ECONOMIC VIBRANCY

Council Briefing Presentation

January 20, 2010

Key Focus Area
Economic Vibrancy

Team Roster

- Christopher O’Brien (Lead, Economic Development)
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- Brittany Burrell (City Manager’s Office)
- Frank Camp (Office of Environmental Quality)
- Derrick Chance (Streets)
- Jennifer Cottingham (Dallas Water Utilities)
- Andrea Harris (Housing)
- Rebecca Huber (Sanitation)
- Hector Reynoso (TWM)
- Ashley Saunders (Sustainable Development & Construction)
- Vernon Young (Sustainable Development & Construction)

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Vision Statement

A **thriving** economy sustained by a healthy mix of local and international business opportunities, housing choice, visitor attraction, and city services

Key Focus Area
Economic Vibrancy

Council Objectives

Objective	Current Data / Progress
Convention Center Hotel and ancillary development open and operational by Q4 2011.	▪ Bonds were sold, contracts executed and construction began in September 2009 ▪ Current projected opening: First Quarter 2012
Establish or reinvigorate two significant retail centers in the Southern Sector by 2011.	▪ Redevelopment of the 112,000 sq. ft. Crest Plaza Shopping Center at South Lancaster Rd. and E. Saner Ave. with facility for Save-A-Lot ▪ Council approved $5M to support land assemblage & project development along Lancaster Corridor, with particular emphasis on the VA Hospital/Urban League Headquarters ▪ Southwest Center Mall owner entered into a joint venture with a retail group to pursue new tenants for the inline store space; new developers are in due diligence phase for redevelopment of the Dillard's property; City has secured an option contract on the former JC Penney building at the mall and is pursuing redevelopment partners
Redevelop 4% of aging multifamily housing by 2011.	▪ By mid year 2009, over 5.2% of the aging multifamily stock was demolished and the sites prepared for redevelopment ▪ Focused multifamily redevelopment efforts underway in North Oak Cliff, Skillman Corridor and Walnut Hill/Central area

Council Objectives

Objective	Current Data / Progress
Increase the percentage of customers rating the city's responsiveness as good or excellent to 70% by 2011.	▪ 85% of businesses rate Dallas as a "good" or "excellent" place to do business in 2008 and 42% rate Dallas as an excellent place to do business. (Source: Dallas Business Survey) ▪ 78% of citizens rate Dallas as a "good" or "excellent" place to do business in 2009 while 69% of citizens rated the city's responsiveness as "good" or "excellent". (Source: 2009 Citizen's Survey)
Have at least one production facility with an established supplier network by 2011 employing no less than 300 people in the Southern Sector.	▪ In 2008, Council approved 7 projects in the Southern Sector, resulting in 388 new jobs and a total investment of over $220,000,000 ▪ In 2009, Council approved 3 projects in the Southern Sector, resulting in 150 new jobs and a total investment of $30,500,000
Increase by $200 million per year for 2009, 2010 and 2011 the appraised value in the 10 Opportunity areas.	▪ From 2005 to 2008 commercial and residential property valuation in the 10 opportunity areas increased by approximately $2.474 Billion ▪ From 2008 to 2009 commercial and residential property valuation in the 10 opportunity areas dropped by $2.26 Billion

