

DRAFT

THE
360
PLAN



A COMPLETE AND CONNECTED CITY CENTER

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I Introduction

A Complete and Connected City Center

The center of the city, the heart of Dallas, is at a pivotal moment. Revitalization efforts in recent years have transformed Downtown and its surrounding neighborhoods into a thriving destination for commerce, culture, and recreation. The future of our vibrant, diverse urban center lies in its ability to build upon this momentum, to carry forward a notion of building a livable, complete community with strengthened connections to its in-town, urban neighborhoods. *The 360 Plan* incorporates key strategies and recommendations to address the rapid growth of Downtown Dallas and several connected neighborhoods, and ensures the area's position as a dynamic urban environment within the global context.

PLAN CONTEXT

In the last decade, Downtown Dallas experienced a modern renaissance as people, corporations, culture, the arts, and development – all once destined for the suburban fringes – have returned to the city's urban core. In response to this rapid growth, *Downtown Dallas 360*, a strategic plan for the greater Downtown area, was adopted by Dallas City Council in 2011 to set a clear, cohesive vision for its future. To achieve this vision, *Downtown Dallas 360* set forth specific, implementable action items that support Downtown's long-term vibrancy and success, including transit, streets and other public spaces, urban design, housing, and parking. Recognizing that Dallas' urban center is comprised of many neighborhoods, the 2011 plan also began to acknowledge the connectivity needs of the entire center city, both within and adjacent to the "freeway loop." Each neighborhood offers unique character and experiences, while contributing to the greater whole of urban Dallas.

Continued growth and development since 2011 has necessitated an update to the *Downtown Dallas 360* plan. Unprecedented residential and commercial development throughout Downtown, as well as infill development and connectivity enhancements between and within surrounding neighborhoods, has evolved the urban center, presenting

opportunities to focus future planning efforts on resources such as roadways and transit, affordable housing, and educational facilities, as well as further neighborhood identity and connectivity. Now known simply as *The 360 Plan*, the vision and strategic action items have been updated to meet the emergent needs of Downtown's growing residential population, commercial sector, and visitor base. *The 360 Plan* is a strategic document, guiding the city center to future, long-term success. The plan's specific actions will support continued growth, and its principles and recommendations should be applied when making both long- and short-term decisions, especially when reviewing new public or private sector projects.

The 360 Plan envisions a prosperous future for the center of the city, encompassing several distinct, diverse neighborhoods within a 2.5-mile radius around Downtown. Whereas *Downtown Dallas 360* focused on the categorization of and specific boundaries between various districts and neighborhoods, this 2017 update removes those boundaries in an effort to focus on the collective success for the greater urban core. Many of the plan's action items focus first steps within the geography of the Downtown Improvement District (the area inside the freeway loop); however, others can be applied to the greater area, addressing the universal needs of the collective whole and emphasizing tactics that further the vision of a complete and connected city center.

UPDATE PROCESS AND COMMUNITY ENGAGEMENT

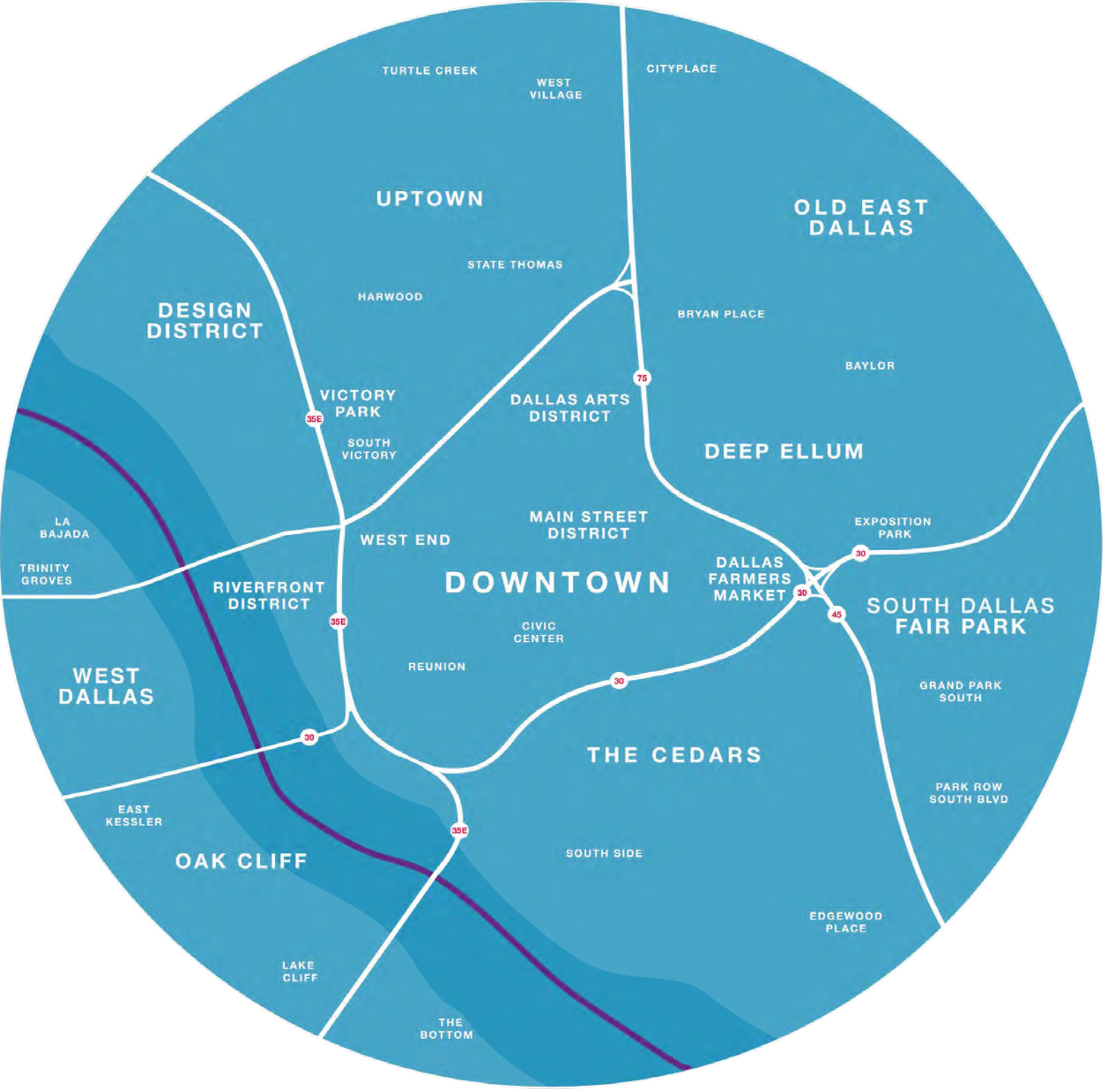
Since its adoption in 2011, many of *Downtown Dallas 360*'s 67 action items have been implemented or completed, revitalizing much of Downtown. Therefore, in June 2015, an update process was initiated by DDI and the City of Dallas to create *The 360 Plan* to further advance the original plan's vision and guide the future of Downtown Dallas for the next five years. Forty partner organizations were engaged in the updated process, providing a robust base of neighborhood, community, and stakeholder involvement. The result is a community-based planning effort with the tone of collaboration that prioritizes neighborhood needs and desires.



The Dallas-Fort Worth Metroplex

The update process was stewarded by a Steering Committee comprised of area stakeholders, community leaders, and City of Dallas management and provided strategic direction and support for major themes and concepts. A Project Team, comprised of City of Dallas, DDI, and consultant staff, provided day-to-day guidance and decision-making.

Since 2015, the Project Team hosted more than 150 stakeholder meetings and focus groups to gather input regarding specific needs throughout Downtown. The more than 1,500 touchpoints received have influenced the update process, shifting *The 360 Plan*'s focus to urban mobility and enhanced connections between Downtown neighborhoods, while carrying forward strategic goals related to building complete neighborhoods, urban design, and activation strategies. Technical planning work, in continued collaboration with community stakeholders, progressed through 2017 to solidify the plan's updated vision and strategic action items. A summary of public involvement is available in the Appendix for additional reference.



CONCURRENT PROJECTS

In addition to stakeholder input, several projects that have impact to Downtown have been conducted concurrent to *The 360 Plan*. At the onset of the plan update, more than 180 concurrent projects and plans were identified and categorized to determine their relevance to the overall plan process. These efforts have been approached collaboratively to ensure cohesive integration of each project’s initiatives within the best interests of Downtown. A complete list is included in the Appendix, and the projects below are examples of those having the greatest magnitude of impact and cooperation. These include:

Dallas CityMAP

TxDOT completed the *CityMAP* study in 2016 to explore future construction options for the freeways that comprise the Downtown loop, including I-30, I-345, Lower Stemmons (I-35), and the I-35 Southern Gateway. These options were evaluated on their economic development generation and their engineering feasibility.

Downtown Dallas Parks Master Plan Update

Adopted in 2004, the *Downtown Dallas Parks Master Plan* was updated in 2013 to build upon the successful implementation of the plan’s original strategies and recommendations. The update included four priority parks projects to be implemented throughout the central business district in the coming years, including Harwood Park, Pacific Plaza, Carpenter Park, and West End Plaza.

Urban Transit Design Guidelines

Adopted by Dallas City Council in 2017, these guidelines establish a review process and design criteria for all future DART projects that occur within *The 360 Plan* geography, including but not limited to D2 and Central Dallas Streetcar Link.

High Speed Rail

Texas Central Partners, a private venture, is developing high-speed passenger rail service that will connect Dallas and Houston in under 90 minutes. The project, whose Dallas station is proposed to be in the Cedars, is currently under federal environmental review, with construction proposed to begin by 2019.

DART Initiatives

DART currently has two expansion projects occurring simultaneously in *The 360 Plan* geography: the Second Downtown Light-Rail Alignment (D2) and Central Dallas Link of the Dallas Streetcar. D2 is a proposed subway that will connect Victory Station and Deep Ellum through Downtown below Commerce Street. The proposed streetcar expansion will link the Oak Cliff modern streetcar to the McKinney Avenue Trolley along a central alignment through Downtown.

Arts District Plan

The *Dallas Arts District Master Plan* update aims to provide guidance for design and construction of structures, landscapes, public art, and streets within the Dallas Arts District. The plan is intended to provide a vision as guidance for urban design review of projects, specific intentions for each street within the Dallas Arts District, and suggestions and recommendations for best practices, to which all projects in the Dallas Arts District are encouraged to adhere.

AT&T Discovery District Plan

In its commitment to keep its global headquarters in Downtown Dallas, AT&T has proposed the creation of the AT&T Discovery District, a revitalization of its corporate campus, providing enhancements to pedestrian activity throughout the area, including wide sidewalks and additional bicycle lanes. A public plaza, complete with retail, dining, and entertainment opportunities, will be the primary focus of the Discovery District.



II Vision and Plan Framework

The Vision for Downtown Dallas

The 360 Plan vision builds on the vision set forth in 2011, recognizing the evolution of the urban center over the last six years:

Downtown Dallas and its adjoining neighborhoods create a place for everyone at the heart of our city, a complete and connected city center offering an inclusive, robust, and unique combination of places to live, job opportunities, great schools, refreshing open spaces, bustling street activity, successful business and retail, connected by an accessible, balanced, multi-modal, transportation network with a variety of options to move from one destination to the next.

Dallas continues to be the economic, cultural, and entertainment center for the Dallas-Fort Worth Metroplex. The urban core of Dallas, the geography extending roughly 2.5 miles from Downtown, serves as the nucleus of activity and is the primary destination for conducting business and experiencing an urban lifestyle, boasting great transportation connections and a diversely skilled workforce.

The 360 Plan geography contains a strong collection of mutually-supportive districts, each with unique character and opportunity to improve accessibility via walking, bicycle, streetcar, light rail, bus, or automobile. The area’s tens of thousands of residents contribute to a diverse, inclusive place where creativity, innovation, and social interaction are paramount.



Plan Framework

Building on a strong vision, *The 360 Plan* is organized around the idea of a complete and connected city center. This overarching goal forms the Plan Framework (see figure at right) or “backbone” of *The 360 Plan* and frames the key themes for the plan to create a unifying “mission” for the document.

THE URBAN FABRIC

The urban core of Dallas has numerous distinct districts, as well as many others that continue to emerge as integral parts of the greater city center. A key part of the vision for the 360 geography is a collection of well-defined, linked districts and neighborhoods, both within the loop and those immediately adjacent, that work together to comprise the city’s core urban fabric and create a complete urban experience. *The 360 Plan* vision acknowledges existing and emerging identities while providing guidance to ensure that, together, the various districts attract and serve a wide array of employees, residents, and visitors. Unlike the 2011 plan, responding to the survey work done through the People Organizing Place (POP) initiative, specific districts have been grouped into larger geographies in order to capture general themes and characteristics that are similar within these geographies, specifically those emphasized through public outreach during POP work. A broad vision, description of character, and key opportunities for each district are highlighted in Chapter III.



