

City of Dallas

Lancaster Corridor/Cigarette Hill Community Revitalization Plan

Adopted by the Dallas City Council

December 12, 2012

February 26, 2014 (updated)



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OVERVIEW

Introduction

The Lancaster Corridor/Cigarette Hill Community Revitalization Plan (CRP) serves as a guiding document that articulates a vision for the Lancaster Corridor. The Plan also: (1) provides a framework for designation as a “Community Revitalization Plan” (CRP) under the Texas Department of Housing and Community Affairs (TDHCA) Qualified Allocation Plan (QAP); (2) lends support for the allocation of public resources; and (3) lays the groundwork for future planning.

On February 26, 2003, the Dallas City Council authorized the Neighborhood Investment Program (NIP) as a strategic approach to target and leverage public resources to achieve sustainable and visible community redevelopment in targeted areas. The Lancaster Corridor/Cigarette Hill NIP target area was authorized by the Dallas City Council on September 24, 2008.

On November 14, 2012, the Dallas City Council authorized the expansion of NIP selection criteria to also designate four NIP target areas as “Community Revitalization Plan” areas. The Community Revitalization Plan for Lancaster Corridor/Cigarette Hill was subsequently approved by the Dallas City Council on December 12, 2012. The boundaries of the Lancaster Corridor/Cigarette Hill CRP overlap the Lancaster Corridor/Cigarette Hill NIP target area. As such, this plan may make reference to the two areas (Lancaster Corridor/Cigarette Hill CRP and Lancaster Corridor/Cigarette Hill NIP) interchangeably.

A copy of the 2013 Lancaster Corridor CRP and TDHCA Board Approval Letter, and background information on the initial QAP ranking factors, are provided in Appendices 1 & 2, respectively.

Plan Goals/Objectives

The primary goals of the Neighborhood Investment Program and Lancaster Corridor/Cigarette Hill Community Revitalization Plan provide for action to address QAP revitalization factors. These goals are listed below.

- Goal 1: Address neighborhood blight through coordinated code compliance and enforcement
- Goal 2: Improve the quality of housing
- Goal 3: Assemble vacant tax delinquent land for redevelopment
- Goal 4: Strengthen linkages between land use and transportation
- Goal 5: Improve the quality of public infrastructure and public facilities
- Goal 6: Improve public safety
- Goal 7: Facilitate and promote economic development opportunities for existing residents and businesses
- Goal 8: Stimulate and attract neighborhood investments
- Goal 9: Foster community-wide participation in redevelopment processes
- Goal 10: Leverage resources for strategic neighborhood investments

QAP Community Revitalization Plan factors to be addressed in the Lancaster Corridor/Cigarette Hill CRP:

- Presence of blighted structures
- Presence of inadequate transportation
- Lack of access to public facilities
- Presence of significant crime
- Lack of access to local businesses providing employment opportunities

Other factors include:

- Total vacant residential tax delinquent lots
- Percentage of owner-occupied housing units

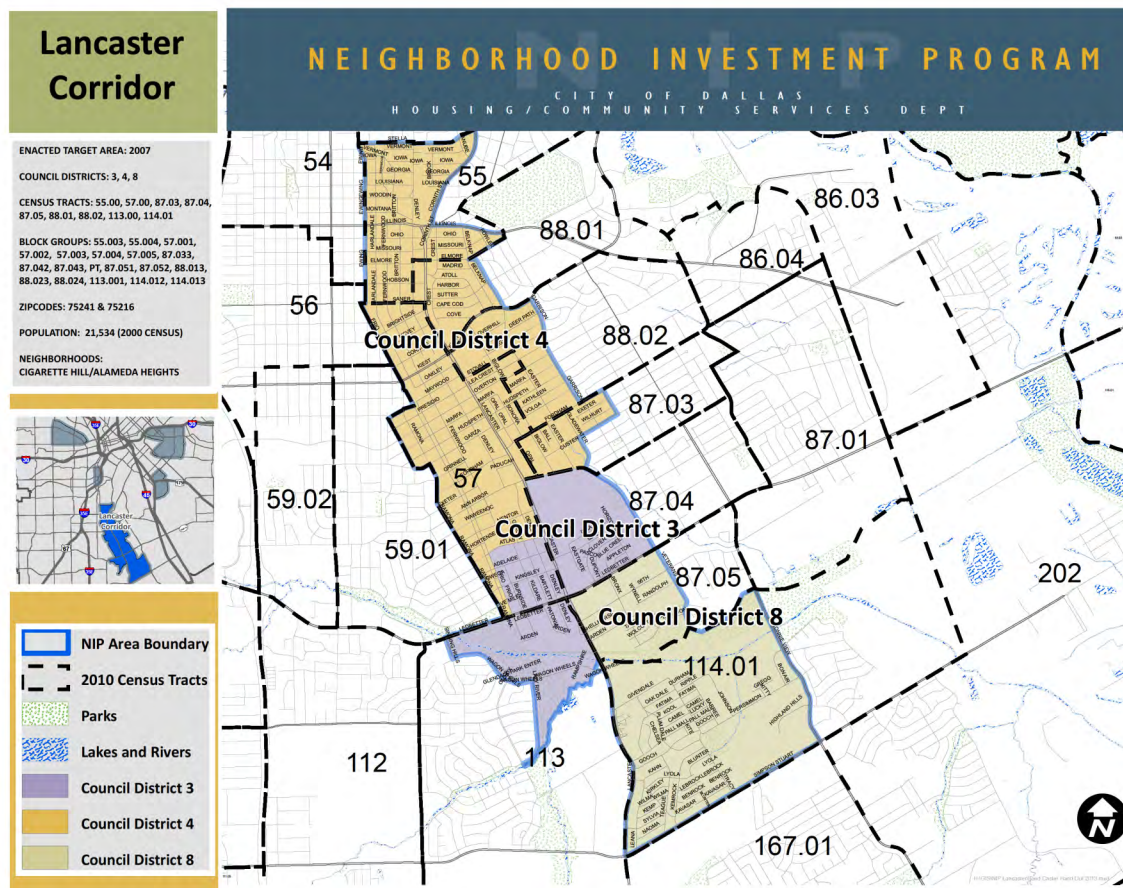
Plan Adoption Schedule & Community Outreach

