

*City of Dallas
Office of Economic Development, 2006*

Strategic Engagement: Dallas' Economic Development Plan

***First Six Months
Performance Report***



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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 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. This document summarizes the plan, and reports on the progress implementing the 23 goals stated in the plan.

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.

Given these objectives, the strategic planning process involved an evaluation of the current state of the City. This review concluded that 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 sector to assume a greater role in economic development.

Because of this new reality, Dallas must adopt a new economic development process characterized by: a shared economic vision to maintain focus, Interdepartmental teams to coordinate the economic development process, performance reporting to improve accountability, focusing on catalyst projects to create sustainable successes, actively engaging businesses to reduce development obstacles, working with partners, and raising awareness of public safety, housing and education as economic enablers to improve development opportunities.

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. This means playing our unique role in the region and nation. These strengths are concentrated in three primary areas: Dallas Can Build on Its Urban Character, Dallas Can Build on Its Role As a City of Professionals, Dallas Can Build on Its Legacy As a City of Trade and Manufacturing.

The performance reporting system to monitor this plan includes three sets of measures. These are economic outcomes, community success factors and strategic plan milestones.

The remainder of this report documents performance on each of these performance measurement components.

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 3.0 %	March 2005 to March 2006
Commercial Construction (2)	Up 5.3 %	March 2005 to March 2006
Building Permits (2)	Up 14 %	March 2005 to March 2006
Economic Output (3)	Up 3.3 %	2005 Q1 to 2006 Q1
Economic Opportunities		
	Change	Period Reported
Work force in Dallas (4)	Up 1.8 %	March 2005 to March 2006
Unemployment Rate (4)	Down 0.6 %	March 2005 to March 2006
Per Capita Personal Income (5)	Up 4.0 %	2003 to 2004
Commercial Occupancy Rates (6)	No change	2005 Q1 to 2006 Q2
Median Home Values (7)	Down 0.2 %	2003 to 2004
Sustainable Revenue		
	Change	Period Reported
Property Tax Revenue (8)	Up 4.9 %	FY 2003-04 to FY 2004-05
Sales Tax Revenue (8)	Up 2.4 %	FY 2003-04 to FY 2004-05
Hotel Occupancy Tax Revenue (8)	Up 1.6 %	FY 2003-04 to FY 2004-05

(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.

Indicators of Community Success (Development Enablers)

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 18.5 %	2004 to 2005 (preliminary)
Violent Crime (1)	Down 4.6 %	2004 to 2005 (preliminary)
Property Crime (1)	Down 5.4 %	2004 to 2005 (preliminary)
A Well Trained Work force		
	Change	Period Reported
High School Graduates (2)	Up 4.3 %	2004 to 2005
Associates Degrees Awarded (3)	Up 6 %	2003-04 to 2004-05
DCCCD Students Transferring to 4-Year Colleges or Universities (3)	Up 6 %	2003-04 to 2004-05
Strong Public Schools		
	Change	Period Reported
Exemplary/Recognized Schools (2)	Down 10.1 %	2003-04 to 2004-05
School Rated Acceptable or Better (2)	Down 6.9 %	2003-04 to 2004-05
A Diverse Quality Housing Stock		
	Change	Period Reported
Housing Opportunity Index (5)	Down 5.9 %	2005 Q1 to 2006 Q1
Home Ownership Rate (6)	Up 0.3 %	2000 to 2005

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

(2) Texas Education Agency

(3) Dallas County Community College District.

(4) Texas Education Agency.

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




(6) Demographics Now.



