

COMMUNITY DRIVEN GROWTH

A ROADMAP FOR DALLAS' EQUITABLE DEVELOPMENT



THE REAL ESTATE COUNCIL
COMMUNITY FUND



ABOUT THIS PLAN

The Community Driven Growth initiative is funded by the JPMorgan Chase Partnerships for Raising Opportunity in Neighborhoods (PRO Neighborhoods) — a \$125 million, five-year initiative to provide communities with the capital and tools they need to support locally driven solutions and address key drivers of inequality across the country. The program uses an equitable development approach to economic growth by helping cities implement comprehensive strategies that address barriers to economic mobility.

The project partners, responsible for project administration and the final report, are The Real Estate Council Community Fund (TREC Community Fund), C-Suite Consulting, buildingcommunityWORKSHOP ([bc]), The Institute for Urban Policy Research at The University of Texas at Dallas (IUPR), and Loveland Technologies.

In order to ground this work in the community and ensure its continuance once the grant term ended, community partners were selected in three Dallas geographies:

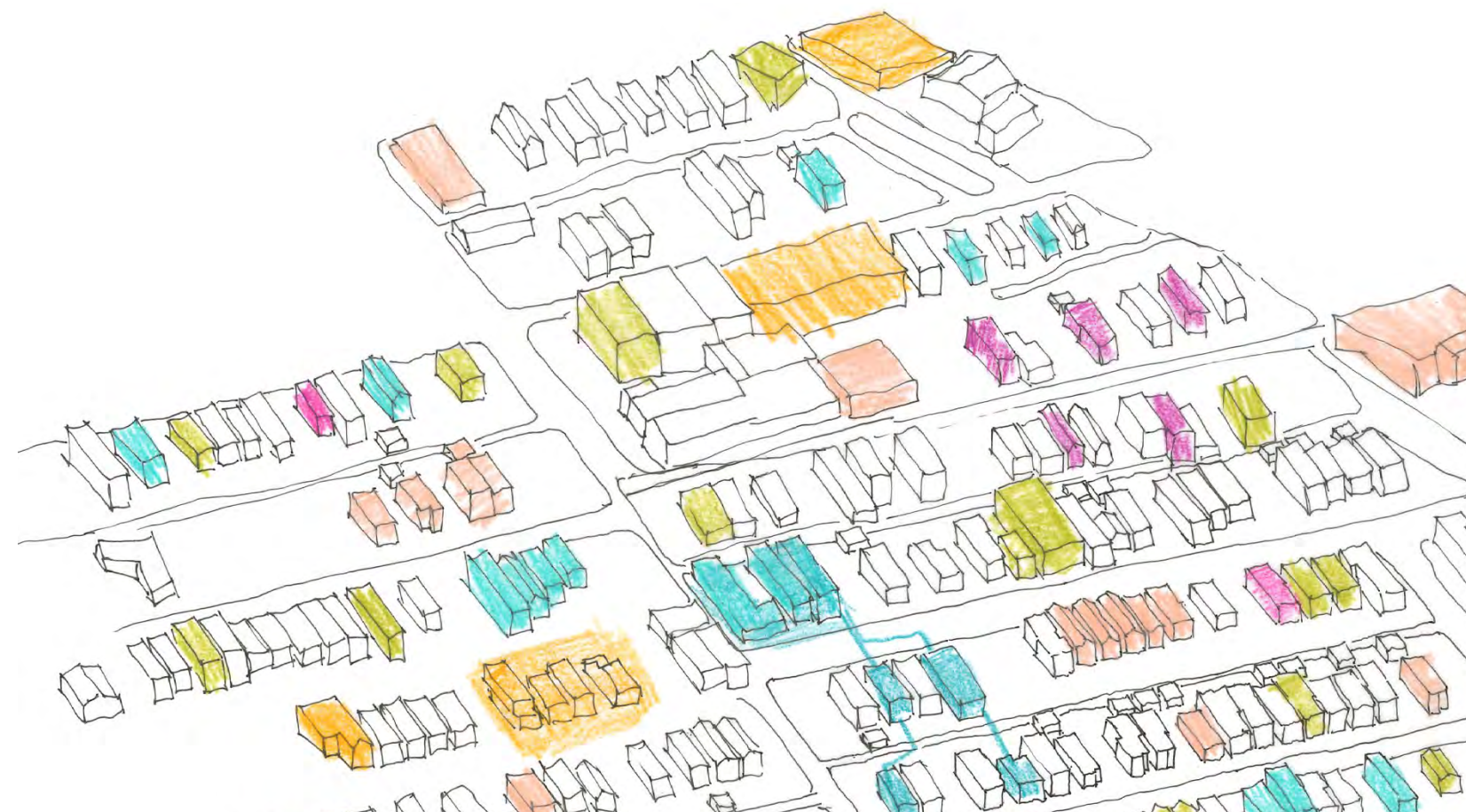
The Bottom: The Golden S.E.E.D.S. Foundation

Forest District: CitySquare, Cornerstone Community Development Corporation, and St. Philip's School and Community Center

West Dallas-Census Tract 205: Builders of Hope Community Development Corporation

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Community Partners :



Project Partners :



Sponsored by:

JPMORGAN CHASE & CO.



Economic Equity

CS/SP/CSBC

Job opportunities
on major
corridors

access to
affordable
housing

liveable ^{-map}
with community

workforce
training

FOOD BUSINESS

Resource Map

[who, employment, skills
jobs, ...]

FAIR PARK

economic equity =
access to home ownership,
business ownership, and
living wage employment

being able to work
and own a business
in my community

no barrier
access to connection,
capital

Transportation
options

Job train

Diverse Affordable
Housing stock

B.O.H.

Access to
living wage
jobs

Housing
that's affordable
for all

promote
small business

EXECUTIVE SUMMARY

Equitable development as both an idea and a practice is evolving.

Recentering development and investment so they benefit residents of disinvested communities is at the core of delivering equitable development. Our knowledge of tools, strategies, and tactics continues to grow as communities, stakeholders, practitioners, and community-based organizations across the country seek to undo decades of disinvestment and discriminatory policies and practices without causing widespread displacement.

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.

Common Challenges:

- Need for Housing Rehabilitation
- Need to better manage new development to ensure residents are not displaced, and that housing in the community continues to be financially accessible to very low-, low-, and moderate-income households.

Jobs & Workforce Development

- Jobs & Workforce Development
- Need to support individuals who are reentering the workforce or considered hard-to-hire
- Need for jobs to pay a living wage
- Need to better connect residents to currently available resources

Community Ownership and Leadership

- Need for increased community participation
- Need for better engagement/communication with residents
- Need for resident education and leadership development

Community Specific Recommendations:

- The Bottom
 - Establish affordability based on the income of current Bottom residents
- Forest District
 - Attract small businesses
 - Form a super neighborhood organization
- West Dallas-Census Tract 205
 - Relocate Industrial Uses

LETTER FROM THE REAL ESTATE COUNCIL

While Dallas is located in the fastest growing region in the nation, it still faces historic inequity and deep-rooted poverty, exacerbated by steadily increasing housing prices and the shrinking ability for distressed communities to access the growing job market. While the City of Dallas has many resources, we face major obstacles that limit the economic success of our city for the benefit of our residents. Equitable development planning is the key to ensuring that the people most impacted by change and opportunity have a seat at the table and can help shape the urban environment in which they live and work.

As we look to our future, our population will continue to grow at an exponential rate with increasing diversity. It will take all of us – business, civic and nonprofit organizations – to address these historic inequities and work to prevent further disinvestment for the future of our city and our region. ***We must address the fact that where a person lives does influence their future success or lack thereof.*** We must also address that our neighborhoods of concentrated poverty are actually creating the pipeline to our prisons and not pipelines to economic opportunity.

It is with this lens that we embarked on the year-long Community Driven Growth Initiative with the support of JPMorgan Chase PRO Neighborhoods funding. This work, which included hundreds of residents in the Forest District, The Bottom and West Dallas-Census Tract 205; thousands of hours of planning by the project partners; and 4,337 parcel-by-parcel surveys to not only collect data but to also hear the ideas and visions of those residents. This work would not have been possible without community quarterbacks for each neighborhood. I thank Cornerstone Community Development Corporation, CitySquare and St. Philip's School and Community Center for bringing together the Forest District. We could not have done this work without the organization and leadership of The Golden S.E.E.D.S. Foundation in The Bottom and Builders of Hope in West Dallas-Census Tract 205.

Throughout this community-led process, it was completely clear that these neighborhoods did not want any more plans – they have been part of decades of planning processes and have seen no action. They have a lot of ideas that they feel would make a difference and we recorded them knowing that their vision would finally drive action for their community. It was not all pleasant. Not all participants agreed on every idea, but healthy debate was evident, and it led to greater understanding. It was also clear that these communities – that have experienced decades of disinvestment, and economic and racial segregation – have very strong resident leadership.

Throughout this report, which is rooted in real data and resident input, you will hear similar themes – a lack of housing in quality, quantity, and affordability. Community leadership does not have access to the tools necessary to build coalitions and plan for equitable policy. Housing attainable for the people who live in these neighborhoods should be based on actual incomes and not a median income calculation created by the city. ***The present lack of wealth-creation opportunities through accessible capital prevents new ideas from becoming businesses and keeps homeownership – the universal wealth creator – out of reach.*** A lack of workforce training programs, support for small business and necessary amenities like grocery stores, childcare, retail services, and laundromats results in communities that cannot prosper.

At The Real Estate Council, we have been working in forgotten communities for over 25 years – utilizing the financial and intellectual capital of our members to help support the rebuilding of communities, sometimes one building at a time. We are committed to the principal of equitable development and inclusive opportunity for all. TREC Community Fund was created eight years ago to add another dimension to the work that we believe in: providing access to flexible capital to help rebuild communities. It is through TREC Community Fund that this report has been sponsored. The project team led by Lorin Carter of C-Suite Consulting, with bcWorkshop, The Institute for Urban Policy Research at The University of Texas at Dallas and utilizing Loveland Technologies for the survey and data collection platform, worked with each community in ensuring that this report was an accurate reflection of the resident participants.

We are committed to implement this Plan and in fulfilling our mission of Building the City We Imagine.

Linda McMahon
President & CEO
The Real Estate Council

EQUITABLE DEVELOPMENT

Dallas is growing, but so is its inequality.

Dallas is experiencing a period of economic and population growth. However, that growth is not being experienced equally among all residents. In fact, the disparity between our high income earners and low income earners is growing—particularly along racial lines. This reality begs the question, is the root cause of this disparity our current approach to community investment and development?

The historic development patterns of Dallas have been shaped by formal and informal discriminatory policies that gave preference to segregated residential communities and de facto preference to white communities. The legacy of those policies remains apparent in the segregated nature of our neighborhoods today and is perpetuated by the systems surrounding and supporting real estate and development: how land is evaluated, discriminatory lending practices, preferences of real estate agents, investment in infrastructure, employer location selection, and funding for education.

In a recent report by the Communities Foundation of Texas, **Dallas Economic Opportunity Assessment**, current Dallas County data shows the income gap is widening, particularly seen through income by race. According to the report, “The median income for both Hispanic and Black Dallas County residents is less than sixty percent of the median income of White or Asian residents.” Dallas’ income disparity both contributes to and impacts where people live, household income and financial stability, access to employment, and quality affordable housing.

Despite ongoing revitalization or redevelopment efforts across Dallas, current development practices have not delivered stable integrated mixed-income communities, leading many to question current methods of understanding, planning, and implementing development.

Equitable development has the capacity to revitalize those communities that have been historically disinvested in and support their low-income residents. The tension between new development and the needs of residents is particularly potent in communities with rising housing and real estate values. Equitable development means that, through the thoughtful understanding of a place, deployment of resources, and investment in people and places, a community can see new development without the threat of displacing all existing low-income residents.

In many ways, equitable development joins individual opportunity programs and project-based development to create a comprehensive approach to community development. Employing only one of these approaches at a time ignores the complex nature of our neighborhoods and the barriers they face. Development activities, even at the community level, have often utilized a piecemeal or project-based approach to combating systemic issues in the most cost-effective way possible, instead of addressing factors like historical injustices, environmental issues, and social empowerment. An equitable development model argues that development can prioritize current residents and still produce value.

Community Driven Growth’s definition of equitable development:

“Equitable development works to ensure quality of life outcomes are equitably experienced by those currently living, working, and moving into a neighborhood (i.e. affordable housing, quality education, living wage employment, healthy environments, and transportation). Equitable public and private investments, programs, and policies in neighborhoods will meet the needs of residents (specifically communities of color) and reduce historical and current disparities.” (Government Alliance on Race & Equity)

To frame this process and create a common vocabulary using well-known topics in planning were used to create six guiding principles of equity: economics, physical or built environment, ecological environment, social factors, history, and policy. These principles provided a structure for discussing what equitable development might look like within each neighborhood, and to understand how a project, program, or activity addresses a systemic challenge facing the neighborhood.

Principles of Equity



Economic Equity

Practices address disparities in access to capital and available economic and wealth opportunities.



Physical Equity

Addresses community infrastructure needs and the desired future of physical place, such as buildings, houses, sidewalks, lights,, parks, and schools.



Historical Equity

Works to address historical neighborhood inequities and establish a vision for the future. This also includes remembering and memorializing a community’s history, particularly in light of changing demographics or gentrification.



Social Equity

Addresses how discrimination based on race, class, and gender have shaped a community or group of people — historically, currently, and how they may do so in the future — and looks to strengthen community connections to government, employment, places of worship, and culture.



Planning / Policy

Analyzes how past and current policies, including zoning, impact a community. It also seeks to address how planning and policy (informal and formal) have contributed to current inequities. Its focus is on honoring the past while creating new planning initiatives and policies to protect and increase wealth during community growth, investment, and gentrification.



Environmental Equity

Seeks to address past and current environmental injustices by actively working toward achieving safe and clean air, soil, and water quality for everyone.

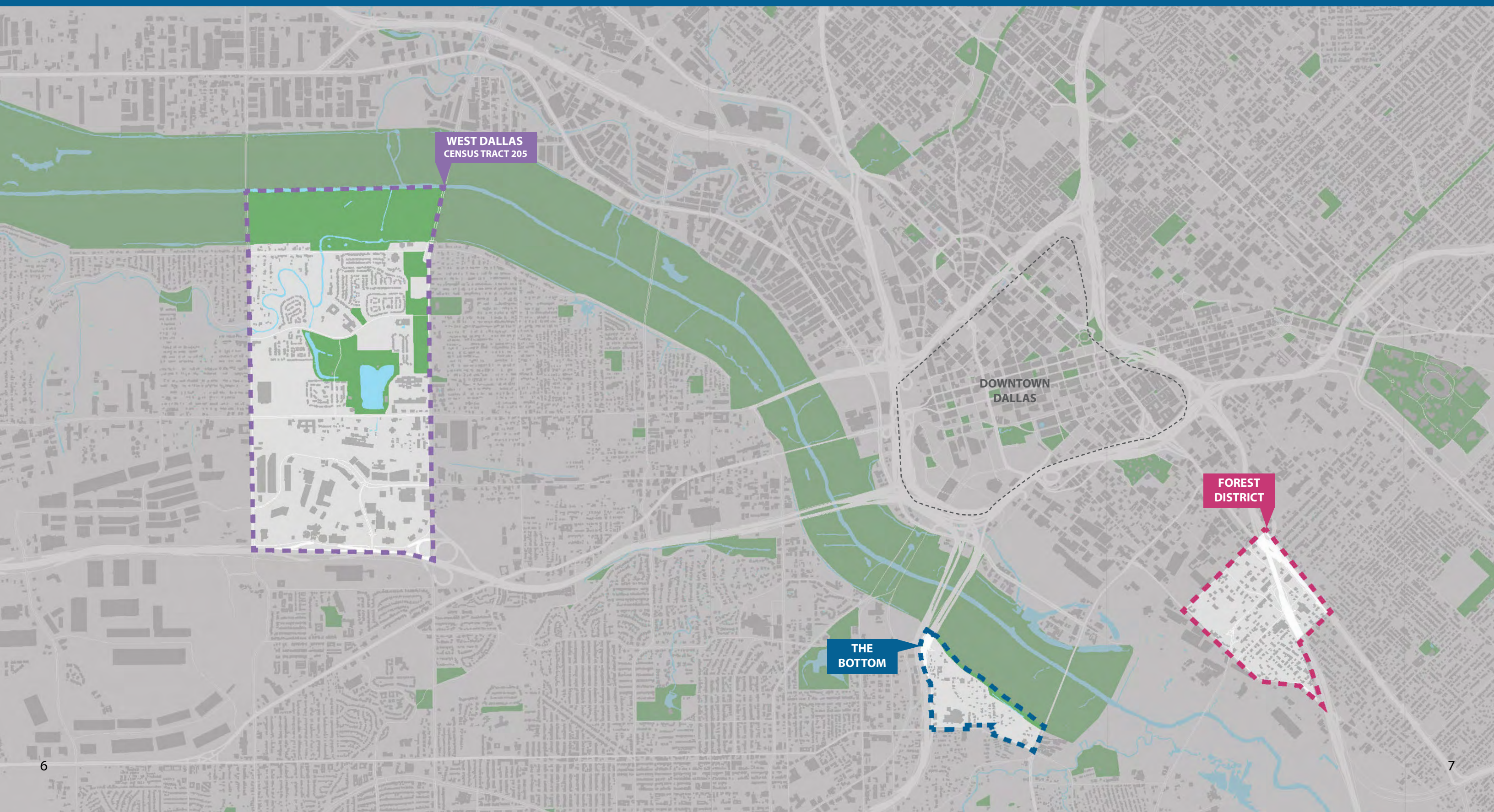
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(Government Alliance on Race & Equity)

NEIGHBORHOOD SNAPSHOTS AND DEMOGRAPHICS



WEST DALLAS
CENSUS TRACT 205

DOWNTOWN
DALLAS

THE
BOTTOM

FOREST
DISTRICT



THE BOTTOM

The Golden S.E.E.D.S. Foundation has been in existence since 2008. It is a community development corporation whose purpose is to lead the revitalization effort for the historic Oak Cliff community known as the “The BOTTOM.”

The Golden S.E.E.D.S. Foundation is committed to the transformation of The Bottom neighborhood into a vibrant community through the promotion of biblical values, social justice, and economic and equity empowerment creating hope for the most vulnerable in our community. We also seek to build and advance our neighborhood with the creation of educational opportunities, affordable single-family and senior housing, and other commercial amenities. We want to plant seeds of hope and create environments of unconditional love for those whose lives have been overcome by the negative effects of homelessness, chemical dependency, and inadequate health and educational services.

What we envision is a community whose impact reaches far beyond our geographic boundaries and into the hearts and minds of people desiring a new life with new opportunities.

“But what we envision more than anything else is the development of a village sharing and caring for one another – right in the heart of Dallas, on the banks of the Trinity River!”

The Golden S.E.E.D.S. Foundation appreciates all of the support and participation from the community partners and stakeholders who responded to community surveys, attended focus groups, joined in the community celebration, and offered valuable insight toward the crafting of this document. A special thanks is extended to the leaders of the newly-formed BOTTOM Neighborhood Association, who continue to offer meaningful support and involvement.

Finally, as a community stakeholder and vested community partner, The Golden S.E.E.D.S. Foundation is committed to this initiative – remaining focused and intentional.