TRANSFORMATIVE STRATEGIES

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



THE GOAL

A COMPLETE AND CONNECTED CITY CENTER

TRANSFORMATIVE STRATEGIES



CATALYTIC DEVELOPMENT AREAS

Six catalytic development areas apply the various vision concepts and strategies on the ground. They provide focused attention on areas for future investment, development, and policy support that leverage recent major public investment, private investment or combination thereof, and are believed to have additional opportunities for significant growth. Furthermore, the six areas have been identified through the planning process because of their ability to address multiple Transformative Strategies, capacity to accommodate significant new development, and ability to demonstrate “quick wins” for both public and private sectors. Catalytic Development Area recommendations are outlined in greater detail in Chapter V. The vision, land use, and character of each area are described along with recommended strategic investments, design direction, and development patterns.

IMPLEMENTATION

The Transformative Strategies and each respective Catalytic Development and Corridor Focus Area highlight concepts and strategies to generate success. In order to be successful in achieving the desired outcomes and goals outlined in this document, there are numerous actions that will need to be accomplished. As with the 2011 Plan, the Implementation section highlights a number of Action Items to achieve for each of the Transformative Strategies as well as for comprehensive policy changes. These action items highlight a specified timeline, projected implementation cost, a lead party, and funding sources.

CONTRIBUTING STUDIES

To further analyze the growth of the center city since 2011, several studies were also conducted to evaluate certain aspects of the study area. All studies reviewed below are available in the Appendix.

The 360 Plan Transportation Analysis

In 2016, Fehr & Peers conducted a detailed transportation analysis of all local roadway networks within The 360 Plan geography to evaluate the effects a potential vehicular capacity reduction has on traffic patterns, economic development, and quality of life. The study included use of StreetLight data to better capture travel patterns throughout the study area, providing a micro-analysis of motorists' behaviors.

Know Your Neighborhood

As a part of The 360 Plan's public input phase, bcWorkshop utilized their People Organizing Place tool to gather specific data about Downtown neighborhoods through an interactive website and guided facilitation to begin discussions of neighborhood boundaries throughout the study area.

Dallas 360 Market Analysis

Conducted by Economic and Planning Systems in 2015, this study evaluated the economic health of all districts within the Downtown Dallas 360 geography. Through the study, each district was provided a "market momentum score" that ranked the strength and balance of the district's retail, office, employment, and housing opportunities.

District Analysis: Base Mapping and Granular Assessments

Through intensive touring - MIG, alongside City and DDI staff - assessed the physical inventory of each Downtown neighborhood to capture the contextual aspects and relevant issues affecting each area. The granular assessment maps were reviewed and approved by area residents and stakeholders in an effort to conduct a complete and thorough analysis of each neighborhood.

Alternative Demographic Forecast

The City of Dallas and DDI analyzed The 360 Plan study area to create a refined 2040 population forecast to use in all plan-related studies and analyses. Inputs for the updated forecast included actual residential unit counts and evaluation of existing land uses and development patterns to create an accurate forecast to use in all future analysis.

Transit Metrics and Analysis

The City of Dallas analyzed transit mode share for the Downtown districts and Downtown as a whole. Ridership data was collected from area transit agencies, and proportions were calculated using StreetLight data automobile counts as a denominator.





III The Urban Fabric

A Complex, Diverse Urban Environment

Dallas' city center is a unique collection of diverse, vibrant neighborhoods that have shaped the rich history of the city. Each neighborhood's distinct, well-defined personality serves a purposeful function in creating a collective identity that differentiates the urban core from the rest of the city - one that defines the most hyper-dense mixed use environment - a complete and connected community of commercial, cultural, entertainment, and residential amenities and opportunities.

Modern skyscrapers, residential neighborhoods, entertainment venues, recreational facilities, historic buildings, and museums all comprise the 19.6-square-mile study area of *The 360 Plan* (see map on next page). Although Downtown Dallas is commonly referred to as the area within the freeway loop, this broader perspective of the entire 360 geography is necessary to focus on the complementary role each neighborhood has in the overall success and vibrancy of our center city. The following descriptions below capture the contextual elements of all of the neighborhoods within the scope of the plan, including their history, characteristics, and overall functionality. Some neighborhoods have been grouped together, as they share similar features; but, the overall focus is on those connections between the neighborhoods that strengthen the urban fabric of the entire center city.

Together, through the unified, cohesive vision of *The 360 Plan*, Dallas' central neighborhoods can provide all residents, workers, and visitors a pleasant, vibrant environment in which to live, do business, and enjoy.





Downtown Dallas

As the birthplace of the city, the geography and identity of Downtown Dallas has evolved in a multitude of ways over the last 150 years. In its recent history, Downtown to many indicated the area within the freeway loop of Interstates 30, 35, 345, and Highway 75/Woodall Rodgers. Recognizing the importance of connectivity and dismissal of artificial barriers created by freeways, the 2011 *Downtown Dallas 360* plan suggested the greater Downtown area as a series of Districts. Today, the term “Downtown” means many things to many people, depending on personal relevance, something to be celebrated as the urban core of Dallas evolves and citizens take pride in what the heart of their city means to them. Therefore, for the purposes of clarity within *The 360 Plan*, Downtown is referred to as the area that aligns with the Downtown Improvement District and Central Area Zoning regulation, comprised of six distinct districts that are connected to more than one dozen others that sit adjacent, all crucial to the overall economic and social well-being of the center city of Dallas.



Dallas Arts District

District Character/Evolution

Created by city ordinance in 1983,^[1] the Dallas Dallas Arts District has since become the nation’s largest contiguous urban cultural district dedicated to the visual and performing arts. In the late 1970s, the northeastern portion of Downtown – home to underutilized or industrial properties, including the former Borden Dairy – was recommended as the site to co-locate the city’s disparate arts and cultural institutions in one neighborhood that could be conveniently accessed by the city’s arts patrons, residents, and tourists. The Dallas Dallas Arts District now contains a world-class collection of cultural venues housing renowned art collections, music and theater companies, and other arts-related organizations, including a widely-respected magnet high school.

Parks and plazas throughout the Dallas Dallas Arts District also provide visitors with the opportunity to congregate, interact, and recreate together. Klyde Warren Park has become a hallmark development for the City of Dallas, connecting the Dallas Dallas Arts District with the Uptown neighborhood, once separated by the Woodall Rodgers Freeway. The 2015 extension of the McKinney Avenue Trolley along St. Paul and Olive Streets further enhanced connections between Downtown, the Dallas Dallas Arts District, and Uptown.

The original, compact plan for the Dallas Dallas Arts District has evolved into a mixed-use neighborhood: spanning nearly 70 acres, the Dallas Dallas Arts District is a cultural and innovative hub of commercial, leisure, and educational activity. Upcoming housing developments meet a critical need in enhancing the Dallas Dallas Arts District’s residential offerings; the addition of residents will solidify the Dallas Dallas Arts District’s character as a true mixed-use community. With the implementation of specific urban design guidelines – an effort underway in parallel with *The 360 Plan* – the Dallas Dallas Arts District will continue its transformation into a unique, vibrant neighborhood in Downtown Dallas.

District Connections

Flora Street, once the cornerstone of the African American community of North Dallas,^[2] is now the cultural backbone for the city of Dallas. Envisioned as a dense commercial and cultural thoroughfare, Flora Street, while it allows for some vehicular traffic, is more of a pedestrian pathway connecting visitors to the various institutions and developments fronting the street. Outdoor dining patios, decorative pavers, and pedestrian amenities, including lighting, shade trees, and benches, will line Flora Street, offering pedestrians an attractive environment in which to explore Dallas’s arts scene.

Connecting Uptown to the Dallas Farmers Market, via the Dallas Dallas Arts District, Pearl Street has been envisioned to become the city’s “Avenue to the Arts.” Primarily used by motorists as a Downtown pass-through, Pearl Street lacks the amenities, infrastructure, and multimodal



The Dallas Museum of Art is one of Dallas’ most popular destinations and an anchor for the Dallas Arts District.



Booker T. Washington High School for the Performing and Visual Arts is a magnet public high school in the Arts District.



The Dallas Arts District is home to a variety of notable buildings, including several by Pritzker Prize-winning architects, such as the Wyly Theatre by Rem Koolhaas.

options necessary to create a truly unique and consistent environment for Dallas Arts District visitors. To become the “Avenue to the Arts,” innovative treatments must be incorporated into the current infrastructure of Pearl Street to enhance pedestrian safety and to accommodate alternative transportation options.

Harwood Street contains the necessary infrastructure to become an urban boulevard, connecting multiple districts in and around Downtown with multimodal transportation options, including automobile, bicycle, and pedestrian infrastructure. As it passes through the Dallas Arts District, Harwood Street could become a pedestrian promenade, linking many Downtown parks and open spaces along its path: Klyde Warren Park, the future Pacific Plaza, Main Street Garden, the future Harwood Park, the Dallas Farmers Market, Dallas Heritage Village, and extending into the Cedars.

Elegant estates and homesteads once lined Ross Avenue, which, by the late-nineteenth century, had become the most prestigious address in Dallas. By the 1920s, the elite neighborhood along Ross Avenue deteriorated as residents fled the central city to nearby communities. With Downtown’s resurgence, Ross Avenue is now home to prestigious commercial, cultural, and future residential developments, becoming a critical access point to Downtown from Old East Dallas via the Dallas Arts District, extending into the West End. Its character is envisioned to be a complete street, respecting its significant cross-city role as a District Connector, while also balancing the varying land uses that stretch its length, the intensity of current and future commercial development, and opportunities to become a multimodal, pedestrian friendly, and activated corridor.

[1] City of Dallas. The Dallas Plan (Draft). October 1994.

[2] <https://dbdt.com/wp-content/uploads/2015/08/2700-Flora-Street.pdf>

[3] <https://flashbackdallas.com/category/1920s/>

West End Historic District

District Character/Evolution

Much of Dallas’s past is contained and preserved in the West End, a historically-significant area that contains many of the city’s cultural resources. This historic landmark district is vital to Downtown’s continued success, as nearly seven million people visit the West End’s attractions each year.

The city’s beginnings are rooted in the West End: in 1841, John Neely Bryan founded the Dallas settlement with the establishment of his homestead and a trading post in the vicinity of what is now the West End. As the settlement industrialized into the late 1800s, illicit businesses also emerged: visitors would come to Frogtown, a quasi-legal red-light district located in present-day West End, or nearby Boggy Bayou for entertainment and other services. Soon thereafter, as the railroads converged upon Downtown, manufacturers constructed brick warehouses to store goods and merchandise that was to be shipped out of town; those warehouses are now synonymous with the West End as many still stand today, housing important destinations and tourist attractions. While in the West End, visitors can honor the life and legacy of John F. Kennedy at the Sixth Floor Museum and Dealey Plaza, study Dallas history at the Old Red Museum, learn the history of the Holocaust and value of advancing human rights at the Dallas Holocaust Museum and Center for Education and Tolerance, and take an underwater adventure at the Dallas World Aquarium.

In order to preserve the area’s history, many of the West End’s warehouses were also converted into restaurants and shops in the 1980s, effectively creating a new entertainment district for Dallas visitors. Though the area suffered from decline in recent decades, the West End has experienced an increase in residential and commercial development projects. National corporations have been attracted to the West End as large-scale redevelopment projects repurpose into office space many of the area’s buildings and warehouses. The West End is also envisioned to become the



The West End contains some of Dallas most significant historic structures, including Old Red Courthouse



The DART West End Station provides great transit service to the district, but is currently viewed as unsafe and detracts from surrounding development and positive momentum for the district.



Market Street in the West End provides a strong retail street and a core of historic buildings but currently feels tired and is in need of updates.



Dealey Plaza is one of the city's most popular tourist destinations and provides a steady stream of activity in the West End district.

Source: Wikimedia Commons

Dallas Innovation District, in which the Dallas Innovation Alliance fosters a creative “living lab” of smart infrastructure, including LED lighting, digital kiosks, and public Wi-Fi, and the Dallas Entrepreneurial Center serves as a business incubator, attracting small business startups to the area.

Outside of the core entertainment district, the West End is a large employment and education center, serving as host to several Dallas County government buildings and El Centro College, the flagship campus of the Dallas County Community College District. El Centro students and employees at nearby Bank of America Plaza and Fountain Place significantly increase the West End's daytime population, perpetuating the need for public gathering spaces which are significantly lacking in the district. Surface parking lots are abundant throughout the West End, providing opportunity for future development to further activate the district; one such development, the proposed West End Plaza, will serve as additional park space for district visitors, residents, employees, and students.

District Connections

Located in the northwestern portion of Downtown, the West End is well-connected to nearby districts and neighborhoods. Containing a bulk of the city's cultural attractions, walkability between venues is critical to the safety and security of West End visitors. Wide sidewalks, visible crosswalks, and slower vehicular traffic are all necessary to create an environment conducive to pedestrian movement and safety. Street-level activations should also be encouraged in new development throughout the West End to improve the area's pedestrian orientation and walkability; restaurants and patios, storefronts, and additional museum space could help enhance the pedestrian experience and safe, efficient movement through the district.

Ross Avenue provides critical access to the West End, serving as an important gateway between East Dallas and Downtown. Used mainly as a vehicular thoroughfare, Ross Avenue is also an important pedestrian route as it connects two of Downtown's cultural and

entertainment districts – West End and the Dallas Dallas Arts District – and the various institutions contained therein. Lamar Street is a significant north-south thoroughfare for Downtown, connecting the Cedars (South Side) to Victory as it travels through the Civic Center and West End. Much of Downtown's visitor activity is centered along Lamar Street as conventioners and hotel guests use this corridor to reach the attractions of the West End.

