

# *Neighborhood Plus*

The future of living in our city

Dallas City Council Briefing  
February 18, 2015

# Purpose of the Briefing

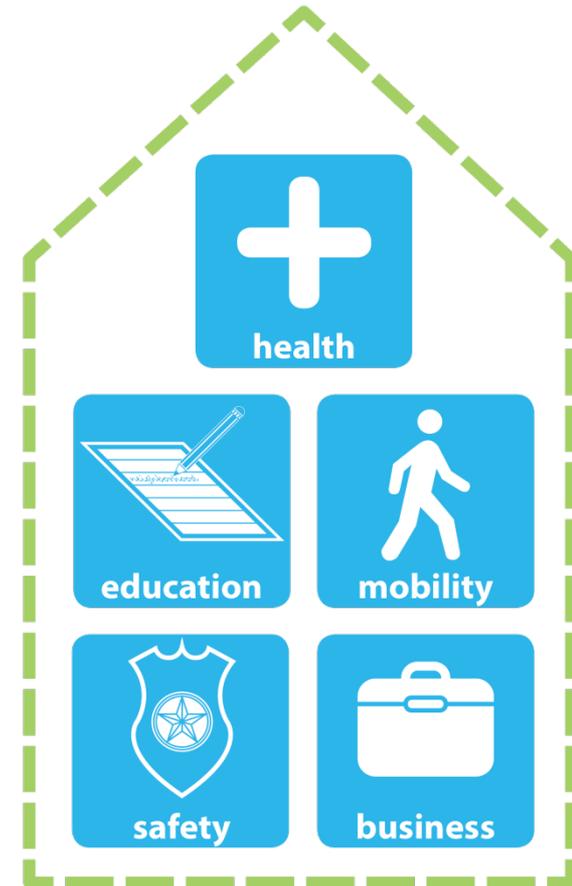
- Provide an overview of the Neighborhood Plus program and process undertaken to date
- Review data analysis that has shaped the recommended strategies presented today
- Present six key strategies that comprise the backbone of the plan for Council consideration
- Discuss the important next steps necessary to bring the Neighborhood Plus Plan to conclusion and satisfy Dallas' commitment to HUD

# *NeighborhoodPlus*

The future of living in our city

## Overarching Goals:

- Foster vital neighborhoods throughout Dallas
- **Think beyond just housing**  
– encompass education, health, mobility, business, and safety



# Purpose of the Plan

- Shape Housing Policy and set a new direction for housing development in Dallas.
- Strengthen Neighborhood Revitalization policy and develop a planning and decision-making framework to guide community investment decisions.
- Acknowledge the inter-dependence of local government with other public and private agencies, non-profits and philanthropic institutions.
- Establish a collaborative relationship that leverages planning and investment choices to strengthen Dallas' regional leadership.

# NeighborhoodPlus

The future of living in our city



**Alleviate  
Poverty**

**2**



**Fight  
Blight**

**3**



**Attract and  
Maintain  
the Middle  
Class**

**4**



**Expand  
Home-  
ownership**

**5**



**Enhance  
Rental  
Options**

**6**

**1**

**COLLECTIVE IMPACT**

# Process Thus Far

Activities	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Fair Housing Symposium	★										
Council workshop			★								
Neighborhood block party					★						
Ongoing Partner Meetings					→						
Community workshops							★				
Partners Symposia									★		
Draft Strategic Plan							→				

# Public Engagement Workshops



## Power in Partnerships

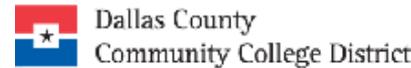
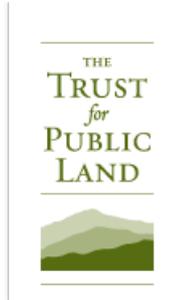
- Overwhelming support has been demonstrated by our partners.
- Countless large and small programs and projects deliver successful results to our residents and neighbors.

*“If you want to go fast, go alone. If you want to go far, go together.” – African proverb*

# Partnerships in Action



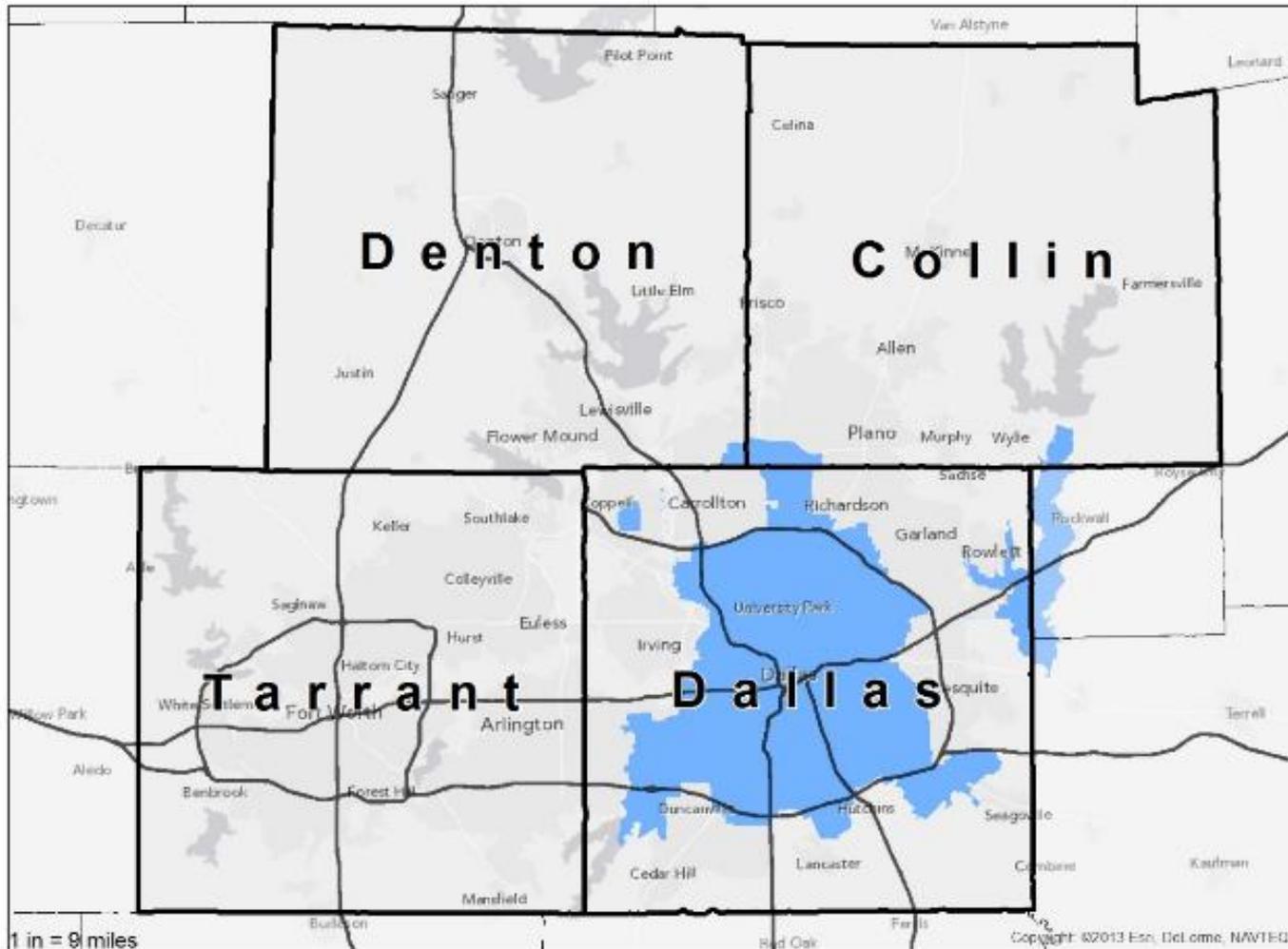
Parkland



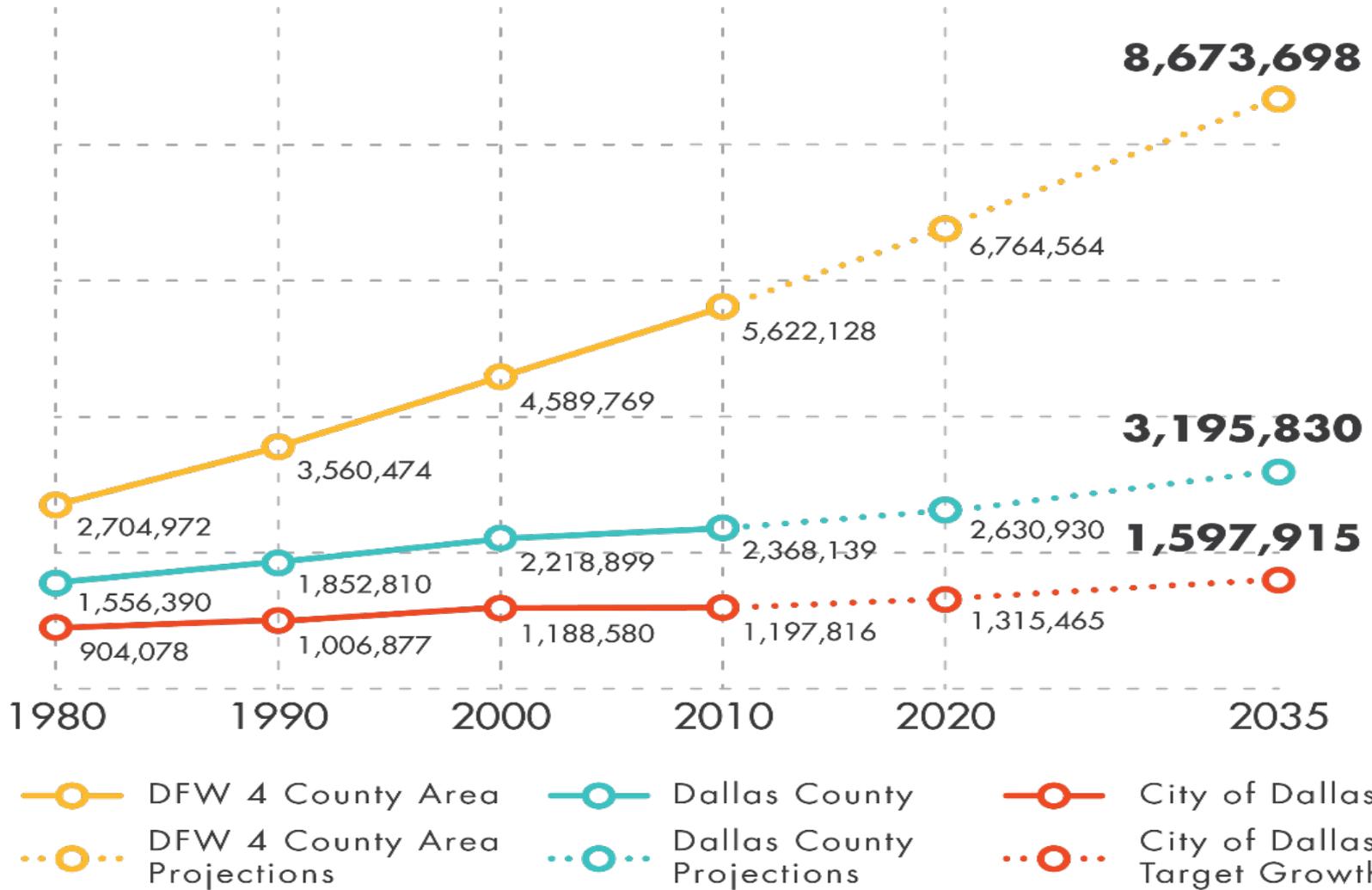
# Understanding Dallas in the Regional Context

- “If you don’t know where you’ve come from, you don’t know where you are going” – Maya Angelou

# Dallas is the engine of the 4<sup>th</sup> largest metropolitan economy in the nation

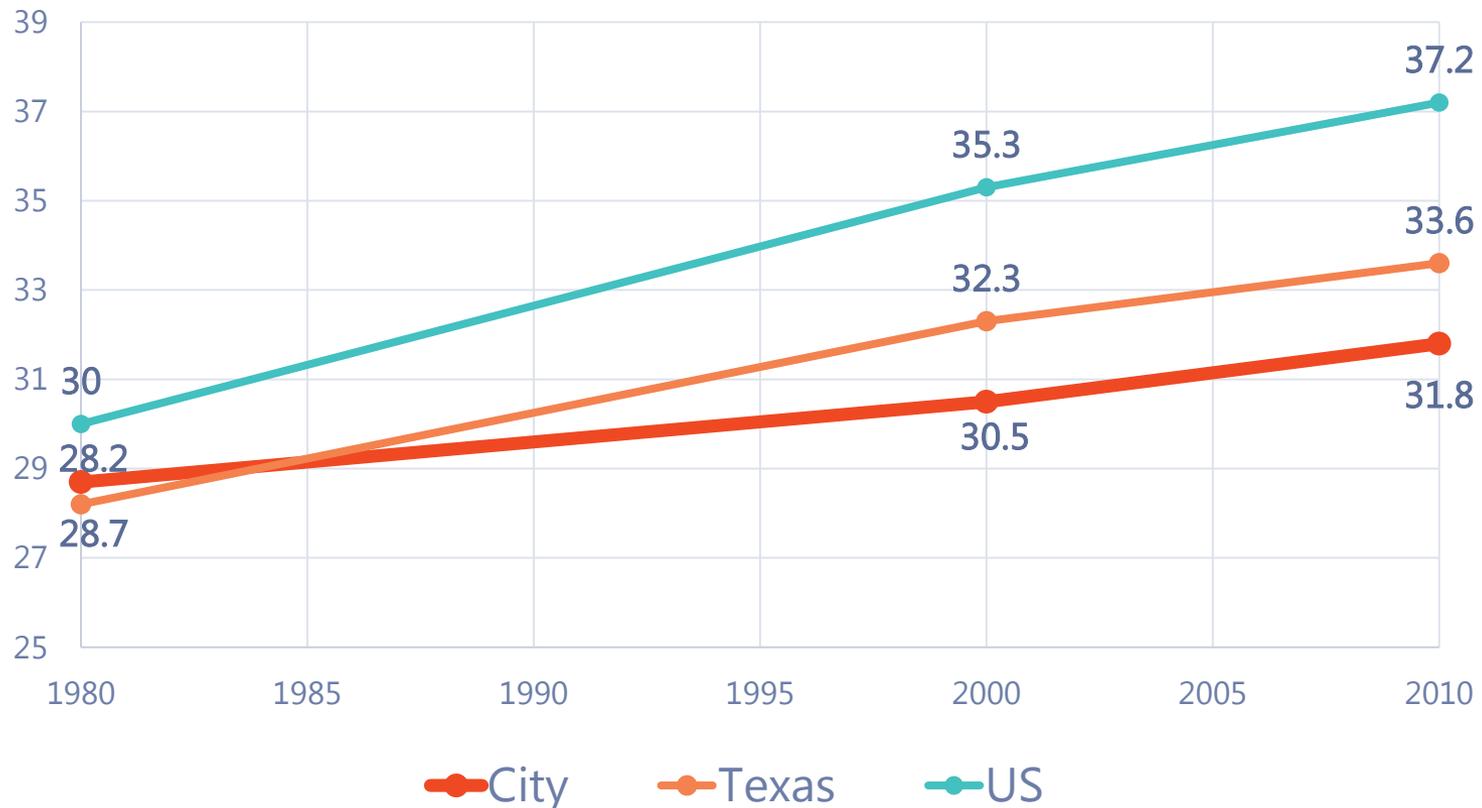


# Steady Population Growth



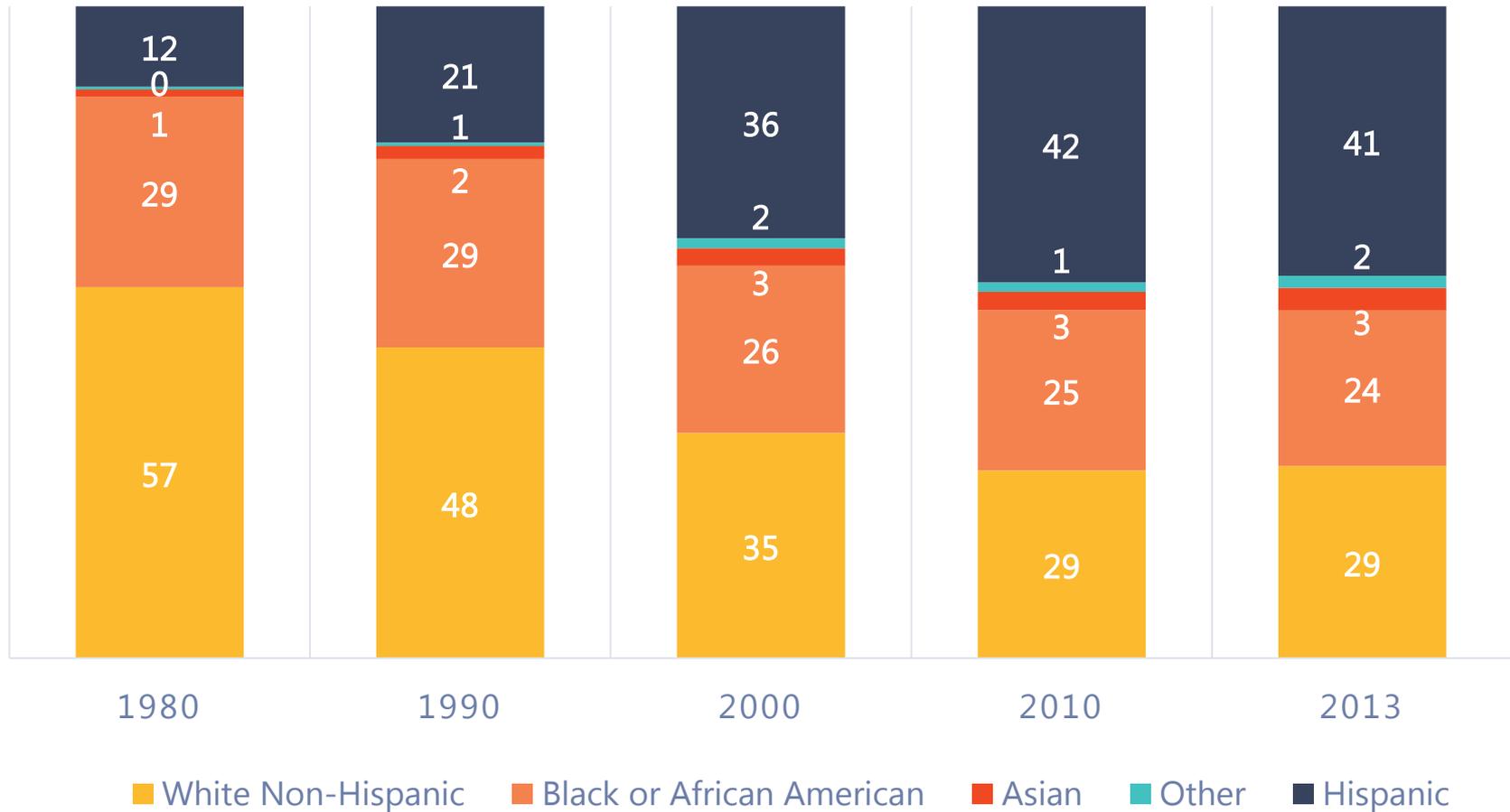
# Dallas is younger than the Region, Texas and the US by an increasing margin.

