

# Memorandum



CITY OF DALLAS

DATE: June 13, 2008

TO: Members of the Economic Development Committee  
Ron Natinsky (Chair), Tennell Atkins (Vice Chair), Mitchell Rasansky, Linda Koop,  
Dwayne Caraway, Sheffie Kadane, Jerry R. Allen, Steve Salazar

SUBJECT: **Southern Sector Task Force**

At the June 16, 2008 Economic Development Committee meeting, you will be briefed on the Southern Sector Task Force. A copy of the briefing is attached.

Should you have any questions, please contact me at (214) 670-3314.

  
A.C. Gonzalez  
Assistant City Manager

## Attachment

C: Honorable Mayor and Members of the City Council  
Mary K. Suhm, City Manager  
Deborah A. Watkins, City Secretary  
Tom Perkins, Jr., City Attorney  
Craig Kinton, City Auditor  
Judge Jay Robinson, Judiciary  
Ryan S. Evans, First Assistant City Manager  
David O. Brown, Interim Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Ramon F. Miguez, P.E., Assistant City Manager  
Dave Cook, Chief Financial Officer  
Jeanne Chipperfield, Interim Director, Office of Financial Services  
Karl Zavitkovsky, Director, Office of Economic Development  
Hammond Perot, Assistant Director, Office of Economic Development  
Helena Thompson, Assistant to the City Manager

# Southern Dallas Task Force

Economic Development Committee  
June 16, 2008



Office of Economic Development

[WWW.DALLAS-EDD.ORG](http://WWW.DALLAS-EDD.ORG)



# Overview

- ❑ February '08 Council briefing recommended the creation of a Southern Dallas Task Force
- ❑ Council member Tennell Atkins appointed by Mayor Leppert to Chair the Task Force
- ❑ Stakeholder input and guidance needed to develop and implement strategic action plan for Southern Dallas communities
- ❑ Purpose of this briefing is to update Economic Development Committee on Task Force organizational efforts, gain Council input and establish a timeline for action

# Background: Risks of Business as Usual

- ❑ Dallas' southern communities are losing ground relative to the rest of North Texas and progress is inadequate in both a global and a local competitive context
- ❑ Major risks to continuing "business as usual" approach due to magnitude of gaps in housing, education and commerce
  - Opportunity cost of large numbers of citizens not reaching their potential
  - Firms and families write off southern neighborhoods
  - Underperforming property and sales tax base is a service cost burden
  - Dallas is not a whole community and large segments remain isolated from globally integrated North Texas economy



# Background: Reorienting

- Renewal depends on both major actions and acknowledging several issues about Southern Dallas:
  - It is not a single community – but hundreds of neighborhoods. Its renewal cannot be completed wholesale or through proliferating a cookie-cutter model
  - It is part of the City of Dallas, not a separately isolated region. Its renewal is possible only if it is integrated into the larger Dallas economy and community
  - It fell behind the north for much of the 20<sup>th</sup> century and a long term initiative by public and private sectors is needed, recent successes only partially close competitive gaps
  - Racial and ethnic prejudice contributed to its gaps. Cities like Atlanta that made progress in reconciliation have been the acknowledged development leaders in the South
  - Even though attitudes are changing, crime and schools are still major barriers to attracting and retaining middle and upper income residents
- Public and private acknowledgment of such issues are crucial in starting and maintaining the kind of long-term commitment needed to make a difference in the lives of Dallas' citizens, north and south.



