



City of Dallas

Kay Bailey Hutchison Convention Center Dallas Master Plan

Convention Center Component Update

**City of Dallas – City Council
May 21, 2025**

City of Dallas

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Purpose



Provide an update on the go-forward plan and recommendations for the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan, as the project moves from schematic design to full design. This presentation provides:

- An overview of accomplishments to-date
- A refresher on the orientation selection for the convention center expansion
- A schematic design review that includes a review of the original programming requirements, current building orientation and phasing
- Transportation integration updates
- A financial update
- Next steps



KBHCCD Master Plan Components



The implementation of the KBHCCD Master Plan is divided into seven (7) components as outlined below:

1. **KBHCCD convention center expansion and the demolition of the existing center**
2. Transportation-related alternatives
3. Dallas Memorial Auditorium (Arena)
4. The Black Academy of Arts and Letters (TBAAL)
5. Pioneer Plaza and Pioneer Cemetery
6. Eddie Bernice Johnson Union Station
7. Land Use and Development on City of Dallas owned property



Project Vision and Goals



The project vision calls for all components of the KBHCCD Master Plan to:



Catalyze Local
Economic Growth



Develop a Local
Workforce Program



Support Housing
Development



Grow local business
capacity-building
and mentorship



Align with the Comprehensive
Environmental and Climate
Action Plan (CECAP) and
other relevant initiatives



Continue to elevate Dallas as
a globally competitive city



Dallas is Competitive — but Facing Real Challenges



Chicago



New York



Las Vegas



Houston

- Dallas competes with Chicago, Las Vegas, Houston, New York, and other major convention cities
- The goal: Remain ranked among the **Top 5 U.S. cities for meetings and conventions (Cvent)**

Dallas has lost ground due to:

- \$500–\$600 million in deferred maintenance at the current center
- Lack of walkable retail and dining around the convention area
- Underdeveloped transportation access to and around the center
- Poor connectivity between the district and South and Southern Dallas



Original Study Area



This effort embodies Dallas' values to:



Connect.



Collaborate.



Communicate.



Key Approvals & Milestones



Feb 9, 2022

City Council authorized the adoption of the 3C-West of Lamar alternative



Nov 8, 2022

Proposition A approved by Dallas voters



Jun 14, 2023

City Council approved reimbursement of early project costs



Mar 6, 2024

City Council approved Component 1 reorientation to avoid conflicts with TxDOT & UPPR plans



Dec 11, 2024

City Council approved use of KBHCCD as FIFA World Cup 2026 International Broadcast Centre



Nov 13, 2024

Component 1 team structure finalized with City Council approval of the Construction Manager at Risk



Mar 5, 2025

FIFA confirmed KBHCCD as official International Broadcast Centre for World Cup 2026

