



City of Dallas

**Community Transformation Action Roadmap
City Council Briefing
October 21, 2020**

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City of Dallas

Presentation Overview



- Why do we need a Roadmap?
- What is the Roadmap?
- What the Roadmap is Not
- Roadmap Objectives
- Key elements
- Roadmap Implementation
- Partner Engagement / Early Drivers
- Measuring Progress and Success
- Integrating City of Dallas Plans into the Roadmap
- Roadmap Initiatives Underway
- Roadmap Highlights
- Next Steps
- Questions





*“Now is the time for governments to turn their attention to reimagining a stronger economic future by very deliberately addressing the vulnerabilities the economic crisis has exposed. It is state and local leaders, together with their business and civic communities, who will shape the speed and inclusivity of the economic recovery. The ongoing economic crisis is forcing states and localities to balance a surge in demand for government expenditures with unprecedented funding shortfalls. At the same time, it is requiring them to find ways to build and fund strategies and programs to deliver stronger, more equal, and more resilient economies.”**

- McKinsey & Company



Why Do We Need A Roadmap?

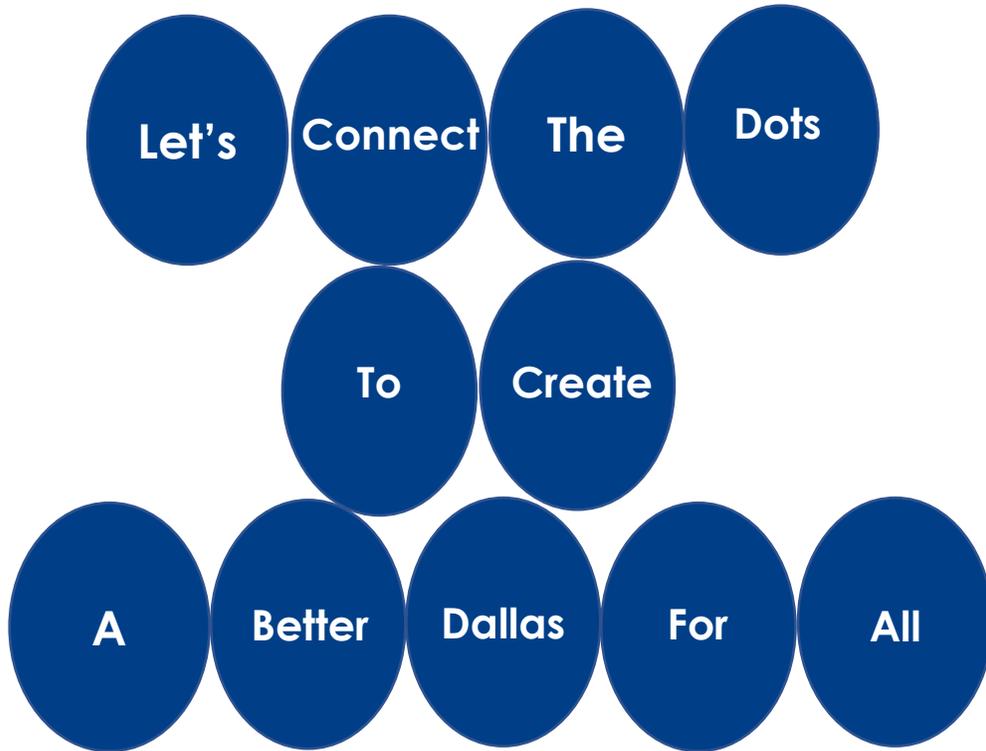


The
Journey
to
Social and
Economic
Progress **Begins**
With
Action

- For Dallas to continue to evolve, persevere, and thrive, it must examine how it pursues social and economic progressiveness today and how we could pursue it tomorrow.
- Like many other cities, it is necessary to acknowledge that current approaches may not be sufficient and that alignment and flexibility in strategy provides the best opportunity to foster long-term social and economic growth.
- The Community Transformation Action Roadmap is designed to face head-on the present challenges and to shift the axis for tomorrow by deploying an overarching building block approach.
- It is an action driven, focused and aligned journey that re-envisions strategies for resource deployment, internal and external programmatic coordination, project prioritization, and external engagement.



What is the Roadmap?