## Background: Reorienting (cont'd)

- ❑ Too many past initiatives have focused on delivering a few projects and faded away because they lacked the moral and economic imperative that is required for the task at hand as well as the institutional framework to keep the program alive
- ❑ Additional funding is also needed at the operating level, for infrastructure and for targeted development incentives
- ❑ This new campaign cannot take the approach of completing a few projects and claiming success
- ❑ The gaps are long term and systematic and require a broad spectrum, long-run approach



# Enormous Opportunities Exist....

- ❑ Reduce long-term need for incentives as local markets become healthier
- ❑ Improve quantitative indicators – another \$1B in total personal income results from each 15% increase in southern Dallas residents' per capita income
- ❑ Improve visitors and residents perceptions creating opportunities for collaboration and innovation
- ❑ Build neighborhoods that satisfy the aspirations of residents and attract new families
- ❑ Achieve greater citizen participation in civic process
- ❑ Position Dallas' southern neighborhoods to compete for residential, retail and service support opportunities associated with the global trade zone emerging around the inland port
- ❑ Improve confidence of the City as a whole – wealthier, more competitive Dallas is good for all of North Texas (think Chicago's influence on its region)
- ❑ Using these opportunities to change the trajectory of redevelopment and achieve the vision needs a new more aggressive integrated approach



# The Need For Stakeholder Involvement

- ❑ Sustainable communities are a precondition for economic development
- ❑ Building sustainable communities is not a tops down process and requires active citizen involvement
- ❑ Formation of the Mayor's Southern Sector Task Force is a first step in engaging citizen and business stakeholders from both the public and private sectors
  - Oversees planning and tactical implementation of Southern Dallas strategies
  - Sub committees tackle priority issues and develop implementation plans





# Goals of the Task Force

- ❑ Achieve community consensus relative to strategic direction and action steps for redevelopment of Southern Dallas
- ❑ Identify sub-geographies within Southern Dallas to better utilize assets and implement redevelopment efforts (see appendix A)
- ❑ Identify resources (human and capital) that can be dedicated to the Task Force and achievement of its goals
- ❑ Promote and advocate the big picture vision

# Task Force Structure

- ❑ Chaired by Council member Tennell Atkins
- ❑ 10-15 member steering committee provides guidance/direction
- ❑ Constituent Representation from:
  - Area resident associations
  - Business advocacy groups
  - City staff
  - Developers
  - Educational institutions
  - Elected officials
  - Faith based organizations
  - Hospitals and other major facilities
  - Non-profits
  - Public organizations
  - Retail centers



# Task Force Launch

- ❑ Goal is to recruit Task Force members and convene a kickoff meeting/workshop in August '08
- ❑ Engage consultant (privately funded) to work with a dedicated ECO Staff person in organizational and facilitation efforts

# Developing a Plan of Action

- Convene a Task Force Workshop
  - Staff prepared overview of current conditions, development initiatives, area assets (synopsis of February Council briefing)
  - Engage Task Force members to work together to define Southern Dallas sub-geographies based on common social and economic development indicators (staff develops an initial map with major transportation corridors, physical barriers, demographics, assets, etc)
  - Assign Task Force members to define sub-geographies, based on interest
  - Preview workshop presentation with steering committee

## Developing a Plan of Action (cont'd)

- Convene community meetings
  - Conducted in each of the sub-geographies
  - Give residents and businesses an opportunity to:
    - Weigh in on proposed sub-geographies
    - Share their concerns and issues
    - Provide their ideas on redevelopment
  - Invite developers of successful projects to provide insights on redevelopment possibilities



## Developing a Plan of Action (cont'd)

- Task Force Next Steps
  - Committees address sub-geography priority issues/redevelopment opportunities and prepare strategic action plans
  - Each group presents their recommendations to the full Task Force
  - Staff compiles workshop results into Southern Dallas Task Force Action Plan
  - Plan presented to Task Force for modification/approval

# Task Force Recommends Adoption of an Action Plan to City Council

## □ Timeline

- Task Force recruited and kick off meeting/workshop: August '08
- Community meetings convened: September-December '08
- Sub-committees report to Task Force and Task Force Action Plan developed: January-March '09
- Task Force presents findings and recommendations to City Council: April '09

