

# STREETS ALIVE



2017 ANNUAL REPORT





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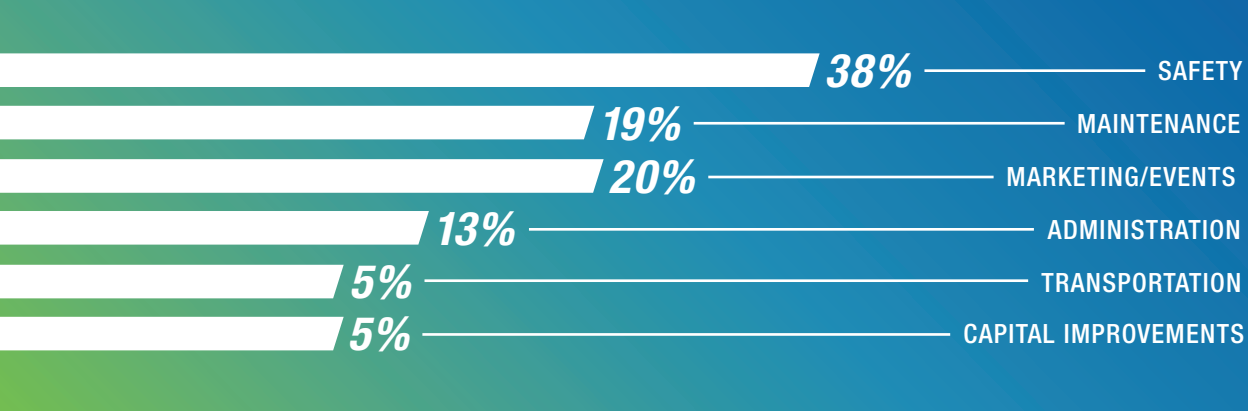
# WHO WE ARE. WHAT WE DO.

Downtown Dallas, Inc. (DDI) is a private, nonprofit organization funded by voluntary membership dues, assessment revenue from the Downtown Improvement District (DID) established in 1992, and through contracts with the City of Dallas for specific projects and programs.

## THE DALLAS DOWNTOWN IMPROVEMENT DISTRICT

The DID was created by DDI in June of 1992 to fund important supplemental services and visible improvements to Downtown. 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.

### 2017 DOWNTOWN IMPROVEMENT DISTRICT EXPENDITURES



### 2017 PRIORITIES

- Public Safety
- Create and Foster Vibrant Streets & Public Spaces
- Ensure Great Urban Design
- Promote Positive Downtown Perceptions & Experiences
- Support a 21st-Century Economy
- Build Complete Neighborhoods
- Advance Balanced Mobility Principles for the Greater Downtown Area



Photo Credit: Thomas Garza

# STREETS ALIVE IN DOWNTOWN DALLAS, A MESSAGE FROM THE PRESIDENT & CEO

**“DESIGNING A DREAM CITY IS EASY; REBUILDING A LIVING ONE TAKES IMAGINATION.”**

—*Fortune Magazine*, April 1958

As Downtown Dallas, Inc. (DDI) celebrates our 60<sup>th</sup> anniversary, this quote from *Fortune Magazine* could not be more relevant. While this organization has worked diligently to improve Downtown for six decades, Downtown is definitely not the place it was 60 years ago—nor are we. Born in 1958 as the Central Business District Association, much of our mission has remained the same, said then to build a “stronger, greater” Downtown that “will speak for today and tomorrow rather than yesterday.” However, the definition of Downtown and the city center has evolved, the building blocks that make us strong have changed, and while where we are headed tomorrow is reminiscent of our past, it is a path that is leading to a future we never dreamed.

In 1958, Downtown was described as, “*People at work, people shopping, money at work, people being fashionable, people on the go, and people enjoying themselves.*” Alongside focus on investment, business, and economic health was prevailing planning thought that led to one-way streets, freeway loops, and fast-moving thoroughfares in the name of easy access into and out of the center city. Headlines of the decade read of seven million square feet of new office space added to the skyline, only to be beat by New York, and openings of projects like Dallas Memorial Auditorium, The Statler Hilton and Old Dallas Library, the Dallas Federal Savings and Loan Building, Southland LIFE Insurance Tower, Titcher-Goettinger expansion, Republic National Bank Building, The Downtown Merchandise Mart, and many more.

The Dream City.

Fast-forward, and now, we are becoming a living one.

Our vision, as guided by *The 360 Plan*:

*Downtown Dallas and its adjoining neighborhoods create a place for everyone at the heart of our city, a complete and connected City Center offering an inclusive, robust, and unique combination of residential options, job opportunities, great schools, refreshing open spaces, bustling street activity, successful business and retail, connected by an accessible, balanced, multimodal transportation network with a variety of options to move from one destination to the next.*

Many of our themes remain the same. Many have changed. Our priorities are aimed at fostering a multifaceted environment comprised of many unique neighborhoods and a range of businesses from the *Fortune* 500 to the small business and start-up, a diverse base of residents, a thriving arts community, and a variety of unique dining, shopping, and entertainment experiences complemented by the services needed for the everyday. Dogs are walked; families are raised; innovation is born—driving economic health, social capital, cultural richness, and becoming an inclusive, living city.

From the Central Business District Association we became the Central Dallas Association, recognizing the importance of connecting beyond the Central Business District. Then in 2007, we became what you know us as today in order to simply and precisely emphasize the importance of the heart and hub of our city, Downtown Dallas. Over that time our programs grew, placing emphasis on the fundamentals like clean, safe, beautification, and programming.

Our Downtown Safety Patrol officers make over 200,000 business contacts each year and serve as extra eyes and ears for the Dallas Police Department, while our Clean Team removed over 3,719 cubic yards (enough to fill 25 eighteen-wheelers) of litter/trash in 2017 and work every day to keep our Downtown parks and streets beautiful and clean.

In December of 2017, *The 360 Plan* was unanimously approved and adopted by Dallas City Council. With over 65 action items, three transformative strategies, and eight work groups, we’ve already started.

Economic development efforts in the city center continue at a rapid pace. Within Downtown and the geography addressed in *The 360 Plan*,\* there were more than 6,500 residential units under construction and another 5,000 announced last year, surpassing 70,000 residents in the city center. Start-ups and entrepreneurs continue to call Downtown Dallas home, proven by over 20 coworking spaces totaling over 400,000 square feet of space. And with plenty to do at 55 *more* restaurants, bars, and hotels that opened last year, there is never a dull moment in Downtown. Downtown even celebrated announcements related to not one, but *three*, grocery/bodega stores, Commissary (now open) on Main Street and two Royal Blue Grocery locations (coming soon). These are in addition to the thriving Dallas Farmers Market and Kroger and Tom Thumb announcements in neighborhoods closely connected to Downtown.

