the city and school district. The future long-term success depends on a balanced approach between industry, commercial and residential tax base.
3. Talent is king, and in today's competitive economic environment, communities that focus on developing a robust **talent pipeline** win investment.
 - a. Focus on talent as it relates to both industrial and office development.
 - b. Maximize the community's investment in the Midlothian Higher Education Center and raise awareness in the community around the center's available programs.
 - c. Continue to strengthen partnership with Midlothian ISD on career readiness programs.
4. Begin to **diversify** recruitment efforts. While recruitment of industrial jobs should not be abandoned, MED should look to leverage the skilled talent pool available in the community to attract office jobs. These jobs can be filled by local residents currently driving out of Midlothian for work each day. This includes making investments in the necessary infrastructure for office users to thrive.
5. **Staffing.** While the MED has an incredibly talented and professional staff performing at a high level, our team recommends that additional staff positions be created. These positions could include a Vice President, Business Development, Project Manager and/or an Analyst. Staff time is a valuable resource that must be maximized like any other resource. Spreading the staff too thin may jeopardize future projects and the team's ability to achieve desired long-term results.
6. Remodel or relocate **MED Offices** to a more appropriate office space. Economic development offices serve as the gateway for future investment into your community. While functional, the current location does not match the community's desire for or commitment to higher-quality development. Utilize this opportunity to spur office development and raise the expectations of all who engage with the MED.
7. **Partnership.** Reserve a MED board seat for a member of the Midlothian ISD Board. Allowing a board member from the MISD to sit in on executive sessions and have insight on future projects coming to Midlothian enables the school district to plan and make better decisions by plugging into the economic program to get ahead of the future growth.
8. Become a driver in the conversation about maximizing **underutilized assets** like the MHEC and the Mid-way Regional Airport to create future economic growth. Explore opportunities to leverage these assets and work with various partners to map a path forward.
9. Better define the community's desired types of retail and develop a **retail attraction strategy** to achieve success. There was very mixed messaging around the kind of retail wanted.
10. Create a plan for dealing with **blighted industrial buildings**. Begin by understanding the impact these types of structures have on the community both from the financial and marketing aspect.

COMMUNITY BASELINE

Midlothian has a strong desire to preserve its community character. In an effort to accomplish this, we have identified a community baseline. The community baseline is a list of qualities and attributes that have been repeated multiple times through this process. In the following pages, we will go into more detail about the community baseline.

COMMUNITY BASELINE



Throughout our process of meeting with Midlothian's economic leadership, the following qualities and attributes were routinely mentioned both directly and indirectly. These items have been captured and will become known as the community baseline. This list is specific to the economic development context of the community and may not reflect a baseline for all aspects of the city.

The community baseline will be used as the MED evaluates future economic development strategies and individual projects that it will peruse. The community baseline should also be applied when considering future incentives to ensure that the project is a good fit for the City of Midlothian.

Community Baseline

- Preserve strong community feel
- Protect our strong school system
- Promote family values
- Maintain/expand a strong and diverse tax base
- Attract quality development
- Construct infrastructure that looks and functions to a high standard



MED BUCKETS

To simplify and organize the economic activity by the MED, we created broad categories or "buckets" that various projects and initiatives can be placed. Using these overarching buckets, the board, staff, and community can quickly understand how a particular project fits the overall five-year focus. In the following pages, we will go into more detail about each bucket and its focus.

THE MED BUCKETS



PRIMARY JOBS

- Ensure development ready sites
 - Expand beyond Industrial primary jobs
- Seek out light industrial/advanced manufacturing
- Grow local primary job employers



JOB TRAINING

- Workforce Grants
- Technical skills development programs
- Facilitate relationships between employers and education
- Grow & develop our own employees and entrepreneurs



INFRASTRUCTURE IMPROVEMENT

- Land planning for highest & best use
- Leverage public & private investment
- Broadband infrastructure
- Water & wastewater



CAREER CENTER

- Increase awareness and enrollment at MHEC
- Promote continuing education
- Partner with MISD
- Plan for future jobs

PRIMARY JOBS



PRIMARY JOB CREATION

A primary job is a job that produces goods and/or services for customers that are predominantly outside the community.

The Type A sales tax is primarily intended for manufacturing and industrial development, but can also be applied to Information Technology projects and Corporate Headquarters. EDCs may use Type A revenue to fund land, buildings, equipment, facilities expenditures, targeted infrastructure and improvements for projects including:

- manufacturing and industrial facilities, recycling facilities, distribution centers, and small warehouse facilities;
- research and development facilities, regional or national corporate headquarters facilities, primary job training facilities operated by higher education institutions, job training classes, telephone call centers and career centers not located within a junior college taxing district;
- certain infrastructure improvements that promote or develop new or expanded business enterprises;
- aviation facilities;
- commuter rail, light rail or commuter bus operations;
- port-related facilities, railports, rail switching facilities, marine ports, inland ports; and
- maintenance and operating costs associated with projects.
- other projects identified by board to export parts or services

With voter approval, Type A EDCs may fund projects eligible under Type B without voting to abolish the Type A tax and impose the Type B tax. In this situation, a Type A EDC must publish notice of its intent to fund a Type B project, hold at least one public hearing and conduct a special election.

PRIMARY JOBS



ENSURE DEVELOPMENT READY SITES

To attract new development, the MED must have a product to take to the market. Ensuring there are development-ready sites allows companies looking to locate or expand can be operational in the shortest possible timeframe. Cities without prepared sites are often eliminated from consideration by companies looking for sites ready to go right now. The prospects are unwilling to invest the time needed to go through a lengthy development review process.

EXPAND BEYOND INDUSTRIAL PRIMARY JOBS

While Industrial Primary Jobs has played a vital role in Midlothian's economic growth, the MED must diversify its attraction efforts to include a mix of white-collar jobs that match the available workforce currently in the community. (IT, Professional Services, Engineering, etc.)

