

# VICKERY MEADOW

## STATION AREA PLAN



FEBRUARY 2013

4-10-13

ORDINANCE NO. 28973

An ordinance amending the Comprehensive Plan of the City of Dallas by adopting the Dallas TOD Vickery Meadow Area Plan; providing a saving clause; and providing an effective date.

WHEREAS, on January 26, 2011, by Resolution No. 11-0260, the City Council authorized an application for and acceptance of Community Challenge Planning Grant Funds from the U.S. Department of Housing and Urban Development's Office of Sustainable Housing and Communities for TOD planning and related activities; and

WHEREAS, City staff and consultants in conjunction with the HUD Challenge Vickery Meadow Area Committee, a group consisting of members representing the Vickery Meadow area and surroundings, area organizations, property owners, and residents, worked to develop the Dallas TOD Vickery Meadow Area Plan; and

WHEREAS, the city plan commission and the city council, in accordance with the Charter of the City of Dallas, the state law, and the ordinances of the City of Dallas, have given the required notices and have held the required public hearings regarding this amendment to the Comprehensive Plan of the City of Dallas to adopt the Dallas TOD Vickery Meadow Area Plan; Now, Therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DALLAS:

SECTION 1. That the list of area plans entitled "City of Dallas Plans," attached as an appendix to the Comprehensive Plan of the City of Dallas is amended by adding the



28973

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Dallas TOD Vickery Meadow Area Plan. The revised appendix is attached to this ordinance as Exhibit A.

SECTION 2. That the Comprehensive Plan of the City of Dallas shall remain in full force and effect, save and except as amended by this ordinance.

SECTION 3. That this ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of the City of Dallas, and it is accordingly so ordained.

APPROVED AS TO FORM:

THOMAS P. PERKINS, JR., City Attorney

By

  
Assistant City Attorney

Passed

APR 10 2013







# VICKERY MEADOW

## STATION AREA PLAN



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# ACKNOWLEDGEMENTS

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# INTRODUCTION

Dallas Transit-Oriented Development (Dallas TOD) is an action-oriented project of the City of Dallas to spur the transformation of neighborhoods surrounding seven Dallas Area Rapid Transit (DART) light rail stations.



Dallas TOD leverages transit investments to create safe, attractive and thriving community centers that offer a range of affordable housing options for current and future residents with improved access to transit.

The City of Dallas was awarded a Housing and Urban Development (HUD) Community Challenge Planning Grant to enhance transit-oriented development through focused planning aimed at developing workforce, mixed income, and mixed-use housing at multiple DART light rail stations. This effort focuses on creating

five Area Plans, which include seven different DART stations throughout the City along three separate DART lines:

- **Martin Luther King, Jr. (MLK) Station** (Green Line)
- **Hatcher Station** (Green Line)
- **Buckner Station** (Green Line)
- **Vickery Meadow: Walnut Hill and Park Lane stations** (Red Line)
- **Lancaster Corridor: Kiest and VA Medical Center stations** (Blue Line)





Vickery Meadow Station

## AREA PLAN PURPOSE

The intent of the Area Plans and related activities through the HUD Community Challenge Planning Grant program is to spur transformation of Dallas DART station areas through catalytic projects, public-private partnerships, and reuse and rehabilitation of existing buildings.

Each Plan outlines an approach to stimulating and guiding redevelopment activities. Primary aspects of this approach involve identification of strategic opportunities, catalyst development sites, character and design guidelines, and implementation actions.

Catalyst sites will serve as focal points for development and redevelopment activity within key transit-oriented development opportunity areas. Particular sites and projects have been selected and analyzed with the goal of creating tangible projects that can be realized in the short term, over a one to three year period.

## DOCUMENT OVERVIEW

The Vickery Meadow Station Area Plan details specific initiatives to create a better future for the Vickery Meadow area, with particular attention to reinvigorating housing, addressing land use density, and improving modal

connectivity and pedestrian access. The document is organized into the following main sections:

1. Setting and Existing Conditions
2. Planning Process
3. Vision and Guiding Principles
4. Development Plan
5. Catalyst Project Implementation
6. Adaptive Reuse Implementation
7. Area-Wide Implementation Strategies and Actions



## CHAPTER 1

# SETTING AND EXISTING CONDITIONS



Vickery Meadow





Understanding current conditions and building on the momentum of existing district goals and plans are key steps to advance the preferred vision for the area.

This chapter identifies existing districts and planning documents; describes current physical, social and economic conditions; and highlights key assets, challenges and opportunities.

## FRAMEWORK FOR POSITIVE CHANGE

Several special districts and planning documents are already in place to support the transformation of Vickery Meadow into a vibrant, mixed-use neighborhood. The Vickery Meadow Station Area Plan aligns with district and document goals, and details specific initiatives to further advance positive change in the area.

The City's 2006 forwardDallas! Comprehensive Plan identifies key issues and preferred design concepts to guide future development. The City's Complete Streets Initiative prescribes "Complete Street" improvements specifically for Park





Lane and regional connector Skillman Street, and the Dallas Bicycle Plan Update identifies priority corridors for bicycle facility improvements.

The Vickery Meadow Public Improvement District (VMPID) was established in 1993 to enhance security and public safety, maintenance, economic development activities, special event and other services for the Vickery Meadow neighborhood. It has since been renewed multiple times and is operated by Vickery Meadow Management Corporation, a non-profit organization<sup>1</sup>.

Goals outlined in the 2009 Vickery Meadow Improvement District Future Development Study tie closely to Station Area Plan goals: improve circulation and links to the DART rail stations; establish mixed-use redevelopment; provide accessible open space; and enhance area identity.

The Vickery Meadow Tax Increment Financing District (TIF District) is a 175-acre area located on the east side of the intersection of U.S. 75/Central Expressway and Park Lane, extending eastward along Park Lane to the “Five

Points” intersection at Park Lane, Fair Oaks Avenue and Ridgecrest Road. The TIF District was created in 2005 to assist in the creation of the The Shops at Park Lane, and to address the broader neighborhood goal to enhance the real estate market and encourage new investment by providing a source of funding for public amenities and infrastructure improvements.

### STATION AREA OVERVIEW

Vickery Meadow has a broad range of existing land uses, including a major concentration of multi-family apartments; a robust medical district; regional-serving retail; mixed-use development; a variety of public, commercial and office uses; and expansive open space areas at the periphery.

The neighborhood is among the densest residential areas in Dallas, with approximately 11,900 multi-family units mostly located in the southern portion of the district. Commercial and mixed-use development is clustered around the Walnut Hill and Park Lane DART stations, which are located along the west side of the neighborhood just east of the U.S. 75/Central Expressway regional

1. <http://vickerymeadow.org/>



Although it provides strong regional connectivity, the DART Red Line can act as a barrier that limits pedestrian access and circulation in Vickery Meadow

connector.

Vickery Meadow has a diversity of retail offerings, from the large-scale The Shops at Park Lane development with its mix of high-end shops, restaurants and groceries to small, vibrant ethnic markets and neighborhood-serving retailers. Nearby NorthPark Center is one of the most visited shopping destinations in the region.

Texas Health Presbyterian Hospital Dallas, one of Dallas's largest private hospitals, has spawned a range of nearby medical offices, private practices and related facilities, particularly clustered around the

nearby Walnut Hill Station.

Vacant land at the location of a previously planned project known as Midtown Park is located at the north end of the neighborhood, where infrastructure and streetscape improvements are already in place. Zoning allows for mixed-use development including office, retail and residential uses.

Parks and open space comprise a significant portion of Vickery Meadow. Harry S. Moss Park and the 233-acre Fair Oaks Park form a vast greenbelt along White Rock Creek at the neighborhood's northeastern edge.

Cultural and community facilities located in the area include several churches, sports centers and country clubs. Five Dallas Independent School District schools serve the Vickery Meadow area, along with several private educational institutions, including the Art Institute of Dallas.

Major streets serving these land uses include Royal Lane, Greenville Avenue, Walnut Hill Lane, and Park Lane. Northwest Highway is a major east-west road at the south end of



Park Lane Station provides park and ride services for commuters

the neighborhood.

The U.S. 75/Central Expressway bounds the study area on the west. North-south Greenville Avenue is a predominantly office and retail mixed-use corridor; Walnut Hill Lane is composed primarily of commercial and medical uses; and Park Lane is a medium-density mixed-use roadway that narrows as it extends east of the Five Points intersection.



Walnut Hill Station is centrally located within a growing medical office district



## KEY ASSETS

The following existing assets should be leveraged in future redevelopment of the area.

- Walnut Hill DART Station
- Park Lane DART Station
- The Shops at Park Lane
- Midtown Park Infrastructure Improvements
- Hospital and Medical District
- Schools
- Open Space
- Existing Neighborhoods and Cultural Diversity

### Walnut Hill DART Station



An aerial station served by the North Central segment of the Red Line, Walnut Hill Station is located just east of U.S. 75/Central Expressway. The station provides convenient access to nearby offices, Texas Health Presbyterian Hospital Dallas, senior living, residential, retail and offices in the area.

Walnut Hill Station is about eight miles from downtown Dallas. The station has 170 parking spaces, an average daily ridership of 1,380 and a peak service frequency of ten minutes.

### Park Lane DART Station



The Park Lane Station is an aerial station served by the North Central segment of the Red Line. The station is located across U.S. 75/Central Expressway from Dallas' largest shopping mall, NorthPark Center, and adjacent to a new 33.5-acre mixed-use development, The Shops at Park Lane, featuring apartment homes, retail, office space and restaurants.

Park Lane Station is seven miles from downtown Dallas, with almost 1,200 parking spaces, average daily ridership of 2,180 and a peak service frequency of ten minutes.

### The Shops at Park Lane



The Shops at Park Lane is mixed-use development located adjacent to the Park Lane Station. At completion, The Shops at Park Lane will be a 2.4-million square foot mixed-use development with more than 700,000 square feet of retail, restaurant and entertainment space, anchored by Dallas' flagship Whole Foods grocery store.

Currently there are over 20 leased retail spaces including anchor tenants such as Nordstrom Rack and Old Navy. Urban village components include shopping, dining and entertainment venues; Class A office space; an upscale fitness and spa facility; as well as luxury residential units. The shopping center provides an important regional draw just west of Park Lane Station.

### Midtown Park Infrastructure Improvements



In the northern part of the Vickery Meadow neighborhood just east of U.S. 75/Central Expressway, high-quality infrastructure improvements have been completed as part of a previously planned project known as Midtown Park. The 83-acre area is bounded by Royal Lane, Royal Oaks Country Club and Walnut Hill Lane, and bisected by Manderville Lane, the DART line and Meadow Road.

Public streets, sidewalks, traffic circle, and gateway monuments have already been constructed, and are poised to support new development.

### Hospital and Medical District



Texas Health Presbyterian Hospital Dallas is the flagship of Texas Health Resource Hospital System. The prestigious teaching hospital covers 58 medical specialties and receives approximately 75,000 annual patient visits. A new tower will include 80 new hospital beds and 80 new ICU beds.

Texas Health Presbyterian Hospital Dallas anchors a robust medical district that provides a strong base of jobs, commerce and activity.

The Vickery Health Center, located at Park Lane near Greenville, is part of the Parkland Health System and provides adolescent, adult and pediatric medical services.

## Schools



Five Dallas Independent School District schools serve the Vickery Meadow area, along with several private educational institutions, including the Art Institute of Dallas.

Public schools include: Jack Lowe, Sr. Elementary School; Lee A. McShan, Jr. Elementary School; Jill Stone Elementary School; Sam Tasby Middle School and Emmett J. Conrad High School.

## Open Space



Fair Oaks Park and Harry S. Moss Park form a major greenbelt along White Rock Creek at the northeastern edge of the study area. The White Rock Creek Trail runs north-south through Harry S. Moss Park just to the east of Five Points and connects to neighborhoods and businesses to the north and south. These parks serve both the neighborhood and the region with bicycling and walking facilities, baseball and softball diamonds, and soccer fields.

## Existing Neighborhoods and Cultural Diversity



Vickery Meadow is home to a diverse population, representing a wide range of incomes, family types and ethnicities, and including many immigrants and refugees. The area is home to people of approximately 50 different ethnicities. Cultural and ethnic influence is an important part of the neighborhood's character. Affordable living is a major draw to area neighborhoods.



## CHALLENGES AND OPPORTUNITIES

Despite the Vickery Meadow area's many assets, there are a number of critical challenges to be addressed in order to spur transformation. There are also significant opportunities to leverage existing investment, improve multi-modal connections, and develop or redevelop a mix of uses.

### Commercial and Residential Development

There are significant opportunities for commercial and residential development and redevelopment throughout Vickery Meadow. North of the Walnut Hill Station, Midtown Park offers a prime opportunity to leverage investment and build on infrastructure already in place. East of the station, health-related uses and supporting retail services may continue to spin off from the vital medical district surrounding Texas Health Presbyterian Hospital Dallas. At the Park Lane Station, land uses do not sufficiently target the needs of transit riders or the surrounding community. Adjacent commercial and retail development tends to be large-scale, underutilized, and over-parked with large setbacks. Limited residential



Five Points is a critical link in the neighborhood

uses proximate to the station and underutilized parcels contribute to inactivity in the area. East of the station, several vacant and underutilized parcels present major redevelopment opportunities to incorporate transit-oriented development with housing, retail and community amenities.

New development and redevelopment will benefit the neighborhood with context- and pedestrian-oriented site design.

### Existing Multi-Family Neighborhoods

The Vickery Meadow area consists predominantly of apartment complexes and condos. A majority of the apartments were developed in the 1970s intended largely for the influx of childless, middle-upper income young people who were moving to Dallas at that time. These same apartment complexes exist today and

many are in serious need of repairs or rebuilding.

Since the late 1980s the area has become an attractive location for immigrant and refugee families to settle.

### Five Points

The Five Points area east of the Park Lane Station is largely composed of mid-density, older, low-quality apartments with low-rise strip commercial along Park Lane, including restaurants, convenience stores and liquor stores. Crime and social issues are a concern. Rehabilitation of apartments in need of repair and targeted redevelopment of older structures will improve living conditions for residents, make the Five Points area more attractive and elevate perceptions of the area.

The namesake "Five Points" intersection is recognized as challenging to navigate for all modes of transportation due to

the configuration of intersecting roads, including Park Lane, Fair Oaks Avenue and Ridgecrest Road. Pedestrian crossing is especially difficult, and safety is of particular concern for children going to the adjacent schools. The intersection is a key link in connecting the multi-family neighborhoods with the DART station along Park Lane. Safe pedestrian connections are especially critical in this neighborhood where many residents do not own private transportation and walking is their primary mode of transit.

The community is poised for updated housing, improvements to the existing street grid for more efficient connections, and a better use of vacant or underutilized land.



### Pedestrian and Bicycle Connectivity

Pedestrian and bicycle connectivity is a critical issue in Vickery Meadow. Many community members do not own private transportation, and instead rely on mass transit as their primary source of regional transportation.

Safe connections are lacking around the DART stations, particularly between Midtown Park and the Walnut Hill Station (across Walnut Hill Way at the intersection of Manderville Lane), and between the Five Points area and the Park Lane Station (across Greenville Avenue at the intersection of Park Lane). Access between the Park Lane Station and development to the east is severed by the north-south aligned DART tracks, fast-moving traffic on the Greenville arterial and the TXU (Texas Utility) easement, creating islands of development that are disconnected from housing, transit, job centers, schools and local services.

Pedestrian and bicycle infrastructure in the area is generally poor with wide, unattractive boulevards, few bike lanes, disconnected sidewalks or lack of sidewalks, and limited landscaping and nearby retail amenities. Sidewalks and ADA-accessible ramps are lacking most notably along Greenville Avenue between

Park Lane and Northwest Highway. Access is poor to the existing White Rock Creek Trail to the east of the area. These conditions significantly impact quality of life and safety for area residents.

There are major opportunities to improve pedestrian and bicycle access throughout Vickery Meadow, particularly from residential neighborhoods to the area's two existing DART stations, as well as to other nearby services, parks and public facilities.

Critical priorities include creating safe connections across Greenville Avenue to the Park Lane Station, and across Walnut Hill to the Walnut Hill Station. Installing pedestrian and bicycle infrastructure, implementing attractive Complete Streets and streetscape improvements, and expanding trail connections will also enhance safety and quality of life.

### Park Lane Station Access

Park Lane Station is an elevated station that is wedged between a parking lot on the west side and a bus bay on the east.

Access to Park Lane Station is particularly difficult from the Park Lane mixed-use development to the southwest. This development contains many potential destinations for transit riders – grocery stores such as Whole Foods, popular retailers such as Old Navy, technical schools such as the Art Institute, and more – however, transit riders currently have to cross Park Lane at a poorly-marked mid-block crosswalk. A pedestrian bridge was intended to connect the Park Lane development to the rail station, but was never constructed. Accessing Park Lane Station from the Caruth Plaza shopping center to the west also presents challenges to pedestrians, as a large row of hedges blocks access. Poor sidewalks along Twin Hills Avenue inhibit pedestrian access from the north. Access to Park Lane Station from the north side is impossible past Twin Hills Connection, therefore, connectivity efforts must focus on the Park Lane corridor.



Pedestrians must negotiate the area's wide, unfriendly streets

### Walnut Hill Station Access

Walnut Hill Station is also an elevated station, however, it is more accessible than Park Lane Station because it straddles Walnut Hill Lane. The station can be accessed by stairways and elevators on both the north and south sides of the street. Pedestrian connections to Texas Health Presbyterian Hospital Dallas are adequately marked.

In nearby vacant parcels and areas around the station, informal pathways are visible where pedestrians frequently travel to shorten walking distances to the station. Large tracts of undeveloped land to the north of the station provide opportunities to create a walkable grid of formalized street connections to the rail station in the future.

### Wayfinding

Throughout the area there is a need for improved wayfinding and pedestrian-level directional signage. Gateway installations at DART stations and key intersections – such as public art, signage, archways and overpass lighting – can help improve visitor orientation and provide opportunities for Vickery Meadow to convey a distinct image.



## SOCIAL AND ECONOMIC CONDITIONS

Social and economic conditions specific to Vickery Meadow provide a basis for identifying the most promising near-term TOD projects. Following are market analysis highlights covering area demographics, and residential and retail markets (see more detailed analysis in Appendix A: Market Report).



A disjointed mix of commercial and retail uses, such as liquor stores and automotive services, characterizes much of Park Lane east of the station

## Demographics

Within the study area there are approximately 7,850 people and 2,800 households<sup>2</sup>. At 2.77 people, the mean household size in the Vickery Meadow area is very close to the Dallas/Fort Worth area mean household size of 2.74 people. The average household size in the Vickery Meadow area has increased from 2.46 in 2000 to 1.7 in 1990<sup>3</sup>.

Vickery Meadow is more ethnically diverse than Dallas as a whole. The portion of white individuals declined from 58% to 43% and Hispanics declined from 54% to 41% since 2000. The African-American portion grew slightly, from 18% to 20%. The area has seen a higher portion of Asian individuals, increasing from 1% to 11% since 2000. Overall, the area has a smaller portion of African-American and white individuals and a higher portion of “other” races<sup>4</sup>. Relative to Dallas, the Vickery Meadow area has a higher portion of children (19 and younger) and individuals between the ages of 25 and 44. The data indicate that the area attracts young couples with children.

Income levels in the Vickery Meadow area are lower than the citywide average. The median household income is 52% of the Dallas/Fort Worth area median household income and per capita income is 46%. 22% of the households within a 20-minute walk of the station midpoint, east of the expressway, have incomes less than \$15,000. This means that households are somewhat constrained in the housing they can afford. Assuming that households spend one-third of their income on housing before they are cost burdened, the median affordable rent for the area is \$811 per month.

## Retail Market

A retail “gap analysis” for the area estimates the demand for categories of retail goods and services, based on household demographics. The data clearly show that the Vickery Meadow area sells significantly more retail goods than purchased by local households. In the study area, Claritas estimates that households purchase about \$72 million of retail goods and services and that the area sells about \$116 million worth of goods and services<sup>5</sup>. This surplus of retail

2. The market study and demographic research was done on a polygon that mimics a circle drawn around the mid-point of the two DART stations but with the circle not extending west of U.S. 75/Central Expressway only to the east.

3. Nielsen Company and the U.S. Census, 2010. Census data are for 2010

4. ECONorthwest, Dallas TOD Market Data, 2012 and Nielsen Company

5. The Nielsen Company

sales provides opportunities to continue to capitalize on the area as a destination for visitors from outside the area, and as a location for new housing.

The sales of six retail buildings between the end of 2005 and mid-2008 provide an estimate of typical sales prices per square foot for the area. The structures were built between 1976 and 1989 and range in size from 8,000 SF to 533,00 SF. The sold price per square foot ranged from about \$62 to \$191, with a median value of \$127 per SF. There have been no identified sales of commercial buildings since mid-2008.

Average commercial rents near the DART stations are high enough to allow for new development to be profitable.

Annual commercial rents within a half-mile radius of Walnut Hill Station:

- Office-\$18.98 per SF
- Retail-\$12.26 per SF

Annual commercial rents within a half-mile of Park Lane Station:

- Office-\$22.38 per SF
- Retail-\$17.01 per SF<sup>6</sup>

## Residential Market

For economic and redevelopment strategies in TOD areas to succeed in deeply challenged neighborhoods, actions will be required that involve the affected neighborhoods, the City, non-profit organizations, private-property owners, businesses and developers, and various institutions such as churches, medical and educational entities, as well as a range of financing resources that include public entities (from local to federal), private investors, and alternative sources such as foundations and trusts.

The Vickery Meadow area is heavily dominated by rental housing. Only 10% of the households in the half-mile radius around the DART stations' midpoint own their homes<sup>7</sup>.