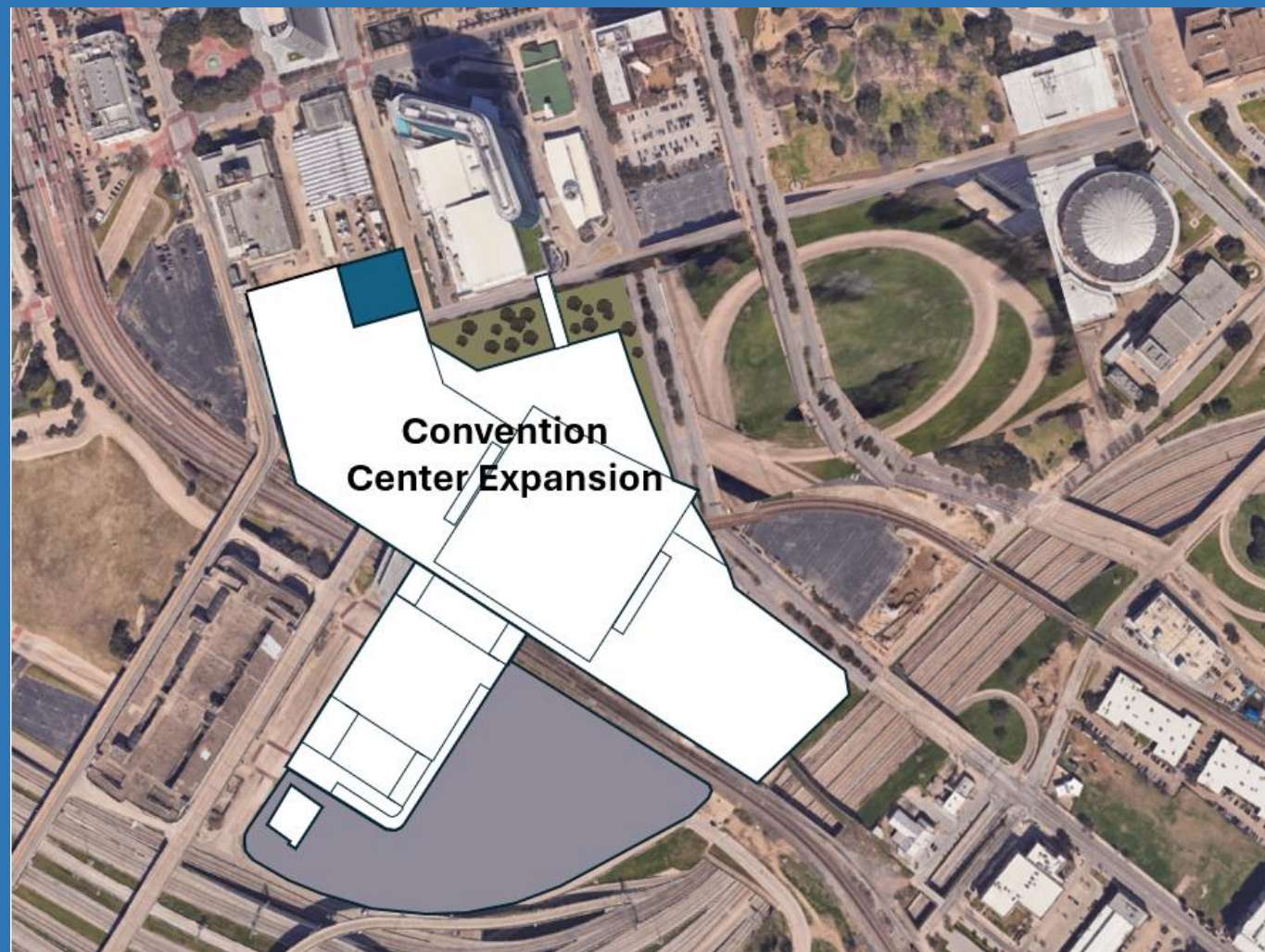


April 23, 2025

City Council approved the purchase of the Dallas Morning News site



Revised Orientation



On March 6, 2024, City Council approved the center's reorientation to minimize disruption and still meet project goals:



Minimize impacts to roadways, transit, and freight operations



Meet all program and event capacity goals



Modernize marshaling and logistics facilities



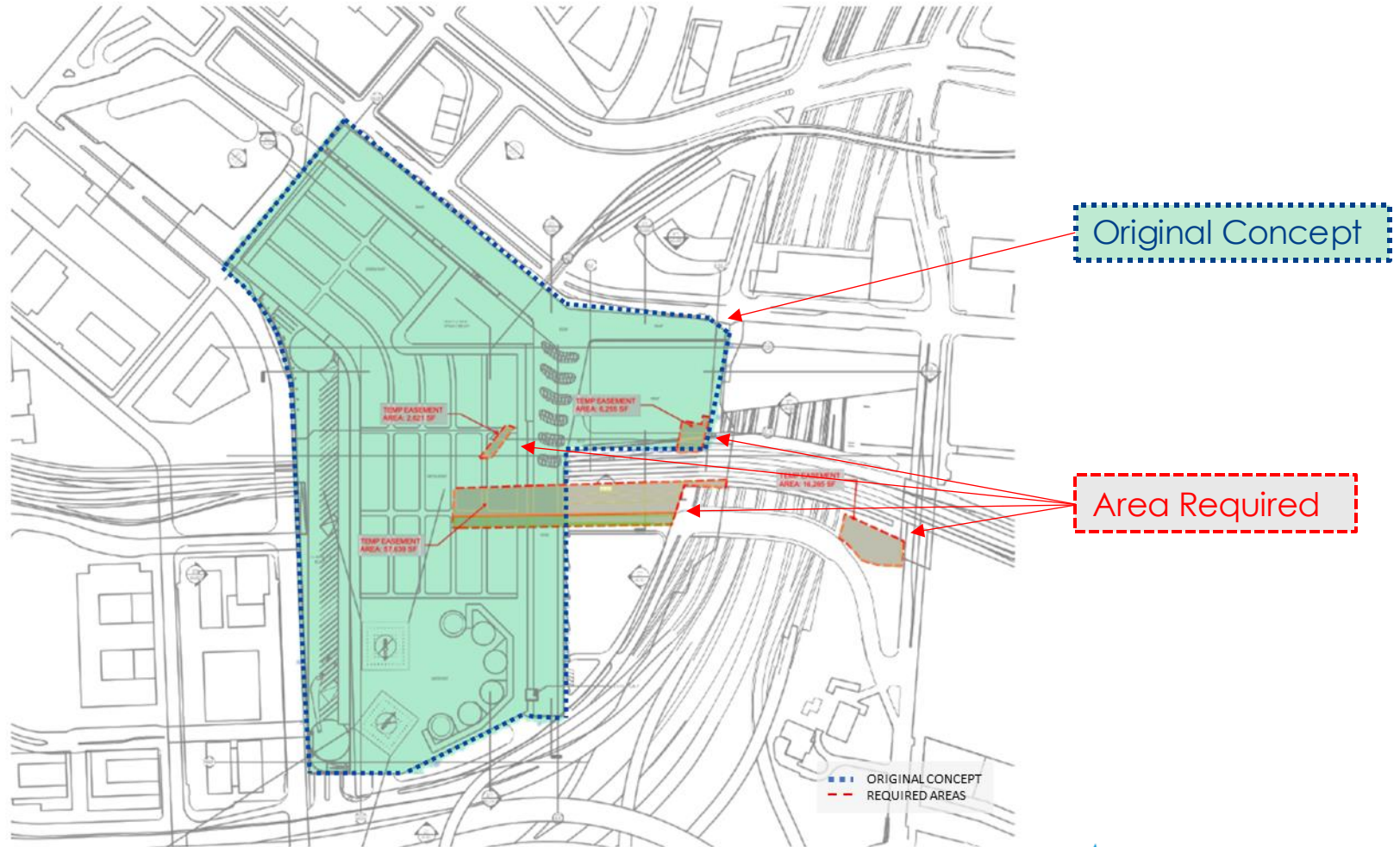
Accommodate vertiport and new fire station



Original Concept and Accommodations



TxDOT / Union
Pacific Railroad
Area Required



Economic Benefits



Pre-booked Business | 2029 Onwards

**64 major
conventions**

\$1.05 billion
direct spending

\$1.66 billion
total economic impact

Potential Opportunities | 2029 Onwards:

**109 new
opportunities**



**INSPIRE
DALLAS**

Master Plan Goals



Create pedestrian connections downtown



Open space for new development and an entertainment district



Maintain seamless access to the Omni Hotel



Build a welcoming, open convention center



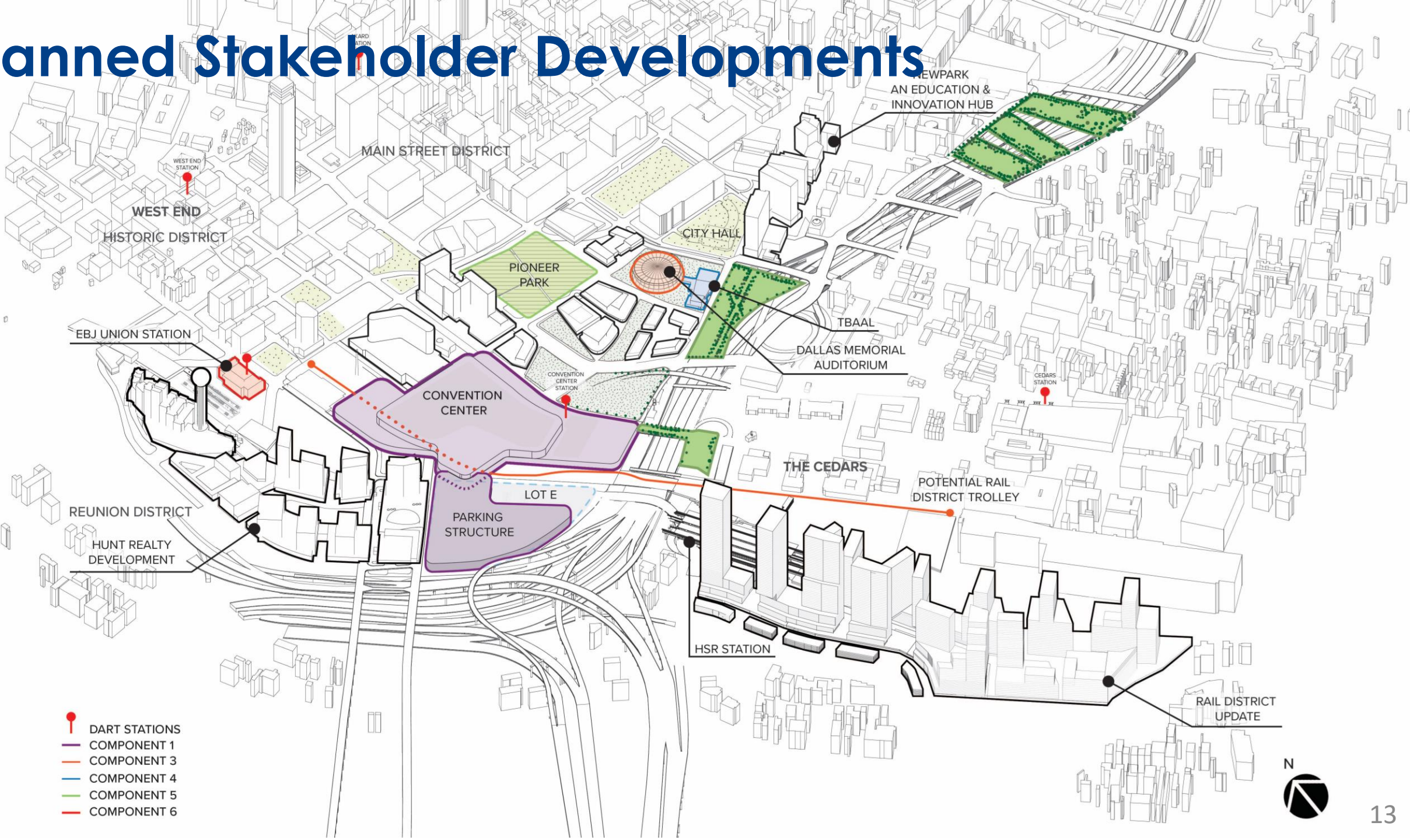
Incorporate strong connections to South and Southern Dallas



Upgrade the arena and TBAAL



Planned Stakeholder Developments



Program Management Design, Construction and Risk Management Team for Component 1



Role	Program Manager / Owner's Representative	Insurance Consultant	Architect / Engineer	Construction Manager at Risk
Description	Inspire Dallas, a 26-member team led by Matthews Southwest, oversees program development and acts as owner's representative for the City.	Marsh serves as the insurance consultant and will assist in procuring all owner-related coverages (OCIP, Builder's Risk, etc.)	Amplify Dallas, led by Perkins+Will and Populous, is responsible for all design and engineering for the project.	Trinity Alliance, an 16-member team led by AECOM Hunt and Turner Construction, handles construction management for the project.
Completed Projects	Broward County Convention Center & Hotel, Omni Hotel Dallas	Austin Convention Center, Broward County Convention Center	BMO Centre Calgary, Sydney International Convention Center, San Antonio Convention Center, The Sphere	Las Vegas Convention Center, Austin Convention Center, Fort Worth Convention Center, SOFI Stadium
Contract Value	\$71,000,000	\$2,242,000	\$141,500,000	Pre-Con: \$7,550,000 CoW Limit: \$3,321,598,018 CMAR Fee: 2.95%

Public Engagement Overview



What We've Done

Community Involvement during Planning and Early Implementation



350+ stakeholder meetings during the Master Plan conceptual phase



100+ community events hosted or attended by Inspire Dallas since April 2024

What's Ahead

Dual Focus on Design Input and Pre-Construction Inclusion



Design Input: Gather community feedback to inform final design.

Council will receive a schedule of design engagement meetings and workshops for Q2 and Q3 2025.



Subcontractor Outreach: Ensure inclusive participation ahead of pre-construction

Through extensive public engagement, Concept 15 emerged as the alignment that best delivers on the community's vision, reconnecting Downtown to The Cedars and South and Southern Dallas.



