

Memorandum



CITY OF DALLAS

DATE June 1, 2018

Honorable Mayor and Members of the City Council:

TO Councilmember Casey Thomas, II (Chair), Deputy Mayor Pro Tem Adam Medrano (Vice Chair), Mayor Pro Tem Dwaine R. Caraway, Councilmember Omar Narvaez, Councilmember Mark Clayton, Councilmember B. Adam McGough

SUBJECT **Resilience Strategy Project Update**

Summary

On June 4, 2018, I will be briefing the Human and Social Needs Committee on the final draft of the Resilient Dallas Strategy, along with Regina Montoya, Chair of the Community Advisory Committee for this project and Otis Rolley, Regional Director for North American, 100 Resilient Cities.

Background

The Human and Social Needs Committee received a briefing on the 100 Resilient Cities program and the Phase I work of this project. On October 16, 2017, staff briefed the Committee on the Phase II scope of work and received direction and guidance from the committee during that meeting. On December 4, 2017, staff provided a comprehensive written update to the Committee on the preliminary recommendations for goals and initiatives for inclusion in the Strategy. Since that time, additional work has been completed to develop specific actionable items that will further the successful implementation of the goals and initiatives.

Purpose of the Briefing

The purpose of this briefing is to present the completed Strategy for the Committee's review and consideration. Hard copies of the Resilient Dallas Strategy will be distributed at the Committee meeting.

Please contact me if you have questions or require any additional information.

Theresa O'Donnell
Chief Resilience Officer

c: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Biliera Johnson, City Secretary
Daniel F. Solis, Administrative Judge
Kimberly Bizar Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, Assistant City Manager (Interim)
Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Directors and Assistant Directors

Resilience Strategy Project Update

Human and Social Needs Committee
June 4, 2018

Theresa O'Donnell,
Chief Resilience Officer
City of Dallas



Presentation Overview

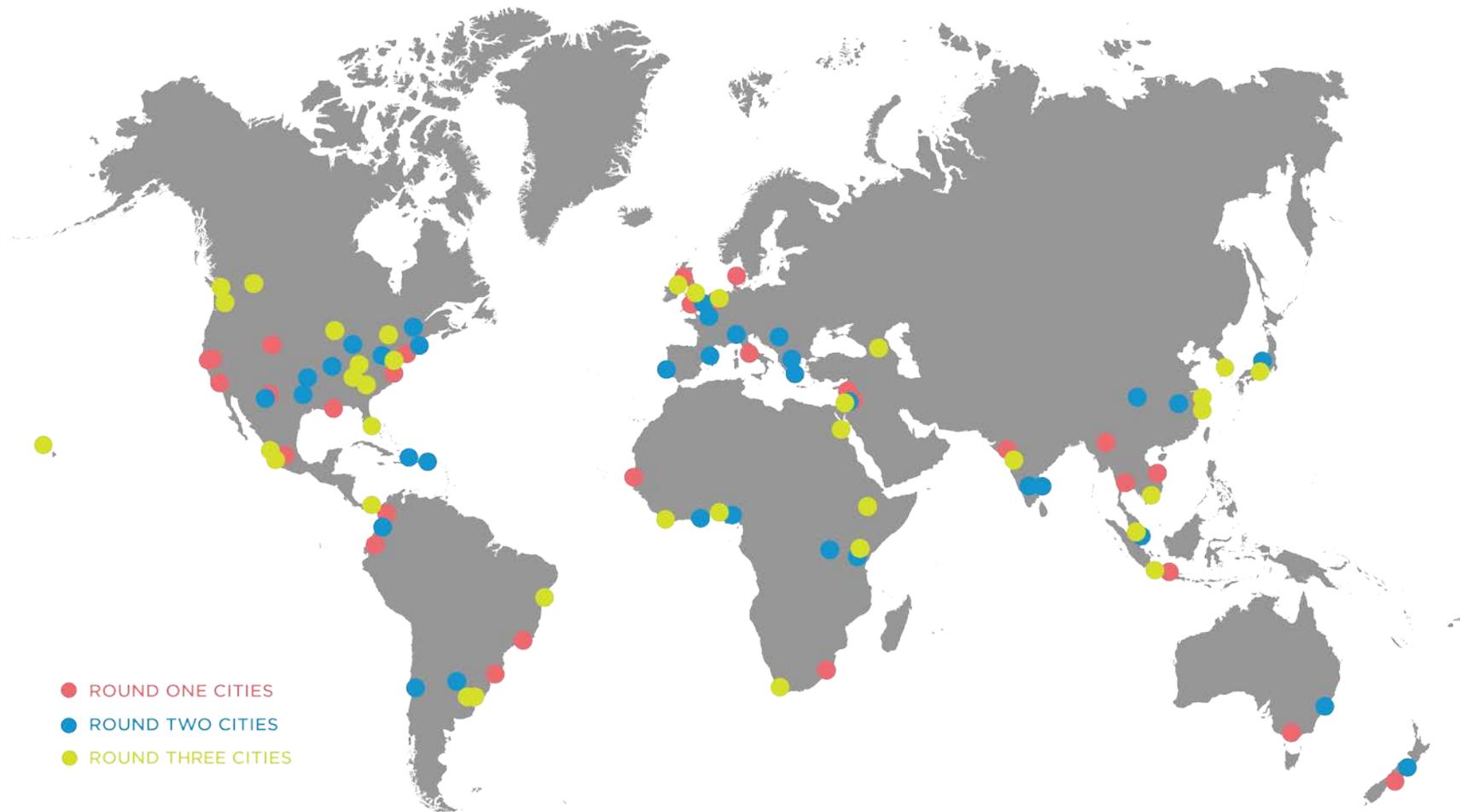
- Overview of the 100 Resilient Cities Program and development of the Resilience Strategy
- Presentation of the Final Draft of the Resilience Strategy for review and consideration

