ECONOMIC DEVELOPMENT is . . .

**New Investment & New Jobs**
How to obtain new investment with new jobs for developed communities.

**Efficiency** – better utilization of land available

**Quality of Life Improvements** – walkability, place making, entertainment

**Innovation** – new retail style, new technology, newer options for housing and places to work, newer lifestyle options

**Refresh, Renew, Remodel** - making the city fresh, fun and inviting for visitors, family and friends

COMMUNITY SWOT ANALYSIS
A way to set priorities for actions-Identify your SWOT

**“S”** Community Economic Development Strengths
(One is to market these elements)

**“W”** Community Economic Development Weaknesses
(One would work to eliminate these)

**“O”** Community Economic Development Opportunities
(One takes action to obtain/attract/keep)

**“T”** Community Economic Development Threats
(One is to be aware of the risks & be ready to deal with them)

Provide us your comments
See Community SWOT Analysis Sheets
General Study Area
Economic Development SWOT Analysis

Economic Development Strengths
• Excellent Highway Access to Major Employment Centers
• New Shopping being Developed within 5-10 Miles of NAS Fort Worth, JRB
• Jacksboro Highway (SH 199) Offers Direct Access to and From Downtown Fort Worth
• The Proposed Trinity River Waterfront Project will Attract New People to Live in the Study Area
• Region Seems Well Positioned to Survive Cut-backs in Military Spending

Economic Development Weaknesses
• Very Limited Industrial and Office Parks
• Over Reliance on Defense Industry Jobs
• Very Little Family-Oriented Entertainment
• Housing Stock is Older and Smaller in Some Communities and Shows Signs of Disinvestment
• Some Communities Resistant to Change
• Lack Professional Staff for Economic Development
• Lack of Quality Neighborhoods is Making it Difficult to Attract Young Households in Some Areas
• City of Fort Worth & Tarrant County not Prioritizing in Study Area Redevelopment
• Lake Worth is Underperforming as a Recreational and Tourism Asset

Economic Development Opportunities
• Development of New Industrial or Business Parks to Attract High Profile Tenants or Companies
• Reposition Lake Worth as a Valuable Recreational Asset and Housing Location
• The Lack of Investment is Lowering Property Values in Some Neighborhoods
• Develop Retirement Housing for Seniors
• Provide Family-Oriented Entertainment Facility
• Target Redevelopment in Certain Key Locations
• Prepare Workforce for Changing Labor Needs of Lockheed Martin
• City of Fort Worth & Tarrant County Should Engage Development Interest in Cooperation with Study Area Communities

Economic Development Threats
• Future Mission Changes at NAS Fort Worth, JRB
• Study area will Develop in the Future, Whether or Not Changes Occur
• The Lack of Planning Could Produce Undesirable Results in the Future
• Lack of Investment is Leading to Decline in Some Areas
• Communities Need to Coordinate on Projects of Mutual Interest
City of Benbrook
Economic Development SWOT Analysis

Economic Development Strengths
• Excellent Location and Highway Access
• New Mixed-Use Development off IH 20 will Create Tax Base, Jobs and Shopping/Entertainment
• Availability of Light Industrial Site Along IH 20
• Diverse Workforce in the Medical, Defense and Oil Related Industries
• Future Access to Downtown Fort Worth from Chisholm Trail Toll way
• Professional Economic Development Staff to Pursue New Opportunities

Economic Development Weaknesses
• Need for Water/Sewer Infrastructure from Fort Worth (south and west side of Benbrook)
• More Recreational & Tourism Opportunities Associated with Benbrook Lake
• Shortage of Trained Labor Force for Machining and Oil Supplier Fields
• Retail Development Along US 377 Needs Upgrading
• Primary Education System’s Ability to Prepare Educated Workforce for the “New Economy”
• Need Diversified Housing Stock to Attract Younger Workers