The West End DART light rail station and the nearby West Transfer Center for bus services directly connect Downtown to local and regional destinations. Future streetcar routes along Lamar Street and Ross Avenue will further enhance the connections to the West End from various points in and around Downtown.

Woodall Rodgers Freeway and I-35 separate the West End from the Victory neighborhood and West Dallas, respectively, areas that have experienced concentrated growth and investment in recent years. The I-35 corridor also further separates the West End (and all of Downtown) from the Trinity River, a major asset for Dallas, especially as plans for the future Trinity River Park move forward. The proposed 200-acre park will be the focal point for the city of Dallas, reconnecting communities – including Downtown – to the Trinity River, encouraging economic development in, and accessibility to, underutilized parcels along the river.

Existing bicycle infrastructure enhances the street and pedestrian network throughout the West End. Planned bicycle infrastructure in the West End will provide further access to nearby neighborhoods, including Victory Park, the Dallas Dallas Arts District, and the Cedars via connections through Downtown; proposed bike lanes will also connect the West End to the existing trail network along the Trinity River via Houston Street and Lamar Street/Continental Avenue.

Reunion/ Union Station

District Character/Evolution

Completing the western end of Downtown, connecting the Historic West End to the Civic Center, is the Reunion district. La Réunion, an experimental socialist commune founded by French settlers in 1855 near present-day Downtown Dallas, is the namesake of the Reunion district and the city skyline's instantly-recognizable icon, Reunion Tower. Today, the Reunion district now serves as a major transit hub, as Union Station accommodates commuter, light, and interstate rail services.

The Reunion district contains the largest contiguous amount of vacant land in Downtown, a result of the closure and subsequent demolition of Reunion Arena in 2009. A vast portion of the district consists of surface parking lots or garages, both of which serve the nearby Convention Center. With ample opportunity for development and its high visibility at the confluence of major thoroughfares, the Reunion district is poised to become a high-profile destination in Downtown Dallas; the creation of a new development pattern on these vacant or underutilized lots would strengthen the district's ties with the remainder of Downtown. Mixed-use developments, with a focus on residential, office, and hotel uses, will activate this off-neglected section of Downtown; a planned high-speed rail station nearby will further activate the Reunion District.

Large-scale redevelopment projects could also spur activity within the Reunion District. Renovations to 400 Record will reposition the high-rise office tower as a pedestrian-oriented destination as retail and restaurants replace vacant or underutilized ground-floor spaces. The soon-to-be-vacated Dallas Morning News facility and parking lots could be catalytic redevelopment sites, bringing much-needed residential, retail, and commercial uses to the Reunion district.

Parks and green space are nearly absent within the Reunion district. Ferris Plaza and its grand fountain greet passengers as they exit Union Station and Lubben Plaza provides respite and shade to district visitors. The site of the

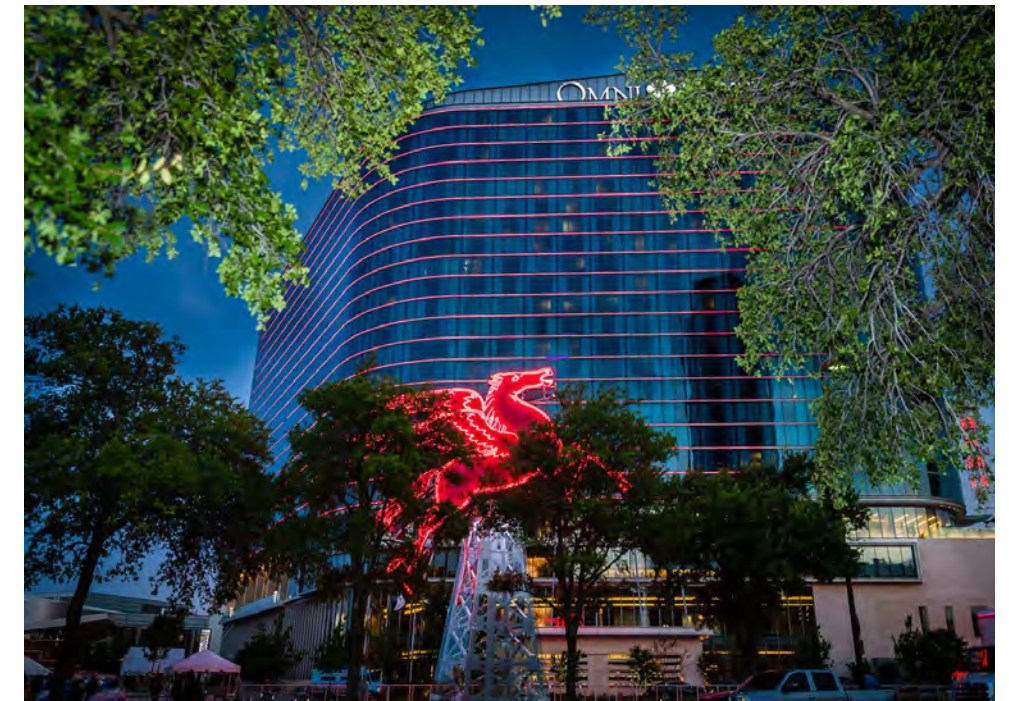
former Reunion Arena has been transformed into a temporary green space, proving that a large park could be viable – and successful – in the Reunion district as it has played host to numerous public events, concerts, and gatherings.

District Connections

As the primary transit hub for Downtown Dallas, the Reunion district is already well-situated and connected to neighboring districts and nearby neighborhoods.

Transit orientation of future development within the Reunion district should position the area as a key point of interest and investment in the coming years. The area could become a high-profile destination as developers and companies seek proximity to transit options that facilitate Downtown's regional and national connections. The planned high-speed rail line nearby will further augment the light rail, Trinity Railway Express, and Amtrak services already available at Union Station. Also terminating at Union Station, the modern streetcar provides access to Downtown from Oak Cliff; connecting two employment centers (Downtown and Methodist Hospital) and tourist destinations (Downtown and the Bishop Dallas Arts District), the streetcar serves as an asset for those seeking alternatives to the personal vehicle use between the Reunion district and its neighbors.

Freeways serve as a hard edge for the Reunion district at its western (I-35) and southern (I-30) borders, separating the district from the West Dallas and North Oak Cliff neighborhoods, respectively, that have experienced intense investment and growth in recent years. Smaller freeway footprints and deck parks as proposed in TxDOT's *CityMAP* planning efforts will effectively connect the Reunion district to West Dallas and the North Oak Cliff Gateway areas. The freeways further separate Downtown from the Trinity River, a major asset for Dallas, emphasizing the need to reconnect communities – including Downtown – to the Trinity River.



The Omni Dallas Hotel has provided an exciting new tourist destination, with restaurants and constant activity, in an area of Downtown that was previously home to parking lots.



Union Station is a multimodal transit hub, with DART light rail, Trinity Railway Express, streetcar, bus, and Amtrak connections to neighborhood, local, and regional destinations.

Dallas Farmers Market

District Character/Evolution

Born out of improvised wholesale markets on Pearl Street in the late 1800s, the Dallas Farmers Market has grown into one of the nation’s largest public markets. The market serves as an anchor for the Dallas Farmers Market in southeastern Downtown and is an asset for the community-at-large, reflecting Dallas’s historical commercial roots and supplying produce in support of healthy lifestyles.

The current site of the Dallas Farmers Market was formally established in 1939 and was owned and operated by the City of Dallas until 2013. Now a private venture (a recommendation from the 2011 plan), the Dallas Farmers Market is poised to become a unique destination in Downtown Dallas, and high-quality retail and residential development has occurred immediately adjacent to the facility as a result. The remainder of the neighborhood presents a significant opportunity to advance a consistent development pattern to establish a distinct identity and transform underutilized land. Much of the property in the area remains vacant or underutilized, providing ample opportunity for future development or redevelopment projects.

The success of recent residential development in the Dallas Farmers Market will help spur development elsewhere in the neighborhood, fulfilling the 2011 plan vision for a mixed-income community with entry-level workforce and family-oriented housing, both of which are underserved markets within Downtown. Compact, walkable, low- to mid-rise residential and mixed-use communities could bring life to the area’s vacant and underutilized properties, further connecting the Dallas Farmers Market to other nearby neighborhoods in and around Downtown.

Lacking a formal public gathering space outside of the Dallas Farmers Market proper, Encore Park and the proposed Harwood Park have the potential to bring much-needed open space and cultural amenities to neighborhood visitors and residents. The adaptive re-use of buildings will also help solidify an identifiable character for the Dallas Farmers Market focused on its historical and commercial context.

District Connections

Since its inception, the Dallas Farmers Market has been a critical gateway to Downtown: farmers from faraway communities reached Dallas via Pearl Street to sell their produce to commercial wholesalers located Downtown.

Currently, the Dallas Farmers Market is a distinct neighborhood separated from the Cedars and Deep Ellum by I-30 on its south and I-345 on its east, two vibrant neighborhoods also experiencing a resurgence of development. Ongoing plans include the CityMAP efforts to reduce the freeway footprints and remove the confusing nexus of access ramps intended to reconnect these neighborhoods and their assets. Proposed deck parks over I-30, including a reconnection to the Dallas Heritage Village (Old City Park), will provide necessary open space to a critically-underserved section of Downtown.

Harwood Street contains numerous historic landmarks, such as Scottish Rite Cathedral, the Masonic Lodge, and the First Presbyterian Church, that reflect the institutional prominence of the Dallas Farmers Market; as it extends south and north, Harwood Street connects the Dallas Farmers Market to other historic structures (the Statler Hotel and Residences) and prominent destinations (Dallas Heritage Village, Main Street Garden, the Dallas Arts District). Harwood Street must accommodate vehicular traffic, including truck deliveries to the market, and pedestrian movement to and through the district; however, to enjoy the historical significance of Harwood Street, pedestrians and cyclists must feel comfortable while travelling along the corridor and should be provided with ample amenities, including enhanced streetscaping (trees, benches, streetlights) and traffic calming features (wide sidewalks, crosswalks).

Canton/Young Street, the epicenter of recent residential development in the Dallas Farmers Market, is an important connection to nearby Deep Ellum. However, multiple access ramps and confusing intersections create dangerous conditions for pedestrians wishing to access Deep Ellum or



The Dallas Farmers Market provides an active open market and a popular food hall.



The Farmers Market contains some historic businesses such as Ruibal’s which are anchors in the district and should be celebrated and preserved.

the Dallas Farmers Market via Canton/Young Street. The removal of certain freeway access points and the addition of clearly-demarcated pedestrian pathways will provide safe access to both areas.

Proposed bicycle facilities on Marilla Street and Harwood Street will provide greater access to and from the Dallas Farmers Market. The increase in pedestrian and bicycle facilities in and through the Dallas Farmers Market will ultimately reduce the need for personal vehicles throughout Downtown. D-Link, the free Downtown shuttle, and opportunities for streetcar expansion will also serve as alternative transit modes, connecting the Dallas Farmers Market to nearby Downtown districts and neighborhoods.



New restaurants and special events have helped make the Dallas Farmers Market a popular place on the weekend.



In the Civic Center, City Hall Plaza often sits empty and unactivated. The hardscape design, surrounding vacancy, and lack of shade make the plaza unattractive to pedestrians.



New residential development is characterized by three-story brick townhomes and four- and five-story apartment buildings with traditional and modern finishes.



Due to heavy tourist traffic through Pioneer Plaza in the Civic Center, the paths around the iconic cattle drive sculptures and cemetery are eroded and need repair.

Civic Center

District Character/Evolution

Encompassing a large portion of southern Downtown, the Civic Center houses many of Dallas's municipal and governmental destinations, including City Hall, J. Erik Jonsson Central Library, several Federal offices, and the Kay Bailey Hutchison Convention Center. The Civic Center also contains many of the city's social service organizations, providing services to the area's homeless and other disadvantaged populations.

Like the City of Dallas, the Civic Center's history is tied to the railroad: the Santa Fe Railroad Freight Terminal was once located in the southwestern portion of the Civic Center, in an area now occupied by the city's Convention Center.^[4] The Civic Center's future could also depend upon the railroad, as the planned high speed rail station will be situated nearby. The station could serve as a catalytic project for Dallas, encouraging steadfast growth and development in a part of Downtown that has been slower to develop.

Large estate homes were once located in the area now occupied by City Hall,^[5] providing the Civic Center with a residential component that is somewhat lacking today. An abundance of parking lots and underutilized property throughout the Civic Center provide ample opportunity for development projects that focus on bringing a mix of uses to this portion of Downtown. Many of the district's underutilized buildings could be adaptively reused, creating additional space for hotel, residential, and office uses that support and complement the convention and governmental functions of the Civic Center.

Three plazas provide opportunities for recreation and reflection within the Civic Center: Pioneer Plaza and Cemetery offers a look into Dallas's past as a town on the western frontier, Lubben Plaza is a respite among sculptures, and City Hall Plaza provides ample space for large public events and gatherings. Activation of these spaces, especially City Hall Plaza, could bring additional visitors to the Civic Center while further engaging the area's current employees and residents. Permanent



The underside of the Kay Bailey Hutchison Convention Center provides a great opportunity for creating an activated space that connects Downtown to the Cedars.

programming and scheduled activities, including mobile food vendors, art shows, and moveable tables and chairs, will help activate these spaces. As the City's front yard, City Hall Plaza could become the Civic Center's definable activity node and bring identity and character to this portion of Downtown.

