

# Memorandum



DATE February 20, 2008

TO Honorable Mayor and Members of the City Council

SUBJECT **Realizing Potential: A Framework for Enhancing the Southern Portion of Dallas**

On Wednesday, February 20, 2008, the Realizing Potential: A Framework for Enhancing the Southern Portion of Dallas briefing will be presented.

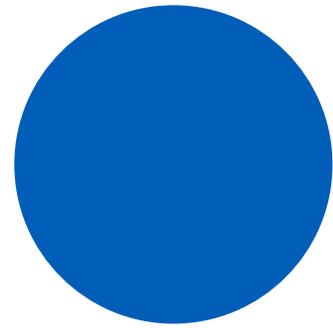
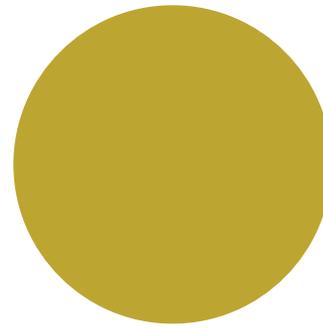
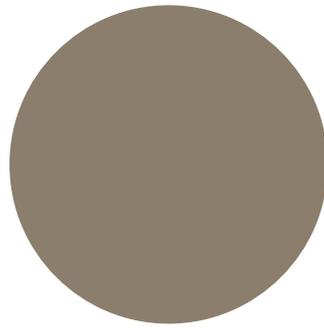
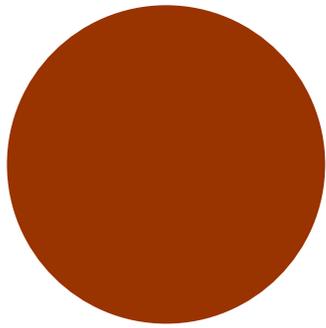
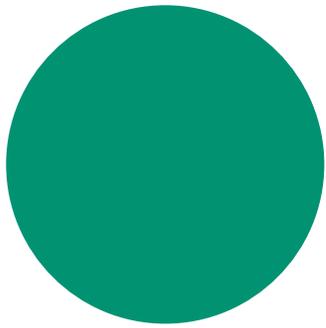
A copy of the briefing is attached. Staff will be available at the meeting to answer questions.

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



A.C. Gonzalez  
Assistant City Manager

C: Mary K. Suhm, City Manager  
Ryan S. Evans, First Assistant City Manager  
Deborah Watkins, City Secretary  
Tom Perkins, City Attorney  
Craig Kinton, City Auditor  
Judge Jay Robinson, Judiciary  
Ramon Miguez, P.E., Assistant City Manager  
Jill Jordan, P.E., Assistant City Manager  
David O. Brown, Interim Assistant City Manager  
David Cook, Chief Financial Officer  
Jeanne Chipperfield, Interim Budget Director, Office of Financial Services  
Karl Zavitkovsky, Director, Office of Economic Development  
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Chandra Marshall-Henson, Assistant to the City Manager



# **Realizing Potential:**

## **A Framework for Enhancing the Southern Portion of Dallas**

Dallas City Council

February 20, 2008

Office of Economic Development





# Introduction

- The southern portion of our city presents both real economic opportunities and needed economic assets
  - Although historically not enjoying the same growth as other areas, the southern portion of our city should be viewed as an economic asset
    - Land for economic expansion
    - Human resources
  - The southern portion of Dallas can provide (and needs to provide) commercial tax base growth and communities for population growth

# **New Vision**

- Dallas' southern communities are integrated into the regional economy
- Neighborhoods have a new dynamic of opportunity for renewal and change
- Options for employment, housing, shopping and learning abound
- Seen by residents and visitors as places of opportunity comparable to the City as a whole and the greater North Texas region





# Key Elements of Southern Dallas Vision

- **Neighborhoods** are clean, safe places
- **Entertainment and Retail Opportunities** fulfill the expectations of residents and visitors
- **Education Opportunities** empower families to achieve their goals
- **Employment Opportunities** are available through local employment centers and greater integration into the regional economy
- **Housing** accommodates all residents and supports functioning, mixed income neighborhoods
- **Businesses** find competitive advantages from which to serve local, regional or global markets
- **Environment and Perception** viewed as healthy, prosperous and sustainable by residents and visitors

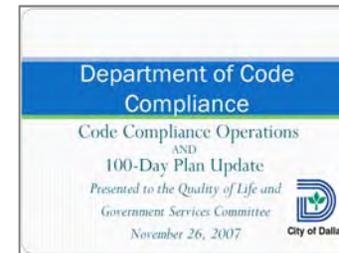


# Briefing Overview

- This briefing outlines the issues facing economic development in southern Dallas, identifies actions taken to date and proposes a strategy to realize economic growth in the south
- Recent large investments in southern Dallas have yielded measurable progress, but **southern communities are losing ground** relative to the region
- Key issues, some due to **historical imbalances** and some due to a **lack of strategic focus**, must be addressed to realize the vision
- Dramatic, measurable progress requires a focused strategy with **public sector investment addressing past imbalances** and creating a “springboard” for **economic growth**
  - Public sector cannot do it alone
  - Requires setting priorities and delivering quick catalysts

# Recent Progress

- \$ 1billion of last three bond programs dedicated to southern Dallas (almost 70% in 2006 program)
- TIF capacity doubled
- Public-Private partnership program refined
- TOD master development agreement mandates investment in south
- Additional police officers hired, new South Central division headquarters opened
- Code Compliance department reorganizing





## Recent Progress

- Council has approved 129 Public-Private Partnership projects since 1989 with an associated direct impact of \$1.14 billion in private investment and 20,101 jobs
- Cedars and Oak Cliff Gateway TIF districts, formed in 1992, provided \$12 million in public investment and leveraged \$317 million in private investment and over 1,850 residential units completed, under construction or planned
- Three new TIF districts have been created since 2005 (Grand Park South, (2005), Fort Worth Avenue (2007), Davis Garden District (2007))
- \$1,026 billion from the 1998, 2003 and 2006 bond programs have been invested / committed for southern Dallas infrastructure projects
- Three new southern Dallas business parks have been created since 1998 (Pinnacle Park, Mountain Creek and Dallas Logistics Hub) creating over 7 million sq. ft. of industrial space, 700,000 sq. ft. of retail space, 100,000 sq. ft. of office space, 532 apartments and 6,500 jobs
- Annual new construction building permit value has increased 586% since 2000.
- Since 2000, real property values in southern Dallas have increased by \$5.6 billion or 50.5%.

# Recent Progress

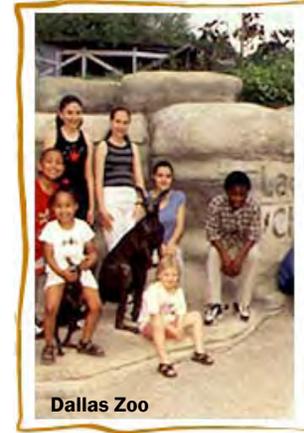
- \$12 million public investment in Dallas Executive airport and \$8.5 million in private sector investment since 2000
- Fair Park has seen \$111 million in public investments since 2000
- The Dallas Zoo has seen \$21 million in public investment and \$4 million in private funding since 2000
- \$25.8 million in new Libraries and renovations since 2000
- violent crime in southern Dallas has been reduced by 23.4% since 2003 and the total crime has been reduced by 13.8% since 2003
- \$117 million spent in various Housing programs since 2000



Fair Park



Code Enforcement



Dallas Zoo



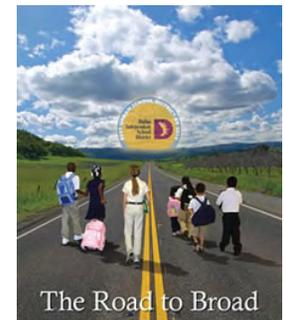
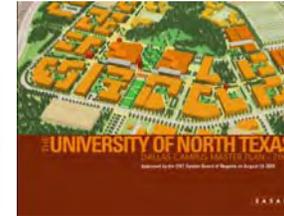
Arcadia Park Library



Dallas Executive Airport

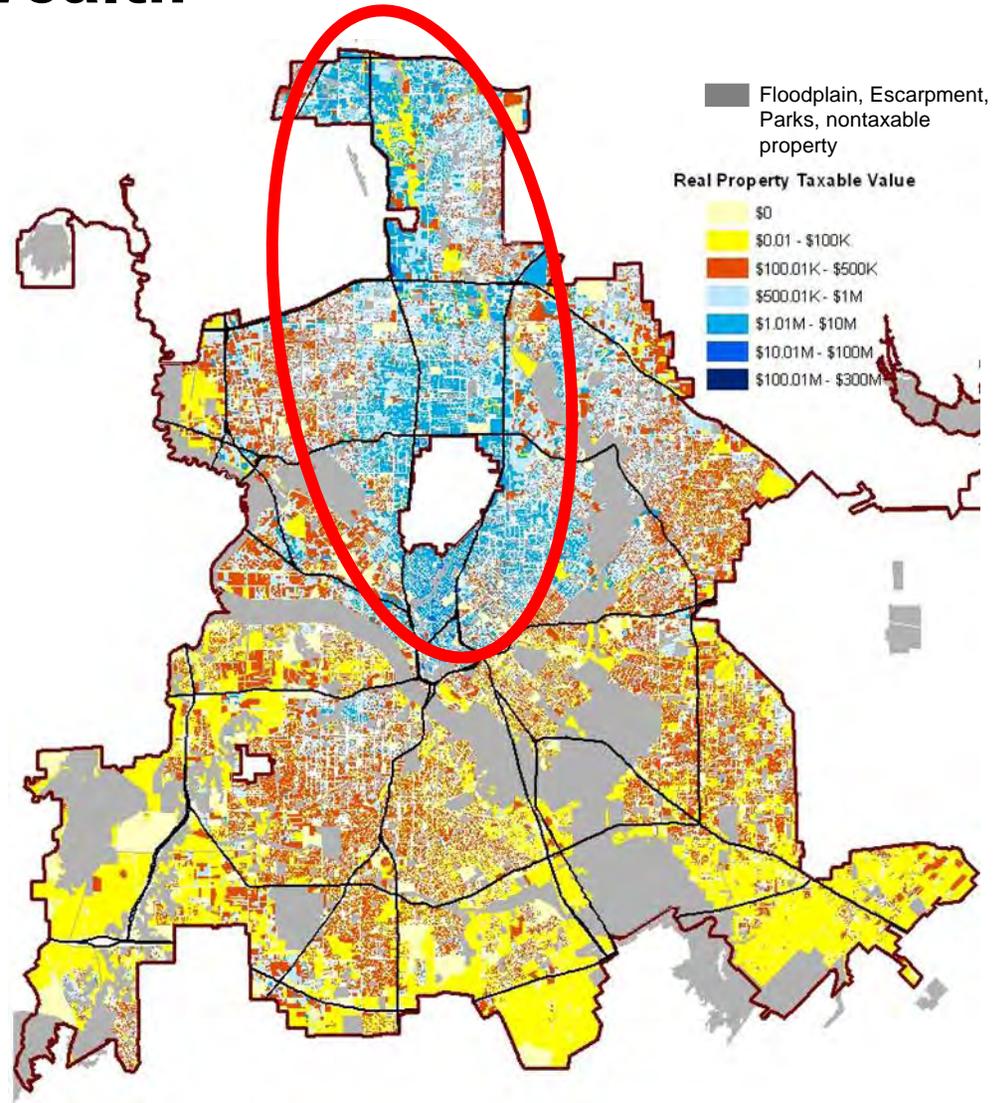
# Recent Progress: Catalyst Initiatives

- **New Since 2005:**
  - **DART expansion and TOD initiative** (11 existing stations, 6 under construction; master developer agreement)
  - **International Inland Port of Dallas (IIPOD)** (first distribution facilities under construction)
  - **Expanded Downtown** (Convention Center corridor proposed to connect Cedars and Victory)
  - **Public school reform** (Dallas Achieves initiatives adopted by DISD Board of Trustees)
- **Ongoing**
  - **Trinity River Corridor Project** (zoning process underway, amenities under construction)
  - **UNT Campus area** (first building open, *forwardDallas!* area plan underway)
  - **Business Parks** (continuing to build out)
  - **Housing** (8.5% increase in owner occupied housing between 2000 to 2007; 1.7% increase Citywide)