DDI played a significant role in advocating for the preferred alignments adopted by the Dallas City Council for both DART’s second alignment (D2) and the Dallas Streetcar Central Link. And DDI continues to be involved with the Dallas Innovation Alliance, a coalition of stakeholders who are invested in Dallas’ continued evolution as a forward-thinking, innovative, ‘smart’ global city. The mission is to develop a scalable smart-cities model, with the West End Historic District as a pilot location.

Four new parks are underway, thanks to the Parks for Downtown Dallas Foundation and funding approved in the 2017 bond. This will add eight acres of much-needed green space to our neighborhood.

There is much to look forward to this year, including the implementation of *The 360 Plan*, more restaurants, hotels, entertainment venues, and retail. DDI will remain aggressive in our efforts to support this development cycle, as well as advance quality of life initiatives related to education, walkability, the arts, housing, and transportation.

Cheers to another 60 years, bringing more life to our streets and more living in our city.



**KOURTNEY GARRETT**  
PRESIDENT & CEO  
DOWNTOWN DALLAS, INC.

\**The 360 Plan* defines an area that comprises approximately a 2.5-mile radius from Downtown.



# 2017 EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

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John F. Crawford, Downtown Dallas, Inc.  
Douglas Curtis, AT&T Performing Arts Center  
Mattia Flabiano, III, Page  
Kourtny Garrett, Downtown Dallas, Inc.  
Jim Greer, Oncor

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Atmos Energy Corporation  
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Billingsley Company  
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Bradley and Bradley Realtors, Inc.  
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Brytar Companies – Mid-Elm Lofts  
CallisonRTKL  
Capital One Bank  
CBRE  
Centurion American Development Group  
Charter Investments, LLC.  
Chavez Properties/Star Parking  
City Electric Supply  
Colliers International  
Comerica Bank - Texas Market  
Comerica Bank Tower  
Commerce Statler Development LLC  
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Corporate Cleaning Solutions  
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Cousins Properties Inc./2100 Ross Realty LP  
Crescent Real Estate Equities, Ltd./The Crescent  
Crescent Real Estate Equities/Goff Capital Partners  
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Cushman & Wakefield of Texas, Inc.  
D Magazine  
Dallas Black Dance Theatre  
Dallas Citizens Council  
Dallas Marriott City Center  
Dallas Museum of Art  
Dallas Public Library  
Dallas Regional Chamber  
DRG Concepts

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Deloitte  
Denson Dental Downtown  
DLA Piper  
Echelon Leadership LLC  
ECOM Real Estate  
Encore Park Dallas  
El Centro College  
Energy Future Holdings  
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Fairmont Hotel Dallas  
Farmers Market Development Partners  
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Firebird Restaurant Group  
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Hallett & Perrin, P.C.  
Hamilton Properties Corporation  
Haynes and Boone, LLP  
Headington Companies  
HFF  
Hilltop Securities  
Hillwood/Victory Park  
Hines  
HKS, Inc.  
Holloway Benefits Concepts  
Homewood Suites  
HPI Real Estate/Ross Tower  
HR&A Advisors  
HRI Properties  
Huitt-Zollars, Inc.  
Hunt Consolidated, Inc.  
Hunton & Williams LLP  
Hyatt Regency Dallas  
Interstable, Inc.  
J.P. Morgan  
Jackson Walker L.L.P.  
Jacobs  
JLL  
JTB Advisors  
KDC Real Estate Development & Investments  
KDFW FOX 4, KDFI 27

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Klyde Warren Park  
KPMG LLP  
Lark on the Park  
LAZ Parking  
Lincoln Property Company  
Locke Lord LLP  
Madison Partners, LLC  
Mary Kay Corporation  
Matthews Southwest  
Meddlesome Moth  
Merriman Anderson/Architects, Inc.(maa)  
MetLife  
Mudhen Meat & Greens  
Munsch Hardt Kopf & Harr, PC  
Museum Tower  
Nasher Sculpture Center  
Neiman Marcus  
Newt Walker Company  
North Texas Food Bank  
Old Red Museum  
Olymbec Properties  
Omni Dallas Hotel  
Oncor  
OUTFRONT Media  
Page  
Parks for Downtown Dallas  
Pegasus Ablon (Lincoln Plaza)  
Peloton Commercial Real Estate  
Perkins+Will  
PlainsCapital Bank  
Platinum Parking  
Plaza of the Americas  
Prekindle  
RED Development  
Regions Bank  
Renaissance Tower - CBRE  
Republic Center  
Republic National Distributing Company  
RP Texas Management LLC  
Rodeo Goat  
Santec  
Sheraton Dallas Hotel  
Shraman South Asian Museum & Learning  
Center Foundation  
Spectrum Properties, Ltd.  
Spire Realty Group  
Squire Patton Boggs, LLP  
Staffelbach  
Stewart Title  
Strasburger & Price, LLP  
Stream Realty Partners

Supreme Bright Dallas, LLC  
T.A.S.K. Powerwashing  
TBG Partners  
TDIndustries  
Tenet Healthcare Corporation  
Texas A&M University-Commerce  
Texas Brand Bank  
Texas Capital Bank  
Texas Central Railway  
Thanks-Giving Square  
Thanksgiving Tower  
The Adolphus  
The Beck Group  
The City Club  
The Drever  
The Freeman Company  
The Joule Dallas  
The Magnolia Hotel  
The Metropolitan at 1200 Main HOA  
The Real Estate Council  
The Sixth Floor Museum at Dealey Plaza  
The Whiting-Turner Contracting Company  
Thompson & Knight LLP  
Time Warner Cable – Business Class  
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Tower Club  
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Uptown Dallas, Inc.  
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Walter P Moore  
Weber Shandwick  
Wells Fargo  
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& Management  
Westin Dallas Downtown  
WeWork  
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Woodbine Development Corporation  
World Class Capital Group, LLC  
Xerox  
Worth Ross & Associates, Inc.  
Xceligent  
YMCA of Metropolitan Dallas  
Younger Partners



### DOWNTOWN SAFETY PATROL

DDI works daily to improve the quality of life for Downtown workers, visitors, and residents by ensuring the neighborhood remains one of the safest in the city. DDI works directly with the Dallas Police Department (DPD), DART Police, Downtown Security Directors Association, and other public safety organizations to address public safety issues and coordinate efforts. DDI contributes more than \$2 million annually to public safety programs. The Downtown Safety Patrol includes 45 officers patrolling the streets, providing extra eyes and ears for the DPD.

### 2017 DOWNTOWN SAFETY PATROL PRIORITIES & RESPONSIBILITIES

- Provide friendly and helpful assistance to Downtown employees, residents, and visitors.
- Act as additional eyes and ears for the DPD to maintain a safe and welcoming environment.
- Identify and address public safety needs.
- Approach and request compliance from individuals posing a negative impact on quality of life.
- Maintain an authoritative presence to deter crime.
- Provide current and accurate information.