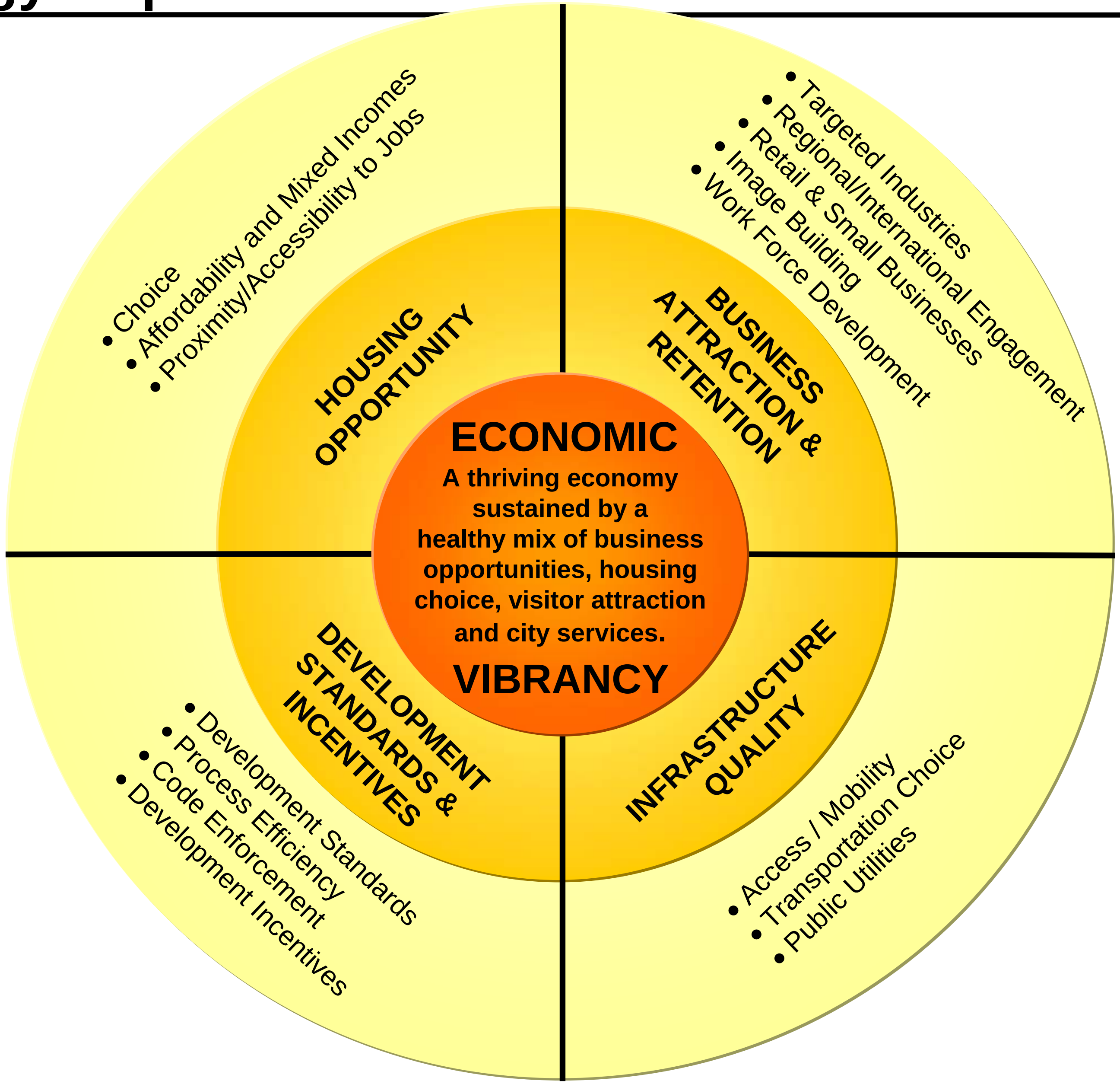
Overarching Considerations

Consistency with Long Range Development Plans

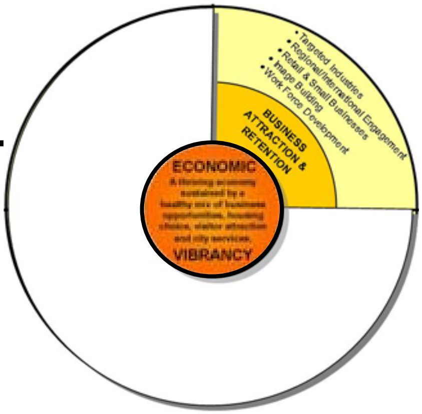
- *forwardDallas!* Plan (Long Range Planning)
- Strategic Engagement Plan (Economic Development)
- Balanced Vision Plan (Trinity River Corridor)
- Long Range Water Master Plan (Dallas Water Utilities)
- Bond Programs (Public Works)
- Mayor’s Southern Dallas Task Force (Economic Development)

Key Focus Area
Economic Vibrancy

Strategy Map



Business Attraction and Retention



Council Objectives

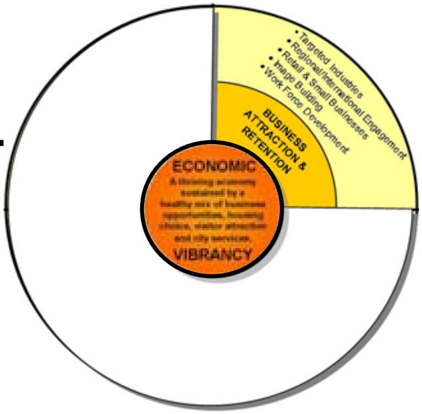
- Convention Center hotel and ancillary open and operational Q4 2011
- Establish or invigorate two retail centers in the Southern Sector by 2011
- Have at least one production facility development by 2011
- Increase appraisal value in 10 development opportunity areas by $200M / year

Strategy

Sustain and attract targeted industry firms and small businesses

Sub-Strategies
1) Recruit targeted industries
2) Facilitate land and commercial structure development/redevelopment
3) Grow economy through international and regional engagement
4) Expand retail in underserved areas
5) Support small business creation
6) Promote image as a “green” city and convention and visitor destination
7) Partner with local agencies toward market driven work force development
8) Create funding sources to facilitate development

Business Attraction and Retention



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Selected Sub-Strategies and Data

- **Grow economy through international and regional engagement in 2009**
  - Conducted several recruiting trips abroad
  - Recruited 10 corporate operations (from China and Taiwan) to Dallas with 88 jobs created.

- **Create funding sources to facilitate development**
  - City of Dallas Regional Center – 2010 goal to raise $40,000,000 to finance development in Dallas
  - New Markets Tax Credits - ~$14,000,000 available later this year for development in low income areas of Dallas
  - Section 108 HUD Funding

Housing Opportunity

Council Objectives

- Redevelop 4% of aging multifamily housing by 2011
- Establish or invigorate two retail centers in the Southern Sector by 2011

Strategy

Facilitate a range of housing choices across the income and geographic spectrum

Sub-Strategies
1) Redevelop aging multifamily housing
2) Promote housing infill and rehabilitation
3) Integrate workforce housing with market rate housing
4) Promote mixed use / transit-oriented developments
5) Increase percentage of home ownership
6) Encourage housing that is accessible to job opportunities
7) Develop affordable housing downtown

Housing Opportunity

Council Objectives

- Redevelop 4% of aging multifamily housing by 2011
- Establish or invigorate two retail centers in the Southern Sector by 2011

Selected Sub-Strategies and Data

- **Promote mixed use/transit-oriented development**
  - Mockingbird – Lancaster Transit-Oriented Development TIF approved linking development, jobs, transit and housing.
- **Develop affordable housing downtown**
  - Continental Building –
    - $18,000,000 TIF funding approved by Council
    - $46,000,000 projected value
    - 199 residential units
  - Atmos Building –
    - $23,000,000 TIF funding approved by Council
    - $50,200,000 projected value
    - 233 residential units

Infrastructure Quality

Council Objectives

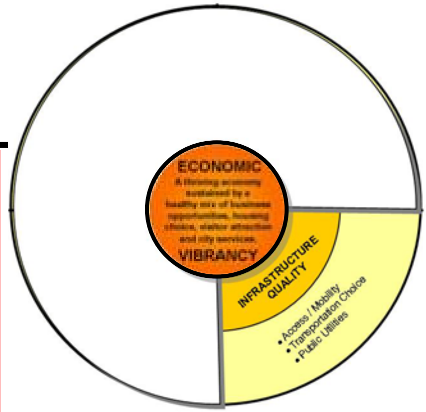
- Convention Center hotel and ancillary open and operational Q4 2011
- Establish or invigorate two retail centers in the Southern Sector by 2011
- Have at least one production facility development by 2011
- Increase appraisal value in 10 development opportunity areas by $200M/year

Strategy

Create and maintain the fundamental infrastructure systems necessary for economic growth

Sub-Strategies
1) Promote access and mobility
2) Expand transportation choices and connectivity between alternative modes
3) Plan, manage, and maintain public infrastructure to support economic growth

Infrastructure Quality



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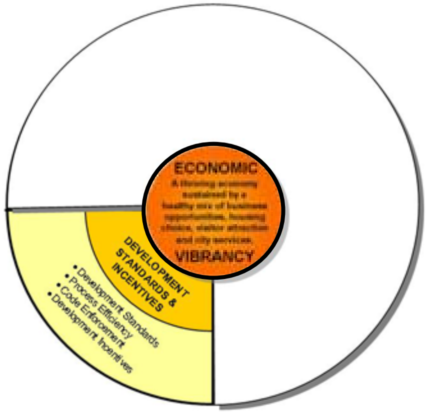
Selected Sub-Strategies and Data

