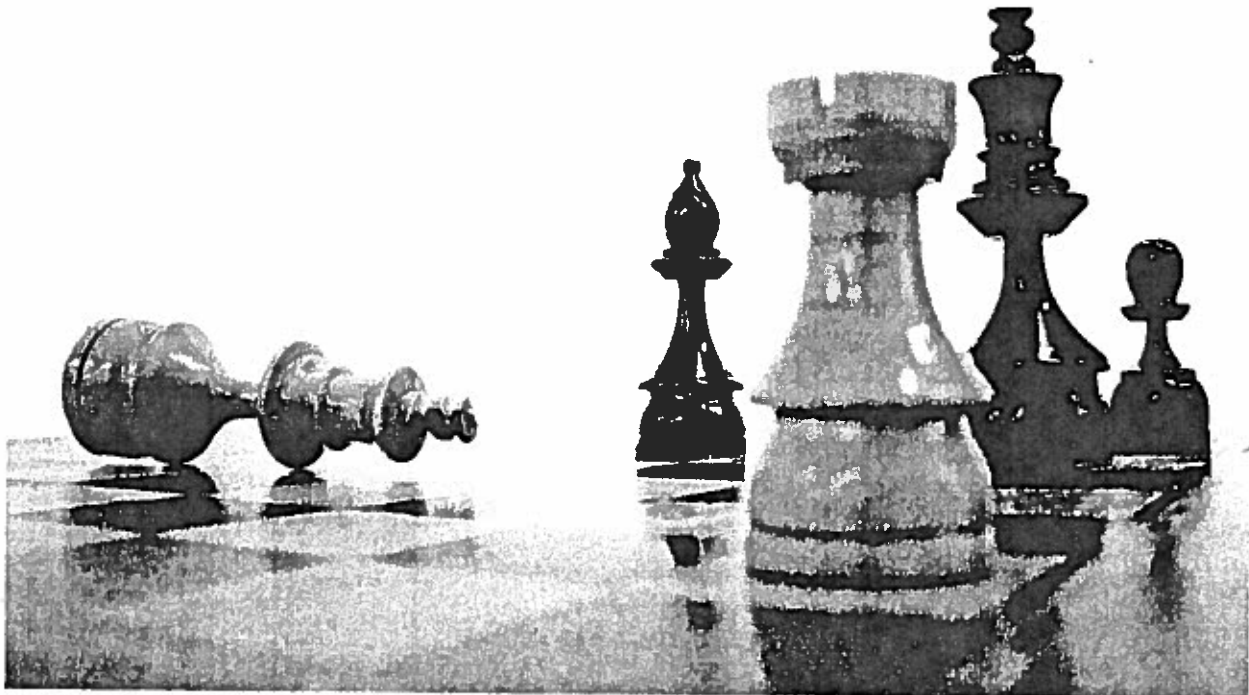


*City of Dallas  
Office of Economic Development, 2005*

***Strategic Engagement:  
Dallas' Economic  
Development Plan***



[www.dallas-edd.org/](http://www.dallas-edd.org/)





City of Dallas

## *Table of Contents*

	Page
I. Background	3
II. The New Dallas	4
III. A New Development Policy	8
IV. The Vision for Dallas' Economic Future	12
V. Implementation	18
VI. Implementation Plan: Make Dallas a City Strategically Engaged in Economic Development	26
VII. Implementation Plan: Make Dallas a Business-Friendly City	31
VIII. Implementation Plan: Build a Dynamic and Expanded Center-City Economy	37
IX. Implementation Plan: Make Dallas a City of Balanced Growth and Development Opportunities	42
X. Implementation Plan: Make Dallas a City of Great Neighborhoods	50

***Dallas will become a diverse, vibrant, urban City that works and builds on its core strengths. It will be:***

A City that is ***Strategically Engaged*** in economic development, that works effectively with the business community to overcome obstacles to growth and that markets itself locally, nationally and globally.

A ***Business-Friendly City*** that effectively leverages its strengths in technology, medicine and logistics and becomes a destination of choice for entrepreneurial activity.

A City with a ***Dynamic and Expanded Center-City Economy*** with a revived, dense residential downtown connected to thriving urban housing, office and retail developments throughout Central Dallas.

A City of ***Balanced Growth and Development Opportunities*** where past neglect of the Southern Sector is overcome and the full economic potential of this vast land area and the entire City is realized.

A ***City of Great Neighborhoods*** serving a spectrum of household types and needs and supporting urban and suburban centers, parks, transit and libraries.

## *I. Background*

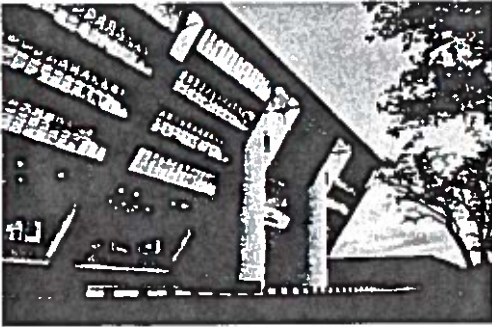
Economic development raises the standard of living and quality of life for the citizens of the community. The Dallas City Council reaffirmed, in its 2005 retreat, that economic development is one of its top priorities. This reaffirmation follows an assessment of the City's economic development programs by outside consultants and the creation of an Economic Stakeholder Task Force to recommend changes to the program. The Task Force, meeting from February to May, reiterated the need for Dallas to organize its efforts around a widely accepted vision for economic development, to create a rational, transparent and proactive process and to focus on Downtown Dallas and Southern Dallas.

The City has five broad roles in promoting economic development. The City maintains a regulatory process that reflects democratic input and does not needlessly hinder development. It enforces public safety so that businesses and households feel safe about their investments and participation in the community. It provides infrastructure and other services to ensure business efficiency and investment. It establishes policies that align business and community goals. Finally, the City improves the flow of information about economic conditions and investment opportunities and helps business navigate the regulatory process.

Dallas' primary objectives include promoting economic growth, increasing economic opportunities for residents and maintaining a stable revenue base to support city services. The result is a cycle where effective public investment and support increases corporate and household investment in the community. These private investments, in turn, create the wealth needed to support local government services.

This economic development plan builds on the recommendations of the Stakeholder Task Force by adopting a vision for the City's future that reflects Council and community priorities. The plan emphasizes that economic development must become a process rather than a disconnected collection of activities and reactive deal making. The plan recognizes that Dallas' economy is changing; the City is maturing and global economic currents will continue to shape the local economic landscape. Finally, the plan builds on Dallas' considerable strengths to leverage new economic opportunities for its citizens and to ensure that Dallas remains the focal point of the North Texas economy and secures its potential role as a world city.





## II. The New Dallas

Dallas has changed. During the past 50 years, Dallas has grown from a small servicing center for the productive North Texas prairie farms to the ninth largest city in America. It is now the cultural and economic core of the internationally important DFW Metroplex - the fifth most populous Metropolitan Statistical Area in the nation. The City is home to over 1.2 million residents and 71,000 businesses that employ over 1 million people. If viewed as a state, Dallas' gross product, \$89 billion, would place the City 33rd between Kansas (\$99.1 billion) and Utah (\$82.4 billion). Dallas would rank 61st in the world, about the same size as New Zealand. Along the way, Dallas has played many roles: agricultural service center, regional business and manufacturing hub, transportation nexus, and most recently, Sunbelt boomtown. What Dallas is becoming today will affect its development prospects tomorrow.

Dallas is maturing into a diverse urban city with a fixed land area. Dallas has no majority racial group nor is it dependent on any single industry. With continued regional housing and employment sprawl, Dallas constitutes an ever-shrinking share of the North Texas metropolitan geography. For the purposes of economic development strategy, six changes are most significant.

*Old Assumption: Dallas benefits by being a low-cost Sunbelt destination that automatically out-competes the Rust Belt.*

*New Reality: Dallas is a maturing central city, not a Sunbelt boomtown.*

Like other Sunbelt leaders, Dallas has grown into a sprawling metropolitan area that is now relatively less competitive because of: a new group of aggressive second tier cities (e.g., Austin, Las Vegas and Charlotte.), cost and educational improvements in developing countries and improved productivity in older U.S. manufacturing areas. Today, suburbs receive the benefits of sprawl growth in North Texas, leaving Dallas to cope with housing, infrastructure, crime and educational services.

*Old Assumption: Economic development and Dallas' vitality are defined by "big" business announcements and corporate relocations.*

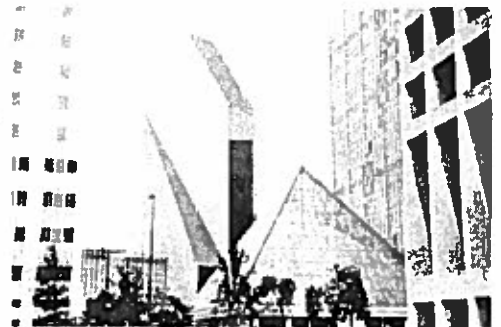
*New Reality: Economic vitality is now more a function of small and existing business growth as well as a steady supply of newly founded businesses.*

Existing businesses account for 85 percent of new jobs. Small businesses account for 75 percent of net new hires. Large corporate relocations make headlines but are insufficient to drive a metropolitan economy. Often, relocating corporations seek to shore up their already mature business model and do not represent large future growth prospects. Many headquarters relocations involve small administrative staffs, which bring prestige, but little economic growth. Newly founded businesses are aligned with current business processes and technology and are more likely to represent the rare, innovative firm that grows into a truly large business.

*Old Assumption: Northern Dallas, as the business center, carries the City's economy while Southern Dallas plays a support and maintenance role.*

*New Reality: Northern Dallas development options are now limited and redevelopment is needed in many areas. Southern Dallas has the majority of developable land, but is not yet positioned to carry a larger share of the economic burden.*

High-end office, retail and residential development flourished in northern areas, while support facilities (landfills, water treatment plants) and low-end industries gravitated south. This historic land use pattern left a legacy of development road blocks that must now be overcome. Positioning the multiple Southern communities for growth is essential since 79 percent of the City's developable vacant land remains in Southern Dallas. Figure 1 reveals the imbalance of development opportunities in North and South.



*Old Assumption: Corporate Dallas' prosperity depends on local growth and development.*

*New Reality: Corporate Dallas' livelihood depends on global cycles, competition and technology change.*

Once, the leading corporations in the City owed their prosperity to local growth and development. These businesses included banks, grocers, utilities, media and real estate firms. Today, the leading firms in Dallas, large and small, are multinational and compete with other global companies for market share and must respond to their shareholders when they make investment and employment decisions. Future success depends on Dallas' ability to create an environment for higher value-added business processes and jobs.

*Old Assumption: What is good for North Texas is good for Dallas. (Dallas gets a share of regional growth because of its business legacy and because it is the largest business center.)*

*New Reality: What is good for some North Texas cities is not necessarily good for Dallas, but what is good for Dallas also benefits the North Texas Region.*



Newly competitive suburbs with state-approved development finance tools and modern business parks complicate the regional site selection process. A business investment in North Texas is not necessarily a win for Dallas. Yet, the long-term health and vitality of North Texas depends on a healthy Dallas. Metropolitan areas with growing central cities grow faster than metropolitan areas with depressed central cities.

Dallas matters to the region because it is the image of the region in the minds of most outside investors. More practically, it is the nexus of major infrastructure networks that supply many suburban businesses (highway, rail, water, electricity).

