



**Connect  
Dallas**

# **Strategic Mobility Plan**

**DRAFT REPORT**



JANUARY 2021

# Preface

## Connect Dallas in a Post-COVID-19 World

COVID-19 has changed many aspects of life, including how cities function and the types of improvements cities are prioritizing. While the *Connect Dallas* process began pre-COVID, the plan remains relevant because it is based on the long-term needs to preserve the City's economic vibrancy, sustainability and adaptability. As transportation needs continue to change, *Connect Dallas* presents a roadmap toward resiliency and outlines the steps needed to adapt to a continuously changing world.

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# Acknowledgments

This document is the product of a collaborative planning effort that involved City staff, Council members, community leaders, and a public process that involved hundreds of Dallas residents. The following groups contributed significantly the effort throughout the course of the process:

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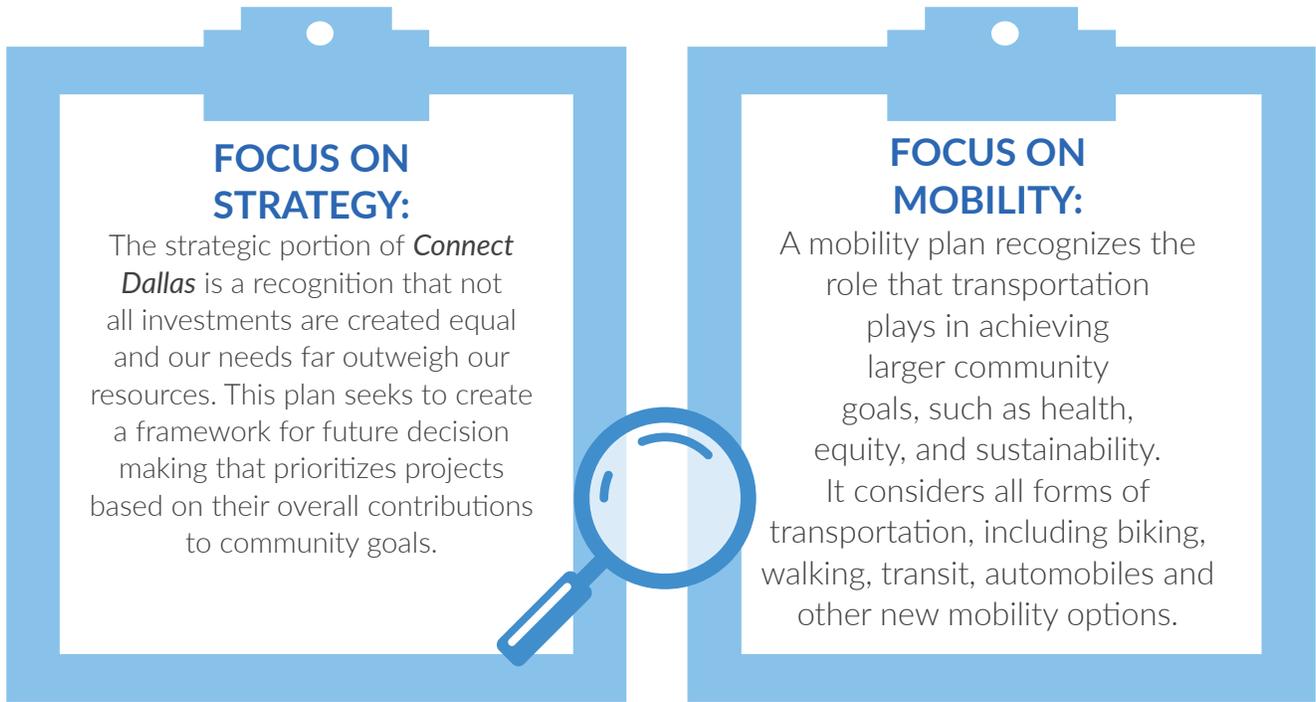
# 1: The Case for a Strategic Plan

**Connect Dallas** is the City's first ever strategic mobility vision. Through this planning process, City leadership, the Dallas Department of Transportation, residents, and stakeholders worked together to develop a comprehensive mobility strategy that supports the City's housing, economic, equity and sustainability goals. **Connect Dallas** outlines a roadmap to modernize the city's decision-making processes to ensure all transportation investments work toward an economically vibrant, sustainable, equitable city.



## What is a Strategic Mobility Plan?

For many decades, cities have focused on creating traditional transportation plans. These plans typically heavily focus on automobile travel, and seek to minimize congestion and commute times by investing heavily in roads. By contrast, a strategic mobility plan is different in two fundamental ways:



### THROUGH CONNECT DALLAS, CITY LEADERS:



## Why does Dallas need a plan ?

While all cities can benefit from a mobility strategy, Dallas has several unique factors that present both challenges and opportunities to substantially improve quality of life through mobility:

### DALLAS IS GROWING

As of the beginning of 2019, the population of Dallas was estimated to be 1.3 million, up from 1.19 million in 2010. By 2045, the North Central Texas Council of Governments (NCTCOG) projects the population could be as high as 1.7 million. That's an increase of over 30% in just 20 years.

### DALLAS IS AUTO-CENTRIC

Over 76 percent of Dallas residents drive to work alone and the share of commuters bicycling and walking to work has remained relatively constant in recent years—approximately 0.2 percent of people bike to work and about 1.9 percent of people walk to work.<sup>1</sup> Achieving the target outlined in the Dallas Comprehensive Environmental and Climate Action Plan (CECAP) of reducing single-occupancy vehicle (SOV) mode share to 62 percent by 2050 will require a drastic change in the way we travel.

### OUR NEEDS ARE GROWING FASTER THAN OUR RESOURCES

City staff have estimated that the City needs to spend \$100 million more per year on street maintenance, otherwise the quality of City streets will continue to degrade. An additional \$20 million is needed per year to properly maintain our traffic signals and bring them up to modern standards. Proper maintenance alone would require a doubling of the annual Streets and Transportation capital budget. Meanwhile, shifts in attitudes and preferences are calling for more spending on improvements such as bike lanes, traffic calming, and road diets.

## In 2018...



**361**

New residents moved to the Metroplex each day.



**41**

New residents moved to the City of Dallas each day.

## THE NEED TO INCREASE EQUITABLE ACCESS TO JOBS

Lack of frequent, reliable transit service in large parts of Dallas makes mobility a challenge for many transit-dependent workers in the city (for example, South Dallas residents have access to fewer than 4% of regional jobs within a 45-minute transit trip<sup>3</sup>) as many bus routes currently operate once per hour during most hours, and every 30 minutes during the AM and PM weekday peak periods. Transit industry consensus is that service

operating at least every 15 minutes represents “frequent” transit. Additionally, the city’s transit system has experienced an overall ridership decrease over the past decade. After peaking in 2012 at 131,000 average weekday riders, the fixed-route bus network has lost approximately 30% of its weekday riders.

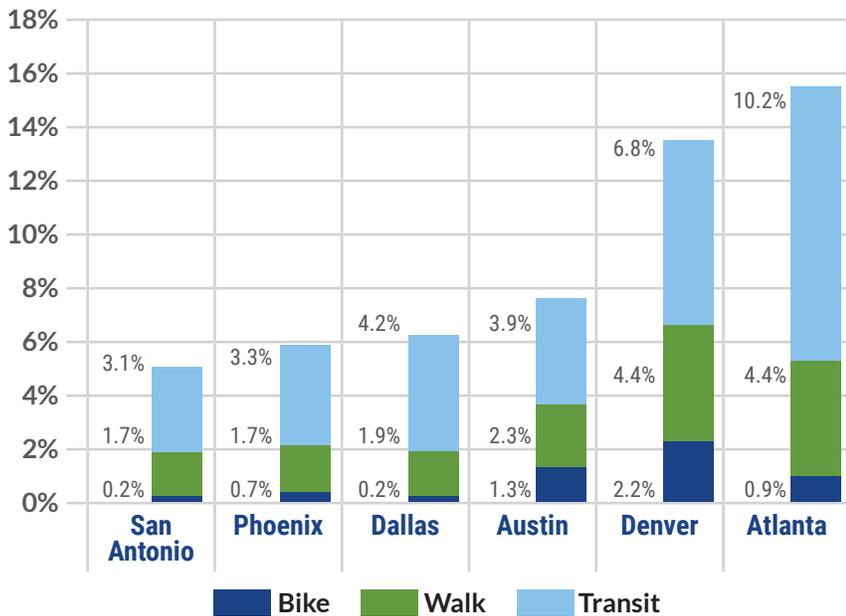
Like many metro areas around the U.S., access to high quality jobs, education, and services continue to be a challenge, especially for transit dependent populations. A 2017 study by the University

of Texas at Arlington found that more than 65 percent of residents living in Dallas’ transit-dependent core had access to less than 4 percent of regional jobs by a 45-minute transit commute. A connected and reliable multimodal transportation system helps to facilitate equitable access to jobs.

## IT’S GETTING HARDER TO TRAVEL AROUND DALLAS

Due to the sprawling nature of the Metroplex’s built environment, moving around the city is a challenge. Between 2009 (when travel patterns began to rebound after the Great Recession) and 2017, the average annual delay per commuter vehicle in the Dallas-Fort Worth-Arlington area increased from 49 hours to 67 hours.<sup>2</sup> In 2017, the Dallas-Fort Worth-Arlington area ranked 13th among large urban areas in average annual delay per commuter vehicle. Mean travel time to work has also increased in the Dallas region between 2009 and 2018. According to U.S. Census ACS data, the mean travel time to work in 2009-2013 was 25.2 minutes; in 2014-2018 it was 27.0 minutes. In both time periods, Dallas was slightly above the national average mean travel time to work (25.0 minutes and 26.6 minutes, respectively).

### Alternative Commute Mode Share



Source: ACS 5-Year 2013-17

2) Urban Mobility Report, Texas A&M Transportation Institute, <https://mobility.tamu.edu/umr/congestion-data/>

3) Transportation Equity and Access to Opportunity for Transit-Dependent Population in Dallas”, CTEDD at UT-Arlington

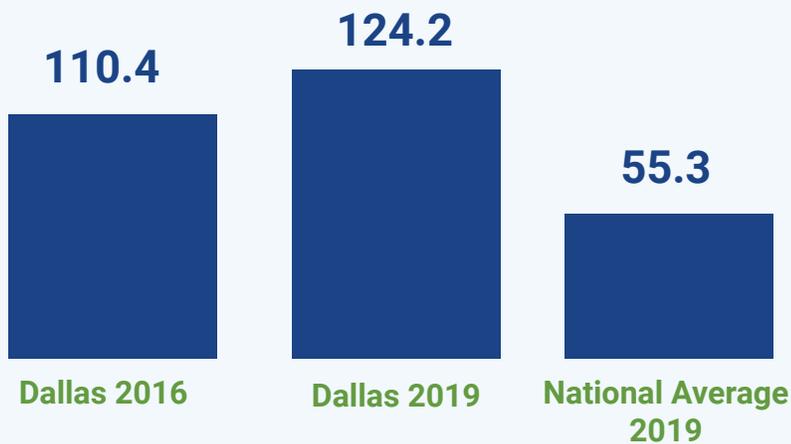
## PEDESTRIAN SAFETY CONCERNS

Walking and biking in the city are also challenging. Crash data trends indicate that pedestrian safety is worsening in Dallas. Although walking trips account for less than 2 percent of work trips in Dallas, pedestrian fatalities represented 27 percent of all traffic fatalities in 2017.<sup>4</sup> In 2016, Dallas County had the fourth highest number of pedestrian fatalities among all U.S. counties.<sup>5</sup>

## AGING POPULATIONS ARE GROWING

The changing needs of an aging population support the need for investments in mobility options beyond the use of private vehicles. Specifically, to preserve and improve the quality of life for older adults in Dallas, there will be an increasing need for accessible, shared mobility options.

### PEDESTRIAN DANGER INDEX (PDI)



Source: Dangerous by Design, Smart Growth America

### Pedestrian Safety: How does Dallas compare?

Smart Growth America calculates a Pedestrian Danger Index (PDI) that takes into account fatality rates and how many people walk to compare the danger pedestrians face across different metro areas. Dallas' PDI has increased in recent years, indicating the area is getting more dangerous for pedestrians. The PDI is also much higher than the national average, indicating walking in Dallas is more dangerous than in most of the country.

4) <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/812681>

5) [https://www.ghsa.org/sites/default/files/2018-03/pedestrians\\_18.pdf](https://www.ghsa.org/sites/default/files/2018-03/pedestrians_18.pdf)

# 2: A New Path for Dallas

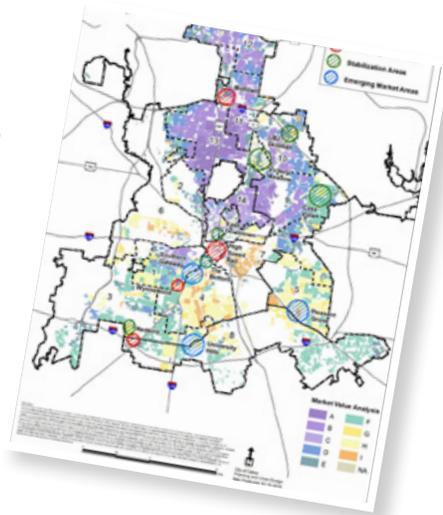
*Connect Dallas* represents a new era for the City of Dallas: a strategy-based focus on mobility rather than traditional transportation planning processes. Emphasizing strategy and placing community goals at the center of all planning decisions ensures that investment decisions will be made by focusing on overall community benefit.



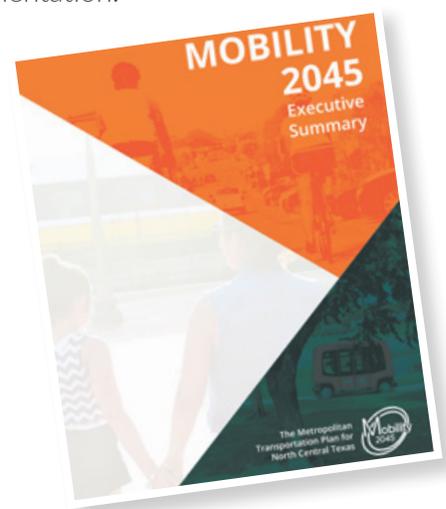
## Guiding Documents

*Connect Dallas* includes guidance, background information, and recommendations from many previous City plans and initiatives. Those reviewed and incorporated include:

- **FORWARD DALLAS! (2006)** – the City’s comprehensive plan and principal guiding document; it seeks to accommodate multimodal transportation.
- **DOWNTOWN DALLAS 360 (2011/2017)** – this strategic plan establishes five-year actions for Downtown Dallas, including creating a balanced multimodal system and improved inter-district connectivity.
- **CITYMAP (2016)** – presents an assessment of the challenges, opportunities, and potential solutions to better integrate the aging interstate corridors and adjacent neighborhoods.
- **COMPREHENSIVE HOUSING POLICY (2018)** – policy document adopted to create, maintain, and improve affordable housing and break down historical barriers of segregation and wealth in Dallas.
- **RESILIENT DALLAS (2018)** – a sustainability and equity plan which recommends, among other things, improving streets, sidewalks, and other transportation infrastructure throughout Dallas.
- **DALLAS COMPREHENSIVE ENVIRONMENTAL AND CLIMATE ACTION PLAN (2020)** – the plan outlines specific activities the City needs to undertake to reduce emissions and address climate and environmental risk with effective, equitable, and common-sense solutions.
- **DALLAS BIKE PLAN (2011)** – policy document focused on improving bicycle facilities, infrastructure, and safety in the city and connections to the region.
- **COMPLETE STREETS DESIGN MANUAL (2016)** – design guidance that introduces policies and best practices to standardize the design of “complete streets” throughout the City of Dallas.
- **PARKS AND RECREATION COMPREHENSIVE PLAN (2016)** – this plan establishes strategic direction for the City of Dallas as it looks to maintain and improve its parks and open space including trails.



- **COMPREHENSIVE AREA AND NEIGHBORHOOD PLANS** – series of plans adopted by the City to guide the development, planning, and policy of specific neighborhoods or small areas.
- **DALLAS THOROUGHFARE PLAN (1993) AND CENTRAL BUSINESS DISTRICT (CBD) STREETS AND VEHICULAR CIRCULATION PLAN (1988)** – two major guiding documents for long-range roadway planning that determine the required right-of-way and designation/operation of many of the roadways in the city.
- **DALLAS CULTURAL PLAN AND POLICY (2018)** – adopted to promote the city’s vibrant art scene, it strategizes equity, diversity, space, support for artists, a sustainable arts ecosystem, and communication.
- **AGE FRIENDLY DALLAS PLAN (2019)** – adopted plan to promote age-friendly, livable communities that include (among other characteristics) walkable streets and safe, accessible modes of transportation.
- **MOBILITY 2045 (2018)** – the regional metropolitan transportation plan guides the expenditure of federal and state transportation funds in the Dallas-Fort Worth area through the next 20 years, based on the goals of mobility, quality of life, maintenance, safety, reliability, and timely implementation.



## Driving Principles

*Connect Dallas* is rooted in six driving principles that guided the plan's development and are intended to guide investment and policy decisions over the next five years. These principles, which are a combination of City Council and community priorities, identify key areas of community life that are inextricably linked to mobility and that should be advanced through thoughtful transportation investments and changes to transportation policy.



- **Safety:** Improve safety for all modes of transportation.



- **Economic Vitality:** Integrate transportation investments with land use and economic priorities to improve quality of life.



- **Environmental Sustainability:** Reduce vehicle miles traveled and provide a variety of travel options to encourage residents to travel by transit, biking, or walking, to reduce greenhouse gas emissions.



- **Housing:** Support the creation of affordable and varied housing options that meet the city's growing needs.



- **Equity:** Provide safe, affordable access to opportunities for all city residents.



- **Innovation:** Leverage existing and emerging technologies to meet 21st century challenges.



## Shifting Direction

Improving mobility in Dallas is an important, complex endeavor that will not happen overnight. Growth over the past several decades has strained the City's existing transportation network to its breaking point, resulting in increasing congestion, longer travel times, and safety risks for all involved. Dallas now finds itself at a tipping point: either continue to do things the traditional way and continue on the same trajectory, or fundamentally shift the way transportation is planned and funded in hopes of a better future.

**DRIVEN BY DATA.** *Connect Dallas* represents a major shift from the auto-centric traditional model to a multimodal, strategic model of planning. The framework in this document lays out a data-driven method to select transportation investments and modernize the way Dallas does business. The prioritization framework and project selection process developed through *Connect Dallas* uses data to evaluate projects based on their contributions to public health, sustainability, economic development, and equity. By placing data at the center of decision making, Dallas can move mobility forward in a way that is equitable and sustainable over the long term.

**INTEGRATED MOBILITY.** In Dallas, as in most cities, land use and transportation decisions have often been made without coordination. Today, there is a growing recognition that connecting new development with mobility investments magnifies the community impacts and results in more vibrant neighborhoods. *Connect Dallas* represents a commitment by City leadership to integrate land use and transportation decision making to create neighborhoods that support biking, walking, and transit connections to desirable destinations.

**FOCUS ON PARTNERSHIPS.** The success of *Connect Dallas* will largely depend on collaboration with important regional partners to ensure policies, plans, and projects that influence the City are working in alignment with the *Connect Dallas* goals. Transportation in Dallas is heavily influenced by the Texas Department of Transportation, Dallas Area Rapid Transit (DART), the North Central Texas Council of Governments, and the various land use decisions made as developments are proposed. As an example, a partnership between DART and the Dallas Independent School District (Dallas ISD) would greatly benefit the city's school-aged children and their families. *Connect Dallas* presents a framework for continued collaboration, as well as policy and programmatic recommendations that can help shape decision-making in the future.

## Outreach

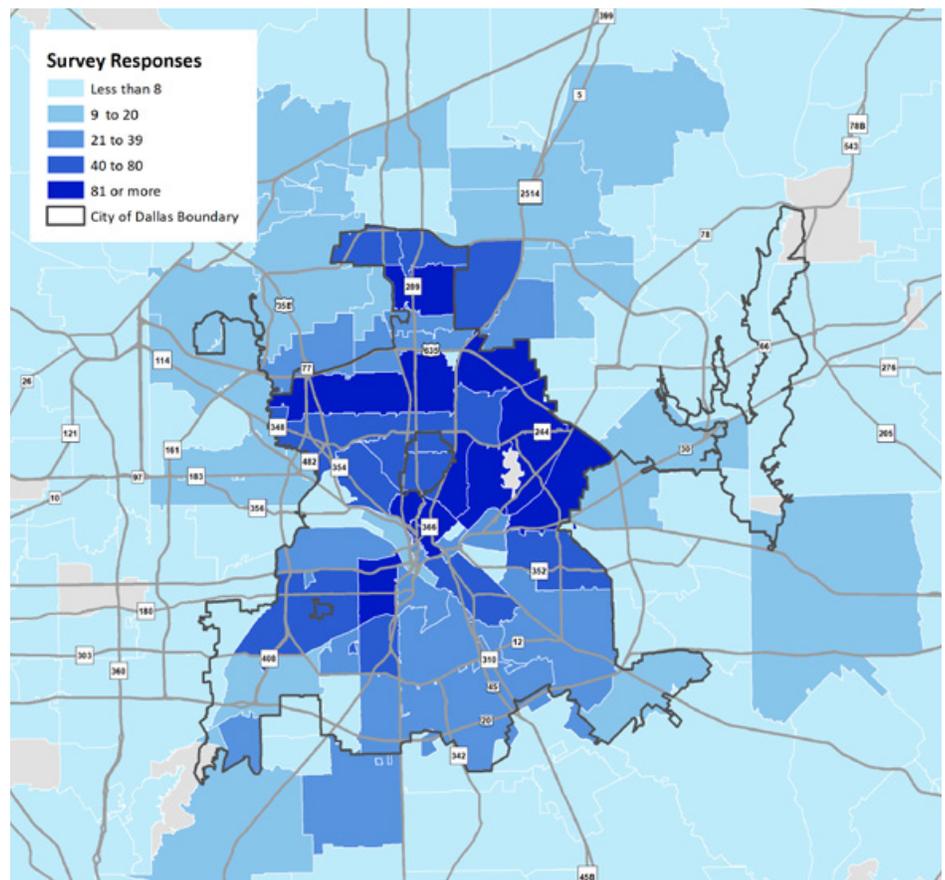
Between May 2019 and March 2020, the *Connect Dallas* study team conducted a wide-reaching public and stakeholder outreach effort. Outreach was conducted in two main phases: first to gain perspectives and insight on current experiences of getting around the city; and second to invite input on the draft mobility strategies.

The outreach was comprehensive in its geographic and demographic reach and informed the planning process from the beginning stages through the development of strategic solutions. Responses from outside the city limits of Dallas were included in the analysis, since the majority of these participants worked or went to school in Dallas. Outreach efforts included:

- Fall 2019 Survey
- Small Group and Community Engagement
- Mobility Advisory Committee
- Spring 2020 Survey
- Partner Agency Coordination
- Mobility Symposium
- Council Briefings

### Fall 2019 Survey

This survey was the first major touchpoint between *Connect Dallas* and the public, and provided participants the opportunity to weigh-in on their travel priorities and major goals for the project. Both paper and online surveys were provided in English and Spanish. The online survey, which was live from August 20, 2019 to November 30, 2019, received 4,387 responses. Of these, 4,371 were English responses and 16 were Spanish responses. Paper surveys, which were handed out during several community events, received 219 responses.