- **Promote access and mobility**
  - Woodall Rogers Deck Park will provide walking access between CBD and Uptown area and recreation areas; Phase II—deck and tunnel construction started in September – completion December 2011
  - Love Field DART to Terminal "People Mover" schematic design complete – briefing 1/25/2009 for next steps; Traffic at Love Field is expected to be 50% higher in 2015, after the Wright Amendment is fully repealed
- **Plan, manage and maintain public infrastructure**
  - Dallas Water Utilities:
    - Connected the Lake Fork Reservoir water supply – increasing the dependable yield for water supply by 107 million gallons per day (MGD). Lake Fork just came online
    - Repaired, rehabilitated and replaced 115 miles of water and wastewater mains including relocations and private development projects
    - Sought and received low interest Texas Water Development Board financing for $95 M project related to the ongoing multi-phased East Side Water Treatment Plant expansion

Development Standards and Incentives



Council Objectives

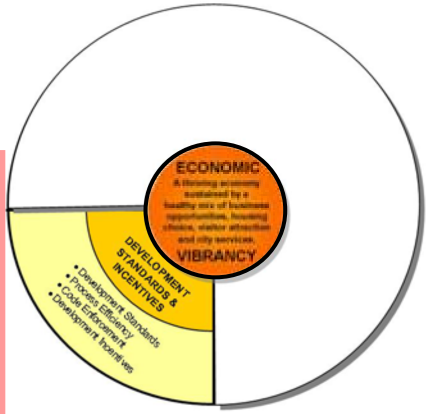
- Increase percentage of business customers that rate the city's responsiveness as good or excellent to 70% by 2011
- Have at least one production facility development by 2011
- Establish or invigorate two retail centers in the Southern Sector by 2011

Strategy

Ensure standards and incentives are in place to promote economic development

Sub-Strategies
1) Manage a timely and efficient regulatory process
2) Promote standards that ensure high quality development
3) Implement incentives that promote beneficial development
4) Ensure fair enforcement of city codes

Development Standards and Incentives



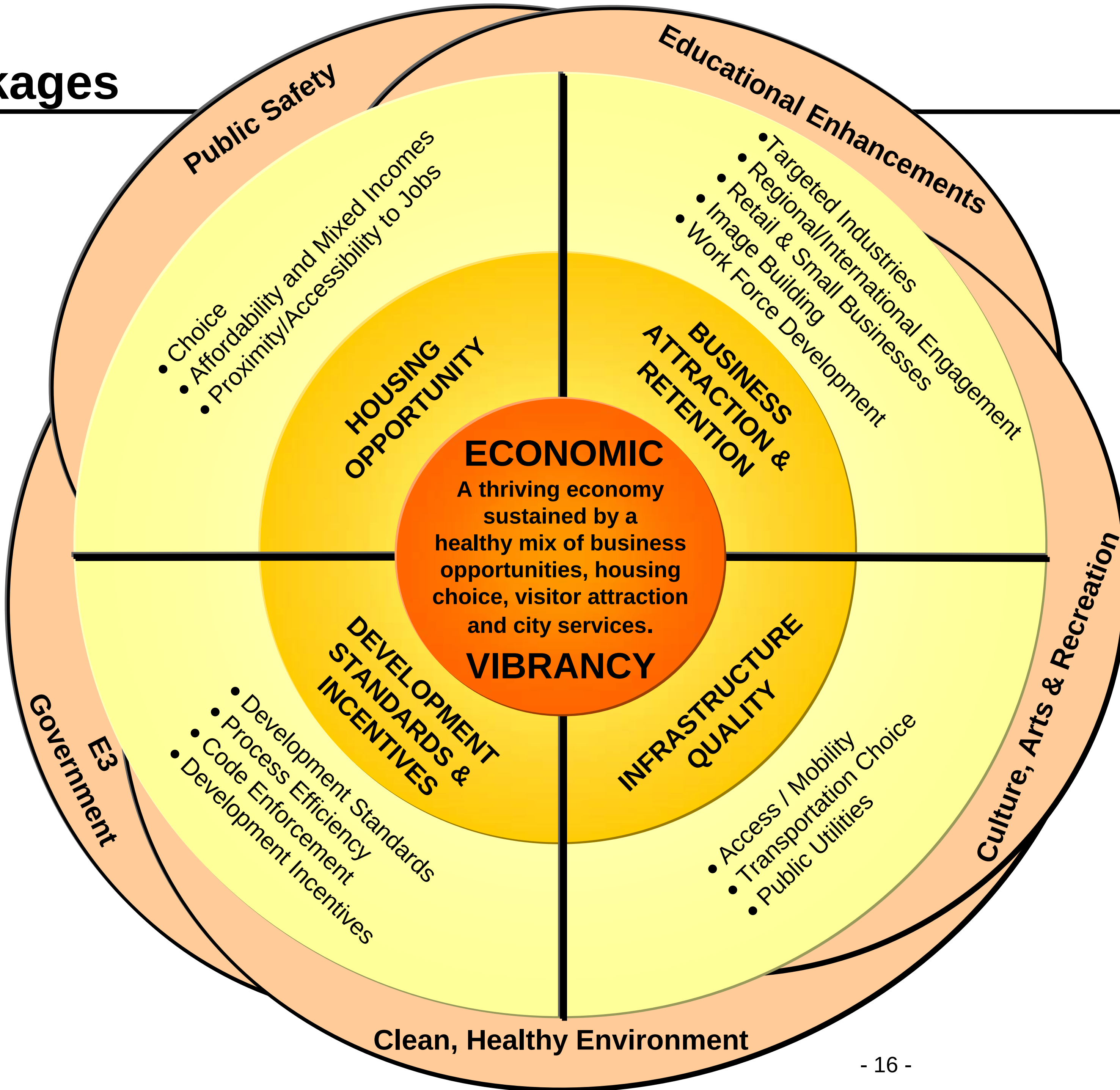
Council Objectives

- Increase percentage of business customers that rate the city's responsiveness as good or excellent to 70% by 2011
- Have at least one production facility development by 2011
- Establish or invigorate two retail centers in the Southern Sector by 2011

Selected Sub-Strategies and Data

- **Promote standards that ensure high quality development**
  - Dallas City Council passed the Green Building Ordinance in April 2008
  - Future amendments to the Green Building Ordinance will include recommendations for remodeling and reconstruction
  - Urban Forest Advisory Committee
  - Land Use and Subdivision Group
  - Form Based Zoning
  - Transit Oriented Developments
  - Trinity River Corridor Project
  - Mayor's Southern Dallas Task Force
  - Sustainability Task Force