Median Age, 1980-2010



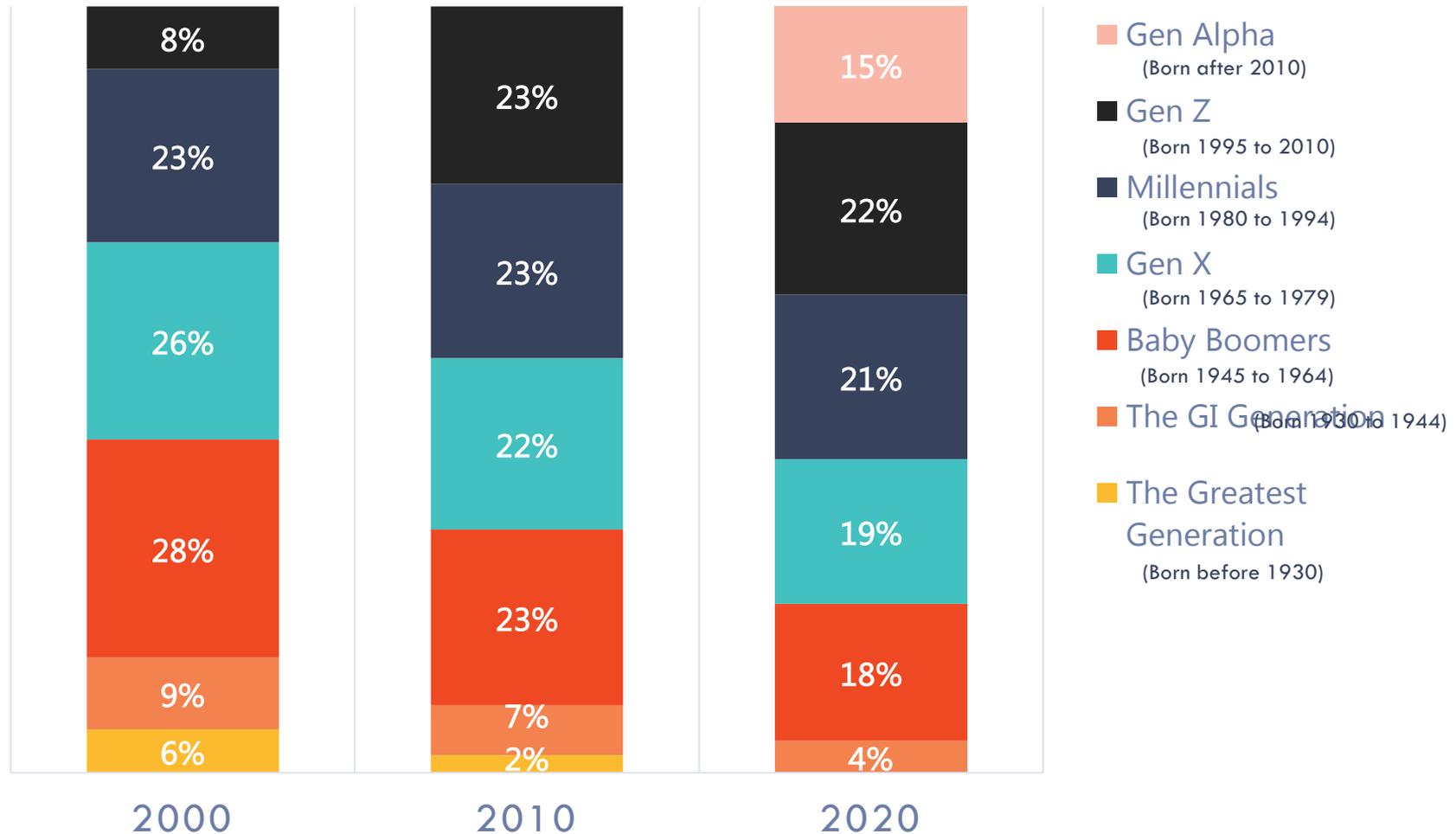
# Change in Ethnic Mix

## Change in Ethnic Mix, 1980 to 2013



# Change in Generational Split

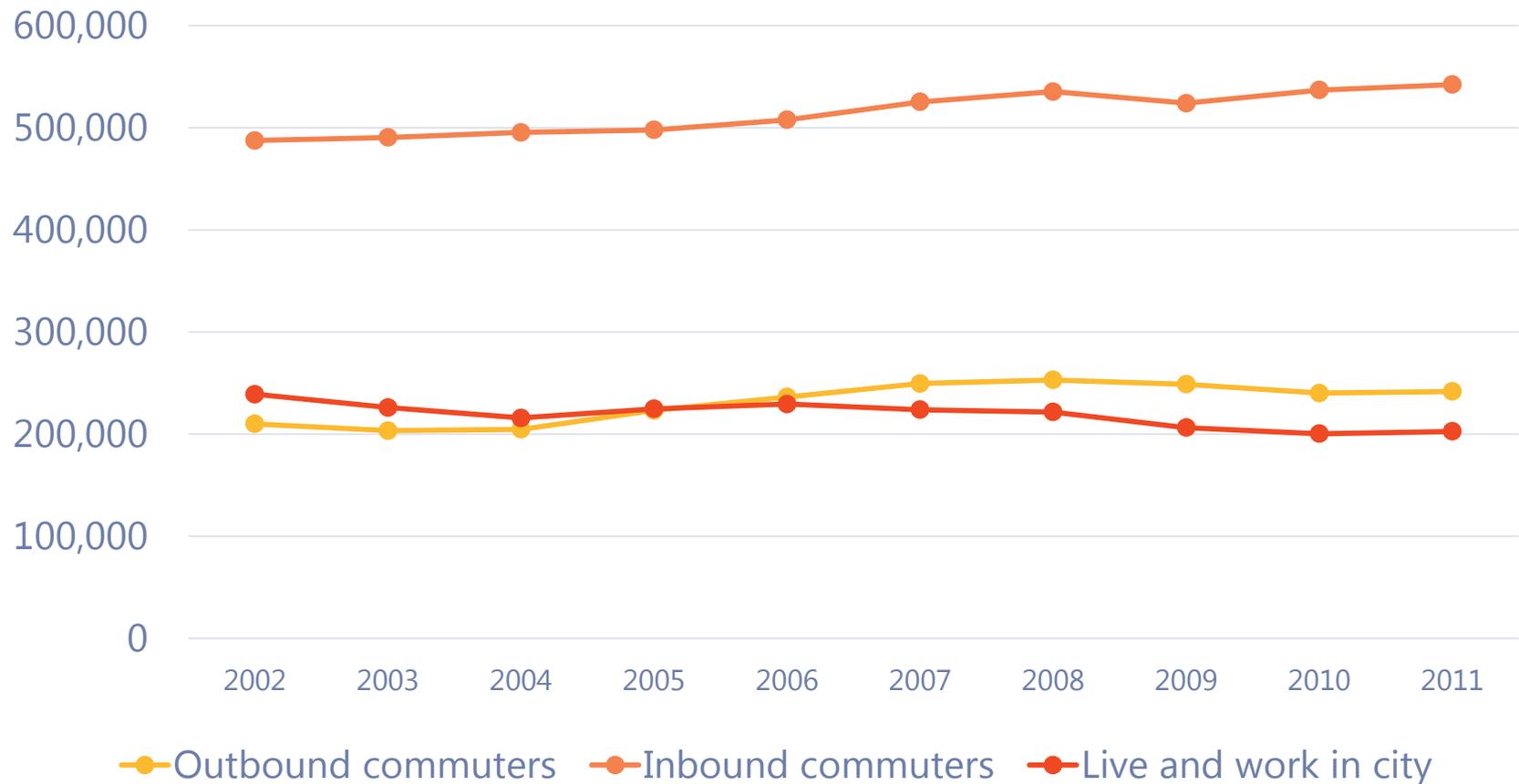
## Change in Generations: Dallas County Over Time



Source: Historical Population Data and Forecasts from Woods & Pool for Dallas County

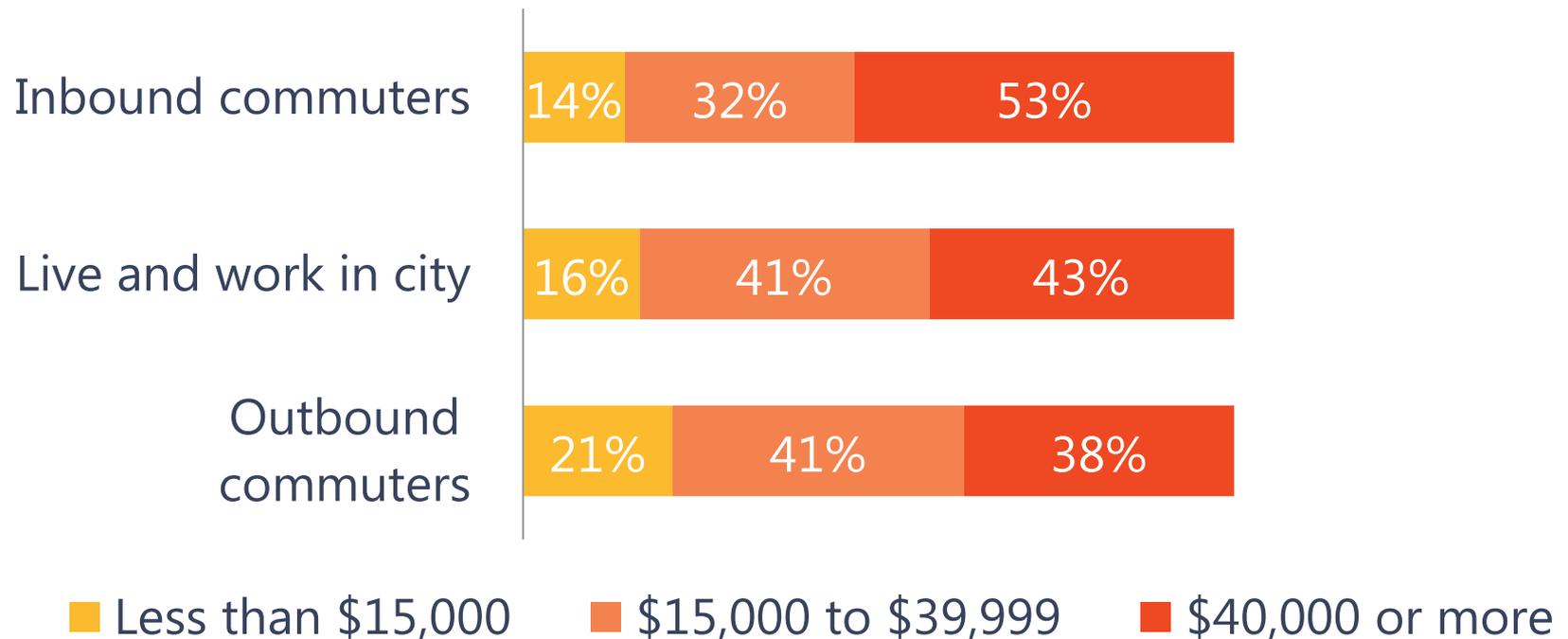
# Inbound commuters make up a large segment of Dallas' workforce

## Residence of workforce, 2002-2011

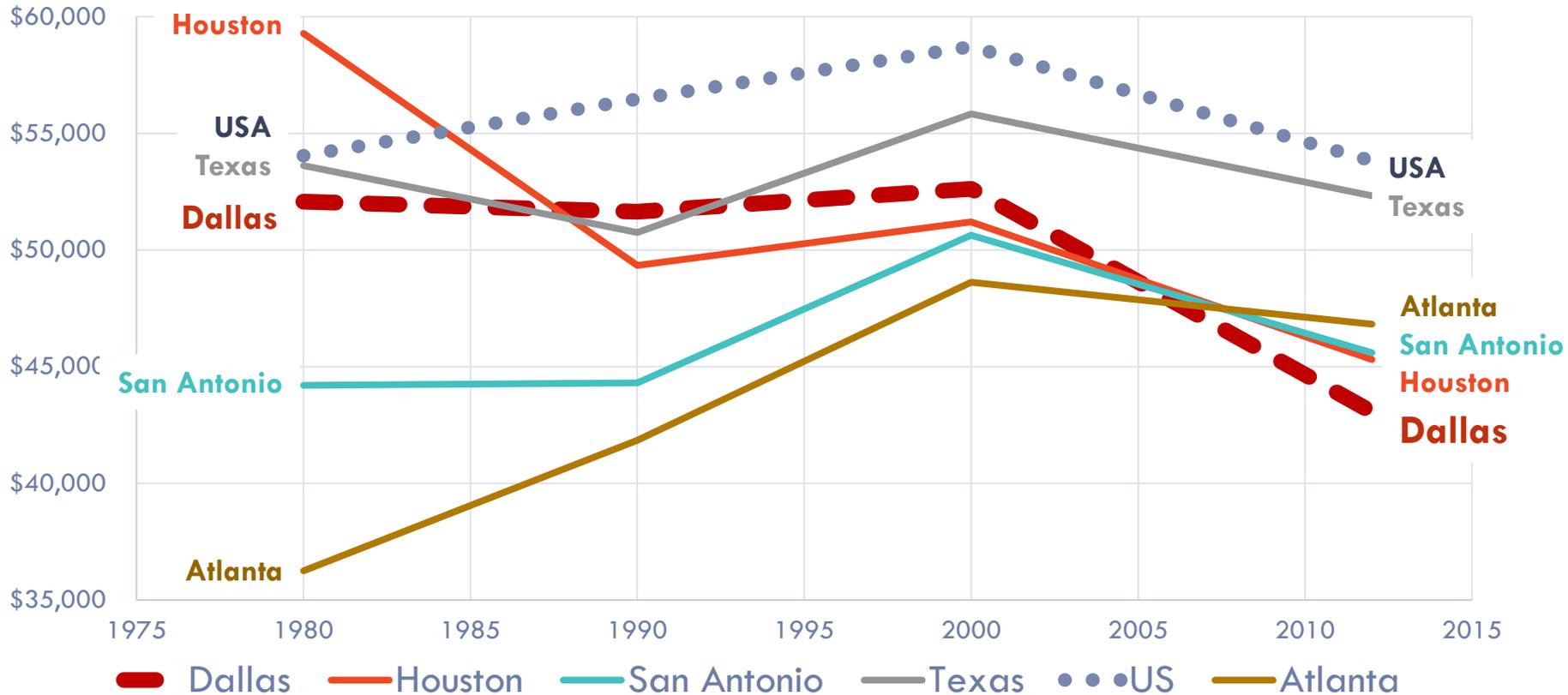


# Inbound commuters have higher incomes among Dallas' workforce

## Income distribution of workforce, 2011



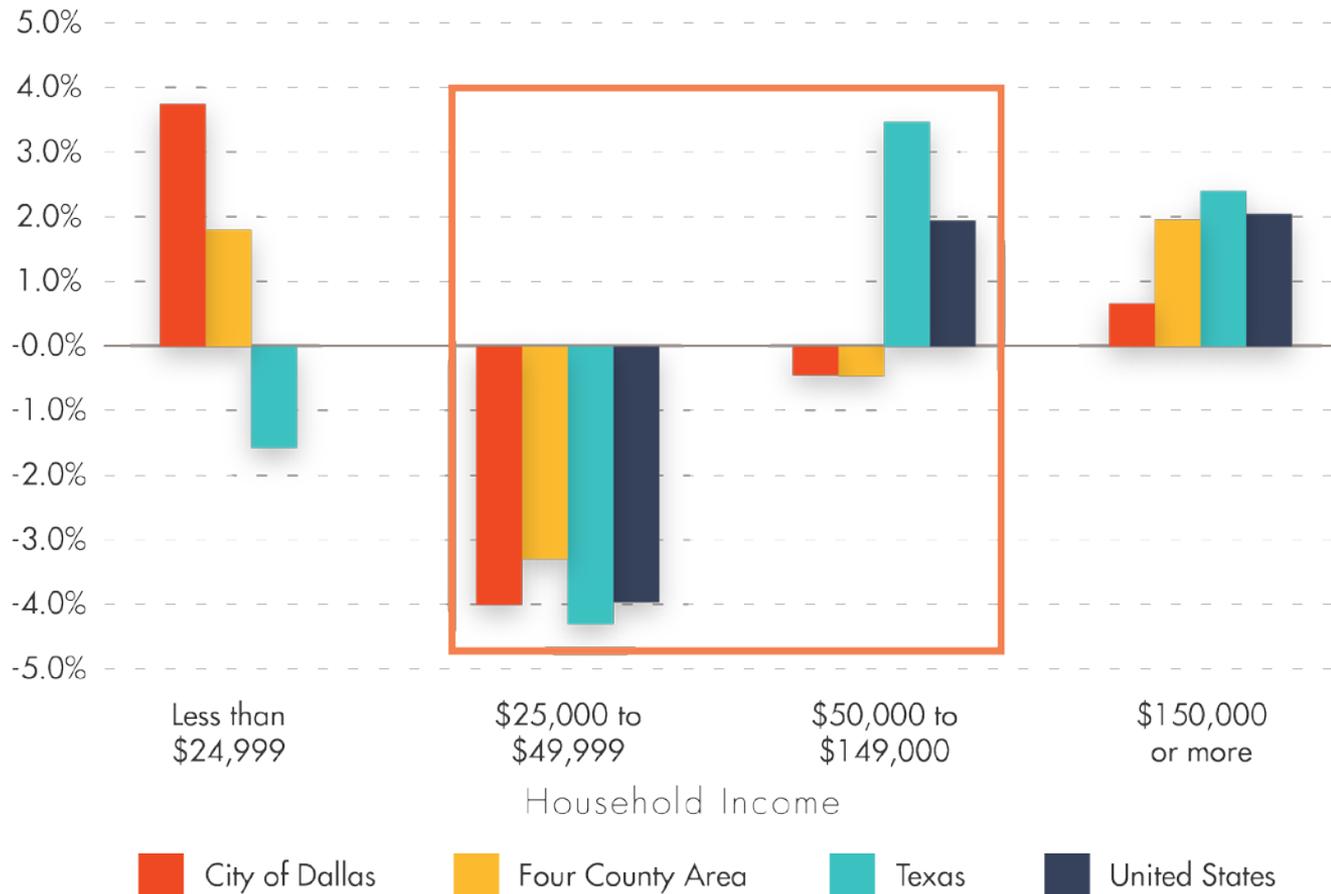
# Median Income in Dallas is declining sharply



Sources: Median Household Income (Adjusted to 2013 Dollars) retrieved from Social Explorer of US Decennial Census 1980 (T53), 1990 (T43), 2000 (T93), and ACS 2008-2012 5 year estimates (T57)

# Dallas has a declining share of middle income households

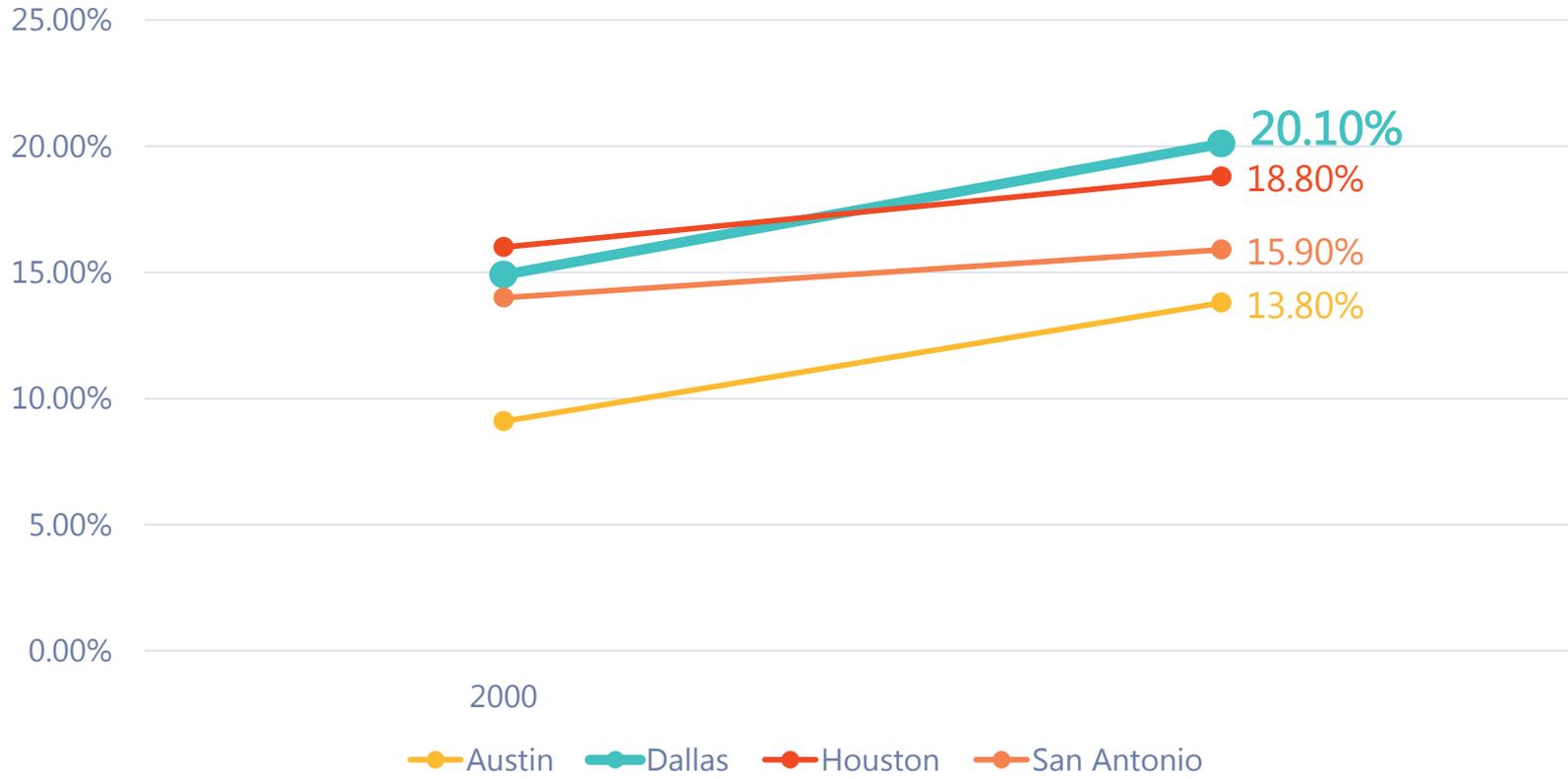
Change in Share of Households (2000-2012)



Source: Census 2000 (in 2012 Dollars) and American Community Survey 2012 1 Year Estimates

# Poverty in Dallas has reached crisis proportions

% Families below Poverty Line



Source: US Census Data (2000 Decennial Census and ACS 2008-2012 five year estimates) via Social Explorer T98/T179.