## Small Group and Community Engagement

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*Connect Dallas* team members attended 28 community- and council-sponsored activities throughout 2019, reaching over 1,700 attendees. These events included such diverse interests as the Regional Hispanic Contractors Association, the African American Pastors Coalition, national night out events, and neighborhood organizations. The purpose and agenda of these interactions varied based on the phase of the project. Some of these interactions simply oriented attendees to the *Connect Dallas* process and introduced the purpose and goals, while others provided assistance with completing the project's survey, providing input, and encouraging leaders to promote the effort to other city residents. Through this partnership with local organizations throughout the city, the diversity and geographic reach of the *Connect Dallas* outreach efforts was greatly increased.

## Mobility Advisory Committee

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The Mobility Advisory Committee (MAC), consisting of members appointed by Dallas City Council, served as the guiding committee for this process. The MAC met at key points throughout the process, providing policy recommendations and affirmation of the overall strategic process.

## Spring 2020 Survey

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The Spring MetroQuest Survey presented participants with the results of the technical scenario planning process and asked for input on the plan's overall strategic direction. The survey attracted over 2,500 participants between February 11 and March 31, 2020. The results of this survey provided a clear direction that most Dallas residents are looking to move toward a more neighborhood-centric, active transportation focused approach to mobility.

## Partner Agency Coordination

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Throughout the process, key partners from Texas Department of Transportation, the Planning & Urban Design Department, Dallas Area Rapid Transit, Dallas County, the North Central Texas Council of Governments (NCTCOG), the Dallas ISD, and the team from the Dallas Climate Action Plan were consulted. This engagement helped identify opportunities for policy-level changes to facilitate coordination in the future.

## Mobility Symposium

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A Mobility Symposium, held on February 28, 2020 attracted over 150 attendees to learn about, debate, and provide input on the future of transportation in Dallas. Partner agencies provided booths for attendees to interact with the major organizations involved in planning mobility in Dallas, and a discussion panel of experts provided a diverse set of viewpoints on how mobility is involved in meeting the City's goals.

## Council Briefings

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Briefings to Dallas City Council members at key points both informed City leadership on the plan's progress, as well as provided a venue for feedback and policy direction to guide the plan.

**Though many viewpoints provided a diverse set of feedback that informed the process, one key theme emerged: a desire to create a more equitable and sustainable future by providing affordable and safe transportation choices that connect to key destinations.**

# Creating the Transportation Vision

The transportation vision laid out in this document was developed over several months. The process began with the development of three scenarios, which are explored throughout this section. The scenario selected by City leaders and the community formed the vision for the Preferred Strategy. The three elements that make up the Preferred Strategy –the Strategic Transportation Network, policy recommendations, and an implementation action plan—are explored in sections 3, 4, and 5.

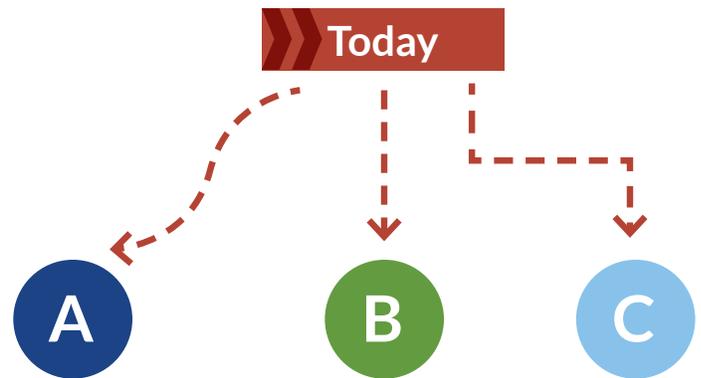
## Scenario Planning Process

The data-driven scenario planning exercise was not intended to provide “the answer” for how the City of Dallas should spend transportation dollars, but rather help understand tradeoffs and provide an opportunity to modernize how the City makes decisions. By measuring the effects of our transportation choices, we are able to inform the development of a transportation vision that outlines actual projects and illustrative funding guidance for the City moving forward.



## Building & Evaluating the Future Scenarios

Three scenarios were developed to measure impacts across the full spectrum of transportation and land use possibilities. These drastically different scenarios were developed to intentionally push the envelope, i.e. to be more extreme than what would likely be selected. This allowed the project team to test the outcomes of different sets of transportation and land use combinations and understand how far we can move the needle towards achieving the six Driving Principles.



Scenario Planning shows a path toward various alternative futures

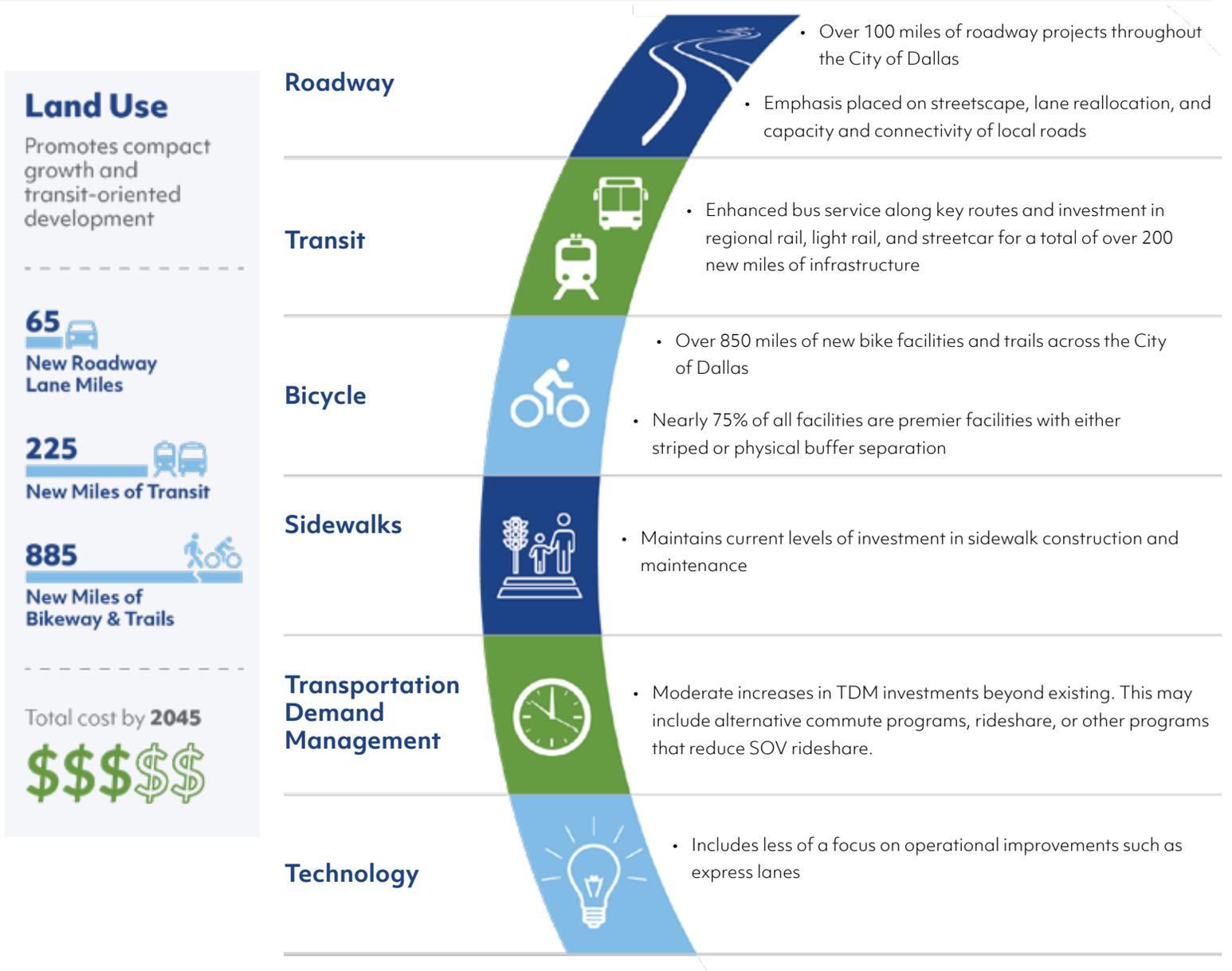
Scorecards were developed which evaluated each scenario based on its performance relative to the six Driving Principles. This evaluation was based on agreed-upon set of metrics, measured through GIS analysis and Excel spreadsheet models.

Driving Principle	Evaluation Metrics
 <b>SAFETY</b>	<ul style="list-style-type: none"> <li>• Investment in the High Injury Network</li> </ul>
 <b>ENVIRONMENTAL SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>• Vehicle Miles Traveled and Greenhouse Gas Reduction</li> <li>• Transportation Mode Share</li> </ul>
 <b>EQUITY</b>	<ul style="list-style-type: none"> <li>• Access to Goods and Services</li> <li>• Investment in Priority Improvement Zones</li> <li>• Bike Access by Population Cohort</li> <li>• Transit Access by Population Cohort</li> </ul>
 <b>ECONOMIC VITALITY</b>	<ul style="list-style-type: none"> <li>• Employment and Household Access by Transportation Mode</li> <li>• Household Transportation Expenses</li> </ul>
 <b>HOUSING</b>	<ul style="list-style-type: none"> <li>• Access to Affordable housing</li> </ul>
 <b>INNOVATION</b>	<ul style="list-style-type: none"> <li>• Potential for Overall Technical Innovation</li> </ul>

The following three pages explore the scenarios, as well as the outcome of the evaluation process.

# Scenario A: Compact and Connected

This scenario seeks ways to give people more choices in how they travel, especially for short trips. It emphasizes improving existing city streets, local bus and rail projects, and bicycle facilities that serve local activity centers. It also emphasizes more development around transit stops and on vacant or underutilized land in already developed areas. In general, there would be a greater intensity and mix of land uses.



**Land Use**  
Promotes compact growth and transit-oriented development

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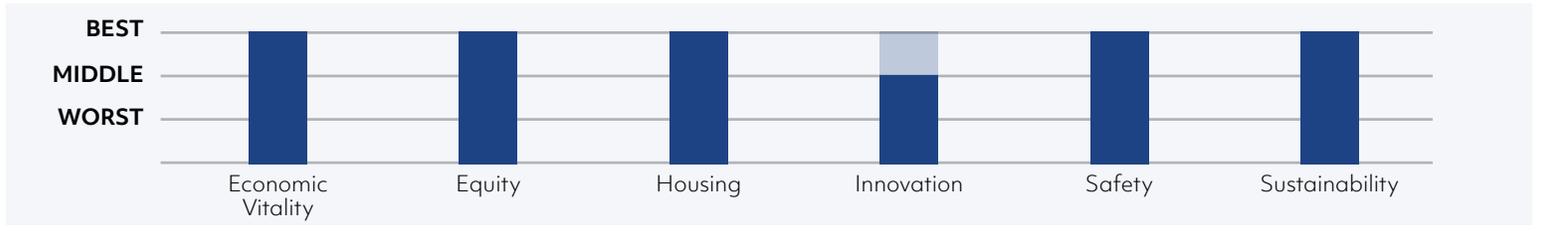
**65**  
New Roadway Lane Miles

**225**  
New Miles of Transit

**885**  
New Miles of Bikeway & Trails

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Total cost by **2045**  
\$\$\$\$\$



# Scenario B: Business as Usual

This scenario builds on existing plans for both transportation or land use. It aligns with current investment levels for different travel modes with an eye toward what can reasonably be constructed by the year 2045. New development occurs along major roads, though more development is encouraged at existing regional activity centers (e.g. Galleria, Medical District).

**Land Use**  
Maintains current growth patterns

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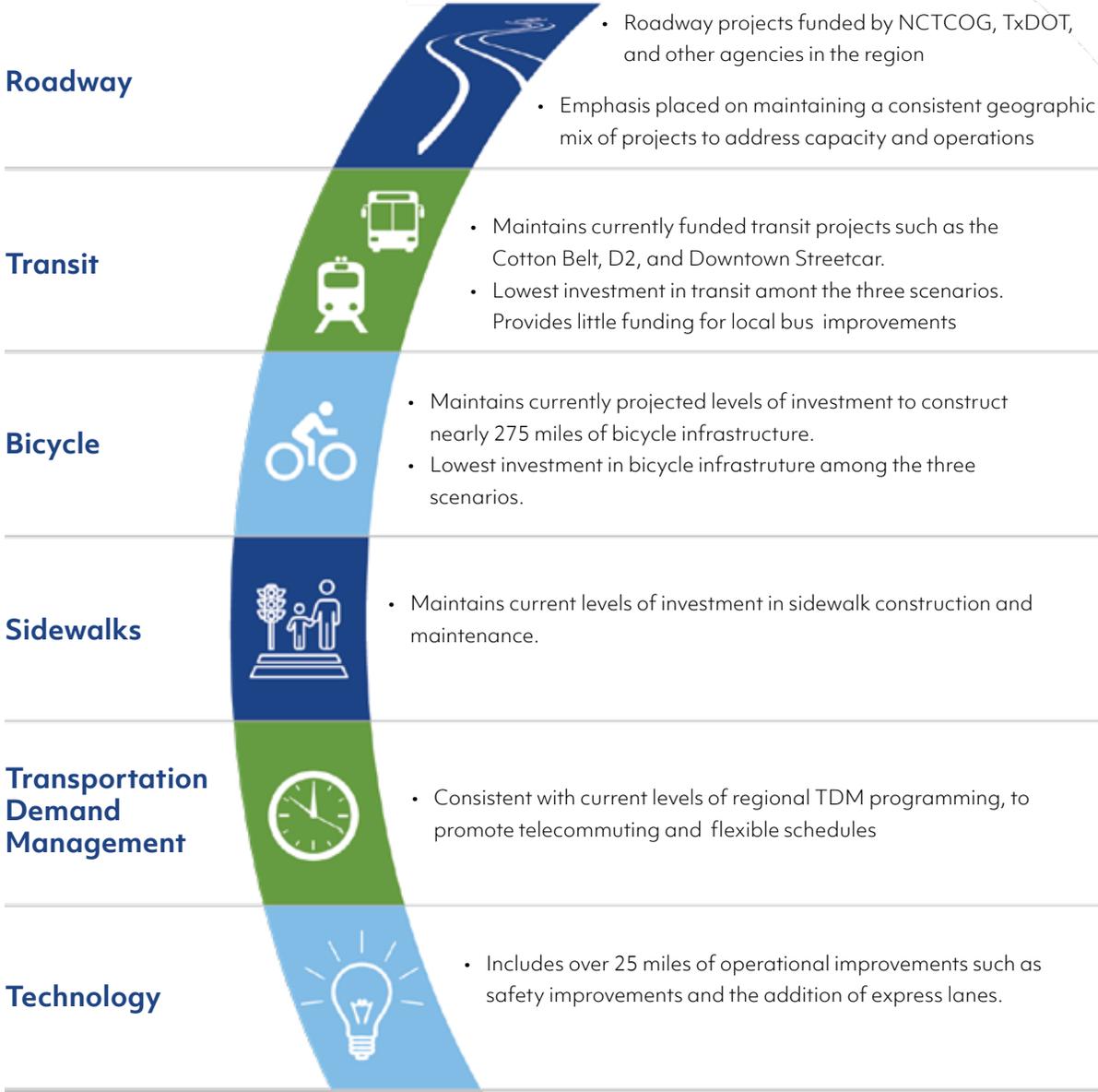
**463**  
New Roadway Lane Miles

**48**  
New Miles of Transit

**273**  
New Miles of Bikeway & Trails

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Total cost by **2045**  
\$\$\$\$\$



# Scenario C: Regional Corridor Growth

This scenario focuses on connecting the City of Dallas to the greater Dallas-Fort Worth area through regionally significant transit and roadway projects. The land use portion is composed of growth focused around regional activity centers and along regional corridors, creating wedges of existing low-medium density residential areas.

## Land Use

Promotes growth along highway corridors and regional development

**541** 

New Roadway Lane Miles

**74** 

New Miles of Transit

**307** 

New Miles of Bikeway & Trails

Total cost by 2045

**\$\$\$\$\$**

## Roadway

- Over 500 miles of roadway projects throughout the City of Dallas.
- Emphasis placed on roadway widening projects for regional and freeway routes.

## Transit

- Provides nearly 80 miles of regional transit infrastructure.
- Shifts focus from City center projects to more regionally scaled extensions of the rail system.

## Bicycle

- Provides over 300 miles of bicycle infrastructure across the City of Dallas.
- Infrastructure shifts from Scenario B to provide regional commuter trails.

## Sidewalks

- Maintains current levels of investment in sidewalk construction and maintenance

## Transportation Demand Management

- Moderate increases in TDM investments beyond Scenario B programming.

## Technology

- Includes over 25 miles of operational improvements such as safety improvements and the addition of express lanes.



## Scenario Performance

Driving Principle	<b>Scenario A</b> Compact and Connected	<b>Scenario B</b> Business as Usual	<b>Scenario C</b> Corridor-based Growth
 <p>Economic Vitality</p>	<p><b>BEST</b></p> <p>serves the most jobs and households and invests the most in Priority Improvement Zones</p>	<p><b>MIDDLE</b></p> <p>serves a lower amount of jobs and invests moderately in Priority Improvement Zones</p>	<p><b>MIDDLE</b></p> <p>serves a lower amount of households and invests moderately in Priority Improvement Zones</p>
 <p>Equity</p>	<p><b>BEST</b></p> <p>provides the highest mobility choice for historically disadvantaged populations often limited by the availability and affordability of transportation options</p>	<p><b>WORST</b></p> <p>continues existing levels of mobility choice for historically disadvantaged populations often limited by the availability and affordability of transportation options</p>	<p><b>MIDDLE</b></p> <p>provides a moderate increase in mobility choice for historically disadvantaged populations often limited by the availability and affordability of transportation options</p>
 <p>Housing</p>	<p><b>BEST</b></p> <p>provides the greatest access to existing affordable housing, as well as areas land banked for future affordable housing development</p>	<p><b>WORST</b></p> <p>provides the lowest access to existing affordable housing, as well as sites land banked for future affordable housing development</p>	<p><b>MIDDLE</b></p> <p>provides moderate access to existing affordable housing, as well as sites land banked for future affordable housing development</p>
 <p>Innovation</p>	<p><b>MIDDLE</b></p> <p>provides operational and safety benefits for all travelers, but may contribute to increased vehicle miles traveled or reduction in transit ridership</p>	<p><b>WORST</b></p> <p>provides limited operational and safety benefits for travelers due to gaps in system connectivity</p>	<p><b>BEST</b></p> <p>provides the greatest operational and safety benefits for all travelers due to the emphasis on a regional network and travel patterns</p>
 <p>Safety</p>	<p><b>BEST</b></p> <p>provides the highest safety benefit for road users, particularly through investment in dedicated bicycle and trail facilities</p>	<p><b>MIDDLE</b></p> <p>provides moderate safety benefit for road users, particularly through investment in vehicle infrastructure</p>	<p><b>WORST</b></p> <p>provides the lowest safety benefit for road users due to the emphasis on controlled access roadways</p>
 <p>Sustainability</p>	<p><b>BEST</b></p> <p>experiences a slight mode shift away from single occupancy vehicles, lower vehicle miles traveled, and decreased greenhouse gas emissions</p>	<p><b>WORST</b></p> <p>experiences a slight increase in single occupancy vehicle travel, higher vehicle miles traveled, and increased greenhouse gas emissions</p>	<p><b>WORST</b></p> <p>experiences a slight increase in single occupancy vehicle travel, higher vehicle miles traveled, and increased greenhouse gas emissions</p>

## Confirm the Transportation Vision

Through consultation with the general public, Mobility Advisory Committee, and the City Council, Scenario A was overwhelmingly selected as the best starting point for developing our future direction. Overall, Dallas residents expressed excitement about the transformative opportunities possible by pursuing a multimodal, neighborhood-centric strategy, and many wondered aloud: "Why aren't we already doing this?"

Scenario	Public Input Rate your preference for each of the scenarios (Out of 5)	Mobility Advisory Committee Rate your preference for each of the scenarios (Out of 5)
<b>Scenario A</b> (Compact and Connected)	4.28 ★★★★★	83%
<b>Scenario B</b> (Business as Usual)	2.29 ★★☆☆☆	8%
<b>Scenario C</b> (Corridor-based Growth)	2.99 ★★☆☆☆	8%



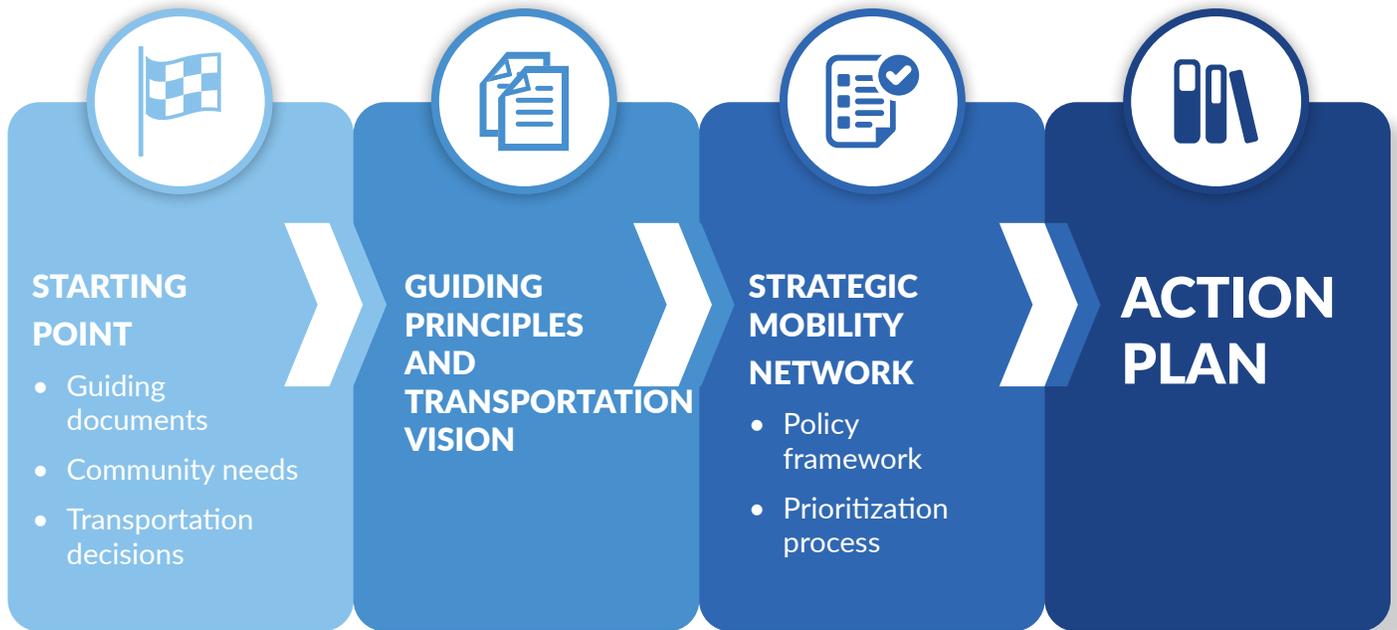
## What could we expect from this type of transportation future?

As described, the results of Scenario A informed the overall strategic direction for Dallas' Strategic Mobility Plan. This vision was refined, calibrated, and distilled into a project prioritization process and policy recommendations through continued analysis and consultation with local decision makers. The transportation vision focuses on providing mode choice and equitable connections between jobs and neighborhoods, and it de-emphasizes new roadways and roadway widening. The vision prioritizes and supports a number of transformative benefits for the city as a whole, including:



## Summary and Next Steps

The City has made a notable shift toward a broader new approach to planning in which transportation investments are prioritized in a way that advances stated community priorities. It's an approach that considered guiding documents, consulted the community, and arrived at a set of driving principles as a precursor to building a strategy and setting a course for action.



