



# downtown dallas 360

A PATHWAY TO THE FUTURE

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# I Introduction

## Building a True Urban Experience

As the premier urban center in North Texas, Downtown Dallas is the epicenter of economic, cultural and social activity in the Dallas-Fort Worth Metroplex. Its history as a vibrant city is well-known; **its future as one of the world's most dynamic urban environments** is currently being shaped. As Dallas continues to evolve into a diverse, exciting hub of people and activity, Downtown is the logical place to absorb new growth and lead regional trends. The Downtown Dallas 360 effort harnesses recent interest and trends in re-establishing the prominence of the city center and sets the course for a future filled with opportunity in an increasingly connected, urban world.

### PURPOSE AND CHARGE

Downtown Dallas 360 (or simply “the 360 plan”) was born out of the need to bolster and support development and investment in the core city, identified as the area within the existing freeway “loop” (also referred to as the Central Business District, or CBD). The plan’s main purpose is to **cultivate a shared vision for Downtown’s future and provide strategic implementation actions for achieving that vision**. While the plan is a long-term, strategic vision for how to ensure that Downtown Dallas is a vibrant urban center, it provides clear, targeted recommendations that can be implemented over a relatively short timeframe. Specifically, a major goal is to identify and prioritize capital spending to be secured with the issue of future City of Dallas bond funds, currently scheduled for 2012, that will demonstrate tangible, direct implementation of the 360 plan.

### A Collaborative Effort

The Downtown Dallas 360 plan sets forth a strong vision for a dynamic, exciting future. It is intended to be a strategic, guiding plan rather than a regulatory document. While the 360 plan presents and prioritizes specific actions deemed critical for Downtown’s future success, its broader recommendations and concepts are to be considered when reviewing development, making decisions or considering investment, especially when a specific action may not yet have been taken. For example, while the 360 plan recommends that formal, enforceable design stan-

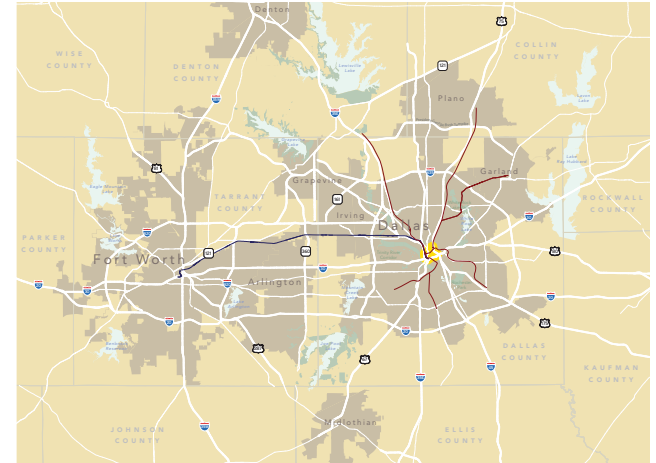
dards be adopted by the City of Dallas, delays or lack of funding may necessitate using the guidelines and recommendations found in Chapter IV in the interim.

A critical partnership among the City of Dallas, Downtown Dallas, Inc. (DDI) and dozens of area stakeholders, residents, developers and leaders, the 360 plan process embodied the “can-do” spirit of Dallas as a true combination of public and private resources. The commitment of money, time and other resources from a host of stakeholders vested in the success of Downtown ensured a collaborative, productive process from beginning to end. The 360 plan process provided the opportunity for parties with varied interests to debate controversial and politically-charged issues, with the understanding that their primary charge was to find solutions that would yield the greatest return on public and private investment in Downtown. Rather than becoming mired in individual short-term gains, this cooperative process helped foster an even greater spirit of opportunity and obligation from plan stakeholders to ensure the collective success of Downtown.

### Influential Factors

Recent years have seen a resurgence in the prominence, relevance and vibrancy of downtowns and urban environments throughout North America. Once left behind by the dispersion of people, energy and resources to the suburban fringe, downtowns are now seen as real and viable alternatives to suburbs. In fact, center cities and urban neighborhoods in nearly every region of the country saw rising populations, new development, and enhanced cultural and entertainment opportunities over the past decade. Dallas was no exception, with the central city’s population growing from fewer than 5,000 in 1980 to over 35,000 by 2010. Twenty percent of that growth (more than 7,000) occurred inside the loop, where, prior to the year 2000, only a few hundred people had resided. In Dallas and elsewhere, the trend toward urban living coincided with continued investment in public infrastructure and amenities, including expanded rail transit systems, arts and cultural venues, and improved streets and parks.

By 2008, however, when the Downtown Dallas 360 process was set in motion, cities were faced with increasingly tumultuous and uncertain budget situations due to severe economic conditions. Whereas the economic constraints might



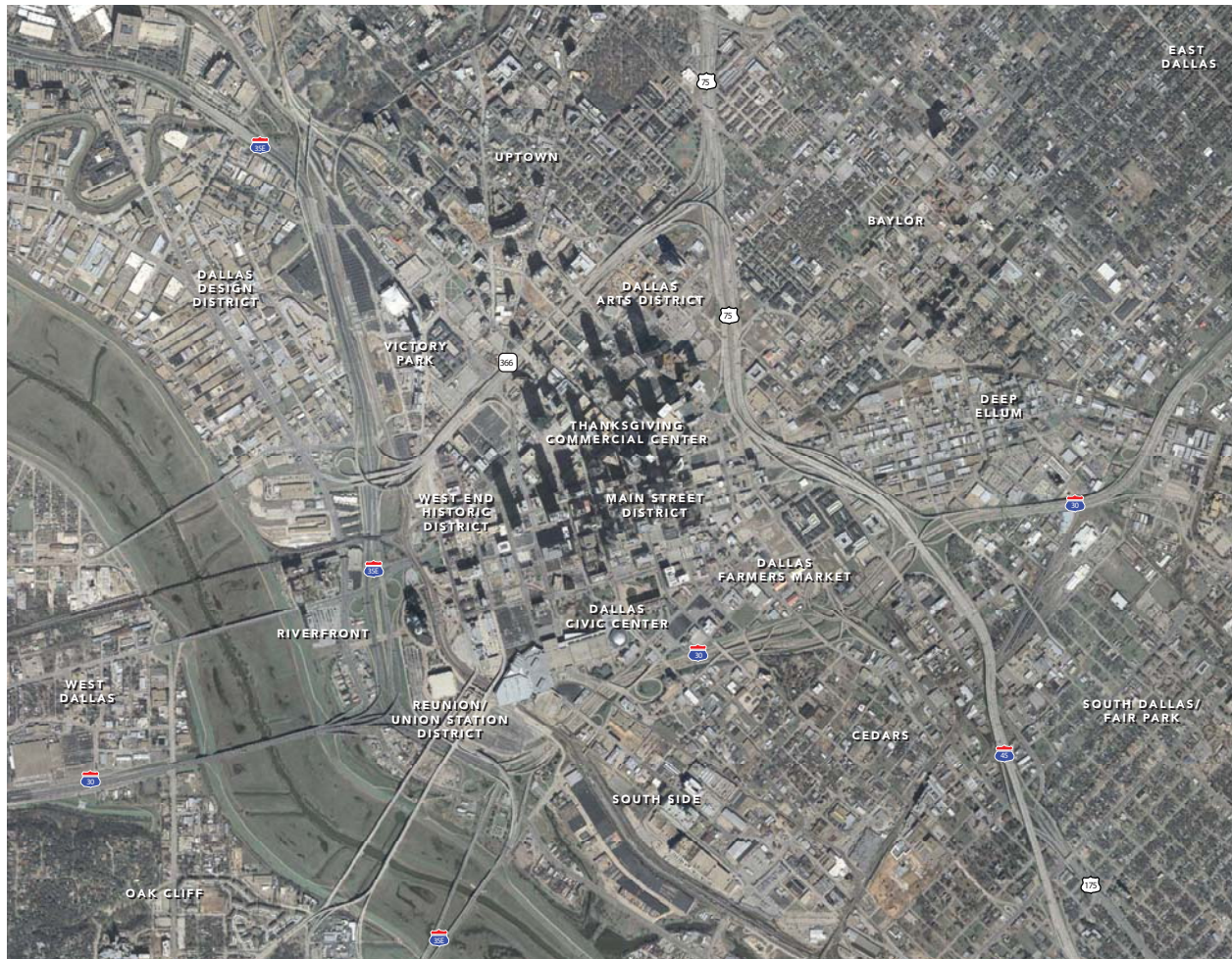
The Dallas-Fort Worth Metroplex

call into question the importance of a process such as the 360 plan, leaders and stakeholders recognized the opportunities to be even more strategic and relevant in the face of uncertain resources. It is with this optimism for the future that the 360 plan sets forth recommendations that are both bold and realistic, each emphasizing the critical steps needed to catapult Downtown Dallas forward.

### REGIONAL CONTEXT AND STUDY AREA

Downtown Dallas lies at the center of Dallas County, which is the largest population center in the greater Dallas-Fort Worth Metroplex (see map above). The Metroplex is the largest metropolitan area in Texas and the fourth-largest in the United States, with over 6.5 million people as of 2010 estimates. Dallas-Fort Worth anchors the northern triumvirate of the “Texas Triangle” Megaregion. This group of major population centers, including Houston, San Antonio and Austin, has nearly 17 million people and drives the Texas economy.





Downtown Dallas 360 Study Area

Downtown Dallas has traditionally been defined as the area “inside the loop”, a reference to the freeway system that forms a complete loop around the historic Central Business District (CBD). This area includes the West End Historic District, Main Street District, Dallas Civic Center, Reunion/Union Station District, Dallas Farmers Market, Thanksgiving Commercial Center and Dallas Arts District (see Downtown Dallas 360 Study Area figure at left). The Downtown Dallas 360 plan accordingly focuses most of its investment priorities and strategic actions to these important areas. However, much strength lies in connecting outward from the loop, into the newly defined Downtown Dallas. From the Cedars, South Side, Riverfront, Deep Ellum and the Design District to Baylor, Uptown and Victory Park, the city center is a collective destination with key assets that are all integral to Downtown’s vitality, such as the American Airlines Center, Fair Park, Baylor Medical Center, the Trinity River and more. Acknowledging the importance of these areas to Downtown’s overall health, the 360 plan provides guidance to overcome barriers, improve connections, and boost the character and identity of this broader set of districts in greater Downtown Dallas.



## PLANNING PROCESS

The 360 planning process occurred over an 18-month period from June 2009 to January 2011 and entailed extensive stakeholder and community input.

The process was stewarded by a Steering Committee, Technical Committee and core Project Management Team that met at key junctures throughout the planning period. Charged with providing strategic direction and buy-off on major themes, concepts and strategies, the Steering and Technical committees comprised representatives from City departments and organizations, stakeholder groups and corporations such as DART, Dallas Convention and Visitors Bureau, Dallas Convention Center, private developers, Downtown Residents Council, and DDI. Workgroups and focus groups added representation and input from Preservation Dallas, The Real Estate Council, CityDesign Studio, the Dallas Regional Chamber of Commerce, and others. In addition, critical community input was garnered through two Community Forums and multiple sessions with area stakeholders, Dallas City Council members and key staff. This inclusive process was bolstered by a project website, which was used to share information and solicit feedback from committee members and the public. The Project Management Team provided day-to-day guidance and decision-making and consisted of members of the Department of Sustainable Development and Construction, DDI, and MIG.

## PRIOR STUDIES

The Downtown Dallas 360 plan builds on numerous prior studies and planning efforts for Downtown and surrounding areas. From supporting the ambitions of the Trinity River Corridor Master Plan to navigating the nuances of Tax Increment Financing (TIF) District plans, the 360 plan is in many ways the force that now binds together these initiatives.

The previous plans provided a wealth of direction and background for the 360 plan process. In particular, ideas and plans for elements such as the second DART light rail alignment (“D2”) through Downtown became an important focal point when determining how best to provide additional transit service while simultaneously maximizing opportunities for new development projects. Another key component that influenced much discussion is the organization and identification of the street

system in Downtown as identified in the Comprehensive Transportation Plan, which opened the door to a re-examination of the role and function of Downtown streets. Similarly, proposals such as the Emerald Bracelet and the extent of facilities identified in the Downtown Parks Master Plan helped initiate discussions on the role and actual needs for various types of open space in Downtown. The Inside the Loop report set forth the critical need for connectivity, prioritization and catalyst projects, and foreshadowed the emergence of Districts. In addition, technical documents such as those related to the various TIF districts became the foundation for many recommendations found in this plan.

## RECENT ACCOMPLISHMENTS

Like many urban centers in recent years, Downtown Dallas is riding a wave of momentum, created by the significant new development and investment from both public and private sectors. While remaining a strong office core, Downtown is now home to thousands of residents, many of whom occupy historic or formerly vacant buildings, bringing new life to some of Downtown’s greatest assets.

Perhaps most visible is the near completion of the Dallas Arts District, once home to automobile dealers and a dream penciled only a few decades ago. From the opening of the Dallas Center for Performing Arts including the Winspear Opera House and Wyly Theatre, to the construction of the mixed-use One Arts Plaza tower and restaurant complex, the Dallas Arts District is perhaps one of Downtown’s greatest success stories. It continues to draw international praise as well as ongoing local investment. Emerging as this plan is written is the Woodall Rodgers Deck Park (“The Park”), a key connection between the Arts District and Uptown and another significant investment in Downtown’s network of parks, plazas and open spaces.

Although not at the frenzied pace that occurred in the 1980s, today’s office construction and corporate relocations for companies such as 7-Eleven, AT&T, Hunt Consolidated and Comerica Bank reflect the desire to be a part of Downtown’s increasing vibrancy. Their respective presence in the Arts District and Main Street District demonstrate the desirability of these key districts and provide much-needed employment presence to ensure long-term balance and sustainability.



The Steering Committee and Technical Committee provided valuable guidance and affirmation on emerging strategies.



Two Community Forums provided opportunities for Downtown residents, workers, merchants, property owners and other stakeholders to learn about the process and share their comments and questions.





*The Winspear Opera House, part of the AT&T Performing Arts Center, is one of the latest additions to a growing collection of prominent architectural masterpieces in the Dallas Arts District.*



*The adaptive reuse of a 1924 Santa Fe Railroad freight warehouse into the Aloft hotel provides a new lodging option for visitors near the Convention Center and City Hall.*



*The Joule hotel is one of Main Street's newest prominent destinations, signifying the demand and emerging vibrancy of this district.*

Finally, announcements related to the expansion of the nascent streetcar system provide a glimpse into the future of mobility and investment in the center city. Grants to extend the MATA trolley to two DART light rail stations on a loop from Woodall Rodgers freeway through the eastern part of the CBD and to construct a new, modern streetcar line from Union Station to nearby Oak Cliff will ensure the transition from an auto-dominated transportation network to a more multi-modal system. Downtown Dallas 360 takes advantage of the momentum from recent accomplishments and provides the steps necessary to garner the most return on these investments.

## ASSETS, CHALLENGES AND OPPORTUNITIES

Famous for its landmark skyline and sense of endless energy, Downtown Dallas is an easily identifiable place. The city center has many assets upon which to capitalize, along with several challenges and opportunities that will shape the pathway to the future.

### Assets

#### Historic Prominence

From its early days as a trading center for cotton at the junction of rail lines leading to ranching, oil and shipping fortunes, Dallas established itself as a critical place for commerce. Its access to natural resources and pivotal location along major trade and distribution routes catapulted the city into prominence more quickly than most regions at the edge of the Great Plains. Early decisions to locate instrumental institutions such as the Federal Reserve further secured Dallas's role as a major inland activity center. As the cultural, entertainment, corporate and government hub of a vast region, Dallas today commands a large presence in politics, national and international trade and transport, and overall upward economic mobility. The city's growth as a business center historically meant that Downtown became a prominent location for major corporations. Downtown Dallas has since been known as a hub of big business, with similar importance in areas such as retail, government, entertainment and tourism.

#### Location

As one of the key urban centers in Texas and the Metroplex, Downtown Dallas is the natural center of regional, interstate and international transportation. This unparalleled position has provided Downtown Dallas with tremendous growth and development potential, which continues to evolve with a growing and urbanizing region. Downtown is poised to benefit from continued population growth and interconnectivity between other parts of the region and megaregion through efforts such as expanded light and commuter rail and possible high-speed rail, further solidifying its future as a pivotal place for commerce, trade and culture.

#### Corporate and Government Presence

Dallas's entrepreneurial spirit is embodied in the presence of its many corporations, including the headquarters of such widely-known firms as 7-Eleven, AT&T, Blockbuster, Comerica Bank, Belo Corporation, Neiman Marcus, Tenet Healthcare and others. Seen as a favorable business climate, Downtown Dallas thrives on the proximity to robust transportation systems, a diverse and experienced labor force, and the support of city leaders. The presence of the City and County of Dallas government offices and significant federal branches, including the Federal Reserve just across the Woodall Rodgers Freeway, makes the Dallas CBD the largest employment center in North Texas, with more than 138,000 daily workers (source: North Central Texas Council of Governments).

#### Institutional and Cultural Presence

As the historic seat of cultural and social activity in Dallas, numerous religious, private and public institutions still anchor much of Downtown's ongoing relevance in a 21st century context. Landmark religious institutions such as the Cathedral Santuario de Guadalupe and First Baptist, First Presbyterian and First Methodist churches are home to thousands of worshippers and have long-term, vested stakes in the success of Downtown. Primary and secondary education is anchored by schools such as Pegasus Charter School and Booker T. Washington School for the Performing and Visual Arts, providing educational experiences in an urban setting for hundreds of students. Higher education institutions such as El Centro College and the University of North Texas reflect the broad spectrum of students and professions that will be important in the ongoing transformation of Downtown into a diverse, thriving urban center. In addition, resources such as the Dallas Museum of Art, Nasher Sculpture Center, AT&T Performing Arts Center and Meyerson Symphony Center make up the core of the Dallas Arts District, one of Downtown's greatest single destinations. These cultural institutions provide unparalleled resources, exposure and capacity for Downtown to continue its transformation into one of the country's most exciting urban environments.



By the 1940s Downtown Dallas had become a large, dense urban center.



City Hall Plaza provides a great vantage point to view Downtown's corporate landmarks such as the Bank of America, AT&T and Thanksgiving towers.





The Richardsonian Romanesque-style former Dallas County Courthouse, now known as Old Red, is an example of Downtown's diverse architecture.



Main Street Garden serves as the newest multi-purpose gathering space for Downtown and the City, accommodating many different events including City Lights.

### Architecture and Open Spaces

Home to towers and other structures designed by world-famous architects, Downtown is widely recognized for its architectural bravado. Dallas embraced extravagant public architecture from its early days, as evidenced by the former Dallas Municipal Building built in 1914 and continuing with the construction of the 1978 landmark City Hall complex designed by I.M. Pei. Similarly, Dallas's corporate sector pushed limits with buildings such as the 24-story Magnolia Petroleum Tower, built in 1921, and the Mercantile Bank Tower, opened during the height of World War II. Later, architects and firms such as Philip Johnson, SOM, Pei Cobb Fried and others left legacies with postmodern towers, visible from miles around and recognizable the world over. More recently, Lord Norman Foster, Renzo Piano and OMA have contributed state-of-the-art cultural venues, boosting Downtown's architectural prowess and renown and contributing to an endless tapestry of urban history that makes Downtown Dallas a unique place. Many of Downtown's public and private parks, plazas and other open spaces are equally significant, with recent park designs such as Main Street Garden incorporating some of the latest thinking in urban park and open space planning. Together, many individual pieces of the urban fabric help form a solid set of building blocks for a innovative, exciting 21st-century Downtown.

### Transportation Network

As the center of Dallas County and one of the most well-connected urban centers in the nation, Downtown Dallas is well-positioned to maintain its competitive advantage with a multi-modal transportation network. Although it forms barriers to surrounding neighborhoods, the existing freeway loop connects Downtown to regional destinations in every direction and places it on multiple cross-country routes for trucking and other transportation. Federal routes I-30, I-35E, I-45, US 75 and Texas State Highway Spur 366 are critical links to the regional auto and truck mobility network. Of equal importance is the resurgence of regional and local rail transport, embodied by the Trinity River Express commuter rail, DART light rail, and MATA historic streetcar services. As opposed to the auto-dependent design of suburban locations, the rail systems and extensive bus network are competitive advantages for Downtown. With future light rail and modern streetcar

lines proposed, as well as the possibility of high-speed inter-city rail connections, Downtown Dallas will continue to evolve into a 21st century environment where mobility will be driven by choice, flexibility and reliability.

### District Identities

More than just a "central business district," Dallas's center city is, in fact, a collection of various distinct districts that form a more complete urban environment. From the West End's preserved historic architecture and nightlife to Main Street's unique combination of corporate headquarters, landmark retail and gleaming residential towers, Downtown's districts are immediately evident – if not yet fully realized and connected to each other. Additional areas such as the Dallas Arts District, Farmers Market, Deep Ellum, South Side, and Cedars meet diverse needs and help round out the overall experience. Further identification, connection and development of all of Downtown's districts will help create a seamless urban experience.

### Tourism and Hospitality

Downtown Dallas boasts a robust tourism and hospitality industry, providing thousands of jobs in the city center. Downtown boasts significant attractions such as the Sixth Floor Museum, Old Red Courthouse and County Museum, Holocaust Museum, Dallas World Aquarium, the flagship Neiman Marcus store, and the Dallas Arts District with its multiple world-class venues. Serving thousands of conventioners annually, the Dallas Convention Center is one of America's largest, with over 1 million square feet of exhibition space. The nearby Hyatt and under-construction Omni hotels provide over 2,000 rooms in close proximity. In addition, nearly all of Dallas's luxury hotels, including the Adolphus, Joule, Ritz-Carlton, W, and Fairmont, are located in the central city. With numerous other hotels and many entertainment options within Downtown and in nearby locations, the area is well-positioned to maintain and enhance its strong tourism base.

## Challenges and Opportunities

### Unfriendly Streets

Despite being one of the oldest parts of Dallas and laid out in a classic grid pattern, the design, flow and feel of many of Downtown's streets do not foster a vibrant, active, pedestrian-oriented scene. The decades-old conversion of most smaller streets into a series of one-way arteries designed simply for quick auto ingress and egress results in difficult navigation throughout Downtown. In particular, streets such as Elm and Commerce primarily function to provide access to and between the east and west edges of the freeway loop, their four-or-more lanes creating massive divides in the heart of historic Downtown. Exacerbating the problem are newer large, multi-lane divided streets such as Pearl, Young, and Griffin, designed to facilitate fast-moving traffic through Downtown but are inhospitable places for businesses and pedestrians. In addition to the existing challenges to vehicular circulation, broken sidewalks, physical obstructions, inconsistent landscaping and tree canopy, and a lack of buffers to fast-moving traffic make walking on Downtown's streets a daunting task. Particularly challenging is the lack of strong, attractive connections leading away from the Pacific transit mall that would encourage additional transit trips for Downtown workers. While ongoing streetscape improvements are updating the physical infrastructure, Downtown streets need a holistic approach to improvement.

### Fortress-like Buildings

Dallas's building boom of the 1960s-1980s left a challenging legacy: many of Downtown's prominent and not-so-prominent buildings present an often banal and sometimes hostile face to streets and sidewalks. Built during an era when architects and planners rejected classic urban principles of active ground floors and pedestrian interaction, the numerous monolithic and unfriendly office, government and commercial buildings dominate many of Downtown's streets to this day. In contrast to the sense of energy and vibrancy exuded by the city's skyline from nearly any vantage point, the bases of many formative structures present very little in the way of energy or activity. Examples such as Southland Center, originally designed in the late 1950s, present blank walls, service entrances, loading

bays, and garage entrances on nearly every linear foot of sidewalk for the large, superblock development.

Zoning requirements during this time also led to the creation of often-empty plazas surrounding many of Downtown's major structures. Perhaps the most famous example of the combination of intimidating architecture and sterile plaza space is Dallas City Hall. Its wedge-shaped design hovers over a vast expanse of concrete with limited places for sitting, gathering or eating. While the designs of these buildings and adjacent plazas are often less than appealing to the pedestrian, their prime locations and vital tenants provide opportunities for quick enhancements to enliven ground-level spaces. For example, the recent transformation of the southeast corner of the Comerica Tower to include an attractive ground-floor restaurant space is a technique that could be replicated at numerous other office, hotel and government structures.

### Image and Perception

Despite being a historically-prominent location for commerce, government and culture, Downtown Dallas suffers from a lack of strong contemporary regional identity. Its many tired and dated buildings, confusing circulation pattern, scattered retail offerings, and apparent lack of pedestrian activity foster an impression that Downtown is not a lively, desirable location. High office vacancy, between 20 and 25%, is evident of issues such as outdated building stock and a perceived lack of parking, but also of Downtown's desirability as a prime destination. In contrast, the Uptown office, residential and retail market has emerged as the premier destination for urban relocations. However, as Downtown redefines itself as more than only a commercial office hub, recent investments in facilities and amenities such as Main Street Garden, the AT&T Performing Arts Center and the Joule have provided new energy and are attracting more corporate headquarters once again. New restaurants and residences are also contributing to changing the perception of Downtown as a neighborhood as well as a regional destination. As the center city continues its successful transition into a balanced, 21st-century urban environment, a cohesive commitment to identifying, marketing and supporting a new appropriate image is essential.



Wide, fast-moving streets such as Elm are uncomfortable places to walk and often divide districts and destinations.



Many office and institutional buildings present blank walls, little vegetation and few retail uses, leaving sidewalks barren and inhospitable.





The underground tunnel system linking office buildings, hotels and other destinations is often a sterile, unexciting environment that draws life from streets above.



Many buildings and streets have been designed to prioritize separation of pedestrian and vehicular traffic, making sidewalks seemingly irrelevant, and, in some cases, nonexistent.

### Multi-level Pedestrian System

Downtown's extensive tunnel and skywalk system further exacerbates the city center's poor ground-floor conditions. Originally proposed by Vincent Ponte in the late 1960s, the multi-level separation of pedestrians from Downtown streets has had perhaps the most damaging impact on street activity. By locating primary pedestrian circulation in underground tunnels or above-ground skywalk bridges, retail and service life effectively vanished from streets. As more and more buildings were built to tie into the multi-level circulation scheme, streets became



The Central Expressway is one example of how the freeway loop divides the CBD from adjacent districts and neighborhoods. In Deep Ellum, however, local artwork helps "bridge" the divide.

relegated to automobiles and the less fortunate. Although the tunnels and skywalks continue to suck life from streets, the lifespan of many of these facilities and nearby office buildings is nearing an end. In addition, the physical, economic and social conditions bringing about the slow but sure transition back to ground-floor street life – which is a major tenet of the 360 plan – may ultimately spell the end of the retail activity in the tunnel and skywalk system. Future uses such as service and storage may become viable replacements for retail uses that are either drawn to the street level or regulated out of operation.

### Freeway Loop

While a definite asset from a regional mobility, connectivity and business competitiveness standpoint, the freeway loop that has come to define Downtown Dallas is also a significant barrier to surrounding neighborhoods. Forming a complete loop and defining the edge of every corner of the Central Business District, the freeways sever streets, block views, interrupt connectivity and create noise and undesirable "voids" in the urban fabric. Specifically, elevated portions of the Central Expressway and Stemmons Freeway are significant visual and physical barriers between the CBD and Deep Ellum and the Trinity River, respectively. Rectifying the damage the freeways have caused to Downtown and adjacent areas is a long-term and expensive proposition. The slightly less-imposing "trenches" of the Woodall Rodgers Freeway and R.L. Thornton Expressway, while separating the core from Uptown and the Cedars, provide easier opportunities to heal connections with improvements such as the under-construction deck park between the Arts District and Uptown. However, with a freeway system that will remain in place and may undergo significant new investment such as that proposed under Project Pegasus, enhanced connections via redesigned streets, transit lines, additional park spaces, and potential expansion of the Dallas Convention Center over the freeway will all be critical.



### Parking Access, Design and Management

As an area that was redesigned to serve automobiles entering and exiting the area daily, Downtown Dallas remains a heavily auto-centric environment. The area's blank façades and unfriendly streets are often accompanied by surface parking lots, entrance ramps to subsurface garages, and imposing above-ground parking structures. While the design of and access to parking creates an unattractive and unfriendly environment at the street level, the location, distribution and effectiveness of existing parking facilities is also an economic challenge and obstacle to investment and development. Many office buildings are grossly "underparked" when compared to suburban counterparts, contributing to high vacancy rates. Many older buildings that have been converted or are candidates for rehabilitation into residential uses face a similar challenge, making for-sale housing units difficult to finance and market. Finally, inconsistent rate structures, management and operational flexibility mean that much of the parking appears, or actually is, unavailable to the public, resulting in a frustrating experience for less-frequent visitors. While the 360 plan supports the transition to a truly multi-modal transportation system for the center city, a strategic short-to-medium term approach to parking will be essential to ensure that Downtown competes on a regional level for a stronger share of commercial and residential investment.

### Trinity River Corridor

As the greatest nearby recreational and natural resource, the Trinity River Corridor has the potential to become an integrated part of Downtown's identity and experience. Programmed improvements such as the Trinity Lakes project, various trails and connections, and the Santiago Calatrava-designed bridges are key features that will bolster the Trinity's visibility and relevance to Downtown. Currently, however, access to the Trinity is next to impossible, with the barriers of railroad tracks, freeway and frontage roads, and Riverfront Boulevard preventing any visual or physical connection to the area between the levees. Proposals for a toll road within the Trinity corridor will present an additional barrier to effective connections to this potentially great resource. Since most of the aforementioned infrastructure is likely to remain in place, creative ways to "break through" these barriers will be critical.

### Housing Choice

The urban core of Dallas has experienced strong population growth, especially since the year 2000. Luxury apartments, condos, and "condotel" developments have successfully transformed formerly undesirable locations into complete neighborhoods with ample density to support walkability and transit use. However, since the vast majority of housing developed has been for the upper or upper-middle income brackets, the area does not boast the diversity of residents or housing choices more reflective of a large urban center. For Downtown and its environs to fully capitalize on the potential to be a 24-hour, 21st-century urban neighborhood, residential offerings must be diversified to attract all income brackets, ethnicities and interests.

**The vision and strategies outlined in the 360 plan all build on Downtown's assets and together address its key challenges to support a bold vision for the future.**



*Tributaries and estuaries of the Trinity River retain their natural forms and would provide a welcome respite from the urban environment if more easily accessible.*



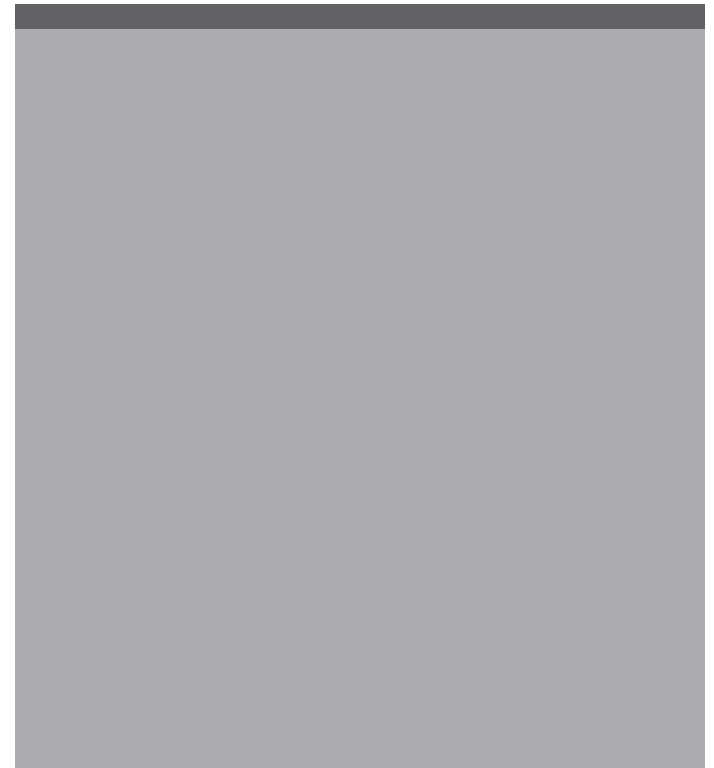
*Parking garages are often outdated, present unfriendly "faces" to streets, and are rarely identified as being available for public parking, creating a commonly held perception of a parking shortage.*



*New housing and mixed-use developments have been built in many locations in and around the CBD but are often targeted to higher income brackets.*



## II Vision and Plan Framework





## The Vision for Downtown Dallas

The overall Vision sets forth a bold, exciting view of Downtown Dallas's future, illustrating what the area will look like and how it will be experienced in the coming years . . .

*Downtown Dallas is a complete urban center composed of distinct yet interconnected districts linked by an accessible transit network, each offering a unique and diverse combination of places to live, refreshing open spaces, bustling street activity, successful business and retail, and dynamic urban experiences for residents, workers and visitors alike.*

Dallas continues to be the *economic, cultural and entertainment center* for the Dallas-Fort Worth Metroplex. Downtown Dallas serves as the nucleus of activity and is the primary destination for *conducting business and experiencing an urban lifestyle*, boasting great transportation connections and a diversely skilled workforce.

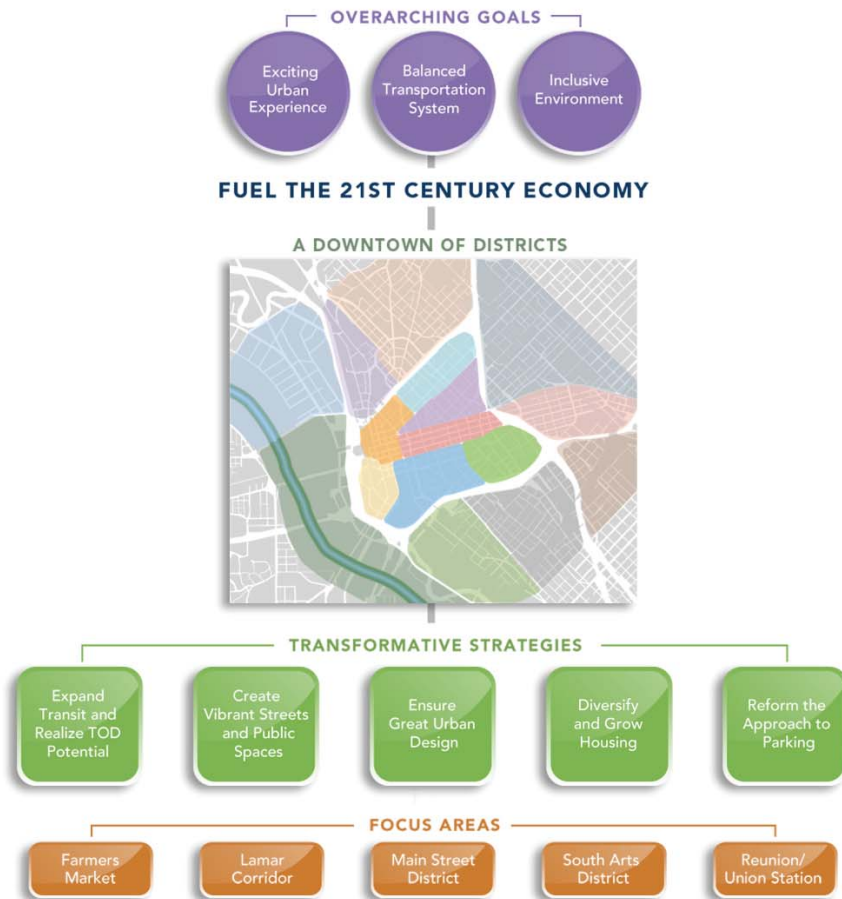
The city center boasts a strong collection of mutually supportive districts, each with *unique character* and all *easily accessible* via walking, streetcar, light rail, bus, bicycle, or automobile. Downtown's tens of thousands of residents contribute to a diverse, inclusive place where *creativity, innovation, and social interaction are paramount*.

Visitors from the region, the nation and across the globe enrich Dallas's *unique urban experience* through interaction with its entertainment areas, world-class facilities and institutions, and unique-to-the-region shopping and dining opportunities.

Downtown Dallas embraces the future with *excitement and energy*.







## Plan Framework

Building on a strong vision, Downtown Dallas 360 is organized by several major concepts. These concepts form the Plan Framework (see figure at left) or “backbone” of the 360 plan. These concepts are summarized in this section and described in detail in subsequent chapters.

### OVERARCHING GOALS

For a planning effort such as Downtown Dallas 360, overarching goals help frame the key themes for the plan and create a unifying “mission” for the document. The overarching goals for Downtown Dallas 360 are discussed below.