# Does Dallas Offer Adequate Housing Choice?

- “Safety and security don’t just happen, they are the result of collective consensus and public investment” – Nelson Mandela

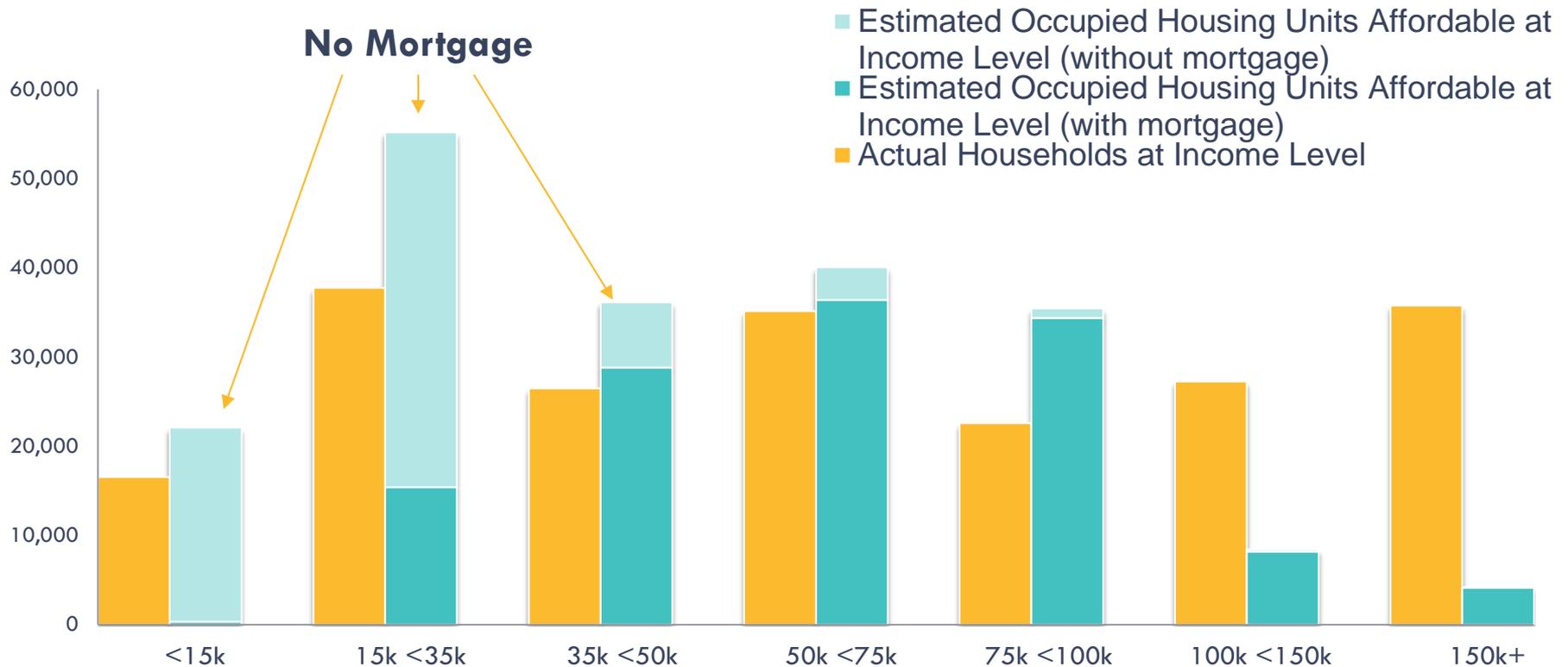
# Does Supply Meet Demand?

- Does housing supply meet the needs of current and future residents based on their age, income, household composition and housing preferences?
- Do residents have a range of safe and attractive housing options?

# Understanding Housing Affordability

1. Categorize households by annual income
2. Categorize occupied housing units based on costs to the owner or renter
3. Compare households to the housing units they could afford – with costs no more than 30% of gross income

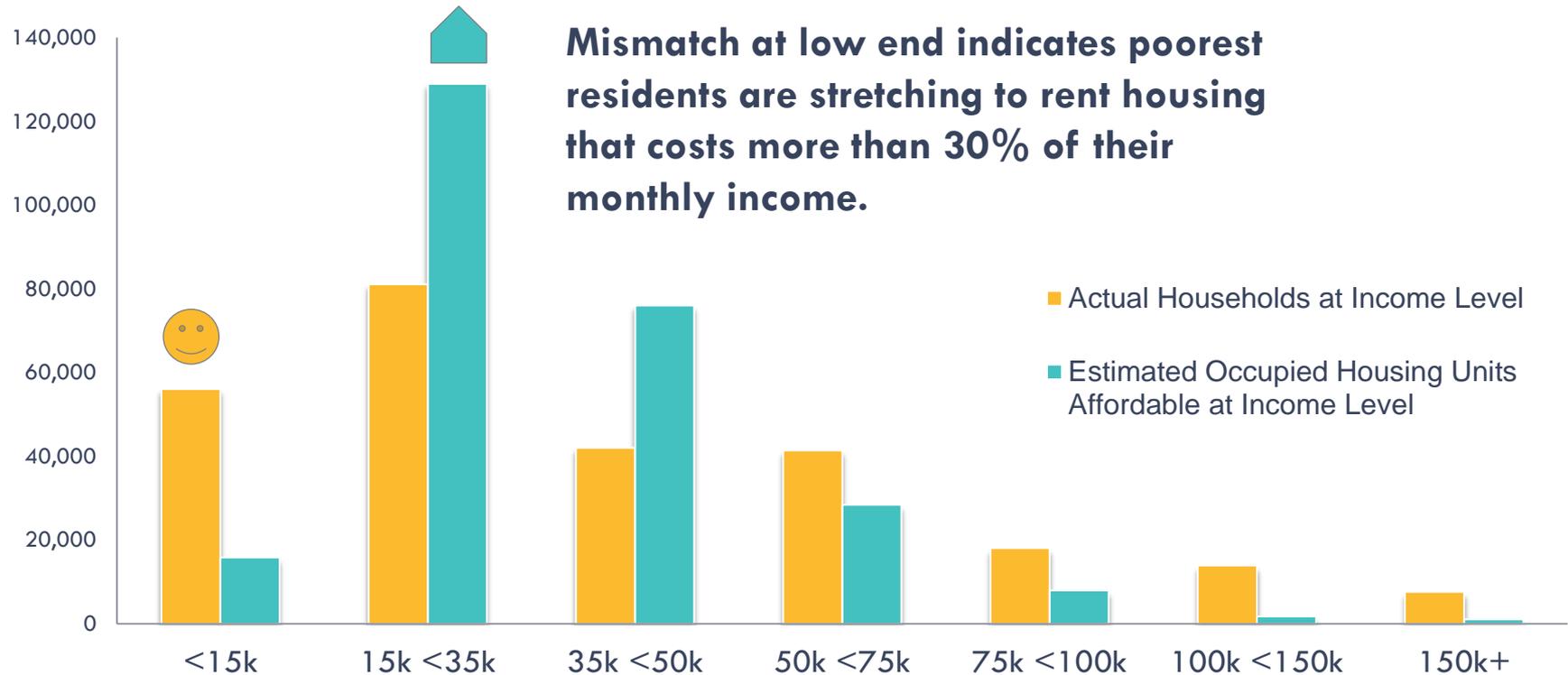
# Comparing Owner Household Incomes with Occupied Units Affordable at Each Income Level



**Few homes are affordable at lower incomes levels, unless they are mortgage-free.**

**At highest incomes, households are less likely to pay a 30% of income on housing, so mismatch is less than it appears.**

# Comparing Rental Household Incomes with Occupied Units Affordable at Each Income Level

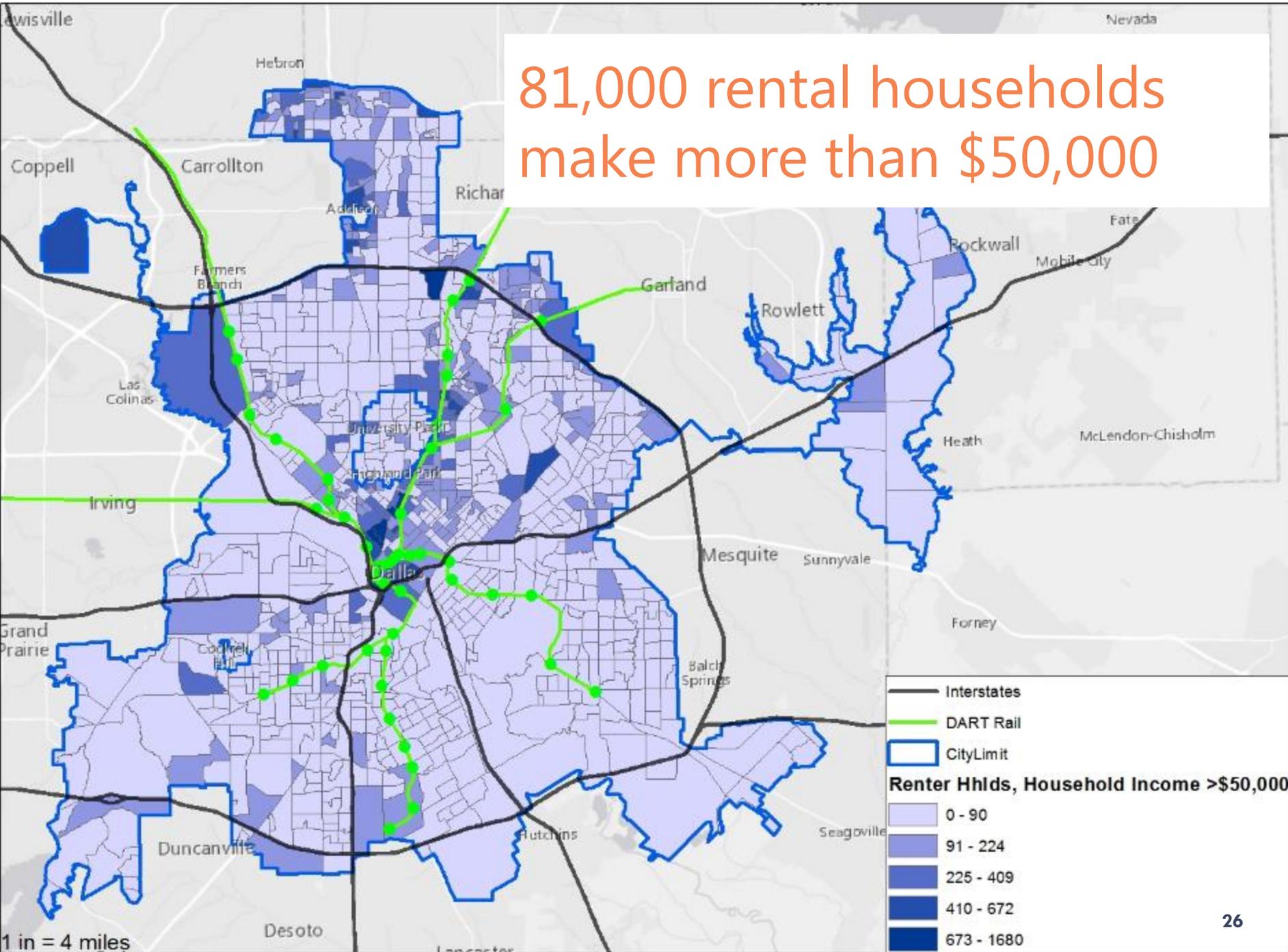


**More people than housing units affordable to them.**

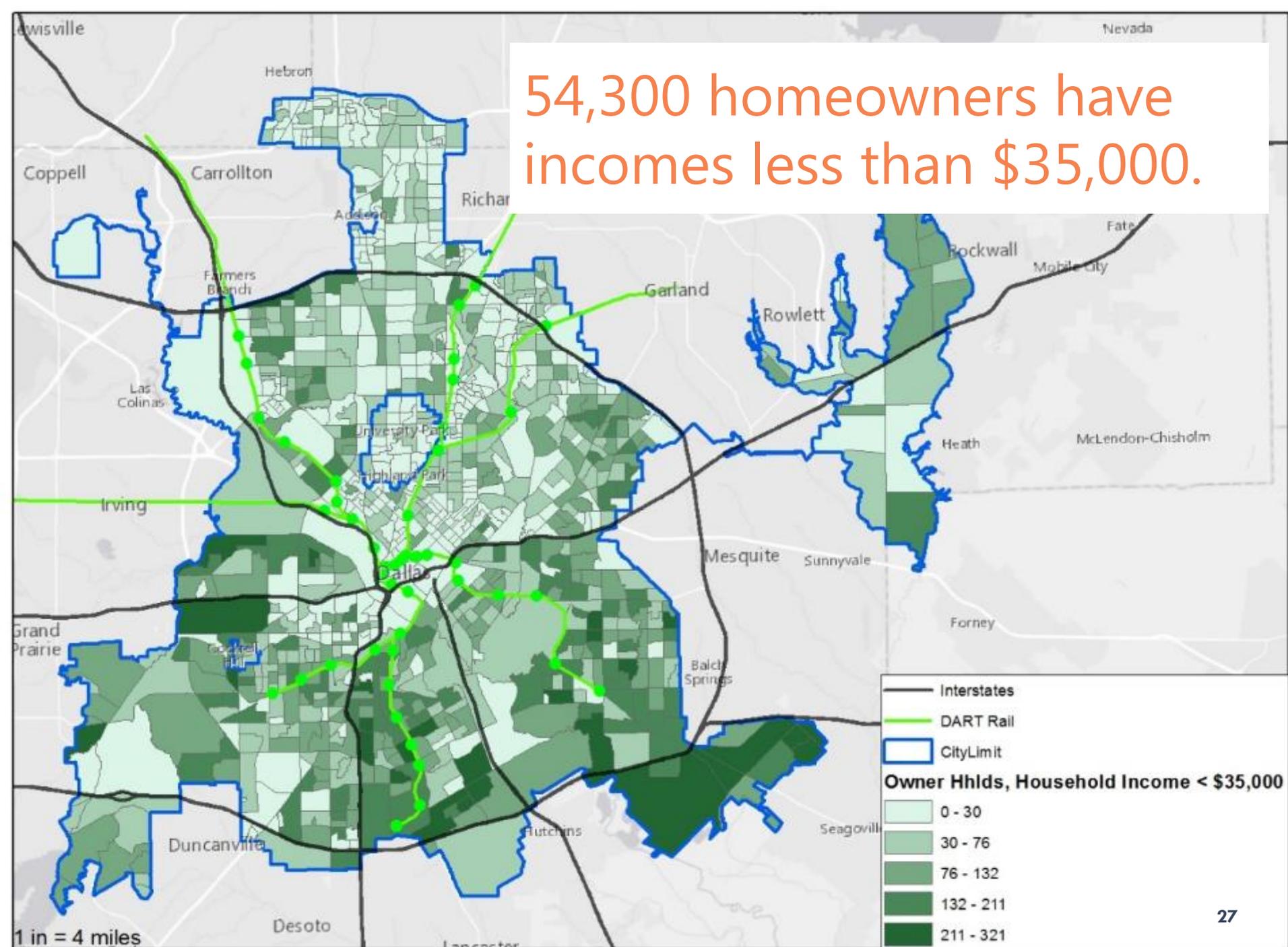
**More housing units affordable at this level than people earning this much.**

Source: Envision Tomorrow Balanced Housing Model; ACS 2009-2013.

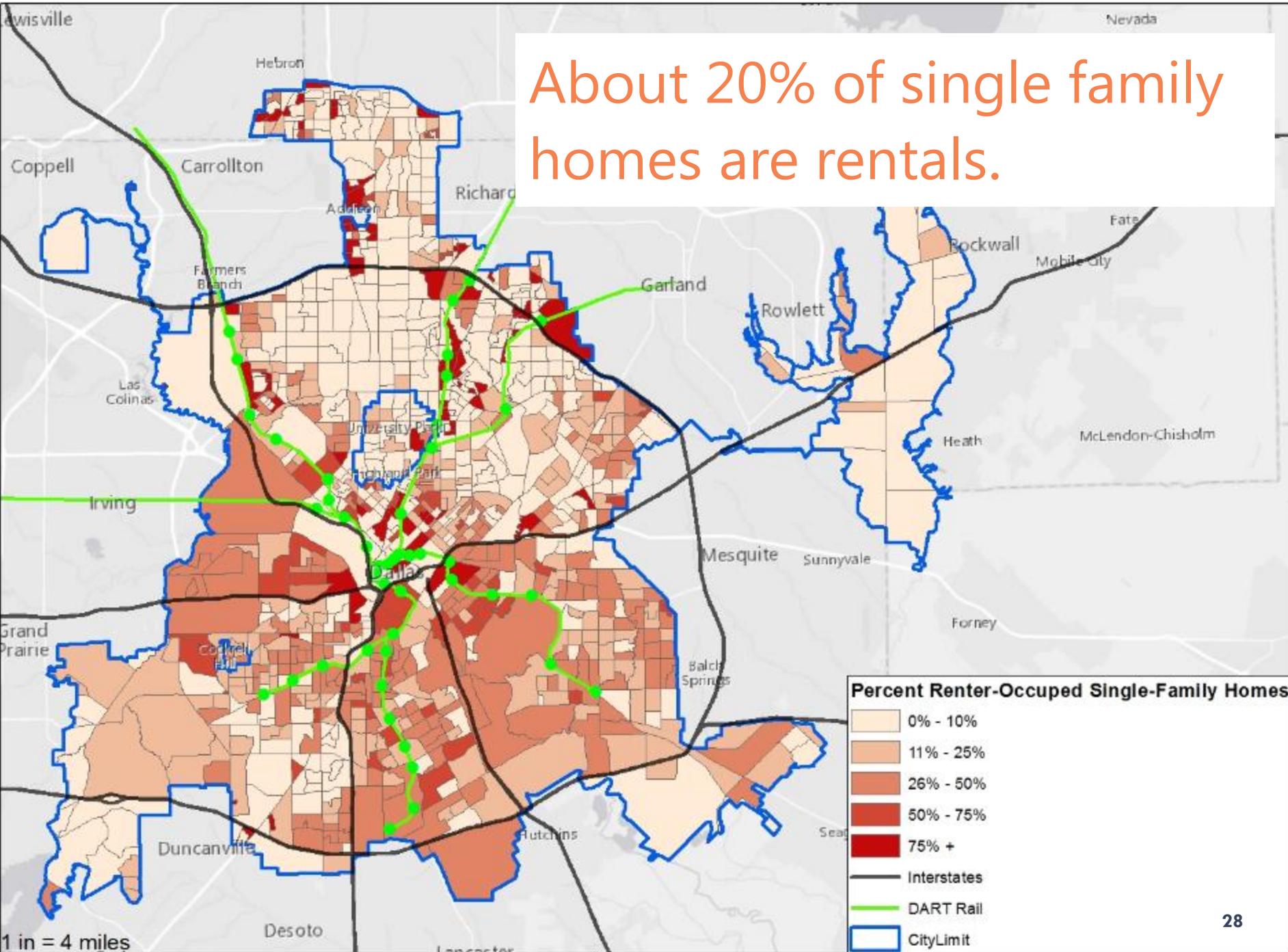
81,000 rental households make more than \$50,000



54,300 homeowners have incomes less than \$35,000.



