



**CITY OF DALLAS ECONOMIC
DEVELOPMENT POLICY
2022-2032**

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Introduction

There is an abundance of opportunities in the City of Dallas to lead North Texas to become an equitable, sustainable, and even more prosperous region. As the ninth-largest city in the nation, Dallas is home to more than 1.3 million residents. The region is rapidly growing, with more than 7.5+ million residents.¹ Additionally, North Texas is one of the world's busiest transportation hubs and home to headquarters of almost two dozen Fortune 500 companies.² Anchored by a strong network of higher education and healthcare institutions, Dallas is a national leader in healthcare, technology, financial services, defense, and transportation industries. Furthermore, the Dallas is made up of richly diverse and growing communities. When combined, they pave the way for Dallas to have a significant competitive advantage over its neighbors and globally.

Despite these advantages, Dallas will only thrive if it pursues an exhaustive approach that meets the needs of businesses large and small, while simultaneously fostering job creation, diverse housing opportunities, workforce development, and employee retention at every level of the economy. Dallas must also improve upon how it assists with small business, entrepreneurship, and existing industry growth, as well as how it provides equitable economic pathways for each of its residents.

Dallas must also face the inequities that have created a racial wealth chasm. This is most tangibly seen in the underinvestment and income disparities in Southern Dallas. A stark divide separates Northern and Southern Dallas. Southern Dallas encompasses only 15% of the tax base but encompasses 45% of the population. Impacts of discriminatory policies, redlining and disinvestment have negatively impacted and stifled prosperity and vitality in Southern Dallas. Southern Dallas communities have a lower median household income, worse health outcomes, and some of the highest rates of infection of COVID-19. These disparities are inextricably tied to race and place. Black households earn less than half the income of white households.³ Nearly half of Black and Latinx renters are rent burdened, and 35% of Black residents and 28% of Latinx residents have zero net worth, compared to 15% for white residents.⁴ According to a 2016 report by the Urban Institute, Dallas ranked a striking 272 out of 274 cities on inclusion.⁶ Closing the racial equity divide is a moral mandate. It is also an economic mandate.

¹ U.S. CENSUS BUREAU (2019). AMERICAN COMMUNITY SURVEY 1-YEAR ESTIMATES.

² CITY OF DALLAS ECONOMIC DEVELOPMENT. CITY OF DALLAS ECONOMIC PROFILE 2019. ACCESSED AT [HTTPS://WWW.DALLASECODEV.ORG/DOCUMENTCENTER/VIEW/2715/2019-DALLAS-SUMMARY](https://www.dallasecodev.org/documentcenter/view/2715/2019-DALLAS-SUMMARY).

³ U.S. CENSUS BUREAU (2017). AMERICAN COMMUNITY SURVEY 5-YEAR ESTIMATES.

⁴ NATIONAL EQUITY ATLAS (2015). ADVANCING WORKFORCE EQUITY IN DALLAS AND COLLIN COUNTIES A BLUEPRINT FOR ACTION.

⁵ PROSPERITY NOW (2016). RACIAL WEALTH DIVIDE IN DALLAS.

⁶ CHRISTINA STACY ET AL. URBAN INSTITUTE. MEASURING INCLUSION IN AMERICA'S CITIES. ACCESSED 12/17/2020 AT [HTTPS://APPS.URBAN.ORG/FEATURES/INCLUSION/INDEX.HTML?CITY=DALLAS_TX](https://apps.urban.org/features/inclusion/index.html?city=dallas_tx).



According to the National Equity Atlas, Dallas is losing \$115 billion in GDP due to these disparities.⁷

For example, underserved neighborhoods should have direct access to equitable services that improve quality of life and create sustainable community vitality. However, currently, more than 90% of Dallas residents commute to work via a vehicle, hindering access to employment and housing opportunities for residents without a vehicle. When people have stable jobs, they have reliable incomes to seek resources that meet their basic needs. This has positive physical and mental health effects on residents and in turn effects the contributions they make to their community.

By fervently pursuing solutions that aid communities in becoming whole, Dallas will foster environments for residents to achieve their full social and economic potential. This potential supports a growing tax base to improve public services, health, quality of life and educational outcomes for all.

Understanding its inherent challenges and immediate opportunities, the City of Dallas can design an inclusive and prosperous vision for its future. Dallas can commit to and be held accountable to achieving success in economic development, housing and redevelopment efforts.

⁷ NATIONAL EQUITY ATLAS (2015). ADVANCING WORKFORCE EQUITY IN DALLAS AND COLLIN COUNTIES A BLUEPRINT FOR ACTION.



Mission

To create wealth and job opportunities for all residents and grow and diversify the tax base. This can be achieved by:

- Prioritizing Southern Dallas and communities of color for whom structural disparities have hindered opportunity;
- Attracting and strengthening businesses while building and preserving communities;
- Repairing historic disparities by making neighborhood investments and the built environment;
- Providing incentives to increase access to housing, create pathways for meaningful employment, and service that improve quality of life and communities;
- Pursuing advanced multi-modal transportation and resilient infrastructure;
- Developing processes to promote a responsive and financially sustainable local government;
- Fostering vibrant cultural, recreational, and historical amenities and access to housing, employment, and social services.



To combine traditional (attracting large companies to relocate) and innovative approaches (community based economic development) that holistically foster economic development and improve the City of Dallas' competitive advantage. This includes implementing over a one-year period prior to Policy launch the necessary processes and governance structure needed to support the ten-year policy execution timeline. The Policy aligns resources and coordinates efforts, is transparent and has measures for accountability. Its rights past wrongs and plans for future generations. Areas of focus include: *Economic Vitality, Community Sustainability, Smart Growth and Development, and Responsive Governance.*

Realigning the City of Dallas' economic development priorities is crucial to future equitable growth. There are several guiding principles that shape our course. An explicit commitment to correcting the disparities that obstruct the long-term economic potential of the city, with a focus on new land development and investment approaches south of Interstate 30. An understanding that local innovation and neighborhood-level interventions – including small business support – will be key to positioning Dallas as a significant part of the global economy. A long-term outlook, reckoning with issues of sustainability and resilience, that protects Dallas for future generations. And finally, a government that is accountable to carry out this work. Thus, this document outlines intentional actions that will:

1. Generate **economic vitality.**
2. Promote **community sustainability.**
3. Create conditions for **smart growth and sustainable development.**
4. Deliver **responsive governance.**

Policy Development Timeline

<p>June 2018</p>	<ul style="list-style-type: none"> • City of Dallas engages Angelou Economics Advisors to develop strategic plan
<p>2018-2019</p>	<ul style="list-style-type: none"> • Angelou Economics Advisors meets with stakeholders, conducts market assessment, analyzes target industries and outlines an action plan for developing an economic development policy outline
<p>December 2019</p>	<ul style="list-style-type: none"> • Angelou Economics Advisors presents policy map draft outline to Economic Development Committee, receives feedback to form community review panel, policy advisor panel, and to engage a facilitator to solicit feedback on the draft
<p>January 2020</p>	<ul style="list-style-type: none"> • TIP Strategies engaged as facilitator; • TIP Strategies begins gathering feedback in Quarter 1, COVID-19 halts in person work; • TIP strategies pivots to host meetings virtually
<p>July 2020</p>	<ul style="list-style-type: none"> • TIP Strategies presents feedback to community review panel and policy advisory committee members during a virtual meeting; • Next steps include developing an Economic Development Policy and creating an Economic Development entity
<p>October 2020</p>	<ul style="list-style-type: none"> • TIP Strategies presents presents to Economic Development Committee feedback from July 2020 and recommends short and long-term action plans to begin implementation • Cullum Clark, Chair, Policy Advisory Committee also presents to the Economic Development Committee, the Policy Advisory Committee's recommendations; • Office of Economic Development reengages TIP Strategies to assist with policy and economic development entity implementation
<p>April 2021</p>	<ul style="list-style-type: none"> • City Staff and TIP Strategies presents to Economic Development Committee, Economic Policy draft and recommendation plan to create economic development entity



Implementation Strategy

The Economic Development Policy is a set of actionable strategies that align Economic Development, Historic Preservation, Housing, Planning, and Sustainable Development. The Policy also requires coordination with other city departments and external partners. It is a component of the Community Transformation Action Roadmap, the citywide effort to maximize economic growth and social progress by connecting the dots between city-driven projects and initiatives that are underway or on the horizon.

The Policy addresses:

- **Fragmentation that prevents sustainable economic growth:** The Policy is a comprehensive approach to economic development, fostering inclusive and equitable economic vitality for businesses and residents.
- **The City of Dallas' limited resources:** The Policy accounts for having to do more with less by leveraging city staff and external relationships to achieve long-term results, making the City of Dallas more resilient.
- **Stakeholder Investment:** The Policy mandates the City of Dallas to create a framework for strategic partnership engagements. This framework will serve as the foundation to build meaningful relationships and support stronger community action which in turn results in greater impact.
- **Accountability:** The Policy has built-in goals, metrics, and reporting guidelines to ensure transparency and follow-through.

The City of Dallas will establish an economic development corporation (EDC) to support the city in its ability to act quickly, market the city, buy, hold and sell land, foster public private partnerships and create a community-benefits-agreements with business and industry. The policy's goals and metrics of the policy apply to a 10-year period with annual action plans, annual reporting and a transparent dashboard communicating progress toward policy goals. More importantly, the policy is supported by an evaluation matrix designed to support decision making in alignment with overall policy goals.

In addition to communicating progress on the policy implementation, the dashboard and annual report will outline challenges and make recommendations to address issues as they arise. This will ensure a malleable and sustainable policy that adapts to the environment as it changes.

The overarching theme of the policy is to promote an environment that is conducive to creating, attracting, retaining, and nurturing businesses that support inclusive prosperity and equitable access to employment and housing



opportunities for all Dallas residents. This is accomplished by emphasizing the following principles in our efforts:

1. Establish a development entity capable of marketing development opportunities and creating public-private partnerships to support economic growth and development.
2. Apply an equity lens to economic development decision making.
3. Pursue non-traditional sources of funding.
4. Create, attract, expand, and retain businesses or industries that pay a living wage.⁸
5. Stimulate entrepreneurship, small businesses, and startup growth.
6. Promote a range of housing options for the city's workforce.
7. Ensure that zoning and land use supports inclusive growth.
8. Strategically invest in economic growth below I-30, south of the Trinity River, and in historically underserved communities in Dallas.
9. Encourage innovation and commercialization of technologies, products, and services.
10. Maintain and enhancing the physical character of neighborhoods by ensuring that best practices in design and placemaking are incorporated into economic development efforts.
11. Enhance community outreach, engagement and communication.
12. Create walkable communities with varying transportation and employment options.
13. Provide a competitive supply of development-ready sites to meet demand for employment and housing growth.
14. Ensure predictable and efficient building, permitting, and historic preservation processes.

⁸ Currently, the living wage for a single adult without children in the Dallas-Fort Worth-Arlington Metropolitan Statistical Area is \$12.19 an hour. (Living Wage Calculator. Massachusetts Institute of Technology. <https://livingwage.mit.edu/metros/19100>. Accessed January 31, 2021.)



The following outlines proposed commitments to goals, actions, responsibilities, and metrics to hold the City accountable. Meant to be flexible and adaptable, actions can be updated annually and account for the intrinsic linkages between economic development, housing, urban planning, infrastructure, workforce development, and small business support.

In addition, they draw from current and past planning efforts, including the Office of Economic Development's Strategic Plan, forwardDallas! Comprehensive Plan (update forthcoming), Neighborhood Plus: Neighborhood Revitalization Plan for Dallas, Comprehensive Housing Policy (as revised), Comprehensive Environmental and Climate Action Plan, and Connect Dallas (*currently under development*).

Carrying out these actions requires authority and long-term capacity. It will also require proactive public-private partnerships with non-profit organizations, education and healthcare anchor institutions, private corporations, and residents. The city must mandate capacity and create a structure for accountability and external partner collaboration. Coordination and fluid communication across city departments is vital to successfully implement this Economic Development Policy.

Mechanisms could include carving out additional resources and revenue, exploring creative funding and financing tools outside of TIF, abatements, and bonds. Initiating, assembling, and managing development strategies in underserved communities, and a high-capacity, proactive entity can lead the transformative change needed in Dallas's economic development approach.