# Challenges: Wealth

- A concentrated and focused strategy, encompassing public and private investment is needed to create a balanced economy and overcome current conditions
- Dallas' wealth distribution is uneven

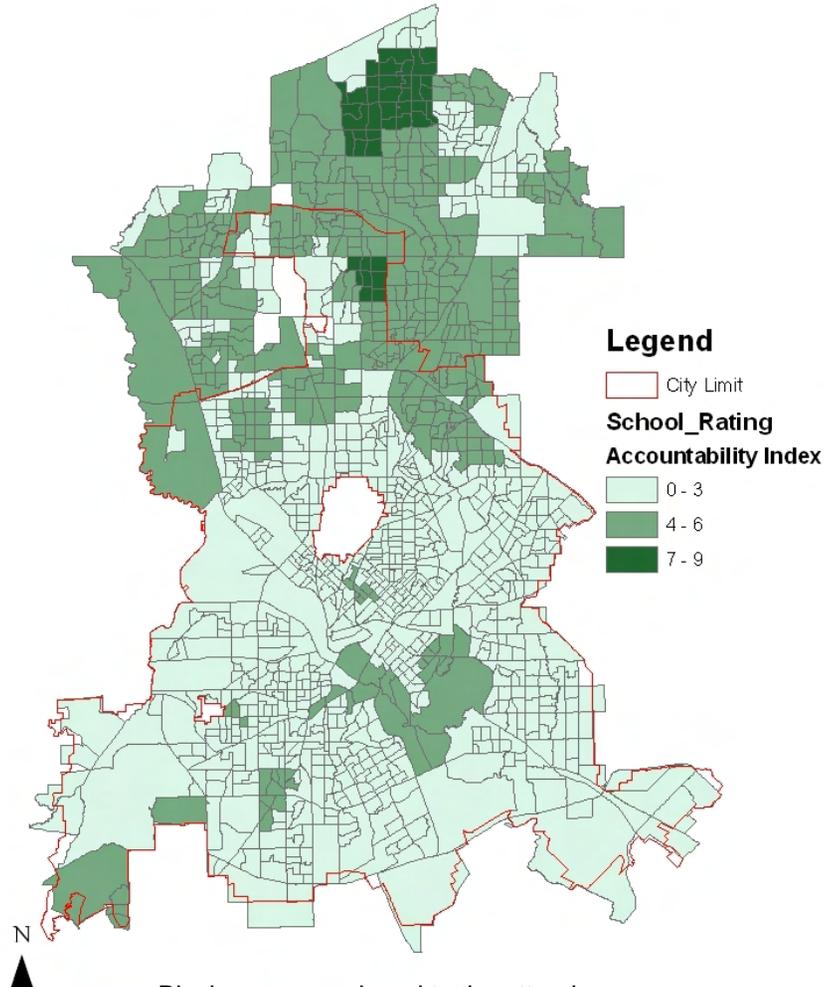




# Challenges: Education

- Education prospects are a significant challenge to accomplishing our objectives\*

## School Rating: Dallas vs. Northern Suburbs



\*Rating index is the sum of the local elementary, middle and high schools' 2006-2007 TAKS scores coded as follows:

- Unacceptable = 0 points
- Acceptable = 1 point
- Recognized = 2 points
- Exemplary = 3 points

For example, if all schools are exemplary then the index score is 9, the maximum possible

Block groups assigned to the attendance zone with the most block group area.

# Progress in Perspective

- Much progress, but many **neighborhoods show little improvement** on major indicators
- **Perceptions** (founded or unfounded) harm retention and attraction of firms and families
  - Risks from **crime**
  - Uncompetitive neighborhood **public schools**
  - **Small retail market** potential
  - **Higher mortality rates**
  - **Fewer retail** opportunities (groceries, general merchandise, apparel)
  - **Aging housing stock** and shortage of mixed income housing
  - **Education levels** stymie workforce readiness
- Rate of redevelopment is **not achieving balanced economic opportunities** over any reasonable period (see Appendix B, page 36 for statistical information regarding southern Dallas)



# Focused Strategy

- Realizing economic potential requires a multifaceted approach
  - Improve public safety
  - Enhance general living conditions and take a community approach through aggressive code compliance and enforcement
  - Expand the housing stock
  - Use targeted investment to create jobs, revitalize neighborhoods and deliver local development amenities



# Improve Public Safety

- Making sure people feel safe in their community is a priority of the City
- Enhance Police service delivery
  - South Central Patrol Division opened in November 2007 (over 200 officers)
    - Now have three southern Dallas patrol divisions
  - Aggressive response time goals for combined Priority 1 and 2 calls
    - 12 minutes by end of calendar year 2009
  - Public trust and confidence survey scheduled for 2008
    - Measure citizen satisfaction with service delivery and perception of crime
    - Will measure improvement over time with geographic details
  - “Beat Management” policing model
    - Each patrol beat is staffed with an officer/s held accountable for patrolling and managing problems instead of just handling complaints
- Requires support of entire criminal justice system to make this process work



# Enhance Community Conditions

- Pursue more aggressive code enforcement
  - Establish geographic delivery delivery
  - Five community code areas with targeted sub areas
    - Consolidate resources for general code enforcement and mow/clean operations
    - Area managers given responsibility for general code services
    - Full complement of staff and equipment
    - Neighborhood code representatives
  - Citywide provision of Multi-Tenant operations and Rapid Intensified Inspection Program (RIIP)
- Increase resources in southern Dallas to maintain basic services (trash pick up, etc.)

# ●●●●● City Services

- Build on efforts to improve coordination and delivery of City services
- Three elements
  - Service integration
  - Service enhancement and a geographic approach
  - Service feedback and evaluation



Strategic Engagement:  
Dallas' Economic  
Development Plan



**forwardDallas!**  
*Let's build our future.*

# Community Engagement



- Sustainable communities are a precondition for economic development
- Helping neighborhoods maximize existing assets/resources to improve economic viability
- Reposition and better coordinate existing initiatives, e.g.:
  - Strategic Area Coordination (SCS); Small Business Program (OED); Community Liaison and NIP (Housing); Fair Housing Program; Long Range Planning & Reforestation Fund (Dev. Services); MOWmentum program (Streets)
- Specific immediate steps:
  - Produce enhanced **community development manual** for neighborhood and small business organizing and securing resources
  - Create asset mapping process to support **workable visions and practical implementation plans for neighborhoods**
  - Review existing city funds and services to **streamline access to and application of these resources** by community groups
- Interdepartmental team to coordinate initiatives

# ●●●●● Expand the Housing Stock

- A major component of an overall strategy is to expand the housing stock
  - Replace stock of aging apartments
  - Recapitalize the Housing Trust Fund to make a significant impact on housing
  - Create neighborhoods around UNT-Dallas campus that are competitive alternatives with existing desirable communities





# Replace Aging Apartments

- Confront a citywide legacy of aging multifamily complexes that are substandard for human habitation, a severe drain on City resources and whose code and crime problems are a drag on entire neighborhoods
- Support major mixed-use, mixed-income residential developments to replace these substandard units and establish a fair policy for relocating residents
- Encourage the participation of development partners with a successful track record of inner city redevelopment and who continue as property managers after completion of construction
- Provide appropriate financial incentives on a deal by deal basis
- **Redevelop 20% of units (1,000 units) in problematic multifamily properties having 20 or more units by 2010.**



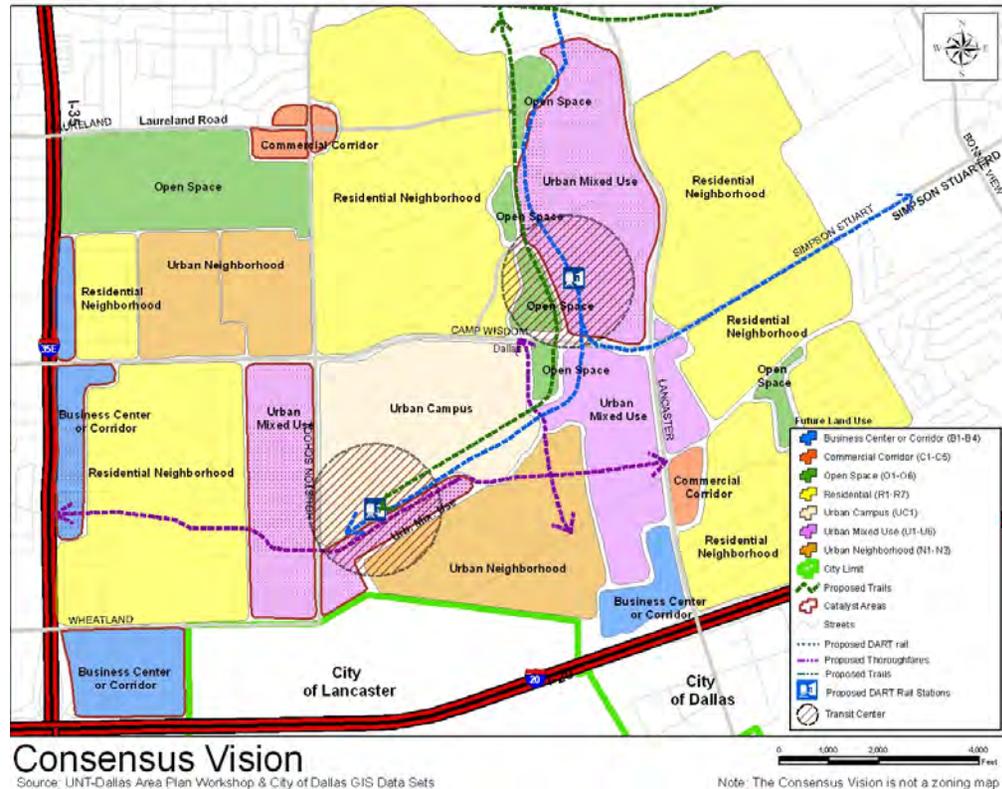
# Recapitalize the Housing Trust Fund

- Trust Fund created in 2000
  - One time \$1 million general fund appropriation
  - Last loan in 2004, remaining funds reprogrammed for other housing programs
- Propose recapitalization of the Fund with multiple sources and corresponding uses
  - \$2.0 million from November 2007 GO bond sale for **mixed use / residential projects**
  - \$825 thousand from Residential Development Acquisition Loan Program for **single family lot acquisition**
  - \$1.5 million from Southern Sector 108 Loan Repayment funds for **various initiatives**
  - \$3.9 million from 2003 GO bond sale for **infrastructure supporting single family lots**
  - \$1.0 million from HOME set-aside for **home purchase subsidies**
- Next Steps
  - Initiate discussions on **Housing Trust Fund proposition in next GO bond election for acquisition, demolition and gap funding on mixed use / residential projects and expanded to cover needed uses** identified before the election: \$20 million
  - **Lobby state and federal legislatures** for additional programs and **funding to support local housing trust funds** including passage of a **National Housing Trust Fund Act**