SEEK OUT LIGHT INDUSTRIAL/ADVANCED MANUFACTURING

Begin to identify "clean" high-value industrial projects that leverage an existing talent pool available in Midlothian. These types of jobs also help address environmental concerns related to traditional industrial projects.

GROW LOCAL PRIMARY JOB EMPLOYERS

Utilize existing education infrastructure to engage with local companies helping develop talent pipelines. Identify what skills training is needed for future growth and build relationships with educational partners to provide resources to design programs related to their needs.

INFRASTRUCTURE IMPROVEMENT



OFFICE

The following locations are possible sites for potential office development:

- Downtown
- Highway 287 (Leverage Highway 360 to DFW)
- West of Highway 67
- 14th Street & Highway 287
- Midlothian Parkway & Highway 287
- Walnut Grove & Highway 287
- Along Midlothian Parkway between Highway 67 and Highway 287

RETAIL

MED and City of Midlothian can develop a long-term strategy for future retail sites by working together to preserve zoning and use. For example:

- Downtown
- Corner of Midlothian Parkway/287,
- Corners of 287 and 67
- 9th Street/287
- Walnut Grove/287
- and more...

With population growth comes retail development. Long-term, visionary strategies are important in knowing which retailers will result in additional development nearby. For example, recruiting the first location in order to set-up the chain of events for the next location.

INVESTING IN THE FUTURE

Throughout history, every community that successfully managed growth did so by having visionary leadership that planned for and developed the necessary infrastructure to handle its future growth.

Developing infrastructure enhances productivity, consequently making firms more competitive and boosting the town's economy. Infrastructure enhances production, transportation, and communication efficiency and helps provide economic incentives to public and private sector participants to invest in the community. This is the #1 service economic development organizations can do for the benefit and prosperity of the community. The accessibility and quality of infrastructure in a town helps to shape firms' investment decisions and determines the community's attractiveness to prospective businesses.

The MED has the opportunity to help guide growth and shape the future of Midlothian through intentional infrastructure development. Midlothian can leverage its locational assets to both Dallas and Fort Worth to attract growth-minded businesses by ensuring proper infrastructure is in place or developed to meet the growing community's needs.

INDUSTRIAL

The community perception is that Midlothian enjoys an abundance of Industrial sites. It's important to have a variety of spaces for different product types. The following areas could be possible for new development:

- Highway 67 Corridor - Adjust to connect parks, highways water/wastewater plant, Ward Road and Wyatt Road.
- Redevelopment of East Gate
- Adjacent to airport for maintenance, repair & overhaul (MRO) opportunities

INFRASTRUCTURE IMPROVEMENT



LAND PLANNING FOR HIGHEST AND BEST USE

As Midlothian continues to develop out land will become a scarce resource. Land-use planning is essential to mitigate the adverse effects of land use and development. MED can help ensure the city is maximizing remaining developable land by engaging professional land-use planners who can help identify the highest and best use for the city's long-term economic success and sustainability. MED should also leverage incentives to encourage commercial and retail development projects to locate in the desired areas.

WATER & WASTEWATER

Like the other infrastructure needs in the community, robust water and wastewater infrastructure systems must be in place to attract future commercial development. With future land plans as a guide, utilize MED funds to improve the infrastructure to encourage private investment in desired areas.

LEVERAGE PUBLIC/PRIVATE PARTNERSHIPS

Develop relationships with both the public and private sector partners to ensure infrastructure investment keeps track with the city's growth. Leverage the MED funds to encourage better timing of infrastructure projects or increase the scope of projects to fit the desired aesthetic of the infrastructure projects.

BROADBAND INFRASTRUCTURE

The historic shift in the job market due to the Covid-19 pandemic has moved broadband access into a critical economic development issue. As more and more people are shifting to a hybrid remote working model, MED must ensure broadband access for the entire community. By recognizing broadband as an essential infrastructure component and investing MED resources into innovative solutions to meet the need for broadband access, Midlothian can take advantage of this shift in the workplace. Work with both public and private sector partners to identify needs and develop a strategic plan to meet them.

JOB TRAINING & CAREER CENTER



INCREASE AWARENESS & ENROLLMENT AT MHEC

MHEC is a hidden gem. MED should maximize its investment in the MHEC by raising awareness of the center and the available programs. Help local businesses to identify opportunities to leverage the MHEC to meet their workforce needs. Leverage resources to move beyond traditional career pathways and help residents identify upskill opportunities through the MHEC.

PROMOTE CONTINUING EDUCATION

Changes in education and the economy have disrupted the traditional education pattern, and continuing education has become an essential part of the career pathway. Adult learners have become a significant demographic in the education market, and utilizing continuing education is a great way to help grow the Midlothian talent pipeline. By promoting continuing education within the community, the MED can help ensure future employers' future talent needs are met. Also, when workers have broad access to training for jobs that suit their situation, they can maximize their workforce contribution.

PARTNER WITH MISD

A strong school district is vital to successful economic development. MED can strengthen its partnership with MISD by inviting an MISD board member to fill one of the MED board seats. By allowing the MISD to take an active role in future economic development projects, the MISD can make better decisions on the school district's future growth and leverage its future investments to help achieve the community's economic success. MED should develop relationships with the MISD at all levels, identifying where potential projects could collaborate to meet the business community's needs.

PLAN FOR FUTURE JOBS

Establish an occupational framework that reflects both employer needs and long-term skill requirements by analyzing workforce trends to understand employers' future needs. Work with education partners to develop programs and pathways to meet these future needs. Work with local industries to identify their future needs and potential occupational pathways and certifications required in the future.

FACILITATE EMPLOYERS & EDUCATION RELATIONSHIPS

Bridge the gap between existing business and educational resources available in Midlothian. MED should facilitate conversations that lead to productive partnerships between the business community and academic partners.