In the absence of safe neighborhoods and strong resident engagement, economic growth cannot thrive. Thus, creating a deliberate intersection between economic development and public safety is integral to sustainable and progressive economic and social growth. This includes addressing factors that contribute to crime (code enforcement, sanitation, blight, public nuisance, property decline, etc.). It is incumbent to target resources and identify measures for intersecting these components.

Alignment and capacity to execute are vital to policy effectiveness. Thus, a one-year transition period is necessary to allow staff and community stakeholders to coordinate strategy. This will also afford the city a period by which it can put in place procedures and processes that are foundational to each of the tenants outlined in this document.



Procedure and Process Recommendations:

- Review and update the city's incentive programs to align with the action items and achieving the metrics described in the policy.
- Streamline city building permitting process to match speed of business
- Refine equity indicators in alignment with policy actions and metrics.
- Redesign/align of city RFPs for housing and economic development projects to support integration of policy actions and metrics.
- Complete the creation of the economic development entity.
- Align/refine housing tools to expand resources to support housing production.
- Align workforce strategy to support increased training in support of job creation
- Review and refine scope of work for the comprehensive plan update to address smart growth and development and remove impediments which restrict economic growth in historically underserved areas.
- Establish a streamlined and fluid process for partner engagement and collaboration, including agency, non-profit, and private sector support.
- Develop coordinated strategy to support public safety efforts that holistically address quality of life issues that tie directly into economic growth and social progress.

Additionally, an advisory committee will be established to work with staff and stakeholders on policy refinement and to launch the economic development entity. Staff will also hire an outside consultant to assist with facilitating, structuring, and activating the recommended process alignment measures. During this one year's transition period staff shall bring to the appropriate Council committees any items that may need feedback to support policy implementation.



Policies and Actions: Economic Vitality

For the city of Dallas, economic vitality is characterized by an economy that is resilient to disruptions, retains wealth within the community, and provides residents with access to economic opportunities such as living wage jobs, affordable housing, and a high quality of life. Ensuring that economic growth is beneficial to everyone in the city regardless of geography, race, or educational attainment is central to Dallas being a desirable place to live, work, and invest.

Actions that will further economic vitality include promoting a strong business environment, providing access to workforce development, strategically investing in the untapped economic opportunity in southern Dallas, ensuring a thriving downtown Dallas, and facilitating access to workforce housing in all areas of the city.

While Dallas has a strong, business-friendly reputation and is home to some of the largest companies in the country, economic opportunities must continue to grow among all communities.

Achieving long-term economic prosperity requires intentional efforts to stimulate job growth, especially for high-quality and accessible jobs, support small businesses and entrepreneurs from all backgrounds, meet pressing housing needs and strategically invest in Southern Dallas, where disinvestment has hindered economic opportunity.

Dallas will need to utilize and, in some cases, create new tools to make tangible change in delivering economic opportunity. Where existing incentives or strategies fail, the City must review – and reinvent – policies and organizational structures to keep them accountable to these economic vitality goals:

- **Support the long-term growth of Dallas as the economic and cultural heart of North Texas.**
 - Grow Dallas labor force by 100,000 jobs and increase share of regional job growth each year by 10%.
 - Build 90,000 new housing units, including 3,264 units of workforce housing each year.
 - Grow small businesses by 50%, and those MWBE-owned by 1.5 times.



- Create jobs using City of Dallas incentives that will all pay a living wage by 2032, as defined to meet minimum local standard of living⁹
 - Increase Annual city sales and property tax revenue by 4% each year¹⁰
 - Increase the property tax base in southern Dallas by 50%¹¹
 - Approve 90% of building permits within two weeks
 - Enhance transportation mobility, transit-oriented development and aligned workforce development training as defined as all residents have and live in proximity to job growth and institutions that foster job creation
- **Provide quality employment opportunities for residents of all neighborhoods and backgrounds.**
 - Place At least 85% of workforce development program graduates receiving support from the City of Dallas in emerging and stable job sectors
 - Reduce household poverty by 50%.
- **Tackle racial inequities in the distribution of wealth and opportunities**
 - Close the racial wealth gap by half by 2032.
 - Remove legacy land uses which contribute to social and economic segregation
 - Double the tax base in Southern Dallas from 15% of the City's total tax base to 30%.
 - Increase disadvantaged, minority, and women-owned business participation in City of Dallas contracts by 30%.
 - Reduce number of families experiencing housing cost burden by 40% (considered housing cost-burdened if they spend more than 30% of income on housing).

⁹ The Dallas Thrives report has a 50% living wage employment goal for young adults. Dallas Thrives, Boston Consulting Group. November 2020. <https://static1.squarespace.com/static/5fa88fb791077544fe422314/t/5fa9dfcd4e5ce030c7ee55f3/1604968423861/DallasThrivesReport112020.pdf>

¹⁰ The city projects sales tax to be negatively impacted by COVID (-4.19%) in 2020-2021 but rebound in 2021-2022 by 4.39%. Property tax revenue (despite the rate being reduced) is projected to grow by 5.14% in 2020-2021. City of Dallas Annual Budget Revenue. <https://dallascityhall.com/departments/budget/financialtransparency/AnnualBudget/2021-03-Revenue.pdf>

¹¹ A Plan for Growth in Southern Dallas. City of Dallas. February 15, 2012. http://www3.dallascityhall.com/council_Briefings/Briefings0212/PlanForGrowth_SouthernDallas_021512.pdf



Policy	Actions	Lead
1. Dallas will proactively correct for the past impacts of public and private sector policies and activities on Southern Dallas communities in how it allocates and deploys resources and measures success.		
A. Invest in infrastructure that improves the attractiveness of Southern Dallas to businesses and increases connectivity between jobs and housing.	Develop equity criteria for next COD bond program	Office of Equity & Inclusion (OEI), Bond Office
	Identify priority infrastructure investments via Comprehensive Plan update and commit to priorities for inclusion in next bond program and or other appropriate resources	Planning & Urban Dev. (PUD), Public Works
	Adjust incentive policies to include consideration of job access, in addition to job creation and utilization of TIF to support smaller scale developments Identify creative approaches to fund infrastructure	Office of Economic Development (OED) Office of Economic Development (OED)
B. Use public land in Southern Dallas in ways that create living wage jobs and accessible housing while mitigating negative impacts on local communities.	Create EDC with Southern Dallas charge and equity in mission to acquire land, establish partnerships and develop and market Southern Dallas as a location for job growth and development	City Council
	Inventory existing public land and develop public land use strategy for City-owned developable assets	Sustainable Development & Construction