# **Create Neighborhoods around UNT Dallas Campus**

- Major employment and residential potential
- *ForwardDallas!* master plan underway for surrounding neighborhoods
  - Public participation with stakeholder advisors
  - Planning to accommodate commercial and residential growth
    - University town concept
    - Mixed-use developments
    - Transit access
  - Zoning changes to implement area master plan

UNT-Dallas Area Plan





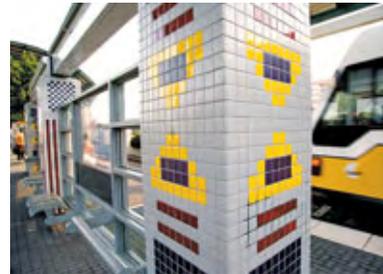
# Targeted Investment Strategy

- Begin southern Dallas revitalization with targeted investments:
  - Direct, significant public/private investment in key communities to create a balanced urban core
    - Lancaster-Kiest corridor (as part of Transit Oriented Development initiative)
    - Fair Park Green line corridor (projects in surrounding communities)
  - Attract, with subsidies, a major production facility to create jobs
  - Continue to capitalize on key development in process
    - IIPOD, Business Parks
  - Establish local developments – grocery, etc. as means to provide neighborhood amenities
  - Aggressively push reciprocal linkage as a means of balancing north/south investment

# ●●●●● Prioritize Key Areas

Focus infrastructure, incentive and community development investments in two areas to create a balanced urban core economy in Dallas

- Lancaster corridor
- Fair Park area
- Benefiting from:
  - Proximity to downtown
  - Existing or under construction rail transit
  - Public amenities (Fair Park, Dallas Zoo, Cedar Crest Golf Course)
- Housing and retail opportunities
  - Transit Oriented Development
  - Future development focal points
- Will require significant public and private investment
  - Enhancements to surrounding neighborhoods to improve sustainability of development projects



Lancaster Corridor



Fair Park Area



# New and Expanded Funding Sources

- **Future Bond Programs**
  - Expand economic development and housing component in the next bond program for Housing Trust Fund, new projects and community building initiatives
- **TIF capacity increases if required**
  - TIF cap doubled in June 2007
  - Additional capacity exists under State law
- **Linkage**
  - City support for projects in stronger markets contingent on investment in southern Dallas projects
- **Private Sector Matching**
  - Public support for projects matched by private, non-profit or faith-based funding sources



# Existing Funding Sources

- 2006 Bond Program
  - Proposition 8
  - Other Bond Funding
- Tax Increment Financing (TIF)
- Public Private Partnership Program



# Capitalize on Current Developments

## International Inland Port of Dallas (IIPOD)

- Centered on 6,000 acre Dallas Logistics Hub (Allen Group) - 25% is in Dallas City limits
- Master planning effort to coordinate and leverage all localities' development initiatives - RFQ/RFP for Master Plan to be issued in Spring 2008
- In 2006 a ULI advisory panel studied the area and recommended development strategies and implementation techniques
- Foreign Trade Zone acreage being expanded
- First 800,000 sq. ft. of distribution facilities nearing completion
- RFQ issued for development of Agile Port feasibility analysis



# Capitalize on Current Developments

## Southwest Center Mall Site

- Facilitate redevelopment of site to serve as a catalyst for improving sustainability of adjacent properties and enhanced community services
- Pursue partnerships with private owners and developers capable and willing to engage in redevelopment strategy
- Develop strategic redevelopment initiative based on highest and best use of the property
- Incorporate redevelopment linkages to Dallas Executive Airport



# Capitalize on Current Developments

## Dallas Executive Airport

- Decouple aviation land from non-aviation Airport property to promote private commercial development
- Work with the Oak Cliff Chamber to identify potential private developers
- Build connectivity with adjacent existing development
- Create catalyst for surrounding area to link with redevelopment of South West Center Mall area and other properties along the U.S 67 corridor
- Brief Economic Development Committee by April 2008

# ●●●●● Attract Major Production Facility

- Objective:
- Recruit a production facility to southern Dallas with an established supplier network
- Minimum of 500 jobs with potential of 1,000 in near term
- Secure supplier network
- Appropriate and significant public-private partnership program incentives
  - Up front incentives
  - Infrastructure needs
  - Workforce training



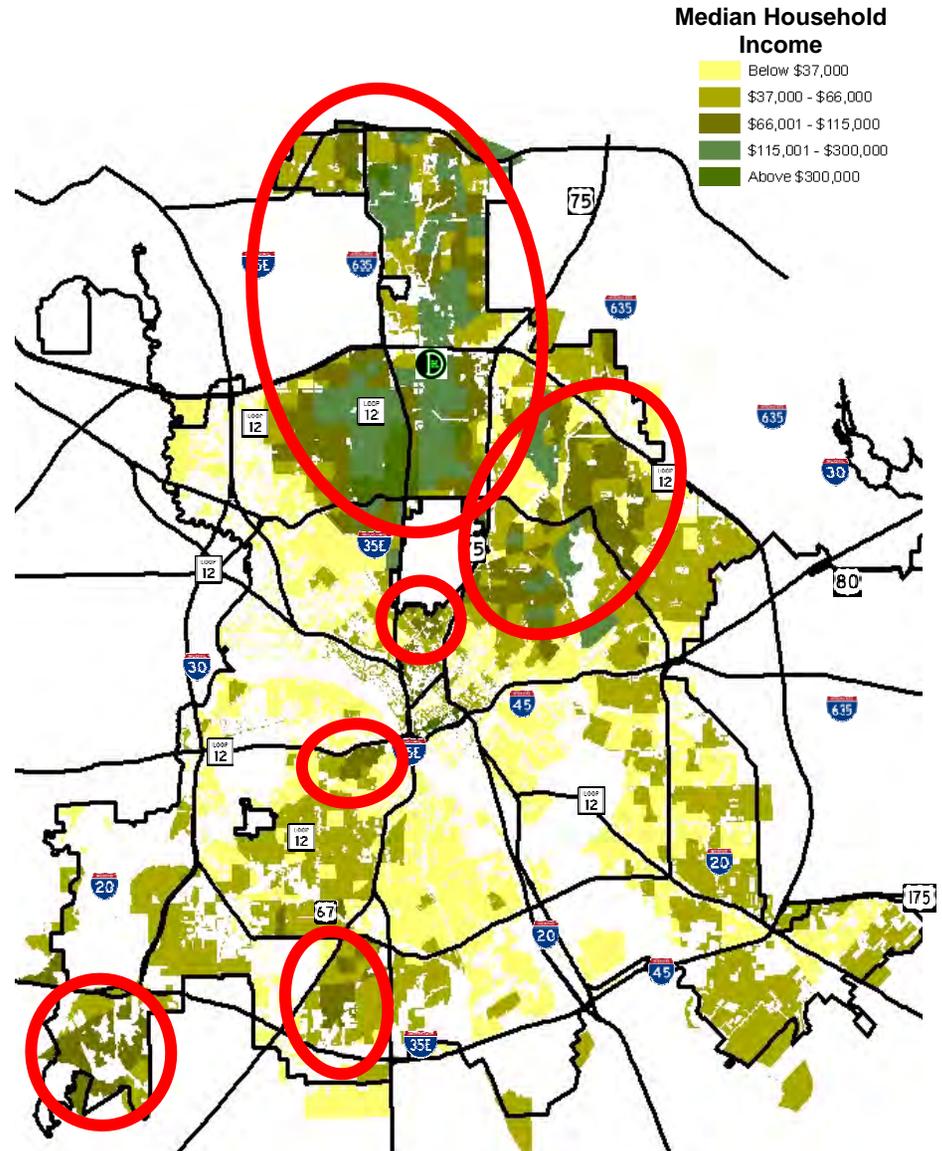
# Secure Neighborhood Developments

- Generate key amenities that serve residents on a daily basis
- Objective:
  - Open one new full service grocery store in southern Dallas by 2009 and two by 2012
- Tactics:
  - Form a partnership with a national retail chain for the purpose of developing new full service grocery stores in southern Dallas locations.
  - Seek to mitigate operational concerns by offering additional assistance and promoting support from neighborhood leadership groups
  - Provide appropriate financial incentives on a deal by deal basis

