

Memorandum



DATE September 11, 2015

TO Honorable Mayor and Members of the City Council

SUBJECT **Neighborhood Plus Update**

On Wednesday, September 16, 2015, the City Council will be briefed on Neighborhood Plus. Briefing materials are attached for your review.

Please let me know if you have any questions or need additional information.



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Chief Planning Officer

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Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
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Elsa Cantu, Assistant to the City Manager – Mayor & Council

Neighborhood Plus Update

City Council Briefing
September 16, 2015

Neighborhood
Revitalization Plan
for Dallas

Collective
Impact
Framework 

Alleviate
Poverty 

Fight
Blight 

Attract and
Retain the
Middle Class 

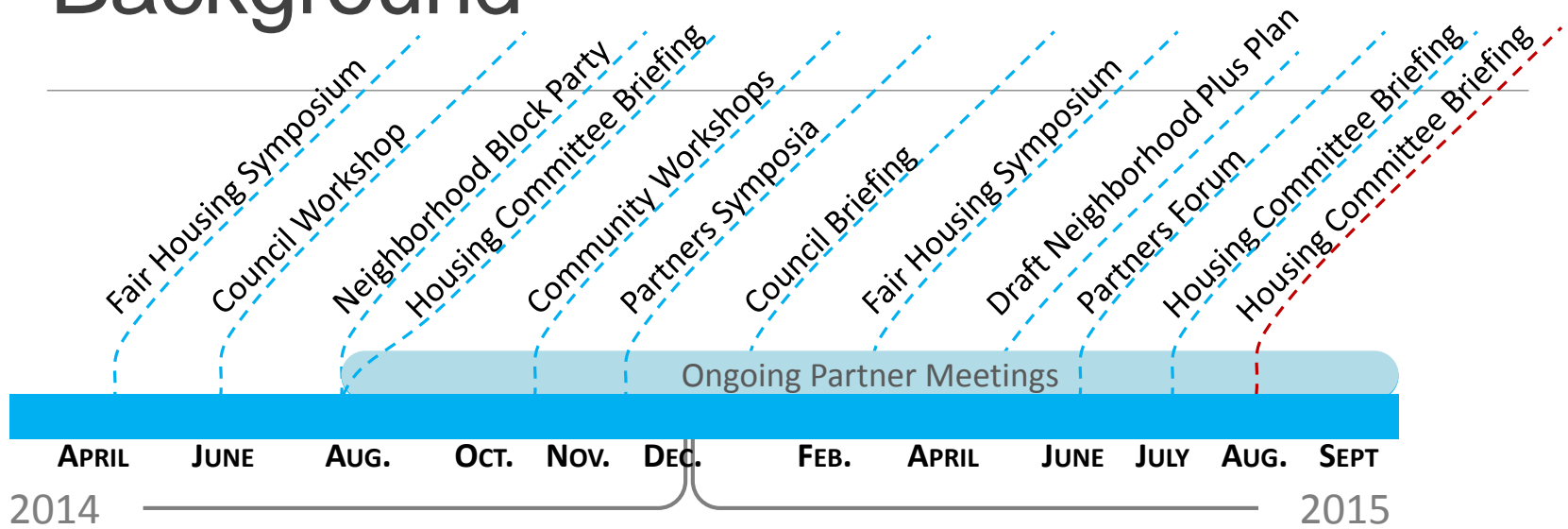
Expand
Home-
Ownership 

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

WORKFORCESOLUTIONS
GREATER DALLAS



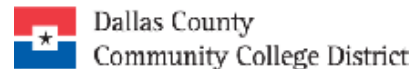
Urban Land Institute



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 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 77 Actions

1.2 Facilitate neighborhood organizations



Provided by bcWork

Source: Census Bureau

2.1 Increase capacity for earners

Strategic Best Practice

Super Neighborhood

An organization comprised of neighborhood formal and informal governance

3.2 Develop and promote property products

Strategic Best Practice

EPIC

EPIC's website allows community members to complete permits, and address, it shows tax valuation, and payments using open data portal. District, and District. Users can search what's happened then subscribe. Information is

4.1 Promote diversity of neighborhood and publicize neighborhood and programs

4.2 Support and emerging social quality and choice programs

4.3 Enhance neighborhood desirability by improving infrastructure housing stock recreation and

Strategic Best Practice

Demo/Rebuild

Richardson redevelopment residential projects higher value structures.

5.1 Encourage wider use of well designed affordable housing types to help homeowners prefer



Strategic Best Practice

6.1 Raise the quality of rental property through better design standards, proactive and systematic code enforcement, and zero tolerance towards chronic offenders.