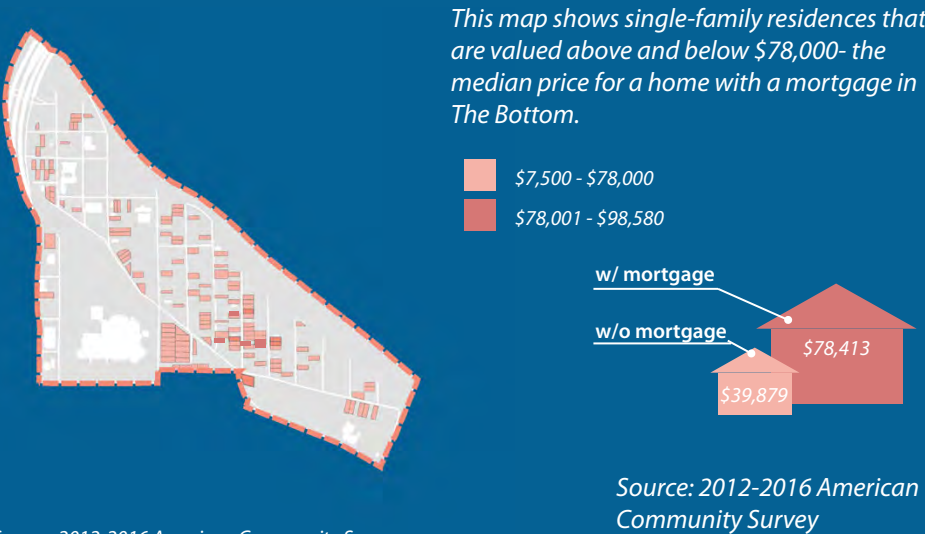
Libbie Lee
Executive Director
The Golden S.E.E.D.S. Foundation

NEIGHBORHOOD

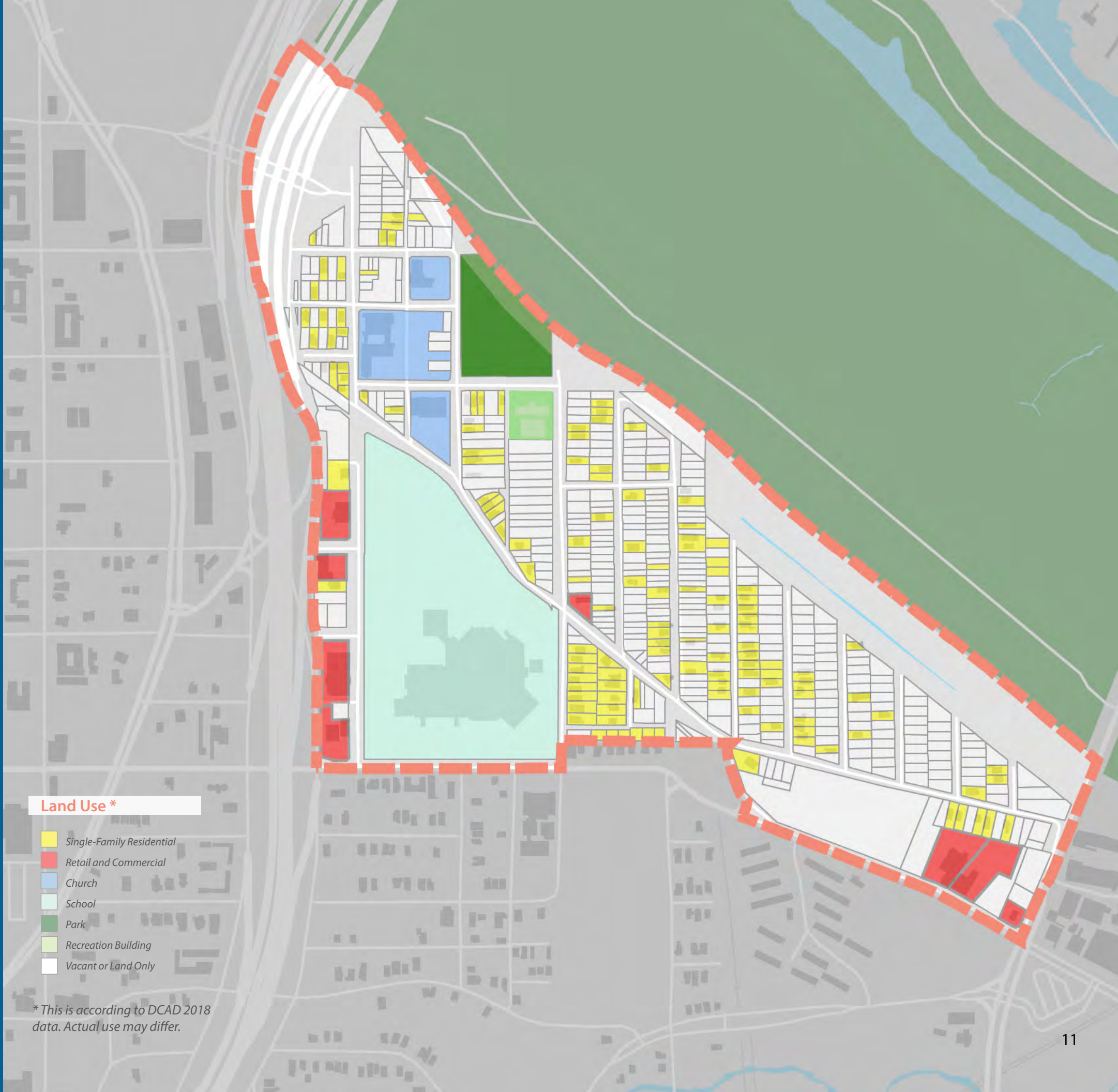
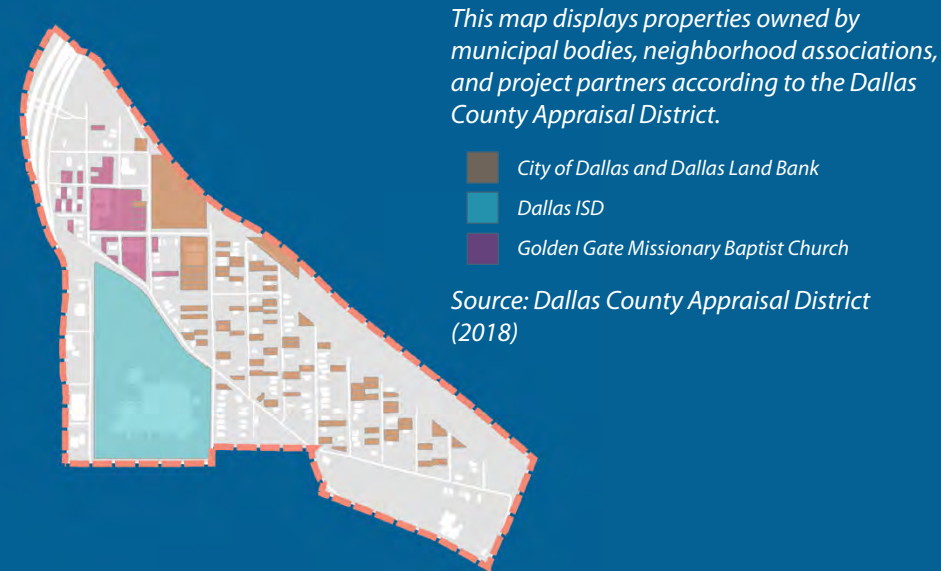
SNAPSHOT: THE BOTTOM

This neighborhood is located in the historic Oak Cliff community of Dallas, adjacent to the Trinity River and a mile from downtown Dallas. The community based organization for this neighborhood is The Golden S.E.E.D.S. Foundation, Inc. ("Golden S.E.E.D.S.").

Housing Value

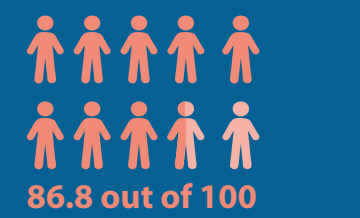


Key Property Owners

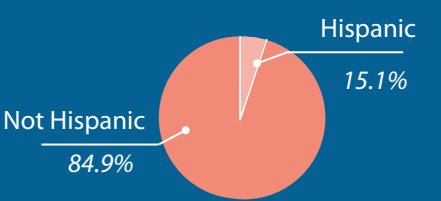


NEIGHBORHOOD DEMOGRAPHICS

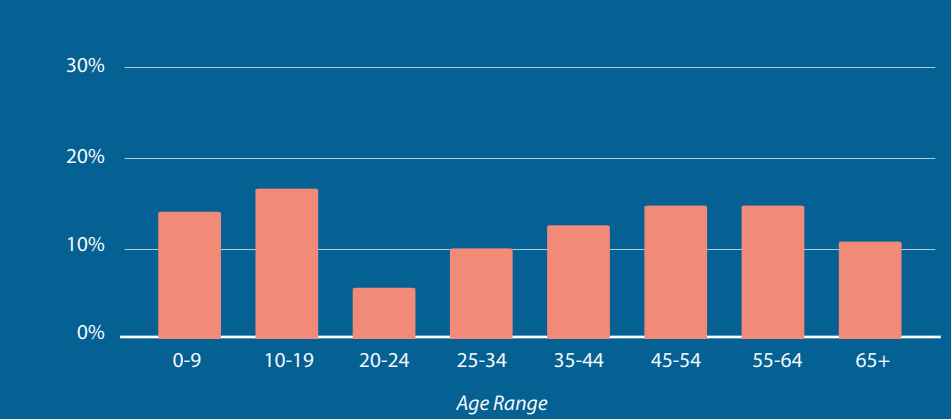
Diversity Index



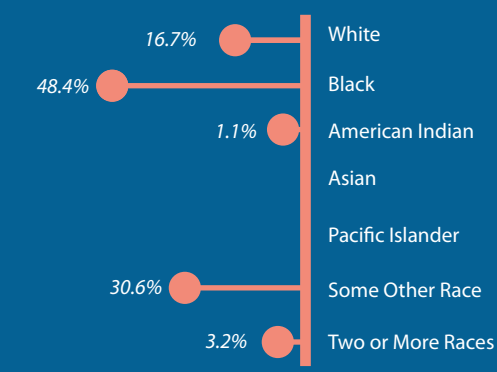
Ethnicity



Age



Race



Diversity Index
The Diversity Index represents the likelihood that two persons, chosen at random from the same area, belong to a different race or ethnic groups. A higher number means more diversity.

More information about the Diversity Index can be found here: <https://www.esri.com/library/whitepapers/pdfs/diversity-index-methodology.pdf>

Race:
The population of the Bottom is expected to shrink by 0.2% over the next few years. Neighborhood residents are 48.4% Black, and 30.6% Some Other Race.

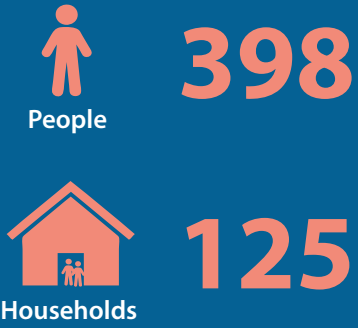
Ethnicity:
16.7% of residents identify as White according to ESRI Business Analyst Data, only 2% identify as White alone according to American Community Survey Data.

Age:
There are relatively more residents over the age 65 and under the age of 19 in the Bottom, and fewer in the middle age ranges of 20-45.

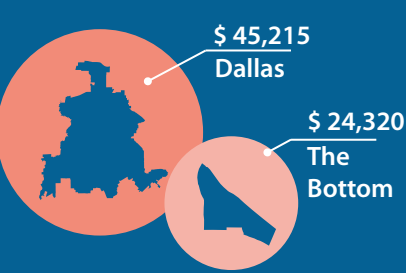
Education:
Over 50% of the neighborhood as attained at least a high school diploma, and 33.8% have not finished high school.

Home Ownership:
The mix of owners to renters in the Bottom is relatively even, with 43.2% owning homes and 56.8% renting.

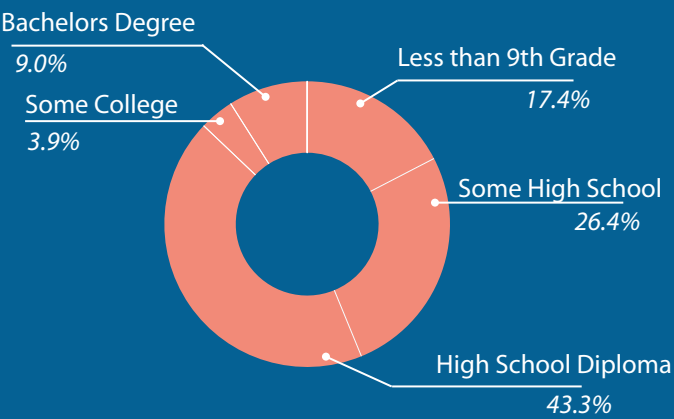
Residents/Households



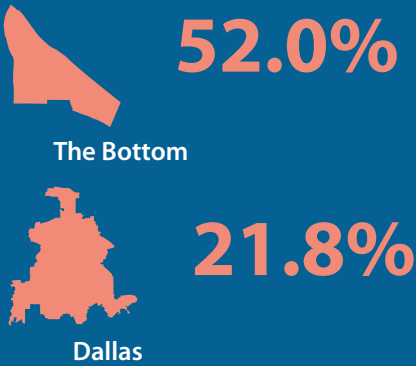
Median Income



Education



Poverty Rate

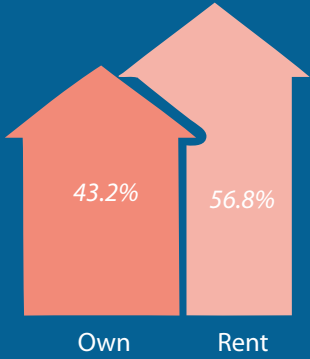


Rent Range

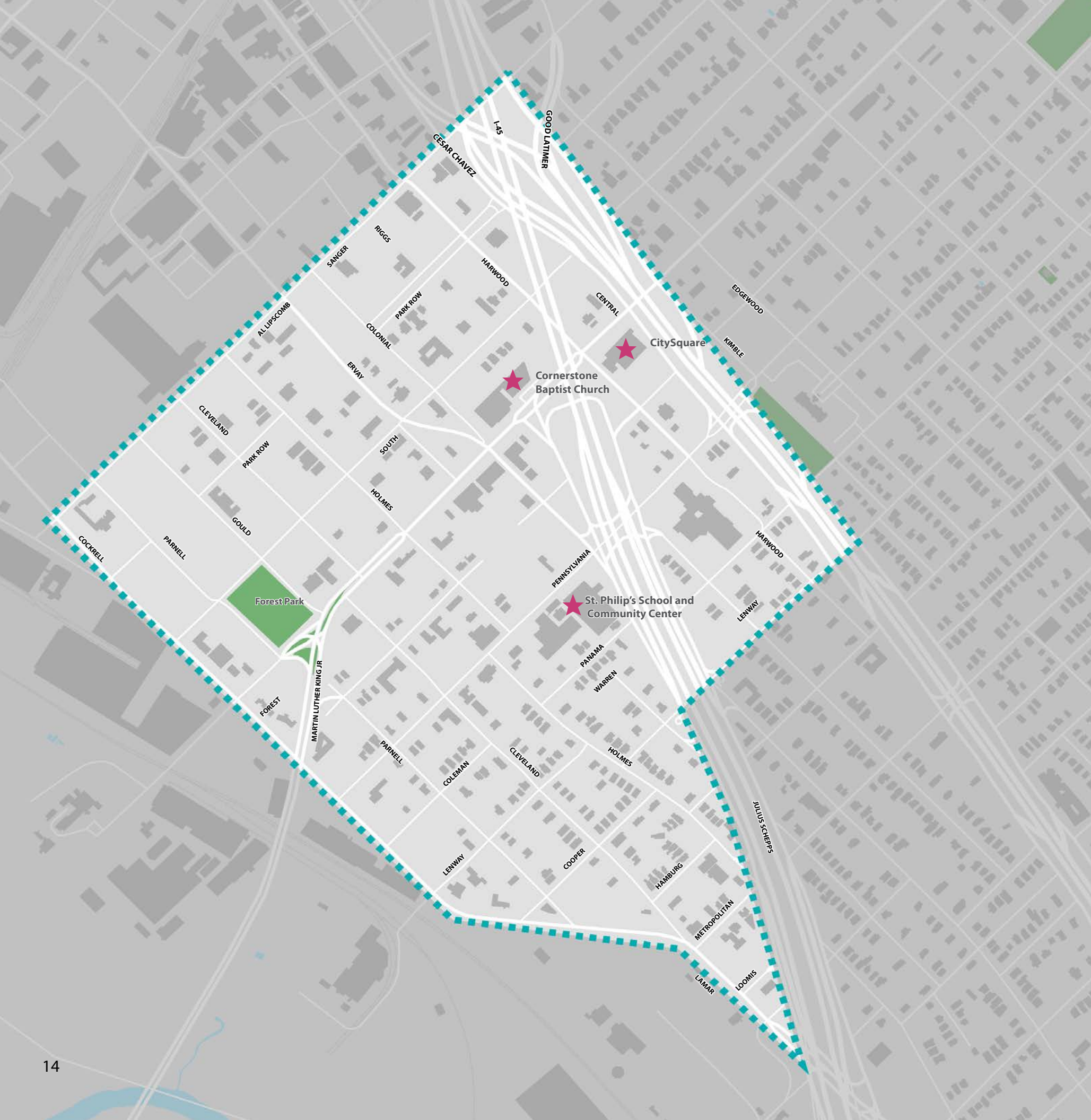
\$448 - 483/
month

Source: 2012-2016 American Community Survey

Home Ownership



Source: 2018 ESRI Business Analyst Projections



FOREST DISTRICT

The Forest District is located 1.5 miles south of Downtown Dallas. Once a Jewish neighborhood, the 1940/50s saw a transition to predominantly middle class African American families. Over the next several decades discriminatory practices, legislation, disruptive transportation planning, and disinvestment triggered blight that stripped away progress resulting in enduring, severe poverty. Today, the area is surrounded by market-driven development and was recently identified by city government as vulnerable to rapid transition and poised for growth. Our three organizations share the mission to foster inclusive community development and revitalization in the South Dallas/Fair Park area and ensure “urban renewal does not equate to urban removal” (Pastor Chris Simmons).

Cornerstone Development Corporation (“Cornerstone”) has successfully transitioned neighborhood nuisances into service facilities that contribute to community growth and development, including the Cornerstone Kitchen, Cornerstone Care Center, and new affordable rental housing. St. Philip’s School and Community Center has worked to provide positive transformation in the community through collaborative planning, addressing nuisance & public safety concerns, and fostering spaces for healthy community gathering, including affordable housing units and revitalization of commercial buildings. CitySquare offers comprehensive social services that address persistent poverty, and will use the revitalization of the Forest Theater as a venue for events, community outreach & job training, engaging young people through art, and as a race equity center providing empowerment through culture, film and media art.

“We see this plan as a way to amplify the voices of South Dallas residents, and as a vehicle that moves us towards implementation of those desires to create a wholesome community where individuals want to live, work, play, and worship.”

Through door-to-door outreach and meetings, this process brought the community together with experienced planning professionals for shared learning and engagement, culminating in an actionable plan that positions us to embrace market growth opportunities while ensuring community ownership of development efforts. The process also allowed our organizations to reaffirm our commitment to inclusive revitalization efforts.

We are so grateful to those who have participated in making this equitable plan a reality: residents that invested time to advance the neighborhood; JPMorgan Chase Foundation for investing in and recognizing the importance of this work; TREC Community Fund for its enduring commitment to collaborative equitable revitalization; and grant partners for raising awareness of what is possible.

We are committed to moving forward with the team to make the implementation as successful as the planning. It is our hope that in the not so distant future we will look back and see the results of the plan have become a reality. We cannot wait to continue our work together to realize the community’s vision in the Forest District.

Larry James
Chief Executive Officer
CitySquare

Pastor Chris Simmons
President
Cornerstone Community
Development Corporation

Dr. Terry Flowers
Perot Family Headmaster
St. Philip’s School and
Community Center

NEIGHBORHOOD

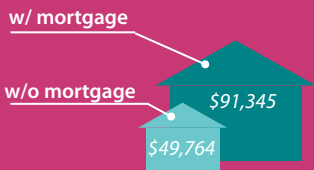
SNAPSHOT: FOREST DISTRICT

This geography represents a collaboration between three community-based organizations in South Dallas: CitySquare, Cornerstone CDC, and St. Philip's School & Community Center (Forest District partners). The boundaries of the district — South Lamar Street to the West, Highway 175 to the East, Al Lipscomb Way to the North, and the intersection of I-45 and South Lamar Street to the South — are not meant to exclude current neighborhoods or form a new neighborhood. Instead, they represent the area in which the three organizations currently work and are collaborating on community development efforts, including the Dallas Catalyst Project.

Housing Value

This map shows single-family residences that are valued above and below \$91,345- the Forest District median housing value for homes with mortgages.

- \$9940 - \$91345
- \$91346 - \$160310



Source: 2012-2016 American Community Survey

Key Property Owners

This map displays properties owned by municipal bodies, neighborhood associations, and project partners according to the Dallas County Appraisal District.

- Forest Heights Neighborhood Dev. Corp.
- Cornerstone CDC
- City of Dallas and Dallas Land Bank
- CitySquare
- St Philip's

Source: Dallas County Appraisal District (2018)

Land Use*

- Single-Family Residential
- Multi-Family Residential
- Retail and Commercial
- Parks and Ponds
- Government and Utility
- Church
- School
- Industrial
- Vacant or Land Only

Dallas Catalyst Project

The Dallas Catalyst Project is a three-year, \$1 million capital commitment neighborhood revitalization effort in the Fair Park community (specifically the Forest District), by The Real Estate Council (TREC) Foundation, over 200 TREC member volunteers, Citysquare, Cornerstone Community Development Corporation, and St. Philip's School and Community Center.

TREC members manage and provide pro bono professional expertise for the renovations and restoration of historic retail/commercial buildings, renovation of the Forest Theatre, and improvements to the streetscape and infrastructure along sections of Martin Luther King Boulevard. These projects will provide needed jobs and new businesses to serve the residents in the neighborhood.

