

Strategic Engagement: Dallas' Economic Development Plan

Adopted September 2005

36 Month Status Report—Through September 2008





City of Dallas

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Dallas Economic Development Vision:

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, that works effectively with the business community to overcome obstacles to growth and that markets itself locally, nationally and globally.

A ***Business-Friendly City*** that effectively leverages its strengths in technology, medicine and logistics and becomes a destination of choice for entrepreneurial activity.

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.

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

I. Background

In December 2004, the City Manager's Office convened a taskforce of economic development stakeholders. This group of business, education and community leaders were charged with evaluating the City's efforts to rebuild its economic development programs. The task force was also charged with advising the staff of the newly constituted Office of Economic Development (OED) in drafting an economic development strategic plan. The resulting document, *Strategic Engagement: Dallas Economic Development Plan*, was adopted by the City Council for implementation in September 2005. The plan was intended to guide OED operations for three years. This document reports on the progress implementing the plan's 23 goals through September 2008.

The stakeholders and OED staff identified three objectives for the renewed economic development effort: economic growth, increasing economic opportunities for residents and maintaining a stable revenue base to support City services.

These objectives remain, however, since 2005 circumstances prompted changes in tactics used by the Office for some goals. In addition to reassuring success in achieving objectives and goals, this scorecard identifies where initiatives were expanded, modified or in some cases abandoned by the City and notes the reasons for those changes. These issues are documented in blue on the appropriate page.

The strategic planning process involved an evaluation of how Dallas has changed. The once Sunbelt boomtown had become a maturing central city. This new city is becoming more diverse, must rely more on start-ups and small businesses for job growth and prepare its southern half to assume a greater role in economic development.

Because of this new reality, Dallas must adopt a new economic development process with a shared economic vision to maintain focus, development coordination through interdepartmental teams, accountability through performance reporting, focusing on catalyst projects to create sustainable successes, and actively engaging businesses to reduce development obstacles are among the principles embodied in the plan.

The plan recognized that development success in Dallas will come from building on the City's strengths and by specializing in the things Dallas does best. These include Dallas' urban character, its professional workforce and its trade infrastructure and assets. Key target industries provide additional business development focus.






The Plan's performance monitoring system includes three sets of measures: economic outcomes, community success factors and strategic plan milestones. The remainder of this report documents performance on these measures.

2005- 2008 Performance Summary

In the three years Strategic Engagement has been in effect, the City has accomplished 81 percent of the 126 milestones it set under 23 separate goals. The complexity and importance of the milestones vary, but the following ten item summarize the major achievements over last three years. Each of the top ten accomplishments listed below may relate to multiple goals and milestones throughout the plan.

- City created a department dedicated to economic development, including teams focusing on the southern Dallas, downtown and international geographic areas. Full staffing achieved early in the plan period.
- Council approved development agreements on corporate relocations, expansions or retentions involving 4,107 jobs.
- Seven new tax increment finance districts were approved by Council with nearly \$7.663 billion in added or anticipated property value increase for all TIFs since inception.
- Conversions of obsolete office buildings and new construction delivered 2,024 new residential units in the Central Business District.
- 141,000 sq. ft. of net new retail operations were added to downtown.
- Business development programs for recruitment, retention, expansion and relocation integrated and focused on priority target industries for Dallas.
- Unified marketing and information system put into place including new economic development website, newsletter, trade show booth and an extensive set of economic and development fact sheets for client use.
- 2006 Capital Bond Program planning incorporated economic development potential as a project criteria. Resulted in 44% of the \$1.35 billion package focused in 10 economic development priority areas such as the Inland Port and downtown.
- City provided \$30 million in infrastructure to permit first phase of development in the inland port area and launched the marketing and information program for the project including a website.
- City improved interdepartmental coordination between Development Services, Housing, Trinity Planning and Public Works and Economic Development supported long term development planning (*forwardDallas!*) and tactical development coordination such as in the Lancaster Corridor Initiative.

Summary Milestone Performance September 2008 of 126 items:

Symbol:					
Definition:	Accomplished as specified in the 2005 plan	Partially Complete / Accomplished	Not accomplished	OED accomplished plan objectives, but not through tactics specified in 2005	Policy changes or other special factors that altered the intent set in 2005
Count:	93	15	7	8	3
% of Total:	73.8%	11.9%	5.6%	6.3%	2.4%

Performance on Strategic Engagement Goals
Vision Element One: Make Dallas a City Strategically
Engaged in Economic
Development

Goal 1: Align the Office of Economic Development with Strategic Priorities.

