

# Memorandum



DATE February 10, 2012

TO The Honorable Mayor Michael S. Rawlings  
and Members of the Dallas City Council

SUBJECT **A Plan for Growth in Southern Dallas: Leveraging Assets and Focusing Resources**

You are to receive a briefing on the Economic Development Plan for Southern Dallas at your February 15, 2012 Council Briefing. Attached is a copy of the briefing for your review.

Should you have any questions, please contact me at (214) 670-3296.



Ryan S. Evans  
Assistant City Manager

C: The Honorable Mayor and Members of the City Council  
Mary K. Suhm, City Manager  
Rosa Rios, Acting City Secretary  
Tom Perkins, City Attorney  
Craig Kinton, City Auditor  
Judge C. Victor Lander, Administrative Judge Municipal Court  
A.C. Gonzalez, First Assistant City Manager  
Jill A. Jordan, P.E., Assistant City Manager  
Forest Turner, Assistant City Manager  
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Jeanne Chipperfield, Director, Chief Financial Officer  
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Stephanie Pegues-Cooper, Assistant to the City Manager

# A Plan for Growth in Southern Dallas: Leveraging Assets and Focusing Resources

Dallas City Council

February 15, 2012



**DALLAS  
ECONOMIC  
DEVELOPMENT**



City of Dallas

# Purpose

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- Update the status of long-term redevelopment efforts in Southern Dallas
  - Ongoing, evolving strategy
  - Successes
- Discuss strategies for the next phase of Southern Dallas redevelopment
- Propose Southern Dallas redevelopment goals and measures

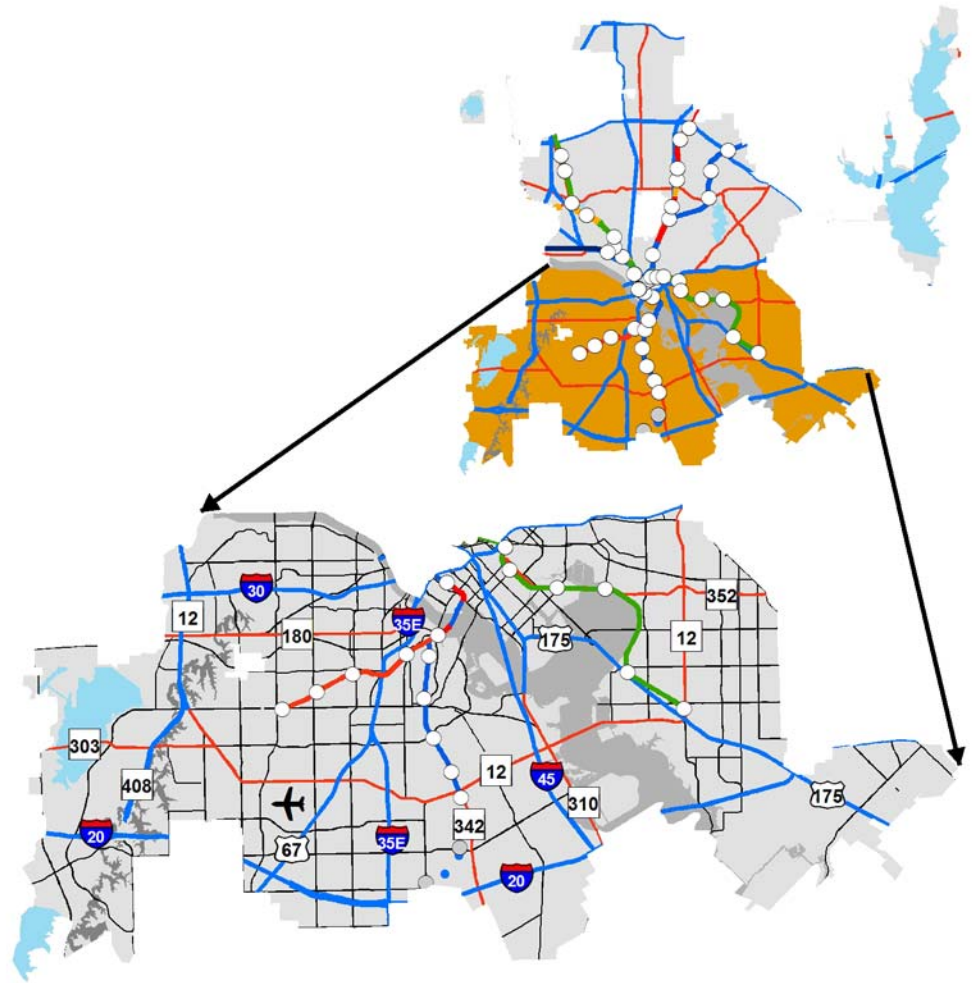
# Outline

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- Southern Dallas Overview
- Why Southern Dallas Is Important
- Progress to Date
- Four Strategies for Success
- Create a Three-Part Measuring System
- Southern Dallas Vision
- Appendix A: Sustainable Communities Indicators

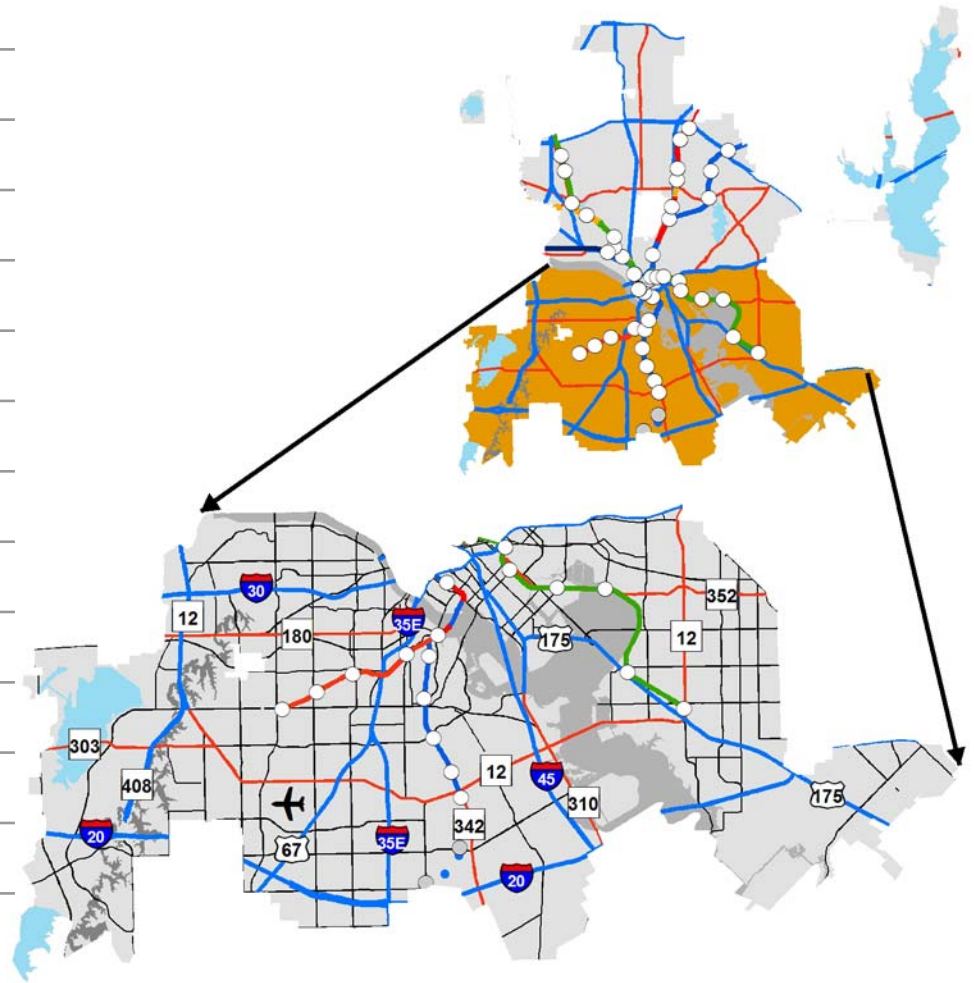
# Southern Dallas Overview

- Southern Dallas:
  - Is 196.7 total sq. mi., 169.4 sq. mi. of developable land\*
  - Is larger in land area than Boston, Miami, and San Francisco combined
  - Is mostly residential, with density similar to surrounding suburbs



# Southern Dallas Overview

City	Land Area
Dallas	342.0
San Jose	176.5
New Orleans	169.4
Southern Dallas	169.4
Denver	153.0
Detroit	138.8
Philadelphia	134.1
Atlanta	133.2
Seattle	83.9
Pittsburgh	55.5
Boston	48.4
San Francisco	46.9
Miami	35.7



# Southern Dallas Overview

- Southern Dallas households and businesses are integrated into the regional economy
  - Where do people who work in Southern Dallas live?
    - 31% live in Southern Dallas
    - 13% live in the rest of the City of Dallas
    - 56% live elsewhere in the region
  - Where do people who live in Southern Dallas work?
    - 16% work in Southern Dallas
    - 38% work in the rest of the City of Dallas
    - 46% work elsewhere in the region