#### Exciting Urban Experience

Foster the energy and activity reflective of Dallas’s stature as one of America’s great cities. Downtown should be the most active, vibrant environment and should boast the city’s greatest sense of urban life. Well-designed buildings with street level activity and a renewed focus on pedestrian friendliness are critical to ensuring Downtown’s vibrancy.

#### Balanced Transportation System

Accelerate the transition toward a balanced, multi-modal transportation system that embraces and equalizes the importance of light rail, streetcar, pedestrian, bicycle and automobile mobility. Downtown’s future as a successful urban place rests on its ability to accommodate multiple modes to allow the spontaneity, freedom and accessibility that only an urban environment can provide.

#### Inclusive Environment

Encourage diversity in design, housing types and businesses to attract a wide range of residents, workers and visitors to experience Downtown. As the region’s prime urban location, Downtown Dallas must reflect the region and its status as a global gateway. It also must foster an inclusive environment through an identifiable, recognizable image that caters to Dallasites and visitors alike.

## FUEL THE 21ST CENTURY ECONOMY

The Metroplex – and the world – are facing big, new challenges and opportunities in the 21st century. Concerns regarding energy supplies, greenhouse gas emissions and other environmental considerations are driving some decisions to refocus development and investment in areas already urbanized, rather than continuing to sprawl ever outward. Perhaps even more importantly, quality-of-life considerations are reinvigorating demand for urban development and experiences, as certain households and workers seek environments with more diverse activities, transportation options, stimulation and convenience.

### Competitive Advantages

Downtown Dallas is uniquely positioned to fulfill the important role of the Metroplex's urban center for the coming decades and beyond. In addition to its 100-year history as such, Downtown has many of the attributes recognized as the economic keys to healthy regional urban centers for the future.

### Large Concentration of High-Quality Office Space

As the American economy continues to evolve toward information, finance, and professional and technical service industries, more jobs require office space and fewer jobs are in the manufacturing sector. The Dallas Central Business District (CBD) and the Uptown/Turtle Creek office submarkets jointly comprise roughly 37.5 million square feet of leasable office space – nearly 20 percent of all the office space in the Dallas/Fort Worth market area – including approximately 27 million square feet of “Class A” space. These figures greatly surpass the supply of high-quality office space in any other submarket, and reflect Downtown Dallas's continuing regional prominence as an employment location. Also, while the CBD submarket's office lease rates are about average for the region, the Uptown/Turtle Creek area achieves the region's highest lease rates, indicating the very strong market demand for urban employment locations.

### Convention and Entertainment Center

The Dallas Convention Center now has more than 1 million square feet of exhibition space, as well as the added benefit of the adjacent 1,000-room Omni Hotel to complement the numerous hotel options already available Downtown. The city center boasts an exceptional number of cultural and entertainment attractions, including art museums, a performing arts center, symphony center, opera house, dance theatre, and arts magnet high school, as well as the arena that hosts the Dallas Mavericks basketball team and the Dallas Stars hockey team. Nightlife entertainment is also available in the numerous restaurants, bars, and night clubs found throughout the Downtown area, including concentrations in the Main Street District, West End Historic District and Deep Ellum. Few urban centers in the country can rival Downtown Dallas's diverse entertainment options, and its Arts District facilities are truly world-class. The scarcity of financial resources and content programming for such venues will virtually ensure that Downtown Dallas continues to be the region's primary center for these activities for decades to come.



The Dallas Convention Center boasts the largest column-free exhibit hall in the United States and hosts dozens of events annually, boosting Downtown visits and tourism revenue.



Downtown Dallas is widely known for having abundant high-quality office space.



The American Airlines Center draws hundreds of thousands of visitors to the Downtown area each year for sporting and other events.



Much of the recent residential development in the CBD and surrounding districts has been focused on high-rise rental units, which have added thousands of residents to the Downtown area.

### Diversified Employment Base

The economy of the future will be subject to cycles and adjustments, as it has always been. To adapt to changing circumstances, a diversified portfolio of employers is critical to the ongoing strength and long-term growth of a downtown and a region. Many major employers have national or regional headquarters in Downtown Dallas. These companies, representing the communications, banking, retail, and real estate brokerage and management industries, are indicative of the broad appeal of the Dallas region and Downtown in particular for numerous types of employers and workers. In addition, Downtown has several physical areas with concentrations of specific types of businesses, such as the Arts District, Civic Center (government), the Design District, and the Financial District. Businesses locating in the city core can take advantage of the unique synergies that come with proximity to complementary firms, in addition to Downtown's regionally distinct urban amenities.

### Growing Residential Population

From just a few hundred households in the mid-1990s, Downtown has grown to about 5,000 households in the Central Business District in 2010. Another 19,000 households live in adjacent neighborhoods just outside the loop, almost double those areas' population from a decade ago. These added households occupy a wide variety of housing types, ranging from rehabilitation of older commercial and industrial properties to new construction of townhomes, multifamily apartments and high-rise condominiums. The added population has greatly enhanced the 24-hour vibrancy of Downtown Dallas, and created a built-in market for shops, restaurants and services plus a labor market for Downtown's many office-based companies.

### Economic Opportunities

Many of the promising assets of Downtown – the first rate performing arts venues, the new increment of housing, the ongoing investment in transit, the first class sports facilities in Victory Park, the “hip” urban culture of Uptown – have taken shape in the last decade or two. They represent a scale of recent public and private investment in urban vibrancy that rivals that of any other city in the country. Other major improvements are underway or planned for the near future, including Belo Garden, The Park (Woodall Rodgers Deck Park), and the Trinity River Corridor. While the current recession has temporarily suspended some of the economic impact of these investments, the city is poised for a dramatic resurgence when economic conditions improve and the residential and commercial development markets continue to respond to these substantial accomplishments. Downtown Dallas offers an abundance of physical opportunities to capture this market-based development potential, including vacant sites and nationally significant rehabilitation, adaptive reuse and public/private development opportunities – a rich mix of potentials to build on the investments that have already been made. In addition, Downtown's vitality and competitiveness in the global economy of the 21st century will likely rest on several key factors.

### A Wide Range of Job Opportunities

Downtown's continued prominence will rest, in part, on the ability to recognize the significance of corporate headquarters while competing for additional jobs and businesses that will drive future growth and success. The CBD is home to some 2,500 businesses, including national or regional headquarters for approximately 200 companies. The headquarters businesses are key contributors to Downtown's vitality, as they bring many jobs themselves, plus support other companies that provide goods and services to their workers. Consequently, much effort has gone and should continue to go toward attracting and retaining headquarters. Still, smaller companies are equally important to Downtown Dallas's future. According to the U.S. Census Bureau, 97 percent of all businesses in the Dallas/Fort Worth Metropolitan Statistical Area have fewer than 100 employees, including 98 percent of “Professional, Scientific, and Technical Services” companies, 97 percent of all “Finance and Insurance” companies, and 94 percent of



“Information” companies that are frequently associated with Downtown office environments. These data clearly demonstrate that smaller businesses represent an enormous segment of the employment market. They also suggest that future economic development initiatives in Downtown Dallas will depend on growth and success in such small firms.

### Creativity and Inclusivity

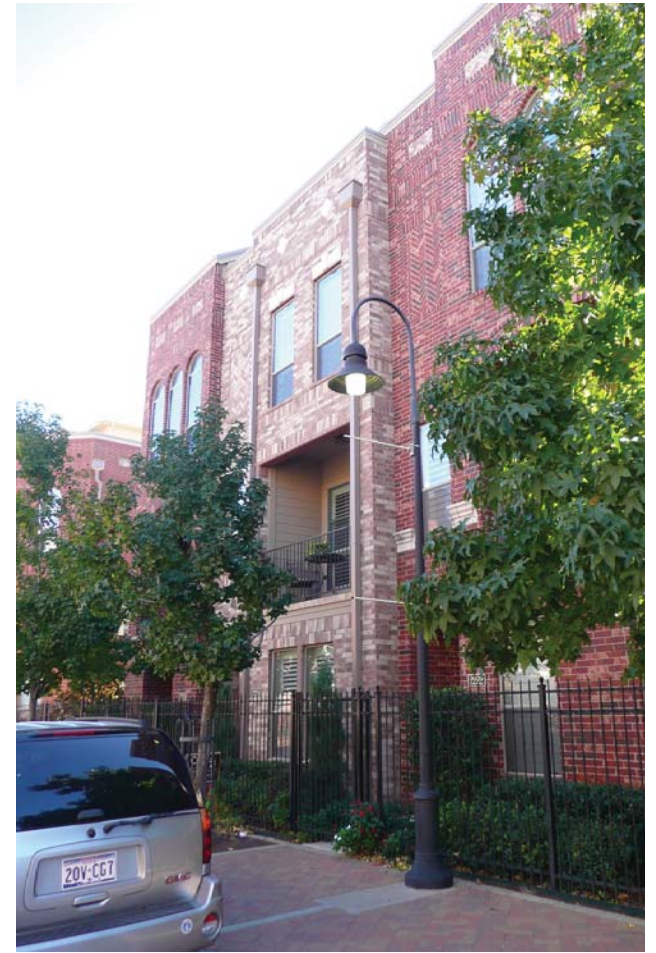
Policies and programs that create an inclusive city where the best and brightest function as the innovators, creators and entrepreneurs who will build the future are critical for Downtown’s success. Much of the housing development in the past decade has focused on the upper-income market, driven in many cases by the costs of land and construction. In the future, a wider spectrum of housing affordability will be critical, to provide convenient and achievable housing for entry-level workers, young families, and entrepreneurs whose incomes are dedicated to growing their businesses. Workspaces for these urban innovators should also be prioritized, and may include a variety of building types – offices and retail shops of many sizes and shapes, plus live/work spaces, studios, and even small manufacturing facilities. In particular, opportunities exist to build synergy with and attract new “creative” firms that emphasize the sharing of ideas and information. By building on Downtown’s inherent strength in communications, interaction and the emerging 24-hour environment, creative uses such as those in technology, design, communications and others can become catalysts for engaging a large segment of the Dallas area workforce while attracting more of the “best and brightest” to Downtown. The area’s numerous districts, including areas with distinct characteristics such as the Design District, Deep Ellum and Cedars, each boast different characteristics and can accommodate a wide variety of workspace types that complement and enhance the existing urban fabric.



*Downtown must strive to attract people with diverse backgrounds, ages and interests to ensure a dynamic urban experience.*



*Design firms and other creative industries are drawn to urban environments and can add jobs while retrofitting existing buildings and stimulating activity in Downtown districts.*



*Additional middle- and lower-income housing options such as these units in Farmers Market are desired to provide much-needed residences for a wider range of Downtown workers.*



A tourist attraction in itself, the Pritzker Prize-winning collection of architectural showpieces in the Dallas Arts District includes the new Wyly Theatre, designed by Rem Koolhaas/OMA.

### Multi-Modal Transportation System

One of Downtown's key challenges is its sheer size: the area inside the loop is over two miles long from corner to corner, and the areas outside the loop are separated by both distance and hulking infrastructure. The result of this expansive size is that Downtown's many attributes are spread out, not easily reached by walking from one neighborhood to another. A conventioner in the southwest corner of Downtown may have over a half-hour walk to reach the AT&T Performing Arts Center. Also, the current light rail transit system provides services to only a limited number of Downtown stations, making its use less convenient to riders from outlying areas who need to ultimately arrive at locations more than a few blocks from those existing stations. A more complete public transit network can shorten these travel times and provide connections among Downtown's many assets, without requiring the addition of private vehicles to the roadways. While "rubber tire" systems such as buses and shuttles can be a quick and relatively inexpensive way to provide these connections, the addition of new stations and routes for fixed-rail transit (light rail and streetcars) can create a sense of permanent investment and service, and help to organize future development around such improvements. Pedestrian improvements and bike routes can also significantly enhance the travel experience within Downtown Dallas. Such improvements will directly respond to both the environmental issues and the quality-of-life issues that are refocusing development in urban centers.

### Architectural Significance

While Downtown Dallas has a number of architecturally interesting buildings, both new and old, much of the commercial development in Downtown was completed in an era that did not prioritize pedestrian interaction. More recent development has placed greater emphasis on bold architecture, both for civic/institutional buildings such as those in the Arts District and for private developments, exemplified by office and residential buildings in the Uptown area. Whereas architecturally-significant structures can be an important factor in attracting businesses, residents, and visitors to the city core, buildings in the urban core must be designed with high standards to emphasize the importance of interfacing with the public realm. Buildings in great downtowns also serve as a record of local history. Downtown Dallas can benefit greatly if feasible uses can be identified for landmark buildings. However, where such feasible uses cannot be identified after exhaustive efforts, Downtown may benefit more from the replacement of obsolete structures with new, top-quality buildings.

These initiatives must all work together and complement each other. For example, the enhancement of transit service and workforce housing opportunities will make Downtown Dallas a more attractive location for businesses large and small, while the addition of such businesses will enhance transit ridership and provide demand for housing. With a focus on these strategies, Downtown Dallas can ensure its success in a competitive global world in the 21st century.

A DOWNTOWN OF DISTRICTS

As a large urban center, Downtown Dallas has several distinct districts, as well as many others that continue to emerge as integral parts of the greater city center. A key part of the vision for Downtown Dallas is a collection of well-defined, linked districts covering all of the loop and its immediate surroundings that work together to create an urban experience. The 360 plan vision acknowledges existing and emerging identities while providing guidance to ensure that, together, the various districts attract and serve a wide array of employees, residents and visitors. For the purpose of providing vision and direction, the 360 plan assigns districts to one of three tiers or categories:

- **Core Downtown Districts** – located within the CBD, they encompass all of Downtown's key destinations inside the freeway loop
- **Supporting Districts** – often considered part of the greater Downtown experience, these are typically immediately adjacent to the freeway loop
- **Surrounding Districts** – these in-town neighborhoods are linked to the larger urban experience but often function as independent destinations

A broad vision, description of character, and key opportunities for each district are highlighted in Chapter III.

TRANSFORMATIVE STRATEGIES

To focus and further articulate how the vision will be achieved, several Transformative Strategies present the critical path forward that will ensure the type of community that stakeholders, residents, and City leaders desire. Despite the tremendous resources, advantages and successes that contribute to Downtown's status today, achieving the vision as described will take targeted efforts to overcome key challenges and increase its regional, national, and international competitiveness and attractiveness. To this end, the strategies identified for the 360 plan must be truly transformative – shifting the conventional wisdom in Dallas for how to “get things done” – and resulting in a premier Downtown urban environment. Each Transformative Strategy, including its overall concept, key policies and guidelines, and an overview of implementation steps is described in detail in Chapter IV.

FOCUS AREAS

Finally, an initial list of catalytic sites or “Focus Areas” applies the various vision concepts and strategies on the ground. They provide primary focal points for future investment, development, and policy support. Five areas were identified through the planning process because of their ability to address multiple Transformative Strategies, capacity to accommodate significant new development, and ability to demonstrate “quick wins” for both public and private sectors. While some names and geographies overlap with the districts highlighted in Chapter III, recommendations for Focus Areas are outlined in greater detail in Chapter V. The vision, land uses and character of each Focus Area are described, as well as recommended strategic investments, design direction and development patterns.





### III A Downtown of Districts

*A Complex, Diverse Urban Environment*

Downtown Dallas is a complex, diverse collection of environments, experiences and neighborhoods. While the 360 plan focuses primarily on the area inside the freeway loop (the CBD), the broader Downtown extends across an area of more than nine square miles surrounding the core. This larger geography encompasses an array of distinct districts, each having its own character, mix of land uses, and range of functions.

From historic buildings and museums to postmodern office towers and new row-houses, Downtown’s districts provide a physical setting for nearly every taste. For example, the Dallas Arts District has numerous world-class cultural amenities, the West End and Victory Park host entertainment destinations that attract locals and visitors, and Deep Ellum maintains a distinct history and character like no other place in Dallas. The 360 plan recognizes and solidifies the important role that each of these districts plays in developing the overall identity and impression of Downtown Dallas. Linking these districts, further defining their respective visions and characters, and ensuring that they play complementary roles within the greater Downtown are all key elements of the 360 plan strategy.

The 19 districts are grouped into three categories: Core Districts, Supporting Districts, and Surrounding Districts and are shown in the diagram on page 25.

CORE DISTRICTS

Historically seen as the heart of Downtown, seven Core Districts make up the area inside the freeway loop. These districts are home to most of the major center city landmarks and are officially recognized and “managed” by DDI and its stakeholders. The Core Districts include:

- Dallas Arts District
- Thanksgiving Commercial Center
- Main Street District
- Dallas Farmers Market
- Dallas Civic Center
- Reunion/Union Station District
- West End Historic District

SUPPORTING DISTRICTS

While historically distinct neighborhoods that were previously considered separate from Downtown, areas outside of the CBD are increasingly linked with the physical, economic and social realities of areas inside the loop. Thus, as recognized by DDI and stakeholders, a new definition of the geography of Downtown Dallas has been adopted, composed of the Core Districts and the following Supporting Districts:

- Victory Park
- Uptown
- Baylor
- Deep Ellum
- Cedars
- South Side
- Riverfront
- Dallas Design District

SURROUNDING DISTRICTS

In addition to the Core and Supporting Districts, several areas immediately outside of the Downtown area have strong connections and associations with the city center. These Surrounding Districts, while not recognized as “official” districts as a part of Downtown, provide ancillary activities, a strong resident base, and additional opportunities to enhance the core of Dallas. The Surrounding Districts include:

- East Dallas
- South Dallas/Fair Park
- Oak Cliff
- West Dallas





Revised 12-20-10

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CORE DISTRICTS

# Dallas Arts District

CHARACTER AND VISION

As the nation's largest contiguous arts-oriented cultural district, the Dallas Arts District has perhaps Downtown's most widely-recognized district identity. The collection of venues for opera, visual art, symphony orchestra and live theatre provides an unmatched single destination to experience arts-related activities and performances. The district is home to the country's largest collection of buildings designed by Pritzker Prize-winning architects, such as I.M. Pei, Lord Norman Foster, Renzo Piano and Rem Koolhaas. A specially designed streetscape along Flora through the center of the district knits together the diverse group of landmarks, conveying a unified, contemporary identity. Additional landmarks include historic churches and prestigious commercial and residential addresses, which attract thousands of workers and visitors.

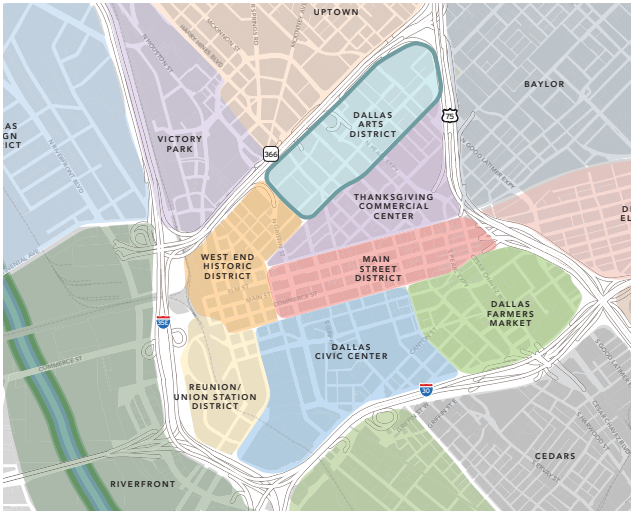
The Dallas Arts District is envisioned to remain the unparalleled leader and innovator in the fields of arts and culture in Downtown Dallas, as well as for the entire City and region. As the vast majority of buildings and infrastructure are less than 25 years old, only modest change is anticipated. The Park, a deck park which will span over Woodall Rodgers Freeway, will be instrumental in linking the area to Uptown residences, hotels and office buildings. The extension of the McKinney Avenue Trolley loop along Olive, Federal and St. Paul will further enhance connections between the Pearl DART station, the Dallas Arts District and Uptown.



Special events, public realm activation, and activities such as architectural tours are all ways that the Arts District can become a more vibrant destination.



The redesign of Ross Avenue is a priority to connect both sides of the street within the Dallas Arts District and promote a more unified experience between arts venues and developments to the south.



KEY RECOMMENDATIONS

- Ensure that a future potential streetcar along Ross improves the streetscape, links to adjacent venues and facilities, and expands the district's transit accessibility to the west and east.
- Activate Flora Street with additional public art and rotating interactive exhibits to enhance architectural tours and encourage non-event visits.
- Reconstruct Harwood within the Arts District with the same design and materials as Flora to extend the district's ability to host events and link directly to the new deck park.
- Redesign Pearl Street with traffic calming interventions that make it more pedestrian friendly.

## Thanksgiving Commercial Center

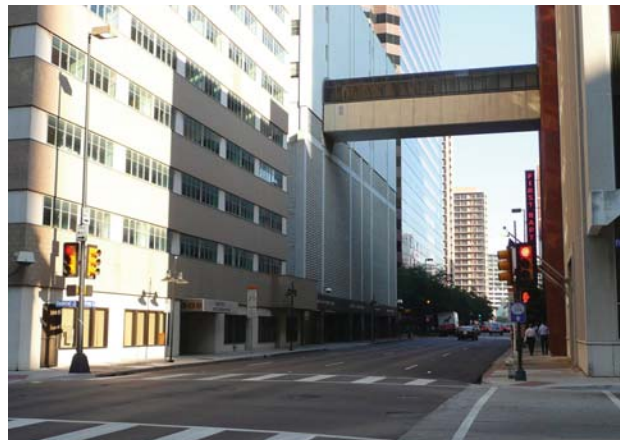
### CHARACTER AND VISION

Downtown's visual identity is owed in large part to the skyline established in the Thanksgiving Commercial Center district. As the area around Main Street became developed, office and commercial construction spread northward to access the North Central Expressway in the 1960s and '70s. This development pattern filled the area between Pacific and San Jacinto, particularly along Pearl, Harwood and Ervay. The many skyscrapers built in this district helped define the image of modern Dallas as a national center for energy and finance. However, most structures were built with internalized retail and services, often leaving the street frontages bare and inactive. Skybridges and tunnels, built to link office towers and hotels to parking structures and other Downtown destinations, exacerbate the feeling of isolation at street level. In addition to several wide and often unattractive streets, many surface parking lots create significant voids in the connection from Main Street to the Dallas Arts District.

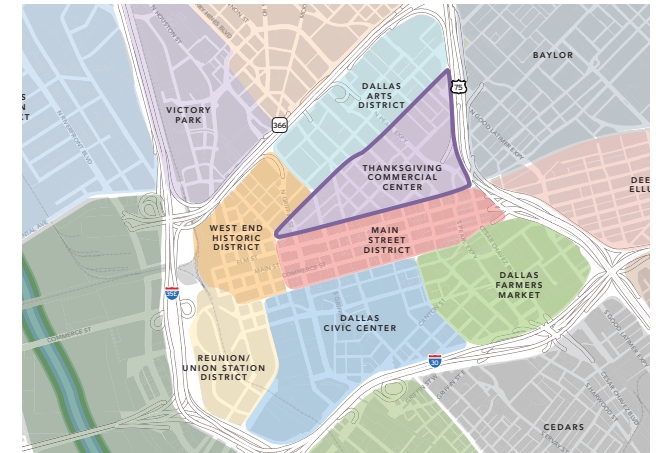
The Thanksgiving Commercial Center district is undergoing a transition from a sea of corporate towers to a more vibrant, mixed-use activity center. The Pacific transit mall has had dramatic impacts on the vibrancy and perception of the area, with numerous office-to-residential conversions and increased activity at street level. The District's future should continue this transition with the redesign of several of its primary streets, such as Pearl and Harwood, to accommodate greater pedestrian, bicycle and transit movement.



Ground floor frontages and streetscapes in the district should be more pedestrian-friendly to create an environment attractive to workers and visitors.



Streets such as Ervay should be prioritized for streetscape enhancements and ground-floor retail conversions to boost vitality and strengthen north-south connections.



### KEY RECOMMENDATIONS

- Prioritize streetscape improvements along Ervay, Harwood and Pearl to encourage greater pedestrian mobility between Main Street and the Dallas Arts District.
- Design and construct Pacific Plaza smaller than what is proposed in the Downtown Parks Master Plan to serve as a multi-purpose space for nearby office workers, area residents, and the Sheraton Hotel for exhibits and activities. Engage the space with new development on its northern edge and by redesigning Live Oak as a slow street to connect Aston Park into a larger contiguous space.
- Ensure that the McKinney Avenue Trolley extension and loop along Olive, Federal and St. Paul provides a stop near the Pacific transit mall to serve the district.
- Encourage ground floor conversion of office buildings and hotels to retail and restaurant uses, especially on "priority streetscape" streets such as Ervay, Harwood and Pearl.



## Main Street District

### CHARACTER AND VISION

As Downtown's historic heart of commerce, the Main Street District remains the geographic center and primary gathering space for a large, expansive city core. Core destinations such as the Neiman Marcus flagship store; Comerica Bank Tower; the Joule, Magnolia and Adolphus hotels; and numerous restaurants combine to form an energetic center for "destination" dining, retail and entertainment. With Main Street as the primary spine, the Main Street District extends to Pacific, Cesar Chavez, Jackson, and Lamar. This larger area takes in such landmarks as the Majestic Theater, Bank of America Plaza and Thanksgiving Tower, as well as many other office buildings, parking facilities and retailers. New residential towers and adaptive re-use projects also help to make Main Street a vibrant mixed-use district. Finally, transit improvements, such as the MATA extension linking to the Arts District and Uptown, underscore Main Street's importance at the core of Downtown. The separate, detailed Main Street District Retail Activation Strategy focuses on the core area of Main Street between Harwood and Field. This core of activity is also one of the five Focus Areas studied in greater depth in the 360 plan.

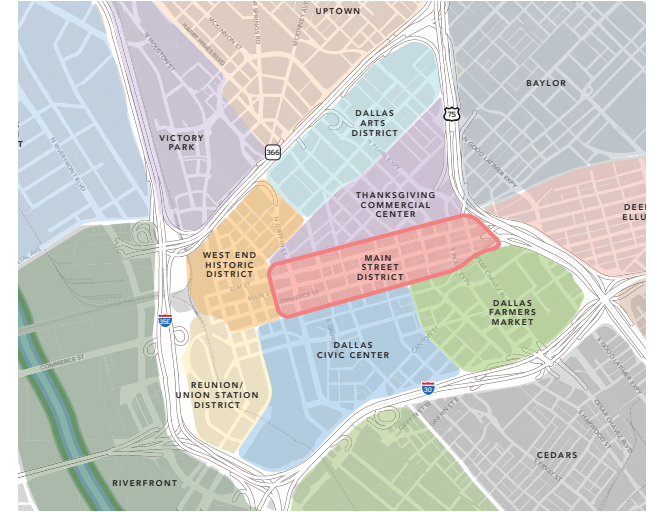
As the Main Street District implements components of the Retail Activation Strategy, the district is envisioned to continue its evolution into a contemporary, dynamic retail destination. Boutique retailers, unique restaurants, and a lively, artistic public realm will complement each other in an exciting environment that is second to none in the region. As the core Retail Activation Area is fully revitalized, blocks in other parts of the Main Street District should embrace improvements to the public realm to spark additional investment along streets such as Commerce and Elm.



Main Street should reflect a bold, contemporary feel with vibrant, colorful signage and bustling street activity.



The Statler Hilton anchors the southern edge of Main Street Garden and is a critical development site to provide additional eyes on the park and support overall district vitality (Photo: Noah Jeppson).



### KEY RECOMMENDATIONS

- Implement the recommendations of the Main Street District Retail Activation Strategy.
- Construct a streetcar along Main Street to link the district to Deep Ellum and the Trinity River.
- Support the district's identity with a new branding campaign, streamlined parking services, and retail recruiting and retention activities.
- Solicit design and development proposals for the former Statler Hilton site to seek adaptive re-use or new development with uses such as mixed-income residential, hotel, and/or student housing.
- Create a key gateway point and connection with the Lamar Corridor at the intersection of Lamar and Main Street.



## Dallas Farmers Market

### CHARACTER AND VISION

The Dallas Farmers Market district encompasses a large area bounded by Jackson, the North Central Expressway, the R.L. Thornton Freeway, and St. Paul. The presence of the Farmers Market facility at its center, nearby institutional uses, and several residential developments is evidence of the area's emerging appeal. However, despite these assets much of the district is vacant or has no consistent development pattern to establish and advance a new identity.

Moving forward this district is envisioned to become Downtown's first true balanced neighborhood. A large site immediately north of the Farmers Market facility is the subject of a detailed design concept explored as one of this plan's Focus Areas. Building off of that concept to fill in a large gap with low- and mid-rise housing, other areas within the Dallas Farmers Market district should develop with complementary uses. Additional residences, including townhouses, flats, and lofts are appropriate, while supporting uses and services such as small-scale neighborhood retail at key corners, parks, tot lots, and even a school are desirable to support the family-friendly atmosphere.



The Dallas Farmers Market is a unique asset around which a family-friendly, transit-oriented neighborhood should continue to emerge.



Residential development should incorporate stoops and porches and plentiful windows to support active, safe streets and contribute to a comfortable neighborhood environment.



### KEY RECOMMENDATIONS

- Integrate the future D2 light rail line and station to bolster neighborhood identity and entice ridership.
- Create a unique neighborhood park/plaza along Pearl Street as a focal point for the area (see Focus Areas: Farmers Market).
- Improve the public realm along Cesar Chavez Boulevard to calm traffic, enhance streetscaping, and increase walkability.
- Develop an image and brand and further develop programming for the Dallas Farmers Market as an asset and anchor for the larger district and neighborhood.
- Continue to work with operators of The Bridge Homeless Center to ensure resident safety and quality of life in the new neighborhood.

## Dallas Civic Center

### CHARACTER AND VISION

Home to landmark civic destinations such as the Dallas Convention Center, City Hall, J. Erik Johnson Central Library, and significant open spaces, the Civic Center serves as a primary attraction for the City of Dallas. The Dallas Civic Center encompasses a large area between Jackson, St. Paul, I-30 and Jefferson/Market. Often overshadowed by the presence and expansion of high-profile facilities such as the Convention Center, blocks of underutilized land, vacant buildings and parking lots comprise much of the district. Streets are often wide, uncomfortable places to walk. Outside of the major landmark buildings, the district has no definable activity nodes or identity.

The Dallas Civic Center is envisioned to become a more identifiable and thriving district, with government and civic destinations supported by offices, residences and hotels. Many vacant or underutilized buildings with good urban design and architectural “bones” in the district may be suitable for adaptive re-use, particularly for non-profit agencies, ancillary government offices and support services. Vacant parcels and surface parking lots provide ample ability for new construction for hotels or future City government expansion. Some surface parking should be retained in the short term, however, to provide convenient access to destinations such as the Convention Center, City Hall and nearby Dallas Farmers Market. Public realm improvements in the district should improve connections between City Hall and the Main Street and Dallas Farmers Market districts, as well as from the Convention Center to nearby hotels.



Dallas Civic Center landmarks such as Pioneer Plaza and Cemetery should be better marketed to conventioners and visitors as a part of improvements to the nearby Lamar Corridor.



City Hall Plaza is one of the City's most prominent gathering spaces and has the opportunity to become more active with special programming and design enhancements.



### KEY RECOMMENDATIONS

- Strengthen the connection from City Hall to Browder Street and the Main Street District by straightening the path through City Hall Plaza, improving the crosswalk on Young, and enhancing the passage along the west side of the Central Library.
- Actively pursue adaptive re-use of the 500 South Ervay building at the corner of Ervay and Young. Potential uses could be mixed-income residential, multi-tenant office or boutique hotel.
- Redesign City Hall Plaza to accommodate active programming such as food vendors, art shows, and moveable seating and tables to encourage City Hall employees to animate the space. Reconfigure circulation to be less rigid, while emphasizing the connection from Young and to the Central Library.
- Strengthen the Dallas Civic Center with new residential development marketed to City of Dallas employees and other Downtown workers on land surrounding the Wood and Ervay intersection.
- Enhance the recent streetscape improvements along Ervay between Young and Jackson with trees, landscaping and/or shade structures to encourage walkability between the Civic Center and Main Street districts.



## Reunion/Union Station District

### CHARACTER AND VISION

The Reunion/Union Station District is widely known for its two primary landmarks, Union Station and Reunion Tower. As a consequence of the demolition of Reunion Arena in 2009, much of the district between Commerce, Market/Jefferson and I-30/35E is vacant. Several surface parking lots, a parking garage and minor surface streets occupy the area between the DART light rail tracks and the freeway, while Belo Corporation facilities anchor the northeastern edge of the district adjacent to the Downtown core. Aside from the activity at Union Station and the Reunion Tower/Hyatt complex, the larger district has no clear purpose or identity.

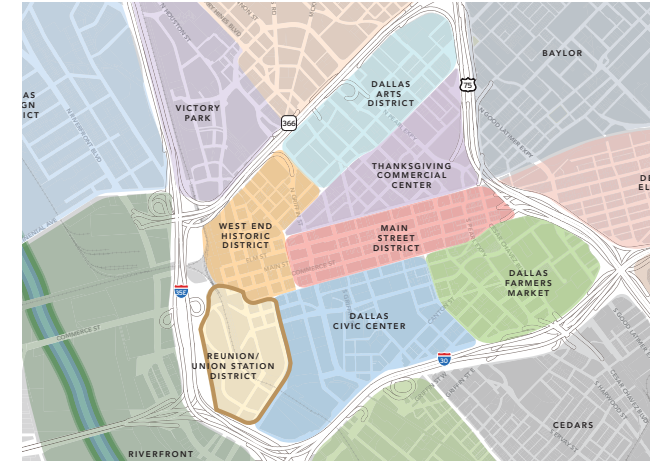
As depicted in a detailed design concept in Chapter V of the 360 plan, the Reunion/Union Station District is envisioned to become a dynamic, high-intensity mixed-use environment and destination address. The opportunities to incorporate parking and service functions at the existing ground level where surface parking lots exist will allow for a new, world-class development at the level of the Houston and Jefferson viaducts. Centered on a new open space, connecting street and promenade, and network of passages and deck parks, this development area can become a new location for corporate relocations and high-rise residential and hotel uses. In turn, it offers the opportunity to develop architecturally significant and iconic buildings on the southwest edge of Downtown. The site's access and visibility to freeways, commanding views of the Trinity River corridor, multi-modal transit hub, and proximity to the Convention Center give the district a unique regional edge.



The Reunion/Union Station District provides an unparalleled opportunity to create a new vibrant, transit-oriented development for corporations, hotels and residences that boldly enrich the skyline.



Ground floors should have active uses to promote pedestrian activity within the development site and to and from adjacent uses such as the Convention Center, Omni Hotel, Hyatt Regency Dallas, and Reunion Tower.



### KEY RECOMMENDATIONS

- Ensure appropriate "land swap" and parcel assemblage to develop a specific master development plan and agreement to establish a phased approach to redevelop the site.
- Seek funds and explore public-private partnerships to construct a deck park between the Jefferson and Houston viaducts over the Tom Landry Freeway to provide access into the Trinity River Corridor.
- Market and promote the destination as a transit-oriented development campus to corporations, hoteliers and developers seeking a high-profile destination address; position the site as the future location of a high speed rail station to maintain its advantage as the regional transit hub.
- Link new development with other areas of Downtown via a new dedicated street, pedestrian promenade, and streetcar stop along the Houston viaduct.



# West End Historic District

## CHARACTER AND VISION

With many of Downtown’s most visited sites, the West End Historic District provides a valuable resource for visitors and locals alike. The larger district includes the formal boundaries of the historic district as determined and regulated by the City of Dallas, generally in an area west of Lamar and north of Commerce. The Sixth Floor Museum and Dealey Plaza, Dallas World Aquarium, Old Red Museum and Market Street entertainment area are key destinations. Nearby assets include the primary facility for El Centro Community College as well as large employers found in the Fountain Place and Bank of America towers. From the West End DART station, the busiest in the light rail network, DART provides access to other parts of Downtown and the region and lends to the district’s identity.

