

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, NOVEMBER 7, 2022

22-0013

ECONOMIC DEVELOPMENT COMMITTEE
CITY COUNCIL CHAMBER, CITY HALL/VIDEO CONFERENCE
COUNCILMEMBER TENNELL ATKINS, PRESIDING

PRESENT: [6] Atkins, Arnold, Resendez, Narvaez, *McGough (**1:08 p.m.), Willis

ABSENT: [1] West

The meeting was called to order at 1:03 p.m. with a quorum of the committee present.

The meeting agenda, posted in accordance with Chapter 551, "OPEN MEETINGS," of the Texas Government Code, was presented.

After all business properly brought before the committee had been considered, the meeting adjourned at 2:30 p.m.

Chair

ATTEST:

City Secretary Staff

Date Approved

The agenda is attached to the minutes of this meeting as EXHIBIT A.

The actions taken on each matter considered by the committee are attached to the minutes of this meeting as EXHIBIT B.

The briefing materials are attached to the minutes of this meeting as EXHIBIT C.

***Note: Members of the Committee participated in this meeting by video conference.**

**** Note: Indicates arrival time after meeting called to order/reconvened.**

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, NOVEMBER 7, 2022

EXHIBIT A

RECEIVED

2022 NOV -4 PM 12:28

**CITY SECRETARY
DALLAS, TEXAS**

City of Dallas

*1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201*

Public Notice

221023

POSTED CITY SECRETARY
DALLAS, TX



Economic Development Committee

November 7, 2022

1:00 PM

(For General Information and Rules of Courtesy, Please See Opposite Side.)
(La Información General Y Reglas De Cortesía Que Deben Observarse
Durante Las Asambleas Del Consejo Municipal Aparecen En El Lado Opuesto, Favor De Leerlas.)

2022 CITY COUNCIL APPOINTMENTS

COUNCIL COMMITTEE	
ECONOMIC DEVELOPMENT Atkins (C), Arnold (VC), McGough, Narvaez, Resendez, West, Willis	ENVIRONMENT AND SUSTAINABILITY Blackmon(C), Ridley (VC), Arnold, Bazaldua, Resendez, Schultz, West
GOVERNMENT PERFORMANCE AND FINANCIAL MANAGEMENT Mendelsohn (C), Willis (VC), Atkins, Bazaldua, McGough, Ridley, West	HOUSING AND HOMELESSNESS SOLUTIONS Thomas (C), Moreno (VC), Arnold, Blackmon, Mendelsohn, Ridley, Schultz
PUBLIC SAFETY McGough (C), Mendelsohn (VC), Atkins, Moreno, Resendez, Thomas, Willis	QUALITY OF LIFE, ARTS, AND CULTURE Bazaldua (C), West (VC), Arnold, Blackmon, Narvaez, Ridley, Thomas
TRANSPORTATION AND INFRASTRUCTURE Narvaez (C), Atkins (VC), Bazaldua, Mendelsohn, Moreno, Schultz, Willis	WORKFORCE, EDUCATION, AND EQUITY Schultz (C), Thomas (VC), Blackmon, McGough, Moreno, Narvaez, Resendez
AD HOC JUDICIAL NOMINATING COMMITTEE Resendez (C), Arnold, Bazaldua, Ridley, Thomas, West, Willis	AD HOC LEGISLATIVE AFFAIRS Atkins (C), McGough, Mendelsohn, Narvaez, Willis
AD HOC COMMITTEE ON PROFESSIONAL SPORTS RECRUITMENT AND RETENTION Johnson (C), Atkins, Bazaldua, Blackmon, Thomas	AD HOC COMMITTEE ON GENERAL INVESTIGATING & ETHICS Mendelsohn (C), Atkins, Blackmon, McGough, Schultz
AD HOC COMMITTEE ON ADMINISTRATIVE AFFAIRS Willis (C), McGough, Moreno, Schultz, West	

(C) – Chair, (VC) – Vice Chair

Note: A quorum of the Dallas City Council may attend this Council Committee meeting.

General Information

The Dallas City Council regularly meets on Wednesdays beginning at 9:00 a.m. in the Council Chambers, 6th floor, City Hall, 1500 Marilla. Council agenda meetings are broadcast live on WRR-FM radio (101.1 FM) and on Time Warner City Cable Channel 16. Briefing meetings are held the first and third Wednesdays of each month. Council agenda (voting) meetings are held on the second and fourth Wednesdays. Anyone wishing to speak at a meeting should sign up with the City Secretary's Office by calling (214) 670-3738 by 5:00 p.m. of the last regular business day preceding the meeting. Citizens can find out the name of their representative and their voting district by calling the City Secretary's Office.

Sign interpreters are available upon request with a 48-hour advance notice by calling (214) 670-5208 V/TDD. The City of Dallas is committed to compliance with the Americans with Disabilities Act. **The Council agenda is available in alternative formats upon request.**

If you have any questions about this agenda or comments or complaints about city services, call 311.

Rules of Courtesy

City Council meetings bring together citizens of many varied interests and ideas. To insure fairness and orderly meetings, the Council has adopted rules of courtesy which apply to all members of the Council, administrative staff, news media, citizens and visitors. These procedures provide:

- That no one shall delay or interrupt the proceedings, or refuse to obey the orders of the presiding officer.
- All persons should refrain from private conversation, eating, drinking and smoking while in the Council Chamber.
- Posters or placards must remain outside the Council Chamber.
- No cellular phones or audible beepers allowed in Council Chamber while City Council is in session.

"Citizens and other visitors attending City Council meetings shall observe the same rules of propriety, decorum and good conduct applicable to members of the City Council. Any person making personal, impertinent, profane or slanderous remarks or who becomes boisterous while addressing the City Council or while

Información General

El Ayuntamiento de la Ciudad de Dallas se reúne regularmente los miércoles en la Cámara del Ayuntamiento en el sexto piso de la Alcaldía, 1500 Marilla, a las 9 de la mañana. Las reuniones informativas se llevan a cabo el primer y tercer miércoles del mes. Estas audiencias se transmiten en vivo por la estación de radio WRR-FM 101.1 y por cablevisión en la estación *Time Warner City Cable* Canal 16. El Ayuntamiento Municipal se reúne en el segundo y cuarto miércoles del mes para tratar asuntos presentados de manera oficial en la agenda para su aprobación. Toda persona que desee hablar durante la asamblea del Ayuntamiento, debe inscribirse llamando a la Secretaría Municipal al teléfono (214) 670-3738, antes de las 5:00 pm del último día hábil anterior a la reunión. Para enterarse del nombre de su representante en el Ayuntamiento Municipal y el distrito donde usted puede votar, favor de llamar a la Secretaría Municipal.

Intérpretes para personas con impedimentos auditivos están disponibles si lo solicita con 48 horas de anticipación llamando al (214) 670-5208 (aparato auditivo V/TDD). La Ciudad de Dallas se esfuerza por cumplir con el decreto que protege a las personas con impedimentos, *Americans with Disabilities Act*. **La agenda del Ayuntamiento está disponible en formatos alternos si lo solicita.**

Si tiene preguntas sobre esta agenda, o si desea hacer comentarios o presentar quejas con respecto a servicios de la Ciudad, llame al 311.

Reglas de Cortesía

Las asambleas del Ayuntamiento Municipal reúnen a ciudadanos de diversos intereses e ideologías. Para asegurar la imparcialidad y el orden durante las asambleas, el Ayuntamiento ha adoptado ciertas reglas de cortesía que aplican a todos los miembros del Ayuntamiento, al personal administrativo, personal de los medios de comunicación, a los ciudadanos, y a visitantes. Estos reglamentos establecen lo siguiente:

- Ninguna persona retrasará o interrumpirá los procedimientos, o se negará a obedecer las órdenes del oficial que preside la asamblea.
- Todas las personas deben abstenerse de entablar conversaciones, comer, beber y fumar dentro de la cámara del Ayuntamiento.
- Anuncios y pancartas deben permanecer fuera de la cámara del Ayuntamiento.
- No se permite usar teléfonos celulares o enlaces electrónicos (*paggers*) audibles en la cámara del Ayuntamiento durante audiencias del Ayuntamiento Municipal

"Los ciudadanos y visitantes presentes durante las

attending the City Council meeting shall be removed from the room if the sergeant-at-arms is so directed by the presiding officer, and the person shall be barred from further audience before the City Council during that session of the City Council. If the presiding officer fails to act, any member of the City Council may move to require enforcement of the rules, and the affirmative vote of a majority of the City Council shall require the presiding officer to act." Section 3.3(c) of the City Council Rules of Procedure.

asambleas del Ayuntamiento Municipal deben de obedecer las mismas reglas de comportamiento, decoro y buena conducta que se aplican a los miembros del Ayuntamiento Municipal. Cualquier persona que haga comentarios impertinentes, utilice vocabulario obsceno o difamatorio, o que al dirigirse al Ayuntamiento lo haga en forma escandalosa, o si causa disturbio durante la asamblea del Ayuntamiento Municipal, será expulsada de la cámara si el oficial que este presidiendo la asamblea así lo ordena. Además, se le prohibirá continuar participando en la audiencia ante el Ayuntamiento Municipal. Si el oficial que preside la asamblea no toma acción, cualquier otro miembro del Ayuntamiento Municipal puede tomar medidas para hacer cumplir las reglas establecidas, y el voto afirmativo de la mayoría del Ayuntamiento Municipal precisara al oficial que este presidiendo la sesión a tomar acción." Según la sección 3.3 (c) de las reglas de procedimientos del Ayuntamiento.

Handgun Prohibition Notice for Meetings of Governmental Entities

"Pursuant to Section 30.06, Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun."

"De acuerdo con la sección 30.06 del código penal (ingreso sin autorización de un titular de una licencia con una pistola oculta), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola oculta."

"Pursuant to Section 30.07, Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly."

"De acuerdo con la sección 30.07 del código penal (ingreso sin autorización de un titular de una licencia con una pistola a la vista), una persona con licencia según el subcapítulo h, capítulo 411, código del gobierno (ley sobre licencias para portar pistolas), no puede ingresar a esta propiedad con una pistola a la vista."

"Pursuant to Section 46.03, Penal Code (places weapons prohibited), a person may not carry a firearm or other weapon into any open meeting on this property."

"De conformidad con la Sección 46.03, Código Penal (coloca armas prohibidas), una persona no puede llevar un arma de fuego u otra arma a ninguna reunión abierta en esta propiedad."

The City Council Economic Development Committee meeting will be held by videoconference and in the Council Chambers, 6th Floor at City Hall.

The public is encouraged to attend the meeting virtually; however, City Hall is available for those wishing to attend the meeting in person following all current pandemic-related public health protocols.

The following videoconference link is available to the public to listen to the meeting and Public Affairs and Outreach will also stream the City Council Briefing on Spectrum Cable Channel 95 and [bit.ly/cityofdallastv](https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m09c89bf8ea5bd01e215ee1eb52af78b1):

<https://dallascityhall.webex.com/dallascityhall/j.php?MTID=m09c89bf8ea5bd01e215ee1eb52af78b1>

Call to Order

MINUTES

1. [22-2552](#) Approval of Minutes of the October 3, 2022 City Council Economic Development Committee Meeting

Attachments: [Minutes](#)

BRIEFING ITEMS

- A. [22-1858](#) Economic Development Policy, Incentive Policy, and Historic Preservation Policy
[Majed Al-Ghafry, Assistant City Manager, City Manager's Office; Robin Bentley, Director, Office of Economic Development; Andrea Batista Schlesinger, Managing Partner, HR&A Advisors; Aaron Abelson, Managing Principal, HR&A Advisors; Cary Hirschstein, Partner, HR&A Advisors; Jennifer Staubach Gates, Chair, Economic Development Policy Task Force]

Attachments: [Presentation](#)
[Exhibit A](#)
[Exhibit B](#)
[Exhibit C](#)

- B. [22-2556](#) Southern Dallas Investment Fund Project DFW Dawg, LLC
[Joyce Williams, Director, Small Business Center]

Attachments: [Presentation](#)

BRIEFING MEMORANDUMS

- C. [22-2554](#) Hensley Field Master Plan Update
[Julia Ryan, Director, Planning and Urban Design]

Attachments: [Memorandum](#)
[Exhibit A](#)
[Exhibit B](#)

- D. [22-2555](#) Upcoming Briefing Regarding American Rescue Plan Act Grant
[Joyce Williams, Director, Small Business Center]

Attachments: [Memorandum](#)

- E. [22-2622](#) Dallas Development Fund Updates
[Robin Bentley, Director, Office of Economic Development]

Attachments: [Memorandum](#)

ADJOURNMENT

EXECUTIVE SESSION NOTICE

A closed executive session may be held if the discussion of any of the above agenda items concerns one of the following:

1. seeking the advice of its attorney about pending or contemplated litigation, settlement offers, or any matter in which the duty of the attorney to the City Council under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with the Texas Open Meetings Act. [Tex. Govt. Code §551.071]
2. deliberating the purchase, exchange, lease, or value of real property if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.072]
3. deliberating a negotiated contract for a prospective gift or donation to the city if deliberation in an open meeting would have a detrimental effect on the position of the city in negotiations with a third person. [Tex. Govt. Code §551.073]
4. deliberating the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee; or to hear a complaint or charge against an officer or employee unless the officer or employee who is the subject of the deliberation or hearing requests a public hearing. [Tex. Govt. Code §551.074]
5. deliberating the deployment, or specific occasions for implementation, of security personnel or devices. [Tex. Govt. Code §551.076]
6. discussing or deliberating commercial or financial information that the city has received from a business prospect that the city seeks to have locate, stay or expand in or near the city and with which the city is conducting economic development negotiations; or deliberating the offer of a financial or other incentive to a business prospect. [Tex Govt. Code §551.087]
7. deliberating security assessments or deployments relating to information resources technology, network security information, or the deployment or specific occasions for implementations of security personnel, critical infrastructure, or security devices. [Tex Govt. Code §551.089]

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, NOVEMBER 7, 2022

EXHIBIT B

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 7, 2022

Item 1: Approval of Minutes of the October 3, 2022 City Council Economic Development Committee Meeting

Councilmember Resendez moved to adopt the minutes as presented.

Motion seconded by Mayor Pro Tem Arnold and unanimously adopted. (McGough absent when vote taken; West absent)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 7, 2022

BRIEFING ITEMS

Item A: Economic Development Policy, Incentive Policy, and Historic Preservation Policy

The following individuals briefed the committee on the item:

- Majed Al-Ghafry, Assistant City Manager, City Manager's Office;
- Robin Bentley, Director, Office of Economic Development;
- Andrea Batista Schlesinger, Managing Partner, HR&A Advisors;
- Aaron Abelson, Managing Principal, HR&A Advisors
- Cary Hirschstein, Partner, HR&A Advisors; and
- Jennifer Staubach Gates, Chair, Economic Development Policy Task Force

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 7, 2022

BRIEFING ITEMS

Item B: Southern Dallas Investment Fund Project DFW Dawg, LLC

The following individual briefed the committee on the item:

- Joyce Williams, Director, Small Business Center

Councilmember Willis moved to forward the item to the November 9, 2022 voting agenda meeting of the city council.

Motion seconded by Deputy Mayor Pro Tem Narvaez and unanimously adopted. (West absent)

OFFICIAL ACTION OF THE CITY COUNCIL COMMITTEE

NOVEMBER 7, 2022

BRIEFING MEMORANDUMS

Item C: Hensley Field Master Plan Update

Item D: Upcoming Briefing Regarding American Rescue Plan Act Grant

Item E: Dallas Development Fund Updates

The committee discussed the items.

MINUTES OF THE CITY COUNCIL COMMITTEE
MONDAY, NOVEMBER 7, 2022

EXHIBIT C



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 22-1858

Item #: A.

Economic Development Policy, Incentive Policy, and Historic Preservation Policy
[Majed Al-Ghafry, Assistant City Manager, City Manager's Office; Robin Bentley, Director, Office of Economic Development; Andrea Batista Schlesinger, Managing Partner, HR&A Advisors; Aaron Abelson, Managing Principal, HR&A Advisors; Cary Hirschstein, Partner, HR&A Advisors; Jennifer Staubach Gates, Chair, Economic Development Policy Task Force]

Economic Development Policy, Incentives Policy, and Historic Preservation Policy

Economic Development Committee Briefing
November 7, 2022

Economic Development Policy Update

Purpose and Process

Policy Update Overview

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.

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.

TASK FORCE

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

Task Force Members

Jennifer 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 Zapata | 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

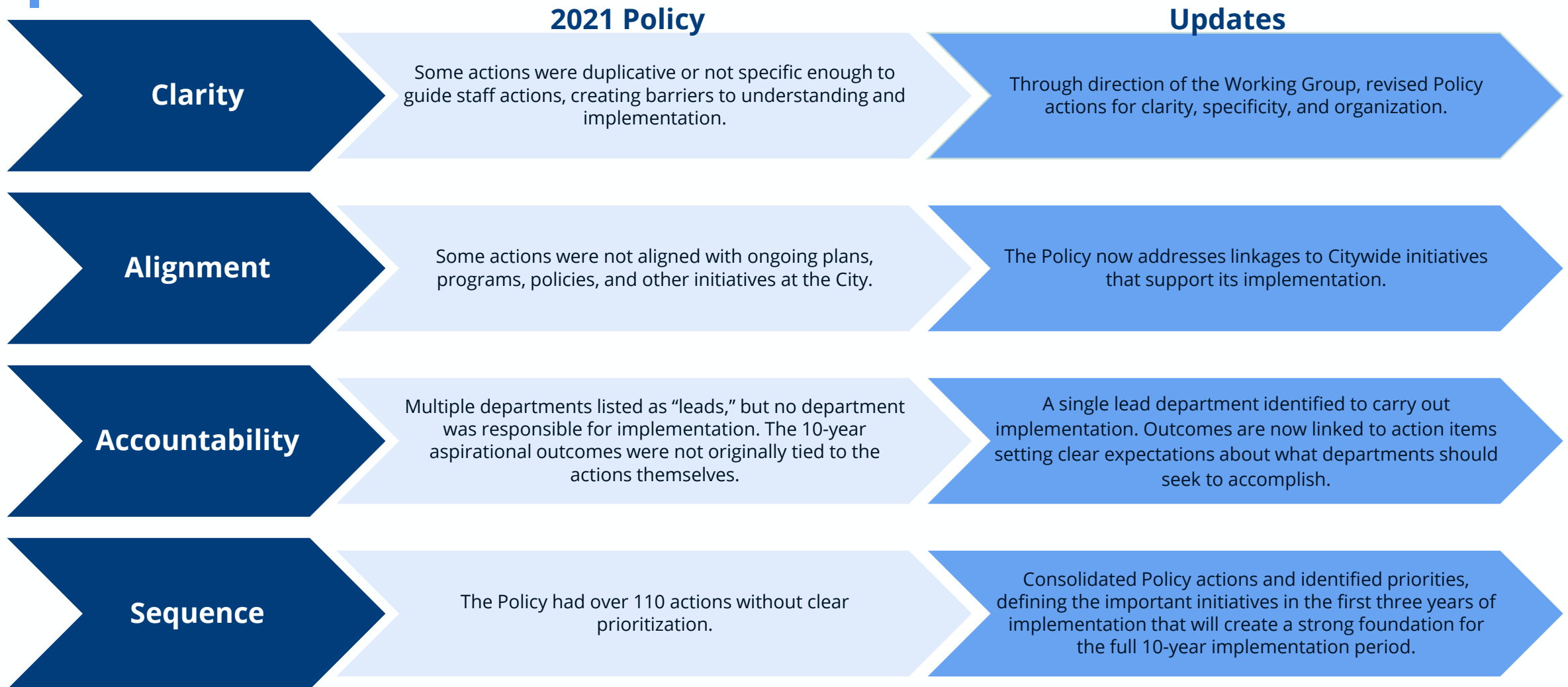
13

Task Force Meetings
(August 2021-September 2022)



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.



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).

Council Action 2022

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 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.

Bylaws & Board Approved

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.

Council Action 2022

Incentives Policy Update

Framing the Discussion

Recommendations for Toolkit Modifications



| 01

Framing the Discussion

FRAMING THE DISCUSSION

The City's new ED Policy proposes a new approach to economic development centered on racial equity.

ED Policy's Vision for Incentives:

- Prioritizing where investment is most needed, especially in **Southern Dallas**
- Incentivizing **quality jobs** that pay living wages
- Increasing capacity of and creating opportunities for **minority-owned contractors** and developers
- Increasing **transparency** and measuring outcomes
- Improving **application and award processes** to deliver more efficient and predictable outcomes



Dallas' ED Policy seeks to generate economic vitality, promote community sustainability, create conditions for smart growth and sustainable development, and deliver responsive governance.

FRAMING THE DISCUSSION

The new incentives policy reflects the Big Audacious Goals (BAGs) of the Racial Equity Plan and represents a concrete way for the City to implement new approaches to address longstanding racial inequities.

Big Audacious Goals

Become the most economically inclusive city

- Increase the number of jobs created or retained through incentive agreements that require a **living wage**
- Improve **small- to large-scale development** in Historically Disadvantaged Communities



Close the homeownership gap and secure housing stability in Dallas

- Address **predevelopment costs** in Historically Disadvantaged Communities
- Increase the number of **affordable housing units created or retained** through economic development incentive programs in High Opportunity Areas



Close infrastructure gaps where intentional historical disinvestment previously occurred

- **Build and improve infrastructure services** to support Historically Disadvantaged Communities, which are **3.5 times more likely to have severe infrastructure challenges** making it more difficult to develop housing or businesses

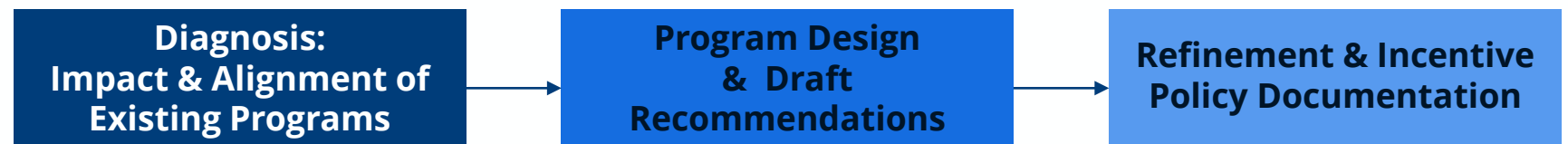


FRAMING THE DISCUSSION

While the City's incentive programs have achieved success in generating new tax revenue and creating new jobs, driving more equitable and competitive outcomes requires some new approaches to program design and deployment.

- The market perceives the programs as **complex** and **lacking certainty**, with **long lead times** for disbursement; much of this is driven by the high level of discretion retained by the City in project review and awarding.
- While OED structures incentive awards to require certain public benefits (e.g., workforce partnerships, minimum wage requirements for jobs created), **these criteria are not institutionalized as program requirements**.
- Due to decades of disinvestment, **Southern Dallas faces significant infrastructure challenges** that have made it difficult to attract capital and realize new development.
- Given existing incentive program requirements, **small and minority businesses and developers face challenges** in accessing and benefiting from available resources.

Our Process





| 02

Recommendations for Toolkit Modifications

RECOMMENDATIONS FOR A NEW TOOLKIT

To advance equity priorities and improve efficiency, we recommend breaking up the existing PPP umbrella into distinct programs – preserving those that meet existing need and adding new tools aligned with EDP goals. Users will access a common, simplified intake application form and be routed to appropriate program.

Distinct Incentive Programs

Tax Abatements

Community & Economic Development Loans and Grants

Predevelopment Assistance Fund

Infrastructure Investment Fund

Small Business & Adaptive Reuse Incentives

Neighborhood Empowerment Zones

Modified Programs

New Programs

Move to Partners

RECOMMENDATIONS FOR A NEW TOOLKIT

Tax Abatements

Create an as-of-right abatement program and tier negotiated awards according to equity criteria to drive more equitable outcomes.

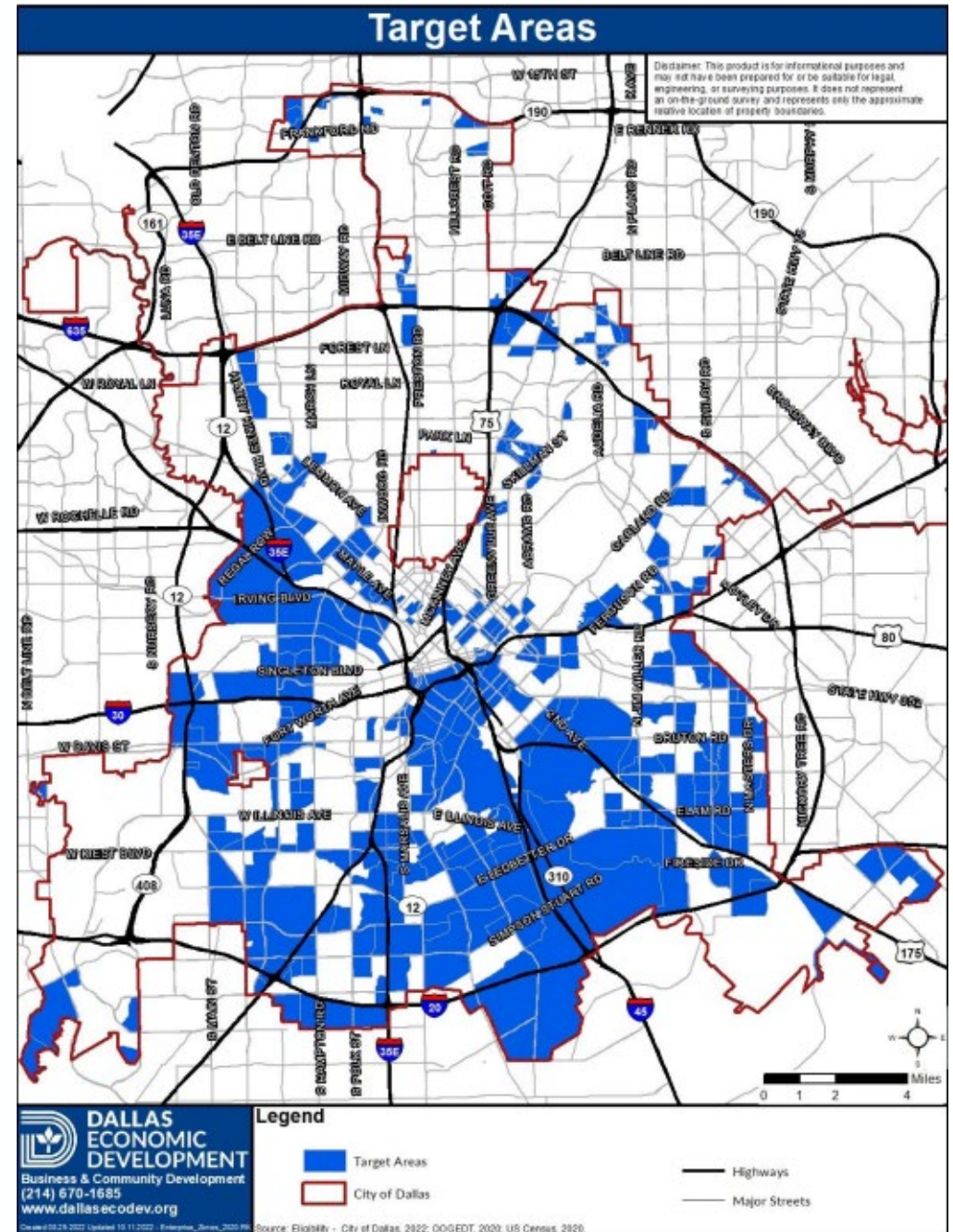
- As-of-right abatement program and scorecard will **improve access, ease, and efficiency** for MWBEs and others
- As-of-right abatements in target geographies will help **drive investment to Southern Dallas and other distressed areas**
- Baseline requirements and use of a scorecard will help institutionalize equity priorities and **ensure equitable outcomes**
- **Administrative action approval of certain awards** will simplify the process and enable developers to underwrite against the award, which is **crucial for smaller scale developers**

RECOMMENDATIONS FOR A NEW TOOLKIT

As-of-Right Abatements in Target Areas

Projects that create jobs and investment in Southern Dallas and other distressed areas will be eligible for as-of-right tax abatements.

- **As-of-right abatements for qualifying projects** that meet baseline criteria **will introduce transparency and reliability**, creating a more efficient and equitable incentive process to induce beneficial development in target areas.
- Eligible projects will be able to qualify for a **10-year, 90% property tax abatement** or a **5-year, 90% business personal property tax abatement**. Loans/grants will still be available to projects where an abatement is insufficient or not beneficial.
- OED will provide **quarterly reports to the Economic Development Committee** on deal flow and awards.
- **Target areas** will include Census Block Groups designated as Texas Enterprise Zones (excluding areas that fall within TIF Districts). These zones are updated every ten years, and their boundaries are easily found online.



RECOMMENDATIONS FOR A NEW TOOLKIT

As-of-right tax abatements will promote equitable access to City resources. The program is designed to ensure projects are beneficial to the community and do not directly lead to displacement.

To receive an as-of-right abatement, projects **must meet the following baseline criteria:**

- Located in **Target Area**
- Project costs **\$25 M or less**, plus one of the following:
 - Capital expenditures at least \$2M
 - Create 10+ jobs or retain 25+ jobs
- Jobs **pay a living wage**
- Real estate projects comply with City's **MWBE participation** goals
- Fulfill public purpose of **creating living wage jobs and/or growing the tax base**
- **No direct displacement** of people: projects must either provide replacement units, provide replacement assistance, or provide plan approved by Council to address displacement concerns
- **Appropriate use** and **reflect neighborhood context:** projects viewed as incompatible may be referred to Council for approval

RECOMMENDATIONS FOR A NEW TOOLKIT

Scorecard & Evaluation Criteria

Introduce a scorecard for tax abatement projects, with evaluation criteria designed to award longer and deeper abatements to projects that provide greater public benefits.

Challenge: Non-standard requirements, unclear public benefit priorities, and lack of institutionalized racial equity criteria lead to varying outcomes.

Realignment Goal: Bring transparency and standardization to the incentive award process; leverage greater public benefit from awards; broaden criteria to include factors that address equity.

The scorecard **will institutionalize baseline requirements and introduce a tiering process** by which incentive recipients can receive deeper/longer abatements, **based on alignment with equity goals.**

BASELINE REQUIREMENTS

Business Development Projects

- Generate positive fiscal return-on-investment
- Incentivized jobs pay a living wage
- Create at least 10* permanent full-time-equivalent (FTE) jobs, or retain at least 25* FTE jobs

Real Estate Projects

- Verified capital financing gap
- Jobs hired directly by primary developer receiving incentive award pay a living wage
- Invest minimum of \$2 million*
- Maintain compliance with the City's M/WBE participation goals

**Projects that fall below these thresholds will be referred to the SBC*

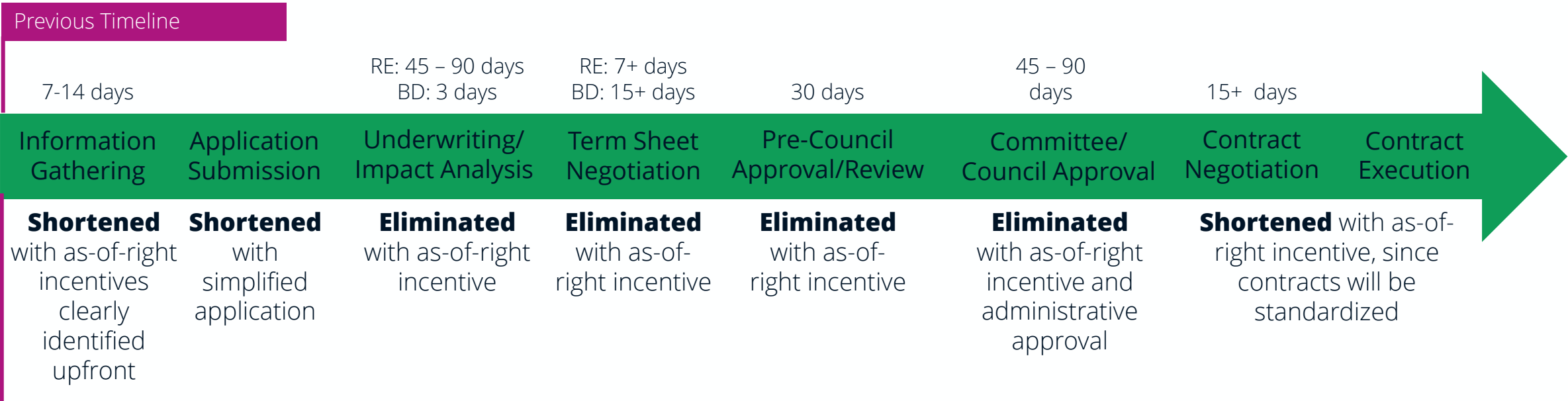
Example Evaluation Criteria

- Job creation
- Capital investment
- Job quality & accessibility
- Competition & need
- Workforce development partnerships
- M/WBE participation
- Affordable housing

RECOMMENDATIONS FOR A NEW TOOLKIT

Streamlined Process

This streamlined process will improve the timeframe from application to award disbursement, paving the way for greater accessibility to incentive tools by small and minority-owned businesses.



