



VICKERY MEADOW

NEIGHBORHOOD PLUS STRATEGIC ACTION PLAN



EXECUTIVE SUMMARY

PROJECT SCOPE

The City of Dallas Planning & Urban Design Department (P+UD), in conjunction with area stakeholders, requested that the Institute of Urban Studies (IUS) at the University of Texas at Arlington (UTA) facilitate a community engagement process to develop a Strategic Action Plan, including a redevelopment coordination strategy, for the Neighborhood Plus Vickery Meadow Target Area in northeast Dallas. This plan aims to foster inclusive and sustainable economic growth and area redevelopment through coordination of existing public and private sector efforts and resources, and coordination with stakeholders in re-branding the area to counter existing perceptions of the neighborhood.

The public engagement process entails meeting with stakeholders from within the community and representative jurisdictions through the implementation of Advisory Task Force meetings. The Institute of Urban Studies worked closely with the Advisory Task Force in the orchestration of community meetings and the formulation and administration of the survey. This collaboration was necessary to provide the most appropriate course of action for the public engagement process relative to specific community dynamics and the conveyance of data, conclusions, and action plan items to participants.

Utilizing the data collected from the community survey, in addition to information, comments, and concerns voiced throughout the project process, the research team from the Institute of Urban Studies developed a Strategic Action Plan. This plan will act as a blueprint for the implementation of action item categories in order to coordinate redevelopment strategies aimed at improving infrastructure, safety and crime prevention, affordable housing, economic and workforce development, and branding and marketing, among others. Action item categories contain successful precedents and case studies, strategies and recommendations, goals and actions, and coordination efforts in order to outline best practices for implementation.

The Advisory Task Force, led by the City of Dallas Neighborhood Plus Program, can utilize the development of subcommittees devoted to each action item category in order to coordinate existing public and private sector efforts and resources. These efforts can then lead to the implementation of action items along a gradient of short and long term goals to reinvigorate and improve the vitality and quality of life in Vickery Meadow.

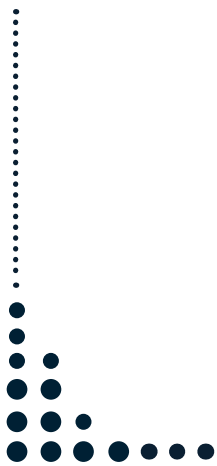




Figure ES.1: Culture of Vickery Meadow

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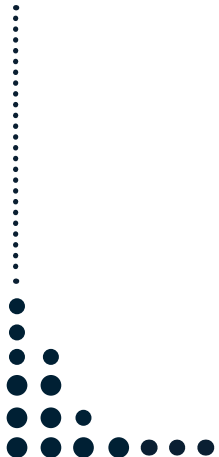
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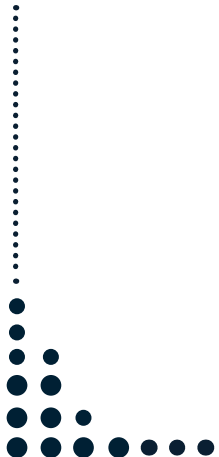
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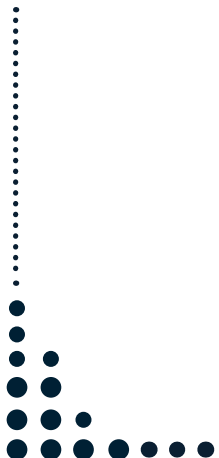
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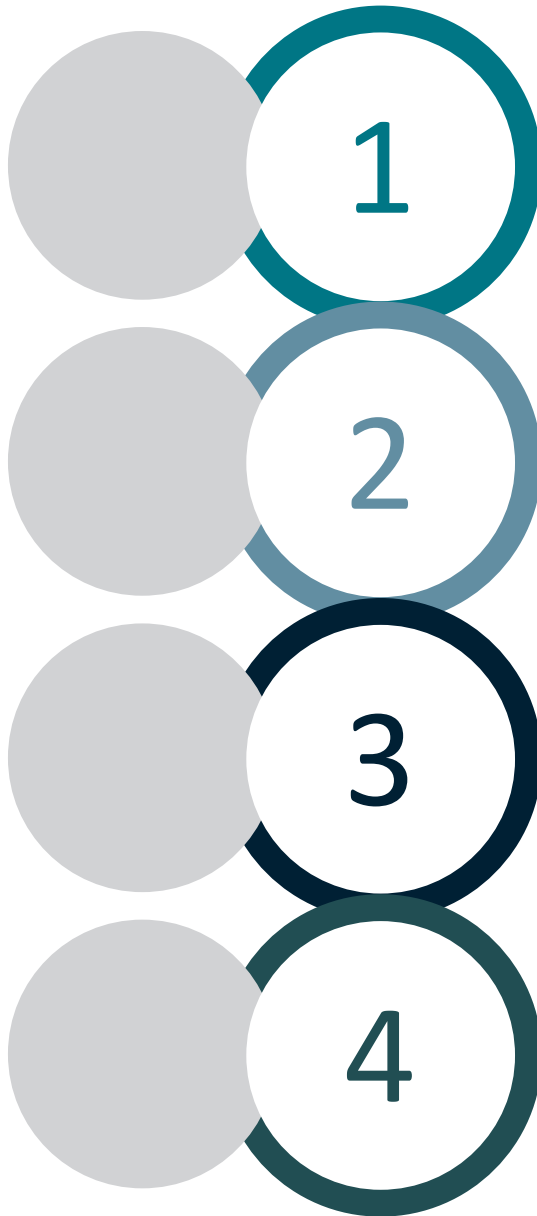
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CONTENTS



INTRODUCTION

Background

14

TARGET AREA

City of Dallas
Vickery Meadow

18

INSTRUMENTS

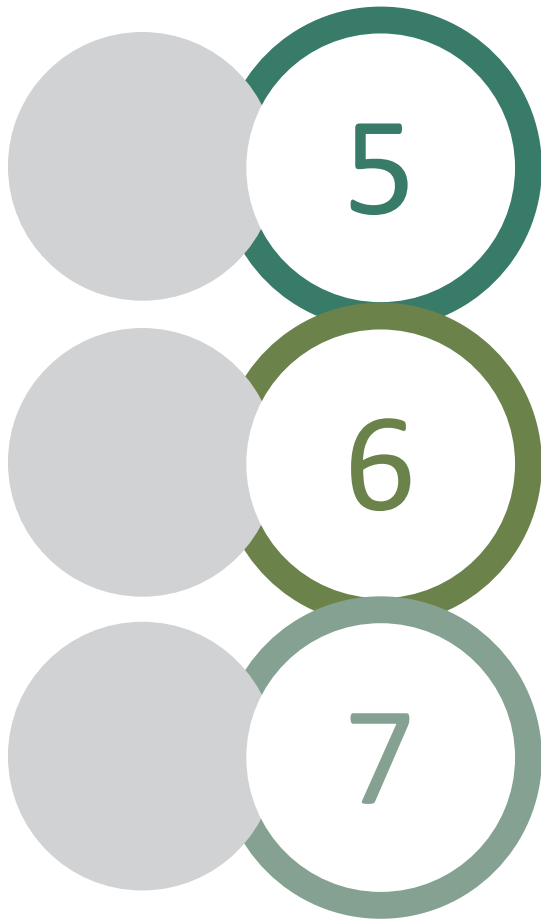
Advisory Task Force
Community Engagement
Survey

32

SURVEY

Methodology
Descriptive Analysis
Results
Recommendations

38



STRATEGIC ACTION PLAN
Goals & Actions

60

APPENDIX
Community Survey
Survey Node Maps

100

REFERENCES
Works Cited

180



INTRODUCTION

NEIGHBORHOOD PLUS PLAN

The Neighborhood Plus plan, implemented by Neighborhood Vitality, is a comprehensive neighborhood revitalization strategy targeting 11 unique neighborhoods within the City of Dallas. Neighborhood Plus facilitates strong neighborhoods by engaging residents, enhancing property values, lowering crime rates, increasing city satisfaction ratings, enriching quality of life, and improving home marketability. Executive leadership directives seek to minimize internal barriers, leverage resources, exchange information, implement shared solutions, and measure successes. With these directives, resident-driven engagement processes can begin to address codes, public safety, economic development, housing, infrastructure, education, workforce development challenges, and public space, resulting in a strategic action plan with a systematic approach to short and long term priorities and concerns (Neighborhood Plus, October 2016).

The plan process began with City Councilmembers identifying Target Areas and their accompanying primary concerns. Neighborhood Vitality then analyzed data for each Target Area and established teams for each. Members of each team included representatives from Neighborhood Vitality, DPD, Code, Economic Development, and a Community Prosecutor.

Vickery Meadow was established as one of the Neighborhood Plus Target Areas, championed by Councilmember Jennifer Gates. Neighborhood Plus initiated work on this Target Area in late 2016, teaming up with the Institute of Urban Studies from the University of Texas at Arlington for the facilitation of research, community engagement, and the strategic action plan. An Advisory Task Force comprised of Vickery Meadow stakeholders was then formed in order to facilitate the community engagement process.

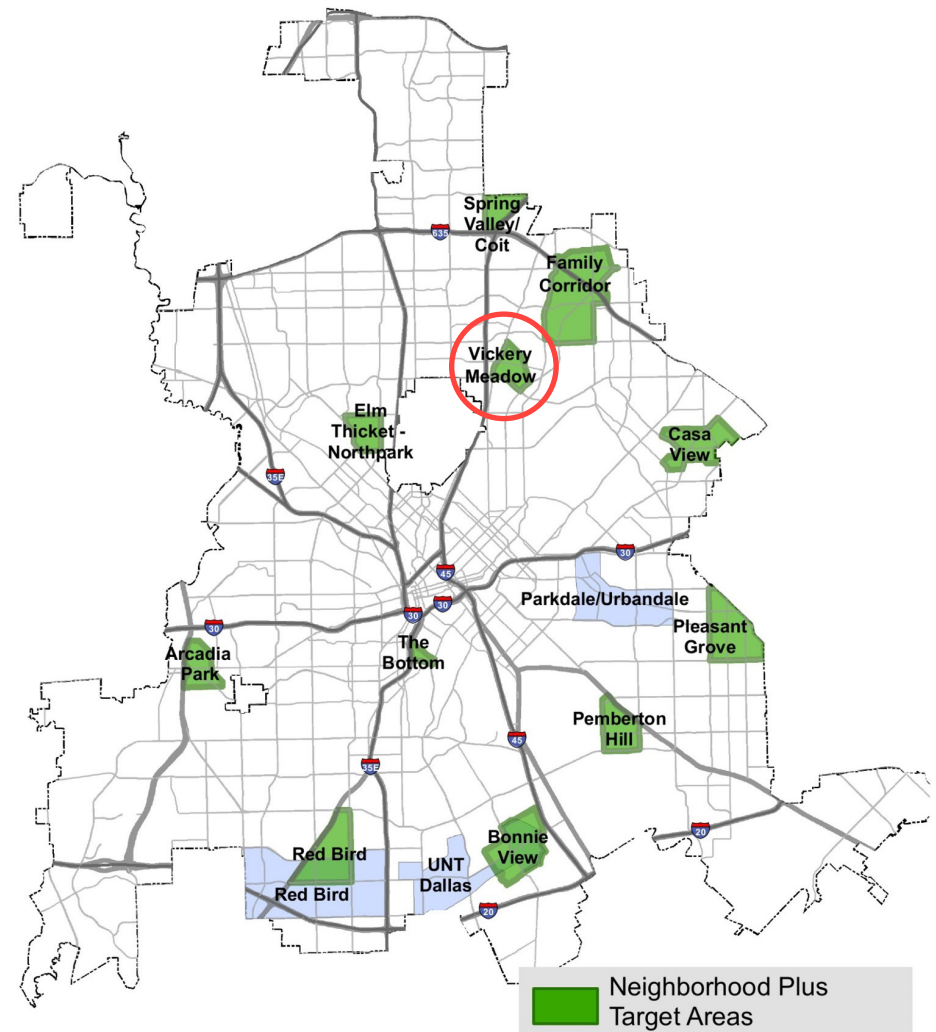


Figure 1.1: Neighborhood Plus Target Areas
Source: Neighborhood Plus



HISTORY

Vickery Meadow is an ethnically diverse and culturally rich neighborhood located in northeast Dallas, Texas. It is bounded by Central Expressway/U.S. 75 (West), Skillman Street/Abrams Road (East), Northwest Highway/Loop 12 (South), and Royal Lane (North). The area is one of the most densely populated areas within the City of Dallas and is currently home to numerous immigrant and refugee populations, speaking an estimated 40 languages.

It was established in 1850 as a small farming community with the introduction of a town square just before World War I. The area grew to 200 inhabitants and housed multiple grocery and drug stores, automobile repair shops, churches, a bank, a cotton gin, a dining hall, and a public school within its first decade. The population continued to fluctuate until the City of Dallas annexed the community in March of 1945. Throughout the 1940s and 1950s, the neighborhood was home to many families living among rolling hills dotted with homes on spacious lots. Vickery Meadow also housed Vickery Park, an amusement park with a large community pool, rides, and music.

Housing development, fueled by demand, catalyzed a trend in apartment complexes and districts, largely initiated by the Village Apartment district just south of Northwest Highway/Loop 12. The development catered to the demand for studio and one-bedroom apartments for young professionals; the internalization of amenities and negligence of pedestrian-oriented streetscape design resulted in the severe lack of significant public open space, an issue that currently remains pervasive.

The amendment of the federal Fair Housing Act coupled with the late 1980s recession, began to alter this transitional landscape



Figure 1.2: Aerial View
Source: UTA Libraries Digital Gallery

reflecting a shift in demographics from young singles to migrant workers and refugees. Small apartments soon became occupied with large families, introducing a greater population of children into the 3.5-square mile area than before. This resulted in a boom in institutional development that helped to catalyze a prioritized investment in the neighborhood.

Texas has led the national effort in refugee resettlement with approximately 7,000 refugees in 2016 through one of the best welcoming, integration programs in the world (Solis). Vickery Meadow has been a significant hub for this resettlement and the trend continues, placing a great need in this community for strategic action concerning development.





TARGET AREA

VICKERY MEADOW

AGE & POPULATION DISTRIBUTION

According to the U.S. Census Bureau, the largest age group in the Vickery Meadow neighborhood falls between the ages of 25 and 34 at 23%, as shown in Figure 2.3. The remaining age majorities fall within the ranges of 5 and 17 (18%), 18 and 24 (11%), 35 and 44 (14%), and 45 and 54 (12%). This distribution is indicative of a high number of families and millennials living in Vickery Meadow. Figure 2.5 exemplifies the median age change from 2010 to 2015. The color gradient expresses the shift in age increase and decrease categorized by sections within the neighborhood framework. The darkest color on the gradient and within the chart implies a decrease in age, indicating a trend of younger occupants. The lightest color on the gradient and within the chart implies an increase in age, indicating a trend of older occupants. The major change can be seen in the southern-most section near Northwest Highway and Abrams Road/Skillman Street where the population was steadily increasing in age from 2010 to 2013 but then experienced a noticeable decrease in age between 2013 and 2014 which continued through 2015.

The population in Vickery Meadow has been steadily increasing from 2012 to 2015 after experiencing a gradual decline from 2010 to 2012 of approximately 1,800 residents. However, the population has rebounded with an increase of almost 3,000 residents since 2012, as shown in Figure 2.4. According to the U.S. Census Bureau, the Vickery Meadow population was 27,047 in 2015. Figure 2.6 exemplifies the population density from 2010 to 2015. The most densely population areas, shown by the darkest color in the gradient, have been fairly stable within the center of the

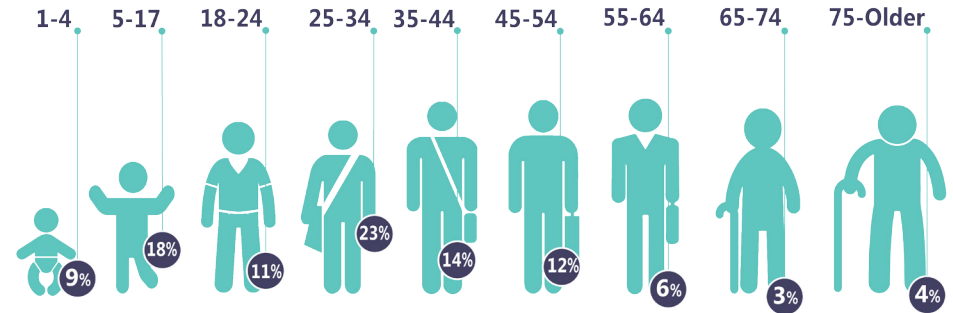


Figure 2.3: Age Distribution

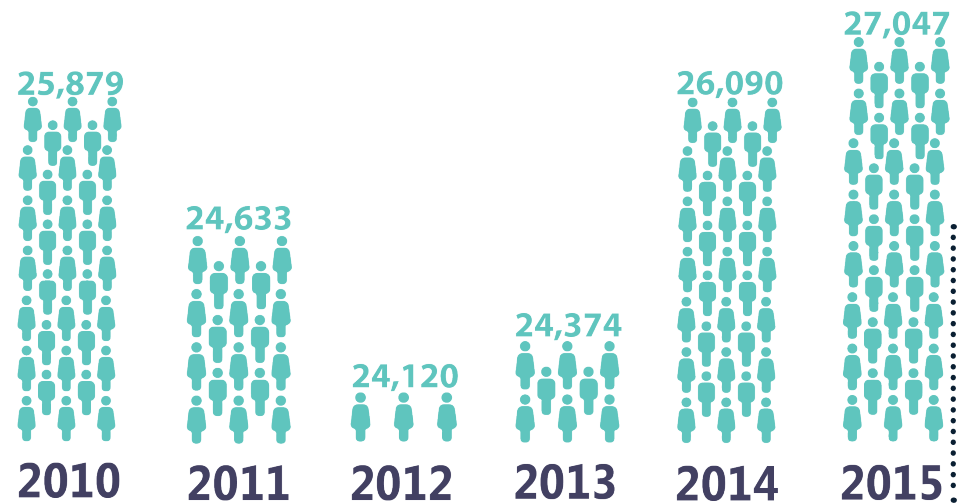


Figure 2.4: Population

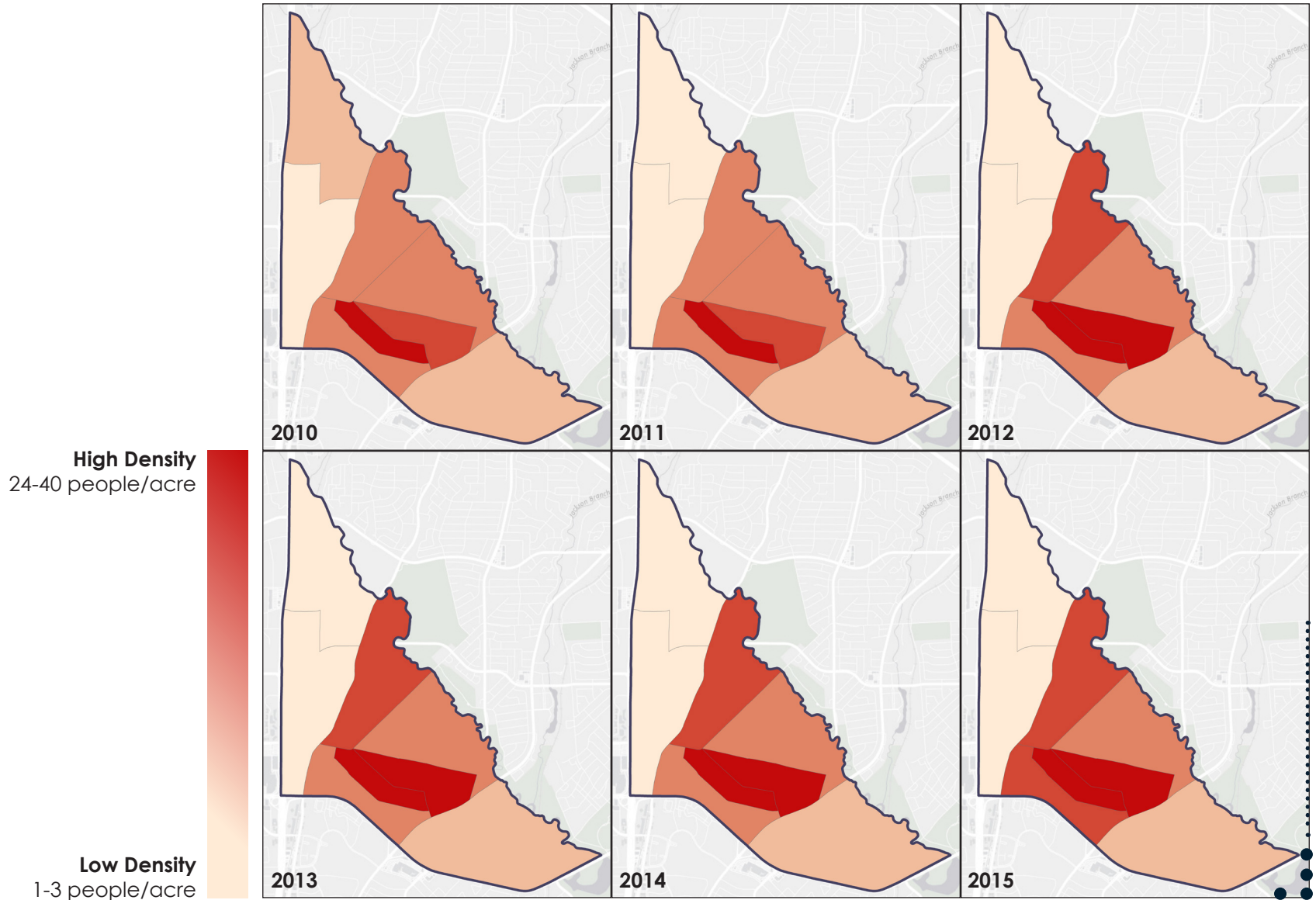


Figure 2.6: Population Density (2010 - 2015)

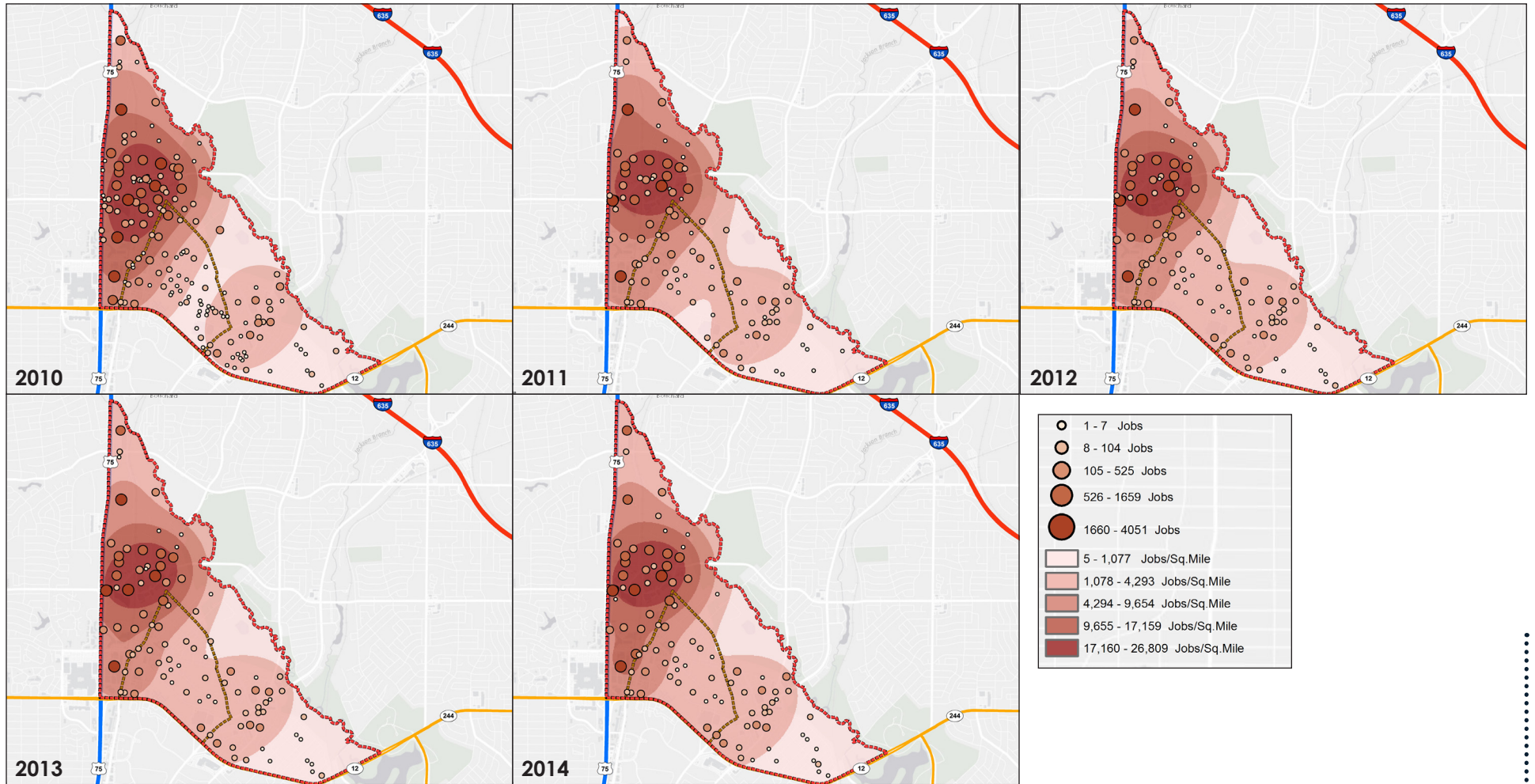
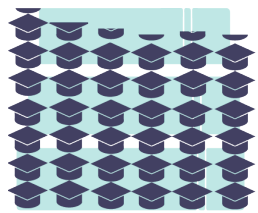
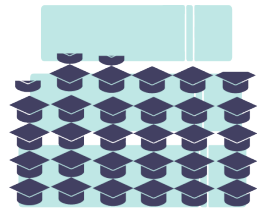


Figure 2.8: Job Density (2010 - 2014)



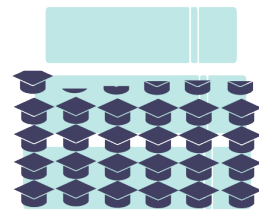
2010
2011
2012
2013
2014
2015

Less than High School



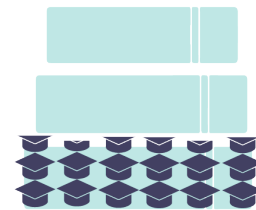
2010
2011
2012
2013
2014
2015

High school graduate
(includes equivalency)



2010
2011
2012
2013
2014
2015

Some College or
Associate's Degree



2010
2011
2012
2013
2014
2015

Bachelor's Degree



2010
2011
2012
2013
2014
2015

Graduate or
Professional Degree

Each hat represents 5 %

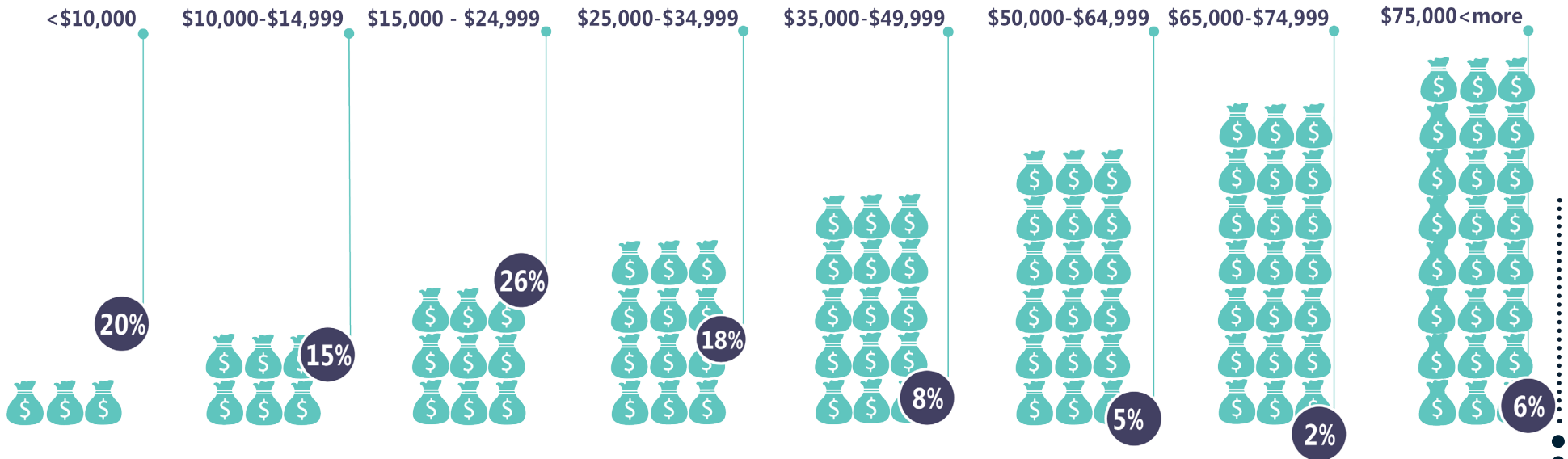
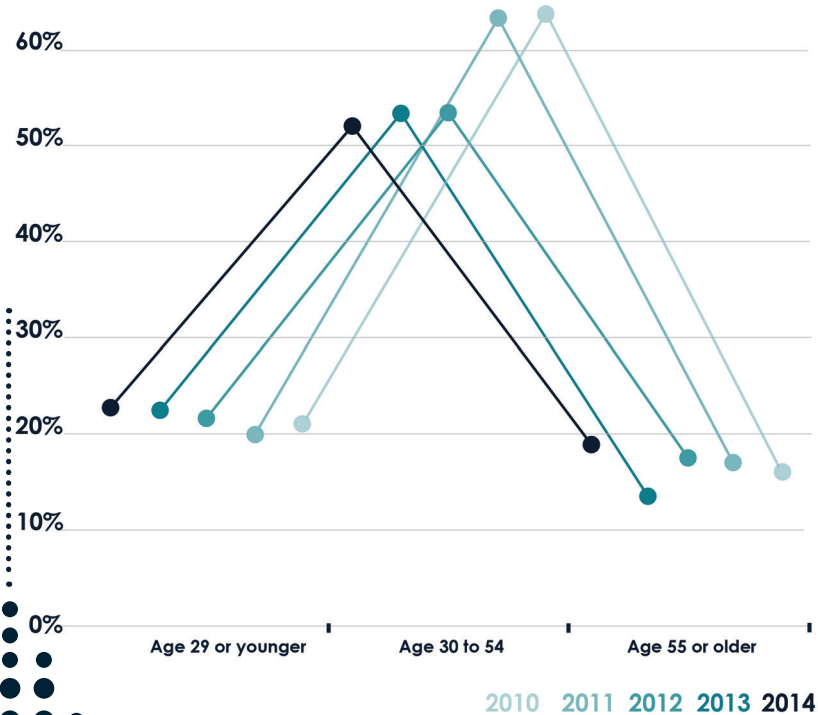


Figure 2.11: Educational Attainment & Economic Profile

Figure 2.12 shows the trends of employee ages and wages from 2010 to 2014. The majority of employee ages were between 30 and 54 with an evident decrease from 2010 to 2014. Employee wages show very similar trends for each year, with the highest percentage of employees earning more than \$3,333 per month. Figure 2.13 shows jobs categorized by the North American Industry Classification System (NAICS) by industry sector. The highest quantity of jobs fall within the sectors of Health Care and Social Assistance (7,457), Professional, Scientific, and Technical Services (3,430), and Retail Trade (2,825). These industries correlate with the land use pattern of the neighborhood as many of these jobs could likely be associated with Texas Health Presbyterian Hospital, other healthcare and social assistance programs and facilities, and the surrounding shopping and retail centers.