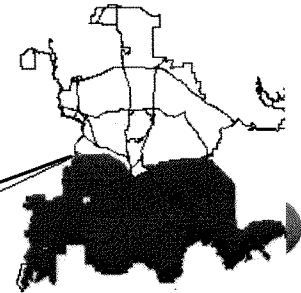


# **Appendix A: Southern Dallas Geographies Described**

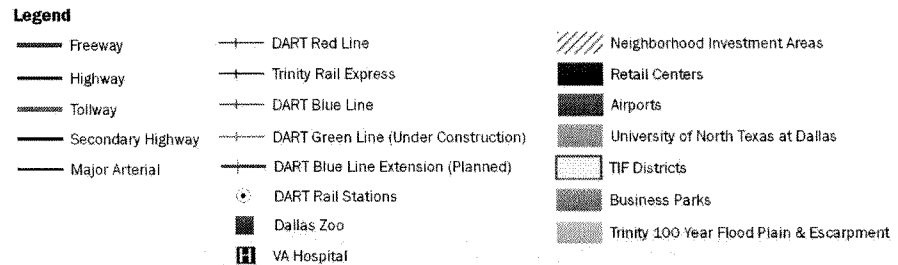
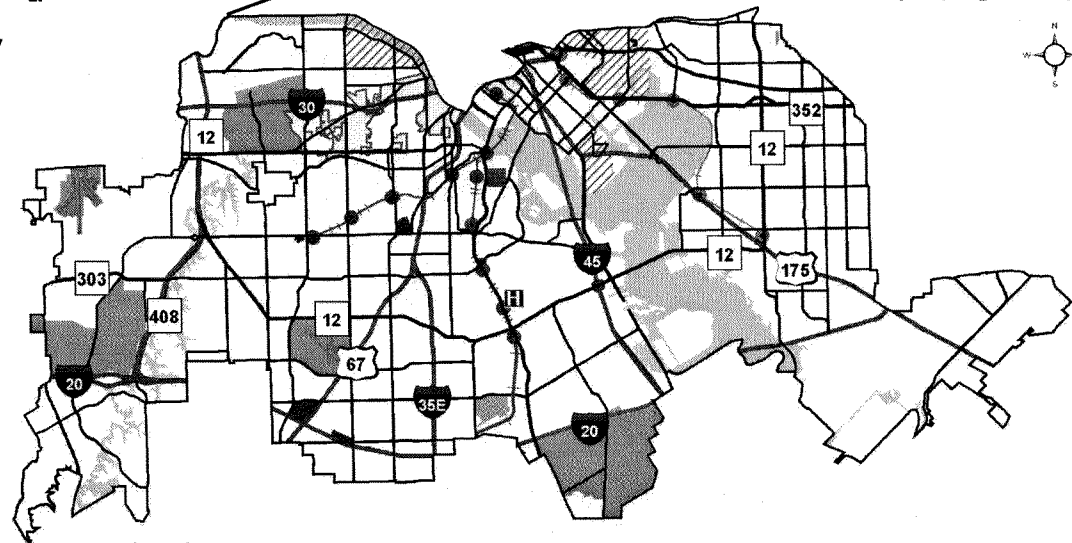