Action	Date
Neighborhood Investment Program Authorized by Dallas City Council	February 26, 2003
Dallas City Council designation of Lancaster Corridor/Cigarette Hill NIP	September 24, 2008
Dallas City Council Authorization to expand selection criteria to include CRP factors	November 14, 2012
Dallas City Council Approval of Lancaster Corridor/Cigarette Hill NIP Community Revitalization Plan	December 12, 2012
Dallas City Council Approval of Updated Lancaster Corridor/Cigarette Hill NIP Community Revitalization Plan	February 26, 2014
Community Outreach (Public Meetings)	Date
Dallas City Council Housing Committee – CRP briefing	October 15, 2012
Dallas Community Development Commission – CRP briefing	November 1, 2012
NIP / CRP Community Meetings	November 5-12, 2012
Dallas City Council Action – (Expansion of selection criteria to include CRP factors)	November 14, 2012
Dallas City Council Housing Committee – NIP/Community Revitalization Plans briefing	December 5, 2012
NIP / CRP Community Reception (Presentation of Community Revitalization Plans)	December 8, 2012
Dallas City Council Action – (Approval of NIP/Community Revitalization Plans)	December 12, 2012
NIP / CRP Open House (Presentation of Updated Lancaster Corridor/Cigarette Hill Community Revitalization Plan)	February 8, 2014
Lancaster Corridor/Cigarette Hill CRP citizen/stakeholder review and comment	February 8-15, 2014

NEIGHBORHOOD PROFILE

Location Characteristics

The Lancaster Corridor/Cigarette Hill target area is located approximately 3 miles from the Dallas CBD and encompasses portions of Census Tracts 55.00, 57.00, 88.01, 88.02, 87.03, 87.04, 87.05, 113.00 and 114.01. The area lies within Council Districts 3, 4, and 8. The study area spans the Lancaster Corridor between Stella Road to the north and Simpson Stuart Road to the south and generally includes one census tract block group (to the east and west) adjacent to Lancaster Road.



NEIGHBORHOOD PROFILE

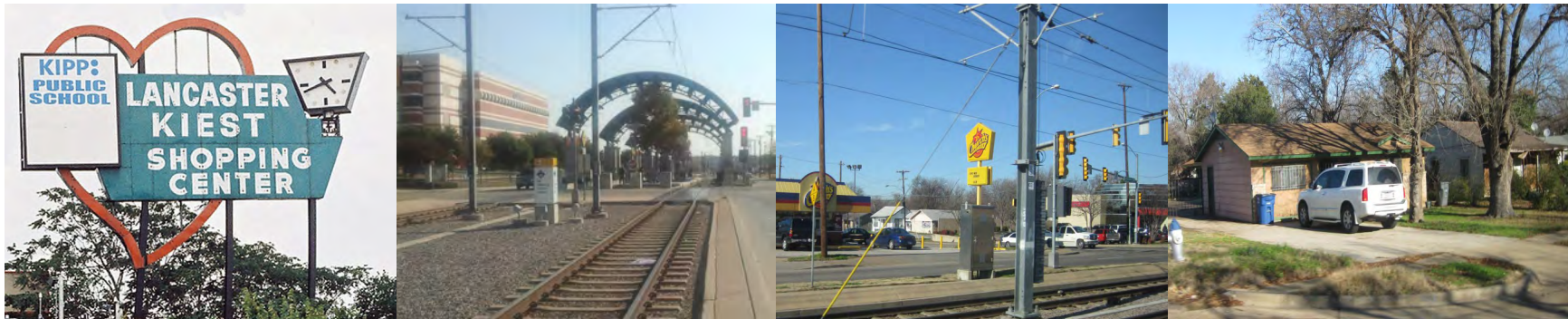
Neighborhood Character

The Lancaster Corridor is home to the Dallas VA Medical Center, Urban League of Greater Dallas, four DART Blue line rail stations and the aging, yet iconic Lancaster-Kiest Shopping Center. The corridor is vital to serving the commercial/retail needs of the South Central Dallas community.

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 modest 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.

The neighborhood due east and west of the commercial corridor (Lancaster Road) is predominantly single-family residential, ranging in condition from stable to declining, with over 80% of the housing stock having been built in the 1950's or earlier. There are significant portions of vacant and/or underutilized parcels located throughout the area.

Located approximately one mile from the Ledbetter Dart Station at the southern edge of the target area, Cigarette Hill is a single-family residential neighborhood that is rural in character with sloping topography and scenic views. Neighborhood infrastructure improvements (drainage, sidewalk, curb/gutter, and street lighting) are a major concern of community residents.



Demographic Snapshot

Census Tract 55.00	
Population	3,505
Ethnicity	Hispanic or Latino: 1,427 (40.7%) Black: 1,955 (55.8%) White: 77 (2.2%) American Indian: 9 (0.3%) Other: 37 (1.0%)
Housing Tenure	Owner-occupied housing units: 769 (65.8%) Renter-occupied housing units: 400 (34.2%)
Household Median Income	\$ 24,548
Housing Stock	Single-Family: 1232 (81.5%) Multi-Family: 280 (18.6%) Other: 0 (0%)

Census Tract 57.00	
Population	4,400
Ethnicity	Hispanic or Latino: 1,773 (40.3%) Black: 2528 (57.5%) White: 61 (1.4%) American Indian: 7 (.2%) Other: 31 (.6%)
Housing Tenure	Owner-occupied housing units: 892 (64.5%) Renter-occupied housing units: 492 (35.5%)
Household Median Income	\$23,567
Housing Stock	Single-Family: 1,483 (89.8%) Multi-Family: 135 (8.10%) Other: 33 (2%)

Census Tract 87.03	
Population	2,583
Ethnicity	Hispanic or Latino: 815 (31.6%) Black: 1,731 (67.0%) White: 12 (.5%) American Indian: 6 (.2%) Other: 18 (.7%)
Housing Tenure	Owner-occupied housing units: 583 (66.3%) Renter-occupied housing units: 297 (33.8%)
Household Median Income	\$ 24,856
Housing Stock	Single-Family: 1,004 (100%) Multi-Family: 0 (0%) Other: 0 (0%)

Census Tract 87.04	
Population	3,407
Ethnicity	Hispanic or Latino: 316 (9.3%) Black: 2989 (87.7%) White: 58 (1.7%) American Indian: 8 (.2%) Other: 36 (1.1%)
Housing Tenure	Owner-occupied housing units: 479 (37%) Renter-occupied housing units: 817 (63%)
Household Median Income	\$ 20,945
Housing Stock	Single-Family: 675 (38.8%) Multi-Family: 1,053 (60.60%) Other: 10 (.6%)

