

DOWNTOWN DALLAS



DALLAS
BUSINESS JOURNAL

ADVERTISING SUPPLEMENT TO THE DALLAS BUSINESS JOURNAL SEPTEMBER 21, 2018

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DOWNTOWN DALLAS

LIVING THE DOWNTOWN LIFE

Getting to know Downtown Dallas, Inc.'s CEO Kourtny Garrett



Downtown Dallas, Inc.'s President and CEO Kourtny Garrett is entering her second year in the role, but she's no stranger to the organization or Downtown. Kourtny has been with DDI for 16 years, and truly eats, breathes, and sleeps the Downtown lifestyle with her husband and twin 6-year-olds Ella and Wells.

Where do you live Downtown and for how long?

My husband and I moved to the east side of the Cedars in 2003, and in 2005, it was clear that living in the heart of the city is where we wanted to stay, so we bought the loft we were renting at the time and stayed there until 2011. At that point, we found out that our twins were on the way, and the then-under-construction townhomes in the Dallas Farmers Market were a perfect fit (meaning, we had

bedrooms with doors!).

What's your favorite part about living in the Farmers Market?

We love the Farmers Market area for so many reasons, and first and foremost is the walkability. Even in 2011, the ability to walk out of our front door with the kids in a stroller and explore colors at Ruibal's, tastes in the sheds, and historic architecture of surrounding blocks is unlike anywhere else in the city. And now, five years later, it's that ... plus, plus. We grocery shop at The Shed on weekends, walk across the street to The Market for dinner at least once a week, and we're just blocks away from Deep Ellum, Main Street, and Main Street Garden. Even the West End, Arts District, and Klyde Warren Park are less than a 20 minute walk away.

Describe a typical weekend with the family Downtown?

Most Friday nights you'll find us winding down at the The Market, where the kids can play and grownups can sit back, have a great meal, and most often meet up with other families. We also love all of the big festivals like Homegrown Music and Arts Festival, Smoked, and our own DDI Discover Downtown Movie Series. When the kids were younger, most Saturdays and Sundays were exploration days - the playground at Main Street Garden, fountains at Belo Garden, lunch at Klyde Warren Park, and a stop in the children's area of the DMA. Now that the kids are getting older, frankly, we're drawn away from Downtown more often for things like soccer, dance, and the like, which is why you'll see many of The 360 Plan priorities focused on Building Complete Neighborhoods, which includes strategies that we hope will catalyze more of these types of opportunities in Downtown. And I'm not alone in this. The demographics of our Downtown population show that the young family segment is growing, and we have to respond to those needs.

You've really seen Downtown evolve, haven't you?

In 2002, my office was in what is now the Downtown Pawz space on Main Street. I was 24, and I could count the places to grab an after-work drink on just about one hand (literally, for those reminiscing with me: Umlaut, Jeroboam, The Metropolitan, Campisi's, the first iteration of Café Izmir, and Porta Di Roma). We were celebrating the first few adaptive reuse projects like The Wilson, Davis, Kirby, and Titches buildings, while still 40 others, like The Mercantile and 1530 Main (now the Joule) sat vacant. I rarely saw the 100,000 working Downtown outside of the tunnels, and even Main Street was used as a highway to get in and out as fast as possible. So yes, fast forward to today's crowded sidewalks, parks, dogs, and kids ... while we're still certainly evolving, we've come a long way.

What are some of the things you're most excited about on the horizon?

Part of what keeps me inspired after 16 years is that there is always something

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transformational under way. This year, we are working with Todd Interests on development of the East Quarter, an assemblage of 20+ properties in between the Farmers Market and Deep Ellum, that will bring more office, restaurants, multi-family, and neighborhood services to Downtown. Redevelopment of 1401 Elm into The Drever will transform our last major vacant office building into 1.5 million square feet of mixed-use activity, AT&T's Discovery District will not only be the enhanced home of its global headquarters, but will also deliver more services and activity to the community, and high-speed rail will catalyze infill development in a significant opportunity area in Downtown. We're also working closely with the Parks for Downtown Dallas Foundation on the development of four new signature parks, and working with the public and private sectors to improve mobility and reconnect neighborhoods via public transit and softening the impact of highways on local communities. In addition to those scale of projects, what excites me are some of the "every day" improvements that are a priority for DDI. Things like embracing electric scooters and bike share, advancing our pedestrian master plan and walkability improvements, elevating

our programming initiatives, and constant attention to the fundamentals of a safe and beautiful Downtown.

How has Downtown become more approachable for someone who works AND lives in the city center?

The ability to live and work Downtown is dependent on a number of factors that have improved dramatically over even just the last few years. First and foremost is simply supply - the availability of living options, which continues to increase and spread throughout all areas of the city center. To continue this growth, The 360 Plan places emphasis on diversifying housing as we build, both in terms of product type and price point, particularly filling in market gaps in categories that are family-friendly and affordable. As residential grows, so does the availability of services and we celebrated a big win recently with the opening of the first Royal Blue Grocery in Downtown, which now complements the Farmers Market and several nearby full service grocers in connected neighborhoods. And we continue to work toward more options, like larger footprint grocery, dry cleaners, retail essentials, and medical services. Schools are also important to residents, employees, and employers, which is motivating our work with Dallas ISD to

"...what keeps me inspired after 16 years is that there is always something transformational under way."

open a new preK3-8th grade Montessori school in Downtown. But even today, more than 30 schools of all levels serve Downtown, and with Dallas ISD Choice options, specialty schools throughout the city are open to Downtown parents. Connecting all of this is our public space and improving mobility options, as The 360 Plan calls for increased connectivity between jobs, housing, education, retail, services, parks, and public space. There are 52 acres of parks today, and with completion of the four new parks, we will have 68 acres of greenspace by 2022. DART continues planning for the second alignment of light rail and Central Dallas Link of streetcar. Bikes and scooters are providing last-mile connections and recreational amenities, and we continue to work with the City of Dallas on sidewalk and crosswalk improvements and advancing the Pedestrian Network Master Plan in 360.

Describe the sense of community that's formed Downtown ...

Downtown has evolved into a place where connections happen; delivering a sense of livability that translates to both those who live and those who work here. Residents recognize neighbors walking down the street, stop to talk, make plans for the weekend, and share stories. More than 65% of employees are leaving their offices for lunch with colleagues, and chance encounters lead to business connections. One of my favorite hubs is the lobby of the Joule hotel, where you will not only find visitors, but also residents, Downtown entrepreneurs, innovators, community and city leaders, and those doing business, remotely working, meeting, and strategizing for the future. One of my favorite things to do is just get out and walk; Downtown is the place for those serendipitous encounters that lead to great things.

ABOUT DOWNTOWN DALLAS, INC.

Downtown Dallas, Inc. (DDI) is a private, nonprofit organization funded by assessment revenue from the Downtown Improvement District (DID), voluntary membership dues, and through contracts with the City of Dallas for specific projects and programs.

ABOUT THE DOWNTOWN IMPROVEMENT DISTRICT

The DID was created by DDI in June of 1992 to fund important supplemental services and visible improvements to our Downtown core. In 2001, 2005, and 2013, the DID was voted by property owners to be renewed, and has since embarked upon additional initiatives to make Downtown Dallas clean, safe, and fun for the entire community. The DID has been renewed through 2020.

