

Neighborhood Plus

The future of living in our city

Dallas City Council Briefing
February 18, 2015



Purpose of the Briefing

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

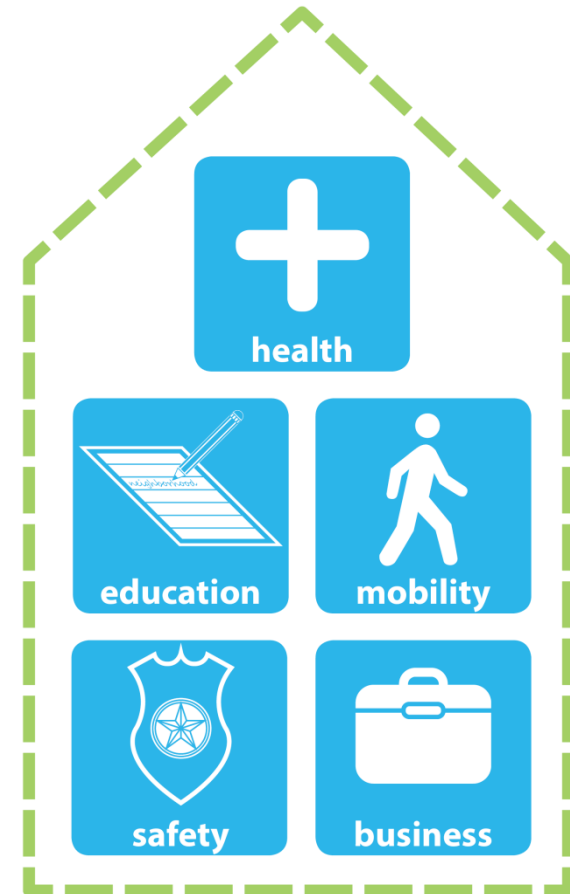
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Overarching

Goals:

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



Purpose of the Plan

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

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**Alleviate
Poverty**

2



**Fight
Blight**

3



**Attract and
Maintain
the Middle
Class**

4



**Expand
Home-
ownership**

5



**Enhance
Rental
Options**

6

1

COLLECTIVE IMPACT

Process Thus Far

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

Public Engagement Workshops



Power in Partnerships

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

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

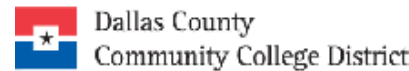
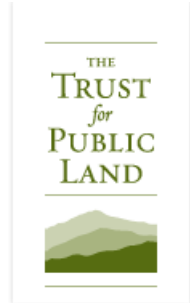
Partnerships in Action

9



The Meadows Foundation

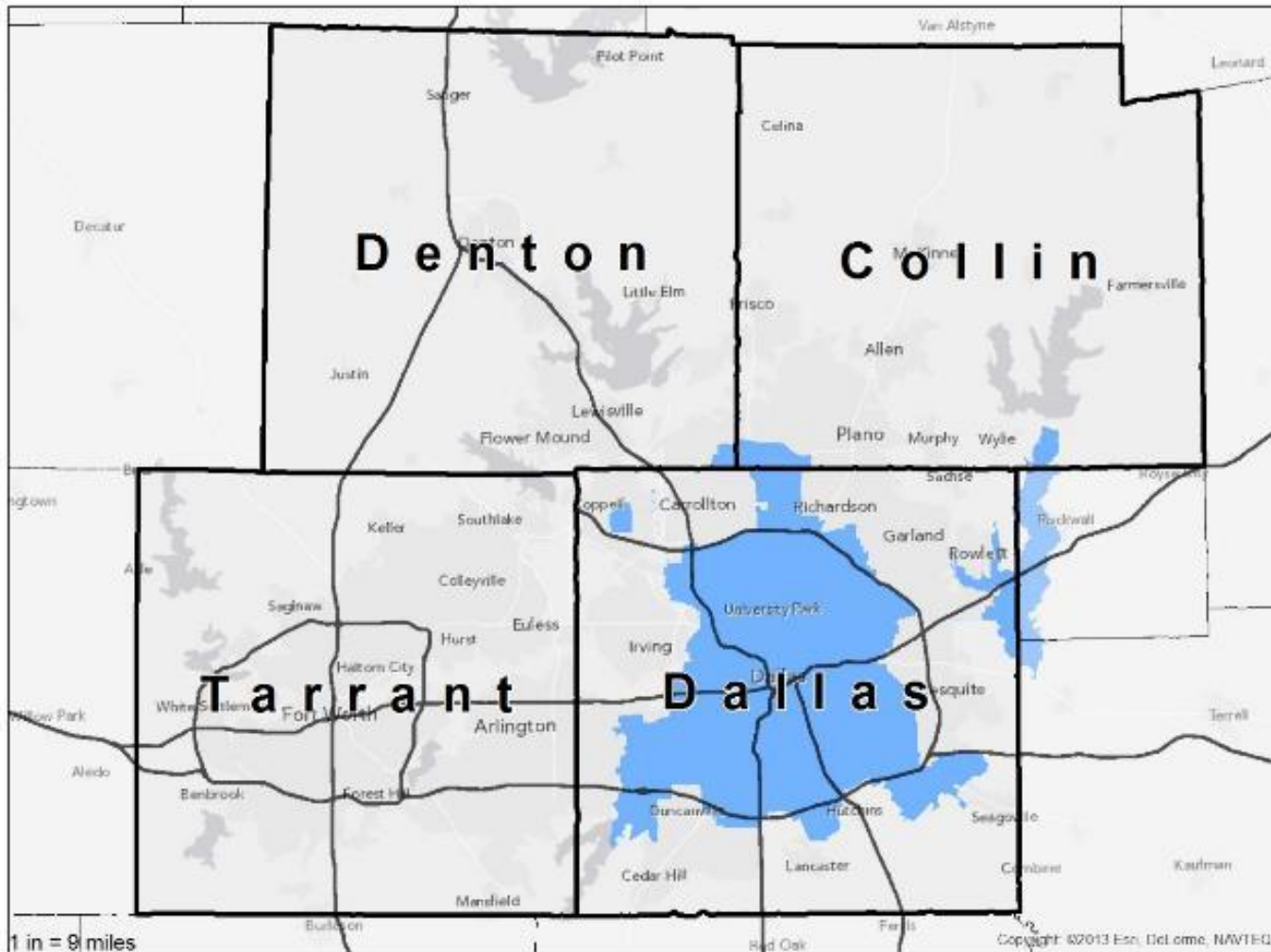
Parkland



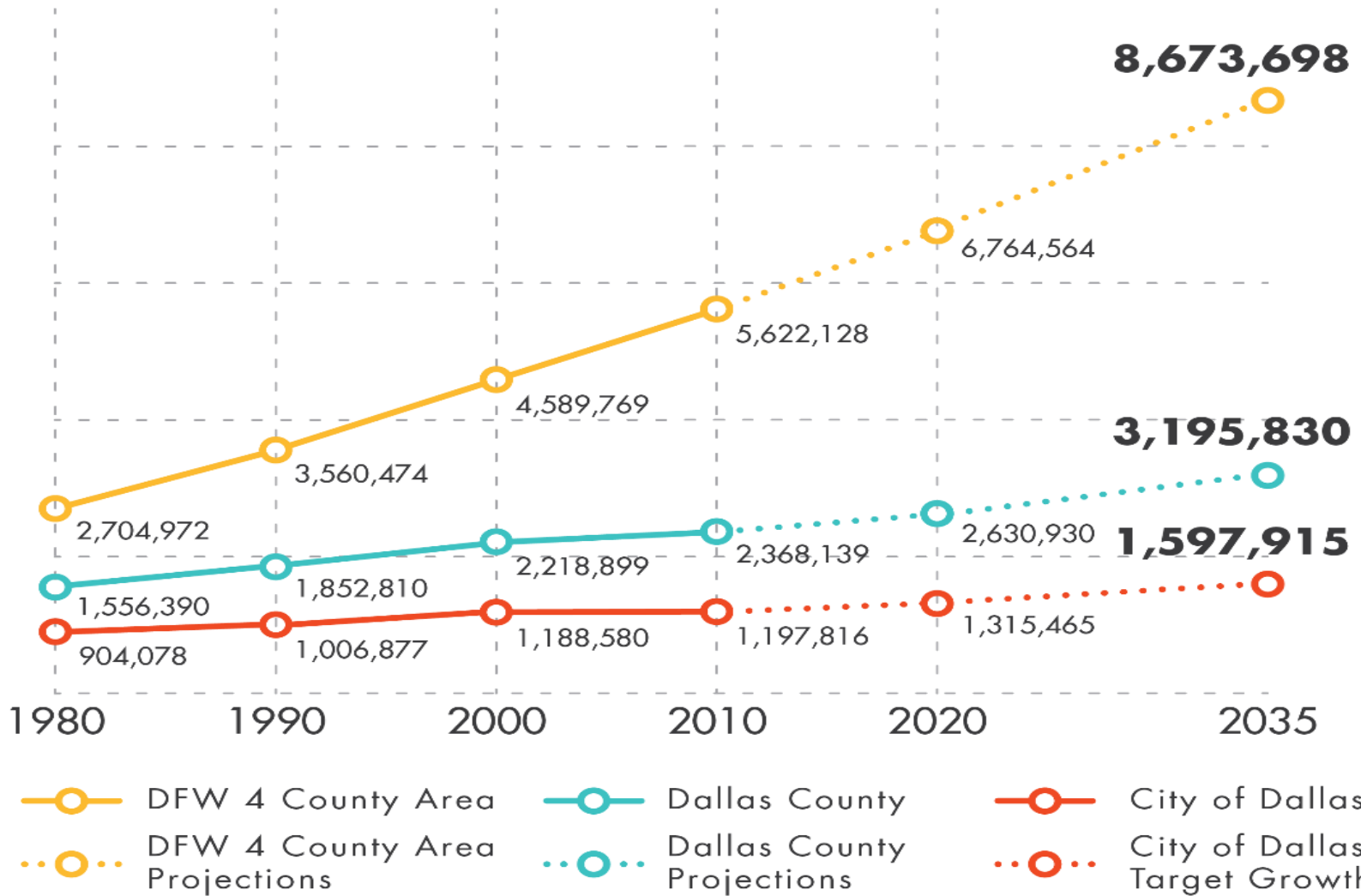
Understanding Dallas in the Regional Context

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

Dallas is the engine of the 4th largest metropolitan economy in the nation

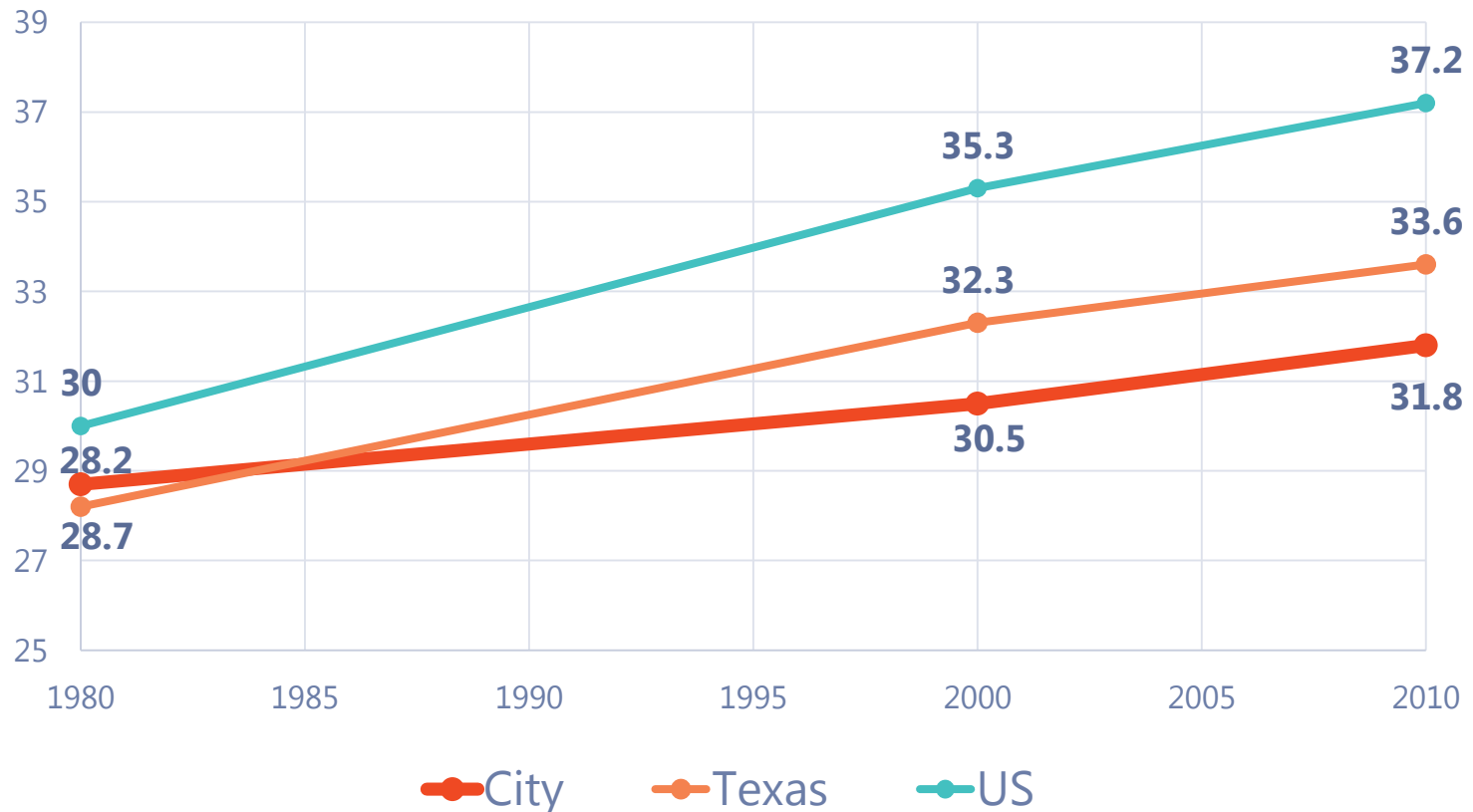


Steady Population Growth



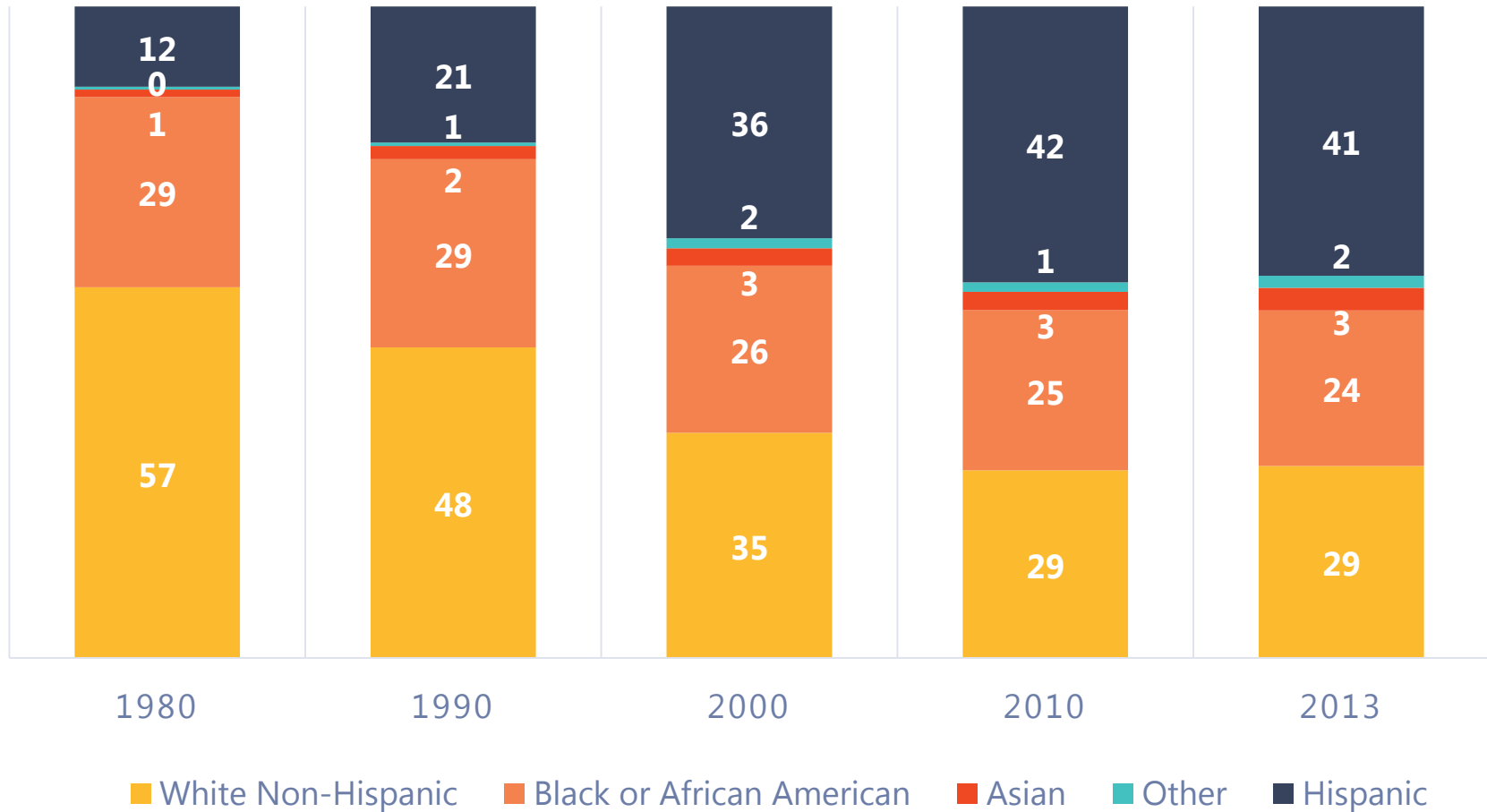
Dallas is younger than the Region, Texas and the US by an increasing margin.

