

Economic Development Policy

As Approved January 25, 2023

Table of Contents

Introduction	3
Acknowledgements & Timeline	6
Purpose of the Economic Development Policy	12
Barriers to Equitable Economic Development	21
Overview of Policy Implementation	26
Appendix	35
Glossary	50



01

Introduction

INTRODUCTION

Originally adopted in May 2021, the Economic Development Policy (EDP) is a North Star guiding the City of Dallas, as City Council and staff endeavor to **proactively address disparities in economic opportunities and outcomes for Historically Disadvantaged Communities (as defined in the Racial Equity Plan (REP)) through policy, public investment, and partnership**. The Policy aligns departments under a shared mission & vision alongside the REP to support inclusive prosperity and equitable access to employment, economic opportunity, and housing.

Dallas City Council adopted a vision for equitable economic growth by adopting the Economic Development Policy. Council **authorized a Transition Year** to align affiliated policies, programs, and initiatives with the vision of the Policy **prior to the EDP's 10-year implementation period**. The revised Policy brings greater clarity, accountability, and prioritization. Participants in this Transition Year effort included:

- The 17-member **Economic Development Policy Task Force (Task Force)** comprised of local economic development and civic leaders appointed by City Council to advise on changes made during the transition year.
- The 13- member **Economic Development Policy Working Group** was also formed to facilitate cross departmental collaboration in preparation for implementation. This group is comprised of department directors and assistant directors, with representation from the City Manager's office, who were responsible for programs and initiatives acknowledged in the Policy.
- Two consulting firms were also brought on: **HR&A Advisors**, to orchestrate implementation of the Economic Development Policy, and **TIP Strategies** for strategic planning and launch of the Economic Development Corporation.

INTRODUCTION

This updated EDP (December 2022) captures the vision of equitable economic development that Policy stakeholders worked collaboratively over the last year and a half to define. It outlines 12 action areas that address existing barriers to equitable economic development and 85 actions, assigned to specific departments, to drive progress over the next ten years. In the coming years, departments will report progress on Policy implementation through a variety of methods, including via briefings to City Council. The remainder of this Policy document describes the actions that departments will collectively take to address barriers to access and opportunity. Initiatives already underway to implement the Policy include the following:

- Develop, approve and enforce a **Future Land Use Map and amend the Development Code** to address land use inequities, guide development, and increase the financial feasibility of real estate opportunities in disinvested areas.
- Audit and update the Comprehensive **Housing Policy** to exponentially increase affordability and diversify the housing stock.
- Continue the formation and staffing of the **EDC** (by-laws and Board of Directors approved by Council in 2022) to fulfill its role and charge in strategic economic development opportunities, market the City, and foster public-private partnerships.
- Create programs and dedicate resources toward **Minority-owned and Women-owned Business Enterprise ("M/WBEs") capacity building, entrepreneurship, and innovation.**
- Dedicate funding and programming to address **environmental justice issues in Historically Disadvantaged Communities.**
- Increase transparency and accountability, by creating and tracking a **streamlined and condensed set of measures focused on progress and performance** applicable across City Hall.

| 02

Acknowledgements & Timeline

ACKNOWLEDGEMENTS

In 2021, Dallas City Council adopted and committed to a vision for equitable economic growth.



Council Members that Adopted the ED Policy (May 2021)

District 1 | Chad West
District 2 | Adam Medrano
District 3 | Casey Thomas
District 4 | Carolyn King Arnold
District 5 | Jaime Resendez
District 6 | Omar Narvaez
District 7 | Adam Bazaldua
District 8 | Tennell Atkins
District 9 | Paula Blackmon
District 10 | Adam McGough
District 11 | Lee Kleinman
District 12 | Cara Mendelsohn
District 13 | Jennifer S. Gates
District 14 | David Blewett
Mayor | Eric Johnson

Current Council Members (June 2021-May 2023)

District 1 | Chad West
District 2 | Jesse Moreno
District 3 | Casey Thomas
District 4 | Carolyn King Arnold
District 5 | Jaime Resendez
District 6 | Omar Narvaez
District 7 | Adam Bazaldua
District 8 | Tennell Atkins
District 9 | Paula Blackmon
District 10 | Adam McGough
District 11 | Jaynie Schultz
District 12 | Cara Mendelsohn
District 13 | Gay Donnell Willis
District 14 | Paul Ridley
Mayor | Eric Johnson

“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.” – ED Policy

ACKNOWLEDGEMENTS

The Economic Development Policy Task Force, appointed by Council, includes engaged leaders who advised staff and consultants & reviewed policies and initiatives during the Transition Year.

Task Force Members

Jennifer S. Gates (Chair) | Former Dallas City Council

Rebecca Acuna | PepsiCo.

Harrison Blair | Dallas Black Chamber of Commerce

Trey Bowles | InnoCity Partners

Cullum Clark | Bush Institute – SMU Economic Growth Initiative

Zenetta Drew | Dallas Black Dance Theatre

Alfredo Duarte | Taxco Produce

Steven Duong | AECOM

Hilda Galvan | Jones Day

Kourtney Garrett | Downtown Dallas, Inc. (former member)

Jessica Hernandez | Parkland Hospital

Rick Ortiz | Greater Dallas Hispanic Chamber of Commerce

Drexell Owusu | Dallas Foundation

Michael Sorrell | Paul Quinn College

Amy Tharp | Downtown Dallas, Inc.

Oric Walker | Atmos Energy (former member)

Dora Z1apata | Capital One

Roles & Responsibilities

- **A sounding board** on critical policy issues and departmental initiatives to **provide accountability** during the one-year transition period
- **Review significant proposed regulatory changes and organizational plans** for the EDC and the Policy

13

Task Force Meetings
(August 2021-September 2022)



ACKNOWLEDGEMENTS

The Economic Development Policy Working Group was formed to facilitate cross departmental collaboration for implementation.

Working Group Members

Office of Economic Development | Robin Bentley; Heather Lepeska

Department of Housing & Neighborhood Revitalization | David Noguera; Cynthia Rogers-Ellickson

Planning & Urban Design | Andrea Gilles

Office of Historic Preservation | Murray Miller

Development Services Department | Megan Wimer

Office of Equity & Inclusion | Lindsey Wilson; Lisa Rainey

Dallas Water Utilities | Chad Kopecki

Public Works Department | Jennifer Nicewander

Department of Transportation | Katlin Bower

Convention and Event Services | Rosa Fleming; Yldefonso Sola Rodriguez

Office of Integrated Public Safety Solutions | Kevin Oden

Office of Environmental Quality and Sustainability | Paul White

Small Business Center | Joyce Williams

Roles and Responsibilities

Intra-Departmental – Policy actions within the scope of individual departments:

- **Increase awareness** about the Policy and its role in the day-to-day activities of departments
- **Share information** regarding progress on Policy implementation occurring within the Department
- **Bring challenges / resource needs** to leadership to overcome barriers to implementation

Inter-Departmental – Policy Actions Requiring Multiple Departments

- Define & launch **cross-departmental initiatives** required to implement the Policy
- **Identify and assign teams** to these efforts
- Be accountable for **communication and collaboration**
- **Review and revise outcomes and actions** for implementation

TIMELINE

Since the ED Policy launched in May 2021, significant efforts have been launched and identified that are in alignment with the Policy's mission.

Transition Year | May 2021 – Jun 2022

Policy Implementation Kickoff | Jul 2022 – FY 2023*

Economic Development
Policy Adopted
May 2021

City Council Approval of the Economic
Development Corporation (EDC)
Aug 2022

Economic Development Committee
Transition Year Update
May 2022

City Council Approval
of the EDC Board
Aug 2022

Council Briefing & Action
(We are here)
Fall 2022

TRANSITION YEAR ACTIVITIES

- Launch of the ED Policy Task Force
- Approved the creation and bylaws of the City of Dallas Economic Development Corporation (EDC)
- Development Services hiring of the Chief Building Official (CBO)/Director and the Assistant CBO
- ForwardDallas (FD) Community Engagement Framework
- Comprehensive Housing Policy (CHP) Equity Audit completed with 11 recommendations to overhaul the CHP
- Launch of the Working Group + Three Leadership Workshops
- Incentives Policy Review
- Mixed Income Housing Density Bonus
- Broadband and Digital Equity Strategic Plan
- Convention Center Masterplan
- Hensley Field Masterplan
- Vision Zero Plan

IMPLEMENTATION

- Updated Economic Development Policy
- Updated Economic Incentives Policy
- New Historic Preservation Policy
- Emerging Developer Fund
- Environmental Justice Fund
- ForwardDallas Visioning Workshops with Community
- Equitable Infrastructure and Green Infrastructure Investments
- Selection and Onboarding of EDC Board and Staff

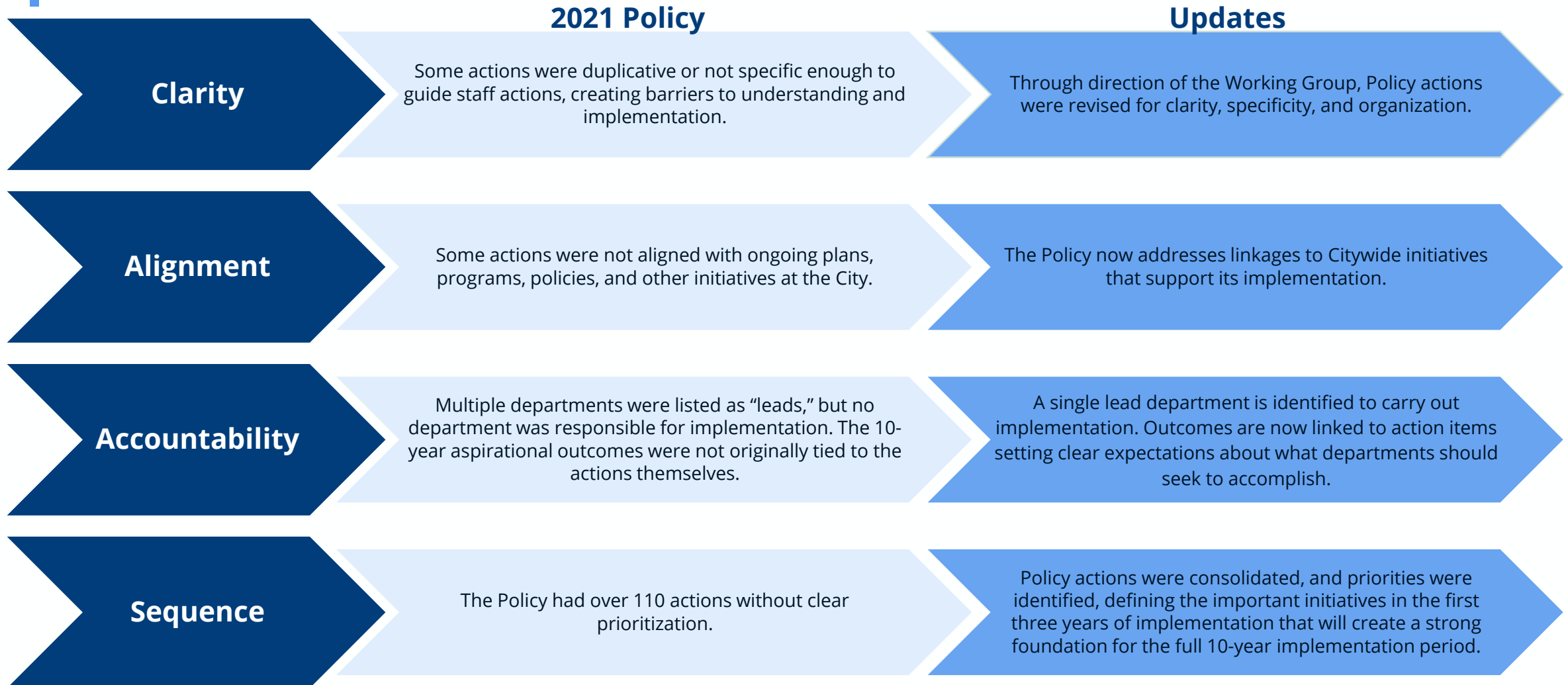
OTHER ALIGNED INITIATIVES

- Racial Equity Plan Adoption and Implementation
- Homeless Action Response Team (HART)
- Broadband & Equity Strategic Plan – Digital Navigators

*Note: Fiscal Year (FY) 2023 is noted as it is the first budget cycle since the ED Policy kickoff.

