



Dayton

Community Development Corporation

2019-2022 Strategic Work Plan

Prepared by  **Opportunity**
Strategies LLC

Dayton Community Development Corporation

Summary

On Saturday, May 11, 2019 the Dayton Community Development Corporation began a 3-Year Strategic planning process for 2019-2022. The following is the process used to reach the conclusions for the plan.

The process began with a preliminary meeting between the facilitator and DCDC staff to discuss key economic development issues facing Dayton, review the programs and projects underway through the Economic Development Corporation, and to prepare the agenda and format for the planning retreat.

The day before the retreat, the facilitator conducted a half-day “Understanding the Economic Development Process” Workshop with the Dayton EDC board, staff, members of Dayton City Council, City staff and special guests. This session included an overview of the following: economic development, community development, business development, leadership, workforce development, social infrastructure, physical infrastructure, recruitment, retention, expansion, entrepreneurial development, and tourism, etc.

The participants spent the next day crafting goals and strategies for the next 36 months.

Expectations

The facilitator asked the participants to list their expectations for discussion for the day. The following is what they listed.

- Discuss relationship between DCDC and City
- Increase Board participation/engagement
- How can I serve as a City employee?
- Roles & Responsibilities of:
 - Board
 - Staff
 - Organization
- Ideal process for economic development
- How do we grow in a positive way?
- Partner with Dayton ISD better
- Utilize Workforce Solutions better
- Identify top priorities
- Define metrics/processes
- Determine incentives
- Define our mission
- Benchmark successes
- Implementation guide

Stakeholder Interview Results

The facilitator interviewed a variety of stakeholders prior to the board retreat. She asked community leaders what types of things they would like to see in Dayton or to be accomplished by the DCDC. The following were the interview results; many of which were repeated more than once. They are listed in no particular order.

- Infrastructure at Park
- Youth retention
- Higher wage jobs
- Targeted recruitment
- Land acquisition
- Have shovel-ready sites to market
- Be prepared for prospects
- Use the City's Comprehensive Master Plan
- Only incentivize consensus driven projects that are fully analyzed, vetted and recommended by appropriate committees.
- Collaboration/unity with City of Dayton
- Perform exit interviews on projects lost
- Marketing to the "right" investors

New Executive Director Position

During the facilitator's stakeholder interviews, she asked community leaders what they would like to see in the person that DCDC will hire to be Dayton's new Economic Developer. These responses are in no particular order.

- Experienced sales professional
- Go-getter personality
- Can relate to all types of people
- Warm/welcoming personality
- Builds rapport
- Sophisticated host/hostess/entertainer
- Willing to learn about Dayton and our history
- Will commit to becoming part of our community
- Will partner with ISD and Workforce Solution and the City of Dayton
- Successful recruiter
- Can make deals happen
- Excellent communicator
- Insist on providing front desk receptionist
- Bridge builder
- New ED embraces the partnership with Dayton City Council and understands EDC is an entity of city government, authorized by the City Council

Economic Development Processes

The facilitator shared with the board and staff at the retreat that the three elements of successful economic development must occur in sequential order.

1. **Product Development:** A community must develop their product, meaning identifying what buildings and or sites they plan to market to prospects, know the state of infrastructure/utilities at all sites, and get their community as close to shovel-ready as possible.
2. **Target Industries Identification:** A community must determine what industries they should target as an ideal fit for their community. There are many factors that go into determining that including workforce/talent skills in the labor shed, available workforce, water/power capacity, existing industries, suppliers, markets, populations, traffic counts, income, and other factors.
3. **Marketing:** Once a community has identified its target markets, it must identify companies in those industries and site selection consultants who serve clients in those industries. Marketing begins with relationship building with experts and consultants in those industries and then determining how to best market Dayton to businesses in those industries interested in a new location. (Insyeful – gives the top 30 matches our target industries and top five site selectors that deal with those industries.)

DCDC does not have a Target Industry Analysis/Study specifically for Dayton. However, it was mentioned in the board retreat that the Workforce Solutions team and the Greater Houston Partnership each have identified target markets. DCDC can use these industries to begin targeting; they are likely a good fit for many of the industries in these regional studies. Six industries specifically mentioned in the stakeholder interviews and/or retreat were:

- Plastic resin extruders
- Petrochemicals
- Steel manufacturers
- Lumber
- Transportation/distribution/logistics
- Warehousing

Mission Statement

The board and staff developed a new Mission Statement for the DCDC:

To attract and steward quality jobs and retain businesses that enhance our community.

Vision Statement

The board and staff developed a new Vision Statement for the DCDC:

***To be recognized as the premier resource for economic development and
The ideal location for your business in Southeast Texas.***

SWOT Analysis

The facilitator guided the participants through an analysis of their current Strengths, the current Weaknesses or Challenges they are facing, Opportunities that may come their way in the near or distant future, and Threats that are possible to occur in the future. Note that there are no right or wrong answers here and no implication of likelihood. This is simply a brainstorm of the opinions of the participants to get them thinking about goals in the next portion.

