

Neighborhood Plus Update

City Council Briefing
October 7, 2015

Neighborhood
Revitalization Plan
for Dallas

Collective
Impact
Framework 

Alleviate
Poverty 

Fight
Blight 

Attract and
Retain the
Middle Class 

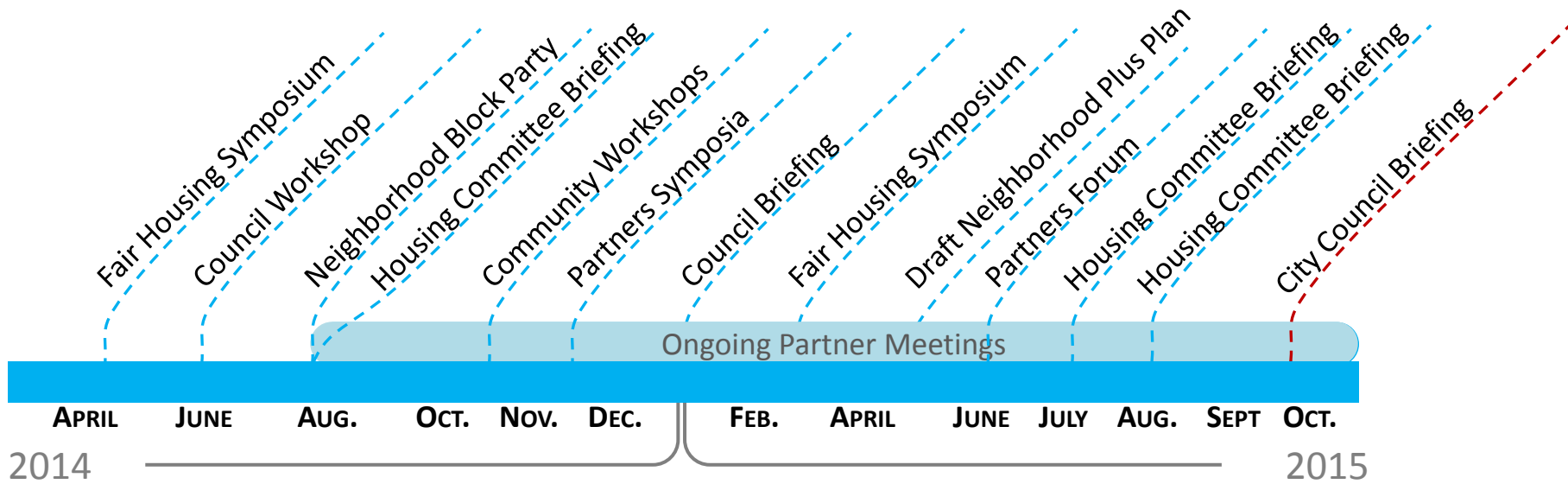
Expand
Home-
Ownership 

Enhance
Rental
Options 

Purpose of the Briefing

- Provide an update to the City Council on the progress of Neighborhood Plus
- What is Neighborhood Plus?
 - Components of Healthy, Vibrant Neighborhoods
 - Strategic Goals, Policies and Actions
 - Council prioritization exercise
- How will Neighborhood Plus be implemented?
- Next Steps

Background



What is Neighborhood Plus?

Vision for Neighborhood Revitalization in Dallas

- Foundation of collaboration. Developed through the hard work and input of more than 35 community and core partners
- Comprehensive approach to neighborhood revitalization organized around 6 strategic goals and 23 concepts for policies
- Includes over 77 ideas for action - specific programs and projects that are intended to further the goals and policies
- Goals, policies and actions have been thoughtfully considered but will require further research, development, refinement and Council approval

Key Participants



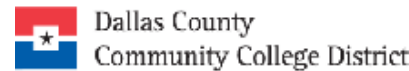
LIVE UNITED



The Meadows Foundation



Parkland



What is Neighborhood Plus?