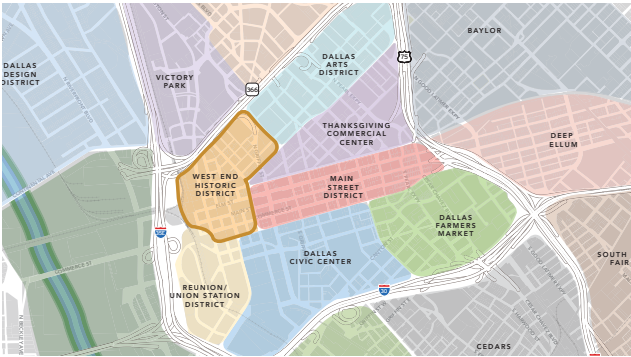
The West End Historic District is envisioned to remain a significant cultural and entertainment resource for Downtown and the City. To remain competitive in a large multi-destination urban core, however, the West End will need to embrace new uses and build on its unique architectural heritage. Building on a burgeoning creative economy sector and historic buildings suited to adaptive re-use, the West End should foster greater interaction with El Centro students and leverage nearby corporate and public capital to grow beyond its singular image as a tourist-oriented entertainment district. A future streetcar corridor along Lamar Street will be critical to strengthen the West End’s connection to the Convention Center, Victory and Southside. A strong, updated image and brand will redefine the area’s niche as a premier historic urban district that serves students, residents and workers in addition to visitors.



Open spaces and plazas in the West End should embrace and reflect the historic surroundings while serving as a home for special events and activities.



A revamped image and branding campaign should focus on Market Street as a vibrant, unique regional destination in the heart of the West End.



## KEY RECOMMENDATIONS

- Develop the northwest corner of Lamar and Ross with a mixed-use building with ground-floor entertainment-oriented use to serve convention visitors and others at this critical gateway to the West End.
- Re-tenant the West End Marketplace with complementary uses such as a museum, hotel, or as a business incubator with strong ties to El Centro Community College, Bank of America, and the nearby Environmental Protection Agency office in Fountain Place to encourage innovative, creative/green economy business start-ups and partnerships.
- Complete the proposed West End Square at the northwest corner of Market and Corbin as a central gathering and event space for the district. Design features should include hardscape and landscape areas for events as well as passive areas for outdoor dining, seating and trees.
- Integrate proposed streetcars on Lamar and Ross with enhanced paving, extending the West End image and brand.
- Encourage special events, festivals and semi-permanent destination uses to add year-round activity.
- Collaborate with the West End Historic District and other private partners to update West End’s image, marketing and branding identity and materials.

## SUPPORTING DISTRICTS

## Victory Park

### CHARACTER AND VISION

Victory Park, a newly-minted district on the site of a former industrial area, is home to one of the Downtown area's most recognizable experiences, including visitor-oriented sports, entertainment and shopping that complement the nearby American Airlines Center. The Victory Park district's plan for additional high-rise residential and offices is anticipated to remain, fulfilling a niche in the overall Downtown market. However, its recent efforts to diversify present opportunities to further integrate the large development into the greater urban fabric. As Victory Park evolves and completes its build-out, the district should embrace a stronger connection to the rest of Downtown and to neighboring Uptown and Design District.



### KEY RECOMMENDATIONS

- Support transit investment by orienting future developments to the Victory DART station and the potential streetcar line that would connect to the Dallas Design District and West End Historic District.
- Activate the Houston Street frontage with restaurants and entertainment venues that could attract future streetcar riders and open up façades that currently turn their backs to Uptown.
- Focus new tenant infill near the Museum Way and Houston intersection to strengthen connections to the Perot Museum of Nature and Science.



Future phases of office, residential and hotel development should emphasize relationships to the transit system and other parts of Downtown.

## Uptown

### CHARACTER AND VISION

The Uptown neighborhood has experienced tremendous growth and change in recent decades, transforming from a low-rise, sleepy residential area into a bustling mixed-use urban district. Currently commanding some of the highest office and residential per-square-foot prices in the region, Uptown is largely successful in balancing jobs, housing and services. As Dallas's most dense neighborhood, Uptown consists of a wide mix of apartments, condominiums, townhouses, residential towers and historic homes. Despite these assets, large blocks and inward-oriented building architecture present challenges to pedestrian activity in many parts of the district. In the future, developments are expected to fill in gaps to assist in creating a truly walkable, transit-oriented urban neighborhood.



### KEY RECOMMENDATIONS

- Create a transit-oriented, walkable neighborhood by developing new projects and redeveloping existing buildings with small setbacks, ground floors with high transparency, and retail/restaurant uses; address parking needs while envisioning no surface parking in front of buildings.
- Improve walkability on key streets such as Field/Moody/Pearl, Cedar Springs and Maple by calming traffic, introducing on-street parking, making sidewalk widths consistent, and planting street trees.
- Provide workforce housing options to encourage greater income diversity.
- Implement the proposed extension of the Katy Trail from American Airlines Center to the Dallas Arts District, and further develop plans to link eastward with the Santa Fe Trail in Deep Ellum.



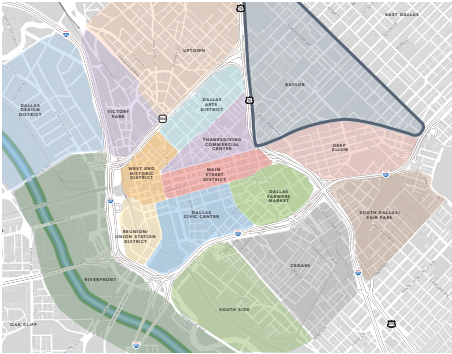
New development in Uptown should embrace streets and sidewalks to encourage walking as the neighborhood continues to intensify.



# Baylor

## CHARACTER AND VISION

The Baylor district encompasses a wide area generally east of Cesar Chavez, north of Deep Ellum, and west of Haskell Avenue. Anchored by the Baylor University Medical Center, the Bryan Place residential node and the Meadows non-profit cluster, this neighborhood is also home to several non-profit organizations, creating a cluster of service-oriented uses. Baylor marks a stark contrast with areas inside the loop with its historic residential platting and land uses. Baylor is envisioned to remain an institutional-based district, based on large expansion plans and neighborhood investment from the Baylor University Medical Center, supported by a range of professional and family-oriented housing.



New townhouses, stacked flats and lofts should continue to provide housing for Downtown, Uptown and medical center workers.

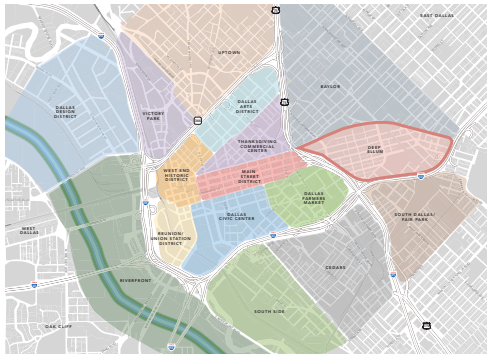
## KEY RECOMMENDATIONS

- Strengthen connections to the Arts District. Redevelop with commercial, housing and mixed-use along Ross.
- Encourage new housing for professionals and working families.
- Encourage development of properties between the DART Deep Ellum station and Central Expressway for housing or non-profit uses.
- Enhance connections from the Baylor University Medical Center DART station along Hall, Malcolm X and Gaston by encouraging new medical-oriented development.
- Support the development and enhancement of the Santa Fe Trail, linking East Dallas, Baylor and Deep Ellum to the CBD.
- Reconfigure the Ross-San Jacinto intersection to allow continuous east- and westbound traffic flow along Ross (eliminating the diversion).

# Deep Ellum

## CHARACTER AND VISION

As one of the Downtown area's oldest and most well-known destinations, Deep Ellum boasts a storied past and unique atmosphere. The many nightclubs, eclectic restaurants, performance venues, art galleries and creative office uses together form a vibrant entertainment destination. Deep Ellum's historic buildings, small blocks and tight grid street network create an authentic, organic urban neighborhood. Deep Ellum is anticipated to continue its evolution into a diverse, edgy and sustainable district through efforts to improve its regional image.



New housing opportunities are essential to adding a 24-hour population while blending with and adding to Deep Ellum's character.

## KEY RECOMMENDATIONS

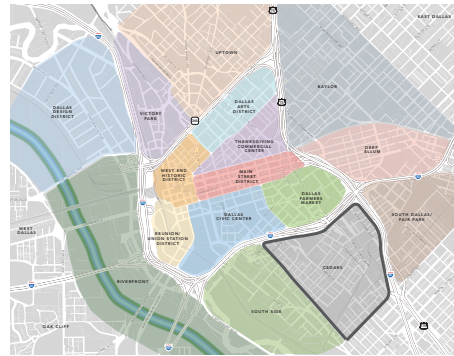
- Cultivate artistic and cultural-oriented creative industries to diversify the economic base.
- Improve Main, Commerce and Elm with green street techniques such as increased sustainable landscaping and irrigation.
- Retain industrial-commercial styles and small-lot, organic development pattern. Discourage multiple-parcel and large-scale developments.
- Integrate mixed-income and live-work housing on top of existing storefronts, behind buildings and on vacant parcels to enhance 24-hour vibrancy.
- Improve the streetscape along Malcolm X to strengthen connections to Fair Park and Baylor.
- Extend freeway pylon artwork and lighting and add gateway signage to Good Latimer between Central Expressway and Main.
- Connect the Santa Fe Trail to the Katy Trail through Deep Ellum.



## Cedars

### CHARACTER AND VISION

The Cedars neighborhood is immediately south of the freeway loop and home to a range of industries and affordable housing options. With close proximity to Downtown, affordable vacant land, and many historic homes or commercial structures, the Cedars is evolving into a diverse, eclectic neighborhood. The Cedars is envisioned to accommodate new workforce housing that can take advantage of Downtown views and accessibility near I-30. Affordable housing and other live-work and adaptive re-use opportunities exist along South Harwood and in surrounding blocks.



### KEY RECOMMENDATIONS

- Focus public and private investment on the Ervay corridor to enhance the viability of and support potential ridership for a new streetcar.
- Leverage Dallas Heritage Village as a neighborhood asset with enhanced marketing and promotion as part of the Cedars.
- Encourage higher-intensity housing near I-30 to take advantage of views of the CBD.
- Provide a mix of townhouses, lofts and single-family homes further south, encouraging affordable and workforce housing south of Corinth.
- Allow cottage industry, creative, and artistic uses in flexible live-work developments and encourage development of a small business incubator and vocational center to foster neighborhood-oriented job growth.
- Enhance connections to South Side along Bellevue.



Adaptive re-use and historic preservation can help maintain the Cedars' fine-grain character.

## South Side

### CHARACTER AND VISION

The South Side District is a burgeoning urban neighborhood south of I-30 centered on Lamar Street and the nearby DART light rail station. The district's name is from the landmark South Side on Lamar adaptive re-use of the former Sears catalogue processing center. With its successful transformation of an industrial area, South Side has become an anchor for the larger district. Gilley's Performance Hall anchors the southern end of the Lamar Corridor. Other notable facilities include the Jack Evans Police Headquarters and the administrative offices of the Dallas County Community College system. South Side is poised to continue its progression towards a full-service urban neighborhood, with plans for additional residential, mixed-use and boutique hotels. The new development activity along Lamar will help create a critical mass of activity for the neighborhood.



### KEY RECOMMENDATIONS

- Improve the Lamar streetscape to enhance the connection to areas north of I-30, including Civic Center and Reunion/Union Station.
- Explore the long-term feasibility of a new decked development over I-30 on both sides of Lamar to create a seamless connection between South Side and the Convention Center.
- Embrace a potential streetcar along Lamar with active storefronts, pedestrian-friendly street design and additional entertainment uses.
- Enhance east-west connectivity to the Cedars along Corinth and Bellevue.

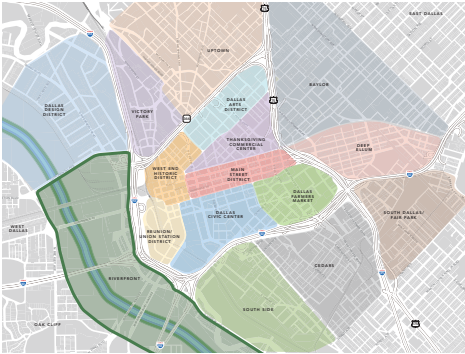


New development in South Side should continue to be oriented to transit, including DART light rail and a potential streetcar along Lamar.

# Riverfront

## CHARACTER AND VISION

The Riverfront district occupies an area between the heavy rail tracks west of South Side, Grand Avenue, the west bank of the Trinity River Corridor, and Continental Avenue. Currently home to many long-time industrial uses, the Riverfront District is envisioned to act as Downtown's front door to its greatest natural asset. While the Trinity River Corridor Balanced Vision Plan sets forth a detailed impression and set of recommendations, the 360 plan supports this direction to ensure that the corridor is well-connected to the rest of Downtown.



Natural areas should be preserved to provide a distinct backdrop for new development along the Trinity River Corridor.

## KEY RECOMMENDATIONS

- Work with property owners to incorporate native landscaping in vegetative buffers on existing industrial sites.
- Ensure access to a future potential deck park between the Houston and Jefferson viaducts along Riverfront Boulevard.
- Redesign Riverfront Boulevard as a multi-modal thoroughfare, creating dedicated bike lanes and multi-purpose paths to facilitate access from Commerce Street and streetcar stop into the Trinity River Corridor.

# Dallas Design District

## CHARACTER AND VISION

One of Dallas's most successfully-branded destinations, the Dallas Design District consists of more than 300 specialty merchants offering unique art, furnishings and design goods. The Dallas Design District is emerging into more than an attraction for interior designers, with numerous residential and other commercial projects adding to the district's vitality. In the future, the district is envisioned to continue its role as the premier destination for interior design-oriented business and innovation, while increasing its role as an integral part of the overall Downtown experience.



More mixed-use office, housing, restaurants and design-oriented retail and showrooms will ensure a diverse, sustainable district.

## KEY RECOMMENDATIONS

- Incorporate a future streetcar connecting the Dallas Design District to the Victory Park DART station through an existing underpass under the Stemmons Freeway.
- Improve Riverfront Boulevard to serve as a primary gateway into the district with enhanced landscaping, public art and Design District-specific signage and branding.
- Encourage new cottage industry and live-work art, trade and manufacturing in blocks west of Riverfront Boulevard.

## SURROUNDING DISTRICTS

## East Dallas

Located east of the Baylor district, East Dallas stretches for several miles and is home to many historic residential neighborhoods. The Munger Place, Lakewood and Lower Greenville areas are all nearby, providing a stable base of potential Downtown shoppers and diners. Downtown should market its wide offerings to these residents, and continue to foster enhanced connections along streets such as Ross, Live Oak and Gaston.



*The Lakewood Theatre anchors a stable part of East Dallas, providing a large potential customer base for Downtown.*

## South Dallas/Fair Park

The South Dallas/Fair Park area is home to a vital asset for the City of Dallas, hosting events such as the Texas State Fair, and home to key civic facilities. With the DART light rail connection to Downtown, Fair Park is more easily accessible to Downtown hotels, restaurants and entertainment venues. Future cross-marketing, increasing DART ridership, and improvements to Malcolm X Boulevard could provide opportunities to better link this area with the larger Downtown economy.



*The Texas State Fair attracts thousands each year to in-town Dallas neighborhoods, including Downtown.*



## Oak Cliff

Located west of the Trinity River, Oak Cliff has experienced recent success in attracting innovative entrepreneurs and real estate investors who have revitalized one of Dallas's oldest intact neighborhoods. The area's Bishop Arts District, in particular, is a great example of recent rebirth and revitalization. With a future streetcar slated to connect Oak Cliff to Downtown via the Houston viaduct, this neighborhood will be at the forefront of transit-oriented revitalization and will experience an even greater economic and social connectedness with the core.



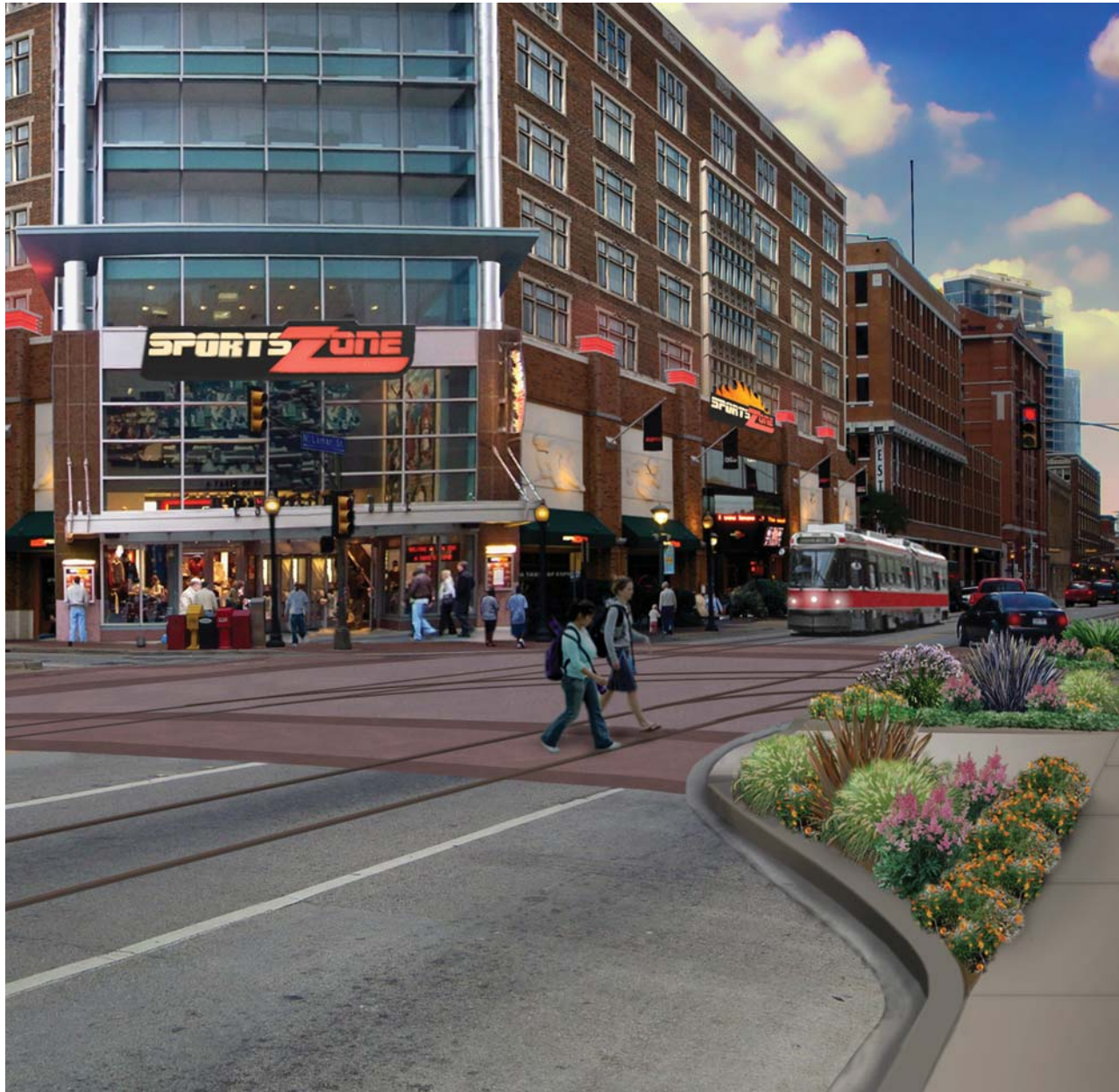
*Improvements and "experiments" in revitalization in Oak Cliff reflect the area's enthusiasm in being a part of the greater urban experience.*

## West Dallas

Part of a larger community generally north of I-30 and west of the Trinity River, the portion of West Dallas closest to Downtown has the opportunity to accommodate niche industry and housing. With its existing light-industrial character, the area is suitable for a mix of craft-oriented businesses, film production houses, and other organically-grown local industries. Housing is also highly desirable on the west bank of the Trinity, providing views to Downtown and access to a future streetcar line along Commerce or Continental as well as the new Margaret Hunt Hill Bridge. There is also a strong community desire to balance the protection of the existing single family community with higher density redevelopment over time.



*Enhanced connections to and across the Trinity River - including via the Margaret Hunt Hill Bridge - will create stronger physical, economic and social linkages to Downtown.*



## IV Transformative Strategies



*Essential Steps to Creating a Vibrant Downtown*

Downtown Dallas certainly has tremendous resources, advantages and recent successes – but it can and must do more in the coming years. So how do we continue to make the vision a reality? Achieving future success will take targeted efforts to overcome key challenges and bolster Downtown’s overall livability, competitiveness and attractiveness.

Downtown Dallas 360’s over-arching strategies must therefore be bold and “transformative.” They must change the conventional wisdom in Dallas for how to “get things done.” They must be viable in a new 21st century economic paradigm. And they must work together to shape a premier urban environment that attracts the best and the brightest from around the region, country and world.

The Transformative Strategies described in this chapter serve as the essential “building blocks” of a successful Downtown Dallas. They are the big picture ideas that serve as guiding forces for steering public and private investment and creating a truly dynamic urban environment. Simply put, any plans, projects or proposals must, at a minimum, fulfill or achieve the recommendations found within these Transformative Strategies in order to propel Downtown forward.

While the Transformative Strategies present broad visionary concepts, each outlines tangible, realistic and necessary recommendations and implementation steps to achieve success. Ideas presented for each strategy are intended to be applied throughout Downtown, although sometimes they reference specific geographic areas where the strategy may be initially targeted or where more concerted action is needed. A specific examination of several key geographic areas and sites is presented in Chapter V: Focus Areas, where the plan provides detailed direction based in large part on the strategies, concepts and recommendations discussed in this chapter.



## Expand Transit and Realize TOD Potential

Downtown Dallas is certainly a hub of transportation. **As the center of the city and one of the region's most prominent employment centers, it is the place where freeways, arterial roads, commuter rail, light rail, bus lines and trolley cars all converge.** However, despite this range of transportation, most of the emphasis is on the automobile and

there is a lack of connectivity between these different modes of travel. Downtown Dallas must expand its transit and realize the full potential of Transit-Oriented Development (TOD). If it does not, it risks being left behind in the competitive global marketplace of urban centers.

Downtown came of age at a time when streetcars and interurban rail lines connected to areas near and far from the thriving core. Like many North American regions, this “transit-oriented” growth was quickly replaced by an extensive network of expressways and Interstate highways, which helped vault Dallas into the top tier of world urban economies within a few decades. Then, beginning in the 1980s the Dallas region successfully developed a burgeoning commuter- and



DART light rail, buses, and streetcars widen Downtown's accessibility to a more diverse range of workers, visitors and residents.

light rail network that now reconnects Downtown to regional centers such as Fort Worth, Plano and Garland by mode other than the car. The recent emphasis on diversifying the region's mobility system has set the foundation for a transition to a comprehensive multi-modal network.

### GLOBAL COMPETITIVENESS

While the existing multi-modal transportation system has laid the groundwork for an eventual shift away from a predominantly automobile-oriented circulation network, Downtown's success in the 21st century will rest on whether it can compete with urban environments throughout the world. Contemporary global cities such as Shanghai, Los Angeles and Dubai continue to undergo rapid shifts to accommodate millions of new residents. Like Dallas – and perhaps unlike 19th and 20th century capitals such as New York, London or Paris – these emerging mega-cities are ensuring competitiveness through their transportation systems that balance the attraction of auto-mobility with a robust transit network. Dallas's competitiveness will rest on its ability to continue to provide for automobile access while broadening the appeal of the center city to residents and workers who are familiar with and demand a world-class transit system.

### STRATEGIES FOR TAKING ADVANTAGE OF TRANSIT

In particular, this Transformative Strategy presents two key strategies to ensure that Downtown Dallas takes full advantage of the unique opportunities that transit can provide to the urban environment. The first addresses completing the transit network, understanding that additional transit expansion will help ensure the competitiveness of Downtown Dallas as a prime destination for business, recreation and living. The second involves realizing the full potential of transit-oriented development through specific incentives and regulatory mechanisms.

### COMPLETE TRANSIT NETWORK

Downtown Dallas's vision of a more pedestrian-oriented, vibrant urban core rests in part on its ability to remain competitive while attracting the best and brightest future workers. Dallas must, therefore, ensure that expansion of the transit network is a priority. A robust, balanced transportation system will only be pos-

sible if there is full commitment to completing the transit system and ensuring that it is coordinated, easy to use, accessible to a variety of modes, and allows for future flexibility.

### Transit: Today and Tomorrow

For a center city the size of Downtown Dallas, the transportation system is fairly well developed. The automobile network, including the freeways and many boulevards, maintains nearly unparalleled visibility and access to every part of the region. Downtown is also the focal point of the city's bus system, anchored by two major transfer points on the east and west ends of the loop.

The Dallas Area Rapid Transit (DART) light rail network is also strong. As proposed in the 1980s, the system, currently encompassing the Blue, Red and Green lines, is envisioned to continue expanding to strategic regional destinations including Dallas-Fort Worth International Airport (DFW). Within Downtown, current and anticipated rail bottlenecks at either end of the Pacific Transit Mall continue to drive the need for a second alignment, commonly referred to as “D2.” Due to the heavy transit traffic in place in the northern parts of Downtown along the transit mall, D2 is seen as an opportunity to expand light rail capacity and connect major destinations in the southern half of the loop. A study prepared in 2008 examined 17 possible alignments for such a line. An examination of engineering feasibility, cost and development potential led a committee to select four preferred alternatives, most of which include a significant underground portion due to geologic, mobility and infrastructure concerns.

A new southern alignment alternative was added in 2009 to serve the new Omni Convention Center Hotel, currently under construction just north of the Dallas Convention Center. A decision on a specific alignment, however, is likely years away due to budget constraints, political and economic interests, and ongoing planning considerations in part driven by Downtown Dallas 360.

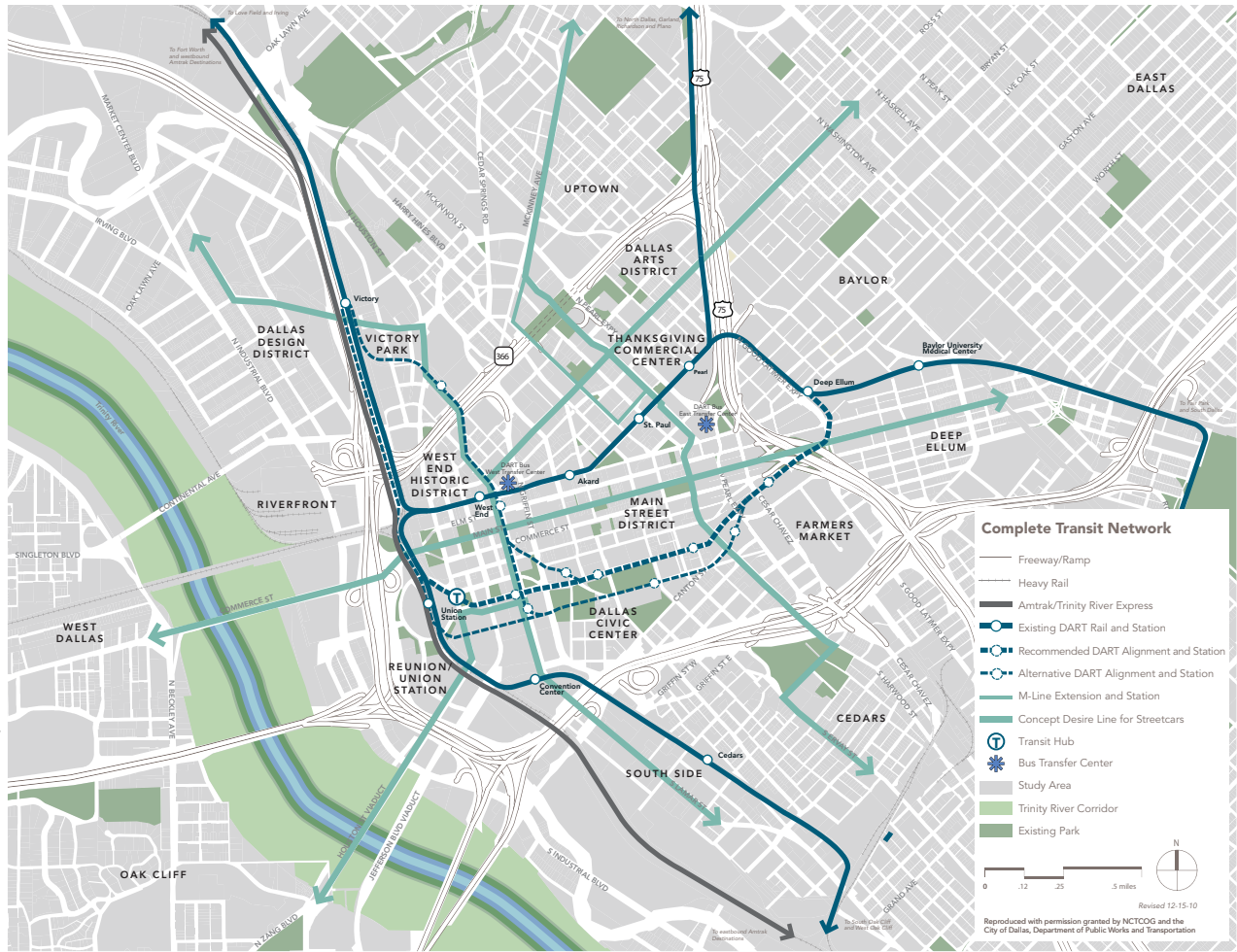
The existing McKinney Avenue (M-Line) Trolley, a restored historic streetcar service through parts of Uptown, currently terminates just north of Ross Avenue near the Dallas Museum of Art.



Funding has been secured to extend the M-Line further into the CBD to provide better connections to DART light rail, specifically at the Pearl Station near the Arts District and extending toward Main Street to Federal, a short walk from the St. Paul Station.

Another significant component of the rapidly-emerging rail network in Downtown Dallas is a modern streetcar system. Originally envisioned to connect major landmarks and destinations such as the Convention Center, West End and Main Street, streetcars are now being examined for their potential to knit together Downtown districts and their surrounding neighborhoods. As an early commitment to the nascent streetcar system, the City and other partners have been successful in securing grant funding for a “starter line” that would connect Downtown (specifically the Union Station area) with adjacent Oak Cliff across the Trinity River. This line will become a key feature in a Streetcar System Study and subsequent planning efforts that will examine the opportunities for modern streetcars to connect in-town neighborhoods to Downtown and each other, extend the reach of light rail transit, supplement or replace bus lines, and stimulate economic development.

These existing transit lines, planned improvements, and ongoing studies demonstrate an unwavering commitment to expanding mobility options for the urban core of Dallas. To support these efforts, the 360 plan puts forth recommendations to comprehensively guide transit investment in the coming decades. The plan’s proposed “Complete Transit System”, presented in the figure at right, comprises existing and planned light rail and streetcar lines, emphasizing ultimate versatility to ensure long-term flexibility. Components of the Complete Transit System are multiple modes; route flexibility; and coverage and access.





As DART light rail service expands, its role in supporting Downtown development will increase as additional regional destinations are brought within reach.



Modern streetcars such as those found in Portland, Oregon will serve as a vital component of a multi-modal transit network throughout Downtown and in-town neighborhoods.

## Multiple Modes

Downtown must embrace all of the different ways to get around. Building on the existing and planned rail system, Downtown's future transit network will incorporate a fully-developed combination of light rail (and/or subway where necessary), streetcar and trolley, inter-city rail and buses.

### 1. Light Rail

Light rail should be the backbone of the regional rail system. DART has already established a successful alternative to private automobiles for longer trips. Investments in DART will be critical to expand capacity, ensure efficiency, and maintain and attract riders. The most critical investment for Downtown Dallas will be the D2 alignment decision. Any of the available alignments would solve the bottleneck problem and greatly expand transit capacity by enveloping the city center with enviable access to light rail and its potential destinations. The D2 alignment, however, should be seen as a once-in-a-lifetime opportunity to reshape the physical landscape of the southern portion of Downtown. With a connection to DFW and Love Field in the future, D2 has a unique opportunity to link the region's primary airports with Union Station, the region's only multi-modal transportation center. With its existing stations for the Red and Blue lines and the Trinity Railway Express, Union Station is perfectly poised to accommodate additional rail transfers and destination trips.

The 360 plan, therefore, recommends a "new" D2 alignment that is effectively a combination of the currently proposed route that would access the Omni Hotel and one that would link to Union Station. Connecting to the northwestern-bound DART lines between Victory Park and the Woodall Rodgers Freeway below grade, this "new" D2 alternative would stop underground near Union Station while providing a direct connection to the transit facility. Then it would emerge near Market to follow Young eastward at grade (see Complete Transit Network figure on page 42). A stop at Union Station would boost the station's role as a multi-modal hub, opening up an entire quadrant of the center city to new regionally-significant development. Other considerations for D2 are its ability to dramatically improve the urban environment in the Civic Center through infra-

structure and accessibility enhancements along Young Street. Finally, its potential to spur development in the Farmers Market area with an at-grade station will further transform another portion of southern Downtown.

### 2. Streetcars

An effective transit circulator system is crucial to successfully knitting together Downtown districts and surrounding in-town neighborhoods. In the absence of such a system, Downtown runs the risk of remaining a collection of isolated islands of activity disconnected from each other and from the nurturing support of the surrounding neighborhoods that are essential to its continued growth. A modern streetcar network can be the glue that binds Downtown's established destinations together and the framework along which new development can rebuild the fabric of the central city. Building on the successful model of the M-Line Trolley in Uptown, a network of modern streetcars will create a legitimate, reliable and attractive method of transportation to various focal points within and outside the Loop. While modern streetcars such as those in use in Portland, Oregon are in some ways a replication of older technology (like the M-Line), they have a unique ability to reduce the dominance of the automobile for shorter trips through the central city, radically transforming Dallasites' expectations of how to travel into and through Downtown. While a complete network of streetcars will likely take many years to come to fruition, investment in alignments should be based on the following points:

- Develop the streetcar network in a radial pattern from points within the loop based on proposed "Desire Lines" (see Complete Transit Network figure on page 42) to augment and connect to light rail lines and stations, increasing ridership potential;
- Target development potential along corridors with ample vacant land, surface parking or recent or proposed development activity; and
- Link key destinations such as Union Station, West End, Main Street, Farmers Market and the Arts District to surrounding in-town neighborhoods.



### 3. Inter-City Rail

With Union Station serving as the regional multi-modal hub, rail connections to other cities are a particular benefit to Downtown. Existing Amtrak and Trinity River Express service help boost the center city's regional competitiveness. The City of Dallas should pursue a stop of the future high-speed rail network that will connect the Texas Triangle Megaregion at Union Station. Such inter-city links will further enhance Downtown Dallas's ability to compete for jobs, investment and resources in the future.

### 4. Buses

Buses should be used to augment the rail system and provide direct access to areas underserved by rail. Some bus routes should be removed with the completion of the light rail and streetcar network, particularly along Main Street. As the complete transit network is developed, bus transit should be examined to determine its most effective role. For example, a streamlined system of buses to serve longer-distance destinations not located near a rail station may still be an effective part of the multi-modal system, providing cost-savings and increased flexibility for changing demographic or event-related needs.

Serious consideration should also be given to the possibility of using rubber tire trolley circulators as a more affordable precursor or place holder for streetcars in the short-term. With appropriate branding and visibility such a trolley system could serve effectively as an interim measure to tie existing destinations together, although lacking the promise of streetcar to attract new development. This would enable the transportation benefits of a complete circulator network to be enjoyed even before a complete and significantly more expensive streetcar system could be realized.

### Route Flexibility

Downtown transit must be nimble. A hallmark of the Complete Transit Network is the flexibility of routes to provide multiple options to serve commuters, visitors and event-goers. While many rail systems are initially developed for simple linear return service (i.e. their destinations are two endpoints), a mature rail system in a dynamic urban region should allow for trains to have multiple options for destinations. In particular, streetcar lines should be constructed to allow for easy transitions from track to track to facilitate seamless connectivity. For example, the streetcar line that originates in Oak Cliff might initially be constructed to end on Houston Street near Union Station. Future construction should ultimately create the ability for that same streetcar to alternatively be destined for Deep Ellum (travelling first over the Jefferson Viaduct, north along Lamar, and then east on Main Street) or the Arts District (travelling north along Lamar and then east along Ross). Similar flexibility should be built-in to the extent feasible to allow for such connections along all of the streetcar lines so that route flexibility can grow with the system and as demand dictates (such as for a special event). Similarly, light rail lines, with the addition of a D2 alignment, should be designed to "spread out" the capacity and routing, allowing for demand-based transit planning.



DART bus service will need to be evaluated for maximum efficiency as new rail transit lines go into service.



Union Station will continue to serve as the primary point of entry into Downtown for inter-city lines such as Amtrak, the Trinity River Express, and future high-speed rail.



Rail transit corridors should be prioritized for public realm improvements.



Streetcar and light rail corridors offer opportunities to integrate enhanced public spaces into the transit network, allowing for easier transfer and access to developments.

