

# Town of Addison, Texas

Economic Development Strategic Plan  
Appendix

March 2019

# Appendix A: Individual Stakeholder and Employer Interview and Focus Group Responses

**Provided to:**

**Orlando Campos**

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# Stakeholder and Employer Input and Analysis

## Aviation Focus Group Attendees

ORGANIZATION
AVIATION
AQRD
Million Air
Plane Smart
Metroplex Inspections
Mission Companies
Martinaire Cargo
Ameristar
American Flyers

# Stakeholder and Employer Input and Analysis

## Aviation Focus Group

### WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS, AS THEY RELATE TO THE AVIATION INDUSTRY? WHAT FACTORS HAVE LED TO YOUR SUCCESS IN THIS REGION?

- The airport is a huge asset to the city, maybe the biggest asset. Addison is the closest GAA airport that is not Love or DFW. It's close to the city without commercial and TSA requirements. Good access in and out.
- Great amenities in and around Addison. People want to come here. The area attracts business.
- Hotels always seem to be full for something. And demand has moved from Love to Addison. Belt Line and Restaurant Row is great, and there is so much nearby. The area is compact.
- Pay a premium to be at Addison (Flowage fees of \$0.14 at Addison versus \$0.7 at Love Field), but still competitive cost. Mesquite and Denton are cheaper, but don't have the access that Addison has.
- Legacy West has helped airport, and it may not have been what it is without the airport. There are two pilots in Addison and they stay close to utilize restaurants, the Circle, and the area.
- Pilots and dispatch often decide where to go and they want to go to Addison. It's the same with military crews. They offer complimentary crew transportation and also offer crew cars, but they generally they stay close.
- Boeing and Airbus are assets. Airbus has spoken to us about an Uber Elevate type quad copter but wanted to kick off with helicopters. Don't see chopper/uber need yet, but may be reaching that point of congestion and perhaps mover next 5-7 years.
- We have hosted events. Ursulan Academy takes over the hangar, Ferrari show, Southeast Oklahoma State University and other events like that. Most are private events, not with Town and not open to the public.



# Stakeholder and Employer Input and Analysis

## Aviation Focus Group

### WHAT ARE SOME CHALLENGES THAT THE TOWN OF ADDISON IS FACING? WHAT CHALLENGES DOES THE AVIATION INDUSTRY FACE?

- West side of the airport is industrial and not connected
- Retail/restaurant space in the airport could also be open to the public
- Also have operations at Love Field. Getting in and out of Addison is preferable due to ease and less traffic, but parking could be better (short and long term parking alike)
- Connector to other airports if regular or easily available shuttle service to airport or downtown
- “Airport’s one of the most interesting things” – could do more airshows, don’t leverage the aviation epicenter, flight museum
- People want to have events there / space (i.e. Aviation museum on Long Island)
- How can get people who aren’t in aviation get to places
- More aviation related events so planes flying
- Restrictions that limit what they can do over highly populated areas
- \$100-200k to do an airshow including police and all

### WHAT ARE YOUR BIGGEST TALENT NEEDS/CHALLENGES? WHAT REGIONS DO YOU THINK THE DALLAS-ADDISON REGION COMPETES WITH FOR TALENT IN THIS INDUSTRY?

Talent is there, but there a lot of people chasing it. Dallas is “expensive” for a technician, more so than Addison. Most technicians live more than 30 minutes away and make between \$24-35 an hour. The more well-paid live in places around Addison, not so much in Addison. A very small percentage live in Addison. Cost of living is a factor. Travel from Fort Worth is a “little too far”, so Arlington is about the limit for distance people will travel. There are many opportunities in aerospace in Fort Worth, Greenville and Foerne.

# Stakeholder and Employer Input and Analysis

## Aviation Focus Group

**IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE THREE TO FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)**

- Hopping
- Fun
- Clean

**HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE?**

Addison has experienced an economic boom. There has been more business in Addison in the last five years. The whole area has experienced growth, but specifically Addison. There are cleaner, new buildings.

**HOW DOES THE TOWN OF ADDISON FIT WITHIN THE CONTEXT OF THE GREATER DALLAS-FT. WORTH AREA? WHAT IS ITS UNIQUE IDENTITY?**

There is a lack of knowledge as to existence and benefits of the planned light rail. This may provide a solution to get the workforce who are not living nearby into Addison. Addison is also central to the area, namely Downtown Dallas and McKinney. The Tollway is key for north-south transportation in the region. Addison is the perfect spot for more corporate growth and economic development.

# Stakeholder and Employer Input and Analysis

## Aviation Focus Group

### WHAT IS ONE PROGRAM, PRIORITY, OR IMPROVEMENT THAT THE TOWN OF ADDISON CURRENTLY DOES NOT HAVE THAT YOU THINK IT SHOULD?

- Addison needs more recreation and things to do, but a larger event space (i.e. Top Golf).
- The airport needs hanger space.
- There could be an account manager with the City to better interface with City operations including building and facilities, planning & zoning. It has been a roadblock from one or two people who are not business/growth minded. Development/building can be difficult at the implementation stage on the operations side (i.e., planning, zoning, engineering). We could be selling turnkey solutions to develop 3 40k hangers if it were more streamlined with better permitting. But it's not being supported, and sometimes feel like "we are a hassle". There are roadblocks and some politics.
- There are two groups at airport: 1) airport management, that wants a lot to happen; and 2) a real estate management group, that is more difficult to deal with. Meechem and McKinney would do anything to get people there. Especially Meechum, which is very progressive. But we don't get that feeling here and its constrained activity and growth. Bringing airplanes can be tough, over interpretation of regulations.
- There seems to be more of not looking for solutions rather than looking to obstruct us; looking for reasons to say no, not yes (i.e. waterline underneath and town had to have access but no solutions were satisfactory. The streets were not wide enough for additional traffic and they threw in the towel.)
- For physical projects, we need more hanger space (either City or privately owned). A proposal to attract new businesses and/or co-venture on project on the need for additional space (hanger and operations) and those capital dollars would "be well spent". We are turning away aircraft. We are aware of several companies that would move to Addison in a minute if space was available. Primarily companies that have aircraft and would like to have offices nearby. Some do have offices here and want space at airport. There is room for more in addition to the two 35,000 hangars underway. FBO is tough to get a new one in, as there is not enough sale of fuel to justify all the building. We have had 3 at times, and that has not worked. Just one too many. Even if FBO took all customers, it would still not be enough to be able to pay rent to a developer. We possibly need a partnership with town on infrastructure, and there is a payback for the Town.

# Stakeholder and Employer Input and Analysis

## Aviation Focus Group

**DOES THE AREA PROVIDE YOUR DESIRED MOBILITY CHOICES (AUTO, WALKING, TRANSIT) TO OTHER KEY DESTINATIONS? IF NOT, WHAT MOBILITY CHOICES WOULD YOU LIKE TO SEE PROVIDE, AND TO CONNECT TO WHAT LOCATIONS/DESTINATIONS (WITHIN THE TOWN, OR OUTSIDE)?**

- There is a need for short and long-term parking.
- We would also like to have better connections to other airports and possibly downtown and Plano.

# Stakeholder and Employer Input and Analysis

## Education Focus Group Attendees

NAME	TITLE	ORGANIZATION
EDUCATION		
Adrienne Ewert	Counselor	George H. W. Bush Elementary
Thom Chesney	President	Brookhaven College
Dave Delph	Headmaster	Trinity Christian Academy
Tom Perryman	Assistant Head of Schools	Greenhill School
Dr. Georgeann Warnock	Assistant Superintendent	CFBSD



# Stakeholder and Employer Input and Analysis

## Education Focus Group

**IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)**

- Food-friendly
- Vibrant
- Youthful
- Growing
- Forward-thinking
- Open-minded
- Collaborative
- Slow to act
- Small town

**HOW DOES THE TOWN OF ADDISON FIT WITHIN THE CONTEXT OF THE GREATER DALLAS-FT. WORTH AREA? WHAT IS ITS UNIQUE IDENTITY?**

When people think of Addison, they think restaurants, big three events, and a business location. They don't think of neighborhoods, and not up and coming (that's Plano).

**HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE?**

- Addison hasn't really changed. These events have been going on for at least 15 years. The area around GW Bush School was really bad before, but it has gotten better.
- The area was known as restaurant row, but not sure if it's still the place to go for restaurants.
- Addison schools are losing students because the area is too expensive for the student's families.

# Stakeholder and Employer Input and Analysis

## Education Focus Group

### **WHAT ARE SOME OF THE UNIQUE EDUCATIONAL ASSETS IN THE ADDISON-DALLAS REGION? HOW WOULD YOU DESCRIBE THE QUALITY OF SCHOOLS IN ADDISON?**

- The Magnet school, STEM education and , Fine Arts opportunity are unique educational assets in the region.
- There is a STEM academy, law academy, Bio-Med academy, and Film and fine arts academy.
- There are also three private K-12 schools in town (i.e., Trinity, Green Hill and Parish), but very few local residents in them. They have high academic standards, and are college prep high schools essentially. About 50% go on to higher education from public schools, but nearly all students from private schools go on.

### **HOW DO THE EDUCATION INSTITUTIONS CURRENTLY WORK WITH OTHER ORGANIZATIONS ON WORKFORCE INITIATIVES OR PROGRAMS?**

We collaborate with economic development, and we're integrated into Chamber of Commerce events. There are business related events at the schools as well.

### **WHAT IS THE ADDISON-DALLAS REGION'S GREATEST TALENT/WORKFORCE CHALLENGE? HOW DO THE EDUCATION INSTITUTIONS WORK WITH EMPLOYERS ON IDENTIFYING AND ADDRESSING WORKFORCE CHALLENGES?**

- The greatest talent/workforce challenge is the public school system.
- It's disjointed between restaurants, events, business and living in Addison.

### **WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS? BASED ON THESE ASSETS, WHICH INDUSTRIES OR CLUSTERS DO YOU THINK THE TOWN OF ADDISON IS, OR COULD BE COMPETITIVE IN?**

The airport and hotels for events are great economic assets in the Town of Addison. This is the center of commerce for the area. And the pipeline of graduating students for that local commerce is a great asset too.

# Stakeholder and Employer Input and Analysis

## Education Focus Group

**ARE YOU HAPPY WITH THE MOBILITY CHOICES (AUTO, WALKING, TRANSIT) THAT ARE PROVIDED WITHIN THE TOWN AND CONNECTING TO OTHER KEY DESTINATIONS? IF NOT, WHAT MOBILITY CHOICES WOULD YOU LIKE TO SEE PROVIDE, AND TO CONNECT TO WHAT LOCATIONS/DESTINATIONS (WITHIN THE TOWN, OR OUTSIDE)?**

The DART line will be a great addition and we're looking forward to that.

**DOES ADDISON PROVIDE AN ADEQUATE ARRAY AND TYPE OF NEIGHBORHOODS AND DISTRICTS TO SERVE THE NEEDS OF ITS RESIDENTS AND WORKFORCE (I.E. BEDROOM COMMUNITIES, COMMERCIAL CORRIDORS, WALKABLE DOWNTOWN-LIKE ENVIRONMENTS)? WHAT DO YOU FEEL IS LACKING IN TERMS OF THE TYPES OF PLACES IN WHICH TO LIVE, WORK, LEARN, SHOP AND/OR PLAY?**

The neighborhoods in Addison are not diverse. There are no lower cost and no real choices to evolve in housing and stay in Addison. The apartments are very expensive. And there are no neighborhoods in some swaths of the community.

**DOES ADDISON PROVIDE FOR SAFE ROUTES FOR WALKING TO AND FROM KEY DESTINATIONS, INCLUDING HOME, WORK AND SCHOOL? HOW IMPORTANT AN ISSUE IS WALKABILITY INCLUDING, BUT NOT LIMITED TO, SAFETY? DOES ADDISON PROVIDE FOR BIKING OPTIONS TO AND FROM KEY DESTINATIONS, INCLUDING HOME, WORK AND SCHOOL? HOW IMPORTANT AN ISSUE IS BIKING TO YOU FROM BOTH A MOBILITY/TRANSPORTATION PERSPECTIVE AND FOR LEISURE/EXERCISE?**

- We rarely see people walking, but it has potential. The area is congested with aggressive traffic, but there are not even sidewalks in much of the area.
- There is an appetite for biking, but Addison is not bike friendly now.
- Traffic is a real issue for walking and biking.
- There is an appetite for bike trails, bike lanes, and walking areas.

# Stakeholder and Employer Input and Analysis

## Education Focus Group

### **DOES THE AREA PROVIDE OPPORTUNITIES FOR STUDENTS TO MINGLE WITH/MEET/INTERACT WITH BUSINESSES AND EMPLOYEES WITHIN EITHER A SOCIAL OR MORE FORMAL BUSINESS-NETWORKING ENVIRONMENT?**

There is a cooperative with local businesses leaving Brookhaven College. We have worked with Bottle Rocket and work well with Orlando's team. There are also some opportunities out of Dallas at GHW Bush School.

### **WHAT STORES, ENTERTAINMENT/CULTURAL OPTIONS AND AMENITIES (PARKS, OPEN SPACE, RECREATIONAL, PUBLIC SPACES) ARE MOST UTILIZED WITHIN ADDISON? WHAT OPTIONS WOULD YOU LIKE TO SEE PROVIDED?**

They are not currently walkable or connected.

### **WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY? WHERE COULD THE TOWN OF ADDISON DO BETTER?**

- The new DART rail will be helpful.
- We need a public high school and middle school. Students have to go to WTY High School. The model around school districts needs to be blown up because it's not working. We could adopt the Brookhaven model. Addison keeps pushing out the demographic that needs local schools.

# Stakeholder and Employer Input and Analysis

## Young Professionals Focus Group Attendees

NAME
YOUNG PROFESSIONALS
Brennan LaPorte
Linda Blackburn
Logan Bellamy
Jessica Key Bynum
John Smith



# Stakeholder and Employer Input and Analysis

## Young Professionals Focus Group

**WHERE ARE YOU ORIGINALLY FROM? / WHERE DID YOU GROW UP? IF FROM OUTSIDE THE ADDISON-DALLAS REGION, WHY DID YOU MOVE TO THE AREA?**

- Alabama
- East Texas
- Dallas
- Oklahoma
- Only one of us lives in Addison. One of us owns a home, and another one of us is looking for a home to purchase in Addison.

**IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)**

- Lively
- Small
- Land-locked
- Good festivals
- Young in spirit
- Oasis (for food and drink)
- Old people (business owners are all older folks and seems like everyone has lived here for 30 years)

**HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE? (IF APPLICABLE)**

Don't know/not applicable.

# Stakeholder and Employer Input and Analysis

## Young Professionals Focus Group

### **WHAT ARE SOME CHALLENGES THAT THE TOWN OF ADDISON IS FACING? WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY?**

- Addison, it seems, is all about business, not residential-focused.
- Traffic is pretty bad.
- Addison needs more multifamily options, especially for younger people. There are no good choices for living for most people, so they have to live elsewhere, even though they work here.
- There are lots of restaurants, but only a few cool ones.
- Addison is not a place for families. The public schools are poor, so this is not a place for kids.

