

# ECONOMIC DEVELOPMENT ENTITY: ORGANIZATIONAL FORMATION

## *ECONOMIC DEVELOPMENT COMMITTEE*



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# AGENDA

- Work to date
- Entity update
- Next steps

## PRIMARY OBJECTIVES

- Share progress to date
- Refine direction for entity name
- Establish board profiles and selection process



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WORK TO DATE

# HOW WE GOT HERE

## ▸ 2019

- **Economic Development Strategic Plan (EDSP) completed** with stakeholder engagement.
  - Recommendations include Invest Dallas, a new economic development entity to:
    - More aggressively promote the City
    - Generate new investment and jobs in the City, especially in underserved and underdeveloped areas

## ▸ 2019-2020

- **Stakeholder review of the EDSP** to gather additional input on priorities
  - Creating a new economic development entity was the highest priority item
  - Equity, especially for southern Dallas, was also a theme
- **TIP briefed Council on the new entity** in April

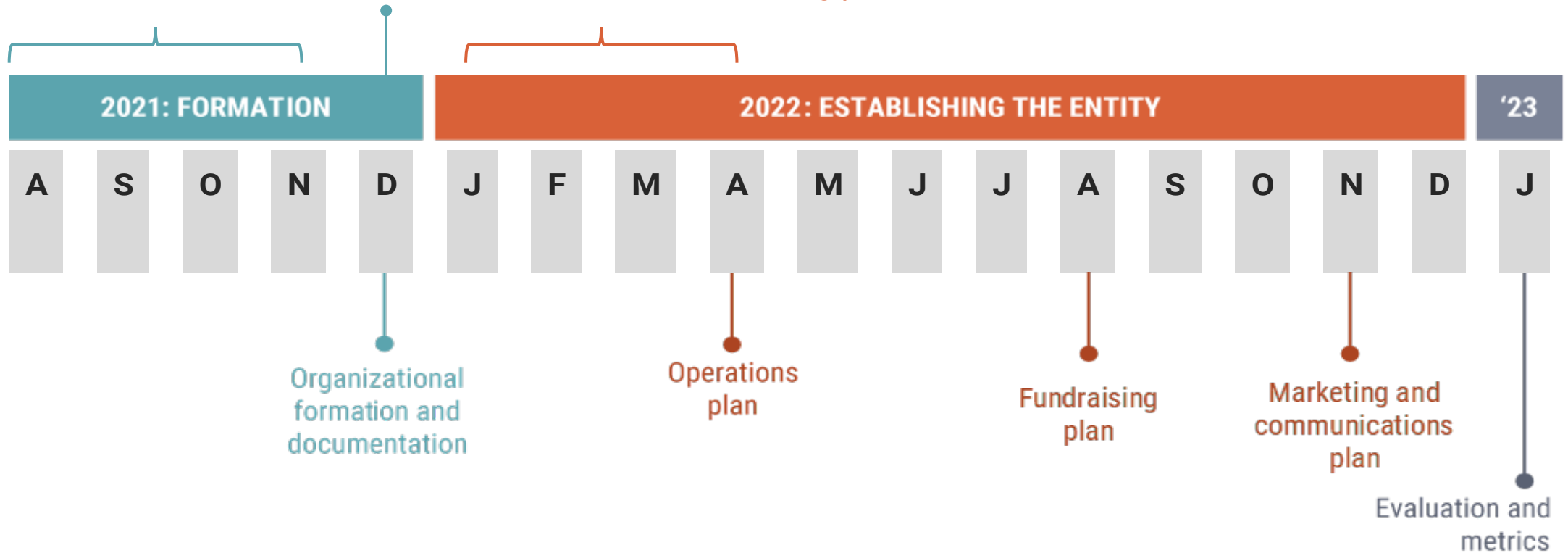
## ▸ 2021

- TIP is working with city staff and stakeholders to **establish the entity** using 2019-2020 work, best practices, and stakeholder feedback

# WHERE WE'RE GOING

## Building the organizational framework

- Certificate of formation
  - Bylaws
  - Interlocal agreement
  - Board structure
  - Entity name
- End of Year**
- Organization established
  - Interim Board and staff in place
- 1<sup>st</sup> Quarter 2022**
- Board established
  - Begin executive director hiring process



# ECONOMIC DEVELOPMENT ENTITY FUNCTIONS

## BUSINESS DEVELOPMENT

- ▶ **Outbound marketing:** earned media, marketing missions, national advertising, trade shows/industry conferences
- ▶ **Inbound marketing:** familiarization tours, networking with real estate brokers and developers
- ▶ **Branding:** strengthens Dallas's brand as one of the world's great economic centers
- ▶ **Business retention & expansion:** business visitations, networking, and events

## PUBLIC DEVELOPER

- ▶ **Public development:** serve as a public developer of City-owned properties and conduct land acquisition to advance real estate projects that the City could not do on its own, especially in strategic areas
- ▶ **Existing asset support:** to support major development projects (e.g., Kay Bailey Hutchison Convention Center, the Streetcar project, and Hensley Field)
- ▶ **Transaction Support:** perform real estate transactions (lease, sale, purchase)
- ▶ **Lease administration:** manage properties on behalf of the City

The background is a solid orange color. On the left side, there are two overlapping circles of different shades of orange. A large, stylized number '2' is also visible on the left, partially overlapping the circles. The text 'ENTITY UPDATE' is written in a bold, white, sans-serif font, positioned in the lower right quadrant of the image.