OVERVIEW OF ECONOMIC DEVELOPMENT POLICY UPDATES

The revised Economic Development Policy includes changes that aim to bring clarity, alignment, accountability, and priorities to the implementation period.





| 03 |

Purpose of the Economic Development Policy

PURPOSE OF THE ECONOMIC DEVELOPMENT POLICY

The Economic Development Policy serves as a North Star guiding the City of Dallas as City Council and staff endeavor to proactively address disparities in economic opportunities and outcomes for Historically Disadvantaged Communities through policy, public investment, and partnership.

Defining Equitable Economic Development



Equitable economic development occurs when there are goals for the **distribution of investment** to maximize benefits for Historically Disadvantaged Communities while mitigating displacement. Equitable economic development **supports wealth building, ownership, and economic mobility** by fostering the growth and preservation of communities while acknowledging and intentionally addressing the past and current conditions. This is achieved by **centering racial equity** in decision making processes, while engaging the community to understand their needs and wants.

PURPOSE OF THE ECONOMIC DEVELOPMENT POLICY

The Policy was adopted because there is a need to foster the immense demographic and economic growth of Dallas while also addressing the conditions that hinder equitable growth.

4th

Largest **metro area**
in the country

(CITY OF DALLAS ECONOMIC PROFILE 2019)

4th

Most diverse City in
the United States

(WALLETHUB 2021)

11

Fortune 500
companies in Dallas

(FORTUNE 2022)

272
out of
274

Cities on inclusion in 2016

(Urban Institute 2016)

44%

Of the City's **population** is
concentrated in Southern
Dallas vs. only **19%** of the
City's **tax base** is generated
in Southern Dallas

(DALLAS CENTRAL APPRAISAL DISTRICT 2020)

18%

Of low-income
neighborhoods suffer from
**high infrastructure
deficiencies**

(SMU CIVIL AND ENVIRONMENTAL ENGINEERING 2022)

PURPOSE OF THE ECONOMIC DEVELOPMENT POLICY

The Policy requires all departments to be aligned under a shared mission & vision to support inclusive prosperity and equitable access to employment, economic opportunity, and housing opportunities for all Dallas residents.

Mission Statements

Prioritizing **Historically Disadvantaged Communities** for whom structural disparities have hindered opportunity

Attracting and **strengthening businesses** while building and **preserving communities**

Repairing historic disparities by making neighborhood investments while **mitigating displacement**

Providing **incentives to increase access to housing, employment, and services** that improve quality of life

Pursuing advanced **multi-modal transportation and resilient infrastructure**

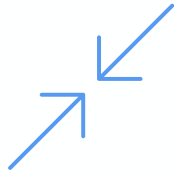
Developing processes to **promote a responsive and financially sustainable local government**

Fostering **vibrant cultural, recreational, and historical amenities** and access to **housing, employment, and social services**

PURPOSE OF THE ECONOMIC DEVELOPMENT POLICY

Successful implementation of the ED Policy over ten years will contribute to citywide outcomes that reflect a more prosperous and equitable Dallas.

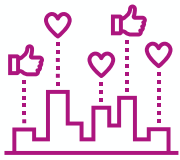
10-Year Outcomes



Decrease the racial wealth gap by creating equitable City policies and investing in Historically Disadvantaged Communities.



Build and preserve housing to reduce cost burden for individuals and families of all incomes across Dallas, especially low- and middle-income households.



Deliver the land uses, density, and types of public and private development that align with citywide needs and community public health and environmental justice priorities.



Support and incentivize business growth and employment opportunities that pay family-sustaining wages and are accessible to residents across geography, race, and educational-attainment levels, prioritizing small businesses.



Stimulate entrepreneurship and startup growth through focused investment and capacity building targeted towards underserved communities.

PURPOSE OF THE ECONOMIC DEVELOPMENT POLICY

Strong governance and accountability is the foundation to successful equitable economic development, creating the conditions for strong collaboration and the delivery of impactful programs and initiatives.

Create targeted initiatives that acknowledge and correct for past disinvestment to support an equitable future for Dallas.

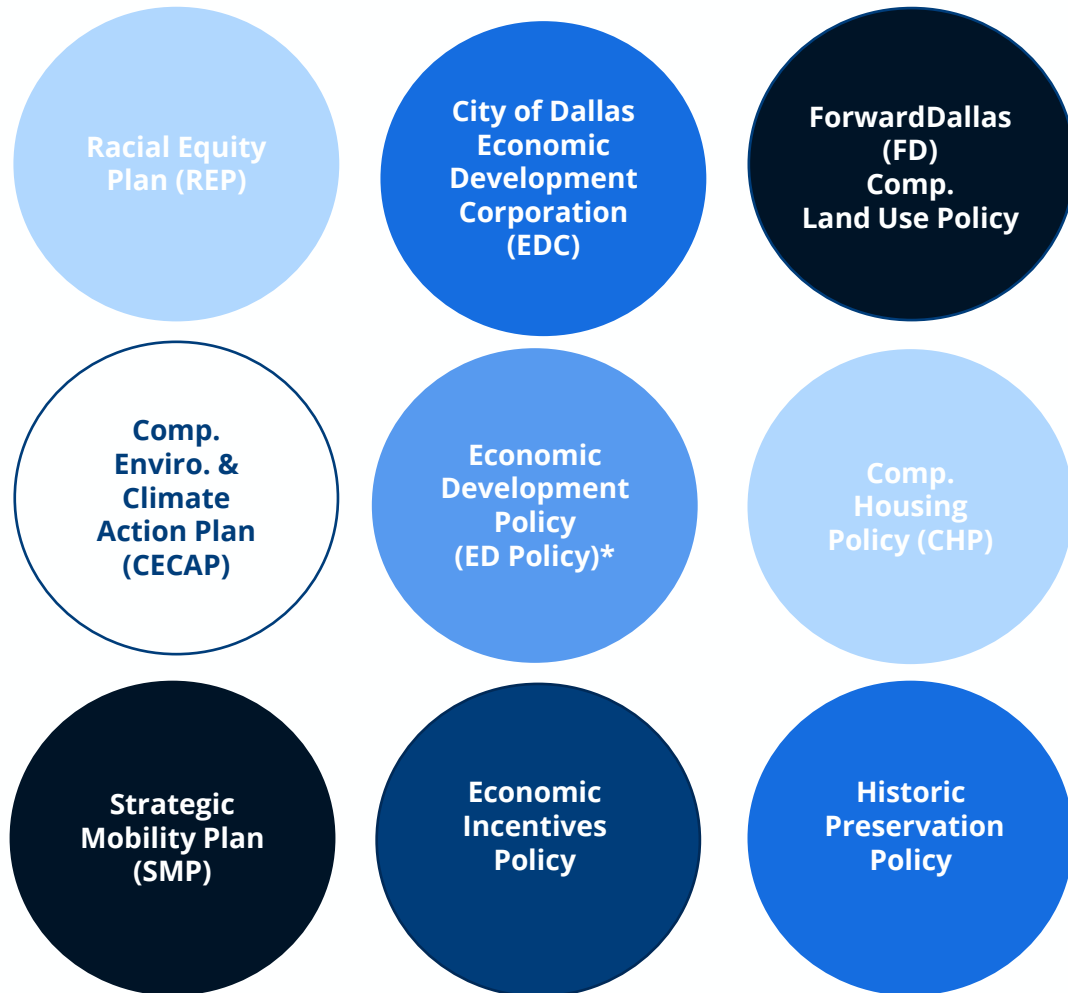
Align departments under a shared vision for equitable economic development, embedding equity across all functions, plans, and practices.

Practice equitable governance by embedding and tracking racial equity and accountability in all aspects of City policy and practice.



PURPOSE OF THE ECONOMIC DEVELOPMENT POLICY

*Note: The Community Transformation Action Roadmap (CTAR) was the precursor to this Policy.