*Connect Dallas* is setting a new path for Dallas. It's a path that relies on data, land maintains a laser focus on a set of driving principles to guide the steps to come. By embracing these driving principles, the more likely we are to achieve our goals, achieve those goals more quickly, and better position ourselves to measure success.



# 3: Strategic Mobility Network

Now that we have established the Driving Principles and a transportation vision, it is time to identify the individual projects that work toward meeting our goals. Through a data-driven process, **Connect Dallas** has defined the projects and locations that will provide the most mobility benefits and identified improvements to the project delivery process. This section includes the Strategic Mobility Network, Pedestrian Priorities, Strategic Transit Investments, and recommendations for Project Delivery.



## Introduction

Implementing the *Connect Dallas* transportation vision will rely partly on the development of a strategic capital investment plan. Not all proposed projects are created equal: some contribute more toward community mobility than others by virtue of their location, their design, or the need surrounding them. For instance, a sidewalk that connects to a neighborhood park and elementary school is likely to provide major community benefits, as opposed to a sidewalk in a disconnected low-traffic neighborhood. Both improve safety and comfort for pedestrians, but strategically locating that investment can ensure that it benefits more pedestrians, as well as more vulnerable pedestrians.

Since resources are limited—both funding and time—it is important for the City of Dallas to select projects that provide the highest level of community benefits, as defined in the Driving Principles. To define this list, a spatial analysis was conducted to identify top scoring projects.

## What is the Strategic Mobility Network?

The Strategic Mobility Network is a set of projects that perform well when scored against the plan's Driving Principles. This subset of projects should not be viewed as a proposed set of investments. Instead, the identified network is intended as a data point to assist the City when selecting projects for future funding. It is expected that while many future projects will align with the strategic network, many others will be advanced as well, either because of identified need, community support, or other important factors that are not measured via the project scoring.

## How was it created?

The Strategic Mobility Network was developed through a spatial analysis of over 600 projects previously proposed around the City, as shown in the map on the following page. These projects came from the following sources:

1. 2011 Dallas Bike Plan
2. Dallas Trail Network Plan
3. City Needs Inventory (as of August 2020)
4. Downtown 360 Plan
5. NCTCOG Mobility 2045
6. NCTCOG's Veloweb 2045





## Analyzing the Network

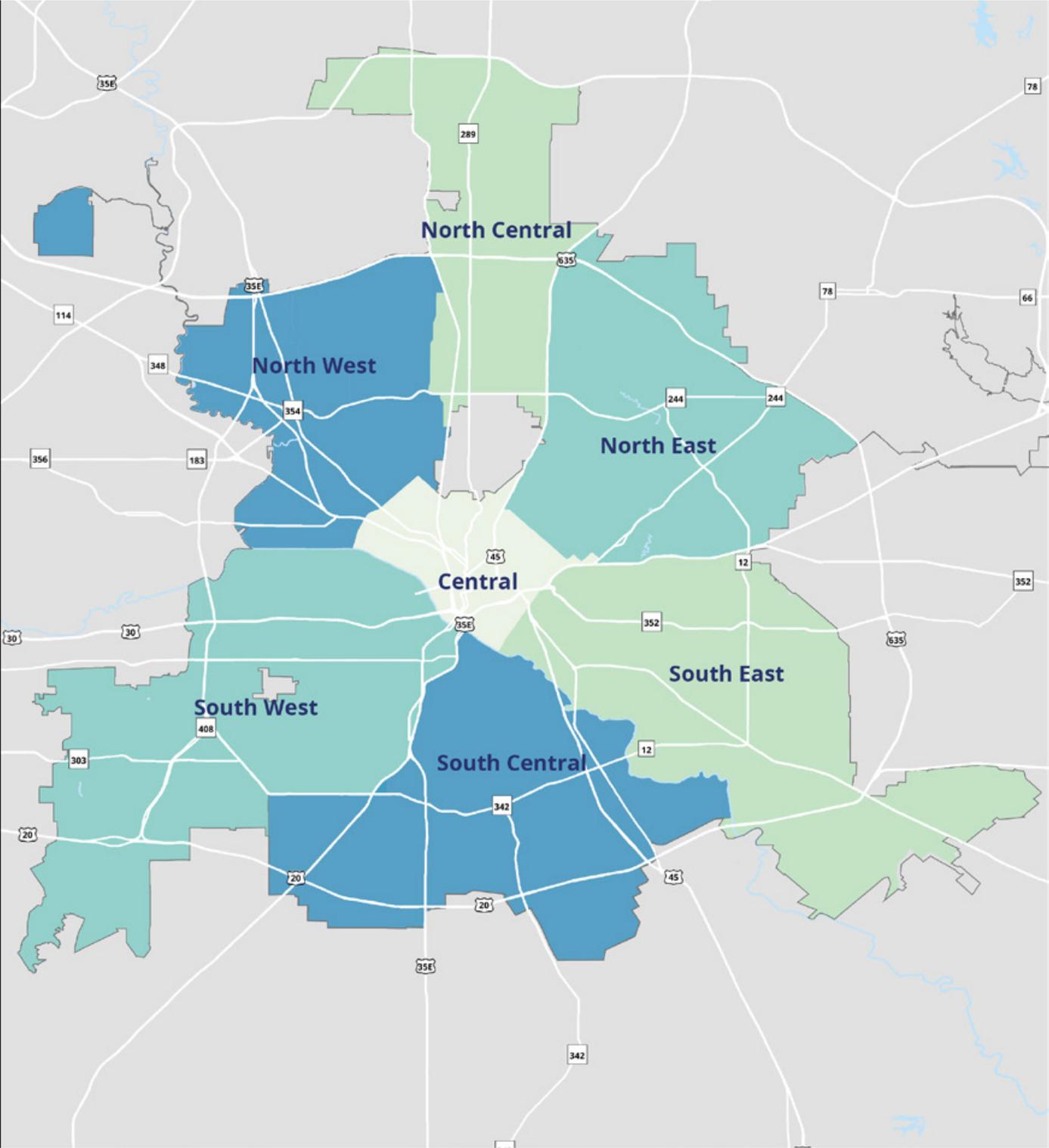
Once the projects were consolidated into a single database, they were analyzed and scored using the measures below to determine how well they contribute to the Guiding Principles.

To balance benefits across the City, projects were then divided into seven planning areas, as shown on the next page. These planning areas are intended to be more broad than individual Council districts, with more logical termini for projects. The limits of the planning areas were developed by the Planning and Urban Design Department for use in the upcoming ForwardDallas! Comprehensive Plan. The top scoring projects within each planning area were then defined as part of the Strategic Mobility Network, due to their likely ability to positively impact the community around them.

Driving Principle	Measures and Considerations
 <b>SAFETY</b>	<ul style="list-style-type: none"> <li>• Location on High Injury Network</li> </ul>
 <b>ENVIRONMENTAL SUSTAINABILITY</b>	<ul style="list-style-type: none"> <li>• Proximity to the DART High Priority Transit Network</li> <li>• Diversity of land use</li> <li>• Bicycle network connectivity</li> <li>• Walkability based on intersection density</li> </ul>
 <b>EQUITY</b>	<ul style="list-style-type: none"> <li>• Demographic data such as median income, race &amp; ethnicity, and education levels.</li> </ul>
 <b>ECONOMIC VITALITY</b>	<ul style="list-style-type: none"> <li>• Location within Federal Opportunity Zones</li> <li>• Location within half mile of DART rail stations</li> <li>• Density of trip generators nearby</li> <li>• Employment density</li> </ul>
 <b>HOUSING</b>	<ul style="list-style-type: none"> <li>• Density of home-based trips nearby</li> </ul>
 <b>INNOVATION</b>	<ul style="list-style-type: none"> <li>• Innovation was not considered for spatial analysis. Instead, Innovation will be addressed through the Policy Modernization recommendations.</li> </ul>
<b>OTHER</b>	<ul style="list-style-type: none"> <li>• Existing congestion</li> </ul>

The projects on these maps should be considered high priorities when developing a Capital Improvement Program, but should not be considered exclusive. Other projects that respond to community need will continue to be identified as plans are updated and planning and engineering studies are completed. As projects are identified they should be scored and ranked using the **Connect Dallas** framework to assess whether they should be prioritized for funding.

CONNECT DALLAS PLANNING AREAS



## Project Types & Definitions

For the purpose of viewing the maps on the following pages, the projects included in the Strategic Mobility Network were assigned to one of the six following categories:

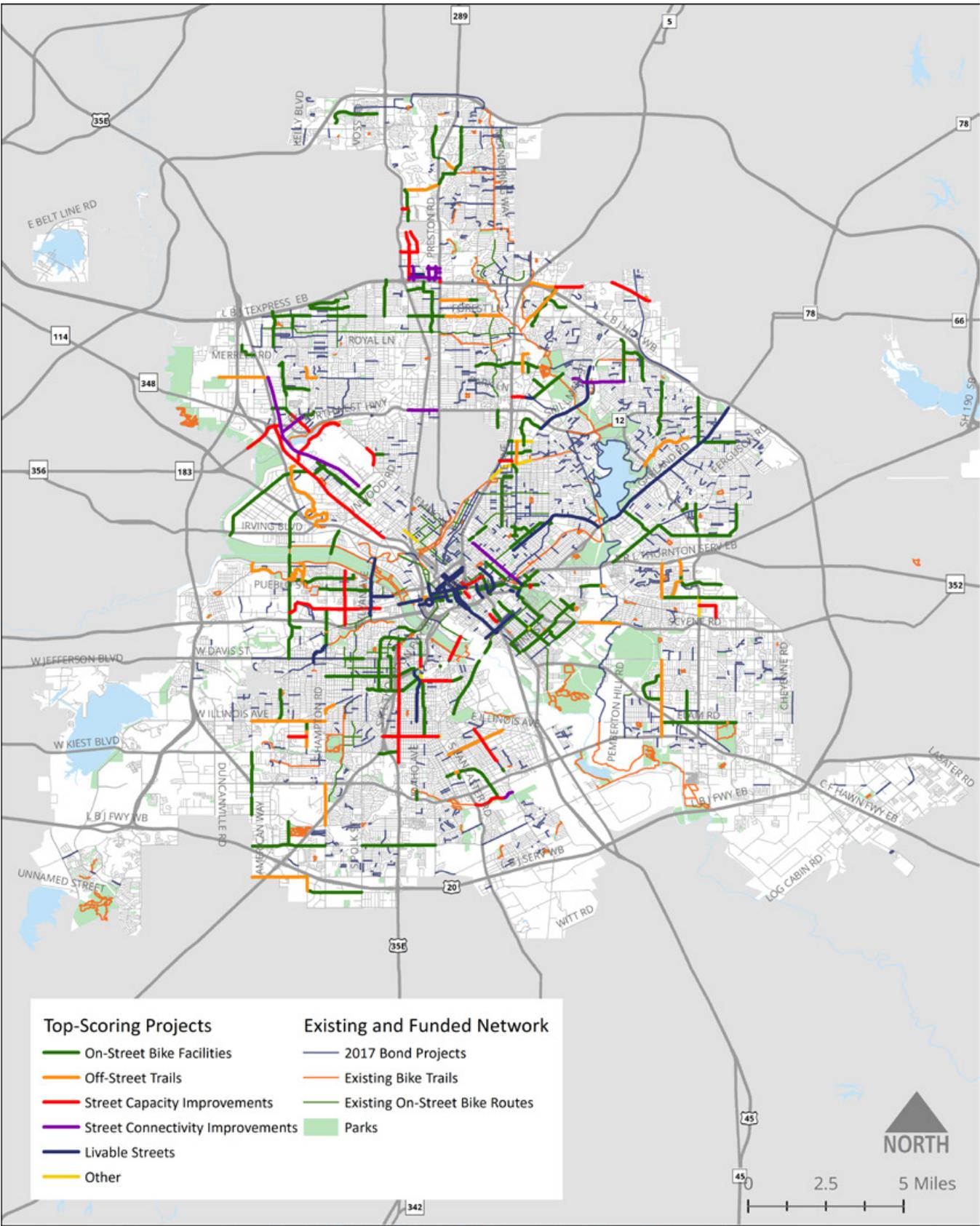
- **Trails:** Off-Street bicycle and pedestrian facilities.
- **On-Street Bike Improvements:** The addition of dedicated on-street bicycle facilities, including buffered bike lanes, painted bike lanes, shared lane markings and bicycle boulevards. Most of these are created through re-striping or lane re-allocation.
- **Street Capacity Projects:** Roadway construction projects that add additional vehicle capacity.
- **Livable Streets Projects:** Roadway projects that maintain or reduce the number of lanes, traffic calming projects, or road diets.
- **Street Connectivity Projects:** New roadway construction to complete a critical connection.
- **Other:** Select locations identified in previous planning efforts simply as "needs further study." These corridors should continue to be evaluated going forward.

If implemented as shown on the map, this strategy would add over



# 209 miles

OF DEDICATED BIKEWAYS,  
TRAILS AND ON-STREET  
CONNECTIONS TO THE  
CITY'S MOBILITY NETWORK.



## Central Planning Area

### Description

The Central Planning Area includes Downtown Dallas and the surrounding neighborhoods, including Cedars, Deep Ellum, the Design District and Uptown. Traditionally Downtown has been a commercial destination, but this area is quickly gaining population as people search for a more urban lifestyle. While much of the Central area includes a well-connected street grid, the interstates and the Trinity River form major barriers. Walkability and encouraging mixed land uses are major goals in this area. This area is the most well-connected by transit since all rail lines converge in Downtown.

131,836

2020 Population

314,257

2017 Jobs

48%

Population growth 2010-2020

### Major Destinations

- Downtown Dallas
- Uptown
- Deep Ellum
- Design District
- Medical District

### Diversity

60%  
White

18%  
Black

6%  
Asian

32%  
Hispanic

15%  
Other/Multiple  
Races

### Featured Project

#### HARWOOD STREET ROAD DIET

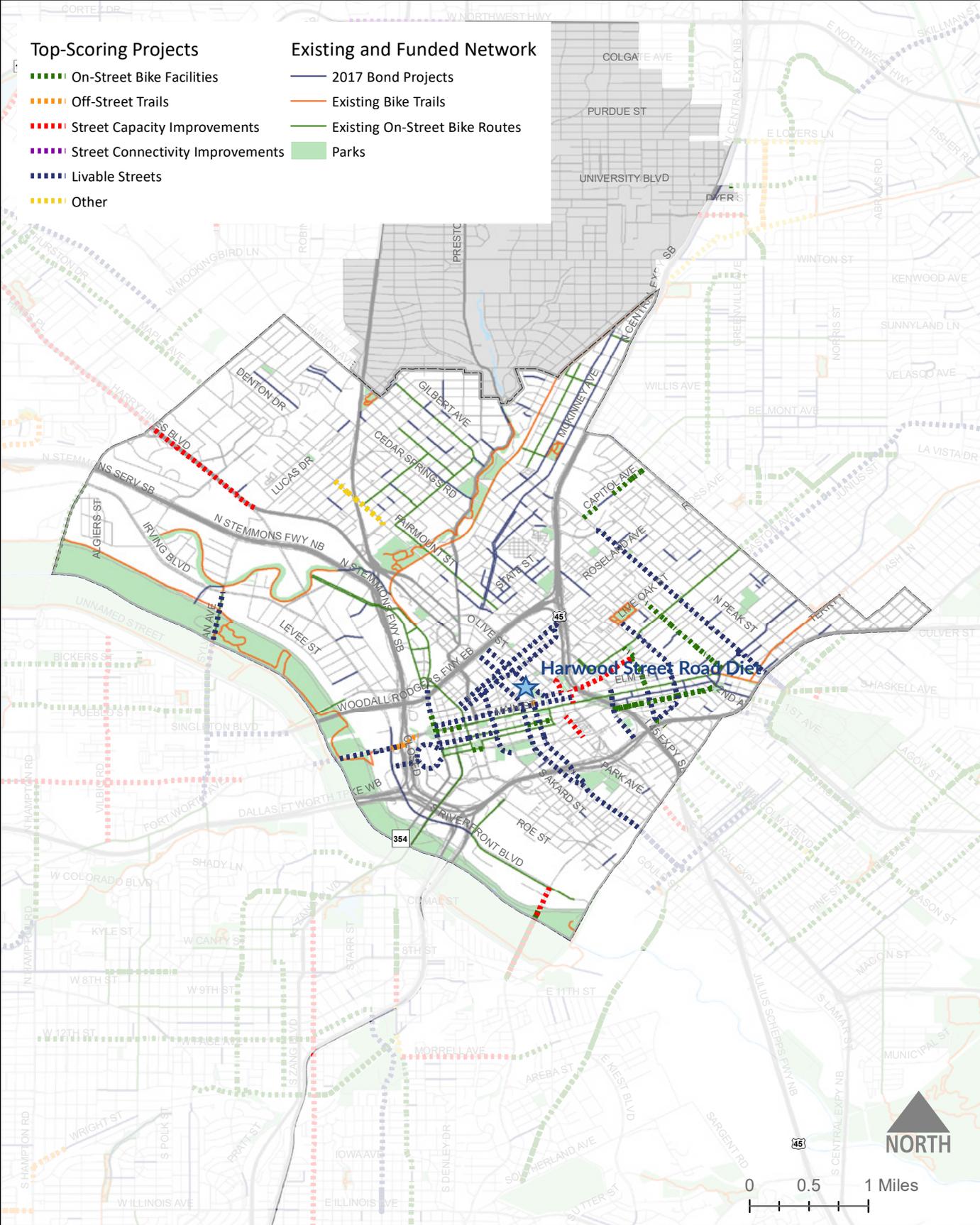
This project, recommended in the Downtown 360 plan, would narrow the roadway to 2 vehicle lanes, creating space for bicycle facilities. This would likely be implemented through a lane re-allocation or re-striping project, but would also require signal improvements.

Total Score	Safety	Environmental Sustainability	Equity	Economic Vitality	Housing
46/46*	★★★	★★	★★	★★★	★★★

★★★ = Project scores highly for this goal   ★★ = Project scores in the middle for this goal   ★ = Project does not score well for this goal

\* Top project score calculated based on highest-scoring project in this service area (varies by area)

# STRATEGIC ROADWAY NETWORK: CENTRAL PLANNING AREA



Council Districts

1, 3, 4, 6

## South West Planning Area

### Description

The South West Planning Area represents a large and varied section of the City, including neighborhoods such as Bishop Arts District, Oak Cliff, Trinity Groves and West Dallas. Areas closer to Central Dallas are generally dense and well-connected, while areas further to the south and west become more suburban in nature. Mobility goals in this area include a focus on multimodal connectivity in the more urban areas, with a focus on safety further afield. The DART Red Line currently serves this area, though the far southwest areas are not connected to high-capacity transit.

226,912

2020 Population

70,983

2017 Jobs

14%

Population growth 2010-2020

### Major Destinations

- Bishop Arts District
- Dallas Executive Airport
- Trinity Groves

### Diversity

48%  
White

19%  
Black

1%  
Asian

71%  
Hispanic

31%  
Other/Multiple  
Races

### Featured Project

#### WEST ILLINOIS AVENUE SHARED-USE PATH

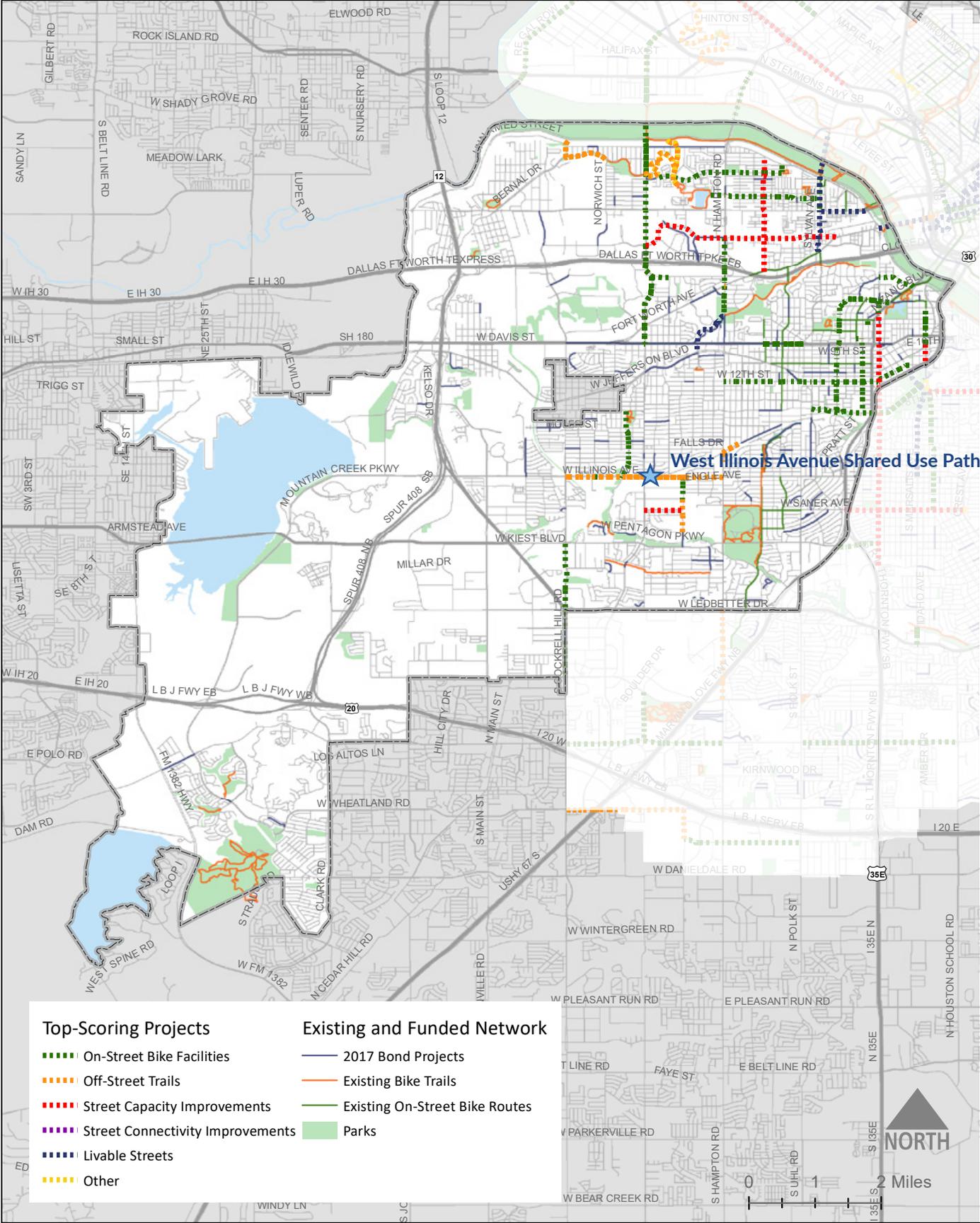
This project would create a shared-use path on West Illinois Avenue from South Cockerell Hill Road to South Hampton Road. This could be constructed as part of future roadway improvements, or as a standalone project.