JOB TRAINING & CAREER CENTER



TECHNICAL & SKILLS DEVELOPMENT PROGRAMS

Help employers engage in opportunities to upskill their workforce through skills development programs offered through the Texas Workforce Commission and local workforce boards. Work with local education partners to develop an intensive and rapid response to employers expanding or relocating in Midlothian. Identify the needs of existing businesses and create a future needs assessment for growing industry sectors within the community.

GROW LOCAL TALENT POOL

Talent is vital for future economic growth. MED must address the needs of current and prospective employers by helping identify and grow local talent pools. Talent pools allow communities to develop employees in areas that align with the desired industries being recruited. Identifying high-demand careers and work with local education partners to develop career pathways and increase the number of graduating students with work-ready skills. Consider apprenticeship and earn-and-learn models designed to help individuals move to a higher level of employment without student debt, boot camps for rapid skill development in high-demand occupations, and work with employers to support populations with barriers to employment by providing more specialized support and training.

WORKFORCE GRANTS

Build the community's capacity to collaborate with local and future employers to meet labor market demands for a skilled workforce. Establish partnerships with local education partners to address challenges associated with expanding online and technology-enabled learning and migrating services to a virtual environment due to the COVID crisis.



HISTORY OF MIDLOTHIAN HIGHER EDUCATION CENTER

The Texas Higher Education Coordinating Board approved a Multi-Institutional Teaching Center in 2011 at the Midlothian Higher Education Center. The MHEC is a 150,000 sq. ft. education space that includes classrooms, labs and library space. At the MHEC, college and university courses are taught for Midlothian area residents, allowing students to work towards Associate, Bachelor's or Master's degrees.

Currently Navarro College and Tarleton State are offering courses at the Center.

IN SUMMARY...

Some communities allow the future to happen to them. Successful communities recognize that the future is something that can be created. Day One would like to commend the MED for making this investment in the visioning process. By taking the time to produce a future vision you desire, you have given your staff and partners the tools needed to help achieve your goals.

Through this process, we identified core baselines to be considered to guide future economic development strategies and community development initiatives. The desire to preserve a strong community feel regardless of the population, protect and support the strong Midlothian school system, promote family values, maintain and expand your robust and diverse tax base, attract timeless quality development and invest in infrastructure that looks and functions to the high standard set by the community.

The process also taught us that Midlothian is in an excellent position to leverage the DFW metro's growth. As more and more businesses find the region as a place to do business, your community has tools and resources to maximize the opportunities they bring. This document will help guide you in your future decisions and help ensure you stay on target with your actions to achieve your vision.

As a community, you have several assets already in place. The strong school district, hospital district, education center, airport, and a strong retail sales base, not dependent on local customer base, are just a few. You have professional staff at all city government levels and passionate volunteer leaders willing to invest in building the vision laid out in this plan.

Our team would also like to encourage you to continue being pro-active in your efforts to recruit new and diversified businesses to your community while investing in growing your small businesses through creative and innovative development activities. Look for private partners to help expand your available office space and leverage your resources to help revitalize the downtown. Encourage and help the community create gathering spaces for the residents to maintain that community feel prevalent in Midlothian. Begin to think about how to maximize underutilized assets, including the Midlothian Higher Education Center and the local airport.

NEXT STEPS:

- MED Staff will take information and implement direction into Annual Work Plan
- MED Staff to integrate direction into the MED's 5-Year Funding Model
- Each year the MED should reevaluate this document to update for the direction of MED

Above all, remember this is a living, breathing document meant to guide you on your economic journey. Beyond the core baselines, nothing is written in stone. As the needs and desires of the community change, it is important to revisit this document and reflect on each item's relevance to the future.

Thank you for your time and effort in this process and we look forward to seeing your community bloom.

ABOUT DAY ONE EXPERTS

In December of 2018, on a chilly winter day in Frisco, Texas, three guys met at a barbecue joint. An hour later, a company was born on a piece of butcher paper stained by beef ribs and jalapeno sausage.

At Day One Experts, we bring together unique skill sets to assist communities searching for help with economic development solutions as well as private companies seeking to build a bridge through public-private partnerships.

Day One merges subject matter experts in a wide range of city, regional, and organizational services to offer the very best in fractional, interim, and project-specific initiatives.

We provide site selection, incentives negotiations, and compliance management for companies considering expansion, consolidations, relocation, or dispositions. We provide financial and real estate-related solutions to small, medium, and large companies throughout the nation.

Leveraging the knowledge, experience, and relationships of our founding partners, Jim Gandy, CCIM, CECD, Dave Quinn, CECD, and Jason Adams, Day One Experts helps you find solution-focused partnerships that drive more tangible and swifter results.

How do we know this? Because we've done it. Time and time again.

THE TEAM



Jim is a deal maker extraordinaire. A hall of fame footballer who understands how to leverage available resources and maximize returns to get deals done.



A problem-solver who always finds a way to connect and inspire those around him, Dave is a certified economic developer, professional speaker and leadership coach.



This Day One Experts Report was produced in partnership with Lorie Vincent, CECD | President | ACCELERATION by design, LLC

MIDLOTHIAN ECONOMIC DEVELOPMENT

Five Year Focus on Projects

Appendix



STAKEHOLDER INTERVIEWS

Dave Quinn, CECD, Founding Partner of Day One Experts, conducted individual interviews with the MED Board of Directors, Midlothian City Council, Midlothian City Manager and Midlothian Chamber President/CEO. The feedback from those interviews served as a baseline for the discussion launch. Candid conversations about the future often serve to identify community baselines and can be a catalyst for visionary action steps.

STAKEHOLDER INTERVIEWS

What do you love most about your community?

- Community Atmosphere, small town feel. (7)
- The rising property values
- Safe community
- Enjoys not having large, mainstream commercial chains like in every other community.
- School system (6)
- Community engagement (3)
- Strong sense of family values (4)
- Knowing my neighbors
- Vibrant positive attitude of young, growing city

What are your strengths as a community?

