

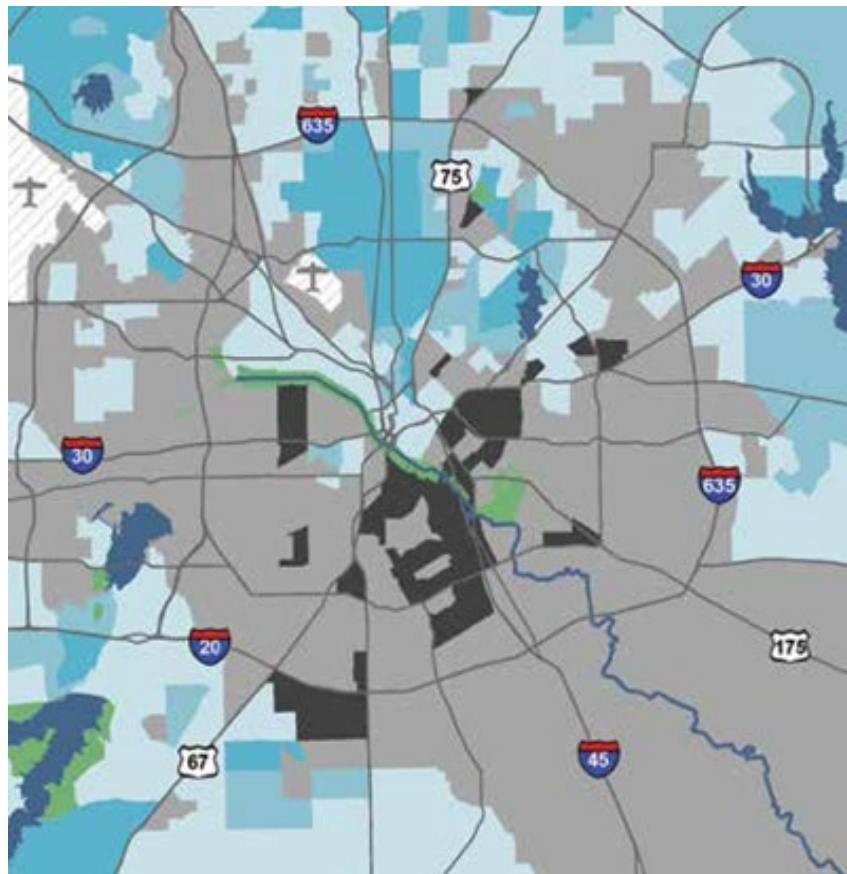


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# Actionable Strategies for Equitable Development Planning

September 15, 2020

# City of Dallas Income Map



## MEDIAN HOUSEHOLD INCOME

- Less than \$25,000
- \$25,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 or more

**City of Dallas Poverty Rate 21.8%**

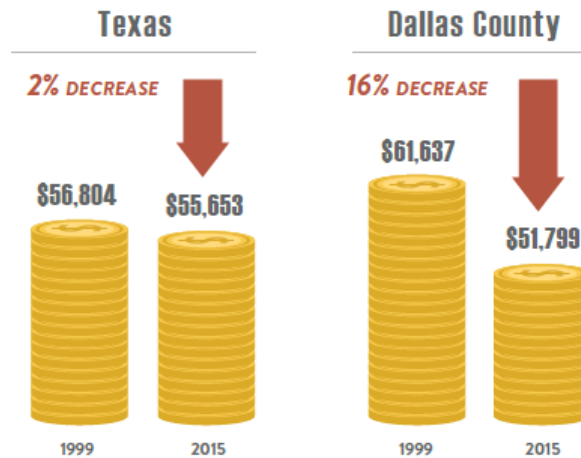
*Source: United States Census Bureau, 2010 Census and 2015 American Community Survey 30*

# City of Dallas Income & Population

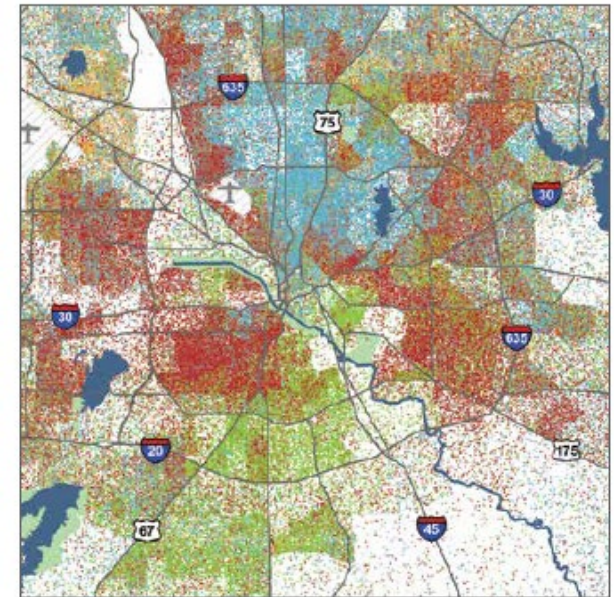
## Median Household Income is Declining Rapidly in Dallas County

Since 1999, the state of Texas has seen a decline in real median household income by two percent. Dallas County's real median household income has fallen much faster, falling 16 percent in the same time period.<sup>23</sup>

