

4-10-13

ORDINANCE NO. 28972

An ordinance amending the Comprehensive Plan of the City of Dallas by adopting the Dallas TOD Lancaster Corridor 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 Lancaster Corridor Area Committee, a group consisting of members representing the Lancaster Corridor area and surroundings, area organizations, property owners, and residents, worked to develop the Dallas TOD Lancaster Corridor Area Plan; and

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

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

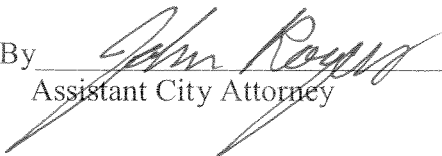
SECTION 1. That the list of area plans entitled "City of Dallas Plans," attached as an appendix to the Comprehensive Plan of the City of Dallas is amended by adding the Dallas TOD Lancaster Corridor Area Plan. The revised appendix is attached to this ordinance as Exhibit A.

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

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

APPROVED AS TO FORM:

THOMAS P. PERKINS, JR., City Attorney

By  _____
Assistant City Attorney

Passed APR 10 2013

Exhibit A**City of Dallas Plans
(revised as of 4-10-13)**

	Name	Year
1	A Report on a Sheltered Pedestrian System in CBD	1979
2	A Report on the Public Uses of Block 250	1980
3	Achieving the Goals for Dallas	1978
4	Amendments to the City of Dallas Growth Policy	1993
5	An Analysis of the Effects of SOB's on the Surrounding Neighborhoods in Dallas, Texas	1997
6	Beckley/Plowman Special Study for Zoning Transition	1989
7	Bike Plan (1985)	1985
8	Bryan Area Study	1988
9	Buckner Blvd. UD Plan - Conceptual Design - Phase 1, Lake June Rd. to Bruton Rd.	1996
10	Buckner/John West Land Use Study	1984
11	CBD Concept Plan	1983
12	CBD Gateways Urban Design Charette	1996
13	CBD Long Range Transportation Plan	1965
14	CBD Master Plan Report	
15	CBD: Inventory and Data Book	1992
16	Cedars Area Plan (2002)	2002
17	Cedars Area Special Purpose District # 317	1994
18	Cedars TIF Final Project Plan and Reinvestment Zone Financing Plan	
19	Census Tract 93.03 (Target Neighborhood Plan)	1986
20	Census Tract 93.03 Land Use Study	1988
21	Central Business District Housing Prospects	1982
22	Central Business District Past Planning and Current Issues	1982
23	Central/Forest Land Use Plan	1988
24	City Center TIF: North South Linkages Project	2001
25	City Center TIF: North South Linkages Project (1999)	1999
26	City of Dallas Thoroughfare Plan	1991
27	Cityplace Station Area Plan	1988
28	Coit/Spring Valley Neighborhood Improvement Study	1990
29	Community Development Plan for the City of Dallas	1985
30	Condominium Conversions in Dallas	1979
31	Creating Our Future Trinity - A New Partnership for Action - Rapid Assessment Report	1998
32	Dallas 2000	1982

33	Dallas Arts District (Sasaki Plan)	1982
34	Dallas CBD Comprehensive Transportation Plan	2005
35	Dallas Center City Transportation Systems Management Study	1998
36	Dallas Center for the Performing Arts in the Dallas Arts District, Feasibility Study, Phase 2	1998
37	Dallas Central Business District Streetscape Guidelines	1980
38	Dallas Farmer Market Improvement Recommendations Summary Report	1981
39	Dallas Plan	1994
40	Dallas Southern Sector _ Reinvesting in the Dallas Southern Sector, Southern Dallas Initiative	1997
41	Dallas TOD Buckner Station Area Plan	2013
42	Dallas TOD Hatcher Station Area Plan	2013
43	Dallas TOD Lancaster Corridor Area Plan	2013
44	Dallas TOD Martin Luther King, Jr. Station Area Plan	2013
45	Dallas TOD Vickery Meadow Area Plan	2013
46	Dallas Zoo Area Land Use Study	2001
47	Dallas Zoo Master Plan	1981
48	Dallas Zoo Strategic Plan	1993
49	Dallas/Richardson Improvement Strategy	1994
50	DART - Hampton Station Area Plan	1992
51	DART - Illinois Station Site Plan Approval	1992
52	DART - Lamar Station Site Plan Approval	1992
53	DART - Mockingbird Station	1992
54	DART - Morrell Station - Site Plan Approval - Rail Station Area Planning	1992
55	DART - Morrell Station Site Plan Approval	1992
56	DART - Sidewalk Improvement Policies	1991
57	DART - South Oak Cliff Line Station Location Analysis (CBD Stations) Phase 1 Potential Site Screening	1990
58	DART - Station Area Planning for the Kiest and V.A. Hospital Station	1992
59	DART - Tyler/Vernon Site Plan Approval	1992
60	DART - Westmoreland Site Plan Approval	1992
61	DART - Zoo Station	1992
62	DART Station Area Plans for LBJ East and White Rock Lake Stations	2001
63	DART Station Area Plans, 1990s	
64	Davis/ Bishop Urban Design Study	1997
65	Development Strategy for the Southwest Quadrant of the Central Business District	1980
66	District 10 Land Use Study (Draft)	2006
67	Downtown CBD Concept Plan	1983
68	Downtown Dallas: 2010	
69	Downtown Parks Master Plan	2004
70	Downtown Shopping Center Proposals Economic and Financial	1989

	Evaluation	
71	Downtown Strategic Plan	1993
72	Duncanville Road Land Use Study	1992
73	Eagle Ford, 1982	1982
74	East Kleberg Land Use Study	2003
75	Environmental Influences on Development in Dallas	1982
76	Fair Park Comprehensive Development Plan	2003
77	Fair Park Transportation Study Staff Evaluations	1990
78	Ferguson Road Land Use Study	1998
79	Fort Worth Avenue Land Use Plan	2005
80	Garland Road Land Use and Urban Design Study	1999
81	Goals for Dallas	1970
82	Greater Far North Dallas Area Land Use and Transportation Plan - 1995 Update	1995
83	Greater Far North Dallas Area Land Use and Transportation Study	1988
84	Greater Far North Dallas Land Use and Transportation Study Update	1995
85	Greenville Avenue Land Use and Urban Design Study	1997
86	Growth Policy Plan	1990
87	Growth Policy Plan	1987
88	Hampton Road Urban Design Plan	1998
89	Haskell Avenue Alignment Report	1996
90	Hawn Freeway Land Use Study	1985
91	Henderson Area land Use Study	1989
92	Henderson Urban Design Study	1996
93	Housing Conditions in the City of Dallas (Executive Summary)	1993
94	I-20 Freeway Corridor Land Use Plan	2000
95	Inside the Loop Report	2003
96	Jefferson Area Community Plan	1990
97	Jefferson Area Land Use and Revitalization Plan - Executive Summary	1988
98	Jeffries-Meyers Housing and Commercial Market Potential Analysis	1992
99	Kidd Springs Land Use Study	1998
100	Kleberg Community Land Use Plan	1980
101	Lancaster Road Land Use Study	1985
102	Land and Loan Land Use Study	1989
103	LBJ/ Bonnie View Land Use Plan	1989
104	LBJ/Bonnie View Lancaster Road Study	1986
105	Ledbetter Singleton North Industrial Area Special Study	1988
106	Love Field - East Land Use Study	1986
107	Love Field - North Land Use Study	1988
108	Love Field - West Land Use Study	1986
109	Love Field/ Northpark Neighborhood Planning Guide	1981
110	Lower Greenville Avenue Parking Study	1986
111	Market Street Urban Design Study	1998

112	Masterplan for the Victory District	1985
113	Mayor's Task Force on Affordable Workforce Housing	2002
114	Mill Creek Land Use Plan	1988
115	Momentum Place Pedestrianway System	1986
116	Mount Auburn, Santa Fe, and Parkview Neighborhoods Analysis and Recommendations	1981
117	Natural Open Space Plan - Report Summary	
118	Near East Side Area Planning Study - Revised 1984	1984
119	Neighborhood Transportation Analysis for the Oak Cliff Area	1983
120	North Central Expressway and DART Light Rail Line	
121	North Cliff Proposed Conservation District Exhibit A	
122	North Dallas Forum Report	1984
123	North Dallas, Richardson Neighborhood Improvement Study	1994
124	North Oak Cliff Land Use and Development Plan	1986
125	North Oak Cliff Land Use and Development Plan (Tech. Report)	1986
126	Northeast Dallas Land Use Study (District 10)	1995
127	Northeast Dallas Neighborhood Improvement Strategy - Subarea 5	1994
128	Northwest Boulevard Design Goals	
129	Northwest Highway Land Use Study	1985
130	Northwest Highway Revitalization Improvement Study	1992
131	Northwest Highway Urban Design Study - Summer 1999	1999
132	Oak Cliff Gateway (ULI Study)	2001
133	Oak Cliff Gateway Strategic Implementation Program (Draft)	1996
134	Oak Lawn Plan: Special Purpose Zoning District - PD # 193	1985
135	Oak Lawn Planning Study - Phase One Report - Executive Summary	1983
136	Oak Lawn Planning Study - Phase Two Draft Report	1983
137	Old Renner Land Use Study	1983
138	Parking Layout and Design Standards	1980
139	Parks and Open Space - Pilot Study	1966
140	Parks and Open Spaces - Dallas Metropolitan Area - A Master Plan Report	1958
141	Parkway Center Project - LUUD Preliminary Report	1988
142	Parkway Center Project - Summary	1988
143	Parkway Center Project Building Form/Landscape	1990
144	Peak-Bryan Place Community Market	1991
145	Pearl/Flora Intersection Engineering Analysis	1982
146	Pedestrian Facilities Plan	1975
147	Phase One Report South Dallas Moratorium	2000
148	Planning Policies	1983
149	Population & Housing Trends, 1980-1983	1985
150	Preston Area Special Report	1989
151	Preston Center Parking Study	1986
152	Preston Villa Land Use Study	1987
153	Proposal for Retail Market Study and Revitalization Programs: Three Neighborhood Business Districts	1978

Exhibit A - Comprehensive Plan of the City of Dallas – List of City of Dallas Plans

154	Proposed North End Development. Site Analysis and Preliminary Site Plans	1982
155	Public Improvement District Issue Paper	1986
156	Redbird Airport Development Plan	1981
157	Redbird Airport Development Plan (June)	1981
158	Redbird Airport Development Plan, 1987	1987
159	Redbird Airport Environmental Assessment for Proposed Runway Extension	1986
160	Redbird Airport Marketing Study	1983
161	Rennaisance Plan - Park and Recreation Long Range Development Plan	2002
162	Reunion Arena Parking and Access Plan	1982
163	Reunion Master Plan	
164	Revitalization and Redevelopment Plan for the Buckner- US 175 Industrial Area	1995
165	Rochester Park Master Plan	1990
166	RSR Corp. Superfund Site Fact Sheet	1985
167	Rylie Land Use Plan	1981
168	Samuell-Grand	1996
169	Shared Parking	1983
170	Skillman/LBJ Area Special Study	1988
171	Smart Growth and Neighborhood Conservation	1997
172	South Dallas Moratorium - Phase One Report	2000
173	South Dallas/ Fair Park Neighborhood Preservation and Economic Development Plan	1987
174	South Dallas/Fair Park Economic Development Corridor Plan	2001
175	South Dallas/Fair Park Neighborhood Preservation and Economic Development Plan Implementation Schedule Quarterly Report	1991
176	South Dallas/Fair Park Neighborhood Preservation and Economic Development Plan	1986
177	South Dallas/Fair Park Neighborhood Preservation and Economic Development Plan	
178	Implementation Schedule	
179	South Dallas/Fair Park Trust Fund Long Range Plan	1993
180	South Oak Cliff Commercial Center Study	1999
181	South Oak Cliff Light Rail Transit Corridor Concept	1995
182	Southeast Dallas Comprehensive Land Use Study	1996
183	Southeast Dallas Comprehensive Land Use Study - Needs Assessment and Implementation Schedule Recommendation - 5-Year Status Report	2002
184	Southeast Dallas Comprehensive Land Use Study Implementation Schedule	2002
185	Southeast Oak Cliff - Land Use, Housing, and Economic Development - Quaterly Implementation Report	1992
186	Southeast Oak Cliff - Land Use, Housing, and Economic Study -	

Exhibit A - Comprehensive Plan of the City of Dallas – List of City of Dallas Plans

	Development Demand and Capacity Analysis	
187	Southeast Oak Cliff - Land Use, Housing, and Economic Study - Master Plan and Development Strategy	1990
188	Southeast Oak Cliff Land Use, Housing, and Economic Development Study	1991
189	Southeast Oak Cliff Land Use, Housing, and Economic Study	1990
190	Southeast Oak Cliff Land Use, Housing, and Economic Study Implementation Plan	1991
191	Southern Dallas Economic Development	1981
192	Southwest Dallas Land Use Study Phase One (DRAFT)	1984
193	Southwest Dallas Phase Two	1988
194	Spring Valley/Coit Urban Design Study	2001
195	State Thomas - a variety of plans	
196	State Thomas Tax Increment Finance	1991
197	State-Thomas Petition Request: Staff Analysis and Recommendations	1980
198	Statistical Profile of Dallas CBD	1983
199	Statistical Profile of the Dallas CBD	1985
200	Stemmons Corridor – Southwestern Medical District Area Plan	2010
201	Stemmons/Design District Land Use Plan	2001
202	Stemmons/Harry Hines Corridor Implementation Study	1996
203	Stemmons/Harry Hines Corridor Improvement Study	1996
204	Strategic Engagement Economic Development Plan	
205	Strategies for Attaining A Fishable/Swimmable Trinity River	
206	Strategies for Avoiding Pollution of Ground Water	
207	Strategies for Maintaining High Quality Wastewater Treatment	1991
208	Strategies for Meeting New State and Federal Stormwater Regulation	1991
209	Strategies for Providing Regional Wastewater Service	1991
210	Streets and Traffic	1986
211	Sunset Reinvestment Area	1981
212	Survey of Local Flooding and Drainage Ordinances	1982
213	Target 2000 Progress Report Year End 2001	2001
214	Target Neighborhood Plan - Census Tract 15.02	1987
215	Tenth Street Land Use Study	1999
216	Thanksgiving SQ. Truck Terminal – A report on the terminal's future capacity	1985
217	Thanksgiving Square	1989
218	Thanksgiving Square Truck Terminal	1985
219	The Oak Cliff Gateway Tax Increment Financing District Market Analysis and Development Program	1996
220	The UNT-Dallas Area Plan: Vision and Policy Plan	2009
221	The Vineyard Neighborhood Urban Design and Land Use Plan	1981
222	Thoroughfare Amendments	1973
223	Thoroughfare Plan	1989
224	Tollway /S.H. 190 Area Special Study	1989

225	Town Lake	1973
226	Town Lake Alternatives Evaluation, Executive Summary	1984
227	Town Lake Feasibility Study	1973
228	Trail Network Master Plan Map	2005
229	Transportation Impact Fees and Excise Taxes	2000
230	Trinity Heights - Various Documents	1981
231	Trinity Park Concept Plan	
232	Trinity Rapid Assessment Report	1998
233	Trinity River Common Vision, Safe, Clean, Enjoyable, Natural, Diverse - Package	1997
234	Trinity River Corridor - Flowing New Life Into Dallas - Citizens Committee	
235	Trinity River Corridor - Local Governments Unite Along TRC	1989
236	Trinity River Corridor - Master Implementation Plan	1999
237	Trinity River Corridor - Zoning, Fill Permits, Special Studies	1989
238	Trinity River Corridor - ZTRANS Requests - Future Growth	
239	Trinity River Corridor 1999 Year in Review	1999
241	Trinity River Corridor Improvements - Pedestrian Access Options - Urban Design Plan	2001
242	Trinity River EIS	1999
243	Truck Deliveries Downtown	1985
244	Truck Deliveries Downtown - A Report on Underground Terminals	1985
245	University of Texas Southwestern Medical Center at Dallas North Campus Master Plan	1988
246	Uptown Development Urban Design Guidelines	1984
247	Uptown Transit	1985
248	Uptown Transit - Funding Proposal	1985
249	Urban Corridors: Guide to Permitted Uses and Design Standards	2000
250	Urbandale Area Study	1988
251	Visions for Dallas	
252	Walker Consent Decree	1990
253	Washington Avenue - A Neighborhood Study	1978
254	West Dallas - Book of Facts	
255	West Dallas Comprehensive Land Use Study	1999
256	West Dallas Comprehensive Land Use Study - Revised	1999
257	West Dallas Economic Development and Neighborhood Preservation Study	1983
258	West Dallas Economic Development Strategy	1982
259	West Dallas, Texas - An Evaluation of Development and Revitalization Strategies for West Dallas	
260	West Dallas Urban Structure and Guidelines	2011
261	West Davis Land Use Study	2002
262	West Kleberg Land Use Study (Draft)	2006
263	West Lovers Lane Planned Development District	1989
264	West Oak Cliff Corridor Concept	

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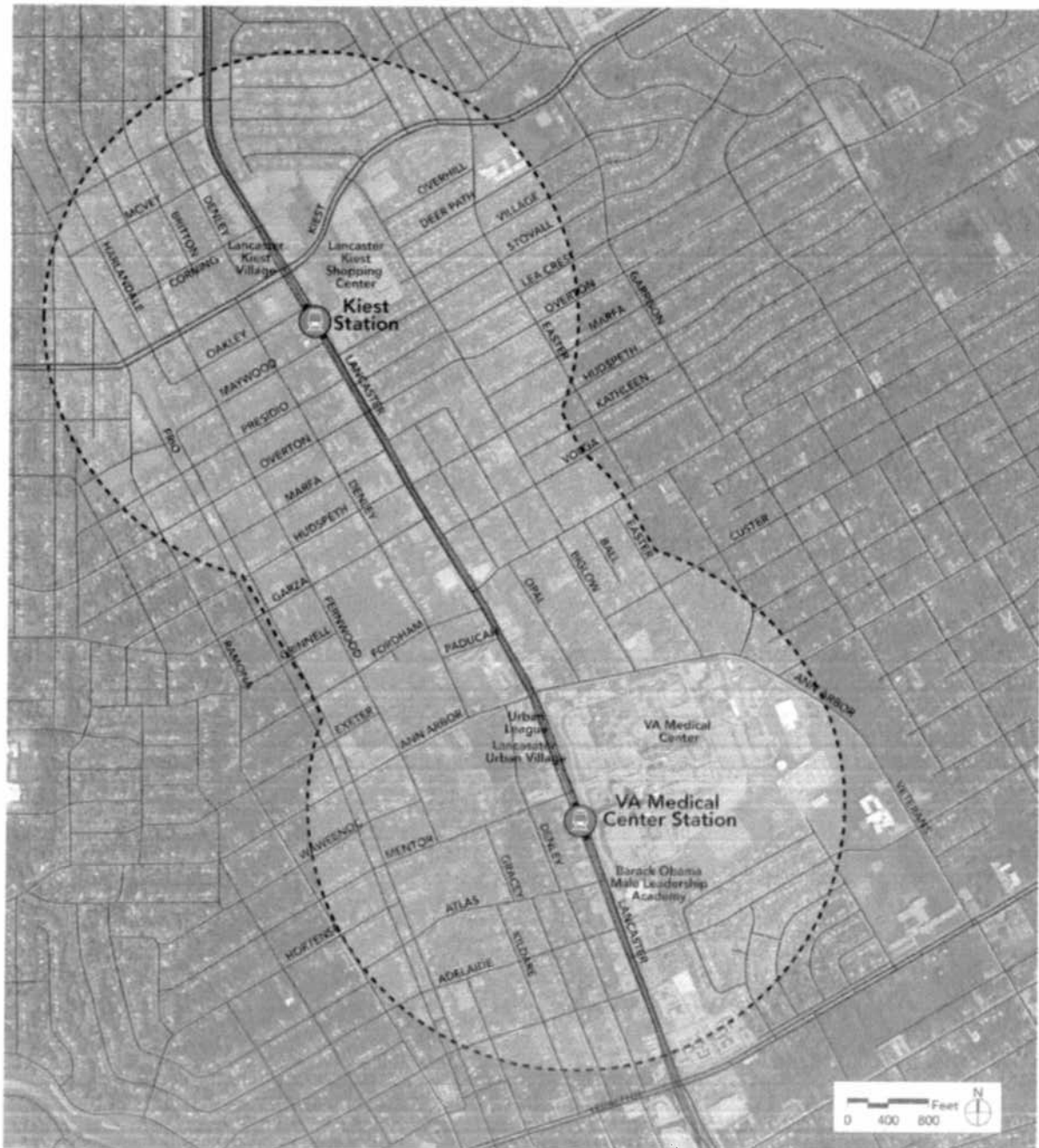
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265	Westmoreland Road South - Land Use Study	1985
266	White Rock Lake Park - A Master Plan for Implementation of the 1987 Management Plan	1990
267	White Rock Lake Spillway Urban Design Plan	1998
268	Zoning Transition Program	1987

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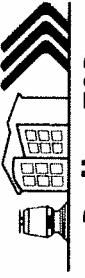
Area Map



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STATION AREA PLAN

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Dallas TOD

City of Dallas

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LANCASTER CORRIDOR

STATION AREA PLAN



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Dallas TOD
Investing in Transit Neighborhoods



City of Dallas

ACKNOWLEDGEMENTS

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INTRODUCTION

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



Dallas TOD leverages transit investments to create safe, attractive and thriving community centers that offer a range of affordable housing options 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)

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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, over a one to three year period.

DOCUMENT OVERVIEW

The Lancaster Corridor Station Area Plan details specific initiatives to create a better future for the Lancaster Corridor area, with particular attention to improving safety and multi-modal

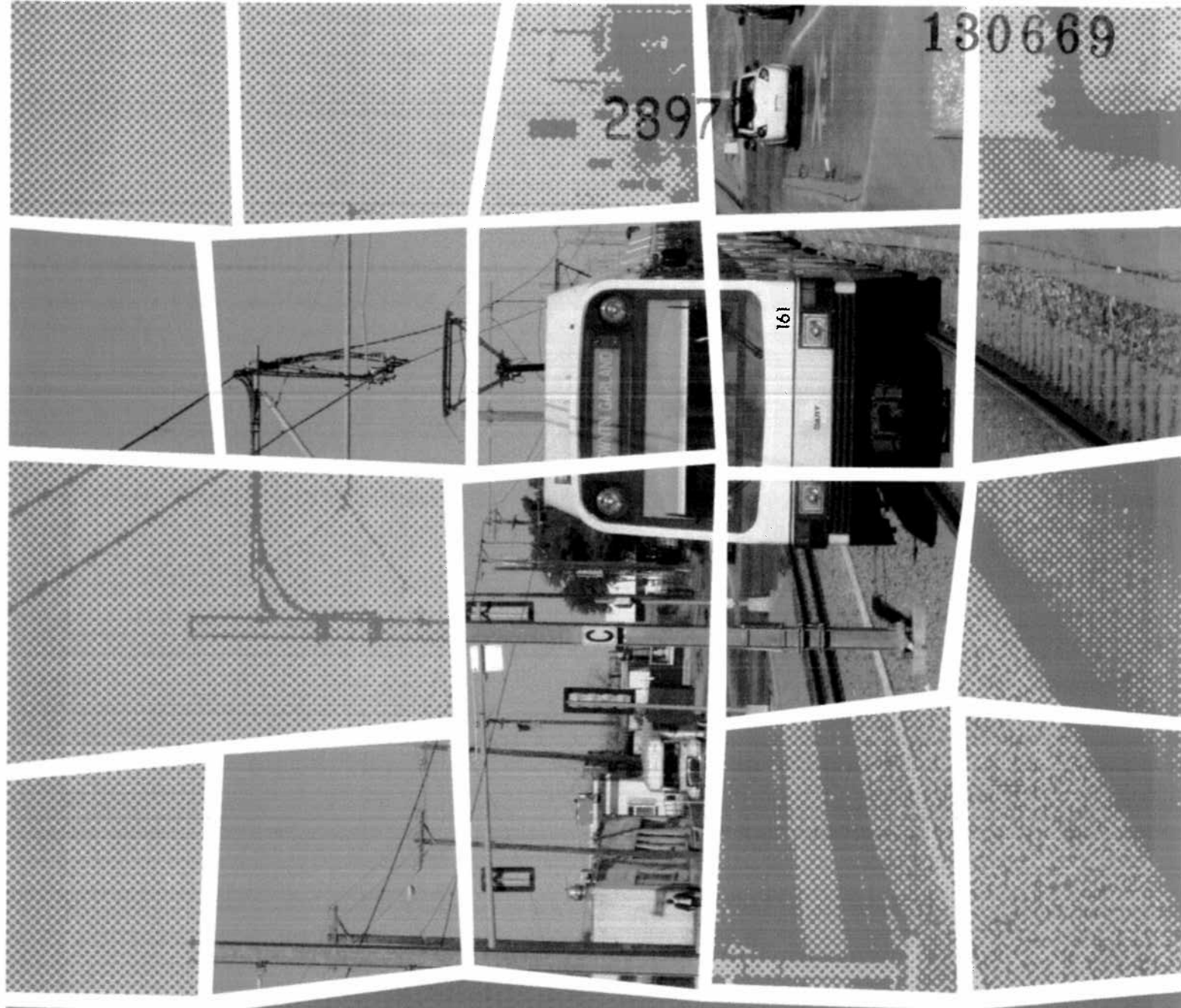
connectivity, and establishing strategies and guidelines to create a thriving transit-oriented neighborhood over the long term. The document is organized into the following main sections:

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**

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

The City's 2006 forwardDallas! Comprehensive Plan identifies the Lancaster Corridor as a multi-modal corridor with transit centers around



the area's two DART stations. The Plan recommends a compact mix of employment, retail, cultural facilities and housing with appropriate transitions to single-family neighborhoods. The City's Complete Streets Initiative prescribes "Complete Street" improvements specifically for Lancaster Road.

