

Memorandum



DATE October 2, 2015

TO Honorable Mayor and Members of the City Council

SUBJECT **Neighborhood Plus Update**

On Wednesday, October 7, 2015, you will be briefed on the attached Neighborhood Plus Update.

Please feel free to contact me if you have questions or concerns.

A handwritten signature in black ink, appearing to read 'Peer F. Chacko'.

Peer F. Chacko, AICP
Chief Planning Officer

c: A.C. Gonzalez, City Manager
Warren M.S. Ernst, City Attorney
Craig D. Kinton, City Auditor
Rosa A. Rios, City Secretary
Daniel F. Solis, Administrative Judge
Ryan S. Evans, First Assistant City Manager
Eric D. Campbell, Assistant City Manager

Jill A. Jordan, P.E., Assistant City Manager
Mark McDaniel, Assistant City Manager
Joey Zapata, Assistant City Manager
Jeanne Chipperfield, Chief Financial Officer
Sana Syed, Public Information Officer
Elsa Cantu, Assistant to the City Manager – Mayor & Council

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 

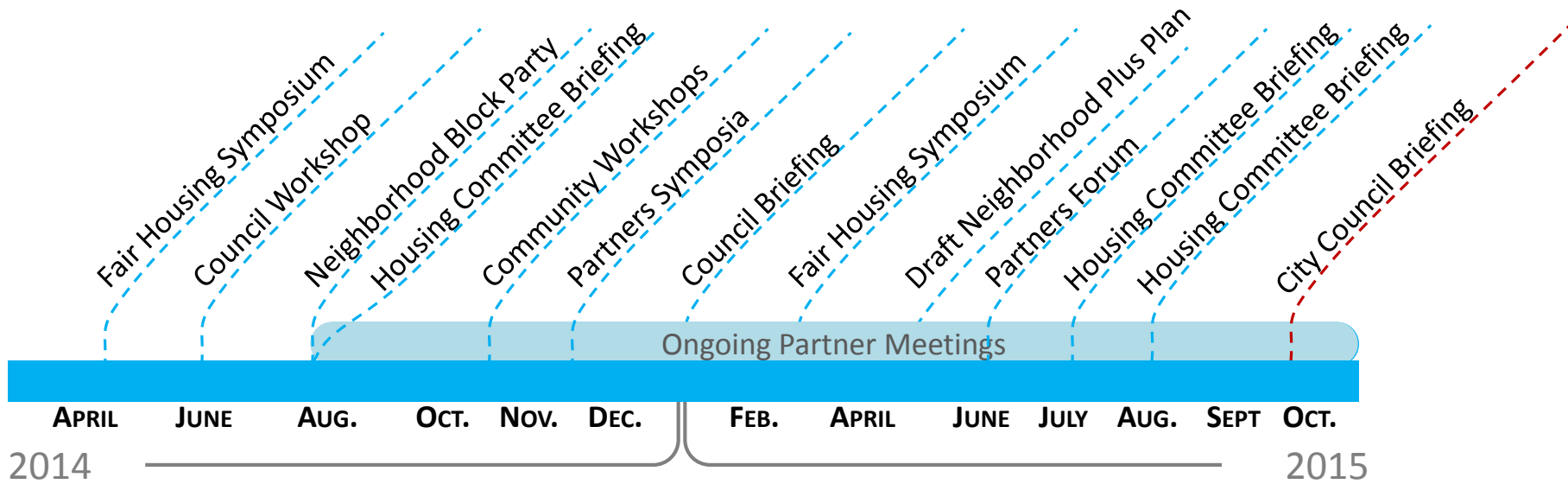
Expand
Home-
Ownership 

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



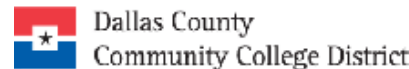
LIVE UNITED



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

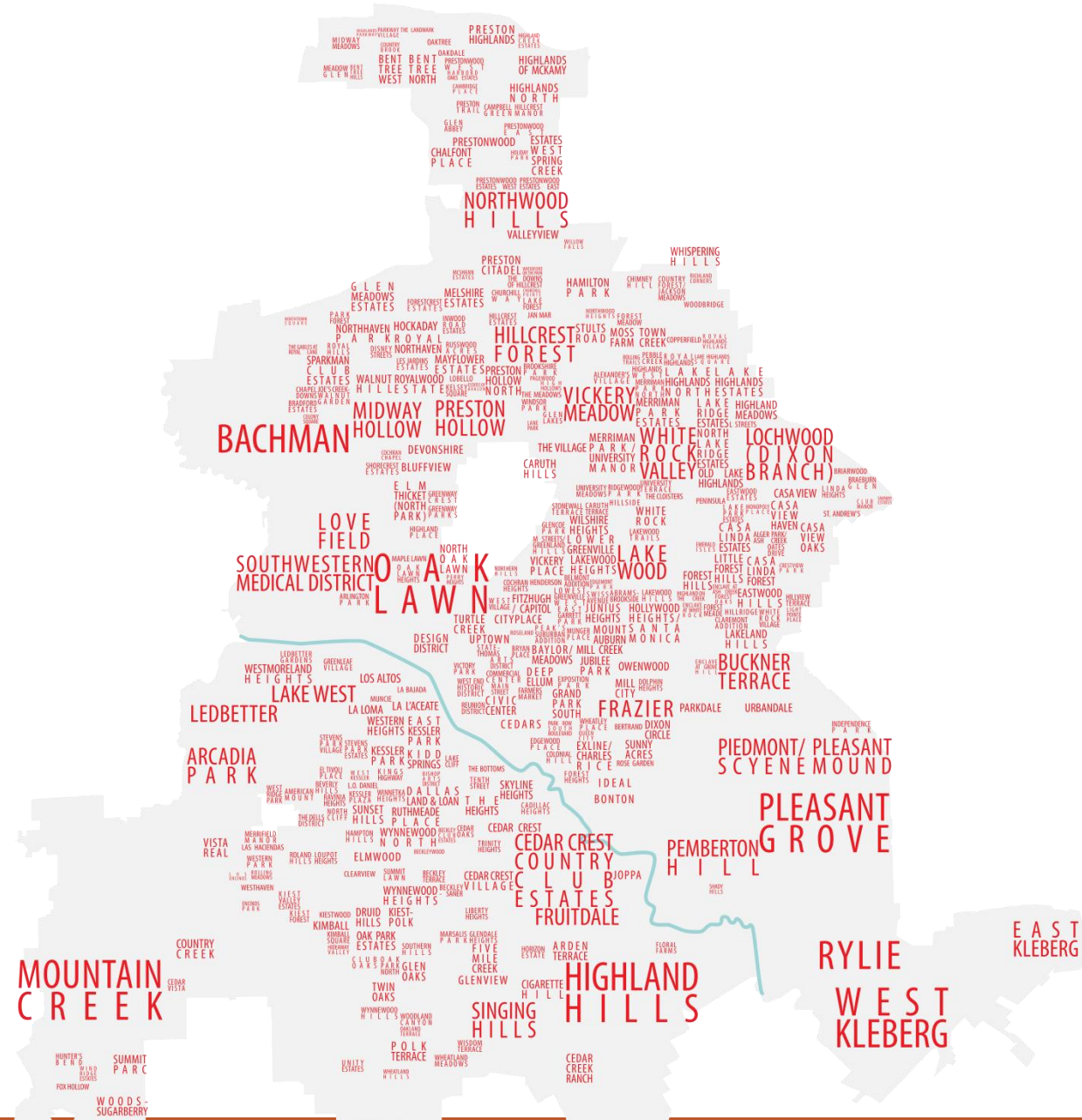
Requires a major shift in our current thinking and approach to revitalizing neighborhoods