- Recognizes that the City's efforts are greatly strengthened through effective partnerships
 - Signal to community partners about the City's direction and priorities for neighborhood revitalization
- Roadmap for staff
 - Re-orient the way we do business
 - Re-align programs and projects
 - Guides community investment decisions
 - Provides direction for future work plans

What It Is Not

Neighborhood Plus is many things yet –

- It is not a top-down approach
- It is not a one-size-fits-all approach
- It is not a new capital program
- It is not a new operational funding source
- Does not rely on City services to address deeply-rooted problems of disinvestment and decline in neighborhoods
- It is not a quick fix for national scale trends and conditions

Healthy, Vibrant Neighborhoods

- All neighborhoods are unique, although they share common elements
- Finding the right mix and balance of these elements strengthens neighborhoods
- Absence of any of these elements can impede neighborhood vitality and limit opportunities for people and their families

Common Elements of Healthy, Vibrant Neighborhoods

Basic elements of a neighborhood fit together like pieces of a jigsaw puzzle to comprise a comprehensive whole:

Safety and security

Housing

Education

Social cohesion

Parks and Recreation

Transportation

Goods and services

Faith-based institutions

Childcare providers

Health and wellness

Infrastructure

Access to jobs

Pieces of the Neighborhood Puzzle

- City plays a role in providing some of these basic elements and services
- Myriad of other government agencies, non-profits and for-profit businesses also play important roles in providing a wide range of services and support to neighborhoods
- These community partners are already at work in Dallas neighborhoods providing services and improving quality of life

Pieces of the Neighborhood Puzzle

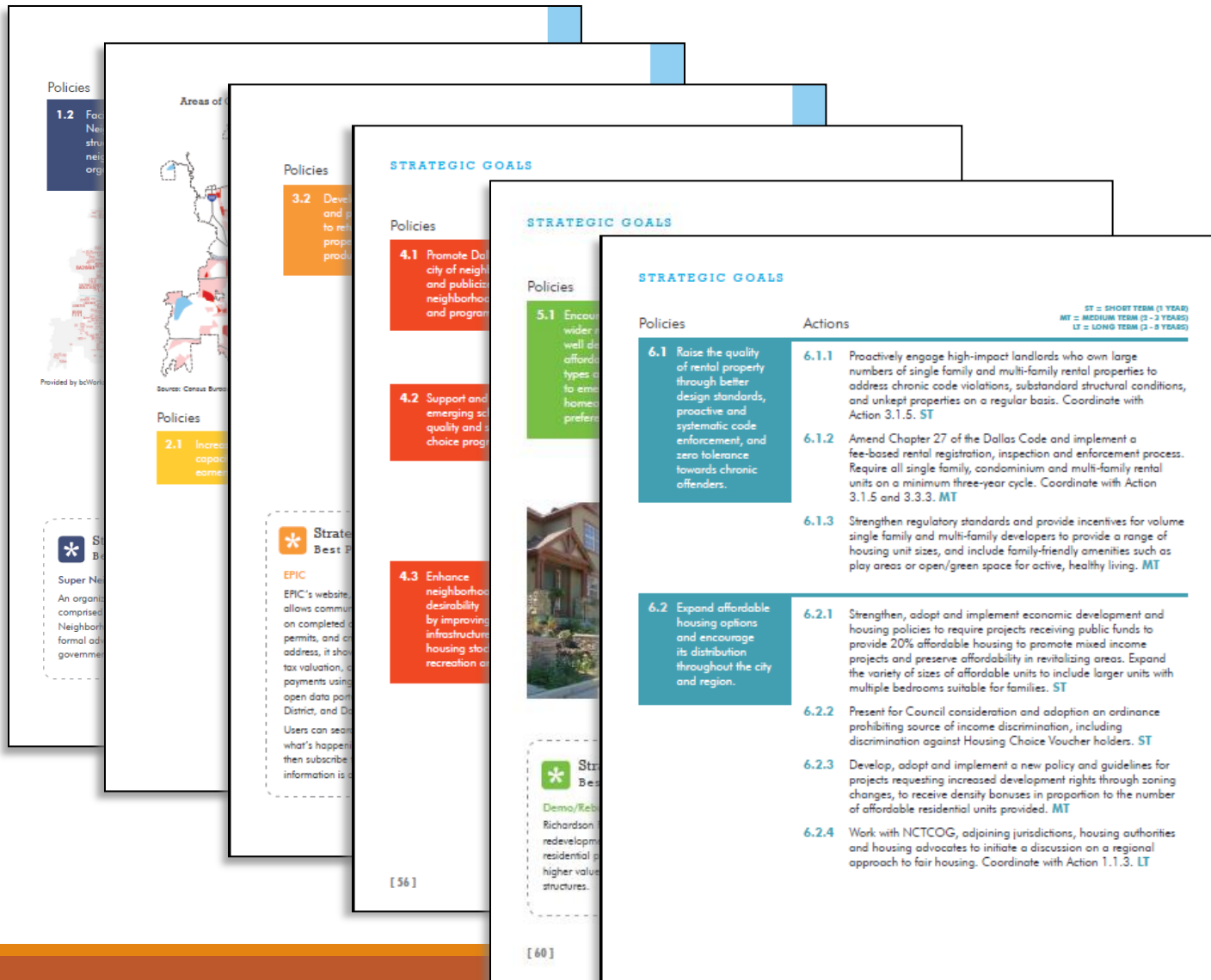
- Many of these basic elements, such as schools or transit, represent important systems that intersect at the neighborhood level
- Coordination of these intersecting systems will strengthen neighborhoods and enhance quality of life for residents