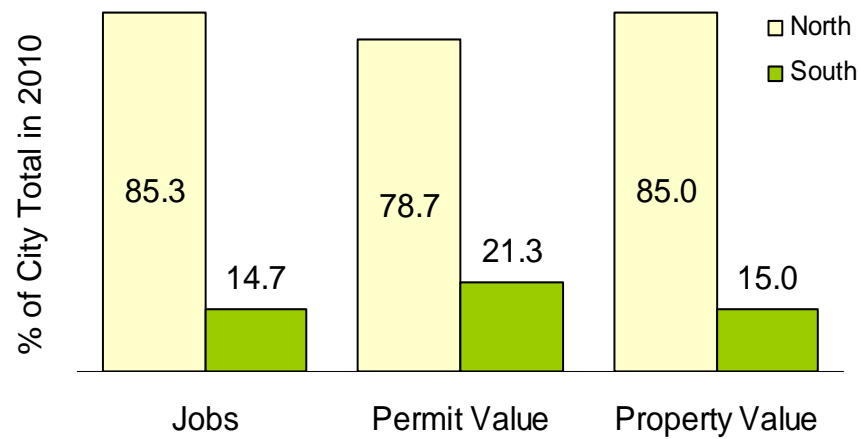
# Southern Dallas Overview

- Southern Dallas is not one indistinguishable place but a collection of varied neighborhoods
- Each neighborhood:
  - Has unique development opportunities based on its social, economic and physical assets
  - Can support different amounts and types of commercial development
  - Needs a customized development strategy



# Why Focus on Southern Dallas Development is Important

- Dallas' population growth is flat in fastest growing region of U.S.
  - Population losses in Southern Dallas since 2000
- Southern Dallas is City's biggest growth opportunity
  - Largest undeveloped land area
  - Untapped human capital
  - Job opportunity and work force disconnect
- Unbalanced tax revenue to expenses

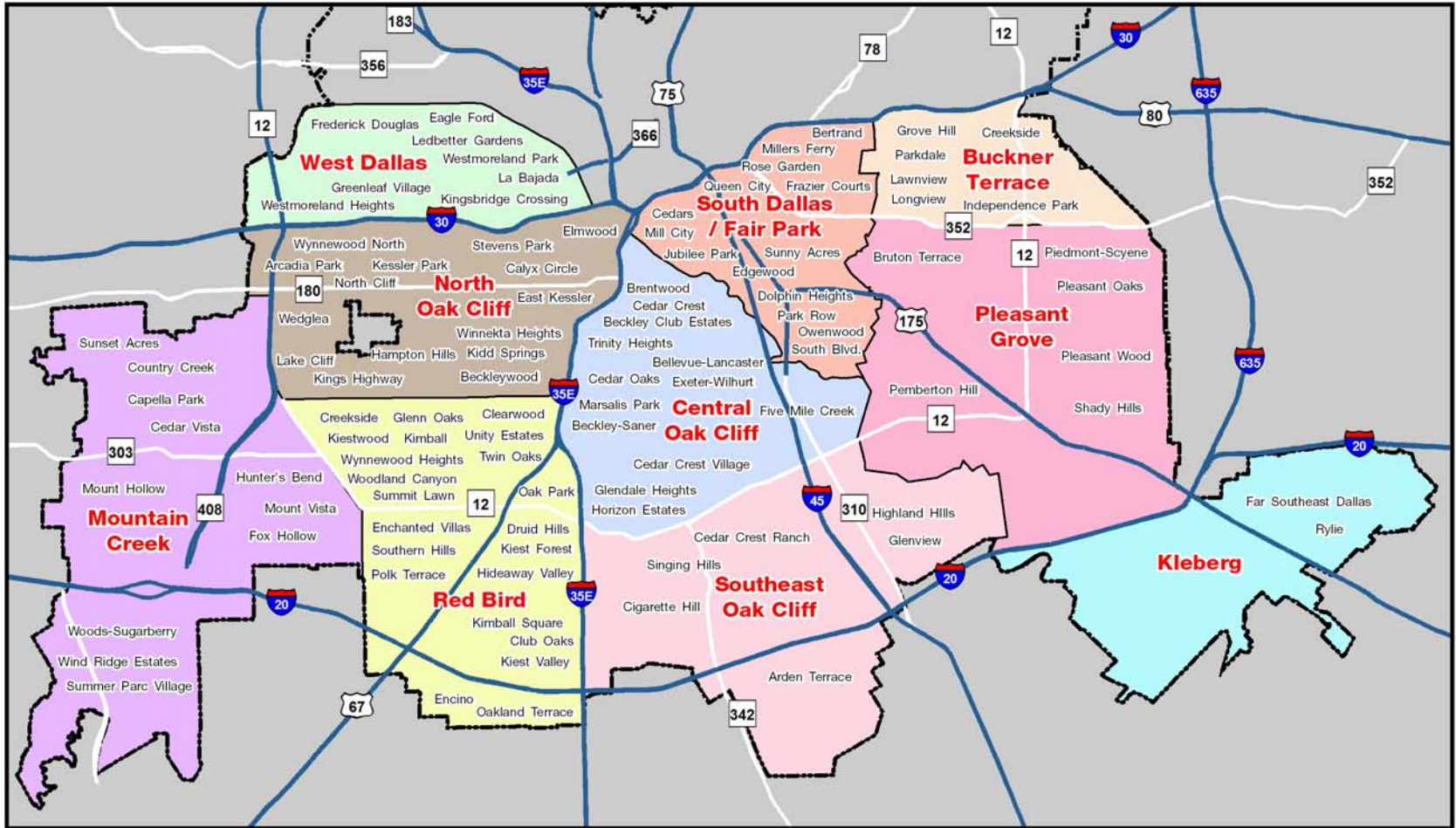


# Some Foundational Beliefs

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- 1) Real sustainable growth is multigenerational and does not occur overnight
  - Begins with clear, near-term objectives
- 2) Much is happening already because of the work of many people
- 3) To succeed, we need everybody:
  - All governmental bodies
  - Neighbors and citizens
  - Nonprofits and philanthropists
  - Business community
- 4) Southern Dallas is not just one indistinguishable place:
  - Dozens of unique neighborhoods with different opportunities and challenges – using the term “Southern Dallas” detracts from the branding of individual neighborhoods

# Southern Dallas Neighborhoods



Neighborhood locations are approximate

# Past Redevelopment Initiatives

- Redevelopment builds on past successes, creating more opportunities for further growth
- 1997/1998 – key opportunities in distribution and retail are realized through new business parks and grocery anchors
- 2004/2005/2006 – took advantage of the real estate boom through expanded economic development functions, comprehensive planning and targeted capital investment
- 2008/2009 – Mayor Leppert’s Southern Dallas Task Force tailored a more comprehensive community approach to development; safety, code compliance and housing work together to improve sustainability of economic development projects