EXISTING ZONING & LAND USE

Figures 2.14 and 2.15 show the existing zoning and land use for Vickery Meadow. The zoning reveals large attributions to multi-family residential (centralized within the neighborhood), planned development, mixed use and office (primarily along the Central Expressway/U.S. 75 corridor), and single family residential. The land use map strongly correlates with the zoning on the categories of multi-family residential and mixed use (commercial, retail, and hotel), however it further details development areas into institutional, educational, and vacant. Current parks/recreational space as shown is zoned for single family residential, while a much smaller portion of that zoning is actually used for single family residential development.

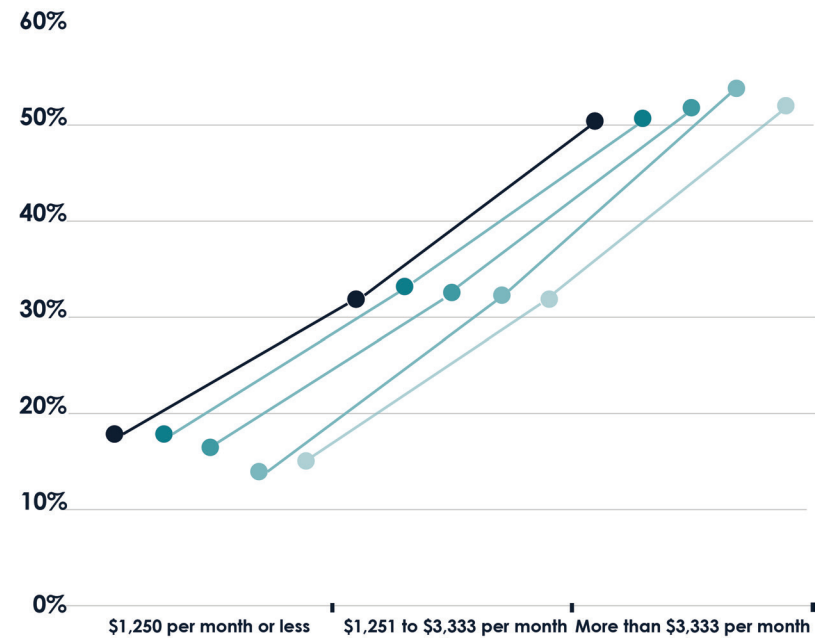


Figure 2.12: Employee Ages & Wages (2010 - 2014)

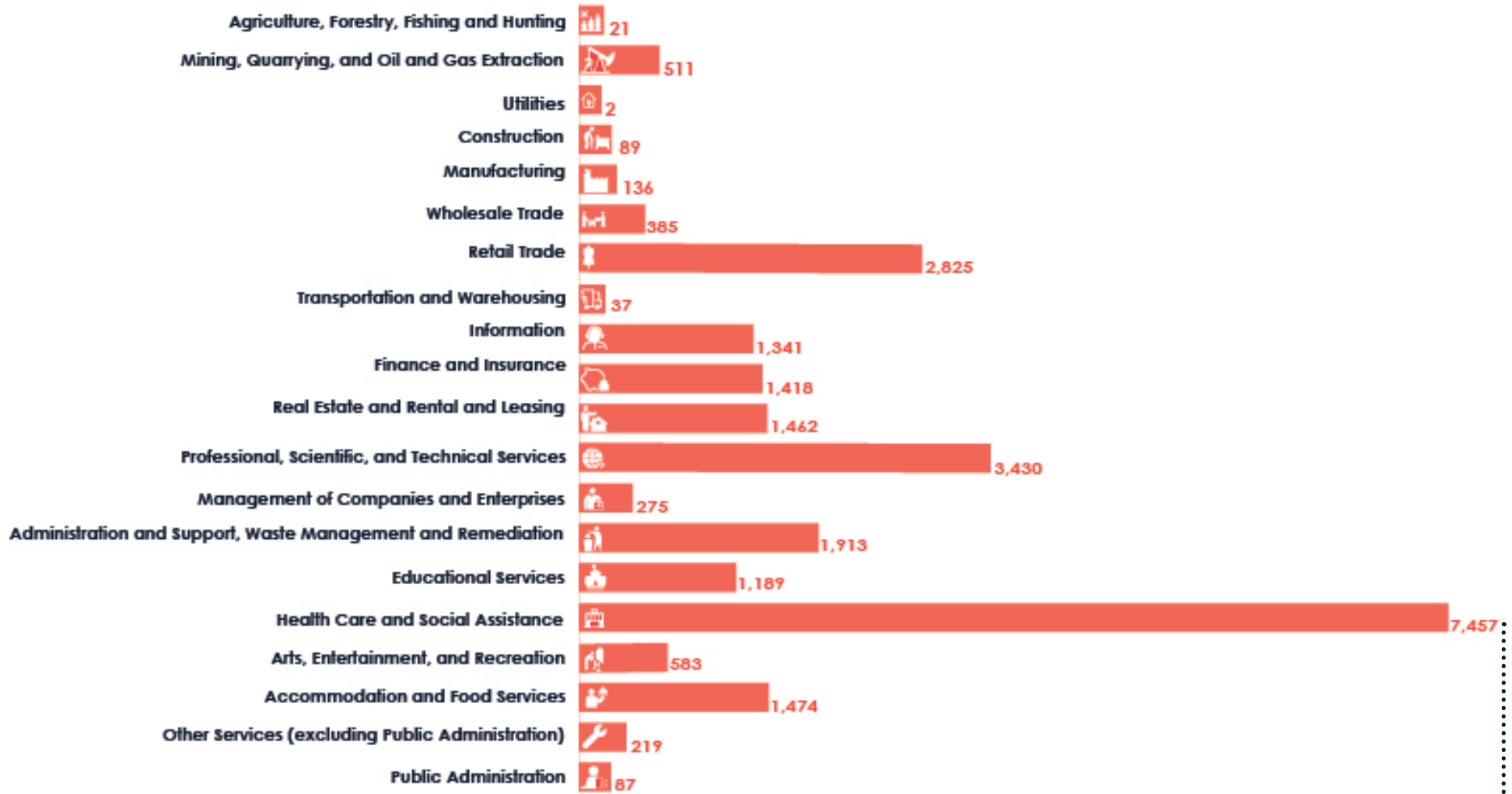


Figure 2.13: Jobs by NAICS Industry Sector (2014)

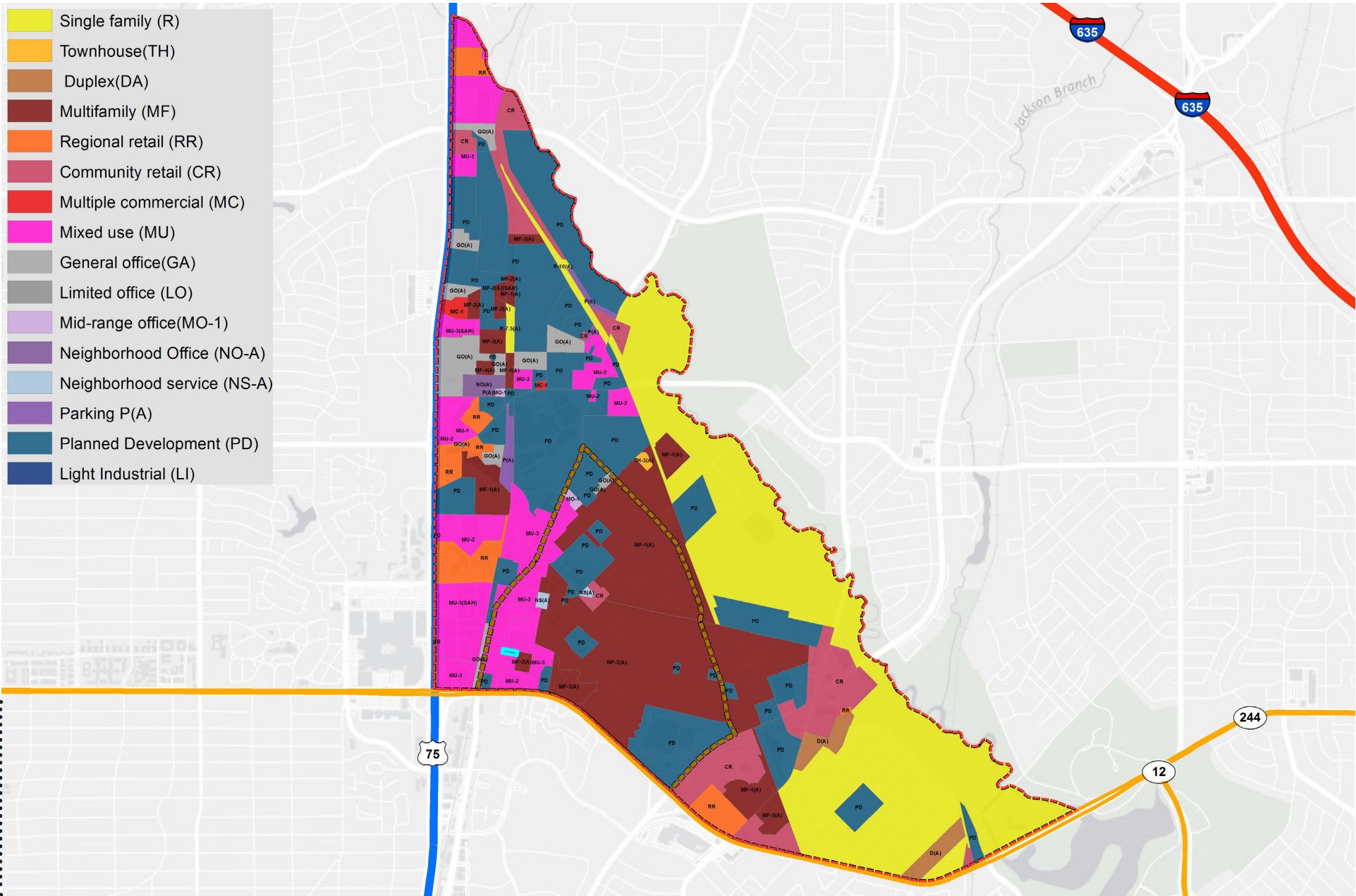


Figure 2.14: Existing Zoning Map

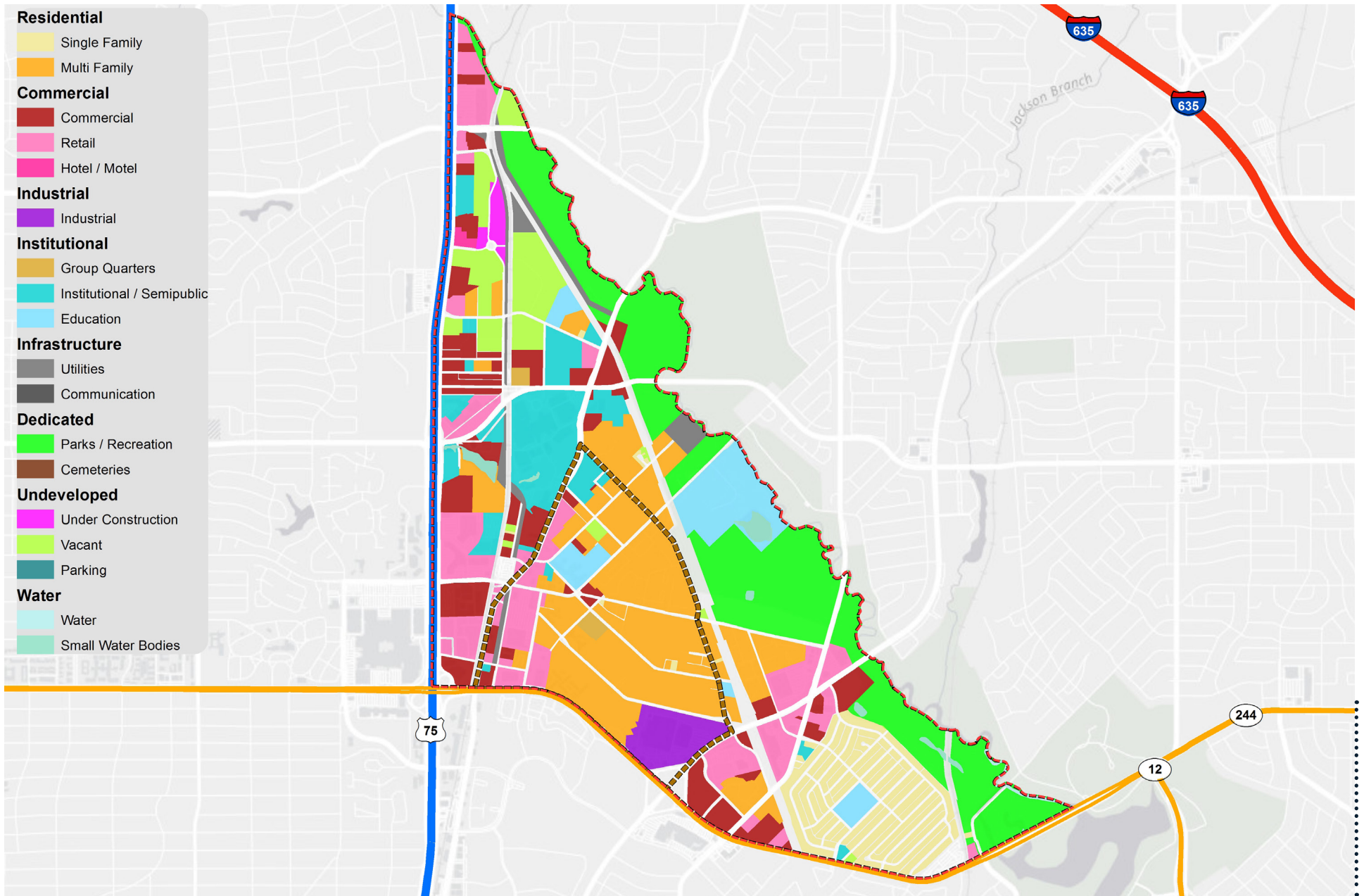
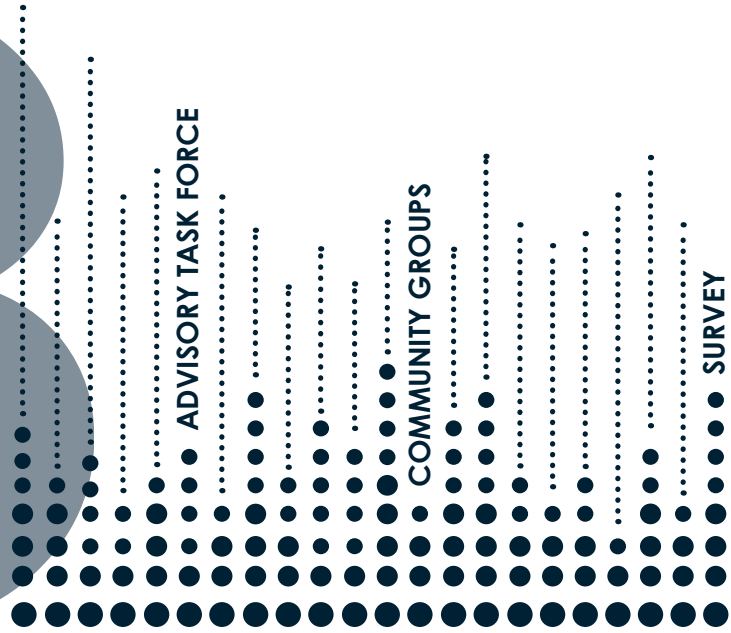


Figure 2.15: Existing Land Use Map





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INSTRUMENTS

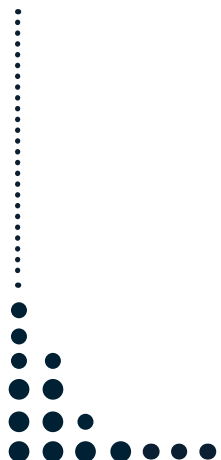
INSTRUMENTS

ADVISORY TASK FORCE

The creation of a community survey and the facilitation of the public engagement process entails meeting with stakeholders from within the community and representative jurisdictions through the implementation of Advisory Task Force meetings. These collaborative meetings rely on active participation from those involved to elicit a wide range of methodologies, assessments, recommendations, and points of view. This collaboration is necessary to provide the most appropriate course of action for the public engagement process relative to specific community dynamics, the design and administration of community surveys, and the conveyance of data, conclusions, and action plan items to participants. This process actively engages the entire community through stakeholders in an effort to obtain an understanding of community perceptions as they relate to action item topics including Infrastructure, Safety and Crime Prevention, Affordable Housing, Economic and Workforce Development, and Branding and Marketing. The input relative to these items is then used to develop a Strategic Action Plan for the Target Area, driven by the collaboration between the Institute of Urban Studies and the Advisory Task Force.



Figure 3.1: Advisory Task Force Meeting



COMMUNITY ENGAGEMENT

The community engagement process for the Vickery Meadow Strategic Action Plan was creatively crafted through the collaboration of the Institute of Urban Studies and the Advisory Task Force. Due to the sensitive nature of the Target Area demographics and the confluence of the local and political climates, a novel engagement strategy had to be devised. This strategy differed from the typical process model that allows for the presentation of material, exchange of ideas, and administration of surveys at one or two large community meetings. In order to obtain an accurate sampling of community perceptions of the Target Area action items, the research team met with various groups including business and property owners, non-profit leaders, community stakeholders, residents, employees, immigrant and refugee men and women, parents of children enrolled in neighborhood schools, church members, high school students, etc.

These meetings intentionally overlapped with ongoing, pre-established meetings with the aforementioned groups through the organizations serving those populations. These organizations and their pre-established groups included: Vickery Meadow PID (Public Improvement District) Board, Vickery Meadow TIF District (Tax Increment Financing) Board, Half Price Books, Dallas City Attorney's Office Community Prosecution Teams, Dallas Police Department, Wildflower Apartment Homes, Dallas Independent School District, Emmett J. Conrad High School, VCAT, Vickery Meadow Learning Center (VMLC), Vickery Meadow Youth Development Foundation, International Rescue Committee (IRC), Heart House, Trans.lation Vickery Meadow, Vickery Trading Company, Vickery Meadow Food Pantry, Northwest Community Center, Northwest Bible Church, Episcopal Church of the Ascension, Park Cities Baptist Church, among others.



Figure 3.2: Community Engagement Meetings



Figure 3.3: Community Engagement Meetings

SURVEY

The Vickery Meadow Community Survey was designed by the research team from the Institute of Urban Studies utilizing a series of precedent studies and strategies. The survey was administered in two languages, English and Spanish; responses were then translated back into English internally for analysis. The survey was designed primarily for hard copy distribution at each community meeting, however an online version through SurveyMonkey.com was also generated for greater access. A total of 250 participants submitted the community survey.

SECTION 2: BUILT ENVIRONMENT

2.1. Regarding the existing conditions, please rate Vickery Meadow in the following areas.

		Very Good	Good/ Needs Some Improvement	Neutral	Bad/Needs Improvement Eventually	Very Bad/Needs Improvement Immediately	Unsure
	Public Transit						
	Sidewalks						
	Roads						
	Crosswalks						
	Parks and Open Space						
	Arts and Culture						
	Affordable Housing						
	New Library (Proposed)						
	Density of Buildings						
	Healthcare						
	Restaurants/Grocery Store						
	Entertainment						
	Childcare						
	Crime Prevention/Safety						
	Job Market						
	Investment Opportunities						
	Education and Training						
	Community Pride						
	Identity						
	Marketing and Branding						

Figure 3.4: Survey Section Chart





4

S U R V E Y

METHODOLOGY

DESCRIPTIVE ANALYSIS

RESULTS

RECOMMENDATIONS

SURVEY

METHODOLOGY

The survey content was primarily categorized into action item sections based on the perceived needs of the community. Each section was designed to solicit feedback from respondents regarding their perceptions of each category component along a gradient of responses (*Very Strong, Strong, Average, Weak, Very Weak, Unsure* and *Very Good, Good/Needs Some Improvement, Neutral, Bad/Needs Improvement Eventually, Very Bad/Needs Improvement Immediately, Unsure*). These gradients were strategically used for short and long term goal determination based on immediacy and criticality.

SECTION 1: GENERAL

The first section of the survey targets information relative to the respondent's interaction with the Vickery Meadow neighborhood. Respondents were asked about their neighborhood residency, familiarity, and transportation modes. Respondents were also asked about their perceptions of existing conditions along a gradient of *Very Strong* to *Very Weak* for the following categories: Growth, Culture, Safety, Diversity, Services, Parks and Open Space, Community Orientation, Family Orientation, Business Opportunities, Educational Opportunities, Pedestrian Congestion, and Vehicular Congestion.

SECTION 2: BUILT ENVIRONMENT

The next section of the survey followed a similar paradigm, but strategized the response gradient in order to garner short term and long term goals from responses. The response gradient ranges from *Very Good* to *Very Bad/Needs Improvement Immediately*.

The action item categories included specific items for respondents to rate to further address built environment issues. The action item categories were as follows:

- Infrastructure** (Public Transit, Sidewalks, Roads, Crosswalks)
- Amenities** (Parks and Open Space, Arts and Culture)
- Structures** (Affordable Housing, Proposed Library, Building Density)
- Services** (Healthcare, Restaurants/Grocery Stores, Entertainment, Childcare, Crime Prevention/Safety)
- Education and Investment** (Job Market, Investment Opportunities, Education and Training)
- Community** (Community Pride, Identity, Marketing and Branding)

A series of open-ended questions were posed to elicit detailed responses. Respondents were asked to list short term goals (1-3 years) and long term goals (3-5 years) they felt should be prioritized in Vickery Meadow. Respondents were also asked what they liked best and least about the neighborhood, and how they thought Vickery Meadow's image could best be enhanced. SWOT analysis questions were then asked in order to determine respondent's perceptions of strengths, weaknesses, opportunities, and threats for Vickery Meadow.

SECTION 3: CULTURE

The final section of the survey asked respondents about their perceptions of diversity and community tools to utilize that diversity. Respondents were also asked to identify some of the important cultural festivities they enjoyed in the neighborhood and to describe their reasoning why.

DESCRIPTIVE ANALYSIS

SURVEY MAP

At the community meetings, respondents were asked to utilize large maps of the neighborhood for graphic response. For the first map, respondents were asked to place color-coded dots on the map to locate their places of residence, employment, shopping and dining, and gathering. For the second map, they were asked to place dots for perceived locations of high crime and no walkability. These graphic responses supplement the goals and actions determined with the Strategic Action Plan by providing specific locations within the neighborhood for short and long term goal implementation. Figure 4.2 shows the collective of both maps. Residential identifications have been located with ¼ mile radii in order to exhibit walkable distances from places of residence to places of employment and education. The original dot maps can be found in the Appendix.

During the official data collection period, a total of 250 surveys were received between April 6, 2017 and May 15, 2017. The IUS research team found that the majority of survey participants are full-time residents of Vickery Meadow (N=138, 55.87%). Participants, who are currently employees working in Vickery Meadow, are the following majority (N=29, 11.74%). Figure 4.1 shows the distribution of survey participation.

Of the entire participation population, the majority of survey participants are familiar (N=88, 35.63%) and very familiar (N=116, 46.96%) with the Vickery Meadow neighborhood, as shown in Figure 4.3. This exhibits a strong familiarity with the issues and concerns the neighborhood is currently facing, evidenced also by the overlapping responses to subsequent questions in the survey. Only a small fraction of survey participants categorized themselves as unfamiliar or very unfamiliar with the neighborhood.