### **WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS? BASED ON THESE ASSETS, WHICH INDUSTRIES OR CLUSTERS DO YOU THINK THE TOWN OF ADDISON IS, OR COULD BE COMPETITIVE IN?**

- Centrally located
- Very pet friendly
- Very business friendly
- Lots of food and beverage choices (but not cool ones)

# Stakeholder and Employer Input and Analysis

## Young Professionals Focus Group

**ARE YOU HAPPY WITH THE MOBILITY CHOICES (AUTO, WALKING, TRANSIT) THAT ARE PROVIDED WITHIN THE TOWN AND CONNECTING TO OTHER KEY DESTINATIONS? IF NOT, WHAT MOBILITY CHOICES WOULD YOU LIKE TO SEE PROVIDE, AND TO CONNECT TO WHAT LOCATIONS/DESTINATIONS (WITHIN THE TOWN, OR OUTSIDE)?**

- Addison is NOT a walk friendly place and NOT a bike friendly place.
- The various business, entertainment and residential places are clustered and not connected for walking or biking or other transit.
- Addison needs lit walkways and sidewalks to connect the activities or options for public transit.

**DOES ADDISON PROVIDE AN ADEQUATE ARRAY AND TYPE OF NEIGHBORHOODS AND DISTRICTS TO SERVE THE NEEDS OF ITS RESIDENTS AND WORKFORCE (I.E. BEDROOM COMMUNITIES, COMMERCIAL CORRIDORS, WALKABLE DOWNTOWN-LIKE ENVIRONMENTS)? WHAT DO YOU FEEL IS LACKING IN TERMS OF THE TYPES OF PLACES IN WHICH TO LIVE, WORK, LEARN, SHOP AND/OR PLAY?**

It's hard for a young professional to live here because there are not enough choices. There aren't choices for young families either. Addison needs more multifamily choices. They don't have to be super luxurious; just decent affordable housing.

**DOES ADDISON PROVIDE FOR SAFE ROUTES FOR WALKING TO AND FROM KEY DESTINATIONS, INCLUDING HOME, WORK AND SCHOOL? HOW IMPORTANT AN ISSUE IS WALKABILITY INCLUDING, BUT NOT LIMITED TO, SAFETY? DOES ADDISON PROVIDE FOR BIKING OPTIONS TO AND FROM KEY DESTINATIONS, INCLUDING HOME, WORK AND SCHOOL? HOW IMPORTANT AN ISSUE IS BIKING TO YOU FROM BOTH A MOBILITY/TRANSPORTATION PERSPECTIVE AND FOR LEISURE/EXERCISE?**

- NO. Everything is centered around cars, yet parking is often a challenge.
- A trolley would NOT fix it, because no one younger rides them.
- Some sort of Uber station or shared ride station with lots of cars would work better.

# Stakeholder and Employer Input and Analysis

## Young Professionals Focus Group

### **WHAT STORES, ENTERTAINMENT/CULTURAL OPTIONS AND AMENITIES (PARKS, OPEN SPACE, RECREATIONAL, PUBLIC SPACES) ARE MOST UTILIZED WITHIN ADDISON? WHAT OPTIONS WOULD YOU LIKE TO SEE PROVIDED?**

- The big three events are well attended, but they're too crowded and not really for young professionals. Addison needs more, smaller events that would appeal to younger crowd. Most of the events now are too focused on older generation and not singles oriented at all.
- There is really no after restaurant entertainment or cool bars. No place to go after eating, which kills the evening vibe.
- Addison needs more choices. And it's not hip. It probably was, but needs a refresh.
- Addison Circle bars are old and probably the same people have been going to them since the 90's.

### **GENERAL DISCUSSION:**

Young professionals would definitely would move here if they had appropriate living choices. Addison needs more mixed use housing options and needs to be denser and younger. It's great for work and play, but not to live. Its an interesting option, being so close to north Dallas and Uptown. Addison could be the New Uptown; it's possible and would be great.

# Stakeholder and Employer Input and Analysis

## Tree House / Entrepreneurs Group Attendees

NAME	ORGANIZATION
TREEHOUSE/ENTREPRENEURS	
Tahir Hussain	Collide Village
Mark Langford	SBDC
Buddy Barnes	Earth Water
Brenda Stoner	Pickup Now



# Stakeholder and Employer Input and Analysis

## Tree House / Entrepreneurs Focus Group

**IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)**

- Progressive (or at least, it was)
- Stale
- Stepped backwards
- Safe (security)
- Location
- Tired

**HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE? (IF APPLICABLE)**

- Addison may actually have devolved because it used to be progressive.
- It's getting more competition from Uptown and Legacy.
- No one really lives here, they just work here.
- Treehouse has helped lots of start ups, but it's tired and ready for the next phase for entrepreneurs. Addison needs better co-working space, and a transition space for when a product has successfully launched.

# Stakeholder and Employer Input and Analysis

## Tree House / Entrepreneurs Focus Group

**WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS? BASED ON THESE ASSETS, WHICH INDUSTRIES OR CLUSTERS DO YOU THINK THE TOWN OF ADDISON IS, OR COULD BE COMPETITIVE IN?**

- Addison has an excellent location.
- It's more affordable than Downtown Dallas or Uptown. Frisco is too far from downtown. Addison could be next Uptown.
- The airport is an amenity. Maybe airport living or airport entertainment and restaurants?

**WHAT ARE SOME CHALLENGES THAT THE TOWN OF ADDISON IS FACING? WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY?**

- Office space is tough to find and leases are too long. The financials do not work for start ups between 5-7 years. There needs to be an incremental or transitional space for start ups.
- Also the Tollway access is really congested and traffic has gotten terrible. The Belt Line is really congested at tollway.

# Stakeholder and Employer Input and Analysis

## Tree House / Entrepreneurs Focus Group

### HOW AVAILABLE IS START-UP CAPITAL IN THE DALLAS-ADDISON REGION?

- There is a lack of funding to get to the next level. You can get the \$1,000 check in Dallas, but not the \$1.0 million check.
- There is no Series A money; just the micro or start up small funds.
- Dallas is a dry spot for start up capital.

### WHAT SPECIFIC PROGRAMS ARE OFFERED BY OTHER ORGANIZATIONS ARE AVAILABLE TO HELP SUPPORT ENTREPRENEURS IN THE REGION?

- Treehouse and SBA are available for entrepreneurs. Treehouse USED to be unique, but it isn't anymore.
- There is lots of competition for start up space, like WeWork in Dallas.
- Treehouse is no longer a good working model. There is no energy, it's tired, and there's no atmosphere. It's not workable anymore.

### WHAT IS ONE PROGRAM, PRIORITY, OR IMPROVEMENT THAT THE TOWN OF ADDISON CURRENTLY DOES NOT HAVE THAT YOU THINK IT SHOULD?

- Addison needs affordable high-rise space, for living and for business.
- Make Addison more walkable; is not walkable now.
- Fix the congestion around the Belt Line and Tollway.

# Stakeholder and Employer Input and Analysis

## Tree House / Entrepreneurs Focus Group

**ARE YOU HAPPY WITH THE MOBILITY CHOICES (AUTO, WALKING, TRANSIT) THAT ARE PROVIDED WITHIN THE TOWN AND CONNECTING TO OTHER KEY DESTINATIONS? IF NOT, WHAT MOBILITY CHOICES WOULD YOU LIKE TO SEE PROVIDE, AND TO CONNECT TO WHAT LOCATIONS/DESTINATIONS (WITHIN THE TOWN, OR OUTSIDE)?**

- Addison is not a walkable town, nor bikeable because it's so dangerous
- Everyone drives here and it's congested
- Addison needs to re-invent mobility (walk, bike focused development)

**DOES ADDISON PROVIDE AN ADEQUATE ARRAY AND TYPE OF NEIGHBORHOODS AND DISTRICTS TO SERVE THE NEEDS OF ITS RESIDENTS AND WORKFORCE (I.E. BEDROOM COMMUNITIES, COMMERCIAL CORRIDORS, WALKABLE DOWNTOWN-LIKE ENVIRONMENTS)? WHAT DO YOU FEEL IS LACKING IN TERMS OF THE TYPES OF PLACES IN WHICH TO LIVE, WORK, LEARN, SHOP AND/OR PLAY?**

- Addison needs living areas that requires fewer vehicles.
- And we need experiential living choices. It needs to be more like Uptown. There are no experiential hotels either (like boutiques or hip hotels).

**WHAT STORES, ENTERTAINMENT/CULTURAL OPTIONS AND AMENITIES (PARKS, OPEN SPACE, RECREATIONAL, PUBLIC SPACES) ARE MOST UTILIZED WITHIN ADDISON? WHAT OPTIONS WOULD YOU LIKE TO SEE PROVIDED?**

- There is no entertainment here after 10pm and nothing to keep people here after eating at restaurant row, like ongoing attractions.
- We need to be able to walk between areas better.
- Addison also used to be unique for eating and drinking, and it is no longer as unique.

### **GENERAL DISCUSSION:**

- Addison needs to look at converting older office buildings into residential, like Downtown and Uptown, with experiential retail and living options.
- It needs to have a strategy focused on attracting Millennials for living, not just working. It needs better attractions and entertainment for younger people.
- More density and improved mobility and connectivity would be good as well. People go right by Addison now, on their way to Legacy West and The Star in Plano and Frisco, or south to Uptown.

# Stakeholder and Employer Input and Analysis

## Real Estate Focus Group Attendees

NAME	ORGANIZATION
REAL ESTATE	
Doug Hanna	Sunwest Real Estate
Saadia Shiekh	ESRP
Van Power	NAI Robert Lynn
Laura Jordan	JP Realty Partners



# Stakeholder and Employer Input and Analysis

## Real Estate Focus Group

**IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)**

- Mature
- Progressive
- Rejuvenating
- Tired (buildings)

**HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE? (IF APPLICABLE)**

- Addison now has Village on the Parkway, a new movie theater and Whole Foods.
- The toll road buildings are attractive and attracting, but internal Addison buildings are old and tired. Addison was like Frisco before Frisco evolved (but is no longer).
- Addison is slowly starting to attract younger people again.

**HOW DOES THE TOWN OF ADDISON FIT WITHIN THE CONTEXT OF THE GREATER DALLAS-FT. WORTH AREA? WHAT IS ITS UNIQUE IDENTITY?**

Addison is the soft spot between Dallas and Plano/Frisco. That could be good, but also could be the weak area between.

**IF YOU WERE GOING TO BRAG ABOUT THE TOWN OF ADDISON TO A FRIEND, WHAT WOULD YOU TELL THEM?**

- Addison is a great location for small clients (with 10 - 20,000 square foot requirements).
- There are lots of amenities here for a business, and lots of places to hang out.
- There is plenty to do and lots of events (like Kaboom, Oktoberfest, and Taste of Addison).
- There is a sense of community in Addison.

# Stakeholder and Employer Input and Analysis

## Real Estate Focus Group

**DOES ADDISON PROVIDE AN APPROPRIATE ARRAY OF AMENITIES, STORES AND ENTERTAINMENT/CULTURAL OPTIONS? WHAT IS CURRENTLY MISSING THAT WOULD MOST BENEFIT YOUR ORGANIZATION AND THE COMMUNITY AT LARGE?**

There is lots to do in Addison, lots of programmed events and plenty of restaurants.

**WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS? BASED ON THESE ASSETS, WHICH INDUSTRIES OR CLUSTERS DO YOU THINK THE TOWN OF ADDISON IS, OR COULD BE COMPETITIVE IN?**

- Addison has a central location and a good pull of talent from all directions.
- Orlando is great to work with for business, and the EDC pitches the area quite well. There are pretty good incentives for business too.
- Addison has a small lease cost advantage over Frisco and Plano. And there are great buildings on the tollway.

**WHAT ARE SOME CHALLENGES THAT THE TOWN OF ADDISON IS FACING? WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY?**

- Roads are really congested here in Addison
- There is not enough space or land for office space.
- Parking ratios are poor (i.e., should be 7:1 or 8:1 not 4:1 much less 2:1).
- Addison gets mixed in with Dallas, Farmers Branch, and Carrollton. You cannot really distinguish Addison from the surroundings. There is no sense of place, except the restaurants on the Belt Line, which are effectively used by surrounding communities just as well.

# Stakeholder and Employer Input and Analysis

## Real Estate Focus Group

### WHAT DO YOU SEE AS THE KEY ISSUES IN THE HOUSING MARKET IN ADDISON?

- Most of us don't live here ourselves, but in general, we feel there is good housing in Addison at competitive prices.
- The area is family friendly, but it needs more good multi-family housing and more affordable housing for the younger workforce.
- Housing is an issue, in that there are not enough choices.
- Most people that work here live somewhere else.

### WHAT COMMUNITY AMENITIES ARE HOMEBUYERS AND RENTERS TAKING INTO CONSIDERATION WHEN DECIDING WHAT HOME TO BUY? (PROXIMITY TO PARKS, ETHNIC GROCERY STORE, BIKE PATHS, ETC.)

- Young people prefer Uptown and Legacy West area, and they don't really hang out here in Addison anymore.
- There are of restaurants and entertainment in Frisco and Plano, not to mention Uptown. There's lots of competition now.
- Addison needs more upscale restaurants, as well as more, small events at regular intervals, not just the big three events. It needs an entertainment type venue that will attract people to stay after eating, like roof top places.
- There are no really great, cool hotels either; just the standard business hotels, which are okay, but nothing that will attract people.

### HOW IMPORTANT IS WALKABILITY AND ACTIVE, MIXED-USE ENVIRONMENTS TO ATTRACTING BUYERS AND/OR TENANTS?

- There is a market for this in Addison. Young professionals want to live work and play in the community, but they do not live here now. There are not enough affordable and workable choices for them.
- Addison needs to come up with a vision on why people should live and play here. There is already lots of work here.

### GENERAL DISCUSSION:

- Addison is boxed in by Frisco and North Dallas/Uptown with no room to grow.
- Addison Circle is nice, but older now and it just peters out in to older developments or typical suburb. There is not enough of it.

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Focus Group Attendees

NAME
CHAMBER OF COMMERCE
Mary Ann Burns
TJ Gilmore
Jim Weichel
Jan Rugg

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Focus Group

**WHAT IS YOUR ORGANIZATION'S MISSION/AREA OF FOCUS? WHAT ROLE DOES YOUR ORGANIZATION PLAY IN ECONOMIC DEVELOPMENT IN THE REGION? WHAT SERVICES DO YOU PROVIDE TO SUPPORT BUSINESSES?**

Our mission is to assist in local company growth, provide new employee assistance, and provide networking opportunities (especially for small businesses). We host networking events for our membership and a Women's Forum.

**IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)**

- Fast-paced
- Innovative
- Modern
- Good
- Aggressive
- Somewhat conservative

**HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE? (IF APPLICABLE)**

- Addison is more urban and more corporate.
- There is less single family residential.
- There is always something to do.

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Focus Group

### HOW DOES THE TOWN OF ADDISON FIT WITHIN THE CONTEXT OF THE GREATER DALLAS-FT. WORTH AREA? WHAT IS ITS UNIQUE IDENTITY?

- Addison is a hub for small- to mid-sized companies.
- It's a general aviation center, for corporate jets and planes.
- It's known for restaurant row; Addison has always been the place for a drink and dinner. There are tons of choices, and Addison is famous for that.