Median Age, 1980-2010



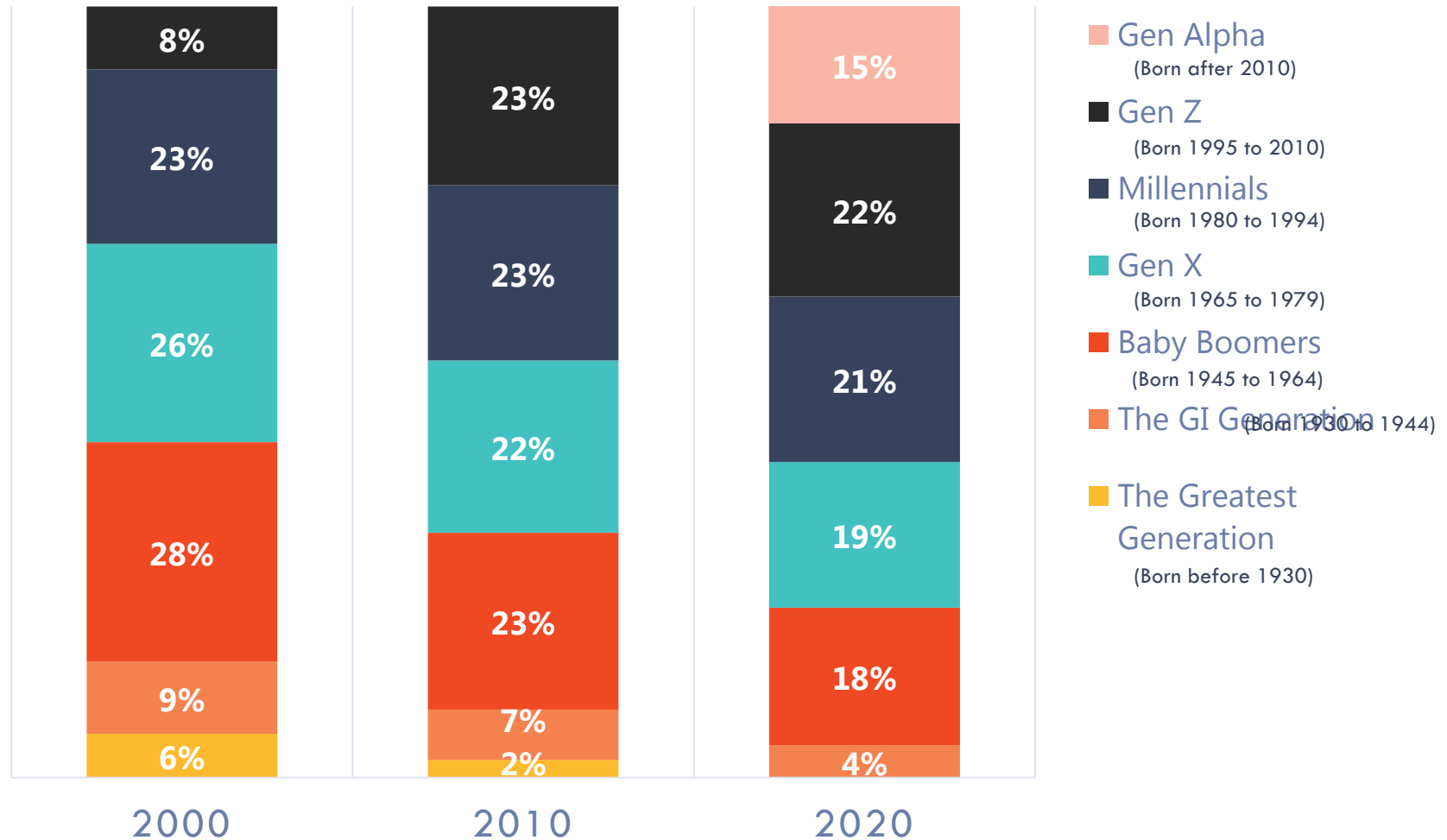
Change in Ethnic Mix

Change in Ethnic Mix, 1980 to 2013



Change in Generational Split

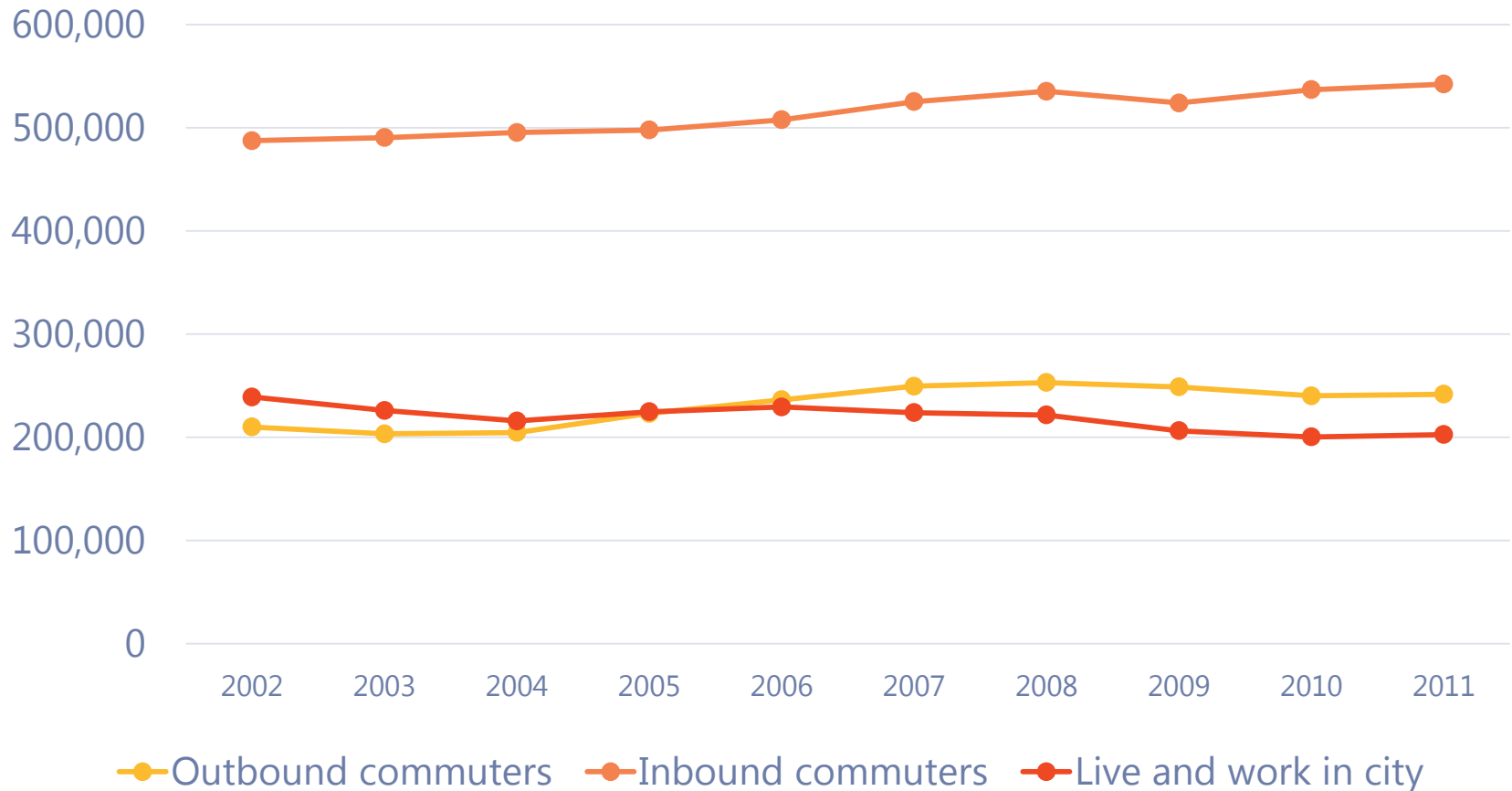
Change in Generations: Dallas County Over Time



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

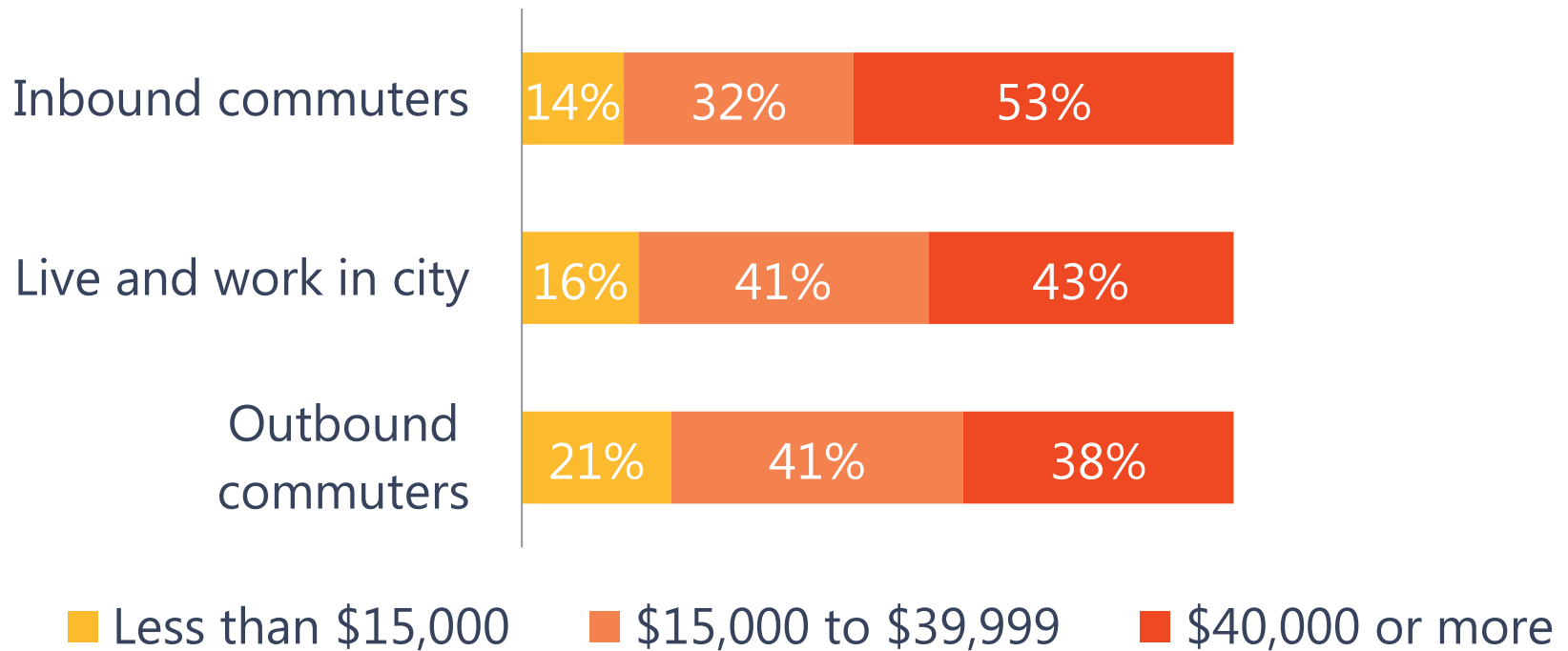
Inbound commuters make up a large segment of Dallas' workforce

Residence of workforce, 2002-2011

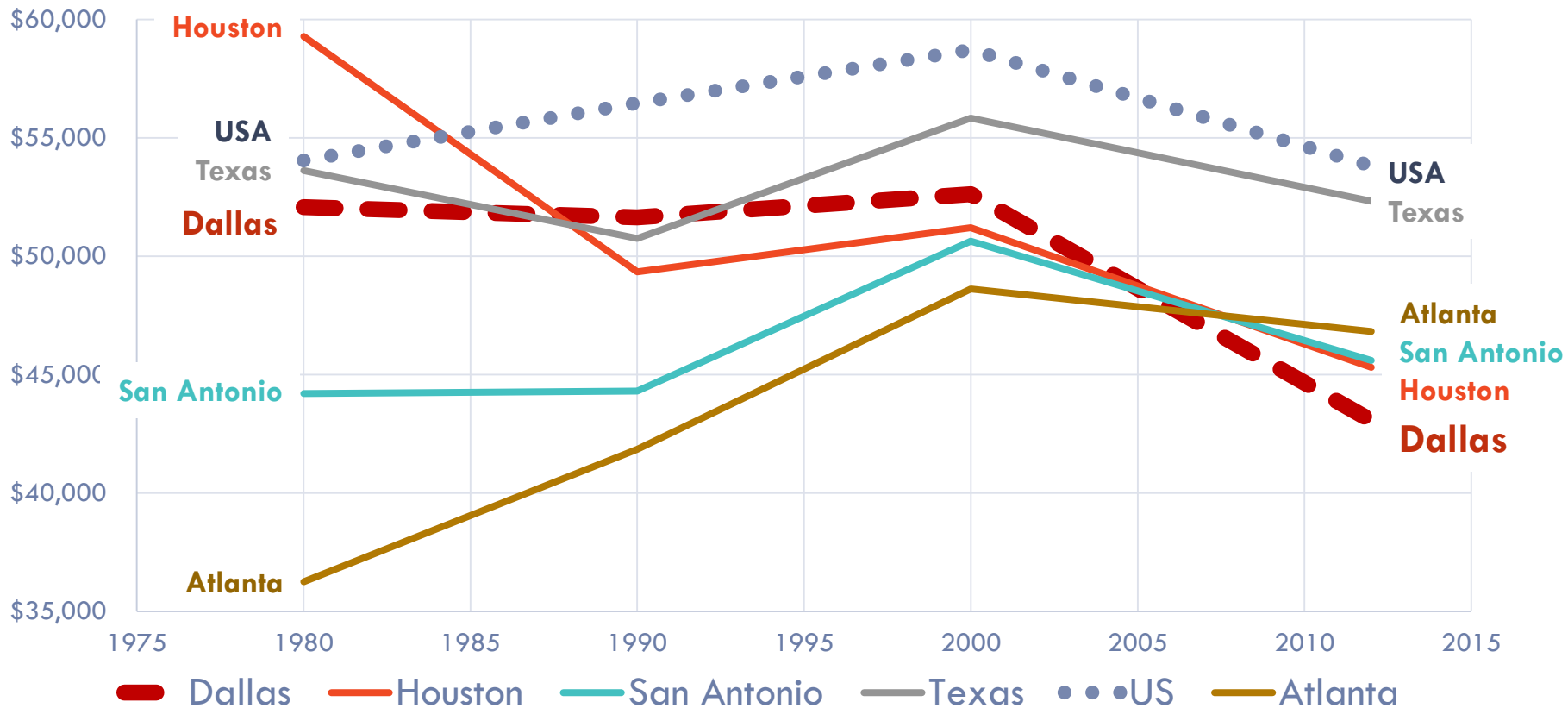


Inbound commuters have higher incomes among Dallas' workforce

Income distribution of workforce, 2011



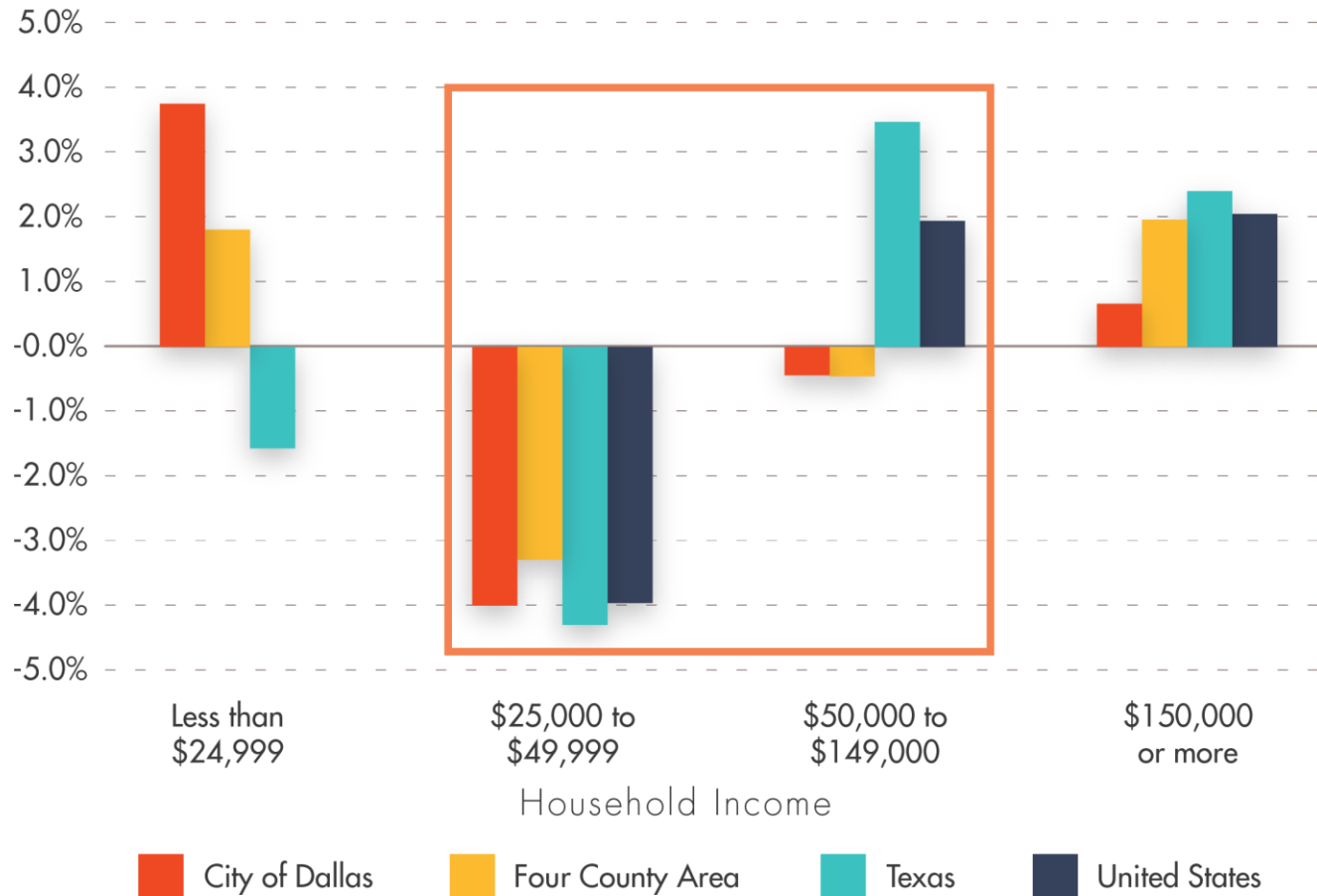
Median Income in Dallas is declining sharply