I am a(n):



Figure 4.1: Survey Participation Distribution



-  Crime & Safety Concerns
-  Walkability Concerns
-  Live (¼ mi. radius)
-  Work
-  School



Figure 4.2: Vickery Meadow Survey Map

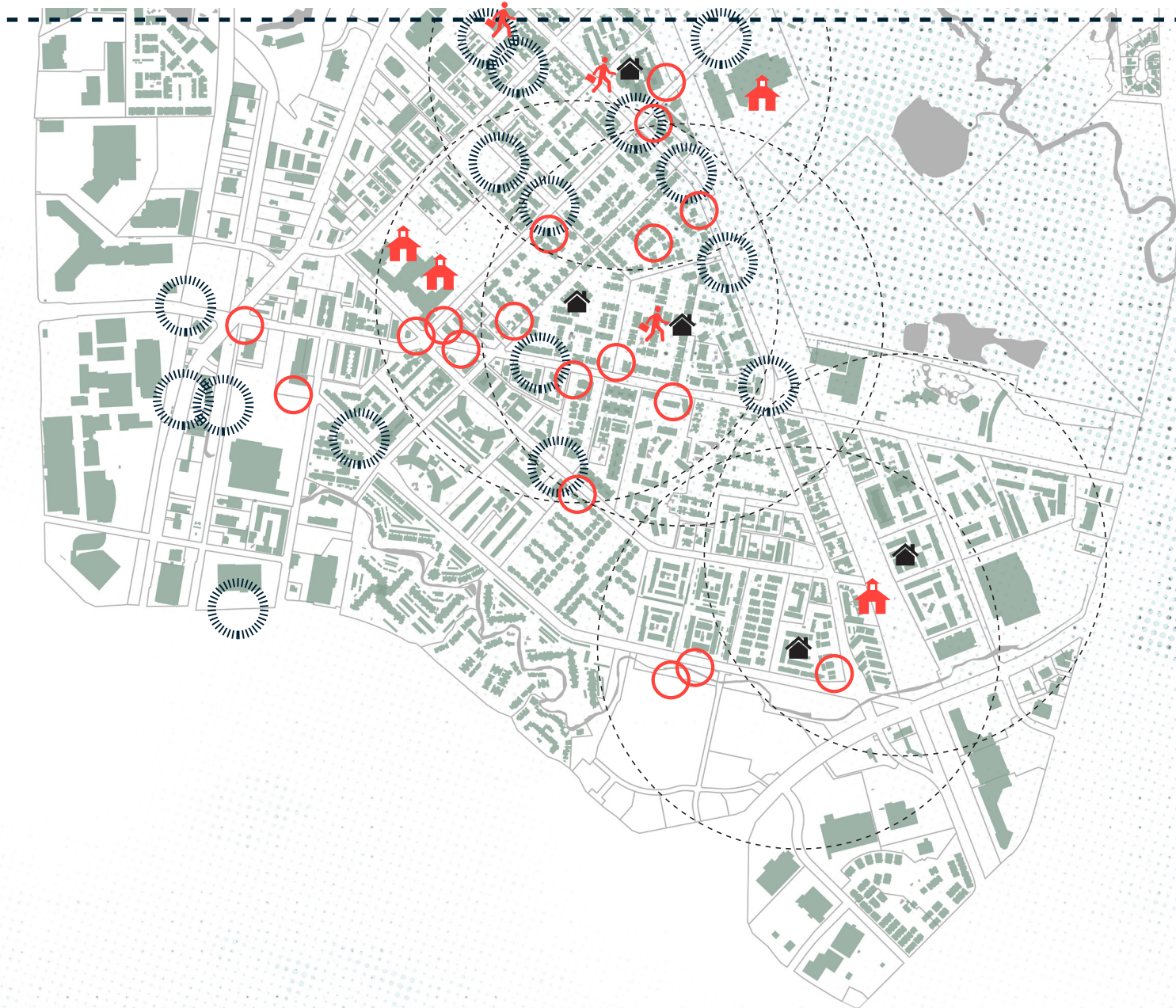


Figure 4.2: Vickery Meadow Survey Map Continued

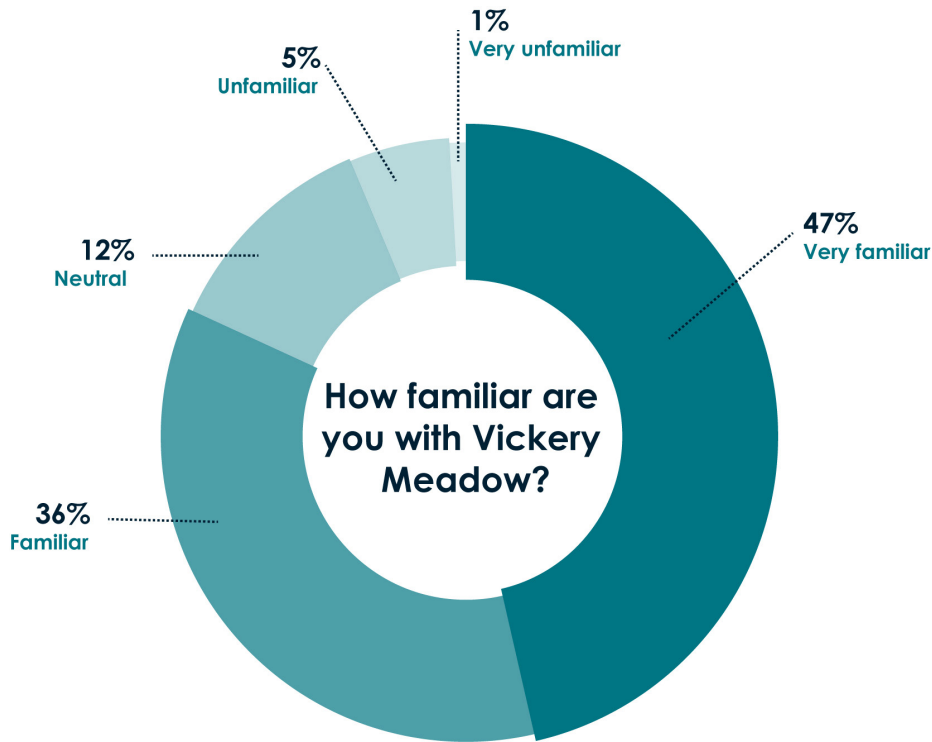


Figure 4.3: Vickery Meadow Familiarity

Dallas has historically existed as an auto-centric city and the survey results show that Vickery Meadow experiences automotive dependency as well. The majority of survey respondents, who live both inside and outside of the community, are using a vehicle to access their places of employment and the schools they or their children attend in Vickery Meadow. However, a number of participants living inside of Vickery Meadow (N=32, 13.06%) and living outside of Vickery Meadow (N=2, 0.82%) are walking to access their employment and schools, as shown in Figure 4.4. In addition, subsequent survey question responses exhibit that they are less dependent on public transit and are using bicycles for transportation.

EXISTING CONDITIONS

Figures 4.5 through 4.16 display the existing conditions of Vickery Meadow through a series of categories. The composition of bars in each graphic category represent the spectrum of response for each statement posed. The bars are organized in descending order based on the combined response percentages for each statement under the existing conditions. It is important to note that certain categories almost always rate lower, while others tend to rate higher. Of these, growth, culture, diversity, services, family relationships, and education are rated overall positive. However, the condition of safety, parks and open spaces, community involvement, businesses, and congestion should be improved.

What is your typical mode of transportation for getting to work/school?



Figure 4.4: Vickers Meadow Transportation Modes

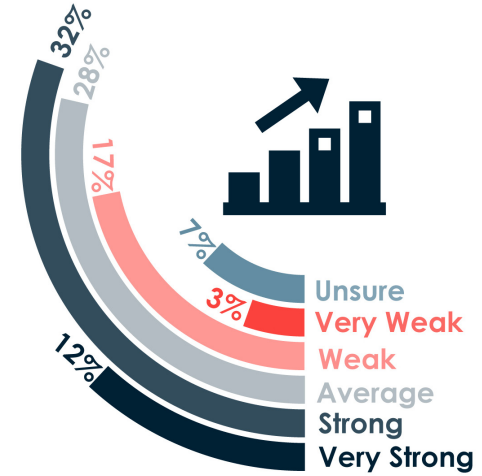


Figure 4.5: Growth

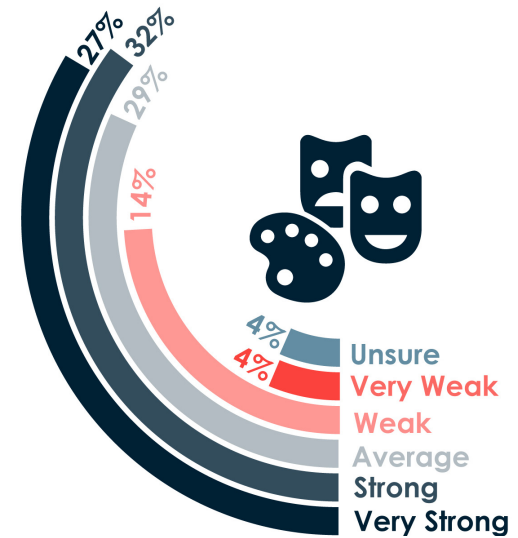


Figure 4.6: Culture

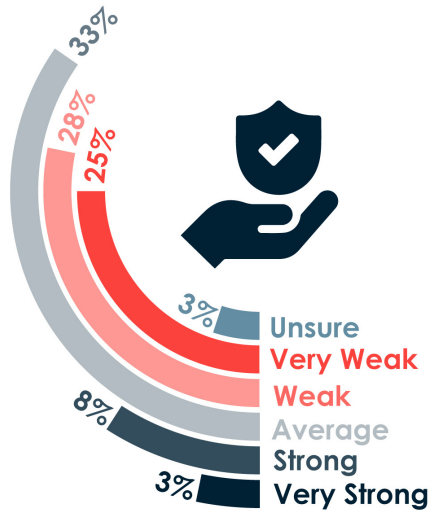


Figure 4.7: Safety

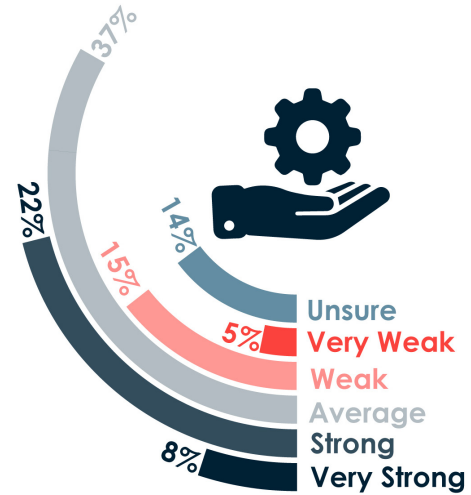


Figure 4.9: Service-Hub

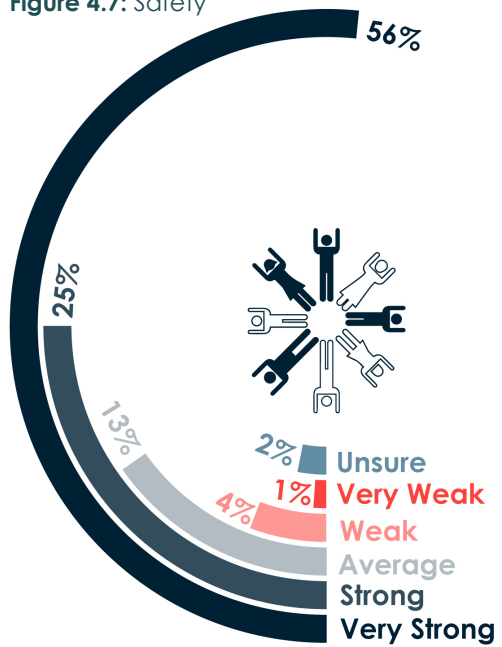


Figure 4.8: Diversity

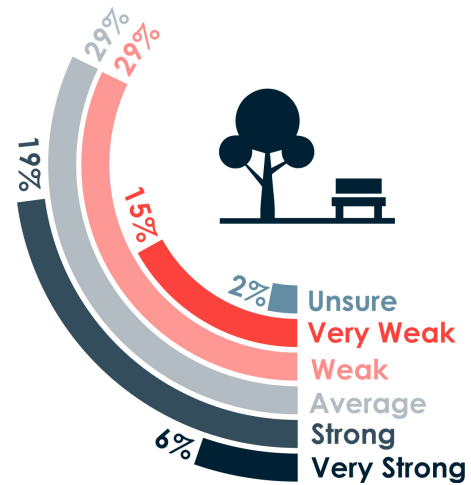


Figure 4.10: Parks and Open Space

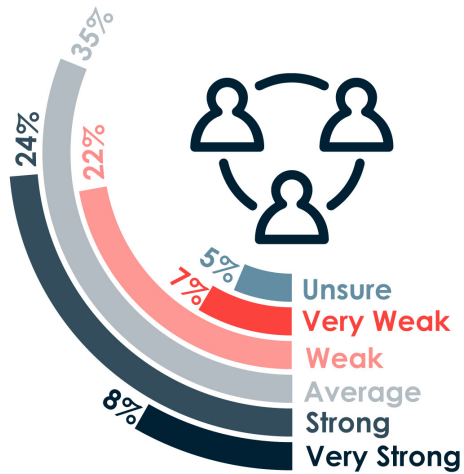


Figure 4.11: Community Orientation

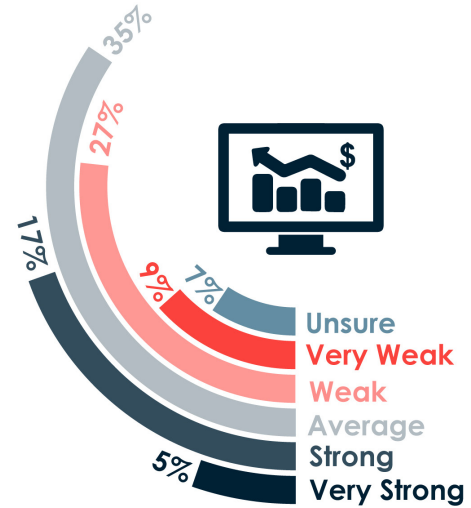


Figure 4.13: Business

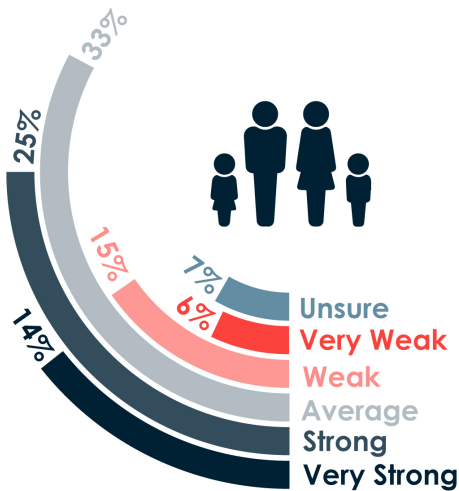


Figure 4.12: Family Orientation

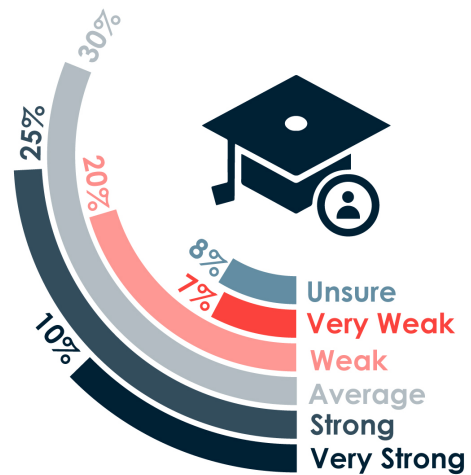


Figure 4.14: Education

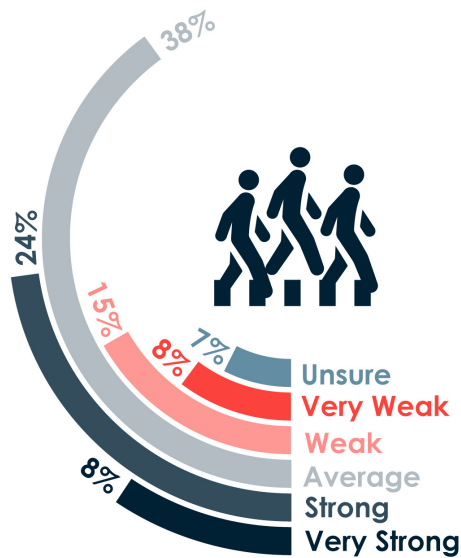


Figure 4.15: Pedestrian Congestion

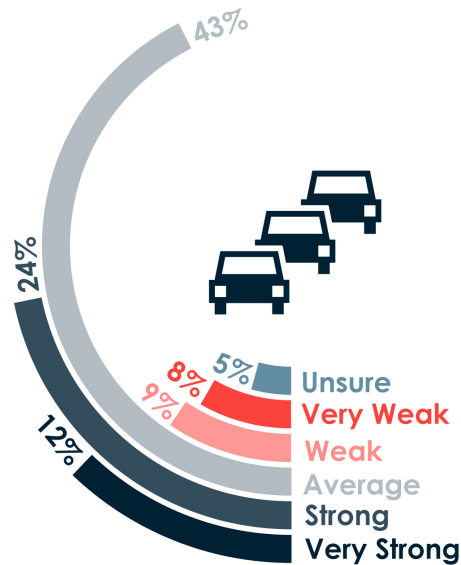


Figure 4.16: Vehicular Congestion

The existing condition categories previously examined were expanded upon in the survey and further categorized by individual components for the identification of short and long term priorities. Infrastructure was the first category to be examined, asking participants to respond to the quality of crosswalks, roads, sidewalks, and public transit to gauge the criticality of improvements. The majority of Vickery Meadow residents believe that public transit (35.29%, N=78) is in good condition but still needs some improvement. However, the results show that Vickery Meadow residents do not feel that sidewalks, roads, and crosswalks are in good condition and that they are in need of improvement immediately, as shown in Figure 4.17. The criticality of these improvements is echoed often in the open ended responses for questions later in the survey.

Figure 4.18 displays the agreement regarding amenities in Vickery Meadow. Overall, survey respondents have a negative outlook on the amenities available to them in Vickery Meadow. Of these, Arts and Culture and Parks and Open Space are in bad condition or do not currently meet expectations and need to be improved immediately or eventually.

The majority of survey participants are dissatisfied with the density of buildings in Vickery Meadow. They also strongly indicated that the proposed new library (23.18%, N=51) will bring great improvement to Vickery Meadow, also echoed in later question responses. However, survey respondents disagree regarding the affordable housing availability in Vickery Meadow. They believe that affordable housing should be improved immediately, as shown in Figure 4.19.

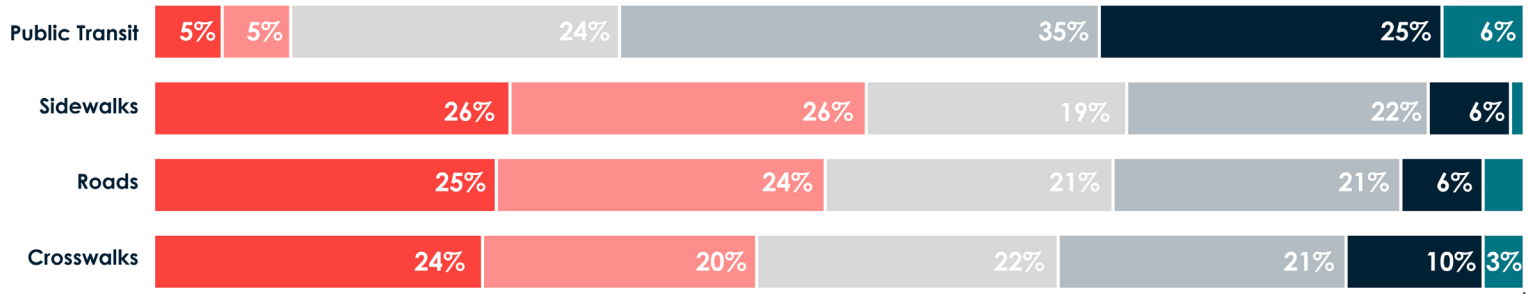


Figure 4.17: Infrastructure

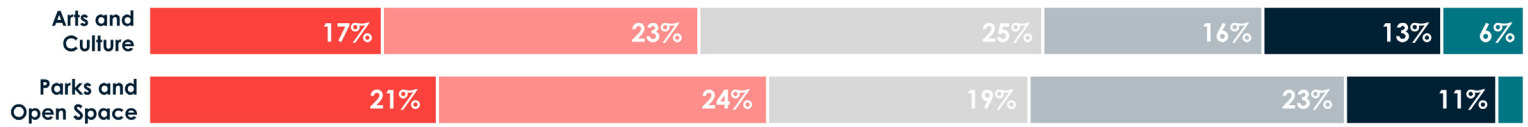


Figure 4.18: Amenities

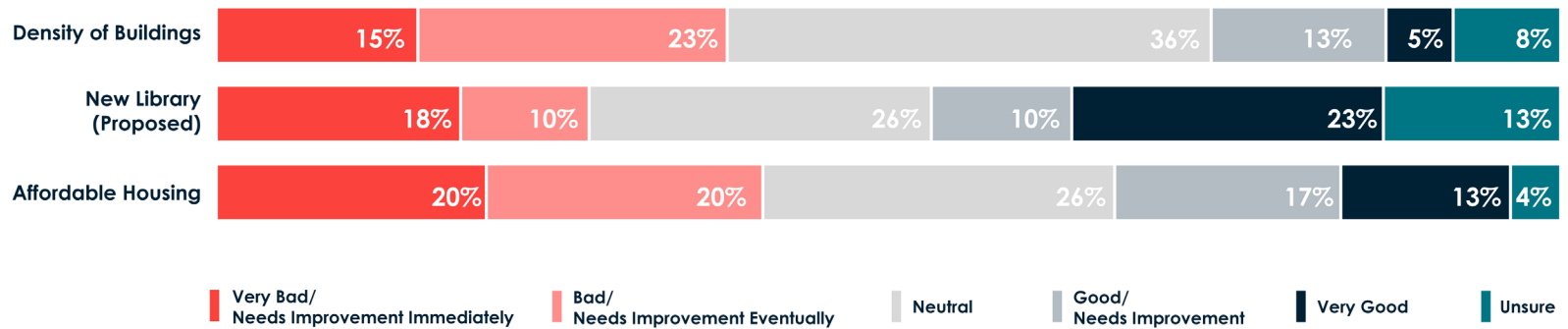


Figure 4.19: Structures

Figure 4.20 exemplifies that overall, survey respondents had a collective positive response regarding health care access and restaurants and grocery stores in Vickery Meadow, while Entertainment, Childcare, and Crime Prevention/Safety are in need of improvement immediately or eventually. The results show that around 28% of survey respondents are unsure about childcare services within Vickery Meadow, which could indicate a lack of resources in this category or a lack of resource coordination and promotion relative to the providers and users of this service.

Overall, the majority of survey respondents have moderate or negative opinions regarding the employment and investment opportunities in Vickery Meadow. For example, almost 31% of survey respondents indicated moderate opinions about the investment opportunities and education and training, as shown in Figure 4.21. According to survey results, residents want to see improvement in the Employment and Investment opportunities in the Vickery Meadow. A large quantity of respondents, however, fell into the neutral category of response which could indicate a lack of knowledge regarding this subject matter based on the survey participant sample.

A majority of respondents believe that Community Pride, Identity, and Marketing and Branding of Vickery Meadow should be immediately and eventually improved, as shown in Figure 4.22. Numerous open ended responses revealed an overwhelmingly extensive negative perception of the neighborhood by residents and visitors. Responses aligned with the need for a branding strategy for the community that would ultimately create a greater sense of community pride and identity for residents and visitors.



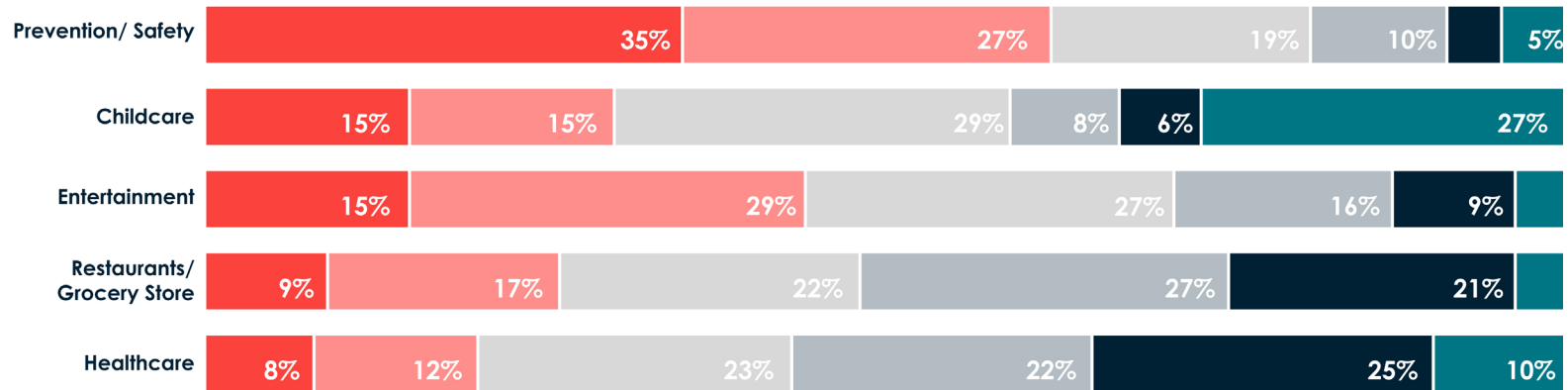
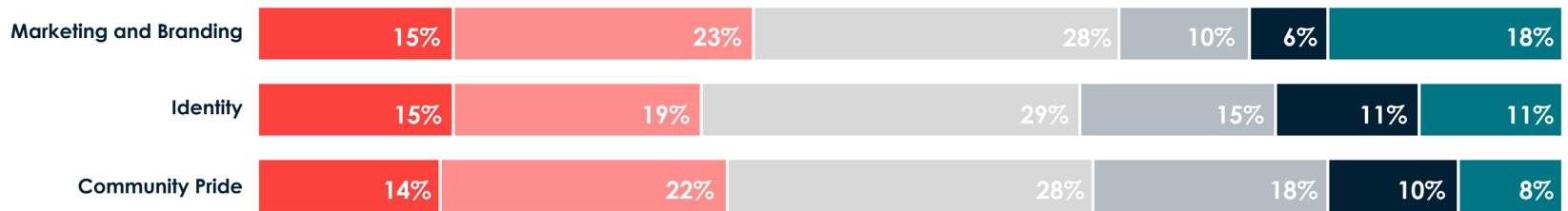


Figure 4.20: Services



Figure 4.21: Employment and Investment



■ Very Bad/ Needs Improvement Immediately
 ■ Bad/ Needs Improvement Eventually
 ■ Neutral
 ■ Good/ Needs Improvement
 ■ Very Good
 ■ Unsure

Figure 4.22: Community

Figures 4.23 through 4.27 exhibit verbatim responses to the open ended questions on the survey regarding short term goals, long term goals, strengths, weaknesses, opportunities, threats, likes and dislikes, neighborhood image, and cultural festivities. These responses were written by survey participants and are presented in verbatim form, including any typographical, grammatical, or other mistakes. The responses were analyzed by SurveyMonkey.com based on the frequency of occurrences in the comment box. SurveyMonkey.com generated a cloud map for each question that exhibits the most frequently used words; the largest font size illustrates the highest number of occurrences. The full list of responses for each open ended question can be found in the Appendix.

Figure 4.23 exhibits verbatim responses on the survey regarding short and long term goals for Vickery Meadow. Survey respondents answered with what they believed should be prioritized in Vickery Meadow within a time frame of 1 to 3 years for **short term goals**. A total of 178 survey respondents participated in the open ended comment box. Survey respondents most often addressed issues regarding the condition of housing, safety, and maintenance of existing infrastructure (crosswalks, sidewalks, roads, etc.). Other frequent mentions included safety and crime prevention, additional police security and presence, the new library, recreational area improvements, improved affordable housing and better housing options for mixed income groups, improved ownership/operational standards for apartment housing, rezoning for higher density and mixed use development, walkability improvement and connections to local established destinations, trail completion, code enforcement and compliance, refugee

advocacy regarding affordable housing, jobs, and safety, advertisement and promotion of local cultural festivals, family and youth engagement, gentrification prevention, job creation, and Five Points improvement.

Survey respondents answered with what they believed should be prioritized in Vickery Meadow within a time frame of 3 to 5 years for **long term goals**. A total of 161 survey respondents participated in the open ended comment box. Survey respondents most often addressed issues regarding infrastructure (crosswalks, sidewalks, roads, etc.), safety, gentrification, and the cost and quality of housing. Other frequent mentions included new development, local business growth and investment to couple with job creation, better educational facilities and programs, the new library, safety and crime prevention, emphasis on cultural diversity as a re-branding strategy, rezoning for higher density and mixed use development, recreational area improvements, overall community beautification, and refugee advocacy regarding affordable housing, jobs, and safety.

SWOT ANALYSIS

A SWOT Analysis was presented to participants in the form of open ended questions regarding their perceived strengths, weaknesses, opportunities, and threats for Vickery Meadow. Figure 4.24 exhibits verbatim responses on the survey regarding these responses.



Q11 What are some short term goals (1-3 years) you believe should be prioritized in Vickery Meadow?

Answered: 180 Skipped: 70



Q12 What are some long term goals (3-5 years) you believe should be prioritized in Vickery Meadow?

Answered: 164 Skipped: 86



Figure 4.23: Short Term/Long Term Goal Word Clouds

Q13 STRENGTHS | Of the areas you rated above, where is Vickery Meadow the STRONGEST overall? (Please choose one option).

Answered: 161 Skipped: 89



Q14 WEAKNESSES | Of the areas you rated above, where is Vickery Meadow the WEAKEST overall? (Please choose one option).

Answered: 160 Skipped: 90



Figure 4.24: SWOT Analysis Word Clouds

Q15 OPPORTUNITIES | What external changes, such as industry and infrastructural improvements, will bring POSITIVE change to Vickery Meadow?