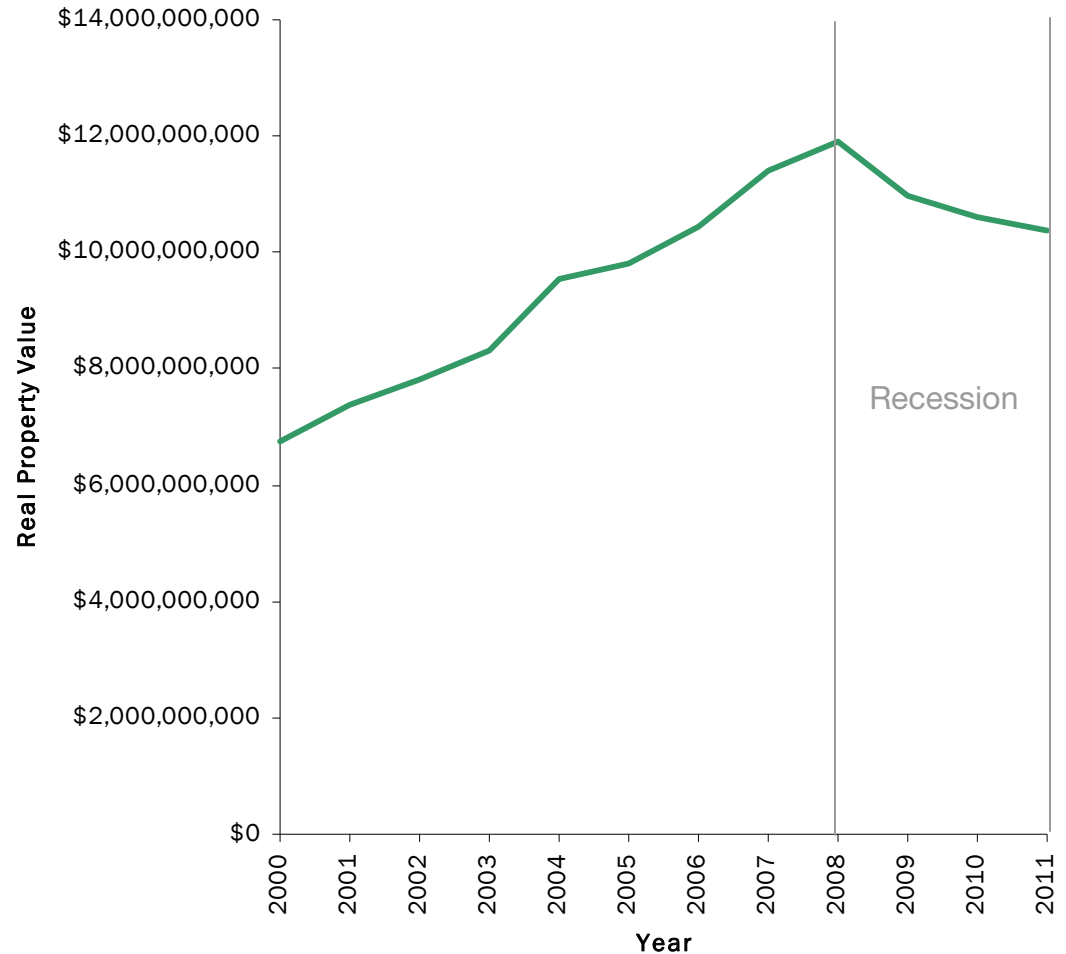
# Investment Strategy Yielded Results

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- Bond programs in 1998, 2003 and 2006 concentrated infrastructure spending in key areas to create new business parks and commercial centers
- These investments successfully increased industrial, distribution and retail activity in Southern Dallas
- As a result, there has been considerable progress in key areas and the stage has been set for major gains

# Progress

- Since 2000, real property values in Southern Dallas have increased by \$3.62B or 53.6%
- The growth in real property values has added \$28.9M in property tax revenue to the City's general fund for FY 2011-12 compared to FY 2000-01



# Progress

## Continued:

- TIF capacity increased
  - Cedars and Oak Cliff Gateway TIF Districts were formed in 1992, four new TIF Districts have been created since 2005: Grand Park South (2005), Fort Worth Ave (2007), Davis Garden District (2007), and TOD TIF (2008)
  - Together, Southern Dallas TIFs have provided \$177M in public investment and leveraged \$1.04B in private investment and over 7,000 residential units completed, under construction, or planned
- Public-Private Partnership program refined
  - Council has approved 87 Public-Private Partnership projects since 2000 with an associated direct impact of \$1.04B in private investment and 12,568 jobs in Southern Dallas alone

# Progress

## Continued:

- Three new Southern Dallas business parks created since 1998
  - Pinnacle Park, Mountain Creek Business Park, International Inland Port of Dallas (IIPOD)
  - The IIPOD project advanced to include two new industrial buildings and a repositioning of the land portfolio following the bankruptcy of the main land owner
- The Greater Downtown area continues to grow including new condominium and townhouse projects in the Cedars neighborhood as well as the new police headquarters
- Violent crime in Southern Dallas has fallen by 36.4% since 2003 and total crime fell 27.0% since 2003
  - Additional police officers hired, new South Central division headquarters established
- Code compliance department reorganized



# Progress

## Continued:

- \$1B from last 3 bond programs dedicated to Southern Dallas (almost 70% of 2006 program)
  - Fair Park has seen \$111M in public investments since 2000
  - \$89M in new libraries and renovations since 2000
  - \$12M in public investment and \$8.5M in private sector investment in Dallas Executive Airport since 2000
  - The Dallas Zoo has seen \$23M in public investment since 2000, for the Giants of the Savanna exhibit
- \$201M spent in various Housing Dept. programs since 2000
- The Trinity River Audubon Center opened in 2008 as a new attraction in the Great Trinity Forest
- UNT-Dallas increased its enrollment to over 2,000 FTE students and completed construction of its second campus building
- DART Green Line was completed in 2011

# Opportune Time For Continuing / Renewing Efforts

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- Redevelopment is cyclical, and organic growth in many neighborhoods has continued even in the downturn
- The recession dampened investment nationwide, but a renewed phase of redevelopment is at hand by continuing past successful strategies and increasing focused investment
- Four strategies are key to continuing success and ensuring that Southern Dallas increases its share of Dallas economic activity and tax base

# Four Strategies for Success

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1. Encourage an Environment for Growth
2. Change Perceptions about Southern Dallas
3. Target Investments in Successfully Growing Areas
4. Drive Performance and Accountability with Goals and Measures for Each Priority

# Strategy One

## Create an Environment for Growth



# Strategy One: Create an Environment for Growth

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- Strive to look good and increase “curb appeal”
  - Create attractive freeway gateways, building on the recommendations of the Mayor Leppert’s Southern Dallas Task Force
  - Demolish blighted properties through judicial orders
    - 250 structures anticipated in CY 2012
  - Continue “trash attack” efforts
- Make neighborhoods safe for living and investment
- Improve economic and physical connections between northern & Southern Dallas
- Foster economic growth through City policies and actions
  - Improved development process
- Examine affordable housing locations for policy implications
- Review tree ordinance

# Strategy One: Create an Environment for Growth

Continued:

- Build on Southern Dallas' business success through business recruitment and expansion programs
- Build new small business and entrepreneurial resources:
  - Initiate SourceLink program model, a way to organize, market and improve access to the local business support network through:
    - An interactive Web database
    - Offline facilitation by professional economic development staff
    - This will help businesses find existing resources and gain faster access to their services such as: counseling, funding, technical assistance, training, networking and sales opportunities
  - Partner with other governmental organizations, nonprofits, educational institutions, philanthropic foundations and private corporations

# Strategy Two

## Change Perceptions of Southern Dallas





# Strategy Two: Change Perceptions of Southern Dallas

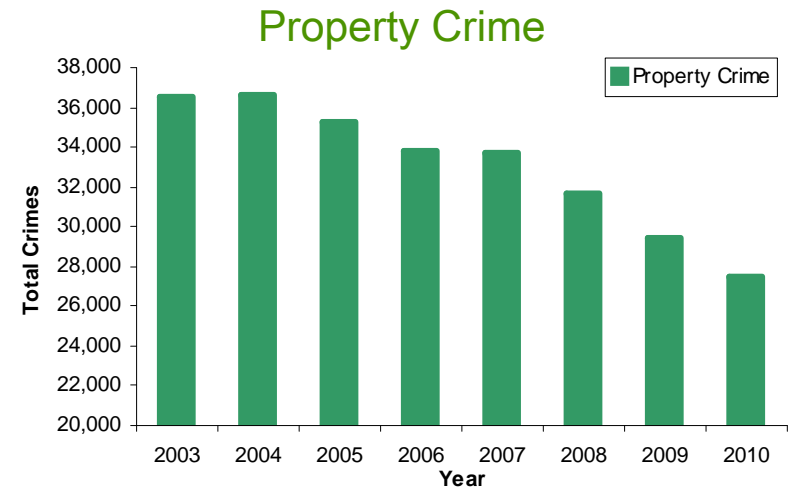
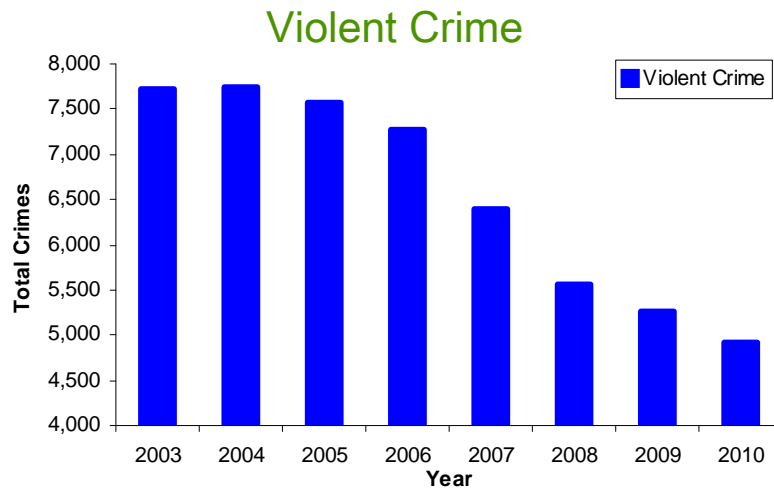
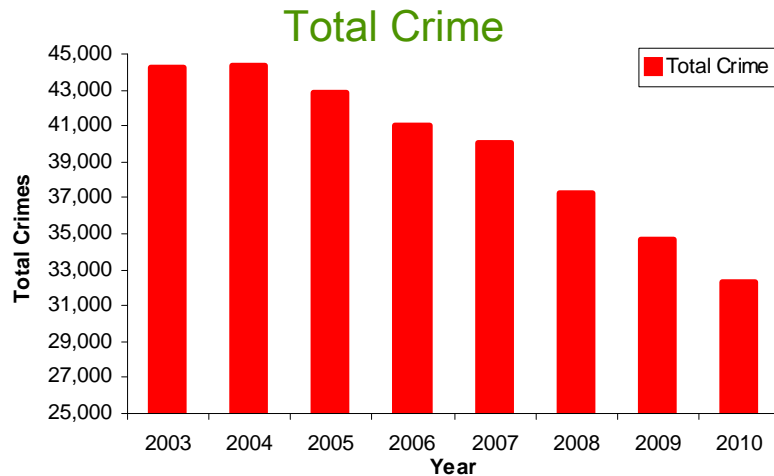
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- Many firms and families avoid Southern Dallas because of negative perceptions
- Develop an ambitious and effective marketing communications plan
  - Publicize the plan itself and recruit partners in the private, nonprofit, and public sectors
  - Create a marketing campaign for Southern Dallas
  - Create neighborhood branding programs to give identity to successful and emerging areas within Southern Dallas
- The reality is that Southern Dallas is positioned for growth and investment



