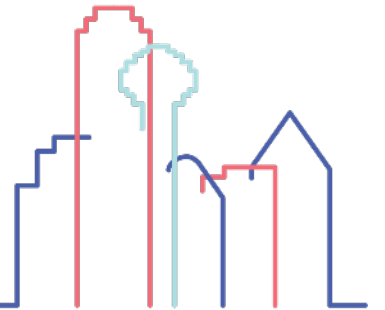




DOWNTOWN DALLAS

BIG IDEAS. BOLD ACTION.

DOWNTOWN VISION 2036































Trends ...







**Rise of hybrid work +
reduced office utilization**



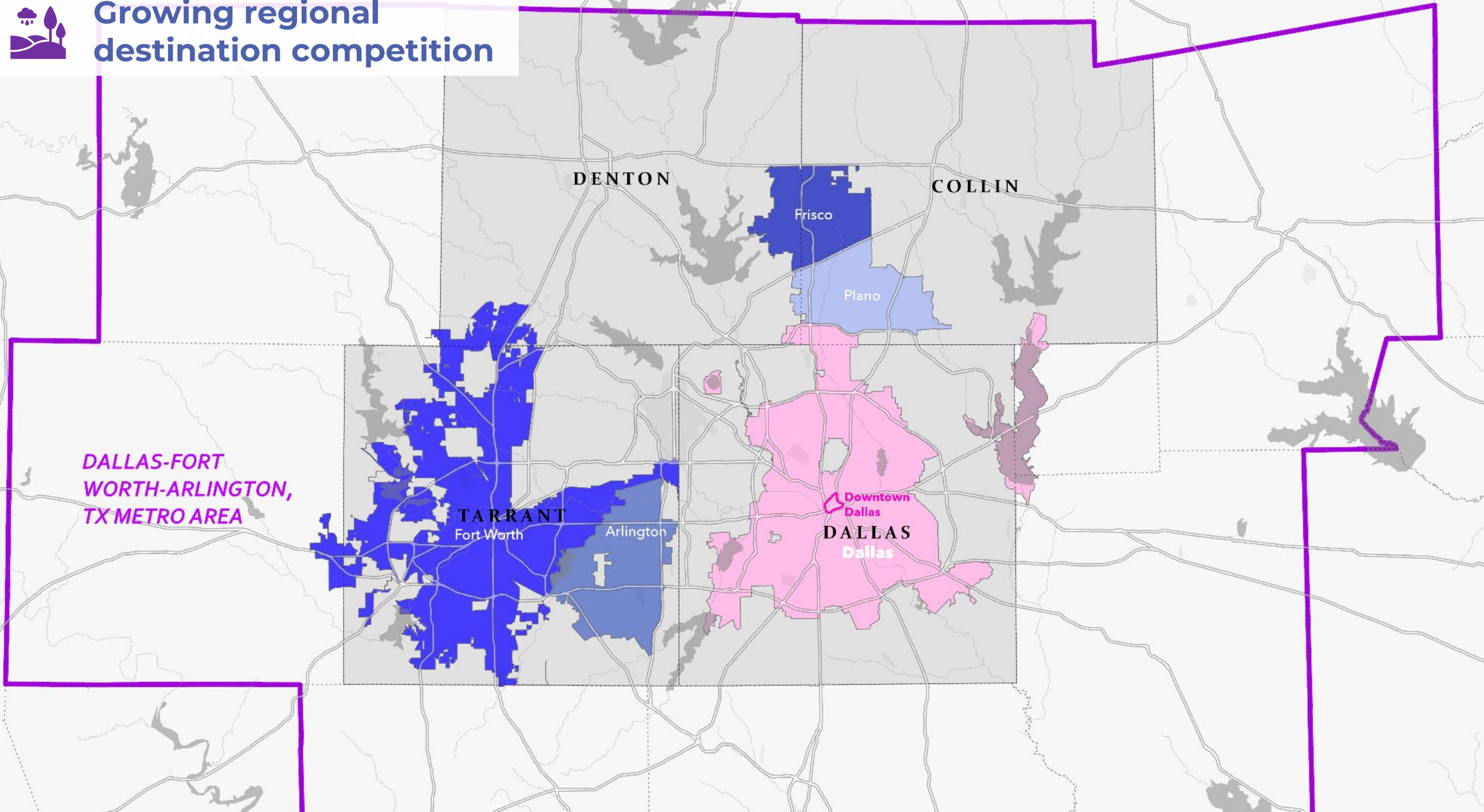


Increased housing demand
+ affordability pressure





Growing regional destination competition





Evolving technology, consumer behavior





Public safety and quality of life perceptions





Shift from CBD to dynamic mixed-use activity hubs



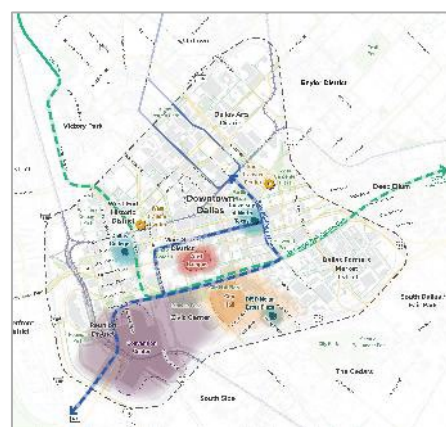






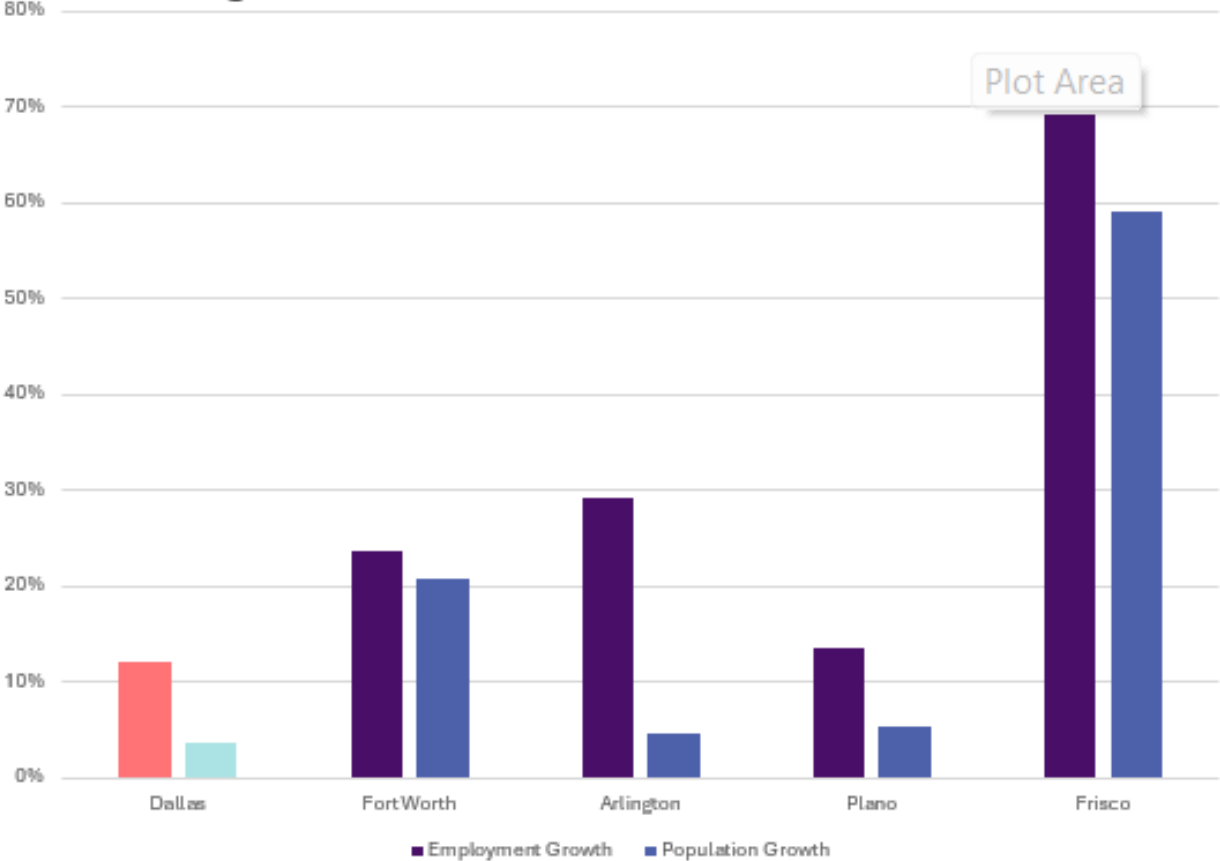
Big Ideas Framework





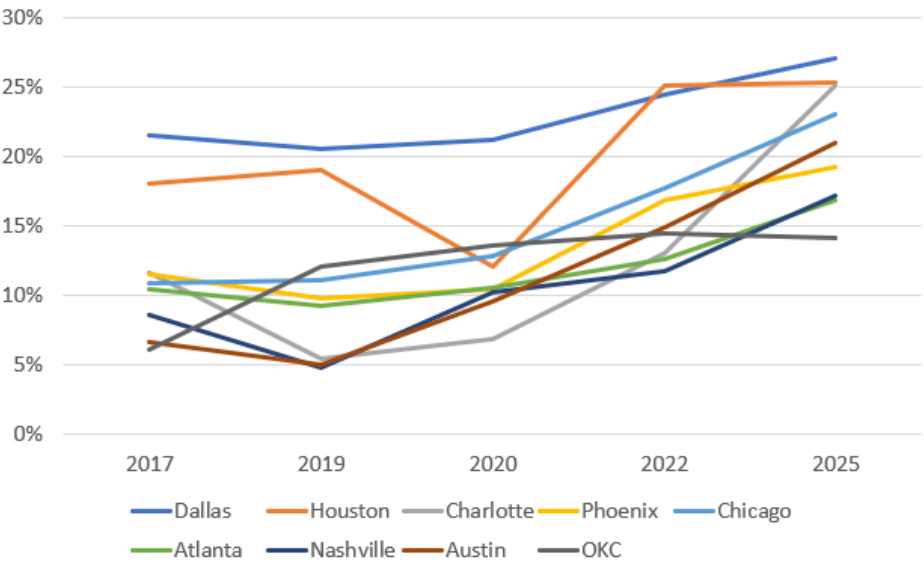
Regional and National Competition, Trends, Impacts

Citywide Growth Since 2015
DFW Regional Cities



Office Vacancy by Year

All Classes (A, B, C)





Uptown

Baylor Medical

Deep Ellum

Design
District

The Cedars

South Side



Uptown

Baylor Medical

Deep Ellum

Design
District

Arts District

East Quarter

Main Street

Dallas Farmers
Market

West End

City Hall

Reunion

Convention
Center

The Cedars

South Side

A vibrant outdoor music festival scene. In the foreground, a band is performing on a stage. A drummer in a grey t-shirt is seen from behind, playing a black drum kit. To his left, a guitarist in a purple t-shirt is playing. To his right, a singer in a black tank top is performing, and another singer in a black t-shirt and white pants is also singing. A bassist in a grey t-shirt and black skirt is on the far right. The stage is decorated with small potted plants. In the background, a large crowd of people is gathered on a grassy area, some taking photos. White tents and blue banners are visible. Tall city buildings rise in the distance under a clear blue sky.