### 2017 ACCOMPLISHMENTS

- Downtown crime has dropped more than 45 percent in the past five years. Violent crime was down 11% compared to 2016. West End crime was down 6%, a significant reduction considering crime dropped 24% the previous year. Dallas Police officers aggressively enforce Quality of Life (QOL) ordinances. Parks and public areas are checked by DPD officers on foot patrols overnight to ensure Downtown is safe for residents and visitors.
- Downtown Stakeholders attended the 2nd Annual Emergency Response, Planning, and Recovery Symposium sponsored by DDI and the Office of Emergency Management. The Dallas Police Department, Dallas Fire and Rescue, and Dallas Office of Emergency Management staff presented an overview of emergency planning and disaster recovery from critical incidents from the private sector perspective.
- Downtown Safety Patrol officers completed 2,000 hours of training in 2017. Training topics included First Aid, CPR, AED Certification, Active Shooter Awareness, DPD Crisis Mental Health, and de-escalation techniques.
- DDI has agreements with Downtown convenience and liquor stores to remove cheap high alcohol content beer and wine from stores, making a significant impact on QOL offenses. Alcohol-related offenses are down 60 percent in areas where high-alcohol content beer and wine have been removed from liquor and convenience stores.

- DDI helped fund the 90+ Downtown cameras. The DPD monitors the Downtown cameras 24/7, and investigators review digital videos for incident follow-up investigation and prosecution.
- Through a partnership with DDI, the City of Dallas, and Oncor, 1,500 lights throughout Downtown are checked on a bi-weekly basis, resulting in a 90 percent uptime.
- DDI advocates at the local, state, and national levels for public policy changes that positively affect public safety, including initiatives such as elevating the punishment for Burglary of a Motor Vehicle (BMV) from a misdemeanor to a felony.
- DPD and the Safety Patrol aggressively enforced QOL ordinances; violators are not just issued a citation, but are arrested and transported to jail. DPD covert teams are deployed in hot spots to mitigate panhandling offenses.
- DDI funds equipment for DPD such as bicycles, T3 mobility vehicles, and bait car equipment to catch BMV offenders.
- DDI funds the Homeward Bound program to reunite over 150 homeless people each year with their families.

### PARTNER ORGANIZATIONS

#### DOWNTOWN EMERGENCY RESPONSE TEAM (DERT)

The DPD Fusion Center sends Downtown stakeholders DERT email alerts regarding critical incidents such as power outages, high-rise fires, gas leaks, hazmat spills, and road closures affecting Downtown Dallas.

#### DOWNTOWN SECURITY DIRECTORS ASSOCIATION (DSDA)

The DSDA was created to foster an atmosphere of mutual understanding, cooperation, and coordination among security management personnel in Downtown Dallas in the areas of security, crime prevention, and emergency preparedness. Downtown security directors meet on a monthly basis with DPD and DART Police to review security issues, crime trends, and analysis.

#### CBD CRIME TASK FORCE

DDI established a task force to address crime and drug activity Downtown. DPD, DISD, El Centro Police, County Jail, District Attorney, Safety Patrol, and Criminal Courts work together to identify career criminals committing violent offenses Downtown. Criminals are held on high bond, prosecuted, and issued maximum sentences. The impact offender initiative ensures career criminals are prosecuted (no plea bargains).



## PUBLIC SAFETY COMMITTEE MEMBERS

Chair: Dr. Jose Adames, President El Centro Community College  
Adam Bernhardt, Peloton Commercial Real Estate  
Assistant Chief Lonzo Anderson, Dallas Police Department  
Martin Cramer, Downtown Dallas, Inc.  
Lieutenant Don Hyder, DART Police  
Ted Hamilton, Hamilton Properties  
Richard Shing, Hunt Consolidated  
Jim Stockton, Oncor  
Assistant Chief Joseph Hannigan, Dallas County Community College

## PUBLIC SAFETY STAKEHOLDERS AND PARTNERS

Building Owners and Managers Association  
Downtown Emergency Response Team  
Downtown Residents Council  
Downtown Security Directors Association  
Farmers Market Stakeholders Association  
West End Association

Law Enforcement and Private Security  
North Texas Crime Commission  
North Texas InfraGard Chapter  
Safer Dallas Better Dallas  
VisitDallas





# CREATE AND FOSTER VIBRANT STREETS AND PUBLIC SPACES

*Maintaining, cleaning, and activating the public space in Downtown is vital to the success of a walkable and vibrant urban core. Elements such as street furnishings, landscaping, activation activities, and special events create a vibrant and active environment. Creating this well-maintained and active public space is a key priority and focus area for DDI.*

In addition to building new spaces, it is essential to create a vibrant, walkable Downtown by physically improving and programming our public spaces. From street furnishings, landscaping, and street vending to roving entertainers and special events, DDI places programs that create a “sense of place” as a top priority.

## MAINTENANCE COMMITTEE

The Maintenance Committee provided excellent guidance in the planning and execution of programs to improve the appearance of public spaces. The 2017 Maintenance Committee members were:

Chair: Steve Whitcraft, Turner Construction Company  
Brady Lindem, Star Parking  
Abraham Carrillo, Crow Collection of Asian Art  
Laurie Garcia, One Arts Plaza  
Sara Huebner, Millet the Printer  
Rob Parks, DART  
Joe Piwetz, West End Association

Jeannine Jiral, Downtown Residents Council  
Jon Ruff, Spire Realty Group, LP  
Mark Ruibal, Farmers Market Stakeholders Association  
Ricardo Sinyard, City of Dallas Code Compliance  
Phil Erwin, City of Dallas Arborist  
Paul Thrasher, City of Dallas Parks and Recreation

## PARKS

- DDI continued to work with the City of Dallas and contractors on the opening of Browder Plaza. Additionally, DDI worked directly with Hamilton Properties on a management and operation plan for the Plaza including help with programming and event permitting.
- DDI worked directly with City of Dallas and Parks for Downtown Dallas on plans for four future Downtown parks. This work encompassed community outreach, design input, and input related to long-term, sustainable maintenance, events, and programming plans. DDI continued to permit and manage all events at Downtown parks.
- Small-scale activations and events produced and funded by DDI were substantially increased in 2017. Events such as movie nights, craft nights, and screen-printing events were successful and well received.



Photo Credit: Thomas Garza

**CREATE AND FOSTER VIBRANT  
STREETS AND PUBLIC SPACES**



MAINTENANCE AND CLEAN TEAM  
ACCOMPLISHMENTS AND HIGHLIGHTS

- The Clean Team continued to use a smartphone-based tracking system to log their daily activities. Over 19,000 tasks and 22,369 photographs were logged into the system in 2017.
- The Clean Team continued to water and trim trees planted throughout Downtown.
- DDI funded the planting of over 30 new trees in Downtown.

The comprehensive sidewalk assessment was completed in 2017. Every sidewalk, curb ramp, and pedestrian crossing in Downtown was reviewed and rated; in 2018, this data will be imported into a GIS mapping tool to assist DDI and the City of Dallas to make informed decisions regarding needed repairs and proper funding allocations.

