

Strategic Engagement 2005



Economic Development Is a Top Priority

- In its 2005 retreat, the Dallas City Council reaffirmed that economic development is its top priority. This reaffirmation follows an assessment of the City's economic development programs by outside consultants and the creation of a Stakeholders Task Force to provide external feedback. The Task Force, meeting from February to May, reiterated the need for Dallas to organize its efforts around a widely accepted vision and to create a transparent process to facilitate the achievement of that vision with geographic focus on downtown and Southern Dallas. In recognition of the increased globalization of our economy, an international unit has been formed with initial focus on Asia, Latin America and Canada.
- The City has five broad roles in promoting economic development:
 - To maintain a regulatory process;
 - To enforce public safety so that businesses and households feel safer;
 - To invest in local infrastructure and other services to attract and retain business;
 - To establish policies that align businesses and community goals; and
 - To communicate the community's assets, advantages and aspirations.

The Economic Development Plan Builds on the Work of the Stakeholder Task Force

- Effective development policy requires a focus on strategic objectives. Dallas' primary objectives include:
 - Promoting economic growth
 - Increasing economic opportunities for residents
 - Maintaining a stable revenue base to support City services
- This economic development plan builds on the recommendations of the Stakeholder Task Force by adopting a vision for the City's future that reflects Council and community priorities.

The New Economic Reality

The Task Force discovered that Dallas has changed. Several factors that once drove economic development are no longer valid:

Old Economic Assumptions:	New Economic Reality:
Sunbelt boomtown	Maturing central city
Growth Drivers: "Big" business and relocations	Growth Drivers: New and expanding businesses
Northern Dallas carries the economy.	Northern Dallas is built-out; Southern Dallas needs to be repositioned to capitalize on growth potential.
Corporate Dallas depends on local prosperity.	Corporate prosperity relies on global economy.
Regional growth benefits Dallas.	North Texas' vitality is enhanced by a healthy Dallas.
Homogeneous City	Heterogeneous City

Builds on Core Strengths to Leverage New Economic Reality

By being strategically engaged, Dallas can craft a development policy that builds on core strengths in three primary areas.

- Urban character
 - Revitalized neighborhoods surrounding and including the CBD
 - Dallas Area Rapid Transit (DART) system
 - Regional retail centers
 - Regional cultural and entertainment facilities
 - Abundant civic assets like the Trinity River
- A City of professionals
 - Strong professional business base including finance, business/professional services, media information technology and telecommunications
- Legacy as a city of trade and manufacturing
 - Strategic location for transport with huge logistics and supply-chain management potential
 - Large manufacturing base, including semi-conductors, aerospace/defense and medical devices

The City needs to develop focused action plans that capitalize on its strengths.

A New Strategy

Adopting best practices requires strategic focus on:

- New guiding values
 - Partnerships
 - Transparency
 - Consistency
- Unified vision
 - Facilitating Processes
- Achieving success in programs and projects that drive vision fulfillment

The Vision for Dallas' Economic Future

Dallas will become a diverse, vibrant, urban city that works and builds on its core strengths. It will be:

- A City that is **Strategically Engaged** in economic development
- A **Business-Friendly City**
- A **Dynamic and Expanded Center-City Economy** that is the urban core of the region
- A City of **Balanced Growth and Development Opportunities**
- A City of **Great Neighborhoods**

Strategic Engagement in Economic Development

The City of Dallas is strategically engaged in economic development, that works effectively with the business community to overcome obstacles to growth and that markets itself locally, nationally and globally.

Actions to Facilitate Strategic Engagement

Align the Office of Economic Development (OED) with strategic priorities. Service specialists support geographic teams.

OED Service Specialists	Southern Sector	Downtown	International Business Development
Area Redevelopment (TIF/PID)	X	X	
Research and Information	X	X	X
Marketing	X	X	X
Business Recruitment	X	X	X
Business Expansion and Retention (BEAR)	X	X	X
Retail and Industrial	X	X	X
Brownfield Remediation	X	X	X
Other City Departments			
Housing	X	X	X
Water	X	X	X
Development Services	X	X	X
Park & Recreation	X	X	X
Public Safety	X	X	X
Convention and Event Services	X	X	X

Actions to Facilitate Strategic Engagement

- **Align the Office of Economic Development (OED) with strategic priorities.**
- **Performance measures:**
 - **Achieve full staffing level by March 2006.**
 - **Strategic priority-based individual workplans in place: 0 to 3 months.**
 - **Percent of staff time dedicated to strategic priorities (Target measure to be developed.): 0 to 12 months.**

Actions to Facilitate Strategic Engagement

Create an Economic Development Process Based on Research and Planning, and Maintain Access to Databases Required to Support These Efforts.