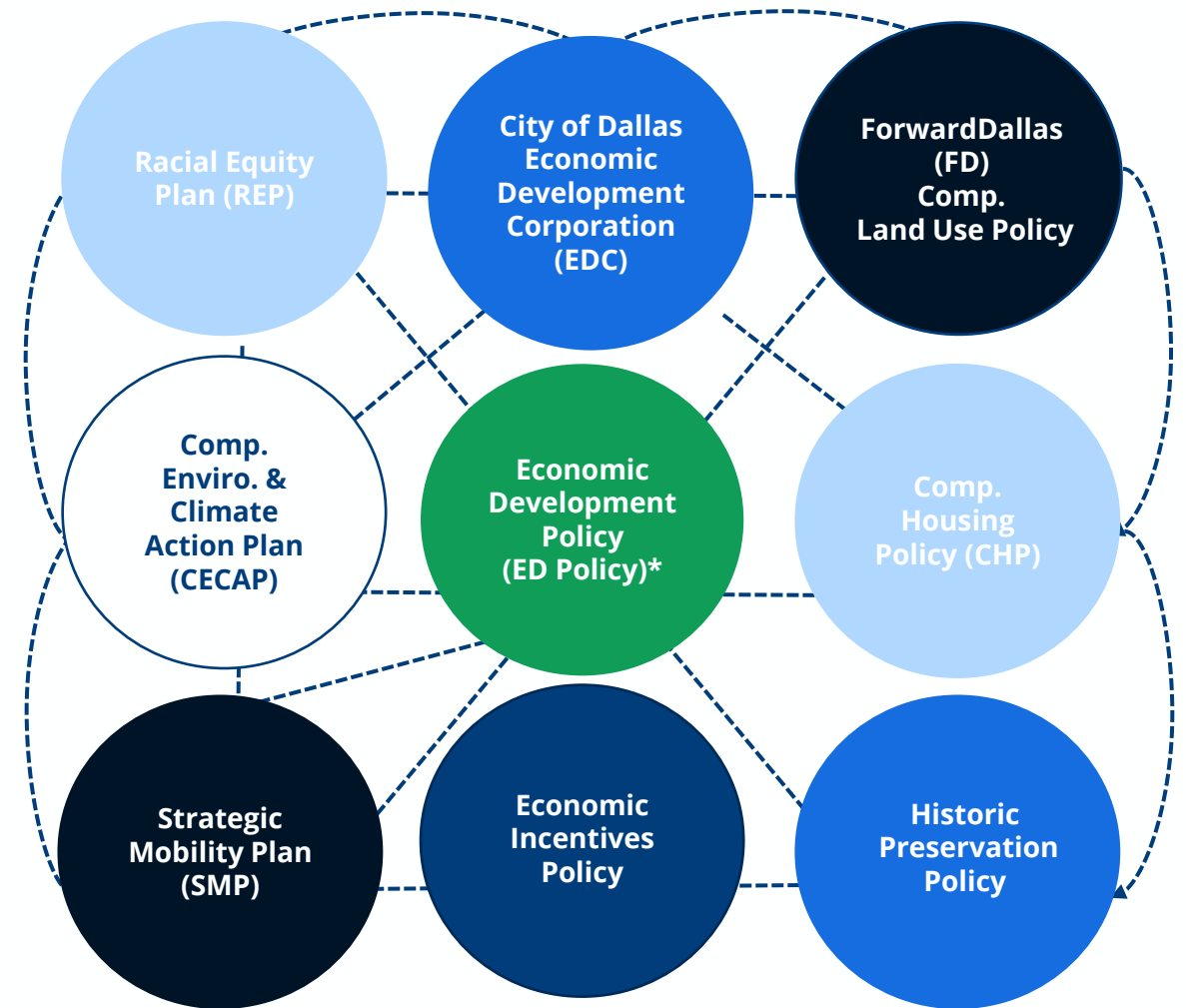
CURRENT STATE OF DEPARTMENTAL INITIATIVES AND PLANS

Departmental strategic plans guide staff decisions, budgets, and resource allocation priorities. The Working Group of department leadership identified cross-cutting challenges and opportunities for plans and policies to be more coordinated. While staff have regularly collaborated on projects and plans, existing guiding plans and policies have been developed independently and at different points in time, without central and consistent equity goals or priorities. Therefore, addressing such fragmentation is crucial to achieve the citywide vision for equitable economic development.

PURPOSE OF THE ECONOMIC DEVELOPMENT POLICY

The Economic Development Policy and the Racial Equity Plan both demonstrate the City's commitment to equity and governing differently. The Economic Development Policy ushers in an era of elected and appointed officials and staff working together to drive racial and ethnic equity in economic development outcomes. The EDP, alongside the REP, serves as a connective tissue between multiple citywide plans, initiatives, and departments while also catalyzing updates to those plans and initiatives to ensure departments are actively working toward the 10-year outcomes articulated in this Policy.

*Note: The Community Transformation Action Roadmap (CTAR) was the precursor to this Policy.



DIRECTIVE OF THE POLICY



| 04

Barriers to Equitable Economic Development

BARRIERS TO EQUITABLE ECONOMIC DEVELOPMENT

What are the barriers to implementation of the Economic Development Policy?



Disparities and disinvestment are tied to race and place, and today's racial disparities in life outcomes and access to wealth and opportunity stem from structural racism. The economic growth in the City and the region has exponentially increased, and, therefore, so too has the imperative and potential for the City actively do its part to, not only foster a seamless experience for those conducting business in the City, but to also proactively address barriers that have hindered equitable outcomes. While it cannot be denied that there are market forces beyond the control of City of Dallas that influence economic growth within its boundaries, **City leadership has an active role to play in creating economic and wealth building opportunities via jobs, education, and healthy environments** using existing or new



tools in the public policy toolkit. From the efficiency of the land use development process to the preservation of historic neighborhoods that are important to the City's identity and culture, **the City's regulations, investments, subsidies, and incentives can either bolster or hinder its affordability, livability, attractiveness, and competitiveness**. Therefore, Dallas can commit to and be held accountable for achieving success in economic development, real estate development, and workforce development **using its resources, jurisdictional authority, and partnerships to foster equitable economic growth**.

BARRIERS TO EQUITABLE ECONOMIC DEVELOPMENT

With this Economic Development Policy, the City makes an explicit commitment to correcting the disparities that obstruct Dallas's long-term economic potential. Historically, federal law, local policies, patterns of public investment, market forces, and power structures have disempowered communities of color and contributed to the levels of segregation, wealth disparity, and limited access to opportunity that persist today. With this Policy, the City of Dallas commits to doing its part to address these barriers to equitable growth listed below using the toolkit at its disposal and, where needed, creating new tools or leveraging new resources.

POLICIES WITHOUT AN EQUITY MISSION

Existing policies that were adopted without principles of equity and/or policies that do not exist altogether exclude community members from equitable access and opportunity and make neighborhoods, keepers of Dallas' hallmark diversity and culture, vulnerable to disinvestment and/or elimination. With the adoption of both the Incentives and Historic Preservation policies during this Implementation year, for example, the City has taken strides to address these vulnerabilities.

INEFFICIENT AND INACCESSIBLE PROCESSES

Rules and practices that make it difficult to access City services or invest in Historically Disadvantaged Communities also create barriers to opportunity. To align with this Policy, important initiatives that address this barrier should continue, including: 1) collaboration between the Mayor's Task Force on Innovation & Entrepreneurship, EDC, OED, and SBC, on essential programs for job creators and small businesses, 2) ongoing funding and execution of a robust citywide community engagement and civic education program, and 3) completion of the improvements to the development process (e.g., permitting processes, resources for community-based developers, updated incentives that prioritize community benefits.)

LACK OF HOUSING AFFORDABILITY

Dallas has historically had limited tools and resources to meaningfully increase the supply of housing affordable for low- and middle-income Dallasites, and, more generally, deliver a housing supply that meets all income needs. By updating the Comprehensive Housing Policy to prepare the City to construct, preserve, and invest in an array of housing types, empowering the EDC to leverage partnerships with strategic partners and develop catalytic real estate, and deploying equitable economic development incentives and infrastructure, the City will make progress toward Policy goals of addressing major gaps in the City's housing stock.

LEGACIES OF RACIST POLICIES

Racial segregation by neighborhoods, attributable to redlining, infrastructure gaps, predatory lending, market-responsive property tax policy, and environmental injustice, are the legacy of decisions about growth made under the nation's traditional economic development paradigm. These decisions have had significant consequences in the lives of members of Historically Disadvantaged Communities. Through tools such as ForwardDallas, the Development Code update, a more robust multi-modal transportation network, updates to the capital improvement plans, and intentional public private partnerships, the City will be able to combat decades of community fragmentation.

BARRIERS TO EQUITABLE ECONOMIC DEVELOPMENT

During the transition year (May 2021- May 2022), the Task Force and the Working Group also identified the below obstacles to equitable economic development while undertaking the task of evaluating how to align individual departmental initiatives with the Economic Development Policy vision and goals. The collective realization from that process was this: the apparent barriers were either beyond the reach of individual departments, or they were challenges commonly faced by departments. Staff and consultants therefore undertook a collaborative effort to update the Economic Development Policy and begin addressing these underlying interdepartmental barriers.



BARRIERS TO EQUITABLE ECONOMIC DEVELOPMENT

Now that the barriers have been identified, how does the City achieve its vision for economic development?



Image Source: Dallas Observer

This Policy was adopted under the premise that **any disparities that create barriers to opportunity and access to participate in the economy obstruct the short and long-term prosperity of the City as a whole.** By adopting this Policy, Council affirmed a commitment to correcting systemic obstacles by fostering economic opportunity through strategic interventions and investments. Moreover, with the adoption of this Policy, Council also vowed that the City will operate with inclusive, transparent, and responsive governance. **This Policy outlines a framework for conducting City business differently by taking a comprehensive approach to economic development.** It is a **call to action to put the necessary changes in motion for intentional allocation of Council and staff attention, time, and resources.** In the sections that follow, both department-led initiatives and cross-departmental implementation strategies are outlined to bring the directive of the Policy to fruition.

A smiling woman with blonde hair, wearing a white cold-shoulder top, is the central focus of the image. She is surrounded by other people in a blurred background, suggesting a community event or festival. A dark blue semi-transparent overlay covers the right side of the image, containing the text '05' and 'Overview of Policy Implementation'.

05

Overview of Policy Implementation

INITIATIVES IN PROGRESS

The specific actions recommended in the Economic Development Policy (see Appendix, Policy Actions section, for full list) will advance equitable economic development across a range of topics.*



**ECONOMIC
INCENTIVES**



**SMALL BUSINESS &
MWBE**



**PUBLIC & PRIVATE
REAL ESTATE
INVESTMENT**



INNOVATION



**WORKFORCE
DEVELOPMENT**



**ENVIRONMENTAL
JUSTICE &
SUSTAINABILITY**



**NEIGHBORHOOD
PRESERVATION &
COMMUNITY
DEVELOPMENT**



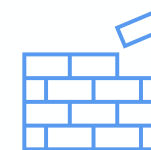
**LAND USE &
PLANNING**



**BUSINESS
ATTRACTION &
RETENTION**



**HOUSING DIVERSITY
& AFFORDABILITY**



**INFRASTRUCTURE &
PUBLIC INVESTMENT**



**GOVERNANCE &
METRICS &
TRACKING****

*Notes: Icons for each category that correspond with the initiatives on the following pages (28-33) can be found in the top left area of the page.

SUMMARY OF INITIATIVES IN PROGRESS

As a result of the efforts of the Working Group and the Task Force, eight near term priorities for equitable economic development have been identified. These priorities will be advanced during the first three years of the implementation period (2022-2025).

Overhaul the economic incentive programs to introduce transparency and create predictability for incentive applicants, improve small developer and small business access to incentive programs, and prioritize investment in Historically Disadvantaged Communities.

Develop, approve, and enforce a Future Land Use map, and amend the development code to address land use inequities, guide development and increase the financial feasibility of investment in Historically Disadvantaged Communities.

Audit and update the Comprehensive Housing Policy to address the City's equity needs and better support diverse housing types.

Empower the new City of Dallas Economic Development Corporation ("EDC") to support the City in its ability to act quickly, market the City, buy, hold, and sell land, and foster public private partnerships.

Overhaul historic preservation mission and function to preserve the City's cultural assets and better serve stakeholders that have not historically been direct beneficiaries of City preservation programs.

Create programs and dedicate resources to MWBE capacity building, entrepreneurship, and innovation.

Dedicate funding and programming to address environmental justice issues in Historically Disadvantaged Communities.