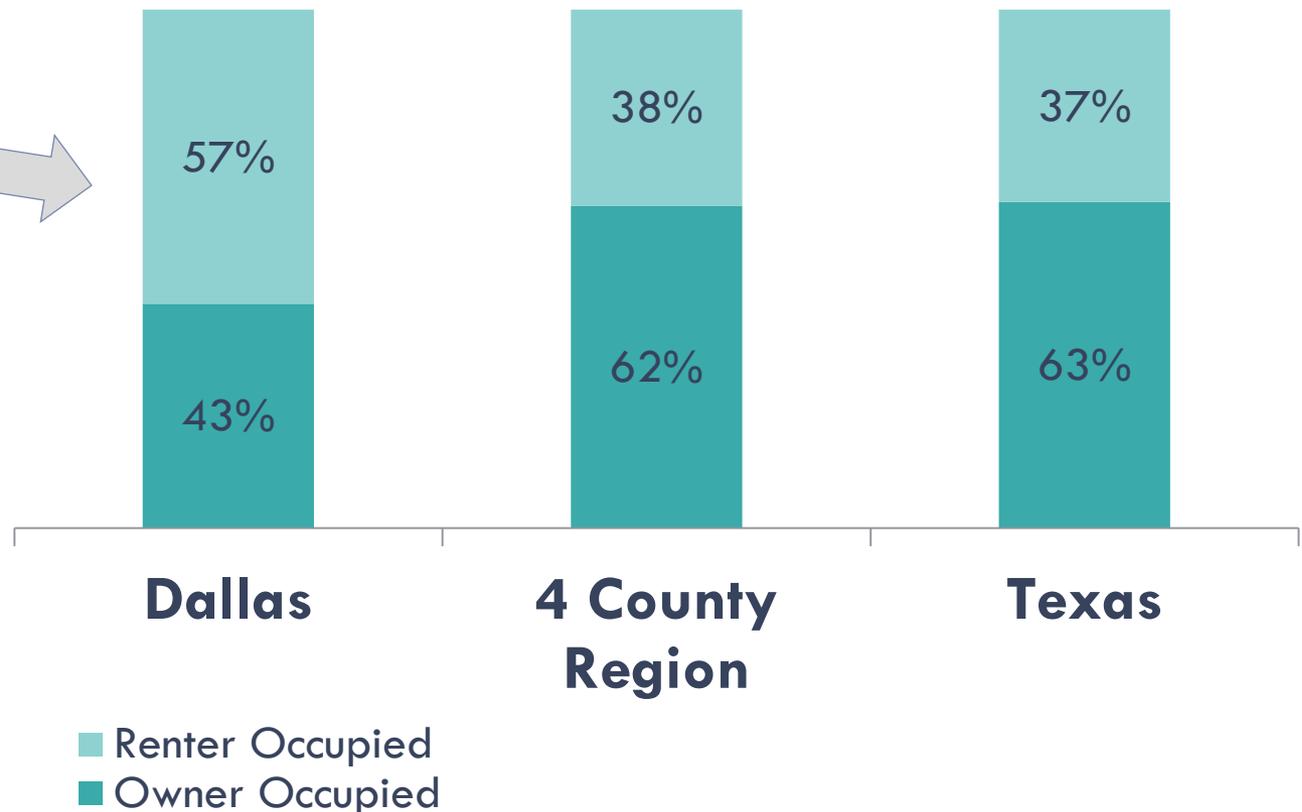
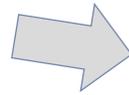
About 20% of single family homes are rentals.



# The majority of households with children are renting.

## Households with Children (2013)

57% of households with children are renting



# Notable Housing Trends in Dallas

- Many middle-to-high income renters – *there is a market for high-amenity rental*
- Many homeowners with low incomes – *this can limit their ability to make upgrades and repairs*
- Many single family rental homes – *of varying quality*
- *High proportion of households with kids reside in rental units*

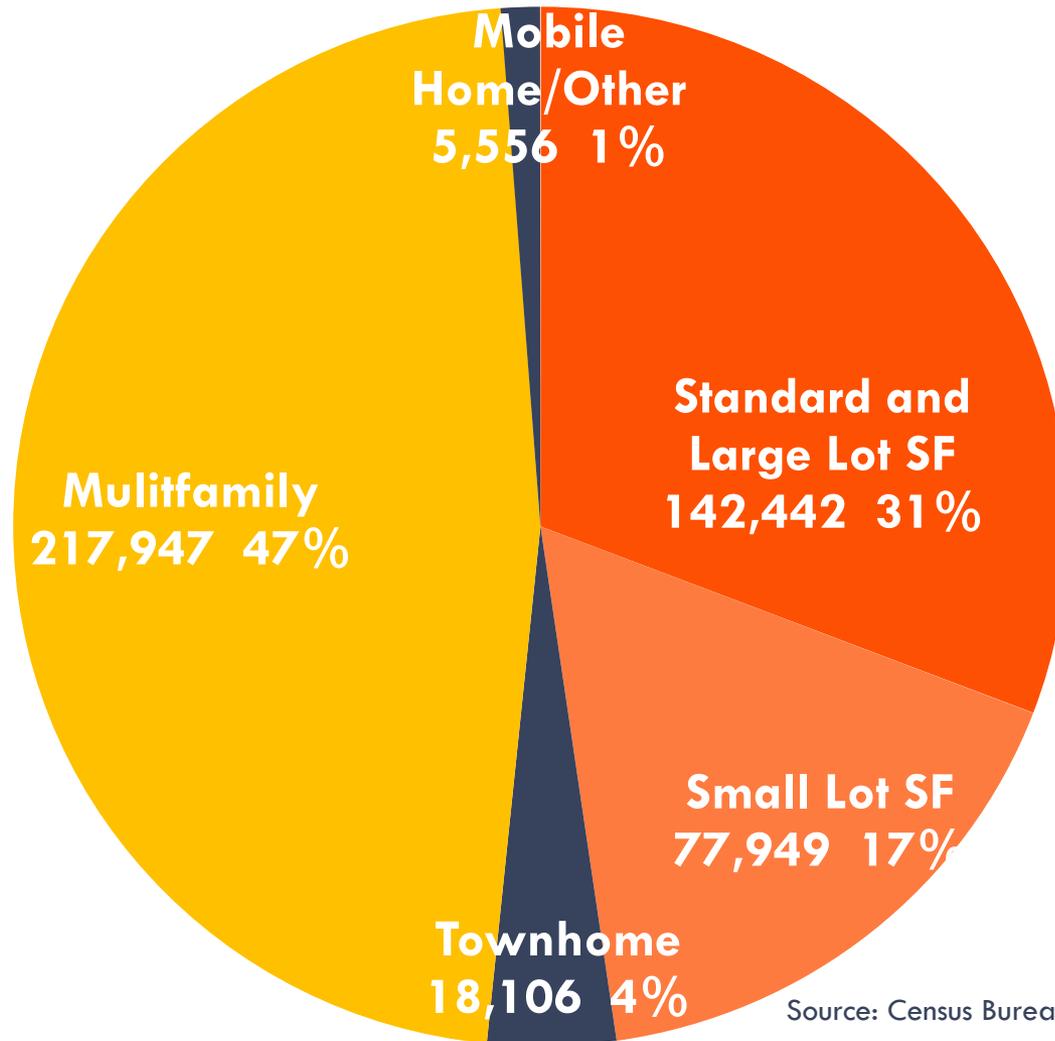
# A Dallasite's Dilemma

- Dallas has some troubling mismatches between housing demand and supply
- Dallasites are forced to make a difficult choice:
  - Choose less desirable housing
  - Choose housing that is too expensive relative to their income, forcing spending cutbacks
- Many middle income households move to other cities for a better fit



# What type of housing do we have today?

## Current Housing Stock, City of Dallas



Source: Census Bureau, ACS 2009-2013 (5-year Estimate)

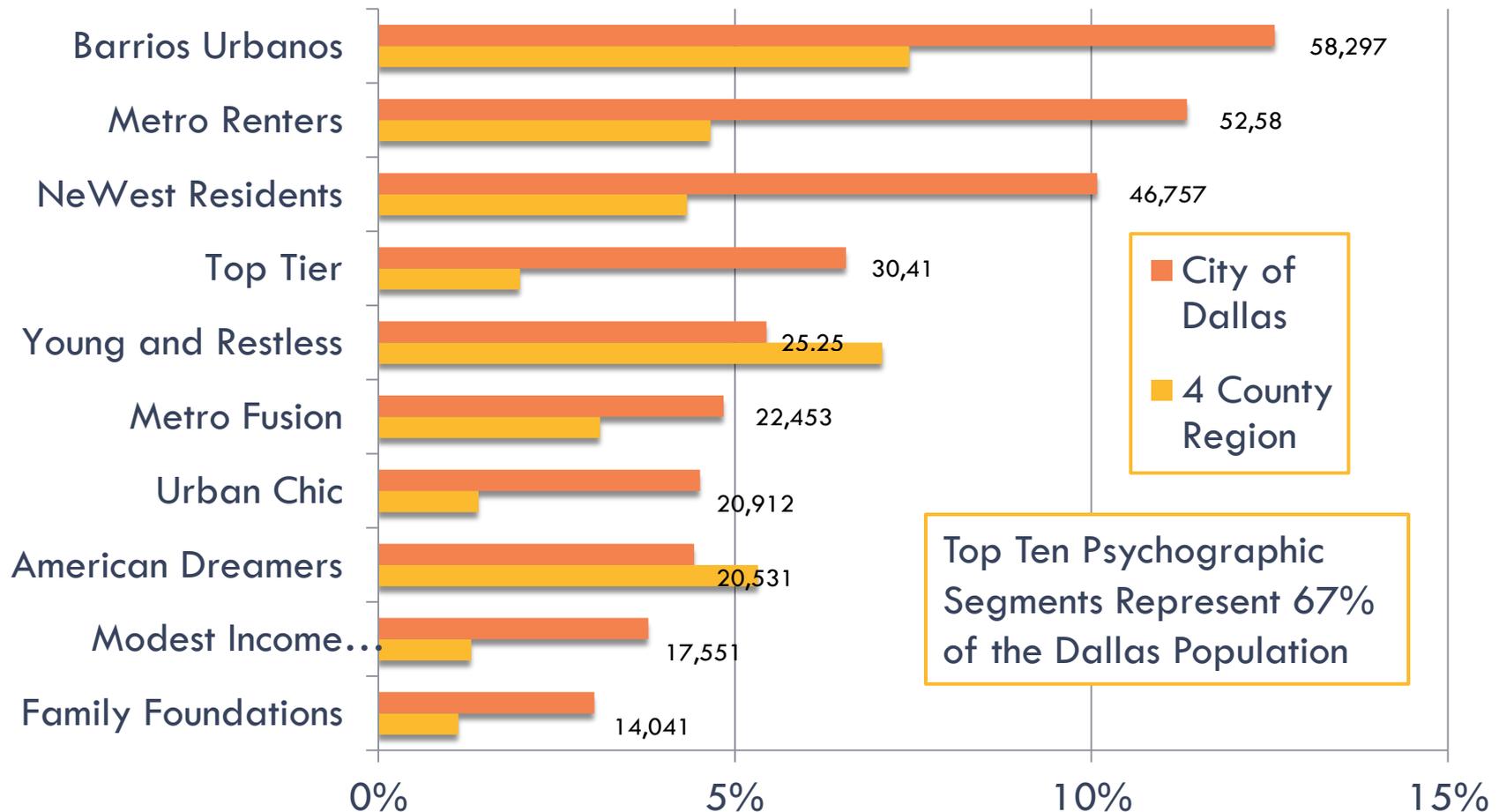
# Who Is Dallas Attracting?



## Psychographics

Combines demographics, socio-economics, preferences

## Top 10 Tapestry Segments



# Dominant Groups in Dallas

21%

## Young Diverse Families

Barrios Urbanos, NeWest Residents, Las Casas

16%

## Urban Loving Millennials

Metro Renter, Young & Restless, Laptop & Lattes

8%

## Dallas Baby Boomers

Top Tier, Savvy Suburbanites, Exurbanites

7%

## Hardworking Households

Family Foundations, Traditional Living, Modest Income Households

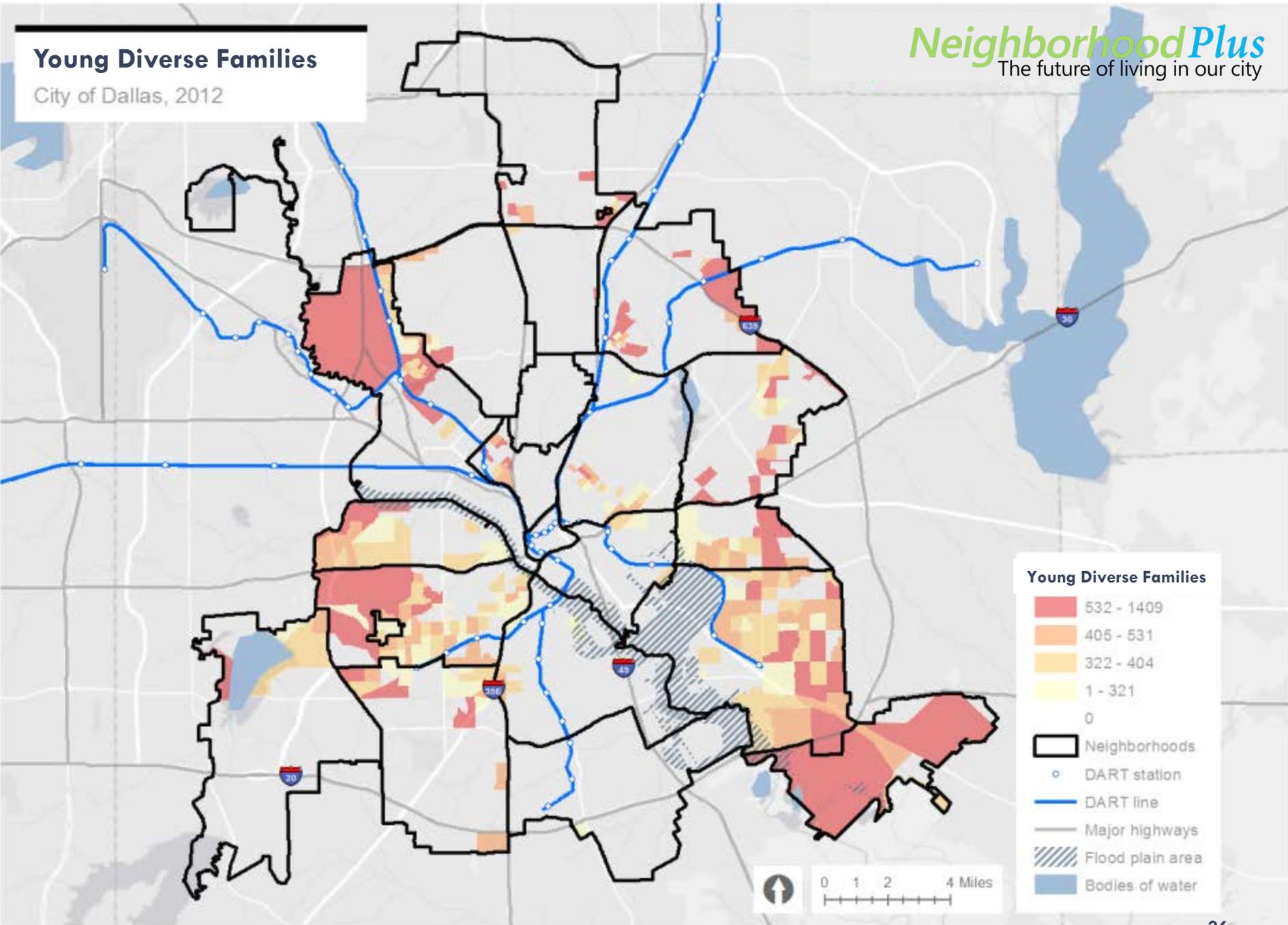
- ❖ Who are they and what do they like?
- ❖ Where do they live?
- ❖ What are the characteristics of these areas?

