
T H E • C I T Y • O F

COPPELL



ECONOMIC DEVELOPMENT STRATEGIC PLAN



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INTRODUCTION

The City of Coppell, Texas is home to 40,820 residents and over 500 businesses. Located in northwest Dallas County, Coppell is 5 miles from the Dallas-Ft. Worth International Airport and 15 miles from Dallas Love Field Airport. Coppell is surrounded by major regional roadways such as I.H. 635, I.H. 35, Highway 161 and the S.H. 114/121 corridor. Coppell is in a dynamic growth area with a region encompassing nine counties and spanning 100 miles with a population of over 6 million people. Coppell's prime location and easy access by land or air helps keep the City's rich history that was built around transportation alive today.

Coppell completed a strategic visioning process in 2009, and the *Coppell Vision 2030 Plan* was adopted by City Council to serve as the vision and roadmap that would guide Coppell into the future. The plan helped shape numerous projects that have been completed by the City over the past 7 years. It also identified potential opportunities and challenges the City would face over the next 20 years, which included managing both new development and possible redevelopment throughout the community. The City has now reached a point that it is almost fully developed and is just beginning to embark on redevelopment. As a result, the focus of Economic Development is shifting more from business attraction to business retention, workforce development and redevelopment.

Coppell is fortunate to have such a great base of corporate citizens that call Coppell home. The goal for Economic Development is to aid in the process of keeping Coppell a destination of choice for residents, visitors and businesses alike. We are updating the 2012 Strategic Plan to reflect the City's current needs, and it will continue to guide our efforts and focus our attention on the tasks ahead.



ECONOMIC DEVELOPMENT MISSION STATEMENT

To facilitate the recruitment, retention, and expansion of business to maximize the tax base of Coppell consistent with the values of the community.



GOAL I: BUSINESS ATTRACTION

To recruit a broad range of businesses which have a long-term positive impact on the growth of Coppell's tax base.

- **OBJECTIVE I: MARKET CITY and PROPERTIES**

- ❖ Action 1: Identify and maintain a "Target Audience" list.
- ❖ Action 2: Identify and promote community resources and amenities through emphasis on the Coppell brand.
- ❖ Action 3: Develop and launch an effective marketing strategy.
- ❖ Action 4: Create and launch renewal campaign targeting businesses that have left Coppell.

- **OBJECTIVE II: INCENTIVES**

- ❖ Action 1: Identify and promote financial incentives.
- ❖ Action 2: Identify and promote Business Development Initiatives (workforce development / hiring fairs / local business transportation).
- ❖ Action 3: Promote financial incentives and Business Development Initiatives to targeted businesses.



GOAL II: BUSINESS RETENTION & EXPANSION

To retain and foster expansion of existing businesses to preserve and enhance Coppell's tax base.

- **OBJECTIVE I: IDENTIFY BUSINESSES FOR RETENTION**
 - ❖ Action 1: Identify top tax payers for nurturing.
 - ❖ Action 2: Identify lease expiration dates and reach out to businesses expiring soon.
 - ❖ Action 3: Create value parameters for businesses and create and link retention incentives accordingly.
 - ❖ Action 4: Create a system to measure the City's retention rate.
- **OBJECTIVE II: ENGAGE BUSINESSES**
 - ❖ Action 1: Directly involve appropriate local businesses in city event to better connect Coppell residents and businesses.
 - ❖ Action 2: Connect local businesses with Coppell-based associations.
 - ❖ Action 3: Create "Shop Coppell" campaigns including linking vendors to fundraisers.
 - ❖ Action 4: Continue Business Newsletter
 - ❖ Action 5: Promote Business Development Initiatives (workforce development / hiring fairs / local business transportation)
- **OBJECTIVE III: GAUGE BUSINESS SATISFACTION**
 - ❖ Action 1: Create and utilize business surveys targeted towards local businesses to understand unmet needs, what is working well, and what is not.
 - ❖ Action 2: Evaluate business retention programs.
 - ❖ Action 3: Review and evaluate business retention rate data.
- **OBJECTIVE IV: DEVELOP A PLAN TO ASSIST COPPELL HOTELS**



GOAL III: WORKFORCE DEVELOPMENT

To aid existing businesses in training, attracting and retaining qualified employees.