Linkages



Public Safety
Educational Enhancements
Culture, Arts & Recreation
Clean, Healthy Environment
E3 Government
• Choice
• Affordability and Mixed Incomes
• Proximity/Accessibility to Jobs
HOUSING OPPORTUNITY
•Targeted Industries
• Regional/International Engagement
• Retail & Small Businesses
• Image Building
• Work Force Development
BUSINESS ATTRACTION & RETENTION
ECONOMIC
A thriving economy sustained by a healthy mix of business opportunities, housing choice, visitor attraction and city services.
VIBRANCY
DEVELOPMENT STANDARDS & INCENTIVES
• Development Standards
• Process Efficiency
• Code Enforcement
• Development Incentives
INFRASTRUCTURE QUALITY
• Access / Mobility
• Transportation Choice
• Public Utilities

Links to Other Key Focus Areas

Public Safety

- Continuous Workforce Development
  - Hiring Strategies
- Resource Management
- Enhanced Customer Communication
  - Community Outreach

Educational Enhancements

- Resource Management
  - Meet maintenance and replacement schedules
- Enhanced Customer Communication
  - Community Outreach

E^3

- Long-term Resource Management
  - Employ process improvement methods
  - Business Attraction and Retention through a high-service low-cost government

Clean, Healthy Environment

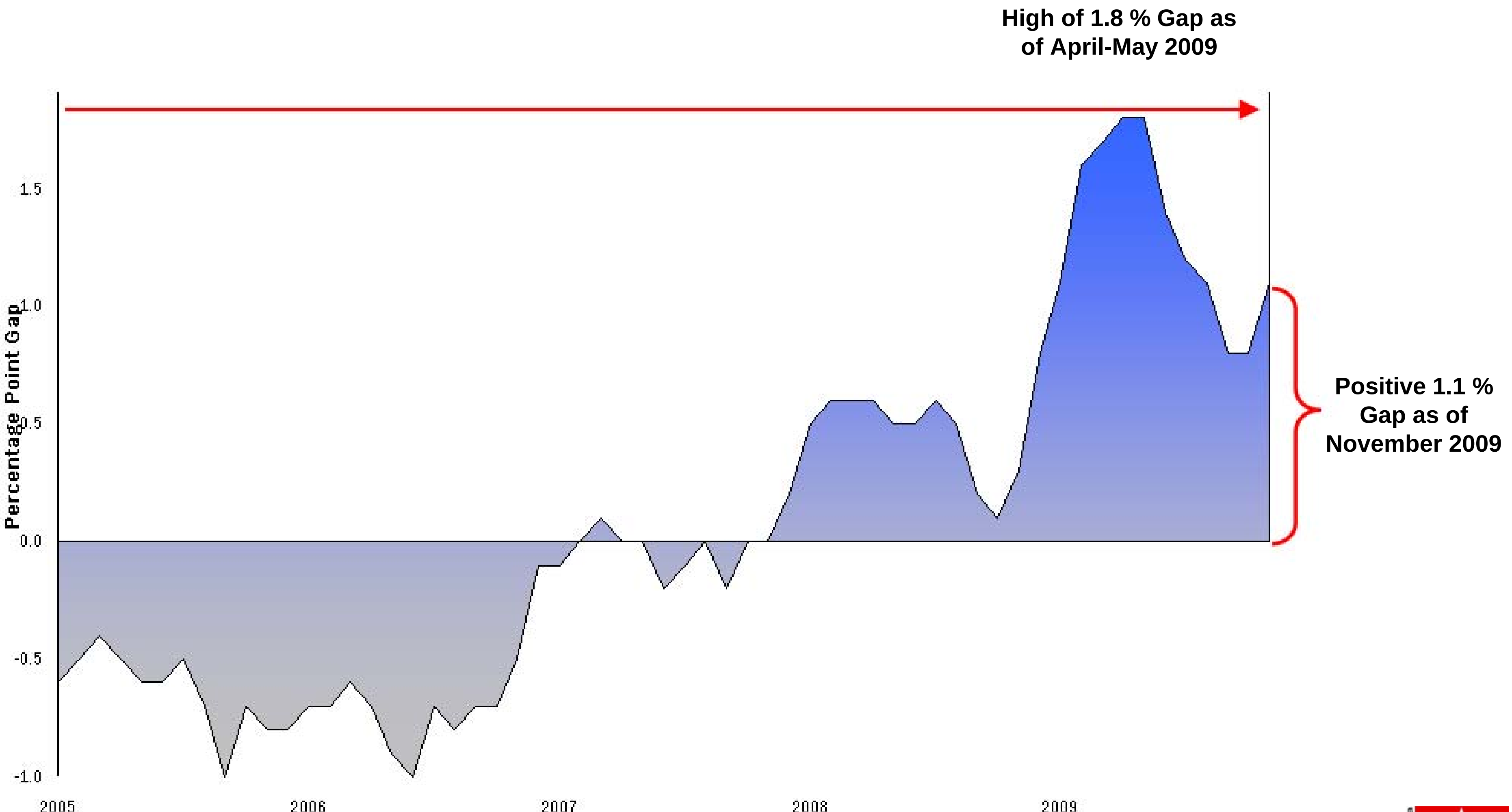
- Resource Management
  - Buy "green" and environmentally friendly goods and services
- Enhanced Customer Communication
  - Encourage Best Practices for companies and residents to minimize their environmental footprint to promote the “green” goals of Mayor and Council.

Culture, Arts & Recreation

- Provide Quality Infrastructure
  - Ensure economic growth in tandem with cultural growth
  - Public facilities such as parkland, cultural centers and libraries

Appendix

Appendix: Economic Vibrancy Statistics



Appendix: Economic Vibrancy Statistics

Household Employment - Labor Force Data

Table 1.
ANNUAL AVERAGE UNEMPLOYMENT RATES

	FY 2009	FY 2008	Point Change
City of Dallas	7.4	5.5	1.9
DFW MSA	7.1	4.5	2.6
Texas	6.9	4.5	2.4
U.S.	8.2	5.3	2.9
Largest U.S. Cities Avg.**	10.4	6.6	3.8

Table 2.
CITY OF DALLAS LABOR FORCE ANNUAL AVERAGE (PERSONS)

	Unemployed	Labor Force
FY 2009	44,201	598,136
FY 2008	29,221	598,379
Change	15,980	-243
% Change	54.7	0.0