Concept Planning Matrix



	#1 Baseline Patch & Repair (2021)	#2 2A - Campus (2021)	#3 3B - Stacked (2021)	#4 3E - Flat East of Griffin (2021)	#5 F.1 - Lot E + Hall F Reuse (2021)	#6-9 Lot E / Reunion Site Variations (2021)	#10 3C West of Lamar (2022)	#11 3C-1 Advanced Planning (2023)	#12 Original Reorientation (Mar 2024)	#13 Stacked (Nov 2024)	#14 Hub & Spoke (Nov 2024)	#15 Final Reoriented/ Stitched/ Bent Bar (Nov 2024)	#16 Lot E Variation - Mar 2025
Contiguous Exhibit Hall													
Connectivity (Omni/ Downtown/ Cedars/ South Dallas)													
DART	N/A	N/A	N/A	N/A	N/A	N/A	N/A						
TxDOT I-30/ UPRR Constraints													
Outdoor Civic Exhibit													
Urban/District Integration													
Cost & Sustainability													
Destination & Iconic Architecture													
Schedule	N/A	N/A	N/A	N/A	N/A	N/A	N/A						
Sellable Flexibility													

Concept 15 Selected as the Preferred Solution



Between 2021 and 2024, the KBHCCD Master Plan team evaluated over 16 realignment and expansion options. After rigorous analysis, Concept 15 (“Bent Bar”) was selected as the only option that meets all critical requirements and minimizes risk.

Concept 15 delivers:

- ✓ 750,000 SF of contiguous exhibit space
- ✓ Direct connectivity to the Omni Hotel
- ✓ Protection of PFZ funding
- ✓ Construction feasibility with minimal right-of-way conflicts
- ✓ Operational continuity throughout construction
- ✓ Reconnection of Downtown, the Cedars, and South and Southern Dallas
- ✓ Feasibility to host FIFA 2026 International Broadcast Center
- ✓ Deconfliction with TxDOT and Union Pacific rail lines
- ✓ Enables future expansion



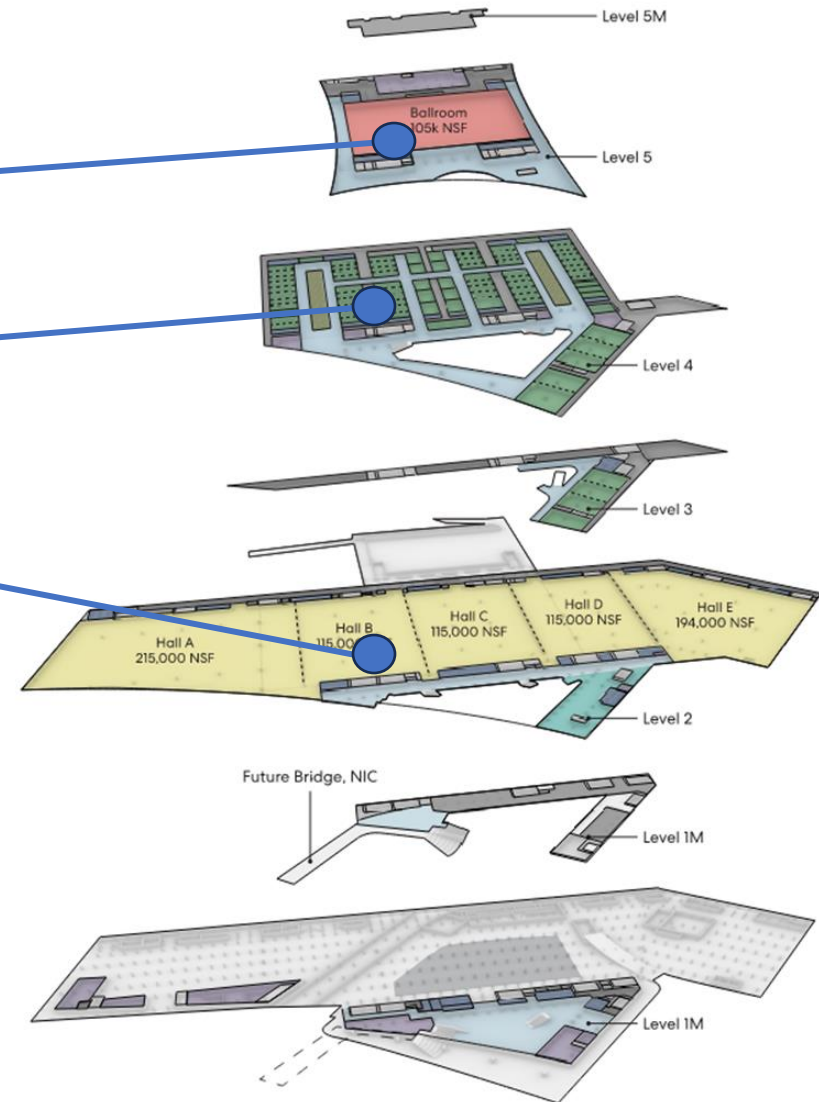
Top 5 Sellable Spaces



	Existing (sf)	New (sf)
Ballroom	65,135	105,000
Meeting Rooms	87,070	180,000
Exhibit Hall	724,526	750,000 Contiguous on one level
Total Sellable	876,731	1,035,000
Building Total	1,850,000	2,095,550