Align OED staff and other economic development resources with strategic priorities by forming geographic teams supported by service specialists within OED and from other City departments. Focus on three priority geographies: Downtown, Southern Dallas and International Markets.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
OED Director hired and Assistant Directors in place to manage key geographic and service teams: Third Quarter 2005.	✓	Accomplished. AD positions for International, Southern Dallas, Downtown, Business Development and Administration created.
Stakeholder Advisory Group is organized and meets with OED management team: Fourth Quarter 2005.	✓	Stakeholder and International Business advisory groups formed.
Draft individual work plans based on strategic plan goals: December 2005.	✓	Individual work plans completed each year.
Percent of staff time dedicated to strategic priorities (Target measure to be developed.): 0 to 12 months.	✗	Percentage tracking system replaced by milestone and action plan performance measures consistent with citywide individual performance evaluation system.
Project managers and multidisciplinary teams are named to drive priority programs and projects (International Inland Port of Dallas (IIPOD), Retail/TOD, Frazier Courts, Trinity Corridor, UNT-Dallas Southern Campus): Fourth Quarter 2005.	✗	Standing interdepartmental teams replaced by ad-hoc teams. Trinity Office assumed responsibility for that project. forwardDallas! area plan process assumed role of UNT team.
Achieve full staffing level: March 2006.	✓	Office has successfully maintained staffing levels permitted by typical budget constraints.

Performance on Strategic Engagement Goals

Goal 2: 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, and incorporate appropriate input from interdepartmental work teams. Maintain access to databases and software necessary for research and planning.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
OED presents strategic plan to Council: Immediate.		Plan presented and approved by Council in September 2005.
Research and Information Division's budget allocation supports maintenance of necessary database subscriptions and analysis software.		Research budget has been adequate for staffing and material needs.
Annual research workplan meets the needs of OED service teams, long-term tracking and the strategic planning process: Research projects completed according to workplan timeline.		95% of research projects completed on time.
Updated strategic plan submitted to Economic Development and Housing Committee in August/September 2006 for approval.		Plan was not updated formally, but was augmented by annual Action Plan and other performance systems.
Publish semiannual scorecard on OED plan: 6 months.		First six-month scorecard published May. 18 month score card published June 2007. Three-year score card completed December 2008.
Economic indicators and community success factors accurately collected and routinely reported: 3 months.		Quarterly or semiannual updates were determined to be too frequent an interval to assess trends in key statistics. Major economic indicators were updated monthly, quarterly or annually depending on the most appropriate interval to measure change and the availability of the data.
Regular briefings held with Economic Development and Housing Committee and Stakeholder Advisory Group: Committee meets twice a month, and Advisory Group meets Quarterly.		Economic Development Committee meets a minimum of twice per month; Stakeholder Advisory Board meets periodically as needed.

Performance on Strategic Engagement Goals

Goal 3: 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Complete an inventory of OED projects/tasks, strategic goals and identify the data requirements: 0 to 6 months.		Master OED performance responsibilities spreadsheet completed. Research workplans based on these projects. System will be replaced in FY 2008-09 with new Citywide system.
Develop, deploy and maintain a system capable of documenting resource allocation and producing performance-tracking outputs that link the strategic plan with City accountability and individual performance plan systems: 6 to 12 months.		Accomplished through existing and new OED and City systems.
Identify client relationship management (CRM) data requirements, select and license an application for maintaining the database system and deploy it: 6 to 12 months.		Application selected and installed begun in October 2006, after plan deadline.
Deploy project tracking, scorecard and client relationship management databases: October 2006.		Accomplished.