## Coverage and Access

Downtown must be saturated with transit. The Complete Transit Network strategy hinges on the concept of universal coverage and access throughout the whole of the urban core. This strategy of “blanketing” transit throughout the loop should follow three primary goals, discussed below.

### 1. “Two Blocks to Transit”

Downtown Dallas has the opportunity to provide rail transit access within approximately two blocks of any point within the loop. The current light rail and M-Line routes are anchored and oriented largely in the northern half of the loop. As is planned in part through the D2 alignment proposal, a complete network should address all corners of the center city to provide fixed transit access to all major destinations. A D2 alignment along Young would provide the most visible impact to this southern area, more completely integrating rail transit into the urban fabric of areas like the Civic Center and Farmers Market. This southerly alignment would guarantee nearly universal coverage of light rail throughout the loop, with nearly every property within  $\frac{1}{4}$  mile of a light rail station – an enviable position for any urban center. Building on the wide and broad light rail coverage, the proposed streetcar Desire Lines are placed to provide different but complementary transit service throughout the loop and the surrounding in-town neighborhoods. Together, these rail modes will create a comprehensive network that will be accessible within two blocks of nearly any property inside the loop.

### 2. Avoid Redundancy

By spreading out rail transit to serve different users and in building in route flexibility, a complete rail network will avoid redundancy. In addition to tremendous cost savings by using streetcar or light rail along a particular corridor, but typically not both, potential passengers will benefit from a more complete system with additional transfer opportunities. By ensuring accessible, nearby alternative routes through Downtown, service can be maintained if a particular track encounters a disruption.

### 3. Transfer Points

To gain maximum efficiency, transfers must be seamless and coordinated. Convenient transfers from light rail stations to the streetcar network can effectively extend the reach of the regional transit system by providing the crucial “last mile” connection to the ultimate destination. Fare structures and collection, operational frequency, and physical connectivity are essential to successfully attract riders and “convert” automobile drivers into transit riders. Furthermore, key transfer locations at critical junctions will help concentrate transit ridership and boost surrounding development potential. As the transit system matures and becomes more complex, the desirability of having a transit station hub that provides access to most, if not all, destinations will become increasingly important in order to ensure legibility and convenience in the transit system.



## REALIZING TRANSIT-ORIENTED DEVELOPMENT: FIXED-RAIL IMPROVEMENT ZONE

With an ambitious transit plan, Downtown Dallas is positioning itself as a national leader in heralding a real shift in how people get to and move around the center city. But the path is not an easy one. Public investment in light rail and streetcar lines is anticipated to cost hundreds of millions of dollars and construction will take many years. Proposals in Dallas will also continue to compete for Federal funding with rail projects throughout the United States.

Commensurate with public transit investment, private development in the form of transit-oriented development (TOD) is critical. Federal sources of funding now mandate that public dollars must be leveraged by significant new mixed-use housing, office and retail developments that synergize with the new transit service and stimulate ridership. To date, Dallas has had some success with realizing private-sector investment adjacent to rail transit. Mockingbird Station is perhaps the city's most famous example, but its location within suburban style surroundings and its direct freeway access provided some distinct advantages that enabled it to be built without any public incentives. Within the CBD, however, it is more difficult to distinguish development potential based on transit proximity, since nearly every parcel has or is planned to have access to rail transit within two blocks in the future.

To help distinguish the benefits of transit adjacency, TOD in Downtown Dallas needs to be further incentivized to ensure the greatest impact. To support the Complete Transit Network, private and public investment will need to be coordinated to increase Dallas's competitive edge in securing funding and to provide the greatest visual, economic and environmental impacts throughout Downtown.

## Public Improvement Assessment Area

Typically, as transit lines are constructed, complementary improvements to the public realm (including sidewalks, crosswalks, travel lanes, and on-street parking areas) are included in the funding and design plans to enhance the physical environment near stations. However, such improvements are rarely consistent and often do not address specific, localized objectives. To ensure that the investment in new transit is adequately leveraged and supported, a Public Improvement Assessment Area is recommended to support an enhanced level of public realm improvements along streetcar corridors. The assessment would apply an added increment on the existing Downtown assessment district to properties that front onto a streetcar line or are located within 300 feet of a station or boarding area. The assessment could be applied to existing or future light rail lines at a later date if preferred. While the political feasibility or financial impact of the assessment area increment has not been fully determined, it is envisioned that an modest increment may be realistic to help augment funds to construct, operate and maintain the public improvements along streetcar lines.

Using funds from the Public Improvement Assessment Area to augment public investment, the street right-of-way would be greatly enhanced beyond improvements normally funded with public transit projects. Improvements would focus on promoting a pedestrian, bicycle and transit friendly environment and could include such amenities as:

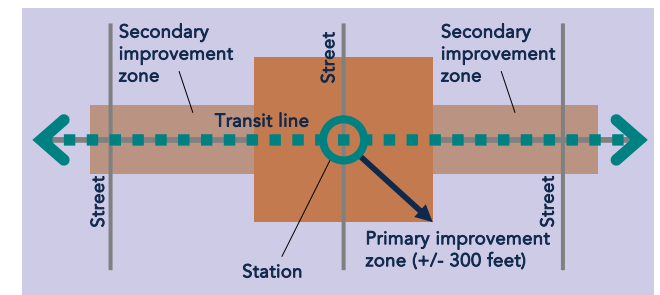
- Widened sidewalks
- District-specific street furniture, signage and streetscape that reflects the desired character of the area
- Intersection bulbouts and enhanced crosswalks
- Enhanced lighting

### Improvement Incentive Zone

To demonstrate a direct link between public investment and economic development and physical redevelopment, properties located within 300 feet from the station location would be subject to design standards to ensure pedestrian-oriented and transit-friendly design, especially at street level. Design standards would be developed and enforced based on recommendations provided later in this chapter. These properties would also benefit from incentives such as:

- Reduced parking requirements, particularly for new residential construction
- Streamlined permit approval for sidewalk dining and waiving of ROW license fees
- Public Improvement Assessment Area increment waiver for five years
- Prioritized business assistance/recruitment funds (in TIF districts, where applicable)
- Prioritized development funding assistance (in TIF districts, where applicable)
- Prioritized public infrastructure investments such as street and streetscape improvements

Together, a combination of Public Improvement Assessment Area funding and enhanced development standards will provide a better link between transit investment and economic development, ensuring that the potential for transit-oriented development is realized.



## Create Vibrant Streets and Public Spaces

**To be a truly great center city, Downtown Dallas must have exciting, walkable streets and lively public spaces.**

A key distinction between downtown and the suburbs is in how streets and public spaces are used. Much more than arteries for moving cars, urban streets are the lifeblood of the city – pedestrian and bicycle movement,

commerce and social interaction take place on its streets. Similarly, public spaces are respites from the hustle and bustle and provide gathering spaces for a multitude of activities. For Downtown Dallas to reflect its place as the focal point of a vast, diverse and energetic region, its streets and public spaces must be transformed.

This Transformative Strategy emphasizes the importance of vibrant streets and public spaces through a completely new public realm framework worthy of a great downtown. With a focus on creating streets and spaces for people, the framework sets forth a bold new approach for circulation in Downtown, as well as for the design and placement of parks, plazas and open spaces.



Michigan Avenue's wide sidewalks, pedestrian-oriented storefronts, and generous landscaping help make Chicago's "Magnificent Mile" one of the world's premier urban destinations.

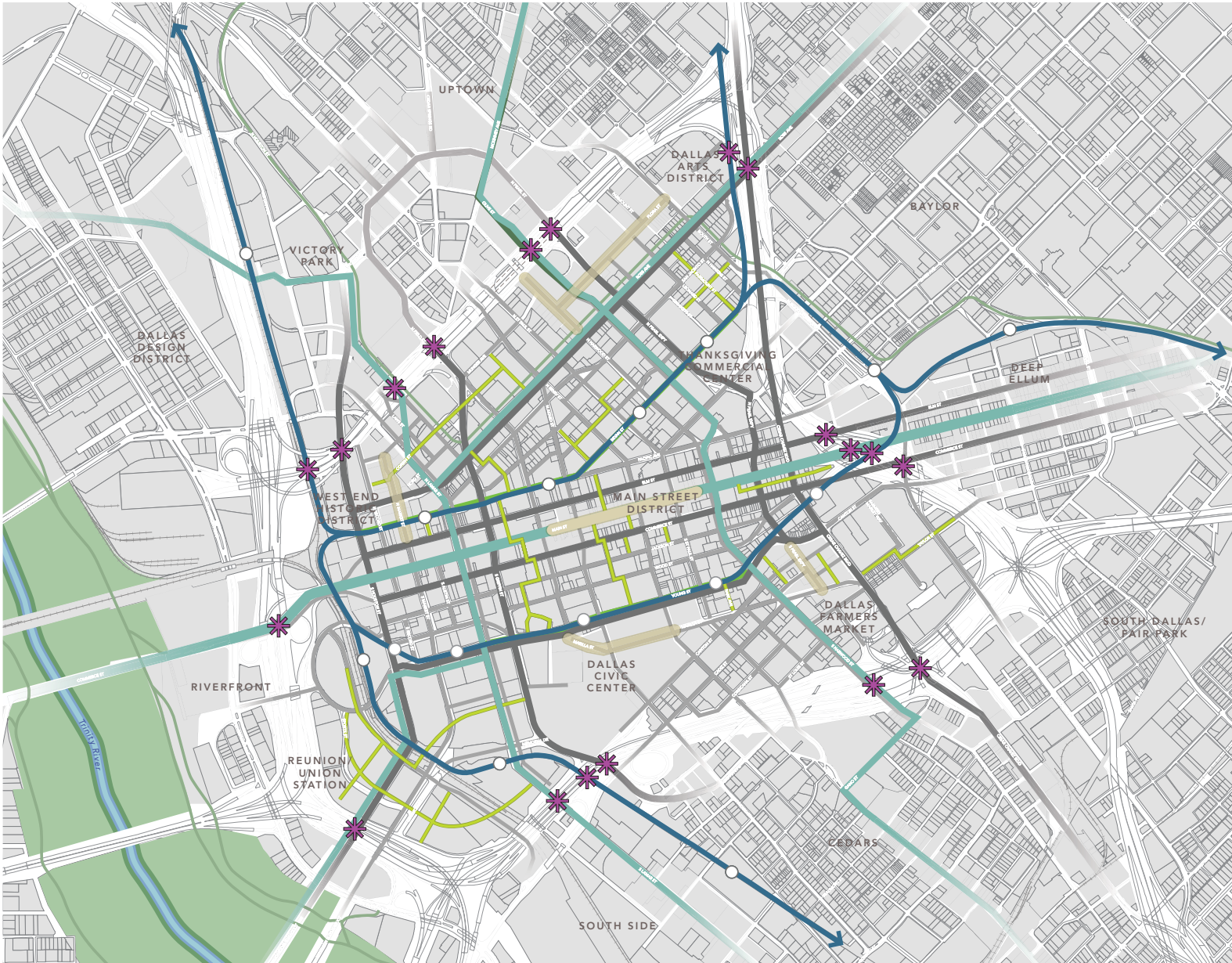
## CIRCULATION FRAMEWORK

The most "transformative" initiative for Downtown Dallas may be in improving the functionality and desirability of walking and biking on Downtown streets. Combined with careful attention to how the street-facing ground floors of buildings are treated (discussed in detail later in this chapter), the way a street is designed can transform the everyday urban experience for workers, shoppers, residents and visitors. The Circulation Framework (see figure on page 48) sets forth a new hierarchy of streets and new street classifications (or types), focused on accommodating multiple modes of transportation and enriching the human experience. When implemented, the recommended street types and designs will change peoples' perceptions of the area, helping to create a sense of safety, activity and vibrancy.

## Street Classifications

The Circulation Framework establishes a new cohesive system for Downtown's streets. This system, or hierarchy, is designed to achieve circulation objectives while redefining the expectations for the function and character of each street. Our roadways have been designed over recent decades to primarily accommodate automobile traffic, parking garage access and loading activities. These are all important functions for the city center. However, Downtown's future liveliness also depends on the ability to re-craft the streets as places where pedestrian activity is promoted and all kinds of other functions – from transit use and bicycle riding to daily commerce and special events – can take place. It is also dependent on the ability for each street to be designed in a context-sensitive manner; that is, to allow for the street design to best respond to the surrounding environment of buildings, sidewalks and open spaces, not to just facilitate cars passing through. In a bustling urban environment, this concept is key.

In response to this shift in thinking about Downtown's circulation framework, each roadway is designated with a new classification, emphasizing the unique activity and relative importance or prominence of the street. Each street type presents a balanced approach to the design and function of the public realm, emphasizing various modes depending on context and street purpose. For example, while bicycles are envisioned to be an integral part of all street design and function, several larger street types (such as District Connectors) are most likely to be redesigned with bike lanes or other facilities. And although the illustrations for the street classifications recommended here may not reflect specific bicycle facilities, the 360 plan supports and echoes the recommendations of the 2011 Dallas Bike Plan. The new street classifications are described on the following pages.



## Circulation Framework

- Freeway/Ramp
- Heavy Rail
- DART Rail and Station
- Study Area
- Trinity River Corridor
- Regional Bicycle/Pedestrian Trail
- Gateway

## PROPOSED STREET CLASSIFICATIONS

- District Connector
- Streetcar Boulevard
- Neighborhood Street
- Special Use Street Overlay
- Passage



Revised 11-29-10

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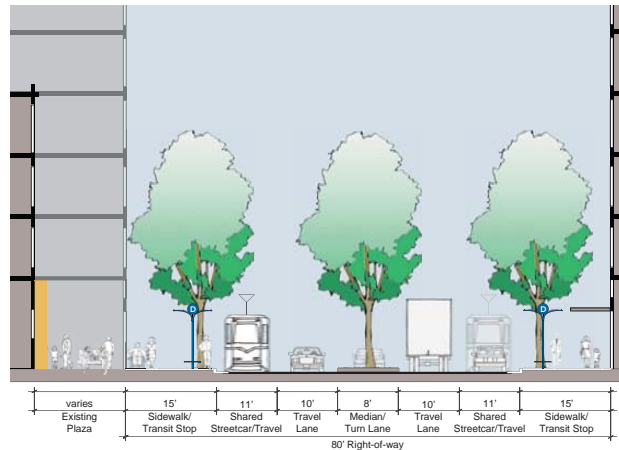
### 1. Streetcar Boulevard (Main; portions of Ross, Lamar, Olive, Harwood, Houston and Young)

Applied to existing streets where future streetcar lines would run, these streets vary in their rights-of-way but share the unique objective of accommodating streetcars along with other modes of travel. Streetcar Boulevards should:

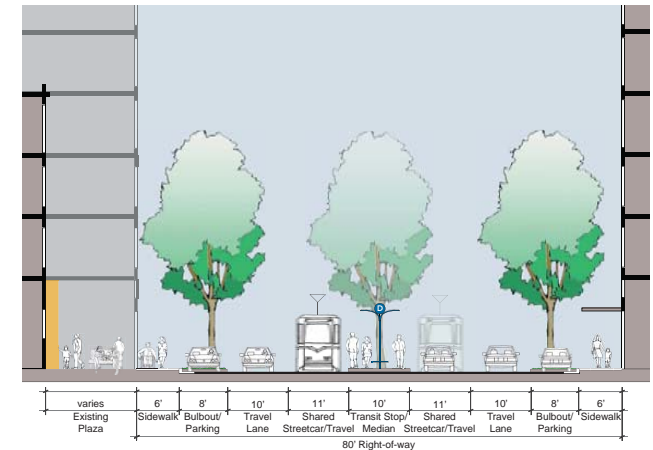
- Serve as primary transit connections between districts inside the loop and extend linkages outside the loop;
- Emphasize streetcar usage while accommodating shared-lane capacity for buses and bicycles where appropriate; and
- Provide generous landscaping and street tree canopies to complement parks, plazas and open spaces along their routes, becoming an integral part of the Open Space Framework (discussed later in this section).

The cross-section illustrations for Streetcar Boulevards show recommended ways of accommodating streetcars depending on the existing right-of-way width, volume of automobile traffic carried, adjacent land uses and additional desired modes.

Because of the area's significance, several alternatives were developed for Main Street and the adjacent Elm/Commerce couplet system. Options examining streetscape, traffic calming and streetcar alignments for these specific streets are presented in Chapter V: Focus Areas in the section for the Main Street District Retail Activation Area.



**Alternative 1** introduces a landscaped median, places transit stations at sidewalk curbs, and includes narrowed travel lanes.



**Alternative 2** places streetcar stops in the central median and allows for on-street parking with bulbouts at intersections and at intervals along the block.



Curb boarding for streetcars can help activate sidewalks and places transit riders immediately at their destination.



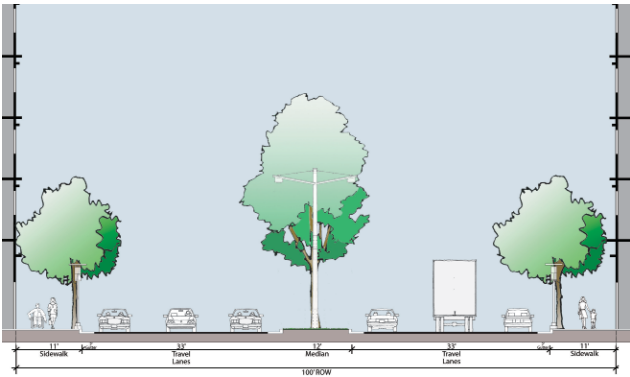
Median boarding provides for greater flexibility for curb lanes, which could be used for bike lanes, parking, additional landscaping, or for flex space activities such as outdoor dining.

**2. District Connector** (Griffin, Elm, Commerce, Pearl, Central/Cesar Chavez; portions of Field, Houston, Ross, Young)

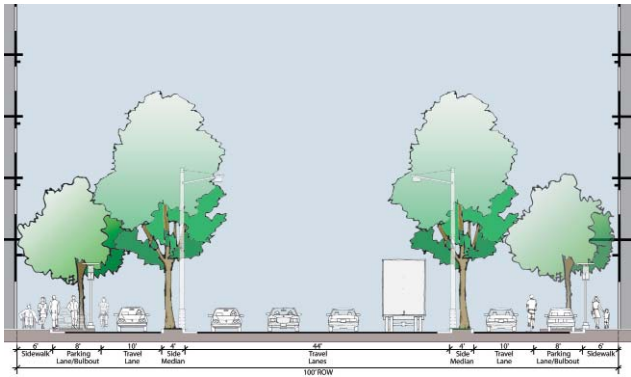
This designation applies to streets that generally function as the primary gateways into the loop. They form the backbone of the automobile circulation system and are essential for facilitating movement into, out of and within the loop. District Connectors should:

- Provide primary automobile connections between districts inside the loop and extend linkages outside the loop and to the freeway system;
- Improve physical and psychological connections between districts on either side of the street through consistent treatment, enhanced design, and public art installations;
- Carry vehicular through-traffic to access freeways and adjacent districts and neighborhoods;
- Accommodate multiple modes including bus, streetcar, bike lane, pedestrian and automobile as needed; and
- Incorporate innovative treatments to accommodate alternative modes at key intersections.

The cross-section illustrations for District Connectors show recommended ways of maintaining vehicle capacity while calming traffic, enhancing the pedestrian realm and better addressing transit needs.



*Alternative 1* introduces a central landscaped median while retaining three through-lanes in each direction, suitable for areas with lower pedestrian volumes.



*Alternative 2* creates a multi-way boulevard with higher-speed through traffic in the middle four lanes and access or "slip" streets in either direction closest to buildings and sidewalks. Access streets could have any combination of mixed-flow travel lanes, on-street parking or additional bulbouts with landscaping and flex space.



*Mature trees help define traditional boulevards.*



*Side access streets allow for slow-moving and local destination-bound traffic to access buildings and properties between intersections.*

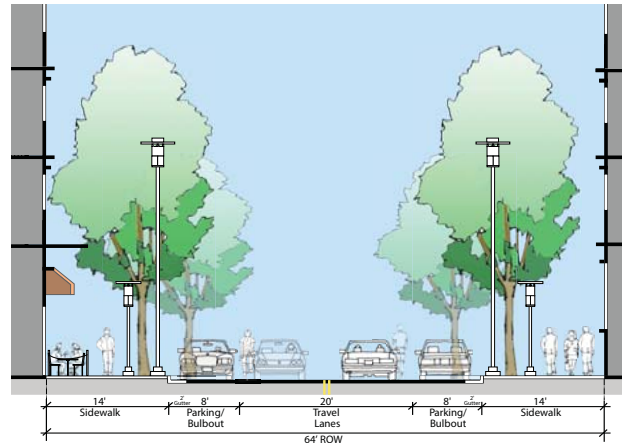


### 3. Neighborhood Street (all other streets such as Akard, St. Paul, Ervay, etc.)

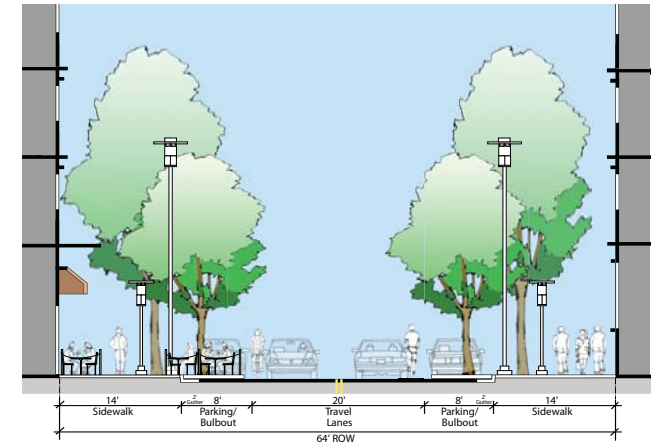
All streets not classified as a Streetcar Boulevard or District Connector within the loop are designated as Neighborhood Streets. These form the vast majority of streets and should:

- Emphasize pedestrian and bicycle mobility;
- Prioritize pedestrian safety and comfort; and
- Support neighborhood residential and commercial uses through on-street parking, landscape variation, and active sidewalks.

The cross-section illustrations for Neighborhood Streets show alternatives for providing enhanced pedestrian realm with variations in street trees and bulbout configuration.



The prototypical section illustrates widened sidewalks, 10' travel lanes and on-street parking.



Within the on-street parking areas, intermittent bulbouts provide opportunities for additional street trees, furniture or flex space outdoor dining.



Permanent on-street parking on Neighborhood Streets will enhance the viability of retail spaces and improve pedestrian comfort.



New flex space/bulbout areas will expand the appeal and economic viability of seasonal outdoor dining.



#### 4. Special Use Street Overlay (Flora; portions of Harwood, Lamar, Main, Marilla, Market)

This designation applies to a few select streets or segments within Downtown that reflect a specific design or district identity. The Special Use Street Overlay can be applied to any street classification but should maintain the predominant objectives of the “parent” street (e.g. not reducing capacity). Special Use Street Overlays should:

- Incorporate special design characteristics (e.g. sidewalk width, parking arrangement) to support increased activation;
- Be completely unique – no two are alike in Downtown;
- Reflect character and intent of immediate surroundings; and
- Accommodate flexibility and option for closure for events, festivals and parades.



Flora Street's special design - with interesting pavement textures, curbless roadway, lights and banners - knits together Arts District destinations.



Special Use Streets can incorporate large, central promenades while traffic or transit flows on either side.



The design and use of Special Use Streets should reflect local culture and reinforce the character and identity of the surrounding district.



Special Use Streets can host a range of special events and activities.

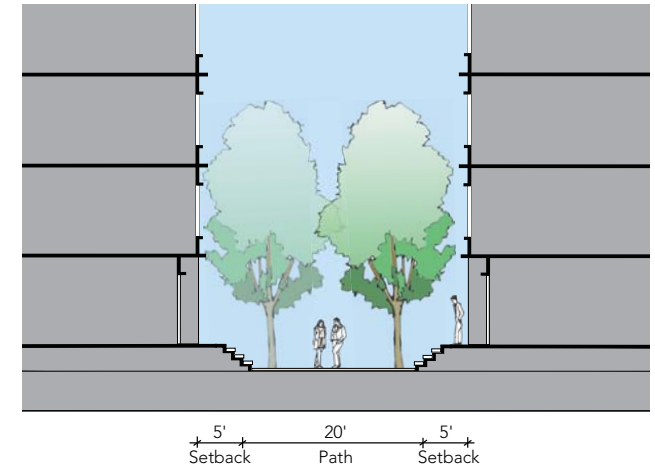
### 5. Passage (multiple locations including Browder, Stone, etc.)

Passages apply to the existing and proposed network of pedestrian passages throughout Downtown. Although not a street, these public and private passages function as a core part of the circulation system. They are also an integral part of the Open Space Framework (see discussion later in this section). Passages should:

- Facilitate mid-block pedestrian and bicycle circulation, reducing the length of blocks that are 300 feet long or greater;
- Prioritize pedestrians and bicycles while providing for some shared loading/service alleys with intermittent vehicles where necessary or desired; and
- Be designed with special pavement, lighting, façade treatments and landscaping.



Alternative 1



Alternative 2



Mixed-use contexts: Passages should embrace pedestrian traffic with building entrances, dining opportunities, and landscaping.



Residential contexts: Passages should be central features to break up massive developments and provide additional pedestrian connectivity to adjacent blocks and land uses.



## CREATING GREAT DOWNTOWN STREETS

While the street classifications provide for the overall roles and functionality of Downtown roadways, several basic parameters should be applied when designing new streets or redesigning existing ones. These include:

### Roadway

- Ensure more than 4 lanes of traffic are mitigated by one or more well landscaped median(s)
- Maintain 10' travel lanes on all neighborhood streets except where transit needs warrant 11' lane widths
- Explore 11' travel lanes if right-of-way permits for District Connectors
- Ensure flexibility in use of roadway right-of-way:
  - Private automobile
  - Transit
  - Bicycle
- Maximize shared use of travel lanes to accommodate multiple modes where feasible
- Provide on-street parking on all streets wherever possible to slow traffic, enhance economic vibrancy of storefronts, and increase pedestrian comfort
- Ensure flexibility for incorporating different uses and functions in non-travel lanes:
  - Parking (private automobile, bus and valet)
  - Service (loading and unloading)
  - Outdoor dining
  - Vendor carts
  - Retail kiosks

### Sidewalks

- Ensure contiguous sidewalks on both sides of street
- Provide a minimum of 8' wide pedestrian corridors in high volume pedestrian streets
- Require a clear contiguous 5'-wide unobstructed zone for ADA access
- Reserve building-adjacent sidewalk space in excess of the 5'-wide unobstructed zone for sidewalk dining where desired

- Design sidewalks, medians and parking lanes to accommodate pedestrian friendly uses:
  - Vendor carts
  - Retail kiosks
  - Outdoor dining
- Incorporate District-specific design treatments to create consistency and support identity

### Landscaping

- Ensure adequate planting area for mature trees, planted at an average 25' on-center
- Provide structural soil in constrained rights-of-way to assist in tree growth
- Encourage regenerative landscapes
- Integrate sustainable elements to create “living” streets:
  - Integrated storm water planters
  - Energy and food generators



Narrow travel lanes on larger boulevards can still accommodate high traffic volumes at reasonable speeds suitable to an urban environment.



A five-foot minimum clear path of travel on sidewalks ensures a comfortable and accessible environment for all users.



Landscape zones should support tree canopy growth and incorporate ground plantings and seasonal flowers where possible.





Crosswalks should be clearly marked and detailed with district-specific paving, colors or textures.



The furnishing zone, at right, provides space for trees and plantings, signage, light standards, furniture, and other amenities.

### Crosswalks

- Ensure marked crosswalks at all controlled intersections
- Provide bulbouts at intersections on wide streets (e.g. Pearl, Griffin, Young) to reduce crossing distance
- Use colored paving, texture and/or District-specific materials to highlight key intersections or significant streets
- Provide widest crosswalks (up to 20') in high pedestrian traffic areas or major destinations (e.g. Main Street, Lamar/West End, adjacent to parks/open space)



Consolidated parking meters help reduce sidewalk clutter and provide easier payment options for Downtown visitors.

### Street Lighting and Furniture

- Illuminate streets with two types of lighting: pedestrian-scaled standards and vehicle-oriented standards
- Locate street furniture in a sidewalk furnishing zone, within 3'-5' (depending on street type and overall sidewalk width) from the back edge of curb where on-street parking exists. Where parking does not exist, the building frontage area should be used for benches and other street furniture if/when sidewalk dining is not being utilized.
- Ensure installation of lighting or street furniture does not impact clear, comfortable pedestrian path of travel in sidewalks
- Street furniture provided by adjacent property owners should not be subject to any ROW license fees

### Signage and Utilities

- Encourage consolidation of existing and limit future individual pole signs (e.g. parking restrictions, etc.) in the sidewalks/furnishing zones
- Prohibit new utility poles from sidewalks/furnishing zones and remove existing poles as areas redevelop
- New and existing parking meters should be consolidated into pay stations

OPEN SPACE FRAMEWORK

A complementary component to reshaping streets in Downtown Dallas is a comprehensive framework that addresses and adds clarity of purpose to the area’s myriad parks, plazas and open spaces.

Dallas is fortunate to have a wide range of urban plazas, larger parks, and historical and cultural sites. The existing Downtown Parks Master Plan outlines an ambitious agenda for creating new park space. The city’s commitment to expanding the parks system in Downtown is also reflected in recent additions such as Main Street Garden and Belo Garden. While these plans and additions are lauded, the 360 plan takes a fresh approach to the role, location and purpose of each park or open space. More and bigger spaces are not necessarily better and the ability to maintain, manage and program spaces of any size should always be considered at the design stage. As the Open Space Framework figure on page 57 illustrates, a network of interconnected, appropriately-sized spaces in the right locations with the right activities – and with the right buildings nearby to frame the spaces – is what is needed to achieve the vision of a dynamic, lively public realm. Open spaces should also enhance District identity and character and serve as focal points to specific areas of the city center. The Open Space Framework sets forth a new overall structure and hierarchy for Downtown’s range of public spaces to reflect these concepts.

Open Space Classifications

With this new hierarchy and approach comes the recognition that open spaces in urban environments should first and foremost be designed as “people spaces.” Many of the area’s parks and plazas currently serve as little more than misguided (though well-intended) design experiments, creating spaces that disregard their contexts and are oftentimes empty and inactive. When parks and plazas are programmed to serve their intended users – and designed to be outward facing and welcoming – people immediately activate these spaces by sitting, eating, recreating and relaxing. The Open Space Framework, therefore, sets forth new classifications and design principles (described on the following pages) that are essential to transforming the public perception of parks, plazas and open spaces, making them a truly integrated part of the urban experience.

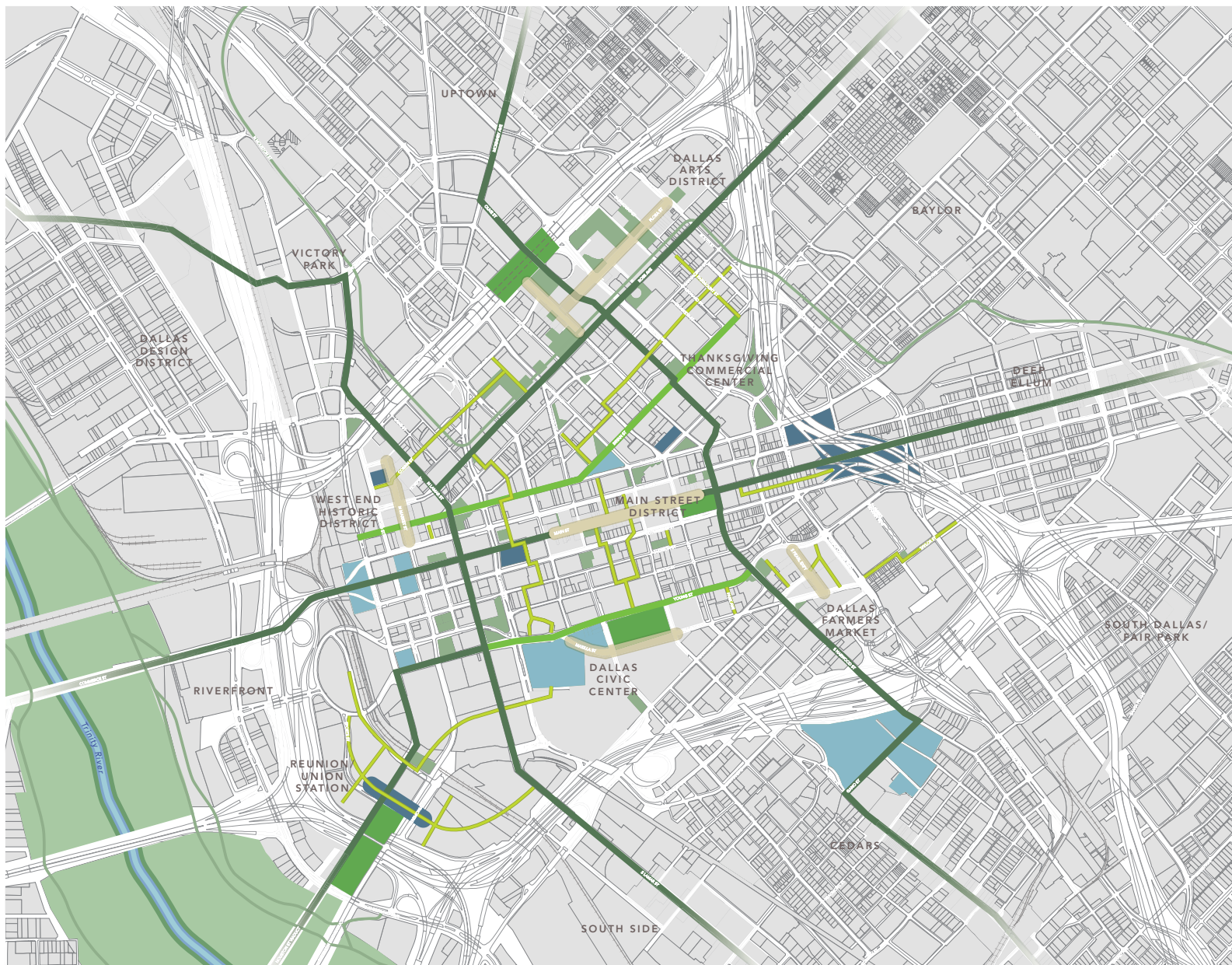


The Open Space Framework addresses the importance of Downtown’s many public and private plazas, each providing an important role in the open space network.



Historically- and culturally-significant sites such as Dallas Heritage Village are important to Downtown’s health, offering serene, educational and contemplative environments.





## Open Space Framework

- Freeway/Ramp
- Heavy Rail
- Study Area
- Trinity River Corridor
- Special Use Street Overlay
- Streetcar Boulevard
- Light Rail Transit Boulevard
- Regional Bicycle/Pedestrian Trail

### PROPOSED PARK AND OPEN SPACE CLASSIFICATIONS

- District Park
- Neighborhood Park
- Historic/Cultural Park
- Plaza or Pocket Park
- Existing or Proposed Passage



0 .12 .25 .5 miles

Revised 11-29-10

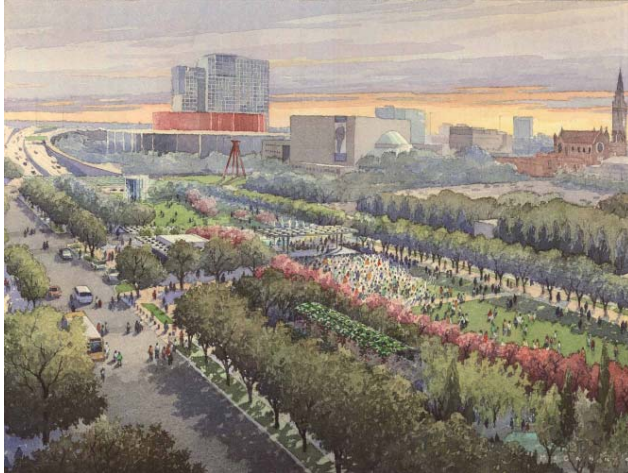
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### 1. District Park (Main Street Garden, City Hall Plaza, etc.)

These are typically the largest of Downtown's parks and are few in number, serving a wide audience for a wide range of activities. District Parks typically:

- Serve a more "regional" function to host large events and attract users from a wider distance
- Have multiple programs/functions and are most animated during special events
- Are located in the heart of or at a significant place within a District
- Are of substantial size – 2 acres or more



The Woodall Rodgers Deck Park, or "The Park", will knit two districts together with its collection of active and passive spaces. Major events will also be a significant component of the park's future programming.