- Interest in maintaining a high quality look and feel of the community.
- Good leadership
- No portable buildings at school.
- Wider tax base than those cities around us. (Industry, commercial & residential)
- Leveraging resources to upgrade the types of industries
- Outstanding staff – dedicated people who care about the community
- Family oriented, friendly and conservative values as a community.
- Connectedness, even with two high schools
- Good first responders that engage with residents
- Neighbors still care about each other
- Strong MEDC staff
- Boards working with existing businesses
- Traffic patterns, easy to get around
- Future revitalization of downtown area
- Large Landmass that is a blank canvas with lots of opportunities

What are major assets for your community?

- Diversity of Population
- Professional people moving into the community
- Strong middle class
- Good housing options
- Engaged Citizens
- Outstanding School District (7)
- Best in class school facilities
- No special assets. We have what every other community has.
- Need to start saying no to development that does not meet our standards.
- We need to be clear on what we want.
- Location to both Dallas and Fort Worth (7)
- Industrial job base (4)
- Hospital, airport, Industrial Park on 67
- Available land and sites
- Water resources
- Strong and Stable tax rate (3)
- AA Bond Rating and healthy reserve funds & Type A Resources
- Safe community
- Major roadways through the city (5)
- Good chamber of commerce

STAKEHOLDER INTERVIEWS

How is the internal collaboration in the city?

- Positive view on collaboration. (2)
- Good working together to solve problems. Breakdown comes when it's time to "pay the cost"
- Boards do a good job. (3)
- Not enough interconnection between boards and city council.
- Wants boards to take more ownership of decisions and give more authority to these board.
- Love Citizens Academy
- MEDC staff has done a good job educating council members when they ask, but not enough council members take advantage of this knowledge and make decisions off the hip (3)
- Poorest example of collaboration is between ISD and City Council. (2)
- Must improve communications between the boards. (3)
- Still a little dysfunctional, hard for boards not to get out of their own way by being territorial
- It has improved, but could still be better (6)
- Great mayor and city council
- Council supportive of working with school board.
- Need more effort in working with school board.
- Seems to be an internal issue between the Higher Education Center and the School District
- Higher Education Committee is making some strides.

If you woke up three years from now and everything has not gone right, what kept them from happening? What has been the major disappointments?

- The deteriorating look of industrial parks and overall gateways into Midlothian
- Decision makers acting in self-interest instead of cohesion.
- Lack of collaboration.
- Disregarding land use plan and making exceptions for development.
- Misuse of large parcels. Not maximizing land use for the highest and best use.
- Getting past fallout from recent presidential election
- Wasting the A Board resources, not working with evolving community
- New people moving in and wanting new things
- Got in a hurry and didn't plan for the future
- In a perpetual construction zone causing increased traffic congestion.
- Fear of too many high density developments with subpar builders (4)
- Multifamily projects built in the wrong place
- Downtown is lost to new development on the outskirts and highways (4)
- Industrial growth in the wrong place disguised as mixed-use projects (5)
- Messing up the one shot we have to get it right
- Updating the comprehensive plan is critical

Are there any no-go zones?

- Existing industrial parks being eyesores (on 287 as an example)
- Property value assessments, bond and debt issuances as it relates to the tax rate. (3)
- Multifamily as it decays culture, although not again high end multi-family development
- Industrial growth is seen as a polluter
- Loss of "country feel". Love hearing the coyotes at night. Hate losing the country sounds.
- Everything is on the table. Time to do what's right.

STAKEHOLDER INTERVIEWS

If you woke up three years from now and everything has gone right, what would you like to see in your community? What have been the major accomplishments?

- Good businesses and good (high end) retail development
- Workforce development – training and continuing education for the local workforce
- Jobs for people who live here – but leave every day.
- The city has maintained its identity-we can scale, but stay true to Midlothian values
- City leads by betting on downtown with the purchase of Lawson Buildings
- City is more committed to decisions on the current land use plan.
- Partner with quality developers to maintain quality of the city
- Quality developments in the right places
- Higher wage jobs for people that live here (4)
- More residential over-office type projects in the downtown area
- Revitalization of downtown. (10)
- Continue to be forward thinking financially speaking.
- Creating a sustainable city without the need for growth to pay for things.
- Diversify revenue to the city, like Grapevine (2)
- Leverage land use to grow industrial base, expand beyond heavy industrial (3)
- Take advantage of regional airports and do a better job of promoting them.
- Attracted new higher-paying jobs
- Dressed up the industrial park as an entry to the city
- More youth and family oriented activities (6)
- New road infrastructure and downtown parking (3)
- Support Midlothian as an employment center.
- Hospital growth and development
- Google project
- High quality developments that meet or exceed expectations
- We were willing to say no to the wrong things and be patient for the right things

What worries you the most?

- I have an optimistic view, but don't like whiny people who really don't want to solve the problem.
- Losing the small-town feel. (5)
- Gateway appearance and lack of quality look desired by Midlothian.
- Failure to adhere to plans and tools already invested in.
- Elected officials not making decisions based on plans and confusing staff.
- Disconnection between staff and officials.
- Dead downtown on weekends, lack of activities for the youth
- I do not want to grow the community through apartments
- Not investing in road infrastructure to meet the needs of a growing community. (5)
- Too many politics and self-serving decision making in leadership
- Worried about the older industrial park and its appearance. Doesn't meet the quality standards desired by Midlothian.
- Managing heavy industrial as it relates to environmental concerns (4)
- Worry that Midlothian becomes just another bedroom community, nothing special
- Worry about losing the small-town feel
- Worry about partnership between higher education and school district and utilization of facilities
- Lack of identity (example: Failed Monument Sign Project). Who are we?
- Don't want to be Frisco. Should top out at 70,100k in population.

STAKEHOLDER INTERVIEWS

What does your city really need to be a success?