Economic Development Opportunities
• Spin off Economic Impacts/Advantages of Local Industry Related to Defense and Oil/Gas
• Protect Against Land Use Encroachment that Could Negatively Impact NAS Fort Worth, JRB’s Mission
• Capitalize on the Chisholm Trail Toll way
• Pursue Opportunities to Enhance Pedestrian and Bicycle Routes and Access

Economic Development Threats
• Support Decisions that Strengthen the Military Mission at NAS Fort Worth, JRB and Lockheed Martin
• Monitor Competition from Development of the Walsh Ranch West of Benbrook
• Monitor Aggressive Annexation by Others that Restricts Utilities Extensions to Areas at Benbrook’s Borders

City of White Settlement
Economic Development SWOT Analysis

Economic Development Strengths
• Close Proximity to Region’s Largest Employers (Lockheed & NAS Fort Worth, JRB)
• Headquarters of Major Oil/Gas Industry Leader, Weir/SPM, and Other Defense Related Businesses
• New Affordable Single Family Subdivisions Planned
• Great Highway Access (IH 30 & IH 820)
• New White Settlement ISD High School Campus
• New Park and Recreational Improvements
• Professional Economic Development Staff to Assist Investment and Development Interests

Economic Development Weaknesses
• Lack of Local Grocery Store or Local Pharmacy
• Few Family Entertainment or Shopping Options
• Commercial Zoning on White Settlement Road Constrains Upgrades to Residential Properties
• Limited Options for Walking or Bicycling to Base or Lockheed Martin
• Need for Quality Gateways into the City (e.g. IH 820)

Economic Development Opportunities
• Headquarters Development of Weir SPM with Large Employment
• Spin-off Economic Impacts/Benefits from Defense and Oil/Gas Industry
• Industrial Park Land for Future Employers
• Innovative Mixed-use Development Zoning Along IH 30 and IH 820 as well as Spur 341
• Opportunities for Redevelopment

Economic Development Threats
• Disruption to Mission at NAS Fort Worth, JRB or Lockheed Martin
• Stagnant Population Trends Over Past 20 Years
• Most Development Sites will Require Redevelopment
• Housing is 40% Rental Including the Single Family Housing
• Farmers Branch Creek Flooding and Increased Development West of IH 820
**City of Lake Worth**

**Economic Development SWOT Analysis**

**Economic Development Strengths**
- Expanded Retail Shopping Options Over Past Decade
- Excellent Highway Access to DFW Airport & DFW Metroplex (IH 820), Downtown Fort Worth (SH 199), Eagle Mountain Lake and the Alliance Area (IH 35W)
- High Traffic Counts to spur Business Growth
- Access to Housing and Recreational Opportunities on Lake Worth
- Close Proximity to Major Employment Centers at base, Lockheed Martin, Alliance, DFW and Arlington
- Fort Worth Nature Center & Boy Scout Camp
- Trinity River Recreational Opportunities
- Professional Staff handling economic development efforts

**Economic Development Weaknesses**
- Aging Population With Fewer Young, Educated and Technically Skilled Entrepreneurs
- Growth of 2nd Generation Immigrant Population With Language and Educational Barriers
- Limited Land for Future Economic Development
- Homeownership Declining While Rental Housing Growing
- Limited Affordable Housing Choices
- Lack of Walkable Neighborhoods
- Development Restrictions Around NAS Fort Worth, JRB
- Under-utilization of Lake Worth

**Economic Development Opportunities**
- Major Retail Employment Center with Big Box Retail and New Retail Stores
- Single Family Subdivisions
- 40 acres Available for Prime New Development
- Opportunities more for Redevelopment
- Various Training & Educational Options After HS: Tarrant County College NW Campus, Fire Service Fire Academy and Criminal Justice Training Center of Tarrant County

**Economic Development Threats**
- Future Mission Changes at NAS Fort Worth, JRB
- Residential Property Values Cooling
- Competition with Suburbs to the West in Fort Worth, Parker County and Azle
- Encroachment of Development within the Accident Potential Zone (APZ) at NAS Fort Worth, JRB

