ECONOMIC DEVELOPMENT STRATEGIC PLAN
CITY OF FORT WORTH, TEXAS

VOLUME 3: STRATEGY

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TIP strategies
AUSTIN • SEATTLE

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ABOUT THIS WORK

CHALLENGE. Over the last several decades, Fort Worth has been one of the fastest-growing large cities in the US. The challenge for economic development, however, is not just whether the community can continue to add people and jobs. As with all growing cities, the question becomes what kind of development the City wants—and what it will take to ensure that development is sustainable. In short, how does Fort Worth "up its game" to compete regionally as well as globally?

There are two existing models in Fort Worth that demonstrate the effectiveness of long-term, strategic thinking. A lesson can be learned from Hillwood's business development strategy for the Alliance district. A long-term vision, a thoughtful approach to real estate development, investments in strategic transportation assets, and a holistic view that includes amenities and housing are the factors that have established Alliance as a national model of successful business development. Similarly, Sundance Square has undertaken long-term planning efforts that have transformed the city. Thanks to the rejuvenation of downtown, Fort Worth now has a true center of gravity that functions as the city's premier entertainment, dining, shopping, and residential district. Yet, despite the success of Alliance and Sundance Square, these two models stand as outliers in Fort Worth, almost as if they are separate from the community. The City, the Fort Worth Chamber, and other partners have not embraced the need for a narrowly focused economic development program that aggressively pursues the most promising opportunities. Without a focused business development effort, Fort Worth has fallen behind its competition. The city's growth in recent years has largely been defined by expansion of single-family residential development driven by employment growth in other cities.

The threats facing the city may not always be apparent but they are very real. Recent business relocations, an increase in population not matched by an increase in wages, an out-of-balance tax base, and persistent difficulties in attracting skilled and educated young people—these issues risk engulfing Fort Worth. These challenges put Fort Worth in an increasingly weak position towards the City of Dallas and aggressive suburbs throughout the metro area. Of course, these concerns represent a snapshot in time. Conditions will change. Some of the trends we have identified are themselves subject to changes at the national level. That is part of the challenge as well: establishing a strategic framework flexible enough to respond to changing conditions while moving the community toward a more prosperous future.

RESPONSE. To address this challenge, the City of Fort Worth chose to devise its first ever economic development strategic plan. Working with TIP Strategies (an economic development consulting with offices in Austin and Seattle) and their partners (Fregonese Associates, JLL, and Isaac Barchas), the City of Fort Worth has engaged the business community and local stakeholders to create a strategic framework to guide the City's economic development activities. During the project's "Discovery Phase," the TIP consulting team met with more than 300 community, business, and academic leaders through roundtable discussions, employer interviews, and other meetings with key stakeholders. Input was also received during community workshops held in each of the six target areas (specific neighborhoods studied for their redevelopment potential) and through an online community survey that received nearly 1,300 unique responses. The project Steering Committee and Leadership Team provided their expertise over the course of five meetings, which contributed immensely to the strategic plan.

RESULTS. The economic development strategic plan that emerged has very **specific outcomes**:

1. High-wage job growth.
2. A more sustainable tax base, driven less by residential property valuation and more by commercial and industrial investment.
3. An economy that capitalizes on high-growth businesses and the creative individuals who fuel them.
4. A commitment to "quality of place" throughout the community.

These outcomes are tangible and measurable. In the case of the first two (wage growth and tax burden), data are readily available and can be easily tracked over time. The third outcome (attracting high-growth industries) can be measured using employment data in target industry classifications. The fourth outcome (quality of place) is less easily measured, but there are many ways in which the vitality of neighborhoods can be assessed indirectly. These include rising home values, new business startups, reduction of blighted areas, and the emergence of walkable corridors with a mixture of residential and commercial developments and related amenities.

The plan is ambitious by design and is structured around a bold vision. That vision was articulated in the City's initial call for a strategic plan, and, in various forms, was reiterated in stakeholder discussions. The vision seeks to capitalize on the city's many advantages and its dramatic growth.

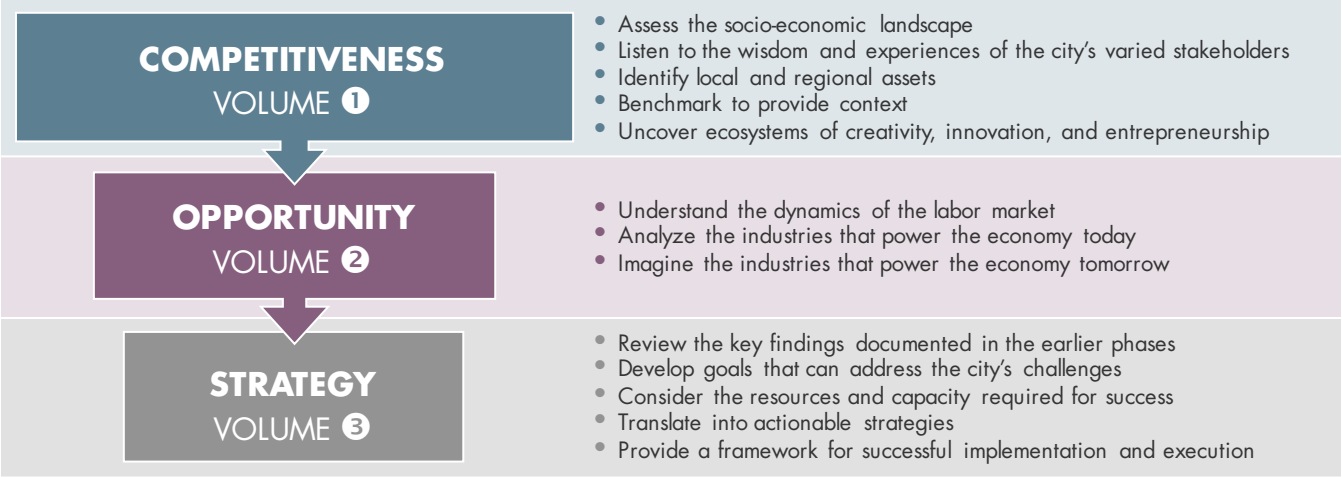
EXECUTIVE SUMMARY

What is the significance of Fort Worth emerging as one of the most populous US cities? It means the city has an opportunity—even a responsibility—to capitalize on its growing size, influence, and economic potential. The goals and initiatives in this plan are an ambitious response to that new reality.

The plan is a roadmap for the city's economic development program. Just as important, it must be viewed as a call to action. The time has come for Fort Worth to embrace its status as a major US city and compete on the national and international stage.

The results of the planning process are presented in three interlinked volumes, representing three distinct phases of work. The first phase was a journey of discovery into the city's competitive landscape. The second phase focused on the opportunities underscoring the city's workforce and its industry structure. These first two phases laid the groundwork for the strategic plan that emerged in the third phase of work. This document, Volume 3, provides a roadmap for the City's economic development program, with initiatives and actions organized into the themes of ***competitiveness, creativity, and community vitality***. In support of these goals, there is an implementation section, including a recommended organizational structure and necessary tools and resources.

FIGURE 1. PLANNING PROCESS OVERVIEW



PHASE 1: COMPETITIVENESS AS CONTEXT

Development of a strategic plan begins with a months-long process of data collection, stakeholder meetings, and fieldwork. In this first phase of work, the consultants, TIP Strategies, assessed the demographic, economic, and fiscal patterns characterizing all aspects of the City of Fort Worth's growth. Meetings were held to gather input and understand the needs and experiences of the city's many stakeholders. Roundtables and interviews were held with major employers, real estate professionals, academic leaders, and other experts to gather input on specific industries and areas of opportunity addressed by the plan's recommendations. The process also involved cataloging strategic local and regional assets across a broad spectrum ranging from cultural and tourism assets to entire city districts; from the elements of transportation connectivity to the educational and medical institutions that anchor the city's economy; from the city's major employers, largest taxpayers, and visionary philanthropists to its strategic partners in promoting economic growth. The consultants benchmarked the city and the Dallas-Fort Worth metro area against selected places around the US and around the world in order to better understand Fort Worth in the context

of its peers. Experts were brought in to analyze the city's build-out potential (Fregonese), to map out the city's entrepreneurial ecosystems (Isaac Barchas), and to evaluate the city from a corporate site selection perspective (JLL).

After months of investigation, the first volume in this three-volume series was rolled out. Volume 1 included an unabridged reference appendix with the entire scope of the research undertaken. Most importantly, Volume 1 summarizes the consulting team's findings from this phase of work. These findings highlight specific issues affecting the city's competitive position and, as such, form important underpinnings of the economic development strategic plan in the final phase of work. The findings from Phase 1 shown below are supplemented by a technical report with guidance on marketing, program areas, and site selection, which was delivered to City staff separately.

VOLUME 1 COMPETITIVENESS	
THEME	FINDINGS
Implications of Land Use	*The City has a vast reserve of land (vacant properties & redevelopment sites) that can drive economic growth*
	In the absence of a focused business development effort, residential uses dominate the tax base
	Regional job growth draws Fort Worth residents outside the city for work
	Current trends imply that Fort Worth's jobs-housing balance is slowly eroding
Districts as Drivers	*Fort Worth has districts at different stages of their life cycle, which can serve as drivers for economic development*
	Harnessing the potential of the urban core (Downtown & surrounding districts) will be critical to the city's future
External Visibility	*Fort Worth has relatively low external visibility among large US cities*
	Fort Worth has a unique asset to leverage for enhancing the city's external visibility…It's Not "Dallas International Airport" It's DFW
	Fort Worth is a visitor destination with untapped potential
Economic Development	*Economic development is a shared responsibility among local entities*
	Fort Worth's partners must expand and add to current baseline economic development activities
	New initiatives are required to take Fort Worth to the next level
	A proactive economic development effort is required to counteract misperceptions of the city and to increase investment
	Fort Worth lags many benchmark communities—both within the region and outside the state—in terms of resource levels allocated to economic development
	Fort Worth's favorable factors for corporate site location should inform the City's target marketing messages, both nationally and internationally
	Favorable perceptions of the city among commercial real estate brokers should be emphasized in marketing efforts
	Economic development marketing efforts lack consistent messaging as well as global perspective

PHASE 2: OPPORTUNITY FOR TALENT AND INDUSTRY

While the first phase of work was far-ranging in the scope of material it covered, the second phase was more focused on specific areas of opportunity. Phase 2 concentrated on a thorough review of the city's industrial and occupational drivers. The consultants sought to understand the dynamics of the city's labor market, to analyze the industries that power the current economy, and to imagine the possibilities embodied in Fort Worth's industries of tomorrow. This work was largely data-driven but also involved extensive fieldwork. Roundtable discussions and interviews were held with

industry leaders in the fields of healthcare, aviation/aerospace, startups and technology, higher education and workforce, infrastructure, logistics and transportation, and manufacturing.

Like Volume 1 (the competitiveness assessment), this second volume included an unabridged reference appendix to catalog the entire scope of the research undertaken. Again, the consultants summarized key findings from this phase of work to further inform the preparation of the economic development strategic plan in Volume 3.

VOLUME ❷ OPPORTUNITY	
THEME	FINDINGS
Workforce Considerations	*Given the importance of a skilled labor force, Fort Worth's opportunities must be considered within the context of ongoing structural challenges presented by a declining jobs-to-household ratio and weak job growth in high-wage occupational categories*
	A number of Fort Worth's existing sectors and emerging opportunities will require STEM talent, which is currently lacking in the region
	Employment in Fort Worth's urban core generates citywide economic benefits and should be encouraged
Existing Industry Strengths	*The transportation and warehousing sector is the city's largest in terms of its share of total employment*
	Regional strengths in manufacturing are weighted towards Fort Worth
	Fort Worth's resilient healthcare employment has avoided cyclical patterns
	The oil and gas sector is evolving, and Fort Worth's role must evolve as well
	The hospitality and tourism sector remains under-developed in the City of Fort Worth relative to its potential
Emerging Opportunities	*Fort Worth's aerospace manufacturing expertise and relatively high profile in this industry should be leveraged to pursue design and R&D functions*
	Opportunities created by Fort Worth's large concentration of healthcare employment, life sciences firms, and the newly established TCU UNTHSC School of Medicine should be aggressively pursued
	Fort Worth is well-positioned for geotechnical growth and innovation due to its long-standing strengths in oil and gas
	Existing international assets available to Fort Worth present the opportunity to strengthen international business and tourism opportunities
	A more aggressive stance will be required for Fort Worth to capture a greater share of high-profile corporate expansions within the region
	Dramatic regional growth in professional services has not been realized in Fort Worth, but should be
	Fort Worth is a significant center of private equity
Connecting the Dots	*Institutions of higher education in Tarrant County are a key component of the region's talent pipeline and are essential for the city's future success in growing high-wage jobs and attracting high-growth businesses*
	Meeting the growing demand for aerospace workers with advanced skillsets will require a greater emphasis on STEM education and training at the local level
	The city's incentives policy should be designed to promote growth in specific geographic areas and in target industries
	Fort Worth must commit to making the public investments required for the city to compete for high-growth businesses and top-tier talent
	To advance economic development in Fort Worth, an expanded collaborative effort will be required

PHASE 3: FROM ANALYSIS TO STRATEGY

Strategic planning combines both art and science. The "art" consists of a delicate synthesis of the vast amount of input gathered from a wide range of stakeholders with complex and nuanced views; the "science" is represented by a straightforward analysis of statistics using transparent, methodical processes. Both aspects—art and science—were combined in Volumes 1 and 2 to form the groundwork for the leap from analysis to strategy.

The strategy work was also informed by input received on one central question asked of stakeholders throughout the planning process: "What does economic success look like in Fort Worth?" This input included asking local experts to point out other successful cities to understand how Fort Worth could learn from and compete with them. The consulting team looked to these cities, which included Denver, Austin, and Nashville (among others), and the priorities of City leadership to craft a compelling vision to drive the plan and provide a framework for action.

The vision that emerged seeks to broaden Fort Worth's horizons and create a more expansive view of economic success for the future. The vision is operationalized by three goals, which are supported by a series of strategies and actions. The three goals, along with the priority strategies that fall under each goal, are presented below.

VOLUME ❸ STRATEGY	
GOAL	PRIORITY STRATEGY
Establish Fort Worth's **competitive** edge	*Launch a national strategy to generate interest in Fort Worth among major real estate firms.*
	Expand the Chamber's role in marketing Fort Worth for international business development.
	Redesign Fort Worth's business retention & expansion (BRE) program to better address the needs of major employers and key industries.
	Expand employer-led sector partnerships to address critical workforce issues.
Become a hub for **creative** businesses	*Formally designate the Near Southside as a "medical innovation district."*
	Expand the reach of entrepreneur networking among the city's startup and tech communities.
	Raise the profile of the Main Street Fort Worth Arts Festival for national/international visibility.
	Create a Futures Forum at the City of Fort Worth.
Ensure **community** vitality	*Rapidly increase the density of residential development in downtown and surrounding urban districts such as Panther Island.*
	Focus city investments along specific corridors and at nodes of existing business activity.
	Conduct an audit of the small business support mechanisms available in Fort Worth.

This process of anchoring goal-setting activities with well-grounded, well-informed strategic priorities has been a fundamental methodological approach of this three-volume report. The remainder of the executive summary explains the strategic plan in more detail, including the overall vision and a description of the three primary goals. This is followed by a section on the implementation process and concludes, appropriately, with a section on measuring performance.

STRATEGIC PLAN OVERVIEW

The plan is structured around a bold vision. That vision was articulated in the City's initial call for a strategic plan, and, in various forms, was reiterated in stakeholder discussions. It seeks to capitalize on the city's many advantages and its dramatic growth. Based on annual population growth trends since the last census, Fort Worth is on track to become the nation's 12th largest city by 2019, a significant leap from its 2016 ranking as the 16th largest. This track would leap frog major US cities including San Francisco, Columbus, and Indianapolis.

The steady stream of new residents, coupled with the city's vast tracts of available land and numerous assets, calls for an ambitious response. Findings from the planning process suggest the time has come for Fort Worth to use its growing influence to compete more fully on the national and international stage. Committing to a longer-term vision (not just short-term success) means embracing a holistic notion of what economic development can accomplish. A clear, concise vision provides strategic direction and serves as a touchstone for future decisions, especially those that impact community investments and re-allocation of resources. This focus is reflected in the vision statement that emerged from the planning process.

VISION

To compete successfully on the national and international stage for creative, high-growth businesses and the talented individuals who fuel them.

Supporting the vision are three goals. These goals address **competitiveness**, **creativity**, and **community vitality**. They form the core of the plan's recommendations. They reflect the guidance received by the City and stakeholders and were informed by data analysis and benchmarking against other communities facing similar challenges. Within each goal are specific initiatives that the City–and the community at large–can undertake to realize the vision. Some of the initiatives represent "baseline economic development," that is, the activities every city must commit to for economic growth. Others are intended to be transformative–strategies that will have a more dramatic impact on the future of the community as a whole. An implementation matrix is provided for directing the work of the City and its partners. In addition, the plan includes a discussion of tools and resources to support implementation.

The approach taken in this plan has been especially mindful of the fact that economic development is never a strictly City-driven activity. It is, first and foremost, a community challenge.

GOAL 1. ESTABLISH FORT WORTH'S COMPETITIVE EDGE

Economic development is not a game for the faint of heart. It can hardly be described as a game at all. Economic development is an intense international competition among powerful cities fighting to grow their economies, enhance their urban vitality, and compete for talent and business investment. Incentives are a contentious, but essential component of business attraction. In the Dallas-Fort Worth metro area, dozens of communities vie for projects large and small. An economic engine that competes successfully for new business in Fort Worth already exists: Hillwood's ongoing development of Alliance. This plan calls for more formal mechanisms to connect the City and

PRIORITY STRATEGIES

- Launch a national strategy to generate interest in Fort Worth among major real estate firms.
- Expand the Chamber's role in marketing Fort Worth for international business development.
- Redesign Fort Worth's business retention & expansion (BRE) program to better address the needs of major employers and key industries.
- Expand employer-led sector partnerships to address critical workforce issues.

Hillwood, but the Alliance template for business development is a model that should be emulated by the City, the Chamber, and other partners focused on stimulating economic growth in Fort Worth. With the exception of Alliance, the reality is that Fort Worth has not been an effective player in the region. The question is not whether Fort Worth can continue to grow absent a more aggressive posture; it can. The real question is whether high-profile recruitment opportunities, those that generate enormous press and attract both investment and high-paying jobs, will by-pass Fort Worth. Unless the community makes a whole-hearted commitment to competing for projects, growth will be driven more by residential development and lower-wage employment. The success of this plan is predicated on a more dynamic approach to business attraction and retention.

THE INITIATIVES

1.1. **Brand & Image.** Elevate the profile of Fort Worth at the regional, national, and international levels.

1.2. **Marketing & Target Industry Recruitment.** Attract new investments and businesses into the community, focusing on target industries that align with Fort Worth's assets.

1.3. **Business Retention & Expansion (BRE).** Improve the competitiveness of existing businesses and help them remain and grow in the community.

1.4. **Workforce & Industry Partnerships.** Expand collaboration between employers and training providers to address the needs of local industries and build a pipeline of talent to fuel future business growth.

OVERVIEW OF PRIORITY STRATEGIES

INITIATIVE: BRAND & IMAGE	
PRIORITY STRATEGY: Launch a national strategy to generate interest in Fort Worth among major real estate firms.	
Challenge	*While public-sector investments such as transportation networks and water/wastewater systems are necessary to set the stage for economic development, the private sector is responsible for the vast majority of the built environment in US cities. This is especially true in the Dallas-Fort Worth metro area, where the real estate development and brokerage community drives a high level of business expansion and recruitment activity. Compared with Dallas and its northern suburbs, Fort Worth is an afterthought among regional and national real estate professionals. Current and recent construction of office space exacerbates this problem, with more than half of all ongoing class A office space under construction in a narrow corridor stretching from downtown Dallas, up through Plano, and into Frisco. In light of their importance to the process, building relationships with brokers and developers should be a major focus of the City's marketing and recruitment efforts.*
Response	*As a starting point for stronger ties to the real estate community, the City should create a Fort Worth Real Estate Working Group (in partnership with the Real Estate Council of Greater Fort Worth). This group should provide guidance on strategies for hosting a national conference of real estate brokers and developers, a major real estate competition focused on a specific project in Fort Worth, and other events (such as CoreNet Global and the annual meeting of the Urban Land Institute). In addition, the City and Chamber should launch a real estate-focused foreign direct investment (FDI) strategy to build awareness of Fort Worth among global real estate investors.*

Results	*With an abundant supply of land, few natural barriers, and a pro-growth mindset, the Dallas Fort-Worth area has been able to thrive on its aggressive real estate opportunities. The economic development community, especially in Texas, has long recognized that unless something "happens on the ground," the benefits are usually ephemeral. If Fort Worth can raise its profile among regional and national real estate professionals, it will realize the benefits of these relationships in the form of "on the ground" opportunities.*

INITIATIVE: MARKETING & TARGET INDUSTRY RECRUITMENT

PRIORITY STRATEGY: Expand the chamber's role in marketing Fort Worth for international business development.

Challenge	*Fort Worth has largely ignored one of the most promising business development opportunities: capturing international business development and foreign direct investment (FDI). The prospect of increased FDI in the US is a strong argument for Fort Worth establishing a strategy to capitalize on this opportunity. In recent years, the only major players in the Dallas-Fort Worth metro area that have invested significantly in recruiting international businesses are DFW International Airport and the Dallas Regional Chamber. As such, a large share of the region's FDI projects have landed in the City of Dallas and North Dallas suburbs near the airport such as Plano and Irving.*
Response	*This requires two separate approaches: 1) regional partnerships with DFW International Airport and the Dallas Regional Chamber; and 2) a stand-alone effort led by the Fort Worth Chamber, with support of local international companies, to promote the city for foreign-based investment.*
Results	*A focused international recruitment program will generate a new wave of investments, business expansions, and employment growth in Fort Worth from multinational corporations and foreign-based firms. A corollary benefit to this strategy is enhanced business opportunities for existing Fort Worth companies seeking to sell products and services abroad.*

INITIATIVE: BUSINESS RETENTION & EXPANSION (BRE)

PRIORITY STRATEGY: Redesign Fort Worth's business retention & expansion (BRE) program to better address the needs of major employers and key industries.

Challenge	*The June 2017 announcement of XTO Energy's relocation of 1,600 jobs from Fort Worth to the new Exxon campus in The Woodlands (just outside Houston) illustrates the need for a strong, proactive business retention and expansion (BRE) program. As soon as the firm was acquired by Exxon, the alarm bells should have been rung about the firm's potential to vacate Fort Worth. Similar concerns need to be taken seriously in light of Williamson Dickie's recent acquisition by VF Corporation. These examples illustrate the need for the City's economic development program to strengthen its understanding of the requirements of local businesses.*
Response	*The City and Chamber must establish a set of filtering mechanisms to identify target companies as part of the BRE program. This should be structured around a tiered approach that prioritizes companies that are at risk of downsizing/relocating, have significant growth potential, and fall within the city's target industries. Relationships must be cultivated not only with local business leaders, but also with executive leadership (e.g., CEOs, CFOs, global real estate directors) of Fort Worth's major employers whose HQs are located elsewhere. Beyond the companies themselves, connections must also be made with relevant professional service providers that offer a different understanding of the company's needs and challenges, such as accounting firms, legal firms, marketing/PR firms, and commercial real estate professionals. The program should coordinate BRE efforts among organizations to fully leverage available resources and relationships and to exchange vital information. Focus should be on the Chamber and City relationships (including the Mayor's office), but should also extend to the local business relationships maintained by the Fort Worth Hispanic Chamber (FWHC) and the Fort Worth Metropolitan Black Chamber (FWMBC).*

Results	*A solid BRE program is, arguably, more important than a recruitment program. Not only does BRE offer similar potential for job creation (through the "expansion" part of the title), it also creates a climate that is more supportive of business growth generally. Stated another way, it is difficult to recruit a new company if existing businesses are not thriving, especially if they have a negative attitude about the local business climate. In addition to creating a supportive business climate, a robust BRE program must also help mitigate risks and vulnerabilities facing existing employers.*

PRIORITY: WORKFORCE & INDUSTRY PARTNERSHIPS

PRIORITY STRATEGY: Expand employer-led sector partnerships to address critical workforce issues.