<p>C. Identify & remove all discriminatory zoning and land use polices which historically limited economic mobility and economic growth in Dallas</p>	<p>Via Comprehensive Plan update and in partnership with community stakeholders identify and recommend polices for adjustment</p>	<p>PUD/Community/ City Council</p>
<p>D. Develop transformative mixed-use projects in proximity to anchor institutions (defined as universities, hospitals and schools) in Southern Dallas to foster long-term job growth in top five most common, most specialized and highest paid employment sectors as defined by Data USA</p>	<p>Through public private partnerships identify and incentivize up to four transformative projects that include a combination of business incubation, training centers, centers of excellence/innovation, technology, commercial, retail and diverse housing liked to top five job sectors in Dallas</p>	<p>OED/Economic Development Corporation (EDC)/Private Development Partner(s)/Anchor Institutions</p>



E. Document the historic - and future - impacts of incentives and infrastructure investments on communities of color in Southern Dallas and across the city	Compile existing reports and data	OEI
	Develop and institutionalize equity goals & metrics for all incentive programs	OED/ OEI
	Develop methodology for measuring impacts by geography, race, etc. and recommendations to close racial wealth gap	OEI
F. Partner with private sources of capital - including philanthropic organizations and financial institutions - through a shared commitment to Southern Dallas investment.	Convene existing partners and create shared commitment statement & 10-year business plan/investment strategy for Sothern Dallas including and equity officer as part of the staff for the EDC	EDC/OED
	Create and empower EDC as owner of key partnerships	City Council
G. Develop comprehensive suite of neighborhood preservation policies to apply to neighborhoods identified for significant public investment & incentives.	Review existing policy options and identify gaps	Office of Historic Preservation (OHP)
	Develop package of policies that apply automatically to neighborhoods that meet certain criteria	OHP
H. Redesign incentive structure to attract private investment to Southern Dallas.	Review incentive policies to tie depth of subsidy with geographic focus on Southern Dallas and job creation and improved career paths for existing residents	OED



	Adjust incentive policies to include consideration of job access, in addition to job creation and utilization of TIF to support smaller scale developments	OED
2. Dallas will build a robust, equitable economy by prioritizing small business growth and expanding well-paying employment opportunities.		
A. Focus resources and access to capital to grow small businesses and support entrepreneurs in high-opportunity areas.	Review land use, occupational licensing rules, licensing, and incentives policies to remove barriers to innovation and research	EDC/OED
	Develop a system to track data related to the creation of new companies being created and exiting the Dallas economy	SDC/COMMUNITY PARTNERS
	Develop a small business resource guide to route startup companies toward on time information and resources available	OED/EDC/COMMUNITY PARTNERS
	Conduct outreach to businesses in underserved communities to understand what resources are necessary to support small businesses	EDC/OED
	Sponsor annual citywide business plan competition to spur creativity and innovation in startup entrepreneurship	OED/EDC/COMMUNITY PARTNERS
	Investigate lending landscape to identify gaps in access to capital and recommendations to expand venture capital attraction through a fund-to-fund capital source	OED/COMMUNITY PARTNERS



B. Support the creation of five business incubators citywide to support business incubation and small business growth	Develop profile of incubator needs, funding strategy, aging commercial corridor acquisition targets and inclusion as a part of city sponsored redevelopment projects.	OED/EDC/COMMUNITY PARTNERS
C. Target business relocation and expansion efforts based on target growth sectors and stable industries in areas of opportunity and strength for Dallas	Develop business/industry engagement strategy to attract and expand corporate, regional and emerging business locations to Dallas.	OED/EDC
D. Require all projects receiving public funds or subsidy to pay a living wage, prioritizing opportunities that increase economic mobility and well-paying jobs not requiring a 4-year degree.	Develop business assistance loans, grants, or tax abatement programs	OED or EDC
	Adjust incentives metrics to account for equity and economic mobility	OED
	Include business attraction/retention in redevelopment strategies to target aging commercial corridors	OED/EDC
E. Negotiate industry commitments and focus business attraction efforts on employers with living wage guarantees.	Adjust incentive policies to support living wages	OED
	Support in partnership private firms negotiated commitments around living wage as part of their hiring efforts	OED/EDC/COMMUNITY PARTNERS/ANCHOR INSTITUTIONS
F. Leverage a diverse range of commercial and industrial development opportunities in all areas of the city to meet 10-year demand for business growth.	Compile inventory of available commercial and industrial sites	EDC
	Create development plans, site improvements and infrastructure needs, for large-scale opportunities	PUD/EDC
	Analyze and improve development review	Sustainable Development & Construction (SDC)



	processes to encourage predictability	
G. Align incentives and partnerships with workforce development goals to spur apprenticeship and employment opportunities aligned with top five most common, most specialized and highest paid growing and stable job sectors in Dallas	Conduct outreach and collect data to understand employment trends and needs	EDC/ OED
	Establish pipeline partnerships with high schools, Dallas College, workforce development providers and anchor institutions	OED
	Adjust incentive policies to match public funding with workforce goals (e.g. hiring in certain zip codes)	OED
	Determine possibility of using TIF funding for workforce development and education programming; deploy TIF structure if so	OED

Proposed



3. Dallas will invest in its downtown and neighborhoods to create attractive and inclusive physical spaces reflective of the city's diversity.		
A. Market downtown as both a national and regional business, education, lifestyle and tourism destination, as well as an inclusive place belonging to all Dallas residents.	Establish metrics and goals around business attraction to Downtown	DDI/EDC/OED
	Study perceptions of Downtown Dallas over time, especially among communities of color	DDI/OED
	Enhance marketing efforts to support Dallas as a destination city for conventions, lifestyle center, tourist, films and cultural activities Work with Dallas College and other higher education institutions to establish significant new facilities in downtown Dallas	EDC/DDI/Convention Center/Visit Dallas/OED
B. Invest in public transportation that improves non-car access to Downtown jobs for residents of Southern Dallas.	Identify transportation gaps preventing job access	DART/Transportation Dept. (TD)/ PW
	Study possible 21 st century modalities: bus rapid transit; shared ride hailing Explore funding mechanisms to meet gaps; implement promising mechanisms	DART/OED/EDC