*Old Assumption: Dallas is a homogeneous city.*

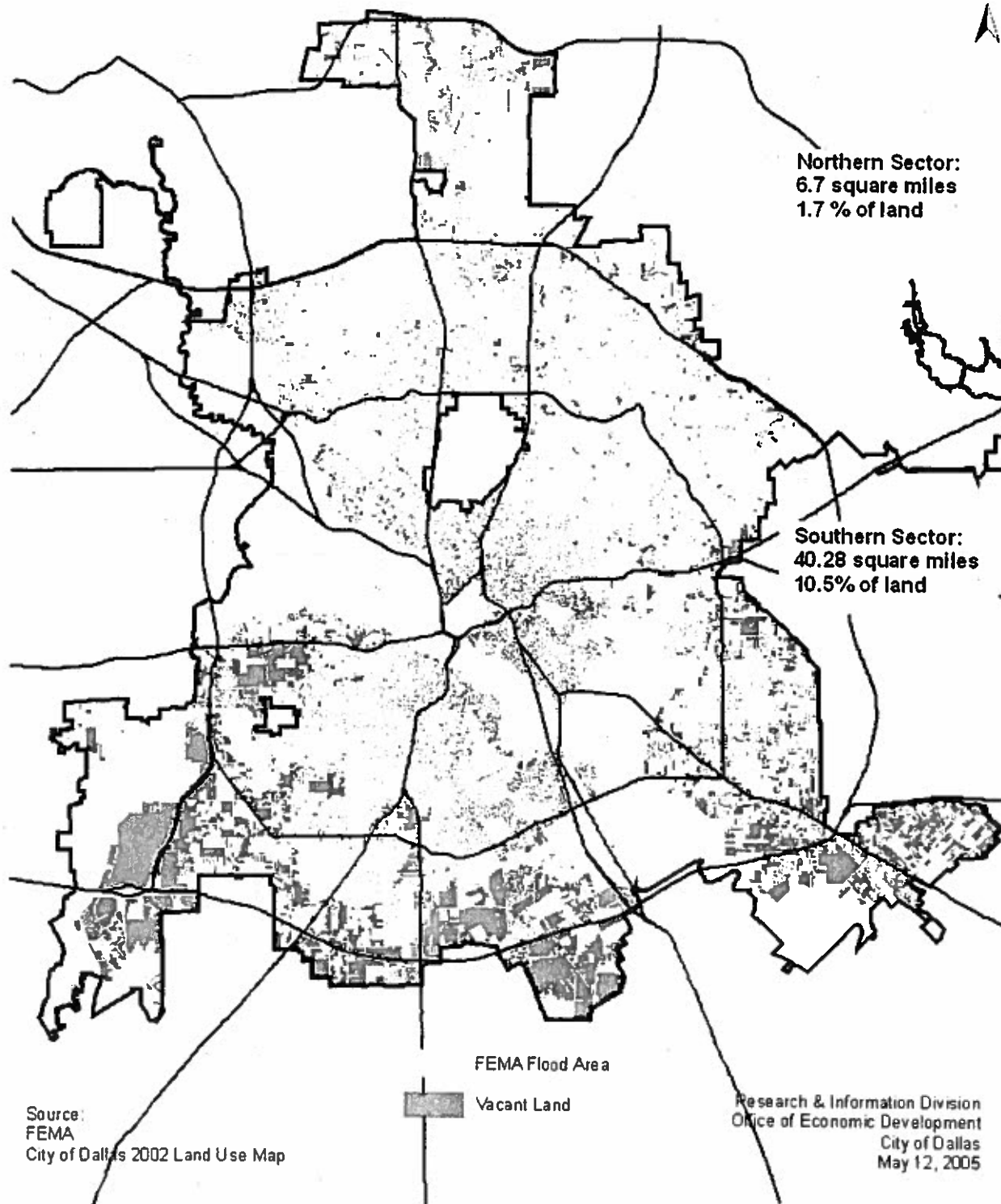
*New Reality: Dallas is a non-majority city and is becoming a Latino-majority city with a younger population less prepared for middle class participation.*

In the past, decisions about economic development were made as if the City were homogeneous. Today, Dallas' diversity makes governance more complicated. It is home to an increasingly younger population with a higher percentage of immigrants. Lack of well-paying, entry-level jobs hinders upward mobility and a reinvigoration of the middle class by these new citizens. Recent out-migrants have been replaced by in-migrants that are generally younger and less affluent than the residents they replaced.



Figure 1.

# Vacant Developable Land City of Dallas



Source:  
FEMA  
City of Dallas 2002 Land Use Map

Research & Information Division  
Office of Economic Development  
City of Dallas  
May 12, 2005

### **III. A New Development Policy**

*Beyond these long-term, historical changes in Dallas' economy, the City faces a legacy of development policy that is no longer capable of promoting long-term growth. It is completely within the power of the City to address many of these challenges. Others are more difficult to correct and require strengthened relationships with development stakeholders outside City Hall. These challenges include:*

#### **Legacy Development Policies and Solutions**

##### **Legacy Policy**

##### **Strategic Engagement Approach**

No unifying vision

Common vision for City and development stakeholders

Departments fail to coordinate development process

City organizes development teams to coordinate the process

Multiple agendas and ad-hoc strategy - fire drills and deals

Long-term strategy with scorecard for community and Council review

Lack of focus, too many low-impact projects

Focus on catalyst projects and creating working development models and stimulating sustainable markets

Lack of follow-up, monitoring or tracking permits Council and community attentions to drift over time.

Written strategy, performance tracking and a semiannual scorecard review

Ad-hoc alignment of budget resources across City departments

Prioritize resources according to economic development goals

Dallas leaves economic development responsibility to chance or to outside interests

Dallas assumes responsibility for its development future and uses its political clout to achieve objectives

Lack of land use planning

Comprehensive Land Use Plan (Forward Dallas!) as a guide to development strategy

Benign neglect of the business community

Ongoing engagement with the business community and partnerships to reduce barriers to success

## *Legacy Development Policies and Solutions (continued)*

### *Legacy Policy*

Failure to explicitly address crime as an economic development deterrent

Failure to explicitly address public education as an enabler of economic development

Failure to address imbalance of employment and housing

Southern Dallas efforts lacked focus and coordination; ignored the vast scale and diversity of the area

Downtown efforts were unfocused

### *Strategic Engagement Approach*

Work actively with the Police Department to maintain steady improvements in public safety

Develop process to involve educators in economic development activities

Housing Department and private sector increase housing stock quality to retain middle class families

Focus on catalyst projects. Hire Assistant Director to spearhead initiative

Create Downtown team headed by an Assistant Director. Focus on building housing critical mass and retaining business base

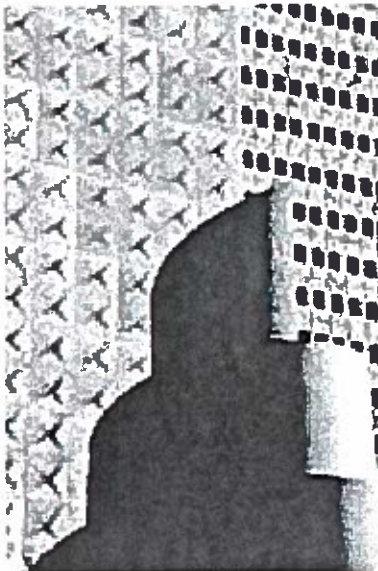
*By being strategically engaged, Dallas can craft a development policy that builds on its considerable strengths.*



*Development success in Dallas will come from building on the City's strengths and by specializing in the things Dallas does best. This means playing our unique role in the region and nation. These strengths are concentrated in three primary areas.*

### *Dallas Can Build on Its Urban Character:*

In the last 15 years there has been a revitalization of neighborhoods surrounding the Central Business District (CBD) through both new construction and rehabilitation of historic districts. Dallas is a leader in reestablishing rail transit. Dallas can build on its growing Center City and growing transit system to create thriving, interconnected urban neighborhoods that complement its suburban communities. It will also build the tax base for citywide services. Dallas' urban core strategy will build on these strengths: Dallas Area Rapid Transit (DART), four Dallas County Community College District (DCCCD) campuses, the University of North Texas-Dallas (UNT-Dallas), five major hospital campuses, the courts, county, state and federal offices, the Trinity River project, regional (NorthPark Center and Galleria) and urban neighborhood (West Village, Main Street, Bishop Arts) retail, the Arts District, performing arts organizations, parks and library system master plans.



### *Dallas Can Build on Its Role As a City of Professionals:*

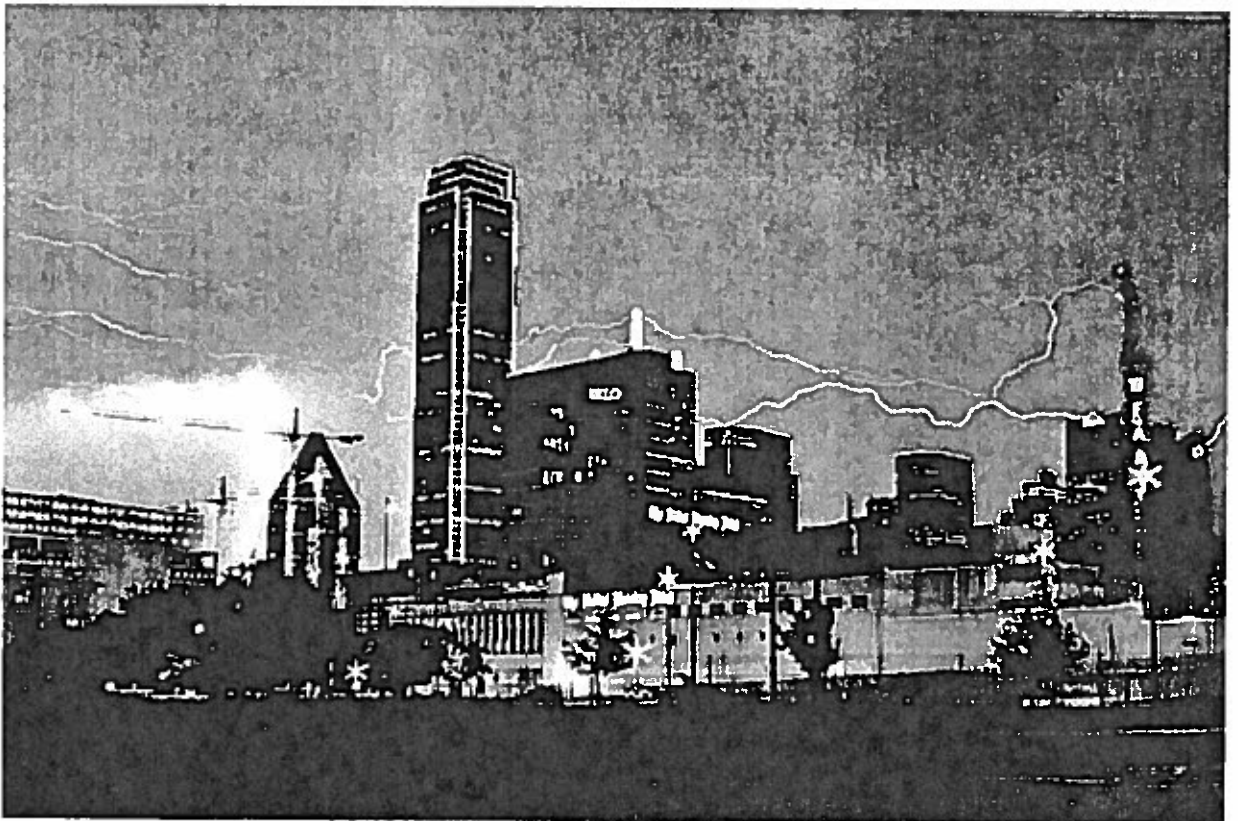
Dallas' business base is very strong in professional fields. These include finance (43,000 jobs), business and professional services (109,000 jobs), media (19,000 jobs), and information technology and telecommunications (34,000 jobs). These industries are all future growth industries, and Dallas stands as one of the existing leading business centers of North America. New possibilities will be achieved by leveraging the clustering advantages of urban centers in Downtown and transportation corridors to grow existing strengths and encourage small professional services firms that grow into large global suppliers. Dallas may have particular advantage in media and other industries where technology and content are combined in novel ways.

## *Dallas Can Build on Its Legacy As a City of Trade and Manufacturing:*

Dallas is home to 77,000 jobs in supply chain industries, including transportation, warehousing and wholesale trade. These distribution industries are complementary to the even larger manufacturing base of 107,000 jobs. By building on Dallas' labor strengths and its geographic and distribution advantages, new opportunities will be realized. Globalization is driving tremendous efficiencies in the supply chain. Dallas' development strategy focuses on increasing ownership in all parts of the supply chain from design and manufacturing, to logistics and warehousing, to wholesale and the numerous supply chain services that support the modern creation and distribution of goods.

### *Economic Implication*

*To achieve the three desired outcomes of economic growth, increasing economic opportunities for residents and maintaining a stable revenue base to support city services, it is essential to act from a perspective of strategic engagement. Policies that leave success to chance and result in chasing "deals of the moment" will undermine the long-term viability of the City and the region.*



#### IV. The Vision for Dallas' Economic Future

Dallas must have a clear and compelling vision that is shared by the City and the community. Building on the suggested vision statement proposed by the Economic Development Stakeholder Taskforce, the Office of Economic Development (OED) has adopted the following vision that will guide future economic strategy.

Dallas will become a diverse, vibrant, urban City that works and builds on its core strengths. It will be:

A City that is **Strategically Engaged** in economic development, that works effectively with the business community to overcome obstacles to growth and that markets itself locally, nationally and globally.

