



RESILIENT
DALLAS

THE HISTORY OF THE
CITY OF BOSTON
FROM 1630 TO 1880
BY
JOHN H. COOPER
VOL. I
1880

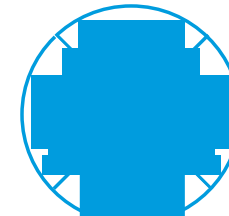


RESILIENT DALLAS

DALLAS' PATH TO SHARED PROSPERITY

PIONEERED BY THE
ROCKEFELLER FOUNDATION

100 RESILIENT CITIES



About 100 Resilient Cities

Pioneered by the Rockefeller Foundation, 100 Resilient Cities (100RC) is dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks—earthquakes, fires, floods, etc.—but also the stresses that weaken the fabric of a city on a day to day or cyclical basis. By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and overall, is better able to deliver basic functions to all populations in good times and bad.



City of Dallas

The City of Dallas thanks

The universities, nonprofits, and businesses, as well as the 100RC platform partners, whose contributions of research, science, and data were invaluable to the development and success of this Resilience Strategy. That work greatly expanded the capacity of City staff and was foundational to the analysis and recommendations put forward in this report. Additional thanks go to the 100RC City Solutions team, who marshaled resources and leveraged 100RC's platform of tools and services to bolster the work undertaken in each Discovery Area.



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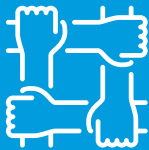
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LETTERS



T.C. Broadnax, City Manager

Although I've served as the City Manager for just over a year, I have quickly grown to love my new hometown and am very proud of the workforce I am honored to lead. From our librarians who spend their weekends sharing the joys of reading with children, to our sanitation workers leaving the yard before sunrise, to our 911 operators assisting frightened residents late into the night, the public servants of Dallas are committed to improving the lives of Dallas residents.

Our work is challenging, yet gratifying. We strive to deliver service with four core values in mind—empathy, ethics, excellence and equity. We recognize we are first and foremost a service organization and always cognizant of our primary focus, the people. The people and families who call Dallas home and strengthen our neighborhoods deserve and expect the highest level of customer service. The businesspeople and investors who have chosen to make their livelihoods here and build a prosperous economy drive us to be innovative and find efficient, data-driven solutions to vexing problems. The artists who offer their talents to enrich our lives and the faith leaders who nourish our souls call on us to govern with compassion and respect. Dallas is fortunate to be home to a diverse and thriving population.

Dallas is a prosperous community, and we are blessed with the continued prospect of sustained economic growth. Yet despite an optimistic outlook, large segments of our community are not thriving. Too many of our residents are confronted every day by challenges to simply exist—homelessness, poverty, unemployment, underemployment, social and racial inequity, gun violence, food insecurity, access to quality education. This is Dallas' true resilience challenge: overcoming the social and economic challenges that deny many of our residents' social justice and economic well-being for themselves and their families.

As the hard work of this Resilience Strategy and the Mayor's Task Force on Poverty has shown, disparity in our community continues to escalate at a rate and scale that surpasses our peer cities. Not surprisingly, this disparity falls along racial and

ethnic lines. The residents impacted are the working poor, people who struggle to make ends meet despite full-time employment.

These are residents who offer us an opportunity to make a difference in their quality of life, to help neighborhoods flourish, and businesses prosper. To secure Dallas' position as the economic powerhouse of north central Texas, we must eradicate the barriers that prevent hardworking residents from achieving economic mobility and build pathways for those who strive to achieve prosperity. This is the critical work of resilience building that must be done for our community and our residents to succeed.

True public service lies in equitable service delivery to our most vulnerable residents. It is a spirit of excellence that drives this passion for public service within me. I challenge myself and will continue to challenge my staff to be excellent public stewards and to serve with empathy for our residents, to maintain the highest ethical standards, and strive to achieve equity for all Dallas residents.

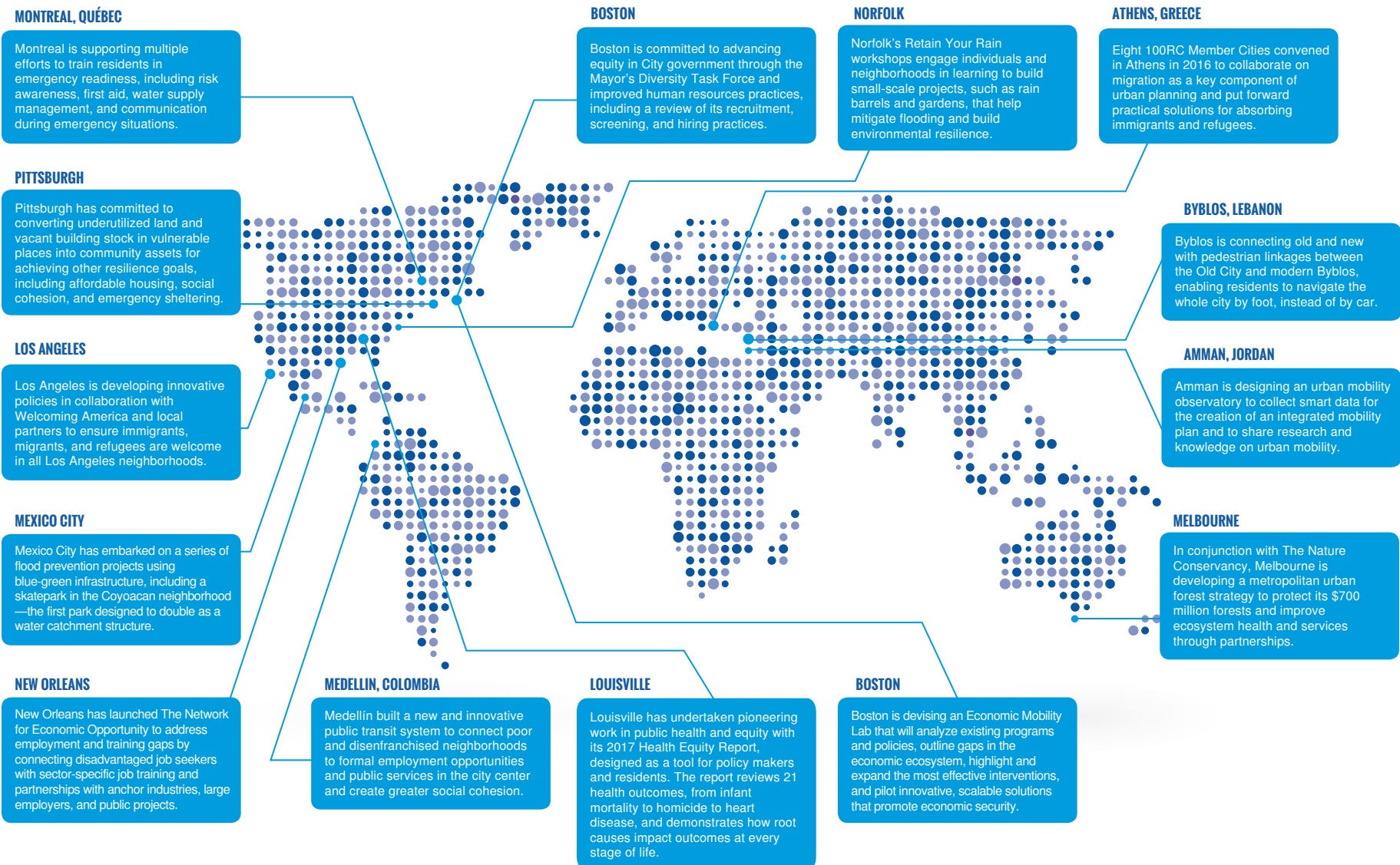
Sincerely,



T.C. Broadnax, City Manager

Network Inspiration

Dallas drew inspiration from the incredible work being done in other cities within the 100 Resilient Cities network.





Michael Berkowitz, 100 Resilient Cities

On behalf of the entire 100 Resilient Cities family, I want to congratulate Mayor Mike Rawlings, City Manager T.C. Broadnax, and the City of Dallas on the release of Resilient Dallas. This is a major milestone for the city and our partnership with it.

One of the fastest growing and dynamic cities in the U.S., Dallas is the heart of the North Central Texas region. The Dallas-Fort Worth Metroplex is the fourth largest in the country, with more than 7.2 million people. Its vibrant economy continues to grow and contribute to Texas' impressive figures in job growth, which have led the country since the Great Recession.

However, this prosperity has not reached all of Dallas' residents. Many communities, especially those of color, continue to struggle with endemic poverty that severely limits their opportunities and ability to participate in civic life. Alongside Dallas' impressive wealth are some unsettling figures, such as one of the highest child poverty rates in the country. While the city faces similar acute shocks as other cities in the network, such as extreme weather and natural disasters, it is these stresses related to equity that stand to undermine Dallas' chances for a vibrant future and which this Strategy addresses.

Central to Dallas' success is the fate of its working poor and other communities that do not benefit from the city's wider positive trajectories. Many stresses combine and are caused by this inequity: poor public health; lack of access to education and employment opportunities; poor mobility and public transportation options; and a major gulf between the city's anglophone, and mostly white, population and its Hispanic communities, which comprise 41% of the city. Almost a quarter of the city is foreign-born, and 42.5% of people speak a language other than English at home. As the city grows, it must cultivate the opportunities available to these communities and address their particular needs.

This Strategy sets out a pioneering vision for addressing inequity as one of the major challenges of the 21st century. As cities across the country grapple with widening

disparities between rich and poor, between those with opportunity and those without, Resilient Dallas helps advance an understanding that for a city to be resilient, these gaps must be addressed.

Chief Resilience Officer Theresa O'Donnell has helped shape and guide this work. She has boldly and tirelessly sought to impress the importance of confronting Dallas' severe social inequities. She has also collaborated with the partners in the 100 Resilient Cities network, such as 4th Economy and Citymart, to help the city better understand its public health and workforce challenges and chart a path to address them. In partnership with the CUNY Institute for State & Local Governance and other university partners, she is designing an equity indicator framework to measure Dallas' progress toward achieving greater equity over time. And she has collaborated extensively with other city leaders, such as Regina Montoya, who leads the Mayor's Task Force on Poverty. Through their work and the Strategy, the city is well-poised to make great strides toward bridging the gaps keeping so many residents from the opportunities they need to make themselves, and Dallas, stronger.

This Strategy is an incredible achievement, but in many ways, the hard work is just beginning. We are excited to see the goals and initiatives in these pages take shape and lead Dallas toward a vibrant future in which all its citizens thrive and contribute to its success.

Sincerely,



Michael Berkowitz, President



INSPIRATION



Regina Montoya, Mayor's Task Force on Poverty



Regina Montoya

commitment to public service, which brought us many of the anti-poverty programs that still exist today.

My work on the Mayor's Task Force on Poverty and Resilient Dallas has moved me in much the same way. I am troubled by the statistics and stories we have uncovered and reported during these important efforts. Dallas' numbers on childhood poverty are staggering. The data on disparity are equally distressing. However, we cannot get mired in the data and forget the real people behind these numbers. Peoples' lives are burdened under the heavy weight of poverty and disparity, and their opportunities for a better life are foreclosed. These conditions endanger the resilience of the individual, the family, and our community.

Although difficult, this work has been rewarding as I have been inspired by the hundreds of organizations committed to helping these families find pathways out of poverty. I have also gained fresh insight into the obligation of our local government to its vulnerable and marginalized residents. The analysis that undergirds the recommendations in this Strategy confirms the tremendous impact public policy has on the everyday lives of the working families of Dallas. More importantly, it illustrates the success of these governmental systems when they function in service to our

While watching the play *LBJ All the Way*, I was moved by one of the opening scenes that recounts our former President's early days as a teacher in south Texas. During that impressionable time in his life, LBJ taught the young Hispanic children of migrant workers. During the school year, he observed the formidable transformation in these children as the light in their eyes drained away under the harsh realities of growing up in poverty. His early experiences watching these families struggle to maintain their livelihood and well-being shaped LBJ's

residents—and the tremendous gaps created when these systems fail our vulnerable and marginalized residents who need them most.

Our leading academic institutions and think tanks have studied and analyzed these gaps. Leaders in our community—from the Federal Reserve Bank of Dallas, to business leaders and major employers, to the Mayor of Dallas—have opined on the impacts of these trends. Journalists, commentators, and media partners have covered stories of family struggles, displaced neighborhoods, and ramifications for the broader community.

It is time for government to listen.

Business leaders, nonprofits, and philanthropic organizations are doing meaningful work in our community that requires collaboration and coordination with local government partners to maximize its potential impact. Local governments play a necessary leadership role by providing vision and direction in partnership with the community as we respond to the factors contributing to the growing economic and social disparity in Dallas.

I believe the goals and initiatives identified in the Resilient Dallas Strategy provide a solid roadmap to begin this effort. By undertaking these recommendations, Dallas can align with anchor institutions and other key partners to bolster efforts and find new solutions that allow hard-working families to defy the constraints imposed by their zip code. Let's work together to change the trajectory of these trends, start to close this gap between the haves and the have-nots, restore opportunity to hard-working families, and bring the light back to the eyes of the children of Dallas.

Sincerely,

“The analysis that undergirds the recommendations in this Strategy confirms the tremendous impact public policy has on the everyday lives of the working families of Dallas.”



PURPOSE



LONGEST LIGHT RAIL SYSTEM IN THE U.S.



4th

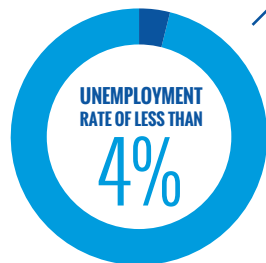
LARGEST METRO ECONOMY



REGION OF MORE THAN 7 MILLION RESIDENTS



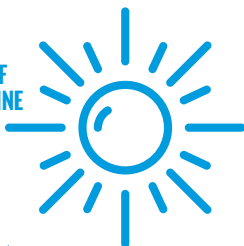
EXPECTED TO GROW TO 10 MILLION BY 2040



UNEMPLOYMENT RATE OF LESS THAN 4%

232

DAYS OF SUNSHINE



22 FORTUNE 500 COMPANIES



42 FORTUNE 1000 COMPANIES

FORTUNE 1000 COMPANIES

4th

LARGEST METRO AREA IN U.S. BY POPULATION



DFW IS THE BUSIEST U.S. AIRPORT

3rd



HOME OF THE DALLAS COWBOYS, DALLAS MAVERICKS, DALLAS STARS, AND THE TEXAS RANGERS

Leading the Region

The North Central Texas population grew an eye-popping 35% between 2000 and 2014 and is projected to reach 10 million by 2040, overtaking Chicago as the nation's third largest metro area. Per capita income soared by 46% during the same period. DFW consistently ranks as one of the top destinations for corporate relocations because of its central location, expansive transportation infrastructure, low tax rate, and business-friendly regulatory climate. Other trends driving this super-charged growth are the diversity and strength of the economy and the relatively low cost of living, especially in housing.

Dallas is the Economic Engine

Downtown Dallas is the heartbeat of this prosperity, boasting finance, real estate, insurance, banking, and silk stocking law firms housed in architecturally distinctive Class A office buildings. Dallas is the residential destination of choice for millennials and immigrants willing to work hard and gamble on an innovative business venture, or baby boomers eager to enjoy an enriched quality of life in the center of art, culture, and fine dining. Given this tremendous prosperity and these strong competitive advantages, Dallas' economic resilience and dominance should be unquestioned. However, in-depth examination reveals several disturbing trends that could compromise Dallas' ability to lead the region in the future.

Resilience Challenges

A growing number of Dallasites live on the edge of economic failure. Dallas has nearly 4,000 homeless individuals. Census numbers indicate poverty has increased 42% during the past 15 years, and more than 36% of Dallas households struggle financially. The problems these residents grapple with are numerous and intertwined: low skills or language barriers limit employment opportunities, lack of health insurance often leads to poor health as medical concerns spiral into medical emergencies, and lack of reliable transportation restricts access to jobs, education, and even healthy food. Dallas' biggest resilience challenge is not the devastation of a tornado, flood, or other natural disaster. Nor is it the tragedy of a horrific event such as the July 7th attack on the Dallas Police Department. Rather, it is the economic vulnerability of Dallas' poor who struggle to provide for themselves and their families, weakening the community's resilience.