Source: United States Census Bureau, 2000 Census and 2015 American Community Survey<sup>24</sup>



## Population Density by Race and Ethnicity



1 DOT = 10 PERSONS

BLACK  
HISPANIC  
WHITE  
OTHER

Source: United States Census Bureau, 2010 Census 13

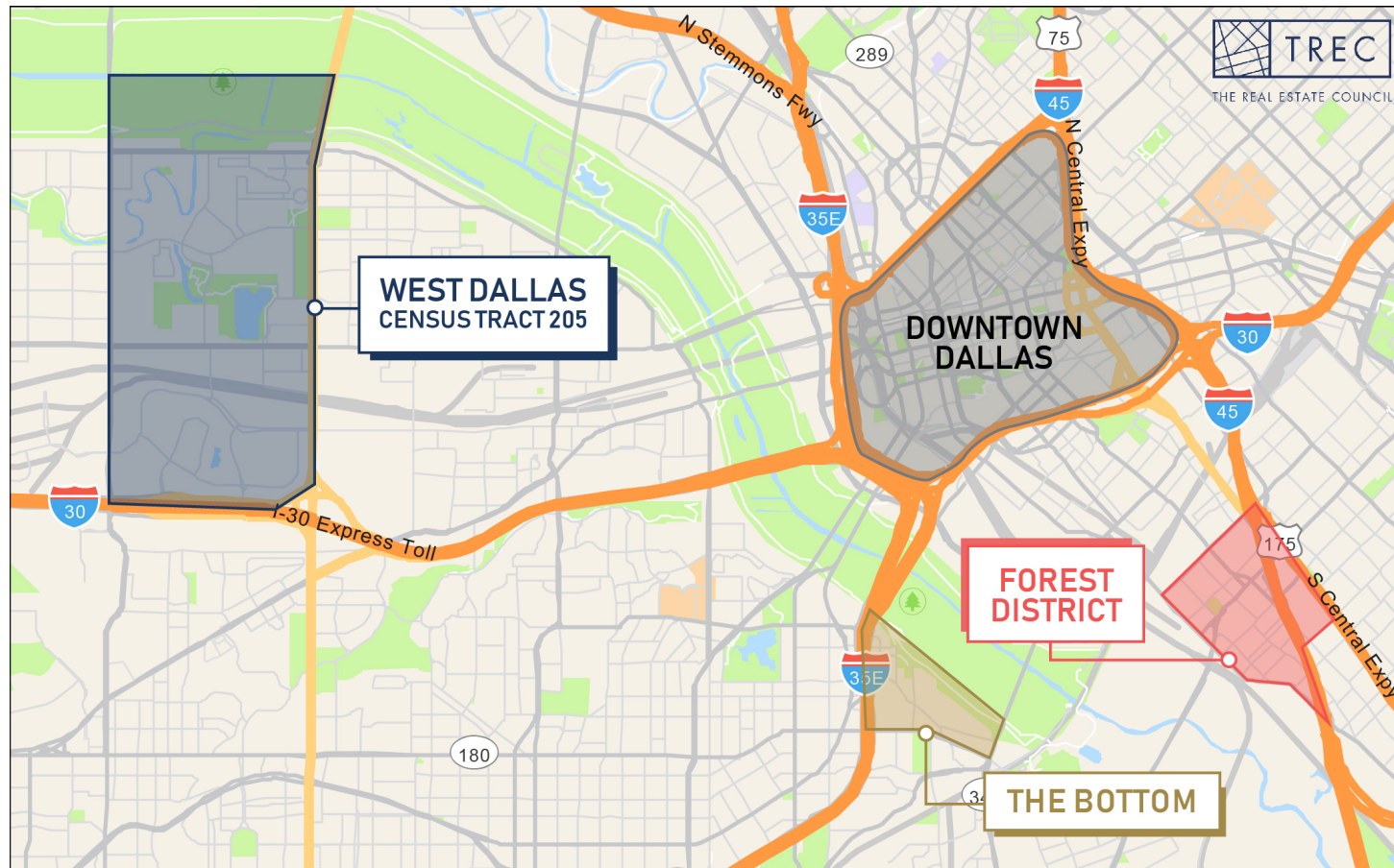
# Community Driven Growth: A Roadmap for Dallas' Equitable Development