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

Dallas has a declining share of middle income households

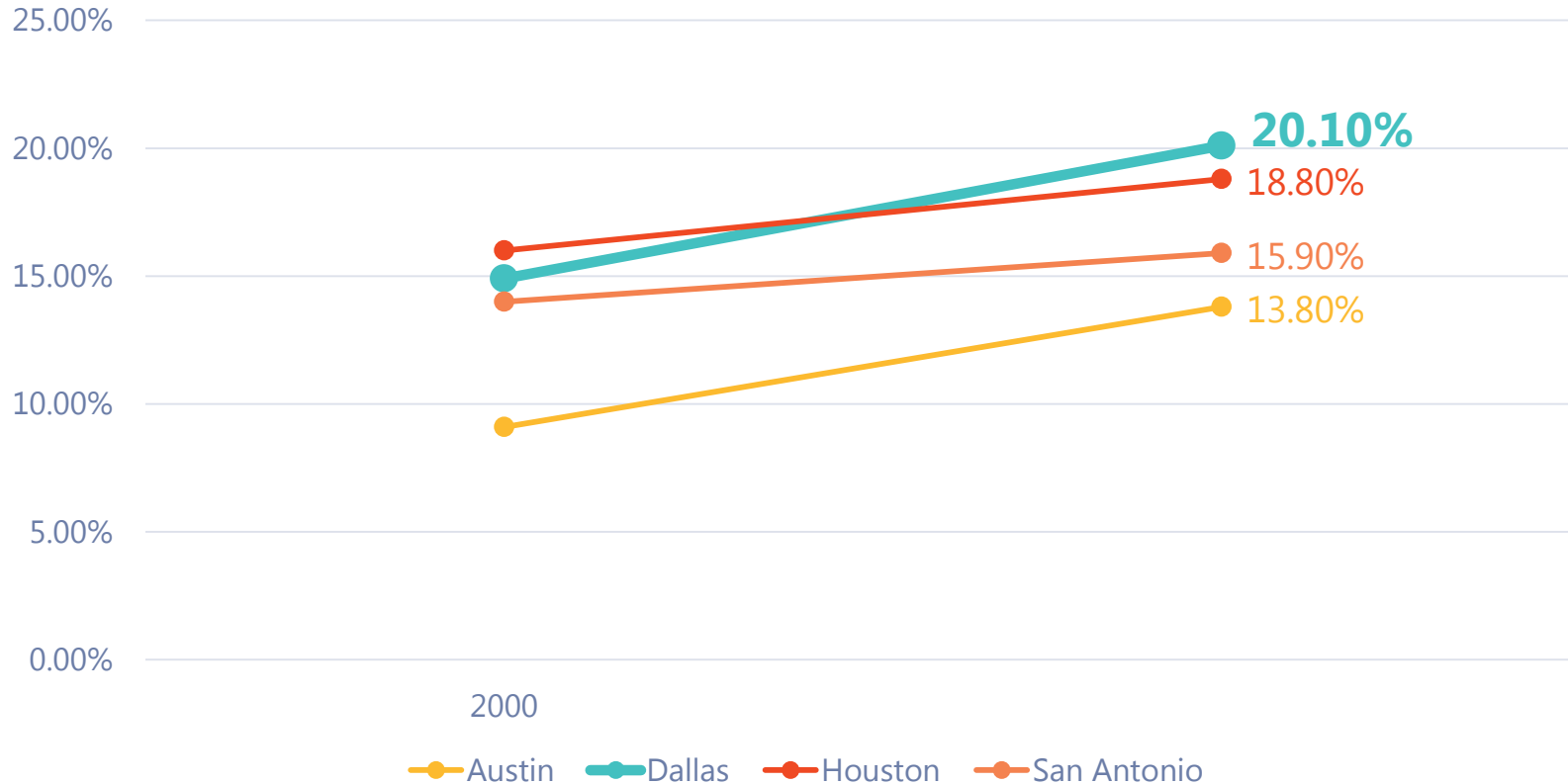
Change in Share of Households (2000-2012)



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

Poverty in Dallas has reached crisis proportions

% Families below Poverty Line



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

Does Dallas Offer Adequate Housing Choice?

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

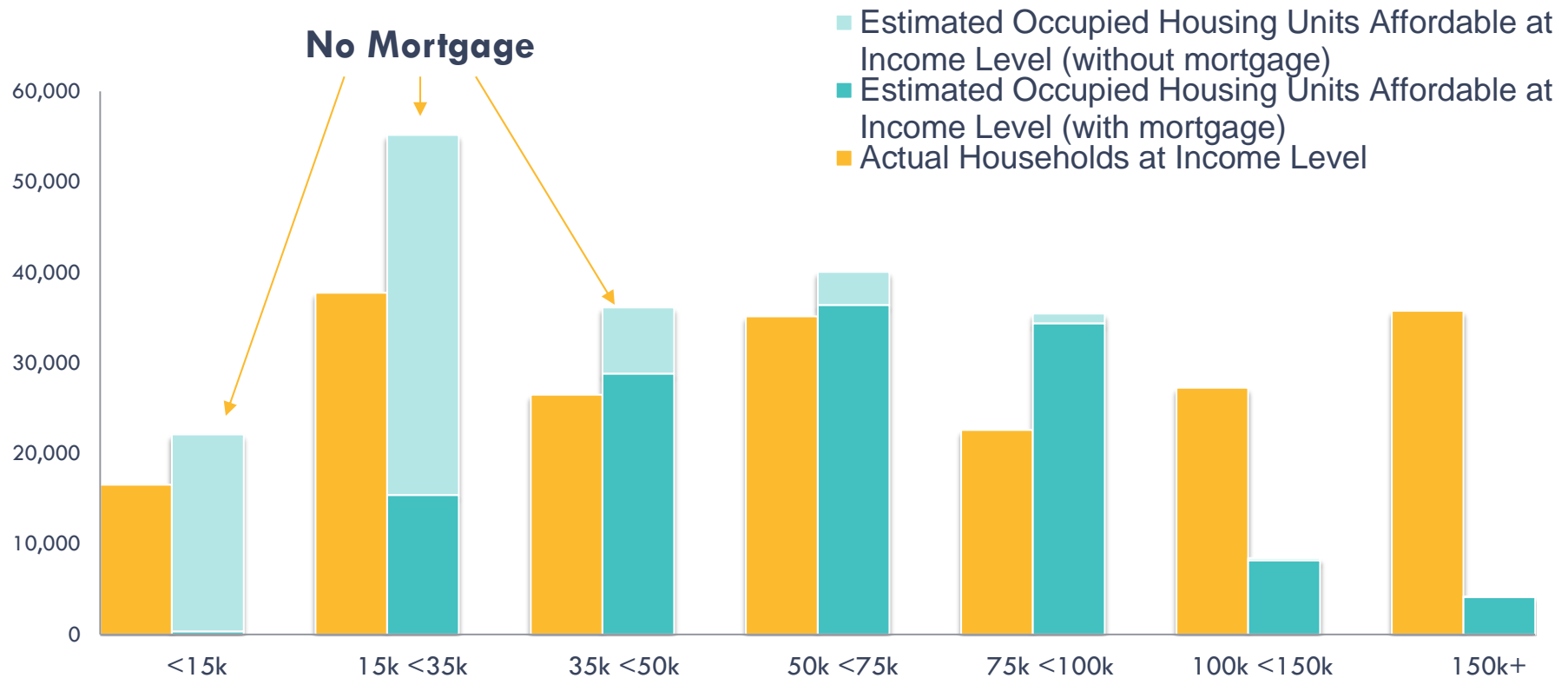
Does Supply Meet Demand?

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

Understanding Housing Affordability

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

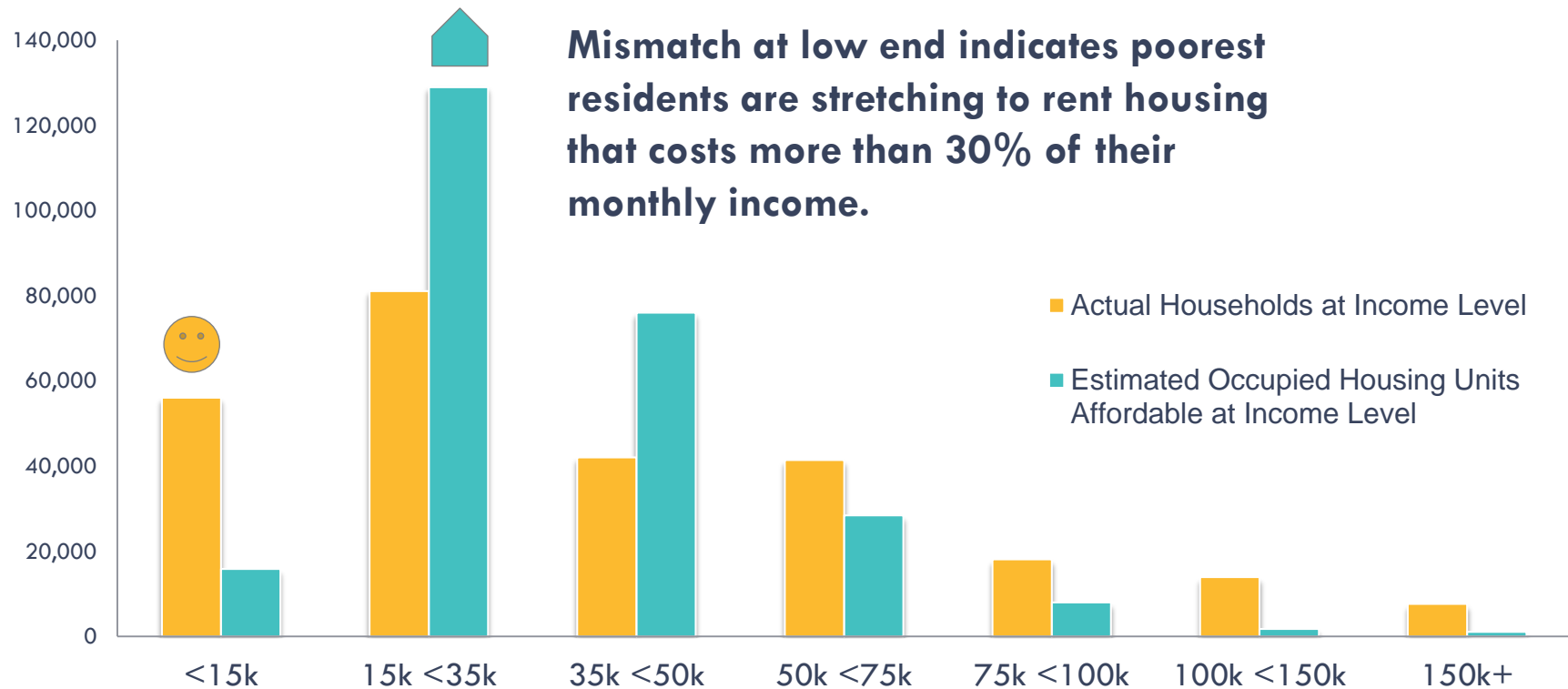
Comparing Owner Household Incomes with Occupied Units Affordable at Each Income Level



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

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

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

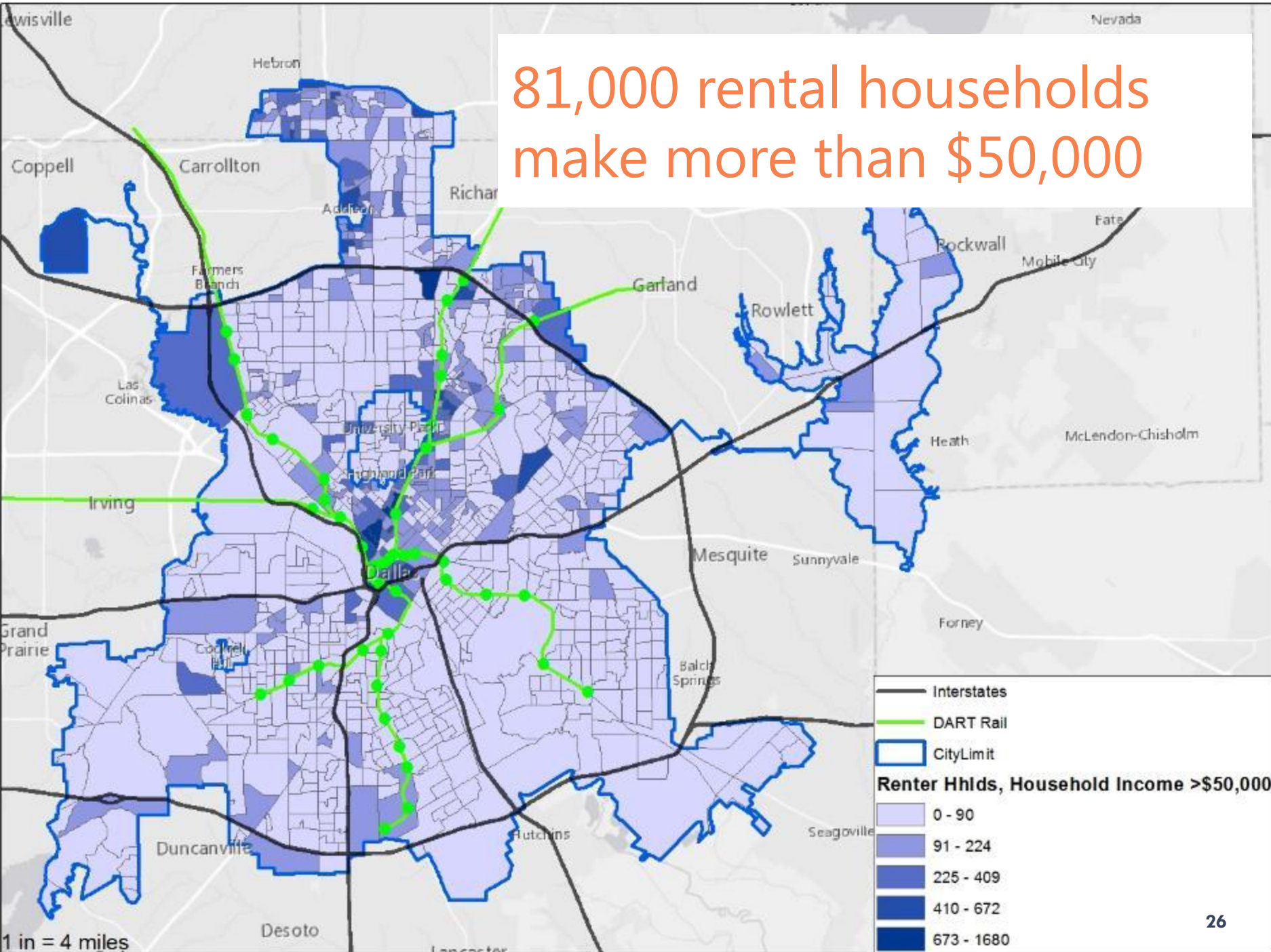


More people than housing units affordable to them.

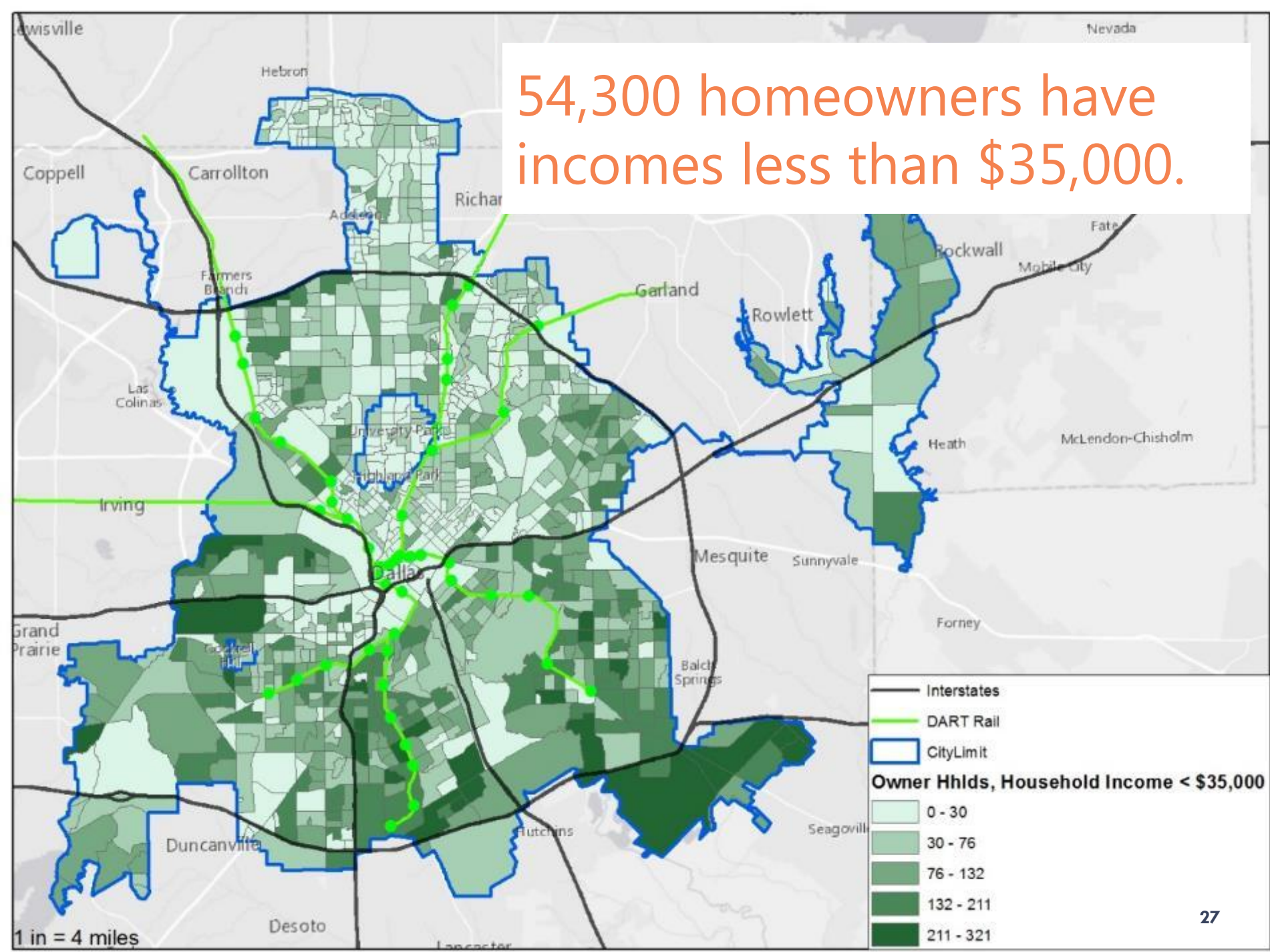
More housing units affordable at this level than people earning this much.

