



# BUCKNER

## STATION AREA PLAN

FEBRUARY 2013

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

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

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

APPROVED AS TO FORM:

THOMAS P. PERKINS, JR., City Attorney

By  Assistant City Attorney

Passed APR 10 2013





# BUCKNER

## STATION AREA PLAN



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# ACKNOWLEDGEMENTS

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# INTRODUCTION

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



Dallas TOD leverages transit investments to create safe, attractive and thriving community centers that offer a range of affordable housing options with improved access to transit for current and future residents.

The City of Dallas was awarded a Housing and Urban Development (HUD) Community Challenge Planning Grant to enhance transit-oriented development (TOD) through focused planning aimed at developing workforce, mixed income, and mixed-use housing at multiple DART light rail stations. This effort focuses on creating five **station area plans**, which include seven different DART stations throughout the city along three separate DART lines:

- **Martin Luther King, Jr. (MLK) Station** (Green Line)
- **Hatcher Station** (Green Line)
- **Buckner Station** (Green Line)
- **Vickery Meadow: Walnut Hill and Park Lane stations** (Red Line)
- **Lancaster Corridor: Kiest and VA Medical Center stations** (Blue Line)





Buckner Boulevard

## AREA PLAN PURPOSE

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

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

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

## DOCUMENT OVERVIEW

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

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

1. Setting and Existing Conditions
2. Planning Process
3. Vision and Guiding Principles
4. Development Plan
5. Catalyst Project Implementation
6. Area-Wide Implementation Strategies and Actions



## CHAPTER 1

# SETTING AND EXISTING CONDITIONS





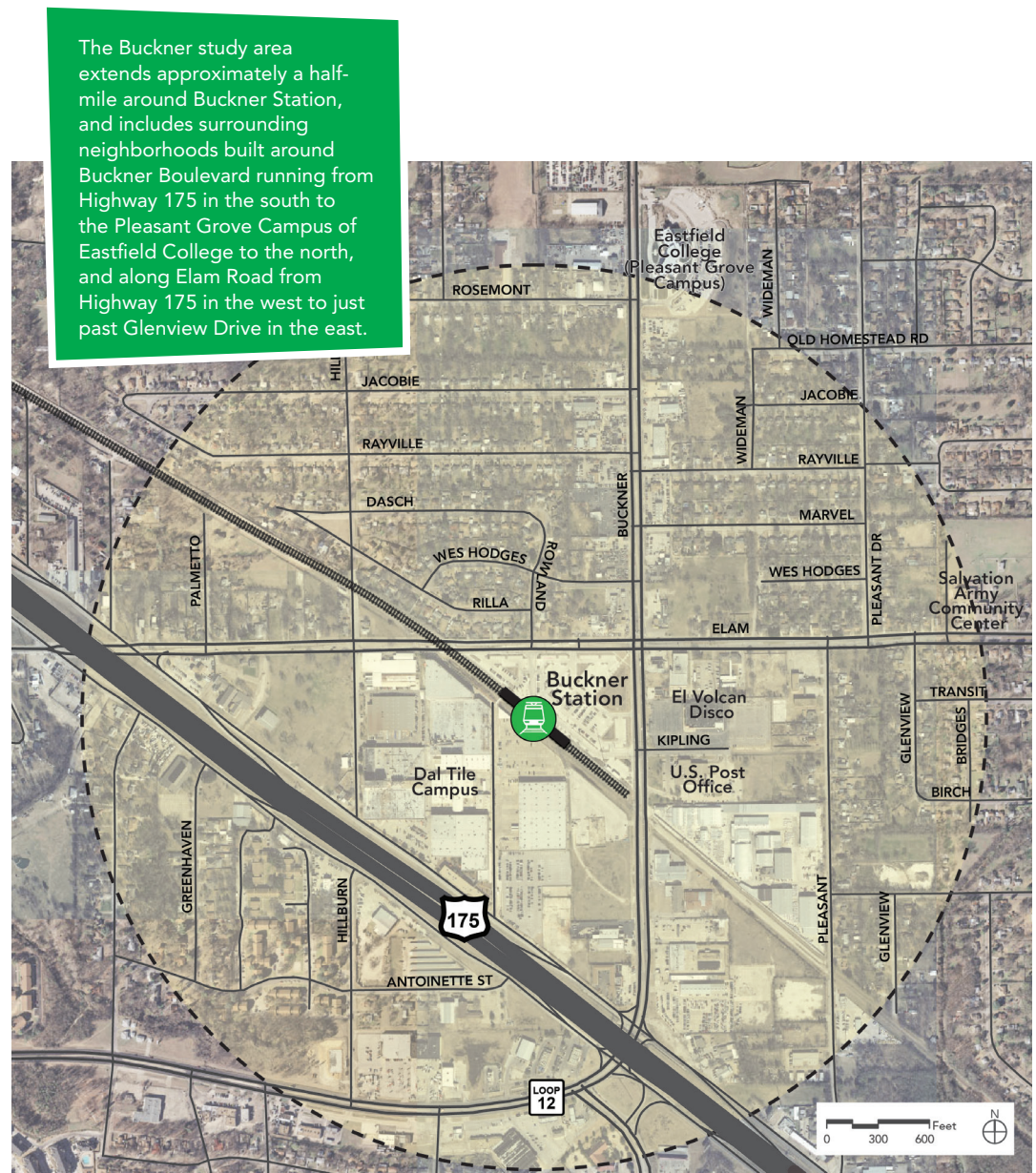
Understanding current conditions and building on the momentum of existing district goals and plans are key steps to advance the preferred vision for the area.

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

### FRAMEWORK FOR POSITIVE CHANGE

Several special districts and planning documents are already in place to support the transformation of the Buckner Station area into a vibrant, mixed-use neighborhood. The *Buckner Station Area Plan* aligns with district and document goals, and details specific initiatives to further advance positive change in the area.

The City's 2006 forwardDallas! Comprehensive Plan identifies the Buckner Station area as a priority site for implementing projects ranging from station area improvements to neighborhood revitalization. A key objective of this plan is to build on existing investments in the community and unite the numerous improvement concepts and programs envisioned for the area. The City's Complete Streets Initiative and the Dallas Bicycle Plan Update identify





Buckner Boulevard as a priority corridor for “Complete Street” treatments and bicycle facility improvements.

### STATION AREA OVERVIEW

The Buckner Station area is located ten miles south of downtown Dallas, just to the northeast of U.S. Highway 175 and TX Loop 12. The area includes a mix of housing, industrial, commercial, institutional and community facilities. The southern portion of the area is composed of industrial and warehouse, while the north is a mix of residential and commercial along Buckner Boulevard to Crawford Memorial Park to the east.

The Buckner Station is the southeast terminal station of the DART Green

Line, which connects neighborhoods of northwest Dallas to downtown and to the southeast areas of the city. Buckner Station is located within the Pleasant Grove Neighborhood. The station is situated adjacent to Daltile campus.

The area around Buckner Station is characterized by the large Daltile campus to the south, home to a significant local employer with more than 500 jobs on site. The other areas to the east of the Daltile campus are industrial parcels with low-density development, expansive surface parking lots, and underutilized land. The major streets, Buckner Boulevard/ Loop 12 and Elam Road, intersect half a block north of Buckner Station, which is the southern jumping-off point for the Buckner Boulevard corridor. The neighborhoods

north and east of the station area are characterized by single-family homes built on lots ranging in size from 7,000 to 12,000 square feet.

U.S Highway 175 and Loop 12, which becomes Buckner Boulevard, provide vehicular access to and from the Buckner Station area. Highway 175 has an average daily traffic count of over 61,000 eastbound and 68,000 westbound for the stretch between the Buckner Boulevard intersection with the freeway and the Lake June Road intersection to the north.



Both Buckner Boulevard and Elam Road are major, fast-moving roadways that are difficult for pedestrians to navigate.

## KEY ASSETS

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

- Buckner DART Station
- Eastfield College – Pleasant Grove Campus
- Daltile Corporation
- Crawford Memorial Park
- El Volcan Disco
- Schools
- Southeast Chambers of Commerce
- Salvation Army Pleasant Grove Community Center

### Buckner DART Station



Buckner Station is located on the corner of Elam Road and Buckner Boulevard. It is the south terminus of the DART Green line and is a connection point for seven bus routes. The average daily weekday ridership for the station is 1,397. The station design and landscaping reflects local history and heritage. Currently, the station serves as a park-and-ride destination, offering 536 free parking spaces for daily commuters. The large parking area also provides the possibility for future on-site development such as mixed-use TOD while still reserving space for station parking.

### Eastfield College – Pleasant Grove Campus



Eastfield College at Pleasant Grove, part of the Dallas County Community College District (DCCCD), is located on Buckner Boulevard approximately half a mile north of the station. The Pleasant Grove Campus is a satellite campus connecting the neighborhood to Eastfield's main campus in Mesquite and other sister colleges within the DCCCD. Programs include workforce training programs, continuing education classes, ESL and ESOL classes, GED training, college readiness courses, and freshman-level credit courses.



### Daltile Corporation



Established in 1947, Daltile is one of the biggest manufacturers and distributors of ceramic tile in the country. The facility on C.F. Hawn Freeway, adjacent to the Buckner DART Station, serves as the company's headquarters. This location employs approximately 500 people. While manufacturing does not currently exist at this site, it may in the future, and its office work force may expand as well.

### Crawford Memorial Park



The Crawford Memorial Park is located about a half a mile east on Elam Road from Buckner Station. It includes a loop trail linking the various playing grounds, facilities, and natural areas of the park. Parking and trail access is available within the park. The City of Dallas identified Crawford Memorial Park as underserved and underutilized and that it should be re-evaluated as a potential candidate for 'Signature Park' status.

### El Volcan Disco



The El Volcan Disco is located across Buckner Boulevard from the DART station parking lot. It is a major destination particularly on weekend nights for entertainment. It specializes in popular Mexican dance music, especially Banda.

## Schools



Several Dallas Independent School District schools serve the Buckner Station area, including the B. H. Macon Elementary School, John Q. Adams Elementary School, and Conner Junior High School.

## Southeast Dallas Chamber of Commerce + Southeast Dallas Hispanic Chamber of Commerce



The Southeast Dallas Chamber of Commerce and the Southeast Dallas Hispanic Chamber of Commerce are business organizations that promote, through membership, growth and business development, civic responsibility, and community involvement and support. Conveniently located at Eastfield College's Pleasant Grove campus on Buckner Boulevard, they provide services such as business workshops, networking opportunities, translation services, and a business resource directory.

## Salvation Army Pleasant Grove Community Center



Located on Elam Road, just east of Buckner Station, the Salvation Army Community Center provides resources and assistance to a range of community members, from school-aged children to senior citizens. Services include a food pantry, after-school tutoring and recreation, youth sports, and music and art programs.



## CHALLENGES AND OPPORTUNITIES

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

### Commercial and Residential Development

The neighborhood fabric is hampered by some vacant and underutilized parcels in the residential neighborhoods and by the numerous auto services and sales on Buckner Boulevard and Elam Road which present a challenge for the neighborhood. Many underutilized sites have large-footprint commercial buildings and/or large parking lots that lack street presence and accessibility. These conditions contribute to inactivity in the area and longer walking distances between destinations. However, with participation from property owners, some of these parcels and structures may provide promising opportunities for renovation or new development.

Current uses surrounding the Buckner Station could better target the needs of transit riders and the surrounding community. Nearby commercial and retail development tends to be large in scale, underutilized, and over-parked with large setbacks.

### Pedestrian and Bicycle Connectivity

Pedestrian and bicycle access between the Buckner DART Station, surrounding neighborhoods and other destinations is a challenge. Public access to the station is limited to the north side, where it is also bordered by two busy arterials, Elam Road and Buckner Boulevard. Currently, the only safe location to cross Elam to access the station is the signalized intersection of Elam and Buckner. There are major opportunities to create and improve pedestrian and bicycle crossings, particularly on Elam, to connect surrounding neighborhoods to the station.

Pedestrian and bicycle infrastructure in the broader area is generally poor with wide, unattractive boulevards, no bike lanes, poorly marked crosswalks or lack of crosswalks, and incomplete sidewalks or lack of sidewalks. These conditions offer opportunities for creating a more

walkable and bicycle-friendly experience along key corridors. Intersection and streetscape improvements could include clearly marked crosswalks, bike lanes, sidewalks, street trees, landscaping, lighting and other pedestrian amenities.

Buckner Boulevard is selected as a pilot project in the Complete Streets Initiative, but is not currently funded. Eastfield College, located north of the station on Buckner Boulevard, is an important destination for transit users. The recommended actions include the addition of bike lanes, improved landscaping and sidewalks that will improve pedestrian and bicycle travel all along Buckner.

### Wayfinding

Existing signage is auto-oriented. Gateway installations – such as public art, signage, archways and lighting – at the Buckner Station and key intersections along Buckner Boulevard and Elam Road can help improve visitor orientation and provide opportunities for the Buckner Station area to convey a distinct image. There is also a lack of pedestrian-level signage along commercial corridors. Adding pedestrian-level signage and attractive markers along Buckner will improve wayfinding and enhance the character of the neighborhood.

## Safety

The perception of a lack of safety for pedestrians in the Buckner Station area is a prevalent concern among residents. Increased police presence and improved street lighting can help mitigate these concerns. The streets in the area also allow for high travel speeds which can be intimidating for pedestrians. Addressing the need for a sense of security is important because it can be a barrier to economic activity in the area.

## SOCIAL AND ECONOMIC CONDITIONS

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

## Demographics

Within the study area, a half-mile radius around the station, there are 2,350 people and 600 households. While this area experienced moderate growth in the 1990s, the half-mile radius lost population between 2000 and 2012 and is expected to lose a small amount of population

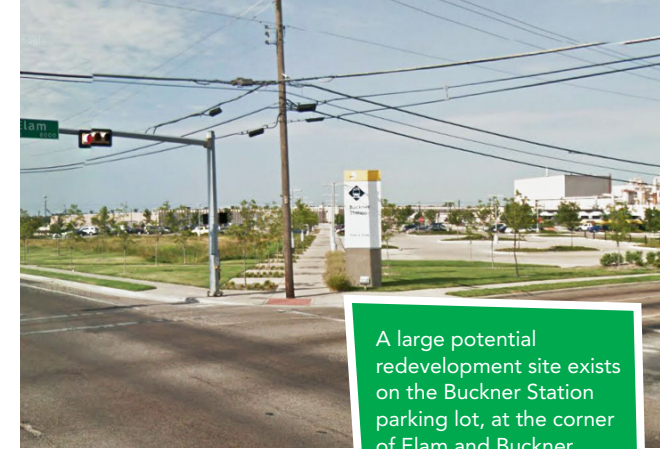
through 2017. However, the population closer to the station – within a quarter mile – grew slightly.

The mean household size in the Buckner Station area is large, 3.8 people, compared to the Dallas/Fort Worth mean of 2.7 people. About half of the households within the study area have four or more members.

The population within half a mile of Buckner Station is younger than the metro-wide population. The Buckner Station area has a smaller portion of elderly residents than the Dallas average. Residents over the age of 55 make up 19% of the metro-wide population, compared to 12% of the area near the Buckner Station.

Residents of the Buckner Station area are predominately Hispanic. Within a quarter-mile radius, 90% of the population is Hispanic. This area has shown a rapid increase in the Hispanic population since 2000 when Hispanics accounted for 63% of the population in the same area. Comparatively, 45% of the population across Dallas is Hispanic.

Household incomes near Buckner Station are similar to the citywide incomes. Within a quarter-mile radius, the median household income is \$41,000,



roughly equal to the Dallas median of \$40,650. Per capita income, however, is much lower than the city-wide figure – \$10,000 compared to \$25,000. The large household size and high number of children in the area affect the low per capita income figures.

## Retail Market

A retail “gap analysis” for the area estimates the demand for categories of retail goods and services, based on household demographics. The data show that the area sells more retail goods than purchased by local households. The Buckner Station area sells a large volume of motor vehicles and parts and building materials in particular. There is a demand for clothing stores and restaurants in the area.

There have been 23 sales of commercial properties between 2005 and 2011, of which 20 were retail buildings.

For the retail space, the sale price per SF ranged from \$31 to \$565, with a median



value of \$75. The trend shows that the average retail sale price over the six-year period slightly declined.

Annual commercial rents within a half-mile radius of Buckner Station<sup>1</sup>:

- Office: \$20.00 per SF
- Retail: \$14.06 per SF
- Industrial: \$6.00 per SF

### Residential Market

For economic and redevelopment strategies to succeed in deeply challenged neighborhoods within TOD areas, actions will be required that involve many individuals and organizations including: the affected neighborhoods; the City; non-profit organizations;

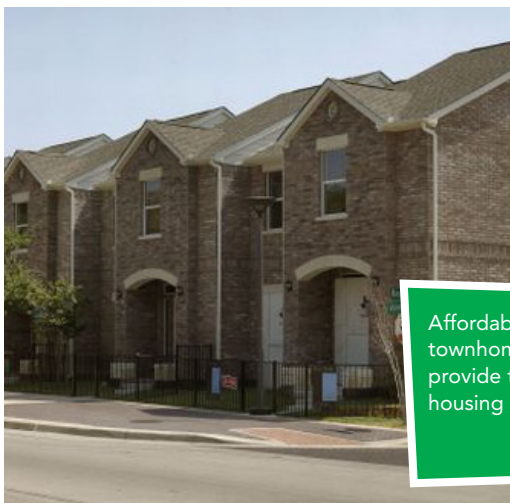
private-property owners; businesses and developers; various institutions such as churches, medical and educational entities; and a range of financing resources that include public entities (from local to federal), private investors, and alternative funding sources such as foundations and trusts.

The majority of the households near Buckner Station own their own home. In the quarter-mile radius from the station, 75% of the households own their own home.

A study identified six sales of multi-family properties in the area between 2006 and 2010. The buildings were all garden low-rise. The trend shows that the average sale price over the four-year period slightly declined.

- The structures were built between 1958 and 1987.
- The structures ranged in size from nine units to 144 units.