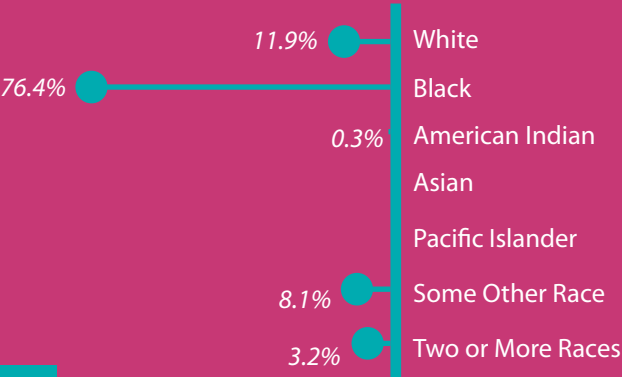
Total investment to date is over \$2MM with fiscal and in-kind contributions with a second block of historic building renovations and a demonstration project by the Better Block Foundation slated for 2020.

NEIGHBORHOOD DEMOGRAPHICS

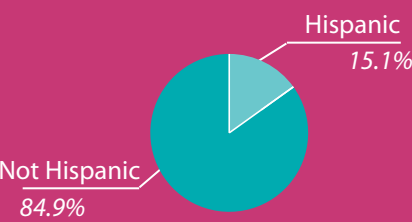
Diversity Index



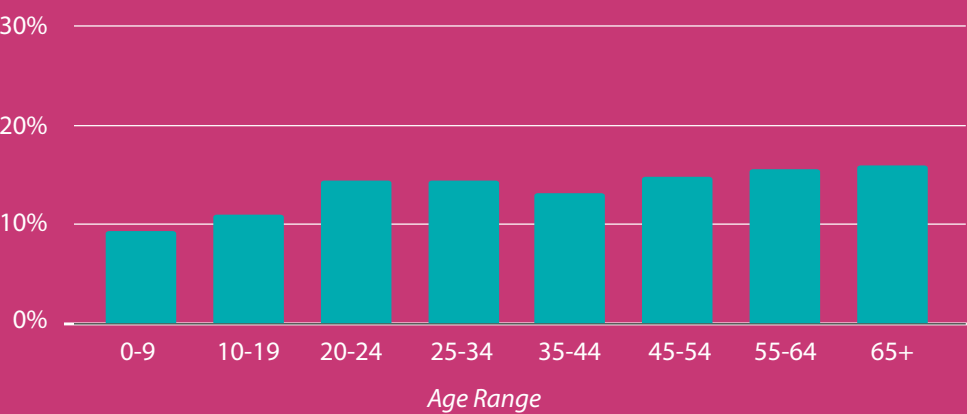
Race



Ethnicity



Age



District Demographics The Forest District

Diversity Index:
The Diversity Index represents the likelihood that two persons, chosen at random from the same area, belong to a different race or ethnic groups. A higher number means more diversity.

More information about the Diversity Index can be found here: <https://www.esri.com/library/whitepapers/pdfs/diversity-index-methodology.pdf>

Race:
This community is primarily home to Black or African American residents (76.4%).

Ethnicity:
11.9% identifying as White Only. Of those, some 15.1% of residents are of Hispanic or Latinx origin (regardless of race). Due to this, the overall racial and ethnic diversity in the Forest District area is relatively low.

Age:
Roughly one in five neighborhood residents are under 20 years of age (20.3%), with 27.3% aged 20 to 39 years. Approximately 23.1% of residents are over 60 years old.

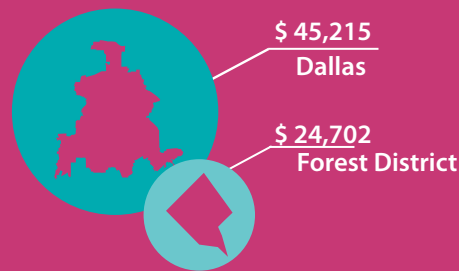
Education:
Educational attainment in the Forest District reveals that roughly a third of residents have completed at least some college, and a third who have not completed high school.

Housing:
A large proportion of residents of the Forest are renters- 75.5% of all residents.

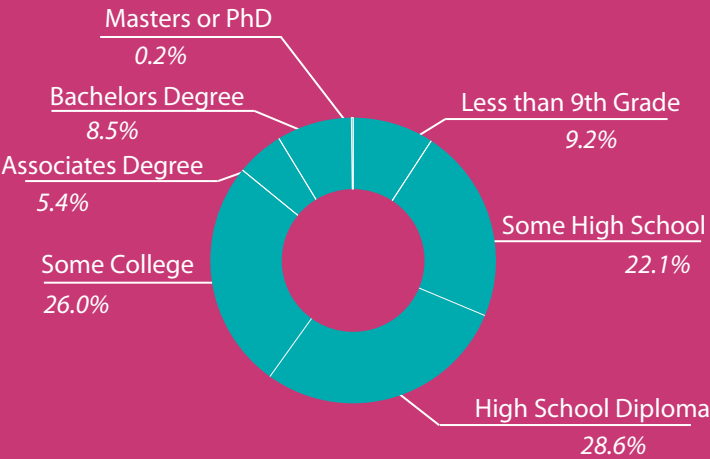
Residents/Households



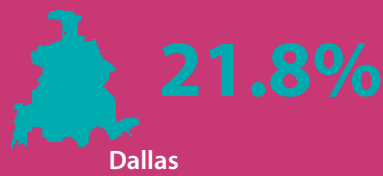
Median Income



Education



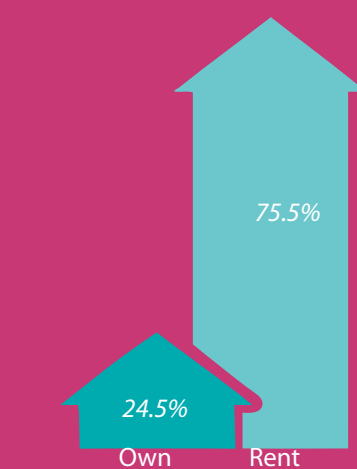
Poverty Rate



Rent Range

\$540 - \$608/
month

Home Ownership



WEST DALLAS- CENSUS TRACT 205

West Dallas is a resilient community conveniently located directly west of downtown Dallas. Surrounded by three major freeways and the Trinity River, the greater West Dallas community consists of a population of over 30,000 residents, 14 neighborhood associations, and a mix of residential and industrial land uses.

“Despite these adversities, organizations like Builders of Hope Community Development Corporation have made significant strides in increasing equity in West Dallas through affordable housing, workforce development, and community engagement.”

Remnants of these injustices remain, evidenced by high poverty rates, depressed income levels, and a continued fight to eliminate industrial sites near neighborhood homes.

Despite these adversities, organizations like Builders of Hope Community Development Corporation have made significant strides in increasing equity in West Dallas through affordable housing, workforce development, and community engagement. As President & CEO of Builders of Hope CDC, and a longtime resident of West Dallas, I know firsthand the necessity for public and private investments to build an equitable future and community driven models that will address some of the wrongs of the past.

That is exactly what the JPMorgan Chase Pro Neighborhoods: Community Driven Growth planning grant accomplished. The grant begins to address these concerns in Census Tract 205 and sparked a conversation that revolutionized how residents engaged. It also encouraged residents to be vocal about development happening with the community instead of to it. I want to thank TREC Community Fund, all partners, and especially the community for being part of the process that has changed the tide of how development happens in the City of Dallas.

James Armstrong III
President & CEO
Builders of Hope Community Development Corporation

NEIGHBORHOOD

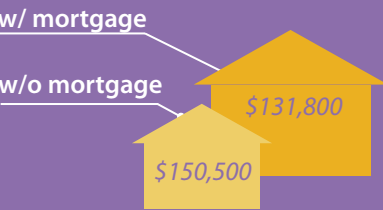
SNAPSHOT: West Dallas - Census Tract 205

This geography is bounded by I-30 to the South, the Trinity River to the North, Hampton Street to the West, and Westmoreland Road to the East across 512 acres. The community-based organization for this area is Builders of Hope Community Development Corporation (BOH).

Housing Value

This map shows houses that are valued above and below \$131,800—in West Dallas-Census Tract 205 the median price for a home with a mortgage.

- \$11,130 - \$131,800
- \$131,801 - \$252,720



Source: 2012-2016 American Community Survey

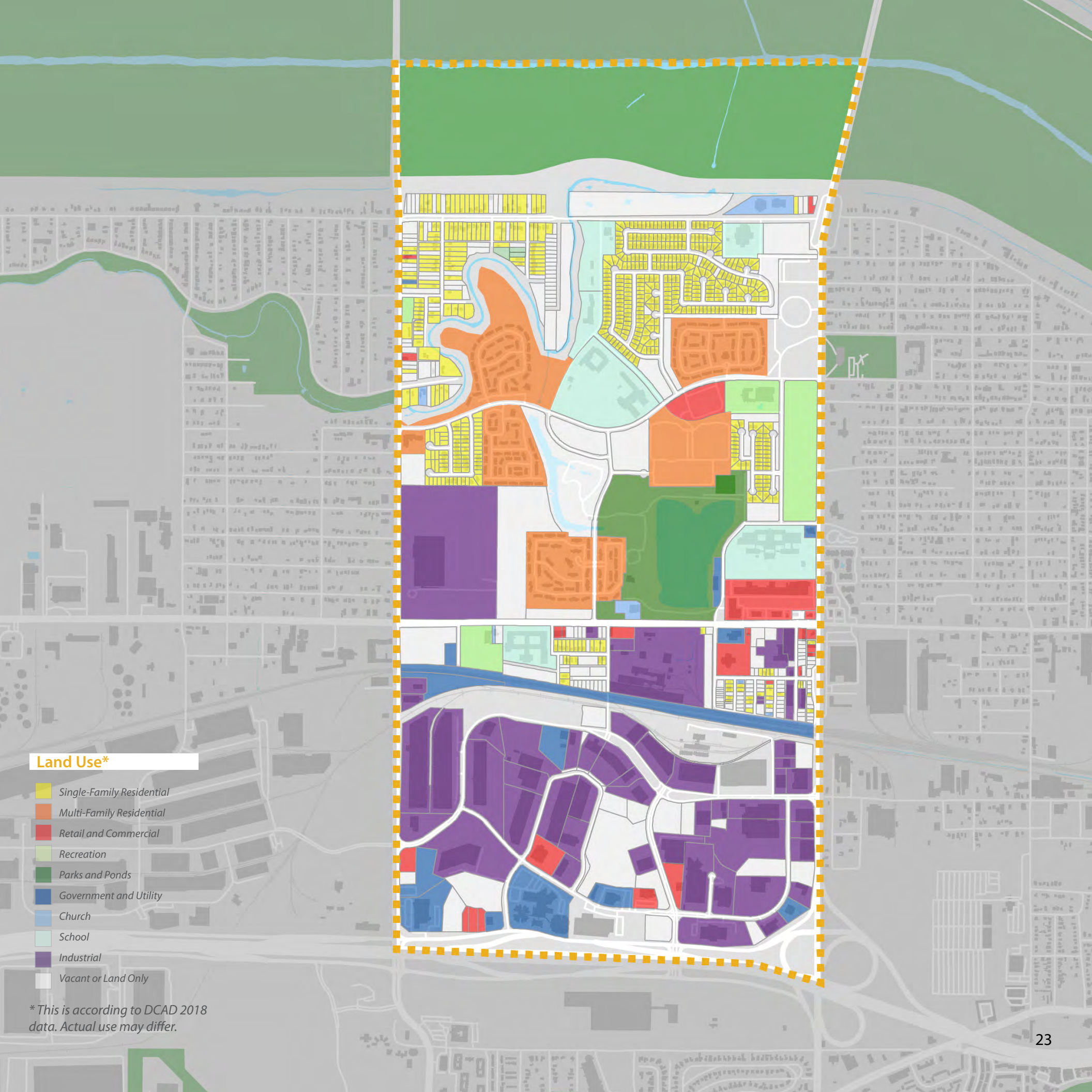
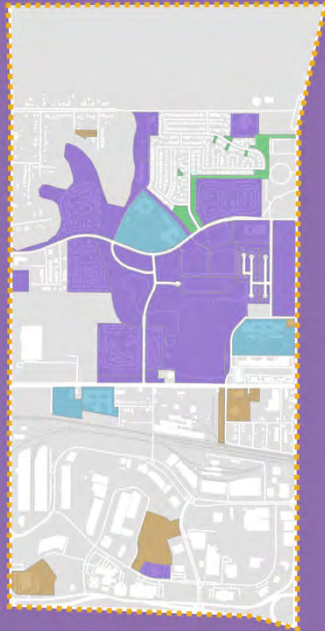


Key Property Owners

This map displays properties owned by municipal bodies, neighborhood associations, and project partners according to the Dallas County Appraisal District.

- City of Dallas
- Dallas Housing Authority
- Dallas ISD
- Greenleaf Village HOA

Source: Dallas County Appraisal District (2018)



Land Use*

- Single-Family Residential
- Multi-Family Residential
- Retail and Commercial
- Recreation
- Parks and Ponds
- Government and Utility
- Church
- School
- Industrial
- Vacant or Land Only

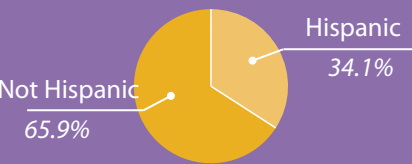
*This is according to DCAD 2018 data. Actual use may differ.

NEIGHBORHOOD DEMOGRAPHICS

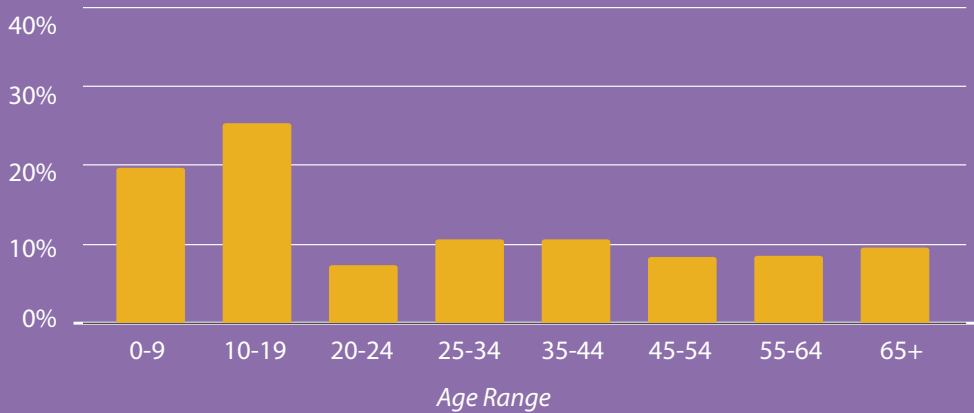
Diversity Index



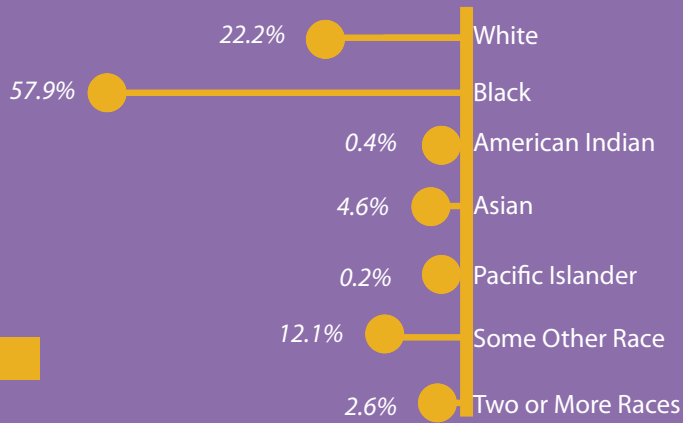
Ethnicity



Age



Race



Diversity Index:
The Diversity Index represents the likelihood that two persons, chosen at random from the same area, belong to a different race or ethnic groups. A higher number means more diversity.

More information about the Diversity Index can be found here: <https://www.esri.com/library/whitepapers/pdfs/diversity-index-methodology.pdf>

Race:
Approximately 57.9% of West Dallas residents living in Census Tract 205 identify as Black or African American while 22.2% identify as White, according to ESRI Business Analyst Data.

Ethnicity:
Roughly one third of residents, or 34%, identify as Hispanic. According to American Community Survey Data from 2018, approximately 9.68% of residents identify as White alone.

Age:
Recent estimates show that approximately 45% of the current residents in this area are under age 20, with 23.9% and 9.6% aged 64 or older.

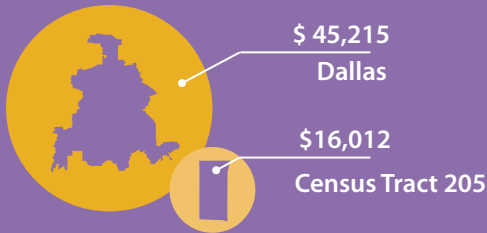
Education:
31.9% of those living in the neighborhood have completed high school or an alternative certification such as the GED, but have not completed higher levels of education. However, approximately 30% of the neighborhood's residents have not graduated high school.

Housing:
A relatively large proportion of renters live in West Dallas CT205. The tract itself has relatively few single-family homes, with much of the tract used for multi-family or industrial purposes.

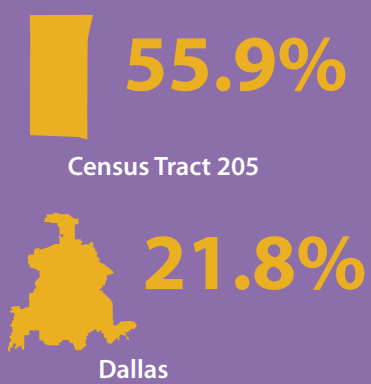
Residents/Households



Median Income



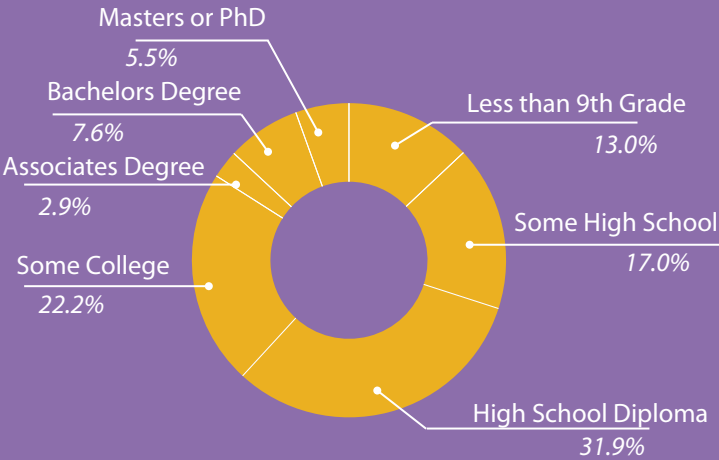
Poverty Rate



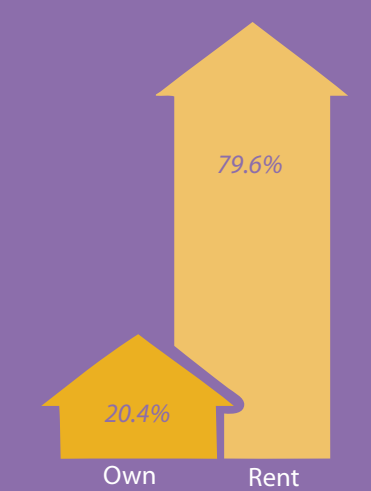
Rent Range



Education



Home Ownership



Source: 2018 ESRI Business Analyst Projections

Source: 2012-2016 American Community Survey

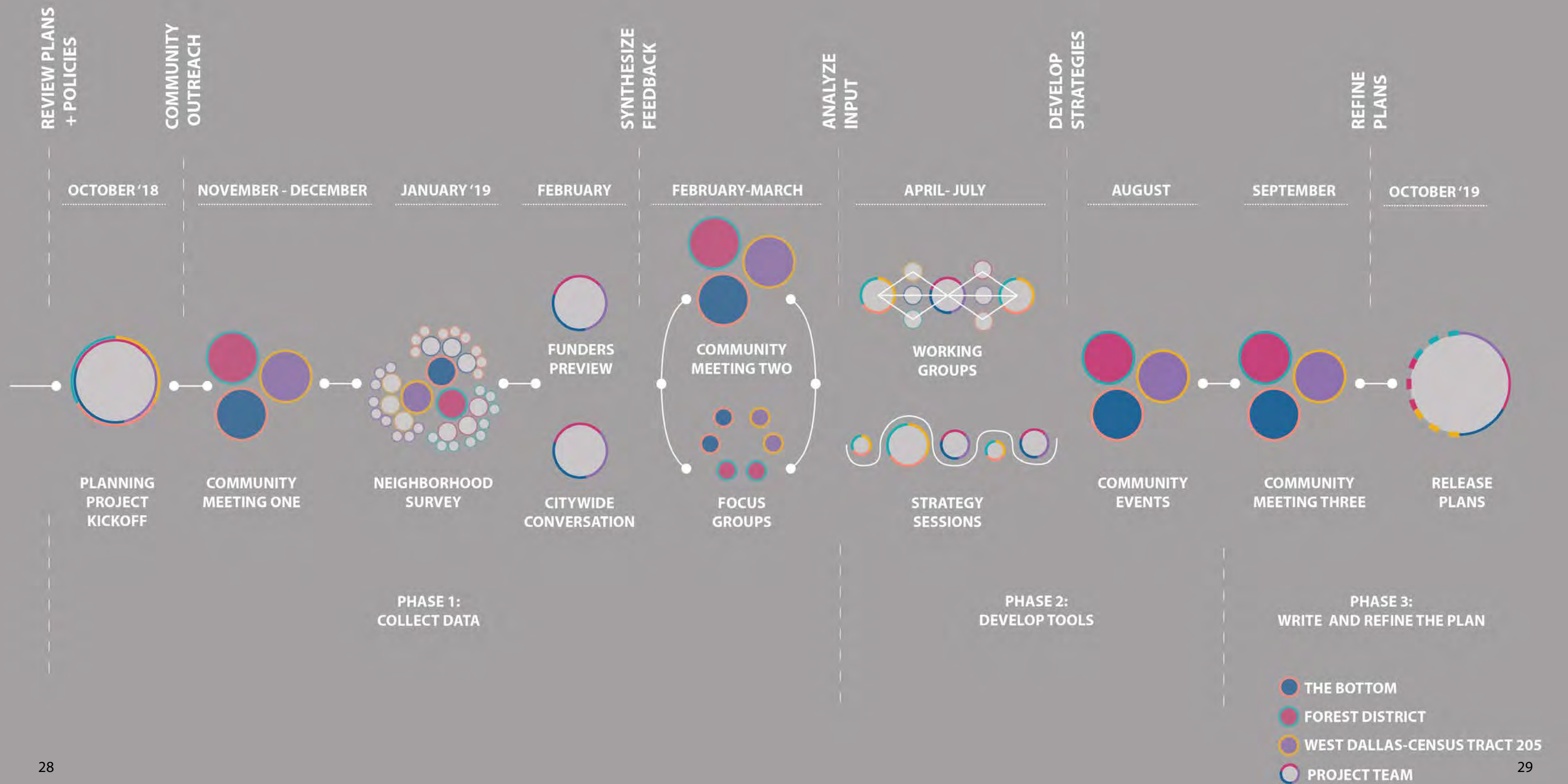
NEIGHBORHOOD OUTREACH



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.