Challenge	*Access to a skilled workforce consistently ranks at or near the top of the list of site selection factors ranked in Area Development's Annual Survey of Corporate Executives. The Dallas-Fort Worth metro area consistently attracts new business expansion projects that create thousands of new jobs on a monthly basis. Some of these new jobs will be filled by workers moving into the area from outside of the region and state, but the majority will be filled by local talent. This places the burden on communities in the region to develop a pipeline of talent to support the area's rapidly expanding economy.*
Response	*Fort Worth's most prominent workforce and industry partnership is the regional DFW Aerospace Consortium. The community needs to increase its commitment to the consortium's programs and promote a greater emphasis on design, R&D, and technology-related skills. Fort Worth should also play an active role in other regional workforce & industry partnerships, such as the North Texas Supply Chain Council and similar efforts focused on technology, healthcare, and infrastructure.*
Results	*Ensuring a pipeline of workers to support the needs of current and future employers requires workforce development initiatives built on successful partnerships between major employers, workforce development organizations, educational institutions, economic development groups, and community organizations. Re-affirming and expanding Fort Worth's role as a leader in building this pipeline of talent will help position the community for future employment growth.*

GOAL 2: BECOME A HUB FOR CREATIVE BUSINESSES

Being recognized as a hub of creative energy is the hallmark of successful cities. Fort Worth already has many of the ingredients needed to become a major hub for creative businesses. Entrepreneurship is one important element of this energy, but is not the only one. Innovation districts, collaboration between higher education and existing industry, and dynamic talent clusters are all part of what makes for a creative community. Fort Worth already benefits from a strong cluster of higher education, industry, and talent: the Near Southside medical district. Formally establishing this area as a "medical innovation district," with new incentives and investments, can fuel citywide economic growth. New and expanded linkages between Fort Worth's arts community and businesses (including technology firms) can help raise the city's profile as a leading center for creative people and businesses. Lastly, the City itself can take a more forward-looking stance that encourages innovation through its own programs and investments.

PRIORITY STRATEGIES

- Formally designate the Near Southside as a "medical innovation district."
- Expand the reach of entrepreneur networking among the city's startup and tech communities.
- Raise the profile of the Main Street Fort Worth Arts Festival for national/international visibility.
- Create a Futures Forum at the City of Fort Worth.

THE INITIATIVES

2.1. Near Southside Medical Innovation District. Enhance and expand the Near Southside's role as a medical innovation district and position it to become the most livable medical district in the US.

2.2. Entrepreneurship. Build on the dynamic environment that embraces and fuels high-growth business in Fort Worth. Ensure that expanding startups see the city as hospitable to their continuing growth.

2.3. Broader Promotion of the Arts. Expand the connection between the arts community and tech entrepreneurs as well as established businesses.

2.4. Establish a "Futures Forum" at the City. Create a formal working group, led by the mayor, that addresses city issues from a "futures perspective." Implicit in this initiative is the recognition that major public investments, from transportation to water to energy, can be a significant stimulus for economic development.

OVERVIEW OF PRIORITY STRATEGIES

INITIATIVE: NEAR SOUTHSIDE MEDICAL INNOVATION DISTRICT	
PRIORITY STRATEGY: Formally designate the Near Southside as a "medical innovation district."	
Challenge	*Fort Worth already has the Dallas-Fort Worth metro area's single largest concentration of medical jobs. While not widely recognized within the region, this distinction belongs to the Near Southside medical district. As a result, the recently developed TCU-UNTHSC School of Medicine is opening a new set of opportunities for innovation. The district benefits from proximity to downtown and growing urban vitality along the Magnolia Avenue corridor and South Main Street. These elements—concentrated employment, proximity to medical research, and connections to dynamic neighborhoods and amenities—constitute many of the ingredients necessary to establish a formal "medical innovation district" that can fuel citywide growth.*

Response	*A formal "medical innovation district" designation would start with additional public investments to enhance walkability and pedestrian connectivity, as well as support broadband that creates extended connectivity across all devices, both wired and wireless. It would also involve the creation of incentives for talent recruitment (e.g., a nationally recognized life sciences researcher) that would advance the district and attract additional research staff. Establishing the district formally will also provide opportunities to generate national attention about the district and to invite outside organizations to evaluate the area and uncover strategies for accelerating its development.*
Results	*Public investments, incentives, and awareness of the Near Southside as a medical innovation district will help the area expand its existing medical assets and increase its appeal as a vibrant urban district.*

INITIATIVE: ENTREPRENEURSHIP

PRIORITY STRATEGY: Expand the reach of entrepreneur networking among the city's startup and tech communities.

Challenge	*Entrepreneurial companies have specific needs for talent, real estate, and capital. The undercurrent for all of these needs is the network of people involved in supporting the growth of entrepreneurial companies. Communities with a highly engaged, connected, and collaborative startup scene have a built-in advantage in the global competition for high-growth business development. Fort Worth has all of the building blocks needed to support a higher level of entrepreneurship: TECH Fort Worth and other strong support organizations, talented entrepreneurs and workers in the city and metro area, innovative companies and higher education institutions in the area, and a growing menu of real estate options suitable for tech firms and startups (including WeWork and other co-working spaces and an expanding supply of attractive office spaces in downtown and the Near Southside). What Fort Worth and the entire metro area lack is a robust networking environment for local entrepreneurs and tech workers. In fact, the only city in Texas that does this well is Austin.*
Response	*Elevate the role of TECH Fort Worth as a connector/convener to address the need for better and more frequent networking opportunities aimed at entrepreneurs, young professionals, and tech workers. This should involve new events such as reverse-pitch competitions to engage major corporations and other organizations in Fort Worth with needs for innovation. It should also involve specific tactics to enhance entrepreneur networking in Fort Worth, such as an online calendar of networking events hosted by TECH Fort Worth. Lastly, stronger connections must be established between Fort Worth's startup/tech community and local and regional higher education institutions.*
Results	*A stronger, more connected set of networking channels for entrepreneurs, investors, and tech workers in Fort Worth will help existing startups and tech firms. Just as important, this will help the city become a hub of entrepreneurial activity, positioning it to attract entrepreneurs and high-growth companies from across the metro area, state, and nation.*

INITIATIVE: BROADER PROMOTION OF THE ARTS

PRIORITY STRATEGY: Raise the profile of the Main Street Fort Worth Arts Festival for national/international visibility.

Challenge	*Fort Worth's reputation as a center of the arts is well-established. The Kimbell and the Amon Carter Museums are destinations on national and international levels. However, the city doesn't have any arts events that rise to the same level of prominence. The most recent economic impact study of the Main Street Fort Worth Arts Festival indicates that 92 percent of the estimated 283,000 festival attendees reside within 50 miles of downtown Fort Worth. Only 8 percent (19,000) are visitors from outside the area. Contrast that with the SXSW festival, which draws 22 percent of its 204,000 registrants from outside the US. And among US registrants, only 25 percent are from the South Central US (Texas, Oklahoma, Arkansas, and Louisiana). The Main Street Fort Worth Arts Festival needs to emulate SXSW and other hallmark events so that when attendees visit Fort Worth they feel "what you're experiencing here can't be experienced anywhere else."*

Response	*The City should work with Downtown Fort Worth Inc., the Arts Council of Fort Worth, and other partners to raise the profile of the Main Street Fort Worth Arts Festival to make it an event with national and international visibility. The festival should be re-envisioned to explore the linkage between graphic arts and software gaming.*
Results	*An expanded Main Street Fort Worth Arts Festival can do for Fort Worth what SXSW Interactive did for Austin. The Interactive portion of SXSW (separate from the music festival) is now one of the premier tech conferences in the world and has helped solidify Austin's position as a global tech hub. Elevating the Main Street Fort Worth Arts Festival to incorporate tech-related elements that draw an international audience can serve as a vehicle for the attraction of artists, graphic designers, and related creative individuals to Fort Worth.*

INITIATIVE: ESTABLISH A "FUTURES FORUM" AT THE CITY

PRIORITY STRATEGY: Create a futures forum at the City of Fort Worth.

Challenge	*Private sector firms, by necessity, are focused on the immediate and near-term demands of the marketplace. Municipal governments are better positioned for long-term strategic thinking than almost any other type of organization. Unfortunately, most cities are bogged down by election cycles and a day-to-day "putting out fires" approach to their operations. This challenge exists in small and large cities across the US, Fort Worth included. New mechanisms are required to leverage the City's inherent need for long-range planning, including City purchasing around major investments (from transportation to water to energy), which can itself be a stimulus for economic development.*
Response	*The City should create a Futures Forum as an internal city leadership group that also seeks guidance from outside experts around specific topics. Other cities have created similar internal leadership groups. Fort Collins, Colorado, created its Futures Committee to assist City Council members in their decision-making process. They meet monthly with a goal "to position the City in the distant future (30 plus years) for achievable successes, integrating community desires with known fiscal, social, and environmental data."*
Results	*This recommendation has two dimensions. First, to engage elected officials in the recognition that "disruption" as a force in business also applies to the public sector. Second, to address specific purchasing opportunities that will advance technology solutions for Fort Worth. Taken together, these two dimensions will help the community move closer toward its long-range objectives.*

GOAL 3: ENSURE COMMUNITY VITALITY

Quality of place is an essential component of a successful economic development strategy. The strength of neighborhoods, of connectivity among different districts of the city, and of urban amenities is what makes cities attractive to talented individuals and to dynamic businesses. With the Trinity River Project, the Arts District, and extensive trails and parks, Fort Worth is well on its way to realizing this goal. Downtown Fort Worth has improved dramatically in recent years, serving as the city's most concentrated center of employment and entertainment. However, the city's urban core has not benefited from the ongoing waves of corporate expansion and relocation projects captured by other cities in the region (Dallas, Plano, Irving) and other downtowns across the US (Boston, Denver, Chicago). Fort Worth can turn the tide and become a leading destination for corporate expansions and high-wage employment growth. And downtown—including surrounding urban districts such as Panther Island—should play a central role in this strategy. This will require new incentives and coordinated programs to rapidly accelerate development in the city's urban core, starting with a much greater density of residential development, but also including new hotels, an expanded higher education presence, and new office construction. Employment growth and business investment in the downtown will generate citywide benefits, but the plan also calls for a more targeted approach to encourage economic development in Fort Worth's neighborhoods and commercial corridors. Lastly, a major re-organization is required in the way the City of Fort Worth provides services to support the growth of independent, locally-owned small businesses, including minority-owned firms.

PRIORITY STRATEGIES

- Rapidly increase the density of residential development in downtown and surrounding urban districts such as Panther Island.
- Focus City investments along specific corridors and at nodes of existing business activity.
- Conduct an audit of the small business support mechanisms available in Fort Worth.

THE INITIATIVES

3.1. Downtown Fort Worth. Accelerate downtown Fort Worth's emergence as the premier mixed-use business district in Texas.

3.2. Neighborhood Alignment. Align neighborhood assets (people, businesses, and real estate) to benefit from and support citywide economic growth.

3.3. Small Business Support. Restructure small business assistance based on a communitywide audit.

OVERVIEW OF PRIORITY STRATEGIES

INITIATIVE: DOWNTOWN FORT WORTH	
PRIORITY STRATEGY: Rapidly increase the density of residential development in downtown and surrounding urban districts such as Panther Island.	
Challenge	*High-density residential development is the "secret" ingredient for the success of downtown Austin, Denver, and Seattle as dynamic mixed-use business districts. Each of these cities made a commitment to a downtown housing strategy first and is now reaping the benefits in the form of commercial office development and the expansion of tech firms and other professional jobs in their urban cores. Fort Worth is beginning to see these benefits, thanks to its commitment to urban residential development in recent years. However, the City needs a much more aggressive program to accelerate the growth of housing in downtown, Panther Island, the Near Southside, and surrounding urban districts.*

Response	*Encouraging an increased pace of housing construction in the urban core will require a mix of bold targets for new development, new and expanded incentive programs that reward developers for investing in taller/denser residential structures, and creative approaches (such as shared parking facilities and reuse of outdated office buildings for residential purposes) to reduce barriers to new housing construction.*
Results	*A more aggressive agenda for rapidly expanding the base of residents living in and around downtown Fort Worth will generate much more than new housing in the urban core. With thousands of new residents moving into downtown, Panther Island, the Near Southside, and other close-in districts over the next several years, other target audiences will take note. A rapidly expanding urban population base is the key to unlocking the city's potential for attracting new commercial office development, corporate HQs, professional services firms, and tech companies.*

INITIATIVE: NEIGHBORHOOD ALIGNMENT

PRIORITY STRATEGY: Focus City investments along specific corridors and at nodes of existing business activity.

Challenge	*Economic development does not guarantee prosperity for all. Even in the nation's most successful and diversified metropolitan economies, specific geographies and segments of the population are often left behind. Fort Worth is no exception. Segments of the city's population in specific neighborhoods and corridors have struggled to achieve prosperity, even while the city as a whole has experienced widespread growth. The City can and should play a lead role in catalyzing development in under-served neighborhoods and for under-served residents.*
Response	*Public investments in economic development must be made only when they can reasonably be expected to generate economic benefits. The City must play a lead role as a strategic investor to catalyze development in neighborhoods and corridors targeted for urban revitalization. Just as important, the City is responsible for preventing the proliferation of land uses and activities that might diminish the economic potential of a target area, such as large public sector or nonprofit developments (e.g., community centers, churches, homeless services centers) and land-intensive, auto-centric development (e.g., gas stations, automotive repair shops, car washes, storage unit complexes).*
Results	*Outcomes for challenged neighborhoods receiving targeted investments include ancillary development, tax base growth, and job creation.*

INITIATIVE: SMALL BUSINESS SUPPORT

PRIORITY STRATEGY: Conduct an audit of the small business support mechanisms available in Fort Worth.

Challenge	*Dynamic local economies are often defined by a strong base of independent, locally-owned, small businesses. Distinctive retailers, restaurants, and coffee shops help otherwise sterile corridors build unique identities. They also provide opportunities for minority-owned business development. Independent, locally-owned firms also recirculate a higher share of their revenue in the local economy, compared to national chain businesses. Additionally, these businesses help attract tech companies and often become magnets for young people, even beyond the city limits. Magnolia Avenue in the Near Southside is a perfect example of this trend, and Race Street is following the same trajectory. An emphasis on independent small businesses also recognizes that there is a distinction between entrepreneurial companies and small businesses. Both types of firms are important to the city's economy, but their support systems differ substantially.*
Response	*Much of what is being done by the Fort Worth Business Assistance Center (BAC) fits into the category of entrepreneurial company support, which is the core mission of TECH Fort Worth. To sharply distinguish between entrepreneurial and small business support, the way the City of Fort Worth provides services will need to be reorganized. An audit is the logical starting point for addressing the way in which small businesses—distinct from entrepreneurial companies—are supported by the City and its partners.*
Results	*Clear delineation of the support functions available to support small businesses in Fort Worth will help the BAC and other partners provide more effective and efficient services to grow the base of local firms.*

4. TOOLS & RESOURCES

Goals 1, 2, and 3 describe what is necessary for Fort Worth's overall economic success, regardless of what resources may be drawn upon. The Tools & Resources section addresses the organizational changes required and investments in new tools and resources needed to support the City's economic development program.

THE INITIATIVES

4.1. Economic Development Bond Package. Identify how the citywide bond package makes investments in livability, Smart City infrastructure, and business development. Elevate projects that impact economic development goals.

4.2. Citywide Incentive Program. Create new incentive tools to encourage business growth within target industries and to facilitate development and redevelopment in designated districts.

4.3. Organizational Alignment. Clarify the roles and responsibilities of Fort Worth's economic development partners; build a shared framework for decision making and ongoing collaboration.

IMPLEMENTATION

Effective implementation of the plan rests primarily with collaboration between the City of Fort Worth Economic Development Department and the Fort Worth Chamber of Commerce. New investments from the City and the Chamber will be required to move this plan from concept to action, including a significant increase in staffing to carry out the primary economic development functions outlined. These primary functions include: marketing and target industry recruitment, high-growth startups and tech company recruitment, business retention and expansion (BRE), research, and urban redevelopment.

The City/Chamber partnership is not responsible for every activity outlined in this plan, but it acts as a lever to create large changes through targeted investments and initiatives. Other City departments, and a variety of local and regional partners, also play critical roles in growing and strengthening the Fort Worth economy. Based on an extensive organizational gap analysis, the consulting team identified the 30 organizations (listed below) that have the strongest impact on economic development in Fort Worth. These organizations have been split into two categories: those with economic development as a core part of their mission and those that play critical supporting roles.

CORE ECONOMIC DEVELOPMENT PARTNERS

City of Fort Worth
Fort Worth Chamber
Tarrant County
Fort Worth Convention & Visitors Bureau
Fort Worth Hispanic Chamber
Fort Worth Metropolitan Black Chamber
Real Estate Council of Greater Fort Worth
TECH Fort Worth
Oncor
DFW International Airport
Sundance Square
Hillwood
Downtown Fort Worth Inc.
Near Southside Inc.
Trinity River Vision Authority
Southeast Fort Worth Inc.

SUPPORTING PARTNERS

Fort Worth Transportation Authority
Arts Council of Fort Worth
North Central Texas Council of Governments
Tarrant Regional Water District
Workforce Solutions for Tarrant County
Fort Worth ISD
Texas Christian University
Tarrant County College
University of Texas at Arlington
TCU and UNTHSC School of Medicine
UNT Health Science Center
Texas Wesleyan University
Texas A&M Law School
Tarleton State University

MEASURING PERFORMANCE

A critical (and often overlooked) component of a successful strategic plan is the set of metrics by which the plan's implementation is tracked. To achieve the plan's desired outcomes, TIP recommends Fort Worth track two sets of metrics:

1. **Citywide economic performance metrics.** These include tracking a range of variables to measure Fort Worth's annual progress on the plan's four desired outcomes: 1) high-wage job growth, 2) a more sustainable tax base, 3) high-growth businesses and creative individuals; and 4) quality of place.
2. **Specific growth targets.** These include annual growth targets for new Fortune 500 and 1000 HQs, new Inc. 5000 firms (high-growth startups and tech companies) and new residential development in the city's urban core.

STRATEGIC PLAN

GOAL 1. ESTABLISH FORT WORTH'S COMPETITIVE EDGE

Economic development is not a game for the faint of heart. It can hardly be described as a game at all. Economic development is an intense international competition among powerful cities fighting to grow their economies, enhance their urban vitality, and compete for talent and business investment. Incentives are a contentious, but essential component of business attraction. In the Dallas-Fort Worth metro area, dozens of communities vie for projects large and small. And the reality is that the City of Fort Worth has not been an effective player in the region. The question is not whether Fort Worth can continue to grow absent a more aggressive posture; it can. The real question is whether high-profile recruitment opportunities, ones that generate enormous press and attract both investment and high-paying jobs, will by-pass Fort Worth. Unless the community makes a whole-hearted commitment to competing for projects, growth will be driven more by residential development and lower-wage employment. The success of this plan is predicated on a more dynamic approach to business attraction and retention.

INITIATIVE 1.1. BRAND & IMAGE

Engage the real estate community to elevate the profile of Fort Worth at the regional, national, and international levels.

A typical response to the need for economic development marketing is community branding and the taglines that go with it. Based on insights from JLL and knowledge of the Dallas-Fort Worth metro area, this approach is not likely to result in new business development opportunities. More success can be realized through engagement with the real estate community including developers, commercial brokers, and major landowners. We know this generates results. Alliance and Sundance Square are evidence of nationally successful business attraction through a real estate-driven strategy.

Brand marketing is often generic and unfocused. Giving a city a name or tag line does not ensure measurable benefits outside of tourism—and sometimes not even there. The challenge in Fort Worth is not whether *Cowtown* is a negative brand or if *Cowboys and Culture* is "sticky." The real challenge is whether the city's target industries—and the talented individuals that drive those sectors—find Fort Worth hospitable to their needs. In other words, it is less about tag lines and overarching image and more about capitalizing on specific opportunities. Austin may be known as "The Live Music Capital of the World," and Chicago is "The Windy City," but neither tag line matters much to the startups and major corporations that choose to relocate to those communities.

With an abundant supply of land, few natural barriers, and a pro-growth mindset, the Dallas Fort-Worth area has been able to thrive on its aggressive real estate opportunities. The economic development community, especially in Texas, has long recognized that unless something "happens on the ground," the benefits are usually ephemeral. We can talk about higher education, research, and technology, but without *development*: land, buildings, and infrastructure, we aren't really talking economic development at all. While somewhat overstated, the point is valid. It recognizes that even the most tech-dependent projects must ultimately generate taxes and give people a place to work if the community is to realize any benefit.

While public-sector investments such as transportation networks and water/wastewater systems are necessary to set the stage for economic development, the private sector is responsible for the vast majority of the built environment in US cities. This is especially true in the Dallas-Fort Worth metro area, where the real estate development and brokerage community drives such a high level of business expansion and recruitment activity.

In light of their importance to the process, building relationships with brokers and developers should be a major focus of the City's marketing and recruitment efforts. The following strategies address how Fort Worth engages with this critical audience.

1.1.1. Create a Fort Worth Real Estate Working Group (in partnership with the Real Estate Council of Greater Fort Worth). *The working group will provide the community's economic development partners with closer, more direct lines of communication to the most important business decision-makers in the local and regional marketplace. This group can become the "eyes and ears" of Fort Worth's economic development partners. Relying on these professionals, will yield a thorough understanding of the dynamics of the local and regional real estate market.*

1.1.2. Launch a national strategy for generating attention and interest for Fort Worth among major real estate development and commercial brokerage firms.

- **1.1.2.1.** Host a national conference of real estate brokers and developers.
- **1.1.2.2.** Hold a major real estate competition focused on a specific project in Fort Worth, similar to the Commercial Real Estate Development Association (NAIOP) University Challenge.
- **1.1.2.3.** Host a CoreNet Global event in Fort Worth.
- **1.1.2.4.** Host the annual meeting of the Urban Land Institute (ULI) in Fort Worth.

1.1.3. Launch a real estate-focused foreign direct investment (FDI) strategy to build awareness of Fort Worth among global real estate investors.

- **1.1.3.1.** Leverage Hillwood, Sundance Square, and DFW International Airport's connections with international investors and business executives to build this strategy.
- **1.1.3.2.** Host a symposium focused on real estate capital markets, bringing in major institutional real estate investment firms and capital management firms from across the world.

1.1.4. Engage local chapters of real estate organizations, such as ULI or NAIOP, to host a design competition featuring a location in Fort Worth. This strategy would showcase the potential of Fort Worth and place the city in the forefront of the minds of those who influence the site selection process for company relocation, expansion, and investment.

- **1.1.4.1.** Work with the Real Estate Council of Greater Fort Worth to continue events like the Panther Den urban design competition (an event that engages young and emerging professionals in the area real estate industry) and to create new events that put a spotlight on Fort Worth as a location for commercial real estate development.
- **1.1.4.2.** Competitors would form interdisciplinary teams with members from a variety of fields, such as architecture, planning, and real estate, and would propose ideas that are set within real-life constraints.
- **1.1.4.3.** Members of the real estate community in the Dallas-Fort Worth metro area could get involved by helping to select a site, judge the competition, or host professional development events in association with the competition.

1.1.5. Work closely with Fort Worth ISD, TCC, Tarrant County, and other public-sector entities in the community to identify underutilized properties and position them for public-private redevelopment.

1.1.5.1. Fort Worth ISD is currently evaluating its portfolio of non-academic properties (including its headquarters office near the West Seventh Street district) for potential redevelopment partnerships.

1.1.5.2. Work with the ISD to ensure that the economic development potential of these properties is prioritized as part of any sale or redevelopment plans.

1.1.6. Identify and pursue Fort Worth expansion of regional trade associations, professional groups, and other special interest groups that are currently based in Dallas, but are meant to serve the entire metro area.

1.1.6.1. Start by inviting Dallas-based regional associations to host meetings in Fort Worth.

1.1.6.2. Encourage the creation of Fort Worth chapters of regional associations to serve Tarrant County and surrounding areas.