Create measures and track outcomes, ensuring transparency and accountability during the implementation of the Policy.



PRIORITY INITIATIVES FOR ECONOMIC DEVELOPMENT POLICY IMPLEMENTATION

Land use policy is essential to economic development because it guides public and private investment decisions that **diversify the housing stock, increase access to modes of transit, eliminate the jobs-housing imbalance, celebrate Dallas' unique culture and history, and create healthy, safe, mixed-use communities.**

	Barriers Identified Current barriers that exist which will prevent progress on ED Policy implementation.	Strategy Short- and long-term strategies necessary to address the barriers.	Initiative Milestone Expected completion of implementation milestones.	EDP Action Specific EDP actions that will address barriers and achieve outcomes of the ED Policy.
ForwardDallas Planning & Urban Design (PUD) <i>In Progress</i>	<ul style="list-style-type: none">There is not an up-to-date citywide plan for future growth, land use mix, and urban design.Existing land uses do not reflect community needs across the City.	<ul style="list-style-type: none">Commit to the development and adoption of a citywide land use map and updated Comprehensive Land Use Plan informed by robust and inclusive community outreach.Maintain an on-going community engagement program and promote ForwardDallas (FD) at the citywide, community, and neighborhood levels.	<ul style="list-style-type: none">Updated Comprehensive Land Use Plan that catalyzes cohesive, equitable neighborhood planning & development, and includes a Future Land Use Map reflective of a unified vision for citywide land distribution 2023	<ul style="list-style-type: none">49-5883
Development Code Amendment PUD <i>Upcoming</i>	<ul style="list-style-type: none">Dallas faces segregation, racial disparities, and environmental injustices.Development projects are often hindered in Historically Disadvantaged Communities where affiliated infrastructure is lacking.Zoning policies are outdated, inflexible, and therefore, incompatible with market real estate demand.Out of date codes lead to inconsistent rules and inefficiency in project review.	<ul style="list-style-type: none">Target portions of the development codes that are problematic or outdated and would simplify and reduce review and approval times for development applications.Create development standards that would facilitate and encourage redevelopment and business reinvestment within areas identified by the Future Land Use Map and stimulate infill development.Implement and use recommendations that implement City priorities and support other citywide policy documents in FD, such as CECAP, Comp. Housing Policy, Strategic Mobility Plan, etc. and ensure alignment with ED Policy.	<ul style="list-style-type: none">Amend Ch. 51 and 51A to develop a modern, updated, and user-friendly development code that is stream-lined, consistent, clear, aligned with all City plans and policies 2022 to 2025	<ul style="list-style-type: none">49-505355

PRIORITY INITIATIVES FOR ECONOMIC DEVELOPMENT POLICY IMPLEMENTATION



Housing diversity, affordability, and neighborhood preservation are important to economic development because these elements are the foundation by which Dallas' **residents can find relief from the housing cost burden and have equitable access to home ownership.**

	Barriers Identified Current barriers that exist that will prevent progress on ED Policy implementation.	Strategy Short- and long-term strategies necessary to address the barriers.	Initiative Milestone Expected completion of implementation milestones.	EDP Action Specific EDP actions that will address barriers and achieve outcomes of the ED Policy.
Comprehensive Housing Policy Update Housing & Neighborhood Revitalization (HOU) <i>In Progress</i>	<ul style="list-style-type: none"> The current structure of the CHP does not allow for historical policies and practices to be remedied such that the City can achieve its overarching goal of a more equitable city. Limited funding sources are available to maintain and develop affordable workforce housing and to develop anti-displacement strategies. 	<ul style="list-style-type: none"> Commit to building the capacity for community development corporations, CDFIs, and other partners to expand private housing production in neighborhoods. Establish housing tools beyond HUD programs that expand capacity to support development of workforce housing. 	<ul style="list-style-type: none"> Revise and update the Comprehensive Housing Policy to reflect Racial Equity Blind Spots per the Racial Equity Audit of the CHP. 2023 	<ul style="list-style-type: none"> 24-32
Historic Preservation Policy Office of Historic Preservation (OHP) <i>Ready for Council Review & In Progress</i>	<ul style="list-style-type: none"> The Historic Resource Survey is outdated, as it was undertaken in the 1990s, and there are survey areas that were not eligible for evaluation in the 1990s. There is a need to develop/update Statements of Significance for historic districts. The current structure of OHP's Mission and Function does not center equity. 	<ul style="list-style-type: none"> Prioritize underserved communities of color and the development of processes to promote a responsive local government when it comes to historic preservation. 	<ul style="list-style-type: none"> Adopt Historic Preservation Policy 2022 Amend Dallas City Code, Sec. 51A-4.501 Historic Overlay District 2023 	<ul style="list-style-type: none"> 59-64

PRIORITY INITIATIVES FOR ECONOMIC DEVELOPMENT POLICY IMPLEMENTATION



A robust, equitable economy results when **innovation, small business growth, minority/women-owned business enterprises (MWBE), and family-sustaining wages and employment opportunities are fostered through intentional business support initiatives.**

	Barriers Identified Current barriers that exist that will prevent progress on ED Policy implementation.	Strategy Short- and long-term strategies necessary to address the barriers.	Initiative Milestone Expected completion of implementation milestones.	EDP Action Specific EDP actions that will address barriers and achieve outcomes of the ED Policy.
Workforce, Small Business & MWBE Support Small Business Center (SBC) and Office of Economic Development (OED) <i>In Progress</i>	<ul style="list-style-type: none"> Current City MWBE policies and programs have not provided sufficient support to minority- and women-owned enterprises. More clarity is needed regarding the roles of SBC and OED, more specifically, when a small business should interact with one department over the other. Navigating the City's incentive programs can be unclear from the consumer's perspective with programs sitting under both OED and SBC. In addition, applicants are unsure about the length of the application process as it varies by project. 	<ul style="list-style-type: none"> Increase the capacity of and create opportunities for minority-owned businesses and real estate developers in Dallas. In collaboration with OED, create a single intake form to streamline the process, from application to disbursement of the award to improve outcomes, especially for small businesses and small-scale developers. 	<ul style="list-style-type: none"> Establish a Mentor Protégé program to support equity and capacity building 2022 to 2023 Expand capacity of MWBE through the Accelerators Pilot Program 2022-2023 Update MWBE policy and program. 2022 to 2025 Create streamlined application process for incentive programs 2023 	<ul style="list-style-type: none"> 74-83
Innovation & Entrepreneurship Support Small Business Center (SBC) <i>In Progress</i>	<ul style="list-style-type: none"> There is lack of clarity on how startups can access City support and resources. 	<ul style="list-style-type: none"> Stimulate entrepreneurship and startup growth through focused investment and capacity building targeted towards underserved communities. 	<ul style="list-style-type: none"> Begin to develop a resource guide to route startup companies toward information and resources available and align efforts with the Mayor's Taskforce on Innovation and Entrepreneurship. 2023 	<ul style="list-style-type: none"> 44-48

PRIORITY INITIATIVES FOR ECONOMIC DEVELOPMENT POLICY IMPLEMENTATION



An updated **economic incentives policy** and **business attraction strategy** is needed to **formalize equity outcomes, increase equitable participation in the economy, and increase access to wealth, while expanding the tax base.**

	Barriers Identified Current barriers that exist that will prevent progress on ED Policy implementation.	Strategy Short- and long-term strategies necessary to address the barriers.	Initiative Milestone Expected completion of implementation milestones.	EDP Action Specific EDP actions that will address barriers and achieve outcomes of the ED Policy.
Economic Incentives* Office of Economic Development (OED) <i>Ready for Council Review</i>	<ul style="list-style-type: none"> Current City programs do not provide access to upfront funding that is useful for smaller developers. Council approval process can be long and may not align with developer timelines; abatements do not meet the needs of all applicants. OED currently tracks compliance, in alignment with current Public Private Partnership Program guidelines, however equity outcomes have not been institutionalized, so tracking is limited. Southern Dallas continues to face challenges in attracting private investment, and a lack of infrastructure continues to hinder development. 	<ul style="list-style-type: none"> Create incentive programs eligible for community developers, non-profits, CDCs, and other community-based organizations to participate in. Implement new tracking systems, including software improvements, to monitor compliance and the equity outcomes. Increase small-scale developers access to City resources by linking them to flexible capital earlier in the pre- development process. Ensure new TIF districts are designed to share funds from areas of abundance/surplus opportunity to legacy Historically Disinvested Communities with higher need. Establish a fund that makes strategic infrastructure investments to help stimulate private investment in distressed areas. 	<ul style="list-style-type: none"> Update Economic Incentive Policy to support equitable growth and make programs more accessible to small and community developers. 2022 Create an infrastructure fund to support public investment in infrastructure, with strategic priority given to Historically Disadvantaged Communities 2022 	<ul style="list-style-type: none"> 5-12 65 72-73
Business Attraction Strategy City of Dallas Economic Development Corporation (EDC) <i>In progress</i>	<ul style="list-style-type: none"> The City lacks sufficient dedicated capacity and resources for attracting and retaining businesses, hindering competitiveness within the region and nationally/internationally 	<ul style="list-style-type: none"> Ensure newly created EDC develops the capacity, resources, and strategies for business attraction 	<ul style="list-style-type: none"> Creation of EDC 2022 (Completed) EDC board members 2022 (Completed) Hiring of CEO 2022-2023 Develop business and recruitment strategy for OED 2023 	<ul style="list-style-type: none"> 1-4 65-70

*Source: Economic Incentive Recommendations (2022)

PRIORITY INITIATIVES FOR ECONOMIC DEVELOPMENT POLICY IMPLEMENTATION



Through multi-modal transportation, sustainable infrastructure, and the protection of vulnerable neighborhoods through environmental justice programs, the City supports thriving, resilient neighborhoods and access to opportunity.