Answered: 151 Skipped: 99

Vickery Meadow Tear Properties Income Roads
Playgrounds Streets Pedestrian Friendly Housing
Five Points Improvements Entertainment
Park Old Sams Library Police
Community Sam's Building Businesses
Neutral Apartment Answers Jobs Taking
Neighborhood Stores

Q16 THREATS | What external changes, such as new city legislation and nearby highway construction, will bring NEGATIVE change to Vickery Meadow?

Answered: 126 Skipped: 124

Neutral Road Streets Enforcement Highway Trash
Apartments Security Property Walk
Traffic Allow Neighborhood Unsure
Housing Bring Negative
Gentrification Apts Construction Jobs
Refugees Complexes Vickery Meadow Little
Immigrants Zoning Threat

+ STRENGTHS

Survey respondents answered with what they believed were the strengths of Vickery Meadow overall. A total of 159 survey respondents participated in the open ended comment box. Survey respondents most often claimed community pride, cultural diversity, location, education, family orientation, and public transportation as current community strengths.

+ WEAKNESSES

Survey respondents answered with what they believed were the weaknesses of Vickery Meadow overall. A total of 158 survey respondents participated in the open ended comment box. Survey respondents most often claimed crime, safety, unemployment, poverty, police response time, pest control, safe and specified routes to schools, childcare, dilapidated condition and operation of affordable housing, lack of entertainment, negative perception, language barriers, fragmented interests for plans and visioning, and existing infrastructure (crosswalks, sidewalks, roads, etc.) as current community weaknesses.

+ OPPORTUNITIES

Survey respondents answered with what external changes, such as industry and infrastructural improvements, they believed would bring positive change to Vickery Meadow. A total of 149 survey respondents participated in the open ended comment box. Survey respondents most often addressed an increase in and improvement of local business and investment opportunities

coupled with job creation, improvement of existing infrastructure (crosswalks, sidewalks, roads, etc.), improved condition and operation of affordable housing, additional and improved parks and open space, farmer's markets, addition of the new library, rezoning for higher density and mixed use development, early childhood education programs with English-based learning, increased police presence, addition of traffic speed control and walkability (speed bumps, complete streets, etc.), increased street lighting, addition of a community center, and additional retail and entertainment venues.

+ THREATS

Survey respondents answered with what external changes, such as new city legislation and adjacent highway construction, they believed would bring negative change to Vickery Meadow. A total of 124 survey respondents participated in the open ended comment box. Survey respondents most often addressed market-rate, high-end housing, gentrification, lack of business and economic development, a large stock of low-income housing, laws on immigration, increased traffic and associated issues with walkability and safety, refugee displacement, and the monoculture of service to one range of income, age, and demographic.

NEIGHBORHOOD PERCEPTION

Figure 4.25 exhibits verbatim responses on the survey regarding likes and dislikes of participants in Vickery Meadow. Survey respondents first answered with their likes regarding specific qualities of Vickery Meadow. A total of 159 survey respondents participated in the

Q17 What do you like BEST about Vickery Meadow? (Please provide specific examples where possible).

Answered: 161 Skipped: 89

English Classes Mix Neighbors Commercial
Vickery Meadow Streets School VMLC
Parks Green Space Affordable Population
Community Nice Location
Learn English Cultures Apartments
Shopping Neutral Love Childcare
Convenient Far Families Potential Health Clinics

Q18 What do you like LEAST about Vickery Meadow? (Please provide specific examples where possible).

Answered: 156 Skipped: 94

Safe Poverty Housing Gentrification Homeless School
Walk Improvements Roads Shady Brook
Stores Park Lane Apartments Traffic
Crime Insecurity Community
Property Owners Safety Fact Unsafe Government
Sidewalks Groups Poor Slumlords Neighborhood

Figure 4.25: Likes/Dislikes Word Clouds

open ended comment box. Survey respondents most often noted the location of Vickery Meadow, proximity to major highways and shopping centers, cultural diversity, community programs such as English classes, affordable cost of living, family orientation, educational system, open space opportunities, access to healthcare, and easy access to public transportation.

Survey respondents then answered with their dislikes regarding specific qualities of Vickery Meadow. A total of 154 survey respondents participated in the open ended comment box. Survey respondents most often noted issues regarding crime, safety, vandalism, drug prevalence, consistent homeless population, large stock of low-income housing, management and operation of low-income housing, overcrowded households, negative perception, lack of walkability, and condition of existing infrastructure (crosswalks, sidewalks, roads, etc.).

Figure 4.26 exhibits verbatim responses on the survey regarding the perceived image of Vickery Meadow. Survey respondents answered with what they believed would help to enhance the image of Vickery Meadow. A total of 136 survey respondents participated in the open ended comment box. Survey respondents most often mentioned the rehabilitation of the existing stock of affordable housing, landscaping and streetscape design throughout the entire community, general aesthetic improvements for buildings, business and economic growth, advertisement and promotion of cultural diversity through festivals, farmer's markets, and other events, infrastructural improvements (crosswalks, sidewalks, roads, etc.) for improved walkability and pedestrian safety, street lighting and other measures for increased safety, better management

and operational practices and standards for affordable housing, family-oriented activities, publicize improvements, and increase advocacy from City Council.

CULTURE

Figure 4.27 exhibits verbatim responses on the survey regarding important cultural festivities in Vickery Meadow. Survey respondents first answered with what they knew to be the important cultural festivities in Vickery Meadow. A total of 97 survey respondents participated in the open ended comment box. Survey respondents most often noted the Christmas Tree Lighting, Festival of Lights, Easter, St. Patrick's Day Parade, Cinco de Mayo, National Night Out, Naw-Rúz (Bahá'í/Persian New Year), Sam Tasby's International Day, Fresh Food Day, and EID as the important cultural festivities.

Survey respondents then answered with the cultural festivity they enjoyed most in Vickery Meadow. A total of 85 survey respondents participated in the open ended comment box. Survey respondents most often noted food-related festivities, the Christmas Tree Lighting, Festival of Lights, Easter, Cinco de Mayo, Burmese Water Festival, Refugee Day, Vickery Community Day, and EID as their most enjoyed festivities.



Q19 How can Vickery Meadow's image be enhanced?

Answered: 141 Skipped: 109



Figure 4.26: Image Enhancement Word Cloud

Q20 Please name important cultural festivities in your neighborhood.

Answered: 98 Skipped: 152



Q21 Which festivity do you enjoy the most and why?

Answered: 85 Skipped: 165

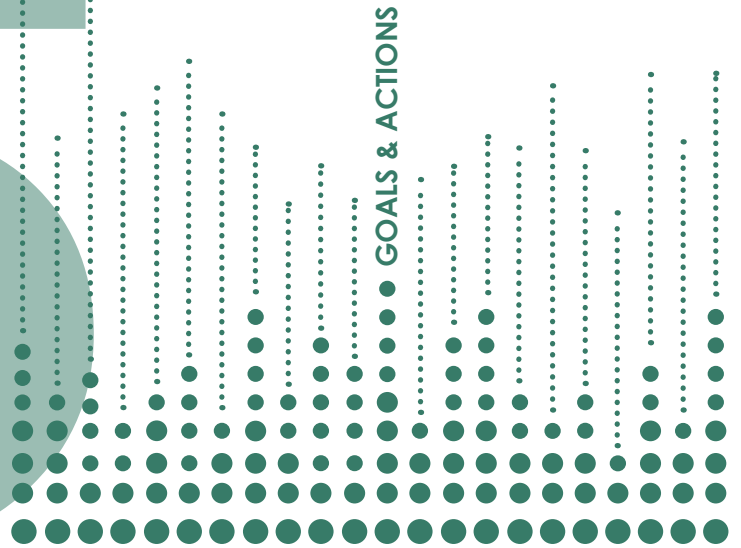


Figure 4.27: Cultural Festivity Word Clouds





5

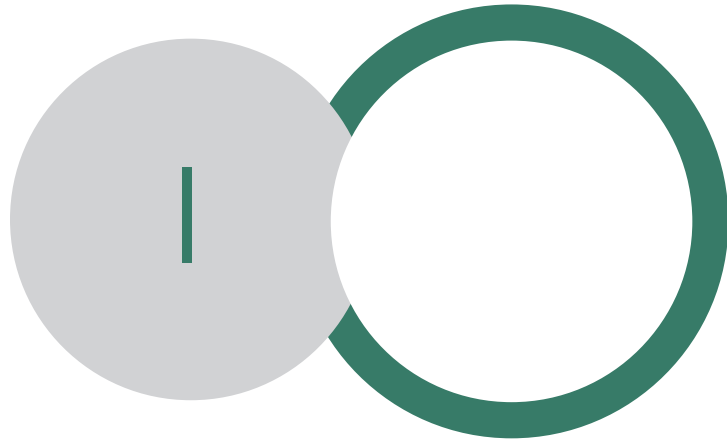


STRATEGIC
ACTION PLAN

STRATEGIC ACTION PLAN

GOALS & ACTIONS

INFRASTRUCTURE



Goal I.1 | Prioritize Complete Streets



Action I.1.a | City of Dallas Bond Priority

Action I.1.b | Prioritize projects to support development of balanced transportation networks

Action I.1.c | Review 2016 Dallas Complete Street Design Manual and work in partnership with the City of Dallas to develop and adopt complete streets within the community

The analysis of the existing situation used several characteristics to understand the infrastructure of Vickery Meadow. The critical features include sidewalks, crosswalks, streets, transportation, public spaces and other new developments. Based on the findings of the analysis of survey results, there are many infrastructural suggestions:

COMPLETE STREETS

In most cities across the United States, transportation systems have been designed primarily to facilitate the movement of motor vehicles above all other modes. However, the safety and convenience of all users within transportation systems should be accommodated and balanced for all types of transportation including walking, biking, public transit, freight, and vehicular so that even the vulnerable – children, elderly, and persons with disabilities – can travel safely in the entire public right-of-way (ROW). The need for making our streets more accessible and safe for all modes of transportation is significant, not only to reduce death and injury from collisions, but to address broader health, environmental and economic concerns.

Complete Streets are designed, built, and implemented to enable safe access for all users and therefore serve everyone. Complete streets (see Figure 5.1) can include the following components: (A Guide to Complete Streets, 2009)

- Wide sidewalks that are in good condition
- Bicycle lanes that meet design standards
- Frequent opportunities for pedestrians to cross the street at varying rates of speed
- Refuge medians on wider streets that provide pedestrians with a “safe haven” while crossing
- Bus shelters and crossings in close proximity to transit stops
- Dedicated transit lanes
- Raised and/or enhanced crosswalks
- Audible pedestrian signals for the blind
- Sidewalk bulb-outs to shorten crossing distances
- Pedestrian-scale street lighting
- Striped shoulders



Figure 5.1: Urban Complete Street Design
Source: NACTO

CROSSWALKS

Well-designed crossings are essential to creating a safe and usable pedestrian environment. Crosswalks and intersections may be enhanced by a number of features to make pedestrians visible to vehicles and create convenient pedestrian connections.

Crosswalk strategies provide guidelines for standard marked crosswalks, high-visibility crosswalks, mid-block crosswalks, pedestrian warning signs, advance, stop and yield lines, flashing lights and beacons, parking restrictions at crosswalks, special intersection paving, raised crosswalks and intersections, pedestrian signals, pedestrian ‘scrambles’, pedestrian ‘head-start’ signals, pedestrian actuated signals, pedestrian countdown signals, accessible pedestrian signals, right-turn-on-red prohibitions, removal of multiple turn lanes, removal of closed crosswalks, and curb ramps.

CASE STUDIES

CITY OF LAS VEGAS

The City of Las Vegas is working on a number of projects to improve bicycle and pedestrian facilities in the downtown area. One of their main projects regarding complete streets is the conversion of Main/Commerce Street (see Figure 5.2). Under the concept of complete streets, this one-way couplet will be narrowed to two one-way travel lanes with bike lanes, on-street parking, and wide

sidewalks. The resulting streetscape (see Figure 5.3) will upgrade the overall amenity of the area and meet the needs of pedestrians and bicyclists, while also achieving a modest increase in the carrying capacity of the roadway (City of Las Vegas Mobility Master Plan, 2016).

CITY OF CHICAGO

The Chicago Department of Transportation (CDOT) has worked to ensure that their streets are safe and designed for all users. 2013



Figure 5.2: Current Main/Commerce Street

Complete Streets Chicago is one of the results of their efforts on integrated and inclusive process. 2013 Complete Streets Chicago builds upon Chicago's 2006 Complete Streets Policy. They provide design guidelines based on typology. Typology classifies streets by roadway function and surrounding context, including right-of-way width, building type, and land use. It serves as a methodology to ensure that the design and use of street will complement the surrounding area, and vice versa. CDOT provides a full description of typology sets in four categories.



Figure 5.3: Proposed perspective after Complete Street Project

1. Building form and function: residential, mixed-use, commercial center, downtown, institutional or campus, industrial, parks
2. Roadway form and function: thoroughfare, connector, main street, neighborhood street, service way, pedestrian way (see Figure 5.4)
3. Intersections and crossings: signal, roundabout, all-way stop, stop, uncontrolled, mid-block crossing, driveway
4. Overlays: state route, county route, truck route, snow route, regional arterial, mobility priority street, pedestrian priority street, bicycle priority street, transit priority street, historic boulevard system, transit-oriented district, home zone

Based on the typology studies, CDOT provides design guidance for creating complete streets, including street tree design standards (see Figure 5.5).

Typology Code	PW	Characteristics	Lanes	NA
Typology Name	Pedestrian Way		Speed ^a	NA
Definition	<ul style="list-style-type: none"> » pedestrian passageway or walkway » not necessarily along a typical roadway » pedestrian access between buildings 		Blocks	NA
			ADT	NA
		Examples	Flow	NA
			<ul style="list-style-type: none"> » Millennium Park » Riverwalk » Chicago Pedway 	

^aSpeed refers to Target Speed, see Section 3.5.5.

Figure 5.4: Typology Description: Roadway Form and Function
Source: 2013 Complete Streets Chicago

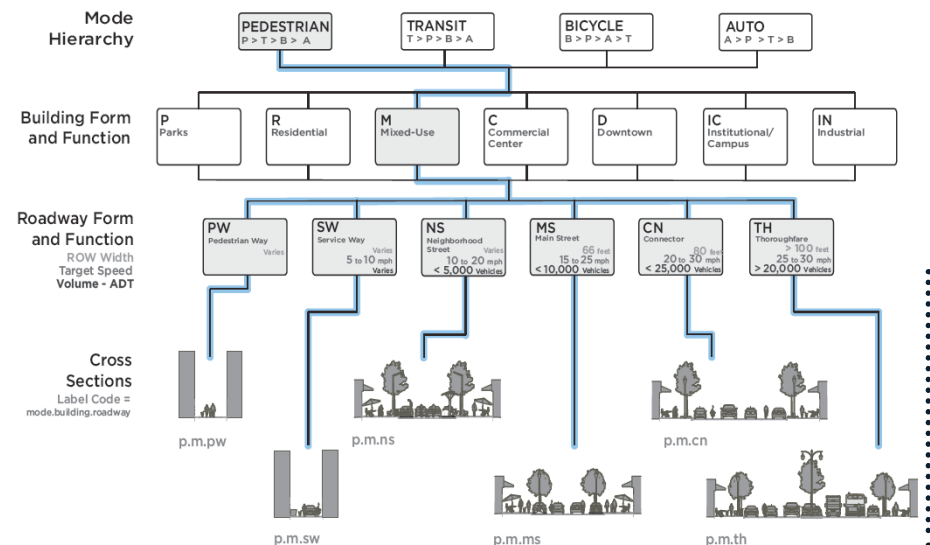


Figure 5.5: Complete Street Design Trees
Source: 2013 Complete Streets Chicago

improved infrastructure and streetscapes for safer accessibility and walkability, and improved and additional housing options, including affordable housing. Through targeted efforts, the Dallas Police Department and area stakeholders have been working to reduce the crime rate in recent years across the neighborhood. New and enhanced street lighting is an important strategy in these efforts (NCTCOG, 2015). In addition, a walkable district with efficient and safe pedestrian access between residential areas and important destinations, including the Park Lane and Walnut Hill DART stations and nearby amenities such as parks, schools, public facilities, retail centers, and commercial services is a critical priority to transform the area into a safer neighborhood (City of Dallas, 2017). The community has seen some of these improvements that have been made in the area but the following set of suggestions and cases illustrate how the area can improve upon safety and crime prevention.

CRIME PREVENTION: Environmental

- Limit non-visual points and add lighting to increase the perception that residents can be seen
- Keep properties well maintained to communicate the sense that space is being used
- Create visual cues and active spaces, such as “Children Playing” signs and bike trails, to indicate that space is being used and watched
- Placement of legitimate surveillance systems that increase the perceived risk to offenders

- Eliminate, re-purpose, or redevelop empty parking and vacant lots and design them to safely enhance the pedestrian experience
- Develop options and plans for places which have become a magnet for loitering by large groups of people

STREET LIGHTING

- Establish locations where lighting is critical and require lighting calculations
- Develop neighborhood street lighting plan to prescribe appearance and location of lighting fixtures, color of light, and light levels

Numerous cities in the U.S. have attempted to prevent crime by improving street lighting. According to a 2007 systematic review of lighting experiments in American cities (Farrington & Welsh, 2002), improvement of street lighting coincided with a drop in crime rates within Atlanta, Milwaukee, Kansas City, and Fort Worth. Improved street lighting was followed by a decrease in robberies and burglaries in Atlanta. Daytime crime decreased by 16.4% in the experimental area after the improved lighting, in comparison with an increase of 33.3% in the control area. Nighttime crime decreased considerably in both areas. In addition, improved street lighting was most clearly effective in reducing crimes in the Fort Worth evaluation. Crimes decreased by 21.5% in the experimental area and increased by 8.8% in the control area. In Milwaukee, crimes decreased by 5.6% in the experimental area.

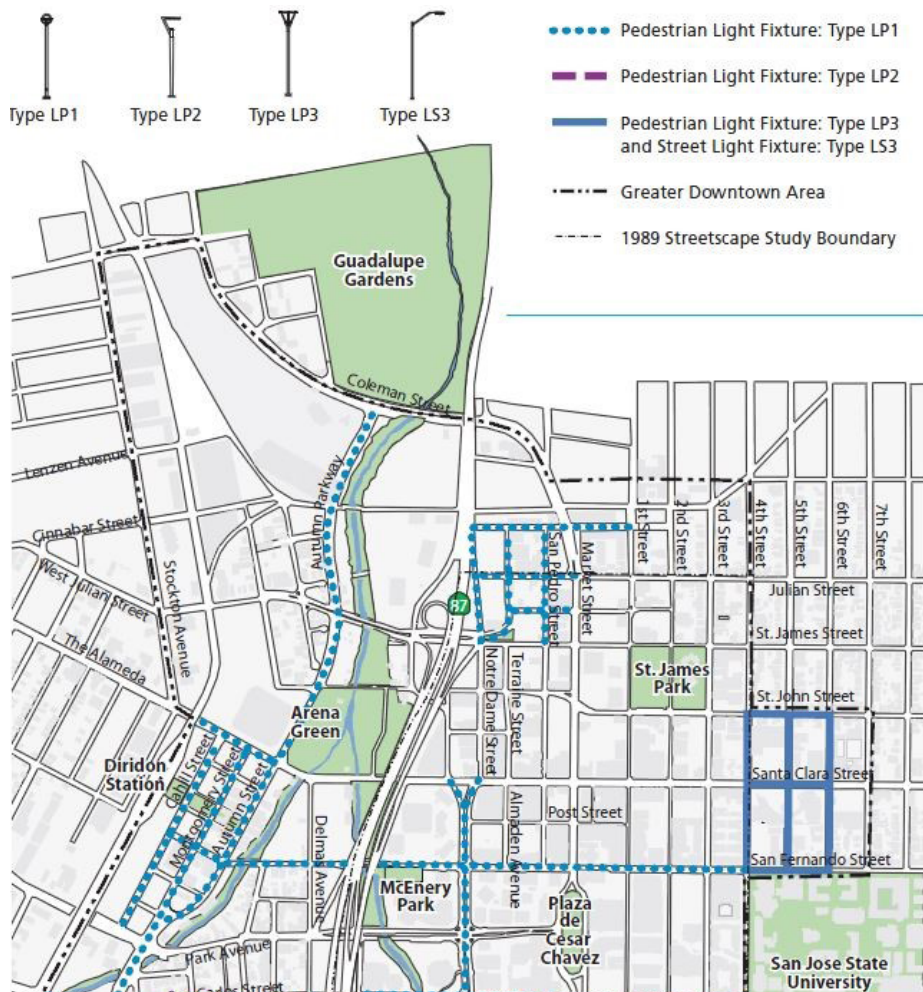


Figure 5.7: Recommended Street and Pedestrian Lighting Plan
Source: San Jose Downtown Streetscape Master Plan, 2003

Streetscape Master Plan Street and Pedestrian Category	Horizontal Light Level at Grade minimum average maintained	Intersections	Uniformity Ratio average/minimum	Light Source
STREETS				
Urban Structure	3.0 footcandles	4.5 footcandles	3:1	High Pressure Sodium
Downtown Pedestrian Network – High Pedestrian Volume	3.0 footcandles	4.5 footcandles	3:1	High Pressure Sodium
Downtown Pedestrian Network – Moderate Pedestrian Volume	1.8 footcandles	2.4 footcandles	4:1	High Pressure Sodium
Downtown Residential	1.2 footcandles	1.8 footcandles	6:1	High Pressure Sodium
PEDESTRIAN WAY				
Urban Structure	2.0 footcandles	—	4:1	Metal Halide
Downtown Pedestrian Network – High Pedestrian Volume including Paseos	2.0 footcandles	—	4:1	Metal Halide
Downtown Pedestrian Network – Moderate Pedestrian Volume	1.0 footcandle	—	4:1	High Pressure Sodium
Urban Parks	1.0 footcandles	—	4:1	Metal Halide
Downtown Residential	0.4 footcandles	—	6:1	High Pressure Sodium
Underpass	4.0 footcandles	—	4:1	High Pressure Sodium

Figure 5.8: Lighting Guidelines
Source: San Jose Downtown Streetscape Master Plan, 2003

Patrol, Business Crime Watch, Neighborhood Watch, National Night Out, and other popular programs can help to reduce crime by providing consistent presence. These programs also provide:

- Increased safety so that residents are more inclined to walk and bike rather than drive for short trips; this helps to encourage more sustainable, healthy lifestyles, and a reduction in infrastructure costs
- Collaborative community effort for increased safety that fosters neighborhood ownership and responsibility
- Improved sense of place and personal investment in the community
- Improved perception of neighborhood safety and security
- Opportunities for meeting and getting to know neighbors
- Safer and more productive local businesses



Figure 5.9: Neighborhood Pathway Concept
Source: *Re-Imaging Cleveland: Ideas into Action Resource Book, 2011*

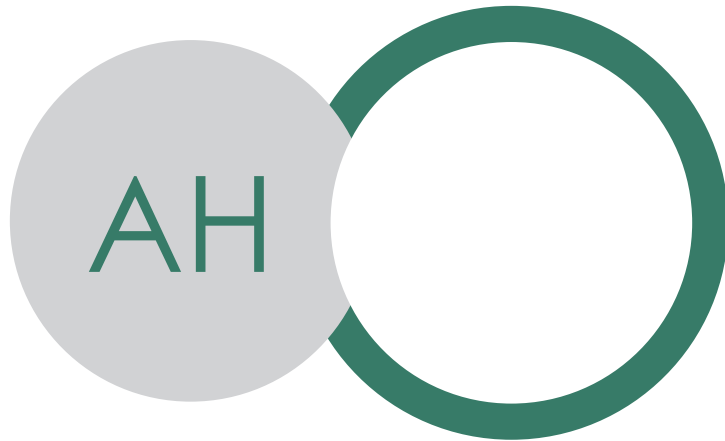


Figure 5.10: Community Garden
Source: *Re-Imaging Cleveland: Ideas into Action Resource Book, 2011*



Figure 5.11: Riverwest Gardeners Market, Milwaukee
Source: <https://riverwestmarket.wordpress.com/>

AFFORDABLE HOUSING



Goal AH.4 | Establish Educational Workshops for Residents with Language Barriers

Housing is a concern for everyone no matter the income or region, however, it is more essential for low income populations. It is critical to address comprehensive community needs in order to establish a secure trajectory as the lack of availability and accessibility of affordable housing generates enormous threats for existing and newly arriving community members. The combination of the amendment of the federal Fair Housing Act, the refugee resettlement efforts, and the economic profile within the Vickery Meadow neighborhood ultimately necessitates this criticality.

BACKGROUND

According to the U.S. Department of Housing and Urban Development, affordable housing is defined as housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities. Some jurisdictions or regions may define affordable housing based on other, locally determined criteria, and state that this definition is intended solely as an approximate guideline or general rule of thumb.

The availability of affordable housing in the Dallas-Fort Worth metropolitan region is a major concern. According to National Low Income Housing Coalition research, Dallas-Fort Worth is the fourth among U.S. urban areas that provides the fewest amount



Goal AH.1 | Implement Affordable Housing and Redevelopment Master Plan



Action AH.1.a | Identify location efficiency



Action AH.1.b | Conduct feasibility study



Goal AH.2 | Provide Incentives for Developers



Action AH.2.a | Address City of Dallas policy



Action AH.2.b | Utilize and prioritize City of Dallas Bond resources



Goal AH.3 | Conduct Re-Zoning Exercise to Encourage Mixed Use Development

of low income housing units. For every 100 renters, there are only 19 low income housing units available in the region. This situation supersedes only Houston and Orlando (18 units per 100 renters) and Los Angeles and Las Vegas (16 and 12 units per 100 renters, respectively).

VICKERY MEADOW

Diverse communities with transient and fluctuating populations such as that of Vickery Meadow often have difficulty with the stabilization of properties in the private rental market. They experience difficulties with the essential components of affordable housing including finding and inspecting properties, the application process, problems with rental history, and unemployment.

With a variety of languages and cultures, these communities face issues with integration processes, lack of budgetary skills, lack of familiarity with tenancy arrangements and legal agreements, and many other factors which ultimately makes the task of meeting private rental costs extremely challenging. It is widely accepted that within Dallas, neighborhoods such as Vickery Meadow struggle to maintain rent assistance as a result of increasing housing prices. Currently, Vickery Meadow residents spend over half of their income on rent and transportation costs.

The aforementioned elements are discussed due to the number of individuals vulnerable to homelessness. Even though reports

of “primary homelessness” (i.e. people living on the streets, in deserted buildings, in railway carriages, under bridges, etc.) among refugee and humanitarian entrants are less common, reports of “secondary homelessness” (i.e. people moving between various forms of temporary shelter, such as homes of friends and relatives, refuges, boarding houses, and other forms of emergency accommodation) are far more common, particularly among young people. There is a lack of appropriate and culturally sensitive support, and in particular crisis accommodation, for refugee and humanitarian entrants who become homeless.

To accommodate the demand for housing in this rapidly growing region, particularly the northeast corridor, it is becoming increasingly crucial to allow for the construction of more housing, in taller and/or denser infill developments. Some of these patterns have catalyzed in the downtown and uptown areas along with northern suburb cities such as Plano and Frisco. In many places around the region, height and other zoning restrictions may be relaxed to expand housing supply, an incentive that can be connected to the provision of affordable housing.

Another strategy would be reducing the land costs of residential projects in Vickery Meadow. This method could be a valuable way to increase housing affordability for lower-income residents in high cost areas. Local jurisdictions are providing a wide scope of public land development options. In this regard, many potential locations such as vacant publicly held land, parking lots, obsolete public facilities, and parts of public spaces like community centers,

libraries, and fire and police stations in Vickery Meadow could be facilitated for affordable housing developments.

The requirement of mixed use developments near transit hubs would be another strategy for the promotion of affordable housing. Such developments near transit or other infrastructural components such as new amenities would create a synergy in Vickery Meadow that would provide a positive trend for the neighborhood. These developments support the availability of affordable housing, particularly families with low incomes.

Revising development review and process also helps as strategy. As ULI mentioned set of recommendations for how to make the development review process easier and more efficient to create below market rate housing. As essential suggestions related to process include cooperating in the review process, generating well defined public engagement process, and generating incentives associated with affordable housing.