### 2. Neighborhood Park (Belo Garden, Bark Park, etc.)

These parks serve surrounding populations and sometimes have a particular programmatic function or area for specialized activity or use. Neighborhood Parks:

- Serve more immediate users such as residents and office workers
- Emphasize the needs of daily users – do not accommodate large-scale events
- Support families and pets with programmed areas such as tot lots or dog runs
- Offer a high level of regular animation with kiosks, cafés and vendors
- Are of modest size – 1 acre or less



Belo Garden will anchor the western end of the Main Street District, serving as a neighborhood destination for residents and office workers (Image: Hargreaves Associates).

### 3. Historic/Cultural Park (Dealey Plaza, JFK Memorial, etc.)

These sites make up much of Downtown's visitor experience, emphasizing past events, monuments or remembrances. They range in size and most often:

- Are a significant historic or cultural site – "sacred space" for the city
- Are contemplative and the least animated of Downtown parks; they are not expected to change much



Dealey Plaza anchors a group of historic and cultural destinations in the West End Historic District.

#### 4. Plaza or Pocket Park (Pegasus Plaza, etc.)

Making up the majority of the total number of open spaces in Downtown, Plazas and Pocket Parks are essential in providing relief from buildings and creating intimate spaces for a range of activities. Plazas and Pocket Parks can be publicly or privately owned or operated and should:

- Serve immediate neighbors as a respite from the built environment
- Be individually programmed or purposed
- Have the highest level of animation with restaurants, vendors, newsstands and seating/tables
- Be small in size – less than .25 acre



*The Gardens at Fountain Place is a large private plaza that both interacts with the street edge at Ross and provides quiet spaces along the office building.*

#### 5. Passage (multiple locations including Browder, Stone, etc.)

Also a component of the Circulation Framework, Passages provide critical linkages between parks, plazas and open spaces. Most often, they connect sites such as City Hall Plaza to Pegasus Plaza and Thanksgiving Square through a network of mid-block crossings and dedicated pedestrian ways alongside buildings. Passages are envisioned to be incorporated into the development of other areas of Downtown to expand this unique circulation system as a part of the open space system.



*Stone Place is an example of animating a pedestrian passage between major destinations within Downtown Dallas.*



## CREATING GREAT DOWNTOWN OPEN SPACES

Like many cities developed during the same era, Downtown Dallas has a multitude of often empty, cold (or hot, depending on the season) public spaces, many of them plazas that are set at the base of large office buildings. Despite their intentions, most of these spaces are not inviting or desirable respites from the urban environment.

In supporting the new open space classifications, certain design criteria are essential to creating vibrant parks, plazas and open spaces. In short, designs for any public or semi-public space within Downtown should adhere to several basic principles. Spaces should be:

### Functional

Rather than being seen as merely “required” or leftover space, public spaces should be first designed with their functionality in mind. Spaces should aim to:

- Serve the intended users and purpose with the most appropriate size
- An appropriate level of programming and management to maintain appearance and ensure adequate animation, human interaction and vibrancy
- Address the needs of a wide range of different users, to attract as many people as possible
- Offer flexibility in programming and activation to accommodate multiple users and activities
- Support and encourage economic vitality by creating environments that support and relate to surrounding uses

### Comfortable

Public spaces must engender a safe, welcoming and enjoyable experience. They should:

- Be compatible with the scale and size of surrounding buildings
- Create a welcoming and inviting environment with landscaping, seating and lighting

- Foster a strong sense of comfort and enclosure without being “walled off” from streets
- Provide ample shade and vegetation, reflecting and respecting the Dallas climate
- Ensure a safe experience for all age ranges and user groups

### Accessible

Urban parks, plazas and open spaces must be accessible and connected to their surroundings to ensure the best experience for users. They should:

- Be fully accessible to pedestrians and the physically disabled
- Connect to, enhance the character of and bolster the image of the District in which they are located
- Embrace adjacent streets with widened peripheral sidewalks, enhanced crosswalks at key park entrances, on-street parking adjacent to park edges/sidewalks, and active park/plaza edges with vendors, low walls and vegetation, lighting and other programming
- Reinforce the relationship and connection to the larger open space network

### Memorable

As a part of an enhanced urban experience, public spaces must leave an impression on users. They should:

- Contribute to a “sense of place” – they should not be merely “leftover” undeveloped space
- Respect and build on the historic, cultural and ecological context of Downtown
- Emphasize interaction, exploration and chance encounters
- Strengthen neighborhood and district social dynamics by supporting diverse, enriching experiences
- Incorporate public art, lighting, sound and thought-provoking interactive features to stimulate the senses



Interactive art features encourage exploration and conversation, helping to animate urban plazas.



Buildings nicely frame this neighborhood square, which is programmed with diverse seating opportunities, shade trees, and café space.

## Ensure Great Urban Design

Downtown Dallas must embrace great urban design in order to become a premier city center. **The ways that the built fabric relates to streets, encourages interaction, and supports diverse economic health are all critical to ensuring the long-term success of city centers.**

In order for Downtown Dallas to further emerge as a thriving urban core, future development projects and building renovations must contribute to an exciting, attractive and enjoyable urban form.

There are many challenges. Despite a historical development pattern of walkable streets, pedestrian-oriented ground floors, and a rich palette of architectural styles, much of the CBD's existing urban fabric is full of "holes," leaving few areas of consistent building frontages and block coverage.



The combination of a well-designed multi-modal public realm and consistent streetwall with contemporary and historic buildings helps create a vibrant urban environment.

In addition to unattractive surface parking lots and vacant properties and buildings, there are many building façades, sterile plazas and parking structures that adversely impact pedestrian comfort and walkability. To truly change the way pedestrians, bicyclists and transit users experience Downtown Dallas on a regular basis, buildings and property edges must become more hospitable, especially at the ground level.

Working in concert with the public realm guidelines outlined in the Create Vibrant Streets and Public Spaces Transformative Strategy discussion, private realm guidelines are a key priority of the 360 plan. The recommended urban design guidelines are instrumental in establishing an educated dialogue about urban design through a Peer Review Committee or other mechanism that directs developers, the design community and City leaders toward appropriate, preferred and innovative ways of achieving the vision of a vibrant Downtown. Design guidelines provide direction on the treatment of ground floor uses, pedestrian interaction and access, building massing and articulation, and integrating sustainability as a key component of building design, helping to transform the design and development process to maximize public benefit and boost urban vitality. They also aim to enhance desirable qualities that are unique to the history and context of Downtown Dallas.

## DESIGN GUIDELINES

The guidelines on subsequent pages are intended to guide development and investment within the whole of the CBD, ensuring that buildings respect each other and contribute positively to the overall Downtown experience while expressing individuality. As properties are developed or redeveloped, these guidelines will help complete the picture of complementary, balanced and lively public and private realms throughout Downtown.

These guidelines comprise strong recommendations for how individual property owners and developers should develop their land and buildings so that they are supportive of the Downtown vision. They should be used as the basis for voluntary design review of all Downtown development projects, either through a Peer Review Committee or similar mechanism. However, to begin to establish and support strong pedestrian-oriented transit nodes, corridors as distinct, high-quality places, the guidelines should be made mandatory (and further detailed as a set of standards) for properties that:

- Are within 300 feet of an existing or planned fixed-rail transit station (see the Expand Transit and Realize TOD Potential section for additional information);
- Face an existing or proposed park, plaza or other open space;
- Are located along a Streetcar Boulevard, regardless of station location;
- Are located in the Zones addressed in the Main Street District Retail Activation Strategy; and
- Receive public funds for development or redevelopment.



## OVERALL PRINCIPLES

As a foundation for the design guidelines, several basic urban design principles outline desirable characteristics that all Downtown buildings should possess and provide overall direction for the specific design guidelines. Buildings and other private realm improvements must:

### 1. Reinforce the relationship between the street and building edge

Buildings need to respect the way that people best interact with and feel most at ease around them. Meaning, they should be designed for pedestrians – not for automobiles passing by – who should be able to experience an attractive and comfortable realm in which to walk, sit, eat or socialize. The design of this environment should pay particular attention to the pedestrian at the street level, but should also ensure that the first several stories of the structure engage people with appropriate massing and detail.

### 2. Respect surroundings with context-sensitive designs

Developments should reflect and contribute to individual District identity and character by respecting specific historic, cultural and ecological contexts. Buildings should also respond to the function and role/responsibility of public spaces and the adjacent streets on which they are located. Similarly, buildings must engage with and promote transit use, particularly at or near rail transit stations.

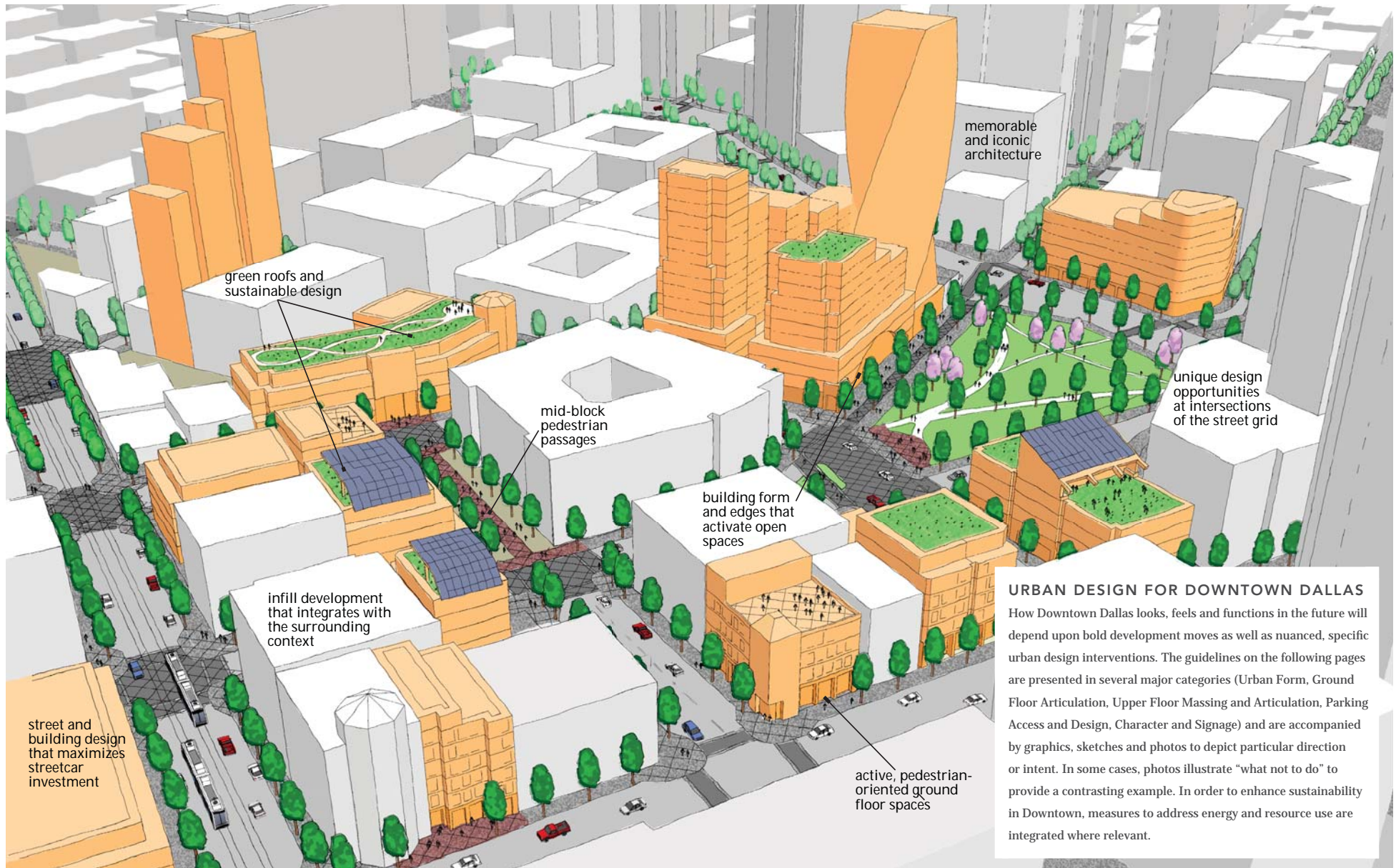
### 3. Contribute to a positive, memorable urban experience

Since buildings have a long life span, new developments have the opportunity to contribute to a memorable urban fabric. Dense urban environments like Downtown Dallas must include buildings that create an identifiable skyline as well as an engaging pedestrian experience. Buildings should also plan for future flexibility, allowing for adaptability to new trends of street-level animation and upper-floor uses.

### 4. Support a sustainable built environment

The built form should strongly embrace sustainable design and development by responding to Dallas's climate conditions. New developments and renovations to existing built fabric must create public and private environments that maximize all opportunities for people to live, work or visit Downtown via multiple transportation options. Buildings should also plan for future flexibility, allowing for adaptability to new trends, including street-level animation, as well as incorporate the latest technologies to place less burden on existing infrastructure systems and reduce resource consumption.





### URBAN DESIGN FOR DOWNTOWN DALLAS

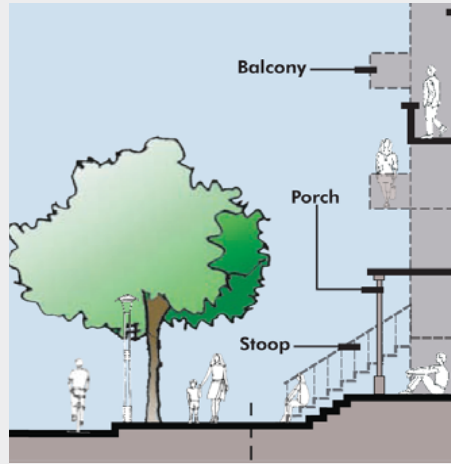
How Downtown Dallas looks, feels and functions in the future will depend upon bold development moves as well as nuanced, specific urban design interventions. The guidelines on the following pages are presented in several major categories (Urban Form, Ground Floor Articulation, Upper Floor Massing and Articulation, Parking Access and Design, Character and Signage) and are accompanied by graphics, sketches and photos to depict particular direction or intent. In some cases, photos illustrate “what not to do” to provide a contrasting example. In order to enhance sustainability in Downtown, measures to address energy and resource use are integrated where relevant.



## URBAN FORM

### A. Setbacks

- A1.** Setbacks should relate to the ground floor context (e.g. 3-5' for restaurants), are consistent to support a particular land use (e.g. for a row of townhouses), and support public realm objectives (e.g. wider sidewalks or street tree canopy)
- A2.** Allow setback exceptions on a case-by-case basis when one or more of the following conditions is present:
- Prominent civic building such as a museum, institution or performance venue
  - Public plaza is desired (e.g. at a key gateway location)
  - Adjacent to an historic landmark
  - Noise-sensitive or incompatible contexts (e.g. next to freeway)
  - Dedicated easements for outdoor dining or other enhancements to the pedestrian experience.
- A3.** Respect historic contexts to provide a continuous streetwall with limited or no ground-floor setbacks
- A4.** Encourage buildings to occupy a minimum of 90% of the entire property width along the sidewalk at ground level



Residential setbacks should be used to engage buildings with the public realm through porches, stoops and balconies.



Setbacks for prominent civic or institutional buildings are appropriate and can often times create new civic space.



Setbacks and dense landscaping are effective ways of mitigating the impacts of freeway adjacencies, especially for residential uses.



Setbacks and/or easements should be utilized to foster lively outdoor dining areas.



New infill development should help knit together the urban fabric by seamlessly fitting in with existing buildings and creating a continuous streetwall.

## URBAN FORM

### B. Height and Orientation

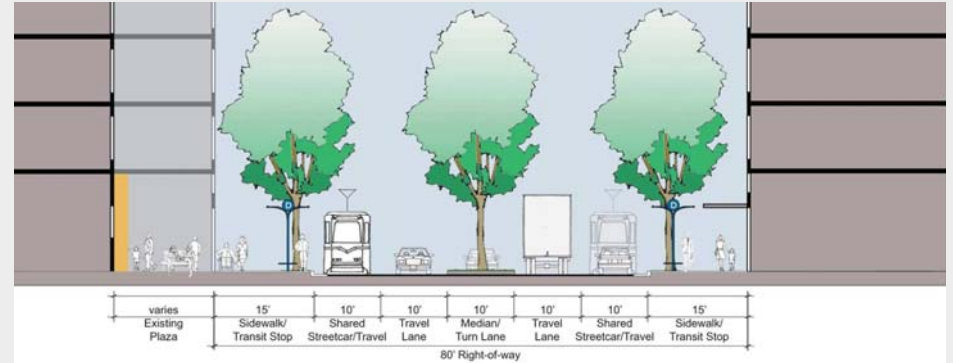
- B1.** Ensure building heights from the back of the sidewalk define the street relative to the street classification width to ensure a strong sense of enclosure and urban experience for street users. For example, Neighborhood Streets in the Dallas Farmers Market district should utilize an ideal height-to-width ratio of 1:1.5 to reinforce the lower-scale residential character; Ross Avenue in the Arts District might utilize a ratio of 2:1 or greater to better frame the wide street and support the activity of a potential streetcar
- B2.** Ensure minimum ground-floor height of 15'
- B3.** Respect changing grids by orienting building placement to respond to intersecting streets, view corridors (from or to the site), and unique parcel shapes
- B4.** Require buildings within 300' of rail transit stations to present primary entrances and active uses (e.g. ground-floor retail/restaurants or residential stoops, upper-floor offices or residential balconies) along primary street or passage frontages
- B5.** Require buildings fronting a public plaza, park or open space to embrace the site with primary entrances and active ground- and upper-floor uses



*Orienting buildings at the intersection of Downtown's changing grids creates opportunities for special views and iconic architecture.*



*Rail transit corridors and stops are where buildings must have primary entrances and active uses.*



*District Connectors and Streetcar Boulevards should have appropriate proportions and design to frame the wide street and support a range of modes.*



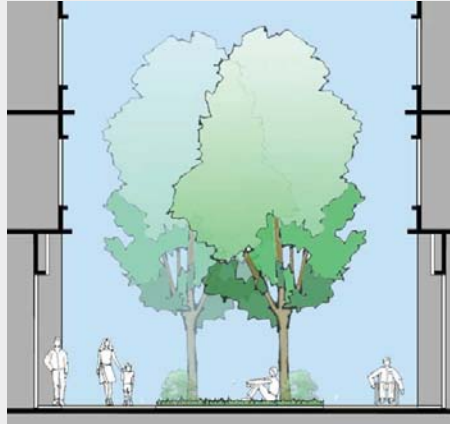
*Buildings should frame public plazas and parks, as well as primary entrances and active ground floor uses to activate the open space.*



## URBAN FORM

### C. Access and Circulation

- C1.** Encourage multiple public sidewalk entrances to buildings (i.e. limit single-entrance lobbies or retail courts wherever appropriate and possible)
- C2.** Avoid walled or gate access-controlled entries onto sidewalks wherever possible (other than primary building entrance lobbies/courtyards)
- C3.** New tunnels, skybridges and other grade-separated circulation systems are not allowed
- C4.** Provide appropriate site access based on street classification (e.g. require primary pedestrian entrances and strictly limit driveway cuts along Streetcar Boulevards)
- C5.** Encourage parking access via alleys or service lanes where existing; for new developments, require alley-loaded parking wherever possible
- C6.** For blocks longer than 300', design and integrate multi-use mid-block pedestrian and bicycle connections including passages (mews, paseos) wherever possible to improve overall connectivity (see the Create Vibrant Streets and Public Spaces Transformative Strategy discussion regarding the Circulation and Open Space frameworks: Passages)
- C7.** Design access to visitor-oriented uses (e.g. hotels and "destination" restaurants/retailers) to minimize pedestrian/vehicle conflicts. Loading valet parking at the curb is recommended for the Main Street, Thanksgiving Commercial Center and West End Historic districts to facilitate access



Mid-block passages should be well-designed, comfortable and attractive to encourage walkability.



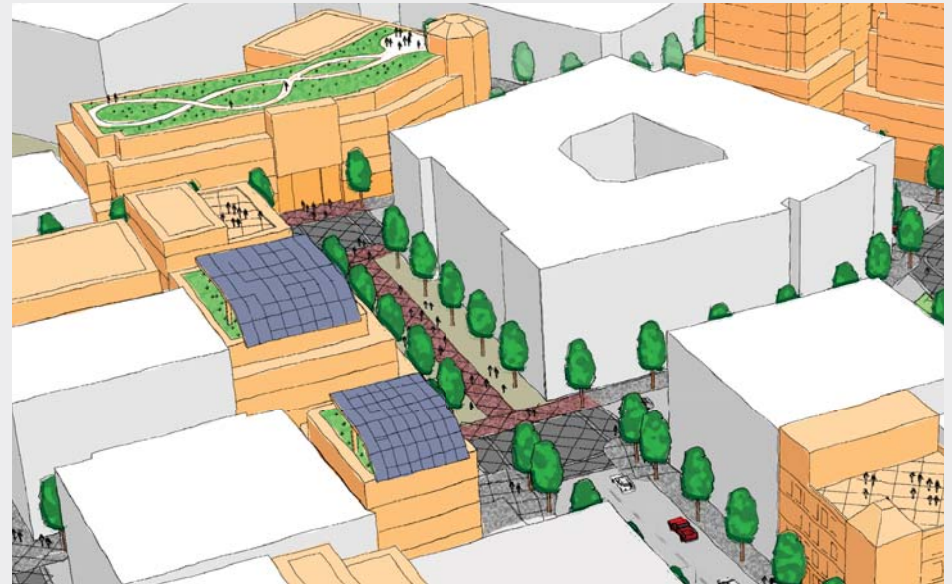
Skybridges and tunnels drain pedestrian activity from the street and should not be allowed as part of any new Downtown development.



Buildings should have multiple doorways and entries to encourage interaction with the sidewalk and street environment.



Alleys should be attractive places that allow for service access, parking where appropriate, and pedestrian passage.



Mid-block passages should break up large blocks and link with the overall street system to boost connectivity throughout Downtown.

## GROUND FLOOR ARTICULATION

### A. General Guidelines

- A1.** Locate ground floor uses along the building edge to actively engage the pedestrian realm in the street right-of-way
- Retail storefronts, cafés and restaurants (including outdoor dining) where appropriate
  - Common areas (e.g. entrance lobbies)
  - Minimize private ground floor uses or uses that require privacy
  - Minimize passive uses fronting the street façade such as parking, utilities, etc
- A2.** Maximize use of transparent, non-colored, non-reflective glass windows
- A3.** Provide generously-sized awnings, metal awning screens and other vertical screens to provide shade for glass windows/doors while preserving transparency
- A4.** Discourage uninterrupted blank walls or façades. Where such blank walls are necessary, apply landscape screens, display boxes/merchandise displays, light patterns, material variations or other mitigation measures to enhance visual interest and minimize heat gain/reflectivity to sidewalk
- A5.** Animate existing blank façades and ground floors of parking structures with pedestrian friendly uses:
- Cafés and kiosks (flowers, produce, books, magazine, etc) food carts
  - Changing art exhibitions
  - Interactive “light and sound” shows
  - Green walls
- A6.** Activate edges of existing surface parking lots with:
- Cafés, food carts or kiosks
  - Pergolas or trellises (ensuring that ground landscaping such as hedges and seasonal plantings is below 30” in height)



Ground floors should have awnings, pedestrian-oriented signage, and tall, clear windows, doorways and entryways.



Landscaped walls make use of rainwater and soften harsh building edges.



Innovative display and lighting techniques create nighttime activity and enhance safety.



Display windows, kiosks and casual seating are effective ways to activate blank building façades.



Avoid building designs that result in uninterrupted blank walls or façades facing the pedestrian realm.



## GROUND FLOOR ARTICULATION

### B. Commercial and Institutional

- B1.** Incorporate covered arcades or walkways into buildings along the street frontage to afford climate protection to pedestrians
- B2.** Encourage customer service, classroom or retail oriented functions on the ground floor to engage the public and activate the pedestrian realm
- B3.** Design building façades to allow private uses while maintaining eyes on the street
- B4.** In multi-tenant situations, encourage tenant information as well as elevators/stairwells to be visible from the street level



Spacious, well-lit covered arcades or colonnades provide shelter from the elements for strolling, dining and displays.



Commercial and institutional buildings should incorporate public-oriented uses and spaces to encourage pedestrian activity.



Large windows add transparency and activate the building façade while maintaining eyes on the street.

### C. Residential

- C1.** Encourage raised/set back entrances with stoops, urban porches, balconies, small forecourts, etc. to maintain privacy
- C2.** Encourage planting of landscaping within residential building front setback to soften the building edge
- C3.** Limit the use of fences that face the public realm to no more than 3' high and avoid privacy screens
- C4.** Locate more "public" uses (e.g. living room or entrance lobbies) fronting sidewalk on ground floor



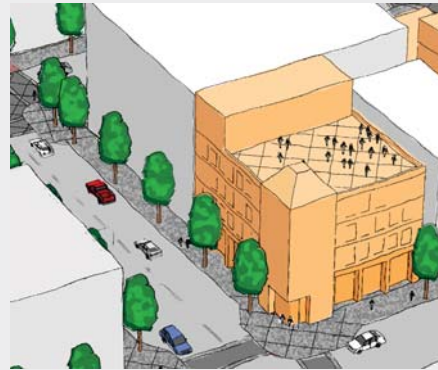
Designing residential units so that active uses face the street can ensure eyes on the street and enhance the pedestrian experience.



Entrances for residential and live/work units that are raised and set back from the street can help enliven the sidewalk and public areas in the front, while maintaining privacy for those living inside.

## A. General Guidelines

- A1.** Encourage active uses on upper floors fronting the street to focus energy, visibility and activity toward the public realm
- A2.** Articulate façades with elements that break up the vertical surface of buildings:
  - Fenestration (windows and doors)
  - Lighting
  - Cornices, lintels and sills
  - Vertical fins or other shading devices
  - Varied material treatments
  - Balconies and awnings
- A3.** Locate building elements such as balconies on the first five floors above street level to engage the street; ensure that balconies/terraces are appropriately sized to be actively used by residents
- A4.** Encourage landscaped terraces, pool/recreation decks and other activity spaces for upper floors of buildings to activate upper floors, especially those six stories or above
- A5.** Step back upper floors with site-specific articulation to address the street type, open space visibility, and to maximize building access to light and fresh air
- A6.** Incorporate screens, solar-capture technology, energy-efficient and/or ventilated windows especially for south- and west-facing tower façades to minimize heat gain and capitalize on sun and wind exposure for reduction in energy costs
- A7.** Encourage roof gardens or other green roof designs to minimize heat gain and improve access to fresh food



Rooftop decks should be utilized to enhance livability and allow for a range of activities for residents and office workers.



Green roofs capture rainwater, reduce heat gain, and serve as laboratories for education and gardens for food and plant growth.



Upper-floor step-backs are appropriate to respect nearby contexts and enhance access to light and air at both upper and lower levels.



Avoid blank upper floors without windows or other articulation or activation.



Fenestration, shading devices, balconies and the use of varied façade materials help break up the vertical surfaces of new and adaptively re-used buildings.



## PARKING ACCESS AND DESIGN

### A. Innovative Parking Alternatives

- A1.** Explore innovative parking solutions such as stacked parking, tandem parking and shared parking to optimize building space and/or minimize construction and housing costs (see the Reform the Approach to Parking Transformative Strategy discussion)
- A2.** Provide highly visible and conveniently located bicycle parking as part of new office, residential and mixed-use developments (on-site or in sidewalk/setback where feasible; otherwise located within designated on-or off-site parking facility)



Innovative parking solutions such as stacked parking reduce the amount of land dedicated to parking.

### B. Parking Structures

- B1.** Prohibit parking structure entrances or exits (other than pedestrian doors) from active retail streets or special overlay streets such as Market in the West End Historic District of the Main Street District Retail Activation area; major tenant improvements or construction permits for existing structures should similarly prompt an examination of the removal/relocation of any existing garage access points not in compliance with this guideline
- B2.** Ensure new parking structures and those seeking improvements incorporate as many of the following as possible:
  - Engaging, well-lit entrances and exits with state-of-the-art pedestrian warning lights and sounds
  - Provisions for signage with parking information visible from the street
  - Attractive ground floors using interactive art, creative displays, vegetative screens, and/or new technology (e.g. dynamic parking space availability displays)
  - Animated upper-floor façades using variations in textures, colors, materials, lighting and/or vegetation
  - Active ground-floor uses such as retail
  - Rooftop solar-capture/shade structures and light-reflective surfaces or green roofs to minimize urban heat island
- B3.** Limit curb cuts for parking structure access to the minimum number required to adequately service the intended users
- B4.** Prohibit access ramps that run parallel to the street or sidewalk



Façade art, varying textures and colors are effective ways to mask the upper floors of parking garages.



Solar shade structures are desirable on parking garage roofs.

### C. Surface Parking Lots

- C1.** Require a specific use permit for surface parking in residential developments; surface parking lots should cover no more than 25% of the property frontage facing a street
- C2.** Encourage landscape screens, trellises, low walls and other mitigation for existing and future surface parking lots to minimize the negative effects to active pedestrian-oriented sidewalk environments



Landscape screens can minimize the negative impact of surface parking lots on active pedestrian-oriented sidewalks.

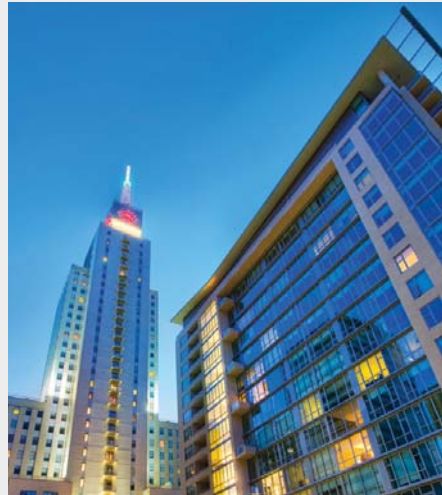


Conveniently located bicycle parking amenities should be incorporated into streetscape designs and new development.

## CHARACTER

### A. Identity and Character

- A1.** Embrace contemporary architecture and interpretations of styles where context-appropriate to add to Downtown's diverse architectural palette
- A2.** Encourage creativity in the design of landmark towers to add to the Dallas skyline while respecting and strengthening existing views of and from significant structures and natural features
- A3.** Strengthen the unique identity and character of individual districts by continuing the use of materials and building forms that define the district
- A4.** Encourage building development that integrates passive and active sustainable design elements and responds to the Dallas climate
- A5.** Announce and celebrate individual districts in the design and strategic location of signature/iconic buildings through innovative façade design and site programming (e.g. emphasize the entry to the West End Historic District at the northwest corner of Lamar and Ross with a signature development that reinforces district identity)
- A6.** Celebrate key nodes with plazas, art and noteworthy architectural features (e.g. respond to the intersection treatment at Marilla and Harwood in the Dallas Farmers Market district with buildings that curve to create a consistent fabric at this key node)



Contemporary architecture should continue to be integrated into Downtown's historic fabric wherever appropriate to complement existing buildings and add to the sense of vibrancy and momentum.



Key gateway nodes should be emphasized with plazas, kiosks and landscaping.

## SIGNAGE

### A. Signage

- A1.** Refer to specific signage regulations for Zones A, B and C of the Main Street District Retail Activation area
- A2.** Encourage master sign plans for large projects (e.g. buildings greater than 50,000 square feet) to ensure compatibility with broad Downtown objectives and district-specific needs
- A3.** Do not allow property and building signs to dominate the sidewalk, plaza or façade and ensure that they reflect the overall design and architectural scheme for a project or site
- A4.** Use quality, durable materials such as metal, wood and channel letter styles
- A5.** Encourage blade signs especially in retail areas or where multiple tenants occupy a single building; materials should be metal or wood (applied or painted letters/graphics are acceptable)
- A6.** Scale signs appropriately to the particular building context (i.e. signs should fit on the flat face of awnings, in the clerestory above entrances)
- A7.** Illuminate signs by discreet lighting technologies (e.g. rear uplighting, internal illumination, or projected light); illuminated awning signs are discouraged
- A8.** Prohibit plastic box or formed/molded signs
- A9.** Prohibit window screen and mural signs that block or reduce window or door transparency (except where desired as an advertisement/art display as defined in the Main Street District Retail Activation Strategy or where used to mitigate otherwise opaque windows or inactive façades)

### B. Other Signs

- B1.** Judiciously apply building supergraphics to support specific district character or street animation to avoid visual clutter and undesirable emphasis on advertising
- B2.** Encourage construction fencing to incorporate well-designed, engaging signage and/or artwork or announcements to enliven street-level frontages
- B3.** Complement existing wayfinding signage with updated, pedestrian-oriented signs, especially at key district nodes (e.g. Main and Akard, Ross and Lamar)



Innovative signage is an effective way to enliven large, expansive surfaces at street level.



Tenant signs should be simple and made of quality materials, utilizing discreet yet effective lighting.





Simply put, Downtown Dallas needs more – a lot more – housing. Critical for 21st-century competitiveness, city centers must embrace a diverse array of housing types to attract and sustain a diverse residential base. The increase in residents will be a vital part of the transformation of Downtown.

A diversity of housing for many types of households will help to achieve the overarching housing goal for the Downtown Dallas 360 plan: to build as much quality housing as can be accommodated by the physical space of Downtown and the market demand for urban living. As important as employment, cultural facilities, transit, and other attributes of a Downtown may be, none may have the sustained impact of an active and engaged community of local residents. The past decade has seen numerous additions to the city center’s housing stock – both in new construction and renovations of older buildings. The 360 plan aims to build on that momentum and expand the market by showcasing the many advantages that urban living can provide to households of all types.

A VISION FOR DOWNTOWN HOUSING

Downtown Dallas should strive to be a home for all types of urban dwellers, including students and young adults, families, empty nesters, and retirees. Downtown living should also be accessible to a wide range of income levels, including lower-income and middle-class households as well as the wealthier residents of luxury condominiums and apartments. Residents will become an even more vital part of the urban fabric, supporting new retail and entertainment development, utilizing new recreation facilities, and enhancing security through their round-the-clock presence and engagement. The diversity of residents will also ensure a welcoming and inclusive environment to transform Downtown Dallas into an urban environment on par with other world cities, attracting many cultures, education levels, and economic and artistic pursuits.

EXISTING ECONOMIC REALITIES

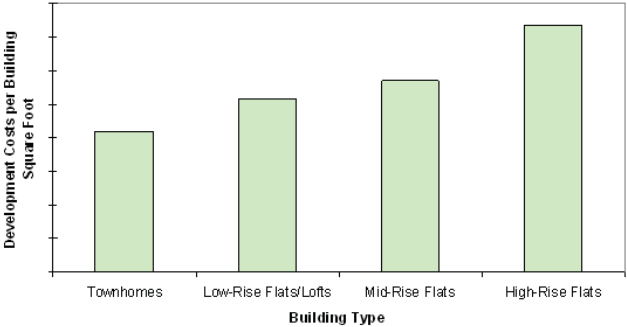
The high prices and successful absorption of recently constructed housing in Downtown Dallas are reflective of two factors: 1) strong demand for Downtown housing among higher-income households, and 2) the costs of development of urban housing types. While the first factor is a positive indicator for future housing growth in Downtown, the second factor is a key constraint on city center housing. Various types of subsidies are available to support housing construction for lower-income households (at or below 60 percent of median income), but more average households do not benefit from most existing subsidy sources. Neither households at the City of Dallas’s median income (approximately \$40,000) nor mean income (approximately \$66,000) can afford most newly constructed units Downtown, due to the high cost of construction. In fact, nearly 40 percent of Dallas households have incomes between \$35,000 and \$100,000 – too high for most units financed with tax credits, but too low to pay prices that typically can support the costs of new construction or rehabilitation.

To understand the financial realities affecting middle-income housing opportunities, it is instructive to understand the costs of housing construction versus the prices and household incomes required to support such costs. While every individual project will have unique design and cost attributes, the chart at right illustrates the comparative costs of development for various newly constructed residential building types, including:

- Townhomes – two- to three-stories with private parking and small private yards
- Low-rise flats/lofts – four- to five stories, woodframe construction and structured parking
- Mid-rise flats – six to 10-stories with concrete and steel construction and podium parking
- High-rise flats – 11+ stories, concrete and steel construction with underground parking

Illustrative Development Costs for Various Residential Types

\*Comparative total costs per building square foot including labor and materials, indirect costs, and developer profits, but excluding land  
Sources: Dallas area developers, contractors, and EPS



The chart indicates that as the density of the housing increases, the development costs per square foot also increase. This means that lower-density units can be sold profitably at lower prices per square foot than can higher-density units, and therefore represent more feasible housing opportunities for lower- and middle-income households. Still, it is important to recognize that even lower-cost construction types are out of reach for many middle-income households. Due in part to the high costs of construction and land acquisition in certain locations, local developers have reported that most of the newly constructed for-sale housing units Downtown in recent years have been affordable only to households earning \$100,000 or more, which comprise a small segment (about 16 percent) of the City’s overall population. Even for projects built in areas with lower land costs and/or where units have been offered for-rent rather than for-sale, the development costs typically have required household incomes well above average for the City of Dallas.