- The **Community Transformation Action Roadmap** demonstrates that by connecting the dots and resources across a wide spectrum of issues, we, as a multi-cultural community, have the power to pursue for the long-term, transformational priorities that contribute to creating a socially progressive and economically competitive Dallas for all.
- It targets projects and initiatives to generate much needed economic spending, explores regulatory and policy changes to fuel economic and social advancement, introduces new pilots and initiatives to foster creativity and innovation, and creates a powerful vision and brand.
- Most importantly, the Roadmap aligns its efforts with partners to cultivate support and resources for implementation, beyond the City's General Fund.



What Is The Roadmap?



What The Roadmap Is Not



**It is
NOT a
Plan**

**It Does
NOT
Duplicate
Efforts**

**It Does
NOT
Rely on
the City's
General
Fund**

**It Does
NOT
Rehash
The Past**



Roadmap Objectives



- The 36-month Community Transformation Action Road Map aligns efforts internally and externally across economic development, housing, community development, and public policy, for greater coordination, communication and engagement when addressing areas of opportunity, community challenges, and crisis.

Short-Term Objectives

High Priority immediate actions developed to generate economic spending and impact to foster transformation, and increase awareness, coordination, and engagement within the community and with stakeholders.

Long-Term Objectives

Create strong building blocks to support actions to guide and build capacity for stability, creativity, and future social and economic advancement.

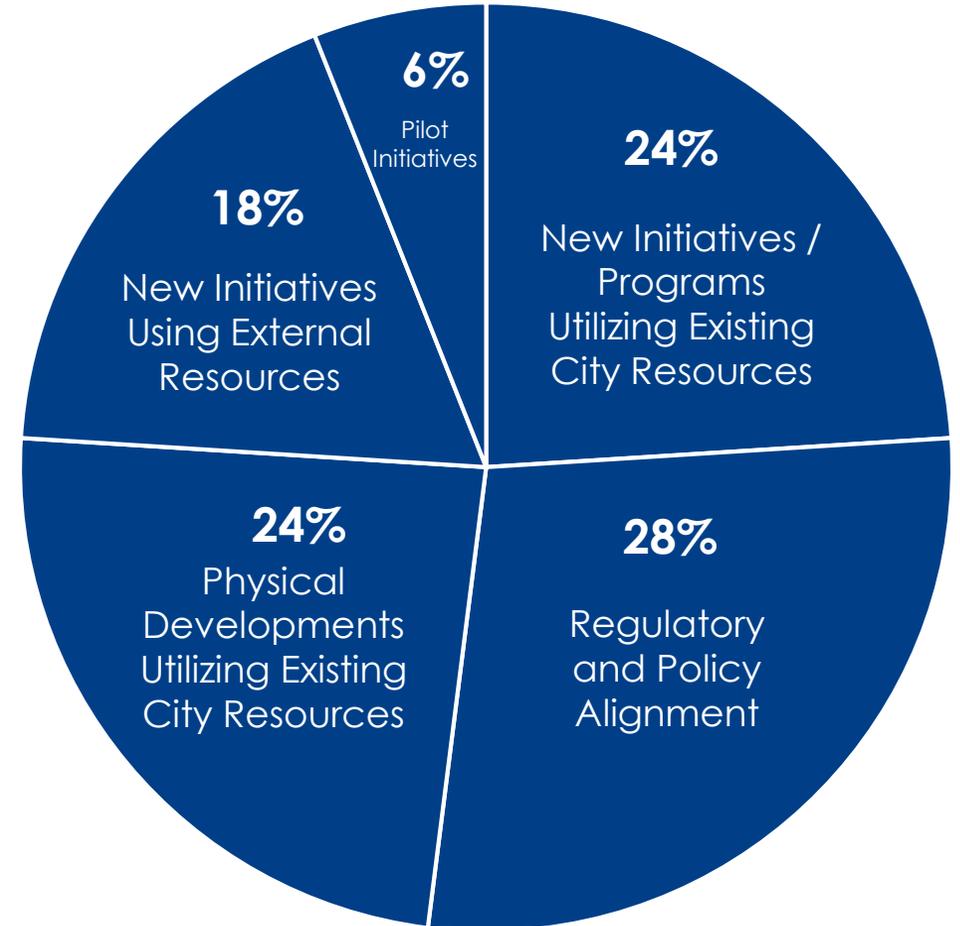


Key Elements



The Community Transformation Action Roadmap is comprised of **Projects and initiatives broken into seven (7) categories:**