Requires a major shift in our current thinking and approach to revitalizing neighborhoods

Neighborhood-based Approach

- Many city services are deployed today on a **people-based** or **project-based** approach
- Neighborhood Plus introduces an additional **place-based** approach
- Holistic examination of all the elements and systems at work in a neighborhood
- Assemble a set of strategies and actions tailored to address the needs of individual neighborhoods

6 Strategic Goals, 23 Policies and 76 Actions



How Were These Determined?

- The strategic goals, policies and actions documented in Neighborhood Plus are the result of the participation and input of our 35 core and community partners
- Best practices and proven methods are already underway by many agencies in other locales
- While many of these ideas are new to Dallas, they are not untested

Council Exercise - Prioritization of Policies

Each of the 6 Strategic Goals offer ideas for policy development

Among those –

- Which will have the most impact?
- Which should staff undertake first?





Collaboration and Partnership

Which will have the most impact?

Create a Collective Impact Framework



- 46% A. Promote inter-agency collaboration, leveraging of resources, coordination and co-location of services
- 0% B. Facilitate a Super-Neighborhood structure to support neighborhood organizations
- 54% C. Strategically target resources to maximize neighborhood impact.
- 0% D. Promote efficiency and effectiveness across programs and agencies



Collaboration and Partnership

Which should staff undertake first?

Create a Collective Impact Framework



- 17% A. Promote inter-agency collaboration, leveraging of resources, coordination and co-location of services
- 17% B. Facilitate a Super-Neighborhood structure to support neighborhood organizations
- 58% C. Strategically target resources to maximize neighborhood impact.
- 8% D. Promote efficiency and effectiveness across programs and agencies



Alleviate Poverty



Increase Economic Opportunity

Which will have the most impact?

- 31% A. Increase the earning capacity of low wage earners.
- 23% B. Expand workforce training programs.
- 23% C. Expand health, childcare, and transportation programs for low income areas.
- 23% D. Improve Pre-K education opportunities for children in poverty.
- 0% E. Facilitate integration of homeless population back into the workforce and society.



Alleviate Poverty



Increase Economic Opportunity

Which should staff undertake first?

- 46% A. Increase the earning capacity of low wage earners.
- 23% B. Expand workforce training programs.
- 15% C. Expand health, childcare, and transportation programs for low income areas.
- 15% D. Improve Pre-K education opportunities for children in poverty.
- 0% E. Facilitate integration of homeless population back into the workforce and society.



Fight Blight

Returning properties to productive use

Which will have the most impact?