Census Tract 87.05	
Population	1,382
Ethnicity	Hispanic or Latino: 263 (19%) Black: 1,081 (78.2%) White: 13 (.9%) American Indian: 4 (.3%) Other: 21 (1.6%)
Housing Tenure	Owner-occupied housing units: 315 (69.1%) Renter-occupied housing units: 141 (30.9%)
Household Median Income	\$ 35,741
Housing Stock	Single-Family: 572 (100%) Multi-Family: 0 (0%) Other: 0 (0%)

Census Tract 88.01	
Population	2,424
Ethnicity	Hispanic or Latino: 341 (14.1%) Black: 1,998 (82.4%) White: 65 (2.7%) American Indian: 2 (.1%) Other: 18 (.7%)
Housing Tenure	Owner-occupied housing units: 637 (65.5%) Renter-occupied housing units: 336 (34.5%)
Household Median Income	\$ 27,115
Housing Stock	Single-Family: 863 (78.5%) Multi-Family: 212 (19.3%) Other: 25 (2.3%)

Census Tract 88.02	
Population	5,206
Ethnicity	Hispanic or Latino: 1,183 (22.7%) Black: 3,907 (75%) White: 45 (.9%) American Indian: 4 (.1%) Other: 67 (1.3%)
Housing Tenure	Owner-occupied housing units: 1,023 (56.1%) Renter-occupied housing units: 800 (43.9%)
Household Median Income	\$ 18,384
Housing Stock	Single-Family: 1,659 (77.80%) Multi-Family: 474 (22.2%) Other: 0 (0%)

Census Tract 113.00	
Population	5,088
Ethnicity	Hispanic or Latino: 315 (6.2%) Black: 4,641 (91.2%) White: 88 (1.7%) American Indian: 8 (.2%) Other: 36 (.7%)
Housing Tenure	Owner-occupied housing units: 1,336 (76.4%) Renter-occupied housing units: 412 (23.6%)
Household Median Income	\$ 40,652
Housing Stock	Single-Family: 1,920 (99.6%) Multi-Family: 8 (.40%) Other: 0 (0%)

Census Tract 114.01	
Population	4,847
Ethnicity	Hispanic or Latino: 438 (9%) Black: 4,294 (88.6%) White: 66 (1.4%) American Indian: 23 (.5%) Other: 26 (.5%)
Housing Tenure	Owner-occupied housing units: 517 (32.5%) Renter-occupied housing units: 1,076 (67.5%)
Household Median Income	\$ 14,922
Housing Stock	Single-Family: 916 (45.8%) Multi-Family: 1034 (51.7%) Other: 48 (2.40%)

Sources: 2010 U.S. Census Bureau, 2010 5-year American Community Survey

REVITALIZATION STRATEGY

The revitalization strategy for the Lancaster Corridor identifies and offers context to the issues and opportunities to be addressed through the redevelopment process. This section addresses planning efforts by the City of Dallas and its partners, the role of community participation, key challenges and opportunities, and outlines an implementation plan that describes intervention strategies, funding and timeframes, and the QAP elements addressed.

Current Planning

The Lancaster Corridor has been a central focus of several previous planning efforts. As home to the VA Medical center and the expanding Dallas Urban League, this area has much to offer and build on. Currently a regional destination, the continued revitalization of the Lancaster corridor has the potential to attract a greater residential and employment population while improving amenities and housing choices for new and existing residents. The Lancaster Corridor/ Cigarette Hill Community Revitalization Plan seeks to support and work in consort with several planning efforts to revitalize the greater Lancaster Corridor neighborhood: The HUD Challenge Grant, the Mayor's Grow South Initiative, TOD Tax Increment Finance (TIF), forward-Dallas!, NCTCOG's Lancaster Corridor Plan, the Dallas City Design Studio's Cigarette Hill Housing Strategy and Oak Cliff Gardens Walkability Study. Prominently discussed in these plans is the need to capitalize on potential TOD developments related to the DART Blue line expansion and create greater connectivity for multi-modal transportation users as central focus of revitalization efforts in the area.

HUD Challenge Grant

Dallas TOD (Transit-Oriented Development) is an action-oriented project of the City of Dallas to spur the transformation of five DART station neighborhoods. Dallas TOD leverages transit investments to create safe, attractive and thriving community centers that offer a range of affordable housing options for current and future residents and improved access to transit.

On October 22, 2010, the City of Dallas was awarded a \$2.225M Housing and Urban Development (HUD) Community Challenge Grant to enhance transit-oriented development. With focused planning in five communities located on Dallas Area Rapid Transit (DART) light rail lines, the City of Dallas aims to encourage the development of housing that meets the needs of the community, today and in the future. Workforce housing, mixed-income housing, and mixed-use developments with housing are particularly important. Catalyst sites within each station area have been identified as focal points for development and redevelopment activity.

The Lancaster Corridor is one of the five station area plans. Approximately \$182,000 has been expended on planning activities. An additional \$135,000 in project catalyst funding is earmarked for predevelopment activities associated with the proposed Lancaster /Opal TOD. Specific goals for this planning effort include:

- Encourage reinvestment between Kiest station and the VA Medical Center to take advantage of housing, restaurant, shopping and entertainment opportunities.
- Increase DART ridership in the area for residents and employees of the VA Medical Center by increasing safety and aesthetics.
- Increase access to amenities in the area through improved access to transit and bike and pedestrian trails.

http://dallastod.com/download/lancaster/Lancaster_Book-final-feb6-web.pdf

GrowSouth

In February 2012, Mayor Mike Rawlings announced a ten-point plan to rejuvenate Southern Dallas. Specific benchmarks have been developed for implementation between 2012 and 2015, including (but not limited to) the demolition of 750 derelict housing units to address blight, rebranding the image of Southern Dallas, developing a stronger collaboration with the Dallas Independent School District (DISD) and extending the blue line 2.6 miles towards the University of North Texas Dallas Campus. Attracting additional retail and housing around the Veteran's Medical Center to strengthen the Lancaster Corridor is included among the Mayor's ten key initiatives.