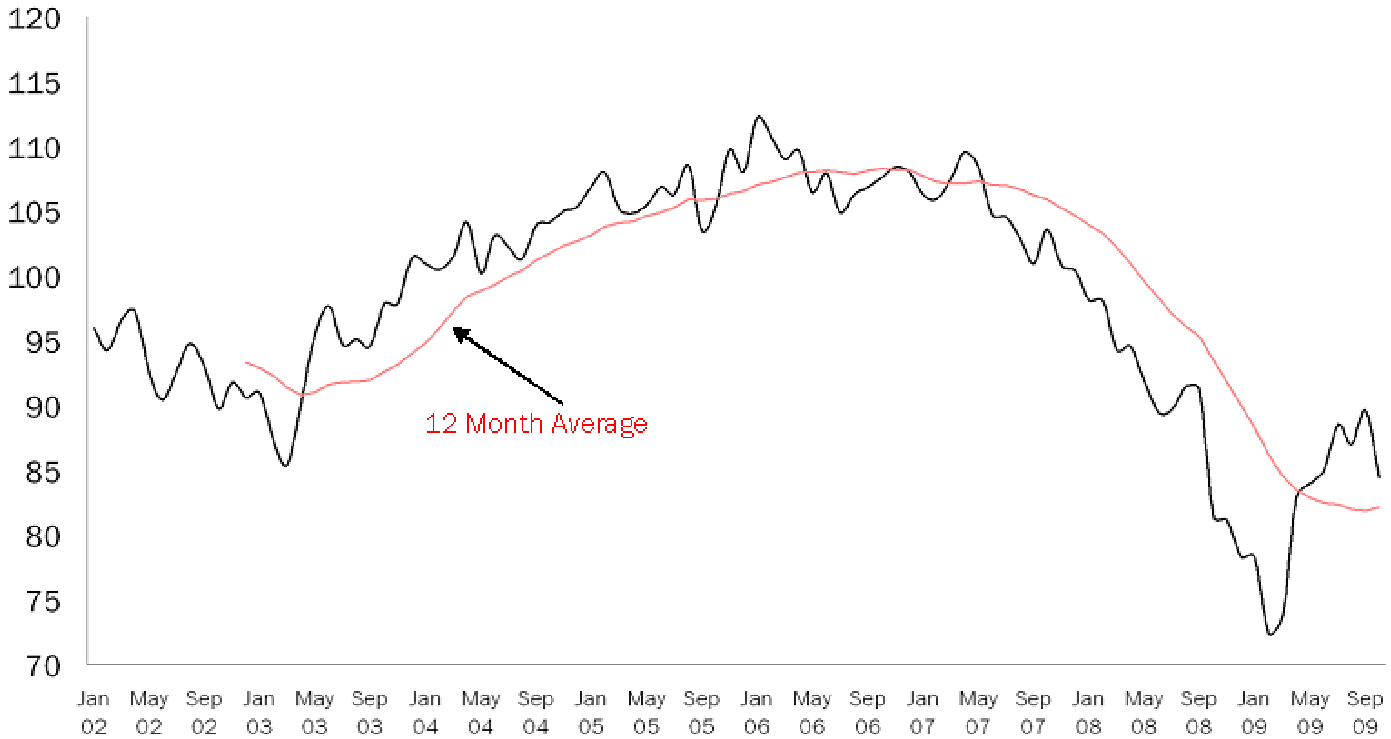
SOURCE: TEXAS WORKFORCE COMMISSION, U.S. BUREAU OF LABOR STATISTICS

VALUES NOT SEASONALLY ADJUSTED.

•*LARGEST U.S. CITIES EXCLUDING DALLAS ARE: NEW YORK, LOS ANGELES, CHICAGO, HOUSTON, PHOENIX, PHILADELPHIA, SAN ANTONIO, SAN DIEGO, SAN JOSE AND DETROIT.*

Appendix: Economic Vibrancy Statistics

Leading Economic Indicators



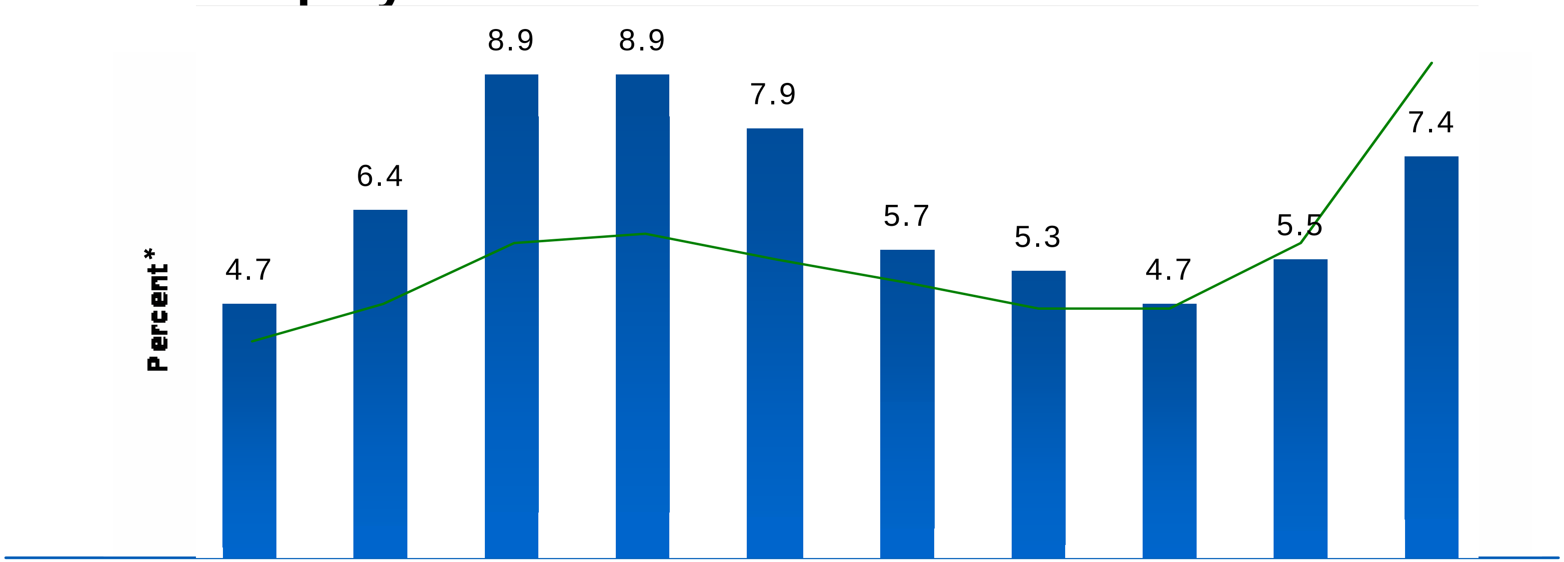
The leading index is a projection of the City's economic performance three to six months in advance. The index's annual average reflected an economic downturn starting June 2007. The index declined for 22 months, then turned upward beginning March 2009. In October 2009, the leading index stands at 84.4 (1997=100) and is above the index's 12 month average. The behavior since May 2009 reflects a upward trend consistent with economic expansion.