Disparity in Dallas

The data uncovered during this study tell us what Dallas has intuitively known for decades. White Dallasites earn more money and live in more affluent neighborhoods with better amenities and services than their counterparts who are African American or Hispanic. On average, African Americans earn 54 cents for every dollar their white counterparts earn, and they are more than six times as likely to be poor even with a full-time job. White children are better prepared for elementary school, better prepared for college or the workforce, and far less likely to go to bed hungry at night. Hispanics are four times as likely to be uninsured, and only 56% of their children are enrolled in pre-kindergarten. All too often, people who live this disparity have little hope their future will look different than it does today. Moreover, history tells them the disparity that threatens the well-being of their families today will only be worse tomorrow. This disillusionment is fueled by a basic lack of trust—trust that those with the power to change the current inequities have the will to do so.

A resilient, equitable Dallas must have the trust of its residents. While Dallas has made some significant inroads toward equity, progress has been slow and much work is left to be done. A deep and abiding cynicism exists. If Dallas is ready to begin down a path of building trust and advancing equity, this Strategy offers suggestions on the partnerships and actions necessary to begin the hard work of examining interconnected systems of public policies and institutional practices that perpetuate inequity in Dallas and trap people in poverty.

These systems, functioning independently or in combination, often exacerbate the impact of a weather-related disaster, a fluctuating economic cycle, or an

incident of civil unrest when experienced by marginalized or disadvantaged residents. Understanding the interdependent relationships between catastrophic events or prolonged stresses and the impacts on Dallas’ most vulnerable residents shaped the early research and informed the development process. This Resilience Strategy examined a number of systems that are not attuned or responsive to the needs of Dallas’ vulnerable or marginalized residents—systems that, if acclimated to those needs, would work more effectively for all Dallas residents. The Strategy contemplates the current functioning of a number of those institutional and governmental systems and offers practical initiatives to improve upon them, such as:

- Building economic mobility for Dallas’ working poor
- Nurturing healthy children
- Investing in Dallas’ low-income neighborhoods
- Expanding access to opportunity through improved public transport

Only when Dallas residents are provided the opportunity to build their individual resilience will Dallas become a resilient and equitable city. While widening disparities may appear to be an insurmountable challenge, Dallas has a long history of pursuing radical ideas and daring approaches to achieve results that elude the less ambitious. After all, the Dallas ethos is [Big Things Happen Here!](#)

A resilient, equitable Dallas must have the trust of its residents.





DEVELOPING THE STRATEGY

What Is Urban Resilience?

Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to adapt, grow and thrive in the face of both shocks (sudden traumatic events like earthquakes and floods) and more long-term, chronic stresses, like poverty and housing shortages. City resilience is about making a city better, in both good times and bad, for the benefit of all its citizens, particularly the poor and vulnerable.

Qualities of Resilient Systems and Cities

When looking at individual systems, it is helpful to think about what qualities of those systems enhance their resilience. 100RC has identified a set of qualities that describe the behavior or performance of resilient systems that enable them to withstand, respond, and adapt more readily to shocks and stresses:

- REFLECTIVE:** Using past experience to inform future decisions
- RESOURCEFUL:** Recognizing alternative ways to use resources
- ROBUST:** Well-conceived, constructed, and managed systems
- REDUNDANT:** Spare capacity purposely created to accommodate disruption
- FLEXIBLE:** Willingness and ability to adopt alternative strategies in response to changing circumstances
- INCLUSIVE:** Prioritizing broad consultation to create shared ownership in decision-making
- INTEGRATED:** Bringing together a range of distinct systems and institutions

The City Resilience Framework, created by Arup in partnership with the Rockefeller Foundation, is a tool to help us understand the many drivers that can contribute to building resilience in a city. In the Resilience Strategy process, we often use this framework as a lens to diagnose where the city has gaps to improve upon its capacity or opportunities to build upon.





How We Got Here

Civic Engagement

Along with a wealth of economic, physical, and environmental resources, Dallas is enriched by an abundance of residents and businesses, professional and technical experts, philanthropic foundations and social service providers, and multiple academic institutions, all of whom are committed to effectual civic involvement to improve local governance. Expert and community leaders obligated themselves to countless hours of stakeholder workshops, oversight committees, and topic area work groups. Together they articulated Dallas' ambitions and recognized its potential for a brighter future.

The Dallas Resilience process relied heavily on extensive community participation by everyday residents, as well. This Resilience process integrated the insight and wisdom gained through many forms of participation that acknowledged and respected the similarities, as well as the notable differences inherent in Dallas' economically and socially diverse population.

While desktop research, academic studies, best practices, and other analytic tools are instrumental in understanding the trends and conditions present in the Dallas community, this Strategy is about people. Essential to this process of knowledge building was the valuable step of validating research findings and general assumptions through "ground truth" obtained during interviews and listening sessions with people who experience the challenges and opportunities explored in this study. This inclusive perspective was used to identify gaps that would normally go unobserved by more traditional research methods. Although many of these conversations were difficult, this type of honest reflection and open dialogue is foundational to building a common understanding of the challenges facing many Dallasites and exploring potential solutions.

Agenda Setting Workshop

The collective work of creating the Resilience Strategy began with convening more than 120 participants from across local government, the private sector, philanthropic institutions, nonprofit organizations, academia, and civic groups, representing more than 80 organizations.

This Community Stakeholder Committee worked through several key exercises and engaged in dynamic discussions to define an early set of priorities and resilience issues, setting the stage for the first phase of discovery.

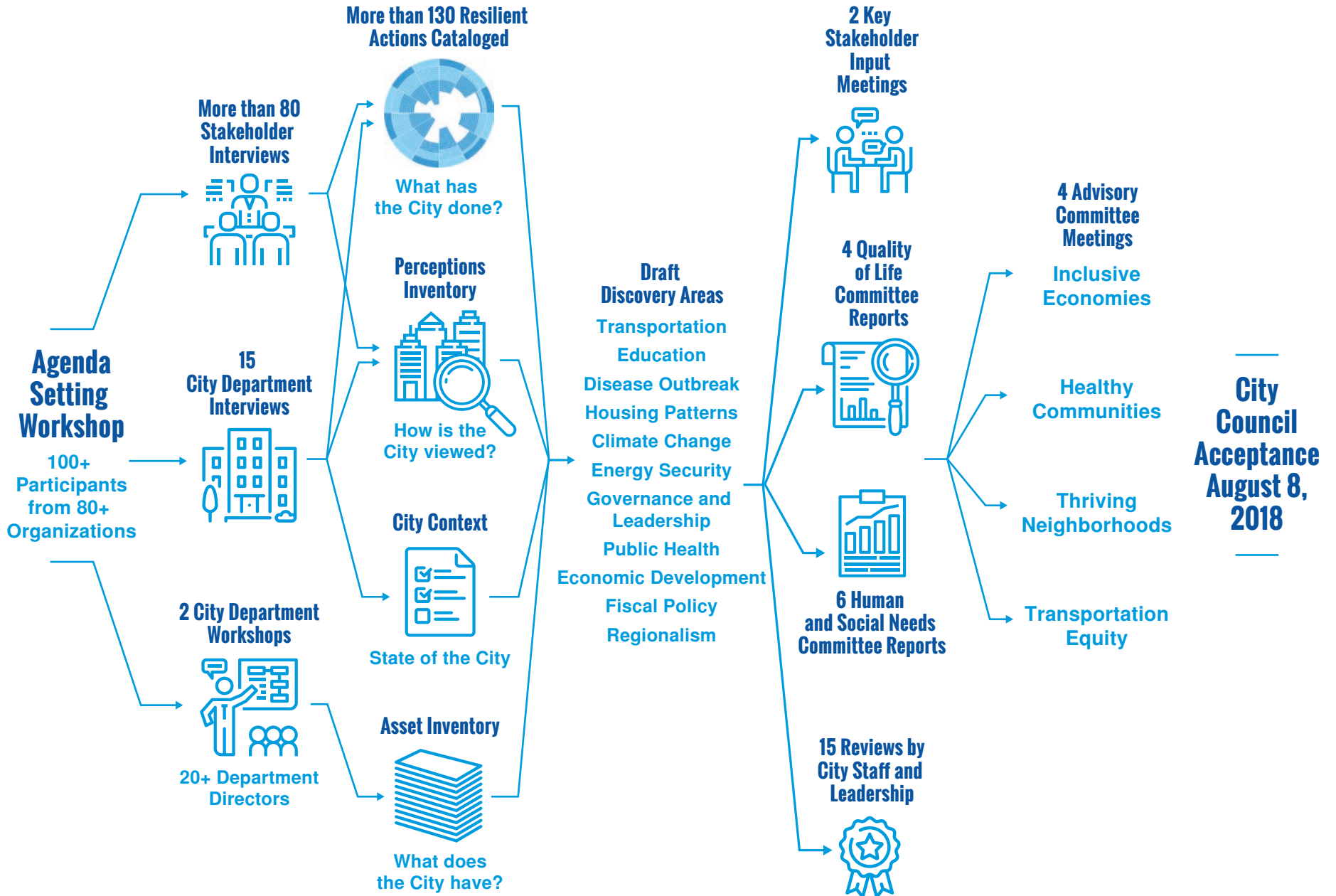
Phase I

To explore and expand on the recommendations of the Agenda Setting Workshop, staff undertook an intensive data collection effort, combined with insights collected from more than 100 stakeholder interviews with the public, nonprofits, private enterprises, and government agencies. Data collected included more than 130

"resilient actions" already occurring within the City, an asset inventory, and broad background research on municipal government. Additionally, staff conducted a resilience perception exercise to identify the similarities and differences between resident perceptions and City initiatives. A deep examination of the data and insights revealed a series of trends that intersected multiple quadrants of the City Resilience Framework, helping formulate the early iterations of the Dallas Discovery Areas—key resilience topics requiring further investigation. Those early iterations were taken back to the public for vetting and further refinement in several small group settings, as well as a second full-day stakeholder workshop with more than 120 multi-sector professionals and technical experts. The experts validated findings, refined staff understanding of challenges and issues, and identified collective efforts that reinforced the program goals.

The Office of Resilience also consulted with the City's top executive staff and the City Council's Quality of Life committee and Human and Social Needs committee at all key decision points throughout this process, keeping elected and administrative officials abreast of the analysis and findings. The synthesis of this work resulted in a lengthy report, the Dallas Preliminary Resilience Assessment, that articulates Dallas' four Discovery Areas: Inclusive Economy, Healthy Communities, Neighborhood Infrastructure, and Transportation Equity.

The extensive involvement by Dallasites strengthened our knowledge base and built genuine community support and trust





Dallas' Discovery Areas

INCLUSIVE ECONOMY: Harnessing the power of the robust North Central Texas economy to be more inclusive and create economic resilience for Dallas residents

HEALTHY COMMUNITIES: Exploring opportunities to improve public health outcomes and decrease health disparities

NEIGHBORHOOD INFRASTRUCTURE: Assessing conditions in Dallas neighborhoods to drive equitable public sector investments and understanding the impacts of climate change on the natural and built environment to improve environmental health

TRANSPORTATION EQUITY: Preparing for a 21st-century urban mobility by leveraging the region's transportation investment to expand mobility options and improve transportation equity

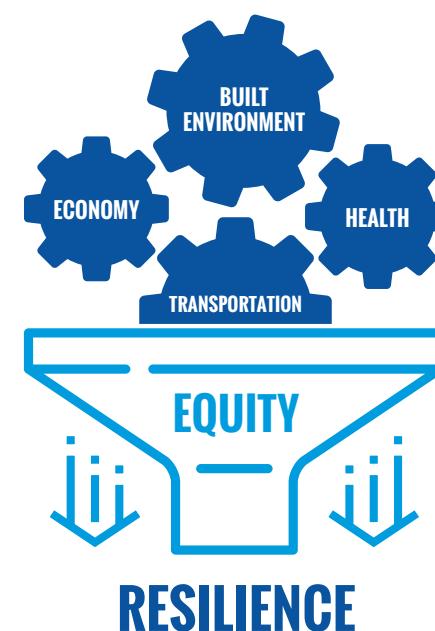
Phase II

The Discovery Areas became the basis of an extensive Phase II scope of work. For several months, staff worked with internal and external stakeholders to build and strengthen partnerships, explore opportunities, analyze research, and review programs currently underway to comprehend the challenges that constrain Dallas' resilience now and in the future.

A Community Advisory Committee, appointed and chaired by Regina Montoya, oversaw the Phase II work. Dedicated to civic leadership on a variety of important subjects, Ms. Montoya also serves as the Chair of the Mayor's Task Force on Poverty. For the past two years, this Task Force has built an extensive community education and engagement process with subject matter experts, service providers, and philanthropic organizations. The efforts and successes of the Task Force informed and undergirded the work of the Community Advisory Committee and supplemented the substantial work of the Discovery Area Working Groups. The Committee's role was to bring a broad perspective and ensure the cross-cutting challenges confronting Dallas' most vulnerable residents are not combated with single-focus programs, but with comprehensive multi-benefit solutions.

Four Discovery Area Working Groups were also created to do the hard, technical work of building new knowledge through research and analysis within four distinct focus areas. These working groups were led by a collaborating City

department and consisted of six to 10 members of City staff and key external community partners. The leaders of each working group coalesced into an effective Steering Committee that met weekly with the Chief Resilience Officer to advance their independent work and ensure each of the four groups were cognizant of the intersections and opportunities in other study areas. The purpose of the Steering Committee was to synergize the work by each individual groups to support and reinforce the overarching goals of the effort.



All this work culminated in the development of cross-cutting goals, initiatives, and actions that correspond with each of the four Discovery Areas and are intended to move Dallas toward greater equity on a number of intersecting social and economic measures. In addition to the four Discovery Areas, the Dallas Resilience Strategy also includes goals and initiatives on the important and timely issues of equity and immigration.

While the goals, initiatives, and actions are organized into six distinct topical areas, they all work to address the city's crucial need to advance equity. The data and information documented in this Strategy reveal deep, long-standing disparity in Dallas. It is worth noting many highly regarded community leaders have voiced their concern that if this disparity continues to persist and grow, it will erode the strength and resilience of the city as a whole. The robust economy of Dallas and the North Central Texas region rely on the city's overall vigor and adaptability, particularly the readiness and capability of its workforce, the reach and effectiveness of its transportation system, and its ability to afford residents the opportunity to live healthy, productive lives.



PARTNERSHIPS



Partnerships

Dallas is enriched by an abundance of residents and businesses, professional and technical experts, philanthropic foundations, nonprofits and social service providers, and multiple academic institutions—all of whom are committed to effectual civic governance. The success of this Strategy is due entirely to Dallas' many thought leaders who dedicated their time, expertise, and research to

shape this Strategy and the possibilities it contains. Experts and community leaders obligated themselves to countless hours of stakeholder workshops, oversight committees, and topic area work groups. Together they articulated Dallas' ambitions and recognized our potential for a brighter future.





RESILIENCE 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: Increase economic mobility for Dallas' vulnerable and marginalized residents.

DALLAS MOVES WHEN OUR PEOPLE CAN MOVE

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

INTRODUCING GOALS

Goal 1



Advance equity in City government.

Goal 2



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

Goal 3



Increase economic mobility for Dallas' vulnerable and marginalized residents.

Goal 4



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

Goal 5



Leverage partnerships to promote healthy communities.

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.

HOW TO READ THIS SECTION

Resilient Dallas includes seven goals, 20 initiatives, and 49 actions for residents, neighborhoods, the City, and our partners to implement. These actions, some of which are already underway, build on existing efforts or address program and policy gaps to further resilience in Dallas.

KEY

LEAD

PARTNERS

LAUNCH TIMEFRAME

RESILIENCE VALUE

INITIATIVE

Steps the City plans to take to tackle each goal.

ACTION

Specific policies or programs the City and its partners will deploy within each initiative to help achieve resilience goals.

LEAD

The agency or agencies taking the lead on each action.

GOALS AND INITIATIVES



A Resilient Dallas is an equitable Dallas

The poverty rate in Dallas is outpacing its overall population growth. Unless we commit to understanding the root causes of disparity and the inequities it creates, we will be naive to the burdens imposed on our marginalized residents. More importantly, we must examine the governmental policies and programs that reinforce these disparities and trap Dallas residents in poverty.