INITIATIVE 1.2. MARKETING & TARGET INDUSTRY RECRUITMENT

Attract new investments and businesses into the community, focusing on target industries that align with Fort Worth's assets.

In Volume 2: Opportunity, we outlined the established sectors that drive Fort Worth's economy. We also identified a group of eight emerging opportunities that respond to the community's unique assets and its position within the regional and global marketplace. We recommend Fort Worth focus its marketing and target industry recruitment efforts on companies in the following **target industries and areas of emerging opportunity:**

- Aerospace Manufacturing & Design
- Transportation Innovation
- Life Sciences Delivery & Innovation
- Geotechnical Engineering
- International Business
- Corporate & Regional HQs
- Professional Services
- Financial Services

A successful marketing program requires highly-targeted messaging aimed at specific audiences. Generic marketing and promotional efforts, aimed at convincing corporate executives and other business decision-makers that Fort Worth is a "great place to live, work, and play," will not be sufficient to differentiate the city for business recruitment. In addition to using customized messaging, the community's business recruitment efforts will benefit from a set of bold and creative tactics aimed at generating leads from new sources (both within the metro area and from national and international markets).

Fort Worth has been remiss in capturing international business development. The likelihood of increased foreign direct investment into the US, argues strongly that Fort Worth needs a strategy to capitalize on this opportunity. This requires two separate approaches: 1) regional partnerships with DFW International Airport and the Dallas Regional Chamber; and 2) a stand-alone effort led by the Fort Worth Chamber, with support of local international companies, to promote the city for foreign-based investment.

1.2.1. Design marketing materials around Fort Worth's target industries. *For the life sciences delivery (and clinical trials) opportunity, create a one-pager promoting "The Fort Worth clinical environment" and attend 2-3 major conferences (e.g., Bio, JP Morgan Chase Healthcare Conference) to promote the city as a destination for clinical trials. Create other industry-specific marketing and promotional materials along the same lines.*

Best Practices: Craft Breweries & Supply Chain in Asheville (page 63), Water Technology in Milwaukee (page 63), and Animal Health Corridor in Kansas City (page 64).

1.2.2. Enhance the Fort Worth economic development program's online presence to communicate desired messages to target audiences.

1.2.2.1. Create a new City of Fort Worth Economic Development Department website. Redesign the site so that it features two simple categories:

- the City's specific functions related to economic development (e.g., incentive programs, economic development initiatives, staff directory) and;
- a prominent redirect link to the Fort Worth Chamber's economic development website, clearly defining the Chamber's site as the community's primary online portal for economic development prospects, site location consultants, commercial real estate brokers, and other business decision-makers.

1.2.2.2. Add new features and information onto the Chamber's economic development website.

- Focus on building out relevant details highlighting what makes the city competitive for the growth of target industries and emerging opportunities. Pull out key findings for specific industries from the "Fort Worth's Advantage" section for each emerging opportunity in Volume 2.
- Present in-depth profiles and descriptions of local and regional workforce strengths.
- Include testimonials from area business executives who endorse Fort Worth as a great place to do business. Extend this beyond the city limits into surrounding Tarrant County communities where business owners and managers can speak about the Fort Worth area's positive workforce and business climate attributes.

1.2.2.3. Coordinate regularly with partners to maintain consistent messages and marketing themes.

1.2.2.4. Actively manage other online sources with city information, such as Fort Worth's Wikipedia page, to ensure they depict an accurate and positive image of the city as a business location.

- This is an important, but often overlooked, facet of economic development marketing since many prospective business executives and relocating workers use Wikipedia and other online sources as their starting point for researching a community before they make a visit in person.
- This is an ideal ongoing task for local college student interns working under the supervision of City and/or Chamber economic development professionals.

1.2.3. Adopt creative and highly targeted marketing tactics.

1.2.3.1. Launch new initiatives to partner with DFW International Airport to market Fort Worth as a business and talent destination.

- Use the DFW International Airport Wi-Fi Boingo network as a recruitment tool.
- Design a 30-second video showcasing Fort Worth in order to access free public Wi-Fi. The target audience for this includes international business owners, corporate executives, tech workers, and other professionals.

1.2.3.2. Launch a quarterly direct mail campaign to real estate brokers and/or "A" leads that contains a locally made product that ties in with their industry or a relevant community asset.

- Examples include: a model of a Bell helicopter, AA plane, or BNSF train; a pair of high-end Justin boots; a case of Mrs. Renfro's hot sauce; a Rahr & Sons craft beer six-pack; or a bottle of TX Whiskey or Bourbon from Firestone & Robertson Distilling Co.
- Enclosed marketing collateral should tell the story of how the featured company found success in Fort Worth and how other companies can achieve similar results. Use these messages to tell a compelling story about why Fort Worth is a good business location.
- Ensure that these messages not only tell the story about the specific company's success, but also emphasize how Fort Worth has played a central role in the company's growth.

1.2.3.3. Generate leads for economic development prospects from non-traditional sources.

- One example of a useful technology tool for discovering leads is Google Alerts.
- Obtain lease expiration data in competing cities within and outside of Texas. Send recruitment marketing materials to companies headquartered in these markets that fall within Fort Worth's target industries, as well as whose leases are expiring within 24 months.

1.2.4. Capitalize on one of the most fertile business recruitment environments in America: the Dallas-Fort Worth metro area.

1.2.4.1. Take a more aggressive stance toward the recruitment of high-profile corporate and regional HQs.

- Fort Worth must take advantage of the metro area's established position as one of America's leading corporate HQ destinations.
- The city can ensure that it captures its fair share of corporate and regional HQ relocation projects by better marketing its advantages. For starters, Fort Worth is a city—not a suburb—in an era when cities are becoming more desirable corporate locations than suburban office parks. Established urban districts within Fort Worth provide the precise amenities most desired by corporate office tenants. Further, Fort Worth offers easy access to both DFW International Airport and Alliance Airport. Fort Worth essentially shares a labor pool with its metro area competitors, offering equal access to the same large, rapidly expanding workforce that corporate employers are seeking. TCU Neeley Business School's nationally ranked entrepreneurship undergraduate program sweetens the deal even more with its stream of creative young graduates.

1.2.4.2. Position Fort Worth as a desirable landing spot for emerging companies in the region.

- Start with the 160 Inc. 5000 companies based in the metro area as the primary target list.
- Target additional firms such as successful startups in the region's business incubators/accelerators that are on the cusp of outgrowing their existing space and could be positioned for expansion/relocation into Fort Worth.
- Treat these companies as BRE target companies (i.e., build relationships with the company leadership as well as their networks of service providers).
- This includes tracking venture capital (VC) firms in the region that have recently funded high-growth, innovative businesses.

1.2.4.3. Create a detailed package of promotional materials aimed at Fort Worth commercial real estate brokers, describing the attractive environment in Fort Worth for business relocation.

- Use the material to teach local brokers about the top selling points of Fort Worth compared with the rest of the metro area.
- Promote these materials and educational tactics equally among local Fort Worth area brokers and Dallas brokers to provide both groups with information needed to communicate a consistent and desirable image of Fort Worth as a business relocation/expansion destination.

1.2.4.4. Promote Fort Worth as the metro area's young, up-and-coming location for high-growth startups, tech firms, and young talent.

- Use the Manhattan ("corporate/boring") vs. Brooklyn ("hip/cool") model to inform this strategy.

1.2.5. Work through existing Fort Worth companies to recruit new expansion projects.

1.2.5.1. Target out-of-market HQs of companies with a major Fort Worth presence.

1.2.5.2. Partner with Fort Worth's major employers to pursue supply-chain businesses. Start with industries that already have an existing cluster of suppliers and service providers (aerospace, transportation, oil & gas).

1.2.5.3. Focus on HQ relocations of major corporations within industries that already have a strong Fort Worth presence such as manufacturing and transportation.

1.2.6. Business recruitment efforts should be location-specific. While the Chamber and the City represent the entire Fort Worth community (not just a particular geographic area), the community's recruitment efforts should favor locations where business investment and job growth provide the biggest citywide economic benefits. This means an explicit focus on business investment and job growth in the urban core (downtown and the surrounding neighborhoods and business districts).

1.2.6.1. Chamber marketing materials should promote and highlight Fort Worth's urban core (downtown, Near Southside, Cultural District, the East Side, and surrounding urban districts).

1.2.7. Support Alliance's business recruitment strategy. Elevate the role of City support when projects have strong spillover impacts for the city as a whole. Alliance's contribution to the economic health of Fort Worth cannot be overstated. New Alliance business opportunities in the form of data centers, warehousing and distribution, and logistics have elevated the profile of the community on an international scale.

1.2.7.1. Extend incentives for business recruitment projects in Alliance, while encouraging economic benefits to the city as a whole. These benefits should take the form of high-wage jobs and additional business investments in other parts of the city. [See the recommended changes in the City's tax abatement policy and in strategies related to downtown.]

1.2.8. Establish stronger linkages between Fort Worth's tourism and event promotion efforts and its business recruitment activities.

1.2.8.1. Work closely with the Fort Worth Convention & Visitor's Bureau (CVB) to create strategies for targeted conferences and events that bring in business executives within the city's target industries.

- Create a set of coordination protocols for sharing advance lists of attendees and/or sponsors for events and conferences that fit within the city's target industries.

1.2.8.2. Put in place venue-specific strategies for leveraging Fort Worth's major event spaces for target industry recruitment. Work with the CVB to identify and pursue events/conferences that bring business decision-makers into Fort Worth within the city's target industries.

- Start with the city's newest venue, the Dickies Arena (scheduled to open in 2019), since its novelty will allow for more event scheduling opportunities.
- Work with the CVB to put in place strategies for events that focus on the Fort Worth Convention Center.
- Beyond the CVB, partner with other organizations that own and operate large event spaces to pursue events that align with the city's target industries. These would include TCU, TCC, TWU, Alliance, and others.
- Utilize the "industry intelligence & networking" sections for each of the eight emerging opportunities listed in Volume 2 as a list of potential events to bring to Fort Worth.

1.2.8.3. Encourage regional collaboration between the Fort Worth CVB, the Arlington CVB, the Irving CVB, the Dallas CVB, and other tourism promotion groups in the metro area aimed at targeting high-profile international events and conferences that would raise the profile of the entire Dallas-Fort Worth metro area. The region-wide effort to land the Super Bowl is a good example of this sort of collaboration for major event that benefit the entire metro area.

1.2.9. Establish the Chamber as taking the lead role in marketing Fort Worth and the entire Dallas-Fort Worth metro area as part of international business development efforts.

1.2.9.1. Build a robust understanding of the city's current foreign-owned firms, major foreign direct investments (over time and in recent years), and domestic companies with a global footprint.

1.2.9.2. Continue working closely with the Chamber, DFW International Airport, the Dallas Regional Chamber, and the City of Dallas to promote the entire region as a hub for foreign direct investment and expansion/relocation of multinational corporations.

- As part of these partnerships, focus on promoting the regional assets (Sundance Square, Alliance) and industries (aerospace, manufacturing, transportation) unique to Fort Worth.

1.2.9.3. Expand relationships with Fort Worth-based corporations that have an existing international presence, including foreign-owned companies and domestic firms looking to expand their footprint in the global marketplace.

- Take existing multinational firms with a Fort Worth presence on global business development missions.
- Lead international trade missions (inbound and outbound) to open up new opportunities for trade and investment for Fort Worth area businesses. Serve as a lead partner to facilitate the development of international business relationships for other Tarrant County cities (e.g., Arlington, Grapevine, Southlake).

1.2.9.4. Strengthen Fort Worth's appeal for international talent and businesses by broadening local foreign language training programs, expanding the presence and activities of international chambers of commerce in Fort Worth, and developing stronger import/export assistance programs.

INITIATIVE 1.3. BUSINESS RETENTION & EXPANSION (BRE)

Improve the competitiveness of existing businesses and help them remain and grow in the community.

The US Small Business Administration estimates that roughly 60 percent of new jobs in a community are created through the expansion of existing businesses. While this figure is often debated, there is little question that Fort Worth's existing employers and industries form the foundation of the local economy. The City and its partners must expand their business retention and expansion (BRE) programs to facilitate the ongoing success of local employers.

A solid BRE program is, arguably, more important than a recruitment program. Not only does BRE offer similar potential for job creation (through the "expansion" part of the title), it also creates a climate that is more supportive of business growth generally. Stated another way, it is difficult to recruit a new company if existing businesses are not thriving, especially if they have a negative attitude about the local business climate. In addition to creating a supportive business climate, a robust BRE program must also help mitigate risks and vulnerabilities facing existing employers. This includes identifying businesses that are at risk of downsizing or relocation, such as those that have been recently acquired by other companies. The June 2017 announcement of XTO Energy's relocation of 1,600 jobs from Fort Worth to the new Exxon campus in The Woodlands (just outside Houston) illustrates the need for a strong, proactive BRE program. As soon as the firm was acquired by Exxon, the alarm bells should have been rung about the firm's potential to vacate Fort Worth.

There is a clear need for the City's economic development program to start with a strong understanding of the needs of local businesses. But this need for understanding does not apply only to the downside risks associated with the potential loss of local businesses and jobs. It applies equally to the upside "risks." Cultivating close relationships with the community's existing employers can provide inside knowledge that could lead to growth from other sources, such as the recruitment of suppliers and service providers. Lastly, Fort Worth must make every effort to extend the same support (including incentives) to its existing employers as it does to prospects. Over time, a focus on existing business growth has the potential to generate more economic benefits than strategies aimed at bringing in new companies from outside the area.

1.3.1. Redesign Fort Worth's BRE program to better address the needs of major employers and key industries.

Best Practice: Business Retention & Expansion in Grants Pass, Oregon (page 64)

1.3.1.1. Establish a set of filtering mechanisms to identify target companies as part of the BRE program. This should include the following tiered approach:

- Identify companies at risk of relocating or downsizing (i.e., because of a recent merger/acquisition event).
- Identify companies with the potential for a major expansion.
- Build an understanding of the major employers within each of the city's target industries and emerging opportunities.
- Work intensively to understand companies targeted for BRE site visits through various sources (beyond relationships with key leadership at each target company). This includes relevant professional service providers with a different understanding of the company's

needs and challenges, such as: accounting firms, legal firms, marketing/PR firms, and commercial real estate professionals.

- Based on the filtered list of target BRE companies, apply a dedicated set of staff members to engage with those companies and cultivate deep relationships.
- As part of the BRE program, cultivate relationships with executive leadership (e.g., CEOs, CFOs, global real estate directors) of Fort Worth's major employers whose HQs are located elsewhere.
- Employers on this list would include firms like Amazon (Seattle), Lockheed Martin (Bethesda, MD), GE (Boston), Williamson Dickie (future parent company HQ, VF Corporation, in Greensboro, NC) and a range of other large firms based outside of Fort Worth.

1.3.1.2. Coordinate BRE efforts between organizations to fully leverage available resources and relationships and to exchange vital information. This should focus on the Chamber and City relationships (including the Mayor's office), but should also extend to the local business relationships maintained by the Fort Worth Hispanic Chamber (FWHC) and the Fort Worth Metropolitan Black Chamber (FWMBC).

1.3.2. Use Customer Relations Management (CRM) software between the City and the Chamber to better monitor business issues and concerns.

1.3.2.1. The City and Chamber should use a CRM to track all leads and prospects, including compliance of companies receiving incentives.

1.3.2.2. Explore shared use of technology tools and programs for managing BRE visits and other aspects of Fort Worth's economic development program.

1.3.3. Protect industrial areas from encroachment. Through zoning, work with CFW Planning Department to ensure major current and future employment nodes and districts are protected from incompatible development and land uses.

1.3.3.1. Start with protection efforts aimed directly at maintaining the appropriate land use and zoning regulations in and around the city's three airports (Alliance, Meacham, Spinks) and Naval Air Station Joint Reserve Base (NAS-JRB) Fort Worth.

1.3.3.2. Ensure protection for other significant industrial districts with concentrations of manufacturing, transportation, and warehousing businesses that generate heavy truck traffic.

1.3.3.3. Work with the real estate community to preserve strategically located sites within emerging employment/business districts (i.e. Chisholm Trail Parkway, Walsh Ranch) to allow and encourage future development of high-value, high density employment nodes.

INITIATIVE 1.4. WORKFORCE & INDUSTRY PARTNERSHIPS

Expand collaboration between employers and training providers to address the needs of local industries and build a pipeline of talent to fuel future business growth.

Access to a skilled workforce consistently ranks at or near the top of the list of site selection factors ranked in *Area Development's* Annual Survey of Corporate Executives. Ensuring a pipeline of workers to support the needs of current and future employers will require a combination of targeted recruitment efforts and workforce development

initiatives. Successful partnerships engage major employers with education, workforce development, economic development, and community organizations to address priority issues within a target industry.

Fort Worth and the Dallas-Fort Worth metro area as a whole already benefits from established industry partnerships addressing the aerospace manufacturing sector through the DFW Aerospace Consortium, a program of the DFW Regional Workforce Leadership Council. Similar partnerships exist for technology, healthcare, infrastructure, and logistics. Fort Worth participates in the logistics partnership, but must also be engaged in regional partnerships for other sectors. Beyond these regional efforts, Fort Worth should also expand local workforce and industry partnerships focused on the city's own target industries and emerging opportunities.

In addition to the programs aimed at developing the local and regional workforce, Fort Worth needs to continue attracting talent from outside the region. Fortunately, Fort Worth has proven its ability to attract talent from other large metro areas across the country, as evidenced by positive net migration flows from markets like Chicago, New York, Los Angeles, Atlanta, Phoenix, and others. These existing pipelines of talent should be further capitalized on to support the growth of Fort Worth's existing and emerging industries.

Marketing initiatives designed to recruit businesses are most successful when they are customized for specific audiences. The same is true about marketing messages for the attraction of talent. The city would benefit from a highly-targeted talent recruitment program. This must include specific messages geared toward two distinct groups: 1) professionals already residing in the Dallas-Fort Worth metro area; and 2) skilled workers moving into the region from outside of Texas. In the eyes of both groups, **Fort Worth needs to become a top-choice destination for the upper echelon of talent.**

1.4.1. Expand existing employer-led sector partnerships and create new efforts focused on Fort Worth's target industries to address critical workforce issues facing employers.

Best Practices: NC Manufacturing Institute (page 65) and Alamo Colleges Aerospace Academy (page 65)

1.4.1.1. Increase Fort Worth's commitment to the DFW Aerospace Consortium's existing programs and promote a greater emphasis on design, R&D, and technology-related skills.

1.4.1.2. Reactivate the North Texas Supply Chain Council and play a leadership role in moving the partnership toward addressing the major innovations and disruptions facing the transportation & logistics sector over the next three to five years.

1.4.1.3. Actively engage in the other regional industry/workforce partnerships convened by the DFW Regional Workforce Leadership Council: technology, healthcare, and infrastructure.

1.4.2. Launch a new talent initiative [FIND IT. FORT WORTH.] to support employers in their talent recruitment efforts.

Best Practices: Washington State STARS (page 66), Chattanooga GeekMove (page 66),and Make It. MSP. (page 66)

1.4.2.1. Focus the messaging and promotional materials on specific industries, occupations, and employer needs. Also, structure messages to convey Fort Worth's newest and most exciting amenities for talent attraction.

- Highlight new and recently improved amenities such as the Trinity River trails, restaurants like the Woodshed Smokehouse, the Sundance Square Plaza, and emerging "hip" corridors like Magnolia Avenue and Race Street.
- Also, highlight soon-to-arrive amenities like Panther Island and the Dickies Arena.
- Ensure that all messaging is tailored to specific industry, business, and workforce audiences. This should not be a generic "come one, come all" talent campaign.

1.4.2.2. Create a talent portal to provide targeted information about employment opportunities, networking events/groups, and information to assist professionals relocating from outside of the region.

1.4.2.3. Work with regional higher education institutions to attract talent from outside the area.

- TCU has 1,189 current students from California (nearly 12 percent of the University's total enrollment). The University has a strong track record of attracting talent from California.
- This existing pipeline should be explored for ways the community can capitalize on this relationship to recruit professional workers for specific occupational needs. For example, in addition to student recruitment, efforts to promote Fort Worth as a potential relocation destination for TCU parents (and potentially their businesses) could lead to a bigger and stronger talent pipeline from California to Fort Worth.

1.4.2.4. Take the FIND IT. FORT WORTH. initiative on the road to provide opportunities for employers to conduct joint marketing efforts aimed at specific pools of talent.

- Travel to SXSW (and other major events where key segments of talent congregate) to promote local employers.
- Visit major metro areas with a high concentration of workers in Fort Worth's in-demand occupations to market the area as a top relocation destination. Focus on markets where a recent layoff, corporate merger, or other event has occurred that freed up workers in those competing cities.
- Focus on recruiting occupations that serve numerous industries in the local economy. Software/IT talent is one example of an underlying support structure for the growth of practically all industries in Fort Worth (manufacturing, transportation, healthcare, oil & gas). Target specific hard-to-recruit occupations in demand from local employers, such as aerospace engineers, computer systems analysts, software developers, and other critical STEM (science, technology, engineering, and math) occupations.

1.4.3. Engage a broader cross-section of Fort Worth's population in workforce development initiatives.

1.4.3.1. Encourage more of Fort Worth's existing population to enter the workforce.

- Partner with local nonprofits to make channels of reentry more attractive for residents who have been out of the workforce (e.g., stay-at-home moms, caretakers, retirees, and ex-offenders).

1.4.3.2. Work with young professionals, minority groups, and other underrepresented population groups to better connect them to existing professional development and networking opportunities.

- Partner with SteerFW, the Fort Worth Hispanic Chamber of Commerce, the Fort Worth Metropolitan Black Chamber of Commerce, and other relevant groups to expand networking opportunities for existing residents.

1.4.3.3. Address significant barriers to entry and re-entry into the workforce through strategies like providing child care through traditional and non-traditional approaches.

- Encourage major employers, Workforce Solutions, TCC, FWISD, and other partners to develop collaborative childcare models where multiple employers jointly fund and support a childcare facility.
- Organize a social innovation challenge around childcare and other issues that prevent people from entering the workforce (such as transportation, housing, or criminal records). Invite teams to submit ideas for addressing the challenges through social enterprise. Hold a pitch competition for these ideas, judged by a panel of experts, to choose winners with implementable ideas that could help address workforce barriers. Award grants to winners to help accelerate their ideas to market. Connect these teams with incubator space and other entrepreneurial support resources.

1.4.4. Expand partnerships between Tarrant County Workforce Solutions, K-12 schools, TCC, adult education providers, and other institutions to strengthen the skills of Fort Worth's emerging workforce.

1.4.4.1. Support the workforce development efforts of the Tarrant County consortium of career and technical education (CTE) directors from ISDs across the county.

1.4.4.2. Work with Fort Worth ISD and other area K-12 educational institutions to incorporate more entrepreneurship and business-related coursework (such as Junior Achievement) into their academic programs.

1.4.4.3. Encourage Fort Worth ISD and other area K-12 educational institutions to expand their STEM-focused programs at all grade levels. This should include new curriculum and training to match the future workforce needs of target industries.

GOAL 2. BECOME A HUB FOR CREATIVE BUSINESSES

Successful cities are recognized as hubs of creative energy. Entrepreneurship is one important element of this energy, but is not the only one. Innovation districts, partnerships between higher education and existing industry, and dynamic talent clusters are all part of what makes for a creative community. In addition, forward-looking communities are increasingly embracing the arts as a component of the creative economy. Fort Worth's reputation in this area is already well-established. Finally, the city government itself has a role to play. To a greater degree than ever before, cities are being called upon to engage with the tech community and to embrace new solutions to previously intractable problems in transportation, energy, housing, and in a myriad of other sectors.

INITIATIVE 2.1. NEAR SOUTHSIDE MEDICAL INNOVATION DISTRICT

Enhance and expand the Near Southside's role as a medical innovation district and position it to become the most livable medical district in the US.