When the index consistently grows above its 12-month average (the red line graph), the City's economy will more likely continue to grow.

The index includes Single Family Building Permits, monthly regular initial claims for unemployment insurance, the West South Central Consumer Expectations Index of the Conference Board and the City of Dallas calculated Business Index.

Appendix: Economic Vibrancy Statistics

Dallas Unemployment Rates - Historical



Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009 Jan-Jun
Unemployed	29,109	40,228	55,915	55,212	48,634	33,401	31,059	27,547	32,174	43,793
Change		11,119	15,687	-703	-6,578	-15,233	-2,342	-3,512	4,627	11,619
% Change		38.2%	39.0%	-1.3%	-11.9%	-31.3%	-7.0%	-11.3%	16.8%	36.1%

Source: U.S. Bureau of Labor Statistics

COD unemployment rate

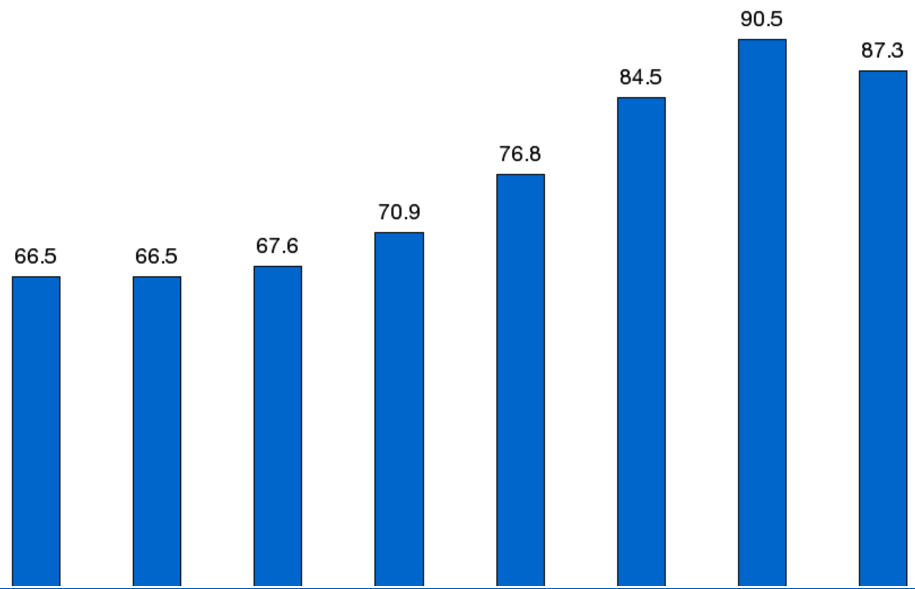
US unemployment rate

* Percentages are non-seasonally adjusted

The unemployment rate reflects the percentage of City of Dallas resident labor force actively seeking employment. The Dallas (COD) annual average unemployment rate in 2008 was 5.5 percent and the 2009 mid year average rate is 7.4 percent. Since 2007 the COD unemployment rate has equaled or out performed (value is less than) the U.S unemployment rate* (see above chart). Unemployment levels rose in 2008 and continued that trend in 2009. Yet, this is as much a reflection of the rise in the city's work age population through both in-migration and internal ageing as much as it is a reflection of the economy.

Appendix: Economic Vibrancy Statistics

Total Taxable Property



Tax Year	2002	2003	2004	2005	2006	2007	2008	2009
Value (in billions)	$66.5	$66.5	$67.6	$70.9	$76.8	$84.5	$90.5	$87.3
Change	2.8%	0.0%	1.6%	5.0%	24.0%	10.1%	7.0%	-3.6%

Source: City of Dallas Office of Financial Services.

This and the following page contain the summarized taxable values of real and personal property within the City of Dallas. The next page presents the Residential and Summed Commercial categories and also the Commercial subcategories of Business Personal Property (BPP) and Taxable Commercial Property. The ***taxable value*** of a property is the market value of the property minus any exemptions. Below are definitions for additional key terms on this and the following page.

Real property - Consists of land plus anything permanently attached to the land or legally defined as immovable (i.e. Real Estate).
- **Residential Property -** Non-farm detached, semidetached, or attached residence for one family (single family) and property that contains two or more living units, including duplexes, apartment houses, and cooperatives that are assessed as a single entity (multifamily).
- **Commercial Property** - Any nonresidential real estate of a commercial enterprise.

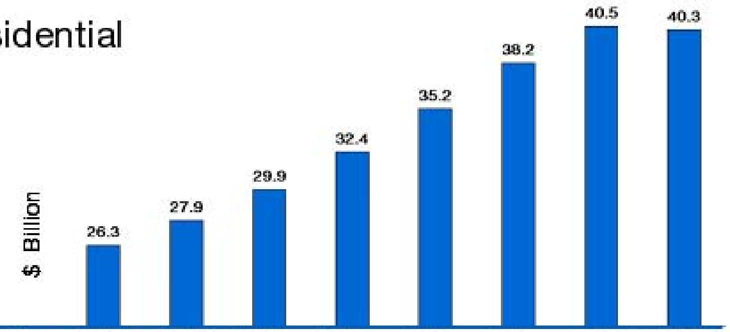
Business Personal Property (BPP) - Office equipment, fixtures, furniture, and merchandise.

Definition Sources: Census of Governments, U.S. Department of Commerce and ICMA

Appendix: Economic Vibrancy Statistics

Taxable Property Values

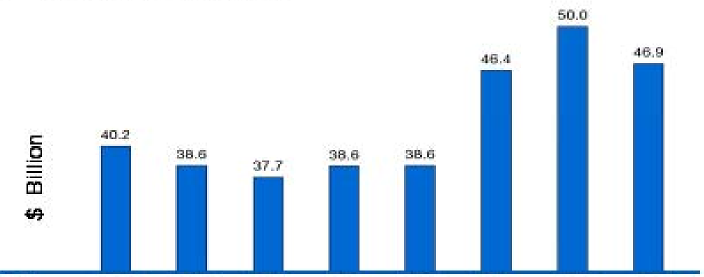
Residential



Tax Year	2002	2003	2004	2005	2006	2007	2008	2009
Value (in billions)	$23.6	$27.9	$29.9	$32.4	$35.2	$38.2	$40.5	$40.3
Change		6.1%	7.2%	8.2%	50.4%	8.5%	6.2%	-0.5%

Source: City of Dallas Office of Financial Services.