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.		Karl Zavitkovsky hired as OED Director, ADs for geographic areas are Lee McKinney (Southern Dallas), Jim Wood (Downtown), Jennifer Li (International) Hammond Perot (Business Development.)
Stakeholder Advisory Group is organized and meets with OED management team: Fourth Quarter 2005.		Stakeholder and International Business advisory groups formed in May 2006, will meet in June, 2006.
Draft individual work plans based on strategic plan goals: December 2005.		All individual work plans are drafted and in place.
Percent of staff time dedicated to strategic priorities (Target measure to be developed.): 0 to 12 months.		Measure developed to evaluate percentage of staff time dedicated to strategic priorities. Will be applied with deployment of OED project data-
Project managers and multidisciplinary teams are named to drive priority programs and projects (NAFTA Corridor, Retail/TOD, Frazier Courts, Trinity Corridor, UNT-Dallas Southern Campus): Fourth Quarter 2005.		NAFTA corridor, retail / TOD and Frazier teams in place; UNT-Dallas team formation pending finalization of comprehensive and UNT targeted plan for area. Trinity corridor team formation pending hire of Trinity Corridor Development Executive.
Achieve full staffing level: March 2006.		Downtown, Southern Sector and international teams fully staffed by April 2006. Openings in Area Redevelopment, Business Development and Finance to be filled by June 2006.

Key:  on target / complete,  in progress but behind schedule,  delayed / not started.

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 August 2005.
Research and Information Division's budget allocation supports maintenance of necessary database subscriptions and analysis software: Included in 2005 – 2006 budget.		New budget meets data and software needs. Acquisitions in process.
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.		Achieved 100% satisfaction rating from OED service teams and other customers; Over 90% of projects completed on time.
Updated strategic plan submitted to Economic Development and Housing Committee in August/September 2006 for approval.		Ongoing; will review with Stakeholder Advisory Board prior to submission to Economic Development and Housing Committee.
Publish semiannual scorecard on OED plan: 6 months.		First six-month scorecard published May 2006.
Economic indicators and community success factors accurately collected and routinely reported: 3 months.		Economic indicators developed. First release scheduled for June 2006.
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 and Housing Committee meets a minimum of twice per month; Stakeholder Advisory Board will have first meeting in June 2006 to review first six months results and discuss strategic plan updates.

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.
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.		Staff reviewed a variety of custom and off-the-shelf applications. Recommended product will serve as CRM system as well (see below). Are beginning procurement process.
Identify client relationship management (CRM) data requirements, select and license an application for maintaining the database system and deploy it: 6 to 12 months.		Staff reviewed a variety of custom and off-the-shelf applications. Recommended products were identified and the procurement process has
Deploy project tracking, scorecard and client relationship management databases: October 2006.		Software acquisition and training are anticipated to be complete this fiscal year.

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.		Production of press releases and periodic media breakfasts have not begun. Press releases will begin production with launch of new OED web-
OED's participation in conferences, seminars and community events is clearly branded with a pro-business message: 3 to 6 months.		OED branding initiative has begun and includes new conference booths and pamphlets. OED has attended community meetings to educate the
Develop branding program and use consistently in three publications distributed by OED: 0 to 12 months.		OED has produced a general pamphlet and a small business pamphlet under the brand " <i>Big D—Dallas: Its everything you want —</i>

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.
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 Foundation for Community Empowerment, Urban Land Institute, and has multiple other partnerships in development.

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 has developed call procedures and begun visiting Dallas' largest corporations in conjunction with the business climate survey.
Complete business climate survey: 6 to 12 months.		Initiated in April; contacted 4,500 companies. Partnering with local chambers. Follow-up interviews with business leaders in second half of 2006.
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 completed initial review of development code and identified a number of improvements to facilitate development. Development Services Department will be drafting new development code amendments to facilitate the implementation of ForwardDallas!
Present business climate survey results to Economic Development and Housing Committee: September 2006.		In progress and on track.
Create or retain at least 800 jobs citywide at existing companies annually.		BEAR program has secured the retention of 7-Eleven and Hunt Consolidated headquarters retaining 1,200 jobs for the CBD.
Increase commercial real property tax base by 1 percent annually.		Initial data indicates commercial property values have increased by 22.2%. Final numbers will be available later this summer.