The City of Dallas Department of Housing and Community Development designated the Lancaster Corridor a Neighborhood Improvement Program (NIP) area in 2008, focusing a package of incentives to improve existing single-family homes and infill single-family development on vacant lots. Additional priorities include public and streetscape improvements, land banking, and mixed-use infill development.

In 2008, the Office of Economic Development created the TOD Tax Incremental Financing District (TIF District), spanning from the Lovers Lane Station in north Dallas to the VA Medical Center Station along the Lancaster Corridor, and southward to the Ledbetter Station. The TIF District is designed to provide incentives for mixed-use and transit-oriented development and to create balanced development along DART's Red and Blue lines.

Recent planning efforts in the vicinity are resulting in development of successful regional economic generators such as the International Inland Port of Dallas, and UNT-Dallas. These nearby projects have the potential to spawn growth and employment in the Lancaster area.

STATION AREA OVERVIEW

The Lancaster Corridor area features a concentration of commercial, retail, office, service, and public and institutional facilities along Lancaster Road and the DART Blue Line, with the Kiest and VA Medical Center stations anchoring the north and south ends of the corridor. These stations connect to four different bus lines that serve the surrounding area. The commercial corridor is flanked by residential neighborhoods to the east and west, primarily composed of older single-family, small- to medium-lot housing with fewer multi-family units. There are significant portions of vacant and/or underutilized parcels located throughout the area.

Lancaster Road, the major arterial spine running through the area, is anchored by two major developments, the Lancaster-Kiest Shopping Center and the Dallas VA Medical Center. Lancaster Road is edged with small format commercial uses along its entire length, such as fast food restaurants, auto repair shops, banking service centers, convenience markets and other services. Commercial development is clustered around the Kiest and VA Medical Center stations.

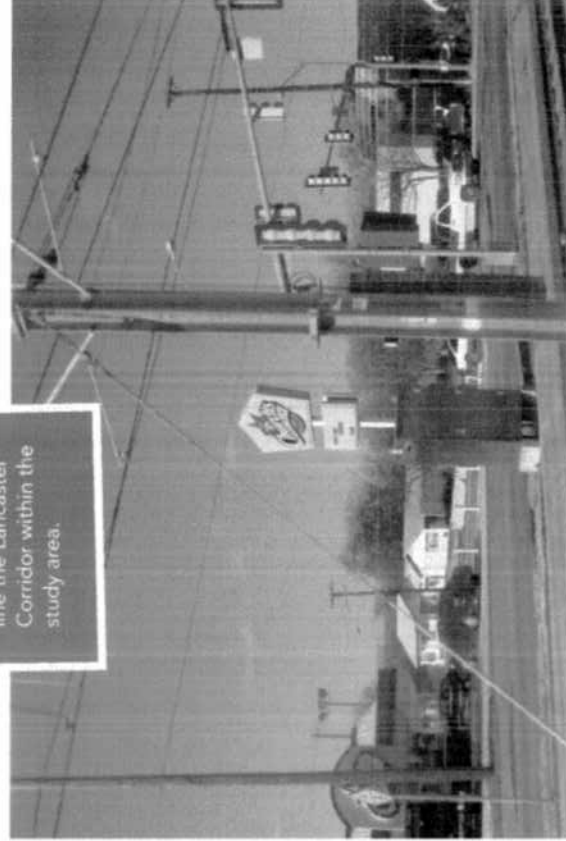


Housing near the Lancaster Corridor varies in size, quality and level of ongoing maintenance.

Significant retail near the Kiest Station includes the Lancaster-Kiest Shopping Center, Walgreens, Bank of America and Fiesta Mart. New mixed-use development is planned at Lancaster-Kiest Village at the north end of the corridor with apartments, retail and restaurants.

The Dallas VA Medical Center provides a major institutional presence at the southern end of the Lancaster Corridor. The Medical Center is one of the region's largest employers and a major economic driver for the region. The Urban League of Greater Dallas and North Central Texas (Urban League) is also in the vicinity, and provides a variety of vocational job training services for the community.

Many small format commercial uses line the Lancaster Corridor within the study area.



Located just south of the VA Medical Center, the Barack Obama Male Leadership Academy is a key asset of the Lancaster Corridor.

Three major

arterials connect the

Lancaster Corridor area to the freeway

system: Lancaster Road, the area's

north-south aligned spine; Ledbetter

Drive (Loop 12), running east-west along

the area's southern edge; and Kiest

Boulevard, weaving along the Lancaster-

Kiest Shopping Center and the Kiest

Station at roughly the north end of the

area. Lancaster Road and Ledbetter

Drive are identified as multi-modal

corridors as part of the forwardDallas!

Comprehensive Plan.

An expansion of the Urban League

job training facility is proposed. The

Lancaster Urban Village mixed-use

development is under construction

and will include apartments, retail,

restaurants, and shared parking with the

Urban League.

Four Dallas Independent School District

schools and one charter school serve

the Lancaster Corridor area. Cultural and

community facilities in the area include

the Paul Laurence Dunbar Lancaster-

Kiest Public Library and several churches.

Lisbon Cemetery, located along the

southwest edge of the study area, is the

only open space within the Lancaster

Corridor area. However, there are several

neighborhood parks just outside the

immediate study area including Veterans

Park, Lizzie Oliver Park, Deer Path Park

and Glendale Park.

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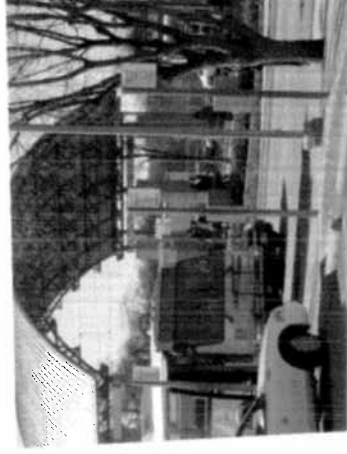
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KEY ASSETS

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

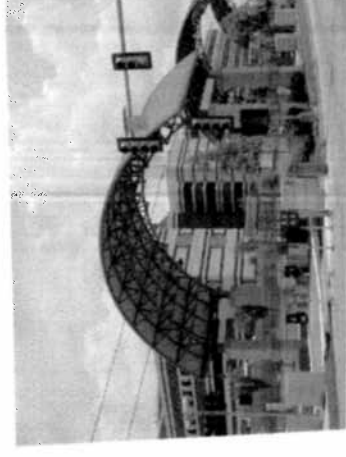
- Kiest DART Station
- VA Medical Center DART Station
- Lancaster-Kiest Shopping Center
- The Urban League of Greater Dallas and North Central Texas
- Dallas VA Medical Center
- Lancaster Urban Village
- Schools
- Lancaster Community and Cultural Resources

Kiest DART Station



The Kiest Station is located at the corner of Kiest Boulevard and Lancaster Road, and is served by the South Oak Cliff segment of the DART Blue Line. Facilities include a “kiss and ride” drop-off and pick-up area, DART Bus transit stop, bicycle rack, and 20 free commuter parking spaces. The transit stop displays a large-scale public art installation. The station has an average daily ridership of 1,284 and a peak service frequency of ten minutes.

VA Medical Center DART Station



The VA Medical Center Station, also served by the South Oak Cliff segment of the Blue Line, is located at the corner of Mentor Avenue and Lancaster Road. The station provides primary access to the Dallas VA Medical Center for patients, visitors and staff. The average daily ridership for the VA Medical Center Station is 892, with a peak service frequency of ten minutes. The station does not currently offer parking.

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Lancaster-Kiest Shopping Center



The Lancaster-Kiest Shopping Center is a short walk from Kiest Station. The Center includes Family Dollar, Fashion Town, Radio Shack, the Kiest Bazaar, and a barber/hair styling school. Fiesta Mart is located at the northern point of the Shopping Center along Lancaster Road.

The Urban League of Greater Dallas and North Central Texas



The Urban League of Greater Dallas and North Central Texas is a 45-year old non-profit community-based organization that serves more than 60,000 individuals annually. It provides core services, programs in health, housing, education (adult and youth), training, and specialized services to re-entry populations, in Dallas and adjacent counties.

The Urban League has planned a new 50,000 square foot expansion which will include a large training shop space, technical classrooms, additional instructor offices, and a large meeting room. The expansion is geared to assist building and technical trade curriculum that leverages the Urban League's relationships with national companies to provide industry-leading training.

Dallas VA Medical Center

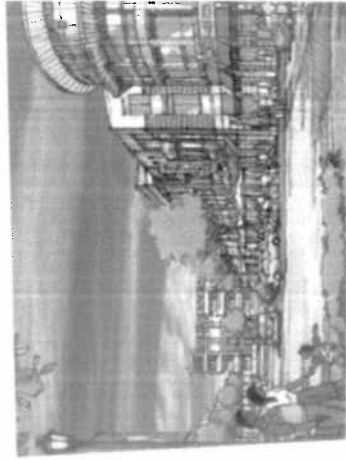


Dallas VA Medical Center, the referral center for the VA North Texas Health Care System, occupies a 63-acre campus located at the southern end of the Lancaster Corridor. The Center serves a veteran population of more than 111,000 in 38 counties in North Texas and two in southern Oklahoma. With approximately 4,300 employees, six medical care units on staff, and 819 beds, the Center provides a strong base of jobs, and attracts employees, patients, and visiting friends and family to the area. In 2011, the Center handled approximately 13,165 admissions and 942,236 outpatient visits.

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Lancaster Urban Village



Lancaster Urban Village is a mixed-use development underway, located just west of the VA Medical Center Station between Ann Arbor Avenue and Mentor Avenue. The phased master plan features development of mixed-income apartments in the first phase, followed by neighborhood retail, restaurants and small offices including a veterans' assistance center.

Schools



Several Dallas Independent School District schools are located in the Lancaster Corridor area. Public schools include the Barack Obama Male Leadership Academy; Whitney M. Young Elementary School; H.I. Holland Elementary School at Lisbon; and John Neely Bryan Elementary. The KIPP Truth Academy middle school is a local public charter school with a mission to prepare traditionally underserved students with character traits and skills necessary for life-long success.

Lancaster Community and Cultural Resources



The Lancaster Corridor area is home to a predominantly African-American and Hispanic community, which contributes a distinct cultural and ethnic neighborhood character. There is a strong faith presence with approximately 12 places of worship in the area. Additional community resources include the Lisbon Cemetery and the Paul Laurence Dunbar Lancaster-Kiest Public Library.

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CHALLENGES AND OPPORTUNITIES

Despite the Lancaster Corridor 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 Development

There are a number of aging, underutilized shopping centers, abandoned structures and vacant lots throughout the area. These sites contribute to inactivity in the area, longer walking distances between destinations, and an overall environment that is not pedestrian-friendly. However, as future development occurs, some of these parcels and structures may provide promising opportunities to redesign the corridor. Several parcels west of the VA Medical Center Station and the Lancaster-Kiest Shopping Center, and multiple parcels to the west of the Kiest Station along Lancaster Road are particularly strategic areas for potential future development. The Dallas VA Medical Center presents a prime opportunity for a range of nearby support services for employees, veterans, and their families and friends. By filling the gaps in the

streetscape and providing destinations that better support community needs, the corridor and surrounding neighborhoods can become more active and desirable places.

Residential Development

Residential areas are primarily composed of small, older single-family homes. Individual vacant and underutilized parcels scattered throughout the neighborhood provide an opportunity to infill with high-quality single-family homes or townhomes, upgrade housing conditions, broaden housing options, and bring increased activity to the corridor. The areas around the two DART stations have experienced population decline; a focus on bringing new housing options to the neighborhoods, as well as new commercial and job opportunities on the corridor could help mitigate the trend. A Habitat for Humanity project is underway to redevelop infill single-family housing east of the Dallas VA Medical Center.

Pedestrian and Bicycle Connectivity

While people do walk and bike along the Lancaster Corridor, pedestrian and bicycle facilities, and safe connectivity across the Lancaster Corridor are lacking in the area. The DART stations and tracks are located in the median of Lancaster Road, requiring transit riders to walk

across lanes of traffic, or park and then walk across, to reach the station areas. Street crossing to neighborhoods and other destinations on either side of Lancaster Road is also limited by the DART track infrastructure and grade changes. Crosswalks are poorly marked and sidewalks are lacking or incomplete along Lancaster Road, where the narrow right-of-way provides minimal space for improvements. There are no bike lanes in the area, and pedestrian infrastructure in the broader area is generally poor with wide, unattractive boulevards, disconnected sidewalks or lack of sidewalks, lack of stormwater infrastructure, and limited landscaping.

There are major opportunities to improve pedestrian and bicycle access throughout the area, particularly connections between surrounding residential neighborhoods and the Kiest and VA Medical Center stations, as well as connections to other nearby services and institutions. Some parcels along Lancaster Road have wide setbacks that may offer opportunities for improving the pedestrian experience with street trees and wider sidewalks. Critical needs are creating safe and attractive connections to the two DART stations and across Lancaster Road with crosswalk and intersection enhancements.

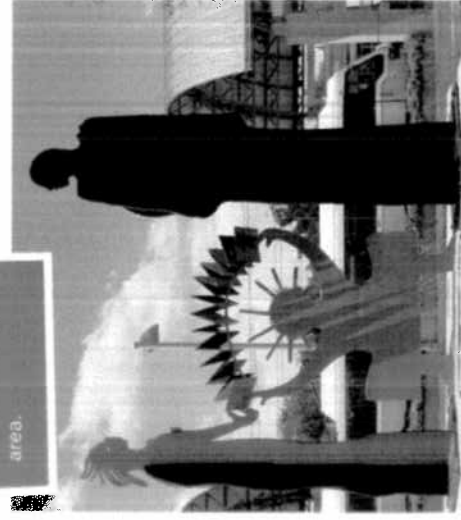
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Open Space

There are no parks or recreational open spaces within the Lancaster Corridor study area. The nearest parks – Veterans Park, Lizzie Oliver Park, Deer Path Park and Glendale Park – are almost one mile away. Integrating parks, playgrounds, pocket parks, and landscaped pedestrian walkways in the community is a critical need, particularly along the one-mile stretch of Lancaster Road between the two DART stations. There may be opportunities to provide open space through vacant or underutilized lots, incorporating quasi-public open space plazas and pocket parks in new development, and/or shared use of play areas and ball fields through agreements with local schools.

Art at the Kiest Station helps convey a distinct character for the area.



Wayfinding

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

SOCIAL AND ECONOMIC CONDITIONS

Social and economic conditions specific to the Lancaster Corridor 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

Kiest Station Area

Within the Kiest Station area there are approximately 4,000 people and 1,300 households. The area around the Kiest Station has experienced population decline since 1990, and it is expected to see a continued small decline over the next five years. The number of

households has declined at a slower rate than the overall population. The number of households in the area in 2012 is very close to the number of households in 1990, indicating that household size is shrinking. However, the mean household size near the station is still slightly larger (3.1 people) than the metro-wide average of 2.7¹. The area has a high portion of children and elderly residents, and a relatively small portion of working-age residents.

Within the half-mile radius of Kiest Station, 61% of the population is African-American. This is a decline since 2000, when 74% of the area was African-American. The Hispanic portion of the population is growing, increasing from 25% in 2000 to 44% in 2012.

Incomes near Kiest Station are low. The median household income in the one-mile circle around the station is \$26,631, well below the Dallas median household income of \$40,650.

VA Medical Center Station Area

Within a half-mile around the VA Medical Center Station there are approximately 2,400 people and 800 households. Like the Kiest Station area, the population

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

declined near the VA Medical Center Station in the 1990s and the 2000s. Though the area shows a recent trend of decreasing populations, the expectation is that populations will stabilize between 2012 and 2017. The mean household size surrounding the station is slightly larger than the mean household size in the Dallas metropolitan area.

The area near the station has a much higher portion of elderly residents than the Dallas/Fort Worth metropolitan region: 16% of population near the VA Medical Center Station is over the age of 65, compared to 9% across the metro-wide region. The working-age portion of the population around the VA Medical Center Station is proportionally smaller than that of Dallas/Fort Worth. Although the area near the station has relatively more elderly and fewer working-age individuals, the portion of children (19 and younger) is roughly the same, about 30%.

The residents of the area near the VA Medical Center Station are predominately African-American; 70% of the population

is African-American. This is a decrease from 2000 when African-Americans made up 80% of the population. The Hispanic population has increased to nearly 30% of the population, from 15% in 2000.

The median income within a one-mile radius of the VA Medical Center Station is \$25,912, much lower than the City of Dallas median of \$40,650².

Retail Market

A retail "gap analysis" for the Lancaster Corridor area indicates potential demand for the following categories of retail goods and services: building materials and garden stores; full-service restaurants; special food services; sporting goods; and hobby stores³. Commercial rents within a half-mile radius of Kiest Station are \$7.61 per square foot, and within a half-mile radius of the VA Medical Center Station are \$10.00 per square foot⁴. With relatively low commercial rents and a demand for more retail in the area, there are opportunities for growth. There was no data available for office or industrial rents in the study area.

Residential Market

The majority of the households are owner occupied near the Kiest and VA Medical Center stations.

Four sales of multi-family properties were identified in the area between 2005 and 2011. The buildings were all garden low-rises with the following characteristics:

- The structures were built between 1969 and 1972 and range in size from 64 to 114 units.
- The sold price per unit ranged from \$15,500 to \$38,300, with a median value of about \$17,900 per unit.
- The sold price per square foot ranged from about \$23 to \$85, with a median value of about \$33 per square foot.

Based on incomes in the study area, households are constrained in what they can afford in terms of housing. Assuming households spend one-third of their income on housing before they are cost burdened, the median affordable rent for the area is approximately \$870 per month.

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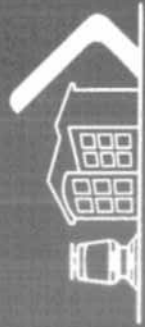
2. Source: The Nielsen Company

3. The gap analysis also shows an under-supply of supermarkets. Interviews with City of Dallas staff indicate that the data are incorrect for this category and, in fact, there are two grocery stores within a half-mile of the Kiest Station – a full-service Fiesta Mart and a smaller Save-A-Lot.

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CHAPTER 2

**PLANNING
PROCESS**



Lancaster Corridor

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. Public outreach and engagement were critical to developing the plan.

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

ADVISORY COMMITTEE

The Lancaster Corridor Advisory Committee was comprised of 15 community 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 stakeholder interviews were conducted to provide initial insight into the primary challenges and opportunities in the Lancaster Corridor area, and set the stage for upcoming community outreach. Stakeholders included developers, real estate brokers, property owners, grocers, representatives from religious institutions and from the Dallas VA Medical Center. The interviews helped identify potential partnerships with developers, possible sites for new projects, and potential catalyst projects. Feedback from developers helped refine the financial assumptions in the Return on Investment Model (ROI) used to assess costs and revenues associated with catalyst projects.



COMMUNITY WORKSHOP

In May of 2012, Lancaster Corridor area residents and stakeholders were invited to participate in a community workshop. The intent of the workshop was to draw diverse area stakeholders together to:

- Gain a better understanding of area challenges, opportunities and community needs.

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- Gauge community preferences with regard to catalyst project types and building types appropriate for the neighborhood.
- Develop a vision for the future of the neighborhood.

More than 30 people attended the workshop, ranging in age from 31 to 70. A majority of participants – 65 percent – indicated that this was their first time participating in a planning event for the Lancaster Corridor area. Half of the participants lived within three miles of the study area; however, over 50 percent stated that they do not regularly use the Lancaster Corridor.

Engaging map-based exercises provided participants with a canvas for



exploring areas of importance, areas of concern, and sites for potential new development. Participants were asked to identify transportation issues and recommendations, identify potential opportunity sites and new catalyst activities/buildings, and locate areas where they would like to see specific uses such as new housing, restaurants, jobs, local services and community amenities. Feedback from the community workshop informed the vision and near-term opportunities presented in this Station Area Plan.

DEVELOPER ROUNDTABLES AND INTERVIEWS

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

During a four-hour roundtable, developers had an opportunity to critique and respond to initial design concepts; Lancaster Opal TOD, the proposed catalytic project for the area; and development assistance tools and financing packages for the Lancaster Corridor area, specifically for the proposed Lancaster Opal TOD

project. Their input to the concepts and financial assumptions in the pro formas helped ensure Plan recommendations are feasible and based on relevant market conditions. Information provided by participants was also used to refine and finalize the proposed catalytic projects in the area.

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

FOCUS GROUPS

Focus groups provided opportunities to gather feedback about initial concepts for the Lancaster Corridor 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.

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The target audience reflected the same demographic segments that comprise the Lancaster Corridor 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 Lancaster Corridor 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.

Participants emphasized important common themes including the need for: increased safety, police presence and security around the DART stations; a more walkable environment; economic development and job training opportunities; expanded youth/teen services and activities; and a wellness/fitness facility (see Appendix D: Focus Groups Summary).

COMMUNITY FEEDBACK EVENT

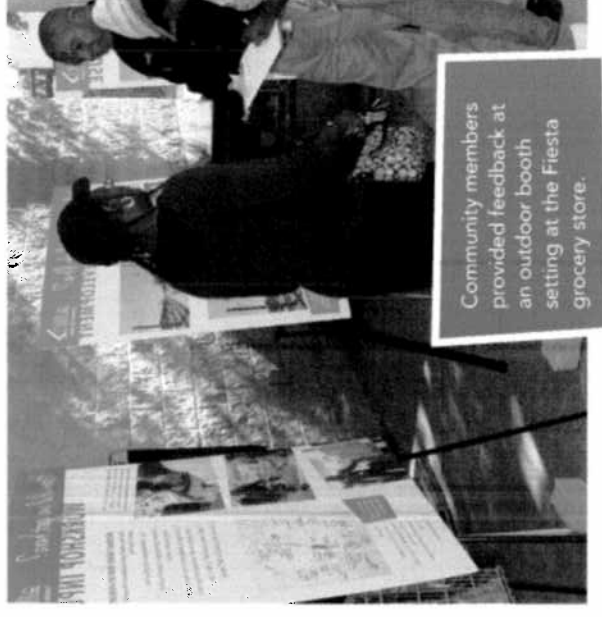
A Lancaster Corridor area community feedback event at the local Fiesta Grocery Store provided an opportunity to share

Draft Plan direction with the community and to solicit feedback. Fiesta's central location provided an opportunity to reach a broad cross section of the community who shop at the neighborhood market or who live in the vicinity.

The event drew over 100 community members, and 95 surveys were completed covering four basic questions about the area (see Appendix B: Survey Results). The event booth showcased Lancaster Corridor 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 feedback event survey response highlights:

- The best aspects of the neighborhood are its proximity to DART, the freeway and downtown, the community of neighbors and churches, Fiesta, and the Dallas VA Medical Center.
- The neighborhood needs better public safety, activities for youth, more entertainment opportunities, jobs and healthy restaurants.



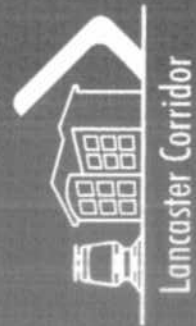
- The visualization of the proposed Lancaster Opal TOD was overwhelmingly well liked, particularly because it looked clean, safe and modern.
- Respondents would like to see a sit-down restaurant with outdoor seating in their neighborhood; there was much support for the adaptive reuse images of the café.

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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 Lancaster Corridor area.