Fort Worth already has the Dallas-Fort Worth metro area's single largest concentration of medical jobs. While not widely recognized within the region, this distinction belongs to the Near Southside medical district. As a result, the recently developed TCU-UNTHSC School of Medicine is opening a new set of opportunities for innovation. The district benefits from proximity to downtown and growing urban vitality along the Magnolia Avenue corridor and South Main Street. These elements—concentrated employment, proximity to medical research, and connections to dynamic neighborhoods and amenities—constitute many of the ingredients necessary to establish a formal "medical innovation district" that can fuel citywide growth.

EIGHT PLACEMAKING PRINCIPLES FOR INNOVATION DISTRICTS:

1. IDENTITY: Make innovation visible and public.
2. DIVERSITY: Mix innovation with a range of other uses.
3. CONTINUITY: Start with existing people and places.
4. SOCIABILITY: Bring people together through places and programming.
5. PROXIMITY: Build things close together on the ground—not just on the map.
6. MOBILITY: Connect to the broader city and region through multiple transportation modes.
7. FLEXIBILITY: Experiment, observe, repeat.
8. UNITY: Govern with vision and holistic, inclusive strategies.

Source: Project for Public Spaces (PPS).
Part of the Bass Initiative on Innovation and Placemaking, a collaboration between PPS and the Brookings Institution

The role of innovation districts and their economic development potential has been documented and understood in detail thanks to the Anne T. and Robert M. Bass Initiative on Innovation and Placemaking. The Bass Initiative is a collaboration between the Brookings Institution and Project for Public Spaces to catalyze new cross-disciplinary approaches to economic development. This approach to innovation districts integrates the benefits of vibrant public spaces, innovative urban economies, and inclusive growth. The Near Southside offers a unique opportunity to put theory into practice, with strategies tailored to capitalize on the district's existing medical assets and its increasing appeal as a vibrant urban district.

Lastly, the TCU-UNTHSC School of Medicine is positioned to jump start the innovation district strategy and create value in the form of economic development outcomes. The medical school's recent due diligence efforts (of researching potential focus areas to spur medical innovation in Fort Worth) are pointing to new opportunities for research and education in the overarching "theme" of the eye/vision/ocular diseases. These emerging focus areas for the medical school are a promising "first out of the box" in Fort Worth to engage industry, pharma, training, and entrepreneurs involved in the delivery of medical services.

2.1.1. Formally designate the Near Southside as a "medical innovation district."

2.1.1.1. Formalize additional public investments that enhance walkability and pedestrian connectivity. Include support for broadband that creates a sense of extended connectivity across all devices, both wired and wireless.

2.1.1.2. Create incentives for talent recruitment (e.g., a nationally recognized life sciences researcher) that would advance the district and attract additional research staff.

- Extend these incentives to include the recruitment of elite clinicians and clinician scientists, advancing quality of healthcare to an exemplary level and in focused areas to become a regional/national destination for care.
- Structure the incentives similar to the Washington STARS program (referenced in Initiative 1.4 as a best practice example of talent recruitment).

2.1.1.3. Invite the Brookings Institution and the Project for Public Spaces (PPS) to evaluate the Near Southside as part of their Bass Initiative on Innovation and Placemaking. Use this to generate national attention about the district and to uncover strategies for accelerating its development.

Best Practices: OKC Innovation District (page 67), Allentown Innovation District (page 67), and Austin Med-Tech Innovation District (page 67).

2.1.2. Invest additional resources into the Near Southside, committing to further enhancements.

2.1.2.1. Continue encouraging the growth of urban residential developments in the district.

2.1.2.2. Avoid national chains or big-box retailers; instead promote the district as a hub for local, unique small businesses.

2.1.2.3. Position Magnolia Avenue as both "hip and authentic" – an urban corridor that attracts new investment (akin to South Congress Avenue in Austin).

2.1.3. Establish a task force to coordinate future public, private, and nonprofit investments associated with the new TCU-UNTHSC School of Medicine and other medical facilities in the Near Southside to support the district's development as a hub for medical innovation.

2.1.3.1. Research the possibility of using the location near JPS Health to house new state-of-the-art facilities for the TCU-UNTHSC School of Medicine. Evaluate other real estate options within the center of the Near Southside for this purpose.

2.1.3.2. Include innovation, medical talent, and business attraction in the discussions about how to coordinate investments.

2.1.3.3. The task force should include CEO-level leadership from the following organizations:

- TCU-UNTHSC School of Medicine, TECH Fort Worth, Near Southside Inc., Downtown Fort Worth Inc., TCU, TCC, other medical institutions, the Fort Worth Life Sciences Coalition, and other relevant groups.

2.1.4. Create a citywide Internal Review Board (IRB) through a collaboration of medical institutions in Fort Worth. *This could be a major competitive advantage that allows Fort Worth to attract a high level of investment from medical device/pharmaceutical companies seeking a location for clinical trials. Discussions in this*

are active and ongoing, as are marked expansion of graduate medical education, both being catalyzed in large part because of the new medical school.

2.1.5. Develop an inventory of wet lab space in the Dallas-Fort Worth metro area to inform the market potential for additional wet lab space in the Near Southside. Near Southside Inc., TECH Fort Worth, and other partners could help fund this study.

2.1.6. Capitalize on the demand for medical office space in the Near Southside to develop joint commercial office projects that include a combination of medical office space and standard Class A commercial office space. This could take place on the same development site or even in the same building. It could also be developed as flex space for medical or Class A office space.

INITIATIVE 2.2. ENTREPRENEURSHIP

Build on the dynamic environment that embraces and fuels high-growth business in Fort Worth. Ensure that expanding startups see the city as hospitable to their continuing growth.

The business dynamics of the Dallas-Fort Worth metro area have always tilted towards the attraction of larger corporate players. Fort Worth is no exception to this rule. Both national and international recruitment have figured prominently, frequently driving incentive policies. And politicians have basked in the glow of successful relocations, even when they are simply moves between neighboring communities. While there is no question that the region has benefited enormously from aggressive recruitment, there remains an important gap in job creation strategies that economic development organizations still struggle with. That gap is represented by small business and entrepreneurial growth.

There are, however, important distinctions to be made between small businesses and entrepreneurial companies. These distinctions extend to markets, capital needs, resource requirements, and growth trends (see table below). These characteristics have a major impact on the economic development framework required to support new business startups. Understanding and incorporating those differences into the structure of Fort Worth's business support activities can greatly strengthen program delivery. In a practical sense, this means a separation of support services for small businesses. This initiative addresses entrepreneurship specifically. Recommendations for small business support are found under the goal of Community Vitality.

Also of immediate relevance to entrepreneurial support by the City of Fort Worth is the inherently "open market" approach of high growth startups. Again, in a practical sense, this requires the City to appreciate that entrepreneurs look for resources beyond city limits, and often beyond the metro area as well.

Fort Worth's support for entrepreneurial companies should be viewed as a three-part framework: (1) building robust networks for entrepreneurs, (2) creating and supporting appropriate space for startups and tech firms, and (3) ensuring access to capital.

	ENTREPRENEURIAL COMPANIES		SMALL BUSINESSES
Market focus	*Export oriented*	⟷	*Serve local markets*
Capital needs	*Capital intensive*	⟷	*Low capitalization*
Role of intellectual property (IP)	*Highly IP dependent*	⟷	*Little or no proprietary information*
Expectations for growth	*High growth*	⟷	*Modest growth*

2.2.1. Expand the reach of local entrepreneur networking events and create new opportunities for face-to-face connection among the city's startup and tech communities.

Best Practices: Capitol Factory in Austin (page 69), Venture Asheville (page 69), and Emerging Prairie (page 69)

2.2.1.1. Elevate the role of TECH Fort Worth as a connector/convener to address the need for better and more frequent networking opportunities aimed at entrepreneurs, young professionals, and tech workers.

- Work with local chapters of the Entrepreneurs' Organization (EO), One Million Cups, and other networking programs to promote more frequent and stronger connections for Fort Worth entrepreneurs.

2.2.1.2. Design reverse-pitch competitions to engage major corporations and other organizations in Fort Worth with needs for innovation. *See Initiative 2.5 Futures Forum.*

2.2.1.3. Pursue specific tactics to enhance entrepreneur networking in Fort Worth, such as an online calendar of networking events, hosted by TECH Fort Worth.

2.2.1.4. Build stronger connections between Fort Worth's startup/tech community and local and regional higher education institutions.

- Start with TCU and UTA, in addition to TCC, TWU, and Tarleton.
- Next, pursue further connections with UNT, UTD, and SMU.

2.2.2. Expand access to capital in Fort Worth for high-growth companies.

Best practices: Iconiq Capital in Silicon Valley (page 70)

2.2.2.1. Further leverage the city's high net-worth individuals to create a venture capital fund in Fort Worth.

2.2.2.2. Engage the city's private equity and family wealth management/investment offices to explore the potential for developing a larger industry cluster and/or focus area for wealth management.

2.2.2.3. Continue supporting the success of Cowtown Angels.

2.2.3. Provide the real estate space desired by tech firms and creative workers.

2.2.3.1. Expand the co-working space options available in Fort Worth.

2.2.3.2. Market Fort Worth's urban core to national players (e.g., WeWork).

2.2.3.3. Reinvigorate the over 600,000 square feet T&P Warehouse building on the south end of downtown as a bold new co-working space. Position it as a hub for regional, domestic, and international co-working companies.

2.2.3.4. In addition to providing office space demanded by tech firms, work with the real estate community to create additional flex space for high-growth firms with a need for small-scale manufacturing and warehouse space.

- Identify opportunities to create new transitional real estate space to serve high-growth small manufacturing firms (e.g., medical technology products and device makers). This should involve space that does not require long-term leases.

- Explore the potential to build this type of flex space on or adjacent to the James E. Guinn Entrepreneurial Campus and other publicly owned properties in the urban core with capacity for new development.

2.2.4. Position TECH Fort Worth as a lead player in the MassChallenge Texas expansion into the Dallas-Fort Worth metro area.

Boston-based MassChallenge is one of the world's most successful startup accelerators, now with international locations in Israel, Switzerland, Mexico, and the United Kingdom. The accelerator plans to use "MassChallenge Texas" to brand its expansion into Austin, Houston, and potentially the Dallas-Fort Worth metro area. This will result in hundreds of entrepreneurs moving into the major Texas metro areas each year to take advantage of newly available entrepreneur support systems. Fort Worth can be a major beneficiary of this activity.

INITIATIVE 2.3. BROADER PROMOTION OF THE ARTS

Expand the connection between the arts community and tech entrepreneurs as well as established businesses.

Fort Worth's reputation as a center of the arts is well-established. The Kimbell and the Amon Carter Museums are destinations on a national and international level. The draft of the Fort Worth Public Art Master Plan lays out an ambitious approach to involvement with the arts beyond the larger museums. While tourism benefits are well established, there is compelling evidence that a vibrant arts scene is closely tied to talent attraction generally.

Best Practices: SXSW in Austin (page 71) and Art Prize In Grand Rapids (page 71).

2.3.1. Raise the profile of the Main Street Fort Worth Arts Festival to make it an event with national and international visibility. Re-envision the festival to explore the linkage between graphic arts and software gaming.

2.3.2. Use the Arts Council of Fort Worth as a vehicle for the attraction of artists, graphic designers, and related creative individuals.

2.3.3. Leverage the City's involvement on the Council to engage major employers in support of the arts.

2.3.4. Provide additional support (including funding) to Fort Worth Film Commission. The Commission could then provide incentives for film projects that elevate the brand/image of Fort Worth as a dynamic urban city or align with the city's target industries. This could also include non-traditional tactics such as developing a reality TV show based in Fort Worth that showcases unique assets and amenities desirable to target audiences (e.g., young, educated professionals from major cities across the US).

FESTIVALS AS ECONOMIC DEVELOPMENT:

The most recent economic impact study of the Main Street Fort Worth Arts Festival indicates that 92 percent of the estimated 283,000 festival attendees reside within 50 miles of downtown Fort Worth. Only 8 percent (19,000) are visitors from outside of the area. Contrast that with the SXSW festival, which draws 22 percent of its 204,000 registrants from outside the US. And among US registrants, only 25 percent are from the South Central US (Texas, Oklahoma, Arkansas, and Louisiana). The Main Street Fort Worth Arts Festival needs to emulate SXSW and other hallmark events so that when attendees visit Fort Worth they feel "what you're experiencing here can't be experienced anywhere else."

INITIATIVE 2.4. ESTABLISH A "FUTURES FORUM" AT THE CITY

Create a formal working group, led by the mayor, that addresses city issues from a "futures perspective."

Implicit in this initiative is the recognition that city purchasing around major investments (from transportation to water to energy) can itself be a stimulus for economic development. The Futures Forum is an internal city leadership group which also seeks guidance from outside experts around specific topics. This recommendation has two dimensions. First, to engage elected officials in the recognition that "disruption" as a force in business also applies to the public sector. And second, to address specific purchasing opportunities that advance technology solutions for Fort Worth.

Other cities have created similar internal leadership groups. Fort Collins, Colorado created its Futures Committee to assist City Councilmembers in their decision-making process. They meet monthly with a goal "to position the City in the distant future (30 plus years) for achievable successes, integrating community desires with known fiscal, social and environmental data."

2.4.1. Create a Futures Forum for the City of Fort Worth, modeled on Fort Collins.

2.4.2. Use the Futures Forum to address purchasing options. Identify major capital expenditures anticipated by the City and invite tech companies to offer non-traditional solutions.

2.4.3. Draw upon the City Initiatives for Technology, Innovation, and Entrepreneurship (CITIE) as a resource to inform the city's long-range investment decisions (www.citie.org). The CITIE framework sets out the policy levers city governments can use to support innovation and entrepreneurship.

GOAL 3. ENSURE COMMUNITY VITALITY

Quality of place is an essential component of a successful economic development strategy. The strength of neighborhoods, of connectivity among different districts of the city, and of urban amenities are what make cities attractive to talented individuals and to dynamic businesses. With ongoing Trinity River enhancements (including Panther Island), the Cultural District, and extensive trails and parks, Fort Worth is well on its way to realizing this goal.

INITIATIVE 3.1. DOWNTOWN FORT WORTH

Accelerate downtown Fort Worth's emergence as the premier mixed-use business district in Texas.

Fort Worth's abundance of vacant land is a double-edged sword. A city with room to grow in every direction has the luxury of being able to grow its employment base, its population, and its tax base by simply developing new greenfield sites on the outskirts of its municipal boundaries. However, this approach leads to issues associated with urban sprawl, such as traffic congestion and rising infrastructure costs. To offset this, Fort Worth can further promote downtown as the centerpiece of the City's economic development strategy.

Downtown Fort Worth is arguably the most walkable downtown district in the State of Texas. Sundance Square, with its small 250-foot blocks, more closely resembles Portland, Oregon, (famous for its pedestrian-friendly urban center) than it does the other big Texas cities, like Dallas, Houston, Austin, and San Antonio. In recent years, Sundance Square has leveraged this built-in advantage of fine-grained urbanism to become a vibrant entertainment district with a rapidly-expanding residential base. **The next step for downtown is to become the destination of choice for businesses including corporate HQs, professional service firms, and tech companies.**

The emphasis on Fort Worth's urban core as a specific focus area for this plan does not take away from development in Alliance, CentrePort, or other locations outside of the urban core. These areas clearly add value to the local economy. But the city's urban core is what makes Fort Worth unique and differentiates it from the competition. Arlington has its stadium/entertainment district. Frisco has its "Five Billion Dollar Mile." But only Dallas and Fort Worth have a large central business district surrounded by other authentic urban districts and corridors.

The ultimate goal for downtown Fort Worth is to expand its role as the city's primary business district through the growth of existing businesses and the recruitment of new corporate & regional HQs, tech firms, and professional service employment. Paradoxically, the most effective strategy to achieve that goal is to accelerate residential development in and around downtown Fort Worth. This is the "secret" ingredient for the success of downtown Austin, Denver, and Seattle as dynamic mixed-use business districts. Each of those cities made a commitment to a downtown housing strategy first and is now reaping the benefits in the form of commercial office development and the expansion of tech firms and other professional jobs in their urban cores. Fort Worth is beginning to see these benefits thanks to its commitment to urban residential development in recent years.

In late 2015, Smart Growth America issued a report titled, *"Why American Companies Are Moving Downtown."* In partnership with Cushman & Wakefield and the Center for Real Estate & Urban Analysis at George Washington University, the report analyzed nearly 500 companies that relocated or expanded to walkable downtowns between 2010 and 2015. One of the report's major findings was that the companies' new locations were far more walkable than their prior setting. Fort Worth, with its walkable downtown and growing menu of urban amenities, is well-positioned to become the leading mixed-use business district in Texas, competing directly with Dallas's Uptown district and downtown Austin, both of which have emerged a dynamic mixed-use business locations.

3.1.1. Rapidly increase the density of residential development in downtown Fort Worth and surrounding urban districts.

Best Practice: Austin, Seattle, and Denver (page 70)

3.1.1.1. Set specific targets for new housing units in the urban core.

- Add 1,000 net new units per year in the CBD 1-mile radius (the core downtown area).
- Add 2,000 net new units per year in the CBD 2-mile radius (includes downtown plus the Near Southside, Panther Island, and the Cultural District).
- Add 4,000 net new units per year in the CBD 4-mile radius (includes all of Fort Worth's inner-city districts, from TCU to the Stockyards, and from Race Street to Texas Wesleyan University).

3.1.1.2. Create incentives to encourage high-density residential development in downtown and surrounding districts (e.g., Panther Island, Near Southside). These incentives should address:

- New high-rise residential and re-purposing of existing buildings that are currently underutilized.
- Instead of density bonuses (allowing developers to increase density in return for something desired by the City), incentivize greater density. In other words, make density itself a desired outcome, rewarded through new incentives.
- Redevelopment of surface parking lots.
- Reduce necessary parking (and costs) for new developments through use of shared parking agreements, similar to how the Frost Tower is approaching its parking program. Leverage the downtown TIF's investment in shared parking spaces as a tool to incentivize new developments (e.g., Class A office space, hotels, high-rise residential) that could benefit from additional parking in a shared setting. Expand the use of this tool over time as new projects develop in the downtown to create a larger pool of potential parking spaces for shared use.

DOWNTOWN + ALLIANCE PARTNERSHIP:

Fort Worth has something no other city in the metro area can claim: a vibrant downtown district and a dynamic suburban growth center. Downtown Fort Worth and Alliance play distinct economic roles and offer distinct advantages for doing business. Downtown offers prime office space, urban residential options, nightlife, a high concentration of hotels, and a walkable environment connecting these uses and amenities. Alliance is the perfect location for land-intensive operations requiring transportation access (highway, rail, and air) as well as high-speed broadband internet within a secure corporate environment. Downtown and Alliance rarely compete. In fact, their distinct value propositions represent mutual benefits. A large distribution or data center would not consider locating downtown. Likewise, a corporate headquarters in a downtown office tower is unlikely to locate in a far-away greenfield site. Fort Worth's advantage lies in the large number of companies in both locations that could expand. Downtown-based firms could open facilities (e.g., a data center) in Alliance. And companies operating in Alliance could open offices (e.g., a software development center) in downtown.

3.1.2. Encourage higher education expansions in downtown Fort Worth through the continued growth of existing downtown institutions (TCC, UTA, and Texas A&M Law School).

3.1.2.1. Encourage other Fort Worth and regional higher education institutions to establish a downtown presence. This would include TCU, TWU, Tarleton State University, and even the University of North Texas.

Best Practice: ASU in Phoenix, UCF in Orlando, and UW in Tacoma (page 70)

3.1.3. Facilitate collaboration between Fort Worth's two major anchor districts: downtown and Alliance.

3.1.3.1. Focus on enhancing business partnerships among firms within both districts.

3.1.3.2. Encourage greater collaboration between the lead-generation and business development activities in the two zones. Focus on partnerships between Alliance and Sundance Square on major prospect visits (e.g., Facebook) as well as international business missions (inbound and outbound).

3.1.3.3. Explore the creation of City incentive programs to facilitate greater collaboration and new business investment in the two areas.

3.1.3.4. Promote downtown as a location for specific functions related to Alliance firms (e.g., a downtown design center for IKEA).

3.1.4. Identify specific locations for downtown business attraction and future redevelopment.

3.1.4.1. Focus on the following specific sites and types of sites:

- TCC's Radio Shack campus.
- The six downtown XTO properties.
- The T&P Warehouse building and adjacent properties along the CBD portion of the Lancaster Avenue corridor.
- Surface parking lots, including those owned by churches and other nonprofit entities (some of these could be developed through long-term ground leases whereby the nonprofit organization retains ownership of the land).
- Underutilized and well-positioned government-owned properties (i.e., Tarrant County's strategically located properties in the CBD).

3.1.4.2. Work with downtown landowners to understand site potential for business attraction.

3.1.5. Encourage business expansion and relocation from within Fort Worth to the downtown area.

3.1.5.1. Create a pilot project to encourage tech workers to relocate to downtown Fort Worth from other office locations in the city.

- Encourage a pilot group of the city's major employers (10-20) to set up a shared co-working space for a small portion of their workforce (10-20 workers initially for each employer).
- Use this as a networking and talent retention strategy for the technology workers already employed by local businesses.
- Depending on the success of the pilot, expand the initiative to include more employers and organizations that can help create an environment favorable to innovation and creativity.

- Ensure area higher education institutions (TCU, UTA, TWU, and TCC) play a role in this project).

3.1.6. Promote downtown Fort Worth and surrounding urban districts as a test bed for "smart city" projects and forward-looking civic innovation. [See City "Futures Forum" strategy.]

3.1.6.1. Launch a Request for Expressions of Interest (RFEI) marketed to leading transportation innovation firms to begin positioning downtown Fort Worth as the first "driverless" downtown district in the US.

3.1.6.2. Partner with innovative Fort Worth and regional companies to explore ways to test and deploy new technologies in the downtown district. This should include local telecom providers (e.g., AT&T, Verizon) and energy providers (e.g., Oncor, CoServe).

3.1.6.3. Promote the use of PoE (Power over Ethernet) technology developed in partnership with Cisco Systems for the downtown Marriott Autograph Collection hotel (developed by Sinclair Holdings LLC) as a pioneering approach toward optimizing building operations such as interior and exterior lighting and other building systems.

- Use this as a model to attract attention from other "smart building" technology providers and developers interested in redeveloping existing buildings and/or creating new downtown spaces with cutting-edge technologies.

3.1.7. Encourage high-density, mixed-use corridor development to strengthen the linkages between downtown Fort Worth and surrounding urban districts.

3.1.7.1. Make key infrastructure investments to enhance the transportation connections (including pedestrian and bike modes) between Sundance Square and the following areas: the Cultural District, Near Southside, the 41-acre Butler Place housing redevelopment project just east of downtown, and Panther Island.

3.1.7.2. Evaluate and revise zoning and land use regulations to allow and encourage dense mixed-use development (office, hotel, retail/restaurant, and residential) along key corridors radiating out from downtown Fort Worth.

THE "TACTICAL URBANISM" MOVEMENT:

The emerging "tactical urbanism" movement favors quick and cheap actions that create nearly instantaneous positive results. This new approach—led by groups such as the Project for Public Spaces and the Better Block Project—is helping to re-energize hundreds of downtowns and urban corridors in small and large cities across the US.

3.1.8. Expand the use of "tactical urbanism" methods for activating empty spaces and underutilized properties in downtown and surrounding parts of the urban core.

3.1.8.1. Host alley fairs, PARK(ing) Day events (temporarily turning an on-street parking spot into a public space), and other events to raise the profile of downtown as the city's center of gravity. Focus on lesser-known or underutilized areas of downtown to build a stronger sense of awareness around the possibilities for new development or business growth in distinct sub-districts within downtown.

3.1.8.2. Bring in the Project for Public Spaces, the Better Block Project, and other groups with experience implementing tactical urbanism projects for a forum/event to showcase and discuss opportunities for enhancing downtown Fort Worth's urban appeal through creative tactics.

3.1.9. Work closely with the Trinity River Vision Authority to position Panther Island as one of the premier urban mixed-use residential districts in the US.

3.1.9.1. Encourage rapid growth of high-density residential development in Panther Island.

- Work with the Trinity River Vision Authority and the real estate community to accelerate permitting, development, and construction of new urban residential buildings in Panther Island.
- As new residential buildings come online (with the first apartment buildings planned for construction in 2018), promote these and major infrastructure investments (the bridges scheduled to be opened by 2019) as evidence to dispel misperceptions about the Panther Island development as "off in the distant future".