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 and presented to Economic Development and Housing Committee in March 2006.
Complete profiles of prospect firms: 3 to 9 months.		Work plan developed for creating industry profiles and comprehensive target industry lists of local, US and foreign firms. Project scheduled for completion July 2006.
Contact prospect firms, including site visits when feasible: 3 to 12 months.		Need to develop a call schedule, joint activities with the local chambers of commerce, a message map process and call memos — new OED database
Secure two relocations or expansion operations to Dallas annually.		The International Division has supported the relocation of two Chinese firms to the Asian Trade District: Goldenvale, Inc. and Parsun,

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.		List of largest Dallas and Dallas area foreign owned firms developed. Working with GDC to develop comprehensive list.
Complete research on level of imports and exports: 0 to 3 months.		Foreign trade statistics are published at U.S. Customs district levels, essentially for the DFW area. Staff are exploring reasonable methods to isolate City of Dallas trade statistics.
Work with existing international companies and state and local partners to identify potential leads: 3 to 6 months.		Formed international business advisory group in May. Three Chinese companies/government entities announced opening of new offices in Dallas (26 jobs in 2006, 100 by
Develop list of best prospect companies: 6 to 9 months.		Partial list completed. Will work with advisory group to expand the list.
Contact prospect firms: 9 to 12 months.		First trip to China in November 2005; second and third trips scheduled for July and September 2006. Mexico trips to Pacific port cities connected to inland port initiative.
Team in place: 0 to 3 months.		Team in place under Assistant Director Jennifer Li.
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. Initial tracking system in place.
Identify measures to reduce response time, including methods to provide automated initial responses: 9 to 12 months.		OED Business Development staff have begun providing standardized industry data. Automated response databases and queries under investigation.
Develop and deploy a system for tracking follow-up and cataloging lessons-learned: 9 to 12 months.		Proposed OED project tracking database will provide this capability. Anticipate acquisition and training complete this fiscal year.
Document lessons-learned so that they may be incorporated into the next Public Private Partnership review: December 2006.		Council approved Public Private Partnership Program in April 2006. 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 provide standardized spreadsheets, 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.		Proposed OED project tracking database will provide this capability. Anticipate acquisition and training complete this fiscal year.

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.		To date, worked with DPD on ED broad priorities for strategic plan.
Schedule joint customer calls with public safety partners when crime and security are competitive issues: ongoing.		Working together with Mercantile security issues and Club Blue.
Complete 15 BEAR calls to businesses in high incident areas annually: 0 to 12 months.		OED Staff have secured GIS Police crime data and will use to identify high incident business centers. BEAR calls will focus on these centers. Will work with Police area commanders to develop a joint calling program in the second half of FY 2006.

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.		OED has established contact with multiple higher education entities (UT-Dallas, UDallas, UNT Dallas, DCCCD, Paul Quinn and Mountain
Develop information exchange process (meetings, communications, etc.): 6 to 12 months.		On-going dialogue is being maintained with these institutions.
Schedule joint calling efforts when appropriate: ongoing.		No joint calls have been made.
Complete 15 BEAR calls with work force training and public education partners annually: 0 to 12 months.		No joint calls have been made.

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: accomplished.	✓	Assistant Director Jim Wood hired.
Complete hiring of key staff: 0 to 3 months.	✓	Full team in place by March 2006.
Complete Center-City workplan: 0 to 3 months.	✓	Workplan activities briefed to Council August 2005.
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.	✓	Currently at 293,000 square feet (including Neiman Marcus).
Add 40,000 square feet of retail space: 12 months. Three-year goal is a net increase of 120,000 square feet.	✓	Phase I retail additions total 47,700 square feet. Davis Lot scheduled to open this year includes 20,000 of this space.

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.		Medical Center TIF and Mockingbird Station plans; part of joint effort with DART to accelerate the plan in calendar year 2006. Worked with DART to choose developer for Mockingbird Station.
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.		Best practices reviewed and documented December 2005.
Develop a marketing package to target new TOD opportunities available in Dallas: 9 to 12 months.		TOD marketing package not developed. OED staff continue to meet with developers on TOD
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.		Tied to City Council approval of Forward Dallas!; ongoing conversations with DART.
One Central-City TOD commitment: 12 months.		First Worthing at Medical Center.
Secure an average of 10,000 square feet of cultural and artistic facilities at each completed TOD project: ongoing.		Indicator needs refinement. Definition may include public art, gallery space, or other?

Performance on Dynamic Center-City Economy Goals

Goal 14: 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.

