

LOWE'S
DOWNTOWN
DALLAS INC



Strategic Plan

November 2023

HR&A

Letter from CEO and Board Chair



Greetings and thank you for your support of Downtown Dallas, Inc. (DDI), and our first-ever strategic planning process.

This year-long strategic planning work has come at the right time for our organization and city. DDI celebrated our 65th anniversary this year, and clearly the urban core of our thriving region is vastly different than it was two decades ago. What was once a 9-to-5 business center is now a downtown made up of vibrant mixed-use neighborhoods. As recently as the early 2000's, Downtown was home to only a few hundred residents; today we have almost 15,000 residents living across several distinct Downtown neighborhoods.

Furthermore, in partnership with the Downtown Dallas Parks Conservancy (formerly Parks for Downtown Dallas), and the City of Dallas Park and Recreation Department, Downtown has created five new parks producing more than 20 acres of new green space. These areas provide a welcome respite for office workers, residents, pets, and visitors.

DDI has been in lockstep in support of this recent transformation. Early in our strategic planning work, it became apparent that the tenets of the 360 Plan for Downtown Dallas, unanimously approved by City Council in 2011 and again in 2017, remain good planning goals for us as stewards of Downtown.

DDI focused our strategic planning on assessing our organization and where we can continue to help Downtown grow and develop in continuation of the 360 Plan goals. We appreciate the feedback from many of you in our focus groups, stakeholder interviews, and expert conversations to best ascertain where we can continue to best serve Downtown.

Among the findings:

- **Field Operations:** By benchmarking our core field operations (security team, clean team, homeless outreach, and ambassadors) and better using data, we believe we can continue to maintain one of the safest and cleanest Downtowns in America.
- **Parks and Vibrancy:** The addition of the Downtown parks will mean that DDI's role in public space programming and activation will only increase, and building a long-term operating model with our key partners is our next step.
- **Economic Development:** Driving the catalytic developments that will continue to vastly reshape and reinvent Downtown will be part of DDI's ongoing economic development focus. This includes the redevelopment of the Kay Bailey Hutchison Convention Center Dallas and surrounding areas, the development of the Field Street District, and continued progress on building conversions from office to hotel and residential use.

The ensuing pages lay out a bold vision for DDI's future. We believe this plan will guide us as we continue to grow and elevate the urban core of our city, the heartbeat of the fastest-growing region in the country. We cannot do this work without your continued partnership. We look forward to working with you.

Regards,

Jennifer Scripps
President & CEO

Katy Murray
Board Chair

Acknowledgments



We would like to express our gratitude to those who donated their time and provided their input to support developing the Strategic Plan.

DDI Staff

Leadership

Jennifer Scripps, *President & CEO*

Amy Tharp, *Chief Operating Officer*

Scott Goldstein, *Chief of External Affairs & Government Relations*

Larry Gordon, *Chief of Public Safety & Field Operations*

Micheal Graham, *VP of Finance*

Shalissa Perry, *Chief of Downtown Experience*

Evan Sheets, *VP of Planning & Policy*

Team

Becky Browning, *Clean Team Senior Manager*

Shannon Browning, *Director of Homeless Strategies*

David Davis, *Director of Public Safety*

Juan Galvan, *Community & Parks Programming Manager*

Jacob Griffin, *Membership Sales Manager*

Rushel Hawley, *Clean Team Assistant Manager*

Garrett James, *Parks and Public Space Manager*

Gary Johnson, *Director of Membership Engagement & Events*

Sharral Mcgee, *Fleet & Asset Manager*

Wendy Noble, *Homeless Outreach Assistant Manager*

Douglas Prude, *Director of Economic Development & Opportunity*

Nikia Summerlin, *Urban Planning Manager*

Dylan Thomas, *Marketing & Digital Coordinator*

Grace Truex, *People Operations Coordinator*

Thuy Vo, *Director of People Operations*

Strategic Planning Committee

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Vice Chair – Billy Prewitt, *Pacific Elm Properties*

Amy Lewis Hofland, *The Crow Museum of Asian Art of The University of Texas at Dallas*

Amy Meadows, *Downtown Dallas Parks Conservancy*

Cynthia McDonald, *Downtown Dallas Living*

Evan Beattie, *GFF*

Katy Murray, *DDI Board Chair, Dallas News Corporation*

Larry Daniels, *HRI Hospitality*

Lily Weiss, *Dallas Arts District*

Mattia Flabiano, *Page*

Meg Fitzpatrick, *MMF Consultant*

Michael Blackwell, *Mill Creek Residential Trust*

Richard Stockton, *Braemar Hotels & Resorts*

Sara Terry, *Pacific Elm Properties*

Downtown Stakeholders

Amy Lewis Hofland, *The Crow Museum of Asian Art of The University of Texas at Dallas*

Amy Meadows, *Downtown Dallas Parks Conservancy*

Arthur Santa-Maria, *Hoque Global*

Billy Prewitt, *Pacific Elm Properties*

Brian Bergersen, *Spectrum Properties*

Craig Davis, *VisitDallas*

Cynthia McDonald, *Downtown Dallas Living*

Emily Valentino, *Spectrum Properties*

Jennifer Walker, *VisitDallas*

Julie Newport, *West End Association*

Katy Murray, *Dallas News Corporation*

Kit Sawers, *Klyde Warren Park Foundation*

Krista Nightengale, *Better Block Foundation*

Laetitia Sherman, *West End Association*

Lily Weiss, *Dallas Arts District*

Michael Peterson, *AT&T*

Phil Honoré, *West End Association*

Tricia Linderman, *Klyde Warren Park Foundation*

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Introduction



Downtown Dallas, Inc.

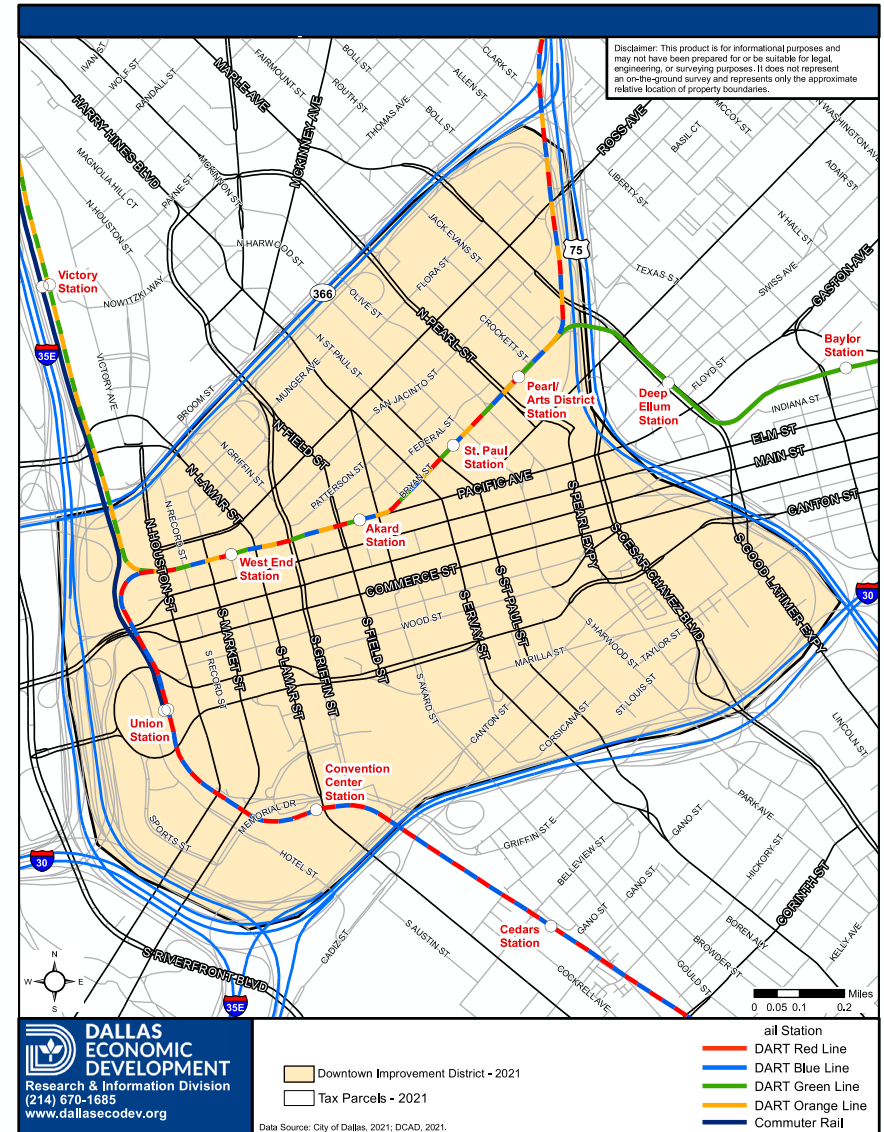
Downtown Dallas serves residents, employers, workers, and visitors, and is the economic and cultural engine for America's fastest growing region. **Downtown Dallas, Inc. (DDI)** is a private, non-profit organization that is the champion of a **clean and safe** Downtown and of the **economic development** and **vibrancy** of this community of diverse, unique neighborhoods.

DDI manages the Dallas **Downtown Improvement District (DID)**, 1 of 14 **Public Improvement Districts (PID)** in Dallas, which use special property tax assessments that are approved by ratepayers to provide services (e.g., Clean and Safe, Economic Development, Parks Operations, etc.) within the neighborhood to supplement typical City of Dallas services.

DDI is also a **membership organization** that connects, advocates for, and educates Downtown Dallas stakeholders, creating an engaged Downtown community.

DDI's governing bodies are a **Board of Governors** and **Board of Directors** that steer DDI's operations and strategic initiatives.

The DDI Foundation is a 501(c)3 organization and acts as the charitable arm of DDI. The foundation is also governed by a Board.



Why a Strategic Plan & Why Now?

Celebrating 65 years of operations in 2023, DDI has been critical to the growth and success of Downtown Dallas. Downtown is at an inflection point – recovering from the Covid-19 pandemic; welcoming back office workers, diners, and shoppers; growing the resident base to more than 15,000 residents; and converting nearly 2 million square feet of office to residential space. There are also major catalytic projects underway, such as the redevelopment of the new Kay Bailey Hutchison Convention Center in the next 5 years, that are expected to attract additional visitation and economic activity to Downtown Dallas. The recent completion of Harwood Park in 2023 is the culmination of development of 4 new Downtown parks, adding a family-friendly park to the rich network of public spaces in Downtown.