Strengths

- Airport accessibility
- Port of Houston
- Our location
- Diversity of businesses
- Railroad (Gulf Inland Park)
- Transportation (Highways)
- Room for Expansions (Houston & Beaumont Growth)
- Petrochemical feedstock service within 15 miles
- Arts, sports, culture within one-hour drive
- TIRZ
- Tools-UDC, Comprehensive Master Plan, Downtown Revitalization, Parks Plan
- World class EDC
- Attraction of professional staff
- Board sophistication and participation
- Caring people of Dayton

Weaknesses

- City/Board communications
- Board participation/engagement
- Traffic/train image/reputation
- Education and training for board of directors
- Lack of workforce housing
- Lack of office space for lease
- Small footprint of infrastructure
- Real estate inflation
- Lack of community involvement
- Diversity of age and culture
- Underpass flooding
- Condition of roads and other infrastructure
- Spending on low value services and resources
- Can't make tough decisions
- Generally low funds

Opportunities

- Large industrial support services
- Residential hub
- Transportation hub
- Regional shopping
- Ample green space usage
- Port of Liberty
- Development of catalyst sites
- Regional medical/professional services
- Business & Retail Park on 99/Eastside
- Outreach & involvement
- Downtown revitalization
- Parks & Recreation Master Plan implementation
- Housing
- Cultivating partnerships
- Collaboration opportunities
- Non-attainment air quality designation

Threats

- Lack of long-term high-speed internet
- Lack of economic diversity
- Encroachment by Houston & Baytown
- No higher education presence in Dayton
- Growth outpacing infrastructure
- Poorly planned developments
- School overcrowding
- Natural disaster preparedness
- Flooding/drainage
- Real estate market fluctuations
- Economic downturns
- Competition from surrounding communities

2019-2022 Goals

The following are the list of goals developed by the board and staff throughout the process described above.

GOAL 1: ATTRACTION AND RECRUITMENT

To recruit quality employers to our community.

Strategies

1. Utilize the information we can get from Workforce Solutions and the Greater Houston Partnership for identifying our target industries
2. Market to companies within those target industries, go to visit them and court them to visit Dayton
3. Continue to get our available sites shovel-ready

How will Goal #1 be measured?

- Did we identify the industries we'd like to target for the coming years?
- Did we create marketing and branding materials to attract key industries and decision makers?
- Did we update the DCDC website and increase social media presence to appeal to our targets and site selection consultants?
- Did we have at least one in-person on-site visit to a prospect's office or site selector's office per quarter?
 - Q3 2019 Q3 2020 Q3 2021
 - Q4 2019 Q4 2020 Q4 2021
 - Q1 2020 Q1 2021 Q1 2022
 - Q2 2020 Q2 2021 Q2 2022

of shovel-ready sites: Year-end 2019? _____ Year-end 2020? _____ Year-end 2021? _____

GOAL 2: BUSINESS RETENTION & EXPANSION (BRE)

Develop a Business Retention & Expansion Program that identifies and addresses the needs of existing businesses.

Strategies

1. Identify our Top 20 businesses
 - a. Build a file on each employer, accessible to all, which will be a living document that gets updated with each visit. This company intelligence file should include Predictive Data (things you cannot find on Google) such as the future of the industry, any upcoming developments, largest expense, etc.)
 - b. Base Camp is a good information management program that could be utilized for this information
2. New Executive Director initiates first visit to each
3. Develop a visitation schedule
4. Determine businesses that we could honor at an Industry Appreciation Event/Day, Legacy Awards, Company Anniversaries
5. Communicate our ability to facilitate growth and expansion (permitting, code enforcement, zoning, City relationships)
6. Outline our ability to bring business opportunities as well as a wide range of resources to our existing industries via DCDC
7. Identify any red flags and develop a plan to handle them immediately
8. Create a portfolio packet that can be left with the businesses
9. Go into every BR&E visit with a goal (teach something, learn something)
10. Discuss BR&E with media. Let them know how much existing businesses contribute to the economy and share Industry Appreciation Day, business anniversaries, etc., with media

How will Goal #2 be measured?

- Did we identify our Top 20 businesses?
- Did our new Executive Director visit at least all 20 businesses?
- Did we develop a visitation schedule?
- Did we host an Industry Appreciation Event and inform media?
- Did we clearly communicate our ability to aid local existing businesses?
- Did we create a leave-behind information packet for our visits?

GOAL 3: WORKFORCE & EDUCATION

To promote and market technical training programs that will benefit existing and future businesses.

