

MARTIN LUTHER KING, JR.

STATION AREA PLAN



FEBRUARY 2013

ORDINANCE NO. 28970

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

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

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

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

WHEREAS, City staff and consultants in conjunction with the HUD Challenge Grant joint Hatcher and Martin Luther King Jr. Station Area Committee, a group consisting of members representing the Hatcher and Martin Luther King Jr. Station areas and surroundings, area organizations, property owners, and residents, worked to develop the Dallas TOD Hatcher Station Area Plan; and

WHEREAS, the city plan commission and the city council, in accordance with the Charter of the City of Dallas, the state law, and the ordinances of the City of Dallas, have given the required notices and have held the required public hearings regarding this



MARTIN LUTHER KING, JR.

STATION AREA PLAN

ACKNOWLEDGEMENTS

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The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.

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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 for current and future residents.

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)



J.B. Jackson, Jr. Transit Center
at MLK Station

AREA PLAN PURPOSE

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

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

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

DOCUMENT OVERVIEW

The MLK Station Area Plan details specific initiatives to create a better future for the MLK area, with particular attention to reinvigorating affordable housing, 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**

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.

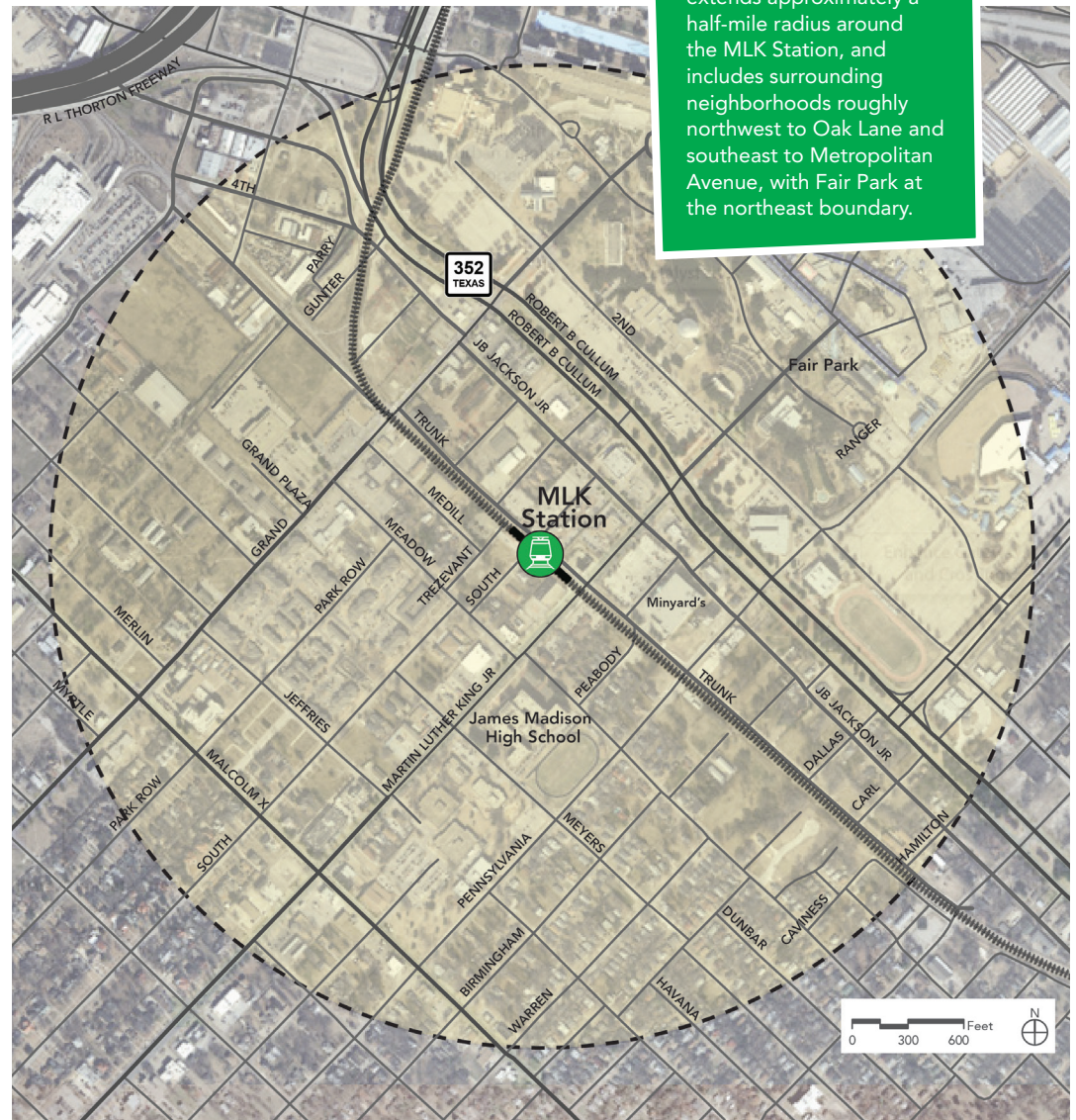
This chapter identifies existing districts and planning documents; describes current physical, social and economic conditions; and highlights key assets, challenges and opportunities.

FRAMEWORK FOR POSITIVE CHANGE

Several special districts and planning documents are already in place to support the transformation of the MLK Station area into a vibrant, mixed-use neighborhood. The MLK 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 MLK Station area as a priority area for implementing projects ranging from station area improvements to neighborhood revitalization. A key

The MLK study area extends approximately a half-mile radius around the MLK Station, and includes surrounding neighborhoods roughly northwest to Oak Lane and southeast to Metropolitan Avenue, with Fair Park at the northeast boundary.



objective of the Plan is to build on existing investments in the community and unite the numerous improvement concepts and programs envisioned for the area. The City's Complete Streets Initiative and the Dallas Bicycle Plan Update identify Grand Avenue as a priority corridor for "Complete Street" treatments and bicycle facility improvements.

Over the last decade, the City of Dallas has examined a number of possibilities for evolving the role of Fair Park in the community. The Fair Park Comprehensive Development Plan was adopted in 2003 to guide future development of Fair Park. The Development Plan outlines key objectives such as encouraging economic vitality with new programming

and enhancing connectivity within the community. Updated in 2007, implementation of the Development Plan's capital improvement projects and new park programming is underway. The South Dallas/Fair Park Entertainment District Study was conducted in 2003 to evaluate the potential for an entertainment district in South Dallas/Fair Park. A long-term goal of the proposed district is to provide a mix of culturally-based entertainment, retail and restaurants that creates synergy and economic benefits for surrounding neighborhoods.

In 2005, the Office of Economic Development created the Grand Park South Tax Increment Financing District (TIF District), encompassing the

MLK Station area; the neighborhood southwest of Fair Park; and several commercial corridors including Grand Avenue, Martin Luther King, Jr. Boulevard, and Robert B. Cullum Boulevard. The TIF District aims to provide incentives for improving the residential environment and implementing mixed-use and transit-oriented development with urban design standards.

STATION AREA OVERVIEW

The MLK Station area is located three miles south of Downtown Dallas, just south of Interstate 30 (East R.L. Thornton Freeway). The area includes a mix of housing, businesses, and institutional and community facilities. Much of the area is composed of large footprint retail uses, single and multi-family housing, and vacant property formerly occupied by residential or commercial uses.

The MLK Station and adjacent J.B. Jackson, Jr. Transit Center are located at the heart of the MLK neighborhood, providing convenient regional transit connections for residents and visitors.

The station is situated near the main south gate of Fair Park, home of the annual State Fair of Texas as well as the historic Cotton Bowl Stadium, museums, gardens, performance facilities, parks and other special venues.

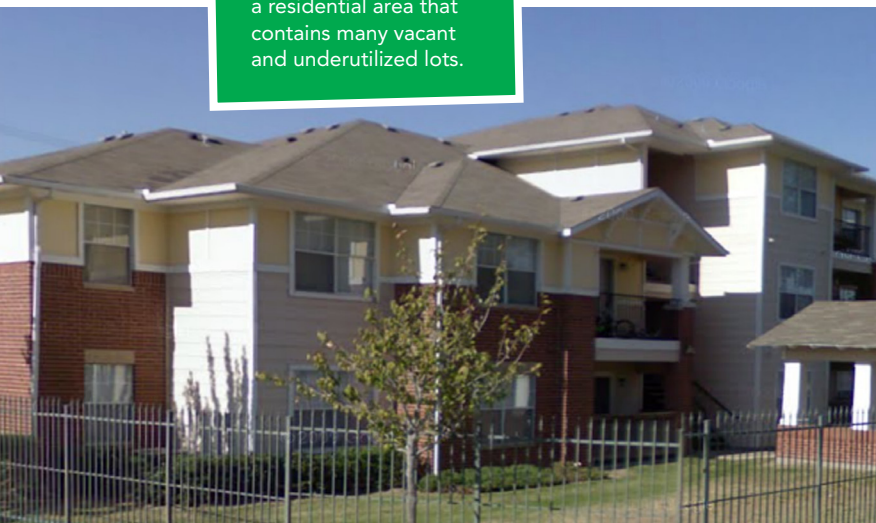


Fair Park is immediately accessible from MLK Station and offers a variety of regionally significant attractions including the Cotton Bowl and the Texas State Fair.

Tree-lined Robert B. Cullum Boulevard separates most of the MLK neighborhood from the 277-acre Fair Park and historic neighborhoods on the northeast side of the MLK Station area. The DART Green Line runs along Trunk Avenue parallel to Robert B. Cullum Boulevard, creating a linear strip of housing, commercial uses, community facilities and churches. This linear area surrounding the station includes retail uses such as Minyard Food Store, Walgreen's, Auto Zone, Bank of America and a number of fast food restaurants. The area southwest of Trunk Avenue spanning down to Malcolm X Boulevard is predominantly high-density housing with many older apartments in need of repair. Recently developed

high-quality, multi-family housing at Eban Village is an asset in the neighborhood

New housing near MLK Station is a needed and welcomed asset to a residential area that contains many vacant and underutilized lots.



James Madison High School along Martin Luther King Jr. Boulevard.

just east of Grand Avenue on Park Row Avenue at Meadow Street.

There are significant portions of vacant and/or underutilized parcels located throughout the MLK Station area. Development projects are proposed or underway on several of the larger parcels. North of the MLK Station, new mixed-use development is planned as part of the Grand Park Place, which will include apartments, retail, and restaurants. A large vacant parcel located adjacent to the MLK Station at Martin Luther King, Jr. Boulevard and Trunk Avenue is proposed with this Plan as a potentially catalytic site for the MLK Station TOD Concept.

The Martin Luther King, Jr. Community Center provides an institutional presence and significant employment base at the southern end of the Martin Luther King, Jr. Boulevard corridor. The Center includes the Martin Luther King, Jr. Family Clinic as well as important social, vocational and recreational services. The Dallas Black Chamber of Commerce is

also in the vicinity and provides a variety of business support services for the community.

Three Dallas Independent School District schools serve the MLK neighborhood. Additional cultural and community facilities in the area include the Martin Luther King, Jr. Branch Library, Baylor Senior Health Center at Fair Park, the Social Security Office, and many churches.

Grand Avenue and Martin Luther King, Jr. Boulevard are major northeast- to southwest-running arterials through the area. There are a number of apartments and strip commercial centers along with some smaller format retail along these corridors. Major northwest- to southeast-running arterials include Malcolm X Boulevard and Trunk Avenue. Interstate 30 is located just north of the area and Interstate 45 (Julius Schepps Freeway) is located south of the area.

KEY ASSETS

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

- MLK DART Station
- J.B. Jackson, Jr. Transit Center
- Fair Park
- Martin Luther King, Jr. Community Center
- Martin Luther King, Jr. Family Clinic
- Dallas Black Chamber of Commerce
- Schools
- MLK Community and Resources

MLK DART Station



The MLK Station is located on Trunk Avenue between Martin Luther King, Jr. and South Boulevards, convenient to the state fairground and other Fair Park attractions such as the Cotton Bowl Stadium. The station opened in 2009, along with the Fair Park and Hatcher stations, to create a DART Green Line transit link between Downtown Dallas and Fair Park. The station includes 200 free parking spaces, pedestrian connections, landscaping, and design that reflects local history and heritage. The station has a peak service frequency of ten minutes and an average daily ridership of 995.



J.B. Jackson, Jr. Transit Center

The J.B. Jackson, Jr. Transit Center is adjacent to the MLK Station and provides connecting bus service on four different routes (12, 26, 409 and 595). Proximity to the station allows residents in surrounding neighborhoods to reach regional destinations entirely by mass transit.

Fair Park



Fair Park is a 277-acre recreational and educational complex and national historic landmark located just east of the MLK Station. The Park's signature event is the annual State Fair of Texas. The state fair has been held at Fair Park since 1886, and today is touted as the largest state fair in the United States by annual attendance. The Park is also home to several museums and other cultural amenities, including the Music Hall, the Gexa Energy Pavilion, the African American Museum, the Children's Aquarium at Fair Park, the Hall of State, the Texas Discovery Gardens, and the South Dallas Cultural Center. From October 2011 to July 2012 Fair Park welcomed almost 4.8 million guests, a 14% increase over the previous year.

Martin Luther King, Jr. Community Center



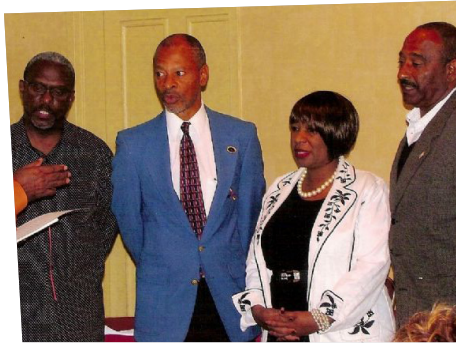
The Martin Luther King, Jr. Community Center is part of the City of Dallas Department of Environmental and Health Services. The Center, comprised of five separate buildings, is located on 10.5 acres on Martin Luther King, Jr. Boulevard adjacent to James Madison High School. The Center provides a comprehensive service delivery system that allows community members to come to one location to meet a range of needs, including health and medical services, childcare, senior services, family counseling, educational support, and leisure activity.

Martin Luther King, Jr. Family Clinic



The Martin Luther King, Jr. Family Clinic is a private practice healthcare group located at the Martin Luther King, Jr. Community Center. Its mission is to improve the health status of individuals and families by providing accessible, affordable, primary and preventive medical and dental services to the underserved and other communities regardless of ability to pay. The Clinic has been serving Dallas/Fort Worth and surrounding counties since 1986.

Dallas Black Chamber of Commerce



The Dallas Black Chamber of Commerce, founded in 1926, advocates the creation, growth and welfare of African-American businesses in the Dallas community. The Chamber promotes the expansion of business opportunities on behalf of its membership through referrals, partnerships, seminars, technical assistance, mentoring, marketing, and networking events geared toward making members more competitive in the marketplace.

Schools



Several Dallas Independent School District schools serve the MLK neighborhood, including the Billy Earl Dade Middle School, James Madison High School, and Irma L. Rangel Young Women's Leadership School – the first all girls public school in Texas and recently named a National Blue Ribbon School by the U.S. Department of Education.

MLK Community and Resources



The MLK Station area is home to a predominantly African-American community, which contributes a distinct cultural and ethnic neighborhood character. Parts of the area feature historic neighborhoods and institutions with over 100 years of history. There is a strong faith presence, with many churches in the area. Additional community resources include the Baylor Senior Health Center at Fair Park, the Social Security Office, and the Martin Luther King, Jr. Branch Library.

CHALLENGES AND OPPORTUNITIES

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

Commercial and Residential Development

The neighborhood fabric – with its significant proportion of vacant and underutilized parcels, abandoned structures, and older residential and commercial buildings – presents a challenge for the neighborhood. Many underutilized sites have large-footprint commercial buildings and/or large parking lots that lack street presence and accessibility. These conditions contribute to inactivity in the area and longer walking distances between destinations. However, with participation from property owners, some of these parcels and structures may provide promising opportunities for renovation or new development.