As DDI prepares for its DID renewal in 2027, which will decide the upcoming term's budget and assessment rate, and with new leadership at the helm, DDI formed the Strategic Planning Committee and commissioned a strategic plan that charts goals and a new mission to better support and lead a rapidly changing Downtown in the next 3-5 years.



Downtown Dallas 1940



Downtown Dallas 2023

A New Mission for DDI

A new mission for DDI brings focus, clarity, and purpose to guide the next chapter of DDI's services and impact.

Mission Statement

Downtown Dallas, Inc. (DDI), is the champion of a **clean and safe** Downtown and of the **economic development** and **vibrancy** of this community of diverse, unique neighborhoods.

DDI:

- **Mobilizes and amplifies** the services of public agencies.
- **Advocates** for catalytic developments that strengthen Downtown.
- **Provides care** for the communities and public spaces it stewards.

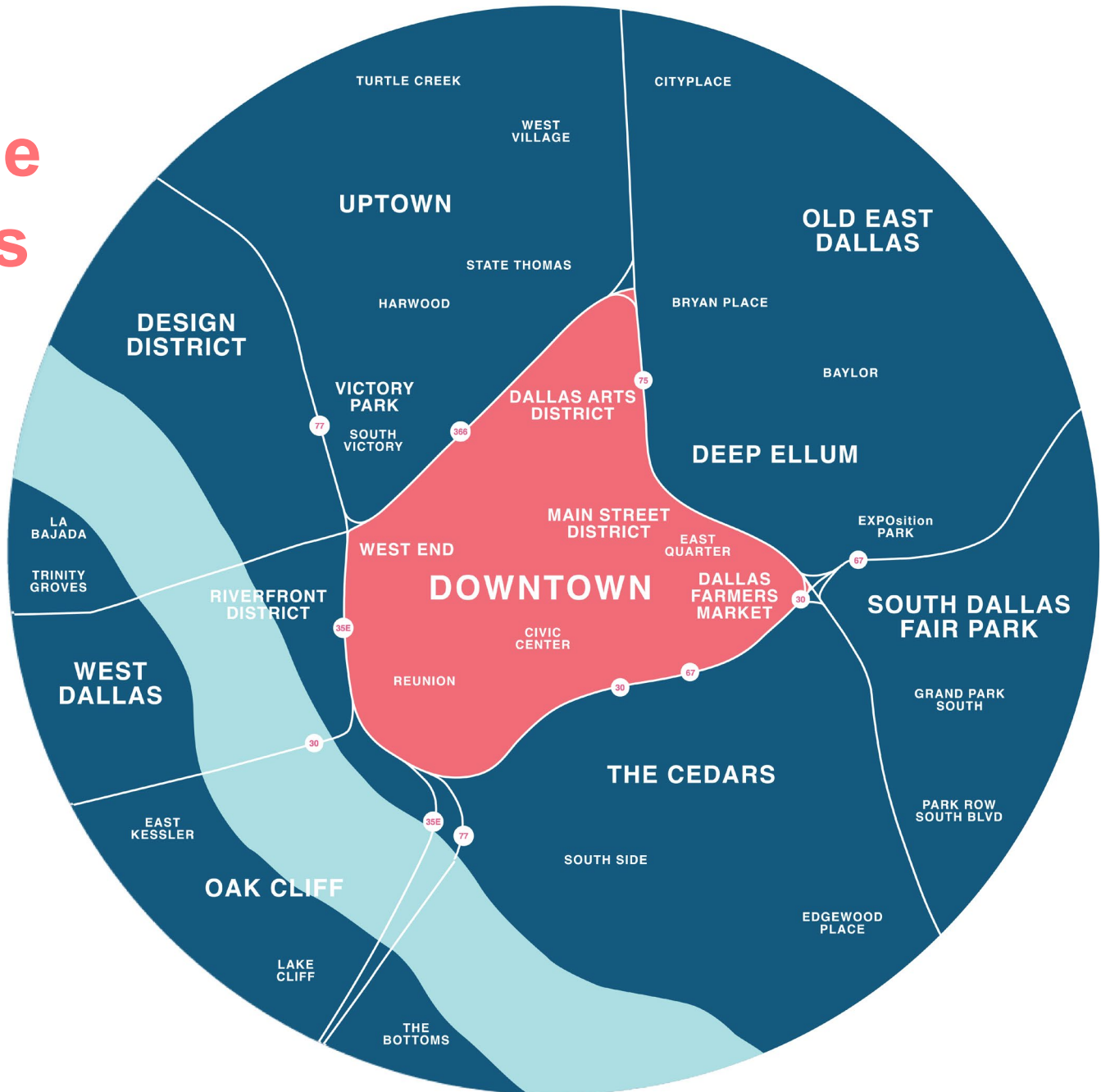
DDI **elevates the quality of life** for residents, workers, visitors, and other stakeholders.



Community of Diverse, Unique Neighborhoods

DDI serves the dynamic district consisting of 8 different neighborhoods.

- Civic Center
- Dallas Arts District
- Dallas Farmers Market
- East Quarter
- Main Street District
- Reunion District
- West End Historic District



Introduction

WEST END

Historically significant neighborhood and tourism center, housing numerous historic buildings and destinations, including Dealey Plaza and the Sixth Floor Museum. The West End Association provides public safety, activation, and marketing services on behalf of local businesses and residents.

REUNION DISTRICT

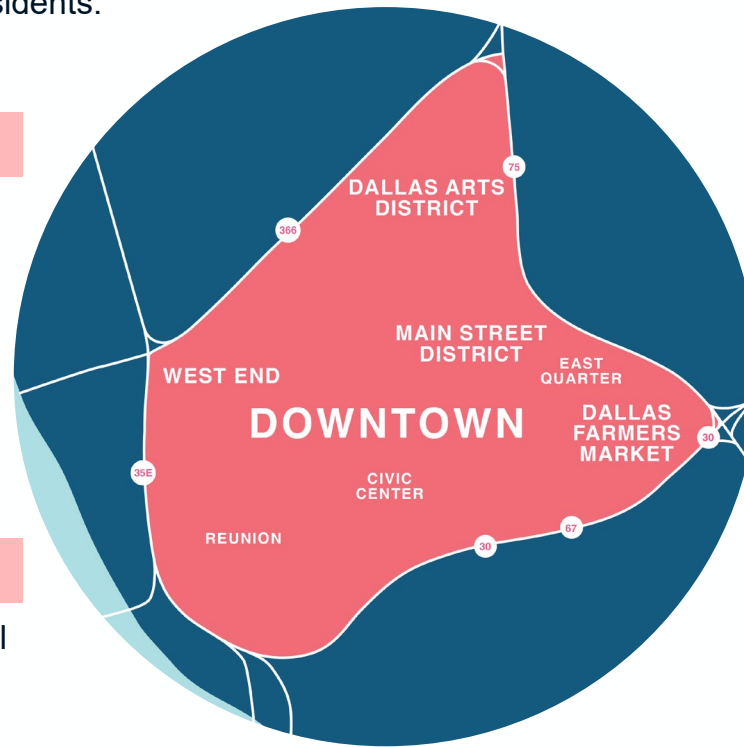
Western edge of Downtown and the Hyatt Regency, with the distinctive Reunion Tower and surrounding development linking the West End and Civic Center.

CIVIC CENTER

City's municipal and governmental institutional center. The upcoming major investment in an expanded Convention Center and surrounding district will enliven this southern portion of Downtown.

DALLAS ARTS DISTRICT

Largest contiguous urban cultural district in the country and the region's cultural core, with numerous museums, performance venues, and educational institutions. DDI partners with the Dallas Arts District Foundation to activate, program, and market the neighborhood.



MAIN STREET DISTRICT

Downtown's mixed-use commercial, residential, hotel, and retail core. The addition of the AT&T Discovery District in 2021 enlivened the area with new activity, open space, and food & beverage offerings.

DALLAS FARMERS MARKET

Thriving public market anchoring a growing residential district, attracting visitors from across Downtown and the region.

EAST QUARTER

Emerging residential, restaurant, and small business neighborhood transforming through the reuse of 18 historic buildings and new public realm and real estate investment, linking Downtown to Deep Ellum.



Strategic Initiatives

Strategic Initiatives

The Strategic Plan outlines 4 initiatives that advance DDI's mission and have implications for DDI as an organization.

1

Clean & Safe



Clean & Safe strategic initiatives build on the high level of service DDI provides to make the Downtown experience enjoyable and safe for everyone.

2

Economic Development



Economic Development strategic initiatives will support the economic growth of Downtown through an increase in businesses and jobs.

3

Vibrancy



Vibrancy strategic initiatives focus on maximizing the activation and programming of public spaces in Downtown.

4

DDI Organization



DDI Organizational strategic initiatives reflect continual efforts to build strong governance and membership, and to embrace the diversity of Downtown Dallas.

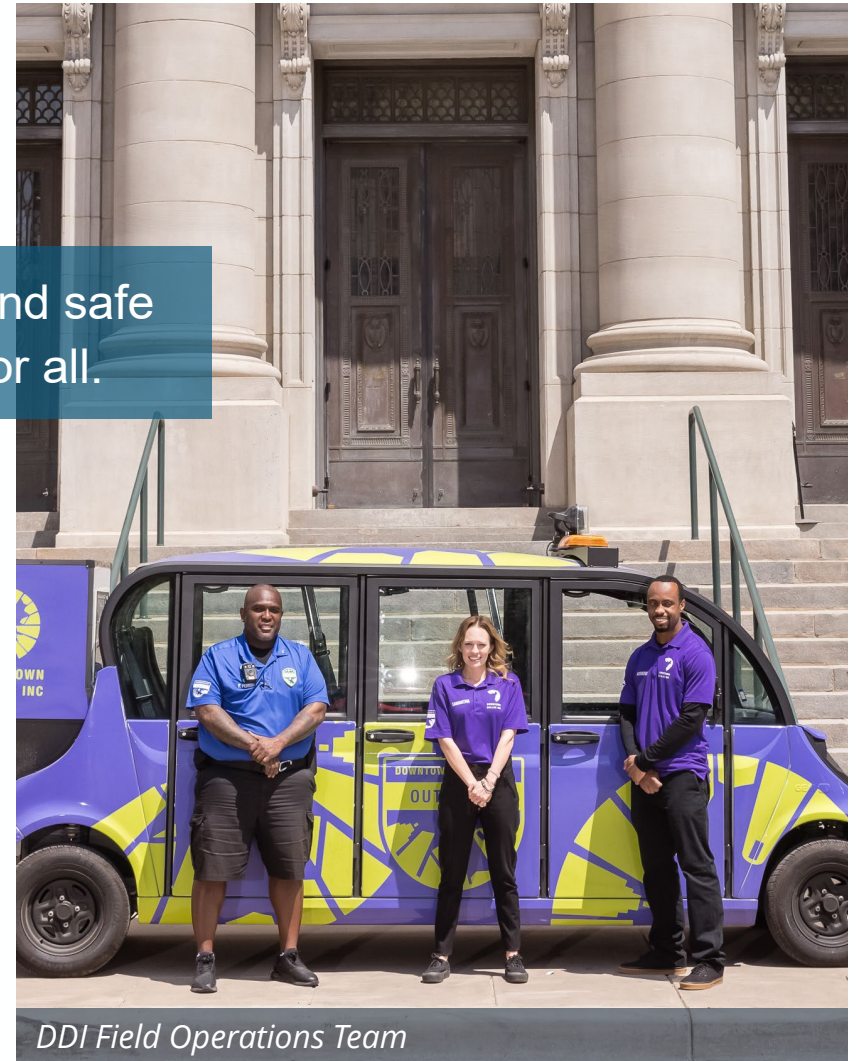
1 Clean & Safe

DDI is responsible for keeping Downtown clean and safe to ensure a vibrant and welcoming environment for all.