- The sold price per unit did not vary widely. The per unit price ranged from \$19,500 to \$29,400, with a median value of about \$25,400 per unit.
- The sold price per square foot ranged from about \$19 to \$59, with a median value of \$41.



Affordable townhomes could provide the kind of housing needed.

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





## CHAPTER 2

# PLANNING PROCESS





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

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

### ADVISORY COMMITTEE

The Buckner Advisory Committee was comprised of 14 community members representing local businesses, non-profit agencies, government agencies, residential property owners, and other area stakeholders. The committee generally met on a monthly basis to

provide guidance and ensure alignment with community goals. Key tasks involved providing contacts for local stakeholders and developers, assisting with community outreach, and providing feedback on proposed catalyst projects.

### STAKEHOLDER INTERVIEWS

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



Key area stakeholders provided feedback during advisory group meetings.

### COMMUNITY WORKSHOP

In May of 2012, residents near Buckner Station and stakeholders were invited to participate in a community workshop.

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

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

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

Over 40 people attended, of which more than 70% were participating for their first time in a planning event for the area. While the majority of participants lived outside the area they have strong ties to the Pleasant Grove community and the Buckner Station area.

Engaging, map-based exercises provided participants with a canvas for exploring areas of importance and concern, and sites for potential new

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

### DEVELOPER ROUNDTABLES

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

During a four-hour roundtable, developers had an opportunity to critique and respond to initial design concepts, development assistance tools, and financing packages for potential Buckner Station area catalytic projects. Their input on the concepts and financial assumptions in the pro formas helped ensure station area plan recommendations are feasible and based on relevant market conditions.

Information provided by the participants assisted in narrowing the focus to one proposed catalytic project at the station.

### FOCUS GROUPS

Focus groups provided opportunities to gather feedback about initial concepts for the Buckner Station area and gain an in-depth understanding of the needs and perceptions of residents. The focus group participants reflected the same demographic segments that comprise the Buckner Station area. Each group included an average of 10 participants who were recruited using industry-standard professional recruiting methods to ensure a random selection of objective respondents.

These small group discussions were facilitated by a trained moderator in an informal, unstructured format that allowed for open discussion and free-flowing ideas.

The results were valuable on-the-ground perspectives from those living in the Buckner Station area and therefore most likely to be impacted by new transit-oriented development. Findings were used to fine-tune catalytic project concepts and near-term opportunities.





Participants emphasized the following critically needed improvements:

- Enhanced public safety with increased police presence, security cameras and lighting.
- Opportunities to train teens to work in their community
- Enhanced pedestrian environment with speed bumps, lighting, bike lanes and sidewalk improvements.

## COMMUNITY FEEDBACK EVENT

In late October 2012, the well-known annual GroveFest provided an opportunity to share the direction of the draft plan with the Buckner Station area community and to solicit feedback.

The event booth showcased highlights of the draft station area plan, community workshop results, and maps identifying potential opportunity areas for new neighborhood development and investment. City staff and consultant team members were available to discuss plan concepts and answer questions. Community members who visited the booth were encouraged to take a survey with four basic questions concerning the area. Nearly 120 surveys were completed (see Appendix C: Survey Results).

Community feedback event survey response highlights:

- Important types of development needed for the Buckner Station area include housing, job opportunities, new businesses, and investments in the streets.
- The majority of respondents reported a concern for safety and a desire for more police.



Buckner Station area community members provided feedback during the annual GroveFest.

## CHAPTER 3

# VISION AND GUIDING PRINCIPLES



Buckner Station





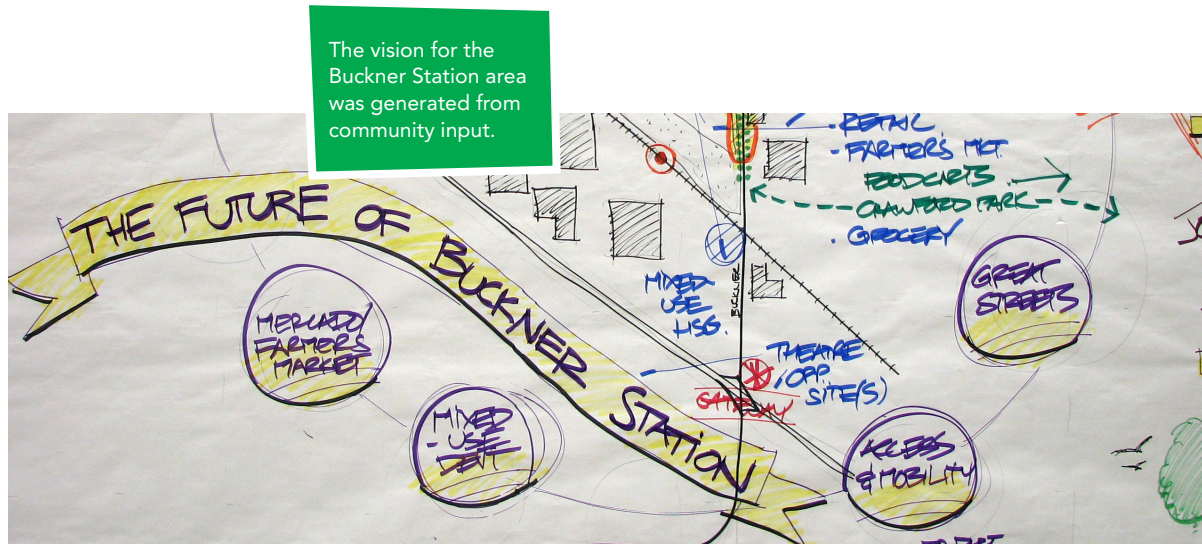
A *vision* describes an ideal snapshot of how the area might evolve in the future. *Principles* set forth parameters to guide strategic decision-making and help achieve the vision.

The following vision and principles are critical to guiding future planning in the Buckner Station area.

## VISION

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

Expanding the economic vitality in the station area is a key priority. Initial steps should include provisions and facilities for vocational training, business incubators, and employment-generating commercial and institutional uses. Business opportunities could be further bolstered by developing flexible space, possibly in cooperation with Eastfield College,



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

such as a shared commercial kitchen to support local food service businesses, or other creative programs designed to support the successful development of entrepreneurial companies. Attracting low-impact manufacturing uses can also contribute to the area's economic development and employment growth.

Over the long term, the Buckner Station area can be a neighborhood that welcomes families, both young and old. It can be a place that supports new and existing businesses with affordable rents, business assistant services and adequate office capacity. Attractive buildings, public art, street murals and landscaping can contribute to the community's sense

of place, make walking more enjoyable, and provide a safer environment. Food carts, a farmers' market, small retail, and restaurants could also help cultivate the station area's distinction and vibrance. Other uses and services that support the community's health and welfare should be integrated into the neighborhood fabric as well.

Key streetscape and intersection improvements, better sidewalk coverage in the nearby neighborhoods, street lighting, and a diverse mix of uses along Buckner Boulevard and Elam Road will contribute to greater pedestrian activity and safety. These corridors would benefit greatly from façade improvements, wide





Enhanced and beautified sidewalks for increased safety and connectivity.



Walkable and active street edges.



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

sidewalks, bike lanes, street trees, and landscaping. Ground-floor retail and new or upgraded housing options will also help infuse life into the area. Outdoor amenities such as pocket parks, urban plazas and a community garden will provide spaces for community gathering and recreation.

## GUIDING PRINCIPLES

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

- **Support Community Livability and Safety**  
Increase lighting, police visibility and overall “eyes on the street.” Improve the neighborhood’s aesthetic appeal and ambiance with infill on vacant lots, attractive architectural styles, landscaping and lighting, public art and gateways. Enhance safe routes throughout the community.
- **Stimulate Economic Development**  
Pursue catalytic opportunities for commercial and residential development and redevelopment. Identify target uses for vacant lots.



A range of housing options for workers and seniors.



Parks and community facilities to provide family-supporting activities for residents.



Small-scale retail to serve the local community.

- **Support Vocational Enrichment and Business Incubation**

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

- **Leverage Existing Institutional Resources**

Pursue opportunities to create synergy with Eastfield College through a potential shared commercial kitchen, job training and business incubator.

- **Reinvigorate and Broaden Housing Options**

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

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

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

- **Upgrade and Expand Retail Offerings**

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



## CHAPTER 4

# CONCEPTUAL DEVELOPMENT PLAN

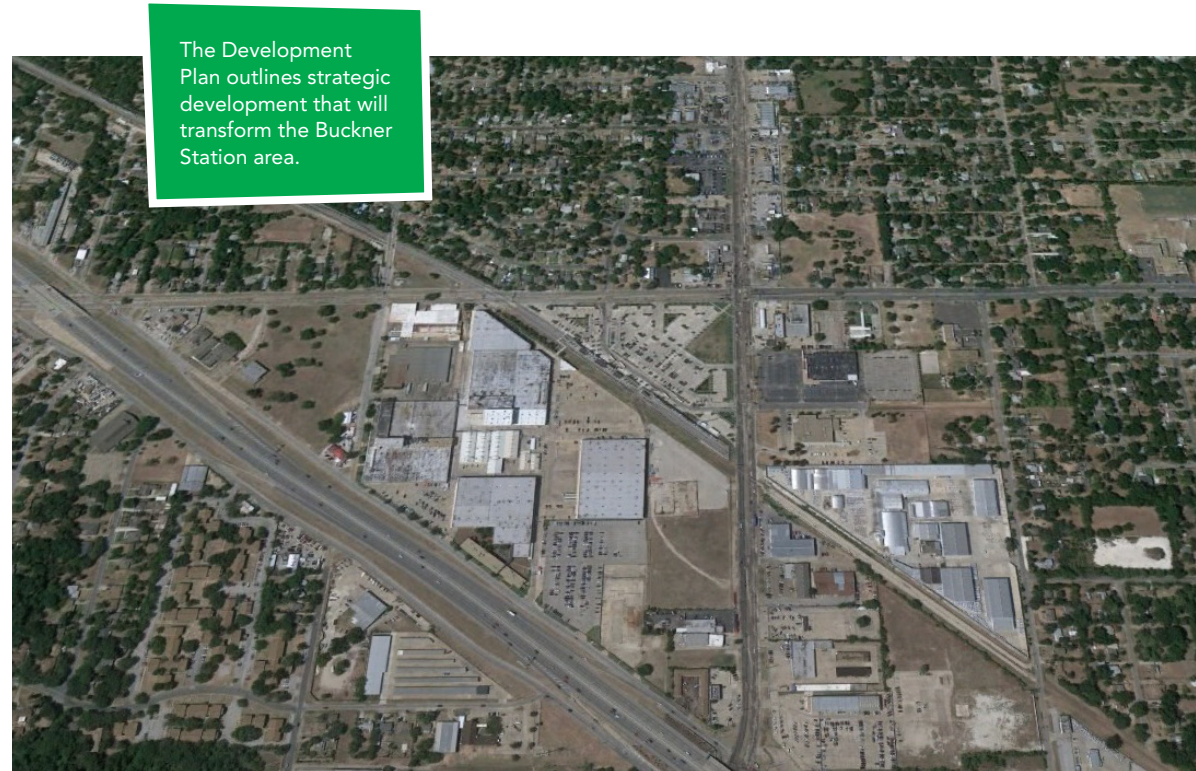




The overall Development Plan for the Buckner Station area leverages the existing investment of the Buckner Station, activates underutilized land, supports greater connectivity and mobility, and fosters improved design and neighborhood character for the area.

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

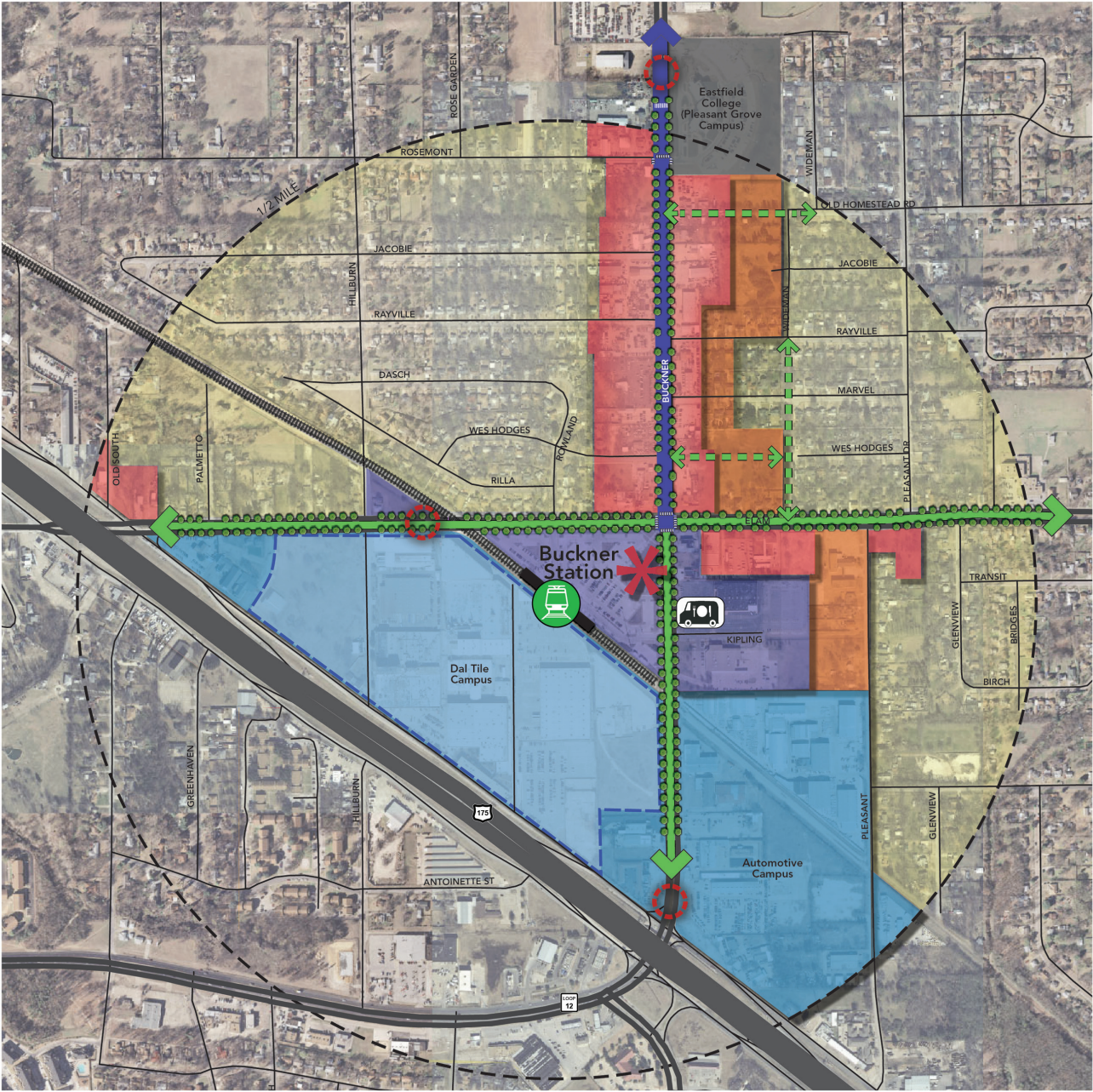
- **Land Use Concept Plan**  
defines primary land use types that comprise the area.
- **Near-Term Strategic Opportunities**  
identify the most promising areas for potential development and types of development that could occur in the near term, including a catalyst development project proposed to create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



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

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





Buckner  
Land Use Concept Plan

- Buckner Station
- 1/2 mile station
- Priority Intersection/Crosswalk
- Complete Streets Priority Area
- Secondary Streetscape Area
- Proposed Street Connection
- Gateway
- Food Cart Pod
- Example Catalyst Sites
- Commercial Corridor
- Urban Mixed-Use
- Urban Neighborhood
- Industrial Area
- Residential Neighborhood
- Campus District
- Dal Tile Campus



## LAND USE CONCEPT PLAN

The Land Use Concept Plan for the Buckner Station area builds upon the vision set forth in the City's *forwardDallas!* Comprehensive Plan, and recommends these primary land use types:

- **Urban Mixed-Use**  
Incorporates housing, jobs and commercial activity, provides links to transit, and encourages bicycle and pedestrian mobility.
- **Commercial Corridor/Center**  
Includes small service and employment destinations with some low- to mid-rise multi-family housing.
- **Urban Neighborhood**  
Provides a range of housing options close to transit including small-lot single-family detached dwellings, townhomes and low- to mid-rise condominiums or apartments.
- **Residential Neighborhood**  
Consists of predominantly single-family detached homes with some shops, restaurants and institutional land uses.
- **Campus District**  
Integrates educational, health and business facilities with pedestrian-friendly links to the surrounding community.
- **Industrial Area**  
Includes manufacturing and warehousing uses interspersed with heavy commercial and office uses.

- **Daltile Campus**

A special campus designation recognizing the needs of a multi-national headquarters for integrated campus development.

**Urban Mixed-Use** includes a vibrant mix of housing, employment and retail. Buildings in this area may range from small corner shops and townhomes to mid-rise commercial or residential, with appropriate transitions to single-family neighborhoods. This area should provide strong pedestrian-friendly links to the station and Eastfield College.

Buckner Boulevard north of Elam Road and the DART station is a **Commercial Corridor**. This area is currently dominated by auto sales and services with very little in the way of substantial buildings. The vision is for this area to become a more pedestrian-friendly corridor, linking nearby destinations.

**Residential Neighborhood** comprises the remainder of the Buckner Station area, generally farther away from the station. These will remain predominantly single-family neighborhoods. Improvements focus on providing better pedestrian access to shopping, schools and community services.

The area adjacent and just west of Buckner Boulevard are **Urban Neighborhood**. There is a wide variety of housing options such as single-family detached homes, townhomes and low- to mid-rise condominiums or apartments.

**Campus District** comprises the Eastfield College campus at the northern end of the study area. There is opportunity for spin-off services such as job training center, or commercial community kitchen.