Current uses surrounding the MLK Station and J.B. Jackson, Jr. Transit Center could better target the needs of transit riders



Pittman Place, just east of Pennsylvania Avenue, offers new homebuyers the chance to purchase a house through the Dallas Home Connection.

and the surrounding community. Nearby commercial and retail development tends to be large-scale, underutilized, and over-parked with large setbacks. Southwest of the station, several vacant and underutilized parcels present major redevelopment opportunities to incorporate transit-oriented development with housing, retail and community amenities. Multiple parcels on both sides of Trunk Avenue and north of Grand Avenue may also serve as particularly strategic areas for potential future development. New development and redevelopment will benefit the neighborhood with context- and pedestrian-oriented site design. By filling the gaps in the streetscape and providing destinations that better support community needs, the neighborhood can become a more active and desirable place.

Just north of the MLK Station a new mixed-use development, the Grand Park TOD, is planned. At completion the project will include a variety of mixed income housing types, and a mix of retail

services, office and commercial space.

Other new development in the vicinity has the potential to build on the energy of this new anchor development.

The Eban Village housing development east of Grand Avenue on Park Row Avenue revitalized part of the neighborhood, and could possibly incentivize further development investment. Pittman Place Homes, affordable single-family housing developed by Innerscity Community Development Corporation, also offers high-quality housing just blocks from the DART rail and bus service that could potentially spur further improvements. Individual parcels scattered throughout the neighborhood that are vacant or have older housing in disrepair provide opportunities for infill or redevelopment with upgraded and broadened housing options that may improve neighborhood character and bring increased activity to the area.

Pedestrian and Bicycle Connectivity

Access between the MLK Station, surrounding neighborhoods and other destinations is a challenge. The DART track infrastructure along Trunk Avenue limits pedestrian crossing and creates unsafe conditions. Access is particularly difficult from the Fair Park area due to the major thoroughfare, Robert B. Cullum Boulevard, separating Fair Park destinations from the MLK Station. There are major opportunities to improve pedestrian and bicycle access

throughout the area, particularly

Vacant parcels and a lack of sidewalks offer opportunities for improvement near the MLK Station.

connections between surrounding neighborhoods and the MLK Station, as well as to other nearby services and institutions.

Pedestrian and bicycle infrastructure in the broader area is generally poor with wide, unattractive boulevards; no bike lanes; poorly marked crosswalks or lack of crosswalks; and incomplete sidewalks or lack of sidewalks. These conditions offer opportunities for creating a more walkable and bicycle-friendly experience along key corridors. Intersection and streetscape improvements could include clearly marked crosswalks, bike lanes,

sidewalks, street trees, landscaping, lighting and other pedestrian amenities.

There are very few cross streets along Grand Avenue between Robert B. Cullum and Malcom X boulevards, making many parts of the MLK Station area a challenge to access by foot or bicycle. New street connections will help knit the neighborhood together and provide more comfortable pedestrian and bicycle access.

Open Space

Martin Luther King, Jr. Park, at the northwest corner of Pennsylvania Avenue and Malcolm X Boulevard, is the only park located in the MLK Station area. It is over a half-mile away from the MLK Station and is not centrally located within the MLK Station area. While Fair Park amenities are fairly close, the Fair Park parking lot is located along Robert B. Cullum Boulevard, further distancing park amenities from the MLK neighborhood. The walking distance to Fair Park from the MLK Station is over a quarter-mile in length. The nearest park outside the MLK Station area is Wheatley Park, which is approximately one mile away. 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.



Wayfinding

Existing signage is auto-oriented and targeted to visitors of Fair Park destinations. The MLK Station is not located on the main thoroughfare, Robert B. Cullum Boulevard, and the vehicular route to station parking is unclear. Gateway installations – such as public art, signage, archways and lighting – at the MLK Station and key intersections along Robert B. Cullum Boulevard can help improve visitor orientation and provide opportunities for the MLK Station area to convey a distinct image.

There is also a lack of pedestrian-level signage along commercial corridors. Adding pedestrian-level signage and attractive markers along Grand Avenue and Martin Luther King, Jr. Boulevard will improve wayfinding and enhance the character of the neighborhood.

SOCIAL AND ECONOMIC CONDITIONS

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

Demographics

Within the study area, a half-mile radius around the station, there are approximately 1,860 people and 820 households. This area has experienced moderate growth and is expected to continue to grow at an average annual rate of 2.6%. The mean household size in the MLK Station area is relatively small, 2.4, compared to the Dallas/Fort Worth mean of 2.74 people.

The population near the MLK Station is older than the metro-wide population. Given the higher ratio of elderly residents near the station, the area has a surprisingly high proportion of children (19 and younger). Children make up 29% of the MLK Station area, just under the metro-wide region portion, 31%.

The residents of the MLK Station area are predominately African-American. Within the half-mile radius, 91% of the population is African-American. Across Dallas, 25% of the population is African-American. The MLK Station area has a small portion of Hispanic residents – only 5%. In contrast, Hispanics make up 42% of the Dallas citywide population.

By any measure, incomes near the MLK Station are very low. Over 60% of the households earn less than \$15,000, well

below the Dallas median of \$40,650. Assuming households spend one-third of their income on housing before they are cost burdened, the median affordable rent for the area is \$417 per month. It is important to note that although household income is low, the mean size per household near the MLK Station is small. Therefore, per capita incomes compare somewhat more favorably to the Dallas averages.

Retail Market

A retail “gap analysis” for the area estimates the demand for categories of retail goods and services, based on household demographics. The data clearly show that the MLK Station area sells significantly more retail goods than purchased by local households¹. Retail sales exceed local demand by \$19.3 million dollars. Supermarkets sell an excess of \$14.5 million over local demand. The MLK Station lies two blocks from Robert B. Cullum Boulevard, a major thoroughfare.

The boulevard is a substantial location for retailers who can rely on drive-by traffic for customers. Capitalizing on the area’s current popularity as a shopping destination may be an asset for new housing, retail and restaurant opportunities.

There have been nine sales of commercial properties between 2005 and 2011, including seven retail buildings, one warehouse, and one office/warehouse building. Given the few data points, it is difficult to identify trends in commercial properties near MLK Station.

For the retail space, the sale price per SF ranged from \$25 to \$462, with a median value of \$61 and mean of \$158 per SF. The high value was an operating Chevron gas station and convenience store located at an intersection with Robert B. Cullum Boulevard. The retail sales show a very slight downward trend since 2005.

The other two property sales in the MLK Station area were office/warehouse space, selling for \$61 and \$254 per SF respectively. The number of sales is too small to draw any strong conclusions about that market near the MLK Station.

Annual commercial rents within a half-mile radius of MLK Station²:

- Office-\$25.10 per SF
- Retail-\$14.06 per SF
- Industrial-\$6.00 per SF

Auto-oriented stores, such as the Minyard’s grocery store, are the predominant type of retailer in the area.



1. Source: The Nielsen Company
 2. Provided by the City of Dallas, as reported by CoStar.

Residential Market

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

The MLK Station area is heavily dominated by rental housing. Only ten percent of homes in the area immediately around the MLK Station are owner-occupied, far lower than local, state and national home ownership rates³. A study identified ten sales of multi-family properties in the area between 2005 and 2009. The buildings included tri-plex/ four-plex buildings, garden low-rise, and mid-rises. The trend shows that the average sale price over the four-year period saw a slight increase.

- The structures were built between 1963 and 1966.
- The structures ranged in size from four units to 66 units; individual units ranged from 500 SF to just under 800 SF.
- The sold price per unit ranged from \$16,900 to \$41,600, with a median value of about \$28,700 per unit.
- The sold price per square foot ranged from about \$27 to \$55, with a median value of \$41.

3. Source: The area near the MLK Station is from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the U.S. Census, 2000. Census data are for 2000.

CHAPTER 2

PLANNING PROCESS



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

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

ADVISORY COMMITTEE

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

agencies, residential property owners, and other area stakeholders. The committee generally met on a monthly basis to provide guidance and ensure alignment with community goals. Key tasks involved providing contacts for local stakeholders and developers, assisting with community outreach, and providing feedback on Station Area Plan goals and priorities, and proposed catalyst projects.

STAKEHOLDER INTERVIEWS

One-on-one, in-depth interviews were conducted to provide initial insight into the primary challenges and opportunities in the MLK Station area, and set the stage for upcoming community outreach. Stakeholders included developers, real estate brokers, property owners, and representatives from religious institutions. The interviews helped identify potential partnerships with developers, possible sites for new projects, and potential catalyst projects. Feedback from developers helped refine the financial assumptions in the Return on Investment Model (ROI) to assess costs and revenues associated with catalyst projects.



Key area stakeholders provided feedback during the community workshop.

COMMUNITY WORKSHOP

In May of 2012, community residents and stakeholders were invited to participate in a community workshop. Because of MLK Station's proximity to Hatcher Station, both communities were invited to participate in one workshop that focused on both station areas.

The intent of the workshop was to draw diverse area stakeholders together to:

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

Over 50 people attended, for 45% of whom this was their first time participating in a planning event for the area. Participants ranged in age from 31 to 70. While 11% of the participants lived within a block or two of the station

areas, the majority lived more than three miles away. However, nearly everyone in attendance indicated they travel to the station areas for work or errands.

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

During a four-hour roundtable, developers had an opportunity to critique and respond to initial design concepts, development assistance tools, and financing packages for potential MLK Station area catalytic projects. 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 MLK Station area and gain a better understanding of successful models for adaptive reuse. Interviewees included contractors and developers who carry out rehabilitation work, as well as tenants – the end users – who will potentially occupy the completed rehabilitated buildings. Information gleaned from the interviews was used to refine the proposed adaptive reuse prototype and catalytic project.

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.



Developers critiqued and responded to initial design concepts, development assistance tools and financing packages for potential MLK area catalytic projects.

FOCUS GROUPS

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

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

Focus group discussions provided valuable on-the-ground perspectives from those living in the area and those most likely to experience the transit-oriented development vision for the area. Findings were used to fine-tune catalytic project concepts and near-term opportunities (see Appendix D: Focus Group Report).

Participants emphasized important common themes including the need for: enhanced public safety, local job creation, and an improved pedestrian environment.



MLK area community members provided feedback during the annual Harambee Festival.

COMMUNITY FEEDBACK EVENT

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

The event booth showcased MLK Station Area Draft Plan highlights, community workshop results, and maps identifying potential opportunity areas for new neighborhood development and investment. City staff and consultant team members were available to discuss Plan concepts and answer questions. Community members who visited the booth were encouraged to take a survey with four basic questions concerning the area. More than 90 surveys were completed (see Appendix C: Survey Results).

Highlights from the community feedback event survey include:

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

CHAPTER 3

VISION AND
GUIDING
PRINCIPLES



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

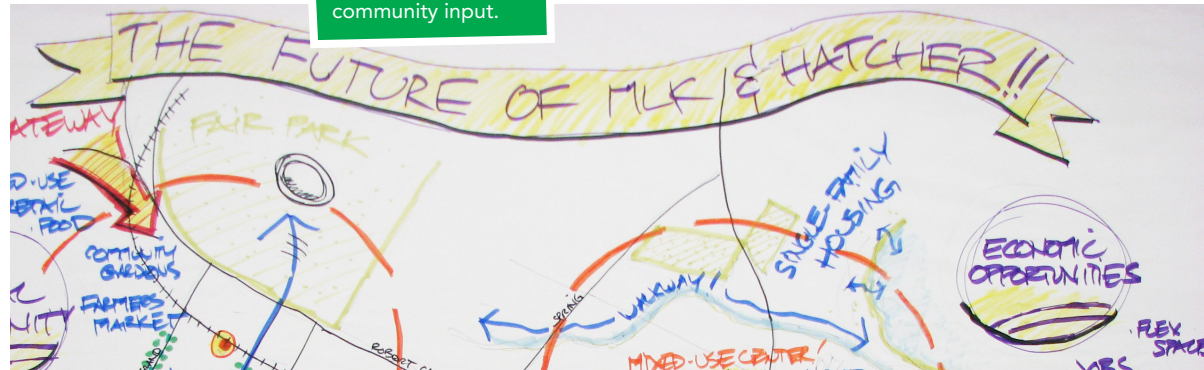
Community input gathered during the planning process provided the basis for the following vision and principles, which are intended to guide future planning in the MLK Station area.

VISION

The MLK area is envisioned as **a safe, walkable mixed-use neighborhood that provides a range of employment opportunities, neighborhood-serving retail, entertainment destinations and housing options.**

A critical priority is to progressively grow economic vibrancy in the area. Initial steps should include expanded vocational training, business incubators, and new employment-generating commercial and institutional uses. Business opportunities could be further bolstered through a range of commercial endeavors. This includes development of flex space that can

The vision for the MLK Station area was generated from community input.



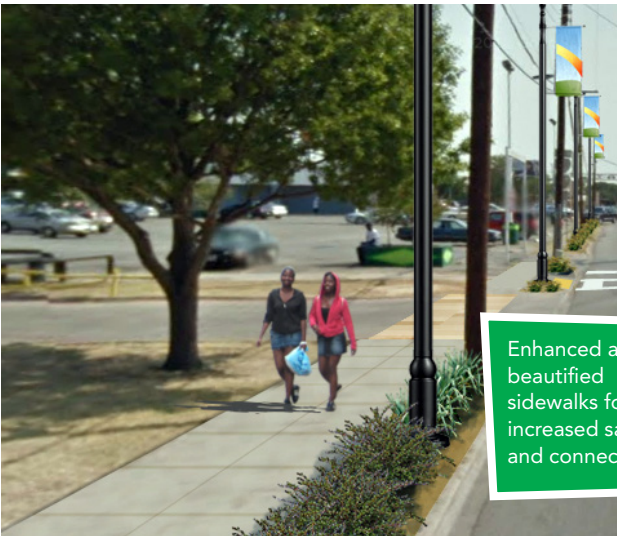
respond to shifting market needs over time, a shared commercial kitchen to support local food service businesses, and retail uses that cater to the medical community at the southern end of the neighborhood. Low-impact manufacturing uses can also contribute to the area's economic development and employment growth.

Built out neighborhoods should gradually become more vibrant with the addition of high-quality infill single-family housing, fortifying existing single-family neighborhoods.

A variety of culturally-based entertainment, retail and restaurants should create synergy with neighboring Fair Park destinations and provide economic benefits for the surrounding neighborhood. Drawing on the growing energy of nearby Downtown

Dallas and Deep Ellum, the MLK Station area can develop a vibrant night life with live performance clubs, other entertainment venues and great dining – all within comfortable walking distance of the MLK Station.

Over the long term the area can become an artistic, eclectic district that supports creative entrepreneurs with affordable rents and industrial warehouse-style lofts and offices. Attractive buildings, public art, street murals and landscaping will contribute to a walkable and attractive environment. Food carts, a farmers' market and unique culturally-based retail could create a distinct sense of place. Uses and services that support the community's health and welfare should also be integrated into the neighborhood fabric.



Enhanced and beautified sidewalks for increased safety and connectivity.



Walkable and active street edges.



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

The entire neighborhood is envisioned as an attractive, safe, walkable and bikable place. Additional local street connections through neighborhoods, key streetscape and intersection improvements, and a vibrant mix of uses along Grand Avenue and Martin Luther King, Jr. Boulevard will contribute to greater pedestrian activity. These corridors should feature repurposing of existing buildings, façade improvements, wide sidewalks, bike lanes, street trees, landscaping and public art. Ground floor retail and new or upgraded diversified housing options will help infuse life into the area. Pocket parks, urban plazas and a community garden will provide spaces for community gathering and recreation.