As the core function of DDI, **Clean & Safe services constitute 70% of the annual budget**, and include safety and security, cleaning and maintenance of open spaces, and homeless outreach.

DDI's **Field Operations Team** manages the Downtown Clean Team, focusing on reducing waste, litter, and debris on the streets. The **Security Team** provides “on-demand” services, responding to non-emergency, quality-of-life concerns. It also works with safety organizations such as the Dallas Police Department (DPD) to address public safety issues. **DDI Ambassadors** act as the welcome team in Downtown, engaging with visitors and providing hospitality.

DDI's **Homeless Outreach Team** employs a “Relate and Refer” philosophy where team members build rapport and trusting relationships with unhoused individuals and coordinate with partner organizations in the public and nonprofit sector to connect individuals with service providers.

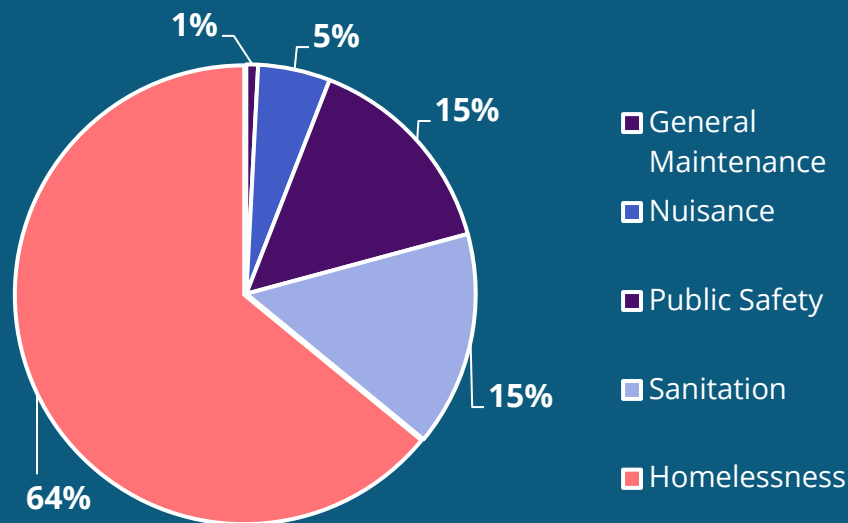


1. Continue to provide high quality Clean & Safe services, expanding on the success and raising awareness of DDI services.

CALL TO ACTION

Overall perceptions of the level of service are positive – over half of respondents were moderately to very satisfied with the Clean Team according to the 2022 Perception Survey. Residents and business owners benefit from the regular services DDI provides such as power washing sidewalks and homeless outreach. According to DDI See Say app reports, in 2022 and 2023, only 15% of reports were related to General Maintenance.

See Say Reports by Category 2023 YTD



Excluding "Other Issues": 529 out of total 2101

INITIATIVE

DDI's Clean & Safe services provide the support that Downtown Dallas needs for a livable, walkable, and enjoyable environment. **DDI should continue to focus on providing Clean & Safe services – its core PID role – as efficiently and effectively as possible, while raising awareness of the breadth of DDI's work and the services available to all Downtown users and stakeholders.**

Clean Team Services include:

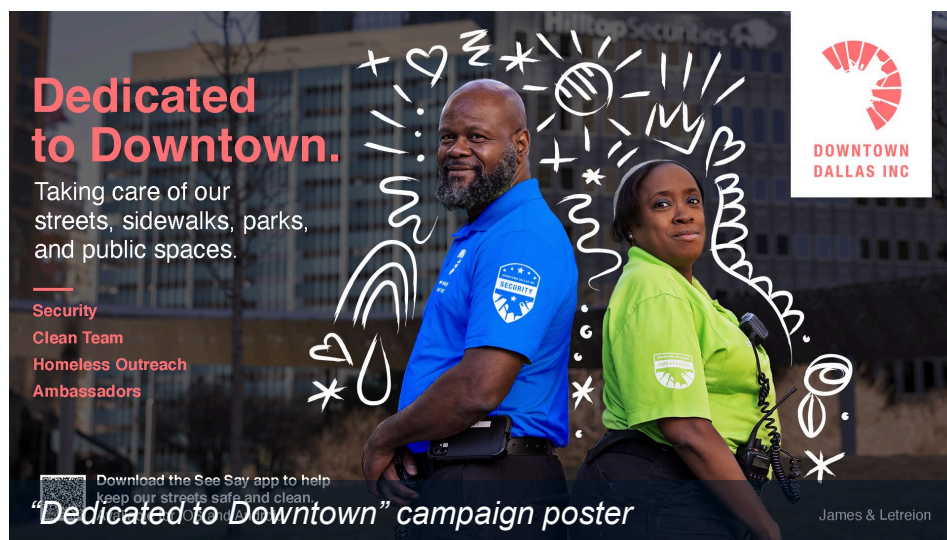
- 24 staff members
- Graffiti and litter removal
- High-pressure sidewalk washing
- Trash container repairs and replacements

Security Team Services include:

- 46 staff members
- Quick response times, faster than DPD
- See Say app enables users to safely and securely communicate with the Downtown Security Patrol (DSP) and Clean Team for non-emergency issues, adding a layer of service for those provided by the City of Dallas, DPD, and other law enforcement partners.

ACTION ITEMS

Action Item	Role	Timeline
Market the See Say app to Downtown users, especially to new residents and businesses.	<ul style="list-style-type: none"> Communications and Media Relations Coordinator 	Ongoing: Increase visibility of See Say app on public and digital platforms
Continue the “Dedicated to Downtown” campaign that is educating Downtown stakeholders on the services provided and the people responsible for delivering the most visible and tangible role that DDI serves.	<ul style="list-style-type: none"> Chief of External Affairs & Government Relations 	<p>Ongoing: Continue efforts towards Dedicated to Downtown campaign</p> <p>Q3 2024: Evaluate progress made through key metrics</p>
Analyze and proactively share data and trends with stakeholders to address and rectify challenges that will arise in the See Say reports.	<ul style="list-style-type: none"> Chief of Field Operations 	Q1 2024 – ongoing: Begin monthly/quarterly report outs to public through DDI’s website and newsletter



2. Enhance homeless outreach by continuing and increasing partnerships with other local organizations dedicated to addressing homelessness.

CALL TO ACTION

Among most Downtown stakeholders, homelessness remains the largest public concern. Approximately 64% of See Say reports are related to impacts of homelessness.

DDI's 5-person Homeless Outreach Team, which incorporates a unique fellowship position held by an individual who has experienced unsheltered homelessness, serves as a bridge to understanding and assisting those unsheltered. The team also consists of a Dallas Police Officer who specializes in homeless outreach. This officer ensures safety and facilitates a compassionate response to the individuals we serve. This approach enhances DDI's "Relate and Refer" method, ensuring connections to vital services are made through a lens of empathy and firsthand insight while leveraging our network of collaborative partners to address the complex challenges of homelessness in Downtown.

INITIATIVE

Issues around homelessness in Downtown need to be approached holistically. Acknowledging DDI's limitations as a PID that lacks the necessary tools to provide direct housing and individualized ongoing social services, **DDI should continue to support partner organizations and play the role of convener and referrer** to bring organizations together around this important collective cause.

SPECTRUM OF DDI'S APPROACH TO HOMELESSNESS IN DOWNTOWN



ACTION ITEMS

Action Item	Role	Timeline
Continue to apply the “Relate and Refer” approach, focusing on building trust and rapport with individuals experiencing homelessness.	<ul style="list-style-type: none"> • Director of Homeless Solutions • Field Operations Team 	Ongoing: Grow Clean & Safe team as needed in 2024 and beyond
Continue targeted financial contributions to partner organizations and conduct homeless outreach in public spaces in Downtown.	<ul style="list-style-type: none"> • CEO • DDI Foundation 	Q2 2024: Look to potentially expand the role of DDI Foundation to support homeless outreach (see pg. 38)
As the main convener of Downtown, host forums for partner organizations to come together.	<ul style="list-style-type: none"> • CEO • Director of Membership Engagement and Events • Director of Homeless Solutions 	Q2 2024: Identify opportunities for convening organizations around homeless outreach
Leverage DDI membership and Boards to engage stakeholders in strategic initiatives/advocacy efforts.	<ul style="list-style-type: none"> • CEO • Chief Operations Officer • Board of Governors • Board of Directors 	Q1 2024: Create a committee dedicated to homeless outreach
Continue to increase activations in Downtown through programming and economic development.	<ul style="list-style-type: none"> • Chief Experience Officer • VP of Planning & Policy 	Ongoing