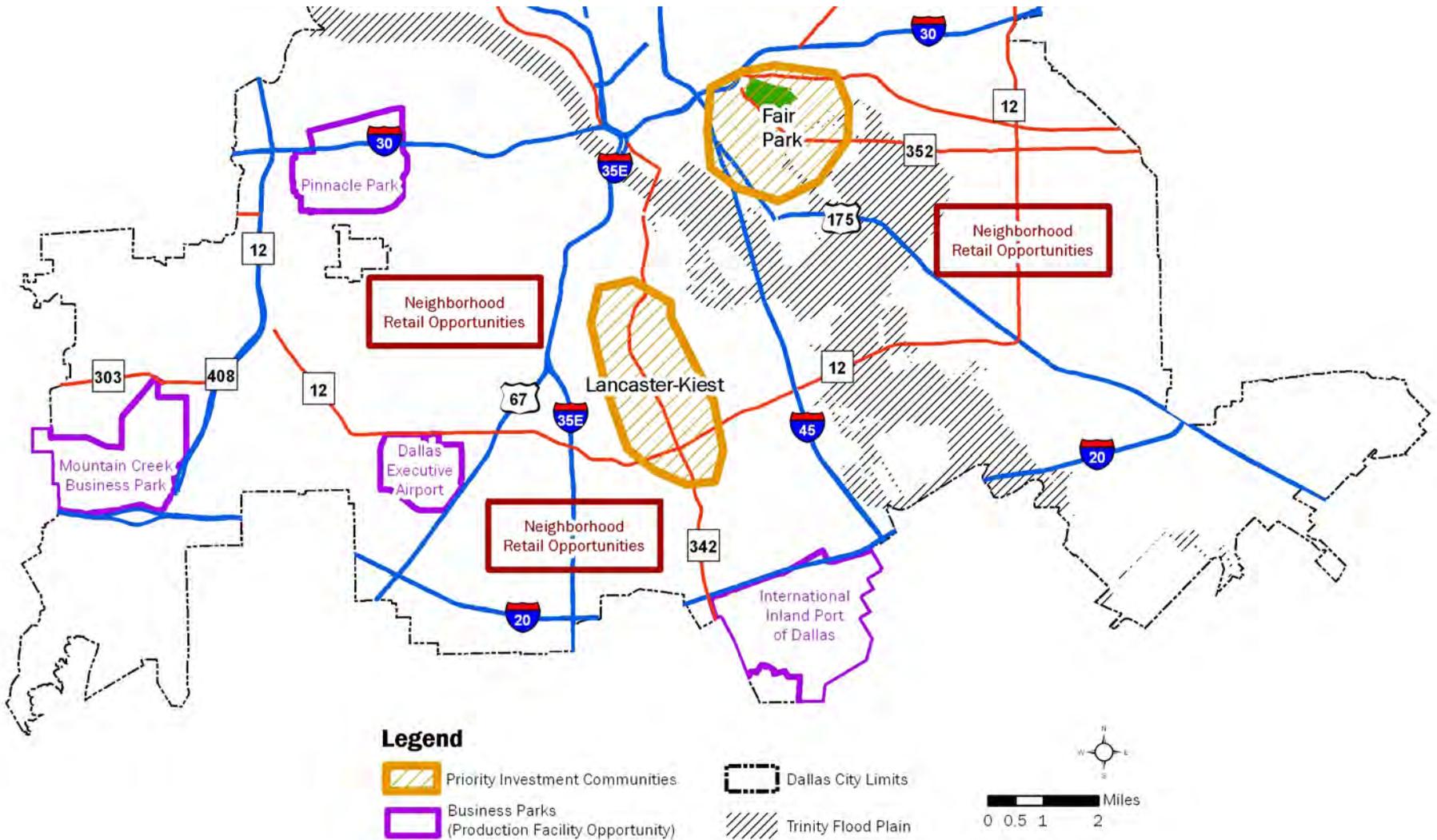


# Income Base for Retail

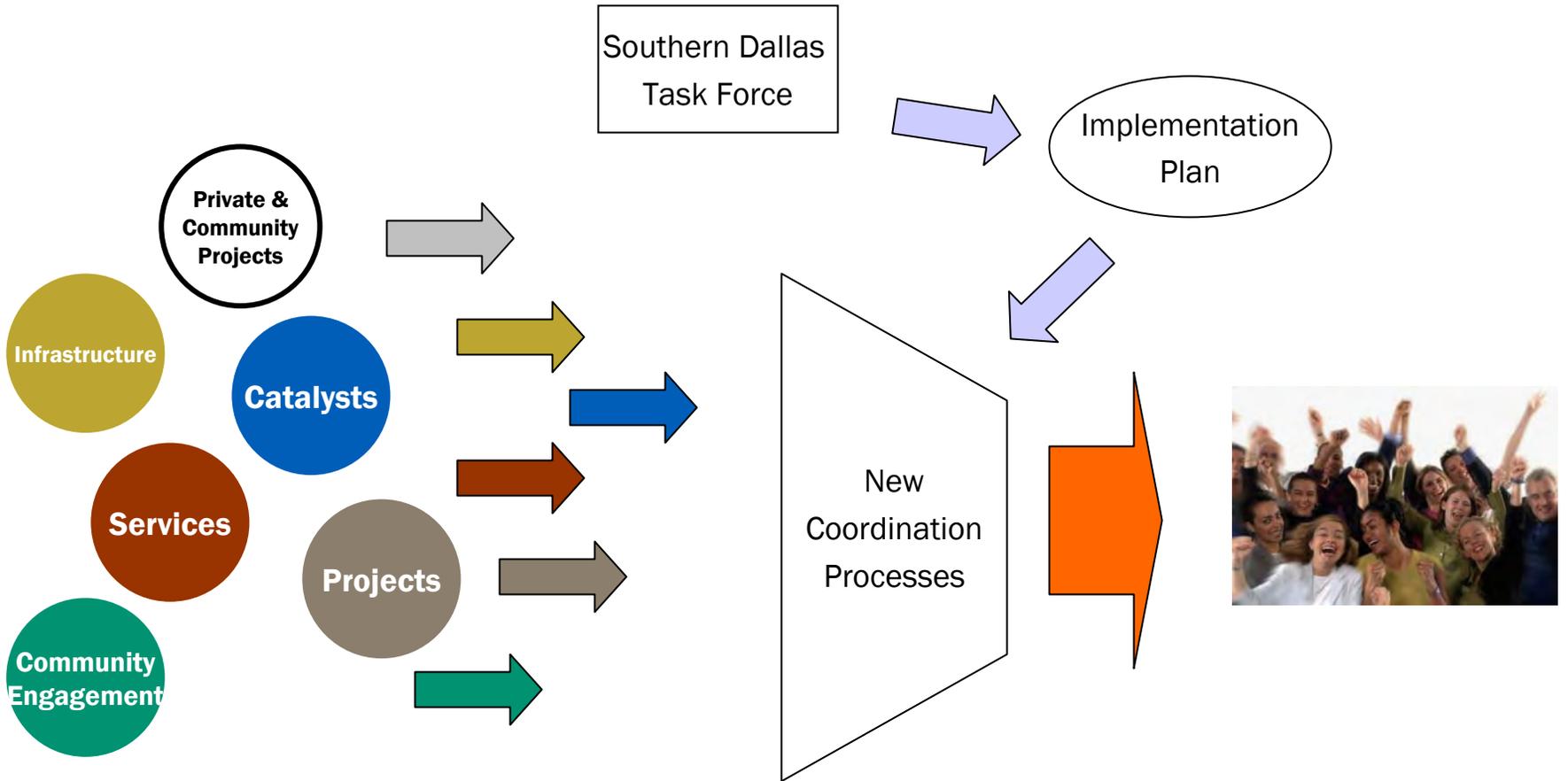
- Income is generally higher in the north, but there are middle to high income neighborhoods in many southern Dallas communities
- These higher income areas offer opportunities for retail expansion



# Strategy Visualized: Investment Priorities



# Implementation Process



Unfocused public and private initiatives ...

are coordinated according to the implementation plan...

to achieve the vision



# Recommended Immediate Next Steps

- Council endorses the approach and new project priorities outlined in this presentation
- Convene a **Mayor's Southern Dallas Task Force**
  - Include public, private sector and community participation
  - Oversee planning and tactical implementation of southern Dallas strategies
    - Sub committees to tackle priority issues and develop implementation plan
  - Staffed by Office of Economic Development



# Appendix A: Catalysts for Southern Dallas Development

# ● ● ● ● ● DART/TOD Catalyst Status

- Currently, southern Dallas is served by both Red and Blue lines with 11 stations.
- Green line construction is continuing
  - Six new stations planned
    - Fair Park and MLK open Sept. 2009
    - Hatcher, Lawnview, Lake June, Buckner open Dec. 2010
  - Daily ridership projected at 13,209
- Master developer agreement is in place with mandated TOD initiatives in southern Dallas which are anticipated to act as major development anchors in the area
- Blue line extension and future stations planned at UNT and IIPOD



# ●●●●● IIPOD Catalyst Status

- Enhances Dallas' status as a huge inland global distribution center as the third leg of the region's trade hubs along with DFW and Alliance
- Centered on 6,000 acre Dallas Logistics Hub (Allen Group)
  - 25% is in Dallas City limits
    - 30,000 jobs; 60 million sq. ft. of industrial space at build out
- Master planning effort to coordinate and leverage all localities' development initiatives
- Primary focus is on geographic area bounded by IH-35, IH-20, the Trinity River and Dallas County line to east; It includes:
  - UP intermodal facility and
  - BSNF future intermodal facility
- In 2006 a ULI advisory panel studied the area and recommended development strategies and implementation techniques
- Today:
  - First 800,000 sq. ft. of distribution facilities nearing completion
  - Foreign Trade Zone acreage being expanded
  - RFQ issued for development of Agile Port feasibility analysis
  - RFQ/RFP for Master Plan to be issued in Spring 2008

**IIPOD Impact Zone**

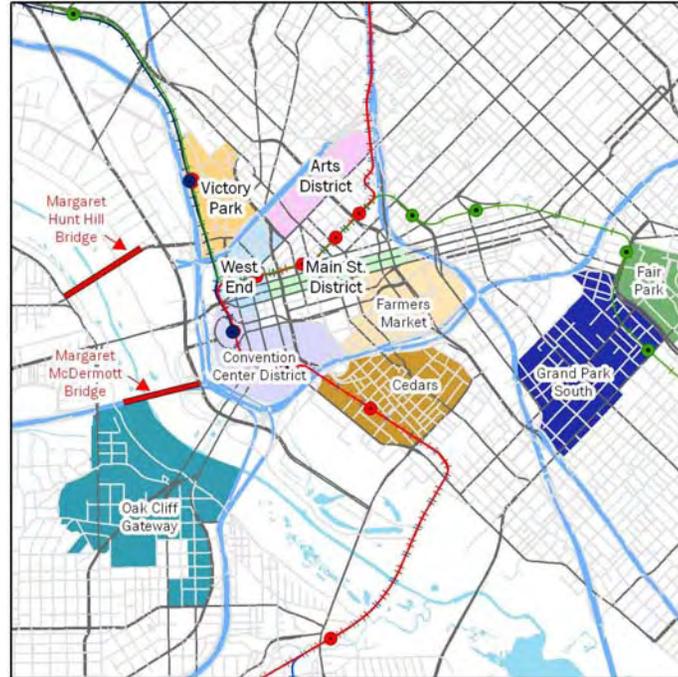


**UP Intermodal Facility**



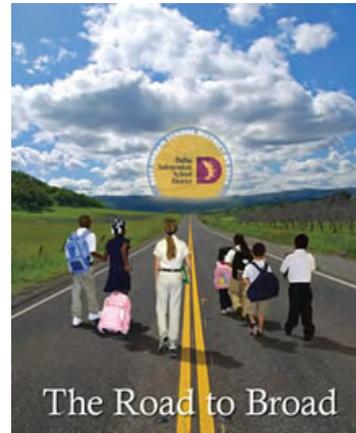
# Expanded Downtown Catalyst Status

- Expanded definition of downtown includes several southern Dallas neighborhoods
- Of the nine TIF districts in the expanded downtown three are in southern Dallas
  - Oak Cliff gateway
  - Cedars
  - Grand Park South
- Calatrava bridges and DART rail will enhance connectivity between downtown and southern Dallas communities



# ●●●●● School Reform Catalyst Status

- Dallas Achieves! initiative and the “Road to Broad” – greatest improvement in an urban district
- 18 month research and planning phase, implementation under way
  - Aspiration: every student graduates college and workforce ready
  - Data driven with best practices and benchmarks
  - Goals for each element from students and teachers to parents and the larger community
- Public schools in the city are generally rated lower on standardized tests than the northern suburbs (even though **DISD as a whole is rated by the state at same level as Plano, McKinney, Allen and Frisco ISDs** – all are academically acceptable)
- Facilities: \$1.4 billion program in 2002, new program pending



