



ECONOMIC DEVELOPMENT STRATEGY 2023-25

City Council Mission Statement

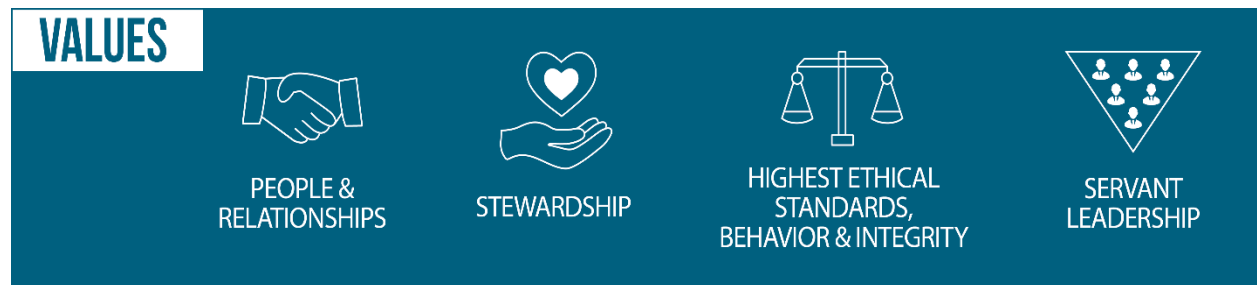
The Mission of the City of Cedar Hill is to deliver the highest quality municipal services to our citizens and customers consistent with our community values.

CHEDC Mission Statement

Our mission is to retain and expand business through a proactive retention and expansion program, attract desirable business and industry by fostering a business-friendly environment, and aggressively market Cedar Hill utilizing a multi-faceted approach.

Vision Statement

We envision Cedar Hill as a premier city that retains its distinctive character; where families and businesses flourish in a safe and clean environment.



City Council Values Statement

We lead together by faith, and with integrity, to accomplish the City's vision by proactively planning for the future.

We Value

- People and Relationships
- Stewardship
- Highest ethical standards, behavior, and integrity
- Servant Leadership

The City Council believes that by communicating the values to the community, all others will begin reflecting, articulating, promoting, and protecting the distinctive character that will continue Cedar Hill's success far into the future.

Values are reflected by:

People and Relationships

- Celebrating individual contributions and distinctive character of our community legacy leaders

- Valuing all residents and businesses throughout the City
- Celebrating our schools and various educational institutions' success
- Building relationships through neighborhood engagement. Recognizing that neighborhoods include and involve single-family, multi-family, business networks, civic organizations, and the faith community.
- Facilitating community by embracing what we have in common

Stewardship

- Emphasizing financial transparency, open government, and accountability as stewards of our City
- Communicating the value of citizens tax dollar and services provided
- Setting Sustainability goals in order to provide future generations a place
- Preserving and protecting our unique and natural environment
- Utilizing all resources (God given and man-made) for the greatest good

Highest ethical standards, behavior, and integrity

- Modeling and promoting the highest standards of ethics, integrity, and behavior throughout the community
- Doing what's right for the right reasons

Servant Leadership

- Promoting and recognizing leadership that represents servitude to the entire community
- Identifying and developing the next generation of servant leaders
- Servicing others above self
- Taking responsibility and ownership for individual and collective success
- Taking initiative as stewards of the community
- Facilitating common goals amongst all stakeholders

City Council Premier Statements

The City Council created Premier Statements to define the City's long-term goals and key performance indicators to realize the Vision of being a Premier City.

The City Council envisions a "Premier City" to be defined by the following Premier Statements, which are in no particular order of importance:

- A. Cedar Hill has Distinctive Character**
- B. Cedar Hill is Safe**
- C. Cedar Hill is Clean**
- D. Cedar Hill has Vibrant Parks, Trails and Natural Beauty**
- E. Cedar Hill has an Engaged Community**
- F. Cedar Hill has Excellent, Safe and Efficient Infrastructure**
- G. Cedar Hill has a Strong and Diverse Economy**
- H. Cedar Hill has Texas Schools of Choice**

At the 2020 strategic planning retreat, the Cedar Hill City Council added “Cedar Hill has an Engaged Community” as a Premier Statement in recognition of the importance of citizen engagement and involving the community in the decision-making process.

Below are the descriptions of the City Council's Premier Statements.



Cedar Hill has Distinctive Character

Character is the internal compass that guides thoughts and actions. The City Council will continue to recognize stellar examples of distinctive character demonstrated throughout the community.



