



# HATCHER

## STATION AREA PLAN



FEBRUARY 2013



ORDINANCE NO. 28970

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

WHEREAS, the Mayor's GrowSouth Initiative has a primary goal to foster economic development opportunities in Southern Dallas; and

WHEREAS, Transit Oriented Development (TOD) and TOD planning is compatible with desirable sustainable growth and development; and

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 Grant joint Hatcher and Martin Luther King Jr. Station Area Committee, a group consisting of members representing the Hatcher and Martin Luther King Jr. Station areas and surroundings, area organizations, property owners, and residents, worked to develop the Dallas TOD Hatcher Station 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



Hatcher 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 these approaches 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.

### **DOCUMENT OVERVIEW**

The Hatcher Station Area Plan details specific initiatives to create a better future for the area, with particular attention to improving safety and multi-modal connectivity, reinvigorating affordable housing, and establishing strategies and guidelines to create a thriving

transit-oriented neighborhood over the long term. 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**



DART



Hatcher  
Station

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## STATION AREA PLAN

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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 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 (TOD) 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)



Hatcher Station

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Each Plan outlines an approach to stimulating and guiding redevelopment activities. Primary aspects of these approaches 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 Hatcher Station Area Plan details specific initiatives to create a better future for the area, with particular attention to improving safety and multi-modal connectivity, reinvigorating affordable housing, and establishing strategies and

guidelines to create a thriving transit-oriented neighborhood over the long term. The document is organized into the following main sections:

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CHAPTER 1

# SETTING AND EXISTING CONDITIONS



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 the Hatcher Station area into a vibrant, mixed-use environment. The Hatcher Station Area Plan aligns with district and document goals, and details specific initiatives to further advance positive change in the area.

The Hatcher study area includes neighborhoods surrounding the Hatcher Station roughly between Spring Avenue and the Union Pacific Railroad, with 2nd Avenue delineating the southwest perimeter and Juanita J. Craft Park at its northernmost point.



The City's 2006 forward Dallas! Comprehensive Plan identifies the Hatcher Station area, and the greater South Dallas/Fair Park area, for implementation of efforts ranging from station area improvements to neighborhood revitalization. A key objective of the Plan is to build on existing investments in the community and unite the numerous improvement concepts and programs envisioned for the area.

The most significant investments and improvement efforts in the vicinity include DART Green Line station investments;

the collaborative Dallas Housing Authority/nonprofit sector neighborhood revitalization plans for nearby Frazier and Turner courts; the Spring Avenue Master Plan; and the Neighborhood Investment Program target area just south of the area along Bexar Street.

The City's Complete Streets Initiative prescribes a new approach for designing and constructing streets, particularly those near transit stations. While the Initiative does not specifically identify pilot projects in the Hatcher Station area, "Complete Streets" policies and standards will benefit key area streets.

## STATION AREA OVERVIEW

The Hatcher Station area is located approximately four miles southeast of Downtown Dallas. Scyene Road is a major east-west oriented six-lane thoroughfare that forms a belt across the center of the area. The Hatcher Station is located at the heart of the area on the south side of Scyene Road just west of the Hatcher Street intersection. The area is largely composed of aging single-family neighborhoods with pockets of two- and three-story medium density apartments, along with large vacant lots, some small-scale retail and commercial centers, and warehouse distribution facilities.

The area's two primary corridors, Scyene Road and Hatcher Street, are dotted with apartments, strip commercial centers and smaller format retail uses such as fast food restaurants, auto repair shops, banking service centers, convenience markets and other services. Dallas South is a large shopping center with a Family Dollar grocery store and an expansive parking lot at the south end of the area, on the corner of Hatcher Street and 2nd Avenue.



The area has many single-family neighborhoods in various states of maintenance and upkeep.

The area immediately around Hatcher Station consists of vacant lots, single-family homes, churches and a liquor store just east of the

station. While some homes near the station are in good condition, other residential properties are vacant and/or abandoned. The newly developed Frazier Courts Housing Community is a rejuvenated residential area just north of the study area.

Running along the southern edge of the Hatcher Station area, 2nd Avenue was once an active commercial corridor. Today, the corridor consists of declining small-scale retail as well as churches, a school and civic facilities.

Union Pacific's heavy freight rail runs north-south along the eastern edge of the area. Much of the land between Hatcher Station and the rail line consists of warehouses and industrial uses including motor supply and concrete works, among others.

Hatcher Street is a wide boulevard that is difficult for pedestrians to navigate.



Scyene Road is a major, fast-moving roadway that is difficult for pedestrians to cross.



There are significant portions of vacant and/or underutilized parcels located throughout the area. A large vacant site directly across from the Hatcher Station on Scyene Road (between Bertrand Avenue and Hatcher Street) may provide an opportunity for future transit-oriented development. Additional development is proposed or underway near Frazier Courts Housing Community and the adjacent Spring Avenue redevelopment on the Hatcher Station area's northern edge. Future plans for Spring Avenue and vicinity include streetscape improvements along with housing, retail and office uses.

Pearl C. Anderson Middle Learning Center is the only Dallas Independent School District school located in the area.

Community facilities in the vicinity include the Larry Johnson Recreation Center just east of the area, and the Juanita J. Craft Recreation Center/Diabetes Health and Wellness Institute at the north end of the area. Juanita J. Craft Park, and Wahoo Park and Playground provide open space and recreation opportunities convenient to area residents.

## KEY ASSETS

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

- Hatcher DART Station
- 2nd Avenue
- Schools
- Juanita J. Craft Recreation Center/  
Diabetes Health and Wellness  
Institute
- Larry Johnson Recreation Center
- Open Space
- Frazier Courts Housing Community  
and Spring Avenue Revitalization

## Hatcher DART Station



The Hatcher Station is located on Scyene Road between Hatcher and York streets, and is served by the DART Green Line. The station opened in 2010 to create a transit link between Downtown Dallas and Fair Park. Transit ridership for the station averages 500 passengers per weekday. Facilities include a “kiss and ride” drop-off and pick-up area. Connections to two bus routes (routes 2 and 12) are available at the station. Peak service frequency is ten minutes. A mural featuring artwork from local artists serves as a station backdrop.

## 2nd Avenue



The southwest end of the Hatcher Station area is delineated by 2nd Avenue, which was historically an active commercial corridor. While current use and conditions are not optimal, a good urban fabric exists for reinvigorating 2nd Avenue into a historic “main street” type environment with small shop fronts facing the street.

## Schools



Pearl C. Anderson Middle Learning Center is a public school that serves grades six through eight in the Dallas Independent School District. The school is located on Garden Lane just south of 2nd Avenue and currently has an enrollment of approximately 460 students.

## Juanita J. Craft Recreation Center/Diabetes Health and Wellness Institute



A public-private partnership between the City of Dallas and the Baylor Health Care System transformed the long standing Juanita J. Craft Recreation Center into the area's first and only Diabetes Health and Wellness Institute. The Center is located on Spring Avenue on the north side of the Hatcher Station area, and offers a variety of public recreational, educational and wellness programs for youth, adults and seniors. Programs include physical activities, stress management, nutrition and weight management, and clinical services related to diabetes. The center supports the health and wellness of area residents who reportedly have the highest rate of diabetes, heart disease, cancer and strokes in the City of Dallas.

## Larry Johnson Recreation Center



The Larry Johnson Recreation Center is located just east of the Hatcher area on the corner of Dixon Avenue and Wullschleger Lane. The City of Dallas Parks and Recreation center offers a variety of recreational activities including sports, summer camps, cultural events, and programs that address community concerns such as juvenile violence, wellness and life management skills.

## Open Space



While there are no parks within the study area, there are several parks nearby that benefit area residents. These include Wahoo Park and Playground, Juanita J. Craft Park (adjacent to the Juanita J. Craft Recreation Center), and Parkdale Park. Nearby William Blair Park (Rochester Park) provides expansive natural open space – with trails, a lake and fishing piers – located just south of the Hatcher Station area.

## Frazier Courts Housing Community and Spring Avenue Revitalization



Frazier Courts Community Housing is a public housing and mixed income community for families located just north of the Hatcher area. The community is operated by the City of Dallas Housing Authority and is comprised of 76 high quality, affordable single-family homes – both rental and ownership units. The units were constructed in 2006 to replace aging public housing. The community also includes a Head Start child care center and a playground.

The complementary Spring Avenue Revitalization is a large-scale, multi-phased redevelopment project underway located adjacent to the Frazier Courts Housing Community. The project area extends beyond

Spring Avenue (between Hatcher Street and Benton Avenue) to encompass surrounding blocks on Brashear and Troy streets. The master plan for development includes streetscape improvements, infill housing, offices, shops and plazas. The South Dallas Fair Park Inncity Community Development Corporation building has already been constructed and residential development is underway.

Frazier Courts Community Housing and Spring Avenue Revitalization investments may help build momentum for further investment in the nearby Hatcher area.

## CHALLENGES AND OPPORTUNITIES

Despite the Hatcher 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

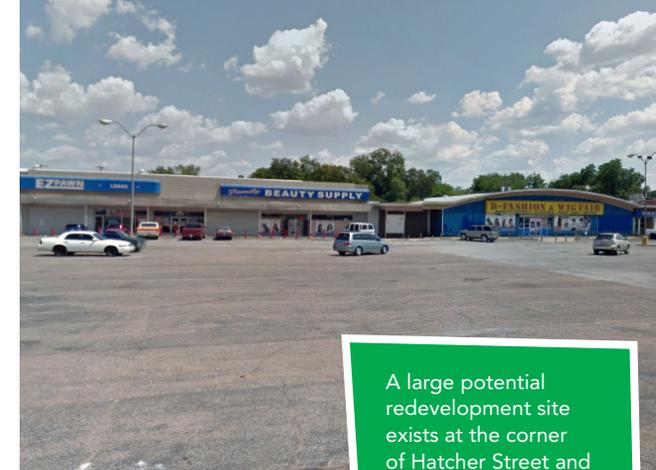
The significant number of vacant and underutilized parcels and aging residential and commercial buildings present a challenge for the Hatcher Station area. Multiple parcels, both large and small, throughout the area provide opportunities for potential infill development and redevelopment that can benefit the area with commercial and residential developments convenient to transit. Parcels strategically located on key corridors – such as Hatcher Street and 2nd Avenue – may allow for integration of context- and pedestrian-oriented land uses and site design. While incorporating walkable scale and design, due to its traffic volumes, Scyene Road may also benefit from attracting auto-oriented commercial uses. By filling the gaps in the streetscape and providing destinations

that better support community needs, the Hatcher area can become a more active and desirable place.

Individual parcels dotted throughout existing residential neighborhoods provide opportunities for high-quality single-family homes or townhomes. These new homes will help upgrade overall housing conditions, broaden affordable housing options, and bring increased activity to the area. New development and planned improvement projects north of the Hatcher area – such as Frazier Courts Community Housing and the Spring Avenue Revitalization, spearheaded by the Dallas Housing Authority – may help stimulate investment across the broader area.

Many underutilized sites in the Hatcher area have large-footprint commercial buildings and/or large parking lots that lack street presence and accessibility. These conditions contribute to inactivity in the area and longer walking distances between destinations. However, with participation from property owners, some of these parcels and structures may provide promising opportunities for renovation or new development.

The area immediately surrounding Hatcher Station mainly consists of



A large potential redevelopment site exists at the corner of Hatcher Street and 2nd Avenue.

vacant and underutilized parcels. A large vacant site directly across from the Hatcher Station (along Scyene Road between Hatcher Street and Bertrand Avenue, and south of Imperial Street) presents a major opportunity to incorporate transit-oriented development. The mixed-use project proposed for the site, known as Hatcher Square TOD, could better target the needs of the community and transit riders with a range of residential and commercial uses.

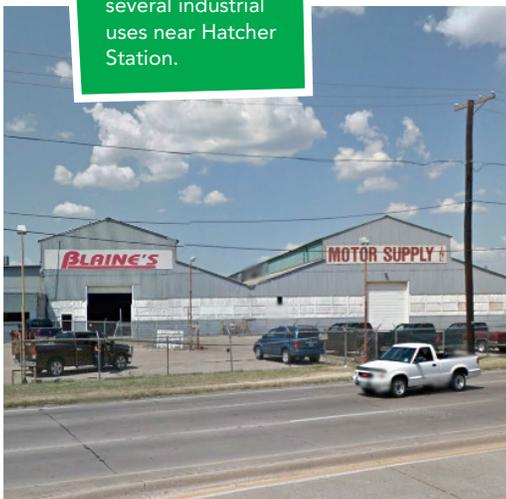
The Dallas South shopping center south of the Hatcher Station on the corner of Hatcher Street and 2nd Avenue is large scale, underutilized, and over-parked with expansive setbacks. A particularly large vacant site is located nearby on 2nd Avenue between Vannerson Drive and the railroad tracks. These sites present opportunities for establishment of facilities that reflect community priorities, such as a vocational and jobs skills training center.

Southwest of the Hatcher Station, 2nd Avenue was historically an active commercial corridor. Today, many of the buildings and façades are in disrepair. The corridor’s narrow right-of-way, historic structures, and orientation and scale of its buildings can contribute to the creation of a more pedestrian-oriented “main street.”

### Industrial Use

The heavy freight rail line, warehouses and industrial uses just east of the Hatcher Station have a blighted appearance and act as a barrier to neighborhoods and community resources to the west. However, these industrial uses contribute jobs and commerce in the Hatcher area and may bring about continued economic benefits.

Blaine’s Motor Supply is one of several industrial uses near Hatcher Station.



### Pedestrian and Bicycle Connectivity

Pedestrian and bicycle access between the Hatcher Station, surrounding neighborhoods and other destinations is a challenge. The Hatcher Station is located on the south side of Scyene Road, a six-lane thoroughfare that runs through the center of the Hatcher area. This busy roadway is a major barrier for pedestrian and bicycle access from neighborhoods to the north. The shortest distance across this wide roadway from the station to the north side of Scyene Road is approximately 100 feet. The area has only two pedestrian crossing points along Scyene Road, one at Hatcher Street and another a half-mile to the west at Spring Street. Inconsistent sidewalk coverage along Scyene Road further complicates access to the station from the east and west. Limited crossing points and dearth of pedestrian infrastructure near the station – such as incomplete or poorly maintained sidewalks – create particularly unsafe conditions.

Pedestrian and bicycle infrastructure in the broader area is generally poor with wide, unattractive streets; no bike lanes; few crosswalks; sidewalks that are absent or disconnected; and limited landscaping. A more walkable and bicycle-friendly environment should be fostered throughout the area, particularly along

the key corridors of Spring Avenue, 2nd Avenue, Hatcher Street and Scyene Road, including directly around the station area. Intersection and streetscape improvements along these roadways could include crosswalk enhancements, bike lanes, sidewalks, street trees, landscaping, lighting and other pedestrian amenities.