# Trinity Catalyst Status

- The Trinity Audubon Center and the lower chain of wetlands under construction and will be completed in September 2008
- Moore Park improvements scheduled to begin in May 2008 and be completed in May 2009
- The standing wave [down stream of the DART bridge] is scheduled to begin construction in November 2008 and completed in March 2009
- Planning and fund raising efforts ongoing for Texas Horse Park in northeast quadrant of Loop 12 & I-45
- Economic Development Analyst hired by Trinity Office by February 2008 to focus on southern Dallas development challenges
- Reviewing credentials of Economic Development Strategy firms for possible assistance in 1 or 2 southern Dallas study areas
- Rezoning in the first phase study areas is nearing completion. Review/rezoning more areas in southern Dallas is currently being considered
- Beginning work on South Lamar Study Area

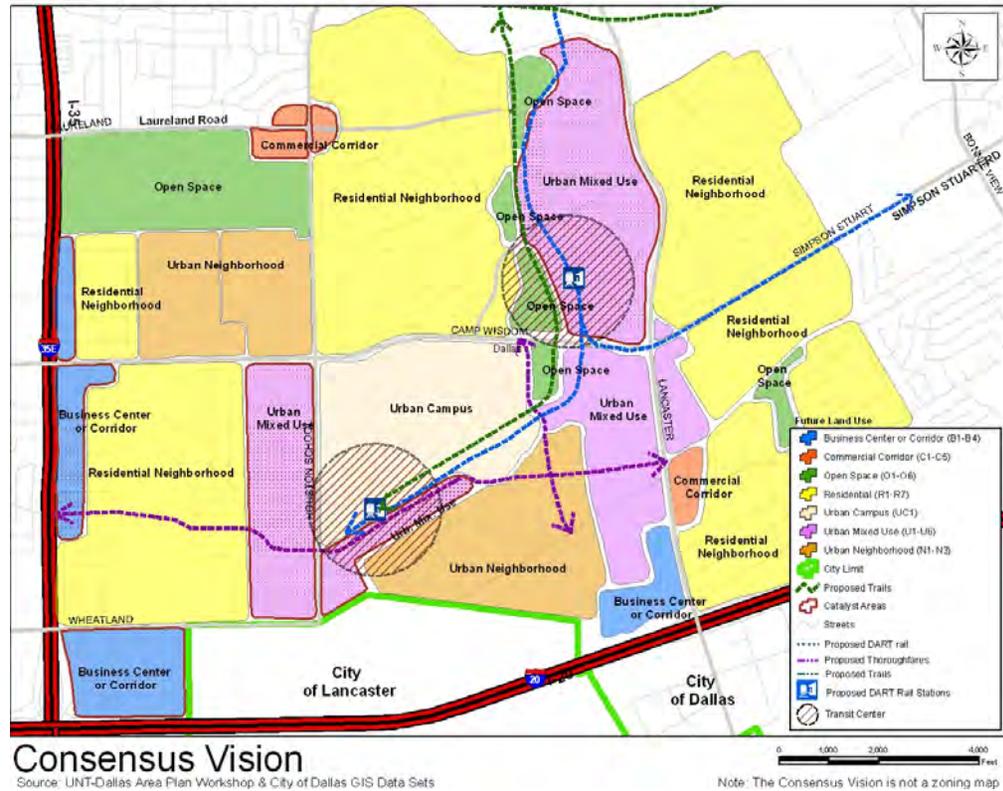


Horse Park - Arenas Concept Design

# UNT Dallas Catalyst Status

- UNT Dallas Campus:
  - 1 building complete
  - Current enrollment = 1,000
  - 25,000 enrollment by 2030
- *ForwardDallas!* Called for an area Masterplan
  - Public participation with stakeholder advisors
  - Planning to accommodate commercial and residential growth
    - University town concept
    - Mixed-use developments
    - Transit access
  - Zoning changes to implement area master plan

UNT-Dallas Area Plan



# ●●●●● Business Parks Catalyst Status

- Beginning in 1997, City began laying the groundwork to build major new industrial parks in southern Dallas near transportation corridors, these parks are still building out
- Five industrial parks in southern Dallas:
  - 2,657 acres
  - \$97.7 million in public and private infrastructure improvements made or committed
  - Over \$575 million in total investment
  - 6,654 jobs created
  - 10,000 additional jobs anticipated



# ●●●●● Housing Catalyst Status

- City continues its commitment to community enhancements & housing programs that focus on homeownership & neighborhood stabilization –
  - Public investment= \$117 million since 2000 including \$17 million in FY 06-07.
- Housing programs:
  - Homeownership
  - Home Repair Programs
  - Neighborhood Investment Program – focus resources in targeted areas to stimulate neighborhood investment and achieve sustainable impact
  - Urban Land Bank Demonstration Program – acquires, assembles and sells vacant tax-foreclosed property for affordable new single-family development and sale





# Appendix B: Southern Dallas Development Statistics



## As Big as a City

- Frequently compared to entire cities
- Would rank as 34<sup>th</sup> most populous U.S. City
- In fact, it is a mostly residential portion of a large central city. Its economic dynamics differ from an intact central city. Such comparisons should only be used to remind stakeholders of the scale involved, not to frame expectations or plan programs.

City/Area	2006 Population	Square Mile Area	Population Density per acre
Albuquerque	504,949	181.3	2,785.2
Southern Dallas	492,725	167.4	2,943.4
Atlanta	486,411	132.4	3,673.8



## More Like a Suburb

- Can also be compared to combinations of local municipalities
- Similar in size to Arlington, Duncanville, Desoto and Cedar Hill combined
- These suburbs have larger office and retail sectors, but smaller industrial sectors. Both areas have approximately 178,000 jobs within their boundaries.
- Just as a single development policy would not make sense for these four cities, a single policy for southern Dallas is a poor starting point for success

City/Area	2006 Population	Square Mile Area	Population Density per acre
Four Southern Suburban Cities	491,300	167.2	2938.4
<b>Southern Dallas</b>	<b>492,725</b>	<b>167.4</b>	<b>2,943.4</b>



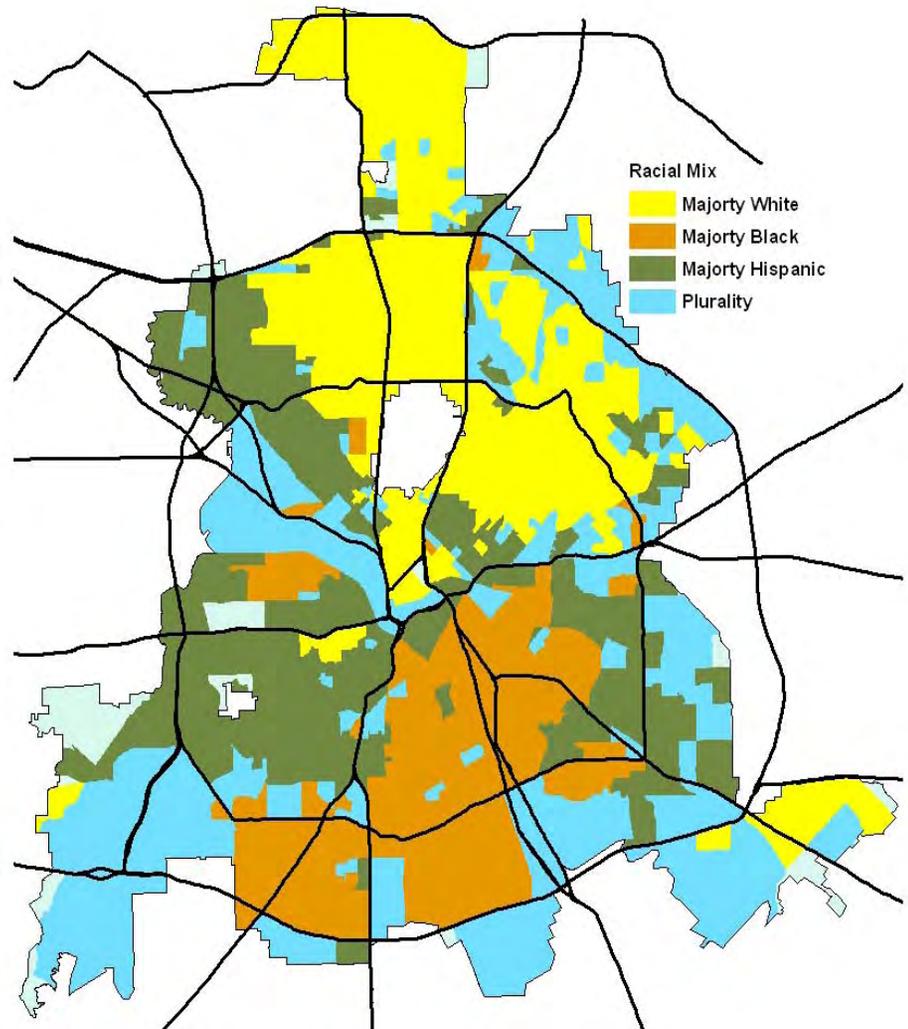
## Level Population

- Southern Dallas is a smaller share of City population today than it was in 1970
- Any renewal program should seek to increase household attraction and retention - more residents mean stronger retail and employment attractiveness

	1970	2006
Population	466,838	492,000
% of City of Dallas Population	55.3%	38%
% of DFW Population	17.8%	8.1%

# Racial / Ethnic Distribution

- As a whole, southern Dallas is more diverse than much of Northern Dallas.
  - Hispanic: 237,483
  - Black: 166,419
  - White: 79,913
- However, smaller geographic areas still tend to have a majority racial/ethnic group





## Growth Pattern

- Southern Dallas' share of the city's total real property value has grown from 12.2% in 1986 to 16.2% today
- Most recent business development initiatives focus on the easier to develop periphery, not the core

Area	Real Property Tax Base (in billions)	Real Property Tax Base Percent	Per Acre Real Property Tax Base (in thousands)	Per Capita Real Property Tax Base (in thousands)
<b>Southern Dallas</b>	<b>\$10.4</b>	<b>16.2</b>	<b>\$97</b>	<b>\$21.2</b>
Northern Dallas	\$51.1	79.4	\$634	\$65.1
CBD	\$2.8	4.4	\$4,500	\$1,229