VISION

The Lancaster Corridor area is envisioned as a **thriving, walkable mixed-use corridor that provides a range of high-quality, neighborhood-serving retail, employment opportunities, and housing options with safe multi-modal access between key destinations.**

A priority is to create a more urban, walkable and attractive character along Lancaster Corridor with a diverse mix of uses, façade improvements, repurposed underutilized buildings, and streetscape improvements. Active ground floor uses, building entrances at sidewalk edges, and parking set back from public walkways will contribute to activity and walkability in the area.



The community envisions improved access to quality foods with neighborhood-scale grocery stores, a farmers' market, and a range of eateries and restaurants where residents and visitors can enjoy a sit-down meal. The VA Medical Center Station area in particular will benefit from expanded services that attract and serve Dallas VA Medical Center employees, patients, and visiting friends and family. Additional uses should build on the presence of the area's two DART stations. These uses include senior housing, family-oriented entertainment such as live performance theater, and a community facility with recreational amenities and a banquet room.

Community members should benefit from enhanced job training opportunities at

vocational centers such as the expanded Urban League facility. A retail incubator could bolster start-up businesses. Emerging talents, budding entrepreneurs and an innovative environment may give way to new shopping and job opportunities along Lancaster Road.

Street and intersection improvements should knit together the neighborhoods on both sides of Lancaster Road, creating a safe and pedestrian-friendly place with striped crosswalks, artful paving materials, sidewalks, lighting, shade trees and landscaping.

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GUIDING PRINCIPLES

- **Connect the Neighborhood**
Create safe connections – particularly for pedestrians and bicyclists – between transit and residential areas, commercial areas, shopping, schools, and other key destinations. Initiate Complete Streets improvements along Lancaster Road, and include attractive intersection and pedestrian improvements with sidewalks, lighting, street trees and landscaping.
- **Emphasize Walkable Urban Form along Lancaster Road**
Foster creation of a walkable environment through active ground

floor uses, building entrances to face the street and at sidewalk edges where possible, and parking set back from public walkways. Develop infill “liner” buildings in underutilized parking lots adjacent to public walkways.

- **Support Community Livability and Safety**

Increase lighting, police visibility and overall “eyes on the street.” Improve the neighborhood’s aesthetic appeal and ambiance with reuse/ redevelopment of older buildings, attractive architectural styles, public

art, wayfinding and gateways.
Enhance safe routes throughout the community.

- **Stimulate Economic Development**

Pursue catalytic opportunities for commercial and residential development and redevelopment. Rehabilitate older buildings, and identify target uses for vacant lots. Implement the proposed mixed-use Lancaster Opal TOD near the Kiest Station and Lancaster-Kiest Shopping Center, and advance adaptive reuse concepts where feasible.

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A range of housing options for workers and seniors.



Adaptive re-use to stimulate economic development.



Small groceries to serve the local community.

■ Support Vocational Enrichment and Business Incubation

Support job training opportunities through expanded vocational centers, such as the job training facility at the Urban League. Provide retail incubators to encourage start-up retail businesses through discounted space, shared supplies and training programs.

■ Leverage Dallas VA Medical Center Market Audience

Expand services that cater to Dallas VA Medical Center employees, patients, and visiting friends and family. This local institution offers a prime opportunity to target a key market for new retail and development.

■ Reinvigorate and Broaden Housing Options

Redevelop dilapidated housing; infill single-family redevelopment; and provide additional mixed-use, town homes, mixed income and senior housing options, particularly close to transit and the Dallas VA Medical Center.

■ Enhance Recreational Opportunities

Encourage development of entertainment venues such as banquet halls, live performance theaters and other family-oriented recreational opportunities.

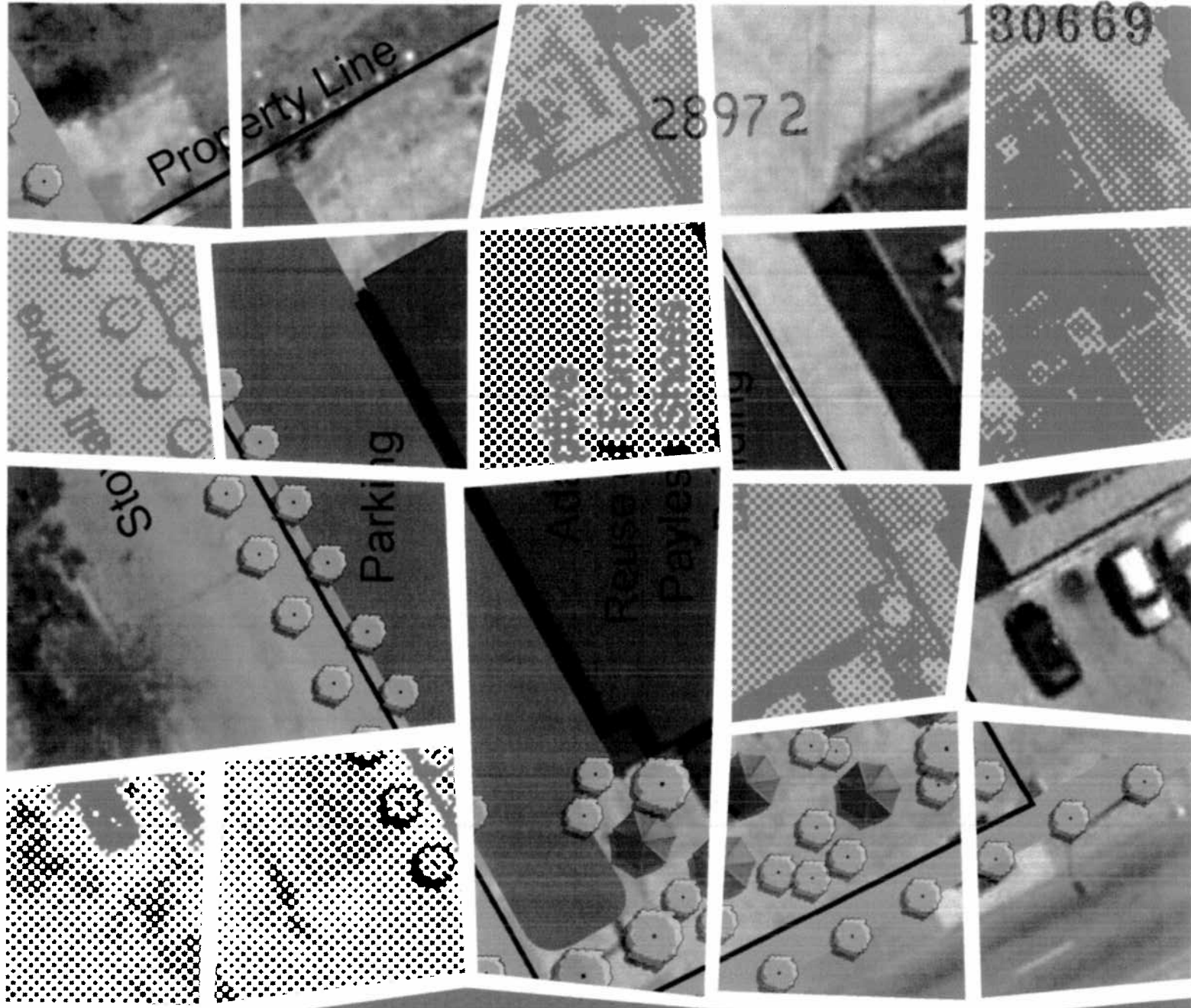
■ Upgrade and Expand Retail Offerings

Incentivize façade improvements and rehabilitation projects to transform street character. Attract locally-serving uses such as neighborhood-scale grocery stores, a farmers' market, sit-down restaurants, and additional shopping opportunities.

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CHAPTER 4
CONCEPTUAL
DEVELOPMENT
PLAN



The overall conceptual development plan for the Lancaster Corridor area leverages the existing investment of the Kiest and VA Medical Center stations, activates underutilized land, supports greater connectivity and mobility, and fosters improved design and neighborhood character for the area.

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

- **Land Use Concept Plan**
defines primary land use types that are recommended for 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 an adaptive reuse opportunity proposed to create the greatest level of positive change.

The Development Plan outlines strategic development that will transform the Lancaster Corridor.



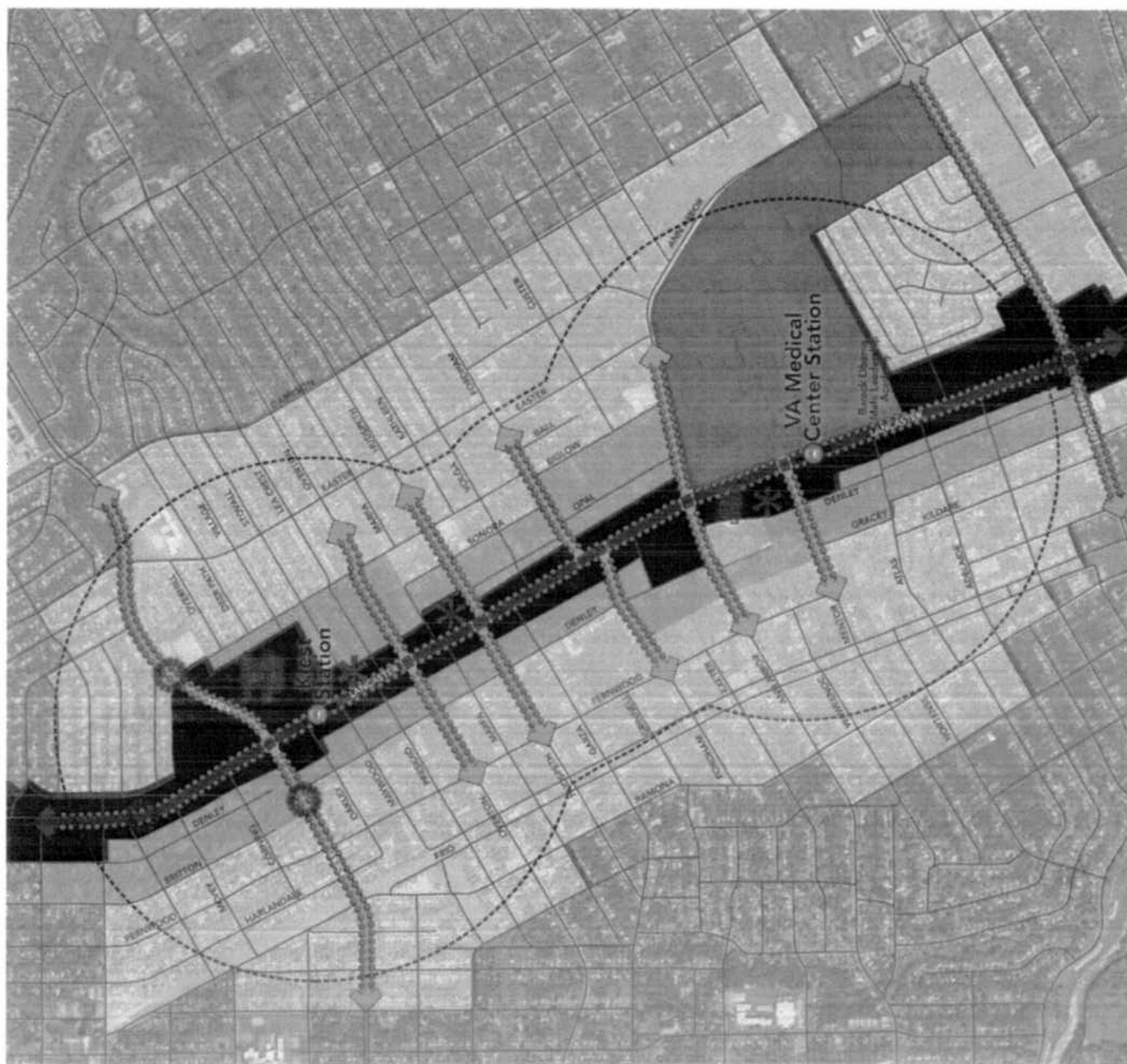
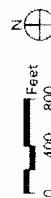
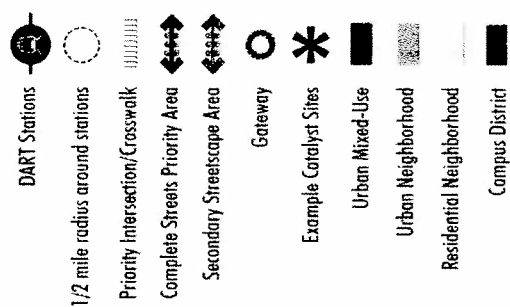
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As the Lancaster Corridor area redevelops over time, development should occur in accordance with this development plan and its components described in this chapter.

- **Multi-Modal Connectivity Concept**
presents potential corridor design solutions primarily for improving safe pedestrian station access and connectivity to surrounding neighborhood destinations.
- **Neighborhood Character and Design Guidelines**
outline design recommendations to guide future development and desired built and neighborhood character.

Lancaster Corridor Land Use Concept Plan



LAND USE CONCEPT PLAN

The Land Use Concept Plan for the Lancaster Corridor area builds upon the vision set forth in the City's *forwardDallas!* Comprehensive Plan, and recommends the following primary land use types.

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

The Land Use Concept Plan includes **Urban Mixed-Use** with a vibrant mix of employment, retail, cultural facilities and housing focused around the two DART stations and along the entire Lancaster Corridor. Buildings in this area may range from small corner shops and townhomes to mid-rise commercial or residential, with appropriate transitions to single-family neighborhoods. This area should provide strong pedestrian-friendly links to transit.

Urban Neighborhood is planned along the Lancaster Corridor as a transition between the mixed-use corridor and the existing single-family neighborhoods that surround the corridor. Urban neighborhoods will remain primarily residential. Shopping, schools and community services should be accessible within walking distance of residences.

The area surrounding Lancaster Corridor itself is largely composed of **Residential Neighborhood**. Redeveloped and newly developed residential areas should provide better pedestrian access to shopping, schools and community services where feasible through shorter blocks, narrower streets and wider sidewalks.

Campus District comprises the area surrounding the Dallas VA Medical Center area spanning south to the including the

Barack Obama Male Leadership Academy. The area should capitalize on spin-off employment opportunities generated by these institutions. A variety of offices, shops, restaurants, lodging and services in the Campus District will support the Dallas VA Medical Center, the Leadership Academy, the nearby Urban League job training facility, and the Lancaster Urban Village mixed-use development currently underway.

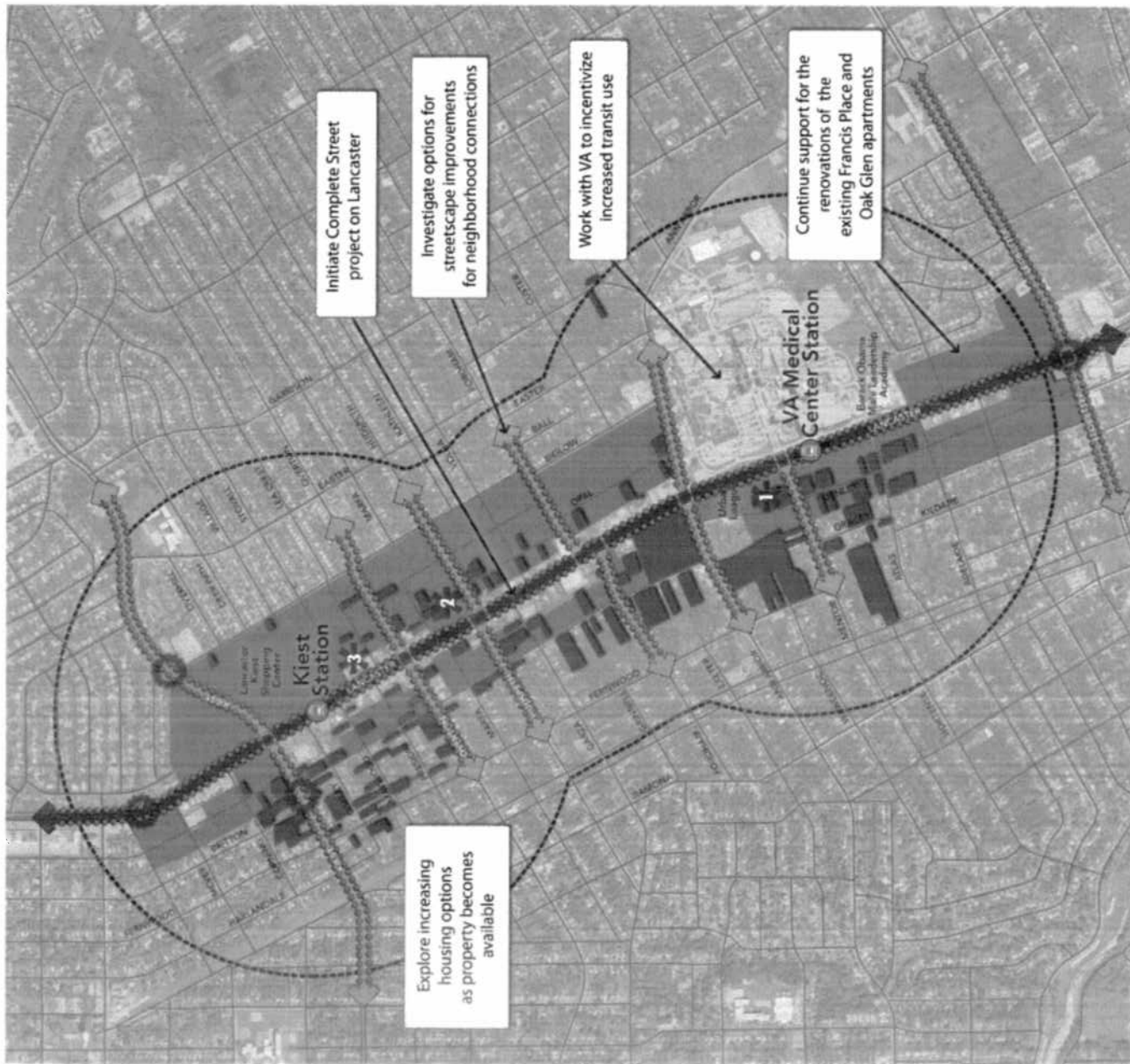
Other Concept Plan Elements

The **Secondary Streetscape areas** are in addition to improvements identified in the Dallas Complete Streets plan. These improvements include enhancements to the pedestrian environment such as street trees, sidewalk improvements, directional signage, traffic calming, and crosswalk upgrades.

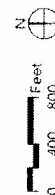
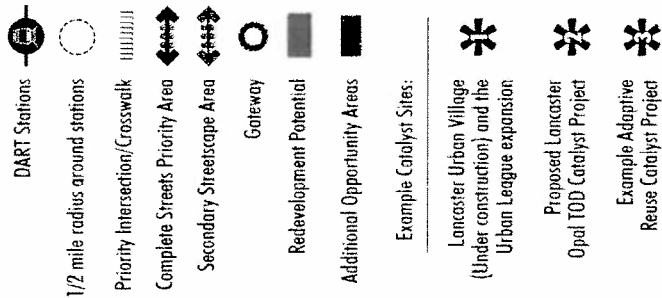
Gateway features installed at any or all of the marked intersections make the community safer by alerting drivers to changes in their surroundings. They also help promote community identity and develop a sense of shared space. Public art makes a memorable gateway and promotes the work of local artists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

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Lancaster Corridor Strategic Near-Term Opportunities

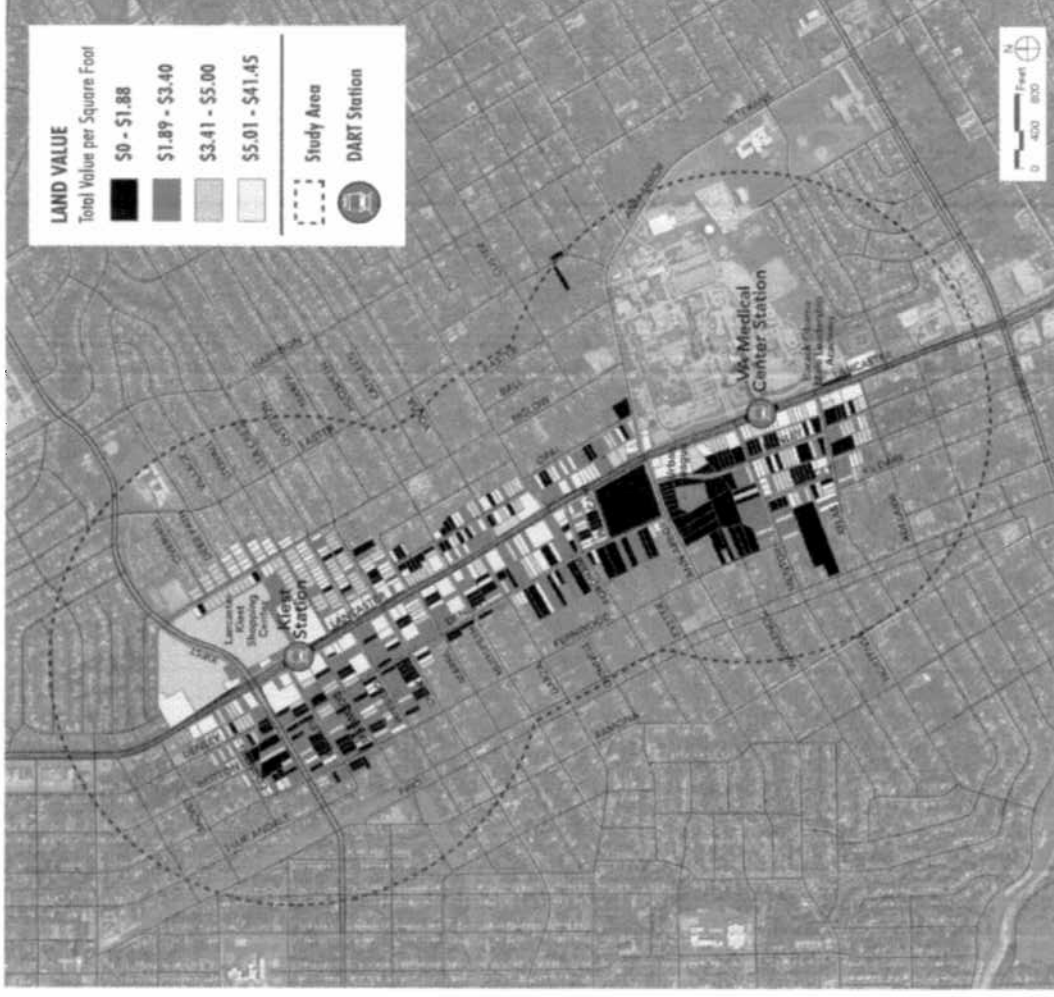


NEAR-TERM STRATEGIC OPPORTUNITIES

The Lancaster Corridor area is a significantly built out community with a large proportion of older residential and commercial buildings, and many vacant and/or underutilized parcels. A number of sites in the area could potentially support new development and/or redevelopment in the near term. Other development 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 stations, and feasibility of adding housing. One of the most significant factors in determining whether a site will develop or redevelop is the total property value of a parcel – both building and land value combined. The Land Value map shows the areas of lowest value by square foot based on parcel-level assessor data. The parcels with the lowest value are identified on the Near-Term Strategic Opportunities map as areas with the greatest “redevelopment potential.”

At the north end of the Lancaster Corridor area, underutilized parcels



present opportunities for development and/or redevelopment along Lancaster Road west of Kiest Station and the

Lancaster-Kiest Shopping Center, and north of Kiest Boulevard both east and west of Lancaster Road.

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A large vacant five-acre site on the east side of Lancaster Road between Marfa and Hudspeth avenues is proposed as a **near-term catalyst development opportunity**. Parcel assembly has already been completed and the site is primed to support the proposed **Lancaster Opal TOD**, a new mixed-use development. Targeted uses at this site will energize the Kiest Station area and help build momentum for future investment.

A former Payless Shoes building and site at the corner of Lancaster Road and Stovall Drive may serve as a **prototype for exploring potential adaptive reuse projects** – as an example, the prototype transforms a vacant building into a vibrant garden café with façade improvements, outdoor seating, streetscape improvements and landscaping. A number of additional sites in the vicinity may provide opportunities for similar repurposing of existing structures over the long term.

