

XXX RESONANCE

# City of Mesquite Economic Development Strategic Plan

March 15th, 2022



# Our discussion today

Part 1

## About Us

Part 2

## Our Approach

Part 3

## Our Engagement

# Introductions



Steven  
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VP Economic Development



Omneya  
Fahmy

Research Director

Part 1

# About Us



# We Are Resonance

SHAPING THE FUTURE OF THE MOST DYNAMIC  
AND DESIRABLE PLACES IN THE WORLD

Resonance is a leading authority and  
advisor on tourism, real estate and  
economic development for the world's  
best destinations, cities and  
communities





## WE PUBLISH THE MOST WIDELY READ CITY RANKING ON THE PLANET

Resonance analyzes more than 400 cities around the world to produce the most popular city rankings in the world. Our annual *America's Best Cities* and *World's Best Cities* reports are covered by more than 1,500 global media outlets and more than 500,000 people a year visit **BestCities.org** to learn more about the best cities to live, work and invest in.

*"The most comprehensive study of its kind; it identifies cities that are most desirable for locals, visitors, and businesspeople alike, rather than simply looking at livability or tourism appeal."*

- Bloomberg



## WE PRODUCE WRLDCTY, THE GLOBAL FORUM FOR URBAN INNOVATION

WRLDCTY was established by Resonance in 2020 in partnership with cities like New York, London, Hong Kong, Singapore, and Toronto to bring together placemakers, developers, investors and entrepreneurs to shape the future of our cities.

*"The world's largest festival dedicated to the future of cities."*

- TimeOut



Our team has worked with more than  
50 cities and communities to create economic  
and destination development strategies



# Our Clients

resonanceco.com



SCOTTSDALE  
ARIZONA



TUCSON  
ARIZONA



PORTLAND  
OREGON



HOUSTON  
TEXAS



LYNCHBURG  
VIRGINIA

@ResonanceCo

## Part 2

# Our Approach & Mandate

OUR PROJECT TOGETHER:

Reimagining Mesquite's economic  
development strategy: to build a more  
inclusive, resilient community for all of its  
residents and enterprises.

# Why Mesquite?

## **Ideal location.**

Situated in the Dallas-Fort Worth metroplex, Mesquite is a hub for commerce, logistics, and trade.

## **Robust workforce pipeline.**

Partnerships with educational institutions allow Mesquite to have a trained and reliable workforce.

## **Strong commitment to development.**

Six strategic priorities focusing on economic development and redevelopment and partnerships with investors across a number of targeted districts.

## **Innovation hub.**

Strong high tech companies and great advantages in a robust manufacturing sector.

## **Real. Texas. Flavor.**

Mesquite offers an excellent quality of life paired with good schooling, recreation, and entertainment options.







# A New Economic Paradigm

## **Destination Development.**

Tourism + EcDev

## **Economic clustering still matters.**

Maybe even more.

## **Innovation, STEM-focused.**

Critical to resiliency and cross-cutting.

## **The rise of the talent economy.**

From business recruitment talent to attraction.

## **Push and pull factors for cities.**

"Metropolitan assets" and quality of place matter.

**Raised awareness** for resiliency, diversification, and equity.

# High Growth Economy

## A KEY GOAL FOR CHOOSING MESQUITE

A globally connected economy tied to strong sectors and emerging technologies that is adaptable with highly skilled and entrepreneurial labor

## KEY FUNDAMENTALS

### **Education Investment**

Skill training and aligned, tech programs

### **Innovation Ecosystem**

High-tech companies and startups



# What is Resilience?

## COVID-19 LESSON LEARNED

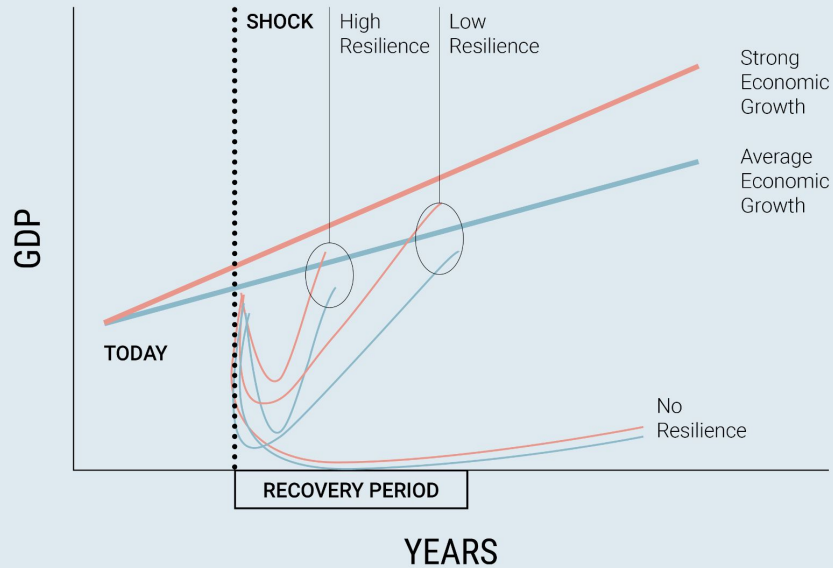
**Communities with stronger resilience experience less shock**

The capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow, no matter what kind of chronic stresses and acute shocks they experience

## KEY FUNDAMENTALS

Diverse Industry Base Variety of clusters, high skills, FDI, exports etc.

**Limited Chronic Stress** Inequality, rent-burdened, affordability challenges, etc.



# High vs. Low Resilience

**Cities with high growth and more resilient economies have shorter recovery periods.**

Resiliency considerations are essential for Mesquite's Economic Development Strategy

How can we ensure an equitable and  
prosperous future for Mesquite?

OUR GOAL

A resilient, vibrant,  
and open Mesquite

—

A hub for innovation  
and potential

# How do we get there?

## WITH A STRATEGY THAT:

Communicates the **long-term vision and values** of Mesquite

Supports **business and investment attraction** among key target sectors

Guides business **recruitment and expansion** strategy with data and on-the-ground intelligence

Supports **small business development and entrepreneurship**

Promotes the city's **skill clusters**, while reimagining pathways to opportunity for residents

Offers a plan for growing and **scaling startups**

Identifies **redevelopment opportunities** and recommends future development initiatives.

Builds upon **community assets** and identifies planning and implementation needs

Underscores the **resiliency and transition** needed for a post-COVID-19 work environment

Markets Mesquite's investment in **placemaking and quality of place**

## Part 3

# Our Engagement



# Four phases to our engagement

01.

Development of  
Project Work Plan  
and Consultation  
Strategy

02.

Demographic  
and Economic  
Assessment

03.

Stakeholder  
and Public  
Engagement

04.

Strategic Plan  
Development and  
Implementation

# Role of Steering Committee

What goals do we have for  
our engagement?

# Development of Project Work Plan and Consultation Strategy

**Engagement must be informed, intentional and strategic**

Key takeaways from environmental scan and background research

Research plan including, benchmark communities and metrics

Final work plan and timeframe; identify opportunities and challenges with scheduling

Engagement strategy for stakeholder including topics for roundtable discussions and key one-on-one interviews

01.

DEVELOPMENT OF  
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STRATEGY

02.

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ECONOMIC  
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03.

STAKEHOLDER AND  
PUBLIC ENGAGEMENT

04.

STRATEGIC PLAN  
DEVELOPMENT AND  
IMPLEMENTATION



# Demographic and Economic Assessment

**Resilient strategic plans are data-driven and cluster-focused**

Detailed benchmarking analysis/dashboard that compares Mesquite to 14 of its peer communities.

Target Cluster Analysis

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# Benchmarking Analysis

Performance is measured by 50+ factors grouped into 6 categories

**Economic Vitality:** Assesses the health of the traded-sector economy.

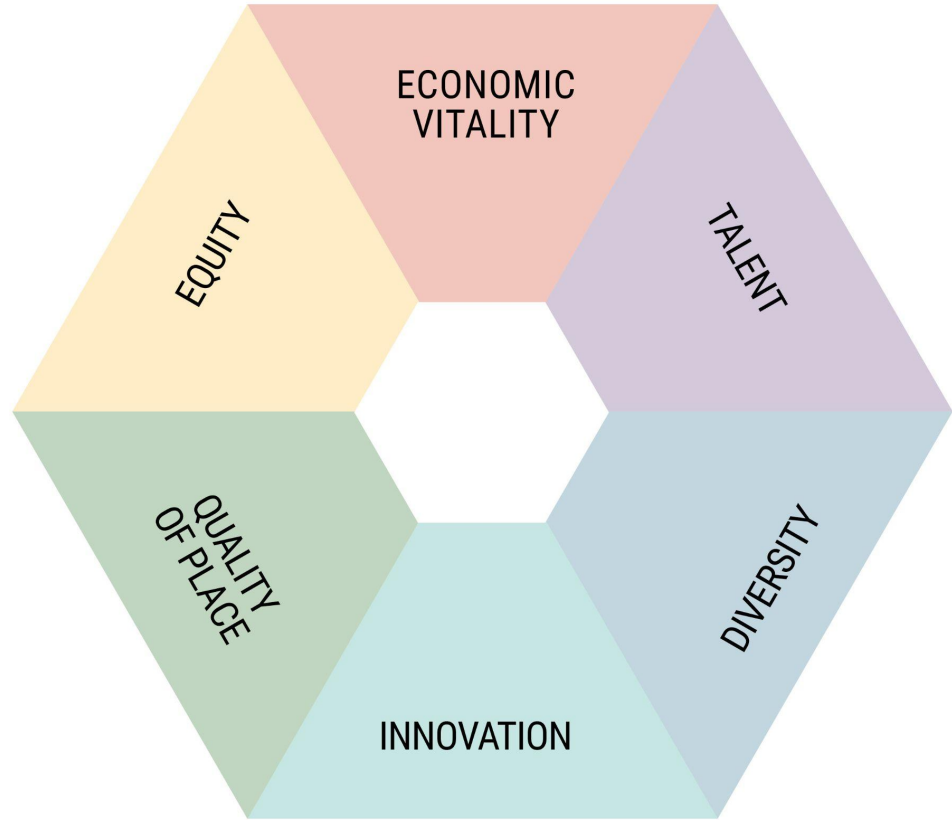
**Talent:** Measures the quality and type of existing workforce in a city.