### Open Space

There are no parks or recreational open spaces within a quarter-mile of the Hatcher Station. Many community members do not own private transportation and instead rely on walking or mass transit as their primary source of transportation. The walking distance to the nearest open spaces, Juanita J. Craft Park and Wahoo Park, is one half-mile north from the Hatcher Station. There may be opportunities to provide open space that is more conveniently accessible to Hatcher residents by transforming vacant or underutilized lots into green spaces, and/or by incorporating quasi-public open space plazas and pocket parks in new development. Integrating parks, playgrounds, pocket parks, community gardens and landscaped pedestrian walkways in the community is a priority, particularly centrally located in the area, close to the Hatcher Station.

A channelized drainage canal weaves east-west through the northern portion of the Hatcher area just south of Juanita J. Craft Park. Spanning from west to east sides of the area and onward toward Parkdale Lake and Park, the canal may offer a potential opportunity for improvement as a community amenity and trail connection over the long term.

Large green spaces and underutilized properties exist near Hatcher Station, but they are under various property ownership and are inaccessible to area residents.

### Wayfinding

Wayfinding and pedestrian-level signage should be improved throughout the area. Existing signage along Scyene Road is auto-oriented. Gateway installations – such as public art, signage, archways and lighting – at the Hatcher Station and key intersections along Scyene Road and 2nd Avenue can help improve orientation and provide opportunities for the Hatcher area to convey a distinct image.



## SOCIAL AND ECONOMIC CONDITIONS

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

### Demographics

Within the study area, a half-mile radius around the station, there are approximately 3,350 people and 1,200 households. The number of households declined between 1990 and 2012 and is projected to continue shrinking, by a total of 9% by 2017. It is possible that new housing projects in the area may reverse that trend.

The population near the Hatcher Station is younger than the metro-wide population. The mean household size near the Hatcher Station is very close to that of Dallas as a whole.

The residents of the Hatcher Station area are predominately African-American and

Hispanic. Within the half-mile radius, 64% of the population is African-American, compared to 25% across Dallas, and 34% is Hispanic.

Incomes near the Hatcher Station are low. About 45% of the households earn less than \$15,000, well below the Dallas median of \$40,650. The median household income in the study area is \$26,913.

### 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 residents near Hatcher Station are going outside their immediate neighborhood to purchase most retail goods, groceries and personal services<sup>1</sup>. The exceptions are convenience stores, liquor stores and miscellaneous retailers. Based on this demand that is being met outside the station area, an opportunity is available to provide these goods and services within the Hatcher Station area.

There have been five sales of commercial properties between 2004 and 2012,

including four retail buildings and one warehouse. Given the few data points, it is difficult to identify trends in commercial properties near Hatcher Area.

For the retail space, the sale price per SF ranged from \$29 to \$191, with a median value of \$52 and mean of \$81 per SF. The high value was a relatively new building (constructed in 2000), located on 2nd Avenue. The retail sales show a slight upward trend since 2004.

Annual commercial rents within a half-mile radius of Hatcher Station<sup>2</sup>:

- Office-\$16.06 per SF
- Retail-\$8.88 per SF
- Industrial-\$3.63 per SF

### Residential Market

For economic and redevelopment strategies in TOD areas to succeed in economically 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

1. Source: The Nielsen Company

2. Provided by the City of Dallas, as reported by CoStar

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 Hatcher Station area is heavily dominated by rental housing. Nearly three-quarters of all households rent their homes in the study area. A study identified two sales of multi-family properties in the area between 2006 and 2008. The buildings included a four-plex and a 20 unit low-rise structure. The properties sold for \$39,000 per unit and \$66,400 per unit.

There were 11 sales of duplex properties (two units in a single structure) in the area between 2005 and 2012. The structures were built between 1913 and 1953 and are relatively small, ranging from 490 SF per unit to 580 SF per unit.

- The sold price per unit ranged from \$8,400 to \$93,100, with a median value of \$30,800 and a mean value of about \$35,900 per unit.
- The sold price per square foot ranged from about \$12 to \$135, with a median value of \$52 per SF and a mean value of about \$59 per SF.

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**

Due to the proximity of the Hatcher and MLK Station areas, the Advisory Committee was combined to include community members from both areas. The group was comprised of 14 members representing residents, local businesses,

non-profit agencies, government agencies, 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 to provide initial insight into the primary challenges and opportunities in the Hatcher Station area, and set the stage for upcoming community outreach. Stakeholders included developers, real estate brokers, property owners, and representatives from religious institutions. The interviews helped identify potential partnerships with developers, possible sites for new projects, and potential catalyst projects. Feedback from developers helped refine



Key area stakeholders provided feedback during advisory group meetings.

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, community residents and stakeholders were invited to participate in a community workshop. Because of Hatcher Station's proximity to the MLK

Station, both communities were invited to participate in one workshop that focused on both station areas.

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.
- Develop a vision for the future of the area.

Community workshop participants outlined key assets, opportunities and challenges on area maps.



Over 50 people attended, for 45% of whom this was their first time participating in a planning event for the area. Participants ranged in age from 31 to 70. While 11% of the participants lived within a block or two of the station areas, the majority lived more than three miles away. However, nearly everyone in attendance indicated they travel to the station areas for work or errands.

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 ROUNDTABLE AND INTERVIEWS

A roundtable was 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 potential Hatcher Station area catalytic projects, particularly the proposed Hatcher Square TOD project. They noted challenges to the concepts and financial assumptions in the pro formas and helped to create Plan recommendations that could be feasible based on these market conditions. Information provided by participants was also used to refine and finalize the proposed catalytic projects in the area.

Interviews were conducted to explore the feasibility of adaptive reuse in the Hatcher Station area 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 Hatcher Station 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 Hatcher Station 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.

Focus group discussions provided valuable on-the-ground perspectives from those living in the Hatcher Station area 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 (see Appendix D: Focus Group Summary).

Participants emphasized important common themes including the need for: enhanced safety on DART trains and at the stations; improved lighting and security near the stations; infill and rehabilitation of existing housing stock; and development of affordable new housing.

## COMMUNITY FEEDBACK EVENT

In late October 2012, the well known annual Harambee Festival provided an opportunity to share Draft Plan direction with the Hatcher community and to solicit feedback on both the MLK and Hatcher Station Area Plans.

The event booth showcased Hatcher Station 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 four basic questions concerning the area. More than 90 surveys were completed (see Appendix B: Survey Results).



A booth at the Harambee Festival allowed community members to view project plans and take a targeted survey.

Community feedback event survey response highlights:

- Important types of development needed for the Hatcher area include housing, employment centers, health facilities and new businesses.
- The majority of respondents reported a belief that safety concerns are a barrier to economic development.
- Nearly every respondent recorded positive impressions of the visualizations of the proposed Hatcher Square TOD new development concept and the adaptive reuse concept.

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 Hatcher area.

## VISION

The Hatcher area is envisioned as **a safe, walkable mixed-use neighborhood that provides a range of neighborhood-serving retail, housing options and vocational enrichment opportunities.**

A critical priority is to progressively grow economic vibrancy in the area. Initial steps should include expanded continuing education and jobs training, support to small business entrepreneurs, and new employment-generating commercial uses.

The Hatcher area will become a more walkable and bikable place with safer paths of travel particularly along Hatcher



Street, Scyene Road, 2nd Avenue and Spring Avenue. These corridors should feature enhanced sidewalks, bike lanes, street trees and landscaping. Streetscape and intersection improvements should knit together the neighborhoods on both sides of Scyene Road and create a safe and pedestrian-friendly area around Hatcher Station with striped crosswalks, artful paving materials, sidewalks and lighting.

The community envisions the Hatcher Square TOD site, just north of Hatcher Station, as a future thriving community focal point that draws residents and transit riders. Ground floor retail, small offices, and new or upgraded diversified housing

options in and around Hatcher Square TOD will also help infuse life into the area.

Over the long term, 2nd Avenue should regenerate into a pedestrian-oriented “main street” with retail, restaurants and family-friendly entertainment. Restored historic buildings, attractive façades, freshly painted storefronts, public art, street murals and landscaping will contribute to a walkable and pleasant environment. Coupled with relatively affordable rents for storefronts and office spaces, these incremental improvements could help attract creative entrepreneurs to launch new neighborhood-friendly small businesses.

New mixed-use development at key locations, repurposing of existing



Enhanced pedestrian and bicycle facilities for increased connectivity.



Walkable and active street and building edges.



Family-friendly, safe, and with a sense of place.

buildings, façade improvements and new signage will also contribute to a more comfortable environment with greater pedestrian activity. Establishing a police substation in the area would further support community safety.

Neighborhood parks and community gardens will provide vibrant areas for community gathering and recreation. Reuse of the drainage canal in the northern part of the Hatcher area is a potential opportunity. This long-term improvement could serve as a community amenity that would provide an east-west open space trail link through the Hatcher area with connections up to Juanita J. Craft Park and adjacent recreation center.

**GUIDING PRINCIPLES**

■ **Connect the Neighborhood**

Create safe connections – particularly for pedestrians and bicyclists – between residential areas and transit, commercial areas, and other key destinations.

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

Foster creation of a walkable environment through active small-format ground floor uses, building entrances at sidewalk edges and parking set back from public walkways.

■ **Support Community Livability and Safety**

Increase lighting, police visibility and overall “eyes on the street.” Enhance safe routes throughout the community. Improve the area’s aesthetic appeal and ambiance with reuse/ redevelopment of older buildings, attractive architectural styles, landscaping, public art and gateways.

■ **Stimulate Economic Development**

Pursue catalytic opportunities for commercial and residential development and redevelopment. Rehabilitate older buildings and support new uses for development on vacant lots.



A range of housing options for workers and seniors.

Façade improvements and adaptive reuse to stimulate economic development.



Small groceries to serve the local community.



■ **Support Vocational Enrichment and Business Entrepreneurs**

Provide job and skills training opportunities through a vocational center. Support small business entrepreneurs with retail incubators at key locations to encourage start-up retail businesses through discounted space, shared supplies and training programs.

■ **Reinvigorate and Broaden Housing Options**

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

■ **Develop Community Open Space**

Identify opportunities for infill parks, pocket parks or community gardens in areas that are well activated by adjacent uses. Explore reuse of the canal as a trail connection and community amenity.

■ **Upgrade and Expand Retail Offerings**

Incentivize façade improvements and rehabilitation projects to transform street character. Attract locally-serving uses such as a neighborhood-scale grocery store, a variety store, a deli, casual-dining restaurants and family-friendly entertainment.

CHAPTER 4

# CONCEPTUAL DEVELOPMENT PLAN



The overall conceptual development plan for the Hatcher Station area leverages the existing investment of the station, 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 the Hatcher Station area 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** identify the most promising areas for potential development and types of development that could occur in the near term, including a catalyst development project and adaptive reuse opportunities

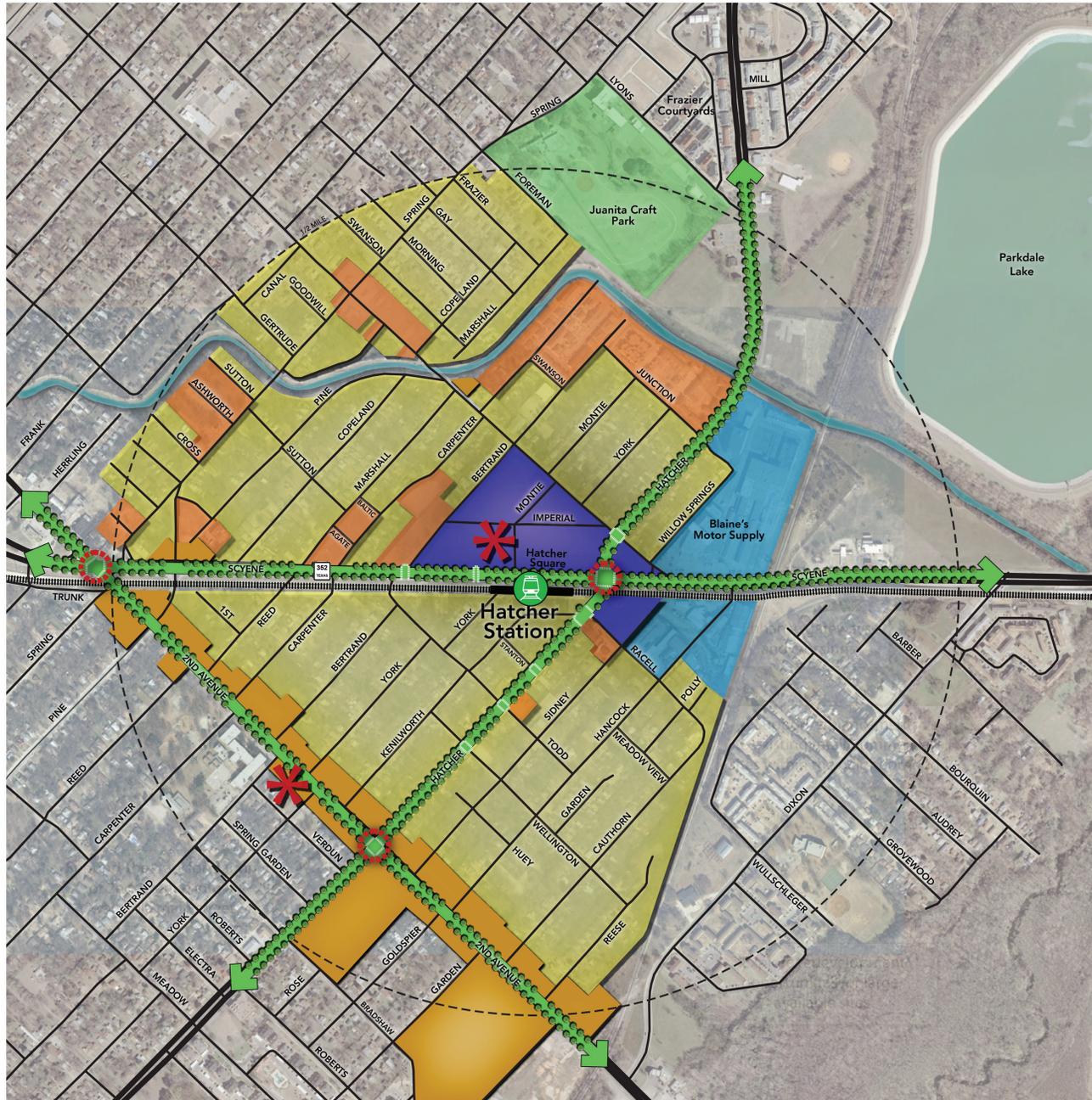


proposed to create the greatest level of positive change.