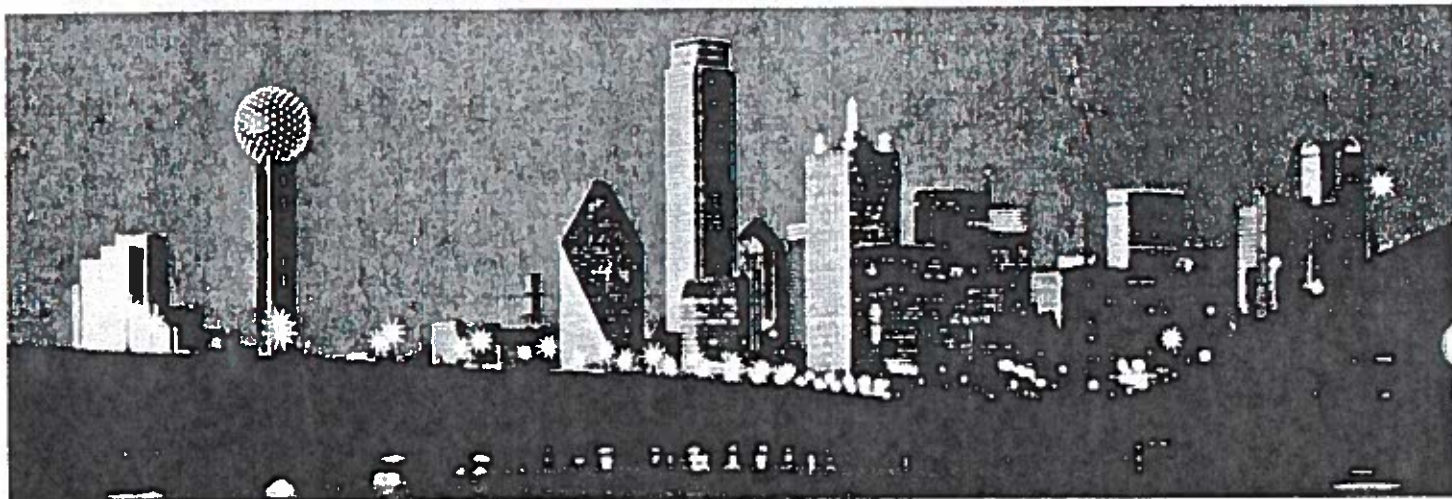
A **Business-Friendly City** that effectively leverages its strengths in technology, medicine and logistics and becomes a destination of choice for entrepreneurial activity.

A City with a **Dynamic and Expanded Center-City Economy** with a revived, dense residential downtown connected to thriving urban housing, office and retail developments throughout Central Dallas.

A City of **Balanced Growth and Development Opportunities** where past neglect of the Southern Sector is overcome and the full economic potential of this vast land area and the entire City is realized.

A **City of Great Neighborhoods** serving a spectrum of household types and needs and supporting urban and suburban centers, parks, transit and libraries.

To realize this vision, OED will focus on a limited number of goals listed on pages 13 to 17 and detailed in chapters VI to X, see figure 2 on page 25.



## ***Strategic Engagement Goals***



### ***Align the Office of Economic Development with Strategic Priorities.***

Align OED staff and other economic development resources with strategic priorities by forming geographic teams supported by service specialists within OED and from other City departments. Focus on three priority geographies: Downtown, Southern Dallas and International Markets. (See page 26)

### ***Create an Economic Development Process Based on Research and Planning, and Maintain Access to Databases Required to Support These Efforts.***

Create a fact-based process to review strategic initiatives that have a significant development impact, and incorporate appropriate input from interdepartmental work teams. Maintain access to databases and software necessary for research and planning. (See page 27)

### ***Drive Measurement and Accountability through Effective Database Use.***

Develop a project tracking database to account for staff and other resources applied to projects. Develop an OED accountability system and semiannual scorecard that is consistent with the City's new accountability process. Develop a client relationship management database to track company history with the OED. (See page 28)

### ***Create a Communications Program.***

Refine the City's economic development branding message and communicate a clear, consistent and professional image, both domestically and internationally, using available technology and multiple media. Develop, in conjunction with the Public Information Office, a public relations campaign to raise the level of awareness of OED and to distribute good news. Celebrate and share successes about our City to the global community. (See page 29)

### ***Leverage Community and Business Partnerships to Accomplish Economic Development Goals.***

Identify opportunities to partner with other organizations and businesses to improve the flow of information and leverage resources. (See page 30)

## ***Business-Friendly Goals***

### ***Create and Maintain an Aggressive Business Expansion and Retention (BEAR) Program.***

Support and encourage a systematic effort to call on key Dallas companies. Conduct site visits to execute a business climate survey. Respond to business community feedback and foster open channels of communication. Foster a customer-friendly regulatory function and development process within the City. (See page 31)

### ***Develop a Proactive Recruitment Process to Strategically Attract Domestic and International Business.***

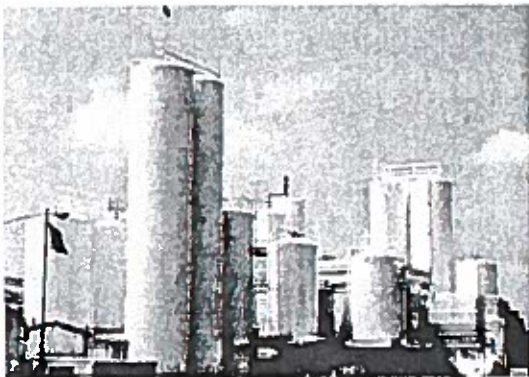
Refine the target market for the City's focused recruitment efforts. Develop marketing materials and research publications geared to customer needs. Take full advantage of technology to deliver the business message. Work collaboratively with the chambers of commerce. (See page 32)

### ***Form an International Team to Strengthen Trade and Investment from Asia, Latin America and Canada.***

Form a team, led by an Assistant Director, that focuses on international markets with an initial concentration on China and NAFTA partners. (See page 33)

### ***Establish a Uniform Prospect Handling Process.***

Establish a prospect handling process for domestic and international leads that: articulates standard procedures and messages to be expressed; uses a consistent and predictable record-keeping system; has built-in follow-up; documents best practices/lessons learned; and measures success. (See page 34)



### ***Improve Integration of Economic Development and Public Safety.***

Incorporate a public safety component in our communications message. Network routinely with public safety officials so they are aware of OED priority projects. Invite senior police officials to participate in BEAR calls where crime and security are competitive issues. (See page 35)

### ***Promote the Importance of Education/Work Force Training to Economic Development.***

Improve communication between OED and the education and work force training community and find ways to increase cooperation in business development activities. (See page 36)



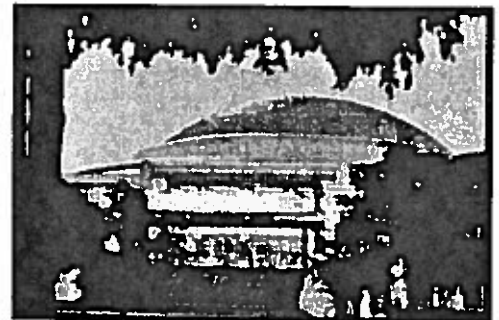
## *Dynamic and Expanded Center-City Economy Goals*

### *Form a Team Dedicated to Downtown Priorities.*

An Assistant Director leads a team dedicated to building on existing successes in creating in-town residential, retail, transit and cultural assets. Brand and market an expanded Downtown Dallas as an urban city. Create a unique retail identity and enhance Main Street initiatives. Encourage development of art galleries, fashion and destination retail. Improve access to existing parking and incorporate an ambient lighting strategy for the comfort of pedestrians after dark. (See page 37)

### *Promote Transit-Oriented-Development (TOD) to Improve Connectivity.*

Coordinate TOD planning in concert with DART standards to promote desirable development along transit corridors: residential, retail, office and cultural uses. Develop a mixed-use development program to maximize Center-City and Southern Sector TOD at the most appropriate DART stations. (See page 38)



### *Generate a Focused Center-City Business Expansion and Retention Effort.*

Work with the Central Dallas Association to identify businesses at risk for leaving Downtown and implement priority BEAR strategies. Establish informal business roundtables to address barriers to business success identified by the business climate survey. (See page 39)

### *Increase Urban Housing.*

Convert vacant class B and C office space to residences. Grow housing to 10,000 units in the CBD and an additional 20,000 units within one mile of the Central Business District (CBD) loop (outer ring neighborhoods) by 2015. (See page 40)

### *Create Linkages That Connect Center-City Neighborhoods.*

Improve connectivity within the CBD loop by accelerating implementation of Downtown commuter and pedestrian mobility plans, parks master plan and north-south streetscape. Increase the number of pedestrian links between the CBD and surrounding neighborhoods, including the proposed park over Woodall Rodgers that would connect Uptown and the Arts District. Explore expanded trolley service to key City locations. (See page 41)

## ***Balanced Growth and Development Opportunities***

**Goal:**

### ***Form a Team Dedicated to Southern Dallas Priorities.***

Hire an Assistant Director to lead a team dedicated to Southern Sector initiatives. Focus specifically on supporting small business development and entrepreneurial activity and implementing projects that fill retail gaps and revitalize neighborhoods. (See page 42)

### ***Enhance Dallas' Position As a National Leader in Supply Chain Management/Logistics and Leverage Its Strategic Geographic Location.***

Maintain a multidisciplinary team to continue pursuing NAFTA Corridor objectives and strengthen existing partnerships with port cities, neighboring municipalities and federal/state agencies. Complete an in-depth assessment of Dallas' role in the global supply chain management/logistics sector. (See page 43)

### ***Revitalize Dallas' Small Businesses and Support Entrepreneurs.***

Identify best practices in business assistance and incubator operations and create an information guide for start-up businesses on the OED Web site. Review the South Dallas/Fair Park Trust Fund's mission and programs to more effectively serve the community. Monitor and implement Community Development Block Grant programs to encourage economic development in low-to-moderate income areas (i.e., Neighborhood Improvement Programs). Promote entrepreneurship throughout the community. Help small businesses find access to capital. Create a small business advisory council to obtain regular feedback from the small business community. (See page 46)



### ***Embrace a Holistic Approach to Retail Development That Encourages Responsible TOD and Focuses on Southern Sector Community Needs.***

Create a multidisciplinary team to address retail and TOD issues. Identify qualified developers capable of developing/redeveloping Southern Dallas retail sites and identify potential sites. Establish action plans to promote public private partnerships at retail sites in Southern Dallas communities. (See page 48)

### ***Use Existing Tools to More Effectively Redevelop Southern Sector Neighborhoods.***

Expand existing Dallas Brownfields Program, establish a Brownfields redevelopment process and identify an initial pilot redevelopment project. Evaluate and identify neighborhoods in Southern Dallas that would benefit from TIF and PID programs. (See page 49)

## *Great Neighborhoods Goals*

### *Support the Frazier Revitalization Initiative As a Model for Other Southern Sector Neighborhoods.*

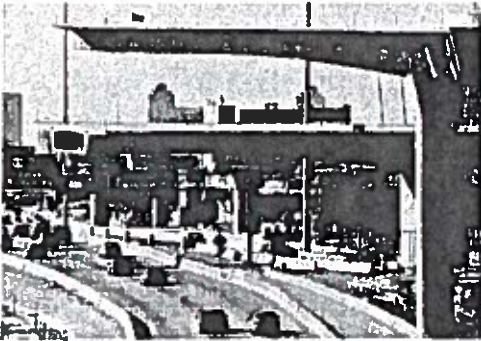
Use City resources to support Frazier Revitalization, Inc.'s efforts to assemble key land and assure planning and usage are in keeping with community desires. Establish a multidisciplinary team, led by the Housing Department, to address Frazier Development initiatives (See page 50)

### *Evaluate Opportunities to Stimulate Economic Development in the Trinity Corridor and UNT-Dallas Campus Neighborhoods.*

Use the Trinity/Forward Dallas! land use plans for guidance. Establish multidisciplinary teams, led by OED, to evaluate opportunities and establish priorities. Develop action plans around key opportunities. (See page 51)



## V. IMPLEMENTATION



*To be effective, this economic strategy needs to be embraced by City government and also belong to the entire Dallas community. Each strategic goal includes specific tactics that the City should pursue. But all sectors and institutions and many leaders have a role in ensuring a strong economic future for Dallas. Executing Dallas' economic strategy will require mobilizing the talents, resources and passions of the entire Dallas community and beyond.*

***Execution of the strategy should have four steps:***

***Set City Priorities and Make Commitments:***

Once approved by the City Council, City elected leaders and senior staff should commit to the goals in this plan. City staff, community stakeholders and City Council should pledge their commitment to this strategy.

***Build Implementation Partnerships with the Community:***

Take this strategy into the business and residential communities and engage key economic development partners in how to champion the vision and align efforts to move forward on the strategic goals.

***Work the Plan:***

Institute policies and procedures that keep the City's focus from being diluted or drifting from strategic goals.

***Track Performance and Progress:***

Track and publish performance on desired economic outcomes, community success factors and project milestones.

