

Memorandum



CITY OF DALLAS

DATE May 18, 2023

TO Members of the Ad Hoc Administrative Affairs Committee

SUBJECT **April 5th Vision Alignment Session Summary and Next Steps**

Following the April 5th meeting of the City Council for its Vision Alignment session, facilitators Colleen and Jim Copple of Strategic Applications International (SAI) provided a summary and analysis of the session for council review. Please find the document attached to this memorandum.

As Committee Chair, I will be working with SAI regarding next steps, including a Council session to further refine vision alignment and outline action steps. Please share any questions, comments, or concerns by June 2.

Please contact my office should you have any questions.

Sincerely,



Gay Willis

Chair of the Ad Hoc Administrative Affairs Committee
Councilmember, District 13

c: Honorable Mayor and City Council
City Manager's Office
City Attorney's Office
City Secretary's Office
Nikki Christmas, Director of the Mayor and City Council Office (i)

Dallas City Council Vision Alignment Retreat April 5, 2023

Summary and Analysis

The Vision Alignment Retreat with the Dallas City Council was held at Thanksgiving Square on April 5, 2023 to identify district priorities and develop a greater level of understanding about common goals and objectives for the City of Dallas as a whole. The facilitation process focused on identifying citywide assets and challenges, district specific priorities, and potential barriers to achieve greater effectiveness and efficiency for the City Council and Dallas city government overall. Key learnings and areas of potential action steps are identified throughout the summary of the different topics covered during the retreat. The meeting was facilitated by Strategic Applications International.

The agenda for the retreat included the following:

1. Introductions
2. Review of Process
 - a. All protocols observed
3. Momentous to Trivial
4. Citywide to District
5. Coming to Consensus
6. Other

Note: The District Priorities were covered throughout the day and are combined and included as a separate appendix at the end of the report. This includes a table summarizing the commonalities across the participating council members and the more detailed descriptions of three top priorities shared by each district.

ASSETS AND CHALLENGES

Council members identified the greatest assets of the City of Dallas and how the City Council builds on those assets. That discussion helped to create a positive start to the

retreat. The Council then went on to identify the challenges that the City faces. There were strong commonalities across both assets and challenges.

Topic 1: City Council members were asked to identify the greatest assets of Dallas

- The people
- Welcoming and hospitable city
- Outsiders see Dallas as a city of opportunity
- Relatively affordable
- Easy to get around or navigate
- A lot of entertainment, sports, and cultural events
- A lot of land and opportunities for housing expansion
- Philanthropic spirit
- Safe community, violent crime is down
- Social ills are comparatively minor
- LGBTQ friendly
- Robust economy
- Centrally located
- Can do spirit
- Largest urban forest
- Great airport
- Weather is bearable most of the year

Topic 2: How does the City Council build on these assets?

- We link staff to them and the staff link them to council
- Council members show up at events and activities
- Build/leverage relationships
- Partner with local business, organizations, and movements creating change
- Communication, asking, seeking information, collaborate
- Provide resources when appropriate and necessary
- Highlight good work(s)
- Celebrate their work, proclamations, honor/recognize them

Topic 3: Challenges

Council members were asked to identify challenges faced by the city.

- Racially and economically segregated creating isolation among certain populations
- Recognizing that the city has a housing shortage
- Children living in poverty
- Fastest growing heat island
- Urban sprawl
- Antiquated codes
- State legislature is a major challenge
- Overall focus on cars to the detriment of pedestrians/bikes
- Deferred maintenance and infrastructure issues
- Food insecurity and subsequent food deserts
- Structure of local governance, challenging to craft a master plan for the city and is dependent on council leadership
- Limited budget with finite resources
- Homelessness
 - Mental illness, drug addiction, trauma, healthcare
- TXDOT: moving vehicles, not addressing loitering, trash, underbudget, environmental design issues, harms vs. helps
- NIMBYism dominates the culture inhibiting expansion and growth

Key Learnings:

- The structure of local governance (how the city council and weak mayor, city manager framework) actually works and the limitations created by State laws around Open Meetings/ Sunshine laws make it very difficult for the City Council to have dialogue in a manner that can lead to consensus and a unified master plan for the city.