ENTITY UPDATE

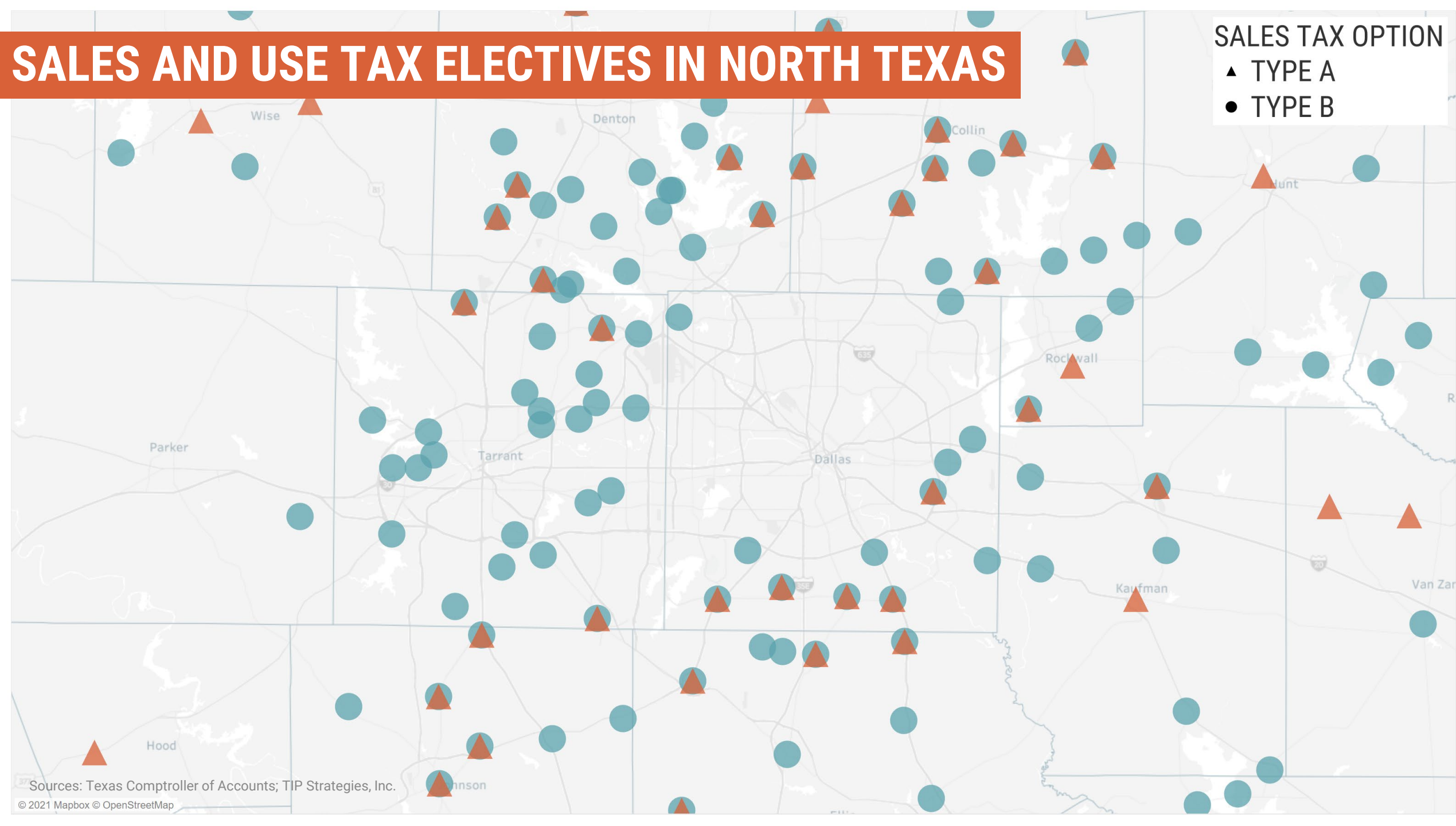


# SALES AND USE TAX ELECTIVES IN NORTH TEXAS

SALES TAX OPTION

▲ TYPE A

● TYPE B



Sources: Texas Comptroller of Accounts; TIP Strategies, Inc.

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# COMPARABLE ENTITIES: BRANDING & MISSION



**Mission.** To advance Atlanta's global competitiveness by growing a strong economy, building vibrant communities, and increasing economic prosperity for all Atlantans.