Some of the recent and future housing development opportunities in Downtown Dallas have been adaptive reuse in older buildings. These projects are important as they make use of existing materials and help to preserve the history and character of Downtown. However, they frequently are more costly and risky than are new



Innovative, small-lot urban infill projects like some located in the Cedars are likely to be viable housing types for middle-income households in southern and eastern parts of the Downtown area.



Adaptive re-use projects such as the Adam Hats building in Deep Ellum retain historic structures but often require significant investment and financial assistance to be economically viable.

construction projects, because of building conditions that must be mitigated and a variety of factors that become apparent only as the projects are underway, rather than being predictable as new construction tends to be. As such, adaptive reuse projects often require even higher prices and income levels than do new construction projects.

Some of the factors contributing to the high cost of Downtown units may change as other improvements occur in Downtown and as urban living becomes still more desirable in Dallas. At the present time, much of Dallas's existing urban housing stock offers larger floor areas than may be found in other cities' downtowns, which may be attributable to the ample opportunities for much larger homes outside of the urban center. To the extent that smaller unit sizes become increasingly acceptable to the market, the costs of construction per unit and the prices at which units can be profitably offered will diminish. Likewise, to the extent that housing with reduced parking or even no parking can be marketable (given the recent and planned improvements to the transit system and/or emerging "niche" markets for car-free households), the costs of development can be diminished by tens of thousands of dollars per unit, bringing development costs closer to levels where middle-income households can afford the units.

## EXISTING POLICY AND PROGRAM REALITIES

Dallas already has several programs intended to promote an economically diverse housing stock. For example, housing developments that receive Tax Increment Financing (TIF) have been required to provide 10 percent of their units at prices affordable to households earning 80 percent or less of Area Median Income, or to contribute money so that the City can subsidize similar units on other sites. The City has also used Section 108 loans to support provision of affordable units in private developments and supported private and non-profit developers' applications for State and Federal funding for affordable housing projects. And Downtown Dallas, Inc. has convened a Housing Task Force of experts and stakeholders charged with guiding policy discussions for housing generally and affordable and supportive housing in particular. The 360 plan supports the continuation of all of these initiatives.

The existing Downtown TIF Districts have limited capacity to issue new debt or support new investment in the next few years, due to previous commitments of their resources. However, starting in 2015, more TIF money should become available from these existing districts. The 360 plan recommends that the TIF Districts should be extended. This money can be offered on a competitive basis to housing projects that offer unique advantages such as the incorporation of below-market-rate units, the reuse of a valued existing building, or the development of a catalytic site that is especially important to defining the desired character of a particular District. The TIF resources should be reserved for uniquely beneficial projects with a demonstrated need for subsidy, not just any infill development that seeks assistance. This competitive funding approach can help to avoid the problem of the TIF resources being oversubscribed for projects that do not need them or have marginal benefit for Downtown.



## KEY STRATEGIES

With an understanding of the existing realities and trends for the 21st century, the 360 plan recommends the following strategies for growing and diversifying Downtown housing:

### 1. Create an intown affordable housing development strategy and public private incentive guidelines and criteria for Downtown and its surrounding districts

Downtown Dallas Inc.'s Housing Task Force and the City's Housing and Economic Development Departments should collaborate on a policy framework and document that will guide developers and staff as to the consideration of the levels of incentives for their projects. The finite resources should be allocated according to several criteria, including the proven need for subsidy (via a developer's proforma, as vetted by City staff and outside consultants as necessary), the catalytic effect of each particular development (e.g. is it a rehab of an important older building? Is it on a key site that can help to transform an area?), the number of units created at various income levels, the diversity of those unit types (for singles, couples, families, seniors, etc.), and the total amount of the subsidy and subsidy per unit. Such incentives may include public participation through tax increment financing from existing or new TIF Districts, tax abatements, development fee rebates, new market tax credits, a new TOD incentive level, new City bonds, EB 5, and philanthropic donations that augment the investment of the private housing developers. Where publicly owned property may be offered for housing development, a write-down of the land value may also be appropriate in addition to or instead of actual cash subsidies.

### 2. Create design and development guidelines that promote diverse, context-sensitive housing throughout Downtown

Downtown's significant population growth in recent years has largely been through additions to upper-income housing stock. For example, even in the currently depressed housing market, over half of the homes for sale in ZIP Code 75201 (including the Farmer's Market, Main Street, Arts District, Victory, and Uptown)

are listed at prices of \$500,000 or more – prices that typically require buyers to have income levels well over \$100,000. While higher-income households may provide the greatest support for upper-end shops, restaurants, and cultural venues, other desired results may be achieved best by providing housing for middle- and lower-income households. Numerous Downtown employers have indicated that the lack of housing attractive and affordable to entry-level employees is a major deterrent to the start-up and growth of creative and professional services in Downtown. Lower- and middle-income workers also have a greater tendency to make use of public transit, so the major transit investments ongoing and envisioned for Downtown could be best supported through the addition of these likely riders.

Looking forward, Downtown Dallas is projected by the North Central Texas Council of Governments (NCTCOG) to grow by as many as 20,000 new households over the next 20 years, indicating demand for many new housing units to meet a variety of needs and price points. However, when planning for how to realize the projected housing demand, Downtown should not be thought of as a homogenous area. In support of a diversity of housing stock and households for an active and inclusive city center, it is appropriate to acknowledge the physical form and economic conditions of various Districts and create neighborhoods that offer a particular character and lifestyle, not merely a random selection of housing options. Appropriate housing types and pricing strategies can differ from District to District, based on factors such as the physically appropriate product types, the types of amenities and services provided, the value of land, etc.

In general, higher density housing is most appropriate in areas where land values are high, neighboring development is of high density and/or quality, and transit is highly accessible now or will be in the future. Such housing typically appeals to upper-income professionals and empty-nesters, who capitalize on the urban and cultural amenities of Downtown living. Lower density housing is more appropriate in areas where existing development is of a smaller scale and where the value of land is lower. More than the higher-density housing types, townhomes and low-rise flats tend to be more appealing to families with children, in addition to the core market of young and older singles and couples.



High-rise condominium towers are most suitable in areas such as Uptown, Victory Park, the Dallas Arts District, and the Reunion/Union Station District, where land values support high-end construction.

**Illustration of Appropriate Product Types by District (inside the loop only)**

Product Type	Typical Height (Stories)	Typical Density (Units/Acre)	District	Dallas Arts District	Dallas Civic Center	Dallas Farmers Market	Commercial Center	Main Street District	Reunion/Union Station	South Arts District	West End Historic Dist.
High-Rise Flats	10+	100+		■	■	■	■	■	■	■	■
Mid-Rise Flats	5-10	60-100		■	■	■	■	■	■	■	■
Low-Rise Flats/Lofts	3-5	40-75		■	■	■	■	■	■	■	■
Townhomes	2-3	15-30		■	■	■	■	■	■	■	■

■ = Generally appropriate  
□ = Appropriate at select locations

Recommended housing types for each Core District in the CBD.



Townhomes are appropriate housing types in districts such as Farmers Market, Baylor, Cedars and Uptown.

As identified in the chart at left, the 360 plan recommends that areas with lower land costs such as the Farmers Market, Cedars, and Deep Ellum be targeted areas for middle-class housing, while areas with higher land values such as Main Street and the South Arts District should be targeted toward upper-income households. To some extent, these outcomes are likely to be supported by market forces even without significant planning intervention. However, public decisions regarding project and design approvals, infrastructure investments and designs, and financial assistance for private projects should refer to the chart below as indicators of the types of housing and urban environments that may be appropriate and worthy of support.

With the chart at left as a guideline, different areas of Downtown can take on different character and roles. The Farmer's Market area, for instance, would become the primary location for family living inside the Loop in Downtown Dallas, and could be augmented with plazas and parks with play areas, as well as family-friendly retail and businesses. The Reunion/Union Station area, meanwhile, would transform from an underutilized area to a new urban neighborhood – potentially one of the nation's most unique and attractive new districts, given its proximity to jobs, transit, and the amenities of the Trinity River. As noted on the chart, no district is envisioned to be home to just one type of housing. Rather, each may have a general character (higher or lower heights and densities, more family-friendly or more geared toward smaller households) but still offer a diversity of building styles. Also as noted, certain product types may be "appropriate at select locations," meaning the unique circumstances of specific sites may dictate a departure from the types that are generally appropriate. For example, a site near a transit station or key intersection in the Farmers Market area may be appropriate for higher density development than may otherwise be envisioned for the district, while a site adjacent to historic buildings in other districts may be appropriately developed with lower density than otherwise envisioned, so that the new buildings may complement rather than overpower the placemaking landmarks of the district.

The districts and neighborhoods outside the Loop can play important roles in supporting the residential growth and diversity of Downtown Dallas. Again,

appropriate housing types and price points will vary by district, reflecting the economics of development in each area. For example, higher-density luxury housing has been feasible in the Victory Park and Uptown areas in the past decade due to strong demand and higher achievable home prices, while areas south and east of the Loop have seen more modest development projects reflecting their lower land costs and less intense existing development patterns. Indeed, MetroTex Association of Realtors data reveal that average home prices in the zip codes just south and east of the Loop (Cedars, Deep Ellum, etc.) are a fraction of those inside the Loop and in the Victory Park and Uptown areas. These less dense southern and eastern areas tend to have lower land costs and provide prime opportunities for new development and/or renovations that may be feasible at lower price points – such as duplexes, townhomes, and low-rise multifamily buildings – that can then be an appropriate housing stock for middle-income households.

Overall, each area, both inside and outside the loop, should strive to offer a unique and coherent character of housing as well as other uses, as outlined in Chapter III: A Downtown of Districts. Even as each district evolves into a unique neighborhood, it is important to ensure that housing for lower-income households be distributed among all the Downtown districts – either as small, well-designed stand-alone projects or as integrated into otherwise market-rate projects – rather than concentrated in one district or another. This income diversification will help to mitigate concerns about concentrations of lower-income households and also to mitigate certain negative effects of gentrification as redevelopment occurs in existing neighborhoods.

In addition to new construction projects, adaptive reuse of existing commercial buildings should continue to be pursued as a source of housing in Downtown. These projects can pose feasibility challenges, as the costs of conversion and the future value of the units can vary widely from building to building. However, landmark buildings and architectural heritage are key aspects of a unique urban environment, and Downtown Dallas would benefit from the conversion of obsolete commercial buildings to housing where feasible.



3. Enhance financial incentives to improve the feasibility of market-rate and below-market-rate housing Downtown, with particular emphasis on middle-income households

At the present time, the costs of construction and land acquisition for most Downtown units – reflecting the current market expectations for unit sizes and parking offerings – require that buyers or renters have incomes well above average for Dallas. Without some form of subsidy, it frequently is infeasible to build new housing units in Downtown, and in many cases to rehabilitate older buildings, that then are sold or rented to middle-income households. To fill in the market gap, accelerate the area’s revitalization, and support the housing needs of Downtown businesses, the City of Dallas should identify sources of funding to subsidize construction of units for middle-income households ranging from 60 to 175 percent of Median Family Income (currently, about \$35,000 to \$100,000 annual income for a two-person household).

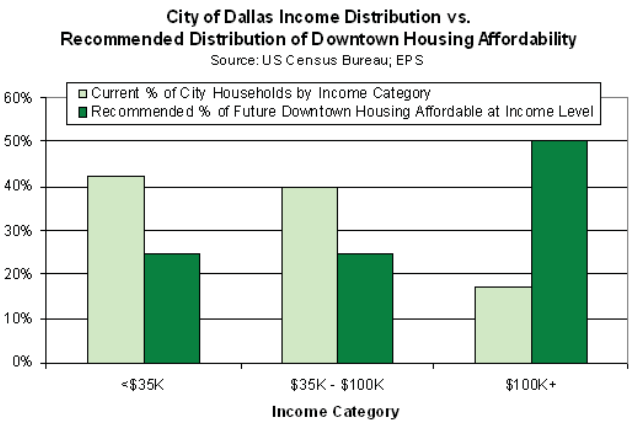
While not aiming to precisely prescribe the appropriate distribution of price points for the future housing development in Downtown, the 360 plan provides the following general recommendations for diversifying the housing product mix:

If future Downtown Dallas housing were provided as suggested above, half of all new housing would still only be affordable to households earning \$100,000 or more. However, the other half of new units would be split among middle class households (earning \$35,000 to \$100,000 per year) and lower-income households for whom tax credits and other funding subsidies are already available. While this targeted income distribution would improve upon the recent production of housing in Downtown (which has skewed toward the upper income levels), it does not reflect the same proportions of household incomes found in the City overall. However, such differences are reasonable because Downtown has higher land costs and more expensive types of construction than are found in most of the remainder of the City, and because new construction will represent only a portion of the overall housing available in Downtown Dallas, and existing units may become more affordable to middle-income households as the units age.

The total subsidy required to accomplish this diversification goal may be substantial. With roughly 20,000 new households projected to be added in and around Downtown Dallas over the coming decades, the 25 percent share of units in the middle-income range would be roughly 5,000 units. The subsidy can be minimized if middle-income units are generally located in lower-cost housing types (like townhomes or low-rise apartments), in neighborhoods with lower land costs, and with design parameters such as smaller unit sizes and reduced parking ratios that can minimize construction costs. With these cost-conscious approaches, households in the upper-end of the intended income range (say, \$75,000 to \$100,000) may be able to pay the full costs of development in certain areas of Downtown. Still, it is likely that many units for middle-income households will require a subsidy to the developer and/or the homebuyer, especially to reach the lower end of the targeted income level (say, \$35,000 to \$75,000). Even a modest average subsidy of \$10,000 to \$20,000 per unit for 5,000 middle-income units would still amount to \$50-100 million.

Funding options include City participation through tax increment financing from existing or new TIF Districts; tax abatements; new City bonds; land value write-downs where housing is proposed on land currently owned by the City; reductions, reimbursements or deferrals of permit fees for adaptive reuse buildings, etc. These would augment external funding sources such as historic or low-income housing tax credits, HUD Section 108 loans, new markets tax credits, and potentially philanthropic donations that augment the investment of the private housing developers. See Chapter VI: Implementation for a list of specific implementation actions.

Other helpful actions to reduce construction costs – such as building smaller units and reducing or eliminating parking – may require no direct subsidy, but will require a shift in the market’s acceptance of more urban product types. These changes are likely to occur as Downtown becomes a more desirable living location, and residents are more willing to trade unit size and parking for the other attributes of Downtown living.



Housing for those households earning less than \$100,000 needs to be a priority going forward to ensure diversity and realize forecasted population growth in the Downtown area.



Playgrounds and tot lots are essential components of urban neighborhoods and should be planned and integrated into residential areas such as the Farmers Market, Baylor and Cedars districts.



Existing and new school facilities are increasingly critical to support and attract families and to sustain a broad, diverse Downtown population.

#### 4. Leverage the value of publicly owned property to generate more housing at diverse price points

Each of the districts identified in Downtown Dallas has some property owned by public sector landowners including the City of Dallas, Dallas County, DART, DISD, the Dallas Housing Authority, and the State of Texas. Over time, some of these properties may be considered for redevelopment, either because they are currently vacant land or because their existing buildings become obsolete. On properties (buildings or land) currently owned by the public sector that is appropriate for new housing development, such new housing could be required to incorporate lower-income and middle-class units, or offered to developers of affordable or supportive housing. Where such public property may be more appropriate for uses other than housing (such as office or hotel uses), the sale or lease revenue and/or tax increment generated by disposition and development of the property could be dedicated toward the production or retention of diverse housing on other Downtown sites.

In places such as the Reunion/Union Station district, the redevelopment of publicly-held parcels may face some significant costs to improve the land and prepare it for development. The economics of development may require that the land value be maximized through primarily upper-end housing prices, rather than including lower-priced units that may reduce the land's value. In these instances, dedicating a portion of the tax increment generated from the public parcels' development to Downtown housing initiatives may be preferable to requiring on-site lower-price housing. Still, the costs and benefits of diverse pricing should be carefully considered in that and other areas where publicly held land might be made available, with the default position being that on-site pricing diversity should be prioritized unless there is an overwhelming public benefit from another approach.

#### 5. Encourage, construct or require family-friendly amenities (pocket parks, play areas, public art, daycare, schools, etc.) in the Farmers Market and Cedars areas

Development of context-sensitive housing types in the Farmer's Market and Cedars areas may be feasible more quickly than in other areas of Downtown, because the appropriate product types (townhomes and low-rise multifamily units) are less costly to construct, and land values are lower than in other Downtown districts. Development is more likely to occur in these areas before some other, higher-cost districts in the near term. However, to fully capitalize on the economic opportunities presented in these Districts, certain improvements may substantially enhance the attractiveness of the areas to potential residents – especially families. Attraction of such families will help to provide not only economic but demographic and lifestyle diversity to Downtown Dallas. Public and private investment in place-making infrastructure (parks, plazas, streetscape improvements, etc.) can signify the public's long-term commitment to the area. Likewise, recruitment and support of family-friendly businesses and services (daycare, convenience retail, quality schools, etc.) can help to ensure that new residents have the support they need to make Downtown family living a viable option to a more suburban lifestyle. Improvements to schools – in terms of both proximity and quality – can be among the most critical factors to attract families, and should be high priorities.



#### 6. Work with other major Texas cities to lobby for “Urban Core” exemptions from the State’s restrictions on funding affordable housing tax credits projects within close proximity

The Texas Department of Housing & Community Affairs has several rules that limit the availability of tax credits for lower-income housing projects. The State does not approve such funding for projects that are a) within one linear mile of a similar project that received Tax Credit funding within the preceding three years unless specifically allowed by a vote of the local jurisdiction’s governing body, or b) within one linear mile of another project receiving Tax Credits within the same calendar year. These restrictions may not be appropriate within areas that are dense, diverse, and well-served by public services and transit. The 360 plan recommends that the Dallas City Council make efforts to expressly and frequently support the tax credit applications of worthy projects for Downtown Dallas and its surrounding districts, and work with other major cities throughout Texas to amend the State program to allow financing of more than one project per mile per year in “Urban Core” -environments. In addition, we recommend City staff work with TDHCA staff in confirming the qualification of all districts in and around Downtown Dallas as “Urban Core” areas per the State’s Qualified Allocation Plan, and exploring innovative ways for the City to meet the needs of affordable housing in the Urban Core, including potential refinements to the State’s regulations or definitions as well as actions or programs the City can lead.

#### 7. Work with other major Texas cities to lobby for elimination or reduction of the State’s sales tax requirements for adaptive re-use buildings

Local developers indicate that rehabilitation of existing properties – which often involves great expense and a higher level of risk than new construction – is made still more expensive by high permit fees and a State requirement of sales taxes on both materials and labor (new construction pays only on materials). The permit fees issue may be addressed through reductions, waivers, or deferrals at the local level, while the sales tax issue may require coordination with other Texas cities to lobby for a legislative change. Arguably, there is public interest in having lower sales tax requirements for adaptive reuse projects, not higher requirements.



*Downtown’s many older office towers offer tremendous opportunities for adaptively re-using buildings for residential uses.*

## Reform the Approach to Parking

As in many urban centers, parking in Downtown Dallas has historically been a challenging issue. Having grown from a transit-oriented urban core to a large, multi-district auto-oriented city center, Downtown has experienced tremendous changes. This evolution into a globally-competitive urban center has placed strains on the transportation system and on the ability to meet parking demands and expectations, literally driving away investment and development to outlying suburban areas. **For Downtown Dallas to further evolve and truly move forward as a premier 21st-century city, the current parking paradigm must be reformed.**

The impacts of parking in a city center go far beyond merely warehousing vehicles for a temporary period of time. Parking is the interface between the vehicular and pedestrian experience. For those Downtown visitors who drive, their entire experience begins and ends with parking.



The parking experience for many is often unwelcoming, outdated and desolate, fueling perceptions about the desirability and safety of parking in Downtown.

### KEY ISSUES

The parking study for Downtown Dallas was conducted concurrently with the 360 plan process. A Parking Steering Committee and other focus groups and individual interviews provided guidance and feedback about issues and opportunities with respect to parking in Downtown. Stakeholder groups represented office building owners and managers, parking operators, retailers, restaurateurs, developers, property owners, city and Downtown Dallas Inc. staff, and others.

The following is a summary of key issues:

- Like several other large American cities, Dallas has largely relied upon the private sector to build parking supply in compliance with minimum parking requirements; as a result, with the exception of on-street parking, the City does not own or control any significant parking assets. This limits the City's ability to provide retail support parking, influence the parking market, or promote adaptive in-fill and reuse of existing buildings through the strategic investment in public parking.
- Dallas suffers from another common municipal parking problem; the public parking program is organizationally fragmented and does not address parking in a comprehensive manner. Two key problems stem from this fragmentation: 1) parking policies and programs are not developed or aligned with larger community strategic goals, and 2) the individual program elements (on-street, off-street, enforcement and planning) are being managed as separate elements and not as a coordinated system.
- Stakeholders characterized parking management as "operating in a silo". It is viewed as an isolated function rather than an integrated component of a larger transportation system. The result can be programs and policies that are out of sync with related programs and in some cases can work at cross purposes.
- Dallas is behind the curve on leveraging new parking technologies as a tool to improve customer service, provide a greater range of payment options, and improve operational efficiency. This was a frequently cited issue from all groups.

- Using parking as an effective component of community and economic development strategies is an opportunity that is not being leveraged in Dallas to the degree it is in other communities.
- Parking consists of many thousands of customer interactions or "touches" everyday. As such, it is a real opportunity to affect people's perceptions of Downtown. In communities where parking is managed as a tool to help create and support downtown vitality it can be extremely effective.
- Strategic reinvestment of parking revenues to enhance the parking experience or contribute to other community desired goals (public art, support of transportation alternatives, specific district enhancements, bike share programs) is another missing element.
- A greater focus on parking planning was identified by several groups as an area for improvement. Specifically, the following issues were identified: the need for better tools to understand parking supply/demand dynamics, a reassessment of parking zoning codes and parking requirements, promotion of shared parking, a greater focus on employee and residential parking needs, and the development of parking design guidelines that are integrated with downtown urban design criteria.
- A reassessment of parking rates, fine structures and enforcement practices was highlighted as an area needing attention.
- There is recognition that a centralization of overall parking management policy development with specific and customized parking management strategies for distinct districts and neighborhoods is needed.

In several issues listed above, work is already in process to evaluate a variety of potential solutions. However, the discussion and recommendations here and in the detailed Parking Strategic Plan set forth specific steps to overcome the systemic parking problems in Downtown Dallas.



## PARKING SUPPLY/DEMAND ASSESSMENT

For the purposes of this study, the Downtown was split into seven distinct Parking Analysis Zones, which generally correspond to the boundaries identified for the seven Core Districts in the 360 plan.

- A. Arts District** – the primary performing and visual arts district in Downtown containing numerous existing and proposed performing arts complexes, including AT&T Performing Arts Center, Wyly Theater, Winspear Opera House, Dallas Museum of Art, Morton H. Meyerson Symphony Center, and the Nasher Sculpture Center.
- B. Financial District (Thanksgiving Commercial Center)** – located between the Arts District and the Main Street district, this area contains large amounts of office and commercial space and is home to many of the larger office towers throughout Downtown.
- C. West End District** – historic and cultural district with a vibrant nightlife and a large amount of retail, residential and historic sites throughout.
- D. Main Street District** – the heart of Downtown Dallas, this area has experienced great resurgence in the past decade. This area has much of Downtown's retail, nightlife, hotel and residential life.
- E. Union Station/Reunion** – site of the Hyatt Regency Hotel, Union Station and the now demolished Reunion Arena.
- F. Civic Center** – contains many of the government office complexes in the area, including Dallas City Hall, the J. Erik Jonsson Central Library and the US District Court. Also includes the Omni Convention Center hotel, and the Downtown Dallas Convention Center with over 1,000,000 square feet of exhibit space.
- G. Farmers Market** – home to the Dallas Farmers Market and numerous townhome and condominium style residential units.

## Parking as a Land Use

The total land area within the Downtown freeway loop is approximately 955 acres. The total amount of that land currently dedicated to parking is approximately 257 acres or 27%. Of the total land area dedicated to parking, approximately 125 acres (13%) is currently utilized by surface parking. Structured parking accounts for approximately 132 acres (14%).

## Parking Supply

There are nearly 69,000 parking spaces in Downtown. Of this total, approximately 50,000 spaces are in parking structures, either above or below ground.

Approximately 17,000 of the total spaces are available in the numerous surface parking lots found throughout the CBD. There are also approximately 2,000 on-street spaces throughout the study area.

## Parking Utilization

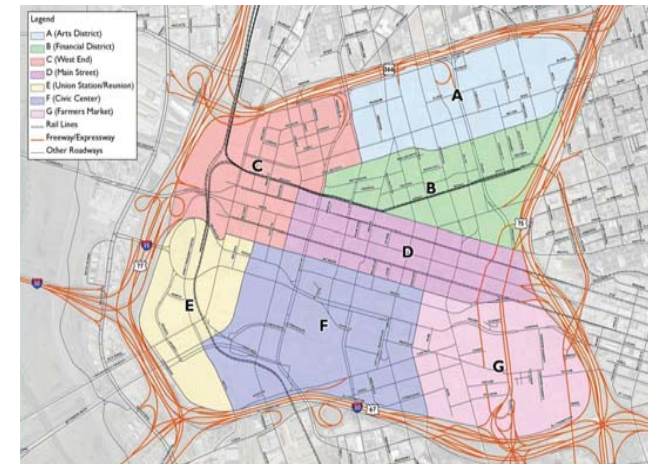
Parking demand (occupancy) was measured on a parking analysis zone basis to better understand localized utilization, but was also combined to reflect the parking needs of the entire Downtown area. Parking demand projections were also developed for multiple parking scenarios including typical weekday conditions, a major convention scenario and a scenario that involved a combination of multiple arts district venue performances. The parking supply/demand analysis revealed that overall the Downtown supply well exceeds demand.

Under the typical weekday scenario, the parking supply exceeded demand overall by 7,146 spaces at the peak demand period. Of the seven defined study area "parking analysis zones", the Main Street District is the only area to have localized deficiencies, which is a function of the high demands placed on that district by its mixture of residential, retail, restaurant and office uses. Most of the deficiency is offset by available parking in adjacent zones, but there is still a consistent deficit of a little more than 100 spaces after all "zonal balancing" takes place.

Under the major convention scenario there was still an overall surplus of 2,249 spaces, but there were significant parking deficiencies projected for the Main Street District.



Several large surface parking lots currently provide inexpensive parking for Arts District visitors, employees and performers, yet are slated for development, potentially reducing supply.



Seven distinct Parking Analysis Zones generally corresponding with the boundaries of the Core Districts in the 360 plan form the foundation of the parking supply and demand assessment.



On-street parking is vital to the success of retail and entertainment areas, yet existing hours of operation, issuance of citations, and a limited overall supply do not support a customer-friendly experience.



Many Downtown parking structures do not successfully communicate their availability to the general public, furthering a perception of a lack of parking.

### The Parking Demand Model

The parking demand model is a robust and dynamic supply-demand tool that can be used to monitor ongoing changes to Downtown parking demand by maintaining a database of parking supply, land use inventory and multi-modal trip characteristics. With periodic parking occupancy surveys and updates to parking inventory, land use data and alternative mode usage, this tool will allow the City to keep up with parking supply and demand changes going forward.

### Parking Supply/Demand Conclusions

Through the analysis of existing parking and the development of the parking demand model, several themes emerged from both the data and from stakeholder input that shaped understanding and assessment of the parking problem (or perception of parking problems) in the Downtown Dallas area. The true problem with the parking system is not an issue of availability or demand. Rather, the parking problem is one of communication/access to information, identification of public parking assets and limited public parking in key demand areas.

These problems create the real perception of a parking deficiency, especially in areas like the Main Street District, where demand for parking (caused by a large presence of high volume destinations, or trip generators) exceeds the actual “available” supply. While there may be parking near the destination, it may not be visible or in the most desirable parking location. This speaks to the need for a more comprehensive and coordinated approach to parking management overall.

### ENSURING A POSITIVE DOWNTOWN EXPERIENCE: THE PARKING MANAGEMENT COLLABORATIVE

Historically, Dallas has not developed a municipal parking program of consequence, managing only on-street assets with no significant investment in structured parking facilities. This, coupled with most of the structured parking assets being developed and owned by the private sector in response to minimum parking requirements, limits the City’s ability to be more proactive and responsive to solving both perceived and real parking problems. To effect a fundamental change in parking operations that will change perceptions about Downtown and better align parking policies and program development with the overall goals of the Downtown 360 plan, a radical restructuring of parking management is recommended.

For cities such as Dallas, a concept called a “Parking Management Collaborative” provides in cooperation with private sector parking owners a centralized parking coordination function that focuses on creating a unified parking brand; a shared validation program; common parking signage for participating facilities; standards for maintenance, lighting and security; a central information clearinghouse; and special events coordination at a minimum. Investment in the development of such a comprehensive parking management strategy will put a defined focus on a system that literally touches hundreds of thousands of customers per day and therefore can have a substantial impact on how the Downtown is perceived. This approach provides the organizational foundation to provide the vision, leadership and focus needed to create and advance a more comprehensive approach to parking management and ultimately the creation of an integrated access management strategy for the Downtown.

Successful and progressive parking programs in the U.S. today are those where parking is managed by organizations that have, as their primary mission, downtown development, downtown district management or urban revitalization.



Because of this broader community development perspective, these agencies manage parking not as an end unto itself, but as one mechanism to achieve their larger strategic goals and thus they make different decisions relative to parking policies compared to traditional parking programs that are often guided by revenue, enforcement or regulatory objectives. What will be needed to take on this aggressive program is the right leadership and staffing to lead the change.

By adopting an unwavering commitment to exceptional customer service, promoting strong urban design and progressive planning principles, and developing high quality facilities, the new Parking Management Collaborative can ensure success. Investing in and overseeing these high quality service and management techniques will greatly improve the overall Downtown experience, resulting in a more successful and economically vibrant Downtown.

THE ROAD FORWARD: A PARKING STRATEGIC PLAN

Around the country, parking management programs are being elevated to new levels of success and performance. These programs are guided by a new strategic approach to parking management. While an overview and discussion of core strategies is presented in the 360 plan, the larger Parking Strategic Plan for Downtown Dallas (a separate document) provides greater detail with respect to guiding principles, actions, tools and other features. The defining characteristics of parking management strategic plans include:

- Investing in strong program leadership
- Creating community partnerships
- Improving customer service and creating new standards of parking facility safety, maintenance and ease of use
- Developing a comprehensive approach to both parking and transportation issues
- Aligning and integrating with larger community strategic goals
- Leveraging new technological advances

- Creating a defined parking investment strategy
- Promoting the new generation of parking facility designs and integrated mixed-use facilities
- Applying sustainable design and management principles

The development of a well-defined and comprehensive parking management program has several important impacts. Parking can fully realize its potential as a critical component of Downtown infrastructure. Similarly, it can be more effectively leveraged as an economic development strategy, as a customer service agency, and as an important element in a larger, multi-faceted community access system. Seeing parking in this light will help Downtown Dallas achieve its goals of emerging as a world-class urban environment.

Overview

The comprehensive parking strategic plan begins with restated Vision, Mission and Objectives Statements. These statements clearly present a move away from “parking as usual”. In addition to a series of well defined guiding principles, a major organizational element of the parking strategic plan is a set of core strategies, described below. This organizational structure is important, especially in the parking arena, where it is very easy to fall into “tactical mode” dealing with a multitude of operational issues, which are important, but often detract from larger strategic goals. Because of the large number of action items, several key action items will be identified as “Priority Action Items”, identified in Chapter VI. These critical action elements will create the foundation upon which the remaining action items can be built.

Draft Vision Statement

*A Downtown parking district management organization will be developed to be responsive to the needs of customers and stakeholders and to effectively leverage parking and related access management strategies as tools for economic development.*

The new parking management entity will create proactive and effective public parking policies and provide a vertically integrated parking management function that will oversee, at a minimum, on-street parking, public off-street parking, parking enforcement and parking planning functions. The new parking entity may also oversee the development of new, strategically positioned public parking assets or alternative transportation programs as needed to support the goals of the 360 plan.

Draft Mission Statement

*The Downtown Parking Management District will provide exemplary customer service for the Downtown Dallas community. The Downtown public parking management programs and policies will be aligned with the overarching goals of the 360 plan.*

Draft Objective Statement

*To implement strategic parking action plan recommendations based on community developed guiding principles for the Downtown Dallas Parking Management District that support the development of a vibrant, healthy and accessible city center.*

The plan will meet the parking and access needs of commercial, retail, entertainment and residential uses of Downtown Dallas. The plan will also be integrated with the larger economic development, neighborhood redevelopment plans and larger transportation system development efforts.



Universal valet parking systems, where one operator offers car drop-off and pick-up at numerous locations throughout Downtown, are effective in enhancing customer access and supporting a “park once” strategy.



Economic development is at the heart of the new organization's responsibilities.

## CORE STRATEGY ELEMENTS

The Parking Strategic Plan emphasizes the following core strategy elements. There are other guiding principles identified in the larger Parking Strategic Plan, but the five core strategy elements noted below form the primary focus of the plan.

### Organization and Leadership

1. Consider housing the oversight management of the public parking program under DDI. This move is designed to provide two major advantages: it will provide the full-time focus required to advance the parking system; and it will align parking policy development with Downtown vitality enhancement strategies. The transfer of management responsibilities for City-owned assets is typically done using a parking management agreement.
2. Hire a parking professional to provide the needed expertise and focus to bring the envisioned parking management program to fruition. This individual should be an “executive” capable of providing vision, leadership and communications to a wide range of community leaders and groups.

### Economic Development

1. Develop policy directives that are the result of collaborative work between DDI, City Council and City staff, involved district stakeholders and other Downtown agencies to guide the parking program.
2. Assign the Downtown Dallas Parking Management District (PMD) a leadership role in parking management oversight and public parking policy development that will leverage parking as a key element of the Downtown's economic development strategy.
3. Use PMD resources to promote mixed-use and shared parking strategies as well as development incentives to spur investment in Downtown. Other investments, may include the development of a parking retail support strategy, parking validations or “First Hour Free” programs. Other forms of

parking revenue reinvestment back into the districts in which they are generated will be encouraged.

4. Embark on a limited and strategic parking facility investment program with three primary goals to:
  - 1.) Create a core of strategically located public parking assets;
  - 2.) Stimulate targeted economic development opportunities; and
  - 3.) Address specifically identified parking deficiencies.
5. Create a specific parking policy linking parking and economic development (a draft policy will be provided in the Parking Strategic Plan document). Within that policy a “five-to-one return on investment criteria” is recommended.

### Leveraging Technology

1. Become an early adopter of technology solutions to enhance customer parking information and service options. One major goal is to make parking less of an impediment and more of an amenity to visiting Downtown.
2. Streamline and simplify access to Downtown Dallas. One early initiative is to convert to single space meters to multi-space meters in the Downtown core.
3. Reduce costs through improved operational efficiency and effectiveness.
4. Downtown Dallas will be known as a leader in the implementation and effective utilization of “Smart Parking Technologies”.

### Customer Service / Downtown Experience Enhancement

1. Make parking a customer friendly element of the overall Downtown Dallas experience to support Downtown as a desirable destination for businesses, shopping, dining and recreation.
2. Develop and operate parking facilities that are convenient, safe and friendly for businesses and their patrons.



3. Set the community standard for parking facility cleanliness, customer amenities and security through regularly scheduled operational and safety audits of parking facilities.
4. Develop community partnerships to encourage parking facility interior environment enhancements to improve parking experience of customers and enhance the Downtown experience in general.

Effective Parking Management

1. Support the development of a forward thinking, “best in class,” parking management program.
2. Anticipate future patron needs in the context of the 360 plan and seek to integrate supportive parking and multi-modal access strategies as appropriate.
3. Evaluate other parking management best practices and new technologies on an on-going basis.
4. Routinely address effective facility maintenance, infrastructure reinvestment and other system management fundamentals.