HOW DO WE DRIVE CHANGE?

The council members then discussed strategies around how we drive change at the local level where we have control over how things work, in city government, and on a

broader societal level. Emerging in criminal justice and police reform movements is the recognition that crime and violence are driven by root causes that include poverty, disparities, substance abuse, mental health, lack of affordable housing, jobs, etc... While cities control only some of the governmental infrastructure and resources, they have the ability to convene all stakeholders to develop and drive the “WILL” to make change happen.

Topic 4: Whole of government/Whole of community to drive change.

Participants were invited to discuss what it means to truly develop a whole of government and whole of community approach to community transformation.

- Creating ways for organizations to work together
 - Action Step this process
- Common vision
 - Being sure the community and community leadership craft and define the vision for the city
- Everybody needs to be involved
 - Create open and transparent processes for defining the community’s vision
- As a society we need to affirm and craft a social contract that involves everybody
- Youth voice
 - Engage the youth commission and other youth organizations and be sure various government sponsored or lead youth efforts are inclusive of the broad demographics of Dallas
- Youth commission:
 - Encourage the youth commission to influence policy and practice.
 - They should be encouraged to bring key issues they are facing, take initiative and action (i.e., period access), communication, publication, not just window dressing, bring other voices to the City Council
 - City can’t deal with youth like the state does, can only work with adults, the county is responsible for mental health care. The City can’t embrace youth as fully, requires collaboration and partnerships, common vision

- Can do park space, recreation opportunities, libraries, skate parks and promote youth entertainment and mentorships
- Not as direct, only effective if we are working across silos and take a wholistic approach to project design and implementation
- Partner with the school district to increase night recreation, participation.
- Develop post-incarceration programs for at-risk youth
- Explore housing for youth, ability to offer incentives to developers, childcare as an option on site

Key Learnings:

- The Youth Commission seems to be an effective platform to give youth a voice into city priorities, policies, and inclusion.
- The City can't deal with youth directly, services are only for 18-years and older. School districts and county agencies are more able to address youth services specifically. But the city can facilitate coordination of wrap around services to strengthen community and neighborhood capacity that create healthy environments for youth. Recreation and parks are also a strong area for connection.

Potential Action Steps:

- ❖ Invest in a design exercise to craft a framework that promotes even stronger inclusion and society-wide (public/private/civil society) clarity and commitment to advancing a unified vision for Dallas. (Address the structural barriers for how the City Council works and engages in dialogue with its constituents and each other.)
- ❖ Conduct a review of what is working right with the Youth Commission and ways in which to ensure broad youth participation across all districts and all demographics.

Topic 5: Public/Private Partnerships

The council identified public and private partnerships to influence and drive change in their communities. Protocols and strategies for engagement such as the creation of commissions, councils, or working groups should be encouraged.

- Partners
- DISD, RISD
- Nonprofits
 - For Oak Cliff
 - Abounding Prosperity
 - Housing Forward
 - City Square
 - United Way
 - Source
 - Dallas Children's Advocacy Center
 - Catholic charities
 - Catholic Housing
 - Jubilee Park
 - Hospitals
 - Social Venture Partners
 - Primos
 - Literacy Achieves
 - State Fair of TX
 - Better Block
 - Childcare Group
 - Senior
 - Texas Women's foundation
 - Junior league
 - Faith-based nonprofits
 - Community-based nonprofits
 - Meadows
 - Other
- DART
- All governmental agencies
- Industry representatives
- Philanthropy
 - Lyda Hill
 - Private Wealth
 - Meadows
 - Mavericks Foundation
 - Trust for Public Land
 - Texas Trees Foundation
 - Other
- Dallas County
- Business associations
- Neighborhood groups
- Voters
- Boards and Commission members

Topic 6: Who makes change happen?
--

This exercise invited council members to reflect on what organizations or individuals drive change in Dallas.