<p>C. Incorporate design and placemaking standards into economic development efforts to foster attractive and inclusive physical spaces.</p>	<p>Review development efforts to account for design and placemaking</p> <p>Aim to create more culturally interesting places with diverse uses, diverse daytime populations, and diverse housing types</p>	<p>SDC/PUD/City Council</p>
<p>D. Fostering a sustainable nighttime Dallas economy</p>	<p>Study the economic impact of Dallas nighttime economy as an untapped opportunity for growth</p> <p>Develop strategies to strengthen the economic sustainability of Dallas nighttime economy</p>	<p>OED/EDC/Community Partners</p>
<p>4. Dallas will incentivize the availability of a diverse and affordable range of housing to meet needs across all neighborhoods.</p>		
<p>A. Deliver on growing diverse housing types and affordability levels throughout the city.</p>	<p>Assess equity impacts of Comprehensive Housing Policy & Market Value Analysis (MVA) to-date and identify gaps in implementation and adjust</p> <p>Focus on creating new mixed-income housing adjacent to anchor institutions</p>	<p>Housing (HOU)</p>
	<p>Update affordable housing requirements and subsidy programs to include focus on NOAH and aging LIHTC developments</p>	<p>HOU</p>
	<p>Work closely with higher ed institutions to create housing</p>	<p>HOU</p>



	in proximity to anchor institutions	
	Develop affordable housing development plan for publicly owned transit-adjacent properties	DART/HOU/EDC
B. Expand funding and explore alternate funding sources to maintain and develop affordable and workforce housing.	Pursue non-traditional sources of funding (for example, loan funds consisting of public/private capital focused on building mixed income / mixed-use developments, with incentives to include affordable housing units	HOU/OED/EDC
C. Reform regulatory requirements to encourage affordable housing development and accessibility between affordable housing and jobs.	Through comprehensive plan update review how zoning capacity can meet city's housing need	SDC/HOU/PUD
	Undergo regulatory review to remove barriers to affordable development Establish housing tools beyond HUD programs that expand capacity to support market rate development in adding workforce housing	SDC/HOU/PUD
D. Build capacity for community development corporations, CDFIs, other partners to expand private housing production in neighborhoods.	Convene CDCs, developers, and neighborhood partners to identify needs	EDC/Philanthropy
	Conduct trainings, workshops, and capacity building initiatives	Dallas Development Fund/ CD Intermediaries
	Explore funding options to create funding pool for gap financing and review underwriting process for developer scale and equity	OED/EDC

Supported/Related City of Dallas Plans and Policies

- Administrative Directive 4-05 (Contracting Standards & Procedures) Interim
- Business Inclusion and Development Policy
- Capital Improvement Program
- City of Dallas Local Preference Programs



Comprehensive Housing Policy
Convention Center Master Plan (Underway)
Dallas Historic Preservation Program
Dallas Park & Recreation Master Plan
Dallas Resiliency Plan
Dallas Zoning Map
Downtown Dallas 360 Plan
Economic Development Strategic Plan
Forward Dallas Comprehensive Plan (as updated)
Housing Nexus Study (forthcoming)
HUD Five Year Consolidated Plan
Transportation Mobility Plan
Water & Wastewater Capital Improvement Plan

Proposed



Policies and Actions: Community Sustainability

Community sustainability plays a vital role in strengthening the resilience of the local economy. Investing in an inclusive, creative, multicultural city of complete communities where all people can thrive and feel safe strengthens the resilience and vibrancy of the local economy.

The City's comprehensive plan calls for this type of community, characterized by a mix of housing choices, more housing near job centers, preserving historic structures, maintaining the physical character and built environment of unique areas, and capitalizing on transit opportunities. Dallas is a city of neighborhoods which are strengthened through housing, recreation, and retail opportunities as well as targeted business and industry development, which can provide jobs near housing.

The city's Comprehensive Environmental and Climate Action Plan warns that by 2050, Dallas may have an additional 30-60 days with high temperatures over 100° Fahrenheit. Climate change will affect everyone, but not everyone will be affected equally. Vulnerable populations are most at risk to the impacts of climate change, and there is a role for the City to play in ensuring that economic development investments are made strategically to focus on creating a more resilient future. Examples of mitigating actions include aligning jobs and housing with transportation infrastructure, protecting and enhancing trees and green space, reducing emissions and waste, and improving access to healthy, local food.

Creating complete communities will help to address disparities in access to healthy food options. The City's equity indicators report gives public health a score of 39.92 out of 100, with the greatest disparities in access to health care, population health, and maternal and child health.¹² Those living in Southern Dallas have the worst health outcomes including lower life expectancy, higher rates of chronic disease such as diabetes, and less access to amenities that benefit health such as park space that is within walking or driving distance. While economic development will not solve these disparities, targeted investments in communities can make a difference.

Dallas strives to be home to strong neighborhoods where residents have access to services, safe and clean environments, diverse arts and recreation, and an array of employment, housing, and transportation options. Through physical,

¹² City of Dallas. *Dallas Equity Indicators: Measuring Change Toward Greater Equity in Dallas*. Accessed at <https://dallascityhall.com/departments/office-of-equity/DCH%20Documents/equity-indicators-booklet-2019.pdf>.



environmental, and infrastructural interventions, aligning neighborhood-level partnerships and programming, and investing in active commercial corridors and vibrant walkable communities, all neighborhoods in Dallas can offer a high quality of life.

However, due to racist redlining policies and underinvestment, not all communities have such ample opportunities. A focus on closing the racial wealth gap and building community ownership must be a priority to building and preserving sustainable communities.