DDI Security Team



DDI Homeless Outreach

HOMELESS OUTREACH & SERVICE PARTNERS

Organization	Capabilities and Tools	Partnership with DDI
The Bridge Homeless Recovery Shelter	<ul style="list-style-type: none"> Provides emergency shelters, transitional housing, basic needs services, and recovery services to all homeless individuals 	<ul style="list-style-type: none"> DDI is a community partner of The Bridge, directing homeless individuals to the organization.
City of Dallas Office of Homeless Solutions	<ul style="list-style-type: none"> Expands shelter capacity Allows temporary inclement weather shelter Subsidizes supportive housing Invests in facilities combatting homelessness Leverages federal funding 	<ul style="list-style-type: none"> DDI Homeless Outreach Team members and Dallas OHS team members regularly partner on street outreach. The City can partner with DDI on its “Relate and Refer” approach, increasing their outreach capabilities.
Dallas Police Department/ DART Police Department	<ul style="list-style-type: none"> RIGHT Care and DART Cares program – police officers, paramedics and mental health clinicians on hand to provide treatment and refer passengers to homeless shelters Citations 	<ul style="list-style-type: none"> DDI funds one additional off-duty uniformed Dallas police patrols during peak hours.
Family Gateway	<ul style="list-style-type: none"> Provides stability and life-changing supportive services to families with children experiencing homelessness. Diversion, emergency shelter, supportive housing, general and vocational case management, and education programming 	<ul style="list-style-type: none"> Facilitates easier access to emergency shelters and associated services for homeless families, particularly in crisis situations.
Greyhound and Flix Bus	<ul style="list-style-type: none"> Transportation service for our Homeward Bound Program. 	<ul style="list-style-type: none"> DDI’s Homeward Bound program employs a holistic approach to homeless reunification, reconnecting individuals with essential support systems.
Housing Forward	<ul style="list-style-type: none"> Homeless Management Information System (HMIS): Provides technology to collect federal shared data on homelessness Downtown. Coordinated Access System (CAS): Ensures people experiencing homelessness are matched as quickly as possible with the housing intervention that will most efficiently and effectively end their homelessness 	<ul style="list-style-type: none"> Encampment Decommissioning: Collaborative efforts that transition individuals from encampments to permanent supportive housing, coupled with intensive case management. R.E.A.L. Time Rehousing Initiative: A strategic program aiming to house six thousand by 2025, integrating public and private resources for comprehensive support services. Point-in-Time (PIT) Count: An annual census that aids in understanding the scope and trends of homelessness Downtown, critical for measuring program success.
OurCalling	<ul style="list-style-type: none"> Day Resource Center for people experiencing homelessness 	<ul style="list-style-type: none"> OurCalling is a resource for DDI’s outreach team for people seeking shelter, food, and other critical services.
United Way of Metro Dallas	<ul style="list-style-type: none"> Oversees the Dallas Frequent Users Systems Engagement (FUSE) collaborative, providing funding for caseworkers. 	<ul style="list-style-type: none"> OurCalling is a resource for DDI’s outreach team for people seeking shelter, food, and other critical services.

3. Establish strategies to activate public spaces by design and discourage disruptive behavior.

CALL TO ACTION

Downtowns across the country face challenges with homelessness. In addition to inactive areas such as highway overpasses, parks and public spaces attract homeless individuals. While public spaces should be welcoming to all who follow laws and regulations, poor design and/or operations can create conditions that encourage unsafe behavior and discourage use of spaces by other Downtown stakeholders. For example, the design of Pegasus Plaza lacks lighting, clear sight lines, and places for activation, alongside a large water feature. This has created conditions for concentrated homelessness and disruptive behaviors within Downtown's commercial core.

INITIATIVE

DDI should build upon existing trials of design interventions and explore **design and planning solutions** that will activate spaces and discourage disruptive behaviors such as loitering/sleeping and littering.

Design interventions can help to activate public spaces in high-target areas even when there are no events programmed. This can help increase the foot traffic that helps to decrease the visibility and predominance of individuals that are experiencing homelessness. Design interventions can also deter certain behaviors like dog urination that creates an unpleasant environment.

Homelessness Related See Say Reports in Downtown 2023 YTD



ACTION ITEMS

Action Item	Role	Timeline
<p>Continue to test out diverse design interventions that discourage disruptive behavior such as:</p> <ul style="list-style-type: none"> • Implementing single mold trash cans that discourage people from opening and taking trash • Putting artificial turf on street corners with built-in drainage to focus dog urination instead of grass areas 	<ul style="list-style-type: none"> • Field Operations Team 	<p>Q1 2024: Trash cans (first 20) to be installed</p> <p>Q3 2024 - ongoing: Focused capital improvements for public realm and key public spaces</p> <p>Q1 2025: continue to review initiatives from 2024</p>
<p>Continue regular, small programming events and activations such as buskers, lunchtime food trucks, etc. in high-target areas</p>	<ul style="list-style-type: none"> • Chief Experience Officer 	<p>Q1 2024: Identify ground floor target corridors</p> <p>Q2 2024 - ongoing: Implement targeted tenanting</p>

In 2006, Fountain Square in Downtown Cincinnati went through a redesign that removed obstructive elevated walkways and added lighting and seating throughout the park that increased activations in the park.



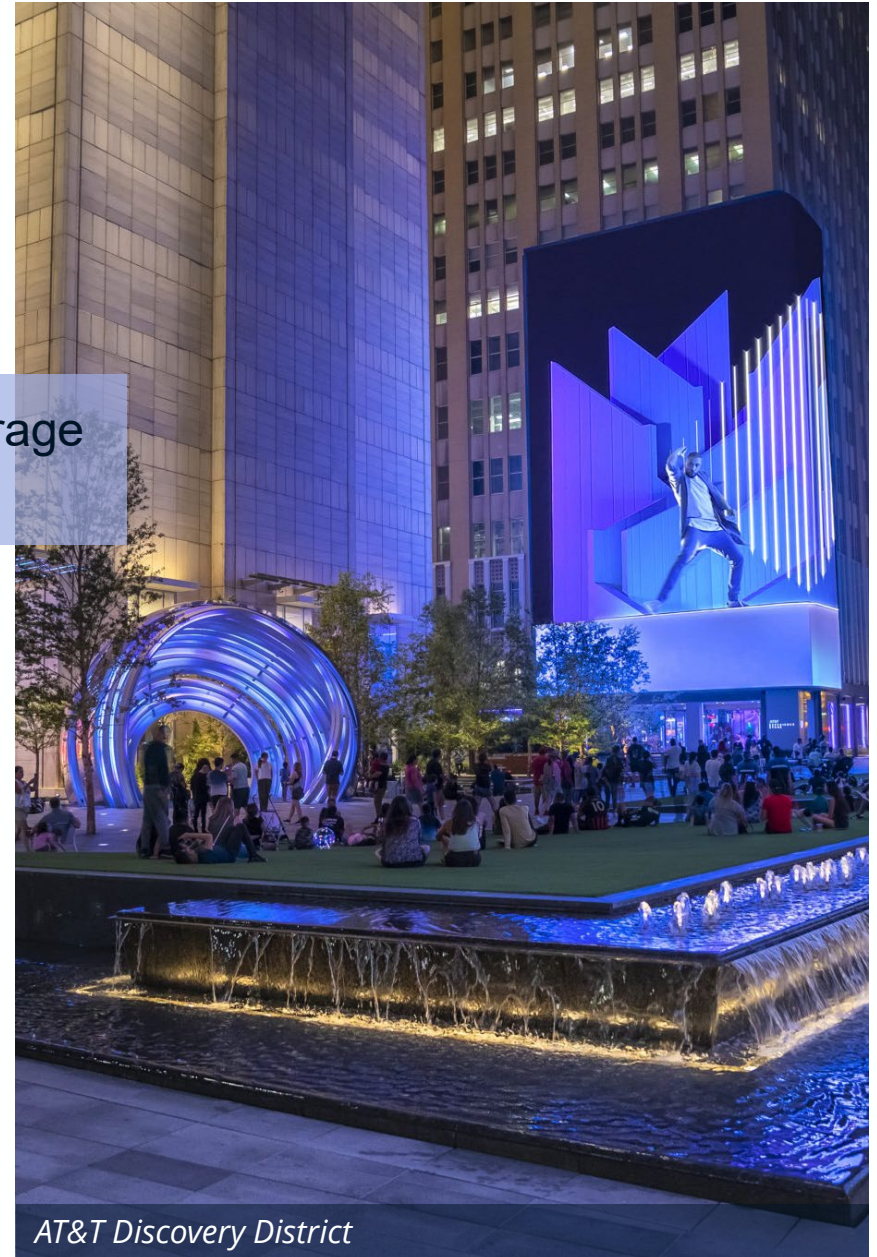
2 Economic Development

DDI supports catalytic developments that encourage and support economic growth in Downtown.

DDI **advocates for public and private investment** in Downtown Dallas and provides **valuable advisory services** to developers, landowners, small businesses, and current and prospective tenants.

The goal for economic development services is to help developers, businesses, and organizations conduct business and bring projects to fruition in Downtown. This helps create jobs and spur investment, which in turn grows the revenue base available to DDI to serve its stakeholders. DDI aims to support catalytic developments that create a successful, well-connected, equitable, and economically viable Downtown.

DDI fosters partnerships with many private developers, connecting them to the public sector tools, processes, and resources they need. DDI plays a crucial role in bringing transformative projects to completion and promoting the redevelopment and revitalization of Downtown's corridors.



AT&T Discovery District

Strategic Initiatives

1. Formalize and streamline DDI's project-related services that enhance economic and real estate development in Downtown.

CALL TO ACTION

While DDI has supported many Downtown projects and businesses, DDI's project advisory services lack a formal structure that is clearly defined to the public as well as a process to accept, vet, and respond to requests for support. Without more clearly defined services and criteria for providing services, it can be difficult to prioritize staff time for greatest impact and ensure DDI members and Downtown stakeholders adequately utilize resources available.

Project-specific services, such as reviewing and supporting plans and designs, advising on city permitting and review processes, and supporting community engagement are effective and valuable, but are time intensive and currently deployed largely ad-hoc.

With no standardized criteria on appropriateness of request and no fees attached to services, projects served are at the discretion of DDI internal teams and results in inefficiencies in DDI resources.

In addition, DDI's services are not easily accessible through the website, and there is not a webpage housing all economic development services, tools, and resources.

INITIATIVE

Formalize and streamline DDI's project advisory services. To enhance DDI's economic development support, it should formalize and streamline the project advisory services and criteria for accessing those services.

For each of its services, DDI should clarify the intended audiences, the kinds of services included, and criteria for eligibility. Out-of-normal-scope services should have fees attached for requestors to access DDI's services, ensuring DDI is compensated for such services and that staff time is being applied efficiently.

Create an easily accessible process for interested audiences to seek out economic development data. Standardized data reports, intake forms, and publicized information will increase efficiency and accessibility by equipping stakeholders to access information and data that is routinely requested of DDI such as hotel maps, Downtown market data, and zoning guidelines.