[4] <http://digitalcollections.smu.edu/cdm/ref/collection/dmp/id/155>

[5] McDonald, William. Dallas Rediscovered: A Photographic Chronicle of Urban Expansion 1870-1925. Dallas Historical Society, 1978.

District Connections

The Civic Center is bordered to its south by I-30, separating the district from the Cedars, a resurgent neighborhood of numerous residential, office, and entertainment developments. The CityMAP plan to reduce the I-30 footprint and remove the tangled network of access ramps near the Civic Center will reconnect these neighborhoods and their assets. A proposed deck park over I-30 will provide additional open space and, together with the development plans for the nearby high speed rail station, will further integrate and connect the Civic Center with the Cedars.

Streets within the Civic Center are often wide, accommodating vehicular travel to and through the district with little attention paid to the pedestrian. Marilla Street could become a pedestrian thoroughfare that connects the West End/Reunion District (via Young Street), the Dallas Farmers Market, and Deep Ellum (via Canton Street) and various points of interest in between, including the Omni Dallas Hotel, Pioneer Plaza, and City Hall Plaza; proposed bicycle facilities on Marilla will further connect the Civic Center to nearby districts and neighborhoods, specifically the Dallas Farmers Market and Deep Ellum. Lamar Street could also be a signature street as it connects cultural and civic landmarks in Downtown, including the West End, Convention Center, and the planned high speed rail station, to the burgeoning entertainment district in the Cedars. Existing bicycle infrastructure and pedestrian enhancements along Lamar Street will encourage and improve walkability within and around the Civic Center. Planned bicycle infrastructure and enhanced pedestrian amenities, including landscaping, along Ervay Street will also strengthen the Civic Center's connections to the Main Street District and the Cedars neighborhood.

Main Street District

District Character/Evolution

Marked by contemporary skyscrapers and historic structures, the Main Street District serves as one of the most diverse and intensely mixed-use areas in Dallas. Home to the city's major retailers, hotels, and banks, Main Street contains some of Dallas's early buildings, including several landmark skyscrapers; as new development moved north from Main Street, in order to access nearby freeways, the modern image of Dallas as a center of finance and energy is now reflected in its iconic and growing skyline.

Commerce has always played a central role in Downtown Dallas: the arrival of the railroad in the 1870s brought commercial establishments to Main Street, including saloons and boarding houses, dry goods stores and markets, and medical and law offices. As Dallas grew, Downtown's commercial offerings were also expanded. Anchored by the Majestic Theatre, Elm Street became a "film and theater row," providing entertainment to both Dallasites and visitors. In 1907, Neiman Marcus brought luxury retail to Downtown Dallas alongside several other department stores throughout what is now the Main Street District. By the mid-twentieth century, though, most retail and entertainment establishments left Downtown as patrons began to favor the suburbs; the Main Street District, once the hub of near-constant activity, had become an office park, marking the initial decline of Downtown Dallas.

In recent years, the Main Street District has experienced expansive urban revitalization; Downtown has once again become a destination for commerce and entertainment. Older, dilapidated buildings have been restored and others have been adaptively re-used as residential properties to provide homes for Downtown's ever-growing population. Higher education services have also expanded into Downtown as the UNT System headquarters and UNT Dallas College of Law, as well as the Universities



The Eye Ball has provided Main Street with a popular and distinct piece of public art.



Belo Garden has a diverse array of Texas-native plant species as well as play fountains that make the park popular for all users.



Main Street Garden is popular with two and four-legged visitors, and will be even more vibrant when the renovated Statler Hotel project is complete.



Main Street has numerous retail and restaurant destinations, some of which provide pleasant outdoor dining options.

Center at Dallas and its partner institutions, including University of North Texas System, Texas A&M University - Commerce, and University of Texas Arlington, within the Main Street District.

With its dense collection of skyscrapers, retailers and hotels, residences, and open spaces – including Belo Garden, Main Street Garden, Pegasus Plaza, and Thanks-Giving Square – the Main Street District offers one of the most complete urban experiences in Downtown Dallas.



The University of North Texas System provides an educational amenity to the Main Street District and further increases its vibrancy.

District Connections

The Main Street District, at the core of Downtown Dallas, is well-connected to nearby districts and neighborhoods via heavily-traveled corridors, pedestrian thoroughfares, and transit access.

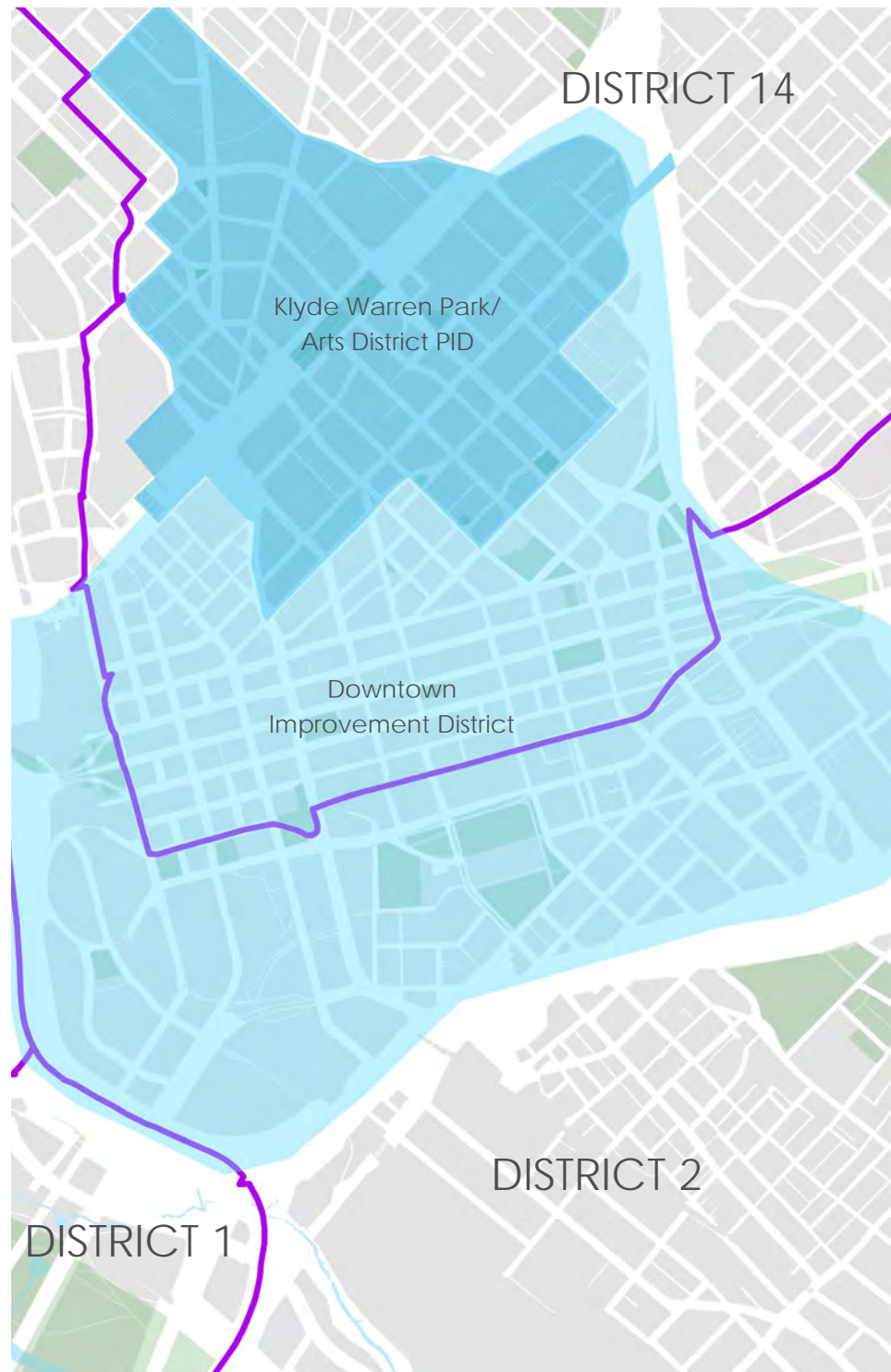
As the main east-west thoroughfares in the Main Street District, Commerce and Elm Streets are primary vehicular access points to and through Downtown; both streets are wide, accommodating vehicle and bus traffic with little focus on the pedestrian experience. Numerous driveways and valet access lanes disrupt thru traffic and impede pedestrian safety. However, in recent years, several plans for streetscape improvements have been discussed in order to enhance the pedestrian experience along Commerce and Elm Streets: traffic lane removal, curb cut reduction, and the creation of dedicated parking and/or valet lanes can reduce traffic speed and improve safety throughout the Main Street District.

Pearl and Harwood Streets are also wide, unattractive thoroughfares, serving north-south traffic through the Main Street District. Parking lots and inactive storefronts create voids in the connection between the Main Street District and the Dallas Arts District, proving opportunities for infill development, activation strategies, and pedestrian enhancements, including mid-block crossings, landscaping, and improved crosswalks, will help achieve the vision of Pearl Street becoming the city's "Avenue to the Arts" as it proceeds through Downtown and the Main Street District to the Dallas Farmers Market. Existing bike lanes throughout the Main Street District, especially along Main, Jackson, and Wood Streets, are important connectors to the Deep Ellum neighborhood and the Civic Center, respectively, and proposed bicycle infrastructure on Harwood Street will further strengthen the connection between the Main Street District and additional neighborhoods.

Mass transit penetrates the Main Street District, as bus, light rail, and the McKinney Avenue Trolley systems serve the core of Downtown Dallas. D-Link, the free Downtown circulator, also connects visitors to hotels and other destinations within the Main Street District and throughout Downtown

Dallas. Proposed expansions of the light rail and streetcar systems will further enhance connections to and through the Main Street District and reduce the need for personal vehicles in Downtown.

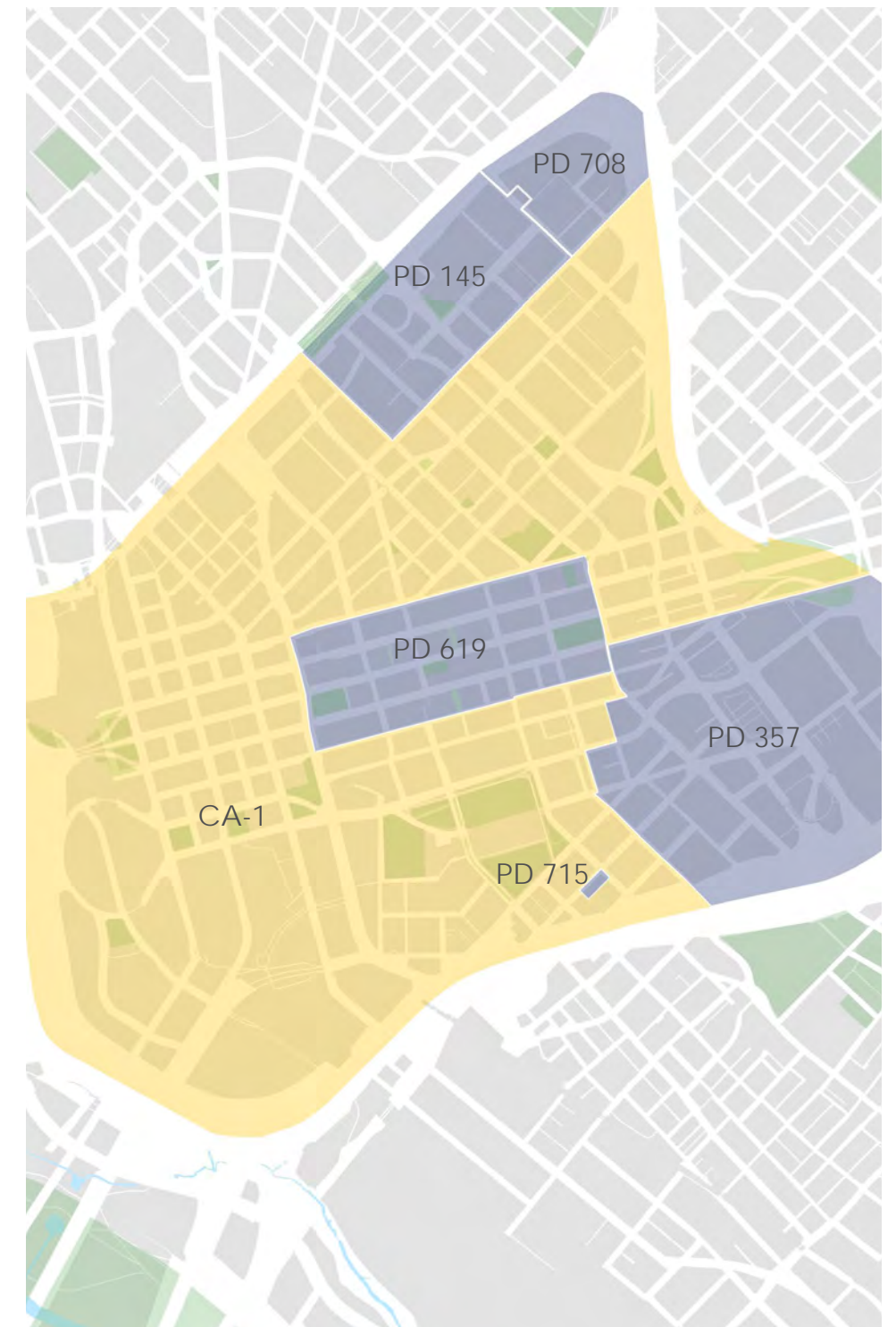
Most structures in the Main Street District were built with internalized retail and services, often leaving the street frontages bare and inactive. Skybridges and tunnels, built to link office towers and hotels to parking structures and other destinations, exacerbate the feeling of isolation at street level. Recently, however, office towers and corporate campuses are embracing Downtown streets through activation of their ground floor spaces. Additional patio dining, retail storefronts, and public gathering spaces will cultivate a lively, engaging, human-scale experience throughout the Main Street District, encouraging pedestrians to walk and enjoy Downtown and nearby neighborhoods.