A study identified 13 sales of multi-family properties in the area between 2005 and 2011. The trend shows that the average sale price over the six-year period slightly declined. However, sale prices since mid-2010 show an increase.



Many apartment buildings near Five Points are dated and in disrepair

- The structures were built between 1972 and 1983 and range in size from eight to 284 units, and from 8,000 SF to 185,000 SF.
- The sold price per unit varied widely, ranging from \$9,000 to \$66,000, with a mean value of about \$32,000 per unit.
- The sold price per square foot ranged from about \$11 to \$122, with a median value of about \$60 per SF<sup>8</sup>.

6. CoStar

7. The areas near the Walnut Hill and Park Lane stations are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the U.S. Census, 2000. Census data are for 2000.

8. ECONorthwest with data from Loopnet.com



## CHAPTER 2

# PLANNING PROCESS





Public outreach and engagement were critical to the planning process and to catalyst project selection. The planning process for this Station Area Plan involved gathering wide-ranging input from local residents, stakeholders, an advisory committee, developers and other interested community members.

Several techniques were used to collect information: advisory committee meetings, stakeholder interviews, community workshops, developer roundtables, focus groups, open houses at community events, surveys and instant polling.

### ADVISORY COMMITTEE

The Vickery Meadow Advisory Committee was comprised of 14 community members representing residents, local businesses, non-profit agencies, religious institutions, government agencies, schools, residential property owners, and other area stakeholders. The committee generally met on a monthly basis to provide guidance and ensure alignment

with community goals. Key tasks involved providing contacts for local stakeholders and developers, assisting with community outreach, and providing feedback on Station Area Plan goals and priorities, and proposed catalyst projects.

### STAKEHOLDER INTERVIEWS

One-on-one, in-depth interviews were conducted with 12 stakeholders to provide initial insight into the primary challenges and opportunities in the Vickery Meadow area, and set the stage for upcoming community outreach. Stakeholders included developers, property owners and people involved in successful local projects such as the Shops at Park Lane. The interviews helped identify potential partnerships with developers, possible sites for new projects, and potential catalyst projects. Feedback from developers helped refine the financial assumptions in the Return on Investment Model (ROI) used to assess costs and revenues associated with catalyst projects.

### COMMUNITY WORKSHOP

In May of 2012, Vickery Meadow residents and stakeholders were invited



Key area stakeholders provided feedback during advisory committee meetings

to participate in a community workshop. The intent of the workshop was to draw diverse area stakeholders together to:

- Gain a better understanding of area challenges, opportunities and community needs.
- Gauge community preferences with regard to catalyst project types and building types appropriate for the neighborhood.
- Develop a vision for the future of the neighborhood.

Nearly 50 people attended the workshop. A majority of participants ranged in age from 31 to 55 and 66 percent indicated that this was their first time participating in a planning event for Vickery Meadow. Approximately 70 percent of participants lived within three miles of the study area, and 50 percent of those lived in Vickery Meadow.

Engaging map-based exercises provided participants with a canvas for exploring areas of importance, areas of concern, and sites for potential new development. Participants were asked to identify transportation issues and recommendations, identify potential opportunity sites and new catalyst activities/buildings, and locate areas

where they would like to see specific uses such as new housing, restaurants, jobs, local services and community amenities. Feedback from the community workshop informed the vision and near-term opportunities presented in this Station Area Plan.

### DEVELOPER ROUNDTABLES AND INTERVIEWS

Roundtables were held at City Hall with developers from a variety of specialties ranging from large retail development to smaller scale apartment projects. Developers were recruited by the local Urban Land Institute (ULI) chapter and the City's Office of Economic Development.

During a four-hour roundtable, developers had an opportunity to critique and respond to initial design concepts, development assistance tools, and financing packages for the Vickery Meadow area, specifically the mixed-use library project. Their input to the concepts and financial assumptions in the pro formas helped ensure Plan recommendations are feasible and based on relevant market conditions. Information provided by participants was also used to refine and finalize the proposed catalytic projects in the area.

Additionally, interviews were conducted to explore the feasibility of adaptive reuse in the station areas and gain a better understanding of successful models for adaptive reuse. Interviewees included contractors and developers who carry out rehabilitation work, as well as tenants – the end users – who will potentially occupy the completed rehabilitated buildings. Information gleaned from the interviews was used to refine the proposed adaptive reuse prototype and catalytic project.

### FOCUS GROUPS

Focus groups provided opportunities to gather feedback about initial concepts for the Vickery Meadow area and gain an in-depth understanding of the needs and perceptions of residents. These small group discussions were facilitated by a trained moderator in an informal, unstructured format that allowed for discussions to evolve in a natural way with a free flow of ideas.

The target audience reflected the same demographic segments that comprise the Vickery Meadow area. Each focus group included an average of ten residents who were recruited using industry-standard professional recruiting methods to ensure a random selection of objective respondents.



A map-based exercise helped participants explore options for Vickery Meadow.



Focus group discussions provided valuable on-the-ground perspectives from those living in Vickery Meadow and those most likely to experience the transit-oriented development vision for the area. Findings were used to fine-tune catalytic project concepts and near-term opportunities.

Vickery Meadow community members provided feedback during the National Night Out event at Fair Oaks Park.



Participants emphasized important common themes including the need for: enhanced safety and security; rehabilitation of existing housing stock; better code enforcement; safe connections for pedestrians and bicyclists; and expanded youth/teen services and activities.

### COMMUNITY FEEDBACK EVENT

The National Night Out event at Fair Oaks Park provided an opportunity to share Draft Plan direction with the community and solicit feedback. The event was held in early October 2012 and was organized and hosted by the VMPID. More than 700 residents came to the park to take part in the community-enriching event.

The event booth showcased Vickery Meadow Area Draft Plan highlights, community workshop results, and maps

identifying potential opportunity areas for new neighborhood development and investment. City staff and consultant team members were available to discuss Plan concepts and answer questions. Community members who visited the booth were encouraged to take a survey with six basic questions concerning the area. More than 60 surveys were completed (see Appendix B: Survey Results).

Community feedback event survey response highlights:

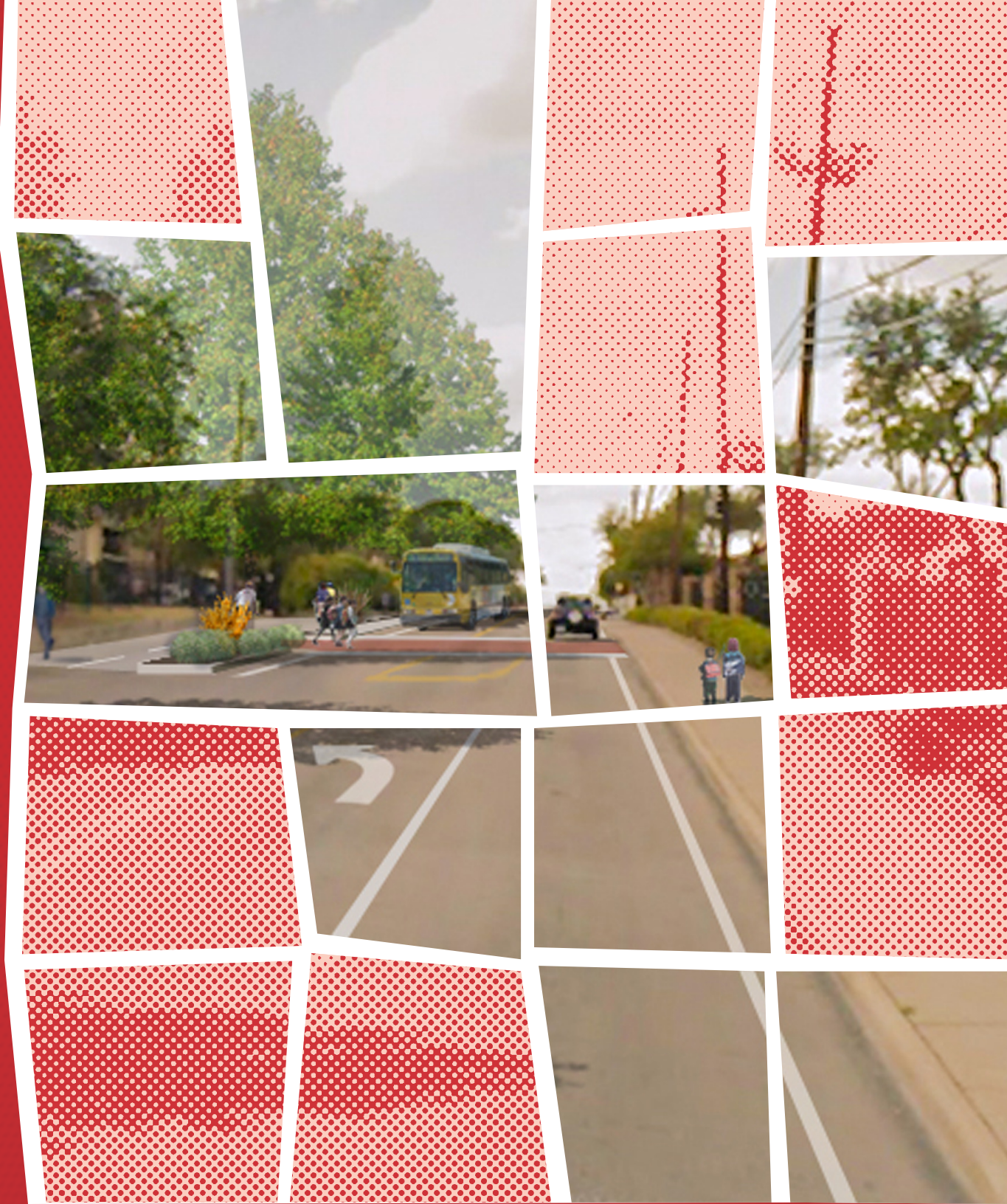
- The best aspects of the neighborhood are Fair Oaks Park, neighborhood schools, and proximity to stores and DART.
- Respondents would like to have better public safety and security with more police visibility.

- The neighborhood needs improved roads, streets that are safer for walking, improved housing conditions, a recreation and/or community center, and a pool.
- The visualization of the mixed-use library project was well liked by all.



## CHAPTER 3

# VISION AND GUIDING PRINCIPLES





A *Vision* describes an ideal snapshot of how the area might evolve in the future. *Principles* set forth parameters to guide strategic decision-making and help achieve the vision.

Community input gathered during the planning process provided the basis for the following vision and principles, which are intended to guide future planning in the Vickery Meadow area.

## VISION

Vickery Meadow is envisioned as **a welcoming neighborhood that embraces cultural diversity and provides opportunity for area residents through educational enrichment, job training and business support.**

A critical priority is to transform the area into a walkable district with efficient and safe access between residential areas and important neighborhood destinations, including the Park Lane and Walnut Hill DART stations and nearby amenities such as parks, schools, public facilities and



The vision for Vickery Meadow was generated from community input

commercial services. The Five Points area in particular will benefit from building and façade improvements, and a safe connection across Greenville Avenue to the Park Lane Station. Improvements should occur with sensitivity and care to not displace current residents.

Expanded pedestrian and bicycle connections should knit together new and existing development throughout Vickery Meadow, creating a more cohesive neighborhood with attractive streetscape improvements such as sidewalks, bike lanes, lighting and landscaping. Pedestrian-oriented urban form will help invigorate Park Lane and other mixed-use

street frontages with active ground floor uses, accessible building entrances lining sidewalk edges, and parking set back from public walkways.

The community envisions expanded uses to include a recreational facility and community garden, more parks and open space – particularly in the Five Points area, a community college/vocational center, increased mixed-use and multi-generational housing, enhanced restaurant options convenient to transit stations, and retail that responds to the signature cultural diversity of Vickery Meadow.



Enhanced pedestrian and bicycle facilities for increased connectivity.



Flex and incubator space for new business startups.



Community college branch with job training and vocational opportunities.

## GUIDING PRINCIPLES

### ■ Connect the Neighborhood

Create safe multi-modal connections between residential areas and transit, commercial districts, regional shopping, schools, and other key destinations. Include attractive streetscape improvements with sidewalks, bike lanes, lighting and landscaping.

### ■ Emphasize Walkable Urban Form along Key Mixed-Use Corridors

Provide active ground floor uses, locate building entrances at sidewalk edges, and set parking back from public walkways.

### ■ Support Community Livability and Safety

Increase lighting and police visibility and overall “eyes on the street.” Improve the neighborhood’s aesthetic appeal and ambiance with reuse/redevelopment of older buildings, public art, gateways, and a network of safe routes between residential areas and transit.

### ■ Stimulate Economic Development

Pursue catalytic opportunities for commercial and residential development and redevelopment. Rehabilitate older buildings, and identify target uses for vacant lots.

### ■ Focus on Educational and Vocational Enrichment

Support educational and job training opportunities for area residents through a community college facility that also serves as a vocational center and business incubator.





A range of housing options for workforce and commuter households.



A "civic heart" with space for play, art and community gathering.



Culturally centered retail to serve the local community.

■ **Leverage Existing Planning Efforts and Investment**

Build on infrastructure already in place, such as at Midtown Park where public streets, sidewalks and signage offer a prime opportunity and market advantage for new development.

■ **Reinvigorate and Broaden Housing Options**

Redevelop older housing and provide additional mixed-use, mixed-income and senior housing options, particularly close to transit.

■ **Develop a Community Center**

Develop a community center to include recreational amenities and flexible community space such as dedicated public parks/open space.

■ **Expand Retail Offerings**

Include retail that reflects the multi-ethnic community, and provide food-oriented services such as family-friendly restaurants, ethnic food markets or a Mercado that are all convenient to transit.



## CHAPTER 4

# CONCEPTUAL DEVELOPMENT PLAN





The overall conceptual development plan for Vickery Meadow leverages the existing investment of the Walnut Hill and Park Lane stations, activates underutilized land, supports greater connectivity and mobility, and fosters improved design and neighborhood character for the area.

The development plan includes the following major components to support the transformation of Vickery Meadow into a vibrant, mixed-use and multi-modal neighborhood.

- **Land Use Concept Plan** defines primary land use types that comprise the area.
- **Near-Term Strategic Opportunities** identifies the most promising areas for potential development and types of development that could occur in the near term, including a catalyst development project proposed to create the greatest level of positive change.
















- **Multi-Modal Connectivity Concept** presents potential design solutions for improving station access to surrounding neighborhood destinations.
- **Neighborhood Character and Design Guidelines** outlines design recommendations to guide future development and build desired neighborhood character.

As Vickery Meadow redevelops over time, development should occur in accordance with this development plan and its components described in this chapter.



# Vickery Meadow Land Use Concept Map

- Dart Station 
- 1/2 mile radius 
- Priority Intersection/Crosswalk 
- Complete Streets Priority Area 
- Secondary Streetscape Area 
- Proposed Street Connection 
- Gateway 
- Example Catalyst Sites 
- Urban Mixed-Use 
- Urban Neighborhood 
- Campus District 
- White Rock Creek Trail 
- Southern Pacific Trail "The Veloway" 





## LAND USE CONCEPT PLAN

The Land Use Concept Plan for the Vickery Meadow area builds upon the vision set forth in the City's forwardDallas! Comprehensive Plan, and recommends the following primary land use types (for further policy guidance, refer to forwardDallas! Comprehensive Plan, "Building Blocks," City of Dallas, June, 2006).

- **Urban Mixed-Use**  
incorporates housing, jobs and commercial activity, provides links to transit and encourages bicycle and pedestrian mobility.
- **Urban Neighborhood**  
provides a range of housing options close to transit including small lot single-family detached dwellings, townhomes and low- to mid-rise condominiums or apartments.
- **Campus District**  
integrates educational and business facilities with pedestrian-friendly links to the surrounding community.

The Land Use Concept Plan includes **Urban Mixed-Use** with a vibrant mix of residential and employment focused around the two DART stations and around Midtown Park at the north end of the neighborhood. These areas provide strong bicycle and pedestrian-friendly

links to transit with streetscape and intersection improvements along Walnut Hill Lane, Greenville Avenue, Ridgcrest Road and Park Lane.

**Urban Neighborhood** is planned primarily west of Eastridge Drive from Holy Hill Drive stretching down to Northwest Highway at the southern perimeter of Vickery Meadow. These neighborhoods will remain primarily residential with concentrations of offices and ground floor shops along key corridors and intersections. Shopping, schools and community services should be accessible within walking distance of residences.

**Campus District** comprises the area surrounding the Texas Health Presbyterian Hospital Dallas and spanning south to Park Lane Station and Park and Ride Facility. This area should maximize employment opportunities generated by these institutions. A variety of offices, shops and services in the Campus District will support the hospital, the Art Institute and educational facilities proposed over the long term.

## Other Concept Plan Elements

The **Secondary Streetscape areas** indicated on the Concept Plan Map are in addition to improvements identified in the Dallas Complete Streets plan. These

improvements include enhancements to the pedestrian environment such as street trees, sidewalk improvements, directional signage, traffic calming, and crosswalk upgrades to increase the safety of pedestrians living and working within the station areas.

Internal street connections are lacking in older multi-family areas east of Five Points between Fair Oaks Avenue, Melody Lane, Eastridge Drive and Pineland Drive. **Proposed street connections** would provide safe and convenient pedestrian, bicycle and vehicle circulation. These connections create short blocks, particularly in mixed-use areas of planned higher-density development. Streets and pedestrian/bicycle access ways (where streets are not feasible) should connect to transit routes, schools, parks. As large parcels redevelop, the construction of new public streets should be considered.

**Gateway** features, located at any or all of the marked intersections, make the community safer by alerting drivers to changes in their surroundings. They also help promote community identity and develop a sense of shared space by highlighting special districts, like Vickery Meadow. Public art makes a memorable gateway and promotes the work of local artists and cultural programs.



## Vickery Meadow Strategic Near-Term Opportunities

- Dart Station
- 1/2 mile radius
- Priority Intersection/Crosswalk
- Complete Streets Priority Area
- Secondary Streetscape Area
- Proposed Street Connection
- Gateway
- Redevelopment Potential
- Additional Opportunity Areas
- White Rock Creek Trail
- Southern Pacific Trail "The Veloway"
- Example Catalyst Sites:
- Former Sam's Club Potential Catalyst Project
- Potential Library & Mixed-Use Development Project
- Example Adaptive Reuse Catalyst Site



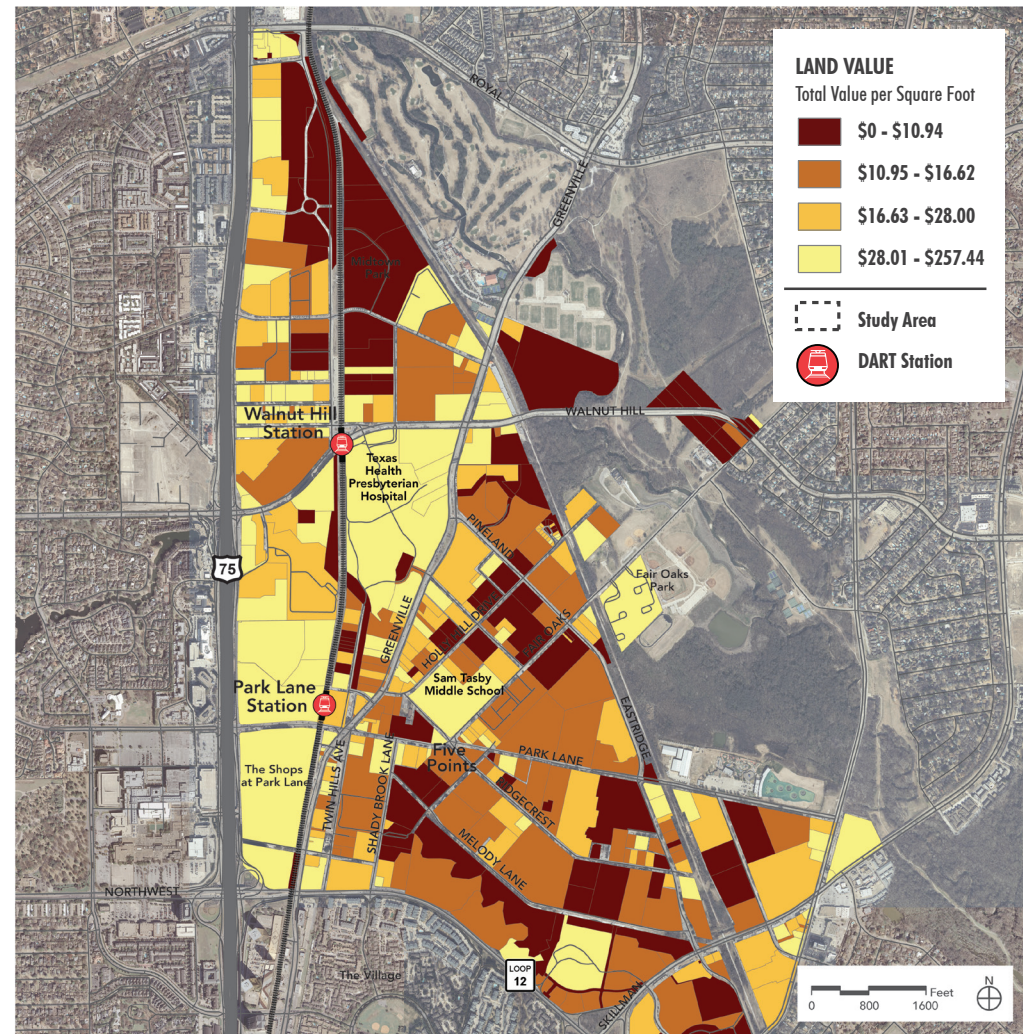


## NEAR-TERM STRATEGIC OPPORTUNITIES

Vickery Meadow is a significantly built out community with a large proportion of older residential and commercial buildings, and pockets of vacant and/or underutilized space. A number of sites in the area could potentially support new development and/or redevelopment in the near term. Other improvements will occur incrementally over time.