GUIDING PRINCIPLES

- **Connect the Neighborhood**
Create safe connections – particularly for pedestrians and bicyclists – between residential areas and transit, commercial areas, shopping, schools, and other key destinations.
- **Emphasize Walkable Urban Form Along Key Mixed-Use Corridors**
Foster creation of a walkable environment through active small-format ground floor uses, building entrances at sidewalk edges and parking set back from public walkways.

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



A range of housing options for workers and seniors.



Adaptive re-use to stimulate economic development.



Small-scale retail to serve the local community.

■ **Support Vocational Enrichment and Business Incubation**

Support job training opportunities through vocational centers. Work with retail incubators to encourage start-up retail businesses through discounted space, shared supplies and training programs.

■ **Leverage Existing Market Audiences**

Pursue opportunities to create synergy with Fair Park through a potential entertainment district with retail and restaurants. Assist services that cater to the medical community at the Martin Luther King, Jr. Community Center.

■ **Reinvigorate and Broaden Housing Options**

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

■ **Develop Community Facilities, Parks and Open Space**

Develop a community/cultural facility to include recreational amenities and a banquet room for community use. Infill parks, pocket parks and community gardens in areas activated by adjacent retail and commercial uses.

■ **Upgrade and Expand Retail Offerings**

Incentivize façade improvements and rehabilitation projects to transform street character. Attract locally-serving and entertainment uses such as a neighborhood-scale grocery store, movie theaters, live performance theaters and culturally-based venues.

CHAPTER 4

CONCEPTUAL
DEVELOPMENT
PLAN



The overall conceptual development plan for the MLK Station area leverages the existing investment of the station, activates underutilized land, supports greater connectivity and mobility, and fosters improved design and neighborhood character.

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

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

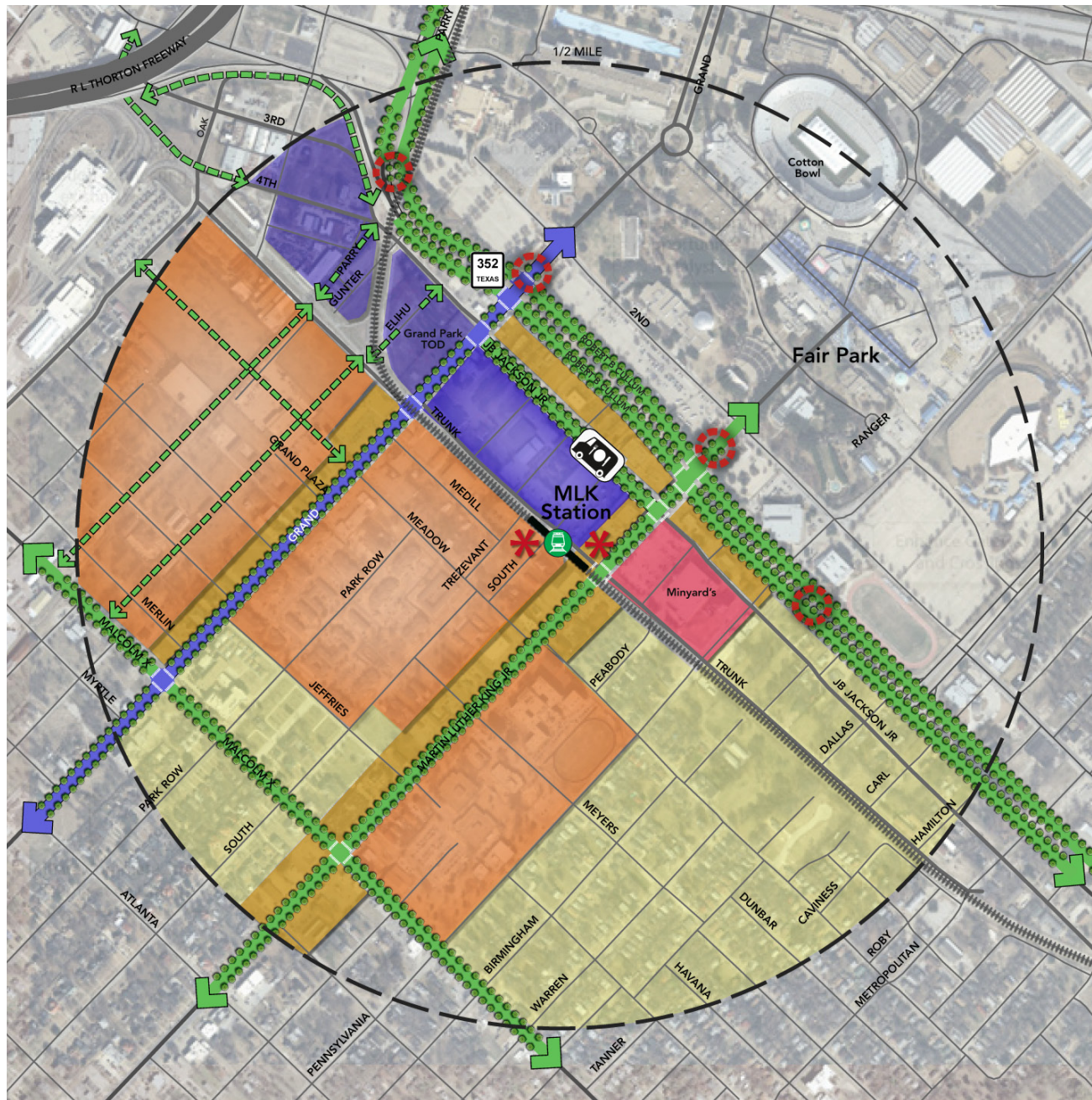


The Conceptual Development Plan outlines strategic development that will transform the MLK Station area.

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

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

MLK Land Use Concept Plan



- MLK Station
- 1/2 Mile Radius
- Priority Intersection/Crosswalk
- Complete Streets Priority Area
- Secondary Streetscape Area
- Proposed Street Connection
- Gateway
- Catalyst Sites
- Food Cart Pod
- Commercial Corridor
- Urban Mixed-Use
- Urban Neighborhood
- Main Street
- Residential Neighborhood
- Campus District



LAND USE CONCEPT PLAN

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

- **Urban Mixed-Use** incorporates housing, jobs and commercial activity; provides links to transit; and encourages bicycle and pedestrian mobility.
- **Commercial Corridor/Center** includes small service and employment destinations with some low- to mid-rise multi-family housing.
- **Main Street** concentrates pedestrian activity along a walkable corridor with places for living, working and shopping.
- **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.

Urban Mixed-Use includes a vibrant mix of housing, retail, cultural facilities and employment focused around the MLK Station and spanning northwest to 3rd Avenue. 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 the station and J.B. Jackson, Jr. Transit Center.

Minyard Food Store is a **Commercial Corridor/Center** anchor just south of the MLK Station between Martin Luther King, Jr. Boulevard and Pennsylvania Avenue. This area should provide jobs and services to the community, along with multi-family housing options.

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

Urban Neighborhood includes a wide variety of housing options such as single-family detached homes, townhomes and low- to mid-rise condominiums or apartments. Concentrations of shops and offices will be located at key intersections, providing important services and job opportunities within walking distance of residences.

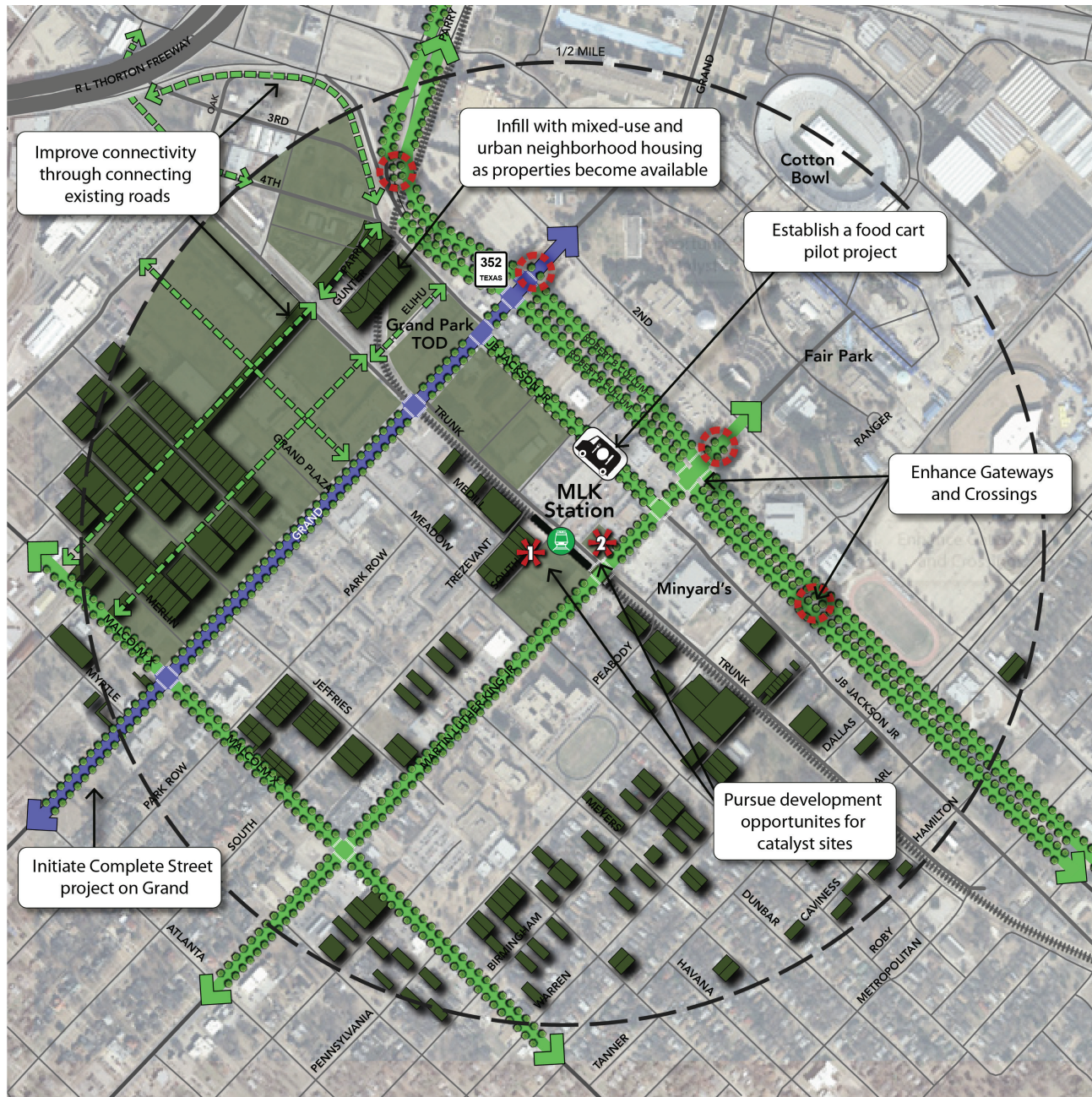
Residential Neighborhood comprises the remainder of the MLK area. These neighborhoods will remain predominantly single-family. Improvements focus on providing better pedestrian access to shopping, schools and community services.

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.

Developing **new street connections** would provide for safe and convenient pedestrian, bicycle and vehicle circulation. Streets and pedestrian/bicycle access ways (where streets are not feasible) should connect to transit routes, schools, parks. As large parcels redevelop, the construction of new public streets should be considered.



MLK Near-Term Strategic Opportunities

- MLK Station
 - 1/2 mile radius
 - Priority Intersection/Crosswalk
 - Complete Streets Priority Area
 - Secondary Streetscape Area
 - Proposed Street Connection
 - Gateway
 - Food Cart Pod
 - Redevelopment Potential
 - Additional Opportunity Areas
- Example Catalyst Sites
- Proposed MLK Station Catalyst Project
 - Example Adaptive Reuse Catalyst Project

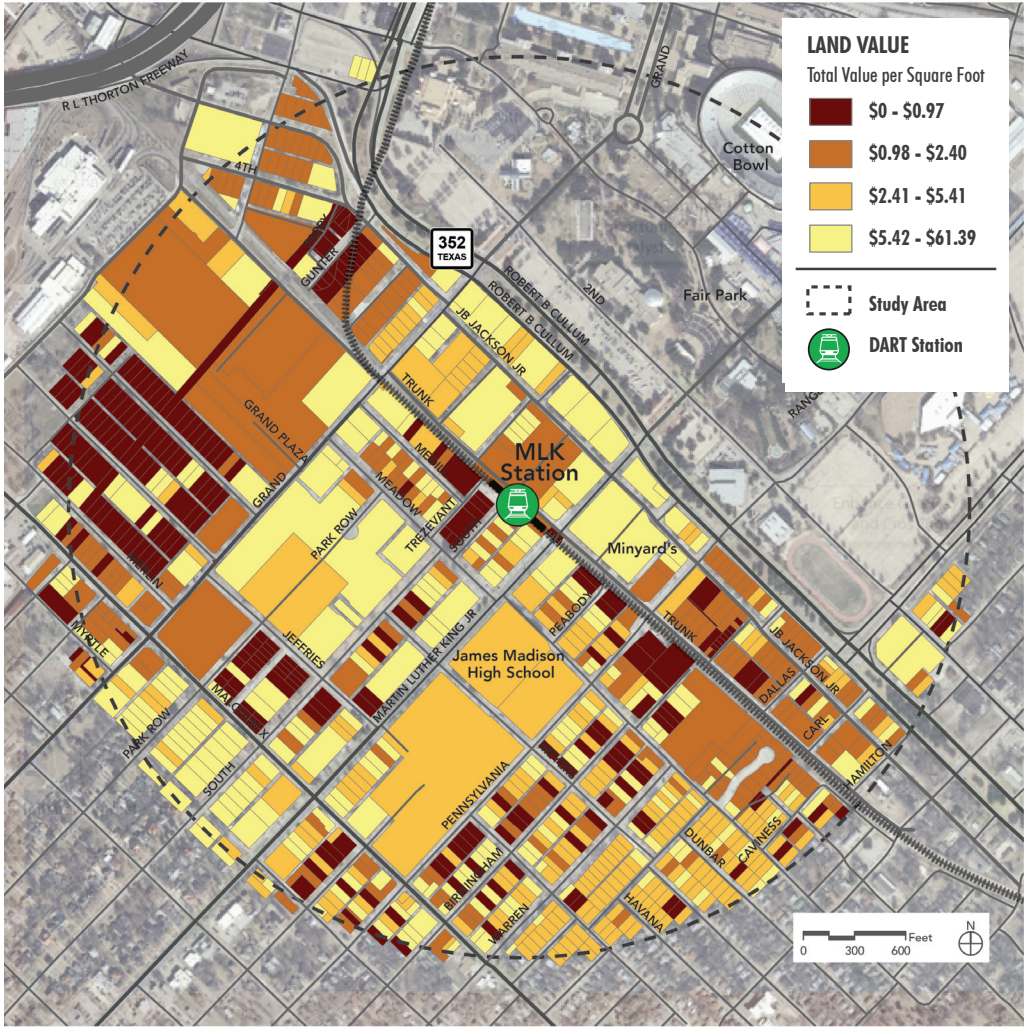


NEAR-TERM STRATEGIC OPPORTUNITIES

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

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

A large nearly three-acre site adjacent to the MLK Station on Trunk Avenue



is proposed as a **near-term catalyst development opportunity**. Much of the site is already vacant and primed to

support the proposed **MLK Station TOD Concept**, a prototype for new mixed-use development. With parcel assembly and



Future development at the station could include a mix of housing and small-scale retail.

partnerships with landowners, targeted development at this catalyst site could energize the MLK Station area and help build momentum for future investment.

A former retail building and site at the corner of Martin Luther King, Jr. Boulevard and Trunk Avenue serves as a **prototype for exploring potential adaptive reuse projects**. This prototype, through moderate changes to the building interior and refreshment of the storefront façade, transforms a vacant structure into a neighborhood-serving restaurant and an adjoining office space. A number of additional sites in the vicinity may provide opportunities for similar repurposing of existing structures over the long term.