Cedar Hill is Safe

We believe our highest-priority use of taxpayer funds is to keep Cedar Hill a safe community. The City Council is excited about the strong planning, strategic thinking and proactive steps taken by our public safety personnel.



Cedar Hill is Clean

Our vision of a clean city is one in which pride of ownership is evident throughout our neighborhoods, businesses and community spaces. Clean is defined as more than just litter control or code enforcement. Having a clean city is all encompassing where citizens enjoy a healthy lifestyle and exude pride for the City in which we live, work and play.



Cedar Hill has Vibrant Parks, Trails and Natural Beauty

We are blessed with some of the most beautiful topography, spectacular views and open spaces. As a result, the City believes it necessary to serve as good stewards of these precious natural resources to maintain, protect and preserve for generations to come.

**CEDAR HILL HAS AN
ENGAGED COMMUNITY**



Cedar Hill has an Engaged Community

Our success is dependent on citizen engagement and our service delivery is shaped by the community that we serve. The City Council seeks opportunities for the community to provide broad public input to help guide the City Council and staff on the future of Cedar Hill. The City fosters opportunities for citizen engagement and relationship building with each other and the community.

**CEDAR HILL HAS
EXCELLENT, SAFE &
EFFICIENT INFRASTRUCTURE**



Cedar Hill has Excellent, Safe and Efficient Infrastructure

The City Council has developed a solid infrastructure which incorporates vehicular mobility, pedestrian walkability, hike/bike trails and maintaining the roadways to achieve and maintain the excellent, safe and efficient mobility the City Council desires.

**\$ CEDAR HILL HAS
A STRONG &
DIVERSE ECONOMY**



Cedar Hill has a Strong and Diverse Economy

We envision a community in which the development is balanced with the City's distinct natural resources our community loves to enjoy. The City Council desires a strong and diverse economy characterized by the City's growth and development, business and commerce for both day and night populations and one that can be sustained for years to come.

**CEDAR HILL HAS
TEXAS SCHOOLS
OF CHOICE**



Cedar Hill has Texas Schools of Choice

The City of Cedar Hill is committed to supporting lifelong learning in our community. We are committed to partnering with all institutions of learning and supporting their efforts to become Texas schools of choice.

History of Strategy

In 2021, City staff and volunteers began working with Anthem, LLC to develop a new economic development strategy for the community. A steering committee was created to guide the effort; a series of community workshops and individual interviews were conducted to gain feedback that would inform the committee throughout the process.

A draft of the plan was delivered in the Spring of 2021. Due to the vacancy in the Economic Development Director position, a decision was made to postpone adoption of the plan until the new leader was in place. Henry Florsheim was hired and started work on August 1, 2022. He has spent substantial time since that date reviewing the draft strategy and getting feedback from involved parties. Several key goals from the draft will carry forward to the final plan, including an emphasis on business attraction, existing business support and small business growth. The plan addresses our current environment and outlines a path to strategically position Cedar Hill in the region highlighting our distinctive character, natural beauty, and amenities.

➤ Timeline

- 2022
 - August 1: New Economic Development Director Starts
 - October 26: Staff Review of Strategy
 - October 28: Steering Committee
 - November 2: Directors Meeting
 - November 7: EDC Meeting
 - November 18: Planning Session with Council
 - December 6: Joint EDC/City Council Workshop – Final Adoption of Strategy
- 2023
 - 1st Quarter: Develop Action Plan
 - January: Begin Implementation
 - July: Joint workshop re: Business Attraction

➤ Recent Accomplishments and Milestones

Cedar Hill's combination of business development in light manufacturing, commercial, and retail enterprises supports its diverse economy. The city's prime location, natural beauty, and distinctive character continue to attract business owners and developers. Over the past year, significant progress has been made on several catalytic projects. A few of these are highlighted below.

- **High Point 67** – Hillwood, one of the leading independent real estate firms in the United States, United Kingdom and Europe, is transforming Cedar Hill's southern industrial zone into a 180+ acre master-planned industrial campus, High Point 67. The all-new Class-A industrial space will be a cornerstone to the future Loop-9 corridor and is expected to generate more than \$75 million in capital investments, \$100 million in new taxable value, and support the creation of hundreds of jobs in Cedar Hill.

Pratt Industries, Inc., the world's largest privately held producer of 100% recycled containerboard, will locate a regional manufacturing & innovation center and serve as the primary tenant on the High Point 67 campus. Pratt Industries will occupy 1 million square feet, employ 150 full-time workers, and invest more than \$200 million in equipment, inventory, and building improvements.