BIKE PLAN

- DDI continued to purchase and install bike racks in high-traffic locations or locations requested by stakeholders or business owners.
- DDI continues to work with the City of Dallas and others on securing funding and a long-term operational model for bike share.
- The DDI Clean Team works to ensure all bike lanes and facilities in Downtown are free of litter and debris.
- DDI worked with the City of Dallas, dockless bike share companies, and private property owners to ensure bike share success.



CLEAN TEAM TASKS



PICKED UP **3,719** CUBIC YARDS OF LITTER FROM DOWNTOWN STREETS—  
THAT’S ENOUGH TO FILL **25** EIGHTEEN-WHEELERS!



REMOVED **1,765** PIECES OF GRAFFITI FROM PUBLIC SPACES.



PROVIDED MORE THAN **160,000** PLASTIC BAGS TO COLLECT DOG WASTE IN  
**13** STATIONS IN PARKS AND OTHER HIGH-TRAFFIC AREAS.



PRESSURE WASHED **2.7** MILLION SQUARE FEET OF SIDEWALKS AND PARK SPACE  
(EQUIVALENT TO **61** ACRES).



HAND-WATERED TREES **3,000** TIMES.



MOWED OVER **60** ACRES OF GRASS.



PROVIDED PUBLIC OR BUSINESS ASSISTANCE **527** TIMES.

STREET FURNISHINGS



INSTALLED **10** NEW BIKE RACKS THROUGHOUT DOWNTOWN.



DDI INSTALLED **40** NEW TRASH RECEPTACLES.  
REPAIRED **35** TRASH RECEPTACLES.



## EVENTS & ACTIVATION

In 2017, over 65 events were held at Main Street Garden, as well as 40 smaller events at Pegasus Plaza, Belo Garden, Ferris Plaza, and Cancer Survivors Plaza.

For the third year, DDI organized and implemented the Downtown Wanderland holiday concept focusing on pop-up retail. A three-week long pop-up shop called Unbranded was opened in a vacant retail space in the Dallas Power and Light Building. Foot traffic and retail sales in the pop-up shop proved to be impressive and added to the street life along Commerce.

In partnership with bcWORKSHOP and the National Endowment for the Arts, DDI partially funded two public art installations in Downtown—the Dallas Wonderphone and the May I project. The visually appealing installations activated vacant and underutilized spaces throughout Downtown, including storefront windows, sidewalks, and public park spaces. The Wonderphone—a digitally altered payphone—served as an interactive installation in which pedestrians could use the phone’s handset to listen to stories about Downtown and provide content for future use. With original, empowering statements from local young women, the May I project transformed Downtown spaces and found objects (including a bench and piano) through projections and installations of “blessings” for the city’s future.

DDI took an active role in planning, organizing, and executing PARK(ing) Day 2017, with over 40 street parking spaces converted to temporary parks for a day in September. This annual national event highlights creative ideas for public space and engages the public in a unique manner.

## CAPITAL IMPROVEMENTS

In 2017, the Capital Improvements Committee continued its mission to create a vibrant, appealing Downtown environment for area residents, workers, and visitors. Through its main functions, Committee members consult with DDI to review and approve any improvements to the public realm—projects that enhance the pedestrian experience throughout Downtown, including sidewalk enhancements, tree plantings, public art installations, or façade improvements.

The 2017 Capital Improvement Committee members include:

Chair: Brian Bergersen, Spectrum Properties  
Zaida Basora, Huitt-Zollars  
Doug Curtis, AT&T Performing Arts Center  
James Davis, Walter P. Moore  
Cynthia Floyd-DeMars, Downtown Dallas  
Neighborhood Association

Jeannine Jiral, Downtown Residents Council  
Stephen Luik, Crescent Real Estate and West End  
Association  
Tanya Ragan, Farmers Market Neighborhood  
Association

The Capital Improvements Committee oversees DDI’s matching grant program, in which applicants receive a 50 percent fund match (up to \$25,000) for projects that demonstrate a public benefit with tangible, long-term improvements to public or private spaces throughout Downtown. In 2017, 18 matching grant applications were received and reviewed by the Committee; seven projects were awarded \$125,000 in matching grants. Four awarded projects were completed in 2017; remaining projects are expected to be completed in early 2018.

DDI has also worked with the Texas Trees Foundation to plant trees in specific areas of Downtown in need of landscaping and shade. Other private stakeholders and property owners received funds to improve their facades and landscapes.



Photo Credit: Courtesy of The Joule

**CREATE AND FOSTER VIBRANT  
STREETS AND PUBLIC SPACES**



# ENSURE GREAT URBAN DESIGN

Originally adopted in 2011, Downtown's urban design principles were integrated into *The 360 Plan* as an element of the "Promote Great Placemaking" transformative strategy. These principles will improve walkability, produce great streets and experiences, and create economically vibrant neighborhoods throughout Downtown.

## STREETS

### THOROUGHFARE PLAN CHANGES

Staff continued to work with City staff and stakeholders on many proposed changes to street operations in Downtown. The changes respond to and incorporate actions set forth in the *Downtown Dallas 360 plan* (2011) and the City's Complete Streets Manual and will conform to the ideas presented in the updated *360 Plan*. Several operational changes were proposed and/or implemented in 2017 in an effort to promote safer streets for pedestrians and cyclists as they travel Downtown alongside cars, buses, and transit. Changes were proposed and adopted by City Council to streets around the proposed AT&T Discovery District, including Commerce Street, Jackson Street, Akard Street, and Wood Street. DDI also provided input for the proposed improvements to Lamar Street and Griffin Street.

### PRIVATE DEVELOPMENT

- DDI worked closely with AT&T staff, consultants, and City staff on design plans for the AT&T Discovery District. Through this work, DDI was able to ensure the plans for the District were in alignment with the Urban Design guidelines set forth through *The 360 Plan*.
- DDI also worked with private developers by reviewing plans and recommending site furnishings and materials conforming to *The 360 Plan*. DDI provided site furnishings and tree-planting grants to private developers and owners.

### PUBLIC OUTREACH

Staff continued to establish DDI as a voice for planning and urban design issues. During 2017, DDI staff participated in a variety of boards, commissions, and panels advocating and educating on great urban design issues, including:

- AIA Columns Magazine Advisory Board
- AIA Board of Directors
- Congress for The New Urbanism
- Coalition for a New Dallas Mobility Committee
- TREC Mobility Committee

## URBAN DESIGN PEER REVIEW PANEL

Through the recommendation in the 2011 *Downtown Dallas 360 plan*, the Urban Design Peer Review Panel (UDPRP) continued to review and influence projects throughout the City. DDI worked directly with City staff, developers, architects, and panel members to ensure projects in Downtown complied with *Downtown Dallas 360* and fit within the context of Downtown. The UDPRP continues to be a voice for great urban form and context-sensitive design.