For this Plan, critical factors in identifying priority areas for potential development include: vacant/underutilized space, public input, market conditions, property owner willingness to partner and develop, financial feasibility, property value, proximity to DART stations, and feasibility of adding housing. One of the most significant factors in determining whether a site will develop or redevelop is the total property value of a parcel – both building and land value combined. The Land Value map shows the areas of lowest value by square foot based on parcel-level assessor data. The parcels with the lowest value are identified on the Near-Term Strategic Opportunities map as areas with the greatest “redevelopment potential.”

A large site just east of the Park Lane Station is proposed as a **near-term**



**catalyst development opportunity.** The vacant lot just west of the Five Points intersection between Park Lane and Ridgecrest Road is proposed with

this Plan as a **City library and mixed-use development** – a civic heart of the neighborhood.





Targeted development at this catalytic site will energize the Park Lane Station area and build momentum for future mixed-use development to the south. Proposed streetscape improvements, the planned fire station (on Greenville Avenue just west of the former Sam's Club site), the popular Half Price Books store, and transit activity from station itself will further stimulate reinvestment.

An existing convenience store at Five Points between Park Lane and Fair Oaks Avenue serves as a **prototype for exploring potential adaptive reuse building refurbishment projects**. This prototype, through moderate changes to the building interior and refreshment of the storefront façade, transforms a nuisance structure into a neighborhood-serving restaurant with outdoor seating, landscaping and site improvements.

The former Sam's Club building and surrounding area may provide an opportunity for a future mixed-use transit-oriented development. The existing liquor store and Sam's Club sites have the potential to build on the energy generated by the nearby library and mixed-use development, and further catalyze mixed-use development in the broader community. A number of additional sites in the vicinity



may provide opportunities for similar repurposing or significant improvement of existing structures over the long term.

At the north end of Vickery Meadow, Midtown Park presents a significant opportunity to leverage existing investment and develop a mix of uses at higher densities proximate to the Walnut Hill Station. The area surrounding Texas Health Presbyterian Hospital Dallas and the Walnut Hill Station should continue to develop as a medical district with a concentration of commercial and health-related uses.

To the south – particularly east of the Park Lane Station between Greenville Avenue and Shady Lane – there are many promising opportunities for mixed-use and residential development and redevelopment. Opportunities in these areas revolve around existing vacant lots, rehabilitation of existing buildings, as well as larger scale redevelopment of existing apartment buildings in residential areas where buildings are at the end of their lifecycles. Additional possibilities for mixed-use development may arise in newly constructed neighborhoods.

Park Lane and regional connector Skillman Street should develop with Complete Streets improvements as specified in

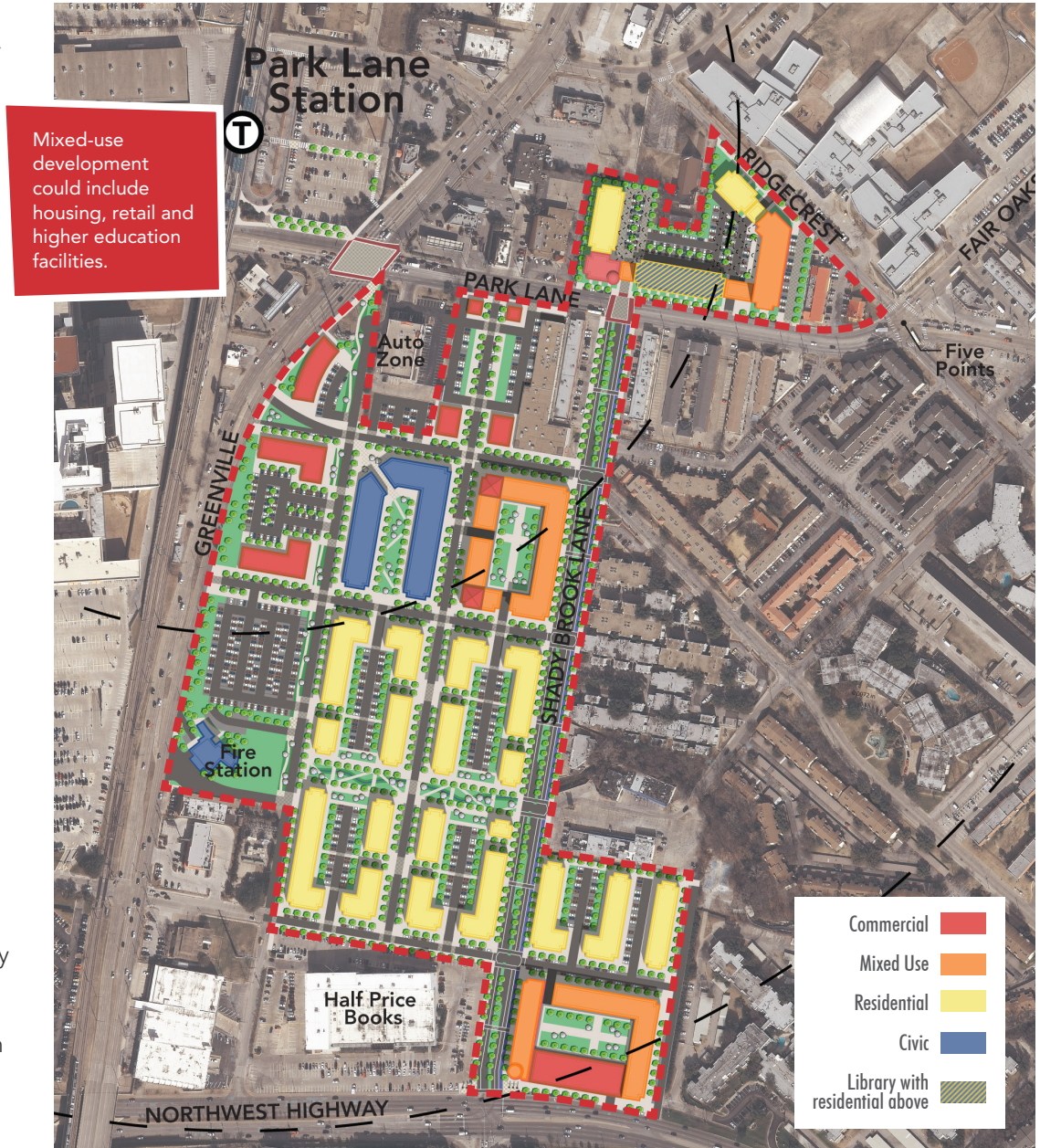






Photo-visualization depicting a proposed mixed-use development for parcels just north of the intersection of Park Lane and Shady Brook Lane.

## MULTI-MODAL CONNECTIVITY CONCEPT

A number of potential design solutions will support improved station access and greater connectivity and mobility throughout the area. Solutions range from near-term “quick wins” to long-term initiatives.

### Station Access

The Walnut Hill and Park Lane stations provide DART Red Line rail service and are served by eight fixed-route buses. The Walnut Hill Station is accessed by Walnut Hill Lane, a 75-foot wide roadway curb-to-curb, classified as a principal arterial with six lanes divided by a median. The Park Lane Station is accessed by Park Lane, a roadway that is classified as a 55’ minimum-width or a 60’ standard-width collector, and is four lanes undivided.

Enhancing pedestrian access and connectivity will make an immediate difference in the community. In the near term, ADA sidewalk connections and ramps should be improved and installed where non-existent. Additional near-term design solutions include: restriping crosswalks, adding pedestrian signals, retiming signals to provide sufficient time for pedestrian crossing, and providing mid-block crosswalk enhancements. These improvements will

the Complete Streets Initiative (further detailed in the Multi-Modal Connectivity Concept section). Shady Brook Lane is proposed as a connector street with bike lanes, mid-block crossings and bulbouts, and may include additional transit routes from the Park Lane Station.

Secondary streetscape improvements, such as landscaping, lighting, bike lanes and sidewalks, should also be implemented along Greenville Avenue, the neighborhood’s primary commercial

spine, as well as Shady Brook Lane and Ridgecrest Road, which reaches down into the heart of residential neighborhoods to the south.

Proposed street connections north and south of Park Lane will help knit the neighborhood together and provide improved access to regional corridors, and signature gateway features at key entry points including Walnut Hill Lane, Greenville Avenue, Park Lane and Northwest Highway will better define the neighborhood.





Complete  
Streets vision  
for Park Lane.

increase pedestrian safety and access to key destinations such as the library site, Whole Foods, and the DART stations, and other neighborhood destinations.

Over the long term, increasing the right-of-way along Park Lane with redevelopment may be instrumental in getting a larger trail/cycle track on the north side of Park Lane. To enhance access to the Park Lane Station, the platform should be extended across to both sides. This concept also provides an opportunity to create an attractive pedestrian bridge over Park Lane both

to provide pedestrian access to the station and to serve as a signature work of public art in the community.

Although Walnut Hill Station is elevated, it is more accessible than Park Lane Station because it straddles Walnut Hill Lane and therefore the station can be accessed by stairways and elevators on both the north and south sides of the street. Pedestrian connections to Texas Health Presbyterian Hospital are well marked and in good condition.

### Complete Streets

The proposed catalytic sites and projects are located along one of the Dallas Complete Streets pilot project areas. The Dallas Complete Streets Plan calls for the addition of five-foot bicycle lanes on both the north and south sides of Park Lane between Greenville Avenue and Five Points. East of Five Points, the short-term recommendation is to install bike lanes on both the north and south sides of the street. The long-term recommendation is to install a ten-foot sidewalk/ bike track on the south

side of the street. Additional long-term recommendations include a redesign of the Five Points intersection to make it more pedestrian- and bicycle-friendly.

The Dallas TOD study area also includes Skillman Street from Abrams Road to Northwest Highway. The Dallas Complete Streets plan calls for the addition of a two-way cycle track along the west side of Skillman Street.

## NEIGHBORHOOD CHARACTER AND DESIGN GUIDELINES

The guidelines in this section provide recommendations for enhancing specific projects in this Plan, as well as offer direction for future design decisions in the neighborhood. The guidelines address a range of desired relationships in both the public and private realms.

### Site Layout and Orientation

Site layout and building orientation should activate pedestrian use of the street and accommodate sustainable features where feasible.

- Locate buildings at or near the sidewalk in pedestrian-focused areas to activate the pedestrian environment and achieve a consistent street edge.
- Orient building entrances toward streets, plazas and open areas.
- Minimize impact of public parking by tucking under development; wrap larger surface parking in storefronts or other pedestrian-oriented features.
- Design driveways and parking access to limit pedestrian conflicts.
- Connect key destinations with a clear network of streets, driveways, bicycle thoroughfares and pedestrian pathways.

- Orient buildings in a southwest to northeast or east to west direction to maximize solar access.
- Integrate sustainable features where possible: window shading devices, on-site renewable energy production and green roofs; configure windows to maximize natural lighting.

### Scale and Massing

Building scale and massing should help frame pedestrian-oriented mixed-use corridors, and gradually transition to reflect surrounding existing neighborhoods.

- Reinforce a more urban character with a building height-to-width ratio of 1.5:1 to appropriately reflect the context of uses and streets.
- Step back upper building floors where a smaller-scale building appearance is desired, such as along pedestrian corridors.
- Step down building heights and widen setbacks to gradually transition buildings in higher density areas, such as around the transit stations, to existing lower density neighborhoods.
- Step down building heights along alleyways and at mid-blocks. In special circumstances, such as along Twin Hills Avenue between the Walnut Hill and Park Lane stations, higher buildings

can be accommodated to support future expansion of the Presbyterian Hospital of Dallas Campus.

- Widen front setbacks gradually and symmetrically along the street edge of parallel streets.

### Street Edge and Building Character

The building-to-street relationship should engage the pedestrian and provide a comfortable and safe experience.

- Provide engaging, pedestrian-scaled building features and articulation along sidewalks and key pedestrian routes.
- Incorporate inviting pedestrian entrances, windows and high-quality exterior finish materials on street-facing building frontages.
- Include attractive, functional and visible ground floor features such as awnings, signage and other pedestrian-scaled elements in mixed-use and commercial buildings.
- Incorporate architectural style and exterior finish materials that reflect the cultures of the greater Lancaster corridor area.
- Increase “eyes on the street” by creating indoor-outdoor visual connections through transparent ground floor uses with doors and windows.



- Provide shelter for the pedestrian environment with awnings, pergolas and arcades.
- Engage the street with stoops, porches, terraces and other features on residential buildings.

### Bicycle and Pedestrian Environment

The network of blocks, streets and sidewalks should accommodate pedestrian and bicycle access, safety and comfort.

- Provide pedestrian and bicycle streetscape improvements such as benches, bicycle parking, wayfinding signage, lighting, trash receptacles and landscaping, particularly at key building entrances, bus stops and transit plazas.
- Support active ground floor uses with wide sidewalks, attractive landscaping and street trees with tree wells.
- Delineate clear pedestrian crossings with crosswalks, mid-block crossings and sidewalk bulbouts to slow traffic and minimize crossing distances.
- Establish a well-connected bicycle network with on-street bicycle lanes, off-street bicycle or shared-use trails, and/or low-speed bicycle priority streets.
- Incorporate public art and decorative features such as ornamental or colored

paving, sculpture, murals and tiles along key corridors, at bus shelters and near transit stations.

- Implement Complete Streets improvements, particularly on Park Lane, Skillman Street and Shady Brook Lane.

### Trails and Greenways

Design of trails and greenways should provide safe neighborhood connections and amenities that enrich the user experience.

- Develop trailheads at major connecting points with other trails, bike routes or key vehicular routes (specific locations to be determined).
- Incorporate public art and signage to provide a welcoming sense of entry at trailheads (specific locations to be determined).
- Provide amenities such as seating, bicycle racks, lights, trash receptacles, interpretative signage, orienting signage and trail markers.
- Post warnings for trail users approaching vehicular roadway crossings.
- Provide a wide path of travel, where possible, to safely accommodate pedestrians and bicycles.

- Utilize permeable paving materials to slow stormwater runoff.

### Public Spaces and Gateways

A network of plazas, parks, playgrounds, pocket parks, parklets and linear parks should be distributed throughout the neighborhood to provide convenient recreational opportunities. Gateway features should denote a sense of entry into Vickery Meadow.

- Develop plazas and pocket parks near transit stations, along mixed-use streets, and adjacent to higher intensity building and community facilities.
- Connect open space, neighborhoods, schools, transit stations and bus stops with linear parks and trails.
- Incorporate gateway signage or art elements along key corridors and at entries to the neighborhood.

### Stormwater Management

Private development and street improvements should, where possible, incorporate natural methods to filter stormwater, slow runoff, and replenish the underground water table.

- Incorporate, where possible, stormwater planters, vegetated swales, detention basins and/or permeable pavers.

# CATALYST PROJECT IMPLEMENTATION





A catalyst project is one that is expected to create the greatest level of strategic, positive change, spurring on additional development. A primary goal of this Plan is to realize a catalyst project in the near term.

This chapter outlines the information and steps needed to advance the catalytic library and mixed-use development project. Implementation tools include: development cost and operating revenue information, development financing strategies, zoning recommendations and initial development action steps.

### CATALYST DEVELOPMENT SITE

The plan proposes a mixed-use development with a new City library on a vacant site located just west of Five Points. This particular site and development program are expected to create the greatest level of positive change in Vickery Meadow.

The vacant 3.68-acre lot located between Ridgcrest Road and Park Lane was originally purchased by the City of Dallas in November of 2009 with a 2006 Bond allocation. Demolition of the aging Acacia apartment complex followed in



A catalyst project should stimulate activity and economic development.

June of 2010 after relocating tenants with the intention of building a new library branch on the site. While financing a new library as a single project was a challenge, developing the library as part of a larger mixed-use project may be more feasible for the City.

The development program for the site responds to both the market and community needs. The program includes four buildings with four-story mixed-use development including a ground floor library, retail space and medical clinic, and both market rate and affordable apartments above.

### Library and Mixed-Use Development Project

- **Concept:** Mixed-use development on vacant site owned by the City of Dallas.
- **Uses:** Currently vacant site to be developed with a ground floor library, retail space and health clinic, and both market rate and affordable apartments above.
- **Form:** Four-story development with tuck-under parking.
- **Station Proximity:** Site is less than 1,000 feet from the Park Lane Station.
- **Parking:** 237 surface and tuck-under spaces.





### Proposed Development Program Highlights

- 1** Building 1: Ground floor library on Ridgecrest Road with two floors of housing above
- 2** Building 2: Residential building north of the library on Ridgecrest Road
- 3** Building 3: Retail/office/residential mixed-use building along Park Lane
- 4** Building 4: Medical clinic and residential uses along the western edge of the development
- 5** Public parking tucked under development and surface parking behind buildings
- 6** Gated "paseos" or pass-throughs provide access along Park Lane and Ridgecrest Road



## DEVELOPMENT COSTS AND OPERATING REVENUES

Construction costs from similar projects and sub-markets in the Dallas area were used to estimate the total costs of the four-story mixed-use development<sup>1</sup>. Hard costs are assumed to be \$90 per square foot (SF) for the residential portion and \$95/SF for the non-residential portion, and \$2,000 per space for the surface parking. Based on input from Dallas developers, tenant improvements (TIs) in the commercial space are assumed to be \$25/SF. The library TIs and furniture, fixtures and equipment (FFE) are assumed at \$100/SF. Total hard costs, including the TIs, amount to \$25.4 million.

The pro forma includes costs for developer fees (5%), a broad category of soft costs (20%) and a contingency (5%). The total development cost for the entire project is \$30-40 million.

The City has already purchased the land for \$1.5 million. The financing plan assumes the City ground leases this land to the developer at an annual rate of 10% its total value. To calculate the net operating income (NOI) and the expected market value, both rents and operating costs are assumed to increase 3% per

year and operating expenses equal 20% of gross rent revenues. The pro forma assumes a 7.5% capitalization rate for the entire project. It uses the following rents and vacancy rates.

- The **market-rate apartments** have an average monthly lease rate of \$0.95/SF, for an average monthly rent of \$804, across all 162 units. Vacancy starts at 20% in the first year and stabilizes at 5% in Year 3.
- **Affordable units** make up 20% (40 units) of the residential portion. The expected rents are based on HUD's 2013 fair market rents for the housing Choice Voucher Program<sup>2</sup> for the 75231 zip code. The allowed rent is \$560 for a one-bedroom and \$710 for two-bedroom. Vacancy starts at 20% in Year1 and stabilizes at 5% in Year 3.
- The rent for the **library** is derived from the ground lease payment which effectively means there is no net out-of-pocket for the library. It is assumed that the library space is 100% occupied once an occupancy permit is secured. To achieve this, funding for library staffing, library content and operations would need to be identified in a timely manner.

- **Retail/neighborhood office** rents are assumed to be \$16/SF annually and fully served. Vacancy starts at 100% in the first year and then stabilizes at 0% in Year 2.
- The **health clinic** rent is assumed to be \$20/SF and fully served. Vacancy starts at 100% in the first year and then stabilizes at 0% in Year 2.
- **The resident club** is part of the residential development's common space and pays no rent.

The development is estimated to generate approximately \$395,000/year in City and County property taxes. The site currently generates no property or sales tax revenue.

Market-rate and affordable apartments are a part of the proposed development program.



1. As estimated by Catalyst Urban Development.

2. The Housing Choice Voucher Program allows for very low-income families to choose and lease or purchase safe, decent and affordable privately-owned rental housing. The program also provides "tenant-based" rental assistance, so a tenant can move from one unit of at least minimum housing quality to another.

ZONING PLAN

This section provides zoning change recommendations and proposed development standards for the library and mixed-use development project.

The library site is currently zoned MF-2(A), which allows garden apartment-style multi-family uses, duplex and single-family uses. A zoning change to Walkable Urban Mixed-Use-5 District (WMU-5) with a Shop Front Overlay, in Chapter 51A Article XIII: Dallas Form Districts is recommended to facilitate the proposed project.

The WMU-5 District with a Shop Front overlay permits the proposed uses such as apartments (above the ground floor), office, health clinics, and a library, and requires a ground floor structure which can accommodate retail.

Tables 5.1 summarizes the development standards for the WMU-5 District.

Table 5.1: Walkable Urban Mixed-Use-5 (WMU-5)	
Height	5 stories, 80'
Front Setback	5' or 15'
Side Setbacks	0' or 5'
Rear Setbacks	5'
Open Space Requirement	8% of the net land area of a building site
Parking Setback	Primary street 30'; side street 5'



Without adjustments, the proposed development requires 356 parking spaces. Because the proposed project has affordable units, is within 1,200 feet walking distance from the station area, and is mixed-use, the following parking adjustments would apply under WMU-5 zoning.

- 50% reduction for affordable units.
- When all or part of the parking for an office use is provided underground, a parking reduction of 0.33 spaces for each space provided underground is available.
- A parking space located on a public street may be included in the calculation of parking requirements if it is adjacent to the building site where the use is located.
- A parking reduction of 15 percent for properties located within a 601 to 1,320-foot walking distance of a rail transit station.

With the allowed reductions, 282 spaces are required for the proposed development. As currently designed, 264 spaces are provided: 154 in a surface parking lot, 83 spaces in an underground tuck-under configuration, and 27 in a public library lot or on the street. This results in a deficit of 18 spaces which can be eliminated through shared parking (see Appendix A: Parking Analysis).



## DEVELOPMENT ACTION PLAN

The following strategies and actions are recommended as the first steps to implement the library and mixed-use development project.