3.1.9.2. Over time, as the district's population base grows, pursue business development within the district.

3.1.9.3. Support the addition of amenities, including retail and restaurant space, as the residential base within the district grows large enough to generate its own demand for commercial development.

3.1.9.4. Preserve key sites within Panther Island for future corporate HQ locations. Begin working in the near future (in 2018 and 2019) to create business plans for specific sites in Panther Island that would be ideal for future commercial office development.

3.1.10. Leverage Fort Worth's downtown tourism assets for broader economic growth.

3.1.10.1. Expand the downtown hotel base to generate a higher level of activity, investment, and business development potential. Based on the goals of this plan, set specific targets for new hotel rooms in the urban core.

- Add 500 net new hotel rooms per year in the CBD 1-mile radius (the core downtown area).
- Add 1,000 net new hotel rooms per year in the CBD 4-mile radius (includes all of Fort Worth's inner-city districts, from TCU to the Stockyards, and from Race Street to Texas Wesleyan University).

3.1.10.2. Commission a CBD and citywide hotel market study to provide a detailed understanding of the market opportunities for additional hotel development. Draw upon findings from the 2014 Hunden Strategic Partners' hotel and convention center feasibility study. If the market study indicates stronger levels of demand than the specific numbers of additional hotel rooms in the urban core laid out above, increase those targets to respond to market demand.

3.1.10.3. Encourage the development of new boutique hotels in the city's urban core to enhance the appeal of downtown and surrounding districts. Boutique hotels play an important role in community vitality and revitalization of urban districts. Examples of successful boutique hotel projects include the Ashton Hotel in Fort Worth, Hotel San Jose in Austin's South Congress Avenue corridor, and The Padre Hotel in downtown Bakersfield, California.

INITIATIVE 3.2. NEIGHBORHOOD ALIGNMENT

Align neighborhood assets (people, businesses, and real estate) to benefit from and support citywide economic growth.

The success of regional and citywide economies does not guarantee prosperity for all. Even in the nation's most successful and diversified metropolitan economies, specific geographies and segments of the population are often left behind. Fort Worth is no exception. Segments of the city's population in specific neighborhoods and corridors have struggled to achieve prosperity, even while the city as a whole has experienced widespread growth. The City can and should play a lead role in catalyzing development in under-served neighborhoods and for under-served residents. There are a number of promising national models for aligning assets to improve economic opportunity.

Minneapolis-Saint Paul is one of the most diverse economic regions in the US with enviable business clusters and a well-educated workforce defined by high income levels. However, the neighborhoods of North Minneapolis and Eastside Saint Paul have not benefited from regional economic success. Poverty levels and unemployment levels in those two neighborhoods have consistently remained several times above the regional average. New programs and partnerships are currently underway to address these challenges, including a Center Cities Competitiveness Initiative funded by the McKnight Foundation and implemented by Greater MSP (the regional economic development organization) in collaboration with other regional partners.

Denver is also a nationally recognized economic success story, with a dynamic city and metro economy that has served as a magnet for technology companies and young, educated workers. Despite Denver's success, there are still significant disparities among the city's neighborhoods. Life expectancies are a decade lower in the city's most economically disadvantaged neighborhoods (West Colfax and Valverde) compared with desirable areas such as Stapleton and Washington Park. Recent public-private investments in the city's market-challenged areas, led by the Denver Urban Renewal Authority, have begun to turn those areas around, including the recruitment of an Alamo Drafthouse Cinema as part a mixed-use development along West Colfax Avenue.

It is worth noting here that this plan is not intended to serve as a solution for every challenge in Fort Worth (e.g., public health, poverty, educational disparities). Public investments in economic development must be made only when they can reasonably be expected to generate economic benefits. Desired outcomes include ancillary development, tax base growth, and job creation.

3.2.1. Focus City investments along specific corridors and at nodes of existing business activity.

3.2.1.1. Apply an internal due-diligence process in advance of any major City-led investments intended to revitalize specific neighborhoods. Move forward with public investments only when the following criteria are addressed:

- Ancillary or accelerated development generated by the investment;
- Tax base growth; or
- Employment growth, especially jobs for under-served populations within the neighborhoods.

3.2.1.2. Investments that enhance the economic potential of a target area (such as an Urban Village) include:

- Broadband internet investments in under-served portions of the city.
- Streetscape improvements that enhance a corridor's appeal for pedestrians and cyclists.

- Storefront/façade improvements for buildings along a commercial street.

3.2.1.3. For areas of the city targeted for urban revitalization, prevent the growth of land uses and activities that would make the area a less desirable location for business investment and job growth. Examples of land uses and activities that might diminish the economic potential of a target area include:

- Large public sector or nonprofit developments (e.g., community centers, churches, homeless services centers).
- Land-intensive, auto-centric development (e.g., gas stations, automotive repair shops, car washes, storage unit complexes).

3.2.2. Encourage substantial new housing investment and development in the city's under-served neighborhoods.

3.2.2.1. Provide developer incentives for the creation of new high-quality housing stock on vacant properties. These should include a range of housing types and price points such as single-family homes, townhomes, high-quality multi-family properties, and mixed-use developments with residential units on upper floors and retail/office space on ground floors.

3.2.2.2. Work with the FWHC and the FWMBC and other partners (such as TWU and TCC) to launch a proactive marketing initiative that dispels the misperceptions and exaggerations about challenged neighborhoods in Fort Worth, especially on the East Side.

- Highlight the area's unique positive attributes: historic housing stock, scenic views, short commutes to major employment centers, access to recreational opportunities (e.g., Trinity River, Lake Arlington).

3.2.3. Use City-owned land and other publicly owned properties (such as FWISD and TCC properties) as a redevelopment tool to encourage investment in specific neighborhoods.

3.2.3.1. Pursue public/private development offerings through an RFEI (Request for Expressions of Interest) process that gauges demand and tests ideas from area developers for potential redevelopment of specific sites such as Fort Worth ISD's properties near Farrington Field and the ISD's headquarters site near the Cultural District.

3.2.4. Address transportation needs to better integrate neighborhoods with major employment nodes.

3.2.4.1. Encourage collaboration between transportation providers, major employers, and other partners to enhance transportation options that connect residents with employment opportunities.

- Use commuting data for the city's major employment nodes (included in Volume 2) to engage in discussions with The T and major employers to explore options for new bus routes, on-demand transit services, and other solutions to connect workers with jobs.

3.2.4.2. Consider City takeover of TXDOT roads to facilitate re-design, "complete streets" re-configurations, and take other measures to make major arterial corridors more attractive for redevelopment as mixed-use commercial corridors.

3.2.5. Engage local foundations to target specific geographies for economic development. Nonprofit grantmaking foundations play a critical role in supporting economic development initiatives in many communities across the US. Fort Worth is fortunate to have a large pool of well-capitalized foundations,

some of which already target their funds for economic development programs (e.g., the Anne T. and Robert M. Bass Initiative on Innovation and Placemaking).

Best Practice: MSP Center Cities Initiative (page 71)

3.2.5.1. Host a "Neighborhood Vitality" forum inviting Fort Worth-based foundations and national foundations to discuss options for how philanthropic groups engage in economic development and community development initiatives. Invite representatives from the McKnight Foundation in Minneapolis, the van Beuren Charitable Foundation in Newport, Rhode Island, and other foundations with a track record of investing in local economic development.

3.2.5.2. Leverage higher education assets to provide research, expertise, and other technical assistance.

3.2.5.3. Involve UTA's urban planning master's and PhD programs and the UTA Institute of Urban Studies. Involve TCU's MBA and undergraduate entrepreneurship programs and its Center for Urban Studies. Involve Texas Wesleyan's business programs. Involve TCC as well.

3.2.6. Continue to partner with anchor institutions such as Texas Wesleyan University to spark new investment and development in challenged neighborhoods and corridors with potential for additional commercial and residential development.

3.2.6.1. Work with Texas Wesleyan University to encourage new private sector investment on and adjacent to their campus.

- This could include new housing, retail/restaurant spaces, office space, and sports/entertainment facilities (such as a potential new multi-use soccer field for joint use between Texas Wesleyan and the Fort Worth Vaqueros NPSL team).

INITIATIVE 3.3. SMALL BUSINESS SUPPORT

Restructure small business assistance based on a communitywide audit.

Dynamic local economies are often defined by a strong base of independent, locally-owned small businesses. Distinctive retailers, restaurants, and coffee shops help otherwise sterile corridors build unique identities. These increasingly vital districts also provide opportunities for minority-owned business development. Independent, locally-owned firms also re-circulate a higher share of their revenue in the local economy as compared to national chain businesses. Finally, these businesses help attract tech companies and often become a magnet for young people, even beyond the city limits. Magnolia Avenue in the Near Southside is a perfect example of this trend. And Race Street is following the same trajectory.

This emphasis on independent small businesses highlights the distinction between entrepreneurial companies and small businesses established in Initiative 2.2. Both types of firms are important to the city's economy, but their support systems differ substantially. Much of what is being done by the Fort Worth Business Assistance Center (BAC) fits into the category of entrepreneurial company support, which is the core mission of TECH Fort Worth. By sharply distinguishing between entrepreneurial and small business support, a major re-organization is required in the way the City of Fort Worth provides services. An audit is the logical starting point for addressing the way in which small businesses—*as distinct from entrepreneurial companies*—are supported by the City and its partners.

3.3.1. Conduct an audit of the small business support mechanisms available in Fort Worth.

3.3.1.1. Evaluate how small businesses access the resources and support they need.

3.3.1.2. Assess the ability of Fort Worth's small business support providers to serve the needs of local businesses.

- These would include the City, the Tarrant SBDC, the BAC, the Chamber, the FWHC, the FWMBC, the DFW Hispanic Contractors Association, churches, nonprofit organizations, foundations, and financial institutions.
- Evaluate key functions for small businesses, including: business planning and marketing, financial support, real estate space, technology needs, and workforce.

3.3.1.3. The audit should consider the advantages of moving the City's Office of Business Diversity into the Purchasing Department.

3.3.1.4. The audit should also evaluate how the FWHC and the FWMBC can further support small business development throughout the city's neighborhoods.

3.3.2. Re-focus the role of the BAC to serve as the primary connector/convener to address the need for support mechanisms aimed at small business startups, minority owned firms, and locally-serving businesses.

3.3.3. Leverage churches and other under-utilized buildings as shared space for co-working, small business development, workforce training, networking, and other purposes that support economic and workforce development within the city's neighborhoods.

3.3.4. Showcase the success of La Gran Plaza, an under-appreciated minority-business success story and quality-of-life asset in Fort Worth.

3.3.4.1. Use this as a model for other development projects in under-served neighborhoods in the city. Cultivate relationships with minority-focused real estate developers and investors with a track record of creating projects that provide retail and services to under-served populations in urban markets.

3.3.5. Establish a citywide revolving loan fund to provide "gap" financing for small business expansions, startups, and relocations.

3.3.5.1. To assist in capitalizing the fund, the City should pursue grants from the Economic Development Administration (EDA), the Department of Housing and Urban Development (HUD), and Community Development Block Grant (CDBG) program funds.

TARGET AREAS

Fregonese Associates (FA) identified and analyzed six different target areas in Fort Worth. These study areas are:

1. **Altamesa & McCart** located approximately 7.5 miles southwest of downtown
2. **West Camp Bowie** located approximately 6.5 miles southwest of downtown Fort Worth
3. **East Lancaster** a large linear corridor stretching from southeast of downtown to I-820, along E Lancaster Ave
4. **Evans & Rosedale** located a little over a mile southeast of downtown
5. **Near Northside** located approximately 1.5 miles northwest of downtown
6. **Stop Six** located approximately two miles southeast of downtown

The full analysis of each target area is presented in a separate report. The following is intended to provide a brief overview of the analysis and primary considerations for each target area.

METHODOLOGY

As part of the Opportunity phase, the consulting team worked with the City to identify six target areas for analysis using factors such as available infrastructure, neighboring uses, and development potential. Community workshops were held with stakeholders in each target area. In addition, data and relevant information about each area was compiled to create detailed profiles. The purpose of the profiles is to confirm opportunities for development and redevelopment, document relevant characteristics and constraints, and understand how the target areas relate to citywide economic opportunities. The consulting team synthesized these inputs to identify strategic considerations for economic development in the six areas. These considerations will help prioritize future programs and investments in the target areas in support of the overall strategic plan. Lastly, the target areas are intended to guide future initiatives in similarly positioned neighborhoods and commercial corridors in other parts of Fort Worth.

KEY FINDINGS

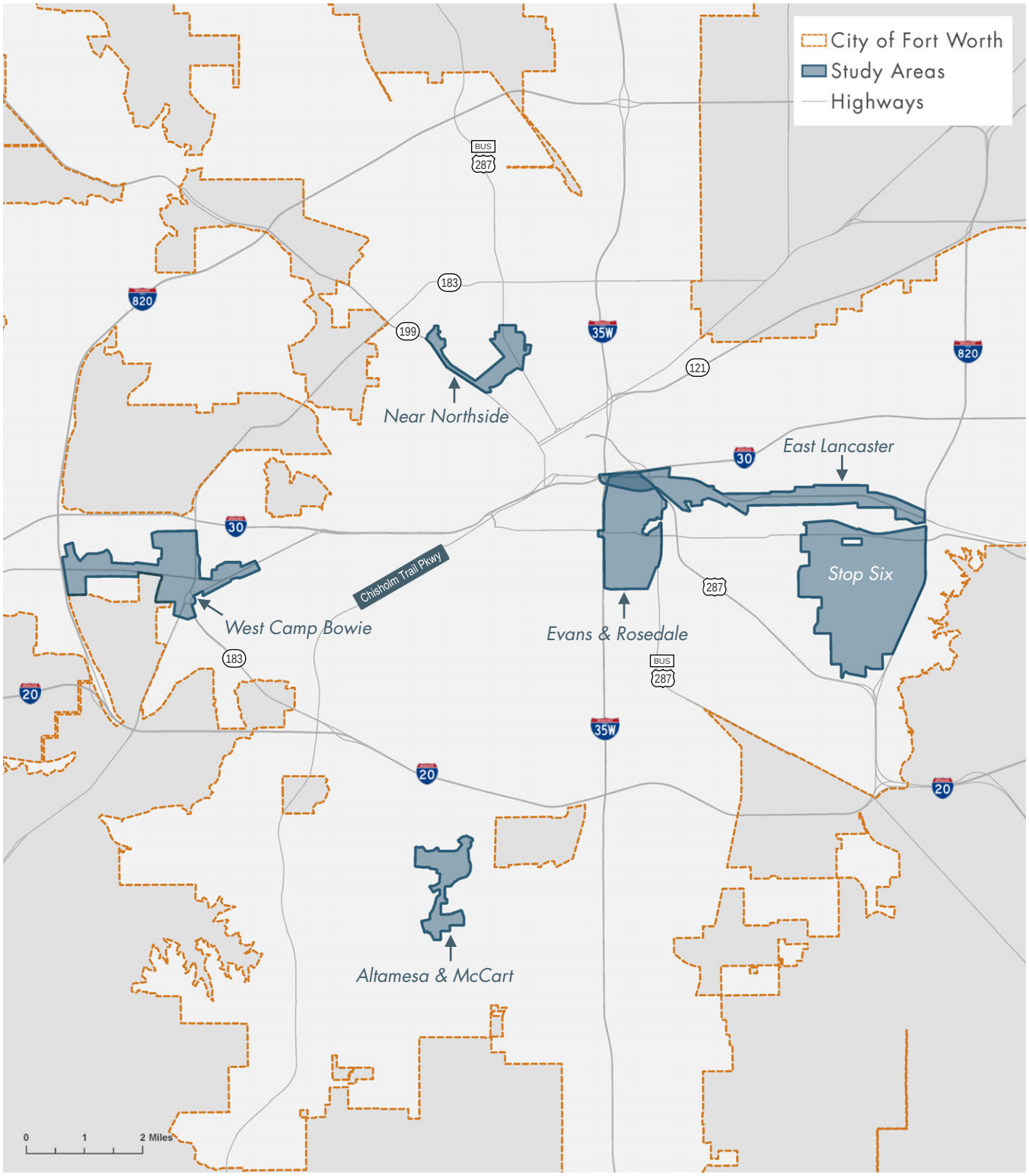
The six target areas have not benefited from Fort Worth's population and employment growth in recent years. The challenge can be seen on the ground in the form of vacant buildings, struggling commercial properties, and the lack of new construction and investment. It can be seen in the data as well. With the exception of West Camp Bowie, income levels in all of the target areas fall well below the city median household income. However, each target area has a set of unique assets that can be leveraged to encourage new development and job creation.

FIGURE 2. TARGET AREA SNAPSHOT

Name	Area Pop.	Area Size (Acres)	Residents/ Acre	Household income % of city median	Primary Demographic	Percent
Altamesa & McCart	12,132	472	25.70	73%	Black or African American	40.2%
West Camp Bowie	15,445	1,164	13.27	97%	White (not Hispanic or Latino)	50.2%
East Lancaster	17,637	1,038	16.99	55%	Hispanic or Latino (of any race)	50.5%
Evans & Rosedale	9,321	1,136	8.21	37%	Black or African American	46.6%
Near Northside	6,020	406	14.83	65%	Hispanic or Latino (of any race)	91.0%
Stop Six	13,321	2,638	5.05	52%	Black or African American	57.1%

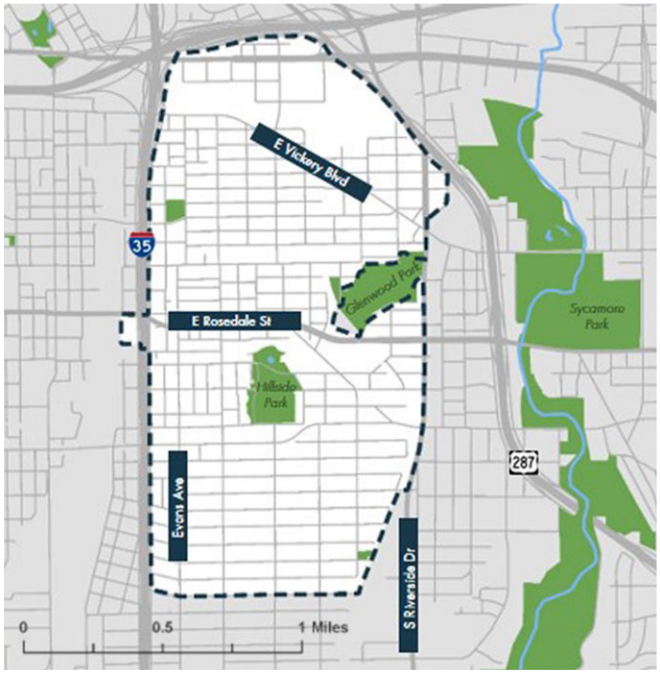
Sources: US Census Bureau ACS, 2015 5-year estimates, City of Fort Worth.

FIGURE 3. GEOGRAPHIC OVERVIEW OF TARGET AREAS, 2015



TARGET AREA: EVANS & ROSEDALE

FIGURE 4. EVANS & ROSEDALE SNAPSHOT



INDICATOR	VALUE
Total area (acres)	1,136
Dominant zoning: single family A-5	59%
DEMOGRAPHICS & COMMUTING	
Total residents	9,321
Median household income	$19,868
Inbound commuters (work in area)	1,233
Outbound commuters (live in area)	1,925
PROJECTED EMPLOYMENT INCREASE BY 2040	
NCTCOG forecast (jobs added)	1,971
FA growth target (jobs added)	5,831
INCENTIVES IN STUDY AREA	
Urban Villages Plan	Yes
Neighborhood Empowerment Zone	Yes
PID District	No
TIF District	Yes

OVERVIEW

Evans & Rosedale is one of the two smallest and least population-dense of the target areas. Its majority Black or African American residents have the lowest household income of all six areas. With large swaths of vacant land and proximity to the Near Southside medical district, Evans & Rosedale is a strong candidate for revitalization and new development. The City of Fort Worth has already made moves to improve this district. The City has included Evans and Rosedale as one of two areas covered by its Urban Village Development Program. This program is designed to revitalize older, once-vibrant districts and their surrounding neighborhoods by creating mixed-use nodes and walkable neighborhoods with distinct character that builds on their history and reflects what makes them unique. The target area also aligns with the Evans & Rosedale Neighborhood Empowerment Zone, which offers special incentives for rehabilitation projects within the area. The primary challenge in improving this target area will be balancing the needs of an underserved population with economic strategies that will benefit the city.

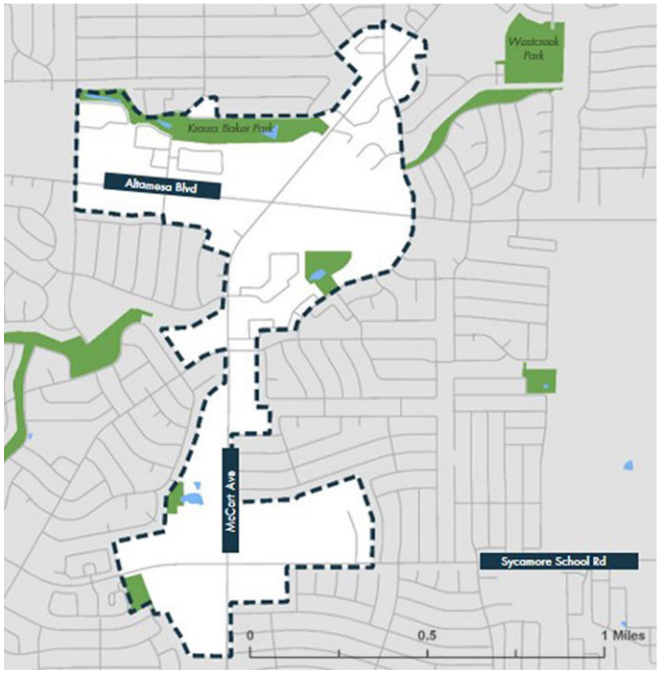
PRIMARY CONSIDERATIONS

- The City should continue its revitalization efforts supported by the Evans & Rosedale Neighborhood Empowerment Zone and the Urban Village Development program, with a special focus on existing businesses.
- As the primary landowner in the Evans and Rosedale area, the City should use the land to promote the kind of walkable, mixed-use, mixed-income urban development desired by the community and detailed in the 2005 Urban Village Master Plan.
- Close attention should be paid to improving housing availability and affordability, in addition to infrastructure to connect neighborhoods with major employment centers such as the Near Southside and downtown.

Sources: City of Fort Worth (map, acreage, land use, zoning, and incentives); U.S. Census Bureau ACS, 2015 5-year estimates (population and income); US Census Bureau, Local Employment Dynamics (commuting); FA Envision Tomorrow analysis (FA Employment Growth); NCTCOG 2040 regional growth forecast (NCTCOG employment growth forecast).

TARGET AREA: ALTAMESA & McCART

FIGURE 5. ALTAMESA AND McCART SNAPSHOT



INDICATOR	VALUE
Total area (acres)	472
Dominant zoning: Neighborhood Commercial	34%
DEMOGRAPHICS & COMMUTING	
Total residents	12,132
Median household income	$39,126
Inbound commuters (work in area)	2,515
Outbound commuters (live in area)	1,290
PROJECTED EMPLOYMENT INCREASE BY 2040	
NCTCOG forecast (jobs added)	1,829
FA growth target (jobs added)	1,829
INCENTIVES IN STUDY AREA	
Urban Villages Plan	No
Neighborhood Empowerment Zone	No
PID District	No
TIF District	No

OVERVIEW

The Altamesa & McCart target area has the densest population of all six areas. It is also one of the smallest. No incentive zones fall within the area and none are nearby. The dominant population of this area is Black or African American, but its residents have a higher income than the other two predominantly Black districts, at 73 percent of the city median. Only 18 percent of the land in Altamesa & McCart is undeveloped, but there are large areas with redevelopment potential. Most of the area's employment is commercial, and the community has expressed interest in seeing a focus on retail, commercial, and service development, as well as improvements to public spaces. The primary challenges for improvement in Altamesa & McCart area are the number of private-landowners that divide the area, the level of build-out, and the presence of older "stable but struggling" businesses.