Performance on Strategic Engagement Goals



Goal 4: 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Production of monthly press releases and periodic reports at media breakfasts: 3 to 6 months.		Change in PIO processes: PIO assuming responsibility for publishing OED stories. Monthly DEconomy Newsletter also publicizes OED activities and development news.
OED’s participation in conferences, seminars and community events is clearly branded with a pro-business message: 3 to 6 months.		OED marketing and information program included new marketing collateral, new conference booths, website and fact sheets. Conference participation includes state and national commercial and retail conferences.
Develop branding program and use consistently in three publications distributed by OED: 0 to 12 months.		OED marketing effort applied to Community Economic Profile, Council District Fact Sheets, D Economy Monthly Newsletter as well as several dozen other fact sheets and promotional products under the new Blue/Green marketing scheme.

Performance on Strategic Engagement Goals

Goal 5: Leverage Community and Business Partnerships to Accomplish Economic Development Goals.







<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Partners identified/engaged for key economic development initiatives: 0 to 12 months.		OED staff have identified external partners to support small business initiatives, target industry projects and high technology. On-going participation in support of these efforts continues.
Participate with ten community partners on economic development programs and/or events: 0 to 12 months.		OED staff have entered into partnerships with eight regional chambers of commerce, UT-Dallas, the University of Dallas, the Urban Land Institute, Urban League and others, and has multiple other partnerships in specific development projects.

Performance on Strategic Engagement Goals

Vision Element Two: Make Dallas a Business Friendly City

Goal 6: Create and Maintain an Aggressive Business Expansion and Retention (BEAR) Program.






Support and encourage a systematic effort to call on key 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Visit top 125 companies: 0 to 9 months.		OED continues to call on top employers, chambers and property owners. Project has been designed to focus on target industry segments as well as largest employers.
Complete business climate survey: 6 to 12 months.		Completed.
Continue to align the City's development review and permitting process with industry expectations (OED to assist Development Services Department efforts.): on-going.		OED staff is participating in development code revision through Development Services RFP. This RFP is part of <i>forwardDallas!</i> implementation.
Present business climate survey results to Economic Development and Housing Committee: September 2006.		Results not presented. 2008 Business survey developed by OED and SEC completed.
Create or retain at least 800 jobs citywide at existing companies annually.		Target met each year except 2006. 1,024 jobs in 2005; 365 jobs in 2006; 1,690 jobs in 2007; and 1,028 jobs in 2008.
Increase commercial real property tax base by 1 percent annually.		Increase exceeded target each year. 8.7% in 2006, 10.4% in 2007, and 7.1% in 2008.

Performance on Business Friendly Goals

Goal 7: 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Complete priority industry cluster study: 0 to 3 months.		Completed.
Select target industries: 3 to 6 months.		Completed. List refined in 2008 to focus on: IT services, media, headquarters and back office, logistics, telecom, food manuf., building systems, instruments manuf. and transportation assembly.
Complete profiles of prospect firms: 3 to 9 months.		Completed. Used by business expansion and retention calling teams.
Contact prospect firms, including site visits when feasible: 3 to 12 months.		Proactive recruitment was initiated in the first year. Subsequently, recruitment campaigns include Mayoral calls to firms. Ongoing.
Secure two relocations or expansion operations to Dallas annually.		Met or exceeded target each year.

Performance on Business Friendly Goals

Goal 8: Form an International Team to Strengthen Trade and Investment from Asia, Latin America and Canada.






Form a team, led by an Assistant Director, that focuses on international markets with an initial concentration on China and NAFTA partners.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Develop list of international companies in Dallas: 0 to 3 months.		Completed.
Complete research on level of imports and exports: 0 to 3 months.		Completed.
Work with existing international companies and state and local partners to identify potential leads: 3 to 6 months.		Work with various international Chambers of Commerces, the Consulate General's office, Governor's Office, Houston Mayor's Office, and existing international companies to generate referrals and leads. Ongoing.
Develop list of best prospect companies: 6 to 9 months.		Completed a 5-City strategy for China and business recruiting plan for Mexico and Canada
Contact prospect firms: 9 to 12 months.		OED has maintained an aggressive trip and calling schedule
Team in place: 0 to 3 months.		Completed.
Complete first year workplan: 0 to 3 months.		Workplan presented to Economic Development and Housing Committee in May 2006.

Performance on Business Friendly Goals

Goal 9: 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.