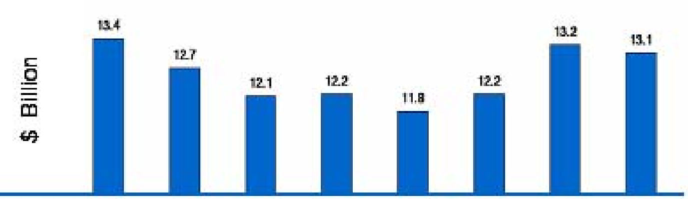
BPP & Commercial



Tax Year	2002	2003	2004	2005	2006	2007	2008	2009
Value (in billions)	$40.2	$38.6	$37.7	$38.6	$41.6	$46.4	$50.0	$46.9
Change		-4.0%	-2.4%	2.4%	7.9%	11.4%	7.7%	-6.0%

Source: City of Dallas Office of Financial Services.

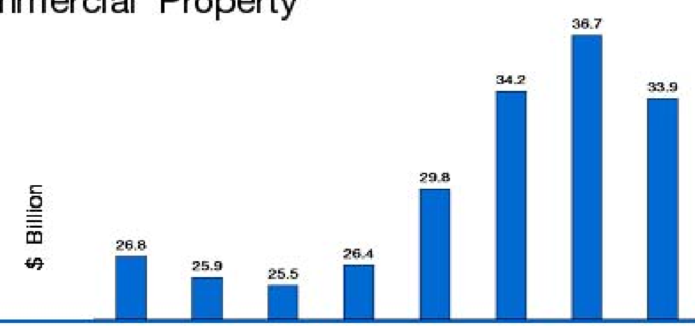
Business Personal Property (BPP)



Tax Year	2002	2003	2004	2005	2006	2007	2008	2009
Value (in billions)	$13.4	$12.7	$12.1	$12.2	$11.8	$12.2	$13.2	$13.1
Change		-4.9%	-4.7%	0.2%	-3.0%	3.2%	8.8%	-1.4%

Source: City of Dallas Office of Financial Services.

Commercial Property

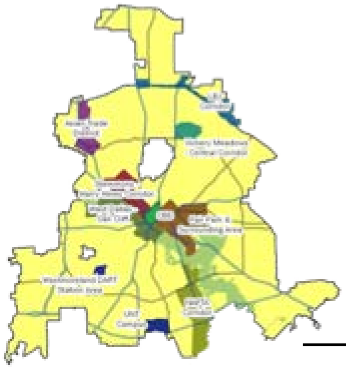


Tax Year	2002	2003	2004	2005	2006	2007	2008	2009
Value (in billions)	$26.8	$25.9	$25.5	$26.4	$29.8	$34.2	$36.7	$33.9
Change		-3.5%	-1.3%	3.5%	13.0%	14.6%	7.3%	-7.7%

Source: City of Dallas Office of Financial Services.

Appendix: Economic Vibrancy Statistics

Real Taxable Property Value by Opportunity Area - 2005 to 2008



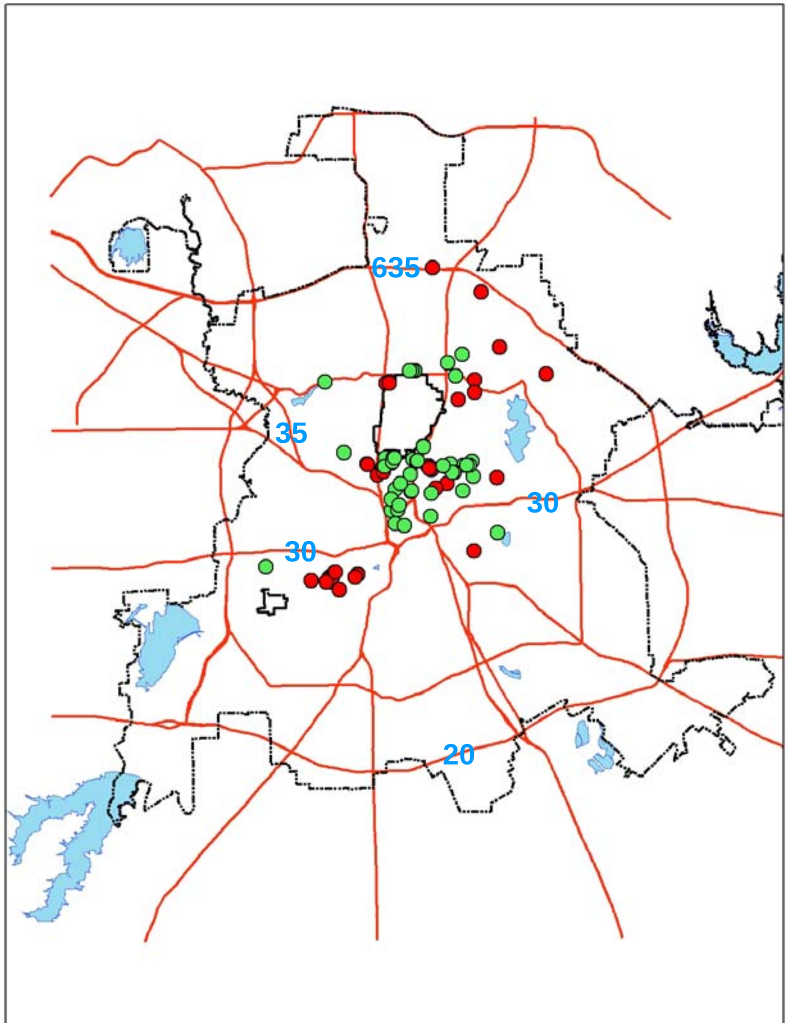
As investment and job creation occurs, taxable property valuations increase. Changes in the real taxable property values are a good indicator of economic vibrancy.

	2005		2008		Change 2005-08		% Change 2005-08	
Opportunity Area	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential	Residential	Non-Residential
West Dallas - Oak Cliff	$133,342,101	$310,707,738	$186,300,610	$301,902,317	$52,958,509	-$8,805,421	39.7%	-2.8%
Stemmons Corridor	$125,989,560	$1,716,318,748	$377,883,536	$2,558,477,695	$251,893,976	$842,158,947	199.9%	49.1%
Fair Park & Surrounding Area	$255,512,606	$618,910,669	$299,673,688	$733,267,089	$44,161,082	$114,356,420	17.3%	18.5%
Asian Trade District	$13,193,384	$1,119,466,999	$11,148,374	$1,239,814,058	-$2,045,010	$120,347,059	-15.5%	10.8%
NAFTA Corridor	$55,454,223	$49,933,803	$50,721,657	$74,274,858	-$4,732,566	$24,341,055	-8.5%	48.7%
UNT Campus	$40,521,873	$6,223,671	$41,268,342	$7,029,884	$746,469	$806,213	1.8%	13.0%
Westmoreland Area	$15,947,289	$65,708,286	$15,735,153	$68,987,181	-$212,136	$3,278,895	-1.3%	5.0%
Central Business District	$37,347,238	$2,846,920,701	$47,455,949	$3,547,779,429	$10,108,711	$700,858,728	27.1%	24.6%
Vickery Meadows	$174,395,507	$607,485,253	$203,428,463	$648,624,397	$29,032,956	$41,139,144	16.6%	6.8%
LBJ Corridor	$82,620,881	$2,033,676,635	$79,093,869	$2,668,708,173	-$3,527,012	$635,031,538	-4.3%	31.2%

Source: Dallas County Appraisal District Certified Values, 2005 & 2008. Values reported in 2008 dollars.