- Housing Initiatives
- Infrastructure Projects
- Transformative Developments
- Pilot Initiatives in Support of Social and Economic Growth
- Capacity Building in Support of Social and Economic Growth
- Resource Development
- External Affairs



Key Elements

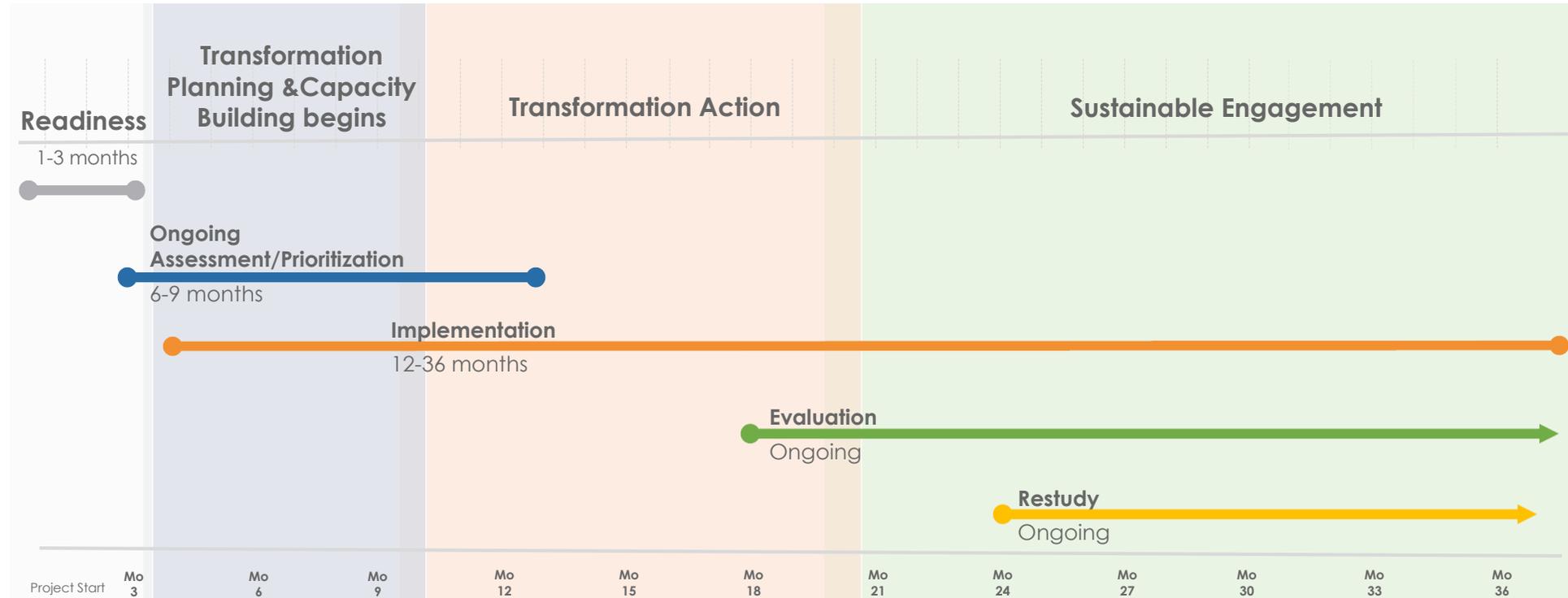


Housing Initiatives	Infrastructure Projects	Transformative Projects	Pilot Initiatives in Support of Social & Economic Growth	Capacity Building in Support of Social & Economic Growth	Resource Development	External Affairs
<ul style="list-style-type: none"> • 1,000 affordable housing unit challenge • PFC Housing 80% at 50% AMI: 2000 Units • PFC Housing Pilot Initiative: City owned land; RFP 500 Units Innovative concepts • HFC Housing, LIHTC Credit 1700 Units • Site acquisition 300 Units (2) @ 150 Units Each Aligned w/ Community Assets (Commercial Kitchen/Incubator) • Housing for Homeless Initiative 900 units • Housing Nexus Study • Affordable Housing Development Tools Program 	<ul style="list-style-type: none"> • Large Scale (>\$10,000,000) • Small / Medium Scale (<\$10,000,000) 	<p><u>Physical Projects:</u></p> <ul style="list-style-type: none"> • Mall Areas • UNT Dallas Area • Medical District • Urban Core #1 • Biotech Initiative <p><u>Development Capacity:</u></p> <ul style="list-style-type: none"> • Citywide Comprehensive Plan • TOD Plan • Hensley Field Redevelopment Plan • Reimagine City Development Processes • City Parking Code Review • Historic Preservation Streamlining Regulations and Processes • People Mover Demonstration • Convention Center Master Plan 	<ul style="list-style-type: none"> • Integrated Community Development Project • Neighborhood Level Projects (5) • Food Desert Pilots • Smart Cities • Creative Industry Zones 	<ul style="list-style-type: none"> • Underserved Community Revitalization Strategy* • Economic Development Policy & Strategic Plan • Workforce Development: Growth Clusters • Workforce Development: Local Talent • Inner City Small Business Hub • Small Business Commercial Space Reduction Program* • Community Based Development Capacity Building • Review / Streamlining of Housing and Economic Development Policies and Regulations • Economic Development Entity* • Small Business Pop-Up Concept 	<p><u>Community Regeneration Fund</u>*:</p> <ul style="list-style-type: none"> • Affordable Housing Revolving Loan Fund • Small Business Revolving Loan Fund • Historic Preservation Revolving Loan Fund • Underserved Communities Small Businesses • HUD Sec 108 Revolving Loan • AFHTF Housing • Stabilization Fund* 	<ul style="list-style-type: none"> • Dallas Vision and Brand* • Community Relations / Engagement • Dashboard • Roadmap Evaluation • Strategic Partnerships • Program and Policy Alignment and Changes • Outreach • Anchor Institution Economic Development Strategy*