Background

Prior guidance and direction from the Human and Social Needs Committee

- Presentation of Phase I background on September 5, 2017
- Presentation of the Phase II work on October 16, 2017
- Briefing memo to transmit finalized recommendations on December 4, 2017

100 Resilient Cities



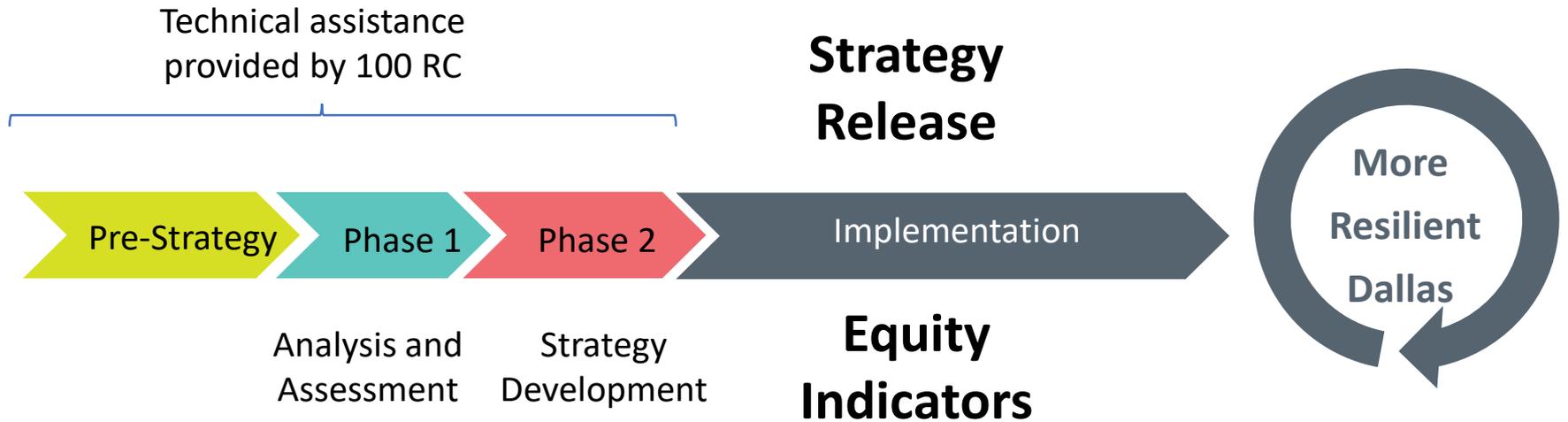


100RC partners with cities around the world to help them become more resilient to the social, economic and physical challenges that are a growing part of the 21st century.