Goal 1: Advance equity in City government.

Confront the disparities that challenge our marginalized residents by committing to understanding, identifying and measuring inequity, tracking it over time, and adopting data-driven policy solutions to close the disparity gap.

1A Build an equitable City administration and workplace culture.

1A.1 Conduct an internal audit of City policies to develop a common understanding of equity within the organization as an employer and as a service provider to our residents.

- City Manager's Office
- Equity consultant
- Fall 2018
- Empowers a Broad Range of Stakeholders
- Fosters Long-Term & Integrated Planning
- Promotes Cohesive & Engaged Communities

1A.2 Examine administrative policies and programs through a shared learning process that includes trainings, data collection, and monitoring.

- City Manager's Office
- City of Dallas departments
- Spring 2019
- Empowers a Broad Range of Stakeholders
- Fosters Long-Term & Integrated Planning
- Promotes Cohesive & Engaged Communities

1B 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.

1B.1 Engage in external community conversation with Dallas Truth, Racial Healing and Transformation through intentional listening, examination of institutional racism in policies, and commitment to timely change.

- Dallas Truth, Racial Healing and Transformation
- City of Dallas
- Fall 2018
- Promotes Cohesive & Engaged Communities
- Ensures Social Stability, Security & Justice
- Promotes Leadership & Effective Management

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PARTNERS

Key public, private, nonprofit, and civic collaborators that will implement Resilient Dallas actions in the years ahead. Partnership is not exclusive and is meant to be a starting point.

LAUNCH TIMEFRAME

An estimate of when each action will begin.

RESILIENCE VALUE

How the action will make Dallas stronger and better able to withstand multiple shocks and stresses.



GOAL 1: ADVANCING EQUITY



A Resilient Dallas is an equitable Dallas




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Goal 1: Advance equity in City government.



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-  Fall 2018
-  Promotes Cohesive & Engaged Communities
Ensures Social Stability, Security & Justice
Promotes Leadership & Effective Management



Truth, Racial Healing & Transformation

In 2016, the Kellogg Foundation developed a Truth, Racial Healing & Transformation (TRHT) framework to guide communities in identifying and removing barriers to racial equity and reconciliation, as well as dismantling racism and the hierarchy of human value. Dallas is one of 14 recipients of a Kellogg Foundation grant to conduct our own TRHT effort, led by a community-based Steering Committee.

“The time is at hand for all of us to acknowledge our collective pain, challenge our perceptions about race and race relations, promote authentic relationship building and establish equitable policies that serve and benefit all, and not just a few. For our city to thrive, this is the transformation we all must seek.”

Joli Robinson

Co-Chair of the Dallas TRHT Steering Committee



Jerry Hawkins

Dallas Truth, Racial Healing & Transformation

In early 2018, the Dallas Truth, Racial Healing & Transformation (TRHT) Steering Committee selected Jerry Hawkins as the

Director of Dallas TRHT. Hawkins is the former Project Director for Bachman Lake Together, a “collective impact” initiative that brings community-led early childhood education, family engagement programs, and additional neighborhood resources to the residents of northwest Dallas.

1B.2 Support the efforts of Dallas ISD’s Racial Equity Office by acknowledging race and place matter in educational achievement and collaborating on strategies and actions to drive timely change in neighborhoods where disparate conditions impact a child’s ability to learn.

- Dallas ISD Racial Equity Office
- City of Dallas
- Summer 2018
- Promotes Leadership & Effective Management
Promotes Cohesive & Engaged Communities
Empowers a Broad Range of Stakeholders

1C 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.

1C.1 Review City policies and programs to assess opportunities for progress in achieving equity in service delivery.

- City Manager’s Office
- City of Dallas departments, philanthropic organizations
- Fall 2018
- Fosters Long-Term & Integrated Planning
Promotes Cohesive & Engaged Communities
Empowers a Broad Range of Stakeholders



1C.2 Integrate Equity Indicators into Dallas 365 to demonstrate effectiveness in achieving equity in service delivery over time.

- Office of Resilience, Office of Budget
- City of Dallas departments
- Summer 2018
- Promotes Leadership & Effective Management
Empowers a Broad Range of Stakeholders
Fosters Long-Term & Integrated Planning



What is Dallas 365?

To increase transparency, the City of Dallas has developed performance measures around six strategic priorities to guide the work of City staff.



1D *Commit to identifying and measuring inequity to drive collaborative action across sectors.*

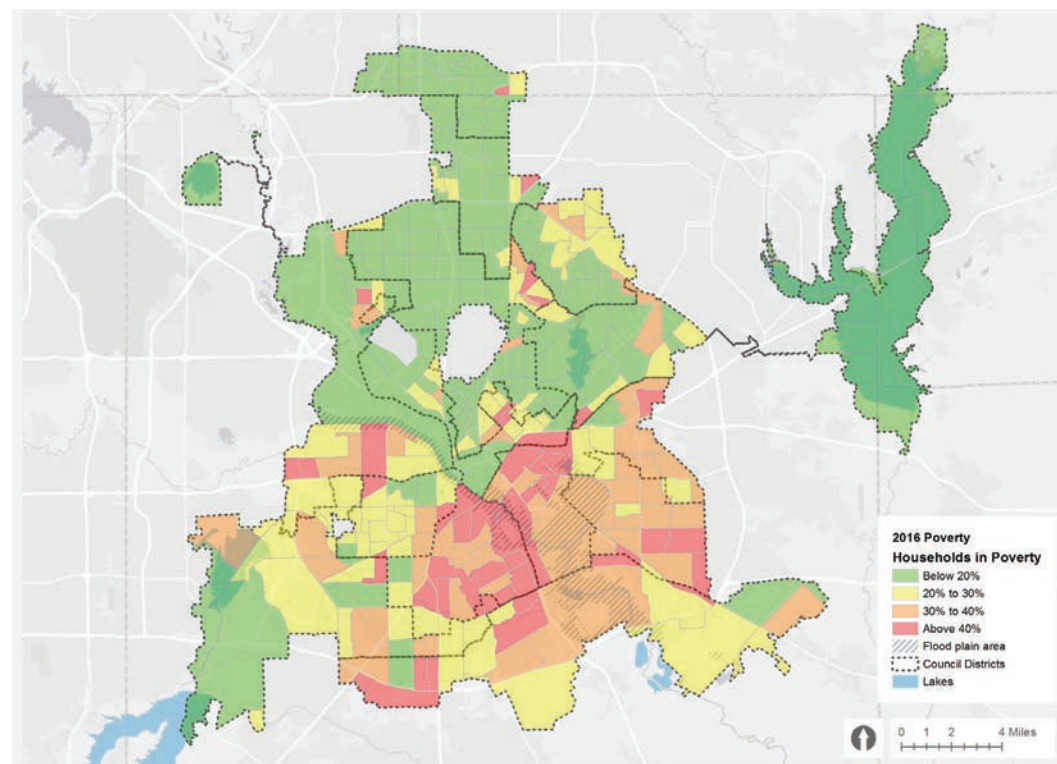
1D.1 Work with the City University of New York (CUNY) Institute for State and Local Governance and the University of Texas at Dallas (UTD) Institute for Urban Policy Research to design and publish Equity Indicators that measure and assess progress toward achieving greater equity in Dallas over time.

- Office of Resilience
- CUNY Institute for State and Local Governance, UTD Institute for Urban Policy Research
- Winter 2017
- Promotes Leadership & Effective Management
Empowers a Broad Range of Stakeholders
Fosters Long-Term & Integrated Planning

1D.2 Work with the Community Council of Greater Dallas, universities, philanthropic foundations, nonprofits, and service providers to develop and maintain an open-access platform for curated, community-wide data to foster collaboration, align resources, drive actions, and measure outcomes in pursuit of shared community goals.

- Department of Communication and Information Services, Community Council of Greater Dallas
- University and nonprofit data curators
- Fall 2018
- Fosters Long-Term & Integrated Planning
Empowers a Broad Range of Stakeholders
Promotes Cohesive & Engaged Communities

Poverty in Dallas



Dallas ISD Racial Equity Office

Dallas ISD has established a Racial Equity Office (REO) with the charge to eliminate systemic disparities and inequitable practices within the school district, removing barriers to achievement for all student groups, with an emphasis on African American and English-Language Learner Students. The REO will also identify and establish best practices for creating equitable, responsive, and culturally competent work and learning environments.



LATINO CULTURAL CENTER

**GOAL 2:
WELCOMING
CITY**



Dallas is welcoming when we embrace our diversity

Immigrants are a growing economic force in Dallas. From 2011 to 2016, immigrants accounted for more than 40% of Dallas' total population growth, and they comprise almost 32% of the employed labor force. Their contribution to the Dallas economy is equally impressive; immigrant households earn more than \$7.9 billion in total income and wield \$5.4 billion in spending power.

Given the uncertainty of immigration reform at the federal level and the rancorous tenor of the national debate, it is incumbent upon local leadership to allay fears and promote the successful inclusion of immigrants in the social and economic fabric of our community.

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

Promote and advance the economic, civic, and social inclusion of immigrants and refugees living in Dallas by implementing welcoming policies and initiatives.

2A

Partner with Welcoming America to become a Certified Welcoming City, a national best practices program that assesses and scores a city's strengths and achievements toward becoming an inclusive, welcoming place for immigrants.

2A.1 Audit City policies concerning government leadership, equitable access, civic engagement, cultural inclusion, education, economic development, neighborhood development, and public safety for implicit bias and ensure equitable consideration of immigrant residents and visitors.



What is implicit bias?

Attitudes or stereotypes that affect our understanding, actions, and decisions without our conscious knowledge.



Office of Welcoming Communities and Immigrant Affairs



Welcoming America, New American Economy



Ongoing



Fosters Long-Term & Integrated Planning Empowers a Broad Range of Stakeholders Ensures Social Stability, Security & Justice

2A.2 Assist in the development and implementation of a multi-use identification card for Dallas residents.



Office of Welcoming Communities and Immigrant Affairs



Office of Community Care, Welcoming America, New American Economy



Spring 2018



Ensures Social Stability, Security & Justice Supports Livelihoods & Employment Empowers a Broad Range of Stakeholders



63,396

IMMIGRANTS IN THE DALLAS METROPOLITAN AREA ARE DACA-ELIGIBLE

DACA ELIGIBILITY

93.4%

OF DACA-ELIGIBLE IMMIGRANTS ARE EMPLOYED



Office of Welcoming Communities and Immigrant Affairs



Welcoming America, Welcoming Plan Task Force, Cities for Action, Cities for Citizenship, New Americans Campaign



Ongoing



Empowers a Broad Range of Stakeholders Promotes Leadership & Effective Management

2B

Develop a community leadership partnership strategy with a focus

on immigration reception and increasing immigrant participation in civic life.

2B.1 Recruit and develop a diverse base of “community ambassadors” to guide and inform people about available, reliable services and resources.



Office of Welcoming Communities and Immigrant Affairs



Welcoming America, Welcoming Plan Task Force, Cities for Action, Cities for Citizenship, New Americans Campaign



Fall 2018



Empowers a Broad Range of Stakeholders Promotes Leadership & Effective Management

2B.2 Develop a community awareness campaign about the economic, social, and cultural contributions immigrants and refugees make in Dallas.



Office of Welcoming Communities and Immigrant Affairs



Welcoming America, Welcoming Plan Task Force, Cities for Action, Cities for Citizenship, New Americans Campaign



Ongoing



Empowers a Broad Range of Stakeholders Promotes Leadership & Effective Management

2B.3 Encourage immigrants to participate in all facets of Dallas civic life and harness the significant population of residents who have been recently naturalized.

2B.4 Assist in developing models of workforce development and educational training that help grow under-resourced communities.



Office of Welcoming Communities and Immigrant Affairs



Welcoming America, New American Economy



Ongoing



Empowers a Broad Range of Stakeholders Promotes Leadership & Effective Management

2C

Improve immigrant access to government, nonprofit, and educational services and resources to foster well-being and prosperity.



2C.1 Collaborate with educational, community, and faith-based organizations in the development of multi-purpose welcoming hubs located at various welcoming spaces around Dallas.

- Office of Welcoming Communities and Immigrant Affairs
- Welcoming America, Welcoming Plan Task Force, Cities for Action, Cities for Citizenship, New Americans Campaign
- Summer 2018
- Supports Livelihoods & Employment
Fosters Economic Prosperity
Empowers a Broad Range of Stakeholders

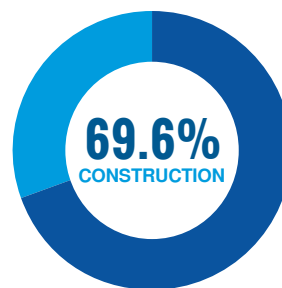
2C.2 Increase the number of Dallas immigrants who become naturalized U.S. citizens by hosting citizen workshops on an annual basis.

- Office of Welcoming Communities and Immigrant Affairs
- Welcoming America, Welcoming Plan Task Force, Cities for Action, Cities for Citizenship, New Americans Campaign
- Spring 2018
- Supports Livelihoods & Employment
Fosters Economic Prosperity
Empowers a Broad Range of Stakeholders

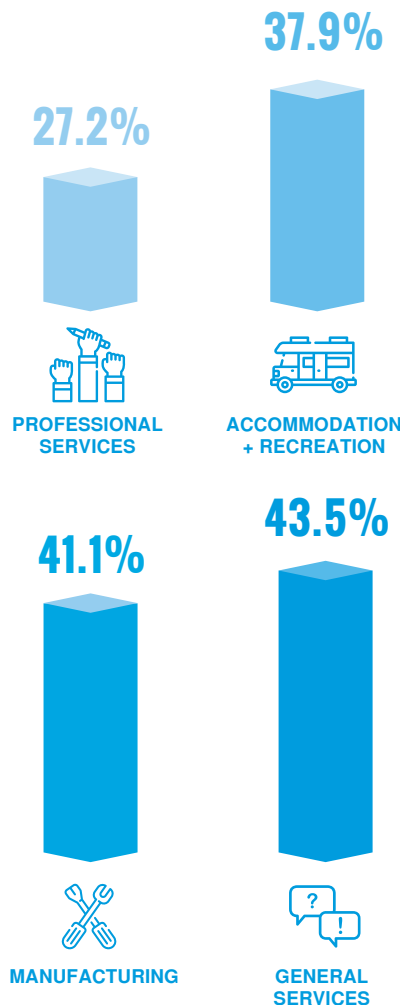
2C.3 Inform the Dallas immigrant and refugee community of the 2020 Census and the importance of their participation.

- Office of Welcoming Communities and Immigrant Affairs
- Welcoming America, Welcoming Plan Task Force, Cities for Action, Cities for Citizenship, New Americans Campaign
- Ongoing
- Supports Livelihoods & Employment
Fosters Economic Prosperity
Empowers a Broad Range of Stakeholders

Immigrants play a critical role in several key industries in the city.



● Share of workers in the industry who were foreign-born in 2016



Gateways for Growth

Dallas is one of 25 U.S. cities, counties, and regional agencies to receive a Gateways for Growth award for its efforts to welcome and recognize the contributions of immigrants to the community and its strong public-private commitment to the development of a community-wide strategic plan.

The Gateways for Growth Challenge is a competitive opportunity for local communities to receive direct technical assistance from New American Economy and Welcoming America to develop multi-sector plans for welcoming and integrating immigrants.

“While Congress debates the value of immigration, in city after city, the evidence is already in: immigrants revive neighborhoods and drive economic growth. The Gateways for Growth Challenge offers local leaders blueprints for attracting immigrant talent and jump-starting their economies.”

John Feinblatt
President of New American Economy

BY 2016, IMMIGRANTS LIVING IN THE CITY HAD HELPED CREATE OR PRESERVE

14,617 LOCAL MANUFACTURING JOBS

THAT WOULD HAVE OTHERWISE VANISHED OR MOVED ELSEWHERE.