While there is an explicit focus on Southern Dallas in this document due to the concentration of inequities in these neighborhoods, we acknowledge that many neighborhoods outside of Southern Dallas have equally faced discriminative policies. We committed to using the same lens of restorative interventions to prioritize investments across the city. Our community sustainability goals are:

- **Increase access to broadband for all households**
- **Improve community perception of their neighborhood by 50%.**
- **Decrease reliance on single-rider automobile trips by 30% by expanding housing development near job centers and transit stops, increasing public transportation usage, and expand shared ride hailing services**
- **Create more complete neighborhoods, where residents have access to transport, employment, commercial corridors, and social services.**



<u>Policy</u>	<u>Actions</u>	<u>Lead</u>
1. Dallas will invest in physical and programmatic infrastructure of its communities to create inclusive, safe, and dynamic neighborhoods.		
A. Align public and private partners to tackle the holistic causes of poverty, at the individual and neighborhood-level.	Convene private and public partners to identify gaps and neighborhood needs	HOU/Office of Homeless Services (OHS)
	Pursue aligned redevelopment initiatives which include police (data), code/blight removal, sanitation, housing, economic development and community partners	EDC/HOU/OED/PD/Community Partners
	Identify and pursue funding opportunities to support programming	HOU/OHS
B. Invest in initiatives to expand broadband access, particularly in underserved neighborhoods.	Refine areas of need for broadband access	OEI/EDC
	Explore bonding mechanisms to provide broadband infrastructure and plan for future bond program accordingly	CFO/OEI/PW
	Develop partnerships for investment in broadband access, including investment in subsidized digital connections and improved digital literacy	OEI/COMMUNITY PARTNERS
C. Remove and mitigate unsafe conditions through consistent code enforcement.	Consult community stakeholders on needs around public safety and implement code compliance process improvements to ensure consistency and equity	Code Compliance (CC)
D. Invest in arts, cultural assets and events that reflect and celebrates the cultural, historic,	Incorporate funding for art into incentive offerings	OED/ Office of Cultural Affairs (OCA)
	Establish partnerships with private entities to fund arts and culture, including	OED/EDC



and other characteristics of the communities in the city and is accessible to all ages and abilities.	community arts events in locations throughout the city	
E. Protect neighborhoods from pollution through environmental remediation and zoning and permitting reconsideration.	Identify sites for environmental clean-up	OED
	Dedicate resources for environmental remediation for sites in Southern Dallas	EDC
	Reconsider zoning and permitting regulations to limit industrial uses in high-need neighborhoods	PUD/SDC
2. Dallas will align planning and investment to promote strong neighborhoods, with housing, recreation, and retail opportunities as well as employment opportunities.		
A. Invest in affordable neighborhood commercial, retail, and office spaces to support a broad range of small business owners.	Identify needs through Comprehensive Plan update	PUD/OED/EDC
	Develop incentive packages to support commercial space buy down program	OED
B. Apply a community-centered urban and environmental design approach to neighborhood planning.	Identify network of community-based design firms	PUD
	Incorporate approaches into Comprehensive Plan and ongoing planning projects	PUD
C. Incentivize and invest public resources in project with mixed land uses	Update incentives and TIF guidelines with physical requirements for development form and function	OED



and walkable urban form in both existing and new communities.	Ensure that zoning provisions promote mixed uses, density, and walkability	SDC
D. Prioritize public financial support for planning and development in areas reasonably contiguous with existing development to avoid premature investment in infrastructure.	Update incentives, TIF/MMD/LGC guidelines, and bond project guidelines to address proximity to existing infrastructure and communities	OED
E. Develop centralized tracking and reporting process for all plans commissioned by the City of Dallas, monitoring progress over time, identifying areas of alignment and/or conflict, and transparently communicating with the public.	Inventory existing plans	PUD
	Create dashboard	PUD/Housing/OED/SDC/Historic Preservation
	Assign responsibility and accountability	PUD



3. Dallas will reduce the racial wealth gap by creating new wealth building opportunities for communities of color.		
A. Pilot community cooperatives leveraging area business associations and neighborhood associations to revitalize commercial areas or public spaces.	Identify opportunities for pilot programs and associated partners	EDC
	<p>Pilot cooperative models for community ownership and revitalization</p> <p>With nonprofits, lenders, and others to launch a community land trust that's built to scale across all underserved areas of the city. Goal of creating 1,000 homeowner families within a decade?</p>	EDC
B. Develop an MWBE policy and program that both creates strong incentives for minority participation and builds capacity among the minority-owned business community.	Assess historic performance of MWBE participation	OED
	Study barriers to participation with targeted outreach	OED
	Update MWBE policy and program	OED



C. Increase the capacity of and create opportunities for minority-owned contractors and real estate developers in Dallas.	Convene minority-owned development companies to identify barriers	EDC/Community Partners
	Design and deploy incentives and financial subsidies to increase minority investment participation.	OED/PW/HOU
	Create mentorship and partnership programs for minority-owned companies	OED/PW/HOU
4. Dallas will invest and promote public safety and economic growth		
D. Encourage development projects that identify strategies for increasing public safety	Develop strategies in consultation with community stakeholders	DPD/ Office of Integrated Public Safety Solutions (OIPSS) /OED/HOU/EDC



	<p>Removing and mitigating unsafe conditions through consistent code enforcement</p> <p>Supporting a safe environment through community-centered urban and environmental design standards in housing and redevelopment projects</p> <p>Increasing access to quality employment, education and economic opportunities at the community level</p>	<p>Code Compliance</p> <p>PUD/OED/EDC/HOU</p> <p>OED/EDC/Community Partners</p>
<p>E. Pursue integrated redevelopment efforts consisting of housing, economic development, transportation, code enforcement and law enforcement</p>	<p>Design process to pursue integrated development as a means to support safe communities and economic development</p>	<p>EDC/OED/HOU/DART/DPD / OIPSS / CODE/ COMMUNITY PARTNERS/ANCHOR INSTITUTIONS</p>

Supported/Related City of Dallas Plans and Policies

- Administrative Directive 4-05 (Contracting Standards & Procedures) Interim
- Business Inclusion and Development Policy
- Capital Improvement Program
- Code Enforcement Plan
- City of Dallas Local Preference Programs
- Complete Streets Design Manual
- Comprehensive Environmental and Climate Action Plan
- Comprehensive Housing Policy
- Connect Dallas Plan (Underway)



Dallas Aquatic Facilities Master Plan
Dallas Bikeway Plan
Dallas Cultural Plan
Dallas Historic Preservation Program
Dallas Resiliency Plan
Dallas Trails Network Plan
Dallas Zoning Map
Economic Development Strategic Plan
Forward Dallas Comprehensive Plan (As updated)
Lead Based Paint Action Plan
Library Master Plan
Neighborhood Plus Plan
Neighborhood Stabilization Program (NSP)
Thoroughfare Plan
Water & Wastewater Capital Improvement Plan

Proposed



Policies and Actions: Smart Growth & Development

Smart growth and development foster walkable and accessible communities that are attractive to live, work and play. This could lead to stronger communities, an increase in property value, tourism and firm recruitment and retention. Improving property value, tourism, and firm recruitment and retention. While at the same time conserving energy and reducing commuter costs.