OUR MISSION

DDI is the principal advocate, champion, and steward of Downtown, effecting change by

developing strategies, setting targets, and mobilizing resources that:

- Stimulate a vibrant and sustainable Downtown environment
- Improve infrastructure
- Enhance economic competitiveness
- Create a culturally inclusive urban center
- Position the area as a global destination
- Foster innovation and technology in all aspects of the urban experience

DDI'S STRATEGIC PRIORITIES:

- Complete neighborhoods
- Economic development and planning
- Great placemaking
- Maintenance and beautification
- Membership development
- Public safety
- Strategic partnerships and communications
- Urban mobility



DOWNTOWN DALLAS

MAYOR RAWLINGS REFLECTS

A conversation on established success and future goals for Downtown



Ahead of his final “State of Downtown” speech at the Omni Dallas Hotel, Dallas Mayor Mike Rawlings sat down with us to discuss the progress of Downtown, and to reflect on his seven years in office.

DDI: Mayor Rawlings, there’s been a lot of change in Downtown Dallas, and we wanted to see how, from your perspective, Downtown Dallas has changed in the time that you’ve been in this office?

MR: My first job was Downtown Dallas back in the seventies so it was booming and it was good and it went into kind of a downturn and slowly has come back, and I’ve seen Downtown slowly make a lot of progress. When I became mayor, though, I was convinced that we weren’t at the tipping point yet for Downtown, but we could see it from there. There was momentum and it was picking up faster. Since I became mayor, literally the tipping point happened and all the momentum took place specifically around people living Downtown. I mean that’s the big change; the thousands of people that do (live Downtown). I used to say when I first became mayor that if you’re not on the train of Downtown, the Downtown train, you better get on it because it’s leaving the station really quickly and in about two or three years after I started (as mayor), I basically made the statement that you’ve missed it. You were not able to buy in low, you would not be a first mover because the thing has taken off and now has taken on a life of its own. It’s one of the things I’m most proud about in Dallas about what is happening Downtown in the last seven or eight years.

DDI: Speaking of community, you think about the Dallas Farmers Market and all the kids that you see down there, so how important is it to have that sense of community to be complete?

MR: No question. The proof that it is a community is that there are neighborhoods within that community. It’s not just Downtown, you have the

Farmers Market, you have the whole Main Street side of things, you have what’s happening with the upscale stuff over by the Arts District, so now we have a Downtown community that is diverse as well, and to be able to do that in the context of business, in the issues that we face on a social basis, we’re learning how to do traffic Downtown, we’re growing as a community in real time and getting better and smarter and doing that.

DDI: AT&T is obvious with their campus overhaul and Discovery District, but what are some of the big things that you think back on that have really helped to continue the success of Downtown?

MR: Let’s talk about AT&T. First, I think it was one of the most important moments in history when AT&T decided to move from San Antonio to Downtown. The second most was them deciding to stay Downtown. They could have gone other places in the Dallas area in combination with their merger with Time Warner and the fact that they’ve decided to build out Downtown has taken it to a new level. I’ve always believed that your best new business is your current business. If you take care of your customers and the folks that live Downtown, they start to grow and that’s what’s happening Downtown, so I think that’s a big part of it. I also think our commitment to the greenspace in Downtown has been a major change and catapulted us to the next level as well besides the refurbishment of the buildings and condos and apartments and the like. It’s cool to live Downtown!

DDI: Speaking of the parks, when you came into office did you think that there would be eight new signature parks and greenspaces in such a short period of time? And doesn’t that help with the community piece?

MR: No. I didn’t believe it could happen that quickly. It’s an example of how Dallas does things. I was fortunate enough to do the ribbon cutting for the opening of Klyde Warren Park, and in that interim, we passed bond money to expand Klyde Warren Park. We’ve gotten more investment there. What is happening with Pacific Plaza is going to change that part of Dallas and I think the further planning that Downtown Dallas, Inc. is doing with its pocket parks and the trails are going to make a tremendous amount of progress in the next 10 years transforming to the next level.

DDI: Expand a little bit on the ‘can-do’ or ‘get it done’ attitude Dallas has even when projects and ideas are met with skepticism.

MR: There’s something in the water here where people get serious about it and use their own money. They don’t wait for government – I mean government is a big part of it – TxDOT was a big part of Klyde Warren Park, the City of Dallas, the shovel-ready projects under President Obama – all that money came

together, but it’s really the private folks that made that happen. It’s really been Downtown parks and their Foundation that have made the acquisition of land. What is remarkable is that cities across America do not buy pieces of property for parks anymore. You cannot afford them. It’s too expensive, so to have private money be able to do that shows that the love folks have, and I think a little bit of it comes back to the understanding what is in the DNA of Dallas. Dallas has always been about commerce. It’s been about business and in what we’ve seen with Downtown is a rebirth of that. Neimans was there forever and they made it through it. We were able to be able to attract other businesses, creative agencies, high-tech firms from California - business upon business that have decided that Downtown is ready to work in, and it’s an exciting place to be.

DDI: How important is a vibrant Downtown in today’s world in attracting those businesses - and not just the huge ones, but the ones that really add up and make it what it is?

The downtowns of the cities across the world are the pivot point for how city is viewed. It’s like when you go to a party and everybody turns up in the kitchen. They have the whole house to be in, but everybody wants to be cozy and congregate in the kitchen. Downtown is our kitchen where people intersect and interact and the question is are we going to have the right sort of kitchen. I see a lot of downtowns across the world that I don’t want to be part of. They’re going the opposite direction - they might have some nice aspects to them - but they’re not truly built for the future. Dallas has some challenges Downtown, there’s no question, but I do believe that we’ve got the pieces in place if we keep doing the right things it’ll be successful.

DDI: What did you take from the Amazon HQ2 bid process?

MR: I think the Amazon process has been very healthy for us. First of all, I think competition is healthy because it makes you get your act together and it makes you understand what you’re good at and what your shortcomings are. I believe we’re building an environment where businesses will come, and we’ve got the land. I mean what we’ve got a lot of opportunity in Harwood and at Victory, but on the south side of town, I mean the land is there and I think that’s where the real push for Downtown’s going to be is really over here by City Hall, The Cedars, Reunion, and those areas are perfect, perfect locations for many businesses.

DDI: Is there something that you’re most proud of either accomplishing or overcoming in your time?

(Laughing) Well I don’t know if I’ve accomplished anything! I think the city is remarkable. This has been the best decade to be the mayor, and I’m so proud. What we’ve not done, first of all, is won any National Championships while

“...our commitment to the greenspace in Downtown has been a major change and catapulted us to the next level as well besides the refurbishment of the buildings and condos and apartments and the like. It’s cool to live Downtown!”

I’ve been mayor I’m not real happy about that! But, I would say what’s been fun for me is getting people to understand our city better in regards to the geography. The city seemed to stop at the Trinity and people didn’t even know what was on the other side of the Trinity and now Southern Dallas is growing rapidly and it’s part of everybody’s conversations. It’s where developers are going, home builders are going.

DDI: What’s next? Made any plans for the future?

MR: I’m probably going to do that in January. I tell the office that we’re going to run through the finish line as hard as we can until I step out of office. I’ve got another big initiative coming up that we’re going to talk about later this fall that hopefully will continue and help the city deal with the gap between the haves and the have nots in this city so we still have a lot of work to do. I’m a business person, so I’ll always be involved in business. I’m a partner of a private equity firm for small and midsize businesses and enjoy that.

DDI: What advice would you have for us as an organization going forward?

MR: I think what DDI has done is evolve and grow and take on the challenges that we have and approach them in new, novel ways. I think that my coaching is to keep that culture, because you’re going to be right there in the forefront of an ever-changing environment to do that. I think second is to make sure DDI, like the chamber, like other organizations, is to power through politics. Don’t let politics get in the way of doing the right things and that’s hard to do, but I think working with a clear vision in leadership is being clear about where you want to take things and how you want to get there and then be flexible and learn about how to do that. I think that’s culturally important. Don’t get mired down in some of the nastiness that appears at City Hall.