**Does not include Arena or TBAAL*

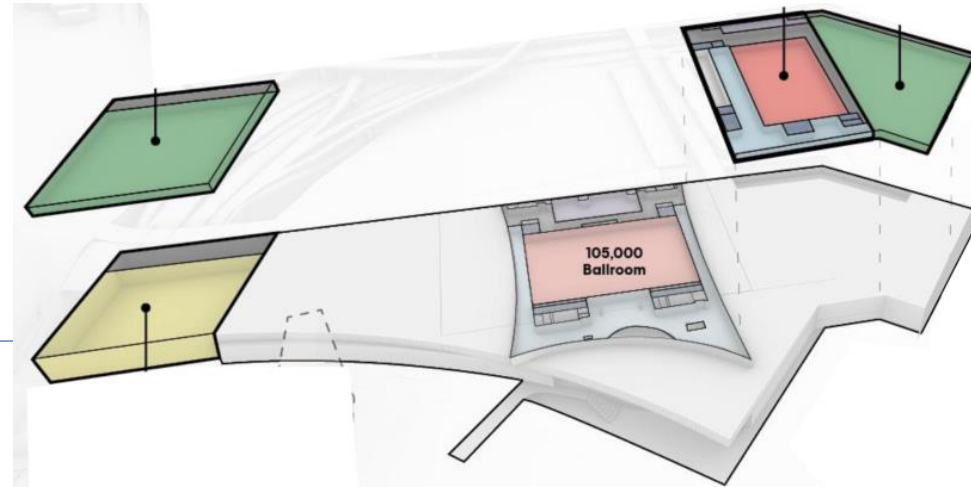
Concept 15 allows us to deliver program space requirements with maximum flexibility and minimal disruption.



Top 5 Sellable Spaces with Future Expansion



AREA	Existing (sf)	New (sf)	Future Expansion (sf)	Future Total (sf)
Ballroom	65,135	105,000	65,000	170,000
Meeting Rooms	87,070	180,000	205,000	385,000
Exhibit Hall	724,526	750,000 Contiguous on one level	135,000	885,000
Total Sellable	876,731	1,035,000	405,000	1,440,000



**Does not include Arena or TBAAL*

Concept 15 allows us to deliver program space requirements with maximum flexibility and minimal disruption.



Building Stacking



Great Hall



DRAFT RENDERING FOR DISCUSSION PURPOSES ONLY



Great Hall

DRAFT RENDERING FOR DISCUSSION PURPOSES ONLY

Ballroom Pre-Function



DRAFT RENDERING FOR DISCUSSION PURPOSES ONLY



View from Lamar looking South

DRAFT RENDERING FOR DISCUSSION PURPOSES ONLY



View from Botham Jean looking North

DRAFT RENDERING FOR DISCUSSION PURPOSES ONLY

View from Lamar looking South



DRAFT RENDERING FOR DISCUSSION PURPOSES ONLY

Aerial View Looking Northwest



DRAFT RENDERING FOR DISCUSSION PURPOSES ONLY



Overall view looking North

DRAFT RENDERING FOR DISCUSSION PURPOSES ONLY



I-30

TRINITY RIVER

S HOUSTON ST

JEFFERSON BLVD VIADUCT

I-35 E

LOT E

FIRE STATION

MARSHALLING

VERTIPORT

PROGRAMMABLE
OUTDOOR GREEN SPACE

I-30 TRENCH

CADIZ ST

BUTAM JEAN BLVD

GRIFFIN ST

LAMAR ST

GRIFFIN ST

CEREMONIAL DR

S AKARD ST

BANK OF
AMERICA PLAZA

FUTURE
DEVELOPMENT

CEMETERY

MEMORIAL
ARENA

CITY HALL

TBAAL

Overall view looking North

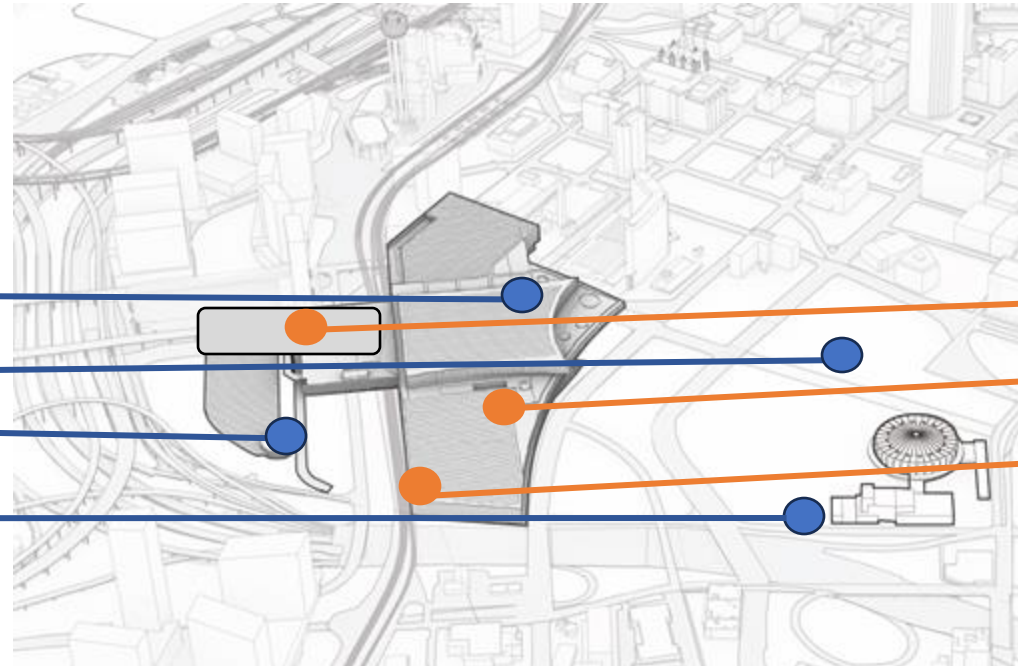
DRAFT RENDERING FOR DISCUSSION PURPOSES ONLY

Parking



The Concept 15 site plan allows for efficient parking and circulation without compromising the pedestrian experience.

Parking Day One	
Under Building	494
Lot C	170
Lot E	211
Under Halls A & B	1,200
Total Day One	2,075



Expansion Parking	
Reunion Garage	1,600
Under Building	365
Lot E	130
Total Expansion	2,095

Total Day One	2,075
Total Expansion	2,095
Total	4,170



Connectivity

REUNION TOWER

UNION STATION

FERRIS PLAZA

YOUNG ST

YOUNG ST

PIONEER PARK

CITY HALL

I-35

REUNION BLVD E

Houston St.