### IF YOU WERE GOING TO BRAG ABOUT THE TOWN OF ADDISON TO A FRIEND, WHAT WOULD YOU TELL THEM?

- Addison is centrally located and has a corporate airport.
- There is tons to do here, including festivals (i.e. Kaboom Town, Oktoberfest, Taste of Addison). There's always something going on.
- There are places for spousal employment.
- It has urban living options, like Uptown (including Addison Circle and Vitruvian).

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Focus Group

### **WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS? BASED ON THESE ASSETS, WHICH INDUSTRIES OR CLUSTERS DO YOU THINK THE TOWN OF ADDISON IS, OR COULD BE COMPETITIVE IN?**

- Addison's location is very central to north Dallas growth.
- There is great highway access, and access to white collar professionals.
- We have the upcoming DART light rail access, and great access to both Love Field and DFW airports (20 minutes each) too.
- Addison has a very good chamber and business community.
- There are good office space options.
- The opportunity for live-work-play exists in Addison, particularly for professionals without kids.
- Addison runs a tight ship.

### **WHAT ARE SOME CHALLENGES THAT THE TOWN OF ADDISON IS FACING? WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY?**

- We are in the Dallas ISD (school district), so there are not great public school options.
- This is not a diverse housing area and we have a high cost of living.
- The Dallas County tax rates are high.
- Addison does not have enough space because it's pretty much built out.
- The politics was really an issue in the recent past (but it's not as bad now).



# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Focus Group

**HOW WOULD YOU RATE THE TOWN OF ADDISON AND ITS STAKEHOLDERS ON ALIGNMENT, ON A SCALE FROM 1 TO 5, WITH 5 BEING THE BEST? (E.G., HOW DOES THE COUNTY GET ALONG WITH CITIES? OTHER GROUPS, NON-PROFITS, UTILITIES, ETC.)**

The leadership in Addison is pretty much aligned now. Orlando is well-known and appreciated. There is a split between area business and residential voters. So while leadership is aligned, voters are not because they do not want change. They fought hard against new condo and apartment development on the Belt Line (old Sam's Club) and did not want the wall removed between development and single family neighborhood (even though the apartments are pretty high end).

**HOW WOULD YOU RATE THE AREA ON THINKING REGIONALLY, ON A SCALE FROM 1 TO 5, WITH 5 BEING THE BEST? (E.G., DO LEADERS AND COMMUNITY STAKEHOLDERS TEND TO THINK MORE NARROWLY ON OPPORTUNITIES AVAILABLE OR DO THEY TAKE A BROADER PERSPECTIVE LIKE THE NEXT COUNTY OVER?)**

This is part of the overall Dallas Chamber economic development effort, and we work together well. DFW companies play one town off the other for incentives. They threaten to leave here for Plano or Frisco for incentives, for example. There is strong competition with Plano and Frisco, and they have lots of land and incentives, while Addison does not.

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Focus Group

### **WHAT IS ONE PROGRAM, PRIORITY, OR IMPROVEMENT THAT THE TOWN OF ADDISON CURRENTLY DOES NOT HAVE THAT YOU THINK IT SHOULD?**

- Addison should promote the corporate airport more. We need to protect that unique asset.
- We also need pedestrian access across the tollway. That part of Addison is completely cut off from walking and biking, and it's dangerous. In general, Addison needs better connectivity for walking and biking because it's not connected now. We could use some bike lanes or paths. We could also use some type of shuttle or people mover to connect restaurant row with businesses and urban residential. We need more density, more like Uptown. Uptown should be our model; it's possible.

### **DO YOUR MEMBERS AND THEIR EMPLOYEES HAVE ACCESS TO HOUSING THAT MEETS THEIR LIFESTYLE NEEDS? WHAT PERCENTAGE OF YOUR WORKFORCE OWNS A HOME VS. RENTS?**

- People here don't move from single family homes very often, and when they do, go really fast.
- Residents don't want more apartments, but they are needed, and we need more price diversity. What is built is very expensive and it dissuades young families from living here.
- The housing here is not diverse and there are big gaps in housing ranges. A condo goes for \$325-350, then housing jumps to \$650 to a million, with hardly anything in between. The lower end track housing (80's), but it's not really for young families.

### **DOES THE AREA SERVE THE NEEDS OF YOUR MEMBERS AND THEIR EMPLOYEES IN TERMS OF QUALITY OF PLACE, RANGE OF AMENITIES, SERVICES AND OTHER DESIRED USES (I.E. BEFORE WORK, LUNCH TIME, AFTER WORK)? WHAT WOULD YOU LIKE TO SEE ADDED TO MEET THOSE NEEDS, IF MISSING TODAY?**

- Addison needs more and better shopping, as there's not much for clothing for professionals.
- There are plenty of restaurants, but not that many places with entertainment and not that many higher end restaurants anymore.

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Focus Group

**DOES THE AREA PROVIDE YOUR MEMBERS AND THEIR EMPLOYEES WITH DESIRED MOBILITY CHOICES (AUTO, WALKING, TRANSIT) TO OTHER KEY DESTINATIONS? IF NOT, WHAT MOBILITY CHOICES WOULD YOU LIKE TO SEE PROVIDE, AND TO CONNECT TO WHAT LOCATIONS/DESTINATIONS (WITHIN THE TOWN, OR OUTSIDE)?**

- Addison needs to be more bike friendly. It's not that walking friendly either.
- Addison needs to have some sort of people mover or shuttle or something to get people around. Maybe there could be a shared vehicle option?
- There is a trade off between improving congestion and driving (which is very slow around rush hours) versus making Addison more walkable and bikeable.

**WHAT STORES, ENTERTAINMENT/CULTURAL OPTIONS AND AMENITIES (PARKS, OPEN SPACE, RECREATIONAL, PUBLIC SPACES) DO YOUR MEMBERS AND THEIR EMPLOYEES USE THE MOST WITHIN ADDISON? WHAT OPTIONS WOULD YOU LIKE TO SEE PROVIDED?**

- The three big annual events (i.e., Kaboom Town, Oktoberfest, Taste) draw tons of people. There are smaller events, like local theater and a new movie theater too.
- Addison needs more green space and outdoor recreation opportunities.

**WHAT WOULD PROVIDE YOU OR YOUR MEMBERS A “LEG UP” IN HIRING AND RETAINING TALENT, AND HOW DOES THE TOWN COMPARE WITH OTHER LOCATIONS WITHIN THE REGION IN TERMS OF ATTRACTING QUALIFIED EMPLOYEES?**

Addison could provide family and lifecycle living, shared vehicles, a diversity of living options for different income levels and career levels, and a diversity of lifestyle activities and events (like C-Suite networking events and events for millennials/ young professionals).

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Allies Focus Group Attendees

NAME	ORGANIZATION
CHAMBER OF COMMERCE	
Mike Rosa	Greater Dallas Chamber of Commerce
Ken Malcolmson	North Dallas Chamber
Erin Carney	Metrocrest Chamber

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Allies Focus Group

**IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)**

- Progressive
- Vibrant
- Fun
- Central
- Entrepreneurial
- Popular
- Corporate
- Small
- Cultured
- Not diverse
- Well-maintained

**HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE? (IF APPLICABLE)**

- Addison was the place to buy booze and the restaurant place. Then it became the entertainment area.
- It's not large, but Addison has maximized its setting and situation. Now Plano is replacing it.

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Allies Focus Group

### HOW DOES THE TOWN OF ADDISON FIT WITHIN THE CONTEXT OF THE GREATER DALLAS-FT. WORTH AREA? WHAT IS ITS UNIQUE IDENTITY?

Addison is central, family oriented and the place for events (i.e., Kaboom Town, Oktoberfest, etc.).

### WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS? BASED ON THESE ASSETS, WHICH INDUSTRIES OR CLUSTERS DO YOU THINK THE TOWN OF ADDISON IS, OR COULD BE COMPETITIVE IN?

- Orlando is a great asset to Addison.
- This is a labor intercept area that is well-positioned geographically as a centroid for labor.
- It's accessible due to the 635 expansion, the tollway, the local GAA airport and access to DFW and Love Field, as well as the local highways.
- Addison shows well, with the vertical office towers along tollway.
- There is access to downtown and to Plano and Frisco.
- The area is pro-business and known as an entrepreneurial corridor.
- Addison could be the Intervening Opportunity.

### WHAT ARE SOME CHALLENGES THAT THE TOWN OF ADDISON IS FACING? WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY?

- There is a difference between the number of daytime versus nighttime residents here in Addison.
- There is lack of housing, and service industry workers and lower wage/salary workers cannot afford to live here.
- We have a lot of traffic congestion, weak public schools and school system and not much space or room to grow.
- Infrastructure has not kept pace with growth in the region.

# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Allies Focus Group

### **WHAT IS ONE PROGRAM, PRIORITY, OR IMPROVEMENT THAT THE TOWN OF ADDISON CURRENTLY DOES NOT HAVE THAT YOU THINK IT SHOULD?**

- Addison does not have parkland, green space or a water feature.
- Addison doesn't have the housing stock it needs, or diversity.
- The tollway/Belt Line connection is terrible at rush hours and the Town super congested.

### **DOES THE TOWN OF ADDISON PROVIDE AN APPROPRIATE MIX OF HOUSING CHOICES TO SERVE THE NEEDS OF THE COMMUNITY AND, IN YOUR OPINION, HELP PROMOTE ECONOMIC DEVELOPMENT AND JOB GROWTH?**

- There is a lack of affordable housing here in Addison. A person or family can't grow into housing here.
- It's not attractive to young and small families, and it's no place for elders either.
- Apartment people are treated like second citizens.
- Addison needs to embrace multifamily housing; people have a bad attitude about multifamily housing for no reason. It also needs more vertical housing.

### **DOES THE AREA SERVE THE NEEDS OF YOUR MEMBERS AND THEIR EMPLOYEES IN TERMS OF QUALITY OF PLACE, RANGE OF AMENITIES, SERVICES AND OTHER DESIRED USES (I.E. BEFORE WORK, LUNCH TIME, AFTER WORK)? WHAT WOULD YOU LIKE TO SEE ADDED TO MEET THOSE NEEDS, IF MISSING TODAY?**

Addison has a good brand throughout the region and defensible assets.



# Stakeholder and Employer Input and Analysis

## Chamber of Commerce Allies Focus Group

**DOES THE AREA PROVIDE YOUR MEMBERS AND THEIR EMPLOYEES WITH DESIRED MOBILITY CHOICES (AUTO, WALKING, TRANSIT) TO OTHER KEY DESTINATIONS? IF NOT, WHAT MOBILITY CHOICES WOULD YOU LIKE TO SEE PROVIDE, AND TO CONNECT TO WHAT LOCATIONS/DESTINATIONS (WITHIN THE TOWN, OR OUTSIDE)?**

- Addison has a walkability problem and needs mobility options. Overall, Addison is not really a walkable or bikeable place. An Uber Terminal at the airport would be great.
- Addison could also be an Autonomous Vehicle hub and transportation hub for North Dallas.

**WHAT STORES, ENTERTAINMENT/CULTURAL OPTIONS AND AMENITIES (PARKS, OPEN SPACE, RECREATIONAL, PUBLIC SPACES) DO YOUR MEMBERS AND THEIR EMPLOYEES USE THE MOST WITHIN ADDISON? WHAT OPTIONS WOULD YOU LIKE TO SEE PROVIDED?**

- Addison is known for its special events (the big three events).
- It doesn't have upscale restaurant choices or good bar options for after dining in restaurants either.
- There are three large hotels, but no "destination" hotel, which would be good to have here.
- Addison could also use rooftops for entertainment.

# Stakeholder and Employer Input and Analysis

## Multi-Family Developments Focus Group Attendees

NAME	ORGANIZATION
MULTI-FAMILY DEVELOPMENTS	
Stacey Griggs	Post Properties
Ryan Gill	15777 Quorum
Jack Wensinger	Willmax Capital
John Kidwell	Willmax Capital
Jessica Zazzara	UDR
Josh Bowler	InTown Homes
David Cunningham	Granite
Gia Brodt	AMLi
Richard Young, Jr.	Richard Young Companies
Taylor Bowen	AMLi

# Stakeholder and Employer Input and Analysis

## Multi-Family Developments Focus Group

**IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)**

- Unlike any other town especially within Dallas
- Restaurant Row
- More than “just neighborhoods homes”
- Diverse neighborhoods
- Urban living
- Unbeatable location
- A bit like Mayberry

**HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE? (IF APPLICABLE)**

- Addison has become a much harder place to do business, in reality, and now it’s becoming a negative impact on their reputation.
- There is no more ‘Addison Way’, but rather being overly strict on rules that are not applied evenly and counter to promises and approvals that were given in the past. It seems like they are looking for ways to say no, rather than yes.
- There is a lack of any innovation or desire to work within the market (i.e. want office everywhere, even if it makes no sense, and will not budge on zoning).
- When was the last great restaurant.
- Rents are stagnant commercially.
- New office development with tilt wall on key tollway sites is not the highest and best use.
- What will we do to keep the unique features of Addison and build on its location and amenities in its future evolution?

# Stakeholder and Employer Input and Analysis

## Multi-Family Developments Focus Group

### HOW DOES THE TOWN OF ADDISON FIT WITHIN THE CONTEXT OF THE GREATER DALLAS-FT. WORTH AREA? WHAT IS ITS UNIQUE IDENTITY?

- Addison is tucked away.
- It's set the tone: the trend setter.
- Addison has a central location.
- Had a unique identity of local and regional leadership, dubbed the "Addison Way" and was business friendly. Now, it's stubborn, inward looking, and inflexible.

### IF YOU WERE GOING TO BRAG ABOUT THE TOWN OF ADDISON TO A FRIEND, WHAT WOULD YOU TELL THEM?

I would tell my friend that Addison has a great location. You don't have to leave the area unless want to go to Northpark Mall or Uptown/Downtown. Addison is in the middle of all this growth, but still has a small town feel. So much happens in 4 square miles, like the great events. And Addison was the first to do it.

### WHAT COMMUNITY AMENITIES ARE HOMEBUYERS AND RENTERS TAKING INTO CONSIDERATION WHEN DECIDING WHAT HOME TO BUY? (PROXIMITY TO PARKS, ETHNIC GROCERY STORE, BIKE PATHS, ETC.)

- For Vitruvian, they are looking for mostly what is in the building like a pool, fitness center, coffee stations, parks and events.
- Salsa and lights as big events can have double edged sword.
- How do you maintain and not grow? Residents need to get used to it, especially lights and traffic control, without additional parking options. Maybe we need Uber lots.
- Addison is last in entertainment. Nokia theater is in Grand Prairie, Music Factory and Colony are in Frisco. If there is a music venue, it would be amazing.
- Addison also needs more high end, full-service hotels.
- For townhomes, they are looking for a central location, when one person works in Frisco and one in Uptown.
- Also parks have been huge. Folks are moving from further north but want an urban style townhouse, a yard and outdoor space. Pet friendly is important too.
- For garden style older units, they are looking for more open space. There are only 16 units per acre, tennis courts, 7 pools, and dog parks. Dog parks are huge, and arguably one of the most important features.

# Stakeholder and Employer Input and Analysis

## Multi-Family Developments Focus Group

**WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS? BASED ON THESE ASSETS, WHICH INDUSTRIES OR CLUSTERS DO YOU THINK THE TOWN OF ADDISON IS, OR COULD BE COMPETITIVE IN?**

- Addison is business friendly.
- There is good engagement by the Town for construction.
- Addison also has a central location and easy access to highways.