**Table 5.2: Development Action Plan**

<i>Strategy</i>	<i>Action</i>	<i>Lead</i>
Refine project scope	<ul style="list-style-type: none"> <li>Review and refine conceptual development program; clarify library's needs and commitment.</li> </ul>	OED
Identify possible funding mechanisms/partners	<ul style="list-style-type: none"> <li>Private equity</li> <li>Bank loans and other private debt</li> <li>HUD programs, such as Section 108 and 221(d)(4)</li> <li>EB-5</li> <li>4% and 9% Low Income Housing Tax Credits (LIHTC)</li> <li>New Markets Tax Credits</li> <li>Friends of the Dallas Public Library and other philanthropic organizations</li> <li>Public/private partnerships</li> <li>Additional funding sources as they become available</li> </ul>	OED/ Private development partner
Issue RFP to secure development partners	<ul style="list-style-type: none"> <li>Write RFQ (seek experienced partner)</li> <li>Execute City RFQ process, select developer</li> </ul>	OED/Purchasing
Facilitate development proposals	<ul style="list-style-type: none"> <li>Negotiate development agreement with selected group to secure funding and implementation.</li> <li>Ensure appropriate streetscape improvements on Ridgecrest and Park Lane are included in the development plan.</li> <li>Rezone property to be consistent with the plan.</li> </ul>	Developer/ OED/SDC
Coordinate with local development partners	<ul style="list-style-type: none"> <li>Find partners to develop on identified catalytic sites and sign development agreement with appropriate incentives.</li> </ul>	OED
Identify transportation funding sources for street scape improvements for Shady Brook, Ridgecrest and Park Lane	<ul style="list-style-type: none"> <li>Partner with local and regional funding sources such as the NCTCOG, Dallas County and DART.</li> <li>Explore federal transportation funding..</li> <li>As street maintenance occurs, ensure that short-term improvements are implemented.</li> <li>As larger capital projects are funded, include funding for a complete street approach.</li> </ul>	OED/SDC/PWT

SDC – Sustainable Development and Construction  
 OED – Office of Economic Development  
 PWT – Public Works and Transportation Department





## CHAPTER 6

# ADAPTIVE REUSE IMPLEMENTATION





The Vickery Meadow area is comprised of existing buildings that are vacant, with obsolete uses, or in need of repair and there are opportunities to transform existing building stock to better serve the needs of the community.

This chapter defines adaptive reuse and outlines key actions needed to encourage improvements and reuse of underperforming and vacant buildings. Implementation tools include: a prototype that can be applied to a number of different structures and sites throughout the area, guidelines to remove barriers to adaptive reuse, and strategies and actions recommended to advance the adaptive reuse example.

## ADAPTIVE REUSE

Adaptive reuse is the practice of repurposing older buildings to support new uses as an alternative to demolition. It can involve exterior changes such as façade improvements, or interior remodeling to support a new use. For instance, a vacant car repair shop could

be transformed into a restaurant or community facility that may better serve current needs of the neighborhood. Different uses and/or building modifications could be applied to a variety of building scales as appropriate. In some instances, existing uses may remain, and buildings and/or façades can be refurbished. Adaptive reuse can be less costly than demolishing a structure or clearing a site and building a new structure. Adaptive reuse strategies described in this Plan are intended to be focused on low-cost improvements geared towards encouraging small, local entrepreneurs.

## ADAPTIVE REUSE PROTOTYPE

The following example shows how one building – an existing convenience store across from a middle school at Five Points between Park Lane and Fair Oaks Avenue – could be adaptively reused to include new uses or transformed by building and storefront improvements. These changes can help transform the character of the street and provide high visibility improvements to a key gateway to the neighborhood. This prototype provides an example that can be replicated for a number of sites in the vicinity that

may provide similar opportunities for repurposing of existing structures over the long term.

- **Concept:** Adaptive reuse of an existing convenience store with liquor sales at Five Points.
- **Uses:** Current convenience store with liquor sales could be enhanced to include fresh prepared food sales (bakery and deli) with outdoor seating.
- **Transit Proximity:** Site is more than 1,200 feet from the Park Lane Station.

## Example Prototype Program Highlights

- **Site and façade improvements** and the addition of outdoor dining.
- **Bakery** or other retail.

## Amenities

- **Street trees** and landscaping.
- **Improved pedestrian safety** – enhanced crosswalks, sidewalk improvements.
- **Formalized parking lot access** with distinct entry/exit points.



**Table 6.1: Neighborhood Service (NS) Development Standards**

Height	2 stories, 30'
Front Setback	15'
Side Setbacks	20' adjacent to residential OTHER: No min.
Rear Setbacks	20' adjacent to residential OTHER: No min.
Floor Area Ratio (FAR)	0.5 FAR

Current zoning is Neighborhood Service, which allows retail and personal service uses including general merchandise or food stores 3,500 square feet or less, personal service uses and restaurants without drive-through service. See Table 6.1 for Neighborhood Service development standards.

Approximately 18 parking spaces are currently provided with no landscaping or amenities. Outdoor seating and landscaping will reduce the provided parking area by a minimum of four spaces, leaving approximately 14 spaces provided on site. This leaves a potential gap of approximately 19 spaces. This site is not subject to administrative parking requirement reductions as it is further than 1,200 feet from the Park Lane Station.

Potential parking issues are typical of many adaptive reuse sites that were built prior to current parking regulations, or have had their parking diminished over the years because of required right-of-way dedication.

The dilemma is that while reuse of the building may create some minor problems, the neighborhood is much better served by a revitalized business district. Therefore, when reusing an existing building, and not expanding its footprint significantly, the City would benefit from relaxing some of its code provisions to allow the productive use to take place.



Table 6.2: Parking Analysis

Use	SF of Floor Area	Parking Required	Parking Spaces
Restaurant	2,000	1 per 100 SF	20
Retail	2,500	1 per 200 SF	13
<b>Total required parking spaces</b>			<b>33</b>
<b>Total currently provided</b>			<b>18</b>
<b>Number of spaces potentially lost by outdoor seating and/or voluntary landscaping</b>			<b>&lt;4&gt;</b>
<b>Gap</b>			<b>&lt;19&gt;</b>

Successful reuse of older structures requires creative strategies, primarily for parking, including the following potential mechanisms:

- Do not require parking for outdoor dining areas.
- Use joint, shared, and remote parking.
- Count on-street parking toward parking requirements.
- Reduce parking requirements.

### ADAPTIVE REUSE GUIDELINES

The following guidelines will assist in removing barriers to new adaptive reuse projects and encourage the reuse of underperforming and vacant buildings.

- **Ensure flexible zoning.** Ensure that zoning is flexible enough to allow for adaptive reuse, particularly in the

case where the use of the building is changed, but its footprint is not significantly expanded. For instance, if an old garage becomes a restaurant, different parking requirements may apply with the current code. The long-term benefits of attracting new development can outweigh the short-term impacts on neighborhood parking, particularly when appropriate sensitivity is shown to avoid adversely affecting adjacent neighborhoods. Flexible zoning codes are needed to remove barriers that could potentially discourage investment in the neighborhood.

- **Develop code clarification programs.** Develop programs to assist building owners and developers in understanding the most recent building codes and navigating the permitting process for building reuse, preferably prior to the applicant's purchase of a property. Code clarification programs can help owners/developers understand what to expect in bringing an older building up to code for a new use. For non-professionals, the City of Dallas Permit Center provides assistance related to construction and development. The Center is an example of a one-stop shop model that can be used for zoning and other regulatory issues.
- **Promote available financing options.** Adaptive reuse projects are often associated with small business initiatives and financing is critical to bringing any adaptive reuse project to fruition. Several financing options are available, such as small business loans targeted to specific communities, and storefront grants or loans to improve the aesthetics. A well-defined package of financing options can help attract and facilitate more adaptive reuse projects.
- **Encourage use of outdoor area adjacent to the street.** Allow outdoor seating and display of goods for sale where feasible. Where implemented tastefully, outdoor uses can add life to sidewalks and neighborhoods, and potentially stimulate further development.
- **Assist builders and developers in identifying opportunities.** Develop a building reuse resource that catalogues successful Dallas projects, particularly those involving iconic buildings in Dallas. Include details related to building selection, securing financing, overcoming barriers, and lessons learned.

Table 6.3: Adaptive Reuse Action Plan

Strategy	Action	Lead
Evaluate zoning regulations to remove barriers to adaptive reuse to encourage small business entrepreneurs and promote community revitalization.	<ul style="list-style-type: none"> <li>• Create a new “adaptive reuse overlay” zoning tool to allow modified development standards at appropriate locations for specified uses such as restaurants, offices, shops, bakeries and personal service uses. This tool would be available for use city-wide.</li> <li>• This tool is intended for the reuse of existing buildings for new uses, including a modest (up to 15%) expansion of the floor space. The intent is to take into account the difficulty in bringing older buildings into zoning compliance.</li> <li>• Reduce parking requirements (up to a cap) within these adaptive reuse zones and provide greater flexibility with how parking requirements can be met, eg: through on-street parking.</li> <li>• Allow for the reduction of parking when the area is used for outdoor seating and the provision of green space.</li> <li>• Provide regulatory incentives to encourage landscape improvements on the frontage.</li> <li>• Ensure that application of this new tool is sensitive to impacts on adjacent residential areas by applying the zone judiciously.</li> <li>• Address other zoning provisions that may hinder adaptive reuse.</li> </ul>	SDC
Incorporate specialized adaptive reuse assistance into the City’s Express Review and Permit Center programs.	<ul style="list-style-type: none"> <li>• Provide educational seminars on adaptive reuse techniques and programs for financing, business planning, remodeling, and marketing of adaptively reused buildings aimed at DIY entrepreneurs as well as small-scale development professionals.</li> <li>• Similar to existing Health Department pre-inspections, offer pre-inspection services for adaptive reuse (to ensure owners are aware of building requirements such as electricity needs, grease traps, parking, etc.). The intent of this service is to catalogue items that small businesses need to be aware of as they update an existing building. This would help small business owners plan the purchase and redevelopment of buildings. Consider charging an appropriate fee for the services.</li> <li>• Coordinate with SourceLink Dallas to provide additional consultation services to small businesses as needed.</li> </ul>	SDC/OED
Identify funding mechanisms and programs to support adaptive reuse.	<ul style="list-style-type: none"> <li>• Focus on financing tools available in the private sector and public sector such as Small Business Administration (SBA) loans.</li> </ul>	OED / Non-profit partners
Target key areas for proactive application of the new adaptive reuse tools.	<ul style="list-style-type: none"> <li>• Identify concentrations of buildings in Vickery Meadow appropriate for an adaptive reuse overlay.</li> <li>• If appropriate, rezone target areas with adaptive reuse overlay.</li> <li>• Create a program to market opportunities to local developers and business owners.</li> </ul>	OED/SDC

## ADAPTIVE REUSE ACTION PLAN

These strategies and actions are recommended as the first steps to implement the adaptive reuse prototype concept. These strategies and actions may also be applied to other adaptive reuse projects citywide, as appropriate.

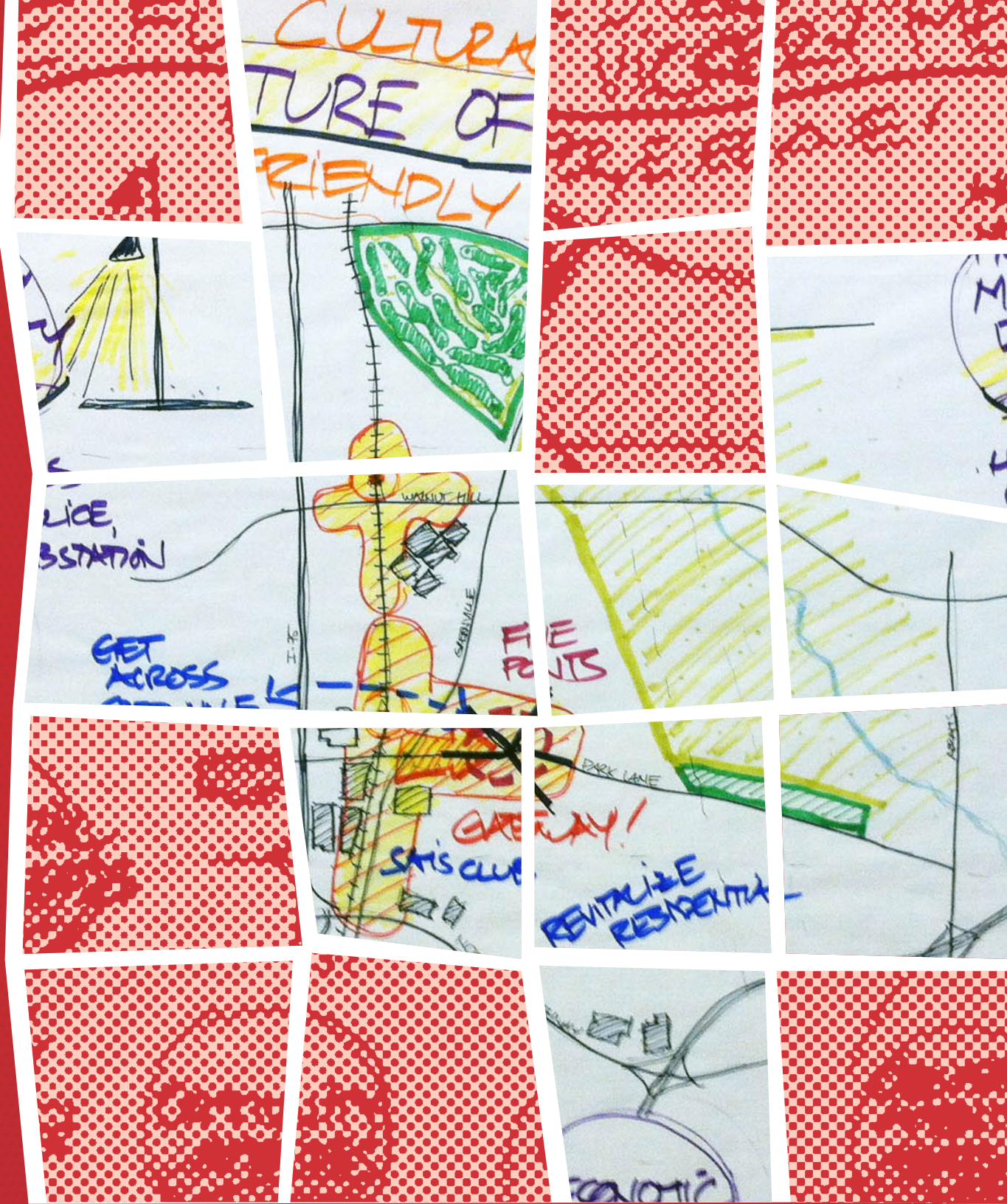
SDC – Sustainable Development and Construction  
OED – Office of Economic Development





## CHAPTER 7

# AREA-WIDE IMPLEMENTATION STRATEGIES AND ACTIONS





This Plan's implementation initiatives are intended to spur transformation of the Vickery Meadow area and create a thriving transit-oriented neighborhood over the long term.

Following are area-wide strategies to stimulate development and redevelopment activity across the broader Vickery Meadow area. Key strategies related to financing, education, zoning, and transportation will help advance the strategic opportunities outlined in this Plan.

**Table 7.1: Funding Strategies**

Strategy	Action	Lead
Provide funding programs and creative tools to fill the gap between available funding and funding required to implement catalyst opportunity projects.	<ul style="list-style-type: none"> <li>Identify other funding mechanisms, partnerships, and bank financing to support program</li> <li>Provide incentive packages to implement catalyst projects</li> <li>Develop program to bundle a group of smaller projects together for tax credits and other funding sources</li> <li>Pursue funding for corridors identified on strategic opportunities map as a priority</li> </ul>	OED

**Table 7.2: Other Catalyst Site Strategies**

Strategy	Action	Lead
Pursue development of the former Sam's Club site and the surrounding area (See Concept Plan on Page 31).	<ul style="list-style-type: none"> <li>Coordinate with area anchors such as Half-Price books, Texas Health Presbyterian Hospital, The Shops at Park Lane Development and DISD in area development.</li> <li>Consider the addition of a community center as part of the redevelopment of this area.</li> </ul>	SDC/OED/ Private development partner
Facilitate future development of the Park Lane Station Park-and-Ride facility.	<ul style="list-style-type: none"> <li>Coordinate with DART for future RFP for development on the site.</li> </ul>	SDC/OED
Initiate development of the Midtown Park site (PD 682).	<ul style="list-style-type: none"> <li>Pursue development consistent with the existing planned development (PD 682).</li> </ul>	SDC/OED

**Table 7.3: Outreach Strategies**

Strategy	Action	Lead
Keep property owners and developers up to date about market trends.	<ul style="list-style-type: none"> <li>Maintain relationships with developers and spotlight the best development opportunities.</li> </ul>	SDC/ OED

SDC – Sustainable Development and Construction  
OED – Office of Economic Development

**Table 7.4: Zoning Strategies**

Strategy	Action	Lead
Use the area plan to facilitate mixed-use, transit-oriented zoning and appropriate redevelopment over time.	<ul style="list-style-type: none"> <li>• Use the land use concept plan as a guide for all ongoing rezoning activity in the area</li> <li>• Work closely with development partners on catalyst sites to expedite zoning consistent with the land use concept plan</li> <li>• Monitor development and zoning activity in the area to identify appropriate timing for a possible proactive area-wide rezoning effort to support major redevelopment consistent with the plan.</li> </ul>	SDC

**Table 7.5: Transportation Strategies**

Strategy	Action	Lead
Improve the safety of pedestrian connections to the Park Lane Station (near term).	<ul style="list-style-type: none"> <li>• Restripe crosswalks with priority on station areas.</li> <li>• Add pedestrian signals that provide sufficient time for crossing.</li> <li>• Improve existing ADA sidewalk connections and ramps and provide them where they are non-existent.</li> </ul>	Public Works, Transportation Planning
Improve the safety of pedestrian and bicycle connections to the Park Lane Station (long term).	<ul style="list-style-type: none"> <li>• Implement appropriate enhanced bicycle and pedestrian facilities on Park Lane based on Complete Street recommendations.</li> <li>• Extend the platform, creating a pedestrian bridge across Park Lane to enhance access to the DART station.</li> </ul>	Public Works, Transportation Planning
Improve the safety of pedestrian connections to the Walnut Hill Station (near term).	<ul style="list-style-type: none"> <li>• Restripe crosswalks with priority on station areas</li> <li>• Add pedestrian signals that provide sufficient time for crossing</li> <li>• Provide mid-block crosswalk enhancements or pedestrian refuges</li> <li>• Improve existing ADA sidewalk connections and ramps and provide them where they are non-existent</li> </ul>	Public Works, Transportation Planning, Street Services
Improve internal connectivity.	<ul style="list-style-type: none"> <li>• Ensure future zoning includes requirements for better connectivity through new streets or access easements where necessary</li> <li>• Ensure that maintaining internal connectivity is an important consideration in reviewing future requests for right-of-way abandonments</li> </ul>	SDC, Public Works and Transportation Planning
Create gateways at key locations.	<ul style="list-style-type: none"> <li>• Installing gateway features at any or all of the marked intersections on the Concept Plan Map should be considered as part of any new construction or redesign.</li> </ul>	SDC, Public Works and Transportation Planning
Ensure Complete Streets implementation.	<ul style="list-style-type: none"> <li>• Implement Complete Street recommendations to incorporate enhanced pedestrian and bicycle facilities on future street improvements in the area with priority given to Park Lane, Shadybrook and other corridors identified in the Dallas Bike Plan.</li> </ul>	Public Works, Transportation Planning, City Design Studio



As part of this study and previous initiatives a notable take-away was the need to increase community development opportunities. These opportunities would proceed on a parallel track to the area plan implementation. More details about these strategies are included in Table 7.6.

Nine focus groups and other in-person interviews including nearly 160 existing residents of the TOD study areas were conducted as part of the process for the purpose of gaining an in depth

understanding of needs and perceptions of those living near the Lancaster Corridor, MLK Station, Hatcher Station, Vickery Meadow and Buckner Station.

The results of the Vickery Meadow focus groups showed that the community has a “global” demographic and vibe. The Sam Tasby middle school where the focus groups were hosted has 200 refugee students out of the total 800 enrollment. Residents were interested in child and teen activities. Safety and protection is still a concern even though this TOD zone

has two private security firms that patrol, paid for by the Public Improvement District (PID). The concept of new bike lanes and sidewalks was popular. Residents here want to see existing apartment stock rehabbed and want a greater degree of code enforcement to hold landlords accountable for fixing problems. These community concerns need to be considered in conjunction with catalyst development projects.