# Young Diverse Families

- Barrios Urbanos; NeWest Residents; Las Casas
  - 21% of City of Dallas (112,627 households in 2012)
- Families with kids, often multigenerational
- Younger families newer to the city live mostly in apartments
- Tend to prefer single family homes - some as renters
- Own cars but frequently carpool
- Love soccer, favor energy drinks, spend on diapers, furniture, magazines, keeping up personal style

# Young Diverse Families

City of Dallas, 2012



Source: U.S. Census Bureau, American Community Survey 2012 1-Year Estimates, retrieved via NHGIS.org

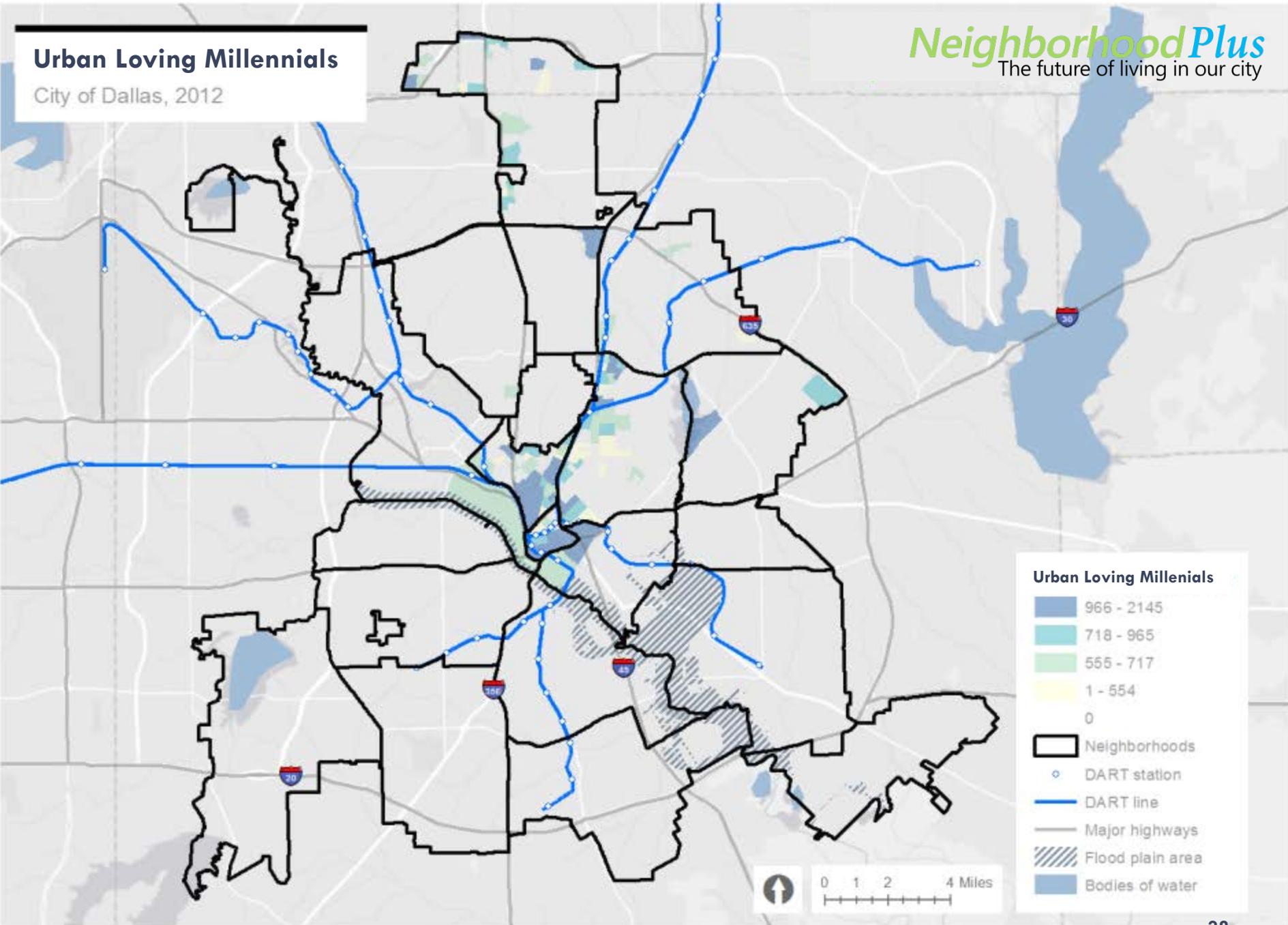
# Urban Loving Millennials

- Metro Renters; Young&Restless; Laptops&Lattes
  - 16% of City of Dallas ( 84,140 households in 2012)
- Singles - active online social networkers, quick to buy newest gadgets
- Renters - typically in large apartment complexes
- Well educated - with medium to well paying jobs
- Environmentally conscious - less likely to own a vehicle
- Shop at Trader Joe's and Whole Foods

# Urban Loving Millennials

City of Dallas, 2012

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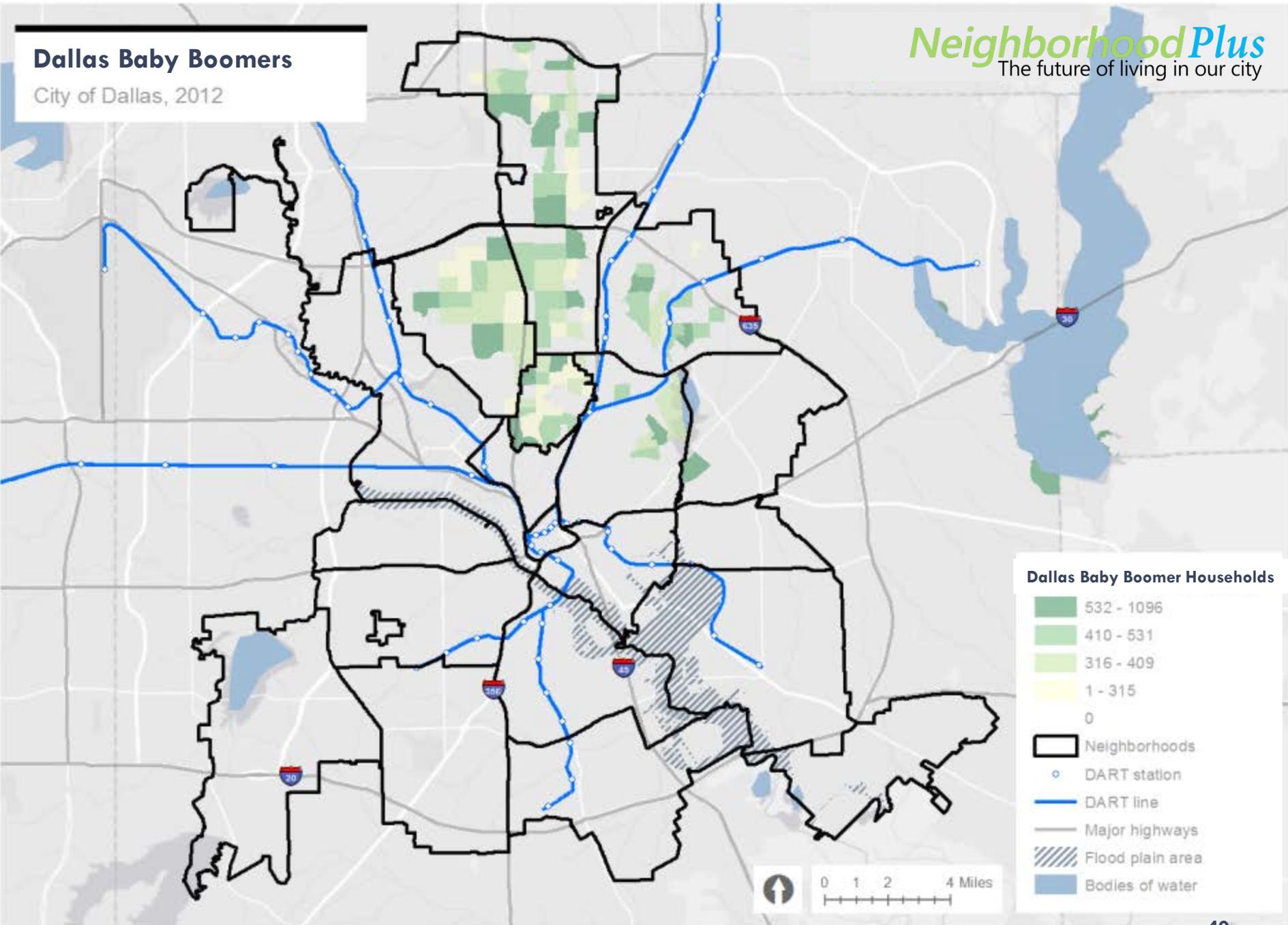
# Dallas Baby Boomers

- Savvy Suburbanites, Top Tier, and Exurbanites
  - 8% of City of Dallas (44,512 households in 2012)
- Empty nesters who typically own high value single family homes
- Like gardening and DIY home improvements
- Stay active, buy organic food and luxury cars/SUVs
- Listen to WRR, shop on the internet and rack up airline miles

# Dallas Baby Boomers

City of Dallas, 2012

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Source: U.S. Census Bureau, American Community Survey 2012 1-Year Estimates, retrieved via NHGIS.org

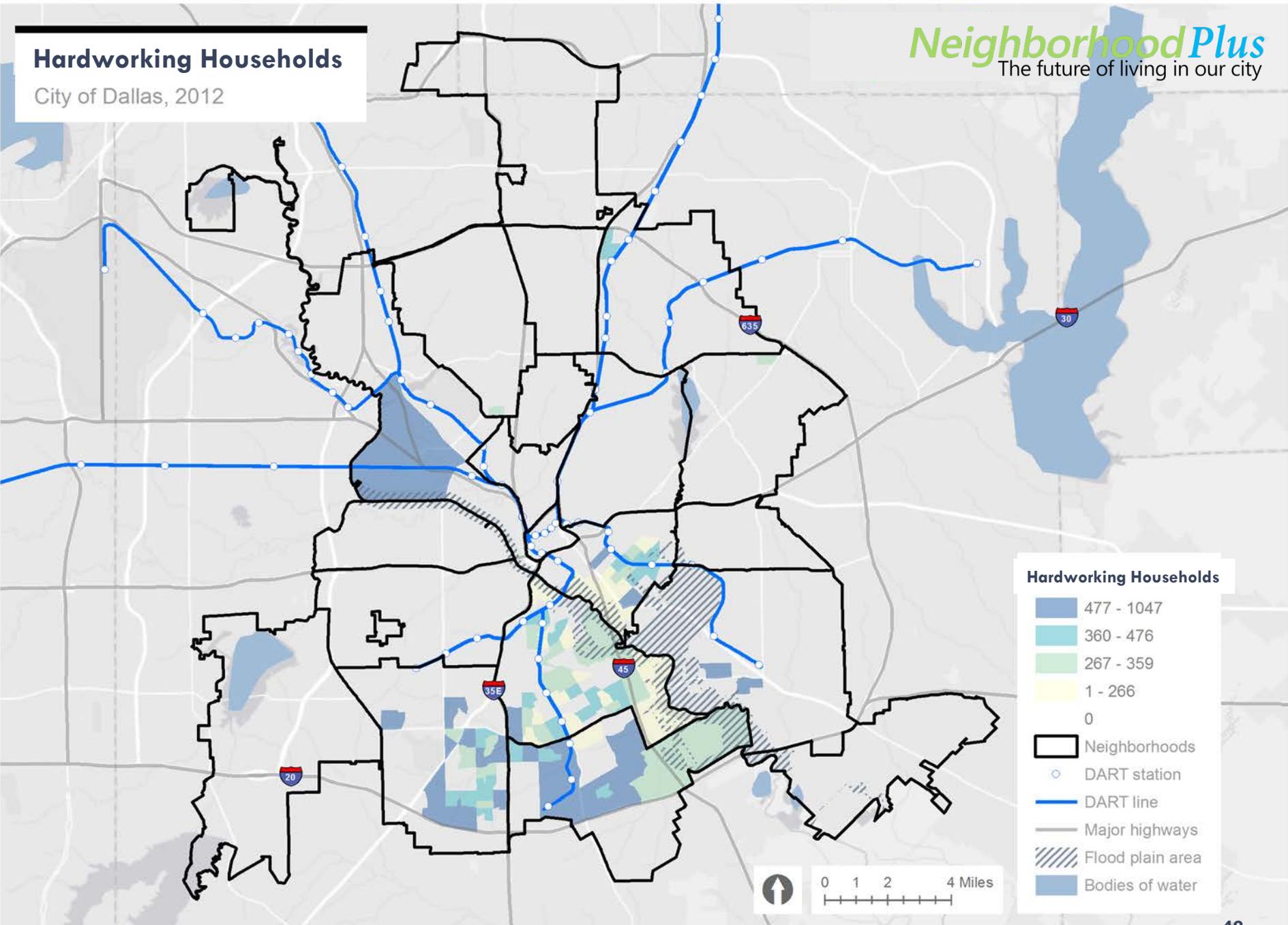
# Hard Working Households

- Family Foundations; Traditional Living; Modest Income Households
  - 7% of City of Dallas (36,269 households in 2012)
- Reside in modest single family homes or rental units
- Moderate education, lower paying jobs, higher unemployment, often receive social assistance
- Disproportionately older (45 & above); single parent households
- Despite lower incomes, still want to keep their family happy and content, value style and spending money on clothes, entertainment, and home furnishings

# Hardworking Households

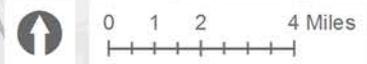
City of Dallas, 2012

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## Hardworking Households

- 477 - 1047
- 360 - 476
- 267 - 359
- 1 - 266
- 0
- Neighborhoods
- DART station
- DART line
- Major highways
- Flood plain area
- Bodies of water

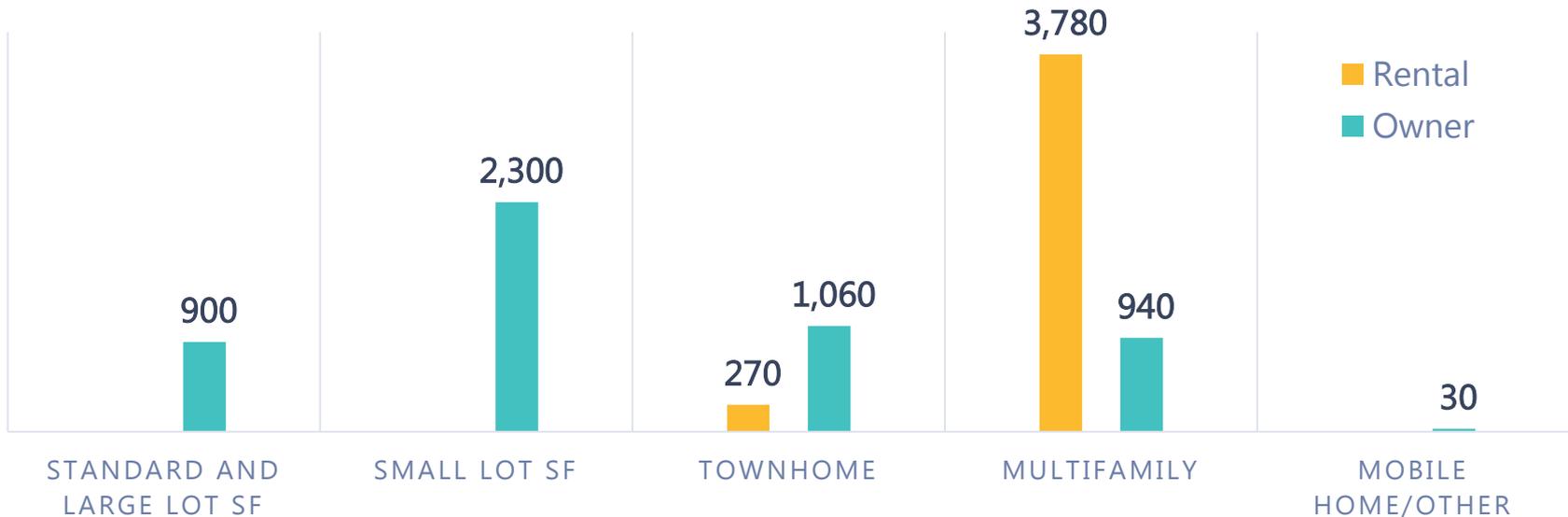


Source: U.S. Census Bureau, American Community Survey 2012 1-Year Estimates, retrieved via NHGIS.org

# Annual Target for New Housing Units to 2020

Annual Increment by Housing Type and Tenure

The goal is to keep pace to maintain about 50% of Dallas County population.



Source: Envision Tomorrow Balanced Housing Model. Calculated from ACS 2009-2013 levels over 7 years to 2020 based on ESRI Tapestry projections

# Key Strategies for Change

- “If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.” – Colin Powell

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**6**

**1**

**COLLECTIVE IMPACT**

# Create A Collective Impact Framework

**OBJECTIVE:**

**By 2016**

**Dallas will have new framework for organizing, communicating, coordinating and partnering with the private and nonprofit sectors as well as neighborhood organizations for planning, resource allocation and service provision.**

# Dallas lacks a partnership framework for collective impact

- There is no existing structure that promotes collaboration and planning coordination among:
  - Governmental agencies
  - Non-profit services providers
  - Philanthropic funding organizations
- There are missed opportunities for leveraging resources and enhancing effectiveness

# Dallas lacks a single, cohesive neighborhood framework

- There is no single framework for effectively engaging neighborhoods in planning and implementing neighborhood improvements
- Many areas of the city lack organized neighborhood representation
- So many residents don't have a voice to articulate and advocate for their needs at the neighborhood scale

# Collective Impact – How We Get There

## PROGRAMS

- Collective Impact Compact
- Super-Neighborhood Organization Framework
- Targeted Resources for Neighborhood Improvement

# Five Conditions of Collective Impact

**A COMMON AGENDA** All participants have a shared vision for change.

**SHARED MEASUREMENT** Collecting data and measuring results consistently across all participants. Alignment and accountability.

**MUTUALLY REINFORCING ACTIVITIES** Activities differentiated while still coordinated, based on a mutually reinforcing plan.

**CONTINUOUS COMMUNICATION** Consistent and open communication. Build trust and assure mutual objectives and common motivation.

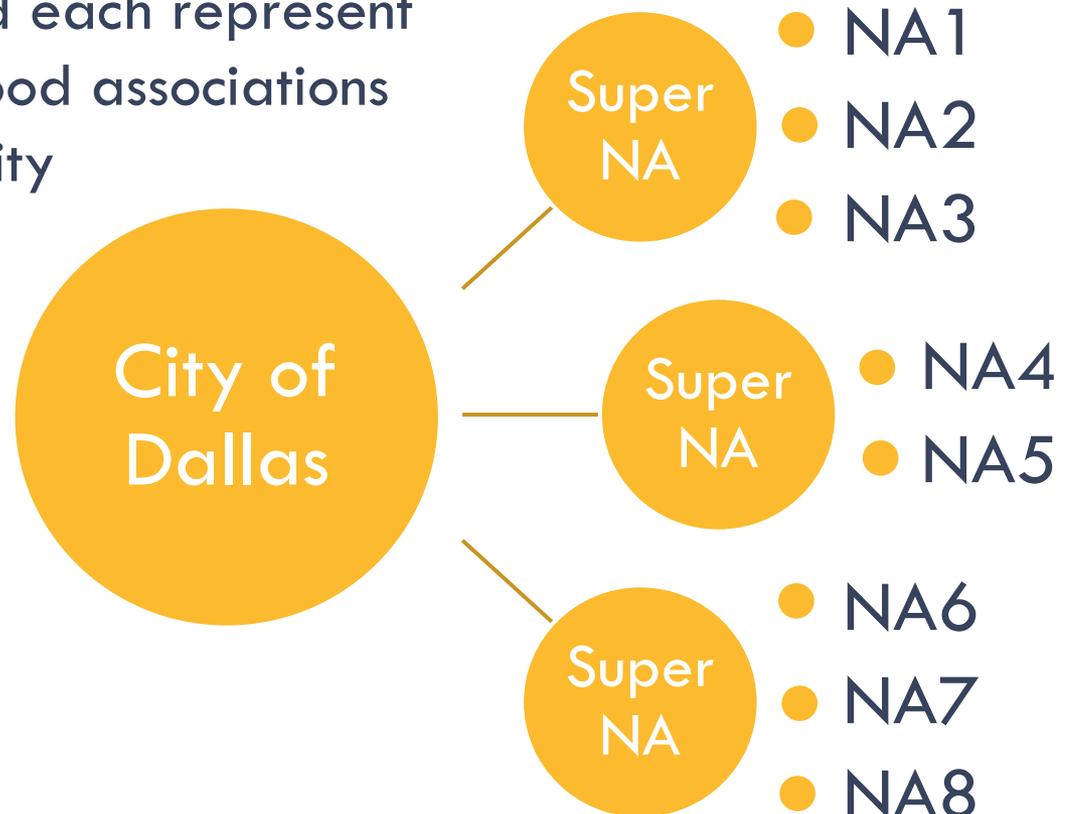
**A BACKBONE ORGANIZATION** Separate organization serves as backbone for the initiative. Coordinates organizations.