VISION ELEMENTS

A vibrant outdoor music festival scene. In the foreground, a band is performing on a stage. A drummer in a grey t-shirt is seen from behind, playing a drum kit. To his right, a guitarist in a black t-shirt is playing. Further right, a singer in a black t-shirt and white pants is singing into a microphone. Another person is partially visible on the far right, also playing a guitar. The stage is decorated with small potted plants. In the background, a large crowd of people is gathered on a grassy area, some standing and some sitting. White tents are visible in the distance. Tall city buildings are in the background under a clear blue sky. A red semi-transparent box with white text is overlaid on the left side of the image.

**CLEAN, SAFE
AND
WELCOMING**

VISION ELEMENTS



**CLEAN, SAFE
AND
WELCOMING**

**WALKABLE,
CONNECTED,
HEALTHY AND
VIBRANT**

VISION ELEMENTS



**CLEAN, SAFE
AND
WELCOMING**

**WALKABLE,
CONNECTED,
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VIBRANT**

**ECONOMICALLY
STRONG AND
DIVERSE**

VISION ELEMENTS

**CLEAN, SAFE
AND
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**WALKABLE,
CONNECTED,
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VIBRANT**

**ECONOMICALLY
STRONG AND
DIVERSE**

**SOCIAL,
SURPRISING
AND FUN**

VISION ELEMENTS

BIG IDEAS FRAMEWORK

BIG IDEAS FRAMEWORK

BOLD ACTIONS

REIMAGINE
DOWNTOWN'S
ECONOMY

BOOST
RESIDENTIAL
GROWTH

CULTIVATE
DISTINCT
DISTRICTS
AND
DESTINATIONS

MAKE THE
CRITICAL
CONNECTIONS

INVEST IN THE
GROUND-
LEVEL
EXPERIENCE

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KEY STRATEGIES

CONVERT OFFICE
VACANCY

REPURPOSE THE
DISCOVERY
DISTRICT

LAUNCH A
RESIDENTIAL
INCENTIVES
PROGRAM

DOUBLE THE
RESIDENTIAL
POPULATION

BUILD A DALLAS
COLLEGE
KNOWLEDGE
DISTRICT

DEVELOP THE
CONVENTION
CENTER DISTRICT

BUILD THE
THRULINE TO
CONNECT
NEIGHBORHOODS

TRANSFORM THE
TRANSIT MALL

RE-IMAGINE KEY
NORTH-SOUTH
CORRIDORS

LAUNCH A GRANT
PROGRAM TO
INFILL GROUND-
FLOOR VACANCY

Reimagine Downtown's Economy



Reimagine Downtown's Economy

A nighttime aerial view of downtown Dallas, Texas. The skyline is filled with illuminated skyscrapers. A blue rectangular box highlights a specific building in the mid-ground, which is a modern, multi-story office building with a grid-like facade. The foreground shows a highway with light trails from cars and some lower-rise buildings.

WHY THIS MATTERS NOW

- An active, economically vital core is **critical to the overall health** of Downtown and the entire DFW region
- Concentrated **office vacancy weakens the whole core**, including tax base, street activity, retail, overall confidence)
- A targeted building portfolio provides a manageable area to focus **conversions, reinvestment and retenancing** in the core

Despite strong economy, Texas cities grapple with excess office space

As remote and hybrid working become the new normal, major Texas cities are facing a decline in office tenants. It's too soon to tell what that means for the vitality of downtowns.

BY **JOSHUA FECHTER**

REPUBLIC  SHARE

NOV. 29, 2023, 5:00 A.M. CENTRAL UPDATED NOV. 29, 2023, 5:00 A.M. CENTRAL



AT&T Moving Headquarters From Dallas To Plano: What It Means

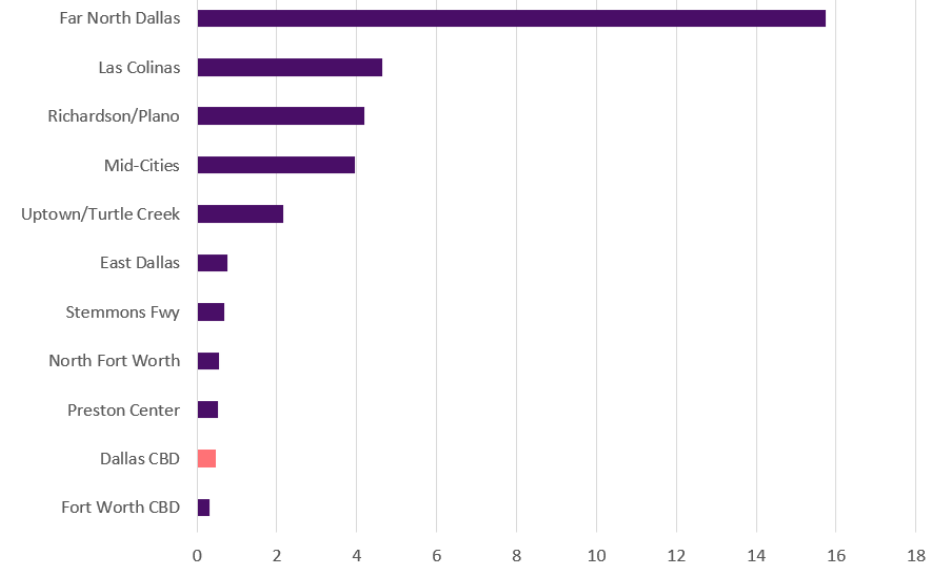
AT&T plans to move its corporate headquarters from downtown Dallas to a new Plano campus by 2028. Here's how the move could impact jobs, property values, and the city's economy.



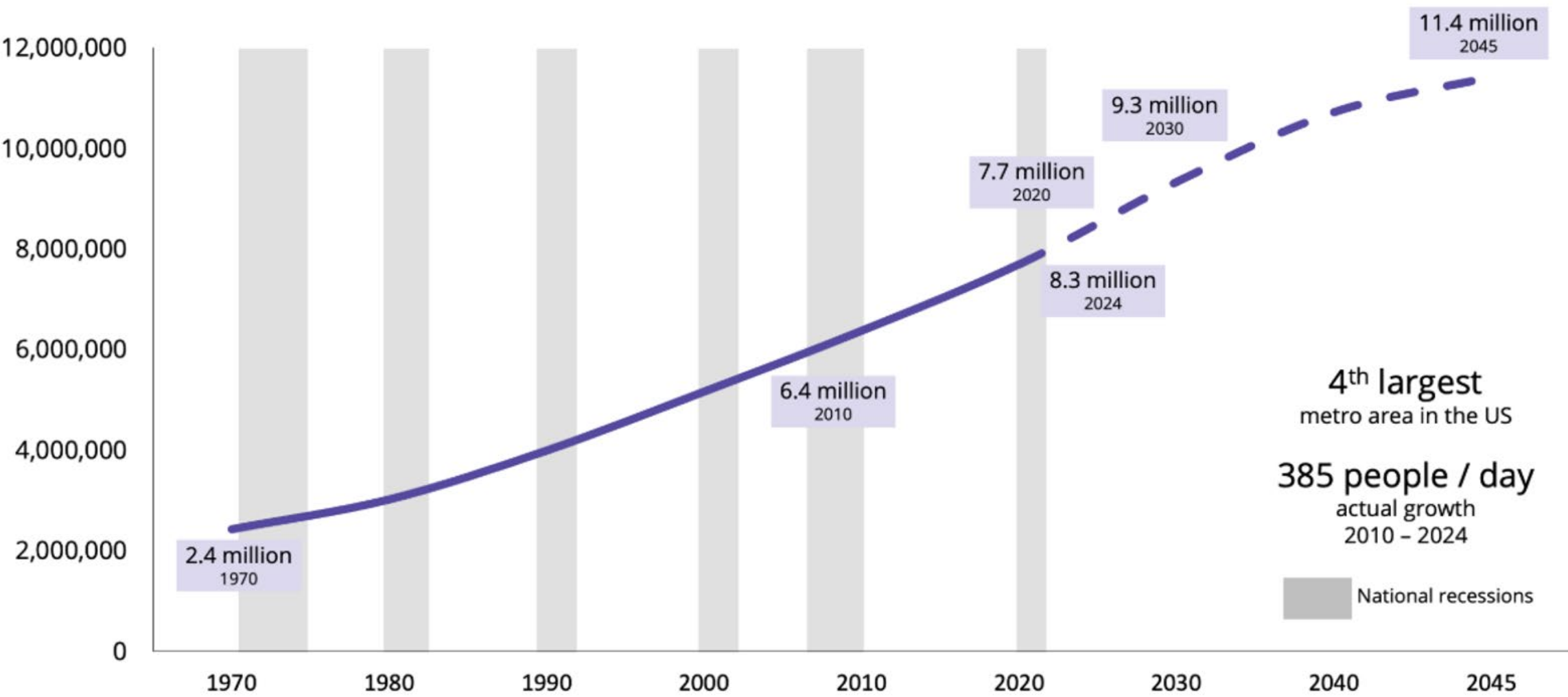
Suburban Job Centers Affect Demand Downtown

New Corporate Campuses, Millions of SF Added 2010-2025

Corporate Office Properties >200k SF across DFW region



Dallas-Fort Worth population



The Rise of the Urban Knowledge Campus

by Richard Florida, Masaki Hamura, Vladislav Boutenko and Natalia Konyukova

From the Magazine (May-June 2026)



“Leaders should think of the office not as the building itself but as the broader place in which it is embedded.”