For the full interview with Mayor Rawlings, tune into Downtown Dallas, Inc.’s free podcast, Around Downtown, available on iTunes and Google Play.

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KIRKLAND & ELLIS, LLP

28,603 RSF - REP. BY FRANK MCCAFFERTY - SAVILLS STUDLEY

SUFFOLK CONSTRUCTION COMPANY, LLC

12,746 RSF - REP. BY NATALIE BODE/MIKE WYATT - C&W

PERSONAL CAPITAL

12,718 RSF - REP. BY CONOR MCCARTHY - JLL

MARKETSCALE, LLC

12,227 RSF - REP. BY RYAN HOOPES/BOB ACUFF - COLLIERS

BEARD, KULTGEN, BROPHY, BOSTWICK & DICKSON LLP

10,312 RSF

WOOD, SMITH, HENNING & BERMAN, LLP

5,418 RSF - REP. BY BROOKE ARMSTRONG - JLL

FRONTLINE SOURCE GROUP, INC

4,503 RSF - REP. BY CHRIS AXLEY - LINCOLN PROPERTY COMPANY

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DOWNTOWN DALLAS

2018 MATCHING GRANT PROGRAM

Each year, Downtown Dallas, Inc. (DDI) awards matching grant funds to projects that enhance the public realm throughout Downtown. Downtown property owners, building managers, and stakeholders are encouraged to apply for grants - in an amount up to \$25,000 - that support public

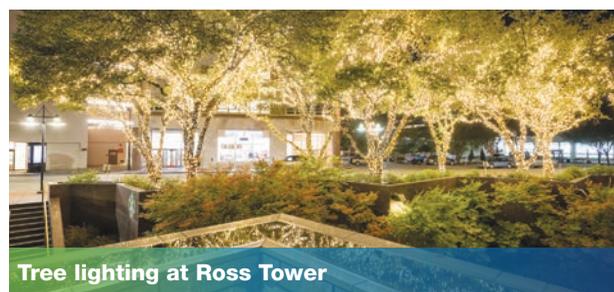
safety, pedestrian enhancement, and appearance projects. Applications are accepted through the month of March each year.

The 2018 application cycle yielded 28 applications, for a total request of over \$561,000 in grant funds; DDI allocated \$200,000 to the matching grant

program in 2018. The DDI Capital Improvement Committee met on April 11, 2018, to review the applications and select award recipients. Fifteen projects were selected to receive a share of the total \$200,000 allocation. The 2018 matching grant recipients include those in the chart below:



Public art installation at Factory Six03



Tree lighting at Ross Tower



Tree well paver repair at AT&T Performing Arts Center

AWARD RECIPIENT	PROJECT
City View @ Farmers Market HOA	Tree replacement throughout property.
Crescent Real Estate, LLC	Construction of 8-foot ornamental iron fence at Ross Parking Lot, located on Pacific Avenue at the West End DART station.
Dallas Independent School District	Exterior improvements to CityLab High School, including exterior lighting and mural painting.
Dallas Innovation Alliance	Relight the West End Gateway arches with programmable, intelligent LEDs.
Dallas Main, LP	Upgrades to lights at three parking lots around Bank of America Plaza.
Dallas Parks Foundation - Friends of the West End Commons	Construction of a decorative fence and gate at 800 Ross Avenue.
Dallas Symphony Association, Inc.	Improve appearance of Betty B. Marcus Park by cleaning limestone wall elements and install four trash receptacles.
El Centro College	Installation of a permanent artistic display at the campus's Elm Street entrance.
Hamilton St. Paul GP, LLC	Lighting improvements to the St. Paul Street parking lot.
McKinney Avenue Transit Authority	Install lighted signs at trolley stops.
Omni Dallas Hotel	Install decorative lighting in trees around property, along Young and Lamar Streets.
Sheraton Dallas Hotel	Install lights to feature the ceramic tile mural on Bryan Street.
The Thanks-Giving Foundation	Landscaping enhancements to the entrance of Thanks-Giving Garden and Chapel.
Todd Interests	Repair sidewalk at the KLIF building and install pavers, color concrete, and lighting.
West End Association	Install decorative string lights along Market Street.

EDUCATION LEAPS FORWARD DOWNTOWN

Education has been a major focus for Downtown Dallas, Inc. over the past year. Our proposal for a Downtown elementary school was accepted by Dallas ISD, and work continues to shape the vision of what a Montessori school with preferential enrollment for both residents and Downtown employees will be.

We've worked with stakeholders and community leaders to hone in on sites that might be appropriate for a school in an urban environment, and we are thrilled about the prospects – and we're not alone. Downtown residents Skylar and Kara Thiot have a toddler, and they're excited about what's ahead.

"I would love to be able to support Dallas ISD as much as possible, and if there was a public school Downtown, especially Montessori, that would be an incredible option for her because even though it feels like it's a long way away, it's really not that far until Kindergarten and having the option would be fabulous."

In the meantime, DDI worked with Dallas ISD to zone blue-ribbon school Ben Milam Elementary in Uptown as an option for Downtown residents. Students of all ages are already getting an education Downtown with magnet, choice and charter schools; many of which have opened just within the past few years. Uplift Education and Pegasus School of Liberal Arts and Sciences continue to serve the Downtown community, and high schoolers now have an additional public-school option beyond Booker T. Washington School for the Performing Arts with the opening of CityLab High School last year.

Demand for the choice school specializing in architecture, urban planning, and design continues to far exceed expectations into the school's second full year.

"I would love to be able to support Dallas ISD as much as possible, and if there was a public-school Downtown, especially Montessori, that would be an incredible option for her because even though it feels like it's a long way away, it's really not that far until Kindergarten and having the option would be fabulous."



The Thiot family

We're not stopping there, either. Downtown Dallas was recently identified as an innovation zone, and Dallas ISD Superintendent Dr. Michael Hinojosa spoke about the opportunities for early education Downtown.

"We're extremely excited. We know it's the right thing to do. There are a lot of other places in the city where there's a demand, and we know we could fill it up."

Hinojosa added that the success of newer Dallas ISD

Transformation and Innovation schools in areas a short distance from Downtown like Solar Preparatory for Boys and Girls, Montessori Academy at Onesimo Hernandez, Personalized Learning Prep at Sam Houston, Eduardo Mata Montessori School, Ignite Middle School, and IDEA at James W. Fannin serve as a catalyst for finding creative ways to fill up underutilized campuses and meet the education needs of the Downtown community on all levels.



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DOWNTOWN DALLAS

DOWNTOWN SAFETY PATROL, CLEAN TEAM, AND BEAUTIFICATION



At Downtown Dallas, Inc. (DDI), we work every day to improve quality of life for workers, visitors, and residents, which includes making sure the Downtown area remains one of the safest in the city. That's why we work directly with the Dallas Police Department, DART Police, Downtown Security Directors Association, and other public safety organizations to address public safety issues and coordinate efforts. In fact, we contribute more than \$2.4 million annually to public safety programs.

Chaired by Dr. Jose Adames, President of El Centro Community College, the DDI Safety Committee is comprised of Downtown stakeholders who have a passion for addressing public safety and quality-of-life issues, as well as improving the public perception of safety in the Downtown area.

All of our safety efforts, including the Downtown Safety Patrol, are run from our operations center that was generously donated by AT&T.

DOWNTOWN SAFETY PATROL

DDI funds the Downtown Safety Patrol, adding approximately 50 officers to the streets of Downtown who provide extra eyes and ears for the Dallas Police Department.

Downtown Safety Patrol Hours:

Sunday-Thursday: 6:30 a.m. – 11:00 p.m.

