



2021 | STRATEGIC UPDATE



Axxess proudly supports the Dallas Regional Chamber and business as a force for good.



“

No matter the size of our business, we all have a responsibility to give back as part of the success we enjoy.

”

John Olajide
Founder and CEO
Axxess

THOUGHTS FROM OUR CEO

We began the year with a lot of hope and optimism, but 2020 didn't turn out quite like we expected. The COVID-19 global pandemic, the accompanying economic crisis, and the social unrest that followed the killing of George Floyd required us to rapidly adapt our lives to new ways of working and living. While 2020 was a challenging year for all of us, I am proud of the way the Dallas Region, our many partners, and our talented staff stepped up and responded.

Our ability to quickly adjust to a remote work environment and to carry out the final year of our five-year strategic plan, "Building Tomorrow Together," is a shining example of all that we can accomplish when we work together.

The achievements of the last five years have far exceeded our initial strategic planning sessions and launch in 2015.

In the past five years, five Fortune 500 companies relocated to the region. In the past 10 years, we attracted more than 140 companies that created more than one million new jobs.

Dallas remains a vibrant economy that continues to lead the nation in virtually every business ranking you can find, but we still have more work to do to eliminate the inequality in access to a quality education and jobs for some in our community.

We are hopeful, inspired about the work ahead, and prepared to build a new path forward in 2021. Our new three-year strategic plan, developed in consultation with more than 60 area CEOs and executives, Boston Consulting Group, and our DRC leadership team, will guide us in our work to ensure the Dallas Region recovers quickly from the pandemic.

Looking ahead to 2021 and beyond, we will strategically align our efforts in economic development, education and workforce, talent attraction, and public policy and approach all our work through a lens of diversity, equity, and inclusion.

With your generous support we were able to weather the economic crisis of the past year, and we cannot thank you enough. I remain confident, through your partnership and continued support, that we will achieve many more great things as we continue to work together to make the Dallas Region the best place in the United States for all people to live, work, and do business.



All best wishes,

Dale Petroskey

Dale Petroskey

President & CEO, Dallas Regional Chamber

ECONOMIC DEVELOPMENT

2016 - 2020

The DRC works with our regional and state allies to bring companies and new jobs to the Dallas Region. Our strategic focus is to attract U.S. and international headquarters, recruit manufacturing jobs – including to Southern Dallas County – and to drive job growth and innovation, and foster an entrepreneurial culture.

248,600

NET NEW JOBS — #1 RANKING FOR U.S. METROS

5 FORTUNE 500 HQs

MOVED TO DALLAS REGION

LED REGIONAL BID FOR

AMAZON HQ2

62

SUCCESSFUL CORPORATE RECRUITMENT
AND EXPANSION PROJECTS

INDUSTRIAL FACILITIES

MANUFACTURING - 7

LOGISTICS - 10

CORPORATE OFFICES

CORPORATE OFFICES - 19

CORPORATE HEADQUARTERS

FORTUNE 500 - 5

INTERNATIONAL - 8

OTHER - 13

TALENT ATTRACTION

2016 - 2020

The DRC launched the Say Yes to Dallas campaign to attract talented workers from across the United States. Campaign resources include a website with a jobs portal, and materials for recruiters and job seekers, such as a recruiter toolkit, an essentials guide for new employees, and a Dallas Newcomer & Relocation Guide.

say *yes to Dallas*
sayyestodallas.com

700,000+

WEBPAGE VIEWS

400,000+

JOB VIEWS

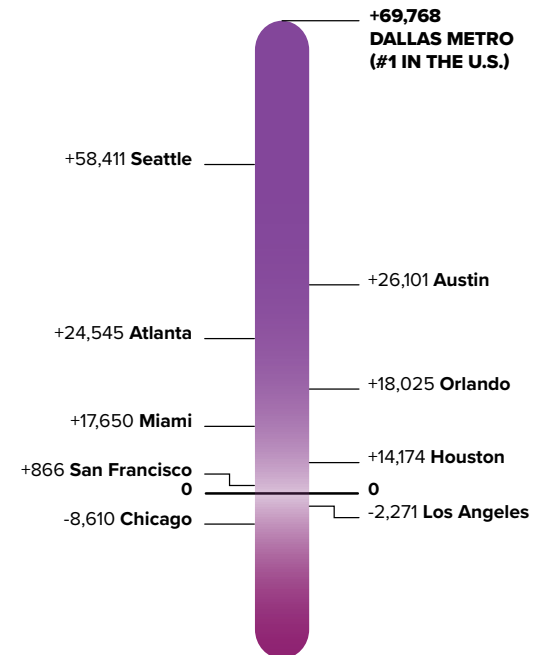
400+

RECRUITER TOOLKITS

14,500+

SOCIAL MEDIA
FOLLOWING

**TALENT CHOOSES
THE DALLAS REGION**
RANKING OF COMPETITIVE
U.S. MARKETS BY NET MIGRATION
OF DEGREE HOLDERS



Source: American Community Survey (2016-2019)