Photo Credit: Thomas Garza



# PROMOTE POSITIVE DOWNTOWN PERCEPTIONS AND EXPERIENCES

DDI strives to keep Downtown friends and stakeholders informed of breaking news, development plans, and special events through various communication channels, including social media, newsletters, blogs, websites, media relations, special publications, and printed collateral.

## 2017 MARKETING AND COMMUNICATION PRIORITIES AND ACCOMPLISHMENTS

DDI's online user-friendly and comprehensive events calendar, [events.downtowndallas.com](http://events.downtowndallas.com), powered by Do214, continues to be successful. Traffic for the site has increased from 4,601 visitors in 2016 to 7,040 visitors in 2017, with a total of 6,771 new users.



Kourtney Garrett continues to be a featured contributor to D CEO.

## LIKES AND FOLLOWS ON SOCIAL MEDIA ARE UP!

**f** 30K | ↑52%  
/DtownDallasInc

**t** 82K | ↑27%  
@DtownDallasInc

**i** 65K | ↑39%  
@downtown\_dallas

**in** 1,200 | ↑16%  
Downtown Dallas, Inc.

**#** 96K | ↑74%  
#mydtd

**e** 21K | ↑36%

BE SURE TO FOLLOW US:



## ONGOING EFFORTS AND COMMUNICATIONS

### DOWNTOWN MONTHLY

A monthly newsletter that keeps subscribers up-to-date on news and announcements about topics like economic development, key policy changes, member news, and upcoming events.



### AROUND DOWNTOWN (formerly The Fifteen)

A bi-monthly newsletter highlighting upcoming events and the hottest new openings in the greater Downtown area, as defined by *The 360 Plan*.



## MEDIA RELATIONS

DDI and many of its members and stakeholders received significant positive coverage in 2017 from our friends at *The Dallas Morning News*, *Dallas Observer*, *D Magazine*, *Dallas Business Journal*, *Pegasus News*, CBS Radio, Bisnow, CultureMap Dallas, and others. In 2017, there were over 1,845 positive media stories featuring Downtown Dallas or DDI. Some highlights include:

**“GROUNDBREAKING ON \$250M DALLAS ARTS DISTRICT DEVELOPMENT”**  
CBSDFW

**“THE DALLAS MORNING NEWS TO RELOCATE HQ TO OLD DALLAS LIBRARY BUILDING DOWNTOWN”**  
THE DALLAS MORNING NEWS

**“AT&T COMMITS \$100M TO REDEVELOPMENT IN DOWNTOWN DALLAS”**  
D MAGAZINE

**“DOWNTOWN’S TRAMMELL CROW CENTER TOWER GETS A REDO AND MAJOR ADDITION”**  
DALLAS MORNING NEWS

**“WEWORK SELECTS THANKSGIVING TOWER FOR SOUTHERN HQ”**  
D MAGAZINE

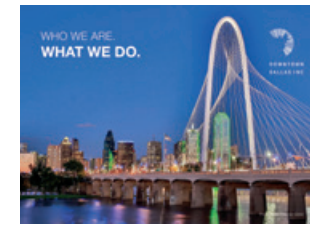
**“BIG-CITY THINKING: DART PLANS SUBWAY IN DOWNTOWN DALLAS”**  
MASSTRANSITMAG.COM

**“HIGH-SPEED RAIL COULD TRANSFORM DALLAS’ URBAN CORE”**  
DALLAS INNOVATES

**“DOWNTOWN DALLAS’ LANDMARK STATLER HOTEL OPENS ITS DOORS AFTER 3-YEAR REDO”**  
DALLAS MORNING NEWS

**“DOWNTOWN DALLAS SHINES ON LIST OF CITIES MAKING A COMEBACK”**  
DALLAS INNOVATES

**“DALLAS GETS AN ARCHITECTURE AND URBAN DESIGN-FOCUSED HIGH SCHOOL”**  
THE ARCHITECT’S NEWSPAPER



## EDUCATION

More than 30 schools are located in the greater Downtown area, with many award-winning institutions of all levels. Uplift Education and the Pegasus School for Liberal Arts and Sciences offer elementary, middle, and high school options, in addition to innovative Dallas Independent School District programs such as Middle College High School and the award-winning Booker T. Washington High School for the Performing and Visual Arts. And in 2017, Downtown will boast its first public choice school opening, CityLab High School. Higher education is also a growing sector of Downtown’s base. Texas A&M Commerce has expanded its presence in Downtown, as well as the University of Texas Arlington. El Centro was the first college of the Dallas County Community College District (DCCCD) to offer a nursing program and has established relationships with several top-notch hospitals in the Dallas area. It is also the only college within the DCCCD that offers a Food & Hospitality Program.

## COMMUNITY

DDI continues to engage with community groups and associations supporting the Downtown districts.



**PROMOTE POSITIVE DOWNTOWN PERCEPTIONS AND EXPERIENCES** 25



# SUPPORT A 21ST-CENTURY ECONOMY

Downtown Dallas continued to grow in 2017 with new deliveries in the office market, grand hotel openings, more retail offerings throughout the area, and thousands of new apartment units being leased by more Downtown residents. While overall office absorption was in the red, numerous leases were signed, bringing hundreds of new faces to downtown and adding to the growing diversity of our economy. New construction continues with more than a dozen projects within the core and over forty more in the city center. 2017 saw multiple land deals in the Downtown core and new developments are currently in the conception and design phase for projects that will continue the evolution of the city. For a list of each project, visit [www.downtowndallas.com](http://www.downtowndallas.com), “Doing Business.”

Since 1999, the Downtown Connection TIF and the City Center TIF have invested \$376 million in projects now valued at \$1.5 billion. In the core, taxable property values increased by 4.19% between 2016 and 2017.

## JOB GROWTH

Thousands of new jobs were brought to or created in Downtown in 2017, with more on the way. Downtown saw over 500,000 sf of renewals and expansions and CoStar reported almost 200 new leases signed in 2017. Some of the highlights of Downtown activity include:

- **Goldman Sachs** leased over 115,000 square feet in the iconic Trammell Crow Center in March. According to the *Dallas Business Journal*, the financial giant is expected to move well over 1,000 jobs into the Dallas Arts District.
- In June, the shared workspace provider **WeWork** opened their 84,000-square-foot office space in the recently renovated Thanksgiving Tower. The space holds up to 1,600 workers as well as WeWork’s regional offices.
- 176-year-old legal firm **Baker Botts** elected to stay in the Trammell Crow Center, renewing their lease for almost 140,000 square feet. “Downtown Dallas and the Arts District are evolving, and we want to continue to be at the forefront of that change,” Tim Durst told the *Dallas Morning News*.
- The law firm **Baker McKenzie** leased 50,000 square feet in the new 1900 Pearl in January of 2017.
- Also at the Trammell Crow Center, law firm **Vinson & Elkins** elected to renew in the Dallas Arts District, signing a lease for more than 135,000 square feet.