GrowSouth 10-Point Strategy

- Strengthen and engage neighborhood groups
- Create a culture of clean
- Strengthen schools
- Debunk myths
- Create a private investment fund for Southern Dallas
- Continue revitalization of Downtown and surrounding communities
- Implement West Dallas Design Plan.
- **Build-out Lancaster corridor**
- Make Jefferson Blvd. a Main Street for Southern Dallas
- Infrastructure for the Education Corridor

TOD Tax Increment Financing District

In 2008, the Office of Economic Development created the TOD Tax Increment 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 Port of Dallas and UNT-Dallas. These nearby projects have the potential to spawn growth and employment in the Lancaster Corridor area.

forwardDallas! Comprehensive Plan

In June 2006, the City of Dallas adopted the forwardDallas! Comprehensive Plan. This Plan identifies the Lancaster Corridor as a multi-modal corridor with transit centers around the area's DART stations. The Plan recommends a compact mix of employment, retail, cultural facilities and housing with appropriate transitions to single-family neighborhoods.

http://dallascityhall.com/forwardDallas/comprehensive_plan.html

North Central Texas Council of Governments (NCTCOG) Lancaster Corridor Plan

The NCTCOG Lancaster Corridor Plan was prepared in June 2012 to provide planning assistance to the City of Dallas. The goal of this plan is to document existing conditions and examine potential redevelopment opportunities along the stations in the Lancaster Corridor to incorporate transit oriented development. The report focuses on four light rail stations in the Lancaster Corridor along the Dallas Area Rapid Transit (DART) Blue Line, including the Illinois, Kiest, VA Medical Center, and Ledbetter stations. The plan notes that much of the existing development currently around the Lancaster Corridor stations is more "transit-adjacent" rather than "transit-oriented", offering limited benefits because development is not geared toward capturing pedestrian activity. With transit-oriented development, focus is on creating a built environment to capture pedestrian activities such as shopping, living, working, and playing without auto dependence to move around short distances. The plan recommends a number of pedestrian amenities, lane/path, intersection, signage and traffic calming, parking and other treatments aimed at creating greater connectivity between rail stations and the existing residential neighborhoods to better promote and attract new development and transit oriented activities.

http://www.nctcog.org/trans/sustdev/landuse/funding/Dallas_Lancaster_062112.pdf

Citydesign Studio Cigarette Hill Housing Strategy

In 2011, the Housing/Community Services Department partnered with the City DesignStudio to create a housing strategy for the Cigarette Hill neighborhood. Data shows that this neighborhood contains twice as many vacant lots as improved residential properties. The strategy recommends four potential redevelopment scenarios, including:

1. Full build-out of infill lots;
2. Two-fold approach of infill housing & rezoning to allow larger residential lots (1-5 ac.);
3. Create new neighborhood pattern by combining traditional residential infill with larger lot residential (1-5 ac.) and small scale agricultural tracts (10-20 ac.); and
4. Create “Village Zone” around existing recreation center in addition to residential infill, larger lot residential infill and smaller agricultural tracts. Adjacent flood plain would be dedicated for green spaces with walking trails and bike paths.

After sharing the study with the Cigarette Hill residents, a hybrid of Scenario 4 was recommended to include green spaces, the creation of a neighborhood core/village zone, infill development on smaller lots, and rezoning to allow for larger residential lots at the periphery of the neighborhood. Neighborhood discussion regarding this strategy is ongoing.

Initial improvements spearheaded under the NIP include increased neighborhood lighting and enhancements to Miller Family Park. A Needs Assessment has been conducted by the Department of Public Works to address neighborhood infrastructure needs.



2013 Oak Cliff Gardens Walkability Study

In 2013, Dallas Area Habitat for Humanity (DAHFH) and the University of North Texas at Dallas (UNTD) conducted a Walkability Study within the Oak Cliff Gardens neighborhood to assess the area's pedestrian accessibility. The Oak Cliff Gardens neighborhood is located in Census Tract 87.03 within proximity to the VA Hospital and the Lancaster Corridor. Within the Census Tract, there are approximately forty eight percent of people with disabilities and about 11 percent of those are below the poverty line. The lack of sidewalks force people to walk on the street where there is a greater threat of being hit by a car. Other concerns related to walkability include crime and safety in the neighborhood. According to Jacob (1992), criminal activities can be hindered by the presence of "eyes on the street". The more individuals that walk through the neighborhood, the more eyes on the street there are to watch over the community. A greater sense of community will also develop with increased pedestrian activity. Other studies on health and walkability confirm that the ability of people to walk around in their neighborhood can affect the overall health of the community. The Study identifies specific opportunities for sidewalk, street and other neighborhood improvements which could be addressed through partnerships with the City of Dallas (NIP) and other community stakeholders.



REVITALIZATION STRATEGY

Community Participation

The City of Dallas worked with neighborhood residents and stakeholders in the planning process to discuss and evaluate existing conditions along the Lancaster Corridor. Commonly used in planning projects, a SWOT analysis was conducted by stakeholders to identify neighborhood Strengths, Weaknesses, Opportunities and Threats. An understanding of these conditions/characteristics have and will continue to help to develop strategies to build on neighborhood strengths/opportunities and address weaknesses/threats. Key assets identified by neighborhood residents/stakeholders include: DART Stations, Lancaster-Kiest Shopping Center, The Urban League of Greater Dallas, Dallas VA Medical Center, Neighborhood Schools, Community and Cultural Resources.



REVITALIZATION STRATEGY

Challenges and Opportunities

Despite the Lancaster Corridor'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 along the Lancaster Corridor 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. As areas around the Kiest and VA Medical Center DART stations have experienced population decline, a focus on bringing new housing options to the neighborhoods, as well as new commercial development and job opportunities on the corridor, could help mitigate the trend. An ongoing Habitat for Humanity initiative is underway to redevelop infill single-family housing east of the Dallas VA Medical Center.

