

# **City of Dallas**

## **Consolidated Economic Development Strategy**

The purpose of this document is to consolidate all economic development goals, policies, and strategies into one document in order to identify specific tasks and activities to advance business and industrial development in the City of Dallas. The goals outlined in this plan represent a compilation of the efforts of the Dallas City Council, Economic Development Commission, and the Urban Renewal Advisory Committee and Agency.

The City of Dallas recognizes that the needs of businesses are different based on location, type of business, number of employees, service area, and customer base. The following strategy addresses and focuses on the areas of greatest need for positive economic growth and development over the next 5 years and is based on the common goals shared by the community to build upon the existing assets within the City of Dallas, to mitigate challenges in our commercial and industrial business sectors, and to take full advantage of opportunities as they arise. It will be implemented by City staff, the Chamber of Commerce, and other stakeholders. There are also projects to be completed which are tied to this plan and are funded by the Economic Development Trust.

### *Dallas Comprehensive Plan*

### **Economic Goals**

The City's overall economic goal is to continue as a sustainable community in order to enhance the quality of life for all Dallas citizens. This goal is best achieved by increasing economic opportunities without threatening environmental quality or eroding the region's natural resource base.

- A. Maintain the existing and encourage the future development of a sound economic base in Dallas by providing for adequate and diversified industries, retail and wholesale establishments and service related industries.**
- B. Encourage new industrial development that serves the needs of the Dallas community and is designed to minimize impacts on Dallas residential neighborhoods, consistent with the policies of the Dallas Comprehensive Plan.**
- C. Maintain the Central Business District as the dominant commercial cultural center of the community.**
- D. Encourage a broad variety of commercial activities in the Dallas area in convenient and desirable locations to serve the public.**

- E. Provide for small-scale, neighborhood commercial centers that complement the Central Business District and which minimize routine travel from home to shopping.**

## **Economic Policies**

### **2.1 Industrial Development Policies**

1. Encourage the future development of industrial facilities, primarily ones that would have a limited environmental effect upon the community and which do not place excessive demands on the City's infrastructure.
2. Require all existing and future industries to locate within the City Limits and to conform to existing federal and state environmental laws.
3. Encourage the diversification of industries in Dallas to reduce the chance of economic depression because of an economic slump in one industry.
4. Encourage the development of an industrial or business park within the Dallas City Limits.
5. Provide for a choice among suitable industrial and business park sites.
6. Encourage the development of agriculture-related industries.

### **2.2 Manpower Development Policies**

1. Provide citizens within the City of Dallas with adequate employment opportunities, training programs for expanding their employment opportunities, and needed supportive services to enhance their employability.
2. Encourage the use of appropriate Federal and State manpower programs that are available to governmental units and private businesses to provide more jobs in the Dallas area.
3. Encourage the creation of job opportunities for residents in the Dallas area within new and present businesses and industries.
4. Encourage skill training and upgrading opportunities and programs for the residents of Dallas.
5. Encourage the use of available manpower planning moneys to analyze the labor force and determine industries and businesses which would be able to provide employment for residents of the Dallas area.
6. Encourage the use of supportive services to enhance the employability of target group individuals.

### **2.3 Industrial Land Use Policies**

1. Preserve prime industrial sites and reserve suitable land to provide a choice among sites for new industrial development prior to actual demand.
2. Support the Ash Creek Water Control District in order to maximize use of the Ash Creek Industrial area.

3. Encourage the use of the industrial park concept by requiring master planning rather than piecemeal development of industrial sites and areas.
4. Where appropriately buffered, designate multi-family residential land near industrial sites to minimize travel distance from employment centers to housing.
5. Encourage the continued growth of the service-related industries.

## **2.4 Commercial Land Use**

1. Encourage regional offices of the state and federal governments to locate in the City of Dallas and if possible, the Central Business District.
2. Recognize and promote the Central Business District (CBD) as the principal commercial and cultural center of the community.
3. Encourage the development of adequate off-street parking facilities in the Central Business District.
4. Encourage the development of improved access to the Central Business District and the establishment of a convenient route for those not destined for the CBD, as shown on the Comprehensive Plan Map #1.

## **2.5 Other Commercial Zones**

1. Encourage medically-related offices and service facilities to locate in the vicinity of the community hospital.
2. Encourage the "cluster" development of commercial activities on sites large enough to provide adequate street access, off-street parking and landscaping.
3. Discourage "strip" commercial development along arterial streets, by concentrating commercial uses in the CBD and in defined neighborhood commercial "nodes."

## **Proposed Strategies**

### **1. DALLAS 2030: Develop a Community Identity and Values**

**Activity to date:** Urban Renewal, Downtown Streetscape, Façade Improvement programming, Partnership with Chamber

**NEXT STEPS:**

**Identify and capitalize on existing assets:** Commercial districts must capitalize on the assets that make them unique. Every community has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

- Are we *people* or *place* oriented? Both. Strong community identities are forged at gathering places and at events.
- What is Dallas???
- One of the concerns is that our community doesn't understand its own value and has a hard time selling Dallas as a strong city. We must build a

strategic direction that will allow the community to celebrate its successes, its strengths and feel good about their decision to live a full life in Dallas.

## **2. Expand Industrial / Employment Base**

**It is critical to a healthy local economy to expand the existing Industrial base in order to allow for the creation of jobs.**

**Activities:** Compilation of Industrial lands inventory, communicating with major employers, assisting with the redevelopment of critical sites like the TTM building and Weyerhauser.

## **3. Assess and Improve Infrastructure**

The quality of a community's infrastructure is a critical element to creating vibrant, productive places to live, work and gather. Citywide, there is an ongoing assessment of water, sewer, and storm drain systems to ensure adequate capacity. Street improvements designed to provide safer pedestrian and motorist movement include the replacement of sidewalks, improved street lighting, installation of traffic calming devices and traffic signal light upgrades.

**Activity to date:** Water supply projects, Monmouth Cutoff Rd improvement grant, Node planning, TSP update, Development Code revision

**Next Steps:**

- Mill Street pilot project in 2009
- Court Street project in 2011
- Position and prepare for Main Street project in 2013

## **4. Revitalize and Invest in Downtown**

**Activity to date:** Urban Renewal Streetscape, Task Force recommendations, Façade Loan, c Façade GRANT, Commercial Enterprise Zone, better prioritized code enforcement

**Next Steps:**

- Use Urban Renewal to its highest potential with return on investment as a cornerstone
- Promote existing incentives and develop new incentives
- Work with downtown property owners to improve buildings and leasable space.

## **5. Provide “Clear Path” to Successful Business Start-ups**

**Activity to date:** Tenant improvement system, Partnership with Chemeketa Small Business Development Center, Business Planning technical assistance, development of the Business Assistance Toolkit

**Next Steps:**

- Streamline internal processes
- Have all business development resource information in a handy, deliverable format
- Promote business opportunities vigorously

**6. Develop and Implement Dallas Marketing Plan**

**Activity to date:** partnership with Dallas Area Chamber of Commerce and Visitors Center, City Historian / historic brochure, Open House

**Next Steps:**

- Revisit past marketing plans
- Partner with Chamber of Commerce
- Hire consultant to put together Plan

**PROPOSED PROJECTS/EXPENDITURES:**

- 1) **Develop a full Community Profile and Marketing Packet, for both paper and electronic format. Estimated Cost: \$20,000.** The development of this packet would provide prospective businesses and employers a comprehensive and immediate gateway to the community. Could be used ASAP for recruitment purposes for the Weyerhaeuser site, TTM, etc. **2014**