NOTE: While not on the initial set of activities, staff will be exploring the creation of an equitable development initiative designed to build the capacity of minority developers. Examining program structure and format using Washing D. C. and Detroit as guides. Staff will also coordinate with the Black and Hispanic Contractor's Association over the next six months as staff works to develop a minority contractor capacity building program that focuses on increasing bonding capacity. This too will be added to the timeline.



Roadmap Implementation



Q3
2020



Roadmap Implementation



- Alignment and buy-in of the roadmap by community partners serving as thought leaders and early drivers related to specific areas of the Roadmap.
- Staff will utilize a project manager approach, taking responsibility for execution of specific projects / initiatives outline in the Roadmap.
- Creation of coordinated cross departmental team designed to cohesively implement specific elements of the Roadmap.



Partner Engagement



- Partnerships are a vital component of the Roadmap's success.
- Throughout its development 60+ stakeholder meetings were had with council members, individuals, advocates, agencies, business owners, and representatives from non-profits and corporations to discuss the Roadmap and solicit feedback.*

Active Network	Communities Foundation of Texas	Fair Park First	Parkland Health and Hospital System
AT&T	Constantin Foundation (Board Members)	For Oak Cliff	Paul Quinn College
Atmos	Corinth Partners	Friends of Consumer Freedom	PepsiCo, Inc
Bank of America	Cornerstone CDC	Greater Dallas Hispanic Chamber of Commerce	Pharos Capital
Friendship West Baptist Church	Dallas Federal Reserve	Hillwood	Red Bird Mall
Hoque Global	Dallas Foundation	HKS	Social Venture Partners
Baylor Scott & White Health	Dallas Innovation Alliance	Housing Consultant	SouthFair CDC
Big Thought	Dallas Mavericks	Innovan Neighborhoods	St. Luke UMC / Project Unity
Billingsly Co.	Dallas Regional Chamber	Jim Lake Companies	St. Philip's School / Community
Bonton Farms	Dallas Thrives	JPI Construction	State Fair of Texas
Boys and Girls Club	Dallas College	JPMorgan Chase	Studer Group
Builders of Hope, CDC	Downtown Dallas Inc. (DDI)	Lyda Hill Holdings	TREC
Bush Institute	Dallas Entrepreneur Center (DEC)	Matthews Southwest	Trinity Groves
Child Poverty Action Lab	DART	Microsoft	United Way
Coalition for a New Dallas	Ernst & Young	North Dallas Chamber of Commerce	University of North Texas at Dallas
Comerica		North Texas Commission	Volunteers of America
			Wells Fargo
			Workforce Solutions Greater Dallas

*Partial list



Partner Engagement



- From the stakeholder meetings, a common theme surfaced: the desire for a coordinated and holistic strategy to further economic and social progress for all City of Dallas residents.
- With that in mind, the Roadmap was designed to welcome local, regional, and national partners to align, connect, and engage on projects and initiatives within each respective partners' area of expertise.
- Roadmap partners will work with city staff cohesively to support collaborative execution and success.
- The partners listed on the following slides have committed to being early drivers and thought partners for Roadmap support and implementation.