- Entertainment that is family-oriented including kid's activities. (8)
- Recreation Center for kids (4)
- Educated workforce
- Higher quality of life
- Commitment to the direction
- Getting everyone on the same page.
- Needs a strong anchor to stay the course.
- Stymied development in the core of the city (downtown)
- Too much growth on the outskirts of the community vs downtown
- More investment in infrastructure (roadways)
- Need to promote the growth of the city core.
- Citizens really want more high-end retail, restaurants, theater, bowling alley. (4)
- High tech and/or higher wage jobs (3)
- Bond for road infrastructure and New Justice Center

Where would you focus your resources?

- Identifying properties for future growth (control, but not necessarily own)
- Investment in the beautification of Midlothian (Good job by Heather in Parks dept for her efforts.)
- Invest in things to build community pride.
- Connect people through city investment.
- Focus budget on infrastructure (roads) (4)
- Recenter, police and fire moving forward but only two roads, reduce traffic
- Downtown Revitalization (6)
- Concern with traffic, but only twice a day.
- Need to expand daytime population
- Business attraction focused on higher wage jobs, business retention and expansion and leveraging dollars to help with road infrastructure
- Educate the public on the role and responsibilities of the MEDC
- Public Safety
- Road Infrastructure
- Quality of Life and Community Feel
- Hiring the right people for high level city positions.
- Do no harm.

Final thoughts?

- I feel good about where the community is and there is a good foundation to build upon. It's an ideal time to be in Midlothian.
- Didn't like Kroger's campaign "Leveraging the Average". Understand it, but don't like it.
- Remember city as a governing body is not a stand-alone entity.
- Need planning, vision and execution.
- Do not like the DFW Southern Star branding.
- Feels like we are slowing down on development, instead of pressing the gas.
- Wants to use growth to fuel and create "community". Invest in things like kids activities (YMCA, etc).
- Need a small business and entrepreneurship ecosystem to help foster a community feel.
- Excited to get thoughts from Day One Experts and see what's possible.
- Very excited about what lies ahead for Midlothian
- MEDC has brought some good project to the council.
- Would love to see landscaping for the new roads and medians
- We are at the perfect moment in the history of Midlothian

COMMUNITY PRIORITIES

A joint session of the MED Board of Directors and the Midlothian City Council was conducted along with volunteers, members of the Type B Board and local stakeholders in attendance. Day One conducted a community priority survey, based on previous discussions. The board and council took ten (10) identified community topics, discussed and prioritized the list. A final discussion on the future growth of Midlothian completed the process. The list does not reflect a "hardline" prioritization of what is most important, but does reflect the items the communities has expressed as critical to future growth.

COMMUNITY PRIORITIES

DOWNTOWN REVITALIZATION

OBSERVATIONS

- Downtown Revitalization is universally important to the community.
- Everyone is anxious to get the ball rolling and implement a comprehensive Downtown Revitalization Plan.
- The image of downtown serves as the "face" of the community and can dictate the perception and identity of the city.
- The City of Midlothian will take the lead on the Downtown Revitalization Plan and the use of General Funds for related projects.
- MED can and should allocate time to study the market and identify market supported redevelopment that has the support of the MED and City Council.
- MED funds are restricted in how they can be utilized for downtown redevelopment. MED are restricted to Type A projects only (see legal uses in Primary Jobs section, Page 11). The City should rely on the Type A and Type B funds for infrastructure projects that will stimulate private sector activity and investment. Type B funds also have limited uses on how it can participate in projects.

OPPORTUNITIES

- There are many downtown revitalization experts located in Texas as well as multiple case studies that can help Midlothian dream, imagine and take action to create a family-friendly, vibrant downtown that will serve as the heart of the community. The downtown area will benefit from an organized revitalization campaign, rather than a reactive approach.
- Engage a consultant to target providers who specialize in downtown redevelopment strategies, brokers who specialize in office development and seek additional case studies on small business incentive programs.
- The Midlothian downtown area has the potential to provide a dynamic space for office workers, retail, restaurants, city government, co-working space, gathering space, parking, arts & culture, green-space and upper level housing opportunities.
- Leverage and implement the Downtown Plan.

COMMUNITY PRIORITIES

LARGE INDUSTRIAL DEVELOPMENT

OBSERVATIONS

- A large industrial base is currently the primary basis for employment in Midlothian.
- A strong industrial development base subsidizes the residential tax base.
- The industrial jobs can be high paying, high quality jobs.
- There is a desire to diversify the labor base, adopting strategies to keep Midlothian employees in the city and adding more tech, medical and corporate office jobs. This can also be achieved by targeting advanced manufacturing and distribution facilities for Midlothian.
- A large Industrial base also brings extra attention to environment concerns.

OPPORTUNITIES

- MED has secured viable property for their Industrial and Business parks to maintain continued growth, but additional sites should be identified for future development. MED should adopt a short-term strategy to develop additional sites (in the next 3-7 years) to maintain an adequate inventory of marketable sites.
- It is important to support job development at a wage that allows employees to live in Midlothian at a standard of living the community desires.
- The current industrial labor base is strong, giving the MEDC the ability to expand their focus into new industry diversification. MED should seek to increase the caliber of companies including the following target Industries: lighter industry, advanced manufacturing, automation, cleaner technology, Class A product, etc.
- MED should adjust their promotional and targeting strategies to companies with a workforce that aligns with the vision of Midlothian in regard to skills and desired salary ranges.
- It is very important to recognize and implement aggressive Business Retention Strategies in order to maintain relationships with the industrial business base, especially through times of growth and in times of challenges.
- The Midlothian existing business base is your best opportunity for job expansion and wage growth.
- Look ahead and plan for a time when some Midlothian companies become obsolete, change ownership or face market changes in their nationwide industry.