Neighborhood-based Approach

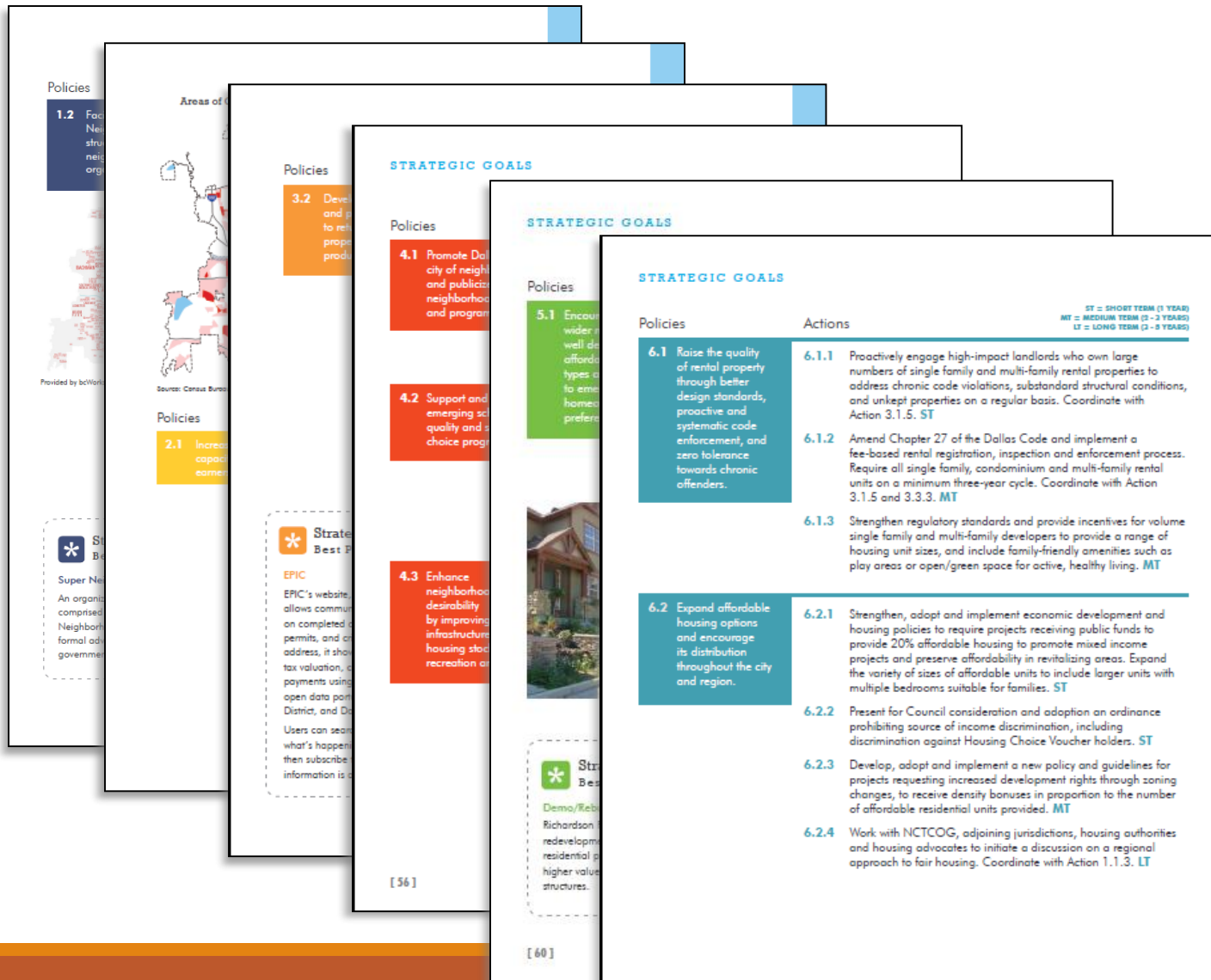
- Many city services are deployed today on a **people-based** or **project-based** approach
- Neighborhood Plus introduces an additional **place-based** approach
- Holistic examination of all the elements and systems at work in a neighborhood
- Assemble a set of strategies and actions tailored to address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



- 0% 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
- 0% C. Strategically target resources to maximize neighborhood impact.
- 0% D. Promote efficiency and effectiveness across programs and agencies



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Alleviate Poverty



Increase Economic Opportunity

Which will have the most impact?

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



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Fight Blight



Returning properties to productive use

Which will have the most impact?

- 0% A. Establish a unified blight removal and improvement program.
- 0% B. Develop programs and partnerships to return blighted properties to productive use.
- 0% 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.



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Attract and Retain the Middle Class



Building the Middle

Which will have the most impact?

- 0% A. Promote Dallas as a city of neighborhoods and publicize neighborhood assets and programs.
- 0% B. Support and leverage emerging school quality and school choice programs.
- 0% C. Dispose of City-owned and land bank properties more strategically and efficiently.
- 0% D. Enhance neighborhoods desirability by improving infrastructure, housing stock, recreation and safety.

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Homeownership

Which will have the most impact?

Expand Homeownership



- 0% A. Encourage a wider range of well designed and affordable housing types as a response to emerging homeownership preferences.
- 0% 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.
- 0% D. Expand home ownership programs to reach a broader range of potential homebuyers.



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Enhance Rental Housing Options



Quality Rental Communities

Which will have the most impact?

- 0% A. Raise the quality of rental property through better design standards, proactive and systematic code enforcement, and zero tolerance towards chronic offenders.
- 0% 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.



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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