- **Multi-Modal Connectivity Concept** presents potential design solutions for improving station access to surrounding neighborhood destinations.
- **Neighborhood Character and Design Guidelines** outline design

recommendations to guide future development and build desired neighborhood character.

As the Hatcher Station area redevelops over time, development should occur in accordance with this development plan and its components described in this chapter.



### Hatcher Land Use Concept Plan

- Hatcher Station
- 1/2 mile radius
- Priority Intersection/Crosswalk
- Secondary Streetscape Area
- Gateway
- Example Catalyst Sites
- Main Street
- Urban Mixed-Use
- Urban Neighborhood
- Industrial Area
- Residential Neighborhood



## LAND USE CONCEPT PLAN

The Land Use Concept Plan for the Hatcher Station 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.
- **Main Street** concentrates pedestrian activity along a walkable corridor with places for living, working and shopping.
- **Residential Neighborhood** consists of predominantly single-family detached homes with some shops, restaurants and institutional land uses.
- **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.

- **Industrial Area** provides important employment opportunities and is composed largely of low-density buildings and industrial yards with large surface parking areas for cars and trucks.

**Urban Mixed-Use** includes a vibrant mix of employment, retail and housing. Buildings in this area may range from small shops and townhomes to mid-rise commercial and residential, with appropriate transitions to single-family neighborhoods. This area should provide strong pedestrian-friendly links to transit with streetscape enhancements along Scyene Road and Hatcher Street.

Walkable **Main Streets** are corridors with places for living, working and shopping. Second Avenue is such a corridor in this area. These areas should feature one- to four-story high buildings placed at the sidewalk edge, and high-quality pedestrian environments with wide sidewalks, trees, sidewalk cafes, and outdoor dining.

The Hatcher Station area is largely composed of **Residential Neighborhood**. These neighborhoods will remain predominantly residential. Improvements focus on providing better pedestrian access to shopping, schools and community services.

**Urban Neighborhood** is characterized by a wide variety of housing options such as single-family detached homes, townhomes and low- to mid-rise condominiums or apartments. Concentrations of shops and offices may be clustered at key locations.

**Industrial Areas** include warehouses and industrial uses that will continue to provide jobs and services that rely on the convenient access to major roads and rail.

## Other Concept Plan Elements

The **Secondary Streetscape Areas** are streets that should be considered for future improvement. These improvements include enhancements to the pedestrian environment such as street trees, sidewalk improvements, directional signage, traffic calming, and crosswalk upgrades.

**Gateway** features installed 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. Public art makes a memorable gateway and promotes the work of local artists and cultural programs.



### Hatcher Strategic Near-Term Opportunities

- Hatcher Station
- 1/2 mile radius
- Priority Intersection/Crosswalk
- Secondary Streetscape Area
- Gateway
- Redevelopment Potential
- Additional Opportunity Areas
- Near-Term Walkable Main Street Opportunity Areas
- Example Catalyst Sites:
- Proposed Hatcher Square Catalyst Project
- Example Adaptive Reuse Catalyst Project

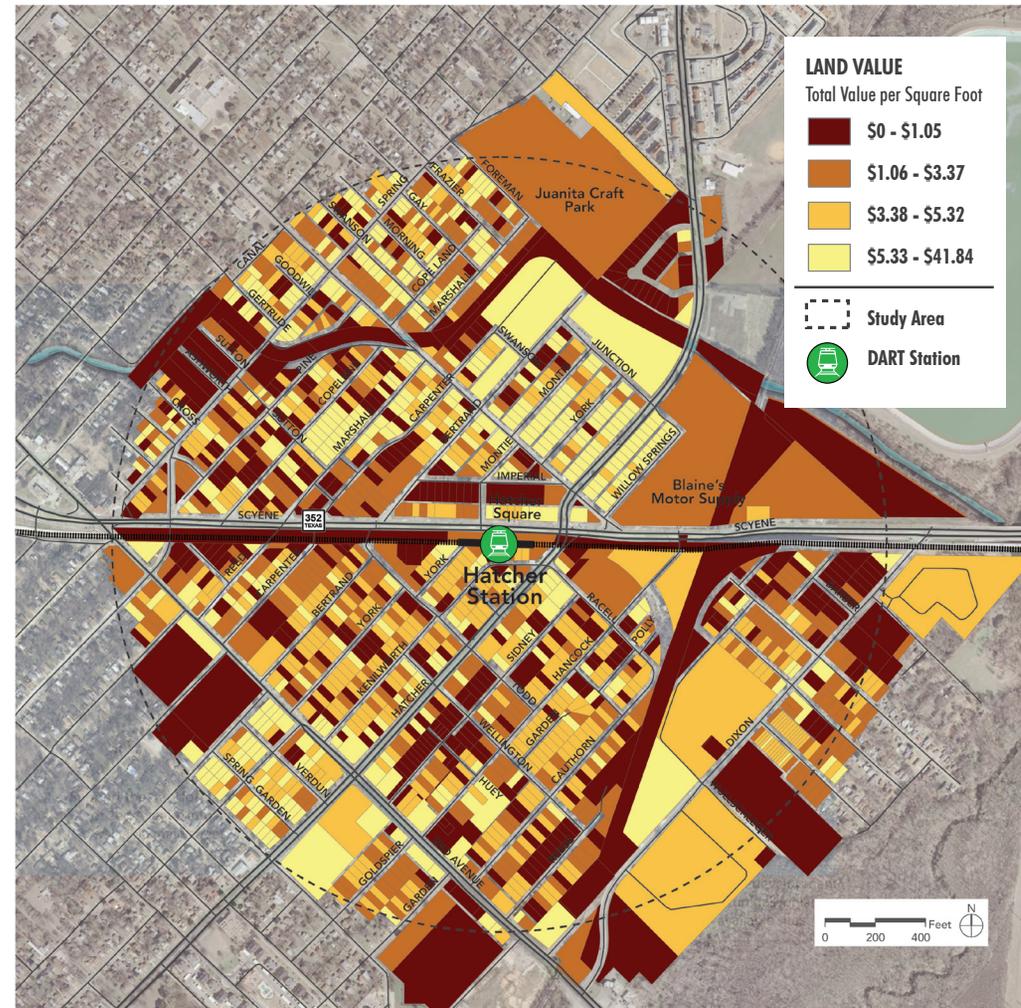


**NEAR-TERM STRATEGIC OPPORTUNITIES**

The Hatcher Station area is a significantly built out community with a large proportion of older residential and commercial buildings, and many vacant and/or underutilized parcels. Several 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 the DART station, 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 vacant eight-acre site on the north side of Scyene Road between Bertrand



Avenue, Hatcher Street and Imperial Street is proposed as a **near-term catalyst development opportunity**. Parcel assembly has already been completed

and the site is primed to support the proposed **Hatcher Square TOD**, a new mixed-use development. Targeted development at this site will energize



There are opportunities for façade improvements and storefront enhancements along 2nd Avenue.

the Hatcher Station area and help build momentum for future investment.

Vacant and underutilized parcels strategically located on key corridors may allow for integration of context- and pedestrian-oriented land uses and site design. Retail, office and residential uses, as well as streetscape improvements and pedestrian amenities along Hatcher Street and 2nd Avenue, in particular, will further support a walkable environment for both residents and transit riders.

Initial steps could be pursued to support the regeneration of 2nd Avenue as a walkable “main street” over the long-term with retail, restaurants and family-friendly entertainment uses. The corridor’s narrow right-of-way, historic structures, and orientation and scale of its buildings can contribute to the creation of a more pedestrian-oriented environment. Façade improvements, with support of existing local businesses, can help revitalize the corridor’s original character. Improvements could involve more

extensive restoration of storefronts and awnings, or minor modifications such as repainting façades, using local artists to create murals, and updating signage. Streetscape improvements

could include wider sidewalks, outdoor seating, street trees, lighting and landscaping. Relatively affordable rents for storefronts and office spaces could help attract creative entrepreneurs to launch new neighborhood-friendly small businesses.

Existing retail buildings along the west side of 2nd Avenue between Bertrand and Carpenter avenues serve as a **prototype for exploring potential adaptive reuse and façade improvements**. The approach retains existing retail uses and transforms an existing lackluster storefront into an engaging pedestrian-friendly street front. Several other sites in the Hatcher Station area may provide opportunities for similar upgrades and modifications over the long term.

In addition to these smaller improvements, redevelopment opportunities for large available sites should be explored. Potential sites include the vacant property on the south side of 2nd Avenue between Vannerson Drive and the railroad tracks, as well as the underutilized Dallas South shopping center site at the corner of Hatcher Street and 2nd Avenue. Facilities that reflect community priorities, such as a vocational

and jobs skills training center, could be a part of future development at one or several of these sites.

Individual vacant or underutilized parcels in the residential neighborhoods provide opportunities to infill with high-quality single-family homes or townhomes, upgrade housing conditions, broaden affordable housing options, and bring increased activity to the area.

An important near-term priority is to create safer paths of travel through the area, particularly along 2nd Avenue, Hatcher Street and Scyene Road. Intersection improvements are identified along Hatcher Street where fast-moving traffic abuts single-family neighborhoods at 2nd Avenue, Wellington Street, Todd Street, Stanton Street, Racell Street, Scyene Road and Lagow Street.

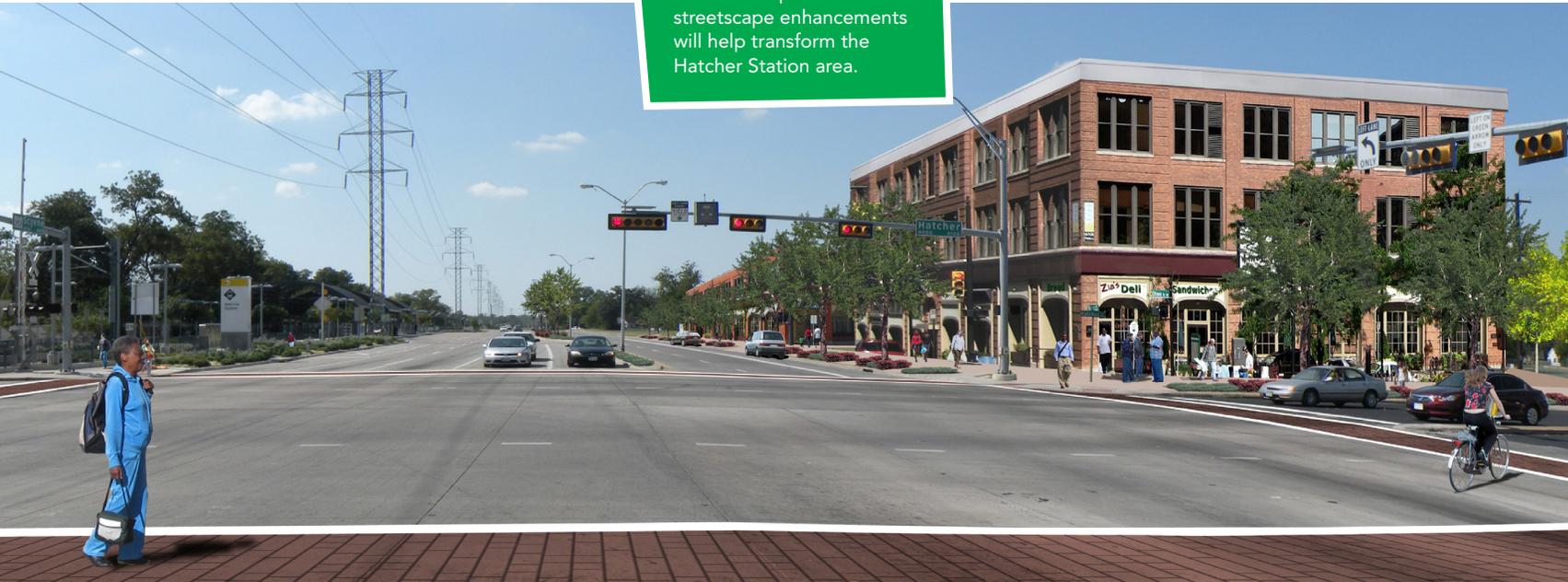
Scyene Road should become more walkable and safe in scale and design, particularly at intersections and around Hatcher Station. With its heavy traffic volumes, Scyene Road may also benefit from attracting auto-oriented commercial uses. In addition to implementing intersection improvements at 2nd Avenue and at the major Scyene Road and Hatcher Street intersection, connections

could potentially be added across Scyene Road at Montie Street and Bertrand Avenue.

Intersection and streetscape improvements along Hatcher Street and Scyene Road could include upgraded crosswalks, enhanced sidewalks, bicycle lanes, lighting and landscaping (further detailed in the Multi-Modal Connectivity Concept section). Gateway features at key entry points are proposed to better define the neighborhood and the station area at the intersections of Scyene Road and Hatcher Street, Scyene Road and 2nd Avenue, and 2nd Avenue and Hatcher Street.

Small-scale, accessible open spaces are critical to creating a more livable Hatcher Station area. There may be opportunities to provide open space by transforming vacant or underutilized lots into green spaces, community gardens, play spaces, and/or by incorporating quasi-public open space plazas and pocket parks in new development. Use of the drainage canal right-of-way in the neighborhood's northern section could be explored for improvement as a community amenity and trail connection over the long term. Another pedestrian/bicycle trail connection should be explored along

New development and streetscape enhancements will help transform the Hatcher Station area.



the rail right-of-way north of Scyene Road between Hatcher Street and Parkdale Lake. Racell Street could also be enhanced to provide an on-street connection between the rail right-of-way and the Hatcher Station.

Following are the steps needed to foster near-term, incremental transformation of the Hatcher Station area.

- Advance the proposed Hatcher Square TOD catalyst project.
- Pursue development opportunities for other catalyst sites.
- Continue to support transit-oriented

development near the Hatcher Station.

- Explore redevelopment opportunities for large available and underutilized sites, such the vacant property on 2nd Avenue between Vannerson Drive and the railroad tracks, and Dallas South shopping center.
- Pursue infill and rehabilitation of existing housing stock as properties become available.
- Support enhancements to existing retail/commercial sites and incentivize adaptive reuse and façade improvements.

- Implement streetscape improvements on Hatcher Street, Scyene Road and 2nd Avenue to contribute to safety and livability, and to encourage private realm improvements.
- Identify opportunities to create small-scale neighborhood-oriented open spaces such as community gardens and children’s play spaces.
- Support the transformation of 2nd Avenue into a walkable “main street” environment.