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

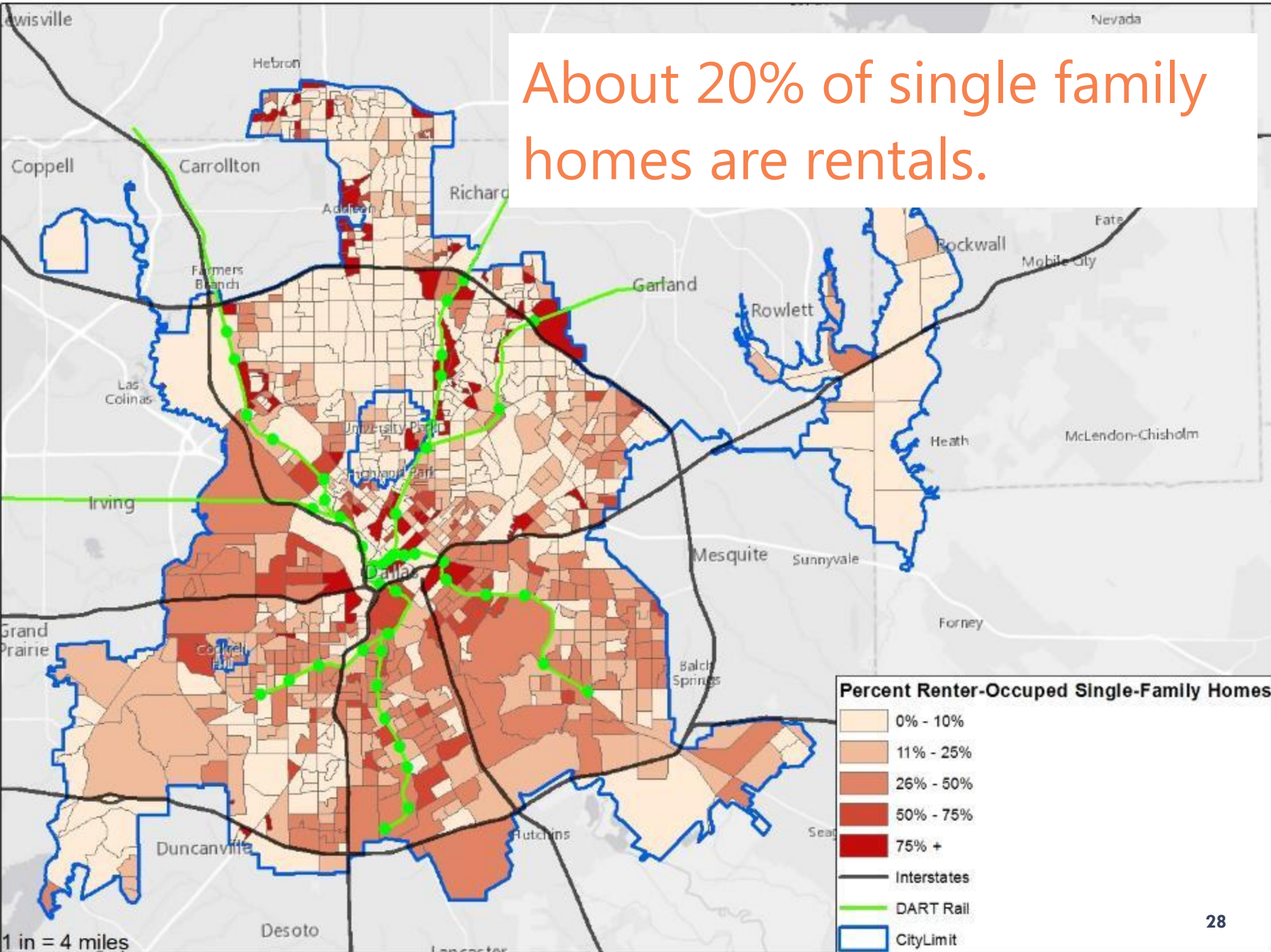
81,000 rental households make more than \$50,000



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



About 20% of single family homes are rentals.

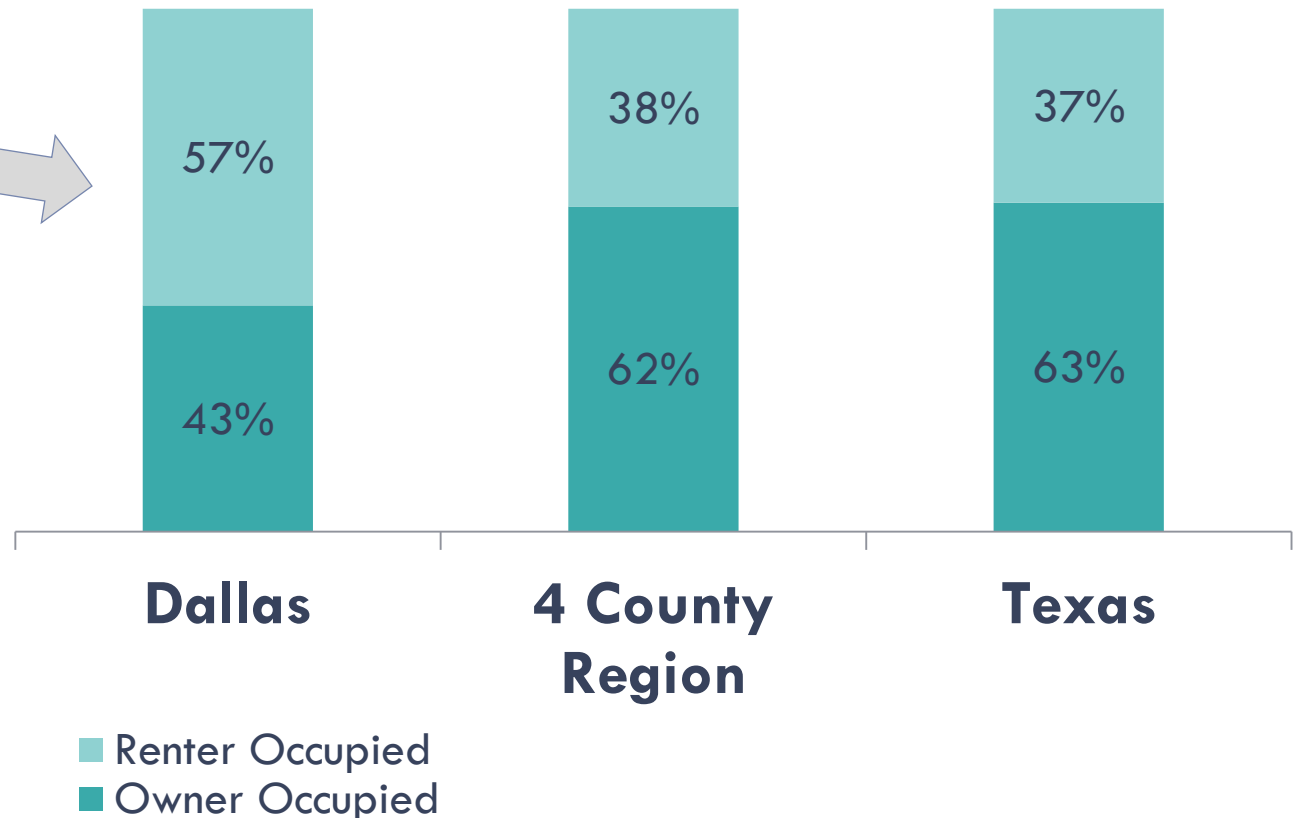
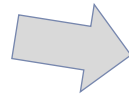


1 in = 4 miles

The majority of households with children are renting.

Households with Children (2013)

57% of households with children are renting



Notable Housing Trends in Dallas

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

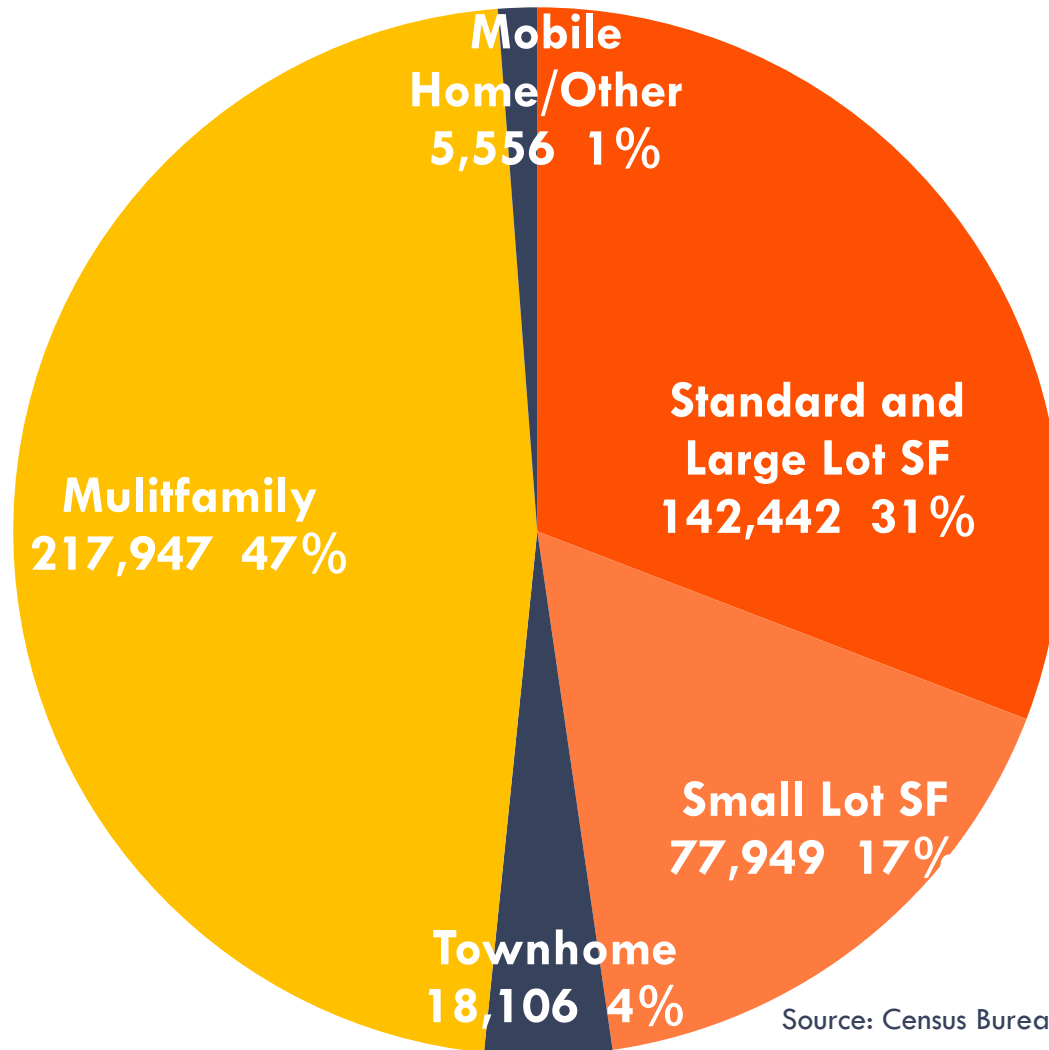
A Dallasite's Dilemma

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



What type of housing do we have today?

Current Housing Stock, City of Dallas



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

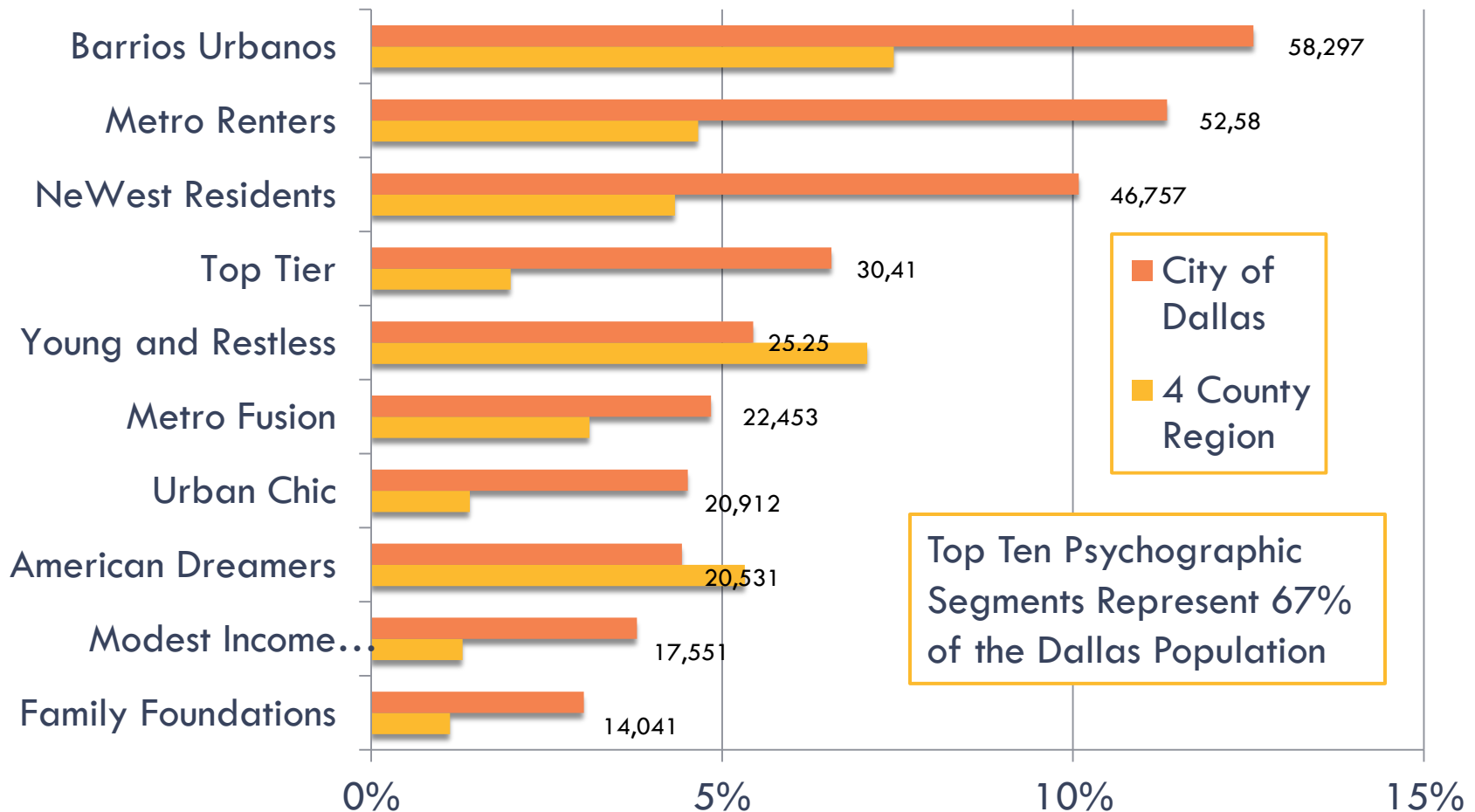
Who Is Dallas Attracting?



Psychographics

Combines demographics, socio-economics, preferences

Top 10 Tapestry Segments



Dominant Groups in Dallas

21%

Young Diverse Families

Barrios Urbanos, NeWest Residents, Las Casas

16%

Urban Loving Millennials

Metro Renter, Young & Restless, Laptop & Lattes

8%

Dallas Baby Boomers

Top Tier, Savvy Suburbanites, Exurbanites

7%

Hardworking Households

Family Foundations, Traditional Living, Modest Income Households

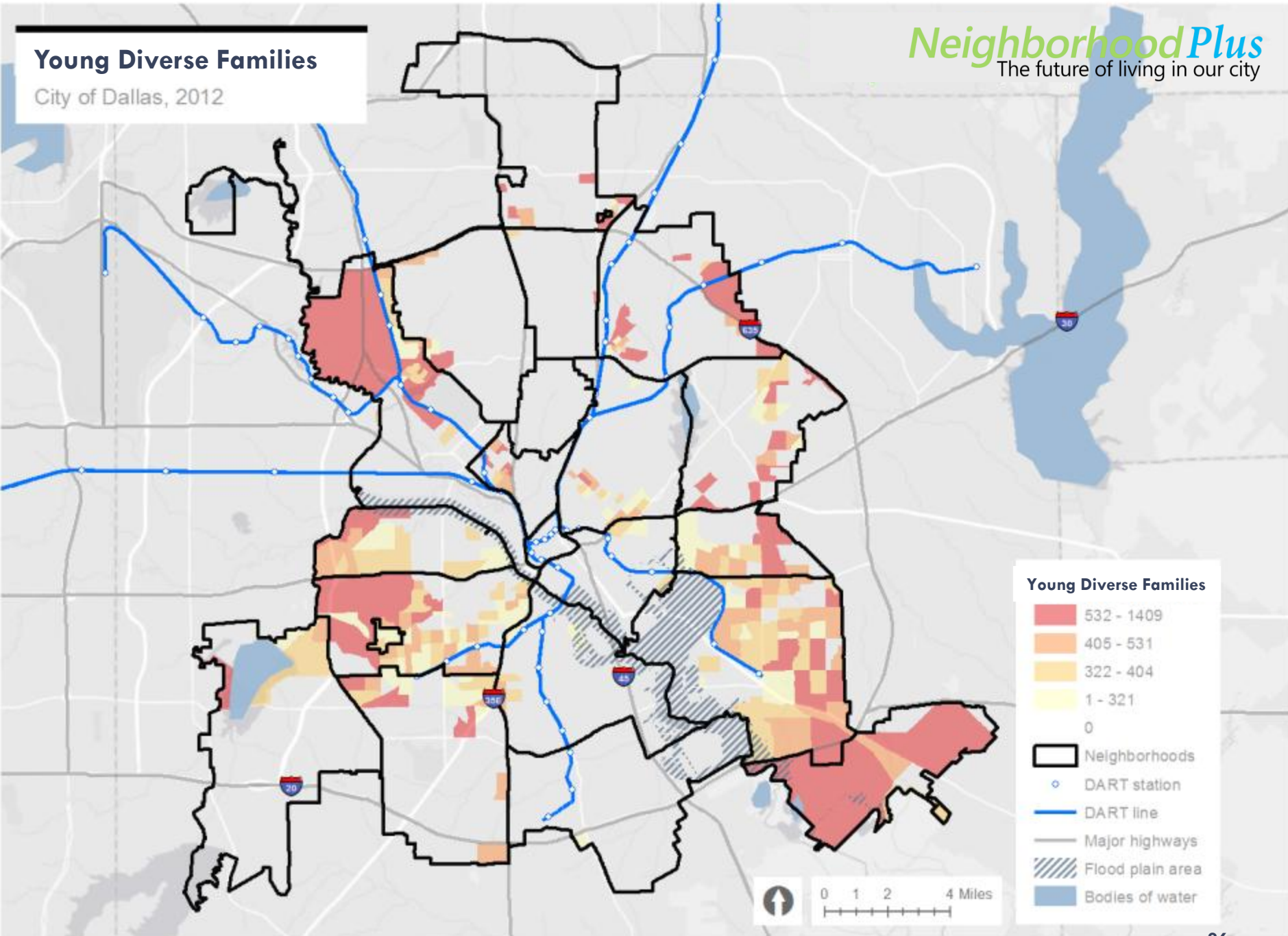
- ❖ Who are they and what do they like?
- ❖ Where do they live?
- ❖ What are the characteristics of these areas?