Market St.

Lamar St.

To Downtown

Ceremonial Dr.

CEREMONIAL DR

Akard St.

CANTON ST

FUTURE OPEN SPACE

DMA & TBAAL

FUTURE STREETCAR STOP

KBHCCD

DART STATION

Canton St.

Griffin St.

IH30

SPORTS ST

STEMMONS SERVICE RD

SPORTS ST

JEFFERSON BLVD VIADUCT

MEMORIAL DR

TRINITY RAILWAY

Hotel St.

I-30 CAP

I-30

Lamar St.

Cadiz St.

CADIZ ST

Botham Jean Blvd.
To Cedars and points East

DART Red & Blue Lines

HOUSTON VIADUCT
(Streetcar, Bike, Ped)

Houston St.
To Southern Dallas

Jefferson St.

I-30 & I-35

JEFFERSON VIADUCT
(Two-way Vehicular)

FUTURE HSR STATION

Core Logistics Center (Lot E)



As part of the Concept 15 plan, Lot E serves as the Core Logistics Center, providing essential marshalling, staging, and support functions. This allows us to satisfy key program requirements—including uninterrupted convention center operations during phased construction—while maintaining full site connectivity and minimizing risk.

Lot E Uses:



Marshaling Yard



Loading Dock



Vertiport



Fire Station



Parking



Sustainability



Transportation



- Jefferson Street Viaduct Modifications
- Lane Closure Logistics including FIFA's IBC access management
- Coordination with transportation partnering agencies and stakeholders
- Overall Connectivity
 - Portion of transportation that intersects with the Architecture/Engineering design of the center
 - Future Transportation upgrades



Scope and Program Validation



Project has completed the schematic design phase (scope and budget validation phase) and the current budget range based on the designer and construction-manager-at-risk is \$3.3B to \$3.5B.

Architect and CMAR have validated the program and budget to include:

- Saleable area: (1.035M sq ft)
 - 750,000 sq ft of exhibition hall area
 - 105,000 sq ft ballroom
 - 180,000 sq ft of meeting rooms
- All associated enclosed spaces to serve facility for a total of 2.1M sq ft.
- All planned additional outdoor/non-enclosed support area (~1M sq ft) (i.e., marshalling and logistics)
- Protection of transit and freight rail infrastructure to enable minimum disruption



Summary of Funding Sources



- Primary source of funds for KBHCCD (Component 1) is revenue bonds backed by pledged revenues:
 - Local Hotel Occupancy Tax (HOT)
 - 2% Brimer HOT increase
 - Project Financing Zone (PFZ)
- In 2022, debt issuance was projected to range from \$1.2 billion to \$2.1 billion
- Currently, debt projected is \$2.2 billion

*Funding Sources: Amounts listed are preliminary and will change as additional information becomes available.

Proposed Financing Strategy, cont.

- Scenarios as of April 4, 2022
 - Variables include:
 - Revenue Growth
 - Interest Rates
 - Coverage
 - Project Funds range from \$1.2B capacity to \$2.1B capacity



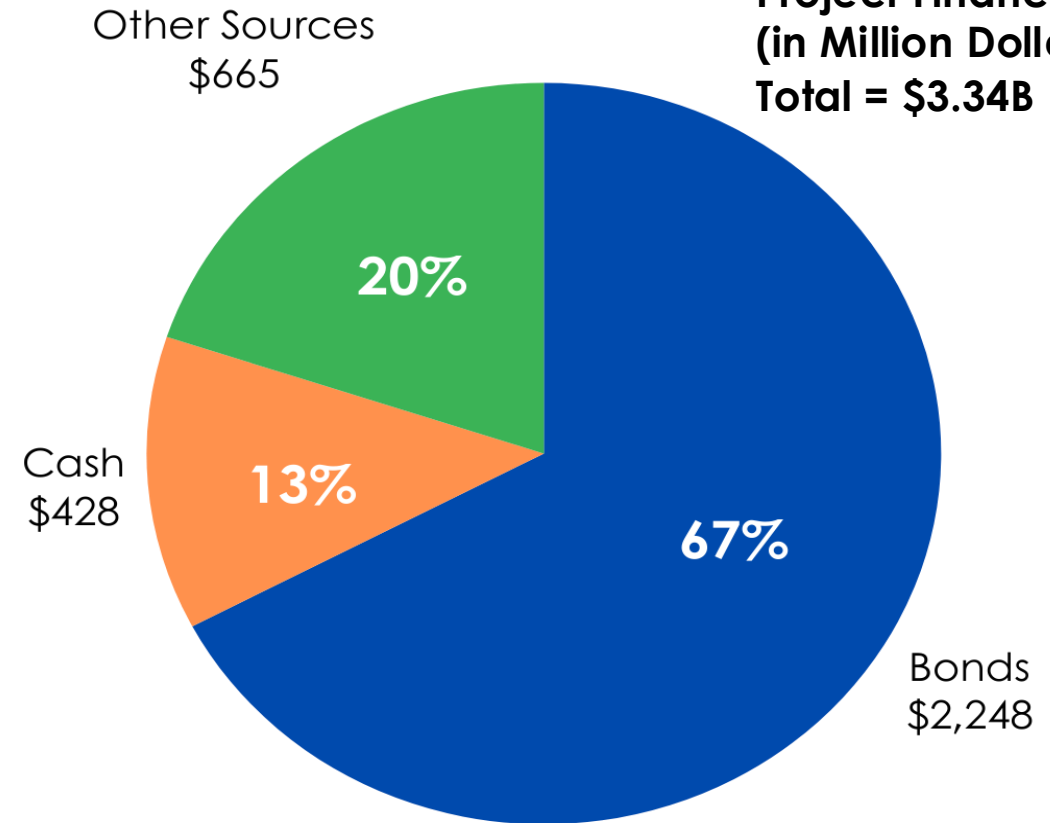
Summary of Funding Sources (cont.)