New Policy Benefits

In target areas, allowing as-of-right abatements can help promote investment in Southern Dallas. Of Target Area projects between 2016-2021, **3 of 6** would have received a as-of-right abatement, representing 50% of projects but only **16% (\$4.8M)** of total incentive award value.

RECOMMENDATIONS FOR A NEW TOOLKIT

Community and Economic Development Loans & Grants

Expand OED's authority to recommend loans and grants to support projects that cannot benefit from an abatement and to allow for deeper subsidy to projects of public importance.

Challenge: OED's primary incentive tools are currently not designed to serve nonprofit and community groups.

Realignment Goal: Expand loan/grant making capacity to support community development. Incentivize development aligned with equity goals.

Council Consideration: Empowering OED to expand its grant and loan making capacity will require an **increase in funding**, which currently is allocated from Citywide PILOT funds.

PROGRAM DETAILS

- Projects must meet baseline requirements, and **total award package will be determined by public benefit to align with ED Policy goals.**
- OED will retain ability to layer loans and grants with abatements, to help get projects done while **securing increased public benefit.**
- Under Ch. 373, OED will now be able to award **non-profit organizations** to further align with OED's focus on equity and providing funding to projects **positively impacting communities.**

RECOMMENDATIONS FOR A NEW TOOLKIT

Predevelopment Assistance Fund

Create a new incentive program to support community developers through the pre-development process by addressing the need for upfront capital.

Challenge: Small and first-time developers have difficulty accessing existing OED programs.

Realignment Goal: Increase participation for small-scale developers by creating program to link them to flexible capital earlier in the pre-development process.



Priority for M/WBEs



Available in designated Target Areas

PROGRAM DETAILS

OED to award small forgivable loans to assist with **upfront costs** as developer assembles necessary project financing:

- Market studies/financial modeling
- Site assessment
- Design work (architecture & engineering)

Developers who are then successful in closing on their project will be **eligible to apply for additional project finance** from OED.

OED can link applicants to **complementary programs**, such as the Brownfields Program and Revolving Loan Fund offered by the Office of Env. Quality and Sustainability.

RECOMMENDATIONS FOR A NEW TOOLKIT

TIF Increment Sharing

Prioritize increment sharing in new TIF district creations/substantial expansions to ensure TIFs are being used to increase competitiveness while ensuring equity.

Challenge: Southern Dallas and other historically underinvested areas continue to face challenges in attracting private investment, and a lack of infrastructure continues to hinder development.

Realignment Goal: In the creation of new TIF districts, prioritize sharing of funds from areas of higher opportunity to distressed neighborhoods with higher need.

Existing Barbell in TOD TIF District

**Mockingbird/
Lovers Lane
&
Cedars West
Sub-districts**



**Increment
Set-Aside***

**District-wide
Affordable
Housing
Projects**

PROGRAM DETAILS

- Ensure TIF district-wide-priorities are **aligned with EDP equity goals**.
- Prioritize inclusion of the **'Barbell TIF' structure in new TIF districts** - increase increment capture in Southern Dallas TIFs by tying together higher and lower performing areas in one TIF.
- Once districts reach maturity and are generating increment, the embedded barbell mechanism will facilitate revenue sharing to benefit distressed areas.

*Budgeted amount per TOD TIF FY 2020-2021 Annual Report.

RECOMMENDATIONS FOR A NEW TOOLKIT

Infrastructure Fund

Direct funds from expiring TIF districts into a fund to support infrastructure needs, especially in Southern Dallas and other neighborhoods classified as infrastructure deserts, a core objective of the Racial Equity Plan.

Challenge: High need for infrastructure investment hinders community investment, especially in Southern Dallas and other historically underinvested areas.

Realignment Goal: Address barriers to development by strategically prioritizing public investment in infrastructure.

- Establish a fund to make strategic infrastructure investments to stimulate private investment in distressed areas and accomplish the goals outlined in the Racial Equity Plan without impact to the General Fund.
- Capitalize the fund with continued collection of revenue from expired TIFs, at the level of the increment billed in the district's last year, diverting this revenue from the general fund for a period of 10 years after the TIF termination year.
- Projects can be funded in pay-as-you-go or through bond-issuance against the fund.

ELIGIBLE USES

- Programs that mitigate displacement of low-income households as a result of new investment and market-rate development
- Water/sewer connections
- Stormwater management projects
- Public parks and greenspace
- Streetscape enhancements and sidewalk improvements, including ADA accessibility improvements and lighting infrastructure
- Transit enhancements
- Demolition
- Land acquisition by the City
- Electrical/gas/other utility connections
- Renewable energy generation and storage
- Environmental study (all phases as well as mold, lead, and asbestos) and remediation
- Internet connectivity, broadband access, and other telecommunications infrastructure
- Electronic vehicle infrastructure
- Other projects as approved by OED

RECOMMENDATIONS FOR A NEW TOOLKIT

Infrastructure Fund

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- Projects can be funded in pay-as-you-go or through bond-issuance against the fund.

EXAMPLE: ESTIMATED REVENUE COLLECTED FROM EXPIRED TIF DISTRICTS 2023 - 2033*		
DISTRICT	TERMINATION YEAR	REVENUE GENERATED
Cedars	2022	\$ 22,921,899
City Center - City Center Subdistrict (Zones A & B)	2022	\$ 73,183,297
Deep Ellum	2027	\$ 46,881,918
Design District	2027	\$ 59,143,980
Southwestern Medical - Southwestern Medical Sub-District (Zones A, B)	2027	\$ 6,968,442
Farmers Market (Zones A, B, C)	2028	\$ 22,329,195
Vickery Meadow	2028	\$ 12,429,798
Fort Worth Avenue	2029	\$ 10,846,209
Sports Arena - Victory Sub-District	2028	\$ 74,461,965

*Note: Sum of total revenue generated based on OED Projections of Final Increment Billed

\$329M

Potential revenue for infrastructure fund collected 2023 - 2033

Historic Preservation Policy

The Need for a Historic Preservation Policy

Policy Recommendations

Next Steps



| 01

The Need for a Historic Preservation Policy

WHY HISTORIC PRESERVATION?

Alignment with City Plans and Policies



1. BIG AUDACIOUS GOAL

Economic, Workforce, & Community Development

Become the most economically inclusive city by eliminating the wealth gap through workforce and economic inclusion, fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas.

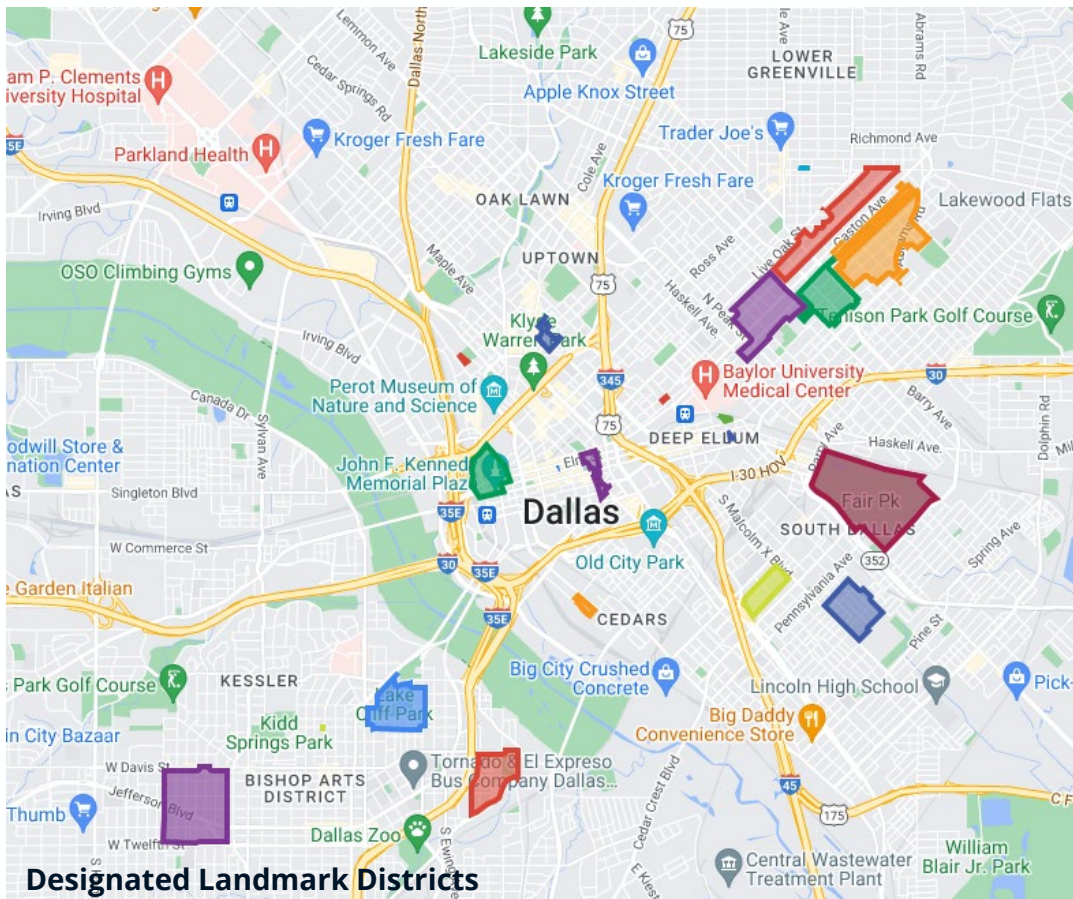
City of Dallas 2022-2023
Racial Equity Plan

“fostering full participation in cultural and civic life of Dallas by acknowledging contributions of historically disadvantaged communities, and investing in economic and human development in equity priority areas”

Achieving the City’s vision for **equitable economic and community development** requires establishing a Historic Preservation Policy that **serves the cultural and civic life of all Dallas residents and neighborhoods**, especially historically marginalized communities that contribute immensely to the city’s culture and identity.

WHAT DOES THE OFFICE OF HISTORIC PRESERVATION DO?

The Office of Historic Preservation provides services related to identification of historic districts and preservation of historic structures, including Landmark Designation, Certificates of Appropriateness, and administering tax incentive programs for Historic Districts and Structures.



21

Designated Landmark Districts

~130

Individually Designated Landmark Structures

Barriers to Equitable Economic Development:

- Exclusive emphasis on *architectural significance* is at odds with the City's emphasis on the importance of serving historically disadvantaged neighborhoods.
- Imposition of financial burden on property owners, disproportionately impacting historically marginalized communities.
- Inefficient processes create barriers to access and limit staff capacity to proactively protect cultural assets and engage communities.

WHY IS ADOPTING A POLICY ESSENTIAL?

Staff cannot complete urgently necessary reforms without clear direction from City Council in the form of a Historic Preservation Policy aligned with City priorities.

A policy is essential to:

- Establish a mission and vision for historic preservation that is **aligned with the Racial Equity Plan and the Economic Development Policy**
- Create **efficient and effective customer service** for Dallas residents living in historic districts
- Create the **staff capacity necessary to carry out a robust strategic planning and community engagement** process in 2023



Historic West Dallas. Image from buildingcommunityWorkshop's Neighborhood Stories program.



02

Policy Recommendations

Historic preservation is an endeavor to save important parts of communities' pasts in order to enrich their futures.

Dallas needs an Office of Historic Preservation that:

- Prioritizes **proactive preservation of community and cultural assets**
- **Inclusively defines historical significance**, by preserving the landmarks and neighborhoods that gain their significance from a variety of cultures, ethnicities, races, spiritualities, sexual orientations, or other unique identities
- Efficiently **serves residents that live in historically significant neighborhoods** (including historically marginalized neighborhoods), providing access to resources and reliable approval processes, instead of imposing unnecessary burdens

IMMEDIATE POLICY RECOMMENDATIONS

The Historic Preservation Policy recommends immediate actions that improve inclusion, equity, and customer service, while addressing barriers to access for historically marginalized communities.

Inclusive representation and definition of “significance”:

- Develop **cultural context statements** for historically disadvantaged communities.
- Adopt criteria that promote **inclusion and diversity in governance**, including the criteria for landmark commissioner appointment.

Honoring the cultural significance of historically marginalized neighborhoods and providing resources instead of imposing additional burden:

- Create a new **historic district designation – Legacy Neighborhoods** – that recognizes the historical and cultural significance of historically marginalized neighborhoods.
- Help residents of Legacy Neighborhoods access **resources that can stabilize and preserve communities and prevent cultural displacement**, without imposing any additional regulatory burden on residents.

IMMEDIATE POLICY RECOMMENDATIONS

The Historic Preservation Policy recommends immediate actions that improve inclusion, equity, and customer service, while addressing barriers to access for historically marginalized communities.

Efficient customer service:

- **Streamline the Certificates of Appropriateness process** while maintaining important protections for landmarks and landmark districts.
- **Develop tools, including an online application portal**, that make regulatory processes easily navigable for residents.

Building a foundation for sustained community engagement, education, and empowerment:

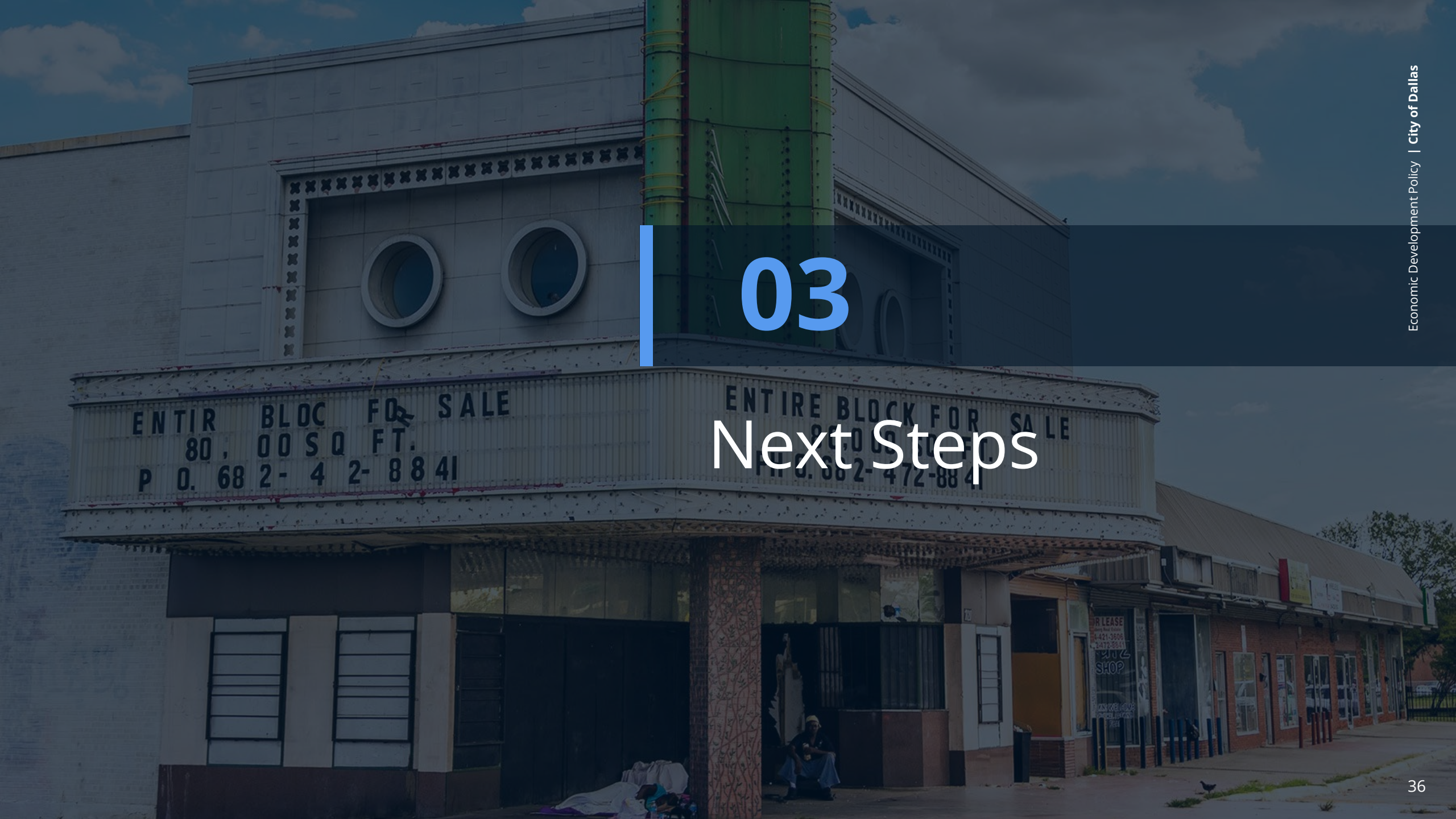
- Directs staff to **focus on proactive programming that engages residents, building community around historical and cultural assets.**
- Gives direction to staff to carry out a **strategic planning process in collaboration with communities to develop programming aligned with community need.**

IMMEDIATE POLICY RECOMMENDATIONS

Laying the Groundwork for Achieving REP Progress Measures

Establish the policy necessary to achieve the REP's programmatic recommendations.

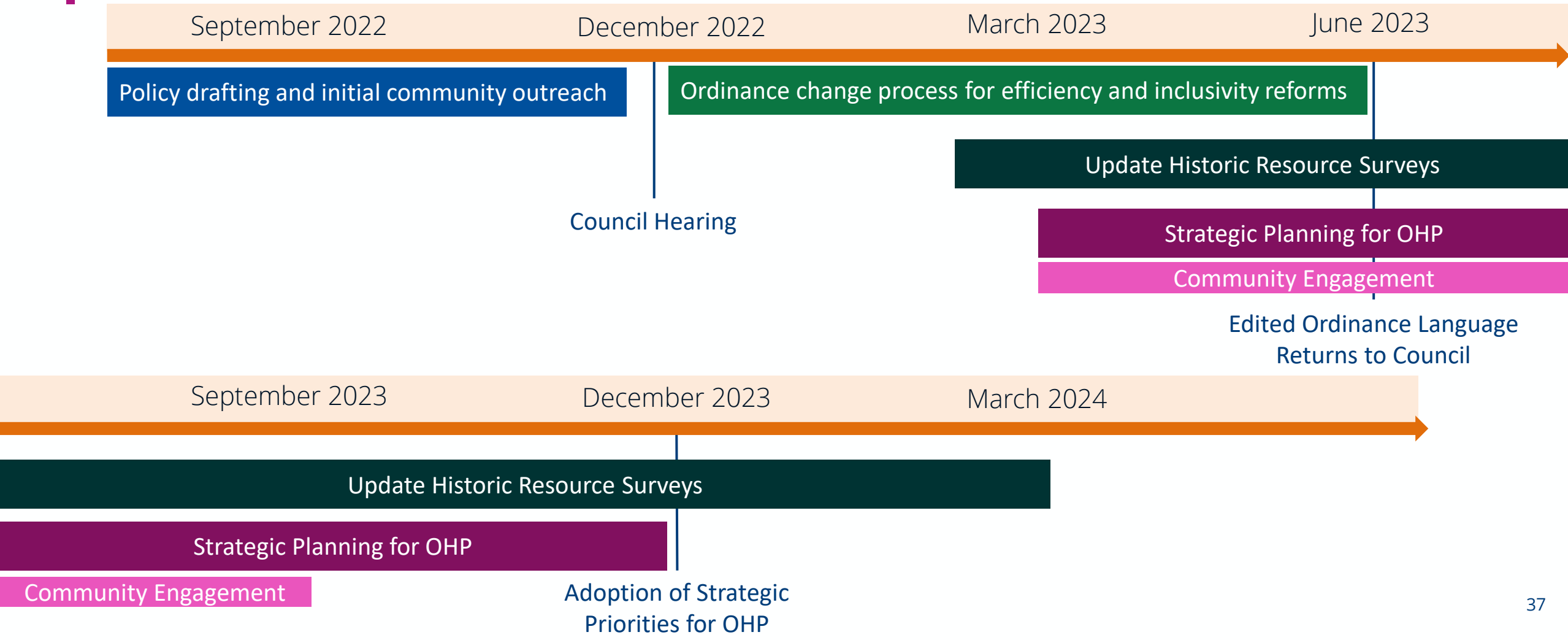
Racial Equity Plan Progress Measures for the Office of Historic Preservation:	Addressed by This Policy
Develop a new incentive program aimed at influencing the likelihood that the percentage of resources allocated to historically disadvantaged communities will increase by October 2024.	
Assess City support for historical homes/structures that are not tied to property value.	
Increase number of historical preservation pieces of collateral, outreach events, education and awareness presentations/ publications, in historically disadvantaged communities	
Increase the number of residents from historically disadvantaged communities on the Landmark Commission.	



| 03
Next Steps

TIMELINE

Adoption of this Policy would kickstart a process of ordinance change, community engagement, historic resources surveying, and strategic planning.



Appendix

FRAMING THE DISCUSSION

Project Timeline & Phase Goals

PHASE 1 | Dec 2021 – Mar 2022

PHASE 2 | Mar 2022 – May 2022

PHASE 3 | May 2022 – Fall 2022

TASK FORCE
PRESENTATION
March 24

TASK FORCE
PRESENTATION
June 2

TASK FORCE
PRESENTATION
Late Summer

CITY COUNCIL
PRESENTATION
Fall

1. Diagnose Impact and Alignment of Existing Program

Profile the economic development tools at the City's disposal and assess their effectiveness.

- Assemble Program Data
- Performance Analysis
- Stakeholder Engagement

2. Program Design & Refine Recommendations

Recommend program modifications and process improvements to align OED's toolkit with the Economic Development Policy.

- Review Best Practices
- Workshops with OED
- Lessons Learned in Dallas
- Stakeholder Engagement
- Evaluation Criteria and Scoring Process
- Draft Program Descriptions

3. Finalize Incentive Policy Documents

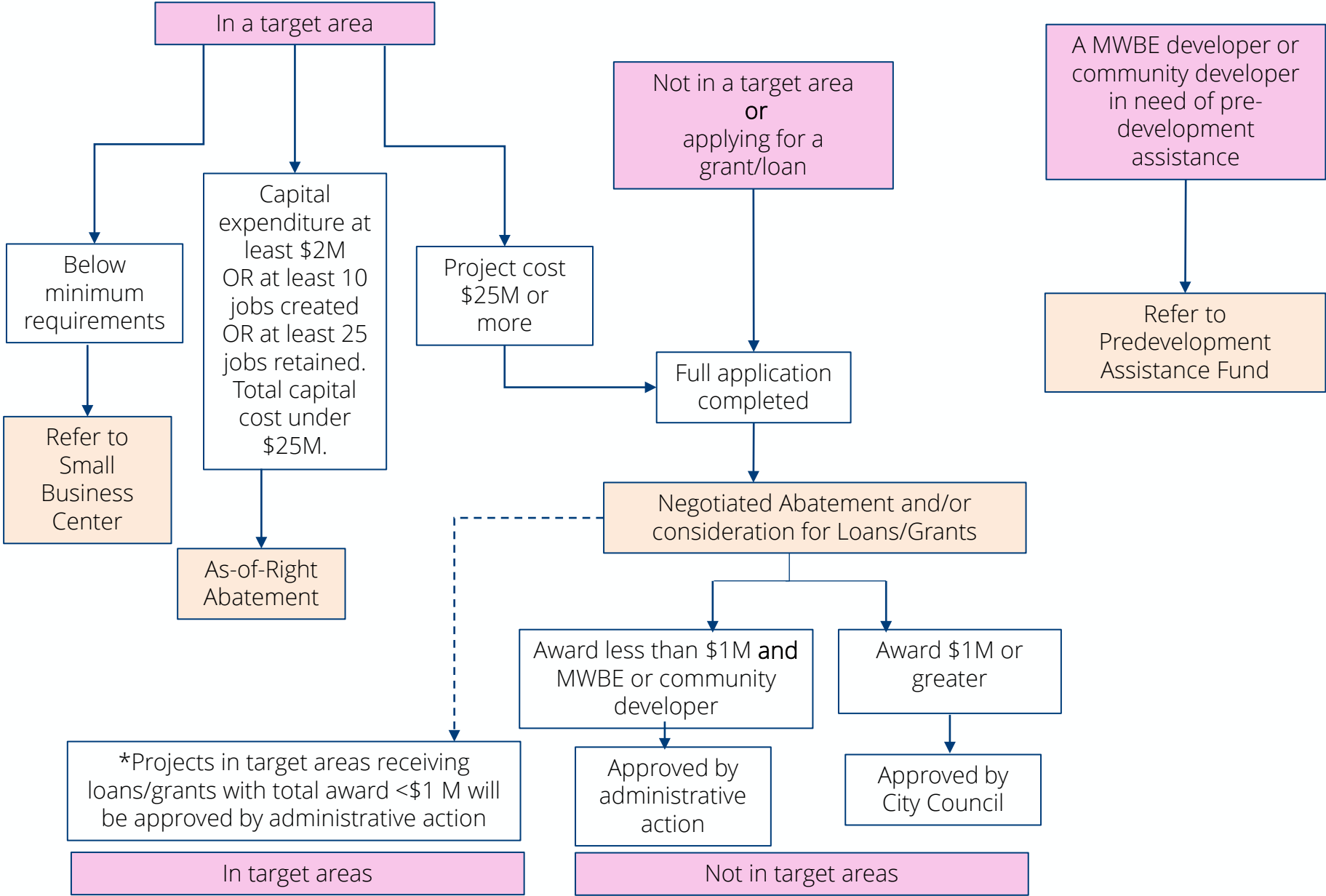
Launch a revised toolkit with distinct incentive programs for Council review and approval.

- Refine Policy Document
- Final Program Toolkit

We are here

As seen in this illustrative process flow, target area projects and smaller award projects will be approved via administrative action.

Applicant is:



PRECEDENTS

As-of-Right Incentives

Many other localities have as-of-right abatement programs that allow for greater efficiency and reliability.



Columbus has an as-of-right 100% property tax abatement on incremental value of residential improvements for up to 15 years in community reinvestment areas.



The City of Cincinnati's by-right Residential Property Tax Abatement allows owners to pay taxes on the pre-improvement value of their property for 10-15 years.



Washington DC's Supermarket Tax Incentive waives certain taxes and fees to grocery stores that locate in specific neighborhoods. The District's Qualified High Technology Companies can claim reduced corporate franchise and capital gains tax rates.



The Commonwealth of Virginia offers several by-right incentives, including the Data Center Retail Sales & Use Tax Exemption and the Major R&D Expenses Tax Credit.

PRECEDENT SCORECARDS



Indy Chamber Revised Tax Abatement Scorecard

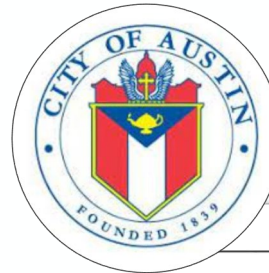
I. Minimum Baseline Requirements for Tax Abatement Projects		
	Project Score	Options Available
Hourly Wages > \$15/ hour *Hourly Wages = \$12/hour for jobs filled by returning citizens	1	0,1
Healthcare Benefits for Employees	0	0,1
Positive Fiscal ROI to City	1	0,1
Participation in Community Impact Network	1	0,1
Baseline Score	4	

Eligible for Abatement	Y	*Projects must score a be eligible for an abate
------------------------	---	---

*Projects that have a baseline score of at least 4 are eligible for a three year abatement, i

II. Scoring Matrix for Eligible Projects			
Evaluation Criteria	Options Available		
	1	2	3
New Jobs	1 to 25	26-50	51-
Retained Jobs	1 to 25	26-50	51-

Desired Industry	Opportunity Industry
Targeted Industry	



Firm-Based Incentive Matrix		
Company Name:	Dropbox, Inc.	
SECTION 1. MINIMUM PROJECT REQUIREMENTS		
	The Firm is located in the Desired Development Zone.	
	The Firm conducts its business in compliance with environmental regulations.	
SECTION 2. EVALUATION CRITERIA		
Overall Economic and Fiscal Impact	Small	Medium
	10	20
	Relative to its industry, what is the absolute size of the net benefit as measured by: jobs and income, level of desirable public benefits, and net fiscal impact to the City?	
	The net benefit based on the WebLOCI analysis is \$839,180 over a ten year period, not including the cost of any incentive.	
Packages to the Local Economy	Poor	Acceptable
	0	15
	Is the firm a recognized targeted industry identified by City of Austin?	
	Yes, the firm is a software as a service company.	
	Is the firm a headquarters operation? Does it represent the "headquarters" of a new product line or service for the firm?	
	No, the expansion will not be a headquarters operation.	
	Is the firm growing? Is the firm in a growing industry? How stable is the firm?	
	Yes, the company has grown rapidly since its founding 8 years ago. The firm has over 175 million users and has raised	

PRECEDENTS

Predevelopment Assistance Fund

Create a new incentive program to support small-scale and first-time developers through the pre-development process by addressing the need for upfront capital.



Emerging Developer Loan Fund provides support to projects below \$30M (mixed-income, mixed-use, and commercial):

- Predevelopment and acquisition costs
- Early investment until permanent financing is secured
- Technical assistance



Predevelopment fund for projects that support the Downtown core, targeted retail nodes, and historic structures.

- Provides grants up to \$5K.
- Fund is limited to \$50K per year.

Examples of eligible predevelopment work:

- Market studies
- Financial modeling
- Professional design work (architecture and engineering)
- Site assessment (environmental tests and structural assessment)

PRECEDENTS

Infrastructure Fund

Direct funds from expiring TIF districts into a fund to support infrastructure needs across the City, especially in Southern Dallas and other neighborhoods classified as infrastructure deserts.