COMMUNITY OUTREACH

For the people. By the People.

This initiative was named *Community Driven Growth: A Roadmap for Dallas’ Equitable Development* to express a commitment to keeping the community at the center of the planning process. Beginning in mid-December 2018, the Community Driven Growth project team launched their engagement in The Bottom, Forest District, and West Dallas-Census Tract 205.

Plan Review and Research Scan

The team reviewed and analyzed current planning documents influencing development in each geography, along with other equitable development plans, tools, and policy strategies that offered best practises.

Partner Kick-Off Meeting

The community-based organizations discussed the histories of each geography and each organization’s plans for future work in each community.

Community Meetings

Residents of the three geographies were engaged through a series of activities in each community designed to spark conversation and leverage multiple learning modalities including listening, talking, and writing. Spanish translators were also available.

Neighborhood Survey

A door-to door survey was conducted in January and February 2019 to document property conditions and resident input. TREC Community Fund hired residents from each area who were then trained to use Loveland Technologies’ parcel survey tool to conduct the survey. The survey resulted in a physical assessment of each property and a voluntary resident questionnaire.

Funders Preview

A Funders Preview was held for potential funding partners to preview the initiative, learn about ways to say engaged (including capital strategies), experience an interactive walkthrough of the Loveland Application, and hear community partner visions for their neighborhoods.

Citywide Conversation

The Federal Reserve Bank of Dallas hosted the Community Driven Growth: A Citywide Conversation. Over 130 attendees from a wide spectrum of disciplines, including real estate, community advocacy, funders, and local government.

- Additional program participants included a presentation from Jerry Hawkins, Executive Director of Dallas Truth, Racial Healing, and Transformation, a national initiative funded by the W.K. Kellogg Foundation. Jerry discussed strategies towards equitable development, gave context for Dallas’ history, and provided a case-study of community-benefits agreements as one tool.
- Jubilee Park & Community Center’s Executive Director Ben Leal also joined the panel of our community partners as another PRO Neighborhoods Planning Grant award recipient.

Focus Groups

Focus groups were held in each geography to target stakeholders that were unable to attend and contribute to the community meetings. Meetings focused on community challenges, new development, and what role participants would like to play in future decision making.

Working Groups

Working groups used the information gathered from the two community meetings, neighborhood surveys, and focus groups to develop proactive strategies for equitable development. Working groups focused on housing, job and wealth creation, community ownership, and leadership challenges and strategies.

Partner Strategy Session

Driven by the community input from both in-person meetings and door-to-door surveying, the community-based organizations began to refine the community priorities into themes which would be the focus of the working groups.

Plan Review Meeting

Our final community meeting focused on sharing and confirming the challenges, tools, and steps identified through this planning process with residents and stakeholders.



Photo by TREC



Photo by TREC



Photo by TREC

THE BOTTOM SURVEY OUTCOMES

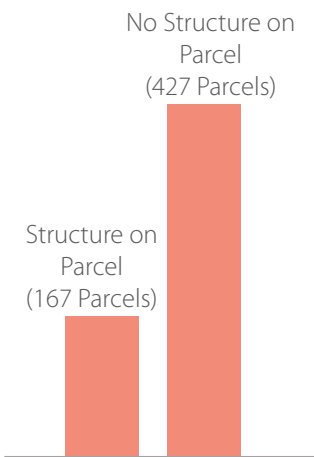
Residents gave us insight into life in The Bottom.

All of the addresses in The Bottom were documented using the parcel survey tool facilitated by Loveland Technologies. Similar to the community meetings, the majority of questionnaire respondents were property owners. Of the 38 households that volunteered to participate in the survey most were property owners, underscoring the challenges faced in engaging renters in this neighborhood.

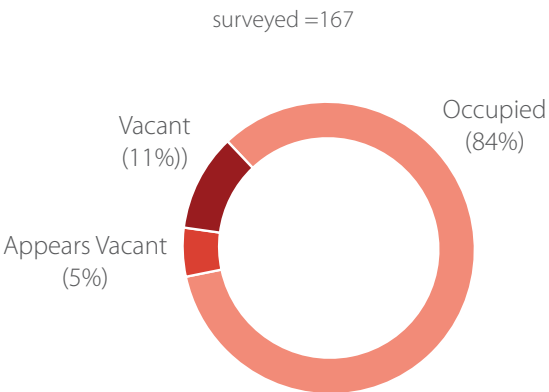
Survey findings supported the information we gathered during the in-person engagement meeting. Respondents to the neighborhood survey identified illegal dumping, the need for infrastructure improvement, a lack of available retail, and the need for home repair as key priorities. Particular desires included a nearby grocery store, more affordable housing options, and well paying jobs for residents.

PROPERTY SURVEY DATA

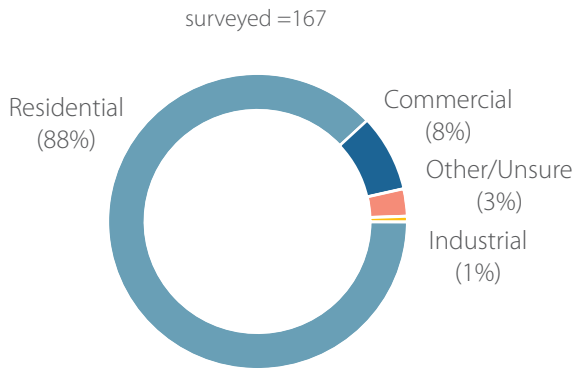
Does the Parcel have a Structure?



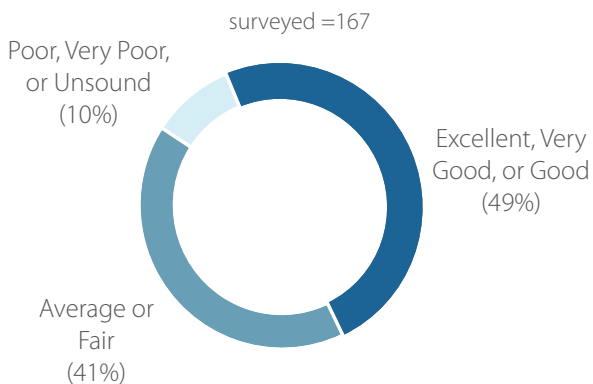
Is the Structure Occupied?



What Type of Structure is on the Parcel?

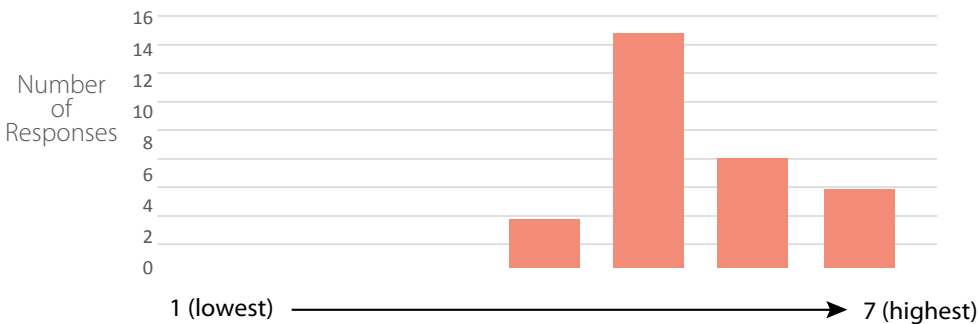


What is the Quality of the Structure?



NEIGHBORHOOD RESIDENT SURVEY DATA

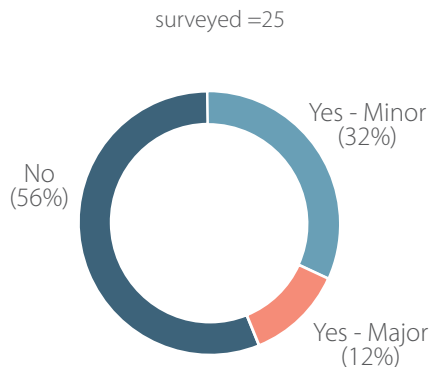
How Would You Rate Your Quality of Life?



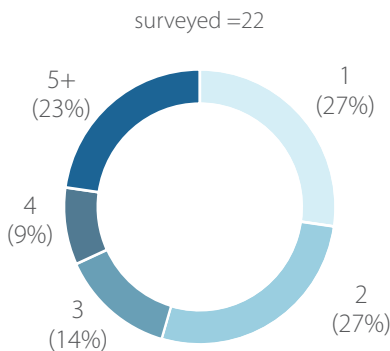
Neighborhood's Top S.W.O.T.

Strength: Proximity to downtown
Weakness: Illegal dumping / Trash
Opportunity: Vacant land
Threat: Development

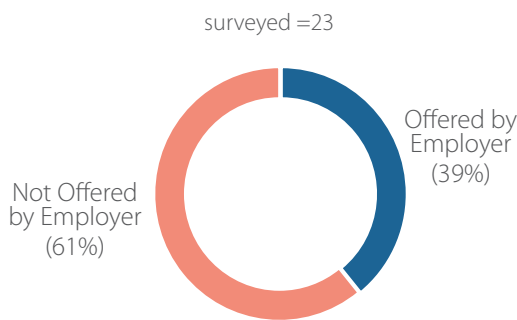
Does Your Home Need Repairs?



How Many People Live in your Household?



Does Your Employer Provide Healthcare?



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 [bc]

FOREST DISTRICT SURVEY OUTCOMES

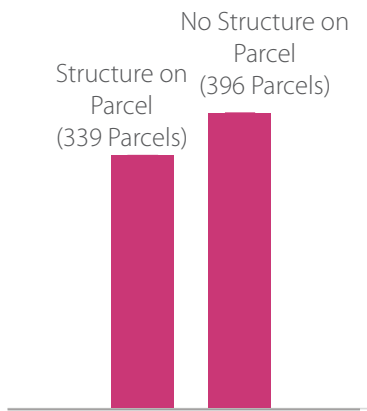
Residents gave us insight into life in the Forest District.

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.

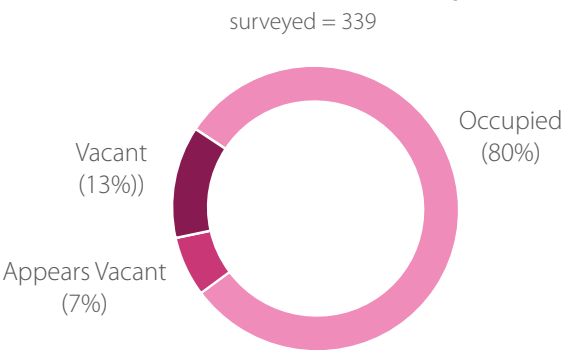
Themes emerged related to jobs, crime, and community resources. Residents asked for more options for retail, particularly related to grocery stores. People frequently mentioned a fear of displacement and speculators buying property in the District. Residents identified jobs with the city or county, well-paying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

PROPERTY SURVEY DATA

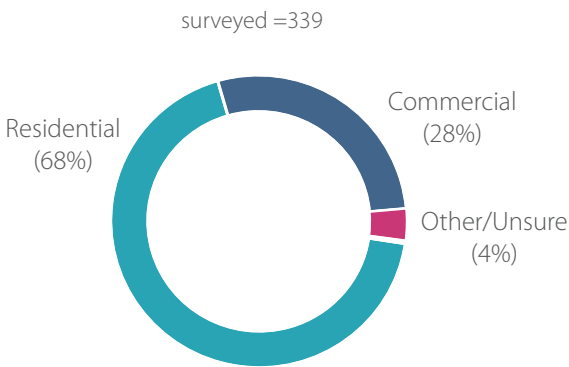
Does the Parcel have a Structure?



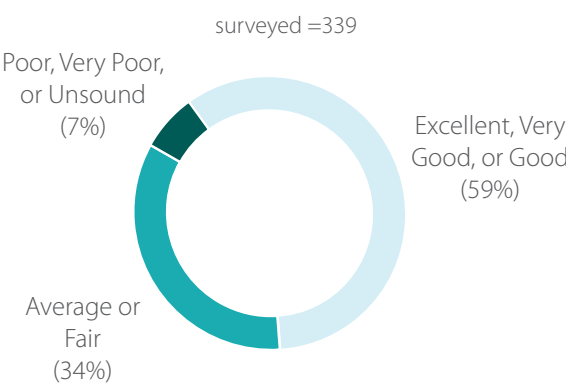
Is the Structure Occupied?



What Type of Structure is on the Parcel?

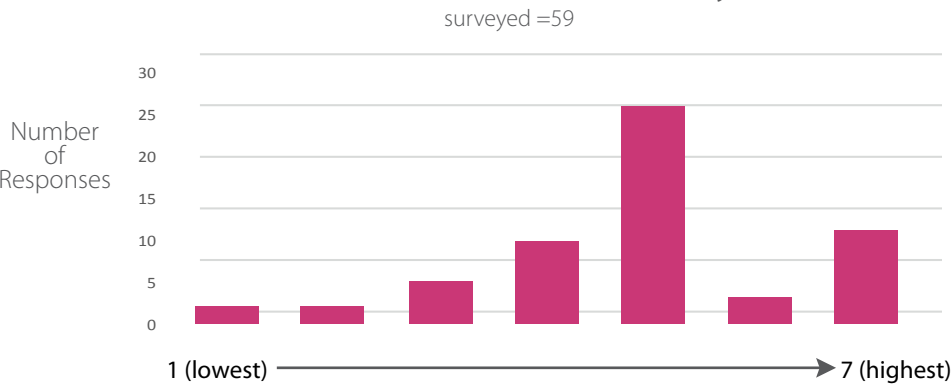


What is the Quality of the Structure?



NEIGHBORHOOD RESIDENT SURVEY DATA

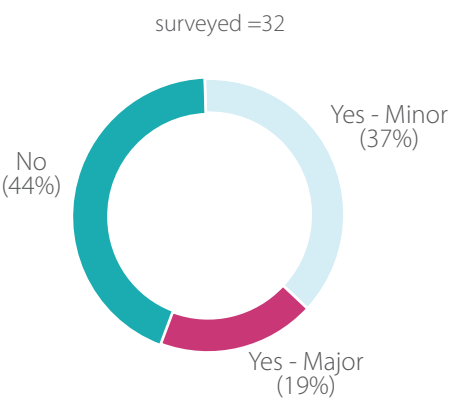
How Would You Rate Your Quality of Life?



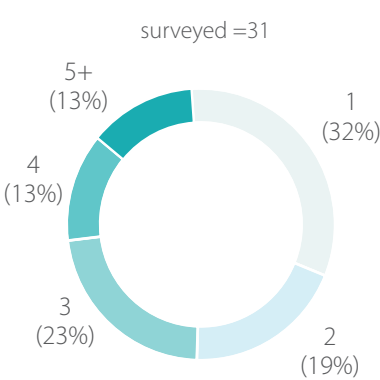
Neighborhood's Top S.W.O.T.

Strength: Community Centers & Schools (tied)
Weakness: Illegal dumping / Trash
Opportunity: Vacant land
Threat: Criminal Activity

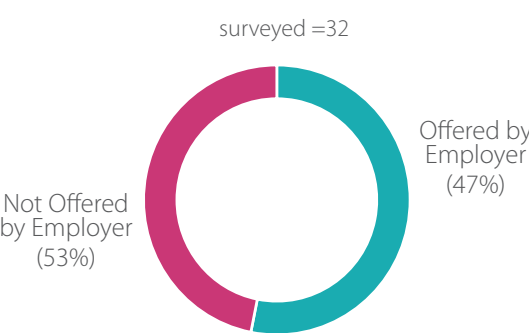
Does Your Home Need Repairs?



How Many People Live in your Household?



Does Your Employer Provide Healthcare?



WHAT WE HEARD FROM FOREST DISTRICT OUTREACH

Residents let us know exactly what their community needed.

The following reflect the Forest District'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 would address historical injustices in the community, including disinvestment and property abandonment. Injustices could be corrected by addressing the community's current needs for employment, healthy food, and transportation, and by ensuring residents are well-positioned to benefit from any new investment in the Forest District.



Physical Equity

- All new development should primarily support current residents, but also attract new residents.
- Residents believe their neighborhood's proximity to Downtown Dallas, the Trinity River, and the Great Trinity Forest are strong assets to leverage with any future development.
- New retail is supported, particularly a grocery store that has fresh produce. New business would be a mix of small business and big box stores.



Social Equity

- Residents are skeptical of new residential and commercial development in the district, with many residents explaining that new development may not benefit existing residents, and could cause displacement and loss.



Planning / Policy Equity

- Community members want to work toward common goals and bring different stakeholders to discussions about the district's future. There is frustration that current and past neighborhood development efforts have failed to gather significant community participation.



Economic Equity

- New jobs should be available for current residents, and job training and recruitment should be tailored to match their skills.



Photo by [bc]

WEST DALLAS-CENSUS TRACT 205 NEIGHBORHOOD SURVEY

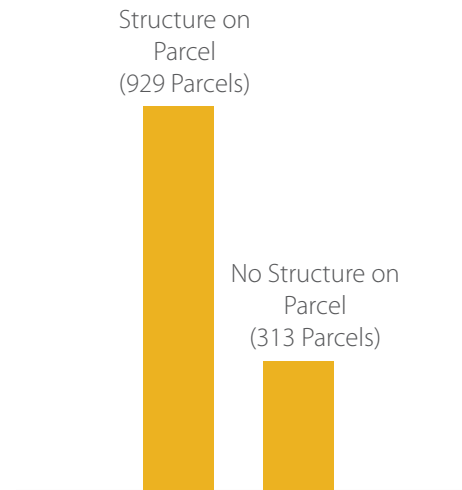
Residents gave us insight into life in West Dallas-Census Tract 205.

All addresses in West Dallas-Census Tract 205 were documented using Loveland Technologies' parcel survey tool, and resident surveyors engaged in conversation with 270 people. About half were renters, and they matched the other racial demographics of the neighborhood closely.