At the south end of the Lancaster Corridor, mixed-use development currently underway at Lancaster Urban Village may further stimulate economic development with apartments, retail and restaurants. Underutilized parcels south of Lancaster Urban Village, and south

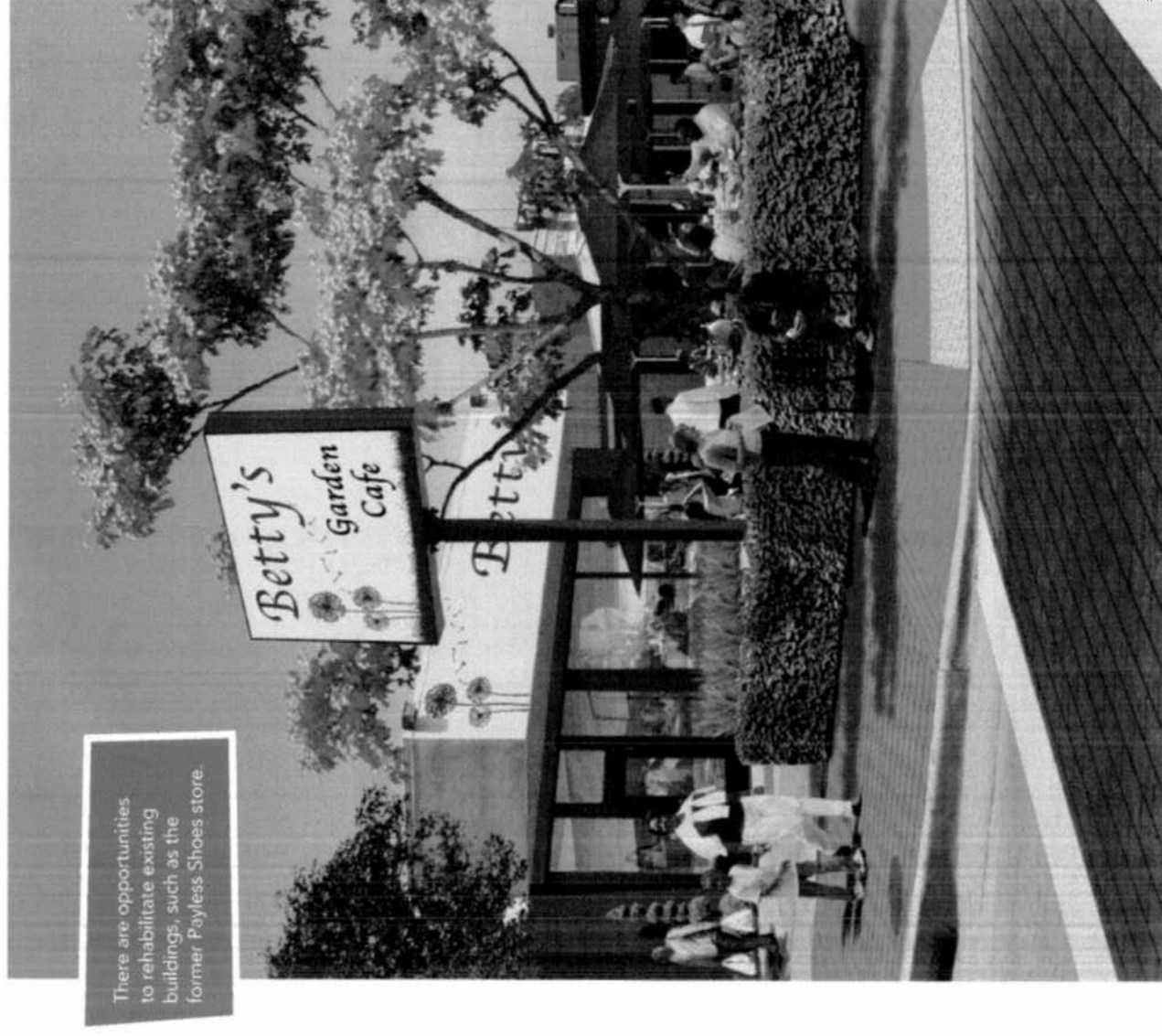
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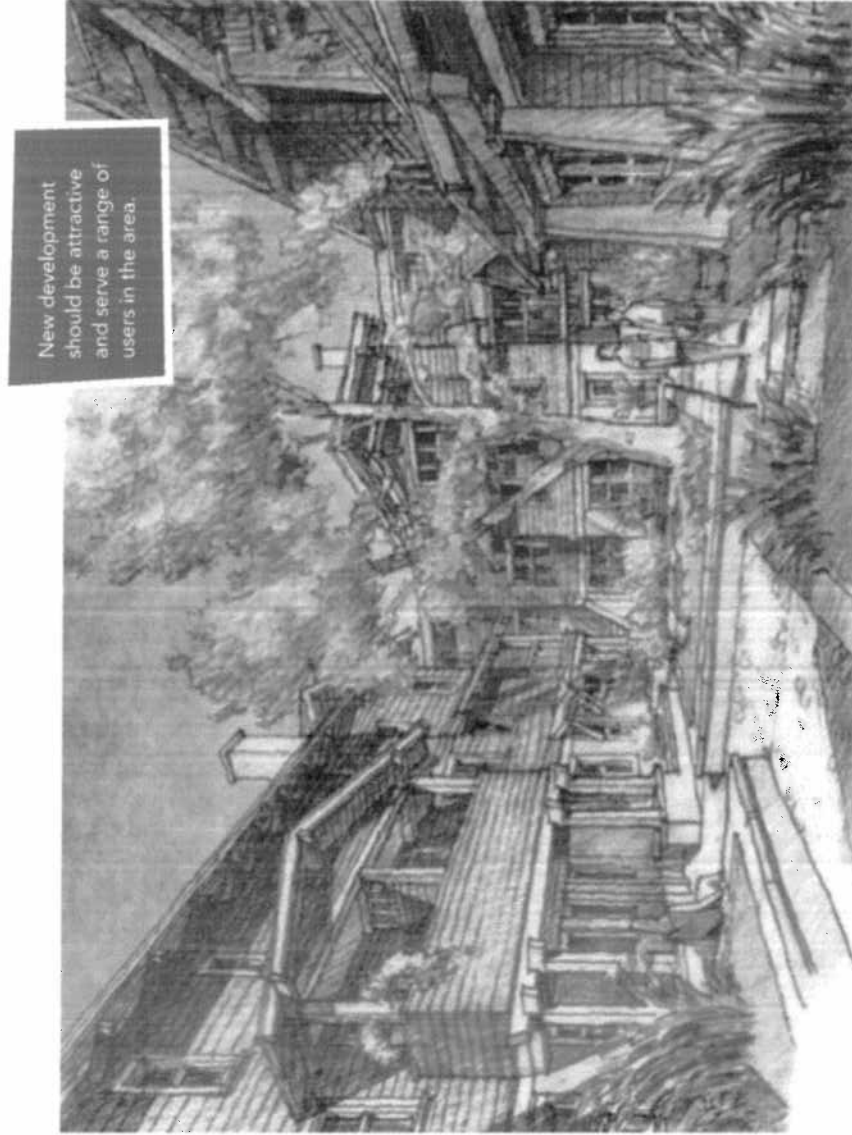
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of Atlas Drive provide additional opportunities to build on the energy of the adjacent mixed-use development and the nearby VA Medical Center Station.

These catalyst sites and adjacent vacant parcels along Lancaster offer promising opportunities for development and redevelopment that could support a range of services for the Lancaster Corridor community, veterans, visiting family and friends. Increased commerce and activity in the vicinity could spawn a robust medical district.

Lancaster Road should develop with Complete Streets improvements as specified in the Complete Streets Initiative (further detailed in the Multi-Modal Connectivity Concept section). The intersection of Lancaster Road and Mentor Avenue at the VA Medical Center Station, and the intersection of Lancaster Road and Fordham Road are identified for improvement with special crosswalk paving and striping, landscaping, lighting and sidewalk improvements. Secondary streetscape improvements should also be implemented along main cross streets including Kiest Boulevard, Overton Road, Hudspeth Avenue, Fordham Road, Ann Arbor Avenue, Mentor Avenue and Ledbetter Drive. Signature gateway features at key entry





Rendering by City Wide Community Development Corporation

points are proposed to better define the neighborhood. Entry points to the north include McVey Road and Kiest Boulevard, and Ledbetter Drive to the south.

Public realm improvements, along with support of existing local businesses through façade improvements and repurposing of existing buildings, will lead to economic development

and expanded local employment opportunities in the area.

Following are the general steps needed to foster near-term, incremental transformation of the Lancaster Corridor area.

- Advance the proposed Lancaster Opal TOD catalyst project.

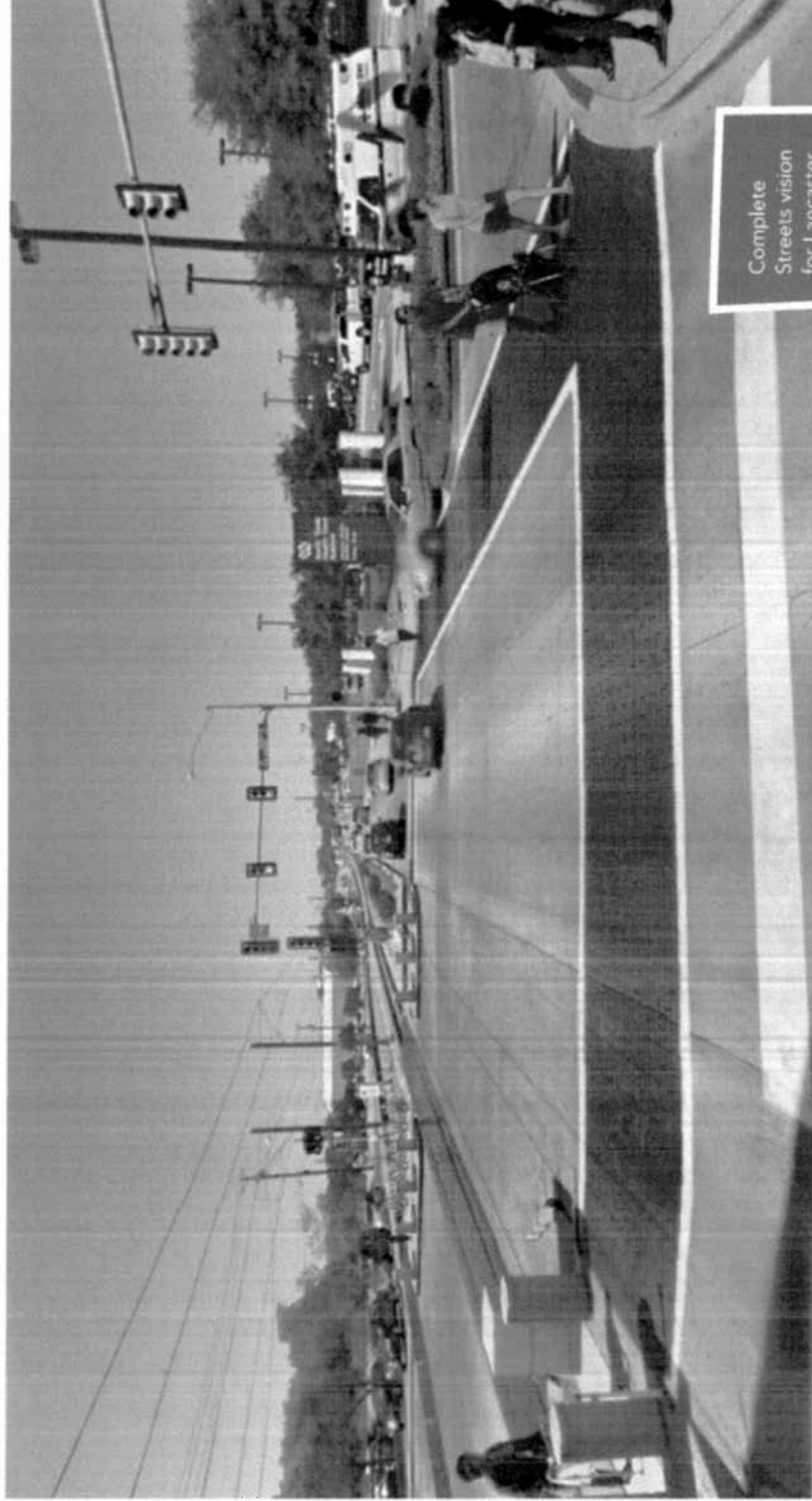
- Complete urban infill projects planned or underway such as Lancaster-Kiest Village and Lancaster Urban Village.
- Pursue development opportunities for other catalyst sites.
- Pursue infill and rehabilitation of existing housing stock as properties become available.
- Continue to support transit-oriented development near Kiest and VA Medical Center stations, and encourage increased transit use.
- Support enhancements to existing retail/commercial sites and incentivize adaptive reuse and façade improvements.
- Implement streetscape improvements on key corridors to contribute to safety and livability, and to encourage private realm improvements.
- Support planned job training facility expansion at the Dallas Urban League.

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.

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Complete Streets vision for Lancaster Corridor.

Station Access

The Lancaster Corridor area is served by the South Oak Cliff segment of the DART Blue Line at both the Kiest and VA Medical Center stations. In the Dallas Thoroughfare Plan, Lancaster Road is classified as PA/S-4-D and Kiest Boulevard as a PA/M-6-D. Overton Road is classified as C/M-4-U and Ann Arbor Avenue is classified as C/S-4-U.

Both Kiest and VA

Medical Center stations are located in the median of Lancaster Road, making pedestrian safety a primary concern for street improvements in these areas. The VA Medical Center station does not provide public parking at the station; and while the Kiest Station provides 20 free parking spaces, the lot is located away from Lancaster Road, so users must cross Lancaster Road to reach

the station from the parking lot. Crosswalks are poorly marked, further reducing pedestrian comfort and safety.

Potential design solutions for improving station access to surrounding neighborhood destinations focus on improvements around the two stations. Key actions for improving multi-modal connectivity include: restriping crosswalks, trimming trees to improve visibility, improving signal timing for pedestrian crossing, relocating pedestrian signals, enhancing median refuges, adding rumble stripes and stop bars, improving sidewalks, and reconstructing ramps for ADA compliance.

Complete Streets

The City's Complete Streets Initiative identifies the Lancaster Corridor as a multi-modal, mixed-use corridor – safely accommodating walking and bicycling is a priority for the area. Enhanced crosswalks and improved sidewalks are specified for early implementation.

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 urban design character both in 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 parking; wrap larger surface parking in storefronts or other pedestrian-oriented features.
- Utilize slip streets within the setback along Lancaster Road, when necessary to accommodate parking frontage for ground floor retail.

- Design driveways and parking access to limit pedestrian conflicts.
- Connect key destinations with a clear network of streets, driveways, bicycle thoroughfares and pedestrian pathways.
- Integrate sustainable features where possible: window shading devices, on-site renewable energy production and green roofs; configure windows to maximize natural lighting.
- Accommodate wider sidewalks and other pedestrian amenities such as parallel/angled parking and street trees whenever possible.

Scale and Massing

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

- Reinforce a more urban character along Lancaster Road with a building height-to-width ratio of 1:1, to the extent possible, to appropriately reflect the context of uses and streets.
- Step back upper building floors where a smaller-scale building appearance is desired, such as along pedestrian corridors.

- Step down building heights and widen setbacks to gradually transition buildings in higher density areas, such as around the transit stations, to existing lower density residential 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.

- Accommodate active uses in ground floors to encourage pedestrian activity.
- 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.

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- 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 bike safety and access, and support transit usage.

- Provide pedestrian and bicycle streetscape improvements such as wide sidewalks, benches, bicycle parking, wayfinding signage, lighting, trash receptacles, trees and landscaping wherever possible, particularly at key building entrances, bus stops and transit plazas.
- Support active ground floor uses with wide sidewalks, attractive landscaping and street trees with tree wells.

- Delineate clear pedestrian crossings with crosswalks, mid-block crossings and sidewalk bulbouts to slow traffic and minimize crossing distances.
- Establish a well-connected bicycle network with on-street bicycle facilities where appropriate, off-street bicycle or shared-use trails, and/or low-speed bicycle priority streets.
- Incorporate public art and decorative features such as ornamental or colored paving, sculpture, murals and tiles along key corridors, at bus shelters and near transit stations.
- Implement Complete Streets improvements, particularly along Lancaster Road.

Open Space 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 Lancaster Corridor 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 gateways at entries to the neighborhood and wayfinding signage or art elements along key corridors.

Stormwater Management

Private development and street improvements, wherever possible, should 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.

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CATALYST PROJECT IMPLEMENTATION



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

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

CATALYST DEVELOPMENT SITE

The Lancaster Opal TOD is proposed as a catalyst project on a vacant five-acre site located south-east of the Kiest Station on Lancaster Road between Marfa Avenue and Hudspeth Avenue. The project will include mixed-use development with neighborhood retail, market-rate and affordable apartments, and a common clubroom. This particular development, along with other near-term developments



in the area is expected to create the greatest level of positive change for the Lancaster Corridor area in the near term by attracting new development and helping improve the area's overall well-being and image.

The location has the potential to build on energy generated by the nearby Kiest Station and Lancaster-Kiest Shopping Center. The site covers a full block and a half between Lancaster Road, Sonora Avenue, Marfa Avenue and Hudspeth Avenue. A major advantage of the site is that it includes commercial frontage along the Lancaster Corridor and provides sufficient parcel breadth and depth to develop a large-scale mixed-use

project. Additional benefits that make new development particularly attractive: parcel assembly has already been completed and the site is predominantly vacant. The scale of the site allows for higher densities and flexibility in site planning and urban design.

The development program for the site responds to both the market and community needs. The phased approach includes Phase I development of a mixed-use building along Lancaster Road, and Phase II development of four smaller two- and three-story residential buildings.

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Proposed Development Program Highlights

- 1** **West Block:** Ground-floor retail on Lancaster Road with two floors of housing above; additional two stories of residential behind with one- and two-bedroom units (Phase I).
- 2** **East Block:** Residential buildings east of the mixed-use building; two- and three-story buildings with two-bedroom units (Phase II).
- 3** **Parking slip road** between retail and Lancaster Road.
- 4** **Parking** in ground-level garages and urban parking court.



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Lancaster Opal TOD Project

- **Concept:** Mixed-use infill development with mixed-income residential and retail shop front.
- **Uses:** Retail, apartments, condominiums, club, and leasing area.
- **Form:** Three-story development with garages, urban parking courts and slip road parking.
- **Station Proximity:** The site is approximately 1,300 feet from the Kiest Station.
- **Parking:** 125 garage spaces; 44 urban parking court spaces; 60 slip road parking spaces.

DEVELOPMENT COSTS AND OPERATING REVENUES

Development costs provided by Catalyst Urban Development were used to estimate the total costs of the Lancaster Opal TOD development. Catalyst Urban Development has been working with the property owners, and City Wide Community Development Corporation, to bring the project forward. To identify costs for individual portions of the project, it is assumed costs are directly correlated to the net square feet (SF), as identified in the development program.

For financing purposes, the development is divided into two parts: the west block (Phase I) and the east block (Phase II). The west block includes market-rate and affordable apartments and retail space, as well as space for a leasing office, a common clubroom and storage. The east block comprises 36 two-bedroom units, all for sale.

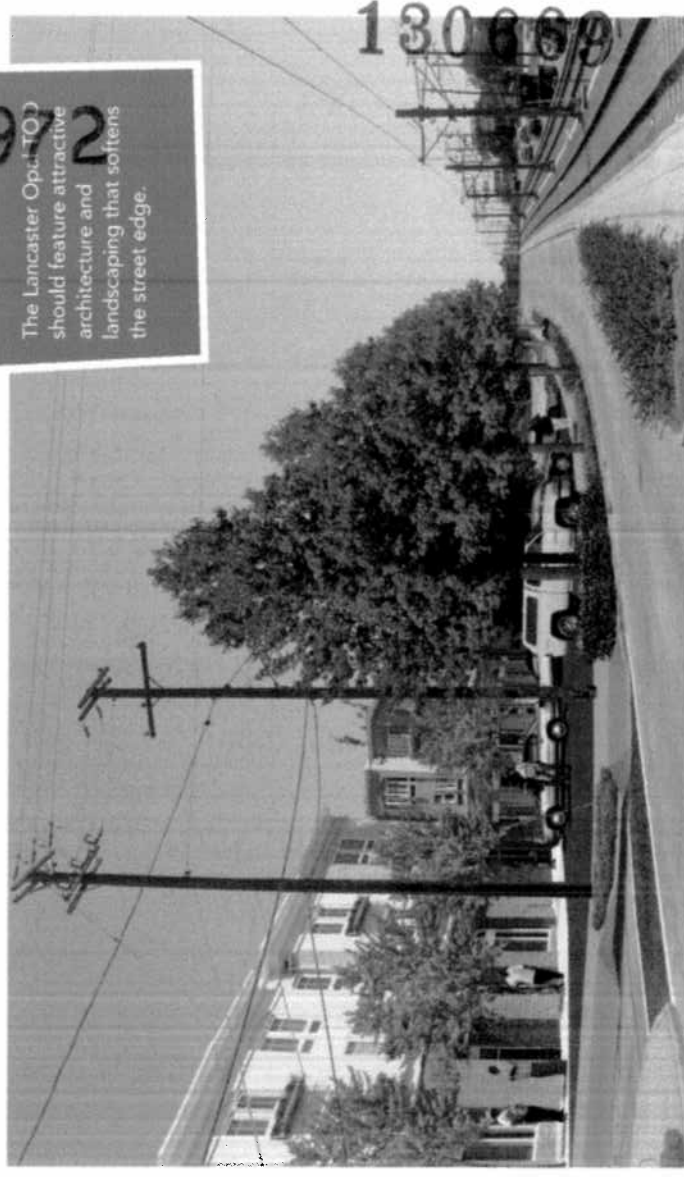
Catalyst Urban Development reported that total development costs are expected to be \$15,674,500. The west block makes up 58% and the east block makes up 42% of the total net SF. By apportioning costs by net SF, it is estimated that total development costs

would be approximately \$15 million.

For the for-sale portion (east block), the sale price is estimated to be \$145,000 per unit. The price covers the costs of financing, equity, and a 5% sales commission. A mix of three potential funding sources has been identified for the for-sale portion, including New Markets Tax Credits (NMTC), private equity, and a bank loan.

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The Lancaster Opal TOD should feature attractive architecture and landscaping that softens the street edge.



For the west block, the pro forma estimated the net operating income (NOI) and the expected market value based on these rents and vacancy rates:

- **The market-rate apartments*** would have an average monthly lease rate of \$0.95/SF, for an average monthly rent of \$578 for the one-bedroom units and \$825 for the two-bedroom units.

Vacancy starts at 20% in the first year and stabilizes at 5% in Year 3.

- **Affordable units*** make up 40% of the residential portion. The expected rents are based on HUD's 2012 allowed rents for households at 60% of Area Median Income (AMI). The allowed rent is \$789 for a one-bedroom and \$947 for

two-bedroom. Vacancy starts at 15% in the first year and stabilizes at 5% in Year 3.

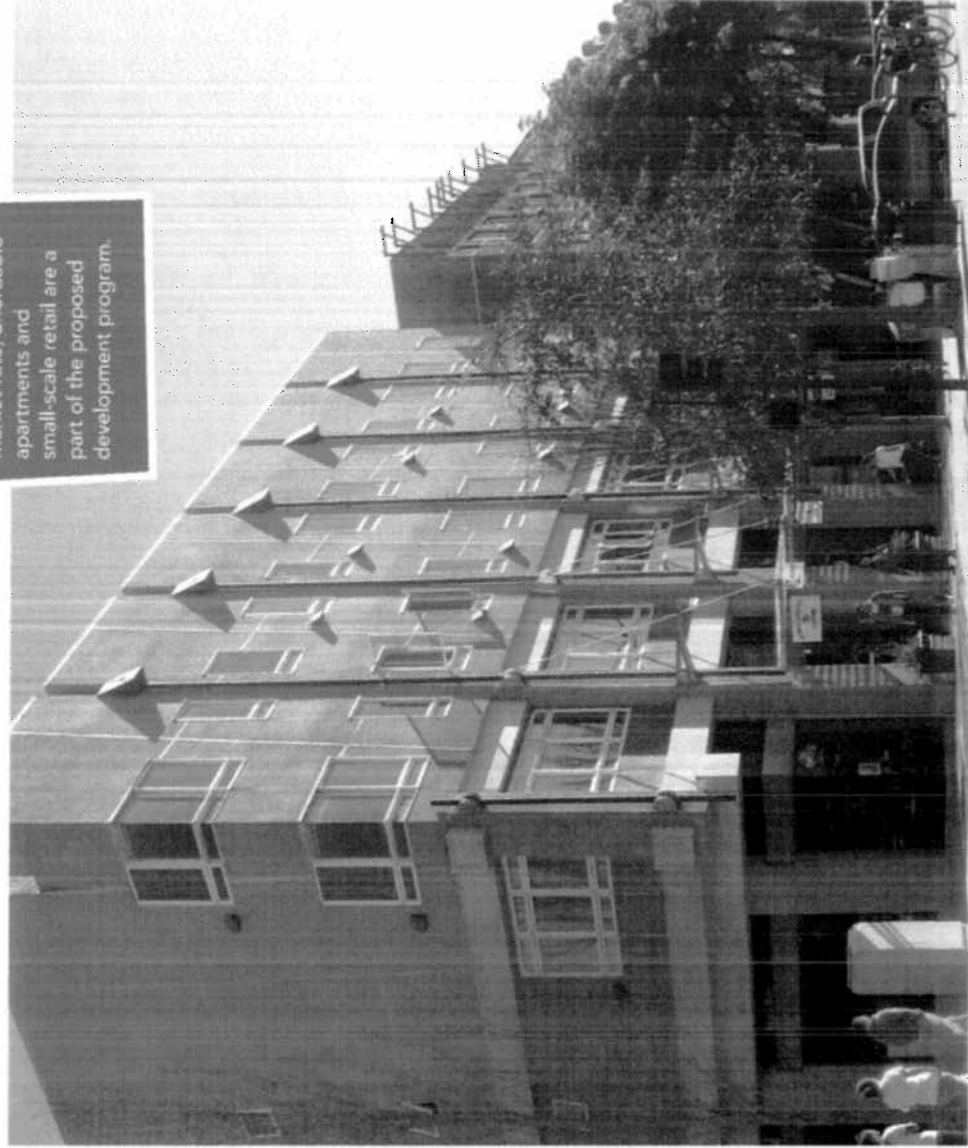
- **Retail rents** are \$15 per SF annually and are fully served. Vacancy starts at 50% in the first year and then stabilizes at 5% in Year 3.
- There is no rent associated with the leasing office, club space and storage.