Urban Design/Planning

1. Use parking garage design to support and emphasize good mixed-use development.
2. Identify potential parking development locations with the greatest benefit to existing and future demands.
3. Develop new parking facility design guidelines.
4. Develop a recommended parking development policy and program (linked to the Downtown economic development plan).
5. Use good urban design principles to maximize the “value” of parking.
6. Adopt and promote “Green Parking Design” principles.

SYNERGISTIC OPPORTUNITIES

An important element of the Parking Strategic Plan approach is a focus on “synergistic opportunities”. The new parking management entity should identify and prioritize strategies that can solve multiple problems. For example, the shift from single space parking meters to multi-space meters with a pay-by-cell phone option can aid in accomplishing all of the following goals:

Enhanced Customer Experience

- Multiple payment options (customers are no longer complaining because they don’t have change for the meter)
- The option to get a receipt (important to Downtown business people)
- Customers can receive a text message notifying them that their meter is about to expire, giving them the option to add more time via cell phone from their current location and allowing them to enjoy Downtown Dallas longer (which generally leads to more spending in Downtown)
- If all the meters are networked, a patron can add time to any meter if needed, not just the one by their car (pay-by-space option)
- The implementation of these new technologies can enhance the overall image of Downtown

Improved Urban Streetscape

- Reduced streetscape clutter (one meter per block vs. eight meters)
- Reduced signage and clutter

Improved Operating Efficiency

- Enforcement officers go to one machine or receive text messages about over-time stays (rather than having to physically check each meter)
- Meters hold more coins, and up to 60% of transactions will shift to credit card payment, equating to less frequent visits to empty the meters
- Wireless notification of when a meter is approaching “full” allows for “Just in Time” collections and thus improved efficiency

Enhanced Revenue

- Generally speaking, multi-space meters (primarily due to credit card acceptance) can generate between 15% & 30% in increased revenues on the same number of spaces (without a rate increase)

Sustainability

- Solar powered meters
- Reduced vehicle miles traveled (VMT) from “parking cruising”



Multi-space meters remove sidewalk clutter and increase payment options for visitors.



## V Focus Areas



## Targeted change to stimulate vitality

Downtown Dallas will only achieve its potential as a vibrant 21st-century center city through intensive collaboration between the public and private sectors. Oftentimes municipalities appropriate resources in a manner that does not fully track or ensure accountability for the return on investment from publicly-financed improvements. The City of Dallas and its partners, however, are committed to realizing significant returns on investment to ensure a critical mass of targeted, tangible transformations in Downtown. Therefore, a primary charge of Downtown Dallas 360 is to focus public investment – whether in streetscape improvements, new infrastructure, housing subsidy or other initiatives – in a manner that garners the most significant and transformative impacts from private development.

Building from the overall vision for Downtown, the 360 plan presents five major Focus Areas to prioritize physical, economic and other improvements, in order to synergize public and private development opportunities and achieve coordinated success over time.

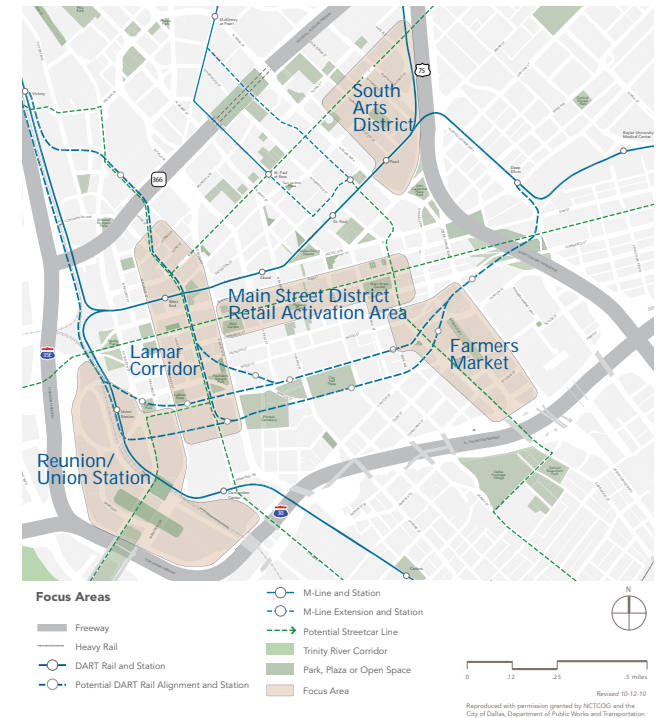
### CRITERIA FOR SELECTION

Due to the large size of Downtown Dallas and the limited resources available for public investment, Focus Areas were selected based upon several criteria. These criteria highlight the opportunities and important roles that the Focus Areas have in advancing the various Transformative Strategies and other objectives in Downtown. In summary, Focus Areas should:

- 1. Have potential for short-term development/implementation.** In the interest of generating and maintaining as much momentum as possible, projects within Focus Areas should be realized within a short time frame (one to three years).
- 2. Create close synergy between public improvements and private development.** Sites and projects within Focus Areas should build off of and coordinate with public improvements either on-site or immediately adjacent. For example, investments in the public realm and open spaces are especially synergistic in their ability to support a new mixed-use or residential project, and vice-versa.
- 3. Support many Transformative Strategies.** Projects within Focus Areas should support and implement as many Transformative Projects as possible.
- 4. Provide key connections to adjacent Districts.** To support creating linkages within and between Downtown districts, improvements or new developments within Focus Areas should fill in critical gaps between districts.
- 5. Capitalize on recent/planned private investment.** Focus Areas should capitalize and build on the energy created by existing recent or successful development projects or destinations. For example, a catalytic project may build on the success of a nearby residential development, and could add the critical mass necessary for retail to be successful.
- 6. Demonstrate a “quick win” for both public and private sectors.** Projects in Focus Areas should be financially feasible and should aim to provide positive return for investors, be they public or private, to ensure a successful investment.

### FOCUS AREAS

Using the criteria listed above, several sites emerged through discussions and analysis. While the selected Focus Areas differ in size and their intended amount of change, each has the potential to transform a currently underperforming part of Downtown to realize coordinated success. The map below provides an overview of locations, while following pages highlight detailed recommendations and implementation steps needed to realize each area's unique opportunities.



## Farmers Market



### Background and Context

Tucked within the Loop in the CBD's southeast corner and anchored by the name-sake facility south of Marilla Street, the Farmers Market Focus Area occupies a multi-block area between Harwood Street and Cesar Chavez Boulevard between Jackson Street and the R.L. Thornton Freeway (I-30). The Farmers Market facility serves a city-wide audience with its fresh food, seasonal goods and other vendor offerings, while acting as an anchor for the southern portion of Downtown. Numerous historic landmarks line Harwood Street and echo the prominence of this institutional corridor, with facilities such as the Scottish Rite and Masonic temples and First Presbyterian Church. Although not yet connected by transit, the proposed D2 light rail alignment would provide the area with at least one station, while a proposed Harwood Street streetcar line would link the area with Main Street and the McKinney Avenue Trolley extension.

### The Opportunity

#### *Establish an Urban Neighborhood for All Income Levels*

With adjacent uses including the vacant former Statler Hilton hotel, the Bridge homeless service center, and a large residential complex, the area within the Farmers Market Focus Area has had limited success in establishing a distinct niche or identity. Much of the land within the core of the area is vacant or used for seasonal or overflow parking, sale of goods, or storage for the nearby Farmers Market. Some new residential development has occurred but with limited long-term success. However, with its many historic structures and attractions, ample lower-cost vacant land, possible future transit service, and close proximity to the core, the Farmers Market Focus Area has the potential to become Downtown's true urban neighborhood.

Unlike other parts of Downtown that have higher land costs and larger-scale development, Farmers Market can become a hub for low-scale "neighborhood" housing. Specifically, entry-level and family-oriented housing, two markets currently severely underserved within the CBD, have great potential for success due to the proximity to job centers and similar low-rise neighborhoods to the south and east. New development is envisioned to consist primarily of a mix of townhouses and low-rise apartments and condominiums, and limited ground-floor



retail and services. The Farmers Market area's lower land costs and the fact that lower-density development types are less costly to construct than are higher-density buildings suggest that contextually appropriate housing in the Farmers Market can be offered at prices more affordable to middle-income households and families. Mid-rise residential and mixed-use buildings also may be appropriate at select locations such as adjacent to transit stations and major intersections, where value premiums may be achievable and where the urban form would welcome a diversified building form. Developments should incorporate a strong pedestrian orientation, with stoops and porches for townhouses and multiple entries for larger buildings. In addition to the landmarks along Harwood Street, several historic commercial structures on Cadiz Street could be adaptively re-used to accommodate new retail, service or live-work uses.



Improved crosswalks and sidewalks are also critical to ensure that traffic along streets like Harwood Street and Cesar Chavez Boulevard is calmed to support new adjacent residences.

A key feature of the new neighborhood would be a central gathering space and shared-use promenade along the current right-of-way for Pearl Street between Young and Marilla. With the opportunity to provide a direct, dedicated and comfortable connection to the Farmers Market facility, this new promenade could also support additional vendors or special events that could extend into the neighborhood. Similarly, Marilla would be improved to ensure a strong connection to Harwood where a formal gateway and future streetcar stop would be located. In addition, small informal open spaces currently used for Farmers Market storage could be retained and/or repurposed as tot lots or small gathering spaces for residents.

As new development proves its success in establishing a critical mass of new residents and activity, additional residential and mixed-use development could fill in gaps to the north, connecting the Farmers Market and Main Street focus areas with an active spine along Harwood.



*Pedestrian passages, pocket parks and the central promenade should be organizing features for residential buildings, becoming "front yards" while enhancing the safety and livability of Farmers Market.*



*The new Pearl Street promenade with small retail kiosks, special streetscape design, and traffic calming would link residences and the potential light rail station near Canton to the Farmers Market entrance.*



*Traditional rowhouse elements of raised stoops, visible yet private ground floors, and well-tended landscaping are effective ways of ensuring a safe, attractive sidewalk presence.*





## Farmers Market Focus Area

- Existing Building
- Proposed Building
- Recommended DART Alignment
- Alternative DART Alignment
- Potential Streetcar and Station
- Existing Park or Open Space
- Existing or Proposed Plaza
- Enhanced Street Paving
- Enhanced Crosswalks



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# Lamar Corridor



## Background and Context

As a primary connection between key tourist destinations and facilities and one of only a few contiguous north-south connections between the freeways on the Downtown's west side, the Lamar Corridor presents a crucial public face to visitors and locals alike. While the greater Lamar Street corridor stretches from South Side to Victory Park, the 360 plan focuses its attention on the area between the Dallas Convention Center and the West End. This area is the primary place for convention and visitor activity in Downtown, with anchors such as the new Omni Convention Center Hotel and the restaurant/entertainment node along Market Street. In addition, features such as El Centro Community College and the Bank of America Tower add a vibrant daytime population, and historic and cultural landmarks like the Old Red County Courthouse, the Holocaust Museum, Sixth Floor Museum and Dealey Plaza draw millions of visitors annually. The Lamar Corridor also has unparalleled transit access and is proposed to be a major transfer point of several proposed streetcar routes. DART light rail stations at the Convention Center and West End, a major bus transfer facility near Ross Avenue, and proposed streetcars along Lamar, Ross, Main and Young provide direct connections to local and regional destinations.

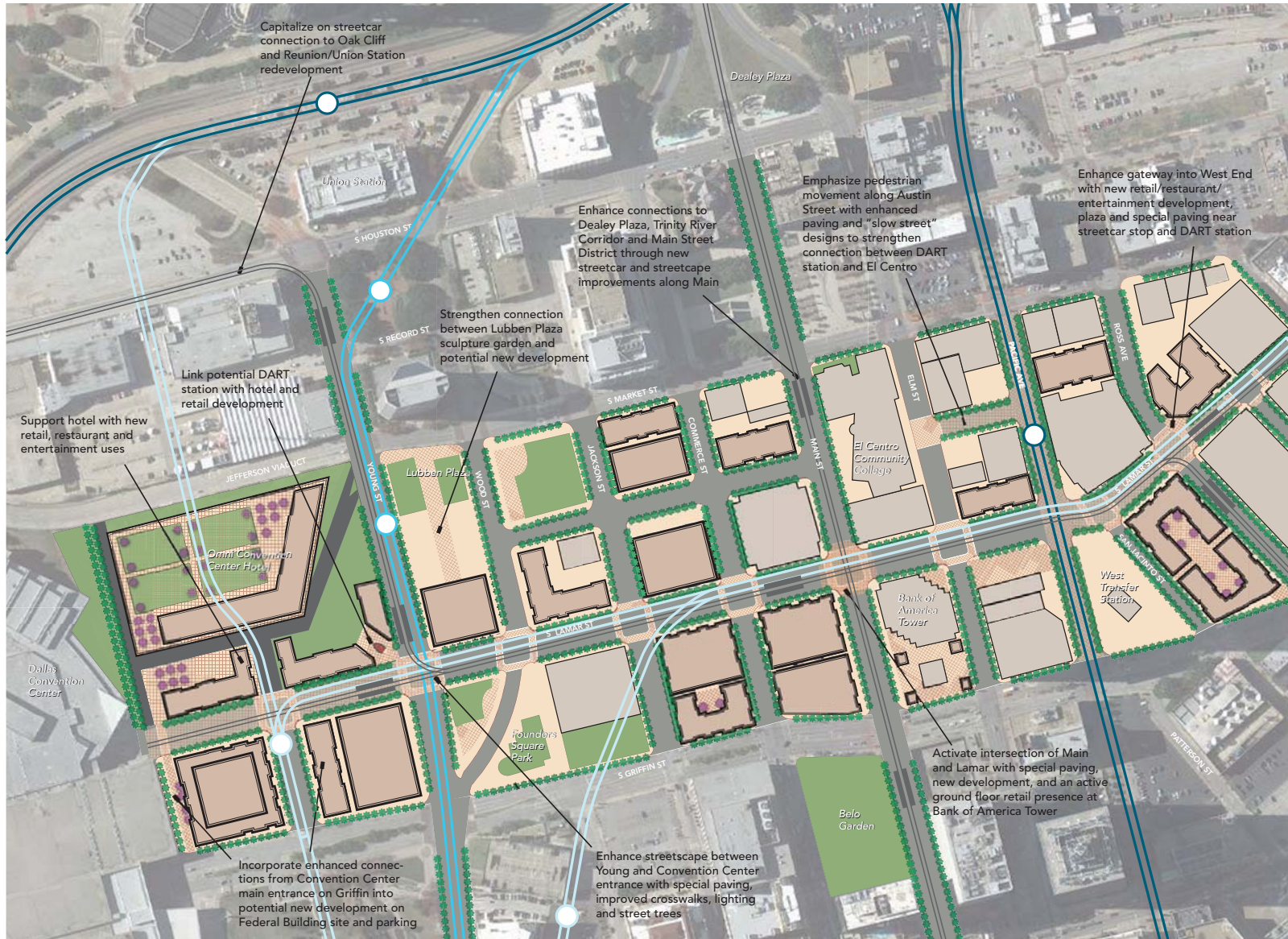
## The Opportunity

### Create a Great Entertainment, Cultural and Shopping Experience for Visitors and Residents

Despite the area's assets and access to both the regional road and transit system, much of the Lamar Corridor is underdeveloped, leaving significant gaps in the urban fabric. The lack of a contiguous development pattern creates an unwelcoming and unattractive environment to the many visitors, workers and students who populate the corridor. Conventioneers often do not feel safe and comfortable walking between the Convention Center and other areas of interest, leaving many to use vehicles to get to Downtown destinations or, worse yet, leaving Downtown altogether for entertainment and lodging. While the new Omni Hotel will provide a critical mass of overnight guests at the southern end of the focus area, visitors will need a series of activities and destinations along Lamar to entice them to explore Downtown Dallas.



The Lamar Corridor Focus Area design and development concept emphasizes infill development and an improved public realm to solidify the connection between the Convention Center and West End tourist and entertainment sites. To fully develop a market niche for the focus area and avoid competition with established destinations such as the Arts or Main Street districts, tourist- and visitor-oriented retail and entertainment uses are envisioned in key nodes along the corridor. With a significant upgrade and redesign of the public realm, Lamar Street would become an attractive gateway and corridor to access some of the City's most important landmarks. Special paving areas near the new Omni Hotel would allow hotel visitors to access new retail and entertainment uses along Lamar while providing an enhanced connection to the Convention Center main entrance at Griffin Street. In addition, the intersection of Main Street presents an opportunity to enliven the experience with new ground-floor retail in the Bank of America Tower, extending the success and activity in the Main Street District and linking with the large student and visitor populations along Lamar. Near the West End DART station,



## Lamar Corridor Focus Area

- Existing Building
- Proposed Building
- Existing DART Alignment
- Recommended DART Alignment
- Alternative DART Alignment
- Potential Streetcar and Station
- Existing Park or Open Space
- Existing or Proposed Plaza
- Enhanced Street Paving
- Enhanced Crosswalks



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the Lamar Corridor should be developed with supporting tourist entertainment uses to activate the major gateway to the West End District and take advantage of the prime location at the confluence of multiple transit routes.

As a significant entry point to many of the historic and cultural resources in the West End Historic District, the Lamar Corridor also has the opportunity to complement the current mix of tourist-oriented uses. Especially in the area north of Main, blocks in the Lamar Corridor Focus Area are ideally sited for new cultural, institutional and visitor-oriented uses such as museums, interpretive exhibits and limited restaurant and retail services.

As the Lamar Corridor matures, residential and office development should fill in additional blocks to the east and west. The expanded presence of residents in the Lamar Corridor will help to enhance its vitality and sense of security, thus increasing its appeal to tourists and conventioners. The residential opportunities may be strongest for smaller units that can appeal to students and workers from the numerous nearby tourism-related businesses and facilities. The proximity to work and study destinations and the excellent transit service in the area provides an opportunity to reduce parking for such residential development, thereby reducing the development costs and making the units more affordable to lower- and middle-income households. Still, unless subsidies can be made available for such housing, the moderate-to-high land values in this district and the construction costs of appropriately dense housing types (primarily mid- to high-rise) may require that most housing be geared toward higher-income households. Similarly, the portion of Lamar that extends south from the Convention Center should be enhanced and developed to form a seamless connection from Victory Park to South Side.



*The Lamar Corridor should be a vibrant, visitor-oriented mixed-use destination, connecting nightlife venues, cultural facilities and retail opportunities.*



*Mixed-use buildings in the Lamar Corridor should bring housing, restaurants and retail services for nearby workers and El Centro students.*



*Visitor-oriented entertainment uses would build on the synergy of museums and other attractions found in the nearby West End Historic District.*



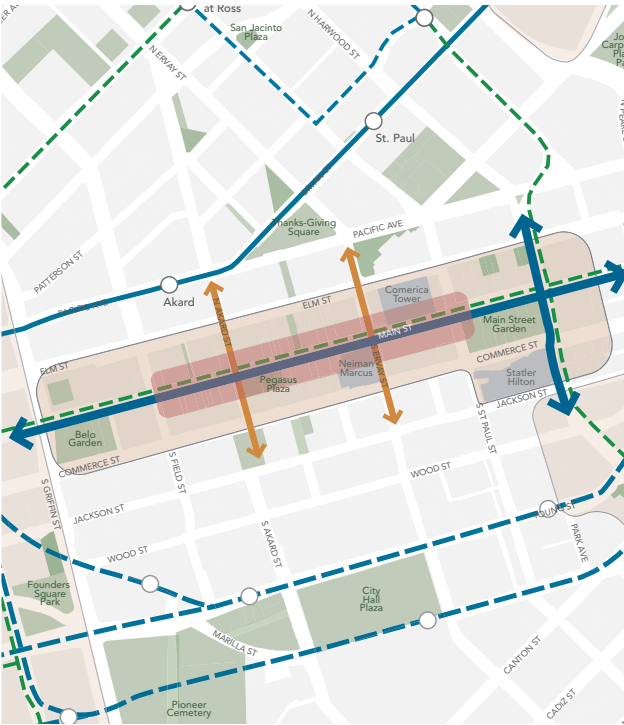
*Lamar at Ross: The intersection of Lamar and Ross should be transformed with a new streetcar and public realm improvements including intersection paving, bulbouts with landscaping, and retail kiosks.*



*Lamar at Ross: A new signature development with visitor-oriented entertainment uses and upper floor housing or office should anchor the northwest corner.*



# Main Street District Retail Activation Area



**Main Street District  
Retail Activation  
Focus Area**  
Strategy Diagram

Legend:

- Freeway/Ramp
- Heavy Rail
- DART Rail end Station
- Potential DART Rail Alignment and Station
- M-Line and Station
- M-Line Extension and Station
- Concept Desire Line for Streetcars
- Focus Area
- Park, Plaza or Open Space
- Streetcar Boulevard
- Key Connection
- Primary Retail Area/Activity Node

Scale: 0 100 200 300 Feet  
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## Background and Context

Stretching from Lamar Street east to the North Central Expressway between Pacific Avenue and Jackson Street, the greater Main Street District is the City's historic heart of culture and commerce. With its dense collection of landmark skyscrapers, retailers, residences and public spaces, Main Street is the most complete urban experience in Downtown. To ensure a strong core as a foundation for a successful larger district, the 360 plan focuses attention on an area bounded by Commerce, Harwood, Jackson (to take in the Statler Hilton site) and Elm, and Lamar. Anchors such as Neiman Marcus, Comerica Tower and Bank of America Tower reflect the area's historical commercial prominence, while hotels such as the Adolphus, Joule, Magnolia and Indigo serve a wide range of today's visitor needs. The recent completion of Main Street Garden, the construction of Belo Garden, and the presence of corporate headquarters and University of North Texas facilities also signify the resurgence of Main Street as a desirable urban location. Indeed, the district's numerous restaurants and entertainment venues attract visitors and locals to experience a rejuvenated, contemporary destination.

## The Opportunity

### Create a Bold, Sophisticated, One-of-a-Kind Retail District in the Heart of Downtown

While the Main Street Retail Activation Area has experienced a tremendous upsurge in public and private investment, the area does not yet offer the bustling, dynamic environment found in other large cities. Vacant buildings, scattered and disconnected retail, and an inconsistent public realm detract from the ability to "read" as a truly successful retail district. And while the area is served by nearby DART stations, transit service in the core area is limited to buses, often not a mode of transport for many locals or visitors, which have impacts on the surrounding environment. The district also has real and perceived parking and access issues, and it suffers from an inconsistent identity due to the lack of street-level vitality and activity.

The Main Street Retail Activation Area is envisioned to build on the nascent but growing synergy of fashion, dining and culture. A detailed action plan with block-



by-block recommendations for the area is outlined in a separate study entitled the Dallas Main Street Retail Activation Strategy (Retail Activation Strategy). With much more detail than is addressed in the 360 plan, this supporting document provides a holistic approach to completing the progress toward making Main Street a vibrant district for retail, residential and entertainment. The 360 plan provides overall guidance for the vision and character of the district on par with the other Focus Areas, while also presenting specific highlights and tools from the Retail Activation Strategy.

A core improvement for the Main Street Retail Activation Area is in the consistency of the public realm. Sidewalk and crosswalk materials, street furniture, outdoor dining and signage should reflect the district's vision and identity as a modern and sophisticated destination (see Main street photosimulation on page 96). A consistent palette of granite, stainless steel, glass and wood aim to extend the look and feel of recent investments in properties such as the Joule, Dallas Chop House and The Element residential tower. Along with an improved physical environment,

increasing economic and social vibrancy is paramount for Main Street. Activities and installations such as outdoor dining, sidewalk “glass box” retail kiosks, interactive art, and engaging window displays are programmed in appropriate locations in each block, filling in vacant areas and adding greater round-the-clock vibrancy (see Comerica Tower photosimulation on page 96). Another key strategy is the activation of Pegasus Plaza and nearby pedestrian passages. While a valuable asset, Pegasus Plaza is generally an uninviting and somewhat sterile environment during non-event times. Suggestions include a bar or café space to be developed on the south side of the plaza, a central public art feature, and moveable seating to encourage informal use throughout the day (see Pegasus Plaza photosimulation at right).

A final strategic improvement to the Main Street Retail Activation Area is the redevelopment of the former Statler Hilton site at Commerce and St. Paul. Anchoring the southern edge of the Main Street District’s new “front yard”, Main Street Garden, this large structure presents great challenges but holds great opportunity. The site is located strategically at the confluence of the Main Street and Farmers Market focus areas, making it critically important in its ability to knit together these disparate parts of Downtown. Uses such as student housing, mixed-income housing, or a modern boutique hotel are appropriate and would ensure that Main Street Garden remains a desirable, active and safe place. These improvements, and many more identified in the Retail Activation Strategy, aim to secure Main Street’s role as the soul of Dallas.



*Pegasus Plaza: Improvements such as a new café structure, public art feature, and retail kiosk help activate multiple edges and spaces in this important Downtown gathering space.*



*Pegasus Plaza: Nighttime illumination of the Magnolia Hotel façade, outdoor seating areas, trees and other elements help ensure safety, vibrancy and consistency with the vision for Main Street.*

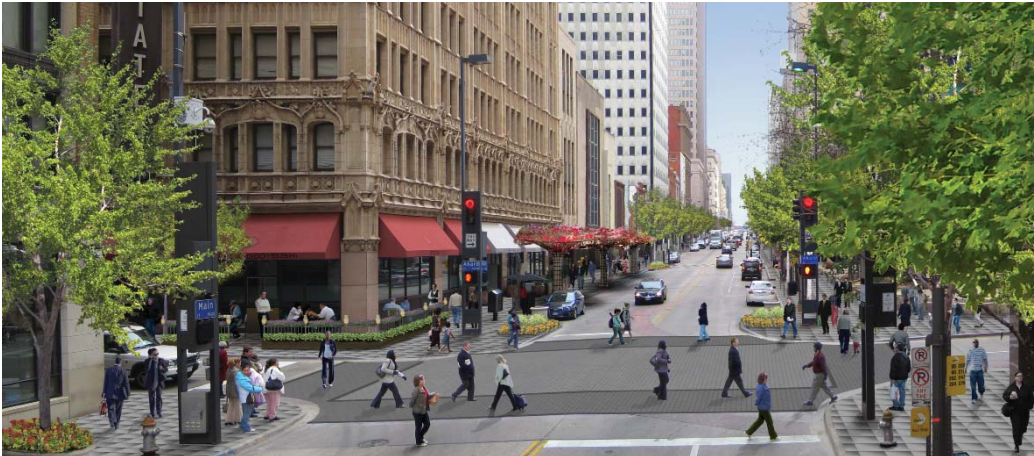




**Comerica Tower:** The existing ground-floor spaces at the Ervay and Main intersection do not reflect the vibrancy desired for this critical intersection across from Neiman Marcus.



**Comerica Tower:** New crosswalk and sidewalk paving, dynamic façade advertisements/displays, and a glass-box kiosk offering food or other goods would activate the corner.



**Main Street looking east from Akard:** Additional outdoor dining opportunities, new district-specific crosswalks and sidewalk paving, street trees, and landscaped planters and trellises will help create a contemporary yet welcoming environment.



**Main Street looking east from Akard:** A new streetcar supports the district's desire to be the premier retail and entertainment destination for Downtown, while nighttime illumination of interactive sidewalk art installations and building façades completes the transformation to a bold, energetic place.

## South Arts District



### Background and Context

Located immediately south of the Dallas Arts District, the South Arts District's current primary function is to provide inexpensive parking for nearby offices and arts venues. Consisting largely of vacant land and surface parking lots, the focus area boasts high freeway visibility and access, existing light rail access, potential streetcar service, and opportunity for development due to the presence of infrastructure and the lack of existing buildings. The South Arts District Focus Area is across the street from world-class venues in the Dallas Arts District and is home to the vacant Crozier Tech/Old Dallas High School building, a local landmark with adaptive re-use potential at the Pearl DART light rail station. New development in this area of the CBD would accomplish many goals of the 360 plan, including increasing DART light rail ridership, better linking the Pearl station with the Arts District, and opening up a "front door" to Ross Avenue.

### The Opportunity

#### *Develop a Living, Shopping and Dining District, Complementary to the Dallas Arts District, with Great Connections to the Rest of Downtown*

A large contiguous development site bordered by Ross, the North Central Expressway, Bryan and Crockett provides a unique opportunity to significantly change the development character of the area. A recent development proposal for this site includes high-rise office, mid-rise residential, ground-floor retail, and plaza spaces, taking advantage of proximity to the Arts District and Commercial Center. The concept would also reconstruct and reorient public streets while emphasizing connections to the nearby DART station. An additional development proposal is submitted for the Crozier Tech/Old Dallas High School site, where an adaptive re-use project would transform the building into residential, office and retail.

The 360 plan supports the progress to develop these strategic gateways into Downtown. Importantly, any redevelopment of these sites must support the plan's principles and assist in implementing the Transformative Strategies. The South Arts District Focus Area has the potential to complement the adjacent Dallas Arts District by building on its unique character and creating bold and daring



design. The South Arts District should emphasize walkable blocks and pedestrian-oriented buildings that engage all of the surrounding streets. New development should establish an open, connected neighborhood that avoids the self-contained environments that have been created in similar mixed-use private developments at Victory Park or in parts of Uptown.

Any new development in this area also has the opportunity to transform the experience and presence along Ross Avenue (see Prototypical Intersection plan illustration on page 99). Good design of this environment can help heal the divide between the Arts District and Ross Avenue while luring arts patrons to experience more of Downtown. Developments should address Ross with active front entrances, retail uses, and pedestrian connections that link areas further south. "Destination" restaurants, arts-related retail, artist live/work housing and a possible arts-oriented education institution are appropriate to line Ross Avenue at critical intersections in the ground floors of new office or residential buildings.



Sidewalks and public realm improvements should respond to and reflect the addition of a potential streetcar along Ross, orienting enhancements around a possible station between Routh and Leonard.

Areas between San Jacinto and the Pearl DART station should incorporate a mix of residential, office and service retail. New streets that are either reconfigured or created should form small urban blocks that facilitate walking and avoid large, superblock-style development pads. Plazas should be highly visible and fronted with active uses such as building entrances, transparent ground-floor and upper floor windows and doors, and retail or restaurant uses.

Pedestrian connections are also critical to create a viable, attractive and easily navigable linkage between the Pearl DART station and Ross Avenue and the venues to the north. Leonard Street provides the best opportunity for such a connection, as its terminus at Bryan Street links with the end of the DART platform at the Pearl station. On its northern end, Leonard Street crosses Ross, providing direct connections to the AT&T Performing Arts Center. New developments in the focus area should orient building entrances, plaza/open spaces and/or retail uses to the Leonard Street corridor to ensure that this potential pedestrian linkage is emphasized as a safe, attractive connection to Arts District venues. For example, the intersection of Leonard and San Jacinto should become the hub of any new residential or “neighborhood-oriented” developments, creating a built-in 24-hour energy while encouraging office buildings to be located slightly east and north. Particular emphasis to the design of Leonard Street will be important immediately north of Bryan, where parking facilities dominate the land use patterns. Additional pedestrian passages or enhanced sidewalks should be integrated into new developments to facilitate east-west circulation and provide access to the area along Ross nearest One Arts Plaza.

New housing in the South Arts District is likely to reflect recent and proposed projects, focused on upper-end prices, due to the higher land costs and the higher construction costs for contextually appropriate building types (mid- to high-rise). This upper-end market niche can complement and support the existing cultural venues, as well as contributing to demand for the high-end shopping and dining experiences envisioned for this district.



*Buildings in the South Arts District should be oriented to a new central open space that would serve as a neighborhood park for office workers and residents.*



*Passages, open space edges, and key street linkages should be animated with restaurants, cafés and arts-oriented retail.*



*Buildings should present an engaging façade with active uses along Ross Avenue to enliven a future streetcar stop and interact with the nearby Arts District venues.*



Intersections should utilize well-marked crosswalks reflecting Arts District paving patterns to ensure visual connectivity and safer pedestrian movement across Ross Avenue.

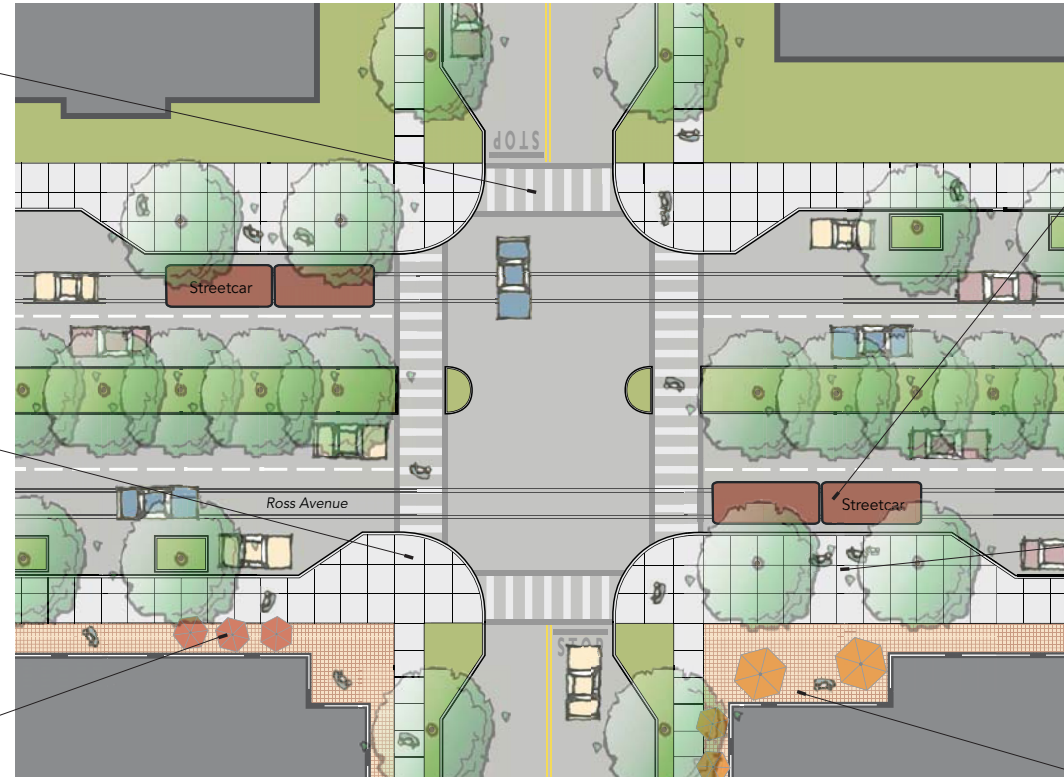


Bulbouts should be constructed at key intersections near streetcar stops to shorten the crossing distance, slow traffic, and allow for increased pedestrian queuing and movement.



Ground floors of new buildings should engage Ross Avenue with large, transparent windows, outdoor dining, and landscape planters to create an attractive, engaging pedestrian realm.

## Prototypical Intersection: Ross Avenue



Streetcar stops should provide ample space for riders, ADA-accessible boarding platforms, and information on nearby destinations and connections.



Transit shelters should adopt a modern, colorful design scheme to reflect the contemporary architectural and public realm palette found in the Arts District.



Building corners should be articulated with active ground floor uses, primary entrances, and shallow setbacks for dining or vending/kiosks to engage pedestrians and transit riders.



# Reunion/Union Station



## Background and Context

Located at the confluence of the Stemmons, Tom Landry and R.L. Thornton freeways at the southwest corner of the CBD, the Reunion/Union Station Focus Area is located south of Union Station and encompasses the former Reunion Arena site. The district is widely known for its three primary landmarks: Union Station, Reunion Tower and the Hyatt Regency Dallas hotel. The district contains the largest contiguous amount of vacant land within the CBD and boasts unparalleled visibility and access to all points in the region. In addition to freeway access, the site is well-situated adjacent to Union Station. Serving as an important transit hub, the facility accommodates the Trinity River Express (TRE) commuter rail and DART light rail Red and Blue lines. In addition to the activity at Union Station and the Reunion Tower/ Hyatt hotel complex, the Reunion district is regarded as an extension of the convention center district. With the demolition of Reunion Arena, the area can be repositioned for new, complementary uses that will enhance the western entrance to the city.