# Perception: Southern Dallas Has High Crime

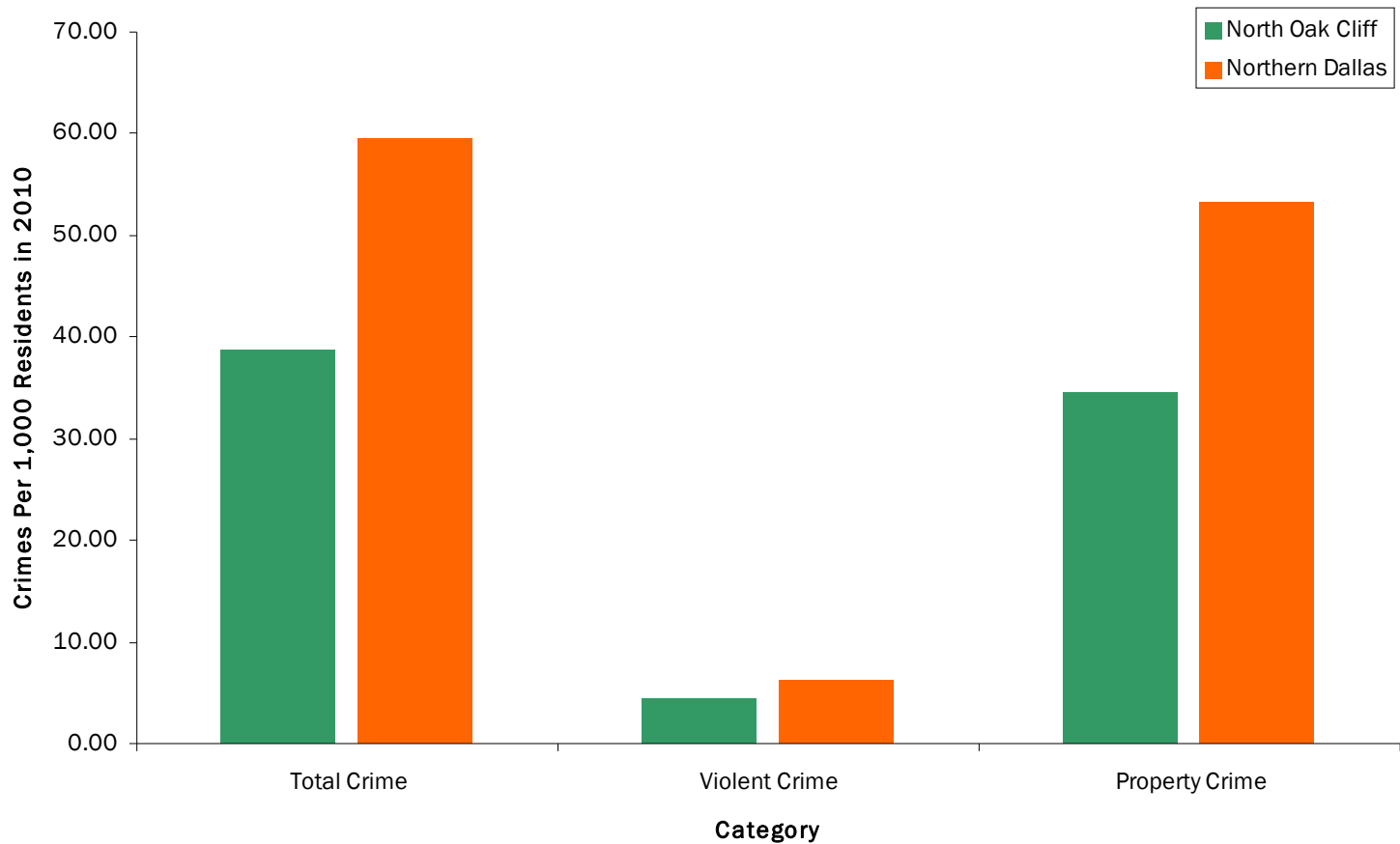
## Reality: Crime is Down 33% in 8 Years



# Perception: Southern Dallas Has High Crime

## Reality: Crime is Down 33% in 8 Years

Example: Crime is Lower in North Oak Cliff than in Northern Dallas



# Perception: Southern Dallas Has Poor Schools

## Reality: Southern Dallas Has Excellent Educational Options

- Three new competitive public schools (Irma Lerma Rangel Young Women's Leadership School, Barack Obama Male Leadership Academy, Kathlyn Joy Gilliam Collegiate Academy)
- Two magnet high schools ranked in the Top Five nationally
- Growing number of charter schools
- Expanding community college and university programs



UNT Dallas



Yvonne Ewell Townview Center for: The School of Science and Engineering Magnet and The School for the Talented and Gifted Magnet