6.1.1 Proactively engage high-impact landlords who own large numbers of single family and multi-family rental properties to address chronic code violations, substandard structural conditions, and unkept properties on a regular basis. Coordinate with Action 3.1.5. **ST**

6.1.2 Amend Chapter 27 of the Dallas Code and implement a fee-based rental registration, inspection and enforcement process. Require all single family, condominium and multi-family rental units on a minimum three-year cycle. Coordinate with Action 3.1.5 and 3.3.3. **MT**

6.1.3 Strengthen regulatory standards and provide incentives for volume single family and multi-family developers to provide a range of housing unit sizes, and include family-friendly amenities such as play areas or open/green space for active, healthy living. **MT**

6.2 Expand affordable housing options and encourage its distribution throughout the city and region.

6.2.1 Strengthen, adopt and implement economic development and housing policies to require projects receiving public funds to provide 20% affordable housing to promote mixed income projects and preserve affordability in revitalizing areas. Expand the variety of sizes of affordable units to include larger units with multiple bedrooms suitable for families. **ST**

6.2.2 Present for Council consideration and adoption an ordinance prohibiting source of income discrimination, including discrimination against Housing Choice Voucher holders. **ST**

6.2.3 Develop, adopt and implement a new policy and guidelines for projects requesting increased development rights through zoning changes, to receive density bonuses in proportion to the number of affordable residential units provided. **MT**

6.2.4 Work with NCTCOG, adjoining jurisdictions, housing authorities and housing advocates to initiate a discussion on a regional approach to fair housing. Coordinate with Action 1.1.3. **LT**

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DRAFT - NEIGHBORHOOD PLUS

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

- Promote inter-agency collaboration, leveraging of resources, coordination and co-location of services
- Facilitate a Super-Neighborhood structure to support neighborhood organizations
- Strategically target resources to maximize neighborhood impact
- Promote efficiency and effectiveness across programs and agencies



Increase Economic Opportunity

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



Returning properties to productive use

- Establish a unified blight removal and improvement program
- Develop programs and partnerships to return blighted properties to productive use
- Acquire and dispose of City-owned and land bank properties more strategically and efficiently
- Address endemic health issues in blighted areas with concentrated poverty



Building the Middle

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



Homeownership

Expand Homeownership



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



Quality Rental Communities

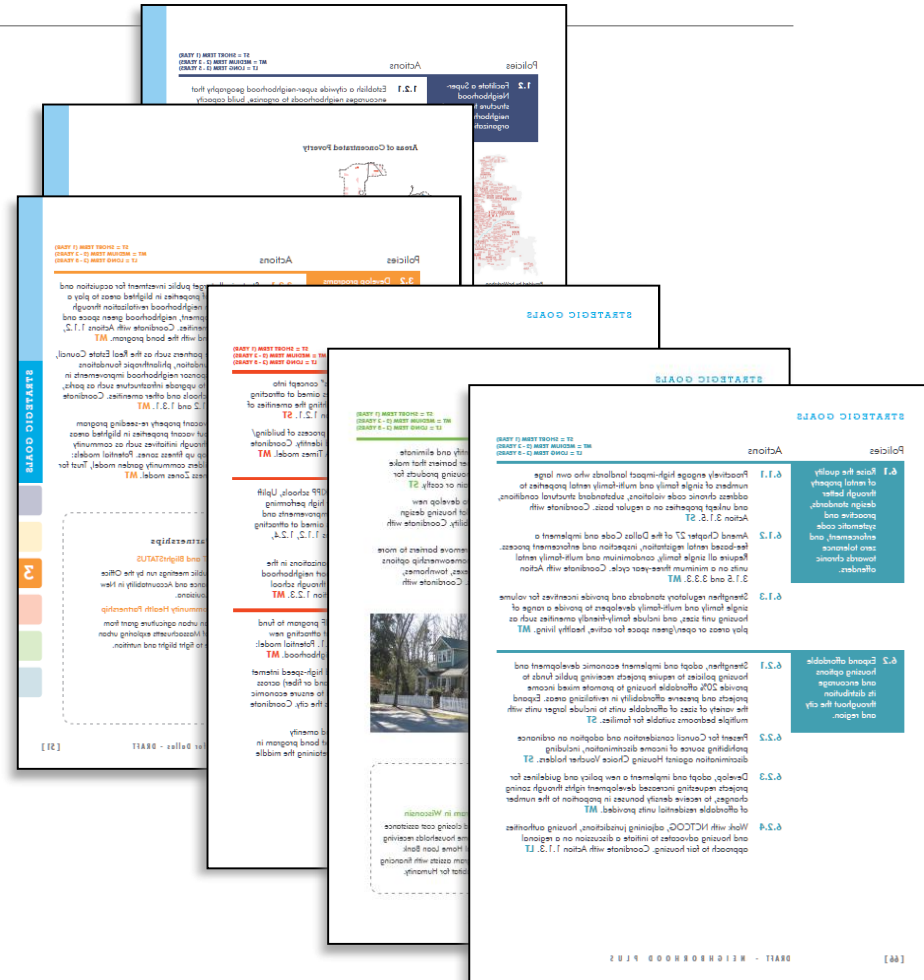
Enhance Rental Housing Options



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

How Will Neighborhood Plus be Implemented?