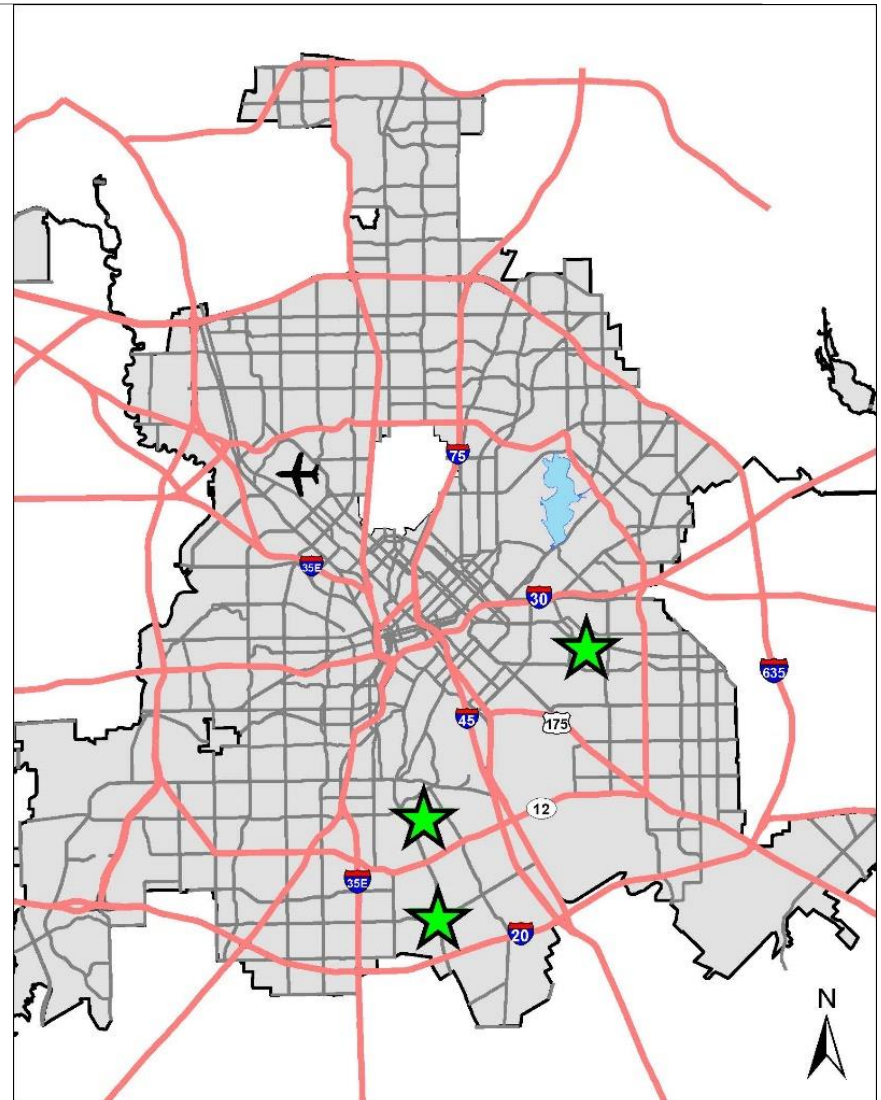
- Mayor's Office has initiated a High Impact Landlord strategy with the help of the City Attorney's Office and Code Compliance.
- Code Compliance and the City Attorney's Office are working on revisions to Chapter 27 to expand and improve the effectiveness of the rental registration and inspection program.
- 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?

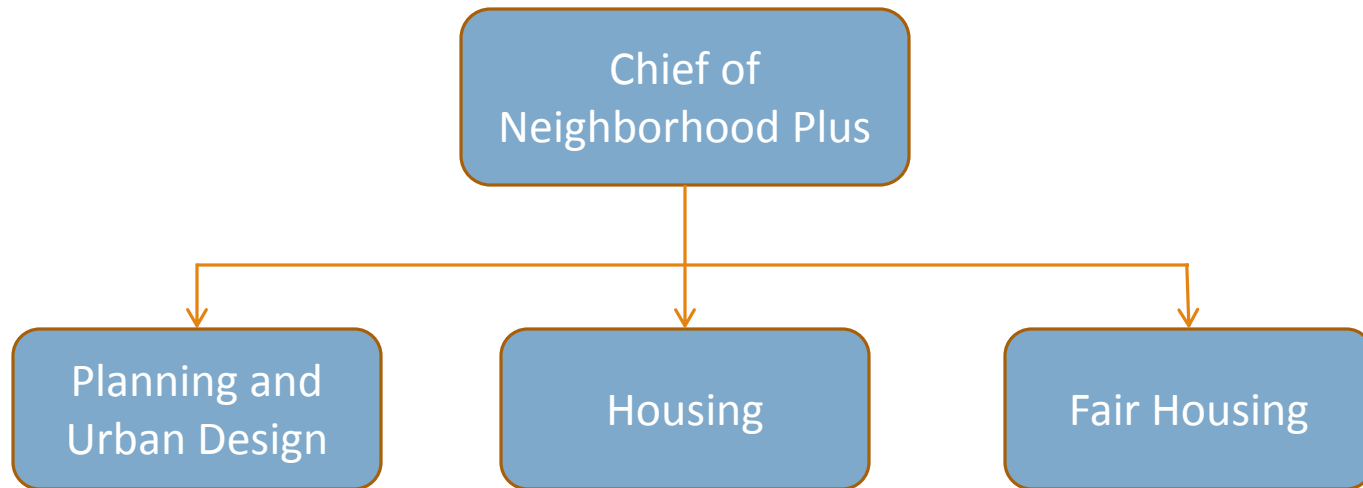
- The Department of Planning and Urban Design, the Housing Department, the Office of Fair Housing and the City Attorney's Office have played a lead role in the development of the plan.
- Implementation will be a multi-departmental and multi-agency effort. Key city departments will include:
 - Planning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