COMMUNITY PRIORITIES

JOB CREATION

OBSERVATIONS

There is interest in a three-pronged approach to job creation in Midlothian:

- Appreciate and take care of the existing industrial business base.
- Diversify the current labor force by focusing on the attraction of more clean & advanced manufacturing, high tech, medical related firms, research & development and corporation headquarters.
- The development of more commercial office space in Midlothian will allow the MED to promote the city to a new type of clientele, including brokers, financial services, insurance, corporate expansions, technology firms and more.

ENTREPRENEURSHIP & BUSINESS DEVELOPMENT

OBSERVATIONS

- Midlothian would benefit from affordable office space to support entrepreneurial initiatives.
- Place focus on primary job employers that create spin off jobs and supply chain opportunities.
- Develop Incubator Space (with the possible option to relocate and utilize the MED office as the Anchor Tenant)
- Leverage the Midlothian Higher Education Center (MHEC) and the Small Business Development Center (SBDC) to expand and promote services to the business base in Midlothian.

RETAIL & ENTERTAINMENT DEVELOPMENT

OBSERVATIONS

- Preserve potential retail sites that fit the vision of the MED, City of Midlothian and stakeholders.
- Create relationships with development partners who will chase future sites and opportunities.
- Pursue and develop a retail base unique to Midlothian (no cookie cutter models).
- Create retail development programs that will encourage and support quality retail investment.

COMMUNITY PRIORITIES

PUBLIC FACILITIES

OBSERVATIONS

- In order to achieve the quality of place that Midlothian desires, public facilities should be designed for high efficiency, distinction and aesthetics. The investment in the creation or renovation of public facilities in Midlothian will fall upon general fund dollars including the enhancement of Emergency Facilities, City Hall, Library, etc. These are not considered authorized projects for the Type A or Type B funds.
- Develop and leverage public/private partnerships with major employers (ie: Google, Gerdau, etc.) to facilitate community investment when possible, such as the Library, Veterans Memorial, Parks, Trails, etc.

OFFICE DEVELOPMENT

OBSERVATIONS

- Office development on Highway 287 will look different and vary in size than office development in the downtown area.
- Pursue a strategy to develop the next level of quality office space, including identifying potential sites for 2, 3 or 4 story buildings.
- You will not be able to attract quality office tenants or an office workforce without a viable office product to sell/show/market.
- Identify brokers, consultants and realtors who specialize in the development of viable sites, construction of office buildings and/or the recruitment of potential tenants.
- There is strong potential for the development of incubator office space for small businesses, with a focus on primary job employers.
- The MED is most often the face of the community when interacting with potential new businesses and employers, therefore, it is imperative that the MED office reflect the high quality and perception the community desires to display. The MED should be located in a bold, visible and attractive space in order to solidify a strong first impression of the community.

COMMUNITY PRIORITIES

MIDLOTHIAN HIGHER EDUCATION CENTER (MHEC)

OBSERVATIONS

- There is a lack of knowledge about the MHEC within the leadership of Midlothian, which indicates a probable general lack of knowledge within the citizens as well. A strong promotional campaign about MHEC, an aggressive outreach program by the educational partners to local leadership, informational programs to local civic groups and intentionally holding various meetings and events at the center will help elevate and raise the visibility of the MHEC in Midlothian.
- MED to conduct a Workforce Study that will reflect the following:
 1. What occupations are residents are employed in?
 2. What occupations do primary job employers and largest employers need?
 3. What educational programs, skills training or certificates are required for questions #1 and #2?
 4. What are potential growth occupations for the community based on trends or gap studies?
 5. What are the occupations that the commuting workforce is driving away from Midlothian for every day?
- Day One Experts encourages expanded discussions with Texas State Technical College regarding the results of the Workforce Study-Employer Needs Section so that programs can be directly aligned to strengthen the blue collar workforce in Midlothian. These programs will also serve as a marketing tool for the MED when meeting with potential primary job employers.
- MED should continue to act as a liaison to MISD and the City/Community.
- MED should continue to partner with the MISD in support of career programs, vocational programs, entrepreneurship programs and the MILE program.



COMMUNITY PRIORITIES

REDEVELOPMENT OF OLDER INDUSTRIAL AREAS

OBSERVATIONS

- Unfortunately, it is often the employers who have been in a city the longest, been a mainstay of the community and a longtime job creator that receives the least attention. The concept of being "out of sight, out of mind" can easily allow these sites to remain unimproved or in a state of minor or major disrepair.
- Older industrial areas are good community assets for lower cost acreage or square footage rates.
- There are long-term problems that the private sector is unwilling or unable to address. The MED should be willing to allocate funds and/or resources to enhance these sites, but the impact and results of the investment will be slow and must be considered long-term initiatives.

AIRPORT

OBSERVATIONS

- A viable airport is an asset in any community. They are difficult to build from scratch, therefore, the fact that you already have an operational airport is a major opportunity to consider.
- The MED Board and/or Midlothian City Council should host a joint listening and strategic session with the airport staff and governing board to discuss needs, opportunities and potential uses of local, state and FAA resources and programs. The discussion should include infrastructure and airport needs (attraction of a FBO, hanger tenants, flight training, equipment repairs, etc.)
- In order for the MED to be involved in airport enhancement projects, the airport should update their Program of Work or Visionary Plan. This would allow the MED to be a catalyst partner by possibly providing matching funds for enhancement projects that benefit the economic vitality of the Midlothian community.
- There are numerous vibrant and active municipal/corporate airports in the region that can be utilized as case studies for maximizing this community asset. Field Trip!

CASE STUDIES

The following samples of Case Studies reflect many of the potential projects discussed by the MED Board, Midlothian City Council and other local stakeholders. There is no need to reinvent the wheel. Day One encourage you to identify desired projects, research costs, benefits, ROI and impact on city services. The MED and City of Midlothian, along with partnering agencies, can emulate and develop your own unique projects to perfectly fit your needs. Reviewing other city's comparable projects is often used as an educational, aspirational and visionary tool.