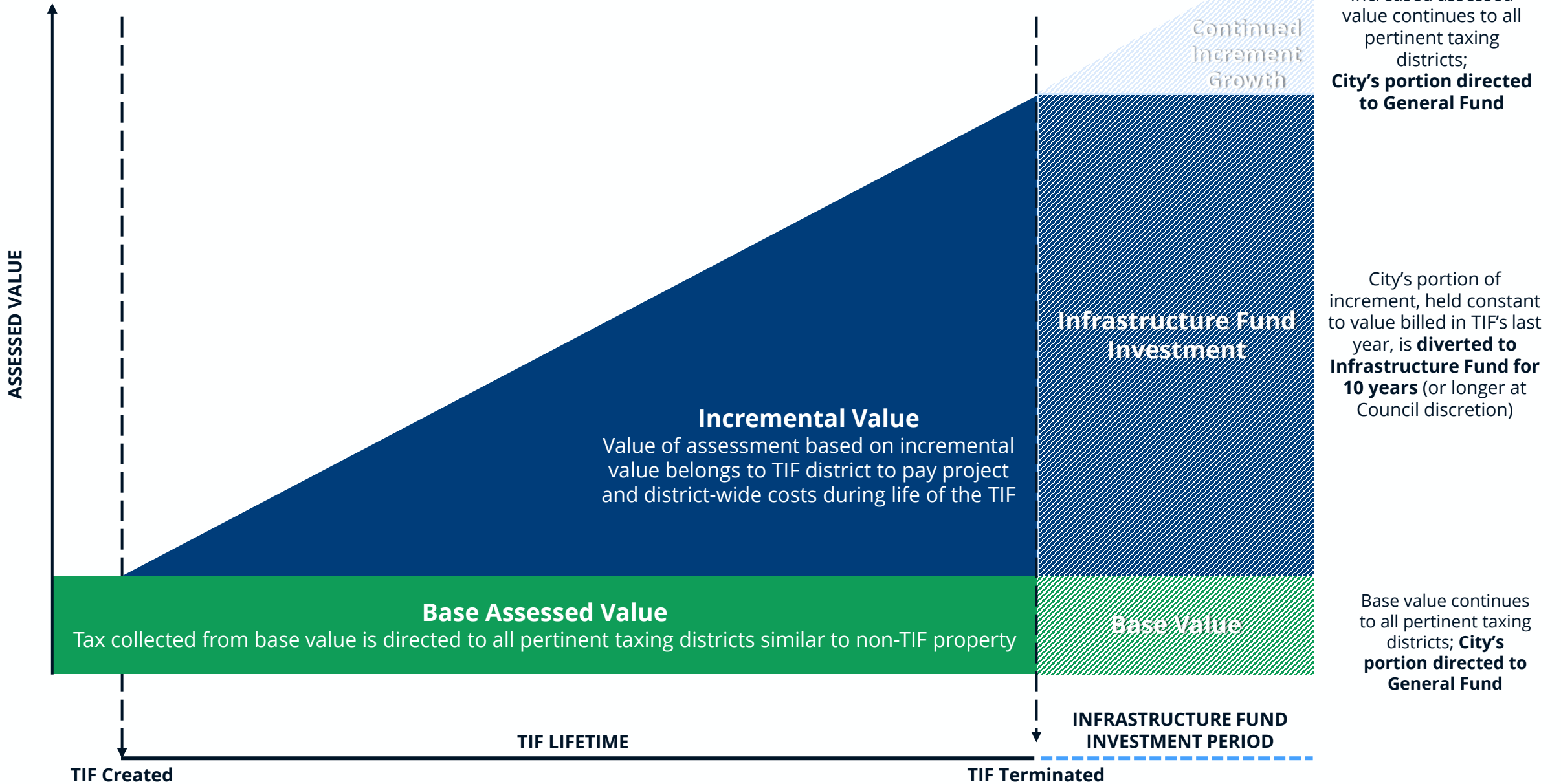


- As part of its 2022 strategic plan, the City of Fort Worth has created an *Economic Development Incentive Fund*, which could be funded with \$18 million from expiring TIFs in the next 5 years.
- Fort Worth is proposing to apply a base rate of 0.0023 to increment generated in their TIF districts and diverting that money to the EDIF on an annual basis for use in accordance with their policy.
- Fort Worth is prioritizing a deal closing fund to attract more businesses to the City.



- As part of its *Build Better SD* initiative, the City of San Diego is addressing the inequitable structure of its infrastructure funding from Development Impact Fees.
- Instead of limiting funds from being spent in the district they are generated, Build Better SD creates one pooled fund that prioritizes investments in neighborhoods with greatest need for investment.
- This will speed investments to areas that need it most and deliver improvements more quickly.

INFRASTRUCTURE FUND



Certificates of Appropriateness Process

The City of Dallas does not currently have a Historic Preservation Policy. The actions of the Landmark Commission are governed by City ordinance.

Challenges with Current Ordinance System:

- Ordinance language describing approval processes and historical appropriateness are broadly interpreted by the Landmark Commission, resulting in decisions beyond the scope of defined ordinances and long wait times for customers.
- Due to the lengthy COA process, OHP Staff do not have the capacity to advance racial equity priorities.

70-80%

of Certificates of Appropriateness Applications go before the Landmark Commission **3-4 times** before being approved

60

minutes

Average Time for Staff to Process a "Routine Maintenance" Application

1200+

minutes

Average Time for Staff to Process a Certificate of Appropriateness

Economic Development Policy

Updated November 2022

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 Lepaska

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

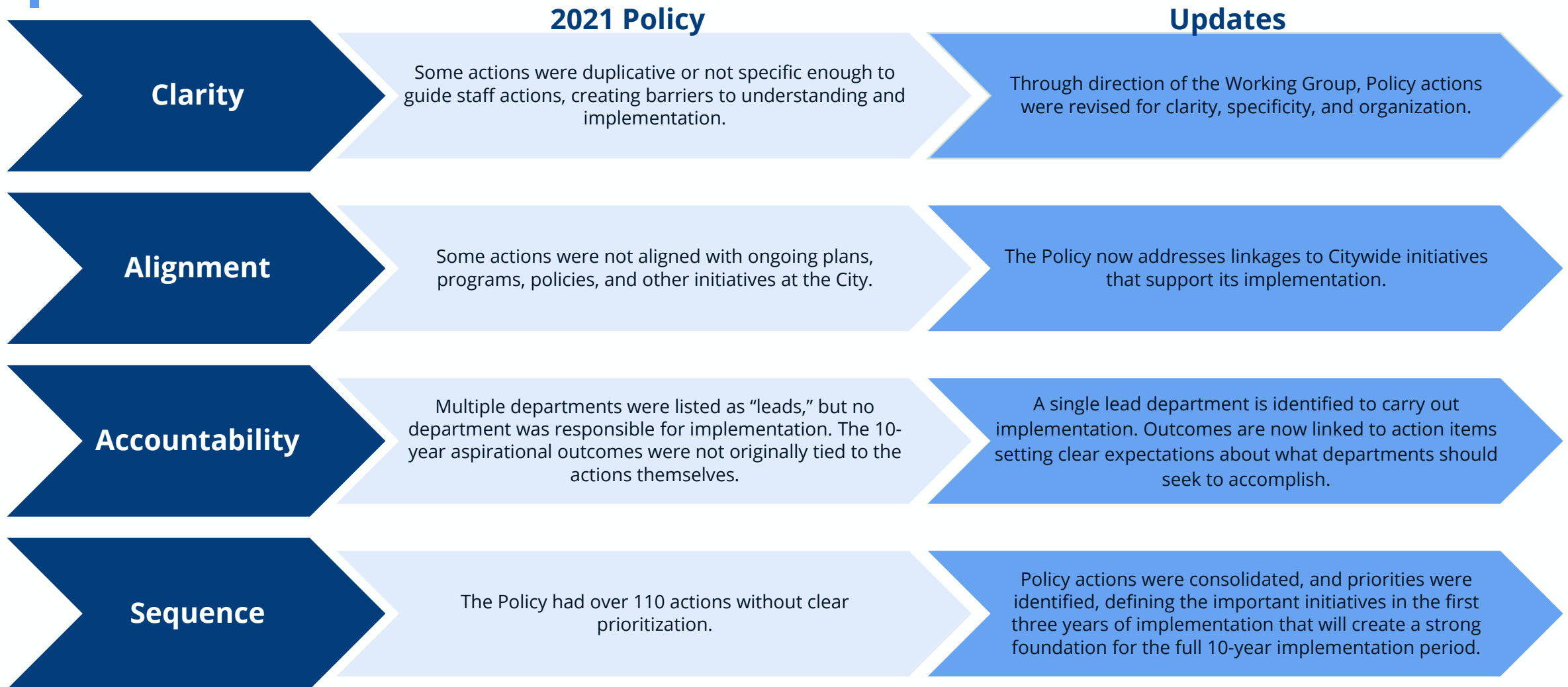
- Updated Economic Development Policy
- Updated Economic Incentives Policy
- New Historic Preservation Policy
- Emerging Developer Fund
- Environmental Justice Fund
- ForwardDallas Visioning Workshops with Community
- Equitable Infrastructure and Green Infrastructure Investments
- Selection and Onboarding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

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**

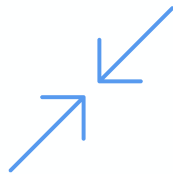
Developing processes to **promote a responsive and financially sustainable local government**

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.

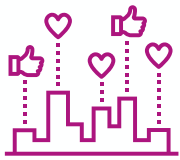
10-Year Outcomes



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.

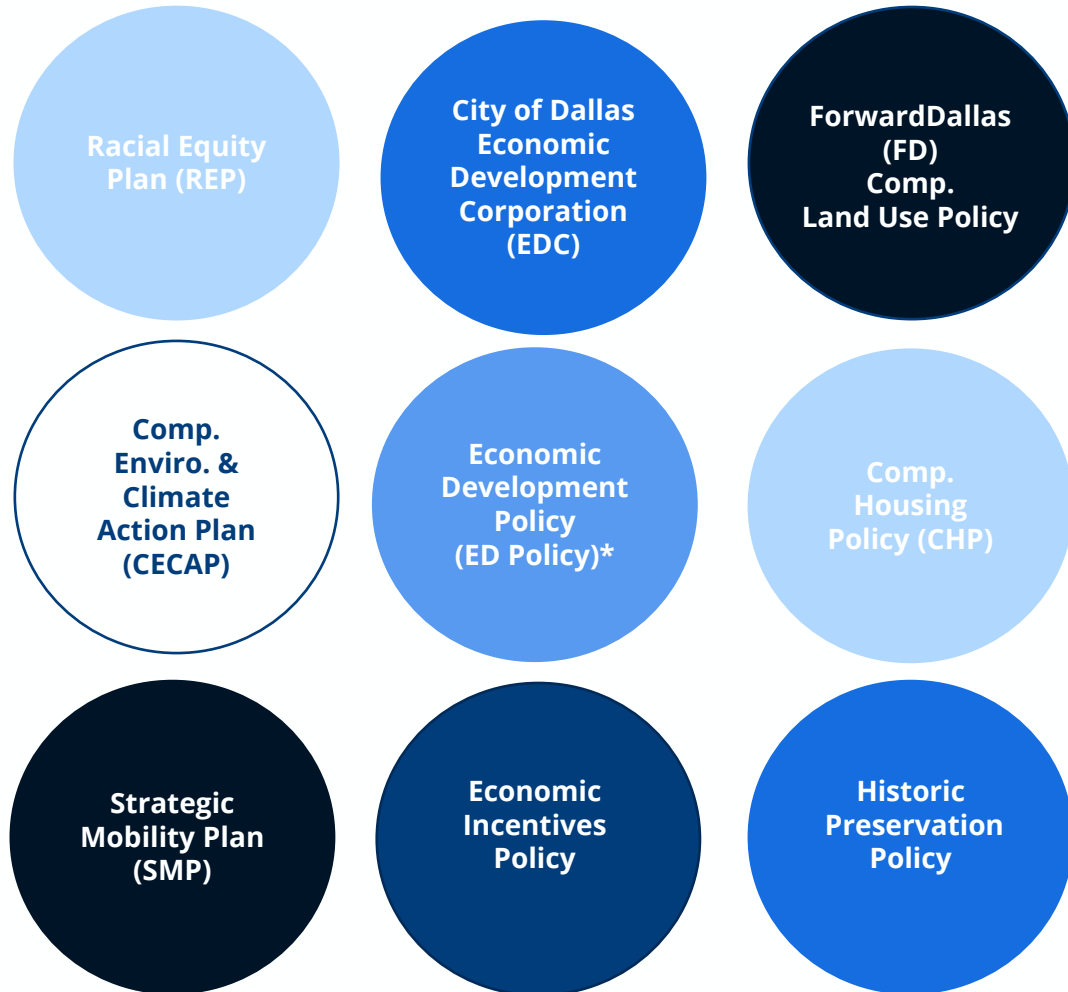
Align departments under a shared vision for equitable economic development, embedding equity across all functions, plans, and practices.

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.



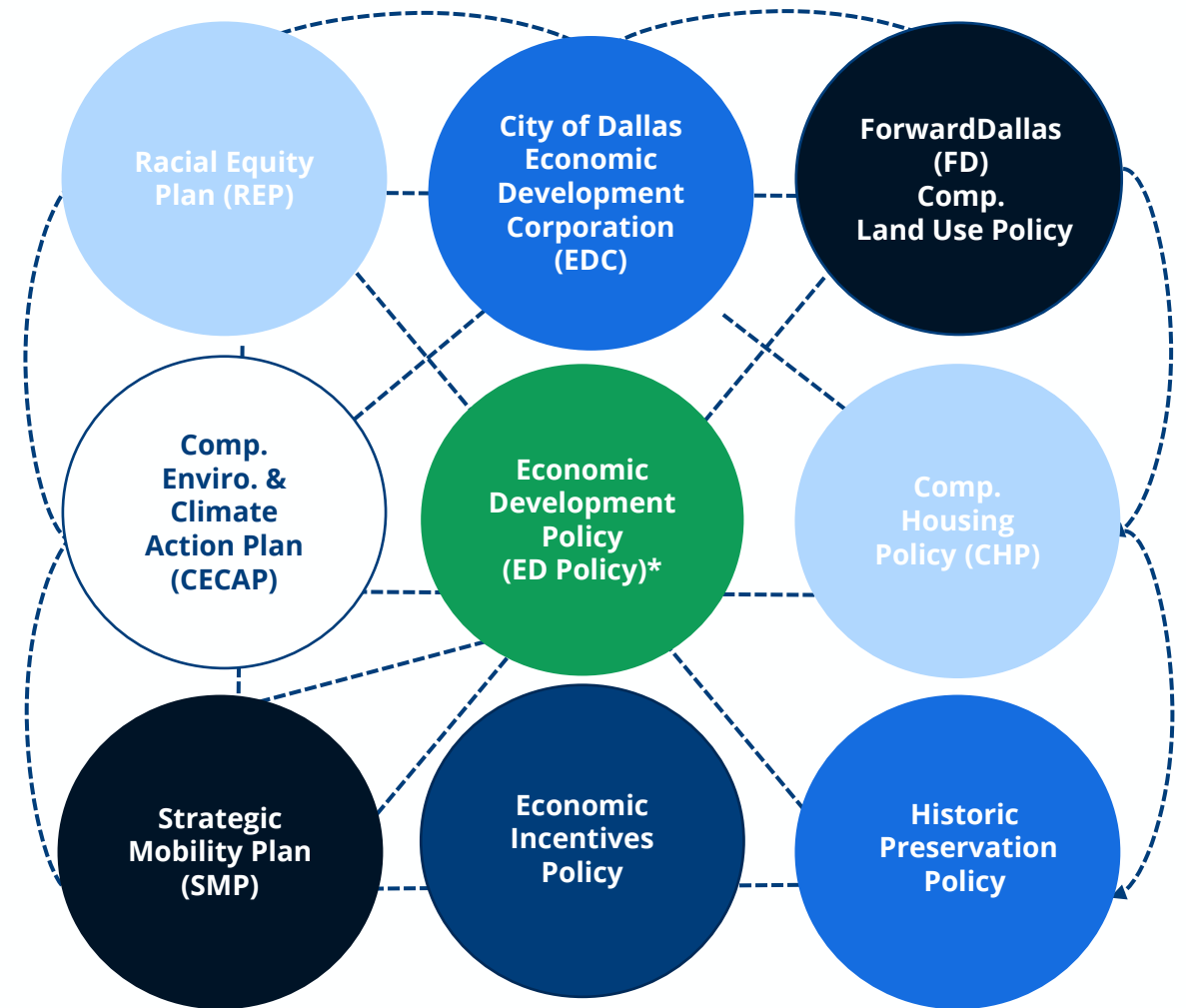
Departmental strategic plans guide staff decisions, budgets, and resource allocation priorities. The Working Group of department leadership identified cross-cutting challenges and opportunities for plans and policies to be more coordinated. While staff have regularly collaborated on projects and plans, 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.

CURRENT STATE OF DEPARTMENTAL INITIATIVES AND PLANS

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



Image Source: Federales Dallas

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

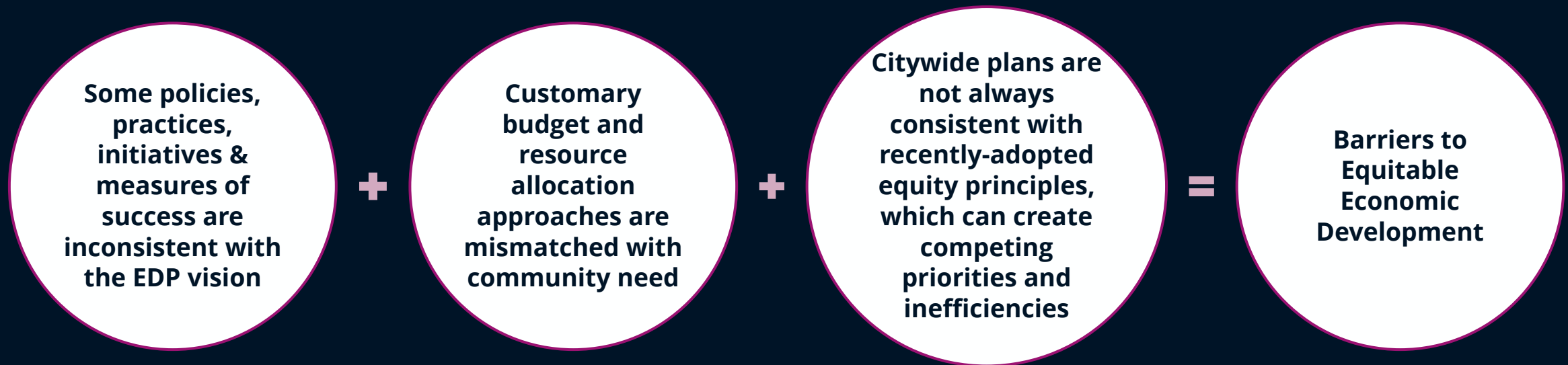
Dallas has historically had limited tools and resources to meaningfully increase the supply of housing affordable for low- and middle-income Dallasites, and, more generally, deliver a housing supply that meets all income needs. By updating the Comprehensive Housing Policy to prepare the City to construct, 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.



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



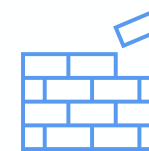
LAND USE & PLANNING



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"> 49-58 83
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 polices 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"> 49-50 53 55

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.
<p>Comprehensive Housing Policy Update Housing & Neighborhood Revitalization (HOU) <i>In Progress</i></p>	<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
<p>Historic Preservation Policy Office of Historic Preservation (OHP) <i>Ready for Council Review & In Progress</i></p>	<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

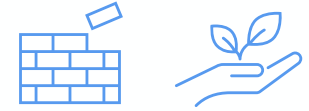


An updated **economic incentives policy** and **business attraction strategy** is needed to **formalize equity outcomes, increase equitable participation in the economy, and increase access to wealth, while expanding the tax base.**

	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

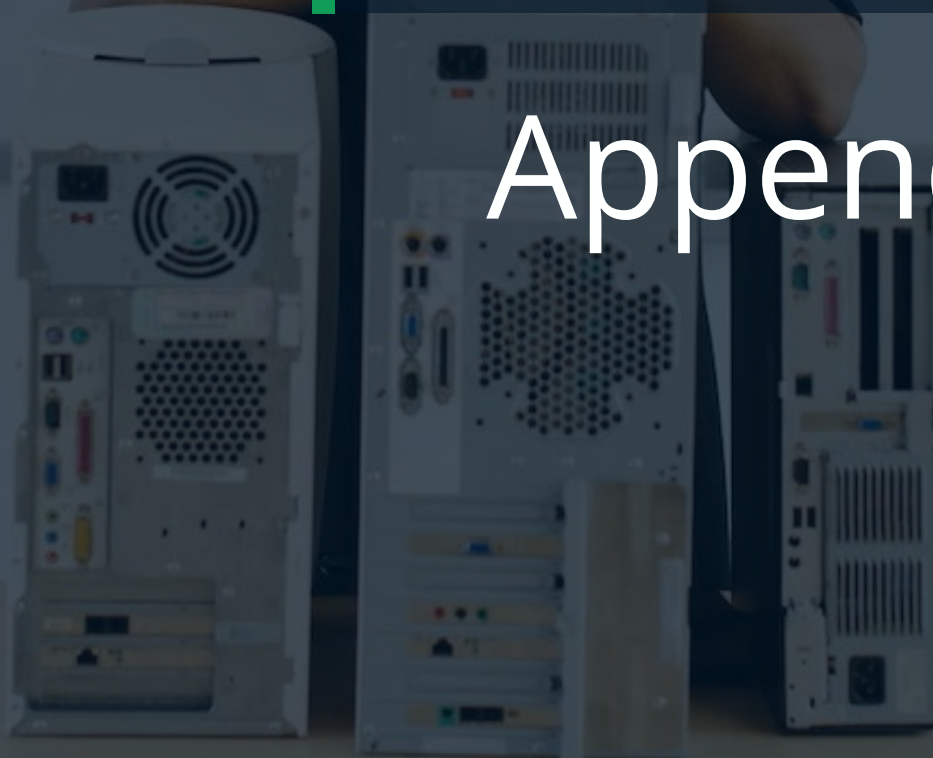


Responsive and transparent governance is core to the Economic Development Policy. Ensuring **effective and efficient governance supported by trackable and measurable metrics** requires ongoing attention and focus, along with regular reporting to Council and the public.

	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 safety vests and hard hats, looking at a set of blueprints on a construction site. The woman is on the left, wearing a yellow safety vest and a white hard hat. The man is on the right, wearing a black shirt, a yellow safety vest, and a black hard hat. They are both looking down at a large sheet of paper (blueprints) that the man is holding. The background shows the wooden framework of a building under construction, with scaffolding and other construction elements visible. The lighting is bright, suggesting an outdoor setting during the day.

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.	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

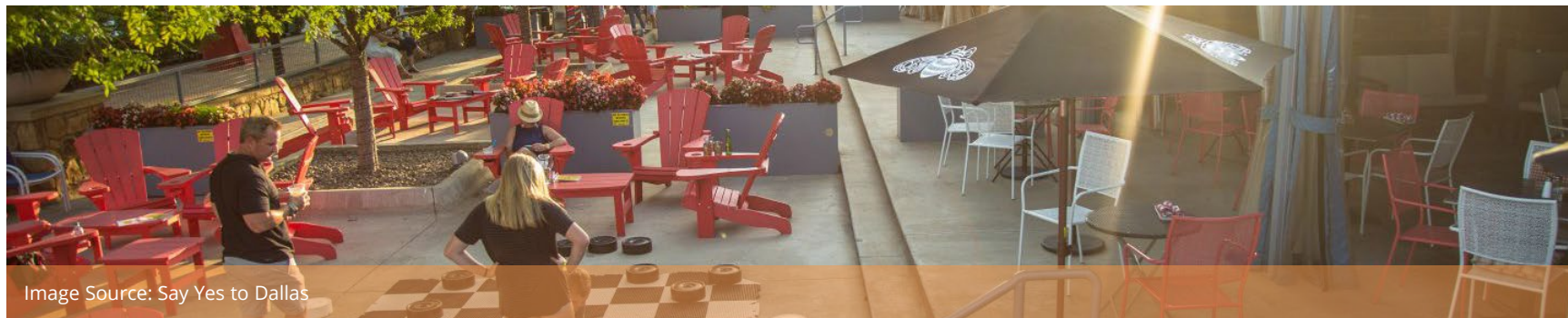


Image Source: Say Yes to Dallas



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

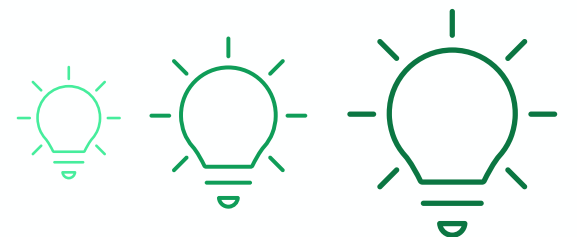
Goal: Dallas will stimulate entrepreneurship and startup growth through focused investment and capacity building targeted towards underserved communities.

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



A woman with long dark hair, wearing a black short-sleeved top and a bright yellow apron, stands in a kitchen with her hands on her hips, looking excitedly at a chef. The chef, a woman with short grey hair and glasses, is wearing a white chef's coat with a name tag that reads "Ira Pedraza # Chocolatier" and is pouring a vibrant blue liquid from a small white container into another. In the foreground, a white tray holds several round, brown chocolate-covered candies, some of which have small blue and white decorations. The background shows a professional kitchen with stainless steel sinks, shelves with various kitchen tools, and a stand mixer.

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

Updated September 2022

CONFIDENTIAL WORKING DRAFT

City of Dallas Economic Development Incentive Policy

Effective January 1, 2023 through December 31, 2024

Adopted as Resolution No. 22-XXXX on December 14, 2022

I. ECONOMIC DEVELOPMENT INCENTIVE POLICY PURPOSE

The Dallas City Council unanimously adopted a new Economic Development Policy (EDP) in May 2021. The new policy sets out clear policy goals focused on fostering economic growth and social progress for all residents. The Office of Economic Development's (OED) current incentive policies were created prior to adoption of the EDP. Therefore, OED incentive programs are being updated to align with equitable economic development policy priorities specified in the EDP. This document replaces the Public/Private Partnership Program - Guidelines and Criteria adopted by Council on June 8, 2022 by Resolution No. 22-0901; the Tax Increment Finance (TIF) Policy adopted by Council on June 17, 2015 by Resolution No. 15-1144, as amended; and the Public Improvement District (PID) Policy adopted by Council on March 25, 2020 by Resolution No. 20-0496. This policy applies to incentive applications received on or after January 1, 2023.

The following incentive programs support job growth, create new tax revenue, attract and retain businesses, and expand the City's tax base, all while advancing equitable economic development, including a renewed and explicit focus on incentivizing:

- High-quality jobs that provide opportunities for all;
- Investment in Southern Dallas and other distressed or low- and moderate- income areas; and
- Racially equitable participation in Dallas's economy and wealth-building opportunities.

The City's economic incentive toolkit provides assistance to help achieve the public purpose advanced by a project and to catalyze investment that would not occur, or would not occur on the same timeline or at the same scope, but for the addition of the incentive. Tools may be combined to achieve a public purpose.

II. TARGET AREAS

The City acknowledges the historic disinvestment that has shaped Dallas, and therefore seeks to prioritize equitable economic development in underserved areas. This policy directs certain programs and incentives toward designated Target Areas¹ (see **Exhibit A**) with the goal of increasing investment in Southern Dallas and other distressed areas and as a signal to the market as to where the City wants to prioritize investment.

¹ Target Areas are defined as state-designated enterprise zones, and may be searched online [here](#). A map of the Target Areas as of the date of adoption of this policy is attached as **Exhibit A**.

Target Areas align with the State of Texas designated Enterprise Zones, which are census block groups designated as distressed areas in alignment with the most recent federal decennial census. In accordance with Section 2303.101 of the Texas Government Code, a block group automatically qualifies for designation as an enterprise zone if it (1) has a poverty rate of at least 20 percent; (2) is designated by the federal government as a renewal community, a federal empowerment zone, or a federal enterprise community; (3) is located in a distressed county, meaning that the county has a poverty rate above 15.4 percent, in which at least 25.4 percent of the adult population does not hold a high school diploma or high school equivalency certificate, and that has an unemployment rate that has remained above 4.9 percent during the preceding five years; or (4) is inside the boundaries of a defense base.

For purposes of the as-of-right tax abatement incentive program described in **Section III, Subsection 1**, Target Areas are also deemed a zone for purposes of Chapter 378 of the Texas Local Government Code.

III. INCENTIVE PROGRAMS

The Office of Economic Development offers the Incentive Programs outlined in this **Section III**. Applicants must provide a certificate of account status from the Texas Comptroller of Public Accounts demonstrating that the applicant is compliant with State of Texas regulations, be current on all taxes, have not filed for bankruptcy in the past five years, and have not previously defaulted on any City of Dallas incentive agreement. The following categories of businesses are not eligible for incentive awards: (1) businesses that require a sexually oriented business license under Chapter 41A of the Dallas City Code, (2) liquor stores, pawn shops, credit access businesses, body piercing studios, or tattoo studios, as those terms are defined by the Dallas Development Code, and (3) other uses incompatible with surrounding neighborhood uses, as determined by OED.

Each proposal will be analyzed to ensure that the incentive serves a public purpose and provides a public benefit in conformance with this program statement and state law. OED reserves the right to reject any incentive application. OED also reserves the right to refer a by-right tax abatement application to the City Council for approval by resolution if OED has questions about whether the project use is incompatible with surrounding neighborhood uses, or if the project has the potential to create an undesirable outcome such as a negative environmental impact; a use that could deter future economic development; a noise violation, noxious odor, or other nuisance; an overconcentration of one use; etc.

Financial awards will be documented in a written agreement, approved as to form by the City Attorney, to allow the City to: (1) ensure that the incentives accomplish a public purpose; (2) retain public control over the funds to ensure that the public purpose is accomplished and to protect the public's investment; and (3) ensure that the City receives a return benefit.² OED will

² Tex. Mun. League Intergovernmental Risk Pool v. Tex. Workers' Comp. Comm'n, 74 S.W.3d 377, 384 (Tex. 2002).

work with the City Attorney’s Office to identify ancillary instruments required to accompany each incentive agreement, such as a promissory note, deed of trust, deed restrictions, surety bonds, letters of credit, third-party guarantee, or other instruments, each approved as to form by the City Attorney’s Office. OED may not, as part of an incentive agreement, waive the City’s legislative, governmental, or police power.

1. As-of-Right Tax Abatements in Targeted Areas

In accordance with Chapter 312 of the Texas Tax Code, **Section III, Subsections 1 and 2.1** will serve as the City of Dallas’s adopted guidelines and criteria governing tax abatement agreements and as evidence that the City elects to participate in tax abatements.

Temporary abatements of net new real property or business personal property taxes are available for job creation projects and real estate development projects that advance the City’s economic development goals. Tax abatements may be awarded either as a by-right incentive as described in this section, or as a Negotiated Incentive as described in **Section III, Subsection 2.1**.

Projects located in Target Areas that meet the criteria described below will be eligible to apply for an as-of-right tax abatement. The as-of-right tax abatement is intended to catalyze real estate development and job creation in traditionally underserved areas by offering a simplified and streamlined process.

To be eligible for a ten-year, 90 percent abatement of net new City of Dallas real property taxes or a five-year, 90 percent abatement of net new City of Dallas business personal property taxes (type of tax abated dependent on applicant preference), a project must meet all of the following criteria:

- Be located in a Target Area
- Have a total project budget of \$25 million or less, plus one of the following:
 - Capital expenditures³ of at least \$2 million; or
 - Creation of at least 10 full-time jobs or retention of at least 25 full-time jobs⁴
- Ensure that all full-time jobs (created and retained) must pay a minimum wage not less than the hourly rate determined by the [MIT Living Wage Calculator](#) for an individual living in Dallas County, indexed to and adjusted annually during the term of the incentive agreement (“**Living Wage**”)⁵

³ For purposes of this policy, “capital expenditures” exclude land acquisition costs, attorney fees, broker fees, developer profit line items, and other costs unrelated to construction such as marketing, travel, etc.

⁴ For purposes of this policy, “full-time jobs” refer to jobs that are scheduled to work a minimum of 35 hours each week and that provide healthcare benefits. Full-time jobs are permanent positions and do not include interns, temporary works, consultants, etc.

⁵ Projects that advance specific public purposes identified by OED may be exempt from the Living Wage requirement, such as full-service grocery stores in low-income, low-access (LILA) Census tracts as determined by the U.S. Department of Agriculture. See [USDA Atlas](#) for 2019 LILA tracts. Waivers of the Living Wage requirement will be stated in the City Council resolution approving the incentive agreement.

- For a real estate development project, must make a good faith effort to comply with the City’s Minority-owned and Women-owned Business Enterprise (M/WBE) participation goal of 32% for construction⁶
- Fulfills public purpose of creating Living Wage jobs and/or growing the City tax base
- Does not result in the direct displacement of people from residential units or the demolition or repurposing of residential units for a non-residential use unless (1) developer makes at least one comparable replacement dwelling available to each displaced tenant⁷ and provides relocation assistance for all displaced tenants; and (2) if any housing units are to be demolished or removed from residential use, developer either (a) plans to immediately reconstruct or otherwise replace all such units with units of the same type and same or better quality, or (b) proposes an alternate plan that would result in the replacement of the units and such plan is approved by resolution of the City Council.