Friday & Saturday: 6:30 a.m. – midnight

Our safety programs include:

Dallas Emergency Response Team

We partner with the City and Dallas Police to provide the Dallas Emergency Response Team, established in 2001, to prepare, respond, and recover from any critical incident happening in Downtown Dallas, with many important services including a Downtown Emergency Contact database, Dallas Alert Messaging System, and annual Public-Private Partnership Symposium.

Downtown Camera System

The Dallas Police Department monitors 90 cameras in the Downtown Dallas area provided by DDI. The camera system has made a significant impact on crime and provides the Dallas Police Department with the ability to monitor events and protests.

Ordinance Enhancement and Enforcement Advocacy

At DDI, we advocate at the local, state, and national levels for public policy changes that positively affect public safety. These initiatives include elevating the punishment for Burglary of a Motor Vehicle from a misdemeanor to a felony and enhancing the Downtown Panhandling Ordinance.

Public Safety Equipment

Each year, DDI purchases equipment for the Dallas Police Department, DART Police, and Downtown Safety Patrol to ensure that our public safety partners have the best resources available.

CLEAN TEAM

At DDI, we work every day to improve the quality of life for everyone in Downtown Dallas, and that means keeping our streets maintained to the highest of standards.

That's why we fund the Downtown Clean Team, a group of 12 full-time employees, dedicated seven days a week to keeping the Downtown streets and sidewalks clean by picking up litter, removing graffiti, and assisting with many public improvement projects in Downtown Dallas.

The Clean Team removes more than 3,000 pieces of graffiti from public spaces and more than 3,000 cubic yards of litter from Downtown streets each year. That's roughly 20 tractor-trailer loads of trash. That means they collect up to 3 pickup trucks of trash every day!

While two Clean Team members focus on Main Street Garden, Pegasus Plaza, and Belo Garden, the Clean Team also supports special events and initiatives throughout Downtown.

Other Clean Team programs include:

- Mowing and weed removal
- Tree planting, pruning and fertilization
- Tree well repairs and maintenance
- High-pressure sidewalk washing
- Bench and bike rack repair and cleaning
- Trash container repairs and replacements

Clean Team Hours:

Monday - Wednesday: 8:00 a.m. – 5:00 p.m.

Thursday - Sunday: 8:00 a.m. – 7:00 p.m.

**Parks Personnel Monday - Sunday:
8:00 a.m. – 7:00 p.m.**

BEAUTIFICATION

DDI participates in the beautification of Downtown by making visual improvements to the landscaping, public right of way, and other special projects. DDI strives to keep Downtown clean and an enjoyable environment for urban life.

Examples of 2018 projects:

We recently, in conjunction with landscape architects Bella Firma, worked with Dallas Fire and Rescue Station #18 to create lasting landscape improvements. These improvements are enjoyed not only by the firefighters, but also by the public patrons of Downtown.

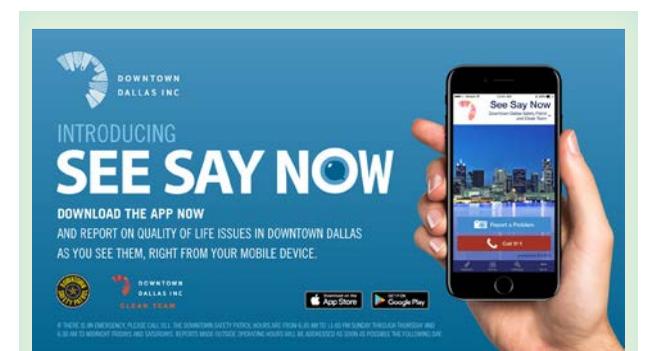
Parks are an important part of Downtown. They give a sense of community and a place for residents and visitors to enjoy. When a tree needs replacing at one of the parks, DDI works with the City of Dallas Park and Recreation Department to source and plant a tree, as well as remove pavers that border the tree space.

Overgrown trees are often a hazard for vehicular traffic. DDI improves the quality of urban life by utilizing fertilization practices and maintaining the trees around Downtown. DDI contracted with Bartlett Tree Experts to prune seventeen bald cypress trees by removing all dead, diseased, and broken branches, and raising lower

branches to a height of 10-14' to improve clearance over the street.



DDI coordinates public improvement projects, like the Reunion sign bed on Houston Street, with the City of Dallas Park and Recreation Department. In coordination with a landscape contractor, DDI removed existing weeds, shrubs, and debris. Next, we planted a tree, amended the soil, planted new sod, shrubs, groundcover, and topped with mulch.



Downtown Dallas "See Say Now" App

DDI sponsors this free app that enables users to safely and securely communicate with Safety Patrol and Clean Team for non-emergency issues, providing real-time information on concerns or issues, and is an extension of efforts of Safety Patrol and Clean Team. With the See Say Now app, Downtown has a simple way to report safety or cleanliness concerns instantaneously through a smart phone. The See Say Now app empowers people to take an active role in keeping their community clean and safe by reporting what they see.

STR3NG7H 1N NUMB3RS

POWER IN WORDS

3 Telly Awards
2018
IN VIDEO AND TELEVISION

1 LONE STAR
2018
EMMY
OUTSTANDING TELEVISION COMMERCIAL

2016 & 2018
TOP 20
GLOBAL CAMPAIGNS

ONE firm in Dallas
recognized with
BEST OF SHOW
SILVER ANVIL

named 1 of the
TOP GLOBAL
CREATIVE FIRMS

over 200
business awards
SINCE 2013

LDWW's award-winning work in digital, social and content management, consumer marketing, corporate reputation management and global crisis communications assignments has created impactful results for our clients.



GETTING AROUND DOWNTOWN

Connectivity is a dynamic, universal feature of The 360 Plan and its vision. Mobility to, through, and within the City Center (the area within a 2.5-mile radius of Downtown Dallas) is critical in creating a network of interconnected neighborhoods via an efficient – and effective – transportation system.

Downtown Dallas already has a robust transportation network, one in which personal vehicles, light rail and commuter trains, streetcars, bicycles, and pedestrians coexist. In recent years, though, the ways in which residents, employees, and visitors move about the City Center have evolved as Downtown Dallas and its neighborhoods continue to grow and new technologies emerge. The 360 Plan proposes a long-term, balanced vision for Downtown mobility. A systematically-enhanced transportation network – one that successfully integrates all modes – will ultimately shift travel

behaviors and trip patterns, mitigating further congestion of Downtown streets and improving movement between neighborhoods. Rideshare services (Uber, Lyft), shared bicycles and scooters (Bird, Lime), and microtransit (efrogs) have made travel within the City Center cheap and easy, lessening the need for, and sole dependence upon, personal vehicles for short trips throughout Downtown. Longer-term projects, including high-speed rail, potential demolition of I-345, and the emergence of autonomous vehicles, will further transform Downtown’s transportation

infrastructure and address the demands of a growing, successful urban center. The 360 Plan’s mobility strategies balance the needs of pedestrians, bicyclists, transit, and automobiles with the use of streets as public spaces for social interaction and community life. The plan recommends 30 miles of additional bike lanes, including dedicated and shared facilities, on Downtown streets to improve connections between area job centers, activity nodes, residential areas, and park and recreation spaces. It also recommends the implementation of a pedestrian master plan that will support a

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The plan recommends 30 miles of additional bike lanes, including dedicated and shared facilities, on Downtown streets to improve connections between area job centers, activity nodes, residential areas, and park and recreation spaces.

comfortable, inviting, and engaging walk through Downtown neighborhoods that will encourage more pedestrian activity along specific thoroughfares.