# Perception: Southern Dallas Lacks Retail Options Reality: Home to Many Successful Retailers and Distributors



Pinnacle Park Retail Center



Zen Sushi, Bishop Arts District



Smoke, Bar Belmont, & the Belmont Hotel



Torre Vista Shopping Center



White Wave Development for Dean Foods



Pinnacle Park Business Center



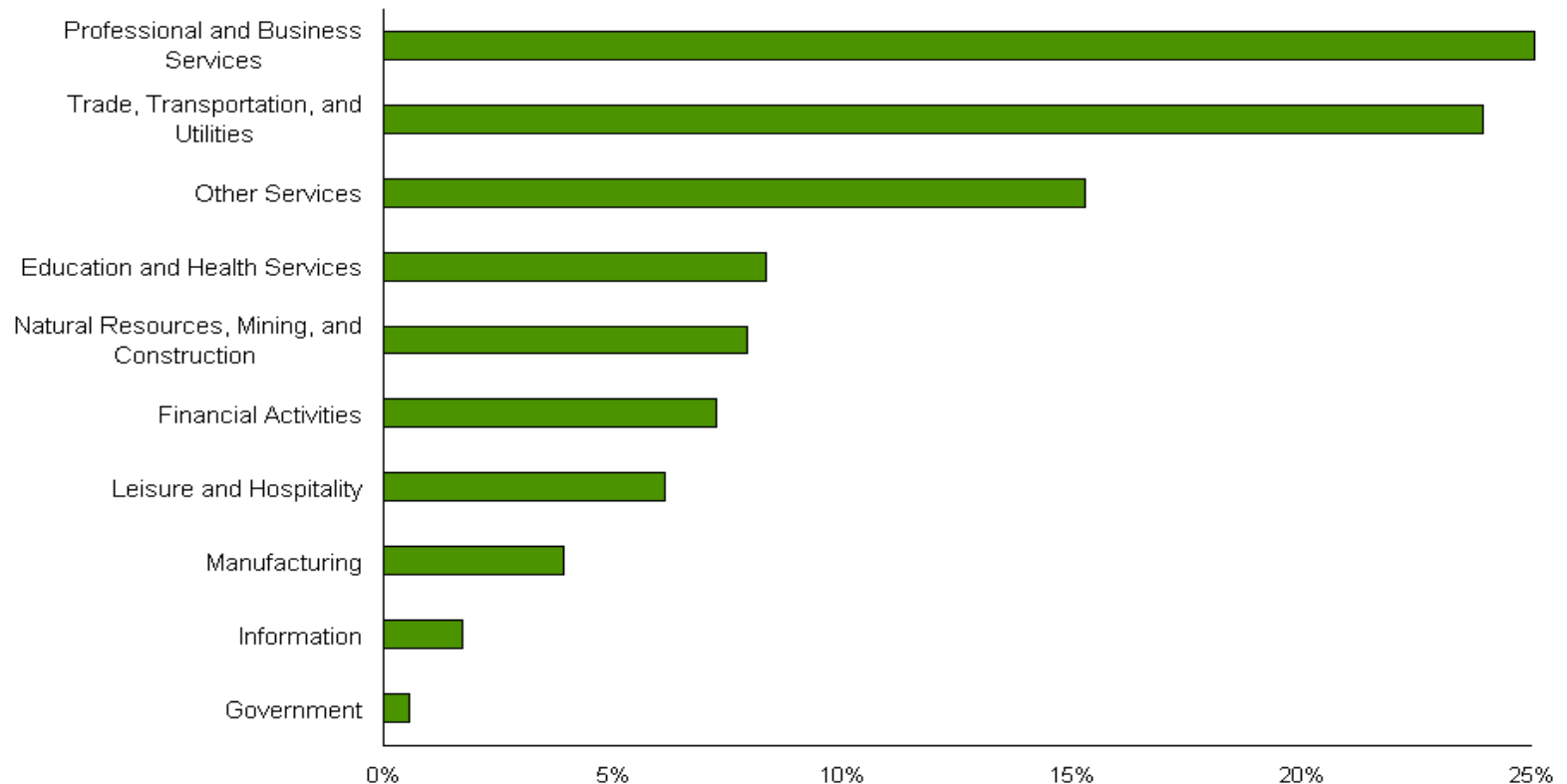
Mountain Creek Business Park



IIPOD

# Perception: Southern Dallas Appeals to a Limited Range of Businesses Reality: A Very Diverse Business Base Thrives

## Share of Southern Dallas Businesses by Industry





# Perception: Southern Dallas Lacks Quality Housing Choices

## Reality: Many Types of Quality Housing

- Many well-established single family neighborhoods as well as older historic neighborhoods close to Downtown with redevelopment opportunities for small developers / homeowners



Enclave @ Wooded Creek



Buckner Terrace



Stevens Park



Davis Garden TIF



Winnetka Heights



Kessler Woods



Davis Garden TIF



Frazier Court



Kessler Springs

# Perception: Southern Dallas Lacks Employment Opportunities

## Reality: Great Access to Jobs

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- Most of Southern Dallas benefits from in-town proximity, transit and easy commutes at a low cost
- Directly adjacent to downtown:
  - Less than 45 minutes to Dallas-Fort Worth International Airport
  - 15 minutes to Dallas Love Field
- Many neighborhoods are “inside the loop” with easy access to the high concentration of service, finance and global headquarters jobs in Downtown and Uptown
- Southern Dallas’ 17 DART stations are not shared with suburban riders
  - New households in Southern Dallas can have more comfortable transit commutes going north to employment centers
  - Thoroughfares and highways are less congested than in northern Dallas

# Perception: Southern Dallas Lacks Employment Opportunities

## Reality: Great Access to Jobs

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### Continued:

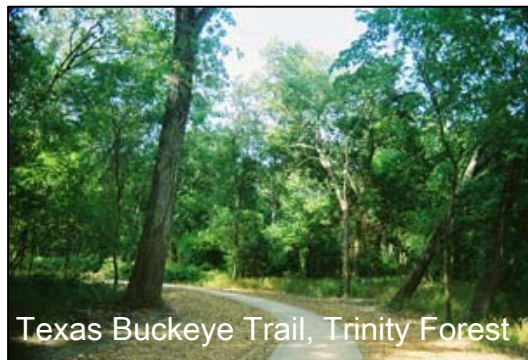
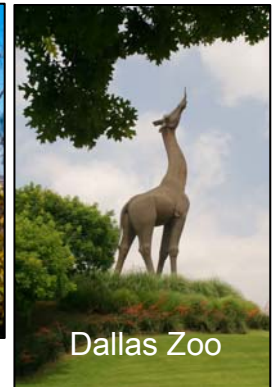
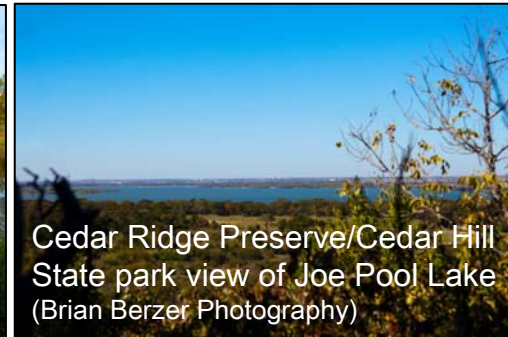
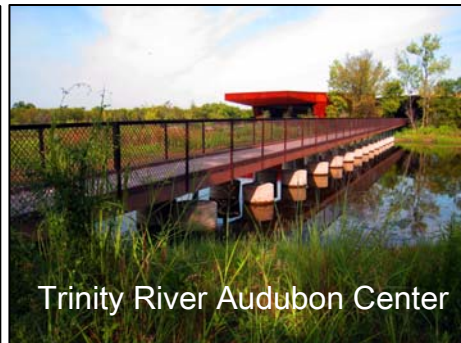
- Other employment opportunities include new business parks and major institutions.
  - 12,568 jobs have been created at business parks (Pinnacle Park, Lonestar, Mountain Creek, Stoneridge, IIPOD).
  - Major institutional employers include hospitals (6,100 jobs) and colleges (1,000 jobs)
- Major potential for new job centers:
  - IIPOD
  - Dallas Executive
  - Mountain Creek
  - Pinnacle Park Expansion



# Perception: Southern Dallas Is Not Attractive

## Reality: Southern Dallas Has Great Amenities

- Home to the majority of the City of Dallas' park land, the Dallas Zoo, Oak Cliff Nature Preserve, hiking and biking trails, and the nation's largest urban hardwood forest



# Changing Perceptions

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- Changing perceptions is only part of the necessary changes to build household, business and investor confidence in Southern Dallas
- Demonstrating successful transformations already made is another necessity
- Many areas in Southern Dallas are already capable of changing outsider perceptions

# Changed Perceptions: Bishop Arts



1982



Today

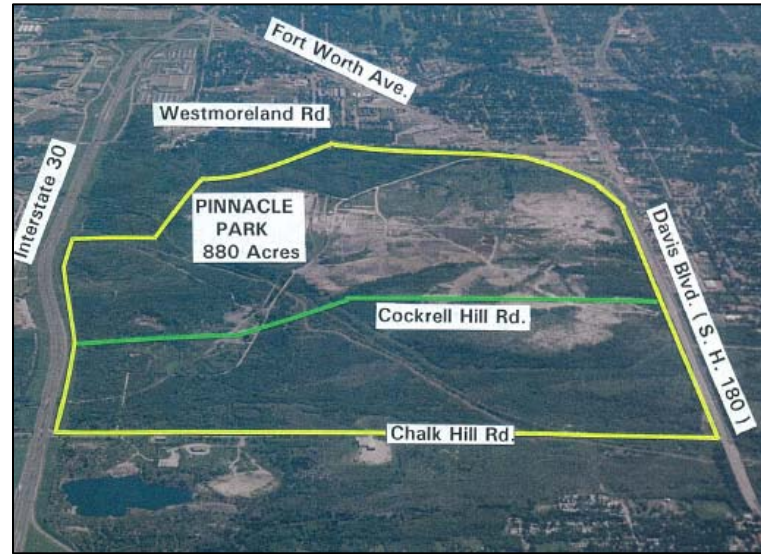
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# Changed Perceptions: Pinnacle Park



Cement Plant & Limestone Quarry



Project site, after remediation



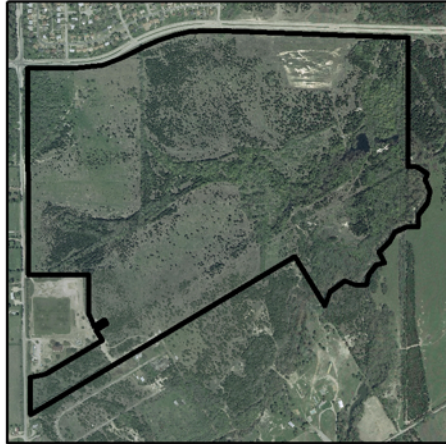
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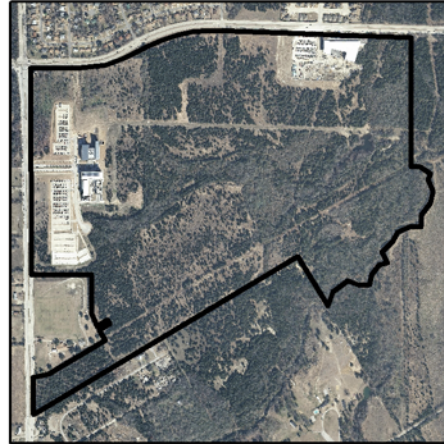
Today