According to forecasts, Dallas will continue to have relatively strong demand for employment and household growth land development. However, most of Dallas land supply for employment growth is on land that has constraints or is already at least partially developed. With the northern sector all but built out, most of the buildable land is in the Southern Sector of the city.

By concentrating on building more livable communities, Dallas will be able to reduce its reliance on the already congested highways and take advantage of city living at its best.

Dallas's long-term growth and development must be both sustainable and resilient. Through building walkable neighborhoods, investing in green building, infrastructure, and operations, enhancing transit systems, and making streets safe for pedestrians and cyclists, Dallas can improve mobility, enhance job accessibility, lower emissions, and strengthen the city for future generations. The City and its public-sector partners will leverage publicly owned land assets to implement models for inclusive economic development and demonstrate successful models for private-sector adoption. These actions will contribute towards these smart growth & development goals:

- **Decrease greenhouse gas emissions by 15% annually with greater emphasis on creating walkable communities and transit-oriented development**
- **Increase resiliency of neighborhoods to climate change and natural disaster risk.**
- **Increase business growth at the neighborhood level**
- **Foster the creation of homegrown business at the neighborhood level.**
- **Increase transportation mobility aligned with land use direction in support of transit-oriented development**
- **Foster walkable communities through zoning, land use, design and the integration of transportation planning with housing and redevelopment activities**



<u>Policy</u>	<u>Actions</u>	<u>Lead</u>
1. Dallas will center environmental sustainability and climate change resilience in its long-term growth.		
A. Track and improve energy efficiency and lower carbon emissions from new development, pursuing innovations in green building and operations.	Design metrics and targets around efficiency and emissions across sectors	TBD
	Review incentives measures to account for sustainability in project delivery and operations	OED
B. Reduce automobile dependence through promoting the conditions for walkable neighborhoods.	Incorporate urban design standards into development planning	PUD
	Develop inventory of infill opportunities to increase density	EDC/PUD
	Require pedestrian and cycling improvements in neighborhood planning efforts	PUD
C. Assess vulnerability to climate change and natural disasters and develop adaptation plans.	Convene public agencies to inventory infrastructural vulnerabilities and explore focusing on surface permeability to decrease flood risk?	PW / DWU
2. Dallas will develop accessible transportation options across a series of modes.		
A. Incentivize transit-oriented development around existing and future nodes to improve access to jobs and housing.	Review land use policies to heighten density around job centers and planned transit nodes	SDC/PUD
B. Integrate public transit & walking/cycling modes to increase sustainable multi-modal transportation.	Map existing walking/cycling modalities and integration with transit	Transportation / Park & Recreation
C. Plan for future public transit investments aligned with land use considerations.	Identify transit infrastructure needs through Comp Plan update	PUD
	Conduct demographic growth analysis to match transportation planning	PUD
3. Dallas will encourage business growth and redevelopment in infill locations at a scale conducive to supporting walkable communities		
A. Encourage small business growth and expansion in infill locations at the neighborhood level	Review land use policies through Comprehensive Plan update to heighten job creation at neighborhood level in tandem with	PUD/OED/EDC/SDC



	redevelopment efforts of aging commercial centers.	
B. Promote entrepreneurship through business incubation, foster the creation of homegrown businesses at the neighborhood level.	Identify locations and funding strategy to support the creation of business incubators both as standalone entities and as a part of redevelopment projects.	EDC/OED

Supported/Related City of Dallas Plans and Policies

- Complete Streets Design Manual
- Capital Improvement Program
- Water & Wastewater Capital Improvement Plan
- Forward Dallas Comprehensive Plan (As updated)
- Comprehensive Housing Policy
- Comprehensive Environmental & Climate Action Plan
- Economic Development Strategic Plan
- Dallas Zoning Map
- Connect Dallas
- Dallas Resiliency Plan
- Thoroughfare Plan
- Neighborhood Plus
- Dallas Bikeway Plan
- Dallas Trails Network Plan

Proposed



Policies and Actions: Responsive Governance

Responsive governance is essential to ensuring our sustainable future. Fostering community trust is key to successful, sustainable economic and community development. Governance or management systems that are fiscally responsible, accountable, and inclusive provides for greater alignment and success. Through its economic development, planning and housing and redevelopment efforts, the City of Dallas supports responsible governance by:

- **Engaging with community and neighborhood organizations that prioritize inclusivity and equitable access, especially within historically disadvantaged or marginalized populations**
 - **Promoting transparency through open communication and publicly accessible materials**
 - **Acting as a conduit for resources and information**
 - **Facilitating inter-agency cooperation to leverage resources and coordinate services**
 - **Collaborating with local partners to advance sustainable, equitable growth and leverage resources for community benefit**
 - **Practicing transparent, accountable procurement policies that encourage participation by small, minority, and women-owned local businesses**
- Managing financial performance to ensure effective, efficient delivery of economic development programs and services**