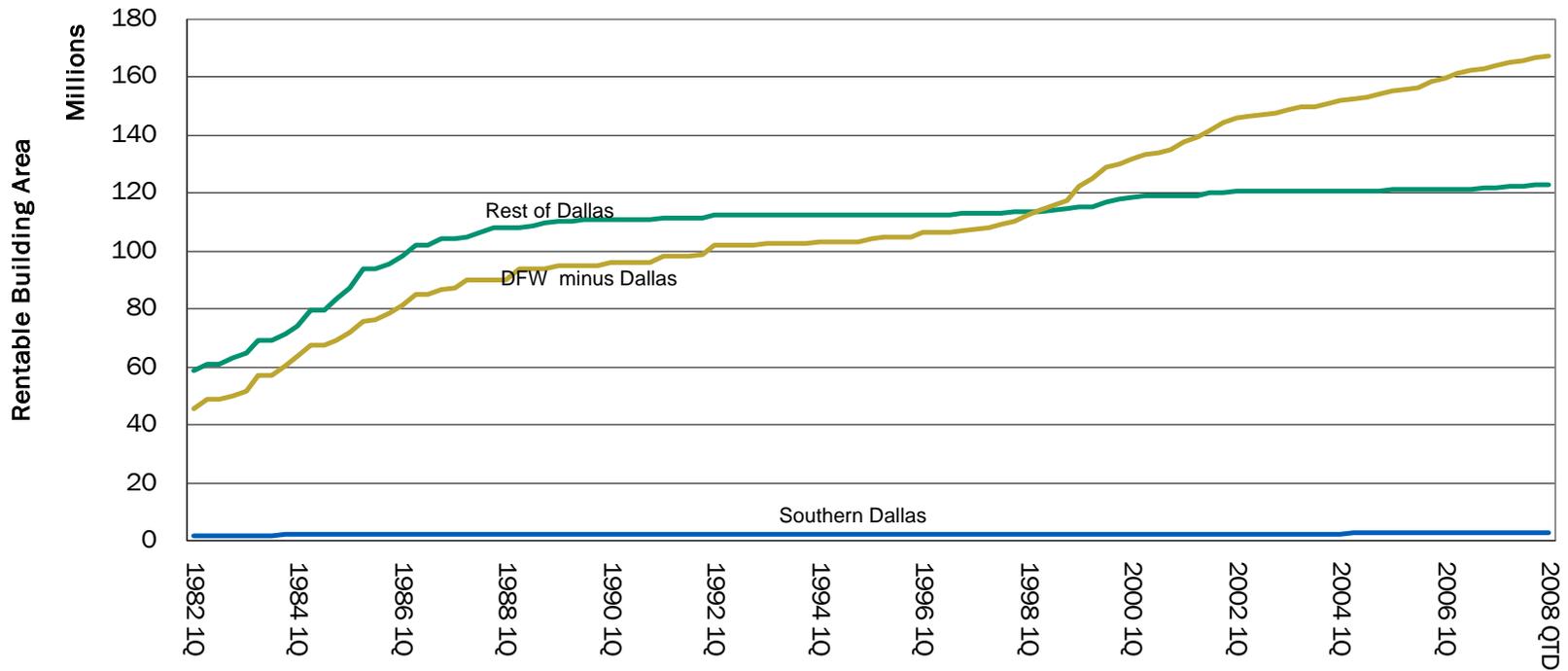
# ●●●●● An Open Economy

- Southern Dallas is not an isolated economy. Its households and businesses are tightly integrated into the regional economy.
- Where do its workers come from?
  - 31% from southern Dallas
  - 13% from the rest of Dallas
  - 56% from somewhere else in the region
- Where does its labor force work?
  - 16% in southern Dallas
  - 38% in the rest of Dallas
  - 46% somewhere else in the region
- Development policy should seek to increase the integration of southern Dallas to promote more efficient mobility of labor and capital (access to jobs where ever they are)
- At the same time, because it is an open economy it must become a more competitive location for both households and employers



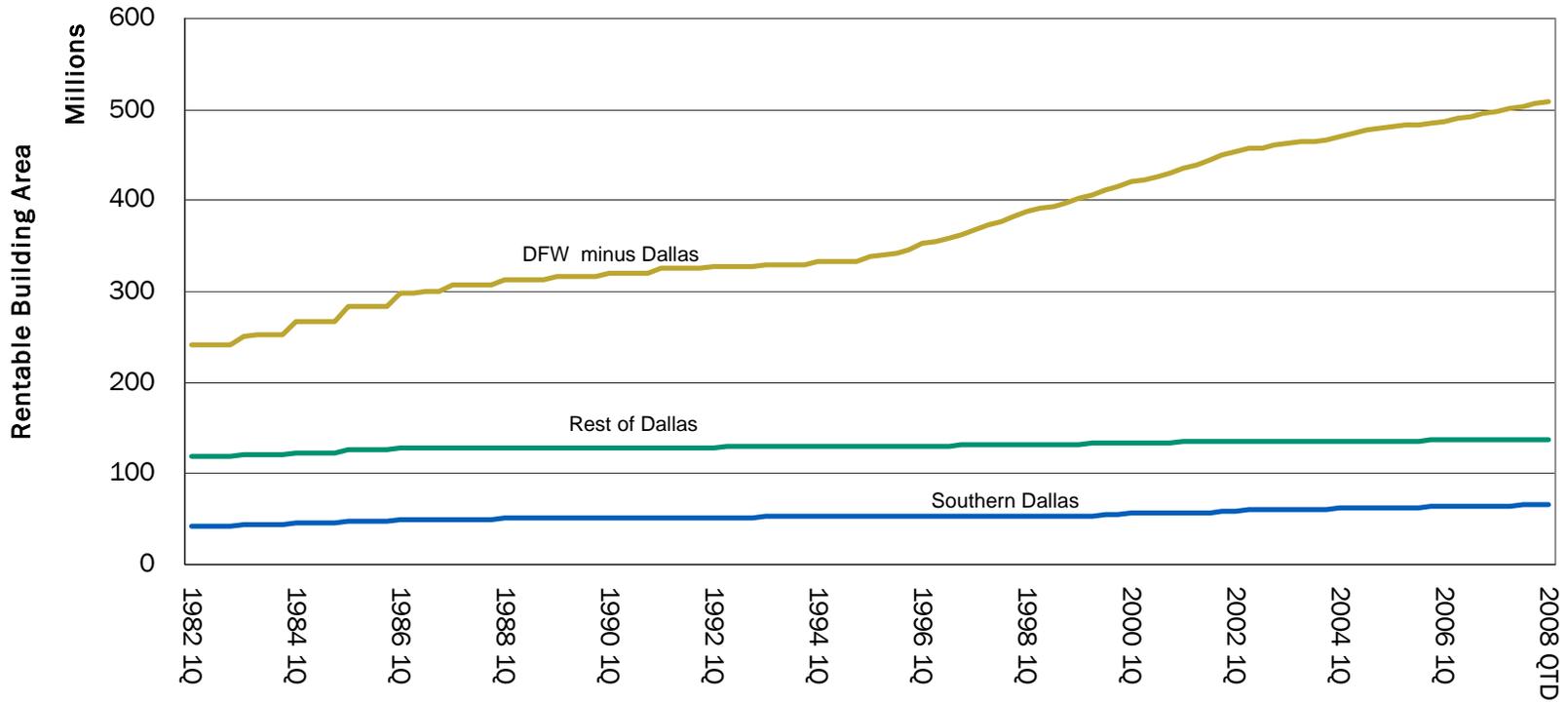
# Office Facilities

- Southern Dallas has not traditionally had a large office sector.



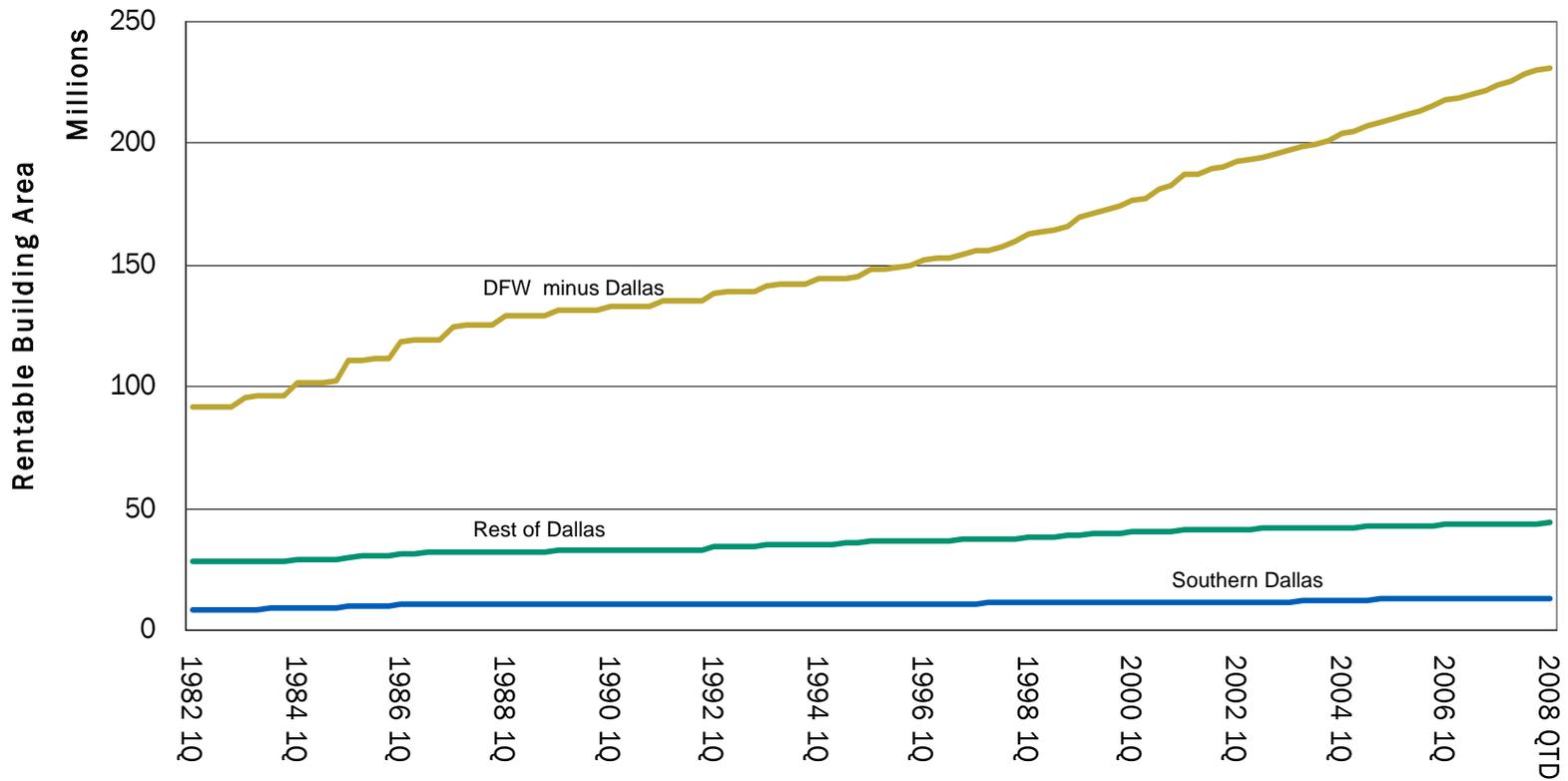
# Industrial Facilities

- The industrial base has been a more important job source



# Retail Facilities

- Retail inventory has increased over time, but has seen a relative decline in quality and variety of offerings in recent years compared with region