- Policy makers such as city council members, legislators, or the courts
- Media (local, state, and national)
- Business community
- Neighborhood leaders
- Activists
- Legislature
- Philanthropy
- Churches
- Faith-based community
- City staff
- Mayor
- Area Chambers of commerce
- TC Broadnax (City Manager)
- Police
- Real Estate Developers

CREATING ALIGNMENT

The council members engaged in a detailed discussion of the major roles or functions of the City Council, with a focus on the opportunities in each of these major functions. Functions included: Community safety, transportation, economic development, more walkable, environmental protection, racial equity, quality housing, parks and recreation.

The bullets for each of these functions provide insight and potential areas for city government and the Council itself to engage as they carry out their committee work, policy making and approving budget priorities.

Topic 7: An Aligned Vision - City Council Planning Goals

- Moving from Public Safety to Community safety
 - Build accountability systems in law enforcement

- Explore integrated budgeting systems to enhance a whole of government and whole of community approach to community safety
 - Replicate Weed and Seed models of community engagement
 - Create campaigns to inform the community about the diverse and complex programs of law enforcement
 - Budgeting and planning for law enforcement should include discussions around the root causes of crime
 - Return to the core values of community policing
 - Promote community engagement to reimagine public safety
 - The City Council needs to build trusted leadership in all community safety agencies
 - Secure community input in determining safe places
 - Understand how housing contributes to community safety and addressing the root causes of crime and violence
 - Explore the development and improvement of recreation centers, after school programs, and expand opportunities for youth engagement in all aspects the community
- Improve and Expand Transportation and Transportation Options
 - Look at district Infrastructure challenges to increase mobility, promote biking, walking, skateboard opportunities
 - Increase parking options, sidewalks, and walking by workshopping with traffic engineers
 - City Council to identify and promote accountability procedures for the DART board
 - Curb management
 - Parking authority
 - Shared planning with DART
 - Enhance Infrastructure Funding: Federal, state, county,
 - TXDOT
 - RTC
 - Audit safety procedures on all public transportation.
 - Accountability with leadership, underpasses, public spaces
 - Lighting, roads and sidewalks

- Economic development (thriving)
 - Smart and equitable growth
 - Smart use of TIF funding
 - Develop smart incentives
 - Enhance good zoning practices
 - Good schools (limited control)
 - Provide incentives for workforce development
 - Develop strategies to sustain workforce housing
 - Support small businesses and entrepreneurs
 - Develop strategies for City Council members to be more present as a collective group to be represented at city events.
 - Start-up tech industry support (4th largest)
 - Housing (single family homes), housing options
 - 9th largest city, most single-family homes, consider and evaluate housing density
 - Avoid high concentrations of poverty and low-income housing
 - Incentives for middle housing
 - Transitional housing
 - Overcoming NIMBY
 - Transportation as it impacts economic development
 - Not being the only factor where economic growth happens
 - Business permits needs a more efficient process
 - Increase green space
- More walkable
 - Improve and increase sidewalks
 - City is built around a car, highways, how to create connectivity
 - Mixed use development
 - Safe thoroughfares are like a mini highway,
 - Develop street car network
 - Re-engineer intersections with safety islands, free right turns
 - Bring urban planners into all discussions involving roadway designs
 - Use the Forward Dallas process
 - Look at other ways of connecting, social media, surveys, modernizing how you communicate with the public.