In addition to the mobility recommendations found in The 360 Plan, there are easy ways to get to and around Downtown, including:

- **D-Link.** The D-Link is a special-service, free bus route (Route 722) connecting tourists and visitors to several Downtown destinations and neighborhoods, including the Kay Bailey Hutchison Convention Center, West End, Dallas Farmers Market, Deep Ellum, and the Dallas Arts District. The all-electric vehicles – introduced in July 2018 – run between 10:30 a.m. and 9:30 p.m. seven days a week.

- **Bike and Scooter Share.** Individuals can rent – for a small fee – bicycles and scooters on a short-term basis to assist in getting around Downtown. The app-based, “dockless” systems allow users to select an unused bicycle or scooter and return it to any location (within the service area) upon completion of a trip. In June, the City of Dallas adopted regulations that require the proper storage and maintenance of bike share fleets operating throughout the city. Scooter regulations will be reviewed in early 2019.

- **efrogs.** efrogs is a complimentary, short-trip shuttle service for Downtown residents, employees, and visitors. The eco-friendly electric vehicles can accommodate up to five riders at one time and drop them off at many popular Downtown locations. To request a ride, simply text your departure address, drop-off location, number of riders, and pick-up time to (469) 432-4055. Rides are free, but tips are greatly appreciated.

- **Parking.** Parking is easy with the newly-updated ParkMobile app that allows users to pay and refill metered parking spaces found throughout Downtown using their

smartphone. The ParkMe app helps users find available parking and review prices before traveling Downtown.

- **Zipcar.** Zipcar is a membership-based, car sharing service in which vehicles can be reserved and utilized for specific amounts of time. Zipcars are located in designated spaces throughout Downtown; car models vary by location and can be used for a variety of purposes.

- **DART.** Downtown Dallas serves as a major transportation hub for Dallas Area Rapid Transit (DART). All light rail lines converge Downtown, allowing residents, employees, and visitors access to various destinations throughout the region, including DFW Airport. DART is currently planning to construct a second rail line alignment (D2) through Downtown as a subway to mitigate traffic flow impacts on Downtown streets; D2 service is set to begin in 2024. The bus network also brings numerous lines Downtown, improving access to locations throughout DART’s service area. Light rail and bus services run seven days a week.

- **Dallas Streetcar and M-Line Trolley.** The Dallas Streetcar is a free service connecting North Oak Cliff to Downtown’s Union Station via a modern streetcar vehicle; services run between 5:30 a.m. and midnight seven days a week. The McKinney Avenue Trolley (M-Line) is a free service connecting Downtown to Uptown via vintage streetcars; service runs seven days a week. DDI, the City of Dallas, and DART have identified potential expansion routes through Downtown (the Central Dallas Link) that will connect Oak Cliff to Uptown via the modern streetcar and M-Line, respectively.

- **TRE.** The Trinity Railway Express (TRE) is a commuter railway that connects Downtown Fort Worth and Downtown Dallas. This service runs Monday through Saturday.



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DOWNTOWN DALLAS

ECONOMIC DEVELOPMENT UPDATE



It has been a year of resurgence of companies relocating or renewing leases Downtown.

Harwood Center has leased or renewed over 50,000sf; Trammell Crow Center over 142,000sf, including the 135,000sf renewal of Vinson & Elkins; 32,000sf at Renaissance Tower; 40,000sf at Comerica Tower; 25,000sf at Bank of America Plaza; and Bell Nunnally & Martin has taken 42,000sf at KPMG Plaza and 1700 Pacific has welcomed and renewed over 50,000sf of new tenants. Chase Tower has brought 35,000sf of new absorption into the market, AD EX and

AIA Dallas are enlivening the ground floor of Republic Center; and Bryan Tower has recently seen five leases totaling nearly 20,000sf. Some of the latest news just this summer includes Sam's Club Innovation Center taking 45,000sf at Factory Six03 in the West End, and Arcosa, a spinoff of Trinity Industries, will occupy nearly 40,000sf at Ross Tower. All told, according to CoStar, Downtown has seen net positive absorption of 311,000sf of commercial office space year to date.

Talent attraction has played a key role in the success we've enjoyed. The vibrancy and quality of life of urban living

draws the young professionals to the heart of the city. That means building an energetic pulse that exists 24/7, a walkable environment, a rich arts and cultural scene, and amenities that extend from beyond the buildings themselves.

Republic Tower, which sits at the soon to be completed Pacific Plaza's doorstep, has signed several new leases recently, including AIA Dallas and AD EX. Within the same area, Jacobs Engineering, who moved their headquarters to Harwood Center last year, continues to grow their talent base, One Dallas Center remains the headquarters of global leader HKS Architects, and Bryan Tower has recently

signed infill leases with everything from a digital law firm to a building supplies company.

Thanksgiving Tower's update, including the addition of ground floor restaurants, attracted companies like WeWork and Santander. Major renovations are now underway at Trammell Crow Center to open up the street and entice businesses like Royal Blue Grocery, Downtown's second location of the popular grocer. These improvements have led to the renewal of Vinson & Elkins's lease and the relocation of Goldman Sachs, which now has more than a thousand employees in the building. Fountain Place is also



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Greg Campbell
SVP & Manager – Corporate Banking



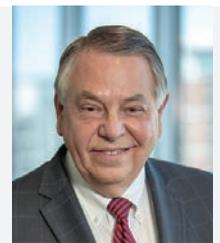
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From left: AT&T Discovery District, WeWork, Factory Six03, and Luminary.

in the midst of a major renovation, all while construction continues on what will be a complimentary AMLI residential tower. Ross Tower, with a fresh entrance and signature ground-floor Starbucks location, just landed Arcosa, a spinoff company of Dallas's Trinity Industries, whose CEO was quoted shortly after the deal was finalized as saying that moving Downtown was a foundational element of their employee-based focus.

The Blue Cross Blue Shield Innovation Lab move last year and the most recent announcement of Sam's Club Innovation Center, both at FactorySix03, provide evidence of Downtown's attractiveness to the innovation and tech industries.

Innovation is burgeoning in areas like the West End, Dallas' first Innovation District, which will also be home to West End Plaza, being planned as the "smartest park in America." This trend is certainly a driver of Crescent's Luminary project in the district, which will be anchored by the expansion of Corgan Architects and incorporates leading smart technology in its build out.

Downtown's also been a welcoming environment for startup ventures and coworking spaces. Overall, within the City Center we now have more than 500,000sf of coworking, accelerators, and incubators, which are fertile grounds for new business to be born. Downtown

is also home to eight of the 10 largest advertising and marketing firms, 12 of the top 16 largest patent law firms, seven of the 10 largest North Texas accounting firms, 24 of the 25 largest law firms, and eight out of the top 15 largest architectural firms.

Lincoln Property Company's 1900 Pearl project has several tenants already on board, including Steward Healthcare Systems, Maverick Capital, and Husch Blackwell. This new Dallas Arts District building will neighbor KPMG Plaza and the planned Two Arts Plaza. Traditional towers like Bank of America Plaza, Comerica Bank Tower, and Chase Tower are offering tenants the ability to create

something new from something old(er), like Suffolk Construction's must-see modern space at Bank of America Plaza.

There is no better headline that represents the value of these factors – talent, technology, innovation, workplace trends, and the foundational ecosystem of an economy ripe for new businesses – than AT&T, a company currently going through a \$100 million renovation and expansion of their Downtown global headquarters location. The AT&T Discovery District will include public amenities and community gathering spaces to not just serve their employees, but the entire neighborhood.



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A renewed fixture of the Dallas skyline that represents the city's past, present and future!