- **High Ground Advisors** signed on for more than 25,000 square feet at the Comerica Tower on Main Street.
- **The Dallas Center for Architecture** announced that they will be occupying the ground floor of Republic Center. The group plans for a very exciting space; activating the outdoor plazas as well as the interior retail area.
- Architecture firm **Perkins + Will** moved into roughly 40,000 square feet of the Historic Dallas High School.
- In May, tenant **Comerica** committed to staying in their Downtown headquarters through 2028. The banking giant leases 222,000 square feet in the iconic structure and operates a branch in the lobby.

## ACCORDING TO THE 2017 DALLAS BUSINESS JOURNAL BOOK OF LISTS, DOWNTOWN IS HOME TO:

- 15 of the top ranked (by revenue) public and private companies in North Texas
- 11 of the 25 largest advertising and marketing firms
- Six of the top 25 employers
- Eight of the top 12 largest patent law firms
- Six of the 10 largest North Texas accounting firms
- 22 out of the 25 largest law firms in North Texas
- Six out of the top 10 largest architectural firms in North Texas
- Nine out of the top 25 largest commercial property managers

## COWORKING

The Downtown area continues to be a hotbed for shared office space and coworking. Just South of IH 30 at 1808 S. Good Latimer in a 60,000-square-foot warehouse, GoodWork put together a unique offering featuring green energy and 11 residential units. GoodWork boasts a “wellness-driven” work environment and is currently pursuing WELL building certification. Multiple other coworking concepts were announced and opened in 2017 throughout the area including Serendipity Labs and Industrious in the Dallas Arts District and The Foundry and CoLab in the Main Street District. All in all, the industry continues to grow in Downtown with more than 430,000 square feet of space currently being offered in and around the core.

The city’s largest coworking space opened in April 2017 as Thanksgiving Tower welcomed the industry titan WeWork. WeWork leased and finished out 84,000 square feet of the recently renovated Elm Street tower and boasts space for 1,600 people, as well as the company’s regional headquarters.

## RETAIL

New retail space is included in almost every office building remodel in Downtown Dallas. More than 11,000 residents and 135,000 workers in the Downtown core are craving new offerings and greater convenience. Many of the openings from 2017 will satiate much of this demand, but the best is yet to come as more construction projects are completed. Downtown saw over 20 restaurant and bar openings while there were over 50 openings within a 2.5-mile radius.

Notable openings include:

- Commissary from Headington Companies opened at 1217 Main Street and offers grab-and-go selections, as well as a sit down atmosphere with a full menu, coffee and gelato bar, butcher, and bakery.
- Chef Bruno of Mansion fame opened Bullion at 400 Record.
- Corrientes 348, a Brazilian steakhouse, took over the space that was once occupied by Stephen Pyles.
- The Adolphus Hotel is undergoing a major renovation to include additional retail offerings. City Hall Bistro opened and the historic French Room restaurant and bar saw a major facelift.
- The Statler announced six restaurants and bars; Over Easy and Bourbon & Banter were two of the first to open.
- Other casual favorites like Harwood Tavern, Ascension Coffee, Salsa Limon, Gather Kitchen, American Butcher, and Bread Zeppelin all opened in Downtown.

It was an absolutely banner year for Downtown Dallas thanks to a multitude of highly anticipated projects finally opening their doors to the public.

Mehrdad Moyedi’s re-imagining of the Statler Hilton came to fruition this year adding 229 new residential units and 164 hotel keys to the Downtown neighborhood. The building also houses six new restaurant and bar concepts and a retail shop currently being curated by DDI through Unbranded.

Directly next door to The Statler, the old Dallas Library now serves as home to the Dallas Morning News.

The former Mercantile Commerce building at 1712 Commerce was reborn this year as the dual branded AC Marriott & Residence Inn. The structure houses 128 and 116 keys for each brand respectively along with a fabulous lobby bar.

The Tower Petroleum building was also reborn this year as Dallas’ newest Cambria Hotel. The hotel features 150 rooms, a chef-driven bar and restaurant, and is hoping to host concerts soon.

Adjacent to the Cambria now sits 1900 Elm. The apartment building, once known as Corrigan Tower, houses 129 rental units, a fitness center, coworking space & conference room, along with a swimming pool. Units are leasing quickly in this local music-themed residence.

The former home of the Belo Company reopened as 400 Record. The building is owned and partially occupied by City Electric Supply and also serves as home to Bullion, one of Downtown’s most talked about new restaurants. In addition to over a quarter of a million square feet of class A office space, the building also features a state of the art fitness center, below grade parking, and a fantastic modern art collection in the lobby.

In the West End, Factory Six03 opened its doors welcoming its first tenant, the Blue Cross Blue Shield Innovation Lab. The century old structure was converted into creative office space by Granite Partners who have begun retail leasing on the ground floor.

The Dallas Arts District increased its available office space this year as 1900 Pearl opened. The 261,400-square-foot, 25-story office tower boasts plenty of on-site parking, a modern fitness facility, two dining options, and an amenity deck overlooking Klyde Warren Park.

Matthews Southwest’s long awaited Historic Dallas High School project was recently completed. The 92,000-square-foot project welcomed architecture firm Perkins + Will upon opening earlier this year.



## BUILD COMPLETE NEIGHBORHOODS

Between 2011 and 2016, the population of Downtown Dallas (including its adjacent neighborhoods) increased 23.4 percent, to over 48,000 residents in search of economic, social, and cultural opportunities and amenities—all basic elements of a “complete neighborhood.”

As a transformative strategy in *The 360 Plan*, Downtown Dallas is envisioned to become a complete neighborhood, one in which residents’ economic, social, and personal needs are met via convenient access to employment, affordable housing, recreation, goods and services, and education. A complete neighborhood also preserves the area’s history and culture while simultaneously creating a “sense of place” or identity relatable to and valued by all Downtown residents, workers, and visitors.

As a complete neighborhood, Downtown Dallas will be a community for all: an equitable, affordable, and sustainable community that supports the continued growth and diversification of its population.

In 2017, DDI continued its advocacy role in supporting educational opportunities throughout Downtown. With technical assistance from DDI, CityLab High School opened its doors in August to its first class of students interested in municipal government, urban planning, architecture, and design. DDI also submitted a proposal to DISD for the creation of a Downtown Montessori school as part of a Downtown Innovation Zone that capitalizes on the integrated partnerships found in the CBD, including its business, arts, and entrepreneurial communities. DDI also supported Paul Quinn College’s efforts to employ student interns throughout Downtown businesses, providing training and educational opportunities that support the students’ future success.





# ADVANCE BALANCED MOBILITY PRINCIPLES FOR THE GREATER DOWNTOWN AREA

Continued growth and success of Downtown Dallas has put a strain on the area's transportation network, necessitating a long-term, balanced vision for mobility. The dramatic increase in residential development over the last decade is transforming Downtown into a thriving mixed-use community, which shifted travel behavior and trip patterns throughout the area. *The 360 Plan*—with its strategic focus on mobility—will help guide the decision-making process to ensure the creation of a balanced, multimodal transportation system throughout Downtown.