[illegible]



A Vibrant Mixed-Use Core in the Heart of Downtown . . .

Filled with a range of
employment,
residential, hospitality,
retail, civic and
educational uses and
spaces that bolster
economic development



A Vibrant Mixed-Use Core in the Heart of Downtown ...

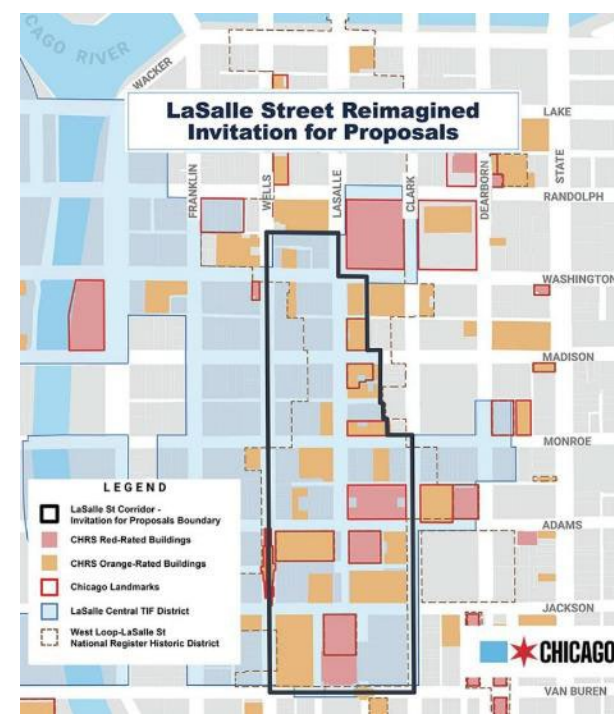
Filled with a range of employment, residential, hospitality, retail, civic and educational uses and spaces that bolster economic development







Philadelphia, PA



Chicago, IL



Harwood Street at San Jacinto Street - Existing



Harwood Street at San Jacinto Street - Potential



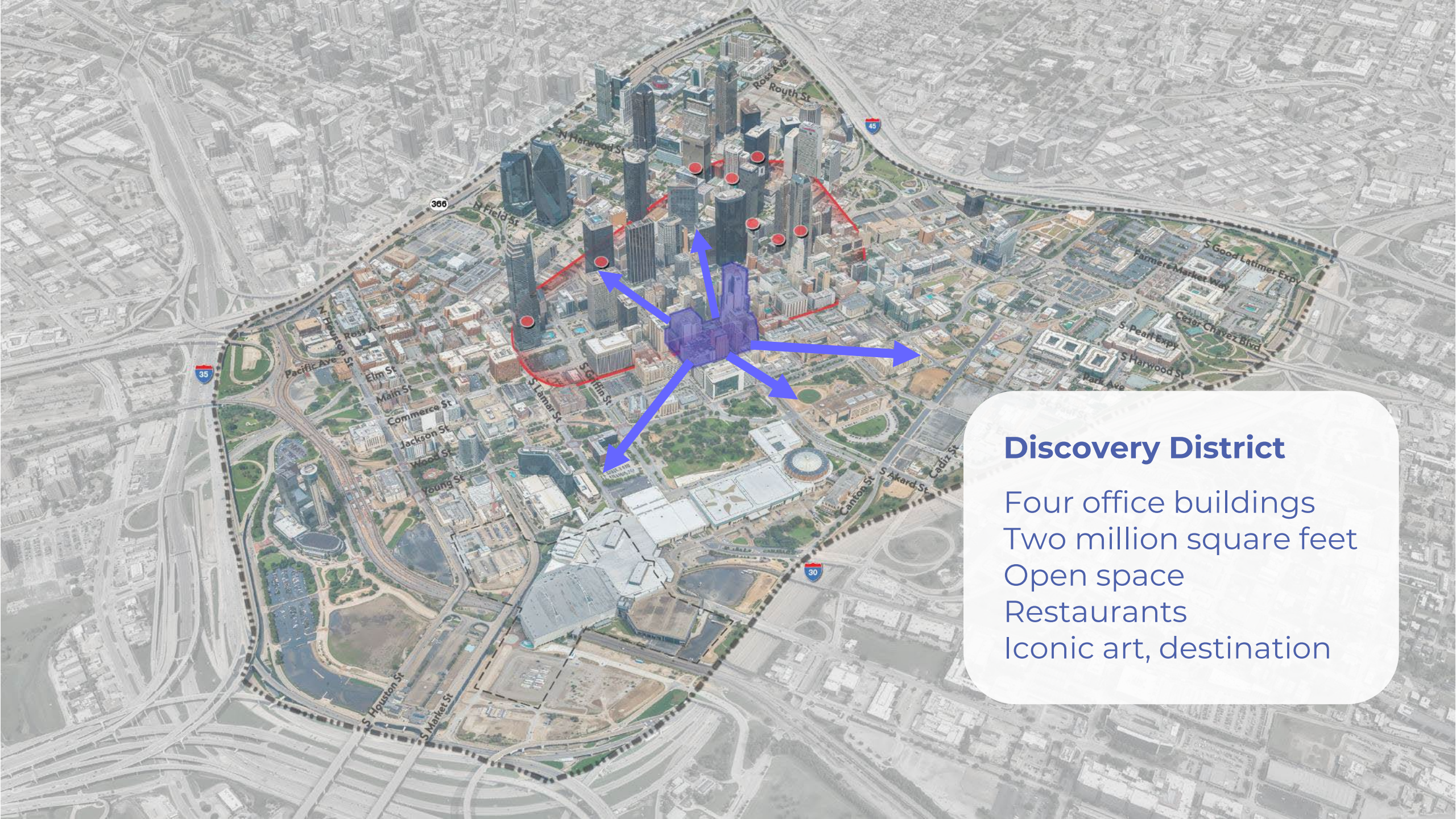


An aerial photograph of the Discovery District in San Francisco, showing a mix of modern office buildings, open green spaces, and surrounding urban areas. The text is overlaid on the right side of the image.

Discovery District

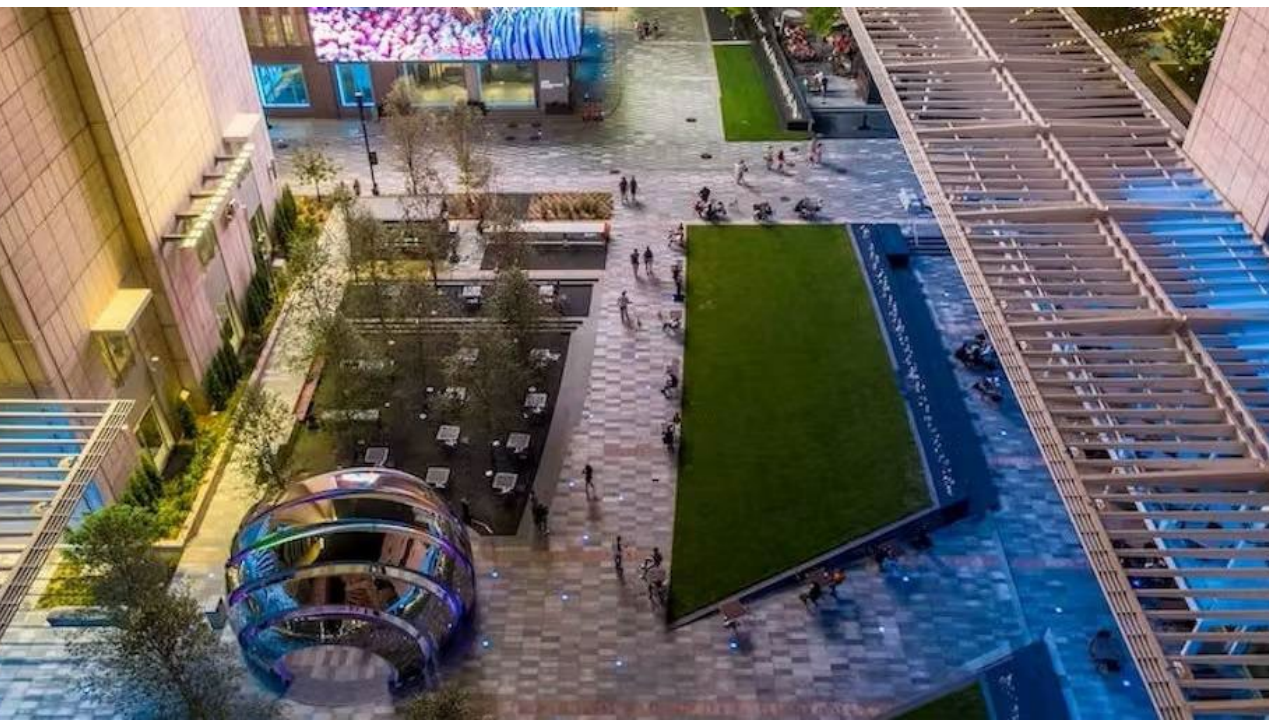
- Four office buildings
- Two million square feet
- Open space
- Restaurants
- Iconic art, destination