## 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 Hatcher Station area is served by DART’s Green Line at the Hatcher Station. The Hatcher Station is accessed primarily by Scyene Road and Hatcher Street. Scyene Road is classified in the Dallas Thoroughfare Plan as a PA/M-6-D (Primary Arterial, six lanes divided) and Hatcher Street is classified as a MA/S-4-U (Minor Arterial, four lanes undivided). The station offers a passenger drop off and pick up area, but no parking. Connections to two bus routes (routes 2 and 12) are available at the station.

Accessing Hatcher Station from the north requires crossing six lanes of traffic on Scyene Road. Sidewalks range from nonexistent to poor quality and there are few safe pedestrian crossing points to the station. Vacant parcels and industrial uses surrounding the station do not support pedestrian activity in the area. Over

time, vacant parcels could potentially be redeveloped with uses and amenities that provide desirable destinations for pedestrians, cyclists and transit users.

Potential design solutions for improving station access to/from surrounding neighborhood destinations focus on enhancements along Scyene Road and Hatcher Street. Key actions for improving multi-modal connectivity include: creating additional crossing points across Scyene Road, modifying the median refuge at Hatcher Street to include pedestrian crossing signals and ADA improvements, and installing sidewalks on the south side of Scyene Road and on the north side of Scyene Road where there is a one-block gap in sidewalk connectivity just west of Hatcher Street.

Safe pedestrian connections are needed throughout the area with the addition of improved sidewalks and crosswalks. Sidewalk widening, landscaping and pedestrian amenities should be considered along 2nd Avenue to support a “main street” environment.



Complete Streets improvements will be critical to enhancing station access and neighborhood mobility.

### Complete Streets

The City’s Complete Streets Initiative provides a new approach for designing and constructing streets, particularly those near transit stations. Although the Hatcher Station area is not included among the Initiative’s pilot projects, the policies and standards included in its street design manual will benefit the streets surrounding Hatcher Station. Policies focus on improvements to better accommodate bicycles and pedestrians, such as streetscape enhancements, shared bicycle lanes, and upgraded sidewalks and crosswalks.

## 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.

- 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.
- 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.
- 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.
- Provide access to light and fresh air via windows, patios, green roofs, and balconies on upper floors.

**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.
- Create a more pedestrian-friendly, main street type environment particularly along 2nd Avenue with sidewalk and building façade improvements.
- 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.

**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 the Hatcher Station area.

- 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, wherever 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.

CHAPTER 5

# CATALYST PROJECT IMPLEMENTATION



Hatcher

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.

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

### **CATALYST DEVELOPMENT SITE**

Hatcher Square is a proposed catalyst project on a vacant site located on the north side of Scyene Road directly across from Hatcher Station. The proposed Hatcher Square TOD project builds on a mixed-use, transit-oriented development concept that was envisioned for the site prior to the Dallas TOD project. The development program was refined during the Dallas TOD project to more

accurately reflect market conditions and the challenging conditions of the adjacent neighborhoods. A phased approach for the proposed Hatcher Square project is recommended by this Plan, with seven buildings containing a mix of apartments, retail and office space. A majority – 70% – of the apartments are affordable and expected to be occupied before the market rate apartments. This particular site and development program have the potential to create the greatest level of incremental positive change for the Hatcher Station area.

The location is strategic in its likelihood to build on energy generated by the adjacent Hatcher Station and nearby recently constructed Frazier Courts Housing Community, a neighborhood of townhomes and single-family homes on the area's northern edge. The site covers approximately eight acres along Scyene Road between Hatcher Street and Bertrand Avenue, and south of Imperial Street.

A major advantage of the site is that it provides sufficient parcel breadth and depth to develop and provide parking for a new large-scale mixed-use project.



This scale allows for maximum build out and flexibility in site planning and urban design. Additional benefits that make new development particularly attractive include: parcel assembly has already been completed; the entire site has been cleared, readying the eight acres for development; the area is already zoned for mixed-use development; a local non-profit developer are pursuing the project; convenient access is provided via adjacent arterial Scyene Road and local streets that encompass the site; and rents are affordable relative to typical incomes in the area.



### Proposed Development Program Highlights

- 1** 270 new housing units, ranging in size from studio to three-bedroom units.
- 2** 42,300 square feet of leasable retail and office space.
- 3** 114 surface parking spaces
- 4** 232 structured spaces.

**Hatcher Square Project**

- **Concept:** Mixed-use, mixed-income development adjacent to Hatcher Station.
- **Uses:** Residential, senior housing, office, retail, and restaurant.
- **Form:** Seven three-story buildings with garage spaces and surface parking. Three buildings encircle a structured parking garage and plaza area.
- **Station Proximity:** The site is adjacent to Hatcher Station.
- **Parking:** 232 garage spaces; 114 surface spaces; 114 on-street spaces.

**DEVELOPMENT COSTS AND OPERATING REVENUES**

A number of development costs and financing tools could be used to implement the proposed Hatcher Square TOD catalyst project. Hard costs are estimated to be \$95/SF for the residential and non-residential portions. Based on input from Dallas developers, tenant improvement allowance (TIs) in the retail space is assumed to be \$25/SF. Hard costs for the 114 parking spaces are estimated at \$2,000 per space, and \$45/SF for the 35,400 SF parking structure. Total hard costs, including the TI allowance and

surface and structured parking, amount to \$29.5 million. The financial analysis assumed that land costs are \$750,000, the amount of an outstanding loan used to purchase the property.

The pro forma includes developer fees (5%), a broad category of soft costs (20%) and a contingency (5%). The total development costs for the entire project are expected to be in the range of \$35-45 million.

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 (including lease commissions) equal 23% of gross rent revenues for all uses. The pro forma assumes a 7.5% capitalization rate for the entire project.

Across the seven buildings, there are 270 residential units.

- The **affordable apartments** account for 70% of the residential component. Vacancy starts at 10% in the first year and stabilizes at 5% in Year 3. The expected affordable rents are based on HUD’s 2013 fair market rents for the Housing Choice Voucher Program<sup>1</sup> for the 75215 zip code.
- The **market-rate apartments** have weighted average rent of \$0.91/SF. Vacancy starts at 20% in the first year and stabilizes at 5% in Year 3. Table 5.1 shows the number of units, their size, and rent for different apartment sizes.
- The annual **retail rents** are assumed to be \$12/SF (\$1.00 per month) triple net. Vacancy starts at 50% in the first year and then stabilizes at 5% in Year 3.

**Table 5.1: Hatcher Square TOD Project – Residential Unit Types and Rents**

Unit Type	% of Total Units	# of Units	SF/Unit	Affordable Rent/Unit	Market-Rate Rent/Unit
Studio	25%	68	450	\$480	\$450
One bedroom/one bath	19%	51	650	\$580	\$585
One bedroom/one bath+den	20%	54	725	\$580	\$674
Two bedroom/one bath	21%	57	850	\$730	\$765
Three bedroom/two bath	15%	40	850	\$970	\$1,063

1. The Housing Choice Voucher Program allows for very low-income families to choose to 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. Market rents are based on the estimated rent the market would bear for new housing in the area, which is lower than affordable rents as defined by HUD.

**ZONING PLAN**

This section provides zoning change recommendations and proposed development standards for the Hatcher Square site.

The majority of the Hatcher Square site is currently zoned PD 849 for MF-2(A) and Community Retail uses on the first floor of structures abutting Hatcher Street. The westernmost portions of the site are zoned PD 716 and PD 595 for R-5(A) uses. PD 716 and PD 595 R-5(A) allow single-family residential uses. Table 5.2 summarizes the PD 849 requirements. The property adjacent to (north of) the Hatcher Square site is zoned PD 595 and has been largely assembled for future development of an integrated site plan.

A zoning change to a Walkable Urban Mixed-Use-3 District (WMU-3) with a Shop Front overlay, in Chapter 51A Article XIII: Dallas Form Districts is recommended to facilitate the proposed project.

The WMU-3 District with a Shop Front overlay permits the proposed uses, including a single story shop front, ground floor retail, office and personal services, and apartments.

Tables 5.2 and 5.3 summarize development standards for the WMU-3 District. Without adjustments, the proposed development requires 518

Table 5.2: PD 849 Requirements	
Front yard	10'
Side and rear yard	10'
Maximum number of dwelling units	136
Maximum floor area for office, retail and personal services	10,000
Maximum height	60' (no residential proximity slope)
Maximum lot coverage	80%
Lot size for single family and duplex	1,000 SF
Maximum nonresidential parking	One space per 250 FT of floor area
Required parking for multi-family	Two off-street spaces per dwelling

Table 5.3: Walkable Urban Mixed-Use-3 (WMU-3)	
Height	3.5 stories, 50'
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'
Parking Cap	Surface parking may not exceed 125% of the required parking specified

parking spaces. Because the proposed project has affordable units, is within 600 feet of walking distance from the station area, and is mixed-use, the following parking adjustments apply:

- 50% reduction for affordable units.
- 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 25 percent for properties located within a 600-foot walking distance of a rail transit station.

With the allowed reductions, 291 spaces are required for the proposed development. As currently designed, 460 spaces are provided: 232 garage spaces, 114 surface spaces, and 114 on-street spaces.

**DEVELOPMENT ACTION PLAN**

The following strategies and actions are recommended as the first steps to implement the Hatcher Square project.

Table 5.4: Development Action Plan		
Strategy	Action	Lead
Refine project scope	<ul style="list-style-type: none"> <li>Review and refine conceptual development program.</li> <li>Secure additional properties as necessary.</li> </ul>	OED / Developer
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>4% and 9% Low Income Housing Tax Credits (LIHTC)</li> <li>New Markets Tax Credits</li> <li>Non-profit organizations</li> <li>Public/private partnerships</li> <li>Additional funding sources as they become available</li> </ul>	Developer/OED
Coordinate with local development partners	<ul style="list-style-type: none"> <li>Work with partners to encourage people to do similar projects on other sites. Use this program as a starting point on other sites.</li> </ul>	OED
Facilitate development proposals	<ul style="list-style-type: none"> <li>Negotiate development agreement with developer to secure funding and implementation.</li> <li>Rezone property to be consistent with the plan.</li> <li>Ensure appropriate bicycle and pedestrian streetscape improvements are included in the development plan.</li> </ul>	Developer/OED/SDC

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

CHAPTER 6

# ADAPTIVE REUSE IMPLEMENTATION



The Hatcher Station area is comprised of many existing buildings that are vacant or in need of repair. 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 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 adaptive reuse.

### **ADAPTIVE REUSE**

Adaptive reuse is the practice of repurposing older buildings to support new uses as an alternative to demolition or vacancy. 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 respond to current market demand in the neighborhood. Different uses and/or building

modifications could be applied to a variety of building scales as appropriate. 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 business owners.

### **ADAPTIVE REUSE PROTOTYPE – FAÇADE IMPROVEMENTS**

Adaptive reuse and minor modifications with façade improvements to existing retail buildings along 2nd Avenue could revitalize a once thriving “main street” that retains much of its original character.

The site used as a prototype is located on the northwest corner of 2nd and Bertrand avenues. In this example, the buildings will retain their current uses. Parking standards have changed since the buildings were constructed so new parking standards will apply.

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

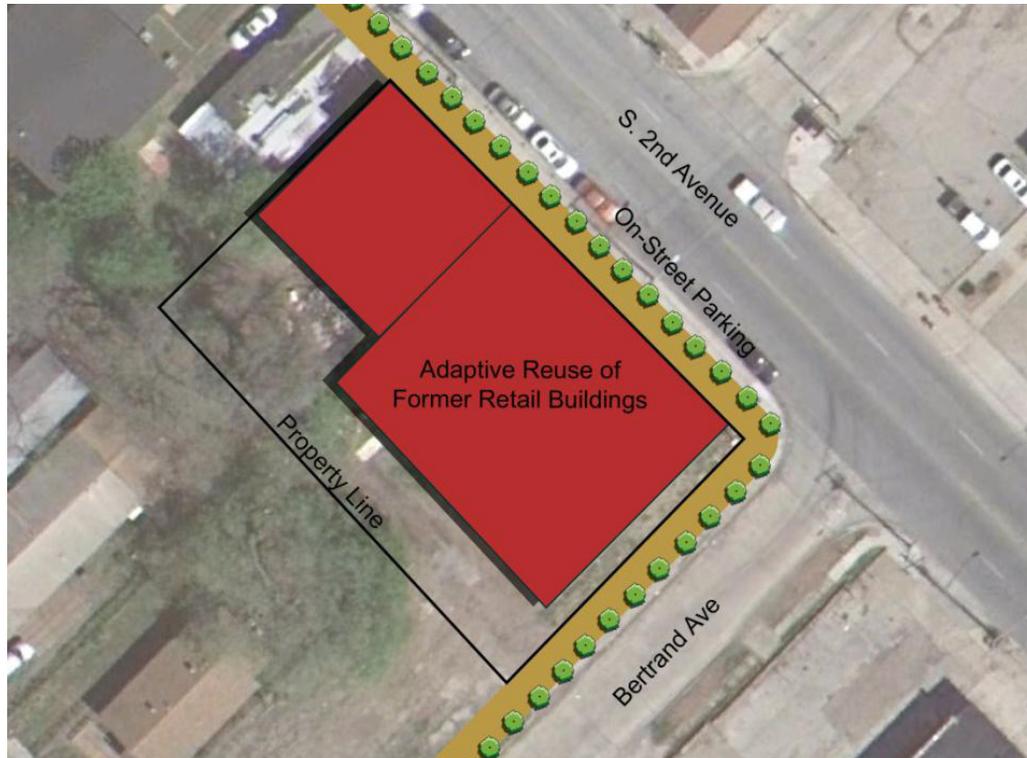
- Do not require parking for outdoor dining areas.

- Use joint, shared, and remote parking.
- Count on-street parking in parking requirements.
- Reducing 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.



- **Development 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 planning and 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.

**ADAPTIVE REUSE ACTION PLAN**

The following 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.

