

A large, irregular blue watercolor splash is centered in the upper half of the image. It has various shades of blue, from light to dark, with some white highlights, giving it a textured, organic appearance. Below the splash, there are several small, scattered blue and teal dots and splatters across the bottom of the page.

# The Coming Wave

Dayton Joining The Houston Metro Conversation



Hello!

**Theo Melancon**

City Manager - Dayton

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**Embrace the  
Challenge**

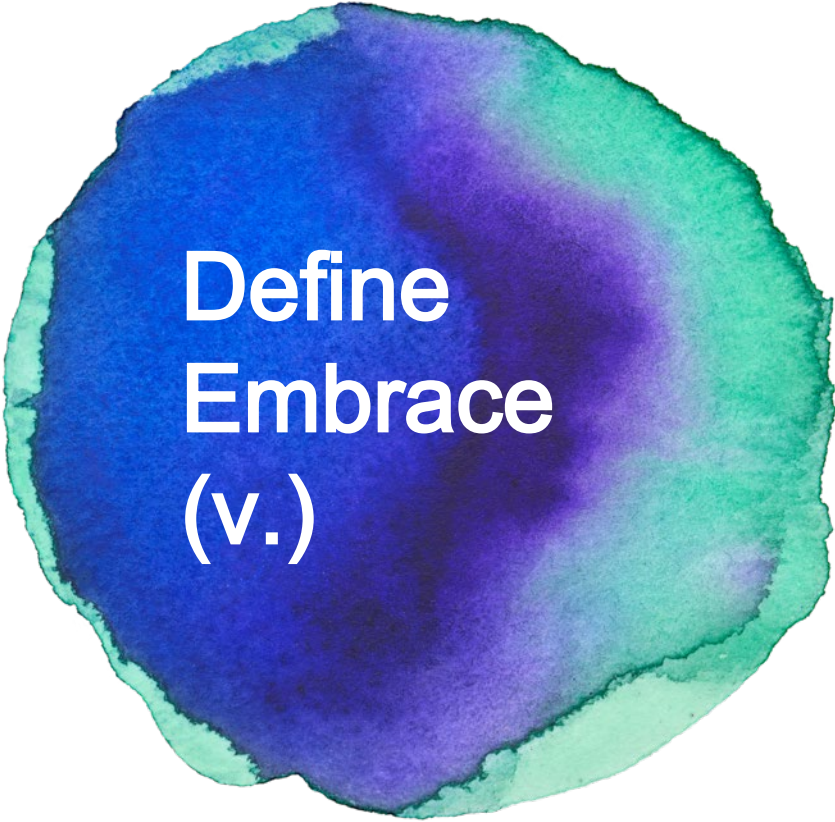


“

Victorious warriors win first and then  
go to war, while defeated warriors go  
to war first and then seek to win.

-Sun Tzu





# Define Embrace (v.)

- To clasp in the arms
- Encircle; Enclose
- To take up especially readily or gladly
- To avail oneself of
- To take in or include as a part, item, or element of a more inclusive whole
- to be equal or equivalent to

NOTHING SAYS YOU HAVE TO LOVE IT!

# Identify the Issues

## Unwanted Development

Poor Standards

Incompatible Land Use

Low Wage/Poor Benefit Jobs

Noxious Fumes/Industrial

## Crafting an Identity

Maintaining a Sense of the Past

Rebranding

Forging a New Identity

A Combination of All?



# Next Steps

## Measure/Define

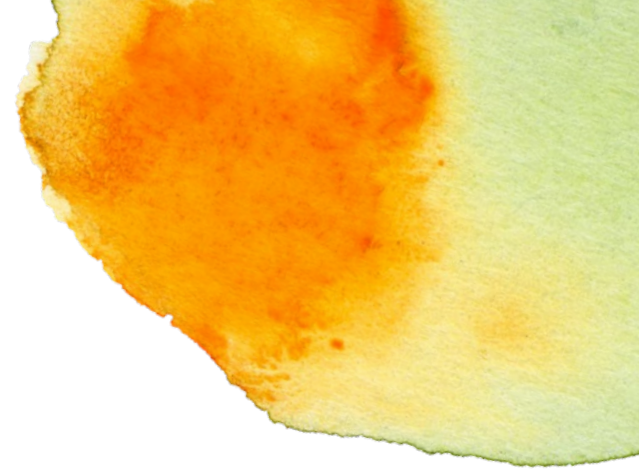
Town Hall Meetings  
Council Workshops  
Building Consensus  
Opening Dialogue

## Synthesize

Develop Plans  
Long Range Vision  
Short Term  
Implementation

## Implement

Execute on Plans  
Design Realistic Goals  
Hold Accountability  
Continue Dialogue



# Institutionalize

- Build Processes
- Systematize
  - De-personalize After Acceptance
- Re-Evaluate





# Dayton's Embrace

# Next Steps

## Measure/Define

Town Hall Meetings  
Council Workshops  
Building Consensus  
Opening Dialogue

## Synthesize

**Comprehensive Plan**  
**Downtown Revitalization**  
**Unified Development**  
**Code/Land Use**  
**Master Parks Plan**  
**Mobility Strategy**  
**Incentive Policy**

## Implement

Seek Funding  
Best Practice  
Implementation

# Institutionalize

- Information Technology
- Process Mapping and Lean Process
- Ask Stakeholders for Feedback

# Dayton's New Landscape

274

Single Family  
Residential  
Permits

10,705

Inspections  
Done

2,599

Code  
Enforcement  
Cases

Since 2017

# Dayton's New Landscape

235%

Permits Issued

963%

Inspections

600%

Plats Submitted

Percent Increase from 2013 to 2019

# Changing Demographics

- Median Age Dropped from **43 to 35** since 2010
- 274 New Single Family Residences Since 2017
  - 13% of All Single Family Residences
  - 10% of All Residential Units