**WHAT ARE SOME CHALLENGES THAT THE TOWN OF ADDISON IS FACING? WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY?**

- Grove took a long time to get a permit, but things went smoothly once they got it.
- More larger dog parks and places to let the dogs off the leash and run (Vitruvian)
- City doesn't recognize the competitive environment - Richardson, Plano and other cities will take the business if they don't straighten up their act
- Tenants being led by brokers and architects elsewhere
- Infrastructure is decaying
- There is a lack of transparency and honesty
- Very few people control and set agenda (1,000 voters)
- Highest office vacancy is in Platinum Corridor
- Doesn't fit as modern day zoning
- Belt Line has no connectivity, and no or poor sidewalks
- The neighborhoods are separated & disconnected
- Could be variation of mixed use and lots allowed

# Stakeholder and Employer Input and Analysis

## Multi-Family Developments Focus Group

### WHAT IS ONE PROGRAM, PRIORITY, OR IMPROVEMENT THAT THE TOWN OF ADDISON CURRENTLY DOES NOT HAVE THAT YOU THINK IT SHOULD?

- Addison needs more/better retail at Addison Circle. We moved so we can walk out the door and buy stuff or get a bite. We need a small grocer near/in the Circle
- More diversity in business, not just pub food
- Grove added four parks (publicly accessible to be owned by city)
- Can walk to stuff on the Belt Line, but people will likely to still jump in car
- A movie theater would be good (Vitruvian)
- Addison ice house and dog club is doing really well
- Would like less chains and more diverse, locally owned businesses and restaurants
- Needs a clear vision
- We are currently missing out on this cycle and being bypassed by neighbors and competitors
- We need to right the ship
- Addison is becoming a drive-through community
- You will have traffic in this region. Will you take advantage or go to places where then you have the traffic but none of the benefits?
- “They are rich” – resting on their laurels with so much commercial vs. residential
- Not thinking about business community. Could lose out on this cycle
- Stakeholder and biz community need a forum to talk to elected officials
- Needs spokesperson for commercial interest
- Need restaurant and events czar

# Stakeholder and Employer Input and Analysis

## Multi-Family Developments Focus Group

### WHY DO YOU DECIDE TO DEVELOP IN ADDISON VERSUS BUILDING ELSEWHERE?

- We build in Addison for the proximity to jobs and the many amenities in the area. There is so much here.
- The Vitruvian west is perhaps the best lease up in the company's history.

### WHAT COMMUNITY AMENITIES ARE YOU TAKING INTO CONSIDERATION WHEN DECIDING WHERE TO BUILD MULTI-FAMILY DEVELOPMENTS (PROXIMITY TO PARKS, ETHNIC GROCERY STORE, BIKE PATHS, ETC.)?

- With the Cotton Belt coming in, it will be a lot more valuable with different uses over time. We can't miss this opportunity.
- Walkability, connectivity, and access to amenities are important
- Inwood "wedding corridor", with larger entertainment venues could be cool and viable
- Top Golf type attractions to get them down from Plano
- The whole package and how it comes together: shopping, amenities, parks, etc.
- Not as much walkability as jobs and proximity to Addison Circle and the Belt Line
- Challenge with Addison is to keep employees and residents around, to eat and do business
- Tough to keep restaurants
- Addison Circle is hidden away, parking not visible enough because there is not good signage
- Need connections to the businesses
- Needs to be more/better retail but need to engage community and business around it to support



# Stakeholder and Employer Input and Analysis

## Multi-Family Developments Focus Group

### WHAT ARE THE VACANCY RATES IN YOUR DEVELOPMENTS, HERE OR ELSEWHERE?

- About 94 to 96%
- Low to mid 90's
- Addison Circle is 95% full; townhomes and condos are full with some rented
- Office vacancies are highest in the corridor

### IS RENT CHEAPER, COMPETITIVE, OR PRICIER IN ADDISON THAN IN NEARBY PLACES?

- Highest end is \$3,500 for 2 bedroom (1425 square feet)
- If you work up at legacy, why not live up there? It's awesome.
- Used to be more expensive closer to city, but now with Plano and Frisco, its just as expensive, if not more
- Rent is about the same in Addison as Uptown
- Less than Legacy West or Uptown, so there's a nice value proposition and great location. Housing is a little cheaper.
- If affordable housing is an issue, got funding through TIF and may want to form those districts now for the future
- Cheaper, and becoming more so, especially for Class-A office tenants

# Stakeholder and Employer Input and Analysis

## Multi-Family Developments Focus Group

### WHAT DO YOU THINK IS DALLAS-ADDISON'S NUMBER ONE CHALLENGE AS IT RELATES TO HOUSING? ARE THERE INITIATIVES TO ADDRESS THIS CHALLENGE?

- There is no council support, including Walden or Howe
- Led by city manager, and a disingenuous attorney
- Attorney is really different than prior regime
- Need visionaries like Ron and Carmen

### HOW IMPORTANT IS WALKABILITY AND ACTIVE, MIXED-USE ENVIRONMENTS TO ATTRACTING BUYERS AND/OR TENANTS?

- It's huge. It's why we moved there. It's a lot like where we used to live.
- Many other neighborhoods where there are not sidewalks or one side has sidewalks.
- Need to bring Addison together by bringing together these distinct areas
- Need to connect to east of tollway
- Everything is centered off Belt Line, but tough west of Midway
- People could walk but half mile to the Circle, so tenants don't move there for access to the Circle. It's about as good as it can get for affordable/workhouse. But can walk to Kaboom town etc.
- For Vitruvian, it borders Farmers Branch and the college, so it's harder to walk to the Belt Line or places north. The selling point is the retail component, but it's tough to lease up some space. People don't recognize or use the trail system, so we need to make them more aware of the trail
- Belt Line and Midway community do not much connectivity. Crossing the Belt Line is a major barrier. Instead of walking, most would drive.
- For Addison Grove: between 635 and the suburbs north, there's great opportunity. That was a good chunk of land.
- Location of Addison is exceptional, 100's of thousands of jobs and affordable for value.
- Whole symbiosis of mixed use is the driving factor for all types.
- Multi-family by office, by restaurants and it all works together.
- If they can't all be there and have support of governance, then they will be where they will be.
- Plano, legacy (100,000 jobs created in one neighborhood in 6 years). Because of openness to mixed-use development. They have a supportive city manager, council, mayor and staff that understands the competitive environment.

# Stakeholder and Employer Input and Analysis

## Employer Interviewees

NAME	TITLE	ORGANIZATION	INDUSTRY	NUMBER OF EMPLOYEES
STAKEHOLDERS				
Richard Chamberlain	Owner	Chamberlain's Steakhouse	Hospitality	100
Kenny Bowers	Owner	Kenny's Italian Kitchen & Kenny's Wood Fired Grill	Hospitality	< 100 (at this location; has additional employees within the region)
Kris Brown & Felisha Wishaw	General Manager, DOS	Marriott Hotel	Hospitality	200
John Dankovchik	CEO	Splash Media Group	Digital Media Agency	< 50
Steve Roemerman	CEO	Lone Star Analysis	Data Analytics	60
Larry Mondry	CEO	Stream Energy	Utility	260
Heather Young	Hospital Liaison	Methodist Hospital	Healthcare	< 500
Calvin Carter	CEO	Bottle Rocket Studios	Technology	200

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### PLEASE DESCRIBE YOUR PRIMARY PRODUCT OR SERVICE.

*Employers represented a variety of industries in the region, from hospitality to information technology, to healthcare.*

#### **Hospitality**

- We provide 547 guest rooms and 25,000 square feet space.
- We seafood and steak restaurants.
- We have an Italian restaurant and Wood Fyre Grill here in Addison. There are four others in Frisco and Plano. Most recent is in Plano, but it's too over-saturated there still.

#### **Other Industries**

- We are a data analytics company applied to competitive differentiation. For example, we helped Vodafone decide how much to bid on each of the 19 market bids for Spectrum.
- We are a physician-invested surgical hospital with an emergency room, spine, orthopedics, ENT, and podiatry services.
- We are a major player in high end, consumer mobile app development. We supply to Pizza Hut, Mary Kay and many others. We focus on the customer experience and customer interaction with the apps.
- We are a full service digital agency, grown out of video production into social media.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### HOW LONG HAS YOUR COMPANY HAD OPERATIONS HERE? HOW DID YOU CHOOSE TO LOCATE HERE? WHAT OTHER LOCATIONS DID YOU CONSIDER?

*The average amount of time businesses were established in Addison was 10 years, with half of the employers having been in Addison for less than 10 years, and the other half for more than 10 years.*

#### Hospitality Industry

- We've been here for 25 years total; 17 years with one business and 25 with the other.
- We invested \$10.5 million in this property 4.5 years ago, and have budgeted another \$10 million this year.
- We've been here for 13 years, and I've lived in Addison proper for 4 years. The initial dealings with Addison were better than with Frisco and Plano. It's the most business-friendly of the three. Inspectors were helpful and empathetic instead of having this 'gotcha' mentality. My initial dealings with Frisco more than 10 years ago were tough, and with Plano were tough but reasonable.

#### Other Industries

- We've been here for one year. We moved from Dallas because the CEO wanted to be here. This is the best place in the Dallas-Fort Worth area to have a headquarters because of the geographic location, good access via roads, proximity of people within 10 to 15 minutes, pro-business environment (incentives plus attitude), and proximity to restaurants because of the legacy of being a 'wet' corridor.
- We have been in Addison Circle since 2003. We have 13,500 sf of office space here and a 4,000 sf studio down the road. This is a central location with lots of dining choices. The Circle feels not like Dallas (which is good). We employ a lot of Millennials that like to live in Uptown.
- We've been here for 8 years. It was a new entity at this time. We assumed it would be a central location for all the surgeons to come.
- I started the business ten years ago out of my house. Now, we've grown to 200 employees. When we grew to the point of needing larger office space, we did an address centroid of our workers, and Addison was central.
- We are in our 6th year in Addison. We moved from Plano because the landlord there was intractable at the end of the lease. We thought we had more leverage than he did. Needed to get tenant improvements. Shows well to impress big companies. Lots of collaboration space needed. Before that, we had a sublet in a high rise in Addison.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### **DO YOU HAVE OTHER LOCATIONS? IF SO, WHERE? HOW DOES THIS LOCATION COMPARE TO THE OTHERS IN TERMS OF COST, AVAILABILITY OF TALENT, INFRASTRUCTURE, ETC.**

*Most employers had other locations, some of which were in the region around Addison. Most noted the central location and strong business presence of Addison within the Dallas-Fort Worth region as benefits to accessing talent. Also notable were the business-friendliness of Addison compared to other areas.*

#### **Hospitality Industry**

- We have operations in Frisco and Plano, in addition to Addison. I like Addison because there is a strong business due to the offices, hotels and surrounding restaurants. The airport here in Addison adds to that. There is no vacant land here, so something has to close before a new business can open. In Frisco, there's more residential, the same amount of offices, and fewer hotels. The 121 corridor will have more offices than Dallas-Fort Worth when it's done. In Plano, there are more shops at Legacy. There's only residential and offices, no hotels. Addison has residential, offices and hotels.
- The Town of Addison has been a great place to do business. They take a progressive role in helping businesses succeed and are very accessible. I can call the city manager and he'll pick up the phone. We have probably partnered with them for 100 different events.
- Our parent has other businesses throughout the US. Addison is centrally located. It's not downtown and not too far north. It's close to Galleria as well, which helps us get business. Addison is known for being older, versus Plano or Frisco.

#### **Other Industries**

- Draw a box from LBJ to 121 and 35 to 75 to shop for space because for knowledge workers, you either have to be up here or in downtown Dallas. North Dallas, McKinney, Plano, and Lewisville are where the tech workers live. Dallas-Fort Worth has more knowledge tech workers than Houston, etc.
- No other locations.
- We started in another suburb, but found early space in Addison, which happened to have better space. Now, we're located in the tollway buildings. The mayor went out of his way to welcome us, which blew us away, at the time. He came personally to our offices, brought us a gift basket, and assured he and the City were there for us. Addison gives us an edge, because we are so welcomed and assisted here.



# Stakeholder and Employer Input and Analysis

## Employer Interviews

### WHAT IS YOUR BIGGEST OPPORTUNITY IN YOUR BUSINESS RIGHT NOW? DO YOU HAVE ANY PLANS TO EXPAND, INVEST, INTRODUCE NEW PRODUCTS/SERVICES, ETC.?

*Employers noted the moving closer to where talent lives (re: out of Addison) and opening new facilities as opportunities.*

#### Hospitality Industry

- We participate in local events. We partner to put on Oktoberfest, which has been highly, highly success. It attracts tens of thousands of people because the city does such a good job with it. Kaboom Town is another highly successful event, each 3rd of July.
- The Whole Foods, movie theater, and Village on the Parkway have all moved in, but now they need to modernize the old buildings (like the Improv and Ida Claire's restaurant). High end corporations are moving up to Frisco and Plano (like JP Morgan) for talent attraction.

#### Other Industries

- Explosion of data science and AI. We need knowledge workers. We have about 60 workers, and 90% work in Addison. We have a few employees in Houston, southern Maryland and DC.
- Video production is our biggest opportunity right now.
- If the government would let us grow. We are on a freeze, but we own an empty lot.

### WHAT IS YOUR BIGGEST CHALLENGE IN YOUR BUSINESS RIGHT NOW OR WHAT DO YOU THINK IS THE NUMBER ONE THING THAT IS HOLDING YOU BACK? WHY?

*Most employers noted some aspect related to talent attraction as their greatest challenge. Also noted was the difficulty attracting clientele for events.*

#### Hospitality Industry

- It's difficult to keep bigger groups in Addison for off-site visits. If they do an activity or meal, they go to Top Golf or Legacy Hall where there are live bands. What is the city going to do to make Addison more hip and desirable?

#### Other Industries

- Growth, given the government restriction. Referrals from physicians to grow more ORS.
- It's difficult to find the right staff person for our business development.
- Clients are lacking the talent to do this kind of analytics.



# Stakeholder and Employer Input and Analysis

## Employer Interviews

### WHAT IS THE AVERAGE EMPLOYEE COMMUTING DISTANCE (ONE-WAY)? HOW FAR DO YOUR EMPLOYEES TYPICALLY COMMUTE FROM? WHAT FORM OF TRANSPORTATION DO YOUR EMPLOYEES UTILIZE (DRIVE, WALK, TRANSIT)?

*The average commuting distance was between 15 and 20 miles from Addison.*

#### Hospitality Industry

- The hourly staff all commute from less than 15 to 20 miles away, and many even walk. They live in apartments across the street, or down the road in Carrollton. We use contract labor and year-long students to work customer service. Middle management mostly lives within five miles of here, and executives live 10 to 15 miles from here.
- Most of the staff live a few miles away. Hourly and non-waitstaff live closer to the city, so Addison is at a crossroads. Servers want to live reasonably close to where they work.
- A majority of our staff commutes less than 12 miles, and a majority of them drive. A couple of people take the bus or ride bikes.

#### Other Industries

- We have employees living in North Dallas, as well as the northern and eastern suburbs of Dallas. The average commuting time is 20 to 45 minutes. We only have 5 employees in Addison, so commuting time is becoming more and more of an important issue. There is no one demographic here. We have young and old, multi-ethnic, multi-cultural, married and single employees. We have more men than women here, which is too common in technology.
- Our employees commute 20 up to 30 to 45 minutes. Some drive 1.5 hours each way. Patients come from out of state to come here.
- The average commuting distance for our employees is 20 to 30 minutes. Most of our employees drive to Addison Circle.