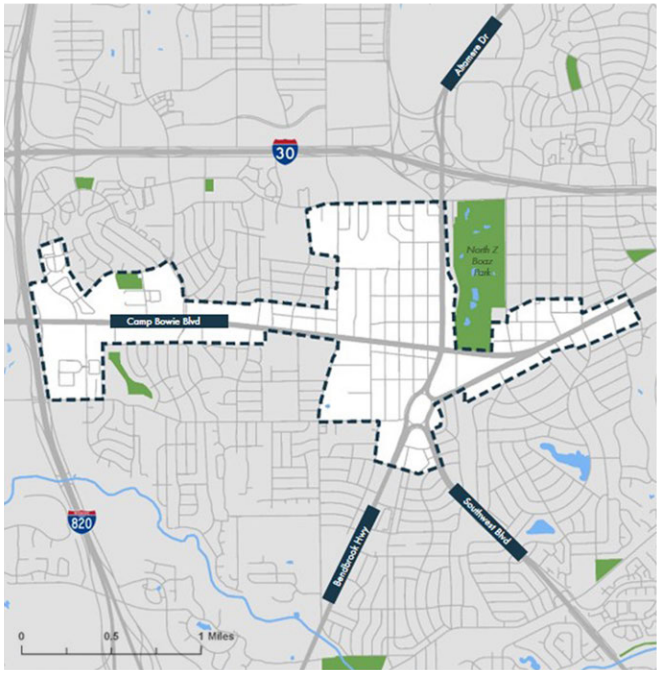
PRIMARY CONSIDERATIONS

- The City should prioritize investment to areas that will have the greatest economic benefit and monitor the returns on investment.
- Support new and existing business with strategies based on input from local business owners and with the help of partners from area institutions.
- Target Altamesa & McCart for redevelopment projects and infrastructure improvements to improve upon and better utilize existing assets and connect the target area with major employment nodes such as the emerging Chisolm Trail Parkway corridor and the large industrial district along IH-35 (including the Alcon facilities).

Sources: City of Fort Worth (map, acreage, land use, zoning, and incentives); U.S. Census Bureau ACS, 2015 5-year estimates (population and income); US Census Bureau, Local Employment Dynamics (commuting); FA Envision Tomorrow analysis (FA Employment Growth); NCTCOG 2040 regional growth forecast (NCTCOG employment growth forecast).

TARGET AREA: WEST CAMP BOWIE

FIGURE 6. WEST CAMP BOWIE SNAPSHOT



INDICATOR	VALUE
Total area (acres)	1,164
Dominant zoning: Camp Bowie Form-Based	30%
DEMOGRAPHICS & COMMUTING	
Total residents	15,445
Median household income	$51,792
Inbound commuters (work in area)	4,759
Outbound commuters (live in area)	2,092
PROJECTED EMPLOYMENT INCREASE BY 2040	
NCTCOG forecast (jobs added)	6,764
FA growth target (jobs added)	6,764
INCENTIVES IN STUDY AREA	
Urban Villages Plan	No
Neighborhood Empowerment Zone	No
PID District	Yes
TIF District	No

OVERVIEW

The West Camp Bowie area has the highest household income of all six target areas, on-par with the city's median. It is also the only zone with a predominantly White (not Hispanic or Latino) population. A third of the area is zoned as a PID, managed by the Camp Bowie District, Inc. nonprofit organization. This district is comprised of three unique zones (General Corridor Mixed Use, Industrial Arts, and the Western Business District) designed to strengthen the sense of place for each area. There is public support for this district plan and for increased small scale commercial and mixed-use development. The target area includes vacant land for additional growth, but parcel sizes are small and ownership is divided. The commercial base is largely industrial, but additional development in this area may be difficult without public assistance in land banking and consolidation. The primary challenge to improvement in this target will be overcoming the declining retail and commercial corridor dominated by auto-oriented businesses, and low-rent uses.

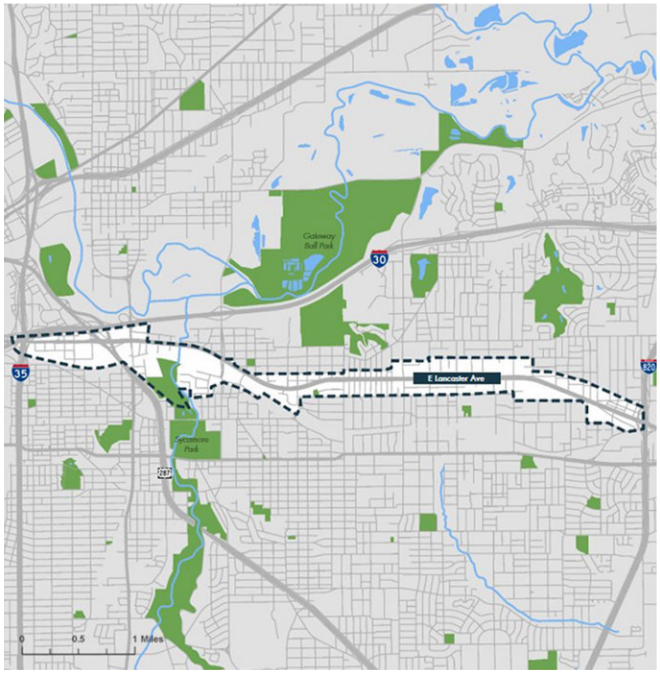
PRIMARY CONSIDERATIONS

- The PID could serve as a catalyst for redevelopment with strategic investments in streetscape. A more aggressive strategy to spur redevelopment along the corridor could be pursued by a City takeover of the TXDOT controlled roadway, to re-position the road as a more pedestrian and bike-friendly corridor.
- City investments should be prioritized for projects that will have the greatest economic benefit. Mixed-use development should be a focus as should transportation and infrastructure improvements to create better interconnection within the Camp Bowie area.
- High quality housing should be preserved and expanded in this district, prioritizing rehabilitation of existing units and working with local partners to expand affordable homeownership options.

Sources: City of Fort Worth (map, acreage, land use, zoning, and incentives); U.S. Census Bureau ACS, 2015 5-year estimates (population and income); US Census Bureau, Local Employment Dynamics (commuting); FA Envision Tomorrow analysis (FA Employment Growth); NCTCOG 2040 regional growth forecast (NCTCOG employment growth forecast).

TARGET AREA: EAST LANCASTER

FIGURE 7. EAST LANCASTER SNAPSHOT



INDICATOR	VALUE
Total area (acres)	1,038
Dominant zoning district: Single Family A-5	31%
DEMOGRAPHICS & COMMUTING	
Total residents	17,637
Median household income	$29,331
Inbound commuters (work in area)	2,513
Outbound commuters (live in area)	1,386
PROJECTED EMPLOYMENT INCREASE BY 2040	
NCTCOG forecast (jobs added)	3,048
FA growth target (jobs added)	6,708
INCENTIVES IN STUDY AREA	
Urban Villages Plan	Yes
Neighborhood Empowerment Zone	Yes
PID District	No
TIF District	No

OVERVIEW

East Lancaster is a primarily residential area dominated by Hispanic or Latino residents who earn just over half of the city median household income. East Lancaster has the most incentive zones that overlap the target area's boundaries. Three NEZ zones are present within the target area: Evans and Rosedale NEZ, Evans and Rosedale NEZ, and Historic Handley NEZ. The target area also includes parts of two Urban Villages: Oakland Corners and Near East Side. It also borders three Tax Increment Financing (TIF) Districts, but does is not directly within a TIF district. However, the area faces more challenges than any other target, except for Stop Six. Several challenges to improvement exist for this target. Significant new business investment and employment growth within the area is not likely within the next 5 to10 years. Additionally, the unique geography of area (long and narrow), encompasses such diverse territory that it could be treated as three distinct zones. A concentration of homeless services in two-thirds of the area also presents a challenge, not only for current businesses, but for the attraction of new business.

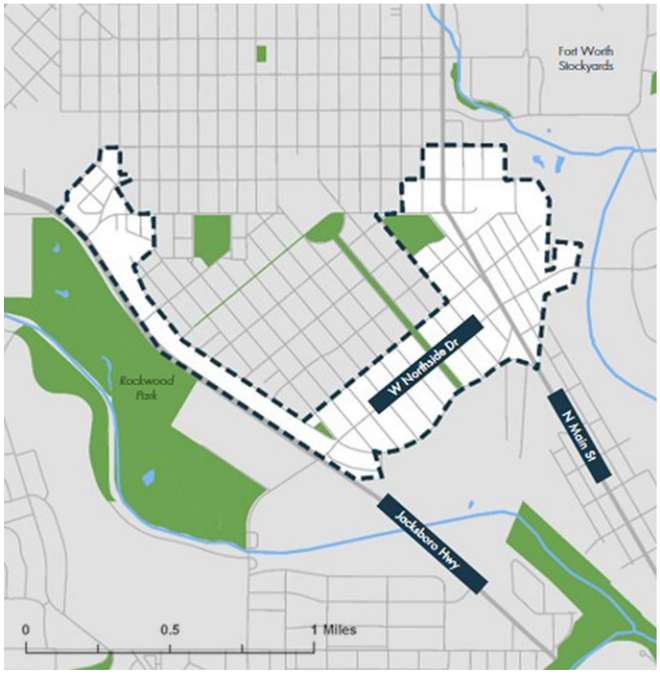
PRIMARY CONSIDERATIONS

- Prioritize public investments where the improvements will have the greatest economic benefit, and focus on supporting new and existing business utilizing the help of local partners and incentives zones.
- Target East Lancaster for mixed-use projects, taking advantage of the Urban Villages in the area, and utilizing up-zoning where needed. Focus on nodes with existing businesses (e.g., Beech Street and Oakland Blvd).
- Address transportation infrastructure and housing issues. East Lancaster should be better connected to major employment nodes and educational and training opportunities. Efforts should also focus on ways to create higher-density, more affordable housing for area residents.

Sources: City of Fort Worth (map, acreage, land use, zoning, and incentives); U.S. Census Bureau ACS, 2015 5-year estimates (population and income); US Census Bureau, Local Employment Dynamics (commuting); FA Envision Tomorrow analysis (FA Employment Growth); NCTCOG 2040 regional growth forecast (NCTCOG employment growth forecast).

TARGET AREA: NEAR NORTHSIDE

FIGURE 8. NEAR NORTHSIDE SNAPSHOT



INDICATOR	VALUE
Total area (acres)	406
Dominant zoning district: Single Family A-5	47%
DEMOGRAPHICS & COMMUTING	
Total residents	6,020
Median household income	$34,794
Inbound commuters (work in area)	1,193
Outbound commuters (live in area)	861
PROJECTED EMPLOYMENT INCREASE BY 2040	
NCTCOG forecast (jobs added)	2,457
FA growth target (jobs added)	2,486
INCENTIVES IN STUDY AREA	
Urban Villages Plan	Yes
Neighborhood Empowerment Zone	Yes
PID District	No
TIF District	Yes

OVERVIEW

The Near Northside target area is the smallest and the least diverse of all the six targets, with a population that is 91 percent Hispanic or Latino. Residents in the area fare better than the other predominantly Hispanic or Latino area, East Lancaster, with median household incomes at 65 percent of the city's median. The Near Northside is dominated by residential and industrial zones. The area has strong potential for increased development activity due to its proximity to downtown, Panther Island, and the Stockyards. However, despite the activity surrounding it, the Near Northside has seen little improvement within the area over the last several years. The main challenge for improvement within this target will be overcoming the perceived parking issues in business districts and adequately leveraging growth occurring in neighboring districts.

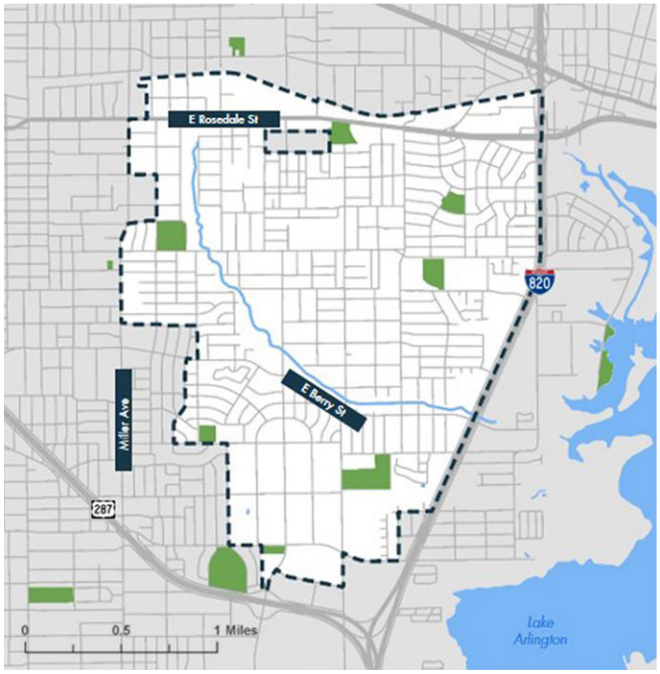
PRIMARY CONSIDERATIONS

- The city should focus public investments where it can have the most impact and support new and existing business. Leverage the Historic Marine Urban Village to help small local businesses with storefront upgrades.
- Transportation infrastructure needs to be addressed. Improvements in this area should include better connection to employment and education opportunities and address the parking problems unique to the Near Northside. Capitalize on the area's proximity to Panther Island as it enters its first wave of major residential development.
- Priorities should also include the creation of higher-density, more affordable housing for area residents. Housing near employment centers and transportation corridors is needed. The area also includes many existing residential areas that are underutilized and could be redeveloped with the help of the FWHFC and other partners.

Sources: City of Fort Worth (map, acreage, land use, zoning, and incentives); U.S. Census Bureau ACS, 2015 5-year estimates (population and income); US Census Bureau, Local Employment Dynamics (commuting); FA Envision Tomorrow analysis (FA Employment Growth); NCTCOG 2040 regional growth forecast (NCTCOG employment growth forecast).

TARGET AREA: STOP SIX

FIGURE 9. STOP SIX SNAPSHOT



INDICATOR	VALUE
Total area (acres)	2,638
Dominant zoning district: single family A-5	55%
DEMOGRAPHICS & COMMUTING	
Total residents	13,321
Median household income	$27,772
Inbound commuters (work in area)	1,552
Outbound commuters (live in area)	4,844
PROJECTED EMPLOYMENT INCREASE BY 2040	
NCTCOG forecast (jobs added)	3,575
FA growth target (jobs added)	3,575
INCENTIVES IN STUDY AREA	
Urban Villages Plan	Yes
Neighborhood Empowerment Zone	Yes
PID District	No
TIF District	No

OVERVIEW

Stop Six, along with East Lancaster, is one of the most challenged of all the target areas. Its primarily Black and Latino residents earn just above half of the city median income. The City has already made strides toward improving this target area. Stop Six is included in a unique program designed to improve the health of a community's residents, the Blue Zones Program, which has shown progress in the area. The area is also fully covered by the Stop Six Empowerment Zone, which offers incentives for redevelopment. Part of Stop Six is also covered by the Berry/Stalcup Urban Village. In March 2017, Fort Worth announced an investment of $2.56 million dollars into beautification, code enforcement, public improvements, and maintenance of Stop Six as the first Neighborhood Improvement Strategy target area. The area has several major barriers to economic development including some of the city's highest pockets of poverty, crime, and vacant housing stock. Stop Six also does not benefit from proximity to downtown and the city's thriving urban core in the same way as other target areas such as Evans & Rosedale, the Near Northside, and the western segment of East Lancaster.

PRIMARY CONSIDERATIONS

- Housing investment and reinvestment are the most important strategies for this area to raise the level of appeal to existing and future residents as well as businesses.
- Strategic City investments should be focused along corridors and nodes of existing activity. New and existing business should be supported, and mixed-use projects should be targeted for the area.
- Transportation and infrastructure also needs to be addressed, with a focus on connecting key locations within Stop Six to employment centers in surrounding cities and educational and training opportunities.

Sources: City of Fort Worth (map, acreage, land use, zoning, and incentives); U.S. Census Bureau ACS, 2015 5-year estimates (population and income); US Census Bureau, Local Employment Dynamics (commuting); FA Envision Tomorrow analysis (FA Employment Growth); NCTCOG 2040 regional growth forecast (NCTCOG employment growth forecast).

4. TOOLS & RESOURCES

Goals 1, 2, and 3 describe what is necessary for Fort Worth's overall economic success, regardless of what resources may be drawn upon. The Tools & Resources section addresses the organizational changes required and investments in new tools and resources needed to support the City's economic development program.

4.1. ECONOMIC DEVELOPMENT BOND PACKAGE

Identify how the citywide bond package makes investments in livability, Smart City infrastructure, and business development. Elevate projects that impact economic development goals.

Fort Worth will experience wide-ranging benefits from implementation of the strategies outlined in this plan. Beyond these programs and initiatives, the adoption of a major public bond package is among the most significant steps the City could take to advance its economic development efforts. Fort Worth does not benefit from the Type A and Type B economic development corporation status available to many of the metro area's suburban cities. Resources dedicated to economic development in cities such as Frisco and McKinney number in the tens of millions of dollars. An economic development bond package in Fort Worth is one solution to the intense regional competition for business development. But this goes beyond resources. It represents an opportunity to regain ground against other cities in the metro area through the deployment of targeted investments over a short (three to five-year) timeframe.

An economic development bond package would include new investments in public infrastructure, amenities, and projects that enhance the city's appeal to skilled workers and businesses alike. Such a package would need to be carefully crafted to ensure broad support among residents and employers. It would also need to be fiscally sound, generating near- and long-term economic benefits for the city.

Fortunately, Fort Worth can learn from the experiences of other cities that have made similar investments. The Oklahoma City MAPS (Metropolitan Area Projects) bond program, now in its third iteration, is one of the most successful examples in the country. The MAPS investments are credited with raising the profile of Oklahoma City from a previously struggling economy to a dynamic city that has become a magnet for talent and business development. A similar bond package in Fort Worth should be considered as part of this plan.

4.1.1. Focus the largest share of bond resources on livability investments.

Best Practices: Oklahoma City MAPS (page 71), 2017 Dallas Capital Bond (page 72), and El Paso Quality of Life Bond (page 72).

- **4.1.1.1.** Invest in new trails improvements along Trinity River; connections to Lake Worth and Airfield Falls, Panther Island, Gateway Park in East Fort Worth, Lake Arlington; and other pedestrian and bike amenities.
- **4.1.1.2.** Create a range of new family- and kid-centric amenities ranging from splash pads and playscapes to rock-climbing walls and science/discovery museums.
- **4.1.1.3.** Invest in the enhancement of existing parks, ballfields, streetscapes, and other public amenities.

4.1.2. Focus the second-largest share of bond resources on "Smart City" infrastructure investments.

Best Practices: Frisco Traffic Light Technology (page 72), Waymo Autonomous Vehicles in Phoenix (page 73), and Sacramento/Verizon Partnership (page 73).

4.1.2.1. Create a fully connected traffic signal network (like the Frisco model) to enable the city's signals to communicate with autonomous vehicles. [see "driverless downtown" strategy]. This should be done as an initial pilot project focused on a specific district such as downtown, the Near Southside, or the East Side.

4.1.2.2. Invest in communications technology infrastructure, in partnership with private sector service providers, in locations where tech firms and entrepreneurs are most concentrated. This should include high-speed broadband internet (similar to Google Fiber and Chattanooga's Gig fiber). This could also include investments in 5G mobile technology and other emerging technologies that will have profound impacts on business and personal communication.

4.1.3. Focus the third-largest share of bond resources on business development investments.

4.1.3.1. Allocate funding for infrastructure, real estate space, and other enabling investments to accelerate private sector investment in the Near Southside Medical Innovation District.

4.1.3.2. Designate funding for infrastructure and real estate space to support the target industry recruitment efforts described in this plan.

4.1.3.3. Provide funding for specific redevelopment projects with citywide economic benefits.

- This could include several of the identified downtown redevelopment sites or other strategic projects.

4.1.3.4. Include funding for new convention center/event space in downtown Fort Worth.

- Ensure that new meeting space is designed in a way that makes it flexible and adaptive to the rapidly changing demands of the meeting/events industry.
- New spaces should include a greater emphasis on arts, public spaces, and linking meeting space to surrounding amenities and destinations (e.g., restaurants, bars, hotels).

4.1.4. Form an economic development bond package working group to build out the details under the three major categories for a major public bond package: 1) livability; 2) Smart City investments; and 3) business development. This group should be led and driven by the City Council.

4.2. CITYWIDE INCENTIVE PROGRAM

Create new incentive tools to encourage business growth within target industries and to facilitate development and redevelopment in designated districts.

The Dallas-Fort Worth metro area is an intensely competitive environment. Moreover, the level of national and international competition among cities of Fort Worth's size is fierce. To be a successful player in the regional and global competition for jobs and investment, Fort Worth needs a strong set of incentives. However, having a robust incentive program is not the objective per se. **Incentives are tools in the service of specific goals**.

The plan's vision is worth repeating here: *To compete successfully on the national and international stage for creative, high-growth businesses and the talented individuals who fuel them*. The vision answers the question of where Fort Worth is heading, but it leads to another question: what resources will be required to make progress toward the vision? Here is where the application of the City's incentive program takes on greater focus. **The City's incentives must be structured and applied in a way that moves the community closer to its desired result.**

This plan describes specific actions for achieving goals aimed at strengthening and growing the local economy. Many of the plan's initiatives can be achieved without changes to the City's incentive program. Some initiatives, however, require a more strategic and aggressive use of public incentive dollars. Several initiatives will rely on a transformed City incentive program, such as Marketing & Target Industry Recruitment, Downtown Fort Worth, and the Near Southside Medical Innovation District.

4.2.1. Establish an economic development fund similar to those of Plano and Richardson (through property taxes), and seek creative uses for natural resource extraction revenues.

Best Practices: Plano Property Tax Economic Development Fund (page 73), Arlington Tomorrow Foundation Gas Wells Fund (page 73)

4.2.1.1. Allocate a small portion of the city's property tax for an economic development incentive fund.

4.2.1.2. Explore the potential to create another source of funds for economic development using gas-well revenue from Barnett Shale activity within the municipal boundaries of Fort Worth. Use the financial structure of the Arlington Tomorrow Foundation as an example of diverting gas well revenue.

4.2.2. Revise the City tax abatement policy to ensure that future abatements help advance the goals of this plan. Minimize or reduce requirements that make Fort Worth less competitive in comparison with other cities in the metro area.

4.2.2.1. For every tax abatement and other standard incentive awarded to businesses investment and expansion in Fort Worth, establish a requirement for the business to make an effort to establish an "upstream" (high-value input, technology, R&D) function in Fort Worth's urban core.

- For IKEA, this could be a design center.
- For Facebook's data center, this could be a user experience (UX) research center.
- For Amazon, this could be a driverless store downtown.

4.2.2.2. Establish clear and simple guidelines for the use of City tax abatements. For a project to qualify for tax abatements, it should meet one or more of the following criteria:

- Growth of business activity, employment, and investment in one of the city's identified target industries and emerging opportunities. Incentives should not be denied to a specific company based purely on standard thresholds. For instance, if a given firm only employs 25 people and is seeking to occupy existing office space (i.e., no capital investment), but that firm is one of the leading technology providers within one of Fort Worth's target industries, and is projected to grow at a rapid pace, consideration should be given for incentive use.
- Creation of high-wage jobs.
- Capital investment.
- Revitalization with likelihood of ancillary development in a key employment node or target area of the city.
- Retention or expansion of an existing major employer.
- Anchor business expansion project with potential to generate additional spinoff and supplier/service provider activity.

4.2.3. Create a new incentive program for specific corporate relocations and expansions occupying existing space.

4.2.3.1. This program should be targeted at technology firms, other professional service firms, and corporate/regional HQs that are not making substantial capital investments.

4.2.4. Establish incentive guidelines for public investments that are not typically considered incentives, but function as indirect incentives. This would include infrastructure extensions (roads, water/wastewater, electric, and other utilities) necessary for a new facility.