DDI ADVISORY SERVICES

	Public Process Assistance	Private Process Assistance	Tenant and Retail Business
Beneficiaries	Developers, Landowners/Ratepayers	Members, Ratepayers, Member/PID prospects	Tenant and Retail Businesses
Services	<ul style="list-style-type: none"> • Conceptual project planning and advising on strategy • Liaison services with City Council and City Departments on permit and regulatory challenges • Project narrative support • Public programs and incentives guidance 	<ul style="list-style-type: none"> • Data and market reports for retail, residential, or office projections • Narrative support • Meeting with potential investors/bankers • Identifying and attracting potential tenants with private pitches, marketing packages, and support letters. 	<ul style="list-style-type: none"> • Permitting guidance • Zoning research • Grants and public improvement assistance • Market data reports and projections • Owner introductions
Eligibility Criteria	In-district project Aligns with DDI’s mission	In-district project (out of district projects should demonstrate a significant benefit to Downtown) Aligns with DDI’s mission	In-district tenant and/or retail business prospect Ground-level and consumer facing tenants/businesses

DDI's economic development support is delineated into three main advisory services: **Public Process Assistance, Private Process Assistance, and Tenant and Retail Business Assistance**. Each type of assistance offers its own set of services to its intended audience.

This specification and the added descriptions for DDI’s services should allow interested stakeholders to easily request and receive project support.

Strategic Initiatives

ACTION ITEMS

DDI should begin to formalize its economic development operations by standardizing services and project eligibility criteria, which will allow the organization to prioritize projects and charge fees for services out of its scope.



Action Item	Role	Timeline
<p>Standardize services and project eligibility criteria to enable project prioritization.</p> <ul style="list-style-type: none"> • Document DDI's available services as outlined on the previous page, including eligibility criteria. • Establish simple standardized intake records to evaluate request eligibility before a meeting with the DDI team. 	<ul style="list-style-type: none"> • VP of Planning & Policy • Chief of External Affairs & Government Relations 	<p>Q1 – Q2 2024: Update defined services including documentation of services, eligibility criteria, and intake forms</p> <p>Q3 2024: Update DDI's website with updated services with streamlined intake forms</p>
<p>Develop a fee schedule for out-of-normal scope services.</p>	<ul style="list-style-type: none"> • VP of Planning & Policy 	<p>Q2 2024: Pilot new fee schedule with incoming projects</p>
<p>Create a better platform to market and publicize the State of the Market reports and DDI's annual report, which offer key metrics on market data and new developments, along with other resources and data regularly requested of DDI.</p>	<ul style="list-style-type: none"> • VP of Planning & Policy • Chief of External Affairs & Government Relations 	<p>Q1 2024: Begin planning process on creating an updated webpage platform.</p> <p>Q2 2024 – ongoing: Begin regular publication of DDI's public reports</p>
<p>Coordinate advisory services with the City of Dallas' Office of Economic Development.</p>	<ul style="list-style-type: none"> • CEO • VP of Planning & Policy 	<p>Q1 2024 – 2025</p>

2. Market DDI's advisory services, highlighting success stories, potential partnerships, and resources.

CALL TO ACTION

DDI's advisory services have a direct impact on growth of PID revenues and the competitiveness of Downtown. DDI has collaborated with major developers and owners on planning and delivery of successful projects and tenants, such as The National, the AT&T Discovery District, and the relocation of major tenants, such as Galderma. DDI's support, relationships, technical know-how, data, and advisory support have had a direct impact on project quality, timing, and approvals.

However, DDI has not effectively communicated the impact of its many success stories in creating PID value and increasing Downtown. DDI's role in Downtown biggest successes is not widely known by the public, or even many partners and stakeholders.

**Downtown
Monthly**



INITIATIVE

Market DDI's advisory services. DDI should more directly communicate and market the story of DDI's role in Downtown's biggest development successes and its role in supporting the small businesses that make Downtown active and vibrant. DDI should be proactive in marketing the services and leverage existing channels such as the website, reports, and emails to showcase successes and communicate the services. More directly communicating the organization's role in planning, accelerating, and delivering projects can both help stakeholders understand and access those services, and foster continued support for the organization.

DDI's monthly newsletter, Downtown Monthly, has been an effective tool for storytelling with over 5,000 subscribers and consistent open rate that exceeds 60%. Building on this, the organization can find ways to enhance the narrative around DDI's expert services, technical know-how, data, and relationships by exploring innovative social media strategies for storytelling.

Strategic Initiatives

ACTION ITEMS

DDI should publicly communicate and market the story of its role in Downtown’s biggest successes by enhancing existing communication channels.

In 2022, DDI’s Economic Development Team tracked and supported:

\$6B

in Development

20

Active Projects

DDI should get more specific and expansive in measuring and communicating the direct impact on projects, such as extent of community engagement, value created or provided, and time or cost saved due to DDI staff members’ direct involvement.

Action Item	Role	Timeline
Highlight success stories and DDI’s role in these successes through the Around Downtown newsletter.	<ul style="list-style-type: none"> VP of Planning & Policy Chief of External Affairs & Government Relations 	Q1 2024: Determine the format for posting stories to expand communications
Currently, DDI communicates its impact through annual reports, noting metrics on the number of active projects, market activity, and new developments. DDI should be more specific in describing the direct impact it has had on projects by noting the time, value, and robustness of community engagement staff have provided to clients.	<ul style="list-style-type: none"> VP of Planning & Policy Chief of External Affairs & Government Relations 	Q1 2024: For 2023 Annual Report, pilot new metrics and communication themes regarding Economic Development activities
Redesign DDI’s website to be more user friendly for economic development services and across all services.	<ul style="list-style-type: none"> VP of Planning & Policy Chief of External Affairs & Government Relations 	Q2 2024 – 2025 : Contract with a website designer on DDI website redesign, prioritizing creating an Economic Development page
Continue to engage with the City’s Office of Economic Development, providing their office with information and materials and maintaining open lines of communication.	<ul style="list-style-type: none"> CEO VP of Planning & Policy 	Q1 2024 – 2025: Using the updated services, begin a more rigorous communication cadence with the City

3 Vibrancy

DDI is the steward for Downtown's vibrancy, which includes caring for Downtown's parks and activating public spaces through diverse programming.

The goal of DDI's **Parks & Programming services** is to help **maintain** Downtown's public spaces and **activate** to keep Downtown a **vibrant and engaged** community.

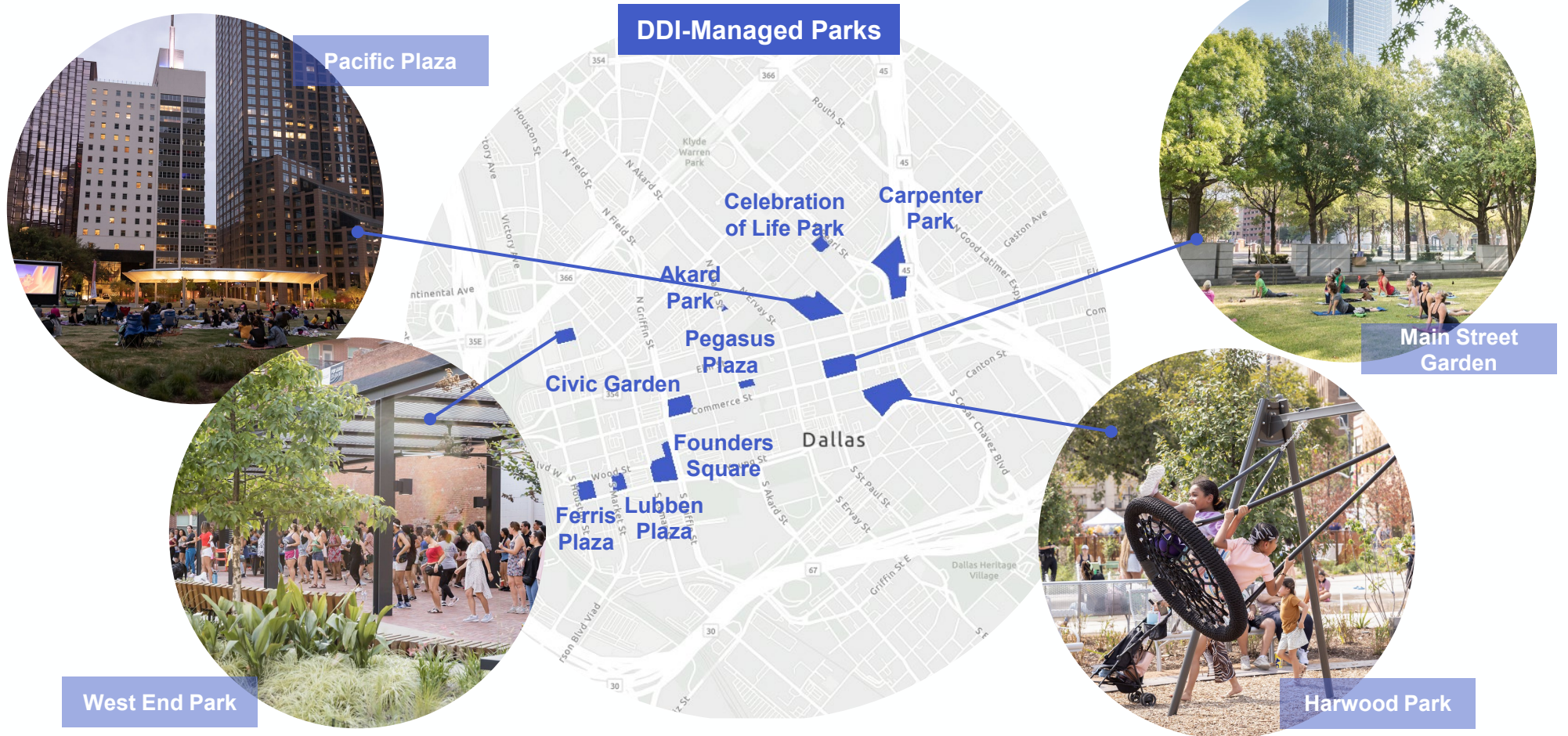
As a PID, DDI supports park and public space beautification and management, including permitting, events in parks, and supplementing the services provided by the Dallas Park & Recreation Department (DPARD) and the Downtown Dallas Parks Conservancy (DDPC).

DDI is committed to the overall activation of public spaces by dramatically increasing the events and programming of Downtown's parks and other open spaces, leveraging the valuable investment in Downtown parks to better serve residents, workers, and visitors.



Harwood Park

Strategic Initiative



DDI manages 12 Downtown parks including the newly opened Harwood Park as well as the street medians and other public spaces. In addition to the daily Clean & Safe services in the parks and the supportive maintenance services, DDI is responsible for the activation of the parks.