<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Review prospect response process: 0 to 3 months.		Completed.
Identify measures to reduce response time, including methods to provide automated initial responses: 9 to 12 months.		Standard response materials created according to site selector needs. OED website provides extensive data for clients.
Develop and deploy a system for tracking follow-up and cataloging lessons-learned: 9 to 12 months.		System installed, but has not extensively replaced existing follow-up procedures. Pipeline report maintained of all on-going business development prospects.
Document lessons-learned so that they may be incorporated into the next Public Private Partnership review: December 2006.		Public / Private Partnership Program updated each two years, last in April 2008. Lessons learned documentation is an ongoing process.
Provide same day delivery of “first response information” to all prospect calls: 0 to 3 months.		OED staff provides standardized information packets (as recommended by the International Economic Development Council) to all prospects through e-mail while additional request data is being compiled.
Implement procedures to ensure all prospect calls receive a follow-up inquiry within two weeks of final request delivery: 0 to 12 months.		Prospect expectations governs follow-up. Two-weeks is typical, but longer periods are sometimes specified by prospects.

Economic development customer service is often complicated by clients’ desire to remain anonymous. Requests for information are often rigorously controlled by professional site selectors and other “middleman” representatives.

Performance on Business Friendly Goals

Goal 10: 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Implement a process to inform public safety partners of public safety issues identified by OED clients: 0 to 3 months.		BEAR staff maintain regular contact with DPD, relay public safety concerns expressed by clients and when needed conduct joint business
Schedule joint customer calls with public safety partners when crime and security are competitive issues: ongoing.		Northwest and Southwest substations have been particularly active in this initiative.
Complete 15 BEAR calls to businesses in high incident areas annually: 0 to 12 months.		As-needed calling process used rather than systematic joint calling process.

Performance on Business Friendly Goals

Goal 11: 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.







<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Identify and secure major education and work force development partners willing to make site visits: 0 to 9 months.		Contacts established with multiple higher education entities (UT-Dallas, UDallas, UNT Dallas, DCCCD, Paul Quinn and DCCCD.) In addition, a manufacturing workforce summit took place and the City of Dallas was an active collaborator with DCCCD—March 2007.
Develop information exchange process (meetings, communications, etc.): 6 to 12 months.		On-going dialogue is maintained with these institutions.
Schedule joint calling efforts when appropriate: ongoing.		Systematic calling process involving workforce partnerships replaced with as-needed calling through the business expansion and retention and recruitment programs.
Complete 15 BEAR calls with work force training and public education partners annually: 0 to 12 months.		No calls made to date.

Performance on Dynamic Center-City Economy Engagement Goals

Vision Element Three: Make Dallas a City with a Dynamic and Expanded Center-City Economy

Goal 12: 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Downtown Assistant Director in place.		Completed.
Complete hiring of key staff: 0 to 3 months.		Completed.
Complete Center-City workplan: 0 to 3 months.		Workplan activities briefed to Council August 2005. Updated workplan briefed to ED Committee in 4 th Qtr. 2007.
Develop brand for downtown: 6 to 12 months.		DOWNTOWNDallas (formerly CDA) has launched a branding campaign for their organization that encompasses a broader definition of downtown beyond the CBD.
Maintain existing 267,000 square feet of retail space (including 129,000 square foot flagship Neiman Marcus: ongoing.		Accomplished.
Add 40,000 square feet of retail space: 12 months. Three-year goal is a net increase of 120,000 square feet.		Approximately 141,000 sf of retail added to the downtown inventory from 2005 to 2008.

Performance on Dynamic Center-City Economy Goals

Goal 13: 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 and Southern Sector TOD at the most appropriate DART stations.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Identify Central Dallas stations that have the greatest short-term potential for TOD and develop action plans to work with developer proposals: ongoing.		TOD RFQ process included selection of master developer to master plan a minimum of four stations, two of which will be in Southern Dallas. TOD TIF district under development in Fall 2008 to facilitate development.
Identify best practice development incentives used in other cities for TOD and examine Dallas' existing incentive package to ensure the City maximizes TOD investment: 0 to 6 months.		Completed.
Develop a marketing package to target new TOD opportunities available in Dallas: 9 to 12 months.		Marketing package not developed.
Work with the Planning Department and DART to develop a TOD overlay template to facilitate development / redevelopment of land within 1/4 mile of DART stations: upon presentation of Forward Dallas! to City Council.		OED staff participating in development code revision RFP, focusing on market feasibility and development impact of revisions.
One Central-City TOD commitment: 12 months.		First Worthing at Medical Center. Additional projects completed or underway Fall 2008.
Secure an average of 10,000 square feet of cultural and artistic facilities at each completed TOD project: ongoing.		TOD projects that plan to or already accommodate space for art and cultural events include: Park Lane, Lake Highlands Town Center, Design District, TOD TIF district (specifically, the Cedars West TOD), and Fort Worth Ave TIF.