- **Downtown Complete Streets Phase 1** – The City completed phase 1 of the Downtown Complete Streets project. The project included relocating overhead infrastructure underground, enhancing beautification efforts, and updating lighting, landscaping, and seating.

Phase 2 of the Downtown Complete Streets project will include street improvements and a parking area on the south side of Cedar Street.

- **Lake Moreno/Phillips Property Construction** – Construction has commenced on the Lake Moreno mixed-use project in historic downtown. The 40,000 square foot project will include retail, restaurants, artisan space, and residential dwellings.
- **Library, Museum and Signature Park** – The City broke ground on the new library, museum and signature park in midtown. This facility will feature dedicated program space for people of all ages, multi-purpose event rooms, business centers, a recording studio, sensory room, social café, and an outdoor event deck. Additionally, the signature park will include a grand promenade and large lawn for outdoor community activities and provide 1.4 miles of core trail.

- **Loop 9** – The Texas Department of Transportation (TxDOT) announced the alignment for Loop 9, a new outer loop for the Dallas/Fort Worth metroplex that will cross the City of Cedar Hill along its southern boundary.
- **Midtown Small Area Plan** – City staff facilitated meetings with property owners within the midtown district regarding density and potential types of development within the district including civic facilities, residential development, retail, restaurants, and entertainment.
- **Nature & Open Space Strategy** – As Cedar Hill continues to grow, city officials are committed to balancing expanding economic development opportunities that will foster development with preserving the topography and scenic views for which the city is known. This past year, the City Council increased its open space goal from preserving 20% of its land mass of open space to 25% to preserve its natural beauty for future generations. The city acquired Singleton Preserve to connect the nature corridor. Partner organizations support programming efforts and raise awareness of the city's natural amenities and commitment to environmental sustainability.
- **Balcones Trail** – The Balcones Trail was dedicated in November 2022. This three-mile trail highlights the natural features of the Balcones Escarpment and connects more than 3,000 acres of nature preserves and open space, including the Cedar Hill State Park, Cedar Mountain Nature Preserve, and Dogwood Canyon Audubon Center.
- **Texas Health Resources – Texas Health Resources (THR)** will build an 80-bed full-service hospital with office space. This new project will support Cedar Hill's growing medical offices and healthcare industry.
- **Publicity** – In 2021, Cedar Hill was recognized as one of the top 10 places to live by the New York Times based on jobs, climate safety, and racial diversity. Additionally, several of Cedar Hill's major points of interest that showcase its natural beauty and topography were featured in D Magazine in November 2022.

➤ Strategy Outline

The economic development strategy includes six goals to effectively execute the strategy. These goals are in no particular order of importance.

➤ **Develop a targeted business attraction strategy**

- Determine specific businesses and types of businesses to pursue
- Develop marketing campaigns for each specific target
- Create outreach campaign to consultants and other targets
- Update incentive programming and develop incentive policy
- Upgrade social media presence

➤ **Develop key areas in Cedar Hill**

- Develop master plan for each key area (includes but not limited to Downtown, West Midtown, Loop 9 Corridor, Hospital District...)
- Create incentives and other support to encourage desired development
- Adjust codes as necessary to accommodate desired development
- Create unique branding for each area where appropriate and promote to prospects and general public
- Develop programming unique to each area where appropriate

➤ **Activate green space**

- Develop master plan for best use of green space
- Determine specific types of business and attractions to pursue
- Create unique campaigns to attract each of these targets
- Identify potential land for acquisition
- Examine opportunities for lake access

➤ **Strengthen existing business support**

- Develop a full Business Retention & Expansion program with site visits, surveys and ongoing communication
- Develop or catalyze creation of professional development content for existing business base
- Create specialized groups and convene as necessary (ex: manufacturers group)
- Develop or catalyze creation of support programs for woman- and minority-owned businesses

- Implement talent development plan to grow and attract the workforce of the future
- **Enhance tourism efforts**
 - Create and implement tourism and cultural strategic plan
 - Develop hotel and conference center
 - Strengthen branding
 - Utilize new assets to attract tourists
- **Develop consistent storytelling**
 - Add professional marketing capabilities dedicated to economic development
 - Develop marketing campaigns for all aspects of economic and community development that complement and build off of one another
 - Enhance social media content
 - Develop regular content series including video and articles