# Where is Southern Dallas?



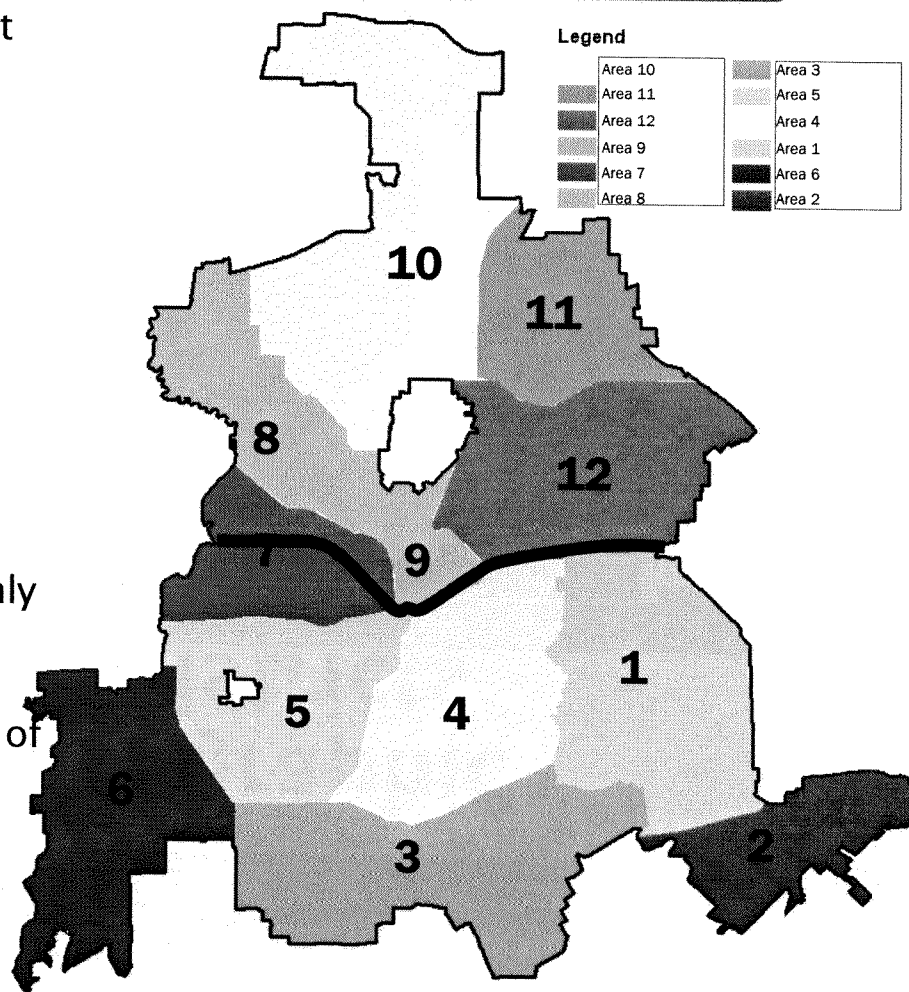
- Traditionally:
  - South of the Trinity River west of Downtown
  - South of IH-30 east of Downtown
  - 38% of Dallas population (493,000)
  - 49% of Dallas' land (167 sq miles)
    - 17% is difficult to develop (escarpment and flood plain)