**Table 7.6: Community Development Strategies**

Strategy	Action	Lead
Address underlying community development needs (as recommended in the 2008 TREC/ MBS “New Paradigm for Distressed Neighborhoods” report which specifically calls for a “Human Capital/Development Plan”), in tandem with implementation area plan strategies.	<ul style="list-style-type: none"> <li>• Focus socio-economic efforts on the provision of adult and teenage education, job training, certification, and job creation and entrepreneurship for existing residents.</li> <li>• Explore private funding sources so that flexibility and innovation can be a driving force.</li> <li>• Identify partners and seed capital necessary to jump start a revenue producing, self-sustaining economic framework that leverages existing residents’ local expertise and willingness to work in order for the community to grow to the next level.</li> <li>• Explore national best practices such as efforts at the Jacobs Center for Neighborhood Innovation.</li> <li>• Improve communications and linkages between institutions and the general public.</li> <li>• Dedicate Economic Development staff to support the creation of a community development plan with a focus on supporting entrepreneurship, job training and employment growth.</li> <li>• Coordinate with local non-profits and educational institutions such as the Urban League’s Trade/Vocational Training Center, Dallas County Community College District, and The Opportunity Center to publicize job training opportunities.</li> </ul>	OED

# APPENDICES





# APPENDIX A: PARKING ANALYSIS

Library Mixed Use Project Parking Analysis				
<i>Use</i>	<i>Units or SF</i>	<i>Form Based Parking Required</i>	<i>Required Parking Spaces</i>	<i>Required parking including permitted reductions</i>
<b>Market Rate</b>				
1-Bedroom Apartments	138 units	1.15	159	159
2-Bedroom Apartments	24 units	1.65	40	40
<b>Affordable</b>				
1-Bedroom Apartments	34 units	1.15	39	<50%> 20
2-Bedroom Apartments	6 units	1.65	10	<50%> 5
Residential club	3,500 SF	Included in residential calculation		
Retail/ Neighborhood Office	2,048 SF	1 per 250 SF	8	8
Health Clinic	5,429 SF	1 per 222 SF	25	25
Library	15,000 SF	1 per 200 SF	75	75
<b>Subtotal:</b>			<b>356</b>	<b>332</b>
<b>Parking Provided in Design:</b>				<b>15% transit reduction &lt;50 spaces&gt;</b>
<i>Surface</i>	154			
<i>Tuck-under</i>	83			
<i>Public/library/street</i>	27			
<b>Total</b>	<b>264</b>			<b>282</b>





## APPENDIX B: MARKET REPORT

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**August 7, 2012**

**SUBJECT: MARKET DATA- DALLAS TOD AND POTENTIAL DEVELOPMENT ACTIONS**

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This memorandum describes the market research conducted by ECONorthwest. It provides information about demand and supply for different uses in Vickery Meadow, including the Walnut Hill Station and Park Lane Station areas.

## **1 OVERVIEW OF DEMOGRAPHICS AND ECONOMIC CONDITIONS THE DALLAS/FORT WORTH AREA**

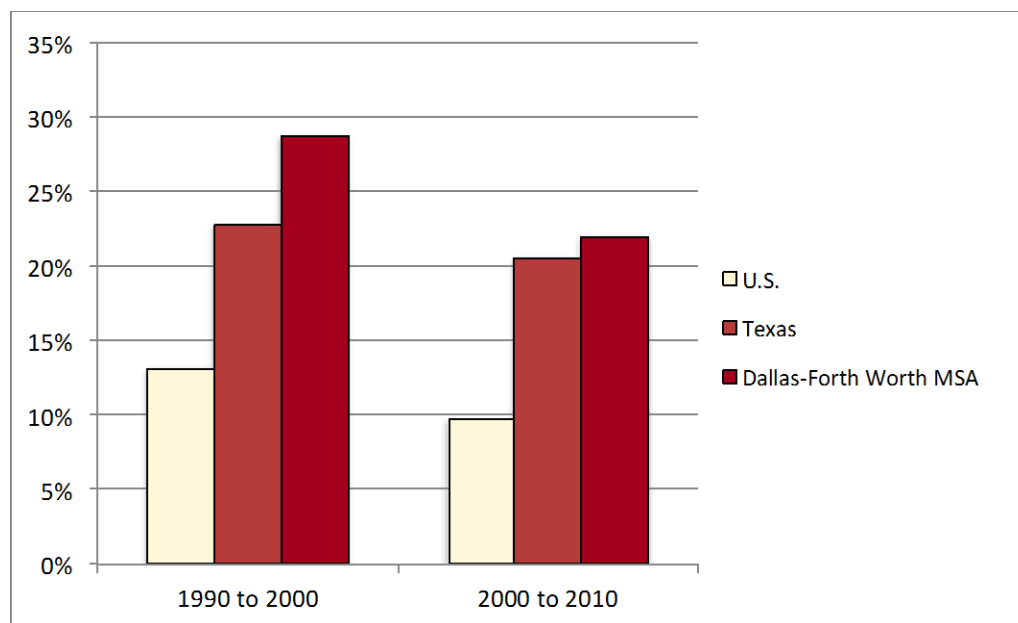
This section provides a broad overview of the population of the Dallas/Fort Worth area and general economic conditions. It provides context for the five TOD sites, to understand how they fit into the overall urban economy.

The Dallas-Fort Worth Metropolitan Statistical Area (MSA) has a population of about 6.37 million. The MSA grew rapidly in the 1990s, growing, on average, 2.6% annually between 1990 and 2000. The MSA's growth slowed slightly in the 2000s – its average annual growth rate between 2000 and 2010 was 2.0%. This is significantly different than the city of Dallas alone, which grew by 1.7% annually in the 1990s, but slowed to near zero population growth in the 2000s at 0.1% annually.

Figure 1 shows the percent growth in the Dallas-Fort Worth MSA, Texas, and the US. The Dallas-Fort Worth MSA outpaced growth in the US and Texas in both the 1990s and 2000s. Growth in the MSA in the 2000s, however, decreased along with declines in US and Texas growth. Over the period both Texas and the MSA have significantly outpaced US growth.



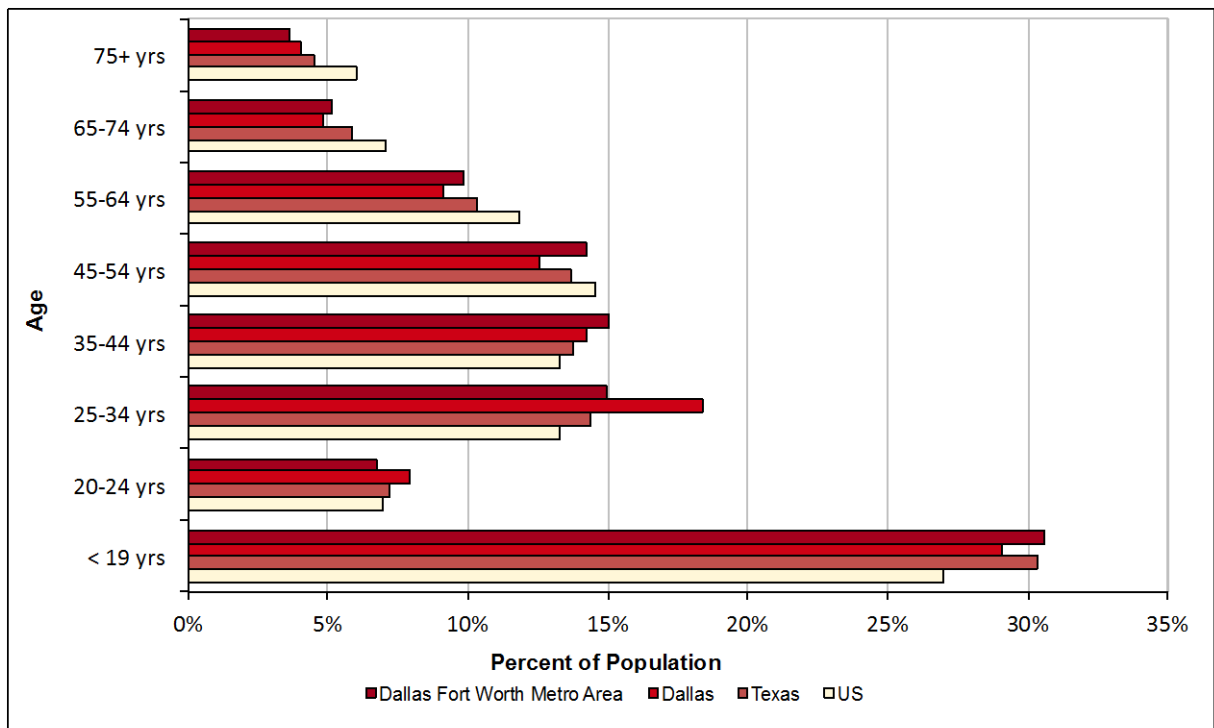
**Figure 1. Population growth in Dallas/Fort Worth Metro Area, Texas, and US, 1990 to 2010**



Source: US Census, 1990, 2000, and 2010.

The Dallas-Fort Worth MSA has a young population relative to both Texas and the US. Figure 2 shows that both Dallas and the Dallas/Fort Worth MSA have a higher portion of individuals under 45. Conversely, Texas and US both have higher proportions of residents older than 45 years. The city of Dallas has a particularly high portion of individuals between 25 and 34 years of age, but this trend is muted at the MSA-level.

**Figure 2. Population distribution by age in Dallas/Fort Worth Metro Area, Dallas, Texas, and US, 2010**

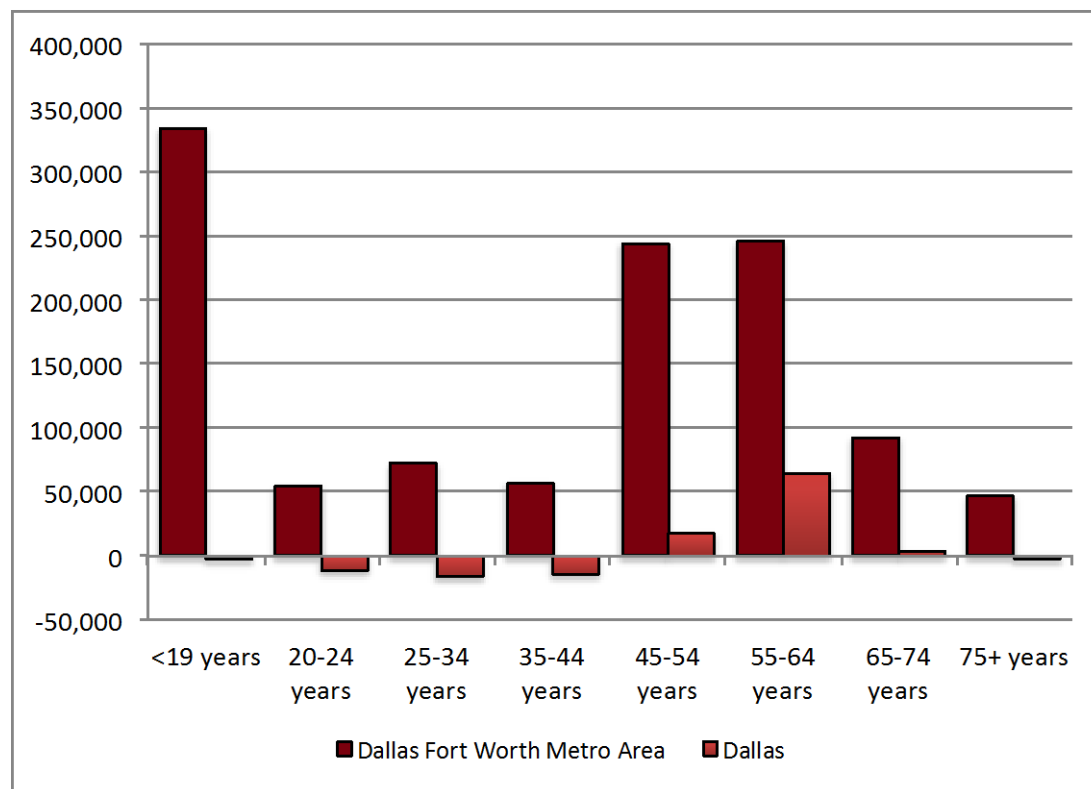


Source: 2010 US Census.

Figure 3 shows how the population has shifted since 2000 by age group. The data show that the MSA has had a significant increase in family age populations, with the under 19 and 45-64 age groups accounting for the most of the high population growth. The city of Dallas, in stark contrast to the wider MSA, not only experienced close to zero population growth but experienced decreases in all population age groups under the age of 45.



**Figure 3. 10-Year population change, Dallas/Fort Worth Metro Area and Dallas, 2000 to 2010**



Source: US Census, 2000, and 2010.

In the City of Dallas, the population is expected to grow by about 2.5% between 2012 and 2017.<sup>1</sup> The Hispanic population is growing at a higher rate than other ethnic categories, increasing by 10.1% over the five-year period. In 2012, Hispanics make up 44% of the

<sup>1</sup> Population projections based on estimates from the Nielsen Company (formerly known as Claritas). The Nielsen Company provides demographic data and projections for custom geographies based on the 2010 Census, the American Community Survey, and other data sources that describe households, the population, and businesses.. ECONorthwest purchased data from Nielsen to describe the City of Dallas and smaller geographies around the DART stations.

Dallas population and they will make up 47% by 2017. The Asian population will grow 5.5% and the category defined as “some other race” will grow by 9.9%.<sup>2</sup>

Both the African-American population and the white population are expected to grow by less than one percent by 2017.<sup>3</sup> The slow growth of these ethnicities will cause their share of the citywide population to decline from 25% to 24% (African-American) and 51% to 49% (white).

## 1.1 Income

Median incomes in the MSA are higher than those of Texas and the US, respectively (Table 1). Incomes in the MSA grew in the 1990s and declined in the 2000s. While MSA incomes have remained higher than national and statewide incomes, the MSA did experience sharper declines in incomes in the 2000s. Poverty rates have also remained lower than state and nation figures over the period. Notably, the city of Dallas has experienced significant income declines from 1989-2009. In 1989 Dallas had higher incomes than the US and Texas, in 2009 it was lower than both the US and Texas medians.

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<sup>2</sup> The Hispanic population includes all races. In Dallas, 94% of the reported Hispanic population is “White alone” or “Some Other Race Alone.” Less than 1% of the reported Hispanic population is “Black or African American Alone.” About 4% of the Hispanic population reported being “Two or More Races.”

<sup>3</sup> Individuals reporting to the US Census as “African-American” or “white” may also report as Hispanic.



**Table 1. Inflation-adjusted median income, per capita income, and poverty levels, Dallas/Fort Worth Metro Area, Dallas, Texas, and US, 1989, 1999, and 2009**

	1989	1999	2009
<b>Dallas Fort Worth Metro Area</b>			
Median HH Income	\$ 52,630	\$ 59,069	\$ 54,449
Median Family Income	\$ 62,500	\$ 68,534	\$ 63,511
Per Capita Income	\$ 26,025	\$ 29,419	\$ 27,016
% Persons Below Poverty Level	12.3%	10.8%	14.6%
<b>Dallas city</b>			
Median HH Income	\$ 51,667	\$ 46,874	\$ 40,650
Median Family Income	\$ 61,293	\$ 50,976	\$ 43,132
Per Capita Income	\$ 25,650	\$ 27,634	\$ 24,557
% Persons Below Poverty Level	18.0%	17.8%	23.6%
<b>Texas</b>			
Median HH Income	\$ 40,941	\$ 49,737	\$ 48,615
Median Family Income	\$ 49,904	\$ 57,129	\$ 56,575
Per Capita Income	\$ 20,409	\$ 24,437	\$ 23,863
% Persons Below Poverty Level	18%	19%	18%
<b>U.S.</b>			
Median HH Income	\$ 45,717	\$ 52,312	\$ 50,046
Median Family Income	\$ 54,111	\$ 62,343	\$ 60,609
Per Capita Income	\$ 22,231	\$ 26,891	\$ 26,059
% Persons Below Poverty Level	13.1%	12.4%	15.3%

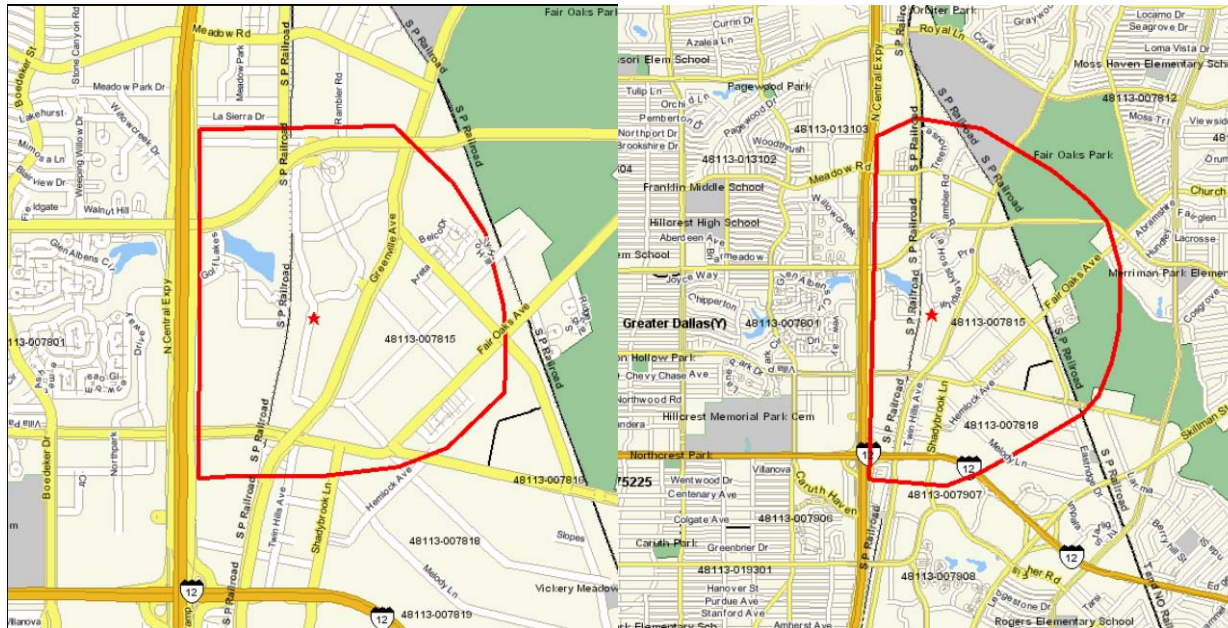
Source: US Census, 2000, and 2010. Adjusted for inflation using the Personal Consumption Expenditures, Bureau of Economic Analysis (<http://www.bea.gov/national/nipaweb/SelectTable.asp>).

## 1.2 Projected Housing Demand

In 2012, the Dallas/Fort Worth MSA had about 2.38 million households. It is projected to grow by more than 200,000 households by 2017 to about 2.59 million households. The City of Dallas is project to grow by about 18,000 households by 2017 to about 485,000 households in the same time period.

Figure 4 shows the projected housing demand in the City of Dallas, by income brackets and ownership status. The data show that households with incomes between \$35,000 and \$75,0000 make up the largest number of expected new households. That income category has a relatively high home-ownership rate.

**Figure 4. Area surrounding the Vickery stations , east of the Central Expressway**



The official address of the Park Lane DART station is 8169 Park Lane. The official address of the Walnut Hill DART station is 8150 Walnut Hill Lane. Roughly half way between the two stations along the transit route is 7178 Twin Hills Ave, which is the center point of this analysis.

In our analysis of potential catalyst uses, ECONorthwest and the Fregonese team have identified a potential catalyst site near Walnut Hill Station. Our analysis of the area indicates the site could be an opportunity to connect to the area west of the Central Expressway. Therefore we have included demographics for a full circle around the two stations' mid-point

that includes the area west of the freeway.

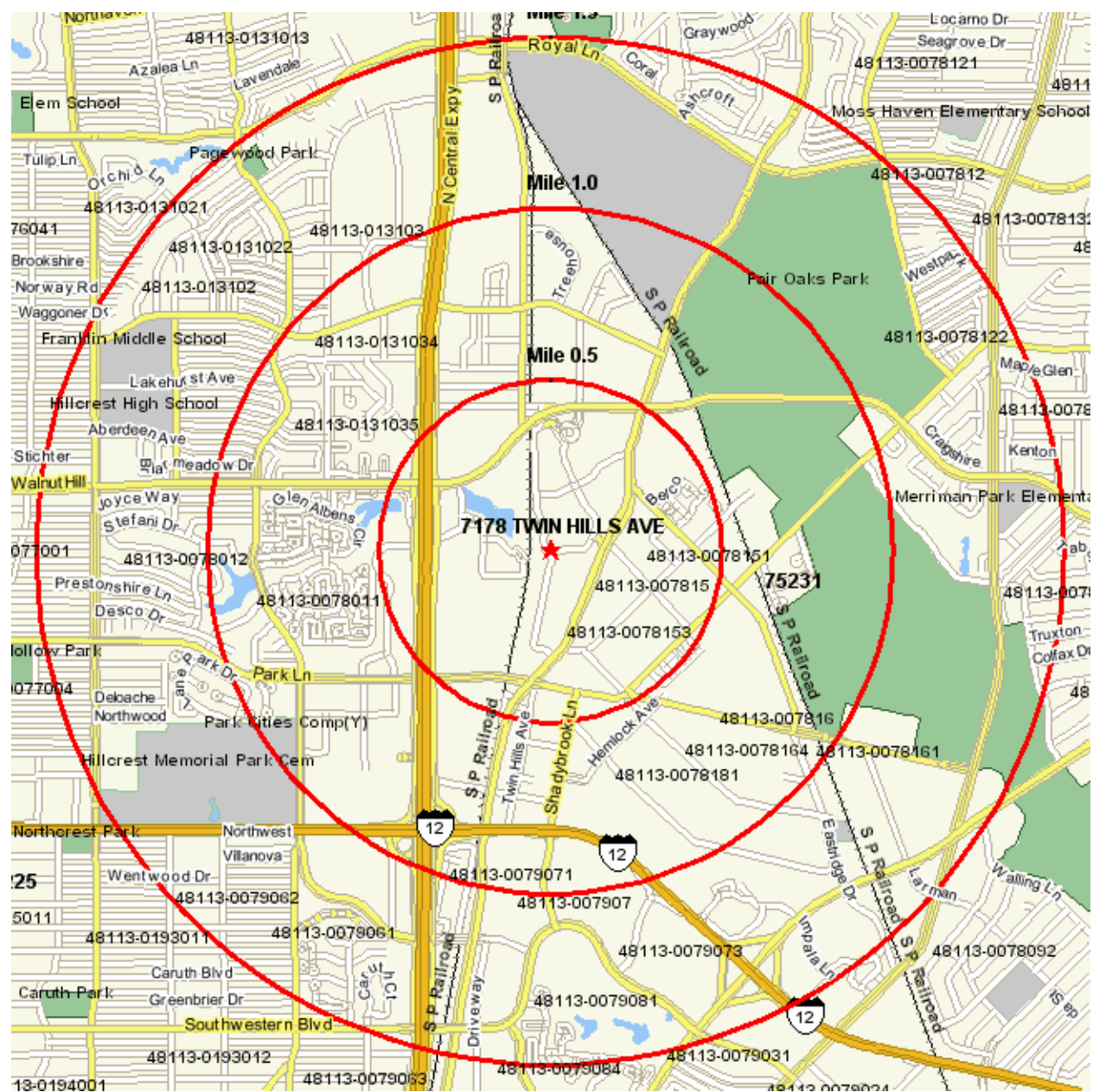
ECONorthwest described the area using three concentric circles with the mid-point between the two stations as the center of the circles. The three concentric circles around the mid-point of the two stations were drawn as follows:

- The half-mile circle shows the population within a 20-minute walk from the midpoint;
- The one-mile circle includes the population within a 40-minute walk; and
- The one and a half-mile circle includes the population within a 60-minute walk.