- Recognize language diversity.
 - More lighting and landscaping
 - ADA ramps
 - Develop walking destinations
 - Increase the number of Urban trails
 - Mixed use, want the experience to be a good one, interesting
- Environmental protection
 - Double down on the CECAP initiatives
 - Replace city fleet with electric vehicles or at least a portion of the vehicles
 - Address bad zoning practices
 - Educate the public about the importance of protecting the environment.
 - Greater monitoring of air quality
 - Partner with business community on building materials
 - Protecting and expanding tree canopy
 - Invest in urban agriculture
 - Expand trail network
 - Reclaim underutilized parking lots
 - Infrastructure to support micro mobility and public transit
 - Reduce parking requirements
- Racial Equity
 - Create policies and procedures to guarantee equal access to housing, education, employment, and health.
 - Transparency in proceedings to better understand racial disparities in all neighborhoods.
 - Remove barriers that keep people from thriving
- Quality Housing
 - New comprehensive housing policy under discussion
 - Empty nester housing increase number of places for downsizing
 - More options for all types of housing
 - Moving from renters to home ownership

- Community land trust, own the building, not the land
- Housing needs for travelling nurses or others who need temporary housing options
- Seniors, fastest growing population, trouble retaining home ownerships, senior exemption
- Increase quality parks and recreational opportunities
 - Regional iconic park
 - Connecting parks into a network of parks
 - Update parks that have no amenities
 - Need about 14 skateboard parks and promote extreme sports
 - Increase access to recreation facilities
 - Develop more pickleball courts
 - Everyone should get to a park in 10-15 minutes
 - Increase All-abilities playgrounds
 - Improve communication about what we do have
 - Improve neighborhood connections to communicate
 - Create a sense of community ownership of parks.
 - Philanthropic community interested in city downtown parks, get them interested in the neighborhood parks not in the downtown

Topic 8: Identify Barriers to achieving district and city goals

Before jumping to solutions to address the challenges the City Council faces, they spent some time focusing on what the barriers are to solving the challenges discussed throughout the day.

Barriers:

- Competing priorities
- Lack of time to sit down and really drill down to achieve all district goals
- Lack of time, only here for 2 years, every 2 years we have elections, term limited after 8 years
 - Solution: change the charter, limited by the constitution, could change 2-year terms to 4 years, not there yet

- Solution: work more closely to target specific issues through collaboration, in tandem, to work in dis-invested communities
 - We can't sit down in a quorum informally
 - Committees with a quorum must post
- District members do compete for resources, priorities, how do we solve things together, pick one thing, that we can address together (without competing but collaborating)
 - Solutions:
 - Finding common ground
 - Discussion, we can accomplish our goals, something has to suffer if we shift priorities,
 - Don't see the budget as the Hunger Games, it is how we frame it
 - Could be a problem but can work together, sent to be a servant of the people
 - New council members don't have a mentor to speed up learning (having a mentor from a peer council member can really help)
 - We can choose to be the legacy council on equity plan
 - Awareness of the challenges of systemic and historic poverty challenges/barriers
 - Attitude overall: See the whole city of Dallas benefit, let me see how I can help you, that spirit means a great deal to get to the bigger picture
- Funding
- Political Will
- Don't know what to do? We need knowledge, expertise to make good decisions
- Bureaucratic resistance to change
- Citizens want immediate solutions, hard to deliver when we have to follow the process
- Complexity of understanding how the pieces fit together
 - For example: Economic incentives
- Achieving equity
 - Standing up small businesses
- Addressing homelessness (very big challenge)
 - How to grow the base already addressing the issue

Potential Action Steps:

- ❖ Challenge (council members spend half their time running for office because terms are every 2 years): Change the charter, limited by the constitution, could change 2-year terms to 4 years, not there yet.
- ❖ Challenge (How to really solve problems together): Work more closely to target specific issues through collaboration, in tandem, to work in dis-invested communities.
 - We can't sit down in a quorum informally, identify ways to abide by the rules, while creating more functional options

Topic 9: Any barriers to achieve the district priorities

City Council members then discussed specific barriers to achieving district priorities, as a way of drilling down into areas that could be addressed that improve outcomes.