BANK OF AMERICA

Serve as a lead thought partner

- Provide guidance and collaboration on building out strategies tied to Bank of America's community investment efforts
- Provide guidance on how best to leverage and maximize stakeholder engagement
- Assist with coordinating and convening partners across areas of expertise that align with the Roadmap

“The framework outlined in the Community Transformation Roadmap is a catalyst for social and economic advancement in Dallas. As part of Bank of America’s unwavering commitment to responsible growth, we continue to make investments in efforts like this because they pay valuable dividends in the communities we serve. This platform to drive partnerships between corporations, nonprofit organizations and civic partners will help us create a more equitable and inclusive community and be a beacon for change across North Texas.”

– Emily Ledet, Bank of America Market Executive, Dallas Fort Worth





Supporting the City's Roadmap

- Provide guidance and support to identify and convene partners across all seven categories
- Establish fund for initiatives / projects that require additional resources
- Provide feedback on a strategy for transparent reporting and tracking through a website, dashboard, and evaluation process
- Support fostering national partnerships to assist with creating innovative solutions to further economic and social growth

“At Communities Foundation of Texas (CFT), our mission is building thriving communities for all. CFT is proud to support the City of Dallas’ Office of Economic Development and Neighborhood Services Community Transformation Actions Roadmap, as the City works to create a more prosperous Dallas for all.”

-Dave Scullin, President and CEO, The Communities Foundation





JPMORGAN CHASE & CO.

Serve as a thought partner in building out the strategies for implementation in the Roadmap

“Economic opportunity is deeply rooted in the conditions of our neighborhoods – the places where we live, work and go to school. And yet, too many neighborhoods face persistent challenges including poverty, blight and disinvestment. JPMorgan Chase is proud to be a thought partner in creating new pathways to economic opportunity for all of Dallas.”

- Michelle Thomas, Vice President and Head of Philanthropy, JPMorgan Chase, DFW



Early Drivers



Lead partner for Vision + Brand Development and Implementation through Dallas Mavericks Marketing Leadership

- Provide guidance and assistance to identify and convene partners
- Support developing Vision + Brand creation strategy and holistic and progressive community outreach for input and implementation
- Support engaging with leaders in the brand creation space to execute strategy and produce deliverables

“We are proud to have a seat at the table to help find the voice of our city and what DALLAS means to us and our community.”

-Iris Diaz-Dallas Mavericks, Chief Marketing Officer



Early Drivers



Parkland

Care. Compassion. Community.

Partner, Integrated Community Development Project

- Align City data with Community Health Needs Assessment data to jointly address and maximize opportunities for growth within communities that have unrealized potential, including talent and economic development strategies
- Collaborate to develop creative solutions for local procurement opportunities
- Assist with fostering support from other anchor institutions to drive Roadmap implementation

“Parkland is implementing programs and allocating resources to address the pervasive health disparities that exist within Dallas County. But the root cause of these disparities is often not clinical in nature. So we cannot address them alone. We need a strong partnership with the City of Dallas in order to address the socioeconomic barriers to health experienced by too many people in Dallas. That is why I am very supportive of Dr. Johnson’s efforts to initiate this Roadmap. The City needs a collective impact approach that brings stakeholders to a common set of goals and priorities and this effort will help that occur.”

- Fred Cerise, MD, President and CEO, Parkland Health & Hospital System





Lead partner for developing Food Access strategies as part of Roadmap implementation

- Assist with coordinating and convening food access partners, including anchor institutions
- Provide support and lead engagement to develop innovative and alternative solutions to food access
- Identify and collaborate on implementing immediate opportunities to create greater food access
- Leverage their current local and corporate partnerships to support the work

“It is an honor to work with Dr. Johnson and his staff to improve the lives of the often neglected and underserved among us. The Quinnite Nation is proud to serve as the lead partner for the Food Access strategies part of the Roadmap implementation. This type of commitment is central to the heart of Paul Quinn College and the Quinnite Nation. We have been here and will continue to be here for all of this type of work.”