Map of Public Improvement Districts and Council Districts in Downtown Dallas



Map of Neighborhood Associations and Historic Overlays in Downtown Dallas



Map of Zoning in Downtown Dallas.
More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

Cedars

Taking advantage of its proximity to Downtown, the Cedars is a burgeoning urban neighborhood undergoing rapid transformation: industrial uses are being replaced by residences, restaurants, and office spaces to become a dense, full-service community.

The emergence and subsequent growth of Dallas's railroad network in the 1870s coincided with speculative residential development around the Downtown area. Residential development progressed south of Dallas proper as northern development stalled near the Texas and Pacific rail line, along what is now Pacific Avenue; speculators were drawn to southern Dallas and its forest of oak and red cedar trees, the latter of which gave the new neighborhood its name,^[6] by way of new streetcar lines crisscrossing the area. Upon the opening of City Park (now Dallas Heritage Village), Dallas's first public park, the Cedars quickly became a stately neighborhood, as streets were lined with the Victorian homes of Dallas's wealthy professionals, including businessmen, doctors, and lawyers; much of Dallas's original Jewish population also lived in the Cedars, building large Victorian mansions throughout the neighborhood.

The elegance of the Cedars neighborhood faded in the early twentieth century; the wealthy enclave was replaced with industrial uses associated with the numerous railroads crossing the neighborhood into Downtown. Factories, warehouses, and heavy industry followed the railroads into the Cedars, destroying much of the neighborhood's tree canopy. Low-wage workers and substandard housing conditions became prevalent throughout the neighborhood affecting its exclusivity and value, forcing many of the Cedars's founders to move to wealthy enclaves elsewhere in Dallas. Construction of the I-30 corridor in the 1960s all but destroyed what few Victorian mansions remained in the Cedars at that time.

Remnants of the Cedars's industrial past remain today; adaptive reuse projects and live-work units preserve the creative and industrial spirit of the neighborhood. Warehouses have been converted into lofts, while new residential construction is interwoven within the historic fabric of

the neighborhood, among the many historic homes and commercial structures that remain – creating a diverse, eclectic urban identity. In recent years, affordable land values and proximity to Downtown have attracted creatives and other residents to the Cedars who seek a true urban experience. Popular bars, restaurants, and music venues have been established in the Cedars alongside new residential development to become a complete, diverse neighborhood.

The railroad was central to the Cedars' establishment and subsequent development – and will remain an integral factor in its future success. As the location of the proposed high speed rail terminal, the Cedars will be once again at the crossroads of robust growth and continued prosperity.

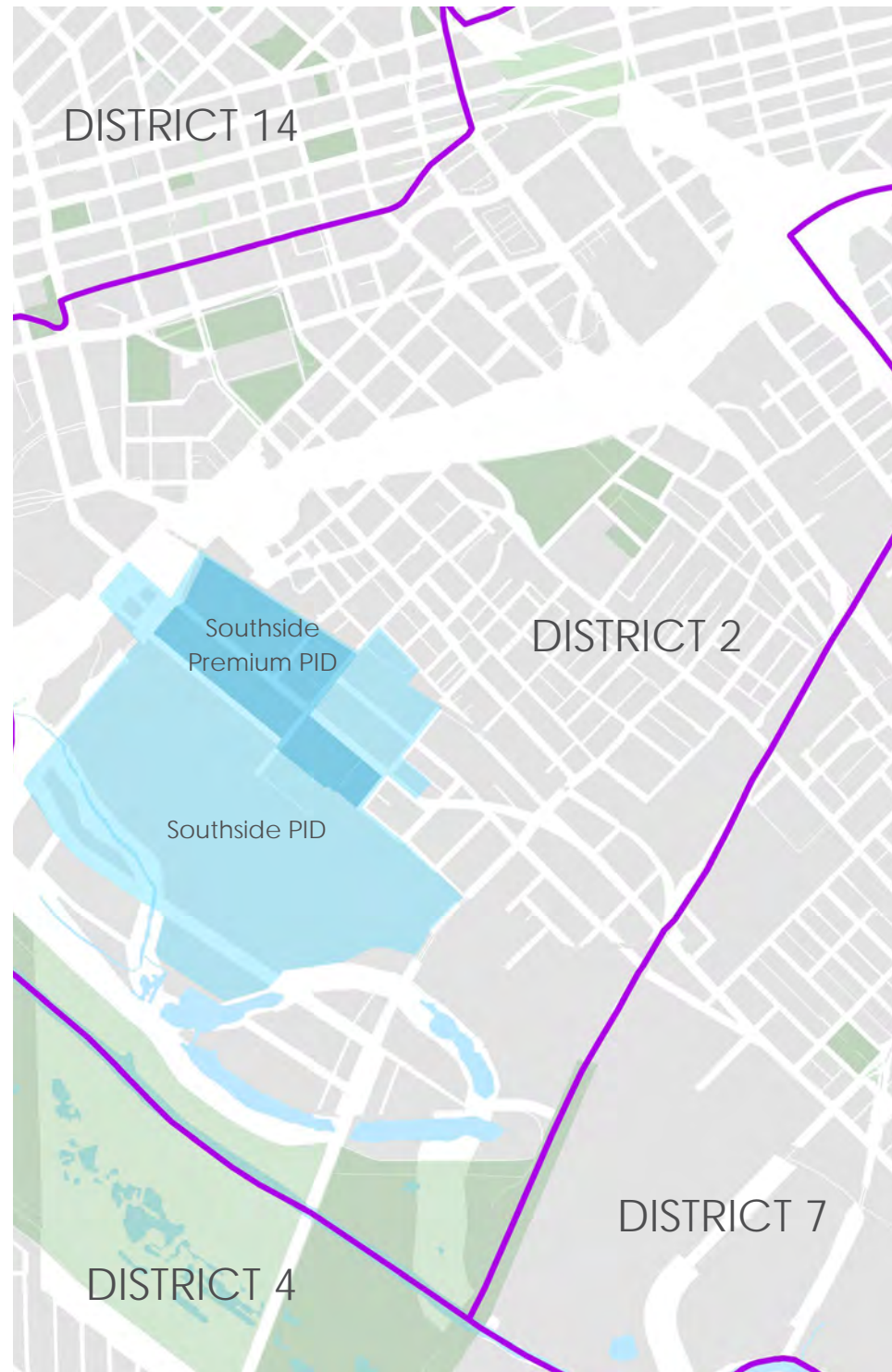
Within the Cedars, the South Side neighborhood has experienced explosive growth since its anchor development South Side on Lamar in the former Sears, Roebuck and Company building (1910) opened in 2001. Soon after, the Dallas Police Department Headquarters relocated to the area, and with the improved perception of safety and activity soon came the Nylo Hotel and several restaurants, bars, and entertainment venues that catalyzed additional development throughout the Cedars.

The 360 Plan emphasizes several District Connectors in the Cedars and South Side that will improve multimodal access to Downtown, to and across the Trinity to neighborhoods like The Bottom, and to the east/southeast to Fair Park/South Dallas, including: Riverfront, Lamar, Cadiz, Al Lipscomb Boulevard, Martin Luther King, Jr. Boulevard, Ervay, Akard, Belleview, and Harwood.

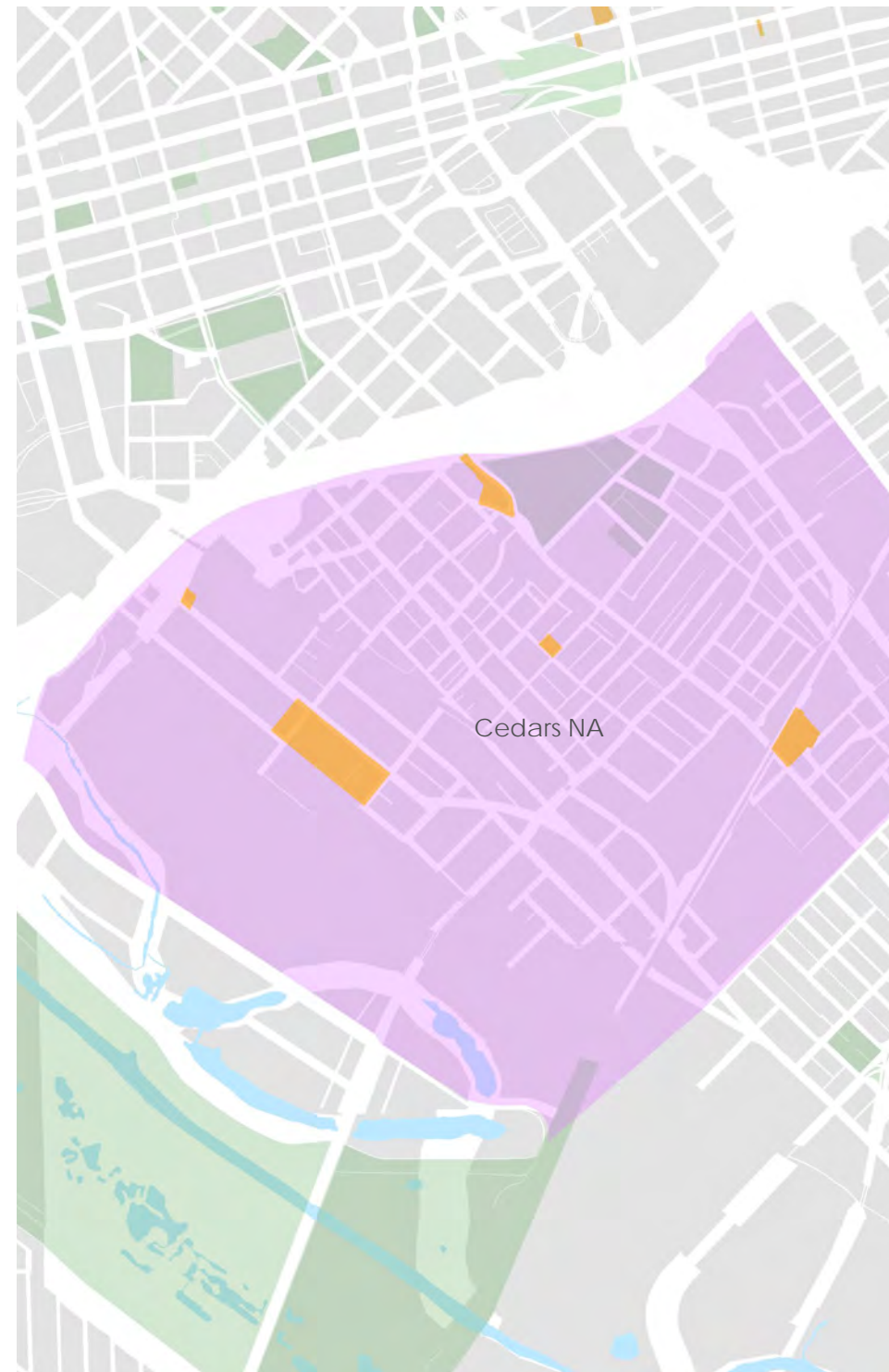
[6] McDonald, William. Dallas Rediscovered: A Photographic Chronicle of Urban Expansion 1870-1925. Dallas Historical Society, 1978.