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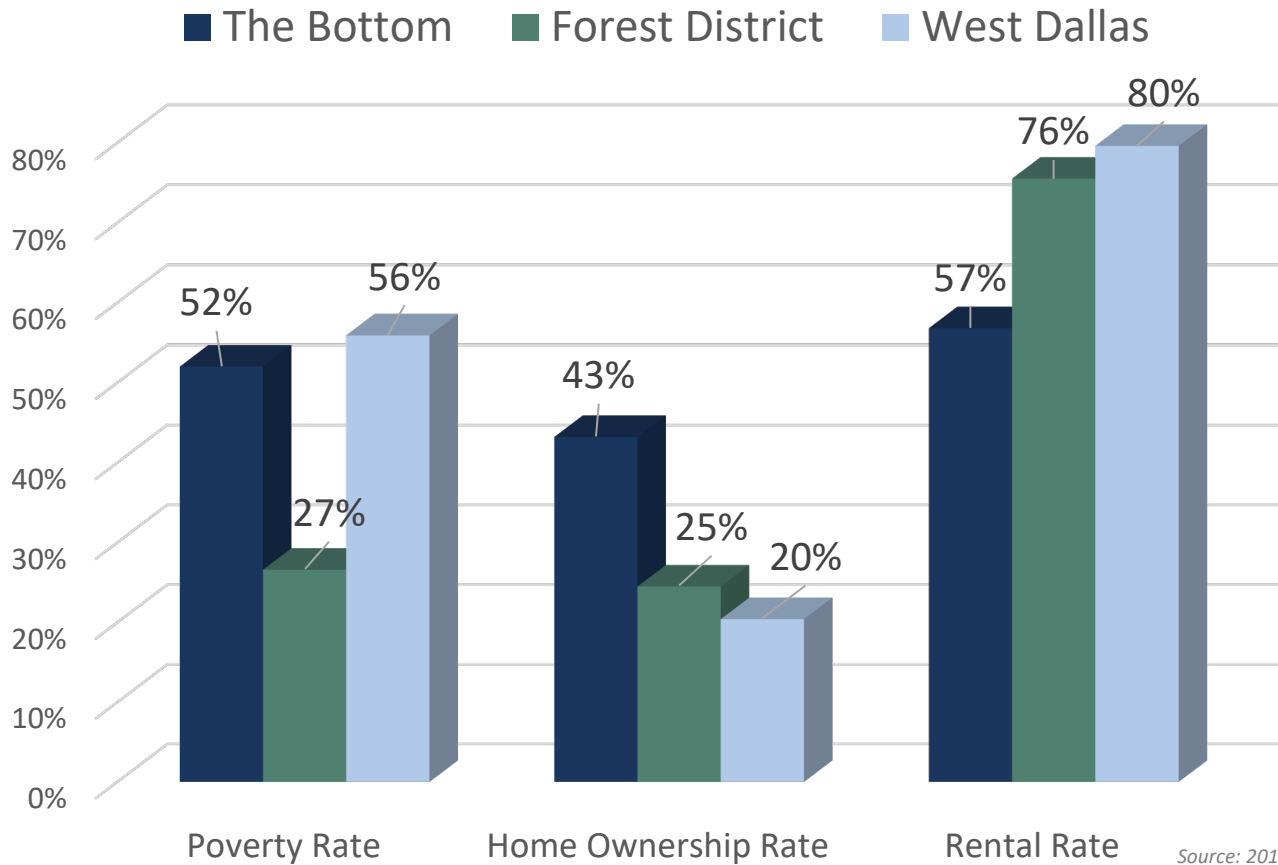


**Community Driven Growth: A Roadmap for Dallas' Equitable Development** represents a year-long effort for three Dallas communities - The Bottom, Forest District, and West Dallas-Census Tract 205. It recognizes the distinct histories of each geography and turning points which contributed to the challenges they face today. Despite their differences, common challenges quickly emerged across the three geographies. This plan pulls from the current knowledge of equitable development tools and seeks to pair them with the challenges identified by residents and stakeholders in each community.