Figure 2 below shows the three concentric circles. Throughout Section 1.1, Population and Households, we discuss both the polygons shown in Figure 1 and the circles shown in Figure 2.



**Figure 5. Area surrounding the Vickery stations**





The official address of the Park Lane DART station is 8169 Park Lane. The official address of the Walnut Hill DART station is 8150 Walnut Hill Lane. Roughly half way between the two stations along the transit route is 7178 Twin Hills Ave, which is the center point of this analysis.

## 1.3 Population and Households

Within a half-mile eastern polygon of the Vickery stations' mid-point, there are 7,848 people and 2,793 households. Table 1 shows the population and number of households for both the eastern polygons and the full circles around the stations' mid-point.<sup>4</sup>

**Table 2. Population near the Vickery stations' midpoint, 2012**

Area	Population	Households
<b>East of Central Expressway</b>		
1/2-mile polygon	7,848	2,793
1-mile polygon	20,162	7,329
<b>Full Circle around mid-point</b>		
1/2-mile radius	5,115	2,068
1-mile radius	26,517	11,174
1.5-mile radius	48,076	22,461

Source: The Nielsen Company.

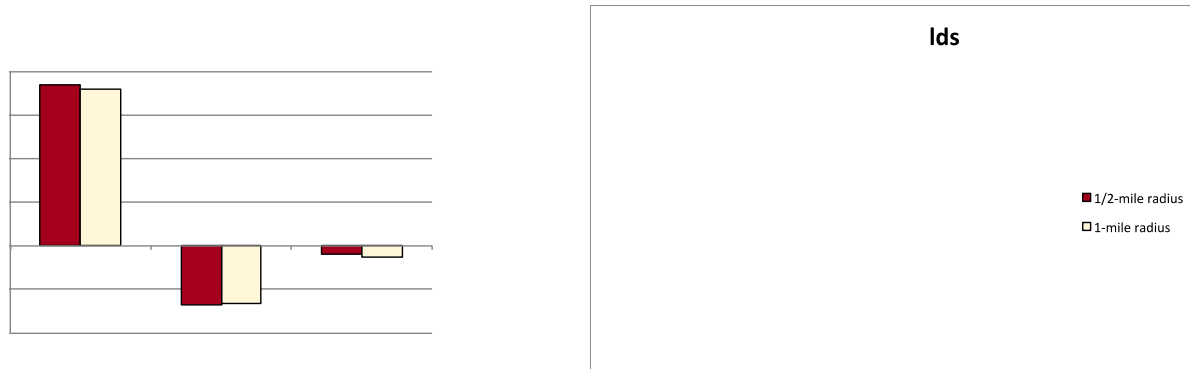
The data show that the area east of the freeway experienced rapid growth in the 1990s. The population increased almost 6% per year in both the smaller and larger polygons, on average, in that decade. But in the 2000s, the population declined from the 2000 population, but remains more populated than it was in the 1990s (see Figure 2).

The circles that include the area west of the freeway show similar trends. The area experienced rapid growth in the 1990s (6% per year, on average). But in the 2000s, the population declined. .

<sup>4</sup> The half-mile polygon shows a larger population than the half-mile circle. This is caused by the polygon taking in slightly more area at the top and bottom of the polygon adjacent to the Central Expressway and because the boundaries of the polygon are stretched slightly to extend to road intersections.

In the 1990s, the number of households grew, but at a much lower rate than did the population. This indicates that household size increased in the 1990s for both geographies.

**Figure 6. Percent change in population near station midpoint, east of freeway, 1990 to 2017**



Source: The Nielsen Company.

The mean household size in the Vickery Meadow area east of the freeway is very close to Dallas/Fort Worth area mean household size (Table 2). The average household size immediately surrounding the station is 2.77 people, whereas the Dallas/Fort Worth mean is 2.74 people. The average household size in the area has increased – it was 2.46 in 2000.

The area east of the freeway has larger households than the full circle that extends to the area west of the freeway. In the full half-mile radius, the mean household size is 2.42.

**Table 3. Mean household size, Vickery Meadow (2012) and Dallas/Fort Worth, Texas, and US (2010)**

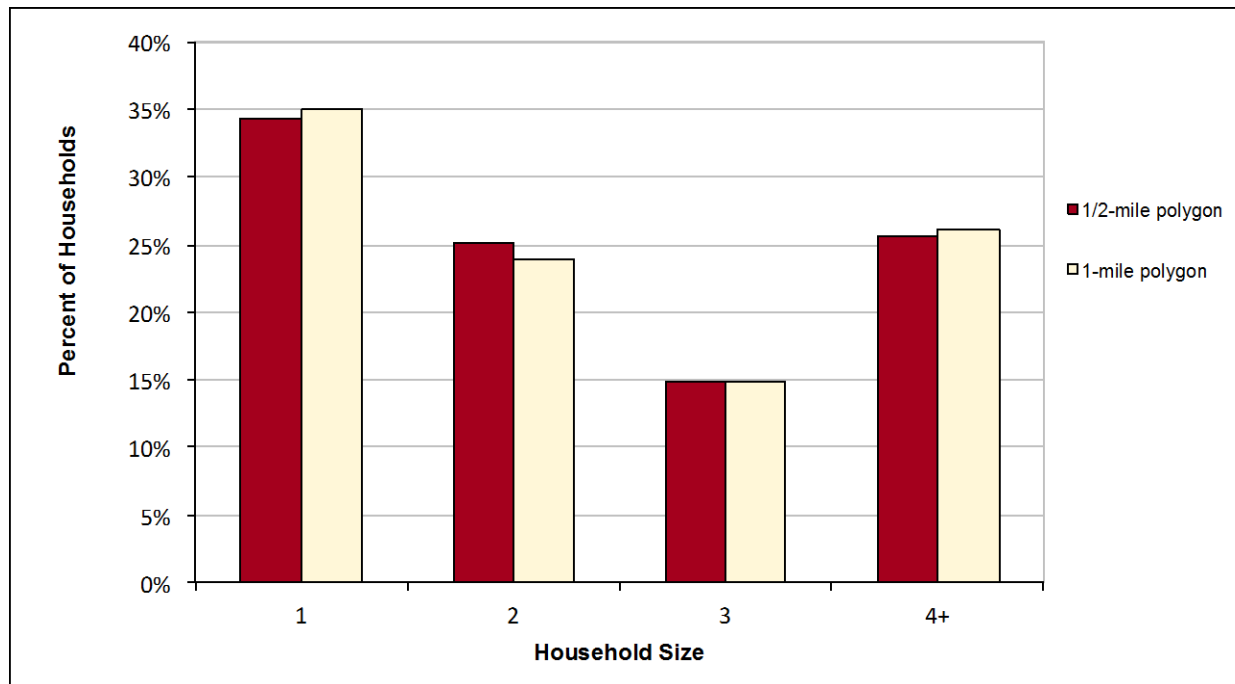
<b>Area</b>	<b>Mean Household Size</b>
<b>East of Central Expressway</b>	
1/2-mile polygon	2.77
1-mile polygon	2.70
<b>Full Circle around mid-point</b>	
1/2-mile radius	2.42
1-mile radius	2.34
1.5-mile radius	2.12
<b>Region and nation</b>	
Dallas/Ft Worth	2.74
Texas	2.59
US	2.59

Source: The areas near the Walnut Hill and Park Lane DART stations are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2010.

Figure 3 shows the percent of households by household size in the area near the Vickery stations, in the polygons east of the Central Expressway. In the half-mile polygon, 34% of households have a single resident and 59% have two or fewer residents. Households are smaller if the area west of the freeway is included. In the half-mile radius, 39% of households have a single resident and 66% have two or fewer residents.



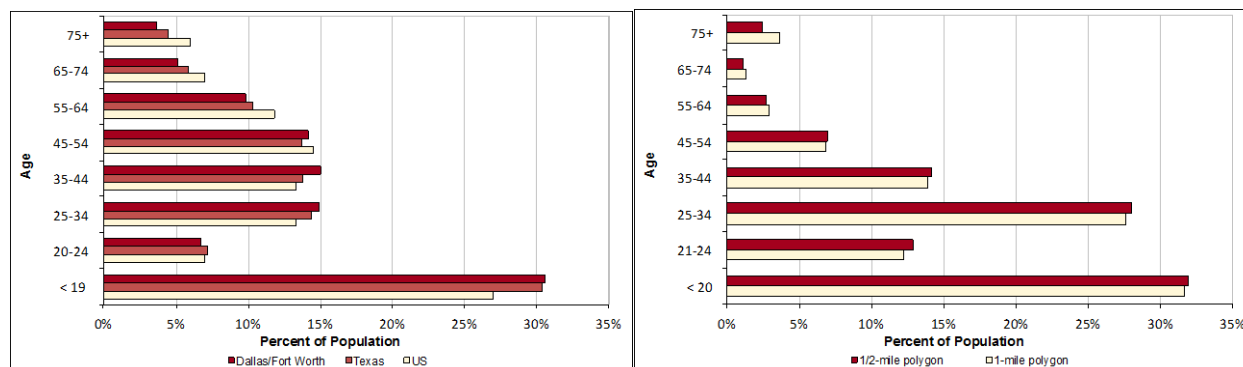
**Figure 7. Size of households near station midpoint, east of freeway, 2012**



Source: The Nielsen Company.

Relative to Dallas/Ft.Worth, the Vickery Meadow area (both the polygon east of the freeway and the full circle that extends west of the freeway) has a higher portion of children and individuals between the ages of 25 and 44. It has a lower portion of individuals over the age of 55. The data indicate that the area attracts young couples (see Figure 4).

**Figure 8. Population distribution by age, Vickery Meadow east of freeway (2012) and Dallas/Fort Worth, Texas, and US (2010)**



Source: The areas near the Walnut Hill and Park Lane DART stations are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2010.

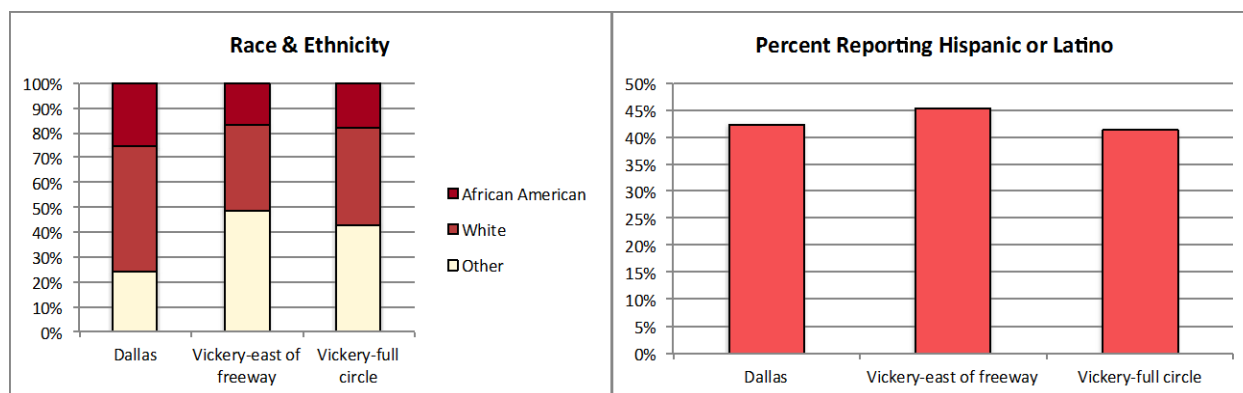
Vickery Meadow is more ethnically diverse than the City of Dallas as a whole. Figure 5 shows broad categories of races in the half-mile polygon around the two stations' mid-point and the City of Dallas as a whole. The area has a smaller portion of African-American and white individuals and a higher portion of "other" races.

In the half-mile polygon east of the freeway, the portion of white individuals declined from 51% to 35% and African-Americans from 25% to 17% of the population since 2000. The portion of the population reported to be Hispanic declined slightly from 50% to 45%. The "other" ethnicity shown in the chart below includes Asian and "some other race alone". Since 2000, the area has seen a higher portion of Asian individuals, increasing from 1% to 21%. Across the City of Dallas, 3% of the population is Asian.

In the half-mile circle that extends west of the freeway, the portion of white individuals declined from 58% to 43% and Hispanics declined from 54% to 41% since 2000. The African-American portion grew slightly, from 18% to 20%. The area has seen a higher portion of Asian individuals, increasing from 1% to 11% since 2000. .

As one widens the circle around the mid-point between the two stations, the ethnic mix more closely resembles Dallas-wide averages.

**Figure 9. Race and Ethnicity, Vickery Meadow (half-mile polygon and circle) and Dallas (2012)**



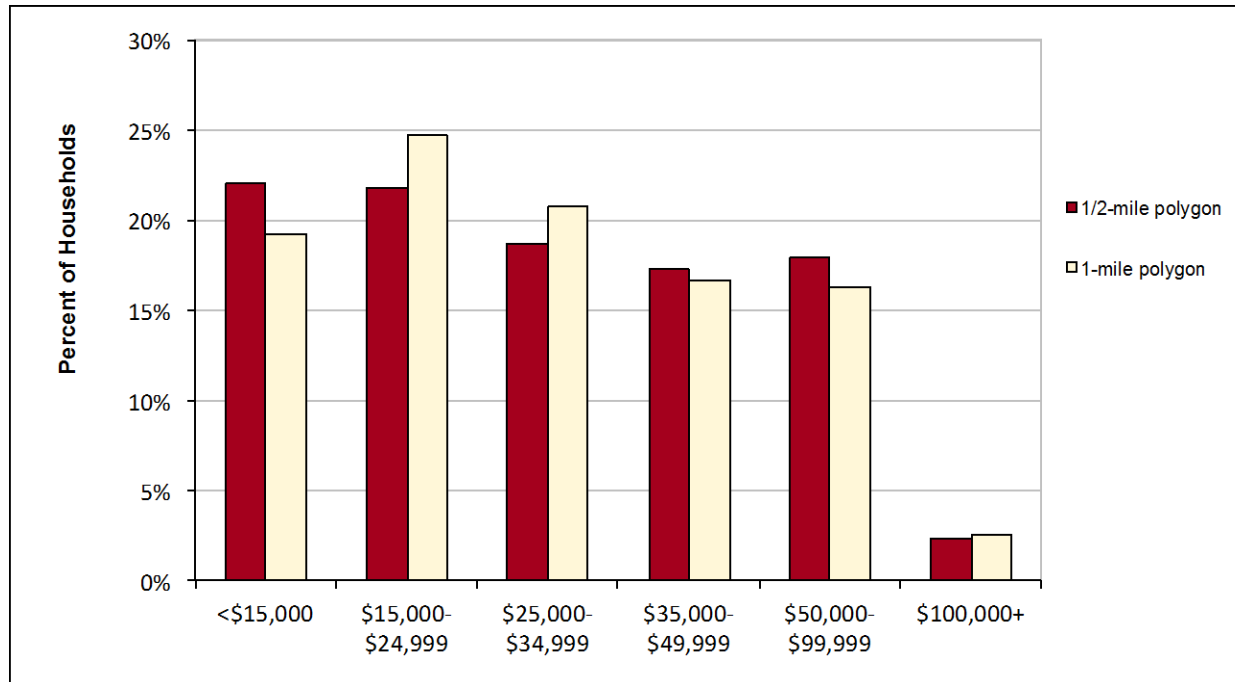
Source: The Nielsen Company.

Income levels in the Vickery area are lower than the citywide average. In the half-mile polygon east of the freeway, the median household income is 52% of the Dallas/Fort Worth area median household income and per capita income is 46% (see Table 3). In the half-mile circle that extends west of the freeway, median household income is 53% of the metro-wide figure. Per capita income in the full circle is 64% of the metro-wide figure. Figure 6 shows that 22% of the households within a 20-minute walk of the station midpoint, east of the freeway, have incomes less than \$15,000.

The data show that as the circle that includes the area west of the freeway widens, incomes increase. The median household income increases to \$36,620 in the 1.5-mile circle and per capita incomes increase to \$27,382—just over the metro-wide figure.



**Figure 10. Household income, Vickery Meadow, east of freeway, 2012**



Source: The Nielsen Company.

**Table 4. Median household and per capita income, station midpoint (2012) and Dallas/Fort Worth, Texas, and US (2009)**

Area	Median HH Income	Per Capita Income
<b>East of Central Expressway</b>		
1/2-mile polygon	\$28,304	\$12,476
1-mile polygon	\$27,948	\$12,479
<b>Full Circle around mid-point</b>		
1/2-mile radius	\$29,212	\$17,406
1-mile radius	\$31,557	\$19,220
1.5-mile radius	\$36,620	\$27,382
<b>Region and nation</b>		
Dallas/Ft Worth	\$54,449	\$27,016
Texas	\$48,615	\$23,863
US	\$50,046	\$26,059

Source: The areas near the Walnut Hill and Park Lane stations are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2009.

## 1.4 Retail

ECONorthwest conducted a retail “gap analysis” for the two polygons around the station midpoint. A gap analysis estimates the demand for categories of retail goods and services, based on household demographics. It then estimates the existing supply of retail goods, based on the retailers in the same geographic area. The demand minus supply is the gap. If it is positive, it indicates that the households in the geographic area are purchasing retail goods and services outside that geographic area. If it is negative, it indicates that households from other areas are coming to the geographic area to purchase goods and services. It is important to recognize that a gap in any retail category does not, in and of itself, indicate that the gap would be filled in any given area. The potential to fill a retail gaps requires further investigation. One must determine if there are viable sites within an area, if there is adequate potential sales volume to support various retail types, construction and local rental costs, and an understanding of the ease of customer access to products in gap categories just outside the targeted area. The gap analysis is only one measure to provide insight into market potential.

Table 4 shows the difference between demand and supply for the two polygons around the DART stations’ mid-point. The data clearly show that the area sells significantly more retail goods than purchased by local households.

**Table 5. Retail gap analysis, station midpoint, 2011**

<b>Retail Category and NAICS code</b>	<b>Demand-Supply (Gap)</b>	
	<b>1/2-mile radius</b>	<b>1-mile radius</b>
Motor Vehicle and Parts Dealers-441	\$6,985,128	\$19,972,500
Furniture and Home Furnishings Stores-442	(\$3,361,526)	(\$5,904,077)
Electronics and Appliance Stores-443	(\$3,414,934)	(\$5,368,497)
Building Material, Garden Equip Stores -444	\$3,686,762	\$9,691,379
Supermarkets, Grocery (exc. convenience) Stores-44511	(\$9,417,416)	(\$8,296,342)
Convenience Stores-44512	(\$1,390,295)	(\$2,000,529)
Beer, Wine and Liquor Stores-4453	(\$11,724,862)	(\$14,318,612)
Health and Personal Care Stores-446	(\$1,284,360)	(\$67,137)
Clothing and Clothing Accessories Stores-448	(\$993,390)	(\$571,393)
Sportng Goods, Hobby, Musical Inst Stores-4511	(\$6,410,632)	(\$13,108,547)
Book, Periodical and Music Stores-4512	(\$104,149)	(\$171,308)
Miscellaneous Store Retailers-453	(\$2,546,317)	(\$2,290,739)
Full-Service Restaurants-7221	(\$2,933,612)	(\$2,944,633)
Limited-Service Eating Places-7222	(\$12,960,017)	(\$25,054,122)
Special Foodservices-7223	\$684,290	\$1,795,242
Drinking Places -Alcoholic Beverages-7224	(\$2,241,987)	(\$4,385,244)
Gasoline Stations-447	(\$373,527)	\$7,492,695
<b>Total Retail Sales Incl Eating and Drinking Places</b>	<b>(\$44,322,672)</b>	<b>(\$29,056,649)</b>

Source: The Nielsen Company.