Performance on Dynamic Center-City Economy Goals

Goal 14: Generate a Focused Center-City Business Expansion and Retention Effort.








Work with DOWNTOWNDallas 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Develop early warning system to identify at-risk businesses two to three years in advance of lease termination to begin working with tenant on retention strategy: 0 to 3 months.		OED routinely monitors lease expiration dates for CBD and other business centers. Staff identify pressures for relocation through ongoing BEAR program.
Establish informal business roundtables to discuss barriers to business success identified in the business survey: 6 to 12 months.		OED maintains regular meetings with DOWNTOWNDallas on retention, expansion and relocation projects.
Create or retain at least 400 jobs at existing companies annually.		Target met each year except 2006. 500 jobs in 2005; zero jobs in 2006; 830 jobs in 2007; 550 jobs in 2008.
Reduce vacancy rate in CBD office market by 2 percent annually.		Vacancy rate increased gradually from 20.2% in 2005 to 21.3% in 2008. Primarily due to heavy pressure from new office developments in Victory and Uptown.

Performance on Dynamic Center-City Economy Goals

Goal 15: Increase Urban Housing.

Convert vacant class B and C office space to residences. Grow housing to 10,000 units in the CBD and an additional 20,000 units within one mile of the CBD loop (outer ring neighborhoods) by 2015.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Define expanded Downtown in conjunction with DOWNTOWNDallas and the Planning Division: 0 to 3 months.		DOWNTOWNDallas has identified and is branding the expanded definition. OED considering CBD loop + 1 mile
Convert obsolete office space to residential: ongoing.		Projects since 2005 include: Gulf States, Metropolitan, Mosaic, Republic, Mercantile, 1414 Elm Street.
Complete housing best practices white paper: 12 months.		Economic Development and Housing Committee briefed on attainable housing strategy.
Open 600 converted residential units in CBD: 12 months. (Reach 10,000 residential units in the CBD by 2015.)		2,024 residential units have been converted in the CBD from 2005 to 2008.
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.)		Current estimate is 15,998 units in the one mile buffer, and an additional 11,682 either under construction or planned.
Form Downtown Connection TIF District: 12 months.		TIF approved on June 8, 2005.
Execute development agreement to redevelop the Mercantile block, Continental and Atmos buildings: 0 to 3 months.		Accomplished Mercantile redevelopment. Continental and Atmos buildings pending.

Performance on Dynamic Center-City Economy Goals

Goal 16: 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 that would connect Uptown and the Arts District. Explore expanded trolley service to key City locations.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Acquire land for Main Street Garden and Pacific Plaza: 12 months.	✓	Main Street Gardens, Pacific Gardens, Belo Gardens and Woodall Rodgers Deck Park in approved 2006 capital bond program.
Complete north-south streetscape improvement project: 18 months.	✓	Ongoing; additional funds in approved 2006 bond program.
Encourage cosmetic improvements to private garages participating in the CityPark program: 0 to 6 months.	✓	Private garages participating in the CityPark program have completed cosmetic, interior improvements and have an active and regularly scheduled maintenance plan for both the exterior and interior of garages.
Identify priority corridors/connections: 9 to 12 months.	✓	Corridors identified during development of 2006 bond package.
Purchase two park sites: 12 months.	✓	Projects included in 2006 bond program.
Design one park site: 18 months.	✓	Park and Recreation completed the RFP process for Main St. Gardens. Thomas Balsley hired as designer.
Complete 2003 bond program streetscape projects, including new sidewalks, landscaping and pedestrian lighting: 18 months.	✓	Wayfinding, lighting, streetscape and other improvements ongoing.
Install first wayfinding signage phase: 12 months.	✓	Complete. There are no additional phases to complete.
Identify two new priority corridors between successful Central City neighborhoods and begin planning with partners for development, landscaping and trolley service: 0 to 12 months.	✓	OED staff identified all priority corridors in the expanded downtown area: South Dallas/Fair Park, Victory/Uptown, Cedars, Design District. Re-development efforts ongoing, including options for streetcar connectivity.
Identify City matching funds for the proposed Woodall Rodgers connection park: 12 months.	✓	\$20 million approved in 2006 bond program.