# Neighborhood Focus Areas



# Neighborhood Demographics



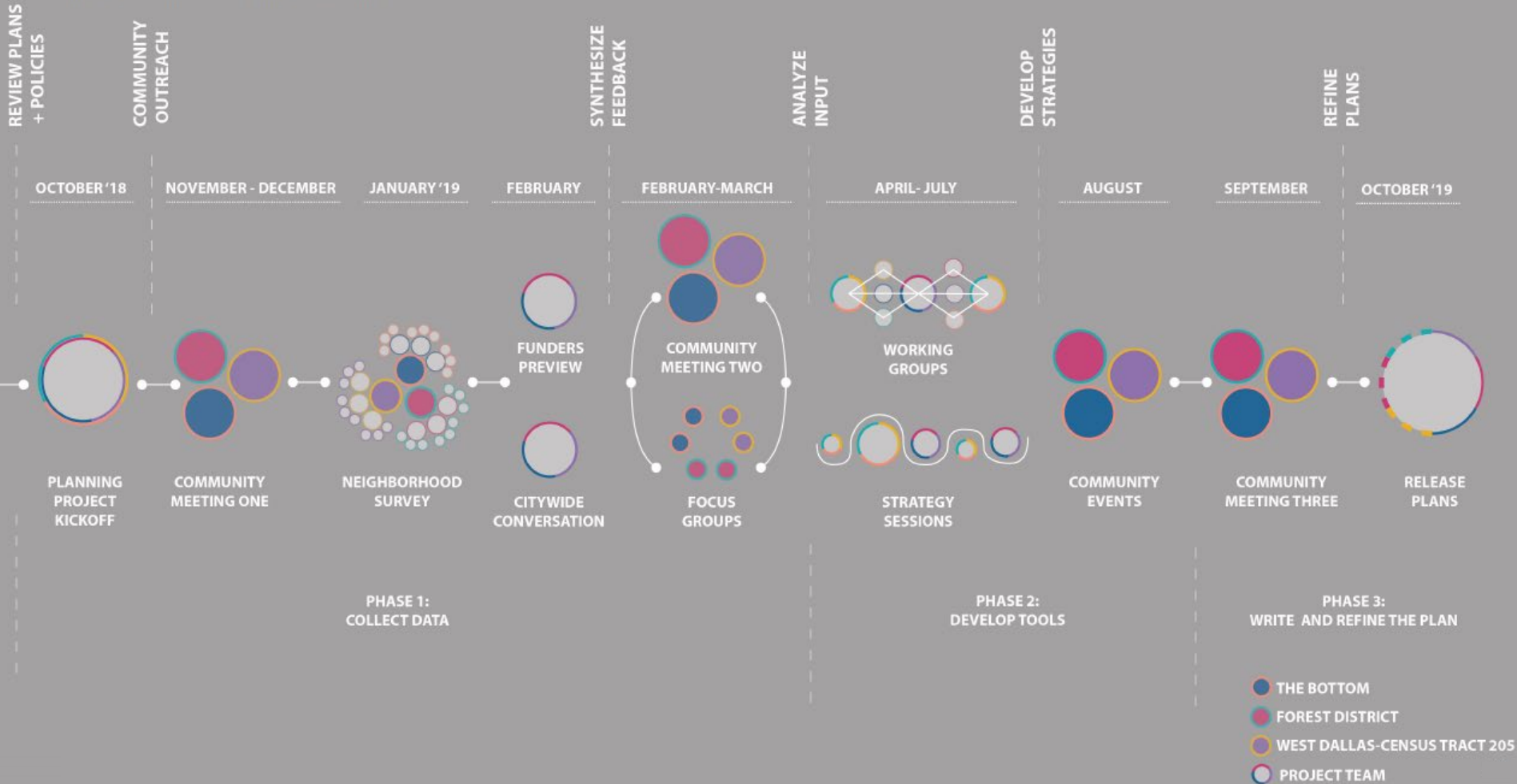


# COMMUNITY PLANNING PROCESS

## Where and how did we begin?

# COMMUNITY PLANNING PROCESS

The project team hosted partner meetings, community meetings, and focus groups. They also hired and trained community residents to conduct door-to-door surveys to gain insight on current community demographics and needs. The following outlines the various types of meetings that were held throughout the planning process.



# WHAT WE HEARD FROM THE BOTTOM OUTREACH

## Residents let us know exactly what their community needed.

The following reflects The Bottom's priorities for equity, based on the input gained through several community outreach opportunities. This formed the foundation of the working group and the basis of the equitable development plan:



### Historical Equity

- Equitable development should honor and tell the history of The Bottom



### Physical Equity

- Any new projects should address longstanding infrastructure needs, such as the construction of sidewalks, new roads, the addition of street lights, street signs, and new road connections within the neighborhood and surrounding streets.
- Residents support the addition of retail services such as a laundromat, pharmacy, dry cleaner, or day care. However, residents indicated they do not support the addition of liquor stores, clubs, bars, corner stores, or gas stations.



### Social Equity

- Any new housing or commercial development should prevent displacement and support new residential development.
- New housing is supported but only at affordable price points. Specifically, any new homes should cost no more than \$150,000 for a new 3-bed/2-bath.



### Economic Equity

- New housing development should be paired with new employment and educational opportunities.
- Many people have trade skills in The Bottom, but there are no opportunities to find work with those skill sets in the neighborhood. Residents support additional job opportunities near the neighborhood.



### Planning / Policy Equity

- People such as developers, policymakers, and community leaders who make promises to revitalize the community need to honor their commitments.



Photo by JBC

## Challenge: Residents Do Not Have Control Over Future Development And Are Not Set Up To Benefit

Current residents have little control over future development, and due to the long history of disinvestment, are rightfully concerned about being left behind by future growth and development.

STRATEGY

### Form a Community Land Trust

Community Land Trusts (CLT) are a strategy for ensuring that an area maintains a stock of long-term affordable housing. This is done by separating the ownership of the land from the ownership of the house. In a CLT, a nonprofit organization commonly overseen by residents holds the ownership of the land and leases it to a homeowner. The homeowner owns the home.

### Identify an Organization to Hold the Land Trust or Form Nonprofit Community Land Trust

*The organization that oversees the CLT will define how the CLT will operate, who will oversee it, the role of the existing residents, and its long-term purpose. CLTs are not all alike — it is important to be clear on what kind of CLT you envision for the community*

### Financial Support

*Identify financial support for creating the CLT.*

### Develop Resident Oversight

*To ensure the land trust represents the interests and vision of community residents, it is recommended that residents have some level of oversight. This could include granting residents voting rights on decisions or appointing residents to the board managing the CLT.*

### Create Acquisition Policies

*A CLT should have a policy of purchasing land from any existing homeowner who chooses to join the CLT.*

### Acquire Land

*A CLT can acquire properties through donations, by purchasing available properties, or via a city/county program. These properties may or may not include residential structures.*

### Community Investment Funds

A fund is an investment tool. Community investment funds are similar to traditional funds in how they operate, but are different in their purpose. They typically focus on investing in communities or individuals that have been underserved by traditional funding sources.

