



# **POLICY AND PLAN TO ACHIEVE CITY'S HOUSING GOALS**

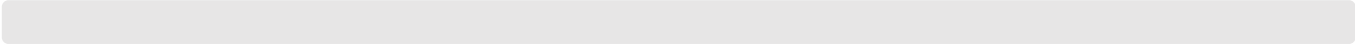
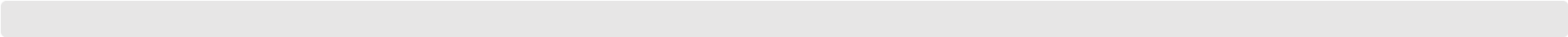




**Housing and Homelessness  
Solutions Committee  
August 22, 2022**

David Noguera  
**Director**  
Housing & Neighborhood Revitalization

John Gilvar  
Christine Campbell  
Michele Williams  
**Community Equity Strategies**

# PRESENTATION OVERVIEW



- HISTORY AND BACKGROUND 
- CHP CHALLENGES 
- RACIAL EQUITY ASSESSMENT RECOMMENDATIONS 
- APPROACH TO IMPLEMENTATION 
- PROCESS OUTLINE 
- IMPORTANT DATES 



# HISTORY AND BACKGROUND



## Comprehensive Housing Policy (CHP) adopted in 2018

- City's plan for:
  - Investing in mixed income housing
  - Redeveloping communities through Reinvestment Strategy Areas
  - Recycling city resources through repayable loans or non-financial assistance
- A compliance framework to prevent the misuse of resources

## Since CHP adoption Dallas has generated a pipeline of:

- 5,600+ units through Mixed Income Housing Development Bonus Program
- 4,300+ units through Low-Income Housing Tax Credit Program (LIHTC)





## Market Flexibility

- Inadequate support for new developers entering the City's housing market
- Insufficient assistance toward growing capacity of home builders and developers
- Delayed reaction time to interest rate changes or price increases

## Compliance Constraints

- Staffing and financial requirements deter nonprofits from City programs
- Federal grant funds limit innovative approaches to neighborhood revitalization

## Community Led Strategies

- Community Input is not reflected in project or program designs
- Programs and resources focus on housing production, not neighborhood revitalization



# RACIAL EQUITY ASSESSMENT RECOMMENDATIONS



## Building on work-to-date:

- Comprehensive racial equity assessment of the CHP presented to City Council on March 2, 2022
- City Council adopted the assessment recommendations on April 4, 2022
- *Community Equity Strategies (CES)* consultant team that conducted the assessment now contracted to develop a new policy and strategic framework building on its recommendations

## Project Team includes:

- *CES*: Christine Campbell, John Gilvar, and Michele Williams
- Dallas-based *buildingcommunityWORKSHOP*: Benje Feehan and Lisa Neergaard
- Community Collaborators





## A. Foundational Recommendations

### A-1. Community Education:

*Committing to Equity vs. Equality*

### A-2. Community Outreach and Engagement:

*“People support what they help to create”*

### A-3. Vision Statement:

*Level the affordable housing playing field for all racial groups and across the North/South Divide*