Pedestrian and Bicycle Connectivity

While there is bicycle and pedestrian activity 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



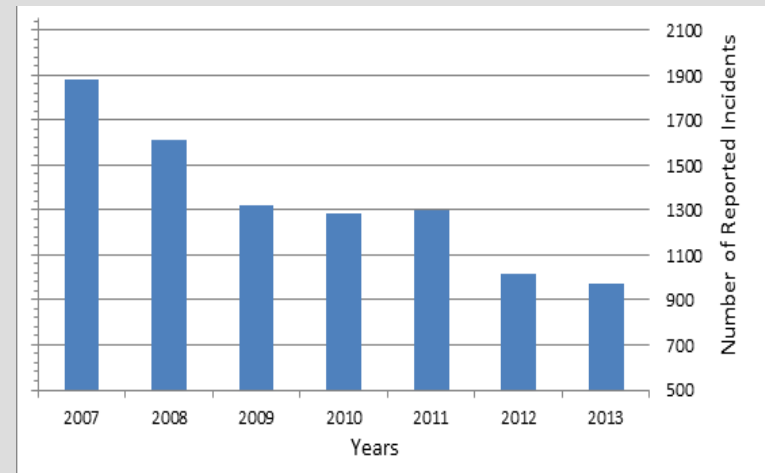
Extract: Lancaster Corridor Station Area Plan-February 2013

Public Safety

Through community meetings, citizens have noted that crime and/or the perception of crime along the Lancaster Corridor has deterred many from shopping there. Employees of the VA Hospital have even expressed concern about their safety at the VA Medical DART Station. The city of Dallas has embraced a variety of different measures to reduce crime along the Lancaster Corridor. One major initiative was the construction of the new South Central police substation along Camp Wisdom Rd. This state of the art division headquarters was completed in 2007 and provides much needed support to the surrounding communities. Since the opening of the police station in 2007, there has been a 48% decrease in total crime along the Lancaster Corridor.

Crime Statistics Along Lancaster Corridor

Row Labels	2007	2008	2009	2010	2011	2012	2013
ROBBERY-BUSINESS	23	28	16	25	19	11	10
ROBBERY-INDIVIDUAL	129	95	98	96	73	79	71
BURGLARY-BUSINESS	159	174	99	84	95	91	71
AGG ASSAULT	188	127	117	113	141	112	110
BURGLARY-RESIDENCE	399	318	300	335	335	265	253
MURDER	8	5	11	5	9	4	7
OTHER THEFTS	305	280	227	212	237	175	169
RAPE	7	8	12	12	12	15	11
THEFT/BURGLARY FROM MOTOR VEHICLE	208	165	188	127	92	115	147
THEFT/SHOPLIFT	234	180	119	180	162	35	33
UNATHORIZED USE OF MOTOR VEHICLE	222	235	135	94	122	114	93
Grand Total	1882	1615	1322	1283	1297	1016	975



Source: Dallas Police Department

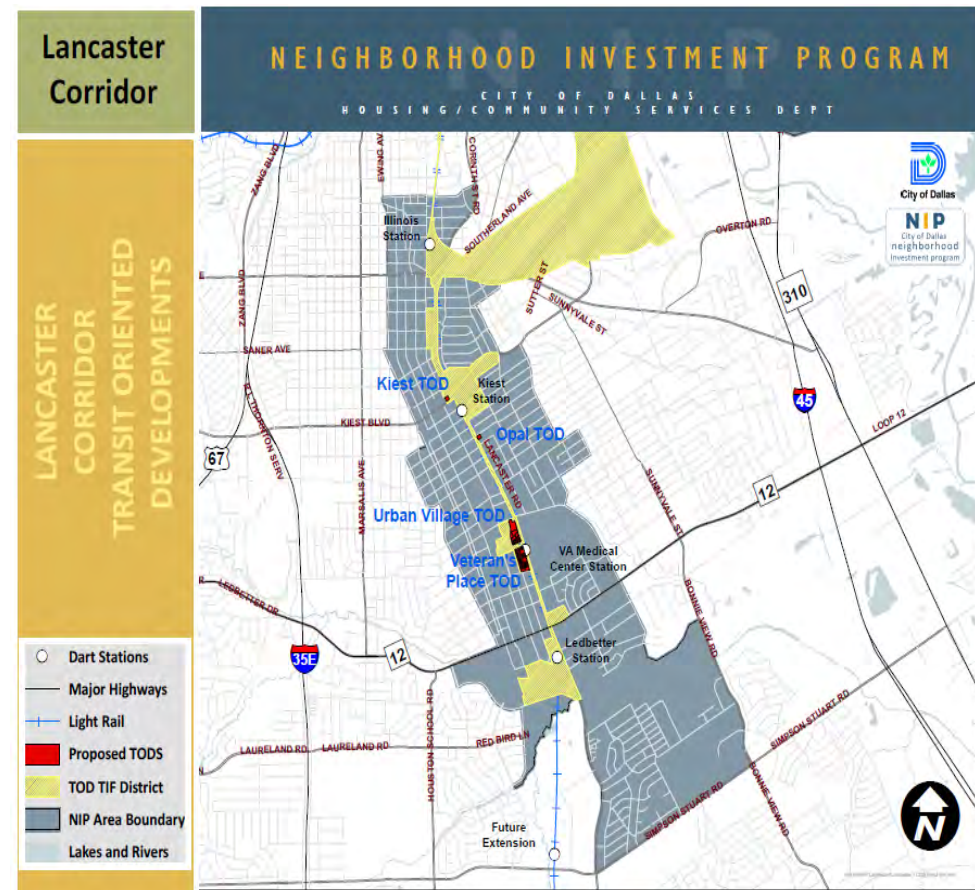
REVITALIZATION STRATEGY

Implementation Plan

As previously mentioned, the revitalization of the Lancaster Corridor is a top priority under Mayor Mike Rawling's current "Grow South" plan to reinvigorate Southern Dallas. Improved public safety, transportation accessibility and housing are among the initiatives to revitalize the Lancaster Corridor. In support of the City's "Grow South" effort, the Housing/Community Services Department has been instrumental in providing acquisition and construction assistance to help facilitate the development of Lancaster Urban Village, Lancaster/Opal, Patriot's Crossing, and Lancaster/Kiest TODs. With over 142,000 square feet of proposed new office/retail/commercial/restaurant space, these projects, combined with other targeted revitalization efforts, should have a transformative impact on the Lancaster Corridor.

The implementation plan converts the issues and opportunities outlined previously into fundable and programmable action steps. Revitalization action steps are described in the following pages along with their corresponding QAP element. Table 1 (Page 27) summarizes these action steps and provides a funding summary and implementation status.

NOTE: A statement from City of Dallas certifying 2010-2014 funding allocations and commitments for Action Item revitalization projects is attached in Appendix 3.



REVITALIZATION STRATEGY

Implementation Plan- Revitalization Action Items (by QAP Element Addressed)

1. Presence of blighted structures (QAP Element)

Multiple targeted initiatives are recommended to address blighted properties in the Lancaster Corridor target area. The programs listed below target blight by converting vacant lots into productive uses, and engage in new home construction and home repair for existing residents.