Resilient Strategy Process

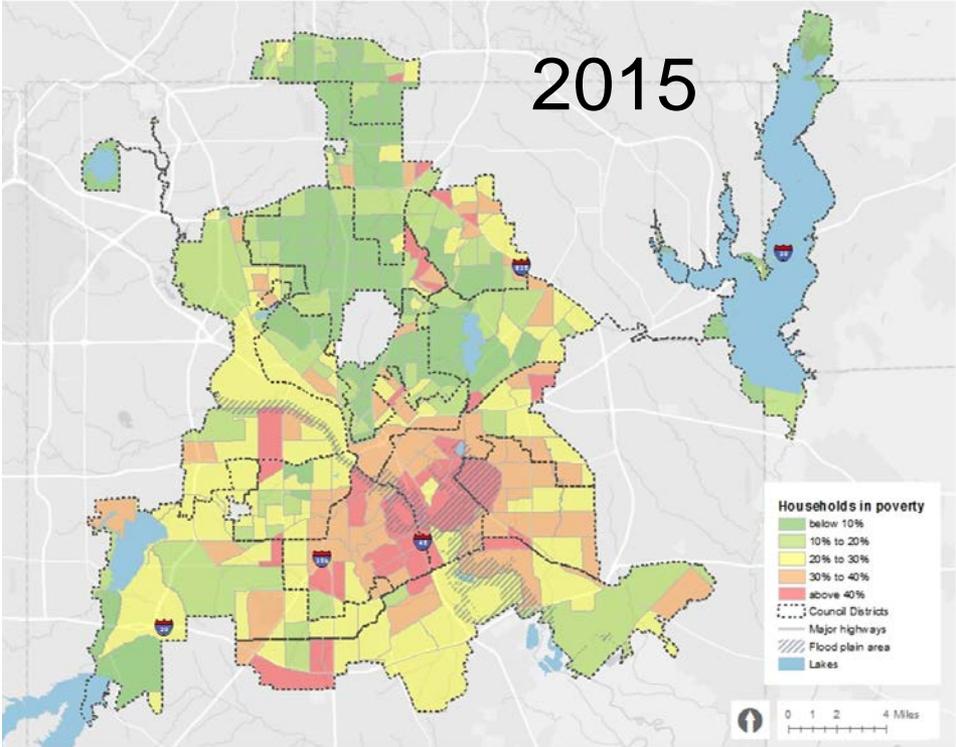
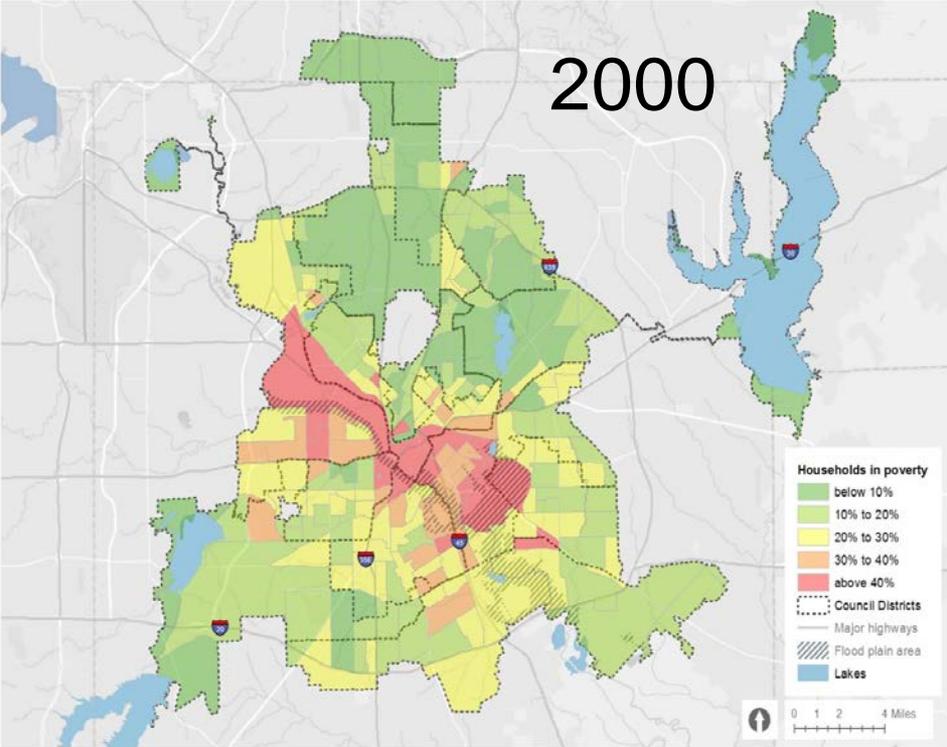
The Strategy is a tactical roadmap to build resilience that articulates priorities and specific initiatives for short-, medium-, and long-term implementation