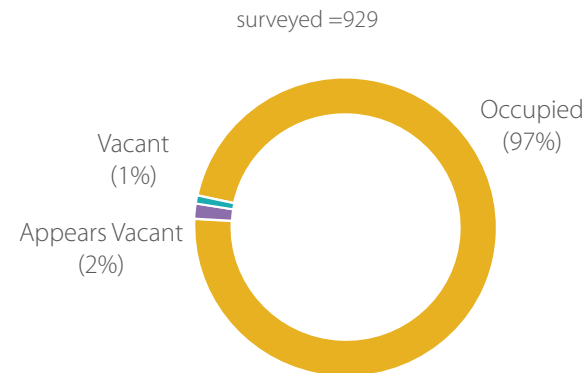
Comments about neighborhood strengths emphasized affordability, neighborhood cohesion, and a sense of peace in the neighborhood. Residents mentioned a variety of concerns. Primary suggestions included neighborhood retail, particularly fresh and healthy food options; infrastructure, such as sidewalks; pollution; and maintaining neighborhood affordability; and retail could be provided in the District.

PROPERTY SURVEY DATA

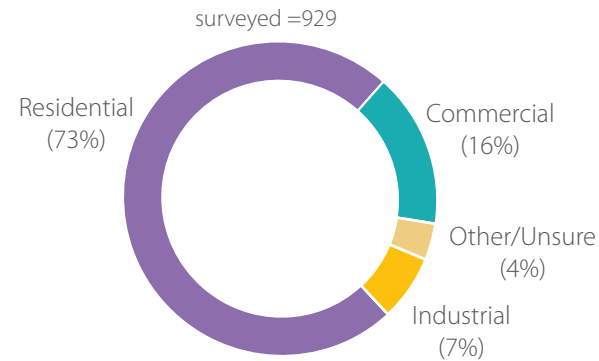
Does the Parcel have a Structure?



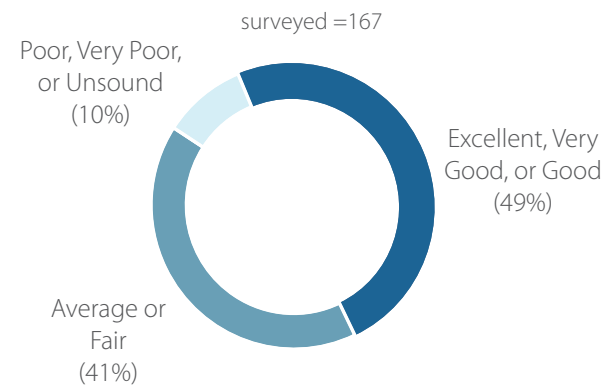
Is the Structure Occupied?



What Type of Structure is on the Parcel?

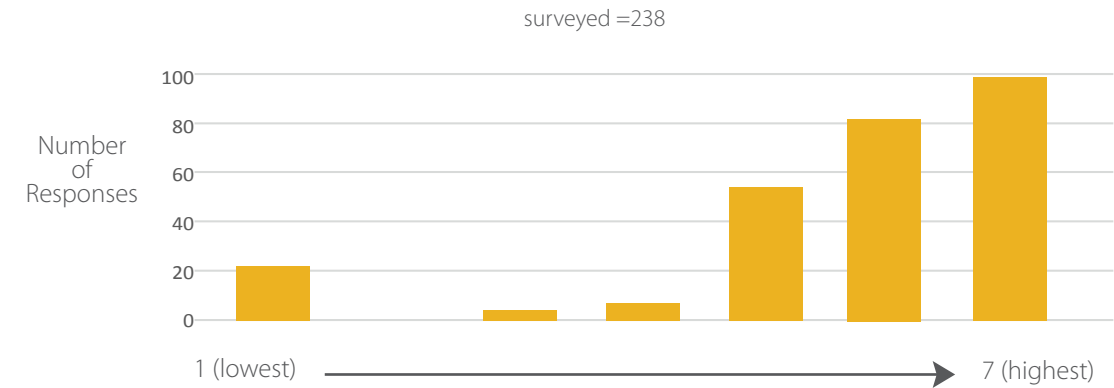


What is the Quality of the Structure?



NEIGHBORHOOD RESIDENT SURVEY DATA

How Would You Rate Your Quality of Life?



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

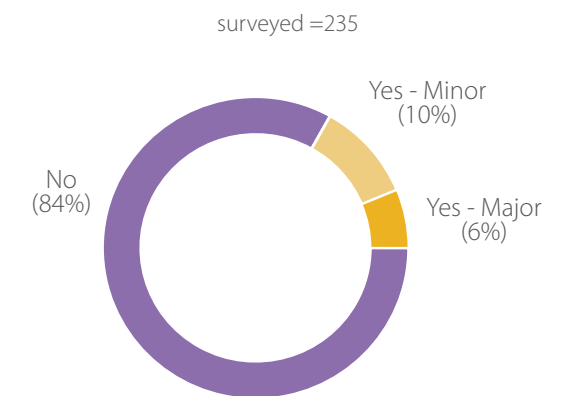
Strength: Proximity to downtown

Weakness: Lack of Access to Grocery Stores

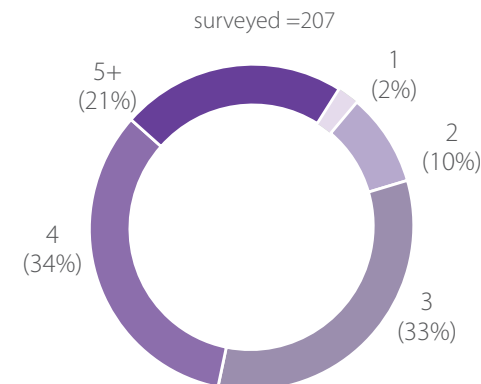
Opportunity: Development

Threat: Increased Property Taxes

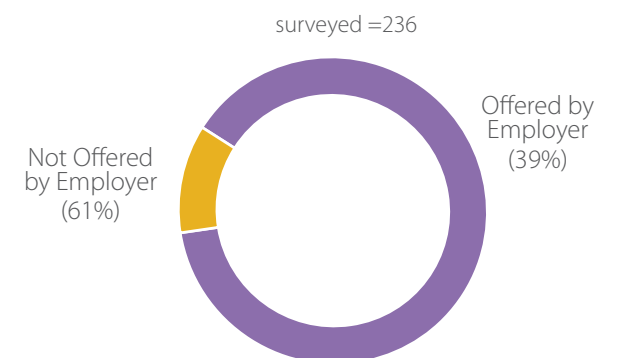
Does Your Home Need Repairs?



How Many People Live in your Household?



Does Your Employer Provide Healthcare?



WHAT WE HEARD FROM WEST DALLAS-CENSUS TRACT 205 OUTREACH

Residents let us know exactly what their community needed.

The following reflect West Dallas-Census Tract 205'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:



Social Equity

- Equitable development demands developers pay attention to the needs of the existing community, prioritize communication with current residents, and commit to the current residents continuing to live in the neighborhood.
- Housing should be accessible to median income earners in Dallas. Residents feel that the price of housing has outpaced the income and wealth of average households.



Physical Equity

- Although new development can bring improved infrastructure, new businesses, and employment opportunities, it can also increase housing costs and cause displacement.
- New residential developments should be built with amenities that are accessible to the whole community. Residential developments that feature outdoor amenities available only for its residents create a feeling of segregation.
- Desire for more recreational activities, be that larger parks where kids of different ages can play, or indoor recreational opportunities like skating rinks or bowling alleys.



Economic Equity

- Residents need jobs that provide a livable wage. Recommendations included training for skilled trade jobs, community benefit agreements, leveraging existing educational resources to connect youth to jobs, and supporting employment opportunities for youth and seniors.



Environmental Equity

- New development must remediate environmental issues and address hazardous land use practices.



Planning / Policy Equity

- Residents are frustrated with how information is shared. They want greater communication, transparency, and community inclusion.



Photo by [bc]

EQUITABLE DEVELOPMENT TOOLS



Photo by [bc]

HOUSING

The Benefits and Challenges of New Housing.

Housing development is a primary driver of opportunity, as well as a primary threat in each of the three geographies. New housing offers the promise of new residents and community investment. It can also threaten current residents' ability to afford their current housing and stay in their community. Fostering the creation of an inclusive housing stock requires a commitment to preserving existing affordable housing while also supporting a suitable mix of new housing opportunities that includes a range of housing types and price points.

The following development tools were identified through research and selected by residents as preferred strategies to deliver housing development suited to their community. Common tools may be deployed differently in each area to achieve their specific housing goals.

Community Benefit Agreement

A community benefit agreement (CBA) is a legally enforceable contract between a developer and a coalition of stakeholders representing community interests. A CBA ensures that community members are able to recapture a portion of any value created by new development in their community. A CBA may specify a variety of conditions, including mechanisms for community review of future development, the proportion of a workforce that must come from a local geographic area, the amount invested in public infrastructure such as parks, schools or health care; guarantees of housing affordability; anti-displacement measures; wage levels for workers; and other considerations.

Community Investment Funds

Community investment funds, especially those focused on real estate investment, can blend public subsidies and private investment to serve disinvested communities. Community investment in real estate can include residential development as well as facilities for important organizations and services. Other investment funds might target small business development, non-profit lending, and social services as strategies for improving marginalized communities. An example of how this can be used in real estate is the shared equity model. In this model, home purchases are subsidized in exchange for a cap on the proceeds a homeowner receives when selling a house. It is a proven strategy for placing low-income families into quality housing.

Community Land Trust

Community Land Trusts (CLT) are a strategy for keeping and expanding the affordable housing stock in an area. The entity in charge is made up of residents and usually a local nonprofit community development corporation. The CLT purchases land and/or houses in a specific geographic area using local and philanthropic funds. To live in a CLT home, a buyer purchases the house and leases the land underneath from the CLT. This helps keep the cost of housing down. If the buyer decides to sell at any point, there are rules about how much they can sell the house for to preserve affordability.

Flexibility in Housing Types

Neighborhoods need greater flexibility in their housing options, particularly in existing single-family communities. Traditional single-family zoning establishes a development pattern, the number of housing units, and a minimum unit size. Often, the only way to bring in other housing options is to build a large-scale multifamily development, which may not blend well with the current look and feel of the neighborhood.

Permitting a current single-family homeowner to convert part of their home into a separate unit, or build an accessory dwelling unit (ADU), or for new construction to include primary homes with apartments attached, or small multifamily would require greater flexibility in the current zoning. Allowing for modest increases to density can support the preservation of the neighborhood's character and scale.

Housing Rehabilitation

Housing rehabilitation assistance can come in the form of direct service assistance or financial assistance. Typically, rehabilitation assistance is directed at remediating code violations, health concerns, or safety improvements. Code compliance assistance could include repairing or replacing windows, fences, smoke alarms, sanitation, plumbing, and electrical issues. Other health and safety improvements might involve accessibility improvements like handrails or the removal of lead or mold from a home. By providing existing residents with an opportunity to repair and rehabilitate their own homes, low and moderate-income homeowners can preserve safe and sanitary housing that will help stabilize the neighborhood. By keeping residents in their homes, housing repair programs can have long-term positive effects on educational stability, graduation rates, and crime. A critical local challenge with housing rehabilitation as an affordable preservation tool is the impact of home repairs and improvements on property tax assessments. While state law gives county appraisal districts little leeway in how they assess properties, local jurisdictions have the ability to offer tax abatement.

Leveraging Data

Collecting, tracking, and utilizing data to gain a better understanding of disparities is an essential step in bringing equity. In addition to listening to residents and working with partners and stakeholders, community leaders should be using data on their demographics, economies, employment, education, housing, and transportation to see if their efforts are having an impact.

The information gathered through the neighborhood survey will support the community-based partners in understanding current housing conditions, the scope of needed housing investment, and potential barriers to providing current residents support.

Mixed Income Housing

Strategies to encourage mixed income housing include inclusive zoning and the development of income-integrated properties – sometimes even on former public housing property sites. Typically, mixed income housing has been implemented for the purpose of achieving three broad outcomes: economic desegregation, poverty alleviation, and urban revitalization. These broad goals are thought to result in improved access to quality housing, improved public and private services, high-quality neighborhood amenities, and a safer environment for lower-income residents when compared to homogeneously impoverished neighborhoods.

Based on these goals, appropriate measures of success for mixed-income development would include tracking poverty, neighborhood diversity (both racial and economic), and neighborhood investment as well as other community-level outcomes like crime, city service satisfaction, and the availability of nearby amenities.

Environmental Justice

Nonwhite and low-income communities are disproportionately in close proximity to polluted industrial facilities and other unwanted land uses. In fact, researchers have found “a consistent pattern over a 30-year period of placing hazardous waste facilities in neighborhoods where poor people and people of color live.” Environmental Justice responds to the undue burden placed on low-income communities of color a place-based clean up and remediation efforts, enforcement of environmental law, environmental policy, local planning, and advocacy.

THE BOTTOM

Challenge: Need for Housing Rehabilitation And New Affordable Housing

As one of Dallas' older neighborhoods, many of the homes in The Bottom need significant repairs to remain safe and livable. Property buyouts and non-resident property owners have contributed to a high number of vacant properties in the neighborhood. New development has been hindered by infrastructure that does not meet current development standards. The

city has initiated an infrastructure development plan, which will open up parcels for new development. Managing the economic, social, and cultural impacts of the new development will require developers and residents to work together.

STRATEGY

House Rehabilitation

Housing rehabilitation assistance can come in the form of direct service assistance or financial assistance for the same. Typically, rehabilitation assistance is directed at remediating code violations, health concerns, or safety improvements. By providing existing residents an opportunity to repair and rehabilitate their own homes, low and moderate-income homeowners can preserve safe and sanitary housing that will help stabilize the neighborhood.

Identify Funds for Housing Rehabilitation

Supporting homeowners with repair and rehabilitation funds can enhance their ability to stay in their home long-term, improve the health and safety of the home, and contribute to the overall investment in the community.

City of Dallas Home Improvement and Preservation Program

The City of Dallas' Department of Housing and Neighborhood Revitalization manages a home repair and rehabilitation program for homeowners. [For Residents]

Resident Education

Resident education on the requirements of the program, loan terms, and what would happen in the event the current homeowner dies or can no longer live in the home. How can a neighborhood association/organization help to prevent property loss due to home repair loans?

Local Bank Participation

Local banks are required, through the Community Reinvestment Act, to invest in their local community. This is a source of capital that local community development organizations seek out when funding a variety of projects, including home repair. [For Partner Organizations]

Resident Education

Resident education on different funding models for housing rehabilitation.

STRATEGY

Mixed Income Housing

The development of mixed-income housing is a strategy long thought to produce community benefits, particularly to lower-income residents. As The Bottom sees future development, both single and multi-family, it will be important to engage in thoughtful planning and active resident collaboration to ensure housing is affordable to households of many income levels.

Establish Affordability Based on the Income of Current Bottom Residents

Residents expressed concern that the cost of new affordable housing was not affordable to many. They proposed that city programs using Area Median Income (AMI) to determine housing affordability should instead use an AMI that is adjusted to the incomes of current residents of The Bottom. This would require the support of the City of Dallas Housing & Neighborhood Revitalization and City Council.

Challenge: Residents Are Not Set Up To Benefit from Development

Due to historic disinvestment in The Bottom, residents are prone to being left behind by future investment and growth. Ensuring that residents are informed, engaged, and able to inform new development is critical to their ability to gain any potential benefit.

STRATEGY

Mixed Income Housing

The development of mixed-income housing is a strategy long thought to produce community benefits, particularly to lower-income residents. To ensure that current residents can take advantage of those benefits, efforts are needed to build and maintain housing that is affordable to households of many income levels, and is driven by an active resident community.

Set Affordability on the Income of Current Residents of The Bottom - **Residents expressed concern that the cost of proposed affordable housing was not affordable to residents in The Bottom.** The area median income for The Bottom is \$24,320—20,895 less than Dallas’ AMI. This means that the average resident can afford to spend \$600 a month on housing or \$125,000 on a home purchase. Adjusting the income minimums on City of Dallas programs would require the support of the Department of Housing & Neighborhood Revitalization and the City Council.

Preserve Currently Affordable Housing

All available tools should be used to support the preservation of housing that is currently affordable to residents.

Identify Renters Who Would Like to be Homeowners in The Bottom

Support renters in The Bottom who would like to become homeowners. They should be targeted for future affordable housing development.

Homestead Exemptions

Increasing outreach for homestead exemptions, particularly for heir property owners. Explore the creation of a Homestead Preservation Center.

Homeowner Repair Programs

Conduct resident information sessions on the City’s current home repair resources.

Tax Stabilization

Identify property tax stabilization tools like Neighborhood Empowerment Zones.

FOREST DISTRICT

Challenge: Lack Of Quality Housing

The housing stock in the Forest District is comprised of pockets of older single family homes, many of which need significant repair, and mid-rise multifamily buildings. There are also a number of vacant properties in the area. This lack of housing options, combined with few well-maintained properties, is a deterrent for attracting new residents and homeowners.

STRATEGY

Form a Community Land Trust

Community Land Trusts (CLTs) ensure 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, but not the land under it.

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 run, 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 residents envision.

Financial Support

Identify financial support for creating the CLT

Develop Resident Oversight

To ensure the CLT 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 the 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

Create a District Real Estate Investment Trust

This can help control development and/or ensure current residents benefit from future development.

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 your new home — typically by paying a portion of your down payment — in exchange for a percentage of the home's future appreciation.

STRATEGY

Community Investment Funds

A fund is an investment tool. 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.

Identify Social Impact Investment Fund for Affordable Housing

Social Impact Investors accept a lower rate of return in exchange for knowing that their money is contributing to something meaningful.

Challenge: Lack Of Quality Housing (cont'd)

STRATEGY

Mixed Income Housing

The development of mixed-income housing is a strategy long thought to produce community benefits, particularly to lower-income residents. **Building and maintaining housing that is affordable to households of many income levels takes thoughtful planning, diligence, and an active resident community.**

Build Affordable Housing

As the area becomes more attractive to developers, the once affordable Forest District will quickly become unaffordable to people of different income levels. To ensure that housing in the district is accessible to households across the income spectrum, plans for new affordable housing development need to begin while land is still available.

Development Needs

Local nonprofits and development organizations should acquire land, secure development funding, and continue to work with residents on developing affordable housing.

Build Market-Rate Housing

Housing within the district should have market-rate housing options. Private developers would ideally engage with and understand the concerns of residents regarding their development projects. Being mindful of the impact of future development on existing residents will go a long way in creating a more connected area.

Design Standards

New development should pair nicely with the existing housing stock. Create design standards for new housing to better control the cost or scale of new construction.

Preserve Affordable Housing

Preserving currently affordable housing is critical to supporting existing residents and maintaining a mixed-income community.

Homestead Exemption Training

Support current homeowners in lowering their property tax burden by increasing outreach for homestead exemptions, particularly for heirs property owners who are now able to take advantage of homestead benefits thanks to a change in state law. This could be done through a partnership between the Dallas County Appraisal District and the neighborhood associations

Protest Property Value Increases

Homeowners should always protest their property tax assessment; however, for those in neighborhoods that are experiencing rapid increases, more may be needed. Since property values are assessed at a neighborhood level, organizing a significant number of homeowners in a neighborhood to protest their values may have an impact at the County Assessor's Office.

Education on Transfer on Death Deeds & Wills

Preserving affordability may also include preserving a property for the next generation. To ensure that one's property is transferred to their heir upon death, it is critical to have the right paperwork in order. The easiest option for most households is to file a Transfer on Death Deed for their property. Neighborhood associations and other local organizations can partner with Legal Aid of Northwest Texas.

(cont'd)

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Challenge: Lack Of Quality Housing (cont'd)

Promote Flexibility in Housing

Current single-family zoning can protect existing residents from new larger developments that do not fit the context of the community, but it also prevents them from adjusting their homes as needs change.

Political Advocacy

Resident organizing and advocacy is often essential to creating and maintaining a mixed-income community. This can include working with local representatives, joining local boards and commissions, and being engaged in local planning and development activities.

Social Impact Investment

Supporting social impact investors to purchase currently affordable multifamily housing, particularly in growing markets, could help to keep rental rates stable. Low-Income Housing Tax Credit properties that are timing out of their affordability requirements may be a good option for this type of investment.

Building Accessory Dwelling Units (ADUs)

ADUs offer homeowners the ability to accommodate family members to age in place and/or supplement their income by renting space.

Mixed Housing Types

Allowing the development of duplexes, triplexes, and quadplexes in single-family zoning districts as long as the new structures fit on the existing single-family lots.

Land Bank Board

Dallas' land bank program acquires, holds, and transfers land for the purpose of developing affordable housing. The land bank board governs the city's program.