GOAL 3: ECONOMIC MOBILITY



Dallas works when our people work

Since the Great Recession, the city of Dallas has consistently maintained an unemployment rate below the national average, and the robust regional economy continues to boom beyond all expectations. Last year, the DFW metropolitan area generated the highest job growth rate in the country, only 7,000 jobs shy of New York's total, a metropolitan area with triple our population.

Numerous factors coalesce to explain this economic phenomenon—low cost of living, business-friendly regulatory environment, minimal tax burden, central location and temperate climate, a well-diversified economic base—all similarly impressive. But these superlative features belie an insidious poverty rate and the swelling ranks of the working poor.

This paradox of crushing poverty in the face of a consistently strong economy is due to a mix of national and global trends coupled with Dallas' unique economic characteristics and circumstances. For the prosperity of our residents and our city, Dallas must expand economic mobility to move the working poor into the comfort and security of middle-income life.

Goal 3: Increase economic mobility for Dallas' vulnerable and marginalized residents.

Reduce income inequality and increase economic mobility by removing barriers and strengthening access to workforce development, support services, and financial coaching for people who seek to secure living wage employment.



What is economic mobility?

The ability of an individual, family or other group to change their economic status—usually measured in income.

3A

Prioritize workforce readiness and training, skills development, small business capacity-building, and access to wrap-around services to provide marginalized populations access to living wage jobs and career pathways.

3A.1 Embed robust workforce development strategies and community development policies, programs, and projects as primary components of the City's new Economic Development Strategy.



Office of Economic Development



Workforce Solutions of Greater Dallas, Community Council of Greater Dallas, Economic Development consultant



Fall 2018



Fosters Economic Prosperity
Fosters Long-Term & Integrated Planning
Promotes Cohesive & Engaged Communities



GOALS AND INITIATIVES

42,000

MIDDLE-SKILL JOBS
ARE UNFILLED IN DFW...

\$2 BILLION

...COSTING THE REGION AN
ESTIMATED \$2 BILLION IN GDP



What is a living wage?

An approximate income needed to meet a family's basic needs given the local cost of living.

3A.2 Create an advisory board of primary institutional partners to serve as an inclusive economic growth collaborative with a charge to create a regional workforce ecosystem by identifying gaps in current systems, convening additional partners and service providers, encouraging collaborations and partnerships in advocacy initiatives, aligning funding and resources, and establishing outcome measures.



Office of Economic Development



Community Council of Greater Dallas, Workforce Solutions of Greater Dallas, Dallas County Community College District, Dallas and Richardson ISDs, Dallas Regional Chamber



Spring 2019



Promotes Leadership & Effective Management
Fosters Economic Prosperity
Supports Livelihoods & Employment

3B

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.

3B.1 Create a database of services and resources and a user-friendly portal for people to find skills training, certification/credentialing programs, and support services by service type, provider, or location; establish a navigator service to facilitate access to these services and resources.



Community Council of Greater Dallas



Office of Community Care, Office of Economic Development, Communities Foundation of Texas



Fosters Economic Prosperity
Fosters Long-Term & Integrated Planning
Promotes Leadership & Effective Management

Community Council of Greater Dallas

In its nearly 80 years of operation, the Community Council of Greater Dallas (CCGD) has mobilized public, private, and nonprofit partners to address a range of social issues, from health care to child care. CCGD's collaborative model of leadership has led to the creation of numerous human services programs that address high-priority needs in the community, including the Dallas Area Agency on Aging, Dallas County Family Court Services, and Head Start of Greater Dallas.



3B.2 Build out referral networks and partnerships that provide individuals with skills and training opportunities in conjunction with services that remove barriers to accessing those opportunities, i.e. child care, language acquisition skills, and transportation services.

- Community Council of Greater Dallas
- Office of Community Care, Office of Economic Development
- Fosters Economic Prosperity
Promotes Leadership & Effective Management
Empowers a Broad Range of Stakeholders

3C *Champion community efforts that ensure (a) all Dallas students have access to a quality education that provides the skills and knowledge necessary to succeed in the 21st-century workforce; and (b) high school graduates are career- and/or college-ready with access to post-secondary opportunities for education, certification, or employment.*

3C.1 Establish joint partnerships with Dallas ISD for elected officials and executive-level administrative staff to meet routinely to identify and discuss policies, programs, and services of common interest that promote the well-being of Dallas students, such as immigration issues, the public health challenges of teen pregnancy, homelessness, and the growing number of disconnected youth.

- Dallas ISD
- City of Dallas, Mayor and City Council
- Ongoing
- Promotes Cohesive & Engaged Communities
Fosters Long-Term & Integrated Planning
Supports Livelihoods & Employment

3C.2 Support the Dallas County Promise scholarship program by aligning the City’s education initiatives with the Dallas County Community College District’s efforts, increasing awareness of the program among students, parents and educators, encouraging civic and business community engagement and promoting mentorship programs.

- Dallas County Community College District
- City of Dallas, Mayor and City Council
- Ongoing
- Promotes Cohesive & Engaged Communities
Fosters Long-Term & Integrated Planning
Supports Livelihoods & Employment

3C.3 Advocate with chambers of commerce, leading employers, and the Dallas business community in support of apprenticeships, paid internships, and other on-the-job training models that offer employment to target populations, such as out-of-school youth and single parents.

- Mayor and City Council
- Business community
- Ongoing
- Empowers a Broad Range of Stakeholders
Promotes Leadership & Effective Management

“We Over Me” Farm at Paul Quinn College

Much of southern Dallas is a federally recognized food desert. Many of the residents also rely on public transportation and face the difficult choice of spending hours on a bus to purchase basic staples like fruit and vegetables or buying processed, packaged foods from a convenience store closer to home.

The We Over Me farm at Paul Quinn College is filling this void and transforming the health of its community through increased food security, economic empowerment, and environmental stewardship. Paul Quinn’s student-employees engage in every level of operations, from planting and harvesting to marketing and financial planning, combining a liberal arts education with hands-on work experience to mold and equip them as leaders ready to reinvest in their community.

“Someone’s going to figure out the urban issues. Why shouldn’t it be the people who came from those urban communities that have a vested interest in those neighborhoods?”

Michael Sorrell
President of Paul Quinn College



What is a food desert?
An area where at least one-third of the population lives more than one mile from a supermarket or other source of healthy, affordable food.



3D

Partner with key community stakeholders, including the Dallas County Community College District, community-based organizations, and local foundations to explore successful financial empowerment center models that leverage municipal engagement or support.

3D.1 Formalize a partnership with key stakeholders to develop a strategy for creating and implementing a financial empowerment center; identify roles and responsibilities of each stakeholder.



What is a financial empowerment center?

The purpose of these community-based centers is to provide education, information, and services that improve the financial stability of low- and moderate-income residents through services such as financial coaching and other resources for navigation out of poverty at a community/neighborhood level.



Office of Community Care



Dallas County Community College District, Community Council of Greater Dallas, Dallas and Richardson ISDs, Communities Foundation of Texas, Workforce Solutions of Greater Dallas



2019



Fosters Economic Prosperity
Promotes Cohesive & Engaged Communities
Promotes Leadership & Effective Management

3D.2 Assess potential repurposing of underutilized City facilities as locations for financial empowerment centers, informed by the Community Needs Assessment developed by the Community Council of Greater Dallas.



Office of Community Care



Dallas County Community College District, Community Council of Greater Dallas, Dallas and Richardson ISDs, Communities Foundation of Texas, Workforce Solutions of Greater Dallas



2019



Supports Livelihoods & Employment
Promotes Cohesive & Engaged Communities
Fosters Economic Prosperity



Dallas County Promise

The Dallas County Community College District (DCCCD) Foundation is bringing meaningful change and opportunity for students through its Dallas County Promise program. Starting this year, seniors at participating high schools will receive a full tuition scholarship to any DCCCD college, regardless of income or high school GPA. To help them navigate the ins and outs of the college experience, scholars are paired with a success coach, who provides support from the end of their senior year through college completion. Scholars are also eligible for transfer scholarships to UNT Dallas and Southern Methodist University, and DCCCD expects even more universities to participate in the future.

“The cost of college can be a deciding factor in whether or not students attend college. This program helps to remove that barrier and ensures that our students are even more prepared to join the ranks of an educated, well-trained workforce.”

Dr. Michael Hinojosa
Superintendent of the Dallas
Independent School District





GOAL 4: EQUITABLE ACCESS



Dallas moves when our people can move

21st-century urban mobility will be defined by accessibility, not lane miles designed and constructed for single-occupant vehicles. A superior mobility system will provide convenient, affordable access to all aspects of urban living—employment, education, health care, shopping and services, and recreation. While our current transportation systems and infrastructure were adequate for the past century, Dallas must embrace rapidly advancing technology to meet the mobility demands of this century and improve transportation equity for all Dallas residents.

This will necessitate changes in transportation priorities and investments, as well as a new approach to city building and urban design. Dallas has already begun the transformation to higher density with a mix of land uses. Our transportation planners have also acknowledged the need to reclaim portions of our expansive rights-of-way to accommodate the range of mode choices within the public realm. Streets must be physically redefined to safely accommodate pedestrians, cyclists, shared mobility vehicles, and public transit, in addition to the private automobile. The gradual and successful transition of all these aspects will build not only a superior transportation system, but also economic and social equity for transit-dependent people who today are denied opportunities available to their more mobile counterparts.

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

Ensure our local and regional transit system provides transit-dependent residents with reasonable, reliable, and equitable access to employment,

housing opportunities, and quality services that foster well-being.

4A

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.



What is accessibility?

The relative ease of reaching a meaningful destination, such as work, school, shopping or services. Accessibility measures should focus on equity in service delivery, affordability, health and safety.

Who is transit-dependent?

Individuals with limited automobile access who rely on public transportation for daily activities, usually because of age, income or ability.

4A.1 Incorporate extensive community conversations with system users and transit-dependent populations into the plan development process.



Department of Transportation



Transit users



Summer 2018



Promotes Cohesive & Engaged Communities
Provides Reliable Communication & Mobility



GOALS AND INITIATIVES

4A.2 Identify and rely on advocacy groups to expand outreach efforts and deepen understanding of barriers and challenges confronting transit users.

- Department of Transportation
- Transportation advocacy groups
- Summer 2018
- Promotes Cohesive & Engaged Communities
Provides Reliable Communication & Mobility
Empowers a Broad Range of Stakeholders

4A.3 Use community input and data to inform the creation of the Strategic Mobility Plan vision statement, goals, and policy recommendations.

- Department of Transportation
- Dallas Area Rapid Transit, Regional Transportation Council, Texas Department of Transportation, North Texas Tollway Authority, Dallas County, North Central Texas Council of Governments
- Fall 2018
- Fosters Long-Term & Integrated Planning
Promotes Leadership & Effective Management
Provides Reliable Communication & Mobility

4B

Regularly convene Dallas members of the Dallas Area Rapid Transit (DART) Board to establish and formalize City goals and policy recommendations to guide decision-making and align representation with Dallas' priorities.

- Department of Transportation
- Dallas DART Board members
- Ongoing
- Promotes Leadership & Effective Management
Fosters Long-Term & Integrated Planning

45 MINUTES OR LESS FOR A JOB TO BE CONSIDERED ACCESSIBLE BY TRANSIT

Job Accessibility BY TRANSIT

<4%

FEWER THAN 4% OF JOBS ACCESSIBLE BY TRANSIT FOR MAJORITY OF RESIDENTS IN THE TRANSIT-DEPENDENT CORE



UTA Transportation Equity Study

Dr. Shima Hamidi at the University of Texas at Arlington is producing groundbreaking research by analyzing transportation equity within the city, including affordability, job and transit accessibility, transit coverage, and transit quality. The City commissioned this study to understand how Dallas can leverage transportation investments to strengthen access to employment, education, health care, and retail for its transit-dependent residents.

Lack of access to jobs via an efficient, reliable transit system severely limits the opportunities of transit-dependent households for upward mobility. Over time, these limitations further concentrate poverty and increase spatial segregation. The City is already using key findings to inform policy recommendations to City Council and Dallas' transportation partners.



Dr. Shima Hamidi

*Institute of Urban Studies,
University of Texas at Arlington*

Dr. Shima Hamidi is director of the Institute of Urban Studies and Assistant Professor of Urban Planning at the University of Texas at Arlington. She also serves as the director of the Center for Transportation Equity, Decisions & Dollars, a consortium of five universities funded by the U.S. Department of Transportation to conduct transportation policy research that leads to innovative policy making. Dr. Hamidi's research has been published in multiple planning journals and cited by regional and national news outlets.



4C

Improve transportation access to employment, housing, education, health care, and other essential services for Dallas residents by addressing neighborhood infrastructure and system operational standards.

4C.1 Collaborate with the UTA Center for Transportation Equity, Decisions & Dollars (CTEDD) on the Opportunity Score Study to advance research at the neighborhood level and use GIS analysis to identify system gaps and deficiencies.

-  Department of Transportation
-  UTA CTEDD, Department of Communication and Information Services
-  Summer 2018
-  Ensures Continuity of Critical Services
Provides & Enhances Natural & Manmade Assets
Fosters Long-Term & Integrated Planning







What is GIS analysis?

Geographic Information System (GIS) applications allow users to create interactive searches, analyze spatial information, edit data in maps, and present the results of all these operations.



4C.2 Collaborate with DART and major employers and stakeholders to create mechanisms to fund and operationalize first mile/last mile mobility solutions for major employment centers.




-  Department of Transportation
-  DART, major employers at the International Inland Port of Dallas
-  Ongoing
-  Provides Reliable Communication & Mobility
Fosters Economic Prosperity
Provides & Enhances Natural & Manmade Assets



What is first mile/last mile?

When transportation accessibility is limited because transit stops are located beyond a “comfortable walking distance” (usually ¼ to ½ mile).

4C.3 Create a joint DART/City transit infrastructure needs inventory and urban design standards to guide capital investment in transit facilities and supporting infrastructure.

-  Department of Transportation
-  DART, Department of Planning and Urban Design, Department of Public Works
-  Fall 2019
-  Provides & Enhances Natural & Manmade Assets
Provides Reliable Communication & Mobility
Promotes Leadership & Effective Management



GOAL 5: HEALTHY COMMUNITIES



Dallas is healthy when our people are healthy

“The strength of a community can be measured by how well it cares for its youngest and most vulnerable residents...”
—Christopher J. Durovich, President and CEO of Children’s Health System of Texas

For the past 15 years, Children’s Health has produced a comprehensive report, *Beyond ABC*, that examines the quality of life of children in North Texas. Childhood well-being is measured not only by the physical, emotional, and mental health of an individual, but also by broader social and economic determinants that impact the lives of children.

Beyond ABC observes that despite recent improvement in many measures, significant disparity persists. Dallas has double the national average of uninsured. Nearly one-third of Dallas children live in poverty, and more than 160,000 lack sufficient nutrition to lead active, healthy lives.

Dallas was recently selected as only one of five cities to participate in a national collaborative with public health experts and researchers from the Milken Institute School of Public Health at George Washington University in Washington, D.C. This program has enriched and deepened our understanding of the adversities facing Dallas’ children in their homes and neighborhoods. Moving forward, Dallas will partner with governmental agencies (city, county, and school district), health providers, and community-based partners to share data, align programs, develop strategies, and advocate for improved health outcomes for our youngest and most vulnerable residents.



What are social and economic determinants?

The complex, integrated, and overlapping social structures and economic systems in which people live that are responsible for most health inequities. These include factors like socioeconomic status, education, the physical environment, employment, and social support networks, as well as access to health care.

Goal 5: Leverage partnerships to promote healthy communities.

Strengthen partnerships with anchor institutions to understand and address the social determinants of health and improve the well-being of Dallas residents in neighborhoods of concentrated poverty.

5A

Develop new collaborative strategies and align resources to address health disparities for children and families living with the toxic stress generated by adverse economic, social, and environmental conditions of poverty and blight.



Office of Community Care/ Citymart Partnership

In 2017, the City of Dallas opened a new Office of Community Care with the mission to provide social and supportive services that improve the quality of life for seniors, children, and other economically insecure residents. Because people’s lives are so heavily impacted by access to quality health care, the staff sought to better understand the City’s role in working with health care providers to ensure equitable public health outcomes.