Northwest of the MLK Station, Grand Park Place (also known as the Hall family property) is proposed at Grand Avenue between Trunk Avenue and J.B. Jackson, Jr. Boulevard. At completion, the phased development is expected to include office, retail and restaurants. It will also contain a variety of housing types including both mixed income rental units and for-sale housing. This mixed-use project may further stimulate economic development around the station and along the Grand Avenue corridor.

Underutilized sites with large parking lots, older apartments in disrepair and vacant lots provide opportunities for development and redevelopment on both sides of Trunk Avenue and on a couple blocks to the south along Meadow Street, particularly at Grand Avenue, and at South and Martin Luther King, Jr. boulevards. Development in this area provides strategic opportunities to build on the energy of Grand Park Place, the MLK Station and mixed-use development proposed with the MLK Station TOD Concept. Increased activity in the vicinity with warehouse-style lofts and offices, performance venues, restaurants, and unique retail could spawn a robust culturally-based entertainment district over the long term. Establishing an area to locate food carts and a farmers' market near the station are immediate steps to begin to create a sense of place in the area. Both of these steps provide opportunities for entrepreneurs to open businesses with low overhead while also activating the station area.

Recently constructed multi-family housing at Eban Village, east of Grand Avenue on Park Row Avenue at Meadow Street, has revitalized part of the neighborhood once in disrepair. Eban Village is an attractive gated community with 110 high-quality

Additional quality housing such as the Eban Village apartments, as well as establishment of activities such as food carts, will help bring stability to the neighborhood.





Photovisualization depicting a potential adaptive reuse opportunity of an existing building at Martin Luther King, Jr. Boulevard and Trunk Avenue.

units ranging in size from one to three bedrooms. The development features classic architecture; lush landscaping; and community amenities including a clubhouse, picnic areas and a playground. Built by the SouthFair Community Development Corporation in partnership with the Dallas Housing Authority, the project was financed entirely by Low-Income Housing Tax Credits (which require that all households have incomes at or below 60% of the area's median).

Additional redevelopment projects in the vicinity could further leverage this major investment in the area. Many underutilized and vacant parcels on the west side of Grand Avenue between Trunk Avenue and Malcolm X Boulevard present particularly promising opportunities for development and/or redevelopment to complement the high-quality Eban Village housing on the opposite side of Grand Avenue.

There are a number of additional redevelopment infill opportunities throughout the southwest portion of the MLK area. Parcels at the south end of Martin Luther King, Jr. Boulevard near the Martin Luther King, Jr. Community Center could be redeveloped with healthcare-related services that cater to the greater community.

A critical priority is to create a more walkable and attractive character throughout the neighborhood. As outlined in the Complete Streets Initiative, Grand Avenue will be reconstructed with Complete Streets improvements funded by 2012 Bond Program funds. Improvements will include bicycle lanes, enhanced sidewalks, upgraded crosswalks, lighting and landscaping (further detailed in the Multi-Modal Connectivity Concept section). Martin Luther King, Jr. Boulevard intersections at Trunk Avenue, J.B. Jackson, Jr. Boulevard and Robert B. Cullum Boulevard are identified for enhancement with special crosswalk paving and striping, landscaping, lighting, and sidewalk improvements. Secondary streetscape improvements should also be implemented along Robert B. Cullum, Martin Luther King, Jr. and Malcolm X boulevards, and J.B. Jackson, Jr. Boulevard between Grand Avenue



Complete Streets vision for Grand Boulevard.

and Martin Luther King, Jr. Boulevard. Adding new secondary streets to the existing street grid west of Grand Avenue between Malcolm X and J.B. Jackson, Jr. boulevards will create a more cohesive neighborhood.

Signature gateway features at key entry points along Robert B. Cullum Boulevard are proposed to better define the neighborhood at Fair Park, Grand Avenue, Martin Luther King, Jr. Boulevard and just south of Pennsylvania Avenue.

Public realm improvements – along with support of existing local businesses

through façade improvements, installation of public art and repurposing of existing buildings – will improve neighborhood character and may lead to economic development and expanded local employment opportunities.

Following are strategic steps to incrementally support area transformation.

- Advance the proposed MLK Station TOD Concept near-term catalytic project, including opportunities for development of a small plaza space.

- Complete planned urban infill projects such as the Grand Park Place.
- Look for opportunities to infill single-family housing in built out neighborhoods.
- Continue to support transit-oriented development near the MLK Station.
- Designate an area on J.B. Jackson, Jr. Boulevard adjacent to the MLK Station to cluster several food carts as a pilot project.
- Explore options for additional housing and mixed-use infill as property becomes available.
- Incentivize and identify opportunities for adaptive reuse of existing buildings.
- Add new secondary streets to long blocks in the existing street grid between Grand Avenue and Oak Lane to better connect the northwest portion of the neighborhood.
- Implement Complete Streets and streetscape improvements to contribute to safety and livability, and to encourage private realm improvements.

Station access and mobility must address the needs of all users in the MLK neighborhood.



MULTI-MODAL CONNECTIVITY CONCEPT

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

Station Access

The MLK neighborhood is served by DART’s Green Line MLK Station and the adjacent J.B. Jackson, Jr. Transit Center, which provides regional bus connections. The station is accessed primarily by

Martin Luther King, Jr. Boulevard. Neighborhoods to the northwest access the station by Medill Street. The MLK Station is one of the few DART stations with platform access on both sides.

Martin Luther King, Jr. Boulevard is classified in the Dallas Thoroughfare Plan as a PA/S-6-D (Primary Arterial, six lanes divided). Grand Avenue and Robert B. Cullum Boulevard are classified as C/S-4-U (Collector, four lanes undivided).

A high volume of pedestrians frequent the MLK Station, particularly during special events, due to its proximity

to many Fair Park destinations. Safe pedestrian connections are needed particularly along South Trunk Avenue spanning along the tracks from the station north to Grand Avenue. Due to great numbers of Fair Park visitors, better access control along Martin Luther King, Jr. Boulevard to 2nd Avenue is important. Street improvements along Martin Luther King, Jr. Boulevard north to 2nd Avenue will enhance the safety and comfort of the DART user experience. The primary arterials and collector streets surrounding this station are designated by the Dallas Bike Plan to have sharrows (specially marked travel lanes shared by vehicles and bicycles) in the future.

Potential design solutions for improving station access to surrounding neighborhood destinations focus on improvements around the MLK Station and the transit center. Key actions for improving multi-modal connectivity include: restriping crosswalks, improving signal timing for pedestrian crossing, enhancing median refuges, improving sidewalk connectivity and expanding sidewalk width, reconstructing ramps for ADA compliance, and creating landscaped buffers on major roads.

Complete Streets

The City's Complete Streets Initiative identifies Grand Avenue for early implementation of streetscape enhancements such as shared bicycle lanes, enhanced sidewalks and upgraded crosswalks. The Initiative identifies Martin Luther King, Jr. Boulevard and Robert B. Cullum Boulevard as mixed-use corridors. South of Martin Luther King, Jr., Robert B. Cullum and Malcolm X boulevards should transition to residential corridors.



The Grand Avenue Complete Streets demonstration project tested ideas for an improved roadway.

NEIGHBORHOOD CHARACTER AND DESIGN GUIDELINES

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

Site Layout and Orientation

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

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

- Connect key destinations with a clear network of streets, driveways, bicycle thoroughfares and pedestrian pathways.
- Orient buildings in a southwest to northeast or east to west direction to maximize solar access.
- Integrate sustainable features where possible: window shading devices, on-site renewable energy production and green roofs; configure windows to maximize natural lighting.

Scale and Massing

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

- Reinforce a more urban character with a building height-to-width ratio of 1.5:1 to appropriately reflect the context of uses and streets.
- Step back upper building floors where a smaller-scale building appearance is desired, such as along pedestrian corridors.

- Step down building heights and widen setbacks to gradually transition buildings in higher density areas, such as around the transit stations, to existing lower density neighborhoods.
- Step down building heights along alleyways and at mid-blocks.
- Widen front setbacks gradually and symmetrically along the street edge of parallel streets.

Street Edge and Building Character

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

- Provide engaging, pedestrian-scaled building features and articulation along sidewalks and key pedestrian routes.
- Incorporate inviting pedestrian entrances, windows and high-quality exterior finish materials on street-facing building frontages.
- Include attractive, functional and visible ground floor features such as awnings, signage and other pedestrian-scaled elements in mixed-use and commercial buildings.

- Increase “eyes on the street” by creating indoor-outdoor visual connections through transparent ground floor uses with doors and windows.
- Provide shelter for the pedestrian environment with awnings, pergolas and arcades.
- Engage the street with stoops, porches, terraces and other features on residential buildings.
- Provide access to light and fresh air via windows, patios, green roofs, and balconies on upper floors.

Bicycle and Pedestrian Environment

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

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

Public Spaces and Gateways

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

- Develop plazas and pocket parks near transit stations, along mixed-use streets, and adjacent to higher intensity building and community facilities.

- Connect open space, neighborhoods, schools, transit stations and bus stops with linear parks and trails.
- Incorporate gateway signage or art elements along key corridors and at entries to the neighborhood.

Stormwater Management

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

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

CHAPTER 5

CATALYST PROJECT IMPLEMENTATION



Martin Luther King, Jr.

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 MLK Station TOD Concept. Implementation tools include: development cost and operating revenue information, development financing strategies, zoning recommendations, and initial development action steps.

CATALYST DEVELOPMENT SITE

The MLK Station TOD Concept is proposed as a catalyst project on a nearly three-acre site located just southwest of the MLK Station on Trunk Avenue. The concept includes mixed-use development with neighborhood retail and a variety of market-rate housing types. This particular site and development program have

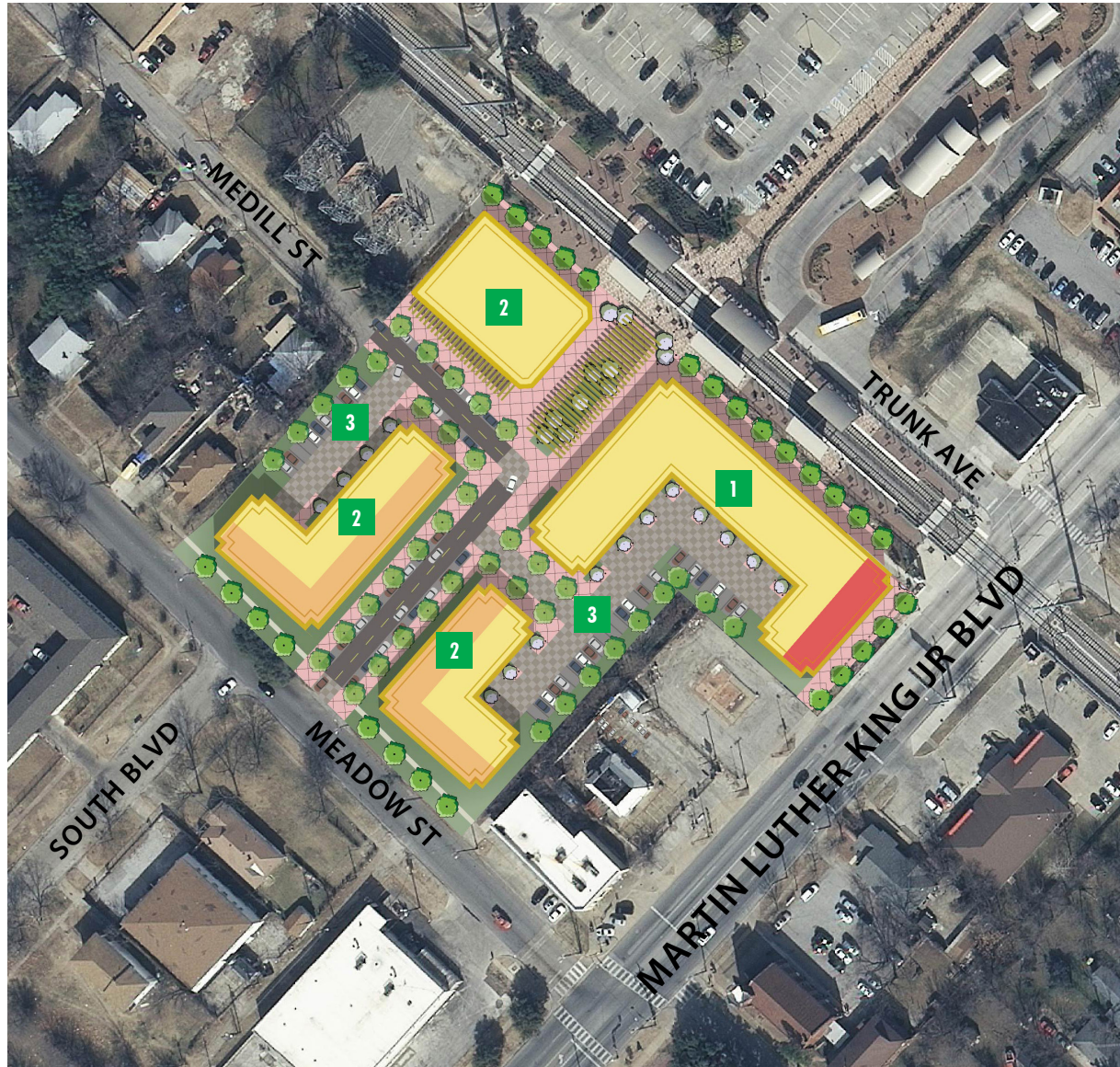


A catalyst project should stimulate activity and economic development.

the potential to create the greatest level of positive change for the MLK neighborhood in the near term while conforming to the parameters of the local real estate market..

The location is strategic in its likelihood to build on energy generated by the adjacent MLK Station and commercial development on Martin Luther King, Jr. and Robert B. Cullum boulevards. The site is composed of 16 parcels, covering almost a full block between Trunk Avenue, Martin Luther King, Jr. Boulevard and Meadow Street. A major advantage of the site is that it provides sufficient

parcel breadth and depth to develop and provide parking for a new large-scale mixed-use project. This scale allows for maximum build out and flexibility in site planning and urban design. Additional benefits that make new development particularly attractive include: half of the parcels are already vacant, making the site prime for new development; convenient access is provided via nearby arterial Martin Luther King Jr. Boulevard and local streets that encompass the site; and market-rate rents are affordable relative to typical incomes in the neighborhood.



Proposed Development Program Highlights

- 1** New housing units with 3,365 SF of retail space.
- 2** Residential units range in size from studio to two-bedroom units.
- 3** 208 parking spaces.

Implementation of this anchor development on the proposed Trunk Avenue site will require parcel assembly and partnerships with owners. The program is divided into four independent buildings with flexible timing for development. While the MLK Station TOD Concept was developed with the Trunk Avenue site as a priority for implementation, the pro forma and design provides a prototype that could be applied to development projects on various vacant sites throughout the area. The four distinct buildings are designed to form one cohesive project on the Trunk Avenue site, however each building provides a separate prototype to be used and adapted for other sites.

MLK Station TOD Project

- **Concept:** Mixed-use infill development adjacent to the MLK Station.
- **Uses:** 136 market-rate residential units with retail shopfront.
- **Form:** Two-story development with surface parking.
- **Station Proximity:** Site is adjacent to the MLK Station.
- **Parking:** 208 surface spaces.

1. As estimated by Catalyst Urban Development.

DEVELOPMENT COSTS AND OPERATING REVENUES

A number of development costs and financing tools could be used implement the MLK Station TOD Concept.