*The 360 Plan* will advance a set of urban mobility principles that reflect the unique needs of Downtown Dallas and its adjacent neighborhoods. The principles will serve as the foundation of the plan's recommendations for an enhanced transportation system and will be evaluated and applied to any future transportation projects within the Downtown Dallas geography. The urban mobility principles are:

- Create a balanced multimodal system that supports transit, bicycles, and pedestrians in addition to automobiles, particularly for short trips.
- Provide a safe, well-lit, comfortable, and accessible system for a diversity of users.
- Improve inter-district connectivity for all modes of travel.
- Encourage mixed-use, pedestrian-oriented design and development.
- Ensure regional and local transportation systems support placemaking and livability goals for our city center.
- Deliver a system that responds proactively to trends in technology, demographics, and user preferences.





*The 360 Plan* will focus on strategic opportunities to (re)connect Downtown to nearby neighborhoods and activity nodes, leveraging large-scale and high-profile transportation projects through the near future and coming decades. TxDOT's CityMAP project to reconfigure a portion of Downtown's freeway system will ease congestion and spark community development in particular areas that will be removed from the freeway right-of-way, especially along I-30 and I-345, improving connections between Downtown and the Cedars and Deep Ellum neighborhoods, respectively. Plans for high-speed rail also continue as developers work to ensure the creation of a multimodal transit hub that will serve as a monumental gateway to Downtown Dallas; leveraging its location to Downtown and the Trinity River, the high-speed rail station will establish a unique urban environment, offering a diverse mix of uses and activities to area visitors and residents.

Other mobility-related projects on which DDI worked in 2017 include:

- **Dallas Central Business District Second Light Rail Alignment (D2).** To enhance its operability standards and ease congestion along current routes, DART plans to construct a second light rail alignment (D2) through Downtown as a subway in order to mitigate traffic flow impacts along Downtown streets. In 2017, DDI, alongside many Downtown stakeholders, assisted DART in the selection of a locally-preferred route for the D2 subway; the Commerce Street alignment was also supported by the Dallas City Council and the DART Board of Directors. The DDI Mobility Committee will continue to work with DART staff to ensure subway station and pedestrian portal (station access) locations are accessible and functional and positively contribute to the urban environment in which they are placed.

- **Central Dallas Link of Dallas Streetcar.** DDI strongly encourages the construction and expansion of the Dallas Streetcar through Downtown (the Central Dallas Link), creating a robust streetcar system that connects Oak Cliff to Uptown, via the current modern streetcar line and the McKinney Avenue Trolley (M-Line), respectively. In 2017, DDI hired a consultant to review the economic impacts of specific routes throughout Downtown; the study showed that the Elm-Commerce couplet and Main Street alignments will create the highest economic returns if constructed. Further studies will be conducted to determine future financial responsibilities and final route alignments.
- **Bike share.** Dockless, app-based bicycles were introduced throughout Downtown in August, bringing bike-share to Dallas. DDI has committed to installing an additional 150 bike racks to encourage the proper storage of bicycles on Downtown sidewalks.
- **D-Link.** DDI, the City of Dallas, and DART continued to fund D-Link in 2017. D-Link is a free entertainment shuttle that connects visitors and tourists to several destinations and distinct neighborhoods throughout Downtown, including the Convention Center, West End, Dallas Farmers Market, Deep Ellum, and the Dallas Arts District. In 2017, DDI worked with its partners to modify the service route and hours of D-Link; the route will be shorter and will expand to seven-day service in early 2018.
- **Urban Transit Design Guidelines.** Working in tandem with the City of Dallas, the DDI Mobility Committee created the Urban Transit Design Guidelines, adopted by City Council in April 2017. The guidelines set forth recommended design standards for all future transit projects in and around Downtown that will fully integrate these projects into the area's urban fabric. The guidelines are advisory in nature and address City of Dallas and DART rights-of-way for the full length of transit projects within the Downtown area to create a vibrant public realm for pedestrians and transit users.





## PLAN CONTEXT

In response to rapid growth and development, *Downtown Dallas 360*, a strategic plan for the greater Downtown area, was adopted by the Dallas City Council in 2011 to set a clear, cohesive vision for its future. To achieve this vision, *Downtown Dallas 360* set forth specific, implementable actions that support Downtown's long-term vibrancy and success, including transit, streets, public spaces, urban design, housing, and parking. Recognizing that the urban core is comprised of many neighborhoods, each offering a unique character and experiences, the 2011 plan also began to acknowledge connectivity needs, both within and adjacent to the "freeway loop."

Continued growth since 2011 has necessitated an update to the *Downtown Dallas 360* plan. The future of our vibrant, diverse urban core lies in its ability to build upon this momentum. Unprecedented residential and commercial development and connectivity enhancements have evolved the urban core, presenting opportunities to focus future planning efforts on roadways and transit, affordable housing, educational facilities, as well as neighborhood vitality and connectivity. Now known simply as *The 360 Plan*, the vision and strategies have been updated to meet the emergent needs of Downtown Dallas's residential population, commercial sector, and visitor base.

*The 360 Plan* envisions a prosperous future for the larger City Center, encompassing the diverse neighborhoods within a 2.5-mile radius around Downtown. Whereas *Downtown Dallas 360* defined specific boundaries between various districts, the 2017 update blurs those boundaries in an effort to promote the collective success for the City Center. Many of the plan's actions focus first steps within the freeway loop; however, others can be applied to the larger City Center, addressing the universal needs and furthering the collective vision of the whole.

## UPDATE PROCESS AND COMMUNITY ENGAGEMENT

Since its adoption in 2011, many of *Downtown Dallas 360*'s action items have been completed or substantially advanced. Therefore, in June 2015, an update process was initiated by DDI and the City of Dallas to create *The 360 Plan* to further advance the original vision and guide the future of the City Center for the next five years. Forty partner organizations were engaged in the update process, providing robust neighborhood, community, and stakeholder involvement. The result is a community-based collaborative planning effort that prioritizes neighborhood needs and desires.

The update process was stewarded by a Steering Committee comprised of stakeholders, community leaders, and City of Dallas management who provided strategic direction and support for major themes and concepts. A Project Team, comprised of City of Dallas, DDI, and consultant staff, provided day-to-day guidance and project management.

Since 2015, the Project Team hosted more than 150 stakeholder meetings and focus groups to gather input on specific needs throughout the study area. The more than 1,500 touchpoints received have influenced the updated process, focusing on urban mobility and enhanced connections between neighborhoods, while carrying forward strategic goals related to building complete neighborhoods and promoting great placemaking. Technical planning work, in continued collaboration with community stakeholders, progressed through 2017 to solidify the plan's updated vision and strategic action items.