CASE STUDIES

The goal of affordable housing is to provide decent, safe, and reasonable housing that facilitates community integration. This section features a series of case studies and project narrations whose organizers have developed innovative strategies and creative approaches to meet a variety of challenges in affordable housing, particularly with transient and refugee populations. The projects featured include a transitional housing program and a

housing specialist position nationwide, supportive housing network from California, a mutually-beneficial partnership with housing management in Texas, housekeeping workshops in Arizona, a partnership for resident services in Utah, a housing-based community garden in Colorado, and a self-help housing program in North Carolina. While not “case studies” in a strict academic sense of the term, these project narratives are included to inform readers of the “story” showing how multiple promising practices — highlighted as “key points” at the beginning and the end of each case study — have been practically adopted and adapted to improve affordable housing in different situations. Many of the contributors also generously shared some of the challenges they faced in the process of their work. When available, these challenges were also included.

TRANSITION HOUSE - SANTA CLARA COUNTY, CA

Because of the tremendous increasing cost of housing in the Silicon Valley, the uncertain timing of refugee arrivals, and the desirability of having new arrivals live in a supportive environment while they adapt to their new home, Charities in San Jose, California developed a transitional housing program for its free case arrivals. To accommodate single arrivals and small families arriving as free cases, many charities rent three large ranch style houses, two with four bedrooms, one with six bedrooms. Refugees, who share rooms, contribute \$150 a month out of their assistance funds toward rent. While this contribution does not cover the full cost of renting the properties, it covers some costs and accustoms new



arrivals to the American standard of paying rent at the beginning of the month. In addition, each adult contributes \$10 per month for miscellaneous shared house expenses.

LESSONS LEARNED

- Using **supportive housing programs to create an extended opportunity for learning** is a successful model. In some cases, a well-planned, quality transitional housing program can encourage resettlement by helping refugees to adjust and orient to their new homes in a safe, supportive environment in the neighborhood.
- **Training well-prepared renters through demonstration and repetition** is critical. There is a constant migration through Vickery Meadow from varying cultures and an orientation to a new environment requires demonstration and repetition, especially for new arrivals with low literacy levels.
- **Having staff on site to watch for “unseen” problems.** There are many safety concerns in Vickery Meadow and having live-in house managers and volunteers provides additional support for any problems that may develop outside of the controlled space of resettlement offices.
- **Encourage community building over ethnic lines through shared space and interests.** Vickery Meadow is incredibly diverse as perspectives and experiences vary greatly from person to person. Sharing space, stories, celebrations, and concerns are helpful first steps.

PARTNERSHIP WITH MANAGEMENT COMPANIES - SAN ANTONIO, TX

Established in 1941 as the Catholic Welfare Board, San Antonio has historically resettled around 100 refugees a year for the past 20 years. In 2001, San Antonio was faced with the challenge of creating new housing options for arriving refugees and many of the properties that housed refugees were not up to standard. In order to accomplish this housing development goal, Catholic Charities' reception and placement coordinator headed out into the community to seek better facilities. The coordinator provided presentations to management companies and apartment associations, which generated interest among a number of apartment managers. The apartment managers waived application fees for new arrivals, provided furnishings for new apartments, and even volunteered in their free time. Refugees receive affordable housing as well as grace periods consistent with their adjustment needs and job training as a means to achieve self-sufficiency. The property management agency gains a regular influx of tenants and valuable employees. The owners of the property continue to meet the goals of their mission, and Catholic Charities of San Antonio is able to better serve a multitude of the new arrivals as well as meet their resettlement goals.

LESSONS LEARNED

- **Diversify contacts.** To keep from being bound to substandard or full housing providers, it's important to

- keep a broad contact list of housing providers.
- **Hit the streets.** An organized expedition into the community will help to determine if Vickery Meadow meets refugees' transportation, safety, housing and employment needs, and such tours can often reveal new housing opportunities.
- **Seeking for non-profit housing providers.** Non-profit housing organizations often provide on-site services and build and operate housing targeted to lower income households. They are also interested in residents with case management support. This can lead to savings for agencies and refugees and a deeper sense of community in these complexes. The City of Dallas has many non-profit organizations to get assistance for affordable housing.

HOUSEKEEPING WORKSHOPS - PHOENIX, AZ

As the housekeeping orientation fell within the stated goals of its federal grant, International Rescue Committee (IRC)-Phoenix utilized existing resettlement staff to conduct the workshops. The cost of the cleaning supplies given to each family, totaling less than \$10 per household, was covered by refugee program monies. The organization hopes to be able to give vacuum cleaners to each family at the end of the classes. The vacuum cleaners would be funded by a combination of emergency funds and a discount from a local retailer. Currently, IRC reports, all new arrivals in Phoenix live in houses with carpets, but none own a vacuum.

IRC reports that the new arrivals have been very responsive and appreciative of the workshops. During follow-up visits to some of the homes, IRC staff has documented refugees using their new cleaning products, repeating techniques taught in the class and even purchasing replacement products independently. The elders of the community have shared their gratitude and have expressed a desire to have more classes every Sunday. Many of the women are also interested in taking a "field trip" to an American home. Future plans for workshops include basic financial literacy and budgeting exercises. The apartment complex management was so appreciative of the IRC's workshops that they voluntarily provided refreshments for the classes.

LESSONS LEARNED

- **Creating workshops and services inclusive, when possible.** People learn best when they feel safe. It is important, especially when teaching housekeeping, to make workshops as inclusive as possible in Vickery Meadow. Not only will different residents within a household have different roles in keeping a house clean and safe, but different households also have varying levels of knowledge.
- **Offering starter housekeeping kits for new renters.** American grocery stores are notoriously large, and it's easy to lose track of the thousands of products. Providing housekeeping starter kits ensures that residents have a visual reference for buying replacements, and they run less risk of buying inappropriate or dangerous

chemicals to clean their new homes. The grocery stores in Vickery Meadow may develop similar ideas for this purpose.

- **Training families with safe, low-cost “green” cleaning alternatives.** In addition to being expensive, many commercial cleaners are unsafe to have around young children. As part of a housekeeping workshop, introduce some “methods” such as low impact development (LID) or best management practices (BMPs) for green cleansers.

PARTNERSHIP WITH RESIDENT SERVICES - SALT LAKE CITY, UT

Hartland Apartments, a 300-unit property housing 800 residents, is an island of diversity in Salt Lake City. United States citizens, refugees from Somalia, Sudan, Liberia, Iraq and a number of other countries, and immigrants from Latin America call Hartland Apartments home. Approximately 75% of residents at the complex have little or no literacy in English. Roughly 90% of the residents have incomes situating them below the poverty line. University Neighborhood Partners (UNP), part of the University of Utah, was created with the goal of helping to diversify the student population by working to eliminate the unmet needs acting as barriers to higher education.

The Hartland Center's programming is driven by a board composed of resident representatives who meet weekly to discuss the needs and strengths of the community. Community-minded

residents apply for the six month positions, which can be renewed once. In exchange for their attendance and their commitment to be liaisons between the Hartland Center and the larger resident community, representatives receive a small stipend. Although the stipend is not a large amount, it makes residents understand that their role is both important and appreciated. Current programs addressing resident identified needs at Hartland Apartments include ESL classes, financial fitness and homebuyer education, youth leadership, occupational life skills, legal education, early childhood education, and classes on health issues. Each of the programs feature at least one community partner, a pre-existing service organization, and support from the University of Utah.

LESSONS LEARNED

- **Create a resident steering committee to determine what services should be provided.** Resident steering committees help to determine, with the discretion of service providers, what services are most critical.
- **Offering cultural orientation for volunteers and management.** Engagement learning and accepting everyone on their own terms as human beings is critical. However, a few key training components with regard to communication with and without an interpreter can help ease interactions and provide more opportunities.
- **Approach housing holistically.** A multifaceted approach to addressing resettlement more efficiently meets the

primary needs of refugees, freeing up time and resources for other programs. An example of this approach involves determining the overlaps between service provision, community integration, community gardens or community centers, and housing in Vickery Meadow.

AFFORDABLE HOUSING STRATEGIES & INCENTIVES

Housing prices began to rise nationally in the mid-1990s and continued to do so in both rental and sales markets in many communities across the United States. While concerns exist regarding the potential burst of the housing bubble which will lead to a decrease in home values, low and moderate income residents currently face increasingly limited affordable housing options as disinvested neighborhoods experience renewed attention.

Developers for affordable rental or sale units face a number of challenges. First, there must be available space or land in gentrifying areas. Neighborhoods seemingly without space need to use creative tactics to free up land for development, such as altering zoning regulations or converting vacant properties into viable unit space. Another challenge is that these strategies often neglect very low income households. Homeownership is not feasible for many low-income households due to financial insecurity or poor credit ratings. Rarely do new housing developments include homeownership services such as down payment and closing cost assistance or assistance with monthly mortgage payments.

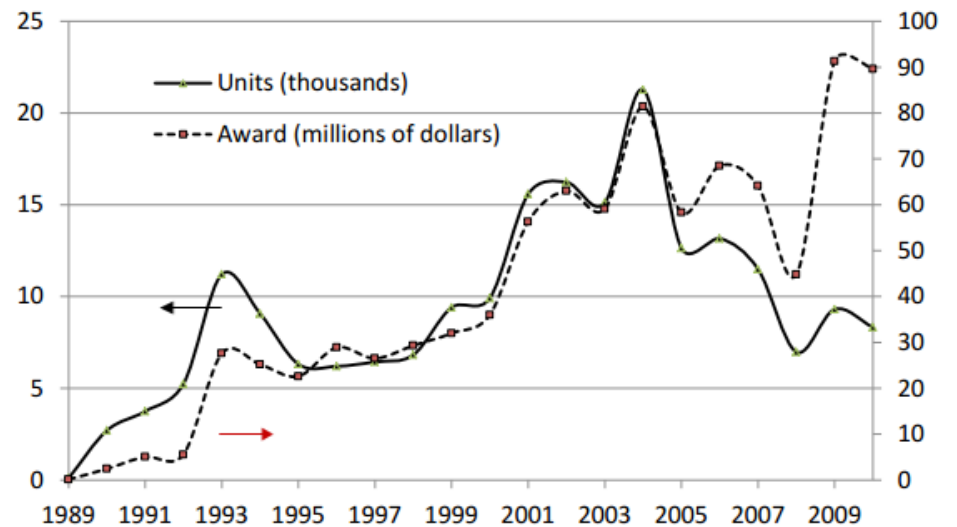


Figure 5.12: LIHTC Units in Texas Over 20 Years

Source: Texas Department of Housing and Community Affairs LIHTC Database

Developing a combination of units for rent and homeownership seems to be the most reliable way of addressing the needs of low and moderate income households.

HOUSING TRUST FUNDS

Housing trust funds are a public-sector tool used to funnel financial resources to housing developers, nonprofit organizations, or local government departments to develop or rehabilitate affordable housing for low and moderate income individuals. A public agency is normally responsible for the collection and distribution



of the fund's resources. Typical sources are real estate transfer taxes, accumulated interest from real estate transactions, and penalties for late or delinquent payments of real estate excise taxes (Linker et al. 2001). Housing trust funds are inherently flexible: agencies can decide whether to use the money for grants or low-interest loans for for-profit or nonprofit organizations to construct or rehabilitate housing, to assist individual households with home purchases (such as closing costs), or to provide other housing services (Brooks 1999). The funds are also flexible in that they can meet the specific needs of different localities.

A challenge in implementing housing trust funds is that an elected body, such as a city council, must vote to establish the fund. The real estate industry may oppose such legislation based on real-estate revenue, fearing that the imposed fees would stymie development overall (Connerly 1993).

SAN LUIS OBISPO COUNTY

The San Luis Obispo County Housing Trust Fund (SLOCHTF) was incorporated in 2003, and initially consisted of loans from banks, religious organizations, and the SLO County Community Foundation. By the start of 2009, about \$200,000 of private grants had been added. Since 2009, the SLOCHTF received \$3.1 million in grants from HCD (State of California) and the CDFI Fund (U.S. Treasury). The CDFI was also critical to securing a \$1 million investment from Rabobank. At present, loan funds total nearly \$7 million, of which \$3.3 million is equity and the remainder are loans.

- Administered by a county-wide 501c3, with financial support from county and city governments. The HTF nonprofit is established as a CDFI.
- Historically provided one product - short-term loans with flexible terms.
- Now initiating forgivable loans and recoverable grants.

NEXT STEPS

The primary purpose of a housing trust fund is to provide states with funds to expand the supply of available, affordable rental housing for extremely low income households (ELI), or those that earn less than 30 percent of their area's median income. The program provided funding to states in 2016 for the first year, and it is expected to be allocated soon. Since this is a new and rare opportunity, housing advocates have a conferred interest in making sure the Trust Fund is as successful as possible in increasing housing for ELI households. As the Texas Department of Housing and Community Affairs (TDHCA) begins to hold round table discussions and draft an allocation plan for distributing Texas' share for this year (\$4.78 million), advocates have come together to propose recommendations to make the funding work for the people who need it most. Vickery Meadow can get a share from this funding by applying with a proposal.

- Commitment of Development Funding by Unit of General Local Government
- Community Support from State Representative or Senator
- Declared Disaster Area
- Community Revitalization Plan
- Financial Feasibility
- Cost of Development per Square Foot
- Pre-application Participation
- Leveraging of Private, State, and Federal Resources
- Extended Affordability or Historic Preservation
- Right of First Refusal
- Funding Request Amount

SPLIT-RATE TAXES

Split-rate taxes, also known as two-tiered property tax reform, differentiate property taxes into a lower tax rate for buildings and a higher tax rate for land. The objective is to encourage the improvement and renovation of buildings while creating a disincentive for land speculation and vacant buildings. Flat rate property taxes ultimately penalize building improvements when assessments raise the assessed value of the overall property.

This strategy does not directly subsidize new affordable housing for purchase or rent, but it does provide an incentive for speculators to release vacant property that could be used to build affordable housing. This is particularly important for cities such as Dallas and Washington, D.C. that have housing shortages and a high number of vacant and abandoned properties (Washington

Regional Network for Livable Communities 2003). Split-rate taxes also encourage property owners, including low to moderate income homeowners, to improve their property without the risk of an overall tax increase.

CONNECTICUT

Split-Rate Tax has been implemented in several U.S. cities - including Pittsburgh and Harrisburgh, PA; and parts of Hawaii (Cohen and Coughlin, 2005) - and internationally in Australia and New Zealand (Andelson, 2001). In addition, it has been proposed in other locations, including Philadelphia, PA; parts of Virginia; and very recently, in the state of Connecticut. The issue of horizontal and vertical equity for two cities in the state of Connecticut are the focus. Other previous studies of land value taxation equity (e.g., England and Zhao, 2005; and Bowman and Bell, 2008) have primarily focused on how tax payments would change for different quartiles of property values in an entire city. In other words, they determine that a land value tax would be regressive (or progressive) for the entire city based on ordering of property values by percentiles. In addition to examining vertical incidence of moving to a land value tax (LVT) in these Connecticut cities, the study was concerned with horizontal equity across different types of properties assuming an SRT were to be implemented only in various neighborhoods in the cities. This approach enables the determination of which types of properties would face higher (or lower) total tax bills with an SRT in one or more of those neighborhoods, while keeping total tax revenues unchanged from their current levels in each of these neighborhoods.

CASE STUDIES

RICHARDSON APARTMENTS - SAN FRANCISCO, CA

Richardson Apartments provide supportive housing for formerly homeless individuals living in San Francisco. This 120 unit building provides various on-site services to help residents overcome social, medical, and employment challenges as they transition to new phases of their lives. The project also contributes to the Market + Octavia Neighborhood Plan, which aims to create a dense transit-oriented district with retail corridors and pedestrian-friendly streets that seek to boost the local economy and revitalize a formerly diverse and thriving community.

Richardson Apartments leverage design as a tool to transform lives, build new communities, and respond to community context. Each unit provides safe and secure housing, designed specifically to promote mental and physical health, while shared spaces encourage social interaction and help to foster a supportive community among residents. At the urban scale, Richardson Apartments will increase local property values and reduce the total number of people experiencing homelessness in the city.



Figure 5.13: Richardson Apartments
Source: David Baker Architects

STRATEGIES

- **Water:** Stormwater cisterns with a combined 500 cubic feet capacity collect rainwater on site for irrigation.
- **Energy:** The Rose aimed to be net zero through energy-efficient design, including electrical generation that is either on site or purchased from a solar farm.
- **Health:** A fitness center, at least one bicycle parking stall per unit, and the Hope Community garden are provided on site.
- **Materials:** Energy-efficient, recycled, and healthy materials will be used.
- **Equity:** More than half of the units at the Rose are affordable, including seven units for residents who have experienced long-term homelessness and 15 Section 8 units where tenants pay 30 percent of income for rent.
- **Beauty:** Attention was paid to high-quality design of the building and interior finishes that do not differentiate between affordable and market-rate units.

the role of strategic plans in helping communities to navigate these shifts. Strategic plans need to concentrate on empowering communities and provide opportunities to achieve the resilient capital that helps them to be qualified for the job market. Such concentration on the roles of regional and local strategic plans stems from the emergence of an approach that has been widely debated, implemented, and practiced nationally.

Through an Innovation Hub approach, several factors work simultaneously on the development of an innovative ecosystem to house localized labors and businesses. The ultimate goal is to empower community workforce capacity through a multi-scalar and multi-disciplinary approach. At the local scale, the approach encourages entrepreneurship through workforce training activities and the management and leverage of community assets to generate a resilient economic model. These factors will not independently lead to the goal and need to be supported by several urban development elements that enhance the quality of place and foster an atmosphere categorized by entrepreneurial spirit.

At the larger scale, an innovation hub should be accessible and have good connectivity to anchors such as health centers, universities, airports, central business districts (CBDs), residential areas, etc.



Figure 5.15: Industry Sectors
Source: U.S. Bureau of Labor Statistics

VICKERY MEADOW INNOVATION HUB

To develop an action plan for the development of an innovation hub in Vickery Meadow, the necessary types of urban development must be identified.

DEVELOPMENT OF INNOVATION HUB

The base of innovation hubs and the involvement of urban space in producing innovation stems from the industrial district development from 1800s where the focus of economy was on manual work and was dependent on the labor size. Therefore, the labor size was the dominant generator of growth.

Through technological growth and its involvement in the economy, the necessity for labor size began being replaced by knowledgeable and educated human capital that could work with digitized machines. With this understanding, a majority of scholars, planners, and urban developers shifted the attention to innovative economies. It was determined that a neighborhood attracts knowledgeable workers and businesses in tandem with empowering the community by providing educational opportunities in the area.

Previous urban development models that align with the new economy identified that technology, tolerance, and talent together lead to the growth of neighborhoods through the lens of a creative economy. In a creative economy, neighborhoods

direct their investments toward creating attractive environments for the generators of growth, and should prioritize technology in their development strategies. Secondly, tolerance is a key driver. Tolerance in particular is indicative of the diversity in a neighborhood. Talent, which is the knowledgeable human capital, works in tandem with technology and tolerance.

An Innovation Hub is cultivated through asset management and leveraging so as to create a local, sustainable economy, driven by local skillsets. Innovation hubs take place via the presence of three categories of assets: (Katz & Wargner, 2014)

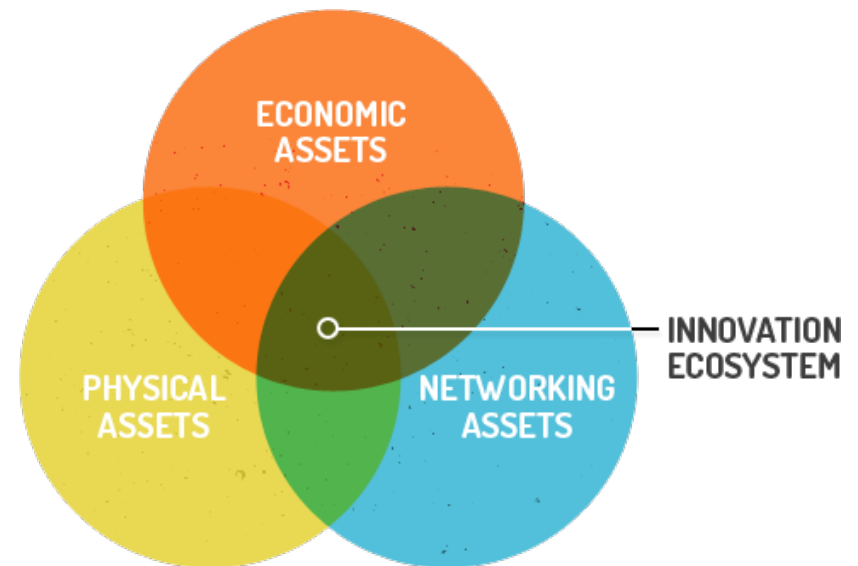


Figure 5.16: Innovation Hub Assets

Economic assets are the businesses, institutions, and organizations that drive, cultivate, or support an innovation-rich environment.

- Drivers of innovation:
 - Educational institutions
 - Workforce training center
- Cultivators of innovation:
 - Businesses
 - Start-ups
 - Research and development companies
 - Incubators
 - Accelerators
- Neighborhood amenities that serve the aforementioned categories:
 - Cafes
 - Restaurants
 - Grocery Stores
 - Bookstores
 - Retail

Physical assets are the public and privately-owned spaces—buildings, open spaces, streets, and other infrastructure—designed and organized to stimulate new and higher levels of connectivity, collaboration, and innovation. Physical assets can also be divided into three categories:

- Physical assets in the public realm:
 - Science/technology parks and/or open spaces hosting festivals to knit residents together and beyond
 - Plazas accommodating street arts/furniture/urban symbols such as sculptures or designating a street for being the museum of graffiti that can showcase cultural diversity
 - Public multi-use space that can accommodate a co-working environment
 - The equipment and infrastructure that enhance technology in public spaces such as high speed internet, digital displays/kiosks for wayfinding, and public transportation stations. Streets can also be transformed into living labs to flexibly test new innovation, such as in-street lighting, waste collection, traffic management solutions, and new digital technologies.
 - Equipped sidewalks and pedestrian and bike-friendly streets
 - Strengthened connectivity between the district, adjoining neighborhoods and the broader metropolis including infrastructure investments, such as broadband, transit, and street improvements.
 - Designed spaces that encourage networking
 - Public library

- Physical assets in the private realm:
 - Private co-working spaces
 - Private incubators or educational facilities
 - Galleries for performance art
 - Studios and exhibitions
 - Private compacted mixed use development on main streets that include micro-housing with smaller private apartments within larger public spaces, such as co-working areas, entertainment spaces, and common eating areas.
 - Campuses of advanced research institutions to remove fences, walls, and other barriers and replace them with connective elements
 - Hotels, business convention center, and/or any other business meeting and gathering venues
 - The denser the urban development, the more that walkable sidewalks and better public transportation services have the ability to attract more small innovative firms (Hamidi & Zandiatashbar, 2017).

Networking assets are the connection between primary factors including individuals, firm, and institutions in order to generate, sharpen, and accelerate the advancement of ideas. Once an innovation hub houses proper anchors, it should accommodate the events and plans that empower the networking between these factors.



Figure 5.21: Co-working Space
Source: Wild Detective Cafe, Dallas

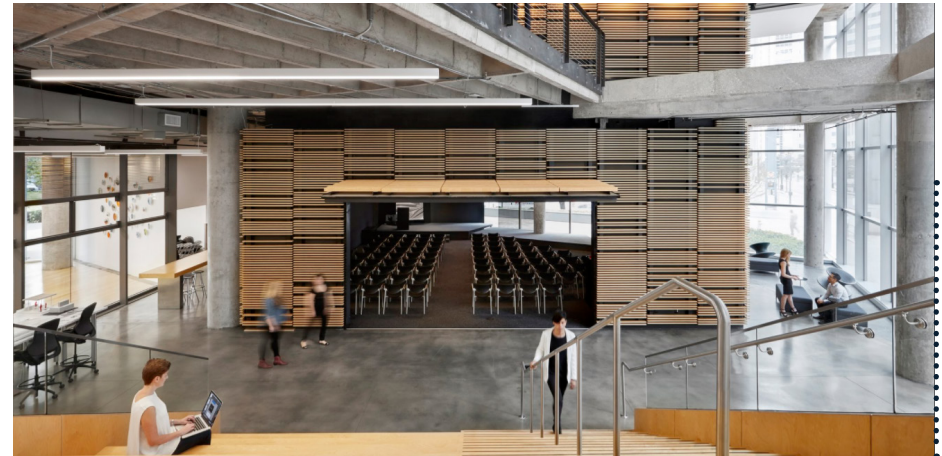


Figure 5.22: Multi-use Space
Source: HKS Architects, Dallas

strategy will help to revitalize the area through the development of new perceptions for Vickery Meadow by leveraging the existing potential and resources.

_Specific attention for the redevelopment of Five Points is one of the primary demands mentioned throughout the study process and in the survey comments.

_Five Points, juxtaposed with the Texas Health Presbyterian Hospital and the Central Expressway/U.S. 75 business corridor, would be a qualified location situated to generate and boost the economic ecosystem for the area. Five Points will serve business owners and the employee community due to their proximity.

_Five Points acts as an entry and destination location for residential development of south Vickery Meadow which is very accessible.

_Five Points already contains dining and retail establishments that upon receiving the attention will be able to better display the diversity of the area.

_Five Points is set to house another strong anchor institution for an innovation hub: a public library. Applying this approach is critical for leveraging the presence of such a resource. This public asset can also house workforce training and educational development.

FINANCIAL SUPPORT FOR AN INNOVATION HUB

There are several funding programs available for place making initiatives and implementation plans (Innovative Funding Programs for Placemaking, 2015). The following funders concentrate on projects for public spaces:

ARTPLACE AMERICA

Program: National Grants Program

Innovation: Bringing together funders to link arts and culture with community planning

- A ten-year collaboration among a number of foundations, federal agencies, and financial institutions
- Works to position arts and culture as a core sector of comprehensive community planning and development
- Aims to strengthen the social, physical, and economic fabric of communities
- In practice concentrates on having arts and culture represented alongside sectors like housing and transportation – with each sector recognized as part of any healthy community; as requiring planning and investment from its community; and as having a responsibility to contribute to its community's overall future.

THE J.W. MCCONNELL FAMILY FOUNDATION

Program: Cities for People

Innovation: Empowering nonprofits around Canada to explore

key themes around city-building

Cities for People is a new initiative of the J.W. McConnell Family Foundation, which has grown in part from a recognition that in cities here and around the world, there is a deep yearning for change. The core proposition is that cities can be made more resilient and livable through innovation networks. By linking local efforts across the country with those taking place in other parts of the world, they want to foster a culture of continuous social innovation and deeper collaboration.

KNIGHT FOUNDATION

Program: Knight Cities Challenge

Innovation: “Idea” grants at all levels: block, neighborhood, and city

The Knight Cities Challenge seeks new ideas from innovators who will take hold of the future of cities. Applicants simply must submit ideas for making the 26 Knight communities more vibrant places to live and work at the city, neighborhood and block levels, and all sizes in between. By simplifying the lengthy traditional funding process, Knight is making sure that everyone has an opportunity to share an idea for their city.

SOUTHWEST AIRLINES

Program: Heart of the Community

Innovation: Funding a movement through local projects

Supports and activates public spaces in the heart of cities
Aims to support placemaking – a movement that

reimagines public spaces as the heart of every community.

- A multi-year partnership with PPS
- Leverages the power of placemaking to strengthen connections between people and the places they share and to spark social, economic, and environmental benefits in communities.

LEVITT PAVILIONS

Program: Levitt AMP Music Series

Innovation: Building community with performing arts

- Reinvigorates public spaces through creative placemaking and creating opportunities for everyone to experience the performing arts
- Sponsors music venues to create gathering spots and bring people together

NATIONAL ASSOCIATION OF REALTORS

Program: Placemaking Micro-Grants

Innovation: Small grants through local REALTOR® associations.

- Helps with planning, organizing, implementing, and maintaining lighter, quicker, and more affordable placemaking activities in communities.
- Helps with building better public spaces, with their vested interest in making sure people can purchase homes in areas with a strong sense of place.

NATIONAL ENDOWMENT FOR THE ARTS

Program: Our Town

Innovation: Grants encouraging arts organizations to engage in a placemaking process

- Supports creative placemaking projects that help to transform communities into lively, beautiful, and resilient places with the arts at their core.
- Supports local efforts to enhance quality of life and opportunities for existing residents, increase creative activity, and create a distinct sense of place.
- Support for projects in arts engagement, cultural planning, and design projects along with projects that build knowledge about creative placemaking.