**Industrial** land to the east of the Daltile campus is envisioned to remain industrial. This area contains many small businesses, and is an important source of jobs in the area.

Daltile headquarters, is envisioned as **Daltile Campus**. There is room for expansion of manufacturing and additional offices at this site.

## Other Concept Plan Elements

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

**Gateway** features installed at any or all of the marked areas help promote community identity and develop a sense of shared space.

Developing **new street connections** would provide for safe and convenient pedestrian, bicycle and vehicle circulation. Streets and pedestrian/bicycle access ways (where streets are not feasible) should connect to transit routes, schools, parks.





### Buckner Near-Term Strategic Opportunities

- Buckner Station
- 1/2 mile radius
- Priority Intersection/Crosswalk
- Complete Streets Priority Area
- Secondary Streetscape Area
- Proposed Street Connection
- Gateway
- Food Cart Pod
- Buckner Station Catalyst Site
- Redevelopment Potential
- Additional Opportunity Areas

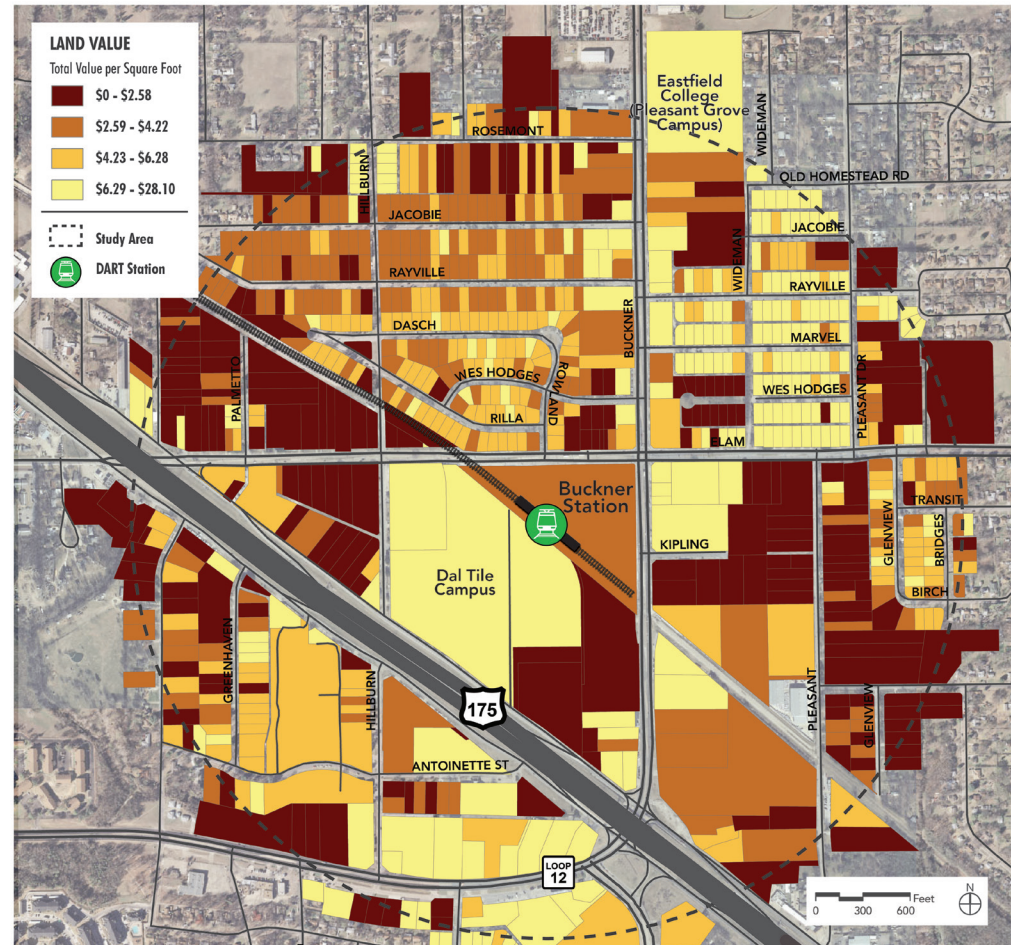




## NEAR-TERM STRATEGIC OPPORTUNITIES

The Buckner Station area is a significantly built-out community with large portions of industrial areas as well as stable single family neighborhoods. Buckner Boulevard is lined with commercial buildings, and some vacant and/or underutilized parcels. A number of sites in the area could potentially support new development and/or redevelopment in the near term. Other improvements will occur incrementally over time.

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



A large site adjacent to the Buckner Station was examined as a potential site for **near-term catalytic development**. The identified site is currently the DART parking lot, which is publically owned and a portion has been set aside for potential development. These favorable conditions

make it primed to support the **Buckner Station TOD concept** proposed in this plan, a prototype for new mixed-use development. A development of this type and scale could energize the Buckner Station area and help build momentum for future investment.



New housing and retail development, and streetscape enhancements will help transform the Buckner Station area.



On the opposite corner of the DART station is a large area consisting of multiple parcels, many of which are vacant or have low value buildings on them. With some parcel assembly, this area lends itself to a consolidated development that could be a mixture of commercial uses, fronting the two arterials, and medium-density residential uses, where it transitions into the existing neighborhoods in the other direction.

There are a number of additional redevelopment residential infill opportunities throughout the north portion of the Buckner Station area. In

addition to new development, residential rehab of existing housing will improve the look and feel of the neighborhoods.

A critical priority is to create a more walkable and attractive character throughout the neighborhood including the addition of bicycle lanes, enhanced sidewalks, upgraded crosswalks, lighting and landscaping (further detailed in the Multi-Modal Connectivity Concept section).

Public realm improvements – along with the support of existing local businesses through façade improvements, installation of public art, and repurposing

of existing buildings – will improve neighborhood character, and may lead to economic development and expanded local employment opportunities.

Following are strategic steps to incrementally support area transformation.

- Look for opportunities to infill single-family housing on vacant lots in neighborhoods.
- Partner with DART to advance the Buckner Station TOD concept near-term catalytic project.

- Continue to support transit-oriented development near the Buckner Station.
- Designate an area in El Volcan's parking lot on Buckner Boulevard to cluster several food carts as a pilot project.
- Explore options for additional housing and mixed-use infill as property becomes available.
- Implement Complete Streets and streetscape improvements to contribute to safety and livability, and to encourage private realm improvements.

## MULTI-MODAL CONNECTIVITY CONCEPT

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

## STATION ACCESS

The Buckner neighborhood is served by DART's Green Line which terminates at Buckner Station. The station is accessed by Elam Road and Buckner Boulevard. Buckner Station serves many

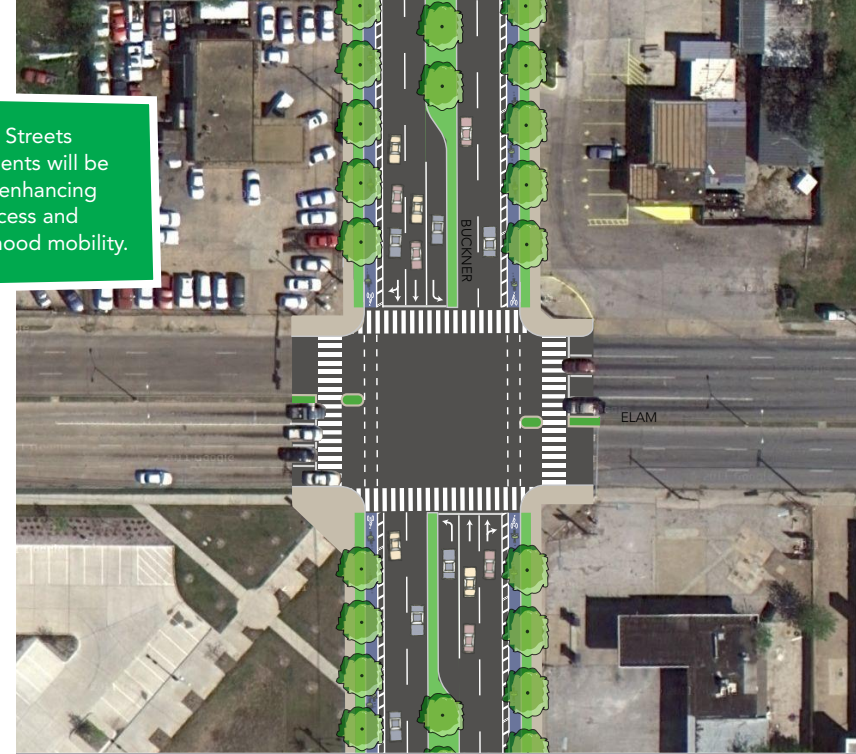
park-and-ride customers from areas beyond Buckner Station.

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

## COMPLETE STREETS

The City's Complete Streets Initiative provides a new approach for designing and constructing streets, particularly those near transit stations. The Initiative calls for a mixed-use corridor along Elam Road, which calls for priority consideration to be given to higher pedestrian activity and bike lanes or

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



shared use of travel way. Enhancements could include special crosswalk paving and striping, landscaping, lighting and sidewalk improvements.

The Complete Streets Initiative also outlines Buckner Boulevard as a pilot project and should develop with Complete Streets improvements. If the Initiative is funded, design improvements will include the addition of bike lanes, improved landscaping and sidewalks. A goal of the project is to enhance the connection between the station and Eastfield Community College.



## NEIGHBORHOOD CHARACTER AND DESIGN GUIDELINES

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

## SITE LAYOUT AND ORIENTATION

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

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

- Integrate sustainable features where possible: window shading devices, on-site renewable energy production and green roofs, windows configured to maximize natural lighting.

## SCALE AND MASSING

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

- Reinforce a more urban character with a building height-to-width ratio of 1.5:1 to appropriately reflect the context of uses and streets.
- Step back upper floors on buildings where a smaller-scale appearance is desired, such as along pedestrian corridors.
- Step down building heights and widen setbacks to gradually transition buildings in higher-density areas, such as around the transit stations, to existing lower-density neighborhoods.
- Step down building heights along alleyways and at mid-blocks.
- Widen front setbacks gradually and symmetrically along the street edge of parallel streets.

## STREET EDGE AND BUILDING CHARACTER

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

- Provide engaging, pedestrian-scaled building features and articulation along sidewalks and key pedestrian routes.
- Incorporate inviting pedestrian entrances, windows and high-quality exterior finish materials on street-facing building frontages.
- Include attractive, functional and visible ground floor features such as awnings, signage and other pedestrian-scaled elements in mixed-use and commercial buildings.
- Increase “eyes on the street” by creating indoor-outdoor visual connections through transparent ground floor uses with doors and windows.
- Provide shelter for the pedestrian environment with awnings, pergolas and arcades.
- Engage the street with stoops, porches, terraces and other features on residential buildings.
- Provide access to light and fresh air via windows, patios, green roofs, and balconies on upper floors.

## BICYCLE AND PEDESTRIAN ENVIRONMENT

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

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

## PUBLIC SPACES AND GATEWAYS

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

- Include a plaza or pocket park in the Buckner Station catalyst site development plan.
- Connect existing parks and open space to nearby neighborhoods, schools, bus stops and Buckner Station with safe pedestrian and bike networks.
- Incorporate gateway signage or art elements along Buckner Boulevard and Elam Road, and at entries to the Buckner Station area.

## STORMWATER MANAGEMENT

Street improvements should incorporate natural methods to filter stormwater, slow runoff, and replenish the underground water table.

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



## CHAPTER 5

# CATALYST PROJECT IMPLEMENTATION



Buckner Station



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

This chapter outlines the information and steps needed to advance the catalytic Buckner Station TOD concept. Implementation tools include: development cost estimates, a specific break-down of development financing resources, zoning recommendations, and key strategies and actions.

### CATALYST DEVELOPMENT SITE

The Buckner Station TOD concept is proposed by this plan as a potential catalyst project on the nearly twelve-acre DART parking lot on the corner of Elam Road and Buckner Boulevard. This site is currently developed as the DART parking lot, however it has capacity to serve the park-and-ride transit users as well as new development. The concept



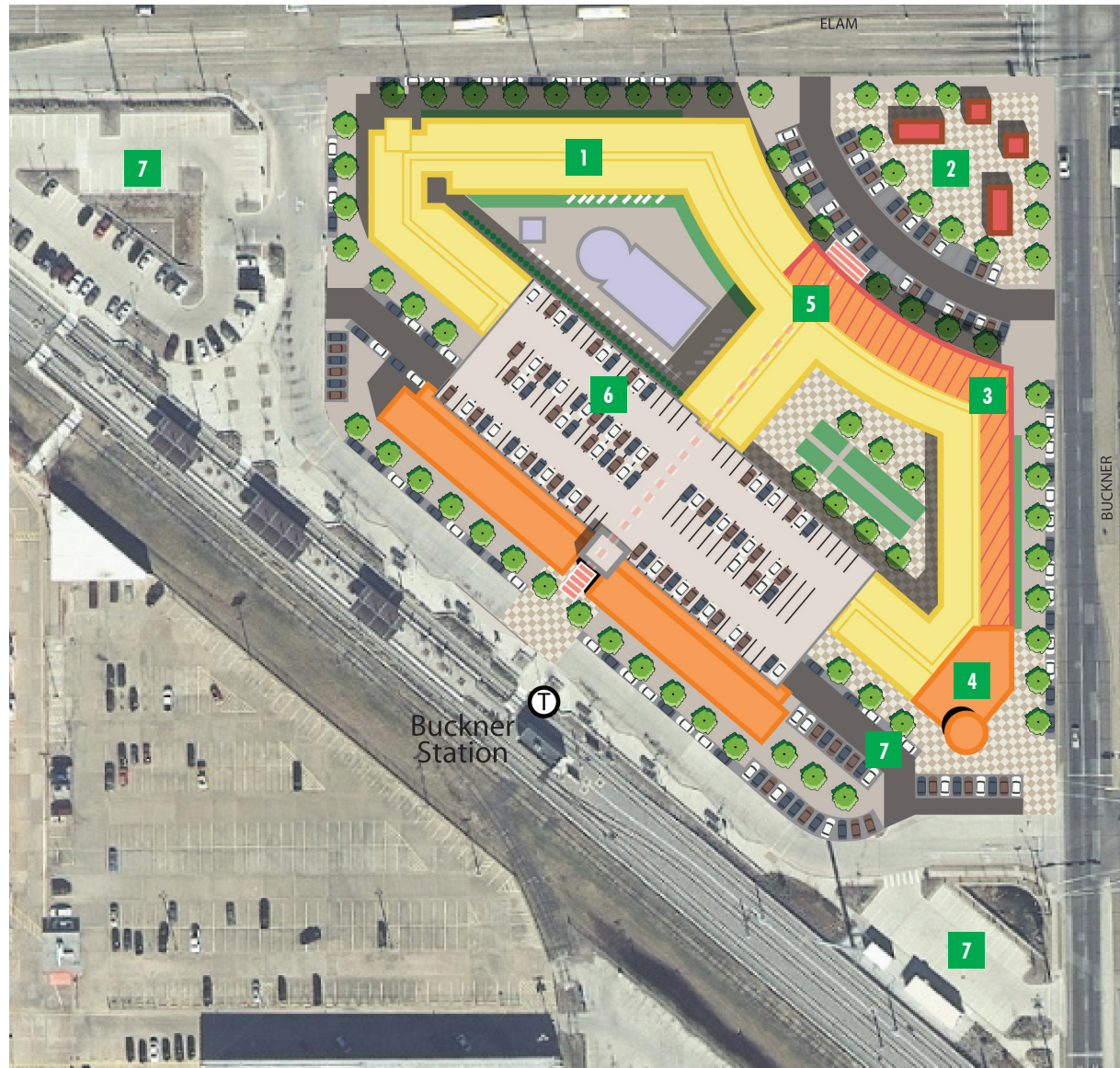
A catalyst project should stimulate activity and economic development.

includes mixed-use development with neighborhood retail and a variety of market-rate and affordable housing types. In order to maintain accommodations for park-and-ride DART customers, a parking structure is also critical to this development. This particular site and development program have the potential to create the greatest level of positive change for the Buckner Station area and the surrounding neighborhood in the near term.

The site benefits from a strategic location: proximity to Buckner Station, road frontage along the intersection of two

busy arterials, Elam Road and Buckner Boulevard, and is within blocks of CF Hawn Freeway (US 175), a major highway connecting Dallas to the southeast. The site is situated on a large parcel and provides sufficient breadth and depth to provide parking for a large-scale mixed-use project as well as allows for maximum build out and flexibility in site planning and urban design. Additional benefits that make new development particularly attractive include a willing partner in DART, nearby education, entertainment and employment destinations and affordable rents relative to typical incomes in the neighborhood.





### Proposed Development Program Highlights

- 1** 231 new housing units that range in size from studio to three-bedroom
- 2** Food carts in plaza
- 3** Ground-floor retail with housing above
- 4** Leasing office and clubhouse
- 5** Pedestrian walk through breezeway
- 6** 200-space parking structure
- 7** 258 surface parking spaces

### Buckner Station TOD Project

- **Concept:** Mixed-use development on the Buckner Station parking lot.
- **Uses:** Market rate residential with retail shop front.
- **Form:** Two three-story buildings and garage parking.
- **Station Proximity:** Site is adjacent to the Buckner Station.
- **Parking:** 249 spaces required and provided for development; 209 spaces provided for DART parking.

### DEVELOPMENT COSTS AND OPERATING REVENUES

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

Construction costs from similar Dallas area development types were used to estimate the total costs of the three two-story mixed-use buildings.<sup>1</sup> Hard costs are estimated to be \$90/SF for the residential, \$95/SF for the non-residential, and \$45/SF for a 57,622 SF parking structure. Based on input from Dallas developers, tenant improvement (TI) allowance in the retail space is estimated at \$25/SF. Total hard costs for the project, including the TI allowance, amount to \$21.5 million. The DART

property is leased based on the estimated property value. The project occupies 5 acres out of the 12.2 owned by DART.

The pro forma also includes costs for developer fees (5%), a broad category of soft costs (20%), and a contingency (5%). These additional fees and costs increase the total project development cost to the range of \$30-35 million.