## THE VISION

*The 360 Plan* has set forth the following vision for Downtown Dallas:

*Downtown Dallas and its adjoining neighborhoods create a place for everyone at the heart of the city, a complete and connected City Center offering an inclusive, robust, and unique combination of residential options, job opportunities, great schools, refreshing open spaces, bustling street activity, successful business and retail, connected by an accessible, balanced, multi-modal transportation network with a variety of options to move from one destination to the next.*



## PLAN FRAMEWORK

Building upon this strong vision, *The 360 Plan* is organized around the idea of a complete and connected City Center. This overarching goal forms the plan framework of *The 360 Plan* and frames the key themes for the plan to create a unifying “mission” for the document.

To focus and further articulate how the vision will be achieved, three Transformative Strategies present the path forward that will ensure the type of community that residents, stakeholders, and city leaders desire. Despite tremendous resources, advantages, and successes of the City Center today, achieving the vision as described will take targeted efforts to increase its regional, national, and international competitiveness and attractiveness, as well as creating a sense of place for local residents, employees, and visitors. To this end, the strategies identified in *The 360 Plan* must be truly transformative, resulting in a premier urban environment. The Transformative Strategies are seen below in the Plan Framework diagram.

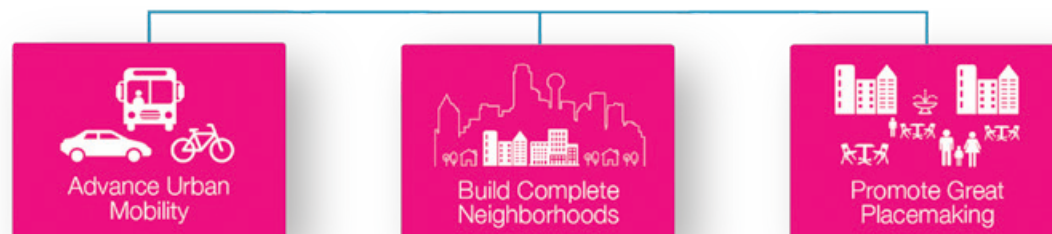


### 2017 PLAN FRAMEWORK

#### THE VISION

#### A COMPLETE AND CONNECTED CITY CENTER

#### TRANSFORMATIVE STRATEGIES



## TRANSFORMATIVE STRATEGIES

*The 360 Plan* presents three Transformative Strategies that provide sharp focus to the foundational elements of a successful urban core in a comprehensive approach that recognizes and encourages holistic planning. They are the big picture ideas needed to serve as guiding forces for public and private actions to create a truly dynamic urban environment. Future projects, investments, and policy decisions must advance these strategies in order to sustain the forward momentum of the City Center.

While the Transformative Strategies present broad visionary concepts, each outlines tangible, realistic, and necessary implementation steps to achieve success. Through the three Transformative Strategies, *The 360 Plan* seeks to:

- *Advance Urban Mobility* through the adoption of urban mobility principles, revising mobility policy for the City Center, integrating transit expansion opportunities, leveraging freeway reconstructions opportunities, advancing priority bicycle and pedestrian improvement projects, and reforming the approach to parking;
- *Build Complete Neighborhoods* through the purposeful provision of affordable and family-friendly housing; creating vibrant parks and neighborhood spaces; growing a diverse mixture of commercial, retail, and entertainment services; increasing opportunities for high-quality educational choices for all learning levels;
- *Promote Great Placemaking* by ensuring excellent urban design to enhance quality of life and economic value, activating the public realm, and advancing Smart City technologies and green infrastructure.

## CATALYTIC DEVELOPMENT AREAS AND CORRIDORS OF INTEREST

Building from the overall vision, *The 360 Plan* presents six major Catalytic Development Areas and three Corridors of Interest to prioritize physical, economic, and other improvements in order to synergize public and private development opportunities and achieve coordinated success over time. Catalytic Development Areas were selected based upon several criteria that highlight the opportunities and important roles each area has in advancing the plan’s Transformative Strategies. The six Catalytic Development Areas are:

- *Western Farmers Market* that will expand upon the success of the Dallas Farmers Market’s transformation into a mixed-use neighborhood



- *High-Speed Rail Station Area* that utilizes the proposed station as a catalyst to realize substantial urban growth and change, transforming the underperforming area into a transit-oriented, high-density neighborhood
- *Northern West End* that will provide thoughtful infill development, building a complete community and improving connections through and to adjacent districts
- *Carpenter Park* that will become a vibrant node centered on a redeveloped urban park that will reconnect Downtown to Deep Ellum and other East Dallas neighborhoods via transit-oriented and infill development
- *Arts District* that will build upon the success of the area's original master plan, creating a vibrant, mixed-use community through improved connections and programmatic offerings
- *AT&T Discovery District*, the \$100 million investment in a massive exterior renovation of AT&T's global headquarters that will be comprised of an outdoor plaza, entertainment and dining venues, and an experience zone for employees, residents, and visitors.

In the planning process, three Downtown thoroughfares emerged as Corridors of Interest, roadways that should be prioritized due to their adjacency to the Catalytic Development Areas and the strong connection they form between important destinations. The Corridors of Interest have been identified as priority pedestrian projects and should be studied for full right-of-way redesign. The Corridors of Interest are:

- Field Street, connecting the Northern West End to large development sites along the roadway
- Harwood Street, connecting the Arts District, Carpenter Park, and Western Farmers Market Catalytic Development Areas
- Ross Avenue, connecting the Northern West End and Arts District and encompassing large redevelopment projects.

## IMPLEMENTATION

In order to establish a framework for implementing the many desired outcomes articulated throughout *The 360 Plan*, it is important to have a set of action items that will carry forth the plan's overall vision into the near future. The five-year horizon for *The 360 Plan* is a reasonable timeframe in which to achieve the plan's strategies and recommended action items and will establish a basis for more long-term planning efforts throughout Downtown.

The three Transformative Strategies form the foundation of the plan's vision, and are the targeted efforts meant to enhance the success and vitality of the City Center. Each Transformative Strategy contains a set of three to six overarching goals, in which there are a set of Action Items. These Action Items are definitive and achievable statements that have an established timeframe for completion, an initial estimate cost, a list of agencies and groups responsible for implementation, and the potential main source of project funding.

The Action Items are presented in an Implementation Matrix that establishes a structured path for achieving implementable and successful outcomes. Although the City of Dallas and DDI are listed as responsible parties for most of the listed Action Items, it will be necessary to work in concert with, and seek guidance from, the neighborhood and stakeholder groups for which a specific Action Item applies. It will also be imperative for both the City and DDI to support these groups in their efforts to implement these Action Items.

The Action Items listed in the Implementation Matrix are the means by which new development activity, economic investment, and urban vibrancy support the future success of Downtown Dallas: the recommendations listed in the Implementation Matrix are critical investments and improvements that the City of Dallas, DDI, and their partner organizations have identified to reinforce the current momentum and progress throughout Downtown.







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