Total Score	Safety	Environmental Sustainability	Equity	Economic Vitality	Housing
37/38*	★★★	★★	★★★	★★★	★★

★★★ = Project scores highly for this goal   ★★ = Project scores in the middle for this goal   ★ = Project does not score well for this goal

\* Top project score calculated based on highest-scoring project in this service area (varies by area)

STRATEGIC ROADWAY NETWORK: SOUTH WEST PLANNING AREA



Council Districts

2, 3, 4, 7, 8

## South Central Planning Area

### Description

The South Central Planning Area generally covers the area south of Central Dallas between US 67 and I-45. This area is largely residential in nature, with higher densities to the north, and suburban or rural character areas to the south. Industrial areas are prevalent near I-20. Street patterns in this area are more curvilinear, presenting barriers to walkability. Goals in this area include improving safety for those walking and biking, as well as providing connections to employment opportunities in the area. This area is currently served by the DART Blue Line.

149,466

2020 Population

28,050

2017 Jobs

7%

Population growth 2010-2020

### Major Destinations

- Dallas Zoo
- North Texas VA Hospital
- UNT Dallas
- Red Bird Mall

### Diversity

13%  
White

70%  
Black

1%  
Asian

26%  
Hispanic

16%  
Other/Multiple  
Races

### Featured Project

#### SOUTH EWING AVENUE BIKE FACILITY

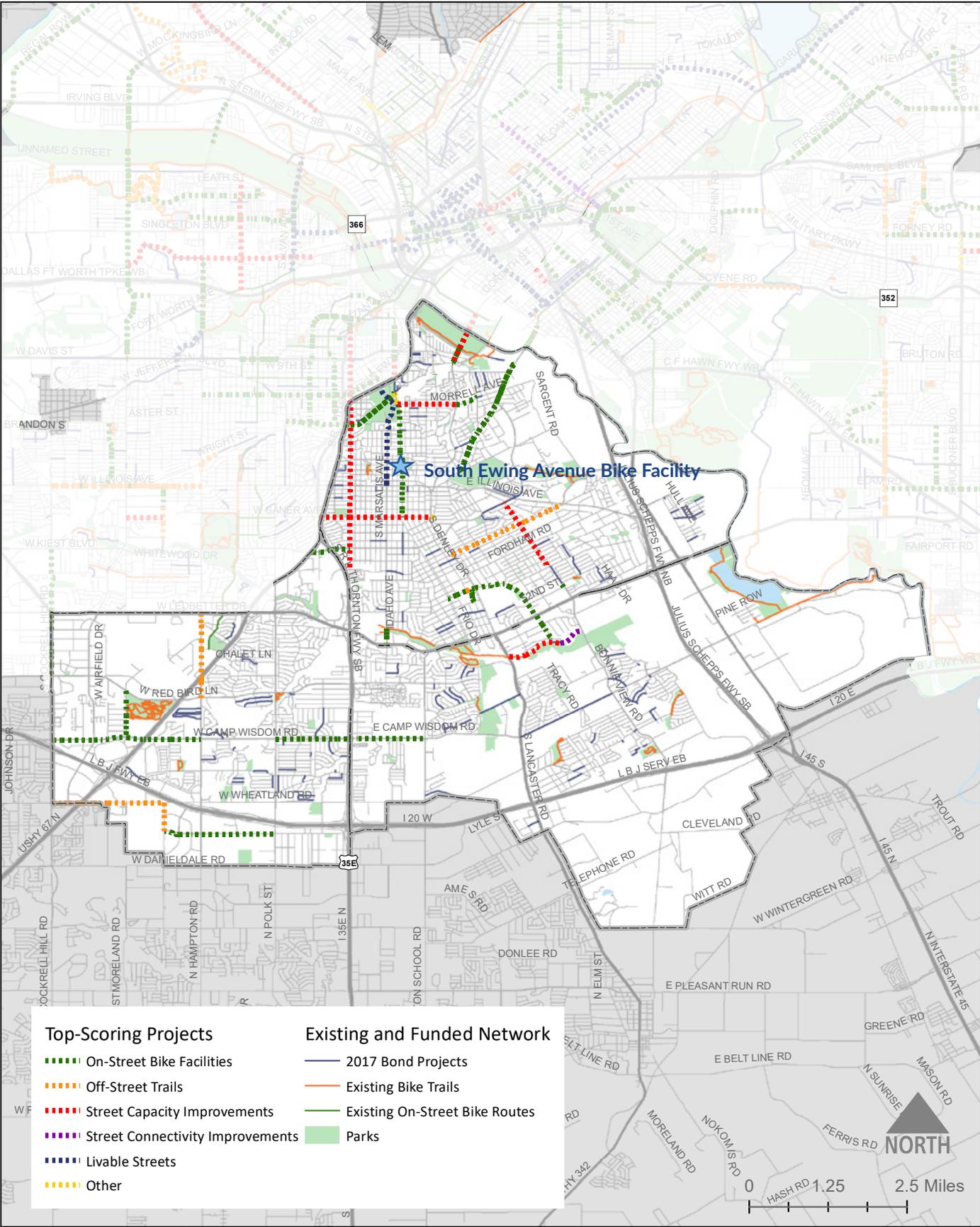
This project would create a dedicated bike facility on South Ewing Avenue between Morrell Ave and E Saner Ave. This would likely be implemented as part of future roadway improvement efforts.

Total Score	Safety	Environmental Sustainability	Equity	Economic Vitality	Housing
38/38*	★★★	★★★	★★★	★★★	★★

★★★ = Project scores highly for this goal    ★★ = Project scores in the middle for this goal    ★ = Project does not score well for this goal

\* Top project score calculated based on highest-scoring project in this service area (varies by area)

# STRATEGIC ROADWAY NETWORK: SOUTH CENTRAL PLANNING AREA



# South East Planning Area

## Description

The South East Planning area includes largely residential areas between the Trinity River and I-30. This area also includes a significant amount of open space surrounding White Rock Creek. Street patterns are largely connected grids near Central Dallas, with more curvilinear suburban neighborhoods further to the southeast. Goals in this area include a focus on connectivity and creating connections to the area's light rail stations to improve opportunities for multimodal travel. This area is currently esrved by the DART Green Line.

196,988

2020 Population

30,146

2017 Jobs

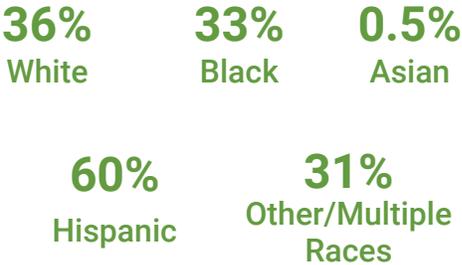
11%

Population growth 2010-2020

## Major Destinations

- Fair Park
- Trinity River and White Rock Creek Trails

## Diversity



## Featured Project

### SOUTH MALCOLM X BOULEVARD BIKE FACILITY

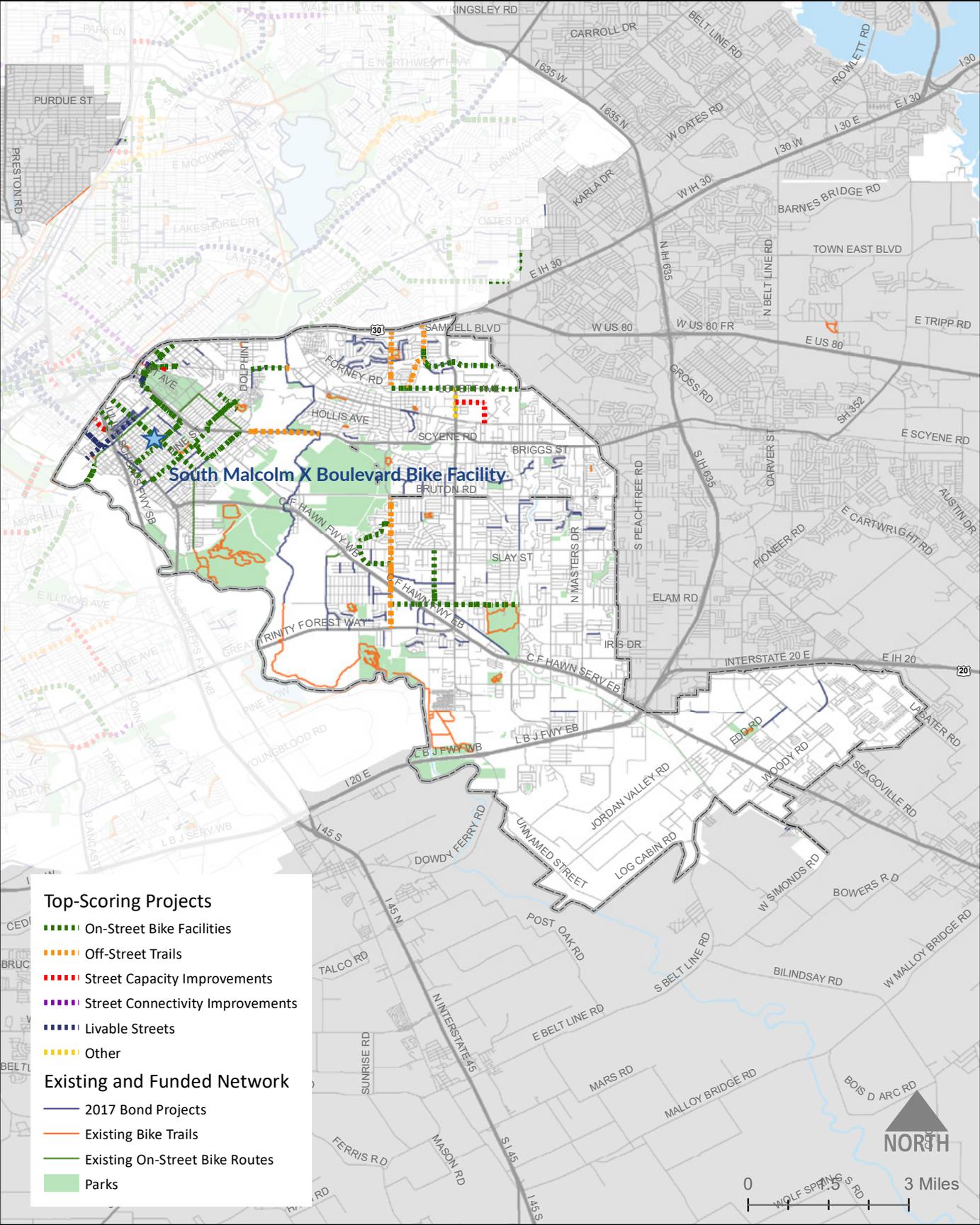
This project, recommended in the Downtown 360 plan, would create a dedicated bike facility on S Malcolm X Boulevard between Deep Ellum and Elsie Faye Higgins Street. This would likely be implemented through a lane re-allocation to utilize existing roadway space.

Total Score	Safety	Environmental Sustainability	Equity	Economic Vitality	Housing
42/43*	★★★	★★★	★★	★★★	★★

★★★ = Project scores highly for this goal    ★★ = Project scores in the midde for this goal    ★ = Project does not score well for this goal

\* Top project score calculated based on highest-scoring project in this service area (varies by area)

# STRATEGIC ROADWAY NETWORK: SOUTH EAST PLANNING AREA



## North West Planning Area

### Description

The North West Planning Area includes a significant amount of relatively dense single-family residential areas, as well as heavy industrial uses along the Trinity River. Love Field is a major destination, though connectivity by transit, walking and biking has long been a challenge. Walkability is a major challenge in this area, as many residential areas lack sidewalks, and street connectivity to downtown is also a challenge. The area is currently served by the DART Green and Orange lines.

121,859

2020 Population

161,841

2017 Jobs

14%

Population growth 2010-2020

### Major Destinations

- Dallas Love Field Airport
- Medical District

### Diversity

61%  
White

7%  
Black

5%  
Asian

58%  
Hispanic

26%  
Other/Multiple  
Races

### Featured Project

#### COMMUNITY DRIVE LIVABLE STREETS IMPROVEMENTS

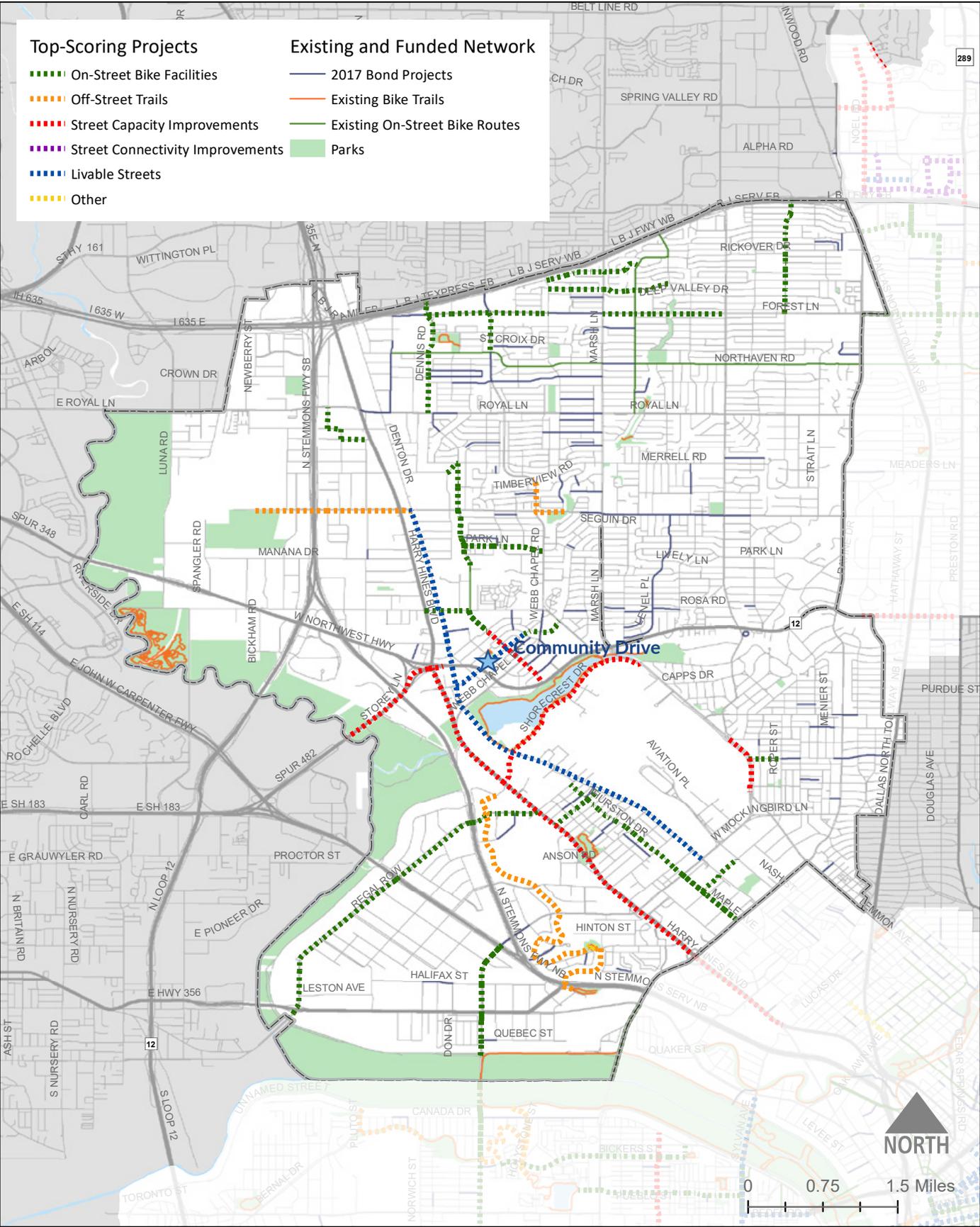
This project would reconstruct the existing roadway to include bike lanes and sidewalks for improved safety and mobility. This would help provide a critical multimodal connection between the corridor's many apartments and employers.

Total Score	Safety	Environmental Sustainability	Equity	Economic Vitality	Housing
34/35*	★★★	★★	★★★	★★★	★★★

★★★ = Project scores highly for this goal    ★★ = Project scores in the middle for this goal    ★ = Project does not score well for this goal

\* Top project score calculated based on highest-scoring project in this service area (varies by area)

# STRATEGIC ROADWAY NETWORK: NORTH WEST PLANNING AREA



## North Central Planning Area

### Description

This area consists largely of the area north of the Park Cities between the Dallas North Tollway and US 75. The area consists largely of suburban-style residential development, with major commercial destinations along the major corridors, such as the Galleria, North Park Center. East-West Connectivity is a challenge in this area, with most streets taking on a curvilinear nature. However, many creeks and waterways provide opportunities for a robust trail system that connects throughout the area. This area will be served in the future by the Silver Line DART light rail line currently under construction.

196,330

2020 Population

160,385

2017 Jobs

13%

Population growth 2010-2020

### Major Destinations

- Galleria Mall
- NorthPark Center
- Preston Ridge Trail park

### Diversity

60%  
White

15%  
Black

9%  
Asian

26%  
Hispanic

15%  
Other/Multiple  
Races

### Featured Project

#### GALLERIA/VALLEY VIEW MALL STREET NETWORK

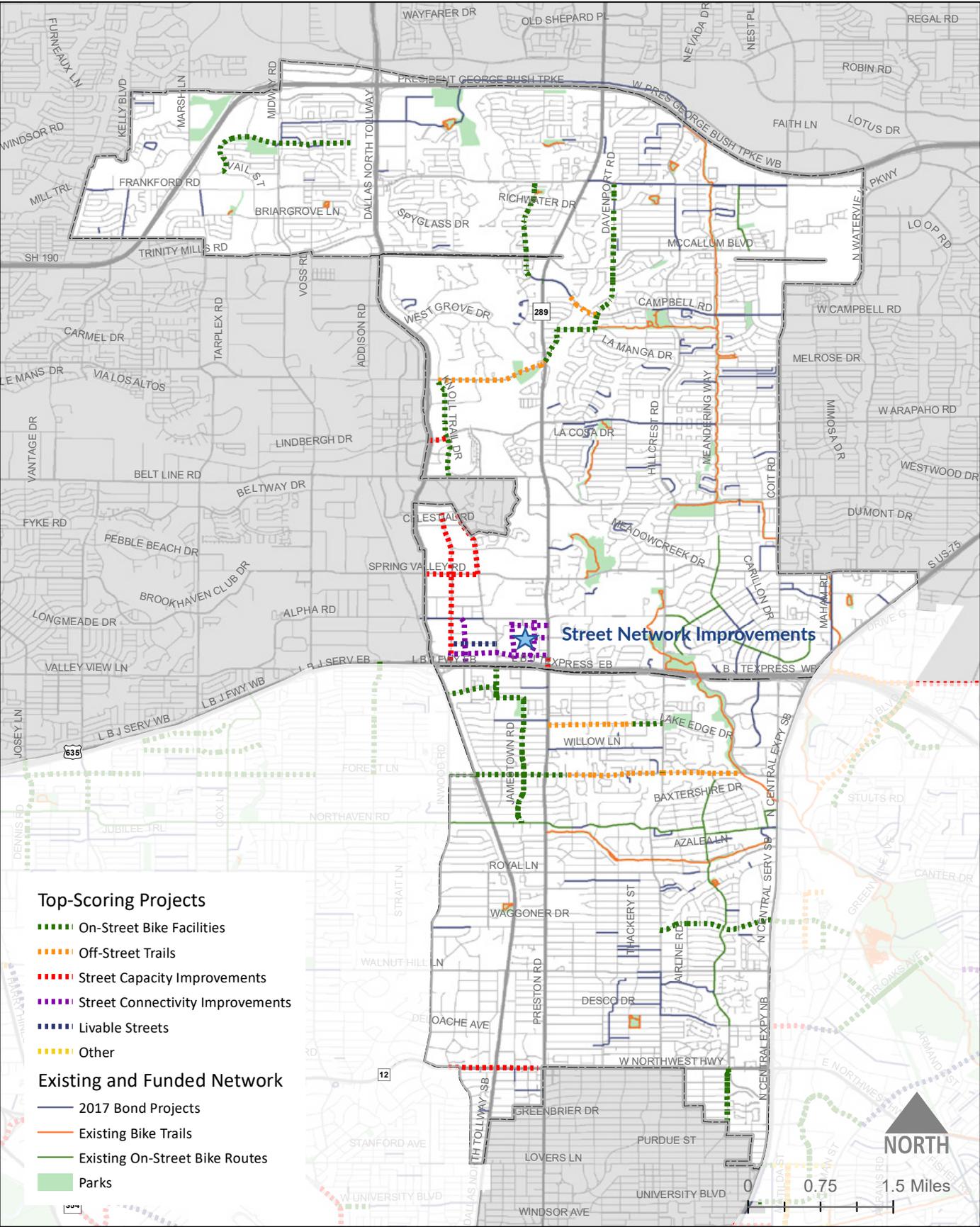
These projects would create a connected street grid surrounding the two major destinations, including multimodal facilities. This would create additional travel options in a congested area.

Total Score	Safety	Environmental Sustainability	Equity	Economic Vitality	Housing
24/31*	★★	★★	★★★	★★★	★★★

★★★ = Project scores highly for this goal   ★★ = Project scores in the middle for this goal   ★ = Project does not score well for this goal

\* Top project score calculated based on highest-scoring project in this service area (varies by area)

# STRATEGIC ROADWAY NETWORK: NORTH CENTRAL PLANNING AREA



**Council Districts**

2, 7, 9, 10, 14

## North East Planning Area

### Description

This planning area is largely residential with some commercial or industrial uses along major corridors. White Rock Lake park is a major features in the center of the area, along with White Rock Creek that bisects the area from north to south. Together, these form a major recreational corridor and the backbone of the City's trail system. The area is currently served by the DART Red and Orange lines, which run adjacent to US 75, and by the Blue line.