Currently there are four types of events and activations that DDI parks host:

- Open space activation – e.g. buskers at Pegasus Plaza
- Community events – e.g. movie night series, wellness classes, holiday-themed strolls
- 3rd party rentals – e.g. culinary events, music and/or art festivals
- Membership events – e.g. happy hours, panels

1. Shift DDI’s programming strategy from events production to events curation.

CALL TO ACTION

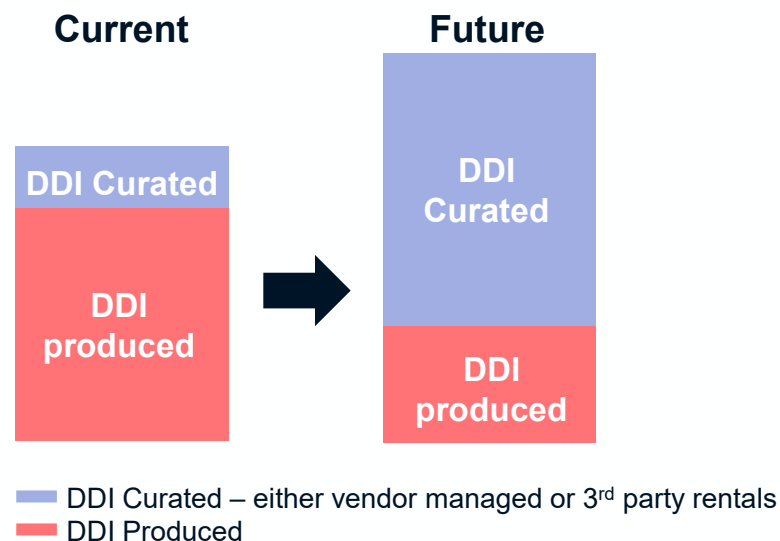
Public space programming is a resource-intensive function for DDI; almost 90% of events in DDI-managed Downtown parks are produced or sponsored by DDI. This means DDI’s Parks Programming team of 2 is responsible for permitting, recruiting vendors to carry out events, setting up events, hiring staff for day-of production, and other duties to produce activations. This results in a maximum of 35 annual events in any given park (3 per month), insufficient to keep a public space activated and programmed. The time and economic investment that goes into producing events do not yield the highest rate of return and impact in the level of activation in Downtown parks.

Current internal programming operations is structured to be cost- and resource- heavy on DDI to produce events.

	DDI Cost	DDI Revenue
DDI Sponsored/ Produced	DDI pays a sponsor fee in exchange for marketing benefits	N/A
DDI Partnered	DDI pays a fee to a 3 rd party event host	N/A
3rd Party Rental	N/A	Space rental fee

INITIATIVE

Restructure programming strategy to increase third party rentals and outsourced events that are curated by DDI. As DDI manages a total of 12 parks and other open spaces in Downtown, creating avenues for third party activations will be important to increase the level activation overall while using DDI’s resources efficiently. Additionally, DDI should shift its strategy in produced events to outsource responsibilities to third parties and partner with vendors to carry out the production duties for activations, with the goal of increasing the regularity and intensity of public space activation.



ACTION ITEMS

Action Item	Role	Timeline
Develop a strategy to curate events across Downtown and switch DDI events to outsourced and more sponsored events.	<ul style="list-style-type: none"> Chief Experience Officer Community & Parks Programming Manager 	Q2 2024: Begin implementing new programming structure building on successful sponsorships such as Trick or Treat (H-E-B sponsored) and Harwood Park opening
Create a rental structure that diversifies types of rentals, creating more opportunities for activation across Downtown that are not DDI produced.	<ul style="list-style-type: none"> Chief Experience Officer Community & Parks Programming Manager 	<p>Q2 2024: Pilot new rental structure at Harwood Community Room for small events and corporate events; proactively market rental opportunities at Harwood Park</p> <p>Q4 2024: Expand rental structure to other parks</p>

PROPOSED PROGRAMMING OPERATIONAL STRUCTURE

	DDI Role	DDI Cost	DDI Revenue
DDI Sponsored <i>Holiday Parade, West End 5K, Turkey Trot</i>	<ul style="list-style-type: none"> Permitting (if applicable) Financial contribution Production resource Marketing support 	<ul style="list-style-type: none"> Financial contribution Staff time 	<ul style="list-style-type: none"> None
DDI Outsourced <i>Happy Hour, Yoga/Salsa Classes, Buskers</i>	<ul style="list-style-type: none"> Permitting Recruiting vendors Production 	<ul style="list-style-type: none"> Vendor cost Marketing Staff time 	<ul style="list-style-type: none"> Potential sponsorship fee
DDI Produced <i>Trick or Treat, Stocking Stroll, Movie Series</i>	<ul style="list-style-type: none"> Permitting Coordination with partners Production 	<ul style="list-style-type: none"> Event production costs Marketing Staff time 	<ul style="list-style-type: none"> Potential sponsorship fee
Rental SMALL – community rental <i>Birthday parties, Happy hour</i>	DDI Role <ul style="list-style-type: none"> Permitting Management of rentals Production resource 	DDI Cost <ul style="list-style-type: none"> Staff time 	DDI Revenue <ul style="list-style-type: none"> Space rental fee Equipment rental fee
Rental LARGE – 3rd party programmed and produced <i>Sheraton client events in Pacific Plaza, Soul Music Festival</i>	<ul style="list-style-type: none"> Permitting Management of rentals Production resource 	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Space rental fee Equipment rental fee

2. Diversify and increase the role of earned income streams to support the activation of Downtown parks and open spaces.

CALL TO ACTION

Beginning in 2015, as implementation of the 2013 Downtown Parks Master Plan Update, Parks For Downtown Dallas (now the Downtown Dallas Parks Conservancy) began designing and constructing 4 new parks in the urban core, culminating in the completion of Harwood Park in 2023. The addition of 20 acres of park space across Downtown provides a valuable asset and value generator for the district.

However, operating and maintaining these spaces and the entirety of the Downtown public realm system requires funding in excess of ongoing growth in DDI's PID revenues. While the new 20 acres of Downtown Parks is the **backbone** to the community, the sustainability through events, upkeep, and activations are the **life blood** of the downtown park systems that are requiring additional revenue streams to ensure the effective stewardship of the Downtown parks.

INITIATIVE

Diversify revenue streams and increase the role of earned income streams. To provide Downtown with the level of vibrancy that DDI strives to achieve, DDI needs to explore alternative revenue sources to address the increasing operational and programming needs in Downtown's parks and public spaces.

+20 acres

of additional Downtown parks

2019-2023

+\$2.5M

of PID assessment revenue

Per year 2019-2023

ACTION ITEMS



Boho Market

BIDs like **Center City Philadelphia** have been able to diversify their revenue streams by monetizing public space activations through fee services and earned income. Open spaces such as Dilworth Park are popular attractions throughout the holiday season, holding events such as Rothman Orthopedics Ice Rink, Wintergarden, Made in Philadelphia Holiday Market and Deck the Hall Light Show.

Action Item	Role	Timeline
In 2023, DDI started an initiative to formalize and streamline the third-party rental application system, which includes a proposed increase in rental fees to reflect increase in services. Building on this, establish ways to generate revenue in different tiers.	<ul style="list-style-type: none"> Chief Experience Officer Community & Parks Programming Manager 	<p>Q1 2024: Continue work on third-party application system and making it more accessible to the public</p> <p>Q2-3 2024: Launch new application system on DDI website and through newsletters</p>
Identify alternative sources of income and revenue such as Foundation contributions and event rental revenue to specifically support parks programming.	<ul style="list-style-type: none"> Chief Experience Officer Community & Parks Programming Manager 	Q1-2 2024: Create a comprehensive programming plan for 2024 and 2025 based on the new programming structure identifying earned income opportunities for each park
Focus on increasing opportunities for third-party rentals in Downtown’s public spaces.	<ul style="list-style-type: none"> Chief Experience Officer Community & Parks Programming Manager 	Q1 2024: Produce event rental marketing materials (e.g., brochures) and implement tiered system for rentals

3. Designate priority parks for DDI to activate and continue promoting all happenings in Downtown.

CALL TO ACTION

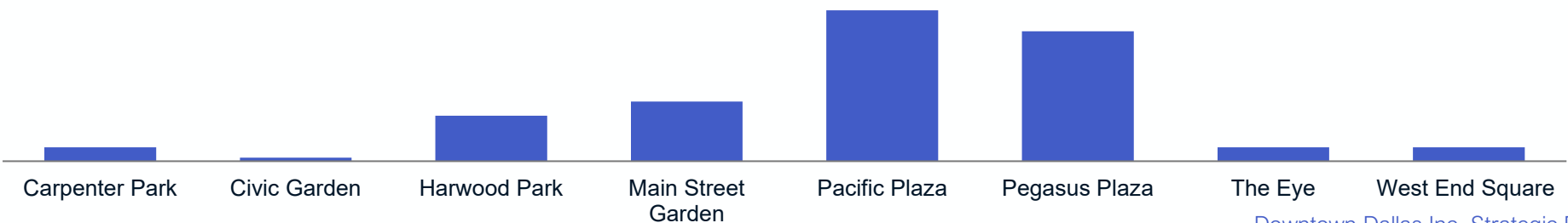
Parks programming is dispersed thinly across Downtown and does not meet various audience needs. Only two parks in Downtown have at least 35 annual events each, which amounts to only 2-3 events per month. Fewer than 3 activations per month is low for driving engagement and value for diverse audiences. Residents look for regular, predictable events and activations close to their home that foster connection in their communities and offer outdoor recreation. Downtown workers want weekday daytime activations that add to their return-to-work experience beyond their offices. Visitors are attracted to larger, seasonal and intermittent events. The current cadence impacts perceptions of volume of events and has limited impact relative to the effort and cost that DDI puts in.

INITIATIVE

Each park is unique, and each park serves different audiences at different times of day. DDI should leverage the differences to be more targeted in activations programming. **To increase the return on its programming investment, DDI should focus activating priority parks in Downtown in service of maximum benefit and impact for target audiences.** Additionally, DDI should **focus the production of DDI events on the legacy Downtown-wide events** that DDI is most suited to produce, such as the annual Trick or Treat on Downtown Streets.

Building on the new programming structure, DDI should also **expand on marketing and amplifying events hosted in Downtown by other organizations.** Currently, through channels such as Around Downtown newsletter and DDI's website, DDI promotes all happenings in Downtown.

Events in DDI-Managed Parks 2023 YTD



ACTION ITEMS

DDI should prioritize activations in certain parks with a focus on programming that is targeted towards specific audiences. For other parks, implement opportunistic programming with best-fit programs and inbound inquiries.