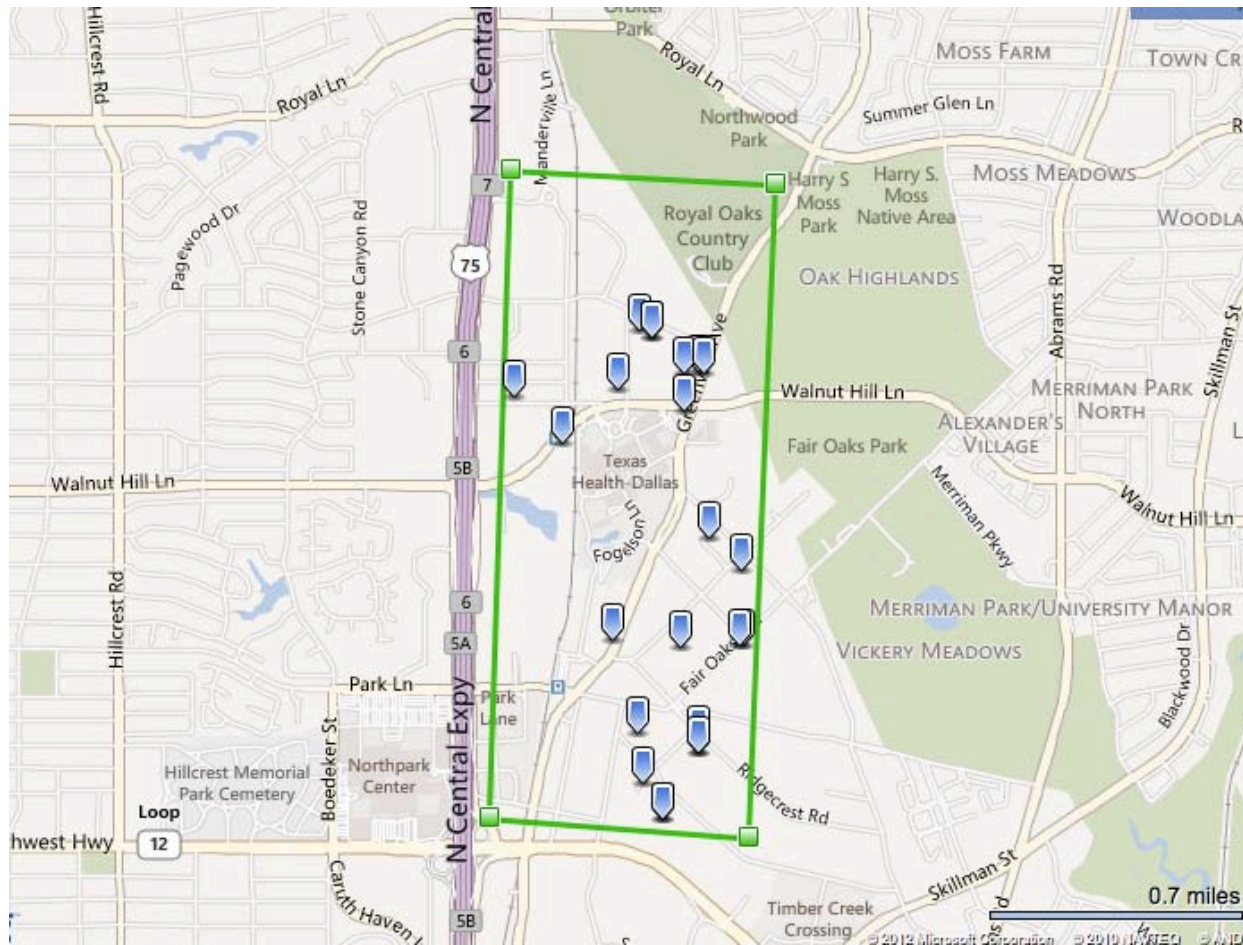
The data show that the Vickery Meadow area has an abundance of retail. In the half-mile polygon around the two stations' mid-point, Claritas estimates that households purchase about \$72 million of retail goods and services and that the area sells about \$116 million worth of goods and services.



## 1.5 Commercial Space

To describe the market conditions for commercial space, ECONorthwest relied on sales data from Loopnet.com, a commercial real estate service. Figure 7 shows the commercial properties identified near the DART stations. The green line is the polygon ECONorthwest used as a boundary and the blue arrows point the location of the properties sold between 2005 and 2011. ECONorthwest identified 23 sales of commercial properties.

**Figure 11. Map of sold commercial properties, Vickery Meadow**



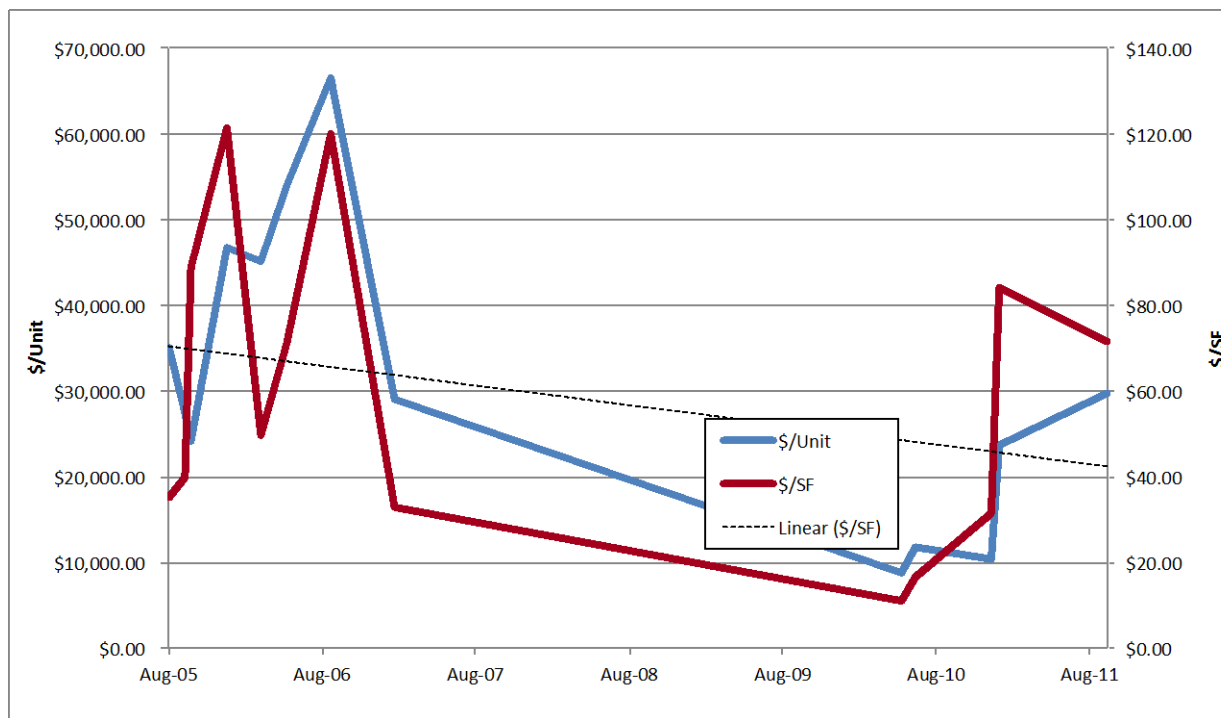
Source: Loopnet.com

ECONorthwest identified 13 sales of **multi-family properties** in the area between 2005 and 2011. The buildings were all garden low-rises.

- The structures were built between 1972 and 1983 and range in size from eight to 284 units, and from 8,000 SF to 185,000 SF.
- The sold price per unit varied widely, ranging from \$9,000 to \$66,000, with a median value of about \$29,200 per unit.
- The sold price per square foot ranged from about \$11 to \$122, with a median value of about \$50 per SF.

Figure 8 shows the multi-family property sales near Vickery Meadow over time. The blue line shows the sale price per unit and the red shows the sale price per SF. The thin dotted black line shows the trend line of the \$/SF values. The trend line shows that the average sale price over the six-year period slightly declined. However, sale prices since mid-2010 show an increase.

**Figure 12. Multi-family property sales, Vickery Meadow, 2005 to 2011**



Source: ECONorthwest with data from Loopnet.com

ECONorthwest identified nine sales for other commercial properties, of which six were retail buildings and three were offices. The sales took place between the end of 2005 and mid-2008.

The sales for the six **retail buildings** occurred between the end of 2005 and mid-2008.

- The structures were built between 1976 and 1989 and range in size from 8,000 SF to 533,000 SF.
- The sold price per square foot ranged from about \$62 to \$191, with a median value of \$127 per SF.

ECONorthwest identified no sales of commercial buildings since mid-2008.

The City of Dallas provided estimates of commercial rents, as reported by CoStar, a commercial real estate service. CoStar reported that annual commercial rents within a half-mile radius of Walnut Station are:<sup>5</sup>

- Office-\$18.98 per SF
- Retail-\$12.26 per SF

Within a half-mile of Park Lane Station, annual rents are:

- Office-\$22.38 per SF
- Retail-\$17.01 per SF

ECONorthwest also searched current listings for leased space in the area shown in Figure 7. Of the 14 office space listings, ten are for office buildings and four are for medical space. The mean asking price for office buildings is \$16.20 per SF and the median is \$15.96. For medical office space, the mean is \$19.70 per SF and the median is \$21.00. The mean asking price for retail is \$14.10 and the median is \$13.98.<sup>6</sup>

Immediately southeast of the Walnut Hill Station is the Presbyterian Hospital of Dallas—a large medical facility. There are a variety of high-rise office and medical buildings in the nearby vicinity.

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<sup>5</sup> CoStar had no data on industrial rents near either station, indicating there is little market for industrial space in the Vickery Meadow area.

<sup>6</sup> Listing prices include a mix of NNN, modified gross, and gross rental rates. ECONorthwest reported the asking list price to show a rough estimate of current prices.



## 1.6 Residential Market

Based on incomes in the half-mile near the station midpoint, households are somewhat constrained in what they can afford in terms of housing. The median household income for the quarter-mile around the station is \$29,212. If we assume that households spend one-third of their income on housing before they are cost burdened, the median affordable rent for the area is \$811 per month.

Almost all the households in the Vickery Meadow area rent their homes. Only 10% of the households in the half-mile polygon around the stations' mid-point own their homes. Home ownership rates decline to 7% in the 1-mile polygon (see Table 5).

**Table 6. Housing tenure, Vickery Meadow (2012) and Dallas/Fort Worth, Texas, and US (2009)**

	Owner Occupied	Renter Occupied
1/2-mile radius	10%	90%
1-mile radius	7%	93%
Dallas/Ft Worth	62%	38%
Texas	64%	36%
US	65%	35%

Source: The areas near the Walnut Hill and Park Lane DART stations are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2000. Census data are for 2000.

## 1.7 Recommended Catalytic Uses

The Vickery Meadow area has relatively low-income and diverse population. Just west of Interstate 75, the population becomes more affluent. Extending the study area to a 1.5-mile radius around the station mid-point brings median household income up to \$36,600 and per capita income up to \$27,400. The area also has a number of very large under-utilized or vacant sites that can accommodate a variety of building types and uses. To transform the area into a more vibrant and walkable community, the City and its partners should focus on non-retail uses.

ECONorthwest recommends considering the two DART stations separately to plan for catalytic uses.

In the Walnut Hill area (the northern portion), the following catalytic uses are appropriate:

- **Mixed-income, ownership housing.** The area is heavily dominated by rental housing. Creating opportunities to bring in ownership housing could make the population more willing to stay and make the area a long-term home. The area could accommodate mid-rise condominiums and senior high-rise housing.
- **Hotel.** Walnut Hill Station is close to a range of educational and medical institutions, and has very good freeway visibility and access in addition to light rail service. Exploring incorporation of a hotel, particularly one that accommodates longer term stays, as part of the use mix on larger sites in the area could help fill an unmet need.

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In the Park Lane area (the southern portion), the following catalytic uses are appropriate:

- **Workforce training.** A remote campus of a local community college could bring classes and training to the working-age population.
- **Employment opportunities.** The area has employment opportunity – multiple health care facilities, offices of various types near by, as well a larger scale retailers. A community college could provide training for entry-level positions and could link directly with area employers.
- **Incubator space for new, small businesses.** A shared commercial kitchen to provide cooking space for limited service food providers would enhance opportunities for low-cost eateries to enter the market in the surrounding area. The housing in the area is predominantly apartments, and the small kitchen facilities in the rental units limit an individual’s ability to prepare food for sale at home.
- **Mixed-income, ownership housing.** The area is heavily dominated by rental housing. Creating opportunities to bring in ownership housing could make the population more willing to stay and make the area a long-term home. Low-cost ownership housing, such as co-housing, townhomes or cluster developments, could attract households to the area. Co-housing provides individual housing units with some shared facilities (e.g., yard, kitchen) and cluster housing provides homes located close together with some share open space – to maximize the open space while keeping density relatively high. Single-family units, built as infill in vacant sites, would be a compatible and appropriate use.
- **Activities for youth.** The area has many households with multiple children. A YMCA or similar facility could offer year-round activities for that population and enhance the area’s attractiveness to more families with children. The households in the area have low-to mid-level incomes – but the large size of households limits their disposable income. Providing low-cost activities for the youth of the area will increase its livability.

## 2 CAPACITY BUILDING FOR ECONOMIC DEVELOPMENT AND REDEVELOPMENT

For economic and redevelopment strategies in TOD areas to succeed in deeply challenged neighborhoods (as evidenced by the preliminary trends assessment in a subset of the five TOD areas) a number of actions will be required. They will involve the affected neighborhoods, the City, non-profit organizations, private-property owners, businesses and developers, and various institutions such as religious, medical and educational entities, as well as a range of financing resources that include public entities (from local to federal), private investors, and alternative sources such as foundations and trusts.

This section discusses some potential capacity-building actions that can advance economic development and redevelopment goals associated with TOD areas. The consultant team will want to explore these further and, where appropriate, refine with the client and various community members. We have organized the capacity-building actions into three categories:

- Resource identification and securitization actions;
- Employment and household/individual capacity-building actions; and
- Site acquisition and redevelopment actions.

**Potential actions for resource identification and securitization include the following.**

- Identify probable public financing tools that could be used for economic development and redevelopment activities in the targeted TOD areas. These can be used to help close financing gaps that will appear in many projects. Sample loans and grants include but are not limited to: tax-increment financing (TIF), tax credits, HUD 108, HUD 221(d)(3) and (d)(4), HUD 202, sole-source impact fees, EB-5, and Community Development Block Grants (CDBG).
- To the extent some of these can be set aside programmatically (e.g., TIF, CDBG) for various project categories, work out agreements to do so. To help rebuild neighborhoods it would be beneficial to provide TIF financing for smaller-scale infill projects (adaptive re-use and new construction). Some cities establish low-interest loan pools with TIF proceeds (bonds as well as program income) and use these to leverage private and other public investments. Samples will be provided in an appendix.
- Identify gap funding potential from Dallas area foundations and other institutions that could be applied to capital, as well as operational, project needs in the TOD areas.
- Meet with potential providers to determine what types of resources and amounts may be available and how to effectively access and obligate these.
- Meet with area private lenders to work out a program for delivering private loans at below-market rates via the Community Reinvestment Act to eligible projects. These funds can be co-mingled with many of the resources identified above.



- Identify a labor pool of locals who are trained or are willing to be trained to work on various economic and redevelopment efforts that will be undertaken over the next few to several years in these areas. Job possibilities can range from construction to marketing programs to operating small businesses or services that might locate in new or rehabbed buildings.

**Potential actions for employment and household/individual capacity building include the following.**

- Meet with YMCA and similar organizations that provide affordable supportive individual and family-building services to neighborhood residents (e.g., before and after-school care, fitness facilities, etc.) to explore their interest in and willingness (via partnerships) to set up facilities (new buildings or in adaptively re-used buildings such as schools) in TOD areas.
- Work with community colleges, the Urban League, and similar organizations to provide job and skill training programs at key locations geared to linking trained people for actual jobs needed by Dallas area business, industry, as well as public and non-profit institutions.
- Reach out to area foundations to identify which of these have interest and ability to partner with others (City, private sector, non-profits, etc.) to invest resources for physical improvements in the TOD areas and/or to assist with vital programs such as family counseling, job training, providing incubator space to stimulate small business creation.
- Work with area religious institutions on collaborating with various efforts identified above.

**Potential actions for site acquisition and redevelopment include the following.**

- Work with the City to secure pivotal sites for catalytic projects. Use options where possible to stretch dollars and leverage resources.
- Issue RFQs to select developers (private and non-profit) for those sites that have the capacity to achieve community goals for the site, and do so in a way that will stimulate additional nearby redevelopment and improvements.
- Have the school district transfer vacant school buildings at TOD sites to the City, which will work with neighborhoods to identify adaptive re-uses that are needed and viable (likely with a variety of public and private resources). Prepare a solicitation process based on qualifications and ability of development teams (private and non-profit) to achieve results.
- Explore viability of establishing a neighborhood real estate investment trust (REIT) program that enables those households that are willing and able to pool their resources (with assistance from foundations and others) to take ownership of strategic properties in their areas and manage them. This has benefits for area residents (cooperatively owning property and getting a return on that investment) as well as the community at large (local folks overseeing community assets).

- Explore the potential for creating small affordable commercial condominium spaces for local start-ups and emerging businesses in adaptively re-used buildings. This offers opportunities to own a business location with many amenities that otherwise may not be available to small firms, and to do so at a reduced cost.
- Identify viable redevelopment sites that are already owned by non-profits and religious institutions to explore how these can best be redeveloped to meet objectives of the owners, as well as the larger community (see Urban League example which could be emulated by various religious institutions with larger land holdings).





## APPENDIX C: SURVEY RESULTS

**Vickery Meadow Survey Results**  
**National Night Out - October 2nd, 2012**

	Best parts of the neighborhood?	What is missing from your neighborhood?	What would make peoples lives better in the neighborhood?	What new development would you like to see?	Do you like the mixed-use visualization and why?	Would you welcome adaptive reuse like this?
1	School and family	better sports	better people, better activities, less violence	people help others more with things	yes because it helps me	yes
2	Schools, great parents who care about their kids	Make a better route for bus 582	Other things that embrace the diversity of the neighborhood. Fix five pionts - make a town square. Focus more on safety.	quality development on outside	add bike lanes	get rid of "street pharmacy" at 7-11
3	Everyone is within walking distance - Walmart	sidewalks, bike lanes and better lighting on trails	Access to services, doctors, social services. Lower crime	Need well kept apartments	Great	Yes, especially with improved infrastructure.
4	Fair Oaks Park	Safety	Career opportunities, family time	that's not the issue	agree!	agree all the way
5	Diversity, transportation access, location in middle of north Dallas with easy access		Safety and better jobs. Flashing light crosswalk system.	Sams, Whole Foods, Baileys. Especially a community college and technical school.	Mixed use makes sense	yes
6	Lcoation	More police	keep family values		Street improvements	yes
7	Parks, schools, 7-11	recreation center	a place for kids afer school	parks, better apts	yes	yes
8	Parks		libraries, gyms, community center		yes, would want to live there	yes
9	Park	More stores, department stores	Kids need more activities at school - after school		library looks good	
10	business and entertainment	Scheduled free public entertainment and other activities	Employment and business opportunities, educational and cultural activiites	Library - broadband free WiFi	Yes	Yes
11	Parks and rec centers	more basketball	more community events		yes	yes
12	Schools	recreation center	kids club	Bigger park	Yes	yes
13	Park Lane, the school	Park with a pool	new housing		yes	yes
14	High school	Mechanism to clean up trash throughout the neighborhood	Positive attitudes. A ibrary nearby	Library - less trash	New library and new buildings would be great	yes - it will increase the morale
15		Quiet park near their house	Be kind and tell their child to have a good attitude	Nice park, place filled with grass	Yes	Yes

	Best parts of the neighborhood?	What is missing from your neighborhood?	What would make peoples lives better in the neighborhood?	What new development would you like to see?	Do you like the mixed-use visualization and why?	Would you welcome adaptive reuse like this?
16	They can understand us when we make noise or doing stuff like noise	They are nosy with us bc they have a lot of child, but we understand them but went to make sure they are careful.	Understand each other	More plants and trees	yes	yes
17	Nice pretty area, park, schools	more sidewalks	jobs	More single family houses, new apartments	yes to library and mixed use	yes
18	The people, the shopping	better crosswalks, more safety			looks better	
19	Lots of stores	More grass, more security	Church	Stores and libraries	Yes - would like to live there	looks good - more stable and wouldn't worry about crime as much
20	Park, national night out	recreation center	Game place		yes, include store and coffee shop	yes
21	School close by	more safety, 24-hr grocery store	After school activities and programs	Kids hanging out on streets - need a rec center	yes	yes
22	Diversity	More shopping areas, movies	better schools	ideas are good!	yes	yes
23	school	better people	less violence	more education, less crime	yes - better apartments	yes
24	Fair Oaks Park	security	jobs and housing	more entertainment, more events	yes	not that excited
25	It's a quiet place	road, clinics, libraries	jobs, churches	houses, nice apartments	yes, it will be easy to get medical care	yes, especially the green areas
26	Schools, shopping, Tom Thumb, Sams, Walmart, Post Office	Restaurants, Red Lobster	We like the townhomes, improve the look of apts	Park Lane Shopping Center - like having access to transit	yes	yes
27	Fair Oaks Park	Places to play sport - fields	After school program	Protect natural environment	yes, nice trees!	yes, would help fight crime
28	Park	Library	Better jobs and police	More grass at the park	Yes - it would be a better place to live	Yes, it would change our neighborhood
29	Park and sidewalks	Pool, playground	Library, pool or club for kids	Some club that helps kids with their homework	Yes	yes
30	The school	more life	more jobs	business and jobs		
31	The three schools	More modern apartments	More charities for people that can't afford things	Game store, restaurants like McDonalds, get rid of older apartments	Yes! Cleaner	Yes, absolutely



	Best parts of the neighborhood?	What is missing from your neighborhood?	What would make peoples lives better in the neighborhood?	What new development would you like to see?	Do you like the mixed-use visualization and why?	Would you welcome adaptive reuse like this?
32	Quiet	New roads, more parks	churches and jobs	clinics or hospital	Yes - need the clinic and the library	Yes, its cleaner
33	Special events	More police	after school programs	more parks		
34	Togetherness	No crime	No drugs	Be more nice and friendly	Yes,	yes
35	Having good schools nearby	Security and police	Local residents need to have goals to aspire to	Recreation centers that facilitate after school programs and help keep the kids off the street.	Yes - decreases loitering and improves appearance of the neighborhood	Yes - definitely - throughout the neighborhood.
36	School	good people	education	school buses	yes	yes
37	The park	Security and library. They don't have a car to get to the other library	Education			Yes, looks good. They used to live in the apt building that was demolished on the library site
38	Retail	More apartmetnts that are nice	Jobs	Community center, job training	Yes	Yes, tear down old apts for redevelopment
39	Close to everything - park, train, walmart	Another park, single family homes	Pave the streets	Pave the streets	Yes to the library	
40		More restaurants	Remove liquor store not good next to the school	As much development as possible	Love it. We need a library	
41	The people. Lots to do	More walkable area	safe routes to school	More access to food store	yes	yes
42	Place of trash bins and benches. Easy to walk	Better street lights	gym - everything else is close by	More green space, small childrens park, improve older apts	Great - adding a YMCA or community center would be great.	Wow - greatly improves the look of the neighborhood. Great street trees
43	Park Lane, 5 Points, schools	Nothing	Fix the roads, better apartments - they are not up to code		yes, a library is needed	Yes
44	The pool	a pool	the community	more police, less crime	I like it	I like the store changing bc it is full of bad people
45	The park and the community	Better security and police	better education. There is a cultural mix in the neighborhood which is good, but it makes education a challenge.	Shops, a clinic, a sit down restaurant. No more liquor stores	Idea is great. It will improve the whole area	Outdoor dining would be good
46	Location, hospital, retail, white rock bike trail	Better road design and walkways	better jobs, lower density apartments - don't lose number of units - so reshape apts	Large platform modern configuration. Less one-off public developments.	Yes yes yes.	not on the buidling at five points

	Best parts of the neighborhood?	What is missing from your neighborhood?	What would make peoples lives better in the neighborhood?	What new development would you like to see?	Do you like the mixed-use visualization and why?	Would you welcome adaptive reuse like this?
47	Close to highway and stores	safe walking street and parks	clean	less delinquancy	yes	yes
48	Easy access to places, strong HOA	Some roads need to be finished, better sidewalks, the trail is the best part	Get rid of falling apart housing, less crime	Redevelop old sams site. Shops at Park Lane are good	Yes	Yes
49	Stores location		More security regarding drugs and gangs	Mid class stores	?	yes
50	Stores are close	everything is here	More patrols at night especially	more police	?	yes
51	The rooms - large rooms and air conditioning	nothing	activities for kids	a new park		
52	The park, the kids games and the water park	more kids schools	lower gang activity	more stores, clothing stores, fewer small stores that sell alcohol	I like the change bc of the trees	great - we need a library
53	The JROTC and leadership organizations	more safety, crime prevention	get an education	more organizations	yes, helps make the neighborhood way better	yes
54	Friendly people	better security	neighbohood watch	security cameras	yes	yes
55	The schools are close	Park needs a good basketball court	Lower crime	restaurants, fewer liquor stores		
56	Shops at Park Lane	pool	make it safer, fix apartments	Streets that are better for walking on, lower speeds, wider sidewalks	yes	start over - build apartments there
57	Schools	technology		No crime.	yes	yes
58	Highland Park	pool	programs	Fix the roads	yes	yes





## APPENDIX D: FOCUS GROUP SUMMARY

## RESEARCH BACKGROUND AND OTHER DETAILED FINDINGS

### Research Overview

#### Objectives

In 2011, The City of Dallas received a \$2.5 Million dollar grant from the US Department of HUD for TOD planning and land acquisition for the purposes of providing affordable housing. The Appendix to this summary has an overview of the presentation the Council received from staff when it was asked to accept the grant and a background report called “The New Paradigm” which is referenced in that presentation.