- Dr. Michael J. Sorrell, President, Paul Quinn College



Early Drivers



THE REAL ESTATE COUNCIL

Lead thought partner in areas of expertise that align with the Roadmap: Economic Development, Housing, Underserved Communities Revitalization Strategy, Capacity Building, and Process and Policy Refinement

- Provide guidance on how best to leverage and maximize stakeholder engagement
- Assist with coordinating and convening partners across areas of expertise that align with the Roadmap
- Support fostering national partnerships to assist with developing innovative solutions to further economic and social progress

“ The Real Estate Council supports the Community Transformation Action Roadmap as the strategic framework for creating the Future Dallas. Aligning our physical, social and cultural assets will ensure that economic growth of the city will be based on fairness and equity. This framework will create the environment to forge innovative partnerships, build community power and support government leaders and community coalitions in advancing racial and economic inclusion and equitable growth.”

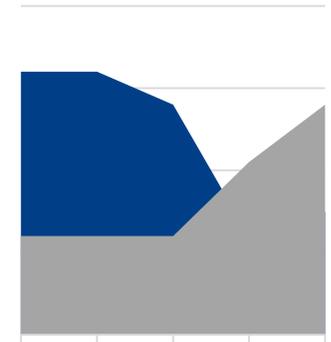
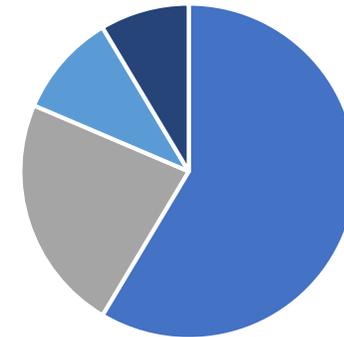
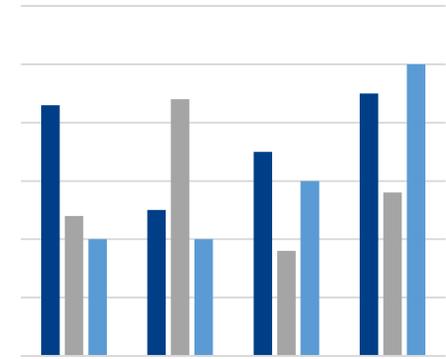
- Linda McMahon, President & CEO, TREC



Measuring Progress and Success



- Timelines directly tied to each project and initiative have been established.
- Tracking and transparency of progress will be monitored by master dashboards accessible for public review.
- Data collected from the dashboard will help to identify challenges and how to address them.
- Regular briefings at Council Committee meetings will provide updates on initiative intervals tied to each respective category.
- Milestone interval briefings for the overall implementation will be presented to the City Council.



Measuring Progress and Success Example: Housing Initiatives



INITIATIVE	2020	2021	2022-2023
1,000 AFFORDABLE HOUSING UNITS CHALLENGE	PREP AND LAUNCH	RFP / SELECTION / IMPLEMENTATION	
HOMELESS HOUSING INITIATIVE	SITE(S) REFINEMENT AND DEVELOPMENT PARTNERS IDENTIFIED	DEVELOPMENT IMPLEMENTATION	
PFC PROJECTS	BOARD FORMATION; OPEN ENROLLMENT / APPROVE / UNDERWRITE MARKET RATE APPLICATIONS, ONGOING IMPLEMENTATION / IDENTIFY PFC RFP SITES	DISTRIBUTE RFP / REVIEW and UNDERWRITE RFP RESPONSES / PFC BOARD APPROVAL / COUNCIL APPROVAL / IMPLEMENTATION AND FINANCIAL CLOSE	
HFC PROJECTS	CLOSE CURRENTLY INDUCED DEVELOPMENTS / RECEIVE COMPETITIVE 9% HTC APPLICATIONS FOR FEB 2021 DEADLINE	RESOLUTIONS FOR 9% HTCS; DHFC BOARD APPROVAL (IF NECESSARY)	CONSTRUCTION OF 2020 APPLICATIONS COMPLETED / FINANCIAL CLOSE, CONSTRUCTION START OF 9% HTCS
SITE ACQUISITIONS	SITE IDENTIFICATION AND ACQUISITION COMPLETED / RFP CREATED	PARTNER SELECTION AND IMPLEMENTATION	
NEXUS STUDY / DEVELOPMENT TOOL ALIGNMENT	STUDY LAUNCH / WORKING GROUP ESTABLISHED / COMPLETE STUDY / DEVELOPMENT PROGRAM CREATED	CHP AMENDMENTS / CC REVIEW PROGRAM / APPROVAL	APPLICATION OF TOOLS / IMPLEMENTATION
HOUSING NOFA	APPLICATION DEADLINE	ONGOING ANNUAL PROCESS	
COUNCIL / COMMITTEE BRIEFINGS	Q3	Q4	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4