327,493

2020 Population

146,817

2017 Jobs

15%

Population growth 2010-2020

### Major Destinations

- White Rock Lake Park
- White Rock Creek Trail System
- Mockingbord Station

### Diversity

54%  
White

20%  
Black

5%  
Asian

38%  
Hispanic

20%  
Other/Multiple  
Races

### Featured Project

#### GASTON AVENUE TRAFFIC CALMING

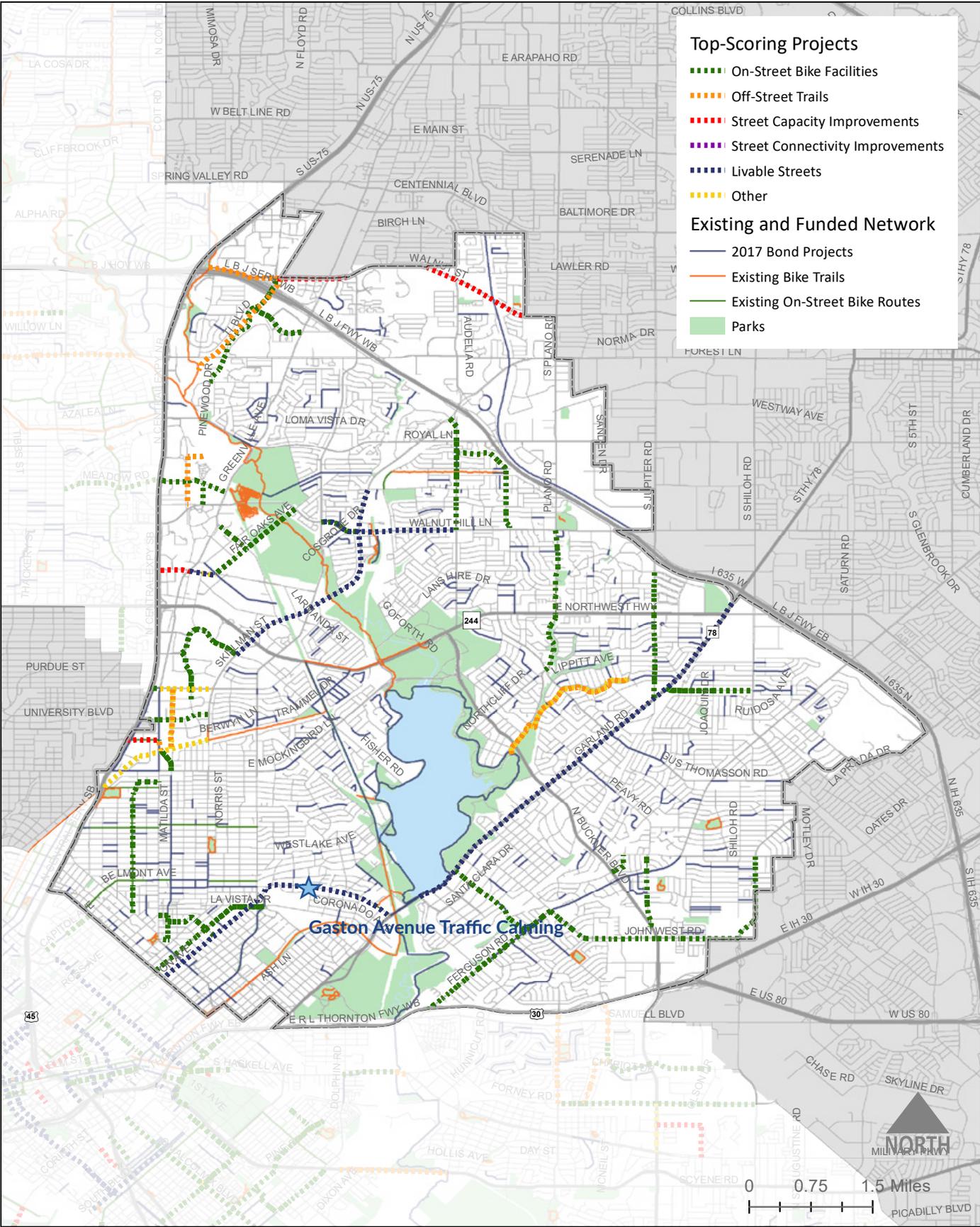
This project, recommended in the City's Needs Inventory, would implement traffic calming and complete streets improvements between downtown and Garland Road. This would include updated lighting, sidewalk improvements, and speed management.

Total Score	Safety	Environmental Sustainability	Equity	Economic Vitality	Housing
31/36*	★★★	★★★	★★	★★	★★★

★★★ = Project scores highly for this goal   ★★ = Project scores in the middle for this goal   ★ = Project does not score well for this goal

\* Top project score calculated based on highest-scoring project in this service area (varies by area)

# STRATEGIC ROADWAY NETWORK: NORTH EAST PLANNING AREA



## Pedestrian Priorities

Currently, the City of Dallas owns and maintains approximately 4,400 miles of sidewalk. However, according to City data, only 1,200 miles are undamaged or unobstructed in some way, and over 2,100 miles of the sidewalk network are missing. As an important part of a complete mobility system, the City is seeking to improve the overall quality of the sidewalk network, ensuring the network serves those of all ages and abilities.

In late 2020, the City of Dallas began the development of a Sidewalk Master Plan. This plan will analyze the City's existing sidewalk network, to identify priority sidewalk locations for new construction or improvement to ensure a high-level of mobility throughout the City.

### Priority Heatmap

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As a starting point for that plan, *Connect Dallas* identified a pedestrian priority map based on several factors that align with *Connect Dallas* goals. This heatmap was created for the entire city limits to determine which areas should be top priorities for pedestrian improvements as the plan develops. The factors used to develop this map include:

- **Pedestrian High Injury Network:** As part of the City's Vision Zero initiative, the City has identified roadways where a high frequency or severity of crashes involving pedestrian occur.
- **Proximity to transit:** areas within half mile of existing rail stations.
- **Population density:** areas with a high population density
- **Intersection density:** areas with a high frequency of roadway crossings (considered to be areas with a walkable grid network)
- **Vulnerable populations:** areas with a high percentage of Black, Hispanic, senior citizens, or low-income residents.

Currently, the City of Dallas owns and maintains approximately **4,400 miles** of sidewalk.



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However, according to City data, only **1,200 miles** are undamaged or unobstructed in some way.

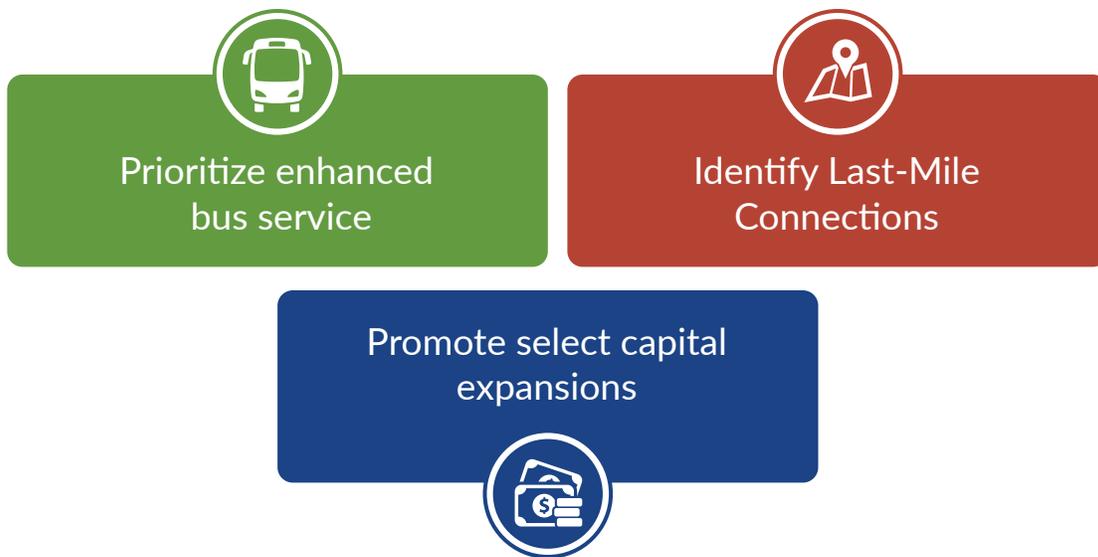


## Strategic Transit Investments

DART is currently in the process of updating their Transit System Plan. The updated plan, to be released in 2021, will identify a long-term transit investment strategy for the entire region, including bus service enhancements and capital expansion.

The DSMP recognizes the importance of high-quality transit service to improve the sustainability, equity, and economic vitality of the city. The strategic transit recommendations identified here do not identify specific projects, in recognition of the importance of DART's own planning process. Rather, these are the types of transit investments that are called for in the transportation vision. The preferred transportation vision and Driving Principles should serve as policy guidance for the City in discussions about future transit improvements with DART and regional partners, and evaluating the impact of changes to public transit.

Some example recommendations the City should emphasize include:





#### Prioritize enhanced bus service

---

For the past decade, DART has focused on constructing major light rail expansions, most of which connect from the suburbs to downtown Dallas. While these lines provide high-quality, attractive service, the hub-and-spoke system leaves many “wedges” of the city without access to high-quality transit. DART should prioritize the implementation of high-capacity bus corridors to link neighborhoods with major employment destinations, and with existing light rail lines. This service may take many forms, including simply increasing frequency on local lines, or providing dedicated transit lanes to speed travel.

High-capacity bus service is generally less expensive to construct than light rail, and typically utilizes existing right-of-way, meaning implementation can be completed more quickly, and the same investment can provide more miles of transitway. These selected corridors should be designed as a comprehensive network, and should work toward a specific goal, such as providing high-frequency service within one mile of every Dallas household.



#### Identify and Prioritize Last-Mile Connections

---

The City of Dallas should work with DART to identify areas where significant last-mile challenges exist, such as areas that are missing sidewalks or trails to access stop locations, or where stops are more than one mile apart. These areas should be prioritized for sidewalk improvements, trail connections, or bike share locations to facilitate connections to bus stops.

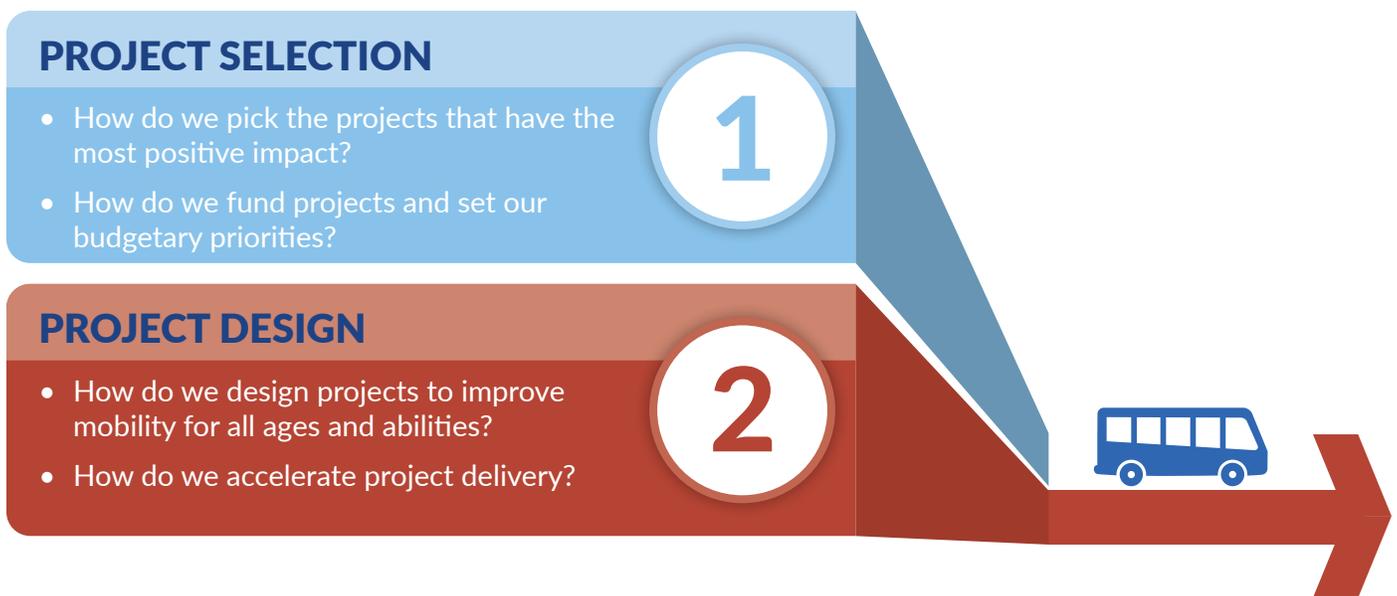
In some underserved areas of the City, DART has developed a pilot program with transportation network companies (TNCs) such as Uber or Lyft. This program subsidizes TNC rides that begin or end at a transit station and occur within a dedicated area. The success of this program should be evaluated, and expanded to additional areas that may benefit.





## Project Delivery

The path to a sustainable, equitable, and competitive Dallas requires a plan of action. Through *Connect Dallas*, the City has established a guidebook for achieving stated goals through incremental—but strategic—actions related to mobility. The Action Plan in Chapter 7 outlines the necessary steps (including processes and policies) for the City to fully leverage mobility in the years to come. These steps involve departments and divisions throughout the City and occur throughout the life cycle of a project, which includes three stages:



COVID-19 has affected the ways cities function and thrive. Funding streams, travel patterns, workforce profiles, and community values have changed. While **Connect Dallas** began before COVID-19, the recommendations and strategic direction remain relevant. As a long-term strategy for a changing city, **Connect Dallas** responds to the shifting needs and priorities that likely will occur in the decades to come. In many ways, the pandemic has accelerated these trends. Providing multiple travel mode choices, creating an adaptive transportation network, and developing neighborhood-centric land use patterns are more critical now than ever. A resilient Dallas will thrive in a post-COVID world. Now, more than ever, this strategic action plan provides the City of Dallas a road map to identify and respond to a changing world, and to adapt for long-term vitality.



**Connect Dallas** prepares the City to harness unexpected opportunities, such as federal infrastructure stimulus funding and grant opportunities. The process also demonstrates the City's commitment to data-driven decision making, which is a federal planning priority, by clearly identifying a way to select projects based on their contribution to identified goals. Following this process, the City best positions itself for competitive federal awards.



## Project Selection

Project selection is the first step to delivering the City's strategic mobility vision. Hundreds of transportation projects throughout the City have been suggested through previous planning efforts. Since limited resources prevent us from constructing all of them, the project selection process ensures projects chosen for implementation advance established community goals and meet stated criteria.

***The Driving Principles shall be the starting point for prioritizing all capital improvement projects. Project selection shall remain a data-driven process with a firm focus on continuous improvement.***

## Data-Driven Process

---

Project selection should be an objective, data-driven process to make the best of limited city budgets. A critical outcome of **Connect Dallas** is the data-driven prioritization framework that outlines each project's utility to the City as future decisions are made. This standardized process guides the City to evaluate projects based on City-adopted goals.

The prioritization framework tool:

- Modernizes City processes to focus on data rather than perceived need or political pressure
- Prioritizes those projects that are multi-beneficial, contributing to the achievement of the goals presented in the DSMP and other City plans

## Continuous Process Improvement

---

The project selection process, and the criteria used, should be evaluated regularly for consistency with City priorities. This evaluation process should evolve to incorporate new City goals and data from newly adopted plans. The project selection criteria also should be revisited each year to determine its relevancy and how well it serves the selection process. Finally, regular check-ins of the selection process should include communications with other departments to ensure integration. To fulfill this evaluation process, the City's Transportation Committee should complete an annual audit of the project evaluation, selection, and funding process.

## Project Design

Once a project is selected, the next stage is project design. During this stage, the City will create detailed plans and design that ensure potential projects contribute to mobility (based on the prioritization process) and maximize the contribution to City goals.

### Complete Streets

In January 2016, the City of Dallas adopted its Complete Streets Design Manual to build “streets that are safe and comfortable for everyone: young and old; motorists and bicyclists; walker and wheelchair users; bus and train riders alike.”

The Complete Streets Design Manual established the goal to design streets that:

- Enhance the public realm rather than serve as mere traffic conduits
- Provide for multiple transportation modes—pedestrian, bicycle, transit, and automobile—and include environmentally sustainable solutions appropriate for the situations
- Reflect that all streets are not the same
- Use design solutions that are specific to the context
- Support flexibility to accommodate changing needs, and allow change to occur incrementally

The Complete Streets Design Manual also established objectives for achieving those goals:

- Establish a new street design process, policies, and standards that integrate Complete Streets and Integrated Stormwater Management (iSWM) principles
- Provide effective and timely opportunities for community stakeholder input on the design priorities, costs, benefits, and trade-offs of proposed street improvements
- Develop a strategy for systematic and phased implementation over time through both public and private improvements



In Dallas, project design will look to its own detailed guidance for Complete Streets while also advancing safe street initiatives.

The Complete Streets Design Manual is a valuable reference for developers, City staff, and policymakers to evaluate project design elements in various contexts around the city. The Manual addresses the context-specific needs by street type and outlines priority design element for each. All projects should utilize the Project Development Form developed through the 2019 Street Process Manual. This project should be updated periodically as clarifications or modifications are needed.

## Safe Streets

Project design should prioritize ways to reduce pedestrian and bicycle fatalities. These design strategies could include traffic calming devices, lower design speeds, separated bicycle and pedestrian facilities, and improved lighting, among others.

### RESOURCES AVAILABLE TO GUIDE DESIGN IMPLICATIONS RELATED TO SAFETY:



The City's Vision Zero Plan is in the early stages of development and will be a critical guide in achieving safer mobility for pedestrians and bicyclists.



The City's Sidewalk Master Plan should be referenced during project design to determine priority strategies based on proximity to schools, transit, and similar destinations.



Partner Agencies (including but not limited to DART, the Planning & Urban Design Department, and the Office of Sustainability) should be consulted at every step of the project selection process and play an active role in the design process to ensure a project design integrates all City goals.

### Funding Best Practices

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Through a review of bonding and CIP process in peer cities such as Austin, Atlanta, Denver and Charlotte, several best practices emerged. These best practices have informed the Illustrative Funding Strategy found on the following pages.

**FUND MAINTENANCE SEPARATELY.** Peer cities create a separate maintenance fund that pays for street reconstructions, alleys, resurfacing, etc. This separation acknowledges the immense need for dedicated maintenance funding within the City due to aging infrastructure. These repairs should be completed on a needs basis, and not compete with other City projects that are intended to improve the mobility system or quality of life. However, maintenance projects should be evaluated to determine whether they can and should promote other mobility goals (such as a repaving providing bicycle lanes) and may be funded partly through other funds if advancing other mobility needs.

**DEDICATE FUNDING TO TECHNOLOGY IMPROVEMENTS.** Funding technology upgrades, such as laying fiber and installing transit signal priority, can help modernize the City's transportation network and prepare for the arrival of autonomous vehicles and other emerging technologies. In Dallas, the City should work with the newly formed Office of Innovation to determine its technology needs and develop a needs-based list to fund each year. To ensure the best use of this funding, the City should complete an ITS plan to prioritize needs and outline a short-term plan to address technology needs.

**DEDICATE FUNDING FOR LOCAL PRIORITY PROJECTS.** The City could set aside funding each year for neighborhoods to fund locally important projects that may not compete well on a citywide basis. Local priority projects could include a new connection to an existing greenway, traffic management on residential streets, or signing/safety improvements.

**DEDICATE ANNUAL FUNDING TO BICYCLE INFRASTRUCTURE, TRAILS, AND NEW SIDEWALK CONSTRUCTION.** Bicycle facilities, trails, and sidewalks are important pieces of the City's mobility network and should be treated equal to roadway projects.

**DEDICATE FUNDING TO VISION ZERO IMPLEMENTATION.** While the importance of Vision Zero in Dallas is well stated, the success of this plan—as well many other plans in the City—is dedicated funding.

**DEDICATE FUNDING TO TRANSIT-SUPPORTIVE MOBILITY.** While DART funds the City's transit investments, additional investments are necessary to ensure the success, efficiency and attractiveness of alternate travel options. The City should dedicate funding each year to complete sidewalks within walking distance of bus stops, repair shelters, make changes to roadways such as queue jumping or transit signal priority to improve transit travel time and reliability, and ensure safety through lighting and urban design.

#### INCREASE CLARITY OF PROJECT TYPE GROUPINGS

Projects slated for funding and construction are categorized in a number of different ways, creating confusion. Defining distinct project categories that are easily understandable by the general public is one way of increasing transparency of the project development process.

## ADEQUATELY AND SUSTAINABLY FUND MAINTENANCE.

It is imperative that the city operate in a fiscally responsible manner and be responsible stewards of public resources. This includes considering life-cycle costs of ownership when planning and funding transportation projects, adequately maintaining existing resources, and carefully considering how to fund routine maintenance.

According to the FY 2021-2025 Infrastructure Management Program, if the city continues to fund street maintenance at current levels (an average of

\$123.1 million), the average pavement condition index (PCI) score for city streets will decrease from 64.9 in FY 2021 to 60.8 in FY 2025, and 54.4 in FY 2030 (out of a possible score of 100). To keep street conditions at their current level, the city would need to double its average funding for street maintenance to \$347 million per year.

At the same time, careful consideration should be made when seeking bonds to fund ongoing capital renewal, particularly when the bond repayment schedule outlasts project's useful life.

## Do More with Maintenance Funding

Maintenance represents the vast majority of the City of Dallas' transportation budget. The 2017 Bond measure provided over \$500 million for transportation projects over 5 years, over \$300 million of which went toward maintenance projects such as road and alley resurfacing and infrastructure repairs. As our infrastructure continues to age and new projects are constructed, it is likely that needs will only increase. As discussed above, Dallas needs to double its annual maintenance spending to keep the pavement conditions of its streets at an acceptable level.

Luckily, there are many ways to make our maintenance spending work in concert with the mobility strategy. By reviewing and designing projects through the lens of the Driving Principles, there are many ways our maintenance dollars can do more.



- **Safety:** Include safety improvements as part of maintenance projects when possible



- **Economic Vitality:** Focus on areas that are likely to receive development and re-development.



- **Environmental Sustainability:** Review opportunities for bike lanes and traffic calming improvements (as applicable) as part of all maintenance projects.



- **Housing:** Ensure key connections to strategic areas are in good repair.



- **Equity:** Analyze spending to ensure infrastructure is maintained equitably across neighborhoods



- **Innovation:** Find opportunities to install fiber and new technologies during maintenance projects.

## Project Funding Categories

The City of Dallas funds capital roadway projects through a variety of means, most notably through a 5-year bond cycle. The 2017 bond provided \$500 million for transportation projects, in the categories shown below. Notably, the percentage of “livable streets” funded projects, including lane reallocations, urban design, placemaking, and active transportation facilities, is a result of the 2016 Complete Streets Design Manual.

### 2017 Bond: Transportation Project Types and Funding Breakdown

Project Type	Amount	Percent
Street Reconstruction	\$111.4 M	21.1%
Street Resurfacing	\$147.5 M	28.0%
Alley Reconstruction	\$38.8 M	7.4%
Alley Petitions	\$1.1 M	0.2%
Street Petitions	\$12.5 M	2.4%
Target Neighborhoods	\$15.8 M	3.0%
Thoroughfares	\$69.3 M	13.1 %
Intergovernmental Projects	\$58.9 M	11.2%
Streetscape/Urban Design	\$13.4 M	2.5%
Traffic Signals	\$39.2 M	7.4%
Intersection Improvements	\$2.9 M	0.5%
Street Lighting	\$2.6 M	0.5%
Sidewalks	\$14.3 M	2.7%

## Illustrative Funding Strategy

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For the 2017 bond program, maintenance needs, citizen petitions, and the priority projects of other governmental agencies had a significant impact on project selection. Going forward, the City should divide available transportation funds in a way that aligns with the Driving Principles and ensures the City is working towards the Preferred Strategy through its investments in transportation infrastructure.

### PROJECT TYPE DESCRIPTIONS

- **Maintenance.** Alley reconstruction, street reconstruction, and street resurfacing projects prioritized through the Infrastructure Management Plan process.
- **Upgrading Unimproved Streets.** Projects that upgrade unimproved streets with curb, gutter, and sidewalk without significantly increasing capacity. Upgrading unimproved streets can improve property values, encourage greater multimodal transportation, and increase safety for pedestrians.
- **Street Connectivity Improvements.** Projects that fill in gaps in the street network and increase street connectivity, thereby reducing travel distances, promoting more multimodal transportation, and improving air quality.
- **Expanding Street Capacity.** This category includes any project that increases street capacity over existing conditions. While capacity projects may benefit economic development in certain instances, these projects result in greater vehicle miles traveled and greater GHG emissions.
- **Livable Streets.** Projects that improve travel experience and promote multimodal travel without increasing capacity (e.g., streetscape enhancements, road diets or lane re-allocation, and on-street or off-street bicycle facilities that advance the priorities of the Dallas Bike Plan, Dallas Trail Network Master Plan, and local area plans).
- **Traffic Management & Technology.** New traffic signals, speed management projects, and ITS solutions and technology to improve communications.
- **Vision Zero/Safety.** Intersection Improvements, street lights, and projects recommended in the forthcoming Dallas Vision Zero Action Plan.
- **Sidewalk Plan Implementation.** Priority sidewalk improvements recommended in the forthcoming Sidewalk Master Plan.
- **Transit Enhancements.** Improvements under the City of Dallas' jurisdiction that would improve transit attractiveness, speed, and reliability (e.g., bus queue jump lanes, transit signal priority, street crossing improvements, sidewalk improvements, bus stop lighting, etc.).
- **Local Priorities.** Unallocated funding for locally important projects that may not compete well on a citywide basis (e.g., a new connection to an existing trail, traffic management on residential streets, or signing/safety improvements).