## IMPLEMENTATION PRINCIPLES

*When implementing and refining this strategy, City leadership and staff should remember the following principles:*

- *Economic development is a citywide program.*
- *Development and quality of life can be compatible goals.*
- *Focus on a few priority actions, and accomplish goals.*
- *Partnerships leverage resources and multiply economic impact.*
- *Internal consistency is required from the City to keep from drifting off course.*
- *Businesses and investors are customers just like residents and should be treated equitably.*
- *Each City staff member has a role to play.*
- *The objective is to support efforts of private sector employers to increase their productivity.*
- *Stakeholders have an important role to play in strategy and accountability.*
- *Monitoring and feedback improve the process.*
- *Assigning responsibility promotes accountability.*

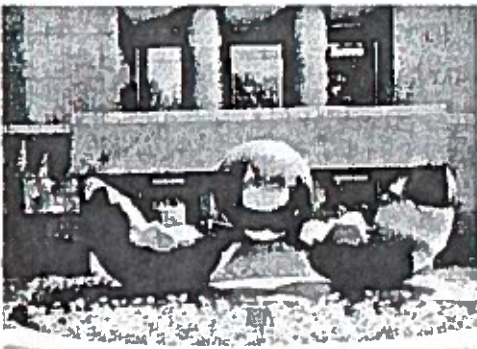


The City is organizing its economic development function along both geographic and service lines. There are three geographic focus areas: Southern Dallas, Central Dallas and International Markets. Seven service functions within the Office of Economic Development provide support to the geographic teams and drive project/program development. These service areas include: area redevelopment, new business development, business expansion and retention, small business and entrepreneurship, marketing, retail and industrial development, and research and information. Other service areas within the City that interact closely with OED are: Housing, Public Works and Transportation, Water Utilities, Development Services, Park and Recreation, Police, and Convention and Event Services.

Each geographic area will be staffed by project managers that coordinate development projects and act as the primary contact and problem solver for the client. These project managers can draw upon the specialized skills and tools available in the service areas.

Southern Dallas is generally defined as being the part of the City, south of a line (moving from West to East) that includes the Trinity River until it passes beneath I-30 and that follows I-30 to the eastern border of the City. It includes a 196 square miles and is home to 500,000 residents - roughly four in ten Dallasites.

Central Dallas, for the purposes of the strategic plan implementation process, includes the neighborhoods within approximately 1.5 miles of the freeway loop surrounding the CBD. Once the Comprehensive Land Use Plan is adopted by Council, the definition of the urban center provided by that plan will be adopted. Most activity of OED will focus on the traditional downtown within the loop and the immediately surrounding neighborhoods.



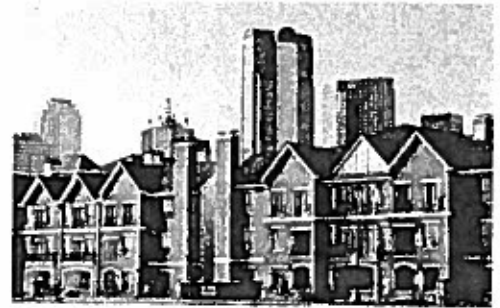
The international market includes jurisdictions outside the U.S., with an initial primary focus on Asia, Latin America and Canada.

**Area Redevelopment:** This division uses Tax Increment Financing Districts (TIFs) and Public Improvement Districts (PIDs) to enhance infrastructure and services for neighborhoods. Financial contributions available through TIFs and PIDs make development projects financially feasible, enhance basic infrastructure and services and encourage developers to invest in neighborhoods. The result is increased property values for residential and commercial properties.

**Business Development:** The business development division includes four service areas: BEAR, new business development, marketing and retail/industrial.

BEAR focuses its efforts on maintaining channels of communication with existing Dallas firms to identify barriers to business growth before they lead to employment losses and disinvestment. BEAR also works to help firms expand their Dallas operations.

New business development responds to requests for information by firms considering a Dallas operation and facilitates new businesses through the site selection and development process. The City's Public/Private Partnership Program provides business incentives in the form of tax abatement, infrastructure cost participation, development fee rebates, right-of-way abandonment rebates/credits and grant/loan programs.



Retail and industrial development focuses on identifying sites for development or redevelopment and works to secure private sector partners to develop those sites.

Marketing supports efforts to promote Dallas' economic development vision through branding and promotional efforts and supports targeted marketing recruitment of priority industry clusters domestically and internationally.

**Small Business and Entrepreneurship:** This division works with entrepreneurs, neighborhood associations and community-based organizations to improve economic conditions and neighborhoods around the City. Entrepreneurs and small businesses can obtain referrals to appropriate technical assistance providers, lending institutions and other small business programs. The division also oversees: service contracts funded by Community Development Block Grant (CDBG) funds with Dallas' seven Business Assistance Centers, a revolving loan program administered by the Southern Dallas Development Corporation and neighborhood development projects.

The South Dallas/Fair Park Trust Fund targets community and neighborhood development in the 25 square mile area surrounding Fair Park and provides commercial loans for businesses and grants to community-based nonprofit organizations, neighborhood groups and associations. The strategic plan places major emphasis on enhancing the City's small business programs.

**Research & Information:** The Research & Information Division provides internal and external decision-makers with accurate and pertinent information through the systematic assembly, recording, analysis and presentation of fact-based data. The division focuses on economic and fiscal impact analysis, marketing, retail and industrial development and performance evaluation research. It also maintains GIS-based datasets on development activity, economic statistics and real estate.

## **Accountability**

The new economic development process will include a systematic performance measurement and accountability component. The Stakeholder Task Force identified this component as an important tool to inform City Council on the use of City resources and to evaluate progress toward strategic goals. The accountability system will rely on a combination of monthly indicators that are reported by the City's management accountability systems and a semiannual scorecard that will be produced for review by the Stakeholder Task Force and the Economic Development and Housing Committee.

To implement this accountability system, OED will develop databases to track development and project activity and resource allocation. The process will include periodic review of performance results by a core group of the Stakeholder Task Force (the Stakeholder Advisory Group). The Stakeholder Advisory Group will provide feedback to City staff. This feedback will be reported to the Economic Development and Housing Committee.

The performance reporting system will include three sets of measures. These are economic outcomes, community success factors and strategic plan milestones. Measures for economic outcomes and community success factors will be proposed by City staff to the Stakeholder Advisory Group for comment and then will be incorporated into a recommended scorecard that will be presented to the Council Committee on Economic Development and Housing.

There are three economic outcomes: economic growth, economic opportunities for residents and sustainable revenue. Each outcome is measured with a series of economic indicators. The Office will establish a baseline for each indicator and report goals for each.

## **COTTON BOWL**





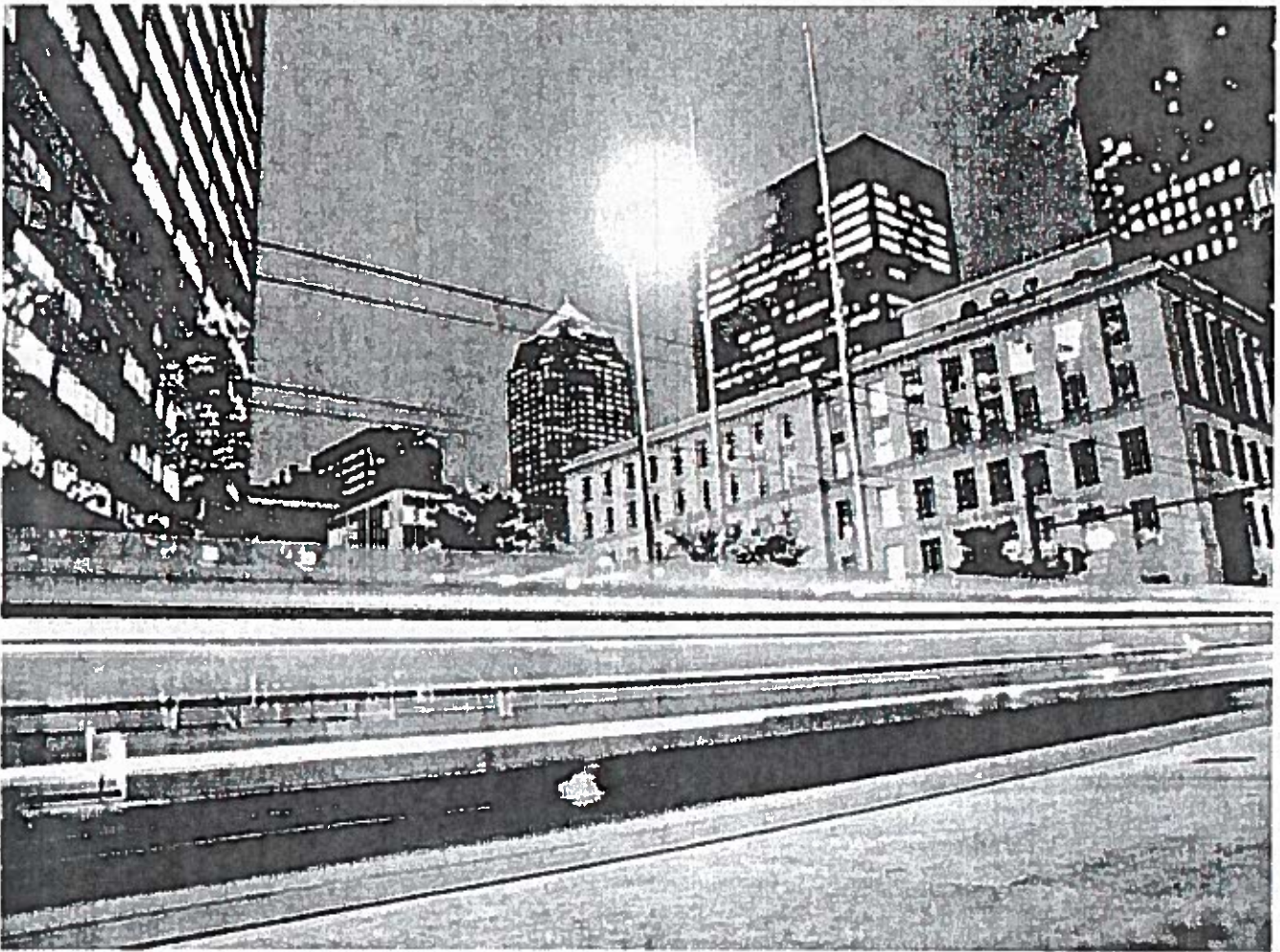
## *Monitoring Economic Outcomes*

<i>Economic Outcome</i>	<i>Possible Indicators</i>
Economic Growth (City totals and by geographic sub-areas where appropriate.)	Labor Force Employment (Dallas Residents Working) Payroll Employment (Jobs in Dallas) Real Estate Construction by Type Building Permits and Value
Economic Opportunities (City totals and by geographic sub-areas where appropriate.)	Unemployment Rates Estimated Underemployment Rates Per Capita Personal Income New Business Starts by Industry Commercial Occupancy Rates Median Home Values
Sustainable Revenue (City totals and by geographic sub-areas where appropriate.)	Total City Revenue City revenue by Source (commercial: sales, property; residential property; other: fees, etc.)

The second series of performance measures are community success factors. These are qualities that must be present as prerequisites for economic development. The OED will monitor these success factors with a set of indicators. Maintaining and promoting an awareness of the importance of these success factors will highlight important policy decisions that fall outside the normal economic development area. The four development enablers include: public safety, workforce preparedness, public education and housing.