To calculate the net operating income (NOI) and the expected market value, both rents and operating costs are assumed to increase 3% per year and operating expenses equal 23% of gross rent revenues for the residential portion and 18% for the non-residential portion. The pro forma assumes a 7.5% capitalization rate and uses the following rents and vacancy rates.

- The annual **retail/office** rents are assumed to be \$12.50/SF (\$1.04/month) triple net.

Vacancy starts at 50% in the first year and then stabilizes at 5% in year three.

- The **market-rate apartments** make up 60% of the residential portion. They have an average monthly lease rate of \$0.95/SF. Vacancy starts at 20% in the first year and stabilizes at 5% in year three.
- **Affordable** units make up 40% of the residential portion. The expected rents are based on HUD's 2013 fair market rents for the Housing Choice Voucher Program<sup>2</sup> for the 75217 zip code. Vacancy starts at 10% in the first year and stabilizes at 5% in year three.

*\* The catalyst example is on DART-owned property. Any development project on this site would be done in collaboration with DART which would be party to negotiate any development proposal parameters.*

**Table 5.1: Buckner Station TOD Concept Unit Types and Rents**

Unit Type	% of Total Units	# of Units	SF/Unit	Affordable Rent/Unit	Market-Rate Rent/Unit
Studio	25%	58	550	\$570	\$523
One bedroom/ one bath	22%	51	650	\$680	\$618
One bedroom/ one bath+den	18%	41	725	\$680	\$711
Two bedroom/ one bath	25%	58	900	\$860	\$855
Three bedroom/ two bath	10%	23	1,150	\$1,150	\$1,035

1. As estimated by Catalyst Urban Development.

2. The Housing Choice Voucher Program allows for very low-income families that choose to lease or purchase safe, decent and affordable privately-owned rental housing. The program also provides "tenant-based" rental assistance, so a tenant can move from one unit of at least minimum housing quality to another.



## ZONING PLAN

This section provides zoning recommendations, proposed development standards and required zoning changes for the Buckner Station TOD concept.

The mixed-use site is currently zoned PD 366 and is in subarea four for Industrial Manufacturing and Commercial Service, which does not allow housing or mixed uses. Given that there is an existing planned development (PD) on this property, the PD could be amended to allow the mixed-use development.

Alternatively, the zoning could be changed to a Walkable Urban Mixed-Use 3 District (WMU-3) with a Shop Front Overlay, in Chapter 51A Article XIII: Dallas Form Districts. The WMU-3 District with a Shop Front Overlay permits the proposed uses, including a single-story shop front, ground-floor retail, live/work units and apartments. Tables 5.2 summarizes the development standards for the WMU-3 District.

Without adjustments, the proposed mixed-use development requires 332 parking spaces. No parking was assumed for the food carts, which is in line with common practice. With the mixed-use development and transit parking reductions allowed for in the WMU-3 zoning district, the proposed development requires and provides 249 parking spaces. A parking structure provides 200 spaces and 258 are on the surface. The excess parking is assumed to be used for DART park and ride, but would also be available for other uses or events in off-hours.

**Table 5.2: Chapter 51A Article XIII: Form Districts Development Standards**

Walkable Urban Mixed-Use 3	
Height	3.5 stories, 50'
Front Area Setback	5' or 15'
Side Setbacks	0' or 5'
Rear Setbacks	5'
Open Space Requirement	8% of the net land area of a building site
Parking Setback	Primary street 30'; side street 5'
Residential Transition Neighborhood	
Application	Applied as a buffer of at least half a block in depth between a proposed WMU district that abuts or is across an adjoining alley or minor street from any single family neighborhood.
Height	2.5 stories, 35'
Front Area Setback	15' or none
Side Setback	5
Rear Setback	15'; 3/20+ if abutting multifamily or non-residential district
Open Space Requirement	8% of the net land area of a building site
Parking Setback	None

**DEVELOPMENT ACTION PLAN**

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

**Table 5.4: Development Action Plan**

<b>Strategy</b>	<b>Action</b>	<b>Lead</b>
Coordinate with DART to refine project scope	<ul style="list-style-type: none"> <li>Review and refine conceptual development program.</li> </ul>	OED/DART
Issue RFP to secure development partners	<ul style="list-style-type: none"> <li>Write RFP (seek experienced partner).</li> <li>Execute City RFP process, select developer.</li> </ul>	OED/ DART/ Purchasing
Identify possible funding mechanisms/ partners	<ul style="list-style-type: none"> <li>Private equity</li> <li>Bank loans and other private debt</li> <li>HUD programs, such as Section 108 and 221(d)(4)</li> <li>EB-5</li> <li>4% and 9% Low Income Housing Tax Credits (LIHTC)</li> <li>New Markets Tax Credits</li> <li>Public/private partnerships</li> <li>Additional funding sources as they become available</li> </ul>	OED/Private Development Partner
Facilitate development proposals	<ul style="list-style-type: none"> <li>Negotiate development agreements with selected groups to secure funding and implementation.</li> </ul>	Developer/OED
Coordinate with local development partners	<ul style="list-style-type: none"> <li>Select partners to develop on identified catalytic sites and sign development agreements with appropriate incentives.</li> </ul>	OED

OED – Office of Economic Development



# AREA-WIDE IMPLEMENTATION STRATEGIES AND ACTIONS



The *Buckner Station Area Plan's* implementation initiatives are intended to spur transformation of the station area and create a thriving transit-oriented neighborhood over the long term.

Following are area-wide strategies to stimulate development and redevelopment activity across the broader Buckner Station area. Key strategies related to financing, education, zoning, transportation, and community development will help advance the strategic opportunities outlined in this plan.

**Table 6.1: Financing Strategies**

Strategy	Action	Lead
Provide funding programs and creative tools to fill the gap between available funding and funding required to implement catalyst projects.	<ul style="list-style-type: none"> <li>Identify other funding mechanisms, partnerships, and bank financing to support program.</li> <li>Provide incentive packages to implement catalyst projects.</li> <li>Develop program to bundle a group of smaller projects together for tax credits and other funding sources.</li> </ul>	OED

**Table 6.2: Outreach Strategies**

Strategy	Action	Lead
Keep property owners and developers up to date about market trends.	<ul style="list-style-type: none"> <li>Maintain relationships with the Southeast Dallas Hispanic Chamber of Commerce, Southeast Dallas Chamber of Commerce, and developers. Spotlight the best development opportunities.</li> </ul>	SDC OED

**Table 6.3: Zoning Strategies**

Strategy	Action	Lead
Use the area plan to facilitate mixed-use, transit-oriented zoning and appropriate redevelopment over time.	<ul style="list-style-type: none"> <li>Use the land use concept plan as a guide for all ongoing rezoning activity in the area.</li> <li>Work closely with development partners on the catalyst site to expedite zoning consistent with the land use concept plan.</li> </ul>	SDC
Review and modify regulations to support food carts in appropriate areas.	<ul style="list-style-type: none"> <li>Research best practices and revise zoning and other codes to provide flexibility for food carts.</li> </ul>	SDC

SDC – Sustainable Development and Construction



Table 6.4: Transportation Strategies

Strategy	Action	Lead
Improve Buckner Boulevard	<ul style="list-style-type: none"> <li>• Coordinate design of Buckner Boulevard with Complete Streets implementation, Dallas Bike Plan and Thoroughfare plan, including the possible update to these plans.</li> <li>• Repurpose the existing street, four-lane divided with paved shoulder, to a four-lane divided with a bike lane. Recent resurfacing was limited to the main lanes, but left the turning bays as-is, which is causing problems with traffic movement, as well as pedestrian crossing at the median.</li> <li>• Focus on sidewalk connectivity on the west side of Buckner, and on Buckner on the north side of the intersections with Wes Hodges.</li> <li>• Installing gateway features at any or all of the marked areas on Buckner shown on the concept plan map should be considered as part of any new construction or redesign.</li> <li>• Install ADA ramps throughout the Buckner corridor and improve ADA accessible pedestrian signals at the Buckner and Kipling intersection.</li> <li>• Improve pedestrian connections to Eastfield College by improve the crosswalk intersection by restriping, adding pedestrian signals, and landscaping.</li> </ul>	Public Works, Transportation Planning
Improve Elam Road	<ul style="list-style-type: none"> <li>• Improve the street for cycling by restriping the outside lane to be a buffered bike lane or a cycle track.</li> <li>• Address the pedestrian crossing on Elam Road next to the park-and-ride lot to make it less confusing for drivers and less dangerous for pedestrians.</li> <li>• Focus on sidewalks improvements throughout the corridor on Elam</li> <li>• Install gateway features at any or all of the marked areas on Elam shown on the concept plan map should be considered as part of any new construction or redesign.</li> </ul>	Public Works, Transportation Planning
Improve ADA compliance	<ul style="list-style-type: none"> <li>• Improve ADA accessible pedestrian signals at the Buckner and Kipling intersection.</li> <li>• All ramps at Buckner and Elam need to be fixed, and attention given to the median refuge for pedestrians.</li> </ul>	Public Works, Transportation Planning
Improve internal connectivity.	<ul style="list-style-type: none"> <li>• Ensure future zoning includes requirements for better connectivity through new streets or access easements where necessary</li> <li>• Ensure that maintaining internal connectivity is an important consideration in reviewing future requests for right-of-way abandonments (see Land Use Concept Map)</li> </ul>	Public Works, Transportation Planning

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

The results of the Buckner focus groups showed that the community members focused on safety concerns for the area. A need for better lighting, speed bumps, bike lanes and sidewalks to increase safety was expressed. A desire for local job creation spurred the idea of training local teens in the building trade to contribute to the redevelopment of their community while gaining skills.

As part of this study and previous initiatives a notable take-away was the need to increase community development opportunities. These opportunities would proceed on a parallel track to the area plan Implementation. More details these strategies are available on Table 6.5.

**Table 6.5: Community Development Strategies**

Strategy	Action	Lead
Address underlying community development needs (as recommended in the 2008 TREC/MBS "New Paradigm for Distressed Neighborhoods" report which specifically calls for a "Human Capital/Development Plan"), in tandem with implementation area plan strategies.	<ul style="list-style-type: none"> <li>• Focus socio-economic efforts on the provision of adult and teenage education, job training, certification, and job creation and entrepreneurship for existing residents.</li> <li>• Explore private funding sources so that flexibility and innovation can be a driving force.</li> <li>• Identify partners and seed capital necessary to jump start a revenue producing, self-sustaining economic framework that leverages existing residents' local expertise and willingness to work in order for the community to grow to the next level.</li> <li>• Explore national best practices such as efforts at the Jacobs Center for Neighborhood Innovation.</li> <li>• Improve communications and linkages between institutions and the general public.</li> <li>• Dedicate Economic Development staff to support the creation of a community development plan with a focus on supporting entrepreneurship, job training and employment growth.</li> <li>• Coordinate with local non-profits and educational institutions such as the Urban League's Trade/Vocational Training Center, Dallas County Community College District, and The Opportunity Center to publicize job training opportunities.</li> </ul>	OED



# APPENDICES



# APPENDIX A: PARKING ANALYSIS

Table 5.3: Parking Analysis for the Buckner Station Catalyst Project

<i>Use</i>	<i>Units</i>	<i>Parking Requirement</i>	<i>Required Parking Spaces</i>	<i>Required parking including permitted reductions</i>
<b>Market Rate</b>				
Studio/1-Bedroom Apartments	90	1.15	103.5	104
2-Bedroom Apartments	35	1.65	57.75	58
3-Bedroom Apartments	14	2	28	28
<b>Affordable</b>				
Studio/1-Bedroom Apartments	60	1.15	69	<50%> 35
2-Bedroom Apartments	23	1.65	37.95	<50%> 19
3-Bedroom Apartments	9	2	18	<50%> 9
Residential club/leasing		Included in residential calculation	0	0
Retail/ Neighborhood Office		1 per 250 SF	79	79
<b>Subtotal</b>	231		404.2	332
<i>25% transit reduction</i>				<86 spaces>
<b>Total</b>				<b>249</b>





## APPENDIX B: MARKET ANALYSIS



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**DALLAS TOD AND POTENTIAL DEVELOPMENT ACTIONS**

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This memorandum describes the market research conducted by ECONorthwest. It provides the Fregonese team with information about demand and supply for different uses in the Buckner Station area.

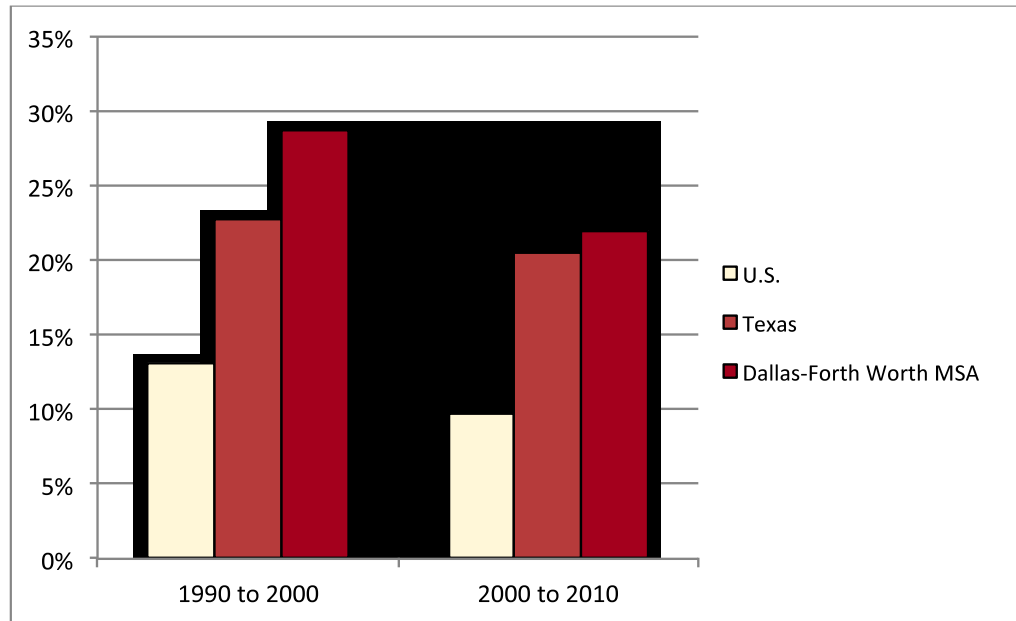
## **1 OVERVIEW OF DEMOGRAPHICS AND ECONOMIC CONDITIONS THE DALLAS/FORT WORTH AREA**

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

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

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

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

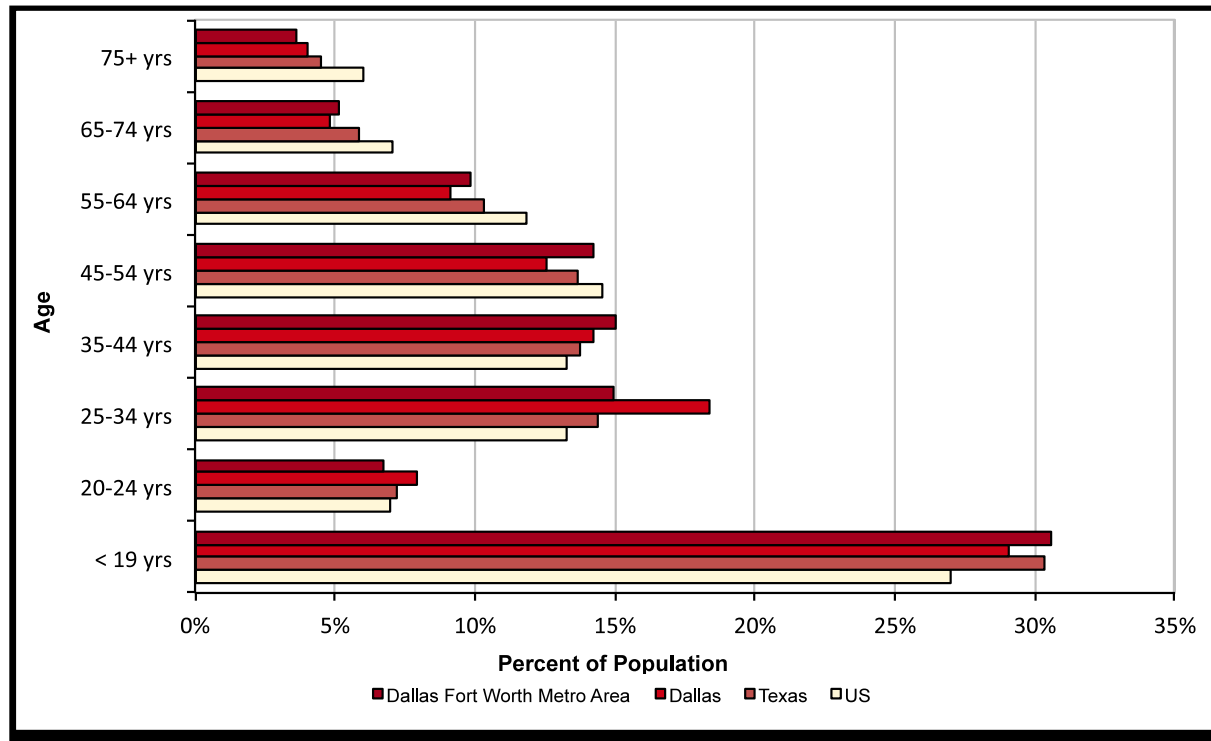


Source: US Census, 1990, 2000, and 2010.