### 3: Strategic Mobility Network

 Funding Increase  
  Funding Decrease  
  Funding Remains Consistent

Project Type	Driving Principles						2017 Bond Amount	Proposed Change in Funding
	Safety	Sustainability	Equity	Economic Vitality	Housing	Innovation		
Maintenance							\$300 M	TBD
Upgrading Unimproved Streets	✓	✓	✓	✓	✓		\$45.9 M	
Street Connectivity Improvements		✓		✓			\$6.0 M	
Expanding Street Capacity				✓			\$8.5 M	
Livable Streets	✓	✓	✓	✓	✓	✓	\$80.2 M	
Traffic Management & Technology	✓	✓				✓	\$39.2 M	
Vision Zero/Safety	✓	✓	✓			✓	\$24.3 M	
Sidewalk Plan Implementation	✓	✓	✓		✓		\$14.3 M	
Transit Enhancements	✓	✓	✓			✓	\$0	
Local Priorities	✓	✓	✓	✓	✓	✓	\$0	

## Project Delivery

*In Dallas, project delivery will involve new ways to accelerate project development and to align funding with the City's Driving Principles.*

### Accelerated Project Development

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In seeking accelerated project development, the City acknowledges the need to more quickly advance community initiatives that depend on mobility solutions. To expedite project delivery, cities across the country use a wide range of methods to deliver transportation projects. These arrangements typically require more predictable processes that often limit (or distribute) the risks and responsibilities to departments and agencies within and outside city hall. Options include:

- **Create and leverage standard details** for items that are likely to be repeated across many projects in support of the City's goals. Examples include buffered bike lanes, bulb-outs or curb extensions, and median refuge islands.
- **Dedicate the necessary staff or resources to deliver projects in an accelerated timeframe.** This can be done, for example, by leveraging indefinite delivery contracts to design multiple similar projects, such as on-street bike facilities, traffic signals, pedestrian crossings, traffic calming or Safe Routes to School projects, as allowed under Texas Administrative Code Title 43. These contracts can authorize work for up to three years. In Austin, TX, by supplementing city design staff with consultant augmentation and making other strategic moves, the city averaged three to six-month implementation for \$137 million in bond funding that was allocated for bikeways, safe routes to school, and sidewalk projects (Toole, 2020).
- **Complete adequate conceptual planning and public engagement** prior to project selection and funding. Ensuring we are getting the need, purpose and scope of our projects right at the outset can save significant time and energy during the design phase. This can be streamlined by clearly defining staff responsibilities, through regular protocols and templates for public outreach, and by creating webpages and unified shared folders for complex projects



# 4: Policy Modernization Framework

Policy modernization is a major part of the *Connect Dallas* preferred strategy. In addition to developing a strategy for how we invest, policy helps us understand how we do business, and how we can impact the future on a systemic level. The recommendations in this chapter are based on national best practices and data-driven solutions.



LBU CENTRA

Spring FESTIVAL MOD

Look up these spots and find more fun activities and activities on the EAST Side from a fun collection of 2017 Local Traditions.

## Why Policy?

While infrastructure investments are necessary to achieve the vision outlined in *Connect Dallas*, policies provide the systematic framework to ensure those investments succeed. Policies include changing regulations, completing additional planning, aligning internal operations and processes, and guiding investment priorities. The policy framework ensures that distinct infrastructure investments and services are tied together into a cohesive approach to delivering the City's preferred mobility future.

The policy framework is grounded in the Driving Principles. Rather than taking a narrow focus on policies like parking or street design, the framework starts with each guiding principle and asks: how can the City's policies advance each of these goals? This approach allows us to think outside of the structure of the Dallas Department of Transportation or even the City to consider what suite of policy changes are needed to bring the vision to life.



- **Safety:** Improve safety for all modes of transportation.



- **Economic Vitality:** Integrate transportation investments with land use and economic priorities to improve quality of life.



- **Environmental Sustainability:** Provide a variety of travel options to encourage residents to travel by transit, biking, or walking, to reduce greenhouse gas emissions.



- **Housing:** Support the creation of affordable and varied housing options that meet the city's growing needs.



- **Equity:** Provide safe, affordable, access to opportunities for all city residents.



- **Innovation:** Leverage existing and emerging technologies to meet 21st century challenges.



### Building on our Strengths

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The City of Dallas has enacted several key policy changes or implemented new programs in recent years that make meaningful progress on the goals outlined in the Driving Principles. **Connect Dallas** provides an opportunity to operationalize these changes and ground them in a comprehensive approach to mobility.

Among the recent policy changes are:

- Clarifying the right-of-way policy to require a clear path for pedestrians to be provided during any public or private construction on city streets
- Adopting the Comprehensive Housing Policy, which provides a holistic approach to bolstering the provision of affordable housing in the city, and has resulted in discrete ordinance changes such as the introduction of a Density Bonus program and the streamlining of Accessory Dwelling Units (ADUs) that support **Connect Dallas**' Housing goals to link affordable housing and density with multimodal transportation options
- Supporting DART in piloting innovative partnerships with TNCs and other mobility-on-demand services to enhance first/last mile and access to jobs, such as participating in the Inland Port Transportation Management Association (TMA)
- Adopting the Complete Streets Design Manual, which provides a multimodal approach to street design and has resulted in successful implementation on key City-led projects (notably the redesign of Lower Greenville)
- Revising the Street Design Manual (formerly Pavement Design Manual), which codifies many complete streets recommendations into street design standards, such as setting narrower lane minimums on many street types and wider minimum sidewalk widths on all commercial streets
- Adopting a Vision Zero resolution that sends a strong message about prioritization of safety within the city and the City's commitment to reducing fatal and severe injury crashes
- Initiating a code amendment process to explore reduced parking minimums citywide
- Incorporating ambitious goals for the transportation sector towards reducing the City of Dallas' greenhouse gas (GHG) emissions through the Comprehensive Environmental and Climate Action Plan (CECAP)



## DALLAS' COMMUNITIES HAVE ACCESS TO SUSTAINABLE, AFFORDABLE TRANSPORTATION OPTIONS

*Transportation goals and actions adopted as part of the Community Environmental and Climate Action Plan (2020).*

Shift the surface transportation system to move people and goods in fuel-efficient vehicles.

Reduce trips where people drive alone.

Synergize jobs and housing with transportation infrastructure to increase access to walking and biking options, and public transit.

Ensure that walking, biking, public transit, vehicular transportation infrastructure is reliable and safe under all weather conditions.

*Source: City of Dallas*

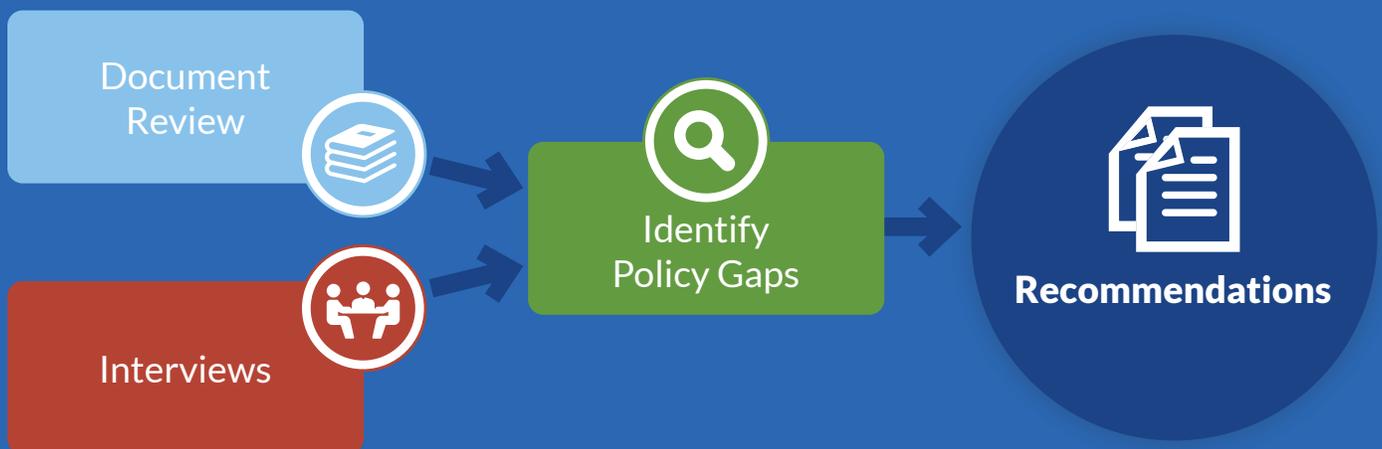
## Taking A Holistic Approach

Mobility outcomes don't fall neatly under just one department or agency's mission, and so this policy framework includes recommendations that require close partnership with other City departments as well as external partners. As evidenced by DART's light rail system, building infrastructure or providing transportation services is only one part of the equation to connecting the city's residents with the destinations that sustain their lives. DART has the longest light rail system in the country but ranks 7th in average weekday ridership and 23rd in riders per mile. One of the reasons for this is that the usefulness of transportation investments is also determined by the type and number of households, businesses, and destinations that are within close proximity – i.e. land use. Land use is one of the most important determinants of mobility outcomes and should receive significant focus when determining citywide policy decisions. Land use policy is transportation policy.

Land use isn't the only policy focus which is closely tied to transportation. The City has recognized that equity and sustainability are cross-cutting themes that are deeply entwined with the transportation system. The recently adopted Comprehensive Environmental and Climate Action Plan makes explicit the link between GHG emissions and the transportation sector—which contributes 35 percent of GHG emissions in Dallas—and identifies several mobility policy changes that are critical to achieving the City's emissions reduction goals.

## The Existing Policy Landscape

The process for creating policy and programmatic recommendations began with a policy diagnostic exercise composed of two major elements: review of existing policy documents, and interviews with City of Dallas department leaders and staff at key partner agencies. The team reviewed plans, manuals, city code language, and policy documents related to mobility or any of the mobility-influenced elements outlined in the Driving Principles. Interviews were conducted with nine City departments and nine partner agencies, including DART, Dallas County, and the North Central Texas Council of Governments.



After summarizing the results of the policy diagnostic, the team identified key gaps or shortcomings in existing policies or programs, new policies or programs that could achieve meaningful progress on one or more of **Connect Dallas'** Driving Principles and performance measures for tracking how well the policy changes are meeting the stated goals.



## Policy Opportunities

Several key themes emerged through the policy document review and interviews that highlight opportunities to modernize the City's mobility policies.

- **Project prioritization:** Project identification and prioritization, especially for transportation bond measures, lacks project selection metrics that align with the City's Driving Principles for mobility.
- **Transit Oriented Development (TOD):** In contrast to some other DART member cities with light rail service, the City of Dallas has been slow to adopt a comprehensive and proactive TOD strategy for the 46 DART rail stations that lie within city limits.
- **Transit priority:** Although DART and the City of Dallas coordinate on many initiatives, there is no comprehensive, formalized approach to integrating transit policy implementation at the staff level.
- **Safe Routes to School (SRTS):** While Safe Routes to School plans have been prepared for some campuses, a regular program of working with schools and districts to identify improvements and encourage more students to walk and bike to school would help achieve the City's environmental goals and put the City at a more competitive advantage when federal and regional SRTS funding becomes available. This also requires an improved communication channel with DISD leadership.
- **Development review:** There are minimal requirements for private developers to consider multimodal impacts of large projects, nor to facilitate transportation improvements beyond intersection capacity and on-site stacking. Reliance on Level-of-Service as the defining metric of the transportation impact analysis (TIA) process leads to car-centric diagnosis of the problems and therefore car-centric solutions.
- **Transportation Demand Management (TDM):** Although referenced in the adopted CECAP, the City has no formal requirement or program to encourage large employers or large development projects to implement targeted strategies proven to reduce single-occupant vehicle trips.
- **Mobility management:** The City lacks a comprehensive approach to maximize the benefit of its existing assets (especially on-street parking); and no coordinated curb management policy.
- **Inter-departmental coordination:** The division of tasks needed to make progress on many aspects of *Connect Dallas*' Driving Principles lie in too many departments to move nimbly, and critical involvement from procurement, legal, and other bureaucratic entities can slow down progress on broad, citywide initiatives.

## Policy Recommendations

Based on the results of the existing policy diagnostic, the following section outlines various policy modernization recommendations. Discrete policy recommendations are grouped by major policy focus areas. The table below summarizes these focus areas, and ties each to the Driving Principle(s) that it advances most.

	Safety	Environmental Sustainability	Equity	Economic Vitality	Housing	Innovation
Align the CIP with <i>Connect Dallas</i> Principles	✓	✓	✓	✓	✓	✓
Update the Bike and Thoroughfare Plans	✓	✓	✓	✓		
Operationalize Vision Zero	✓		✓			
Align Land Use Goals with Driving Principles		✓	✓	✓	✓	
Establish a City of Dallas Transit Program		✓	✓	✓	✓	✓
Establish an Active Transportation Program	✓	✓	✓			
Reform the Development Review Process		✓	✓	✓	✓	
Emphasize TDM to Improve System Efficiency	✓	✓	✓	✓		✓
Proactively Manage the City's Mobility Assets	✓		✓	✓		✓
Develop a Freight Master Plan	✓	✓		✓		✓
Enhance Internal & External Coordination	✓	✓	✓	✓	✓	✓

# ALIGN THE CAPITAL IMPROVEMENT PROGRAM WITH THE *CONNECT DALLAS* DRIVING PRINCIPLES

Capital investments are a necessary step to equipping Dallas to expand mobility options for residents. Funding is seldom available to implement all of the needed or desired capital improvements. Therefore, how those improvements are prioritized is critical to ensure the City gets the most “bang for its buck” on meeting the goals of the Driving Principles. The current CIP project selection process for mobility projects takes advantage of several existing high quality datasets such as pavement condition, but lacks other factors that determine project need and can help the City reach its goals—such as socioeconomic status of those who benefit from the investment (Equity), likely impact to GHG emissions and mode split (Environmental Sustainability), and history of severe crashes (Safety).

Establishing a new, comprehensive project selection process for mobility projects that is grounded in the Driving Principles will give both internal agency stakeholders and the public greater transparency on why projects are included in future bond programs or proposed for federal funding. The investment strategy outlined later in this document allows the City to tie funding to each Driving Principle and adjust programmatic funding according to broad goals rather than by narrowly-defined project types. Leveraging existing citywide analysis (such as the Market Value Assessment) and conducting new programmatic prioritization exercises for sidewalks and other capital investments will simplify scoring projects as part of the needs identification process.



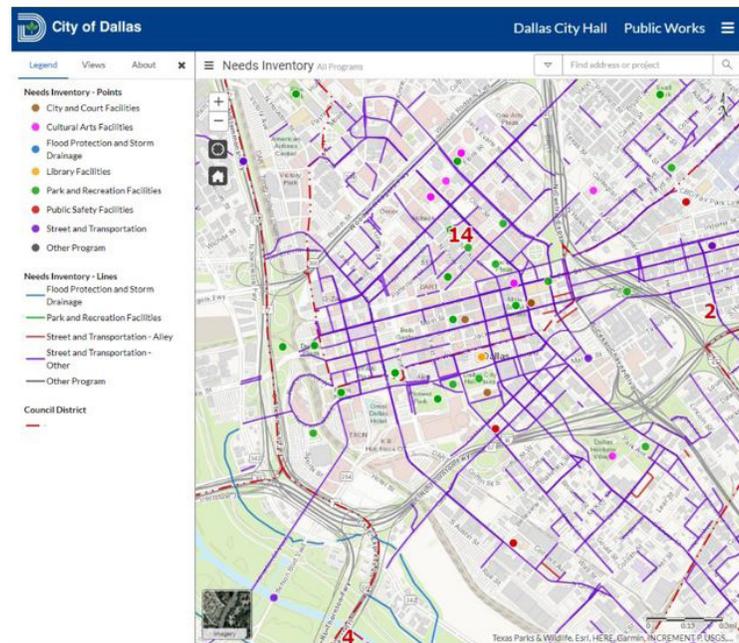
## SPECIFIC ACTIONS:

1. Use the Driving Principles and the prioritization framework as established in this plan as a starting point for creating project selection processes (PSP) for prioritizing projects for federal funding, and for future capital improvement programs and bond packages

### Implementation and Responsible Parties

The **Department of Transportation** can lead the development of the Mobility PSP in close coordination with the **Department of Public Works**.

### SCREENSHOT OF NEEDS INVENTORY ONLINE MAP



Source: City of Dallas Public Works Department



# ADOPT A VISION ZERO ACTION PLAN AND OPERATIONALIZE VISION ZERO

The City Council adopted a Vision Zero Resolution in December 2019. The resolution commits the City to a goal of zero traffic fatalities and a 50 percent reduction in serious injuries by 2030 and directs City staff to develop a Vision Zero Action Plan by December 2021. The resolution also directs staff to establish a Vision Zero Task Force to aid in development and implementation of the Action Plan.

Adopting a High Injury Network—a small percentage of streets where a high percentage of fatal and severe injury crashes are occurring—will help staff to identify where infrastructure improvements or education and enforcement are most needed.

It is anticipated that the Action Plan will identify specific safety projects to be added to the Needs Inventory. It will also consider a host of policy changes needed to achieve zero traffic deaths including changes to procedures and processes, updates to roadway engineering and design standards, and education and engagement strategies.

If a team of planners and engineers is not created for the purpose of rapid implementation, the Action Plan could take decades to implement. To meet the goal of zero fatalities by 2030, this team should be charged with developing and installing lower-cost, smaller-scale improvements across the City, based on the priorities and recommendations developed in the Action Plan.

## Implementation and Responsible Parties

The **Department of Transportation** will be the primary facilitators of the Vision Zero program. Task Force members are likely to include the **Department of Public Works**, public safety officials, and key partners such as **DART**.

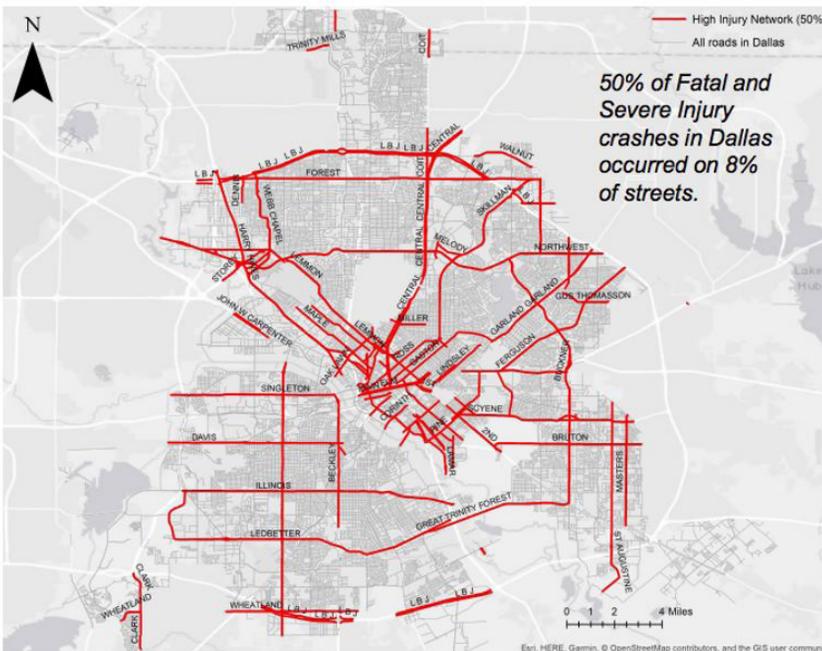


Image Source: City of Dallas



## SPECIFIC ACTIONS:

1. Convene a Vision Zero Task Force and complete the Vision Zero Action Plan by December 2021
2. Utilize the High Injury Network adopted with the Vision Zero Action Plan as the City's primary safety-related prioritization factor
3. Establish a Vision Zero Program or equivalent team that is empowered to move quickly to prioritize, design, and build safety improvements
4. Implement safety programs along corridors with the highest levels of crashes (the High Injury Network).

## ALIGN LAND USE GOALS WITH THE DRIVING PRINCIPLES



### SPECIFIC ACTIONS:

1. Incorporate mobility metrics—such as impact to vehicle miles traveled and mode split—as key indicators of the land use scenarios to be explored in the upcoming revision of the ForwardDallas! comprehensive plan
2. Conduct detailed station area TOD planning for every light rail station in the city limits, identifying rezoning opportunities, first/last mile connections, and opportunities for development on DART or City-owned assets to maximize construction of affordable housing
3. Work with DART to identify a transit-priority network for high frequency transit routes, and revise development regulations along the network to incentivize transit-supportive density

The best transportation plan is a good land use plan. *Connect Dallas* provides the mobility framework; the City’s Comprehensive Plan, called *forwardDallas!*, provides the land use vision and is due to be revised for the first time in 15 years in 2021. The timing is right to ensure synergy between the City’s strategic transportation and land use plans.

The scenario planning exercise discussed earlier in this plan found that the City is most effective at moving the needle on the Driving Principles when transportation investments and land use regulations work hand-in-hand. The preferred vision, Scenario A, is one in which development is directed to the area around rail stations and high frequency transit stops, and on vacant or underutilized land in already developed areas.

A land use regulatory framework that encourages higher density in appropriate locations, which promotes higher levels of transit use, walking, and bicycling, supports Dallas’ goal of reducing reliance on single-occupancy vehicles (SOVs).

### Implementation and Responsible Parties

The **Planning and Urban Design Department** leads citywide land use planning and will complete the update to *forwardDallas!* throughout 2021 and 2022. Close coordination with the **Department of Transportation** and **DART** is critical to incorporate mobility infrastructure investment priorities and service recommendations generated from *Connect Dallas* and the DARTZoom effort.

### TRANSIT SUPPORTIVE DENSITY



Image Source: Nelson\Nygaard



### ESTABLISH A STREAMLINED PROJECT DEVELOPMENT PROCESS

There is a need to create a unique City section that can more nimbly take projects from planning to design, and can deliver smaller projects that require elements currently housed in both the Transportation and Public Works Departments. Currently, for example, the Transportation Department - which is tasked with traffic calming, the Bike Program, Vision Zero, and Safe Routes to School improvements - only has access to non-concrete types of improvements such as pavement markings and speed humps. As a result, this department has a limited toolbox of improvements at its disposal, and Transportation staff are unable to install warranted crosswalks when ADA curb ramps are not present and there is not funding programmed for them in Public Works' Sidewalk and Curb Ramp Program.

This new section should have the capacity to develop conceptual designs for capital projects prioritized in the City's transportation and community plans to prepare them for full design, and to design and deliver smaller projects. It could combine traffic calming, Vision Zero, Safe Routes to School, the Bike Program, Sidewalks and Curb Ramps, and the Transit Support Program described in the Policy Modernization chapter all under one umbrella. Examples of cities with these types of organizational structure include Seattle (Project Development), San Francisco (Livable Streets), Austin (Active Transportation and Street Design), and Chicago (Project Development).

In order for this section to be successful, a staffing and salary study should first be conducted before the division is created. This would review existing and needed staffing, review the salaries needed to attract and retain the right talent, and identify the appropriate organization for a new section.