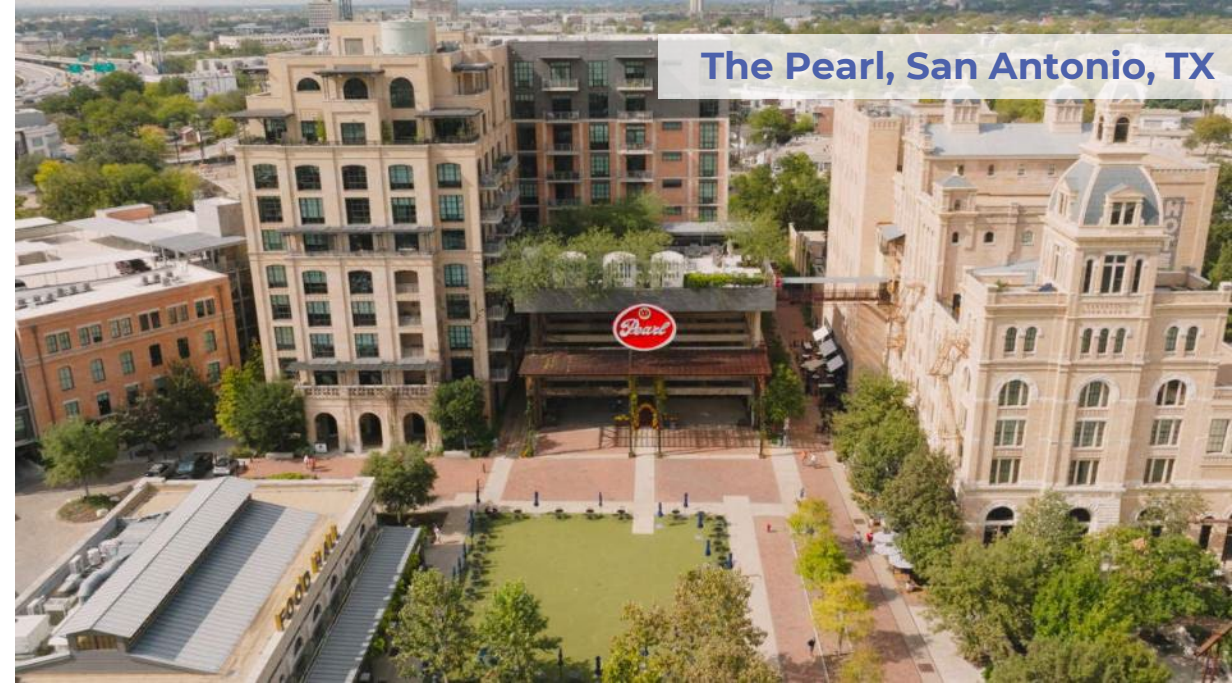
Four office buildings
Two million square feet
Open space
Restaurants
Iconic art, destination



Discovery District

Four office buildings
Two million square feet
Open space
Restaurants
Iconic art, destination





The Pearl, San Antonio, TX



Bell Works, Holmdel, New Jersey



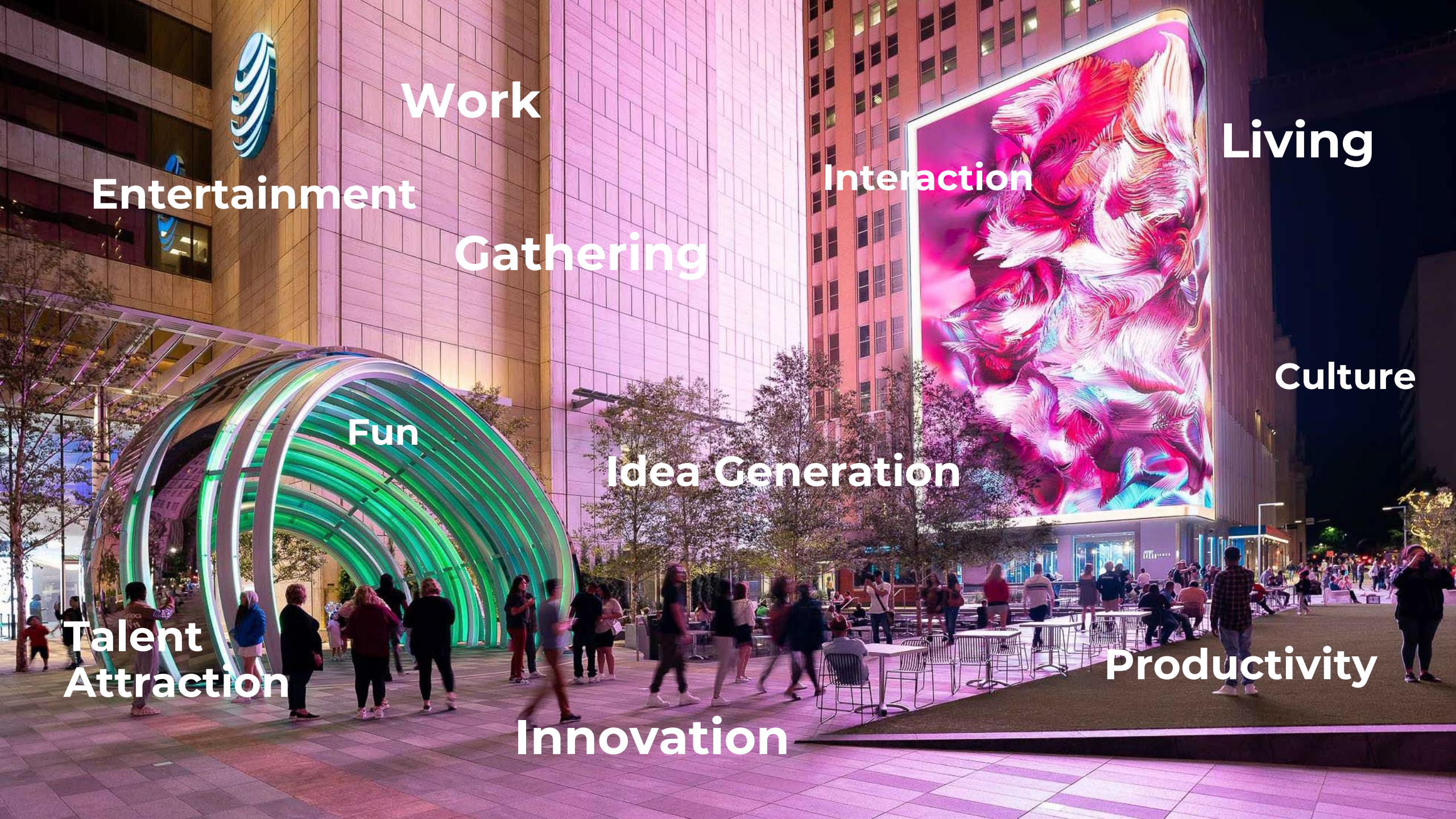
Ponce City Market Redevelopment, Atlanta, GA



Quartier des Spectacles, Montreal, Canada







Work

Living

Entertainment

Interaction

Gathering

Culture

Fun

Idea Generation

Talent
Attraction

Productivity

Innovation

Boost Residential Growth



Boost Residential Growth



WHY THIS MATTERS NOW

- Housing is Downtown's **strongest growth story**
- A fully viable mixed-use Downtown requires a strong and diverse residential base that **creates durable demand**
- Dallas must address a **chronic shortfall in housing supply** to ensure a healthy, livable city for all

A photograph of a modern urban park at dusk. In the foreground, a person wearing a black shirt, blue shorts, and bright orange sneakers is kicking a yellow soccer ball on a green grassy field. The background features a large, multi-story building with a dark facade and extensive glass windows, some of which are illuminated from within. To the left, another modern building with a grid of windows is visible. To the right, a lower, older brick building is partially seen. The park is landscaped with young trees, modern black light poles, and concrete walkways. Other people can be seen in the distance, some sitting on benches. A blue rounded rectangle with white text is overlaid in the top right corner.

LAUNCH A RESIDENTIAL INCENTIVES PROGRAM



Identify and change regulatory barriers to development

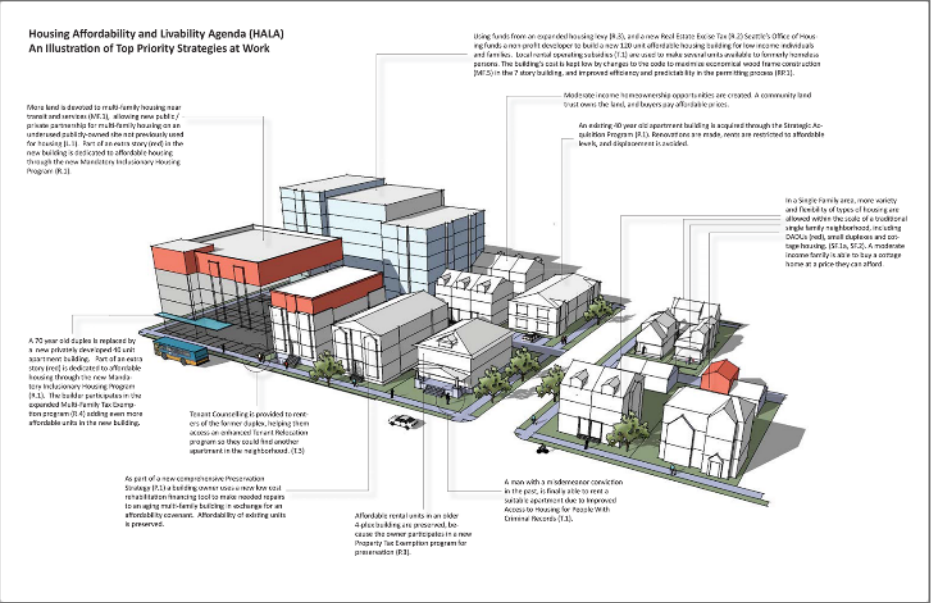


Streamline development permitting processes





Explore innovative housing models



‘This is the future of aging:’ Senior co-housing communities provide alternatives