- 38% A. Establish a unified blight removal and improvement program.
- 31% B. Develop programs and partnerships to return blighted properties to productive use.
- 31% C. Dispose of City-owned and land bank properties more strategically and efficiently.
- 0% D. Address endemic health issues in blighted areas with concentrated poverty.



Fight Blight

Returning properties to productive use

Which should staff undertake first?

- 33% A. Establish a unified blight removal and improvement program.
- 25% B. Develop programs and partnerships to return blighted properties to productive use.
- 42% C. Dispose of City-owned and land bank properties more strategically and efficiently.
- 0% D. Address endemic health issues in blighted areas with concentrated poverty.

Building the Middle

Which will have the most impact?



Attract and Retain the Middle Class

- 31% A. Promote Dallas as a city of neighborhoods and publicize neighborhood assets and programs.
- 15% B. Support and leverage emerging school quality and school choice programs.
- 8% C. Dispose of City-owned and land bank properties more strategically and efficiently.
- 46% D. Enhance neighborhoods desirability by improving infrastructure, housing stock, recreation and safety.

Building the Middle

Which should staff undertake first?



Attract and Retain the Middle Class



- 25% A. Promote Dallas as a city of neighborhoods and publicize neighborhood assets and programs.
- 8% B. Support and leverage emerging school quality and school choice programs.
- 8% C. Dispose of City-owned and land bank properties more strategically and efficiently.
- 58% D. Enhance neighborhoods desirability by improving infrastructure, housing stock, recreation and safety.



Homeownership

Which will have the most impact?

Expand Homeownership



- 33% A. Encourage a wider range of well designed and affordable housing types as a response to emerging homeownership preferences.
- 50% B. Encourage infill development and existing home improvements in target neighborhoods to attract and retain homeowners.
- 8% C. Increase the number of eligible mortgage loan applicants.
- 8% D. Expand home ownership programs to reach a broader range of potential homebuyers.



Homeownership

Which should staff undertake first?

Expand Homeownership



- 33% A. Encourage a wider range of well designed and affordable housing types as a response to emerging homeownership preferences.
- 58% B. Encourage infill development and existing home improvements in target neighborhoods to attract and retain homeowners.
- 0% C. Increase the number of eligible mortgage loan applicants.
- 8% D. Expand home ownership programs to reach a broader range of potential homebuyers.



Enhance Rental Housing Options



Quality Rental Communities

Which will have the most impact?

- 82% A. Raise the quality of rental property through better design standards, proactive and systematic code enforcement, and zero tolerance towards chronic offenders.
- 9% B. Expand affordable housing options and encourage its distribution throughout the city and region.
- 9% C. Align planning, funding and community investments within a quarter mile of DART stations to promote transit-oriented development.



Enhance Rental Housing Options



Quality Rental Communities

Which should staff undertake first?

- 73% A. Raise the quality of rental property through better design standards, proactive and systematic code enforcement, and zero tolerance towards chronic offenders.
- 27% B. Expand affordable housing options and encourage its distribution throughout the city and region.
- 0% C. Align planning, funding and community investments within a quarter mile of DART stations to promote transit-oriented development.

How Will Neighborhood Plus be Implemented?

A Five Year Strategic Plan

- The Neighborhood Plus Plan includes 76 concepts and ideas for policies and programs that would serve as the basis for a five year work program.
- These individual policies and programs will require further development, refinement and guidance from Council Committees.
- Most will individually require formal review and adoption by Council before implementation.