Construction costs from similar project types and submarkets in the Dallas area were used to estimate the total costs of the four two-story mixed-use buildings¹. Hard costs are \$95/SF for the residential and non-residential portions and \$2,000 per space for the 208 surface parking spaces. Based on input from Dallas developers, tenant improvement allowance (TIs) in the retail space is set at \$25/SF. Total hard costs, including the TI

allowance, amount to \$10.6 million. The current assessed value of the property, \$580,000, was used to estimate the cost of land.

The pro forma includes costs for developer fees (5%), a broad category of soft costs (20%) and a contingency (5%). The total development cost for the entire project is in the range of \$10-15 million.

To calculate the net operating income (NOI) and the expected market value, both rents and operating costs are assumed to increase 3% per year and operating expenses (including lease commissions) equal

Market-rate apartments with a small amount of retail are a part of the proposed development plan.



23% of gross rent revenues. The pro forma assumes a 7.5% capitalization rate for the entire project. It uses the following rents and vacancy rates.

- The annual retail rents are \$14/SF (\$1.17 per month) triple net. Vacancy starts at 50% in the first year and then stabilizes at 0% in Year 3.
- The apartments are all market rate. Across the four buildings, there are 136 units. Vacancy starts at 10% in the first year and stabilizes at 5% in Year 3. Table 5.1 shows the number of units, their size, and rent for the different apartment sizes.

The development would generate approximately \$164,000 per year in City and County property taxes.

Table 5.1: MLK Station TOD Concept Unit Types and Rents

Unit Type	% of Total Units	# of Units	SF/Unit	Rent/Unit
Studio	33%	45	450	\$473
One bedroom/ one bath	27%	37	650	\$618
One bedroom/ one bath+den	20%	27	725	\$711
Two bedroom/ one bath	20%	27	850	\$808

The MLK TOD Concept takes advantage of the station to create a small-scale, walkable environment in the heart of the neighborhood.



ZONING PLAN

This section provides zoning change recommendations and proposed development standards for the MLK Station TOD Concept.

The mixed-use site is currently zoned PD 595 with an MF-2(A) sub-district. This allows garden apartment-style multi-family, duplex and single-family uses; and a Community Commercial (CC) sub-district which allows a mix of commercial and business service, institutional and community service, office, and retail and personal service uses serving both nearby residential areas and the broader South Dallas/Fair Park community. This property is comprised of 16 parcels, with approximately 13 owners – corporations, individuals and estates.

While the proposed uses are permitted individually in the existing zoning designations, the mixed-use nature of the building is not. The proposed form of the building would not be allowed, with required setbacks dictating a suburban-type development. The proposed project requires a zoning change to a Walkable Urban Mixed-Use-3 District (WMU-3) with a Shopfront Overlay, in Chapter 51A Article XIII: Dallas Form Districts.

Table 5.2: Walkable Urban Mixed-Use-3 (WMU-3)	
Height	3.5 stories, 50'
Front setback	5' or 15'
Side setbacks	0' or 5'
Rear setbacks	5'
Open space requirement	8% of the net land area of a building site
Parking setback	Primary street 30'; side street 5'
Parking cap	Surface parking may not exceed 125% of the required parking specified

The WMU-3 District with a Shopfront Overlay permits the proposed uses, including a single-story shopfront, ground-floor retail, and apartments.

Tables 5.2 summarizes the development standards for the WMU-3 District.

Without adjustments, the proposed mixed-use development requires 185 parking spaces and provides 208 parking spaces.

DEVELOPMENT ACTION PLAN

The following strategies and actions are recommended as the first steps to implement the MLK Station TOD Concept.

Table 5.3: Development Action Plan		
Strategy	Action	Lead
Identify possible funding mechanisms/partners	<ul style="list-style-type: none"> • 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) • Public/private partnerships • Additional funding sources as they become available 	OED/Private Development Partner
Refine project scope	<ul style="list-style-type: none"> • Review and refine conceptual development program. 	OED/Private Development Partner
Identify transportation funding sources for street and street crossing improvements	<ul style="list-style-type: none"> • Explore federal transportation funding. • As street maintenance occurs, ensure that short-term improvements are implemented. 	OED/SDC/PWT
Complete consolidation of property ownership	<ul style="list-style-type: none"> • Consider forming a “horizontal development entity” (HDE) so that a developer works with one party. To form an HDE owners have their parcels appraised and convert that value into a share in the HDE. Owners not wanting to participate in an HDE may sell their parcels to one or more of the owners who are a party to the HDE. 	Developer
Facilitate development proposals	<ul style="list-style-type: none"> • Negotiate development agreement with developer to secure funding and implementation • Rezone property to be consistent with the plan 	Developer/OED /SDC

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

CHAPTER 6

ADAPTIVE REUSE IMPLEMENTATION



Martin Luther King, Jr.

Because the MLK Station Area is comprised of 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: a prototype that can be applied to a number of different structures and sites throughout the area, guidelines to remove barriers to adaptive reuse, and strategies and actions recommended to advance the adaptive reuse prototype example.

ADAPTIVE REUSE

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

For instance, a vacant car repair shop could be transformed into a restaurant or community facility that may better respond to current market demand in the neighborhood. Different uses and/or building modifications could be applied to a variety of building scales as appropriate. Adaptive reuse can be less costly than demolishing a structure or clearing a site and building a new structure. Adaptive reuse strategies described in this Plan are intended to be focused on low-cost improvements geared towards encouraging small entrepreneurs.

ADAPTIVE REUSE PROTOTYPE

The following example shows how one existing use – a former retail building and site at the corner of Martin Luther King, Jr. Boulevard and Trunk Avenue – 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 former retail building near the MLK Station.
- **Uses:** Currently a 2,964 square foot medical office building built in 1946 and an 800 square foot retail building built in 1948 to be transformed to restaurant and retail uses.
- **Station Proximity:** The site is adjacent to the MLK Station.

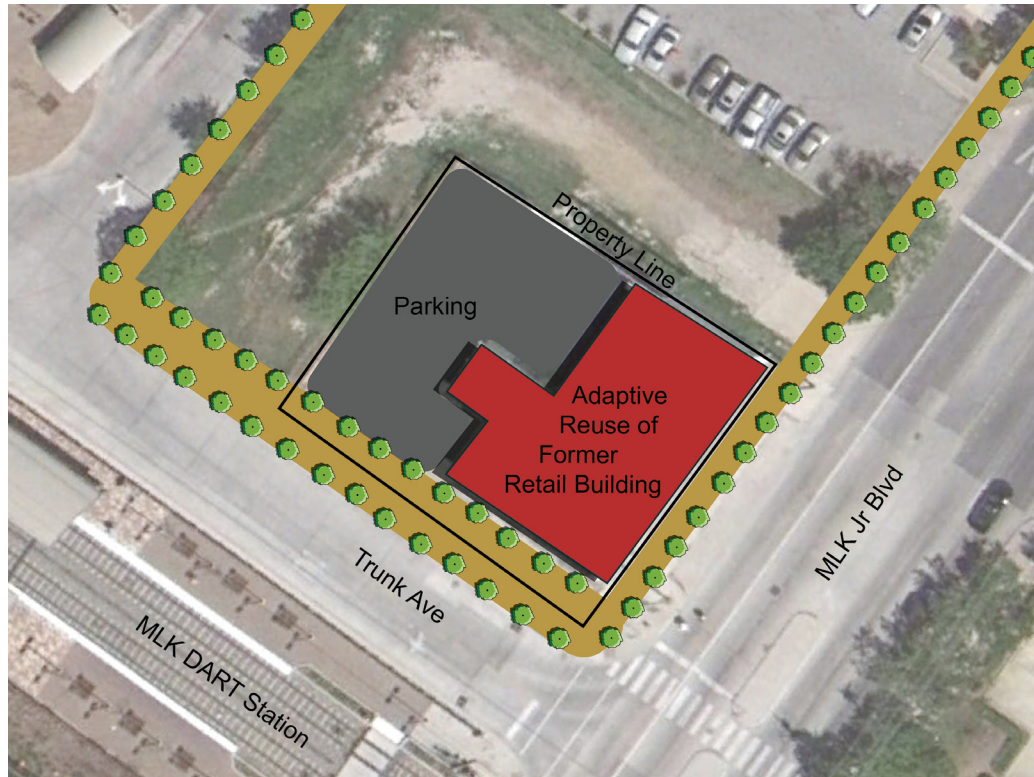
Prototype Program Highlights

- **New 1,300 square foot dining establishment.**
- **Bakery or other retail – 1,500 SF.**

Amenities

- **Street trees.**
- **Improved pedestrian safety** – enhanced crosswalks, sidewalk improvements.
- **Formalized parking.**

Current zoning is PD 595 Community Commercial sub-district, which allows a range of uses including restaurant, retail and personal service uses. Development standards are shown in Table 6.1.



Approximately 13 parking spaces can be provided on site, leaving a gap in required parking of at least 8 spaces. This site is not subject to administrative parking requirement reductions as it is within 600 feet from single-family residential uses.

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

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

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

Table 6.1: PD 595 Community Commercial Development Standards

Height	4 stories, 54'
Front setback	Not required but, if provided, minimum of 15'. If wide sidewalk, can be 5'
Side setbacks	15' if adjacent to residential, no minimum in other cases. If one is provided, minimum of 5'
Rear setbacks	15' if adjacent to residential, no minimum in other cases. If one is provided, minimum of 5'
Floor area ratio (FAR)	0.75 for office uses, 0.5 for retail uses, 0.75 for all uses combined

Table 6.2: Parking Analysis			
Use	Gross SF	Parking Required	Parking Spaces
Restaurant	1,300	1 per 100 SF	13
Retail	1,500	1 per 200 SF	8
Total required parking spaces			21
Total currently provided			13
Gap in parking			<8>

ADAPTIVE REUSE GUIDELINES

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

- **Ensure flexible zoning.** Ensure that zoning is flexible enough to allow for adaptive reuse, particularly in the case where the use of the building is changed, but its footprint is not significantly expanded. For instance, if an old garage becomes a restaurant, different parking requirements may apply. The long-term benefits of attracting new development can outweigh the short-term impacts on neighborhood parking. 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 ACTION PLAN

The following strategies and actions are recommended as the first steps to implement the adaptive reuse prototype

concept. These strategies and actions may also be applied to other adaptive reuse projects citywide, as appropriate.

Table 6.3: Adaptive Reuse Action Plan

Strategy	Action	Lead
Evaluate zoning regulations to remove barriers to adaptive reuse to encourage small business entrepreneurs and promote community revitalization.	<ul style="list-style-type: none"> • 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 expansion of the floor space (up to %15). 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 on-street parking. • Allow for the reduction of parking when the area is used for outdoor seating and the provision of green space. • Provide regulatory incentives to encourage landscape improvements on the frontage. • Ensure that application of this new tool is sensitive to impacts on adjacent residential areas by applying the zone judiciously. 	SDC
Incorporate specialized adaptive reuse assistance into the City’s Express Review and Permit Center programs.	<ul style="list-style-type: none"> • 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. 	SDC/OED
Identify funding mechanisms and programs to support adaptive reuse.	<ul style="list-style-type: none"> • Identify funding mechanisms and programs to support adaptive reuse, focusing on financing tools available in the private sector, and public sector tools such as Small Business Administration (SBA) loans. 	OED/ Non-profit partners
Target key areas for proactive application of the new adaptive reuse tools.	<ul style="list-style-type: none"> • Identify concentrations of buildings in the MLK Station area appropriate for an adaptive reuse overlay. • If appropriate rezone target areas 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

CHAPTER 7

AREA-WIDE IMPLEMENTATION STRATEGIES AND ACTIONS



This Plan's implementation initiatives are intended to spur transformation of the MLK Station 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 MLK Station area. Key strategies related to financing, outreach, zoning, and transportation will help advance the strategic opportunities outlined in this Plan.

Table 7.1: Financing Strategies

<i>Strategy</i>	<i>Action</i>	<i>Lead</i>
Provide funding programs and creative tools to fill the gap between available funding and funding required to implement near term strategic opportunities.	<ul style="list-style-type: none"> 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. 	OED

Table 7.2: Outreach Strategies

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

Table 7.3: Zoning Strategies

<i>Strategy</i>	<i>Action</i>	<i>Lead</i>
Use the area plan to facilitate mixed-use, transit-oriented zoning and appropriate redevelopment over time.	<ul style="list-style-type: none"> 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 	SDC
Review regulations regarding food carts	<ul style="list-style-type: none"> Research best practices (either zoning or licensing) to provide more flexibility for mobile food establishments at appropriate locations in the study areas. Coordinate this with a citywide evaluation of the issue. 	SDC

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

Table 7.4: Transportation Strategies		
Strategy	Action	Lead
Improve the pedestrian safety around MLK Station.	<ul style="list-style-type: none"> • Re-stripe crosswalks at MLK and Robert B. Callum, JB Jackson Junior Blvd, and MLK, and Trunk and MLK. • Fix the signal timing at Meadow Street and Martin Luther King, Jr. Boulevard. Retiming the signal to allow for a pedestrian-only phase will enhance the safety for pedestrians, especially children crossing to the school. • Create median refuges on Robert B. Callum. • Improve lighting immediately around MLK station. 	Public Works, Transportation Planning
Continue improvement of sidewalk connectivity and quality.	<ul style="list-style-type: none"> • Expand sidewalk width and create landscaped buffers on major roads: MLK, Grand, Robert B. Callum and Malcolm X Boulevard 	Public Works, Transportation Planning
Improve internal connectivity.	<ul style="list-style-type: none"> • Ensure future zoning includes requirements for better connectivity through new streets or access easements where necessary • Ensure that maintaining internal connectivity is an important consideration in reviewing future requests for right-of-way abandonments 	SDC, Public Works and Transportation Planning
Install gateways.	<ul style="list-style-type: none"> • Installing gateway features at any or all of the marked intersections on the concept plan map should be considered as part of any new construction or redesign, particularly at Robert Cullum at Grand, and MLK at Fair Park and Pennsylvania. 	SDC, Public Works and Transportation Planning
Implement Complete Streets Plan	<ul style="list-style-type: none"> • Coordinate design of Grand Avenue with Complete Streets implementation, Dallas Bike Plan and Thoroughfare plan, including the possible update to these plans. 	Public Works, Transportation Planning

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

The results of the focus groups showed that the MLK community members focused on the need for local job creation, especially through major employers in the neighborhood and more training and vocational education. Fair Park is an asset to the area that was mentioned as an example for possible use in other months of the year as a job creator. 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.

As part of this study and previous initiatives a notable take-away was the need to increase community development opportunities. These opportunities would proceed on a parallel track to the area plan Implementation. More details these strategies are available on Table 7.5.

Table 7.5: Community Development Strategies

Strategy	Action	Lead
<p>Address underlying community development needs (as recommended in the 2008 TREC/MBS "New Paradigm for Distressed Neighborhoods" report which specifically calls for a "Human Capital/Development Plan"), in tandem with implementation area plan strategies.</p>	<ul style="list-style-type: none"> • 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. • Coordinate with local non-profits and educational institutions such as the Urban League's Trade/Vocational Training Center, Dallas County Community College District, and The Opportunity Center to publicize job training opportunities. 	<p>OED</p>

APPENDICES



Martin Luther King, Jr.

APPENDIX A: PARKING ANALYSIS

MLK TOD Project Parking Analysis			
<i>Use</i>	<i>Units</i>	<i>Form Based Parking Required</i>	<i>Required Parking Spaces</i>
Studio	45	1.15	52
One-bedroom apartments	64	1.15	74
Two-bedroom apartments	27	1.65	45
Ground-floor retail	3,365 sf	1 per 250 SF	14
<i>Total parking provided in design</i>		208	
<i>Total required parking</i>			185

APPENDIX B: MARKET REPORT

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 the MLK Station area.