CASE STUDIES

SMALL BUSINESS DEVELOPMENT



The Tyler Economic Development Council (TEDC) manages the Smith County Revolving Loan Fund (SCRLF), which provides loans to firms that create or retain permanent jobs through the retention, expansion, or establishment of companies in Smith County. Eligibility includes businesses located or locating in Smith County that are producing a product or providing a service from which 50% of their sales are derived outside of Smith County. The company must also provide evidence of a financing gap and should have a substantial potential for retention or creation of jobs. Eligible uses include working capital, equipment and machinery, leasehold improvement, purchase and development of land and building, pollution control and abatement. Ineligible uses include speculative activities, loans which assist the relocation of jobs from another labor area, investment, refinancing, or to provide the equity contribution required for federal loan programs. The maximum loan amount is \$200,000; the minimum loan is normally \$50,000, although there are exceptions. More than 30 local businesses have benefitted from the Smith County Revolving Loan Fund.

www.tedc.org/revolving-loan-fund

A Revolving Loan Fund Is a good tool when redeveloping old Industrial areas.

BUSINESS INCUBATOR/ TECHNOLOGY CENTER

Strategically located 30 minutes north of Downtown Dallas, McKinney has been a destination for both population and corporate growth in the DFW market for the last 20 years. As economies grow, they evolve and their goal is to grow an already impressive startup ecosystem into an innovation corridor. From more established companies like Playful and Vazata, to companies that have successfully exited like Words with Friends & Bossfight, McKinney has been a hub for innovation in the DFW Metro. To continue that growth is the goal of their new fund. The Innovation Fund seeks to give startups and companies of all sizes the opportunity to take their ideas to the next level in McKinney, Texas. Grant funds are available for the following:

- New Job Incentive (minimum wage for an employee must be \$68K)
- BRE Retained Job Incentive
- Skills Development Incentive
- Small Business Innovation Research [SBIR] Matching Grant
- Security Clearance Stipend

www.uniquemckinney.com/innovation-fund/

INNOVATION FUND *by the numbers*

Grant funds committed:	Estimated new jobs:
\$1 MILLION-PLUS	300
Grant funds spent so far:	Number of grants:
\$160,250	13
Average salary for jobs:	
\$86,000	

CASE STUDIES

DOWNTOWN REVITALIZATION



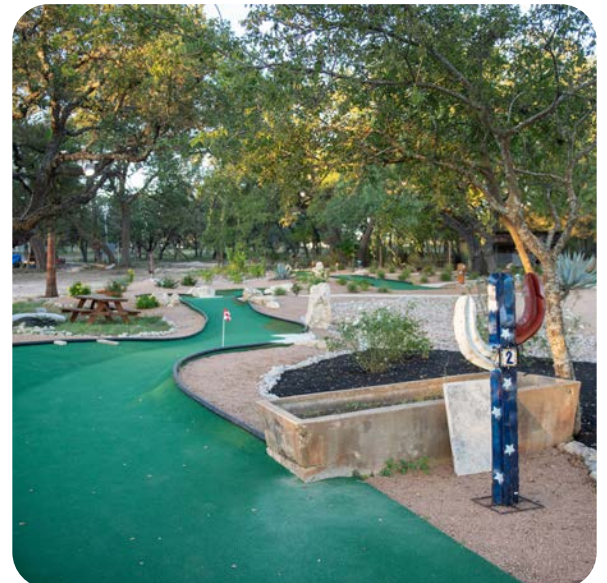
www.motherroadmarket.com

Eat! Sip! Shop! Mother Road Market is Oklahoma's first food hall! They are focused on good food, unique retail and offering Tulsa a vibrant space for the community to gather. Foodies, artists, musicians and travelers have a space to try local food and shop for unique finds plus you might even find a cooking class going on in the demonstration kitchen or a beer tasting happening at The WEL Bar! They have a huge back patio with ample seating, live music and Route 66-themed mini golf. They are a nonprofit focused on allowing entrepreneurs the opportunity to test out their latest food and retail concepts without the financial risk of opening their own space. They are supporting LOCAL, right there on Route 66, located at the corner of 11th and Lewis in Tulsa.

RETAIL/ENTERTAINMENT DEVELOPMENT

Located in Dripping Springs, Dreamland is an outdoor entertainment and arts venue that features the world's most challenging miniature golf course, an 18 hole kids' putt putt course (coming soon), 4 premium weather-protected pickleball courts, and 2 state of the art music stages for incredible acts playing to audiences large and small. Dreamland is also an incredible art experience, which will include large scale sculptures commissioned by some of the world's top artists and a truly one of a kind graffiti park created on repurposed rainwater storage tanks—all in a setting that reflects the natural heritage of Texas. The expansive sports bar and beer garden will provide visitors with an all-encompassing central Texas beer and wine experience. Adults can sit and enjoy the brews while the kids play at the beer garden playscape and splash pad.

www.dreamlanddstx.com



CASE STUDIES

MIXED-USE DEVELOPMENT



www.sunnyvaleparksquare.com

Sunnyvale Park Square provides vibrant office, retail, and restaurant destinations. Located in the unique, country-politan Town of Sunnyvale, it offers a small town Texas setting without sacrificing convenience. Just minutes from downtown Dallas, Rockwall, Plano, LBJ Freeway, I-30, and the Bush Turnpike, tenants experience the convenience of a luxury urban office in a low density park setting. Park Square is ideally located next to the vibrant green space, ponds, playgrounds, and walking trails of Sunnyvale's premier hub of outdoor activity - Town Center Park. And they are neighbors to Sunnyvale Town Hall.

PARKING

The Georgetown, Texas City Council is involved in the development of a downtown parking garage. It is their intent to add at least 150 parking spaces for the use of the businesses and public agencies located in the downtown area. The cost and financing for the garage will depend upon the location and design. The proposed garage had a budget of \$5 million, with debt that is amortized during 20 years. The annual payments of the debt were budgeted to be split equally between the property tax rate for the entire city tax base and the Downtown Tax Increment Reinvestment Zone Fund (only downtown properties). The Downtown TIRZ is already in place and the revenue comes from existing taxes.