### WHAT IS THE AVERAGE EDUCATIONAL LEVEL OF YOUR EMPLOYEES?

*Average educational level of employees was mixed, ranging from high school to masters degrees.*

#### Hospitality Industry

- A majority of our staff are high school graduates. About half of the employees work here as their primary profession, and the other half are going to school for something else.

#### Other Industries

- A majority of our staff have a college degree.
- Our staff have masters degrees or above. We have a very robust internal training program since this area is so nascent. We offer 50 training sessions per year.
- Most employees are nurses.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### WHICH POSITIONS REQUIRE A CERTIFICATE/DEGREE BEYOND HIGH SCHOOL? ARE THOSE DEGREES OFFERED IN THE REGION? WHICH COLLEGES?

*Some employers noted specific semi-skilled or professional/technical positions that require a certificate or degree beyond high school. Colleges offering those degrees were mixed, with some being available in the region and others more difficult to find.*

#### Hospitality Industry

- None of our positions require a degree, but most of our employees have them. There are good schools in Frisco and Plano, and not so good schools in Dallas and Addison.

#### Other Industries

- We have a lien with Texas Workforce Grants, a mix of amazingly flexible yet bureaucratically convoluted. In Texas, if no one offers the curriculum you want, you can pitch your curriculum to an accredited school and the grant will be used to train people. There are no junior or community colleges that perform high enough to be included. We work with the University of Texas in Arlington, University of North Texas, and the University of Texas in Dallas. All three are full, and offer bachelors to doctorate level degrees. None do the grants.
- We have some going for their MBAs or want to go into nursing, or nurses who want to be PAS.
- Marketing positions require a degree. The University of North Texas has a great program for marketing.

### DO YOUR EMPLOYEES HAVE ACCESS TO HOUSING THAT MEETS THEIR LIFESTYLE NEEDS? WHAT PERCENTAGE OF YOUR WORKFORCE OWNS A HOME VS. RENTS?

*Access to housing was limiting for all age groups, from Millennials to elderly.*

#### Hospitality Industry

- There are plenty of apartments here. Frisco and Plano have bigger barriers. It's 30% harder to find people to work in those communities.

#### Other Industries

- Most of our employees do not live in Addison. They live in Uptown Dallas. Most rent or live with their parents.
- Rarely hear of people living in Addison. Carrollton is more affordable, as are Frisco, Plano, McKinney, Oak Cliff, etc.
- It's hard for employees to afford living in Addison. It's not a place for employees with kids.
- Our employees are electrical engineers, age range from 20s to 80s. For housing, starter housing and empty nester housing is hard to find. For transportation, it's not that good, excluding Dart corridors on 75, etc. (Dallas Central Community College). These issues are not bad but improving. Addison is in the middle of a public transportation desert.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### **WHAT AMENITIES DO YOU PROVIDE AT YOUR LOCATION TO SERVE YOUR EMPLOYEES? WHAT AMENITIES ARE LOCATED ON SITE/WITHIN YOUR BUILDING, AND DO YOUR EMPLOYEES UTILIZE THOSE AMENITIES?**

Amenities provided include free or reduced rate parking, cafés and coffee shops, events, great work spaces and culture, and access to pools and fitness centers.

#### **Hospitality Industry**

- We have a Starbucks, a resort-style pool with cool games, a top notch fitness center, concessions and a lounge.

#### **Other Industries**

- We provide a café, free parking, hospital week, an anniversary party and presents.
- We buy lunch for our employees once per week. We also have occasional happy hours and parties.
- We provide parking for electrical engineers. There is a shortage of covered parking. We can provide it for half.
- We provide a great physical space to work in. We don't offer remote working, so everyone comes into the office to work. But we have a great work culture here.

### **DOES THE AREA IN WHICH YOUR OFFICE IS LOCATED SERVE THE NEEDS OF YOUR EMPLOYEES IN TERMS OF QUALITY OF PLACE, RANGE OF AMENITIES, SERVICES AND OTHER DESIRED USES (I.E. BEFORE WORK, LUNCH TIME, AFTER WORK)? WHAT WOULD YOU LIKE TO SEE ADDED TO MEET THOSE NEEDS, IF MISSING TODAY?**

*Most of the needs provided centered around dining options.*

#### **All Industries**

- There are lots of options for lunch. After work, they want to go to cooler spots, including in Addison.
- We rarely go out to lunch because we only have 30 minutes to eat.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### **DOES ADDISON PROVIDE ENVIRONMENTS TO MEET PEOPLE AND INTERACT SOCIALLY? NETWORKING AND BUSINESS RELATED?**

*Several respondents noted the local Chambers offering networking and social events.*

#### **All Industries**

- Sure.
- There are a large variety of private schools here that are reasonably affordable. Plano is better and McKinney.
- Yes, via the Metrocrest Chamber and North Dallas Chamber. Otherwise, I'm not really sure what the demographics are.

### **WHAT WOULD PROVIDE YOU A “LEG UP” IN HIRING AND RETAINING TALENT, AND HOW DOES THE TOWN COMPARE WITH OTHER LOCATIONS WITHIN THE REGION IN TERMS OF ATTRACTING QUALIFIED EMPLOYEES?**

*Special perks, like full-service health club memberships and event tickets, were mentioned, as well as improving the reputation of the area from old and outdate to young and vibrant would help attract talent.*

#### **Hospitality Industry**

- When employment is less than 4%, we are constantly worrying about who is going to work here. We have had to raise wages in the last 12 months for certain positions, and even provide transportation. People need to see this area as more vibrant and hip, instead of it's reputation as being dated and older here. There are lots of parts of Addison that are not walkable. We need light rail going up the tollway to downtown. Maybe an Addison Trolley to roll around key parts of the city would help too.

#### **Other Industries**

- There are only 15,000 residents but lots of people who work here. Maybe full-service health clubs that ERS could get at a discount. Taste of Addison tickets from Orlando for staff was greatly appreciated by staff.
- We are so fortunate to be in Addison. This is the best kept secret of the Metroplex. For events, we support Kaboom Fest and other festivals.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### HOW WOULD YOU RATE THE AVAILABILITY OF WORKERS IN THIS AREA, ON A SCALE FROM 1 TO 5, WITH 5 BEING THE BEST?

*The average rate of availability of workers in the area was 3.2.*

#### Hospitality Industry

- 3.5 to 3.75
- When circumstances are normal: Plano or Frisco – 3 and Addison – 5, but now: Plano or Frisco - 1 (due to immigration and growth) and Addison - 3

#### Other Industries

- 2 Tight
- 4 We can feed off of great big companies like TI and Raytheon.
- 3 or 4 We have never heard anyone say it's too far, no housing.

### WHAT ARE THE HARDEST JOBS FOR YOU TO FILL? WHICH POSITIONS WILL YOU NEED EVEN MORE OF IN THE FUTURE?

*Many employers noted skilled and semi-skilled workers as being difficult to find.*

#### Hospitality Industry

- Everything (in Addison and Frisco/Plano)
- Servers make good money here. Hostesses, line cooks, and dishwashers all want to become servers and make more. Lots of construction and other jobs are competing for this talent. We had an entry level sous chef position open for 8 weeks (which is an incredibly long time) before we found someone.

#### Other Industries

- Business Development and Sales are hard to find. People with general people skills, like how to act in front of a client
- We do better at entry level. It's harder to get someone with project management and leadership skills.
- Food and Environmental Services uses are hardest to find. Janie King and Morrison's are our contractors.
- We hire all types of engineers (IOS, JAVA, Android, etc.), designers (who work on customer interface and experience issues), quality assurance, sales, account manager, legal and more.



# Stakeholder and Employer Input and Analysis

## Employer Interviews

### **DESCRIBE YOUR RECRUITMENT PROCESS. HOW EASY IS IT TO RECRUIT EMPLOYEES FROM OUTSIDE THE REGION? WHY? HOW DO YOU RECRUIT FROM OUTSIDE OF THE REGION?**

*Employers noted some difficulties in recruiting talent, especially due to lack of housing.*

#### **Hospitality Industry**

- We use craigslist and LinkedIn to reach out to people. It's very important to have consistent hours for income. We are established and can offer this.
- We recruit contract workers with J1 visas for some of our positions. Millennials want to start out at management, not entry-level.

#### **Other Industries**

- We recruit from within the region using LinkedIn and Zip Recruiter. People are not loyal.
- We recruit nationally. Someone relocating from California has no problem, but smaller homes are hard to find.
- Sometimes we have to use an agency to find CNAs, but lots are industry specific versus our organization.
- When we lose talent, we lose it to Silicon Valley, Austin, and Denver. The ones that leave for California often want to come back because it's too expensive there.

### **ARE THERE ANY BARRIERS TO RECRUITING TALENT FROM A COMMUNITY PERSPECTIVE?**

*Employers that noted barriers to recruitment, typically noted issues with finding adequate housing.*

#### **Hospitality Industry**

- Housing costs in this town are going crazy. One of our cooks moved from a two-bedroom to a one-bedroom to save \$350 per month. The new way to price apartments is based on surge pricing, so the rental rates can go up and down based on demand.

#### **Other Industries**

- No barriers. Everyone likes Addison Circle within Addison, and prospects like it.
- Senior housing is available, but located way out. There are quite a few apartments around. Many will rent until they find a house.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### FROM YOUR PERSPECTIVE, WOULD YOU SAY YOUR COMPANY IS A PREFERRED EMPLOYER, COMPETITIVE, OR BELOW MARKET RATE? WHY?

*Most employers indicated being preferred employers due to their ability to pay more in their industry and the lack of companies in their industry in the region.*

#### Hospitality Industry

- We're a preferred employer among businesses in our industry because our workers can earn more and we are more established than other businesses.
- We are a preferred employer because there are limited businesses in our industry.

#### Other Industries

- We are below market rate. We compete with OmniCom, Publicis, etc. in NYC.
- We are a preferred employer

### HOW WOULD YOU RATE THE WORK ETHIC OF YOUR EMPLOYEES, ON A SCALE FROM 1 TO 5, WITH 5 BEING THE BEST?

*The average rate of employees work ethic was 4.25.*

#### Hospitality Industry

- 4.5
- 5. For the most part, people from here have less of a work ethic versus people not from here that want to work.
- 8 out of 10. We are ranked really high with staff service in comparison with our sister businesses.

#### Other Industries

- 3. It's a Millennial thing that is not unique to this company or Addison.
- 5. All of our employees are salaried. I've always like the Texas workforce.
- 4. The previous CEO implemented a pledge to each and every patient and guest that they will have a personable, pleasurable, positive experience here.



# Stakeholder and Employer Input and Analysis

## Employer Interviews

### DO YOU HAVE ANY ISSUES WITH TURNOVER, ABSENTEEISM RATES, DRUGS, OR OTHER ISSUES IN YOUR WORKFORCE?

*Employers most often noted issues with turnover and differing expectations of Millennials for job advancement than what employers are providing.*

#### Hospitality Industry

- No issues really
- The higher end restaurants have less turnover. It's harder now.
- We don't have drug issues here. Millennials want to see progress within a year, so I'm trying to groom employees to prevent turnover.

#### Other Industries

- Turnover, yes. Absenteeism, no. Drugs, years ago, yes. Today, it's just the creatives on Adderall.
- No issues
- We don't have these issues. We went from 16 to 20% turnover down to 11%.

### DO YOU CURRENTLY WORK WITH ANY LOCAL EDUCATIONAL INSTITUTIONS ON TRAINING PROGRAMS OR DO YOU PRIMARILY TRAIN IN-HOUSE?

*Most employers did not note having relationships with educational institutions for training programs.*

#### All Industries

- We have a relationship with University of North Texas. We present at their job fairs.
- We don't.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### **COSTS OF DOING BUSINESS IN THE REGION COMPARED TO OTHER BUSINESS UNITS:**

*Costs were overall competitive in the Town of Addison compared to Dallas or Frisco, with most noting occupancy as the largest costs for their company.*

#### **Hospitality Industry**

##### **Labor**

- Competitive
- Competitive
- High

##### **Utilities**

- Competitive
- Competitive
- Competitive

##### **Taxes**

- Competitive
- Competitive
- Competitive

##### **Occupancy**

- Low. Dallas has been cheaper than other places.
- Low
- Low. Did a lot of analysis on how to be more efficient with space

##### **Distribution**

- NA
- NA
- NA

#### **Other Industries**

##### **Labor**

- Competitive. Robert Half's creative circle, a little less than average.
- Competitive. Stay-Go, didn't lose many at all.

##### **Utilities**

- High A/C and internet
- Competitive

##### **Taxes**

- Competitive. Property taxes a little high, but evens out with no income tax.
- Competitive

##### **Occupancy**

- Low
- Competitive
- High

##### **Distribution**

- NA
- NA

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### **HAS YOUR COMPANY EVER EXPERIENCED ANY ISSUES WITH REGARDS TO THE REGULATORY ENVIRONMENT (PERMITTING, ZONING, ETC.) AT THE STATE OR LOCAL LEVEL?**

*Employers that responded to the question tended to note the positive aspects of working at the local level with regards to regulatory issues.*

#### **Hospitality Industry**

- Not really
- No. It's easy to work with the police department, city, and others. They are all very supportive.

#### **Other Industries**

- No
- No issues. We would call Orlando, Stacy Love, the fire chief, etc.
- Addison is more business friendly than Plano. Back in the day, they figured out how to get liquor licenses and learned how to be a good host for businesses. For example, the fire inspector is fully empowered to evaluate, prescribe what to improve and schedule a return to check for compliance. Versus Plano, where the guy who is the authority sees a minor infraction, fines the business and gives no notice of when their return visit to check for compliance will be.

### **DO YOU KNOW OF ANY INCENTIVES THAT YOUR COMPANY HAS TAKEN ADVANTAGE OF? WHAT PROGRAMS WERE THOSE? STATE OR LOCAL?**

*None of the employers responding to this question noted state programs they had taken advantage of, while several noted local incentives.*

#### **Hospitality Industry**

- The Town of Addison needs more money to support the three full-service hotels.

#### **Other Industries**

- We tried but walked away.
- No, the cities focus is on new construction. We renewed our lease a few months ago, and heard consistently from realtors and property owners that Addison is better for building inspectors.
- Both Plano and Addison offered us competitive incentives. The big draw is to eat and play outside your front door of the offices.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### IF YOU WERE GOING TO BRAG ABOUT THE TOWN OF ADDISON TO A FRIEND, WHAT WOULD YOU TELL THEM?

*Most employers noted the restaurants within Addison, the central location of Addison within the Dallas-Fort Worth region, events, business-friendliness, and police presence.*

#### **Hospitality Industry**

- As a resident, there is great police presence and the neighborhood is tucked away. Things get done there. As a business owner, it's easy to do business, I know the people at the Town, and it's small.
- I would tell my friend that there are over 180 restaurant options and events throughout the year, like Oktoberfest and Taste of Addison. There's also Vitruvian Park.