#### Implementation and Responsible Parties

The consolidated Active Transportation Division could be housed within the **Department of Transportation**, but requires close collaboration with the **Department of Public Works** as well as **Dallas Parks and Recreation**.



#### SPECIFIC ACTIONS:

1. Review best practices from peer cities to determine ways to move projects from concept to implementation efficiently.
2. Conduct a staffing and salary study to identify the correct staffing, organization, and salary levels for the new department.



## ESTABLISH A CITY OF DALLAS TRANSIT SUPPORT PROGRAM TO IMPROVE CITYWIDE TRANSIT SERVICE

Improving public transportation was a consistent priority raised throughout the *Connect Dallas* engagement process. While DART has recently embarked on a comprehensive re-imagining of its bus network through the DARTZoom process, the bus service that DART provides on city streets will only be as convenient and reliable as the infrastructure it relies on to operate allows.

That infrastructure is overwhelmingly owned and operated by the City of Dallas – from city streets used by buses to sidewalks and bike lanes that are essential to providing safe and equitable access to transit stops. One example of this interdependent relationship is that when congestion increases on city streets, it becomes more difficult for buses to arrive on time. When that happens, transit agencies are faced with having to increase the number of buses they run to achieve the same level of service, which they often cannot afford to do.

Increasing the collaboration between the City and DART is critical to improving transit for existing riders and encouraging Dallas residents to shift more trips to transit. As recommended in the CECAP (action T13), this includes the City taking a proactive role in improving access to transit, such as through the establishment of a “Mobility Hub” program. Mobility Hubs are enhanced transit facilities that bring together diverse and sustainable transportation choices, such as TNCs, shared use mobility devices, and electric vehicle charging – woven together with digital infrastructure such as DART’s GoPass App to make transfers between modes seamless and intuitive.

The relationship between DART (primarily a service provider) and the City of Dallas (an infrastructure operator) is not unique, and several cities across the country provide a blueprint for how the City can take a proactive approach to improving transit. Establishing a dedicated City Transit Program charged with planning and implementing transit-supportive infrastructure improvements and service enhancements will provide focused resources for delivering on both entities’ strategic priorities and move the needle on transit ridership as the region emerges from the COVID-19 pandemic.



### SPECIFIC ACTIONS:

1. Create a Transit Support Program and dedicate staff to work with DART and coordinate with various City of Dallas departments to help streamline coordination on transit initiatives, and advance improvements to transit speed, reliability, and access
2. Establish a citywide Mobility Hub framework to enhance access to existing transit service and identify capital investment needs to support increasing transit ridership

### Implementation and Responsible Parties

The **Department of Transportation** and **Department of Public Works** will be the primary City participants, as will representatives from **DART’s** service/operations and capital planning divisions.

## WHAT DOES THIS LOOK LIKE?

Like Dallas, the City of Seattle is served by a transit agency (King County Metro) that also serves a larger metropolitan area. Seattle has taken a proactive stance to improving transit within its city limits in two key ways:

- **Service** – Seattle voters approved Proposition 1 in 2014, which levied a new \$60 vehicle license fee and increased the sales tax by 0.1% to fund higher frequency transit service within the city limits. The City of Seattle provides this funding to King County Metro, which operates the service.
- **Infrastructure** – Seattle has a coordinated master plan for implementing transit spot improvements along streets it controls served by key King County Metro routes. Examples of spot improvements include priority signal timing, strategic bus-only lanes, and reallocating turn lanes to queue jump lanes.

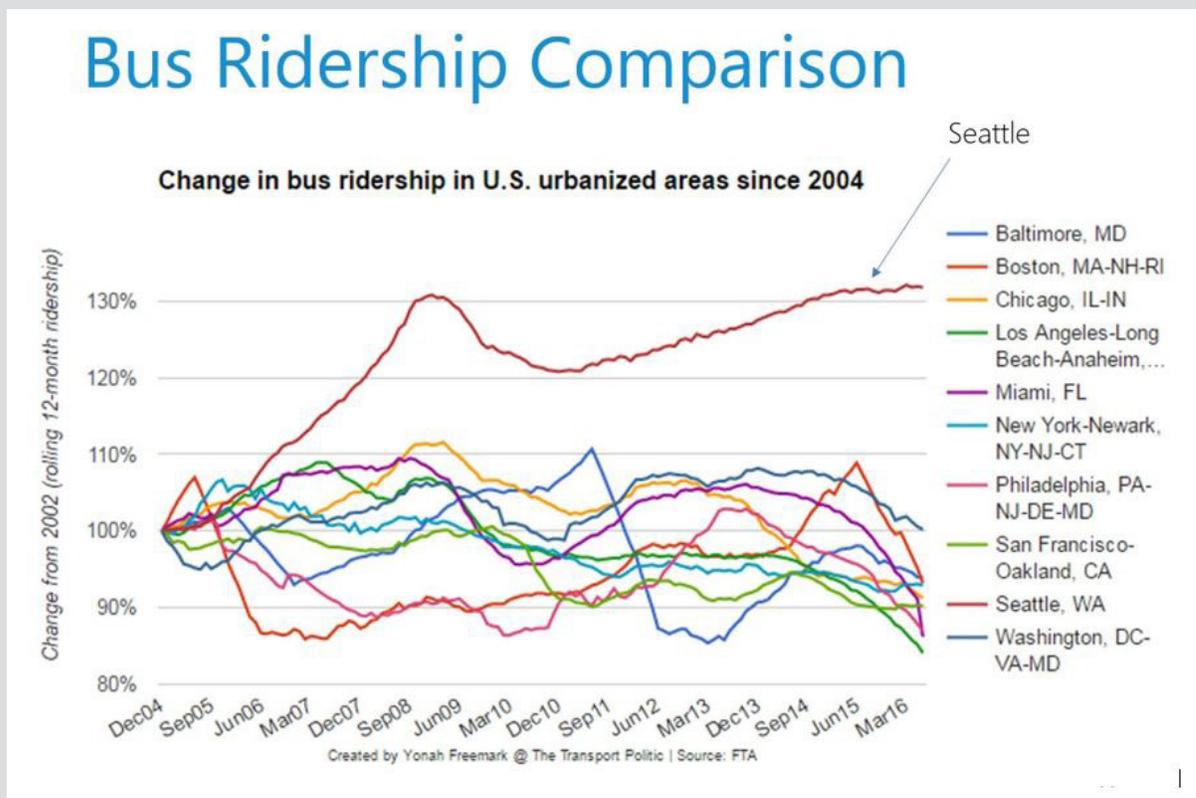


Image Source: Yonah Freemark

# REFORM THE DEVELOPMENT REVIEW PROCESS TO SUPPORT MULTIMODAL TRANSPORTATION

While the City bears ultimate responsibility for the mobility network on the public right-of-way, private developers play a sizable role in shaping the public realm—both through the types of developments they build, and the requirements they fulfill to construct public infrastructure through the development review process.

An often overlooked area of policy that has tremendous impact on mobility choices is the use of minimum parking requirements. High parking minimums force developers to build more parking than they may otherwise deem necessary, passing on the cost to commercial tenants and residents while subsidizing the cost of vehicle ownership. The prevalence of plentiful, apparently “free” (but heavily subsidized) parking removes the incentive for residents to use more efficient modes of transportation and counters the City’s goals to reduce reliance on SOV travel. Land occupied by parking lots and parking structures

is land not occupied by more productive land uses, which further erodes the City’s tax base. Eliminating parking minimums allows developers to respond to demand more flexibly in higher-density developments, especially in areas close to transit and in walkable locations, and increases the attractiveness of transit and active transportation modes.

Transportation impact assessments are typically conducted for larger developments to determine the potential generation of new trips that could impact the transportation network. In Dallas, the regulations that control those studies are singularly focused on the impact of vehicular trips, and expanding those rules to consider safety and infrastructure demand for walking, biking, and transit could lead to greater developer participation in infrastructure improvements that reinforce the Driving Principles.



## SPECIFIC ACTIONS:

1. “Right-size” Parking Regulations

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2. Shift goal of traffic analysis from reducing delay (also called “Level-of-Service”) to reducing vehicle miles traveled (VMT)

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3. Introduce an active modes analysis and multi-modal mitigation strategies into the TIS process

## Implementation and Responsible Parties

The **Department of Sustainable Development** and Construction and the **Zoning Ordinance Advisory Committee** are currently developing revisions to parking requirements citywide. Depending on the scenarios identified in the *forwardDallas!* revision, the **Department of Planning and Urban Design** may also be involved in revisiting those requirements as the City implements the updated comprehensive plan.

### WHAT DOES THIS LOOK LIKE?

In 2013, California adopted Senate Bill 743, which mandated that development projects submitted as part of the state’s Environmental Quality Act (CEQA) could no longer rely on vehicular delay—commonly referred to as “Level-of-Service” or LOS—to measure transportation network impacts. New developments must now consider impacts to vehicle miles traveled (VMT), which is a simpler and more predictable type of transportation analysis than LOS. Projects that meet certain criteria shown not to contribute to increased VMT, such as inclusion of affordable housing or location within a half mile of transit stations, are exempted from transportation analysis entirely, helping reduce development time and cost for projects that help advance the state’s affordability and environmental goals.

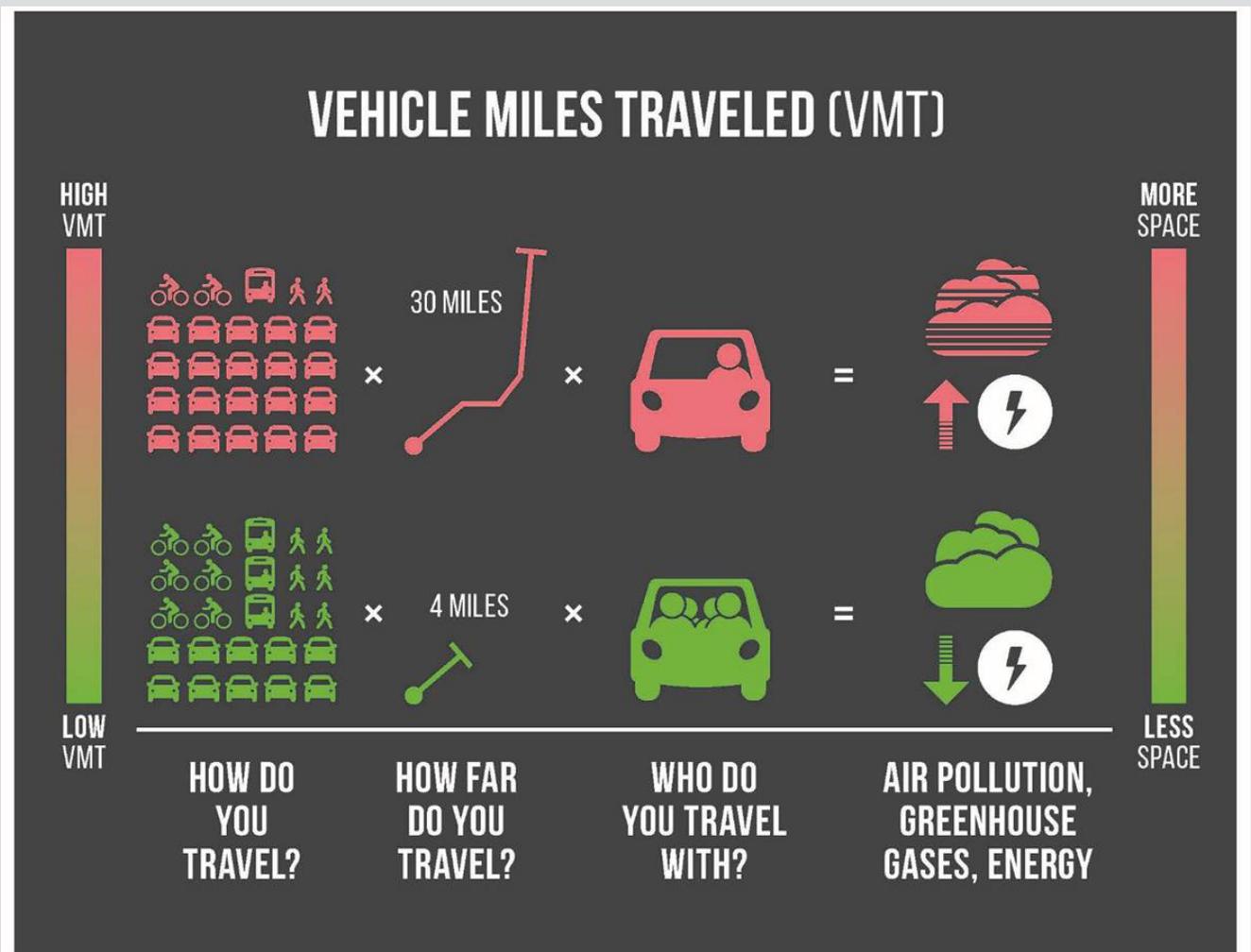


Image source: City and County of San Francisco

## EMPHASIZE TRANSPORTATION DEMAND MANAGEMENT (TDM) TO MAXIMIZE SYSTEM EFFICIENCY

Transportation Demand Management, or TDM, refers to any strategy that reduces the demand for SOV trips, and could be one of the most cost-effective ways to achieve the City’s mode split targets. Many Dallasites are experiencing one of the most common TDM strategies – remote work/work from home – in response to the COVID-19 pandemic. Other TDM strategies include (but are not limited to):

- Carpooling
- Transit Passes
- Parking Policy (Pricing, Unbundling, Cash-out, Reduction)
- Bike Share Memberships
- On-site Affordable Housing

TDM programs rely on both carrots and sticks to succeed. Employer-based TDM programs are often some of the most successful since they can leverage strong economic incentives to influence behavior, like offering employees cash if they forgo a dedicated parking space (referred to as parking cash-out) . As a large employer, the City of Dallas can model a successful TDM program and replicate its success in external-facing policy.

Transportation Management Associations (TMAs) provide another avenue to implementing citywide TDM, especially in areas like the Inland Port where there are several employers facing similar commute challenges that can benefit from coordinated programming.

Large developers across the country are also introducing TDM programs to facilitate development on infill sites where new vehicular trips are especially challenging, and modifications to the development review process should include a TDM requirement for some or all developments.



### SPECIFIC ACTIONS:

1. Lead by example by establishing a TDM program for City of Dallas employees (transit passes, parking cash-out, telecommuting, etc.)
2. Incorporate TDM into development review and incentivize its adoption (i.e. offering parking reductions, density bonus, etc.)
3. Foster creation of TMAs in key employment districts such as Uptown/Victory/Oak Lawn, North Central Expressway, Inland Port, Galleria/Valley View, and the Medical District

### Implementation and Responsible Parties

The City’s **Human Resources Department** will be a critical partner to implementing a staff-wide TDM program. The **Department of Sustainable Development and Construction** and the **Department of Transportation** will collaborate on incorporating a TDM program as part of the traffic impact assessment (TIA) process. Individual TMAs like **Downtown Dallas Inc.** are key partners to encouraging participation in employer-based TDM programs. Depending on the framework for developer-based TDM requirements, developers and property owners can include monitoring plans as part of their approved TDM plan, helping the city measure success of TDM regulations.

### WHAT DOES THIS LOOK LIKE?

The City and County of San Francisco has incorporated a comprehensive TDM ordinance into development review, establishing clear standards and a simple menu of available options for developers to incorporate into projects to reduce citywide vehicle miles traveled (VMT). Developers can implement many different kinds of strategies that are worth different "points" depending on the strategy's effectiveness at reducing vehicle trips. Certain strategies may not be applicable in certain types of land uses (for example, on-site childcare may not be applicable in heavy industrial zones).

Category	Measure	Points	Land Use Category			
			A	B	C	D
ACTIVE-1	Improve Walking Conditions: Option A; or	1 ●	Ⓜ	Ⓜ	Ⓜ	○
	Improve Walking Conditions: Option B; or	1 ●	Ⓜ	Ⓜ	Ⓜ	○
	Improve Walking Conditions: Option C; or	1 ●	Ⓜ	Ⓜ	Ⓜ	○
	Improve Walking Conditions: Option D	1 ●	Ⓜ	Ⓜ	Ⓜ	○
ACTIVE-2	Bicycle Parking: Option A; or	1 ●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Bicycle Parking: Option B; or	2 ●●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Bicycle Parking: Option C; or	3 ●●●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Bicycle Parking: Option D	4 ●●●●	Ⓜ	Ⓜ	Ⓜ	○
ACTIVE-3	Showers and Lockers	1 ●	Ⓜ	Ⓜ	⊘	Ⓜ
ACTIVE-4	Bike Share Membership: Location A; or	1 ●	Ⓜ	Ⓜ	Ⓜ	○
	Bike Share Membership: Location B	2 ●●	Ⓜ	Ⓜ	Ⓜ	○
ACTIVE-5A	Bicycle Repair Station	1 ●	Ⓜ	Ⓜ	Ⓜ	○
ACTIVE-5B	Bicycle Maintenance Services	1 ●	Ⓜ	Ⓜ	Ⓜ	○
ACTIVE-6	Fleet of Bicycles	1 ●	Ⓜ	Ⓜ	Ⓜ	○
ACTIVE-7	Bicycle Valet Parking	1 ●	Ⓜ	⊘	⊘	○
CSHARE-1	Car-share Parking and Membership: Option A; or	1 ●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Car-share Parking and Membership: Option B; or	2 ●●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Car-share Parking and Membership: Option C; or	3 ●●●	Ⓜ	Ⓜ	Ⓜ	Ⓜ
	Car-share Parking and Membership: Option D; or	4 ●●●●	Ⓜ	Ⓜ	Ⓜ	○
	Car-share Parking and Membership: Option E	5 ●●●●●	Ⓜ	Ⓜ	Ⓜ	○
DELIVERY-1	Delivery Supportive Amenities	1 ●	Ⓜ	Ⓜ	Ⓜ	○
DELIVERY-2	Provide Delivery Services	1 ●	Ⓜ	⊘	⊘	○
FAMILY-1	Family TDM Amenities: Option A; and/or	1 ●	⊘	⊘	Ⓜ	⊘
	Family TDM Amenities: Option B	1 ●	⊘	⊘	Ⓜ	⊘
FAMILY-2	On-site Childcare	2 ●●	Ⓜ	Ⓜ	Ⓜ	⊘

Image source: San Francisco Planning Department



## PROACTIVELY MANAGE THE CITY'S CURBSIDE MOBILITY ASSETS

The City of Dallas has the most leverage to influence mobility trends through management of its own asset: the public right-of-way, from streets to sidewalks and everything in between. The space at the curb represents one of the most promising areas of untapped potential to steer the city towards the vision outlined in *Connect Dallas*. Currently, curb space throughout Dallas is overwhelmingly dominated by parking – much of it “free” or underpriced. This is often a lose-lose situation: street parking in business districts is often unavailable due to the incentive to park for long periods of time, while the perception of “free” parking minimizes the attractiveness of alternative modes that could help the City move the needle on its mode split goals. The curb is dominated by one mode – single occupant vehicles – often at the expense of other uses like deliveries, ride-hailing, transit, and micromobility.

The City can take a holistic policy approach to transforming the curb into an asset that supports the Driving Principles. Creating a Mobility Management Working Group within the Department of Transportation can help focus the mission of the Department towards balancing the uses of the mobility right-of-way. This division can also generate a Curb Management plan that repositions the curb into an asset that advances equity, sustainability, and mode shift away from SOVs. Part of that approach should include a market-driven refresh of the City's parking pricing policies.

Another worthy focus of the City's efforts in strategic mobility asset management is with shared mobility and emerging transportation technologies. Dallas has taken a leading role in facilitating the deployment of innovative new shared micromobility options over the last three years, first with dockless

bikes and then with electric scooters. Through that process, the City has taken multiple opportunities to monitor performance and revise its regulatory policies for this new mode of transportation. Moving forward, the City can build on that progress by shaping the evolution of the dockless program, and proactively preparing for – and managing – emerging transportation innovations such as autonomous vehicles to advance the Driving Principles.

The next step is to expand the adoption of these existing services to benefit more communities, particularly for underserved populations and neighborhoods who lack access to convenient, affordable transportation options. The City has embarked on that effort by releasing new requirements for operators to support cash transactions. Ensuring supportive infrastructure and adequate vehicle deployment in priority communities comes next. At a time when the micromobility industry appears financially precarious, it is important to do so in a way that preserves viable systemwide operating economics for providers. Dockless fee revenue alone, even at new revised levels enacted in March 2020, will be insufficient to meet the City's need for street design improvements and parking facilities to improve the appeal and safety of the micromobility rider experience. Instead, investments for such improvements should be incorporated systematically into the City's capital project prioritization framework and sidewalk, Complete Streets, and Curb Management plans to ensure all city infrastructure programs are aligned with advancing the benefits of this new mode and ensuring its safe, compliant integration into the public right-of-way.

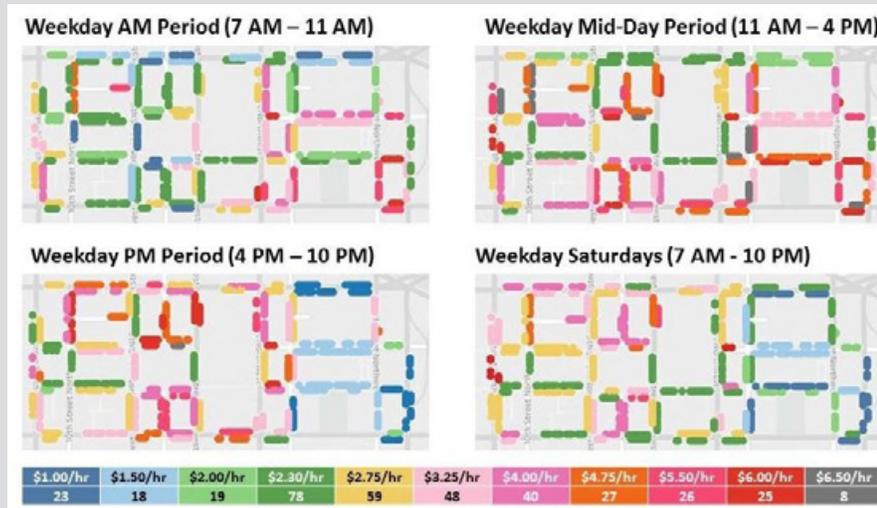


**Implementation and Responsible Parties**

The Mobility Management Working Group would fall under the **Department of Transportation**, although input from the **Aviation** department (where current vehicle-for-hire authority lies) will be important. Infrastructure projects that result from the Curb Management plan would be coordinated with the **Department of Public Works**.

**WHAT DOES THIS LOOK LIKE?**

The District of Columbia DOT’s ParkDC program is an innovative approach to managing the District’s curb assets. The program has initiated pilots ranging from dynamic parking pricing to TNC pick-up/drop-off zones.