URBAN RESILIENCE:

The capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

Reducing the Epidemic of Poverty and Ending the Opportunity Gap



Source: U.S. Census Bureau, Census 1990, 2000, 2010; American Community Survey 2014 5-Year Estimates. Map produced by City of Dallas Department of Planning and Urban Design

Source: U.S. Census Bureau, Census 1990, 2000, 2010; American Community Survey 2015 5-Year Estimates. Map produced by City of Dallas Department of Planning and Urban Design

Economic Opportunity Gap

- Despite the robust economy, the poverty rate in Dallas ***increased by 39% since 2000***
- Strong economy has left many residents behind
 - 39% of households in Dallas live in asset poverty
 - 45% of households with children live in asset poverty
- Unemployed and underemployed people often lack the skills/training necessary to prosper in this strong economy

Significant impact of the social and economic stresses on Dallas residents

- Dallas is one of the most segregated cities in the country in terms of race and income.
Pew Research Center, 2015
- Dallas has the highest level of overall neighborhood-by-neighborhood inequality in the United States.
Urban Institute, 2015
- Dallas has the highest rate of child poverty (38%) of any city in the United States with populations over 1 million. *Census Data*

Equity: Partners

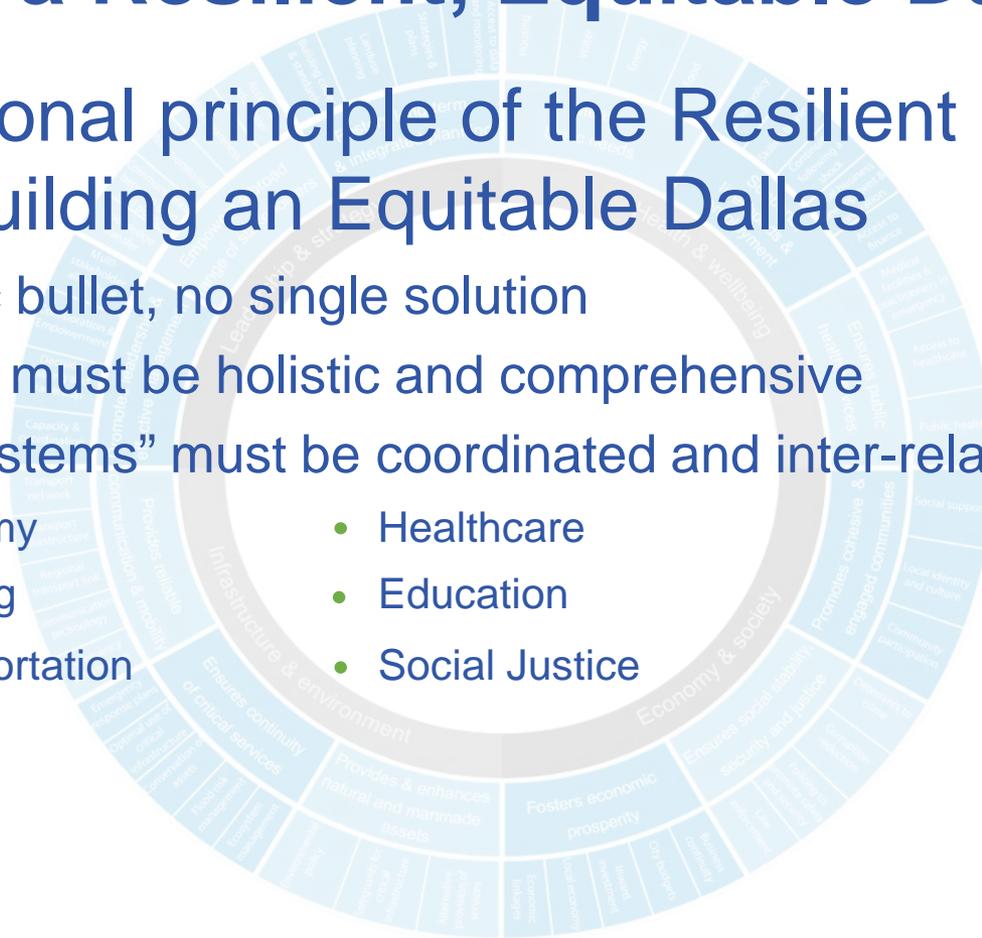
- CUNY Institute for State and Local Government. Equality Indicators cohort study
- W.K. Kellogg Foundation \$1.75M grant to Communities Foundation. Truth, Racial Healing and Transformation



Building a Resilient, Equitable Dallas

Foundational principle of the Resilient Dallas plan is building an Equitable Dallas

- No magic bullet, no single solution
- Solutions must be holistic and comprehensive
- Major “systems” must be coordinated and inter-related
 - Economy
 - Housing
 - Transportation
 - Healthcare
 - Education
 - Social Justice



Applying a Resilience Lens

- Understand the interrelationships of shocks and the long-term stresses that increase Dallas' vulnerability