To calculate the net operating income (NOI) and the expected market value, it is assumed that both rents and operating costs increase 3% per year and operating expenses equal 20% for the residential elements and 23% for the non-residential elements (to account for lease commissions). A capitalization rate of 7.5% is assumed for the entire project.

A mix of four potential funding sources has been identified for the mixed-use portion, including 4% Low Income Housing Tax Credits (LIHTC), a Section 108 loan, a 221(d)(4) loan and private equity.

* Voucher program affordable rent caps can be greater than market rate rents in some areas. Affordable caps are usually set based on metro area median rental averages. Within any city there are often areas where market rents are lower than a region's affordability caps. In Dallas, HUD has opted to change the formula for portions of the Lancaster Corridor, further reducing the affordability caps.

Market-rate, affordable apartments and small-scale retail are a part of the proposed development program.



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ZONING PLAN

This section provides zoning change recommendations and proposed redevelopment standards for the Lancaster Opal TOD site.

The Lancaster Opal TOD site is currently zoned Parking District (which allows parking) and R-7.5, which allows residential uses.

The proposed project recommends 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. Based on Article XIII, Residential Transition (RTN) zoning may also be used on portions of a development to ensure an appropriate transition in scale and land use adjacent to single-family areas.

The WMU-3 District with a Shop Front overlay permits the proposed uses, including a single-story shop front, ground-floor retail, apartments (above the ground floor), condominiums, club and leasing area.

Tables 5.1 summarizes development standards for the WMU-3 District and RTN district.

Table 5.1: Chapter 51A Article XIII: Form Districts Development Standards

Walkable Urban Mixed-Use 3	
Height	3.5 stories, 50'
Front Area 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'
Residential Transition Neighborhood	
Application	Applied as a buffer of at least half a block in depth between a proposed WMU district that abuts or is across an adjoining alley or minor street from any single family neighborhood.
Height	2.5 stories, 35'
Front Area Setback	15' or none
Side Setback	5
Rear Setback	15'; 3/20+ if abutting multifamily or non-residential district
Open Space Requirement	8% of the net land area of a building site
Parking Setback	None

Without adjustments, the proposed development requires 184 parking spaces. Because the proposed project has affordable units, a 50% reduction (19 spaces) would apply under WMU-3, for a total requirement of 184 spaces; 229 spaces are provided.

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DEVELOPMENT ACTION PLAN

Table 5.2 describes the strategies and actions recommended as the first steps to implement the Lancaster Opal TOD project.

Table 5.2: Development Action Plan		
Strategy	Action	Lead
Refine project scope	- Review and refine conceptual development program - Secure additional properties	OED/CDC
Identify possible funding mechanisms/partners	- Private equity - Bank loans and other private debt - HUD programs, such as Section 108 and 221(d)(4) - EB-5 4% and 9% Low Income Housing Tax Credits (LIHTC) - New Markets Tax Credits - Public/private partnerships - Additional funding sources as they become available	OED / Private Development Partner
Facilitate development proposals	- Negotiate development agreements to secure funding and implementation. - Ensure appropriate streetscape improvements along Lancaster Road are included in the development plan. - Replat and rezone property to be consistent with the plan.	OED/CDC/SDC
Coordinate with local development partners	Work with partners to encourage similar projects on other sites.	OED
Identify transportation funding sources for street improvements on Lancaster Road	- Explore federal transportation funding. - Ensure short-term implementation occurs through various street improvement projects. - As larger capital projects are funded, include funding for a complete street approach.	OED

SDC – Sustainable Development and Construction

OED – Office of Economic Development

CDC – Community Development Corporation

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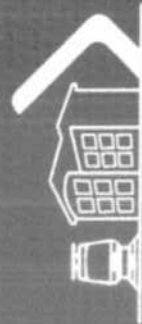
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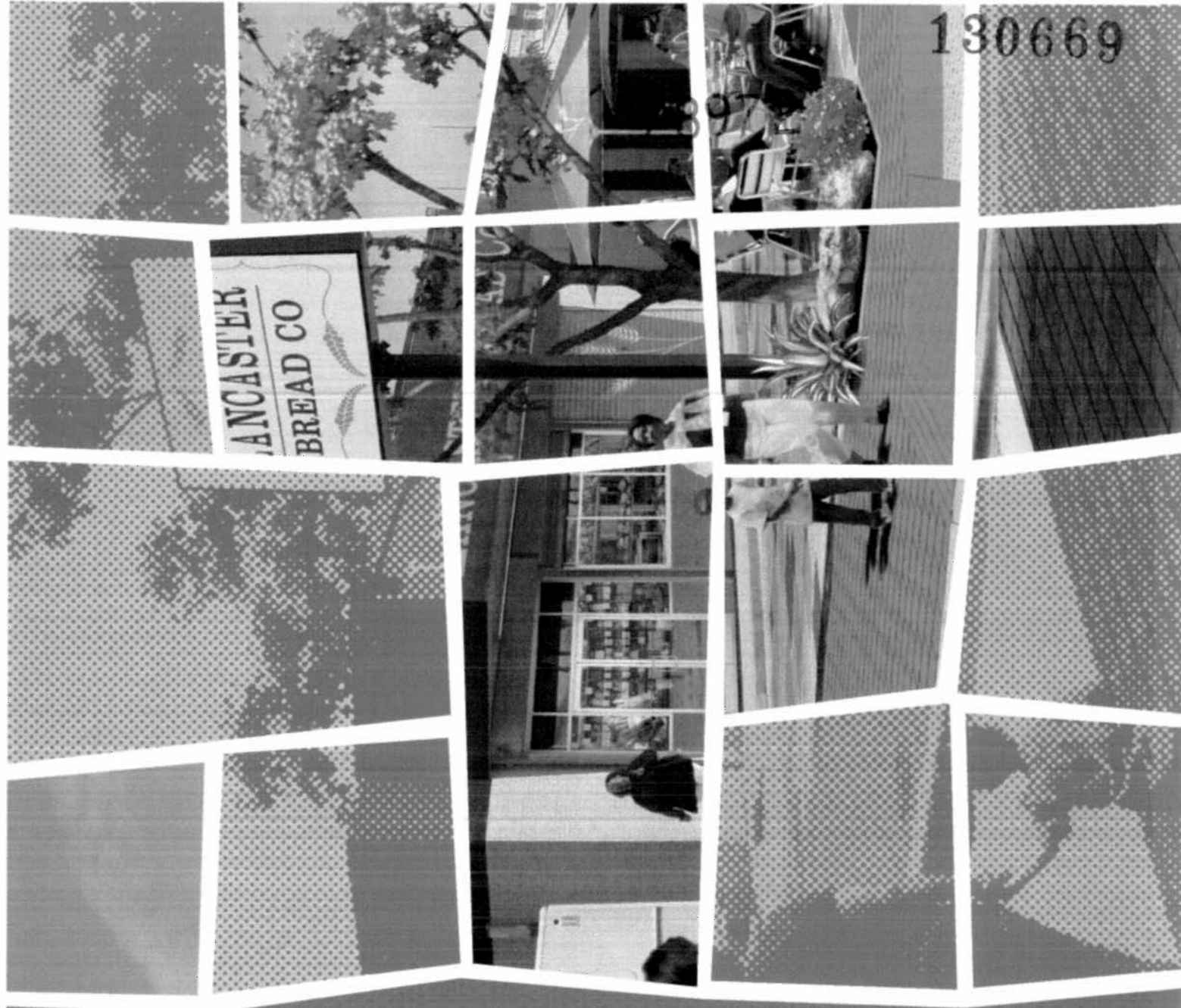
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CHAPTER 6

ADAPTIVE REUSE IMPLEMENTATION



Lancaster Corridor



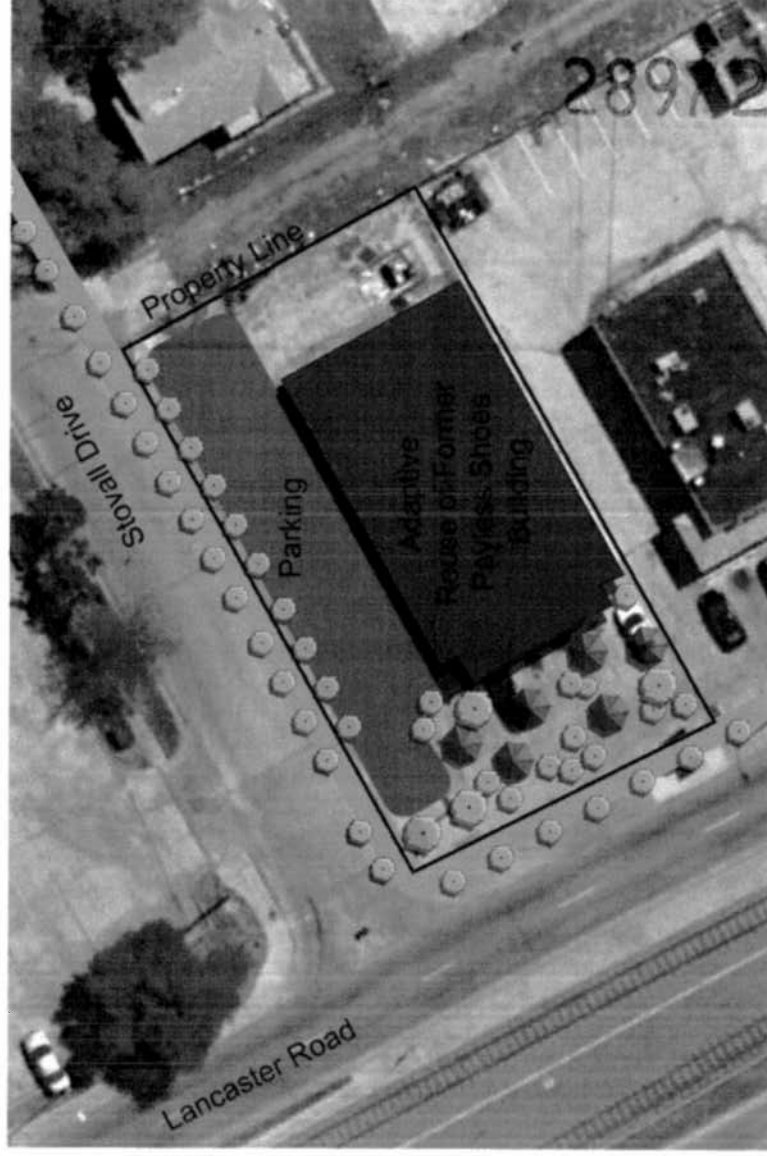
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Because the Lancaster Corridor area includes many existing buildings that are vacant, or in need of repair, there are significant opportunities to transform existing building stock to better serve the needs of the community.

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

ADAPTIVE REUSE

Adaptive reuse is the practice of repurposing underutilized 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 businesses.

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.

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- **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 office or general retail store becomes a restaurant, different parking requirements may apply. The long-term benefits of attracting new development can outweigh the short-term impacts on neighborhood parking, particularly if compatible with the area vision and when appropriate sensitivity is shown to avoid adversely affecting adjacent neighborhoods. Flexible zoning codes are needed to remove barriers that could potentially discourage investment in the neighborhood.
- **Develop Code clarification programs.** Develop programs to assist building owners and developers in understanding the most recent building codes and navigating the permitting process for building reuse, preferably prior to the applicant's purchase of property. Code clarification programs can help owners/developers understand what to expect in bringing an older building up to code for a new use. For non-professionals, the City of Dallas Permit Center provides assistance related to construction and development. The Center is an example of a one-stop shop model that can be used for zoning and other regulatory issues.
- **Promote available financing options.** Adaptive reuse projects are often associated with small business initiatives and financing is critical to bringing any adaptive reuse project to fruition. Several financing options are available, such as small business loans targeted to specific communities, and storefront grants or loans to improve the aesthetics. A well-defined package of financing options can help attract and facilitate more adaptive reuse projects.
- **Encourage use of outdoor area adjacent to the street.** Allow outdoor seating and display of goods for sale where feasible. Where implemented tastefully, outdoor uses can add life to sidewalks and neighborhoods, and potentially stimulate further development.
- **Assist builders and developers in identifying opportunities.** Develop a building reuse resource that catalogues successful Dallas projects. Include details related to building selection, securing financing, overcoming barriers, and lessons learned.

ADAPTIVE REUSE PROTOTYPE

The following example shows how one existing use – a currently vacant, former Payless Shoes building and site at the corner of Lancaster Road and Stovall Drive – could be adaptively reused to provide more appropriate uses and help transform the character of the street with building and storefront façade improvements. A number of additional sites in the vicinity may provide opportunities for similar repurposing of existing structures over the long term.

- **Concept:** Adaptive reuse of the vacant Payless Shoes building near the Kiest Station.
- **Uses:** Vacant 5,000 square foot store to be transformed to restaurant and bakery.
- **Transit Proximity:** The site is approximately 500 feet from the Kiest Station.

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Prototype Program Highlights

- New 1,500 square foot dining establishment with outdoor seating.
- Bakery or retail— 2,000 square feet.

Amenities

- Street trees and landscaping.
- Enhanced pedestrian facilities.
- Outdoor seating.

Current zoning is Community Retail (CR), which allows retail, restaurant, office and personal service uses including general merchandise or food stores 3,500 square feet or less, personal service uses and restaurants without drive-through service. Development standards for this zone are outlined in Table 6.1.

While CR zoning can accommodate the example prototype adaptive reuses, only 14 parking spaces are currently available on site. Eight spaces are located on the side of the building and 6 spaces in the front of the building. If the area in front of the building is used for outdoor seating and landscaping, parking will be reduced by four spaces, leaving 10 spaces on site. Twenty-five spaces are required, leaving a potential gap of 15 spaces. The recently adopted code amendment for administrative parking requirement

Table 6.1: Community Retail Development Standards

Height	4 stories, 54'
Front Setback	15'
Side Setbacks	20' adjacent to residential OTHER: No min.
Rear Setbacks	20' adjacent to residential OTHER: No min.
Floor Area Ratio (FAR)	0.75 FAR overall; 0.5 office

Table 6.2: Parking Analysis

Use	SF of Floor Area	Parking Required	Required Parking Spaces
Restaurant with outdoor seating	1,500	1 per 100 SF	15
Retail	2,000	1 per 200 SF	10
Total required parking spaces			25
Total currently provided			14
Number of spaces potentially lost by outdoor seating and/or voluntary landscaping			<4>
Gap			<15>

reductions for transit proximity would not be applicable to this location because it is adjacent to residential uses.

Additional parking is required for this adaptive reuse example to be viable. Exceptions and ordinance changes could allow for other parking options. Remote / offsite parking is one currently available option to reduce the onsite parking needs by up to 50%. If half of the parking

was accommodated offsite, the parking gap would be reduced to 3 spaces. On-street parking along Stovall Drive would reduce the gap by an additional 5 parking spaces. A potential Adaptive Reuse Zoning Overlay, as described in the area-wide implementation section, could provide some parking relief. A combination of all or some of these parking tools would be needed to meet the required parking needs for this development example.

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Table 6.3: Adaptive Reuse Action Plan

Strategy	Action	Lead
Evaluate zoning regulations to remove barriers to adaptive reuse to encourage small business entrepreneurs and promote community revitalization.	• 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. • 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. • 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 shared parking, remote parking, and on-street parking. • Allow for the reduction of parking when the area is used for outdoor seating, wider sidewalks, or the provision of green space. • Provide regulatory incentives to encourage landscape improvements including wider sidewalks on the frontage. • Ensure that application of this new tool is sensitive to impacts on adjacent residential areas by applying the zone judiciously. • Address other zoning provisions that may hinder adaptive reuse.	OSDC
Incorporate specialized adaptive reuse assistance into the City's Express Review and Permit Center programs.	• 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. • 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. • Coordinate with SourceLinkDallas to provide additional consultation services to small businesses as needed.	OED/ SDC
Identify funding mechanisms and programs to support adaptive reuse.	• Focus on financing tools available in the private sector and public sector such as Small Business Administration (SBA) loans.	OED/ Non-profit partners
Identify key areas for proactive application of the new adaptive reuse tools.	• Identify locations in the Lancaster Corridor with concentrations of buildings potentially appropriate for an adaptive reuse overlay. • If appropriate, and based on community input, rezone target areas identified locations with adaptive reuse overlay. • Create a program to market opportunities to local developers and business owners.	SDC

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

ADAPTIVE REUSE ACTION PLAN

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

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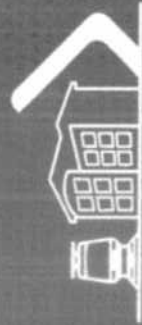
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CHAPTER 7

AREA-WIDE IMPLEMENTATION STRATEGIES AND ACTIONS



Lancaster Corridor

This Plan's implementation initiatives are intended to spur transformation of the Lancaster Corridor 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 Lancaster area. Key strategies related to financing, education, 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 catalyst opportunity projects.	- Identify other funding mechanisms, partnerships, and bank financing to support program - Provide incentive packages to implement catalyst projects. - Develop program to bundle a group of smaller projects together for tax credits and other funding sources. - Pursue funding for corridors identified on strategic opportunities map as a priority.	OED

Table 7.2: Outreach Strategies		
Strategy	Action	Lead
Keep property owners and developers up to date about market trends.	Maintain relationships with developers and spotlight the best development opportunities.	SDC/ OED
Improve working partnerships with the area institutions like the VA Medical Center and the Urban League.	- Work with HUD and Department of Veteran Affairs to improve the integration of the VA Medical Center into the Lancaster Corridor community and improve relations with surrounding residents. - Pursue job training partnerships and other collaborations with the Urban League of Greater Dallas. - Market area businesses to VA employees.	OED / Urban League

Table 7.3: Zoning Strategies		
Strategy	Action	Lead
Use the area plan to facilitate mixed-use, transit-oriented zoning over time with appropriate transition to single family neighborhoods.	- Use the land use concept plan as a guide for all ongoing rezoning activity in the area. - Work closely with development partners on catalyst sites to expedite zoning consistent with the land use concept plan. - Monitor development and zoning activity in the area to identify appropriate timing for a possible proactive area-wide rezoning effort to support major redevelopment consistent with the plan.	SDC

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

Table 7.4: Transportation Strategies

Strategy	Action	Lead
Improve the safety of pedestrian connections to the VA Medical Center Station (near term)	Implement Complete Streets design recommendations: • Re-stripe crosswalks – with priority on station areas. • Improve timing and signalization for pedestrian crossing; there is currently only enough time to make it to the median refuge, which leaves pedestrians between two rail-road tracks. • Add rumble strips. • Improve the pedestrian refuge.	Public Works, Transportation Planning
Improve the safety of pedestrian connections to the Kiest Station	Implement Complete Streets design recommendations: • Restripe all crosswalks. • Trim the tree on the east side of Lancaster Road to improve visibility of signage at crosswalk. • Ensure that pedestrian push buttons for crossings provide a count-down and retime them for adequate crossing intervals. • Place pedestrian signals in more convenient locations; currently, most of these pedestrian signals do not work all of the time and the location of the buttons is not convenient. • Install a stop bar and paint the sidewalk at Lancaster Road and Oakley Avenue. • Expand the refuge and/or add barriers to provide a safe zone for pedestrians crossing when a train is approaching. • Provide a pedestrian refuge at Lancaster Road and Kiest Boulevard at mid-block between the DART rail lines; current U-turns by cars cross into this refuge area, which has the potential for accidents without improvement.	Public Works, Transportation Planning
Continue improvement of sidewalk connectivity and quality	• Work with private development, to widen sidewalks to five feet minimum and include appropriate landscape buffer in redevelopment and development projects • Improve pedestrian safety and connectivity along Secondary Streetscape corridors identified in the Land Use Concept Plan. • Reconstruct ramps to be ADA compliant at all major intersections with DART stations.	Public Works, Transportation Planning
Install gateways	• 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.	SDC, Public Works and Transportation Planning
Implement Complete Streets Plan	• Coordinate corridor design with Complete Streets implementation, Dallas Bike Plan and Thoroughfare Plan, including the possible update to these plans.	Public Works, Transportation Planning, City Design Studio

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Nine focus groups and other in-person interviews including nearly 160 existing residents of the TOD study areas were conducted as part of the process for the purpose of gaining an in depth understanding of needs and perceptions of those living near the Lancaster Corridor, MLK Station, Hatcher Station, Vickery Meadow and Buckner Station.

The results of the Lancaster Corridor focus group showed that 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. The proposed expansion of the Urban League job training center should help address these concerns. 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.

Table 7.5: Community Development Strategies

Strategy	Action	Lead
Address underlying community development needs (as recommended in the 2008 TREC/MBS "New Paradigm for Distressed Neighborhoods" report which specifically calls for a "Human Capital/Development Plan"), in tandem with implementation area plan strategies.	- Focus socio-economic efforts on the provision of adult and teenage education, job training, certification, and job creation and entrepreneurship for existing residents. - Explore private funding sources so that flexibility and innovation can be a driving force. - 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. - Explore national best practices such as efforts at the Jacobs Center for Neighborhood Innovation. - Improve communications and linkages between institutions and the general public. - Dedicate Economic Development staff to support the creation of a community development plan with a focus on supporting entrepreneurship, job training and employment growth. - Improve communications and linkages between institutions and the general public within the Lancaster Corridor. - Designate a specific staff lead from Economic Development who has expertise in South Dallas community development to serve as a liaison to support the creation of the socio-economic action plan. - Continue to work with and support the Urban League's Lancaster Urban Village development as well as their ongoing Trade/Vocational Training Center.	OED

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APPENDIX A: PARKING ANALYSIS

Lancaster Opal TOD Project Parking Analysis				
Use	Units or SF	Form Based Parking Required	Required Parking Spaces	Required parking including permitted reductions
Market Rate				
1-Bedroom Apartments	26	1.15	30	30
2-Bedroom Apartments	58	1.65	96	96
Affordable				
1-Bedroom Apartments	32	1.15	37	<50%> 19
Office	2,500 SF	1 per 333 SF	8	8
Retail/Neighborhood Service	7,830 SF	1 per 250 SF	31	31
Subtotal:			202	184
Parking Provided in Design:				
Slip road parking	60			No additional reductions permitted
Ground-level garages	125			
Urban parking court	44			
Total	229			184

Project not eligible for administrative parking reduction because it is adjacent to residential uses.
 Note: Provided parking may not exceed 125% of the required parking

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APPENDIX B: MARKET REPORT

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August 7, 2012

SUBJECT: MARKET DATA- DALLAS TOD AND POTENTIAL DEVELOPMENT ACTIONS

This memorandum describes the market research conducted by ECONorthwest. It provides the Fregonese team with information about demand and supply for different uses in two station areas in the Lancaster Corridor, Kiest Station and VA Station.

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.