<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
Establish informal business roundtables to discuss barriers to business success identified in the business survey: 6 to 12 months.		Initiating a program with Downtown Dallas Association.
Create or retain at least 400 jobs at existing companies annually.		7-Eleven: 700 jobs added; Hunt Consolidated: 500 jobs retained.
Reduce vacancy rate in CBD office market by 2 percent annually.		On target. Fiscal year to date change in office vacancy improved from 24.3 % to 21.2 %.

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 Central Dallas Association and the Planning Division: 0 to 3 months.		DOWNTOWNDallas has identified and is branding the expanded definition.
Convert obsolete office space to residential: ongoing.		Current conversion projects include: Gulf States, Metropolitan, Mosaic, Republic, Mercantile, 1414 Elm Street.
Complete housing best practices white paper: 12 months.		Report scheduled for completion Fall 2006.
Open 600 converted residential units in CBD: 12 months. (Reach 10,000 residential units in the CBD by 2015.)		Gulf States, 1407 Main and 1414 Elm, and Farmers Market TIF District scheduled to open 449 units this
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.)		OED staff are in the process of updating the in-town housing inventory to coincide with the expanded definition of downtown. Anticipate data collection complete and monitoring program in place in time to measure results for the fiscal year.
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.		Development agreement executed. Demolition on Mercantile block is underway.

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 Live Oak Garden Parks: 12 months.	✓	Main Street Gardens, Pacific Gardens, Belo Gardens and Woodall Rodgers Deck Park in recommended 2006 capital bond program.
Complete north-south streetscape improvement project: 18 months.	✓	Ongoing; additional funds recommended in 2006 bond program.
Encourage cosmetic improvements to private garages participating in the CityPark program: 0 to 6 months.	✓	OED has not secured cosmetic improvements.
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 has completed the RFP process and has a recommended 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.	✓	Phase 1 Installation of the Wayfinding Signage is on target and approximately 85% complete. Completion is expected by May 2006.
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.
Identify City matching funds for the proposed Woodall Rodgers connection park: 12 months.	✓	\$20 million recommended in proposed 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.		Two senior development coordinators, Erma Saracho and Ron Patterson, hired to focus on Southern Dallas neighborhoods.
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.

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 NAFTA Corridor 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 NAFTA Trade Corridor Project initiatives: ongoing.		Team led by Project Manager Heather Lepeska with active involvement of OED Director. Initiative led by Economic Development and Housing Committee Chairperson Bill Blaydes.
Complete a comprehensive assessment of Dallas' ownership and role in global logistics/supply chain management: 0 to 9 months.		Ongoing. ULI Advisory Panel scheduled for last week of June 2006.
Organize an international conference that focuses on developing Dallas' Southern Sector into a logistics hub: 9 to 12 months.		Talking with UTD and UNT about a conference in the fourth quarter 2006. Conference will incorporate
Project manager, OED and Convention and Visitors Bureau work with railroads to define markets and explore collaboration on advertising campaigns: 6 to 12 months.		Currently on hold pending outcome of other Inland Port initiatives.
Identify funding alternatives for NAFTA Trade Corridor Project: 0 to 12 months.		Recommended \$30 million for infrastructure in 2006 bond program. Some matching funds from Dallas County and potential additional
Achieve a 1,000 percent return on public infrastructure investments in client-specific industrial projects: ongoing.		First inland port area project received \$1.3 million in infrasturcture and yielded \$100 million: a 7,690%
Publish report on opportunities/impact of increasing Dallas' role in global logistics/supply chain management: 9 months.		OED staff report scheduled to be published June, 2006.
Hold logistics/supply chain summit: 12 months.		Pending results of ULI panel.