# Appendix C: Southern Dallas Goals and Milestones



# Milestones & Success Measures

- Catalyst Initiatives

	2008	By 2012
DART	<ul style="list-style-type: none"> <li>Continued Green line construction</li> </ul>	<ul style="list-style-type: none"> <li>Fair Park, MLK stations open by 2009</li> <li>Hatcher, Lake June, Buckner stations open Dec. 2010</li> </ul>
DART / TOD	<ul style="list-style-type: none"> <li>Secure one southern Dallas redevelopment project</li> </ul>	<ul style="list-style-type: none"> <li>Secure four southern Dallas TOD projects</li> </ul>
UNT Campus	<ul style="list-style-type: none"> <li>Enrollment = Approx. 1,700 to 2,200</li> <li>UNT-Dallas Area Plan will be complete by Summer, 2008, with implementation scheduled to begin immediately thereafter</li> </ul>	<ul style="list-style-type: none"> <li>Enrollment = Approx. 2,700 to 5,400</li> <li>Rezoning complete</li> <li>Anticipated area development underway in accordance with the UNT-Dallas Area Plan</li> </ul>
Trinity	<ul style="list-style-type: none"> <li>Audubon Center open in Autumn 2008</li> <li>Moore park improvements begin</li> <li>Open 1 or 2 study areas for rezoning</li> <li>Engage economic development strategy firm to target 1 study area (w/OED)</li> <li>Standing wave construction begins November 2008.</li> </ul>	<ul style="list-style-type: none"> <li>Texas Horse Park open</li> <li>Begin relocating scrap metal yards in South Lamar Area</li> <li>Complete rezoning of all Trinity Study Areas</li> <li>Buckeye &amp; Santa Fe trails and I-20 Gateway Park completed</li> <li>Trinity Parkway construction begins 2010</li> <li>Dallas Floodway extension levees underway</li> </ul>



# Milestones & Success Measures

- Catalyst Initiatives (continued)

	2008	By 2012
IIPOD	<ul style="list-style-type: none"> <li>• 1M sq. ft. of distribution facilities completed</li> <li>• Foreign trade zone expansion approved</li> <li>• Agile port feasibility study completed</li> <li>• RFQ/RFP for master plan issued by Spring 2008, consultant selected and work initiated (collaboration with NCTCOG, Dallas County, Allen Group, IIPOD communities)</li> </ul>	<ul style="list-style-type: none"> <li>• BNSF intermodal facility completed and in operation</li> <li>• Master plan completed by June 2010</li> <li>• Workforce training program in place at area educational institutions</li> </ul>
Southern Dallas Business Parks	<ul style="list-style-type: none"> <li>• 1.5 million sq. ft. of industrial space completed</li> <li>• \$50 million in new private investment</li> <li>• 500 new jobs created</li> </ul>	<ul style="list-style-type: none"> <li>• 3 million sq. ft. of industrial space completed</li> <li>• \$250 million in new private investment</li> <li>• 2,000 new jobs created</li> </ul>
Housing Initiatives	<ul style="list-style-type: none"> <li>• Completion of infrastructure and substantial completion of Bexar St. Phase I</li> <li>• Master planning initiated for Spring Ave.</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial completion of Bexar St. Phase II major components</li> <li>• Substantial completion of Spring Ave</li> <li>• Two additional mixed-use catalysts under way</li> </ul>

# Milestones & Success Measures

- Catalyst Initiatives (continued)

	2008	By 2012
Public school reform	2008 Phase III components implementation of the Transformation Plan completed	DISD makes sufficient progress on its goal of having every student graduate workforce and college ready that it wins the Broad Prize in 2010.



# Milestones & Success Measures

- Projects

	2008	By 2012
Retail	<ul style="list-style-type: none"> <li>• 100,000 sq. ft. delivered</li> <li>• Partnership formed with national retail chain to develop new full service grocery stores</li> </ul>	<ul style="list-style-type: none"> <li>• One full service grocery store open by 2009, two by 2012</li> <li>• Two significant new or redeveloped retail centers in southern Dallas by 2010</li> </ul>
Redevelop Aging Apartment	<ul style="list-style-type: none"> <li>• Redevelopment initiated on 7.5% problematic multifamily complexes (350 units)</li> </ul>	<ul style="list-style-type: none"> <li>• Redevelop 20% (1,000 units) of problematic multifamily complexes in southern Dallas by 2010</li> </ul>
New Manufacturing Center	<ul style="list-style-type: none"> <li>• Initiate search effort and institute a proactive calling process</li> </ul>	<ul style="list-style-type: none"> <li>• Have at least one production facility with an established supplier network by 2010 employing no less than 300 people in the southern Dallas</li> </ul>
Housing Trust Fund	<ul style="list-style-type: none"> <li>• Recapitalize existing Trust Fund with \$9.3M from a variety of identified sources and specific uses</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Trust Fund proposition approved in next GO bond election</li> <li>• Successful lobbying with state/federal legislatures generates additional funding support for local housing trust funds</li> </ul>



# Milestones & Success Measures

- Projects (continued)

	2008	By 2012
Transit-Oriented-Development	<ul style="list-style-type: none"> <li>Initial focus on redevelopment of Lancaster corridor and Green Line stations at Fair Park, MLK and Hatcher</li> <li>One southern Dallas TOD project in 2008</li> </ul>	<ul style="list-style-type: none"> <li>Five southern Dallas TOD developments by 2012</li> </ul>
Dallas Executive Airport Development	Economic Development Committee briefing on development feasibility; Aviation land decoupled from non-aviation airport property; development partners identified	TBD

- Infrastructure

	2008	By 2012
Bond Programs	2006 Bond sale proceeds continue to be prioritized and coordinated to maximize impact (flood control, streets, city facilities including public safety, parks and libraries)	Future bond sale proceeds targeted to core southern Dallas neighborhoods; continued coordination between bond infrastructure funding and redevelopment priorities



# Milestones & Success Measures

- Services

	2008	By 2012
Integration	<p>3,500 DPD personnel trained on basic municipal services to improve civilian/uniformed employee partnership in providing seamless service delivery. (Action Plan item for SAC Team)</p> <p>Continue implementation of ISO 9001 Quality Management System to document and coordinate service delivery processes. (Action Plan item for Efficiency Team)</p> <p>Begin evaluating common 311 service request (SR) types using ZIP process improvement methodology. (Action Plan item for SCS QA Team)</p>	<p>Increased number of multi-agency actions taken in collaboration with community groups within target neighborhoods. (new – not currently measured)</p>



# Milestones & Success Measures

- Services (continued)

	2008	By 2012
Enhancement	311 departments to identify issues and develop standards to transition from a model SR closure to SR resolution. (Action Plan item for SCS Configuration Team)	Reduction in the disparity of customer ratings of overall quality of City services in different areas of the City. (Council Objective – E3 Government)
Evaluation	<p>Procure and implement performance measurement software to provide more robust data analysis and reporting opportunities. (Action Plan item for SCS)</p> <p>Continue to refine the budgeting for outcomes process to make transparent all service contributions to achieving Council goals and objectives. (Action Plan item for OFS)</p>	Increase in citywide rating of overall quality of City services. (Council Objective – E3 Government)



# Milestones & Success Measures

- Community Engagement

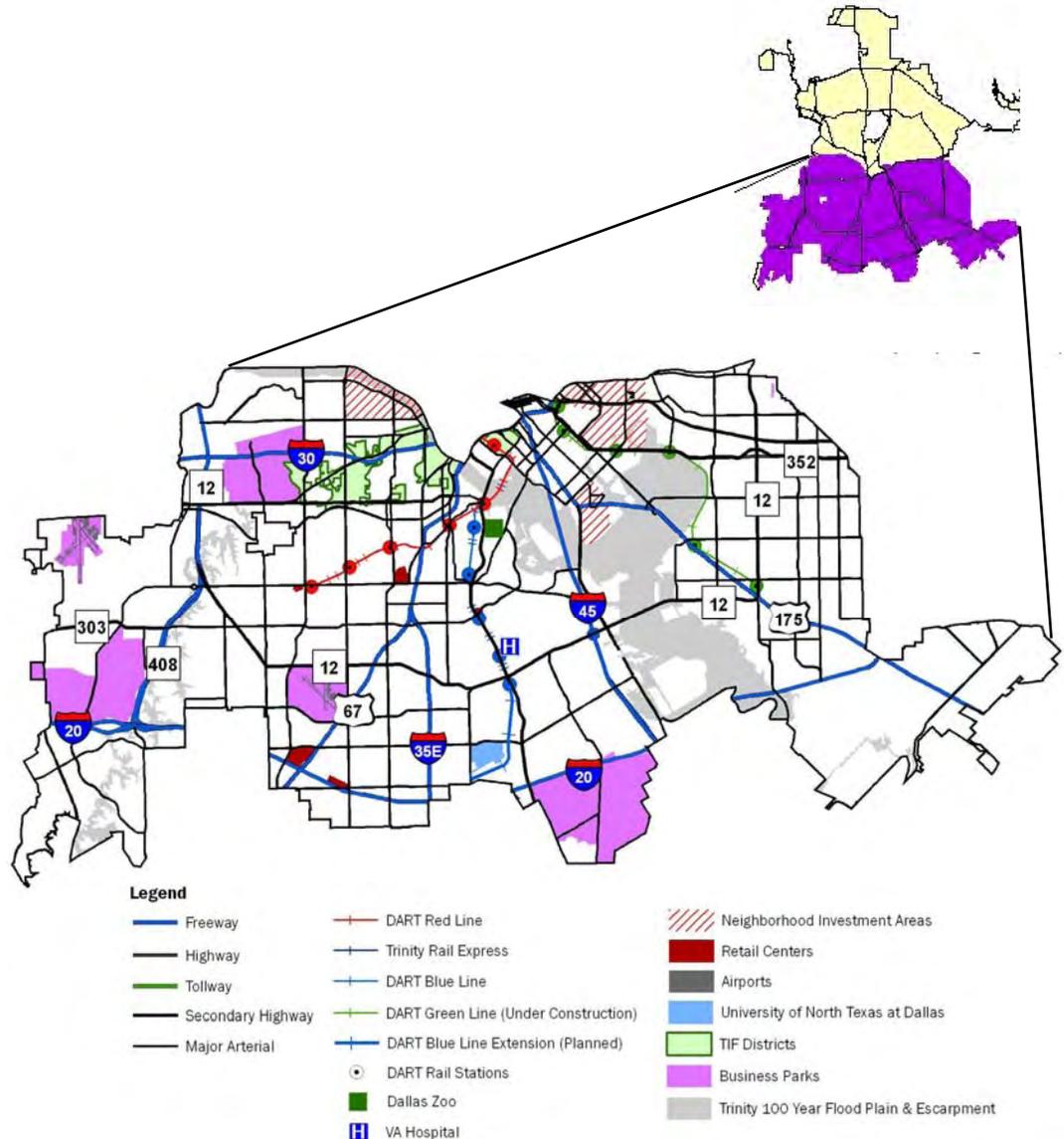
	2008	By 2012
Asset-Based Community Development Process	<p>Interdepartmental work group assembled to inventory current city initiatives and existing funding sources; oversee initial steps</p> <p>Identify best practice cities in the community development field; create benchmarks and objectives for the next five years</p>	Pilot areas identified and program being implemented in multiple neighborhoods