Other sources of funds to support the project include:

- Cash-on-hand
- Grant from NCTCOG
- Proceeds from sale of assets
- Naming rights
- Energy efficiency contract
- Parking revenues
- Cost share with the Department of Aviation for the heliport

**Sources of Funds for
Project Financing
(in Million Dollars)
Total = \$3.34B**



*Funding Sources: Amounts listed are preliminary and will change as additional information becomes available.



Summary of Funding Sources (cont.)



- To move the project forward and begin enabling works in preparation for FIFA, a bridge loan has been arranged and will be brought to City Council for consideration on June 11
- Bridge loan up to \$1 billion will allow us to reduce interest costs from first tranche, have a line of credit to be able to enter into contracts, and have access to cash to pay vendors
- Long-term revenue bonds will be issued in first half of calendar 2026 to refinance the bridge loan and provide additional funding

*Funding Sources: Amounts listed are preliminary and will change as additional information becomes available.



Project Financing Tools



Financing Tool	Collections To Date	Description
Project Financing Zone (PFZ)	\$138,423,061.22	Approved November 2021 . Includes State Hotel Related Incremental Taxes Redirected to City of Dallas through 2051
2% Hotel Occupancy Tax (HOT) Increase	\$54,471,891.68	Approved by voters in November 2022 with a collection period through 2052
Total Collections to Date	\$192,894,952.90	



Project Financing Tools (cont.)

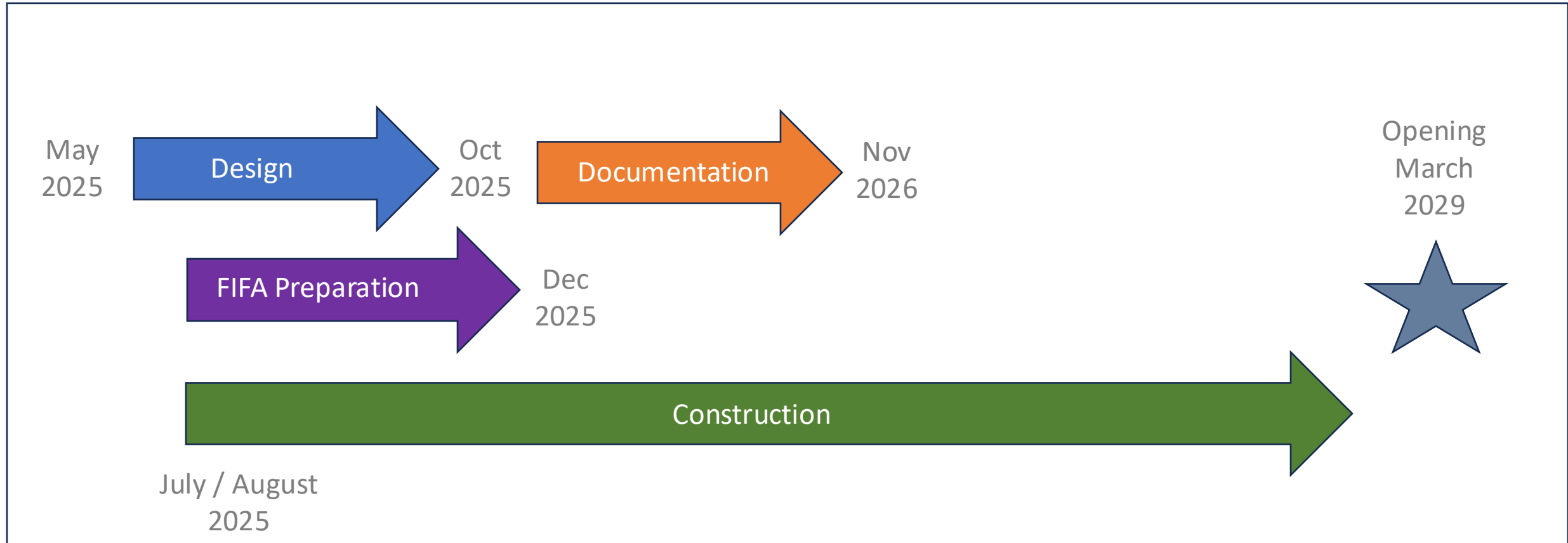


- The PFZ has overperformed against the original forecast for the last three completed calendar years
- Calendar Year (CY) 2025 is on track to overperform as well
 - Revenue for CY 2025 is forecasted at \$49,503,000 against an original forecast of \$26,197,000
 - First two completed months of 2025 have netted \$12,544,340 to-date

Calendar Year Collected	Original PFZ Collection Forecast	Actualized Collections	Collection Variance
2022	\$15,111,000.00	\$33,368,982.00	\$18,257,982.00
2023	\$20,720,000.00	\$43,379,016.00	\$22,659,016.00
2024	\$24,379,000.00	\$49,130,724.00	\$24,751,724.00
PFZ Collected To-Date	\$60,210,000.00	\$125,878,722.00	\$65,668,722.00



Schedule



Next Steps



- Begin the full design phase for Concept 15, the only alignment meeting every requirement for design
- Recommend City Council approval for submission of a State Infrastructure Bank application for \$90M to the Texas Department of Transportation on May 28
- Recommend City Council June 11 approval of:
 - a drawdown note for \$1 billion
 - the first guaranteed maximum price to ensure the project can move forward with the completion of enabling works prior to FIFA
- Commence the pre-enabling phase of construction by July 5
- Continue to update City Council about the overall KBHCCD Master Plan, including Components 3, 4 and 5





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Convention Center Component Update