Action Items

1a. City of Dallas Land Bank

The City of Dallas Urban Land Bank Demonstration Program acquires unproductive, vacant and developable lots for affordable single-family housing development. The Land Bank helps to reduce unproductive expenditures and increase local government revenues while helping to eliminate blighted conditions. This process is being implemented by means of tax foreclosure. A property has to meet certain criteria to be considered for Land Bank use; 1) owe at least five years in back taxes; and 2) the total taxes and non-tax liens must be greater than the Appraisal District's value of the property. The Land Bank purchases the properties from a private Sheriff's sale, maintain the properties and assemble groups of parcels for sale to for-profit and nonprofit developers. Land banking within the Lancaster Corridor began in 2008. To date, 136 lots have been acquired for new housing development with 92 of the 136 total lots having been acquired since 2010.

1b. Habitat for Humanity

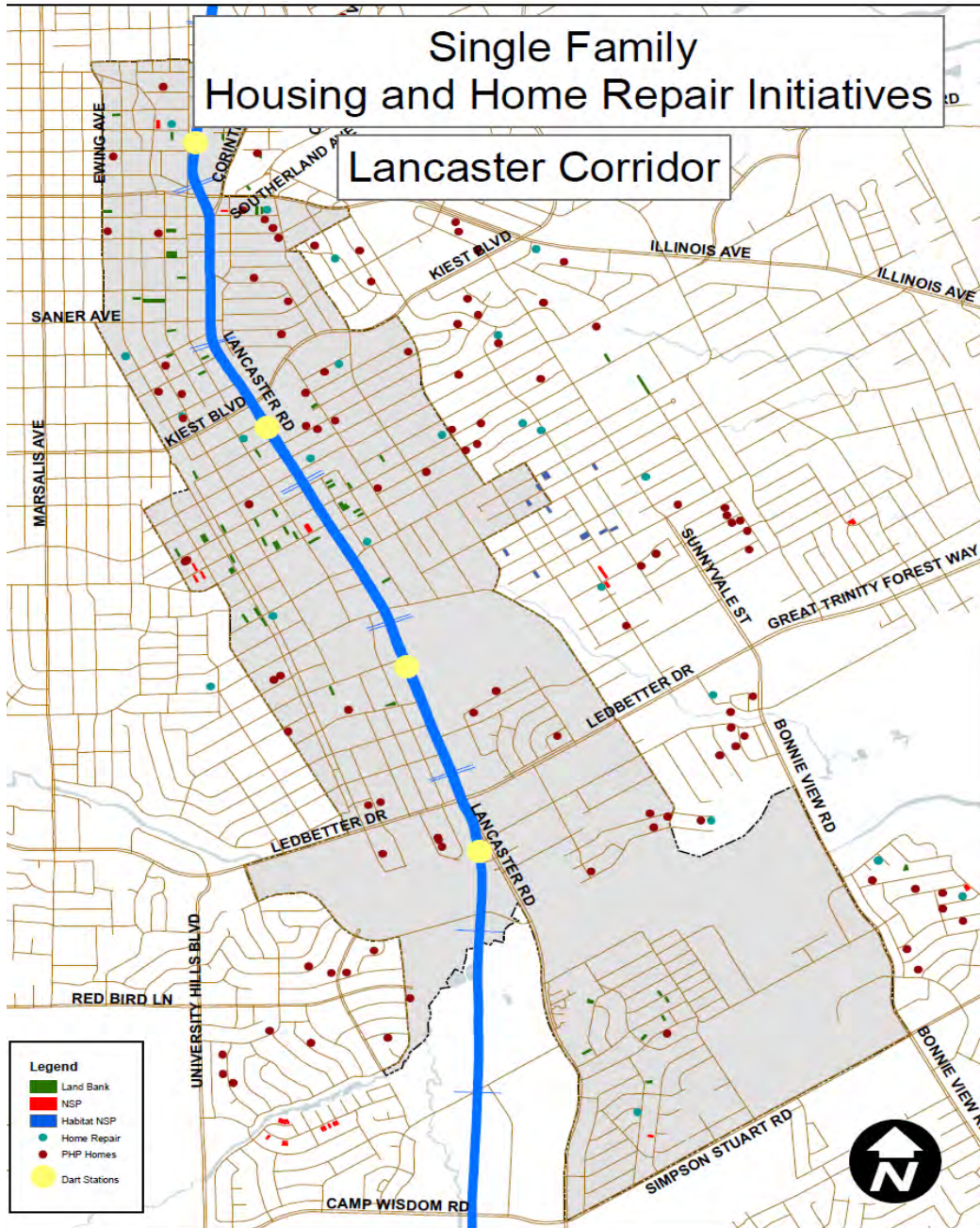
Oak Cliff Gardens is the East Oak Cliff neighborhood located south of downtown wedged in between the Dallas VA Medical Center and Loop 12. Dallas Habitat began building new homes in Oak Cliff Gardens in 2004 and has since built over 63 new home and repaired over 24 existing homes through their A Brush with Kindness program. An additional 30 new homes are proposed for the Oak Cliff Gardens neighborhood during Habitat's October 2014 Carter Work Project.

1c. City of Dallas Home Repair and People Helping People Program

Map 1 shows the placement of Land Bank, NSP and Home Repair/PHP projects within the Lancaster Corridor. Since the creation of the Lancaster Corridor/Cigarette Hill NIP/CRP target area, there have been significant single-family housing development and home repair initiatives focused within the Lancaster Corridor area.

Over 180 single-family homes within the Lancaster corridor neighborhood have received assistance through the City's Home Repair and volunteer home repair (People Helping People -PHP) programs.

MAP 1



City of Dallas Mortgage Assistance Program (MAP)

- 1d. The Mortgage Assistance Program (MAP) assists homebuyers with downpayment and closing cost assistance up to \$20,000 to purchase a home within the city limits of Dallas. A maximum of \$1,500 is also available to pay for Minimum Housing Standards (MHS) required repairs.

REVITALIZATION STRATEGY

2. Presence of inadequate transportation (QAP Element)

As the DART blue line runs along Lancaster Road, a high priority has been to provide multiple transportation options and appropriate linkages between rail, pedestrian, and bike users. In addition to the DART Blue Line station improvements and expansions, a variety of TOD transportation planning and public infrastructure improvement efforts are also being undertaken.

