



# City of Denton

City Hall  
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## AGENDA INFORMATION SHEET

**DEPARTMENT:** Economic Development

**CM/ DCM/ ACM:** Bryan Langley

**DATE:** October 17, 2017

### **SUBJECT**

Receive a report, hold a discussion, and give staff direction regarding the Department of Economic Development's FY 2017-18 Strategic Plan.

### **BACKGROUND**

In spring 2017 in conjunction with the City's annual budget and strategic planning process, Department of Economic Development staff began crafting a departmental strategic plan (Exhibit 2) that would:

- Align with the City's 2017-18 Strategic Plan
- Focus on transparency, accountability, and responsiveness
- Reflect best practices for a comprehensive economic development program

The result is a plan spanning the period between May 1, 2017, and Sept. 30, 2018, that includes departmental core values; goals/objectives/action steps; and performance measures.

The six core values in the plan define the department's character. We are ethical, transparent, responsive, collaborative, community-focused, and creative. With those values as our foundation, we will pursue the following four goals:

- Business Development – Expand Denton's economy through retention and expansion of current employers and through the location of new businesses in target industry sectors.
- Entrepreneurship – Foster Denton's thriving culture of business, technology, and artistic creation and innovation by building on our higher education and community resources.
- Workforce Development – Develop, attract, and keep skilled and talented workers to support existing and future employers.
- Community Relations – Build relationships with Denton residents and businesses through outreach, education, and engagement.

Each goal has supporting objectives and action steps identified in the plan. Each action step has a staff member assigned to complete it and a deadline by which it must be finished.

In the City's 2017-2018 Strategic Plan, Economic Development is responsible for five performance measures with target numbers. We have added 13 additional performance measures in the departmental strategic plan. Staff has developed an in-house system using Access for logging activities and reporting on performance measures.

A number of the action steps in the plan have been completed, while others will be ongoing over the course of FY17-18. The following are highlights of completed or in-process items under each goal:

- Business Development
  - Objective: Revise City of Denton Economic Development Incentive Policy and application
    - Action Step: Update application to capture information needed to perform impact analysis using Total Impact (Exhibit 3)
    - Action Step: Update Incentive Policy to include the Investment and Airport Grant Programs and incorporate new tax tools; bring to Council for review
  - Objective: Enhance existing business retention and expansion program
    - Action Step: Begin working with Fry Street Area merchants to implement a business support program
      - Two meetings have been held with Fry Street merchants since September 2017
      - Two business retention visits with Downtown businesses are scheduled for October
      - Eight business retention visits with non-Downtown businesses are scheduled/being scheduled for October and November
- Entrepreneurship
  - Objective: Encourage business participation in the S.H.O.P. Denton, Small Business Saturday, and National Small Business Week programs and events
    - Action Step: Develop a marketing and communications plan to use social media, the City's website, and additional resources to promote the SHOP program and events to the community. (Exhibit 4)
- Workforce Development
  - Objective: Coordinate Denton Workforce Development Consortium meetings
    - Action Step: Set dates and locations for quarterly meetings
      - Meetings set for Nov. 2017 and Jan./April/Sept. 2018
- Community Relations
  - Objective: Contribute a regularly scheduled column to the *Denton Business Chronicle*
    - Action Step: Develop a story budget for columns for approval
      - Four columns published since June 2017
  - Objective: Create a video series for DTV and YouTube on economic development in Denton
    - Action Step: Meet with Public Communications Office to develop series
      - Three episodes of "Denton Developments" produced and aired

Along with the implementation of the departmental strategic plan in FY17-18, the department will continue to examine its staffing patterns and processes to expand job roles and improve efficiency. Some recent changes include:

- Expansion of the Economic Development Program Administrator's role to include: business support, retention, and expansion activities outside of the Downtown area; serving as Denton's liaison to the Texas Music Office and Texas Film Office
- Initial drafting of a formal Business Retention and Expansion plan with primary implementation responsibility assigned to the Business Development Officer
- Utilization of the Administrative Assistant III's experience in the development process and familiarity with TRAKiT/ProjectDox to assist in the preparation of the STaND report

## **STRATEGIC PLAN RELATIONSHIP**

The City of Denton's Strategic Plan is an action-oriented road map that will help the City achieve its vision. The foundation for the plan is the five long-term Key Focus Areas (KFA): Organizational Excellence; Public Infrastructure; Economic Development; Safe, Livable, and Family-Friendly Community; and Sustainability and Environmental Stewardship. While individual items may support multiple KFAs, this specific City Council agenda item contributes most directly to the following KFA and goal:

**Related Key Focus Area: Economic Development**

**Related Goal: 3.4 Encourage development, redevelopment, recruitment, and retention**

## **EXHIBITS**

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Department of Economic Development Strategic Plan

Exhibit 3 – Revised City of Denton Economic Development Incentive Application

Exhibit 4 – SHOP Denton Marketing Plan

Exhibit 5 – Presentation

Respectfully submitted:

Caroline Booth

Director of Economic Development