Strategies

1. Hold regular meetings with Dayton ISD and all higher-level educational institution offering technical training within 50 miles
2. Offer incentives to existing industries of up to \$50,000 for a period of up to 5 years when they expand in Dayton, including tuition reimbursements
3. Host a Technical Career Fair
4. Facilitate roundtable discussions with DISD, Workforce Solutions and other educational and business partners to identify needs and solution for skilled workforce.

How will Goal #3 be measured?

- Did we hold at least one regular meeting with Dayton ISD per quarter?
 - Q3 2019 Q3 2020 Q3 2021
 - Q4 2019 Q4 2020 Q4 2021
 - Q1 2020 Q1 2021 Q1 2022
 - Q2 2020 Q2 2021 Q2 2022

- Did we hold at least one regular meeting with a post-secondary education institution per quarter?
 - Q3 2019 Q3 2020 Q3 2021
 - Q4 2019 Q4 2020 Q4 2021
 - Q1 2020 Q1 2021 Q1 2022
 - Q2 2020 Q2 2021 Q2 2022

- Did we provide at least one existing industry incentive package (including performance agreement/clawback) per year?
 - 2019 2021
 - 2020

- Did we host at least one Technical Career Fair per year?
 - 2019 2021
 - 2020

GOAL 4: ORGANIZATIONAL STRUCTURE DEVELOPMENT

To create a successful world-class economic development team.

Strategies

1. Hire a world-class Professional Economic Developer with a track record of success

- a. Develop job description
 - b. Initiate formal hiring protocol provided by City of Dayton
 - c. Hire
2. Train board and staff
 - a. Recommend to board and staff professional development opportunities
 - b. Determine providers, locations, and costs (SEDC Conference, TEDC Conference, etc.)
 3. Optimize space needs
 - a. Determine DCDC current and future physical space needs
 - b. DCDC Chair will meet with City Manager to discuss needs and options
 - c. Take action as needed
 4. Marketing Plan under Economic Developer
 - a. Identify target industries
 - b. What are our Product Development needs?
 5. Actively build coalition partners: Governor's Office, State officials, Workforce Solutions, City of Dayton, Dayton ISD, HGAC, Greater Houston Partnership, Port Authority, etc.
 6. Hire additional staff as needed
 - a. Executive Director will identify needs
 - b. Executive Director will develop position descriptions and use formal hiring protocol provided by City of Dayton

How will Goal #4 be measured?

- Did we hire a world-class economic development professional with a successful track record?
- Did we provide board and staff with professional development opportunities?
- Did we secure the physical space DCDC needs?

- Did the new Executive Director create a Marketing Plan?
- Did we actively build relationships with:
 - Governor's Office?
 - State officials?
 - Workforce Solutions?
 - Dayton ISD?
 - HGAC?
 - Greater Houston Partnership?
 - Port Authority?
- Did our new Executive Director hire additional staff?

GOAL 5: DOWNTOWN REDEVELOPMENT

To take an active role in Dayton's Downtown Redevelopment.

Strategies

1. Complete acquisition of East Side Downtown Properties
2. Using Development Plan, acquire properties throughout downtown to achieve downtown and DCDC goals such as incubator space and common spaces

How will Goal #5 be measured?

- Did we acquire at least 5 downtown properties by May 2020?
- Did we acquire at least 3 additional downtown properties by May 2022?
- Did we build an incubator by May 2020?
- Did we explore creating a professional shared common space by May 2021?

GOAL 6: SHOVEL-READY INDUSTRIAL SITES

To develop shovel-ready industrial sites that will appeal to prospective investors.

Strategies

1. Identify and create cost estimates for properties along US-90 within the TIRZ to extend all services beyond Grand Parkway
2. Identify industry-specific infrastructure needs and target sites for infrastructure improvements
3. Gather cost estimates and identify funding for all infrastructure to be extended one-mile down 146 with capacity analysis
4. Fund capacity analysis around 686/321 for future industrial infrastructure expansion

How will Goal #6 be measured?

- Did we identify and create cost estimates for properties along US-90 within the TIRZ to extend all services beyond Grand Parkway?
- Did we identify industry-specific infrastructure needs and target sites for infrastructure improvements?
- Did we gather cost estimates and identify funding for all infrastructure to be extended one-mile down 146 with capacity analysis?
- Did we fund capacity analysis around 686/321 for future industrial infrastructure expansion?

Dayton Community Development Corporation Strategic Work Plan

At the end of the strategic planning process, the facilitator reminded the participants that the path to successful implementation of any strategic plan is the rigorous adherence to using the document as a living document and measuring progress throughout the year.

She encouraged the participants to benchmark successes along the way and take note of what works and doesn't work as planned. The group committed to using the document regularly.

She thanked the Dayton Community Development Corporation for their dedication to setting and achieving goals and wished them well.



P.O. Box 50101 Austin, TX 78763 | (512) 963-2263

www.OpportunityStrategies.com | alysia@opportunitystrategies.com