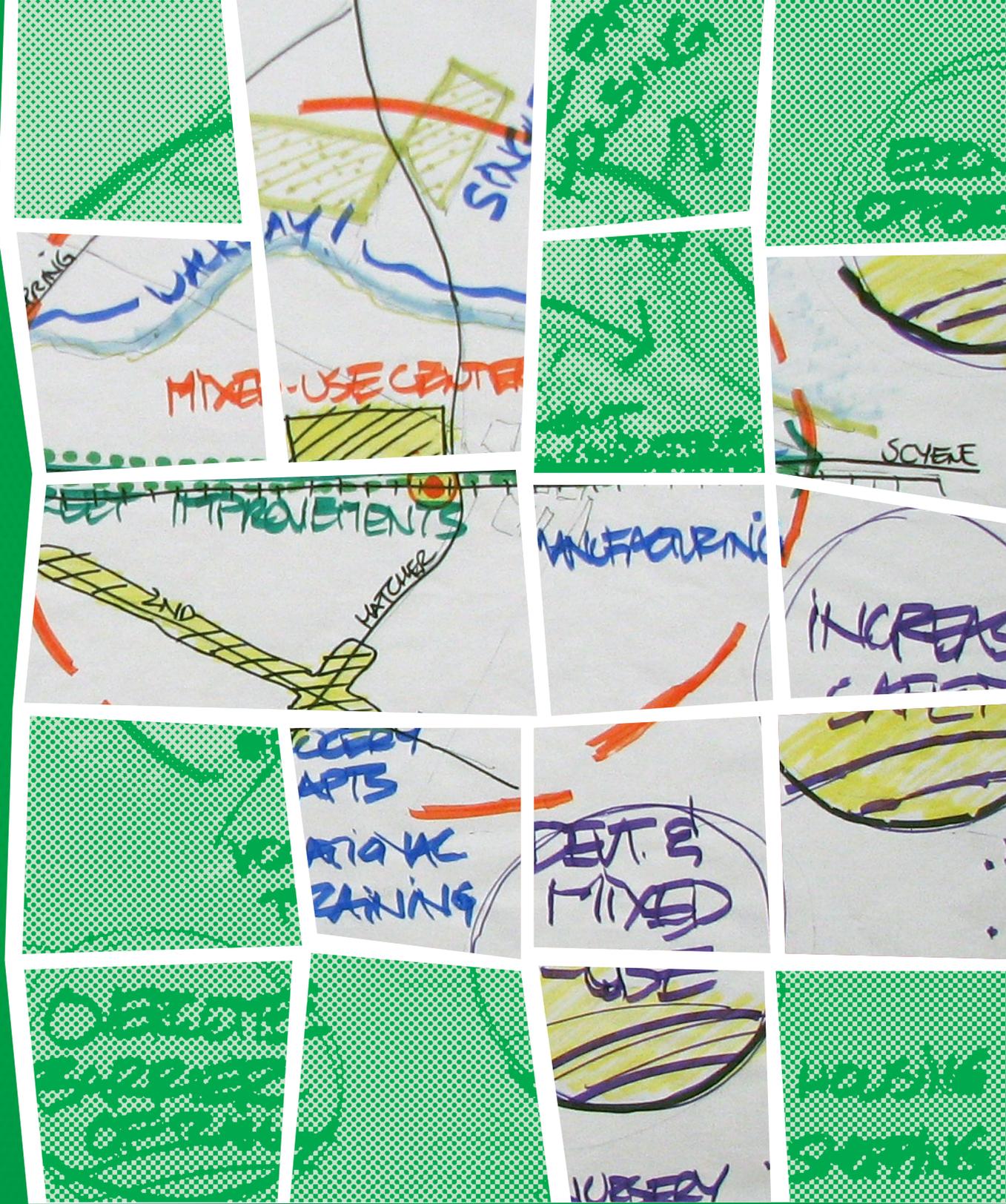
**Table 6.1: Adaptive Reuse Action Plan**

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 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 the Hatcher Station area appropriate for an adaptive reuse overlay, with the Second Avenue corridor as a priority.</li> <li>• If appropriate, rezone target areas with an adaptive reuse overlay.</li> <li>• Create a program to market opportunities to local developers and business owners.</li> </ul>	SDC

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 Hatcher 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 Hatcher Station area. Key strategies related to financing, outreach, zoning, and transportation will help advance the strategic opportunities outlined in this Plan.

Table 7.1: Financing Strategies		
Strategy	Action	Lead
Provide funding programs and creative tools to fill the gap between available funding and funding required to implement strategic opportunities.	<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> </ul>	OED

Table 7.2: 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 resident groups and local developers and spotlight the best development opportunities.</li> </ul>	SDC/OED

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

**Table 7.3: 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> </ul>	SDC

**Table 7.4: Transportation Strategies**

Strategy	Action	Lead
Create safe crossings to the station.	<ul style="list-style-type: none"> <li>• Install pedestrian crossing signals and ADA push buttons at the median crossing at Hatcher Street across from the Hatcher Station.</li> </ul>	Public Works, Transportation Planning
Improve ADA accessibility.	<ul style="list-style-type: none"> <li>• Add and improve ADA ramps on the southwest and northeast corner of the intersection of Hatcher Street and Scyene Road to directional ramps.</li> <li>• Modify current median crossing on Hatcher Street across from Hatcher Station to be ADA compliant; the ramp is approximately four feet wide and needs to be six feet in order to meet current standards.</li> </ul>	Public Works, Transportation Planning
Improve sidewalk connectivity on Scyene Road.	<ul style="list-style-type: none"> <li>• Consider installing sidewalks on the south side of Scyene Road where a man-made trail (where the area has been traversed by pedestrians) indicates a frequently used path of travel. Complete sidewalks on the north side of Scyene Road where there is a sidewalk gap of about a block on the northwest side of the intersection with Hatcher Street.</li> </ul>	Public Works, Transportation Planning
Address area gateways.	<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, particularly Scyene at Hatcher and 2nd Avenue, and Hatcher at 2nd Avenue.</li> </ul>	SDC, Public Works, Transportation Planning
Consider future street improvements.	<ul style="list-style-type: none"> <li>• Any or all of the marked secondary streetscape areas on the concept plan map should be considered for future improvement. These improvements could include enhancements to the pedestrian environment such as street trees, sidewalk improvements, directional signage, traffic calming, and crosswalk upgrades.</li> </ul>	SDC, Public Works, Transportation Planning

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.

In the Hatcher Station area, Focus Group respondents offered the following comments. Many voiced problems with police. They noted that while Bexar Street is nicely developed, there still is a problem with lack of security and high crime rates. Residents are interested in a police substation or police storefront. There is a major need for more lighting, sidewalks and green spaces. There was also strong interest in a community center that would combine activities and classes for kids, teens and seniors.

Residents were open to more housing, but want infill and rehabilitation of exiting stock instead of whole blocks of new development. They recognize that they need to attract younger professionals who will stay in the community long term. There was a major focus on the affordability level of additional housing, because of worries about gentrification.

**Table 7.5: Community Development Strategies**

Strategy	Action	Lead
<p>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.</p>	<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>	<p>OED</p>

# APPENDICES



# APPENDIX A: PARKING ANALYSIS

Parking Analysis for Hatcher Square TOD Project				
Use	Units	Form Based Parking Required	Required Parking Spaces	Required Parking Including Reductions
<b>Affordable</b>				
Studio apartments	48	1.15	55	<50%> 28
One-bedroom apartments	74	1.15	85	<50%> 43
Two-bedroom apartments	40	1.65	66	<50%> 33
Three-bedroom apartments	28	2	56	<50%> 28
<b>Market Rate</b>				
Studio apartments	20	1.15	23	23
One-bedroom apartments	31	1.15	36	36
Two-bedroom apartments	17	1.65	28	28
Three-bedroom apartments	12	2	24	24
Ground-floor restaurant	3,455	1 per 100 SF	35	35
Ground-floor retail	12,500	1 per 250 SF	50	50
Office	20,000	1 per 333 SF	60	60
<b>Subtotal</b>			518	388
<b>Parking Provided in Design</b>				
Garage parking	232			25% transit reduction <97 spaces>
Surface parking	114			
On-street parking	114			
<b>TOTAL</b>	<b>460 provided</b>			<b>291 required</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 the Fregonese team with information about demand and supply for different uses and in the Hatcher Station area.

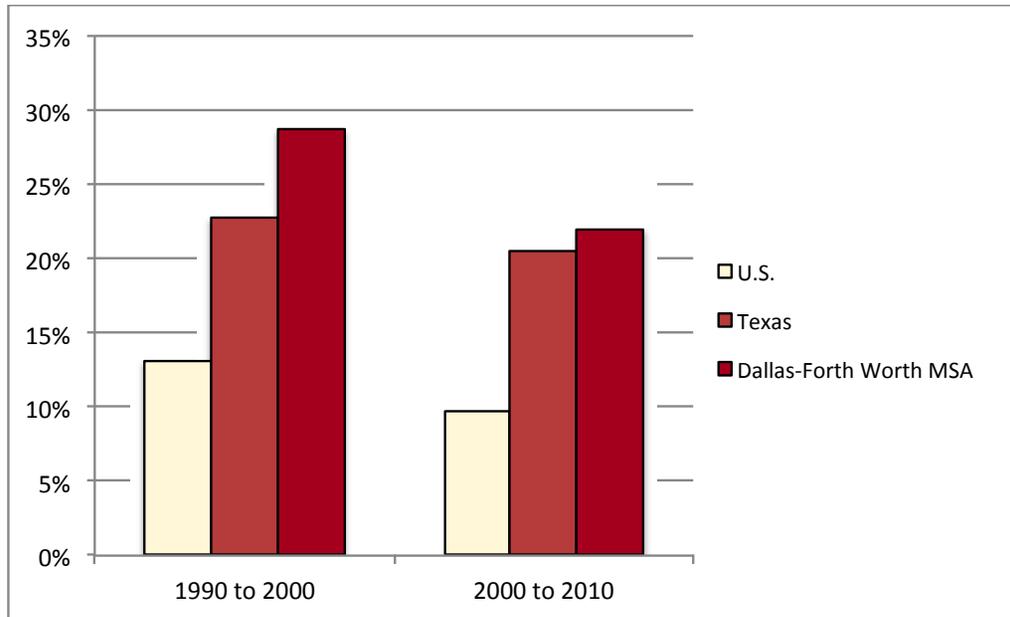
## **1 OVERVIEW OF DEMOGRAPHICS AND ECONOMIC CONDITIONS THE DALLAS/FORT WORTH AREA**

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.

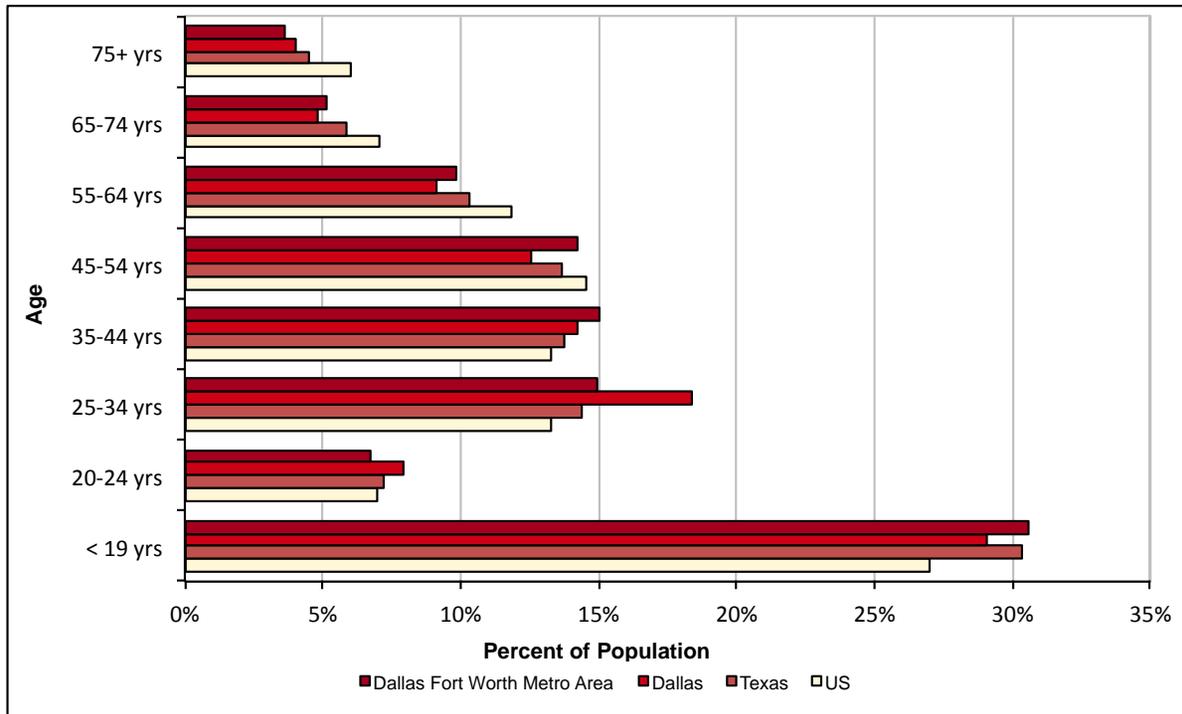
**Figure 1. Population growth in Dallas/Fort Worth Metro Area, Texas, and US, 1990 to 2010**



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.