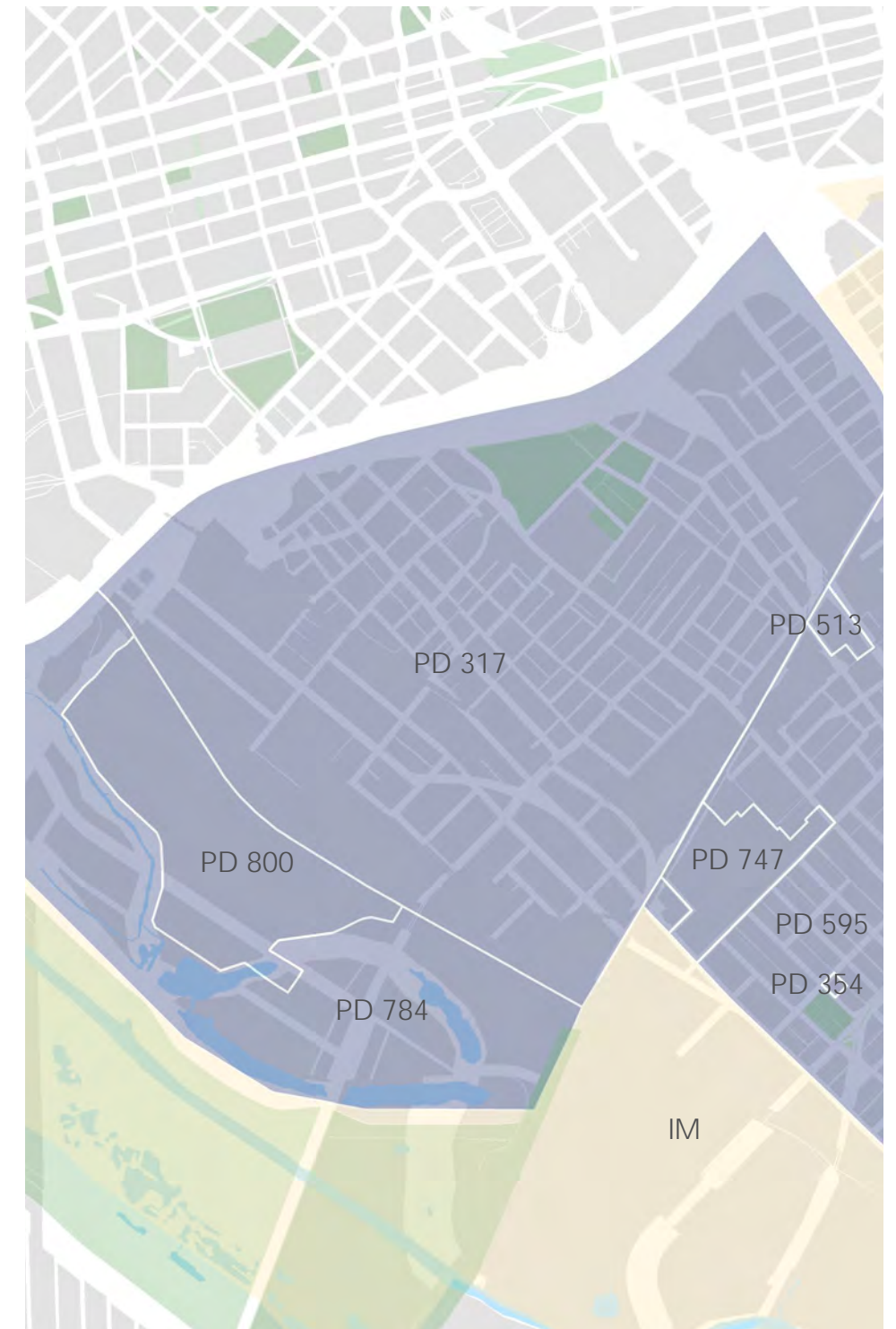
Some historic structures, such as the Nylo Hotel on South Lamar Street, have been renovated and turned into key anchors for the neighborhood.



Map of Public Improvement Districts and Council Districts in the Cedars



Map of Neighborhood Associations and Historic Overlays in the Cedars



Map of Zoning in the Cedars

More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

Deep Ellum

Deep Ellum, as one of Downtown Dallas's most eclectic neighborhoods, is a popular destination for entertainment and nightlife. After long periods of disinvestment, Deep Ellum has experienced a significant resurgence in recent years as an infusion of residential units, creative workspaces, and retail storefronts have created a vibrant mixed-use neighborhood. The area, on the east end of Downtown Dallas, was originally settled as one of Dallas's freedmantowns in which freed slaves sought refuge from intolerant neighbors to form a community in which they could take pride. At the convergence of several rail lines, Deep Ellum served as a red-light district for those passing through Dallas; established just after the Civil War. Areas along Commerce, Main, and Elm Streets were filled with juke joints and establishments serving homemade beer and liquor.^[7]

Deep Ellum was an early home to jazz and blues music, genres performed by musicians that had experienced the hardships of the neighborhood and its roots in slavery. Until he was discovered, Blind Lemon Jefferson performed in Deep Ellum brothels before becoming a national recording star for Paramount Records. Jefferson's music, alongside other Dallas bluesmen, would shape and inform contemporary American music and recording artists. Deep Ellum's roots as an entertainment and nightlife district still remain today as bars and nightclubs continue to host live music performances.

By the 1920s, however, Deep Ellum became one of Dallas's first commercial districts to cater to African Americans; many businesses were owned and operated by African American families, including hotels, retail shops, a movie theater, and a vaudeville house.^[8] Deep Ellum has the largest collection of commercial storefronts from the early twentieth century in Dallas; maintaining the historic facades, many of the buildings' interiors have been renovated to accommodate modern restaurants, art galleries, and entertainment venues. Home to the Continental Gin Company and a Model T assembly plant, Deep Ellum propelled Dallas into a newfound industrial age. Both large buildings have been converted into residential lofts and apartments, bringing life to otherwise shuttered and neglected pieces of the neighborhood.

Nearly obliterated by the construction of Central Expressway in the 1970s, Deep Ellum has experienced many lives since. Today, the density and

diversity of uses in Deep Ellum offer a unique urban experience found nowhere else in Dallas. Indigenous retail and arts, an entrepreneurial culinary scene, and lively entertainment activity is balanced with a stable and active residential population. A range of future projects including low-, mid- and large-scale developments currently underway in Deep Ellum signify a prosperous future ahead for the neighborhood.

Connecting Deep Ellum and Fair Park/South Dallas sits Exposition Park, an eclectic mix of restaurants, bars, galleries, services, and small residential developments. Driven by a strong arts community, "Expo Park," as it's known to many, is improving the connections between all of the southeastern center city with infill development and vibrant experiences. *The 360 Plan* emphasizes several District Connectors with strategies to improve multimodal transportation options to and from Deep Ellum, Expo Park, Downtown, and surrounding areas, including: Malcolm X Boulevard, Good Latimer, Hall, Main, Elm, and Commerce Streets.

[7], [8] McDonald, William. Dallas Rediscovered: A Photographic Chronicle of Urban Expansion 1870-1925. Dallas Historical Society, 1978.



New retail and restaurants have added to the already vibrant nightlife and have helped transform Deep Ellum into a bustling 24-hour district.

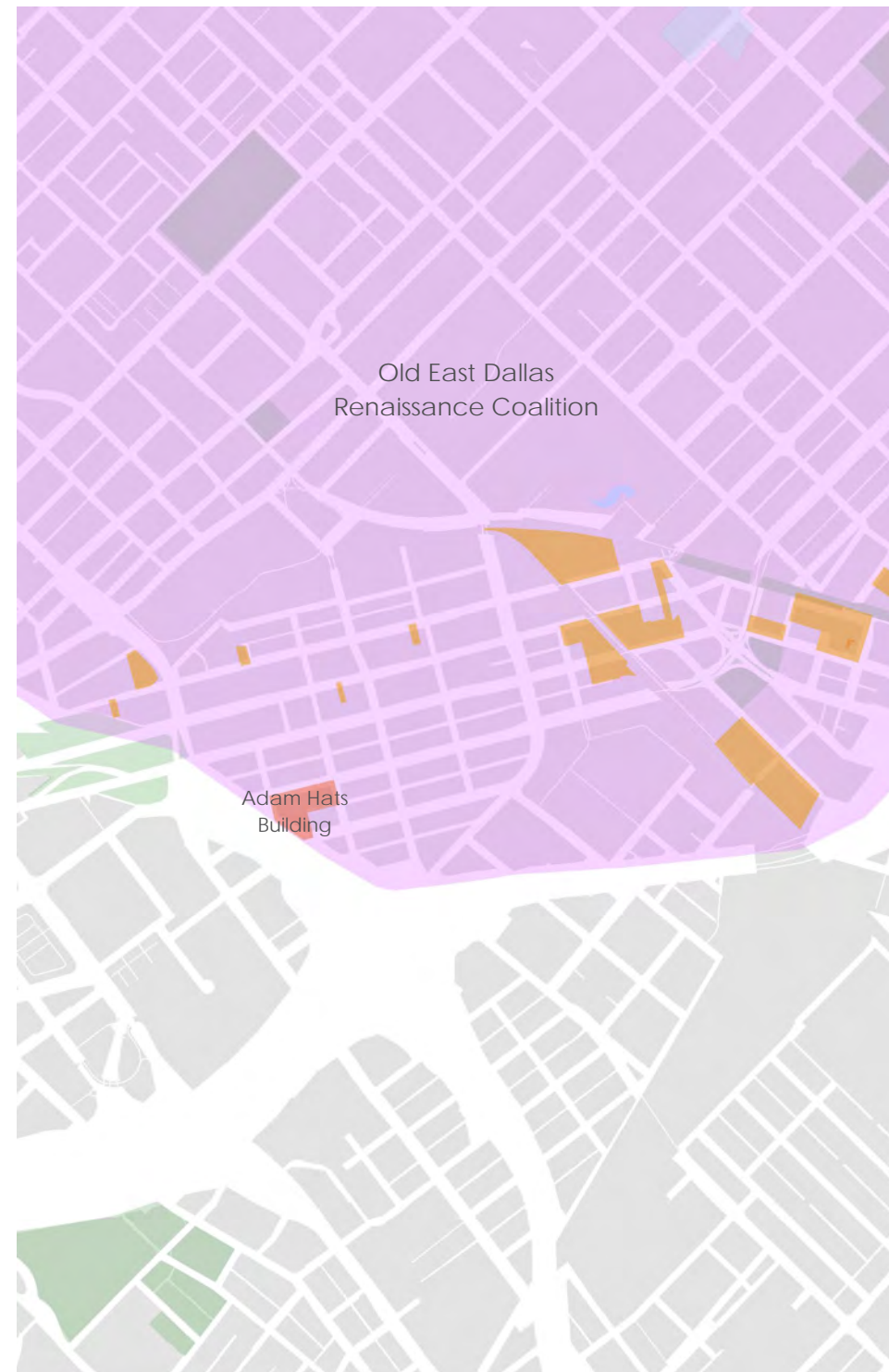


Special events such as Reimagine Crowdus, which temporarily closed Crowdus Street for a month, have given a new dimension to the neighborhood.

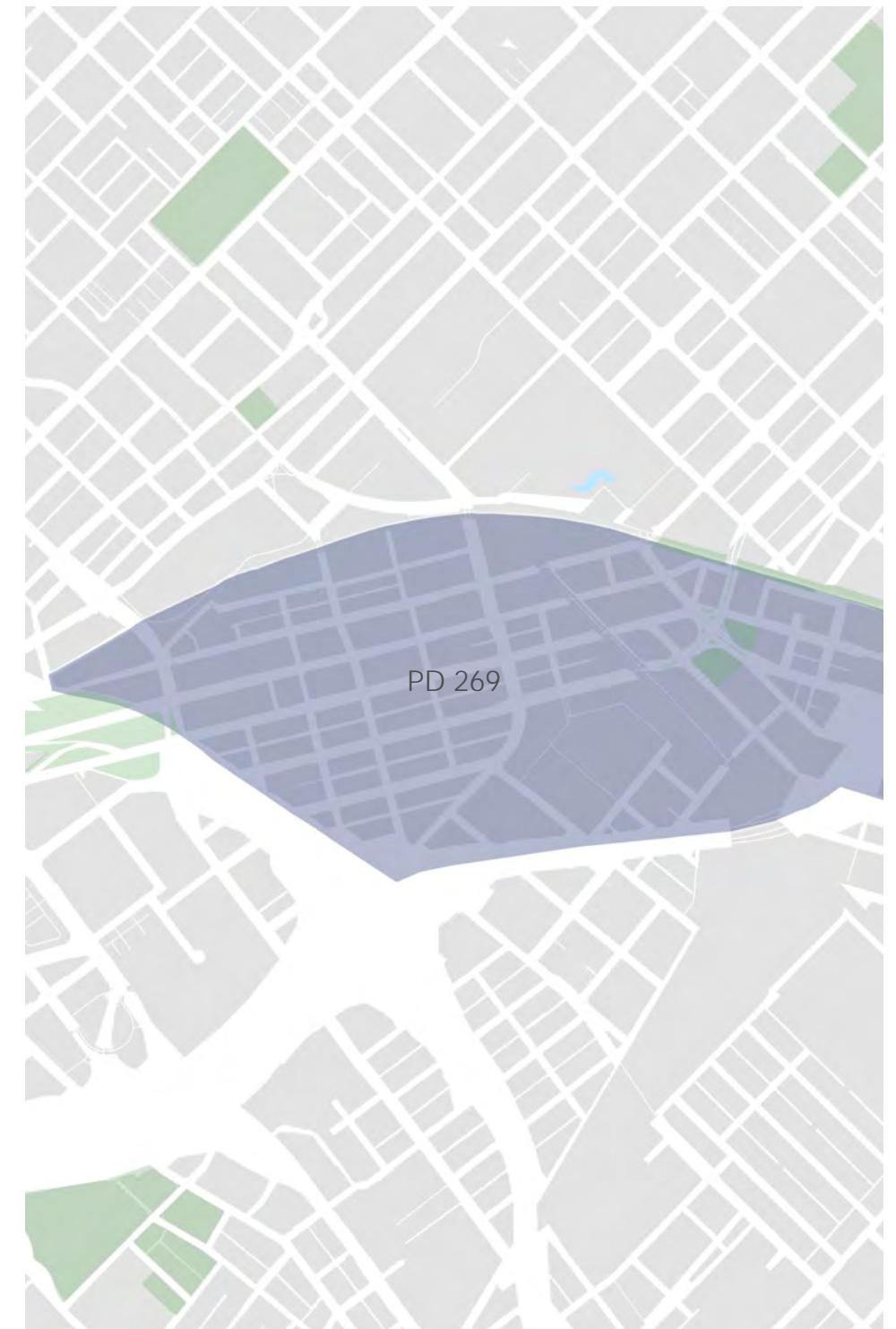
Source: Another Face In The Crowd



Map of Public Improvement Districts and Council Districts in Deep Ellum



Map of Neighborhood Associations and Historic Overlays in Deep Ellum



Map of Zoning in Deep Ellum

More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

Design District

Located west and northwest of Downtown Dallas, the Design District is a unique destination for art, home furnishings, and design goods. In recent years, however, the Design District has emerged as a vibrant, mixed-use neighborhood as residential buildings and additional commercial services have come online.