City Plan Commission

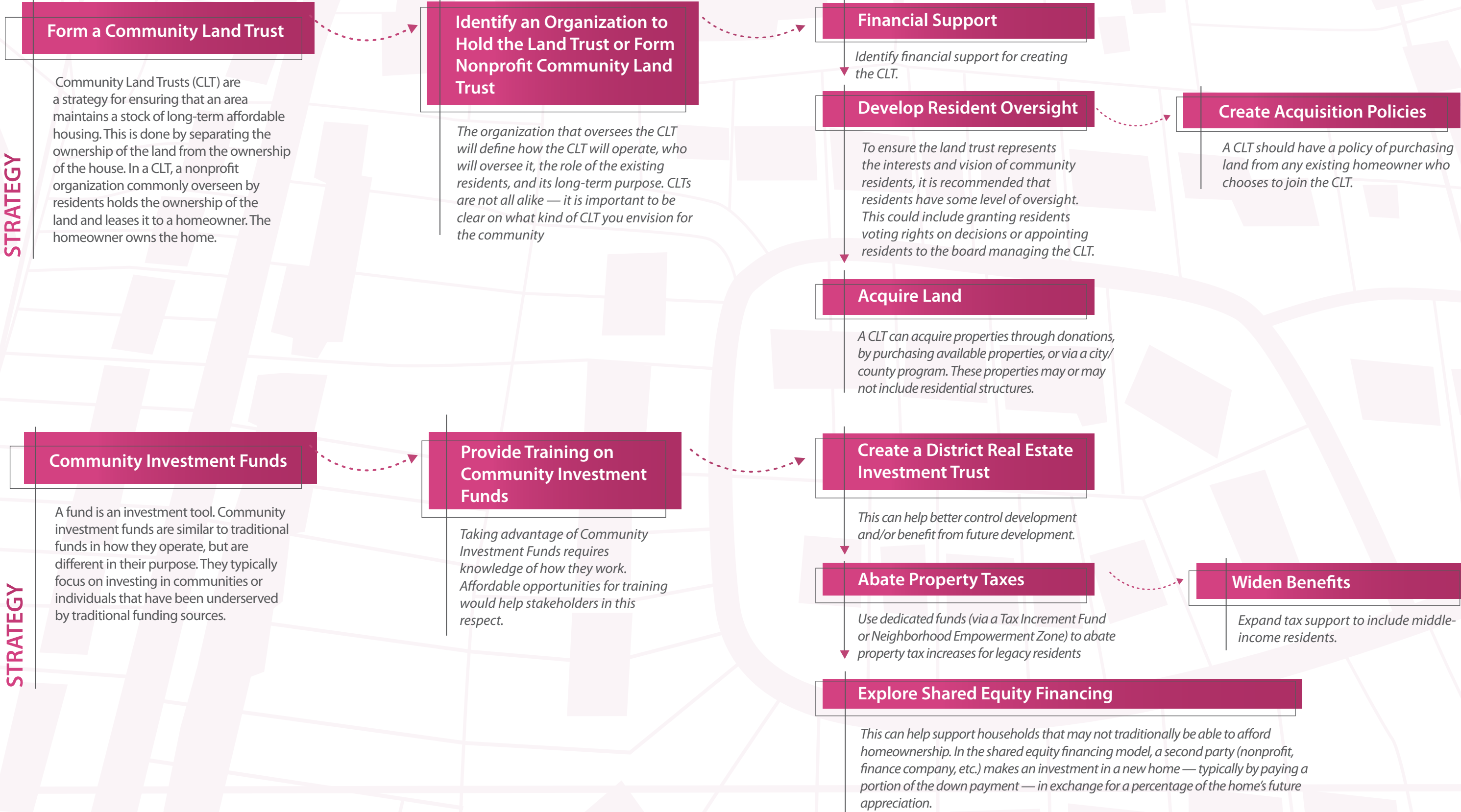
City Plan Commission is responsible for making recommendations to the City Council regarding planning, zoning, and platting matters.

Models of Valuation on Existing Housing Stock

The Dallas County Appraisal District (DCAD) is responsible for assessing county property values. DCAD follows state law in determining property values. Understanding other models of valuing properties can inform advocacy efforts.

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.



WEST DALLAS-CENSUS TRACT 205

Challenge: Lack of Affordable Home Ownership Options

West Dallas-Census Tract 205 is home to several Dallas Housing Authority (DHA) properties that provide affordable rental options. However, there are very few homeownership options in the area that are affordable to current residents. Additionally, there is little variety in the homes that are being developed and sold in the area.

STRATEGY

Build More Mixed Income Housing

The development of mixed-income housing is a strategy long thought to produce community benefits, particularly to lower-income residents. Building and maintaining housing that is affordable to households of many income levels takes thoughtful planning, diligence, and an active resident community.

Identify Funding Streams

Build an understanding among residents, community organizations, and developers of the variety of funding streams or programs that could contribute to new housing development and housing rehabilitation.

Expansion of Homeownership Programs

Dallas has a variety of programs to support those seeking to buy a home, but continued work is needed to build awareness of the programs, who is eligible, and what they provide.

Spur New Housing Construction

Support new residential construction development.

Utilize Density Bonuses

Community Benefit Agreements could support a zoning request for additional density in exchange for the development of new affordable housing.

Create Development Fund

Residents suggested that the City or County create a Development Fund that would be used in addition to federal housing funds.

Promote First Time Homebuyer & Credit Clearing Programs

Most potential homebuyers have to make a financial plan or address issues in their finances. Homebuyer classes or credit clearing programs can help those needing extra assistance before buying a home.

Connect Potential Buyers to Down Payment Assistance

Increase support for potential homebuyers seeking down payment assistance, including increased outreach and applicant case management.

Connect Residents to Title Clearing Program

Having a clear proof of ownership, or title, is critical for a homeowner. New title-clearing support efforts will help homeowners and communities invest in their homes.

Connect to DHA Homeownership Program

Residents of Dallas Housing Authority properties are able to access their homeownership programs. Developments looking to build for-owner moderate income housing should connect to these and other homeownership programs.

Support Land Acquisition

Leverage current opportunities for acquiring land available through the City of Dallas' Department of Housing and Neighborhood Revitalization. Nonprofit and for-profit developers can currently apply for available land to build affordable housing.

Explore Land Swaps or Transfers

The Dallas Housing Authority is a large landholder in West Dallas-Census Tract 205, but is not looking to build more housing in the area. Exploring options for land transfers or swaps with properties in higher-opportunity areas would open a considerable amount of land for future development.

(cont'd)

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Challenge: Lack Of Affordable Home Ownership Options (cont'd)

Preserve Currently Affordable Housing

In addition to building new affordable housing, it is important to ensure that housing that is currently affordable stays affordable.

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, but not the land under it.

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

The organization tha oversees the CLT will define how the CLT will run, 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 is envisioned

Leverage Opportunity Zone Funding

Administered by the Internal Revenue Service, Opportunity Zones provide an opportunity for increased investment in target areas, like West Dallas Census Tract 205. In partnership with the City of Dallas' Office of Economic Development, Opportunity Zone investments could support community priorities.

Leverage Tools for Stabilization Target Areas

The City of Dallas' Comprehensive Housing Policy has identified areas where the housing market needs to be stabilized, or where maintaining current affordability is needed.

Create a Homestead Preservation Center (HPC)

To support homeowners struggling with their tax burden, it is recommended to create a HPC, either in the neighborhood or the city. It would provide homeowners with information on the tools and financial support available to them, including all currently available homestead exemptions.

Implement Tax Abatements

In addition to current tools, residents advocated for a form of tax abatement for existing residents living in areas with rapid development or increases in property values.

Home Repair Programs

Leverage the existing City of Dallas Home Improvement and Preservation program

Financial Support

Identify financial support for creating a CLT.

Develop Resident Oversight

To ensure the CLT represents the interests and vision of residents, it is recommended that residents have some level of oversight - this could include giving residents voting rights on CLT decisions or appointing residents to the board managing the CLT.

Create Acquisition Policies

These policies should allow existing homeowners to receive the equity they have built if they choose to join the land trust.

Acquire Land

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

Challenge: Lack Of Affordable Home Ownership Options (cont'd)

STRATEGY

Leveraging Data

Ensuring success requires that you understand your starting point and track your progress along the way. Utilizing data in a variety of forms is critical in making well-informed decisions and ensuring the intended outcome.

Map Properties by Owner

Identify who controls land in the area and what properties may be available for future development.

Create Displacement and Community Indicators

Identify what information should be tracked to help measure if displacement is occurring or if the community is benefitting from new investments, policies, or activities.

Challenge: Proximity to Industrial Properties

Residential and Industrial properties can sit side by side in some areas of West Dallas-Census Tract 205. This creates unknown environmental hazards for those living in the area. More needs to be done to understand the level of risk current industrial businesses pose, and the future of industrial and manufacturing in the area.

STRATEGY



EQUITABLE DEVELOPMENT TOOLS



Photo byTREC



JOBS & WEALTH CREATION

Housing development alone will not create equitable communities.

Overlaying accessible and affordable housing with targeted pathways to employment, high-wage jobs, homeownership, and wealth creation for low-income residents and communities creates the foundation for a strong community. Communities in which residents have high-opportunity jobs that pay a living wage are more financially resilient and better able to fare displacement pressures.

The following equitable development tools were identified through research and selected by residents as preferred strategies to deliver employment and wealth-creation opportunities best suited to their community. Common tools may be deployed differently in each area to achieve their specific employment goals or challenges.

Attract Small Businesses

Attracting small business to an area can provide both increased economic activity and better employment opportunities. Small businesses make up 45% of the American economy and employ almost half of the population. Entrepreneurship offers those who may not have ties to corporate networks or traditional education improved job opportunities, which is possibly why very small businesses are more likely to be owned by women and minorities.

Community Benefit Agreement (CBA)

A community benefit agreement is a legally enforceable contract between a developer and a coalition of stakeholders representing community interests. Development often relies on existing community resources, such as the labor of local residents, past environmental remediation efforts, local infrastructure like parks and roads, or other community resources. A CBA ensures that community members are able to recapture a portion of any value created by new development in their community. A CBA may specify a variety of conditions, including mechanisms for community review of future development, the proportion of a workforce that must come from a local geographic area, the amount of investment in public infrastructure such as parks, schools, or health care; guarantees of housing affordability; anti displacement measures; wage levels for workers; and other considerations.

Community Investment Funds

Community investment funds, especially those focused on real estate investment, can blend public subsidies and private investment to serve disinvested communities. Community investment in real estate can include residential development as well as facilities for important organizations and services. Other investment funds might target small business development, non-profit lending, and social services as strategies for improving marginalized communities.

Employee-Owned Businesses

This model tends to result in wealth creation for working and middle-class residents. This is often done through an:

- Employee-Owned Stock Ownership Plan (ESOP) - An ESOP gives employees an opportunity to buy companies without having to purchase shares with their own savings. The company (business) gets a loan that it pays back over time, and as the loan is paid down new shares are distributed to employees. In this model, seniority and tenure impact voting rights in company decisions.
- Worker Cooperatives - This business type is usually employee-owned from the beginning. In this model, employees invest with their own savings, resulting in voting rights on company decisions from the outset.
- Employee Trust - This model is similar to the ESOP in that the employees are the beneficiaries and receive payouts based on profits. In this model, shares remain within the trust to ensure the company remains employee-owned.

Leveraging Data

Collecting, tracking, and utilizing data with an eye to disparities is an essential step in bringing equity. In addition to listening to residents and working with partners and stakeholders, community leaders should use data on their demographics, economies, employment, education, housing, and transportation to see if their efforts are impactful.

Workforce Development

Economic growth relies on quality human capital. Education and job skills training have consistently been shown to produce an improved workforce. Workforce development aims to address the skills gap facing applicants applying for open positions. The need for new skills applies not only to those entering the workforce, but also mid-career workers who may have lost their jobs in dying industries and particularly for individuals with poor work histories and/or challenging family and personal situations that hinder or limit prospects for employment.

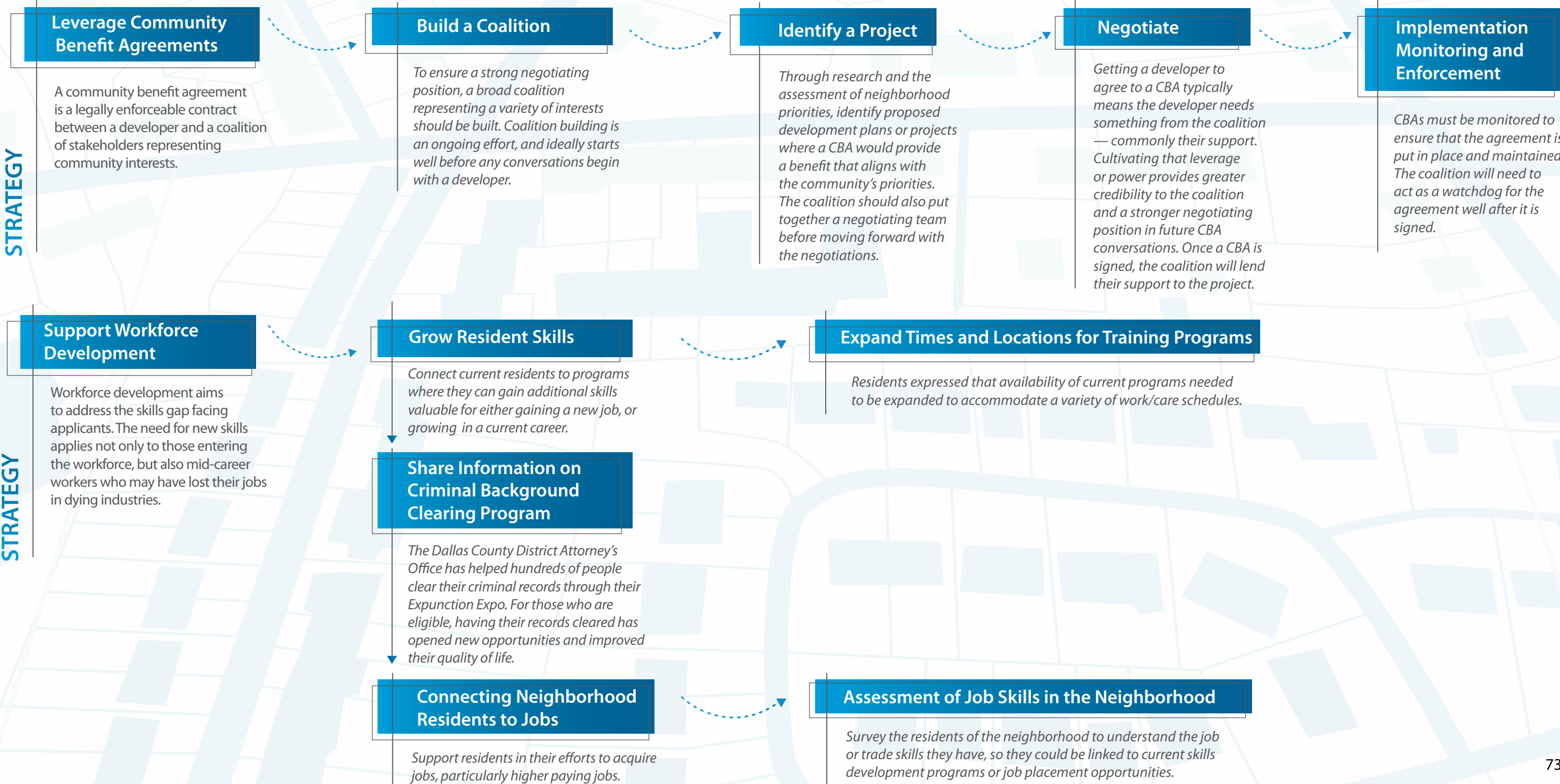


Photo by TREC

THE BOTTOM

Challenge: Need for Economic Activity And Living Wage Jobs

The Bottom is a small neighborhood, with some proximity to jobs and economic opportunity. Attracting new employment opportunities or commercial activities to the area would improve opportunities for current residents. Increasing access to jobs, particularly living wage jobs, outside the neighborhood would benefit current and future residents.



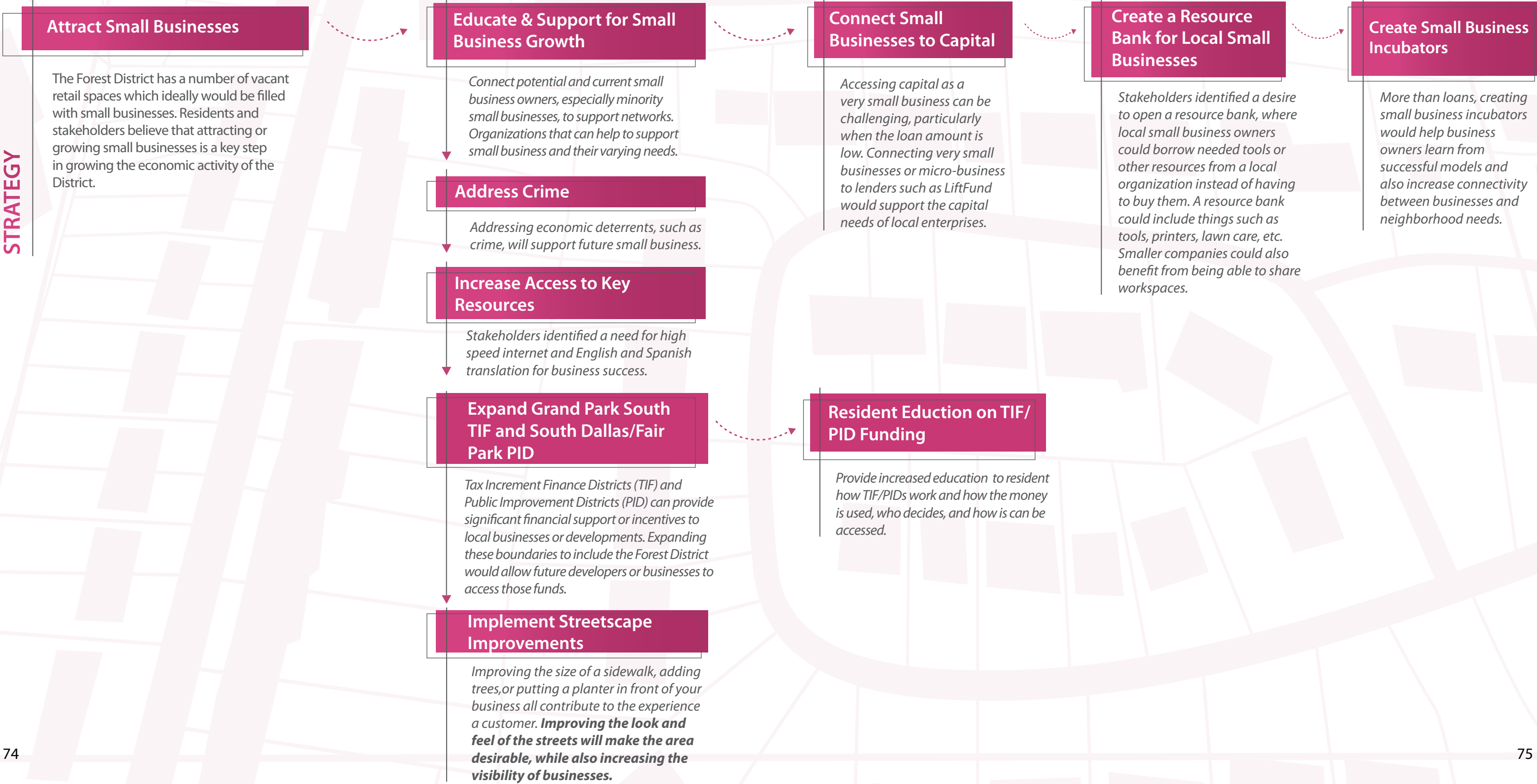
FOREST DISTRICT

Challenge: Need for Economic Activity And Living Wage Jobs

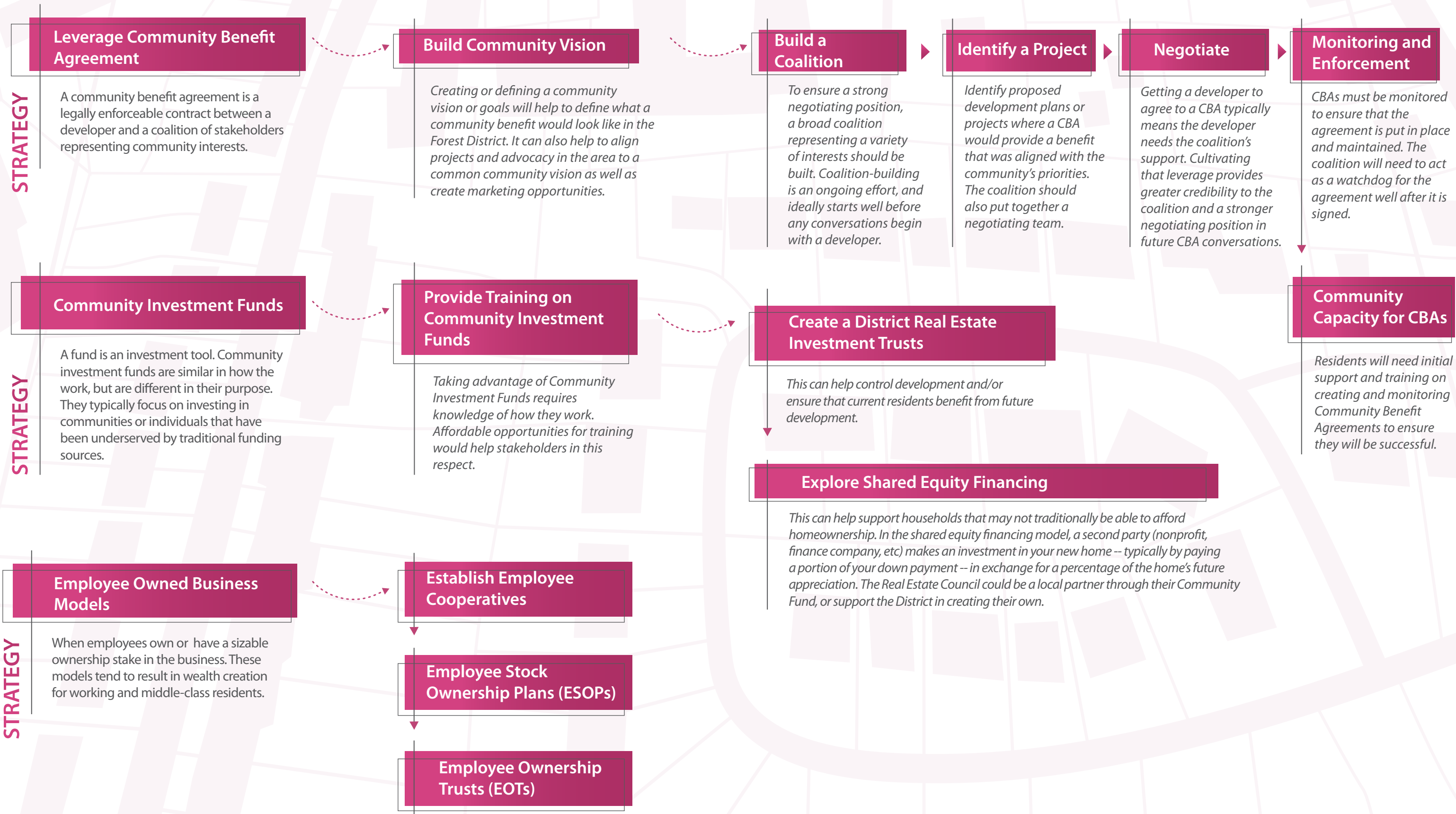
The median income of the Forest District is \$24,702 — roughly \$20,000 lower than the median income for the City of Dallas (\$45,215). While the District is relatively close to downtown and a variety of job opportunities, residents identified barriers to residents getting those jobs, and concerns that new

employers would not seek to hire from the community. Addressing issues of employment, job access, wages, and economic growth in the community are all factors in delivering equitable growth.