Action Items

2a. DART Ledbetter Station Improvements - Proposed improvements currently in design. Construction started December 2013, with completion estimated for June 2016. Improvements to include new Kiss-and-Ride drop off zone.

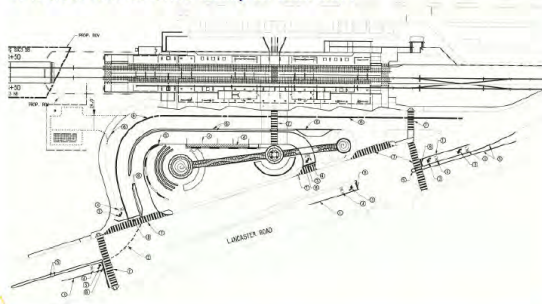
2b. DART Blue Line Station Expansion

The South Oak Cliff Blue Line Extension will extend the Blue Line south approximately 2.6 miles from Ledbetter Station toward the University of North Texas (UNT) Dallas Campus located at the southeast corner of Camp Wisdom Road and University Hills Blvd. (formerly Houston School Road) and add two new stations (Camp Wisdom Station and UNT Dallas Station). The extension will provide potential development opportunities in the area south of Ledbetter Station to the UNT-Dallas Campus. Station area planning is currently in design, with station opening scheduled for 2016.

PROPOSED MODIFICATIONS/IMPROVEMENTS

Ledbetter Station

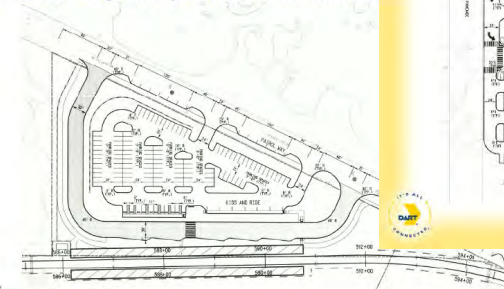
- Maintains existing bus bay configuration and capacity.
- Provides kiss-and-ride facility on East side.



PROPOSED STATION LAYOUT

Camp Wisdom Station

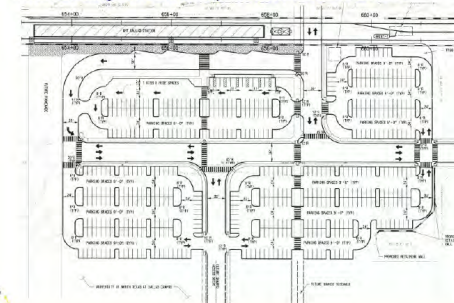
- Coordinating with City of Dallas on the recreation



PROPOSED STATION LAYOUT

UNT Dallas Station

- Coordinating with University of North Texas at Dallas.



2c. DALLAS TOD

HUD Challenge Grant funding to spur the transformation of five DART station neighborhoods. The Lancaster Corridor is one the five station area plans. Approximately \$182,000 has been expended on planning activities. An additional \$135,000 in project catalyst funding is earmarked for predevelopment activities associated with the proposed Lancaster /Opal TOD. Specific goals for this planning effort include:

- Encourage reinvestment between Kiest station and the VA Medical Center to take advantage of housing, restaurant, shopping and entertainment opportunities.
- Increase DART ridership in the area for residents and employees of the VA Medical Center by increasing safety and aesthetics.
- Increase access to amenities in the area through improved access to transit and bike and pedestrian trails.



2d. Public Infrastructure Improvements

Barrier-free ramps, street resurfacing & reconstruction, and bridge repair projects implemented by the City of Dallas through the 2006 & 2012 Bond Programs to enhance circulation and improve street conditions within the Lancaster Corridor. Since 2010, approximately \$5.3 million has been approved and/or expended for neighborhood projects. See Appendix 4 for project list and details.

REVITALIZATION STRATEGY

3. Lack of access to public facilities (QAP Element)

As detailed below, the City of Dallas Parks and Recreation Department has engaged in park and trail improvements and upgrades throughout the Lancaster Corridor to enhance access to quality public spaces and facilities.

Action Items

3a. Lancaster Corridor area park improvements

- Miller Family Park
 - ◆ Playground replacement
 - ◆ Park pavilion, loop trail, historic monument, toilet enclosure
- Glendale
 - ◆ Playground replacement
 - ◆ Five Mile Creek Trail Head
- Ricketts Branch Greenbelt
 - ◆ Playground expansion
- Five Mile Creek
 - ◆ Trail from Glendale to College Park



REVITALIZATION STRATEGY

4. Presence of significant crime (QAP Element)

Reducing crime in the Lancaster Corridor has involved an ongoing partnership between multiple agencies, stakeholders, and residents. In addition to the construction of the South Central Patrol station, ongoing efforts of the Community Prosecution Program have worked to increase interdepartmental collaboration, community awareness and trust, resulting in a reduction of crime in recent years.

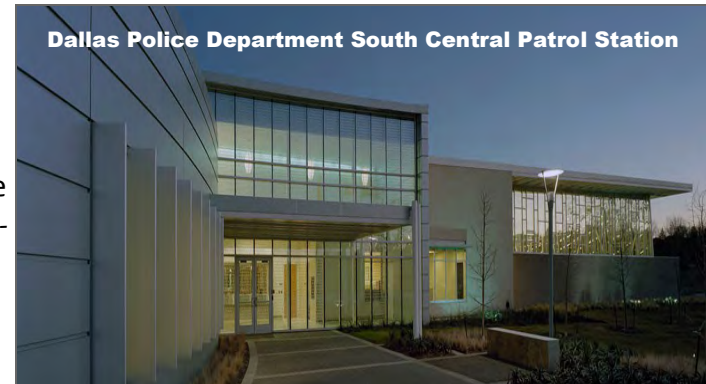
Action Items

4a. Community Prosecution Program

The Community Prosecution Program focuses on reducing and preventing crime by enforcing the city codes and improving the appearance of the community. The prosecution team utilizes innovative approaches to solve problems and create partnerships with law enforcement, city departments, the community and various other stakeholders. Assistant City Attorneys and code inspectors work together as a team and office in the communities in which they serve. The Lancaster Corridor is fortunate to have its own community prosecutor and Southeast Oak Cliff Community Court which opened in April 2010.