- **OBJECTIVE I: IDENTIFY EMPLOYMENT NEEDS AND OPPORTUNITIES**
 - ❖ Action 1: Create survey for existing businesses to determine hiring needs, how current employees are sourced and where they commute from.
 - ❖ Action 2: Profile hiring needs in all markets – Industrial, Retail and Office.
 - ❖ Action 3: Research top three job search websites for job listings.
 - ❖ Action 4: Create a Work In Coppell page on the City's website.
 - ❖ Action 5: Hold annual Job Fair
- **OBJECTIVE II: IDENTIFY TRAINING NEEDS AND OPPORTUNITIES**
 - ❖ Action 1: Create survey to identify training needs for employers
 - ❖ Action 2: Work with North Lake College to identify potential training programs based on employer needs.
 - ❖ Action 3: Work with Coppell Library staff to identify potential training programs based on employer needs.
 - ❖ Action 4: Identify potential training incentives for employers.
- **OBJECTIVE III: IDENTIFY TRANSPORTATION NEEDS AND OPPORTUNITIES**
 - ❖ Action 1: Survey existing employers to identify transportation needs and willingness to participate in potential transportation solutions.
 - ❖ Action 2: Explore potential transportation solutions.
 - ❖ Action 3: Identify potential transportation incentives for employers.



GOAL IV: REDEVELOPMENT

To provide for improved similar or expanded use of real property in the City of Coppell in order to maintain quality, value and use of said property within the City, whether that property is commercial, retail or residential in nature.

- **OBJECTIVE I: IDENTIFY AND DESIGNATE AREAS OF THE CITY AS “HOT SPOTS FOR REDEVELOPMENT”**
 - ❖ Action 1: Identify redevelopment “Hot Spots.”
 - ❖ Action 2: Prioritize “Hot Spots.”
 - ❖ Action 3: Work with Planning & Zoning to identify desired re-development uses.
 - ❖ Action 4: Identify rezoning needs to facilitate redevelopment.
 - ❖ Action 5: Meet with land owners to discuss redevelopment priorities.
- **OBJECTIVE II: IDENTIFY RE-DEVELOPMENT INCENTIVES AND FUNDING SOURCES**
 - ❖ Action 1: Research re-development incentives being utilized at the local, regional and national level.
 - ❖ Action 2: Secure test funding for pilot program to eventually inform a designated yearly redevelopment fund
 - ❖ Action 3: Decide/confirm Industrial or Retail – starting point- focus on one- prioritize – Business Sector
 - ❖ Action 4: Define/confirm and prioritize redevelopment hot spots. Develop matrix to understand new/existing, ‘low hanging fruit’ (most viable area)/ ‘hardest sell’
 - ❖ Action 5: Pilot Incentive program
 - Determine start up funding
 - Pick ‘quick win’ for best chance of success- identify developer or
 - ❖ Action 6: Take learnings and develop scalable redevelopment plan
 - ❖ Action 7: Secure designated funding supporting yearly redevelopment strategy
- **OBJECTIVE III: DEVELOP A PLAN TO IDENTIFY AN INITIAL DEVELOPER/PROJECT TO PIONEER THE REDEVELOPMENT PROCESS**
 - ❖ Action 1: Identify a target list of potential developers at the local, regional and national level.

- ❖ Action 2: Meet with developers and present new concepts (Vision 2030, Comprehensive Land Use Plan, Incentives, Funding).
- ❖ Action 3: Walk a project through the design review, Planning & Zoning and permitting process.



GOAL V: CUSTOMER SATISFACTION

To provide a business-friendly environment and create a positive experience for existing and potential businesses dealing with the City.

- **OBJECTIVE I: ENHANCE THE BUSINESS COMMUNITY RELATIONSHIP WITH THE CITY**
 - ❖ Action 1: Identify and promote a single point of contact at the City for existing businesses.
 - ❖ Action 2: Assist in the possible creation of co-ops for area businesses.
 - ❖ Action 3: Promote a Business Crime Watch or similar programs that support businesses.
 - ❖ Action 4: Establish a speaker's bureau for businesses.
- **OBJECTIVE II: IDENTIFY AND ADDRESS POSSIBLE CITY-IMPOSED OBSTACLES TO BUSINESS RECRUITMENT AND DEVELOPMENT**
 - ❖ Action 1: Conduct a continuing analysis of possible City-imposed obstacles.
 - ❖ Action 2: Survey existing and potential Coppell landowners, tenants, developers and brokers to get their view of obstacles and challenges to locating in Coppell.
 - ❖ Action 3: Present survey results and relevant feedback to appropriate parties with suggestions for improvement.
- **OBJECTIVE III: DEVELOP A PLAN TO PROMOTE THE CITY'S BUSINESS FRIENDLY ENVIRONMENT**
 - ❖ Action 1: Create a marketing plan to emphasize all the business-friendly services the City provides.
 - ❖ Action 2: Develop a "Concierge" service to help walk developers through the Coppell development process.



GOAL VI: OLD TOWN COPPELL

To ensure the viability of Old Town Coppell as a destination for residents and visitors.