### *Indicators of Community Success (Development Enablers)*

<i>Development Depends on:</i>	<i>Possible Indicators</i>
A Safe City	Total Indexed Crime (compared to other cities) Crime Rates by Type of Offense
A Well Trained Work Force	Educational Attainment Community College Training Activity Levels Texas Worksource Activity Levels
Strong Public Schools	Exemplary/Recognized Schools Neighborhood Participation in Local Schools (Percent of Children Attending)
A Diverse, Quality Housing Stock	Housing Affordability Home Ownership Rate



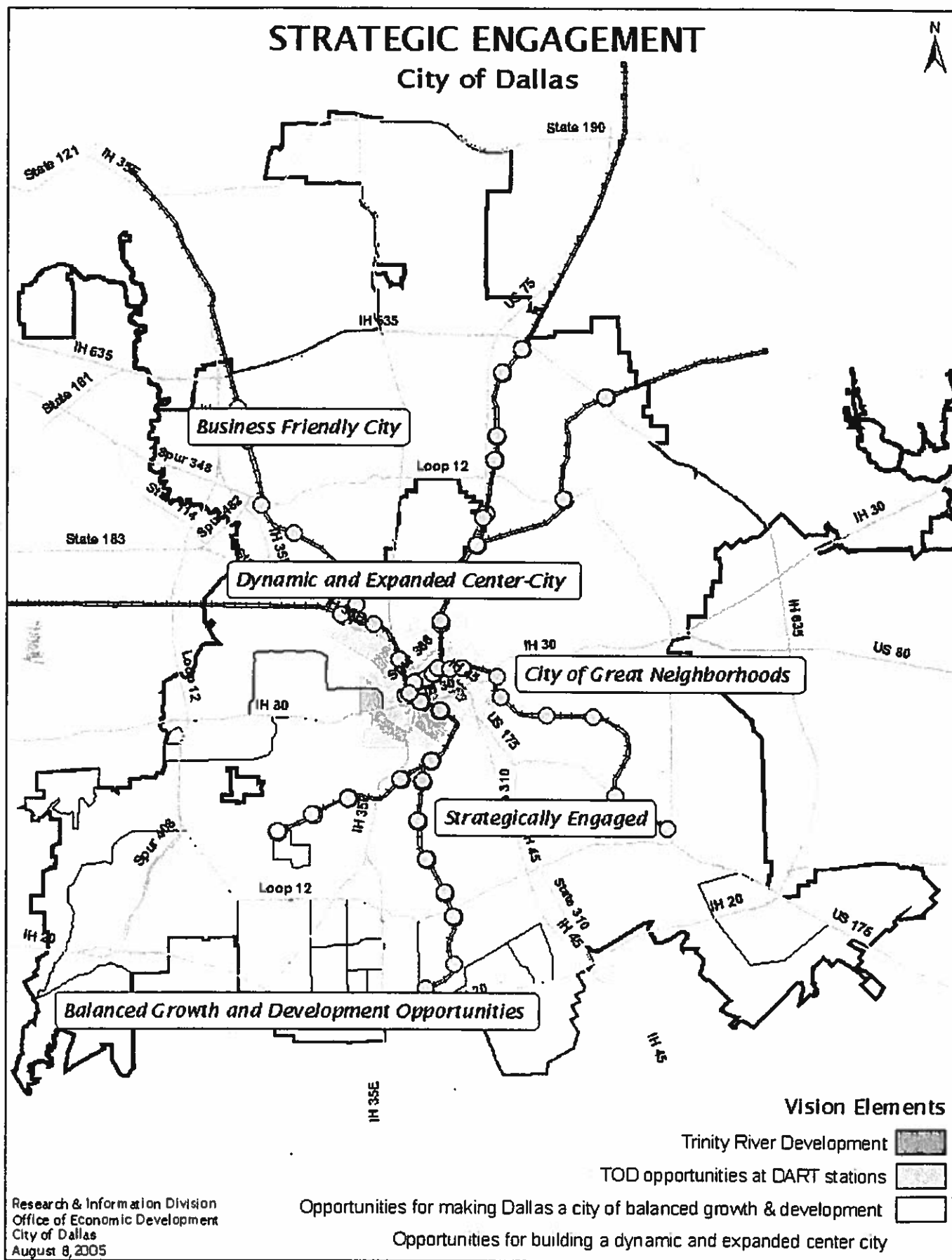
### ***Strategic Plan Milestones and Performance Measures***

The final performance tracking component includes milestone tracking of strategic plan goals. These milestones will permit policy makers to monitor progress toward strategic plan goals. These milestones and measures are documented in the implementation plans beginning on page 26.

All three sets of performance measures will be monitored and maintained in a manner that is consistent with and supports the City's ongoing staff accountability efforts such as Citywide performance measures and individual performance plans.

Goals identified in this plan are, in many cases, long-term. In most cases, however, performance measures are based on first year objectives. During the first year of implementation, OED staff will identify appropriate five year targets for these long-term goals. These five-year targets will be incorporated into the revised strategic plan to be presented to the Council in 2006 (see goal 2 on page 27.)

Figure 2



## VI. Implementation Plan:

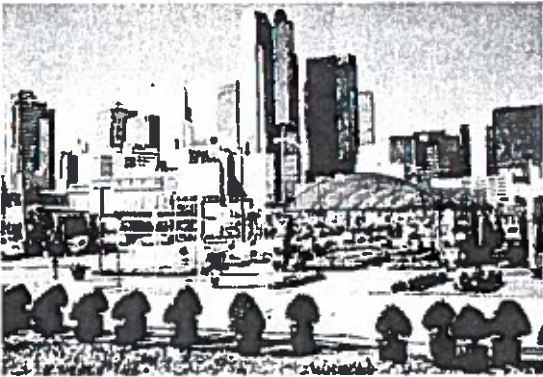
### ***Make Dallas a City Strategically Engaged in Economic Development***

#### ***Goal 1: Align the Office of Economic Development with Strategic Priorities.***

*Align OED staff and other economic development resources with strategic priorities by forming geographic teams supported by service specialists within OED and from other City departments. Focus on three priority geographies: Downtown, Southern Dallas and International Markets.*

#### ***Desired Outcome***

OED is properly staffed to drive strategic development priorities, effectively mobilize City resources, and partner with the private sector and the community to achieve plan goals.



#### ***Milestones/Timeframes***

- OED Director hired and Assistant Directors in place to manage key geographic and service teams: Third Quarter 2005.
- Project managers and multidisciplinary teams are named to drive priority programs and projects (NAFTA Corridor, Retail/TOD, Frazier Courts, Trinity Corridor, UNT-Dallas Southern Campus): Fourth Quarter 2005.
- Stakeholder Advisory Group is organized and meets with OED management team: Fourth Quarter 2005.
- Draft individual workplans based on strategic plan goals: December 2005.

#### ***Results/Measures***

- Achieve full staffing level: March 2006.
- Strategic priority-based individual workplans in place: 0 to 3 months.
- Percent of staff time dedicated to strategic priorities (Target measure to be developed.): 0 to 12 months.

#### ***Accountability***

OED

#### ***Partner***

Stakeholder Advisory Group

**Goal 2: Create an Economic Development Process Based on Research and Planning, and Maintain Access to Databases Required to Support These Efforts.**

*Create a fact-based process to review strategic initiatives that have a significant development impact, and incorporate appropriate input from interdepartmental work teams. Maintain access to databases and software necessary for research and planning.*

**Desired Outcomes**

Keep the strategic plan a current document that reflects changing economic conditions and policy needs. Staff incorporates work of the research division and the multidisciplinary team to provide periodic briefings. The plan incorporates oversight and feedback from the Committee on Economic Development and Housing and the Stakeholder Advisory Group. OED is capable of responding to ad hoc requests by internal and external clients and completing research needed for project evaluation, reporting and strategic planning.

**Milestones/Timeframes**

- OED presents strategic plan to Council: Immediate.
- Regular briefings held with Economic Development and Housing Committee and Stakeholder Advisory Group: Committee meets twice a month, and Advisory Group meets Quarterly.
- Research and Information Division's budget allocation supports maintenance of necessary database subscriptions and analysis software: Included in 2005 - 2006 budget.
- Annual research workplan meets the needs of OED service teams, long-term tracking and the strategic planning process: Research projects completed according to workplan timeline.

**Results/Measures**

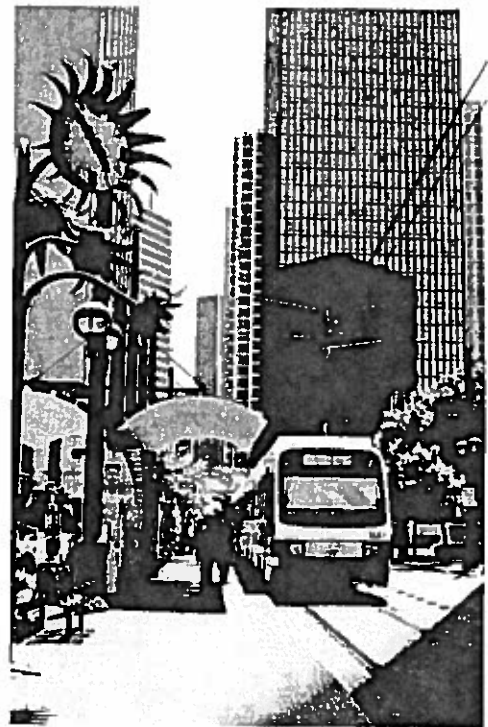
- Updated strategic plan submitted to Economic Development and Housing Committee in August/September 2006 for approval.
- Publish semiannual scorecard on OED plan: 6 months.
- Economic indicators and community success factors accurately collected and routinely reported: 3 months.

**Accountability**

OED

**Partners**

Development Services Department, Housing Department Infrastructure Management/GIS Division, North Central Texas Council of Government (NCTCOG), Dallas Central Appraisal District (DCAD) and Dallas County



### *Goal 3: Drive Measurement and Accountability through Effective Database Use.*



*Develop a project tracking database to account for staff and other resources applied to projects. Develop an OED accountability system and semiannual scorecard that is consistent with the City's new accountability process. Develop a client relationship management database to track company history with the OED.*

#### *Desired Outcomes*

OED can monitor the strategic plan progress and adjust resource allocations to match project scope and priority. Performance tracking systems are developed to link strategic plan goals and individual performance plans. OED can document by client and project all customer services delivered. The database can also help document the impact of OED services.

#### *Milestones/Timeframes*

- Complete an inventory of OED projects/tasks, strategic goals and identify the data requirements: 0 to 6 months.
- Develop, deploy and maintain a system capable of documenting resource allocation and producing performance-tracking outputs that link the strategic plan with City accountability and individual performance plan systems: 6 to 12 months.
- Identify client relationship management data requirements, select and license an application for maintaining the database system and deploy it: 6 to 12 months.

#### *Results/Measures*

- Deploy project tracking, scorecard and client relation management databases: October 2006.

#### *Accountability*

OED

#### *Partners*

Computer and Information Systems and the E-Team

**Goal 4: Create a Communications Program.**

*Refine the City's economic development branding message and communicate a clear, consistent and professional image, both domestically and internationally, using available technology and multiple media. Develop, in conjunction with the Public Information Office, a public relations campaign to raise the level of awareness of OED and to distribute "Good News." Celebrate and share successes about our City to the global community.*

**Desired Outcome**

Increased visibility and a clear message articulating the benefits of doing business in Dallas increases "Top of the Mind" awareness of the City as a site location and boosts demand for OED services.

**Milestones/Timeframes**

- Production of monthly press releases and periodic reports at media breakfasts: 3 to 6 months.
- OED's participation in conferences, seminars and community events is clearly branded with a pro-business message: 3 to 6 months.

**Results/Measures**

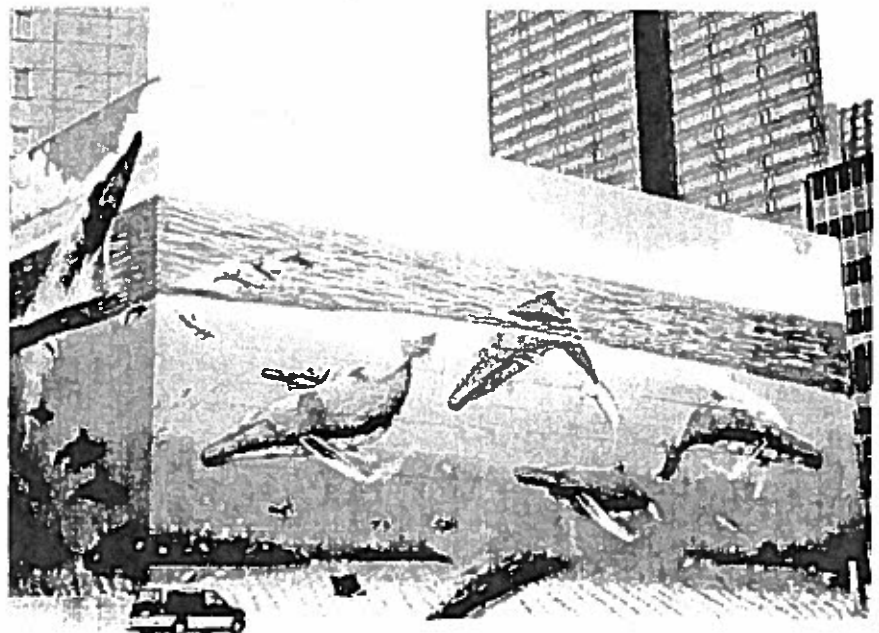
- Develop branding program and use consistently in three publications distributed by OED: 0 to 12 months.