4b. South Central Patrol Station

New state of the art facility completed in 2007 and funded by the city's 2003 bond program. Since its construction, total crime within the Lancaster Corridor has dropped by 48% .



4c. Economic Partners Investing in Communities (EPIC)

The Economic Partners Investing in Communities project has chosen the area around the VA Hospital as a focus area for their program. This program is a collaborative effort of Safer Dallas, Dallas Police Department, Habitat for Humanity, the Mayor's Growth South project and Communities Foundation of Texas. The goal is to bring safety and economic vibrancy to targeted areas of the city to encourage economic growth in these areas.

REVITALIZATION STRATEGY

5. **Lack of access to businesses providing employment opportunities (QAP Element)**

Because TOD planning and development is key to redevelopment along the Lancaster corridor, significant employment opportunities are found in the greatly expanded retail and office space created in each of the following projects.

Action Items

5a. Lancaster Urban Village TOD

- ◆ Mixed-used transit-oriented development located at the southwest quadrant of S. Lancaster Road and Ann Arbor Avenue. Project to include 193 multi-family rental units with 98 affordable units for low- and moderate-income households and approximately 13,926 square feet of retail and office space. Under construction

5b. Veteran's Place (Patriot's Crossing) TOD

- ◆ Proposed mixed-use, transit-oriented development located across from the VA Hospital in South Dallas. Project to include 162 new efficiency, 1 and 2-BR units with rents capped at 60% AMFI. Project plans also call for approximately 70,000 SF of office space, over 17,000 SF of retail space, the Veteran's Place museum and a parking garage.

5c. Lancaster/Opal TOD

- ◆ The proposed Lancaster/Opal TOD is to be located on Lancaster Road between Marfa Avenue and Hudspeth Avenue. The project will include a mix of uses, including approximately 15,000 square feet of neighborhood retail space and 63 market-rate and affordable 1 and 2-bedroom apartment units. This particular development, along with other near-term developments in the area, is expected to create positive change for the Lancaster Corridor in the near term by attracting new development and helping improve the area's overall image and stability.

5d. Lancaster/Kiest (Serenity Place) TOD

- ◆ Four phase mixed use development to include 45 permanent supportive housing units for the homeless and families with children. It also includes the relocation of Rudy's Chicken to a new building with more parking and better ingress/egress from Lancaster which is currently under construction. Other project elements include approximately 8,000 sq. ft. of office/retail and 32 high density live/work townhouses.

**TABLE 1- Sources and Uses
Lancaster Corridor / Cigarette Hill NIP/CRP Funding Plan
(2010-Present)**

QAP ELEMENT ADDRESSED	Allocation	Funding Source	Use of Funds	Date Funded / Status
1. Presence of blighted structures				
<i>Action Items</i>				
1a. City of Dallas Land Bank	\$437,000	Bond	Land acquisition	2010-2014 (92 lots)
1b. Habitat for Humanity	--			63 new homes constructed since 2004
1c. City of Dallas Home Repair	\$666,178	CDBG, HOME	Home repair	2012-2013 (FY 12-13—32 home repairs)
1c. City of Dallas People Helping People (PHP)	\$155,000	CDBG	Home repair	2010-2014 - (155 volunteer home repairs)
1d. City of Dallas Mortgage Assistance Program (MAP)	\$166,385	CDBG, HOME	Down payment/closing cost assistance	2010-2014 - (12 households assisted)
2. Presence of inadequate transportation				
<i>Action Items</i>				
2a. DART Ledbetter Station Improvements	--			Completion 2016
2b. DART Expansion: Camp Wisdom/UNT	--			Opening June 2016
2c. Dallas TOD	\$182,000	HUD Challenge	Planning	2013
2d. Public Infrastructure Improvements	\$5,344,895	Bond	Construction	2010-2017 (2006/2012 Bond Program)
3. Lack of access to public facilities				
<i>Action Items</i>				
3a. City of Dallas Park & Rec. Improvements				
-Miller Family Park Improvements	\$355,873	CDBG	Construction	2013 - Completed
-Glendale Park	\$126,331	Bond	Construction	2011 - Completed
-Ricketts Branch Greenbelt	\$146,332	Bond	Construction	2013 - Completed
-Five Mile Trail	\$1,624,000	Bond	Construction	2014 - Under Construction
4. Presence of significant crime				
<i>Action Items</i>				
4a. Community Prosecution Program (CPP)	\$810,041	Gen. Fund, JAG, CDBG	CPP activities	2010-2014
4b. South Central Patrol Station	--	Bond	Construction	Completed 2007

QAP ELEMENT ADDRESSED	Allocation	Funding Source	Use of Funds	Date Funded / Status
5. Lack of access to businesses providing employment opportunities				
Action Items				
5a. Lancaster Urban Village TOD	\$3,850,000	PPP	Land acquisition + Construction assistance	1/2012 - Funding committed
5a. Lancaster Urban Village TOD	\$8,492,000	Section 108	Construction assistance	9/2011 - Funding awarded Project Underway w/ completion estimated Spring/Summer 2014
5b. Veteran's Place (Patriot's Crossing) TOD	\$4,400,000	Bond	Property acquisition	2010-2013 - Funding committed / Acquisition & demolition underway
5b. Veteran's Place (Patriot's Crossing) TOD	\$1,350,000	Bond	Construction assistance	2014 - LIHTC 4% / city participation
5c. Lancaster/Opal TOD	\$1,275,000	Bond	Property acquisition	2/2011 - Funding committed / Acquisition & demolition underway
5c. Lancaster/Opal TOD	\$135,000	HUD Challenge	Predevelopment	4/2013 - Funding awarded
5d. Lancaster/Kiest TOD	\$3,400,000	Bond	Acquisition / Demolition	12/2012 - Ongoing
5e. Crest Shopping Center	--	PPP	Façade improvements	2009 - Funding Expended (\$200,000) Project Completed
Total Lancaster Corridor CRP Investment	\$32,916,035			



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Councilmember Vonciel Jones Hill
Council District 3

Councilmember Dwaine Caraway
City Council District 4

Deputy Mayor Pro Tem Tennell Atkins
City Council District 8

APPENDICES

APPENDIX 1

2013 Lancaster Corridor CRP

APPENDIX 2

QAP Ranking Factors / Selection Criteria

APPENDIX 3

Letter of Prior Year Expenditures

APPENDIX 4

List of 2006/2012 Lancaster Corridor area Bond Projects