GUIDELINES FOR EFFECTIVE AND RESPONSIBLE INCENTIVE USE

- Incentives should be aligned with the city's economic development goals.
- Upfront data and analysis can reduce risk and improve outcomes.
  - Due diligence that includes background research on applicants and business case analyses for projects seeking major discretionary incentives helps communities make sound decisions.
  - Evaluating project attributes relative to economic development goals and quantifying the fiscal and economic impacts of proposed investments enables economic development organizations to determine if projects can generate net benefits for the community.
  - In-depth analysis can help explain and build support for decisions.
- Define performance requirements and monitor compliance with performance agreements to assess whether project milestones are being reached.
- Be prepared to report on who is receiving incentives, how much is being spent, and the results of that spending.
- Establish policies to protect the community in the event of non-performance.
- Regularly (every three to five years) evaluate the city's portfolio of incentives to determine which programs are most helpful in achieving economic development goals.

Source: www.smartincentives.org.

4.3. ORGANIZATIONAL ALIGNMENT

Clarify the roles and responsibilities of Fort Worth's economic development partners; build a shared framework for decision-making and ongoing collaboration.

New investments from the City and the Chamber will be required to move this plan from concept to action. The success of models like Opportunity Austin is well documented. Under this approach, the Greater Austin Chamber of Commerce is responsible for marketing and recruitment, while the City of Austin focuses on incentives. The City provides funds for the Chamber, which are tied to clearly defined performance metrics. Fort Worth's economic program should move toward this model, but with even stronger collaboration between the City and the Chamber.

While communication between the City and the Chamber has been very good, the significant increase in the marketing capacity of the Chamber requires a more formal collaboration. The Chamber should commit to sharing economic development prospects likely to require City participation in the form of incentives, infrastructure, development review processes, or other City-led assistance.

In a sense, the City/Chamber partnership is no different than a private sector business development model, in which a sales funnel converts a suspect into a prospect, and a prospect into a customer. In the private sector model, sales teams communicate internally with other staff during the sales process to ensure that external communications (messages delivered to the prospect) accurately reflect the company's qualifications and commitments. Adopting a similar approach to the "reactive" side of Fort Worth's economic development program, responding to prospects,

will be the most effective approach for ensuring a strong partnership between the City and the Chamber. We recommend that a formal meeting be held every two weeks during which the Chamber reviews prospects with the City. This review should consider timeframes, necessary staffing, and expected involvement required of the City.

Beyond a need for better communications, this plan advocates for a dramatic increase in staff capacity for economic development to take the community to the next level of economic success. Effective implementation of the plan rests primarily with collaboration between the City of Fort Worth Economic Development Department and the Fort Worth Chamber of Commerce. Other City departments and a variety of local and regional partners also play critical roles in growing and strengthening the Fort Worth economy. The City/Chamber partnership is not responsible for every activity outlined in this plan, but it acts as a lever to create large changes through targeted investments and initiatives.

Below we have outlined the **minimum estimated staffing levels necessary to carry out the primary economic development functions outlined in this plan.** *In total, the plan calls for 11 new Chamber positions and 3 new City positions.*

MARKETING & TARGET INDUSTRY RECRUITMENT:

While a dedicated staff person for each target industry would be beneficial, this plan recommends accepting the Chamber's planned four-person team focused on target industry recruitment. The Chamber will meet with the City every two weeks to discuss prospects and coordinate responses that require City involvement.

HIGH-GROWTH STARTUPS & TECH COMPANY RECRUITMENT:

Beyond target industry recruitment, Fort Worth needs dedicated staff to grow the city's local base of startups and tech companies. This should be a three-person team focused on developing a deep understanding of the local (Fort Worth) and regional (Dallas-Fort Worth metro area) startup scene and high-growth tech companies in the market. Two of these positions should reside in the Chamber and the City's support should take the form of investment in TECH Fort Worth.

BUSINESS RETENTION & EXPANSION (BRE):

Fort Worth's economic development program needs three full-time BRE staff members. Each should have a specific list of targeted business visits per year. These staff members should be housed in the Chamber. However, all business recruitment staff should also conduct a minimum number of BRE visits (five to ten per year) to maintain a strong understanding of the needs of local businesses. The BRE staff should coordinate regularly with City staff on matters involving permitting and development review, incentive programs, and other City-directed functions impacting local businesses.

RESEARCH:

Fort Worth's economic development program needs a strong research team to support the various initiatives outlined in the plan. At a minimum, three staff positions will be needed for this function, with two housed in the Chamber and one housed in the City. The Chamber research team should focus on developing a robust knowledge base of local industries, employers, and talent, along with competitive information on target industries nationally and within competitor metro areas. The City research team should focus on maintaining a deep understanding of all aspects of the local and regional real estate market (commercial office, industrial, retail, hotels, and residential), redevelopment projects, incentive programs (utilization and performance), and the local tax base (commercial property tax, sales tax, and hotel revenues). The two research teams should function almost as a single unit, with strong crossover between areas of expertise and focus areas. In other words, City and Chamber research teams

should have their own distinct areas of focus, but should be completely conversant and knowledgeable in all research areas. The research team must include strong GIS capabilities.

URBAN REDEVELOPMENT:

Fort Worth needs a dedicated group of professionals focused on urban redevelopment projects. This team would require two staff members, both of which should be housed in the City. The team's focus should be on awareness of the local development and redevelopment opportunities in the urban core. This necessitates an understanding of the businesses that have been successful, as well as those that have struggled, and knowing the major property owners and real estate developers active in the market. In addition, this team would assist in evaluating the collective impact of the City's TIF districts and how they contribute to the community's overall economic development program.

4.3.1. Commit to a City/Chamber relationship as the core of Fort Worth's economic development program, based on the minimum staffing requirements outlined above, to implement the core economic development functions of this plan.

Best Practices: Opportunity Austin (page 74) and Greater Nashville Chamber of Commerce (page 74)

4.3.2. Restructure the City Economic Development Department so that its mission is driven by the goals outlined in this plan. This may include shifting funds and organizational structures in a new way, such as:

4.3.2.1. Reposition City funding toward more resources for TECH Fort Worth.

- This could enable TECH Fort Worth to become the primary convening organization to support networking for local entrepreneurs, tech workers, and creative workers.
- This could also position TECH Fort Worth to drive business growth and creation within the city's target industries and emerging opportunities.

4.3.3. Invest in data subscriptions and analysis tools to support the research and marketing functions of Fort Worth's economic development program.

4.3.3.1. Provide the research team with subscriptions to national data providers with demographic, economic, and workforce data (e.g., Emsi Developer Deluxe, Esri Community Analyst).

4.3.3.2. Use analysis, mapping, and data visualization tools to enhance research, marketing, and responses to RFPs from economic development prospects. These include: Esri's desktop Geographic Information Systems (GIS) software for mapping, Tableau Desktop for data visualization, and GIS Planning's online ZoomProspector tool for databases targeted at site selectors and corporate real estate professionals.

4.3.4. Pursue strategic regional collaboration that benefits Fort Worth's economic development potential.

4.3.4.1. Work closely with NCTCOG to put Fort Worth's growth targets and projections into future plans, models, and federal transportation funding programs.

4.3.4.2. Seek out logical areas where it would be beneficial to work in concert with the Dallas Regional Chamber (such as international business recruitment) and/or other local economic development organizations.

4.3.4.3. Encourage collaboration between the Fort Worth CVB and other regional CVBs (e.g., Arlington, Irving, Dallas) to promote large-scale events and conferences would benefit the entire region.

IMPLEMENTATION MATRIX

A strong City/Chamber nucleus is essential for the city's future prosperity, but support from dozens of local and regional partner organizations will be required for Fort Worth to achieve its full potential. Section 4.3 (Organizational Alignment) describes the roles and responsibilities of the City of Fort Worth and the Fort Worth Chamber, the two primary organizations at the center of this plan and of the community's economic development program. The implementation matrix sets the expectations for all 30 of the partner organizations (listed below) that have the strongest impact on economic development in Fort Worth and how they will contribute to successful implementation of this plan. These organizations have been split into two categories: those with economic development as a core part of their mission and those that play critical supporting roles.

CORE ECONOMIC DEVELOPMENT PARTNERS

City of Fort Worth
Fort Worth Chamber
Tarrant County
Fort Worth Convention & Visitors Bureau
Fort Worth Hispanic Chamber
Fort Worth Metropolitan Black Chamber
Real Estate Council of Greater Fort Worth
TECH Fort Worth
Oncor
DFW International Airport
Sundance Square
Hillwood
Downtown Fort Worth Inc.
Near Southside Inc.
Trinity River Vision Authority
Southeast Fort Worth Inc.

SUPPORTING PARTNERS

Fort Worth Transportation Authority
Arts Council of Fort Worth
North Central Texas Council of Governments
Tarrant Regional Water District
Workforce Solutions for Tarrant County
Fort Worth ISD
Texas Christian University
Tarrant County College
University of Texas at Arlington
TCU and UNTHSC School of Medicine
UNT Health Science Center
Texas Wesleyan University
Texas A&M Law School
Tarleton State University

A sample of the implementation matrix is provided below. A complete implementation matrix, combining all the strategies and actions, is provided as an editable Excel document separate from this report. The implementation matrix provides a graphic representation of when the actions should realistically be implemented and the most appropriate organizations to carry them out.

GOAL 1. ESTABLISH FORT WORTH'S COMPETITIVE EDGE.	**Responsible Partners** (suggested lead in **bold**)	**Ongoing**	**Year 1** (2018)	**Years 2-3** (2019-2020)	**Years 4-5** (2021-2022)
Initiative 1.1. Brand & Image. Elevate the profile of Fort Worth at the regional, national, and international levels.					
1.1.1 Create a Fort Worth Real Estate Working Group.	**CFW, REC**, Chamber, Sundance, Hillwood, area real estate brokers and developers	▪	■	▪	▪
1.1.2. Launch a national strategy for generating attention and interest for Fort Worth among major real estate development and commercial brokerage firms.					
1.1.2.1. Host a national conference of real estate brokers and developers.	**CFW, REC**, Chamber, Sundance, Hillwood, area real estate brokers and developers	▪	▪	■	▪
1.1.2.2. Hold a major real estate competition focused on a specific project in Fort Worth, similar to the Commercial Real Estate Development Association (NAIOP) University Challenge.	**CFW, REC**, Chamber, Sundance, Hillwood, area real estate brokers and developers	▪	▪	■	▪
1.1.2.3. Host a CoreNet Global event in Fort Worth.	**CFW, REC**, Chamber, CVB, Sundance, Hillwood, area real estate brokers and developers	▪	▪	▪	■
1.1.2.4. Host the annual meeting of the Urban Land Institute (ULI) in Fort Worth.	**CFW, REC**, Chamber, CVB, Sundance, Hillwood, area real estate brokers and developers	▪	▪	▪	■
1.1.3. Launch a real estate-focused foreign direct investment (FDI) strategy to build awareness of Fort Worth among global real estate investors.					
1.1.3.1. Leverage Hillwood, Sundance Square, and DFW International Airport's connections with international investors and business executives to build this strategy.	**CFW, REC**, DFW, Chamber, Sundance, Hillwood, area real estate brokers and developers	■	■	▪	▪
1.1.3.2. Host a symposium focused on real estate capital markets, bringing in major institutional real estate investment firms and capital management firms from across the world.	**CFW, REC**, DFW, Chamber, CVB, Sundance, Hillwood, area real estate brokers and developers, area private equity firms	■	■	▪	▪
1.1.4. Engage local chapters of real estate organizations, such as ULI or NAIOP, to host a design competition featuring a location in Fort Worth.					
1.1.4.1. Work with the Real Estate Council of Greater Fort Worth to continue events like the Panther Den urban design competition (an event that engages young and emerging professionals in the area real estate industry) and to create new events that put a spotlight on Fort Worth as a location for commercial real estate development	**REC**, CFW, Chamber, area real estate brokers and developers	■	▪	▪	▪

SAMPLE

PERFORMANCE METRICS

A critical (and often overlooked) component of a successful strategic plan is the set of metrics by which the plan's implementation is tracked. This plan has very specific outcomes:

1. High-wage job growth.
2. A more sustainable tax base, driven less by residential property valuation and more by commercial and industrial investment.
3. An economy that capitalizes on high-growth industries and the creative individuals who fuel them.
4. A commitment to "quality of place" throughout the community.

To achieve these outcomes, **TIP recommends Fort Worth track's two sets of metrics:**

1. Citywide economic performance metrics; and
2. Specific growth targets.

1. CITYWIDE ECONOMIC PERFORMANCE OUTCOMES:

OUTCOME	METRIC	DATA SOURCE
High-Wage Job Growth	Number of jobs created/retained	Texas Workforce Commission, business interviews, surveys, and media reports
	Average wages of jobs created/retained	Texas Workforce Commission, business interviews, surveys, and media reports
	Private non-farm employment	Texas Workforce Commission (Labor Market and Career Information)
Sustainable Tax Base	Retail sales growth	Texas Comptroller
	Growth of commercial tax base	Tarrant Appraisal District
	Hotel occupancy	Office of the Governor, Economic Development & Tourism, Texas Hotel Performance Reports
	Amount of new office space (square feet) added to regional market	Regional commercial real estate brokerage (e.g., JLL)
	Amount of new industrial space (square feet) added to regional market	Regional commercial real estate brokerage (e.g., JLL)
High-Growth Businesses & Creative Individuals	Private sector business creation	US Bureau of Labor Statistics (Quarterly Census of Employment and Wages)
	Number of new businesses formed	Business interviews, surveys, media reports
	Number and dollar value of venture capital and angel investment deals	Cowtown Angels, business interviews, surveys, media reports

OUTCOME	METRIC	DATA SOURCE
High-Growth Businesses & Creative Individuals	SBIR/awards	US Small Business Administration
	Utility patent grants	US Patent & Trademark Office
	Growth of academic R&D investments	National Science Foundation, UTA, TCU
	Growth of private capital investment	Business interviews, surveys, and media reports
	Population age 25+ with a bachelor's degree or higher	US Census Bureau—American Community Survey (1-year estimates)
	Percent of the population age 20-34	US Census Bureau—American Community Survey (1-year estimates)
	Number of enrolled college and university students	UTA, TCU, TWU, TCC, Tarleton
	Annual unemployment rate	Texas Workforce Commission (Labor Market and Career Information)
	Graduation rates of area high schools	FWISD and other area ISDs
Quality of Place	Share of workers working from home	US Census Bureau—American Community Survey (1-year estimates)
	Median home sales prices	National Association of Realtors
	Median monthly rental rates of apartments	Regional commercial real estate brokerage (e.g., JLL)

2. SPECIFIC GROWTH TARGETS:

SPECIFIC TARGET	STARTING POINT (2017)	ANNUAL GROWTH TARGET (2018-2022)	FINISH LINE (2022)	DATA SOURCE
Fortune 1000 HQs	2 (American Airlines & Pier 1 Imports)	Add 1 Fortune 1000 HQ each year	**7 Fortune 1000 HQs**	Fortune
Inc. 5000 firms	11	Add 5 Inc. 5000 firms each year	**36 Inc. 5000 firms**	Inc. 5000
Residential development in CBD-1-mile radius	4,095 housing units	Add 1,000 net new housing units per year	**9,095 housing units**	Esri Community Analyst, Downtown Fort Worth Inc.
Residential development in CBD-2-mile radius	14,541 housing units	Add 2,000 net new housing units per year	**24,541 housing units**	Esri Community Analyst, Downtown Fort Worth Inc.
Residential development in CBD-4-mile radius	66,709 housing units	Add 4,000 net new housing units per year	**82,709 housing units**	Esri Community Analyst, Downtown Fort Worth Inc.

BEST PRACTICES INVENTORY

Best practice examples are organized in response to specific strategies. They appear in the order in which they are listed in the plan.

TARGET INDUSTRY MARKETING

CRAFT BREWERIES & SUPPLY CHAIN IN ASHEVILLE

The Asheville Brewers Alliance was created to promote breweries in Asheville and the surrounding Western North Carolina region. The Alliance supports the region's craft beer industry through networking, promotion and marketing efforts, knowledge exchange, and events. The Alliance is a major supporter of Asheville Beer Week, an annual event including tastings, dinners, beer education, and other beer-related activities. Beer Week culminates in the annual Beer City Festival, Asheville's premier downtown craft beer festival that brings together local and regional breweries for a day of beer and live music. The Alliance is expanding its reach in 2016 through its first annual AVL Beer Expo, which will showcase all elements of craft beer production—from raw ingredients to brewing to packaging and distribution—while providing tastings of beers from across Western North Carolina.

The Alliance and its members have successfully facilitated the growth of Asheville's craft brewing industry, along with assistance from key partners such as the Asheville-Buncombe County Economic Development Coalition. In just the last two years, several major brewery expansion projects have been announced in the region. Burial Beer Company will add 17 new jobs and $1.8 million of new capital investment. Hi-Wire Brewing has announced 15 new jobs and $1.62 million of new capital investment. Wicked Weed Brewing is adding 82 new jobs and $5 million in new capital investment with its expansion project. The most significant announcement is from Fort-Collins, Colorado-based New Belgium Brewing Company (the nation's third-largest craft brewer), which is adding 154 new jobs and $140 million of new capital investment in a state-of-the-art brewery in Asheville's historic River Arts District.

WATER TECHNOLOGY IN MILWAUKEE

The Water Council grew out of a regional economic development initiative, an industry cluster analysis, which revealed the depth and potential growth of the water technology cluster. The possibility to transform Milwaukee's economy through this cluster brought people together. The initiative was driven by the private sector, higher education, two nonprofits, the Greater Milwaukee Committee, and the Spirit of Milwaukee. Through research, loaned executives, and extensive collaboration, the Water Council was formed as a nonprofit in 2009. It is focused on five outcomes:

- Increasing research in water technology;
- Commercializing water technology research;
- Promoting water entrepreneurship;
- Increasing access to capital; and
- Developing a workforce skilled in water.

The Water Council generates revenues through membership dues, its annual summit, and grants from local foundations, the state, and other entities. Through its higher education partners, the Council also benefits from research grants. The Council holds member meetings on a quarterly basis, featuring speakers and offering networking opportunities.

In 2009, the Water Council was inducted into the UN Global Compact Cities Programme, an initiative to help City leaders find solutions to urban issues within local capacity. In July 2013, the Global Water Center opened its doors with 100,000 square feet of offices, meeting spaces, labs, and an auditorium to accelerate research and development, business formation, and triple helix collaboration to promote growth in the water technology sector. The Water Center is home to entrepreneurs, researchers, and business services and serves as a convening point for the industry. The state government played a key role, through a $50 million investment to create the School of Freshwater Sciences (the only graduate program of its kind in the country), housed at the University of Wisconsin-Milwaukee. The Water Center and the School of Freshwater Sciences serve as two anchors of the Water Technology District, an area just south of downtown Milwaukee that has become the epicenter for the region's water cluster, thanks to more than $220 million of new public and private investment from 2010 to 2014. The region's water cluster now includes over 200 companies that employ more than 35,000 people.

ANIMAL HEALTH CORRIDOR IN KANSAS CITY

The Greater Kansas City Region (from Manhattan, KS to Columbia, MO) accounts for nearly 32 percent of total sales in the $19 billion global animal health market. The KC Animal Health Corridor is an initiative housed within the Kansas City Area Development Council (KCADC) with the goal of promoting the Greater Kansas City region as the premier location nationally and globally for companies in the animal health industry. The lead organizations that have guided the creation and operation of the KC Animal Health Corridor are the KCADC, the Greater Kansas City Chamber of Commerce, and the Kansas City Area Life Sciences Institute, as well as an Advisory Board made up of local leaders.

KC Animal Health Corridor has successfully brought together all the region's major animal health stakeholders and it functions as the industry's unified marketing and advocacy organization. It is engaged in multiple regional marketing activities aimed at increasing national awareness of the region's animal science assets and opportunities and improving communications and collaborative opportunities by providing greater connectivity amongst the region's animal science stakeholders. The initiative's 2013-2015 Strategic Priorities included:

- Engagement of animal health industry with the Corridor;
- Public policy development efforts; and
- Workforce development.

Through these strategic priorities, the KC Animal Health Corridor aims to promote interaction and innovation within the animal health industry and to market the Corridor's assets, initiatives, and successes to allow the region to be known worldwide as the center of the animal health industry. These priorities also focus the organization's efforts on leveraging the opportunities created by the new National Bio and Agro-Defense Facility (NBAF) and on developing strategies to attract and retain a workforce skilled in key competencies meeting the needs of Corridor companies and entities.

BUSINESS RETENTION & EXPANSION

BUSINESS RETENTION & EXPANSION IN GRANTS PASS, OREGON

In 1998, the City of Grants Pass, Oregon, in partnership with the Grants Pass/Josephine County Chamber of Commerce, launched its award-winning Business Retention and Expansion (BRE) Program to improve the local business climate. The program focuses on keeping local firms in business and in the community, increasing their competitiveness, and helping them grow and expand.

A cornerstone of the award-winning program is a comprehensive survey of Josephine County businesses, conducted every three years, most recently in 2014. Traded-sector firms are invited to complete a professionally developed

standard survey instrument. The business is then interviewed by a pair of volunteers who use the survey responses to probe about specific issues. In total, between 50 and 60 volunteers participate in the program, with the goal of conducting face-to-face interviews with every traded-sector business in the county. Grants Pass' reliance on community leaders as volunteers differentiates its BRE effort from many others. City ED staff has found that this approach fosters solid relationships with local businesses and is extremely cost-effective.

Findings from the survey are used to celebrate successes (an important, yet often overlooked, aspect of BRE programs) and to identify "red flag" issues. These issues are then incorporated into the program of work of relevant organizations in the county. The survey findings are invaluable to local BRE efforts, as they paint a clear picture of how City and Chamber staff can assist the local business community. In the two years between surveys, for example, the chamber provides workshops and other educational forums to address needs identified through the survey. The program has been credited with improving relationships between the public sector and the local business community and has led to other results, including a new industrial park to accommodate some of the quickly expanding businesses identified in the original 1999 effort.

Objectives of Grants Pass' BRE program include:

1. To demonstrate to local businesses that the community appreciates their contributions to the local economy.
2. To help existing businesses solve problems.
3. To assist businesses in using programs aimed at helping them become more competitive.
4. To anticipate future local business issues and trends and develop strategies to address these.
5. To build community capacity to sustain growth and development.
6. To specifically identify those businesses poised to expand that need assistance to grow.
7. To develop collaborative relationships for participating in comprehensive long-range retention and expansion activities.
8. To identify opportunities to attract support businesses.

INDUSTRY-SPECIFIC WORKFORCE PROGRAMS

NC MANUFACTURING INSTITUTE

The NC Manufacturing Institute was created out of meetings between chambers of commerce and economic development authorities in Rowan and Cabarrus counties along with the Centralina Workforce Development Board and Rowan-Cabarrus Community College. The Institute was created in direct response to employer needs. This program solves talent recruitment problems and skills mismatches between job seekers and available positions. Through training, job-matching, and branding, the NC Manufacturing Institute creates future workers while at the same time marketing the manufacturing sector to job seekers, students, and schools. The most prominent program of the institute is the Certified Production Technician program, which teaches sought-after skills desired by local manufacturers.

ALAMO COLLEGES AEROSPACE ACADEMY

The Greater San Antonio Chamber estimates that the aerospace industry provides almost $4 billion in economic impact. With over 9,400 workers, this industry pays out $479 million annually to aerospace workers. To capitalize on this high-paying industry, Alamo Area Academies, a nonprofit, partners with Alamo Colleges, San Antonio high

schools, and the aerospace industry to provide tailored workforce training for the aerospace industry. The program teaches industry-specific skills to create a pipeline of qualified workers to replace the aging workforce in the aerospace industry. Alamo Area Academies sets target enrollment levels based on employment projection information provided by industry employers. High school students can earn up to 30 college credits in a two-year dual-enrollment structure, which can be used towards any postsecondary degree. The program is provided at no cost—thanks to industry tuition reimbursement and scholarships—and includes a paid summer internship.