**Vision.** We strive to make Atlanta the most economically dynamic and competitive city in the world.



**Mission.** To drive inclusive economic growth and job creation, support business, and promote Chicago as a leading global city.

**Vision.** Ensure that all Chicagoans prosper.



**Mission.** To grow the city's economy in an inclusive manner by retaining, expanding and attracting business and promoting investment, thereby increasing career opportunities for residents

**Equity Statement.** BDC is committed to a more equitable economy by supporting minority and women-owned businesses and promoting investments in neighborhoods that have been negatively impacted by institutional racism and/or generational poverty.

# POSSIBLE NAMES

## ▸ **Function-based**

- Allows for “doing business as” later
- Ex: City of Dallas Economic Development Corporation

## ▸ **Branded**

- Develop Dallas: A City of Opportunity
- Opportunity Dallas: Creating Economic Prosperity for All
- Prosperity Dallas: Creating Economic Opportunity for All
- Dallas: Developing Economic Vibrancy
- Dallas Innovates
- Dallas Horizon

# COMPARABLE ENTITIES: BOARD OF DIRECTORS



**Members: 9**

## **Composition**

- ▶ Mayor (Board Chair)
- ▶ Council Community Development/Human Services Committee Chair
- ▶ Fulton County Commissioner
- ▶ Council & Mayoral Appointees
  - ▶ Board of Education
  - ▶ Business Sector
  - ▶ Finance
  - ▶ Atlanta Planning Advisory Board
  - ▶ Real Estate

## **AUSTIN ECONOMIC DEVELOPMENT CORPORATION**

**Members: 21**

## **Composition**

- ▶ Public/Private
- ▶ Housing
- ▶ Equity
- ▶ Finance
- ▶ Arts
- ▶ Music
- ▶ Preservation
- ▶ Homelessness
- ▶ M/WBE Business
- ▶ Industry
- ▶ Urban / Regional Planning
- ▶ Infrastructure / Transportation
- ▶ Workforce Development
- ▶ Vocational / Workforce Education
- ▶ Higher Education
- ▶ K-12 Education
- ▶ Early Childcare
- ▶ Senior Services
- ▶ Ex-Officio Officer
- ▶ Downtown Austin Alliance (downtown commercial)

# BOARD MEMBER NOMINATION PROCESS OPTIONS

## **Decentralized nominations: City Manager-led**

- ▶ Board members fill skill-based roles
- ▶ City Manager nominates initial slate of board members for Council approval
- ▶ Board members suggest a slate for City Manager review, and City Manager nominates a candidate from that slate for City Council approval

## **Decentralized nominations: City Departments, Key Stakeholder-led**

- ▶ Board members represent organizations or sectors
- ▶ City departments and other organizations nominate board members who are approved by the City Manager

## **Centralized nominations: Council-led**

- ▶ Board members are allocated by council district
- ▶ Individual Council members nominate board members, which are approved by City Council



# BOARD OF DIRECTORS: DISCUSSION OUTCOMES

## PROPOSED STRUCTURE

- ▶ **Nomination:** *City-Manager led*
- ▶ **Term**
  - ▶ 3-year term, unlimited renewals.
  - ▶ Board officers (President, Vice President, Treasurer, Secretary) elected every year
- ▶ **Number of board members:** 9-15
- ▶ **Limitations:**
  - ▶ Annual report to council
  - ▶ Subject to city audits
  - ▶ Meetings must comply with Texas Open Meetings and Public Information Act

## DESIRED EXPERTISE

- ▶ Affordable housing
- ▶ Anchor institutions: education, industry, healthcare
- ▶ Arts and culture
- ▶ City / community planning
- ▶ Design
- ▶ Diversity, equity, and inclusion
- ▶ Ethnic and minority chambers of commerce
- ▶ Finance
- ▶ Fundraising
- ▶ Historic preservation
- ▶ Infrastructure
- ▶ Innovation
- ▶ Marketing or branding
- ▶ Real estate development or construction
- ▶ Sustainable development
- ▶ Target industries
- ▶ Transportation
- ▶ Workforce/talent development

A large, stylized number '3' is positioned on the left side of the image. It is composed of two shades of orange: a darker orange for the main outline and a lighter orange for the interior. The number is partially cut off by the left edge of the frame.

NEXT STEPS

# NEXT STEPS

## **SHORT TERM: ORGANIZATIONAL FORMATION**

- ▶ TIP is updating certificate of formation, bylaws, and interlocal agreement, which will be circulated in advance of the City Council meeting Dec. 8
- ▶ Dec. 8: City Council
- ▶ Goal for end of 2021: Organizational formation documents approved by City Council and filed with the State of Texas

## **LONGER TERM**

- ▶ Process for nominating individuals for consideration on the board of directors, establishing the board
- ▶ Operations Plan: anticipated May 2022
- ▶ Executive Director hiring process: begin spring 2022 after the full board is in place

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THANK YOU

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