# Collective Impact Compact

- A coalition of active partners who can contribute to the action plan
- Acknowledged responsibility and commitment to action
- Partners provide implementation funding where appropriate
- Set standards for improving efficiency and effectiveness from all partners
- A backbone organization identified

# Super-Neighborhood Organization Framework

- “Super Neighborhood” organizations would each represent multiple neighborhood associations in an area of the City
- Opportunity for coalition building around shared issues and priorities



# Targeted Resources for Neighborhood Improvement

- Objective criteria for funding
- Transparent process to identify target areas
- Actual outcomes identified and reported
- Time frames for sun-setting funding – eg: 3 years per target neighborhood

# Alleviate Poverty

## OBJECTIVE:

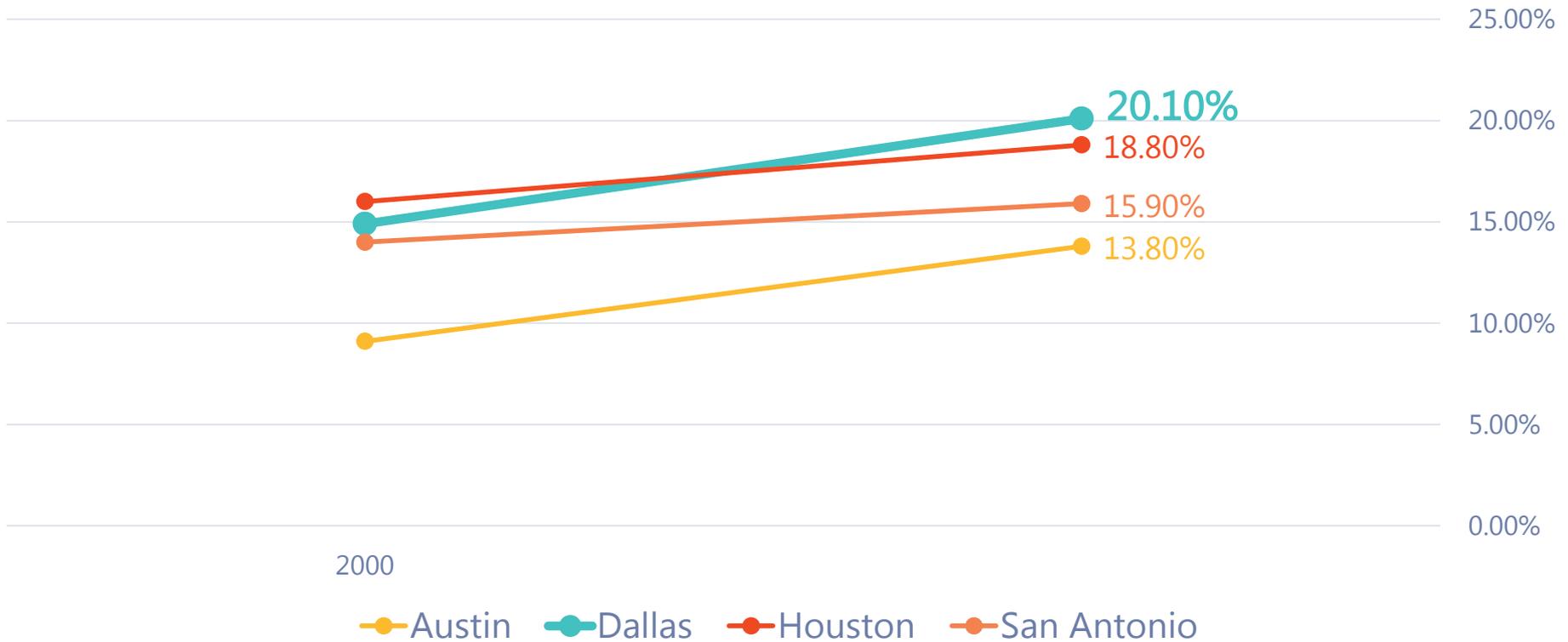
The poverty rate in Dallas is below 15%.

By 2020



# Poverty in Dallas is increasing faster than other major TX cities

% Families below Poverty Line, 2000-2012

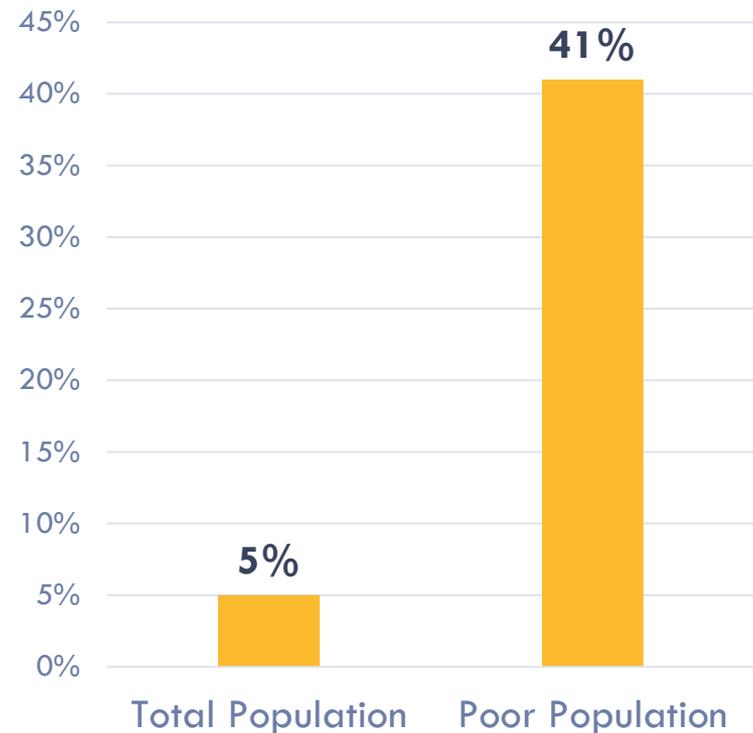


Source: US Census Data (2000 Decennial Census and ACS 2008-2012 five year estimates) via Social Explorer T98/T179.

# Poverty in Dallas has reached crisis proportions

- **In 2012, Dallas ranked worst in the child poverty rate (38%)\***
- **The population in poverty is growing much faster than the population as a whole.**

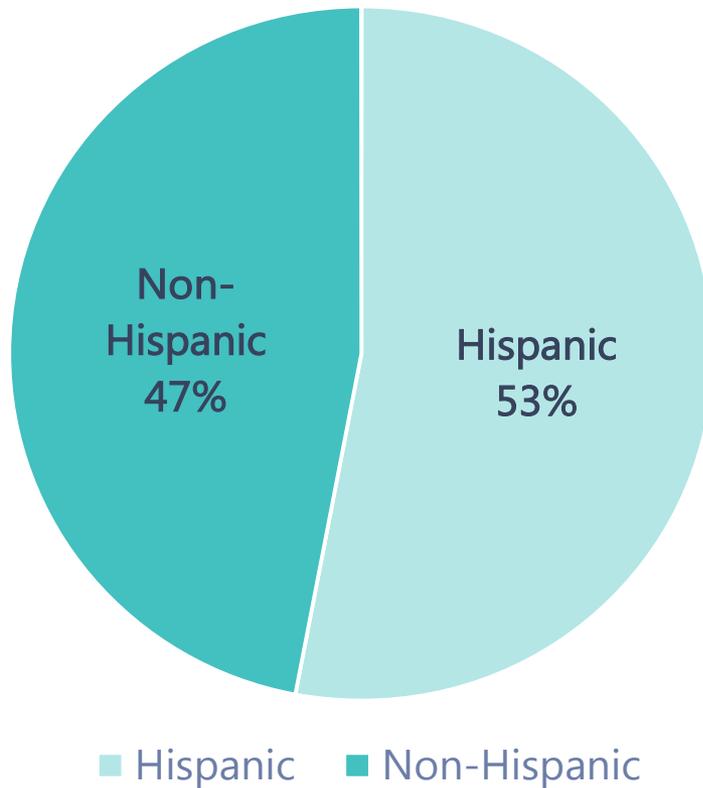
**Percent Change in Total and Poor Populations, City of Dallas, 2000-2012**



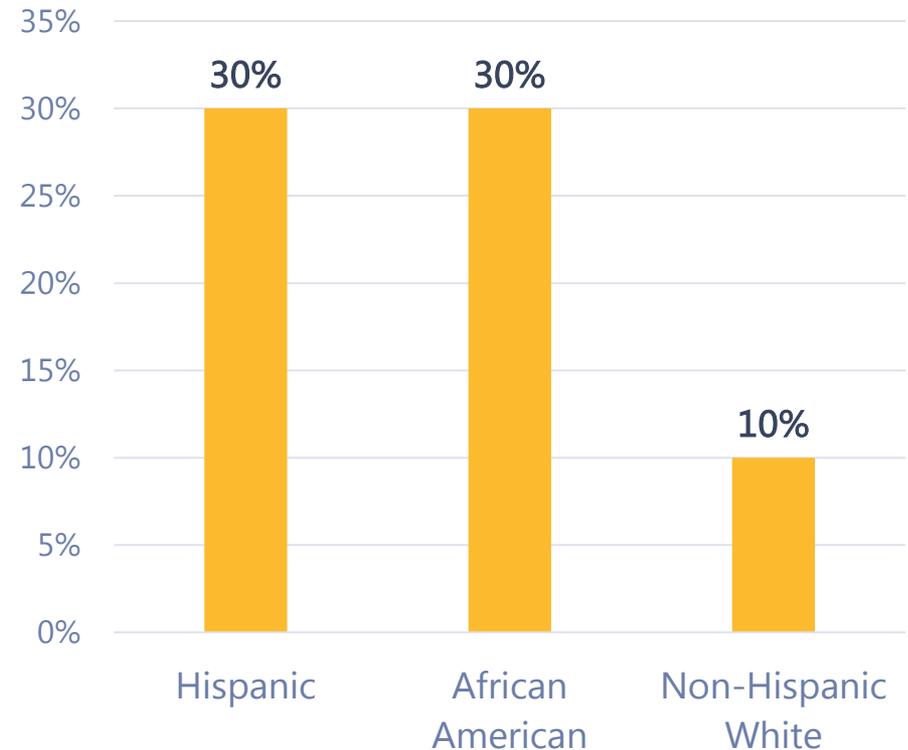
\* Child poverty rankings based on analyses of the nine U.S. cities with estimated population of 1 million or more in 2012.

# Poverty Disproportionately Affects People of Color

Ethnicity of Persons in Poverty  
City of Dallas, 2012



Persons in Poverty,  
by Race and Ethnicity  
City of Dallas, 2012



# Alleviate Poverty – How We Get There

## PROGRAMS

- Increase earnings for existing low wage earners
- Target and expand workforce training
- Prioritize Pre-K education opportunities for children in poverty
- Transportation, childcare, and health programs for low income workers
- Partner with health care and other agencies to improve community health

# Increase earnings for existing low wage earners

Earned Income Tax Credits help families with extra money to pay for important expenses.



Raise the minimum wage for City employees and City contractors to **\$10.25/hr**



# Prioritize Pre-K education opportunities for children in poverty

Support efforts to increase access to Pre-k education, promote parental engagement and provide opportunities for early learners outside the classroom.



“The question is not whether we can afford to invest in every child; it is whether we can afford not to.”  
Marian Wright Edelman

# Target and expand workforce training



Build on partnerships with Greater Dallas Workforce Solutions and Dallas County Community College District

# Transportation, childcare, and health programs for low income workers



**Co-locate services** such as health clinics and other programs to bring health education and healthy food choices to underserved areas with high levels of poverty and obesity.

# Day Labor Centers

- Centers in Garland and Plano provide an organized, safe venue for employers to engage temporary labor.



# Partnerships to improve community health



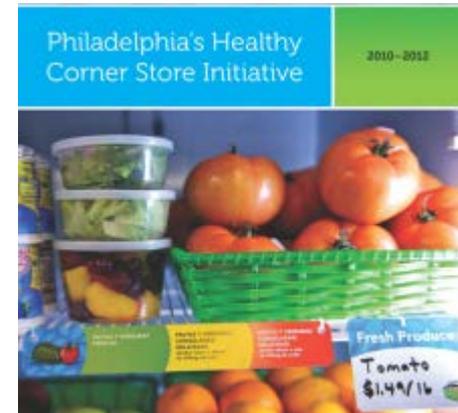
Parkland health center at Hatcher Station



St. Phillips Food Bank - Texas Food Bank



Fitness Zones - Trust for Public Land



Healthy Corner Store Initiative –  
Children at Risk; The Food Trust

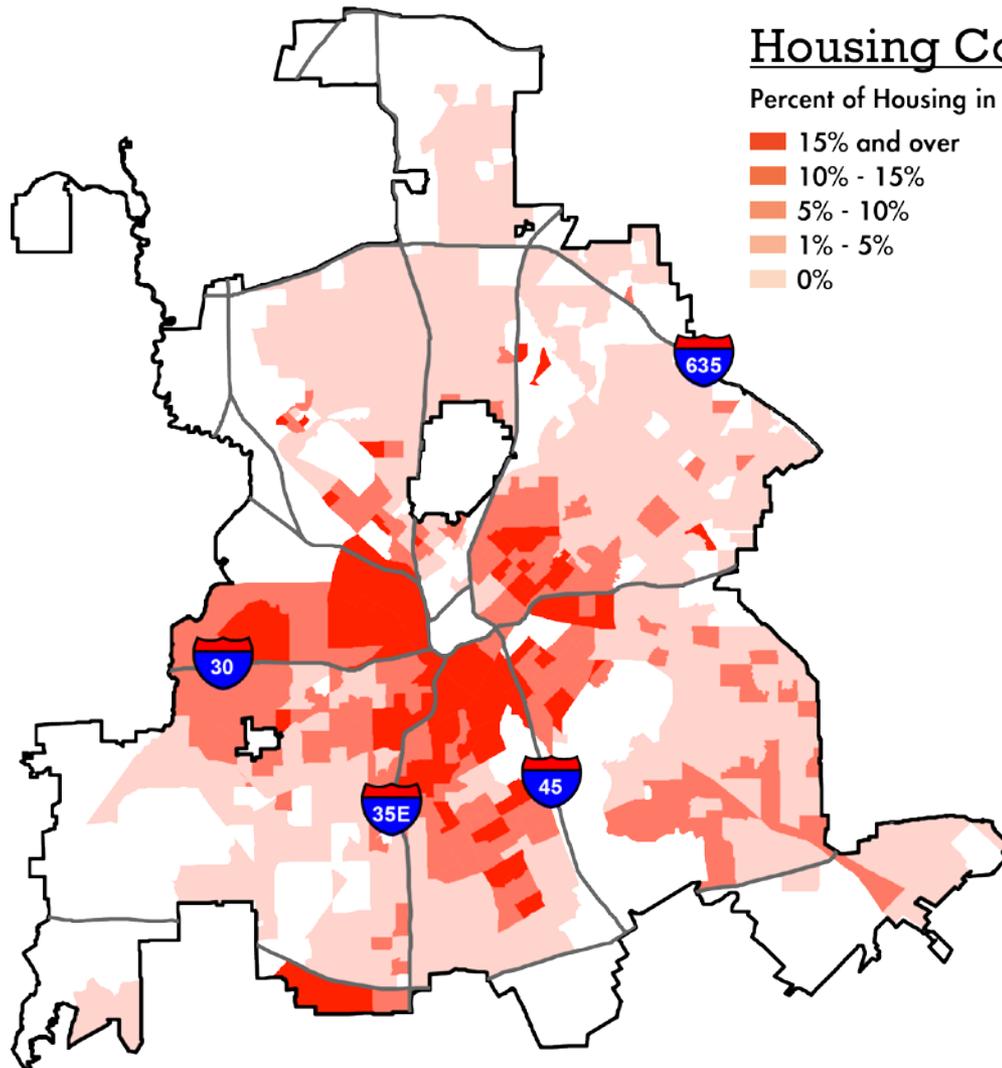
# Fight Blight

**OBJECTIVE:**

**Reduce concentrated blight in  
the City of Dallas by 25%.**

**By 2020**

# Concentrated areas with high percentage of housing in poor condition



## Housing Conditions

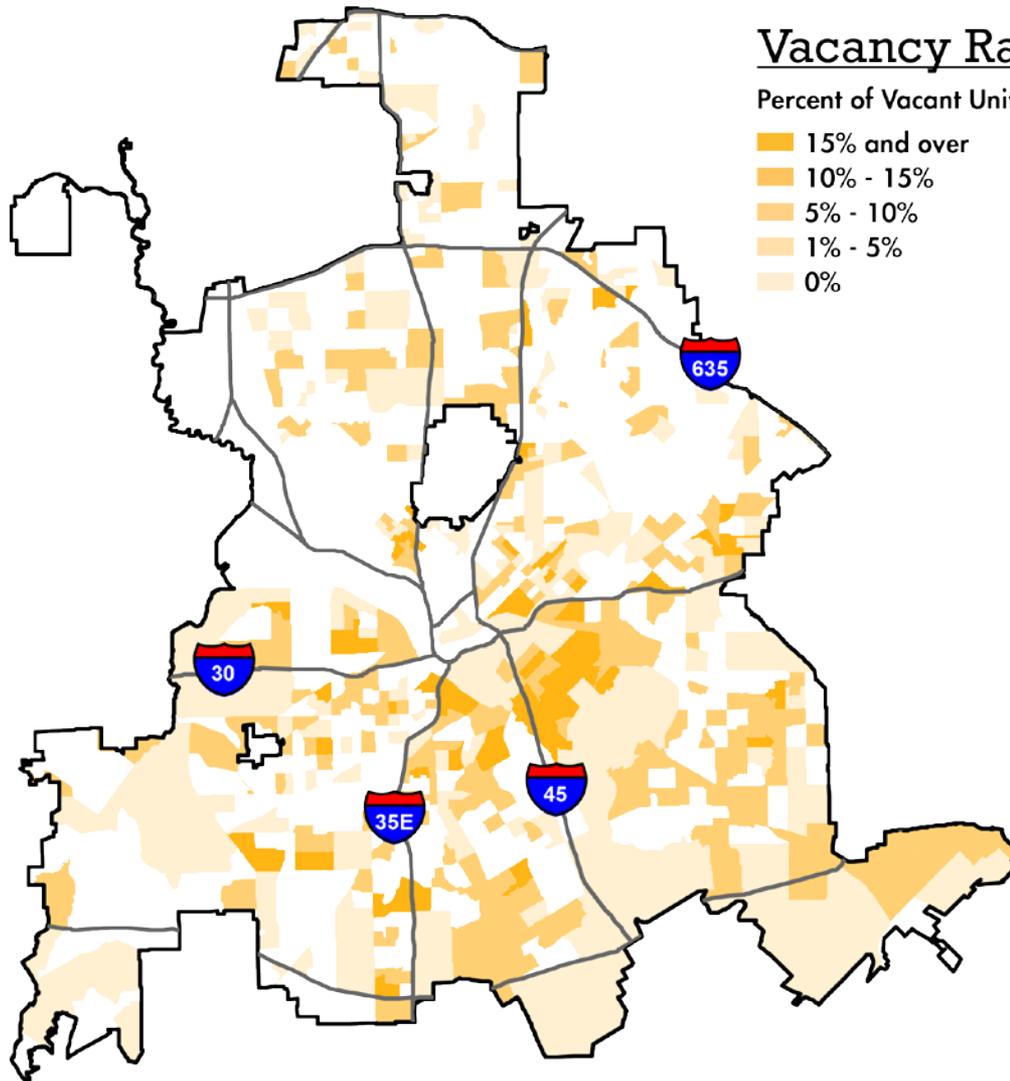
Percent of Housing in Poor Condition

- 15% and over
- 10% - 15%
- 5% - 10%
- 1% - 5%
- 0%

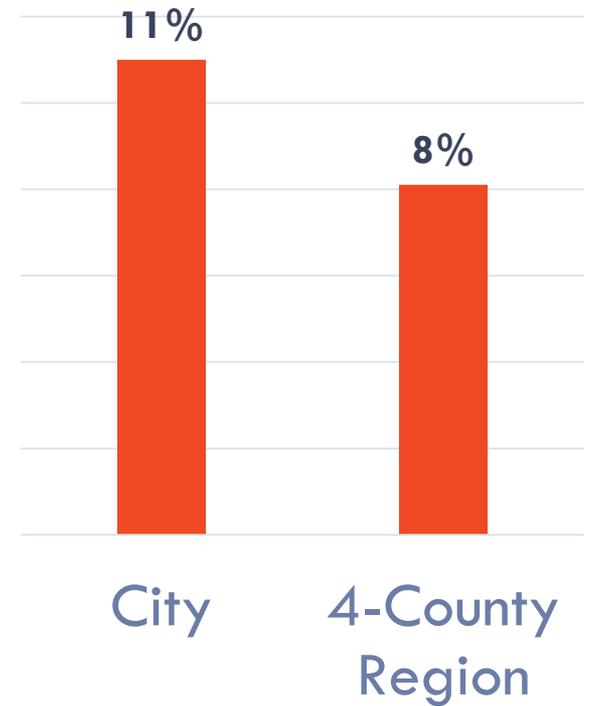
\* Excludes blocks with fewer than 500 people per sq. mile.

- A few landlords owning multiple properties account for a significant number of single family rental properties in poor condition.

# More than 1-in-10 housing units in Dallas was vacant in 2013



\* Excludes blocks with fewer than 500 people per square mile.