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



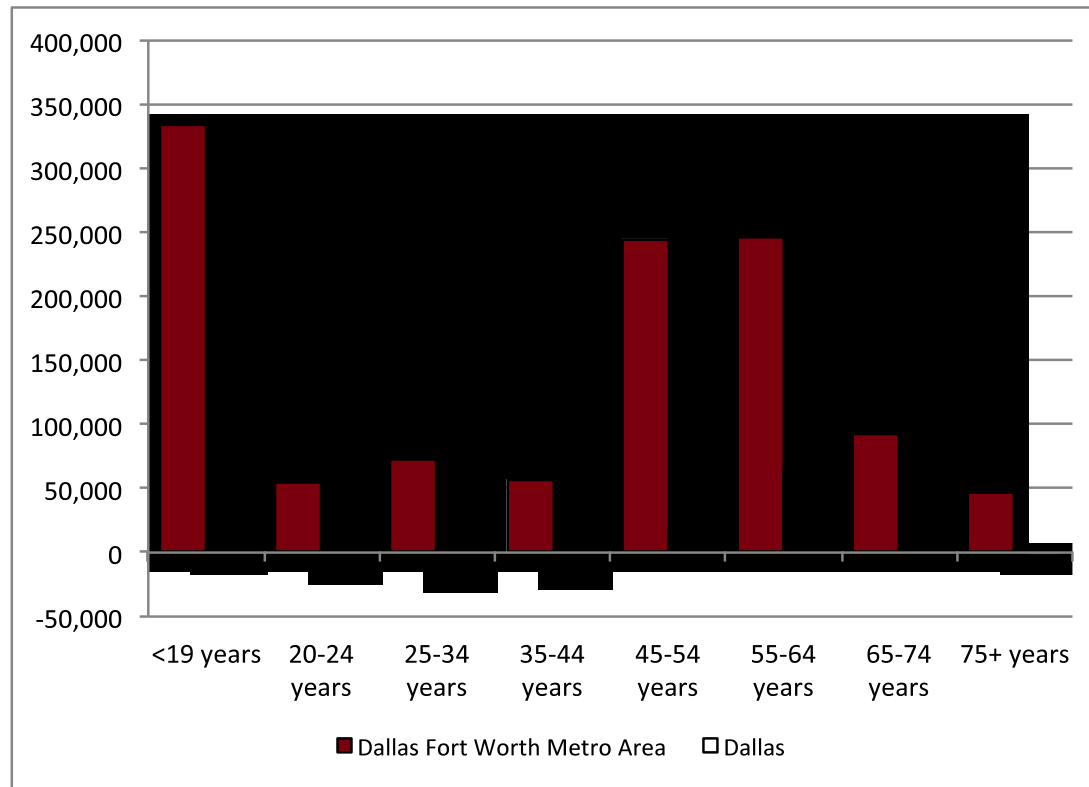
**Figure 2. Population distribution by age in Dallas/Fort Worth Metro Area, Dallas, Texas, and US, 2010**



Source: 2010 US Census.

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

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



Source: US Census, 2000, and 2010.

In the City of Dallas, the population is expected to grow by about 2.5% between 2012 and 2017.<sup>1</sup> The Hispanic population is growing at a higher rate than other ethnic categories, increasing by 10.1% over the five-year period. In 2012, Hispanics make up 44% of the

<sup>1</sup> Population projections based on estimates from the Nielsen Company (formerly known as Claritas). The Nielsen Company provides demographic data and projections for custom geographies based on the 2010 Census, the American Community Survey, and other data sources that describe households, the population, and businesses.. ECONorthwest purchased data from Nielsen to describe the City of Dallas and smaller geographies around the DART stations.

Dallas population and they will make up 47% by 2017. The Asian population will grow 5.5% and the category defined as “some other race” will grow by 9.9%.<sup>2</sup>

Both the African-American population and the white population are expected to grow by less than one percent by 2017.<sup>3</sup> The slow growth of these ethnicities will cause their share of the citywide population to decline from 25% to 24% (African-American) and 51% to 49% (white).

## 1.1 Income

Median incomes in the MSA are higher than those of Texas and the US, respectively (Table 1). Incomes in the MSA grew in the 1990s and declined in the 2000s. While MSA incomes have remained higher than national and statewide incomes, the MSA did experience sharper declines in incomes in the 2000s. Poverty rates have also remained lower than state and nation figures over the period. Notably, the city of Dallas has experienced significant income declines from 1989-2009. In 1989 Dallas had higher incomes than the US and Texas, in 2009 it was lower than both the US and Texas medians.

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<sup>2</sup> The Hispanic population includes all races. In Dallas, 94% of the reported Hispanic population is “White alone” or “Some Other Race Alone.” Less than 1% of the reported Hispanic population is “Black or African American Alone.” About 4% of the Hispanic population reported being “Two or More Races.”

<sup>3</sup> Individuals reporting to the US Census as “African-American” or “white” may also report as Hispanic.



**Table 1. Inflation-adjusted median income, per capita income, and poverty levels, Dallas/Fort Worth Metro Area, Dallas, Texas, and US, 1989, 1999, and 2009**

	1989	1999	2009
<b>Dallas Fort Worth Metro Area</b>			
Median HH Income	\$ 52,630	\$ 59,069	\$ 54,449
Median Family Income	\$ 62,500	\$ 68,534	\$ 63,511
Per Capita Income	\$ 26,025	\$ 29,419	\$ 27,016
% Persons Below Poverty Level	12.3%	10.8%	14.6%
<b>Dallas city</b>			
Median HH Income	\$ 51,667	\$ 46,874	\$ 40,650
Median Family Income	\$ 61,293	\$ 50,976	\$ 43,132
Per Capita Income	\$ 25,650	\$ 27,634	\$ 24,557
% Persons Below Poverty Level	18.0%	17.8%	23.6%
<b>Texas</b>			
Median HH Income	\$ 40,941	\$ 49,737	\$ 48,615
Median Family Income	\$ 49,904	\$ 57,129	\$ 56,575
Per Capita Income	\$ 20,409	\$ 24,437	\$ 23,863
% Persons Below Poverty Level	18%	19%	18%
<b>U.S.</b>			
Median HH Income	\$ 45,717	\$ 52,312	\$ 50,046
Median Family Income	\$ 54,111	\$ 62,343	\$ 60,609
Per Capita Income	\$ 22,231	\$ 26,891	\$ 26,059
% Persons Below Poverty Level	13.1%	12.4%	15.3%

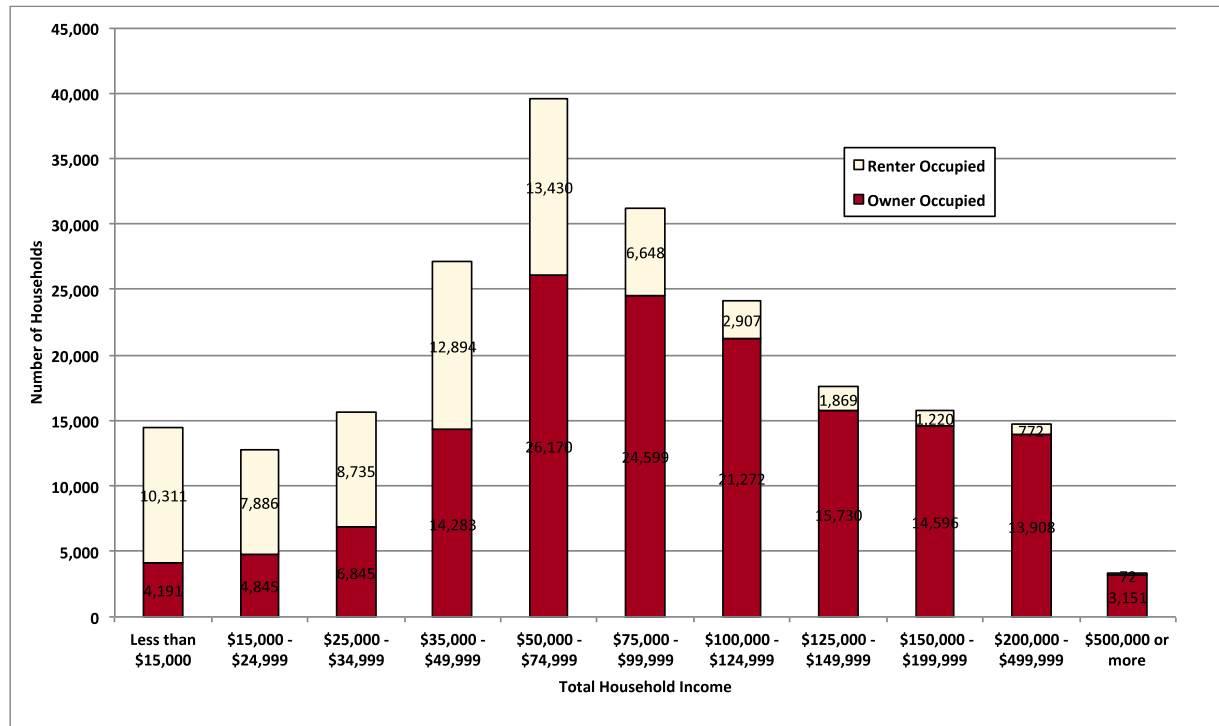
Source: US Census, 2000, and 2010. Adjusted for inflation using the Personal Consumption Expenditures, Bureau of Economic Analysis (<http://www.bea.gov/national/nipaweb/SelectTable.asp>).

## 1.2 Projected Housing Demand

In 2012, the Dallas/Fort Worth MSA had about 2.38 million households. It is projected to grow by more than 200,000 households by 2017 to about 2.59 million households. The City of Dallas is project to grow by about 18,000 households by 2017 to about 485,000 households in the same time period.

Figure 4 shows the projected housing demand in the City of Dallas, by income brackets and ownership status. The data show that households with incomes between \$35,000 and \$75,000 make up the largest number of expected new households. That income category has a relatively high home-ownership rate.

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



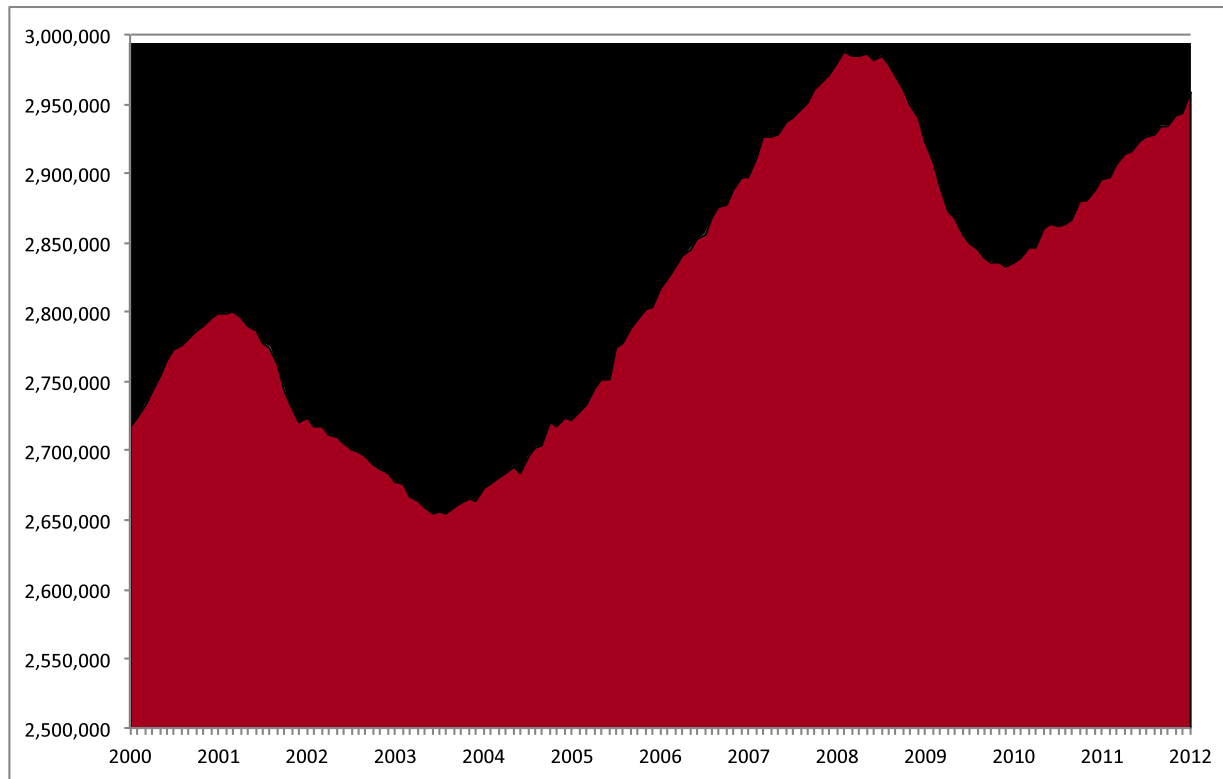
Source: ECONorthwest with data from the Nielsen

Company and the American Community Survey (US Census).

## 1.3 Employment

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

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

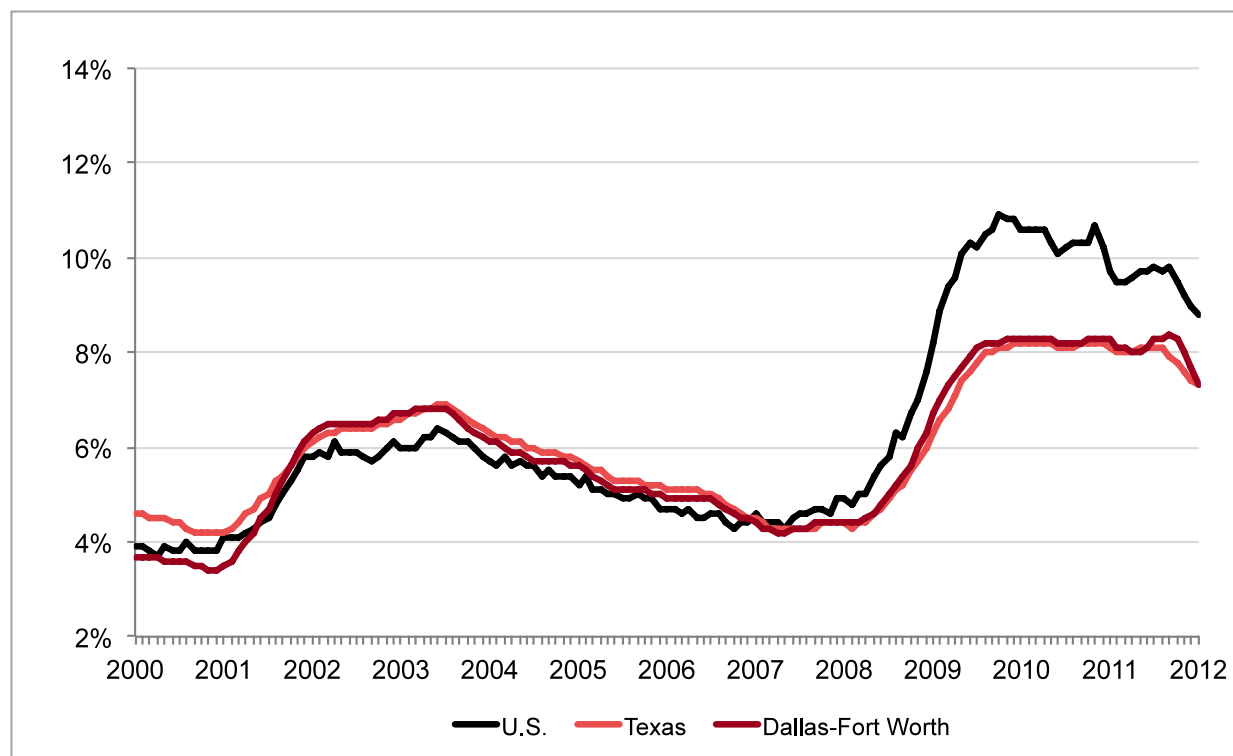


Source: US Bureau of Labor Statistics.

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



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



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

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

## 2 DART GREEN LINE BUCKNER STATION

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

In this section, ECONorthwest summarizes demographic data for the area around the Buckner DART station. We describe the population in three different circles around the station, shown on the map in Figure 7.

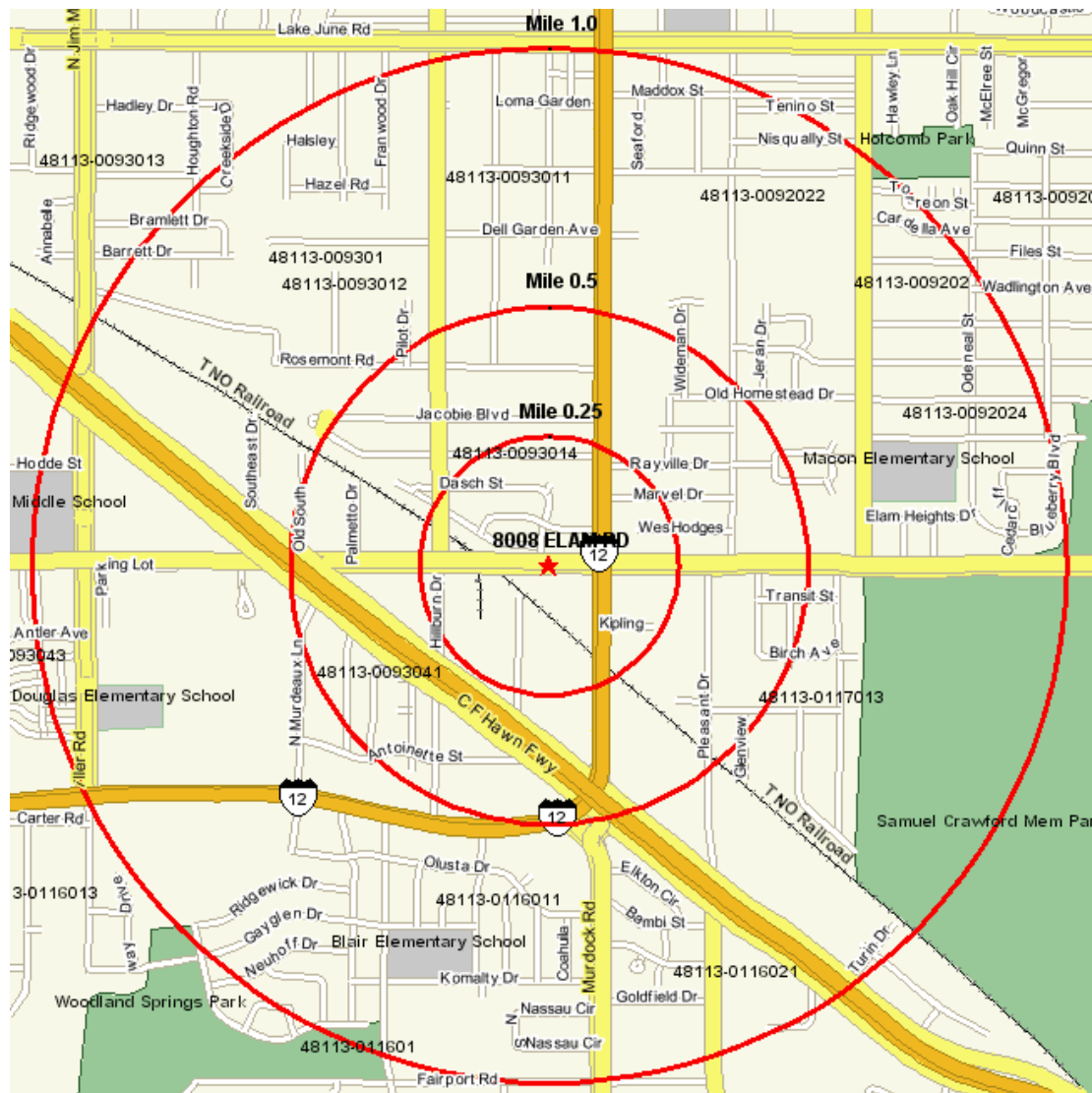
- The quarter-mile circle shows the population within a 10-minute walk from the station;
- The half-mile circle includes the population within a 20-minute walk; and
- The one-mile circle includes the population within a 40-minute walk.