- Create a fact based process to review strategic initiatives that have a significant development impact, incorporating appropriate input from interdepartmental work teams.
- Maintain access to databases and software necessary for research and planning.
- **Performance measures:**
 - Updated strategic plan submitted to Economic Development and Housing Committee in August/September 2006 for approval.
 - Publish semiannual scorecard on OED plan: 6 months.
 - Economic indicators and community success factors accurately collected and routinely reported: 3 months.

Actions to Facilitate Strategic Engagement

Drive Measurement and Accountability Through Effective Database Use.

- Develop a project tracking database to account for staff and other resources applied to projects.
- Develop an OED accountability system and semiannual scorecard that is consistent with the City's new accountability process.
- Develop a client relationship management database to track company history with the OED.
- **Performance measure:**
 - **Deploy project tracking, scorecard and client relation management databases: October 2006.**

Actions to Facilitate Strategic Engagement

Create a Communications Program.

- Refine the City's economic development branding message and communicate a clear, consistent and professional image, both domestically and internationally, using available technology and multiple media.
- Develop, in conjunction with the Public Information Office, a public relations campaign to raise the level of awareness of OED and to distribute good news.
- Celebrate and share successes about our City to the Global community.
- **Performance measure:**
 - **Develop branding program and use consistently in 3 publications distributed by OED: 0 to 12 months.**

Actions to Facilitate Strategic Engagement

Leverage Community and Business Partnerships to Accomplish Economic Development Goals.

- Identify opportunities to partner with other organizations and businesses to improve the flow of information and leverage resources.
- **Performance measure:**
 - Participate with ten community partners on economic development programs and/or events: 0 to 12 months.

A Business-Friendly City

The City of Dallas is a business-friendly city that effectively leverages its strengths in technology, medicine and logistics and becomes a destination of choice for entrepreneurial activity.

Building a Business-Friendly City

Create and Maintain an Aggressive Business Expansion and Retention (BEAR) Program.

- Support and encourage a systematic calling effort on leading Dallas companies.
- Conduct site visits to execute a business climate survey.
- Respond to business community feedback and foster open channels of communication.
- Foster a customer-friendly regulatory function and development process within the City.
- **Performance measures:**
 - Present business climate survey results to Economic Development and Housing Committee in September 2006.
 - Create or retain at least 800 jobs citywide at existing companies annually.
 - Increase commercial real property tax base by one percent annually.

Building a Business-Friendly City

Develop a Proactive Recruitment Process to Strategically Attract Domestic and International Business.

- Refine the target market for the City's focused recruitment efforts.
- Develop marketing materials and research publications geared to customer needs.
- Take full advantage of technology to deliver the business message.
- Work collaboratively with the Chambers of Commerce.
- **Performance measure:**
 - **Secure two relocations or expansion operations to Dallas annually.**

Building a Business-Friendly City

Form an International Team to Strengthen Trade and Investment from Asia, Latin America and Canada.

- Form a team, led by an Assistant Director, which focuses on international markets with an initial concentration on China and NAFTA partners.
- **Performance measures:**
 - **Team in place: 0 to 3 months.**
 - **Complete first year workplan: 0 to 3 months.**

Building a Business-Friendly City

Establish a Uniform Prospect Handling Process.

- Establish a prospect handling process for domestic and international leads that: articulates standard procedures and messages to be expressed; uses a consistent and predictable record-keeping system; has built-in follow-up; documents best practices/lessons learned; and measures success.
- **Performance measures:**
 - Provide same day delivery of “first response information” to all prospect calls: 0 to 3 months.
 - Implement procedures to ensure all prospect calls receive a follow-up inquiry within two weeks of final request delivery: 0 to 12 months.

Building a Business-Friendly City

Improve Integration of Economic Development and Public Safety.

- Incorporate a public safety component in our communications message.
- Network routinely with public safety officials so they are aware of OED priority projects.
- Invite senior police officials to participate in BEAR calls where crime and security are competitive issues.
- **Performance measure:**
 - **Complete 15 BEAR calls to businesses in high incident areas annually: 0 to 12 months.**

Building a Business-Friendly City

Promote the Importance of Education/Work Force Training in Economic Development.

- Improve communication between OED and the education and work force training community and find ways to increase cooperation in business development activities.
- **Performance measure:**
 - **Complete 15 BEAR calls with work force training and public education partners annually: 0 to 12 months.**

A Dynamic and Expanded Center-City Economy

Dallas is a City with a Dynamic and Expanded Center-City Economy with a revived, dense residential Downtown connected to thriving urban housing, office and retail developments throughout Central Dallas.

Actions to Support a Dynamic and Expanded Center-City

Form a Team Dedicated to Downtown Priorities.