BRANDING & MARKETING



Goal BM.1 | Cultivate Neighborhood Identity



Action BM.1.a | Establish neighborhood branding and marketing committee



Action BM.1.b | Promote cultural festivals as destination festivals v. internal



Action BM.1.c | Establish and promote local markets

Branding is both commonplace and extraordinarily ambitious. It is a product development and marketing activity, which ascribes products with unique characteristics or reasonably unique bundles of characteristics. These are designed to define the product for its intended consumers, and to give the company a basis from which to develop further products. Companies themselves may also be significant brands, in which case their product range is assigned a part of that aura. Brands are not static: as with any aspect of dynamic business practice, they must be refreshed, maintained, tested, and reviewed. However, they are somewhat delicate and cannot be easily changed without careful thought being given to the emotional impact that a change of a familiar aspect of everyday life has on consumers. This is particularly true when a branded product is closely attached to a city, a locale, or a type of lifestyle, so that it is attached to a parochial sensibility that is inherently fragile.

Brands have tended in many cases to trade on national identity (real or imagined), to the extent that Simon Anholt, whose 2005 GMI brand index is referred to in Malpas's chapter, and who is possibly the most prominent "brand guru" on the circuit, has argued that nations can claim cosmopolitan justice by building their brands in the global market (Anholt 2003).

City marketing continues to be driven by a desire to revise city image among national and international target groups to correspond with an emerging grounded reality. Cities move up prioritizing investors and tourists as the essential audiences of their marketing values.

Place Branding is a process of creating an image of place within target markets. Recently, counties and cities have been attempting to prioritize place branding in many development categories in order to gain attention through different methods:

- Design (character)
- Infrastructure (built environment)
- Basic services (services provided)
- Attractions (entertainment and recreation)

There are many significant cultural elements within the Vickery Meadow neighborhood including historical, spatial, economic, demographic (multicultural aspects), and geographical aspects, and each of these is a potential component of place branding.

Today it is not only about the physical presence or the right to inhabit, but the right to be included in the present and future narratives of the city. Even if still inhabiting the city, those deemed marginal to the projects of the urban elites may be expelled from the branding of the city and its narratives of success. The examples of migrant artists' strategies to engage with and contest dominant versions of urban branding in Berlin suggest that official cosmopolitan branding efforts can both coexist with multicultural paradigms of managing urban cultural diversity, and may present even greater challenges to counterforms of symbolic exclusion from the city. Business people and migrant professionals, unlike migrant workers, conform to the desirable image cities seek to project.

Representations of urban cultural diversity have become a staple of city branding strategies for metropolitan centers across the globe. The “rich mix” (Evans and Ford 2004) that many cities can offer figures prominently in contemporary place marketing, most important against the background of growing interurban competition for tourism, creative talent, and investment. In many locations, ethno-cultural diversity has come to be accepted as a key asset and requirement for urban development by city officials, business executives and planners alike. “An attractive place doesn't have to be a big city, but it has to be cosmopolitan”—as Richard Florida (2002) insisted in his influential *Rise of the Creative Class* (227)—has certainly been taken to heart by urban marketing strategists. Urban ethno-cultural diversity, as Florida and others have argued, contributes to the climate of openness and tolerance in which innovation and creativity can flourish, and thus translates into economic success in a postindustrial era. Economic growth now depends on cities being able to share in the flow of the “creative classes,” and the new human motors of growth will be both attracted by and contribute to a city's diversity.

London has many recognizable “branded differences”: in a general trend of “ethnic” neighborhoods being transformed into places of leisure and consumption (Shaw et al. 2004; Rath 2007), a trend that reflects broader developments associated with contemporary dynamics of urban restructuring, especially in global cities (Sassen 1991). In the case of London, the narrative of the multicultural, cosmopolitan city reflects a powerful imaginary, perhaps still in

the process of taking shape: diversity and multi-culture emerge as aspects of the city's identity, both official and from below, through the market and through everyday experiences of living together. New migrants are reaching a shore that many others reached before them, and their co-presence features strongly in both its landscape and its ways of understanding itself. This very fact makes their estrangement as others, although estrangement might remain an important element of the subjective urban experience in the alienating metropolis.

VICKERY MEADOW BRANDING

PRIORITIZING NEIGHBORHOOD IDENTITY

Deciding to build an identity and a reputation is an important step that moves neighborhoods and cities away from simply providing services and infrastructure. This is difficult to do because media presence, political opposition, and citizens are sometimes skeptical about the value of identity. Representatives face 'trial by headlines' if they spend too much on a logo, a strap line, or hosting an expensive event. But prioritization of this way of working also means doing things the right way and doing them well. It requires deep thinking, analysis, and wisdom. There are good ways and bad ways to do it and you must know the difference.

KNOWING THE NEIGHBORHOOD WELL

The first task for a neighborhood leader is to know the neighborhood and its residents. This means connecting the past, present, and future and understanding the origins of the neighborhood, the journey it is on, the people who have made it, the decisions that were taken, the values and vision that led the neighborhood in the past, and the role the City has played, and can play, in the lives of the people who live here, or visit. The unique story of the neighborhood must be clear and be well told.

MAKE THE NEIGHBORHOOD'S PROMISE PERSONAL

Once a clear identity emerges and is crystallized, it is essential to make it personal in order to attract or retain residents. Institutions, companies, and events are led by people. This means knowing what part the neighborhood can play in their success or wellbeing and showing how effectively value can be added. Vickery Meadow is a place of opportunity, a melting pot, a junction box, and it has the potential for a deep entrepreneurial spirit, a place of invention, a sanctuary or haven, and a seat of learning. For instance; "Victory for Vickery". This is not just a way to attract entrepreneurs, it is way to suggest that Vickery Meadow provides a special platform for entrepreneurial success.

BUILD THE NEXT GENERATION OF THE NEIGHBORHOOD WITH INTEGRITY AND CONSISTENCY

Building a neighborhood identity is a long term game. The rewards come in the longer term but they build up over time. Because an identity builds up over time, it is a legacy that is given to the next generations, and leaders and residents should be judged, not by whether they received immediate return, but by whether the identity and reputation improved under the influence of their roles.

BRANDING PROCESS

The neighborhood branding process initiates with an examination of the components that make Vickery Meadow unique. A great amount of research is conducted in order to generate an overall impression of a place and includes an analysis of a number of historical, cultural, contextual, environmental, and institutional components. After this research and analysis is conducted, the “identity” of the place is defined. The next step seeks to establish an image for the place using the determined identity as a catalyst. This image is measured by using a variety of perception methodologies revolving around visual, audible, and other sensory workings. The third step seeks to attain a vision for the place branding. This stage creates a vision for the next ten to twenty years for the place branding. The final step seeks to implement a strategy to maintain place branding by applying communication, multi-media tools and other branding platforms to ensure the success of the branding plan.



APPENDIX

COMMUNITY SURVEY

Q11: What are some short term goals (1-3 years) you believe should be prioritized in Vickery Meadow?

Library and grocery store (International) Condominiums and Townhouses - better management enforcement of standards that apartment and commercial businesses are held to.

Streets/Sidewalks Library land Community gathering space

Tear down all the old worn down apartment complexes on the corner of Holly Hill and Pineland. Crime is rapid in these complexes and it appears to be for refugees...WHY???????

Given its central Dallas location, current concentration of high crime, and low income tenants, and poor infrastructure, it should be rezoned to encourage new higher density residential/ multifamily development and the increased property taxes from such redevelopment invested in new roads, sidewalks, bike lanes, trails, and open space. As part of the rezone, you should focus on connecting VM to the Shops at Park Lane and building the infrastructure for a walkable community.

Crime; aesthetics; garbage problems

Sidewalks safety

Rebranding, signage, community spaces, improvements to five points,

Fix the infrastructure, improve the look of the housing, fix the streets

clean up crime and dilapidated properties, reward those that are keeping area and properties up

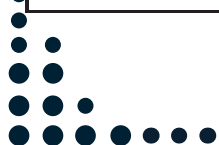
Library Library Library; City has owned the land for the library for many years

Better owner owned residential properties

Get the freakin trail completed. Get more grocery stores, small markets. Condemn certain properties, get parks.

Redevelopment of all of the old and unsafe "affordable" housing. Band-aids are allowed, maybe even encouraged, to be put on by the City and this allows the owners to take advantage of the low income folks living here. Unfortunately, this comes with displacement of current residents (which will also reduce crime) and hopefully make Vickery a safe place for people to live and work. For investment to be made in the area will need to change the composition of the neighborhood. If do not do this, Vickery will remain a high crime area.

Deferred maintenance of existing infrastructure (crosswalk signals, etc) Code enforcement!!! Continued police work. Discouraging some of the predatory and addicting business establishments. DISD: redo attendance zones (some are overcrowded, others under-utilized) OR go to a controlled choice model (like San Francisco). Providing long term acculturation, education, and job training for refugees (not short term dumping). Many refugees are being targeted by local criminals.



We are now Vickery Midtown..The City should have no say in this. Redo of 5 Points and create square-2 points Connect Shadybrook to Holly Hill Rename Midtown Blvd. Upgrade Park Lane from Greenville to Fair Oaks Road Diet Park Lane Road Diet Fair Oaks Road Diet Melody Create Bike Paths on Holly Hill(Midtown Blvd), Park, Fair Oaks, Ridgecrest and Melody Invest in Trail Entries for SOPAC Install Entertainment Venue/Library Add Street lighting throughout Complete an MU-3 Zoning overlay incentivizing North-South street installations Change the Name of Pineland and Eastridge to Vickery Trail Change the name of Ridgecrest to Vickery Hill Change the name of Park Lane to Vickery Park Change the name of Melody Lane to Vickery Creek Change the name of Fair Oaks to Vickery Meadow Change the name of Hemlock to Vickery Ridge Kill the proposal to put another School in the area

1) fix streets, sidewalks and traffic flow. 2) Clean and beautify area - too much trash on streets and buildings looking terrible 3) Continue to reduce crime 4) Attract better housing options (not so-called affordable housing - we have too much of that here already!)

make the housing more livable(ex.lower rent, maintenance of apartments). Residents are living in poor living conditions due to poor management and their rent is increasing drastically. make neighborhood safer more police presence, faster police response.

Parks for sports, schools, food pantry.

Every apartment complex needs to meet code compliance standards.

Safety

Safety

Clean up properties

We should provide more festival and events to attract people on the area, and clear people out that have any kind of felony's or that might harm our property.

Vickery Park needs upgrade

More lights (street, parking lot...etc.") Figure out a better solution to the 5-points area

A community public library. Convert the grassy area into a park.

1) Improving housing and more responsive landlords for the people who currently reside in the apartments 2) Getting the library built 3) Road improvement

Safety and our streets

*Preventative measures to STOP offing gentrification. *Growing space for community sourced produce *Reducing rent rates and/or providing subsidized housing. *Tenants rights education *A public library and recreation space *A community-led safety group on cultivating safety and crime prevention
Safety Better Police Presence
homeless/mentally ill "safe place" to eat
Safe Affordable housing Library
Community with all refugees. Language classes.
Cross walk
Cultural Festivals Library
Actually putting in the library, grocery stores (i.e. Kroger), improved walkability (crosswalks, stop signs, improved sidewalks)
more security(better sidewalks). Library
Safer neighborhoods and job opportunities.
Infrastructure and Safety
Better education system, more police security, new library and recreational area and better streets and roads
Library
To make it be safer
First of all, I think that the safety around these areas are very bad. Secondly the actions people do around here are horrible. Places around this area need to be reconstructed or fixed because apartments and shops don't look very nice. My opinion is there should be more safety around here , rebuilt buildings and add more working stop lights for people that ride bikes and walk.
Better buildings and apartments
Police presence Code enforcement Lighting
Work out issues with landlords of apartment complexes. Do more to provide better housing for refugees. Work with refugees to help fund business opportunities for them.
to keep affordable housing in the neighborhood so I can remain in the area



neutral
neutral
Security
security
More Density Maintenance Better
create more activities for families
Better crime prevention, Redevelop to be more like highland Park/Turtle creek without the high prices.
Respect each other's time *Some people play a very loud music on at 10:00pm or even at 11:00pm*
I honestly believe that vickery meadow park should be bigger park and upgrade that its been for there for years, because this community has grown so much.
Maybe a nice open field for children to play or for outdoor events.
Garbage & Litter Clean up Crime reduction Road repair
I think the goal is to make the street safer to walk
Better roads.
Building friendship between different races. Improvement in entertainment to bring families together. The opportunity for people to present their culture and art. Educating people on different cultures with art and presentations. Youth being more involved in the community.
Library for students
Closer Library
Sound abatement (housing is crowded and right up to major roads without any sound abatement), traffic control, crime/safety, culture/entertainment,
Better roads and decrease in crime activities
The people of VM have this desire to be together. It is not like other isolated communities. However, there are few spaces available for people to come together intellectually, spiritually, and even physically. Places where community can built and the building of community is encouraged.

Engaging families and their youth in the community building process. These families compose the neighborhood and should feel they have ownership and a voice in the building of their environment and culture their children will now grow up in. This can be implemented through community activities and engaging in conversation/seeking to understand where people from all over the world come from and what they need from their institutions.

Building a new public library and afterschool center. Building a park on top of the field on holly hill.

security

library

security

more security

education

yes

more parking

I would like to remove the liquor and cigar stores that are near the schools.

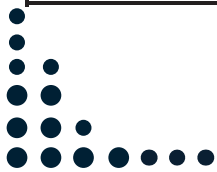
security, library, help to the community

1. Keeping housing affordable 2. Combating land lords who take advantage of tenants 3. More support and services for high school students 4. Reducing crime

I believe that cheaper housing should be the main focus. This would mean a complete stop of gentrification of Vickery Meadow, because that is causing rent to go up and families are left with no option but to leave the neighborhood. Also, fixing the roads should be top priority, because they are very dangerous. As a new driver, I feel scared driving in my own neighborhood, because trying to avoid the potholes almost got me in an accident!

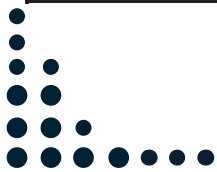
Sustain the immigrant population by continuing to provide cheap housing and reduce the amount of police officers present significantly.

I'd like to see a mobile library that sits in the space where the library is going to be built until it actually is there. I'd also like to see some of that land used for community gardening projects in conjunction with the schools. on top of that, I'd like to see art back on that field. there used to be beautiful works done by community youth displayed. It's important that art is visible in public spaces, especially outdoor ones. it was a good way to keep the youth busy and bring them together to do positive work in the community.



Daycare near Vickery Meadow
Safety of pedestrians, especially school-aged children. Investing in keeping the area from looking rundown, i.e. fresh paint on exteriors in colors that aren't dated.
The Library. KEEP AFFORDABLE HOUSING HERE. Build on how pedestrian friendly the neighborhood is.
1) Stop the growth of expensive condos, apartment, housing. 2) Re-invest in multi-culture community. 3) Build more centers of worship, a large mosque, a catholic church, and, build more schools.
Safety - low crime/crime prevention
Better roads by melody lane Pot holes
N/A
I want a supermarket. Remove all liquor stores Less crime
Job Creation - Training, English (ESL), More ESL + Training opportunities as well as Family Development Courses + Events, Counseling etc, including Nighttime,Afterwork opportunities, esp. for men,husbands,fathers.
The population density is WAY to high for the area . In the evening the children as well as the adults have nowhere to except the streets . I bought my condo 37yrs ago for 51,000 dollars . It's been valued as low as 18,000 dollars . It currently is worth about 25,000 to 28,000 . You do math . I feel it's the things the city has been doing to my kneighborhood in the last 37 yrs that has put us in this position. Population density and crime rate are way to high .
After many years of neglect by the public sector, the last ten years have seen a significant increase in improvements, primarily the construction of three schools. The City of Dallas has used this part of town to expand it's social engineering agenda, primarily through the promotion of this part of town as a refugee stronghold. In fact, existing land use patterns and the major influx of private investment capital is working directly against the City's efforts. For the next 1-3 years, the City should focus on repairing some of the dangerous third world streets (no drainage, no sidewalks, no lights) and completing projects they already have on the drawing board. There is so much private investment in this area now, there really isn't much the City can do, other than finish it's own projects. If the City will stay out of the social engineering aspects and let the free market dictate, this whole area will be redeveloped and continue to transition.
Sidewalks Roads
A rec center or public swimming pool where the Sam's used to be. I am against a library. There are 2 libraries within 7 miles and they can't fund what they have.

Streets and sidewalks Street lighting
Putting in sidewalks on Holly Hill and Ridge crest and making a park there where some apartments have been torn down on Park Ln. Planting trees and having a playground in that park.
More lighting and crime prevention would be a great start.
Redevelopment needed, buildings are outdated and old. New residential developments and street improvement needed inside Vickery Meadow area.
We have an influx of refugees and many children in the area. I would like to see our neighborhood made safer for them. There are too many liquor stores, and no affordable grocery store in walking distance. We have Whole Foods nearby, but it doesn't suit the needs of our community. I would also like to see speed bumps and "Children at Play" signs throughout the neighborhood.
Improvement of run down properties
Building a library, but please please prevent genetrification from happening
They should definitely clean up, and add regulations to the apartment complexes. Definitely clean up the lot that houses, Roma's and the burned down Al Amir. This should be torn down and completely rebuilt into new restaurants.
Tearing down the old apartments and building new, cleaner ones. Increasing police presence at night/during the day to cut down on crime.
Need more economic diversity of residents.
We need to move towards decreasing the density. It would be nice if some apartments could be replaced with single family units. Improvements to sidewalks, crosswalks. The library being built.
Reduce urban blight, get rid of c-stores selling cheap liquor, demolish empty buildings and replace with actual parks (not just empty fields).
more security- cleanness
More security.
the security and not a lot of loiter on the streets
security in the area
security
Have extra curricular activities for the kids after school
Better pedestrian crossings



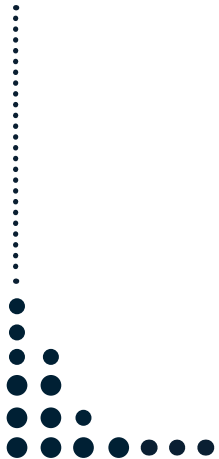
Reduce crime Begin eliminating gangs Increase security
Infrastructure-roads and sidewalks, add more crosswalks, street lighting, trash from overflowing dumpsters blowing down the streets and onto properties, increase security especially at night and on holidays with security guards and police.
Improve the quality and attractiveness of Vickery Meadow. With an overabundance of low income housing, we are not taking advantage of the privileged location that we are in. We are close to entertainment, shopping, and the hospital but none of these improvements are making their way into Vickery Meadow because of crime. Significant investments could be made, which would attract more business to the community if there was a focus on cleaning up the image.
- sidewalks - code enforcement on large apartment complexes to bring them up to a better standard - completion of trail with lighting (for nighttime/winter use)
Safety, cleaning, affordable housing needs to be very selective to whom is granted.
Road repairs, sidewalks, street lighting, blight, trash. traffic, get rid of the slum lords, prostitution and drug trafficking, fix 5 points. better police presence
Try to minimize the dinginess of the look of greenville avenue. Provide sidewalks at the back of presbyterian on greenville avenue.
Bickers meadow should work on their roads, because their roads seem to be quite tight, thus the streets don't seem to be as safe as they should be. I also think that within 1-3 years, Vickery Meadows should work on their safety; recently my friends house was broken into for no reason at all. Her family is scared, and the robbers broke in, while almost killing her brother.
1. Crime and Safety 2. Streets and sidewalks 3. Realization of how much affordable housing we have
Fix sidewalks and make the environment safer.
Security
Better sidewalks and road and affordable housing
security
Movie theaters so the kids can enjoy
Daycare near Vickery Meadow
Better housing and affordable price
Reduce Crime Improve aesthetics

Clean up the ugly apartments.
1. Recreation Center 2. Library 3. Memorial of Convenience Stores 4. Fewer liquor stores 5. Sidewalks
Clean up and get rid of older building Need new development
English as 1st Language
English as a 2nd language Reading education Publicize ways for residents to volunteer to help integrate all people to the neighborhood
Overhaul or eradicate businesses at 5 points Roads_ gutter, holes, street parking spacer.
1. 5 points improvement 2. Streets Potholes 3. Crosswalks 4. Lighting 5. Police Potholes 6. More Trashcans
Reduced crime
1. Revitalization, improvement on streets, wider sidewalks, etc. 2. Entertainment 3. Activities for young people/students 4. Continued improvement in law enforcement and community involvement.
SOPAC completion, speed limits, standing water causing mosquito problems.
No vacant properties Unity in community and branding Even distribution of socioeconomic groups
Apt owners need to be more selective in rentals & do a better job of maintaining their properties.
Safety, Walkability
Crime Prevention
OK
Job Creation English Classes Better Parks & Soccer Fields More Affordable Housing for Refugees
The safety and structure of buidings should be prioritized
Well, we could have a better transit for people in highschool or younger.
Library safe sidewalks affordable rents for refugees
Streets/sidewalks/walk areas Apartment Conditions
Still need to remove old dilapidated apartment communities... from Greenville driving on Park Lane you see this horrible broken down complex right at the front of five corners.. Some complexes are beautifully improved while other are still looking as slum condition



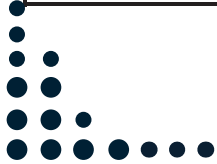
Affordable housing Job opportunities Community
Affordable safe housing More literacy programs Access to healthy food
Build police substation there, tear down poorly maintained apartments, develop nice, affordable residential homes, do an area survey of residents to find out what services they need and provide them and keep in mind that VM is a gateway to North Park - what an incredibly negative contrast!
removing the old convenience/liquor stores and reducing the amount of apts in the area to reduce congestion for cars and walking
Food security, safety, affordable (good) housing
Clean it up, add more retail/entertainment to draw in a better crowd. Help make it a safer environment.
Less crime, more parks and rec options, more senior housing (safe and affordable), more options for housing and jobs for people with disabilities, food programs at schools
the security
Civic Investment (eg. Library) Put in motion the core ideas of all the studies to date Step up code enforcement
Complete Streets Transit Connection Homelessness Code Enforcement
1. Plan for streets (5pts intersection) & development w/consensus and timeline (VISION) 2. Library in bond package, w/mixed use 3. Public safety engagement
New Development/Road - Street Repair
library and park
library
fix roads. get bridge built for trail.
security, more parks
Improving the schools will make a difference, both to current residents and to it's appeal as work is done to improve the area. Parts of this area don't seem too bad, whereas other parts leave me uneasy.
I believe that properties need to managed to provide safe affordable housing in the area. Very few landlords provide that option for working people in that area.

Greenville Ave needs sidewalks for access to Food Pantry (@ SE corner of Walnut Hill and Greenville), planned/funded street improvements from 2006 Bond need to be implemented (complete streets), improved walkability at 5 Points, improvements along Holly Hill and Phoenix, sidewalk improvements for safety of children, create organization/resource directory and have regular attendance for VCAT or other semi-annual conference for collaboration efforts
more security
Crime prevention
Make the buildings affordable for low income people and better buildings structures
Maintenance of apartments
Structure improvement. Amenities improvement.
Crime Improvement Housing
Improve safety + Infrastructure (streets, sidewalks, etc) Improve 5 points - fix it Re-brand the Area
to pass the test and go to next level



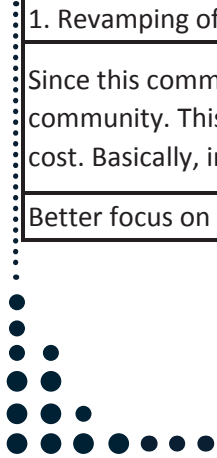
Q12: What are some long term goals (3-5 years) you believe should be prioritized in Vickery Meadow?
Emphasize cultural diversity as asset to community and city.
Tear Down the complexes on the corner of Holly Hill and Pineland.....CRIME AREAS...REFUGEE CAMP??????
you should figure out the infrasture needed to create a walkable community connected to Shops at Park Lane, estimate the costs for it, determine how to fund that from the TIF or other sources, and rezone it to encourage developers to build a new community while the city builds the walkable community infrastructure and uses the increased tax revenue in the TIF to pay for it.
razing the ghetto-like housing and run down commercial business properties (e.g., Claridge Pointe 8350 Park Lane, Courtyard Condominiums 6003 Ridgecrest, strip retail center at east and west corners of Fair Oaks/Park Lane/Ridgecrest, and others like) and replace with better housing and better commercial business properties. Get rid of the liquor stores.
Safety
Fix the infrastructure, improve the look of the housing, fix the streets
reduce the population density of the area, have more businesses in the area, remove liquor store
Library Library bike trails
Same as short term
decrease crime
Same as the short term goals. Allow market forces to make investments in the area without restrictive ties from the City. This will make the area attractive for investment and will change it from the worst crime area of Dallas to the next hot place where people want to live.
Replacement of the worst housing. Infrastructure improvements focusing on vehicular and pedestrian safety. Encouraging mixed-income neighborhoods by encouraging market-rate developments while protecting existing affordable B and C class properties.
All ditches need to be piped with underground storm water systems. All roads need to be redone.
1) fix streets, sidewalks and traffic flow. 2) Clean and beautify area - too much trash on streets and buildings looking terrible 3) Continue to reduce crime 4) Attract better housing options (not so-called affordable housing - we have too much of that here already!)

Business investment that'll bring in more job opportunities.
same as above
Sidewalks Roads
Neighborhood improvement
Child activity
Child activity
Clean up crime area
We should remodel the whole area, by opening more stores, have more parks, make this area a peaceful way to live.
Need more entertaining
More businesses and restaurants Greater improvements to the apartment buildings
Improved walkways and roads.
1) Ensuring that the people who live in the apartments don't get pushed out by poor housing and rising rent costs. 2) More and better greenspace. 3) Improved safety for the neighborhood. (though I haven't seen it as much in the past few months, I would say making sure DPD and the safety patrols are actually patrolling and not just parked and chatting with other officers in other patrol cars).
Library
*Community owned/employed store. *Micro-loans for established residents to create small businesses servicing the neighborhood
Safety Better Police Presence
Low income housing development
Local Business Growth
Job? Our community need better job
Improved, affordable housing. So much of the housing hasn't changed since the 1970's. But I worry that improving the housing will hike up the price and drive out our refugee neighbors. Parks for the families & kids - although I'm not sure where we would put it



Schools
Better housing.
Safety
green areas, overpopulation
crime, traffic congestion
more security on the streets
Make the streets and sidewalks better
The same things like last time .
Same as above
Clean up neighborhood (absentee apartment complex owners) Create multicultural businesses
to keep affordable housing in the neighborhood so I can remain in the area
neutral
neutral
More Security Better Maintenance
Safety need to be improved
N/A
Please do build library because it is not very safe for single kid to walk alone to existed library. Thank you very much.
making more entertaining thing for the community
Better Schools Reducing Garbage Parks!
Better management at the apartment buildings.
More safety. Better education and libraries. Better housing and making a better and cleaner environment.
Constructing some of the buildings

better parks
Unsure
Library, community centers, parks and school conditions
In reality 3-5 years is not long term. Our long term vision must include the next generation (15-20 years). Truly what do we want to give them as a gift? What do we want our children to contribute to? Sure in 3-5 years we could build a library, and a community center, but we should also build a culture of growth. One in which people feel empowered to go beyond what they conceive as possible.
STOP GENTRIFICATION. A majority of families are coming from refugee camps and do not know how to function in this type of society. One of the greatest treasures Vickery Meadow has to offer is it's diversity and it is being threatened. It is wonderful to see improvements being made in the community as far as businesses and apartments; however, the price being paid is pushing families out of their homes due to rising prices in housing. These families need to be protected and serviced. This neighborhood should serve as a matrix and a safe space to learn all of the dynamics of the states.
education
community events
better after school activities for the kids
learn more English dedicate more time
I would like to have more recreational spaces where more activities are offered to the students after school
education for adults
1. Revamping of public parks 2. Cleaning up immense amount of litter 3. More green initiatives
Since this community is made up of mostly minorites, it is also important to create the same educational opportunities for the youth and children of the community. This would mean more scholarships available for under privileged young people who don't see themselves pursuing higher education due to its cost. Basically, invest in the youth of Vickery Meadow; They are capable of so much but just need someone to truly believe in them.
Better focus on education and more friendly with small businesses.



more affordable housing and less luxury apartments that are pushing up rents and people out more art spaces and safer roads. less police. less police. less police!
Bring more art and culture to the area or focus more on building out the trails and promoting healthy lifestyle for cycling, jogging, etc. It's not an area that feels safe or nice to look at to be outside.
Keep affordable housing here. Maintain our international community. Continue to foster the arts.
Stop expensive redeveloping, and expensive housing.
Not Familiar enough
Art and Culture
Recycling Seniors center
Recreational centers
N/A
Development and promo of course,counseling, family development activities
Bring crime rate down and get property values up . Get population density down .
Finish the projects they have on the books currently (new streets for Phoenix Drive and Holly Hill, the library site development, etc.) and let the private sector take over from there.
Library
Crime prevention. I see police helicopters 3-4 times a week. Code enforcement. Get the crappy landlords out. Public swimming pool and a rec center.
Affordable housing within code that eliminates the slum landlord mentality that many refugees are living with.
Updating some of the run down properties in the area could really add value.
New development and street improvement to attract more higher income residents.
Complete the biking running trail
Library
I think the same would go for my long-term goals as my short-term goals.