The showrooms and warehouses that comprise the majority of the Design District were constructed in the 1950s on cheap, readily-available land along the banks of the Trinity River. Dallas was, at one time, the third largest garment center in the United States^[9] due in large part to the concentration of fashion designers, fabricators, and showrooms within the Design District. The fashion industry continues to play a large role in the Design District as designers and other entrepreneurs move to the area in hopes of advancing their careers. The Design District has long been a premier destination for interior designers seeking unique home decor and furnishings; today, the district offers a variety of merchandise, including art, antiques, and vintage goods, making it one of Dallas's most attractive shopping and retail areas.

In recent years, warehouses and showrooms throughout the Design District have been repurposed as contemporary art galleries, breweries, and restaurants, maintaining the area's industrious, edgy appeal. Infill development has occurred as apartment homes have been built among the district's industrial buildings, establishing a creative and energetic mixed-use neighborhood; a boutique hotel and additional entertainment venues continue to diversify this rapidly-expanding portion of Downtown.

Though the Design District is easily accessible via automobile, there is a need to improve multimodal access within the district, connecting it to nearby neighborhoods and the Trinity River. Pedestrian and bicycle connections to the DART Victory Station, underneath an I-35 overpass, must be explored to provide critical access to various points around Downtown and greater Dallas. The Design District's adjacency to the Trinity River

provides ample opportunity for recreation and leisure activity, and the expansion of the bicycle infrastructure network, including the Trinity Strand Trail, will further enhance connections to and through the neighborhood. Residual rail spurs are common throughout the Design District; these underutilized spaces can be transformed into small parks or green space – both of which are needed in the district – that can further connect bicyclists and pedestrians to nearby trails along the Trinity River.

The Design District has become one of the most successfully-branded destinations in Dallas. As the Design District continues to grow and diversify, it is necessary to retain its industrious, creative energy for its continued success.

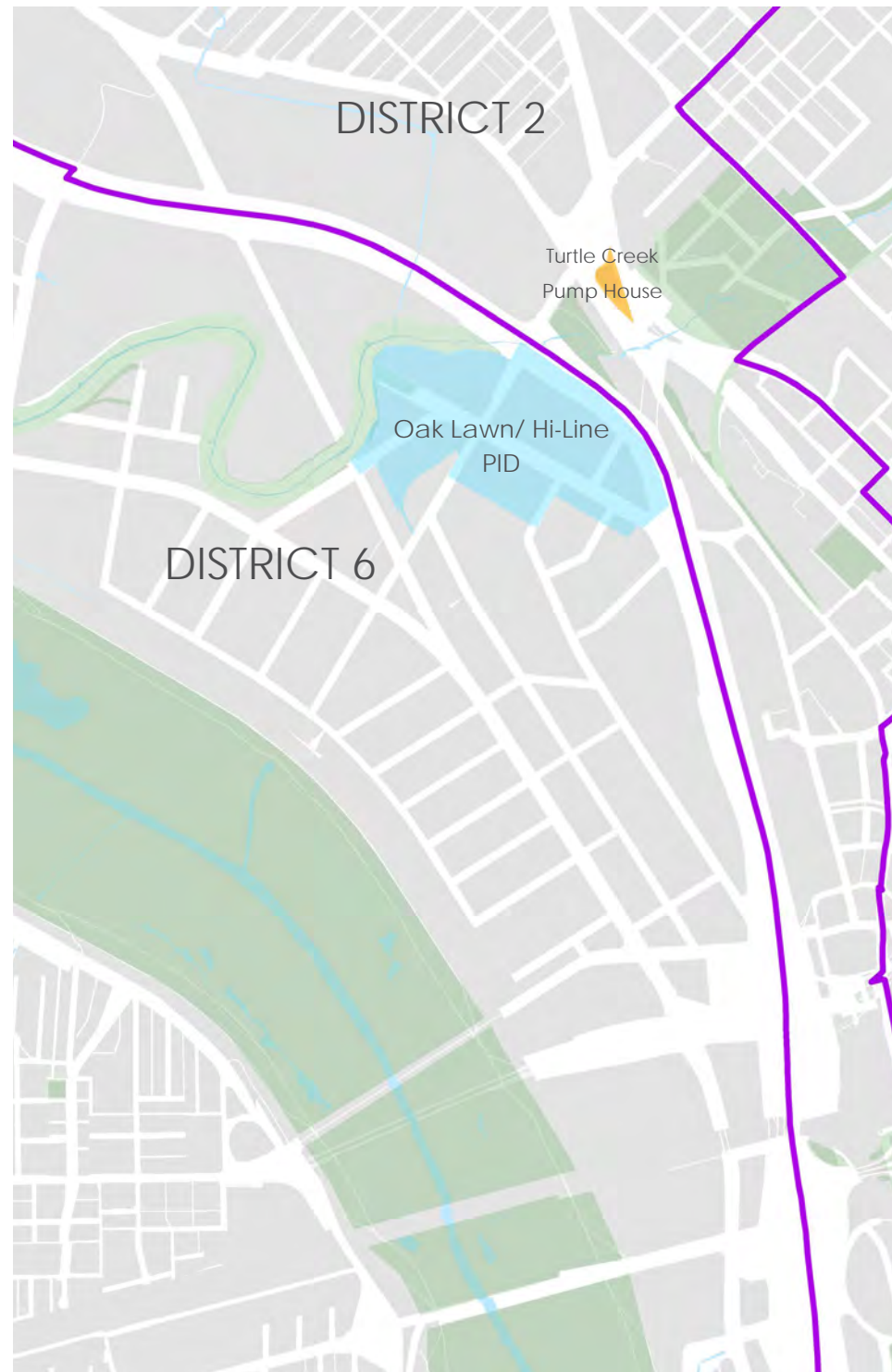
[9] <http://neighborhoods.dmagazine.com/dallas/central-dallas/design-district/>



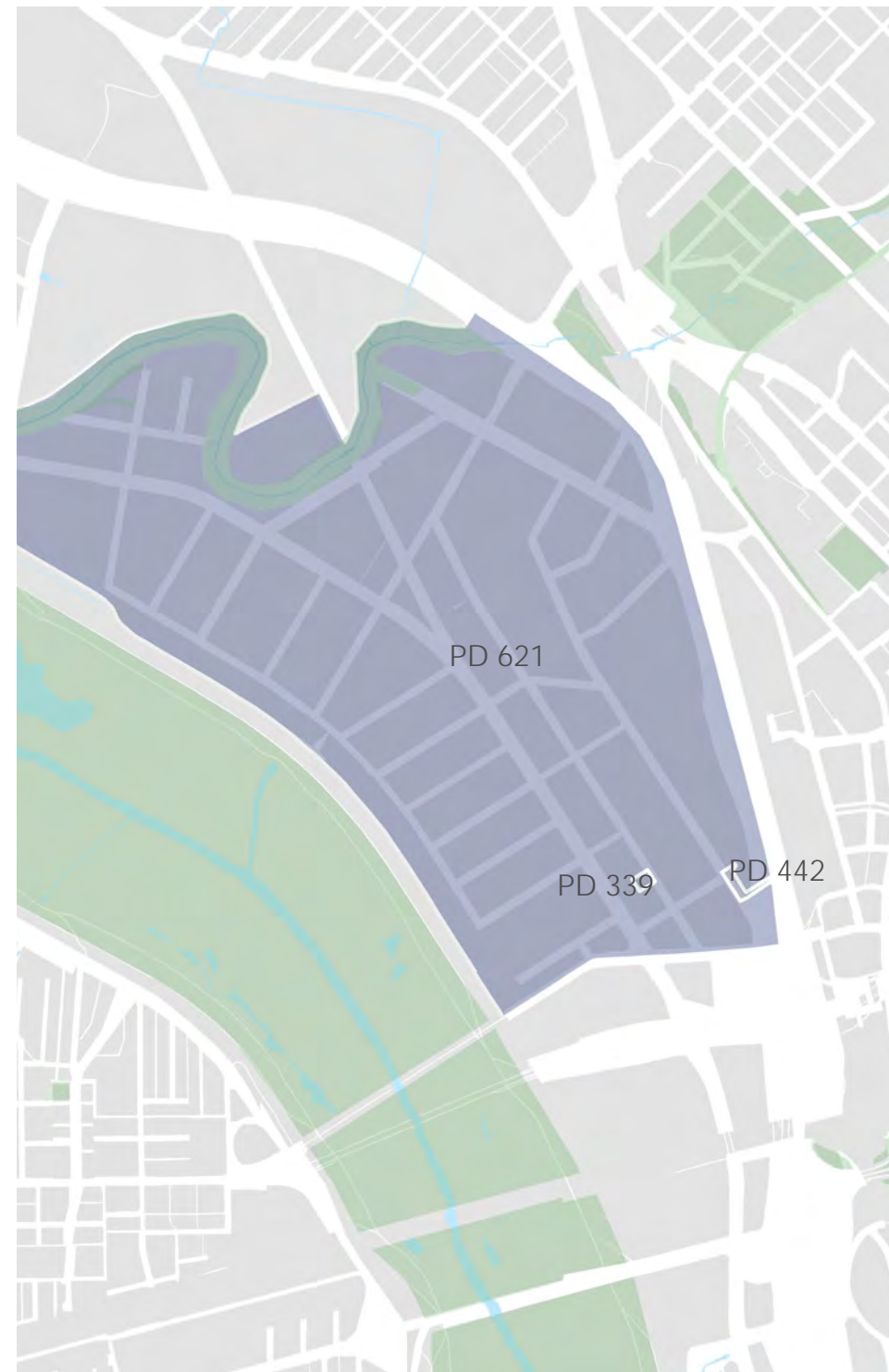
The Design District has seen a surge of new retail and restaurants that have changed this formerly industrial district into a bustling neighborhood.



Recent gateway and street improvements have helped give the Design District a distinct identity that embraces public art.



Map of Public Improvement Districts, Historic Overlays, and Council Districts in the Design District.



Map of Zoning in the Design District

More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

East Dallas

The European roots of East Dallas are still prevalent throughout this thriving residential community just east of Downtown. Architecturally-significant homes and historic commercial structures from the late nineteenth and early twentieth centuries sit among newly-constructed multi-family projects.

The area now known as East Dallas was originally settled by European pioneers attracted to the wild, overgrown frontier. In the 1870s, East Dallas was incorporated as a separate municipality and quickly grew after the arrival of the railroads. Plantations and large homesteads throughout East Dallas were parceled into subdivisions of manors and mansions that housed cattle barons, bankers, and other industrial leaders; the town’s elite status rivaled that found along Ross Avenue to the southwest, in what is now the Arts District. East Dallas was annexed by the City of Dallas in 1890, but the area’s rapid growth continued thereafter. Residents were drawn to East Dallas as Downtown became increasingly commercial and industrial; streetcar lines allowed residents to commute to and from Downtown – a novel concept – before the introduction of personal automobile use hastened suburbanization throughout the area in the 1920s and 1930s.

Residential development throughout East Dallas continued well into the early twentieth century. Many East Dallas neighborhoods offered modern conveniences and amenities not found elsewhere in Dallas, including sidewalks, paved streets, sewers, and electric street lights. By the 1940s, East Dallas lost its elitist status as the area’s mansions were converted into apartments and boarding houses for industrial workers from nearby factories; by the 1960s, many of the area’s larger homes had been condemned or demolished. However, in the 1970s, residents began to take pride in several East Dallas neighborhoods, wishing to preserve and showcase the area’s architecture; extensive renovations to the historic homes have made East Dallas a desirable place to live once again.

East Dallas is anchored by the Baylor University Medical Center complex. From its humble beginnings in 1903, the hospital has grown into one of the largest patient care centers and medical research and training facilities in North Texas. As the complex has expanded throughout the years, Baylor’s prominent position within East Dallas continues to be felt throughout the city as the largest center of job growth in the city center over the last decade.