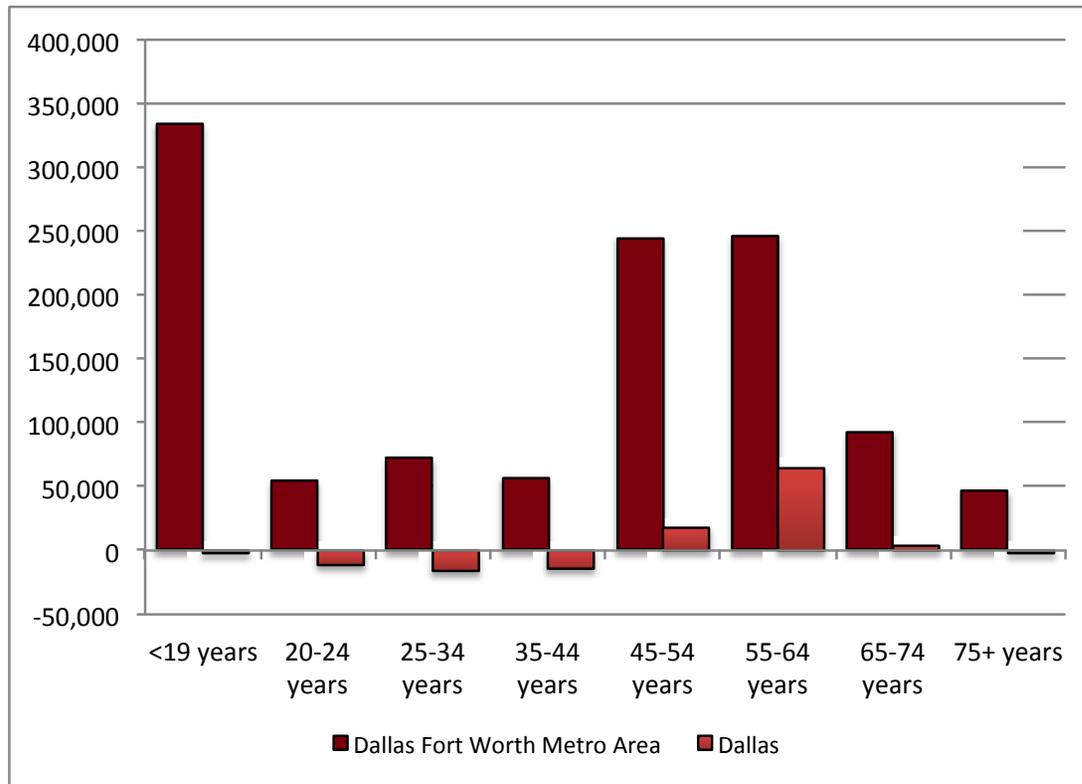
**Figure 2. Population distribution by age in Dallas/Fort Worth Metro Area, Dallas, Texas, and US, 2010**



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%

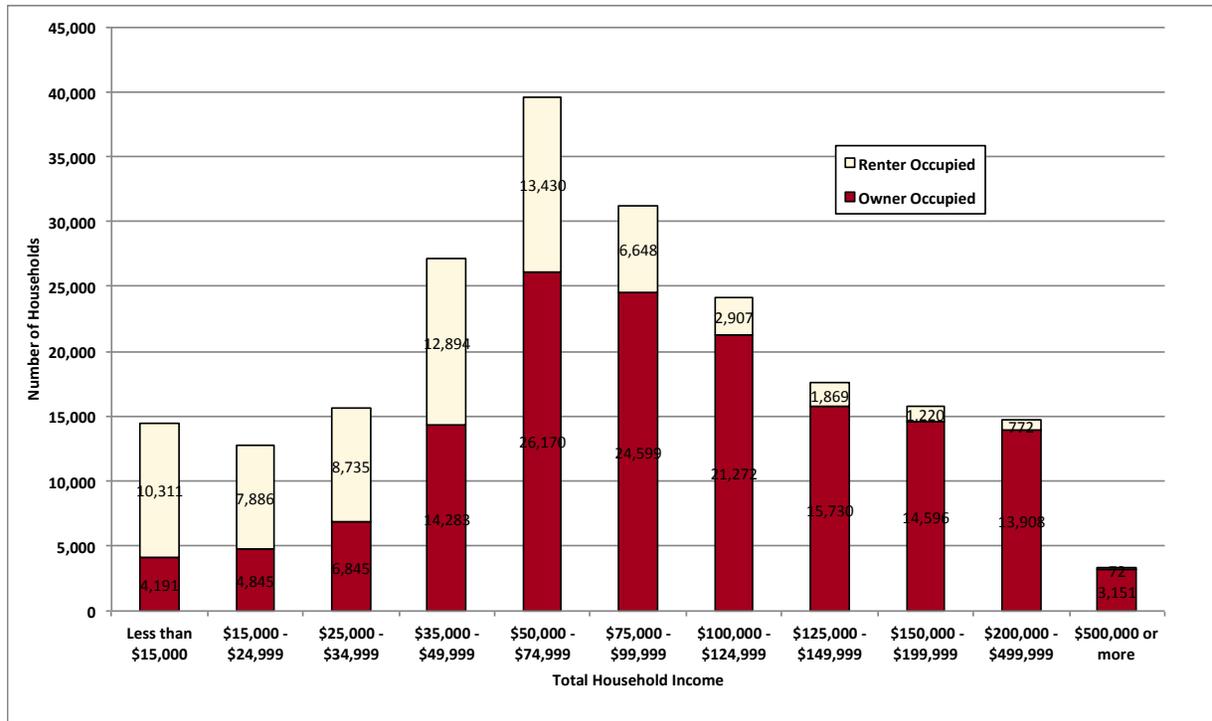
Source: US Census, 2000, and 2010. Adjusted for inflation using the Personal Consumption Expenditures, Bureau of Economic Analysis (<http://www.bea.gov/national/nipaweb/SelectTable.asp>).

## 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. Projected housing demand, Dallas, 2012 to 2017**



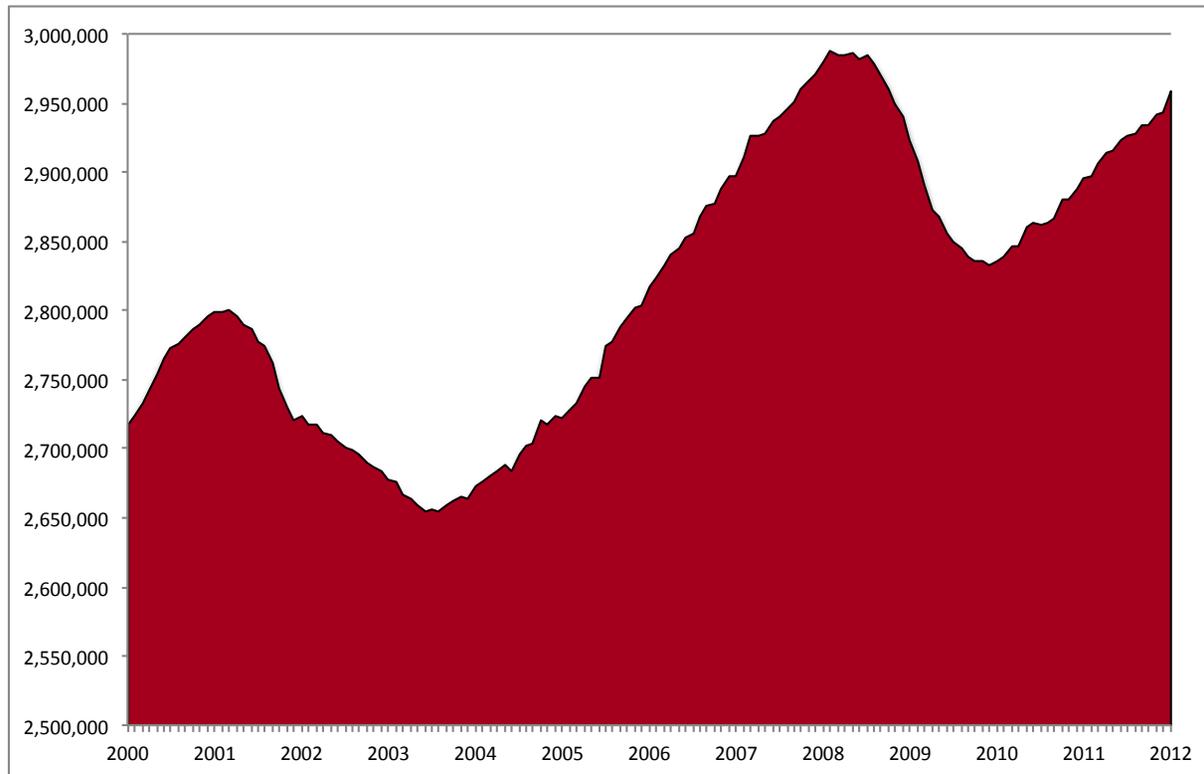
Source: ECONorthwest with data from the Nielsen

Company and the American Community Survey (US Census).

### 1.3 Employment

Like the rest of the country, the Dallas/Fort Worth area experienced a serious economic downturn in 2008. In February 2008 the area had 2.99 million jobs. The region saw the lowest employment in December 2009, at 2.83 million jobs, a decline of 155,000 jobs. The most recent data show that the region has 2.96 million jobs, which is 30,000 jobs fewer than at the beginning of 2008 (Figure 5).

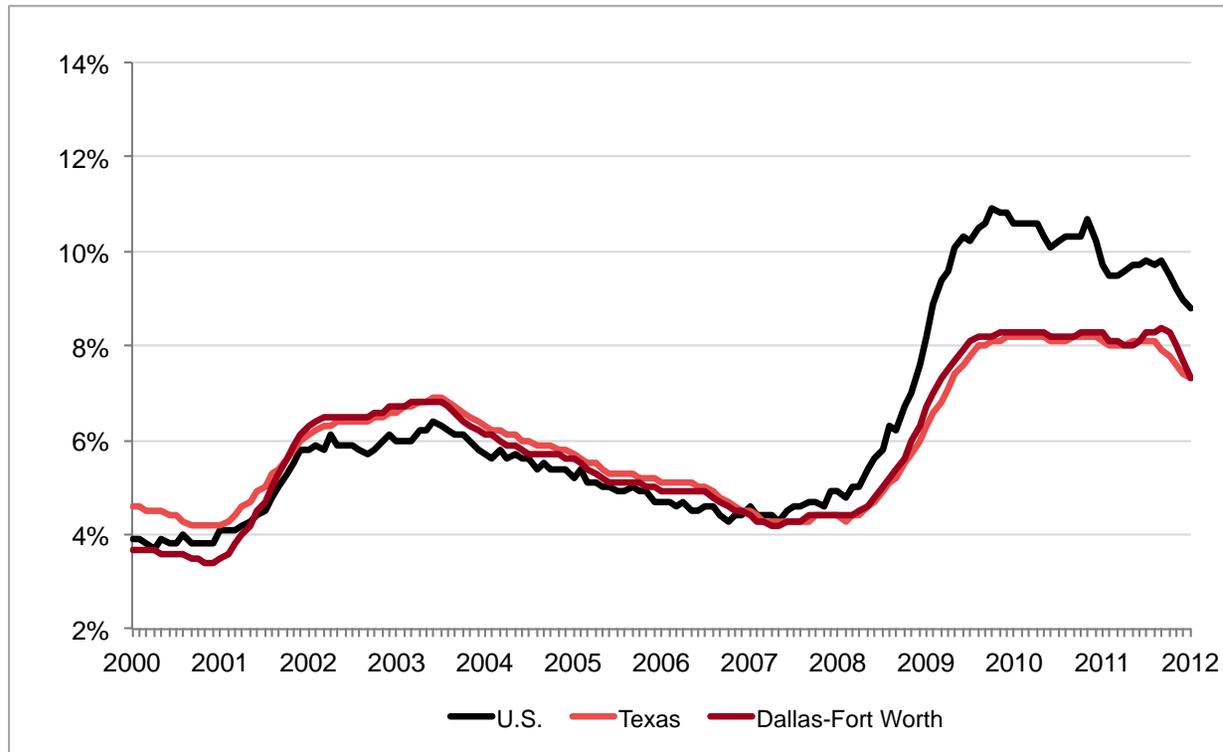
**Figure 5. Total employment, Dallas/Fort Worth area (seasonally adjusted)**



Source: US Bureau of Labor Statistics.

The Dallas/Fort Worth area has experienced a much lower unemployment rate than the US since the beginning of the recent economic downturn. For much of the past three years, the nationwide unemployment rate has hovered around 10%, which Dallas/Fort Worth and Texas have been around 8% (Figure 6).

Figure 6. Unemployment rate, Dallas/Fort Worth, Texas, and US, 2000 to 2012 (seasonally adjusted)



Source: US and Texas from BLS (<http://www.bls.gov/bls/unemployment.htm>).

Dallas/Fort Worth from St Louis Federal Reserve Economic Data database (<http://research.stlouisfed.org/fred2/series/DALL148UR>).

## 2 DART GREEN LINE-HATCHER STATION

To describe the market conditions near the Hatcher DART station, ECONorthwest purchased demographic data from the Nielsen Company.<sup>4</sup> The data are based off US Census data, and use proprietary modeling to generate site-specific data and projections through 2017.

In this section, ECONorthwest summarizes demographic data for the area around the Hatcher DART station. We describe the population in three different circles around the station, shown on the map in **Error! Reference source not found.**

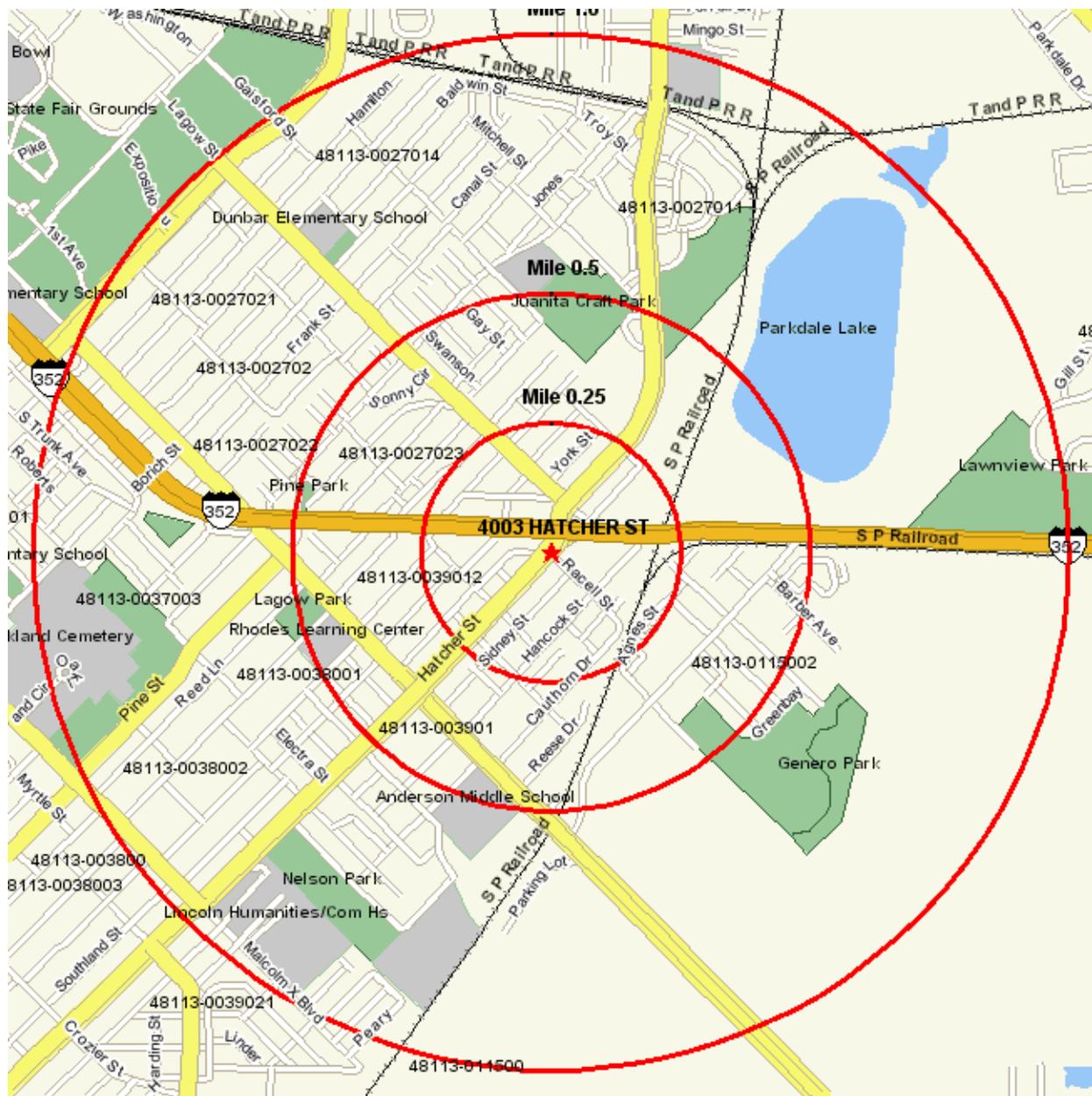
- The quarter-mile circle shows the population within a 10-minute walk from the station;
- The half-mile circle includes the population within a 20-minute walk; and
- The one-mile circle includes the population within a 40-minute walk.