**Dallas Farmers
Market**

City Hall

**Convention
Center**



Canton Street at Marilla Street - Existing



Canton Street at Marilla Street - Potential



Canton Street at Marilla Street - Potential







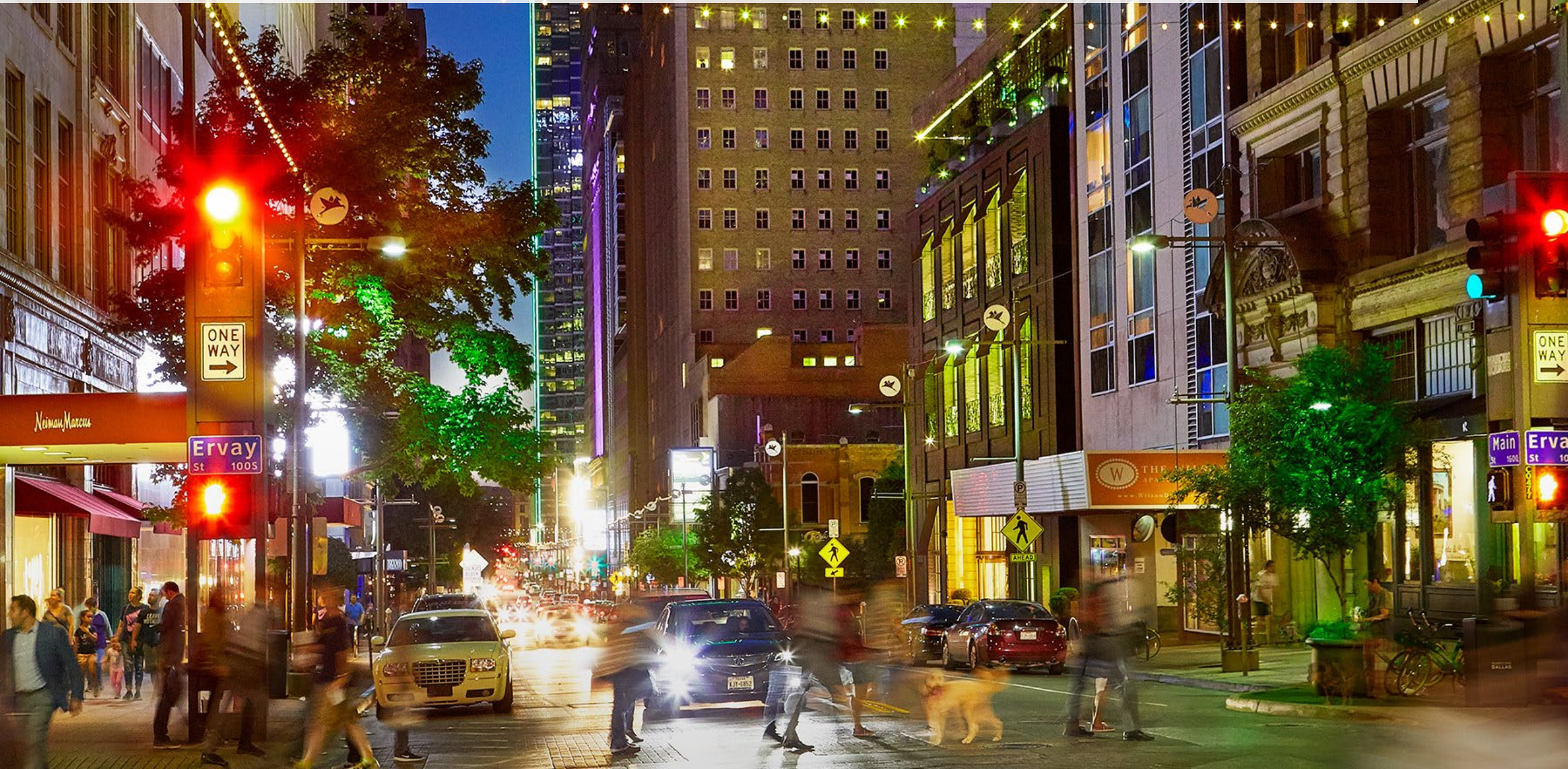
**DOUBLE THE
RESIDENTIAL
POPULATION**



DOUBLE THE
RESIDENTIAL
POPULATION

16,000 → 32,000+!

Cultivate Distinct Districts and Destinations



Cultivate Distinct Districts and Destinations

WHY THIS MATTERS NOW

- A livable, dynamic and exciting Downtown has a mix of **imageable districts, interesting spaces, and memorable experiences**
- Establishing Downtown as an **“urban campus” of lifelong learning and education** fosters collaboration, innovation, commerce and talent attraction
- Planned and future **major investments** are leveraged to energize the surrounding blocks and create lively, identifiable hubs of activity

Landmarks

Uniform Textures

Rhythm of Spaces

Paths

Strong Signals at the Edges



Miami Beach, FL

Uniform Textures



Chicago, IL Waterfront

Paths



LoDo, Denver, CO



Seaport, Boston, MA

Landmarks



Pearl District, Portland, OR

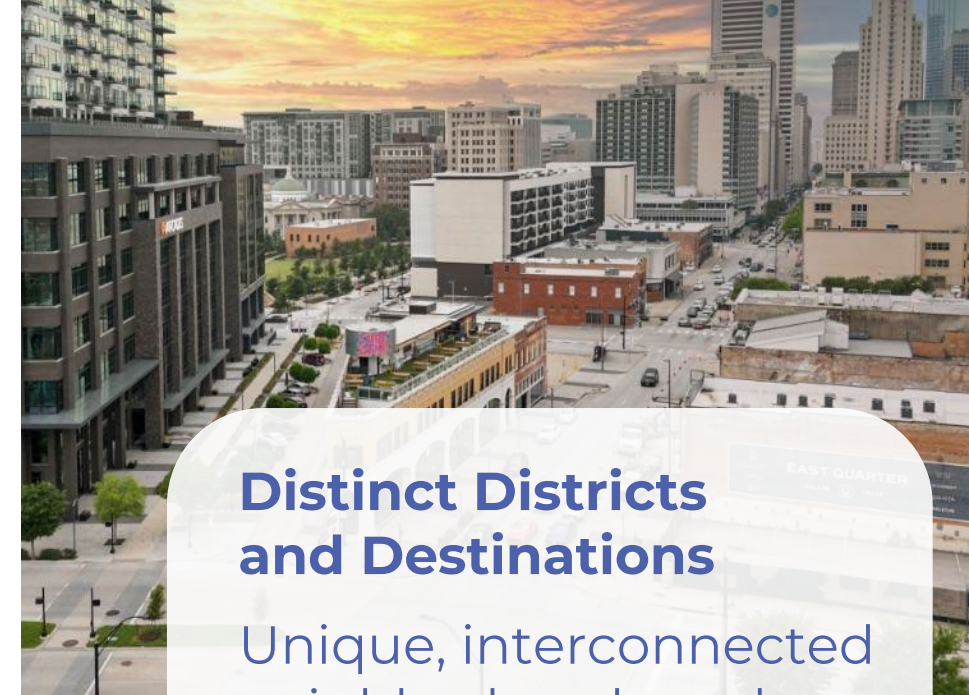
Rhythm of Spaces



South Lake Union, Seattle, WA

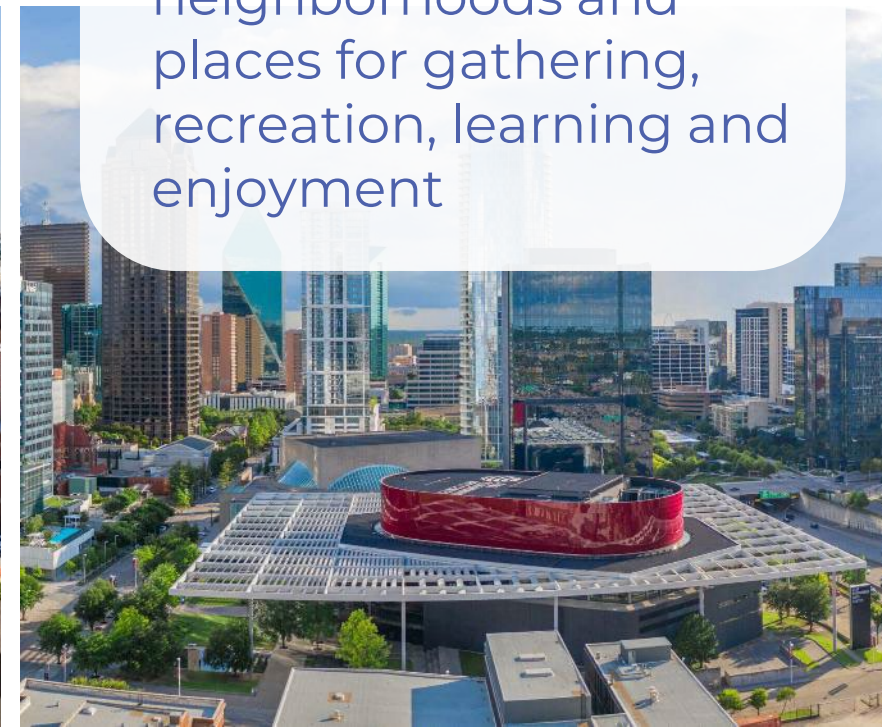
Strong Signals at the Edges





Distinct Districts and Destinations

Unique, interconnected
neighborhoods and
places for gathering,
recreation, learning and
enjoyment



Leverage **existing assets and venues**

Partner and advocate to bring in **complementary uses and amenities**

Cultivate and promote **programming, activities and brand awareness** to further establish the identity of distinct, interconnected Downtown districts





Arts District

East Quarter

Main Street

Dallas Farmers Market

West End

Reunion

Convention Center



360

Pacific Ave

Elm St

Malin St

Commerce St

Jackson St

Wood St

Young St

S Houston St

S Market St

S Lamar St

S Griffin St

Carlton St

S Akard St

Cadiz St

S Ervay St

S St Paul St

S Harwood St

Waco Ave

Pearl Expy

Chavez Blvd

Good Latimer Expy

Routh St

Ross Ave

N Field St

S Harwood St

BUILD A DALLAS COLLEGE KNOWLEDGE DISTRICT



Arts District

East Quarter

Main Street

Dallas Farmers Market

West End

Dallas College Knowledge District

Reunion

Convention Center

**Dallas College Advances Landmark Vision for Next-Generation Downtown
Campus and Knowledge District, Selects A Development Group led by
Matthews**



Dallas College Advances Landmark Vision for Next-Generation Downtown Campus and Knowledge District, Selects A Development Group led by Matthews



**Create connected destinations
for students, faculty, and visitors**



UNC Charlotte, NC

**Develop activated, mixed-use
spaces and streets**



Point Park University, Pittsburgh, PA

**Integrate campus into
the fabric of Downtown**



UTSA San Antonio, TX



TWU plans downtown Dallas college for students left out of higher education

TWU would offer a low-cost Bachelor of Business Administration pathway, an associate-degree milestone and intensive support beginning in 2027.