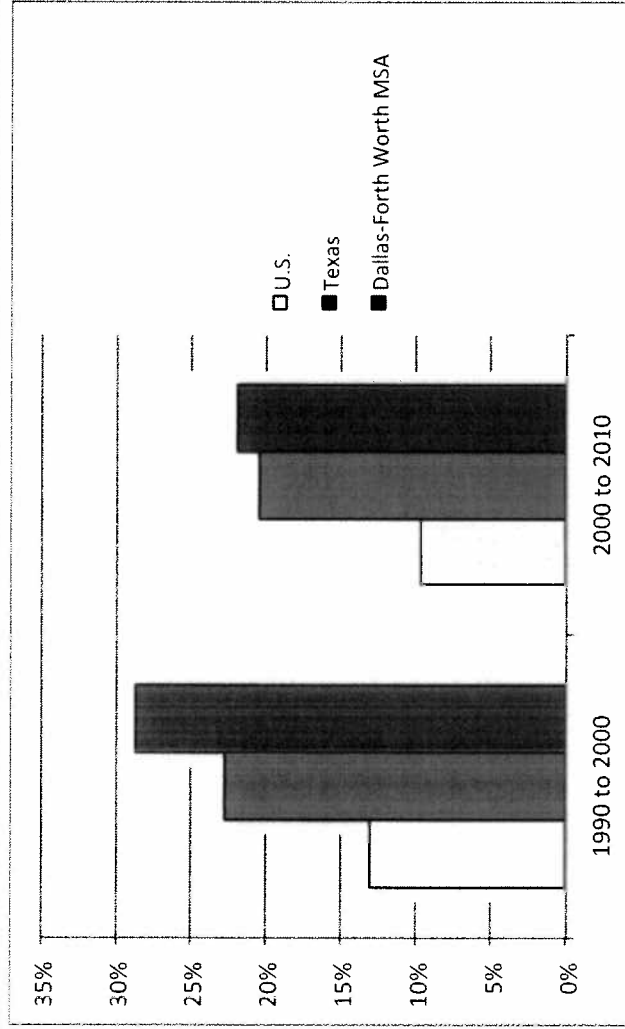
The Dallas-Fort Worth Metropolitan Statistical Area (MSA) has a population of about 6.37 million. The MSA grew rapidly in the 1990s, growing, on average, 2.6% annually between 1990 and 2000. The MSA's growth slowed slightly in the 2000s—its average annual growth rate between 2000 and 2010 was 2.0%. This 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.

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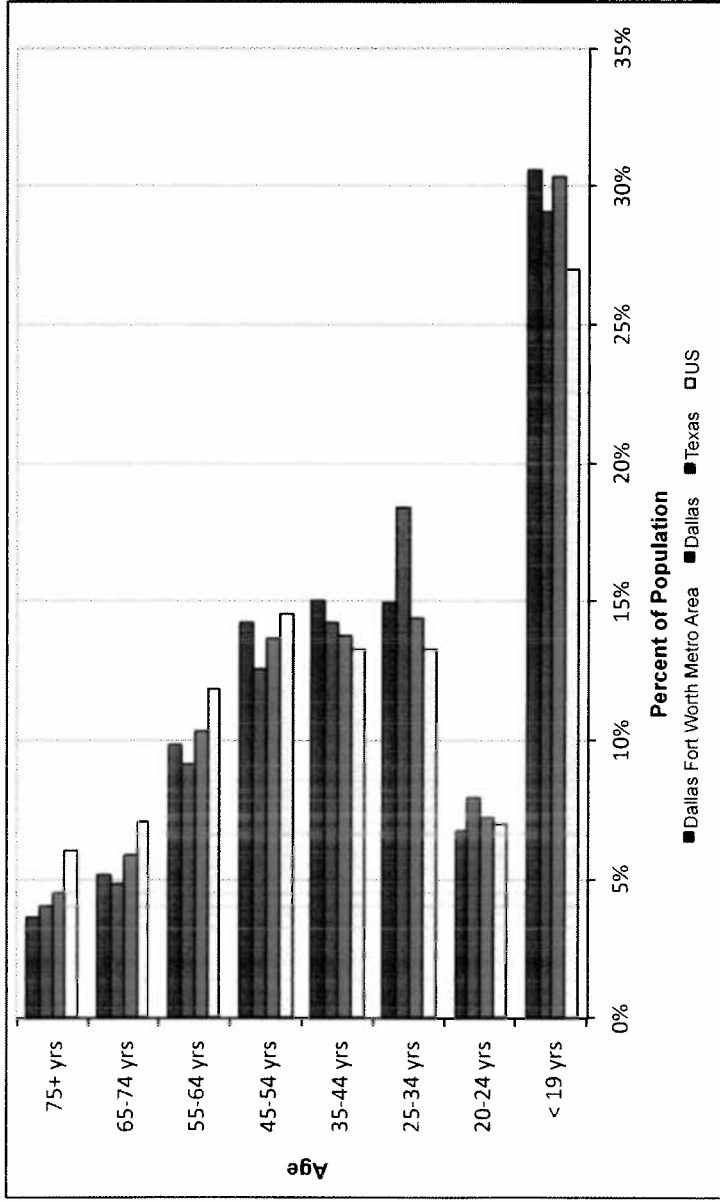
Figure 1. Population growth in Dallas/Fort Worth Metro Area, Texas, and US, 1990 to 2010



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



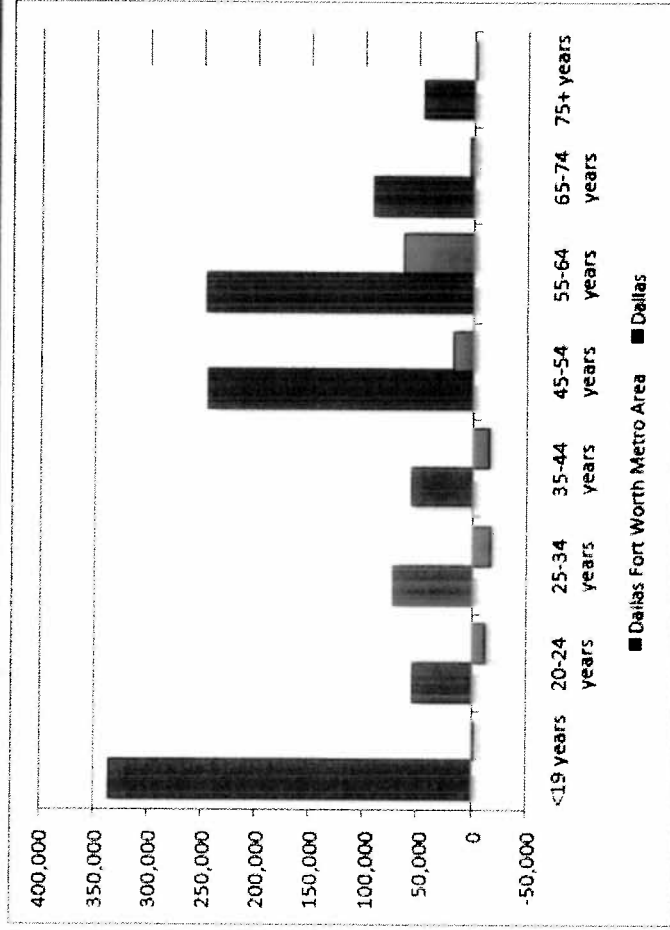
Source: 2010 US Census.

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.

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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 2017.¹ 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

¹ 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%.²

Both the African-American population and the white population are expected to grow by less than one percent by 2017.³ 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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² 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.”

³ 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
Dallas Fort Worth Metro Area			
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%
Dallas city			
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%
Texas			
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%
U.S.			
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%

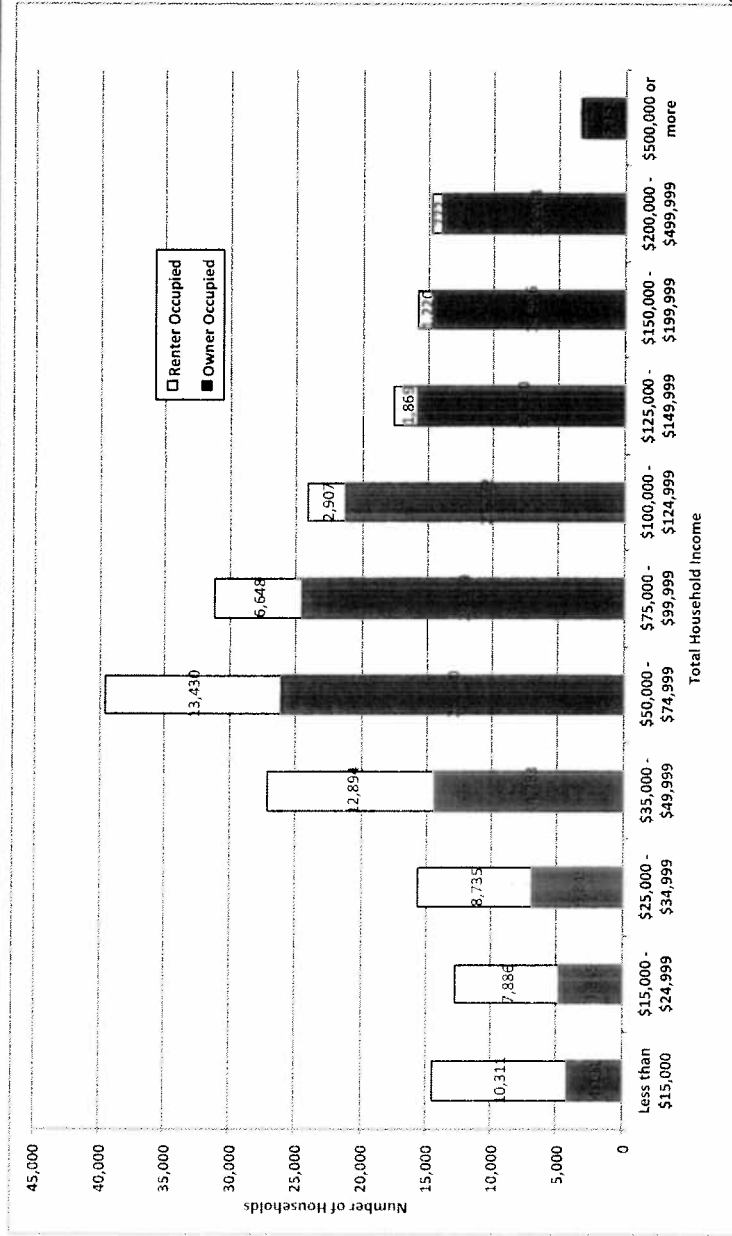
Source: US Census, 2000, and 2010. Adjusted for inflation using the Personal Consumption Expenditures, Bureau of Economic Analysis (<http://www.bea.gov/national/nipaweb/SelectTable.asp>).

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 \$75,000 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



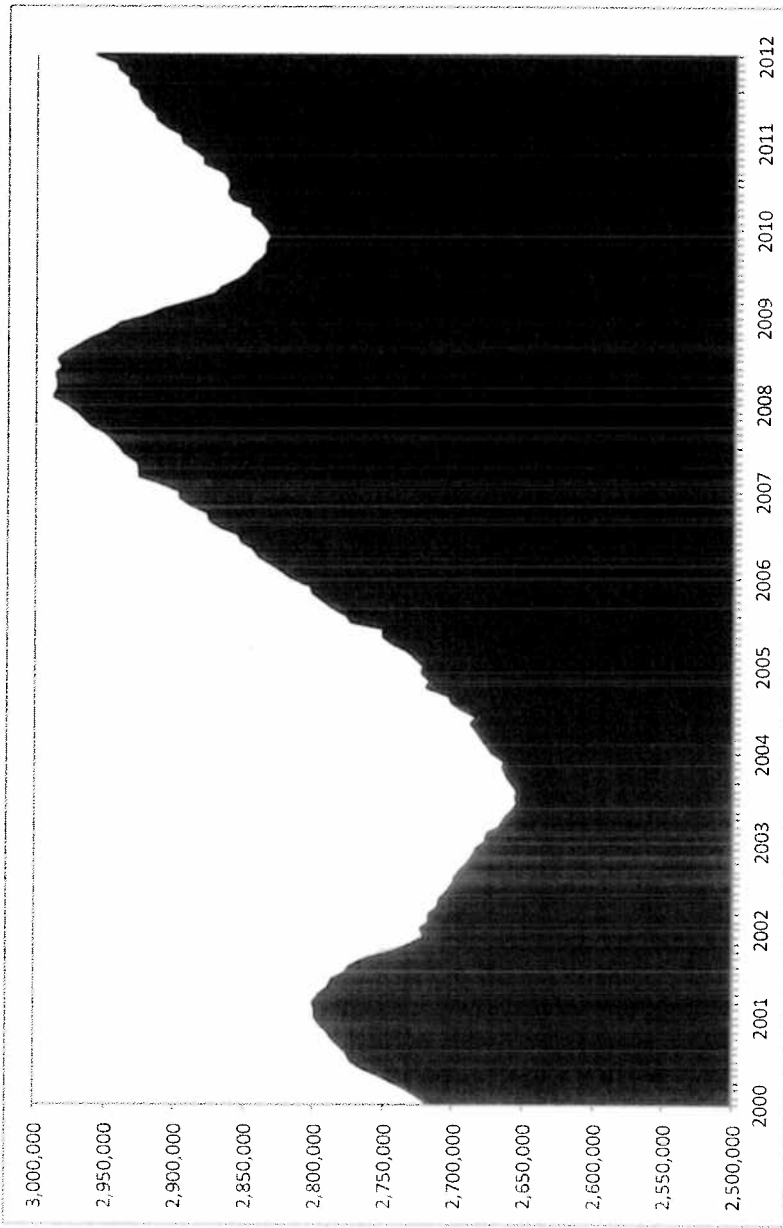
Company and the American Community Survey (US Census).

Source: ECONorthwest with data from the Nielsen

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)



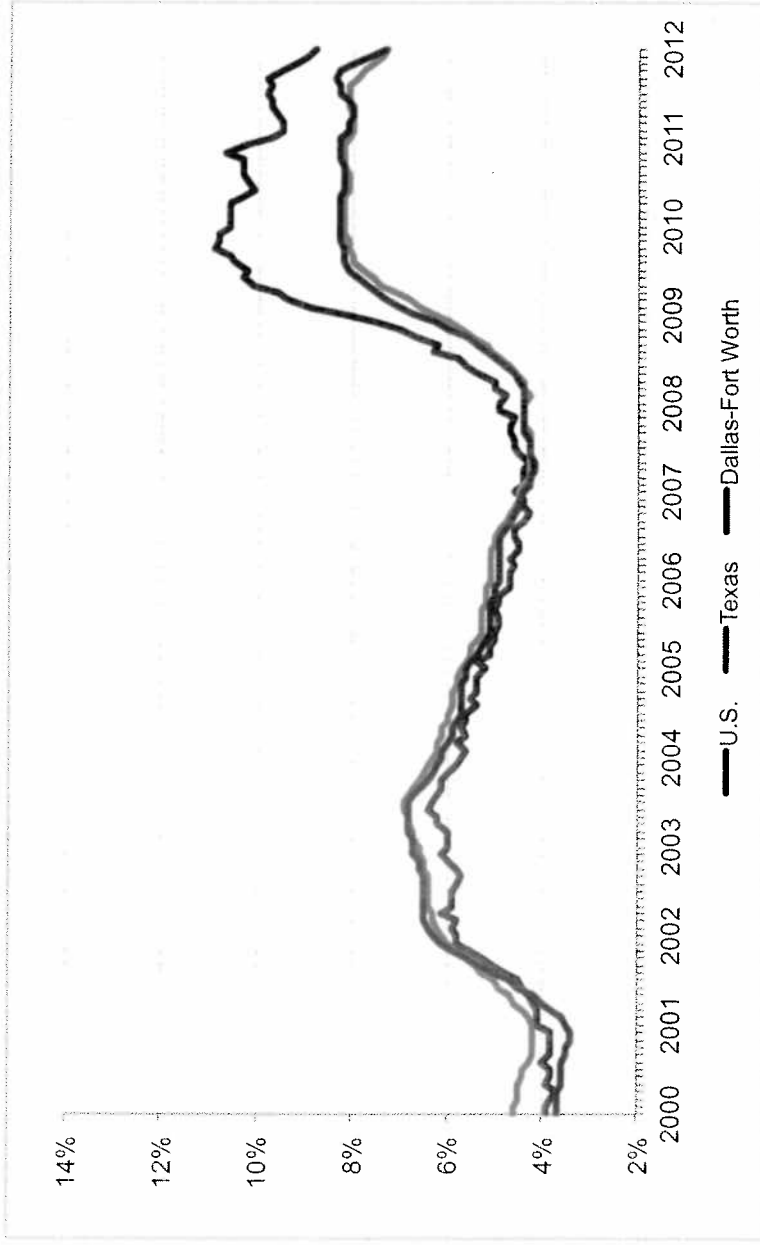
Source: US Bureau of Labor Statistics.

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).

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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 SOUTHERN BLUE LINE-KIEST STATION (LANCASTER CORRIDOR)

The Lancaster Corridor spans a two and half-mile stretch of Lancaster Road between Illinois Avenue and Ledbetter Drive in south Dallas. The DART Blue Line runs along Lancaster and serves four stations at Illinois, Kiest, VA Medical Center and Ledbetter.

In this analysis, we are considering two stations in the Lancaster Corridor: Kiest Station and the VA Medical Station. In this section we focus on Kiest Station.

To describe the market conditions near the Kiest DART station, ECONorthwest purchased demographic data from the Nielsen Company.⁴ 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 Kiest DART station. We describe the population in three different circles around the station, shown on the map in Figure 7.

- 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.

⁴ The Nielsen Company acquired Claritas.

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Figure 7. Area surrounding Kiest Station



The official address of the Kiest DART station is 3300 S. Lancaster Road.

2.1 Population and Households

Within a quarter-mile radius of the Kiest Station, there are 509 people and 203 households (Table 2).

Table 2. Population near Kiest Station, 2012

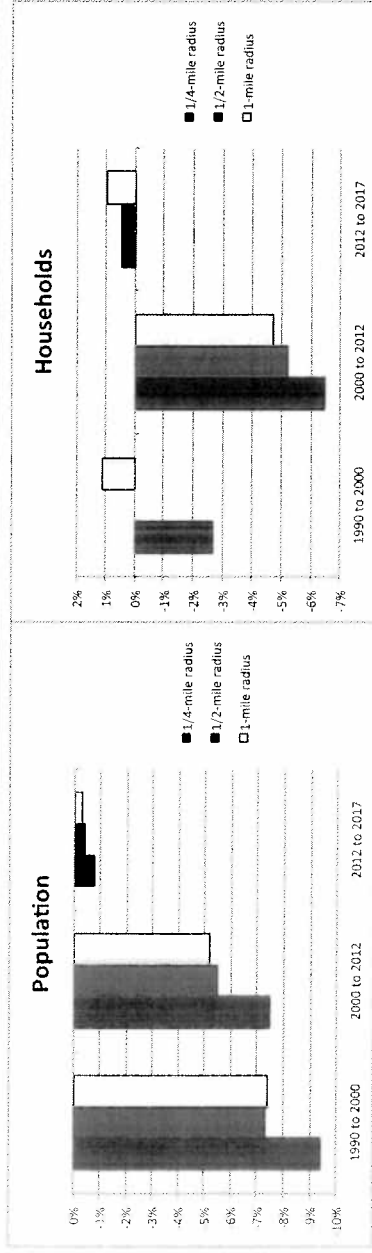
Area	Population	Households
1/4-mile radius	509	203
1/2-mile radius	4,035	1,311
1-mile radius	15,178	4,996

Source: The Nielsen Company.

Figure 8 shows the percent change in the number of households and the total population over time. The data show that the area around the Kiest Station has experienced population decline since 1990, and it is expected to see a small decline over the next five years.

The number of households has declined over the last two decades, but at a slower rate than the overall population. The number of households in the area in 2012 is very close to the number of households in 1990. This indicates that household size is shrinking.

Figure 8. Percent change in number of households and population near Kiest Station, 1990 to 2017



Source: The Nielsen Company.

The mean household size near the Kiest DART station is slightly larger than the metro-wide mean (Table 3). The mean household size immediately surrounding the station is 3.1 people, higher than the metro-wide average of 2.7.

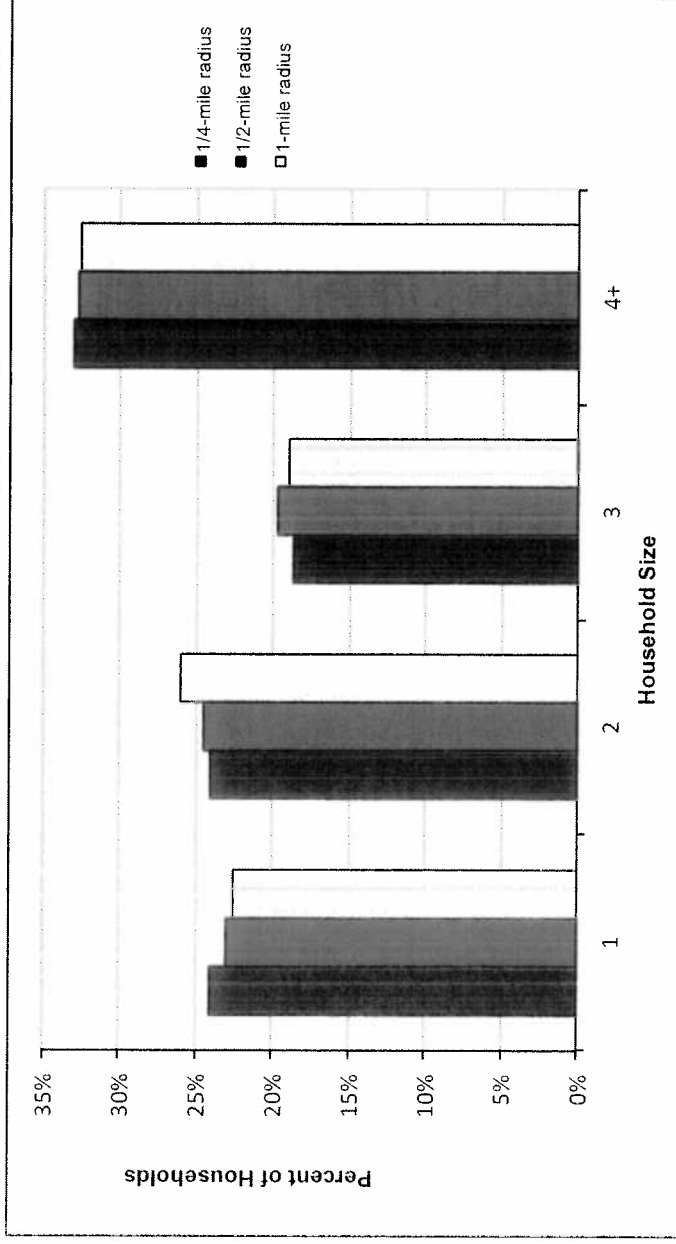
Table 3. Mean household size, Kiest Station (2012) and Dallas/Fort Worth, Texas, and US (2010)

Area	Mean Household Size
1/4-mile radius	3.09
1/2-mile radius	3.06
1-mile radius	3.03
Dallas/Ft Worth	2.74
Texas	2.59
US	2.59

Source: The areas near the Kiest 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 DART station. In the quarter-mile radius, about one-quarter of households have a single resident another one-quarter have two residents. About one-third of households have four or more residents.

Figure 9. Size of households near Kiest Station, 1990 to 2017



Source: The Nielsen Company.

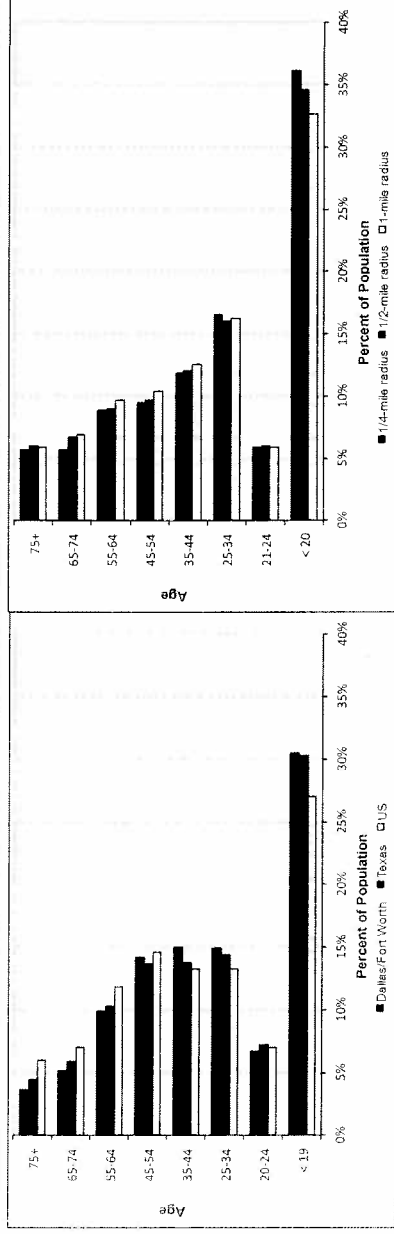
The population distribution in the area near the DART station varies from the distribution in Dallas as a whole. Figure 10 shows two charts: the left half shows the population distribution for Dallas/Fort Worth, Texas, and the US; the right half shows the population distribution for the three circles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

The data show that the area near the DART station has a higher portion of children than the citywide average. In the quarter-mile near the station, 36% of the population is younger than 20, compared to 31% in the Dallas/Fort Worth area.