- An Assistant Director leads a team dedicated to building on existing successes in creating in-town residential, retail, transit and cultural assets.
- Brand and market an expanded Downtown Dallas as an urban city.
- Create a unique retail identity and enhance Main Street initiatives.
- Encourage development of art galleries, fashion and destination retail.
- Improve access to existing parking and incorporate an ambient lighting strategy that increases the perception of safety after dark.
- **Performance measures:**
 - Full staff in place and Center-City workplan completed: 0 to 3 months.
 - Maintain existing 267,000 square feet of retail space (including 129,000 square foot flagship Neiman Marcus store): ongoing.
 - Add 40,000 square feet of retail space: 12 months. Three year goal is a net increase of 120,000 square feet.

Actions to Support a Dynamic and Expanded Center-City

Promote Transit-Oriented Development (TOD) to Improve Connectivity.

- Coordinate TOD planning in concert with DART standards to promote desirable development along transit corridors: residential, retail, office and cultural uses.
- Develop a mixed-use development program to maximize Center-City TOD at the most appropriate DART stations.
- **Performance measure:**
 - One Center-City TOD commitment within 12 months.
 - Secure an average of 10,000 square feet of cultural and artistic facilities at each completed TOD project: ongoing.

Actions to Support a Dynamic and Expanded Center-City

Generate a Focused Center-City Business Expansion and Retention Effort.

- Work with the Central Dallas Association to identify businesses at risk for leaving Downtown and implement priority BEAR strategies.
- Establish informal business roundtables to address barriers to business success identified by the business climate survey.
- **Performance measures:**
 - Create or retain at least 400 jobs at existing companies annually.
 - Reduce vacancy rate in CBD office market by 2 percent annually.

Actions to Support a Dynamic and Expanded Center-City

Increase Urban Housing.

- Convert vacant class B and C office space to residences.
- Grow housing to 10,000 units in the CBD and 20,000 additional units within one mile of the CBD loop (outer ring neighborhoods) by 2015.
- **Performance measures:**
 - Open 600 converted residential units in CBD: 12 months. (Reach 10,000 residential units in the CBD by 2015.)
 - Open 2,500 residential units within one mile of the CBD loop: 12 months. (Reach 20,000 units in these outer ring neighborhoods by 2015.)
 - Form Downtown Connection TIF District: 12 months.
 - Execute development agreement to redevelop the Mercantile block, Continental and Atmos buildings: 0 to 3 months.

Actions to Support a Dynamic and Expanded Center-City

Create Linkages That Connect Center-City Neighborhoods.

- Improve connectivity within the CBD loop by accelerating implementation of Downtown commuter and pedestrian mobility plans, parks master plan and north-south streetscape.
- Increase the number of pedestrian links between the CBD and surrounding neighborhoods, including the proposed park over Woodall Rodgers to connect Uptown and the Arts District.
- Explore expanded trolley service to key City locations.
- **Performance measures:**
 - Purchase two park sites: 12 months.
 - Design one park site: 18 months.
 - Complete 2003 bond program streetscape projects, including new sidewalks, landscaping and pedestrian lighting: 18 months.
 - Install first wayfinding signage phase: 12 months.
 - Identify two new priority corridors between successful Center-City neighborhoods and begin planning with partners for development, landscaping and trolley service: 0 to 12 months.
 - Identify City matching funds for Woodall Rodgers connection park: 12 months.

A City of Balanced Growth

Dallas is a City of balanced growth and development opportunities where past neglect of the Southern Sector is overcome and the full economic potential of this vast land area and the entire City is realized.

A City of Balanced Growth

Form a Team Dedicated to Southern Dallas Priorities.

- Hire an Assistant Director to lead a team dedicated to Southern Sector initiatives.
- Focus specifically on supporting small business development and entrepreneurial activity and implementing projects that fill retail gaps and revitalize neighborhoods.
- **Performance measures:**
 - Professional team named and in place: 0 to 3 months.
 - First year workplan complete: 0 to 3 months.

Actions to Foster Balanced Growth

Enhance Dallas' Position As a National Leader in Supply Chain Management/Logistics and Leverage Its Strategic Geographic Location.

- Maintain a multidisciplinary team to continue pursuing NAFTA Corridor objectives and strengthen existing partnerships with port cities, neighboring municipalities and federal/state agencies.
- Complete an in-depth assessment of Dallas' role in the global supply chain management/logistics sector.
- **Performance measures:**
 - Identify funding alternatives for NAFTA Trade Corridor Project: 0 to 12 months.
 - Achieve a 1,000 percent return on public infrastructure investments in client-specific industrial projects: ongoing.
 - Publish report on opportunities/impact of increasing Dallas' role in global logistics/supply chain management: 9 months.
 - Hold logistics / supply chain summit: 12 months.