As-of-right tax abatements require approval by administrative action and an executed tax abatement agreement approved as to form by the City Attorney’s Office. OED will update the City Council’s Economic Development Committee via a quarterly memo summarizing incentives awarded by administrative action.

Throughout the term of the tax abatement agreement, the annual abatement is contingent upon annual compliance with the agreement. All tax abatements begin on January 1 of the calendar year that immediately follows execution of the agreement.

If an as-of-right applicant finds that the tax abatement award described above is insufficient to fill a project’s financial gap, the applicant may apply for a Negotiated Incentive, as described in **Section III, Subsection 2.**

2. Negotiated Incentives (Tax Abatement, Loans, and Grants)

Negotiated Incentives are available for (1) projects with a total budget greater than \$25 million, (2) projects located outside of Target Areas, (3) projects for which an as-of-right tax abatement is insufficient to fill the financial gap, or (4) projects that comply with the Community Development Plan attached as **Exhibit D.**

An applicant for Negotiated Incentives must submit a complete incentive application (available on the OED website [here](#)) and undergo either real estate development underwriting review or business development impact analysis, as appropriate, to determine the source, incentive

⁶ More information about the City of Dallas M/WBE program is available [here](#).

⁷ The term “comparable replacement dwelling” means any dwelling that is (A) decent, safe, and sanitary; (B) adequate in size to accommodate the occupants; (C) within the financial means of the displaced person; (D) functionally equivalent; (E) in an area not subject to unreasonable adverse environmental conditions; and (F) in a location generally not less desirable than the location of the displaced person’s dwelling with respect to public utilities, facilities, services, and the displaced person’s place of employment. 42 USC § 4601(10). A comparable replacement dwelling will be considered to have been made available to a tenant, if (1) the tenant is informed of its location in writing; (2) the tenant has sufficient time to negotiate and enter into a purchase agreement or lease for the property prior to displacement from tenant’s current residential unit; and (3) the tenant receives relocation assistance in sufficient time to make arrangements to move to the comparable replacement dwelling or another location of tenant’s choosing.

amount, and terms of any award package. Negotiated Incentive offers may include abatements, loans, and/or grants.

Once the City and applicant have negotiated and executed a term sheet, the project may be approved by resolution or administrative action, as described below:

- Incentive offers valued at or below \$1 million for projects inside Target Areas will be approved by administrative action.
- Incentive offers valued at or below \$1 million that are made to M/WBE developers⁸ or community developers⁹ throughout the city will be approved by administrative action.
- All other incentive offers must be approved by resolution of the City Council.

OED will update the City Council's Economic Development Committee via a quarterly memo summarizing incentives awarded by administrative action.

All incentives, regardless of approval method, will be documented in a written incentive agreement approved as to form by the City Attorney's Office, and payment or abatement is contingent upon compliance with the incentive agreement throughout the term. Unless otherwise specified in the agreement, all tax abatements begin on January 1 of the calendar year following execution of the agreement. OED will establish interest rates, repayment schedules, loan security and prioritization, and all other terms and conditions for loan and grant awards, which will be documented in an incentive agreement, accompanied by any ancillary security instruments as deemed necessary by the City Attorney's Office. These security instruments may include a promissory note, deed of trust, deed restrictions, surety bonds, letters of credit, third-party guarantee, or other instruments, each approved as to form by the City Attorney's Office. The City may not, as part of an incentive agreement, waive the City's legislative, governmental, or police power. By entering into an incentive agreement, the developer consents to all requirements imposed by the City.

2.1 Negotiated Tax Abatements

Projects must meet baseline criteria described below and must demonstrate a financial need and/or positive fiscal impact to be eligible for a tax abatement.

Baseline criteria for consideration for tax abatements are as follows:

⁸ Refers to entities that have been certified as a M/WBE by the North Central Texas Regional Certification Agency, Dallas Fort Worth Minority Business Council, or the Women's Business Council – Southwest.

⁹ Community developers, often known as community development corporations, neighborhood development corporations, or community-based organizations, vary in organizational structure and size, but are defined by a mission to serve low-income families and distressed communities, with a focus on real estate development for housing and commercial properties. Community developers, which can include nonprofits and faith-based institutions with real estate assets, develop real estate to meet their community development mission and help improve the quality of life of the communities they serve. See [Texas Association of Community Development Corporations](#) for further information.

➤ *Business development projects:*

- Generate positive fiscal return-on-investment, with the net present value of project revenues to the City outweighing the incentive amount, as verified by OED or a third-party consultant
- Incentivized jobs (created or retained) pay a Living Wage
- Create at least 10 permanent full-time-equivalent (FTE) jobs, or retain at least 25 FTE jobs
- Capital expenditures of at least \$2 million

➤ *Real estate development projects:*

- Verified capital financing gap, as verified by OED or third-party underwriter
- Jobs hired directly by primary developer receiving incentive award pay a Living Wage
- Capital expenditure of at least \$2 million
- Must make a good faith effort to comply with the City's Minority-owned and Women-owned Business Enterprise (M/WBE) participation goal of 32% for construction
- Project does not result in the direct displacement of people from residential units or the demolition or repurposing of residential units for a non-residential use unless (1) developer makes at least one comparable replacement dwelling available to each displaced tenant¹⁰ and provides relocation assistance for all displaced tenants; and (2) if any housing units are to be demolished or removed from residential use, developer either (a) plans to immediately reconstruct or otherwise replace all such units with units of the same type and same or better quality, or (b) proposes an alternate plan that would result in the replacement of the units and such plan is approved by resolution of the City Council.

When negotiating a Negotiated Abatement offer, staff will consider both (1) results of underwriting/gap analysis or fiscal impact analysis, and (2) the project's rating on an evaluation scorecard to assess public benefits delivered by the project. The public benefit scorecard ensures the City's equity priorities play a key role in determining the incentive award, in addition to financial need and economic terms. More advantageous recommendations will be made for projects that score higher.

¹⁰ The term "comparable replacement dwelling" means any dwelling that is (A) decent, safe, and sanitary; (B) adequate in size to accommodate the occupants; (C) within the financial means of the displaced person; (D) functionally equivalent; (E) in an area not subject to unreasonable adverse environmental conditions; and (F) in a location generally not less desirable than the location of the displaced person's dwelling with respect to public utilities, facilities, services, and the displaced person's place of employment. 42 USC § 4601(10). A comparable replacement dwelling will be considered to have been made available to a tenant, if (1) the tenant is informed of its location in writing; (2) the tenant has sufficient time to negotiate and enter into a purchase agreement or lease for the property prior to displacement from tenant's current residential unit; and (3) the tenant receives relocation assistance in sufficient time to make arrangements to move to the comparable replacement dwelling or another location of tenant's choosing.

Criteria against which applicants will be evaluated by OED in assessing incentive award packages may include, but are not limited to:

- *Business development projects:*
 - Workforce development partnerships
 - Local hiring requirements
 - Quality of jobs, including wages and benefits
 - Environmental impact and sustainability
 - M/WBE participation beyond existing good faith effort minimum requirements

- *Real estate development projects:*
 - Provision of mixed-income housing beyond minimum requirements¹¹
 - M/WBE participation beyond existing good faith effort minimum requirements
 - Environmental impact and sustainability
 - Connection to existing transit and promotion of transit-oriented development that increases transit access
 - Partnership to provide technical assistance to community developers
 - Provision of neighborhood amenities, such as parks, public infrastructure, community centers, and other public benefits included as part of the development

2.2 Community and Economic Development Loans and Grants

This **Section III, Subsection 2.2** shall serve as a City program to promote local economic development and to stimulate business and commercial activity in the City of Dallas, as required by Chapter 380 of the Texas Local Government Code. Previously created Chapter 380 programs such as the Dallas Economic Development Affordable Housing Program and the Targeted Neighborhood Enhancement Program remain in effect. **Section III, Subsection 2.2** and **Exhibit D** shall serve as a community development program as required by Chapter 373 of the Texas Local Government Code.

Pursuant to Chapter 380 of the Texas Local Government Code, for-profit developers applying for a Negotiated Incentive must demonstrate that the proposed project will increase the City's tax base, create jobs, or otherwise satisfy the public purpose requirements of the chapter. Projects that satisfy the public purposes outlined in Chapter 373 of the Texas Local Government Code may be eligible for a loan or grant as allowed under that chapter. These projects must support the City's goals for economic development and community benefits, which include:

- Expanding the City's tax base
- Creating Living Wage jobs

¹¹ Any project with a residential component in a TIF District must include a percentage of units affordable to households with an annual income at or below 80% AMI for a 15-year period of affordability, secured by deed restrictions or another instrument or method approved by the City Attorney. Each TIF District's Project and Financing Plan further details affordability requirements for that specific district. Those plans are available [here](#). Projects with a residential component outside of TIF Districts will require developers to restrict 20% of units to be affordable to households with an annual income at or below 80% AMI for a 15-year period of affordability, secured by deed restrictions or another instrument or method approved by the City Attorney.

- Increasing investment in Target Areas
- Creating or retaining jobs for low- and moderate-income communities
- Improving housing and economic conditions of low- and moderate-income communities
- Improving public health conditions of low- and moderate-income communities
- Creation of affordable housing outside of Target Areas
- Other public purposes as outlined in Chapters 373 and 380

Where OED determines a need to provide a deeper incentive award beyond an abatement, OED may layer loans and/or grants with the abatement award determined by the scorecard. Projects that qualify for a tax abatement, including by-right abatements in Target Areas, may also apply for additional awards in the form of loans or grants. When there is agreement between OED and the applicant that a tax abatement is of no or limited value to a project, OED may offer loans and/or grants instead of an abatement.

Baseline criteria for consideration for loans/grants are as follows:

- *Business Development projects:*
 - Must either:
 - create 50 permanent full-time equivalent (FTE) jobs or
 - retain at least 100 FTE jobs and document a minimum capital investment of \$2 million
 - Generate a positive fiscal return on investment, as verified by OED or a third-party consultant
 - Incentivized jobs (created and retained) must pay a Living Wage
- *Community Development or Neighborhood Revitalization projects:*
 - Be led by a community based non-profit developer¹²
 - Must either:
 - Create 25 permanent full-time jobs that pay a Living Wage or
 - Document a minimum capital investment of \$2 million, and any jobs hired directly by the primary developer receiving the incentive must pay a Living Wage
 - Comply with the Community Development Plan attached as **Exhibit D**
- *Community Impact projects*
 - Limited to projects that meet a specific community need, such as grocery stores, senior-care facilities, child-care facilities, and health-care facilities. Other project types may be considered if applicant demonstrates a defined service gap.

¹² Community developers, often known as community development corporations, neighborhood development corporations, or community-based organizations, vary in organizational structure and size, but are defined by a mission to serve low-income families and distressed communities, with a focus on real estate development for housing and commercial properties. Community developers, which can include nonprofits and faith-based institutions with real estate assets, develop real estate to meet their community development mission and help improve the quality of life of the communities they serve. See [Texas Association of Community Development Corporations](#) for further information.

- Create 15 permanent full-time jobs with an average salary equivalent to or greater than the Living Wage
 - Must document a minimum capital investment of \$2 million¹³
 - Comply with the Community Development Plan attached as **Exhibit D**
- *Real Estate Development projects:*
- Must document a minimum capital investment of \$2 million
 - Demonstrate a capital financing gap, as verified by OED or a third-party underwriter
 - Jobs hired directly by the primary developer receiving the incentive award must pay a Living Wage
 - Make a good faith effort to comply with the City’s M/WBE 32% participation goal for construction

While underwriting/gap analysis or impact analysis are key determinants of an incentive award, OED will also evaluate the public benefits delivered by the applicant when determining the total award package. Public benefits considered by OED in assessing award packages include, but are not limited to:

- *Business and community development projects:*
- Workforce development partnerships
 - Local hiring requirements
 - Job accessibility and pathways for advancement
 - Quality of jobs, including wages and benefits
 - Environmental impact and sustainability
- *Real estate development projects:*
- Provision of mixed-income housing beyond minimum requirements¹⁴
 - M/WBE participation beyond existing good faith effort minimum requirements
 - Environmental impact and sustainability
 - Connection to existing transit and promotion of transit-oriented development that increases transit access
 - Partnership to provide technical assistance to community developers
 - Provision of neighborhood amenities, such as parks, public infrastructure, community centers, and other public benefits included as part of the development

¹³ Capital expenditures exclude land acquisition costs, attorney fees, broker fees, developer profit line items, and other costs unrelated to construction such as marketing, travel, etc.

¹⁴ Any project with a residential component in a TIF District must include a percentage of units affordable to households with an annual income at or below 80% AMI for a 15-year period of affordability, secured by deed restrictions or other instrument or method approved by the City Attorney. Each TIF District’s Project and Financing Plan further details affordability requirements for that specific district. Those plans are available [here](#). Projects with a residential component outside of TIF Districts will require developers to restrict 20% of units to be affordable to households with an annual income at or below 80% AMI for a 15-year period of affordability, secured by deed restrictions or other instrument or method approved by the City Attorney.

3. Predevelopment Assistance Fund

The Predevelopment Assistance Fund supports M/WBE developers¹⁵ and community developers, given historic difficulties these types of firms have faced in accessing City resources and City incentive programs.¹⁶ The program provides forgivable loans during the pre-development process, to help link developers with vital flexible capital to enable project feasibility. Loan amounts will be determined on a case-by-case basis according to developer need and project scope, but shall not exceed \$25,000.

On an annual basis, OED will dedicate \$100,000 from which to make forgivable loans to qualified applicants. Unused funds will carry forward to the next year. To be eligible, applicants must have demonstrated experience with the type of project for which they seek funding and must document control of the project site through a deed, lease, or option to buy or lease.

Applicants may apply for pre-development loans to be used for the following categories of expenses:

- Market studies and financial feasibility analysis
- Site assessment (e.g., environmental tests and structural assessments) completed by vendors with appropriate licenses and credentials
- Design work (architecture and engineering) completed by vendors with appropriate licenses and credentials
- Similar third-party pre-development expenses approved by the Office of Economic Development

The amount of the Loan will be based on written estimates of cost from pre-development vendors who are properly licensed for and experienced in the type of work described in the proposal. Loan funds may only be used to pay for actual incurred costs of such pre-development work. If the actual incurred cost is less than the estimated cost, such overage must be repaid to the City within 30 days of borrower's payment to the vendor. Borrower must maintain documentation of each expense paid from the Loan funds in a form acceptable to OED, and will submit copies of such documentation to the OED quarterly.

Pre-Development Loans are interest free and mature on the earlier of (1) the closing date of construction financing for the project, or (2) 12 months from the date of payment by the City. Pre-Development Loans must be secured by a first lien deed of trust filed in the relevant county's real property records against property owned by the borrower valued in an amount equal to or

¹⁵ Refers to entities that have been certified as a M/WBE by the North Central Texas Regional Certification Agency, Dallas Fort Worth Minority Business Council, or the Women's Business Council – Southwest.

¹⁶ Community developers, often known as community development corporations, neighborhood development corporations, or community-based organizations, vary in organizational structure and size, but are defined by a mission to serve low-income families and distressed communities, with a focus on real estate development for housing and commercial properties. Community developers, which can include nonprofits and faith-based institutions with real estate assets, develop real estate to meet their community development mission and help improve the quality of life of the communities they serve. See [Texas Association of Community Development Corporations](#) for further information.

greater than the predevelopment loan amount, and/or by a personal guarantee from the principal of the borrower along with documentation that the borrower controls assets valued in an amount equal to or greater than the predevelopment loan amount. A borrower may only have one outstanding pre-development loan at a time. Complete applications will be processed in the order they are received.

Developers who receive pre-development assistance from OED and are successful in advancing their planned development project will be eligible to apply for tax abatements, loans, and/or grants as described above to support the development of the project.

4. Infrastructure Investment Fund

Historically disadvantaged communities in Dallas are 2 to 3.5 times more likely to have highly deficient infrastructure than high-income neighborhoods.¹⁷ The City's EDP explicitly recognizes this disparity and sets goals around addressing these existing deficiencies. The Infrastructure Investment Fund (IIF) assists in closing the infrastructure gap between Dallas' richest and poorest neighborhoods by directing infrastructure funding to areas most in need.

The goal of the IIF is to use funds to make targeted investments in infrastructure that further a specific area plan and/or to work with private partners to realize private investment and drive new economic activity in historically underserved areas. Funds can be used for (1) loans or grants to support third-party projects that grow the tax base and/or create Living Wage jobs in a Target Area, and (2) City-led projects that implement a City or community plan in a Target Area or otherwise prepare neighborhoods and properties in Target Areas for anticipated future economic development. Funds may be spent outside of Target Areas only with a $\frac{3}{4}$ vote of the City Council.

Eligible infrastructure investments (including necessary design and engineering costs) may include, but are not limited to:

- Programs that mitigate displacement of low-income households as a result of new investment and market-rate development
- Water/sewer connections and stormwater management projects
- Public parks and greenspace
- Streetscape enhancements and sidewalk improvements, including ADA accessibility improvements and lighting infrastructure
- Transit enhancements including electronic vehicle infrastructure
- Demolition
- Land acquisition by the City
- Renewable energy generation and storage
- Environmental study (all phases as well as mold, lead, and asbestos) and remediation
- Internet connectivity, broadband access, and other telecommunications infrastructure

¹⁷ [What are Infrastructure Deserts? Why Do They Matter?](#) (2022).

- Other projects as approved by the Office of Economic Development

Ineligible costs include third-party working capital or operating and maintenance funding, third-party land acquisition, any expense to be incurred for work or property outside of a Target Area, and work that will not foreseeably further the goals of this Policy and the EDP. If a third-party project is located outside of a TIF district, the private party must comply with any applicable public bidding requirements.

The IIF, administered by OED, is capitalized by ongoing collection of windfall funds from expiring TIF districts. For a period of 10 years after a TIF district expires, the value of the total annual increment contributed by the City in the TIF district's last year will be earmarked within the General Fund into the IIF. At the end of the initial 10-year period (and any extension period), City Council will review and can vote to extend this funding stream for additional 5-year periods.

Projects may apply for loans and grants from the IIF using the same application form as a Negotiated Incentive under **Section III, Subsection 2**.

5. Tax Increment Finance Districts

Tax Increment Finance (TIF) districts, also known as Tax Increment Reinvestment Zones (TIRZ) are governed by Chapter 311 of the Texas Tax Code. In creating a TIF district, the City establishes a base tax value for a designated geographic area and reinvests a portion of the incremental growth in the tax base. TIF districts do not create an additional tax. Creation of new TIF districts as well as extensions and expansions of existing TIF districts will comply with the TIF Policy, attached as **Exhibit B**.

6. Public Improvement Districts

The Public Improvement District (PID) program allows for groups of property owners to request special property tax assessments for the provision of services above typical City of Dallas levels. Working with City staff, each PID may select its own budget and categories based on its goals and needs, subject to Chapter 372 of the Texas Local Government Code. To learn more about existing PID districts or to contact PID staff, please visit <https://www.dallasecocodev.org/245/Public-Improvement-Districts>. The PID policy is attached as **Exhibit C**.

7. New Markets Tax Credits

Congress created the New Market Tax Credits (NMTC) program in 2000 to incentivize investments that create jobs and provide services in economically disadvantaged areas. The Community Development Financial Institutions (CDFI) Fund, a division of the U.S. Department of Treasury, administers the NMTC program. The NMTC program funds commercial, industrial, community facility, and mixed-use real estate projects in qualifying low-income communities.

NMTCs can subsidize approximately 15% to 20% of a project’s capital needs, usually in the form of low-interest, forgivable debt.

In 2009, the City created the Dallas Development Fund (DDF) to oversee the NMTC program within the City of Dallas. As of October 2022, DDF has received \$240 million in NMTC allocation that has supported more than 20 projects throughout Dallas. DDF maintains its own 501(c)(3) designation and is overseen by a separate board of directors. DDF accepts applications for projects on a rolling basis. More information is available [here](#).

8. Section 108

The federal HUD Section 108 Loan Guarantee Program provides Community Development Block Grant (CDBG) recipients the ability to leverage their annual grant allocation to access low-cost, flexible financing for economic development, housing, public facility, and infrastructure projects. The Office of Economic Development administers existing Section 108 loans issued by the City’s Department of Housing and Neighborhood Revitalization. OED is working to develop a new program statement for the City of Dallas Section 108 program which will be brought to City Council for approval at a future date.

9. Property Assessed Clean Energy

The City’s Property Assessed Clean Energy (PACE) program enables third-party financing for a variety of rehabilitation and redevelopment projects that increase efficiency by reducing onsite energy usage, reducing onsite water usage, and generating onsite energy. The PACE financing is offset by water/energy savings and is secured by a City assessment. More information is available [here](#).

The City will not support PACE applications for a project with a residential component that results in the direct displacement of residents unless (1) developer makes at least one comparable replacement dwelling available to each displaced tenant¹⁸ and provides relocation assistance for all displaced tenants; and (2) if any housing units are to be demolished or removed from residential use, developer either (a) plans to immediately reconstruct or otherwise replace all such units with units of the same type and same or better quality, or (b) proposes an alternate

¹⁸ The term “comparable replacement dwelling” means any dwelling that is (A) decent, safe, and sanitary; (B) adequate in size to accommodate the occupants; (C) within the financial means of the displaced person; (D) functionally equivalent; (E) in an area not subject to unreasonable adverse environmental conditions; and (F) in a location generally not less desirable than the location of the displaced person’s dwelling with respect to public utilities, facilities, services, and the displaced person’s place of employment. 42 USC § 4601(10). A comparable replacement dwelling will be considered to have been made available to a tenant, if (1) the tenant is informed of its location in writing; (2) the tenant has sufficient time to negotiate and enter into a purchase agreement or lease for the property prior to displacement from tenant’s current residential unit; and (3) the tenant receives relocation assistance in sufficient time to make arrangements to move to the comparable replacement dwelling or another location of tenant’s choosing.

plan that would result in the replacement of the units and such plan is approved by resolution of the City Council.

IV. OTHER PROGRAMS AND SOURCES OF SUPPORT

1. **City of Dallas Small Business Center.** The City's Small Business Center (SBC) offers technical assistance, workforce development programming, and business support funds to meet the needs of small businesses and entrepreneurs working in Dallas. Details on SBC programs is available via the SBC's website, www.sourcedallas.org.

Applicants that do not meet job creation, retention, and/or capital expenditure minimums for Office of Economic Development incentive programs as stipulated by the specific program requirements in this policy will be referred to the Small Business Center.

The Small Business Center also leads projects in need of tenanting assistance and projects located in geographies covered by SBC's place-based target funds, including the South Dallas Fair Park Opportunity Fund service area (more information [here](#)) and Neighborhood Empowerment Zones #9 and #10 (more information [here](#)). The SBC will also handle all applicants in need of technical assistance and working capital.

2. **City of Dallas Housing and Neighborhood Revitalization Department** The Department of Housing & Neighborhood Revitalization is charged with investing in the development and preservation of mixed-income housing. Through federal entitlement grants, local funds, bond funds and other housing development tools, the Department supports renters, homeowners, and homebuyers in finding, maintaining and staying in their homes. For information about Housing incentives, visit the department's website [here](#).
3. **City of Dallas Office of Historic Preservation** The Office of Historic Preservation administers the City's Historic Tax Exemption Program, which incentivizes property owners in the rehabilitation of historic properties. These incentives consist of tax exemptions for the rehabilitation of a historic structure. To qualify, the property must be designated as a City of Dallas Landmark or be a contributing property within a Landmark District. For information about this incentive, visit the department's website [here](#).
4. **Dallas County** Dallas County provides strategic tax abatements, participates in tax increment finance (TIF) districts, nominates projects for the Texas enterprise zone program, and supports the formation of foreign trade zones. Learn more about Dallas County economic development incentives [here](#).
5. **State of Texas** The State of Texas supports a variety of programs to help further economic development within the State. Office of Economic Development staff are experts in

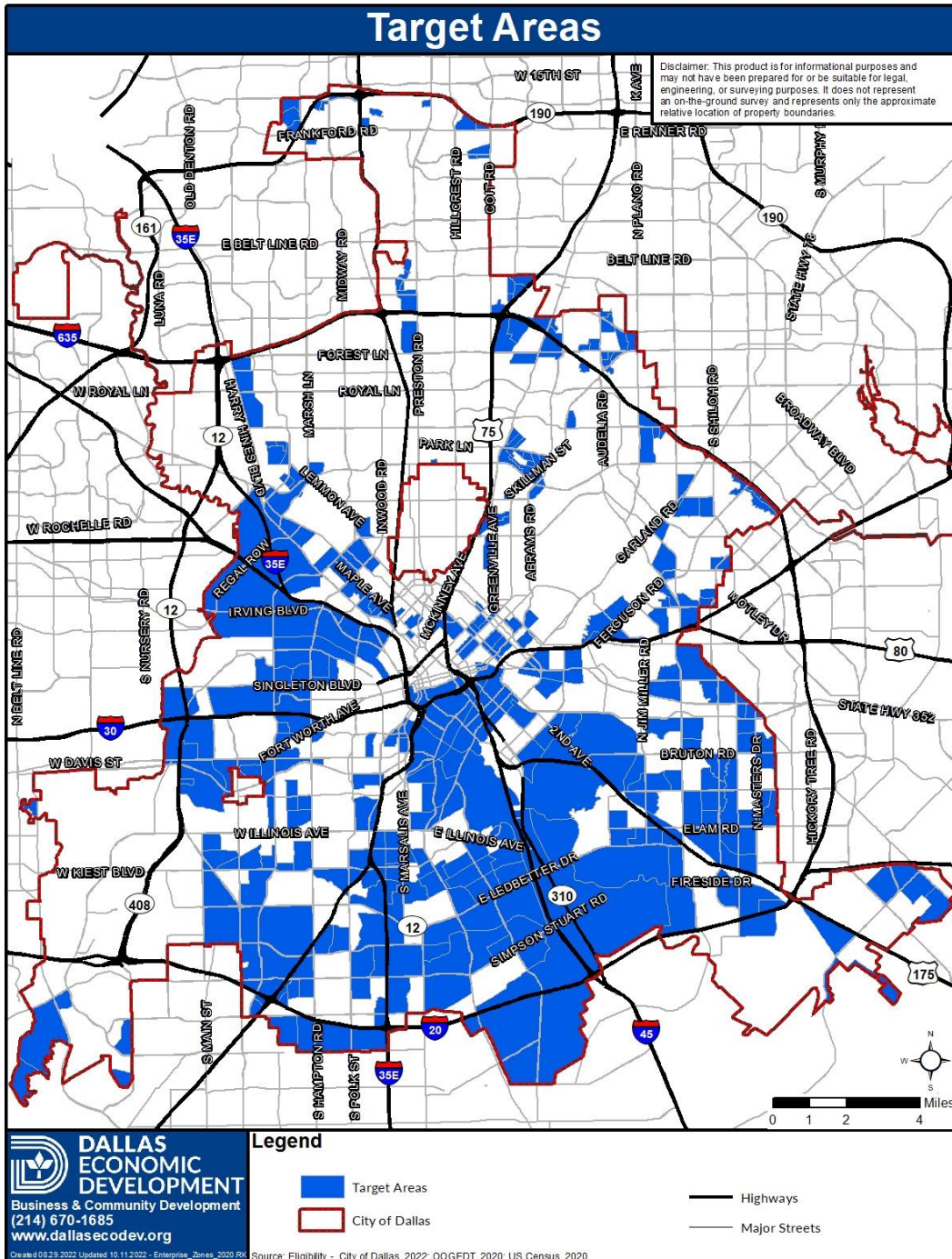
navigating the state programs and applications and can assist companies and site selectors interested in state incentives. Learn more about State of Texas incentives [here](#).

V. CONCLUSION

This Economic Development Incentive Policy will take effect on January 1, 2023 and will remain in effect for two years. Substantive updates to the policy, including extension of the effective date, require City Council approval and statutorily required public hearings. Staff may make minor edits to the policy, such as updating links or clarifying process or text, without City Council approval. The most current policy will always be posted and available on the Office of Economic Development [website](#).

EXHIBIT A TARGET AREA MAP

Target Areas align with the State of Texas Enterprise Zone designations¹⁹. These zones are re-evaluated as part of the decennial Census. The map is searchable by address [here](#).



¹⁹ State of Texas Enterprise Zone Program [FAQ](#)

EXHIBIT B

CITY OF DALLAS TAX INCREMENT FINANCE (TIF) POLICY

CRITERIA FOR EVALUATING PROPOSED TIF DISTRICTS. TIF districts created after the date of this Policy must comply with Chapter 311 of the Texas Tax Code, as well as the additional City requirements below:

1. **FMPC:** Staff must confirm that creation of a new TIF district complies with the then-current Financial Management and Performance Criteria (FMPC) adopted by the City Council.
2. **FUTURE PLANNED DEVELOPMENT:** Staff must determine that a minimum of \$50 million in new investment is reasonably anticipated within 5 years of the creation of a new TIF district. This requirement ensures that TIF districts are not created prematurely and that the proposed term of the TIF district maximizes collection of increment to support redevelopment.
3. **MIXED-INCOME HOUSING:** The TIF district's project plan and financing plan will require that projects with a residential component seeking funding from the TIF district shall comply with the following mixed-income housing requirements:
 - a. A minimum of 20% of the residential units constructed as part of the project shall be leased solely to those households earning a maximum of 80% of the Area Median Family Income determined annually by HUD.
 - b. The income-restricted units shall: (1) be of substantially identical finish-out and materials as market rate units; (2) float within each unit type; (3) not be fixed to specific unit numbers; and (4) not be segregated or concentrated on any one floor or area of the project.
 - c. Tenants occupying the income-restricted units shall not be restricted in any way from common areas or amenities within the project unless such restrictions apply to all tenants.
 - d. The income-restricted units shall be dispersed pro-rata among unit types and sizes. By way of example, if 25% of all units are 3-bedroom units, 25% of income-restricted units should also be 3-bedroom units.
 - e. Projects will comply with Chapter 20A of the Dallas City Code and Ordinance 30246, approved by Resolution 16-1760, as amended by City of Dallas Ordinance 32195, approved by Resolution 22-0743. Should these ordinances or Chapter 20A be further amended prior to the date that a project receives its certificate of occupancy, the project shall abide by such amended terms.
 - f. Developers will not discriminate against potential renters on the basis of source of income, including federal voucher holders.
 - g. Developers will complete an affirmative fair housing marketing plan and submit it to the Fair Housing Division of the Office of Equity and Inclusion for review and approval prior to the project completion deadline stated in the TIF incentive

agreement. Developers must market the residential units pursuant to the approved affirmative fair housing marketing plan.

- h. These mixed-income housing requirements will be secured by deed restriction or by any other method or instrument approved as to form by the City Attorney for a term of 15 years.
4. **INCREMENT SHARING:** To promote equitable development, staff will consider inclusion of a barbell mechanism designed to transfer a portion of captured tax increment from stronger market areas of the TIF district to a specified area identified in the TIF district project plan and financing plan where catalytic investment is needed to jumpstart private investment and development. Increment sharing can take the form of non-contiguous or contiguous sub-districts.
5. **NEIGHBORHOOD PRESERVATION:** If the TIF district contains or abuts single-family residential neighborhoods in Target Areas, the TIF district's project plan and financing plan must contain a budget line item to address the needs of existing homeowners, such as homeowner stabilization programming, home repair funding, or programs to mitigate residential displacement.
6. **URBAN DESIGN:** The TIF district's project plan and financing plan will require that all projects seeking funding from the TIF district shall comply with Urban Design Guidelines and/or conform to the recommendations of the City's Urban Design Peer Review Panel.
7. **M/WBE:** The TIF district's project plan and financing plan will require that all projects seeking funding from the TIF district shall comply with the City's Business Inclusion and Development Plan for all construction costs of the project.
8. **PARTICIPATION OF OTHER TAXING JURISDICTIONS:** Staff will request the participation of Dallas County and other taxing jurisdictions, as appropriate.
9. **TERM AND PARTICIPATION:** New TIF districts will not have an initial term of more than 30 years and may be renewed or extended only with the approval of the City Council. City participation in new TIF districts will be determined by staff based on an evaluation of the anticipated need in the TIF district but will not exceed 90%.