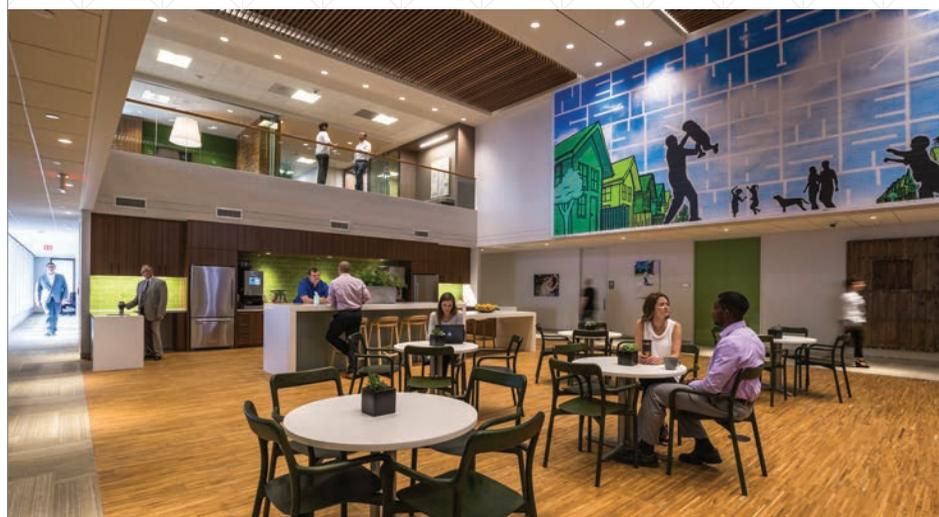


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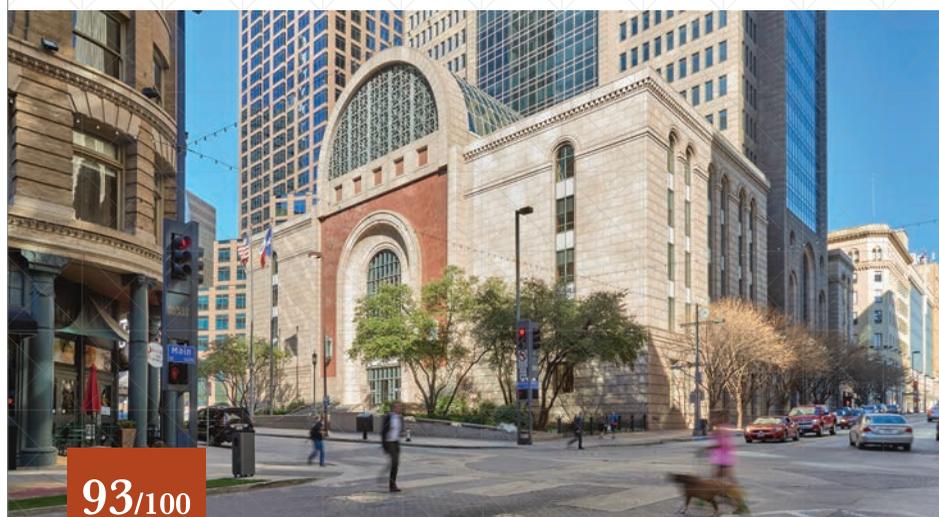
Iconic Building

Renowned architect Philip Johnson designed a truly iconic building that is a standout on the Dallas skyline - proving the old adage that **great design is timeless.**



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THE 360 PLAN - AN UPDATE

In partnership with the City of Dallas, Downtown Dallas, Inc. (DDI) developed The 360 Plan, a five-year comprehensive and strategic plan that sets forth a clear, cohesive vision for Downtown Dallas and its adjoining neighborhoods. An update to the 2011 Downtown Dallas 360 plan, The 360 Plan encapsulates the current momentum and vibrancy of Downtown Dallas, ensuring long-term prosperity and success of the City Center, comprised of the diverse neighborhoods within a 2.5-mile radius of Downtown.

Through a robust community outreach effort - involving more than 40 partner organizations and 150 stakeholder meetings - The 360 Plan was organized around the idea of a complete and connected City Center. This overarching goal forms the plan framework of The 360 Plan and presents key themes to create a unifying mission for the document.

To focus and further articulate how the vision will be achieved, The 360 Plan presents three Transformative Strategies that will ensure the type of community

that residents, stakeholders, and City leaders desire. While the Transformative Strategies present broad visionary concepts, each outlines tangible, realistic, and necessary implementation steps to achieve future success. Through the three Transformative Strategies, The 360 Plan seeks to:

- Advance Urban Mobility
- Build Complete Neighborhoods
- Promote Great Placemaking

Each Transformative Strategy contains a set of overarching goals, in which there are a set of Action Items. The Action Items are presented in an Implementation Matrix that establishes a structured path for achieving implementable and successful outcomes.

The 360 Plan was unanimously adopted by the Dallas City Council on December 13, 2017.

For more information on The 360 Plan, please visit www.downtowndallas360.com.



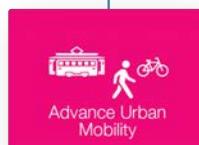
THE 360 PLAN

2017 PLAN FRAMEWORK

THE GOAL

A COMPLETE AND CONNECTED CITY CENTER

TRANSFORMATIVE STRATEGIES



THE 360 PLAN

Implementation of the plan has begun with the identification and formation of seven Work Groups to address prioritized Action Items through 2019. These Work Groups are tasked as follows:

Streetcar Work Group – tasked to identify opportunities for streetcar expansion throughout the City Center

TxDOT/CityMAP Work Group – tasked to coordinate and facilitate TxDOT facility improvements and ensure their alignment with City plans

Bike and Pedestrian Improvements Work Group – tasked to facilitate and implement the plan's proposed bicycle and pedestrian improvements throughout the City Center

Housing Work Group – tasked to identify opportunities for the provision of affordable, family-friendly, and diverse housing options throughout the City Center, building upon the City of Dallas' city-wide housing policy

Retail Work Group – tasked to facilitate a barrier-free environment for a robust commercial tenant mix throughout the City Center

Education Work Group – tasked to advocate for the City Center as a site for more educational facilities and options

City Regulations Work Group – tasked to evaluate regulations that deter short-term activations of vacant and underutilized locations throughout the City Center

Work Groups began meeting in July 2018 and will work through 2019 to complete their assigned tasks – at which point a new set of Work Groups will be established to address remaining Action Items.



IN THE HEART OF IT HALL

Welcome to HALL Arts, a three-phase mixed-use destination located in the world-renowned Dallas Arts District.

Phase I includes KPMG Plaza at HALL Arts, the half-acre Texas Sculpture Walk, an outdoor event terrace and three on-site restaurants.

Phase II includes HALL Arts Residences, a 28-story luxury residential high-rise opening in early 2020, and HALL Arts Hotel, a 183-room boutique hotel opening in fall 2019.



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DOWNTOWN DALLAS

RETAIL

It's been a revolutionary year for retail, especially for grocery shopping Downtown. It started late last year with the opening of Commissary on Main Street.

Commissary



The beautiful five-story blue glass and mosaic tile building offers grab-and-go meats, pastries, pastas, and meals in addition to serving as the commissary for The Headington Group's popular Downtown restaurants like Americano, CBD Provisions, and more.

Royal Blue Grocery



Head east on Main Street and you'll find the recently opened Royal Blue Grocery in the Mercantile Building. The Austin-born grocer has desperately wanted to serve Downtown, and the dream became a reality in late July. Residents and workers now have a place to pick up fresh produce, dairy products, bread, and other staples. The owners are so sensitive to the needs of specific neighborhoods that they're constantly updating what the store stocks with the help of a suggestion book right at the front registers. Another game-changer is the store's hours: 7:00 a.m. – 12:00 a.m. seven days a week! Royal Blue isn't stopping on Main Street, either. They are part of the ground level renovation of Trammell Crow Center and are excited to add another custom-built store on Ross Avenue that's slated to open early next year.