#### **Other Industries**

- Addison is the most fun you can have in 4 square miles.
- Addison has a central location with great access. It's urban, so all the mobile apps work here (i.e., food, business, delivery, etc.). There are lots of events. And it's close to everything, like 20 minutes to the airports. There are good office facilities to choose from.
- We have 180 bars and restaurants in 4 square miles. This is a great location.
- 1) The restaurants and how easy it is to eat anything. 2) Business-friendliness and the incentives given to be here (e.g., favors business partners, and knows the mayor).

# Stakeholder and Employer Input and Analysis

## Employer Interviews

IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)

*Addison was most noted as being friendly, professional, forward-thinking and welcoming.*

### Hospitality Industry

positive cuisine  
friendly live-music  
proactive progressive dated  
interesting young-adult  
small-town-feel busy youthful  
need-bigger-ambitions fun  
old outgoing walkable  
clean

### Other Industries

diverse  
educated  
open-for-business  
welcoming  
aggressive  
centrally-located  
accessible  
artistic  
friendly  
creative  
polished  
ever-evolving adventurous  
accommodating unique  
easy-to-do-business-with  
forward-thinking  
professional  
eclectic approachable  
appetizing

*Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.*

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### HOW DOES THE TOWN OF ADDISON FIT WITHIN THE CONTEXT OF THE GREATER DALLAS-FT. WORTH AREA? WHAT IS ITS UNIQUE IDENTITY?

*Respondents most often noted the identity of Addison in relation to its location and age, as a centrally-located younger sibling or older uncle.*

#### **Hospitality Industry**

- Addison is a suburb and it's central. You can be anywhere in 15 to 20 minutes.
- Frisco is for families, Addison is the young adult with the vibe of an older brother, Frisco and Plano are young up and comers, and downtown Dallas-Fort Worth is the patriarch.

#### **Other Industries**

- Frisco is the 28 year-old who is the young buck everyone loves and loves to hate because they are really successful. Frisco is the fastest growing town in the US (the growth is staggering). Plano is the 40 year-old, hardworking, make your money kind of town. Addison is the uncle; steady, always there, and always liked him but always surprised when they speak wisdom. And Dallas is the 60 year-old man looking for the young, hot girl; has had a good life but wants to go younger.
- A little town surrounded by big giants. Addison is the little sibling that wants to play with the big ones. Plano is middle-aged; sleepy, but steady. Frisco is a little younger and more aggressive than Plano, about 10 years behind Plano. Dallas is in search of it's identity; plastic, fake and full of \$3000/month millionaires.
- Addison is perfect. It is the filet mignon of Dallas, the perfect cut, close enough to Dallas but far away.



# Stakeholder and Employer Input and Analysis

## Employer Interviews

### HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE?

*The evolutions mentioned include restaurants, redevelopments, and increased office space.*

#### **Hospitality Industry**

- Addison has grown more in terms of restaurants and redevelopments. As a resident, the offices are ugly. They wanted to turn them into nursing homes, so the city listened and voted it down.
- Not very much has changed. Not as much as it needs to. More Ida Claire's. It's difficult to get across the intersection. Everyone else is moving forward, faster and better.

#### **Other Industries**

- Not sure it has evolved.
- The Town has shifted to more office space than town, and there are a lot more rooms (i.e., hotels, houses, and apartments).
- Sacowitz (Village on the Parkway) is a well-done redevelopment. Legacy is really nice. The disadvantage is staggering growth and the driving will be terrible.
- It seems to have woken up. It has a catchier look, more energy, and it's starting to tell its own story. Like getting DART connected. Brought in quantity, but not stuffed to the gills.



# Stakeholder and Employer Input and Analysis

## Employer Interviews

### WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY? WHERE COULD THE TOWN OF ADDISON DO BETTER?

*Some improvements suggested include public transportation, mobility and walkability, and housing and multi-use space buildings.*

#### **Hospitality Industry**

- We need to build more owner-occupied housing instead of rentals, and maybe build a bridge over the tollway so the area is more pedestrian-friendly. I was not familiar with the DART project, until you told me.
- I would like to see easier, pedestrian-friendly access to the villages, like Legacy.

#### **Other Industries**

- Maybe cover up the tollway with a grassy park like Clyde Warren Park downtown. This would physically bridge people.
- Addison is not walkable. There is no mobility around town. Traffic sucks here and it will only get worse with Toyota. We need food trucks coming out to the office tower area. They could be rotated around. Otherwise, we'll lose workers for 1.5 hours to restaurants with using cars and having to find parking. We could use a walking bridge over the tollway because it's very dangerous right now. And better public transportation. A Tesla super charging station would be nice, and would be the first in the Dallas area. We need service road access along the tollway to relieve some of the congestion. It's dangerous at times, with slow traffic getting off and on. The hotels are ok, but they're nothing sexy. We could use something with more appeal.
- It's not clear what their strategic objectives are. Possibly attracting more business? But the community does a great job (i.e., lots of festivals, fireworks, etc.)
- Someday, we will want light rail in here. That will help. Addison is pretty good at supporting business-to-consumer companies, but could do better at business-to-business support (e.g., no networking for companies like mine).
- Redevelopment just south of the village, sort of like Legacy with some midrise offices and Addison Circle like housing. Live entertainment would be nice. But we'd be competing with multi-use spaces of the future, and Addison doesn't play there.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

### IF THE TOWN OF ADDISON COULD DO ONE THING DIFFERENTLY TO HELP EXISTING BUSINESSES, WHAT WOULD IT BE?

*Employers suggested a variety of things that could help existing businesses, with some relating to permitting, attracting people to the area, and networking events.*

#### **Hospitality Industry**

- I would like smoking in bars to be banned. It's currently grandfathered in in some places (like Karaoke). I would also like to see events during the week for leisure guests to come here during the week, like team-building type activities, music, and places for off-sites.
- Maybe more networking opportunities.
- Competing cities are coming up with things that draw lots of people, like The Star in Frisco, Nebraska Furniture Mart in The Colony, the City of Irving's Music Factory development, and Legacy West retail and restaurant area of Plano. Frisco also has a major sports and concert arena.
- I'm happy here as a business owner and a resident. There are no schools here, just private schools. There is a great police presence.

#### **Other Industries**

- Very broad. Multi-use experience which will have an indirect effect on us.
- Addison, in general, has fair permitting, but recently, it was slow. And it could add a charging station for cars.

# Stakeholder and Employer Input and Analysis

## Employer Interviews

**BASED ON THE ASSETS THAT EXIST HERE, WHAT INDUSTRY, TYPES OF BUSINESSES OR SPECIFIC COMPANIES DO YOU THINK WOULD BE A GOOD FIT FOR THE REGION? WHY?**

*Employers noted more knowledge-oriented, service businesses as being a good fit for Addison.*

### **Hospitality Industry**

- JP Morgan is a loss. This is known as the technology corridor. It's centrally located in North Dallas.

### **Other Industries**

- I would love for Addison to be the Plano of the North. They have 10 or 12 Fortune 500 companies (Mary Kay, Rent-a-Center, JCP, Toyota, Frito-Lay, etc.) Like a name brand would be cool. Frisco just got Dallas Cowboys HQ. AT&T is in Dallas.
- Rooftop bars and boutique destination hotels would do well here. People can work and play here, but they don't live here. They can't afford to because there are not enough realistic choices. People probably would live here if they could.
- Service. Not manufacturing.
- Knowledge pool is technology and business knowledge workers (law, banking, accounting). Some clients come into Addison airport every once in a while, but could come into Love Field or Dallas- Fort Worth.
- Mid-size, service-oriented businesses (office) with 50 to 500 employees.

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviewees

NAME	TITLE	ORGANIZATION
STAKEHOLDERS		
Trey Bowles	Co-Founder	Dallas Innovation Alliance
Tracy Eubanks	CEO	Metrocrest Services
Katherine Wheeler	Chair	Planning & Zoning, Town of Addison
Charles Goff	Assistant Director	
Joe Chow	Mayor	Town of Addison
Wes Pierson	City Manager	
Paul Walden	Councilman	
Lori Ward	Councilperson	
Tom Braun	Councilman	
Guillermo Quintanilla	Councilman	
Ivan Hughes	Councilman	
Marlin Willesen	Councilman	

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

IF THE TOWN OF ADDISON WERE A PERSON, WHAT ARE FIVE ADJECTIVES YOU WOULD USE TO DESCRIBE THAT PERSON? (MEAN, FRIENDLY, CONSERVATIVE, PROGRESSIVE, OLD-FASHIONED, MODERN, STRONG, WEAK, FORWARD-THINKING, SHORT-SIGHTED)



*Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.*

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE?

- In the old days, the only reason to come was drinks. Over the last ten years, under Orlando, there is more focus on Class A office and marketing of that space. Addison is a place where you'd want to live, whereas in old days, why would you live in Addison? There have been changes with residential parts of town. A place like Uptown, especially over last 5 years, with enough of Vitruvian.
- Addison has gotten more dense. It's a mixed bag. I was on planning and zoning and now on council and voted for some multi-family, but not for others. There are more millennials, but not terribly visible. Addison has "zones". For example, at the Athletic center, the time of day you go shapes different perceptions of Addison. In the morning, there are lots of retirees. Larger zero lot line neighborhood is the wealthiest just east, and there are concentrated zones for multifamily. Each of those areas have different mini neighborhoods with their own personalities.
- I almost moved to Plano instead of Addison. We had a location downtown and had no signups. People didn't want to go downtown, as they were in far north Dallas. We learned that we needed a location in north Texas.
- North Texas experienced a population boom. Being in the sweet spot, we have been right there.
- Addison is still adjusting to the loss of liquor stores and the effect on restaurants, but now everyone's going north. Frisco has the shopping, restaurants, and new housing at different price scales. In Addison, schools are an issue. It has been at status quo; not negative, but other cities have caught up. Addison is less progressive about development (i.e. liquor stores, Addison Circle, no longer distinguishes the area. We are at a precipice; what do we want to be in the future? Do we want status quo or grow and evolve? As the population has aged, Addison has been more resistance to change. It can't stay same and keep the quality we are used to. The most contentious rezoning was Addison Grove. There was an issue with office development. They are trying to push toward more urban and walkable areas. They say we want tilt wall and surface parking. Especially with offices here that can provide lower rents. How can I build as cheap as possible?
- Smoking hasn't been banned anywhere here. Economic development is the most important driver. Residents here are very proud. We are willing to pay the price for our children and our grandchildren.
- The real evolution was in '90s when Addison Circle was developed. The inner-ring suburb had been in infill mode for some time. We were the beneficiary of alcohol row and now we need to reinvent ourselves again. Not much has changed over last ten years, and that's why we are here. Market and reputation.
- There has been a lack of progress and too much repetition. It has gotten harder to do business, planning and opening up. Addison is stagnant.



# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### HOW DOES THE TOWN OF ADDISON FIT WITHIN THE CONTEXT OF THE GREATER DALLAS-FORT WORTH AREA? WHAT IS ITS UNIQUE IDENTITY?

- Addison thinks within the local region and that other communities are great partners. We have shared services (i.e., dispatch, fleet management etc.) The reps from Cities generally get along well. Addison a great team player and is seen as unique in the smaller region as “entertainment community”. Addison is the place to go eat. With Vitruvian, mixed-use developments and the Circle, Addison attracts those who are looking to downsize and have more of a downtown lifestyle. We are seeing more downsizers and young professionals. In broader sense, economic development is seen as a great competitor for office space.
- There are different answers for residents versus businesses. For residents, it provides a great location, fabulous services, and approachable public servants (elected, staff). It's size makes it appropriate. Millennials are looking for something different. It's multi-family heavy and has all the amenities. For businesses, it provides a great location, the ability to recruit workers, lots of amenities, and city staff that are good to work with.
- Addison is the best place in Texas to start a business, according to Nerd Wallet. It has all the assets needed to promote and serve business, but is very flexible. Addison is a big enough, but not huge city. There are still many companies that want space here.
- It's a little oasis. It's a great, big city but with a real town feel. Whomever you are in the community, your voice can be heard. Campaigns are door-to-door, giving out phone and email, communications and connection.
- This is a restaurant town because it's always had latest and greatest. That is no longer the case. It's not the hot new destination anymore. Addison is a good place for business, and for start ups.
- Addison has been the first-ring destination for festivals, restaurants, etc. But the north side of Dallas has just grown like crazy and now we compete for entertainment, business, etc. For a while, the Town was trying to clamp down on building more apartment. Land limits us. Our only option is to redevelop old retail, apartments, etc. No more single-family housing (need higher density). 90% of our revenue comes from businesses that are located in the Town. We don't have the half-cent sales tax for Economic Development because we gave our half-cent sales tax to DART instead. That could be our advantage if we can leverage it. Amazon's finalist location in Dallas is a stone's throw from Addison (to the southeast). Transportation is one of the things they are looking at pretty closely.
- Addison has been a leader in many ways: Liquor (Addison was one of the first municipalities to legalize it) , Innovation partnership (such as the P3 used for Addison Circle) and Special events.
- Addison is an entertainment hub, building off restaurants. It's a corporate center, an urban center, and has The Circle.



# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS?

- Class A Office users, and companies focused on tech and health. Addison has culture to attract those companies, with a fun place, young workforce driven industries, and walkability (which is a huge piece for that young workforce).
- Location, access to tolls, geographic location, a town that is committed to business, and no schools and other overhead. Addison is a great place for business and leisure. Addison has “all the restaurants and all the bars, it’s great” but also has business amenities. There are also great festivals, like Kaboomtown and Oktoberfest. Addison could do more events that engage the businesses and local community, maybe with a philanthropic bent. Or do something around the airport. The Village development has been great. People don’t recognize the value of walkability yet (or in Dallas in general).
- Geographic location next to the North Dallas Expressway. The Belt Line is like main street. Addison has a top general aviation airport, and the Cotton Belt corridor, which will help expand connectivity in next 5-6 years when we need it most. Addison will flex its muscles when others struggle because of connectivity, including areas outside of the Town.
- Central location, especially with growth north. “We are at the 50 yard line of the growth”. Addison can be a hub for commerce in the region, it has a little bit of everything. Spectrum of housing options, an airport, industrial and office options. It’s a microcosm of larger city. It needs to better leverage the positives in the city, fire and police.
- Excellent location, airport and it’s oil and gas that is driving its growth. The town is expanding customs out there. Addison is an Art Town. For example, there are blue prints, that the Arbor Foundation heads up. The Athletic Club, with it’s \$10 lifetime membership if you are a resident. They have been trying to promote this.
- Airport, which is a big driver for business, that four hundred private jets call home.
- Key Strengths: The airport and its central north Dallas location, which feed on each other (the combination of these two assets is fairly unique); and the special events (that are sustainable, competitive and others can’t duplicate easily).
- Airport, it’s location between downtown and Frisco as high growth area, the tollway, opportunity to connect and mobility (but getting harder).
- Loyal and experienced staff, location and convenience, the “Downtown of North North Dallas”, connected with the Tollway, close to 190 and 635, and the low taxes.

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### WHICH INDUSTRIES OR CLUSTERS DO YOU THINK THE TOWN OF ADDISON IS, OR COULD BE COMPETITIVE IN? WHY?