Young Diverse Families

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

Young Diverse Families

City of Dallas, 2012



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

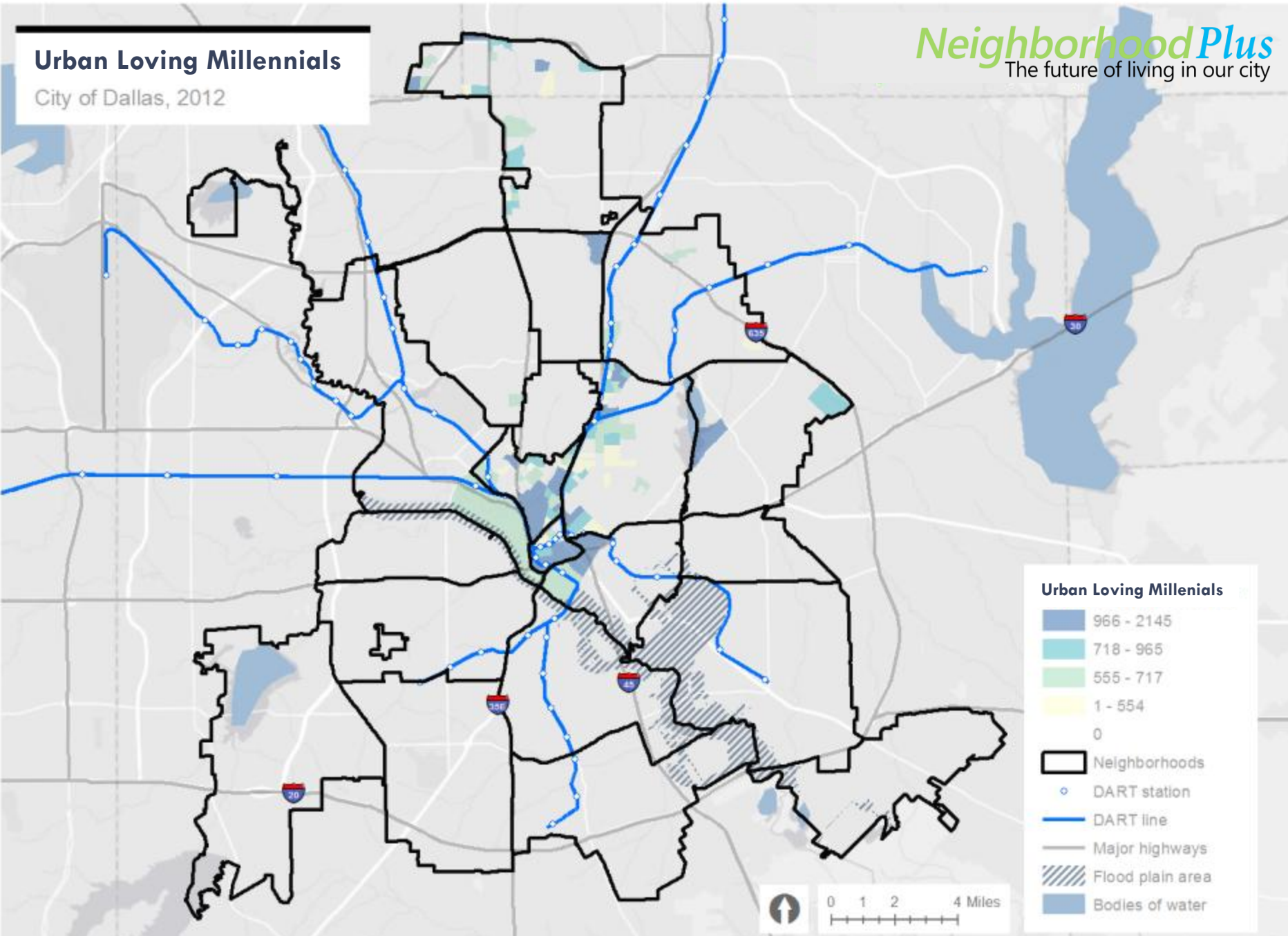
Urban Loving Millennials

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

Urban Loving Millennials

City of Dallas, 2012

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Urban Loving Millennials

- 966 - 2145
- 718 - 965
- 555 - 717
- 1 - 554
- 0

Neighborhoods

DART station

DART line

Major highways

Flood plain area

Bodies of water

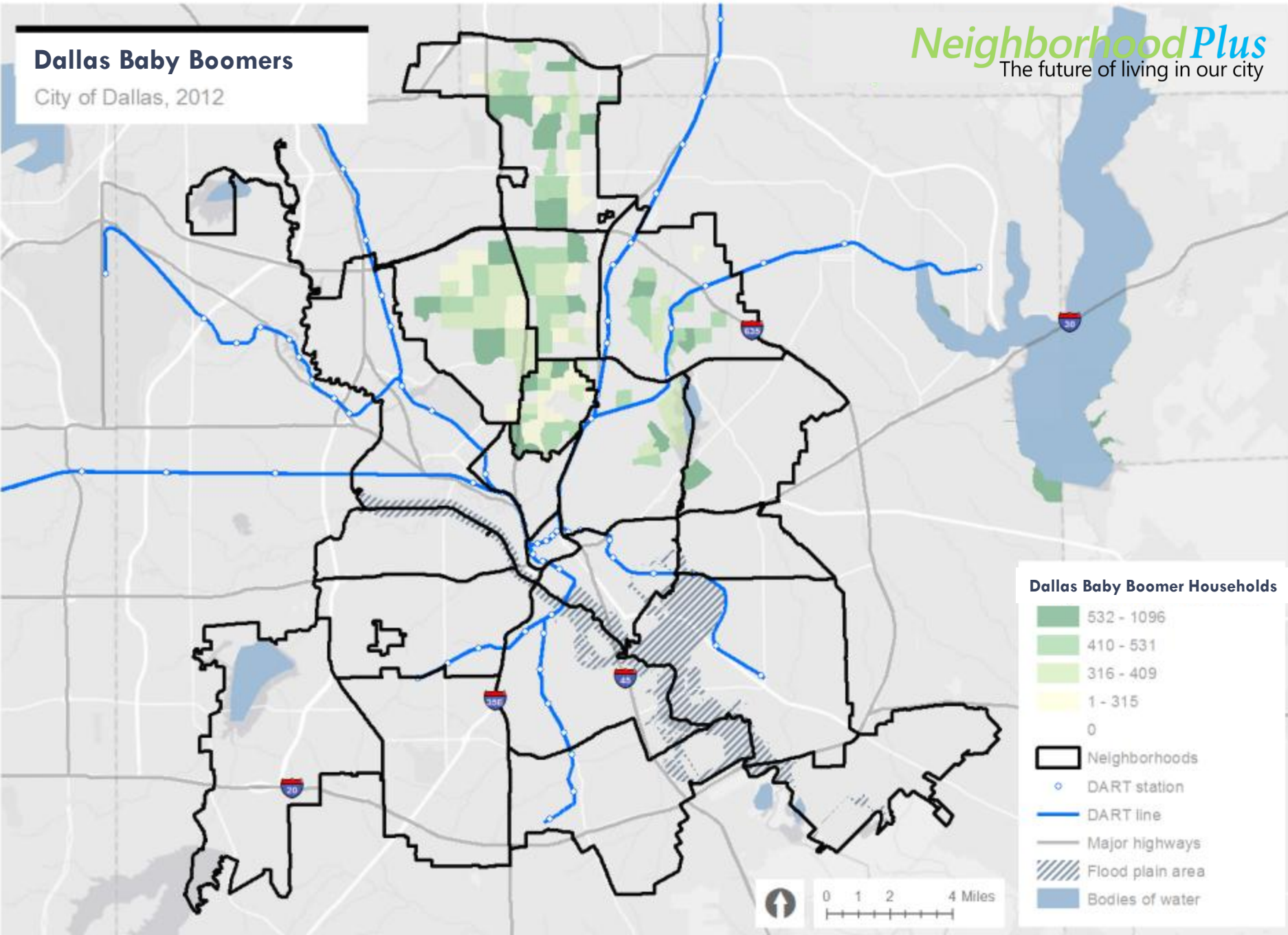
Source: U.S. Census Bureau, American Community Survey 2012 1-Year Estimates, retrieved via NHGIS.org

Dallas Baby Boomers

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

Dallas Baby Boomers

City of Dallas, 2012



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

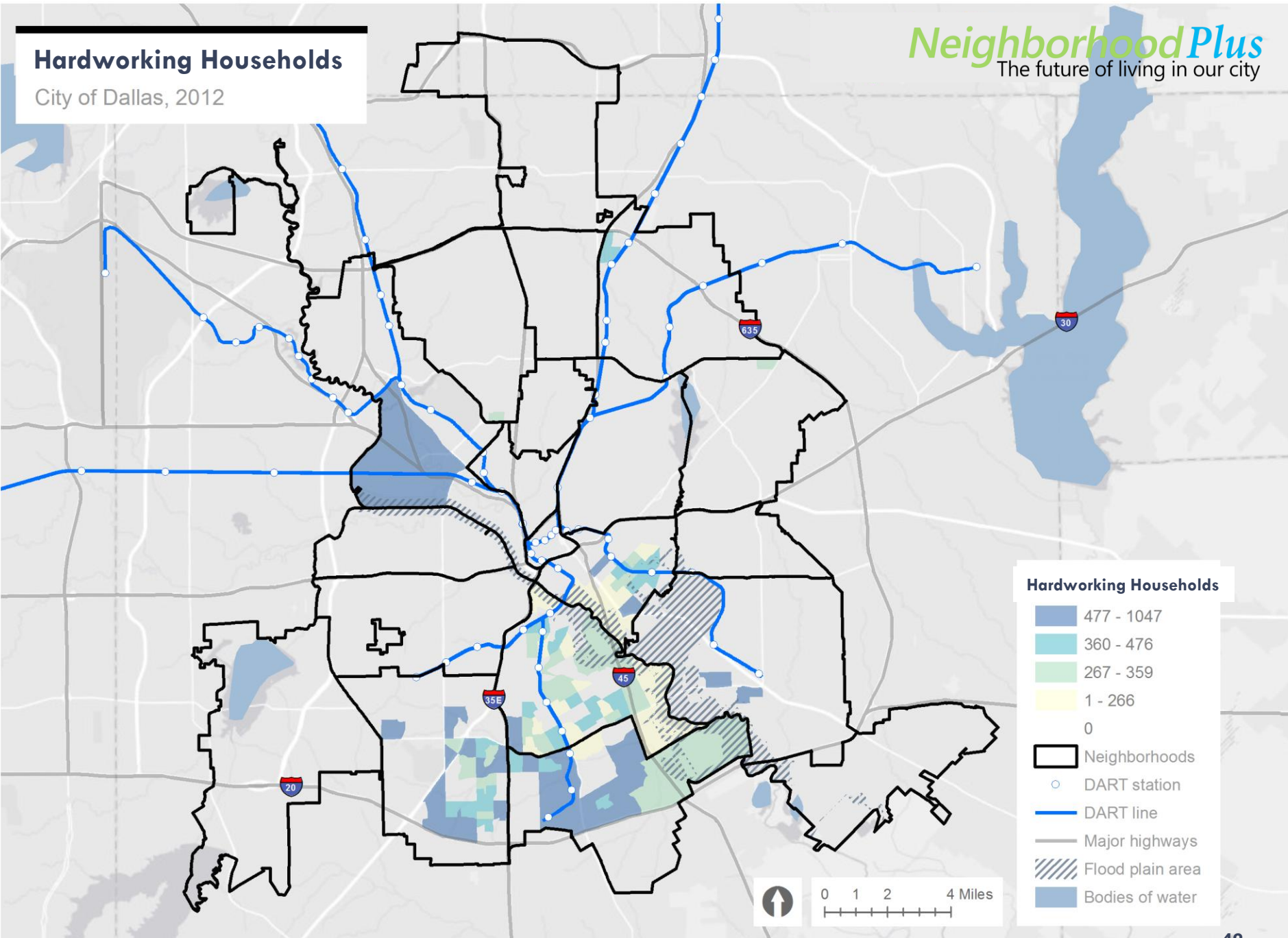
Hard Working Households

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

Hardworking Households

City of Dallas, 2012

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Hardworking Households

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

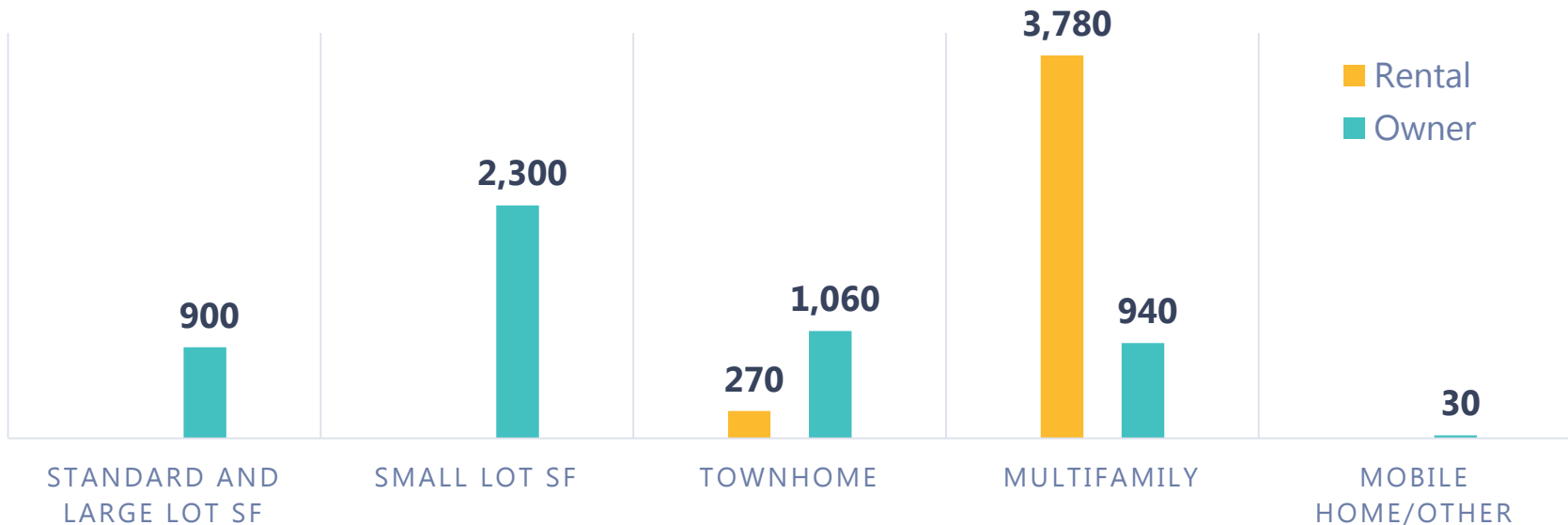


Source: U.S. Census Bureau, American Community Survey 2012 1-Year Estimates, retrieved via NHGIS.org

Annual Target for New Housing Units to 2020

Annual Increment by Housing Type and Tenure

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



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

Key Strategies for Change

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

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COLLECTIVE IMPACT

Create A Collective Impact Framework

OBJECTIVE:

By 2016

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

Dallas lacks a partnership framework for collective impact

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

Dallas lacks a single, cohesive neighborhood framework

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

Collective Impact – How We Get There

PROGRAMS

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

Five Conditions of Collective Impact

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

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

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

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

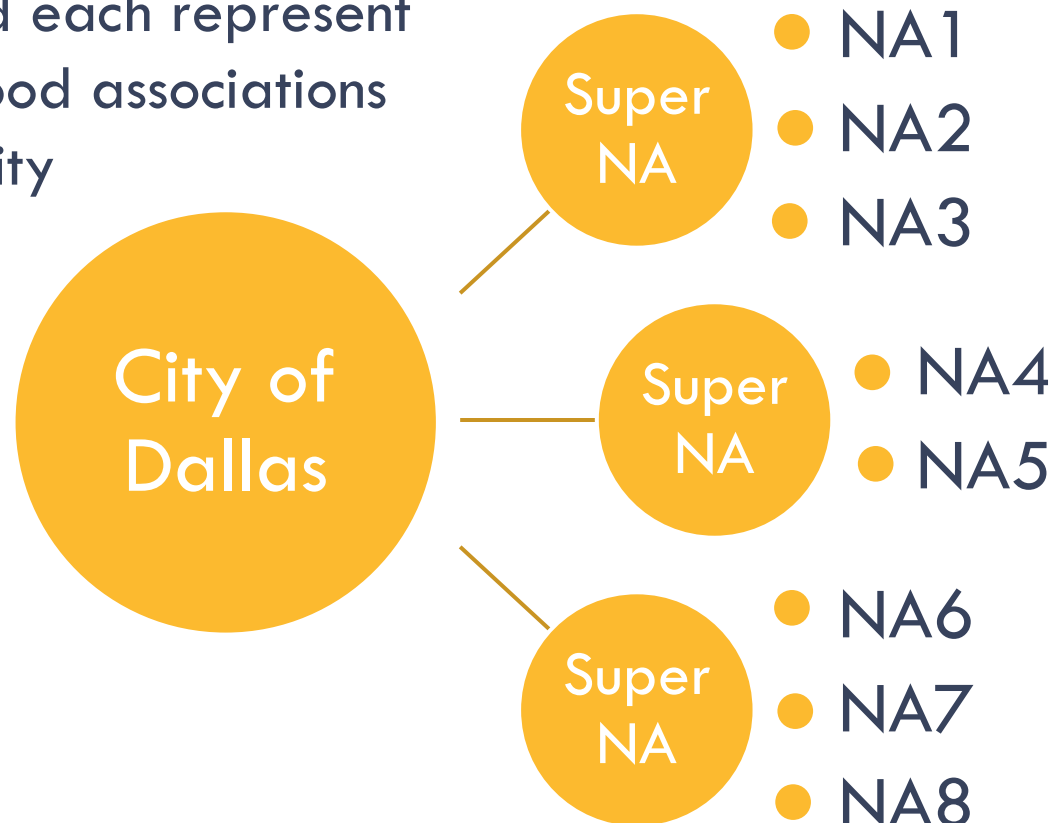
A BACKBONE ORGANIZATION Separate organization serves as backbone for the initiative. Coordinates organizations.