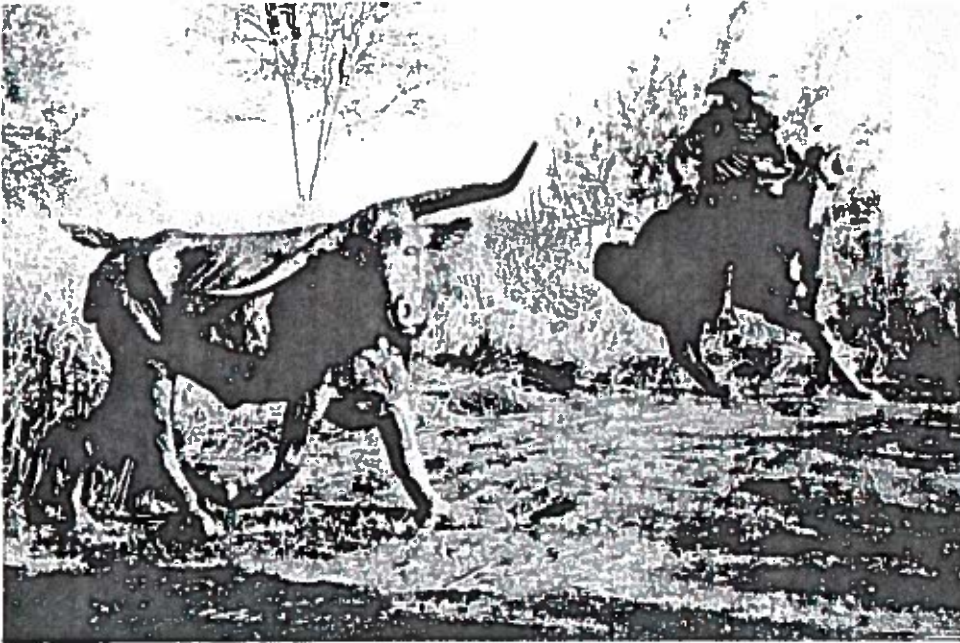
**Accountability**

OED

**Partner**

Public Information Office





***Goal 5: Leverage Community and Business Partnerships to Accomplish Economic Development Goals.***

***Identify opportunities to partner with other organizations and businesses to improve the flow of information and leverage resources.***

***Desired Outcome***

Improve information flow and leverage resources applied to Dallas' economic development vision.

***Milestones/Timeframes***

- Partners identified/engaged for key economic development initiatives: 0 to 12 months.

***Results/Measures***

- Participate with ten community partners on economic development programs and/or events: 0 to 12 months.

***Accountability***

OED

***Partners***

Private sector business and investors, non-profits and professional organizations



**VII. Implementation Plan:**  
**Make Dallas a Business-Friendly City**

**Goal 6: Create and Maintain an Aggressive Business Expansion and Retention (BEAR) Program.**

*Support and encourage a systematic effort to call on key Dallas companies. Conduct site visits to execute a business climate survey. Respond to business community feedback and foster open channels of communication. Foster a customer-friendly regulatory function and development process within the City.*



**Desired Outcomes**

Dallas generates more job growth and investment as a consequence of better communication between City government leadership and local employers. Stronger relationships lead to increasingly collaborative approaches to problem-solving and the identification of new opportunities.

**Milestones/Timeframes**

- Visit top 125 companies: 0 to 9 months.
- Complete business climate survey: 6 to 12 months.
- Continue to align the City's development review and permitting process with industry expectations (OED to assist Development Services Department efforts.): ongoing.

**Results/Measures**

- Present business climate survey results to Economic Development and Housing Committee: September 2006.
- Create or retain at least 800 jobs citywide at existing companies annually.
- Increase commercial real property tax base by 1 percent annually.

**Accountability**

OED and Development Services (review development process only)

**Partners**

City Managers Office, Public Works and Transportation and Dallas Water Utilities

*Goal 7: Develop a Proactive Recruitment Process to Strategically Attract Domestic and International Business.*

*Refine the target market for the City's focused recruitment efforts. Develop marketing materials and research publications geared to customer needs. Take full advantage of technology to deliver the business message. Work collaboratively with the chambers of commerce.*

*Desired Outcome*

Increase investment and employment in Dallas from out-of-town firms in priority industries (including foreign direct investment prospects).

*Milestones/Timeframes*

- Complete priority industry cluster study: 0 to 3 months.
- Select target industries: 3 to 6 months.
- Complete profiles of prospect firms: 3 to 9 months.
- Contact prospect firms, including site visits when feasible: 3 to 12 months.

*Results/Measures*

- Secure two relocations or expansion operations to Dallas annually.

*Accountability*

OED

*Partners*

Stakeholder Advisory Group and area chambers of commerce



**Goal 8: Form an International Team to Strengthen Trade and Investment from Asia, Latin America and Canada.**

*Form a team, led by an Assistant Director, that focuses on international markets with an initial concentration on China and NAFTA partners.*

**Desired Outcome**

Increase investment and employment in Dallas from international firms in priority industries.

**Milestones/Timeframes**

- Develop list of international companies in Dallas: 0 to 3 months.
- Complete research on level of imports and exports: 0 to 3 months.
- Work with existing international companies and state and local partners to identify potential leads: 3 to 6 months.
- Develop list of best prospect companies: 6 to 9 months.
- Contact prospect firms: 9 to 12 months.

**Results/Measures**

- Team in place: 0 to 3 months.
- Complete first year workplan: 0 to 3 months.

**Accountability**

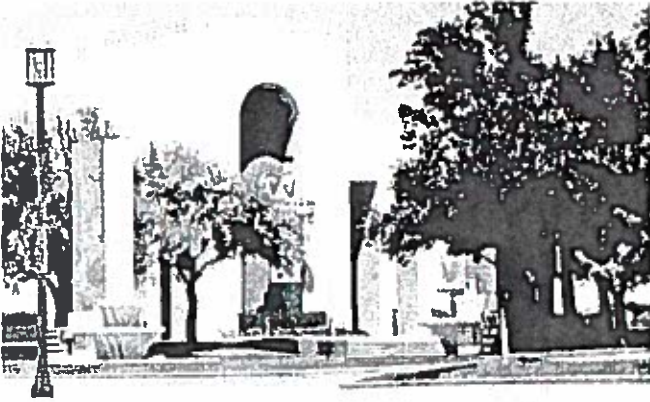
OED

**Partners**

International companies, chambers of commerce, foreign consulates and the State of Texas



## Goal 9: Establish a Uniform Prospect Handling Process.



*Establish a prospect handling process for domestic and international leads that: articulates standard procedures and messages to be expressed; uses a consistent and predictable record-keeping system; has built-in follow-up; documents best practices/lessons learned; and measures success.*

### *Desired Outcome*

A more effective business prospect response system increases retention and recruitment efforts and improves Dallas' image within the business community.

### *Milestones/Timeframes*

- Review prospect response process: 0 to 3 months.
- Identify measures to reduce response time, including methods to provide automated initial responses: 9 to 12 months.
- Develop and deploy a system for tracking follow-up and cataloging lessons-learned: 9 to 12 months.
- Document lessons-learned so that they may be incorporated into the next Public Private Partnership review: December 2006.

### *Results/Measures*

- Provide same day delivery of "first response information" to all prospect calls: 0 to 3 months.
- Implement procedures to ensure all prospect calls receive a follow-up inquiry within two weeks of final request delivery: 0 to 12 months.

### *Accountability*

OED

**Goal 10: Improve Integration of Economic Development and Public Safety.**

*Incorporate a public safety component in our communications message. Network routinely with public safety officials so they are aware of OED priority projects. Invite senior police officials to participate in BEAR calls where crime and security are competitive issues.*

**Desired Outcome**

Local businesses and prospects are better informed of the City's efforts to address public safety concerns. Public safety leadership is better informed of business needs, and the business community has growing confidence in the City's public safety efforts.

**Milestones/Timeframes**

- Implement a process to inform public safety partners of public safety issues identified by OED clients: 0 to 3 months.
- Schedule joint customer calls with public safety partners when crime and security are competitive issues: ongoing.

**Results/Measures**

- Complete 15 BEAR calls to businesses in high incident areas annually: 0 to 12 months.

**Accountability**

OED

**Partner**

Police Department



**Goal 11: Promote the Importance of Education/Work Force Training in Economic Development.**

*Improve communication between OED and the education and work force training community and find ways to increase cooperation in business development activities.*

**Desired Outcome**

Educational and work force training leaders are better aware of City activities and business needs, and coordination between education/work force training capabilities and OED projects is improved. The business community has growing confidence in the potential of the local work force.

**Milestones/Timeframes**

- Identify and secure major education and work force development partners willing to make site visits: 0 to 9 months.
- Develop information exchange process (meetings, communications, etc.): 6 to 12 months.
- Schedule joint calling efforts when appropriate: ongoing.

**Results/Measures**

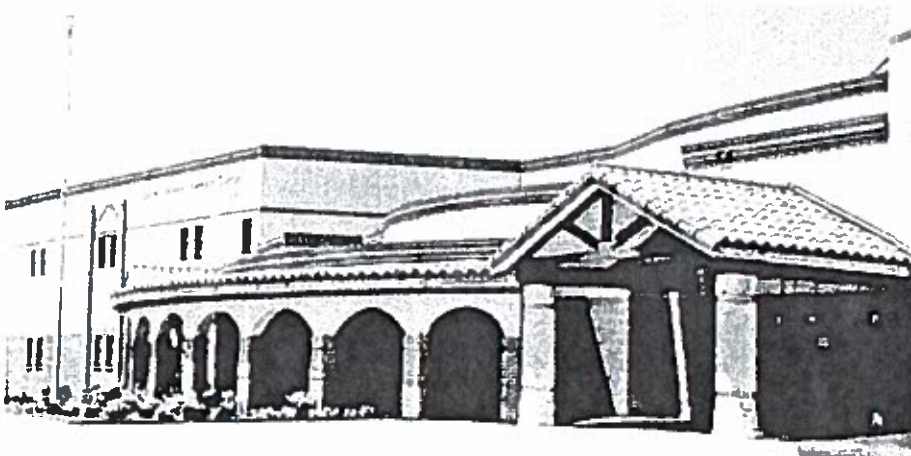
- Complete 15 BEAR calls with work force training and public education partners annually: 0 to 12 months.

**Accountability**

OED

**Partners**

WorkSource, DCCCD, Independent School Districts and area universities



## VIII. Implementation Plan:

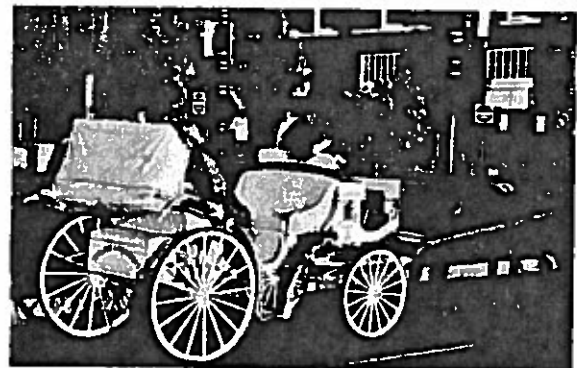
### ***Build a Dynamic and Expanded Center-City Economy***

#### ***Goal 12: Form a Team Dedicated to Downtown Priorities.***

***An Assistant Director leads a team dedicated to building on existing successes in creating in-town residential, retail, transit and cultural assets. Brand and market an expanded Downtown Dallas as an urban city. Create a unique retail identity and enhance Main Street initiatives. Encourage development of art galleries, fashion and destination retail. Improve access to existing parking and incorporate an ambient lighting strategy that increases the perception of safety after dark.***

#### ***Desired Outcomes***

Downtown projects are supported by full-time professional staff that can identify opportunities, coordinate the City's regulatory process and facilitate development activity. Maintain focus on achieving residential critical mass and creating an expanded downtown. Branding and marketing a thriving Center-City economy of distinct neighborhoods improves downtown's image in the region and nationally. This results in stronger retail, office and residential markets and increases tourism. Dallas City-Center TIF district retailers have improved business, and market growth promotes retail sustainability and expansion.



#### ***Milestones/Timeframes***

- Downtown Assistant Director in place: accomplished.
- Complete hiring of key staff: 0 to 3 months.
- Complete Center-City workplan: 0 to 3 months.
- Develop brand for downtown: 6 to 12 months.

#### ***Results/Measures***

- Full staff in place and Center-City workplan completed: 0 to 3 months.
- Maintain existing 267,000 square feet of retail space (including 129,000 square foot flagship Neiman Marcus: ongoing.
- Add 40,000 square feet of retail space: 12 months. Three-year goal is a net increase of 120,000 square feet.

#### ***Accountability***

OED

#### ***Partners***

Central Dallas Association, Dallas Convention and Visitors Bureau, Preservation Dallas, Dallas Downtown Partnership, PIDs, TIF boards and associations

**Goal 13: Promote Transit-Oriented-Development (TOD) to Improve Connectivity.**

*Coordinate TOD planning in concert with DART standards to promote desirable development along transit corridors: residential, retail, office and cultural uses. Develop a mixed-use development program to maximize Center-City and Southern Sector TOD at the most appropriate DART stations.*

**Desired Outcome**

Center-City DART stations become neighborhood focal points and centers of urban amenities (shopping, living, employment, culture).