- Clean, safe, and higher income industries. It has gone after IT, historically, but really fits that mold.
- Trusts Orlando and his team to that. Tech is exploding. Can always do more high tech high growth industry.
- Orlando done good job at tech and creative plus healthcare. Is there a destination that could be created (like the Music Factory; Arlington will have video game arena), possibly by Inwood? Something to draw people at night and weekends. How do we get to be a selfie capital or where lots of YouTube videos are made? Studios? Convention space?
- Restaurant and clubs/sports bars. I can feel the competition of late and restaurants are beginning to go under. Restaurants need to change, convert, remodel for new trends. Insurance and financial Institutions (USAA and others, 8 total).

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### IF YOU WERE GOING TO BRAG ABOUT THE TOWN OF ADDISON TO A FRIEND, WHAT WOULD YOU TELL THEM?

- Addison is shiny and fun. Its newness, even though it's an older community. It's a great place to visit. It's like someone to party with. How does Addison measure success, especially without much residential growth potential?
- Depends who I'm talking to. Addison has amazing parks, a small town feel, and friendly residents. There are more restaurants than you can even go to; it's the restaurant capital of U.S. (I would love to see them market this better, but I have heard that we're afraid that we can't prove it, but we need to run with something unless someone shows otherwise)

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY? WHERE COULD THE TOWN OF ADDISON DO BETTER?

- Homelessness is suddenly an issue including in Addison Circle. Continuity and positivity in the political realm. Regain momentum. Need innovation across community. Economic development re: incentives and business attraction in light of being DART. Leverage existing assets (physical, companies, resources), but the only time people hear about it is big events like Kaboomtown; especially messaging to end users and people who aren't in the know. Businesses that may want to move here, that come here to eat but don't know about office opportunities. Where are businesses coming from? Where should they? Everyone with a business in this area should know that Addison would love to have them.
- Transportation is #1. It is a strategic advantage but could be less appealing if Addison doesn't become more walkable. Must be vigilant in terms of congestion, issues with parking, and traffic flow. "Our vibe" is #2. The city needs a facelift. It's known as the restaurant area, and there are high expectations for how it looks. We need to make sure it continues and how to encourage it.
- Redevelopment focus. There are 43 town buildings (22 on airport) (see list). Outdated facilities, including ADA compliance issues. Is it the best use of land? Can they be consolidated? Higher and better use of land including economic development. Can channel new civic center in middle of town off Inwood and Belt Line. Moving to and moving from. Town owned land around Cotton Belt and committee is working with consultants under Lisa to come up with vision, which is the next big thing. Southeast portion of airport and everything connected along Cotton Belt corridor.
- Need to "tell our story" better. Orlando does good job, but need clear policy direction through plans like this economic development update. Need to have clear direction of type of development that would be desired and supported to give. Need policy direction to inform specific development sites. Need to educate people who get here; in order for us to get where want to go, how do we tell the residents and get everyone on the same page? Idea is take more place-based approach. If we want to the benefits of strong commercial sector, we have to accept some of the consequences (and have it as a positive). Tell the story of density –not we don't want 'those people'. No public schools can be a deterrent.
- In an area constrained by geography (land) to ensure that we are not an afterthought. Wants a crystal clear vision of who we are and who we want to be (i.e., match those with opportunities) and send the message to the region/nation that this is the place where talented people grow.
- Better job of branding their art world - Arbor Foundation a great job with public art (13 pieces with more under construction). Need to foster mobility options with walking, biking etc. Going to spend \$2 million on Midway Road for path from Spring Valley to bridge to Addison Circle for multi-modal path, including landscaping, especially to cover for the heat. Foster walkability. Identify themselves as something and being the most walkable city in North Texas.

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

**HOW WOULD YOU RATE THE TOWN OF ADDISON AND ITS STAKEHOLDERS ON ALIGNMENT, ON A SCALE FROM 1 TO 5, WITH 5 BEING THE BEST? (E.G., HOW DOES THE COUNTY GET ALONG WITH THE CITIES? OTHER GROUPS, NON-PROFITS, UTILITIES, ETC.)**

- 4.5 – It's excellent. There are so many choices, and with so many options we need to be competitive. Alternate to regional transportation council, COG (Council of Regional Gov'ts) and RTC in particular is great.
- I have some concerns regarding the recent issues with farmers branch.

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

**HOW WOULD YOU RATE THE AREA ON THINKING REGIONALLY, ON A SCALE FROM 1 TO 5, WITH 5 BEING THE BEST? (E.G. DO LEADERS AND COMMUNITY STAKEHOLDERS TEND TO THINK MORE NARROWLY ON OPPORTUNITIES AVAILABLE OR DO THEY TAKE A BROADER PERSPECTIVE LIKE THE NEXT COUNTY OVER?)**

- There is still the issue of Frisco poaching, using the discretionary dollars.



# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### WHAT DO YOU SEE AS THE TOWN OF ADDISON'S SINGLE GREATEST OPPORTUNITY FOR GROWTH? WHAT WOULD GIVE YOU A LEG UP TO HIRE TALENT?

- Most people in Addison make a higher wage, though service people will make lower (and likely don't live here). High skill level jobs are growing. Low skill jobs are also growing and helping to supplement lack of mid-skill workers. How do we attract more middle skill people? How do we prepare them? Move someone from \$15-20 to \$30 an hour (certification, skills, training, trades)? We're missing that middle.
- Look for something ala village, by the burned hotel. It's easier to do bigger sometimes than smaller. Inwood could be a master developed space. Organic small scale, help individual businesses, more incentives for small businesses (face lift idea). Addison is in a redevelopment phase.
- Access to downtown. Young people want to live in urban metro areas (not Addison). Most 35 year old people want to live in Plano and work in Addison.
- Cotton Belt corridor and surrounding area. 14555 completion and all three buildings are leased. Parcels along the tollway.
- Studied Belt Line a lot, but it's the main corridor. Lot of aging, single story residential will be opportunities but also challenge. Possibly look at northside where it doesn't back to single family home. Housing policy of only building residential when adjacent to existing neighborhoods, but need to start putting puzzle pieces together. Maybe residential starts as an island, but then grows around it. Make itself sexy again.
- Thoughts on economic development: Businesses feed retail. Night suffers a little bit because workers leave. We need a draw for weeknight evenings to keep people here, such as Arlington's Ball Park, Irving's Convention Center, or Frisco's Star Park. We need to provide some entertainment options here, too. Frisco and Plano are the new shiny penny. It's nice. Don't know where we could do something. Maybe at the airport?
- DART and Cotton Belt
- Airport which is not leveraged properly and physical improvements. Select an FBO and have some independence at Town level from decision making at Airport. Can attract companies with a lot of travel, especially of C-suite.



# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### WHAT DO YOU SEE AS THE TOWN OF ADDISON'S SINGLE GREATEST CHALLENGE?

- Complacency. There is a sense of urgency in communities around Addison... lots of green space elsewhere, but we're nearly fully built out. We must pay attention to help the area remain competitive for restaurants. Not nearly walkable enough and not enough of it in the master transportation plan. Things take so long (i.e. repaving roads etc.), so if we don't have a lot of urgency, instead of 5 years, it's a decade. Long haul biking is an opportunity to get to Cotton Belt and trails and link into the master trails. Intra city biking is tougher. Walking/biking is not the issue at tollway, it's the stop lights that's the real issue. Need to have people get on bikes and get around, even council, P&Z and staff can rent bikes and go around.
- Lack of loyalty to a city (though most "graduates" of the center have stayed in Addison). The specific location is hard to find. Would prefer to have a location near the walkable node (few restaurants can be walked to). Driving to food can work here, but if you can walk to several it would be really helpful. Can nodes be created to foster this? They did pedestrian tracking in West End to see when people were in at different times, and the restaurants adjusted specials. Within a year, they saw 20% growth in revenue. Lack of experienced entrepreneurs in DFW region.
- Redeveloping apartments on one corner of Marsh Lane and Spring Valley; the ones not in the master plan. Similar on northern part of town.
- Better leverage existing assets. Become more difficult to get entitlements and approvals. Some is a workload issue at staff level. Used to be able to get same day inspections but now next day or two days. Do a better job than most cities to break down silos and know everyone, but struggle. Addison needs a vision that everyone can get behind. Community support. Elected support. Then staff support. May need to re-establish vision (it had a vision but it's matured.) Need visioning exercise to go beyond our 2020 and 2030 visions and create one for 2040. Those were very high level but ties to immediate needs and policies. Used to be only game in town for events, but competition has really increased. Must find ways to differentiate moving forward.
- The town owns very little land. They didn't own any of the Vitruvian development or Villages on the Parkway, but they were able to help shape those pretty well. With the Vitruvian, on the southwest side of town, that had been our trouble area with a little higher crime. There were nine different apartment buildings down there. The developer made individual deals with each of the nine properties, unbeknownst to the others, and closed on them all the same day. And then took on the redevelopment of that whole area. There is very little land that is greenfield: The area called the "Inward Road Triangle" where many of the package liquor stores are currently located. (Note, I think I heard that this area is also low-lying (flood question) and also something about the sewer having to be added since Addison got into a tussle with the community to the south that had been supplying sewer and that city cancelled the arrangement.) Around Mary Kay headquarters just west of the tollway. He heard a rumor that Mary Kay's son (Richard?) who had for years not shown interest in developing or selling anything may now be interested in doing so. Just south of the proposed DART circle.
- As DART member, we don't have the additional financials for incentives.

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### WHAT IS ONE PROGRAM, PRIORITY, OR IMPROVEMENT THAT THE TOWN OF ADDISON CURRENTLY DOES NOT HAVE THAT YOU THINK IT SHOULD?

- Walkway over the tollway to connect to points east that is not encumbered. Connect to village on the parkway. Great to have that walkability. Need more being done for hotels. Walkable includes a lot of people that don't live here. Focus on the mid-range hotels (although that's what most are). Is Addison as competitive in tourism, especially for conferences? If not, is it meeting space, number of rooms, proximity to venues? You can walk from Renaissance to the Circle, whereas you can't from Crown Plaza. Many people stay here as central base camp, but maybe more rooms and meeting space. Improve nighttime. Stayed for restaurants, bars. At events, there could be food trucks in Addison Circle and Vitruvian. Market the smaller events effectively to the people who are here. Is there a central approach to doing that? Restaurants do keep people here. Generally has housing right for business, but there is a lack of affordability. This is the biggest strategic issue for Metrocrest. Carrollton/Farmers Branch ISD have lost population of late because people can't afford to live here. But it's a regional issue. How do you implement an area to build an apartment complex but require a certain percentage to be affordable? What makes a great community is everyone has opportunity to live there and is diverse including economic/income. Most are very segregated by income and less opportunities for low income.
- How do we build on natural advantages, rather than start something new? What are those advantages? The airport, such as leveraging it for Kaboom town, but so unique. Locational advantage, especially once the Cotton Belt is in. Tollway and Cotton Belt are not too far west of central, so how do we leverage? Mentioned Vitruvian lights as a draw. Build on Oktoberfest, lights, and events. Economic growth opportunity: how do we get people out of the office to eat in Addison? Is there any data to show the demographics of the people who actually do go? Way to help reinforce existing businesses. Where do the office workers go? Want them in Addison and close to them. How to get people and where they want to go / what they want closer and easier?
- More embedded, mixed-use environment
- Schools. Perception that the schools are not as high quality. Would like to better market on website with a map and filters through a GUI where a parent can look at both public and private options including gender based, faith based, budget, etc. Amazing private schools, but it's not being highlighted. Just the two great ones in Addison, and people get the mindset on the Addison area that it's not just Addison. It extends beyond just school.
- Visioning process. Need to be more proactive with where they want to go. Needs to be conversation about future of Addison and then talk about where to get there. Senior Living place as people age but had been resistance with density and form (possibly on the Treehouse site). Retail has been a big struggle overall, including in the Circle. Great lunchtime business, but they struggle nights and weekends, especially for not top tier. Not enough people at night and weekends. People want upscale experiential but lack of understanding of need for market support.

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

### **DOES THE TOWN OF ADDISON PROVIDE AN APPROPRIATE MIX OF HOUSING CHOICES TO SERVE THE NEEDS OF THE COMMUNITY AND, IN YOUR OPINION, HELP PROMOTE ECONOMIC DEVELOPMENT AND JOB GROWTH?**

- Depends on target group. For millennials, with Addison Circle, multi-family housing and Vitruvian, it's appropriate. For slightly more expensive single family, it's good. Then it's about the social goals. Low income housing is a challenge. As long as transportation facilitates economic needs. Few city employees live here, but they can live close by.
- Have a lot of premium apartments in the pipe (AMLI, Groves) and many just completed. It feels like we're covered for multifamily. We have limited land to work with, and if want more owner occupied, then they need to be created. High rise condos on the corner of Marsh and Spring Valley (NE corner). Some single family. Another high-rise condo along Cotton Belt at Quorum and Arapaho.
- Renters: There is a very large set of apartment buildings, basically east of the Airport and north of Belt Line Road. They are very nice, and go out to eat a lot, but they are not at all connected to the fabric of the Town. (Is this an opportunity or a challenge or both?)
- Multi-family housing is a major strength.
- Generally has housing right for business but lack of affordability. Biggest strategic issue for Metrocrest. People can't afford to live in Carrollton/Farmers Branch ISD. It's a regional issue. How do you implement an area to build an apartment complex but require a certain percentage to be affordable? What makes a great community is everyone has opportunity to live there and is diverse including economic/income. Most are very segregated by income and less opportunities for low income.

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

**ARE YOU HAPPY WITH THE MOBILITY CHOICES (AUTO, WALKING, TRANSIT) THAT ARE PROVIDED WITHIN THE TOWN AND CONNECTING TO OTHER KEY DESTINATIONS? IF NOT, WHAT MOBILITY CHOICES WOULD YOU LIKE TO SEE PROVIDE, AND TO CONNECT TO WHAT LOCATIONS/DESTINATIONS (WITHIN THE TOWN, OR OUTSIDE)?**

- If money were no option, have a people mover, if we could meet that need. Don't want to give up a lane on Belt Line. North-south connections off rail.
- Only mode is the auto. Not aware of or qualifying other options as real. Double down on autonomous vehicles. Seems cool, but great for branding. Can a deal be signed (like Arlington) around autonomous vehicles and run a pilot to Addison Circle to other key locations?
- It's good, but going to get better with Cotton Belt, master transportation plan from 2016. Will redevelop streets like midway to be pedestrian friendly, with wider sidewalks. When redone, it will take the opportunity to improve connectivity.
- Walking can be "scary". Need more supportive uses and infrastructure.
- Very good but need to promote their walkability more. Still needs to be more inviting to walk overall. Must have appropriate density near the TOD and challenge with aging population. Must maximize the opportunity to increase density, lack of adjacency to neighborhood and tax benefits by DART.
- Expand the trail system. Use Midway and other places to widen bike and walking options. Provide the opportunity to not get in car, if visiting. Mentioned Pearl Street and focus on the shops on the same street. Need more business- and pedestrian-oriented areas, possibly no auto use. Connect the areas that are walkable. More nighttime and even late night uses. Food stands or mobile food options that only open up late. And appeal to the younger generation, but has to be unique and different.