	Barriers Identified Current barriers that exist that will prevent progress on ED Policy implementation.	Strategy Short- and long-term strategies necessary to address the barriers.	Initiative Milestone Expected completion of implementation milestones.	EDP Action Specific EDP actions that will address barriers and achieve outcomes of the ED Policy.
Environmental Justice Strategy Planning and Urban Design (PUD) and Office of Environmental Quality and Sustainability (OEQS) <i>In Progress</i>	<ul style="list-style-type: none"> Zoning and permitting regulations allow industrial uses to locate proximate to historically Black and brown neighborhoods and accumulate hazardous waste and release harmful emissions proximate to historically Black and brown neighborhoods. 	<ul style="list-style-type: none"> Identify neighborhood vulnerability to climate change and natural disasters, especially the risk communities of color face based on infrastructural and environmental disadvantages. 	<ul style="list-style-type: none"> Review and propose updated zoning and permitting regulations to address proximities and incompatibility between industrial uses and residential areas. 2023 Design and launch a funding program to leverage Brownfields, grants, and other funding to address identified impaired properties in Dallas. 2022 to 2025 	<ul style="list-style-type: none"> 13-17
Infrastructure Funding for Historically Disadvantaged Communities Bond Office, Office of Economic Development (OED) <i>In Progress</i>	<ul style="list-style-type: none"> A lack of updated infrastructure in many parts of Dallas's primarily Historically Disadvantaged Communities limits investment potential. Enhancing infrastructure is costly both in time and dollars, but the return-on-investment yields tremendous benefits for the future generations of all Dallas residents. There is a need for more transit options in Historically Disadvantaged Communities to transport people to work and other community services. 	<ul style="list-style-type: none"> Align public and private partners to tackle contributions infrastructure gaps make to poverty recidivism, at the individual and neighborhood-level. Create a jobs-housing nexus through infrastructure investments that create transit-oriented communities 	<ul style="list-style-type: none"> Identify and deploy funding sources (e.g., bond funds, grants) for priority infrastructure investments and establish an Infrastructure Fund through the new Economic Incentives Policy. 2022 onwards 	<ul style="list-style-type: none"> 5, 33-43

PRIORITY INITIATIVES FOR ECONOMIC DEVELOPMENT POLICY IMPLEMENTATION

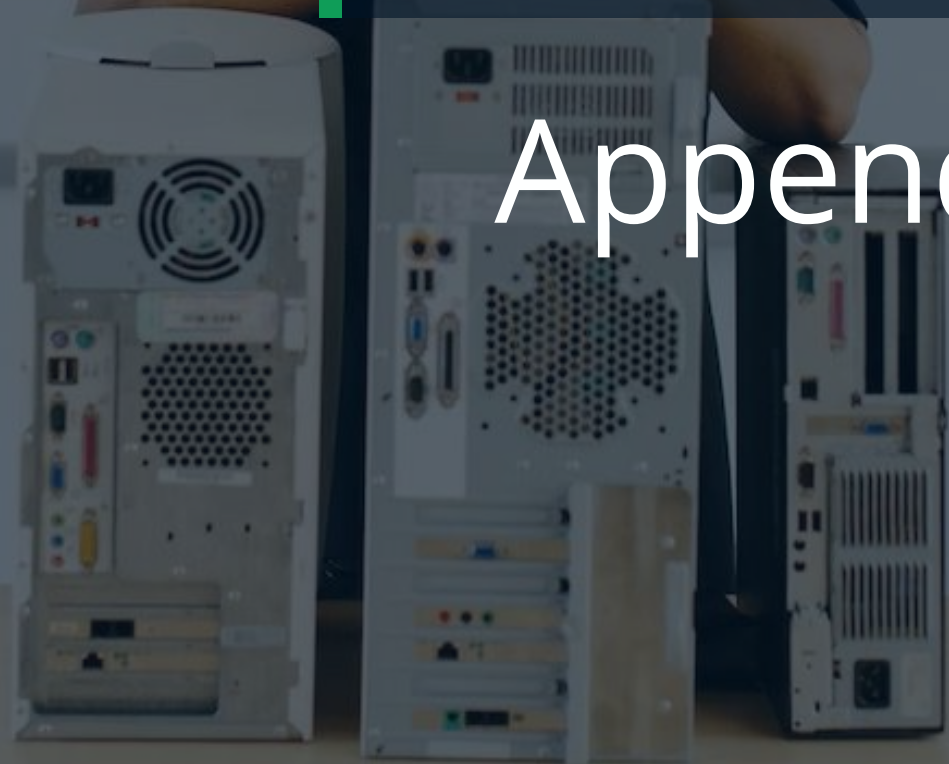


Responsive and transparent governance is core to the Economic Development Policy. Ensuring **effective and efficient governance supported by trackable and measurable metrics** requires ongoing attention and focus, along with regular reporting to Council and the public.

	Barriers Identified Current barriers that exist that will prevent progress on ED Policy implementation.	Strategy Short- and long-term strategies necessary to address the barriers.	Initiative Milestone Expected completion of implementation milestones.	EDP Action Specific EDP actions that will address barriers and achieve outcomes of the ED Policy.
Governance City Manager's Office and all Departments <i>In Progress</i>	<ul style="list-style-type: none"> There is currently no citywide project management software that allows departments to collaborate on or track projects easily, which is an impediment to customer service. Human resources policies and procedures can hinder employee attraction and retention 	<ul style="list-style-type: none"> Augment staff collaboration and coordination via necessary tools, resources, and technology. 	<ul style="list-style-type: none"> Institutionalize staff leadership Working Group and continue regular meetings 2022 and onwards Annual reports to ED committee on implementation progress by Working Group Lead (TBA) 2023 Evaluate and implement cross-departmental technology solutions and internal services protocols to facilitate stronger collaboration, coordination, and public service delivery 2023 	<ul style="list-style-type: none"> 18-20
Metrics & Tracking City Manager's Office and all Departments <i>In Progress</i>	<ul style="list-style-type: none"> Performance measures and metrics are in place across many City plans (e.g. Racial Equity Plan, Dallas 365) and recurring activities (e.g. Annual Budget, City Manager's Dashboard), which support transparency but can require significant staff time and be difficult to navigate by the public. There is no centralized tools or mechanisms to document, track, and celebrate progress or identify shortcomings in implementation. 	<ul style="list-style-type: none"> Standardize and centralize the way information is reported and evaluated. Centralize and consolidate metrics around equitable governance, performance, and service delivery goals. Provide a central place for Council, staff, and the community to refer to on both an ongoing and annual basis 	<ul style="list-style-type: none"> Conduct Performance Measures and Metrics Audit, Alignment, & Revamp 2023-2024 	<ul style="list-style-type: none"> 18-20

| 07

Appendix



A photograph of two construction workers, a woman and a man, wearing hard hats and high-visibility vests, looking at a set of blueprints on a construction site. The image is overlaid with a semi-transparent dark blue filter. The text 'POLICY ACTIONS' is centered in large, white, bold, sans-serif capital letters.

POLICY ACTIONS

HOW TO NAVIGATE THE POLICY OUTCOMES & ACTIONS

The Economic Development Policy is an ambitious and a cross-cutting policy that will require many actions to fully realize the mission and vision. The following section presents outcomes and actions, grouped into twelve (12) categories that are listed alphabetically, aimed at institutionalizing equitable economic development. In addition, each category includes policies, actions, lead departments, and supporting departments, as follows.

An **outcome** is the desired result of the associated actions that will support equitable economic development by the end of the 10-year transition period.

Actions refer to what is needed to achieve the outcome.

A **lead department** is one department that is responsible and accountable for implementation of the action.

Supporting departments are departments that will assist the lead to implement the action.

Outcome	Action	Lead Department	Supporting Department(s)
Target business relocation and expansion efforts based on target growth sectors and stable industries that create family-sustaining jobs, including those that do not require a four-year degree. Support the region's urban core to be welcoming and inclusive for all residents, workers, and visitors by continuing the growth and development of Downtown and other central neighborhoods.	1. Develop business attraction strategy that differentiates between needs of national corporations, regional businesses, and emerging businesses, and work to attract all these types of businesses to locate in Dallas.	Office of Economic Development (OED)	The City of Dallas Economic Development Corporation (EDC), Small Business Center (SBC)
	2. Enhance marketing efforts to support Dallas as a destination city for conventions, tourism, and cultural activities.	EDC	EDC, Office of Cultural Affairs (OCA), Convention and Event Services (CES), OED
	3. Establish equity-based metrics and goals around business attraction to Downtown in alignment with the Racial Equity Plan.	EDC	OED
	4. Study perceptions of Downtown Dallas over time, especially among communities of color.	EDC	SBC

BUSINESS ATTRACTION AND RETENTION

Goal: Dallas will create, attract, expand, and retain businesses and industries with a focus on increasing equitable participation in the economy and access to wealth while expanding the tax base.

Supporting Plans: Racial Equity Plan, Economic Development Strategic Plan, ForwardDallas Comprehensive Land Use Plan (as updated), Economic Incentives (as updated)

Outcome	Action	Lead Department	Supporting Department(s)
Target business relocation and expansion efforts based on target growth sectors and stable industries that create family-sustaining jobs, including those that do not require a four-year degree.	1. Develop business attraction strategy that differentiates between needs of national corporations, regional businesses, and emerging businesses, and work to attract all these types of businesses to locate in Dallas.	Office of Economic Development (OED)	The City of Dallas Economic Development Corporation (EDC), Small Business Center (SBC)
Support the region's urban core to be welcoming and inclusive for all residents, works, and visitors by continuing the growth and development of Downtown and other central neighborhoods.	2. Enhance marketing efforts to support Dallas as a destination city for conventions, tourism, and cultural activities.	EDC	EDC, Office of Cultural Affairs (OCA), Convention and Event Services (CES), OED
	3. Pursue a business attraction strategy that is in alignment with the Racial Equity Plan.	EDC	OED
	4. Study perceptions of Downtown Dallas over time, especially among communities of color.	EDC in collaboration with external partners	N/A



Image Source: Say Yes to Dallas



ECONOMIC INCENTIVES

Goal: Dallas will integrate and formalize equity-focused policy outcomes as part of the incentive evaluation process in order to address barriers to development in communities that have faced structural racial disparities.

Supporting Plans: Racial Equity Plan, Strategic Economic Development Plan, ForwardDallas Comprehensive Land Use Plan (as updated), Economic Incentives (as updated)

Outcome	Action	Lead Department	Supporting Department(s)
Assess the historic and future impacts of incentives and infrastructure investments on communities of color in Southern Dallas and across the city.	5. Develop and incorporate equity goals & metrics into tax abatement, grant, and loan programs with a focus on supporting projects in target areas.	OED	N/A
Redesign incentive structure to attract private investment to Southern Dallas.	6. Update incentive eligibility and evaluation criteria to support projects in Southern Dallas and other underserved areas that create quality jobs for local residents (jobs that offer opportunity for career advancement).	OED	N/A
	7. Adjust incentive policies to support smaller scale developments through grants and loans in geographic target areas. This includes expanding incentive programs to support capacity building ensuring smaller-scale community-based developers, including CDCs and other nonprofits, have access to financial incentives.	OED	N/A
Require all projects for which the City is incentivizing job creation or retention to pay a living wage, prioritizing opportunities that increase economic mobility and well-paying jobs not requiring a 4-year degree.	8. Adjust incentive program eligibility and evaluation criteria to require that jobs created or retained are pursuant to an incentive agreement pay living wages.	OED	SBC
Invest public resources in affordable neighborhood commercial, retail, and office spaces to support a broad range of small business owners.	9. Use incentive awards to support redevelopment and investment along targeted commercial corridors.	SBC	N/A
Transparently report financial performance of economic development incentives.	10. Annually review and report all incentive performance metrics.	OED	N/A
	11. Update incentive enforcement mechanisms to align with performance measures.	OED	N/A
	12. Develop online dashboard for ongoing reporting of performance including costs, payments, and terminations of economic development incentives.	OED	N/A

ENVIRONMENTAL JUSTICE & SUSTAINABILITY

Goal: Dallas will protect neighborhoods by centering environmental justice and sustainability in its immediate and long-term growth.