Have more opportunities for those who are poor
library
Better building
library
the streets need improvement so the kids and adults can walk with safety.
More security for the kids, there is a lot of bad people.
Re-zoning Street & Pedestrian
Clean up the ugly apartments.
1. Overall street improvements 2. Lighting 4. Improvement of overall quality of living 5. Owners of complexes taking better care of property
New development, More restaurants, Clean
English as 1st Language
Better transportation
With advent of numerous new apartment on meadow: traffic
Add more single family homes and townhomes. No more Apts.
Get rid of the old, dilapidated apt. complexes but be sure that some of the new complexes built are affordable as rents in most new apts. in Dallas are very high.
Full Revitalization of area
Prevent Crime
Business growth Safety Trail development / recreation
More code compliance attention
Traffic Relief, Library, Functional Parks
Community Building

OK
Refugee Advocacy Job Creation Education
Health care
More affordable housing
affordable rents for refugees Library safe sidewalks
Development of storefronts/ usinesses
Remove dilapidated complexes replace with newer more upscale living--the City should step up a program to push out slumlords
Same as above language assistance
Mixed housing - moderate priced and affordable to low income. Job available with new businesses established in area Parks, library and activities for all ages
See question 11.
Utilizing the 5 corners as more of a European town square. Also, bringing in new development on the outskirts of VM.
Affordable (good) housing continued Childcare Beautification, cleaning up junk stores,
Safety and development
Senior housing, housing for the disabled and/or veterans and refugees, partnerships with community organizations to reduce food insecurity in schools
a library, community center, better streets and sidewalks
Hopefully a better and safe neighborhood
Mixed-use, mixed income development Open Space Enhance Connectivity (across Greenville) for Peds & Bikes
Zoning Overlay Traffic Re-route at 5points
1. Activate neighborhoods plan for streets & development 2. Establish affordable housing (and enforce) in any new development 3. Actively programmed library/community center
Renew Old Properties



roads
fix the roads
Cultivating neighborhoods like those that exist in surrounding areas would help attract businesses, both for jobs and for services offered.
Continue to fine and lien properties with strick code enforcement.
High density of families and a lack of transportation needs to be mitigated, economic development for facilities (growth and expansion of businesses, non-profits, etc), education, housing (deteriorating), jobs, human resource condition improvement
roads, daycare, libraries
Affordable permanent housing (houses rather than apartments)
Better living community
More open areas like parks or recreation centers
Road improvement.
Neighborhood Business
Increase development Improve retail Improve education
be better person and parents

Q13: Of the areas you rated above, where is Vickery Meadow the STRONGEST overall?
Community Pride
Cultural diversity
WAITING
Not sure
Continue with what you are doing with neighborhood get together and meetings keep everyone informed
Location within the city
The neighborhood is improving thanks to a few owners who are driving the improvements
location
Transportation, diversity, and housing that is affordable
Good shopping and, entertainment and restaurants
Diversity
Community spirit
The pricing of it's existing affordable housing.
None of the above even rate. Location is the best attribute of Vickery Midtown. Poor Planning and Poor City performance have been its demise.
Location is fabulous - don't think that was an option before, but that is the area's greatest strength. Otherwise I would say it's a great investment opportunity.
Diversity of the community
diversity
Diversity
Children
Children
Growth/Updating properties



Restaurants/Groceries Entertainment Childcare Healthcare
More for family
Diversity: The entire world is here!
Vickery Meadows has strong culture.
Culture
culture, diversity
Culture Diversity
Identity
Yes, it's strongest. I do thank you for your effort
Public Transit
There are quite a few service providers in the neighborhood who want to see the neighborhood succeed. Our neighbors in the community enjoy being with friends from their home culture/country
Insecurity
Schools
Not Sure
housing
diversity
more security
In the stores
Having so many kids falling into drugs
Location, trees
The unique multicultural nature of the neighborhood The location - convenient to everything.
Affordable housing

Helping the community. the community receives 100% of orientation such as the community we live in.
Helping the community. the characteristics that happen in our community.
Departments
None
Diversity
Slightly more affordable than other areas.
I think the park everyone is there with family
Affordable, Nice Pools
Crime reduction; cops are everywhere but we need better lighting & faster responding police. Loitering is also a major problem.
Culture and diversity.
Diversity.
Diversity
culture,diversity
Diversity/culture
Culture diversity
Diversity! The diversity our neighborhood is what sets it apart from all of the other neighborhoods in Dallas. One of the most beautiful things to do in VM is just walk around and interact with people. It gives perspective into the beauty and unity of humanity.
Diversity and community. Sorry I cant choose just one.
security
transportation
Being family oriented
everything
culture



natural enviroment
It's culture and diversity
Culture and diversity
Community involvement.
Vickery Meadow's greatest asset are the people living in Vickery Meadow. Because of barriers to education and language, their talent, knowledge, and grit are chronically underutilized in creating a better community.
Great location, crosswalks are clearly marked, roads have minimum wear.
Diversity
Multi-cultured, multi-religious community.
Location to transit
Diversity, a lot of different race/culture
Diversity, Hunger for functionality, economic, cultural adaptation and acceptance.
I can't say there is one .
VM has a very diverse population, so diversity. The general location is arguably one of the best in DFW. Obviously the size of the flood plain has created park and recreational opportunities that exist in few other places. Bus and rail service is excellent.
roads
Lots of housing. There is lots of improvement going on but some of the properties are really depressed.
Growth
great location.
It is a diverse community.
Centrally located to dallas area medical services, commercial businesses and major roadways.
Diversity!
Diversity

Diversity
Diversity
Affordable housing
Diversity.
Diversity.
Diversity
cleanness
Help for more security
security
security
cleanness
library
daycares
Culture and Diversity
Convenient to all kinds of shopping.
Location is our strongest asset.
It contains or is convenient to every shopping and eating venue you can imagine.
Diversity. I love seeing all different types of cultures in the neighborhood
Vickery Meadow is very strong in diversity; we have many different kinds of cultures within this area.
Location
Diversity
parks, library



Diversity
security
the streets
security
Education
Location
Can't say outsider of Meadow Development
1. Easy access to (shopping, eating, entertainment) 2. Public Transportation 3. Potential Growth
Easy access to everything, Hwys
Hopefully the expansion of Presbyterian Hospital
Green space - trees, etc- need to emphasize that
Location
Most centrally located neighborhood in city.
Affordable housing - but this brings it's problems. Low-income areas tend to have higher crime rates.
Convenient Location
Location and potential in every area
Business such as Half-price books, REI, black forest deli
Diversity
OK
Diversity
Diversity
Education

International, family-oriented culture
Family Oriented
New school, library--and lots of great members of the community working hard to make it a better place
Diversity
Diversity
Diversity.
Location and ease of employment centers in the immediate area - Greenville Ave., Top Golf, the Presbyterian Hospital, DART, etc.
Not sure I understand this question? Diversity
Potential investment opportunity
Parks and rec land, trees, proximity to resources
community center
Location within Dallas The Current Low density creates opportunity Light Rail Stations SOPAC
Central Location
Cultural diversity; central LOCATION, ripe for development w/ affordable housing as gentrification envelopes Dallas
New Growth in the Meadows/Manderville Area
Library
library
LOCATION. The surrounding areas are generally strong and or improving rapidly.
It is inside the loop and near strong employment centers include retail and medical
Space, community
helping families

Diversity
The service in the stores
Park Lane Mall and Conrad Highschool
Diversity & family. Good people.
schools
Diversity
Branding? It is know, but needs to be rebranded
job market

Pride in the community
Common areas such a library or community center.
Apartment structures and livable conditions
crime and housing in bad condition
Crime
Lease space to attract businesses
Quality of Life/ Housing Density
Housing
Living conditions/housing, roads (5 points), lack of sidewalks, old/crumbling strip malls/businesses
security
Housing
Public Safety and Crime
security
low-income diversity
better schools in the area
A bit in security
Safety , working stop lights and the looks of buildings/shops.
Safety, due to property conditions which attract residents who do not care.
The fact that most people (non-multicultural) in the area don't want to work with and keep refugees in the area. The culture in Vickery Meadow makes it a totally unique opportunity not just for the area, but for the entire city.
Crime
Prevention of crime/security. Not really the work of the police.
the prevention of crime/security. it's the most weak because of the enforcement of our police staff.
Security
safety
Lots of pest problems (roaches, bedbugs, etc.) High crime rate (gun shots herd almost every night), Horrible security. High poverty rate.

cultural, playgrounds
Sidewalks would be helpful since most residents here are walking on the grass. Better mailboxes.
Garbage is everywhere. We really need less garbage
The safety
Safety
The rent
safety
Safety (crime, sound, traffic)
Community involvement
We are lacking in infrastructure. The neighborhood would benefit greatly from having more sidewalks (since so many people walk) and centers for gathering and development of human resources.
Safety
security
security
safety of children affordable housing, since the rent prices are going up
the meadow that is in the park lane and ridgcrest which is empty they have not built anything and people use it to take dogs out the bathroom, homeless people sleep there.
there is not a lot of security in the area there is a lot of crime
security
security
We need more security there is a lot of delinquency
Housing
Structure
Sidewalks are very bad and just roads overall.



Vickery Meadow is weakest in affordable housing. The property owners in the area actively support policing of the residents, refer to them in derogatory language, and are explicit about their intentions to attract well-off renters. Having a preponderance of them on the Neighborhood PLUS advisory committee is a big mistake and taking their development suggestions will mean the death of this neighborhood for low income residents. Full responsibility for the eventual displacement of already displaced low income refugees rests with the City of Dallas for knowingly assembling the advisory committee in this way.

Some properties look like slums.

Public spaces

Lack of public healthcare centers, and lack of a large public pool.

Language barrier

Not enough solutions and opportunities to resolve barriers to economic and cultural adjustments (long term culture shock and cultural adaptation).

Infrastructure improvement .

The City has been very slow to accept the fact that private investment is now the driver in this area and has been for some time. The social engineering (i.e. trying to turn this area into a model refugee resettlement area) isn't going to work long term. We are already seeing rising rents, changing land uses, and other free market pressures taking control, despite the City's continued focus on their social engineering efforts. It's like the City was completely blindsided by gentrification in this area. I mean really, what did they think was going to happen to this area in terms of development? It's like someone skipped City Planning 101. There area is changing and the transition is not going to compliment the City's preferred direction, which includes children for the schools they built and affordable housing for the resident profiles they wish to push into this area. You will see climbing rents, smaller households, and changing demographics. The explosion of higher end retail, residential, and entertainment in this area will continue to expand the already upward trending profile of the area. The City needs to stop being part of the problem and start being part of the solution.

sidewalks

Density and Crime.

Lack of many to speak the english language

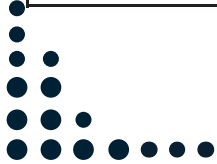
More parks and sidewalks.

Crime in the area seems to be getting worse.

Old, dated and congested.

Safety of the children and families in our area.

Pedestrian overload
Appearance
Safety
Image.
Crime/safety.
Blight
library
the security
improve the schools
better school system
security
parks
Pedestrian crossings
Safety and Crime
crime
Low income housing/crime.
Safety
Crime prevention
the areas I rated above do not show up on this screen, so I can't remember what the options are
Their weakness is their upkeep. Their buildings and overall area seems to be quite unkept.
Crime and safety
Safe area
security
security
daycare



Culture
Fragmented interests
North Area 5 points area
1. Crime 2. Streets 3. Slum Lands
Dirty, Ugly Apt., Old building
Need to integrate people together - perhaps though volunteer opportunity.
Safety Need no vacant commercial property Absentee Owners
Crime More well known sit-down type restaurants
Crime/Safety
Crime Overall "Bad" to look at
Integration of socioeconomically disparate groups Unity of purpose
Five Points, Lack of Proper Sidewalks on several streets, too many liquor stores
Crime is Rampant
Education
Parking and space
Housing
Road Congestion
real estate capitalists trying to swoop in to raise the rental prices so that our refugee families cannot afford the rent.
Transportation Issues
The remaining dilapidated complexes bring the community down, keep the bad reputation going strong and attract the not so good dwellers
Affordable housing
Lack of affordable housing
Incredibly unsafe.
Safety. Crime is a key objection to new investment entering the area.

Safe, desirable community
safety
High crime/perception of high crime, large underfunded refugee population, poverty, hunger
fix the roads and the streets
Sections 1 and 2
Lack of Economic Opportunity
Stagnant - no VISION for how streets, development, cultural preservation and activation in the form of industry, ethnic restaurants, specialized skills (a la the Vickery Meadow Trading Co.)
Individual Property Standards
streets
roads
Safety. Perceived safety... it appears as though crime and drugs are available...
Crime
Crime, lack of walkability, unsafe
helping families
Crime
The jobs opportunities and building increasing rent
Housing
Infrastructure.
businesses
Housing
safety + infrastructure
safety



Q15: Opportunities: What external changes, such as industry and infrastructural improvements, will bring POSITIVE change to Vickery Meadow?
Family oriented businesses for children and families to go to.
Improved streets & public spaces
Bring the Hospital District into the area more and tear down the building on the corner of Greenville and Pineland, which was destroyed in a fire over 5 years ago. WHY, WHY hasn't this building been torn down completely and the Strip Shopping Center on this corner be updated and the parking lot repaired immediately. This area is an EYE-SORE for all concerned.
See answers above on rezoning, walkable community, infrastructure, TIF, etc
More restaurants (and I don't mean fast food; real restaurants), better retail, get rid of the liquor stores, better housing (more resident owned properties instead of rental properties).
All housing up to code standards
Redevelopment of five points into a social gathering spot that is pedestrian friendly
Improving the look of housing and improving the quality of residents that are being attracted to Vickery (Meadow is now longer the name of this area)
more businesses like starbucks to the area especially along park lane
Library
More hi end residential properties
More foot patrols by police
Community centers, parks, childcare
The City allowing market forces to change Vickery without putting affordable housing restrictions on property owners and taking their land. Doing a social experiment in the neighborhood is reckless.
It's surrounded on all sides by good neighborhoods.
All listed in Goals above. Nothing else needed. The market will dictate the future of Vickery Midtown. The City is trying to limit its potential with a scheme to maintain its forced condition.
Remove or upgrade some of the crappy apartment complexes. It would be great if the city would enforce more of the code violations in this area to put pressure on those bad owners to clean up their act or sell. It would be great to see a developer buy up a bad complex, level it and build fresh. Also, the 5 points intersection needs to be redesigned for less traffic.
Making it pedestrian friendly(better side walks, more walking areas, removal of 5-point stop near park lane and ridge crest.
Clean up Park Lane
Improving the apartment complexes

None
New library for residents
Bring more fortune 100-500 companies to the area. Better and cheaper education. Better crime prevention Better Parking in communities!!
playgrounds
Presbyterian Hospital, New apartments West of 75 on walnut
Better roads would help, a live music venue would be great in the old Sams club on park lane.
fixing the pot holes in the streets
Fixing the roads.
More job opportunities for people especially women to work even though if they don't know English.
Improving the roads
recreational centers
Concrete walls for housing along NW HWY, Abrams, 75, and Walnut Hill
Learning centers like YMCAs and more jobs on family businesses
There is a need for a shift in thinking from those coming into the neighborhood. The thing is that VM doesn't need to be "cleaned up" it needs to be raised up. Children should have the same opportunities in VM as they do in other neighborhoods. Access to resources from within not coming from outside. Empower the people who are already here.
Communications between government or local institutions and the community members. Please do not bring paternalism to this neighborhood. Seek to understand the people and earnestly listen to their needs in order to have productive efforts.
library and parks
upgrading of homes in the area
Apartments building safety
city promised to build a new library and where is it.
very good
cleaner streets
More job opportunities in the area. By this there are shorter commutes to search for jobs.
better quality of roads

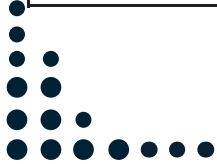
library
more businesses/ stores
job opportunities
Library Park and Greenspace Jobs
Repair streets, add sidewalks and lighting, fix 5 points, kick out the trashy businesses, bring in new businesses, Convert that vacant lot west of 5 points into something useful and attractive.
I believe that the SoPac Trail will have an incredibly positive affect on Vickery Meadow.
- completion of SoPac trail - renovation of plaza at the NE corner of Greenville and Pineland (bringing it to the same standard as the plaza on NW corner of 75 and Walnut Hill, for example) - more focus on quality housing (less slum-lording, please)
street lights, and need more single family residences
repair streets, repair and add new sidewalks, and upgrade street lighting, bring.
Finishing of the trail. Creating a trail that people will want to come visit.
Both the aforementioned plus City attention to improving condition of housing
Better income for families who have no education
security
library
more libraries and daycares
An opportunity for more jobs for Hispanics
yes
Sympathetic good development
Fix streets (pot holes)
1. Well known eating establishments 2. Entertainment Upscale 3. Additional residential construction
Restaurants, Shops, Stores
the empty Sam's building would be a wonderful location for a grocery store!!
Sidewalks, Lighting
Roads - FIX Train children - caretaking of the neighborhood Get rid of Section 8

Not sure
Housing improvements, sidewalk and infrastructure improvements, food assistance programs in schools, improved job market
library
I don't know the neighbourhood enough to say
Better roads and crosswalk
Not sure
New library. Amenities like public parks and trails.
New Business Housing
Safety - sidewalks, roads etc = this is imperative to lure development and investment. Changing 5 points would generate positive buzz and excitement. Zoning. Need Bond \$
more police and guards

immigration and refugee laws
Less hospitable law re: refugees and immigrants.
Not Sure
I worry that bringing in an Alamo Drafthouse will bring about good change to the neighborhood (similar to Richardson Heights) but that our neighbors will be priced out of the neighborhood. That they will be moved to a more dangerous neighborhood with less services for them (i.e. Greenville & 635/Abrams & 635).
Expensive housing
Road Upgrade
traffic
Bad security and high rent
Maybe bikers can't use their bikes anymore and people would have to be more careful when they walk outside .
You don't really know until they do it, right? Would you be a little more specific? What re you thinking about doing?
Too much new housing construction will turn this area into another Uptown. It could potentially become a trendy area that will only last until the next trend comes along.
Development of high end housing that will push us out of the neighborhood
I can not respond neutral
Neutral
None
Anything would make this better.
more building like apts, and towers
Allow the homeless to perform for cash. We have a large problem with homelessness. Build more homeless shelters as well more mental healthcare options would also help.
Gentrification will get rid if the diversity and culture that we have in Vickery meadow.
Laws on immigration might put some immigrants on difficulty. We need to reach out to them and help them.
I don't know
SB4 bill
Increased traffic, more frickin pharmacies, housing prices

Gentrification
Affordable housing
Constant locating of refugees and immigrants to the area.
Raising property taxes
I think if improvements cause rent increases this would threaten the neighborhood. Many of the people in this area are refugees and it's nice to have these different cultures within the same area.
Unsure
Tendency of development authorities to grasp at development opportunities that encourage continued environment of low income housing.
We need the library. Just a library, no multi-unit housing with it, just a library. If the library is scrapped we are doomed.
No traffic disruption because of construction.
to do construction in phases so the traffic wont get bad
no waste material on the trash
Better the apartment complexes
too much traffic
when they fix the streets
Inaction and doing nothing about the areas discussed.
The only threat I see is if City hall does nothing.
Zoning for additional low income properties and lack of supervision for those properties that continue to operate outside of city codes.
- continuing to allow such dense areas of "affordable housing" (slum-lording) - any additional low-income projects
the constructions of too many apartments around VM
If the city doesn't do anything to make the improvements we need. We will turn into a rundown slum very quickly.
Too much gentrification. As a resident and a home owner, I look forward to the increase in my property value, however I would like for the diversity in the neighborhood to still prevail
Overflow of unemployed brought to the neighborhood.
There is no sidewalks on some places and sometimes the side walk is so bad people need to walk on the roads.
security
if they do it slowly is better

more traffic that causes accidents
No more traffic and if the construction could be done in stages so there are less accidents.
Crime Streets
None that I know of
1. Any extended changes to 75 2. Too many apartments 3. Real Estate pricing too high
Crime, theft
Encouragement of Presbyterian Hospital or could be a good thing if it provides jobs.
See No 12.
Failure to invest in the neighborhood is the greatest threat
Any Raising of building heights due to zoning.
Further Separating Vickery Meadow
Housing Prices rising
Nearby highway construction holds a threat to childrens safety
allowing investors to upgrade or build new apartments to get higher rents, thus pricing out our immigrant families.
Gentrification and then displacement of Refugees
Concerned City legislation will allow slumlords to stay
If only upscale housing is approved, the diversity will disappear and service to those in need will not be available.
I have no idea what has been proposed for VM.
Better apt complexes to the north, south and west of the VM area will always send quality residents elsewhere.
High-end developers buying up property to develop housing that would be in affordable to most that live there- driving folks out-
Traffic congestion
would like for them to be built in stages so it doesn't affect the residents with traffic
more municipal neglect Current affordable housing ordinance (don't penalize up-zoning or density) Mono-culture in Future
Fear, past perception...
Mono-culture of housing serving one range of incomes/age/demographic



Mono-culture of housing serving one range of incomes/age/demographic
build in stages
Highway construction
People might lose their home
It will seclude the neighborhood. Rent should not go up.
It's harder to rent an apartment due to all the requirements and the traffic is bad
Neutral
Affordable Housing restriction could harm VM Increased/Continued crime Closing schools
75 highway

Community is very big
I like that our community center (The Melting Pot) aids many different kinds of refugees. The diversity here is unlike any other place in Dallas.
The culture.
The cultures, the families, the uniqueness of the neighborhood. I love the drive and ambition of people who are just coming to this country and want so much for themselves and their family so they work hard (sometimes 2 or 3 jobs) and they want the best for their children. They are such kind, welcoming, and friendly people.
culture
Diversity
Diversity
The diversity. Great location.
I like that the community does want to work together. That our neighbors want opportunities to make Vickery a better place to live. I like the IRC New Roots Market - giving neighbors a way to invest, get paid and grow fresh veggies to sell.
Businesses
School involvement
Not Sure
VMLC
food
community programs like the English classes
The people, many are nice and welcoming
Actually I only like the apartments I live in, city escape apartments and the sam's/Walmart area .
The neighbors I have met. Cheap to own.
The mix of cultures and the opportunities that could potentially provide.
the trees, terrain, affordable housing
neutral
Neutral
Nothing

the help the teachers give to the students there is not a lot of racism
job,work
the diversity of cultures in the area
Education for adults- the opportunity to learn English VMLC
The diversity. I love that I can go to the park and play basketball with people from Mexico, Iraq, Sudan, Burma, and the U.S.
I love its diversity. People from all over the world are living next to each other and learning from wachothers' cultures. I love my school, Emmett J. Conrad High School. As a refugee, starting education in America in such a diverse school made things so much easier
Community involvement. Families get together and a lot of youth are active volunteers.
I love the people who live in Vickery Meadow. I love the strong sense of community that is created by people caring for each other and the ways in which people enrich the community with their various cultures and resilience.
Convenient for me
I enjoy that this is an affordable place to live and that my neighbors can count on me and I on them if anyone needs anything
The multi-ethnic composition of our population.
Affordable Living
Accessibility to major highways and transportation
Culture/Family friendly
Close to everything
My apt.
Seeing diverse men, women and children coming togethe, getting to "know" each other and one another's cultures and creating community leading to caring for and helping each other.
Access to transportation. The parks and recreation opportunities. The diversity in population (although I see that declining as the area continues to gentrify). Access to shopping and entertainment. The overall convenience the location provides.
location. Proximity of the hospital and medical offices.
Location, Location, Location.
Proximity to shopping
The diverse mix of people

the women's group and the English classes
the schools, heart house, libraries, and parks
The have good programs for the community
Seeing the community, different people
Current physical improvements
Location - ability to leave area For work and other activities
1. Easy access to major interstates 2. Easy access to shopping 3. Police presence and response time
Affordable for large space
I enjoy my townhouse and neighbors.
Trees
Location. Support bringing in Immigrant refugees
Convenient to Everything
The location. It's the most centrally located neighborhood in the city.
Location - easy access to get other parts of city. (highways, public transport, etc.)
Location - very centrally located Low cost of home
Location Ease of transportation
The Cultural Diversity of the Neighborhood
Families/Diversity
Affordable Housing
Diversity Refugees Family Orient
The amount of entertainment and shopping centers nearby
The international feeling of families from all over the world.
The People work very hard
The community & city leaders working hard to revitalize -- proud of what they have achieved so far!
The diversity and community willing to work to create a better community.

The cooperation of the service providers to provide needs to the community.
Easy access to North Park/Central Expressway and surrounding retail areas.
The way the streets are laid out. it is very unique and should be accentuated with expanded pedestrian walks/faux bridges/bike paths, etc.
Tasby Junior High is a gem in the midst of a lot of refugees, hunger and poverty Parks and ball fields
the potential
Trees, location, proximity to hospitals, churches, amenities, and restaurants
Location
The incredible opportunity to shape an inclusive vision that embraces the cultural diversity Vickery Meadow brings, as well as preserving affordable living for DPD, DFD, teachers so they can LIVE in the community the serve.
Multi-Cultural
Location
It close to the school
learn English and childcare
learning and childcare
Through trails...location
Culture, open space availability, location
there are too many apartment complexes
Parks
Conrad High School education system
Conrad Highschool and Park Lane mall
The people. The people are nice and ready to help you anytime but if you kick them out it will only make the area worse.
Target
Diversity
Location Location Location Culture/Diversity
I like the best about vickery meadow is the tachers

.....



Q18: What do you like LEAST about Vickery Meadow?
Lots of homeless people hanging out
Bad image for crime
The apartment complexes on the corner of Holly Hill and Pineland...Tear them down.....
the high concentration of low income multifamily buildings, crime, poor road and sidewalk conditions, lack of through access from Northwest Hwy to Park Lane.
The run down appearance and the crime.
Not a good feeling about the safety of the area
Building owners who don't maintain their properties
The crumbling infrastructure including run down apartment complexes and the negative image it has in the media.
crime and homelessness in area-they sleep on private property and defecate it
no library or community center
Way too many low and housing projects
Crime
Perception of high crime
Some predatory businesses and property owners. Some are using state assistance programs to line their pockets without really helping the people in need.
City Services. Poor Police enforcement Poor Infrastructure Planning Poor management and Maintenance of Infrastructure Poor City Investment priorities in Public Safety. Poor management and maintenance of Parks
1) Crappy apartments with over-crowding, ugly buildings and low standards 2) Trash blowing in the streets all the time
The lack of investment info in this area, lack of safety for families and children.
unsafe (violence,prostitutes,robbery,drug dealers, etc) poor living conditions (residents in apartment communities get treated poorly)
All the crime there is.
Rundown Look of some properties Look of some people walking the streets Unsafe Feeling
The least I like personally is the people that hang around the corner stores at night making it very insecure for people to walk at night
I don't like that sometimes people feel unsafe.

That the apartment owners don't value the people who live there. I've had phone calls in the middle of the summer from people who have called their rent office to tell them they have no A/C and the office does nothing. I hate that people are going without A/C in the middle of Texas for an entire weekend and sometimes a full week because rent offices ignore them. I hate that when I walk on the 3rd floor of some of the apartments I feel afraid that I will fall off because the cement steps and landings are tilted. I feel afraid when I get to the 3rd floor landings and they only have metal railings that a small child could climb through and fall from. I wonder how that must make parents with small children feel. I hate that when it rains, some of the apartments (the ones behind 7-11) have water ankle deep in the courtyard that makes it impossible to walk through.

crime

Crime

Sense of it being an unsafe community

Unsafe, UN-maintained housing units.

The support and great effort from Mrs. Martha Stowe

The stigma of the neighborhood; it definitely has an image problem.

Vandalism, drugs

Unsafe

insecurity and gans

pedestrians wandering about

they are raising the rents in the area

Some of the security

Its in Dallas

The gentrification

the fact that it is being targeted by developers and the city will little thought or plans to keep the current resident living here

The crimes that happen daily

the crimes that happen daily

The little improvement they made in Park Lane that are needs to change

The high crime rate, Lack of security, and lack of caring on apartment communities end about upkeep and healthy living conditions.