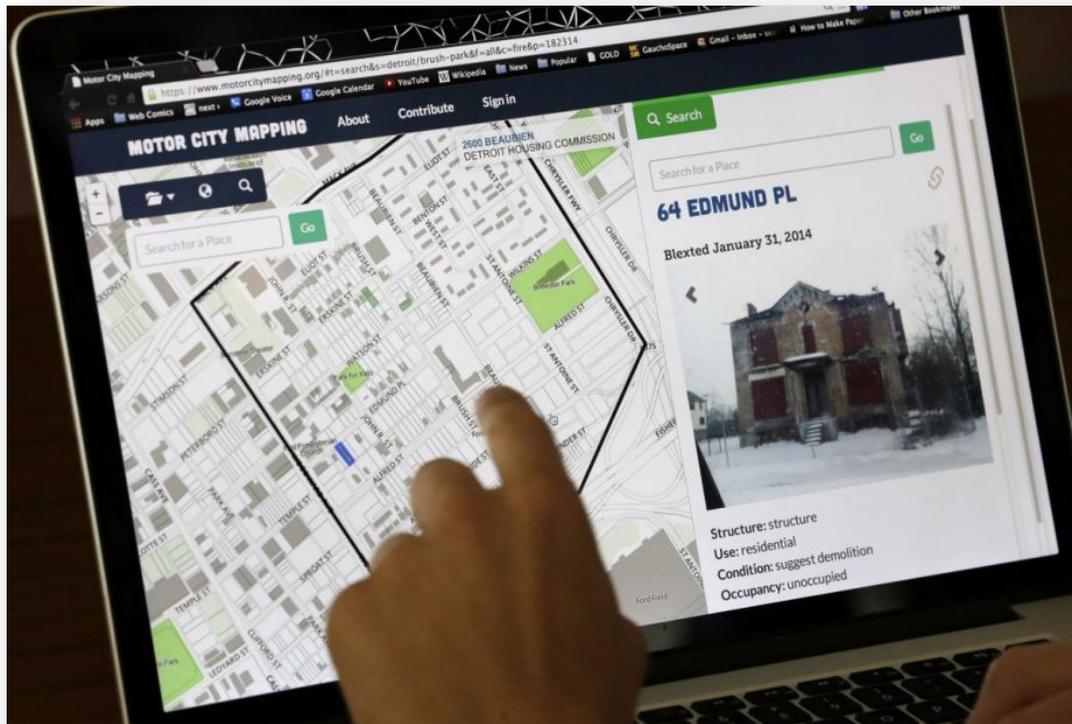


# Fight Blight – How We Get There

## PROGRAMS

- Create a comprehensive database of blighted properties
- Develop a unified blight removal and improvement program
- Acquire and dispose of City-owned and land bank properties more strategically and efficiently
- Partner with health care agencies to address endemic health issues (eg: asthma) through rigorous code enforcement

# Create a comprehensive database of blighted properties to provide citizens and officials easy access to information



**Detroit residents can text images of blighted properties to the Blight Removal Task Force.**

# Create a unified blight removal and improvement program



Create a target area program to **bring blighted properties into code compliance** through coordinated neighborhood police and nuisance abatement team efforts.

# Acquire and dispose of City-owned and land bank properties more strategically and efficiently



Map all city-owned, tax foreclosure and land bank properties to **support targeted blight improvement and neighborhood renewal.**

# Attract & Retain the Middle Class

## **OBJECTIVE:**

**The share of households with incomes above 80% of the State median income rises from 53% to 60%.**

**By 2035**

# Dallas continues to lose middle income households

Change in Share of Households (2000-2012)



Source: Census 2000 (in 2012 Dollars) and American Community Survey 2012 1 Year Estimates

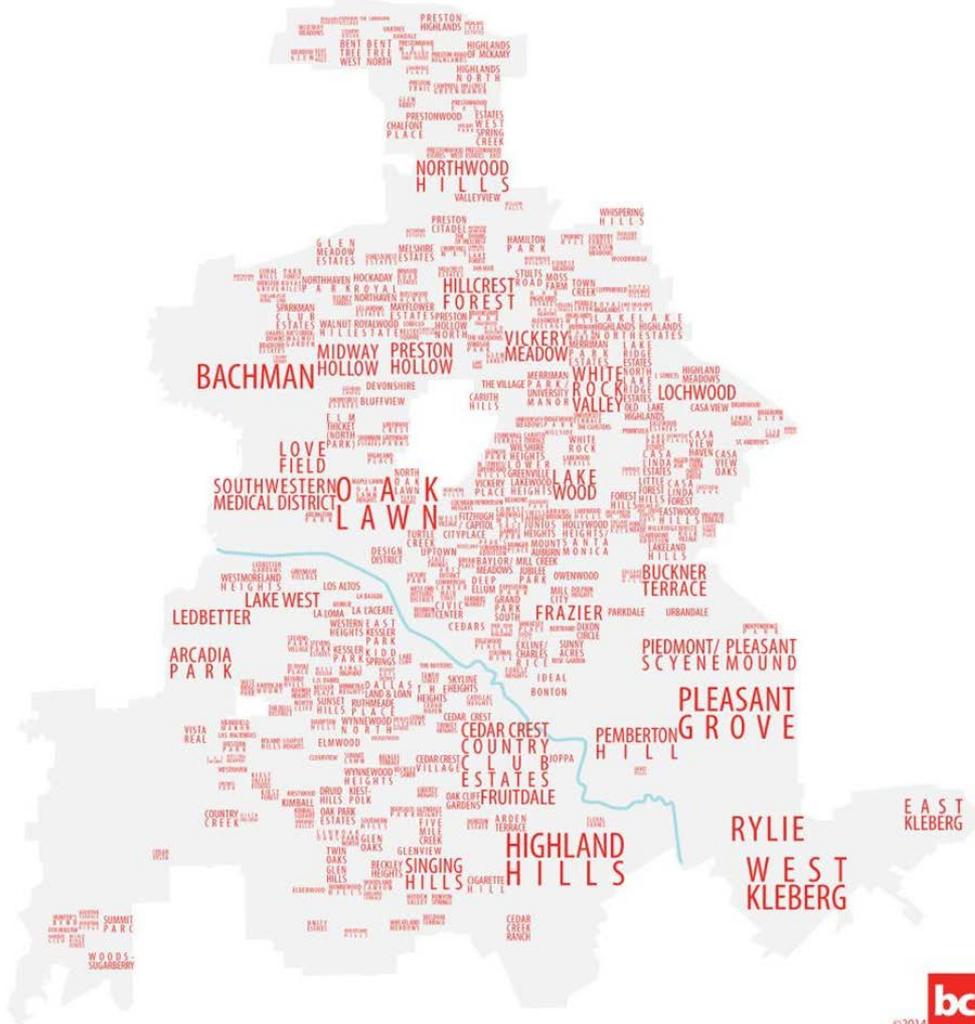
# Attract and Retain the Middle Class – How We Get There

## PROGRAMS

- Brand Dallas to promote neighborhood assets and programs
- Support and coordinate with DISD, Charters, private and parochial schools to enhance school quality and school choice
- Create home improvement incentive programs for home-owners
- Eliminate barriers to neighborhood revitalization
- Make neighborhoods more desirable through improved infrastructure, recreation, and other amenities
- Develop a neighborhood infrastructure program to support infill and redevelopment

# Brand Dallas neighborhoods and promote their unique assets and amenities

Market the amenities that make living in Dallas a unique experience – urban living, individual neighborhood character, historic districts, culture and cuisine, unparalleled arts.



# Support and coordinate with DISD and Charters for school quality and school choice programs

**DESTINATION 2020**

INVESTING IN PEOPLE

Our goal is to improve teacher quality, build leadership capacity in the role of principal, and to develop a strong Central Office Team.

[LEARN MORE](#)

STAFF STUDENTS SYSTEMS STAKEHOLDERS



Coordinate locations for new Choice Schools with targeted neighborhood improvement and incentive programs.

# Home improvement incentive program

Provide **one-time incentive payments** to qualifying residents who make home improvements to encourage reinvestment in neighborhoods.



# Eliminate barriers to neighborhood revitalization



Create a **Master Development Program** to address development issues that transcend individual lots – especially for single family infill.

# Eliminate barriers to neighborhood revitalization



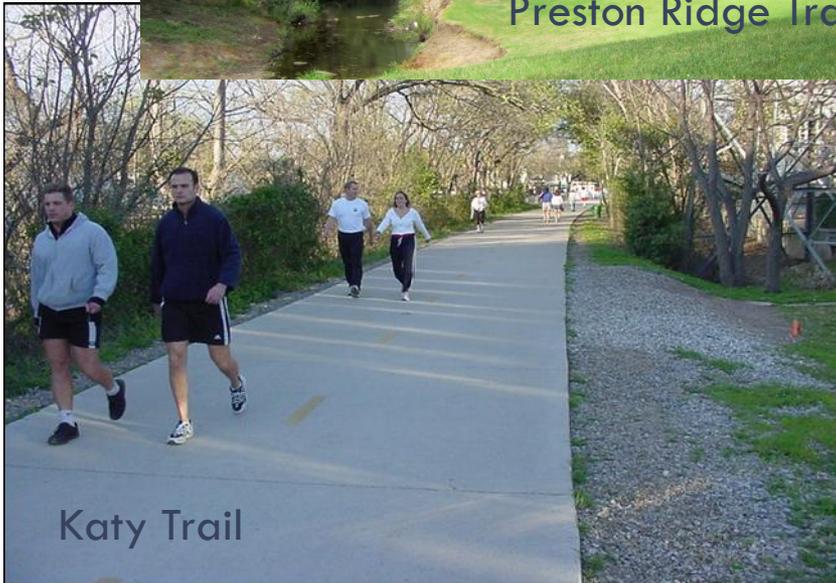
Eliminate code barriers such as minimum lot size, excessive setbacks, and excessive parking requirements.

# Make neighborhoods more desirable through improved recreation and other amenities



Preston Ridge Trail

Make neighborhood improvement a key economic development priority through **targeted investments.**

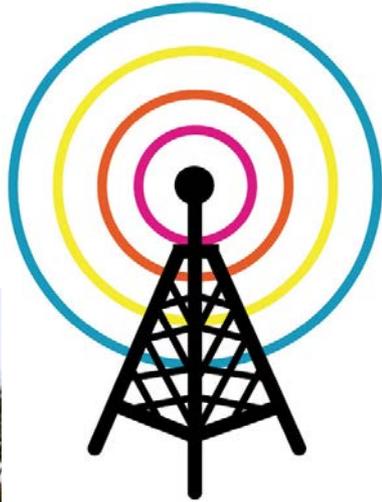


Katy Trail



Salado park

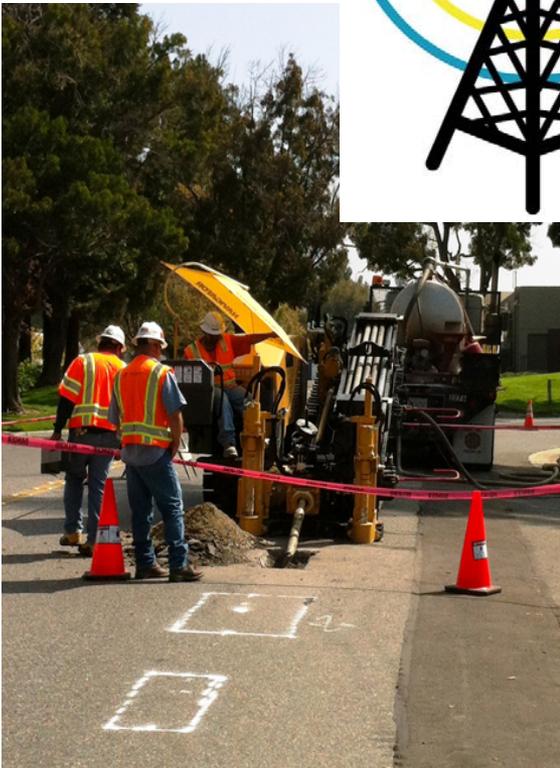
# Neighborhood Infrastructure program to support infill and redevelopment



**Telecommunication infrastructure** to support learning, business and economic competitiveness.

Work with utility providers to expand coverage for **broadband internet and mobile phone access** across the City.

Identify gaps in existing, basic infrastructure capacity necessary to support infill and redevelopment.



# Expand Homeownership

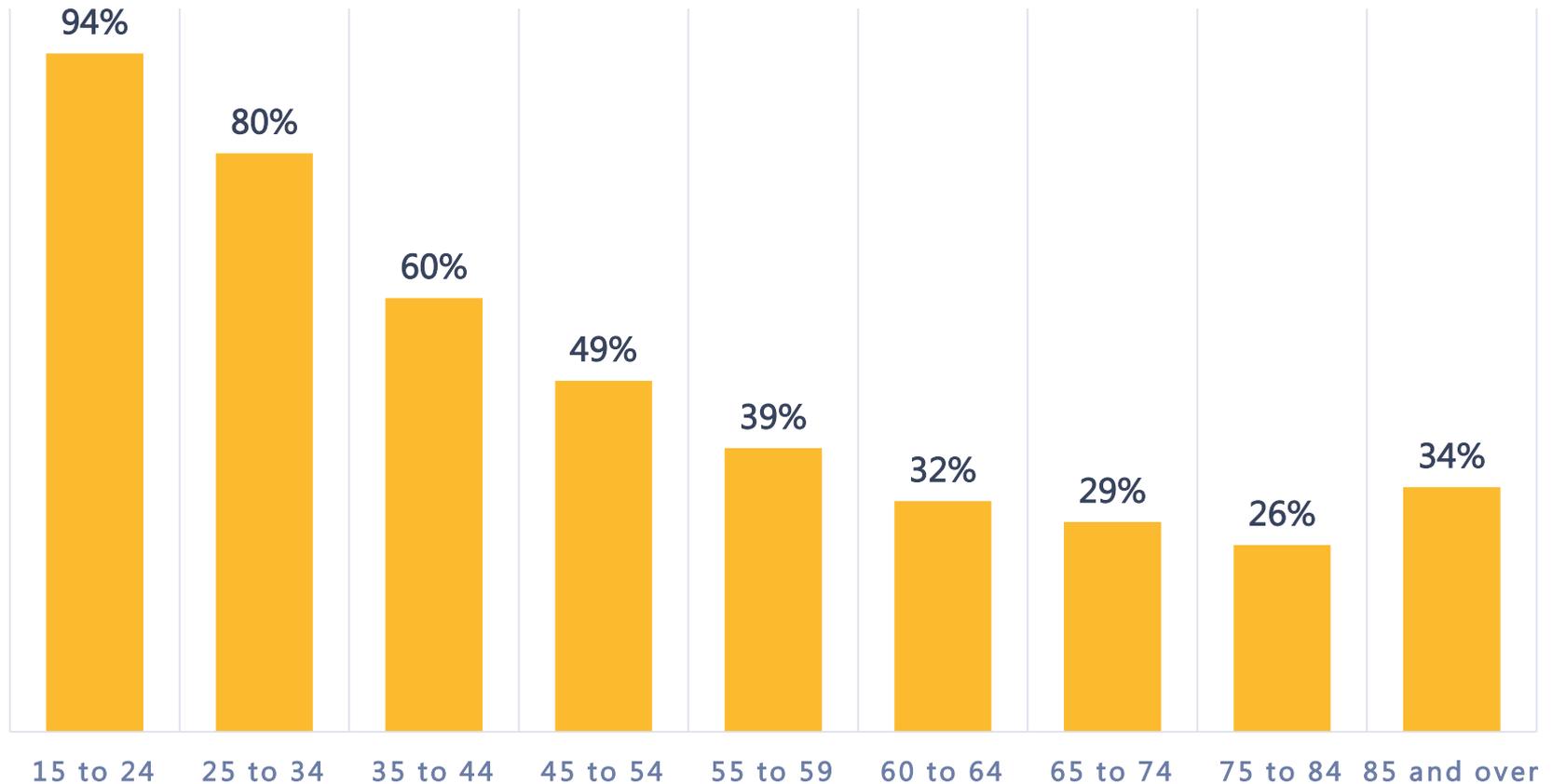
## OBJECTIVE:

The homeownership rate in  
Dallas has increased to 50%.

By 2035

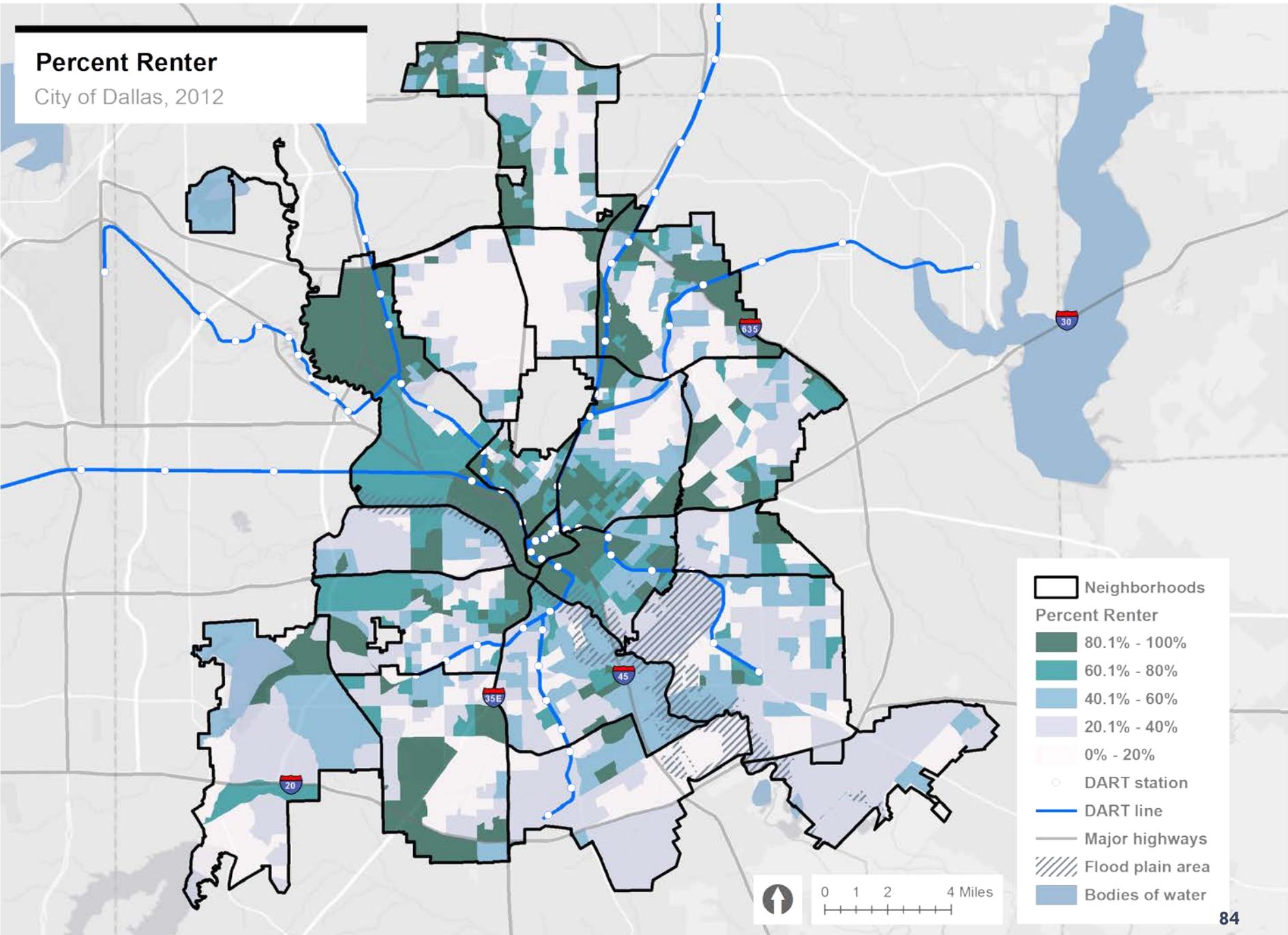
# Currently, 56% of all occupied units are rentals