- Understand the cascading impacts of shocks and stresses on vulnerable populations
- Build upon a foundation of strength – maximize the resources, assets and energy available to us
- Leverage the myriad of partners and stakeholders who are already doing good work

Resilience Strategy – Vision and Goals

A Resilient Dallas is an equitable Dallas

Goal 1: Advance equity in City government.

Dallas is welcoming when we embrace our diversity

Goal 2: Ensure Dallas is a Welcoming City to immigrants and all residents.

Dallas works when our people work

Goal 3: Expand economic opportunity for Dallas' vulnerable and marginalized residents.

Dallas moves when our people can move

Goal 4: Ensure Dallas provides residents with reasonable, reliable, and equitable transportation access.

Dallas is healthy when our people are healthy

Goal 5: Leverage partnerships to promote healthy communities.

Dallas thrives when our neighborhoods thrive

Goal 6: Invest in neighborhood infrastructure to revitalize historically underserved neighborhoods.

Goal 7: Promote environmental sustainability to improve public health and alleviate adverse environmental conditions.

Resilience Goals and Initiatives

A Resilient Dallas is an equitable Dallas

Goal 1: Advance equity in City government.

Initiatives

- | | |
|-----|--|
| 1.1 | Build an equitable City administration and workplace culture. |
| 1.2 | Support and partner with anchor institutions and community-based efforts to advance equity initiatives across Dallas by recognizing and reconciling a history of inequity and fostering communication of social differences between diverse communities and individuals. |
| 1.3 | Incorporate an Equity Lens into the citywide visioning process for Goals for Dallas 2030, creation of the City's Strategic Plan, and development of the biennial budget. |
| 1.4 | Commit to identifying and measuring inequity to drive collaborative action across sectors. |

15

Resilience Goals and Initiatives

A Resilient Dallas is a Welcoming City

Goal 2: Dallas is Welcoming when we embrace our diversity.