**People and Diversity:** Examines a city's demographic diversity.

**Innovation:** Evaluates strength of the ecosystem to produce new ideas and companies.

**Equity:** Evaluates who is benefitting from growth within the city.

**Quality of Place:** Evaluates quality of place.





The benchmarking analysis compares the city of Mesquite to 15 Texas peers. It also includes the Dallas-Fort Worth, state and national averages.

Peers were selected based on population size, regional proximity, demographic make-up, and key industries.

	Total Population	Regional Proximity	Tax City	Share of BIPOC Population	Median household income	Similar Industries
<b>Allen</b>	104,627	✓				Manufacturing; High Tech
<b>Arlington</b>	394,266	✓	✓	✓	✓	Manufacturing
<b>Carrollton</b>	133,434	✓	✓			Manufacturing; Retail
<b>Cedar Park</b>	77,595					Manufacturing
<b>Dallas</b>	1,304,379	✓		✓	✓	High Tech
<b>Garland</b>	246,018	✓	✓	✓	✓	Manufacturing; Transportation; Retail
<b>Grand Prairie</b>	196,100	✓	✓	✓	✓	Logistics
<b>Irving</b>	256,684	✓	✓	✓	✓	Manufacturing; High Tech; Transportation
<b>Lewisville</b>	111,822	✓		✓	✓	Retail
<b>Pasadena</b>	151,950			✓	✓	Chemical Products; Transportation; Retail
<b>Pfluggerville</b>	65,191			✓		Furniture
<b>Plano</b>	285,494	✓	✓			High Tech
<b>Richardson</b>	119,469	✓	✓			High Tech
<b>Round Rock</b>	119,468					Manufacturing
<b>Sugarland</b>	111,026					Manufacturing; High Tech

Mesquite can build an export-driven economy that is inclusive and forward-looking



We are propose evaluating Mesquite's industry clusters through 3 different lenses:

#### Competitiveness

Competitive advantage  
Employment  
Growth  
Productivity


#### Resilience

Firm distribution  
Cluster linkages  
Automization  
Race  
Age

#### Equity

Women  
Ethnicity  
Education  
Earnings

# What is an industry cluster?

- A cluster is a regional concentration of related industries in a particular location.
- Clusters make regions uniquely competitive for jobs and private investment.
- Clusters consist of companies, suppliers, and service providers, as well as government agencies and other institutions that provide specialized training and education, information, research, and technical support.
- A cluster allows each member to benefit as if it had greater scale or had joined with others without sacrificing its flexibility  **Innovation and Competitiveness**

# Traded vs. Local Clusters

## TRADED CLUSTERS

Groups of related industries that serve markets beyond the region in which they are located.

Flexible in choice of location of operation (unless linked to natural resources).

Concentrated in regions with specific competitive advantages.

Higher wages and levels of innovation

Examples: Financial Services in New York, IT in Silicon Valley, and Video Production and Distribution in LA.

## LOCAL CLUSTERS

Industries that serve the local market.

Available in every market because they serve the local population; employment is proportional to the size of the population they serve.

Prevalent in all markets regardless of competitive advantages

Higher levels of employment

Examples: local entertainment, local health services, local commercial services.

## Mesquite Industry Clusters

We are examining 7 industry clusters for Mesquite:

Food Processing and  
Manufacturing

Furniture

Distribution and Electronic  
Commerce

Media

Downstream Chemical  
Products

Retail

Production Technology and  
Heavy Machinery

Why?