STRATEGY



Challenge: Need for Economic Activity And Living Wage Jobs (cont'd)



Challenge: Lack of Jobs And Support For Hard To Hire/Reentering Workers

Getting a job can be particularly challenging for those who face employment barriers, such as being previously incarcerated, gaps in their job history, bad credit, etc. Supporting the ability of the entire community to be employed, goes a long way toward building equitable communities.



WEST DALLAS-CENSUS TRACT 205

Challenge: Residents Are Not Set Up to Benefit From Development

Due to historic disinvestment in West Dallas-Census Tract 205, residents of the area are prone to being left behind by new investment. Ensuring that residents are informed, engaged, and able to inform new development is critical to their ability to gain any potential benefit.

STRATEGY

Leverage Community Benefit Agreements

A community benefit agreement is a legally enforceable contract between a developer and a coalition of stakeholders representing community interests.

Build a Coalition

To ensure a strong negotiating position, a broad coalition representing a variety of interests should be built. Coalition-building is an ongoing effort, and ideally starts well before any conversations begin with a developer.

Identify a Project

Identify proposed development plans or projects where a CBA would provide a benefit that was aligned with the community's priorities. The coalition should also put together a negotiating team.

Negotiate

Getting a developer to agree to a CBA typically means the developer needs the coalition's support. Cultivating that leverage provides greater credibility to the coalition and a stronger negotiating position in future CBA conversations.

Monitoring and Enforcement

CBAs must be monitored to ensure that the agreement is put in place and maintained. The coalition will need to act as a watchdog for the agreement well after it is signed.

STRATEGY

Workforce Development and Job Training

Programs designed to prepare individuals to get a job. This can include training programs for job specific skills, creating a resume, and/or preparing for an interview.

Host Resume Workshops

Training opportunities for those who need support in writing a resume.

Identify Potential Opportunities with New Shopping Center Owner

Identify if there are new job or small business opportunities connected to the new shopping center development.

Challenge: Lack of Jobs for Difficult To Hire Or Reentering Workers

Getting a job can be particularly challenging for those who face employment barriers, such being previously incarcerated, having gaps in their job history, bad credit, etc. Supporting a whole community’s ability to be employed goes a long way toward building equitable communities.

STRATEGY

Workforce Development and Job Training

Programs designed to prepare individuals to get a job. This can include training programs for job specific skills, creating a resume, or preparing for an interview.

Attract Living Wage Jobs

Make sure that current efforts on attracting employers to an area are focused on employers that provide living wages.

Community Benefit Agreement

A community benefit agreement is a legally enforceable contract between a developer and a coalition of stakeholders representing community interests.

Work with Workers Defense Fund's Better Builder Program

Better Builder works with developers to ensure workers receive a fair wage, have safe working conditions, and earn a rewarding career in the construction industry.

Identify Existing/Attract New Job Training Programs in the Area

Create and share an inventory of the current local job training programs. Residents identified existing programs with: Dallas County Community College District, Workforce Solutions Greater Dallas, Skill Quest, Goodwill, Dallas Housing Authority, and Dallas Entrepreneur Center (The DEC).

Host Resume Workshops

Offer training opportunities for those who need support in writing a resume.

Connect Students to Possible Jobs

Provide support and opportunities for current students to connect to job opportunities.

Support Jobseekers

Help eliminate the various barriers that prevent people from finding work.

(cont'd)

Challenge: Lack of Jobs for Difficult To Hire Or Reentering Workers (cont'd)

STRATEGY

Leverage Data

Ensuring success requires that you understand your starting point and track your progress along the way. Utilizing data in a variety of forms is critical in making well-informed decisions and ensuring the intended outcome.

Develop Local Small Businesses

Support local residents interested in starting their own small businesses. Small business can grow a family's wealth, provide employment for hard to hire individuals, and more.

Promote Small Business Support Programs

Grow the awareness of current small business support programs and tools to those living in West Dallas-Census Tract 205. Resources such as Dallas County Community College District's Bill J. Priest Institute and The Real Estate Council offer training, networking, and lending support.

Support Incubator Programs

Set Local Hiring & Targeting Policies

Set local hiring goals for employers seeking to locate in West Dallas-Census Tract 205. Additionally, policies should be identified for how businesses are targeted for relocation.

Track Job Data, including jobs by Sector for the Tract

Create a system for tracking current and future employment for each job sector in West Dallas-Census Tract 205.

Employee Owned Businesses

When a business is sold to the employees, or when employees have a sizable ownership stake in the business. These models tend to result in wealth creation for working and middle-class residents.intended outcome.

Establish Cooperatives

Cooperatives are a types of employee owned business that are usually employee-owned from the beginning. In this model, employees invest with their own savings resulting in voting rights in company decisions from the onset.

Support Transitioning to Cooperatives

Support existing businesses transition into employee owned businesses or cooperatives.

STRATEGY

EQUITABLE DEVELOPMENT TOOLS



Photo by TREC



COMMUNITY OWNERSHIP & LEADERSHIP DEVELOPMENT

Equitable development must engage and empower the community.

In fact, it cannot be achieved without the residents themselves. Placing residents in positions of leadership and decision-making over projects, initiatives or public investment, from planning all the way through to implementation is necessary to ensure equitable access to information, community benefit, and political power.

The following equitable development tools were identified through research and selected by residents as preferred strategies to deliver community ownership and leadership development in their community. Common tools may be deployed differently in each area to achieve specific community goals and addresses challenges.

Community Capacity Building & Education

Communities are healthier when the individuals and organizations in those communities work together by pooling resources and leveraging social capital to solve collective problems or improve/maintain well-being. Several strategies exist for community capacity-building, including online instruction, in-person trainings and workshops, technical assistance, and communities of practice. While each of these strategies can be effective, they tend to impact different outcomes. For example, internet-based instruction is an effective method of improving both knowledge and skills, but in-person modes like trainings, workshops, and technical assistance also improve confidence, self-efficacy, application, and behavior in addition to knowledge and skills. Community capacity-building interventions should consider which outcome is the primary goal and implement targeted programs accordingly.

Community Organizing

Community organizing means working collectively with neighbors, co-workers, or others that believe in a common cause. Many believe that community organizing is a foundational strategy because it makes many of the other tools possible or successful. Additionally, organizing a community supports increased awareness of issues, sharing information, and building political power.

Community Benefit Agreement (CBA)

A community benefit agreement is a legally enforceable contract between a developer and a coalition of stakeholders representing community interests. Development often relies on existing community resources, such as the labor of local residents, past environmental remediation efforts, local infrastructure like parks and roads, or other community resources. A CBA ensures that community members are able to recapture a portion of any value created by new development in their community. A CBA may specify a variety of conditions, including mechanisms for community review of future development, the proportion of a workforce that must come from a local geographic area, amounts of investment in public infrastructure such as parks, schools, or health care; guarantees of housing affordability; anti-displacement measures; wage levels for workers; and other considerations.

Leveraging Data

Collecting, tracking, and utilizing data with an eye to disparities is an essential step in bringing equity. In addition to listening to residents and working with partners and stakeholders, community leaders should be using data on their demographics, economies, employment, education, housing, and transportation to see if their efforts are impactful.

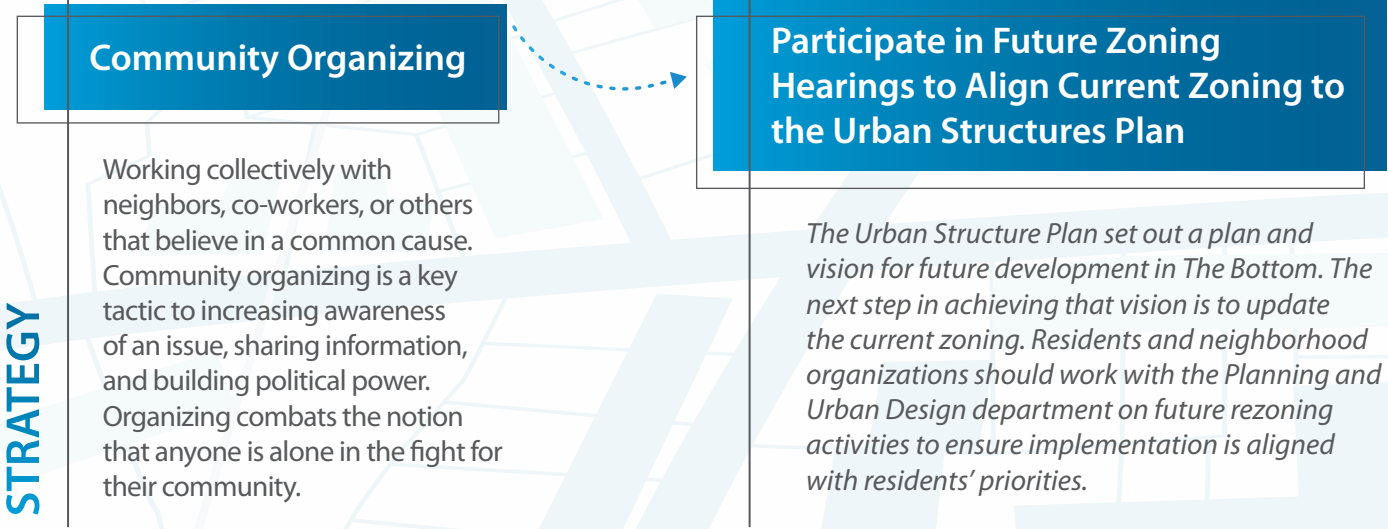


Photo by TREC

THE BOTTOM

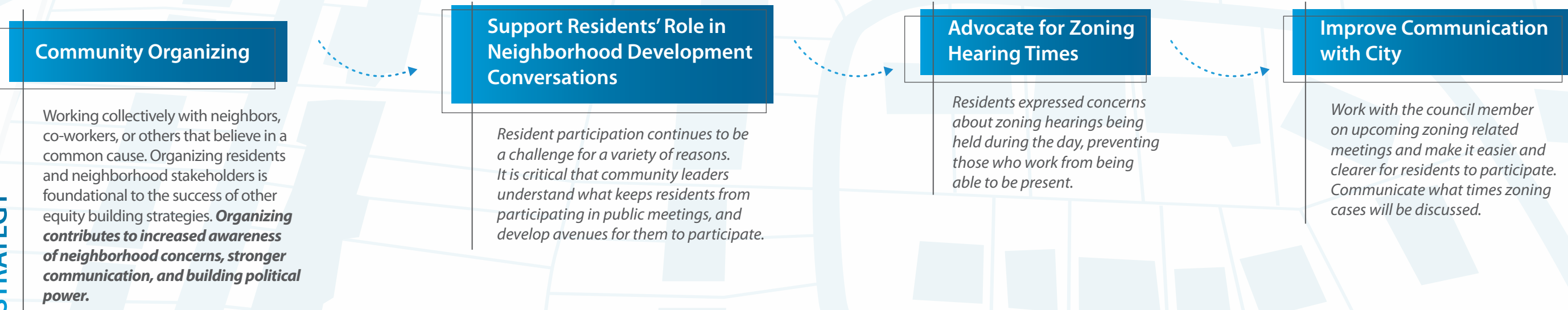
Challenge: Need for Housing Rehabilitation And New Affordable Housing

Residents of The Bottom recognize that there is significant potential for new development in their small neighborhood. They want to make sure that they play a role in shaping that new development and ensure that current residents continue to have a place in the community.



Challenge: Residents Are Not Set Up to Benefit from Development

Due to historic disinvestment in The Bottom, residents are prone to being left behind by future investment and growth. Building a strong network of residents to share information, resources, and build political power will support their ability to gain any potential benefit from future investment.



Challenge: Lack of Community Participation

Getting residents involved and participating in neighborhood issues is a challenge in The Bottom. It is of particular concern at the moment because of the numerous city and neighborhood initiatives underway or being planned. However, there is an opportunity to use these projects as a tool for building resident participation and ownership.

STRATEGY

Community Capacity Building & Education

Becoming a resident leader often requires time, learning new things, and building new skills. Residents should be supported in becoming effective leaders, which may require training, educational workshops, and informational resources.

Increase Knowledge of Development Process

Residents expressed a desire to better understand current City policies and the development approval process. Residents identified the City of Dallas Planning and Urban Design and the Bottom Neighborhood Association as potential partners.

Improve Notifications of Events and Meetings

Share information with a combination of fliers, mailers, and emails. Continue to cultivate a residents contact list.

Community Organizing

Working collectively with neighbors, co-workers, or others that believe in a common cause. **Community organizing can support and grow community participation. It offers a structure for residents to tap into, and combats the notion that anyone is alone in the fight for their community.**

Regular Neighborhood Informing Meetings

Creating a regular meeting time will also create a structure, making it easier for residents to plan and participate.

Build Partnerships with Other Organizations

Residents believed they would be more successful in achieving equitable development in The Bottom if they build partnerships with other organizations.

Invite City Staff and Departments

Bringing in City staff to talk with residents and share what they do, their latest projects, and how they can support the neighborhood will help to engage residents and offer them access to valuable information.

Potential Partners

Residents identified other neighborhood organizations like West Dallas One, Tenth Street Neighborhood Association, Bishop Arts Business Association, and Heritage Oak Cliff; neighborhood partners like N.W. Harlee, Townview Magnet Center, Dallas Zoo, and Golden S.E.E.D.S. Community Development Corporation; community investment partners like the City of Dallas, Parks and Recreation Department, Trinity Park Conservancy, Southern Gateway Public Green Foundation, and TREC Community Fund.

Take Advantage of Existing Funding

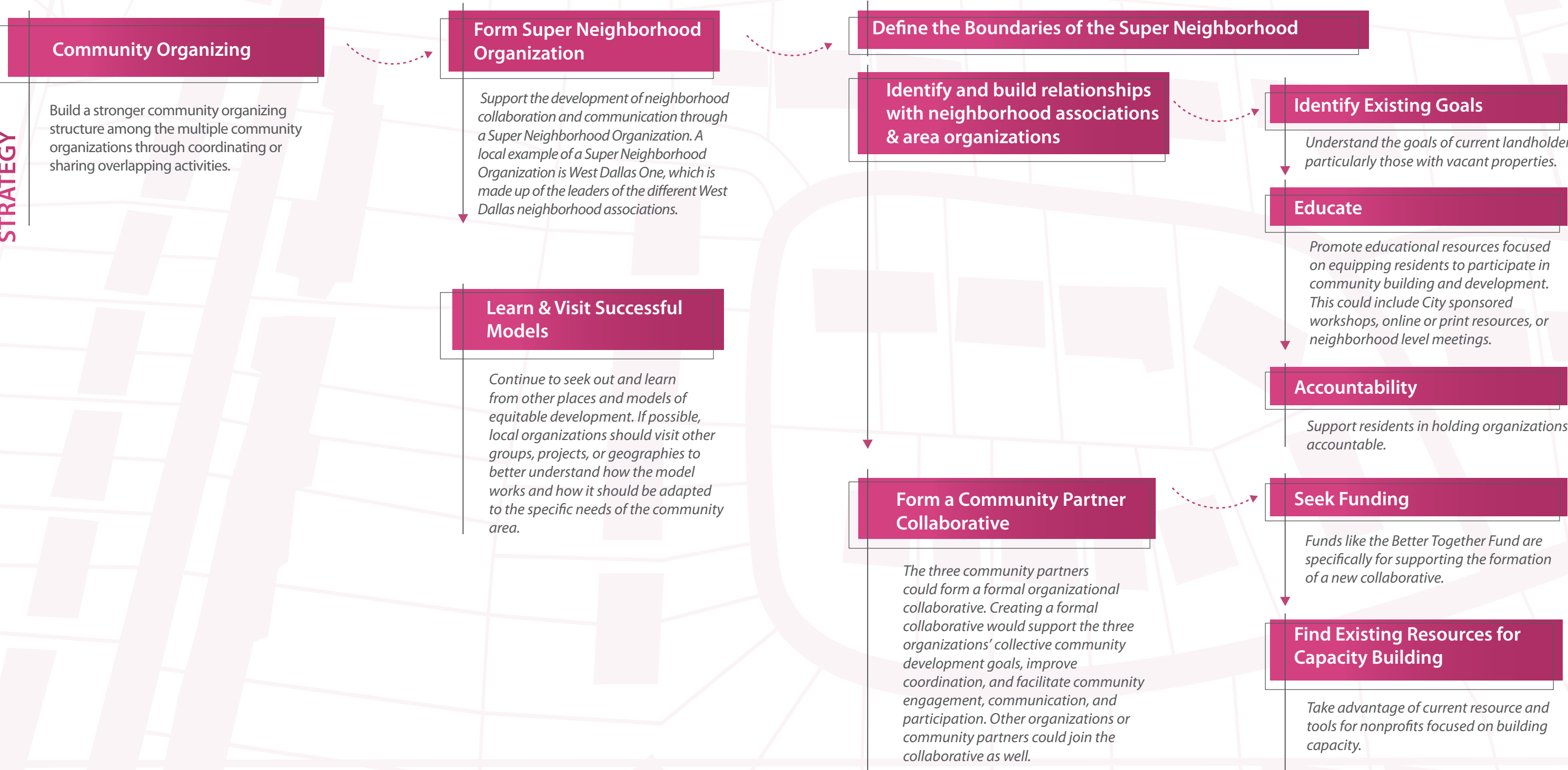
The current Beautification Grant offers an opportunity to bring in new organizations and build long-term partnerships.