Public Space	Pacific Plaza and Main Street Garden	West End Square	Pegasus Plaza	Harwood Park
Audience	Residents	Tourists, Residents	Office Workers	Families, Tourists
Programming Strategy	<ul style="list-style-type: none"> Continue wellness programs and make them more frequent and consistent. 	<ul style="list-style-type: none"> Leverage the West End as a destination for tourists and focus on larger scale events such as markets. 	<ul style="list-style-type: none"> As a high traffic area for office workers, Pegasus Plaza should be a focus for weekday daytime activation. 	<ul style="list-style-type: none"> Create play-focused programming for families with children.
	<ul style="list-style-type: none"> Partner with third-party operators that can produce and execute the events so there is less day-to-day operational responsibility for DDI. 	<ul style="list-style-type: none"> There is a concentration of more affordable housing, which presents opportunities for resident-oriented programming. 		<ul style="list-style-type: none"> Leverage the performance areas in Harwood Park to host events that attract visitors.

Action Item	Role	Timeline
Prioritize tailored programming for Pacific Plaza & Main Street Garden, West End Square, Pegasus Plaza, and Harwood Park while pursuing opportunistic programming for other parks, such as Carpenter Park and Ferris Plaza.	<ul style="list-style-type: none"> Chief Experience Officer Community & Parks Programming Manager 	Q1-Q2 2024: Develop programming plan for priority parks and earned income strategy for Downtown Parks; internally communicate prioritization of DDI-curated and DDI-produced programming in priority parks
Incorporate a regular programming schedule targeting specific audiences.	<ul style="list-style-type: none"> Chief Experience Officer Community & Parks Programming Manager 	Q1 2025 – ongoing: Continue to revisit and update strategy and prioritization based on trends, opportunities, and/or new developments

4. Resolve organizational roles and responsibilities in parks management.

CALL TO ACTION

With the completion of the final DDPC park, there is an urgency to address crucial questions about the stewardship and activation of all Downtown public spaces. There are three major organizations responsible for the management and ongoing and long-term success of Downtown parks: **DDI, DDPC, and DPARD.**

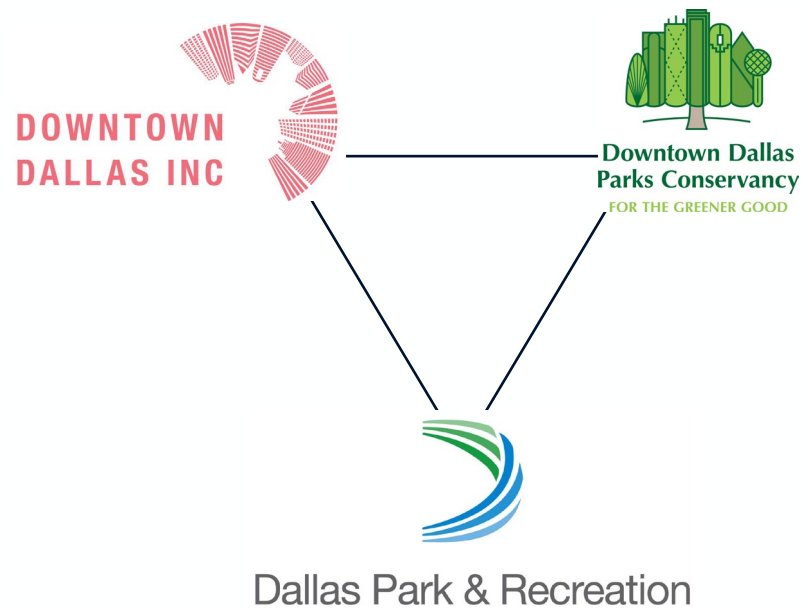
INITIATIVE

Since 2023, DDPC, DDI, and DPARD have been collaborating through a grant from the Better Together Fund, a grant program that supports nonprofits that come together through formal collaboration to strengthen the nonprofit sector and maximize impact in North Texas. **DDI should continue to work with the two organizations to define roles and responsibilities and formalize a partnership structure to address the long-term funding and management of Downtown public space operation and maintenance.**

	Current Roles	Key Open Questions
Downtown Dallas Parks Conservancy (DDPC)	<ul style="list-style-type: none"> • Design & Construction of DDPC Parks • Capital Funding for DDPC Parks 	<ul style="list-style-type: none"> • Clarify role now that the final Downtown park is built • Continue endowment fundraising and develop deployment strategy
Dallas Park & Recreation (DPARD)	<ul style="list-style-type: none"> • Basic Maintenance for All City Parks & Public Spaces 	<ul style="list-style-type: none"> • Operational role and/or funding contribution • What tasks may be outside of normal DPARD capability set?
DDI	<ul style="list-style-type: none"> • Enhanced Maintenance for all Downtown Parks & Public Spaces • Permitting for events in parks • Programming and Activation 	<ul style="list-style-type: none"> • Hone programming and activation • Funding commensurate with role

ACTION ITEMS

Action Item	Role	Timeline
Work through Better Together Fund partnership project to assess and clarify the three-way partnership.	<ul style="list-style-type: none"> • CEO • Chief Operations Officer 	<p>Q1 2024: Work on and lobby for a Downtown Parks management agreement for next 10 years</p> <p>Q1 2024: Q2 2024: Work with ETM Associates</p> <p>Q2 2024: DDI hires a Chief of Public Space and Parks</p>



4 DDI Organization

DDI is an effective and trusted steward of Downtown. Leadership is committed to a culture of continuous improvement in governance, accountability, efficiency, and effectiveness.

DDI is governed and advised by a Board of Governors and Board of Directors. The Board of Governors (97 members) engages members from a broad range of groups, from Dallas City Council Members to executives at global companies to advise on big picture decision making. The Board of Directors (19 members) is DDI's formal oversight body, providing direction and accountability regarding DDI's management and operations.

The DDI Foundation was created in 2016 as a subsidiary 501(c)3 organization and provides a platform for DDI to fundraise for specific projects/programs and receive charitable contributions from individuals and businesses.

DDI is also a **membership organization**, consisting of 167 members as of 2023 across 13 different industries.



1. Leverage the role and fundraising capacity of the Foundation to support large DDI and Downtown initiatives.

CALL TO ACTION

To date, the DDI Foundation has lacked the internal capacity, focused purpose, and available resources to provide significant consistent benefit and impact to DDI and Downtown stakeholders. Additionally, there are other active organizations in Downtown that fundraise for specific causes, such as parks and public spaces (Downtown Dallas Parks Conservancy), creating concern of competition should the Foundation begin fundraising and grantmaking in such areas. Effective 501(c)(3) organizations require fundraising capacity, a focused mission and purpose, and achievable aims to be most effective, requiring a shift from the more opportunistic approach to date to one that defines targeted focus areas for the Foundation.

INITIATIVE

The Foundation, with the flexibility to fundraise, can raise money to contribute to projects, programs, and beneficiaries that align with DDI's mission and purpose. To date, the DDI Foundation has raised money for and donated to:

- Downtown Montessori at Ida B. Wells Academy
- City Lab High School
- West End open space improvements

Identifying focus areas and avoiding direct competition with partner organizations while growing the Foundation's impact will require staff resources and stakeholder involvement. Potential new areas of focus identified by stakeholders and board members include:

- Public space activation and programming
- Park/plaza capital improvements to address homelessness (e.g., Pegasus Plaza)
- Public art (e.g., murals, art installations)
- Small business support for Downtown façade improvements or beautification in the public realm



ACTION ITEMS

Action Item	Role	Timeline
<p>Keep the Foundation as a key consideration in fundraising for key strategic initiatives and narrow the Foundation’s mission to meet strategic initiatives.</p>	<ul style="list-style-type: none"> • Chief Operations Officer • Foundation Board 	<p>Q1 2024: Engage Foundation board in effort to prioritize focus area for the organization</p> <p>2025 – ongoing: Review Foundation strategy annually</p>
<p>Review fundraising efforts to date and develop a fundraising strategy that focuses on “providing care for the communities and public spaces we steward” to provide park enhancements and programming.</p>	<ul style="list-style-type: none"> • Chief Operations Officer • VP Finance • Chief Experience Officer • Foundation Board 	<p>Q2 2024: Commit to long-term multiyear programs to support the Foundation’s new strategy</p>



2. Diversify DDI Boards to better reflect the needs of an increasingly diversifying Downtown.

CALL TO ACTION

DDI has a robust and engaged community of board members who represent many top leaders in Downtown and many segments of the Downtown community. However, leadership and stakeholders identified a need for building a stronger board pipeline and diversifying board membership. For example, the current Board of Directors lacks representation from residents and small businesses and would benefit from greater racial and gender diversity reflecting the entire Downtown community. This will require additional membership recruitment and engagement focused on fostering a pipeline of future leaders.

INITIATIVE

Establish structures to increase board engagement on multiple levels. First, as the users of Downtown become increasingly diversified with office-to-residential conversions underway and demographics changing, board members need to reflect the users.

It is also an opportunity to leverage both boards, the Board of Directors and Board of Governors, to support DDI's strategic initiatives. DDI should continue to engage members in strategic initiatives and leverage the wide reach of the group to create a robust pipeline for future boards.



ACTION ITEMS

Action Item	Role	Timeline
<p>Create Emeritus Board for long-serving Board of Director members to extend their involvement, retain their expertise informally, and make room on board for new members.</p>	<ul style="list-style-type: none"> • President & CEO • Chief Operations Officer • Board President 	<p>Q2 2024: Build the Emeritus Board into annual nominating process</p>
<p>Use Board of Governors and Committees to both deepen engagement with DDI board/higher-level members, and to build a robust pipeline of diverse future board members.</p>	<ul style="list-style-type: none"> • Chief Operations Officer • Director of Membership & Engagement 	<p>Q4 2023-Q1 2024: Communicate the Strategic Plan to boards and committees and call to action for deeper engagement</p>
<p>Review and update bylaws and technical compliance/governance documents every 3-5 years.</p>	<ul style="list-style-type: none"> • Chief Operations Officer 	<p>2026 – ongoing</p>
<p>Create a Board of Governors seat for Downtown residents and another seat to represent small businesses at a discounted rate.</p>	<ul style="list-style-type: none"> • DDI Board 	<p>Q4 2023</p>

3. DDI should leverage the success of DDI membership to continue convening Downtown stakeholders.

CALL TO ACTION

DDI membership has had strong retention throughout the years despite a recent rate increase. Membership events are well attended, and feedback is positive.

Considering the increase in residents in Downtown, membership lacks a strong residents' base as well as small business complement.