**Milestones/Timeframes**

- Identify Central Dallas stations that have the greatest short-term potential for TOD and develop action plans to work with developer proposals: ongoing.
- Identify best practice development incentives used in other cities for TOD and examine Dallas' existing incentive package to ensure the City maximizes TOD investment: 0 to 6 months.
- Develop a marketing package to target new TOD opportunities available in Dallas: 9 to 12 months.
- Work with the Planning Department and DART to develop a TOD overlay template to facilitate development / redevelopment of land within 1/4 mile of DART stations: upon presentation of Forward Dallas! to City Council.

**Results/Measures**

- One Central-City TOD commitment: 12 months.
- Secure an average of 5,000 square feet of cultural and artistic facilities at each completed TOD project: ongoing.

**Accountability/Partners**

OED

**Partners**

Development Services Department, Public Works and Transportation Department, Dallas Water Utilities, Office of Cultural Affairs, DART and developers





**Goal 14: Generate a Focused Center-City Business Expansion and Retention Effort.**

*Work with the Central Dallas Association to identify businesses at risk for leaving Downtown and implement priority BEAR strategies. Establish informal business roundtables to address barriers to business success identified by the business climate survey.*

**Desired Outcome**

Fewer downtown business defections and strengthened relationships between businesses and the City.

**Milestones/Timeframes**

- Develop early warning system to identify at-risk businesses two to three years in advance of lease termination to begin working with tenant on retention strategy: 0 to 3 months.
- Establish informal business roundtables to discuss barriers to business success identified in the business survey: 6 to 12 months.

**Results/Measures**

- Create or retain at least 400 jobs at existing companies annually.
- Reduce vacancy rate in CBD office market by 2 percent annually.

**Accountability**

OED

**Partners**

Stakeholder Advisory Group and Central Dallas Association



## *Goal 15: Increase Urban Housing.*

*Convert vacant class B and C office space to residences. Grow housing to 10,000 units in the CBD and an additional 20,000 units within one mile of the CBD loop (outer ring neighborhoods) by 2015.*

### *Desired Outcome*

Downtown Dallas housing market reaches critical mass so that market forces begin to drive sustainability and expansion. OED identifies best practices in other cities for creating urban housing markets, including location-efficient mortgages, civil servant housing incentives, etc.

### *Milestones/Timeframes*

- Define expanded Downtown in conjunction with Central Dallas Association and the Planning Division: 0 to 3 months.
- Convert obsolete office space to residential: ongoing.
- Complete housing best practices white paper: 12 months.

### *Results/Measures*

- Open 600 converted residential units in CBD: 12 months. (Reach 10,000 residential units in the CBD by 2015.)
- Open 2,500 residential units within one mile of the CBD loop: 12 months. (Reach 20,000 units in these outer ring neighborhoods by 2015.)
- Form Downtown Connection TIF District: 12 months.
- Execute development agreement to redevelop the Mercantile block, Continental and Atmos buildings: 0 to 3 months.

### *Accountability*

OED

### *Partner*

Housing Department



## *Goal 16: Create Linkages That Connect Center-City Neighborhoods.*

*Improve connectivity within the CBD loop by accelerating implementation of Downtown commuter and pedestrian mobility plans, parks master plan and north-south streetscape. Increase the number of pedestrian links between the CBD and surrounding neighborhoods, including the proposed park over Woodall Rodgers that would connect Uptown and the Arts District. Explore expanded trolley service to key City locations.*

### *Desired Outcome*

Downtown becomes a better pedestrian environment, improving quality of life of downtown residents and workers and improving visitor experience. Central Dallas neighborhoods become better connected, promoting critical pedestrian mass, supporting retail and enlivening the area.

### *Milestones/Timeframes*

- Acquire land for Main Street Garden and Live Oak Garden Parks: 12 months.
- Complete north-south streetscape improvement project: 18 months.
- Continue installation of wayfinding signage program: ongoing.
- Encourage cosmetic improvements to private garages participating in the CityPark program: 0 to 6 months.
- Identify priority corridors/connections: 9 to 12 months.

### *Results/Measures*

- Purchase two park sites: 12 months.
- Design one park site: 18 months.
- Complete 2003 bond program streetscape projects, including new sidewalks, landscaping and pedestrian lighting: 18 months.
- Install first wayfinding signage phase: 12 months.
- Identify two new priority corridors between successful Central City neighborhoods and begin planning with partners for development, landscaping and trolley service: 0 to 12 months.
- Identify City matching funds for the proposed Woodall Rodgers connection park: 12 months.

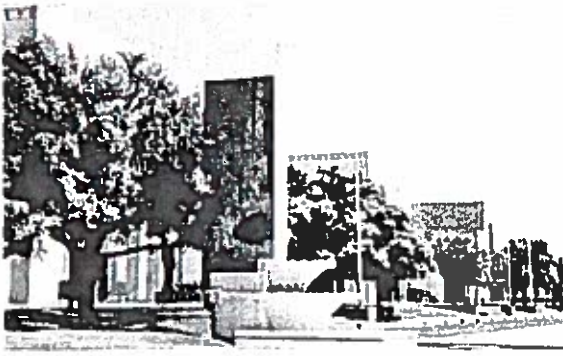


### *Accountability*

Park and Recreation Department (parks); Public Works and Transportation (streetscape); and Development Services Department (wayfinding signage)

### *Partners*

OED, DART, developers and parking garage owners and operators.



## ***IX. Implementation Plan:***

### ***Make Dallas a City of Balanced Growth and Development Opportunities***

***Goal 17: Form a Team Dedicated to Southern Dallas Priorities.***

***Hire an Assistant Director to lead a team dedicated to Southern Sector initiatives. Focus specifically on supporting small business development and entrepreneurial activity and implementing projects that fill retail gaps and revitalize neighborhoods.***

#### ***Desired Outcome***

Southern Dallas projects are supported by full-time professional staff that can identify opportunities, coordinate the City's regulatory process and reduce development obstacles. Maintain focus on developing neighborhoods, providing retail opportunities and maximizing supply chain opportunities/initiatives.

#### ***Milestones/Timeframes***

- Hire Southern Dallas assistant director: 0 to 3 months.
- Hire team staff: 0 to 3 months.
- Complete Southern Dallas workplan: 0 to 3 months.

#### ***Results/Measures***

- Professional team named and in place: 0 to 3 months.
- First year workplan complete: 0 to 3 months.

#### ***Accountability***

OED

**Goal 18: Enhance Dallas' Position As a National Leader in Supply Chain Management/Logistics and Leverage Its Strategic Geographic Location. (See figure 3, page 45)**

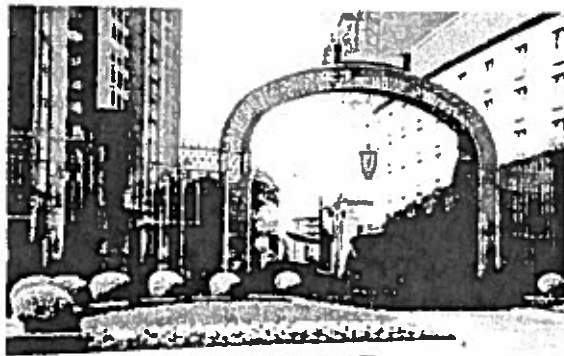
*Maintain a multidisciplinary team to continue pursuing NAFTA Corridor objectives and strengthen existing partnerships with port cities, neighboring municipalities and federal/state agencies. Complete an in-depth assessment of Dallas' role in the global supply chain management/logistics sector.*

**Desired Outcome**

A quantifiable and achievable plan is developed to attract global logistics and supply chain management companies to Dallas. Create quality jobs for Southern Sector communities in related businesses such as e-commerce, third party logistics (3PL) firms, trucking and warehousing, manufacturing and assembly, inventory tracking (e.g., RFID, GPS), and physical and information.

**Milestones/Timeframes**

- Form a multidisciplinary team, led by a project manager and including consultants Dean International, to meet regularly with City Manager's Office to address NAFTA Trade Corridor Project initiatives: ongoing.
- Complete a comprehensive assessment of Dallas' ownership and role in global logistics/supply chain management: 0 to 9 months.
- Organize an international conference that focuses on developing Dallas' Southern Sector into a logistics hub: 9 to 12 months.
- Project manager, OED and Convention and Visitors Bureau work with railroads to define markets and explore collaboration on advertising campaigns: 6 to 12 months.



### *Results/Measures*

- Identify funding alternatives for NAFTA Trade Corridor Project: 0 to 12 months.
- Achieve a 1,000 percent return on public infrastructure investments in client-specific industrial projects: ongoing.
- Publish report on opportunities/impact of increasing Dallas' role in global logistics/supply chain management: 9 months.
- Hold logistics/supply chain summit: 12 months.

### *Accountability*

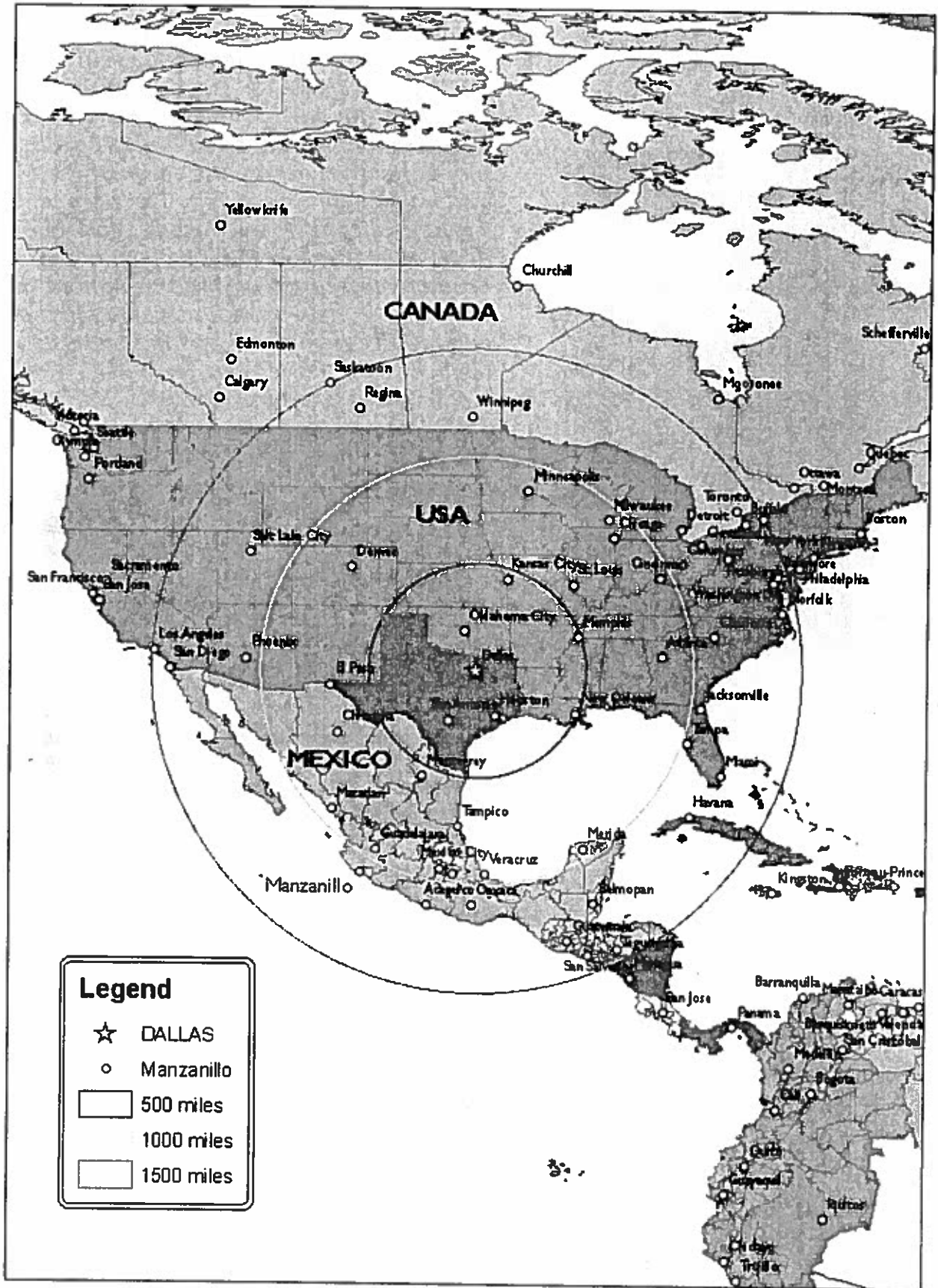
Intergovernmental Services and consultants Dean International

### *Partners*

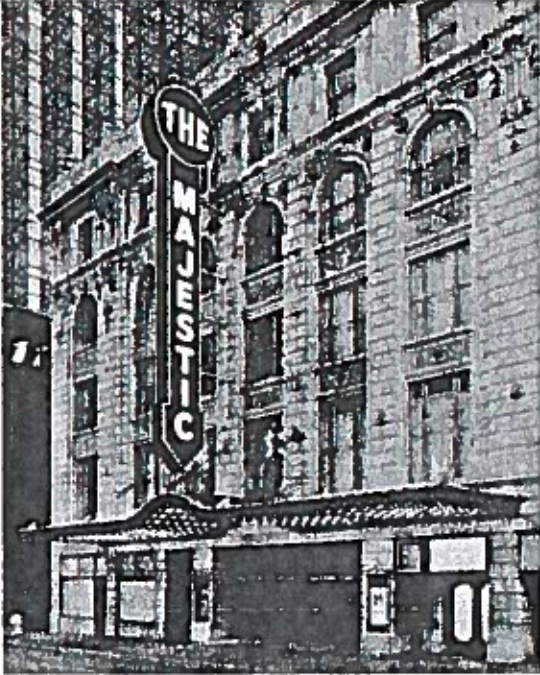
OED, Police Department, Public Works and Transportation Department, Development Services Department, Convention and Visitors Bureau, U.S. Maritime Administration, Port of Houston, Port of Manzanillo, cities of Mesquite, Desoto, Ducanville, Lancaster, Wilmer and Hutchins, Dallas County, World Affairs Council, UNT and UTD.