CRITERIA FOR EVALUATING PROPOSED EXPANSION OR EXTENSION OF TIF DISTRICTS

TIF districts expanded by 10% or more of the then-current TIF district's boundary or TIF districts extended after the date of this Policy must comply with Chapter 311 of the Texas Tax Code as well as the additional City requirements below:

1. **FMPC:** Staff must confirm that expansion or extension of a TIF district complies with the

then-current FMPC adopted by the City Council.

2. **FUTURE PLANNED DEVELOPMENT:** Staff must determine that a minimum of \$50 million in new investment is reasonably anticipated within 5 years of the expansion or extension of the TIF district.
3. **MIXED-INCOME HOUSING:** The amendment of the TIF district's project plan and financing plan must require that projects with a residential component seeking funding from the TIF district shall comply with the following mixed-income housing requirements:
 - a. A minimum of 20% of the residential units constructed as part of the project shall be leased solely to those households earning a maximum of 80% of the Area Median Family Income determined annually by HUD.
 - b. The income-restricted units shall: (1) be of substantially identical finish-out and materials as market rate units; (2) float within each unit type; (3) not be fixed to specific unit numbers; and (4) not be segregated or concentrated on any one floor or area of the project.
 - c. Tenants occupying the income-restricted units shall not be restricted in any way from common areas or amenities within the project unless such restrictions apply to all tenants.
 - d. The income-restricted units shall be dispersed pro-rata among unit types and sizes. By way of example, if 25% of all units are 3-bedroom units, 25% of income-restricted units should also be 3-bedroom units.
 - e. Projects will comply with Chapter 20A of the Dallas City Code and Ordinance 30246, approved by Resolution 16-1760, as amended by City of Dallas Ordinance 32195, approved by Resolution 22-0743. Should these ordinances or Chapter 20A be further amended prior to the date that a project receives its certificate of occupancy, the project shall abide by such amended terms.
 - f. Developers will not discriminate against potential renters on the basis of source of income, including federal voucher holders.
 - g. Developers will complete an affirmative fair housing marketing plan and submit it to the Fair Housing Division of the Office of Equity and Inclusion for review and approval prior to the project completion deadline stated in the TIF incentive agreement. Developers must market the residential units pursuant to the approved affirmative fair housing marketing plan.
 - h. These mixed-income housing requirements will be secured by deed restriction or by any other method or instrument approved as to form by the City Attorney for a term of 15 years.
2. **INCREMENT SHARING:** To promote equitable development, staff will consider inclusion of a barbell mechanism designed to transfer a portion of captured tax increment from stronger market areas of the TIF district to a specified area identified in the amended TIF district project plan and financing plan where catalytic investment is needed to jumpstart private investment and development. Increment sharing can take the form of non-

contiguous or contiguous sub-districts.

4. **NEIGHBORHOOD PRESERVATION:** If an expanded or extended TIF district contains or abuts single-family residential neighborhoods in Target Areas, the TIF district's amended project plan and financing plan must contain a budget line item to address the needs of existing homeowners, such as homeowner stabilization programming, home repair funding, or programs to mitigate residential displacement.
5. **URBAN DESIGN:** If not already included in the TIF district's project plan and financing plan, the TIF district's amended project plan and financing plan must require that all projects seeking funding from the TIF district shall comply with Urban Design Guidelines and/or conform to the recommendations of the City's Urban Design Peer Review Panel.
3. **M/WBE:** If not already included in the TIF district's project plan and financing plan, the TIF district's amended project plan and financing plan must require that all projects seeking funding from the TIF district shall comply with the City's Business Inclusion and Development Plan for all construction costs of the project.
4. **PARTICIPATION OF OTHER TAXING JURISDICTIONS:** Staff will request the participation of Dallas County and other taxing jurisdictions, as appropriate.
5. **FUTURE PLANNED DEVELOPMENT:** Staff must determine that the proposed extension or expansion will attract substantial redevelopment project of \$100 million or more of new investment reasonably anticipated within 5 years of the extension or expansion.
6. **TERM AND PARTICIPATION:** TIF district terms may be extended by no more than a total of 15 years. Any extension of the term of a TIF district will be accompanied by a reduction in the City participation in the TIF district. The City's participation rate for any extension term will be a minimum of 30% lower than the rate at the time of the extension. New sub-districts shall have an initial term of no more than 30 years and may be renewed or extended only with the approval of the City Council. City participation in new sub-districts will be determined by staff based on an evaluation of the anticipated need in the sub-district but will not exceed 90%.

EXHIBIT C

CITY OF DALLAS PUBLIC IMPROVEMENT DISTRICT (PID) POLICY

The City of Dallas supports the use of PIDs to address public needs or supplemental services identified by property owners. PIDs in Dallas will be allowed to fund any item provided by Chapter 372 of the Texas Local Government Code, as petitioned by the property owners. The PID Policy will be reviewed and reauthorized every two years as part of the Economic Development Incentive Policy, or more frequently if necessitated by changes in state law.

PETITIONS

In new and renewing commercial or mixed-use district PIDs, the City will require that Owners representing (1) at least 60% of the value **and** (2) 60% of all record Owners **or** 60% of land area, support the creation of a new or renewing PID. Waivers to City's 60% threshold criteria shall only be authorized by a vote of a three-quarters majority of the Dallas City Council. Neither staff nor City council have the authority to approve exceptions to the state's petition threshold.

In new or renewing single-family PIDs (defined as areas with a minimum of 30% of land area dedicated to detached single-family housing), the City will require that Owners representing (1) at least 66.7% of the value **and** (2) 66.7% of all record Owners **or** 66.7% of land area, support the creation of a new PID.

Petitions will not be required to be notarized. Staff will verify that the person signing the petition is the owner and has the authority to sign. PID petitions shall include this additional note: "With respect to community property, the City may accept the signature of a spouse as a representation of both spouses that they support the creation or renewal of the PID absent a separate property agreement. However, if staff is made aware of any disagreement among owners of community property those petitions will not be counted."

The deadline to submit petitions for new or renewing PIDs is February 1. Signatures must be gathered between October 1 and February 1. The deadline to submit written consent forms from hotel owners for an expansion of the Dallas Tourism PID is February 1.

ASSESSMENTS AND ALLOWABLE COSTS

1. PID assessments will be based on a set rate based on total property value. The maximum PID assessment in Dallas shall be \$0.15 per \$100 valuation.
2. PIDs in Dallas will be allowed to fund any item provided by state law.
3. PIDs must be self-sufficient and not adversely impact ordinary service delivery of the City. Public improvement districts in the City of Dallas shall incur no bonded indebtedness.
4. Administrative expenses for a PID, excluding costs for City staff administration, shall not exceed 15% of the total budget in any year.

5. A PID Service Plan shall contain procedures for the termination of the PID without imposing unintended costs on the City of Dallas. A PID cannot be dissolved without a petition from property owners and must be sufficient as for creation or renewal in accordance with Chapter 372, Section 372.005(b) of the Texas Local Government Code.
6. Upon council approval of creation or renewal of a PID, City staff will file the ordinance creating or renewing the PID and a Notice of Assessment Form with the Dallas County Clerks' office or other relevant deed records so that a title company may determine how much of an assessment is owed or paid for each property in the PID each year. This will ensure that a title company can pro-rate the assessments for the year between the buyer and seller in the same way the title company is responsible for calculating and collecting the taxes apportioned between the buyer and seller on the date of closing. This practice will not involve separately recording documents for each parcel within a PID.
7. Property owned by the City of Dallas shall not be subject to assessment by any PID, excluding the current term of the Downtown Improvement District. The City will review participation in the Downtown Improvement District on renewal.

APPLICATION REQUIREMENTS

1. An application fee of \$15,000 will be required for all new or renewing PIDs and for requests by DTPID for expansions. This fee is regulatory in character so it approximates staff costs of administering the PID program. The fee will be used to pay for direct expenditures and to compensate the Office of Economic Development for staff time associated with PID creation and renewal. If the City costs for this process are less than \$15,000, the remainder will be reimbursed to the PID applicant unless the renewal or creation of the PID is successful in which case the remainder will be retained to cover City administrative expenses incurred throughout the PID's term including publication of legal notices, mailings, staff time in overseeing and monitoring the district, and any other related expense. The application fee will not be counted as part of the 15% maximum for administrative expenses in a PID budget.
2. A PID application for creating or renewing a PID shall include a current list of properties and tax roll. City staff will assist in this process in coordination with the PID management organization and DCAD.
3. PID applications shall include a map acceptable to the Office of Economic Development and a legal or clear description of the property or properties included in the District. This practice will not require the applicant to provide property surveys.
4. A PID application for creating or renewing a PID shall include a section that clearly identifies the proposed benefit of the PID to the property owners within the PID boundary and to the City as a whole and also any required evidence of insurance coverage.
5. Proposed PIDs are required to notify all property owners and host at least one public

meeting with all the property owners within the area. Written notice must be sent by postal mail at least 15 days prior to the meeting date.

DISTRICT MANAGEMENT

Any management entity for a PID shall be required to submit quarterly reports of all PID activities and expenditures; an annual independent audit of all PID expenditures; an annual Form 990; a copy of the management entity's governance documents and policies; and shall hold an annual meeting open to all property owners and held in a public meeting space with written notice which must be sent by postal mail to all property owners in the PID at least two weeks prior to this meeting date to provide an opportunity for property owner questions, comments, and input to be considered during the PID Budget and Service Plan approval process.

Management entities and their board members, officers, employees, contractors, and agents (collectively "PID Management" or "PID Management parties") must comply with the following:

1. PID Management parties will conduct themselves in a manner consistent with sound business and ethical practices.
2. PID Management parties will consider the public interest when determining how to use assessment funds and will only spend assessment funds in accordance with Chapter 372 of the Texas Local Government Code.
3. PID management entities will not contract with any entity or individual with which a PID Management party has a financial interest unless such financial interest is disclosed, the party with the financial interest is absent during any board discussion and vote, and the remaining board members unanimously deem the contract in the best entity of the PID.
4. PID management entities will not hire or contract with a board member or any relative (by blood, marriage, or adoption), domestic partner, or business associate of any board member for PID management services or other purposes unless such relationship is disclosed, the party with the relationship is absent during any board discussion and vote, and the remaining board members unanimously deem the action in the best entity of the PID.
5. PID Management will avoid the occurrence of and the appearance of the occurrence of acts of impropriety to ensure public confidence in the PID program.
6. No PID Management party may have an interest, financial or otherwise, direct or indirect, or engage in any business, transaction, or professional activity or incur any obligation of any nature which is in conflict with the proper discharge of his or her duties on behalf of the PID.
7. PID Management will not use their positions, the petitioned services, the assessment funds, or the petition process for personal gain or benefit and will not unduly influence others through any tactics including but not limited to coercion or bullying.
8. PID Management shall comply with this PID policy as well as with the applicable provisions of the Dallas City Code, Chapter 12A and any future amendments to same. In the event of a conflict between this PID policy and Chapter 12A, Chapter 12A will control.

9. Management entities shall maintain a publicly accessible internet website and ensure the availability via the website of the entity's contact information; board membership information; name and contact information of its executive director or person that performs those duties; meeting notices; meeting minutes; its annual assessment rate; the adopted service plan budget for preceding two years and current year; most recent financial audit; and information regarding how to file a complaint alleging unethical conduct or a violation of fraud, waste, or abuse of PID assessments with the Inspector General Division of the Dallas City Attorney's Office.
10. The PID liaison from OED will be invited to all PID board meetings. If the PID is unable to identify its liaison, it may invite the Director of OED.

The City reserves the right to audit the books, records, and practices of PID Management parties at any time. The City may terminate a PID management agreement for cause at any time without notice.

SPECIAL PURPOSE PIDS

Special Purpose PIDs may be created by the City to address unique issues, subject to state law petition requirements. The maximum PID assessment in these districts will be determined by the City Council and may be above \$0.15 per \$100 valuation. These PIDs in Dallas will be allowed to fund any item provided by state law. These Districts may be used to address special facility maintenance and beautification issues. Administrative expenses in these districts shall not exceed **10%** of the total budget in any year.

BOUNDARIES

1. With the exception of Klyde Warren Park and the Tourism PID, and any future modifications to the boundaries of either PID, no future PIDs will be allowed to be created that overlap the boundaries of another Dallas PID.
2. In general, the boundaries of existing PIDs can be modified during a renewal process (with updated map as part of the petition). However, a boundary change during the existing term of a PID may only be considered if a re-petition of the proposed PID area meets the minimum criteria for creation/renewal as described earlier in this Policy.
3. The boundaries of the DTPID include hotels with more than 100 rooms. Any hotels that drop below that room level during the term will be removed from the assessment roll during the annual service plan approval process. New hotels may be added during the existing term of a PID with City Council approval in accordance with Chapter 372 of the Texas Local Government Code.

EXHIBIT D

COMMUNITY DEVELOPMENT PLAN

BACKGROUND

The Texas Community Development Act of 1975, as enacted by Chapter 373 of the Texas Local Government Code authorizes a variety of activities to contribute the development of viable urban communities by expanding economic opportunities for persons of low and moderate income. The legislative finding aligns with the revised incentive programs stemming from the new Economic Development Plan to support job growth, create new tax revenue, and expand the City’s tax base, while advancing equitable economic development, including a renewed and explicit focus on incentivizing:

- High-quality jobs that provide opportunities for all
- Investment in Southern Dallas and other distressed or low-to-moderate income areas; and
- Racially equitable participation in Dallas’s economy and wealth-building opportunities

While the traditional tools of the City’s economic development program, including grants, loans and tax abatements as authorized under Chapters 380 and 378 of the Texas Local Government Code and Chapter 312 of the Texas Tax Code, have been successful in supporting larger scale, for-profit projects, the tools are not as well aligned to support projects led by non-profit developers, or that offer additional community benefits. A Chapter 373 Program is proposed to further the revised Economic Development Incentive Policy (“Incentive Policy”) and address the gap in existing incentive tools, and expand economic opportunities for persons of low-and-moderate income.

To enact a Chapter 373 program, City Council approved this Community Development Plan (“CDP”) on December 14, 2022 as a component of the City Economic Development Incentive Policy. A public hearing on the CDP was held on November 9, 2022. The CDP will be reviewed and reauthorized every two years as part of the Economic Development Incentive Policy.

PURPOSE

The purpose of the CDP is to improve living and economic conditions of persons of low and moderate income through the provision of loans and grants to qualified projects that inhibit the deterioration of property; expand and improve the quantity and quality of community services important to the community welfare; improve arrangement of residential, commercial, industrial, recreational, and other necessary activity centers; restore and preserve properties of special value for historic, architectural, or aesthetic reasons; and/or alleviate physical or economic distress through the stimulation of private investment and community revitalization in slum or blighted areas.

PROGRAM AREA

Activities carried out under CDP will be limited to the Target Areas defined by the Incentive Policy. These Target Areas are comprised of census tract block groups that have a 20% or greater poverty rate based upon the most recent decennial census federal poverty level information, which indicates predominately low-and-moderate income populations. Within the program area, activities as defined as “Eligible Activities and Project Types” below may occur.

ELIGIBLE ACTIVITIES

The following elements are eligible for funding provided that the activity would further the purposes of this CDP and meet the eligibility criteria as specified under the “Project Types” section below.

- Rehabilitation of privately-owned property
- Activities that are conducted by public or private entities if the activities are necessary or appropriate to meet the needs and objectives of the CDP, including:
 - acquisition of real property²⁰
 - acquisition, construction, reconstruction, rehabilitation, or installation of public facilities, site improvements, utilities, commercial or industrial buildings or other structures, or other commercial or industrial real property improvements
- Grants to neighborhood-based nonprofit organizations, local development corporations, or similar entities
- Provision of assistance to private, for-profit entities if the assistance is necessary or appropriate to carry out an economic development project

PROJECT TYPES

1. **Community Development Projects** are projects that are led by a community based non-profit developer²¹ and must either 1) create 25 permanent full-time jobs that pay a Living Wage (exclusive of overtime, bonuses, or benefits), or 2) document a minimum capital investment of \$2 million, excluding acquisition costs, and any jobs created directly by the primary developer receiving the incentive must pay a Living Wage. Projects must demonstrate that at least 75% of the total project funding is either in hand or has been pledged. City funds may be used for construction costs only; funds are not to be used for programmatic expenses.
2. **Neighborhood Revitalization Projects** are rehabilitation projects that that are led by a community based non-profit developer and must either 1) create 25 permanent full-time jobs that pay a Living Wage (exclusive of overtime, bonuses, or benefits), or 2) document a minimum capital investment of \$2 million, excluding acquisition costs, and any jobs created any jobs created directly by the primary developer receiving the incentive must

²⁰ Land acquisition is an eligible use only as part of a larger project as defined in Project Types. Land acquisition alone is not an eligible activity.

²¹ This may include neighborhood-based nonprofit organizations, local development corporations, or similar entities.

pay a Living Wage. Projects must demonstrate that at least 75% of the total project funding is either in hand or has been pledged. City funds may be used for construction or rehabilitation costs only; funds are not to be used for programmatic expenses. The City encourages pairing PACE financing with any revitalization project.

- 3. Community Impact Project** is a project that meet a specific community need, such as a grocery store, senior-care facility, child-care facility, or health-care facility. Other project types may be considered if applicant demonstrates a defined service gap. Projects must create at least 15 permanent full-time jobs with an average salary (exclusive of overtime, bonuses, or benefits) equivalent or greater to the Living Wage for an individual living in Dallas County and document a minimum capital investment of \$2 million, excluding acquisition costs. City funds may be used for construction or rehabilitation costs only; funds shall not be used for programmatic expenses. The City encourages pairing PACE financing with any rehabilitation project. Funds may be received as a grant and/or a loan.

APPLICATION PROCESS

All projects receiving funding under the CDP will follow the same application process for Negotiated Incentives as established by the Incentive Policy. All approvals for funding will likewise follow the policies as established by the Incentive Policy.

ADDITIONAL INFORMATION

The CDP will be administered by the Office of Economic Development, and in accordance with the CDP. The CDP will be reviewed and updated (as applicable) every two years.

PUBLIC PURPOSE

All loans and grants must accomplish a public purpose, as required state law. The City Council finds that the project types described herein serve a valid public purpose.

City of Dallas
Historic Preservation Policy
DRAFT

November 7, 2022

Table of Contents

Introduction: Why a Historic Preservation Policy	2
History and Context.....	2
The Role of Historic Preservation Amidst Shifting City Priorities	2
Reimagining Historic Preservation to Advance Racial Equity.....	3
Mission and Vision	4
Policy Goals.....	4
Historic and Cultural Preservation Mission	4
Strategies for Equity and Inclusion	5
Inclusive Landmark and Historic District Designation Criteria	5
Action 1: Develop cultural context statements for historically marginalized communities across Dallas.	
Action 2: Ensure that criteria for landmark commissioner appointment and historic district and landmark designation are inclusive and reflective of the City’s values as laid out in the Dallas City Charter and Racial Equity Plan.	
Action 3: Create a new historic district designation better adapted to historically marginalized communities.	
Preventing Cultural Displacement.....	7
Action 4: Give residents of “Legacy Neighborhoods” assistance accessing existing City programs that: allow residents to remain in place, support the economic vitality of their communities, preserve culture and support creative placemaking, leverage environmental sustainability initiatives for affordability, health, and longevity.	
Action 5: Use data to drive efficiency and impact.	
Strategies for Efficient, Effective, and Inclusive Service	10
Improving Efficiency	10
Action 6: Focus the Landmark Commission on assets of exceptional significance.	
Action 7: Conduct updated Citywide historic resources surveys, with particular attention to rapidly changing neighborhoods.	
Action 8: Write a Strategic Plan for Historic and Cultural Preservation in the City of Dallas.	
Improving Accessibility.....	12
Action 9: Develop a streamlined, user-friendly digital platform that increases process transparency and automation.	
Action 10: Improve public education and empowerment offerings.	

Introduction: Why a Historic Preservation Policy

City of Dallas – An Innovator in Historic Preservation

Historic preservation in Dallas began with neighborhood self-determination when Swiss Avenue residents advocated for the designation of the City's first historic district in 1973. For decades, Dallas' residents have fought massive development pressures for the preservation of their neighborhoods' histories. The preservation community has built a foundation for progressive work by making Dallas a place where history is recognized as an important asset that contributes to economic development and residents' quality of life.

However, the field is shifting to recognize that preservation of history and culture requires preservation of communities, not just buildings. Fighting the displacement of historically significant and marginalized communities — is essential if Dallas wants to continue to be at the forefront of neighborhood-driven preservation. Increased access and inclusion in preservation decision making, along with increased diversity in the decision makers, will be essential. This policy aims to build on Dallas' strong history of neighborhood-based historic preservation, creating opportunities for further innovation, equity, and inclusion that will make Dallas a leader in the field.

The Role of the Historic Preservation Policy Amidst Shifting City Priorities

Through the adoption of the Racial Equity Plan in August 2022, the City of Dallas demonstrated its commitment to prioritize racial equity and to better serve historically marginalized communities. The City's commitment to racial equity appears not only in the Racial Equity Plan, but also the Equitable Economic Development Policy. By implementing this Historic Preservation Policy, the City will work towards goals and actions outlined in both the Racial Equity Plan and the Economic Development Plan.

The Racial Equity Plan directly outlines progress measures for the Office of Historic Preservation (outlined below) under the REP's economic development strategic priority.

Racial Equity Plan Progress Measures for the Office of Historic Preservation Addressed by this Policy:

1. Recommend amendments to the existing Tax Exemption Program or develop a new incentive program aimed at influencing the likelihood that the percentage of resources allocated to historically disadvantaged communities will increase by October 2024.
2. Make a recommendation to City Council to assess City support for historical homes/structures that are not tied to property value.
3. Increase number of historical preservation pieces of collateral, outreach events, education and awareness presentations/ publications, in historically disadvantaged communities provided in English and Spanish from 0 to 3 by May 2025.
4. Make a recommendation to increase the number of residents from historically disadvantaged communities on the Landmark Commission by October 2026.

The goals and programs outlined in this policy are also aligned with the Racial Equity Plan's broader goals around community development, housing, environmental justice, and infrastructure. In particular:

Racial Equity Plan Action Targets Addressed by this Policy:

- **Housing Action Target 3.2:** Deploy anti-displacement strategies in transitioning (e.g. gentrification) to address longstanding inequities by ensuring zoning is inclusive of historically disadvantaged communities to encourage sustainability and thriving opportunities
- **Housing Action Target 3.5:** Address pre-development costs, such as costs of (e.g., rehabilitation) in historically disadvantaged communities.
- **Housing Progress Measure HOU.2:** Develop a strategy for identifying neighborhoods most at risk of gentrification and displacement by December 2023.
- **Community Development Action Target 1.10:** Engage residents through arts and cultural programs funding that fully integrate historically disadvantaged communities into civic life.

- **Environmental Justice Action Target 2.13:** Implement the Brownfield Program to address contaminated sites in historically disadvantaged communities.
- **Infrastructure Action Target 4.2:** Build and improve infrastructure services to support increases in necessary development for residents who have been burdened by floods and high energy utility costs.

This policy reframes the mission and purpose of the Office of Historic Preservation to be proactive, equity-driven, and focused on inclusive historic and cultural preservation. While this policy aligns the Office of Historic Preservation with the City's racial equity priorities and lays the groundwork for progress, the goals outlined within cannot be accomplished without the expertise of the residents living in communities that are at risk of displacement or erasure. Community engagement and empowerment will be an essential part of successful policy implementation.

The implementation of this policy will be followed by a Historic Preservation Strategic Planning process that would likely begin in the Winter of 2023. In that planning process, robust community engagement will be critical to identifying the most effective and innovative solutions to challenges communities face around historic and cultural preservation and displacement.

Reimagining Historic Preservation to Advance Racial Equity

With renewed focus and urgency around equitable economic development, racial equity, and housing affordability, it is imperative that the City once again pioneer a new approach to its historic preservation program, one that takes **a broader and more equitable and inclusive stance on what cultural heritage assets are worthy of preservation.**

An organizational pivot of this magnitude cannot be executed through incremental process reform alone. The City's current historic preservation mechanisms are ill-equipped to navigate non-architectural threats to preservation, such as affordability, gentrification pressures, and limited property owner capacity (fiscal and/or legal) to rehabilitate existing structures. The City needs to reimagine its entire suite of historic preservation systems to ensure alignment with an explicit, equity-centered mission. This policy lays out that mission and specific implementation strategies.

Mission and Vision

Policy Goals

- **Equity:** Shift the City's role from only regulating renovation of historic properties to also proactively preserving at-risk cultural heritage and historic resources, particularly in historically marginalized communities.
- **Identify and address barriers to access:**
 - The City of Dallas must be able to formally acknowledge the historical significance of landmarks and districts that gain their significance from a variety of cultures, ethnicities, races, spiritualities, sexual orientations, or other unique identities. Designation criteria must be inclusive.
 - Designation and approvals processes must be accessible and navigable for all residents.
 - Designation as a historically and culturally significant district should not place undue burden on residents in historically marginalized communities. Instead, it should create opportunities for community and cultural development.
- **Inclusion:** Create a variety of vehicles for Dallas residents, particularly those from historically marginalized communities, to weigh in on decisions that impact their lives and neighborhoods.
 - In particular, the identification of historically significant assets and prioritization of features to be preserved should arise out of the broadest possible engagement with stakeholder communities.
 - Provide accessible community education opportunities that allow residents to fully utilize resources offered by the Office of Historic Preservation and partnering departments.
- **Customer Service:** Increase access and efficiency for residents and property owners.

Historic and Cultural Preservation Mission

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.

Dallas' history is more than an asset contained within architecturally significant private properties. The City's history is a dynamic and community-centered public resource that the City has an obligation to protect. The most proactive, equitable way the City can pursue historic preservation is through preserving community, identity, and culture.

Strategies for Equity and Inclusion

Inclusive Landmark and Historic District Designations

Action 1: Develop cultural context statements for historically marginalized communities across Dallas.

Most of Dallas' current historic districts derive their significance from the "Architecture," "Architect or Master Builder," "Historic Context," and "Unique Visual Feature" characteristics.

Other cities pursuing inclusive historic preservation practices have addressed racial and socioeconomic biases in their designation criteria by adding cultural context statements. Cultural context statements provide additional information from experts (community members, preservationists, and historians) that help historic preservation planners identify important places, events, and other types of heritage that are particularly significant in relation to an important theme.¹

As part of the Strategic Planning process, the Office of Historic Preservation should commission the development of cultural context statements on, at minimum, the following three themes:

- Xicanx History and Culture in Dallas
- African American History and Culture in Dallas
- LGBTQ+ History and Culture in Dallas

It is imperative that the decision-makers who have the power to designate districts and landmarks are deeply familiar with the context statements above. Many Dallas residents may not have had the opportunity to learn extensively about the history and culture of marginalized groups, contributing to the cycle of those communities' important places, landmarks, and traditions being overlooked and overwritten.

The context statements should be developed in partnership with community organizations in Dallas who represent the population of focus, in addition to academics, authors, or journalists who have extensively studied the population's history in the region. The most effective context statements include both a narrative history of the theme, and guidance for how places of importance to that theme should be identified in the City in the future.

Action 2: Ensure that criteria for landmark commissioner appointment and historic district and landmark designation are inclusive and reflective of the City's values as laid out in the Racial Equity Plan.

Most of Dallas' current historic districts derive their significance from the "Architecture," "Architect or master builder," "Historic Context," and "Unique visual feature" characteristics.

¹ "A historic context statement is a historic preservation planning tool used by federal, state, and local governments to guide the identification, documentation, and evaluation of historic properties associated with a specific theme. Themes can range from the history of city to a style of architecture to a cultural group. Historic context statements are composed of two primary parts: a narrative discussion of the patterns, events, cultural influences, and individuals or groups relevant to the theme; and technical information that serves as a guide for future identification and analysis of historic properties associated with the theme." [Citywide Historic Context Statement for LGBTQ History in San Francisco](#) (2016)

Similarly, the criteria for Landmark Commissioner selection and appointment prioritizes individuals with “demonstrated knowledge and experience in history, art, architecture, architectural history, urban history, city planning, urban design, historic real estate development, or historic preservation.”² Therefore, the majority of appointed landmark commissioners have had significant professional or educational experience in the above fields – many of which have high financial and other barriers to entry. Architecture and urban design, which are known as majority-white and majority-male fields in the United States, are slowly becoming more inclusive; still, recent studies confirm that design education continues to be inaccessible and unwelcoming to Black, Indigenous, and other students, often leading them to ultimately choose other career paths.³ A community member does not have to have a masters degree in architecture, history, planning, or art, to be a successful steward and protector of Dallas’ historical assets.

It is important to make structural changes that:

- create more opportunities for people of different professional and educational backgrounds to be part of the Landmark Commission
- define “significance” inclusively, to ensure the protection of structures, landmarks, and communities that are deeply significant to historically marginalized peoples

Specific parts of Sections 51A-3.101 and 51A-4.501 that are recommended for amendment are outlined in Appendix B.

Action 3: Create a new historic district designation better adapted to historically marginalized communities.

Historic designation by city, state, or national entities has historically been a double-edged sword for many communities. Though designation can preserve the architectural character of an area, increase the appreciation rate of property values, and provide opportunities for economic development, it can also create unnecessary burdens for property owners and community members, especially in low-income communities.⁴ Property owners in historically marginalized, typically lower income communities often lack the resources necessary to navigate the lengthy approvals processes for renovations and repairs, and may not be able to afford the materials, designers, lawyers, and other resources necessary to meet standards of appropriateness.

As discussed in Section 3, Action 1: “Develop Cultural Context Statements”, current designation criteria and processes are not designed to work for communities with lesser-known histories, smaller houses, and less expendable income to navigate designation and approval processes.

The boldest way to ensure that Dallas’ approach to historic preservation is equitable is to create a designation system designed to serve historically marginalized neighborhoods and their needs. The Legacy Neighborhood designation would honor the cultural and historical importance of the neighborhoods that many historically marginalized communities have called home for decades. Some of Dallas’ strongest stories of

² The Dallas City Code, [Sec. 51A-3.101](#). Landmark Commission.

³ [NCARB and NOMA Report on Architecture Education Assesses Race-Based Disparities](#), National Council of Architectural Registration Boards, 2022.

⁴ [Benefits of Establishing a Historic District](#), National Trust for Historic Preservation, 2015.

community and culture come from formerly segregated neighborhoods such as Freedmen’s towns and barrios, many of which have been lost to urban renewal, redevelopment, and demolition. This designation will ensure that at-risk neighborhoods are prioritized for City resources that can prevent further displacement due to gentrification or disinvestment, in accordance with current federal and state laws. Most importantly, the Legacy Neighborhood designation will not create financial or regulatory burdens for low-income neighborhoods. It will open doors to resources for residents, instead of introducing additional hurdles.

Implementation

The City Manager would be responsible for nominating neighborhoods for the new designation; approval will ultimately fall to City Council. Through their expanded community engagement and empowerment offerings (see Section IV, Action 5), OHP staff will have the opportunity to host workshops and information sessions in potential Legacy Neighborhoods to gauge the community’s interest in designation, and (with community support) can then make recommendations to the City Manager.

The designation criteria for legacy neighborhoods and the full outline of the program will be determined through the strategic planning and community engagement process slated for 2023.

Preventing Cultural Displacement

The “Legacy Neighborhood” program would utilize partnerships with other City agencies to help residents in legacy neighborhoods access specific City programs that can help them remain in their communities, while supporting the equitable growth of their neighborhoods.

Action 4: Give residents of “Legacy Neighborhoods” aid in accessing existing City programs that:

- allow residents to remain in place
- support the economic vitality of their communities
- preserve culture and support creative placemaking
- leverage environmental sustainability initiatives for affordability, health, and longevity

Existing programs within HOU (the Targeted Rehab Program and ARPA program) already prioritize or are exclusive to several legacy neighborhoods. The Targeted Rehab Program serves West Dallas and Tenth Street, while the ARPA repair funding is reserved for property owners in Joppa, Five Mile, and Tenth Street.