INITIATIVE

DDI should continue to play the role of convener of Downtown stakeholders through its membership organization and work to retain current members while conducting more targeted/strategic outreach to attract new members, especially in the residential population and small businesses. DDI will also add a tiered membership system where some members such as small businesses can join at a lower tier and discounted cost to increase the breadth of memberships.

Membership in 2023 YTD saw a slight decline in retention and growth.

91%

Membership Retention Rate

17

New Memberships...

...Equivalent to

\$38.2K

ACTION ITEMS

Action Item	Role	Timeline
Create an exit survey for members that cancel membership to understand unmet needs.	<ul style="list-style-type: none"> Director of Membership & Engagement 	Q4 2024
Create a residents' committee to have a more formal representation of residents in the membership organization.	<ul style="list-style-type: none"> Director of Membership & Engagement 	<p>Q1 2024: Discuss with Boards to create a residents' committee</p> <p>Q2 2024: Start recruiting for committee participation</p>
Bolster programming targeted at small businesses.	<ul style="list-style-type: none"> Director of Membership & Engagement Chief of Field Operations 	Q2 2024 – ongoing: Leveraging programs such as UnBranded, develop programming that supports small businesses



DDI Happy Hour



DDI Member Hard Hat Tour

Conclusion



Strategic Plan Impacts

Organizational Implications

Each strategic initiative has both immediate and long-term action steps that expand on existing staff capacities, as well as add new roles and responsibilities to the organization. There are also implications of streamlining and focusing staff capacities for increased efficiency.

Progress Metrics

Success and progress in meeting the goals stated in the new mission statement should be measured against the impact that DDI creates.

Mission Statement

DDI:

- Mobilizes and amplifies the services of public agencies.
- Advocates for catalytic developments that strengthen Downtown.
- Provides care for the communities and public spaces it stewards.



Success Metrics

- Increase in **taxable value** via project delivery, rent growth due to Downtown amenities, visitor and user spending, reduction in vacancy, new economic activity, and other factors.
- Improved **perceptions** about Downtown and the services of DDI.
- Increased **activation and programming**, deepening engagement with Downtown stakeholders and attractiveness of Downtown to diverse users.

1. Clean & Safe

Strategic Initiative	Organizational Implications	Progress Metric
<p>Continue to provide the level of Clean & Safe services, expanding on the success and raising awareness of DDI services</p>	<ul style="list-style-type: none"> Field Operations team works closely with Communications team 	<ul style="list-style-type: none"> Increased satisfaction of Clean & Safe services measured by 2024 Perception Survey vs. 2022 Perception Survey Increased downloads of See Say app
<p>Enhance Homeless Outreach by increasing partnerships with other local organizations</p>	<ul style="list-style-type: none"> Director of Homeless Solutions leads efforts with Homeless Outreach Assistant Manager and staff to collaborate with non-profits and public organizations 	<ul style="list-style-type: none"> Continued measurement of Homeless Outreach initiatives such as engagements and number of reunifications of homeless individuals with their support systems through Homeward Bound Decreased number of See Say reports around concerns related to homelessness
<p>Establish strategies to activate public spaces by design and discourage disruptive behavior</p>	<ul style="list-style-type: none"> Staff will need to work with the Chief Experience Officer and Parks Programming Manager on finding solutions to improving safety perceptions of Pegasus Plaza Redirect more security and DDI Ambassadors to high traffic areas like Pegasus Plaza 	<ul style="list-style-type: none"> Increased foot traffic in wide open spaces such as Pegasus Plaza Decrease in See Say reports in current high-target/concentrated areas

2. Economic Development

Strategic Initiative	Organizational Implications	Progress Metric
<p>Formalize and streamline DDI’s project-related services that enhance economic and real estate development in Downtown</p>	<ul style="list-style-type: none"> • The Planning & Policy team will dedicate time to defining parameters for eligibility, services offered, and audience • Create a new position within the Planning team that focuses on data analysis, maintenance, and report standardization 	<ul style="list-style-type: none"> • Taxable value attributable to projects directly served by DDI advisory services • Usage of standard and public reports and data materials on DDI’s website • Staff hours spent on advisory services, by type
<p>Market DDI’s advisory services, highlighting success stories, potential partnerships, and resources</p>	<ul style="list-style-type: none"> • Planning & Policy team coordinates with Communications team to publish services information, criteria, and standardized intake records on DDI’s public platforms 	<ul style="list-style-type: none"> • Number of inbound requests • Number of downloads/usage statistics of forms/reports

3. Vibrancy

Strategic Initiative	Organizational Implications	Progress Metric
Shift DDI’s programming strategy from events production to events curation	<ul style="list-style-type: none"> • More staff time and experience in marketing and sponsorship building to create fee service opportunities • Programming staff partners with third-party vendors for activations – time spent on building relationships with partners • Communications team works on producing marketing and advertising materials for event rentals 	<ul style="list-style-type: none"> • Increase in third-party rentals • Increase in number of events in the four priority parks
Diversify and increase the role of earned income streams to support the activation of Downtown parks and open spaces	<ul style="list-style-type: none"> • Internalize new programming strategy that prioritizes the recruitment of third-party rentals and outsourcing of event production • Create a new role or shift the current Community & Parks Programming Manager to focus on managing parks rentals services • Utilize other potential income sources such as the DDI Foundation 	<ul style="list-style-type: none"> • Increase in third-party rentals. • Increase in revenue from rentals and third-party activations
Designate priority parks for DDI to activate and continue promoting all happenings in Downtown	<ul style="list-style-type: none"> • Programming resources and staff capacity prioritize the designated parks. • Curate programs to target specific audiences 	<ul style="list-style-type: none"> • Increase in DDI-led activations in priority parks and overall activations in Downtown • Increase in attendance and diversification of audiences
Resolve organizational roles and responsibilities in parks management	<ul style="list-style-type: none"> • Continue involvement in the Better Together Fund process • Hire Chief of Public Space and Parks 	<ul style="list-style-type: none"> • Development of partnership structure and management agreement

4. DDI Organization

Strategic Initiative	Organizational Implications	Progress Metric
Leverage the role and fundraising capacity of the Foundation to support large DDI and Downtown initiatives	<ul style="list-style-type: none"> • Have a full-time staff member to dedicate capacity towards the Foundation 	<ul style="list-style-type: none"> • Increase in fundraising
Diversify DDI Boards to better reflect the needs of an increasingly diversifying Downtown	<ul style="list-style-type: none"> • Continue involving members through committees and other initiatives 	<ul style="list-style-type: none"> • Increase in board diversity
DDI should leverage the success of DDI membership to continue convening Downtown stakeholders	<ul style="list-style-type: none"> • DDI staff sponsors more diverse activations and events to increase diversity in membership • Consider a tiered membership for residents and small businesses 	<ul style="list-style-type: none"> • Increase in resident and small business membership

What Comes Next

The DDI Strategic Plan will guide efforts as DDI carries out the new mission in collaboration with partner organizations. While there are priorities that have immediate and short-term impact on DDI and Downtown, the Plan serves as a long-term guidepost to ensure DDI is meeting Downtown's ever-changing needs.

Downtown Dallas is at the beginning of exciting changes with a thriving business environment and growing residential populations. With the completion of the parks network, Downtown is positioned to be a leading urban center to live, work, and play.

DDI will continue to be Downtown Dallas' main champion and drive excellence in the services it provides.

**DOWNTOWN
DALLAS INC**



**DOWNTOWN
DALLAS INC**



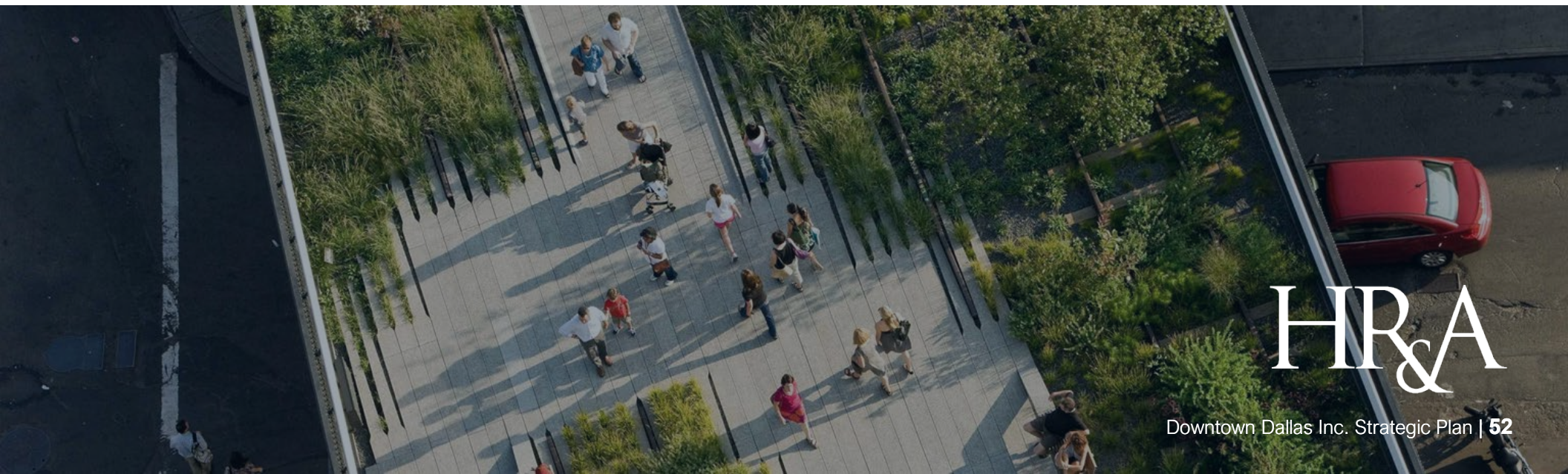
HR&A Advisors, Inc.

HR&A Advisors, Inc. (HR&A) is an employee-owned company advising public, private, non-profit, and philanthropic clients on how to increase opportunity and advance quality of life in cities. HR&A is dedicated to revitalizing urban spaces across the country while creating opportunities for our clients to expand their community impact. We believe in creating vital places, building more equitable and resilient communities, and improving people's lives.

Our work turns vision into action through rigorous analysis, strategy development, and implementation planning. We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over forty years.

HR&A has assisted BIDs and similar organizations across the country to define and refine their goals, develop actionable strategies, and advance the priorities of their areas of focus, rate payers, other constituents, and partners.

HR&A opened its Texas office in Downtown Dallas in 2015.



LOWE'S
DOWNTOWN
DALLAS INC



Strategic Plan

HR&A