Citymart developed the Dallas Opportunity Builder, a web app that allowed community stakeholders and subject matter experts to share innovative opportunities for improving service delivery across the City. The City tested these ideas in a Problem Framing Workshop—with key stakeholders and social service providers—to identify and prioritize strategies.





Four Opportunity Reports were produced that covered topics from job creation for disadvantaged communities to data-driven decision making and service delivery. The reports provided best practices and actionable recommendations.







What is toxic stress?

Toxic stress can occur when a child experiences strong, frequent, and/or prolonged adversity—such as physical or emotional abuse, chronic neglect, caregiver substance abuse or mental illness, exposure to violence, and/or the accumulated burdens of family economic hardship—without adequate adult support.

5A.1 Work with the Milken Institute School of Public Health to identify and understand the health disparities produced by adverse community environments.

-  Office of Community Care, Milken Institute School of Public Health
-  National Association of City and County Health Officials, Children’s Health, Childcare Group, Dallas County Health & Human Services
-  Ongoing
-  Ensures Public Health Services
Fosters Long-Term & Integrated Planning

5A.2 Collaborate with Dallas County Health & Human Services, the Community Council of Greater Dallas, Children’s Health, Parkland Health & Hospital System, and the American Heart Association to share data and conduct a geospatial analysis of health disparities; identify specific areas of need, available resources, and gaps in services available for Dallas residents.

-  Community Council of Greater Dallas
-  Dallas County Health & Human Services, City of Dallas, Children’s Health, Parkland Health & Hospital System, American Heart Association
-  Fall 2018
-  Fosters Long-Term & Integrated Planning
Ensures Public Health Services
Promotes Leadership & Effective Management

Building Community Resilience

The Building Community Resilience (BCR) model focuses on identifying and strengthening buffers against negative public health outcomes associated with Adverse Childhood Experiences in the context of Adverse Community Environments (“the Pair of ACEs”). Dallas, one of only five cities selected to test and implement the BCR model, has already launched several initiatives, including Family University, which connects parents in the Early Head Start program to parenting resources and support in the community, and Integrated Behavioral Health, which seeks to make behavioral health care an integral part of everyday pediatric care.

The five BCR test sites are supported by the Doris Duke Charitable Foundation, the Milken Family Foundation, and the Kresge Foundation.



Wendy Ellis

Building Community Resilience

The BCR process and the “Pair of ACEs” concept are based on the research of Wendy Ellis, the Project Director of the BCR collaborative at the Milken Institute School of Public Health at George Washington University. Ellis’ work in children’s health and public health policy research and development has been noted by a number of national organizations, and she frequently advises legislative staffers in Washington, D.C. In 2017, she was named a Doris Duke Fellow for the Promotion of Child Wellbeing for her innovative research in strategies to prevent child abuse and neglect.





Ellis’ article detailing the BCR process, “A New Framework for Addressing Adverse Childhood and Community Experiences: The Building Community Resilience Model” was published in the September 2017 Journal of Academic Pediatrics.



NACCHO

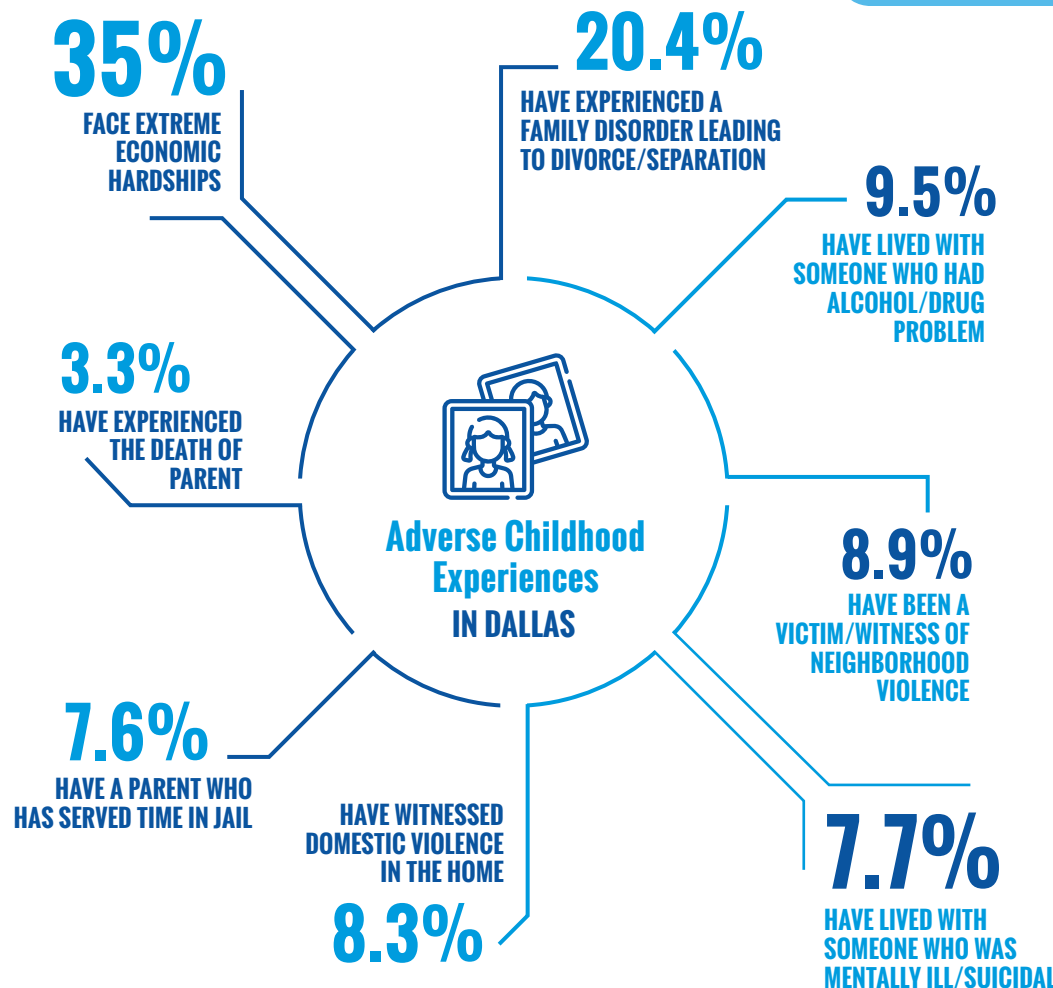
A key goal of the Kresge Foundation is to advance a partnership between the Building Community Resilience (BCR) collaborative and the National Association of City and County Health Officials (NACCHO), which partners with and advocates for change for local health departments across the U.S. Through a strategic planning process facilitated by NACCHO—Mobilizing Action through Planning and Partnership (MAPP)—the Dallas BCR team is strengthening its ties with local public health organizations.

5A.3 Use a data-driven approach to determine service needs, establish targets and metrics, form partnerships, and align funding to further meaningful program outcomes for federally funded programs, such as Community Development Block Grants (CDBG), Emergency Solutions Grants (ESG), and Housing Opportunities for Persons With AIDS (HOPWA).





-  Office of Community Care
-  Philanthropic funders, service providers
-  2019
-  Fosters Long-Term & Integrated Planning
Ensures Public Health Services
Promotes Leadership & Effective Management

5B

Advance operational strategies and public education models that will effectively reduce non-emergency EMS calls and improve public health outcomes.



5B.1 Implement Rapid Integrated Group Healthcare Team (RIGHT) Care, a response team of specially trained and equipped paramedics, police officers, and mental health professionals dispatched for behavioral health emergencies.

-  Dallas Fire-Rescue
-  Dallas County Health & Human Services, Dallas Police Department, Dallas-Fort Worth Hospital Council, North Texas Behavioral Health Authority, Mayor's Grow South Initiative, community behavioral health service providers, hospital systems, key data partners
-  January 2018
-  Ensures Continuity of Critical Services
Ensures Public Health Services



5B.4 Expand the community paramedic program and explore an enhanced community health worker program to improve health and access to health care for high-frequency users by providing patient navigation, advocacy, and education services.

- Dallas Fire-Rescue
- City of Dallas, health care partners
- Ensures Public Health Services
Provides Reliable Communication & Mobility

5C *Strengthen the Office of Emergency Management’s capacity to plan for, prevent, respond to, and ensure recovery from pandemic public health emergencies and events.*

5B.2 Partner on land acquisition and infrastructure improvements for the development of the Integrated Health Clinic in southern Dallas, providing access to mental and behavioral health resources and alleviating the adverse health impacts of living in a health care desert.

- Ed Cor Health
- Meadows Mental Health Policy Institute, UNT Dallas, Paul Quinn College, TH+A Architects, Metrocare Services, Parkland Health & Hospital System, GrowSouth Fund, United Way, Dallas Police Department, Dallas County Health & Human Services, Dallas ISD, UT Southwestern, Momentus Institute, Children’s, Baylor, Homeward Bound
- 2018
- Ensures Public Health Services
Provides & Enhances Natural & Manmade Assets
Ensures Continuity of Critical Services



What is a health care desert?

Areas where doctors and facilities are isolated (or nonexistent) and patients have to travel long distances to receive care.

5B.3 Fully implement Priority Dispatch program that evaluates and prioritizes the appropriate level of response to 911 calls; use data to evaluate future staffing and resource needs.

- Dallas Fire-Rescue
- City of Dallas
- Ensures Continuity of Critical Services
Fosters Long-Term & Integrated Planning
Ensures Public Health Services



What is a pandemic?

An epidemic of an infectious disease that has spread across a very wide area.

5C.1 Develop and adopt a comprehensive patient tracking system capable of tracking patients from EMS/triage through the hospital system and temporary housing until patients are reunified with their families; this system would be scalable to other cities in the region that use the Bio-Tel system.

- Office of Emergency Management
- Department of Housing and Neighborhood Revitalization, Office of Community Care, Dallas County Health & Human Services
- Spring 2018
- Provides Reliable Communication & Mobility
Fosters Long-Term & Integrated Planning
Ensures Public Health Services



What is the Bio-Tel system?

Secondary dispatch that evaluates hospital capacity to match emergency patients with the hospital system that can provide the most appropriate care in the timeliest manner.

5C.2 Identify and plan for housing options in the event (a) a large number of individuals are displaced for extended periods of time or (b) a pandemic public health emergency creates the need for quarantine housing for a large number of people receiving treatment.



Office of Emergency Management



Department of Housing and Neighborhood Revitalization, Office of Community Care, Dallas County Health & Human Services



Spring 2019



Meets Basic Needs
Ensures Continuity of Critical Services
Ensures Public Health Services

Emergency Preparedness Seminar

In December, the City's executive leadership participated in a seminar conducted by the Center for Homeland Defense and Security (CHDS) Mobile Education Team (MET). During the seminar, the MET guided participants through a realistic scenario designed to improve the city's resilience strategies in the event of a public health crisis.

A blue-tinted photograph of a flooded area. In the foreground, several large trees are partially submerged in water. In the background, a bridge spans across the water, and a city skyline is visible under a cloudy sky. The overall scene conveys a sense of environmental impact and flooding.

**GOAL 6:
NEIGHBORHOOD
INFRASTRUCTURE**

**GOAL 7:
ENVIRONMENTAL
SUSTAINABILITY**



Dallas thrives when our neighborhoods thrive

Resilient neighborhoods nurture relationships, foster social cohesiveness, and strengthen civic engagement. As Dallas prepares to spend more than \$1 billion from the 2017 Bond Program, we must ensure public investment supports healthy and sustainable communities.

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

Improve the quality of the natural and built environment through sustained and intentional public-sector commitment of services, resources, and infrastructure funding.

6A *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.*

6A.1 Partner with the Trust for Public Land in leveraging the robust GIS platform it created to analyze and assess the long-term resource and funding commitments necessary to build and maintain open space infrastructure with additional GIS-based datasets such as the Market Value Analysis, socioeconomic demographics, and social determinants of health; commit to using this analytic tool to evaluate significant public investment in infrastructure, housing, economic development projects, and environmental initiatives.



Department of Communication and Information Services, Trust for Public Land



Department of Public Works, Office of Economic Development, Policy Solutions at the Reinvestment Fund, Department of Housing and Neighborhood Revitalization, Department of Planning and Urban Design



October 2018



Provides & Enhances Natural & Manmade Assets
Fosters Long-Term & Integrated Planning
Ensures Public Health Services

Smart Growth for Dallas

Smart Growth for Dallas is a partnership between The Trust for Public Land, the Texas Trees Foundation, and buildingcommunityWORKSHOP that uses GIS-based mapping and community engagement to drive smart, equitable, and impactful investment in green assets to improve the city's social, environmental, and economic resilience.

Robert Kent

The Trust for Public Land

Robert Kent is the North Texas Area Director for the Trust for Public Land—a national nonprofit working to bring high-quality parks, trails, and green spaces within a 10-minute walk of every Dallas resident. The organization is helping the City integrate data into sustainable public policy solutions to our most pressing environmental health issues.



What is the Market Value Analysis?

A data-based tool to assist policymakers, residents, and other stakeholders in understanding the local residential real estate market and inform City policy around housing program design, production levels, and incentives.



Dallas Leading the Way

Dallas has been an environmental leader in North Texas for decades. In the 1960s, the City conducted the first emissions inventory for the region, and today has the largest and most robust local air program in Texas. In June 2017, Mayor Rawlings joined 392 U.S. Climate Mayors to pledge Dallas would honor its commitment to improve air quality and reduce carbon emissions in accordance with the Paris Climate Agreement.

Dallas Bond Program

In November 2017, Dallas voters approved a \$1.05 billion Bond Program to address critical infrastructure needs, including upgrades to the city’s aging traffic signals and drainage projects to control flooding and erosion. Bond funds will also pay for quality of life improvements such as new parks and recreation facilities.



What is a place-based approach?

Bottom-up approach to community development that aims to address the unique needs of a neighborhood—such as poor housing, social isolation, poor or fragmented service provision, or limited economic opportunities—by collaborating with people at the local level to identify the best resources.



6A.2 Create a cross-departmental committee with executive-level leadership and representation from the Department of Housing and Neighborhood Revitalization, the Department of Public Works, the Department of Transportation, the Department of Code Enforcement, the Office of Economic Development, the Office of Fair Housing, the Office of Environmental Quality, the Office of Homeless Solutions, the Office of Community Care, and the Office of Resilience to establish common goals, strategies, and actions that address the disparities and adverse community conditions (economic, social, physical, and environmental) present in low- and moderate-income neighborhoods.



City Manager's Office



Department of Housing and Neighborhood Revitalization, Department of Public Works, Department of Transportation, Department of Code Enforcement, Office of Economic Development, Office of Fair Housing, Office of Environmental Quality, Office of Homeless Solutions, Office of Community Care



Spring 2019



Meets Basic Needs
Promotes Leadership & Effective Management
Fosters Long-Term & Integrated Planning



Dallas Innovation Alliance

The buzzword at DIA is “smart”—smart lighting, smart parking, even smart water—efforts that sit at the intersection of data, technology, and community. DIA’s most recent endeavor, the West End “Living Lab,” will showcase these and other smart city elements, serving as a scalable model for Dallas to increase economic development, conserve resources, and improve the quality of life for all residents.

Jennifer Sanders

Dallas Innovation Alliance

As co-founder and executive director of DIA, Jennifer Sanders has assembled a network of 30 organizations to design and execute an aligned smart city strategy. Sanders, brings more than 12 years of experience in a broad range of industries, including energy, technology, and economic development.

6A.3 Strategically target public commitment of resources and investment using data-driven analysis that leverages and supports the work of the nonprofit and philanthropic sector and serves as a catalyst for private-sector investment to unlock development potential for housing and neighborhood services.



Office of the Bond Program



Office of Economic Development, Department of Housing and Neighborhood Revitalization, Department of Public Works, Department of Park and Recreation, Trinity Watershed Management, Department of Equipment and Building Services, Office of Homeless Solutions



2019



Provides & Enhances Natural & Manmade Assets
Ensures Continuity of Critical Services
Fosters Economic Prosperity



DALLAS COUNTY HAS ONE OF THE HIGHEST CHILD HOSPITALIZATION RATES FOR ASTHMA IN THE STATE AND THE HIGHEST IN THE REGION.