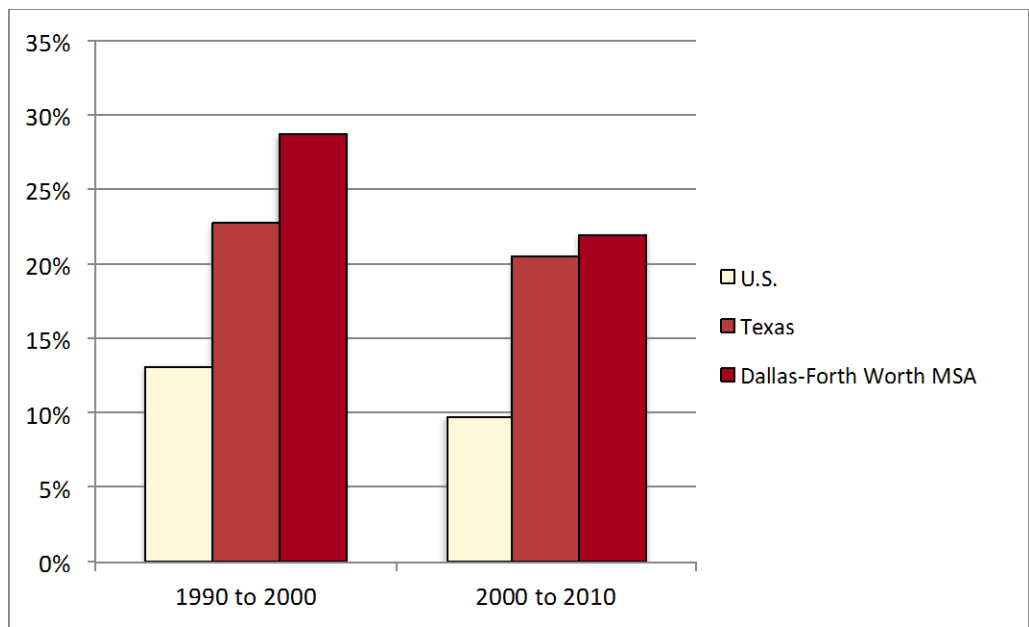
1 OVERVIEW OF DEMOGRAPHICS AND ECONOMIC CONDITIONS THE DALLAS/FORT WORTH AREA

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

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

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

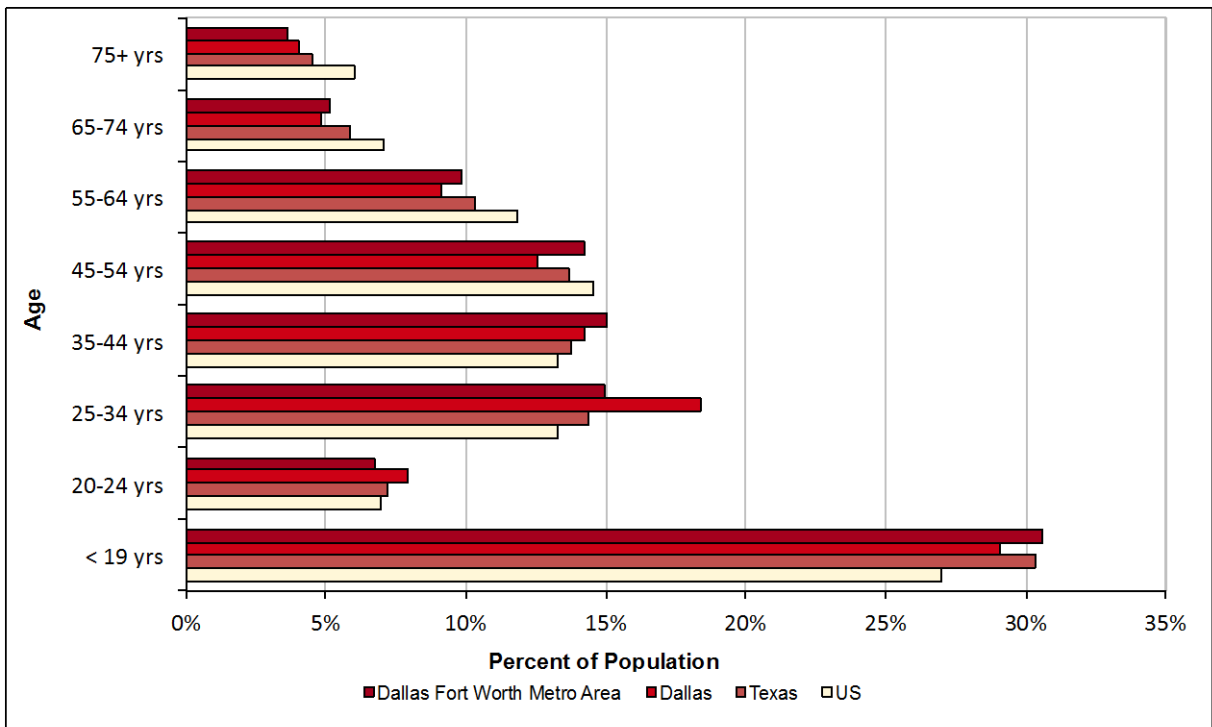
Figure 1. Population growth in Dallas/Fort Worth Metro Area, Texas, and US, 1990 to 2010



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

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

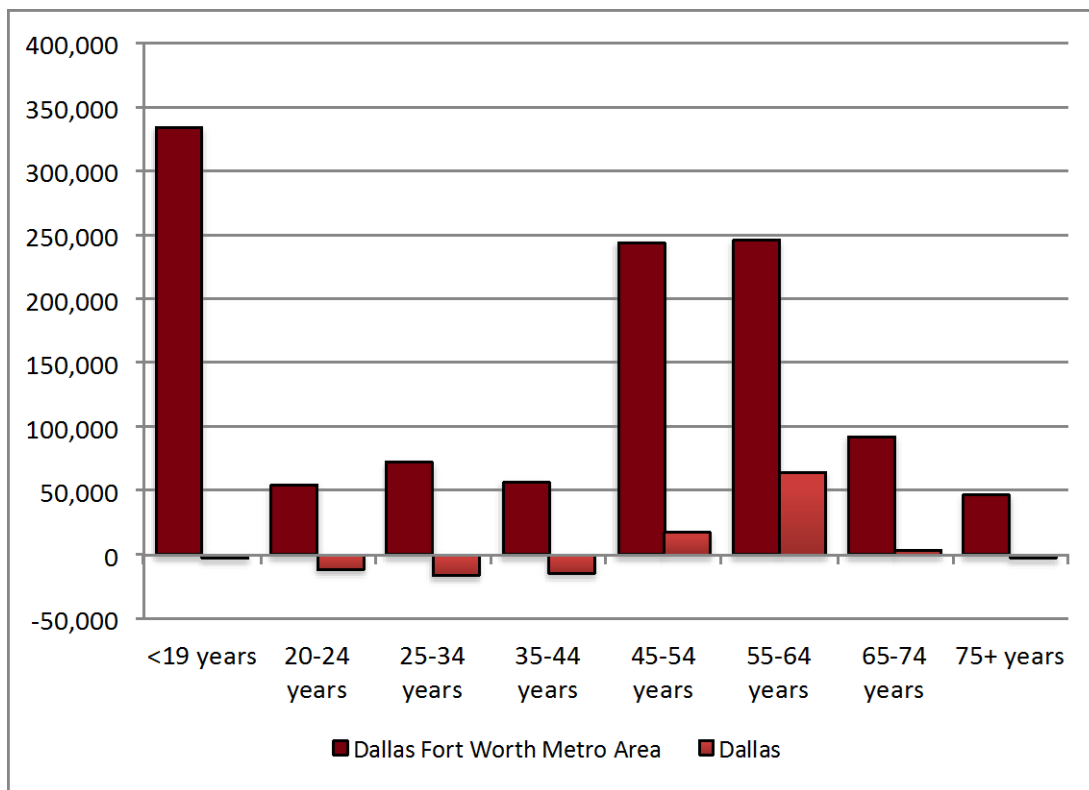
Figure 2. Population distribution by age in Dallas/Fort Worth Metro Area, Dallas, Texas, and US, 2010



Source: 2010 US Census.

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

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



Source: US Census, 2000, and 2010.

In the City of Dallas, the population is expected to grow by about 2.5% between 2012 and 2017.¹ 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.

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%

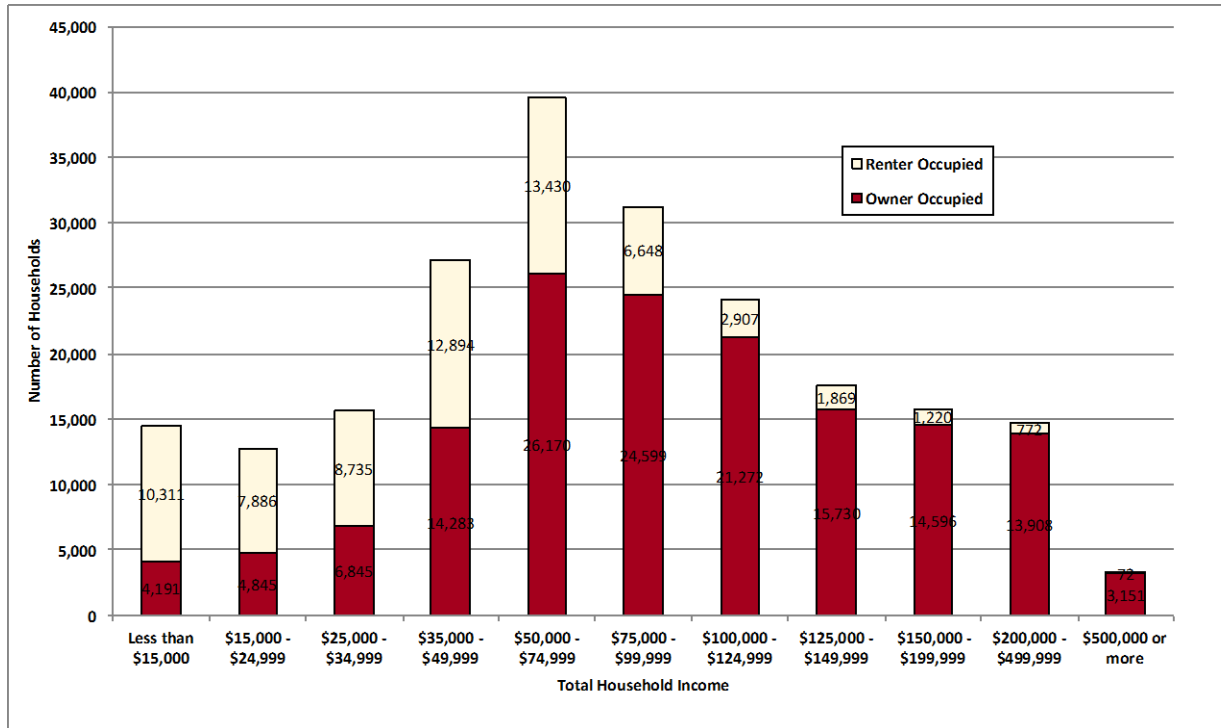
Source: US Census, 2000, and 2010. Adjusted for inflation using the Personal Consumption Expenditures, Bureau of Economic Analysis (<http://www.bea.gov/national/nipaweb/SelectTable.asp>).

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 \$75,0000 make up the largest number of expected new households. That income category has a relatively high home-ownership rate.

Figure 4. Projected housing demand, Dallas, 2012 to 2017



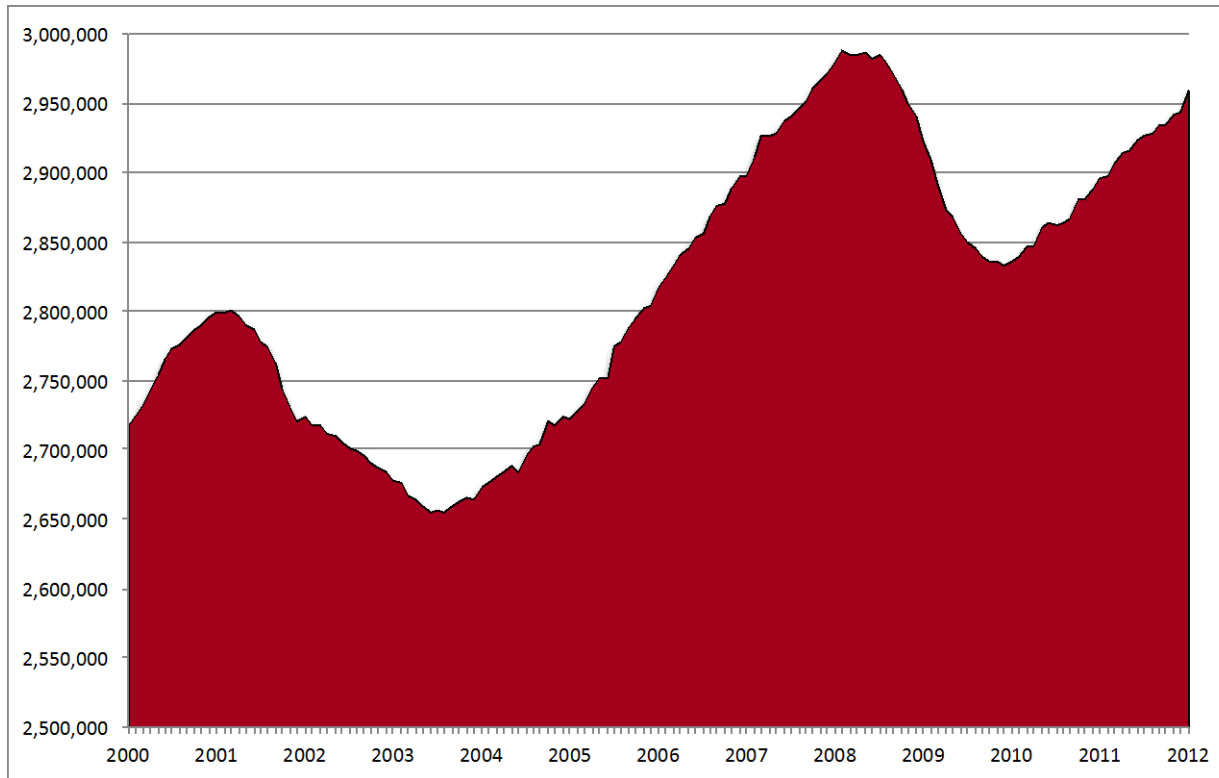
Source: ECONorthwest with data from the Nielsen

Company and the American Community Survey (US Census).