Urban Farmhouse Designs



In addition to a growing number of grocery options, the exploding residential population Downtown now has home furnishing and decorating covered thanks to the new Urban Farmhouse Designs that opened this summer in the Dallas Farmers Market. Jason and Cherami Thomas had so many North Texas customers driving to their downtown Oklahoma City showroom, that they decided to open one of their

popular custom furniture and home décor stores in a more than 10,000-square-foot space. Customers can select and customize designs, and then watch their furniture be made by craftsman right on-site!

Unbranded



Pop-up shopping continues to be hot, and one of the most popular events of the year is when we turn a retail space into Unbranded during the holiday season. Unbranded, founded by Matt Alexander and Bryan DeLuca in 2014, is an experimental pop-up shop showcasing the finest work in Dallas' burgeoning creative community. It provides free retail space to startups, upcoming designers, artists, and more.

Unbranded is now managed by Downtown Dallas, Inc. and is in its fourth year Downtown and has



Unbranded in the Statler

had locations at 1616 Commerce, 1517 Main, The Statler, and 1508 Commerce. During its run, you can expect to see 10-12 up-and-coming brands represented in the pop-up shop each week. Stay tuned to weareunbranded.com for details.

Notable City Center restaurant and retail openings this past year:

- Otto's Coffee & Fine Foods
- Kessler Pies** Izkina
- Urban Farmhouse Designs
- Village Burger Bar Doc B's
- Mama Tried Honkey Tonk
- Scout** Bullion
- Oni Ramen **It's Sugar**
- Flea Style **Sixty Vines**
- Cinepolis Luxury Cinemas
- The Charles** Verizon Wireless
- Ramen & Bao**
- 3 Eleven Kitchen + Cocktails**
- Petro Tower Grill **Fine China**
- Musume Picole** Twisted Trompo

NEW + NOTEWORTHY DEVELOPMENTS

With over 100 developments currently underway in the City Center, it's hard to list them all. Below is a partial list of significant projects. For a complete list, visit downtowndallas.com/business

UNDER CONSTRUCTION

2000 Ross	Dallas Arts District
Amli	Dallas Arts District
Atelier	Dallas Arts District
Hall Arts II	Dallas Arts District
Taylor Lofts	Dallas Farmers Market
The Pittman Hotel/The Epic	Deep Ellum
The Cabana Hotel	Design District
Virgin Hotel	Design District
AT&T Discovery District	Main Street District
East Quarter	Main Street District
Mid Elm Lofts	Main Street District
The Drever/Thompson Hotel	Main Street District
UNT School of Law	Main Street District
Courtyard By Marriott	Reunion District
The Rolex Building	Harwood
The Union	Victory Park
The Luminary	West End

RENOVATIONS

Chase Tower	Dallas Arts District
Crow Collection of Asian Art	Dallas Arts District
Fountain Place	Dallas Arts District
Trammell Crow Center	Dallas Arts District
The Davis Building	Main Street District
The Adolphus	Main Street District
Adolphus Tower	Main Street District
Sheraton Dallas Hotel	Main Street District

RECENTLY COMPLETED

Marriott Residence Inn / Marriott Townplace	Civic Center
1900 Pearl	Dallas Arts District
The Case Building	Deep Ellum
1900 Pacific	Main Street District
AC Marriott/Residence Inn	Main Street District
Cambria	Main Street District
Commissary	Main Street District
Old Dallas High School	Main Street District
The Dallas Morning News	Main Street District
The Statler	Main Street District
Home 2 Suites	Old East Dallas
400 Record	Reunion District
Four Corners Brewery	The Cedars
Good Work	The Cedars
Hilton Canopy	Uptown
M-Line Tower	Uptown
One Uptown	Uptown
Park District	Uptown
Cinepolis/The 23 Dallas	Victory Park
The Ascent	Victory Park
Victory Place	Victory Park
The Katy	Victory Park
Factory Six03	West End

DOWNTOWN PLACEMAKING

Creating high-quality urban experiences is a critical element of The 360 Plan, in which Downtown Dallas is host to an active and vibrant public realm, including parks, sidewalks, on-street parking spaces, streets, and other portions of the right-of-way. Activations repurpose underutilized public spaces for specific uses, including sidewalk cafes, pop-retail spaces, and parklets, to create a “sense of place” or identity for a particular area. Parks, parking lots, and streets can also be leveraged for large events, bringing life and a variety of activity to Downtown’s open spaces. This active public realm then creates a sense of urbanity that produces places in which people enjoy walking, shopping, and playing,

making City Center life attractive and sustaining.

Activation and programming are critical to the experience and economic value of Downtown’s public realm. Activities that range in magnitude from street vending and busking to major festivals and events all deliver the feeling of serendipity and vibrancy to an urban center. Downtown Dallas, Inc. (DDI) is committed to the overall vibrancy and activation of public spaces throughout the City Center by supporting and hosting:

- Movie Nights in which popular movies are presented on a large, outdoor screen at various parks and public spaces in Downtown.

- Park activations in which public art and pop-up activities, including games and craft-making classes, are presented on a short-term basis in Downtown parks
- Pop-up retail in which local artisans and vendors are able to sell their goods at DDI’s Unbranded holiday pop-up shop, activating an otherwise vacant retail storefront
- Large-scale events in which visitors can enjoy concerts and festivals
- Pilot projects in which various placemaking strategies can be tested, verified, and replicated throughout the City Center



Downtown Dallas is host to an active and vibrant public realm, including parks, sidewalks, on-street parking spaces, streets, and other portions of the right-of-way.

PARKS

With passage of the 2017 Dallas Bond Program, dirt is now flying on Pacific Plaza, one of four new signature parks that will add greenspace and create neighborhood connectivity throughout Downtown, much like Main Street Garden, Belo Garden, Pegasus Plaza, and Klyde Warren Park have. Following a ground breaking in April, construction is now underway on Pacific Plaza in the heart of the Harwood pedestrian corridor near One Dallas Center and Republic Tower. The more than three-acre park will be completed in late 2019.