The working-age portion of the population is smaller near the DART station. In the quarter-mile near the station, 52% of the population is between 21 and 64 years, compared to 61% in the Dallas/Fort Worth area.

The area immediately around the Kiest Station has a higher portion of elderly residents. In the quarter-mile near the station, 11% of the population is older than 65, compared to 9% in the Dallas/Fort Worth area.

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



Source: The areas near the Kiest 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.

Just over half of the residents of the area in the quarter-mile radius around the Kiest DART are African-American. Within the half-mile radius, 61% of the population is African-American. This is a decline since 2000, when 74% of the area was African-American.

The Hispanic portion of the population is growing. It increased from 25% in 2000 to 44% in 2012.

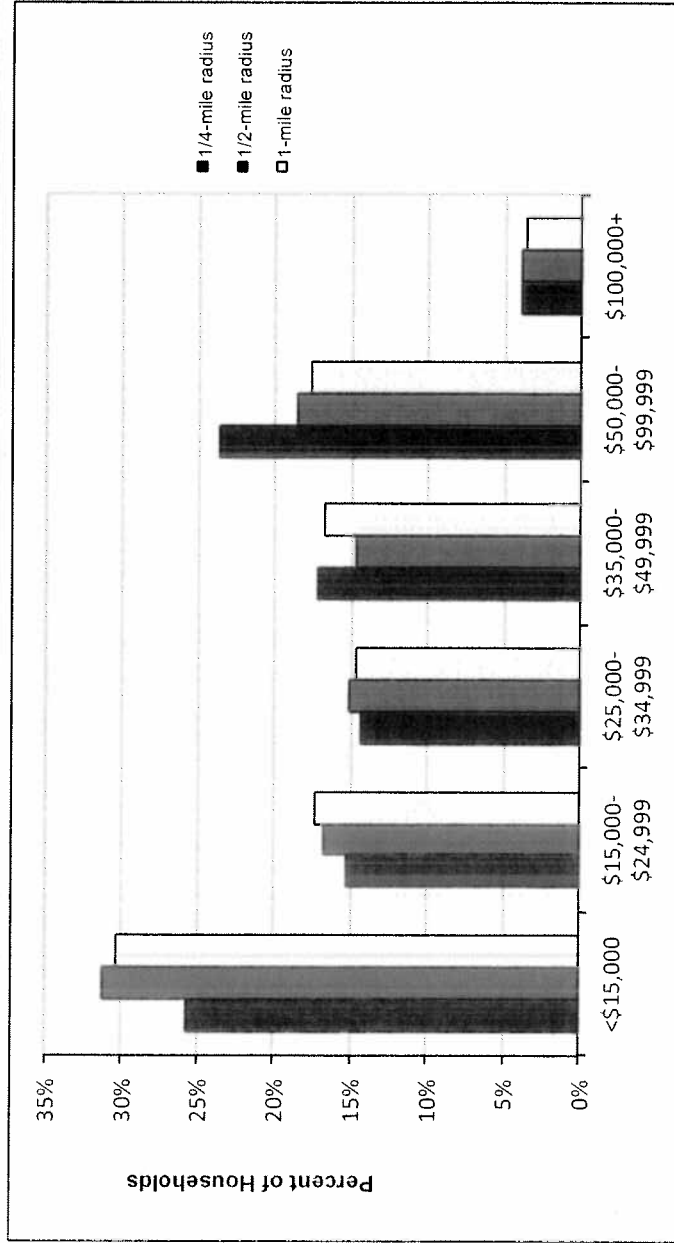
Incomes near the Kiest DART station are low. Figure 11 shows that about 25% of the households within a ten-minute walk to the station are less than \$15,000. The median household income in the quarter-mile radius is \$31,271, well below the Dallas median household income of \$40,650 and below the Dallas/Fort Worth median of \$54,450. As one broadens the radius around the DART station, incomes decrease. The median household income in the one-mile circle around the station is \$26,631.

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Figure 11. Household income, Kiest Station, 2012



Source: The Nielsen Company.

It is important to note that household income is low and the mean size per household near the DART station is relatively large. Therefore, per capita incomes compare somewhat less favorably. Table 4 shows median household and per capita incomes for different geographies. The median household income in the quarter-mile area near the DART station is 57% of the Dallas median, but per capita income is only 47% of the metro-wide median. This affects the overall buying power of the population near the station.

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

	Median HH Income	Per Capita Income
1/4-mile radius	\$31,271	\$12,603
1/2-mile radius	\$26,298	\$11,470
1-mile radius	\$26,631	\$11,613
Dallas/Ft Worth	\$54,449	\$27,016
Texas	\$48,615	\$23,863
US	\$50,046	\$26,059

Source: The areas near the Kiest 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 Kiest 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 clearly show that the area sells significantly more retail goods than purchased by local households.

Table 5. Retail gap analysis, Kiest Station, 2011

Retail Category and NAICS code	Demand-Supply (Gap)		
	1/4-mile radius	1/2-mile radius	1-mile radius
Motor Vehicle and Parts Dealers-441	(\$1,423,181)	(\$22,103,589)	(\$20,967,685)
Furniture and Home Furnishings Stores-442	\$20,123	\$421,380	\$2,087,852
Electronics and Appliance Stores-443	\$95,392	\$319,089	\$2,298,605
Building Material, Garden Equip Stores -444	\$482,792	\$2,997,882	\$11,419,431
Supermarkets, Grocery (exc. convenience) Stores-44511	\$647,683	\$1,905,180	\$12,400,514
Convenience Stores-44512	(\$135,407)	(\$513,803)	(\$882,299)
Beer, Wine and Liquor Stores-4453	\$44,545	\$274,185	\$1,037,337
Health and Personal Care Stores-446	(\$1,404,977)	(\$876,080)	\$6,699,042
Clothing and Clothing Accessories Stores-448	(\$891,321)	(\$4,974,302)	\$21,211
Sporting Goods, Hobby, Musical Inst Stores-4511	\$81,537	\$497,980	\$1,868,505
Book, Periodical and Music Stores-4512	(\$92,912)	(\$160,809)	\$73,370
Miscellaneous Store Retailers-453	\$101,896	\$652,047	\$2,836,659
Full-Service Restaurants-7221	\$62,372	\$189,028	\$3,469,558
Limited-Service Eating Places-7222	(\$412,469)	(\$2,830,787)	\$1,149,664
Special Foodservices-7223	\$48,049	\$250,014	\$913,741
Drinking Places -Alcoholic Beverages-7224	\$26,011	\$162,071	\$563,405
Gasoline Stations-447	\$621,886	\$3,989,177	\$10,991,156
Total Retail Sales Incl Eating and Drinking Places	(\$1,630,767)	(\$28,281,166)	\$41,058,439

The gap analysis indicates potential demand in the area near the Kiest Station (primarily in the 1/2 to one-mile radius) for the following categories:

- Building Materials and garden stores;
- Full-service restaurants;
- Special foodservices; and
- Sporting goods, hobby stores.⁵

⁵ The gap analysis also shows an under-supply of supermarkets. Interviews with City of Dallas staff indicate that the data are incorrect for this category and, in fact, there are two grocery stores within a half-mile of the Kiest Station – a full-service Fiesta Mart and a smaller Save-A-Lot.

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The Kiest DART lies on Lancaster Road, a major thoroughfare. The road is an attractive location for retailers who can rely on drive-by traffic for customers. In the area surrounding the DART station, there are these retailers:

- Family Dollar
- Walgreens
- Fiesta Mart
- Foot Locker
- TD’s Barbecue
- Citibank
- Bank of America

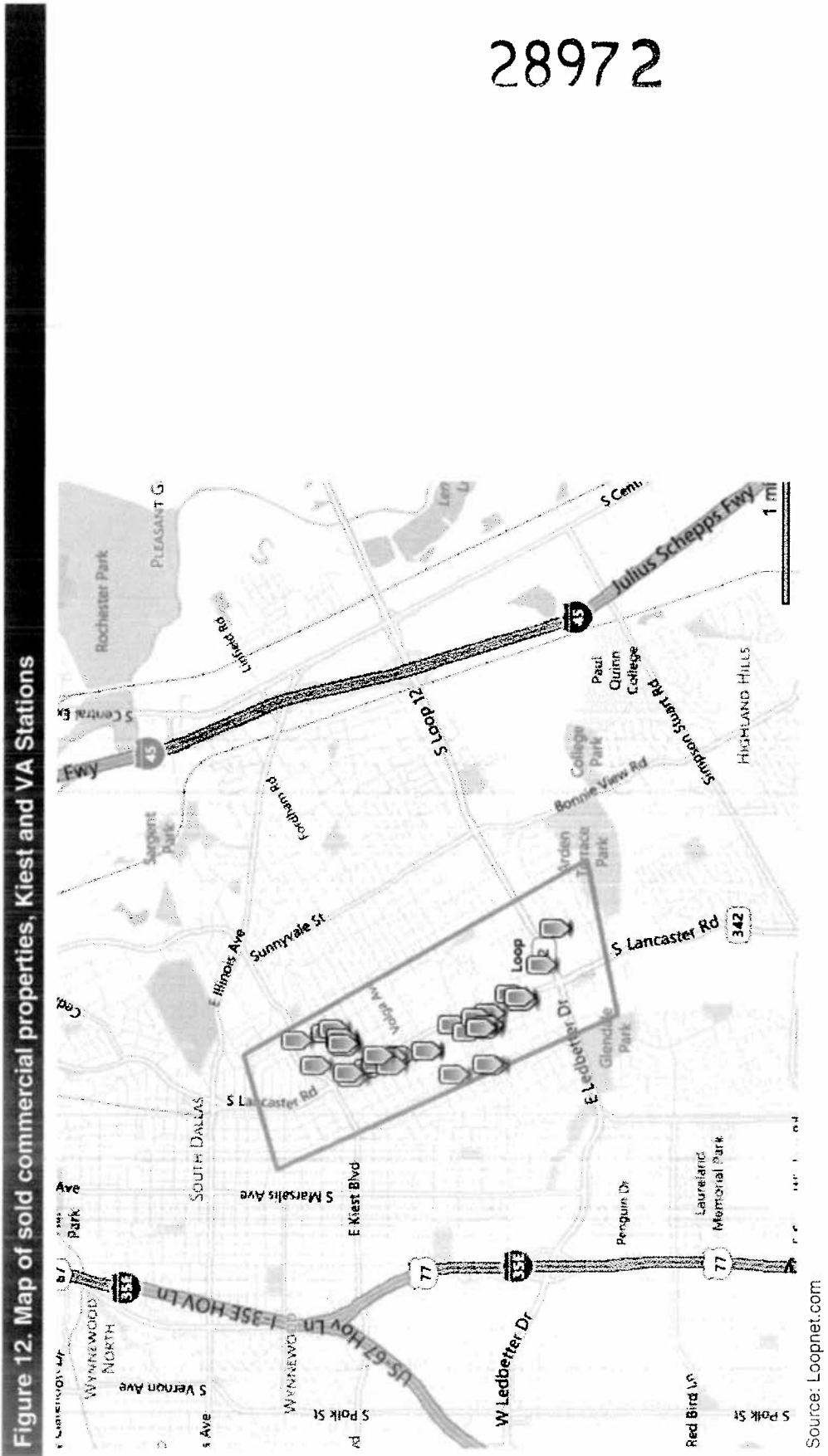
2.3 Commercial Space

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 40 sales of commercial properties.⁶

This section describes the area near the Kiest and VA DART stations – the Lancaster Corridor.

⁶ Almost half of the properties were duplexes, which we discuss in Section 2.4.

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

- The structures were built between 1969 and 1972 and range in size from 64 to 114 units.
- The sold price per unit ranged from \$15,500 to \$38,300, with a median value of about \$17,900 per unit.

- The sold price per SF ranged from about \$23 to \$85, with a median value of about \$33 per SF.

ECONorthwest identified seven sales for **retail** properties in the area, sold between 2004 and 2007. ECONorthwest identified no commercial building sales after 2007. Given the few data points, it is difficult to identify trends in commercial properties in the Lancaster Corridor near the Kiest and VA stations. For the **retail space**, the price per SF ranged from \$37 to \$246 per SF, with a median of \$144 per SF.

The City of Dallas provided estimates of commercial rents, as reported by CoStar, a commercial real estate service. CoStar reported that annual retail rents within a half-mile radius of Keist Station are \$7.61 and within a half-mile radius of the VA Station are \$10.00. Within a 2-mile radius the retail rate around Kiest is \$9.89 and near the VA Station is \$9.08 CoStar reported they had no data for office or industrial rents, indicating there is very little market activity in the area.

2.4 Residential Market

ECONorthwest identified 18 sales of **duplex properties** (two units in a single structure) in the area between 2006 and 2012. The structures were built between 1928 and 1950 and range in size from 860 SF per unit to 1,900 SF per unit.

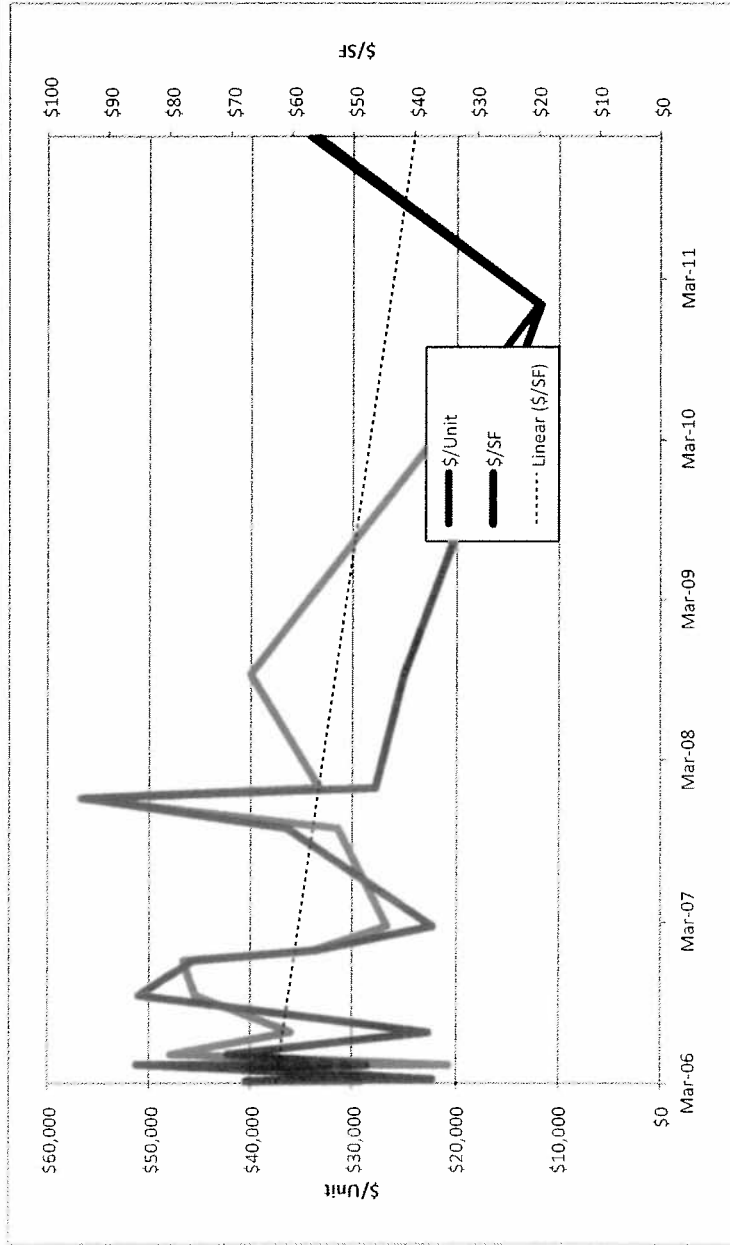
- The sold price per unit ranged from \$11,900 to \$56,900 per unit, with a median value of \$34,5000 and a mean value of about \$35,000 per unit.
- The sold price per square foot ranged from about \$20 to \$94, with a median value of \$56 per SF and a mean value of about \$58 per SF.

Error! Reference source not found. shows the duplex property sales in the Lancaster Corridor from 2006 to 2012. The blue line shows the sale price per unit and the red shows the sale price per SF. The thin dotted black line shows the trend line of the \$/SF values. The trend line shows that the average sale price over the six-year period slightly declined. However, there does appear to be a slight upward trend in the last year.

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Figure 13. Multi-family property sales, Lancaster Corridor, 2006 to 2012



Source: ECONorthwest with data from Loopnet.com

Based on incomes in the quarter-mile near the Kiest DART station, households are constrained in what they can afford in terms of housing. The median household income for the quarter-mile and half-mile radii around the station is \$31,271. 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 \$870 per month.

The majority of the households near Kiest Station own their own home. In the quarter-mile circle near the station, 65% of the households own their own home. Within the mile radius, 70% of the households own their own homes (see Table 6).

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

	Owner Occupied	Renter Occupied
1/4-mile radius	65%	35%
1/2-mile radius	64%	35%
1-mile radius	70%	30%
Dallas/Ft Worth	62%	38%
Texas	64%	36%
US	65%	35%

Source: The areas near the Kiest DART station are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2000. Census data are for 2000.

2.5 Recommended Catalytic Uses

The area near the Kiest DART station has poor population. It has a high portion of children and elderly residents, and a relatively small portion of working-age residents. The demographics of the area have shifted, with the African-American population declining (although they make up about two-thirds of the area's population) and the Hispanic population growing. To transform the area into a more vibrant and walkable community, the City and its partners should focus on a variety of uses:

- **Retail uses.** The area has excess demand for a variety of retail uses, even though there are a number of large and small retailers at the Lancaster Kiest shopping center at Kiest and Lancaster. There are opportunities to establish new retail structures as infill development along the Lancaster Corridor. Some specific opportunities include:
 - **Building supplies, home interior supplies.** The local households have excess demand for stores that furnish and improve houses.
 - **Food service.** Although households in the area have low incomes, the area could support more restaurants.
 - **Service providers.** Spaces for dental office, day care, banking and other services could also be part of the use mix.
- **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 two-thirds of the households in the area own their homes, a strong figure given the very low incomes. To grow the area, bringing in new households will be essential. The area has a large number of vacant lots zoned for residential uses. ECONorthwest estimated that 18,000 new households will form

in or move to Dallas over the next five years, and the great majority of the new households will have incomes of less than \$75,000. The area near Kiest could capture some of these new households.

Low-cost ownership housing, such as co-housing, townhomes or cluster developments, could attract households to the area. Co-housing provides individual housing units with some shared facilities (e.g., yard, kitchen) and cluster housing provides homes located close together with some share open space — to maximize the open space while keeping density relatively high. Single-unit infill would also be a compatible and appropriate use.

The area could also attract residents with well-designed, economically constructed infill apartment structures targeted to a mix of incomes. These apartments could include senior housing as well as affordable rentals.

- **Activities for youth.** The area has a relatively high portion of children. A YMCA or similar facility could offer year-round activities for that population and enhance the area's attractiveness to more families with children. The households in the area have low incomes. Low-cost activities for youth will help the area attract new families.

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3 DART SOUTHERN BLUE LINE-VA STATION (LANCASTER CORRIDOR)

The Lancaster Corridor spans a two and half-mile stretch of Lancaster Road between Illinois Avenue and Ledbetter Drive in south Dallas. The DART Blue Line runs along Lancaster and serves four stations at Illinois, Kiest, VA Medical Center and Ledbetter.

In this analysis, we are considering two stations in the Lancaster Corridor: Kiest Station and the VA Medical Station. In this section we focus on the VA Station.

To describe the market conditions near the VA DART station, ECONorthwest purchased demographic data from the Nielsen Company.⁷ 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 VA DART station. We describe the population in three different circles around the station, shown on the map in Figure 14.

- 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.

⁷ The Nielsen Company acquired Claritas.

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Figure 14. Area surrounding VA Station



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The official address of the VA DART station is 4510 S Lancaster Rd.

3.1 Population and Households

Within a quarter-mile radius of the VA Station, there are 347 people and 113 households (Table 7).

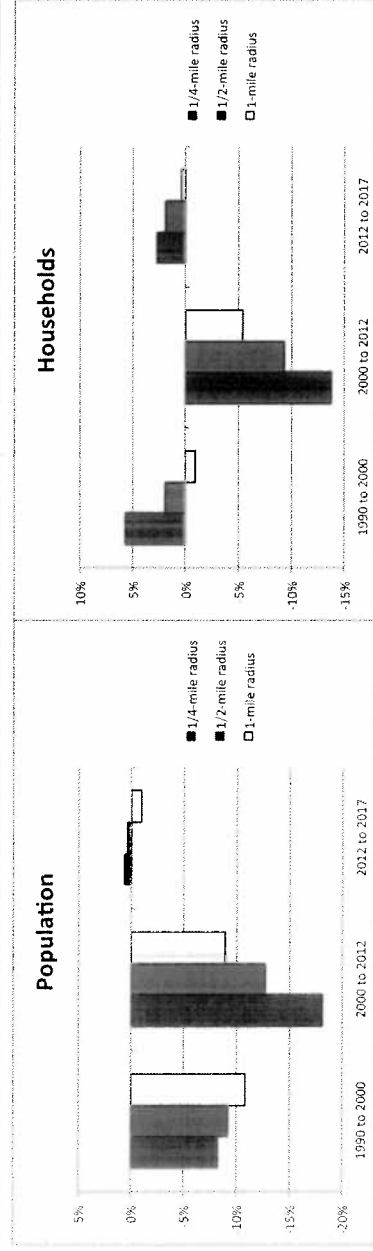
Table 7. Population near VA Station, 2012

Area	Population	Households
1/4-mile radius	347	113
1/2-mile radius	2,359	818
1-mile radius	11,096	3,839

Source: The Nielsen Company.

The population declined near the VA Station in the 1990s and the 2000s. It is projected to maintain its current population through 2017. The number of households grew in the 1990s, and then declined in the 2000s. The larger area around the VA Station show similar trends to the quarter-mile radius: a history of decreasing populations, but the expectation that populations will stabilize between 2012 and 2017.

Figure 15. Percent change in population near VA Station, 1990 to 2017



Source: The Nielsen Company.

The mean household size near the VA DART station is slightly larger than the city as a whole (Table 8). The mean household size immediately surrounding the station is 3.0 people, whereas the mean household size in the Dallas/Fort Worth area is 2.7 people.

Table 8 Mean household size, VA Station (2012) and Dallas/Fort Worth, Texas, and US (2010)

Area	Mean Household Size
1/4-mile radius	2.96
1/2-mile radius	2.93
1-mile radius	2.87
Dallas	2.74
Texas	2.59
US	2.59

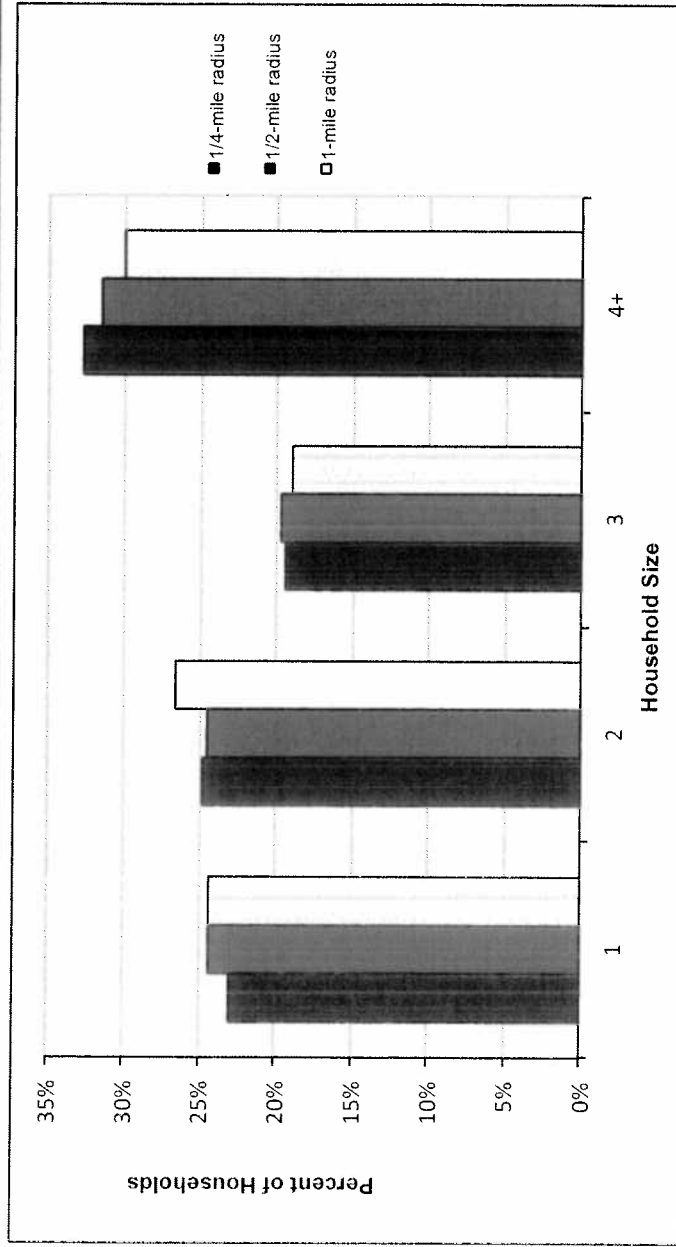
Source: The areas near the VA DART station are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2010.