ECONorthwest uses the circles to focus on the area within walking distance of the DART station. Many additional services are within a short drive from the station, but this analysis focuses on the pedestrian-oriented area.

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<sup>4</sup> The Nielsen Company acquired Claritas.

**Figure 7. Area surrounding Hatcher Station**



The official address of the Hatcher DART station is 4003 Hatcher St.

## 2.1 Population and Households

Within a quarter-mile radius of the Hatcher Station, there are 709 people and 251 households (Table 2). The population has shifted since 1990. The number of households declined from 359 to 293 (18%) between 1990 and 2000. From 2000 to 2012 the number of households continued to decline from 293 to 251, or 14%. The number of households in the area is projected to continue shrinking, by a total of 8% by 2017.

**Table 2. Population near Hatcher DART station, 2012**

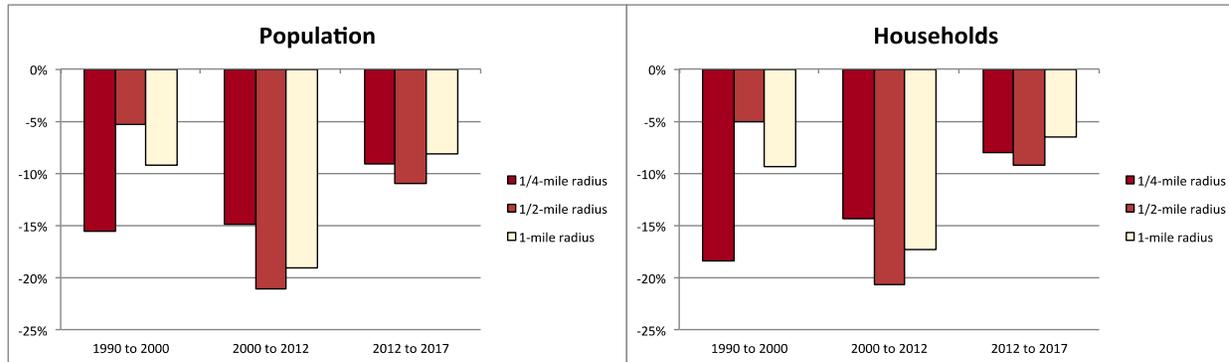
Area	Population	Households
1/4-mile radius	709	251
1/2-mile radius	3,353	1,182
1-mile radius	9,427	3,508

Source: The Nielsen Company.

The larger area around the Hatcher Station show similar trends: a history of declining populations since 1990 and around a projected 9% decline over the next 5 years. There are new housing projects in the area, however, that may reverse that trend. Fraizer Courtyard Homes, on Spring Avenue near Hatcher Street, is a 51-home development that is likely to cause the population to increase.

Figure 8 shows the percent change in the number of households and the total population over time. The data show the population is declining in a very similar pattern to households, suggesting that household sizes are remaining roughly the same as the population declines around the Hatcher Station.

**Figure 8. Percent change in number of population near Hatcher Station, 1990 to 2017**



Source: The Nielsen Company.

The mean household size near the Hatcher DART station is very close to that of Dallas as a whole (Table 3). The mean household size immediately surrounding the station is 2.8.

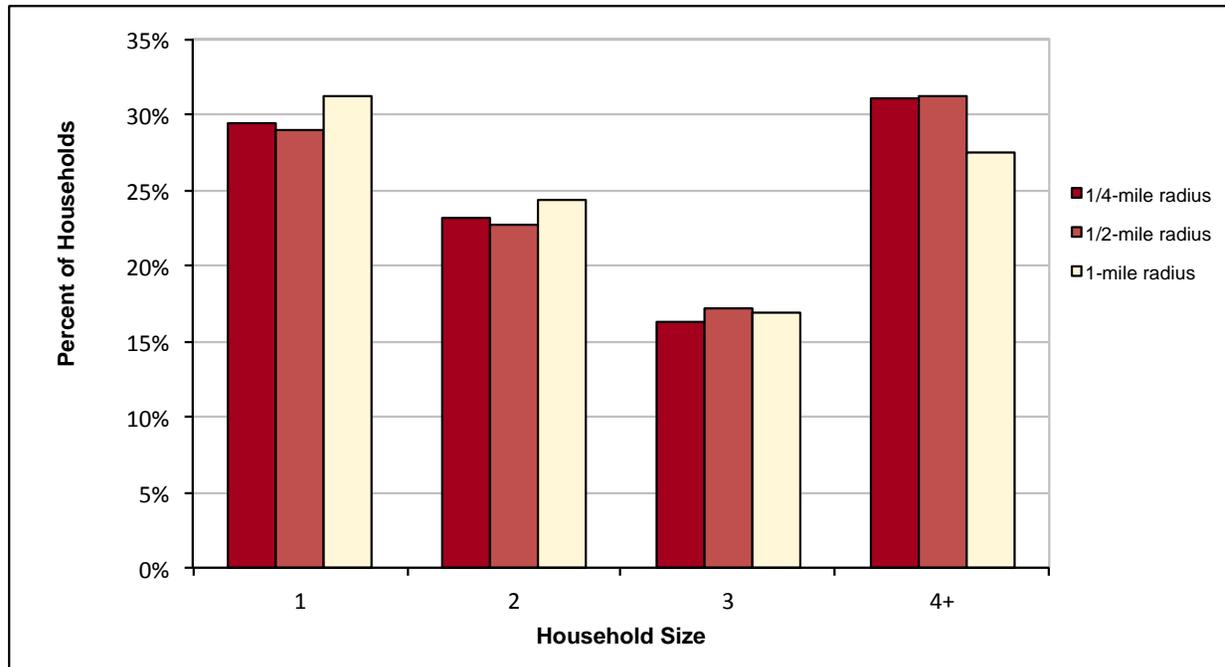
**Table 3. Mean household size, Hatcher Station (2012) and Dallas/Fort Worth, Texas, and US (2010)**

Area	Mean Household Size
1/4-mile radius	2.82
1/2-mile radius	2.84
1-mile radius	2.68
Dallas/Ft Worth	2.74
Texas	2.59
US	2.59

Source: The areas near the Hatcher DART station are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2010.

Figure 9 shows the percent of households by household size in the area near the Hatcher DART station. In the quarter-mile radius, 29% of households have a single resident and 52% have two or fewer residents.

**Figure 9. Size of households near Hatcher Station, 2012**

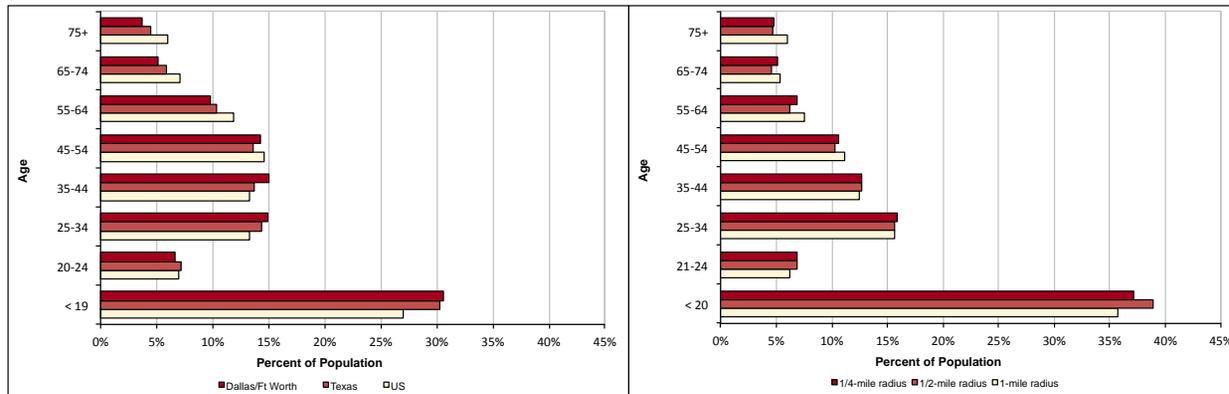


Source: The Nielsen Company.

The population distribution in the area near the Hatcher DART station is younger than the Dallas/Fort Worth area as a whole. Figure 10 shows two charts: the left half shows the population distribution for Dallas/Fort Worth, Texas, and the US; the right half shows the population distribution for the three circles around the DART station.

The data show that the area near the DART station is younger than the metro-wide average, but has a slightly higher population with those 75+ as well.

**Figure 10. Population distribution by age, Hatcher Station (2012) and Dallas/Fort Worth, Texas, and US (2010)**

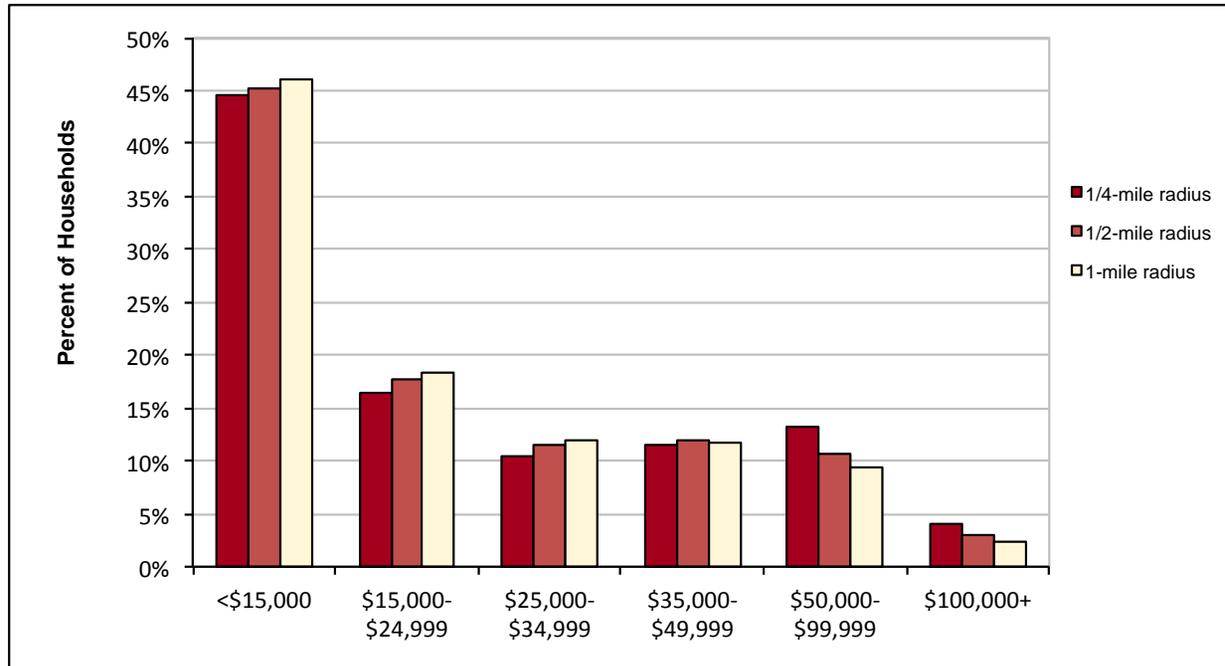


Source: The areas near the Hatcher DART station are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2010.

The residents of the area near the Hatcher DART are predominately African-American. Within the quarter-mile and half-mile radii, 64% of the population is African-American. Across the City of Dallas, 25% of the population is African-American. The area near the DART station has a large portion of Hispanic residents—34% within the quarter-mile boundary. Hispanics make up 42% of the Dallas citywide population and 27% of the Dallas/Fort Worth population.

Incomes near the Hatcher DART station are low, but do not approach the very low incomes around the MLK Station. **Error! Reference source not found.** shows that about 45% of the households within a ten-minute walk to the station have incomes less than \$15,000. The median household income in the quarter-mile radius is \$29,003, well below the Dallas median of \$40,650 and the Dallas/Fort Worth median of \$54,450. As one broadens the radius around the DART station, median incomes decrease. The median household income in the mile circle around the station is \$25,694.

Figure 11. Household income, Hatcher Station, 2012



Source: The Nielsen Company.

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

	Median HH Income	Per Capita Income
1/4-mile radius	\$29,003	\$10,242
1/2-mile radius	\$26,913	\$9,488
1-mile radius	\$25,694	\$9,597
Dallas/Ft Worth	\$54,449	\$27,016
Texas	\$48,615	\$23,863
US	\$50,046	\$26,059

Source: The areas near the Hatcher DART station are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2009.

## 2.2 Retail

ECONorthwest conducted a retail “gap analysis” for the three radii around the Hatcher DART station. 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 5 shows the difference between demand and supply for the three circles around the DART station. The data show that local households purchase more retail goods and services than is sold in the local area.

**Table 5. Retail gap analysis, Hatcher Station, 2011**

Demand-Supply (Gap)
---------------------

<b>Retail Category and NAICS code</b>	<b>1/4-mile radius</b>	<b>1/2-mile radius</b>	<b>1-mile radius</b>
Motor Vehicle and Parts Dealers-441	\$306,522	\$2,719,445	\$4,124,913
Furniture and Home Furnishings Stores-442	\$38,040	\$389,304	\$969,556
Electronics and Appliance Stores-443	\$57,642	\$473,255	\$1,577,668
Building Material, Garden Equip Stores -444	\$201,679	\$1,735,152	\$5,274,318
Supermarkets, Grocery (exc. convenience) Stores-44511	\$469,593	\$2,339,093	\$7,420,466
Convenience Stores-44512	(\$80,297)	(\$305,839)	(\$375,897)
Beer, Wine and Liquor Stores-4453	(\$389,651)	(\$1,131,647)	(\$3,177,977)
Health and Personal Care Stores-446	\$351,292	\$2,218,065	\$6,420,384
Clothing and Clothing Accessories Stores-448	(\$20,431)	\$862,612	\$2,843,193
Sporting Goods, Hobby, Musical Inst Stores-4511	\$63,856	\$424,826	\$1,176,580
Book, Periodical and Music Stores-4512	\$23,272	\$153,170	\$411,332
Miscellaneous Store Retailers-453	(\$288,997)	(\$632,324)	\$592,200
Full-Service Restaurants-7221	\$148,575	\$1,278,161	\$2,941,546
Limited-Service Eating Places-7222	\$134,813	\$643,356	\$2,209,797
Special Foodservices-7223	\$43,961	\$289,938	\$799,316
Drinking Places -Alcoholic Beverages-7224	\$12,938	\$125,221	\$346,424
Gasoline Stations-447	\$290,947	\$2,483,726	\$1,785,892
<b>Total Retail Sales Incl Eating and Drinking Places</b>	<b>\$2,060,388</b>	<b>\$20,691,323</b>	<b>\$54,098,965</b>

Source: The Nielsen Company.