Appendix: Economic Vibrancy Statistics

Multifamily Development and Demolition Map



New development - 3,250 units

Demolition - 2,990 units

Appendix: Economic Vibrancy Statistics

Despite additional road space, Dallas travel time increases

Urban Area	Annual Hours of Delay per Traveler				Long-Term Change 1982 to 2005	
	2005	2004	1995	1982	Hours	Rank
Very Large Urban Area Average	54	51	43	21	33	
Dallas – Fort Worth – Arlington, TX	58	51	34	10	48	1
Washington, DC – VA – MD	60	60	53	16	44	3
San Francisco – Oakland, CA	60	56	56	24	36	7
Atlanta, GA	60	63	70	26	34	10
Boston, MA – NH – RI	46	45	30	12	34	10
Miami, FL	50	49	35	16	34	10
New York – Newark, NY – NJ – CT	46	42	30	12	34	10
Seattle, WA	45	42	52	13	32	18
Chicago, IL – IN	46	44	33	15	31	19
Detroit, MI	54	56	51	25	29	21
Los Angeles – LBch – Santa Ana, CA	72	70	71	45	27	24
Houston, TX	56	52	32	30	26	27
Philadelphia, PA – NJ – DE – MD	38	37	27	16	22	36
Phoenix, AZ	48	42	33	35	13	57

Appendix: Economic Vibrancy Statistics

Dallas Love Field Total Passengers

Carrier	CALENDAR YEAR TO DATE						FISCAL YEAR TO DATE					
	Enplanements CYTD		%	Deplanements CYTD		%	Enplanements FYTD		%	Deplanements FYTD		%
	2008	2007	Change	2008	2007	Change	2009	2008	Change	2009	2008	Change
American Airlines	0	14,320	-100.00%	0	15,758	-100.00%	0	0	0.00%	0	0	0.00%
American Eagle Airlines	71,243	87,080	-18.19%	70,725	81,052	-12.74%	13,352	21,906	-39.05%	13,732	21,739	-36.83%
Continental Airlines	125,554	148,025	-15.18%	126,953	150,453	-15.62%	28,460	38,052	-25.21%	27,072	37,777	-28.34%
Southwest Airlines	3,831,889	3,706,372	3.39%	3,834,428	3,702,776	3.56%	913,831	935,267	-2.29%	914,436	935,602	-2.26%
Trans States Airlines	0	25,070	100.00%	0	22,479	100.00%	0	0	100.00%	0	0	100.00%
Other	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%
Total DAL Passengers	**4,028,686**	**3,980,867**	**1.20%**	**4,032,106**	**3,972,518**	**1.50%**	**955,643**	**995,225**	**-3.98%**	**955,240**	**995,118**	**-4.01%**

Total CY 2008	8,060,792	**Total FY 2009 YTD**	1,910,883
Total CY 2007	7,953,385	**Total FY 2008 YTD**	1,990,343
Difference	107,407	**Difference YTD**	-79,460
Difference %	1.35	**Difference YTD %**	-3.99

Key Focus Area Economic Vibrancy

Appendix: Long Range Development Plans

***forwardDallas!* Plan (Long Range Planning)**

Adopted June, 2006, the *forward*Dallas! plan is a collaboratively developed unified vision for the City. The Plan's core values are derived from broad-based public input and a palette of desired building blocks establish the development vision. The plan is a guide for strategic and sustainable growth with policy guidance to encourage new development patterns, enhance the economy, make quality housing more attainable, promote strong and healthy neighborhoods, enhance transportation and infrastructure, and protect the environment.

Strategic Engagement Plan (Economic Development)

Strategic Engagement was adopted by the Council in September 2005 as Dallas' official development strategy. The plan identifies priority development initiatives and programs and sets performance objectives. The plan is due to be revised this fiscal year.

Balanced Vision Plan (Trinity River Corridor)

The Balanced Vision Plan, adopted by City Council in December 2003, envisions the Trinity River as a new centerpiece for Dallas, creating an attraction that will support revitalization and renewal in the center of an urban area. It addresses flood protection, environmental restoration and management, recreation, transportation, and community and economic development. The key to this plan is that it successfully balances diverse and potentially conflicting goals for the Trinity River Corridor.

Long Range Water Master Plan (Dallas Water Utilities)

Working in cooperation with the Texas Water Development Board Region C Water Plan and other studies for the area DWU is in the process of implementing the 2005 Water Supply Master Plan to service the needs of the City of Dallas and DWU's customer Cities. The availability of quality and ample supply of water is critical to the long term growth, both economic and pollution—wise of the region and Dallas in particular. The 2005 Supply Plan plans for water supply until 2060.

Bond Programs (Public Works)

The Citizens of Dallas authorize the City Council to issue debt in the form of bonds to finance infrastructure and construction projects. A bond package has a listing of specific projects such as street improvement projects, flood protection, storm drainage projects, and facilities improvement projects such as recreation centers and libraries. Authorizing the City to issue bond debt enables the city to invest in itself and improving the quality of life for its citizens.

Southern Dallas Task Force (Economic Development)

The Southern Sector Task Force is designed to identify, qualify, prioritize and recommend to the Mayor, City Council and the City Manager a range of implementable deliverables that support the achievement of redeveloping and repositioning Southern Dallas near term (2 years), mid term, (2-5 years) and long term (> than 5 years). Key economic development priorities are: Manufacturing Facility (200 employees), Lancaster Corridor Transit Oriented Development/Lancaster Kiest Shopping Center, Two Full Service Grocery Stores, Southwest Center Mall, South Dallas/Fair Park TOD, Lake June Green Line TOD, Executive Airport, Illinois/Westmoreland TOD, International Inland Port of Dallas (IIPOD), Mountain Creek Industrial Park, Wynnewood Shopping Center and the Calatrava Bridge, West Dallas