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

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

**Figure 7. Area surrounding Buckner DART station**



Note: The official address of the Buckner DART station is 8008 Elam Rd.



## 2.1 Population and Households

Within a quarter-mile radius of the Buckner Station, there are 677 people and 157 households (Table 2). The population has grown in the quarter-mile circle near the station since 1990, but the number of households has grown at a much lower rate.

**Table 2. Population near Buckner Station, 2012**

Area	Population	Households
1/4-mile radius	677	157
1/2-mile radius	2,359	619
1-mile radius	13,819	3,851

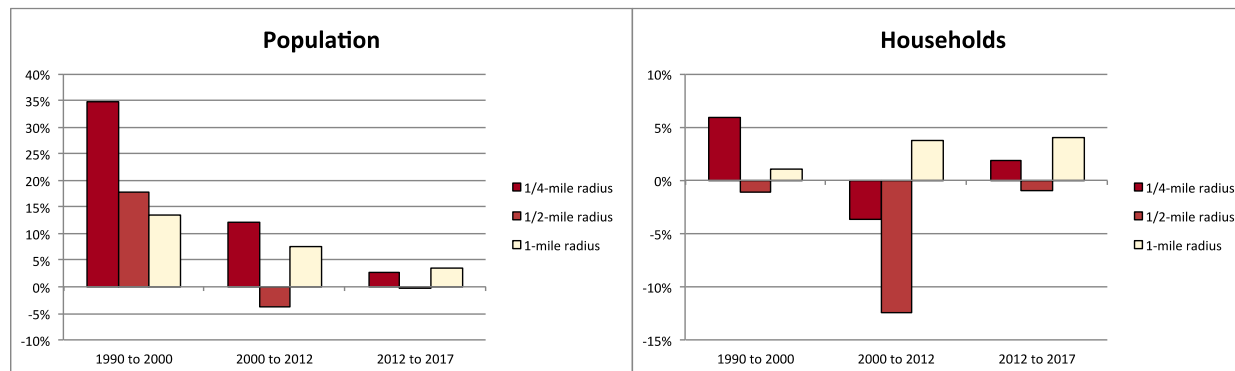
Source: The Nielsen Company.

In the 1990s, the population grew rapidly in the quarter-mile circle around Buckner Station, at an average annual growth rate of 3%. This area has continued to grow and is projected to grow through 2017, but at a slower pace than it experienced in the 1990s.

The larger radii show slightly different trends – they grew in the 1990s, but at a lower growth rate than in the narrower circle. The half-mile radius lost population between 2000 and 2012 and is expected to lose a small amount of population through 2017.

Figure 8 shows the percent change in the number of households and the total population over time. The data show the population is increasing, but at declining rates. When populations are increasing, the number of households has been increasing at a lower rate suggesting that families are moving to the neighborhood or growing in size.

**Figure 8. Percent change in population near Buckner Station, 1990 to 2017**



Source: The Nielsen Company.

The mean household size near the Buckner DART station is large (Table 3). The mean household size immediately surrounding the station is 4.3 people, much larger than the Dallas/Fort Worth area mean, 2.7, which in turn, is higher than the statewide or US mean household size.

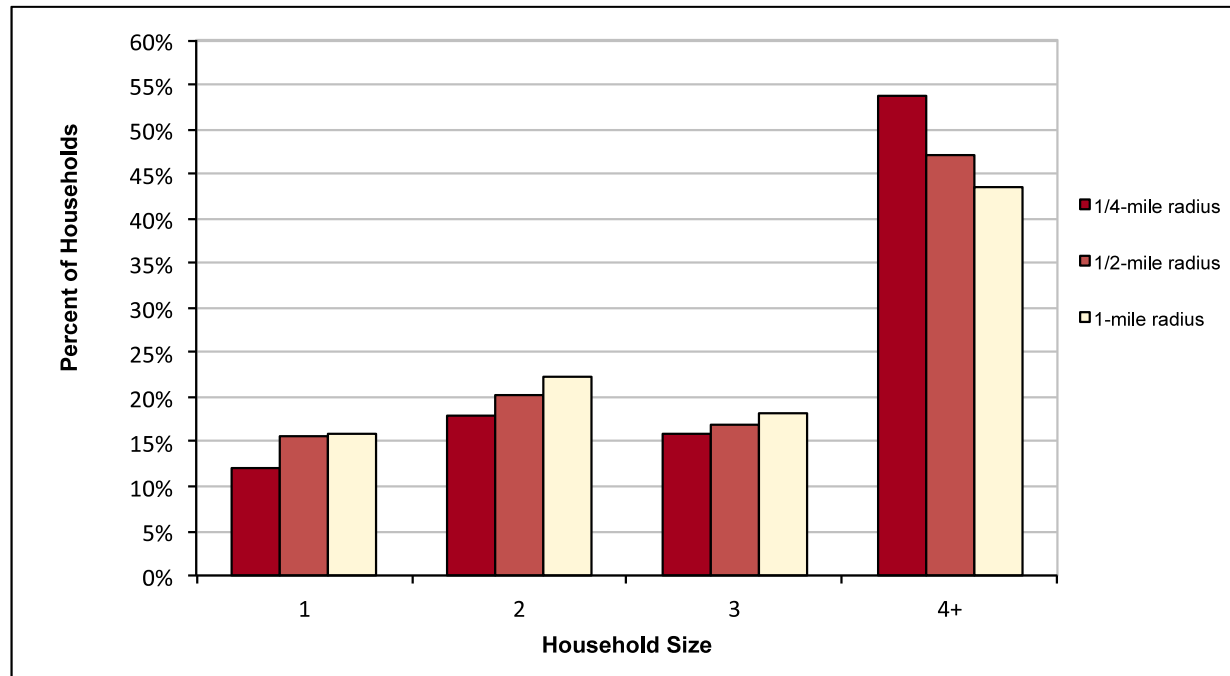
**Table 3 Mean household size, Buckner Station (2012) and Dallas/Fort Worth, Texas, and US (2010)**

Area	Mean Household Size
1/4-mile radius	4.31
1/2-mile radius	3.81
1-mile radius	3.59
Dallas/Ft Worth	2.74
Texas	2.59
US	2.59

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

Figure 9 shows the percent of households by household size in the area near the Buckner DART station. About half of the households surrounding Buckner Station have four or more members.

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



Source: The Nielsen Company.

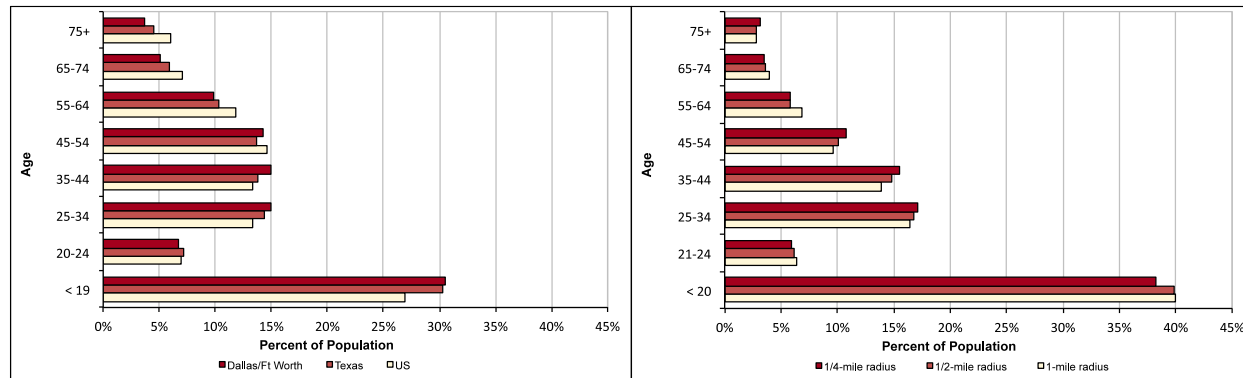
The population distribution in the area near the Buckner DART station is younger than Dallas as a whole. Figure 10 shows two charts: the left half shows the population distribution for Dallas/Ft. Worth, Texas, and the US; the right half shows the population distribution for the three circles around the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

The data show that the area near the DART station has proportionally more children than the citywide average. In the quarter-mile near the station, 38% of the population is younger than 20, compared to 31% in the Dallas/Fort Worth area.

The area around Buckner Station has a smaller portion of elderly residents than the Dallas average. Residents over the age of 55 make up 19% of the metro-wide population, compared to 12% of the area near the Buckner Station.



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



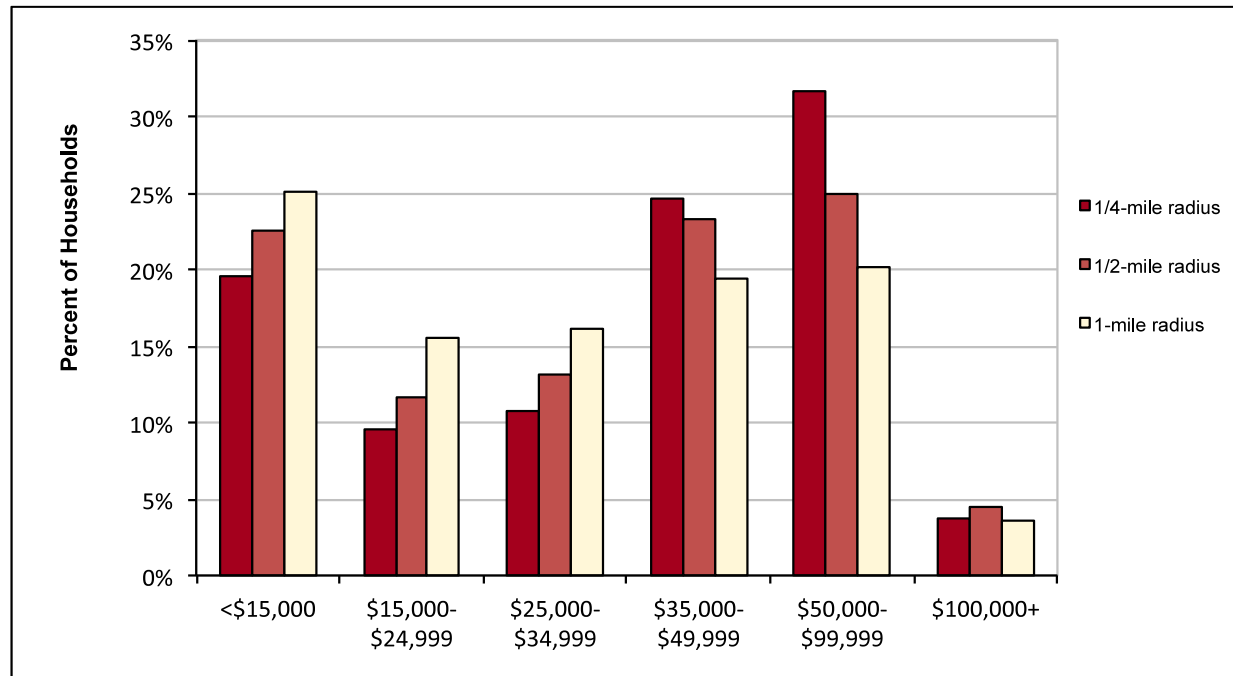
Source: The areas near the Buckner DART station are from the Nielsen Company. Dallas/Fort Worth, Texas, and U.S. are from the US Census, 2010. Census data are for 2010.

The residents of the area near the Buckner DART are predominately Hispanic. In the quarter-mile circle around the station, 90% of the population is Hispanic. As the circle widens around the station, the Hispanic population becomes less concentrated, with 62% of the population in the 1-mile circle reporting to be Hispanic. The Hispanic population has grown over time—in 2000 Hispanics accounted for 63% of the population in the quarter-mile circle and 47% of the population in the 1-mile circle. In contrast, hispanics make up 42% of the Dallas citywide population and 27% of the Dallas/Fort Worth population.

African-Americans make up a small portion of the population near the station. In the quarter-mile circle, only 4% of the population is African-American, down from 14% in 2000.

Household incomes in the area are similar to the citywide incomes. In the quarter-mile circle near Buckner Station, the median household income is \$41,000, roughly equal to the Dallas median of \$40,650 and below the Dallas/Fort Worth median of \$54,450. Per capita income, however, is much lower than the metro-wide figure. Near Buckner, per capita is less than \$10,000, less than half the citywide figure of about \$25,000 and the metro-wide figure of \$27,000. The large household size and high number of children in the area affect the low per capita income figures (see Figure 11 and Table 4).

**Figure 11. Household income, Buckner Station, 2012**



Source: The Nielsen Company.

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

	Median HH Income	Per Capita Income
1/4-mile radius	\$41,017	\$9,957
1/2-mile radius	\$36,864	\$11,380
1-mile radius	\$30,756	\$10,611
Dallas/Ft Worth	\$54,449	\$27,016
Texas	\$48,615	\$23,863
US	\$50,046	\$26,059

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

## 2.2 Retail

ECONorthwest conducted a retail “gap analysis” for the three radii around the Buckner DART station. A gap analysis estimates the demand for categories of retail goods and services, based on household demographics. It then estimates the existing supply of retail goods, based on the retailers in the same geographic area. The demand minus supply is the gap. If it is positive, it indicates that the households in the geographic area are purchasing retail goods and services outside that geographic area. If it is negative, it indicates that households from other areas are coming to the geographic area to purchase goods and services. It is important to recognize that a gap in any retail category does not, in and of itself, indicate that the gap would be filled in any given area. The potential to fill a retail gaps requires further investigation. One must determine if there are viable sites within an area, if there is adequate potential sales volume to support various retail types, construction and local rental costs, and an understanding of the ease of customer access to products in gap categories just outside the targeted area. The gap analysis is only one measure to provide insight into market potential.

Table 5 shows the difference between demand and supply for the three circles around the DART station. The data show that the area sells more retail goods than purchased by local households.

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

Retail Category and NAICS code	Demand-Supply (Gap)		
	1/4-mile radius	1/2-mile radius	1-mile radius
Motor Vehicle and Parts Dealers-441	(\$7,460,273)	(\$21,615,192)	(\$52,819,779)
Furniture and Home Furnishings Stores-442	\$85,997	(\$39,419)	\$159,253
Electronics and Appliance Stores-443	\$111,867	\$456,765	\$2,178,675
Building Material, Garden Equip Stores -444	(\$60,668)	(\$15,380,254)	\$(32,617,946)
Supermarkets, Grocery (exc. convenience) Stores-44511	\$749,757	\$2,678,969	(\$12,568,350)
Convenience Stores-44512	(\$41,663)	\$31,840	\$460,417
Beer, Wine and Liquor Stores-4453	\$44,011	\$178,145	\$914,750
Health and Personal Care Stores-446	\$354,516	\$536,125	(\$3,023,615)
Clothing and Clothing Accessories Stores-448	\$305,453	\$1,280,355	\$5,377,768
Sportng Goods, Hobby, Musical Inst Stores-4511	\$79,320	\$323,660	\$1,657,516



Book, Periodical and Music Stores-4512	\$23,982	\$83,398	\$273,852
Miscellaneous Store Retailers-453	\$130,649	\$474,306	\$1,425,845
Full-Service Restaurants-7221	\$245,588	(\$442,039)	(\$267,864)
Limited-Service Eating Places-7222	\$254,016	\$362,056	(\$5,830,140)
Special Foodservices-7223	\$49,300	\$202,852	\$1,047,750
Drinking Places -Alcoholic Beverages-7224	\$24,413	\$101,043	\$524,377
Gasoline Stations-447	\$567,381	\$1,406,804	\$2,764,453
<b>Total Retail Sales Incl Eating and Drinking Places</b>	<b>(\$3,371,854)</b>	<b>(\$27,905,647)</b>	<b>(\$68,644,922)</b>

Source: The Nielsen Company.