Preliminary Rendering
4 Grade Above



www.mainstreet.georgetown.org/downtown-parking-garage-project

CASE STUDIES

HIGHER EDUCATION



www.collin.edu

Through its campuses, centers, and programs, Collin College fulfills community and industry needs and its statutory charge by providing:

- Academic courses in the arts and sciences to transfer to senior institutions
- Programs leading to baccalaureate degrees, associate degrees or certificates, including technical programs, designed to develop marketable skills and promote economic development
- Continuing adult education programs for academic, professional, occupational and cultural enhancement
- Developmental education and literacy programs designed to improve the basic skills of students
- A program of student support services, including counseling and learning resources designed to assist individuals in achieving their educational and career goals
- Workforce, economic, and community development initiatives designed to meet local and state needs

Collin College is structured to provide a different learning environment and courses for specific skill sets and industry needs at each of its campuses.

PUBLIC FACILITIES

In 1995, Architexas was asked to design a new Grapevine City Hall that would be a compatible and appropriate contributing element in the late 19th century historic context of downtown Grapevine. The city hall consolidated three separate office locations for city hall staff, council chambers and other city departments. The result is a state-of-the-art council chamber with an exterior that reflects Grapevine's dedication to their history and to their future. This project enabled the city government and adjoining agencies to blend into the vibrancy of the downtown area in a way that enhanced the area and brought additional people to the business district to work, eat, walk, shop and enjoy the sites.



www.grapevintexas.gov

CASE STUDIES

AIRPORT ENHANCEMENT

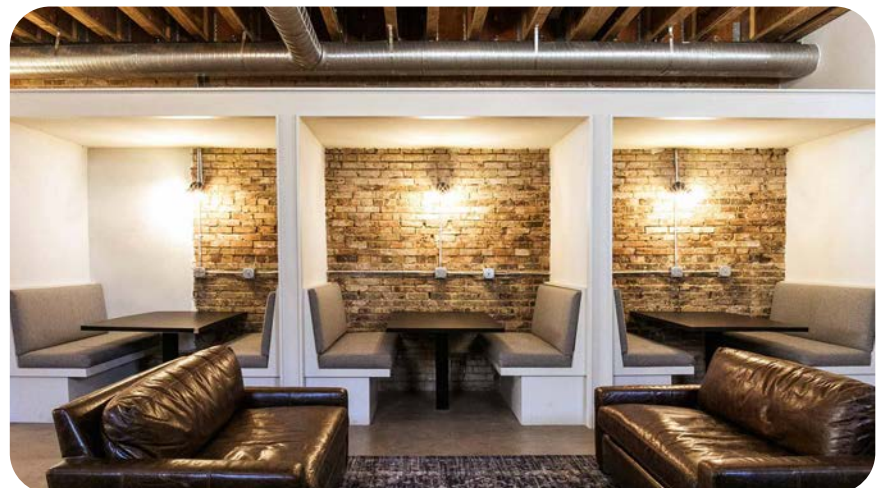


www.flybaycity.com

BAY CITY REGIONAL AIRPORT, conveniently located in Matagorda County, is a full-service airport suited to meet the needs of today's pilot. They offer the following amenities; competitive pricing on Full and Self-Serve Jet A — with or without additive, self and assisted/full-service 100LL, a full line of AeroShell engine oils, a corporate sleep lounge, WiFi, satellite television, Flight center, crew car, aircraft tie downs, community hangar space, T-hangars and fast friendly service. Bay City Regional Airport serves as a gateway to Bay City and surrounding communities, providing needed services and accessibility to connections within the state, nation and world. Developers, local business executives and new visitors utilize the airport frequently. This in turns lends to the vision of Bay City's economy development by shopping, visiting attractions, eating at local restaurants and staying at Bay City accommodations.

CO-WORKING SPACE

CoLab Working Space is located in downtown Dallas and Fort Worth. With the ability to work in a more mobile fashion, many businesses are utilizing co-working facilities to provide professional and productive workspace, shared amenities and affordable costs. Renovated existing buildings are most often used for these projects meaning a double bonus for the community. The concept was originally created for start-ups, small businesses, gig workers and travelers. Pre-pandemic, many were driving out of Midlothian to work, but now have the ability to complete some, if not all, of their work obligations from their home. But many prefer a work atmosphere as opposed to home, making co-working space the perfect alternative. There are multiple reasons to consider it a worthy investment



www.CoLab.com

MEASURING PROGRESS

In order to maintain a path of intentional growth, it is important to measure progress along the way. The following is a list of potential benchmarks that can provide evidence of successful initiatives or the need to adjust strategies moving forward. Developing a set of benchmarks allows the MED to determine the effectiveness of programs and determine priorities. Most of all, measuring your benchmarks against comparable cities will help clarify your direction and programs.

MEASURING PROGRESS

Benchmarking Similar Communities	Identifying communities of similar size to benchmark growth factors is a viable way to measure economic health, aspire to undertake new projects and check the progress of similar initiatives.
Sales Tax Revenue	Increasing sales tax revenues indicate how well local businesses are attracting customers.
Change in Population	Growing population rates demonstrate the community's success at attracting new residents.
# of Building Permits	Cities should have a mix of business types, which could include a combination of industry, commercial, retail, restaurants, specialty foods, service businesses, co-working, art, gathering space and government. This number measures balance and diversity in your business ratio.
New Investment in Commercial Development (\$)	This measuring point results in an increase in new property values, which in turn adds revenue to the taxing agencies for critical services.
Change In School Enrollment	An increase in school enrollment indicates that Midlothian has been successful in attracting families to live in the Midlothian School District.



RELATIONSHIPS. EXPERIENCE. RESULTS.™

6160 WARREN PKWY | FRISCO | TX | 75034
214.222.9129
WWW.D1EXPERTS.COM