Collective Impact Compact

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

Super-Neighborhood Organization Framework

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



Targeted Resources for Neighborhood Improvement

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

Alleviate Poverty

OBJECTIVE:

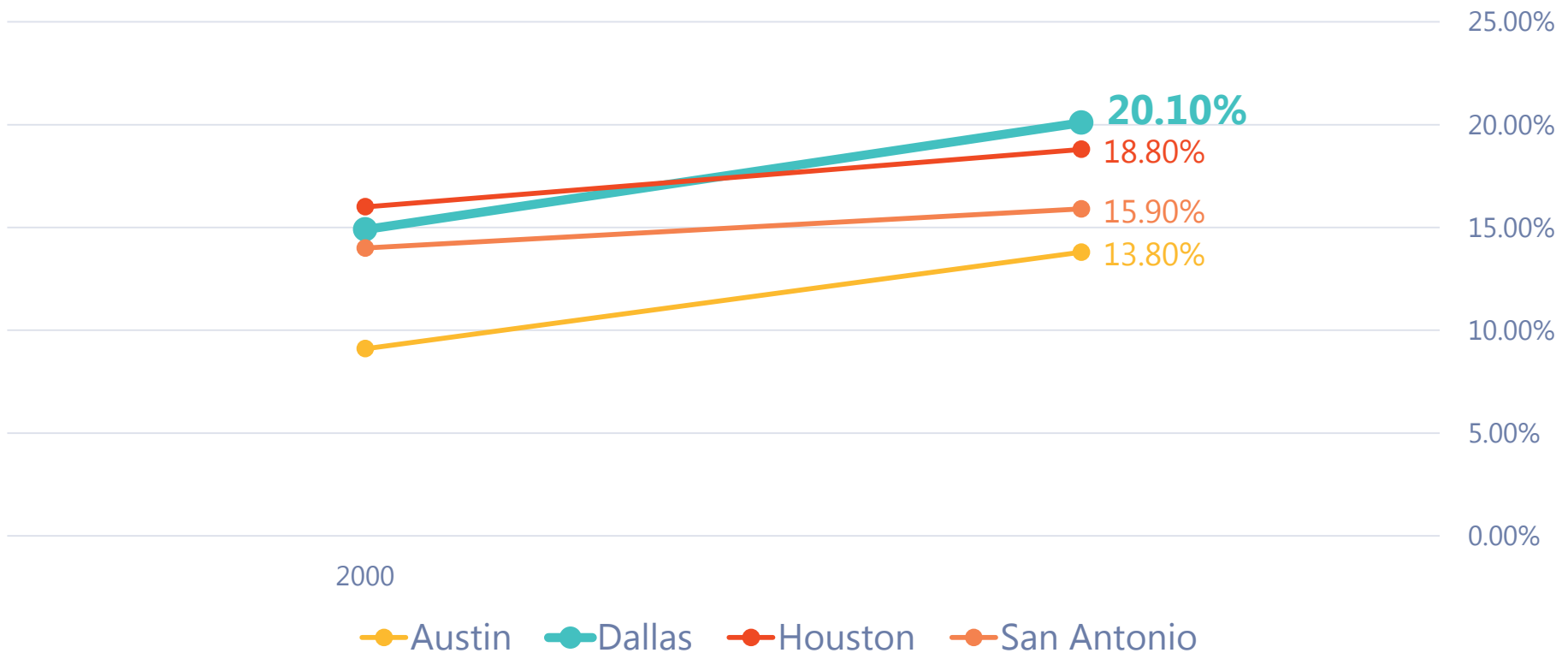
The poverty rate in Dallas is below 15%.

By 2020



Poverty in Dallas is increasing faster than other major TX cities

% Families below Poverty Line, 2000-2012

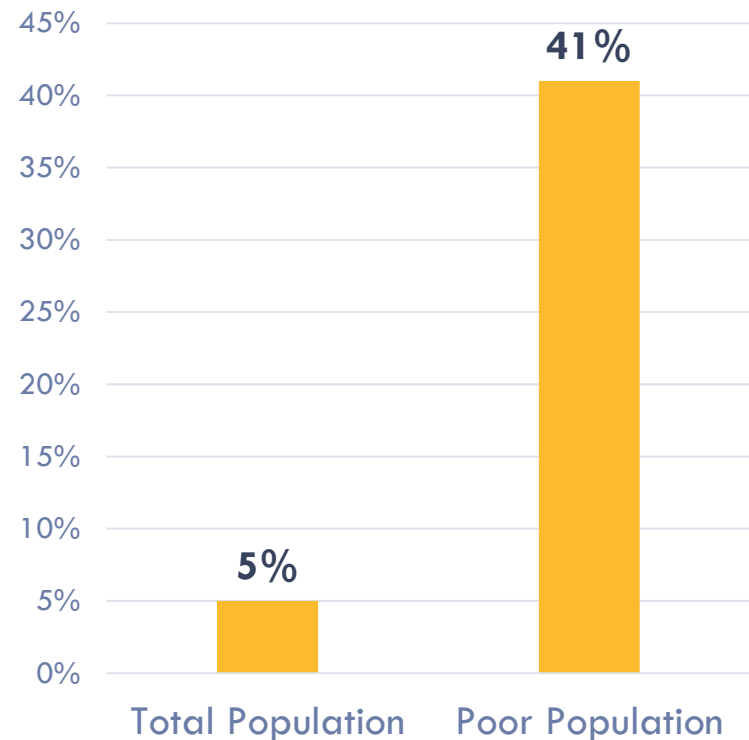


Source: US Census Data (2000 Decennial Census and ACS 2008-2012 five year estimates) via Social Explorer T98/T179.

Poverty in Dallas has reached crisis proportions

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

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

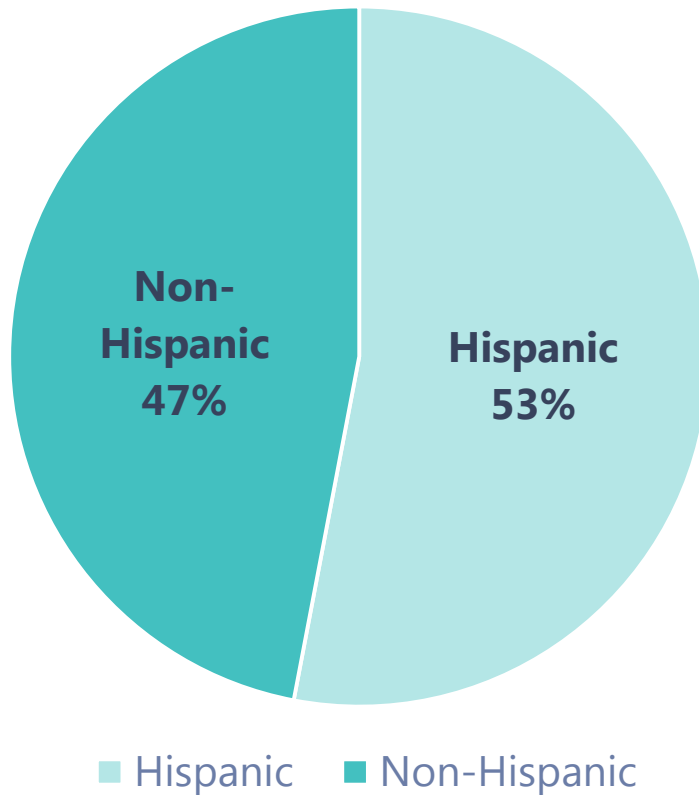


* Child poverty rankings based on analyses of the nine U.S. cities with estimated population of 1 million or more in 2012.

Poverty Disproportionately Affects People of Color

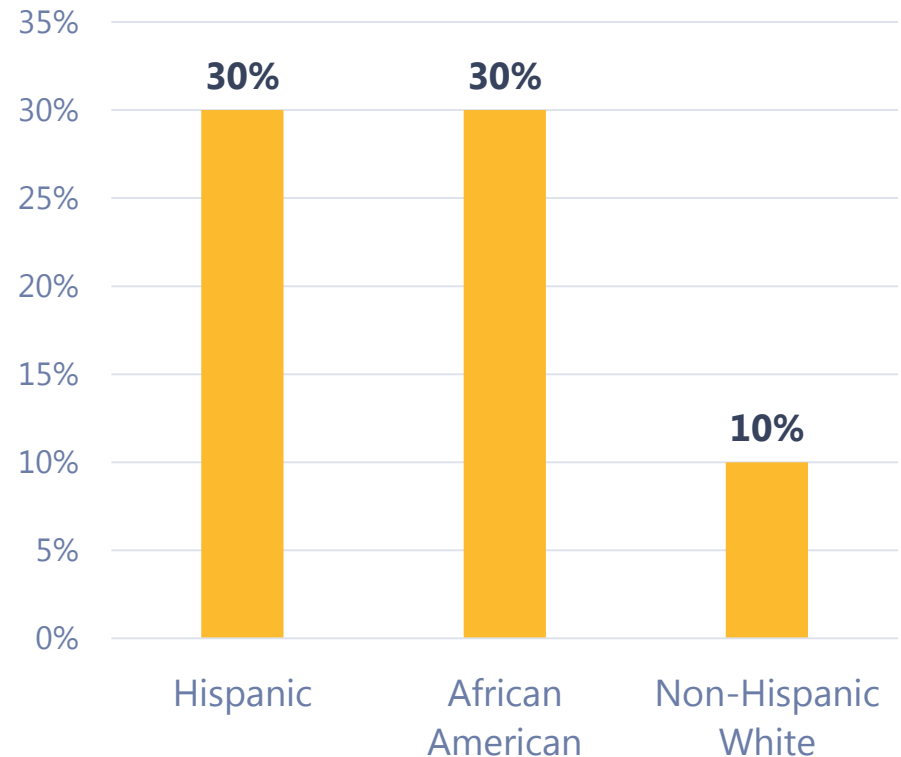
Ethnicity of Persons in Poverty

City of Dallas, 2012



Persons in Poverty, by Race and Ethnicity

City of Dallas, 2012



Alleviate Poverty – How We Get There

PROGRAMS

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

Increase earnings for existing low wage earners

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



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



Prioritize Pre-K education opportunities for children in poverty

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



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

Target and expand workforce training



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

Transportation, childcare, and health programs for low income workers



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

Day Labor Centers

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



Partnerships to improve community health



Parkland health center at Hatcher Station



St. Phillips Food Bank - Texas Food Bank



Fitness Zones - Trust for Public Land



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

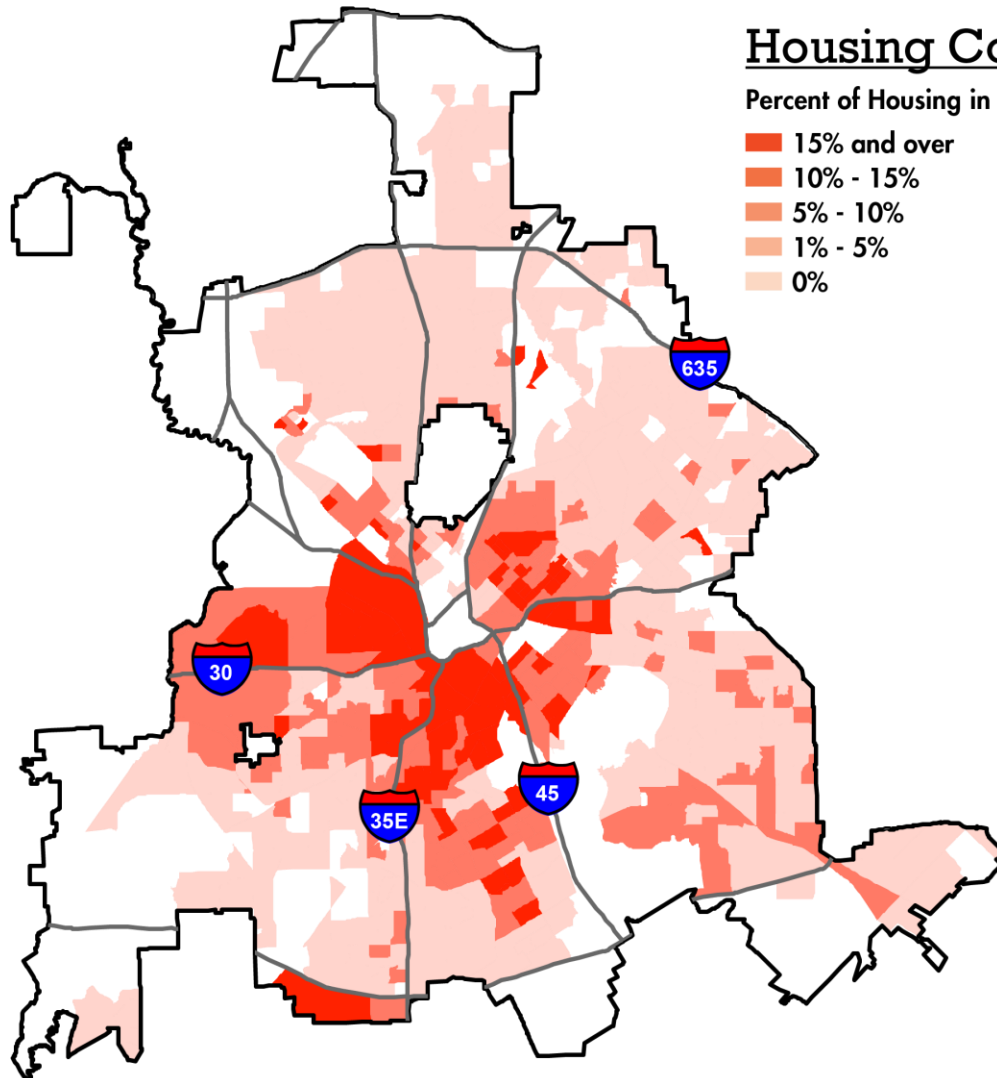
Fight Blight

OBJECTIVE:

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

By 2020

Concentrated areas with high percentage of housing in poor condition



Housing Conditions

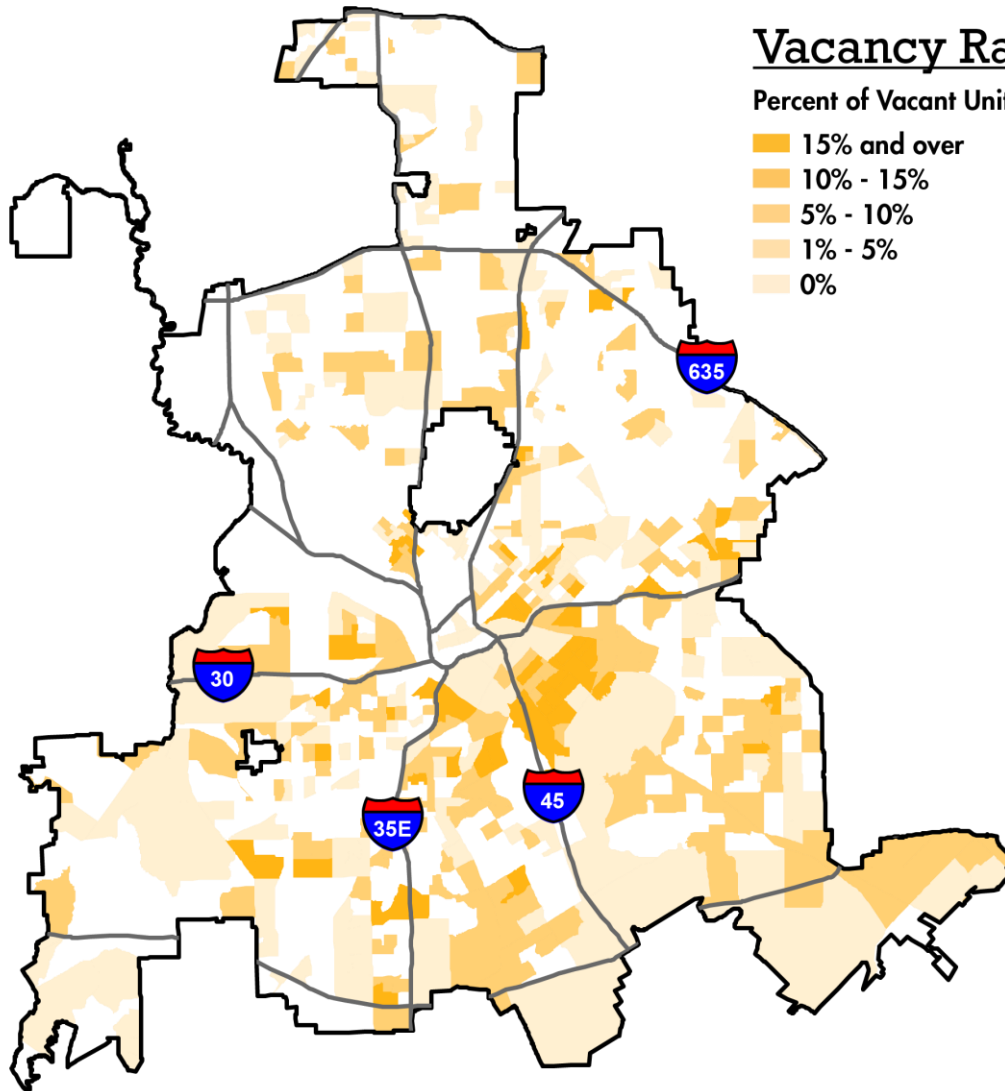
Percent of Housing in Poor Condition

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

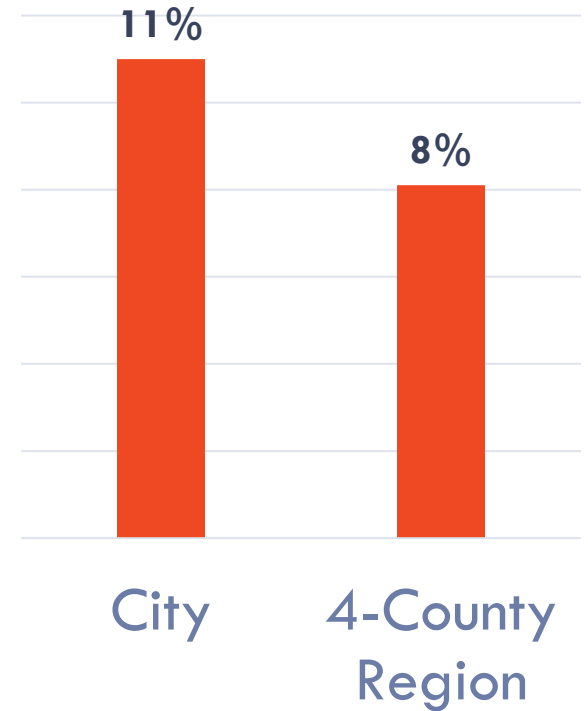
* Excludes blocks with fewer than 500 people per sq. mile.