### Provide Training on Community Investment Funds

*Taking advantage of Community Investment Funds requires knowledge of how they work. Affordable opportunities for training would help stakeholders in this respect.*

### Create a District Real Estate Investment Trust

*This can help better control development and/or benefit from future development.*

### Abate Property Taxes

*Use dedicated funds (via a Tax Increment Fund or Neighborhood Empowerment Zone) to abate property tax increases for legacy residents*

### Widen Benefits

*Expand tax support to include middle-income residents.*

### Explore Shared Equity Financing

*This can help support households that may not traditionally be able to afford homeownership. In the shared equity financing model, a second party (nonprofit, finance company, etc.) makes an investment in a new home — typically by paying a portion of the down payment — in exchange for a percentage of the home's future appreciation.*

STRATEGY

# Neighborhood Challenges

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## **Housing Challenges**

- Lack of Quality Housing
- Lack of Affordable Home Ownership Options
- Need for Housing Rehabilitation and New Affordable Housing
- Proximity to Industrial Properties
- Residents Are Not Set Up To Benefit from Development
- Residents Do Not Have Control Over Future Development and Are Not Set Up to Benefit

## **Jobs & Wealth Creation**

- Need for Economic Activity and Living Wage Jobs
- Residents Are Not Set Up to Benefit From Development Due to Lack of Workforce Training
- Lack of Jobs and Support For Hard to Hire/Reentering Workers

## **Community Ownership & Leadership Development**

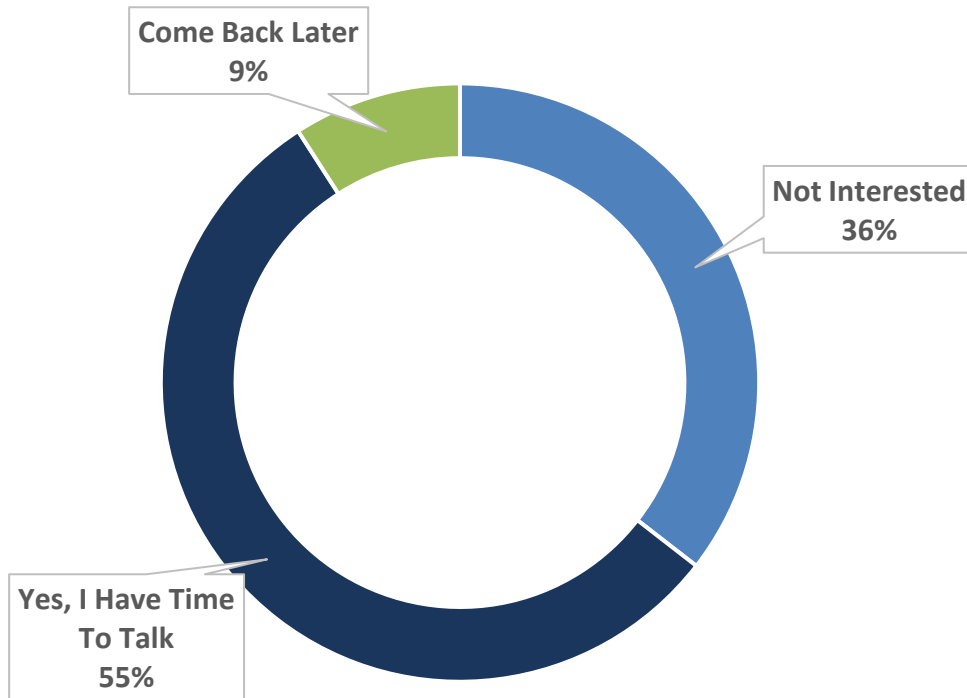
- Lack of Community Participation as Residents Feel Their Voices Do Not Matter
- Need for Housing Rehabilitation and New Affordable Housing
- Not Enough Organizational Capacity and Lack of Community Organizers
- Residents Do Not Have Control Over Future Development and Type of Development



## Neighborhood Survey Process

# Survey Process & Statistics

**When a resident answered the door, they responded:**



■ Not Interested   ■ Yes, I Have Time To Talk   ■ Come Back Later

**Number of Surveyors:**

32

**Timeframe:**

January – February 2019

**Total Property & Resident Surveys:**

4,321

**Number of households:**

2,367

**Number of successful resident surveys:**

359

**Survey Completion Percentage:**

78.6%

**Percent of neighborhood household surveyed:**

15.2%

# Key Findings

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**Overall, residents were happy with their neighborhoods.**

**Most residents perceive their neighborhood as safe.**

**Feelings about neighborhood school quality vary by neighborhood.**

**Some areas of immediate need identified by residents were clear, including:**

- Litter picked up
- Additional street lighting in some areas

**Additional, long-term community desires for the neighborhood include:**

- Better schools
- Closer amenities (restaurants, gas stations, dog parks, grocery stores, etc)
- More jobs

# FOREST DISTRICT SURVEY OUTCOMES

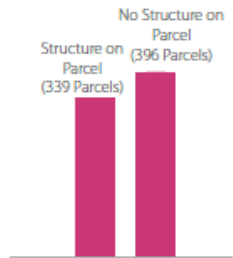
## Residents gave us insight into life in the Forest District.