<u>Policy</u>	<u>Actions</u>	<u>Lead</u>
1. Dallas will practice good governance in how it develops and deploys economic development policies, programs, partnerships, and initiatives.		
A. Develop transparent methods for communicating with the public, prioritizing public accessibility of materials.	Inventory plans, policies, and other materials to ensure all are available and updated online.	PUD/OED/EDC/HOU
	Translate critical materials to most-spoken languages in Dallas	PUD/Communications , Outreach & Marketing
B. Create transparent and accessible reporting of procurement and	Transparently advertise and publicize contracting and procurement opportunities	Procurement Services
	Incorporate MWBE performance metrics into reporting dashboard(s)	OED/EDC/HOU/PUD/S DC



contracting policies and performance.	Partner with organizations to reach disadvantaged communities and businesses	OED/EDC
C. Consistently enforce performance requirements for incentives.	Develop robust performance metrics for all incentives, with clear and consistent measurement methodologies.	OED
	Annually review and report all incentive performance metrics.	OED
	Update incentive enforcement mechanisms to align with performance measures.	OED
D. Transparently report financial performance, including the costs and impacts of economic development incentives.	Develop online dashboard for ongoing reporting of performance.	OED/EDC
	Develop robust annual transparent reporting process and materials.	OED/EDC
	Develop business plan, including new sources of funding.	OED/EDC

Supported/Related City of Dallas Plans and Policies

- Administrative Directive 4-05 (Contracting Standards & Procedures) Interim
- Business Inclusion and Development Policy
- City of Dallas Local Preference Programs
- Public Improvement District (PID) Policy
- Public-Private Partnership Program
- Tax Increment Financing (TIF) District Program



Evaluation Matrix

The evaluation matrix assesses how well a project or initiative aligns with the economic development policy and its priorities. The project or initiative is rated using a point system. While a higher score indicates that the project or initiative is more closely aligned with the policy, it does not guarantee project or initiative approval.

		PRIORITY CONSIDERATIONS (110 points)									
		Expands the tax base	Increases living wage job opportunities	Provides or participates in local job training	Creates jobs in targeted industries	Investment below I-30, south of the Trinity River or in	Provides affordable or workforce housing	Encourages a more inclusive, multicultural city	Promotes complete communities and connected	Increase entrepreneurship, homegrown	Investment in public safety and environmental
MAXIMUM POINTS →		10	10	10	10	20	10	10	10	10	10
Incentive project, policy, or program											
Incentive project, policy, or program											
Incentive project, policy, or program											

CONSIDERATION	DEFINITION
Expands the city of Dallas tax base	program provides new property sales, HOT, or other taxes to the city through the development of property or facility or by making improvements to an existing property or facility, through the development of a new business or expansion of an existing business, through the development of a new multi-tenant complex where businesses can locate, or through the addition or increase in jobs available in the city.



CONSIDERATION	DEFINITION
Increases living wage job opportunities	increases access to jobs with a significant percentage of those jobs earning a living wage, as defined by the MIT Living Wage Calculator.
Provides or participates in local job training	provides job training directly to prospective employees, or partners with a local school district or other educational institution to provide job training or other workforce development services.
Creates jobs in targeted industries	provides greater access to jobs in the city's target industries as identified in the Economic Development Strategic Plan: Life Sciences and Healthcare; Telecommunications and IT; Business Services; National and International Corporate Headquarters; Entrepreneurship, Digital Arts, and Innovation; Advanced Logistics; Food Processing; and Advanced Manufacturing.
Investment below I-30, south of the Trinity River, or in other underserved areas	develops or redevelops a property or facility in a manner that brings new opportunities or amenities, leverages existing investments, or otherwise contributes to closing a gap in access to housing, retail, food access, business, and industry in southern Dallas and in other areas of high poverty or traditional disinvestment
Provides affordable or workforce housing	maintains existing or creates new housing that is affordable to incomes at or below 120 percent of the area median income. Special attention given to projects close to transit and anchor institutions
Encourages a more inclusive, multicultural city	promotes Dallas as a community for all people and emphasizes equity and inclusion in the city's growth and development patterns. Examples include encouraging investment in, and alignment of, poverty reduction efforts that address disparities in economic and workforce development, land use, transportation, housing, social services, public health, and community development; applying best practices in design and placemaking; and creating public art that reflects the cultural, historic, or other characteristics of a community.



CONSIDERATION	DEFINITION
Promotes complete communities and connected neighborhoods	<p>promotes a mix of land uses with access to residential and commercial areas, transportation alternatives, broadband internet, parks, green space, and trail systems.</p> <p>Development/redevelopment is connected to existing development and infrastructure networks and either promotes transportation alternatives and connectivity or includes infrastructure investments in broadband, transit, sidewalks, bike lanes, and trails.</p>
Investment in public safety and environmental quality	<p>includes strategies for increasing public safety that are developed in consultation with community stakeholders and organizations, removes or mitigates unsafe conditions, or reduces environmental impacts through improvements in stormwater retention, water quality, energy efficiency, and air quality.</p>
Increase entrepreneurship homegrown businesses, and minority business growth	<p>includes strategies for increasing entrepreneurship for home grown businesses, startups and minority business growth and development.</p>

PROPOSED





**Appendix:
10-Year Aspirational Outcomes**

PROPOSED



The City of Dallas projects full policy implementation over the next decade. At the end of the 10th year, the city hopes to achieve the following outcomes:

- Grow total employment to 100,000 by 2032.
- One hundred percent (100%) of jobs created by city incentive will pay living wages, defined as sufficient to meet minimum local standard of living.
- Top five among cities with population over 1 million for corporate relocations and business startup.
- Align workforce training with emerging and stable job sectors to attract key industries to Dallas.
- Expand startup companies by 15% annually relative to the previous year.
- Increase minority business growth by 40% annually through new business capacity building and startup.
- Increase homegrown business growth by 15% annually.
- 100% of all families have access to broadband regardless of ability to pay by 2032.
- Close racial wealth gap by 10% each year by increasing income, homeownership rate and new business creation.
- Establish an economic and redevelopment entity capable of supporting economic growth at the speed of demand.
- Increase annual city sales and property tax revenue each year by 4%.
- Increase the property tax base in southern Dallas by 50%.
- Build minimum of 3,264 workforce housing units annually defined as housing ranging from 30% area median income (AMI) to 80% AMI.
- Eliminate all zoning and land use impediments which restrict economic growth and mobility.
- Foster walkable communities by increasing transit-oriented development and city sponsored neighborhood revitalization efforts from mixing land uses to geographic diversification of economic development opportunities.
- Increase equity score on inclusivity rankings by 10% each year for the next 10 years.
- Reduce housing burden by 40% over ten years by increasing diverse housing options that match wage for workers in Dallas and defined as households paying no more than 30% of their income toward housing.