Supporting Plans: Racial Equity Plan, Comprehensive Environmental & Climate Action Plan, Environmental Justice Fund

Outcome	Action	Lead Department	Supporting Department(s)
Adopt or amend permitting and enforcement regulations that prevent industrial uses from locating proximate to historically Black and Brown neighborhoods and from accumulating hazardous waste and or releasing harmful emissions proximate to historically Black and Brown neighborhoods.	13. Review and propose updated zoning and permitting regulations to address proximities and incompatibility between industrial uses and residential areas.	Planning and Urban Design (PUD)	Office of Environmental Quality and Sustainability (OEQS), Code Compliance, Development Services (DSD)
	14. Work with communities to identify and prioritize sites for environmental cleanup.	OEQS	PUD, Department of Housing and Neighborhood Revitalization (HOU)
	15. Establish a funding program to leverage Brownfields, grants, and other funding to address identified impaired properties in Dallas.	OEQS	HOU, OED
Improve energy efficiency and encourage lower carbon emissions from new development, pursuing innovations in green building and operations.	16. Support efficiency and renewable energy for new and existing buildings through structural and operational improvements.	OEQS	Bond Office, DSD
Assess vulnerability to climate change and natural disasters and develop adaptation plans.	17. Convene public agencies to inventory infrastructural vulnerabilities, explore opportunities for blue/green infrastructure and explore focusing on surface permeability to decrease flood risk.	Department of Public Works (PW)	Dallas Water Utility (DWU), OEQS, DSD



GOVERNANCE, METRICS, AND TRACKING

Goal: Dallas will practice good governance by enhancing outreach efforts, transparently communicating plans/policies to the public, and establishing streamlined processes for tracking and reporting outcomes and impacts.

Supporting Plans: Racial Equity Plan, Administrative Directive 4-05 (Contracting Standards & Procedures), Business Inclusion and Development Policy, City of Dallas Local Preference Programs

Outcome	Action	Lead Department	Supporting Department(s)
Measure impacts and implementation of the Economic Development Policy by geography, race, etc.	18. Develop metrics and create internal systems for staff to track and report progress.	City Manager's Office	All departments
Develop transparent methods for communicating with the public, prioritizing public accessibility of materials.	19. Inventory plans, policies, and other materials to ensure all are available and updated online.	City Manager's Office	All departments
	20. Translate critical materials to most-spoken languages in Dallas.	City Manager's Office	All departments
Create transparent and accessible reporting of procurement and contracting policies and performance.	21. Transparently advertise and publicize contracting and procurement opportunities.	Procurement Services	SBC
	22. Incorporate MWBE performance metrics into reporting dashboard(s).	SBC	Procurement Services
	23. Partner with organizations to reach disadvantaged communities and businesses.	SBC	Procurement Services

HOUSING AFFORDABILITY & DIVERSITY

Goal: Dallas will develop and preserve housing that leverages infrastructure improvements, economic revitalization, and mixed-use development to build a foundation for increasing affordability and generational wealth in historically Black and Brown communities.

Supporting Plans: Racial Equity Plan, Comprehensive Housing Policy (as updated with Racial Equity Audit Recommendations), ForwardDallas Comprehensive Land Use Plan (as updated)

Outcome	Action	Lead Department	Supporting Department(s)
Strategically develop, design, and preserve mixed-income housing throughout the city. Strategically develop, design, and preserve mixed-income housing throughout the city.	24. Prioritize the preservation of naturally occurring affordable housing (NOAH) and aging low-income housing tax credit (LIHTC) developments.	HOU	N/A
	25. Leverage publicly owned transit-adjacent properties to develop mixed-income housing.	HOU	Department of Transportation (TRN), OED, OEQS, PUD
	26. Dedicate revenue streams to eliminate infrastructure deficits in historically disinvested communities and preserve affordability for long-term residents at risk of displacement.	HOU	N/A
	27. Develop affordable housing for educators and staff in proximity to higher education institutions.	HOU	N/A
Expand funding and explore alternate funding sources to maintain and develop affordable and workforce housing.	28. Pursue non-traditional sources of funding (for example, loan funds consisting of public/private capital focused on building mixed income/mixed-use developments and align incentive use with affordable housing goals to support production of mixed income development projects.	HOU	OED
Reform regulatory requirements to encourage affordable housing development and accessibility between affordable housing and jobs.	29. 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.	HOU	DSD, PUD
Build capacity for community development corporations, CDFIs, and other partners to expand private housing production in neighborhoods.	30. Conduct trainings, workshops, and capacity building initiatives.	HOU	N/A
	31. Explore funding options to create funding pool for gap financing and review underwriting process for developer scale and equity.	HOU	N/A
	32. Convene CDCs, developers, and neighborhood partners to identify needs.	HOU	N/A

INFRASTRUCTURE & PUBLIC INVESTMENT

Goal: Dallas will create walkable communities with multi-modal transportation options to support access to community amenities and employment opportunities.

Supporting Plans: Racial Equity Plan, Connect Dallas Strategic Mobility Plan, Complete Streets Design Manual Capital Improvement Program, Water & Wastewater Capital Improvement Plan, Forward Dallas Comprehensive Plan (as updated)

Outcome	Action	Lead Department	Supporting Department(s)
Invest in infrastructure that improves the attractiveness of Southern Dallas to businesses and increases connectivity between jobs and housing. Connect new development with mobility investments that magnify the community impacts, resulting in more vibrant neighborhoods.	33. Develop and apply equity criteria for next City of Dallas bond program.	Bond Office	OEI
	34. Through the ForwardDallas Comprehensive Land Use Plan process, develop urban design and land use recommendations to improve attractiveness and connectivity, and identify correlated priority infrastructure	PUD	PW, TRN, DWU, Park and Recreation
	35. Identify and deploy funding sources (e.g., bond funds, grants) for priority infrastructure investments that are necessary to support ForwardDallas Comprehensive Land Use Plan strategies for neighborhood attractiveness and connectivity.	Bond Office	PUD, TRN, DWU, Park and Recreation, PW
Integrate land use and transportation decision making to create neighborhoods that support biking, walking, and transit connections for residents of Southern Dallas.	36. Explore and apply funding mechanisms to address transportation system gaps.	TRN	SBC, OED, DART
	37. Monitor transportation gaps preventing job access and study newer modalities such as bus rapid transit and shared ride hailing.	TRN	DART
Align public and private partners to tackle the holistic causes of poverty, at the individual and neighborhood-level.	38. Convene private and public partners to assemble needed resources and neighborhood services.	HOU	PUD, SBC, Office of Homeless Services (OHS)
	39. Develop revenue streams and identify and funding opportunities to support neighborhood improvement activities.	HOU	PUD, SBC, OHS
Invest in initiatives to expand broadband access, particularly in underserved neighborhoods.	40. Explore funding mechanisms to provide broadband infrastructure and plan for the future bond program accordingly.	City Manager's Office	PW, TRN
	41. Refine areas of need for broadband access and explore broadband as a part of City sponsored residential and commercial developments in underserved areas.	City Manager's Office	PW, TRN
	42. Develop partnerships for investment in broadband access, including investment in subsidized digital connections and improved digital literacy.	City Manager's Office	PW, TRN
Integrate public safety into neighborhood planning efforts to build environments that protect, strengthen, and reflect the cultural heritage of their communities.	43. Remove and mitigate unsafe conditions through consistent code enforcement.	Code Compliance	Office of Integrated Public Safety Solutions (OIPSS), DPD, Code Compliance, CAO, TRN

INNOVATION & ENTREPRENEURSHIP

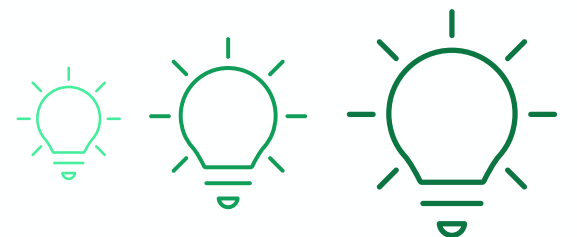
Goal: Dallas will stimulate entrepreneurship and startup growth through focused investment and capacity building targeted towards underserved communities.

Supporting Plans: Racial Equity Plan, Mayor's Task Force on Innovation & Entrepreneurship Report

Outcome	Action	Lead Department	Supporting Department(s)
Focus resources and access to capital to grow small businesses and support entrepreneurs in high-opportunity and underserved areas.	44. Review land use, occupational licensing rules, and incentives policies to assess whether or not there are regulatory barriers to innovation and research.	SBC	PUD
Focus resources and access to capital to grow small businesses and support entrepreneurs in high-opportunity and underserved areas.	45. Develop a resource guide to route startup companies toward information and resources available	SBC	DSD
	46. Sponsor annual citywide business plan competition to spur creativity and innovation in startup entrepreneurship to align with focus on incubation creation to grow small businesses and jobs.	SBC	N/A
Create a network of incubators to support Dallas-based entrepreneur incubation, innovation, research & design, and growth.	47. Develop profile of incubator needs, funding strategy, aging commercial corridor acquisition targets and inclusion as a part of city sponsored redevelopment projects.	SBC	N/A
Promote entrepreneurship through business incubation, foster the creation of homegrown businesses at the neighborhood level.	48. Identify locations and funding strategy to support the creation of business incubators both as standalone entities and as a part of redevelopment projects.	SBC	PUD



Image Source: Say Yes to Dallas



LAND USE & PLANNING

Goal: Dallas will create land use and zoning plans and policies that promote inclusive growth and strong neighborhoods, with an equitable mix of housing, recreation, retail, and employment opportunities.

Supporting Plans: Racial Equity Plan, ForwardDallas Comprehensive Land Use Plan (as updated), Dallas Zoning Map, Complete Streets Design Manual, Development Code Update (forthcoming)

Outcome	Action	Lead Department	Supporting Department(s)
Identify & remove discriminatory zoning and land use polices, which historically limited economic mobility and economic growth in Dallas.	49. Via ForwardDallas Comprehensive Land Use Plan and development code update, and in partnership with a community advisory committee, a staff working group, and City leadership, identify and recommend land use policies and processes for adjustment or elimination to the City Council.	PUD	N/A
Incorporate design and placemaking standards into economic development efforts to foster attractive and inclusive physical spaces, particularly in historically disinvested, Black and Brown neighborhoods.	50. Review development efforts to account for design and placemaking. Aim to create more culturally interesting places with diverse uses, diverse daytime populations, and diverse housing types.	PUD	DSD, OED
Reform regulatory requirements to encourage affordable housing development and accessibility between affordable housing and jobs.	51. Through the ForwardDallas Comprehensive Land Use Plan and Future Land Use Map, provide recommendations for how public land and land use planning can address housing needs.	PUD	DSD, OEQS, HOU
Invest public resources in affordable neighborhood commercial, retail, and office spaces to support a broad range of small business owners.	52. Identify areas to prioritize placement of commercial, retail, and office space through the ForwardDallas Comprehensive Land Use Plan.	PUD	N/A
Incentivize and invest public resources in projects with mixed land uses and walkable urban form in both existing and new communities.	53. Recommend modifications to the development code that will facilitate mixed uses, density, and walkability.	PUD	OEQS, TRN
Incentivize and invest public resources in projects with mixed land uses and walkable urban form in both existing and new communities.	54. Review land use policies, and where applicable, recommend changes to policies that would facilitate greater density around job centers and transit nodes.	PUD	DSD, OEQS, PW, TRN
Integrate public transit, walking, and cycling infrastructure to increase sustainable multimodal transportation.	55. Recommend code amendments to prioritize pedestrian and cycling improvements in neighborhood planning efforts.	PUD	DSD, TRN, PW, OEQS
	56. Update the City's thoroughfare plan incorporating the recommendations of the ForwardDallas update.	TRN	PUD
Plan for future public transit investments aligned with land use considerations.	57. Coordinate with DPW/DART/TXDOT, and TRN to identify transit infrastructure gaps when developing plans.	PUD	PW, TRN, DART
	58. Coordinate with regional agencies to study demographic growth and corresponding transportation needs.	TRN	PUD, DART

NEIGHBORHOOD PRESERVATION & COMMUNITY DEVELOPMENT

Goal: Dallas will maintain and enhance the physical and cultural assets of its communities to create inclusive, affordable, safe, and dynamic neighborhoods.