Initiatives

- | | |
|-----|---|
| 2.1 | Partner with Welcoming America to become a Certified Welcome City. |
| 2.2 | Develop a community leadership partnership strategy with a focus on immigration reception and increasing immigrant participation in civic life. |
| 2.3 | Improve immigrant access to government, nonprofit, and educational services and resources to foster well-being and prosperity. |

Resilience Goals and Initiatives

Economic Mobility

Goal 3: Increase economic mobility for our marginalized residents

Initiatives

- | | |
|-----|---|
| 3.1 | Prioritize workforce readiness and training, skills development, small business capacity building, and access to wrap around services to provide marginalized populations with access to living wage jobs and career pathways. |
| 3.2 | Collaborate with the Community Council of Greater Dallas to develop outreach strategies, programs and workforce services for Dallas residents who experience significant barriers to living wage employment. |
| 3.3 | Champion community efforts that ensure all Dallas students have access to quality education that provides the skills and knowledge necessary to succeed in the 21 st century workforce; and high school graduates are career and/or college ready with access to post-secondary opportunities for education, certification, or employment. |
| 3.4 | Partner with key community stakeholders to explore successful financial empowerment center models that leverage municipal engagement or support. |

17

Resilience Goals and Initiatives

Transportation Equity

Goal 4: Ensure Dallas provides residents with reasonable, reliable and equitable access.

Initiatives

- | | |
|-----|--|
| 4.1 | Ensure the Strategic Mobility Plan incorporates transportation equity into all elements of the plan, including the vision, goals, guiding principles, partnerships, resource allocation, and funding priorities. |
| 4.2 | Regularly convene Dallas members of the DART Board to establish and formalize City goals and policy recommendations to guide decision-making and align representation with Dallas' priorities. |
| 4.3 | Improve transportation access to employment, housing, education, health care, and other essential services for Dallas residents by addressing neighborhood infrastructure and systems operational standards. |

Resilience Goals and Initiatives

Healthy Communities

Goal 5: Leverage partnerships to promote healthy communities.

Initiatives

- | | |
|-----|---|
| 5.1 | Develop new collaborative strategies and align resources to address health disparities for children and families living with toxic stress generated by adverse economic, social and environmental conditions of poverty and blight. |
| 5.2 | Advance operational strategies and public education models that will effectively reduce non-emergency EMS calls and improve public health outcomes. |
| 5.3 | Strengthen the Office of Emergency Managements' capacity to plan for, prevent, respond to, and ensure recovery from pandemic public health emergencies and events. |

Resilience Goals and Initiatives

Neighborhood Infrastructure

Goal 6: Invest in neighborhood infrastructure to revitalize historically underserved neighborhoods

Initiatives

- 6.1 Recognize and institutionalize the need for a multi-pronged, coordinated, place-based approach and the long-term commitment necessary to achieve holistic revitalization in low and moderate income neighborhoods.

Resilience Goals and Initiatives

Neighborhood Infrastructure

Goal 7: Promote environmental sustainability to improve public health and alleviate adverse environmental conditions.

Initiatives

- | | |
|-----|--|
| 7.1 | Support and leverage the leadership of academic institutions, non-profits, and philanthropic foundations working to fill the science and data gaps to bring best practices to Dallas and North Central Texas. |
| 7.2 | Promote partnerships efforts to implement green infrastructure projects in neighborhoods disproportionately vulnerable to the impacts of the urban heat island effect, poor water quality, and poor air quality. |

Next Steps and Questions

- Incorporate Committee feedback and guidance
- Finalize Resilient Dallas Strategy
- Continue pursuing implementation of strategies, initiatives and actions

Resilience Strategy Project Update

Human and Social Needs Committee
June 4, 2018

Theresa O'Donnell,
Chief Resilience Officer
City of Dallas