# Changed Perceptions: UNT-Dallas

## Formerly vacant land now Dallas' newest university



2000  
Vacant site



2011  
Two campus buildings, 2,000 students, DISD magnet school



2030  
Complete Four Year Campus, DART Light Rail Access



Today  
New campus buildings

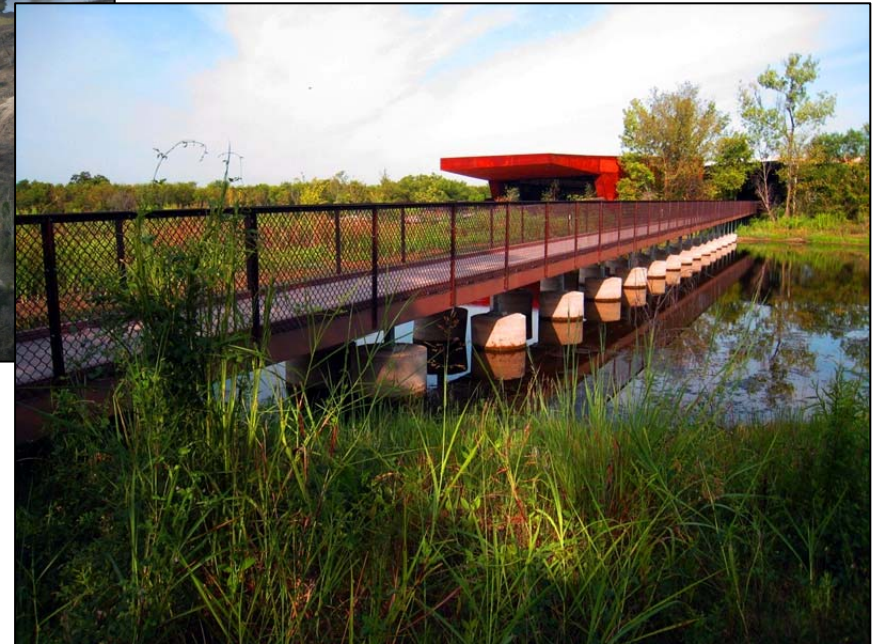


# Changed Perceptions: Trinity Audubon Center

- Former illegal dumping site and location of landfill fire now nature education center and tourist attraction



2008



Today

# Changed Perceptions: The Cedars



2005



Buzz Lofts



2005



Off The Bone Barbeque

# Changed Perceptions: IIPOD



Today

Developable land



Today

New space available



Today

Distribution infrastructure



# Changed Perceptions: Bexar Street



2004



Today

# Changed Perceptions: Jubilee



Congo Street

(Courtesy of bcWorkshop)



Congo Street

(Courtesy of bcWorkshop)



Jubilee Park Resource Center

(Courtesy of Brown Architects)



Jubilee Park Community Center

(Courtesy of Brown Architects)

# Strategy Three

## Target Investment in Growing Focus Areas



# Strategy Three:

## Target Investment in Growing Focus Areas

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- Customized approach is important because Southern Dallas has many different neighborhoods, each with unique opportunities and challenges
- Geographic resource focus is necessary to create tangible successes/concrete examples required to change sub-market perceptions and promote increased investment
- Neighborhoods must experience a critical mass of investment to change market perceptions
  - Multiple smaller projects on sites that work are often more feasible than large one-shot deals
- Eight Focus Areas represent balanced opportunities for growth via targeted public and private investment
  - Each Focus Area has a priority investment and a detailed improvement plan

# Strategy Three: Target Investments in Growing Focus Areas

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## 1. Build on success

- Pinnacle Park Expansion
  - Build on traction generated by City and private investors by leveraging business recruitment and redevelopment success
- North Oak Cliff
  - Grow Bishop Arts District south along Bishop Ave. to Jefferson Blvd.
  - Establish Jefferson Blvd. as a “model Main Street” for Southern Dallas
- Greater Downtown / Cedars
  - Continue the revitalization of downtown and the Cedars with more housing choices and enhance the live-work-play environment
  - Grow Downtown south



# Strategy Three:

## Target Investments in Growing Focus Areas

Continued:

### 2. Create anchors of the future

- Education Corridor / IIPPOD
  - Incentivize initial neighborhood retail
  - Create new post-bankruptcy plan for the Inland Port
- Red Bird
  - Build aviation and non-aviation improvements at Dallas Executive Airport
  - Increase retail and housing around Southwest Center Mall
- West Dallas Gateway
  - Begin implementation of the West Dallas Urban Structure Plan

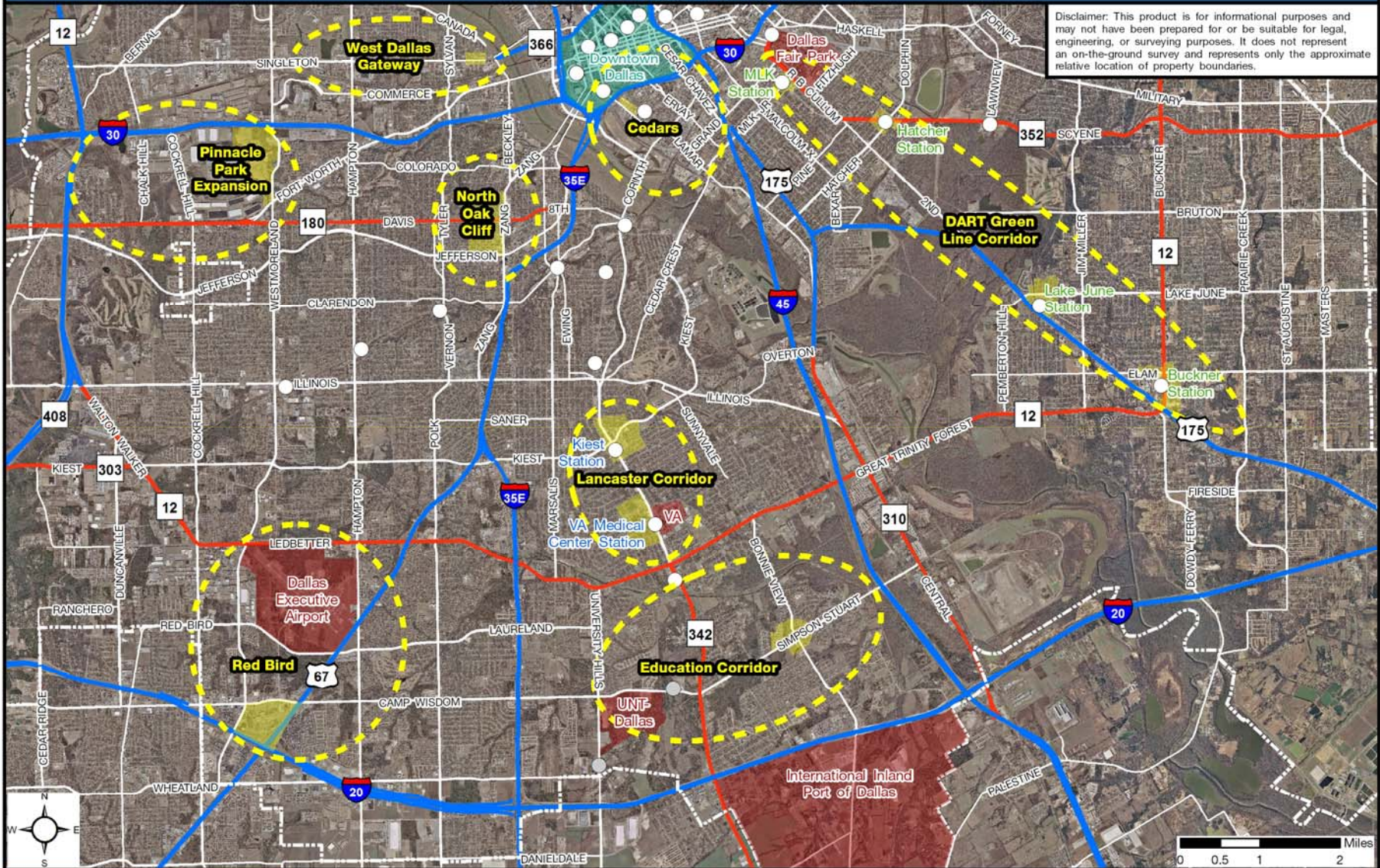
### 3. Where public investment can set the stage

- Lancaster Corridor
  - Develop Lancaster Urban Village & Veterans Place; improve Lancaster-Kiest Shopping Center
- DART Green Line
  - Leverage transportation corridor for residential and retail growth



# Focus Areas

Disclaimer: This product is for informational purposes and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries.