All of the addresses in the Forest District were documented using Loveland Technologies' parcel survey tool, and resident surveyors engaged in conversation with 111 people. In general, the demographic characteristics of residents who were surveyed reflected those of the area's demographics. When it comes to the age of those surveyed, more members from the 55+ age group were surveyed than compared to the community as a whole. However, they did speak to a large number of renters, a group not well represented at community meetings.

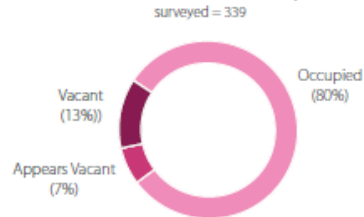
Themes emerged related to jobs, crime, and community resources. Residents asked for more options for retail, particularly related to grocery stores. People frequently mentioned a fear of displacement and speculators buying property in the District. Residents identified jobs with the city or county, well-paying retail jobs, and light industrial work when asked what sort of jobs could be provided in the District.

## PROPERTY SURVEY DATA

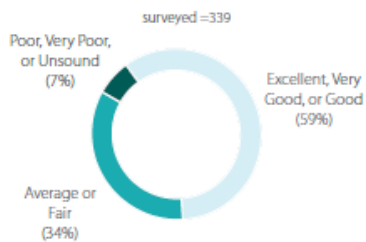
### Does the Parcel have a Structure?



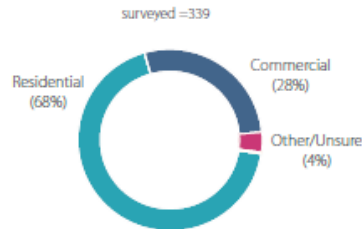
### Is the Structure Occupied?



### What is the Quality of the Structure?

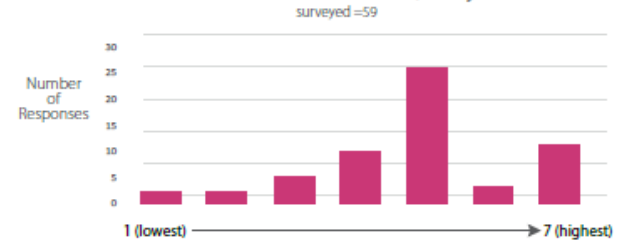


### What Type of Structure is on the Parcel?



## NEIGHBORHOOD RESIDENT SURVEY DATA

### How Would You Rate Your Quality of Life?



### Neighborhood's Top S.W.O.T.

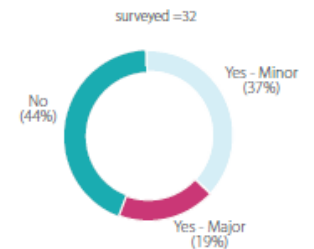
Strength: Community Centers & Schools (tied)

Weakness: Illegal dumping / Trash

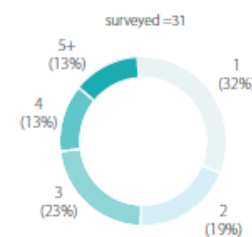
Opportunity: Vacant land

Threat: Criminal Activity

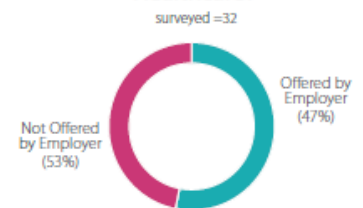
### Does Your Home Need Repairs?