**City of River Oaks**

**Economic Development SWOT Analysis**

**Economic Development Strengths**
- Strong sense of community
- Very convenient location to Fort Worth, the Fort Worth Cultural District, Joint Air Force Base, Lockheed Martin
- Affordable housing
- Excellent Highway Access to DFW Airport & DFW Metroplex (IH 820), Downtown Fort Worth (SH 199), Eagle Mountain Lake and the Alliance Area (IH 35W)
- Two new Elementary Schools within Castleberry ISD
- Very Safe and Walkable Community

**Economic Development Weaknesses**
- Commercial Corridors are Aging and Businesses are Not Reinvesting in Properties
- Lack of Clearly Designed and Managed Curb-cuts Along Jacksboro Highway
- Few Family Entertainment Options
- Long-Term Vacancy in Some Retail Stores
- Lack of Diverse Housing Choices & Neighborhoods
- Lack of New Investment in Many Commercial and Residential Properties
- Absentee Landlords
- Inefficient Traffic Management Along Major Corridors
- Lack of Economic Development Staff

**Economic Development Opportunities**
- Large Area Near IH 820 Could Support Higher Value Redevelopment
- Secondary Entrance to NAS Fort Worth, JRB's East Gate Draws Traffic to Commercial Areas
- Opportunities to Revitalize Residential Neighborhoods
- Building Improvement Grants from to Assist Owners in Renovating Commercial and Residential Properties
- Potential for City to Meet Housing Needs

**Economic Development Threats**
- Future Mission Changes at NAS Fort Worth, JRB
- Aging Population with Few Young Families and Civic Leaders
- Competition with Suburbs to the West & Newer Retail Growth Areas (Lake Worth & Westworth Village)
- Absentee landlords
City of Sansom Park
Economic Development SWOT Analysis

Economic Development Strengths
• Adjacent to Fort Worth
• Convenient to Downtown Fort Worth & Sundance Square
• Close to NAS Fort Worth, JRB/Lockheed Martin
• Many small business entrepreneurs & unique businesses
• Via Jacksboro Highway access to recreational areas to the west – Lake Worth & Eagle Mt. Lake
• Economic Development marketing handled by Professional Economic Development Consultant

Economic Development Weaknesses
• Need for newer franchise restaurants & retail
• Need for family entertainment options
• Undeveloped pad sites along Jacksboro Highway
• Lack of new investments and new development
• Absentee landlords
• Few transportation options
• Expanse of right of way for SH 199 discourages walking across highway at intersections
• Lack of senior housing
• Older multifamily developments

Economic Development Opportunities
• Individual retail sites available for location of small shops
• Opportunities for redevelopment with mixed uses including residential options
• Available pockets for small scale walkable development along Jacksboro Highway Corridor
• Opportunities for building improvements grants & incentives
• Opportunities for park development
• Opportunities for mixed use and other options of housing developments

Economic Development Threats
• Future Mission changes at NAS Fort Worth, JRB
• Older population with fewer young family in-migration
• Education and language barriers of immigrant population
• No major employers in Sansom Park
• Adjacent retail development in Fort Worth in need of upgrades or redevelopment
• Lack of growth of taxable values

City of Westworth Village
Economic Development SWOT Analysis

Economic Development Strengths
• Significant new power center retail development along SH 183
• New multifamily development with adjoining recreational opportunities
• Quality recreational assets along the Trinity River including parks and walking trails
• A safe and quiet residential community
• Major employers of NAS Fort Worth, JRB and Lockheed Martin close by

Economic Development Weaknesses
• Traffic handling and turning movements along SH 183
• Walkability options across SH 183 and throughout the retail power center developments
• Need for more entertainment options for young families
• Creation of diverse job opportunities
• Need for place making or place gathering opportunities to enhance existing development
• Creation of alternatives to automobile transportation