Legacy Cluster

Part of Past Economic Development Efforts

Emerging / Tech

# Inclusive Stakeholder Engagement

**An inclusive plan for Mesquite informed by businesses, elected officials, partners, and representative of the entire community**

Two surveys: businesses and community

1-1 interviews

Roundtable discussions:

Clusters, Economic Inclusion, Talent, Place Development

Stakeholder engagement summary outlining key

Takeaways presented to Steering Committee

Half-day workshop session with up to 30 participants

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# Strategic Plan Development and Implementation

**A strategy should lay the foundation for collaboration, resource allocation and success**

Data- and engagement-driven

Communicate the long-term vision, mission, and values

Key goals, objectives and action steps

Makes the case for why it matters

Offer a compelling value proposition for business retention, expansion, and future investment

Identify key redevelopment opportunities

Outline a framework for supporting small business development and entrepreneurship

Offer innovative talent attraction, university graduate retention, and workforce development tactics

Obtains clear-buy in from partners and stakeholders

Outlines how to measure impact and success

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# Strategic Plan Development and Implementation

**A strategy is only as good as its implementation plan**

A detailed, implementation plan that outlines:

- Staffing
- Resourcing
- Phased approaches
- Roles for partners
- Metrics

Community Open Houses for feedback

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# Mesquite Comprehensive Plan

**Mesquite's economic development strategy should reflect the Comprehensive Plan's core values and priorities.**



IDENTITY



SAFETY



HOUSING



INFRASTRUCTURE



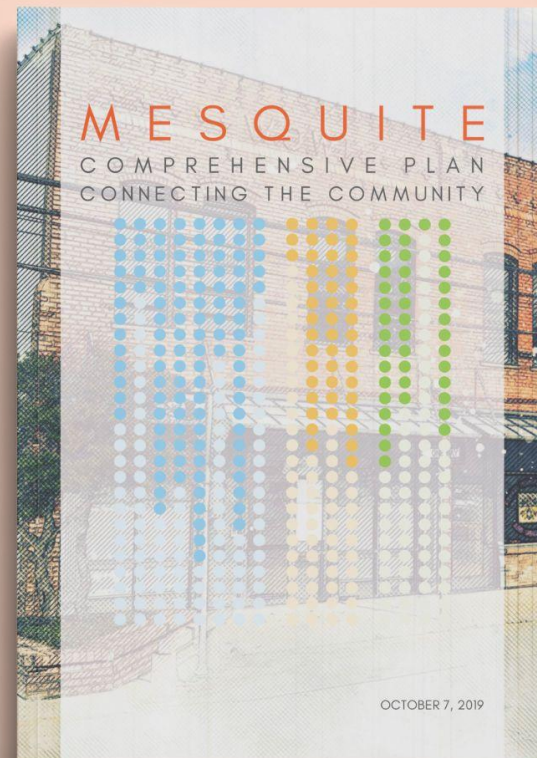
CONNECTIVITY



REDEVELOPMENT



ENTERTAINMENT



# Project Schedule

<b>Contract Award Date</b>	Week of February 14, 2022
<b>Contract Kick-Off Meeting with City Staff</b>	Week of February 21, 2022
<b>Phase 1: Development Of Project Work Plan and Consultation Strategy</b> <ul style="list-style-type: none"> <li>• Environmental Scan</li> <li>• Engagement and Research Plan Development</li> </ul>	February 21 - March 5, 2022
<b>Phase 1: Steering Committee Team Kick-Off Meeting</b>	March 15th, 2022
<b>Phase 2: Demographic and Economic Assessment</b> <ul style="list-style-type: none"> <li>• Competitive Assessment</li> <li>• Target Cluster Analysis</li> </ul>	<b>Research:</b> From March 17 - April 22, 2022  <b>Presentation to Steering Committee:</b> April 26th, 2022
<b>Phase 3: Business and Community Survey Creation, Distribution and Analysis</b>	April 25 - May 27, 2022
<b>Phase 3: One-on-One Stakeholder Interviews and Roundtable Discussions</b>	May 4-5, 2022
<b>Phase 3: Visioning Workshop</b>	May 19th, 2022
<b>Phase 3: Strategic Plan Development</b> <ul style="list-style-type: none"> <li>• Draft Strategic Plan</li> <li>• Presentation to Steering Committee and Council</li> <li>• Strategic Plan Finalization</li> <li>• Implementation: Action Plan and Performance Metrics</li> </ul>	<b>Presentation of Draft Strategic Plan to Steering Committee:</b> Week of July 11, 2022  <b>Draft Report:</b> July 22, 2022  <b>Feedback Edits; Revisions and Implementation:</b> August 22, 2022  <b>Final Delivery Date and Presentation:</b> September 6, 2022

# Thank You

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