**Childhood
ASTHMA**

THE RATES OF CHILDHOOD ASTHMA DIAGNOSES IN DALLAS ARE 2x THE NATIONAL AVERAGE



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

Embrace nature-based solutions to the environmental and public health challenges impacting Dallas' marginalized communities.

7A Support and leverage the leadership of academic institutions, nonprofit organizations, and philanthropic foundations working to fill science and data gaps to bring best practices to Dallas and North Texas.

7A.1 Work with The Nature Conservancy, Dallas ISD, and a health partner to conduct an air quality study that assesses the impact of poor air quality on childhood asthma and asthma-related absenteeism.

- Office of Environmental Quality
- The Nature Conservancy, Dallas ISD, health partner
- Fall 2018
- Ensures Public Health Services Provides & Enhances Natural & Manmade Assets Supports Livelihoods & Employment

7A.2 Work with The Nature Conservancy, Trust for Public Land, and Texas A&M AgriLife Research to compile existing flooding and drainage analyses across the City into a comprehensive map to identify gaps and nature-based solutions to reduce flooding.

- Office of Environmental Quality
- Trinity Watershed Management, The Nature Conservancy, Trust for Public Land, Texas A&M AgriLife Research
- Spring 2019
- Ensures Continuity of Critical Services Fosters Long-Term & Integrated Planning Provides & Enhances Natural & Manmade Assets

7A.3 Conduct a greenhouse gas emissions inventory to identify largest emissions sources, set reduction goals, and develop innovative, market-driven approaches to improve air quality and mitigate the impacts of climate change.

- Office of Environmental Quality
- Environmental conservation organizations
- Spring 2018
- Provides & Enhances Natural & Manmade Assets Ensures Public Health Services Fosters Long-Term & Integrated Planning



What are nature-based solutions?

Actions that protect, sustainably manage, and restore the environment while addressing major social and economic challenges effectively and innovatively, including climate change, water and food security, human health, and disaster risk management.

The Nature Conservancy

The Nature Conservancy is leading the effort to solve Dallas' most pressing environmental health challenges. During the last six months, the Conservancy brought together more than 50 community leaders in identifying four problem areas: air quality, urban heat, water quality and quantity, and access to green space. In line with its vision of a "cool, clean, resilient Dallas," the Conservancy and its core partners—the City of Dallas, Texas Trees Foundation and The Trust for Public Land—are now developing a framework to address these issues comprehensively and collaboratively.

Laura Huffman

The Nature Conservancy

Laura Huffman is state director for The Nature Conservancy in Texas and founding director of the Conservancy's North America Cities program, created to support cities as they integrate natural infrastructure into local planning and development.

Dr. Kathy Jack

The Nature Conservancy

Dr. Kathy Jack has more than 15 years of experience using environmental technology to identify nature-based solutions to resource problems—energy, food and water. As Dallas Urban Conservation Associate, Dr. Jack has mobilized public, private, and nonprofit partners, to engage in this problem-solving effort at a citywide level.



The Texas Trees Foundation

The Texas Trees Foundation uses research, technology, and education to strategically protect, plant, and care for trees and ensure a return on investment for projects that support growth and livability. Far more than a tree-planting organization, Texas Trees collaborates with urban planners, landscape architects, developers, corporations, and municipalities to improve the quality of life for citizens who call Dallas and North Texas home. Critical research for the City of Dallas includes the 2015 State of the Dallas Urban Forest Report and the 2017 Dallas Urban Heat Island Study, which set the baseline for four major initiatives: Southwestern Medical District Urban Streetscape Master Plan, Cool Schools, NeighborWoods, and Downtown Dallas.

Janette Monear

Texas Trees Foundation

Janette Monear, President/CEO of the Texas Trees Foundation, is dedicated to creating livable and resilient communities through trees, green infrastructure, and sustainable design. Based in education, research, and creative vision, Monear is a pioneer in urban forestry. She is a frequent speaker at national and local conferences and a leader in organizational development.

7B

Promote partnership 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.

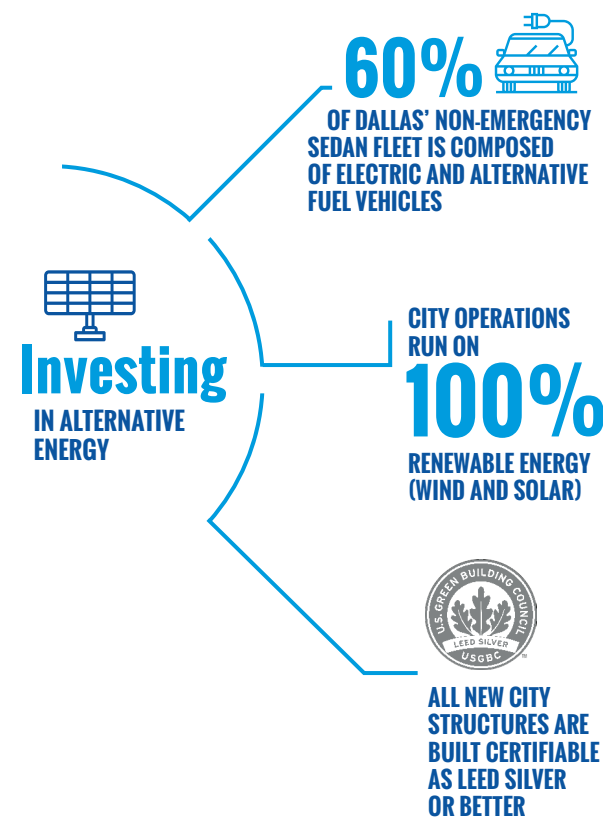
7B.1 Collaborate on *Cool, Clean, Resilient Dallas*, a pilot project to identify ecologically vulnerable neighborhoods for targeted tree plantings, green stormwater infrastructure projects, and open space accessibility.

-  Office of Environmental Quality
-  The Nature Conservancy, Texas Trees Foundation
-  Fall 2019
-  Provides & Enhances Natural & Manmade Assets
-  Ensures Public Health Services
-  Fosters Long-Term & Integrated Planning



What is green infrastructure?

An approach to water management that protects, restores, or mimics the natural water cycle by integrating the natural environment and engineered systems.



EarthX

Dallas is home to EarthX, the world's largest annual environmental expo, conference and film festival. Environmentalist and business man Trammell S. Crow founded EarthX as Earth Day Texas in 2011 to promote environmental awareness and action. Now a global platform, EarthX2018 convened approximately 138,000 participants, 700 exhibitors and 400 speakers, representing business, government, nonprofits and academia, from nearly every state and 20 countries, to collaborate on sustainable solutions for a resilient world.



EQUITY INDICATORS



The Dallas **Equity Indicators** project was developed in collaboration with the City University of New York's Institute for State and Local Governance (CUNY ISLG) and the University of Texas at Dallas' Institute for Urban Policy Research (UTD IUPR) as a comprehensive tool to help Dallas understand and measure equity in our community.

The Equity Indicators tool is designed to measure disparities faced by marginalized or disadvantaged groups, such as racial and ethnic minorities, immigrants, or individuals living in poverty, and whether those disparities are improving or worsening. Disparity is measured across six thematic areas: **Economic Opportunity, Education, Housing and Neighborhood Quality, Justice and Government, Public Health, and Transportation and Infrastructure.**

The Equity Indicators will be used as a framework for residents, business and nonprofit leaders, City administrators, and elected officials to understand the power of governmental policy in providing opportunity to all residents. More importantly, this tool can demonstrate the effectiveness of current public policies and initiatives and highlight areas where new efforts may be needed to ensure all residents have access to opportunities to improve their lives and provide for their families.

The indicators and findings will be publicly available so communities can hold the City accountable for its work in analyzing the current barriers to opportunity and its promises to advance equity and improve conditions for all its residents. The City is committed to increasing transparency through the annual measurement and publication of this data, which will provide a clear view into the disparities in our community.