Economic Development Opportunities
• Continue the investment in commercial development to include mixed uses and office developments
• Continue development of the commercial options for entertainment and healthy living
• Provide for opportunities to engage the residents in building opportunities for entrepreneurs and technology start ups
• Continue the partnership with the base to seek out other opportunities for new investment and development
• Provide connections for pedestrians and bicyclists between the Trinity River trails, Westworth Village nature Trail and the retail/entertainment/shopping centers

Economic Development Threats
• Future Mission changes at NAS Fort Worth, JRB
• Employment options beyond the NAS Fort Worth, JRB and Lockheed Martin
• Lack of office and mixed use developments providing diverse opportunities for economic pursuits
• Lack of unlimited development lands
City of Benbrook
Strategic Economic Development Questions

Q: Should the City adopt a strategy for revitalizing certain residential neighborhoods?
Yes/No/Uncertain

Q: Do you believe that Benbrook should capitalize on its location and highway access to develop a new industrial or corporate business parks?
Yes/No/Uncertain

Q: Do you believe that Benbrook is adequately capitalizing on its tourism, recreation and park assets?
Yes/No/Uncertain

Q: Do you support the City’s policy of annexing development occurring at the fringes of its borders?
Yes/No/Uncertain

City of White Settlement
Strategic Economic Development Questions

Q: Should the City adopt a strategy for revitalizing certain residential neighborhoods?
Yes/No/Uncertain

Q: What aspects of living next to a military installation best reflect your opinions? Choose all that apply.
- The base is a source of jobs and drives the local economy
- The military culture dominates the community and overshadows the community’s history, culture and identity
- The base creates impacts that are difficult to deal with (e.g., noise, traffic, etc.), but the positives far outweigh the negatives
- I think our city should do more to support the base

Q: Do you think that White Settlement is effective at attracting new economic development (e.g., new jobs, private investment, increased tax base, etc.)?
Yes/No/Uncertain
City of Lake Worth
Strategic Economic Development Questions

Q: What aspects of economic development most concern you? Choose all that apply.
   o Use of public money to stimulate private investment
   o Cost of extending infrastructure (e.g., water, sewer, roads, etc.) to support new development
   o Increased traffic congestion
   o Increased taxes
   o Changing the community
   o Attracting new people to the community

Q: Are you in support of the commercial development that has occurred around the I-820/Jacksboro Road interchange?
   Yes/No/Uncertain

Q: What statements about Lake Worth best represent your opinions? Choose all that apply.
   o It’s a beautiful lake “as it is”, don’t change anything
   o It would be better if there was more active recreational use of the lake (e.g., fishing, boating, swimming, etc.)
   o I would like to see a family entertainment development occur at the lake
   o There should be more housing development along the shorefront
   o It’s nice to look at but I don’t have much use for Lake Worth

City of River Oaks
Strategic Economic Development Questions

Q: Would you be in favor of efforts to improve the appearance and quality of commercial development along Jacksboro Highway in River Oaks?
   Yes/No/Uncertain

Q: As growth occurs in the future, what statement best reflects your views of River Oak? Choose one statement.
   o I don’t want the community to change at all and will not support new development
   o I think change can be a positive thing for River Oaks, but it must be planned and managed properly
   o There should be no constraints on what people can do with their private property. We will live with the results – good or bad.

Q: Should the City have a strategy for revitalizing some residential neighborhoods that are in decline?
   Yes/No/Uncertain
City of Sansom Park
Strategic Economic Development Questions

Q: Would you support improvements in walkability including wide sidewalks and pedestrian trails?
   Yes/No/Uncertain

Q: To improve the City taxable base, as well as efficiency for providing city services, would support for new options of housing styles be open for further discussion and potential development?
   Yes/No/Uncertain

Q: Should the City consider a strategy to provide business training and technology enhancements for adults to encourage homegrown business and technology?
   Yes/No/Uncertain

City of Westworth Village
Strategic Economic Development Questions

Q: To sustain the level of recent growth, what actions of the City should be taken?

Q: Besides the new retail development, is there a desire to create jobs in other sectors of the economy and where would those offices be located?

Q: What transportation actions/designs should be developed to improve circulation and transportation options for Westworth Village?