Integrating City of Dallas Plans Into the Roadmap



Economic Development Policy

Completion Date: 1st Quarter 2021

Emerging Plans

Transportation Plan
Completion Date: TBD

**Convention Center
Master Plan**
Launch Mid 1st Quarter: 2021

**Comprehensive Land
Use Plan**
Launch Mid 1st Quarter: 2021

**Underserved Communities
Redevelopment Strategy**
Launch End 1st Quarter: 2021

Existing Plan Alignment

CHP

**Climate
Action Plan**

**Downtown
360**

**Resilience
Plan**



Roadmap Initiatives Underway



- Housing Nexus Study (October 26th HHS Committee)
- 1,000 Unit Affordable Housing Challenge
- Hensley Field (Underway)
- Building Permits Efficiency Study (RFP Released)
- City Parking Code Update (Underway)
- Historic Preservation Regulation Streamlining (Underway)
- Community Regeneration Fund (Affordable Housing October 26th HHS Committee)
- Economic Development Strategic Plan (Presented at October 5th ED Committee)
- Economic Development Policy (due 120 days)



Highlight: Economic Development Policy



- Great economic development provides a balanced approach to job creation, attraction, retention and workforce development at every level of the economy.
- There is a tremendous need in Dallas for a framework that supports policy decision making centered around integrated policies and investment performance factors such as the economy, the environment, and society.
- This wide-ranging, flexible economic development policy will be designed with input from the City Council and community stakeholders and align the City's development and investment tools toward the creation of a progressive business and community environment.
- It will foster economic and social prosperity for all, while simultaneously increasing the city's market share and furthering its long-term economic vitality.

**ECONOMIC
DEVELOPMENT
POLICY** **=** **MORE
INFORMED
DECISIONS**



Highlight: Economic Development Entity



- With the advent of globalization, cities now vie for residents, investment, ideas and the recognition of being the leader in a region, facing competition from neighboring cities and from around the globe. Dallas is no exception to this rule.
- Economic development in Dallas will be successful only if there is an exhaustive approach to meet all the needs of businesses and if redevelopment efforts are targeted at every sector of the city.
- It must also re-think how it addresses marketing itself, its assets and its strengths to meet the speed of market opportunities to accomplish its goals of attracting new and diverse economic partnerships.
- The City of Dallas will explore opportunities to develop an entity to lead that effort. This entity, which includes partner collaboration, will leverage the city's new brand and vision to manage the City's redevelopment and marketing in pursuit of the City reaching its full social and economic capacity.

Marketing
Dallas
As The Best
Place To:
Invest
Live
Work
Play



Highlight: Vision and Branding



WHO ARE WE?

WHY DALLAS?

Why is Dallas the best place to invest, live, work, and play?

- As the crown jewel of the North Texas region, Dallas must communicate its unique attributes to drive the attraction and retainment of talent, resources, jobs and investment to remain competitive regionally, nationally and globally.
- Dallas must consciously answer this question and provide a clear path for how it shares its story. With an unprecedented window of opportunity to renew its competitive advantage to attract and retain residents and investment, and to respond to forces vying for an economic advantage.
- The Vision and Branding initiative will pursue, over the next 24 months, a thorough program towards building and launching its vision and brand. It will include a working group of external partners, stakeholder engagement, a centralized location for sharing its progress and measuring success, as well as providing a unified "pitch book" for partners to utilize when marketing the city.





Key Objectives

- Create a specific business case strategy for underserved communities in Dallas by identifying the untapped economic potential and aligning it to market-based development planning and investment strategies to drive infrastructure, housing, business, and job creation.
- Make the underserved areas more attractive for businesses to consider when looking to re-locate and or expand.
- Increase resident income, wealth, and job opportunities.
- Drive change in perception and attitude about opportunities for investment in underserved areas by having a well-thought-out long-term redevelopment and investment strategy.
- Increase productivity in the city by investing in underserved areas.