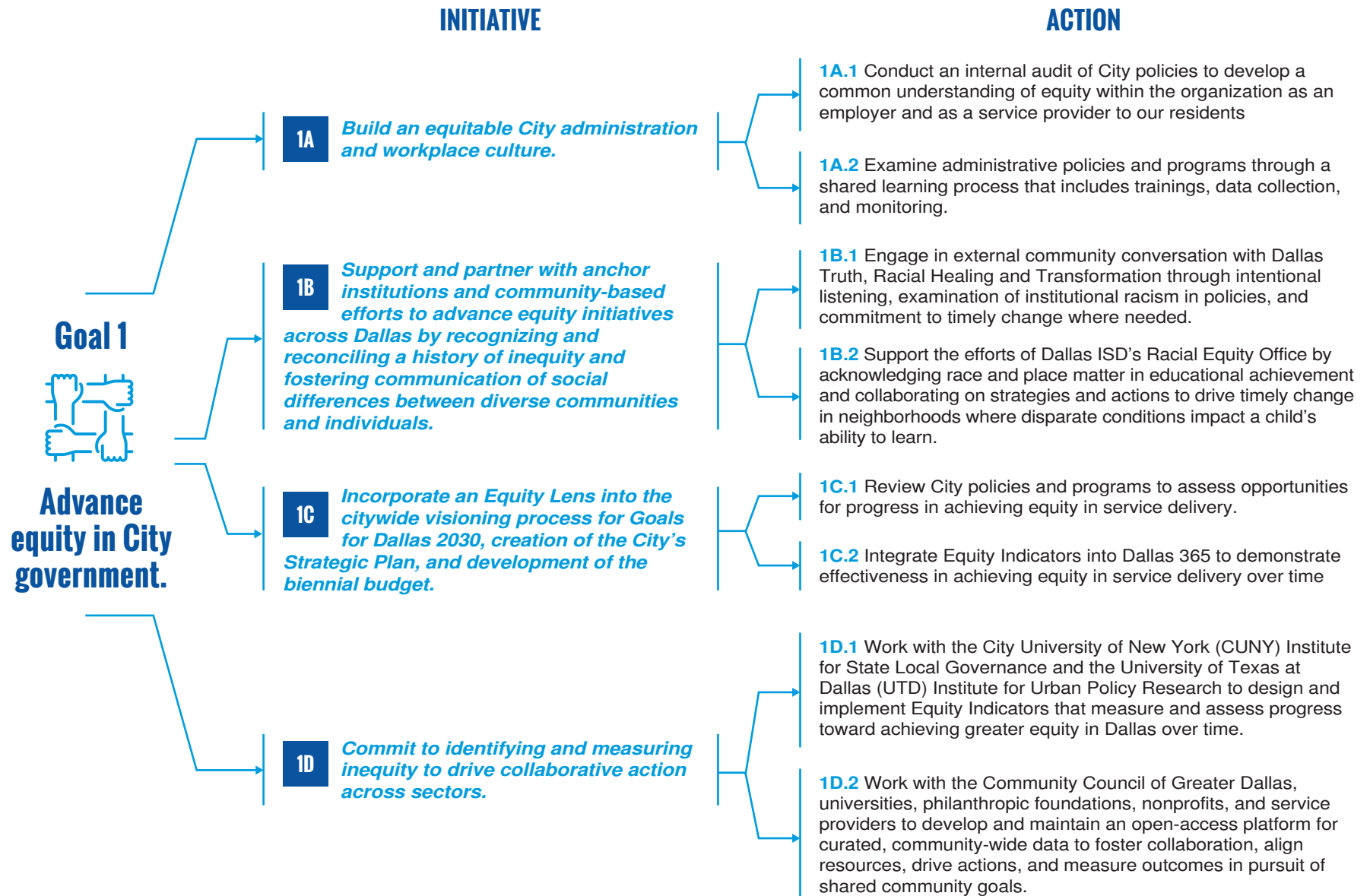


APPENDIX





A Resilient Dallas is an equitable Dallas

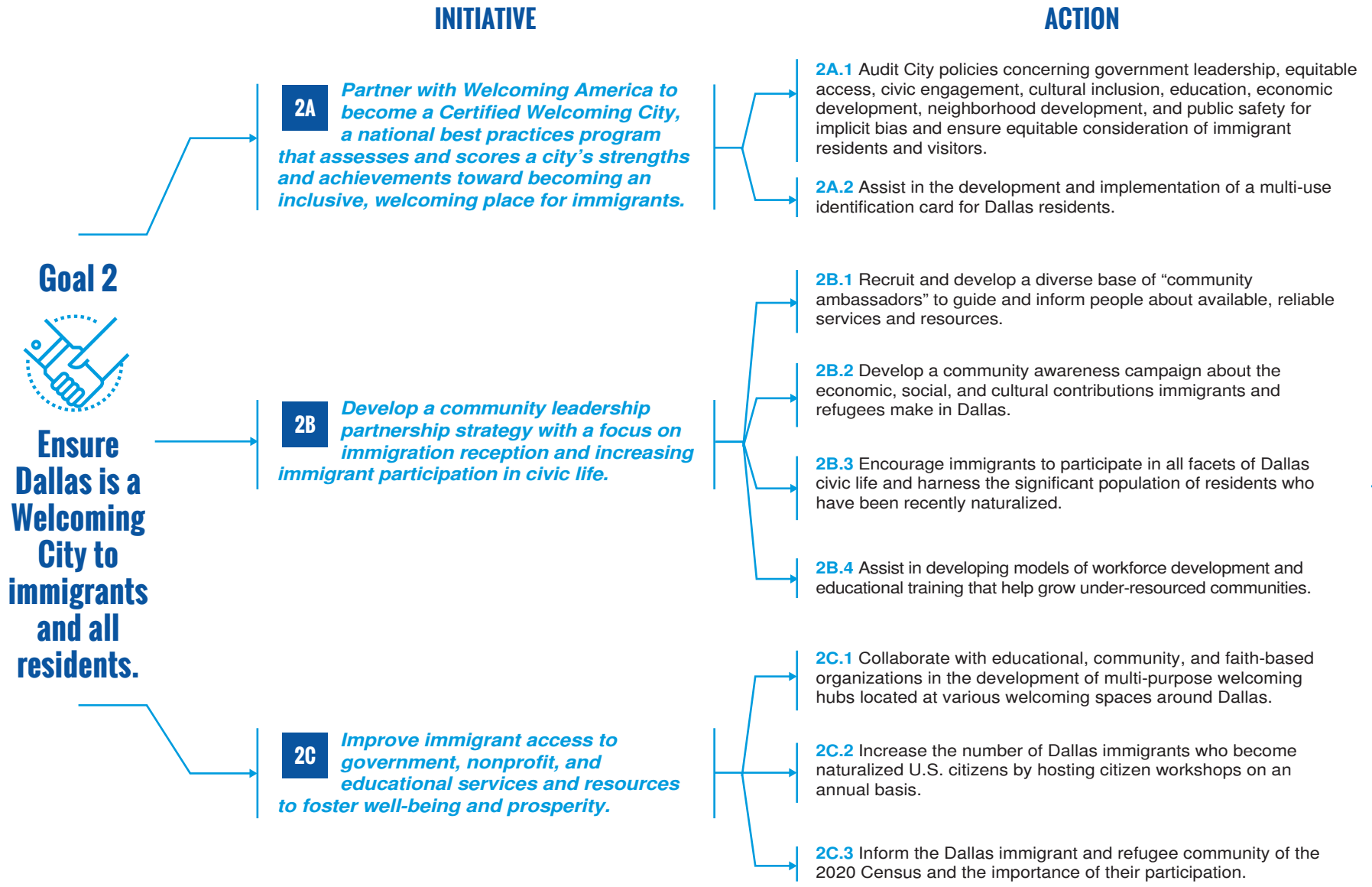


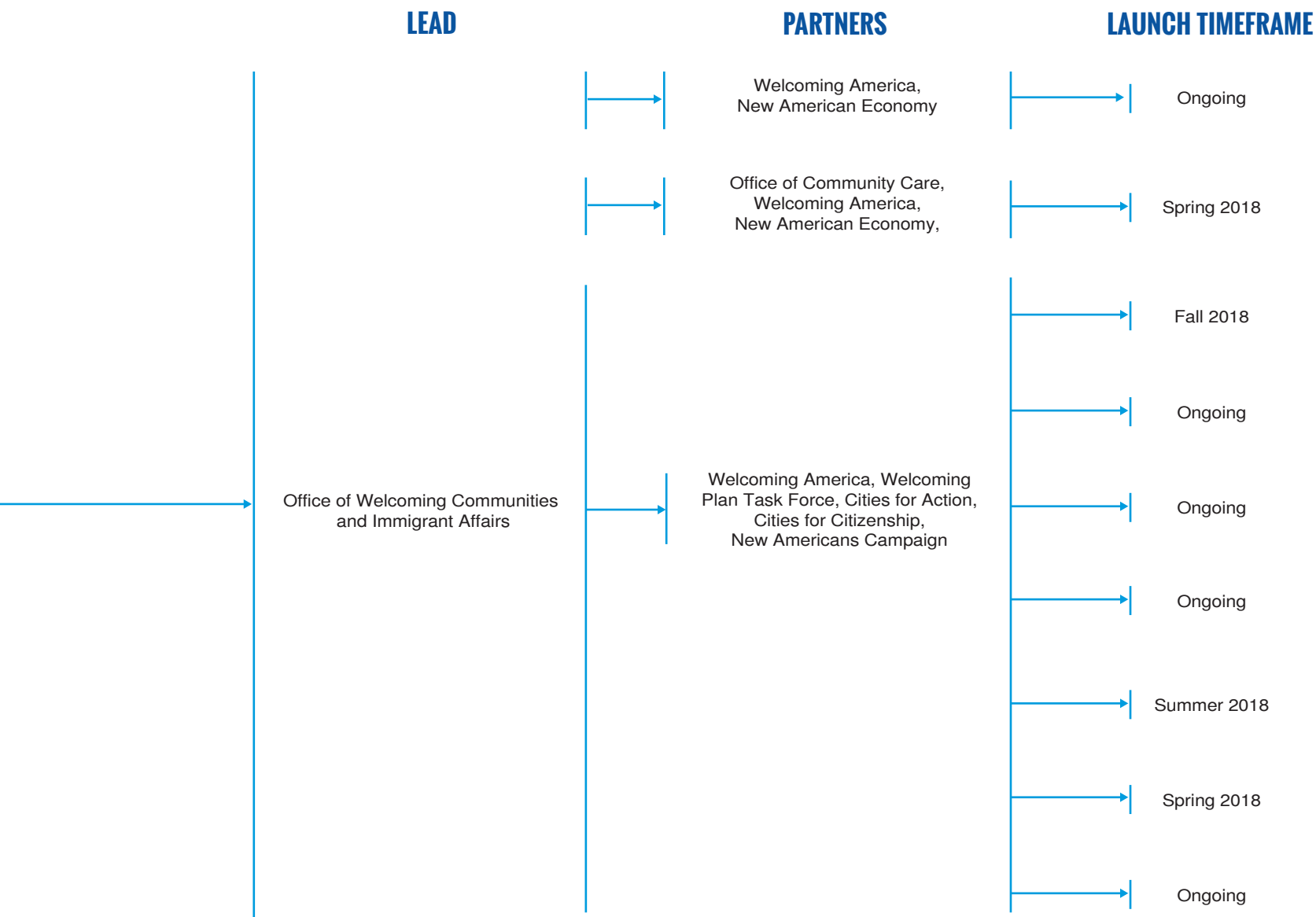


	LEAD	PARTNERS	LAUNCH TIMEFRAME
	City Manager's Office	Equity consultant	Fall 2018
		City of Dallas departments	Spring 2019
	Dallas Truth, Racial Healing and Transformation	City of Dallas	Fall 2018
	Dallas ISD Racial Equity Office		Summer 2017 (City collaboration to begin Summer 2018)
	City Manager's Office	City of Dallas departments, philanthropic organizations	Fall 2018
	Office of Resilience, Office of Budget	City of Dallas departments	Summer 2018
	Office of Resilience	CUNY Institute for State and Local Governance, UTD Institute for Urban Policy Research	Spring 2018
	Department of Communication and Information Services, Community Council of Greater Dallas	University and nonprofit data curators	Fall 2018



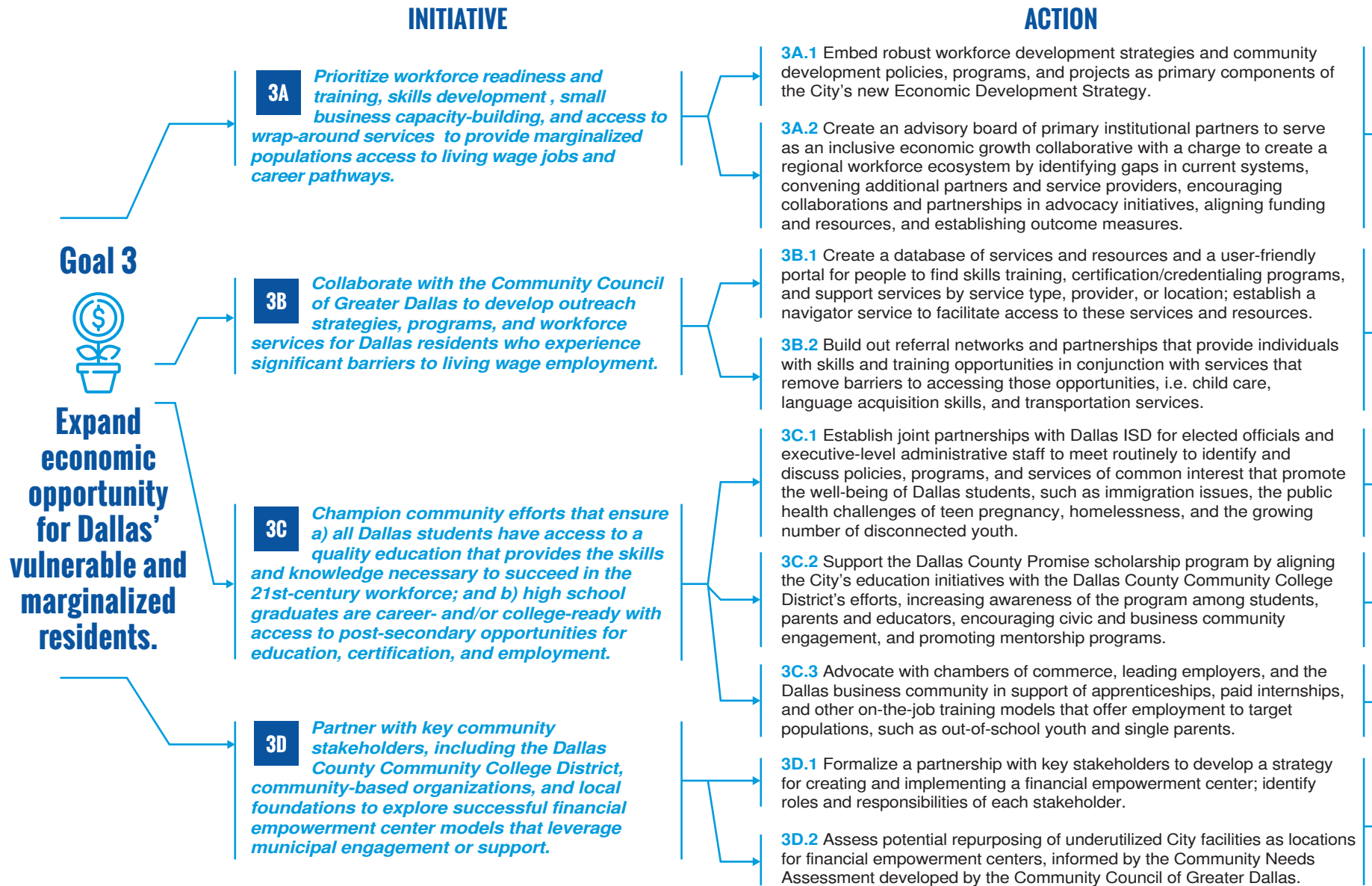
Dallas is welcoming when we embrace our diversity







Dallas works when our people work





LEAD	PARTNERS	LAUNCH TIMEFRAME
Office of Economic Development	Workforce Solutions of Greater Dallas, Community Council of Greater Dallas, Economic Development consultant	Fall 2018
Office of Economic Development	Community Council of Greater Dallas, Workforce Solutions of Greater Dallas, Dallas County Community College District, Dallas and Richardson ISDs, Dallas Regional Chamber	Spring 2019
Community Council of Greater Dallas	Office of Community Care, Office of Economic Development, Communities Foundation of Texas	Yet to be determined
Community Council of Greater Dallas	Office of Community Care, Office of Economic Development	Yet to be determined
Dallas ISD	City of Dallas, Mayor and City Council	Yet to be determined
Dallas County Community College District	City of Dallas, Mayor and City Council	Ongoing
Mayor and City Council	Business community	Yet to be determined
Office of Community Care	Dallas County Community College District, Community Council of Greater Dallas, Dallas and Richardson ISDs, Communities Foundation of Texas, Workforce Solutions of Greater Dallas	2019



Dallas moves when our people can move

INITIATIVE

ACTION

Goal 4



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

4A *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.*

4A.1 Incorporate extensive community conversations with system users and transit-dependent populations into the plan development process.

4A.2 Identify and rely on advocacy groups to expand outreach efforts and deepen understanding of barriers and challenges confronting transit users.

4A.3 Use community input and data to inform the creation of the Strategic Mobility Plan vision statement, goals, and policy recommendations.

4B *Regularly convene Dallas members of the Dallas Area Rapid Transit (DART) Board to establish and formalize City goals and policy recommendations to guide decision-making and align representation with Dallas' priorities.*

4B.1 Regularly convene Dallas members of the Dallas Area Rapid Transit (DART) Board to establish and formalize City goals and policy recommendations to guide decision making and align representation with Dallas' priorities.

4C *Improve transportation access to employment, housing, education, health care, and other essential services for Dallas residents by addressing neighborhood infrastructure and system operational standards.*

4C.1 Collaborate with the UTA Center for Transportation Equity, Decisions & Dollars (CTEDD) on the Opportunity Score Study to advance research at the neighborhood level and use GIS analysis to identify system gaps and deficiencies.

4C.2 Collaborate with DART and major employers and stakeholders to create mechanisms to fund and operationalize first mile/last mile mobility solutions for major employment centers.

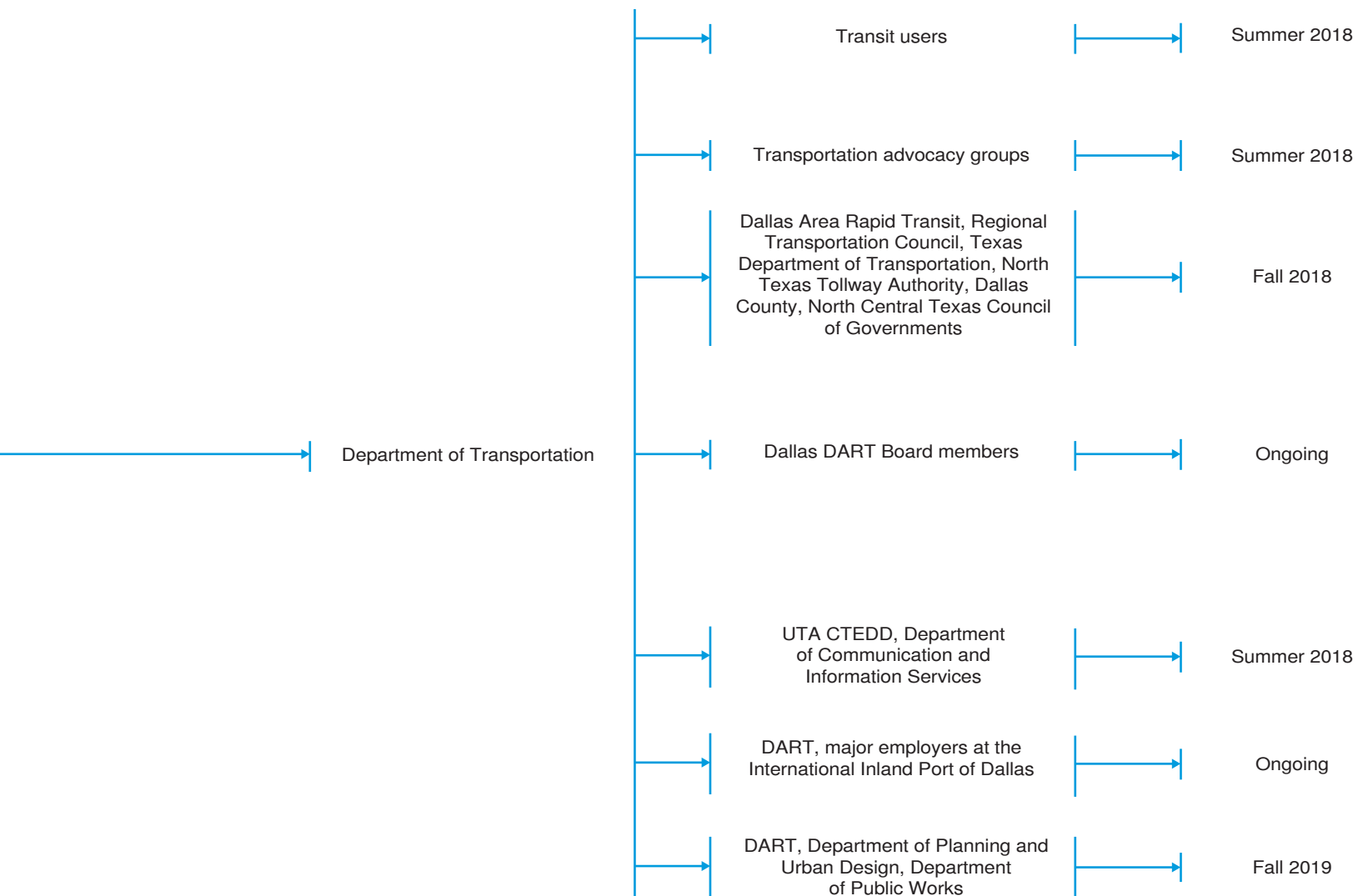
4C.3 Create a joint DART/City transit infrastructure needs inventory and urban design standards to guide capital investment in transit facilities and supporting infrastructure.