**DALLAS ECONOMIC DEVELOPMENT**  
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## Legend

- City of Dallas
- Halo Area
- Core Investment Area
- Long Term Asset
- Downtown Employment Center
- Rail Station
- Future Station
- Freeway
- Highway
- Arterial



# Strategy Four

## Drive Performance and Accountability with Goals and Measures

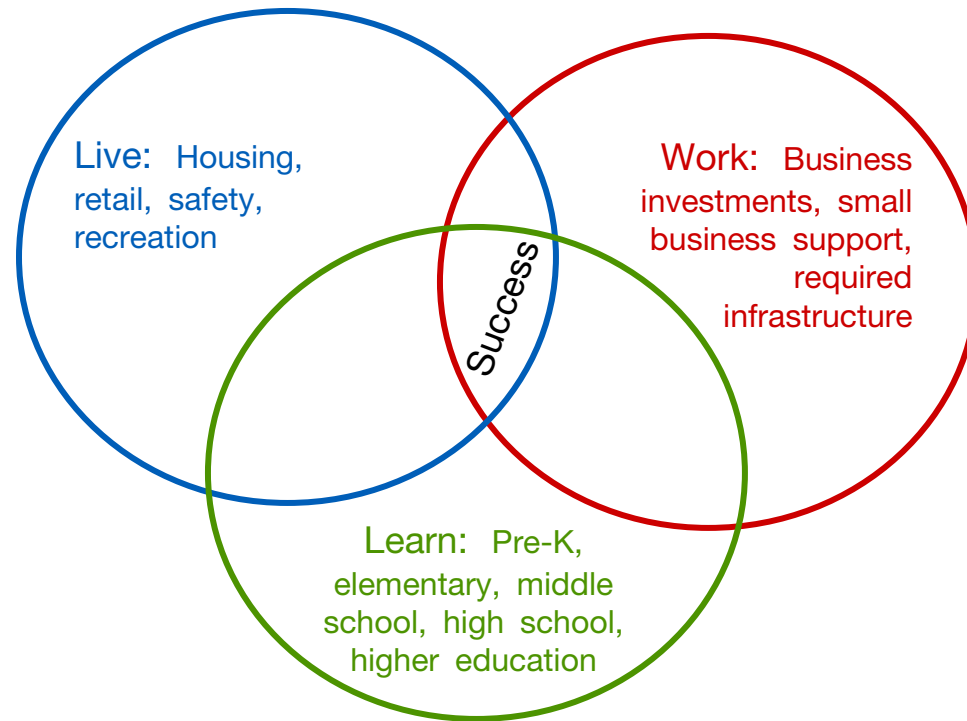




# Strategy Four:

## Drive Performance and Accountability with Goals and Measures

- Develop implementation plans for each Focus Area
- Address dimensions to build successful neighborhoods



# Strategy Four: Create a Three-Part Measurement System

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Focus Area Measures:

- A. Grow the tax base
- B. Monitor broader community sustainability
- C. Complete one- and two-year milestones

# Strategy Four:

## A. Grow the Tax Base

- This indicator **measures the real property values** in the focus areas. This indicator can be improved by delivering quality developments in the focus areas, by providing adequate **connectivity infrastructure** into the surrounding neighborhoods and by maintaining a high level of **neighborhood services**, particularly public safety and code compliance, and by applying **quality urban design standards** to the areas.
- Set a **four-year real property tax base goal of +50%** and an **eight-year goal of +100%**
- Analysis:
  - The Focus Areas have a combined current tax base of \$245M. That tax base has increased by 31% since 2004.
  - A 50% increase (+\$123M) in four years is an ambitious goal for these areas. The 100% increase goal is achievable given the scope of the proposed projects – value would double to \$490M
  - **Most increases will come from new construction.**

# Strategy Four:

## B. Sustainable Community Indicators

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- The City should systematically track improvements in neighborhood conditions with a set of indicators that tap the many dimensions of sustainability:
  - **Measures of Commitment** How invested are households in their community: private residential investment, local school attendance, household growth, household mobility, home sales prices, rental rates, vacancy rates
  - **Measures of Resilience** How easily can households respond to hardships: education levels, income levels, social capital
  - **Measures of Amenities** How marketable are neighborhoods: school performance, crime level, parks/trails, retail, physical structure (walkability)
- Baselines are being established

# Strategy Four:

## C. Focus Area Improvement Plan Milestones

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- Monitor implementation of Focus Area Priority Investments and Improvement Plans

## Pinnacle Park Expansion Improvement Plan

### 12 Month Action Items

- Commence construction of new frontage road along south side of I-30 between Cockrell Hill Rd. and Westmoreland Rd.
- Begin construction of 130-unit Hillside West apartment complex on W Davis St west of Cockrell Hill Rd

### 2 Year Strategy Items

- Complete construction of new frontage road along south side of I-30 between Cockrell Hill Rd & Westmoreland Rd
- Commence construction of Phase I retail of The Canyon at Oak Cliff

## North Oak Cliff Improvement Plan

### 12 Month Action Items

- Initiate zoning changes consistent with the Oak Cliff Gateway Land Use Plan
- Complete conceptual design for W. Davis St. Complete Streets Demonstration Project
- Complete a Main Street Plan for Jefferson Blvd.
- Complete a strategic plan for the Bishop Arts District area
- Begin construction of The Collective mixed-use development at Colorado Blvd. & Fort Worth Ave.
- Saragosa 10 unit condo new construction at 8th & Patton leasing now
- Continue North Oak Cliff Neighborhood Investment Program (NIP) target area improvements
- Complete Zang Triangle mixed-use project on Zang Blvd. north of Colorado Blvd.
- \$1M in Davis Garden improvements initiated
- Determine Methodist Dallas Medical Center sustainable development improvements

### 2 Year Strategy Items

- Work with Bishop Arts Village, LLC to finalize an implementation plan for Phase I vertical development including the negotiation of a development agreement identifying potential incentives
- 9th Street: 12 unit seniors project, new construction – 520 E. 9th Street
- Begin construction on the Oak Cliff Streetcar starter line

## Greater Downtown / Cedars Improvement Plan

### 12 Month Action Items

- Renew the South Side Public Improvement District
- Support funding requests for new residential and hotel projects in the Cedars and TOD TIF Districts
- Complete construction of NYLO Hotel
- Complete construction of S Lamar St streetscape improvements
- Pursue “Cedars Haven” single family concept

### 2 Year Strategy Items

- Improve connectivity and pedestrian traffic safety on the Lamar corridor from Victory Park to South-Side on Lamar
- Complete connection plan from Belleview Street to Cedars West
- Complete the Cadiz Street improvement project
- Complete Able Pump Station improvements
- Begin construction on Project Horseshoe
- Complete design for Riverfront Blvd reconstruction south of Cadiz St
- Review operations at the Dallas Farmers Market and look at potential public-private redevelopment and operations opportunities

## Education Corridor / IIPD Improvement Plan

### 12 Month Action Items

- Finalize funding mechanism for the Southeast Oak Cliff (SEOC) Development Fund (subject to Resource Flow Control)
- Develop and structure a City Council-approved workplan for the SEOC Development Fund through community consensus (subject to Resource Flow Control)
- Negotiate new master development agreement with DLH Holdings LLC
- Complete the Southern Dallas County Infrastructure Analysis (SDCIA)
- Complete construction of approved gas station / convenience store at Simpson Stuart Rd. & Bonnie View Rd.
- Finalize plan for a grocery store on Simpson Stuart Rd.
- Runyon Springs – Infill development: 13 single family homes
- Complete conceptual design for Camp Wisdom Rd. / Simpson Stuart Rd. Complete Streets Demonstration Project
- Reestablish relationship with BNSF for potential intermodal facility at the IIPD

### 2 Year Strategy Items

- Continue pursuing state funding for a third and fourth campus building at University of North Texas at Dallas campus
- Continue implementation of UNT-Dallas Area Plan via the 2012 Bond Program
- Implement workplan for SEOC Development Fund (subject to Resource Flow Control)
- Pursue pharmacy school
- Complete site selection for a new Singing Hills Recreation Center
- Implement IIPD marketing plan
- Reprioritize and reallocate unspent 2006 Bond Program funds at IIPD based on completed SDCIA and developer negotiations
- Complete preliminary engineering and environmental assessment for DART Blue Line extension to UNT-Dallas

## Red Bird Improvement Plan

### 12 Month Action Items

- Hire an Aviation Coordinator for the Office of Economic Development to oversee land development at Dallas Executive Airport and Dallas Love Field
- Complete Dallas Executive Airport Master Plan update
- Finalize approvals for new Walmart Supercenter at I-35E & Ledbetter Rd.
- Complete Rolling Dynamic Deflecto Meter (RDD) Pavement Evaluation Study at Dallas Executive Airport

### 2 Year Strategy Items

- Create a 5 Year Action Plan for Dallas Executive Airport including master plan, airport development, capital investment, and funding as well as marketing, including non-aviation development plan
- Extend taxiway Romeo at Dallas Executive Airport
- Upgrade perimeter fence and security gates at Dallas Executive Airport
- Upgrade lighting to LED at Dallas Executive Airport
- Complete a Master Drainage Comprehensive Plan at Dallas Executive Airport
- Complete a comprehensive marketing plan for Dallas Executive Airport
- Complete construction of Walmart Supercenter at I-35E & Ledbetter Rd.
- Complete construction of Home Depot distribution center expansion
- Pursue renovation / redevelopment opportunities at Southwest Center Mall
- Pursue access improvements with TXDOT from US 67 to Camp Wisdom Rd., and I-20 to Westmoreland Rd.
- Identify potential private developers at Dallas Executive Airport