The paradigm must shift:

from reducing poverty to
**creating income
jobs
wealth**

from community deficiencies to:
**market opportunities aligned with
community demand**



Highlight: Integrated Community Development Project



- Often, we approach community development challenges from silo compartments. Community based economic development is a key element to building strong communities and allows for a coordinated effort.
- The Integrated Community Development Project is one of the *Pilot Initiatives In Support of Social and Economic Progress*.
- This project is unique to Dallas in that it combines inherently connected partner initiatives, which on their own seek to enhance an aspect of quality of life. The initiatives will be aligned, and in partnership with external stakeholders. They are focused simultaneously and within proximity to one another in a community that is underrepresented in the City of Dallas' greater social and economic landscape.
- This data driven project will provide the City of Dallas and its partners an opportunity to respond collectively with the goal of cohesively igniting community transformation.
- The community will be identified by analyzing data that highlights social determinants of health and access.



Highlight: Community Regeneration Fund



Public-Private Partnership



Doing more with less is a constant theme in communities across America. Dallas is no exception. Relying on the City of Dallas general fund to be the source to address the many challenges facing the community is not reasonable.

The need to look beyond the City's general fund and leverage partnerships in securing resources will be critical.

The Community Regeneration Fund is a concept that will be explored through public-private partnerships to leverage existing resources to develop an extensive fund that will support the following elements:

- Affordable housing production
- Small business lending in underserved communities
 - Historic preservation
- Small business commercial space reduction initiative

The structure will be developed to support both loans and grants.



Highlight: Measuring Progress and Success



Roadmap Dashboard

- To properly communicate measures, progress, challenges, and success, there must be a transparent system to track the Roadmap along the way.
- The dashboard will illustrate the deliverables in real time for internal and external stakeholders and serve as a portal for engagement during implementation. It will also be the hub for collecting data to analyze for the evaluation.

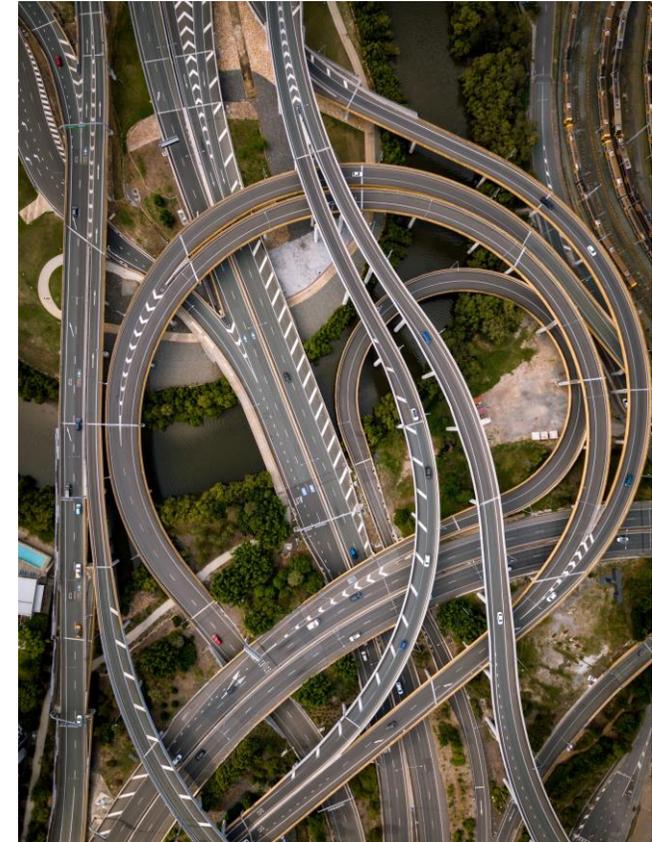


Highlight: Measuring Progress and Success



Roadmap Evaluation

- The evaluation will measure progress against the roadmap components, explore identified challenges, and examine lessons learned for adjustment and refinement.
- It will also be used as a communication tool to share with the public and the City Council, the full scope of the Road Map from presentation to implementation, with hopes that it ultimately will impact future program and policy decisions to drive greater social and economic impact for the City of Dallas.



John Lockwood for Unsplash



Next Steps



Current Phase: **Readiness**

- Synchronize staff / outline project management expectations
- Identify and categorize metrics / measures
- Align and coordinate partners
- Establish partner working groups and teams
- Build framework for dashboard
- Evaluate current processes and timeline
- Continue to engage stakeholders for feedback (ongoing)
- Secure early wins



Community
Transformation
Action Roadmap
Implementation
Begins

NOW





Questions?





City of Dallas

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