TALENT RECRUITMENT

WASHINGTON STATE STARS

The STARS program in Washington state is aimed at recruiting entrepreneurial researchers to Washington with the desire to generate research products with commercial applications. Founded in 2007, the program is guided by the Washington Economic Development Commission and an Innovation Advisory Committee and is administered by the Higher Education Coordinating Board. Like traditional research models, the STARS program integrates technological advances and leverages federal and private-sector R&D funding. The STARS program differs in that all research efforts are guided by relationships with area businesses and market demand, as well. By engaging with business partnerships, networks, and investors, entrepreneurship remains the focus of the program. STARS funds were leveraged to create Entrepreneurs-In-Residence programs at the University of Washington and at Washington State University. Thus far, these programs have spurred the commercialization of biomedical devices, clean technology, software development, and biotechnology products. As of 2010, the program called for the recruitment of 10 more entrepreneurs in 10 years.

CHATTANOOGA GEEKMOVE

Chattanooga, Tennessee has carried out several strategies to live up to its nickname, Gig City. Chattanooga is positioning itself as an alternate destination to Silicon Valley for high-tech companies and talent due to the citywide gigabit-per-second fiber internet network. In addition, the high-speed internet, another strategy included GeekMove, a short-lived incentive program implemented in 2011 to assist computer developers in relocating to Chattanooga. In 2016, a video campaign was launched, highlighting the city's affordable cost of living and attractive amenities in a catchy, quirky manner. Costing only $15,000, the videos have received 127,000 views in one year. The videos have captured more than just views: they are even being used a case study in an economic development class at Cornell University due to all the buzz they have created.

MAKE IT. MSP.

Make It. MSP is Greater MSP's talent initiative that was developed and launched in 2015. The makeitmsp.org website serves as the platform for the initiative, providing information for individuals considering moving to the MSP region. The initiative is focused on three target talent groups: newcomers, professionals of color, and tech talent. To heighten its impact, Make It. MSP recruited more than 100 "Makers" to its "Makers Hub" network, in which community-minded individuals and organizations collaborate around four specific areas:

- *Radical Welcomers:* dedicated to personally welcome newcomers to MSP
- *Career Acceleration:* working to help more than 3,000 local professionals advance their career
- *Leaders of Color*: supporting leadership development opportunities showcasing rising leaders of color in the region
- *Get Involved. MS:* connecting civic engagement opportunities with residents to help get them more deeply involved in the community

INNOVATION DISTRICTS & MEDICAL DISTRICTS

OKC INNOVATION DISTRICT

Oklahoma's innovation district encompasses 1.3 square miles and accounts for approximately 18,000 jobs and 77 percent of National Institutes of Health (NIH) funding in the state. The district leverages the preexisting medical district with new investments in the energy sector to create collaborations that cut across sectors. Prompted by the location of a GE global research center specializing in oil and gas inside the medical district in 2013, the previous medical district became a health-energy district. The Brookings Institute was hired with Project for Public Spaces' Anne T. and Robert M. Bass Initiative on Innovation and Placemaking to create a growth strategy for the district. Focused on using innovation in research to position Oklahoma City as a premier destination for healthcare and oil and gas, area businesses quickly found common ground. The Brookings Institute identified four areas where these sectors have similar functions: big data analytics, sensors, imaging, and robotics. In 2017, GE sponsored a symposium on imaging technologies that was attended by scientists in healthcare, oil and gas, and aerospace. Today, Oklahoma City is working to create more opportunities for tech companies and startups to engage with the district.

The physical design of the innovation district also needed reimagining. Located near downtown, the district still suffered from suburban, auto-oriented design and restrictions on mixed land uses. However, walkable, mixed-use areas with attractive common spaces have been identified as one strategy to enhance the connections and innovation between sectors. As a result, the district is investing in activating public spaces through less capital-intensive means such as food hubs, music festivals, and health fairs. The future vision for the district includes more density, more multimodal access, increased programming, and more connections with surrounding neighborhoods.

ALLENTOWN INNOVATION DISTRICT

Downtown Allentown, Pennsylvania is emerging as a dynamic mixed-use district thanks to a unique state-funded incentive program (Neighborhood Improvement Zone) and a visionary real estate development firm. The downtown-focused innovation district has produced a wide range of new real estate products including new Class A office buildings, urban housing, entertainment venues, and the relocation of 500 IT workers from the region's hospital network. The economic impact of the innovation district includes more than one billion dollars in public and private sector investment, more than 4,000 new downtown workers in less than two years, and more than one million square feet of fully leased mixed-use space.

AUSTIN MED-TECH INNOVATION DISTRICT

The University of Texas at Austin, state legislators, and local voters collaborated with Seton Healthcare Family and Central Health to create the new Dell Medical School and teaching hospital in downtown Austin. Construction started in 2014. Local business and community leaders are positioning the new campus and surrounding properties as an innovation district focused on medical technologies. The district, located between the University of Texas campus and the downtown commercial core, will be a major economic driver over the next decade. BioAustin, the trade group representing local life sciences companies, predicts that a fully built-out innovation district could grow Austin's life sciences economy to more than 200 businesses from the current 140 and could also help existing startups grow into major players or targets for acquisitions.

An October 2015 article by Evie Nagy of Fast Company Magazine profiled the new medical school and its potential to transform the healthcare industry through innovation. Nagy stated that "the new med school at the University of

Texas takes a totally new approach to training doctors—and could turn healthcare upside down." One way that the Dell Medical School is aiming to spark innovation is through a first-of-its-kind Design Institute for Health, a collaboration between the medical school and the University of Texas College of Fine Arts, which is being led by two former executives from the creative design firm IDEO. The Design Institute for Health will inform the medical school's clinical, educational, and research efforts using design thinking applications to healthcare challenges and innovation. The new medical school and the surrounding med-tech innovation district are well on their way to serving as a catalyst for growth in Austin's health technology industry and fueling investment and innovation in the region's economy.

MEDICAL INNOVATION DISTRICTS DETAIL: AUSTIN, MEMPHIS, AND PHILADELPHIA

CASE STUDY: AUSTIN, TX	
SITE	Medical District and Innovation Zone on Red River Street between Mike A. Myers Stadium and 12th Street
PRIMARY GOAL	Creation of a medical district through new facilities (UT-Austin Dell Medical School) and relocations and expansions of existing facilities (UT School of Nursing and Seton Hospital) as part of a three-phase masterplan
TIMELINE	2013: UT Board of Regents approved plans for the new UT-Austin Dell Medical School 2016: 515,000 SF UT-Austin Dell Medical School opens 2017: Seton's new 517,000 SF teaching hospital opens as Dell Seton Medical Center at The University of Texas
INVESTMENT	Phase 1: completed: $430.5 million (UT-Austin Dell Medical School) and $310 million (Seton Hospital) Phase 2: planned Phase 3: planned
KEY PLAYERS	University of Texas Board of Regents, Seton Healthcare, City of Austin, Travis County
INCENTIVES	Travis County property tax increase approved by voters

Source: TIP Strategies Research.

CASE STUDY: MEMPHIS, TN	
SITE	Midtown Medical District
PRIMARY GOAL	The Memphis Bioworks Foundation promotes catalysts for work force development (Tennessee's first charter school, the Memphis Academy of Science and Engineering) and quality research space (UT-Baptist Biotech Park) within Memphis's Midtown Medical District.
TIMELINE	2001: UT-Baptist Biotech Park was announced / $1 billion 10-year expansion of St. Jude Children's Research Hospital begins 2004: $235 million expansion of Le Bonheur Children's Medical Center announced / University of Tennessee Health Science Center begins plans for a pharmacy school 2017: First phase of the UTHSC Plough Center for Sterile Drug Delivery Systems completed / 430,000 SF expansion of Methodist University Hospital campus begins / Memphis VA Medical Center upgrades completed / St. Jude Graduate School of Biomedical Sciences opens as one component of St. Jude's $9 billion strategic development plan 2018: UTHSC plans more upgrades and expansions for the College of Dentistry and the College of Nursing as well as housing for faculty, staff, and students.
INVESTMENT	$9 billion strategic development plan (St. Jude's) plus an incremental expansion by UTHSC
KEY PLAYERS	University of Tennessee Health Science Center, St. Jude Children's Research Hospital, Le Bonheur Children's Medical Center, Memphis Bioworks Foundation, Memphis Academy of Science and Engineering, Methodist University Hospital

Source: TIP Strategies Research.

CASE STUDY: PHILADELPHIA, PA	
SITE	42-acre riverfront site intersected by a commuter rail line, an elevated freight railway, Amtrak's Northeast Corridor, and Interstate 76.
PRIMARY GOAL	Provide space for the University of Pennsylvania's long-term expansion in a way that integrates with downtown and coincides with the city's riverfront redevelopment strategy
OTHER GOALS	Lure life sciences companies from the suburbs to urban spaces close to university facilities
TIMELINE	30-year phased expansion announced in June 2007
INVESTMENT	$6 billion (estimated) to include: Northside: 1.7 million SF of mixed uses including a nanotechnology lab, academic and research facilities, plus office, hotel, residential, and retail space. Middle: University athletic fields along the river Southside: 1.5 million SF medical research district
KEY PLAYERS	University of Pennsylvania, City of Philadelphia
INCENTIVES	State tax incentive zones around the Penn and Temple campuses

Source: TIP Strategies Research.

ENTREPRENEUR & STARTUP NETWORKS

CAPITOL FACTORY IN AUSTIN

Capitol Factory in Austin, Texas is the result of a collaboration between the Austin Chamber of Commerce and Josh Baer, the "Austinpreneur." The office is both a co-working space and a business accelerator for attracting investment. Josh Baer has lined up a variety of partners and mentors ranging from South by Southwest to the University of Texas at Austin to his own network of contacts. The space hosts ongoing education on startup basics and deep dives into special topic areas. Baer even teaches a Start Up 101 class at UT Austin, located near downtown. Under Baer's leadership, the Austin startup community has flourished while keeping a friendly, community-based feel that differentiates it from other cities. The growth in Austin's tech sector has been hailed as one strength that allowed Austin to recover quickly after the recession.

VENTURE ASHEVILLE

Because of its affordable price of living and natural amenities, Asheville is attracting entrepreneurs and businesses that have opted out of expensive cities like New York. Already home to many successful startups, the entrepreneurship community is becoming more formidable. Venture Asheville is one organization that connects startups with successful entrepreneurs and investors through programming and events. Venture Ashville offers the Elevate program, modeled after MIT's Venture Mentoring Service, to help start-ups scale up while continuing to develop skills important for businesses once they reach maturity. Venture Asheville partners with Asheville Angels to provide startup funds and investors for its members.

EMERGING PRAIRIE

Emerging Prairie is a grass-roots effort that has galvanized progressive business and community leaders in the Fargo region to move the area's economy forward. The organization promotes education, the arts, and diversity in the tech sector as strategies to enhance the community. The Prairie Den, a co-working space, is a central initiative of the group's activities and is also an important part of the City's downtown revitalization efforts. The Prairie Den hosts educational and community events for members to learn and network with the whole city.

VENTURE CAPITAL & LEVERAGING HIGH NET WORTH INDIVIDUALS

ICONIQ CAPITAL IN SILICON VALLEY

Iconiq Capital manages around $9 billion in client funds and serves tech giants such as Mark Zuckerberg, Sheryl Sandberg, Jack Dorsey, and Reid Hoffman. This firm is known for brokering deals between high net-worth individuals and young startup entrepreneurs or even between high-profile clients. Known for friendly business relationships, Iconiq provides a network and access to capital more than it provides operational support. This casual dynamic works well in Silicon Valley, promoting innovation and business deals through personal connections.

DOWNTOWNS AS A MIXED-USE BUSINESS DISTRICT

AUSTIN, SEATTLE, AND DENVER

Revitalization efforts to turn downtowns into connected, mixed-use business districts create huge returns on investment. Thriving downtowns include jobs, housing, entertainment, restaurants, shopping, and recreational opportunities. A mix of uses ensures that there is activity throughout the day and that people do not have to leave the district for the services they want. Furthermore, a mix of amenities in a compact, urban setting provides more opportunities for walking, biking, or utilizing public transit, which contributes to the health of a city. Austin, Denver, and Seattle are examples of cities that have nurtured a mix of uses to create a high quality of living in their downtowns. Each of these cities made a commitment to expand the residential base of their downtown, and has experienced the benefits of private investment by companies that prioritize quality of life for their employees. In early 2015, Google committed to occupy 200,000 square feet of a 500,000 square feet office tower in downtown Austin. In Seattle, Amazon continues to develop its urban corporate HQ campus that will house 55,000 employees (one building was completed in 2015). In Denver, the Lower Downtown District (LoDo), which houses Union Station, is home to the corporate HQs of Chipotle and DaVita.

HIGHER EDUCATION EXPANSION INTO A DOWNTOWN

ASU IN PHOENIX, UCF IN ORLANDO, AND UW IN TACOMA

Many universities are adding downtown campuses for a variety of reasons. Downtown locations are appealing to working adults looking to add night classes to their already busy schedules. Locating educational opportunities near employment centers helps students save time and money on commuting. Additionally, it provides access to a new segment of students who might not have considered going back to school without the convenience of a downtown location. For certain programs, like public policy or urban planning, there are benefits to co-locating near city centers for students looking to find internships and jobs. For some cities, like Phoenix and Orlando, downtown university campuses add a vibrancy to downtowns that previously functioned only as job centers, often attracting more investment than without the university's presence. Phoenix has leveraged ASU's investment of $225 million and today, the downtown is seeing a resurgence in jobs and residents. The University of Washington-Tacoma's downtown campus was actually an early mover in this sense, locating downtown in the 1990s. Three decades later, the Tacoma's executive of community and economic development said, "The university has served as the nucleus of the revitalization of downtown." Today, Tacoma has a renovated warehouse district, a burgeoning restaurant movement, and a beautiful waterfront.

FESTIVALS & EVENTS WITH GLOBAL REACH

SXSW IN AUSTIN

South by Southwest (SXSW), the Austin festival known for music, film, and technology, has also had the effect of promoting international economic development. Notably, the City of Austin benefits from the influx of companies and visitors during the weeks of the festival, but cities and countries from around the world are viewing the festival as way to bolster their own economies. Cities and countries are banking on the SXSW brand to propel their own names into the minds of SXSW-goers and hopefully generate tourism, talent recruitment, and business development back home. Given that SXSW is a magnet for talent in music, film, and tech, countries and cities host extravagant events to differentiate themselves among the many vendors. Efforts including The Great Britain House, Casa Mexico, ChooseATL, and WeDC all centered attracting new talent and investment through rebranding.

ART PRIZE IN GRAND RAPIDS

Art Prize is a 19-day international art competition in Grand Rapids, Michigan, where artists of any medium can enter to win over $200,000. In 2016, 1,453 works of art were displayed from artists originating from 40 states and 44 countries. Two votes take place: a public vote and a vote by art experts. Art is displayed throughout the downtown in shops and restaurants, attracting those attendees interested in picking the next winner. This event attracts over 400,000 visitors and has enhanced the image of Grand Rapids around the world. Today, Art Prize is the most attended art event in the world.

NEIGHBORHOOD ALIGNMENT

MSP CENTER CITIES INITIATIVE

The Center Cities Competitive Initiative is a strategy proposed by TIP to bring economic opportunities to areas that have not benefited from the overall economic success of Minneapolis-St. Paul (MSP). Areas such as North and Northeast Minneapolis and Saint Paul's East Side and Midway in inner city MSP continued to languish even as the greater MSP thrived. The initiative calls for focused resources to these locations by a dedicated staff person with the following goals: capitalize on the unique brand of each location, grow jobs with effective BRE efforts targeting economic sectors of opportunity, increase inventory of shovel-ready sites, and close more deals to increase job creation and capital investment. The dedicated staff person will have an in-depth knowledge of these areas with which to better facilitate these goals within the broader business and real-estate community.

BOND PACKAGES FOR ECONOMIC DEVELOPMENT

OKLAHOMA CITY MAPS

The Greater Oklahoma City Chamber of Commerce proposed the MAPS (Metropolitan Area Projects) program, which would be funded by a temporary one-cent sales tax. The tax was designed to raise enough money to fund nine specific capital improvement projects without incurring any additional debt. Initially levied for five years, the tax was extended for one six-month period. It raised $310 million (and generated an additional $52 million in income). Over an 11-year period, MAPS completely paid for all the projects, which included new and upgraded sports, recreation, entertainment, cultural, and convention facilities. Proposed MAPS projects were reviewed by an 11-member Citizens Advisory Board. Eight citizen sub-committees were appointed to provide additional input to the Advisory Board. MAPS began on December 14, 1993, when voters narrowly approved the dedicated sales tax.

The sales tax expired on July 1, 1999, and the MAPS board was dissolved on June 22, 2004, when the final project, the Ronald J. Norick Downtown Library, was completed.

In the 20 years since the original MAPS program began, Oklahoma City has seen significant economic and quality-of-life impacts. The city's 2014 economic forecast showed that nearly $5 billion in revenue had been realized, a considerable return on the original investment. The increasing level of urban vitality in the city's downtown is a testament to the program's success. Further evidence of success can also be found in two subsequent MAPS programs. MAPS for Kids raised $514 million through a $180 million bond and taxes levied after the original MAPS tax expired. This money was used for repairs at OKC district schools and in 23 other suburban school districts. The latest MAPS program, MAPS 3, was approved by voters in 2009, by the same narrow margin (54 percent) as the original program. This new one-cent sales tax took effect in April 2010 and will end in December 2017. MAPS 3 focuses on eight projects designed to improve the quality of life for OKC residents. These will include a new downtown convention center, new senior health and wellness centers, and improvements to the Oklahoma River and State Fairgrounds and parks and trails throughout the city.

2017 DALLAS CAPITAL BOND

The 2017 Capital Bond Program has been approved for $1 billion and the city is planning to vote on the program on November 7, 2017. However, the city estimated over $10 billion in capital needs. A public engagement process consisting of 32 meetings and 90 volunteer task force members was utilized to prioritize needs. One 15-member Citizens Bond Task Force and five 15-member subcommittees are assisting in identifying projects in five proposed areas. The five areas include: Street, Parks and Trails, Economic Development and Housing, Flood Protection and Storm Drainage, and Critical Facilities. Economic Development includes target project sites and areas eligible for street, utility, and other infrastructure improvements as it relates to economic and business development. Housing infrastructure improvements will include street, alley, and drainage infrastructure for low- to moderate-income housing. As of May 18, 2017, around 6.8 percent of the entire bond program will be devoted to Economic Development and Housing. Amounts of $50 million and $60 million were proposed at the last Citizens Bond Task Force meeting.

EL PASO QUALITY OF LIFE BOND

The El Paso Quality of Life Bond Program was approved in 2011 by 72 percent of voters and authorized the use of $473 million over 12 years. A key aspect of the 2012 bond program is the Neighborhood Improvement Program (NIP) which targets resources to El Paso neighborhoods. Every year, $100,000 is allocated to each city council district and neighborhood associations are engaged to identify priorities. Other projects include parks, zoos, libraries, downtown enhancements, and museums. El Paso has a dedicated webpage to this bond program which tracks gives project updates and records completed projects by district and an interactive map viewing tool shows where the projects are located.

SMART CITY INVESTMENTS & INNOVATIVE PARTNERSHIPS

FRISCO TRAFFIC LIGHT TECHNOLOGY

In 2017, Frisco, Texas became the second city in the country to connect its traffic signal network with vehicles. Within Frisco, 115 intersections went live on the street network. In response to the technology, certain manufacturers, such as Audi, have started including real-time information on the dashboard of vehicles that tells drivers how much time until a traffic signal will change (also known as "time to green"). This technology can assist

driver decision-making, calculate alternate routes, or time a trip to coincide with more green lights. Overall, as more vehicles become connected, this technology could improve traffic cohesion in a city and even save fuel for drivers. In the future, Frisco will also adopt adaptive signal control which will allow traffic signalization to accommodate changing traffic patterns in real time.

WAYMO AUTONOMOUS VEHICLES IN PHOENIX

Waymo, the commercial arm of Google's self-driving car research, expanded its pilot program across Phoenix, Arizona in 2017 to allow residents to use automated minivans for everyday transportation needs. This program represents Waymo's first large-scale public test and will include hundreds of residents. Like Uber's program, the service will be free and will still include a Waymo driver who can take control of the vehicle, if needed. In contrast to Uber's program, this service will not be a ride-hailing service, but instead will focus on signing users up who want to truly integrate the autonomous vehicles into their daily routines and provide feedback to Waymo.

SACRAMENTO/VERIZON PARTNERSHIP

In June 2017, the city of Sacramento, California entered a public-private partnership with Verizon to develop smart city infrastructure. Verizon's investment of more than $100 million will provide traffic signal control software to improve traffic flow and reduce the number of traffic injuries and deaths. Other improvements will be aimed at light rail and bus services to decrease congestion and reduce greenhouse gas emissions. 5G internet will be implemented and wi-fi will be installed in 27 public parks and in information kiosks across the city. The partnership extends further than technological advancements—Verizon is also creating internships at technology companies to promote STEM careers for local students. Overall, these types of improvements increase access to technology for Sacramento residents and create a higher quality of life due to efficiency and safety gains.

INCENTIVE PROGRAMS

PLANO PROPERTY TAX ECONOMIC DEVELOPMENT FUND

The City of Plano Economic Development Incentive Program is used specifically for projects and programs to attract or retain major businesses and employers within the city of Plano. Funds for this program are generated by a 2.0 cent portion of the city's 48.86 cents per $100 valuation of the city's ad valorem tax rate. This dedicated tax for economic development was established in 2006. The Economic Development Incentive Fund transfer dedicated solely for economic development program incentives was estimated at $8.1 million for fiscal year 2014-2015.

ARLINGTON TOMORROW FOUNDATION GAS WELLS FUND

The Arlington Tomorrow Foundation was created in 2007 by the Arlington City Council with an initial installment of $26 million originating from natural gas revenues. Today, the public endowment has grown and pays out an average of $1.4 million dollars in grants every year. Since 2007, $18 million has been given in 352 grants to charities in the Arlington community. The Foundation focuses on neighborhoods, nature, and programming which enhances the quality of life of the city.

ORGANIZATIONAL MODELS

OPPORTUNITY AUSTIN

The Opportunity Austin capital campaign—a partnership of the City of Austin and the Austin Chamber of Commerce—is a successful approach to regional economic development. Opportunity Austin was launched by the Austin Chamber of Commerce in 2004 as a five-year economic development initiative aimed at fostering job-creating investment in the five-county Austin metro area. This regional strategy aimed to create 72,000 jobs and increase payroll by $2.9 billion across the region. To implement the strategy, the business community committed to invest $14.4 million. From 2004 through the end of 2012, an estimated 190,900 new jobs were added to Austin's regional economy. Regional payroll increased by $9.9 billion during this period, along with increases in per capita income and average annual wages. In December 2012, Opportunity Austin 3.0 was launched, with a set of new initiatives focused on improving the region's economy, talent, and place. Top priorities included boosting economic diversification to strengthen the economy, deepening the talent pool through development and attraction, and keeping the Greater Austin region attractive to entrepreneurs, business leaders and site selectors through expanded advocacy on issues such as a comprehensive regional transportation system and regional collaboration.

GREATER NASHVILLE CHAMBER OF COMMERCE

The Greater Nashville Chamber of Commerce serves the greater Nashville area which includes 10 counties, 1.9 million people, and over 40,000 businesses. The Chamber includes five Area Advisory Councils to provide more localized input. The Chamber had a budget of $7.6 million in FY2016 to which the City of Nashville contributes annually (around $350,000 planned for 2018). The Nashville Chamber works with the Nashville Mayor's Office of Economic and Community Development on business attraction and expansion activities, but also focuses on workforce development and quality of place and livability for the region. The Chamber has increasingly focused on quality-of-life issues, such as affordability, public education, and transportation, as talent recruitment strategies. As of 2016, the Chamber was leading the effort in creating the Middle Tennessee Regional Workforce Alliance, a partnership between local workforce boards, the Tennessee Board of Regents, community colleges, and colleges of applied technology to improve the education-to-employment pipeline. The Chamber provides education and programming for local small businesses, and provides funding for The Entrepreneur Center, a one stop shop for startup support and investor funding. Finally, the Chamber hosts several research initiatives ranging from workforce studies, annual education report cards, annual transportation scorecards, and other regional statistics for the greater Nashville area.