I have nothing least about vickery meadows I like



Roads desperately need fixing! The address of the apartment & numbers are very confusing for others to find.
Lot of garbage, lots of loitering kids, large homelessness population.
The roads are really messed up.
How it's unsafe.
The roads and side walks
isnt very safe
So many people and traffic. And crime.
Least, that certain people are slowly being pushed out of the neighborhood.
That livelihood is being threatened and people are angry with the government and the state of things in general and turn towards violence or hatred on each other or local government to retaliate.
insecurity
The fact that many organizations and groups are coming here with the mindset that we need to save these people. Often, what they do is more harmful in the long term than helpful. Because the focus is not building capacity among the population to take ownership of their own betterment. The fo
near liquor stores
the insecurity
the security because there is alot of crime and the roads need to be fixed
we can come to school 5 days a week
there is a lot of car wrecks
the apartment complexes appear old and in poor conditions. There is a lot of trash on the streets and a lot of liquor and cigar stores.
there is a lot of violence and very little security. Liquor stores near schools
1. Land lords that take advantage of tenants. 2. The fact that VM is surrounded by buildings for 3 of the most expensive sports in the country: golf, horseback riding, tennis. None of these provide services to the community. 3. High crime rate. My friend just got broken into yesterday. That is the 3rd attempted break in at his place, 2nd successful one.
Its roads.
The horrible potholes in the roads and lack of sidewalks for bicycles or people to walk on.

I dislike the utter disregard that people with money and power have for the economic and cultural support of our most vulnerable residents. I dislike the heavy policing that criminalizes our community instead of adequately responding to mental health issues and community trauma.
I feel as though I pay for location knowing the location, itself, is always on the brink of dilapidation the closer to Greenville you go.
Some areas of our community have suffered from long-term neglect; there are neglected populations here, people who live on the fringe. There is no simple solution to this poverty.
I feel that the housing industry and property owners are pushing for expensive housing.
Too much crime
No entertainment for the community such as local music
Too much traffic and not enough supervision
Condition of roads, how old buildings are.
Some stores are clean outside
The desperation and frustration as people seek jobs, economic independence. The desperation and frustration "naturally" leads to crime, domestic violence, etc, which leads to problems for individual families, the neighborhood and a worsening reputation/image.
Crime has gotten significantly better, but there is still a ways to go. It will be great when the area is truly "walkable". I wish the City would finish their projects, primarily the Phoenix Drive/Holly Hill streets. Clearly their plan for the vacant library site isn't working so they need to get a feasible game plan for that. The City helped jump start redevelopment in this area but at this point they need to get out of the way and let the private sector finish shaping the area. There is a big difference between what the government wants and what the people want. I think it's time for the City to back off and let community develop naturally without the social engineering.
Too much pedestrian traffic and lack of sidewalks
Slumlords. Look around at who is moving into the neighborhood.
Too high a concentration of refugees unwilling to assimilate into this country.
The rundown apartments with management still charging high prices for low quality
No sidewalks when I walk to visit.
The crime in the area makes me uneasy.
Lack of visible improvements other than normal area maintenance.
Concern about crime/safety
Most of the roads and housing are eyesores.



Crime, over-crowded.
Five-points is embarrassing.
areas with out lighting
To many homeless on the streets in the corner of Melody and Shady brook
there's alot of homeless and loitering on the streets
alot of people on the streets
lighting.there's men outside the liquor stores.
security
A lot of people walking at night
The prostitution and drug dealing that goes on all around us on Park Lane from Ridgecrest to Fair oaks, and down to Eastridge, at the 7/11, and behind on Hemlock.
Low income housing and crime.
- lack of walkability (inconsistent sidewalks and few restaurants/shops, etc.) - safety issues
Safety
The prostitutes on Ridgecrest, the drug trafficking on Fair Oaks,, Ridgecrest and around the convenience stores on Park Lane and Shady Brook. The trash blowing in the streets and properties near overflowing dumpsters.
I don't feel very safe at certain times. I live within a mile of my office, and I do not fell comfortable walking to and from work.
Five Points. That important entry needs to be greatly improved. See plan by VMID Capital Improvements Committee.
The amount of close minded people
the roads are in really bad conditions
the men that stand in the corner of melody's and shady brook
the crimes because there is not a lot of security in the area.
There are a lot of thefts in the community
Predestine system
Crime & streets
Low rent apartments

1. Getting rid of slum lords 2. Investors that care about the area 3. Enforcing the number of residents that can occupy apartments.
Not safe
I feel very unsafe after dark.
Safety
The change from design: Built for single - ie no sidewalk, no school
Crime and Dilapidated Apt Buildings. The Traffic and not enough crosswalks Too many people jaywalk.
Crime @ high density. I live alone and can't afford to move as I'm on disability. In my apts. 2 - 3 families live in one unit sometimes too much noise, commotion, etc.
Crime and deterioration.
Crime Lack of funding to clean things up
stark socioeconomic disparity (attitudes) desire integration not removal of lower income groups
Crime, Lack of Walkability
Crime, Homelessness, Being Forgotten, Decay
Need more grocery store
Gentrification
The crowded areas and apartments
poor sidewalks, dangerous 5 point corner
No improvements over four years...
Slumlords
Lack of affordable safe housing
Quality of retail stores and overall appearance of disrepair and need of significant OVERALL UPGRADING!
It is dirty. Streets and parking lots in front of stores is dirty. There is not a lot of pride of ownership or maintenance on the retail locations. Some apts - The Point and Sunchase Park are real problems.
A community where some children are homeless, hungry and living in horrible housing-
safety
Negative perception of high crime area, neighborhood blight



Poverty Level
Quality of life (parks, cleanliness, biz) is poor. Unappreciated people and their skills - need to identify and maximize so they too can live the American Dream.
Crime
Traffic at School/Bus Release time
Too much Burglary/not a safe place
the safety
insecurity
There isn't much to draw me in...shops/restaurants etc
Crime, no walkability
there are too many crimes and racism
Crime
How the apartments look torn down
No nearby stores like walmart,sams,etc
That there is not enough services and amenities ready to serve the people of the area.
there's a lot of men standing outside business and it makes the environment hazard
Lack of Safety Deterioration and Lack of Infrastructure (the former Walmart Site)
learning more

Q19: How can Vickery Meadow's image be enhanced?
Use vacant space so homeless don't use as a camp
Public market - think Chelsea market
Tear down the apartment complexes on the corner of Holly Hill and Pineland....move the refugees out.
Through improved zoning and redevelopment as outlined above.
See all previous answers.
Landscaping all housing areas and repairs such as painting included
Changing name is area to something new to rebirth a new vibe to the place
Improve the streets. Get rid of 5 points. Have better code enforcement for the dirt-bag owners of apartments that cater to the low-income residents.
reduce crime in the larger complexes, clean up the areas
BUILD THE LIBRARY
Replace dedestressed and rundown properties with new construction
Clean up old apartment complexes
More community policing, more cultural and community events
More good stories about positive changes.
Change the name. It has never been called Vickery Meadow except by the people who helped run it down...including the City. We call it Midtown. Vickery Midtown. ALN calls it Midtown-East Side The north part of the PID is called Midtown Park. Force the City's hand on infrastructure. make the City Maintain opur infrastructure. Keep the City from trying to stranglehold our zoning. Keep the City from trying to impose sanctuary status to our neighborhood.
1) Change the make up of people who live here. If we had more middle class residents, everything would change based on that. 2) Make it more attractive so that when people drive through, they don't think it's a slum area
Trash pick up (stricter regulations) Highlight its strong points and non-profits in this area
improve infrastructure, housing
What are they working on now: cleaning the area, working with properties in the neighborhood to clean of crime, working with properties in the neighborhood to clean of crime.
We could improve by doing more events for the families in the are and attract more people.
Needs upgrade



More businesses that harness the diversity of culture. Also, more decent grocery stores.
Hold the apartment owners accountable and ensure the rich diversity of people who live there can thrive.
safer area
Clean up the streets
Clean up of day workers & homeless individuals
Embrace local culture and provide tools to empower local entrepreneurs.
Really Working together
So many of the apartment complexes are eyesores: The Ivy, Sunchase, Ivanhoe, Stratford Hill - changing these and improving them would be great. Again, not pricing the refugees out of the neighborhood with the improvements. Making improvements to the shopping malls and areas in Vickery. They're dated, old and crumbling.
taking care of the crimes, putting more security and less business that sell alcohol.
Safety and innovation
better school system, safety on the streets, better streets.
get people off the street
less homeless in the streets
Better roads, areas to hangout and better focus on public places
Take a look at the properties in VM compared to other area of town and it should be obvious. Property appearances.
Promote the multicultural atmosphere instead of trying to hide it.
It would be really nice if the city would insist that the area be kept affordable that would enhance its image in my opinion
If we all try to better our education as a citizens that would be a good start
Truly if we all work on our level of education for our selves as well as a citizen that would be a good start.
More security in the area
Better Safety & Security
Do more family activities or festivals to involve other cultures
Redevelop the entire area to what it was like in the 80's & 90's
Less of crime: * Gun shooting * Drug dealers

Upgrade the park
More Parks or outdoor activities.
Clean up the trash & fix the roads please.
Fix the roads and make sure the diversity stays.
By involving more youth to do meaningful things together.
by bringing the community together
Unsure
The image of the neighborhood will only be improved when its inhabitants are empowered to make the changes we feel are necessary, not necessarily when someone comes in and tells what needs to be done. Each person, family, and institution has to be aware of what each can contribute. Every contribution made will improve the image of the neighborhood.
Don't worry about image the rest of Dallas has painted in it's mind about Vickery Meadow. Worry about the culture of people being raised up in this neighborhood and their quality of life.
having safe communities
By building on its strengths. Again, no where else in Texas you would find a place where people from 30-40 different countries of the world are coexisting together peacefully. So, instead of trying to get rid of the current residents, let's capitalize on the culture and unity that has been build for years.
put more attractions so kids be more interested and so they wont be spending to much time inside with their electronics (games)
more security to stop the sell of drugs and stop crime
less crime
more security
Capturing it's diversity in a positive light. Helping better educate people who live just down the road and think this place is full of criminals and illegals.....
Better roads
By gradually improving the apartments and roads.
The problem is not Vickery Meadow's image, the problem is thinking that image is a greater concern than the actual quality of life of low income residents here.
Tear down some of the older complexes.
I do not think the neighborhoods "image" needs to be enhanced, this is our reality.



By sticking to our name, "Vickery Meadow", and stop re-branding as if it were a bad thing.
Stop the crime
Remodeling apartment buildings
The above improvements/programs.
Let the gentrification process continue and stop the social engineering that fights against those efforts.
cut down on the influx of refugees
I don't know.
Flowers
Clean up, make parks inviting, help neighbors to be involved in that clean up and take ownership of the area.
New development that is not specifically targeted to low income high density units.
More upscale properties
An overall facelift in the community
Improving housing structures
All city departments should be on the same page regarding eliminating substandard public and private structures.
Not by renaming or rebranding it -- that's silly. Demolish blight, replace with parks useful to residents. Continue bringing in new commercial development. Improve neighborhood schools.
more security
Working together and providing ideas on how to fix the problems in the community
put in practice all the suggestions given
more security
help the people on the streets that need a job
better academic levels at schools. the roads and better side walks
More patrol
Clean up the crime

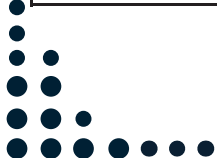
Rezone some of the offending apartment communities (or force change rather than assessing fines) in order to attract more developers and businesses who will invest in the improvement.
reducing crime and more single family residences in VM
Clean it up, fix it up, bring in name brand sit down restaurants and entertainment venues. Build brand new single family homes, And Market it like Uptown and Bishop Arts District.
Clean it up a bit
Infrastructure, safety, and community spirit. Meaningful use at former Sam's Club
Better sidewalks better education
getting better streets and buildings
fixing the streets and having a library
having more security on the most used spaces such as the schools.
More security in the neighborhood
Keep fighting crime Improve infrastructure Re-development
Tear down low rent apartments.
Clean it up
Remove old unsightly buildings.
Safety - also remove old unsightly buildings.
Reduce Crime Champion the transition from refugee/immigrant to resident/citizen - (Only happens in the USA!!!)
Reduce the crime.
Start crouching down on crime and making even small improvements (i.e. messed up sidewalks)
No vacant property especially commercial
Reducing Neighborhood Crime
Making it Safer
By advocating for refugees
Nice affordable housing
By showing that we care



promote the international aspect of it.
Spotlighting the diversity
Remove old fallen down complexes replace with new more upscale
Have a positive image by capitalizing on its strengths.
With increased affordable housing
See prior questions.
Get a spokes person - maybe the councilman to champion the reputation. The amount of increased tax revenue from the VM potential would be significant.
I think I have already stated that
Better streets, sidewalks, lighting
make it safer, build it up to make it more appealing
Publicize improvements such as new streets, new library, and new housing
Improve Property Standards
This takes time...again, schools, neighborhoods...
Publicize enhancements, focus on and promote cultural diversity in restaurants, retail, etc.
more security
More grass and flowers
Making better building structures
More maintenance
By highlighting how nice the people and that they also deserve to live in a place with amenities and services.
More police in the area
Fix/Change Five Points Get Bond \$ for Street and Sidewalk improvement Improve schools Reduce crime and enforce code regulations
not bad

5 Mayo, Christmas tree lighting
National night out
Chistmas
dia de loas muertos
Christmas tree lighting
5 de mayo
nothing
No comment
St. Patrick parade
(Only in my school) Sam Tasby M.S. We celebrated cultural festival
St. Patrick's Day, Napolis Festive, Cinco de Mayo
I don't think there are any.
Dont get out much when things are going on.
Cinco de mayo,
Cinco de mayo Different New Years for every ethnicity
Holi and Eid
Not sure, actually...
Naw Ruz (Baha'i/Persian New Year), fashion show, drum circle, among others.
There are Holy Day celebrations hosted by the Baha'i Faith and there are many events hosted by families for their native holidays.
San Patrick's
Sam Tasby's International Day Naw-Ruz celebration an other Baha'i Festivals Nepali New Year and other celebrations
Cinco de mayo
Sam Tasby school
Christmas, Thanksgiving.
Reunions in the school Sam Tasby
Christmas, mothers day, fathers day, new years, Easter

San Patrick
1. Conrad high school's multi-cultural night Most of the culture's festivals that I attend (Burmese Water Festival, Karen New Year, Chin National Day) take place outside of the neighborhood.
Fashion Show, Cinco De Mayo, the Day of the Dead, and Christmas.
Festival of Lights Trans.lation arts and cultural events
None
Eid, st. Patrick's day parade, pay day
Translation has many events during the course of the year, as does the VMLC, and the local small mosque on Phoenix.
I don't really participate in the cultural activities in the neighborhood.
none that I'm aware of
None that stand out.
Refugee Day June 20th.
Unknown
I only see individuals enjoying enjoying their own private parties. I don't ever see any kind of neighborhood festivities or any celebrations around certain cultural holidays. This may just be something I don't recognize.
I can't think of any
Not sure.
the fall and winter event right next to Tasbi.
San Patrick's parade, The Christmas tree lighting, Easter
The Christmas lighting
the Christmas tree lighting
the lighting of the Christmas tree
Easter, Christmas tree lighting
Christmas tree lighting
I don't know of any
I do not attend any in Vickery Meadow.



I can't think of any.
I don't know of actual festivities, since they don't seem to be posted anywhere, but I like the garden tended by the refugees that is close to the elementary school & the events that provided by Trans.lation: Vickery Meadow
Sorry to see the Farmers' Market leave
Eid
Christmas Lighting and San Patrick's day
The Christmas tree lighting and San Patrick's Day
5 de Mayo, Easter
Easter, San Patrick day, Christmas tree event
School kids perform
Festivals
Martin Luther King Day Parade
Vickery Community Day Christmas Tree Lighting Transform Dallas Day
Large number of diverse shops and business bring many people together.
Lake Highlands is somewhat culturally diverse, but over all, very well maintained. It would be nice if VM could mirror other nice areas of Dallas with quality housing, quality restaurants, quality retail shopping mirroring the economics of the families that live there and encompass the strength of their diversity.
Our church is involved in coordinating Fresh Food Day in October.
San Patric
um, none?
Christmas Service...Easter Service...church stuff mostly from where I sit. We go to Deep Ellum for the arts festival
Easter, and Christmas
I can't think of any. I don't go out much. I know we celebrate a lot, though
I don't know any
Not sure
I'm not sure
San Patrick

Cinco de Mayo
There aren't any that I know of.
Probably would enjoy all of it, if I went to them
Cinco de mayo because we have a program at my school which includes dances and foods.
Cinco de mayo. Because of the cultural dance and programs
EID
I haven't been to a festival, because I don't hear about them, even though I've lived here 8 years.
Any space that allows a wide cross-section of society to participate! This is because when people's diverse ideas come together to create it provides for new opportunities for all.
I enjoy the celebrations held by the Bahai Faith. I do not know about many other festivities and I am not sure the rest of the community does either. We should work together to distribute the information more.
San Patrick's, Christmas, 4th of July
At this point, there is not a lot of festivities that take place. I enjoyed Sam Tasby's day as well as the Naw-Ruz celebration.
Christmas because everyone likes Christmas food
April 22 because the different countries where present
Events at Tasby because they are interesting and informative
San Patrick
Burmese Water Festival has been something I have attended for 4 years. It's a lot of fun and brings together a lot of people from all the different Burmese groups. Locally, I enjoy Conrad's multi-cultural night. It's great to see the students take pride in their cultures and countries.
I enjoy cinco de mayo celebrations at our school, because I learn something new everytime
Christmas because there are lights everywhere and its almost the end of the year.
Trans.lation arts and cultural events because it's created by the people for the people.
Just about anything at Trans.lation because there is a delicious variety of food!
There used to be religious processions throughout the apartment complexes in December 12, day of the Lady of Guadalupe. But now it seems those have been shutdown.
Parks/Recreational programs

None that aren't American. If people are not happy living in the US then they shouldn't stay here. They should assimilate.
Refugee Day, it pulls the community together.
N/A
Not applicable
No idea
The "night out" events because I think they help everybody appreciate the area's diversity.
the ones from schools of school sport events at the parks
San Patrick's parade
The Christmas tree lighting
Easter
when there are community meetings
Christmas. The colors, the lights, the music, the food,
N/A
N/A
Barry Anino's quarterly get togethers. Fun and informative.
Eid because is a celebration for Muslims and a day to celebrate families after a long month of fasting
Christmas Lighting because of all the different cultural traditions are shared.
The Christmas tree lighting because it's a family event
Easter because my kids enjoy the events
San Patrick's day because there are a lot of events for the kids to enjoy.
light
Clean up day
Football games
Vickery Community Day. Kids get medical, educational, supply support for the new year
Music and food



You would have to define "festivity".
Unsure
Christmas and New Year
there are none
Deep Ellum arts festival, Art Con, etc. lots to see and do, good food, good people watching.
Christmas lighting at Vickery Meadow school
Sometimes we have official trick or treating neighbourhoods for Halloween, which I'm not sure constitutes as a festival, but I enjoy it a lot because we all get exercise and candy and have fun
Not sure

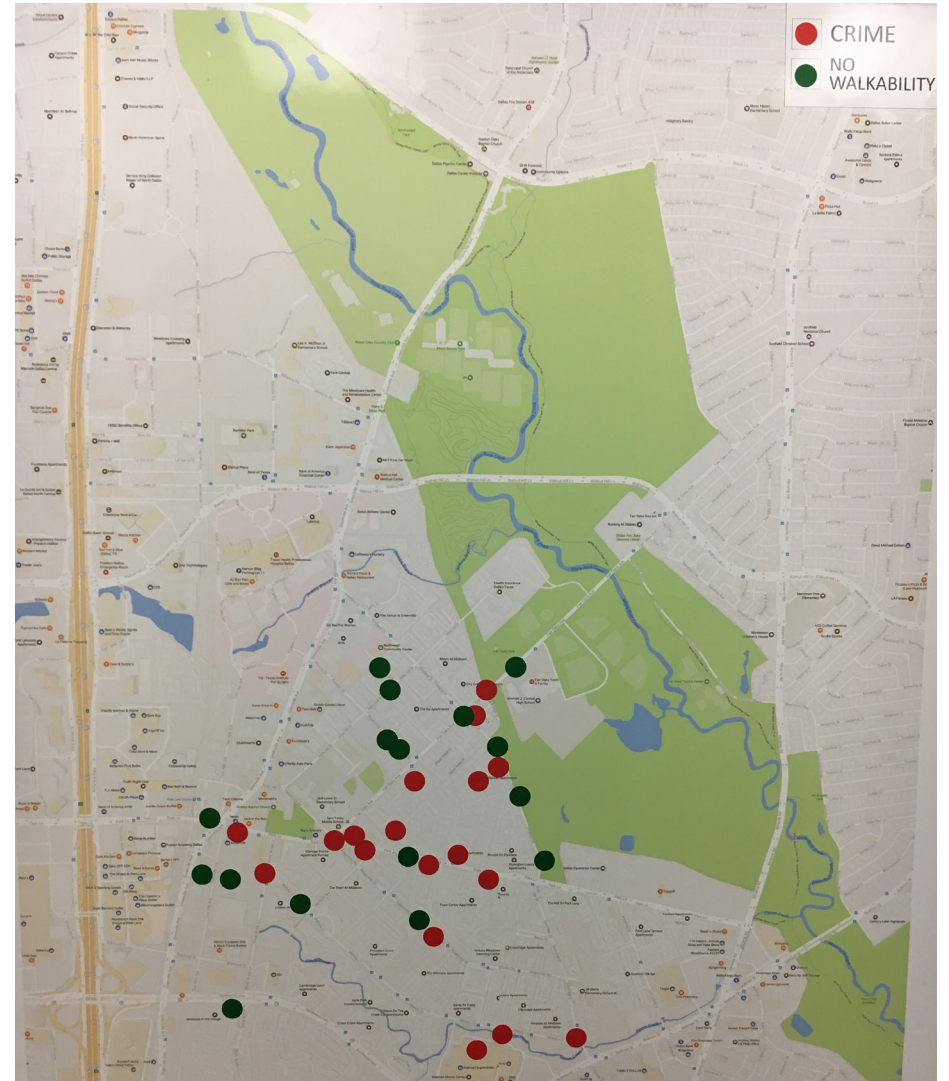
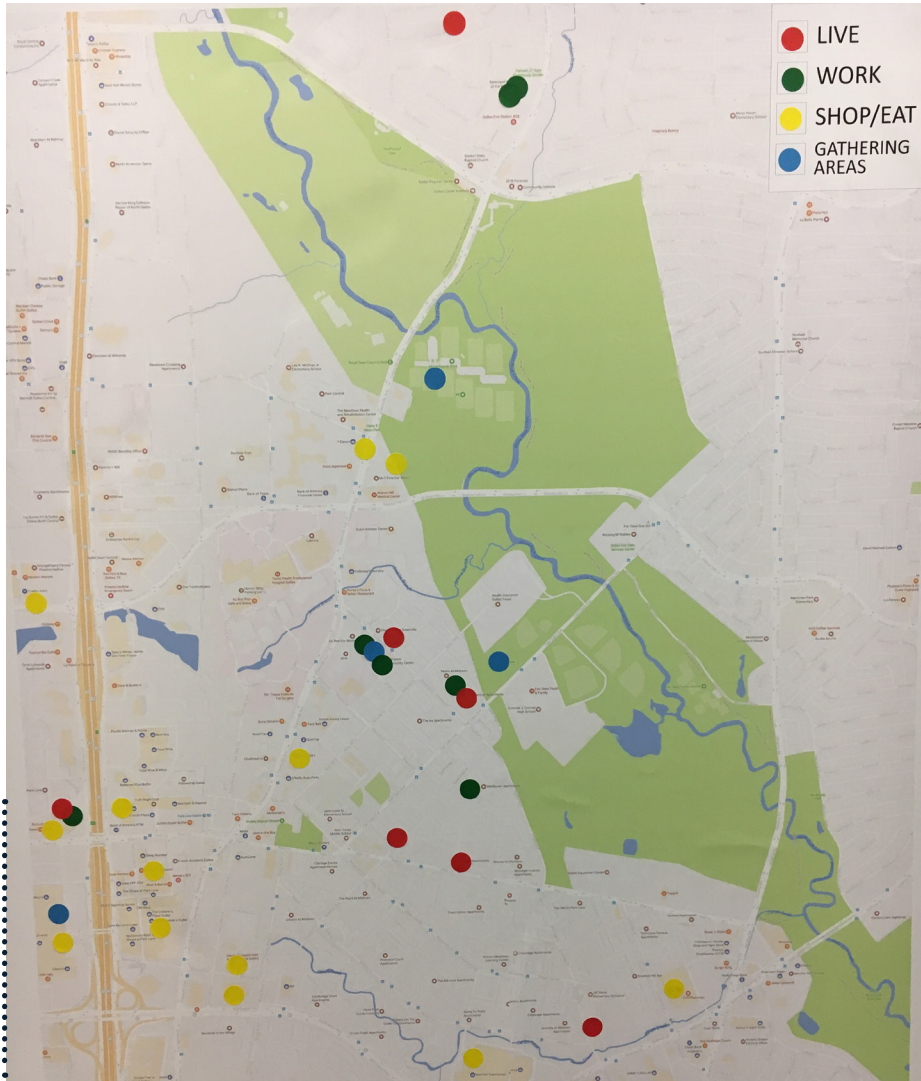
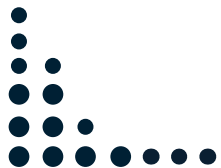
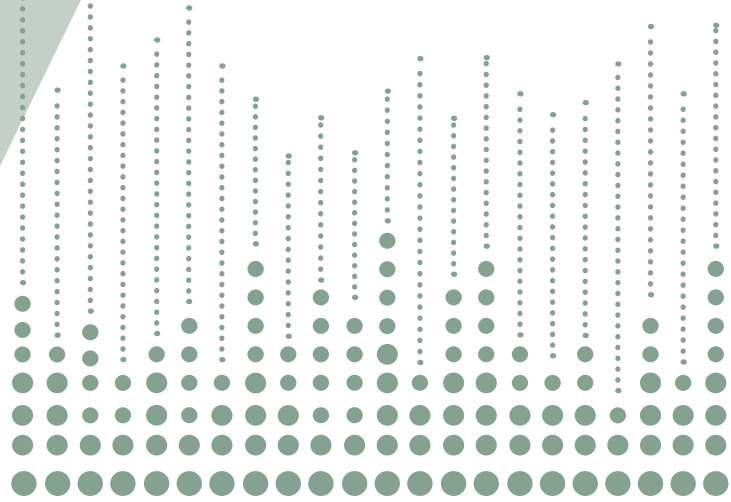
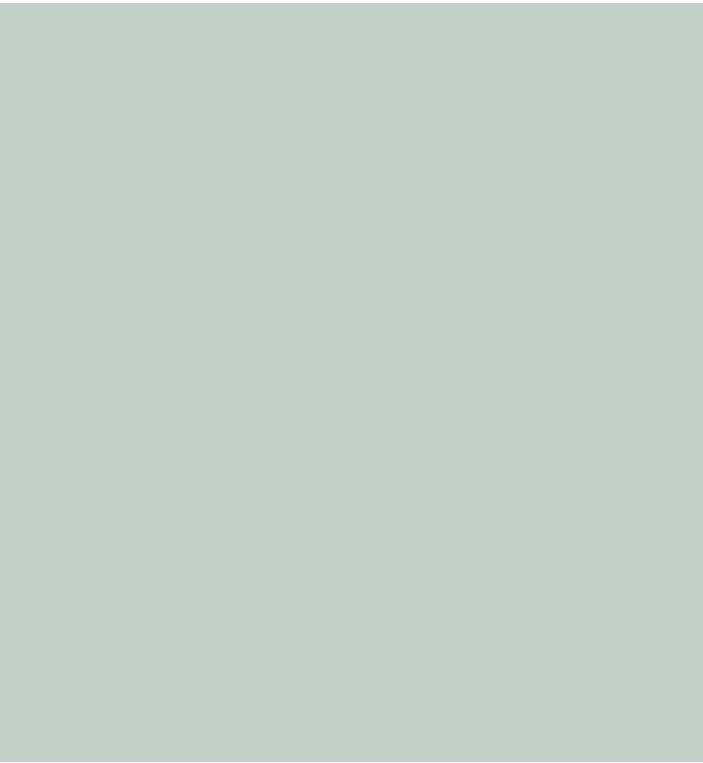


Figure 6.1: Original Community Meeting Survey Maps







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