Figure 16 shows the percent of households by household size in the area near the VA DART station. In the quarter-mile radius, 23% of households have a single resident and 71 % have two or fewer residents.

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Figure 16. Size of households near VA Station, 2012



Source: The Nielsen Company.

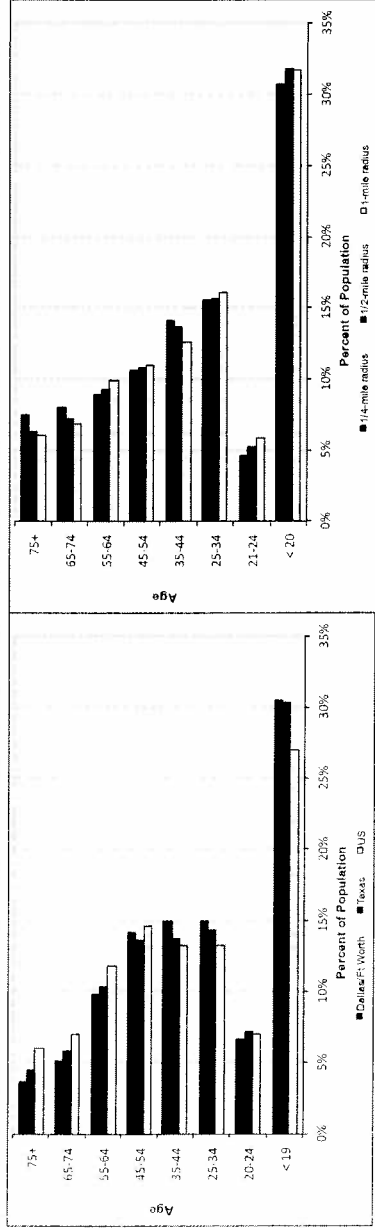
Figure 17 shows two charts: the left half shows the population distribution for the Dallas/Fort Worth area, Texas, and the US; the right half shows the population distribution for the three circles around the DART station.

The data show that the areas near the VA DART station has a much higher portion of elderly residents than the Dallas/Fort Worth metropolitan region: 16% of population near the VA Station is over the age of 65, compared to 9% across the metro-wide region.

The working-age proportion of the population around the VA Station is proportionally smaller than that of Dallas/Fort Worth. In the quarter-mile near the station, 54% of the population is between 20 and 64 years, compared to 61% in Dallas/Fort Worth.

Although the area near the VA Station has relatively more elderly and fewer working-age individuals, the portion of children (19 and younger) is roughly the same, about 30%.

Figure 17. Population distribution by age, VA Station (2012) and Dallas/Fort Worth, Texas, and US (2010)



Source: The areas near the VA 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 VA DART are predominately African-American. In the quarter-mile and 1-mile circle, 70% of the population is African-American. Although the area is predominately African-American, it is less so than it was in 2000. At that time, African-Americans made up 80% of the population.

Hispanics make up almost 30% of the population near the VA Station. This is an increase over 2000, when they made up about 15% of the population.

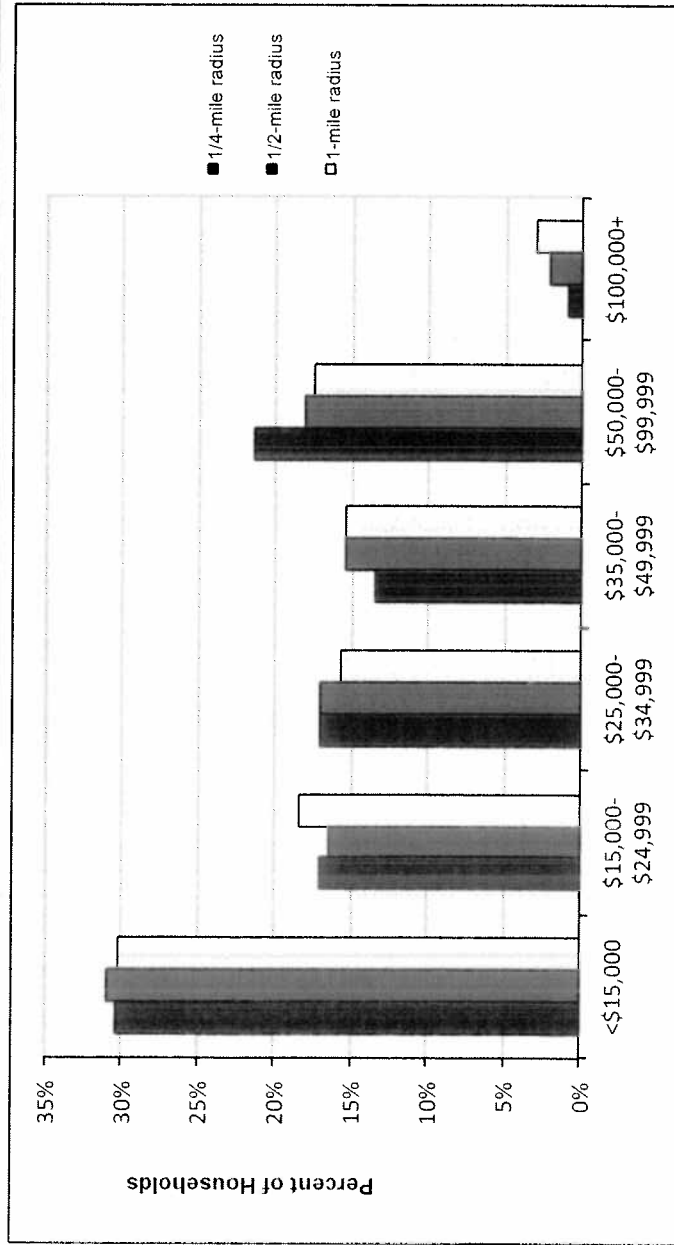
Per capita incomes and household incomes near the VA DART station are both low compared to Dallas, which is lower than Texas and US medians. Figure 18 shows that about 30% of the households within a ten-minute walk of the station have incomes less than \$15,000.

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Figure 18. Household income, VA Station, 2012



Source: The Nielsen Company.

The median household income in the quarter-mile radius is \$26,668, much lower than the City of Dallas median of \$40,650 and the metro-wide median of \$54,450. As one broadens the radius around the DART station, incomes fall lower to \$25,912 within a one-mile radius (see Table 9).

Table 9. Median household and per capita income, VA Station (2012) and Dallas/Fort Worth, Texas, and US (2009)

	Median HH Income	Per Capita Income
1/4-mile radius	\$26,668	\$11,547
1/2-mile radius	\$26,514	\$12,004
1-mile radius	\$25,912	\$12,185
Dallas/Ft Worth	\$54,449	\$27,016
Texas	\$48,615	\$23,863
US	\$50,046	\$26,059

Source: The areas near the VA 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.

3.2 Retail

ECONorthwest conducted a retail “gap analysis” for the three radii around the VA 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 10 shows the difference between demand and supply for the three circles around the DART station. The data clearly show that the area sells significantly fewer retail goods than purchased by local households.

Table 10. Retail gap analysis, VA Station, 2011

Retail Category and NAICS code	Demand-Supply (Gap)	
	1/4-mile radius	1/2-mile radius 1-mile radius
Motor Vehicle and Parts Dealers-441	\$334,315	(\$1,045,168) (\$8,581,665)

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Furniture and Home Furnishings Stores-442	\$62,320	\$382,874	\$1,584,948
Electronics and Appliance Stores-443	\$74,856	\$489,331	\$1,982,819
Building Material, Garden Equip Stores -444	\$227,454	\$1,643,973	\$8,348,309
Supermarkets, Grocery (exc. convenience) Stores-44511	\$376,056	\$2,818,241	(\$18,495,848)
Convenience Stores-44512	\$26,026	\$55,643	(\$156,622)
Beer, Wine and Liquor Stores-4453	\$27,560	\$184,506	\$789,063
Health and Personal Care Stores-446	\$292,937	\$1,945,609	\$5,294,508
Clothing and Clothing Accessories Stores-448	\$202,433	\$1,348,953	\$3,299,068
Sporting Goods, Hobby, Musical Inst Stores-4511	\$47,968	\$326,739	\$1,416,333
Book, Periodical and Music Stores-4512	\$14,398	\$34,349	\$7,921
Miscellaneous Store Retailers-453	\$88,029	\$574,579	\$2,104,761
Full-Service Restaurants-7221	(\$55,601)	(\$3,689,816)	(\$3,647,885)
Limited-Service Eating Places-7222	\$165,379	\$845,696	\$2,740,191
Special Foodservices-7223	\$32,063	\$180,367	\$374,289
Drinking Places -Alcoholic Beverages-7224	\$16,764	\$111,241	\$371,175
Gasoline Stations-447	\$253,299	\$2,290,159	\$10,514,503
Total Retail Sales Incl Eating and Drinking Places	\$3,103,763	\$11,960,074	\$16,951,038

Source: The Nielsen Company.

Within the quarter-mile circle of the VA DART station, residents should have the ability to spend roughly \$3.8 million on retail goods and services. The businesses in that radius are estimated to sell only \$700,000 worth of goods and services. There are very few businesses in the quarter-mile circle around the station. The retail gap shows that the area near the VA Station is attracting households from outside the immediate area to full-service restaurants, particularly in the half-mile circle. It is likely that food service on East Ledbetter Drive accounts for this data.

The gap analysis shows excess demand for grocery stores within the half-mile radius around the VA Station. The data also show a large supply of grocery stores within the one-mile radius and that households outside that area are traveling to it for groceries. In fact, there are two full-service grocery stores, Fiesta Mart (on Lancaster just north of Kiest) and Minyards (on East Ledbetter) that are attracting households from outside the narrow circle.

3.3 Commercial Space

ECONorthwest described the market conditions for commercial space in the Lancaster Corridor. Please see the discussion in the Kiest Station section on page 20.

3.4 Residential Market

Based on incomes in the quarter-mile near the VA DART station, households are somewhat constrained in what they can afford in terms of housing. The median household income for the quarter-mile around the station is \$26,668. 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 \$741 per month.

The majority of the households near VA Station own their own home. In the quarter-mile circle near the station, 56% of the households own their own home. Within the mile radius, the ownership rate increases to 70% (see Table 11).

Table 11. Housing tenure, VA Station (2012) and Dallas/Fort Worth, Texas, and US (2009)

	Owner Occupied	Renter Occupied
1/4-mile radius	56%	44%
1/2-mile radius	60%	40%
1-mile radius	66%	34%
Dallas/Fort Worth	62%	38%
Texas	64%	36%
US	65%	35%

Source: The areas near the VA DART station are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2000. Census data are for 2000.

3.5 Recommended Catalytic Uses

The area near the VA DART station has a small and poor population. Its population has declined since the 1990s. The population has a relatively high portion of elderly residents. The demographics of the area have shifted, with the African-American population declining (although they make up 70% of the area's population) and the Hispanic population growing, currently comprising 30% of 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:

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- **VA Facility.** The area near the VA DART is dominated by the VA hospital. The large facility functions as its own isolated community, held back by a chain-link fence. Working with the VA administration to change the way the property interacts with the surrounding neighborhood is essential to maximizing the vibrancy of the area. The VA site does face parking challenges but the administration should be encouraged to put new active use development that services its staff and visitor while also contributing to activity along Lancaster. Structured parking is part of the solution but any new parking facility on the VA site needs to incorporate other uses that could include restaurants, small-scale retail, as well as medical offices.

The City could work with the VA to help support employment opportunities for veterans. The VA could coordinate with the City, the Small Business Administration, a community college and other provided business development assistance, such as business planning, financing, and training. The coordinating agencies could provide low-cost leasable space to veteran-owned business startups.

- **Medical office space and medical-related services.** The area near the VA facility could host space for medical supplies needed by the VA patients as well as host space for doctors providing services outside the VA system. The VA is restricted from signing pre-construction leases, so any new developments would require bridge financing that does not require pre-leasing. One opportunity for a portion of the bridge financing may be EB-5, which is being actively used in Dallas.

- **Retail uses.** The area has excess demand for most retail uses:

- **Building supplies, home interior supplies.** The local households have excess demand for stores that furnish and improve houses.
- **Health and Personal Care.** Households in the area have excess demand for these goods and services.
- Although the retail gap analysis shows excess demand for grocery stores with the 1/4 and 1/2-mile radii, within the 1-mile radius there is large excess supply. Given that the area does provide significant grocery services within 1 mile of the VA, it may be somewhat challenging to land a new grocer 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. To grow the area, bringing in new households will be essential. ECONorthwest estimated that 18,000 new households will form in or move to Dallas over the next five years, and the great majority of the new households will have incomes of less than \$75,000. The area near the VA DART station could capture some of these new households.

Low-cost ownership housing, such as co-housing, townhomes or cluster developments, could attract households to the area. Co-housing provides individual housing units with some shared facilities (e.g., yard, kitchen) and cluster housing provides homes located close together with some share open space — to maximize the open space while keeping density relatively high. Single-unit infill would also be a compatible and appropriate use.

The area could attract residents with well-designed, economically constructed infill apartment structures targeted to a mix of incomes. These could include senior housing as well as affordable rentals.

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APPENDIX C: SURVEY RESULTS

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**Survey Results for Lancaster Corridor Area
Fiesta Mart, October 30, 2012**

Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?	Would you like to see redeveloped/reused buildings in your neighborhood?
1 Used to be nice. Likes the library and the Metro PCS	Another grocery store & Laundromat, family clinic, Dollar General	Beautiful! Apartment & Shops is a great combo. Likes outside dining.	Restaurant and grocery
2 Plenty of other cultures	Jobs	Yes	Yes
3 DART	Grocery stores, more restaurants, more charter schools	yes	yes
4 Shopping	adaptive reuse of existing buildings	Yes, housing over retail would make the street better	Yes, likes outdoor dining and a nice sit-down restaurant.
5 Nice, small businesses	Sit-down restaurants like Chilis. Grocery stores, super cutter, targets & Walgreens	Yes, more development	Yes, wider sidewalks with trees and landscaping
6 Nothing	Better jobs and places	Yes, good place for kids	Yes
7 Good and quiet	More police and help people with problems	Yes, better for our family	Yes, clean and good looking
8 Lancaster / Kiest	More transit, restrooms, gyms	Yes, to enhance the neighborhood	Yes
9 -	more walking people	yes	-
10 Nothing. Too many beer stores.	Restaurants		Yes, bring back good stores so we won't have to travel far
near the golf course there hasn't been much new development except for beauty supply shops	Clinic (not a drug store). Have enough dentists. New grocery. Sams or steimart/Penny's.	I like the mix of shops and housing. The development shouldn't just be the face of the block but help residents that live behind to upgrade their homes too.	Yes, not necessarily a restaurant but a place to get coffee and use wifi. Like Dunkin Donuts.
12 Recreation Center, Park	N/A	Great Improvement	Yes
This Area Here, because of the population and opportunity to expand commercial area	Market rate MF housing, healthy restaurants, events center.	Yes, this would be ideal.	Yes, it would bring flexibility and enhance the community
14 Friendly people	More protection from the police	Yes	Of course!
15 I don't really like it	Movie theater, sit-down restaurants,	yes	yes
16 The inside of my house	Parks, bus stop, large store, restaurants	yes	yes yes yes
17 -	More areas to shop and eat, more movie theaters.	Yes this would make the neighborhood look more and better	Yes

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Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?	Would you like to see redeveloped/reused buildings in your neighborhood?
18 VA Hospital	More healthy restaurants. Stuff for kids to do. Help them off the streets	Beautiful and it would help my business down the street w/ new customers. Remind me of what they're doing.	Yes, instead of fast food this is healthy eating which is needed here.
19 Located near my work.	Restaurant (healthy), shopping center, more businesses	Yes, of course	Yes, please immediately.
20 Stores, people, post office.	Youth development programs, more patrols, more jobs	Yes, economy	Yes, housing and economy
21 The People	Less Crime	Yes, it would be better	Yes
22 Retail Stores	Police	yes	yes
23 nothing, everything needs new development	Movie theaters	Yes, make the neighborhood look better	-
24 Fiesta	Better school YMCA for the kids	Better living	Yes
25 Neighbors	More concerned neighbors	yes	yes
26 -	theaters, entertainment venues, hotels	-	Lisa's with outside seating.
27 New development	new housing and mixed use	yes	need more small businesses and less crime
28 it's quiet, stores I like	police	yes	yes
29 The grocery stores	More people to contribute to our schools	Yes, I grew up in the area	Yes
30 The stores	Housing	yes	yes
31	Better transit, condos, security patrols		
32 Not much.	Not enough security patrols	Yes, big change. More trees and shade.	Maybe - I don't think I'd live there.
33 Bank, police dept.	Need better police and ambulance service. YMCA children's activities. Beer stores.	-	-
34 Train	Healthy food	Yes, we need to make the neighborhood more attractive	Yes
35 DART	Whole food store	Yes, it brings more businesses	Yes, because when I was young the neighborhood was good.
36 Diversity	Employers, and a diversity of jobs	Yes, more employers, better living accommodation	Yes, I'm all for it.
37 Somoa Oak Cliff	Eating, kids activities, rec center, churches, soul food restaurants	Yes, it would bring jobs and training	Yes
38 Stores and DART	Grocery stores that are reasonable and apartments	Yes, looks good for the neighborhood	Yes

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Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?	Would you like to see redeveloped/reused buildings in your neighborhood?
39 Keist & Lancaster	Jobs. More business. Fitness center.	Yes, things are run down now.	I would love to see redevelopment as long as it is for the community and not just for show.
40 Nearby stores	Not enough police	Yes, so my mother can get out	Yes we need it please.
41 The Fiesta Store	Better police response time	The apartments look good	Yes, I like these, the greenery especially
Schools, churches, and self improvement agencies	Grocery stores with healthy food, retail, restaurants, affordable homes and apartments	Yes, residents are able to spend and keep there dollars in the community	yes
43 Firsta and my family	Parks and play areas, safety, safety for kids on bicycles	yes	yes
44 Stores, DART rail line to get to work	More restaurants, shopping	Yes, I like the sidewalk. Apartments above shopping.	Yes, I like the outdoor sitting area.
45 Schools, community.	More crime watch. Sit down restaurants.	Yes	Yes
46 Neighborhoods, neighbors, schools	No safe walking at night	Yes, like the change	Yes
47 Fiesta Market	More activities for younger kids	yes	yes
48 Community, grocery store.	Restaurants, more grocery stores, super walmart.	yes	yes
49 Shopping center and schools	Movies, bowling		Yes, the give a better sense of belonging. Would be nice to come home to.
50 DART	Affordable store, better busses, grocery stores, restaurants, movie theater	yes	yes
51 Nice schools, dart station	Street improvement, more shopping, jobs, less crime, more police	Conceptual development.	yes
52 Train station	Reduce crime, arcades, more entertainment	yes	yes
53 Nothing. Poorly cdeveloped. Don't like it. Rude.	Better restaurants, shopping, movie theaters. Better transportation for kids.	yes	yes
54 Buses & Transportation. Born and raised here.	Minyards is good but need more grocery stores	yes	yes
55 DART, transportation	Restaurants and movies. Walking safety. Streetlights. Security and police.	yes	yes
56 Library, DART	Transit police, wider sidewalks, street lighting	yes	yes
57 Shoe stores, grocery stores	beauty	yes	yes

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Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?	Would you like to see redeveloped/reused buildings in your neighborhood?
58 Everything except the crimes. Illinois station is bad.	Better sidewalk accessibility for wheelchairs. DART accessibility	yes	yes
59 convenience, DART	Grocery stores, super walmart, movie theater	yes	yes, sit-down outside, take family outside and don't have to drive.
60 Train! These stores.	More stores (clothes, shoes), more decent apartments	Yes, I like the mix and the prices have to be right. If you're going to college you're at the train station, can't be too far from there.	Yes, this would be a nice restaurant.
61 Train	More family oriented businesses. Theater, bowling, kid stuff, museums.	Yes, it keeps our area up to date like other communities.	yes
62 DART	Walmart	Yes, some people can get out	Yes
63 Park, fast food restaurants	School, college, libraries	I like this "bicycling on the street" idea	I like it, eating sitting down.
64 My neighbors	better streets, schools updated, more business	Yes, anything positive for the community making shopping easier with more retail to make it accessible for those in the community.	Yes!
65 Lancaster blvd	Stores, restaurants, walmart, ect.	Yes, it brings development	yes
66 It's convenient	Super walmart, sit-down restaurants	yes	yes
67 This Fiesta mart	more restaurants, starbux, police and security	I like the concept, there aren't many apartments around here	It looks clean.
68 The Fiesta Store	It needs to look better. Streetscape and roads and particular.	Yes, great landscaping.	Looks good especially landscaping.
69 Lived here many years. This is my home. Paid for.	More businesses, wells fargo, enforce upkeep of housing, more city presence	Great! Very attractive, upgrade the neighborhood is due	Good starting point. More of these to get businesses going. Less expensive but looks just as good.
70 Rail system	Nicer apartments and shopping	Makes the community more appealing	Library with tutoring
71 The stores	Police patrols, street reconstruction	yes	yes
72 Freeway access, many stores.	More major stores, people have to travel to spend money. Better housing nicer homes and streets	Rudy's needs room for expansion parking so folks can get out of their car. Needs a lot of clean up	Yes, nice landscaping with a maintenance plan.
73 Fiesta	Better street and transportation	New home	New buildings
74 Location close to downtown	More activities for community, young people	1 and two story buildings	don't want more liquor stores
75 DART	Activities for kids, more jobs	Yes, like the photos	Need more up-to-date development

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Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?	Would you like to see redeveloped/reused buildings in your neighborhood?
76 Great location	Clean parks for kids, new Single Family homes behind apts.	Yes, new businesses	-
77	Crime watch, more shopping places	yes more development	mix development
78 Community together	Senior citizen housing, playground for the kids	yes new buildings	
79 Easy access	more grocery stores, movie theater, kids	love concept	want new and rehab construction
80 Public transit	Walmart	Yes we need something to lift up the neighborhood	Yes because when I was a kid things were like this
81 Stores	Education and restaurants	yes	yes
82 Shopping area	More things for the kids	yes	yes
83 The hills, greenery, proximity to downtown	More walking and biking trails, more wifi, more banks, wifi at DART stations	Yes, mixed use. More new construction. Too many old buildings here.	Biking and walking trails with wifi. Veterans memorial park near hospital. Grade separations to ease traffic flow. Open air amphitheater for outdoor events. More trees. Lighting.
84 Dart stations	movie theaters	yes	yes
85 Keist shopping center, the VA	Swimming Pool, another store like the Fiesta Supermarket.	Yes, good residential and retail	Restaurant is nice. Like the hedge. Good sidewalk.
86 Grocery store near my house. Bike to neighborhood stores.	Low crime, safe bike routes, wider sidewalks	yes	yes
87 My business. My church. Potential.	Social entertainment. Kid friendly and safe activities. Chuck-e-cheese or bowling or indoor golf.		
88 People, open space	Retail, mixed use projects	Safe and clean at the dart.	I travel and there are a lot of dollars in this neighborhood.
89	Sidewalks and walking trails retail. Middle income housing.	Yes	Maybe
90 The Center at the Salvation Army	A nice park for the kids	Yes, more retail.	yes
91 Police station, YMCA, rec center	Cheaper grocery stores, better streets.	Yes, because we can bring more money to the hood.	yes.
92 Near grocery stores and schools	More law enforcement	Yes, the empty building breeds crime and disease.	Yes
93	more sidewalks, fix streets, more restaurants	yes	yes

APPENDIX C: FOCUS GROUP SUMMARY

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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.

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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 29th 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 29th.

*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

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- 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), as the file sizes of the imagery are too large to insert in this report.

Visualization Responses: Library Concept

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

Visualization Responses: Liquor Store Concept

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

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

Visualization Response: Betty's Café

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

Visualization Response: Dart Property Buildings

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

The following findings relate to each specific concept:

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

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

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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.

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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.

ADDITIONAL MATERIALS

The following materials were reviewed, used and/or mentioned in this report are available upon request. Contact 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

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- *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?

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