**Work in  
Progress**

# Highlights of Last 18 Months

## S&P

AA- Rating

## GFOA

Excellence in Financial  
Reporting

## Fire Marshal

Award of Achievement for  
ISO Class Rating of 2  
Volunteer Fire Department

## Scenic City

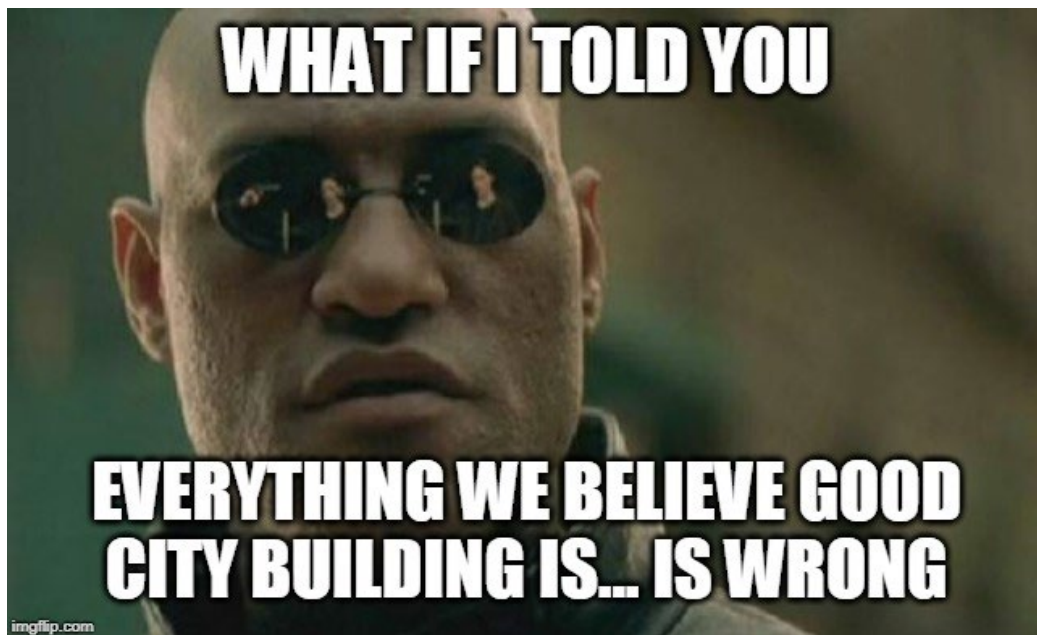
Recognized Status

## TXAPA

Featured City for Talk on Use  
of Market Analysis in  
Downtown Revitalization

## Masonry Council

Texas' Sustainable City of the  
Year



**WHAT IF I TOLD YOU**

**EVERYTHING WE BELIEVE GOOD  
CITY BUILDING IS... IS WRONG**

imgflip.com

# The Four Letter Word: Diversity

Single Family Homes Do Not Pay The Bills!

## Single Family Home

25 Houses = \$250,000  
10 Acres of Land  
Infrastructure = \$1.5M  
Annual Taxes = \$49k  
Annual Utilities = \$26k

**20 Year Total = \$1.5M**

## Retail

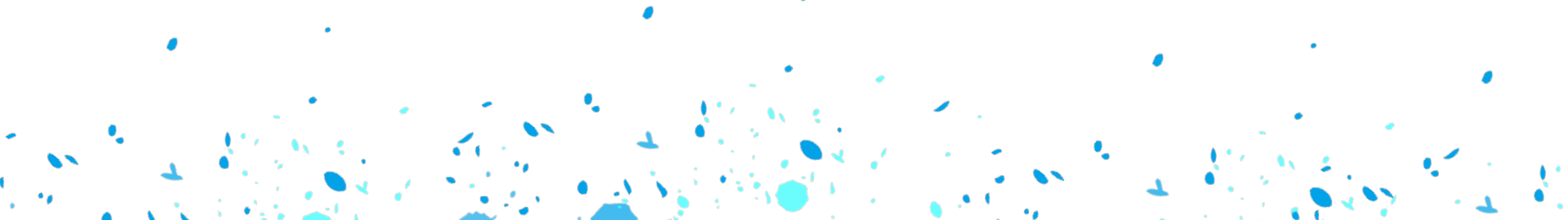
\$10M Value  
10 Acres of Land  
Infrastructure = \$500k  
Annual Prop Tax = \$66k  
Annual Sales Tax = \$100k  
Annual Utilities = \$50k

**20 Year Total = \$4.32M**

## Industrial

\$150M Value  
10 Acres of Land  
Infrastructure = \$5M  
Annual Prop Tax = \$983K  
Annual Utilities = \$10k

**20 Year Total = \$19.6M**



# Another Four Letter Word: Density

Single Family Homes Do Not Pay The Bills!

## Single Family Home

10 Acres

25 Houses = \$250,000

Infrastructure = \$1.5M

Annual Revenues = \$75k

**20 Year Total = \$1.5M**

## Multi-Family

10 Acres

75 Units @ \$9M Total

Infrastructure = \$250k

Annual Revenue = \$285k

**20 Year Total = \$5.7M**

## Estate Style Home

10 Acres

4 Homes @ \$500k

Infrastructure = \$1.2M

Annual Revenue = \$18k

**20 Year Total = \$360k**





“We cannot solve our problems with the same thinking we used when we created them.”

-Albert Einstein



# Thanks!

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