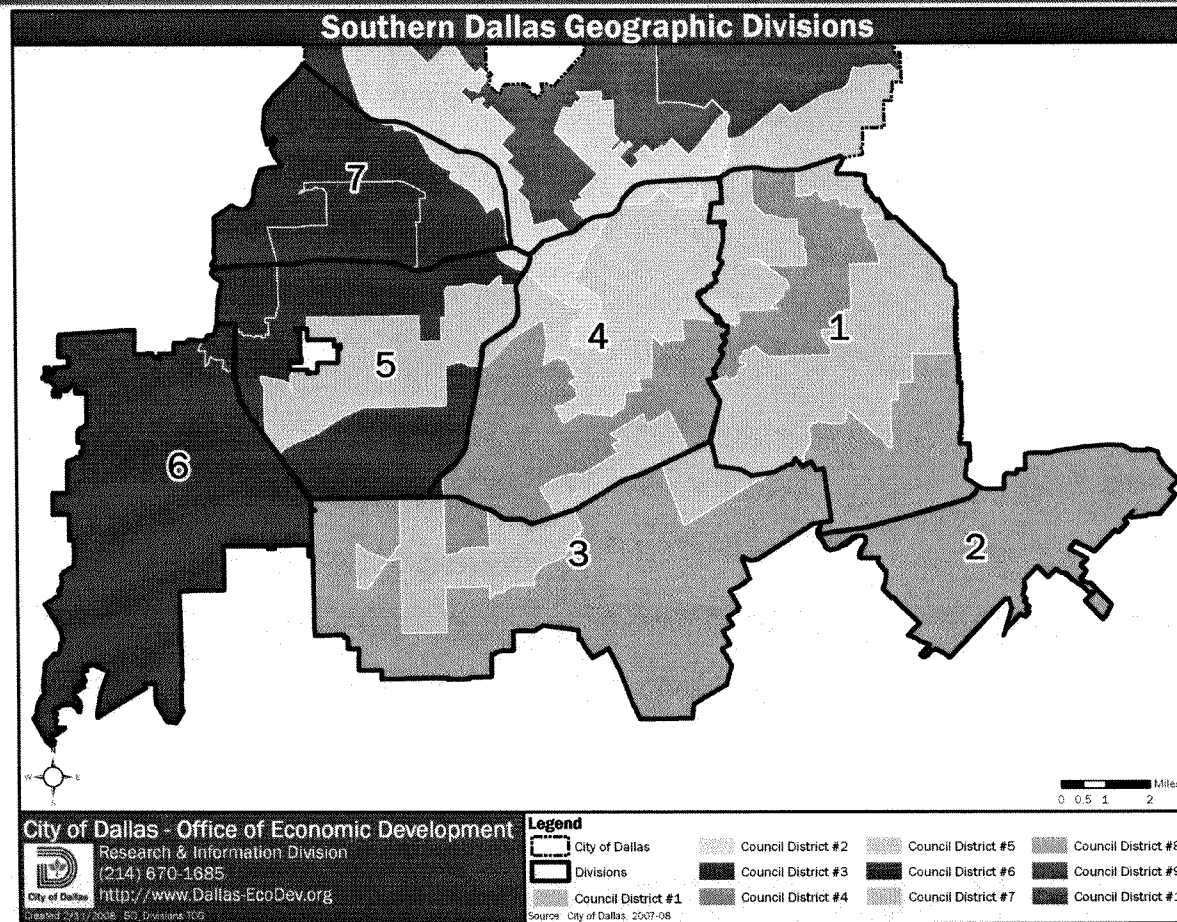
# New Geographic Perspective

## Dallas' Economic Development Geographies

- Analyze social and economic development indicators for the entire city:
  - Physical barriers and corridors (flood plains, rail, highways)
  - Construction activity
  - Demographics (education, race/ethnicity)
  - Land use
  - Employment / job patterns
  - Office, industrial, retail inventory
  - Property values
  - Assets/attractions (transit corridors, lakes and parks, etc.)
- Combined, these layers highlighted roughly defined areas of similarity
- Citywide, twelve broad geographic areas emerged – southern Dallas includes parts of seven

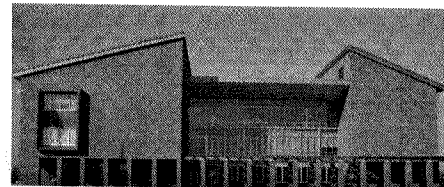
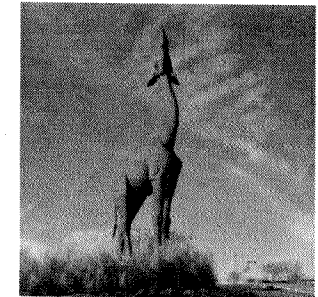
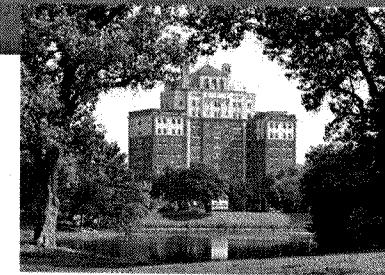
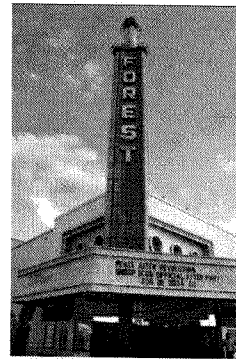


# Southern Dallas - Geographic Divisions & Council Districts



# Southern Dallas from the New Perspective

- ❑ Not one place - but many places
- ❑ Each area:
  - Has unique development opportunities based on its social, economic and physical assets
  - Can support different amounts and types of commercial development
  - Needs a customized development strategy including community involvement and feedback