≡ The Dallas Morning News

[e-Edition](#)

[Account](#)



Dallas ISD's \$80M Nolan Estes Campus Will Bring Three Downtown Schools Under One Roof by 2027





DEVELOP THE CONVENTION CENTER DISTRICT



Arts District

East Quarter

Main Street

West End

Dallas Farmers
Market

Reunion

Convention
Center

**DEVELOP THE
CONVENTION
CENTER
DISTRICT**

Arts District

East Quarter

Main Street

**Dallas Farmers
Market**

West End

Reunion

**Convention
Center**

\$3b

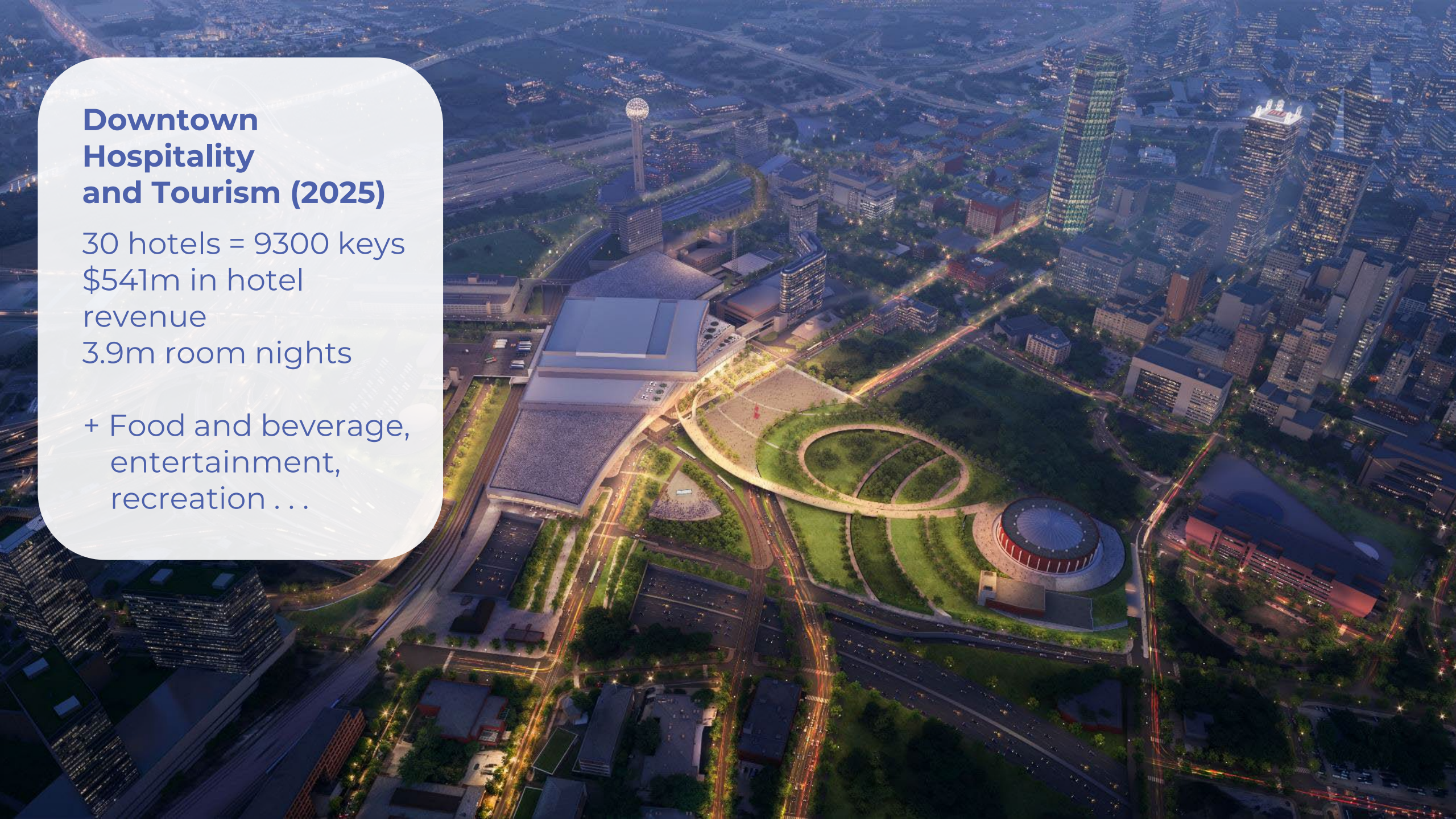




Downtown Hospitality and Tourism (2025)

30 hotels = 9300 keys
\$541m in hotel
revenue
3.9m room nights

+ Food and beverage,
entertainment,
recreation ...



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30 hotels = 9300 keys
\$541m in hotel
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McCormack Place, Chicago, IL



Oregon Convention Center, Portland, OR



Colorado Convention Center, Denver, CO



Georgia World Congress Center, Atlanta, GA





Make the Critical Connections



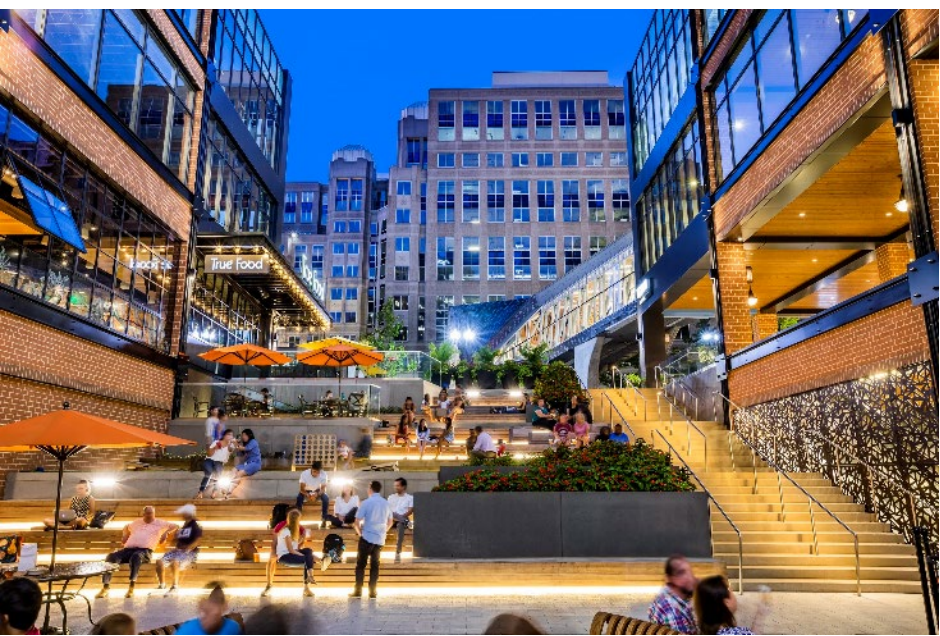
Make the Critical Connections

WHY THIS MATTERS NOW

- Innovative infrastructure leverage's Downtown's many assets and **stimulates economic development**
- Completing “**last mile**” **connections** inside the Loop connects users to the surrounding districts and the greater regional network
- Right-sizing and repurposing underutilized streets helps create a **more walkable, bikeable and accessible Downtown**