Figure 3 NAFTA Market Access Map



**Goal 19: Revitalize Dallas' Small Businesses and Support Entrepreneurs.**



*Identify best practices in business assistance and incubator operations and create an information guide for start-up businesses on the OED Web site. Review the South Dallas/Fair Park Trust Fund's mission and programs to more effectively serve the community. Monitor and implement Community Development Block Grant programs to encourage economic development in low-to-moderate income areas. Promote entrepreneurship throughout the community. Help small businesses find access to capital. Create a small business advisory council to obtain regular feedback from the small business community.*

**Desired Outcome**

OED assists businesses in accessing capital through non-traditional debt and equity sources. Overall capital availability to the small business community is increased. Job growth is stimulated in low-to-moderate income areas, and entrepreneurial activity receives the visible support and encouragement of the City.

**Milestones/Timeframes**

- Review business assistance center / incubator best practices that increase graduation and survival rates: 6 to 9 months.
- Implement entrepreneurship / small business recognition program: 9 to 12 months.
- Conduct business plan competition to identify viable businesses/potential employers: 0 to 12 months.
- Identify measures of capital access by Dallas small businesses: 6 to 9 months.
- Identify alternate small business financing sources: 9 to 12 months.
- Create a small business advisory council: 0 to 12 months.



### *Results/Measures*

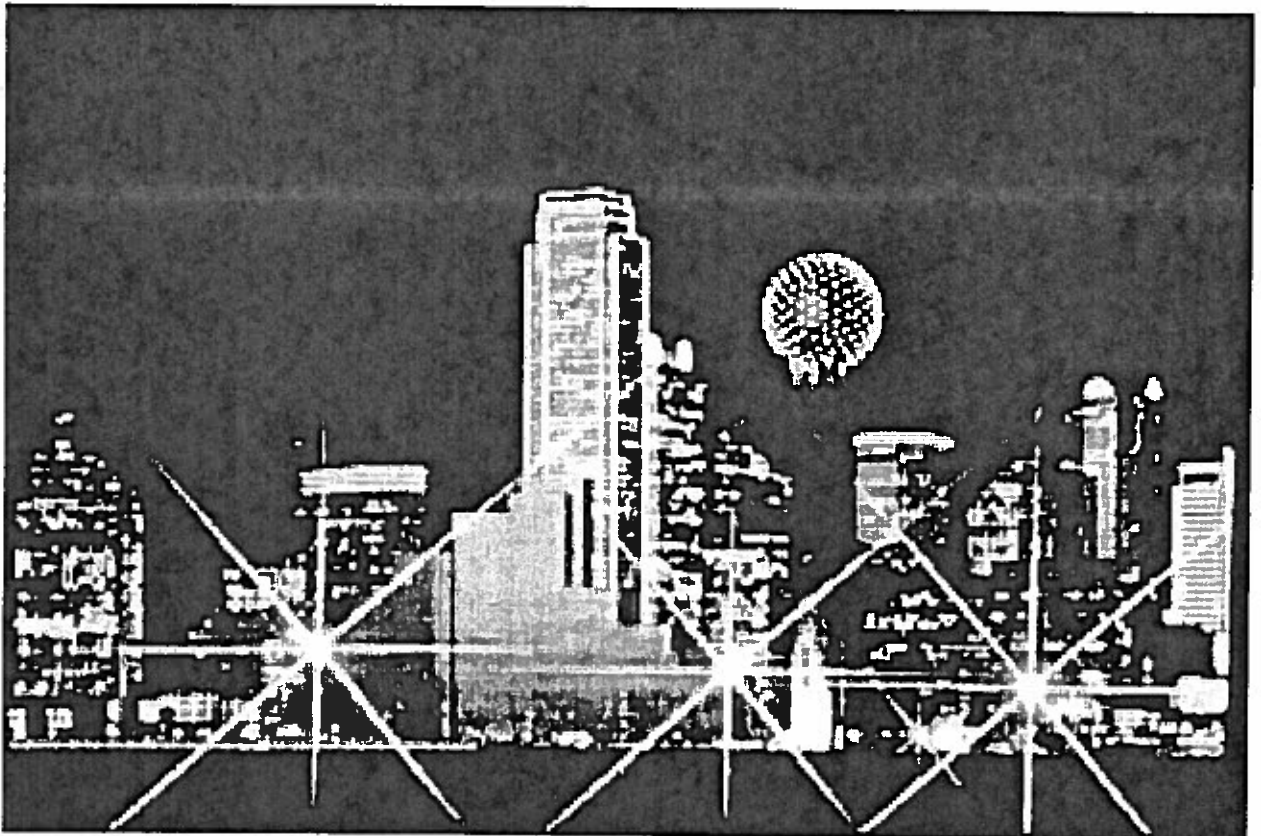
- Present business assistance center/incubator best practices review with recommended process to increase graduation and survival rates to City Council: 9 months.
- Complete business plan competition with winning firms producing 10 jobs within 2 years.
- Small Business Advisory Council created and workplan in place: 0 to 12 months.
- Increase new business formation (metric to be developed): 0 to 12 months.

### *Accountability*

OED

### *Partners*

City Council, CMO, chambers of commerce, sponsoring firms (pro bono), universities and Technical Assistance providers



**Goal 20: Embrace a Holistic Approach to Retail Development That Encourages Responsible TOD and Focuses on Southern Sector Community Needs.**

*Create a multidisciplinary team to address retail and TOD issues. Identify qualified developers capable of developing/redeveloping Southern Dallas retail sites and identify potential sites. Establish action plans to promote public private partnerships at retail sites in Southern Dallas communities.*

**Desired Outcome**

Developer and retailer perception of Southern Sector communities becomes more positive. Key shopping centers are successfully redeveloped, and Southern Dallas DART stations become focal points of urban amenities (shopping, living, employment, culture). Service gaps in underserved communities and leakages of retail dollars to surrounding cities are reduced.

**Milestones/Timeframes**

- Assign multidisciplinary team, led by OED, to identify and prioritize retail and TOD issues: ongoing.
- Identify qualified developers interested in developing/redeveloping retail sites in Southern Dallas: 6 to 9 months.

**Results/Measures**

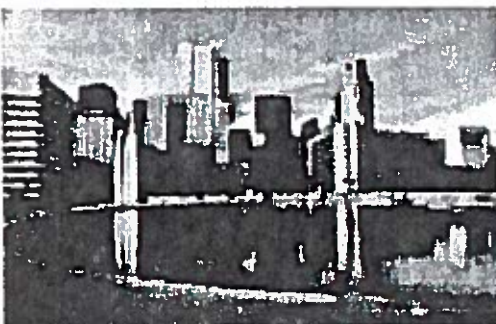
- Secure commitment on one new and one priority redevelopment project totaling at least 100,000 square feet: 0 to 12 months.
- Identify two Southern Dallas DART stations for TOD and develop action plans: 0 to 12 months.

**Accountability**

OED

**Partners**

Dallas Water Utilities, Development Services Department, Public Works and Transportation Department, DART, NCTCOG and private developers



**Goal 21: Use Existing Tools to More Effectively Redevelop Southern Sector Neighborhoods.**

**Expand existing Dallas Brownfields Program, establish a brownfields redevelopment process and identify an initial pilot redevelopment project. Evaluate and identify neighborhoods in Southern Dallas that would benefit from TIF and PID programs.**



**Desired Outcome**

Redevelop Southern Dallas neighborhoods using TIF districts and other available financing tools. Redevelop underutilized and environmentally-challenged commercial and industrial sites in Southern Dallas using the Brownfields Program.

**Milestones/Timeframes**

- Create a five-year brownfields redevelopment plan with flow-chart: 12 months.
- Identify two target neighborhoods and two potential brownfields redevelopment sites for each neighborhood: 12 months.
- Identify Southern Dallas areas with highest viability for TIF and PID use: 12 months.

**Results/Measures**

- Present recommendations to City Council on most viable Southern Dallas areas for short-term TIF district or PID approach: 0 to 12 months.
- Establish one new TIF district in the Southern Sector: 0 to 12 months.
- Establish one new PID in Southern Dallas: 0 to 12 months.
- Identify one viable project site following the completion of the brownfields redevelopment process five-year plan: 0 to 12 months.

**Accountability**

OED

**Partners**

Development Services Department, Public Works and Transportation Department, developers, non-profits, Environmental Protection Agency and Housing and Urban Development

## **X. Implementation Plan:**

### **Make Dallas a City of Great Neighborhoods**

#### **Goal 22: Support the Frazier Revitalization Initiative As a Model for Other Southern Sector Neighborhoods.**

*Use City resources to support Frazier Revitalization, Inc.'s efforts to assemble key land and assure planning and usage are in keeping with community desires. Establish a multidisciplinary team, led by the Housing Department, to address Frazier Development Initiatives.*



#### **Desired Outcome**

The Frazier Court project reaches its potential as a national demonstration method for redeveloping low-income areas through community participation, planning, housing and educational components. Apply principles of the Frazier redevelopment program to other Southern Dallas communities.

#### **Milestones/Timeframes**

- Establish a multidisciplinary team, led by the Housing Department, to support the Frazier Redevelopment Initiative: 0 to 3 months.
- Develop a template for neighborhood redevelopment based on the lessons learned from the Frazier Redevelopment Initiative: 0 to 12 months.

#### **Results/Measures**

- Engage (along with other partners) Frazier Redevelopment, Inc. to assist financing and development: 12 months.
- Assemble key land: ongoing.
- Initiate HOPE VI public housing redevelopment: 12 months.
- Complete template of the Frazier Redevelopment Initiative to be used as a model for neighborhood redevelopment: 12 months.

#### **Accountability**

Housing Department

#### **Partners**

Development Services Department, OED, Park and Recreation Department, Public Works and Transportation Department, Dallas Housing Authority, Foundation for Community Empowerment and Frazier Court Revitalization, Inc.

**Goal 23: Evaluate Opportunities to Stimulate Economic Development in the Trinity Corridor and UNT-Dallas Campus Neighborhoods.**

*Use the Trinity/Forward Dallas! land use plans for guidance. Establish multidisciplinary teams, led by OED, to evaluate opportunities and establish priorities. Develop action plans around key opportunities.*

**Desired Outcomes**

Trinity River Corridor development opportunity zones generate new residential and commercial opportunities that strengthen Central Dallas neighborhoods and bridge the gap between Northern and Southern Dallas. Development of the new UNT campus presents opportunities for balanced commercial and residential growth that ties the campus to the larger community.

**Milestones/Timeframes**

- Establish multidisciplinary teams, led by OED, to evaluate Trinity opportunities and establish priorities: 0 to 3 months.
- Top priority Trinity development sites identified/action plans developed: 6 to 12 months.
- City Council approves Comprehensive Plan, which will include an implementation plan for the UNT-Dallas campus area.

**Results/Measures**

- Two public private partnerships formed to develop Trinity Corridor and/or UNT-Dallas campus area properties: 0 to 12 months.
- UNT-Dallas campus community stakeholders are actively engaged and neighborhood redevelopment program is initiated (Frazier model): 0 to 12 months.

**Accountability**

OED

**Partners**

Dallas Water Utilities, Development Services Department, Housing Department, Office of Environmental Quality, Park and Recreation Department, Police Department, Public Works and Transportation Department, Corps of Engineers, Texas Department of Transportation and UNT









**City of Dallas**

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