Supporting Plans: Racial Equity Plan, Dallas Historic Preservation Policy (as created and adopted by Council), ForwardDallas Comprehensive Land Use Plan (As updated), Code Enforcement Plan

Outcome	Action	Lead Department	Supporting Department(s)
Develop and update neighborhood preservation policies to support high opportunity and underserved communities.	59. Develop package of City Code amendments/policies/ ordinances that apply to historic landmarks and districts within neighborhoods that meet certain criteria that would allow a more equitable allocation of staff resources for economic development initiatives in underserved communities of color.	Office of Historic Preservation (OHP)	DSD
	60. Review existing City Code/policies/ordinances and identify gaps to inform the development of options for the creation of a historic preservation rehabilitation grant program.	OHP	OED, DSD
Remove and mitigate unsafe conditions through consistent code enforcement.	61. Consult community stakeholders on needs around public safety and implement code compliance process improvements to ensure consistency and equity.	Code Compliance	DSD
Invest in arts, cultural assets, and events that reflect and celebrate the cultural and historic characteristics of the communities in the city and is accessible to all ages and abilities.	62. Establish new partnerships with private entities to fund arts and culture, including community arts events in locations throughout the city.	OCA	N/A
Pilot community cooperatives leveraging area business associations and neighborhood associations to revitalize commercial areas or public spaces.	63. Create a strategy to better utilize the community land trust model in historically disinvested neighborhoods across the city.	HOU	N/A
Integrate public safety into neighborhood planning efforts to build environments that protect, strengthen, and reflect the cultural heritage of their communities.	64. When creating neighborhood plans, consult with community stakeholders and coordinate with public safety departments to identify strategies and projects to increase public safety, provide non-law enforcement public safety solutions, and reduce the demand for police service.	PUD	OED, OIPSS, HOU



PUBLIC & PRIVATE REAL ESTATE DEVELOPMENT

Goal: Dallas will create the structures and policies to leverage city-owned land and streamline approval processes for private development to foster equitable development across the city.

Supporting Plans: Racial Equity Plan, Economic Development Strategic Plan, ForwardDallas Comprehensive Land Use Plan (as updated), Economic Incentives (as updated)

Outcome	Action	Lead Department	Supporting Department(s)
The City of Dallas Economic Development Corporation will facilitate land acquisitions, real estate development projects, and incentive deals on City of Dallas' public land and prioritize the execution of projects on sites in Southern Dallas.	65. 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	OED
	66. Inventory existing public land and develop public land use strategy for City-owned assets for redevelopment.	PW	DSD, OEQS, PUD, OED, EDC
Develop transformative mixed-use projects in proximity to anchor institutions (universities, hospitals, and schools) in Southern Dallas to foster long-term living wage job growth.	67. Develop transformative mixed-use projects in proximity to anchor institutions (universities, hospitals, and schools) in Southern Dallas to foster long-term job growth.	OED	PUD, OEQS
	68. Embed an equity officer in the EDC to drive investment in southern Dallas and other underserved communities.	EDC	OED
Partner with private sources of capital – including philanthropic organizations and financial institutions – through a shared commitment to Southern Dallas investment.	69. Create and empower EDC as owner of key partnerships.	City Council	N/A
Leverage a diverse range of commercial and industrial development opportunities in all areas of the city to meet 10-year demand for business growth.	70. Facilitate the creation of development plans, site improvements and infrastructure needs, for large-scale opportunities as directed by the City Council.	OED	EDC, DSD, PUD, PW
Leverage a diverse range of commercial and industrial development opportunities in all areas of the city to meet 10-year demand for business growth.	71. Analyze and improve development review and permitting processes to encourage predictability and efficiency.	DSD	N/A
	72. Create an infrastructure fund to make strategic investments that stimulate private investment in distressed areas.	OED	EDC
Support the region's urban core to be welcoming and inclusive for all residents, works, and visitors by continuing the growth and development of Downtown and other central neighborhoods.	73. Identify public-private redevelopment opportunities with landowners to support workforce housing and mixed-use development in underutilized properties.	OED	N/A

SMALL BUSINESS & MWBE

Goal: Dallas will build a robust, equitable economy by prioritizing small business growth and expanding family-sustaining wages and employment opportunities.

Supporting Plans: Racial Equity Plan, Administrative Directive 4-05 (Contracting Standards & Procedures) Interim, Business Inclusion and Development Policy, Strategic Economic Development Plan, Mentor Protégé Program, Accelerators Pilot Program, ForwardDallas Comprehensive Land Use Plan (as updated), Economic Incentives (as updated)

Outcome	Action	Lead Department	Supporting Department(s)
Focus resources and access to capital to grow small businesses and support entrepreneurs in high-opportunity and underserved areas.	74. Conduct outreach to businesses in underserved communities to understand and identify what resources are necessary to support small businesses growth and expansion.	SBC	DSD
	75. Investigate lending landscape to identify gaps in access to capital for small businesses and make recommendations to expand venture capital attraction through a fund-to-fund capital source.	SBC	N/A
Develop an M/WBE policy and program that increases the utilization of M/WBEs in agency procurements and builds capacity among the minority-owned business community.	76. Assess historic performance of M/WBE participation.	SBC	N/A
	77. Update M/WBE policy and program.	SBC	N/A
	78. Study barriers to participation with targeted outreach.	SBC	N/A
Increase the capacity of and create opportunities for minority-owned contractors and real estate developers in Dallas.	79. Create an emerging M/WBE bonding initiative to support capacity building for minority contractors of color to strengthen their ability to participate in construction and development related projects.	SBC	PW, OEQS, Bond Office, DSD
	80. Create mentorship and partnership programs for minority-owned companies.	SBC	N/A
	81. Convene minority-owned development companies to identify barriers.	SBC	N/A
	82. Design and deploy incentives and financial subsidies to increase minority-owned and women-owned business participation.	SBC	N/A
Encourage small business growth and expansion in infill locations at the neighborhood level.	83. Review land use policies through ForwardDallas Comprehensive Land Use Plan update to support job creation at the neighborhood level in tandem with redevelopment efforts of aging commercial centers.	PUD	SBC, DSD



WORKFORCE DEVELOPMENT

Goal: Dallas will invest in, incentivize, and support workforce development and training efforts that promote access to good paying jobs in emerging and stable industries.

Supporting Plans: Racial Equity Plan, Business Inclusion and Development Policy, Strategic Economic Development Plan, ForwardDallas Comprehensive Land Use Plan (as updated), Economic Incentives (as updated)

Outcome	Action	Lead Department	Supporting Department(s)
Grow Dallas' labor force by aligning workforce training efforts with emerging and stable sectors to attract key industries to Dallas	84. Explore sources of funding to support workforce development needs, such as securing new grants, working with community colleges, and developing new partnerships.	SBC	OED
	85. Conduct outreach and collect data to understand employment trends and needs on an annual basis.	SBC	OED, EDC
	86. Manage partnerships with high schools, higher education institutions, workforce development providers and anchor institutions.	SBC	OED

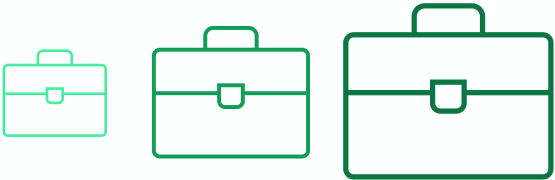


Image Source: Say Yes to Dallas



GLOSSARY

This glossary is designed to define the technical terms used throughout the Economic Development Policy. Terms are drawn from a series of academic, industry, and professional organizations, as well as the recently adopted City of Dallas Racial Equity Plan (2022).

Access(ibility) – The usability of a product, service, environment, or facility by people with the widest range of capabilities. (University of Cincinnati)

Accountability – Being responsive to the needs and concerns of those most impacted by historic inequities, as demonstrated by the Equity Indicators Report. (City of Dallas Racial Equity Plan, HR&A Advisors)

Affordable housing – This is generally defined as housing (e.g., single family home, multi-family homes) in which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities. This can be funded, owned, or operated by for profit, non-profit, and public entities, or some combination thereof. (U.S. Department of Housing and Urban Development)

- **Naturally Occurring Affordable Housing (NOAH)** – Rental homes that are affordable without public subsidy. (National Low Income Housing Coalition)

Bond – A bond is a debt security, similar to an IOU. Borrowers issue bonds to raise money from investors willing to lend them money for a certain amount of time. A bond purchaser or set of purchasers lends money to the issuer, which may be a government, municipality, or corporation. In return, the issuer promises to pay a specified rate of interest during the life of the bond and to repay the principal, also known as face value or par value of the bond, when it "matures," or comes due after a set period of time. (U.S. Securities and Exchange Commission)

- **Bond criteria** – Standards designed to ensure the financial health of the City of Dallas by restricting the amounts and types of debt the City takes on. City of Dallas' Financial Management Performance Criteria were originally adopted by City Council in 1978 and were last revised in 2017. (City of Dallas Financial Transparency)

Community Engagement – Relationship building and communication; methods of engagement to help heal and repair community-government relations. [The] [f]our levels of engagement include inform, collaborate, consult and shared decision making. (City of Dallas Racial Equity Plan, HR&A Advisors)

Disinvestment – Persistent, long-term lack of market investment in an area, leading to declining property values, tax receipts, employment, and population, thereby creating conditions of financial infeasibility, weak demand, lack of anchors and agglomeration potential, a negative reputation, and/or lack of developer confidence in public sector partnership potential and/or neighborhood desirability; a vicious cycle. This practice is one of the many factors why Historically Disadvantaged Communities exist today. (Chicago Metropolitan Agency for Planning)

Disparities – A measure that indicates a difference between specific groups or populations; the difference is usually unfair. (City of Dallas Racial Equity Plan)

Displacement – Displacement is an event or process that forces residents, business owners, and landowners to lose their home, shop, office, or land. This can be caused by natural disasters (e.g., hurricane, earthquake) or by banks, property owners, and government organizations (e.g., eminent domain, evictions, rent increases, predatory or unavailable loans). Since displacement can lead to homelessness, loss of community, loss of access to jobs, and loss of wealth, displacement is unjust when people are forced to move to build highways, stadiums, parks, corporate offices, or new apartments but not paid fairly to move. (HR&A Advisors)

Divers(ity) – A representation of many different types of individuals across dimensions including but not limited to race, gender, ability, religion, sexual orientation, and socioeconomic status. (City of Dallas Racial Equity Plan)

Entrepreneur(ship) – Focus on and pursuit of opportunities (e.g., innovative products, new business models, better or cheaper versions of products, targeting new customers) beyond resources (e.g., production facilities, distribution channels, working capital) currently within the control of the business owner. (Harvard Business Review)

Environmental Justice – When all people live, learn, work, and play in a healthy environment free of toxic chemicals and physical hazards.