## West Dallas Gateway Improvement Plan

### 12 Month Action Items

- Complete the Margaret Hunt Hill Bridge
- Continue work on the Trinity Groves restaurant district and initiate phase 1 construction
- Complete conceptual design for Fort Worth Ave. Complete Streets Demonstration Project
- Begin construction of Sylvan Avenue Bridge replacement
- Complete design and begin construction of Continental Pedestrian Bridge and western gateway
- Complete Design and construction of traffic calming on Herbert Street north of Singleton [La Bajada]
- Open mobile business park along Fort Worth Ave, east of Pittman Rd
- Complete construction of Pavaho Pump Station

### 2 Year Strategy Items

- Begin vertical construction on infill development in La Bajada neighborhood
- Complete construction of Continental Pedestrian Bridge and western gateway
- Begin construction on improvements at Beckley Ave / Commerce St intersection
- Initiate construction on Sylvan | Thirty
- Continue construction of the Villas at the Belmont townhome development

## Lancaster Corridor Improvement Plan

### 12 Month Action Items

- Initiate transit-oriented development (TOD) and affordable housing plan and infrastructure study at Kiest and VA Medical Center DART stations
- Close financing and start construction of Lancaster Urban Village mixed-use TOD project at VA Medical Center Station
- Complete conceptual designs for Lancaster Road Complete Streets demonstration project
- Reach a Memorandum of Understanding (MOU) with the Dallas VA Medical Center regarding a pedestrian bridge over Lancaster Road to connect to the proposed Veterans Place development and other collaborative efforts
- Launch Urban League of Greater Dallas campaign to secure funding commitments for job skills training center expansion
- Complete Oak Glen Apartment renovation into 64-unit apartment complex at 2120 52nd Street
- Submit infrastructure improvements needed for Lancaster Corridor NIP area

### 2 Year Strategy Items

- Initiative first phase of construction of Veterans Place project at VA Medical Center Station
- Secure a partner for redevelopment of the Lancaster-Kiest Shopping Center
- Begin construction of Serenity House, 24-unit apartment complex at Lancaster & Kiest
- Begin construction of Opal Project, 24 senior townhomes, 3700 block of Lancaster Rd

## DART Green Line Improvement Plan

### 12 Month Action Items

- Initiate transit-oriented development (TOD) & affordable housing plans at MLK, Hatcher and Buckner DART stations
- Complete conceptual design for Buckner Blvd. and Grand Ave. Complete Streets demonstration projects
- Commence street reconstruction and streetscape improvements on Spring Ave.

### 2 Year Strategy Items

- Continue work on Hatcher Square 136-unit mixed-use TOD project including securing low-income housing tax credits
- Continue construction of Fair Park Estates single-family development
- Begin construction of 38-unit phase 1 of Hall Family TOD development at 3215 Elihu St

# Southern Dallas Vision: What Can We Expect?

- Redevelopment is an ongoing process
- Just as today's growth was facilitated by past planning and investment, future growth will build on what we do today.
- Northern TIF districts built-out first and redevelopment spread as developers looked to adjacent areas for viable development sites – Oak Lawn, East Dallas, Medical District and Design District are rapidly redeveloping
- Decades of Southern Dallas planning and investment positioned the City to accommodate greater investment and growth:
  - Infrastructure for business parks capitalized on the revolution in logistics and Dallas' growing role as regional distribution hub
  - Targeted neighborhood investments like in Bishop Arts have provided focal points to accommodate growing interest in central city living and increasing prices north of downtown
  - Long-term neighborhood plans are in place with new TIF districts, Neighborhood Improvement Program Areas & urban design guidelines

# Southern Dallas Vision: What Can We Expect?

## Continued:

- Market pressure will focus more development activity to other in-town redevelopment opportunities
  - Peripheral northern neighborhoods like Design District and East Dallas will continue absorbing much market demand however, greatest abundance of redevelopable sites remaining will be in Southern Dallas neighborhoods
- Projects underway today can help attract, focus and accommodate growth in these areas by demonstrating market viability of projects and introducing consumers to new areas
- Continued office and residential growth in downtown Dallas will spillover into West Dallas, Cedars, South Dallas / Fair Park, and the Oak Cliff Gateway areas



# Southern Dallas Vision: What Can We Expect?

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Continued:

- Growth at the Southern Dallas business parks including the IIPOD will provide quality jobs to attract residents
- Key investments and plans must be put in place today or new development will not be orderly and sustainable in the coming decades and overall growth will be lower and slower than it could be

# Projected Outcomes

- **North Oak Cliff** will be a diverse mixed-use area with strong single-family neighborhoods in a walkable environment
  - **Jefferson Boulevard** and **Davis Street** will be major retail corridors
- **West Dallas Gateway** will be a diverse neighborhood center of innovative businesses with appropriate density and respect for existing established neighborhoods
- The **Lancaster Corridor** will serve as the gateway to Dallas from the southern suburbs, with a growing multi-family market, new retail opportunities, and strong multi-modal transit options
- **Pinnacle Park Expansion** will include the completed Canyon project providing more multi- and single-family residential options along with new office and retail opportunities
- The **Greater Downtown** area will include more in-town housing options of various scales in the **Cedars** neighborhood building on the live-work-play aesthetic of the South Lamar corridor

# Projected Outcomes

Continued:

- The four stations in the **DART Green Line** focus area will add mixed-income housing units and new retail outlets in Transit Oriented Developments
- The **Education Corridor** will blossom with 25,000 students enrolled at the **UNT-Dallas** campus, a growing enrollment at a revitalized **Paul Quinn College**, job growth at the **International Inland Port of Dallas**, and new retail opportunities along the Camp Wisdom / Simpson Stuart complete street corridor
- A revitalized **Southwest Center Mall** area will anchor the **Red Bird** area, creating a visually appealing entrance to Oak Cliff, and the non-aviation & aviation-related developments at **Dallas Executive Airport** will add an additional job base.

# Projected Outcomes

- In 20 years\*:
  - 50,040 new residential units
  - 3.4M additional square feet of retail space
  - 3.5M additional square feet of office space
  - 1,400 available acres in IIPOD for industrial development
  - \$8.3B in new property tax base and \$66M in additional annual property tax revenue at build out
  - \$40M in new sales tax revenue annually at build-out

\*Above figures are a compilation of Southern Dallas TIF project and financing plans. Additional investment is anticipated beyond this area.

# Appendix A

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## Sustainable Communities Indicators

# Sustainable Community Indicators: Commitment

Are new residents moving in? Are existing residents staying?

1. Population – Are people staying or leaving? (US Census American Community Survey)
2. Households – are new households being added? (US Census American Community Survey)
3. Same Residence as One Year Ago – are households leaving the area or staying and putting down roots in the community? (US Census American Community Survey)
4. Percentage of School Age Children – are families with children living in the neighborhood? (US Census American Community Survey)
5. Housing Vacancy Rate – are existing homes occupied? (US Census American Community Survey)
6. Public School Attendance – are children enrolled in local schools? (Texas Education Agency)
7. Private residential investment – are people investing in the neighborhood? (City of Dallas Building Permits)
8. Home Sale Prices – how are home prices changing with the neighborhood? (Multiple Listings Service data via UT-Dallas)



# Sustainable Community Indicators: Resilience

Does the area have the assets to grow or continue to thrive?

9. Percentage of College Educated Residents – is the work force attractive to business? (US Census American Community Survey)
10. Public High School Graduation Rate – are the local high schools graduating local residents? (Texas Education Agency)
11. Per Capita Income – are area residents earning enough to sustain local business? (US Census American Community Survey)
12. Local Employment Opportunity Ratio – how many jobs are there compared to neighborhood working age residents? (US Census American Community Survey & Hoovers)
13. Library Circulations Per 1,000 Residents – do residents seek out local library services? (Dallas Public Library)
14. 311 Service Calls Per 1,000 Residents – are local citizens finding unresolved issues for the City? (City of Dallas Strategic Customer Services)
15. Registered Neighborhood Organizations Per 1,000 Residents – are local citizens organized and able to speak with a unified voice at City Hall? (City of Dallas Strategic Customer Services)

# Sustainable Community Indicators: Amenities

What draws/keeps residents to/in a neighborhood?

16. Property Crimes per 1,000 Residents – are properties safe? Does the neighborhood look clean and safe? (Dallas Police Department)
17. Violent Crimes per 1,000 Residents – are people safe in their homes and out in the neighborhood? (Dallas Police Department)
18. Gross Taxable Sales – do people spend money in the neighborhood to support basic retail needs? (Texas Comptroller's Office)
19. Retail Vibrancy (Occupied Retail Space per 1,000 Residents) – is the area underserved by retail opportunities? (CoStar)
20. School Performance (TEA School Performance) – are the local schools an attractive asset providing quality education to students? (Texas Education Agency)