Economic development/transit-oriented development

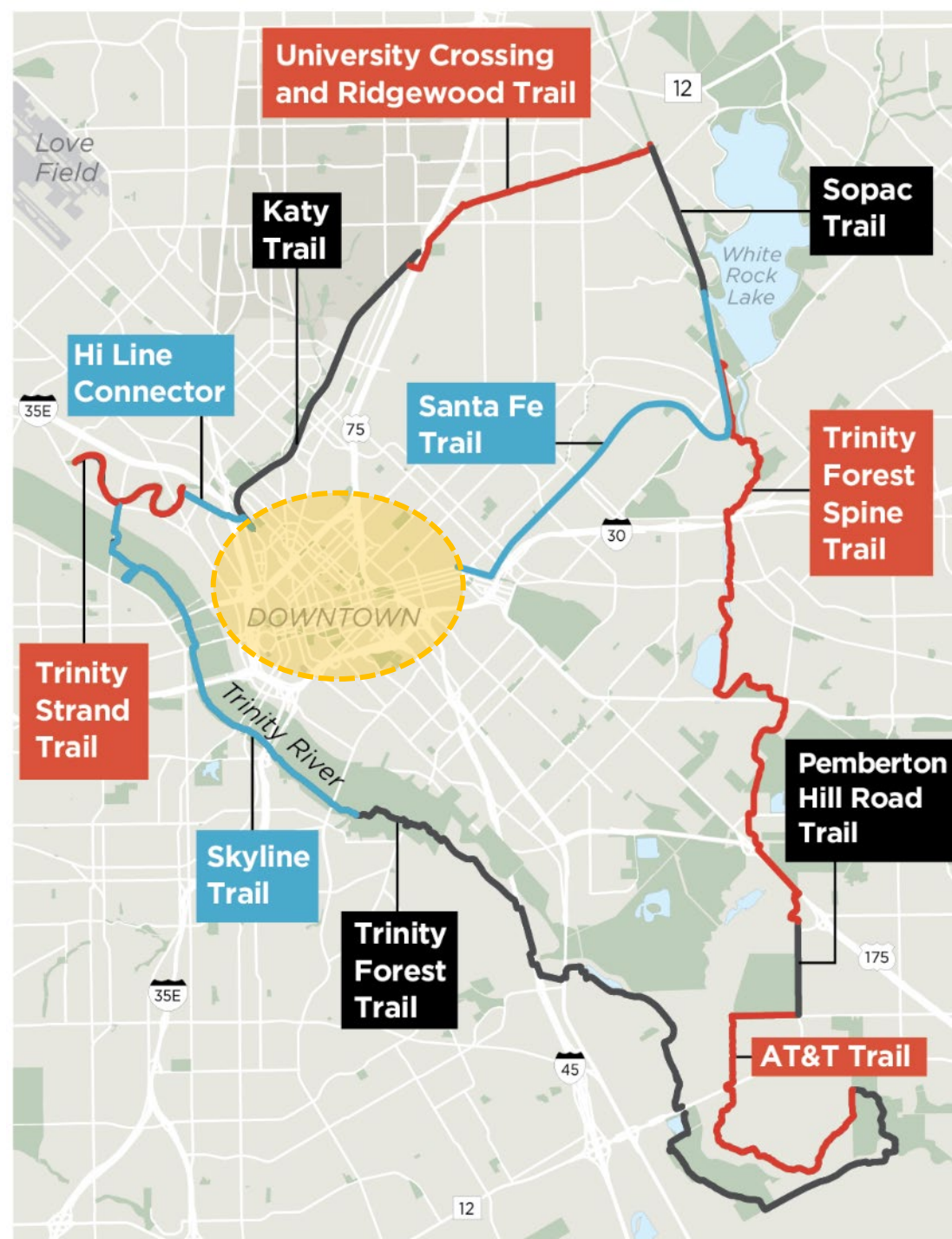












Dallas



Dallas



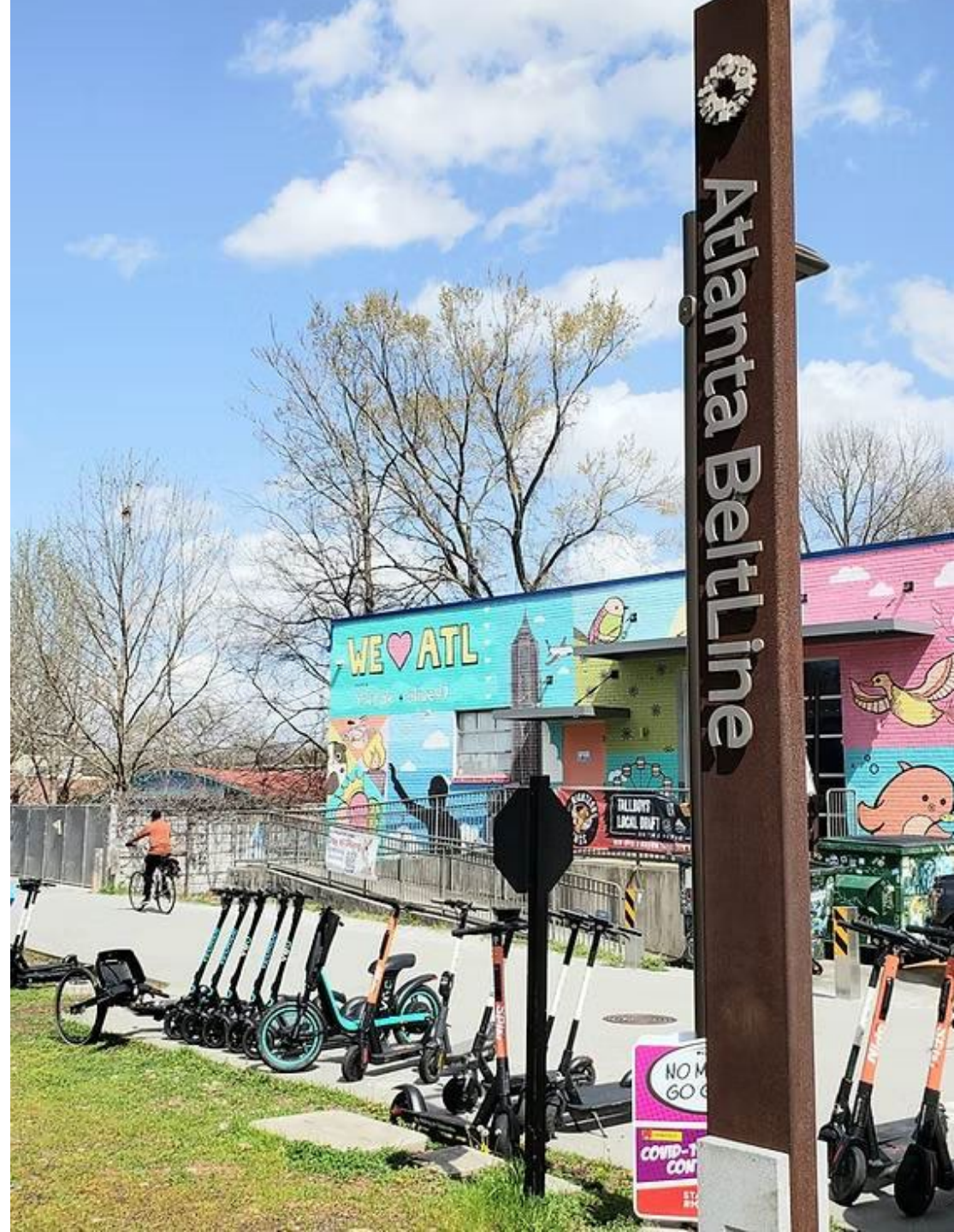
Highline, New York City



Indianapolis Cultural Trail



Atlanta Beltline



Summer

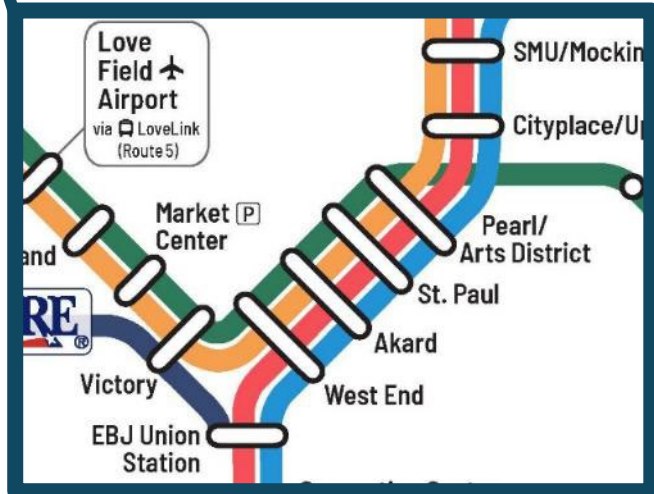


Young Street

**BUILD THE
THRULINE TO
CONNECT
NEIGHBORHOODS
... and beyond!**







DART announces 'Operation Access' security initiative, cracking down on fare evasion and boosting safety





DART
9:21 am

Destination
Green Line
Red Line
Blue Line
Orange Line

Akard
Tickets & Information

PLEASE ONLY AT CROSSING
DO NOT CROSS ON THE ROAD OR PLATFORM





TRANSFORM THE TRANSIT MALL



Bahnhofstrasse, Zurich, Switzerland













We wouldn't
recommend moving
with Texas's Weather. Either.