Barriers to district priorities:

- NIMBY-zoning, misinformation, complicated, scary, history of red lining, messy
- Equity challenges-historically affected neighborhoods
- Older/aging parts of Dallas, a need for infrastructure down deep
- Perception is what prevents us to reach goals for quality retail, small businesses growing (District 3)
- How fast do we act to address equity, working to find support for embracing equity as a council, show that the city is working on their behalf
 - Need a master plan to secure the dream of equity citywide
 - Working with philanthropy locally to pay for the strategic plan for the equity plan, creating the business case for social equity, getting translated for Dallas
 - If we can bring black and brown average income up to white GDP, it will add \$115 billion
 - Adopted Citywide equity plan in 2022, monitoring using tangible metrics, committees, set up indicators, applied to the 42 departments of the city first, then developed 5 big goals for the city
 - Barriers:
 - Historic mistrust in communities of color

- Prejudice, racism, systemic barriers
- White privilege
- Solutions:
 - Prove them wrong by doing the work
 - Creating proximity – opportunities to connect
 - Showing it is in their economic interest to do this work
 - Like a consumer product, what is the benefit to different audiences, telling the economic benefit, social justice benefits, target the message
 - Courage to do what is right
 - Listen for understanding why people don't support it a specific initiative. It is easier to address their concerns if there is understanding. People are afraid their streets and alleys won't be repaired and resources will be put it into poor people's pockets. Show them that enlightened self-interest will create resources for the whole community.
 - Help communities who have historically benefited from resources to better understand those communities that have historically been denied resources.
 - Create proximity, true listening and learning, breaking down barriers person to person
 - Move from white savior approaches to enhance community understanding.
 - Get businesses more involved, cost of poverty exercise, re-entry interaction, etc. Get leaders informed and on board, leading by example
 - Understand the mindset of white privilege and how to overcome barriers, overcoming privilege period (economic differences/ affluency/ NIMBY), ensuring all communities having a quality of life and protection
 - Better understand the constitutional limits of the city council and see if there are places that can be changed to enhance collaboration and communication.

- How long it takes to get projects done once they are approved, that takes long enough all by itself, then doing it takes so long because of the bureaucratic process
 - Every big project must have a champion at the political and staff levels
 - It depends on the project, if we over-complicate things, it will take longer
 - It is incremental steps toward a much bigger goal, keeping your eye on the goal but doing the work of the small steps
 - Create ownership and commitment to common priorities, doing the homework up front that is researched and ready for discussion
 - Being aware of engaging key stakeholders in key planning and implementation processes
 - Use the committees to do the groundwork, without requiring the quorum, a way to share ideas and move them to consideration by the council
 - Figuring out how to work creatively within the city council limitations and framework, by working with key stakeholders
 - Making the pie bigger, recent changes increase housing capacity
 - Bond issue, under development, inventory list
 - If we can grow the tax base, in targeted areas,
 - Property taxes, sales taxes
 - Address poverty to decrease public safety costs
- Texas legislature—spend time there with our delegation, new revenue source

Potential Action Steps:

- ❖ Fully embrace the City Equity Plan and move to implement it with the necessary resources and staffing to make it happen, re-establish communication and trust with those districts most impacted by historic inequities.
- ❖ Develop a business case statement for why it is in everyone's enlightened self-interest to address historic inequities, to overcome fears that addressing inequities across districts will negatively impact districts that have traditionally benefited from city investments.
- ❖ Every big project should have a champion at the political and staff levels.

Topic 10: Setting budget priorities—how does it happen?

City Council members then laid out how they set budget priorities.

- Have no shortage of plans
- It starts with previous years, what works and what doesn't
- Some budget items are prescribed (like public safety)
- The city staff drives and we respond
- How do district priorities get communicated to staff?
 - Staff meetings with council members
 - In most cases staff come with an attitude of how can we help you?
- How do you turn wish into reality?
 - The city is like a massive cruise ship, it is slow to turn, only a couple of degrees each term
 - The majority of the budget is already structured, we have minor parts of the budget we can adjust, tend to spend our time fighting over a small portion of that prescribed budget
 - Some council members question the city manager budget

Topic 11: When it works right, what does it look like?