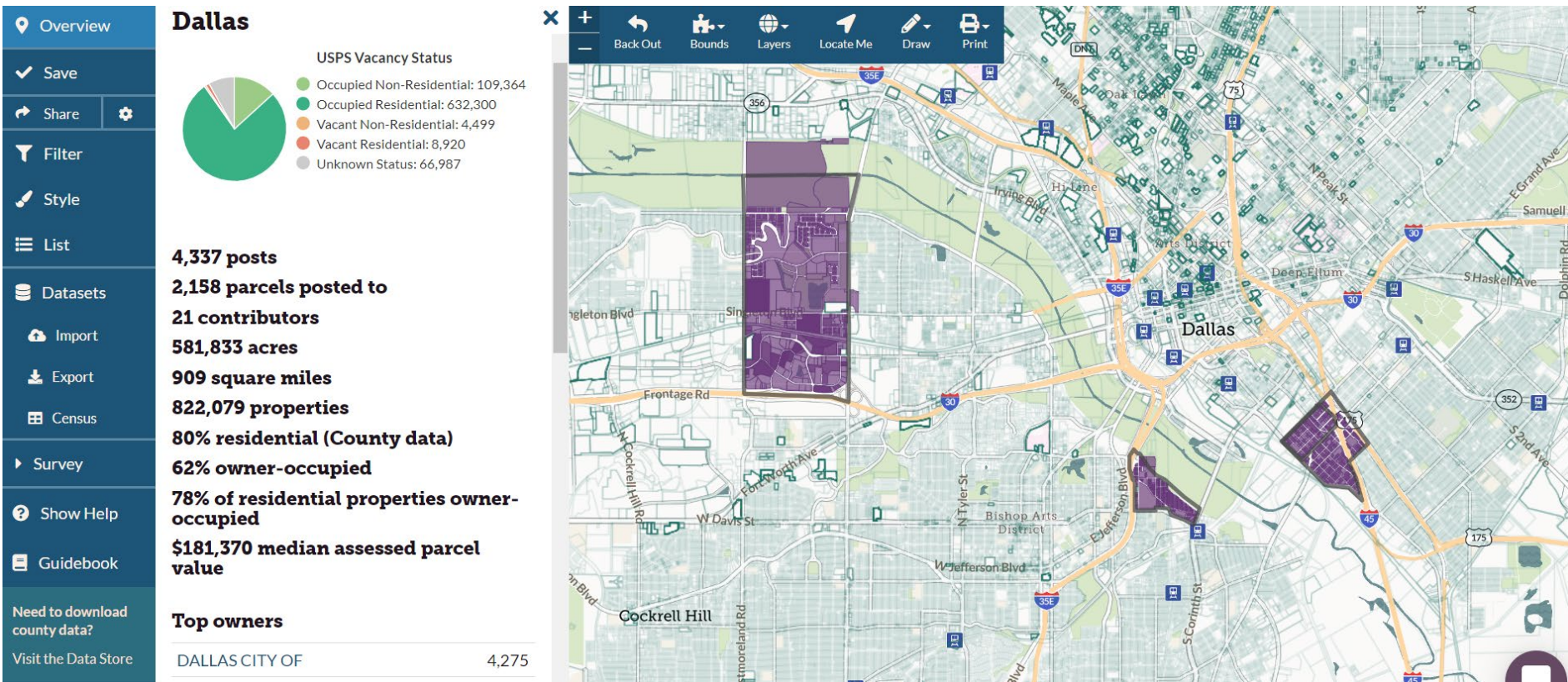
### How Many People Live in your Household?



### Does Your Employer Provide Healthcare?



# Presentation of Parcel Data & Mapping Process



Work with property data: import | filter/query | survey | style | export | & more

# Loveland Technologies

- Overview
- Save
- Share
- Filter
- Style
- List
- Datasets
  - Import
  - Export
  - Census
- Survey
- Show Help
- Guidebook
- Need to download county data?  
Visit the Data Store

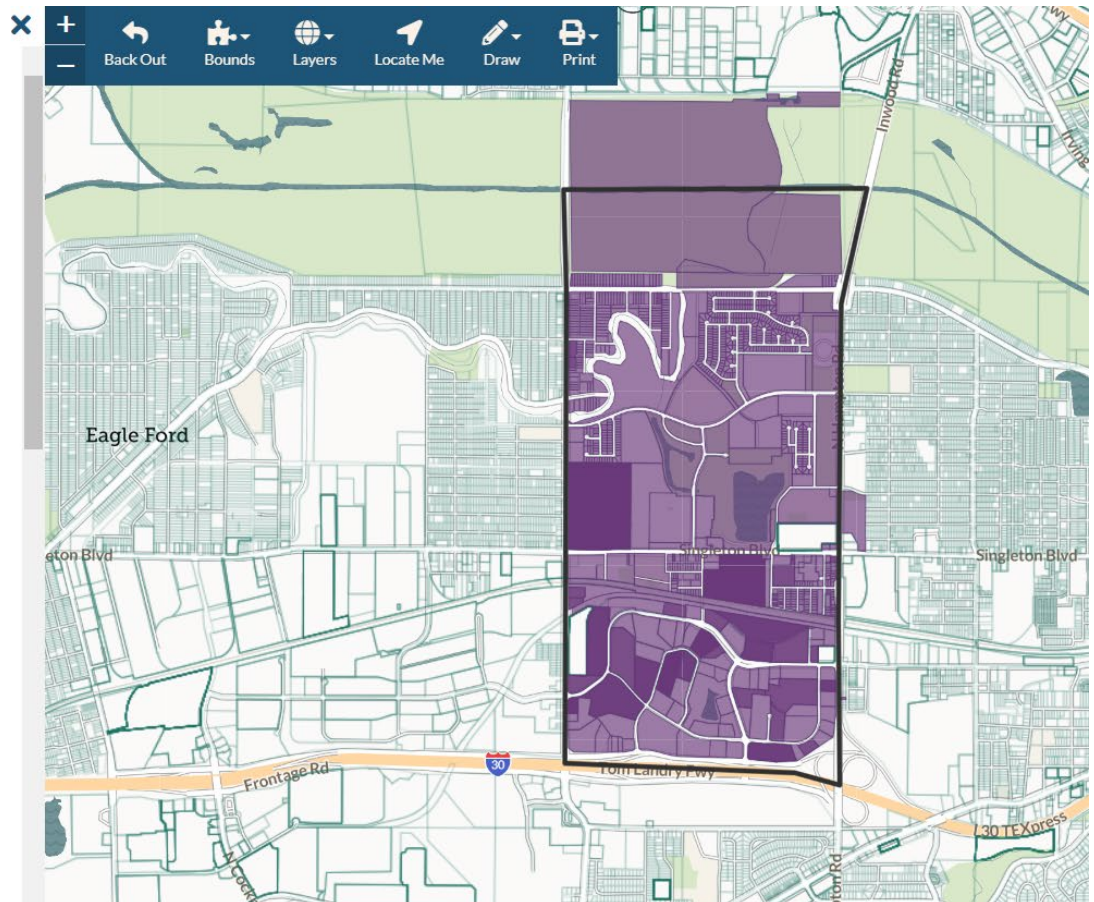
## West Dallas



### USPS Vacancy Status

- Occupied Non-Residential: 309
- Occupied Residential: 609
- Vacant Non-Residential: 6
- Vacant Residential: 1
- Unknown Status: 236