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

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



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

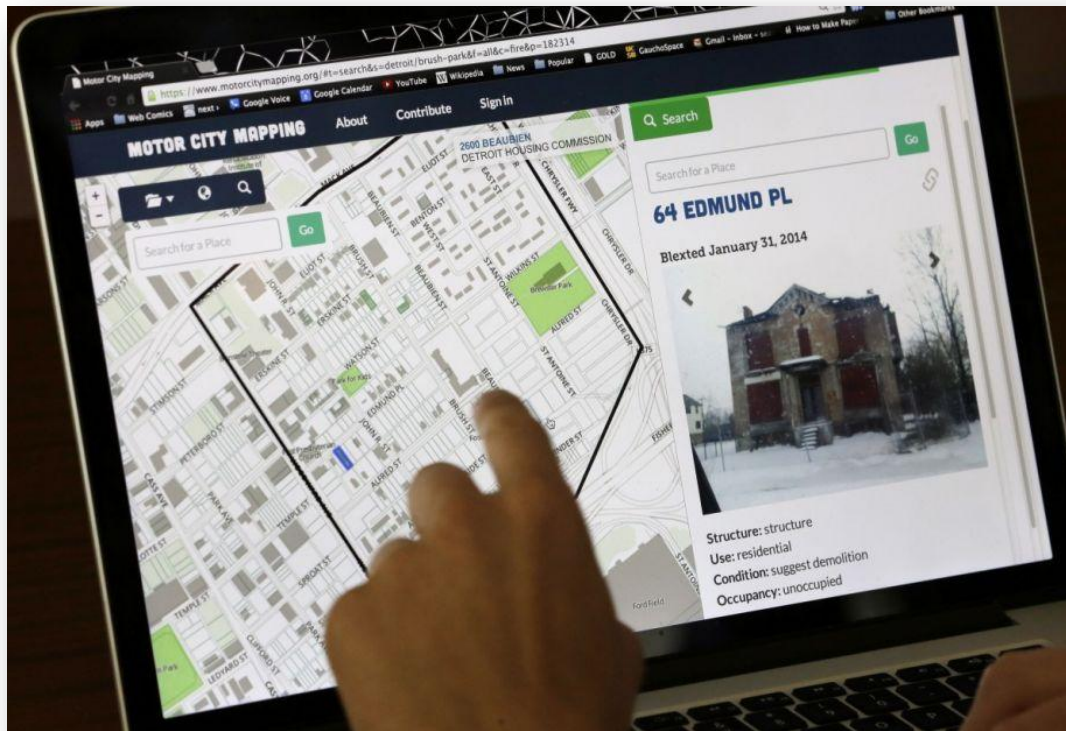


Fight Blight – How We Get There

PROGRAMS

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

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



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

Create a unified blight removal and improvement program



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

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



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

Attract & Retain the Middle Class

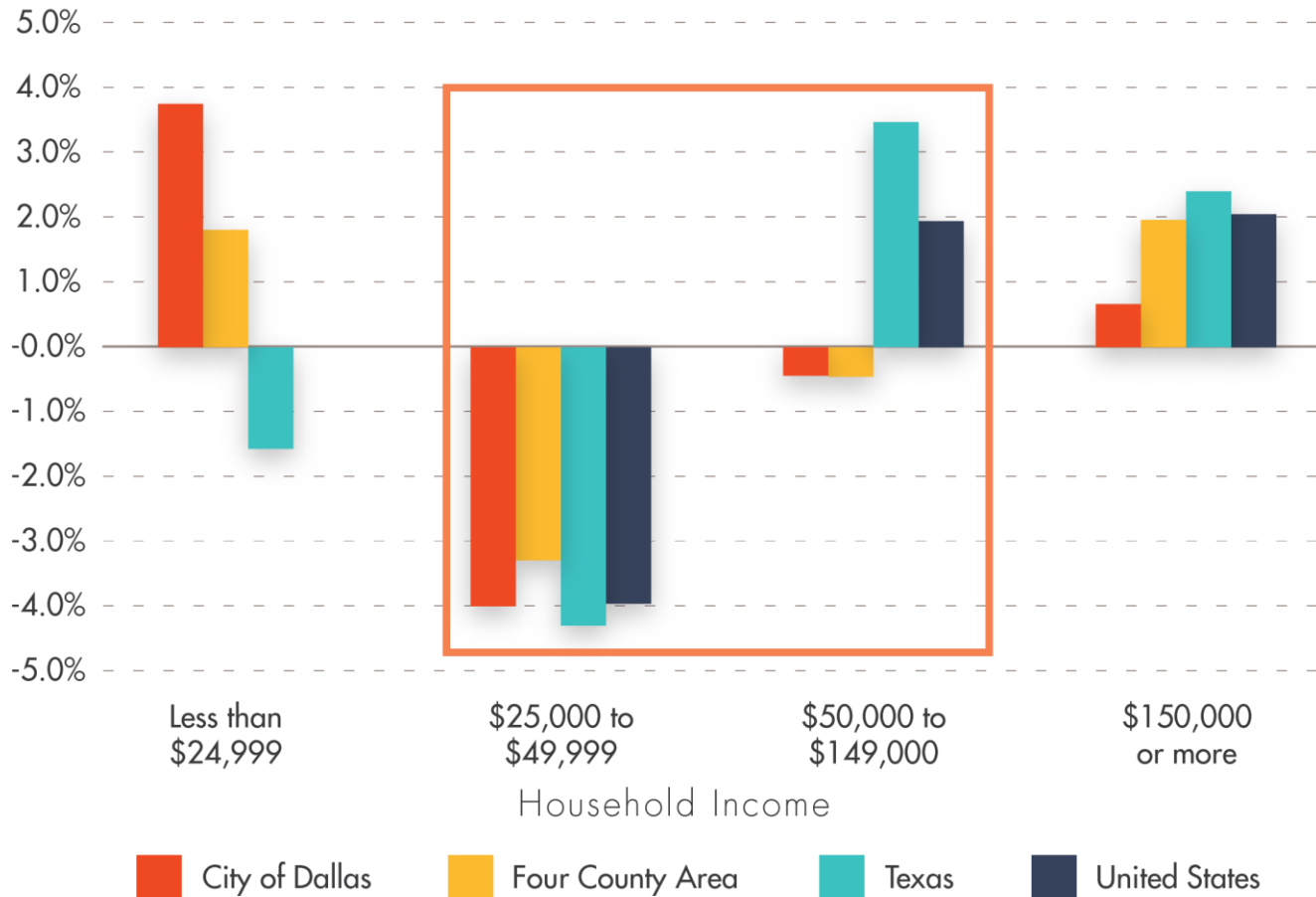
OBJECTIVE:

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

By 2035

Dallas continues to lose middle income households

Change in Share of Households (2000-2012)



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

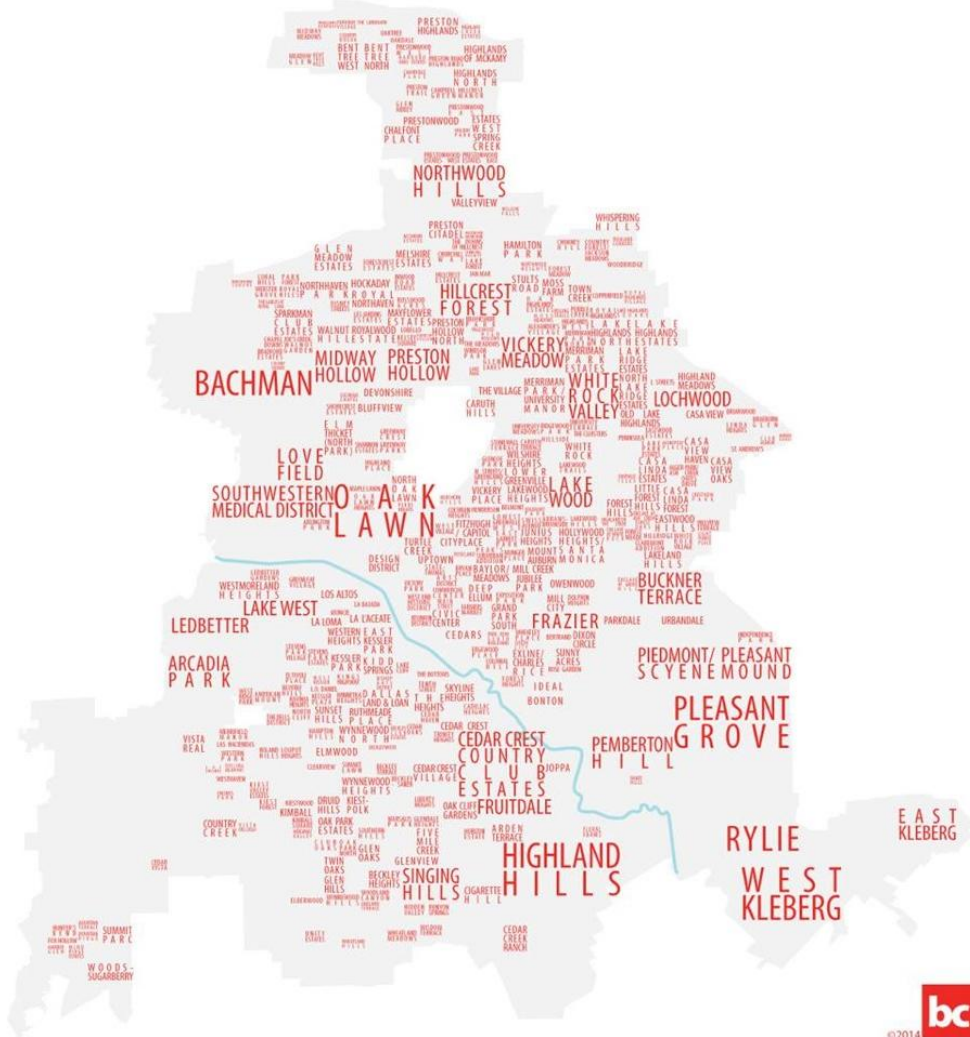
Attract and Retain the Middle Class – How We Get There

PROGRAMS

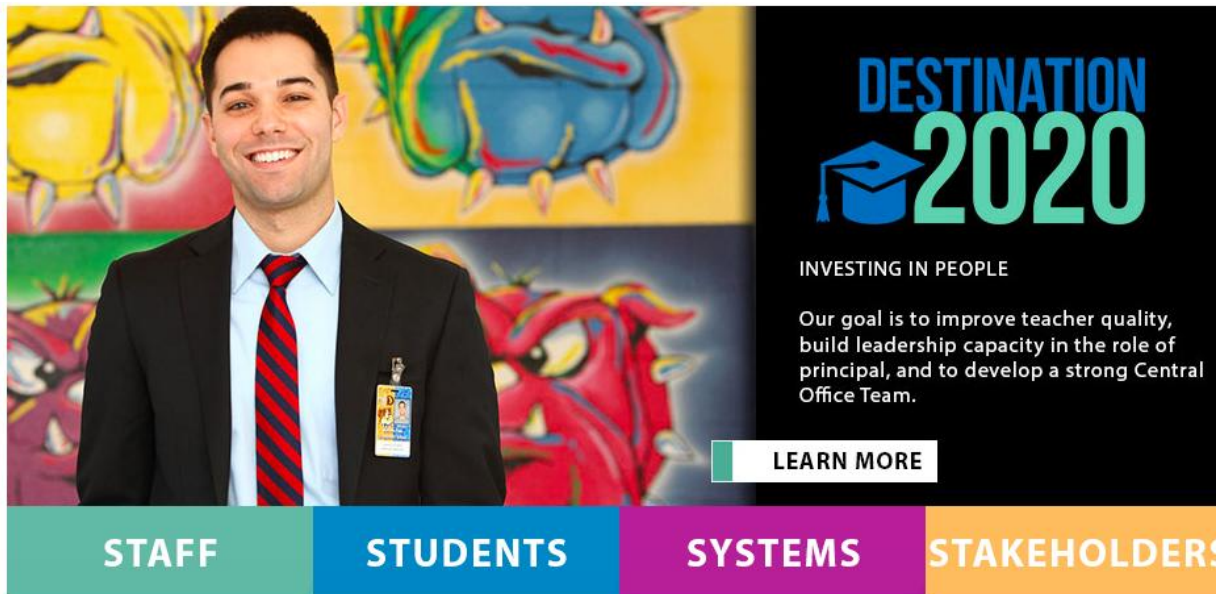
- Brand Dallas to promote neighborhood assets and programs
- Support and coordinate with DISD, Charters, private and parochial schools to enhance school quality and school choice
- Create home improvement incentive programs for home-owners
- Eliminate barriers to neighborhood revitalization
- Make neighborhoods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

Brand Dallas neighborhoods and promote their unique assets and amenities

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



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



DESTINATION 2020

INVESTING IN PEOPLE

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

[LEARN MORE](#)

STAFF **STUDENTS** **SYSTEMS** **STAKEHOLDERS**



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

Home improvement incentive program

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



Eliminate barriers to neighborhood revitalization



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

Eliminate barriers to neighborhood revitalization



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

Make neighborhoods more desirable through improved recreation and other amenities



Preston Ridge Trail

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

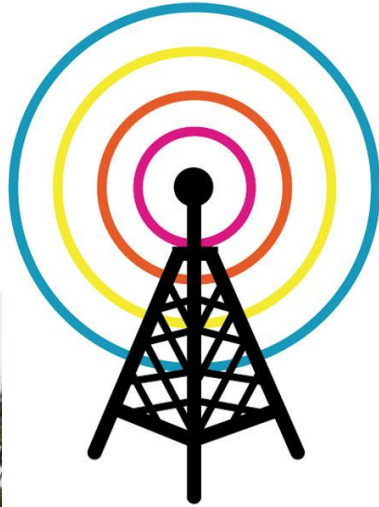


Katy Trail



Salado park

Neighborhood Infrastructure program to support infill and redevelopment



Telecommunication infrastructure to support learning, business and economic competitiveness.

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

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



Expand Homeownership

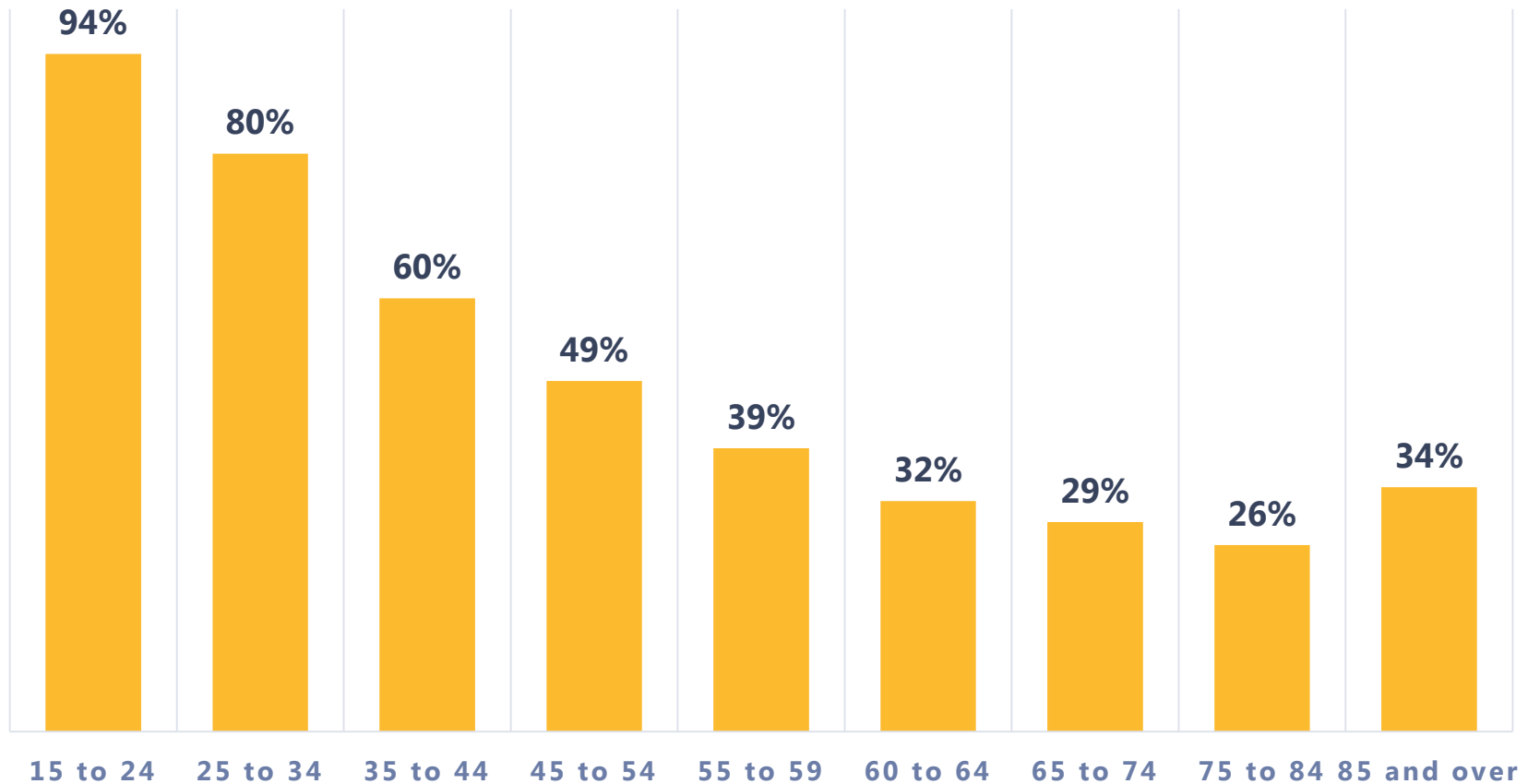
OBJECTIVE:

The homeownership rate in
Dallas has increased to 50%.