STRATEGY

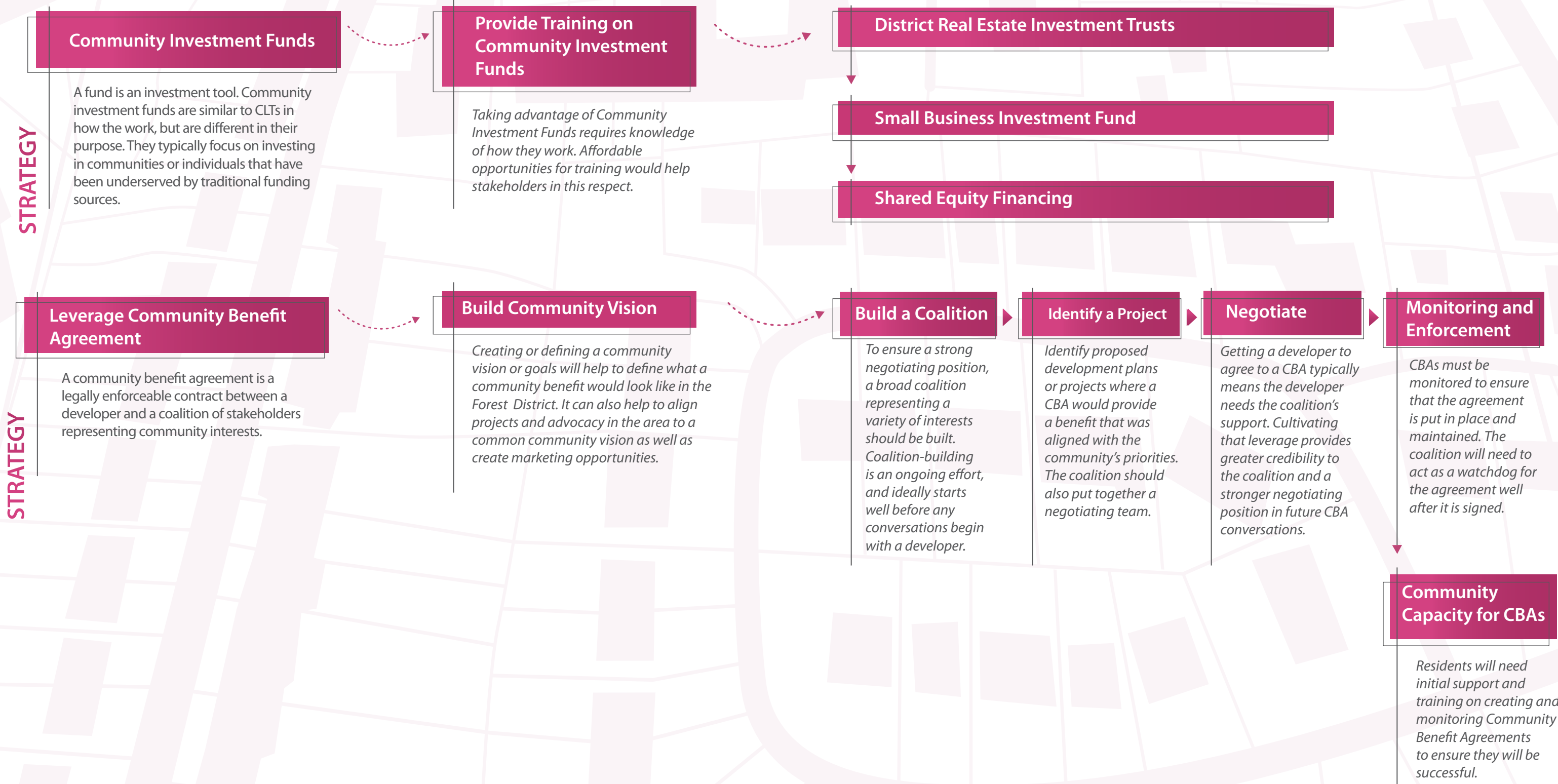
FOREST DISTRICT

Challenge: Not Enough Organizational Capacity And Lack of Community Organizers

Local organizations and partners struggle to have enough time, money, and people to address multiple short and long-term initiatives. Part of this is linked to the lack of strong community organizing or community leaders that can work alongside community organizations.

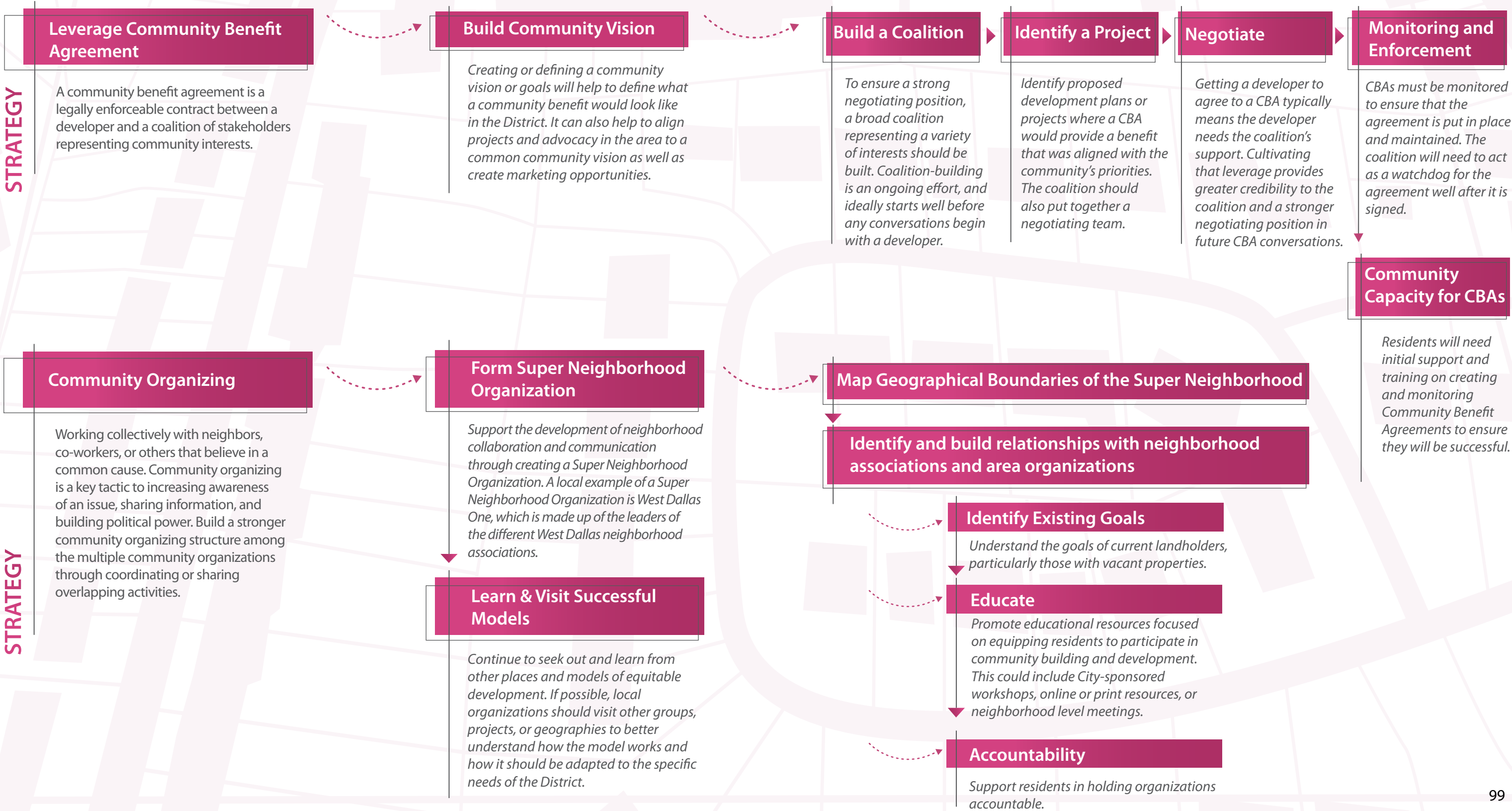


Challenge: Not enough Organizational Capacity And Lack of Community Organizers (cont'd)



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 a long history of disinvestment, many are rightfully concerned about being left behind by future growth and development.



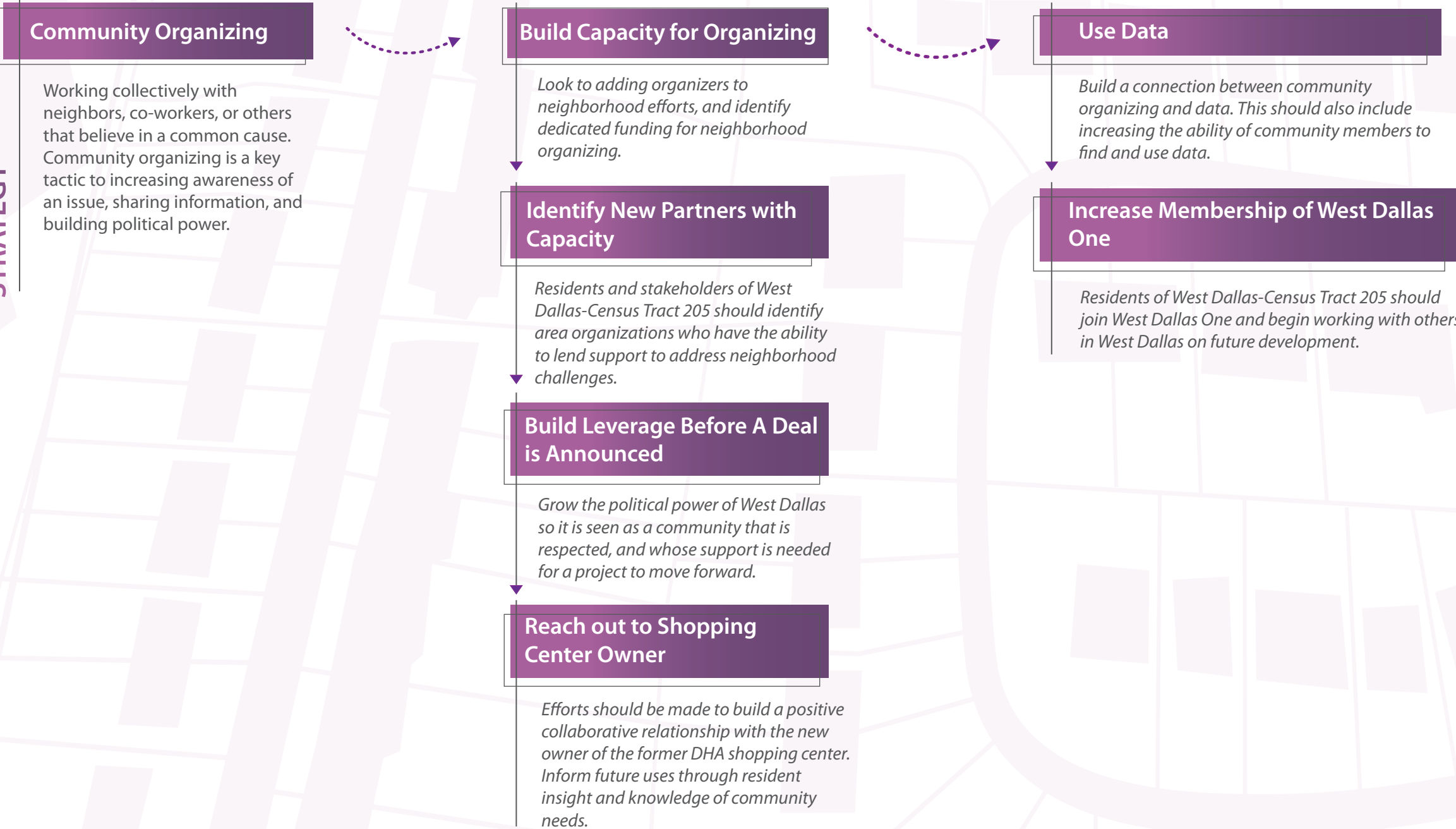
WEST DALLAS-CENSUS TRACT 205

Challenge: Residents Are Not Set Up For Benefit From Development

West Dallas-Census Tract 205, has a concentration of subsidized rental housing, and has been historically underinvested in when it comes to schools, infrastructure, and other amenities. In this area, residents may be less prone to losing their housing but are not equipped to benefit from new investment. Residents of DHA properties are engaged with less than those who own homes in the community. Ensuring that residents are informed, engaged, and able to provide input on

new development is critical to their ability to gain any potential benefit from new investment either. Residents of DHA properties are engaged with less than those who own homes in the community. Ensuring that residents are informed, engaged, and able to provide input on new development is critical to their ability to gain any potential benefit.

STRATEGY



Challenge: People Feel Their Voices Do Not Matter

When places and people have been overlooked, the result is a sense of apathy. There is a belief that their ideas, hopes, and vision for their community do not matter and that those in power will do what they want.

STRATEGY

Community Organizing

Working collectively with neighbors, co-workers, or others that believe in a common cause. Community organizing is a key tactic to increasing awareness of an issue, sharing information, and building political power.

Build Capacity for Organizing

Add organizers and funding for neighborhood organizing to future efforts.

Use Data

Build a connection between community organizing and data. This should also include increasing the ability of community members to find and use data.

Increase Membership of West Dallas One

Residents of West Dallas-Census Tract 205 should join West Dallas One and begin working with others in West Dallas on future development.

Develop Neighborhood Leadership

Get individuals involved, provide opportunities for them to take the lead, offer trainings on topics of interests, and empower them to tell their story.

Promote Local Voting

Many have come to believe that their vote doesn't matter, but in local elections in Dallas, we see that they can. Encouraging residents to vote in local elections is a step toward a more engaged community.

STRATEGY

Build Community Capacity Through Education

Increase knowledge of the development process and current City policies by hosting educational events. Residents identified the City of Dallas Planning and Urban Design and West Dallas One as potential partners.

Conduct a Needs Assessment

Identify what types of information are most needed among residents by conducting an assessment or survey.

Create Youth Community Engagement Fellowship Initiative

Build an opportunity for West Dallas youth to get involved and play a role in the community development conversation. Support youth in understanding how decisions are made, and how they can contribute to their community.

MOVING FORWARD: How Do We Measure Success?

Real success is more than positive numbers.

Each neighborhood included in *Community Driven Growth: A Roadmap for Dallas' Equitable Development* is unique, requiring each to have its own path to equity. Still, there are standard areas in which success can be measured, and they should be considered within a correlative framework. This means that for development to promote equity, it must promote and encourage an environment in which historical disadvantages are remedied and eliminated. It is not that the efforts or the products of development need to be distributed equally, but that the outcomes of development result in equity.

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. Some of the things to be aware of when measuring community-level outcomes include:

- Strategies may improve quality-of-life indicators like poverty, unemployment, home values, and educational attainment; however that may be due to displacing the neighborhood's residents living in poverty and attracting new, upwardly-mobile residents.
- Development frameworks that rely solely on community indicators would consider interventions that achieve lower poverty a success despite the resulting level of resident displacement.
- Equitable development focuses on how indicators improve and the inclusion of existing residents in the enjoyment of new community benefits. To be successful, equitable development efforts must increase employment either by attracting employers who can utilize a neighborhood's existing workforce or by training existing neighborhood residents to fill incoming jobs.

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. Examples include:

- Housing Repair Programs:
 - Track the number of houses that receive repairs
 - Track financial or other benefits of repairs
- Job Skills Programs:
 - Count the number of classes taught
 - The number of clients that attend
 - The number of clients able to secure new jobs
 - Improved employment opportunities from training in job skills programs

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.

- Assessing community outcomes through an equity lens:
 - Look at the demographic stability of a neighborhood by analyzing its demographic makeup and diversity, both before and after the onset of a new intervention.
 - If community-level outcomes improve without significant changes to the makeup of a neighborhood, then improvements are likely to have occurred for existing residents or demographically similar new residents.
- Assessing Equitable Outcomes When the Goal is Diversity
 - Strategies like mixed-income development specifically support an influx in economically and demographically dissimilar residents. In these instances, changes to the demographic makeup of a neighborhood are expected, and assessing community outcomes through an equity lens is more difficult.
 - Demographic factors (other than race, ethnicity, and gender) must be used to understand community change.
 - Tracking academic achievement in a neighborhood, that is using mixed-income development as strategy to increase economic diversity, can look at educational outcomes in conjunction with race and ethnicity to track community change.
 - For community-level improvement to reflect equitable development, they must demonstrate benefits that rebound to the existing neighborhood residents.



Photo by TREC

MOVING FORWARD:

PRO Neighborhoods Capital Investment Strategy

Each neighborhood has identified similar problems that have been identified for investment through the JPMorgan Chase PRO Neighborhoods Initiative - They focus on three key areas:

- **Housing & Real Estate Development**
- **Job & Wealth Creation**
- **Community Ownership & Leadership**

In response to these challenges – TREC Community Fund organized the Dallas Collaborative for Equitable Development that includes Dallas County Community College District (DCCCD) Education & Innovation HUB, LIFTFund and Texas Mezzanine Fund. Each organization will be responsible for delivering targeted funding and resources to the three neighborhoods alongside the community leadership in the Forest District, The Bottom, and West Dallas-Census Tract 205.

The Capital Grant of \$6MM will be deployed to address these challenges and address the historical equity issues that are pervasive in these communities.

Housing and Real Estate Development

- Physical Equity will be created through An Affordable Housing Fund which will provide funding for land acquisition and housing construction and rehabilitation for the three neighborhoods. This new development will not only support current residents but also attract new residents.
- A real estate project management resource will be established to address the lack of staff and experience in real estate development. That resource will not only provide development expertise and management. Seed funding will also be provided for the establishment of Community Land Trusts and administration.

Job & Wealth Creation

- Dallas County Community College District will hire an Outreach Coordinator who will be responsible for working with each of the neighborhoods community leadership teams in assessing and delivering workforce training based on the skills of the residents of the community. Economic Equity will be created through new Jobs for current residents, job training and recruitment which will be measured and reported.
- Dallas County Community College District will create The Small Business and Corporate Growth Lab which will be located in the Bill J. Priest Center. This Lab will be the epi-center for small business and

entrepreneurial growth in the City of Dallas. DCCCD will hire a manager for this Lab and will invest in technology and tools that will assist anyone interested in building or growing their business. They will actively outreach to each of the neighborhoods to identify opportunities for small business growth.

- LIFTFund will provide technical assistance and low-cost lending to small businesses located within the neighborhoods and the adjacent Opportunity Zones. They will also create a “equity-like” investment fund that will be used to invest in small businesses.
- TREC Community Fund will provide funding for Small Businesses real estate acquisition or improvements, like Tenant Improvements needed. Grocery Stores being a major request of each community providing access to healthy food options.
- DCCCD’s Education & Innovation HUB & LiftFund’s target of small business will align neighborhood goals with regional resources. Implementing shared resources to meet the capacity, programming and access to capital needs of all partnering community organizations.

Community Ownership & Leadership

- TREC Community Fund will continue to work with the community leadership in supporting their efforts in Public Policy changes that will ensure a seat at the table for each neighborhood.
- Social Equity will be addressed through DCCCD which will provide leadership training to community members who are seeking to build coalitions, build community visions and empower the communities to utilize the many tools available to ensure planning and policy equity.



ENGAGEMENT PARTICIPANTS

Over the course of a year, residents, property owners, community leaders, subject matter experts, local government staff, and other interested stakeholders worked to create this equitable development plan. Over 20 meetings were held with the community reaching more than 550 residents and stakeholders. We would like to thank the individuals and organizations listed below for sharing their time and expertise to make sure this plan was reflective of the community’s desire for development.

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TREC Community Fund

We believe supporting communities and rebuilding local economies takes innovative solutions. The Real Estate Council Community Fund gives nonprofits and for-profit organizations in Dallas and Collin County access to capital for commercial real estate projects benefiting low-income families and their communities. With flexible loans and development services, we offer the tools individuals and organizations need to build the community they envision.



C-Suite Consulting

C-Suite Consulting offers a comprehensive approach to creating innovative equity solutions. We bring c-suite level expertise to community development and social justice initiatives to improve the quality of life for all residents. Our goal is to facilitate thriving equity ecosystems through community-focused solutions, strategic planning, and capacity building.



buildingcommunityWORKSHOP [bc]

The buildingcommunityWORKSHOP is a Texas based nonprofit community design center seeking to improve the livability and viability of communities through the practice of thoughtful design and making. We enrich the lives of citizens by bringing design thinking to areas of our cities where resources are most scarce. To do so, [bc] recognizes that it must first understand the social, economic, and environmental issues facing a community before beginning work.



The Institute for Urban Policy Research

Founded in 2005 as the J. McDonald Williams Institute, the mission of The Institute for Urban Policy Research is to provide research and evaluation, education and outreach, and guidance and consulting to inform, motivate, and inspire community-focused organizations that improve the quality of life in the communities they serve.



Loveland Technologies

Loveland Technologies is based in Detroit, Michigan, and is dedicated to putting America online parcel by parcel, and works with governments, developers, neighborhood groups, and passionate individuals to gather and present property information in clear, actionable ways. In 2019 Loveland merged its www.makeloveland.com and sitecontrol.us sites into landgrid.com: one simple site for property data, parcel maps, and field surveys. Our goal is to be the go-to resource for all things land parcel data.



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THE REAL ESTATE COUNCIL
COMMUNITY FUND