# Area 1

## □ About the area:

- Area east of Trinity River and north of IH-20.
- Area includes Council Districts 4, 5, 7 and 8
- Majority Hispanic to the West of Buckner Blvd and a mix of races to the east of this Blvd.
- Educational attainment, per capita income, real property taxable values and new construction permit values are closer to the City averages
- The area is majority single family with commercial along freeways
- The transportation network in this area lacks efficient connectivity among the freeways and major arterials but otherwise is sufficient to accommodate current and future growth
- Major assets: new DART line, retail along Buckner, proximity to Fair Park and the Great Trinity Forest, pleasing natural environment with open green spaces, newer single family housing stock in the north east part

## Area 2

### □ About the area:

- Eastern most part of Dallas south of IH-20.
- Area includes Council District 8
- This is the most undeveloped part of Dallas.
- It has mostly agricultural use
- If the area is to be developed with more intensive uses it will need a very high level of infrastructure investment.

# Area 3

## □ About the area:

- Area south of Loop 12 between Trinity floodplain and Cockrell Hill Rd.
- Area includes Council Districts 5 and 8
- Majority African-American
- Educational attainment, per capita income, real property values and new construction values near City average to the west of Houston School Road but all the variables fall in the lower levels to the east of Houston School Road
- The network of freeways, arterials and collectors is efficient and well connected to the west of Houston School Rd. but is sorely lacking in both basic infrastructure and connectivity on the east side
- Major assets: UNT Dallas campus, Southport Business Park, Executive airport, SW Center Mall



## Area 4

### □ About the area:

- Area south of CBD between IH-35, IH-30, Loop 12 and west of Fair Park and Great Trinity forest (including FP and the forest).
- Area includes Council Districts 2,4,5 and 7
- Majority African-American
- Lowest levels of educational attainment, per capita income, real property taxable values and new construction values Citywide.
- Efficient network of freeways but cannot take advantage of this asset due to lack of supporting arterial, collector or residential street network
- Needs investment in form of a major community development initiative
- Major Assets include: Fair Park, Dallas Zoo, Cedar Crest Golf Course, Great Trinity Forest, Equestrian center, Audubon Center, VA Hospital, Lancaster-Kiest Shopping Center, easy accessibility to downtown, DART line and stations, proximity to UNT Dallas



# Area 5

## □ About the area:

- Area surrounded by Ledbetter, IH-30 and IH-35.
- Area includes Council Districts 1 and 3
- Mainly Hispanic
- Educational attainment, per capita income, real property taxable values and new construction values in middle to lower ranges compared to Citywide but higher than the rest of southern Dallas.
- Mainly residential with commercial real estate along freeways and arterials
- Older but efficient network of arterial and collector streets.
- Neighborhoods seeing some reinvestment along the edges, can be anticipated to spur the reinvestment in other neighborhoods with continued public investment support
- Major assets include: proximity and easy access to downtown, availability of affordable historic homes, DART line and stations, Bishop Arts district, Westmoreland DART station plan, Wynnewood Village shopping center, Three TIFs: Oak Cliff, Davis Garden District and FW Avenue

## Area 6

### □ About the area:

- Area south of Jefferson Blvd and west of Ledbetter
- Area includes Council District 3
- No majority race
- This area is mainly undeveloped and is seeing suburban type developments
- Area needs major investment to build up its infrastructure to support future growth



# Area 7

## □ About the area:

- Area west of CBD between IH-35 and IH-30.
- Area includes Council Districts 3 and 6
- Majority Hispanic population
- Educational attainment, per capita income, real property taxable value and new building permit values all fall in the lower ranges
- Residential in the center with commercial to the north and south
- Existing freeway and arterial network in this area is sufficient but the area lacks efficient connectivity in regards to collector and residential streets
- Overall transportation network in this area falls short in efficiently connecting to the rest of the City across the Trinity River, IH-35 and IH-30