The gap analysis shows that residents near Hatcher Station are going outside their immediate neighborhood for most retail goods and services. The exceptions are convenience stores, liquor stores, and miscellaneous retailers.

The estimate of retail demand and supply shows that the residents leave the area for purchases at grocery stores. This expenditure category is one of the biggest made by households – about 15% of all retail expenses are made at grocery stores.<sup>5</sup>

<sup>5</sup> As reported by the Nielsen Company, based on the US Bureau of Labor Statistics' Consumer Expenditure Survey.

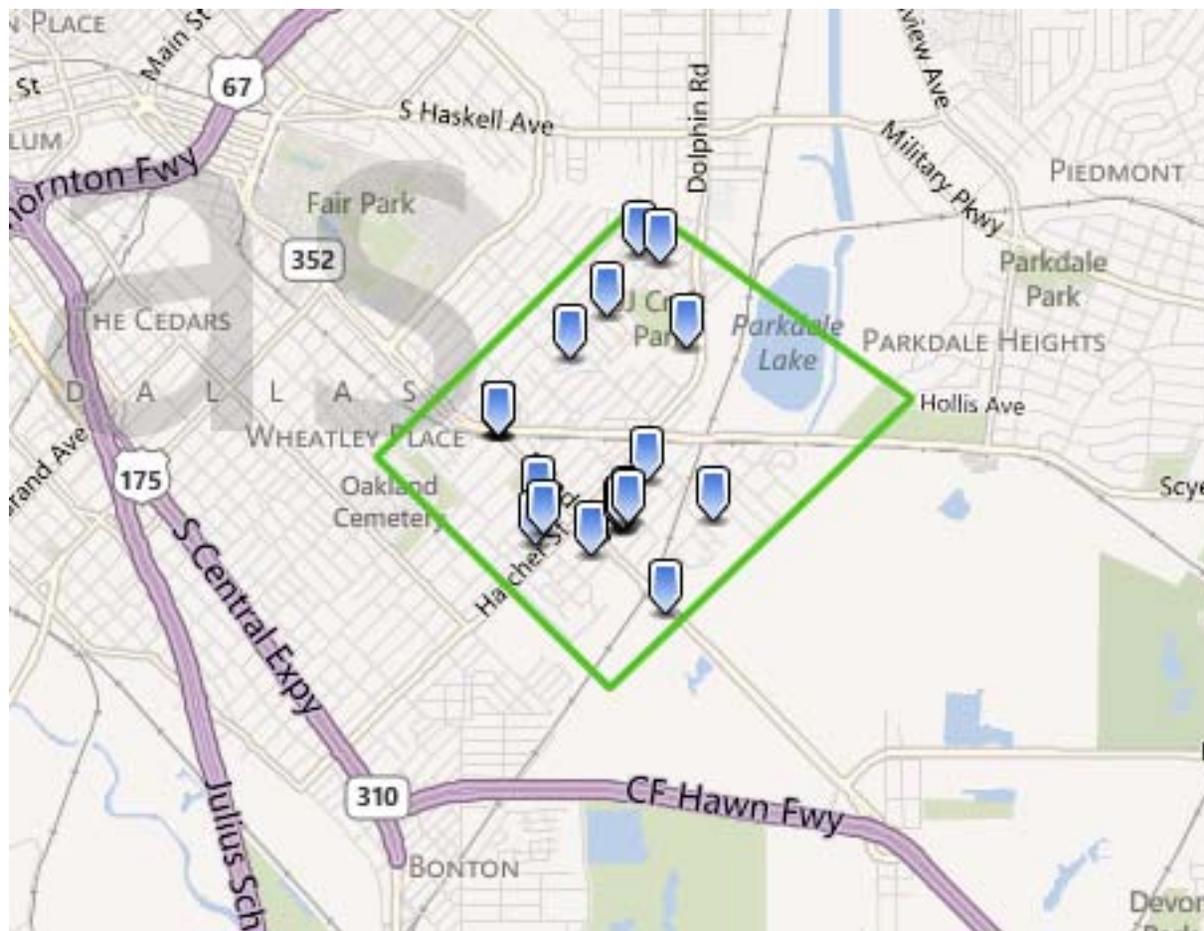
## 2.3 Commercial Space

To describe the market conditions for commercial space, ECONorthwest relied on sales data from Loopnet.com, a commercial real estate service. Figure 12 shows the commercial properties identified near the DART station. The green line is the polygon ECONorthwest used as a boundary and the blue arrows point the location of the properties sold between 2004 and 2012. ECONorthwest identified 18 sales of commercial properties.<sup>6</sup> There are few sales in the area because it is a relatively small area, drawn to focus on the area near the DART station. There have been relatively few commercial property sales in the area since the 2008 economic downturn.

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<sup>6</sup> Eleven of the 18 sales were duplex residential units. We discuss them in Section 2.4.

Figure 12. Map of sold commercial properties, Hatcher Station



Source: Loopnet.com

ECONorthwest identified two sales of **multi-family properties** in the area, occurring in 2006 and 2008. They were a four-plex and a 20-unit low-rise structure. The properties sold for \$39,000 per unit and \$66,400 per unit.

ECONorthwest identified five sales for other commercial properties, including four retail buildings and one warehouse. Given the few data points, it is difficult to identify trends in commercial properties near Hatcher Station.

For the **retail space**, the price per SF ranged from \$29 to \$191 per SF, with a median value of \$52 per SF and a mean of \$81 per SF. The high value was a relatively new building (constructed in 2000), located on Second Avenue. The limited sales data show a slight upward trend since 2004.

The City of Dallas provided estimates of commercial rents, as reported by CoStar, a commercial real estate service. CoStar reported they had no data on commercial rents within a half-mile radius of Hatcher Station, indicating there is very little market activity in the area. Annual commercial rents with a 2-mile radius are:

- Office-\$16.06 per SF
- Retail-\$8.88 per SF
- Industrial-\$3.63 per SF

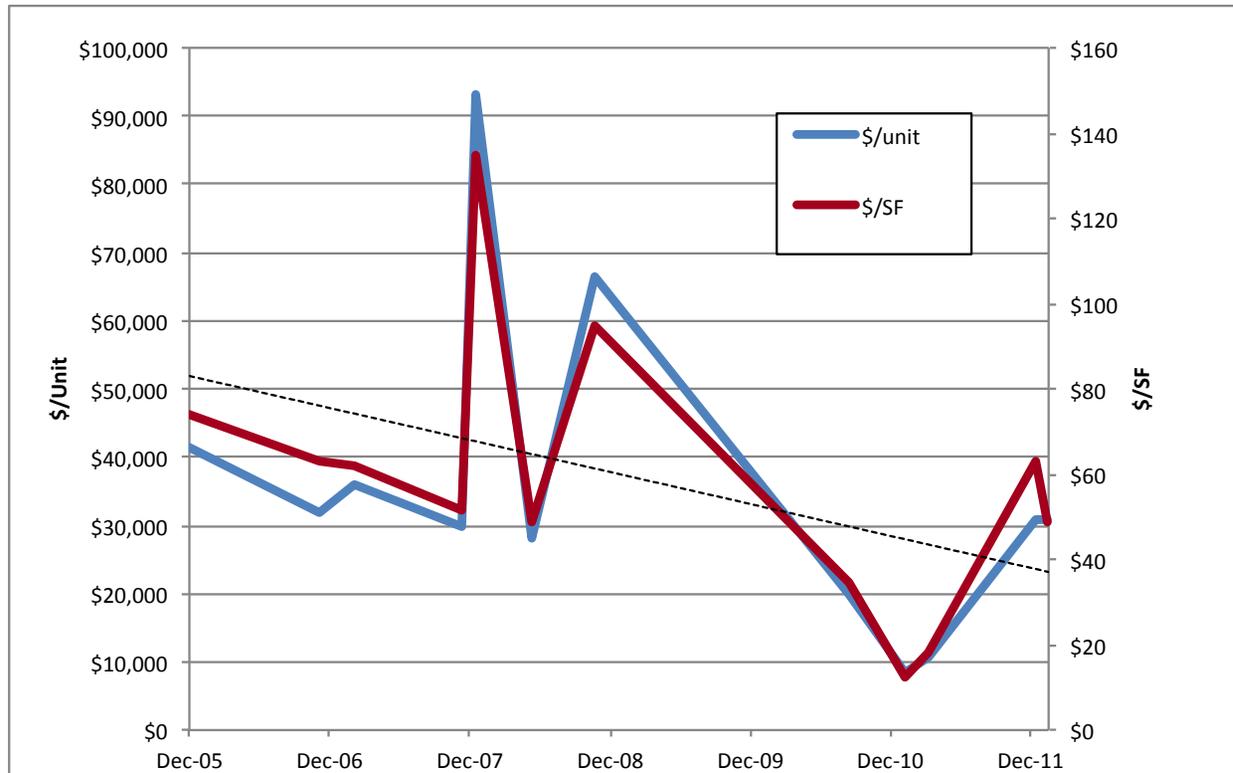
## 2.4 Residential Market

ECONorthwest identified 11 sales of **duplex properties** (two units in a single structure) in the area between 2005 and 2012. The structures were built between 1913 and 1953 and are relatively small, ranging from 490 SF per unit to 580 SF per unit.

- The sold price per unit ranged from \$8,400 to \$93,100, with a median value of \$30,800 and a mean value of about \$35,900 per unit.
- The sold price per square foot ranged from about \$12 to \$135, with a median value of \$52 per SF and a mean value of about \$59 per SF.

Figure 13 shows the duplex sales near the Hatcher Station 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 seven-year period has declined.

**Figure 13. Multi-family property sales, Hatcher Station, 2005 to 2012**



Source: ECONorthwest with data from Loopnet.com

Based on incomes in the quarter-mile near the Hatcher DART station, households are constrained in what they can afford in terms of housing. The median household income for the quarter-mile around the station is \$29,003. 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 \$806 per month.

The majority of the households in the area around Hatcher Station are renters; about two-thirds of all households rent their homes in the mile-circle around the station (see Table 6).

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

	<b>Owner Occupied</b>	<b>Renter Occupied</b>
1/4-mile radius	32%	68%
1/2-mile radius	28%	72%
1-mile radius	33%	67%
Dallas/Ft Worth	62%	38%
Texas	64%	36%
US	65%	35%

Source: The areas near the Hatcher DART station are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2009.

## 2.5 Recommended Catalytic Uses

The area near the Hatcher DART station has a small and poor population. Its population has been declining and the area has limited services or employment opportunities. The redevelopment of the Spring Avenue area will positively affect the population. To transform the area into a more vibrant and walkable community, the City and its partners should focus on a variety of uses:

- **Grocery store.** Although the area has some grocery offerings, including Family Dollar (which sells some groceries) and Dixon Grocery on Dixon Avenue, households are currently leaving the area for major grocery purchases.
- **Food service.** Although households in the area have lower incomes, the area could support more restaurants and limited-service eating places. There are opportunities near the DART station for food carts and opportunities on 2nd Avenue to re-purpose existing structures into food services.
- **Employment opportunities.** A shared commercial kitchen could provide space for start-up food service companies (e.g., food carts) to prepare, market, and ship products. Such a space would provide an opportunity for individuals living in rental units with small kitchen space that they are unable to alter to meet food-licensing requirements. A shared commercial kitchen could go into an adaptively re-used building, possibly using an older, architecturally appealing building on 2nd Avenue. The facility should link a community college, or some other entity that provide assistance with business planning, marketing, branding, and other business development support. This use could enhance the viability and success of expanding food service in the area.

- **Low-cost housing.** The area has seen declining population for many years. Some sites have become vacant lots, leaving an opportunity to build new buildings to attract new households. About a third of the households in the area own their homes, a strong figure given the very low incomes.

Low-cost ownership housing, such as co-housing, cluster developments, and townhomes 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. Exploring affordable home ownership alternatives such as co-housing, cluster development, and townhomes would help bring more people to the area and offer alternatives to those who are currently renting there. Well designed, economically constructed infill apartment structures targeted to a mix of incomes could also help attract more households to the area.

# APPENDIX C: SURVEY RESULTS

What are the most important types of development needed for the MLK and Hatcher Station?								Do you feel that safety concerns are a major barrier to economic development?		To what extent do you think <u>increased lighting</u> would enhance general safety in the area?		
major retail stores	Health facilities	dine-in restaurant	housing	entertainment	small business	empmnt centers	career services	Yes	No	Very Important	Moderately Important	Not Important
35	31	30	58	18	29	46	32	76	10	72	9	2
13%	11%	11%	21%	6%	10%	16%	11%	88%	12%	87%	11%	3%

To what extent do you think <u>increased patrols</u> would enhance general safety in the area?			To what extent do you think <u>security cameras</u> would enhance general safety in the area?			To what extent do you think <u>police substations</u> would enhance general safety in the area?			To what extent do you think <u>crime watch</u> would enhance general safety in the area?		
Very Important	Moderately Important	Not Important	Very Important	Moderately Important	Not Important	Very Important	Moderately Important	Not Imp	Very Important	Moderately Important	Not Important
64	13	3	63	11	8	65	9	6	72	11	0
80%	16%	4%	77%	13%	10%	81%	11%	8%	87%	13%	0%

What are your impressions of the new development concept visualizations?				What are your impressions of the adaptive reuse picture?				Demographics					
Positive	Nuetral	Negative	Other	Positive	Neutral	Negative	Other	Male	Female	12-18	19-35	36-55	55+
<b>71</b>	<b>12</b>	<b>1</b>		<b>70</b>	<b>14</b>	<b>2</b>		<b>35</b>	<b>50</b>	<b>6</b>	<b>16</b>	<b>29</b>	<b>32</b>
85%	14%	1%	0%	81%	16%	2%	0%	41%	59%	7%	19%	35%	39%

Live in South Dallas?		If yes, how long have you lived there?		
Yes	No	under 2	2-10	over 10
<b>46</b>	<b>31</b>	<b>5</b>	<b>16</b>	<b>26</b>
60%	40%	11%	34%	55%



# 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 to
- 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 existing 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?