Performance on Balanced Growth Goals
Vision Element Four: Make Dallas a City of Balanced Growth and
Development Opportunities

Goal 17: 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Hire Southern Dallas assistant director: 0 to 3 months.		Lee McKinney, retired Bank One executive hired on September 1, 2005.
Hire team staff: 0 to 3 months.		Completed.
Complete Southern Dallas workplan: 0 to 3 months.		Southern Dallas retail/TOD initiated; Small Business and South Dallas Fair Park Development Plan presented to Economic Development and Housing Committee in April 2006. Updated workplan briefed to council Feb 2008.

Performance on Balanced Growth Goals

Goal 18: 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 International Inland Port of Dallas (IIPOD) objectives and strengthen existing partnerships with port cites, neighboring municipalities and federal/state agencies. Complete an in-depth assessment of Dallas' role in the global supply chain management/logistics sector.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Form a multidisciplinary team, led by a project manager and including consultants Dean International, to meet regularly with City Manager's Office to address IIPOD project initiatives: ongoing.		Team in place. Initiative led by Economic Development Committee Chairperson Ron Natinsky.
Complete a comprehensive assessment of Dallas' ownership and role in global logistics/supply chain management: 0 to 9 months.		ULI Advisory Panel (Summer 2006) was a first step. Follow-up research completed 10/08.
Organize an international conference that focuses on developing Dallas' Southern Sector into a logistics hub: 9 to 12 months.		Trips to China, Korea and Mexico focus on promoting IIPOD and southern sector logistics opportunities.
Project manager, OED and Convention and Visitors Bureau work with railroads to define markets and explore collaboration on advertising campaigns: 6 to 12 months.		Initiative focusing on Dallas's strategic competitiveness against other south central tradecenters. Marketing program in development.
Identify funding alternatives for IIPOD project: 0 to 12 months.		\$30 million for infrastructure in 2006 city bond program. Some matching funds from Dallas County and potential additional funding from NCTCOG TxDOT, U.S.
Achieve a 10 to one return on public infrastructure investments in client-specific industrial projects: ongoing.		First inland port area project received \$1.3 million in infrastructure and yielded \$100 million: a 77 to 1 return.
Publish report on opportunities/impact of increasing Dallas' role in global logistics/supply chain management: 9 months.		OED staff report completed, being integrated into IIPOD 2006-2007 workplan.
Hold logistics/supply chain summit: 12 months.		Urban Land Institute panel held in Summer of 2006.

Performance on Balanced Growth Goals

Goal 19: 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 to more effectively serve 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Review business assistance center / incubator best practices that increase graduation and survival rates: 6 to 9 months.		Best Practices study completed by University of Dallas. Presentation made to Economic Development and Housing Committee in April 2006.
Implement entrepreneurship / small business recognition program / business plan competition programs: 9 to 12 months.		Business recognition program abandoned due to other priorities. (Responsible staff reassigned to HUD audit.)
Identify measures of capital access by Dallas small businesses: 6 to 9 months.		Have identified sources. Have reconstituted BAC's-business coach, small business plan addresses funding issues.
Identify alternate small business financing sources: 9 to 12 months.		Completed.
Present business assistance center/incubator best practices review with recommended process to increase graduation and survival rates to City Council: 9 months.		Completed through University of Dallas study.
Complete business plan competition with winning firms producing 10 jobs within 2 years.		Business plan competition program abandoned due to other priorities. (Responsible staff reassigned to HUD audit.)
Small Business Advisory Council created and workplan in place: 0 to 12 months.		Council participants organized in 2007 but official meetings never commenced. Mayor's Southern Dallas Task Force will provide small business advisory team.
Increase new business formation (metric to be developed): 0 to 12 months.		New business tracking through new sales tax ID numbers and D&B database.