1.3 Employment

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

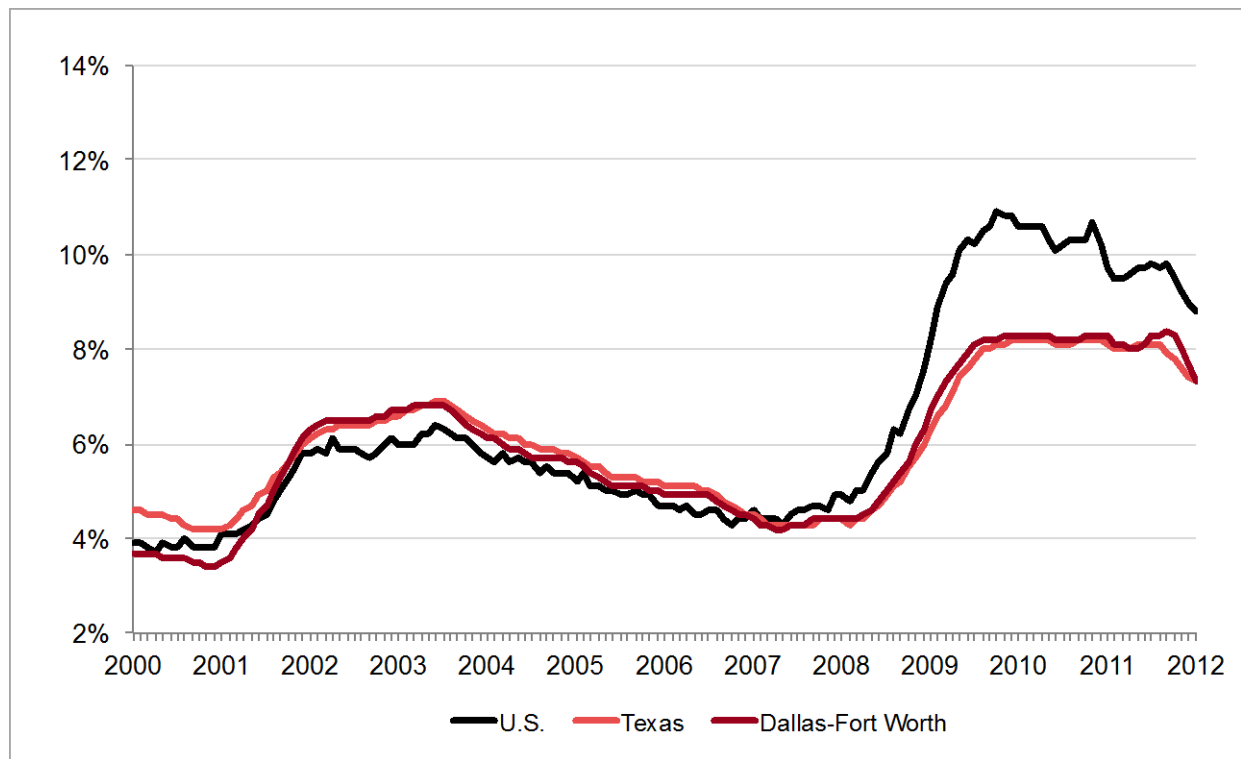
Figure 5. Total employment, Dallas/Fort Worth area (seasonally adjusted)



Source: US Bureau of Labor Statistics.

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

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



Source: US and Texas from BLS (<http://www.bls.gov/bls/unemployment.htm>).
Dallas/Fort Worth from St Louis Federal Reserve Economic Data database (<http://research.stlouisfed.org/fred2/series/DALL148UR>).

2 DART SOUTHERN GREEN LINE-MLK STATION

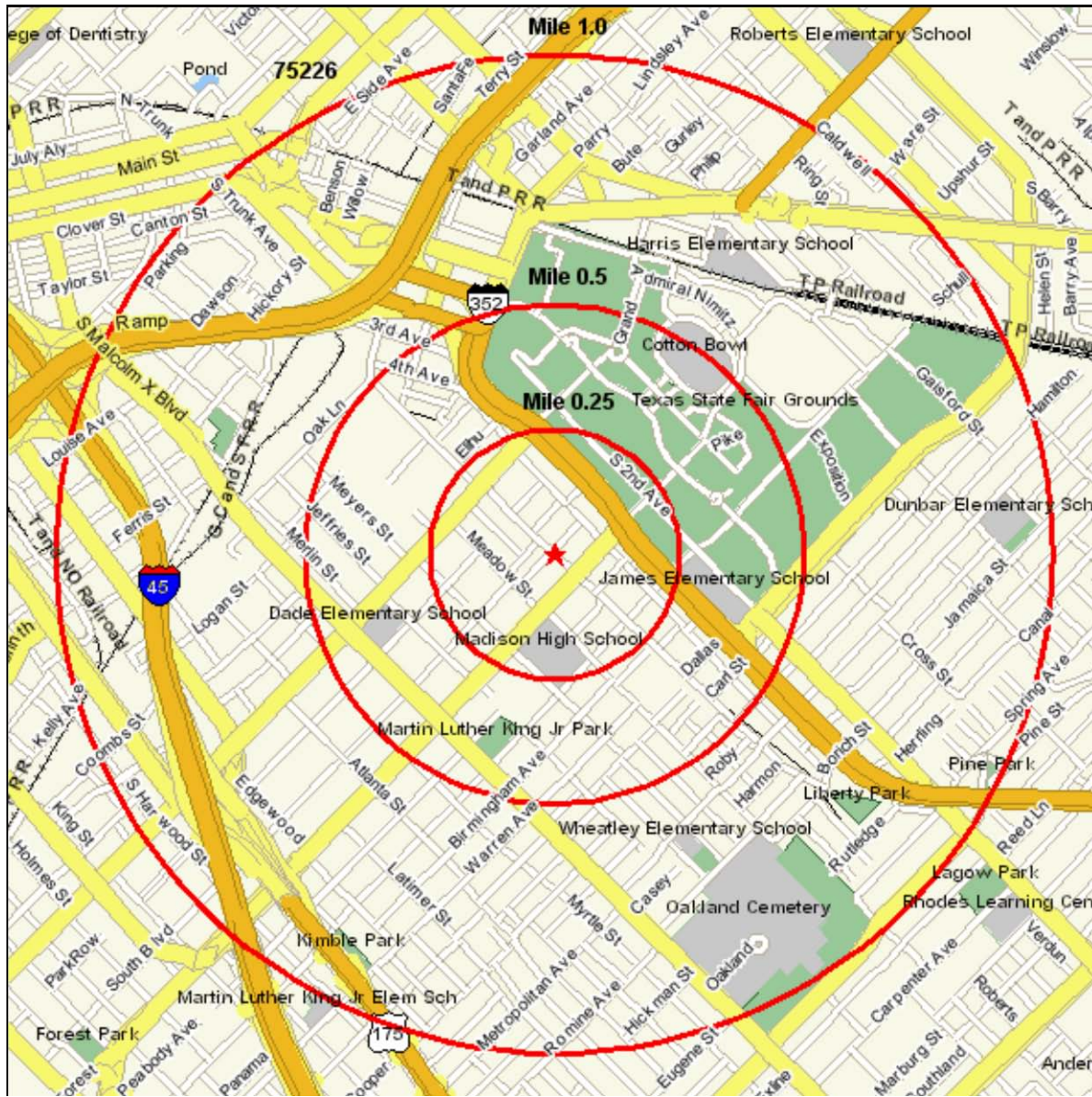
To describe the market conditions near the MLK DART station, ECONorthwest purchased demographic data from the Nielsen Company. The data are based off US Census data, and use proprietary modeling to generate site-specific data and projections through 2017.

In this section, ECONorthwest summarizes demographic data for the area around the MLK 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.

Figure 7. Area surrounding MLK Station



The official address of the MLK DART station is 1412 S. Trunk Avenue.

2.1 Population and Households

Within a quarter-mile radius of the MLK, there are 660 people and 337 households (Table 2). The population has shifted since 1990. The number of households declined from 270 to 169 (37%) between 1990 and 2000. From 2000 to 2012 the number of households doubled (an average annual growth rate of almost 6%), jumping to 337. The area is projected to continue growing at an average annual rate of 2.6%.

Table 2. Population near MLK Station, 2012

Area	Population	Households
1/4-mile radius	660	337
1/2-mile radius	1,858	820
1-mile radius	8,124	3,379

Source: The Nielsen Company.

The larger area around the MLK Station show similar trends: decline in the 1990s and growth in the 2000s. The 1-mile radius, however, saw a slight decline in households in the 2000s. The larger areas are projected to grow over the next five years, but at a slower rate than immediately around the DART station.

Figure 8 shows the percent change in the number of households and the total population over time. The data show that the number of households is growing at a faster rate than the population, indicating that household size is shrinking.

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



Source: The Nielsen Company.

The mean household size near the MLK DART station is relatively small (Table 3). The mean household size immediately surrounding the station is 2.4, smaller than the Dallas, Texas, and US figures.

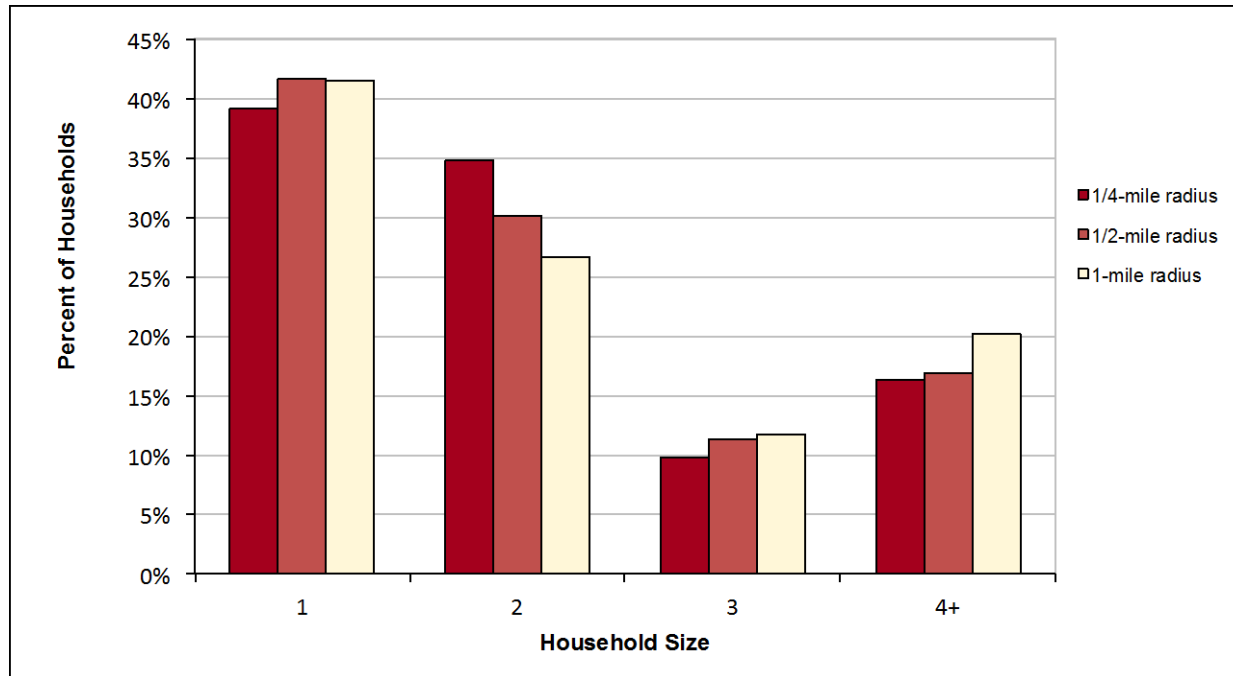
Table 3. Mean household size, MLK Station (2012) and Dallas/Fort Worth, Texas, and US (2010)

Area	Mean Household Size
1/4-mile radius	2.14
1/2-mile radius	2.16
1-mile radius	2.30
Dallas/Ft Worth	2.74
Texas	2.59
US	2.59

Source: The areas near the MLK 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, 39% of households have a single resident and 74% have two or fewer residents.

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



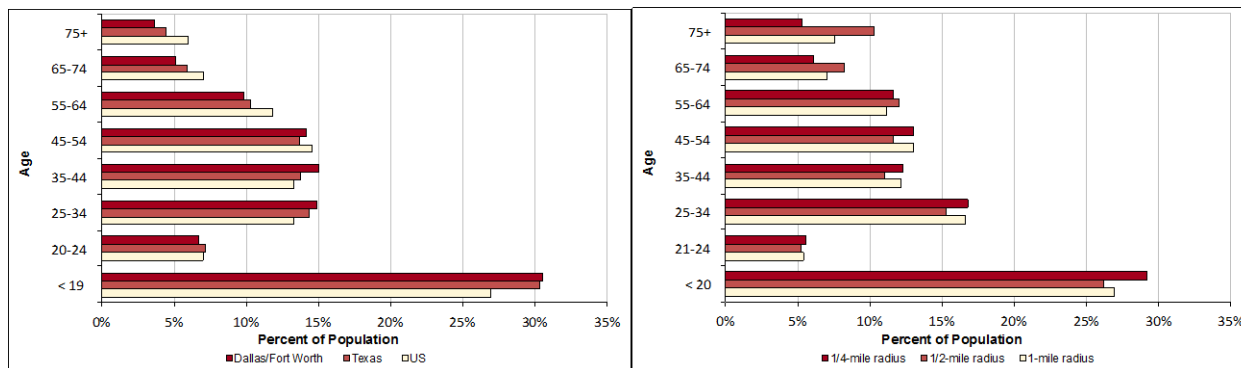
Source: The Nielsen Company.

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

The data show that the population near the MLK DART station is older than the metro-wide population. In the quarter-mile near the station, 23% of the population is older than 55, compared to 19% in Dallas/Fort Worth.

Given the higher ratio of elderly residents near the DART, it has a surprisingly high portion of children (younger than 20 years). Children make up 29% of the area near the DART area, just under the metro-wide region portion, 31%.

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

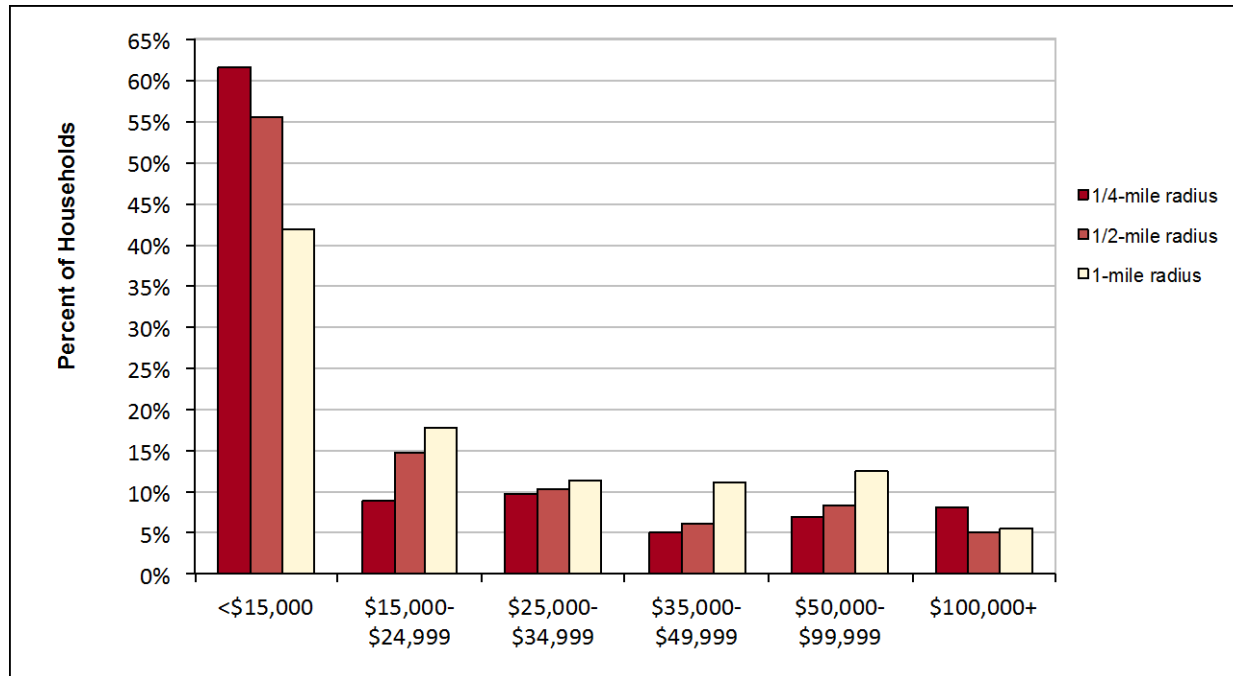


Source: The areas near the MLK DART station are from the Nielsen Company. Dallas/Ft Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2010.

The residents of the area near the MLK DART are predominately African-American. Within the quarter-mile and half-mile radii, 91% of the population is African-American. Across Dallas, 25% of the population is African-American. The area near the DART station has a small portion of Hispanic residents—only 5% within both the quarter-mile and half-mile radii. In contrast, Hispanics make up 42% of the Dallas citywide population and 27% of the Dallas/Fort Worth population.

Incomes, by any measure, near the MLK DART station are very low. Figure 11 shows that over 60% 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 \$14,999, well below the Dallas median of \$40,650 and the Dallas/Fort Worth median of \$54,450. As one broadens the radius around the DART station, incomes increase. The median household income in the mile circle around the station is \$19,491.