EDUCATION & WORKFORCE

2016 - 2020

Improving educational outcomes and expanding career opportunities creates a sustainable, highly trained workforce. The DRC works to advance education – from early childhood through higher education and workforce development – so all students are equipped to find a rewarding job that pays a living wage.

14%↑

IN PRE-KINDERGARTEN
ENROLLMENT

4%↑

IN POST-SECONDARY
ENROLLMENT

60

DRC MEMBER COMPANIES
PARTICIPATED AS P-TECH PARTNERS
(PATHWAYS IN TECHNOLOGY EARLY COLLEGE HIGH SCHOOL)

36 of 43

DALLAS ISD SCHOOLS NO LONGER ON TEXAS EDUCATION
AGENCY'S LIST OF SCHOOLS NEEDING MOST IMPROVEMENT



LAUNCHED THIS MAJOR
INITIATIVE TO DOUBLE THE
NUMBER OF 25-34 YEAR-OLDS
EARNING A LIVING WAGE
(\$50,000 A YEAR) IN DALLAS
COUNTY BY 2040

PUBLIC POLICY

2016 - 2020

The DRC works with elected officials to advocate for pro-business and pro-growth public policies. The DRC focuses on issues most important to our business community: economic development, infrastructure, education, and maintaining a high quality of life for all who live, work, and do business in the Dallas Region.

38 EVENTS

FEATURING ELECTED OFFICIALS

TOP 3 LEGISLATIVE PRIORITIES

HB 3

Public School Finance

SUPPORTED STATE INVESTMENT OF \$6.6B
IN NEW FUNDS FOR PUBLIC EDUCATION
AND \$5.0B IN PROPERTY TAX RELIEF

SB 6

"Bathroom Bill"

BLOCKED DISCRIMINATORY LEGISLATION
THAT HAD POTENTIAL TO HARM TEXAS' EFFORTS
TO KEEP AND ATTRACT TALENT AND EVENTS

SB 1107

Expanding Telemedicine & Telehealth

SUPPORTED CREATION OF LEGAL FRAMEWORK
FOR VIRTUAL DOCTOR-PATIENT RELATIONSHIPS,
INCREASING CARE OPTIONS FOR CONSUMERS

PERSPECTIVES OF THE DRC CHAIRS

2016-2020



“The objective we set for the Dallas Region to be the best place in the U.S. for all people to live, work, and do business has really taken hold and has come a long way since we put that in place. When we rolled out our strategic plan and launched our *Say Yes to Dallas* campaign, we wanted to showcase the Dallas Region as a great place to live and work. That campaign has been a fabulous success.”

TOM CODD

2016 Chair, *Dallas Regional Chamber*

U.S. Managing Partner, Fit for Growth Platform & Senior Client Relationship Partner, PwC

“The thing I'm most proud of during my term as Chair of the DRC was defeating the ‘bathroom bill.’ The DRC led the statewide effort to oppose this discriminatory legislation because we understood the negative impact it would have on our community. We want the Dallas Region to be the best place to live, work and do business. That does not happen by chance – it’s the result of many things including active advocacy efforts.”

HILDA GALVAN

2017 Chair, *Dallas Regional Chamber*

Partner-In-Charge, Jones Day



PERSPECTIVES OF THE DRC CHAIRS

2016-2020



“When I think back on the last five years, I'm most proud of the way the DRC has transformed itself into a true representation of the community; representation of education, government leaders, and business leaders from all walks, ethnicities, and genders. The DRC has embraced the needs of the community to make better opportunities for businesses and citizens in the Dallas Region.”