Performance on Balanced Growth Goals

Goal 20: 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Assign multidisciplinary team, led by OED, to identify and prioritize retail and TOD issues: ongoing.	✓	Formed in fourth quarter 2005; included staff from OED, Development Services, Dallas Public Works & Transportation, and DART. Team meets regularly.
Identify qualified developers interested in developing/redeveloping retail sites in Southern Dallas: 6 to 9 months.	✓	OED maintains active & ongoing effort to redevelop key retail sites.
Secure commitment on one new and one priority re-development project totaling at least 100,000 square feet: 0 to 12 months.	✓	150,000 sq. ft. Westmoreland Station retail project anchored by Carnival grocery store open. 450,000 sq. ft. Target-anchored retail center at I-20 and Hampton.
Identify two Southern Dallas DART stations for TOD and develop action plans: 0 to 12 months.	✓	Stations identified by deadline. Implementation plans included in TOD TIF program.

Performance on Balanced Growth Goals

Goal 21: 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.




<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Create a five-year brownfields redevelopment plan with flow-chart: 12 months.		Draft completed. Under Executive Review.
Identify two target neighborhoods and two potential brownfields redevelopment sites for each neighborhood: 12 months.		Neighborhoods identified: South Dallas/Fair Park, West Dallas, the Cedars, and South Side PID. Sites currently being reviewed.
Present recommendations to City Council on most viable Southern Dallas areas for short-term TIF district or PID approach: 0 to 12 months.		Three new TIF districts created in southern Dallas since 2005. Grand Park South, Davis Garden, Fort Worth Avenue.
Establish one new TIF district in the Southern Sector: 0 to 12 months.		Three new TIF districts created in southern Dallas since 2005. Grand Park South, Davis Garden, Fort Worth Avenue.
Establish one new PID in Southern Dallas: 0 to 12 months.		No Southern Sector PIDs created.
Identify one viable project site following the completion of the brownfields redevelopment process five-year plan: 0 to 12 months.		Since March 2007, the Brownfields Program managed assessments of 11 properties in south and east Dallas areas in neighborhoods targeted for revitalization.

Performance on Great Neighborhoods Goals

Vision Element Five: Make Dallas a City of Great Neighborhoods

Goal 22: 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Establish a multidisciplinary team, led by the Housing Department, to support the Frazier Redevelopment Initiative: 0 to 3 months.		Team headed by City Housing Director Jerry Killingsworth established.
Develop a template for neighborhood redevelopment based on the lessons learned from the Frazier Redevelopment Initiative: 0 to 12 months.		OED has shifted focus from the Frazier model. Under the new Southern Dallas initiative, OED is pursuing an asset-based community development approach with the pilot project being developed in the Lancaster corridor area.
Engage (along with other partners) Frazier Redevelopment, Inc. to assist financing and development: 12 months.		Infrastructure financing recommended in 2006 bond program.
Assemble key land: ongoing.		Land bank program in place to assist in acquisition/development of residential lots. Additional funding identified in 2006 bond program for Economic Development and Housing Infrastructure Acquisition Opportunities.
Initiate HOPE VI public housing redevelopment: 12 months.		Dallas Housing Authority initiative.
Complete template of the Frazier Redevelopment Initiative to be used as a model for neighborhood redevelopment: 12 months.		OED has shifted focus from the Frazier model. Under the new Southern Dallas initiative, OED is pursuing an asset-based community development approach with the pilot project being developed in the Lancaster corridor area.

Performance on Great Neighborhood Goals

Goal 23: Evaluate Opportunities to Stimulate Economic Development in the Trinity Corridor and UNT-Dallas Campus Neighborhoods.

Use the 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.

<i>Milestone or Performance Measure</i>	<i>Status</i>	<i>Comment</i>
Establish multidisciplinary teams, led by OED, to evaluate Trinity opportunities and establish priorities: 0 to 3 months.	✓	Trinity responsibility has been assumed by Trinity Corridor Project Planning Group. UNT Dallas Southern Campus Team informally in place under leadership of Development Services Department small area plan.
Top priority Trinity development sites identified/ action plans developed: 6 to 12 months.	✓	Priority areas identified from among 23 Trinity opportunity areas.
City Council approves Comprehensive Plan, which will include an implementation plan for the UNT-Dallas campus area.	✓	forwardDallas! Adopted as City comprehensive plan, June 2006. UNT Dallas small area plan developed according to schedule.
Two public private partnerships formed to develop Trinity Corridor and/or UNT-Dallas campus area properties: 0 to 12 months.	✓	New projects completed in the Design District and Cedars TIF districts. Additional projects in both areas under way or planned.
UNT-Dallas campus community stakeholders are actively engaged and neighborhood redevelopment program is initiated (Frazier model): 0 to 12 months.	✓	Long Range Planning is coordinating small area plan with participation by community stakeholders.