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 UD MBA students. Presentation made to Economic Development and Housing Committee in April 2006.
Implement entrepreneurship / small business recognition program: 9 to 12 months.	✓	Target second half of 2006.
Conduct business plan competition to identify viable businesses/potential employers: 0 to 12 months.	✓	Target second half of 2006.
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. Indicator may need to be revised.
Identify alternate small business financing sources: 9 to 12 months.	✓	Have identified sources in small business plan presented to Council, April 2006.
Create a small business advisory council: 0 to 12 months.	✓	Target second half of 2006.
Present business assistance center/incubator best practices review with recommended process to increase graduation and survival rates to City Council: 9 months.	✓	Study presented to Economic Development and Housing Committee April 2006.
Complete business plan competition with winning firms producing 10 jobs within 2 years.	✓	In planning stages.
Small Business Advisory Council created and workplan in place: 0 to 12 months.	✓	Have begun identifying prospective members, developing role for the group.
Increase new business formation (metric to be developed): 0 to 12 months.	✓	Metric based on annual new business accounts in OED business 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; includes staff from OED, Development Services, Dallas Public Works & Transportation, and DART. Team meets regularly. Developers and NCTCOG staff frequently participate.
Identify qualified developers interested in developing/redeveloping retail sites in Southern Dallas: 6 to 9 months.	✓	Qualified developer list assembled, and ongoing conversations held. Six DART RFPs.
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 broke ground in 2006. Deal for 450,000 sq. ft. Target-anchored retail center at I-20 and Hampton development agreement anticipated in 2006.
Identify two Southern Dallas DART stations for TOD and develop action plans: 0 to 12 months.	✓	Westmoreland, Lancaster Kiest, Wynnewood/Illinois Corridors stations identified. Actions plans under development.

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.		In process. Received \$200,0000 assesment EPA grant.
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.
Identify Southern Dallas areas with highest viability for TIF and PID use: 12 months.		Most viable TIF district / PID sites to date identified.
Present recommendations to City Council on most viable Southern Dallas areas for short-term TIF district or PID approach: 0 to 12 months.		Most viable TIF district / PID sites to date identified.
Establish one new TIF district in the Southern Sector: 0 to 12 months.		Grand Park South TIF approved on October 26, 2005. Program budget is \$16.3 million.
Establish one new PID in Southern Dallas: 0 to 12 months.		No PIDs established year-to-date. New PID policy approved December 14, 2005. Focus is on commercial
Identify one viable project site following the completion of the brownfields redevelopment process five-year plan: 0 to 12 months.		Multiple project sites under evaluation.

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 Assistant Director Lee McKinney established.
Develop a template for neighborhood redevelopment based on the lessons learned from the Frazier Redevelopment Initiative: 0 to 12 months.		OED staff are partnering with UT-Dallas and Williams Institute to develop a monitoring program for the South Dallas / Frazier area to identify most successful development methods.
Engage (along with other partners) Frazier Redevelopment, Inc. to assist financing and development: 12 months.		Infrastructure financing recommended in 2006 bond program. \$20 million of Economic Development and Housing targeted money in recommended 2006 capital bond program allocated for acquisition, assistance for assemblage of key mixed-use land parcels.
Assemble key land: ongoing.		Land bank program in place to assist in acquisition/development of residential lots, in addition to funding recommendations in the proposed 2006 bond program.
Initiate HOPE VI public housing redevelopment: 12 months.		Commenced residential redevelopment construction in September 2005.
Complete template of the Frazier Redevelopment Initiative to be used as a model for neighborhood redevelopment: 12 months.		In process. Pending results of UT-Dallas / Williams Institute research program. Frazier Project is on going and will not be complete within 12 months. Recommend extending deadline an additional 24 months.

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 Team formation pending hire of director-level Trinity Corridor Development Executive (expected in second quarter 2006.) UNT Dallas Southern Campus Team informally in place under leadership of Development Services Department. Awaiting approval of Comprehensive Land Use Plan and initiation of UNT targeted plan.
Top priority Trinity development sites identified/ action plans developed: 6 to 12 months.		Awaiting hire of director-level Trinity Corridor Development Executive (expected in second quarter 2006.)
City Council approves Comprehensive Plan, which will include an implementation plan for the UNT-Dallas campus area.		Comprehensive Plan presentation made to Council in May 2006. Pending final approval.
Two public private partnerships formed to develop Trinity Corridor and/or UNT-Dallas campus area properties: 0 to 12 months.		None formed to date.
UNT-Dallas campus community stakeholders are actively engaged and neighborhood redevelopment program is initiated (Frazier model): 0 to 12 months.		Active engagement with UNT. No formal neighborhood engagement outside comprehensive plan work to date.