JOHN STEPHENS

2018 Chair, Dallas Regional Chamber

Senior Executive Vice President & Chief Financial Officer, **AT&T Inc.**

“The DRC focuses on how to build our talent pipeline through education, workforce development, and public policy to make sure the ‘Texas Miracle’ continues to live strong in the Dallas Region. We also focus on diversity, equity, and inclusion to make the Dallas Region the most inclusive place to do business – those are all the things the DRC continues to do every day to make the region the best place for all of us.”

CHRIS NIELSEN

2019 Chair, Dallas Regional Chamber

Executive Vice President of Product Support &
Chief Quality Officer, **Toyota Motor North America**



“As the sun sets on our five-year strategic plan, we are proud that together we've made real progress in the areas of economic development, education and workforce, talent attraction, and public policy. Thanks to the strength of our 800 member companies working as one team, we've kept our business climate strong and we're working together to make our community more inclusive and more equitable.”

JOHN OLAJIDE

2020 Chair, Dallas Regional Chamber

President & Chief Executive Officer, **Axxess**

THOUGHTS FROM OUR BOARD CHAIR

In reflecting on the past year and the turbulence that we all endured, I would like to thank our DRC 2020 Board Chair, John Olajide, Founder and CEO of Axxess, for his leadership and dedication to helping our organization not only weather the storm, but excel.

Under his leadership, the DRC met every challenge and helped lead our community in new ways that will pay dividends for generations to come.

As we look ahead to 2021, I am excited to launch our new three-year new strategic plan, which calls for tackling the most pressing needs of our business community and the community at large.

The global pandemic has been difficult for us, but the Dallas Region has proven resilient and companies from around the country are showing even more interest in expanding their operations in our community than they were a year ago.

As a Dallas native, I have watched our community grow and develop into one of the most desirable places in America to live, work, and do business. Our economic development efforts will remain focused on maintaining our position as the most business-friendly community in Texas, the most business-friendly state in the nation.

Our new strategic plan will continue to prioritize education and workforce training, which is so critical to providing our businesses with a high-quality workforce and talent pipeline. Public policy is a constant focus because the decisions that are made in Austin, Washington, DC, and in city halls around our region affect every

business and every household. And our newest priority – diversity, equity, and inclusion – is about ensuring everyone in our community is given the opportunity for a good education, a good job, and a good life.

In addition to helping our community, it is important to remember that when your company is a DRC member, every employee of your organization is a DRC member with access to all our offerings, including leadership programs to develop talent, councils and task forces working on our community's most important issues, and dozens of events with interesting and dynamic speakers to help inform your thinking and decision making.

So please multiply your engagement with the DRC. Your company and our community will be stronger when you do. We are 800 companies on the same team working as one to build tomorrow together and help make Dallas the best place in America for all people to live, work, and do business.



All best wishes,

A handwritten signature in black ink that reads "Michelle Vopni". The signature is fluid and cursive.

Michelle Vopni

2021 Chair, Dallas Regional Chamber

Dallas Office Managing Partner, Ernst & Young LLP

OUR MISSION

Together with our business leaders and community partners, we will help lead the Dallas Region to become the best place in the United States for all people to live, work, and do business.

STRATEGIC PRIORITIES 2021-2023



**ECONOMIC
DEVELOPMENT**



**EDUCATION
& WORKFORCE**



**PUBLIC
POLICY**



**DIVERSITY, EQUITY
& INCLUSION**

QUALITY OF LIFE



FOR ALL PEOPLE



**BUILDING TOMORROW
TOGETHER**



ECONOMIC DEVELOPMENT

2021-2023 GOALS

The DRC will lead its regional and state allies to recruit companies and talent. We will focus on companies that pay living wages, lift underserved areas of our region, bring future technologies and innovation, and make our region a better place for all to live, work, and do business.



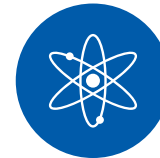
TARGET AND SUPPORT COMPANY MOVES
AND EXPANSIONS TO THE DALLAS REGION



RECRUIT MORE HEADQUARTERS
THAN ANY OTHER U.S. REGION



ADD MORE JOBS THAN
ANY OTHER U.S. REGION



BE A TOP 5 U.S. REGION
FOR NEW HIGH-TECH JOBS

QUALITY OF LIFE



FOR ALL PEOPLE



Actively recruit companies
that pay above living wage



Increase economic development
in underserved areas



Rank as a best place to
live, work, and do business



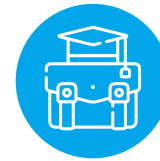
EDUCATION & WORKFORCE

2021-2023 GOALS

The success of the Dallas Region and Texas are closely tied to the quality of the workforce and talent pipeline – from early childhood thru K-12 and higher education to a career. The DRC fosters collaboration between the business community, educational institutions, and workforce development organizations to meet industry needs.