## The Opportunity

*Establish a Landmark Mixed-Use Office and Residential District that Connects the Trinity River Corridor to the Downtown Core*

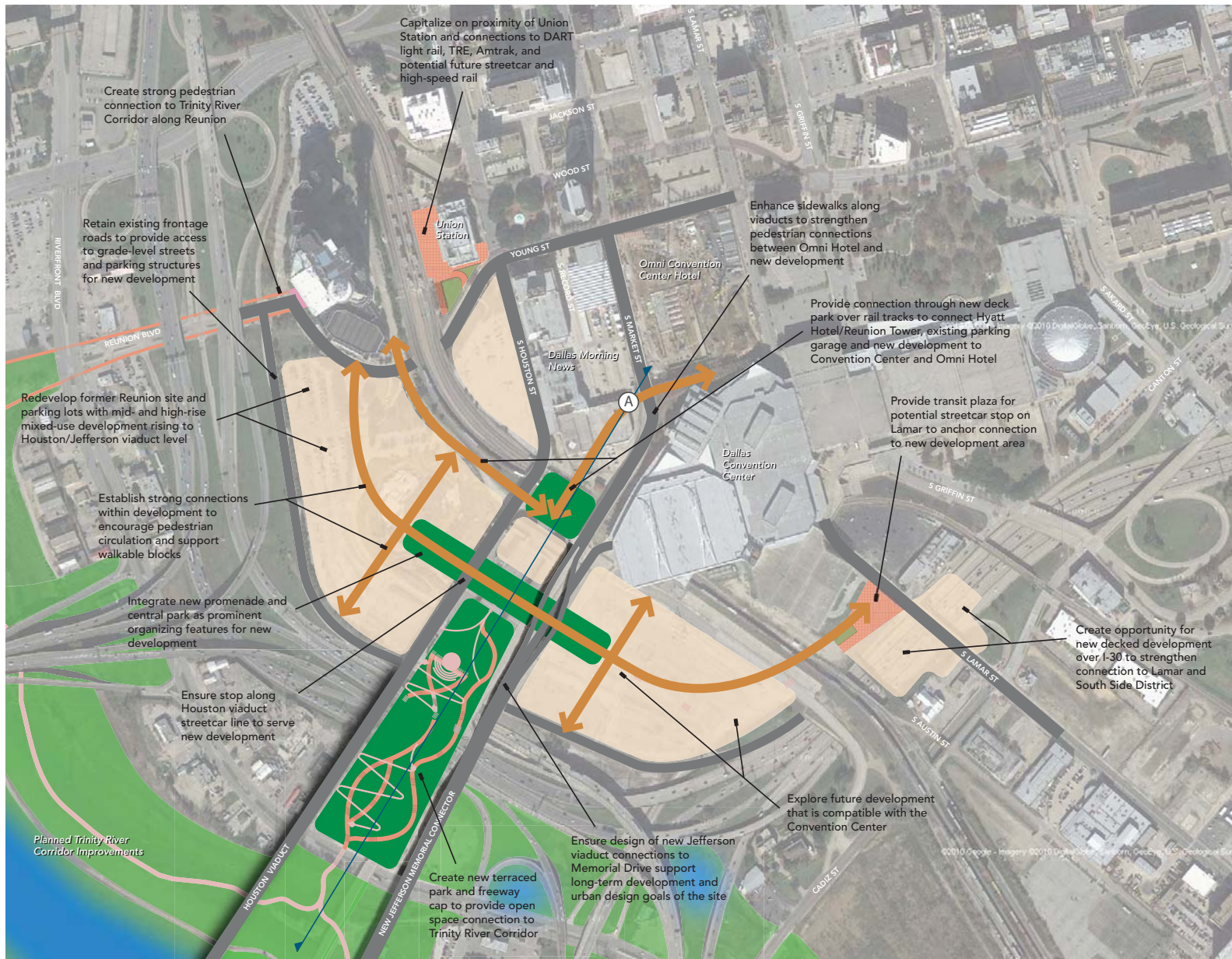
Although it has many acres of developable land, the Reunion/Union Station Focus Area is challenged with topographic changes, two viaducts, and a freeway interchange that prohibit the site from functioning as a contiguous district. The DART tracks, in particular, disconnect the area from the rest of Downtown. Due to the district's lack of significant historical development, infrastructure is likely inadequate to support a major increase in intensity and will need to be improved to make the site competitive for development. Particular challenges will include installing new water loop lines, connections to the wastewater system, new electrical and gas supplies, and constructing a new stormwater detention structure.

Despite these challenges, the Reunion/Union Station Focus Area holds tremendous potential to create a signature regional destination. The area is envisioned to be redeveloped into a dynamic regional center for office, residential and visitor-serving uses. The area should be seen as a new location for corporate headquarters



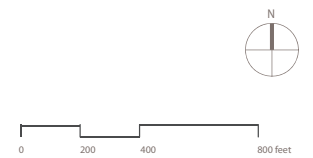
to allow the CBD to compete for future relocations from suburbs or other cities. The large development sites, high visibility, and access to transportation make the site particularly attractive to high-rise corporate and residential towers (which could have dramatic, iconic architecture at this key entry to Downtown). As the region's only true multi-modal transit hub, Union Station would retain its DART, TRE and Amtrak service while accommodating a station for the future DART "D2" line. It is also the logical location for Dallas's primary stop on the state's proposed high-speed rail line, solidifying the site's prominence and transit accessibility in the future.

The existing vacant land and parking lots provide a blank slate from which to construct a new development pattern that would tie into the Downtown core and ensure that the area is not an "island". While several potential build out scenarios could take shape, the 360 plan envisions a significant development opportunity that would come to fruition over many years and would strengthen the prospects for a future high-speed rail station on the site by capitalizing on its position as the primary regional transit hub.



## Reunion/Union Station Focus Area

- Future Development Site
- Existing DART Light-Rail and Station
- Potential DART Light-Rail
- Potential Streetcar and Station
- Park or Open Space
- Transit Plaza
- Key Connection
- Major Street
- Minor Street
- See cross-section on page 98



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In this scenario parking garages, access streets and service/loading areas would be built on the vacant land and form the foundations for new buildings at the level of the existing Houston and Jefferson viaducts. Atop the parking garages and service/access facilities, new buildings, parks, and pedestrian connections would be integrated with the viaducts and the primary development level of Downtown, where the Belo properties, Union Station, and Convention Center are built. New development parcels would ideally be “carved out” as small urban blocks to discourage large, superblock development patterns that could turn their backs to the rest of Downtown. Building footprints should similarly reflect the smaller block sizes and should respond to the views available, with high-rises located farther west, taking advantage of Trinity River and Downtown views. Lower-rise buildings should provide a transition and protect views to the north.

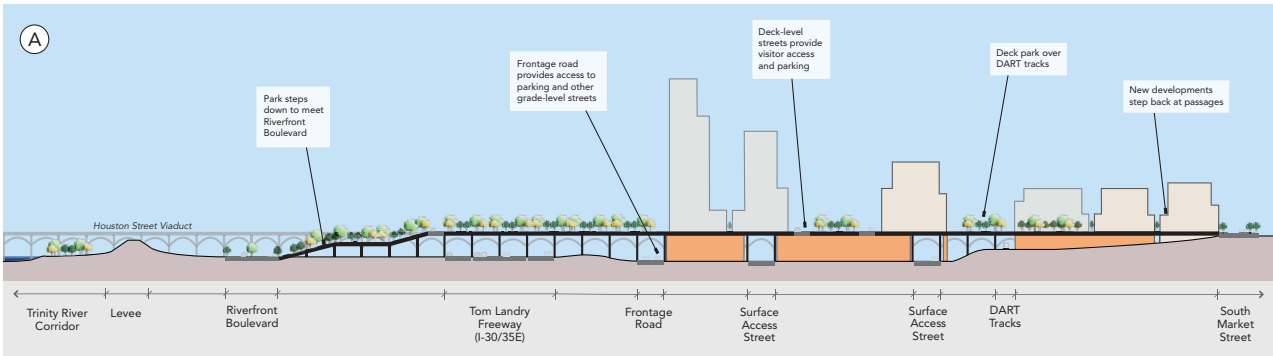
A pedestrian promenade would follow alongside a new street that would connect Lamar on the east to Reunion Boulevard on the north, rising over the DART tracks and serving as the primary circulation feature on top of the parking decks. A new central park would be an organizing feature, around which the new street would provide comfortable pedestrian and limited vehicular access for new developments.

While the new deck-level street would have on-street parking, entrances to parking garages should be minimized to encourage daily users to utilize surface-level access streets which connect to the freeway frontage roads. Buildings that front onto the viaducts or new streets, parks or pedestrian passages should have primary public entrances and active ground floors with retail and restaurants. Passages should be landscaped and animated with transparent windows, art, pocket retail or kiosks, and additional building entrances.

A core feature of the concept is its ability to bridge the divide between Downtown and the Trinity River Corridor. Between the Jefferson and Houston viaducts, a new deck park would traverse the Tom Landry Freeway, stepping down to meet Riverfront Boulevard, where enhanced connections into the levees would provide access to the Trinity River. Key sources of funding for these costly improvements will include the valuable development rights and tax increment associated with the commercial and residential development program, which may need to focus on higher-end, luxury housing to maximize the land’s value and funding capacity. While an ambitious plan, opportunities exist to shape the redevelopment of this area due to current land ownership. However, to achieve implementation, the sale or other transfer of the former Reunion Arena site to the private development community is critical.



New development, level with the Houston and Jefferson viaducts, should be built atop service roadways and parking structures like in Denver’s new Union Station redevelopment.



A cross-section shows how a deck park would rise from Riverfront Boulevard over I-30 to meet the Houston viaduct level, where new buildings built over parking structures would create a new destination.



(Image: The Office of James Burnett)

## VI Implementation



Prioritizing Investment to Transform Downtown Dallas

There are many reasons for optimism in Downtown Dallas. Poised to capitalize on national and global trends of city center resurgence, Downtown is at the core of a strong regional economy that will continue to expand in future decades. It is the region's focal point for cultural attractions, tourism, convention visitors, and nightlife. And it remains the region's largest concentration of jobs and Class A office space.

Greater Downtown's residential population has also grown, from practically zero in the mid-1990s to more than 30,000 in 2010. The city center is uniquely positioned to capture additional growth in the region's rising market for "urban living" residential development. Numerous major enhancement efforts, including the Trinity River Corridor Project, Woodall Rogers Park, and development of a major Convention Center hotel also promise to bolster Downtown Dallas' vitality and livability. Finally, Downtown has active stakeholder groups and, in Downtown Dallas Inc. (DDI), a professional organization charged with promoting, maintaining and guiding Downtown activity.

All of these attributes are strong indicators of Downtown's past success and future promise. Now, specific action steps must be taken to ensure continued momentum and achieve success in several key areas. This chapter highlights the critical actions required to transform Downtown Dallas in the coming years. It also outlines associated timeframes, costs, responsible parties, and potential funding sources for each action to ensure their implementation.

The implementation actions are categorized into the following sections:

- Overarching Priorities
- Transformative Strategies
- Focus Areas

OVERARCHING PRIORITIES

This section highlights several overarching "top priorities" selected from the priority recommendations for each Transformative Strategy and Focus Area (outlined in the forthcoming sections of the chapter). **These high-level recommendations are the most critical investments and improvements that the Dallas City Council, City Manager, staff, DDI and other stakeholders should undertake to reinforce the current momentum and generate new development activity, economic investment, and on-the-ground vibrancy.** While individual priority actions may vary in their implementation over the short, mid or long terms, all should be initiated within the first six months following plan approval. The priority actions are described on the following pages.

PA1 Expand Downtown mobility options and explore innovative strategies for funding transit lines and infrastructure

To ensure Downtown's continued shift from an automobile-dominated environment, innovative short- and long-term solutions are required. Low-cost, efficient transit alternatives should be implemented in the interim as the streetcar and light rail plans continue to develop.

Timeframe: 0-12 months

Responsibility and Funding: City of Dallas, DART, DDI/public-private partnerships, private sponsorships; costs will vary greatly based on program/mode chosen

Quick Win Priorities: Explore short-term transit options including a fare-free transit zone, fixed-rate cab fares with Downtown, and shuttle services between major destinations



The Art Cart is an example of how public-private partnerships have collaborated to create an alternative transportation option for Arts District patrons.

## PA2 Adopt urban design standards for transit-adjacent properties and properties receiving public incentives (e.g. TIFs)

As future investments in transit are made throughout Downtown, buildings must be designed to respond to and embrace these new transportation modes. With appropriate design, visitors, residents and workers will feel more inclined to use transit, thereby populating streets and adding an immediate boost of vibrancy. Urban design standards, based on the urban design guidelines presented in Chapter IV, can be codified and adopted by the City of Dallas to expedite use and implementation, including sites that receive public funds or incentives.

**Timeframe:** 0-12 months

**Responsibility and Funding:** City of Dallas staff action

**Quick Win Priorities:** Require design review for transit-adjacent properties and other sites that meet selective criteria (see page 109)



New developments near transit lines and stations will be required to adopt urban design standards such as active, articulated upper floors.

## PA3 Create an intown Affordable Housing Development Strategy and public-private incentive guidelines and criteria

For Downtown to emerge as a truly dynamic, 24-hour urban environment, additional housing is essential. In particular, housing oriented toward lower- and middle-income households is critical to establish a diverse residential base within the CBD and surrounding districts. This action calls for the development of a comprehensive strategy and set of guidelines and incentives that will result in significant new housing production in the CBD and surrounding districts.

**Timeframe:** 0-12 months

**Responsibility and Funding:** DDI Housing Task Force and City of Dallas; likely costs are approximately \$100,000

**Quick Win Priorities:** Build on existing policies to create an Affordable Housing Development Strategy for Downtown and associated guidelines



Townhouses and stacked flats are more affordable building types that are suitable for family-oriented areas such as the Farmers Market, Cedars and Baylor districts.

## PA4 Create a new Parking Management Collaborative

Explore having DDI as the home of a new parking “expert” who can oversee the City’s public parking program, develop partnerships, implement new technologies, and bolster branding and communications to transform the parking experience into one that is welcoming, attractive and user-friendly.

**Timeframe:** 0-12 months

**Responsibility and Funding:** DDI and City of Dallas; costs are approximately \$250,000 annually to cover salary, etc. and basic program needs

**Quick Win Priorities:** Create a new Parking Management Collaborative, adopt new parking planning tools, and enhance program branding and communications for Downtown parking



Downtown Dallas will implement new technologies to manage parking resources and the customer experience.



PA5 Implement the Main Street District Retail Activation Strategy

Investment in streetscape improvements will solidify the significant private-sector investments and transformations occurring on this historic retail street. A new, contemporary public realm will set a new bar for investment while signaling a commitment from the City to continue the support of Main Street’s ongoing evolution into a premier destination. Improvements should anticipate the potential of a future streetcar line along Main Street.

**Timeframe:** 0 months - 5 years

**Responsibility and Funding:** DDI and the City of Dallas; many efforts will be funded through DDI’s annual budget, while others will require developer contribution/participation and/or bond funding

**Quick Win Priorities:** Adopt design standards, establish new district branding and wayfinding as outlined in the Main Street District Retail Activation Strategy



The Main Street District Retail Activation Strategy outlines detailed block-by-block implementation recommendations aimed at creating energy and vibrancy throughout the district.

PA6 Extend Life of TIF districts subject to City of Dallas Policy Requirements

These administrative actions are critical to ensure available funds in coming years for public improvements and to support an expanded housing program that emphasizes workforce and affordable options. The Farmers Market, City Center, Cedars and Downtown Connection TIFs are all nearing expiration, while a new or modified district may be needed for portions of the Lamar Corridor and Reunion/Union Station focus areas.

**Timeframe:** 1-5 years

**Responsibility and Funding:** City of Dallas staff actions (new/modified TIF district creation may require consultant-led feasibility test)

**Quick Win Priorities:** Extend the life of TIF Districts subject to City of Dallas policy requirements



TIF financing can help make adaptive re-use projects such as those for older office buildings financially feasible, eventually boosting tax revenues and vitality with new residents and commercial tenants.

PA7 Create a Master Development Plan for the Reunion/Union Station Focus Area

This prime, highly-visible area could be the future home of new corporate headquarters and an expanded tourist/convention destination. A development agreement between major landowner and the City will ensure that the area develops with a unified approach, leverage transit-oriented development opportunities, and provides connections to the Downtown core and Trinity River Corridor.

**Timeframe:** 1-3 years

**Responsibility and Funding:** City of Dallas and developer(s); costs likely to be approximately \$150,000 depending on level of detail/site programming needed in the agreement

**Quick Win Priorities:** Enter discussions to commence a development agreement that would include the swapping of publicly- and privately-owned land to consolidate ownership and catalyze development



The former Reunion Arena site and parking lots provide an opportunity to create a stronger connection between the Reunion Tower complex and the Convention Center.

## PA8 Pursue development of site north of Farmers Market

This site is critical to spark the development of new affordable/workforce housing for families, Downtown workers and others. Create a plan to include development and economic feasibility analysis, as well as address design and management of a new central promenade or park along Pearl to serve as the area's main public open space.

**Timeframe:** 0-12 months

**Responsibility and Funding:** DDI and the City of Dallas; costs for a development plan and agreement likely to be \$100,000

**Quick Win Priorities:** Create a development plan, conduct feasibility analysis, issue an RFP, and require design review for the catalytic site bounded by Canton, Cesar, Marilla and Harwood



The properties north and east of the greenhouse and seasonal display areas along Marilla are critical for the further development of the Farmers Market district.



Events such as City Lights help implement the vision for Main Street by adding vibrancy and drawing thousands to experience a constantly-evolving urban center.

## IMPLEMENTATION MATRIX

Building on the over-arching Top Priority Actions, this section outlines recommended actions, estimated timeframes, costs, and responsible parties in a series of action matrices. The action matrices organize and prioritize investment decisions and identify "Quick win priorities" that can be implemented in a short timeframe to spur additional investment and realize tangible progress. Quick win priorities were identified based on several factors, including a) current/ongoing efforts in the specific subject; b) interest/stakeholder will in implementing in the short term; and/or c) critical before other improvements can be realized. The action matrices on the following pages are presented in two categories:

**(1) Transformative Strategies:** These comprehensive strategy areas form the backbone of the plan approach. They include: Expand Transit and Realize TOD Potential; Create Vibrant Streets and Public Spaces; Ensure Great Urban Design; Diversify and Grow Housing; and Reform the Approach to Parking.

**(2) Focus Areas:** These specific areas in Downtown hold strong catalytic development potential and have the opportunity to leverage existing and future infrastructure systems. They include Farmers Market; Lamar Corridor; Main Street District; South Arts District; and Reunion/Union Station.

The Implementation Matrix begins on page 108.



## Transformative Strategies

### Expand Transit and Realize TOD Potential

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/Support	Funding Resources
<b>TOD 1:</b> Develop a Streetcar System Plan to connect Downtown and surrounding neighborhoods based on routes outlined in the 360 plan and select priority streetcar corridors for implementation	0-12 mos.	\$500,000	<b>City of Dallas/</b> DART	\$400,000
<b>TOD 2:</b> Identify a feasible short- and long-term funding strategy for streetcar system implementation, including capital and operations costs, by exploring creative public-private partnership opportunities	0-12 mos.	N/A	<b>City of Dallas/</b> DART	\$1,000,000
<b>TOD 3:</b> Construct a starter streetcar line to Oak Cliff	1-3 years	\$35 million	<b>NCTCOG/City of</b> Dallas/DART	Funded
<b>TOD 4:</b> Finalize alignment and secure funding for second light rail alignment ("D2") to ease congestion, increase flexibility of transit operations through Downtown, increase ridership, and boost development near Union Station, Convention Center and Farmers Market	5-10 years	\$500+ million	<b>DART</b>	Private investment, Public Improvement Districts, Municipal Management Districts, TIFs, Federal programs
<b>TOD 5:</b> Explore short-term alternatives to streetcar implementation including DART rail fare-free zone, flat cab rates within Downtown, and/or shuttle services between major destinations (e.g. Convention Center Hotel and the West End)	0-12 months <b>Quick win priority</b>	N/A	<b>Partnership of City of Dallas, DDI, DART</b>	Public-private partnerships, NCTCOG grants, RTR funds

### Create Vibrant Streets and Public Spaces

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/Support	Funding Resources
<b>SPS 1:</b> Modify street vending ordinance consistent with DDI recommendations to support increased vending opportunities including kiosks, carts and temporary vendors	0-12 mos. <b>Quick win priority</b>	Administrative action by staff	<b>City of Dallas/DDI</b>	N/A
<b>SPS 2:</b> Develop a citywide Complete Streets Plan to establish new policies and design for streets and identify specific "demonstration projects" for implementation; use designs detailed in Chapter IV as guide for Downtown	0-12 mos.	\$800,000	<b>City of Dallas</b>	Funded
<b>SPS 3:</b> Use cross-section prototypes detailed in Chapter IV for guidelines on street improvements to correspond to new street classifications (until new standards are adopted – see SPS 1)	0-12 mos. <b>Quick win priority</b>	Administrative action by staff	<b>City of Dallas</b>	N/A
<b>SPS 4:</b> Revise sidewalk dining regulations to permit recommendations outlined in Chapter IV	0-12 mos. <b>Quick win priority</b>	Administrative action by staff	<b>City of Dallas/DDI</b>	N/A
<b>SPS 5:</b> Complete the Bike Study and incorporate findings into new street classifications and cross-sections	0-12 mos.	N/A	<b>City of Dallas</b>	Funded
<b>SPS 6:</b> Amend the Thoroughfare Plan to integrate new policies and design for streets as outlined in the Complete Streets Plan	1-3 years	Administrative action by staff	<b>City of Dallas</b>	N/A
<b>SPS 7:</b> Identify appropriate funding sources for ongoing maintenance of streetscape improvements	3-5 years	N/A	<b>City of Dallas/DDI</b>	N/A

## Ensure Great Urban Design

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/Support	Funding Resources
<b>UD 1:</b> Establish peer review committee made up of City of Dallas staff/CityDesign Studio, DDI, and respected local architects and developers to review all public projects and private projects receiving public incentives, as well as to perform voluntary design critique of all Downtown development projects	0-12 mos. <b>Quick Win Priority</b>	Administrative action by staff	<b>DDI/City of Dallas/CityDesign Studio</b>	N/A
<b>UD 2:</b> Adopt overall design guidelines for area inside the Loop. Design guidelines should be based on recommendations in Chapter III. Guidelines should be used to guide development but are not envisioned to be enforceable	0-12 mos.	N/A	<b>City of Dallas/DDI/CityDesign Studio</b>	N/A
<b>UD 3:</b> Require design review based on the urban design guidelines in Chapter IV for properties that: a. Are within 300 feet of an existing or planned fixed-rail transit station; b. Face an existing or proposed park, plaza or other open space; c. Are located along a Streetcar Boulevard, regardless of station location; d. Are in Zone C as outlined in the Main Street Retail Activation Strategy; and/or e. Receive public funds.	0-12 mos. <b>Quick Win Priority</b>	Administrative action by staff	<b>City of Dallas/DDI/CityDesign Studio</b>	N/A
<b>UD 4:</b> Ensure adequate staffing and resources for the CityDesign Studio through dedicated, sustainable funding and cooperative partnerships	1-3 years	\$100,000/yr minimum	<b>City of Dallas</b>	General fund, University partnership(s)
<b>UD 5:</b> Develop plan to phase out retail or restaurant uses from underground tunnels	2-5 years	\$100,000	<b>City of Dallas/DDI</b> support in creating the strategic plan	Center City TIF/DDI budgets

## Diversify and Grow Housing

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/Support	Funding Resources
<b>H 1:</b> Investigate new sources of funding to support Downtown housing in general and, in particular, create subsidy sources for middle-income housing (60-175% MFI)	1-5 years	N/A	<b>City of Dallas/DDI</b>	NMTC, CDRC, TIF, housing bond, philanthropic donations, fee waivers, public land disposition, etc.
<b>H 2:</b> Build on existing policies to create an Affordable Housing Development Strategy for Downtown	0-12 mos. <b>Quick Win Priority</b>	N/A	<b>DDI Housing Task Force/City of Dallas</b>	N/A
<b>H 3:</b> Require inclusion of or funding set-aside for moderate income units as a part of any new housing development on land currently owned by the public sector	0-2 years	N/A	N/A	N/A
<b>H 4:</b> Consider reductions or deferrals of permit fees for adaptive reuse buildings	0-2 years	N/A	<b>City of Dallas/DDI</b>	N/A
<b>H 5:</b> Work with other major Texas cities to lobby for "downtown" exemptions from the State's restrictions on funding affordable housing tax credits projects within close proximity	1-3 years	N/A	<b>City of Dallas/DDI</b>	N/A
<b>H 6:</b> Work with other major Texas cities to lobby for changes to the State's sales tax requirements for adaptive reuse buildings	1-3 years	N/A	<b>City of Dallas/DDI</b>	N/A



## Reform the Approach to Parking

Specific Action	Timeframe	Order of Magnitude Cost	Lead Responsibility/S support	Funding Resources
<b>P 1:</b> Create a new Parking Management Collaborative. Focus on parking by recruiting and hiring a program director. The new parking management organization must be “vertically integrated” (i.e., that one entity is managing and coordinating on-street parking, parking enforcement, off-street parking and parking planning at a minimum)	0 – 12 mos. <b>Quick Win Priority</b>	\$250,000 (including salaries)	DDI/City of Dallas	DDI, TIF budgets
<b>P 2:</b> Leverage new technology. Define and implement new parking technology strategies. There are several levels of new technology applications (e.g. consolidated meters) and a variety of functional areas where new technology applications will be recommended	0 – 18 mos.	\$250,000 - \$500,000 (Typical ROI 18 – 26 months)	City of Dallas/ DDI	N/A
<b>P 3:</b> Enhance parking planning. Develop new parking planning tools (e.g. new parking demand model). Develop/adopt new parking facility design review processes and parking facility design guidelines. Tie these design guidelines to the overall Downtown design guidelines and review process	0 – 6 mos. <b>Quick Win Priority</b>	\$5,000 - \$25,000	City of Dallas/ DDI	N/A
<b>P 4:</b> Enhance program branding and communications. Create a new parking program brand development incorporated with new public parking signage and wayfinding program. These action items are closely linked to the “Parking Management Collaborative” organizational concept that is detailed within the parking strategic plan	0 – 6 mos. <b>Quick Win Priority</b>	\$50,000 - \$250,000	DDI	N/A
<b>P 5:</b> Align policy assessment and larger community goals. Assess and refine on-street, enforcement, off-street and valet parking policies and standards	0 – 12 mos.	\$5,000 - \$25,000	DDI/City of Dallas	N/A

Specific Action	Timeframe	Order of Magnitude Cost	Lead Responsibility/S support	Funding Resources
Several new policies and standards will be recommended within the parking strategic plan. These policies and issues will need on-going assessment and inter-agency coordination. Significant public education and community engagement prior to implementation is also recommended				
<b>P 6:</b> Develop an enhanced retail parking support strategy. The parking strategic plan will recommend a combination of strategies in the areas of on-street parking /enforcement, off-street parking facilities and overall parking program management. “Next level” Downtown retail parking innovations potentially include: <ul style="list-style-type: none"> <li>☒ Centrally managed, multiple station valet parking programs</li> <li>☒ Web-based parking reservation systems</li> <li>☒ Integrated Downtown retail, restaurant, parking and transportation mobile device applications</li> </ul>	0 – 18 mos.	\$5,000 - \$25,000	DDI	N/A
<b>P 7:</b> Make strategic parking facility investments. Invest in a parking facility development strategy for Downtown Dallas integrated with the larger Downtown 360 plan strategic goals. This is one of the more costly and strategic investment areas of the recommended parking plan, however, investments would be directly linked to community and economic development strategies to catalyze other private development as well as to facilitate adaptive reuse and in-fill of older/historic structures. The recommended approach seeks to obtain a 5 to 1 return on investment in strategically placed public parking investments	1 – 5 years	\$10,000,000 - \$50,000,000	DDI/City of Dallas	N/A
<b>P8:</b> Create a defined program of “Sustainability Initiatives” related to parking. Recommendations will be provided in the areas of sustainable facility design criteria as well as in the areas of parking policy development and operations/management	On-Going	\$25,000 - \$250,000	DDI/City of Dallas	N/A

## Focus Areas

## Farmers Market

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/Support	Funding Resources
<b>FM 1:</b> Create a development plan, conduct feasibility analysis, issue an RFP and require design review for catalytic site bounded by Canton, Cesar Chavez, Marilla and Harwood (as illustrated in Chapter V)	0-12 mos. <b>Quick Win Priority</b>	\$100,000	DDI/City of Dallas	TIF
<b>FM 2:</b> Construct a new promenade/park as a Special Use Street Overlay for Pearl north of Marilla as illustrated in Chapter V to accommodate special events; set aside funds or enter into public-private partnership to ensure construction and proper long-term maintenance	1-3 years	\$10 million	City of Dallas/Developer	May require bond funding
<b>FM 3:</b> Extend the life of the Farmers Market TIF District subject to meeting minimum City of Dallas policy requirements for term extensions for TIF Districts	3-5 years	None – city staff can do work if warranted	City of Dallas	TIF Board budget
<b>FM 4:</b> Construct or require family-friendly amenities (pocket parks, play areas, public art, daycare, etc.) in Farmers Market area	1-5 years	\$1 million	City of Dallas and private developers	TIF and developer contributions

## Lamar Corridor

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/Support	Funding Resources
<b>LC 1:</b> Create a new TIF District or modify the boundary of an existing TIF District to include Union Station, West End areas and Lamar Corridor, subject to meeting minimum City of Dallas policy requirements for creation of a new District	1-3 years	~\$100,000	City of Dallas	N/A
<b>LC 2:</b> Provide incentives for catalyst entertainment-oriented development at northwest corner of Lamar and Ross	1-3 years	\$5 million	City of Dallas	TIF, bond, fee reductions/waivers, tax credits, 380 grants, private development
<b>LC 3:</b> Reconstruct Lamar from Ross to Pacific consistent with recommendations in Chapter V	3-5 years	\$2 million	City of Dallas	TIF, bond funding
<b>LC 4:</b> Work with Greyhound to relocate the existing facility and investigate development of a potential multi-modal transportation center	1-3 years	N/A	DART/City of Dallas	Bond, NCTCOG Sustainable Development Grants
<b>LC 5:</b> Incentivize and recruit a long-term destination anchor tenant for the West End Marketplace, potentially a museum or use that focuses on creative/green jobs in conjunction with El Centro Community College	1-3 years	\$5 million	City of Dallas/DDI	TIF, bond, fee reductions/waivers, tax credits, private development
<b>LC 6:</b> Support implementation of the Matthews Southwest Master Plan for the South Side/Convention Center Hotel corridor with ultimate construction of Lamar streetcar	3-5 years	\$35 million	City of Dallas	N/A
<b>LC 7:</b> Complete Project Paseo which will result in improved sidewalks, landscaping and burying electrical systems along Lamar between IH-30 and Wood Street and streetscaping for the new Omni Hotel	1-2 years <b>Quick Win Priority</b>	\$2.7 million	NCTCOG, City of Dallas/Matthews Southwest	Funded



## Main Street District Retail Activation Area

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/ Support	Funding Resources
<b>MS 1:</b> Adopt design standards as specified in the Main Street District Retail Activation Strategy	0-12 mos. Quick Win Priority	Administrative action by staff	City of Dallas/DDI	N/A
<b>MS 2:</b> Establish new district brand and identity and wayfinding micro-system	0-12 mos. Quick Win Priority	\$75,000	DDI	DDI
<b>MS 3:</b> Develop Glass Box retail kiosks per the Main Street Retail Activation Strategy	12-36 mos.	\$50,000-\$80,000 each	DDI/Developer	Retail FOCUS dollars and private developer
<b>MS 4:</b> Reconstruct Main Street between Lamar and Harwood to incorporate streetscape standards specified in the Main Street District Retail Activation Strategy	1-3 years	\$2.5 million	City of Dallas	Bond funding
<b>MS 5:</b> Explore development options for Statler Hilton site including rehabilitation, adaptive re-use and/or new development	1-5 years	N/A	City of Dallas/ Developer	TIF, bond, fee reductions/waivers, tax credits, private development, historic tax credits, low income tax credits, grants, foundation support
<b>MS 6:</b> Extend life of City Center TIF District, subject to meeting minimum City of Dallas policy requirements for creation of a new District	3-5 years	~ \$100,000	City of Dallas	TIF Board budget
<b>MS 7:</b> Craft vision of Main Street as district of “best of class” regional retailers (unique restaurants, comparison goods, specialty items, etc.), and identify and recruit qualified tenants	3-5 years	\$5 million	DDI/City of Dallas/private property owners	TIF, public-private partnerships

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/ Support	Funding Resources
<b>MS 8:</b> Implement the action items outlined in the Main Street District Retail Activation Strategy	varies	varies	DDI	N/A
<b>MS 9:</b> Redesign Elm and Commerce to better accommodate bus traffic, parking and walkability to support Main Street District goals	3-5 years	\$10 million	City of Dallas	Bond funds

## South Arts District

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/Support	Funding Resources
<b>SAD 1:</b> Require design review by Peer Review Committee for all development in the focus area, including the Spire development site and Crozier Tech site to ensure TOD principles and urban design goals are met near the Pearl DART station	0-12 mos. <b>Quick Win Priority</b>	Administrative action by staff	<b>City of Dallas</b>	N/A
<b>SAD 2:</b> Reconstruct Leonard, Federal, Hawkins, San Jacinto, and Routh and maintain as public streets to support enhanced public connectivity between Ross and Pearl DART Station	1-3 years	\$10 million	<b>City of Dallas/Developer</b>	TIF, bond funding, Developer contributions
<b>SAD 3:</b> Create enhanced crossings along Ross to ensure strong connections between site and Arts District venues, particularly at Pearl, Leonard and Routh	1-3 years	\$2 million	<b>City of Dallas/Developer</b>	TIF, bond funding, Developer contributions
<b>SAD 4:</b> Ensure that the Central Boulevard and Pearl Street realignments approved in the 2006 bond program are completed as planned	3-5 years	N/A	<b>City of Dallas</b>	Funded

## Reunion/Union Station

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/Support	Funding Resources
<b>RUS 1:</b> Create a new TIF District or modify the boundary of an existing TIF District to include Union Station, West End areas and Lamar Corridor, subject to meeting minimum City of Dallas policy requirements for creation of a new District	1-3 years	Administrative action by staff	<b>City of Dallas</b>	N/A
<b>RUS 2:</b> Create a Master Development Plan to ensure land use, transportation, urban design, and connectivity goals as set forth in Chapter V	1-3 years	\$150,000	<b>City of Dallas/Developer</b>	City, Developer
<b>RUS 3:</b> Solicit design proposals for deck park/Trinity access corridor park over I-30 and over DART tracks between Houston and Jefferson viaducts	1-3 years	\$500,000	<b>City of Dallas</b>	New TIF, General fund
<b>RUS 4:</b> Construct series of parks/plazas and passages as illustrated in Chapter V; set aside funds or enter into public-private partnership to ensure construction and proper long-term maintenance	3-5 years	\$15 million	<b>City of Dallas/Developer</b>	New TIF, Bond funds
<b>RUS 5:</b> Plan and provide for a streetcar stop along Houston viaduct between DART rail tracks and I-30	3-5 years	\$400,000	<b>DART/Developer</b>	DART, Developer
<b>RUS 6:</b> Reconstruct water and sewer infrastructure within site to accommodate projected development within Master Development Plan	1-5 years	N/A	<b>Developer/City of Dallas</b>	TIF, Developer
<b>RUS 7:</b> Construct a deck park as described in <b>RUS 6</b> and illustrated in Chapter V to achieve a strong connection to the Trinity River	5-10 years	\$100+ million	<b>Joint dev't with City of Dallas, TXDOT, developer, sponsor/benefactor</b>	TIF, bond funds, Developer, private partnerships



## CHAPTER VI | IMPLEMENTATION

Specific Action	Timeframe	Order-of-magnitude cost	Lead Responsibility/Support	Funding Resources
<b>RUS8:</b> Create a brand for the District	1-2 years	\$10,000	<b>Developer/DDI</b>	Developer
<b>RUS9:</b> Connect the convention center and the Omni Hotel to the Reunion Parking Center, Union Station, and the Hyatt Hotel via deck park and enhanced connections as illustrated in Chapter V	5-10 years	\$40 million	N/A	Developer, bond funds
<b>RUS10:</b> Swap publicly- and privately-owned land to consolidate ownership and catalyze development	1-2 years Quick Win Priority	N/A	<b>City of Dallas</b>	N/A
<b>RUS11:</b> Reserve land for the possible future expansion of the convention center	1-2 years	N/A	<b>City of Dallas</b>	N/A

#### **City of Dallas Staff**

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