Some Early Initiatives

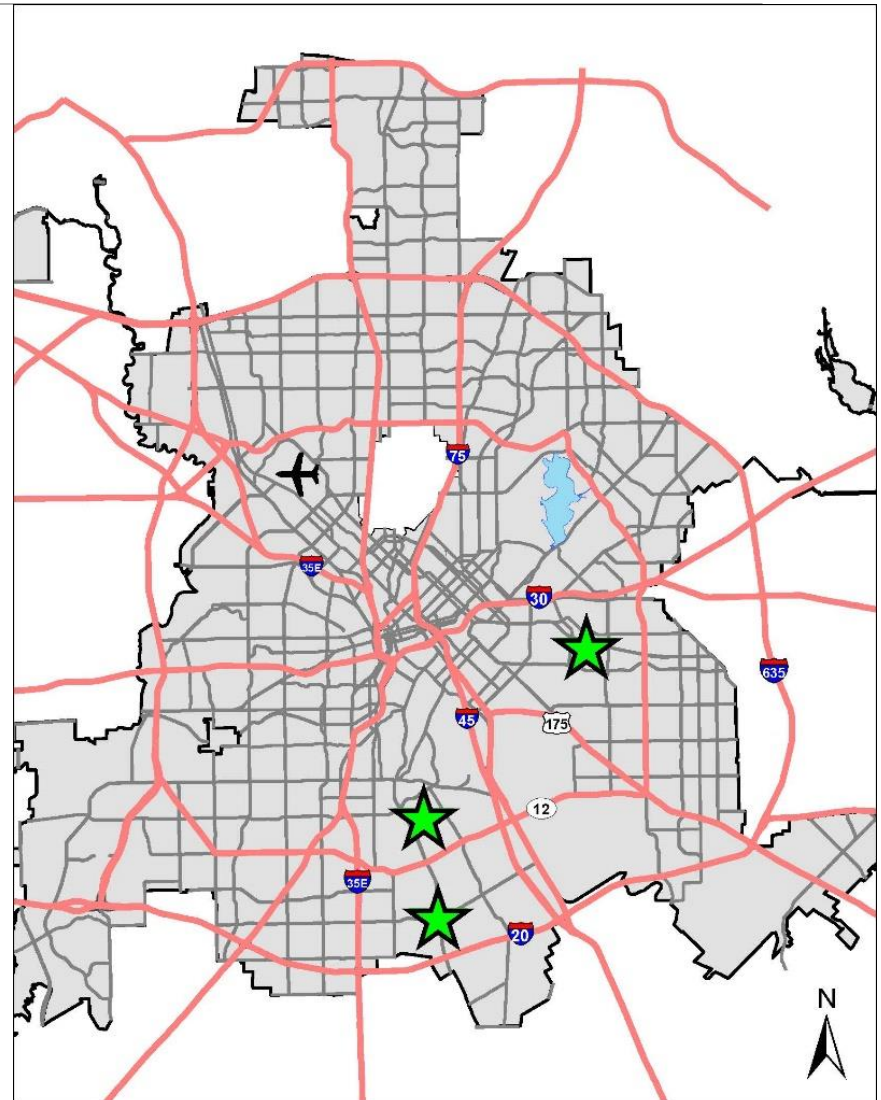
- Mayor's Office has initiated a High Impact Landlord strategy with the help of the City Attorney's Office and Code Compliance.
- Code Compliance and the City Attorney's Office are working on revisions to Chapter 27 to expand and improve the effectiveness of the rental registration and inspection program.
- Housing is researching and developing a targeted tax rebate program for home owners to encourage neighborhood investment.
- Economic Development's budget includes an EITC program.
- Communication and Information Systems is exploring ways to leverage use of City right-of-way for small cell and Distributed Antenna Systems to expand internet and communication infrastructure to underserved areas.
- Economic Development and Libraries are partnering to launch the Dallas B.R.A.I.N. initiative to offer entrepreneurship assistance at 26 Branch Libraries.

Some Early Initiatives

- McKinsey is providing pro-bono assistance to develop a framework and guidelines for a Collective Impact organization to facilitate key partner agencies working together.
- National Resource Network has awarded the City a matching grant to develop fiscal and economic strategies for target neighborhoods.
- Center for Community Progress has awarded the City a grant to study best practices for land banking and blight remediation.

Some Early Initiatives

- GrowSouth target areas selected by the Mayor
 - Parkdale - Urbandale
 - Lancaster Corridor
 - UNT - Education Corridor
- These will be real world laboratories for piloting new strategies and programs



How Will My Neighborhood Benefit from Neighborhood Plus?