**City of Dallas – City Council
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Date	Event
2018	Department of Convention and Event Services (CES) engaged in a multi-departmental solicitation to determine a path forward for correcting deferred maintenance at the Kay Bailey Hutchison Convention Center Dallas (KBHCCD).
December 8, 2020	Transportation and Infrastructure Committee was briefed on the KBHCCD Master Plan.
January 22, 2021	City Council was briefed by a memorandum regarding the KBHCCD Master Plan.
February 2021	City of Dallas began development of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan.
August 13, 2021	City Council was briefed by memorandum regarding progress to-date on the KBHCCD Master Plan.
October 4, 2021	Economic Development Committee was briefed on the KBHCCD Master Plan and the Project Financing Zone.
October 13, 2021	City Council authorized the designation of Project Financing Zone Number One, City of Dallas, Texas by Ordinance No. 32016 and Resolution No. 21-1650.
December 7, 2021	Transportation and Infrastructure Committee was briefed regarding the KBHCCD Master Plan Alternative Recommendation and Requirements Pursuant to Texas Local Government Code Chapter 334.
December 17, 2021	Transportation and Infrastructure Committee and the City Council were briefed by memorandum regarding an update on questions presented during the December 7, 2021 committee meeting.
January 18, 2022	Transportation and Infrastructure Committee was briefed regarding the KBHCCD Master Plan Alternative Recommendation and Requirements Pursuant to Texas Local Government Code Chapter 334.
January 28, 2022	City Council was updated by memorandum regarding questions presented during the January 18, 2022 Transportation and Infrastructure briefing and questions presented by a constituent regarding the KBHCCD Master Plan.
February 2, 2022	City Council was briefed on the KBHCCD Master Plan Alternative Recommendation and Requirements Pursuant to Texas Local Government Code Chapter 334".
February 9, 2022	City Council authorized the adoption of the 3C-1 West of Lamar alternative to implement KBHCCD Master Plan by Resolution No. 22-0334.
May 11, 2022	City Council authorized providing advance planning and feasibility for the KBHCCD Master Plan by Resolution No. 22-0742.
September 14, 2022	City Council authorized a reimbursement agreement with Union Pacific Railroad Company for preliminary engineering services by Resolution No. 22-1348.
November 8, 2022	Dallas voters approved Proposition A, increasing hotel occupancy tax for the expansion of KBHCCD and Fair Park upgrades.

February 7, 2023	Transportation & Infrastructure and Economic Development Committees were briefed about the KBHCCD Master Plan - Next Steps during a special called meeting.
February 23, 2023	A memorandum regarding questions presented during the February 7th special called meeting was provided to the Transportation & Infrastructure and Economic Development Committees.
March 2, 2023	City released solicitation BBZ34-00021453 seeking project managers and owner's representation services for the Implementation of the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan.
May 22, 2023	Government Performance and Finance Committee was briefed about the KBHCCD Master Plan and Fair Park Improvements.
June 13, 2023	Government Performance and Finance Committee was briefed by memorandum on the KBHCCD Master Plan and Fair Park Improvements.
June 14, 2023	City Council approved a resolution expressing official intent for the City to reimburse itself for costs and expenses incurred in connection with the Kay Bailey Hutchison Master Plan by Resolution No. 23-0774.
September 13, 2023	City Council awarded a professional service contract to Inspire Dallas, LLC for project management and owner's representation services for Component 1 by Resolution No. 23-1254.
October 23, 2023	Government Performance and Finance Committee was briefed on the FY 2023-24 Debt Issuance Overview.
February 5, 2024	Economic Development Committee was briefed about the Kay Bailey Hutchison Convention Center Dallas Master Plan - Convention Center Component.
February 28, 2024	City Council authorized professional services contracts for Component Three (to McKissack and McKissack by Resolution No. 24-0388) and Component Four (to Dikita Enterprises by Resolution No. 24-0389).
March 6, 2024	City Council was briefed on The Kay Bailey Hutchison Convention Center Dallas Master Plan reorientation (to deconflict with existing TxDot and UPRR plans) and Transportation Initiatives (including High Speed Rail).
May 20, 2024	Release of Architectural & Engineering Design (AED) Services RFQ for Component 1.
May 23, 2024	Virtual Pre-proposal Meeting #1 for Component 1 AED RFQ.
May 24, 2024	Onsite Walking and Bus Tour for Component 1 AED RFQ.
May 29, 2024	Pre-proposal Meeting #2 for Component 1 AED RFQ.
May 31, 2024	Pre-proposal Meeting #3 for Component 1 AED RFQ.
June 3, 2024	Economic Development Committee was updated by memorandum about the Kay Bailey Hutchison Convention Center Dallas Master Plan Solicitations.

June 14, 2024	Due date for the AED RFQ for Component 1.
August 2, 2024	Proposals for solicitation number CIZ24-CCT-3085 were opened by the Office of Procurement Services.
August 5, 2024	Economic Development Committee was briefed by memorandum about the Kay Bailey Hutchison Convention Center Dallas Master Plan Progress, Outreach, and Engagement.
September 11, 2024	City Council authorized a contract with Perkins+Will, Inc. and Populous for architectural and engineering design services for Component 1, and awarded a contract exceeding \$3.7 million to Metropolitan Infrastructure, PLLC—a Dallas-based M/WBE firm—to manage Component 5
Nov 14, 2024	Component 1 – Construction Manager at Risk contract awarded to Trinity Alliance Ventures LLC
December 11, 2024	Dallas City Council unanimously approved plans for the Kay Bailey Hutchison Convention Center to serve as the International Broadcast Centre for the FIFA World Cup 2026 .
January 8, 2025	Dallas City Council awarded over \$47 million in architectural and engineering design contracts for Components 3 and 4. Component 3 AED contract awarded to Gensler. Component 4 AED contract awarded to KAI/Alliance & Design.
March 5, 2025	FIFA World Cup 26™ International Broadcast Centre to be hosted in Dallas
April 23, 2025	Dallas City Council approved the purchase of the Dallas Morning News site