**2,606 posts**  
**960 parcels posted to**  
**16 contributors**  
**1,382 acres**  
**2.16 square miles**  
**1,161 properties**  
**53% vacant (USPS)**  
**53% residential (USPS)**  
**56% residential (County data)**  
**47% owner-occupied**  
**83% of residential properties owner-occupied**  
**\$160,110 median assessed parcel value**



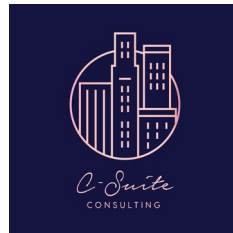
# THE PARTNERS

## Funding Partners

JPMORGAN CHASE & CO.



## Project Partners



## Community Organizations

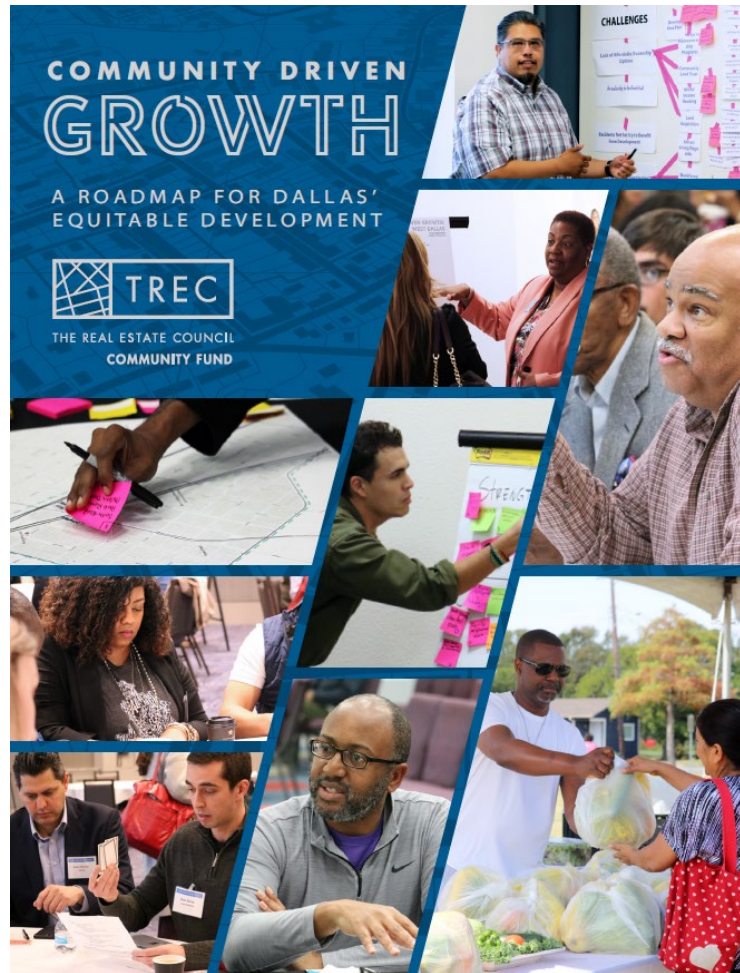


A Community Development Corporation (CDC)



# READ THE REPORT

<https://recouncil.com/https://recouncil.com/community-driven-growth-report/>



# Moving Forward

## How do we measure success?

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**Real success is more than positive numbers.**

### Measuring Community Outcomes

The strategies and interventions resulting from the Community Driven Growth process are those that will drive broad, community-level outcomes. Strict adherence to community-level goals can be a significant – if accidental – driver of gentrification and displacement.

### Measuring Program Outcomes

The success of any strategy or intervention cannot be measured only through community-level indicators but must also be measured through program outcomes. Connecting the impact of a program to larger community level outcomes requires that all program outcomes be documented.

### Assessing Equity in Development

Equitable development must be oriented toward the material improvement of the lives of the people who already live within the target community. Therefore, community-level outcomes must be viewed carefully. Broad community-level improvement does not necessarily indicate that the improvement has extended to the existing residents or that it has been distributed equitably.



DALLAS  
COLLABORATIVE  
FOR  
EQUITABLE DEVELOPMENT

SUPPORTED BY JPMORGAN CHASE & CO.

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## Overall 3-year Goals for DCED

1. Increasing Job & Wealth Creation Opportunities
2. Developing Community Leadership
3. Creation of the Small Business and Corporate Growth Lab
4. Creating and Protecting Housing and Commercial Real Estate Investments
5. Creation and Staffing of shared Real Estate Management and Development



Imagine.  
Empower.  
Impact.