- The Neighborhood Plus document includes more than 77 individual concepts and ideas that will serve as the foundation for policies, programs and action items
- These policies and programs will require a further development, refinement and a considerable amount of guidance and direction from Council Committees
- Most will require a formal review and adoption process before implementation.



When will Neighborhood Plus be Launched?

Some initiatives are already underway

- 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 currently working on revisions to Chapter 27 to increase the effectiveness and expansion of rental registration and inspection program
- Economic Development's budget includes an EITC program
- Housing is researching and developing a home owner rebate program to encourage neighborhood investment

When will Neighborhood Plus be launched?

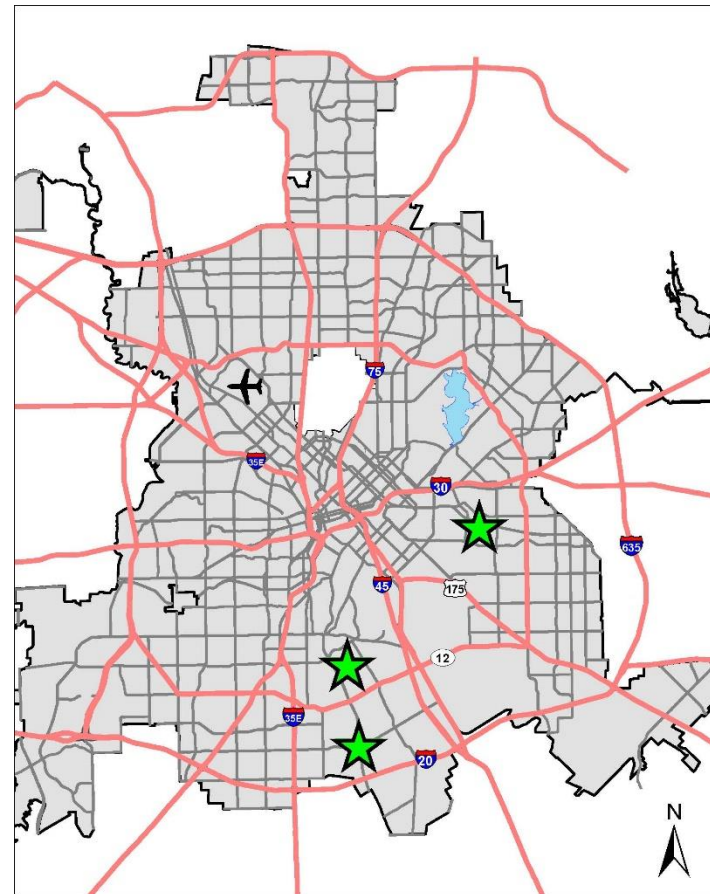
- McKinsey is providing pro-bono assistance to develop collective impact strategies
- National Resource Network has awarded the City a matching grant to develop fiscal and economic strategies for neighborhood councils
- Center for Community Progress has awarded the City a grant to study blight remediation and best practices for the Land Bank

Will My Neighborhood Benefit from Neighborhood Plus?

- Many policies, programs and actions will have city-wide application, while others will be designed to be deployed in targeted areas
- Three Grow South target areas have been selected by the Mayor
- Selection criteria for additional target areas will be vetted by Council Committee. The City Council will select 3 additional target areas for neighborhood revitalization

Grow South Target Areas

- Parkdale/Urbandale
- Lancaster
- UNT/Education Corridor



Who Will Implement Neighborhood Plus?

- Planning and Neighborhood Vitality Department, 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

- City Attorney's Office
- Housing Department
- Planning and Neighborhood Vitality
- Code Compliance
- Economic Development
- Public Works Department

Cultural and Operation Change

All City departments have been made aware of the paradigm shift that will be required by Neighborhood Plus. This will be a multi-year shift as departments transition into a new operational approach. This will require:

- Training and mentoring
- Changes in performance plans
- Business plans will be updated and performance measures will be adjusted to reflect new operational responsibilities

Planning and Neighborhood Vitality Budget Request

- Proposed budget increase will add new staffing to create the Neighborhood Vitality division.
- This work group will be primarily responsible for:
 - Working through Council Committees to establish Council priorities for implementation
 - Establishing a work plan and calendars
 - Facilitating program and policy development in coordination with other departments/agencies
 - Target Area coordination

Next Steps: Neighborhood Plus Plan

- Finalize the Neighborhood Plus draft document based on input received from City Council today
- Schedule for City Council consideration and action on September 22, 2015
- Staff will seek direction from Council Committees to further develop and refine policies and actions
- Staff will continue development of a multi-departmental implementation strategy based on Council prioritization and direction

Questions