Actions to Foster Balanced Growth

Revitalize Dallas' Small Businesses and Support Entrepreneurs.

- Identify best practices in business assistance and incubator operations and create an information guide for start-up businesses on the OED Web site.
- Review the South Dallas/Fair Park Trust Fund's mission and programs for the purpose of more effectively serving the community.
- Monitor and implement Community Development Block Grant programs to encourage economic development in low-to-moderate income areas.
- Promote entrepreneurship throughout the community.
- Help small businesses find access to capital.
- Create a small business advisory council to obtain regular feedback from the small business community.
- **Performance measures:**
 - Present business assistance center / incubator best practices review completed with recommended process to increase graduation and survival rates to City Council: 9 months.
 - Complete business plan competition with winning firms producing 10 jobs within 2 years.
 - Small Business Advisory Council created and workplan in place: 0 to 12 months.
 - Increase new business formation (metric to be developed): 0 to 12 months.

Actions to Foster Balanced Growth

Embrace a Holistic Approach to Retail Development That Encourages Responsible TOD and Focuses on Southern Sector Community Needs.

- Create a multidisciplinary team to address retail and TOD issues.
- Identify qualified developers capable of developing/redeveloping Southern Dallas retail sites and identify potential sites.
- Establish action plans to promote public private partnerships at retail sites in Southern Dallas communities.
- **Performance measures:**
 - Secure commitment on one new and one priority redevelopment project totaling at least 100,000 square feet: 0 to 12 months.
 - Identify two Southern Dallas DART stations for TOD and develop action plans: 0 to 12 months.

Actions to Foster Balanced Growth

Use Existing Tools to More Effectively Redevelop Southern Sector Neighborhoods.

- Expand existing Dallas Brownfields Program, establish a brownfields redevelopment process and identify an initial pilot redevelopment project.
- Evaluate and identify neighborhoods in Southern Dallas that would benefit from TIF and PID programs.
- **Performance measures:**
 - Present recommendations to City Council on the most viable Southern Dallas areas for short-term TIF district or PID use: 0 to 12 months.
 - Establish one new TIF district in the Southern Sector of Dallas: 0 to 12 months.
 - Establish one new PID in Southern Dallas: 0 to 12 months.
 - Identify one viable project site following the completion of the brownfields redevelopment process five-year plan: 0 to 12 months.

A City of Great Neighborhoods

A City of Great Neighborhoods serving a spectrum of household types and needs and supporting urban and suburban centers, parks, transit and libraries.

A City of Great Neighborhoods

Support the Frazier Revitalization Initiative As a Model for Other Southern Sector Neighborhoods.

- Use City resources to support Frazier Revitalization, Inc.'s efforts to assemble key land and assure planning and usage are in keeping with community desires.
- Establish a multidisciplinary team led by the Housing Department to address Frazier Development Initiatives.
- **Performance measures:**
 - Engage (along with other partners) Frazier Redevelopment, Inc. to assist with financing and development: 12 months.
 - Assemble key land: ongoing.
 - Initiate HOPE VI public housing redevelopment: 12 months.
 - Complete template of the Frazier Redevelopment Initiative to be used as a model for neighborhood redevelopment: 12 months.

A City of Great Neighborhoods

Endorse the Frazier Approach As a Model for Other Communities. Key Components Are:

- A process that involves and is guided by community leadership.
- Comprehensive planning that focuses on an urban design vision, mixed income housing, redevelopment opportunities, open space, services and transportation.
- Recruitment of public and private sector partners to assist with financing and development execution.
- Form an umbrella non-profit organization to oversee the recruitment and hiring of a well-qualified executive director to lead the team.

Actions to Cultivate A City of Great Neighborhoods

Evaluate Opportunities to Stimulate Economic Development in the Trinity Corridor and UNT-Dallas Campus Neighborhoods.

- Use Trinity/“Forward Dallas!” Land Use Plans for Guidance.
- Establish multidisciplinary teams, led by OED, to evaluate opportunities and establish priorities.
- Develop action plans around key opportunities.
- **Performance measures:**
 - Two public private partnerships formed to develop Trinity Corridor and/or UNT-Dallas campus area properties: 0 to 12 months.
 - UNT-Dallas campus community stakeholders are actively engaged and neighborhood redevelopment program is initiated (Frazier model) 0 to 12 months.

Summary

- Acknowledge old assumptions are no longer valid.
- Embrace new economic development model that leverages strengths and exploits Dallas' urban character.
- Institute disciplined processes that facilitate execution and emphasize measurement, accountability and transparency.
- Focus resources on high priority programs/projects.
- Form partnerships to leverage resources and multiply economic impact.
- Maintain a fresh vision with community buy-in and private sector engagement.