

Memorandum



CITY OF DALLAS

DATE October 14, 2011

TO Members of the Economic Development Committee: Tennell Atkins (Chair),
Ann Margolin (Vice Chair) Jerry R. Allen, Sheffie Kadane, Monica Alonzo

SUBJECT **Council Strategic Plan Objectives Review**

On Monday, October 14, 2011, the Economic Development Committee will be briefed on the Council Strategic Plan Objectives Review.

Briefing material is attached.

Should you have any questions, please contact me at (214) 670-3296.

A handwritten signature in black ink, appearing to read 'Ryan S. Evans'.

Ryan S. Evans
Assistant City Manager

C: The Honorable Mayor and Members of the City Council

Mary K. Suhm, City Manager

Rosa Rios, Acting City Secretary

Tom Perkins, City Attorney

Craig Kinton, City Auditor

Judge C. Victor Lander, Administrative Judge Municipal Court

A.C. Gonzalez, First Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager

Forest Turner, Assistant City Manager

Joey Zapata, Interim Assistant City Manager

Jeanne Chipperfield, Director, Chief Financial Services

Karl Zavitkovsky, Director, Office of Economic Development

J. Hammond Perot, Assistant Director, Office of Economic Development

Helena Stevens-Thompson, Assistant to the City Manager



Council Strategic Plan Objectives Review

Economic Development Committee
October 17, 2011



Purpose

- To review Strategic Plan economic vibrancy goals/results
- To discuss possible additions or modifications

Strategic Plan: Economic Vibrancy Goals

- Convention Center Hotel open and operational by Q1 2012
- Redevelop 4% of aging multifamily housing by 2011
- Have at least one production facility with established supplier network by 2011, employing no less than 300 people in Southern Dallas
- Increase real property appraised values by \$200M/yr for 2009, 2010 and 2011 in 10 Opportunity Areas
- Continue streetcar implementation plan
- Increase percentage of business customers that rate the city's responsiveness as good or excellent
- Establish or re-invigorate retail in Southern Dallas

Strategic Plan: Results

- Convention Center Hotel completion and opening scheduled for 11/11/11
- 5% of aging multifamily housing stock demolished. Redevelopment slowed by recession
- 7 Southern Dallas manufacturing projects by 2011: 1,023 jobs; \$149.6M investment
- Opportunity Area values up 10.2% (7% in 5 northern areas and 24% in 5 southern areas)
- McKinney Avenue Trolley System construction underway; Dallas Streetcar Business Plan adopted in 12/09 and Trinity River Crossing Starter Line is funded/in advanced planning
- 2008 baseline: 85% of business customers say Dallas is a good or excellent place to do business
- 4 new or redeveloped Southern Dallas shopping centers (610K Sq. Ft.); 8 new Aldi grocery stores announced (5 opened); 4 new Walmarts announced

Strategic Plan:

Discussion of Possible Additions or Modifications

Set a 4-Year Objective: Employment

1. Measure reflects the level of business activity in Dallas and includes residents and commuters that work at a Dallas business site
2. Set a 4-year goal to increase number of Dallas jobs by 4% and an 8-year goal of 8%
3. COD employment estimate for 2010 was 1,038,000.
4. City can recover back to the 2008 high level of 1,080,000 in four years (+42K jobs) and grow to 1,124,000 in eight years (+86K jobs) with a robust business development effort

Set a 4-Year Objective: Labor Force

1. Measures number of Dallas residents who are active in the labor market (either employed or unemployed)
2. Set a 4-year goal of 2.5% growth and an 8-year goal of 5%
3. Dallas' labor force = 609,000 mid-year 2011
4. 2.5% increase represents 15K jobs and a 5% increase = 30k jobs
5. Reaching this goal depends on 1) improving workforce preparedness of Dallas' children and 2) successfully creating more sustainable middle-income neighborhoods.

Set a 4-Year Objective to Lower Unemployment Rate

1. Represents the % of Dallas residents in the labor force who are actively looking for work but unable to find it.
2. Set a 4-year unemployment rate goal of 8% and an 8-year goal of 6.5%
3. Dallas' unemployment rate stood at 9.2% mid-year 2011
4. "New normal" national unemployment rate should come down to about 6.7 to 7.5%
5. Estimate COD rate just below that at 6.2 - 6.7% with DFW at 5.5 - 6.3%
6. While COD's industry mix is more favorable to recovery, COD labor force (occupational mix) is not suited to fill positions.

Set Southern Dallas and TOD Focus Areas Objectives

- **Focus resources/additional investment in Southern Dallas and/or TOD (Citywide) neighborhoods with best chance of changing perceptions/attracting private investment**
 - Define focus areas
 - Measure change in real property values in focus areas (most increases will come from new construction)
 - Set 4-year and 8-year goals

Set a 4-Year Objective to Increase Downtown Property Values

1. Implement Downtown 360 recommendations
2. Measure real property values inside CBD and set 4-year goal to increase value by 4% and 8-year goal of 12%
3. Real tax base was \$3.8B in 2010
4. 4% growth comes from \$150M in new tax base
5. 12% growth comes from \$450M in new tax base

Discussion and Comments