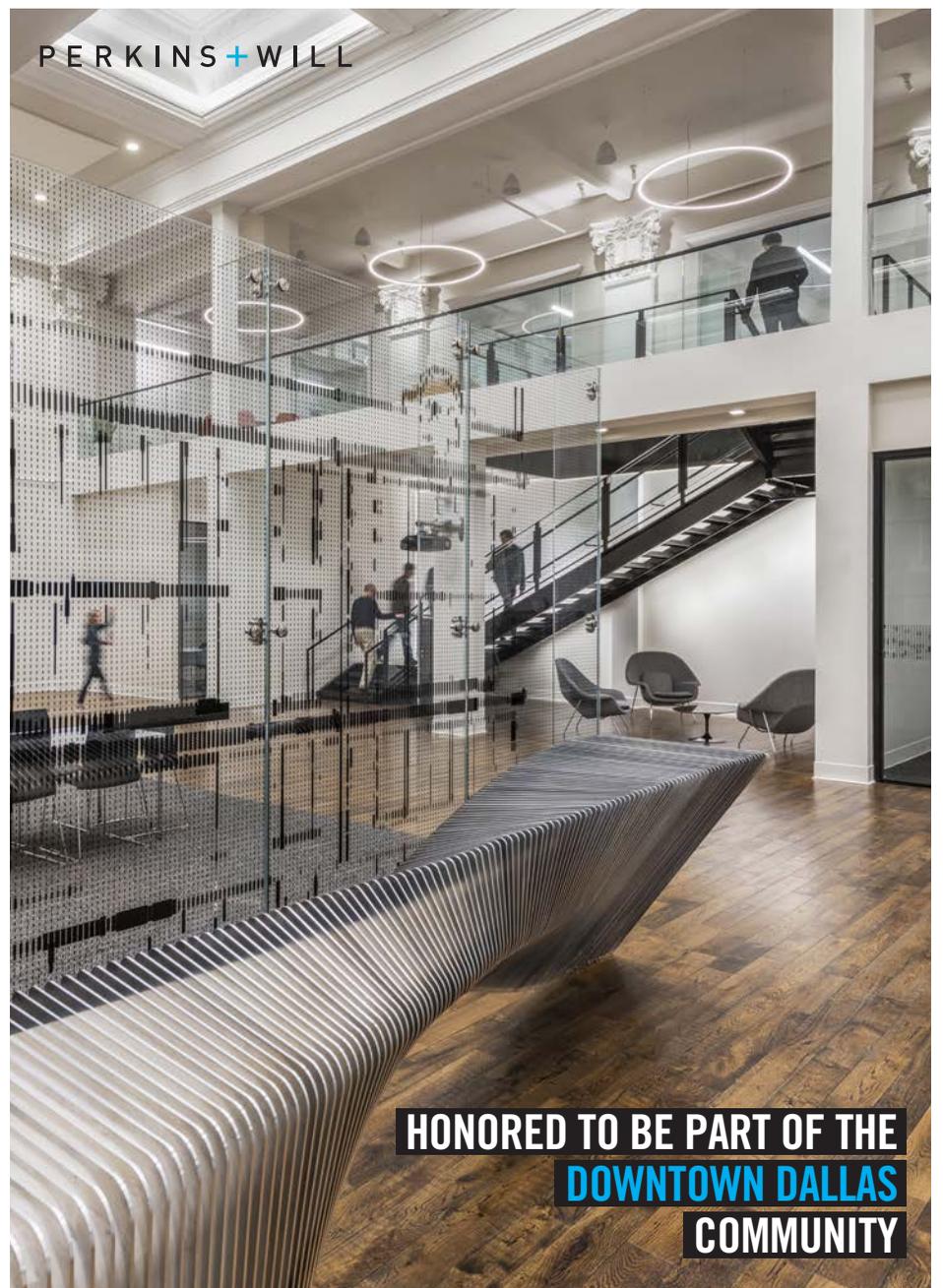
Design plans are either completed or underway for three other parks, including West End Plaza, which will be the historic district’s first and only greenspace, and promises to be the “Smartest Park in America.”

Harwood and Carpenter Parks will offer everything from event stages to world-class, one-of-a-kind public art. When all the projects are completed by 2024, Downtown will have added another approximately 16 acres of greenspace!



West End Plaza

Downtown has 52 of acres of greenspace with an additional 16 acres on the way!



PERKINS + WILL

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SUBSCRIBE

DDI distributes two regular newsletters aimed at keeping you in-the-know about events, openings, and economic development. Be sure to sign up by visiting www.downtowndallas.com and clicking on ‘Newsletter Signup’ at the bottom of the page.



DOWNTOWN MONTHLY is a monthly newsletter that keeps subscribers up-to-date on news and announcements about topics such as economic development, key policy changes, member news, and upcoming events.



AROUND DOWNTOWN (formerly The Fifteen) is a bimonthly newsletter highlighting upcoming events and the hottest new openings in Downtown.

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D-Link zero-emission electric buses are rolling in Downtown Dallas!

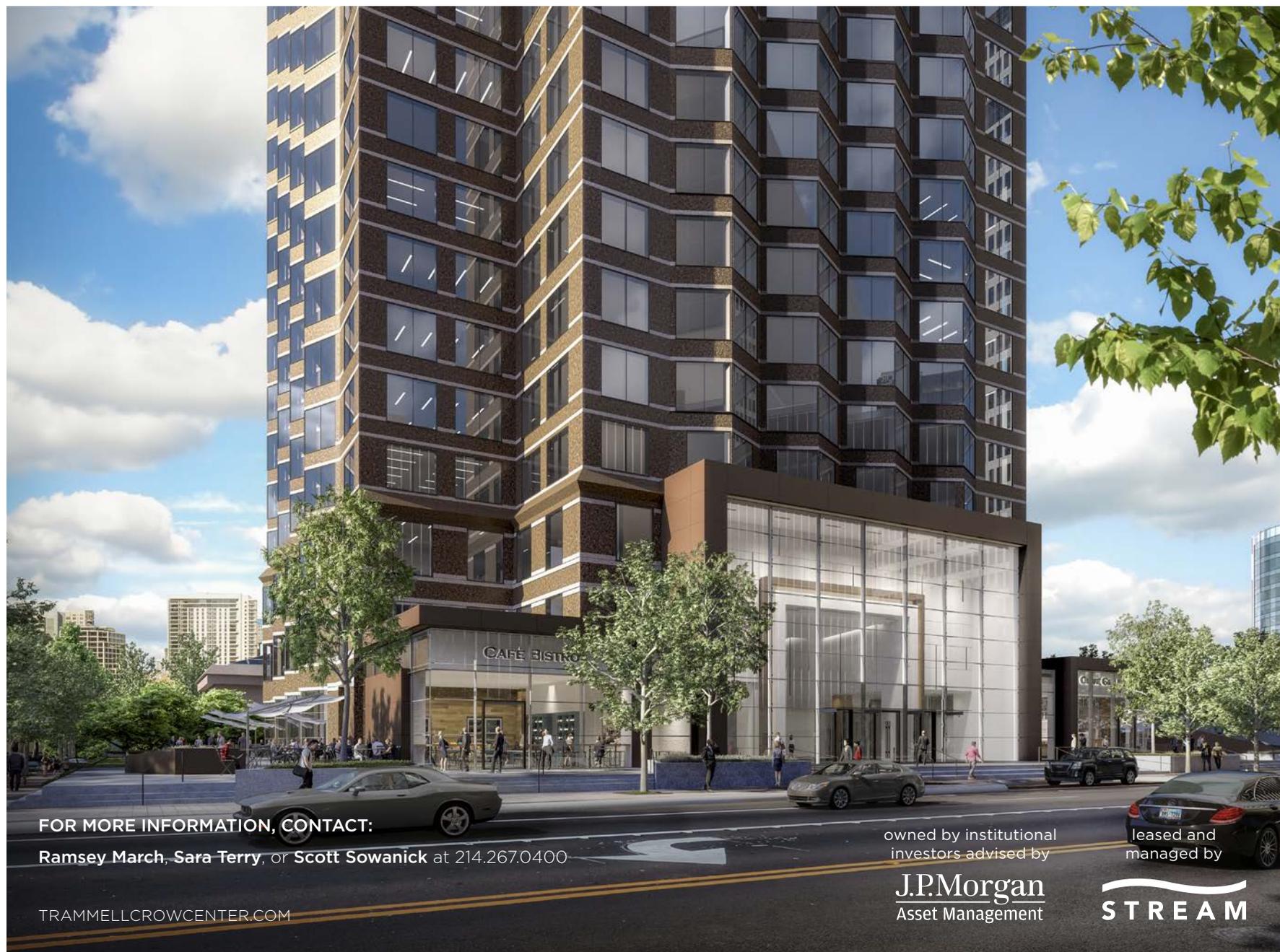
- Quiet, convenient ride
- Keeping North Texas air clean
- Impacting the environment





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