Figure 11. Household income, MLK Station, 2012



Source: The Nielsen Company.

It is important to note that although household income is low, the mean size per household near the DART station is small. Therefore, per capita incomes compare somewhat more 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 28% of the Dallas/Fort Worth median household income, but per capita income is 44% of the metro-wide average.

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

	Median HH Income	Per Capita Income
1/4-mile radius	\$14,999	\$11,887
1/2-mile radius	\$14,999	\$11,108
1-mile radius	\$19,491	\$13,489
Dallas/Ft Worth	\$54,449	\$27,016
Texas	\$48,615	\$23,863
US	\$50,046	\$26,059

Source: The areas near the MLK 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 MLK 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, MLK 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	(\$463,208)	(\$354,250)	(\$1,332,754)
Furniture and Home Furnishings Stores-442	\$74,375	\$246,515	(\$937,725)
Electronics and Appliance Stores-443	\$87,772	\$260,399	\$1,196,322
Building Material, Garden Equip Stores -444	\$32,084	(\$589,364)	(\$3,143,924)
Food and Beverage Stores-445	(\$16,230,901)	(\$21,096,156)	(\$47,312,578)
Supermarkets, Grocery (exc. convenience) Stores-44511	(\$14,514,207)	(\$19,308,915)	(\$39,133,250)
Convenience Stores-44512	\$26,001	\$32,308	(\$1,101,819)
Beer, Wine and Liquor Stores-4453	(\$1,765,964)	(\$1,831,038)	(\$6,763,980)
Health and Personal Care Stores-446	(\$1,025,190)	(\$1,844,648)	(\$1,736,487)
Clothing and Clothing Accessories Stores-448	\$180,165	\$242,383	\$922,832
Sportng Goods, Hobby, Musical Inst Stores-4511	(\$9,100)	\$79,919	(\$993,697)
Book, Periodical and Music Stores-4512	\$23,088	\$69,497	\$326,831
Miscellaneous Store Retailers-453	(\$230,919)	(\$218,748)	(\$2,175,474)
Full-Service Restaurants-7221	(\$852,951)	(\$1,380,819)	(\$4,646,838)
Limited-Service Eating Places-7222	\$186,551	\$526,488	(\$449,720)
Special Foodservices-7223	(\$952,866)	(\$1,390,894)	(\$3,135,930)
Drinking Places -Alcoholic Beverages-7224	(\$1,050,064)	(\$1,158,775)	(\$3,242,097)
Gasoline Stations-447	(\$307,749)	\$457,409	\$1,912,471
Total Retail Sales Incl Eating and Drinking Places	(\$19,392,298)	(\$24,914,968)	(\$62,575,744)

Source: The Nielsen Company.

The MLK DART lies two blocks from Robert B Cullum Blvd, a major thoroughfare. The road is a substantial location for retailers who can rely on drive-by traffic for customers. In the four blocks between Grand Avenue and Martin Luther King Jr. Boulevard, there are these retailers on Robert B Cullum Blvd:

- Chevron Food Mart
- McDonalds
- Jack-in-the-Box
- Two Podners Bar-BQ & Seafood

- Walgreens
- AutoZone

The intersections of Robert B Cullum Blvd at Grand Avenue and at Martin Luther King Jr Boulevard are entrances to Fair Park. Fair Park is a regional destination for recreation. There are multiple museums, and importantly for restaurants and drinking places, the Cotton Bowl Stadium. Fair Park hosts events year-round, including:

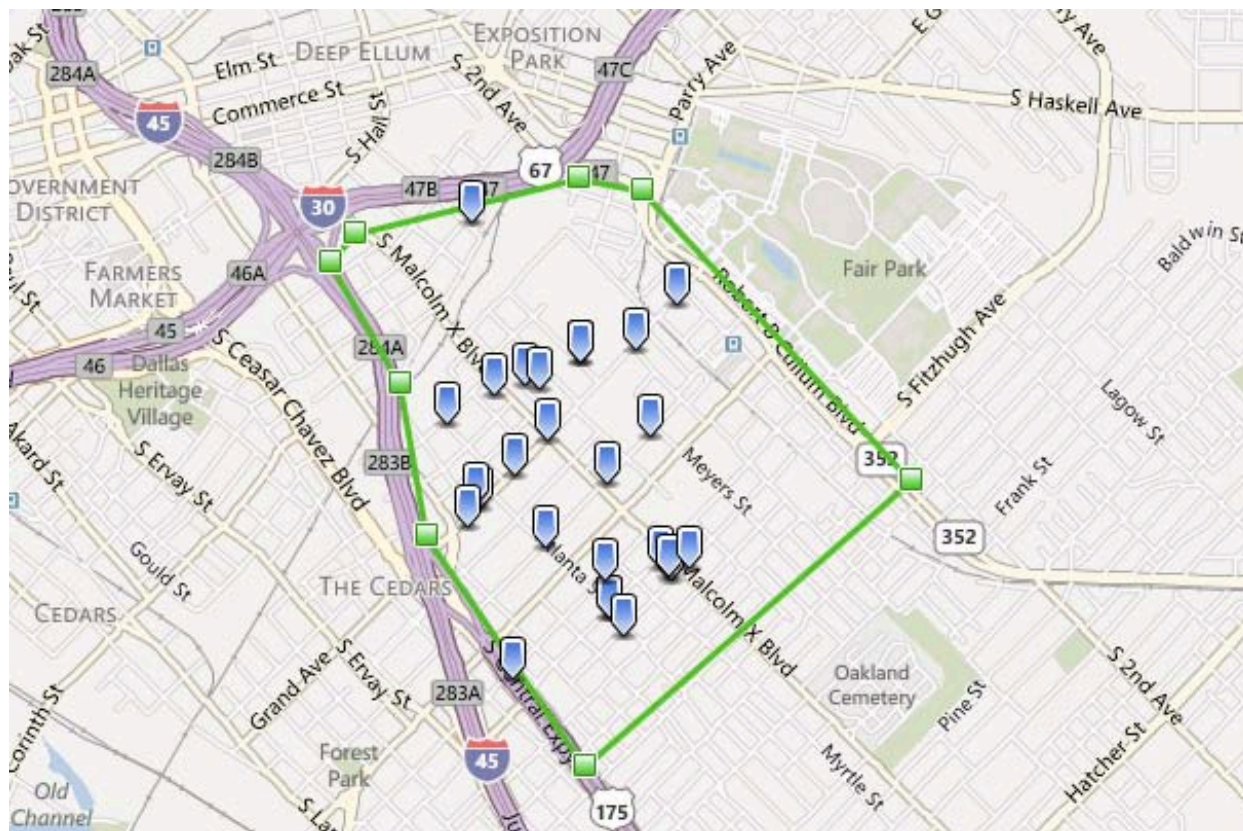
- State Fair of Texas, held from late September to late October;
- Dog Bowl event for dogs in May;
- Fair Park Fourth on July 4th;
- Fair Park Holiday event in late December;
- North Texas Irish Festival in early March;
- Football events, including the Red River Rivalry and the State Fair Classic; and
- A variety of music concerts.

The retail gap analysis shows that Fair Park has a large impact on local retailers. Overall, in the quarter-mile radius around the DART station, retail sales exceed local demand by \$19.3 million dollars. Supermarkets sell an excess of \$14.5 million over local demand. Liquor stores sell an excess of \$1.8 million. Drinking places (bars) sell an excess of \$1.1 million over local demand.

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 2005 and 2011. ECONorthwest identified 25 sales of commercial properties. There are few sales in the area because it is relatively small, drawn to focus on the area near the DART station. There have been relatively few commercial property sales in the area since the 2008 economic downturn.

Figure 12. Map of sold commercial properties, MLK Station



Source: Loopnet.com

ECONorthwest identified 10 sales of **multi-family properties** in the area between 2005 and 2009. The buildings included tri-plex/four-plex buildings, garden low-rise, and mid-rises.⁴

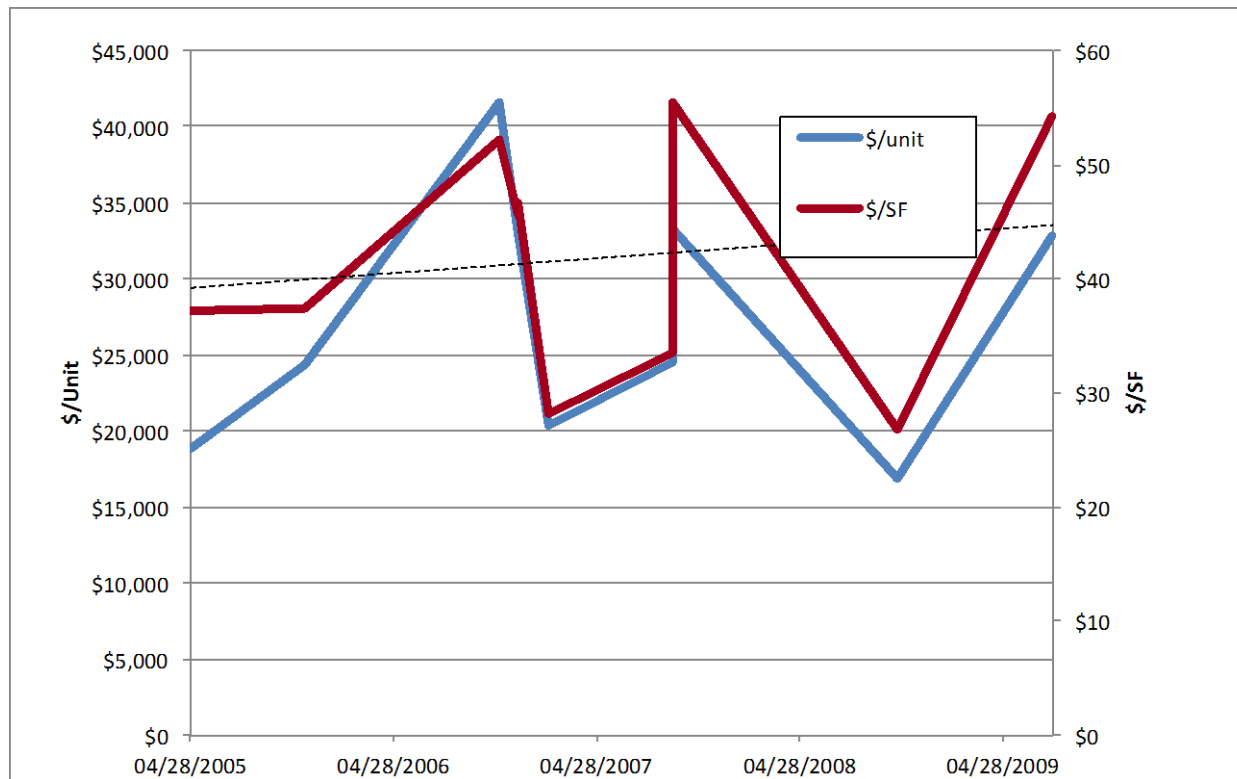
- The structures were built between 1963 and 1966.
- The structures in size from four units to 66 units; individual units range from 500 SF to just under 800 SF.

⁴ The data included six duplexes. Based on a recommendation by City staff, ECONorthwest excluded the duplexes from this discussion.

- The sold price per unit ranged from \$16,900 to \$41,600, with a median value of about \$28,700 per unit.
- The sold price per square foot ranged from about \$27 to \$55, with a median value of \$41.

Figure 13 shows the multi-family property sales near the MLK Station over time. The blue line shows the sale price per unit and the red shows the sale price per SF. The thin dotted black line shows the trend line of the \$/SF values. The trend line shows that the average sale price over the four-year period saw a slight increase.

Figure 13. Multi-family property sales, MLK Station, 2005 to 2009



Source: ECONorthwest with data from Loopnet.com

ECONorthwest identified nine sales for other commercial properties, including seven retail buildings, one warehouse, and one office/warehouse building. Given the few data points, it is difficult to identify trends in commercial properties near MLK Station.

For the **retail space**, the price per SF ranged from \$25 to \$462 per SF, with a median value of \$61 and mean of \$158 per SF. The high value was an operating Chevron gas station and convenience store located at an intersection with Robert B Cullum Blvd. The retail sales show a very slight downward trend since 2005.

The other two properties were **office/warehouse** space, selling for \$61 and \$254 per SF. ECONorthwest believes the number of sales is too small to make any strong conclusions about that market near the MLK DART station.

The City of Dallas provided estimates of commercial rents, as reported by CoStar, a commercial real estate service. CoStar reported annual rents within a half-mile radius of the MLK Station to be:

- Office-\$25.10 per SF
- Retail-\$14.06per SF
- Industrial-\$6.00per SF

2.4 Residential Market

Based on incomes in the quarter-mile near the MLK 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 \$14,999. 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 \$417 per month.

The housing tenure in the quarter-mile radius around the MLK Station is described in Table 6. Only ten percent of homes in the area immediately around the station are owner-occupied, far lower than local, state, and national home ownership rates.

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

	Owner Occupied	Renter Occupied
1/4-mile radius	10%	90%
1/2-mile radius	19%	81%
1-mile radius	33%	67%
Dallas/Ft Worth	62%	38%
Texas	64%	36%
US	65%	35%

Source: The areas near the MLK Station are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010.

2.5 Recommended Catalytic Uses

The area near the MLK DART station has a small and very poor population. Although its population has very low incomes, the area provides extensive retail opportunities that serve a larger region. Fair Park, as a regional recreational attraction, has made the area a strong retail center. To transform the area into a more vibrant and walkable community, the City and its partners should focus on a variety of uses other than regional retail uses:

- **Low-cost housing.** 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 the City of 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 MLK, in close proximity to the downtown, 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.

The northern portion of the neighborhood connects well to the downtown and the many vacant parcels in that area are opportunities to build smaller homes that may appeal to households interested in a central location but in a low-cost range.

The northeastern part of the neighborhood connects to the Expo Park, the neighborhood near the Fair Park station, and offers opportunity to attract new households to the area.

- **Employment opportunities.** The area around the MLK Station offers little in terms of employment outside of retail and jobs associated with are event centers (many of which are temporary or part-time).
 - A facility such as a call center could provide employment opportunities for low-skilled workers in the area. Call centers often look for lower cost land and buildings. Proximity to light rail would be an asset in serving a multiple shift workforce.
 - A low-cost incubator facility to nurture small businesses could provide increased opportunities for area residents.
- **Hotel.** Although Fair Park is a regional destination with year-round attractions, there are no hotel facilities in the immediate vicinity. Exploring both a limited service hotel and a smaller boutique hotel could fill an unmet need in the area.

APPENDIX C: SURVEY RESULTS

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

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

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

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

APPENDIX D: FOCUS GROUP SUMMARY

RESEARCH BACKGROUND AND OTHER DETAILED FINDINGS

Research Overview

Objectives

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

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

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

The TOD study areas include:

- Lancaster
- MLK
- Hatcher
- Buckner
- Vickery Meadow

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

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

Methodology

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

- 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 to
- Residents are not sure about their feelings towards the “mixed income” housing structure will appeal to many people, possibly because they have no direct experience with it
- In addition to a library, other desired public spaces include a YMCA, entertainment venue for teens and families, post office, police substation, job training center, computer lounge and a playground
- Streetscape greenery and sidewalks are perceived as highly desirable
- Lighting and cameras would be strong additions

Visualization Responses: Liquor Store Concept

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

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

Visualization Response: Betty’s Café

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

Visualization Response: Dart Property Buildings

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

The following findings relate to each specific concept:

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

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

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

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

Recommendations for the Concept Visualizations

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

Research Notes By TOD Area

Lancaster

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

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

MLK

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

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

Vickery Meadow

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

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

Hatcher

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

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

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

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

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

Buckner

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

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

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

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

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

- *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?