## **B. Strategic Recommendations**

### **B-1. A Comprehensive, Whole-City Strategic Roadmap**

*Citywide coordination and community partnerships*

### **B-2. Dedicated Funding and Resources**

*Human and financial resources to achieve our goals*

### **B.3. Displacement Prevention**

*Comprehensive, integrated, effective strategies*





## C. Tactical Recommendations

### C-1. Generational wealth in historically Black and Brown communities

*Expand and strengthen displacement mitigation toolbox*

### C.2 “All 14 Districts” Strategy

*Moving forward together*

### C.3. Community Education Campaign

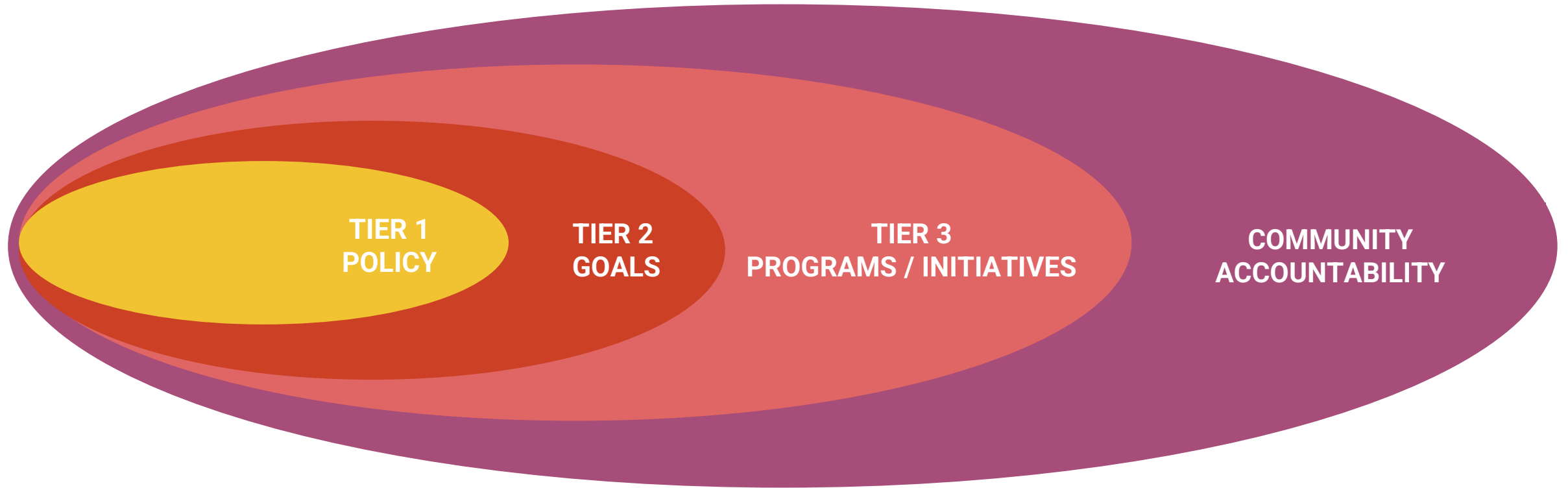
*Dispel myths about affordable housing that fuel NIMBYism (“not in my backyard”)*

### C-4. Strategic use of Housing Programs

*LIHTC and other financing tools in both high opportunity areas with low poverty rates and distressed areas with higher rates*



# APPROACH TO IMPLEMENTATION





Policy strategies will be proposed to:

- Bring the vision statement to life
- Guide goal setting
- Drive adjustments to City programs, initiatives, and processes to close identified gaps or correct any misalignment
- Establish the framework for transparent and accountable progress measurement

TIER 1  
POLICY





## TIER 2 GOALS

### SMARTIE GOALS

*Specific*

*Measurable*

*Achievable*

*Relevant*

*Time-Bound*

*Inclusive*

*Equitable*

**SMARTIE** goals clearly spell out:

- Measurable targets
- Due dates
- Specific impact on equity

*Reports, dashboards, or scorecards provide a transparent view of progress toward SMARTIE goals and related metrics for City officials and the public*





## TIER 3 PROGRAMS / INITIATIVES

Existing and new programs will be aligned with policy priorities, strategies, and goals to promote:

- Needed program expansions or adjustments
- Sunsetting of misaligned programs

*New initiatives can be designed to augment programs, close gaps, and enhance movement toward the goals*





## COMMUNITY ACCOUNTABILITY

Community stakeholders will help create:

- Policy
- Goals
- Recommendations regarding programs and initiatives
- Progress measurement process and accountability structure



# PROCESS OUTLINE



## Recommendations

11 Recommendations  
Adopted by City Council

Foundation for new  
housing policy

## Research

Demonstrate community-wide  
affordable housing capacity and  
gaps

Analyze current programs'  
effectiveness

Identify gaps

Review strategies used by other  
cities

Ensure all 14 district are  
contributing to equitable  
strategies

## Policy Development

Finish Vision Statement

Draft policy strategies

Address historic struggles  
with race and ethnicity

Address racial disparities as  
well as increased  
community-wide  
affordability

## SMARTIE Goals

Develop a set of measurable,  
equitable goals that will bring  
the policy strategies to life

Identify tactics and  
resources to implement  
SMARTIE goals

Align programs and  
initiatives with SMARTIE  
goals

## Accountability

Develop a transparent  
structure where City staff  
will continuously show  
progress on SMARTIE goals

Communication strategy  
such that City officials and  
the community are updated  
at regular intervals

Structure for ongoing  
communication between  
City staff, City officials, and  
community stakeholders

Community Meetings and 2-Day  
Strategy Session



Ongoing communication, input,  
and feedback



Community Engagement with all 14  
Districts

# IMPORTANT DATES



- August 22, 2022: *Overview of New Housing Policy Framework*
- August 21-23, 2022: *CES individual meetings with Mayor, City Council members and City Manager.*
- July-October, 2022: *Community Prep Meetings for Engagement Summit*
- October 21-23, 2022: *Community Engagement Summit (2-Day Strategy Session)*
- December 7, 2022: *Full Council Briefing*





# POLICY AND PLAN TO ACHIEVE CITY'S HOUSING GOALS

**City Council Meeting  
August 22, 2022**

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