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

**DOES ADDISON PROVIDE THE TYPES OF NEIGHBORHOODS AND DISTRICTS THAT YOU DESIRE (I.E. BEDROOM COMMUNITIES, COMMERCIAL CORRIDORS, WALKABLE DOWNTOWN-LIKE ENVIRONMENTS)? WHAT DO YOU FEEL IS LACKING IN TERMS OF THE TYPES OF PLACES IN WHICH YOU WISH TO LIVE, WORK, LEARN, SHOP AND/OR PLAY?**

- Senior living is something that is brought up often. Seniors growing to point of wanting to stay here. Maybe some town homes. Multi-family housing is #1 issue politically.
- Would help to improve that northeast corner and would be impactful to community. Next growth wave will be more organic with “less work”. Town owns so much land there so “wont have to work as hard” and will be decision makers of who to sell and lease to. With population growth in North Texas, it will get gridlocked for Addison (but “gridlock may be good”) Close to 635, rail, nearly tollway, airport, pedestrian walkability uber flight.
- Something more like legacy west, with the New Urbanism of legacy west. Need to make the TOD a real destination not just a pickup / drop off spot. Need proper density to support the places they desire. Get people on train to come visit here.
- Neighborhoods have been very stable over time, both in terms of income and character. Legacy East copied Addison Circle.



# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

**DOES ADDISON PROVIDE FOR SAFE ROUTES FOR WALKING TO AND FROM KEY DESTINATIONS, INCLUDING HOME, WORK AND SCHOOL? HOW IMPORTANT AN ISSUE IS WALKABILITY INCLUDING, BUT NOT LIMITED TO, SAFETY?**

- What are the social goals? Served by Dallas ISD and Carrollton Farmers Branch. People have consciously chosen, whether its DISD or otherwise, they know just what they are doing and are happy with it as a choice. Two or three charters and agreement with DISD that any Addison resident can send their child there.
- Continue to develop walkability as they get opportunities (not so much proactive). Must be realistic about accommodating cars, high heats, rain, heels. Must balance the modes of transportation.
- Walking is scary. Need circulator or connections to places, especially when DART is here. Trolley up and down belt and to/from circle?

# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

**DOES ADDISON PROVIDE FOR BIKING OPTIONS TO AND FROM KEY DESTINATIONS, INCLUDING HOME, WORK AND SCHOOL? HOW IMPORTANT AN ISSUE IS BIKING TO YOU FROM BOTH A MOBILITY/TRANSPORTATION PERSPECTIVE AND FOR LEISURE/EXERCISE?**

- There is not really much biking here because of the cars and not friendly streets to navigate.
- It's very dangerous. Look into it for master transportation plan, but not especially strong interest (chicken or egg though). Do we invest and hope to get to demand? Master Transportation Plan - try some pilot projects, create some bike routes (likely not on Belt Line) and see if that demonstrates demand. There might be an issue with time and resources. There's so much concrete; its too hot and there's no shade.



# Stakeholder and Employer Input and Analysis

## Stakeholder Interviews

**WHAT STORES, ENTERTAINMENT/CULTURAL OPTIONS AND AMENITIES (PARKS, OPEN SPACE, RECREATIONAL, PUBLIC SPACES) DO YOU USE THE MOST WITHIN ADDISON? WHAT OPTIONS WOULD YOU LIKE TO SEE PROVIDED?**

- Inwood area needs to have some development focus within walking distance of the Belt Line. Hotels would be great there, including mid-range. Tie in the trail system and encourage recreational walking and biking. There are bikers here, but they go to Plano. We need transportation to connect node to node to make it all work. We need active walks; in NY, you can walk 20 blocks, but if I cross the street here, I won't walk. We must promote the walkability. I don't see bike lanes or walking infrastructure.
- Very little, it's amazing. Within a short walk, there are two nice movie theaters, and so many restaurants. Leave for something niche. There's an opportunity with rail coming in. I'm excited that could be another way to bring people in for events (i.e., Boomtown). The Belt Line is the artery, and we have a chance to make a second artery. If ever there was a spur from Addison to Valley View to Galleria down to Inwood, that would become another boom area. Lots of restaurants. What do we do to promote? How do we make transportation and parking easy? Restaurants are really something special. Tough to park at Addison Circle, especially if you don't know your way around. Day-to-day basis is operating system, as to where parking is. Most don't know about the small parking lots built into those buildings. Make it easy.
- Three anchor entertainment spots around Beckert Park by Addison Circle, three places that everyone knows. Drive evening food and drink options. Don't have the "shops at legacy" but do have potential for 3 hotspots (one almost done with village on the parkway, next would be Vitruvian park, and near Addison circle should be).
- Pop ups and smaller events, but limited resources of money and manpower to do so. Would need ROI.
- Cotton Belt. Spur down to Inwood. Amazon, if it goes to Midtown.
- Belt Line road over costs. Traffic and construction. Public policy is very important. Owns May Dragon for 30 years. Companies moving to Legacy West. Plano has the land, we don't. Must work closely with developers and brokers to help them make sure they can lease the space. With the employees lost from business moving to Plano, how can help restaurants that lost business, and fill those spaces short term. Connectivity to light rail very important. Work, play, live.

# Stakeholder and Employer Input and Analysis

## Special Projects Committee Input Session Attendees

NAME
SPECIAL PROJECTS COMMITTEE
Sabina Bradbury
David Chavez
David Collins
CJ Comu
Ralph Doherty
Adam Gordon
Casey Hasten
Ronald Holley
Jeff Laceky
Judy Lembke
Kent Pierce
Mark Sommer

# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

IF THE TOWN OF ADDISON WERE A PERSON, WHAT THREE TO FIVE ADJECTIVES WOULD YOU USE TO DESCRIBE THAT PERSON?

*Respondents most frequently noted the enthusiastic, vibrant, young, hungry, active and urban characteristics of the Town of Addison.*



*Note: The size of the words in the word cloud represents the frequency of that response. Hyphens between words are used to keep phrases together when generating the word cloud.*

# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

### HOW HAS THE TOWN OF ADDISON EVOLVED IN THE LAST DECADE?

*The increase in diversity, attempts to improve quality of life, and economic development growth strategies were often noted by respondents as ways the Town of Addison has evolved. Some of the responses are listed below:*

- More diverse
- Not that much has developed
- Come a long way
- Didn't capitalize on pioneering past
- Front runner in new development - Addison Circle
- Focus on quality of life
- More diverse
- Planned growth
- Very well based on the 2010 Economic Plan
- Formalized economic development - developed plans to support sectors
- Moved here 4 years ago - everything seems the same
- It has been trying to keep up with current changes. Passed over by legacy and living off its past successes
- Seems to be more apartments
- Attempts to become more modern
- Loss of revenue from liquor sales
- Faded from revival of village
- More competitive north, south and west
- It's gotten more sophisticated about its growth strategy
- Matured from town to city
- Mall got revived

# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

### HOW DOES THE TOWN OF ADDISON FIT WITHIN THE CONTEXT OF THE GREATER DALLAS-FT. WORTH AREA? WHAT IS ITS UNIQUE IDENTITY?

*The restaurants, airport and other local assets and amenities were noted as contributing to the unique identity of the Town of Addison as a great place to live. The responses are listed below:*

- Addison is so far ahead of Dallas in every way
- It's bedroom community mentality. It's the place to live. Community for the people who live here
- Addison is still considered somewhat upscale that has been known for entertainment and for living
- Restaurants, festivals. Good, central location. Loss of good drive through
- Restaurants/Food/Bars. First North Office Cluster
- Central location. Fun
- Has its own airport. The hub for restaurants and night life
- Heart of DFW in Proximity

# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

### WHAT ARE THE TOWN OF ADDISON'S GREATEST ECONOMIC ASSETS? WHY?

Respondents most frequently noted the airport, livability, good government, central location and safety of the Town of Addison as it's greatest economic assets.



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# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

### WHICH INDUSTRIES OR CLUSTERS DO YOU THINK THE TOWN OF ADDISON IS, OR COULD BE COMPETITIVE IN? WHY?

*Respondents were mixed in their thoughts on competitiveness of industry clusters in the Town of Addison. IT, law, office spaces, and financial services were mentioned several times by respondents. All of the responses are listed below:*

- Planned development
- Could be competitive in senior care
- IT, insurance, auto
- Technology, financial services, multi-family
- Tech and software; any business that requires local and regional travel
- Higher end service oriented uses (law, real estate, financial services)
- Office space, holistic living centers
- Marketing, law center



# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

### IF YOU WERE GOING TO BRAG ABOUT THE TOWN OF ADDISON TO A FRIEND, WHAT WOULD YOU TELL THEM?

*Respondents noted amenities, proximity to more urban areas, housing, infrastructure and city services as some of the things they would brag to a friend about the Town of Addison. The strengths of the Town of Addison are listed below:*

- Great place to live/raise a family
- Low tax rate
- Great city services and amenities
- Hip and growing; responsive to residents
- How quickly a business idea can go through growth process here
- Optimism
- Live, Work, Play
- Small community feel, next to big city amenities
- Strongly independent with high end living and entertainment
- Easily accessible location
- The soon to be built Cotton Belt Rail Line
- Festivals
- Good places to eat or meet
- Vitruvian lights
- Too early, but hidden gem is residential
- Great city to work with
- Quality infrastructure
- Proactively working on being bigger/better and more effective
- One of the best kept secrets in DFW Metro

# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

### WHAT ARE SOME IMPROVEMENTS YOU WOULD LIKE TO SEE IN THE COMMUNITY? WHERE COULD THE TOWN OF ADDISON DO BETTER?

*The most notable improvement suggested were reminding people about Addison through rebranding the community from it's restaurant/bar image. Other improvements suggested include leveraging assets (like land, homes, events, etc.) to attract development, investments, and people; public transportation and infrastructure improvements; and strengthening community coalitions and collaborations. The suggestions are listed below:*

- Leverage event-centric community
- Need to remind people what we have
- Leveraging the brand "Bars & Restaurants"
- Capitalize on land that could be redeveloped
- Addison 2.0 rebrand - no longer can be known as "Restaurant Row"
- Need senior living for active seniors to death
- Rebrand from Restaurants/Bars
- Fix streets
- Develop coalitions
- End fighting with neighbors
- Notice upcoming projects (i.e., road work)
- Remind people we still exist around Plano - Frisco took all the new development and families
- Need to find a new source of revenue to replace liquor sales
- Make sure the Cotton Belt Rail Line happens and on schedule
- More public transportation (train lines, buses) - this could help lower traffic and bring more people
- Leverage persona of event center
- Remind people of Addison - rebranding
- More integration of live/work/play
- Lots of land - BTS office - primarily office
- Build a brand equity – rebrand
- Leverage events - we were the epicenter
- More multi-family
- Connecting living areas
- Work on better to build its brand equity
- Attract more investments (live/work/play)

# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

**ARE YOU HAPPY WITH THE MOBILITY CHOICES (AUTO, WALKING, TRANSIT) THAT ARE PROVIDED WITHIN THE TOWN AND CONNECTING TO OTHER KEY DESTINATIONS? IF NOT, WHAT MOBILITY CHOICES WOULD YOU LIKE TO SEE PROVIDED, AND TO CONNECT TO WHAT LOCATIONS/DESTINATIONS (WITHIN THE TOWN, OR OUTSIDE)?**

*Opinions regarding mobility choices provided within and connecting to the Town of Addison were mixed, with some indicating good connections and others noting improvements are needed. Among the most notable improvements suggested were rail and public transportation options connecting Addison regionally to Dallas-Fort Worth and other nearby communities and amenities. The responses are listed below:*

- Fine with it
- Cotton Belt- Dart
- No walkability
- Yes, but bicycle lanes/trails connecting to other trails would be huge.
- I like the walkability of the city. Better public transportation, not just here, but in DFW. Cotton Belt Line at Addison Circle Park would be a game changer.
- Very limited in terms of linkages (i.e., Vitruvian is totally isolated)
- No. No rail, but hopefully coming soon. It does have a central location.
- Yes, I know it's a slow but important goal.
- Very good. Love to see rail from Addison - DFW Airport.

# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

**DOES ADDISON PROVIDE THE TYPES OF NEIGHBORHOODS AND DISTRICTS THAT YOU DESIRE (I.E. BEDROOM COMMUNITIES, COMMERCIAL CORRIDORS, WALKABLE DOWNTOWN-LIKE ENVIRONMENTS)? WHAT DO YOU FEEL IS LACKING IN TERMS OF THE TYPES OF PLACES IN WHICH YOU WISH TO LIVE, WORK, LEARN, SHOP AND/OR PLAY?**

*Respondents noted the neighborhoods they like in the Town of Addison, and mentioned only walkable/bikeable linkages and multi-family housing as lacking. The responses are listed below:*

- OK
- I adore where I live.
- I like the Vitruvian and Addison Circle communities.
- Very limited in terms of linkages (i.e., Vitruvian is totally isolated). Very nice residential (marshy/midway)
- Yes. More quality multi-family to balance night time popularity with daytime.
- Excellent neighborhoods/schools/dining

# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

### **DOES ADDISON PROVIDE FOR SAFE ROUTES FOR WALKING TO AND FROM KEY DESTINATIONS, INCLUDING HOME, WORK AND SCHOOL? HOW IMPORTANT AN ISSUE IS WALKABILITY INCLUDING, BUT NOT LIMITED TO, SAFETY?**

*Addison Circle was most noted as being walkable. The walkability was noted as good and very important in terms of places respondents want to live. The Belt Line was noted as not being walkable and as a divider between walkable spaces. All the responses are listed below:*

- Addison Circle is very walkable. Not anywhere else. Belt Line is really not walkable.
- For a town as small and commercial, I think walking is as good as it can be
- Addison Circle is walkable. There are pockets of walkability.
- No
- Yes, walkability is one of the main reasons we moved here. Safety is important.
- Yes, but better in daytime.
- Not really. Belt Line is huge divider.
- Yes.
- Walkability is important, but it has to be balanced with safety and effective commuting.
- Good. As a homeowner, walkability is very important.

# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

### **DOES ADDISON PROVIDE FOR BIKING OPTIONS TO AND FROM KEY DESTINATIONS, INCLUDING HOME, WORK AND SCHOOL? HOW IMPORTANT AN ISSUE IS BIKING TO YOU FROM BOTH A MOBILITY/TRANSPORTATION PERSPECTIVE AND FOR LEISURE/EXERCISE?**

*Most respondents noted Addison as having bike lanes, but some respondents noted a lack of connectivity of these lanes to other places and/or the danger of using them due to speeding cars. The level of importance respondents placed on bikeability was mixed, with responses ranging from not important to extremely important. All the responses are listed below:*

- Bike lanes are provided, but biking is not good and not safe. Preston Ridge?
- Bike lanes are provided. This is not important.
- Not an important issue.
- Minimal
- Bicycle lanes/trails connecting to other trails would be huge. Addison does not provide many biking options, and this is extremely important. I have to use major roadways to get to bike-friendly trails.
- Yes.
- Limited biking - some trails and paths for walking though.
- Don't know
- Not bike-friendly, as many streets (high percentage) people are speeding and very dangerous for cyclists.



# Stakeholder and Employer Input and Analysis

## SPECIAL PROJECT COMMITTEE INPUT SESSION

WHAT STORES, ENTERTAINMENT/CULTURAL OPTIONS AND AMENITIES (PARKS, OPEN SPACE, RECREATIONAL, PUBLIC SPACES) DO YOU USE THE MOST WITHIN ADDISON? WHAT OPTIONS WOULD YOU LIKE TO SEE PROVIDED?

*Parks, restaurants, estate sales and the new Applebee's were most noted by respondents as stores and entertainment/cultural amenities seen most often in Addison.*



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Thank You!