# Appendix D: Southern Dallas Geographies Described

# Where is Southern Dallas?

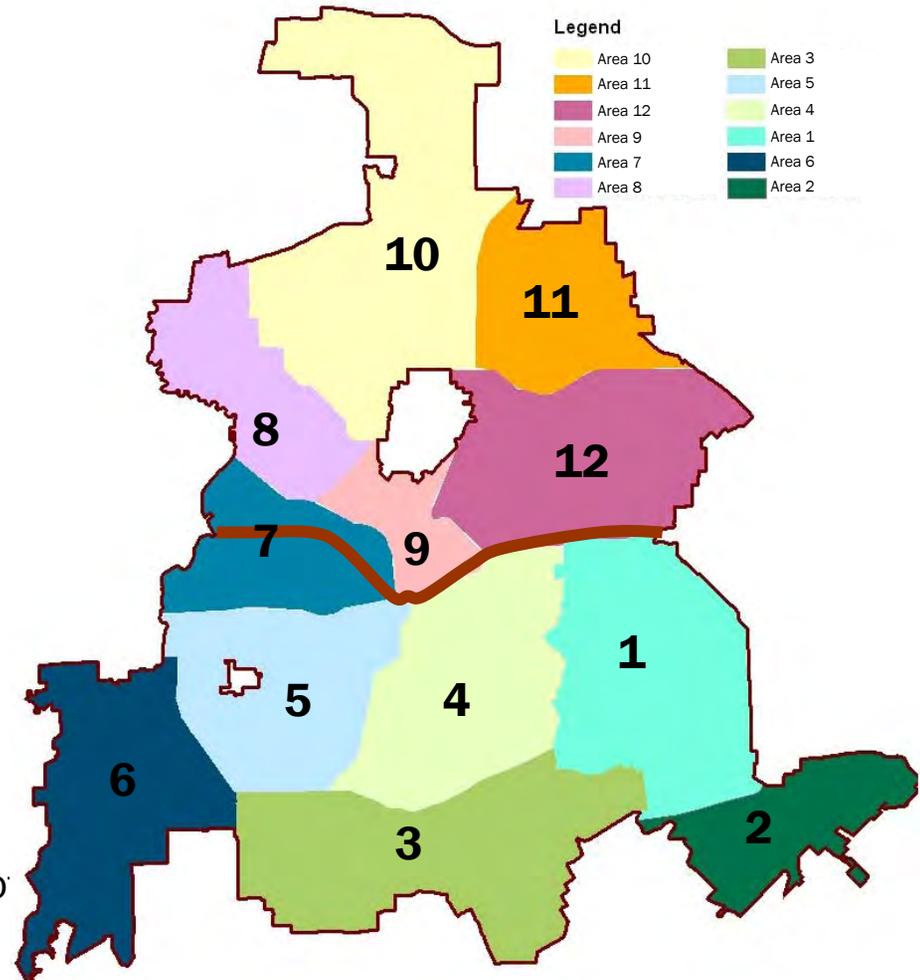
- Traditionally:
  - South of the Trinity River west of Downtown
  - South of IH-30 east of Downtown
  - 38% of Dallas population (493,000)
  - 49% of Dallas' land (167 sq miles)
    - 17% is difficult to develop (escarpment and flood plain)



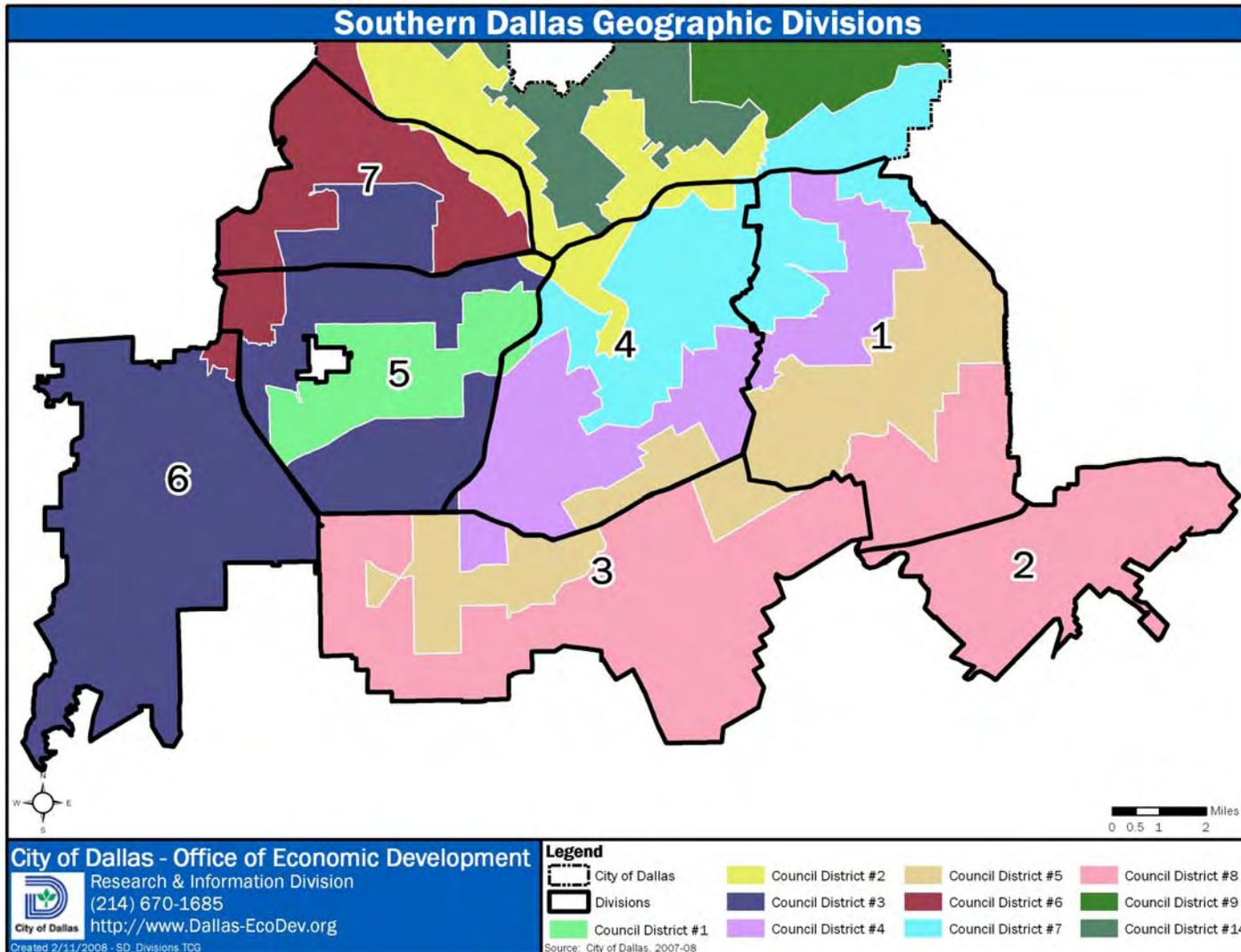
# ●●●●● New Geographic Perspective

- 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

Dallas' Economic Development Geographies



**Southern Dallas – Geographic Divisions & Council Districts**







# 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.



# Appendix E: Community Empowerment Examples



# Jubilee: a community success story



- Started with community initiative and organization:
  - The Jubilee Project chaired by Walt Humann originated in 1997 in “Jubilee Park” - a 62 block community bounded by I-30, Fair Park & East Grand
  - **St. Michael & All Angels Episcopal Church** formed Jubilee Park and Community Center Corporation (JPCCC) to work with community residents to identify and prioritize the communities needs and to coordinate programs and projects in the area
  - Community partnerships:
    - Habitat for Humanity built **nearly 50 homes and two community buildings**
    - Church members funded the land acquisition for **Jubilee Park**
    - Private businesses gave donations of material and labor for **Jubilee Park**
    - DISD, private donors, Texas Instruments helped create **David’s Place Head Start facility**
- City assisted with community efforts:
  - City of Dallas’ Parks department - advice and volunteers during construction period
  - Police department - assigned Officer to help with park security
  - City’s NIP program - **\$1.2 million in Neighborhood Improvements** (sidewalk, curb & gutter improvements, landscaping and community banners)
- Created a program/situation that is attracting additional private dollars:
  - T. Boone Pickens' \$6 million donation in December 2007 – to be used for enhancing existing programs and for **additional neighborhood projects and programs**
- Result is a more sustainable community with empowered citizens who partner with the City and other organizations to meet their needs



# Fort Worth Avenue: a community success story

- **Started with community initiative and organization:**
  - The Fort Worth Avenue Development Group (FWADG) began in 1999 as a committee of the [Stevens Park Estates Neighborhood Association](#).
    - Goal: bring basic neighborhood services to the area. They wanted to be able to get “a New York Times and a cup of coffee” in Oak Cliff.
    - 2001: Group expanded to include the surrounding neighborhood associations.
  - FWADG **worked with area stakeholders** to create the *Fort Worth Avenue Visioning and Conceptual Land Use Planning Study*, published in December, 2003.
    - Emphasis: (1) infill and mixed-use development and redevelopment, (2) an improved roadway system, (3) open lands, and (4) an improved streetscape.
- **City assisted with community efforts:**
  - On January 26, 2005 **Council adopted the *Fort Worth Avenue Corridor and Land Use and Urban Design Study***.
  - In February 2005 **Council adopted PD 714**, which codified the recommendations of the land use study.
  - **Created the Fort Worth Avenue TIF district** to attract additional private dollars:
    - As a volunteer project, FWADG members completed a draft of the Preliminary Plan.
    - On June 13, 2007, City Council approved the creation of a Tax Increment Financing District to help to draw more than \$1.8 billion worth of private development in the next 20 years, including the Villas at the Belmont, a \$20 million project already under way, and La Reunion Town Center, a \$200 million project set to start this summer.
- **Result: financial, technical, and political support from both the community and City ensure neighborhood revitalization responds to the community’s needs**

# Community Development Approach to Revitalization

City builds its capacity to respond to citizen initiatives

- Map community assets:
  - Talents of individuals
  - Associations among residents
  - Formal organizations
  - Physical assets
- Create a neighborhood vision
- Draft an implementation plan
- City participation to coordinate existing plans with neighborhood goals and facilitate access to necessary services





# Appendix F: Historical Perspective

# Century of Unbalanced Growth

- Geography gave historic advantage to the north: downtown was on the north side of the river which meant initial transportation and industry was on the north side as well
  - Rail road facilities
  - Trinity Industrial District
  - Central expressway
  - Love Field
  - Oak Cliff was mostly residential
- Private development and investment followed:
  - NorthPark Center, Texas Instruments, EDS, the Village
- Subsequent developments facilitated and encouraged an even wider development gap:
  - DFW International, Dallas North Tollway
  - Drove stronger demand for Northern Dallas real estate
- Southern sector inherited many heavy industrial sites and land fills that made reinvestment less attractive and more expensive
- Today the economic geography of North Texas is much more complex and there is potential to link the southern sector to multiple development nodes (expanded downtown, IIPOD, southern suburbs)



## 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



## 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.



## Reorienting

- 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