**SPECIFIC ACTIONS:**

1. Create a Mobility Management Working Group that oversees parking, vehicle for-hire regulation, dockless mobility regulation, Mobility-as-a-Service, and transportation technology innovations under one umbrella
2. Conduct a citywide Curb Management plan that considers all curb uses (parking, mobility, pick-up/drop-off, delivery, etc.)
3. Update parking meter rates and introduce dynamic pricing to better manage parking utilization in paid parking districts
4. Using the City’s new authority under the revised dockless permit regulations passed in March, implement a fee waiver program incentivizing operators to deploy scooters in areas where they can advance equitable mobility access, reduce car trips, and connect riders to public transit stops and stations
5. Institutionalize the installation of scooter parking improvements citywide by establishing clear data-driven criteria for determining where racks and parking zones should be placed and a systematic process and schedule for making these investments

## DEVELOP A FREIGHT MASTER PLAN

Freight movement plays a critical role in meeting the City's goals for social equity, economic productivity, sustainability, and livable neighborhoods, and its safe and efficient movement is becoming more important with the increase in on-demand deliveries. However, in certain areas of the city, freight can come into conflict with other modal priorities (e.g., parking, walking, bicycling, etc.). The City is in need of a comprehensive plan for urban truck movement that updates designated truck routes based on changes to land use, sets policy on the design of roadways along truck routes and where truck routes intersect with pedestrian and bicycle routes, and identifies future infrastructure investments and improvements needed to support efficient freight movement, increase safety, and address freight-related issues. The Freight Master Plan should be closely coordinated with the City's Curb Management Strategy to ensure that delivery routes and loading zones are holistically integrated into the mobility system.



### SPECIFIC ACTIONS:

1. Reevaluate the City's truck routes adopted in Chapter 28, Article X of the Dallas City Code, based on observed truck movements and in relation to other transportation modes and priorities.
2. Develop a Freight Master Plan that will set policy on the design of truck routes and placement of delivery loading zones, as well as identify future improvements needed to support efficient freight movement and address freight-related issues.

### Implementation and Responsible Parties

The development of a freight policy and a plan would fall under the **Department of Transportation**, with support from **NCTCOG**, **Planning and Urban Design**, and **Sustainable Development and Construction**.



## UPDATE THE BIKE AND THOROUGHFARE PLANS

One of the greatest challenges to creating a list of future priority projects is the lack of vetted and scoped projects in the Needs Inventory. The City's transportation planning documents have exceeded their useful life and therefore no longer serve as a useful guide for project needs. As a result, projects are often added to the Needs Inventory based on ad-hoc requests which may not reflect the greatest needs for the network or result in an equitable distribution of improvements.

The City's Thoroughfare Plan-- a right-of-way preservation document and guide for future roadway needs-- has not undergone a wholesale update since 1991. The Dallas Bike Plan has not been updated since 2011. Due to the aging nature of these plans, they no longer reflect the existing conditions, needs, and preferences of the City and its residents. For example, the Thoroughfare Plan calls for Harry Hines Blvd to be widened to an 8-lane road through the Medical District. The Bike Plan calls for an on-street bike facility on Oak Lawn Avenue. Both projects would widely be considered undesirable.

Updating the Thoroughfare Plan and the Dallas Bike Plan would allow the City to comprehensively identify its roadway and bicycle facility needs. Updating the Thoroughfare Plan would also provide the opportunity to incorporate the Bike Plan recommendations and recommendations from the Complete Streets Design Manual into the Thoroughfare Plan. In the meantime, the City should update the criteria it uses to evaluate Thoroughfare Plan amendments to incorporate the vision of the Complete Streets Design Manual.

### Implementation and Responsible Parties

The Thoroughfare and Bike Plans fall under the purview of the **Department of Transportation.**



### SPECIFIC ACTIONS:

1. Update the criteria used to evaluate Thoroughfare Plan amendments to incorporate the vision of the Complete Street Design Manual.
2. Initiate an update to the Thoroughfare Plan.
3. Initiate an update to the Bike Plan.



## ENHANCE INTERNAL AND EXTERNAL COORDINATION

Though authored by the Department of Transportation, *Connect Dallas* will require the partnership of countless City departments to deliver various aspects of its mission. Most critical is the Department of Public Works, which oversees implementation of capital projects across all departments. The current departmental structure mostly separates the planning function of the Department of Transportation from the project delivery function of Public Works, although this relationship is not always clear (for example, Public Works undertakes some corridor and citywide planning activities, while the Department of Transportation delivers certain types of projects). Several cities with similar departmental structures have recently consolidated those functions to streamline project delivery—notably Denver, which re-structured its Public Works department into a Department of Transportation and Infrastructure following a city referendum in 2019.

Realizing the mobility policy actions identified in this document will require close collaboration with several other departments and offices, including — but not limited to:

- Dallas Parks & Recreation (Trail planning/ coordination)
- Office of Economic Development (TIF policy)
- Department of Housing & Neighborhood Revitalization (Affordable housing and equitable TOD policy)
- Office of Equity (Upholding commitment to equity across all policies)
- Office of Environmental Quality and Sustainability (GHG emission reduction strategies)
- Office of Innovation (Implementing strategic mobility technology deployment)

- Planning and Urban Design Department (Coordinating land use and transportation)
- Department of Sustainable Development and Construction (Implementing policy changes for developers and private landowners, such as zoning and parking regulations)
- Aviation Department (Mobility management coordination)

Centralizing datasets such as demographic indicators, transportation network mode priorities, and high-priority sidewalks can facilitate interdepartmental decision-making.

The *Connect Dallas* vision will also require partnership with external agencies who manage some of the city’s most important mobility infrastructure. In addition to the expanded relationship with DART through the proposed Transit Support Program, the City should build on its success engaging TxDOT in mobility planning. As every TxDOT freeway project moves through planning and design, the Department of Transportation should ensure adherence to complete streets principles on access roads and overpasses. For arterials under TxDOT control, the City should embark on a strategic planning process to evaluate the merits of TxDOT turning back control to the City. When streets are returned to the City they become City maintenance responsibilities, but also allow the City to pursue design options and treatments that TxDOT may not be willing to embrace — such as road diets or transit-only lanes.

Improved collaboration with DISD and other school districts will also be critical to improving safe bicycle and pedestrian access to schools throughout the City.



**SPECIFIC ACTIONS:**

1. Streamline the process for plan and project delivery through early engagement of the procurement department, legal staff, and the department of the project owner

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2. Enhance data sharing between departments by centralizing key datasets

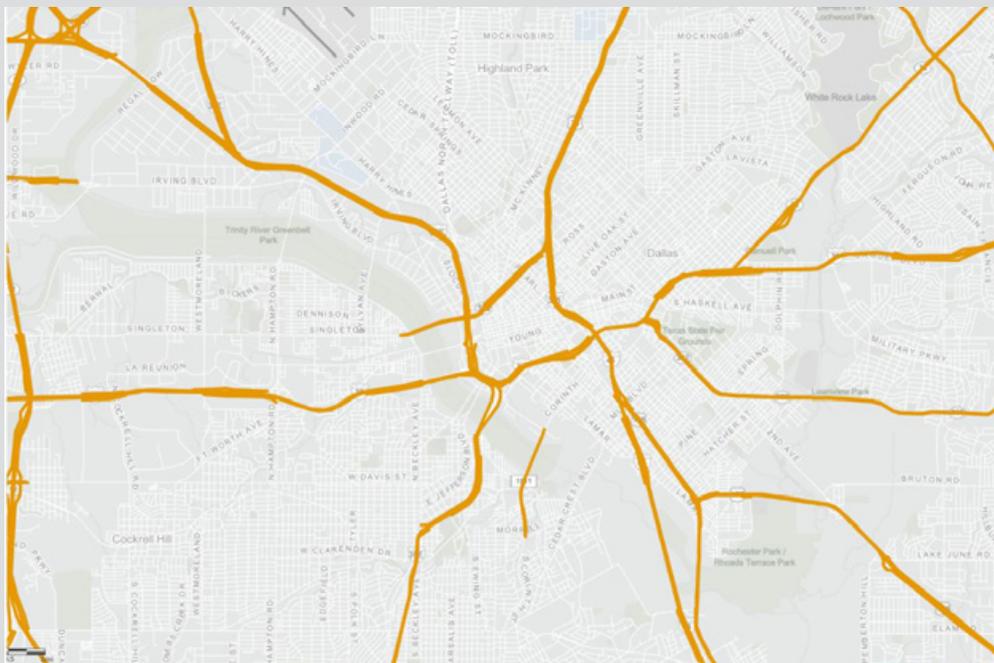
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3. Identify and prioritize TxDOT-controlled arterial candidates for turnback requests (such as Garland Rd, Scyene Rd, Corinth St, Preston Rd, etc.)

**Implementation and Responsible Parties**

The implementation matrix outlines primary and partnership responsibilities for delivering the actions identified in this and all policy recommendations included in this document.

**TXDOT ROADWAYS IN CENTRAL DALLAS**



Source: TxDOT Statewide Planning Map

## Staying Accountable

Implementing the actions identified as part of the policy modernization framework will take coordination and commitment across City departments and external agencies. It also includes an understanding of how the City will know whether the adopted policies are helping to achieve the vision of **Connect Dallas**. Establishing a performance monitoring program for key policies ensures these actions are tied directly to the outcomes desired by City leaders, stakeholders, and the community.

This approach offers the City of Dallas a methodology to routinely track and report the results of transportation investments and policies and use that information to make more informed decisions in the future. Ongoing data collection, evaluation, and reporting can build support for further investments with the public by increasing their understanding of various approaches and of what works within different contextual constraints and conditions. Cities that have undertaken performance-based planning and monitoring have seen the following benefits:



**BETTER INFORMED DECISIONS.** Less money is wasted on things that are not proven to work. A dedicated data-driven approach provides enhanced understanding of system performance and which strategies have been effective, allowing for informed adjustments to projects and programs based on results.



**TRANSPARENCY.** Reporting performance provides justification for programming/projects that work, allowing for a better use of limited resources and allowing decision makers and the public to see where funding is going, why, and how it's performing.



**BETTER INVESTMENTS.** Armed with on-going performance data and reporting, agencies can demonstrate the long-term cost savings of quality infrastructure investments and highlight how this can prevent high cost repairs in the future. The City can determine whether objectives have been met through target attainment and support reexamination and refinement of objectives and targets based on the results.

**The actions identified in the Policy Modernization framework are summarized in the plan's action plan, which provides a guide for implementation.**



# 5: Action Plan

As the final element of the strategic mobility plan, the *Connect Dallas* Action Plan lays out an implementation roadmap to guide short-term and ongoing actions. This framework provides a visual guide to priority actions, as well as ways to track the success of our efforts.



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## Action Plan Matrix

The Action Plan organizes critical recommendations with consideration for who is responsible for implementation and when the action should occur. Laid out graphically, the matrix uses 14 **Recommendations** to organize more than 30 individual **Actions**.

The **Timeframe** shows the need to start acting now and specifies whether ongoing action will be required beyond the next five years. Short-term refers to a period generally defined as within the next five years. Even with the five-year period, many factors will affect when an action can or should be implemented. For some actions, funding availability or staff time allocation will dictate the timing. Other actions may require completing a different plan, program, policy, or project before it can be implemented.

Finally, the **Lead Department/Agency** identifies the entity charged with leading the work on each action. The **Other Department/Agency Support** shows other entities that will need to support the Lead Department/Agency in completing specific actions.

Recommendation	Action	Timeframe	Lead Department/ Agency	Other Department/ Agency Support
<b>Adopt Citywide Mode Split Target</b>	Reduce drive alone mode share from 76.5% of commute trips today to 50% of commute trips by 2040	Short-term	Transportation	Environmental Quality
<b>Align the CIP with Connect Dallas Principles</b>	Revise Infrastructure Management Program prioritization criteria for sidewalks to include equity, sustainability, and safety measures	Short-term	Public Works	
	Create a data-driven Mobility Project Selection Process structured around each of the six Driving Principles to use in future bond packages	Ongoing	Transportation	Public Works
	Advance the identified strategic mobility networks through the CIP	Ongoing	Transportation	
	Review funding priorities yearly to ensure project selection advances the guiding principles	Short-term	Transportation	City Administration
<b>Operationalize Vision Zero</b>	Convene Vision Zero Task Force & Complete Vision Zero Action Plan by December 2020	Short-term	Transportation	Public Works, TxDOT, DART
	Utilize the High Injury Network adopted with the Vision Zero Action Plan as the City's primary safety-related prioritization factor	Ongoing	Transportation	Public Works
	Establish Vision Zero program empowered to move quickly to prioritize, design, and build safety improvements	Ongoing	Transportation	Public Works

Recommendation	Action	Timeframe	Lead Department/ Agency	Other Department/ Agency Support
<b>Align Land Use Goals with Driving Principles</b>	Coordinate with Planning & Urban Design to incorporate <i>Connect Dallas</i> vision into the Forward Dallas comprehensive plan	Short-term	Planning and Urban Design	Transportation
	Incorporate mobility metrics – such as impact to VMT and mode split – as key indicators of land use scenarios to be explored in the upcoming revision of the Forward Dallas comprehensive plan	Short-term	Planning and Urban Design	Transportation
	Complete TOD planning for all current and future rail stations in the City of Dallas	Ongoing	Planning and Urban Design	Transportation, DART, Housing & Neighborhood Revitalization
	Revise development regulations citywide to incentivize transit-supportive density	Short-term	Transportation	Planning and Urban Design
	Convene regular meetings between Transportation and Planning leaders to review upcoming projects, define areas for coordination, and identify shared goals	Ongoing	Transportation	Planning and Urban Design
	Participate in NCTCOG's Land Use/Transportation Task Force	Ongoing	Transportation	Planning and Urban Design, NCTCOG
<b>Establish a City of Dallas Transit Program</b>	Create a Transit Program with dedicated staff to advance strategic speed and reliability improvements to local buses	Short-term	Transportation	DART, Public Works
	Establish a citywide Mobility Hub framework to enhance access to existing transit service and tee-up capital investments to support increasing transit ridership	Ongoing	Transportation	DART, Public Works
<b>Establish an Active Transportation Division</b>	Consolidate Active Transportation project responsibilities into one program area housed under Department of Transportation or Public Works	Ongoing	Transportation or Public Works	
	Enhance the sidewalk program to ensure prioritization process emphasizes equity, transit connectivity, and safety	Ongoing	Transportation or Public Works	
	Develop a citywide Safe Routes to School strategy	Short-term	Transportation or Public Works	NCTCOG
<b>Reform the Development Review Process</b>	Reduce Parking Requirements	Short-term	Sustainable Development & Construction	Transportation
	Phase-out Level-of-Service as controlling traffic analysis metric in favor of vehicle miles traveled (VMT)	Ongoing	Sustainable Development & Construction	Transportation
	Introduce an active modes analysis and multi-modal mitigation options into the traffic impact assessment (TIA) process	Short-term	Sustainable Development & Construction	Transportation

Recommendation	Action	Timeframe	Lead Department/ Agency	Other Department/ Agency Support
<b>Emphasize TDM to Improve System Efficiency</b>	Establish a TDM program for City of Dallas employees	Short-term	Human Resources	Transportation, NCTCOG
	Incorporate TDM into the development review process	Ongoing	Sustainable Development & Construction	Transportation
	Foster creation of Transportation Management Associations (TMAs) in key employment districts	Ongoing	Transportation	Downtown Dallas Inc., NCTCOG
<b>Proactively Manage the City's Mobility Assets</b>	Create a Mobility Management Division that includes parking, vehicle for-hire regulation, dockless mobility regulation, Mobility-as-a-Service, and transportation technology innovations	Short-term	Transportation	Department of Aviation
	Conduct a citywide Curb Management plan that considers all curb uses (parking, mobility, pick-up/drop-off, delivery, etc.)	Short-term	Transportation	Office of Innovation, Downtown Dallas, Inc.
	Update parking meter rates and introduce dynamic parking pricing	Short-term	Transportation	Downtown Dallas Inc.
	Develop a fee waiver program to incentivize dockless vehicle deployment in underserved communities and near transit stations	Short-term	Transportation	
	Craft data-driven criteria for siting dockless parking infrastructure, and institutionalize a process for translating these priorities into investments under the City's capital improvement programs	Short-term	Transportation	Public Works
<b>Create a Freight Master Plan</b>	Reevaluate the City's truck routes adopted in Chapter 28, Article X of the Dallas City Code, based on observed truck movements and in relation to other transportation modes and priorities.	Ongoing	Transportation	NCTCOG, Planning and Urban Design, Sustainable Development & Construction
	Develop a Freight Master Plan that will set policy on the design of truck routes and identify future improvements needed to support efficient freight movement and address freight-related issues.	Short-term	Transportation	NCTCOG, Planning and Urban Design, Sustainable Development & Construction
<b>Update the Thoroughfare Plan</b>	Update the criteria used to evaluate Thoroughfare Plan amendments to incorporate the vision of the Complete Street Design Manual.	Short-term	Transportation	
	Initiate an update to the Thoroughfare Plan.	Short-term	Transportation	

Recommendation	Action	Timeframe	Lead Department/ Agency	Other Department/ Agency Support
<b>Enhance Internal &amp; External Coordination</b>	Refresh the Department of Transportation mission statement to clarify roles & responsibilities	Ongoing	Transportation	Public Works
	Streamline procurement process	Ongoing	Procurement Services	City Attorney, Transportation, Public Works
	Enhance data sharing between departments by centralizing key datasets that support decision-making in one place	Ongoing	Information & Technology Services	Transportation, Public Works
	Initiate Turnback requests for TxDOT-controlled arterials within City of Dallas (Garland Rd, Scyene Rd, Corinth St, Preston Rd, etc.)	Ongoing	Transportation	Public Works, TxDOT, NCTCOG
	Partner with local educational organizations to develop a transportation workforce program	Ongoing	Local higher education	Transportation
<b>Enhanced Project Design</b>	Develop a project checklist to ensure projects comply with the Complete Streets Plan recommendations	Short-term	Transportation	Public Works
	Develop a transportation project design checklist or guidance through Forward Dallas to ensure upcoming projects advance the City's placemaking initiatives	Short-term	Planning and Urban Design	Transportation
<b>Funding Best Practices</b>	Adopt an overall funding strategy to guide annual transportation funding priorities	Ongoing	Transportation	Public Works
	Fund maintenance separately: Create a separate maintenance fund that pays for street reconstructions, alleys, resurfacing, etc. Maintenance needs should be updated each year by the public works department.	Short-term	Public Works	Transportation
	Dedicate funding to technology improvements	Ongoing	Office of Innovation	Transportation
	Dedicate funding for local priority projects	Ongoing	Transportation	City Council
	Dedicate annual funding to bicycle infrastructure, trails, and new sidewalk construction	Ongoing	Transportation	
	Dedicate funding to Vision Zero Implementation	Ongoing	Transportation	Public Works
	Dedicate funding to transit-supportive mobility projects	Ongoing	Transportation	DART

## Performance Dashboard

The *Connect Dallas* process will yield measurable positive impact by selecting, funding, and delivering the right mix of projects. To emphasize accountability, *Connect Dallas* includes a Performance Dashboard for planners and policymakers to track progress on the plan's actions. The intent is to provide an at-a-glance look at how the City is making measurable steps toward broader community initiatives. The dashboard aligns an indicator (or performance measure) with notable strategies from the Action Plan Matrix. For each measure, today's performance is compared against a future target.

### Performance Dashboard

Action	Indicator	Today	Future Target (2040 unless otherwise indicated)
Reduce drive alone mode share from 76.5% of commute trips today to 50% of commute trips by 2040	% Single-Occupant Vehicle (SOV) Trips	88%	79% (2040)
Convene Vision Zero Task Force & Complete Vision Zero Action Plan by December 2020	Traffic Fatalities and Serious Injuries	2019 Fatalities: 174  2019 Serious Injuries: 920	Fatalities: Zero  Serious Injuries: 50% reduction (2030)
Utilize the High Injury Network adopted with the Vision Zero Action Plan as the City's primary safety-related prioritization factor			
Establish Vision Zero program empowered to move quickly to prioritize, design, and build safety improvements			
Incorporate mobility metrics – such as impact to VMT and mode split – as key indicators of land use scenarios to be explored in the upcoming revision of the Forward Dallas comprehensive plan	(TBD through Forward Dallas revision process)	n/a	(TBD through Forward Dallas revision process)
Complete TOD planning for all current and future rail stations in the City of Dallas	% DART stations within City of Dallas with completed station area plans	22%	(TBD through Forward Dallas revision process)
Revise development regulations citywide to incentivize transit-supportive density	% of new housing and jobs within ¼ mile of high-frequency transit	n/a	(TBD through Forward Dallas revision process)
Create a Transit Program with dedicated staff to advance strategic speed and reliability improvements to local buses	DART bus on-time performance	83%	86%
Establish a citywide Mobility Hub framework to enhance access to existing transit service and tee-up capital investments to support increasing transit ridership	% sidewalk completion within ¼ mile of major transit stops and stations	75%	100%

Action	Indicator	Today	Future Target (2040 unless otherwise indicated)
Consolidate Active Transportation project responsibilities into one program area housed under Department of Transportation or Public Works	% commute trips by walking and bicycling	0.2%	2.5%
Enhance the sidewalk program to ensure prioritization process emphasizes equity, transit connectivity, and safety	% high-priority sidewalk completion citywide	TBD through Sidewalk Master Plan	100%
Develop a citywide Safe Routes to School strategy	# of schools that receive SRTS improvements annually	<1%	10%
Reduce Parking Requirements	Parking spaces provided at new developments within TOD zones	Varies	Zero
Introduce an active modes analysis and multimodal mitigation options into the traffic impact assessment (TIA) process	Number of developments contributing to transit, walking, biking, and shared mobility improvements	n/a	
Establish a TDM program for City of Dallas employees	% City of Dallas employees participating in TDM program	n/a	35%
Incorporate TDM into the development review process	Reduce drive-alone trips generated by new developments by 50% at developments undergoing TIS	n/a	50% reduction
Foster creation of Transportation Management Associations (TMAs) in key employment districts	% jobs within City of Dallas served by TMA	15%	30%
Conduct a citywide Curb Management plan that considers all curb uses (parking, mobility, pick-up/drop-off, delivery, etc.)	Percentage of on-street parking spaces covered by new curb management strategies	n/a	50%
Update parking meter rates and introduce dynamic parking pricing	Parking utilization in high-demand locations	n/a	85%
Develop a fee waiver program to incentivize dockless vehicle deployment in underserved communities and near transit stations	Dockless trips in Neighborhood Plus Target Areas	n/a	Increase
Initiate Turnback requests for TxDOT-controlled arterials within City of Dallas (Garland Rd, Scyene Rd, Corinth St, Preston Rd, etc.)	Number of arterials "turned-back"	n/a	2
Adopt an overall funding strategy to guide annual transportation funding priorities	Actual funding breakdown compare to illustrative strategy	n/a	+/- 5% in each category

## Call to Action

*Connect Dallas* revealed a shared understanding throughout the City that an unwavering focus on mobility solutions and a supporting policy framework is critical to address the City's Driving Principles: **Safety, Environmental Sustainability, Equity, Economic Vitality, Housing, and Innovation.**



- **Safety:** Improve safety for all modes of transportation.



- **Economic Vitality:** Integrate transportation investments with land use and economic priorities to improve quality of life.



- **Environmental Sustainability:** Provide a variety of travel options to encourage residents to travel by transit, biking, or walking, to reduce greenhouse gas emissions.



- **Housing:** Support the creation of affordable and varied housing options that meet the city's growing needs.



- **Equity:** Provide safe, affordable, access to opportunities for all city residents.



- **Innovation:** Leverage existing and emerging technologies to meet 21st century challenges.

The competition for limited resources makes transformative change of the City's transportation network more challenging and even more important. As noted in the Action Plan Matrix, no single department or agency in the City can bear full responsibility for addressing the many actions necessary to address these challenges. Across all departments, measurable success will require the ability to see the connection between mobility and local challenges, a willingness to adapt to changing circumstances, and the readiness to act.





# Kimley»»Horn

Expect More. Experience Better.