INCREASE 3RD GRADE
READING SKILLS



INCREASE COLLEGE &
CAREER READINESS



RECRUIT NON-LOCAL TALENT
FOR IN-DEMAND POSITIONS



INCREASE NUMBER OF
ADVANCED DEGREES

QUALITY OF LIFE



FOR ALL PEOPLE



Raise the living wage for
25-34 year-olds by 3%



Align skills development to
match employer needs



Increase diversity in key
occupations and industries



PUBLIC POLICY

2021-2023 GOALS

As the voice of the business community in the Dallas Region, the DRC connects member companies with key stakeholders and elected officials at all levels to advocate for pro-business, pro-growth policies that ensure the continued prosperity of our region while maintaining a high quality of life for all.



PROTECT TEXAS' STRONG
BUSINESS ADVANTAGES



INVEST IN TEXAS'
FUTURE WORKFORCE



SUPPORT COVID-19
RECOVERY



CREATE INNOVATIVE INFRASTRUCTURE
FOR A GROWING REGION

QUALITY OF LIFE



FOR ALL PEOPLE



Support legislation that
promotes equity and inclusion



Block discriminatory legislation
that restricts the talent pipeline



Advocate for solutions and
policy reform to address inequities



DIVERSITY, EQUITY & INCLUSION

2021-2023 GOALS

Following the killing of George Floyd, the DRC created the department of Diversity, Equity, and Inclusion to help address inequities in the Dallas Region. The DRC is working with businesses and the community to make the Dallas Region the best place in the United States for all people to live, work, and do business.

DIVERSITY. EQUITY. INCLUSION.



FOR THE GOOD OF EVERY BUSINESS. FOR THE GOOD OF OUR COMMUNITY.

DIVERSITY
IN LEADERSHIP

EDUCATION &
WORKFORCE

COMMUNITY INVESTMENT
IN UNDERSERVED AREAS

POLICING & CRIMINAL
JUSTICE POLICIES

QUALITY OF LIFE



FOR ALL PEOPLE



Empower community stakeholders to have a voice in the development of Southern Dallas County to build a stronger, safer, and thriving community



Bring together criminal justice leaders, policymakers, and community stakeholders to advance criminal justice reform

MEMBER ENGAGEMENT

HOW DRC MEMBERSHIP BENEFITS YOUR TEAM

SIGNATURE EVENTS

- Allows your team to engage with key leaders and influential decision makers

CONNECTIONS TO DECISION MAKERS

- Allows your team to meet and connect with executives and thought leaders

RESEARCH & DATA

- Allows your team access to premier research and data to help inform business decisions

COUNCILS & TASK FORCES

- Allows your team to promote and shape business initiatives through participation

TRUSTED & RELEVANT COMMUNICATIONS

- Allows your team to receive the latest regional news and upcoming DRC event information

LEADERSHIP PROGRAMS & EXECUTIVE ENGAGEMENT

- Allows your team to grow personally and professionally to better serve the region

TALENT ATTRACTION RESOURCES

- Allows your recruiting team to have useful information through Say Yes to Dallas campaign

INNOVATION & ENTREPRENEURSHIP

- Allows your team to connect with innovators and help grow new ventures

MARKETING OPPORTUNITIES

- Allows your team to increase your company's visibility through the DRC's blogs, website, social media, and events

Visit www.dallaschamber.org for more information.

IT'S EASY TO CONNECT WITH THE DRC



STRATEGIC PLAN

www.dallaschamber.org/priorities



MEMBERSHIP

www.dallaschamber.org/join



ECONOMIC DEVELOPMENT

www.dallaschamber.org/ecodev



MEMBER RESOURCES

www.dallaschamber.org/resources



EDUCATION & WORKFORCE

www.dallaschamber.org/education



LEADERSHIP PROGRAMS

www.dallaschamber.org/leadership



PUBLIC POLICY

www.dallaschamber.org/publicpolicy



EVENTS

www.dallaschamber.org/events



DIVERSITY, EQUITY & INCLUSION

www.dallaschamber.org/DEI



NEWS

www.dallaschamber.org/news



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