LEAD

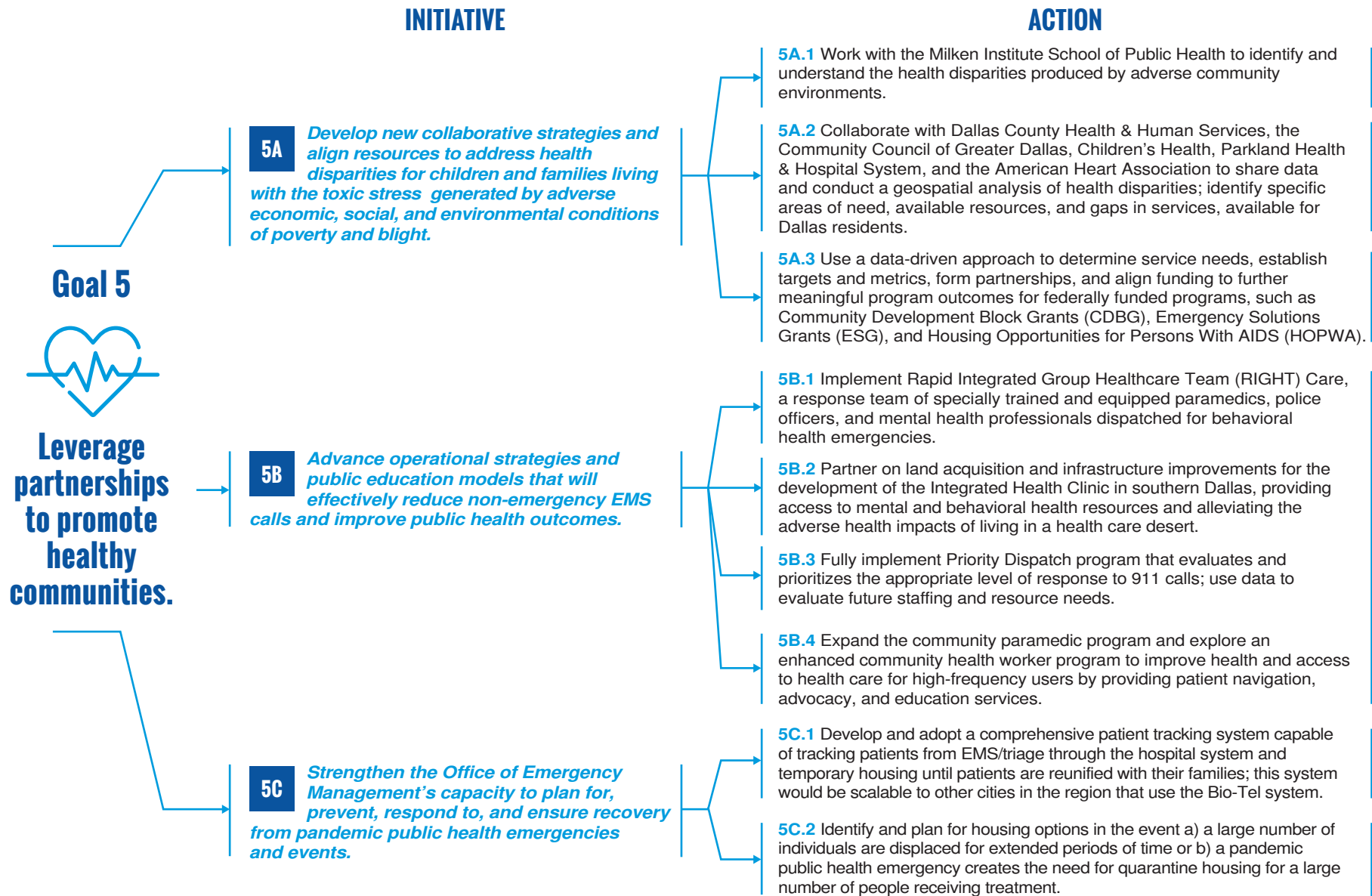
PARTNERS

LAUNCH TIMEFRAME





Dallas is healthy when our people are healthy





LEAD	PARTNERS	LAUNCH TIMEFRAME
Office of Community Care, Milken Institute School of Public Health	National Association of City and County Health Officials, Children's Health, Childcare Group, Dallas County Health & Human Services	Ongoing
Community Council of Greater Dallas	Dallas County Health & Human Services, City of Dallas, Children's Health, Parkland Health & Hospital System, American Heart Association	Fall 2018
Office of Community Care	Philanthropic funders and service providers	2019
Dallas Fire-Rescue	Dallas County Health & Human Services, Dallas Police Department, Dallas-Fort Worth Hospital Council, North Texas Behavioral Health Authority, Mayor's Grow South Initiative, community behavioral health service providers, hospital systems, key data partners	January 2018
Dallas Fire-Rescue	Neighbor Up, Meadows Mental Health Policy Institute, UNT Dallas, Paul Quinn College, TH+A Architects, Metrocare Services, Parkland Health & Hospital System, GrowSouth Fund, United Way, Dallas Police Department, Dallas County Health & Human Services, Dallas ISD	2019
Dallas Fire-Rescue	City of Dallas	Ongoing
Dallas Fire-Rescue	City of Dallas, health care partners	Ongoing
Office of Emergency Management	Department of Housing and Neighborhood Revitalization, Office of Community Care, Dallas County Health & Human Services	Spring 2018
Office of Emergency Management	Department of Housing and Neighborhood Revitalization, Office of Community Care, Dallas County Health & Human Services	Spring 2019



Dallas thrives when our neighborhoods thrive

INITIATIVE

ACTION

Goal 6



Invest in neighborhood infrastructure to revitalize historically underserved neighborhoods.

6A *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.*

6A.1 Partner with the Trust for Public Land in leveraging the robust GIS platform it created to analyze and assess the long-term resource and funding commitments necessary to build and maintain open space infrastructure with additional GIS-based datasets such as the Market Value Analysis, socioeconomic demographics, and social determinants of health; commit to using this analytic tool to evaluate significant public investment in infrastructure, housing, economic development projects, and environmental initiatives.

6A.2 Create a cross-departmental committee with executive-level leadership and representation from the Department of Housing and Neighborhood Revitalization, the Department of Public Works, the Department of Transportation, the Department of Code Enforcement, the Office of Economic Development, the Office of Fair Housing, the Office of Environmental Quality, the Office of Homeless Solutions, the Office of Community Care, and the Office of Resilience to establish common goals, strategies, and actions that address the disparities and adverse community conditions (economic, social, physical, and environmental) present in low- and moderate-income neighborhoods.

6A.3 Strategically target public commitment of resources and investment using data-driven analysis that leverages and supports the work of the nonprofit and philanthropic sector and serves as a catalyst for private-sector investment to unlock development potential for housing and neighborhood services.



LEAD	PARTNERS	LAUNCH TIMEFRAME
<p>Department of Communication and Information Services, Trust for Public Land</p>	<p>Department of Public Works, Office of Economic Development, Policy Solutions at the Reinvestment Fund, Department of Housing and Neighborhood Revitalization, Department of Planning and Urban Design</p>	<p>October 2018</p>
<p>City Manager's Office</p>	<p>Department of Housing and Neighborhood Revitalization, Department of Public Works, Department of Transportation, Department of Code Enforcement, Office of Economic Development, Office of Fair Housing, Office of Environmental Quality, Office of Homeless Solutions, Office of Community Care</p>	<p>Spring 2019</p>
<p>Office of the Bond Program</p>	<p>Office of Economic Development, Department of Housing and Neighborhood Revitalization, Department of Public Works, Department of Park and Recreation, Trinity Watershed Management, Department of Equipment and Building Services, Office of Homeless Solutions</p>	<p>Spring 2019</p>



Dallas thrives when our neighborhoods thrive

INITIATIVE

ACTION

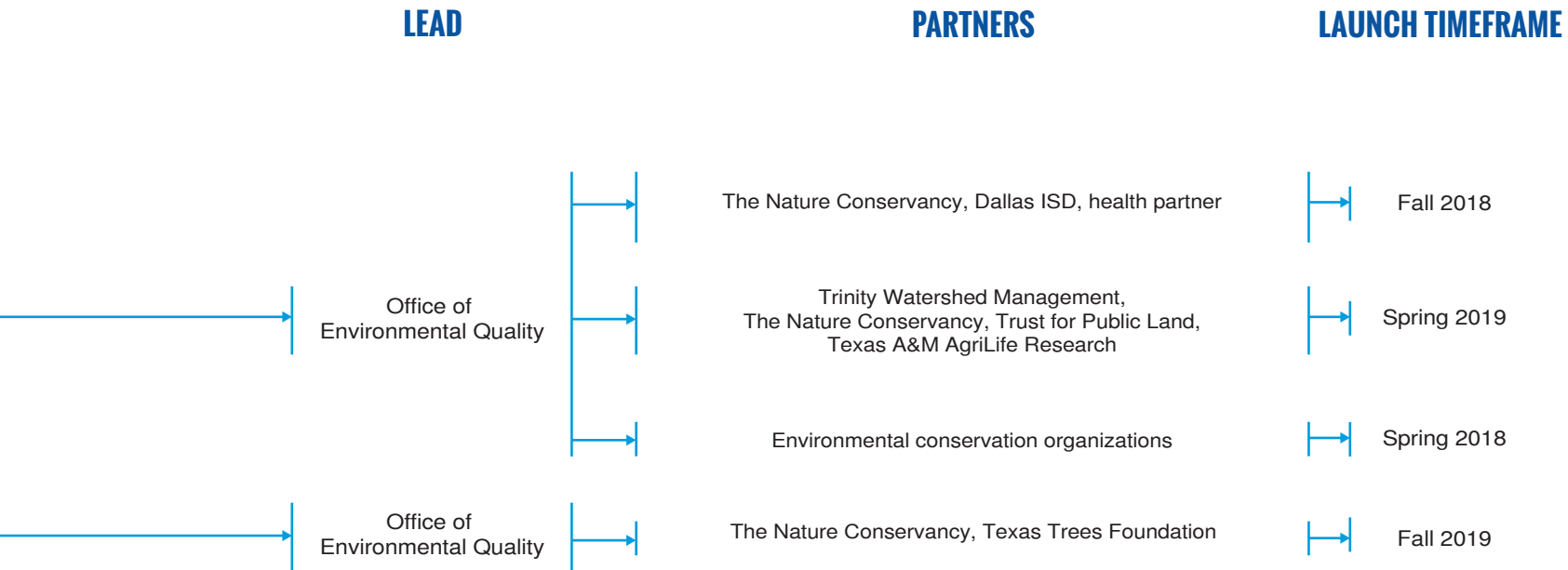
Goal 7



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

- 7A** *Support and leverage the leadership of academic institutions, nonprofit organizations, and philanthropic foundations working to fill science and data gaps to bring best practices to Dallas and North Texas.*
- 7B** *Promote partnership 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.*

- 7A.1** Work with The Nature Conservancy, Dallas ISD, and a health partner to conduct an air quality study that assesses the impact of poor air quality on childhood asthma and asthma-related absenteeism.
- 7A.2** Work with The Nature Conservancy, Trust for Public Land, and Texas A&M AgriLife Research to compile existing flooding and drainage analyses across the City into a comprehensive map to identify gaps and nature-based solutions to reduce flooding.
- 7A.3** Conduct a greenhouse gas emissions inventory to identify largest emissions sources, set reduction goals, and develop innovative, market-driven approaches to improve air quality and mitigate the impacts of climate change.
- 7B.1** Collaborate on *Cool, Clean, Resilient Dallas*, a pilot project to identify ecologically vulnerable neighborhoods, for targeted tree plantings, green stormwater infrastructure projects, and open space accessibility.





Resilient Dallas was made possible by the enormous support of our residents, as well as Dallas' academic, nonprofit, faith-based, business and government communities. The City of Dallas is deeply grateful for their collective efforts, insights and energy, which led to a Strategy that is both practical and aspirational. This Strategy is a major milestone in our collaborative engagement, but it is only the beginning. We look forward to even greater achievements as our communities work together to advance resilience and equity in Dallas.

RESILIENT DALLAS STRATEGY TEAM

Theresa O'Donnell, Chief Resilience Officer
Kati Beth Wood, Management Assistant
Chelsea Monty, Management Assistant

100 RESILIENT CITIES

Michael Berkowitz
Eric Wilson
Peter Jenkins
Smita Rawoot
Yael Friedman

STRATEGY PARTNER

AECOM

CITY OF DALLAS DEPARTMENTS

Communication and Information Services
Dallas Fire-Rescue
Dallas Police Department
Dallas Water Utilities
Housing and Neighborhood Revitalization
Office of Budget
Office of Community Care
Office of Economic Development
Office of Emergency Management
Office of Environmental Quality
Office of Homeless Solutions
Planning and Urban Design
Transportation
Trinity Watershed Management
Welcoming Communities and Immigrant Affairs

STEERING COMMITTEE

Heather Lepasca, Office of Economic Development, City of Dallas
Dr. S. Marshal Isaacs, UT Southwestern Medical Center
James McGuire, Office of Environmental Quality, City of Dallas
Monique Ward, Planning and Urban Design, City of Dallas
Chelsea St. Louis, Mobility Planning, City of Dallas

COMMUNITY ADVISORY COMMITTEE

Regina Montoya, Mayor's Task Force on Poverty (Chair)
Timothy M. Bray, Ph.D., UTD, Institute for Urban Policy Research
Richie Butler, St. Paul United Methodist Church
Teresa Jackson, Sharing Life
Mirjam Kirk, Family Gateway
Cyndy Lutz, Dallas Area Habitat for Humanity
Leonor Marquez, Los Barrios Unidos Community Clinic
Miguel Solis, Dallas Independent School District
Susan Hoff, United Way of Metropolitan Dallas
Elizabeth Sobel Blum, Federal Reserve Bank of Dallas
Dr. Baranda Fermin, Faith in Texas
Michelle Kinder, Momentous Institute
Duane Dankesreiter, Dallas Regional Chamber
Eva Szalkai Csaky, Ph.D., MSF, SMU Hunt Institute
Michael Gagne, appointed by DISD Board President
Cortney Nicolato, The Senior Source
Javier E. Olguin, Ph.D., Dallas County Community College District

ENGAGEMENT

American Heart Association
American Institute of Architects
American Planning Association
AT&T
Atmos Energy
Brunk Government Relations Services
Building Community Resilience
Childcare Group
Children's Health
Cities for Action
Cities for Citizenship
City University of New York Institute for State and Local Governance
Citymart
CitySquare
Commit Dallas
Communities Foundation of Texas
Community Council of Greater Dallas
Dallas Area Rapid Transit
Dallas Citizens Council



Dallas County
 Dallas County Community College District
 Dallas County Health and Human Services
 Dallas County Medical Society
 Dallas Faces Race
 Dallas Housing Authority
 Dallas Independent School District
 Dallas Innovation Alliance
 Dallas Regional Chamber
 Dallas Women's Foundation
 Dallas Youth Commission
 Dallas Truth, Racial Healing and Transformation
 Dallas-Fort Worth Hospital Council
 Downtown Dallas, Inc.
 Earth Day Texas
 Federal Reserve Bank of Dallas
 Friendship-West Baptist Church
 Greater Dallas Planning Council
 Habitat for Humanity
 Harvard Kennedy School Government Performance Lab
 Health and Wellness Alliance for Children
 Heritage Oak Cliff
 Lyda Hill Foundation
 Mayor's LGBT Task Force
 Mayor's Task Force on Homelessness
 Mayor's Task Force on Poverty
 Milken Institute School of Public Health
 National Association of City and County Health Officials
 Neighbor Up
 New Americans Campaign
 New American Economy
 North Central Texas Council of Governments
 North Central Texas Regional Emergency Managers Group
 North Central Texas Trauma Regional Advisory Council
 North Texas Commission
 North Texas Fair Housing Center

North Texas Food Bank
 North Texas Tollway Authority
 Oak Cliff Chamber of Commerce
 Oncor Electric
 Parkland Center for Clinical Innovation
 Parkland Health and Hospital System
 Paul Quinn College
 Regional Transportation Council
 Revitalize South Dallas Coalition
 Richardson Independent School District
 San Diego State University National Center for Urban School Transformation
 SMU Embrey Human Rights Program
 SMU Hunt Institute for Engineering and Humanity
 Society of American Military Engineers
 Southern Methodist University
 Southfair Community Development Corporation
 Texas A&M AgriLife Research
 Texas Department of Transportation
 Texas Trees Foundation
 Texas Workforce Solutions of Greater Dallas
 The Institute for Urban Policy Research at University of Texas at Dallas
 The Nature Conservancy
 The Senior Source
 Toyota Mobility Foundation
 Trinity Park Conservancy
 Trust for Public Land
 U.S. Environmental Protection Agency
 U.S. Green Building Council Texas Chapter
 United Way of Metropolitan Dallas
 University of North Texas
 University of Texas at Arlington
 University of Texas at Austin
 UTA Center for Transportation Equity, Decisions & Dollars
 Welcoming America
 Welcoming Plan Task Force



WHEREAS, 100 Resilient Cities 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; and

WHEREAS, urban resilience is defined as the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow despite chronic stresses and acute shocks; and

WHEREAS, the City of Dallas, through stakeholder engagement, focus groups, data collection and geographic analysis, has identified resilience goals and initiatives to build upon areas of strength and to address weaknesses/needs throughout the community; and

WHEREAS, a foundational principle of the Resilient Dallas plan is building an Equitable Dallas; and

WHEREAS, the first resilience goal is to advance equity in City government; and

WHEREAS, an analysis of city programs and administration will lead to greater equity in service delivery, strategic planning and budget allocation; and

WHEREAS, leading by example will enable the City of Dallas to engage its partner institutions and neighborhood organizations to address areas of inequality such as childhood poverty, access to quality education, transportation, housing, and greater participation in our robust economy; and

WHEREAS, implementation of equity initiatives and actions will allow the city to measure progress toward achieving greater equity in Dallas and move the community toward increased resilience.

Now, Therefore,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DALLAS:

SECTION 1. That the Dallas City Council accepts the specific goals, initiatives and actions set forth in the Resilient Dallas Plan.

SECTION 2. That the City Manager is directed to move forward with these initiatives to further the goals of resilience and equity within the City of Dallas.

SECTION 3. That this resolution shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so resolved.

APPROVED BY
CITY COUNCIL

AUG 08 2018


CITY SECRETARY