- Additional target neighborhoods will be identified based on selection criteria vetted by the Quality of Life Committee.
- Many policies, programs and actions will have city-wide application, while others will be designed to be deployed in targeted areas

Who Will Implement Neighborhood Plus?

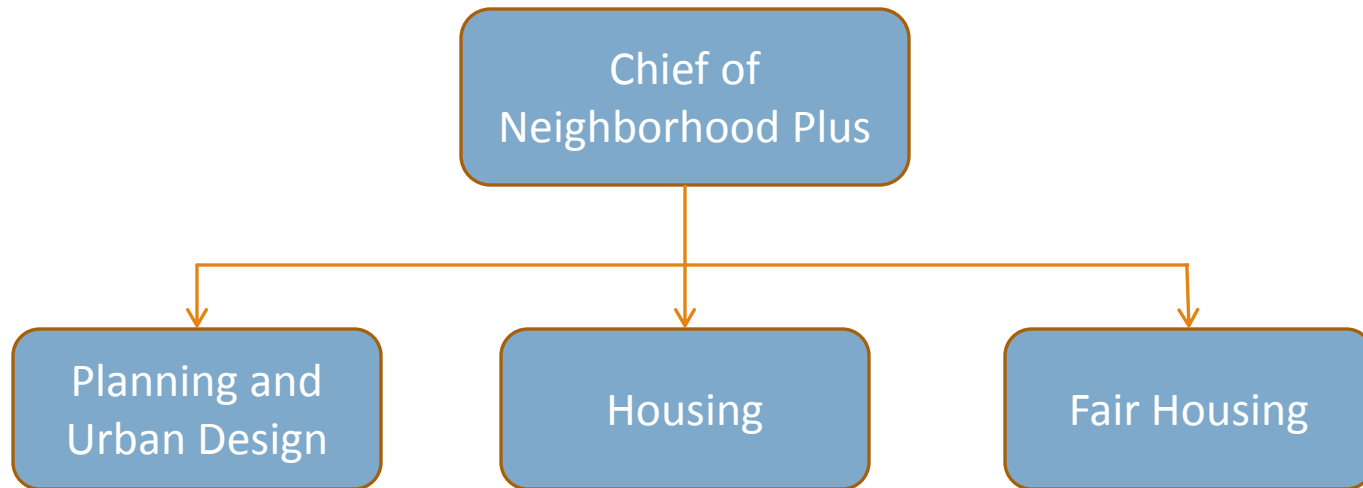
- The Department of Planning and Urban Design, the Housing Department, the Office of Fair Housing and the City Attorney's Office have played a lead role in the development of the plan.
- Implementation will be a multi-departmental and multi-agency effort. Key city departments will include:
 - Planning and Urban Design
 - Housing Department
 - City Attorney's Office
 - Code Compliance
 - Economic Development
 - Public Works Department

Department of Planning and Urban Design

- Budget increase added new staffing to create the Neighborhood Vitality division.
- This group will be primarily responsible for:
 - Working through Council Committees to establish priorities for implementation
 - Establishing and monitoring a work plan and schedule
 - Facilitating program and policy development in coordination with other departments/agencies
 - Target area planning and implementation coordination

Chief of Neighborhood Plus

- The New Chief of Neighborhood Plus will oversee three key departments and facilitate inter-departmental and inter-agency coordination for Neighborhood Plus implementation.



Cultural and Operational Change

- All City departments have been made aware of the paradigm shift that Neighborhood Plus will entail. This will be a multi-year shift as departments transition into a new operational approach. This will require:
 - Training and mentoring
 - Updated business plans and performance measures to reflect new operational responsibilities
 - Changes in performance plans

Next Steps: Neighborhood Plus Plan

- Finalize the Neighborhood Plus draft document based on input received from City Council today
- Action on the resolution on today's agenda.
- Staff will seek direction from Council Committees to further develop and refine individual policies and actions
- Staff will continue development of a multi-departmental implementation strategy based on Council prioritization and direction

Questions