As a way to bring the Council members to a positive conclusion, they talked about what it looks like when the City works right, when the City Council works right.

- We had \$22 million going to direct goals, only addressing racial equity, when we **put money where our mouth is**, realizing we are addressing decades of wrong doing
- Compromise
- The feeling we had when we passed the racial equity plan, true transformational change
- Everybody elevates, we are all part of the victory
- Finding common ground, thoughtful discourse, better for the whole city, discussion gets us to a better place
- Something we can share is the same language about a priority or issue

- Willingness to learn, teachable attitude
- Includes as many people as possible, inclusive process
- Trivial Decisions require small steps
 - Process
 - Budget (contracts)
 - Doing the homework
 - Level of trust
 - Data gathering
 - Evidence-based, data informed decision making
 - Breaking bread, building relationships
 - Committee quorums
- Momentous Decisions
 - Budget as a whole
 - Should be needs based, not just tradition based, NIMBYism is changing
 - Policies that guide
 - CCAP, Housing, Racial Equity
 - Assessing priority of need
 - Resolve conflicting priorities between districts

Appendix: Analysis of District Priorities

This is a simple grouping of like priorities across the districts, realizing that each of them has very specific district issues related to these general areas. Districts 6, 8, and 12 did not participate.

Priorities	1	2	3	4	5	7	9	10	11	13	14
Zoning hearings, District master plans	X					X					
Street Car expansion	X	X				X	X				
Flood and storm mitigation		X									
Swimming Facility (natatorium)		X									
Public Safety: district public safety committees, Community Safety, Speeding, Random gun violence			X	X	X			X			
Economic Development: Bringing more retail and small businesses to the districts, poverty action plan, address old shopping centers			X	X		X		X	X	X	
Plans to address infrastructure deserts, storm drains, alleys, aging facilities (libraries, rec centers, etc.)	X		X							X	X
Address the equity plan in a meaningful way				X							
Traffic, Streets, related infrastructure issues					X		X	X	X		X
Housing access, affordability, options					X						
Address food deserts				X		X					
White Rock Lake Dredge Plan							X		X		
Develop neighborhood leadership									X		
Connectivity throughout the city, trails										X	
Arts District Maintenance											X

DISTRICT GOALS

District 1:

1. Five authorized zoning hearings
2. Redo the library
3. Street car expansion through neighborhood and downtown

District 2:

1. Street car connecting to Lakewood
2. Flood and storm mitigation
3. Natatorium (swimming facility)

District 3:

1. Public safety, district public safety committee, taking ownership for their community safety
2. Bringing more quality retail and small businesses to the district
3. Addressing the infrastructure desert with a plan

District 4:

1. Address the equity factor for a historically underserved community perspective
2. Public safety, continue to be at the top of the list, get a better plan in place with public service partners, to address systemic practices of racism and neglect
3. Economic development, if we face it we can fix it
 - We continue to have the highest numbers of crime, lack of investment, folks who have given up hope, no trust, hard to communicate, mental health, frustration, miseducation of our children, higher number

of murders, burglaries, crimes against persons, crimes against seniors, mindset of making a quick dollar vs. real jobs, service industry lack of other options, corporate recruitment should be broader

- Implement the city manager's equity strategy.
- Resourcing equity, District 4 has been starving (most impacted districts-4, 3, 8, 5, part of 1)
- Equity is a word we have to understand, different than equality
- The disparities (10 zip codes most impacted-health, hunger, crime, etc.)
 - Look at the documentation, moving Forward Dallas
- Need some serious conversations about the equity plan and how we make it real, decide if we are serious about this vision, so we can ALL be at the table with the same meal

District 5:

2. Public safety, not just how we support LE directly and indirectly
 - a. Speeding drivers
 - b. Random gun violence
3. Infrastructure
 - a. 3 lanes going each way
 - b. Micro mobility options
 - c. Loop trail, connecting District 5
4. Housing
 - a. Low-income housing tax credits are already high, it's a negotiation, want more high-end single-family housing and address much older housing stock
 - b. Young folks want to stay in their childhood neighborhoods, but the housing stock needs to be there
 - c. Build generational wealth there and promote land acquisition

District 6:

District 7:

1. Street Car implementation, connecting Fair Park to the Cedars, across Cedar Crest Bridge
2. Economic Growth: Smart growth, bringing in more mixed incomes
 - a. Big Box grocery store
3. Fair Park Master Plan implementation
 - a. Recapture funding
 - b. Development of a hotel
- Dependent on legislature—working with our delegation
- Partnering with District 2
- TIF has been nonexistent, discussing collaboration along MLK
- Bring street car development

District 8:

District 9:

1. White Rock Lake dredge plan, erosion repairs along the banks and master plan, getting ready for a bond
2. Traffic issues
 - a. Speeding (3 state highways)
 - b. Acquiring Garland Road (6 lane highway) needs to be updated, street cars, opportunity for density, livable, walkable communities
3. Connectivity throughout the district
 - a. Connecting to the whole city
 - b. Bring the outer portions of the city to the core

District 10:

1. Public Safety, better technology and uses of technology, cameras, license readers, multi-family units
 - a. Park at Forest and Amelia
 - b. Recreation and activities to that area
2. Streets and infrastructure
 - a. LBJ East, expansion of 635
 - b. Economic development and related projects, down Skillman corridor
3. Establishing workforce innovation hub
 - a. Equipped for programmatic pieces for small businesses

District 11:

1. Position north Dallas as a regional player, the international district
 - a. Includes regional iconic part
 - b. Streets infrastructure
 - c. Smart cities, positioning it as a transportation innovation zone
2. Highest poverty area (Esperanza) completing and activating that action plan
3. Developing neighborhood leadership
 - a. Support community associations

District 12:

District 13:

1. Have most lane miles (behind 14), improved alleys need to be improved, dedicate more funding to that, streets, stormwater updates required
 - a. Very meaningful to homeowners

2. Economic development, addressing old shopping centers
 - a. Preston center, could bring \$724 million in value, investment in North Dallas, mixed use, quality of life and increased tax base
 - b. Three contiguous ARPA Census Tracts-most dense area in Dallas County,
 - c. 30,000 people in very poor conditions with aging housing stock, don't want to displace people, but needs to be addressed in a strategic way
3. Quality of Life: have many of the older infrastructure issues
 - a. Libraries
 - b. New parks
 - c. Recreation centers need updating as well
 - d. Don't have the trails connecting to District 6, looking at phase 2, include them in linking trails and parks

District 14:

1. New Rec Center, only have one, it's outdated and inadequate (no gym)
2. Catching up on Arts District Maintenance, poor maintenance
3. Completion of two-way conversion of Cole/McKinney

Topic 12: Other priorities not covered yet (by district)

At the conclusion of the retreat, Council members were given the opportunity to identify any other priorities (beyond the top three that they shared during the meeting) that they wanted to have included in ongoing discussions.

District 1: Citywide continued improvements to the permitting office, police and fire pensions

District 2: Public safety, citywide

District 3: Full implementation of the racial equity plan

District 4: Full implementation of racial equity plan

District 7: Affordable housing for workforce

District 8: Opioid and fentanyl challenges, speeding and racing, public safety, random gun fire, we are not very modern in how we connect to business (modernization-it's an efficiency issue)

District 9: Commitment to infrastructure and basic services don't deteriorate, preparation for future citywide issues like pensions that will permanently impact the city, digital equity, technology, being able to upload pictures and videos

District 10: Police and fire facilities, level one issues, recruiting and retention for officers, Police academy, environment is better for officers, setting up for today and tomorrow, thinking further ahead

District 11: Full implementation of CCAP