Equitable Economic Development – Equitable economic development occurs when there are goals for the distribution of investment to maximize benefits for Historically Disadvantaged Communities while mitigating displacement. Equitable economic development supports wealth building, ownership, and economic mobility by fostering the growth and preservation of communities while acknowledging and intentionally addressing the past and current conditions. This is achieved by centering racial and ethnic equity in decision making processes, while engaging the community to understand their needs and wants. (HR&A Advisors)

Incentives – Monetary benefits or financial assistance – provided by public (e.g., federal, state, or local governments) or private entities to other entities or individuals – in order to attract, retain, and grow businesses and employment and encourage capital investment. (HR&A Advisors)

- **Tax Abatement** – A form of incentive that allows the exemption or reduction of local taxes of a project for a specific period of time. Contracts between a government entity and a holder of real estate that stipulate that some share of assessed value will not be taxed for an agreed time period; a typical goal of tax abatement is to encourage economic development. (CA Association for Local Economic Development)
- **Tax Increment Financing (TIF)** – A type of incentive/tool of economic development in which taxes that can be traced to a specific development are used to repay bonds that were issued to finance that development. When bonds are fully paid, the jurisdiction can begin to receive the additional tax revenue produced by the development. (CA Association for Local Economic Development)



Equity – Each person has the resources and services necessary to thrive in each person’s own unique identities, circumstances, and histories; reducing disparities while improving outcomes for all. Equity differs from equality in that it accounts for people’s disparate experiences with systems and institutions. (City of Dallas Racial Equity Plan)

- **Racial Equity** – Racial equity is when race and ethnicity can no longer be used to predict life outcomes and outcomes for all groups are improved. Racial equity is a situation that is achieved when people are thriving and neither race nor ethnicity statistically dictates, determines, or predicts one's social outcome or ability to thrive. Racial equity occurs when people are thriving, and race and ethnicity does not impact their successes nor their ability to access services or opportunities. Achieving racial equity means eliminating race-based outcome gaps and improving outcomes for all. This approach centers those who are worse off and moves from a service-based approach toward focusing on policies, institutions and structures. (City of Dallas Racial Equity Plan, City of Dallas Office of Equity and Inclusion, Government Alliance on Race and Equity)

Historically Disadvantaged Communities – Communities with the greatest need, communities of color, lower-income neighborhoods, or those neighborhoods that lack access to needed resources including health care, infrastructure, economic opportunities, and retail stores, among others; [the] least resourced communities. (City of Dallas Racial Equity Plan)

Historic Preservation – Historic preservation is an endeavor to save important parts of communities’ pasts in order to enrich their futures. Historic preservation protects places that provide a sense of community and identity through their history and culture. (HR&A Advisors)

Inclusion – (Related term: Inclusive) The intentional act of welcoming various populations and creating an environment that allows marginalized individuals to feel included. (City of Dallas Racial Equity Plan)

Inequitable/inequities – Lack of fairness or justice. Favoritism or bias. An unfair circumstance or proceeding. (City of Dallas Racial Equity Plan)

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Infrastructure – Facilities and systems that move and/or connect people, goods, and services. This includes but is not limited to telecommunication systems, broadband networks, freight railroads, energy projects and pipelines, transportation, water, buildings and parks. (The Brookings Institution, HR&A Advisors)

Marginalized – A reference to a person or group who have been systemically isolated from resources necessary to thrive, often by means of segregation, separation, and lack of access. (City of Dallas Racial Equity Plan)

Mission – A succinct expression of an organization's essential reason for existence or core purpose, referencing what it most values. (HR&A Advisors)



Minority/Women Business Enterprise (MWBE) – (Related terms: Minority Business Enterprise (MBE), Women Business Enterprise (WBE)) A business concern which: a) is at least 51 percent owned and controlled by one or more minority persons or women, or in the case of any publicly owned business, at least 51 percent of the stock is owned by one or more minority persons or women and b) whose management and daily business operations are controlled by one or more minority persons or women who own it. MBEs differ in that they are owned, controlled, managed and operated by a person from a minority group, exclusive of gender. Similarly, WBEs are exclusively owned, controlled, managed and operated by women. (North Central Texas Regional Certification Agency)

Performance Measures – Measures of how well a policy, program, initiative, or service is working to eliminate the racial wealth gap based on intentional actions by staff and elected officials committed to economic vitality, community sustainability, smart growth and development, and responsive governance principles. Examples of measures include but are not limited to number of City and private sector dollars (\$) invested in affordable housing development or preservation, amount of budgetary funds (\$) invested in environmental justice and Brownfield cleanup efforts, and number (#) of neighborhood-supporting or jobs-housing-nexus supporting ground-up developments or redeveloped properties year over year. These measures require baseline data from which to comparatively measure data up against in subsequent years. (HR&A Advisors)

Race – A social construct that categorizes people based on physical characteristics, particularly skin color and hair texture, and ancestry to justify inequitable distribution of resources and power. (City of Dallas Racial Equity Plan, Government Alliance on Race and Equity)

Racial wealth gap – The difference in wealth accumulated/assets-owned by different racial or ethnic groups as a result of economic policies and programs rooted in systemic racism. A comprehensive agenda to close the racial wealth gap would likely include reforms to income and estate taxation, plus new taxes on wealth and inheritance, buttressed by a substantial investment in enforcement. (The Brookings Institution, HR&A Advisors)

Small business – The definition of a small business varies by industry. The U.S. Small Business Administration (SBA) classifies businesses according to North American Industry Classification System (NAICS) codes (e.g., Book store, Interior design services, Veterinary services) and assigns industry-wide benchmarks for business revenue and number of employees for each of those NAICS code categories. (Small Business Administration)

Specificity – Used to demonstrate, evaluate, and support the accuracy of information. (City of Dallas Racial Equity Plan)

Startup – A company or project undertaken by an entrepreneur to seek, develop, and validate a scalable and sustainable high-growth business model. (Mayor’s Task Force on Innovation & Entrepreneurships)

Strategies – Intentional policy changes, partnerships, programs, initiatives, actions or interventions designed to produce equitable well-being for individuals and communities. (HR&A Advisors)

Sustainability – (Related term: resilience, sustainable development) Meeting the needs of the present without compromising the ability of future generations to meet their own needs. Improving the lives of populations around the world and mitigating the hazardous man-made effects of climate change. (United Nations)

Systemic Racism – A combination of systems, institutions and factors that advantage white people and cause widespread harm and disadvantages in access and opportunity for members of any non-white racial and ethnic group. One person or even one group of people did not create systemic racism, rather it: (1) is grounded in the history of laws and institutions which were created on a foundation of white supremacy; (2) exists in the institutions and policies that advantage white people and serve as an impediment to Historically Disadvantaged Communities; and (3) takes place in interpersonal communication and behavior (e.g., slurs, bullying, offensive language) that maintains and supports systemic inequities and systemic racism (Go Beyond Diversity, HR&A Advisors)



- **Redlining** – A practice by the Federal Housing Administration from 1934-1968 of evaluating whether a mortgage could be insured based on the perceived riskiness of the neighborhood a property was located within. Properties could receive one of four grades: A/green for “best,” B/blue for “still desirable, C/yellow for “definitely declining,” and D/red for “hazardous.” Neighborhoods with minority occupants were marked in red — hence “redlining — and considered high-risk for mortgage lenders. This practice is one of the many factors why Historically Disadvantaged Communities exist today. (*The Color of Law*, NPR, HR&A Advisors)

Underserved – A reference to people or places who have historically or contemporarily not received equitable resources in health, education, justice, or socioeconomic systems. (City of Dallas Racial Equity Plan)

Urban Planning – The practice of inclusively and comprehensively designing the layout of an entire community or region into a variety of land uses. The goal of planning is to maximize the health, safety, and economic well-being of all people living in communities. Planners use the values of community members to imagine what can and should happen to a community: how it should grow and change and what it should offer residents 10, 15, or even 20 years into the future. (American Planning Association, HR&A Advisors)

- **Development Code** – The City of Dallas’ rules for constructing, remodeling, or rebuilding structures on private and public property within the City limits with a goal of optimizing each property owner’s opportunity to extract maximum value from their property without 1) compromising the opportunity for adjacent property owners to do the same and 2) undermining the health, safety, and economic well-being of the surrounding community. The City of Dallas is subdivided into land use districts called “zones.” Rules for development vary by zone and are contained in Chapter 51A of the City of Dallas Municipal Code. (HR&A Advisors)
- **Land use** – In its simplest terms, land use describes how people use land. It refers to the activities people designate to land for various economic or cultural purposes (e.g., agricultural, residential, industrial, mining, and recreational uses). (HR&A Advisors)

- **(Real Estate) Development** – Refers to additions or improvements made to land or buildings. For example, a parking lot downtown may be developed into an office building or a new single-family home. (HR&A Advisors)
- **Urban design** – The rules that shape how a neighborhood looks and feels in an effort to create a cohesive community identity within physical space. This can include anything from the layout of streets and public spaces to details for what type of architectural style (e.g., Modern, Victorian, Craftsman) a building can be developed or preserved in. (HR&A Advisors)
- **Zoning** – How the City is divided into “zones” that specify where certain land uses can be. For example, the block an apartment is on may be “zoned” multi-family residential. Zoning is used as a tool to enforce the community’s land use vision and implement city land use plans by regulating development on individual pieces of property. (HR&A Advisors)

Values – Core ideals that permeate all aspects of an organization’s work. (HR&A Advisors)

Workforce Development – A local workforce development system encompasses the organizations and activities that prepare people for employment, help workers advance in their careers, and ensure a skilled workforce. Stakeholders include employers, public workforce agencies, community colleges, community-based organizations, state and local governments, unions and trade associations, and philanthropic organizations. Local systems are also influenced by the state and federal context. (Urban Institute)



Image Source: Say Yes to Dallas



Economic Development Policy

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