The gap analysis shows excess supply and excess demand for a mix of goods and services:

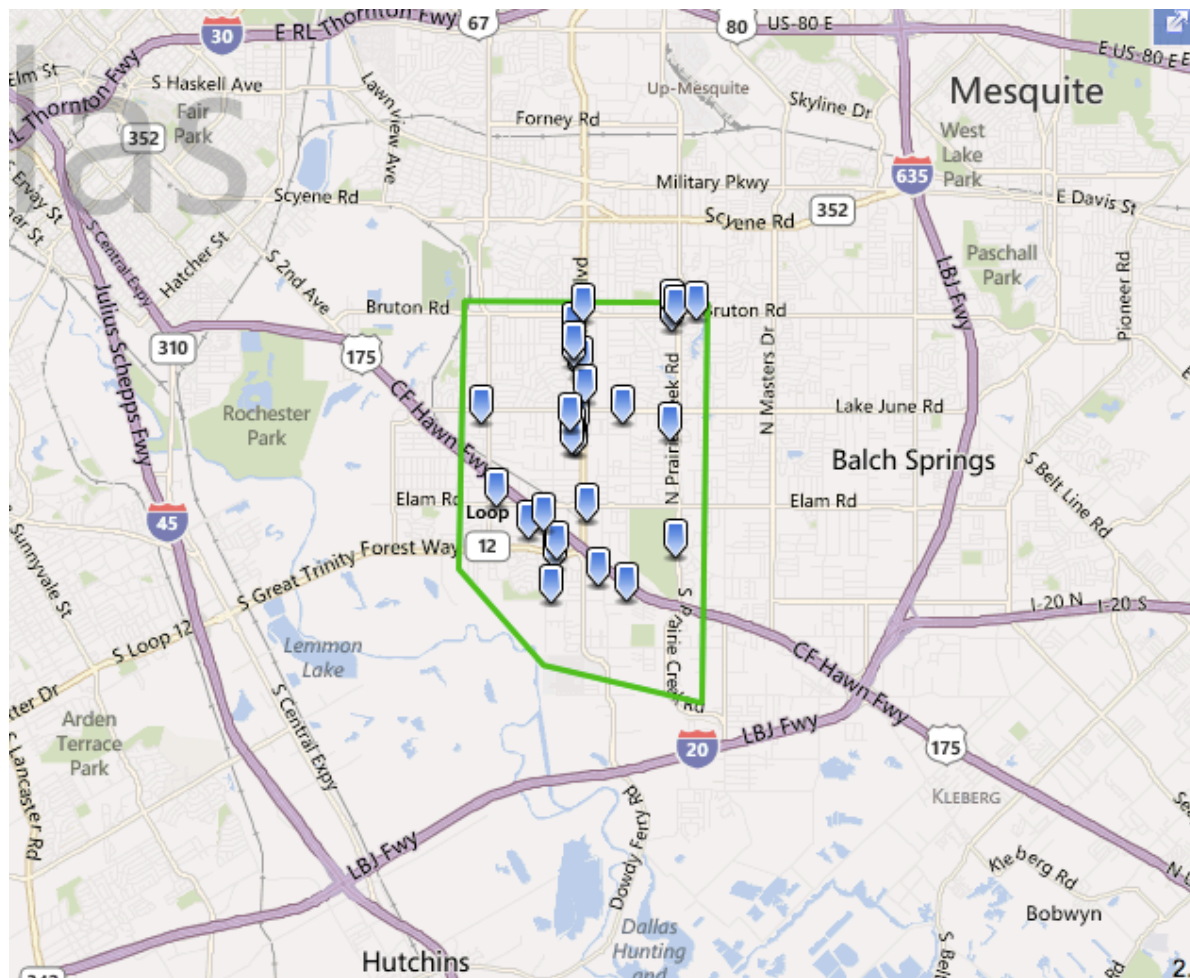
- The area near Buckner Station sells a large volume of **motor vehicles and parts**. Used auto dealers dominate the category in the Buckner neighborhood. There are a number of auto dealers on Buckner Boulevard and the nearby area, attracting households from outside the immediate area. The area provides a cluster of used auto dealers.
- The area also sells a large volume of **building materials**. This category includes hardware stores, lumberyards, nursery and garden centers, and outdoor equipment stores. The data indicate that households from outside the area come to the Buckner Station area for these goods.
- The gap analysis shows that in the immediate vicinity near the station there is excess demand for a **grocery store**. However, the 1-mile circle shows that there is a larger amount of goods from grocery stores sold than could be purchased by the residents of the 1-mile circle. There are at least three grocery stores within the mile radius around Buckner Station, including Hunt's Food Store, El Rancho, and Elrods Cost Plus.
- There is excess demand in the area for **clothing stores** and **health and personal care** stores in the quarter-mile, half-mile, and 1-mile circles around Buckner Station.
- The quarter-mile circle near the station has excess demand for **restaurants** of any type.

## 2.3 Commercial Space

To describe the market conditions for commercial space, ECONorthwest relied on sales data from Loopnet.com, a commercial real estate service. Figure 12 shows the commercial properties identified near the DART station. The green line is the polygon ECONorthwest used as a boundary and the blue arrows point the location of the properties sold between 2005 and 2011. ECONorthwest identified 29 sales of commercial properties. There are few sales in the area because it is a relatively small area,

drawn to focus on the area near the DART station. There have been relatively few commercial property sales in the area since the 2008 economic downturn.

Figure 12. Map of sold commercial properties, Buckner Station



Source: Loopnet.com

ECONorthwest identified only six sales of **multi-family properties** in the area between 2006 and 2010. The buildings were all garden low-rises.

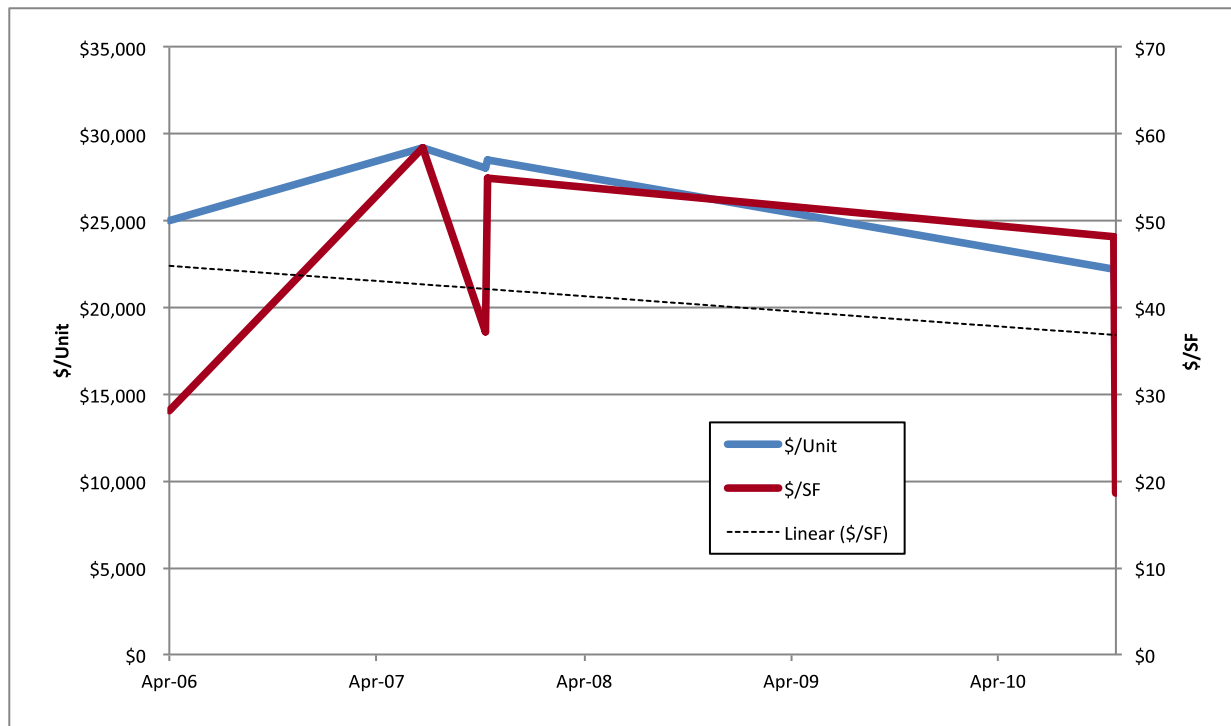
- The structures were built between 1958 and 1987 and range in size from nine to 144 units, and from 5,000 SF to 129,000 SF.



- The sold price per unit was did not vary widely. The per unit price ranged from \$19,500 to \$29,300, with a median value of about \$26,600 per unit.
- The sold price per square foot ranged from about \$19 to \$59, with a median value of about \$43 per SF.

Figure 13 shows the multi-family property sales near Buckner Station over time. The blue line shows the sale price per unit and the red shows the sale price per SF. The thin dotted black line shows the trend line of the \$/SF values. The trend line shows that the sale price over the four-year period slightly declined. However, there were no sales recorded after October 2010.

**Figure 13. Multi-family property sales, Buckner Station, 2006 to 2010**



Source: ECONorthwest with data from Loopnet.com

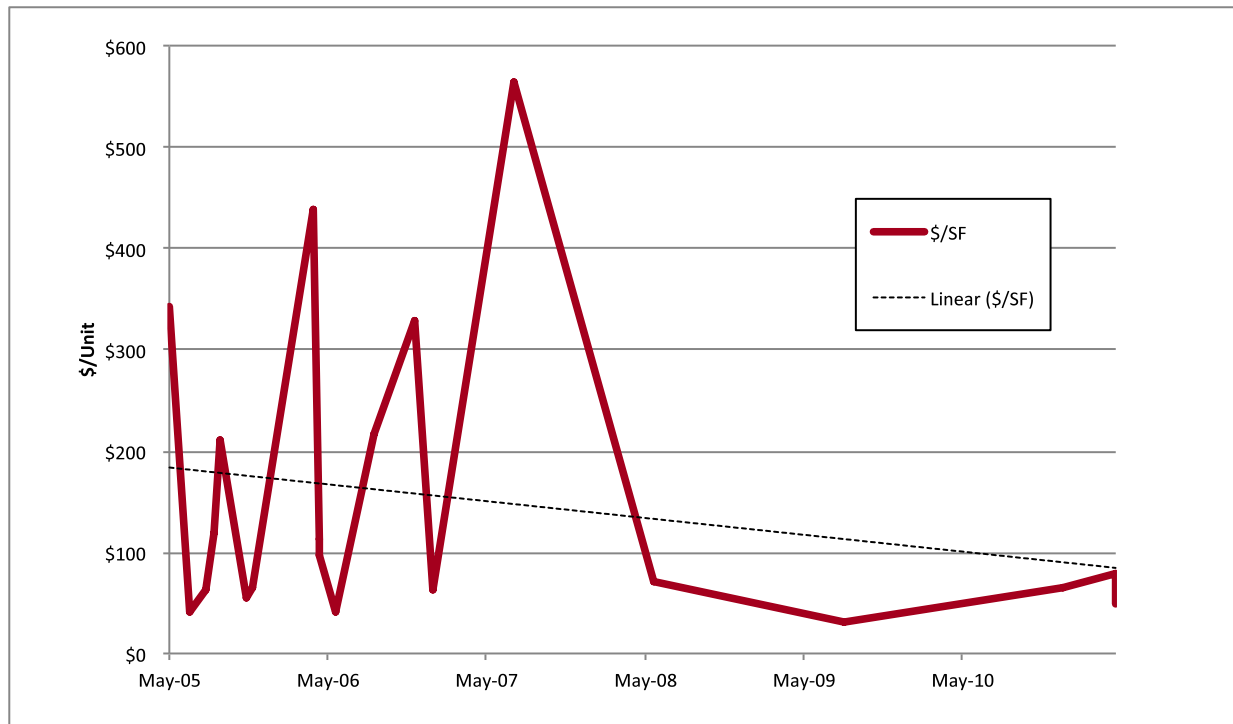
ECONorthwest identified 23 sales for other commercial properties, of which 20 were retail buildings. The non-retail buildings included one office building, one industrial manufacturing site, and one former church building.

The sales for the 20 **retail buildings** occurred between 2005 and 2011.

- The structures were built between 1949 and 1999 and range in size from 860 SF to 64,800 SF.
- The sold price per square foot ranged from about \$31 to \$565, with a median value of \$75 per SF.

Figure 14 shows the retail property sales near Buckner Station over time, in dollars per SF. The thin dotted black line shows the trend line of the \$/SF values. The trend line shows that the average sale price over the six-year period slightly declined. The most recent sales data is from April 2011.

**Figure 14. Retail property sales, Buckner Station, 2005 to 2011**



Source: ECONorthwest with data from Loopnet.com

The City of Dallas provided estimates of commercial rents, as reported by CoStar, a commercial real estate service. CoStar reported that annual retail rents within a half-mile radius of Buckner Station are \$20.00. Within a 2-mile radius the retail rate is \$11.09. CoStar reported they had no data for office or industrial rents, indicating there is very little market activity in the area.<sup>5</sup>

## 2.4 Residential Market

Based on incomes in the quarter-mile near the Buckner DART station, households are somewhat constrained in what they can afford in terms of housing. The median household income for the quarter-mile around the station is \$41,017. If we assume that households spend one-third of their income on housing before they are cost burdened, the median affordable rent for the area is \$1,140 per month. At this income level, it is difficult for households to afford a unit large enough to accommodate the large households that make up the area. In the 1-mile circle, the median affordable rent is \$850, based on the \$30,756 median income.

The majority of the households near Buckner Station own their own home. In the quarter-mile circle near the station, 75% of the households own their own home. Within the mile radius, over half of the households own their own homes (see Table 6).

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<sup>5</sup> Lack of market activity shows a lack of sales. There is a large industrial employer near Buckner Station, but the firm likely owns its own facility.



**Table 6. Housing tenure, Buckner Station (2012) and Dallas, Texas, and US (2009)**

	Owner Occupied	Renter Occupied
1/4-mile radius	75%	25%
1/2-mile radius	54%	46%
1-mile radius	57%	43%
Dallas/Ft Worth	62%	38%
Texas	64%	36%
US	65%	35%

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

## 2.5 Recommended Catalytic Uses

The area near the Buckner DART station has grown since 1990 and the Hispanic population continues to make up a predominant portion of the area's population. The households are large and there is a high portion of children in the area. The area has a very high rate of home ownership. To transform the area into a more vibrant and walkable community, the City and its partners should focus on a variety of uses:

- **Food service.** The area could support more restaurants and limited-service eating places. There are opportunities near the DART station for food carts and/or low-cost restaurants.
- **Miscellaneous retail.** The area near the DART station is underserved in a variety of retail categories. There is excess demand in the area for clothing stores and health and personal care stores. However, the intersection of Lake June and Buckner has a wide variety of retail facilities. The strength of that intersection may make it difficult to generate new retail closer to Buckner Station.
- **Job retention and business expansion.** The Daltile site to the south of the station is unlikely to catalyze new development, as it is a long-standing facility. It should, however, be supported to continue operating at that location. It brings daytime workers to the area and adds to mix of positive uses in the area. The City can support any expansion plans by ensuring that the expansion area is appropriately zoned and that the firm has access to job training programs. A more vibrant retail area near Buckner Station will give the employees access to more lunchtime and shopping opportunities.
- **Employment opportunities.** A shared commercial kitchen could provide space for start-up food service companies (e.g., food carts) to prepare, market, and ship products. Such a space would provide an opportunity for individuals living in rental units with small kitchen space that they are unable to alter to meet food-licensing requirements. A shared commercial

kitchen could go into an adaptively re-used building. The facility could link with Eastfield Community College, or some other entity that provide assistance with business planning, marketing, branding, and business development support. This use could enhance the viability and success of expanding food service in the area.

- **Activities for youth.** The area has many households with multiple children. A YMCA or similar facility could offer year-round activities for that population and enhance the area's attractiveness to more families with children. The households in the area have low-to mid-level incomes – but the large size of households limits their disposable income. Providing low-cost activities for the youth of the area will increase its livability.

## APPENDIX C: SURVEY RESULTS



Survey Results from Buckner Station Area  
Buckner Grove Fest, October 27, 2012

	Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?
1	It's peaceful, nearby schools, DART	A closer hospital or clinic	Yes, it looks better. We like the trees
2	DART station	School	Yes, better sidewalks and crossings. It would be a good spot for a school or a clinic
3	DART station	parks, school upgrade	yes, it's about time
4	Pleasant Grove	Shopping centers	Absolutely
5	DART, new library	Outlet, roads	It will better the neighborhood
6	DART, landscaping, new school	More lights at the bus stops	
7	Quiet neighborhood	Less crime, bigger park, place to buy games	Yes! Good crosswalks and it looks safer.
8	The location, stores, housing cost	A station community, retail, ex. mockingbird	Yes, more housing, reatil and restaurants
9	Looking more clean, safer, more jobs creating	more stores for work, better the neighborhood	Will improve the neighborhood 100%
10	DART station, new college, new gas station	More new businesses, improve houses	Cleaner, looks safer
11	DART station	Something for kids to do, we had a skate rink and we had a Freddy Frogs and both are gone	Yes, gives the neighborhood a more positive feel
12	It's quiet, new college	More restaurants	Will be safer
13	Shopping	More entertainment	Yes
14	Umpress Rec Center and Park at school	BBB office, Tex employment	Yes, art to architect history
15	Grocery stores, libraries, parks, recreation centers	better business, more kids areas to play	Yes, looks clean
16	DART station, stores	YMCA,	Yes, more jobs
17	DART station, stores, malls	To have a car near by	Yes, it would help
18	DART		Yes
19	Shops, parks	Fix the streets and police, better sanitation	Yes, more jobs and stores, looks safer

	Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?
20	Stores improving, sidewalks	More shopping center, Target, WallMart, more restaurants, café	Yes, makes it safer
21	Nothing	Nicer streets	Yes, the pretty trees
22	DART Station	fill in the vacant land, more apartments, more stores, restaurants	Yes
23	The diversity of people	Neighborhood community centers	Yes
24	DART station	food court, more shops around station area	Yes, would bring more people around
25	Bus station, school	City pool, more homes for the homeless	Yes, new stores
26	Park, good neighbors	Festival	Yes
27	My neighbors	more stores	Yes
28		better restaurants	yes
29	the neighbors	more police	yes
30	people	security	yes
31	churches and schools	Shopping centers	good idea
32		hope is missing, better business chains, safer	yes, safer neighborhood
33	All the trees and grass	better housing and less crime	it would be ok, but really it needs a better community the houses and buildings are only as beautiful as the people live in it.
34	Inspired vision church	good jobs, better housing	yes, it would bring revenue into the community
35	Train station	starbucks, movie theater, safer streets	Yes, we wouldn't have to travel somewhere else to go shopping
36	Shops, gas stations	mall	yes
37	DART, post office, CVS,	shopping center, more schools	yes
38	Neighborhood	shopping centers, restaurants, lights, better streets	yes
39	convenient, close to schools and stores	Education is low, need support for kids, crime is high	yes, I like the retail shops and housing. Trees and bike lane are great.
40	DART station	More recreation centers for kids to play	yes,
41	DART Station	jobs - all types, office and manufacturing. Clothing stores.	Yes, lets do more than just one of these. This is a starting point.

	Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?
42	the neighbors and the peacefulness	more police patrols	yes, the bike lane
43	Nice parks, but want more	more police and lights on the streets	yes
44	Better sidewalk		yes
45	The people	more housing, clothing stores, and restaurants	yes, it looks better and more places to walk
46	the parks	more security	yes, new development is very important
47	library, new schools	more sidewalks	yes, it will help with security
48	DART station	too much vacant parcels. Need more small businesses	yes
49	the parks	more lights	yes, bc this neighborhood needs more places to go and live
50	the few neighbors that are here are united	bigger college	yes to progress, more security, more stores
51	trains	sidewalks, lights on streets	yes
52	cars, food	security	yes
53	I work in the neighborhood	friendly people	yes
54	lots of places to go	security	yes, need more for kids to do
55	lake june	improved streets and sidewalks, clean the neighborhood	yes
56	park, DART, new school	need more stores to create jobs	want a fitness center and chain restaurant
57	can get around easily,	more upscale restaurants, not so much fast food	Yes, makes it safer
58	Out of the way, somewhat remote but still close to everything	more stores, grocery stores	yes
59	It is improving	more lighting	yes
60	Quiet neighborhood	good grocery store	yes, would be best if it had shops
61	DART station and Eastfield college	Sit down restaurants (Chilis) grocery store	Yes. Bike lane and crosswalks are good, Good lanmark, looks safer
62	Friendly people	Target, Walmart, trees, better sidewalks	
63	New college	more security	yes, it looks safer
64	Not too much traffic	more businesses	Possible employment and restaurants

	Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?
65	Buckner church house	jobs	yes
66	Good neighborhood, homeowners group, police patrols	speed bumps	
67	Area around the station	safety, the police sometimes take a long time to demolish boarded up houses	yes,
68	History	economic development, retail	yes, keep more businesses in that location
69	Transportation, buses and trains. College	more street lights, another grocery store, starbucks	yes if it means more businesses
70	Library, new businesses	more security, more lighting, bigger college	yes
71	parks	childrens learning center	yes, it means more jobs
72	people	events like this for kids to enjoy	sure
73	parks	more police patrol, more restaurants	yes, its nice like park lane, it's welcoming
74	library, church, school and neighborhood parks	better sidewalks, more street lights, bigger college	yes, want chain restaurant, starbucks
75	Quiet neighbors	walmart, more trees, better sidewalks, more lights	yes, coffee shop, fitness center, small grocery store
76	Quiet neighborhood, college	better streets, bigger college, street lights, walmart	yes, to lower crime rate, create more jobs
77	It is now safer	Not really anything, especially now since DART is here.	Yes, there are more trees. Restaurants!
78	churches, rec center,	streets	yes
79	restaurants and shopping		
80	convenient shopping areas	a major hospital	yes, it will improve the community
81	DART, Elam Park	more police, fix road	yes, we need a gym, fancy restaurants
82	Good neighbors	homeowners association, stop signs, better streets, lights	yes, would love it
83	Being close to downtown	restaurants, Chilis and Applebees, grocery store	yes, looks good, a shopping center would be good
84	DART, Lake June	create more jobs, community waterpark, more recreation for kids	
85	the parks	more security	yes, its an improvement that could be a school. Like the crosswalks



	Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?
86	good people, protect each other	fix residential streets, more security	yes, cleaner, need franchise restaurant
87	the parks	cable TV not available	yes, like the landscaping and street trees along the median
88	everything is close to home	hospital, mall	yes, gym, apts, stores, clothes, olive garden
89	Eastfield college, 711	more shopping center, less crime, better security	yes, make it a school and gym
90	DART, love transit and use it every day!	nothing. I love pleasant grove	no change to station area. Build somewhere else
91	libraries, community garden, the people	closer grocery stores, sit down restaurant	don't want another empty buiding in the neighborhood, but if its feasible.
92	the security we have	better streets, street lights, more bus, and more police	yes, bring more revenue to the community
93	DART, new library	better shopping centers	yes, make a park or shopping center
94	neighbors	better response to minor crimes, more jobs	yes brings jobs
95	the police and the peacefulness	nothing	yes, like the crosswalks
96	good neighbors, caring	better grass	
97	lots of stores on Buckner	walmart	yes, looks like you can walk around and like the bike lanes
98	the trees, close to downtown, college	chick filet, and starbucks	yes, I like that it looks new. Like the bike lane, needs eating places
99	community events	community center	yes
100	DART station and college	more police presence	yes, especially the landscaping and the crosswalks. Good place for a restaurant.
101	Close to fast food	mall	yes
102	DART station	security	
103	parks	more police	yes, especially the trees
104		more shopping centers	yes, we need more development
105	The train	more schools and better teachers	yes, looks clean and like the trees and flowers
106	DART station	security	looks good
107	homes	trash	no

	Best parts of the neighborhood?	What is missing from your neighborhood?	Do you like the mixed-use visualization and why?
108	the people, the stores	better, cleaner streets	yes, it would improve the appearance of the neighborhood
109	quiet, great neighbors	more police, better streets, cleaner yards	yes.
110	new developments and the 7-11	more police, especially at the station, shopping center	yes, great to have things within walking distance
111	the parks and recreation centers	after school programs, swimming pool	love it, landscaping looks great
112	tranquil, new school	police and better restaurants	yes, with better shopping options
113	peaceful, college campus	more police, more business, more security	yes, love it
114	businesses	entertainment, resaturant, department store	yes, improves the neighborhood
115	quiet	more buses	
116	the people	upscale development, something to attract outsiders	yes
117	homes	trash	no
118	how close the highways are	hospital	
119	the friendly people	shopping centers	yes, to bring the area a new look



## APPENDIX D: FOCUS GROUP SUMMARY



## RESEARCH BACKGROUND AND OTHER DETAILED FINDINGS

### Research Overview

#### Objectives

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

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

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

The TOD study areas include:

- Lancaster
- MLK
- Hatcher
- Buckner
- Vickery Meadow

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

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

## **Methodology**

In order to meet the objectives within the budget and time parameters, qualitative research was selected as the most effective methodology for this research project. Because of the need for depth, a series of nine one-hour focus groups were conducted in person in Dallas on October 19th, 20th, and 21st 2012. These groups were supplemented by in person interviews at the Eastfield College Pleasant Grove campus on October 29<sup>th</sup> in order to ensure adequate representation of Hispanic points of view.

The groups were designed, moderated and analyzed by Collective Strength, an Austin based firm that specializes in market research for planning purposes. Collective Strength CEO Robin Rather was the lead researcher throughout the initial FORWARDALLAS! planning process, has recently worked on the City's Complete Streets market research and is familiar with ongoing Dallas planning efforts.

At the recommendation of the Dallas planning department and at the request of Fregonese and Associates (the HUD grant prime contractor) Micah B. Phillips, a Southern Dallas pastor and community organizer, coordinated the recruiting and ground support. Dallas residents Eloisa Mariscal served as a bilingual translator, note taker and photographer, Alvin Mankser served as the ground operation manager and Lisa Summerville, served as administrative liaison for the project. Janet Tharp, former City of Dallas planning department member attended the groups on behalf of the Fregonese and Associates team and served as the digital transcriber.

Note: The groups were not video or audio taped so that the participants would feel they could speak with maximum candor.

Recruiting for the groups was done by randomly selecting potential resident participants from various locations within each TOD zone such as gas stations, banks, grocery stores, schools, apartment complexes and single family homes.

Residents were informed the research was sponsored by the City of Dallas and would cover issues relating to the DART station nearby and the livability of the surrounding neighborhood and then asked to attend specific groups at a specific time and location.

At least fifteen residents were recruited for each of the nine focus groups and all but one group had at least 10 participants. Several groups had more than 10 and the largest was 19. Seats in the groups were allocated along age and racial lines that correspond to the racial and age make up of the surrounding TOD zone.

Nine focus groups were held at the following locations:

- 3 groups at the Barack Obama Leadership Academy\*
- 1 group at the MLK Library
- 2 groups at the Eastfield Community College/Pleasant Grove
- 2 groups at the Sam Tasby Middle School
- 1 group at the Juanita Craft Diabetes Center\*\*

Additionally, 51 students at the Eastfield Community College Pleasant Grove campus also filled out a short paper survey while exiting their classes on October 29<sup>th</sup>.

\*The BOLA location was selected after our first choice location the Urban League declined the request to serve as a host site.

\*\* This group was held outside in the park on picnic tables instead of inside the building due to confusion with the on site security staff.

### **Respondent Demographics**

All respondents were recruited at locations within the TOD study areas.

The demographic and economic analysis provided to the research team (see Appendix) was used to develop a target demographic mix for the groups. Due to higher no-show rates among Hispanic residents, the groups did not fully equate to the demographic goals that were established. As a result, supplemental research was undertaken to meet the goal levels. However, differences between the Hispanic and African Americans were not as great on the major themes as may be anticipated and for that reason the research team feels confident summarizing the findings to date in this draft.

In total, 159 residents were interviewed either in focus groups or in the supplemental research. The residents were evenly divided between African Americans and Hispanics. 8 white and "other race/ethnicity" respondents also participated.

The respondents who were interviewed were 1/3 male and 2/3 female and 1/3 over 45, 2/3rds under 45.

The participants had a wide range of income and professions that stretched widely across college professors, students, security guards, IT professionals, business owners, condo owners, preachers, school secretaries, former felons, and those currently unemployed.

The participants were almost evenly mixed between those who had lived their whole lives in Southern Dallas or Vickery Meadow and those who had arrived more recently within the past five years.

### **Summary of Findings By Key Questions:**

What is missing from your neighborhood?

- Jobs and Job Training
- Something for kids to do such as a library ( note: MLK library has very poor book selection and is closed during key hours) swimming, skating, movie theater, bowling, rec centers or YMCA ( had one but it left.)
- Showing teens and young kids how to be productive
- Texas Workforce office or job locator services for jobs in this community not clear across town
- Computer Center where people can work on their resumes and look for jobs without interruption or a time limit
- More police and actual enforcement of existing laws and regulations
- Senior services – wellness center, yoga, help with computers and phones, better sidewalk access for wheelchairs
- Refugee services ( had one nonprofit but it went away.)
- More lighting
- Cameras that monitor illegal and destructive activity
- Gun Control
- Speed bumps for out of control drivers
- Sidewalks
- Bike lanes
- Better trash pick up services
- A new attitude of pride in the community and respect for standards
- Urgent care clinic
- Wellness clinics
- Hospital nearby
- Stores with reasonable pricing and not gouging us
- Restaurants with good service and consistent food quality – Olive Garden, Red Lobster, Cheddars
- Entertainment of any kind

What kind of jobs or economic development is needed?

- Major employers in the community
- Logistics, shipping receiving, warehouse, distribution, call center
- Need wide-scale training services for licensed, certified jobs like construction trades, energy, and medical technicians

What transportation options do you use and what thoughts do you have using the train?

- Most people have a car and prefer to use it
- Dart train is dangerous – crime and lawlessness
- Stations are very dangerous
- No police or monitors on the train itself and few if ever check tickets of those getting on
- Need speed bumps



- Need more sidewalks and bike-lanes

Is your area safe enough?

- Businesses allow drunks and homeless to sprawl out in front of their establishments
- Need to have a mini police substation in the community
- Takes police way too long to respond to calls
- Need lighting
- Very interested in cameras
- Afraid to go out at night
- Trains and station stops considered too dangerous

Housing

- Fixing up existing apartments and homes is more important than building new ones
- Need higher quality on what already exists
- Need better code enforcement on landlords here who don't fix or maintain their properties

### **Findings About Specific Visual Concepts**

During the focus groups, visualizations of potential “catalyst projects” were presented to the participants. For copies of those visualizations, contact Collective Strength ([robin@collectivestrength.com](mailto:robin@collectivestrength.com)), as the file sizes of the imagery are too large to insert in this report.

Visualization Responses: Library Concept

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

Visualization Responses: Liquor Store Concept

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

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

#### Visualization Response: Betty’s Café

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

#### Visualization Response: Dart Property Buildings

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

The following findings relate to each specific concept:

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

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

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

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

#### Recommendations for the Concept Visualizations

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

## Research Notes By TOD Area

### Lancaster

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

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

### **MLK**

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

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

### **Vickery Meadow**

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

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

### **Hatcher**

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

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

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

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



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

### **Buckner**

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

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

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

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

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## **ADDITIONAL MATERIALS**

The following materials were reviewed, used and/or mentioned in this report are available upon request. Contact [robin@collectivestrength.com](mailto:robin@collectivestrength.com) if you would like to see any of the following resources:

- Appendix 1: Topical Discussion Guide
- Appendix 2: TOD Study Areas MAPS
- Appendix 3: HUD Grant Overview
- Appendix 4: MBS/TRECF New Paradigm Report
- Appendix 5: Concept Visualizations
- Appendix 6: Demographic and Economic Overview of TOD study areas

## **Dallas TODS - Focus Group Strategy and Initial Discussion Guide Questions**

### ***Goals:***

- Obtain feedback about initial concepts for TOD areas around seven station areas
- Broaden input on potential development in TOD neighborhoods
- Focus on people who live in the neighborhood area and who would potentially use this development
- Obtain input on the types and character of development they would like to see in these areas

### ***Target Audience and recruiting:***

- Participants chosen randomly from TOD neighborhoods
- Target audience drawn from the same demographic segments that comprise the surrounding areas of each station.
- The recruitment of participants will be spread as evenly as possible across the five station areas.

## **Focus Group Description**

### ***Introduction:***

- \*Introduce project and why their input is important. Development can be a double edged sword. It can lead to gentrification or it can lead to better lives for people who already live here or it can do both. We want to be sure that the people of southern Dallas and this neighborhood are heard and are the first priority as development plans evolve.
- \*Underscore that this work is focused on understanding how they feel about the future of their neighborhood, ideas for new development, jobs and housing coming into their area.
- \*We want to understand what the neighborhood already has, what it needs and what might make it better.
- \*Participants introduce themselves and how long they have lived in the neighborhood.

### ***General Discussion***

- What are the best parts of your neighborhood? The biggest positives?
- \*What is missing from your neighborhood that you wish it had?
- What would make people want to move here and how would you describe your neighborhood to someone who was thinking of moving here.
- \*What do you think the people that live in this neighborhood need to make their lives better and the lives of their kids better? Is anything making it worse?
- \*Do you generally feel safe here during the day? At night? What would make you feel safer?
- \*Are there enough lights?
- \*Do you feel there are enough pocket parks and open space, gardens and greenery?

### ***Economic and Retail***

- \*What is the best thing that you could see happening in this neighborhood from an economic standpoint?
- \*How do you feel about the education in this neighborhood? For kids? For Adults. What would really help with education here?
- \*Are there enough jobs in this neighborhood? What kind of jobs would be best for people who live here?
- \*Some cities have invested in job incubators to help first time businesses owners get started with a low overhead in terms of costs. Is this something you would like to see?
- \*Is there any kind of job training or other services or retail that you think people in this neighborhood would really benefit from or appreciate?
- \*What does the local community college offer for adults like you?
- \*What kind of community services like libraries or health clinics would make things better for the people who live here?
- \*Where are you most likely to shop or go for other services? Help me by naming the exact stores and services you shop in most often. Do you mostly stay in this neighborhood or are there shops or services you have to travel elsewhere for?
- Are there other kinds of stores or shops or services you'd like to see?
- Recently other cities have allowed the use of vacant lots or parking lots to locate food carts on – to provide a way for new businesses to start up at lower costs. (show image examples) Is this something you would support?
- A commissary kitchen provides a commercial kitchen that is leased by the hour for small business owners, caterers, or even food cart or farmers market vendors. Is this something you would like to see in your community? Is there a need?
- What kind of entertainment is needed here?

***Input on new development/redevelopment: (focus on structures – what it looks like)***

- What do you like and not like about the way this neighborhood looks now?
- \*When you think of new development in this area – what are some examples of the type of development you would like to see more of? What would you like to see less of?
- Are there kinds of development in other areas of Dallas or other cities that you've been to that you would like to see here?
- \* Note: Here is where we will look at the visualizations. Here are pictures of new investments – ways that new development could look in this neighborhood. Would this be something you would like to see or not? And why? What are the positives and negatives of these concepts?
- These pictures are examples of redeveloped/reused buildings. Is this something you would welcome in your neighborhood?
- \*If these buildings are developed with less parking spaces than typical - does that worry you? Do you envision less parking as a problem?
- \*If this new use was down the street from you would you walk to it? Why or why not?
- Would you like to dine outside if there were public seating areas?
- \*Are there any other ideas or issues you'd like to see developing in this area?

***Street improvements and Transportation***

- \*How do you feel about the DART train that comes through here? What are the best and worst aspects of it?

- \*Do you ever ride the DART train? DART Buses? Why or why not?
- \*How else do you get around your neighborhood? Do you walk a lot, bike, drive?
- What do you like and not like generally about streets in this neighborhood overall?
- What, if any, changes would you like to see on streets in this area?
- Here is a picture of a street that has improvements made to it. If streets in your neighborhood looked more like this, would you change the way you get around? If so, how?
- \*What are the most important improvements that will make you feel comfortable walking to the station and around your neighborhood.

### ***Final Questions***

- \*Of all that you have heard today, what is most exciting to you? Is there anything that worries you?
- Would you like to be contacted again in the future as these plans take shape to give more feedback?
- What is the best way to communicate with you about projects like this – online? Telephone? Posters in stores/on telephone poles? Something else?