Implementation

OHP should strengthen partnerships with the Office of Economic Development, the Office of Cultural Affairs, the Department of Housing and Neighborhood Revitalization, and the Office of Environmental Quality – all of which have programs (see table below) that can serve as cultural preservation and anti-displacement tools. OHP should work with the above departments to develop systems for legacy neighborhood (LN) residents to be prioritized, in accordance with current federal and state laws, for the programs below through:

1. Expedited application processing for LN residents.
2. A portion of the program budget earmarked for LN residents.
3. Specialized outreach to LN residents.

OHP Staff should develop a Legacy Neighborhoods website page, including a form where residents can answer a few simple questions to determine eligibility and be directed to applicable programs. Ideally, OHP could partner with the above departments to develop a common application that residents could fill out to be approved for multiple programs concurrently.

Successful implementation will require the City to build the Office of Historic Preservation’s capacity to undertake interdepartmental collaboration, new program implementation, and community engagement.

Program design, partnerships, and application criteria would be refined through the strategic planning and community engagement process slated for 2023.

Existing Resources for Legacy Neighborhoods				
	OED	OCA	HOU	OEQS
Anti-Displacement	Food Access Program Infrastructure Improvement Program/Fund		Home Improvement and Preservation Program (HIPP) Community Land Trust Dallas Homebuyers Assistance Program (DHAP) <u>ARPA Repair Funds</u> (only Freedmen’s Towns are eligible: Tenth Street, Joppa, Five Mile) Title and Property Assistance (TAPA)	Minor Plumbing Repair Program (with Dallas Water Utilities) Weatherization Assistance Program (with DCHHS) Low-Income Home Energy Assistance Program (LIHEAP with DCHHS) Environmental Justice Fund
Equitable Economic Development	Community Development Program/Fund Infrastructure Improvement Program/Fund	Public Art Program Arts Activate	Mixed-Income Housing Development Bonus (MIHDB)	
Cultural Preservation + Creative Placemaking		Community Artist Program Cultural Organizations Program		
Sustainability				Brownfields Program Solar Residential Program (with ONCOR) Building Materials Recycling (with DSS)

Action 5: Use data to drive efficiency and impact.

Use indicators such as vacancy rates, demolition rates, property value increases, and rent increases in Legacy Neighborhoods to determine which of the above City programs residents of the community should be prioritized for, in accordance with federal and state laws.

Example: OHP would collaborate with the Office of Housing and Neighborhood Revitalization to ensure that all applicants from Legacy Neighborhoods with vacancy rates over 15% would be prioritized for the Home Improvement and Preservation Program and the Community Development Program/Fund. Further, neighborhood and household metrics could determine if that applicant and their neighborhood should also be prioritized for the Infrastructure Improvement Fund, Low Income Home Energy Assistance Program, etc.

Cultural organizations and artists located in and serving Legacy Neighborhoods could receive special consideration for funding through the Office of Cultural Affairs' existing programs, as cultural preservation is a primary goal of the policy and the Legacy Neighborhood designation.

Implementation:

Develop an easy-to-use matrix that can take data inputs based on property location and return recommendations on which partner programs a resident should be prioritized for.

The matrix can be refined through the strategic planning and community engagement process slated for 2023.

Strategies for Accessible, Efficient, and Effective Service

Improving Efficiency

Action 6: Revise the ordinances governing the Certificates of Appropriateness process to improve efficiency and customer service.

The current Certificates of Appropriateness review process prevents both the Landmark Commission and Office of Historic Preservation staff from being as proactive, innovative, or impactful as they have the potential to be. Currently, OHP staff work exclusively on preparing materials for Landmark Commission hearings, primarily on applications for Certificates of Appropriateness. This leaves the department with no capacity to administer education and empowerment programming, community engagement, or strategic planning that would proactively preserve cultural resources and best serve communities.

Existing ordinances are due for review to ensure that the processes they create are effectively serving today's residents of Dallas. Current processes have led to long wait times and frustration for residents of Landmark Historic Districts, while also preventing the Office from serving Dallas residents that live outside of those districts.

The first step in addressing this issue is modifying the City ordinance language to clearly define the parameters of an efficient review process and the roles of landmark commissioners and OHP Staff in that process.

Implementation

The City Manager must direct OHP Staff to begin the code amendment process, conducting necessary best-practice research on ordinances governing historic preservation in other cities to draft proposed changes to relevant sections of the Development Code. Particular attention should be given to the ordinances outlining the purview of the Landmark Commission and processes governing Historic Overlay Districts.

To address the urgent need for improved efficiency, these draft changes should complete the City Plan Commission (CPC) and Landmark Commission (LMC) public hearing, review, and recommendation process by Spring of 2023, so that they may come before City Council for approval by Summer of 2023.

Action 7: Conduct updated Citywide historic resources surveys, with particular attention to rapidly changing neighborhoods.

OHP staff encounter continuous efficiency and efficacy challenges due to the lack of up-to-date data on the City's historic resources.

Updated data on historic resources in rapidly changing neighborhoods will improve the efficacy of the demolition delay program in identifying at-risk properties and neighborhoods, ensuring that assets of exceptional significance are preserved.

Implementation:

Solicitation for proposals for survey work should occur *after* full implementation of this policy, including the recommended ordinance changes above. The City should seek vendors with a demonstrated commitment to equity and inclusion in their research and documentation of historic resources.

Action 8: Write a strategic plan for Historic and Cultural Preservation in the City of Dallas.

The Strategic Plan should be focused on the long-term implementation of the mission and goals laid out in this policy.

The Strategic Plan should have a strong focus on:

- A comprehensive community engagement process focused on Legacy Neighborhoods' residents' needs.
 - This should be conducted in collaboration with community engagement for ForwardDallas, to maximize resources, plan alignment, and data collected, while minimizing engagement fatigue.
- Alignment with other City plans and policies, including the Economic Development Policy, Incentives Policy, the Racial Equity Plan, and the Comprehensive Land Use Plan (ForwardDallas).
- New program development aligned with OHP's mission and residents' needs.
- Opportunities for economic development that utilize and preserve cultural capital and historic assets.

Implementation:

Solicitation for proposals for survey work should occur *after* full implementation of this policy, including the recommended ordinance changes above. The City should seek vendors with a strong focus on community engagement, education, and empowerment, and attention to the preservation of culturally and ethnically diverse resources.

Improving Accessibility

Action 9: Develop a streamlined, user-friendly digital platform that increases process transparency and automation.

A crucial first step in clarifying the role of the Office of Historic Preservation to the public and making the Office's services more accessible is establishing a strong web presence. The Office's website should allow users to quickly navigate to the Office's programmatic offerings (Legacy Neighborhoods Resources, Public Workshops, etc.) and regulatory services (certificate of appropriateness application, etc.) Having this information easily accessible and available in multiple languages will increase efficiency by reducing the amount of staff time spent on customer service and resource navigation.

Implementation:

The following changes should be prioritized:

- Update the Office of Historic Preservation’s website with new language consistent with the Office’s mission and role in the larger equitable development and growth of Dallas.
- Develop a page for the Legacy Neighborhoods Program that includes:
 - Information on how to pursue designation for your neighborhood
 - A form to request an information session for community organizations and groups to learn about the program
 - A form for Legacy Neighborhood residents to access resources
- Launch an online application portal that improves processing efficiency for staff and applicants, including automatically generated milestone tracking, status change email updates, and required attachments.

Action 10: Improve public education and empowerment offerings.

Partner with community-based organizations in historic districts and legacy neighborhoods to host regular “Preservation Academy” workshops that provide residents with the tools, trust, and comfort they need to navigate approvals processes and utilize resources that OHP offers. Similar planning Academies and Preservation Academies hosted by City departments have had great success in cities such as San Antonio and Baltimore.⁵

Produce all materials in English and Spanish and have translation services available at all events.

Implementation:

- OHP Staff should convene community engagement counterparts in the Office of Cultural Affairs, the Office of Equity and Inclusion, and Planning and Urban Design to create a list of relevant community-based organizations, with a focus on those located in Legacy Neighborhoods.
- OHP Leadership should create a plan for developing relationships with these new preservation stakeholders in preparation for upcoming planning processes.
- OHP Staff should produce an engaging short Preservation Academy curriculum that can be easily integrated into existing community meetings.
 - All materials, presentations, and brochures should be available in English, Spanish, and any other relevant languages.
 - Translation services should be available at all events.

⁵ [Baltimore Planning Academy](#)

Appendices

Appendix A:

Relevant Ordinance Language for Action 2: Ensure that criteria for landmark commissioner appointment and historic district and landmark designation are inclusive and reflective of the City's values as laid out in the Racial Equity Plan.

Current Landmark Commissioner Criteria, [Sec. 51A-3.101](#):

"All members must have demonstrated experience in historic preservation and outstanding interest in the historic traditions of the city and have knowledge and demonstrated experience in the fields of history, art, architecture, architectural history, urban history, city planning, urban design, historic real estate development, or historic preservation."⁶

Current Historic District Criteria, [Sec. 51A-4.501](#):

Establishment of historic overlay districts. A historic overlay district may be established to preserve places and areas of historical, cultural, or architectural importance and significance if the place or area has three or more of the following characteristics:

- (1) History, heritage and culture: Represents the historical development, ethnic heritage or cultural characteristics of the city, state, or country.
- (2) Historic event: Location as or association with the site of a significant historic event.
- (3) Significant persons: Identification with a person or persons who significantly contributed to the culture and development of the city, state, or country.
- (4) Architecture: Embodiment of distinguishing characteristics of an architectural style, landscape design, method of construction, exceptional craftsmanship, architectural innovation, or contains details which represent folk or ethnic art.
- (5) Architect or master builder: Represents the work of an architect, designer or master builder whose individual work has influenced the development of the city, state, or country.
- (6) Historic context: Relationship to other distinctive buildings, sites, or areas which are eligible for preservation based on historic, cultural, or architectural characteristics.
- (7) Unique visual feature: Unique location of singular physical characteristics representing an established and familiar visual feature of a neighborhood, community or the city that is a source of pride or cultural significance.

⁶ Dallas City Code, [Section 51A-3.101](#). Landmark Commission.

(8) Archaeological: Archaeological or paleontological value in that it has produced or can be expected to produce data affecting theories of historic or prehistoric interest.

(9) National and state recognition: Eligible for or designated as a National Historic Landmark, Recorded Texas Historic Landmark, State Archeological Landmark, American Civil Engineering Landmark, or eligible for inclusion in the National Register of Historic Places.

(10) Historic education: Represents an era of architectural, social, or economic history that allows an understanding of how the place or area was used by past generations.”



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 22-2556

Item #: B.

Southern Dallas Investment Fund Project DFW Dawg, LLC
[Joyce Williams, Director, Small Business Center]



City of Dallas

Southern Dallas Investment Fund Project DFW Dawg, LLC

**Economic Development Committee
November 7, 2022**

Joyce Williams, Director
Small Business Center
City of Dallas

Presentation Overview



- Purpose of Briefing
- Project Background
- DFW Dawg Life, LLC Project
- Staff Recommendation
- Next Steps



Background/History



- The expansion will accommodate the growing customer base of pet owners in their primary market of the Central Dallas District.
- The total Project Cost is **\$132,000.00** and includes the installation of HVAC system, including energy efficient upgrades, playground fencing & decking and concrete flooring.
- The City would contribute a **\$100,000.00** loan under the South Dallas Fair Park Opportunity Fund .
- Approved by South Dallas Fair Park Opportunity Fund board September 2022.



Purpose



- DFW Dawg Life, LLC. is a minority owned doggie daycare business, providing a full-service pet grooming, training, boarding, daycare services, and express veterinarian services.
- Review loan funding provided by the South Dallas Fair Park Opportunity Fund in the amount of **\$100,00.00** to support the expansion of DFW Dawg Life, LLC.



DFW Dawg, LLC Term Sheet



Loan amount:	\$100,000.00
Loan Term:	7-years (84 months), fully amortizing term
Interest Rate:	2.0% fixed
Monthly P&I:	\$1,276.74
Total return of investment:	\$107,248.59
Collateral:	Blanket lien on all business assets of DFW Dawg Life, LLC
Jobs to be created:	7 full-time jobs



South Dallas Fair Park Opportunity Fund



Beginning Fund Balance	\$5,757,472.00
Projects	Funding Amount
Loan disbursement approved (MLK Wellness Project) approved by Council Resolution#22-0993 on June22, 2022	\$350,000.00
Current proposed loan disbursement (Shekinah Legacy Holdings, LLC) PENDING	\$125,000.00
Balance	\$5,632,472.00



South Dallas Fair Park Opportunity Fund



Funding Source	Funding Amount
DFW Dawg, LLC (Owner)	\$32,000
South Dallas Fair Park Opportunity Fund (repayable loan @ 2% interest)	\$100,000
Project Total Cost	\$132,000



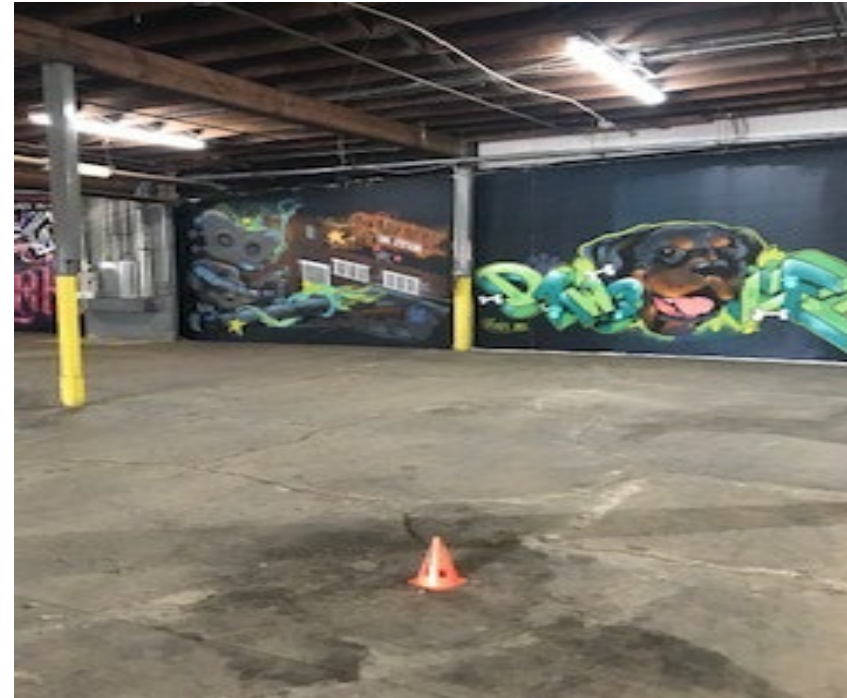
DFW Dawg Life, LLC Project Design



Location: 2721 Logan St.



Front



Interior



DFW Dawg Life, LLC Project Design (cont.)



Location: 2721 Logan St.

New Design



Kennel Area



Staff Recommendation



Authorize a loan agreement in an amount not to exceed **\$100,000.00** payable from the South Dallas/Fair Park Opportunity Fund, with DFW Dawg Life, LLC for hard construction costs related to the capital improvements of the warehouse building located at **2721 Logan St. Dallas, Texas.**



Next Steps



- **City Council approval on November 9, 2022**





City of Dallas

Southern Dallas Investment Fund Project DFW Dawg, LLC

**Economic Development Committee
November 7, 2022**

Joyce Williams, Director
Small Business Center
City of Dallas



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 22-2554

Item #: C.

Hensley Field Master Plan Update
[Julia Ryan, Director, Planning and Urban Design]

Memorandum



CITY OF DALLAS

DATE November 4, 2022

Honorable Members of the City Council Economic Development Committee: Tennell
TO Atkins (Chair), Carolyn King Arnold (Vice Chair), Adam McGough, Omar Narvaez, Jaime Resendez, Chad West, Gay Donnell Willis

SUBJECT **Hensley Field Master Plan Update**

This memorandum is to provide an update on the Hensley Field Master Plan, led by the Planning and Urban Design Department.

Background

Hensley Field is the site of the former Dallas Naval Air Station, a 738-acre property owned by the City of Dallas and located in Dallas' southwestern quadrant adjacent to the City of Grand Prairie. Hensley Field was leased by the U.S. Navy from the City of Dallas from 1949 to 1999. Since the Naval Air Station Dallas (NAS) closure, the site has been used for a patchwork of temporary storage, City functions, and unrelated leases. Current uses have not represented the highest and best use of this property to maximize community benefits. The U.S. Navy is obligated under the 2002 Settlement Agreement to clean up Hensley Field and remains committed to coordinating with the City. A key consideration to better coordinate the cleanup effort was for the City to undertake and adopt a redevelopment master plan and identify future land uses.

Situated on the north shore of Mountain Creek Lake, the site has over two miles of lake frontage and excellent views to the skyline of Downtown Dallas, ten miles to the northeast. The Master Plan sets forth the vision and policies for the reuse and redevelopment of this strategic site. The vision is of an authentic, climate-smart, mixed-use, mixed income and walkable community with a balance of jobs, housing, amenities, and services an economically vibrant district of the City that brings new opportunities to its residents and workers and one that establishes a unique sense of community tied to the history and character of the place.

The Plan builds on City of Dallas initiatives and public policy including Forward Dallas, the City's Comprehensive Plan first adopted in 2006 and currently being updated, the Comprehensive Environmental and Climate Action Plan that addresses resiliency and the challenges of climate change, the Comprehensive Housing Policy of 2018 with its strategies for overcoming patterns of segregation and poverty, Connect Dallas promoting compact and transit-oriented development, and the City of Dallas Economic Development Policy that focuses on job creation and reinvestment in Southern Dallas.

An overview video of the plan can be found at this [link](#) and the draft plan can be found on the project website at <https://www.hensleyfield.com/project-reports>.

Public Engagement

An Engagement Plan was developed at the outset of the planning process to establish a roadmap of engaging a broad spectrum of interested professionals, experts, and community members. Both traditional and non-traditional methods of engagement were employed to promote thorough outreach and most importantly, incorporate the feedback into the Plan.

- The Technical Advisory Group (TAG) included over 60 members representing City departments and partner agencies to guide the development of the Plan through a public policy lens, and
- The Stakeholder Advisory Group (SAG) included 39 members representing a diversity of interest groups to ensure that community-oriented values and issues of concern were incorporated into the Plan.

As part of their role, the SAG and TAG were tasked with communicating the progress of the Project to their constituencies, acting as an important conduit to the planning team. It is anticipated that the SAG and TAG will remain in place after the Master Planning process, since their guidance will continue to be invaluable as the City solicits the participation of a Master Developer or Developers, and as the implementation and governance of the new Hensley Field community takes place.

Over 20 Focus Group meetings were conducted to formulate and test planning and policy proposals, and to hone the Plan’s recommendations. In addition, presentations were made to a variety of interest groups and organizations. At each of the key milestone points, presentations were also made to the Economic Development Committee of the Dallas City Council.

Remediation

Due to its intensive military use, Hensley Field and Mountain Creek Lake contained contaminants of concern (COCs) including metals, petroleum hydrocarbons, polychlorinated biphenyls (PCBs), semi-volatile organic compounds, and chlorinated solvents. Soil remediation of the above compounds has been completed by the Navy and approved by the Texas Commission on Environmental Quality (TCEQ). Groundwater remediation has been partially completed and remains in progress; however, an emerging class of chemicals known as PFAS (polyfluoroalkyl substances) which were components in firefighting foams used/stored on site by the Navy have been identified in soil, groundwater, sediment, and surface water and are currently being investigated by the Navy.

Under the 2002 Settlement Agreement with the City, the Navy committed to remediating the site to residential standards. The Navy completed investigating the extent of PFAS at Hensley Field and provided results and an assessment of risk in June 2022 and is preparing a feasibility study to assess remedial alternatives that would support the anticipated redevelopment and is expected to complete the study by the end of 2023. It is expected that remediation efforts will be completed by the Navy prior to redevelopment or in phases in tandem with construction activity and will be coordinated with TCEQ.

The Navy has committed to completing any remaining remediation in a manner that allows redevelopment of the site within the timeframe provided in the Master Plan.

Plan Recommendations

Driven by community engagement and built into the recommendations of the plan are:

- A Walkable, Mixed-Use Community: with over 3.7 million square feet of Commercial and Institutional uses and 6,800 residential units.
- An Interconnected Network of Open Spaces, comprising more than 25% of the site area and placing every resident within a five-minute walk of a park or public space.
- A Strong Orientation to Mountain Creek Lake, introducing waterfront trails, a new marina and water-oriented recreational uses that reinforce the destination appeal of the site.
- Historic Preservation and Adaptive Reuse of key buildings and facilities, and interpretive site elements that celebrate the military and pre-military heritage of the site.
- A Multi-Modal Transportation System with links to Dallas' high-capacity transit network, provision of protected bikeways, slow mobility corridors, and a strong pedestrian orientation.
- Net-Zero Construction and the Maximization of Renewable Energy Sources including the creation of a 40-acre Innovation Village on the Runway Peninsula, demonstrating state-of-the-art technologies and sustainability practices.
- A Diversity of Housing Choices in a Mixed-Income Community with a complete range of housing types, 30% of which will provide for long-term affordability to qualified applicants.

Project Costs, Financing, and Governance

A planning level financial analysis was prepared to gauge the feasibility of the development and potential need for supplemental funding sources. The analysis compares the estimated development revenues, from sales of finished lots and building sites, to the total development costs and costs by phase. The Master Plan is estimated to generate \$352.6 million in revenue over 20 years in nominal dollars (no inflation or present value adjustments), with infrastructure costs estimated at roughly \$390 million.

The feasibility gap of approximately \$80 million from the planning level financial analysis could be addressed from a variety of funding sources and financing strategies. The Master Plan recommends that the City utilize tax increment financing (TIF) to help finance infrastructure costs and other public benefits. Other potential funding sources to make up the projected feasibility gap include federal grants, public improvement district, or municipal management district.

Next Steps

Subject to a vote by City Plan Commission on the draft plan on November 3, 2022, the Hensley Field Master Area Plan will next be briefed to City Council's Environment and Sustainability Committee, the Economic Development Committee through a Memo and presentation before advancing to City Council for a public hearing on December 14, 2022.

DATE November 4, 2022
SUBJECT **Hensley Field Master Plan Update**

Adoption by City Council will enable the City to focus on project implementation including: solicitation and selection of Master Developer Partner(s), negotiation of a Master Development Agreement between the City and the selected Master Developer(s), preparation of zoning amendments and design standards and guidelines.

Please contact Julia Ryan, Director of Planning and Urban Design at Julia.Ryan@dallas.gov if you have any questions or need additional information.



Majed A. Al-Ghafry, P.E.
Assistant City Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Dr. Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Hensley Field: FAQ

March 11, 2022

This FAQ provides responses to frequently asked questions regarding the history of contamination and current environmental conditions at Hensley Field. If you have additional questions not addressed in the below FAQs, please contact us at info@hensleyfield.com.

WHAT ARE HENSLEY FIELD ENVIRONMENTAL CONDITIONS?

Since its decommissioning as a Naval Air Station during the Base Realignment and Closure (BRAC) process in 1995, Hensley Field has undergone numerous rounds of environmental studies, testing, and remediation. Due to its history of military use, contaminants of concern (COCs) at Hensley Field and Mountain Creek Lake include metals, petroleum hydrocarbons, polychlorinated biphenyls (PCBs), semi-volatile organic compounds, chlorinated solvents, and an emerging class of chemicals known as PFAS (polyfluoroalkyl substances) which were used in firefighting foams. Remediation for non-PFAS COCs has already taken place with soil remediation completed and approved by the Texas Commission on Environmental Quality (TCEQ) and groundwater remediation is partially completed and in progress by the Navy. The Navy is currently investigating the extent of PFAS in soil, groundwater, sediment, and surface water, the results of which are expected to be provided by June 2022. The Navy, through a 2002 Settlement Agreement with the City of Dallas, is obligated to cleanup the property to residential standards. The Navy has committed to completing any remaining remediation in a manner that allows redevelopment of the site within the timeframe provided in the Master Plan.

WHAT REMEDIATION HAS TAKEN PLACE ALREADY?

- Late-1990s: “Miscellaneous Sites” Soil Excavations; approximately 24 areas containing oil/water separators, underground storage tanks, soil hotspots, and a transformer storage yard were excavated and removed from the site. Subsequent sampling met residential Protective Concentration Levels (PCLs), and the excavations were then backfilled with select fill. The TCEQ does not require further action on these excavations.
- Mid-2000s: “85 Sites” & “DRMO” Soil Excavations; a second round of soil excavations removing 86 individual exceedance areas identified by the Navy to contain various contaminants including metals, polychlorinated biphenyls (PCBs), chlorinated volatile organic compounds (VOCs), polynuclear aromatic hydrocarbons (PAHs), chlorinated pesticides, petroleum hydrocarbons or semi-volatile organic compounds (SVOCs). Subsequent sampling met residential protective concentration levels (PCLs), and the excavations were then backfilled with select fill. The TCEQ does not require further action on these sites.
- Mid-2000s: “TANG Ponds & Associated Ditches” Sediment remediation; water entering the ponds was temporarily diverted, and lead-contaminated sediment was removed for off-site for disposal. The Navy removed approximately 10,500 tons of sediment/sludge from the East Pond, 12,500 tons of sediment/sludge from the West pond, and 800 tons from nearby ditches. Subsequent-sampling confirmed that the remedial action removed lead-impacted soils, including from the bottom of the pond. TCEQ does not require further action regarding the TANG pond sediment.
- Mid-2000s: Cottonwood Bay & Mountain Creek Lake Sediments Monitored Natural Recovery; sediment impacted with COCs in these areas are attributable to Navy activities on the adjacent former Naval Weapons Industrial Reserve Plant (NWIRP), now referred to as Dallas Global Industrial Complex (DGIC); currently developed with a Home Depot Warehouse. Sediment sampling in

Hensley Field

927-295-9608

info@hensleyfield.com

three exceedance zones has shown a decreasing trend of COCs due to contaminant burial, reduced contaminant mobility, chemical and biological breakdown, and dispersion of particles due to natural processes. Thus, TCEQ required dredging of a portion of one hotspot area (SWMU 85) with higher concentrations of COCs, and then approved a Monitored Natural Recovery (MNR) process for these three exceedance zones.

WHAT ACTIVITIES ARE ONGOING AND WHAT ARE FUTURE PLANS?

Groundwater remediation for non-PFAS COCs (chlorinated solvents) is in progress, with several areas undergoing long-term sampling and monitoring by the Navy. The Navy is currently assessing the extent of PFAS impacts on the site and is expected to complete its investigation in early 2022 and provide a Remedial Investigation (RI) report by June 2022. The next step will be development of a Feasibility Study in 2023.

WHAT IS BEING DONE TO COMPLETE REMEDIATION?

The Feasibility Study to be undertaken by the Navy will assess remedial alternatives to ensure protection of human health and the environment and cleanup to residential standards. PFAS Remediation efforts will be completed prior to redevelopment or in phases in tandem with redevelopment.

At the request of the City of Dallas, Texas Commission on Environmental Quality (TCEQ) conducts quarterly meetings attended by TCEQ, OEQS, EPA, and the Navy. The purpose of these meetings is to ensure that the Navy is meeting their obligations to assess and cleanup the site to residential standards in a timely fashion so that redevelopment and construction are not delayed.

Sediment expected to be disturbed/modified in Cottonwood Bay and Mountain Creek Lake from future development of the marina or restoration of Cottonwood Creek will require additional testing, and potentially remediation. All activities will require approval by TCEQ and may require concurrence/input by relevant stakeholders, including DGIC, Dallas Office of Environmental Quality & Sustainability (OEQS), the Environmental Protection Agency (EPA), Texas Department of State Health Services (TDSHS), TexGen, the U.S. Army Corps of Engineers, and Texas Parks and Wildlife.

Prior to redevelopment near the shoreline within Cottonwood Bay and Mountain Creek Lake, environmental data must be reviewed for understanding of historical site conditions and additional soil characterization samples will potentially be needed to provide current data/understanding of conditions and potential soil management expectations. In addition, TCEQ and other stakeholder review and approval will be required prior to redevelopment.

WHAT RECREATION ACTIVITIES WILL BE ALLOWED ON MOUNTAIN CREEK LAKE?

While water quality conditions prohibit swimming as a recreational use, Mountain Creek Lake can still be used for recreational activities similar to those on White Rock Lake. Boating and fishing will be permitted subject to a no wake zone in certain areas and a consumption advisory.



City of Dallas

Hensley Field Redevelopment Plan

**Economic Development
Committee
November 7, 2022**

Julia M Ryan, AICP
Director
Planning and Urban Design

Arturo Del Castillo, AIA
Chief Planner
Planning and Urban Design

Presentation Overview



- Purpose & Background
- Plan Overview & Recommendations
- Environmental Remediation
- Governance
- Next Steps



Purpose



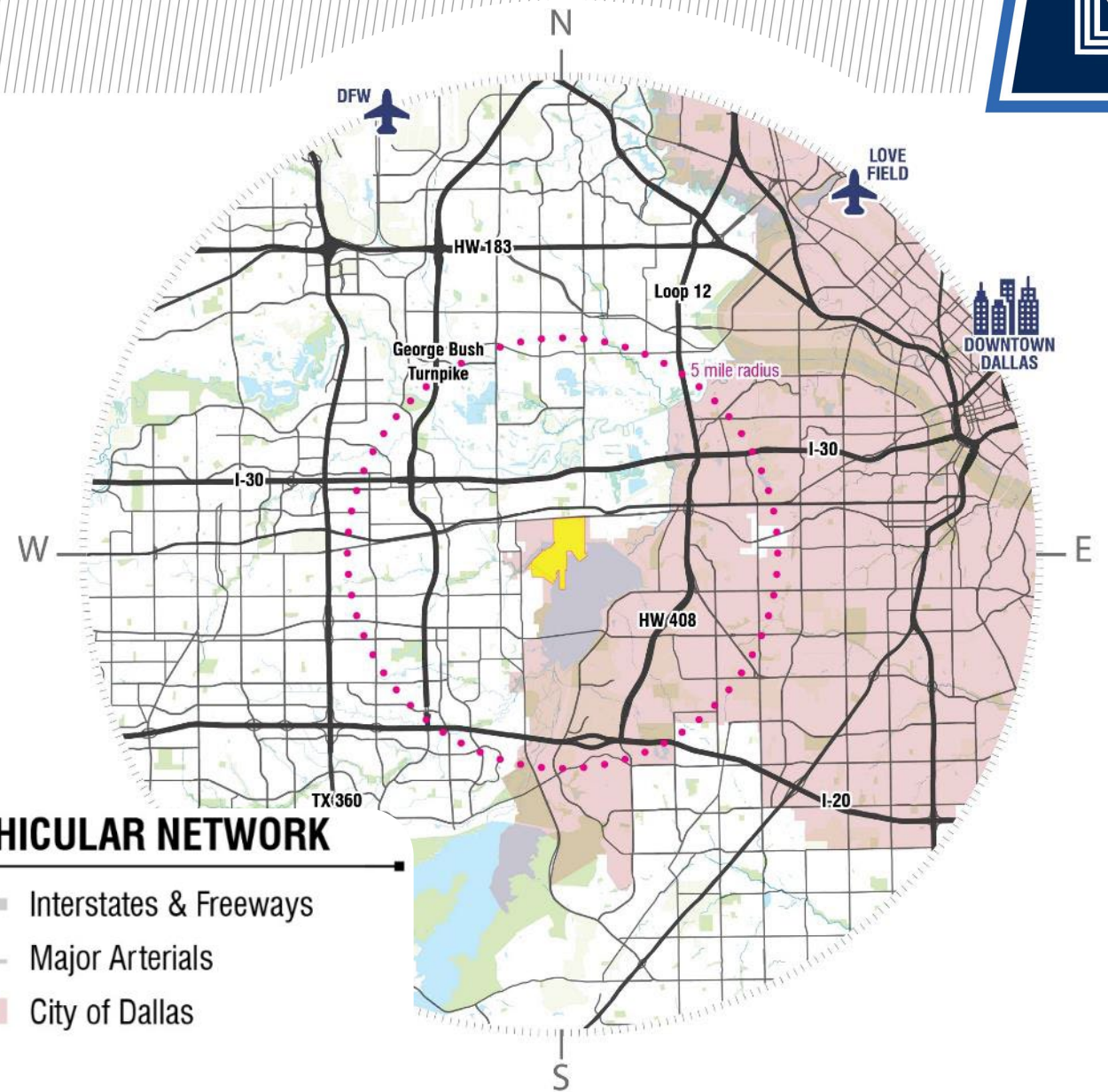
Brief the Committee on the Draft Hensley Field Master Plan and next steps ahead of the City Council public hearing



Background



- 738-acre City-owned site on north shore of Mountain Creek Lake with 2 ½ miles of lake frontage
- Located at Dallas' southwestern edge adjacent to Grand Prairie with regional access via E. Jefferson Street, Loop 12, Beltline Road, and I-30



Background



- Hensley Field was **leased by the U.S. Navy from 1949 to 1999**. The site has been used for temporary storage, City functions, and other unrelated leases.
- The **U.S. Navy is obligated to clean up Hensley Field** and a redevelopment **master plan was developed to provide clarity** on the City's vision to facilitate cleanup.
- City Council **authorized execution** of a professional services contract with McCann Adams Studio to develop a master plan on **August 26, 2020** for \$2,000,000.