By 2035

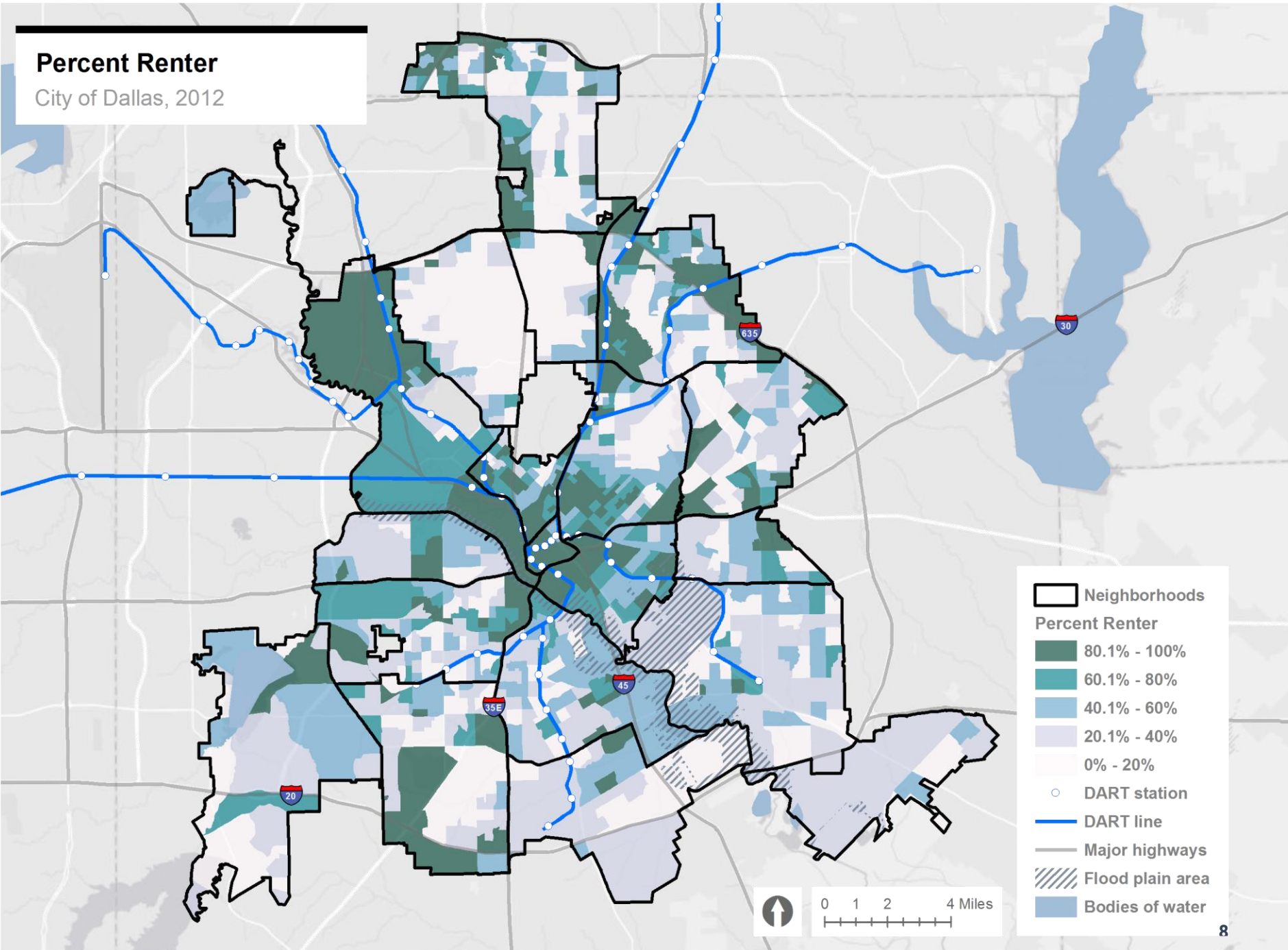
Currently, 56% of all occupied units are rentals

PERCENT RENTERS BY AGE GROUP



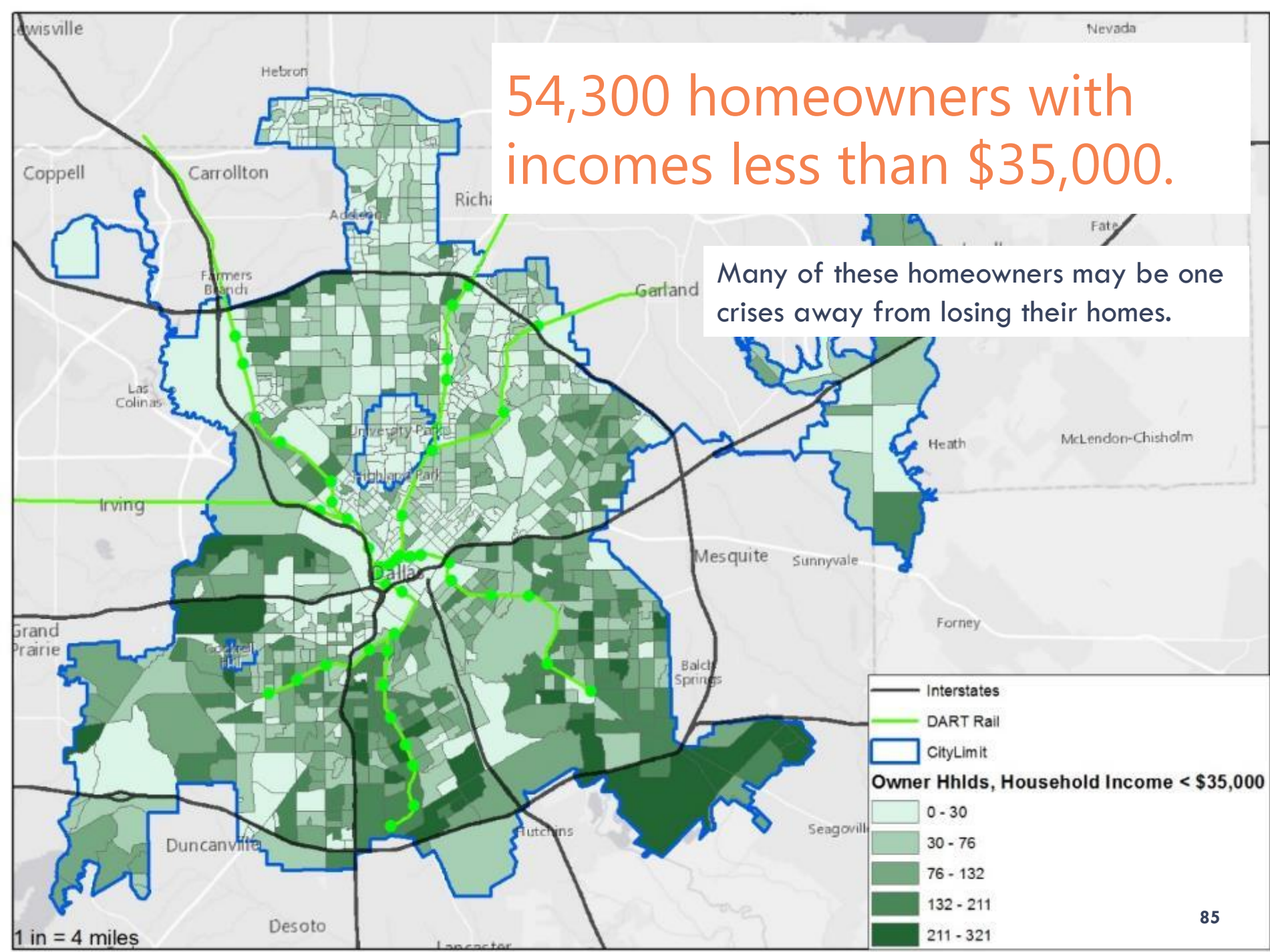
Percent Renter

City of Dallas, 2012



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

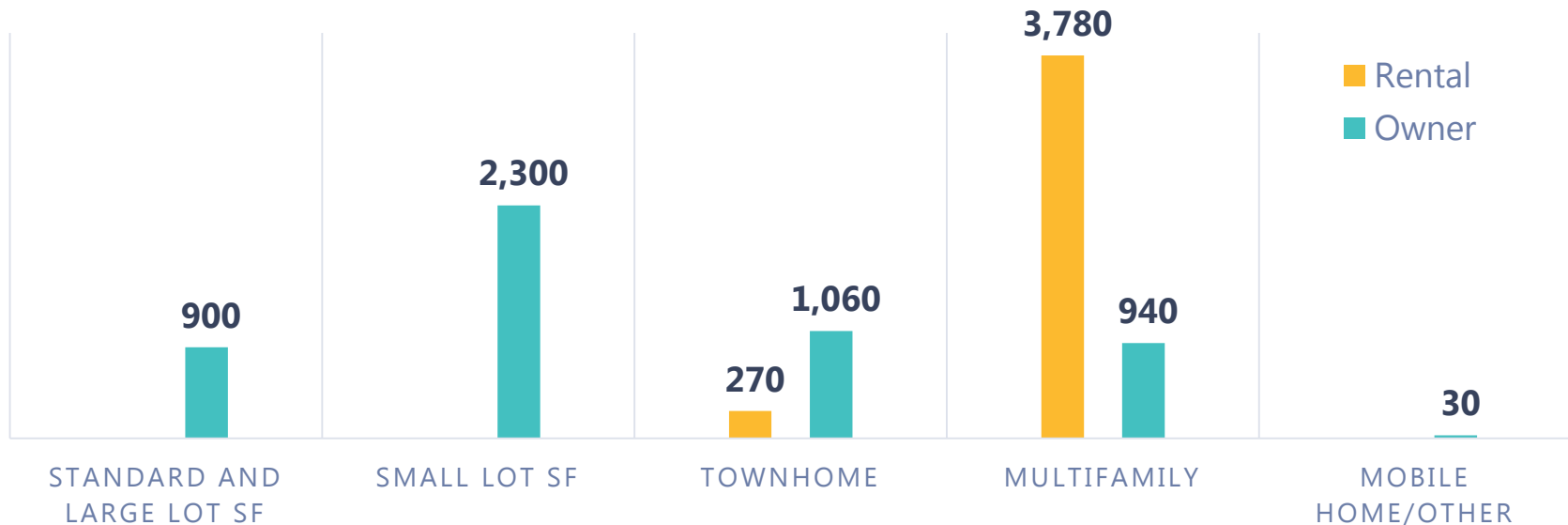
Many of these homeowners may be one crises away from losing their homes.



Yearly Target for New Housing Units to 2020

Annual Increment by Housing Type and Tenure

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



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

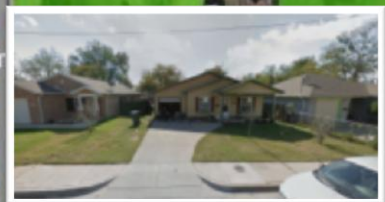
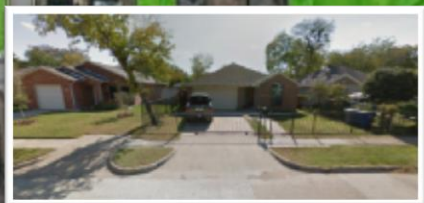
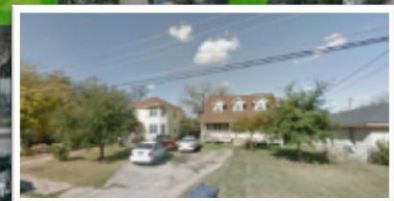
Expand Homeownership – How We Get There

PROGRAMS

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

West Dallas Vacant Land 2005
Recent Infill Activity

Expand homeownership by increasing infill housing development



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

Encourage a wider range of housing types to meet emerging preferences



Cottage Homes, Courtyard Housing, Smaller Mixed Use, Duplexes

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



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

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



Pilot/Demonstration Program:

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

Expand mortgage assistance programs to attract homebuyers and market rate builders



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



Increase the number of eligible loan applicants

LOAN APPLICATION

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

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

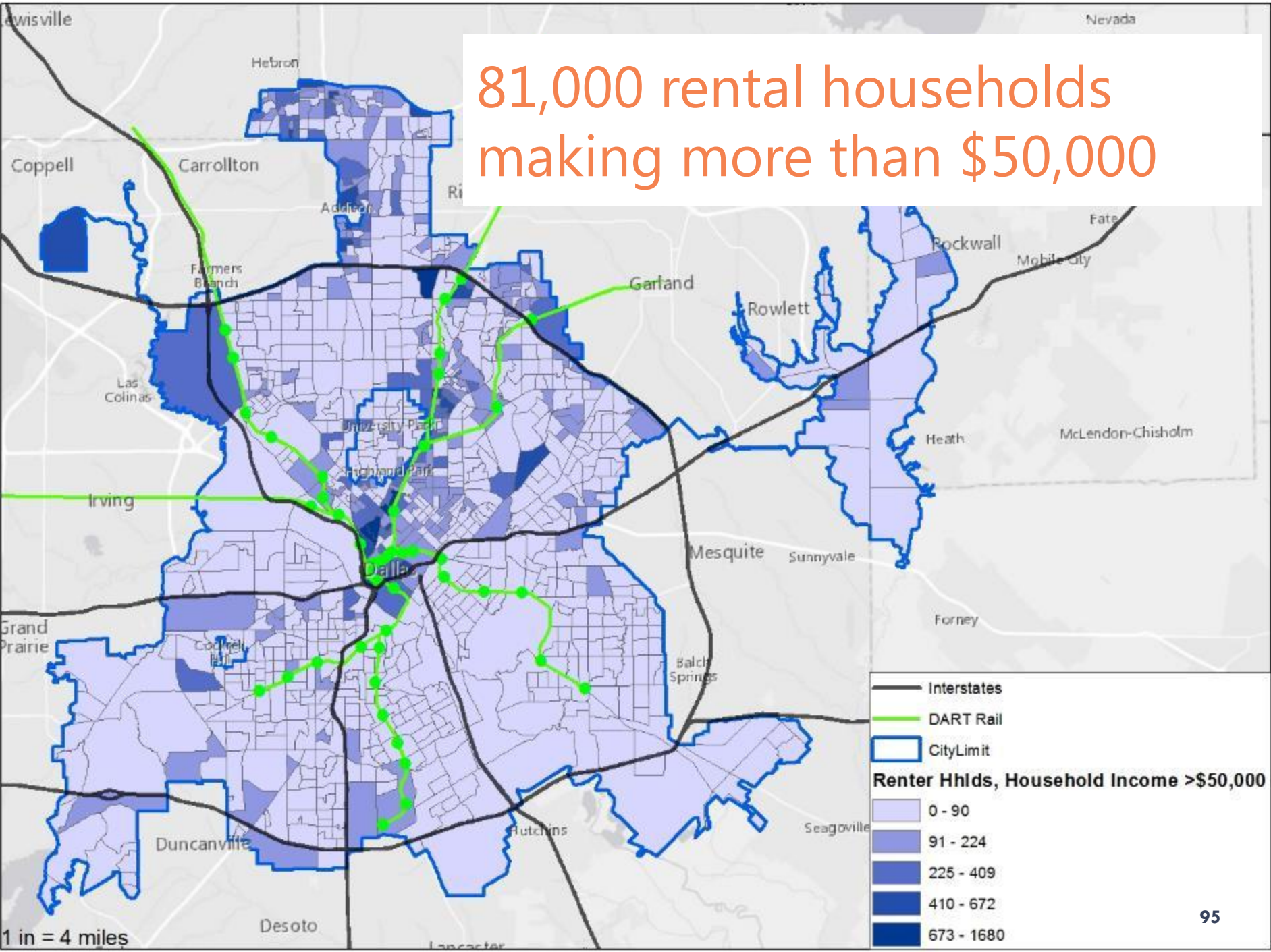
Enhance Rental Housing Options

OBJECTIVE:

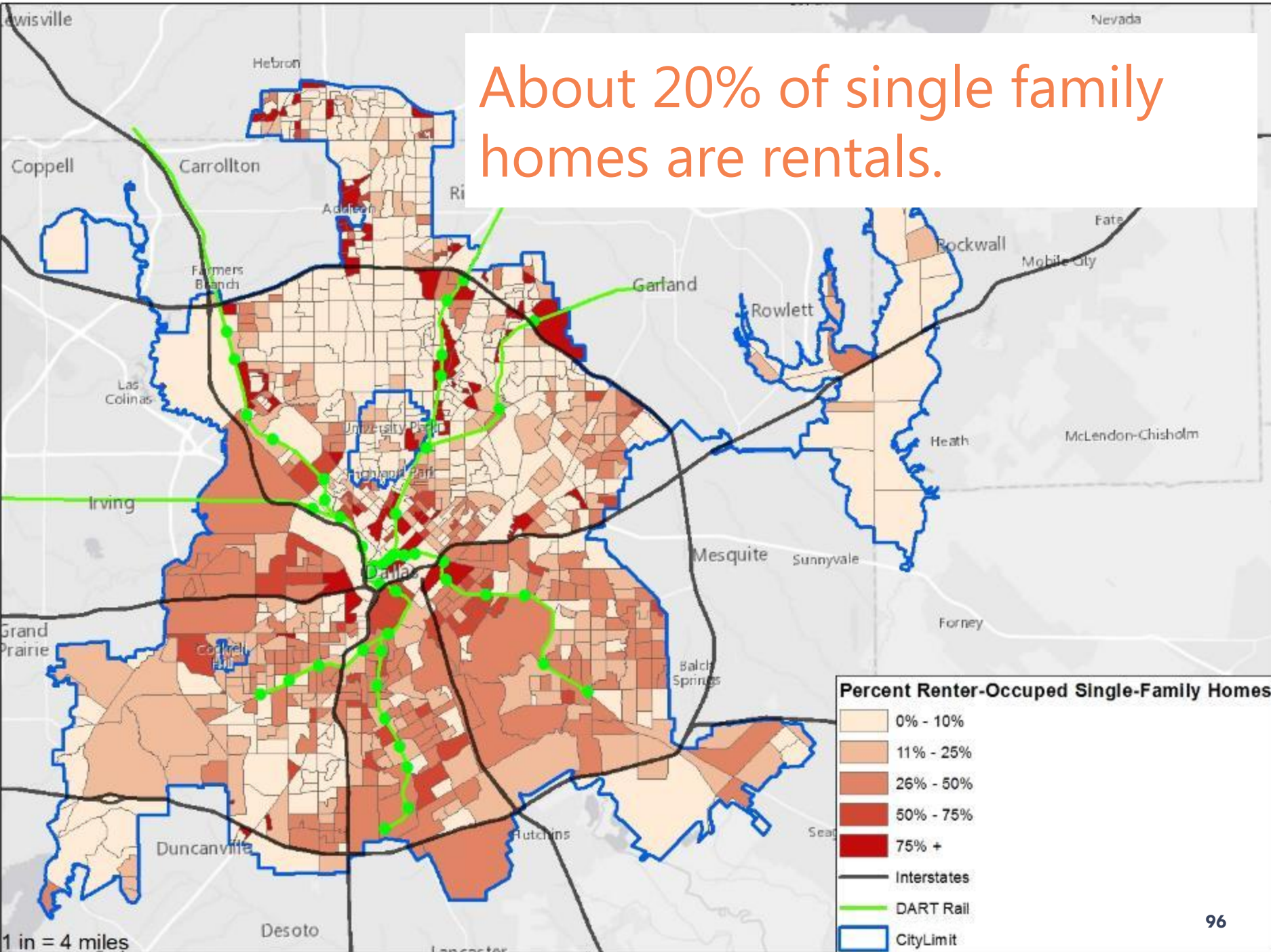
The City of Dallas has reduced sub-standard rental housing by at least 50%.

By 2035

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



About 20% of single family homes are rentals.



Enhance Rental Housing Options – How We Get There

PROGRAMS

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

Strengthen rental registration and inspection programs

- Multi-tenant
- Single family
- Condominium



Improve design standards for multifamily development

Encourage developers to create community amenities



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

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



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



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



Connect neighborhoods to stations and eliminate unintended barriers

NeighborhoodPlus

The future of living in our city



**Alleviate
Poverty**

2



**Fight
Blight**

3



**Attract and
Maintain
the Middle
Class**

4



**Expand
Home-
ownership**

5



**Enhance
Rental
Options**

6

1

COLLECTIVE IMPACT

Next Steps

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

Working with HUD to improve housing in the City and Region

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

Starting the Conversation Regionally

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

Regional Housing Symposium

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

www.inspire-dallas.org

Questions?

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