The goal of this research is to gain an in depth understanding of the needs, experiences, perceptions, ideas and concerns of residents regarding livability and sustainability near selected transit stations in Dallas’s most distressed neighborhoods as a part of the planning process for the HUD grant.

Another key objective was to understand reactions to a specific set of concept visualizations that showed various styles of redevelopment and adaptive re-use. These visualizations are available in the Appendix to this summary.

The TOD study areas include:

- Lancaster
- MLK
- Hatcher
- Buckner
- Vickery Meadow

Each study area is culturally somewhat different with Vickery Meadow being more of a “global” culture with many countries represented in the demographic mix and Lancaster, MLK and Hatcher having more older African Americans and more of a focus on church-based culture. Kiest and Buckner are more Hispanic and include far more younger families with kids.

The research holds a striking degree of consistency across TOD zones and across race and income levels in terms of the fundamental perceptions and opinions given in response to the questions posed in all nine focus groups.

## **Methodology**

In order to meet the objectives within the budget and time parameters, qualitative research was selected as the most effective methodology for this research project. Because of the need for depth, a series of nine one-hour focus groups were conducted in person in Dallas on October 19th, 20th, and 21st 2012. These groups were supplemented by in person interviews at the Eastfield College Pleasant Grove campus on October 29<sup>th</sup> in order to ensure adequate representation of Hispanic points of view.

The groups were designed, moderated and analyzed by Collective Strength, an Austin based firm that specializes in market research for planning purposes. Collective Strength CEO Robin Rather was the lead researcher throughout the initial FORWARDALLAS! planning process, has recently worked on the City's Complete Streets market research and is familiar with ongoing Dallas planning efforts.

At the recommendation of the Dallas planning department and at the request of Fregonese and Associates (the HUD grant prime contractor) Micah B. Phillips, a Southern Dallas pastor and community organizer, coordinated the recruiting and ground support. Dallas residents Eloisa Mariscal served as a bilingual translator, note taker and photographer, Alvin Mankser served as the ground operation manager and Lisa Summerville, served as administrative liaison for the project. Janet Tharp, former City of Dallas planning department member attended the groups on behalf of the Fregonese and Associates team and served as the digital transcriber.

Note: The groups were not video or audio taped so that the participants would feel they could speak with maximum candor.

Recruiting for the groups was done by randomly selecting potential resident participants from various locations within each TOD zone such as gas stations, banks, grocery stores, schools, apartment complexes and single family homes.

Residents were informed the research was sponsored by the City of Dallas and would cover issues relating to the DART station nearby and the livability of the surrounding neighborhood and then asked to attend specific groups at a specific time and location.

At least fifteen residents were recruited for each of the nine focus groups and all but one group had at least 10 participants. Several groups had more than 10 and the largest was 19. Seats in the groups were allocated along age and racial lines that correspond to the racial and age make up of the surrounding TOD zone.



Nine focus groups were held at the following locations:

- 3 groups at the Barack Obama Leadership Academy\*
- 1 group at the MLK Library
- 2 groups at the Eastfield Community College/Pleasant Grove
- 2 groups at the Sam Tasby Middle School
- 1 group at the Juanita Craft Diabetes Center\*\*

Additionally, 51 students at the Eastfield Community College Pleasant Grove campus also filled out a short paper survey while exiting their classes on October 29<sup>th</sup>.

\*The BOLA location was selected after our first choice location the Urban League declined the request to serve as a host site.

\*\* This group was held outside in the park on picnic tables instead of inside the building due to confusion with the on site security staff.

### **Respondent Demographics**

All respondents were recruited at locations within the TOD study areas.

The demographic and economic analysis provided to the research team (see Appendix) was used to develop a target demographic mix for the groups. Due to higher no-show rates among Hispanic residents, the groups did not fully equate to the demographic goals that were established. As a result, supplemental research was undertaken to meet the goal levels. However, differences between the Hispanic and African Americans were not as great on the major themes as may be anticipated and for that reason the research team feels confident summarizing the findings to date in this draft.

In total, 159 residents were interviewed either in focus groups or in the supplemental research. The residents were evenly divided between African Americans and Hispanics. 8 white and "other race/ethnicity" respondents also participated.

The respondents who were interviewed were 1/3 male and 2/3 female and 1/3 over 45, 2/3rds under 45.

The participants had a wide range of income and professions that stretched widely across college professors, students, security guards, IT professionals, business owners, condo owners, preachers, school secretaries, former felons, and those currently unemployed.

The participants were almost evenly mixed between those who had lived their whole lives in Southern Dallas or Vickery Meadow and those who had arrived more recently within the past five years.

### **Summary of Findings By Key Questions:**

What is missing from your neighborhood?

- Jobs and Job Training
- Something for kids to do such as a library ( note: MLK library has very poor book selection and is closed during key hours) swimming, skating, movie theater, bowling, rec centers or YMCA ( had one but it left.)
- Showing teens and young kids how to be productive
- Texas Workforce office or job locator services for jobs in this community not clear across town
- Computer Center where people can work on their resumes and look for jobs without interruption or a time limit
- More police and actual enforcement of existing laws and regulations
- Senior services – wellness center, yoga, help with computers and phones, better sidewalk access for wheelchairs
- Refugee services ( had one nonprofit but it went away.)
- More lighting
- Cameras that monitor illegal and destructive activity
- Gun Control
- Speed bumps for out of control drivers
- Sidewalks
- Bike lanes
- Better trash pick up services
- A new attitude of pride in the community and respect for standards
- Urgent care clinic
- Wellness clinics
- Hospital nearby
- Stores with reasonable pricing and not gouging us
- Restaurants with good service and consistent food quality – Olive Garden, Red Lobster, Cheddars
- Entertainment of any kind

What kind of jobs or economic development is needed?

- Major employers in the community
- Logistics, shipping receiving, warehouse, distribution, call center
- Need wide-scale training services for licensed, certified jobs like construction trades, energy, and medical technicians

What transportation options do you use and what thoughts do you have using the train?

- Most people have a car and prefer to use it
- Dart train is dangerous – crime and lawlessness
- Stations are very dangerous
- No police or monitors on the train itself and few if ever check tickets of those getting on
- Need speed bumps

- Need more sidewalks and bike-lanes

Is your area safe enough?

- Businesses allow drunks and homeless to sprawl out in front of their establishments
- Need to have a mini police substation in the community
- Takes police way too long to respond to calls
- Need lighting
- Very interested in cameras
- Afraid to go out at night
- Trains and station stops considered too dangerous

Housing

- Fixing up existing apartments and homes is more important than building new ones
- Need higher quality on what already exists
- Need better code enforcement on landlords here who don't fix or maintain their properties

### **Findings About Specific Visual Concepts**

During the focus groups, visualizations of potential “catalyst projects” were presented to the participants. For copies of those visualizations, contact Collective Strength ([robin@collectivestrength.com](mailto:robin@collectivestrength.com)), as the file sizes of the imagery are too large to insert in this report.

Visualization Responses: Library Concept

- More than ¾ of residents assume this is not affordable
- Looks like a crime magnet
- Does not appear to be “family friendly”
- “Look and feel” does not fit with the character of the neighborhood or what people here aspire too
- Residents are not sure about their feelings towards the “mixed income” housing structure will appeal to many people, possibly because they have no direct experience with it
- In addition to a library, other desired public spaces include a YMCA, entertainment venue for teens and families, post office, police substation, job training center, computer lounge and a playground
- Streetscape greenery and sidewalks are perceived as highly desirable
- Lighting and cameras would be strong additions

Visualization Responses: Liquor Store Concept

- Nearly all participants want liquor stores removed and feel they really undermine the whole area
- This picture elicited a response that “ that looks like a gangster’s paradise!”



- Participants were visibly angry that a liquor store was grandfathered in right across from Sam Tasby Middle School. The school reports that kids have been known to get drunk there after school
- Sam Tasby apparently was the location for a police substation before it was built as a school. Participants # 1 suggestion was that the liquor store become a substation and not a deli
- More greenery and lighting and perhaps a little “grass island” in the cross walk

#### Visualization Response: Betty’s Café

- Restaurants are not generally a priority unless security concerns are addressed and overall economic framework exists
- Currently perceived as generally too dangerous to sit outside café style
- Parking is a non-issue. If it is safe enough, residents will walk a couple blocks to get there, especially if there are several retail/restaurant/services close together

#### Visualization Response: Dart Property Buildings

- Many thought this was too fortress like and closed off the station from the neighborhood
- A popular alternative was for more of a stop off, grab some coffee, print off some documents, get a work out kind of in and out facility for people as they get off at the train station
- Concern that the housing was not family friendly and would be too expensive
- Concerns about matching the character of the neighborhood
- Too warehouse-looking for some residents

The following findings relate to each specific concept:

“Library” was the most well received as residents were excited about the library itself. However, most assumed that the housing units and office space would be out of reach from an affordability standpoint. There was confusion about whether the concept was “not family friendly” and or “friendly” in general. After explaining that the mixed income housing would include affordable units and that the office space and housing could pay for the as yet unfunded library, the concept was more appreciated.

“Liquor Store” elicited cheers as the large numbers of liquor stores are generally seen in a negative light. The store directly across from Sam Tasby School was recognized and the incongruity of kids seeing drunks right outside the school door everyday was perceived as a significant problem. This particular liquor store is described as a “gangster’s paradise.” However, residents wanted to see a police substation in that

location instead of a deli as they feel the deli would not survive in current conditions.

“Betty’s Café” received a muted reaction as residents do not feel this type of business can succeed until existing safety conditions and they are improved. When they do eat out, the residents say they prefer a recognizable chain brand such as Olive Garden style chain with consistent standards, as local restaurants are perceived as low quality.

#### Recommendations for the Concept Visualizations

- Create visualizations that are more obviously “family friendly” such as the addition of a children’s park or common area for visiting relatives
- Insert more obvious lighting and security cameras into visualizations
- Insert more family and teen entertainment venues such as a movie theater or skate park
- Include larger signage and other visible cues so that the uses of space are more visible to observers
- If restaurants and repair shops are to be included – consider adding job training services, day care, teen entertainment centers, wellness centers, local employers such as Fed Ex, wellness clinics, and police substations or private security firms as well
- The design is perceived by residents as not necessarily fitting the existing character of the neighborhoods. While this may be unavoidable as the existing character is 1970s-era or earlier, perhaps some uniquely “Southern Dallas” look and feel features could be created
- Develop more of a “benefits to the community” explanation of new urbanist/ TOD concepts so that the purpose of these structures can be more easily understood. The benefits are not intuitive. Frame the financial benefits in easily understandable terms such as retail/office/housing can pay for library or community center and mixed income housing has proven to be better for improving economic stability

## Research Notes By TOD Area

### Lancaster

The Lancaster community members focused on economic opportunities and services for children and teens. A Texas workforce training office, a computer lab with classes and a wellness center/gym were highly desirable. Lancaster residents expressed the most intense concerns about safety on the train, at the DART station, and on surrounding street. Lighting, sidewalks, greenery and cameras were perceived as very helpful as well as much increased police presence or a police substation in or near the train station.

The visualizations shown required extensive explanation as at first glance they didn't seem to be affordable or family friendly.

### **MLK**

Residents in MLK, like Lancaster, stressed the need for local job creation, the need for major employers in the neighborhood and more training and vocational education. They were also interested in fresh fruit, product and flowers. Extensive conversation about the Fair Park and its possible use in the other months of the year as a job creator. They mentioned the need for more police protection, the need for lighting, greenery and cameras.

The visualization comments centered around the character of the building and having it "fit in" more with the neighborhood.

### **Vickery Meadow**

This community has a more "global" demographic and vibe. The Sam Tasby middle school where the groups were located has 200 refugee students out of the total 800 enrollment. Residents were interested in child and teen activities. Safety and protection is still a hot topic even though this TOD zone has 2 private security firms that patrol paid for by the PID. Bike lanes and sidewalks would be popular.

Residents here do not feel that new apartments are needed but want to rehab existing stock and wanted a greater degree of code enforcement to hold landlords accountable for fixing problems.

### **Hatcher**

Problems with police. Noted that Bexas street is nicely developed but that they have the same problems there in terms of lack of security and high crime rates. Interested in a police substation or police storefront. Major need for more lighting, sidewalks and greenspaces.

Open to more housing, but want infill and rehabilitation of exiting stock instead of whole blocks of new development. Recognize that they need to attract younger professionals who will stay in the community long term. Major focus on the affordability level of additional housing – worried about gentrification.

Similar to all the other areas re: need for real jobs, real employers in the community and trade-level job training.

Strong interest in a community center that would combine activities and classes for kids, teens and seniors.



If adaptive re-use the retail needs to be affordable – such as an Ace Hardware store.

### **Buckner**

Safety concerns are rampant. Need for lighting, especially on Sunburst. Speeding cars are a real threat to kids and to dogs. Looking for speed bumps, lighting, bike lanes, sidewalks.

Deep interest in a way to teach teens how to rehab houses and to get them involved in redeveloping the community themselves. A hybrid concept that could include GED training, construction/green building trades certifications and then working on actual houses, apartments etc in the community in a hands on way. If they can participate in the pay out of those buildings, that is perceived as even better. The group here is willing to do whatever it takes to make this kind of game plan happen. Very interested in “sweat equity.”

Interest in activities of all kinds – movie theater, skating rink, swimming pool. Few take the bus, most drive and perceive the Dart train as too dangerous and taking way too long.

Food carts, if reasonably priced would be a positive to more than half. Other businesses include a grocery store, mixed group entertainment.

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## **ADDITIONAL MATERIALS**

The following materials were reviewed, used and/or mentioned in this report are available upon request. Contact [robin@collectivestrength.com](mailto:robin@collectivestrength.com) if you would like to see any of the following resources:

- Appendix 1: Topical Discussion Guide
- Appendix 2: TOD Study Areas MAPS
- Appendix 3: HUD Grant Overview
- Appendix 4: MBS/TRECF New Paradigm Report
- Appendix 5: Concept Visualizations
- Appendix 6: Demographic and Economic Overview of TOD study areas

## **Dallas TODS - Focus Group Strategy and Initial Discussion Guide Questions**

### ***Goals:***

- Obtain feedback about initial concepts for TOD areas around seven station areas
- Broaden input on potential development in TOD neighborhoods
- Focus on people who live in the neighborhood area and who would potentially use this development
- Obtain input on the types and character of development they would like to see in these areas

### ***Target Audience and recruiting:***

- Participants chosen randomly from TOD neighborhoods
- Target audience drawn from the same demographic segments that comprise the surrounding areas of each station.
- The recruitment of participants will be spread as evenly as possible across the five station areas.

## **Focus Group Description**

### ***Introduction:***

- \*Introduce project and why their input is important. Development can be a double edged sword. It can lead to gentrification or it can lead to better lives for people who already live here or it can do both. We want to be sure that the people of southern Dallas and this neighborhood are heard and are the first priority as development plans evolve.
- \*Underscore that this work is focused on understanding how they feel about the future of their neighborhood, ideas for new development, jobs and housing coming into their area.
- \*We want to understand what the neighborhood already has, what it needs and what might make it better.
- \*Participants introduce themselves and how long they have lived in the neighborhood.

### ***General Discussion***

- What are the best parts of your neighborhood? The biggest positives?
- \*What is missing from your neighborhood that you wish it had?
- What would make people want to move here and how would you describe your neighborhood to someone who was thinking of moving here.
- \*What do you think the people that live in this neighborhood need to make their lives better and the lives of their kids better? Is anything making it worse?
- \*Do you generally feel safe here during the day? At night? What would make you feel safer?
- \*Are there enough lights?
- \*Do you feel there are enough pocket parks and open space, gardens and greenery?

### ***Economic and Retail***

- \*What is the best thing that you could see happening in this neighborhood from an economic standpoint?
- \*How do you feel about the education in this neighborhood? For kids? For Adults. What would really help with education here?
- \*Are there enough jobs in this neighborhood? What kind of jobs would be best for people who live here?
- \*Some cities have invested in job incubators to help first time businesses owners get started with a low overhead in terms of costs. Is this something you would like to see?
- \*Is there any kind of job training or other services or retail that you think people in this neighborhood would really benefit from or appreciate?
- \*What does the local community college offer for adults like you?
- \*What kind of community services like libraries or health clinics would make things better for the people who live here?
- \*Where are you most likely to shop or go for other services? Help me by naming the exact stores and services you shop in most often. Do you mostly stay in this neighborhood or are there shops or services you have to travel elsewhere for?
- Are there other kinds of stores or shops or services you'd like to see?
- Recently other cities have allowed the use of vacant lots or parking lots to locate food carts on – to provide a way for new businesses to start up at lower costs. (show image examples) Is this something you would support?
- A commissary kitchen provides a commercial kitchen that is leased by the hour for small business owners, caterers, or even food cart or farmers market vendors. Is this something you would like to see in your community? Is there a need?
- What kind of entertainment is needed here?

***Input on new development/redevelopment: (focus on structures – what it looks like)***

- What do you like and not like about the way this neighborhood looks now?
- \*When you think of new development in this area – what are some examples of the type of development you would like to see more of? What would you like to see less of?
- Are there kinds of development in other areas of Dallas or other cities that you've been to that you would like to see here?
- \* Note: Here is where we will look at the visualizations. Here are pictures of new investments – ways that new development could look in this neighborhood. Would this be something you would like to see or not? And why? What are the positives and negatives of these concepts?
- These pictures are examples of redeveloped/reused buildings. Is this something you would welcome in your neighborhood?
- \*If these buildings are developed with less parking spaces than typical - does that worry you? Do you envision less parking as a problem?
- \*If this new use was down the street from you would you walk to it? Why or why not?
- Would you like to dine outside if there were public seating areas?
- \*Are there any other ideas or issues you'd like to see developing in this area?

***Street improvements and Transportation***

- \*How do you feel about the DART train that comes through here? What are the best and worst aspects of it?



- \*Do you ever ride the DART train? DART Buses? Why or why not?
- ☐ \*How else do you get around your neighborhood? Do you walk a lot, bike, drive?
- ☐ What do you like and not like generally about streets in this neighborhood overall?
- ☐ What, if any, changes would you like to see on streets in this area?
- ☐ Here is a picture of a street that has improvements made to it. If streets in your neighborhood looked more like this, would you change the way you get around? If so, how?
- ☐ \*What are the most important improvements that will make you feel comfortable walking to the station and around your neighborhood.

### ***Final Questions***

- ☐ \*Of all that you have heard today, what is most exciting to you? Is there anything that worries you?
- ☐ Would you like to be contacted again in the future as these plans take shape to give more feedback?
- ☐ What is the best way to communicate with you about projects like this – online? Telephone? Posters in stores/on telephone poles? Something else?