Spectrum

MOSAIC



Invest in the Ground-Level Experience

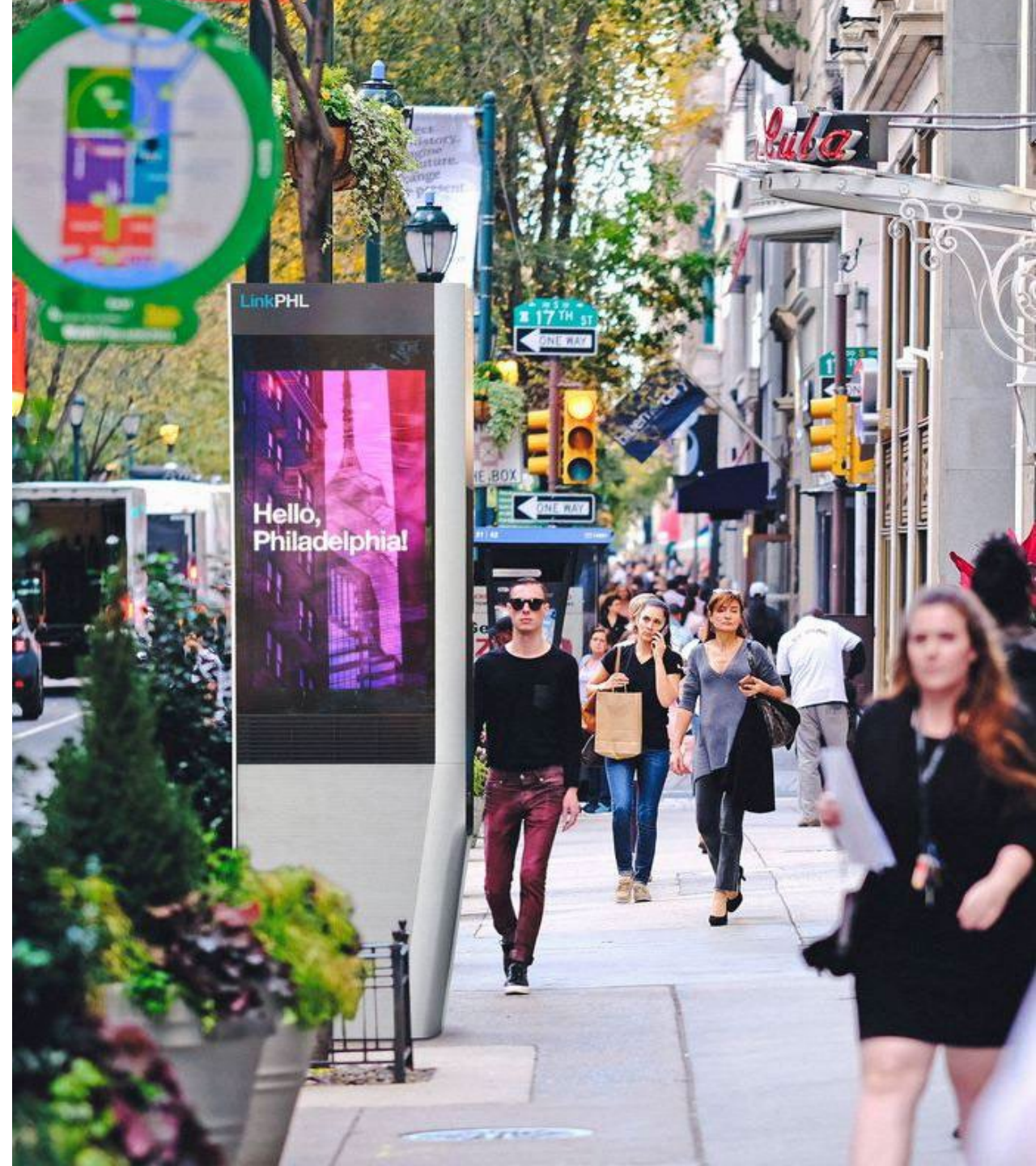


Invest in the Ground-Level Experience

WHY THIS MATTERS NOW

- Active ground floors filled with shops, dining, services, amenities and destination spaces **promote safety, foster economic development, and support entrepreneurship**
- Parks with intentional and coordinated programming, beautification, and maintenance contribute to a **clean, active, desirable and fun city center**
- **Vacant and underutilized sites** offer opportunities for creative projects that engage the street level, bring in people and economic activity, and provide connections to adjacent neighborhoods.







RE-IMAGINE
KEY NORTH-
SOUTH
CORRIDORS

LAUNCH A
GRANT
PROGRAM
TO INFILL
GROUND-
FLOOR
VACANCY

Advocate for **amendments to policies and regulations** to encourage smaller ground-floor commercial units and residential spaces in new development

Partner with property owners to **catalyze development of vacant and underutilized lots**











Rendezviews, Toronto, Canada





Harwood Street at Pacific Avenue - Existing



Harwood Street at Pacific Avenue - Potential



Harwood Street at Pacific Avenue - Potential





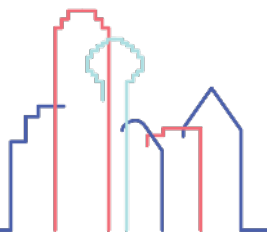




DOWNTOWN DALLAS

BIG IDEAS. BOLD ACTION.

DOWNTOWN VISION 2036



BIG IDEAS FRAMEWORK

BOLD ACTIONS

REIMAGINE
DOWNTOWN'S
ECONOMY

BOOST
RESIDENTIAL
GROWTH

CULTIVATE
DISTINCT
DISTRICTS
AND
DESTINATIONS

MAKE THE
CRITICAL
CONNECTIONS

INVEST IN THE
GROUND-
LEVEL
EXPERIENCE

KEY STRATEGIES

CONVERT OFFICE
VACANCY

REPURPOSE THE
DISCOVERY
DISTRICT

LAUNCH A
RESIDENTIAL
INCENTIVES
PROGRAM

DOUBLE THE
RESIDENTIAL
POPULATION

BUILD A DALLAS
COLLEGE
KNOWLEDGE
DISTRICT

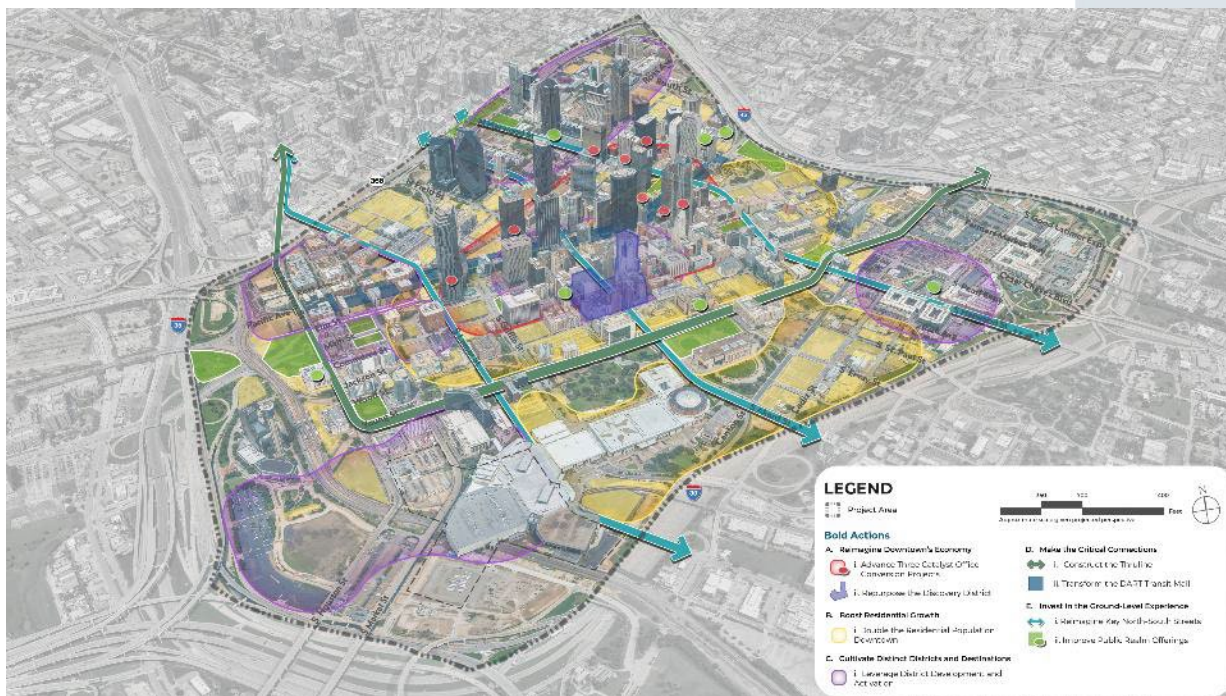
DEVELOP THE
CONVENTION
CENTER DISTRICT

BUILD THE
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NEIGHBORHOODS

TRANSFORM THE
TRANSIT MALL

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NORTH-SOUTH
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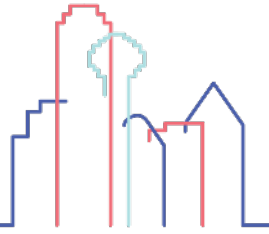
LAUNCH A GRANT
PROGRAM TO
INFILL GROUND-
FLOOR VACANCY



DOWNTOWN DALLAS

BIG IDEAS. BOLD ACTION.

DOWNTOWN VISION 2036



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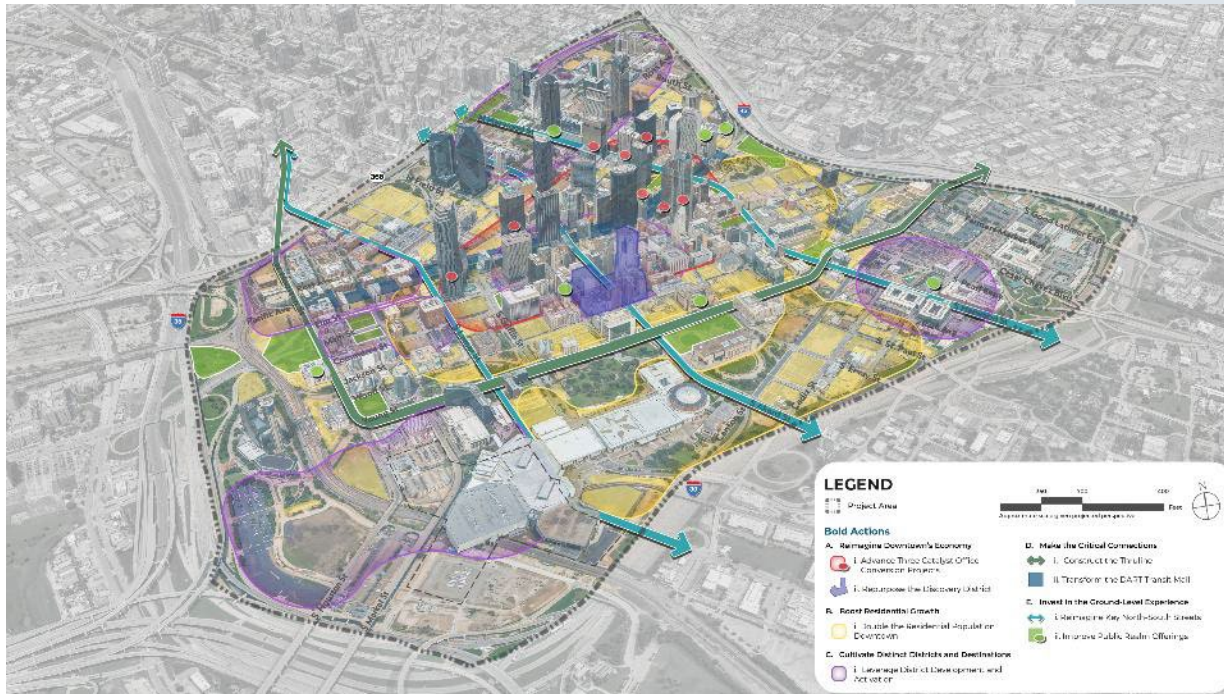
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IMPLEMENTATION TOOLS,
RESOURCES, STAFFING,
PARTNERSHIPS



DOWNTOWN DALLAS

BIG IDEAS. BOLD ACTION.

DOWNTOWN VISION 2036