Economic Outcomes Performance

Performance on economic outcomes is the ultimate indicator of progress for Dallas' economic health. While many of these macroeconomic indicators are beyond the City's direct control, Dallas' economic development strategy is designed to make the greatest possible impact on these outcomes.

Economic Growth		
Indicator	Change	Period Reported
Jobs in Dallas (1)	Up 11.0 %	March 2006 to March 2008
Commercial Construction (2)	Up 0.4 %	March 2005 to March 2008
Building Permit Value (2)	Up 34.6 %	Jan/June 2005 to Jan/June 2008
Economic Output (3)	Up 8.2 %	2005 Q4 to 2007 Q4
Economic Opportunities		
	Change	Period Reported
Work force in Dallas (4)	Up 2.8 %	March 2005 to March 2008
Unemployment Rate (4)	Down 1.1 points	March 2006 to March 2008
Per Capita Personal Income (5)	Up 9.0 %	2005 to 2007
Commercial Occupancy Rates (6)	Up 2.0 %	2005 Q2 to 2008 Q2
Median Home Values (7)	Up 3.3 %	2005 to 2008
Sustainable Revenue		
	Change	Period Reported
Property Tax Revenue (8)	Up 18.10 %	FY 05 to FY 09
Sales Tax Revenue (8)	Up 16.8 %	FY 05 to FY 08
Hotel Occupancy Tax Revenue (8)	Up 27.4%	FY 05 to FY 09

(1) City of Dallas, Office of Economic Development analysis of U.S. Bureau of Labor Statistics data.

(2) City of Dallas, Development Services Department.

(3) City of Dallas, Office of Economic Development analysis of U.S. Bureau of Labor Statistics and U.S. Bureau of Economic Analysis data.

(4) U.S. Bureau of Labor Statistics.

(5) City of Dallas, Office of Economic Development analysis of U.S. Bureau of Economic Analysis and U.S Census Bureau data.

(6) Costar.

(7) Texas A&M Real Estate Center, MLS.

(8) City of Dallas, Office of Financial Services.

Community Success Indicators (Enablers of Development)

These community success factors are qualities that must be present as prerequisites for economic development. Similar to macroeconomic indicators, the City cannot directly control most of these indicators, yet monitoring these indicators helps maintain and promote an awareness of their importance to economic development.

A Safe City		
	Change	Period Reported
Murder (1)	Down 1.0 %	2005 to 2007
Violent Crime (1)	Down 14.1 %	2005 to 2007
Property Crime (1)	Down 5.6 %	2005 to 2007
A Well Trained Work force		
	Change	Period Reported
Number of High School Graduates (2)	Down 13.2 %	SY 2005-06 to SY 2007-08
Associates Degrees Awarded (3)	Up 5.5 %	SY 2005-06 to SY 2007-08
DCCCD Students Transferring to 4-Year Colleges or Universities (4)	Up 24.0 %	FY 06 to FY 07
Strong Public Schools		
	Change	Period Reported
Exemplary/Recognized Schools (DISD only) (2)	Down 37.0 %	SY 2005-06 to SY 2007-08
School Rated Acceptable or Better (2)	Down 12.0 %	SY 2005-06 to SY 2007-08
A Diverse Quality Housing Stock		
	Change	Period Reported
Housing Opportunity Index (5)	Up 12.4 %	2006Q2 to 2008Q2
Home Ownership Rate (6)	Up 1.0 %	2000 to 2007

(1) U.S. Federal Bureau of Investigation, Uniform Crime Report.

(2) Texas Education Agency (Includes DISD Only)

(3) texashighereducationdata.org

(4) Texas Higher Education Coordinating Board.

(5) National Association of Homebuilders, Wells Fargo Housing Opportunity Index. Data applies to Dallas Metropolitan Division.

(6) Demographics Now.