## PERCENT RENTERS BY AGE GROUP



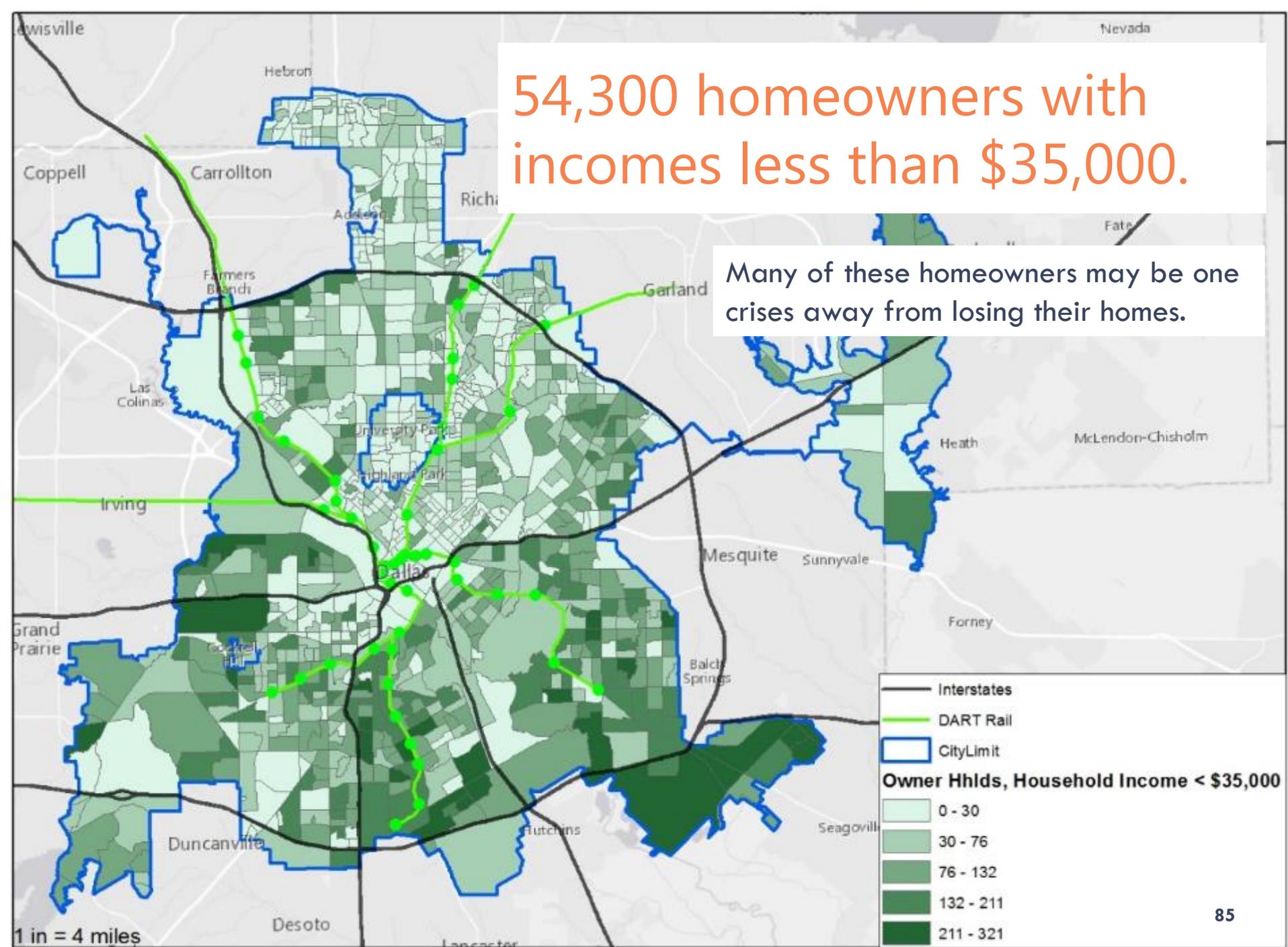
# Percent Renter

City of Dallas, 2012



54,300 homeowners with incomes less than \$35,000.

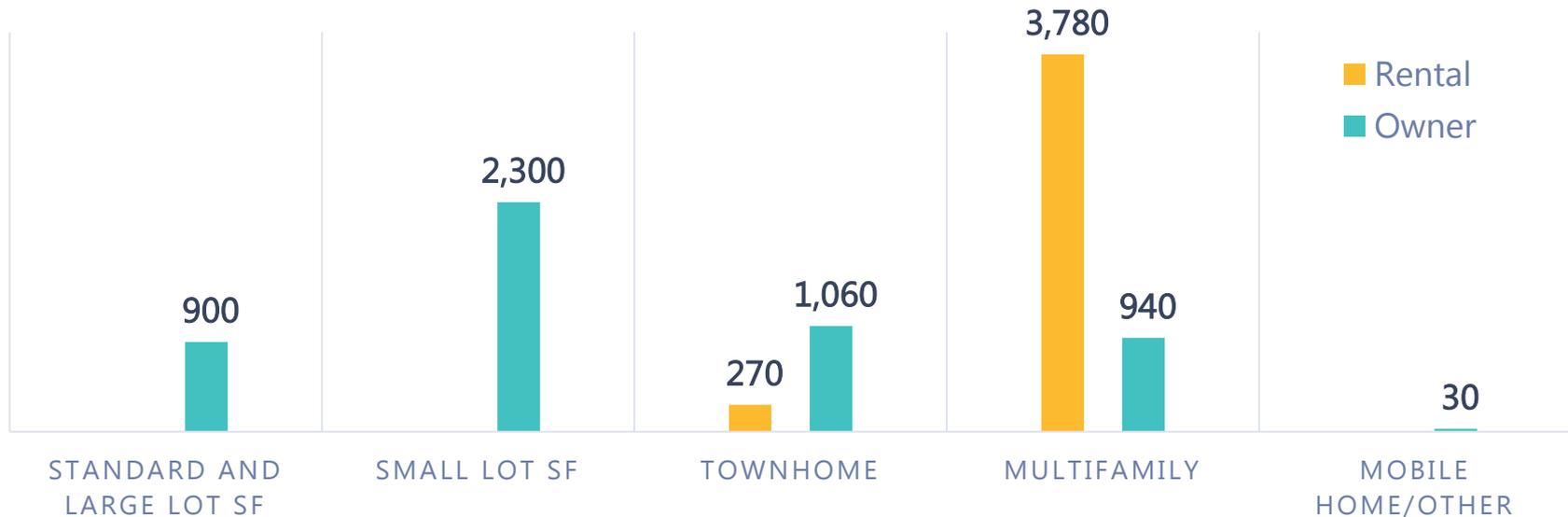
Many of these homeowners may be one crises away from losing their homes.



# Yearly Target for New Housing Units to 2020

Annual Increment by Housing Type and Tenure

The goal is to keep pace to maintain about 50% of Dallas County population.



Source: Envision Tomorrow Balanced Housing Model. Calculated from ACS 2009-2013 levels over 7 years to 2020 based on ESRI Tapestry projections

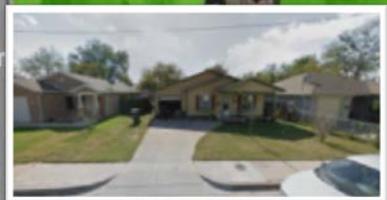
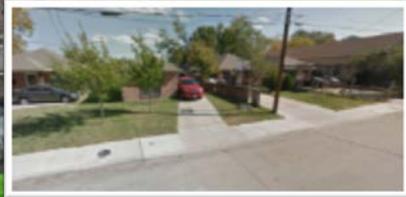
# Expand Homeownership – How We Get There

## PROGRAMS

- Expand homeownership by increasing infill housing development
- Encourage a wider range of housing types to meet emerging preferences
- Develop private sector partnerships to fill the gap for housing options up to \$200K
- Expand mortgage assistance programs to attract homebuyers and market-rate builders
- Increase the number of eligible loan applicants

West Dallas Vacant Land 2005  
Recent Infill Activity

# Expand homeownership by increasing infill housing development



Expand infill housing  
programs to promote  
homeownership in areas with  
significant vacant lots.

# Encourage a wider range of housing types to meet emerging preferences



Cottage Homes, Courtyard Housing, Smaller Mixed Use, Duplexes

# Develop private sector partnerships to fill the gap for housing options up to \$200K



Find creative ways to develop products that are affordable to a wider range of homeowners, working with The Real Estate Council, Dallas Home Builders Association, non-profit affordable housing developers and financing institutions.

# Develop private sector partnerships to fill gap for housing options up to \$200K



## **Pilot/Demonstration Program:**

Affordable Street of Dreams program that builds quality, affordable homes in a transitioning neighborhood, using city-owned or land bank properties.

# Expand mortgage assistance programs to attract homebuyers and market rate builders



Identify and **expand affordable housing mortgage assistance options** offered by the banks, City, local and State entities. Also, Create a database of available low-mod and market rate mortgage products.



# Increase the number of eligible loan applicants

**LOAN APPLICATION**

Personal Information	
Name (Last)	PUBLIC
Address (Mailing Address)	12345 MAIN STREET
E-Mail Address	JQPJQPJQP@JQPJQP
(First)	JOHN
(Middle Initial)	1111-1111
(City)	NEW WHEEL
(State)	22
(Zip)	999999
Home Telephone	1111-1111
Other Telephone	2222-2222
APPLICANT'S UNDER REVIEW	
SUBJECT	REVIEW
Services needed	
UNDER REVIEW	
Test Passed? Yes No	
Major or Subject	

Partner with local mortgage loan entities to **host home buyer education events**. Invite agencies that provide financial education classes, down payment assistance and mortgage assistance, as well as affordable and market ratehousing developers.

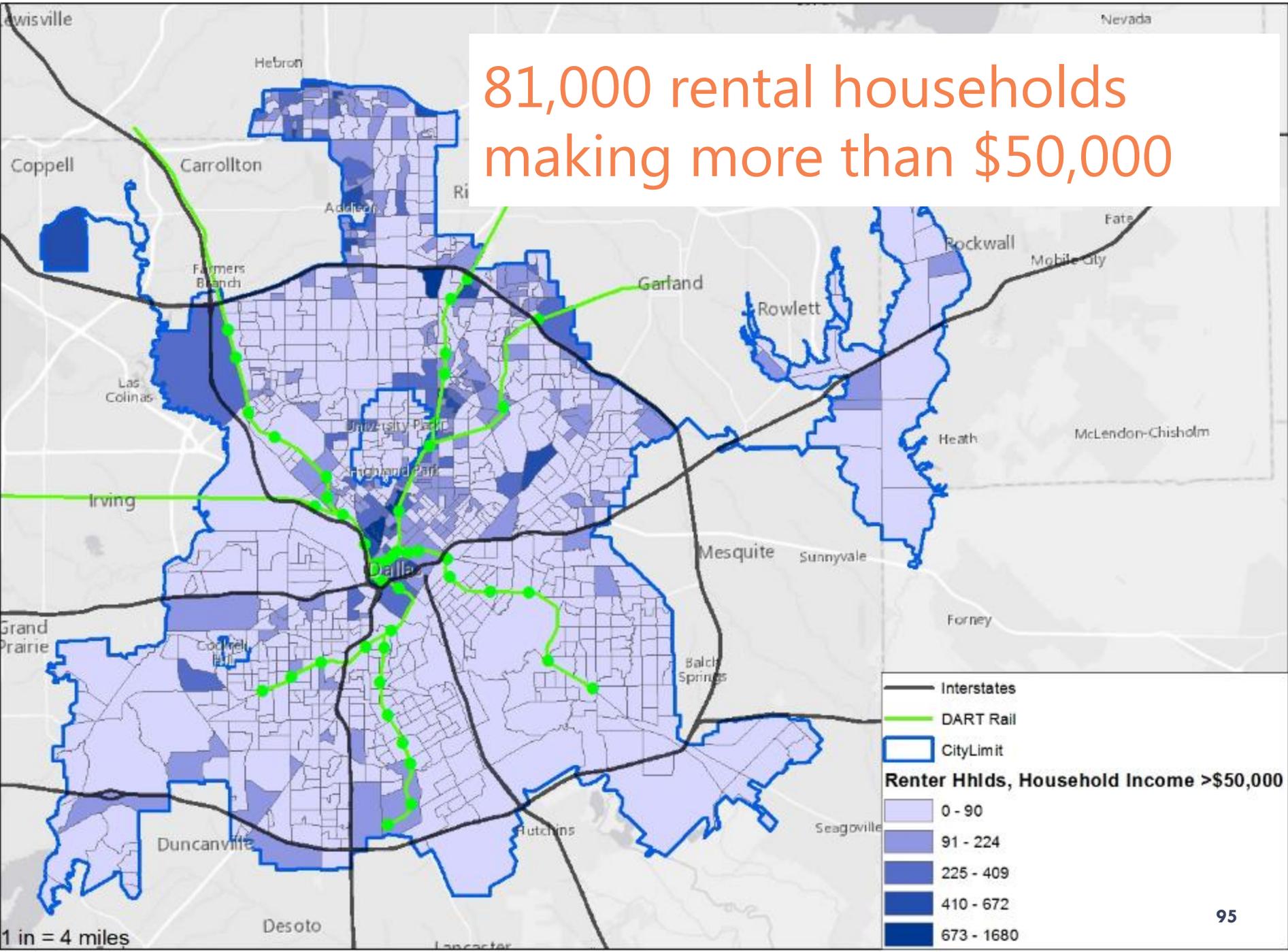
# Enhance Rental Housing Options

## **OBJECTIVE:**

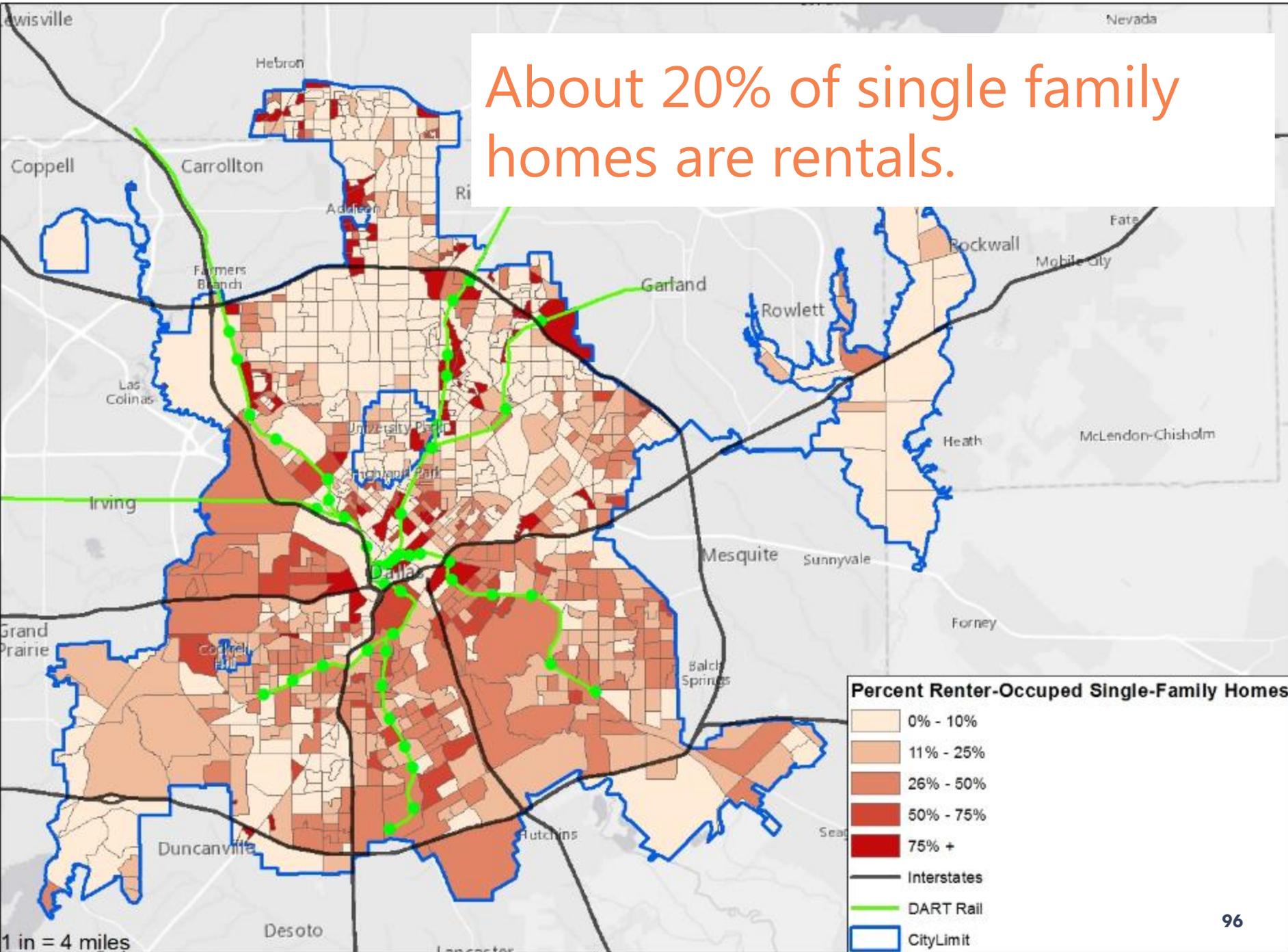
The City of Dallas has reduced sub-standard rental housing by at least 50%.

**By 2035**

81,000 rental households making more than \$50,000



About 20% of single family homes are rentals.



# Enhance Rental Housing Options – How We Get There

## PROGRAMS

- Strengthen and expand rental registration and inspection programs for multi-tenant, single family and condominium rental housing
- Improve design standards for multifamily development
- Require affordable housing in projects receiving public funds or other city entitlements
- Create joint program to align planning, funding, and community investments with transit and transportation planning
- Create TOD partnerships with DART, DHA for mixed income development

# Strengthen rental registration and inspection programs

- Multi-tenant
- Single family
- Condominium



# Improve design standards for multifamily development

Encourage developers to create community amenities



# Require affordable housing in projects receiving public funds or other city entitlements

**Prioritize mixed income projects** by leveraging investment and strengthening policies that require projects receiving public funds to provide at least 20% of affordable units.



**Create joint program to align planning and community investments with transit and transportation planning to support TOD.**



**Make use of publicly-owned land near transit to promote transit-oriented, mixed-income residential development.**



**Connect neighborhoods to stations and eliminate unintended barriers**

# NeighborhoodPlus

The future of living in our city



**Alleviate  
Poverty**

**2**



**Fight  
Blight**

**3**



**Attract and  
Maintain  
the Middle  
Class**

**4**



**Expand  
Home-  
ownership**

**5**



**Enhance  
Rental  
Options**

**6**

**1**

**COLLECTIVE IMPACT**

# Next Steps

- “You really can change the world if you care enough.” – Mariam Wright Edelman

# Working with HUD to improve housing in the City and Region

1. Finalize Neighborhood Plus Plan
2. Update the Analysis of Impediments to Fair Housing
3. Update the Consolidated Plan
4. Present to Council a city ordinance prohibiting income discrimination in housing
5. Co-host a Regional Housing Symposium to propose a Regional Housing Plan

# Starting the Conversation Regionally

1. Fair Housing goals should extend across the region
2. Access to affordable housing, employment opportunities, safe neighborhoods, adequate transportation options, quality schools, retail and commercial services should be available to all
3. City staff has initiated this conversation with the regional HUD officials, the North Central Texas Council of Governments, and the Dallas Housing Authority

# Regional Housing Symposium

- Build inter-governmental cooperation on a shared vision for regional housing strategies
- Convene a regional conversation on the importance of a balanced housing mix and economic development
- Educate our regional partners about changing housing preferences
- Strengthen partnerships with NGOs/nonprofit sector
- Pursue a commitment to a regional approach to Fair Housing goals

[www.inspire-dallas.org](http://www.inspire-dallas.org)

# Questions?

- “Where there is vision, there is hope.” — George Washington Carver