Background – Engagement



- Hensley Field Discovery Tour
- Virtual tour and survey The Technical Advisory Group (TAG)
 - 60 members representing City departments and partner agencies
- The Stakeholder Advisory Group (SAG)
 - 39 members representing a diversity of interest groups
- Focus Group Meetings
 - Specific topic area meetings



Background - Project Mission



Leverage the value of this **City-owned asset** to create an implementable plan that **achieves community objectives** related to social equity, economic vitality and environmental stewardship.



Plan Overview



Plan Overview



- Walkable, well-designed, mixed-use and mixed-income community
- Interconnected network of open spaces and orientation to Mountain Creek Lake
- Historic preservation and adaptive reuse
- Multi-modal transportation system
- Net-zero construction and the maximization of renewable energy sources



Plan Recommendation



Plan Recommendations



Land Use and Urban Design

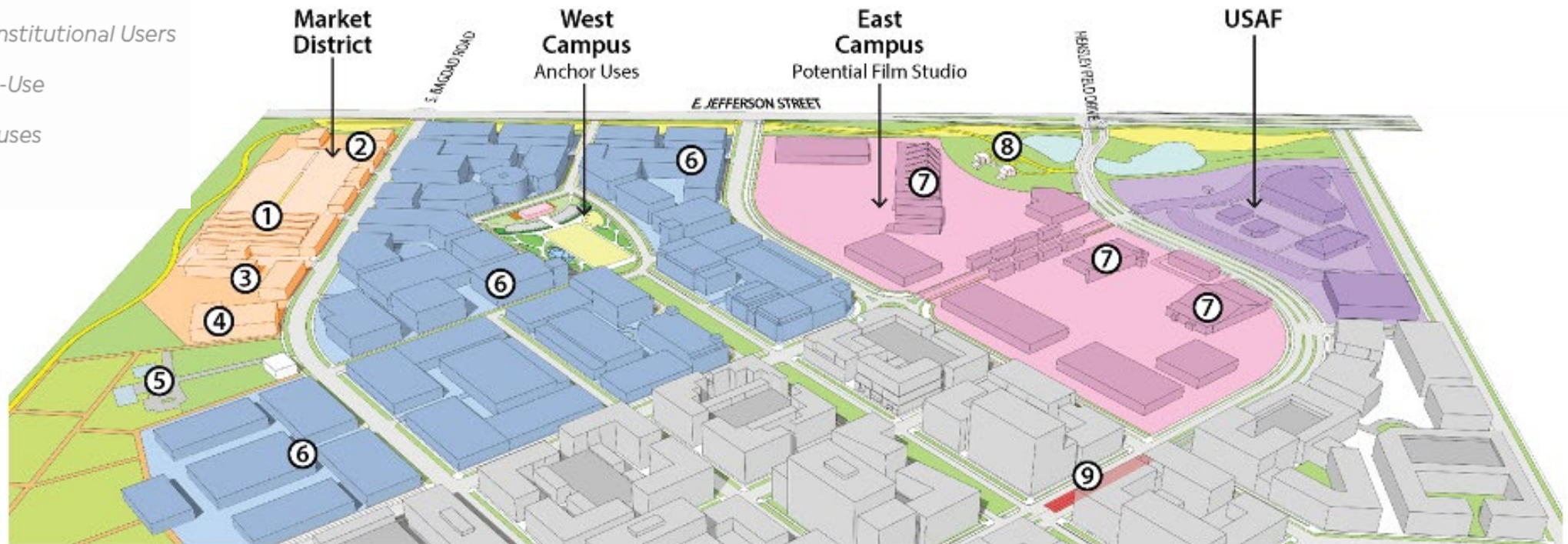
- Reserve **60 to 80 acres** of land along the Jefferson Street frontage for one or more **corporate or institutional** user(s) and consider film studio complex
- Reserve a 10-acre site for GPISD **public school** and locate the facility adjacent to a 10-acre playfield area
- Reserve a site for a future **Fire/EMS station**
- Plan for food access with space for a full-service **grocery store and urban farm**
- **Urban design standards** included within the zoning and entitlement framework



Plan Recommendations



- ① Full Service Grocery Store
- ② Regional Retail
- ③ Fire / EMS Station
- ④ Composting / Recycling Center
- ⑤ Urban Farm
- ⑥ Corporate and/or Institutional Users
- ⑦ Existing Hangar Re-Use
- ⑧ Historic Officer Houses
- ⑨ BRT Station



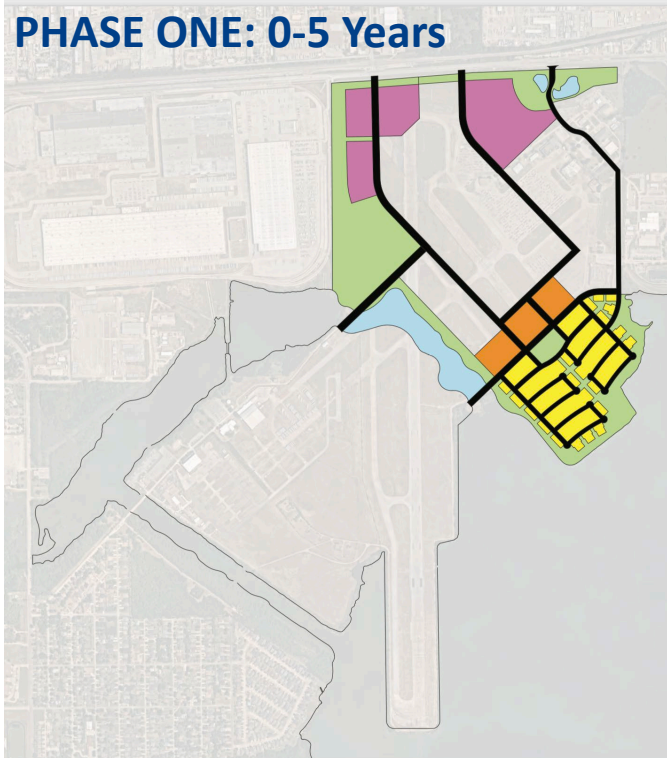
Economic Development Opportunity at Hensley Field



Plan Recommendations – Phasing

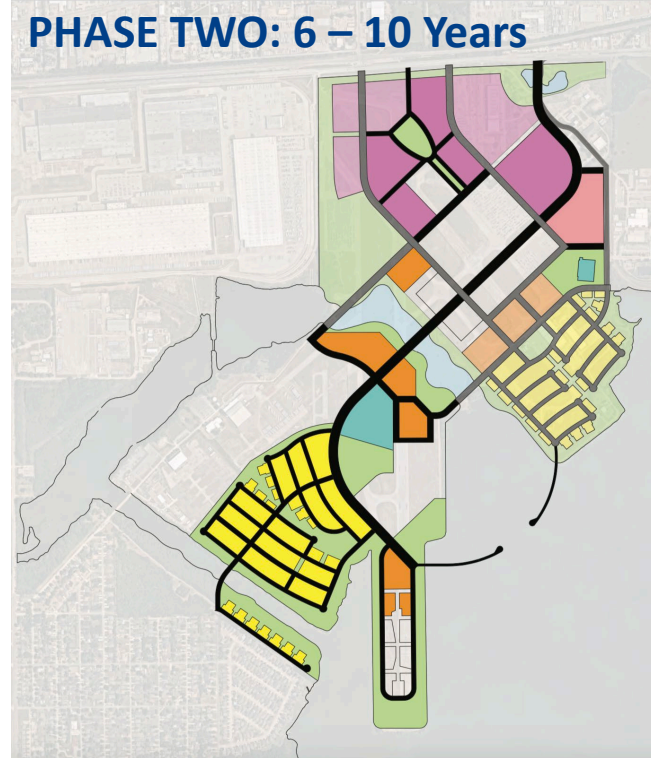


PHASE ONE: 0-5 Years



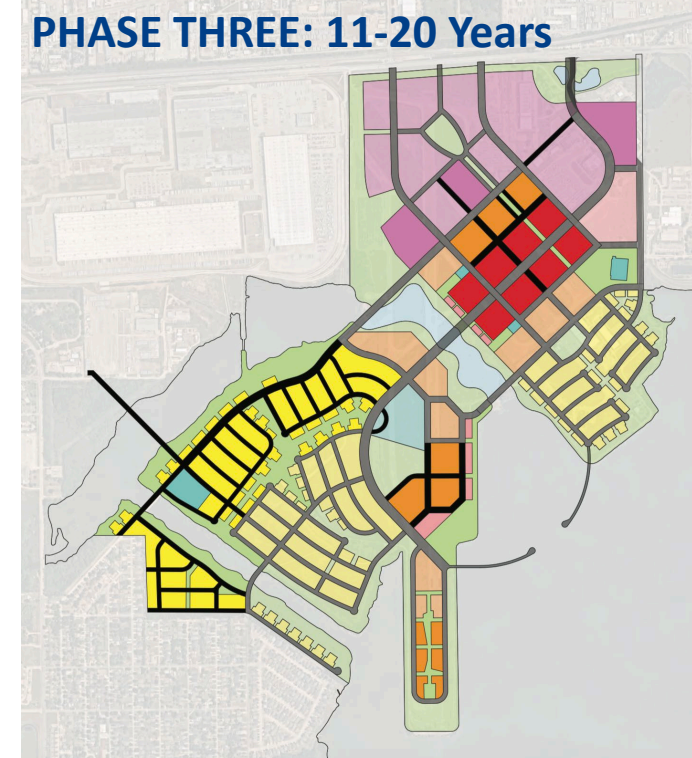
- **1,019 Dwelling Units**
 - 465 Single Family Homes
 - 554 Apartments
- **958,000 sf Non-Residential**
 - 824,000 sf Anchor Uses
 - 134,000 sf Commercial

PHASE TWO: 6 – 10 Years



- **1,664 Dwelling Units**
 - 683 Single Family Homes
 - 981 Apartments
- **1,205,000 sf Non-Residential**
 - 968,000 sf Anchor Uses
 - 237,000 sf Commercial

PHASE THREE: 11-20 Years



- **3,789 Dwelling Units**
 - 957 Single Family Homes
 - 2,832 Apartments
- **1,373,000 sf Non-Residential**
 - 493,000 sf Anchor Uses
 - 880,000 sf Commercial



Plan Recommendations - Housing



Housing

- A complete spectrum of housing choices
 - 6,848 homes
 - 30% single-family
 - 70% apartments/condominiums
- A **mix of for-rent and for-sale housing**, such that there shall be no more that 60% of one or the other type of tenure



Detached on Small Lots



Clustered Rowhouses



Rowhouses



Apartments and Condominiums



Plan Recommendations – Key Housing Policies



Hensley Field will be an inclusive community of socially and economically diverse residents, a mixed-use and mixed-income community.

- 20% of all homes will be priced for individuals or families earning 80% of AMI for ownership housing and 60% of AMI for rental units.
- An additional 10% of homes should be priced to buyers or renters earning between 81%-120% of AMI.
- Strategies for **long-term affordability** include Builder Cross Subsidies, Community Land Trusts, Rental Housing Agreements, and Low-Income Housing Tax Credits.
- A **non-profit stewardship entity** should be established to administer the affordable housing program with start-up capitalization and reserves for long-term operations.
- Affirmative **marketing plans** should be focused on education, wealth-building and financial assistance.
- Key selection criteria for the Master Developer partner should include **direct experience and commitment to the implementation of the affordable housing program.**



Plan Recommendations – Public Open Space



- Ensure that every resident and employee is within a **five-minute walk of public open space**
 - Reserve at least 25% (185 acres) of the site for publicly-accessible open space
- Assess the **realignment of Cottonwood Creek**
- Achieve **40% tree canopy coverage** by 2050
- Construction of **multi-use trails** for recreation and transportation



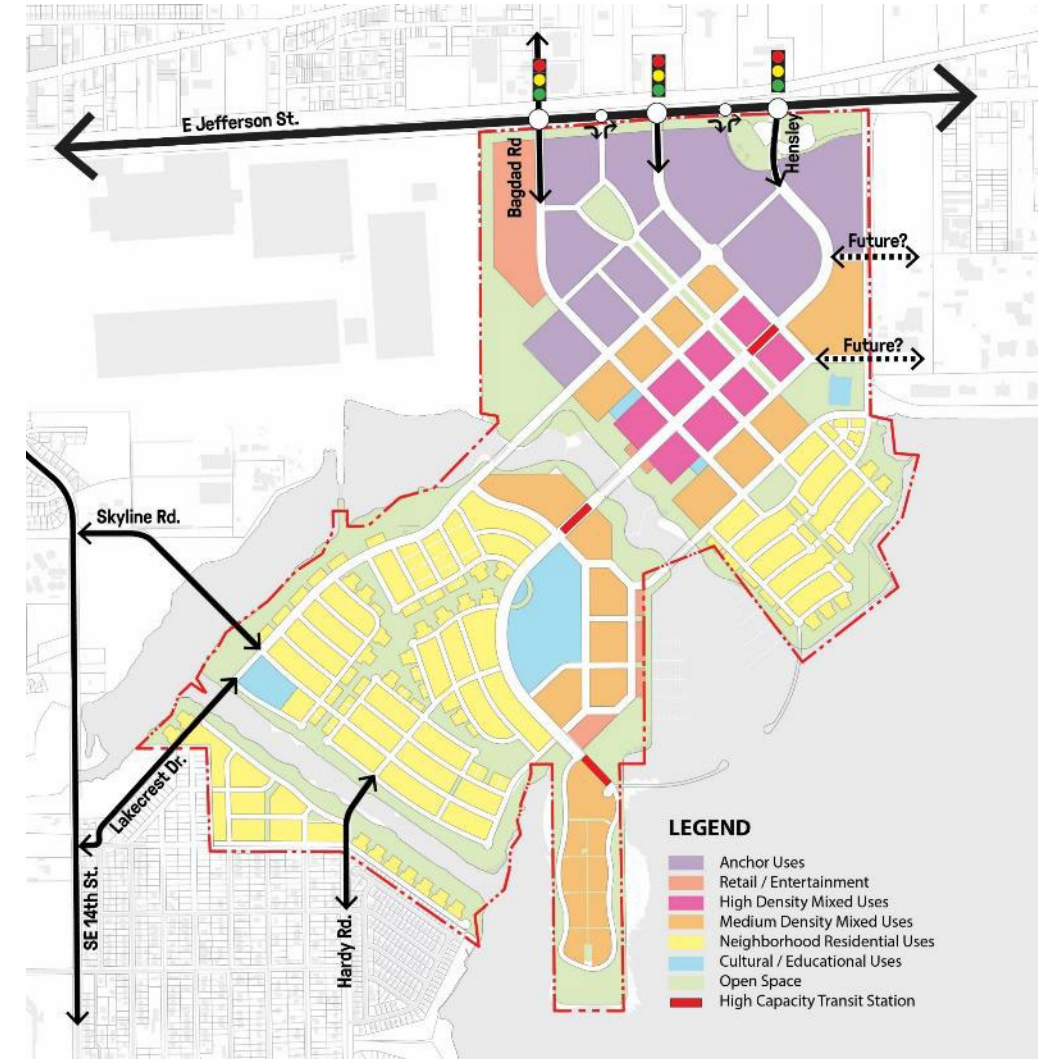
Plan Recommendation



Plan Recommendations – Mobility



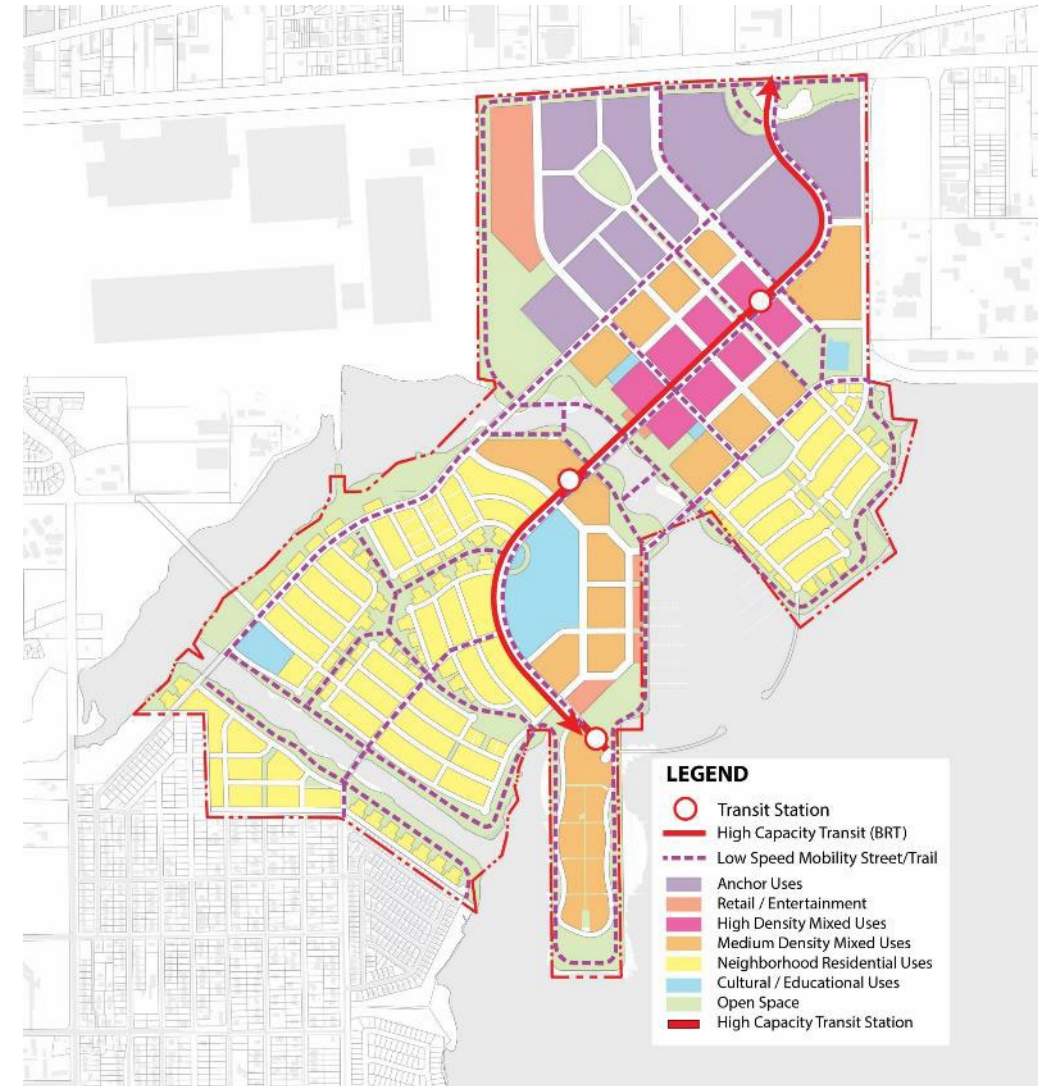
- Maximize connections to surrounding roadway network to **reduce congestion and distribute trips**, including:
 - Signalized intersections on Jefferson Street
 - Hardy Road and Lakecrest Drive connections across the diversion channel
 - A Skyline Drive connection across Cottonwood Creek
 - Future eastern roadway connections to adjoining properties upon their development



Plan Recommendations – Mobility



- Ensure most residents are within a **10-minute walk of transit**
- Coordinate with DART to plan a **high-capacity transit** linkage to Hensley Field, including;
 - Center –running Bus Rapid Transit (BRT) with dedicated lanes
 - Exploration of future Light Rail Transit (LRT) with direct connections to Downtown
- Build a network of “**Low-Speed Mobility**” streets with protected bikeways
- Implement **Complete Streets** design that priorities a **high level of comfort** for pedestrians and bicyclists



Plan Recommendation



Plan Recommendation



Plan Recommendations – Historic Preservation



- **Preserve and interpret the history of Hensley Field** so future residents and visitors can engage with and enjoy its unique character and identity.
 - Work with the COD Historic Preservation Office to develop a strategy for the protection, **reuse and interpretation** of historic landscapes and structures
 - Take steps to **stabilize** key historic facilities
 - Pursue a major, **publicly-oriented use** for the historic Dallas Naval Air Station (DNAS) Maintenance Hangar



Officers Homes, c. 1932



DNAS Hangar, c. 1941



Fuget Cemetery, c. 1864



DNAS Water Tower, c. 1941



Arms Magazine, c. 1952



Plan Recommendation



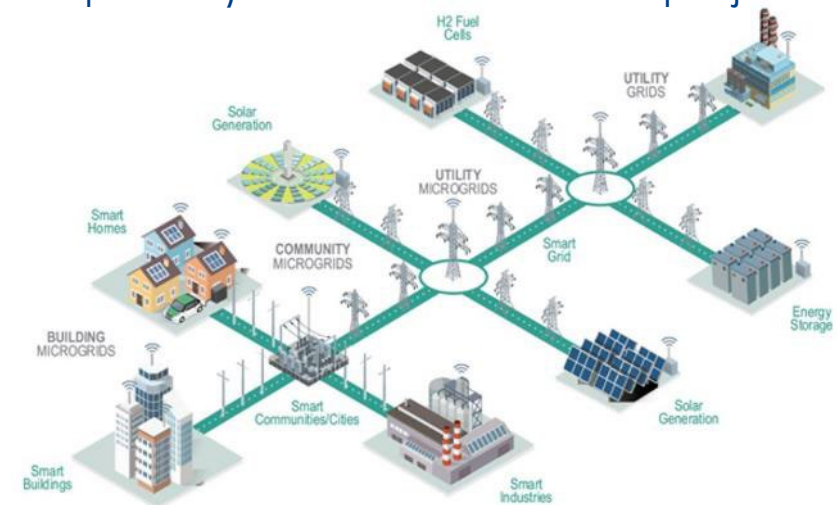
Plan Recommendations – Sustainability



- Establish Hensley Field as a living laboratory for resilience and a **proof of concept for CECAP**.
 - Achieve minimum Gold Certification LEED Cities and Communities
 - Establish **net zero energy** and low carbon healthy materials for all construction
 - Develop an “Innovation Village” on the Runway Peninsula as a **demonstration project** that tests state-of-the-art green infrastructure and emerging building technologies
 - Provide recycling and composting collection throughout Hensley Field aligning with City of Dallas’ **zero waste goal**



“Innovation Village” (with a non-profit or corporate sponsor) as a demonstration project



Coordinate with utility providers the commercial viability of District Energy and Micro Grid





Environmental Remediation



- **Navy has agreed and is obligated to complete cleanup** to residential standards consistent with the Hensley Field Master Plan.
- Previous Remediation Work
 - Remediation of metals, petroleum hydrocarbon, polychlorinated biphenyls (PCBs), semi-volatile organic compounds, and chlorinated solvents **has been completed. Soil remediation completed and approved** by the Texas Commission on Environmental Quality (TCEQ).
 - **Groundwater** remediation has been **partially completed** and is in progress by the Navy.

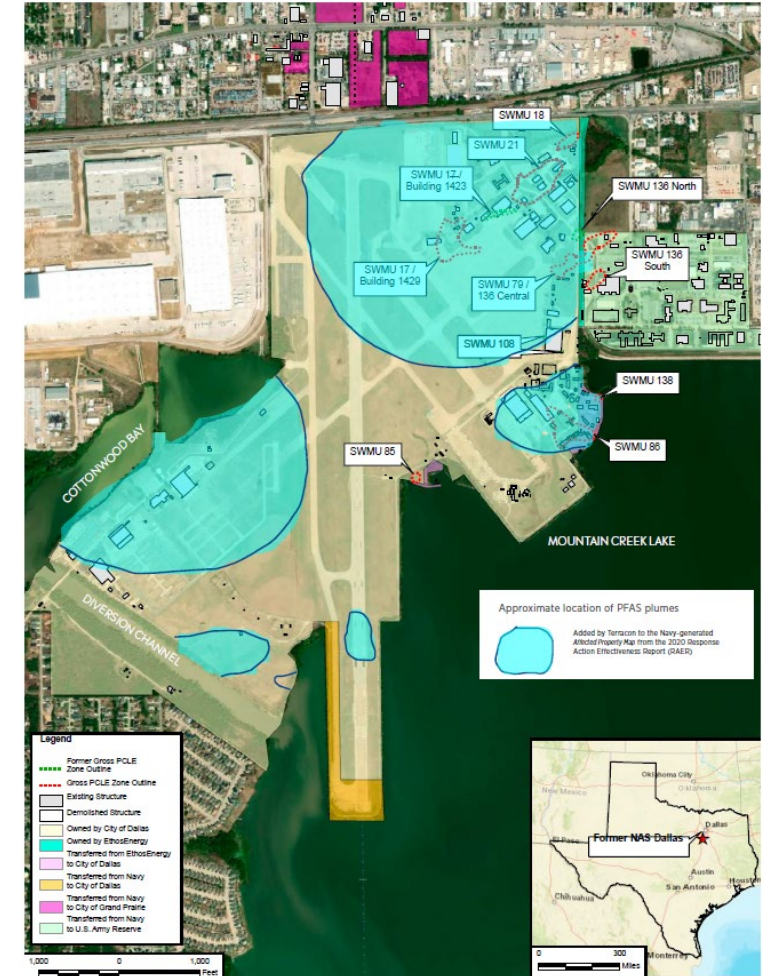


Environmental Remediation (CONT...)



PFAS Contamination

- Draft Final Remedial Investigation report documenting results of the Polyfluoroalkyl substances (PFAS) investigation, extent of PFAS, and **risk assessment was completed by the Navy in June 2022.**
- Feasibility study assessing remedial alternatives is expected to be complete by the end of 2023.
- Current **Navy plans indicate cleanup** of PFAS impacted soils **prior to redevelopment or in phases** with construction and coordinated with TCEQ.



Approximate Location of PFAS Groundwater Plumes



Governance



- Public Private Partnership recommended between the City and a qualified Master Developer
- Select through a competitive RFQ/RFP process
- Master Developer would be responsible for managing development and sale of real estate for vertical development.

SIMILAR PROJECTS



MUELLER
Austin, Texas



CENTRAL PARK
Denver, Colorado



Mission Bay
San Francisco, California

Proposed Developer Selection Process



Governance – Development Costs



Financial Analysis

	Phase I Years 0-5	Phase II Years 6-10	Phase III Years 11-20	Total Master Plan
Costs				
Site Preparation	\$22,694,980	\$8,700,010	\$5,189,690	\$36,584,680
Offsite Infrastructure	880,000	\$20,394,000	3,135,000	24,409,000
Site Bridges	0	1,870,000	4,026,000	5,896,000
Roadways / Utilities	47,389,650	81,768,775	59,386,938	188,545,363
Open Space	17,724,850	28,009,300	9,527,540	55,261,690
Emergency Services	8,250,000	0	0	8,250,000
Hanger / Building Stabilization	2,750,000	0	0	2,750,000
Sustainable Forward	9,785,600	11,875,050	7,518,500	29,179,150
Additional Contingencies and Soft Costs (10%) [1]	12,163,898	16,957,459	9,864,852	38,986,209
Total	\$121,638,978	\$169,574,594	\$98,648,519	\$389,862,092
Revenues				
Residential	\$43,843,000	\$79,679,600	\$136,610,000	\$260,132,600
Non-residential	30,842,250	38,153,550	23,460,900	92,456,700
Total	\$74,685,250	\$117,833,150	\$160,070,900	\$352,589,300
Revenues Minus Costs	-\$46,953,728	-\$51,741,444	\$61,422,381	-\$37,272,792
Net Present Value over 20 Years at 15.0%				-\$78,454,316

[1] Additional and unanticipated costs such as marketing, legal, and unforeseen costs.



Governance – Funding Sources

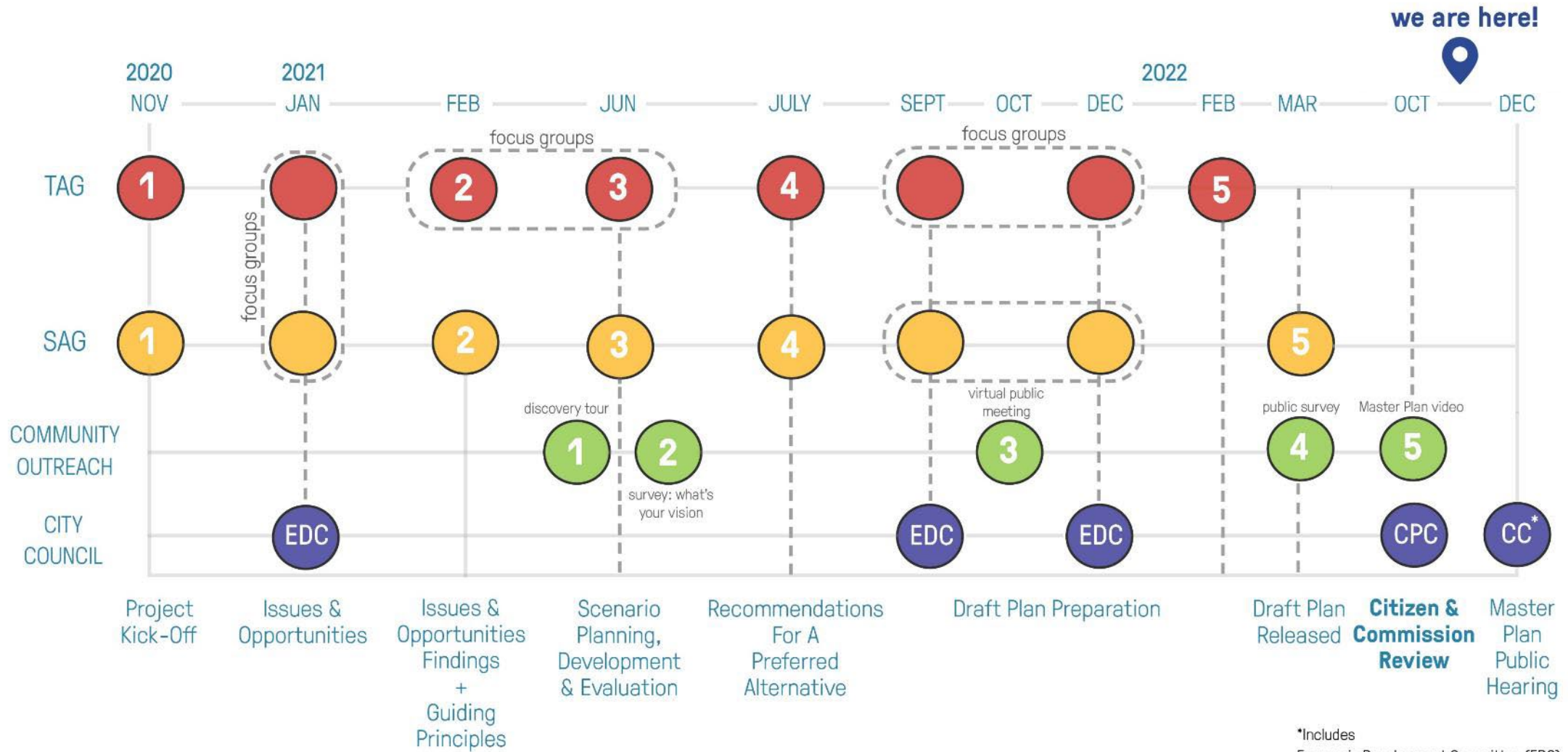


- Utilize TIF through Tax Incentive Reinvestment Zone (TIRZ) to fund infrastructure and public realm amenities:
 - TIF is estimated to generate \$198 to \$243 million over 20 years. Net present value of \$100 to \$123
 - Explore Hensley Field as a sub-district of Cypress Waters TIF District
- Other financing tools: Municipal Management District (MMO) Public Improvement District, Bond Program
- Grants can help fund sustainability components

Description	Inputs			Totals (\$ millions)
	Tax Rate	Contribution	TIF Rate	
Tax Increment Low Scenario				
Dallas County	0.22795	55%	0.12537	\$35.2
City of Dallas	0.77330	75%	0.57998	162.8
Total	1.00125		0.70535	\$198.0
Present Value over 20 Years	5.0%	finance (discount) rate		\$100.3
Tax Increment High Scenario				
Dallas County	0.22795	75%	0.17096	\$48.0
City of Dallas	0.77330	90%	0.69597	195.3
Total	1.00125		0.86693	\$243.3
Present Value over 20 Years	5.0%	finance (discount) rate		\$123.3



Project Status



*Includes
Economic Development Committee (EDC)
Environment and Sustainability Committee



Next Steps



December 14

- City Council Voting Agenda

Proposed Timeline 2023-2025

- Continue to coordinate remediation with the Navy
- Initiate developer selection process (RFP)
- Negotiate a Master Developer Agreement with selected developer
- Prepare re-zoning
- Initiate development



Thank you





City of Dallas

Hensley Field Redevelopment Plan

**Economic Development
Committee
November 7, 2022**

Julia M Ryan, AICP

Director

Planning and Urban Design

Arturo Del Castillo, AIA

Chief Planner

Planning and Urban Design



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 22-2555

Item #: D.

Upcoming Briefing Regarding American Rescue Plan Act Grant
[Joyce Williams, Director, Small Business Center]

Memorandum



CITY OF DALLAS

DATE November 4, 2022

Honorable Members of the City Council Economic Development Committee: Tennell
TO Atkins (Chair), Carolyn King Arnold (Vice Chair), Adam McGough, Omar Narvaez, Jaime Resendez, Chad West, Gay Donnell Willis

SUBJECT **Upcoming Briefing Regarding American Rescue Plan Act Grant**

The purpose of this memorandum is to provide an update on the Coronavirus Local Fiscal Recovery Fund allocated to support and assist small businesses and nonprofits as approved by the City Council on September 22, 2021, through the American Rescue Plan Act.

These grants, supported by the American Rescue Plan Act in local funds, shall be provided to eligible grantees in an amount not to exceed \$200,000 per grant recipient. These grants are intended to provide support to small businesses and nonprofits who were negatively impacted by the coronavirus (COVID-19) and are experiencing economic and financial loss to their business and nonprofit operators.

Both the Small Business Assistance and Nonprofit Assistance programs are being administered by the Small Business Center with the responsibility of managing the eligibility process as noted in Exhibit A (Program Statement).

Should you have questions or need additional information, please feel free to contact me or Joyce Williams, Small Business Center Director.

A handwritten signature in black ink that reads "Kimberly Bizer Tolbert".

Kimberly Bizer Tolbert
Deputy City Manager

c: T. C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
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Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors

Exhibit A

Program Statement

City of Dallas American Rescue Plan Act (ARPA) Small Business Assistance / Non-Profit Assistance

Program Purpose: To provide financial support in the form of a grant for operational expenses, including, but not limited to expenses such as rent, utilities, staff salaries and benefits, product loss, and cleaning supplies incurred between March 3, 2021 and December 31, 2025, and resulting from COVID-19 and/or in response to needs caused by COVID-19, to Dallas-based non-profits that deliver social services programming to Dallas residents and small business for economic sustainability of privately owned business. Small business eligible for assistance are those that experienced negative economic impacts or disproportionate impacts of the pandemic. To demonstrate need, applicants will be required to provide documents demonstrating negative economic impacts directly related to the COVID-19 pandemic for the period of March 3, 2021, through December 31, 2025. Such negative economic impacts could be due to an increase in a contract or patronage provided, an inability to meet payroll obligations, loss of revenue from sales or loss of contracts, increased costs due to COVID-19, or costs of new products designed to assist those disparately impacted by the pandemic and its economic effects. For Non-profit assistance, negative impacts could be due to an increase in services provided, an inability to hold fundraising events, loss of revenue from donations, increased costs due to COVID-19, or costs of new programming designed to assist those disparately impacted by the pandemic and its economic effects. Applicants that are located within Qualified Census Tracts, as defined by the U.S. Department of Housing and Urban Development (HUD) or other communities determined to be highly impacted by the pandemic as outlined in Treasury guidance for use of ARPA State and Local Fiscal Recovery Funds, will be presumed to be disproportionately impacted by the pandemic (Disproportionately Impacted small business and non-profits).

Eligible Participants for Small Business Assistance:

- To receive Grant Funds, a recipient must be a business officially registered with the Texas Secretary of State and operate as a legal for-profit business (“Eligible Business”); classified as a small business under the size standards of the U.S. Small Business Administration.
- Physically located and operate in Dallas
- Must be in existence on or before March 1, 2018
- Must have documentation demonstrating loss of income, increased costs, and/or other negative economic impact due to the COVID-19 pandemic since March 3, 2021
- Must have documentation demonstrating short-term or temporary closures resulting from an exposure or need for facility cleaning due to a diagnosis of COVID-19 or due to staffing shortages resulting from COVID-19 diagnosis.
- Small Businesses that have received funding from the federal Paycheck Protection Program, may apply for support. However, the Small Business Assistance shall not provide funds for the same eligible expenses for the same period already funded by another local, state, or federal program.

Ineligible Participants for Small Business Assistance:

- Grants shall not be awarded to a business that have ceased operations or permanently closed excluding short-term or temporary closures resulting from an exposure or need for facility cleaning due to a diagnosis of COVID-19 or due to staffing shortages resulting from COVID-19 diagnosis or exposure
- Grant Funds shall not be awarded to a business that requires a sexually oriented business license under Chapter 41A of the Dallas City Code, or a liquor store, a pawn shop, a body piercing studio, or a tattoo studio as those terms are defined by the Dallas Development Code.
- Grant Funds shall not be awarded to a business that has outstanding city liens or tax liens, that is party to a lawsuit against the City, that is currently in default under any other agreement with the City, or that has, in the previous 5 years, been party to a contract with the City that was terminated due to default. All expenditures for services will be subject to state and local procurement laws.

Eligible Participants for Nonprofit Assistance:

Nonprofit organizations must be located within the City of Dallas (having their primary business office or a site of service delivery located in the City of Dallas) and serve primarily City of Dallas residents by providing direct to client social services to low- and moderate-income individuals with a focus on (health, economic security, safety and wellbeing, education, and social justice) programming in one or more of the areas outlined below:

- Organizations and programs focused on providing access to health services of all kinds, including those focused on addressing disparities; mental health services, and supporting COVID-19 testing and access to testing/tracing
- Organizations and programs focused on preparing people for living wage jobs (e.g., via rapid re-employment, upskilling or reskilling through partnerships with community colleges/schools and/or moving to online adult learning)
- Organizations and programs that provide supportive services for workers, such as childcare, food, or transportation
- Organizations and programs that provide services to re-entry populations to assist them as they are returning to the community
- Organizations and programs focused on public safety in the community and eliminating violence directed at people of color, disenfranchised and marginalized populations
- Organizations and programs working to reduce learning loss and close the racial academic achievement gap
- Organizations and programs addressing the digital divide
- In- and out-of-school engagement programs for children and youth
- Organizations and programs that provide basic needs and emergency assistance for low-income clients, such as food assistance, rental and utility assistance, transportation or similar
- Must primarily serve low- and moderate-income individuals and/or communities, as defined as those with (i) income at or below 300 percent of the Federal Poverty Guidelines for the size of the household based on the most recently published poverty guidelines by the Department of Health and Human Services (HHS) or (ii) income at or below 65 percent of the Area Median Income for the county and size of household based on the most recently published data by HUD

- Must have been providing one or more of programming types outlined above for at least two (2) years prior to March 3,2021. Nonprofit organizations that have received funding from the City of Dallas's Small Business Assistance Program, Child Care Providers Micro-Grant Program, or other assistance programs, as well as those who have received funding from the federal Paycheck Protection Program, may apply for support. However, the Nonprofit Assistance Program shall not provide funds for the same eligible expenses for the same period already funded by another local, state, or federal program.

Nonprofits must provide proof of the following:

- Documentation demonstrating loss of income, increased costs, and/or other negative economic impact due to the COVID-19 pandemic since March 3,2021
- Documentation of nonprofit status and description of social services program delivery history, including:(a). Copy of IRS determination letter of tax-exempt status (b). Copy of Articles of Incorporation and Bylaws (c). Board of Directors Listing and Board Information Form (d). Minutes of the three most recent Board of Directors meetings (e). Organization chart (f). Current year operating budget (revenue and expenses) and year-to date financials
- Must be a nonprofit organization with registered 501(c)(3) tax exempt status in the state of Texas
- Currently in existence physically located, and operating in the City of Dallas, and serving residents of the City of Dallas
- Must primarily serve low-and moderate-income individuals and/or communities, as defined as those with (i) income at or below 300 percent of the Federal Poverty Guidelines for the size of the household based on the most recently published poverty guidelines by the Department of Health and Human Services (HHS) or (ii) income at or below 65 percent of the Area Median Income for the county and size of household based on the most recently published data by HUD
- Must be in existence on or before March 1,2018
- Must be current on taxes

Ineligible Participants for Non-Profit Assistance:

- Nonprofit organizations that have ceased operations or are closed, excluding short-term or temporary closures resulting from an exposure or need for facility cleaning due to a diagnosis of COVID-19 or due to staffing shortages resulting from COVID-19
- Nonprofits organizations that do not provide direct-to-client social services programs in one or more of the outlined areas in the eligible requirements
- Non-profit organizations that primarily or solely provide scholarships and do not provide direct to client assistance programs

Assistance Program. Grants will be awarded in an amount not to exceed \$200,000.00 will be provided to one or small businesses and one or more non-profit organizations to support ability to continue operations considering revenue loss due to the COVID-19 pandemic. Assistance will be administered via an online application process during one or more established application periods to be awarded on first come basis. Should the level of funding requests exceed funding availability, priority will be given to small businesses and nonprofit organizations Disproportionately impacted, such as applicants that are located within Qualified Census Tracts

highly impacted by the pandemic as outlined in Treasury guidance for use of ARPA State and Local Fiscal Recovery Funds.

Eligible Uses of Funds for Small Businesses: An Eligible Business that receives Grant Funds must use in accordance with all applicable laws, regulations, and guidelines, including U.S. Department of Treasury laws, regulations, and guidelines and City guidelines related to Coronavirus State and Local Fiscal Recovery Funds. Grant funds may be used by the grant recipient for operational expenses, including but not limited to expenses such as rent, utilities, staff salaries and benefits, cleaning supplies, and programs supplies incurred between March 3, 2021, and December 31, 2025; such expenses may include but are not limited to expenses resulting from COVID-19 and/or in response to needs caused by COVID-19. Supporting documentation for all expenses is required

Eligible capital expenditures (as defined for tax purposes) that: (1) stimulate business, rebranding, and commercial activity; (2) attracts/retains employees; and/or (3) increases taxable personal or real property in Dallas (“Eligible Capital Expenditures”). Eligible capital expenditures include the costs of acquiring or producing any permanent structural alteration or other assets added to tangible real or personal property that improves it substantially, thereby increasing its overall property value to suit new needs and extending its useful life. A proposed expenditure must also be for a permitted use as it pertains to the property under the Dallas Development Code.

Eligible Uses of Funds for Non-Profits: Funds may support allowable administrative costs and grants to nonprofits, in accordance with all applicable laws, regulations, and guidelines, including U.S. Department of Treasury laws, regulations, and guidelines and City guidelines related to Coronavirus State and Local Fiscal Recovery Funds. Grant funds may be used by the grant recipient for operational expenses, including but not limited to expenses such as rent, utilities, staff salaries and benefits, cleaning supplies, and programs supplies incurred between March 3, 2021, and December 31, 2025; such expenses may include but are not limited to expenses resulting from COVID-19 and/or in response to needs caused by COVID-19. Supporting documentation for all expenses is required

*Meeting eligibility requirements does not obligate the City to provide assistance to any nonprofit organization or small business.

Grantee Reporting Requirements: Participants will be required to submit documentation of planned use of funding during the application process, including any documentation of expenses incurred to date that are included within the grant request. Participants will be required to submit documentation of use of funds upon Small Business Assistance Program and Non-Profit Assistance Program closure. Additionally, participants may be subject to operational review and audit of fund use by City of Dallas and are required to agree to submit requested documentation to City of Dallas as requested and required by the ARPA and the United States Department of Treasury.

Administration of Funds: Funding will be administered by the Small Business Center through a published application on a first come first serve basis. Applicants can apply on-line beginning November 10, 2022.

Amendments to Program Statement: This Program Statement may be amended by the City Manager or designee as appropriate according to changes in applicable laws, regulations, and/or guidance documents, or to meet changing needs and funding requirements.



Small Business Assistance Application ARPA Funding

COMPANY NAME:	DATE ESTABLISHED	Phone Number	WEBSITE URL:	
STREET ADDRESS:	CITY		STATE	ZIP
TYPE OF BUSINESS:	TYPE OF ENTITY: <input type="checkbox"/> Proprietorship <input type="checkbox"/> Partnership <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> LLC			

Company Ownership		
OWNER NAME	TITLE	OWNERSHIP
		%
		%
		%

References		
BANK NAME	ACCOUNT OFFICER	PHONE
ACCOUNTANT	FIRM NAME	PHONE

Project Site Information	
PROJECT STREET ADDRESS:	
PROJECT NAME:	
Anticipated project start date:	Anticipated project completion date:

USES OF PROJECT FUNDS		SOURCES OF PROJECT FUNDS	
Acquisition (Land/Building):	\$	Equity Investment:	\$
Building (Construction/Renovation):	\$	*Bank Loan:	\$
Machinery & Equipment:	\$	Government Loan:	\$
Infrastructure:	\$	Other:	\$
Soft Costs (Fees, Miscellaneous):	\$	Other:	\$
TOTAL PROJECT COSTS:	\$	TOTAL PROJECT SOURCES:	\$

* Please provide all Commitment Letters for additional sources of financing

Small Business Assistance Application ARPA Funding

Employee Questionnaire: Complete attached employment worksheet			
	# OF EMPLOYEES	# OF MINORITY EMPLOYEES	PAYROLL
Currently			\$
If Approved (Next 3 years)			\$ (Projected)

Miscellaneous: Provide appropriate information for the following questions, if applicable

- Does your business, its owners or majority stockholders own or have a controlling interest in other businesses? If yes, please provide their names and the relationship with your company along with a current balance sheet and operating statement for each. If not applicable, check here

- Do you or your spouse or any member of your household, or anyone who owns, manages, or directs your business or their spouses or members of their households work for the City of Dallas? If so, please provide the name and address of the person and the office where employed. If not applicable, check here

- Have you or any officers of your company ever been involved in bankruptcy or insolvency proceedings? If yes, please provide details. If not applicable, check here

- Are you or your business involved in any pending lawsuits? If yes, please provide details. If not applicable, check

Unpaid Taxes: Attach tax lien				
TYPE OF TAX	PAYABLE TO	DUE DATE	AMOUNT	IF FOR A PROPERTY, INDICATE ADDRESS
TYPE OF TAX	PAYABLE TO	DUE DATE	AMOUNT	IF FOR A PROPERTY, INDICATE ADDRESS
TYPE OF TAX	PAYABLE TO	DUE DATE	AMOUNT	IF FOR A PROPERTY, INDICATE ADDRESS

Small Business Assistance Application ARPA Funding

Business Debt Schedule: Indebtedness- furnish the following information on all installment debts, contracts, notes and mortgages payable. Do not include accounts payable or accrued liabilities

Creditor	Original Amount	Original Date	Present Balance	Interest Rate	Maturity Date	Monthly Payment	Security	Current or Delinquent
NAME								
ADDRESS								
NAME								
ADDRESS								
NAME								
ADDRESS								
NAME								
ADDRESS								
Total Present Balance*			\$ 0.00	Total Monthly Payment		\$ 0.00		

Current Employment Profile Worksheet

COMPANY NAME	REPORT DATE
--------------	-------------

Job Classification	Salary Range	Number of Jobs	African Americans	Hispanics	Men	Women	City of Dallas Residents



Small Business Assistance Application ARPA Funding

Total:							

Declaration of Number of Persons Employed by Applicant

Federal Law Compliance

The applicant shall comply with all applicable federal labor laws, including the National Labor Relations Act.

1. Is your company/organization for-profit or non-profit ?
2. Number of current/active employees on payroll? _____
3. Number of employees if grant is awarded? _____
4. If your company/organization is a non-profit entity, what is the highest amount paid to any employee? (please specify if amount is paid annually, biweekly, weekly or hourly). _____

Current Contracts with City of Dallas

Provide the following information about any current City of Dallas contracts you or your company/agency may have with the City.

City Contract Number: _____

Type of Contract: _____

Contract Expiration Date: _____

Dollar Amount of Contract. \$ _____



Small Business Assistance Application ARPA Funding

Certifications

CERTIFICATION

It is hereby represented and certified that to the best of knowledge and belief of the undersigned, that the information contained herein and attached hereto is accurate and correct.

Applicant Name (Typed): _____

Signature: _____ Title: _____ Date: _____

I authorize the City of Dallas, Texas to make inquires as necessary to verify the accuracy of the statements made and to determine my creditworthiness. I certify the above statements contained in the attachments are true and accurate as the state date(s). These statements are made for the purpose of either obtaining financial assistance. I understand that any willful misrepresentation on this statement could result in a fine and/or imprisonment under provisions of the United States criminal Code

Small Business Assistance Application ARPA Funding

All items indicated on the checklist below must be submitted or an explanation submitted in order to apply for small business assistance from the City of Dallas Small Business Center

Checklist	
<input type="checkbox"/> Business Information <input type="checkbox"/> Audited business financial statements for the last 3 years <input type="checkbox"/> Business debt schedule <input type="checkbox"/> Federal tax returns for the last 3 years (CPA prepared) <input type="checkbox"/> Five year operating pro forma (CPA Prepared) <input type="checkbox"/> Articles of Organization and Operating Agreement (if LLC) <input type="checkbox"/> Articles of Incorporation and by-laws (if applicable) <input type="checkbox"/> Itemized list of new jobs and payroll amounts	<input type="checkbox"/> Personal Information Provide for each owner of 20% or greater: <input type="checkbox"/> Management Resumes <input type="checkbox"/> Personal credit report <input type="checkbox"/> Proof of Equity injection <input type="checkbox"/> Partnership Agreement (if partnership) <input type="checkbox"/> Franchise Agreement
<input type="checkbox"/> Real Estate Information <input type="checkbox"/> Real Estate Purchase Agreement (if available) <input type="checkbox"/> Construction cost budget <input type="checkbox"/> Legal description of project site <input type="checkbox"/> Settlement Statement (if available) <input type="checkbox"/> Existing environmental studies <input type="checkbox"/> Five-year real estate pro forma <input type="checkbox"/> Proof of Insurance <input type="checkbox"/> Detailed project operating cost items, depreciation and projected debt service <input type="checkbox"/> Explanation of green/sustainable building initiatives (if applicable) <input type="checkbox"/> Line item project budget <input type="checkbox"/> As-is appraisal (if available) <input type="checkbox"/>	<input type="checkbox"/> Other Information <input type="checkbox"/> Commitment for other funding <input type="checkbox"/> Detailed business plan <input type="checkbox"/> Machinery/Equipment liquidation appraisal (if applicable) <input type="checkbox"/> Detailed project description <input type="checkbox"/> If tenants, provide leases, jobs associated with tenant and square footage



Small Business Assistance Application ARPA Funding

Please complete the questions below related to the direct impact of the Novel Coronavirus (COVID- 19) had on your business:

- 1. Did you have to temporarily close your business because of COVID? Yes _____ or No _____
- 2. Did you have to lay off employees from your business because of COVID? Yes ___ or No _____
- 3. What was your small business percentage of financial loss because of COVID? _____
- 4. Was your business relocated because of COVID? Yes _____ or No _____

* Please provide additional comments regarding the impact that Novel Coronavirus (COVID-19) has had your business

Certifications

CERTIFICATION

It is hereby represented and certified that to the best of knowledge and belief of the undersigned, that the information contained herein and attached hereto is accurate and correct.

Applicant Name (Typed): _____

Signature: _____ Title: _____ Date: _____

I authorize the City of Dallas, Texas to make inquires as necessary to verify the accuracy of the statements made and to determine my creditworthiness. I certify the above statements contained in the attachments are true and accurate as the state date(s). These statements are made for the purpose of either obtaining financial assistance related to ARPA funding, I understand that any willful misrepresentation on this statement could result in a fine and/or imprisonment under provisions of the United States criminal Code.

Non-Profit Assistance Program Application ARPA Funding

Organization Name:	DATE Incorporated	Phone Number	WEBSITE URL:	
STREET ADDRESS:	CITY		STATE	ZIP
REGISTRATION Number	TYPE OF NONPROFIT			
	<input type="checkbox"/> 501 (c) (3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Texas Registration Information		
LEADERSHIP	TITLE	Yrs. Served

* Please attach Board of Directors minutes of the recent three (3) meeting

References		
BANK NAME	ACCOUNT OFFICER	PHONE
ACCOUNTANT	FIRM NAME	PHONE

Project Funding Requests		Service Funding	
Relocation Costs :	\$	Residential Donations:	\$
Building (Construction/Renovation):	\$	Rent /Utilities:	\$
Machinery & Equipment:	\$	Covid Testing:	\$
Infrastructure:	\$	Other:	\$
Soft Costs (Fees, Miscellaneous):	\$	Other:	\$
TOTAL :	\$	TOTAL:	\$

Employee Questionnaire:			
	# OF EMPLOYEES		PAYROLL
How many employees were displaced			\$
Current Employees			\$

Non-Profit Assistance Program Application ARPA Funding

Unpaid Taxes: Attach tax lien				
TYPE OF TAX	PAYABLE TO	DUE DATE	AMOUNT	IF FOR A PROPERTY, INDICATE ADDRESS

Non-Profit Debt Schedule: Indebtedness- furnish the following information on all installment debts, contracts, notes and Mortgages/lease payable. Do not include accounts payable or accrued liabilities								
Creditor	Original Amount	Original Date	Present Balance	Interest Rate	Maturity Date	Monthly Payment	Security	Current or Delinquent
NAME								
ADDRESS								
NAME								
ADDRESS								
NAME								
ADDRESS								
NAME								
ADDRESS								
Total Present Balance*			\$ 0.00	Total Monthly Payment		\$ 0.00		

- Please attached the most recent IRS TAX filing

Services Offered to Dallas Residents	

Non-Profit Assistance Program Application ARPA Funding

<i>Type of Direct Client Service</i>	<i># Clients Served (2021-22)</i>	<i>Percentage meeting HUD Guidelines</i>	<i>African Americans</i>	<i>Hispanics</i>	<i>Men</i>	<i>Women</i>	<i>City of Dallas Residents</i>

Declaration of Number of Persons Employed by Applicant

Federal Law Compliance

The applicant shall comply with all applicable federal labor laws, including the National Labor Relations Act.

1. Is your company/organization for-profit or non-profit ?
2. Number of current/active employees on payroll? _____
3. Number of employees if grant is awarded? _____
4. If your company/organization is a non-profit entity, what is the highest amount paid to any employee? (please specify if amount is paid annually, biweekly, weekly or hourly). _____

Provide the following information about any current City of Dallas contracts you or your

Non-Profit Assistance Program Application ARPA Funding

company/agency may have with the City.

Current Contracts with City of Dallas

City Contract Number: _____

Type of Contract: _____

Contract Expiration Date: _____

Dollar Amount of Contract. \$ _____

Checklist			
?	Nonprofit Information	?	Financial
<input type="checkbox"/>	Audited business financial statements for the last 3 years	<input type="checkbox"/>	Provide current financial
<input type="checkbox"/>	Business debt schedule	<input type="checkbox"/>	Current budget
<input type="checkbox"/>	Federal tax returns for the last 3 years (CPA prepared)	<input type="checkbox"/>	Funding needs to provide direct services
<input type="checkbox"/>	Articles of Organization and Operating Agreement (if LLC)	<input type="checkbox"/>	Proof of Insurance
<input type="checkbox"/>	Articles of Incorporation and by-laws	<input type="checkbox"/>	Partnership Agreement (if partnership)
<input type="checkbox"/>	List of Board of Director	<input type="checkbox"/>	Franchise Agreement
<input type="checkbox"/>	Board of Directors meeting minutes		
?		?	

Please complete the questions below related to the direct impact of the Novel Coronavirus (COVID- 19) had on your business:

1. Did you have to temporarily close or relocate because of COVID-19? Yes _____ or No _____
2. Did you have to lay off employees from your because of COVID -19? Yes ___ or No _____
3. Did you decrease services to low-moderate income Dalla residents because of COVID-19? Yes _____ or No _____
4. Did you have decreased revenue or gross receipts, financial insecurity, increased costs, decreased capacity to weather financial hardship, or challenges covering payroll, rent or mortgage? Yes _____ No _____

*** Please provide additional comments regarding the impact that Novel Coronavirus (COVID-19) has had your business**



Non-Profit Assistance Program Application ARPA Funding

Certifications

CERTIFICATION

It is hereby represented and certified that to the best of knowledge and belief of the undersigned, that the information contained herein and attached hereto is accurate and correct.

Applicant Name (Typed): _____

Signature: _____ Title: _____ Date: _____

I authorize the City of Dallas, Texas to make inquires as necessary to verify the accuracy of the statements made and to determine my creditworthiness. I certify the above statements contained in the attachments are true and accurate as the state date(s). These statements are made for the purpose of either obtaining financial assistance related to ARPA funding, I understand that any willful misrepresentation on this statement could result in a fine and/or imprisonment under provisions of the United States criminal Code.

November 9, 2022

WHEREAS, the Novel Coronavirus Disease 2019 (COVID-19) pandemic has been declared a public health emergency; and

WHEREAS, the U.S. Department of the Treasury ("Treasury") has made funding available to the City of Dallas to cover expenses incurred due to the COVID-19 pandemic; and

WHEREAS, on June 23, 2021, the City Council authorized and acceptance of a direct allocation from the Coronavirus Local Fiscal Recovery Fund of the Treasury in the total amount of \$355,426,891.00, by Resolution No. 21 -1149; and

WHEREAS, on September 22, 2021, City Council approved the Fiscal Year 2021-22 Budget, which authorized the appropriation of \$355,426,891 .00 from the American Rescue Plan Act in Local Fiscal Recovery Funds, including \$16,000,000.00 to provide for the City Council (districts) specific needs; and

WHEREAS, City of Dallas small businesses which include nonprofits have experienced negative economic impacts or disproportionate impacts and continue to struggle with unmet needs, due to decreased revenue, increased costs, inflated products, costs and other financial hardships; and

WHEREAS, the City of Dallas has seen and continues to see significant demand for small business assistance, including nonprofit organizations, from financial institutions and governmental agencies, to close gaps for employee payroll, financial sustainability, and other essential operating costs. In underserved communities impacted by or during the COVID-19 pandemic; and

WHEREAS, the City of Dallas will benefit from providing financial support, through the Small Business Assistance Program, to Dallas-based small businesses including Nonprofits impacted by the COVID-19 pandemic because such support will mitigate financial impact and stimulate economic activities by enabling small businesses to remain operational, rehire or hire employees, and promote economic viability.

Now, Therefore,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DALLAS

SECTION 1. That the program statement for the American Rescue Plan Act (ARPA)/Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) – Small Business Assistance Program and Non-Profit Assistance Program, as shown in **Exhibit A**, is hereby approved, to provide financial support in the form of grants to Dallas-based small

November 9, 2022

businesses and non-profit organizations that were impacted by the COVID-19 pandemic and/or by needs caused by the COVID-19 pandemic.

SECTION 2. That this resolution shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so resolved.



City of Dallas

1500 Marilla Street
Council Chambers, 6th Floor
Dallas, Texas 75201

Agenda Information Sheet

File #: 22-2622

Item #: E.

Dallas Development Fund Updates
[Robin Bentley, Director, Office of Economic Development]

Memorandum



CITY OF DALLAS

DATE November 4, 2022

Honorable Members of the City Council Economic Development Committee: Tennell
TO Atkins (Chair), Carolyn King Arnold (Vice Chair), Adam McGough, Omar Narvaez, Jaime Resendez, Chad West, Gay Donnell Willis

SUBJECT **Dallas Development Fund Updates**

We are pleased to share that on Friday, October 28, 2022 the Community Development Financial Institutions (CDFI) Fund notified the Dallas Development Fund (DDF) that it received a \$55 million allocation in New Markets Tax Credits (NMTC). DDF was the only Texas-based municipal Community Development Entity (CDE) to receive allocation and \$55 million is the largest award received for local-serving CDEs nationwide.

The DDF is a non-profit subsidiary, created (and controlled) by the City of Dallas in 2009 to operate the City's NMTC program. DDF's purpose is to advance the economic development objectives of the City and to promote private investment in Dallas' Low-income Communities using the NMTC program.

Congress created the NMTC program in 2000 to incentivize investments that create jobs and provide services in economically disadvantaged areas. The NMTC program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated CDEs. DDF is a designated CDE. These investments must be used by the CDE for projects and investments in low-income communities and provide additional opportunities for development in low-income areas. The credit provided to the investor totals 39 percent of the cost of the investment and is claimed over a seven-year credit allowance period.

This is DDF's fifth allocation. Previous awards in 2009, 2012, 2014, and 2017 totaled \$185 million in NMTC allocation. Projects supported by the previous allocations include the Lancaster Urban Village, the Hatcher Station Parkland Medical Clinic, the Family Place, Pioneer Foods, and Cristo Rey School, among others. DDF supports transit-oriented development, projects located in Southern Dallas, and job-creating projects. A dashboard highlighting previous projects can be found [here](#).

DDF was one of 107 organizations receiving an award and was selected from a pool of 199 applicants. These applicants requested approximately \$14.7 billion in allocation authority, while a total of \$5 billion was awarded.

More information about the Dallas Development Fund and the City's NMTC program can be found [here](#).

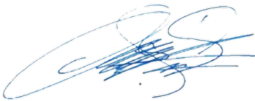
DATE November 4, 2022
SUBJECT **Dallas Development Fund Updates**

Staff will be issuing a press release about the NMTC award in late November/early December 2022 when DDF is ready to issue a call for projects to be considered for this NMTC funding.

Additionally, DDF will soon issue its third call for projects under its Healthy Food Dallas Initiative. This funding provides up to \$70,000.00 as a forgivable loan to qualified non-profits that provide free or low-cost food in food desert areas of Dallas. In the first two rounds of funding, DDF has awarded 11 projects just over \$600,000.00. We will issue a press advisory and a City Council memo when the funding round opens.

Finally, DDF is always seeking recommendations for board members to serve on its seven-person advisory board. Board members must be Dallas residents and should be accountable to low-income communities (LIC), either through their place of residence (as defined by NMTC [eligible areas](#)), their employment (with a primary service to LIC), or board service (again with a primary service to LIC). Bank officers with CRA lending portfolios do not qualify to meet the LIC test. Please send any qualified individuals to ecodevinfo@dallas.gov.

Should you have any questions, please contact Robin Bentley, Director, Office of Economic Development, at (214) 671-9942 or Robin.Bentley@dallas.gov.



Majed A. Al-Ghafry, P.E.
Assistant City Manager

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Deputy City Manager
Jon Fortune, Deputy City Manager

M. Elizabeth (Liz) Cedillo-Pereira, Assistant City Manager
Dr. Robert Perez, Assistant City Manager
Carl Simpson, Assistant City Manager
Jack Ireland, Chief Financial Officer
Genesis D. Gavino, Chief of Staff to the City Manager
Directors and Assistant Directors