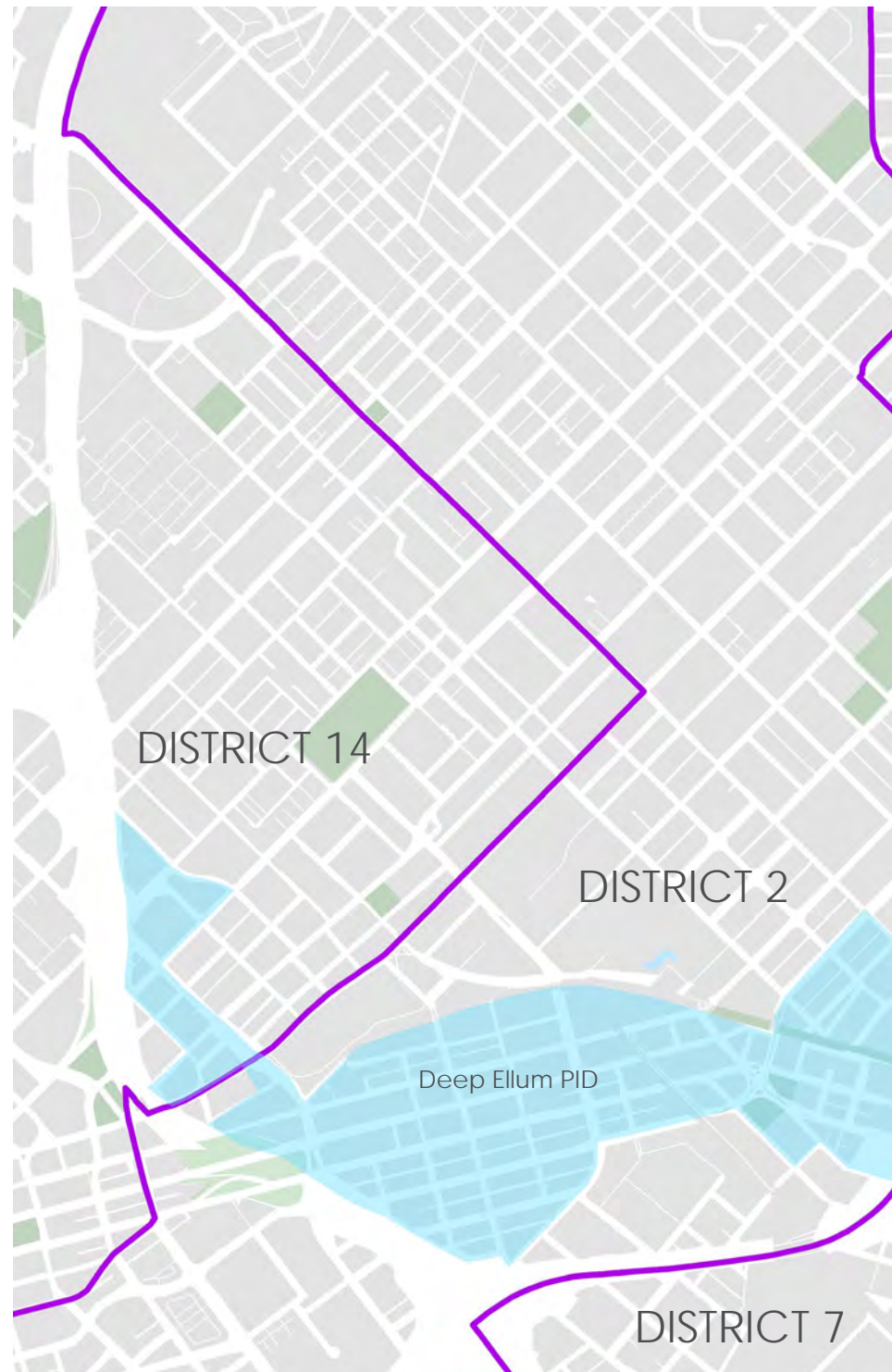
Also contributing to the overall district is the Bryan Place neighborhood, characterized by some of the few opportunities available today for single-family unit dwelling in the city center. Bryan Place was developed in the 1980s, focused on pedestrian friendly streets and a close-knit community within a walk or bike ride to the center of Downtown Dallas.

Continued preservation efforts throughout East Dallas will be necessary to salvage the area’s architectural integrity. While new development, especially around the Baylor complex, creates an eclectic environment, it must also respect the historic significance found throughout East Dallas. Within this context, additional development and redevelopment near Baylor should support a range of services for those utilizing and employed by the medical center, including housing; increased commerce could create a vibrant district and strengthen its surrounding neighborhoods.

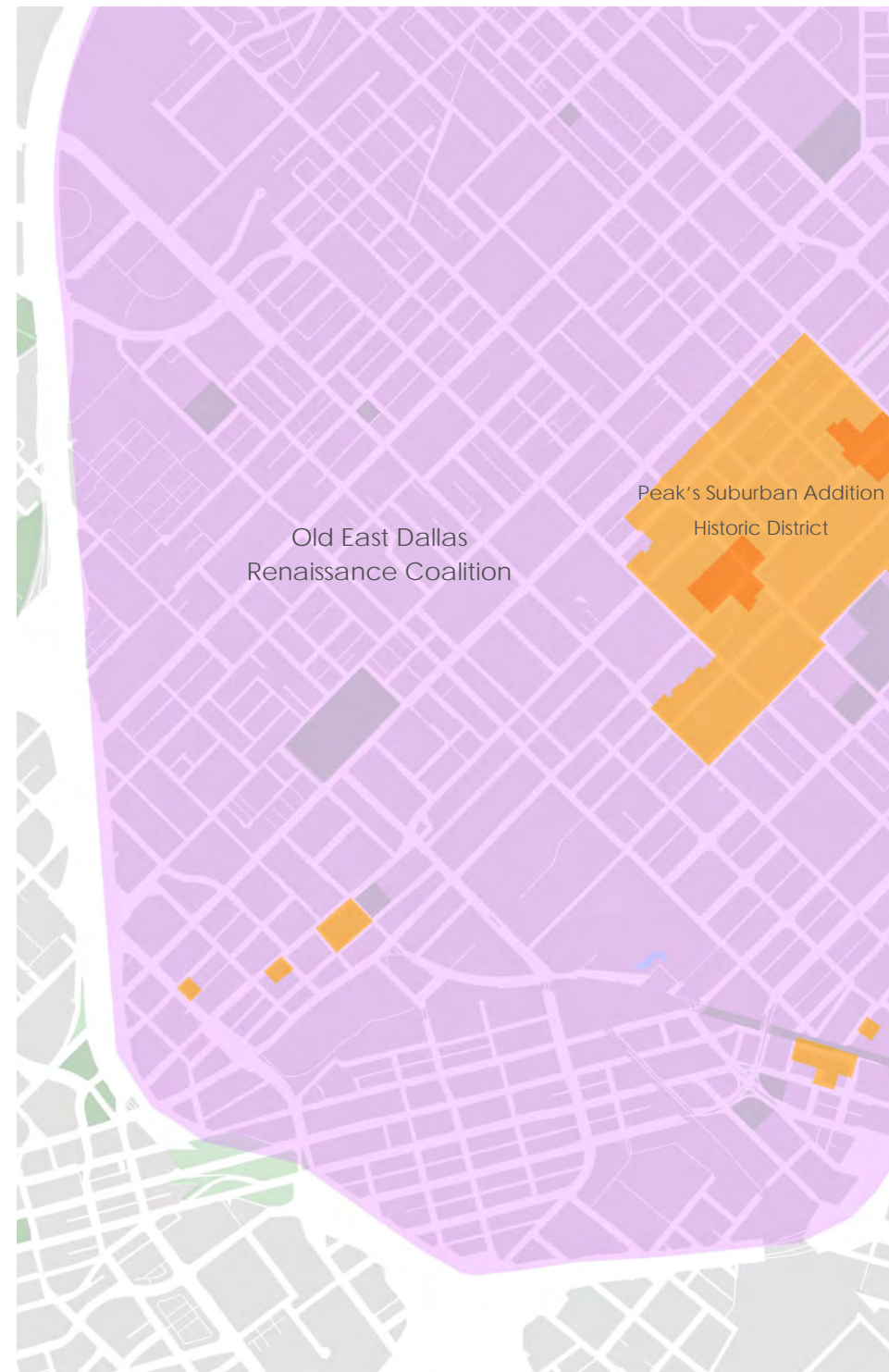
The 360 Plan emphasizes several District Connectors with recommendations for multi-modal improvements that will better connect East Dallas and Bryan Place to Downtown and surrounding areas, including Ross Avenue, Live Oak, Hall, and Washington.



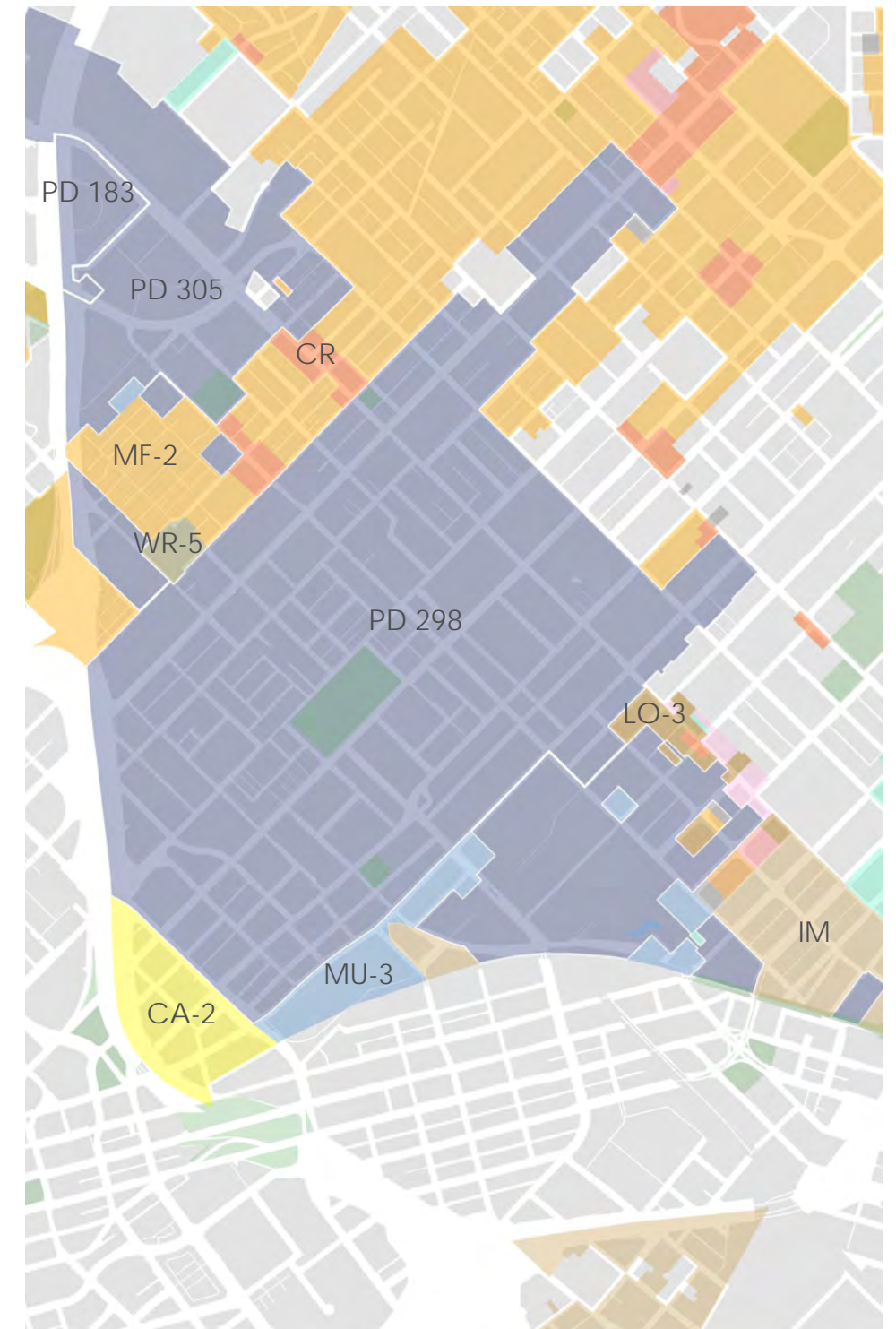
Numerous new multifamily developments have been built along Ross Avenue and Live Oak Street within the district.



Map of Public Improvement Districts and Council Districts in East Dallas



Map of Neighborhood Associations and Historic Overlays in East Dallas



Map of Zoning in East Dallas

More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

North Oak Cliff

As one of Dallas’s oldest neighborhoods, Oak Cliff serves as a beacon for rebirth and revitalization, a proud identity that has attracted urban pioneers to the neighborhood. Oak Cliff and Downtown have historically been areas of great synergy, with improved connectivity through projects like the modern streetcar and bike infrastructure, as well as infill development. With projects like Sylvan Thirty and townhomes, condos, and apartments in between, the linkages are growing stronger. Opportunity exists to further bolster both areas, enhancing the cultural, economic, and social fabric of the entire center city.

Oak Cliff was originally settled in the 1840s as Hord’s Ridge on a high hill with limitless views across the Trinity River to the new community of Dallas. An independent city, Hord’s Ridge was a busy farming community with fertile soils along the river and its tributaries; the city’s grist mill, producing over 100 bushels per day, also became a driving industry in the area. In 1850, Hord’s Ridge narrowly lost a vote to Dallas to become the seat of Dallas County; the town’s robust growth slowed in the wake of the loss as Dallas became a more “popular” locale to conduct official business. In 1887, Oak Cliff came into being as developers transformed the fledgling Hord’s Ridge into one of Dallas’s most desirable suburban communities. Named for the oaks lining the area’s chalk hills, Oak Cliff was once again a burgeoning community in which residents sought refuge from the bustle of Dallas.

The Trinity River was a prominent selling point of Oak Cliff’s settlers: it served as an intentional physical barrier, separating the area’s exclusive neighborhoods from Downtown. However, major flood events regularly destroyed critical connections between the two cities for days or weeks at a time. Construction of the Houston Street Viaduct was a critical venture in 1910 to allow permanent access over the Trinity River to Downtown Dallas, a vital connection that continues to be used today.

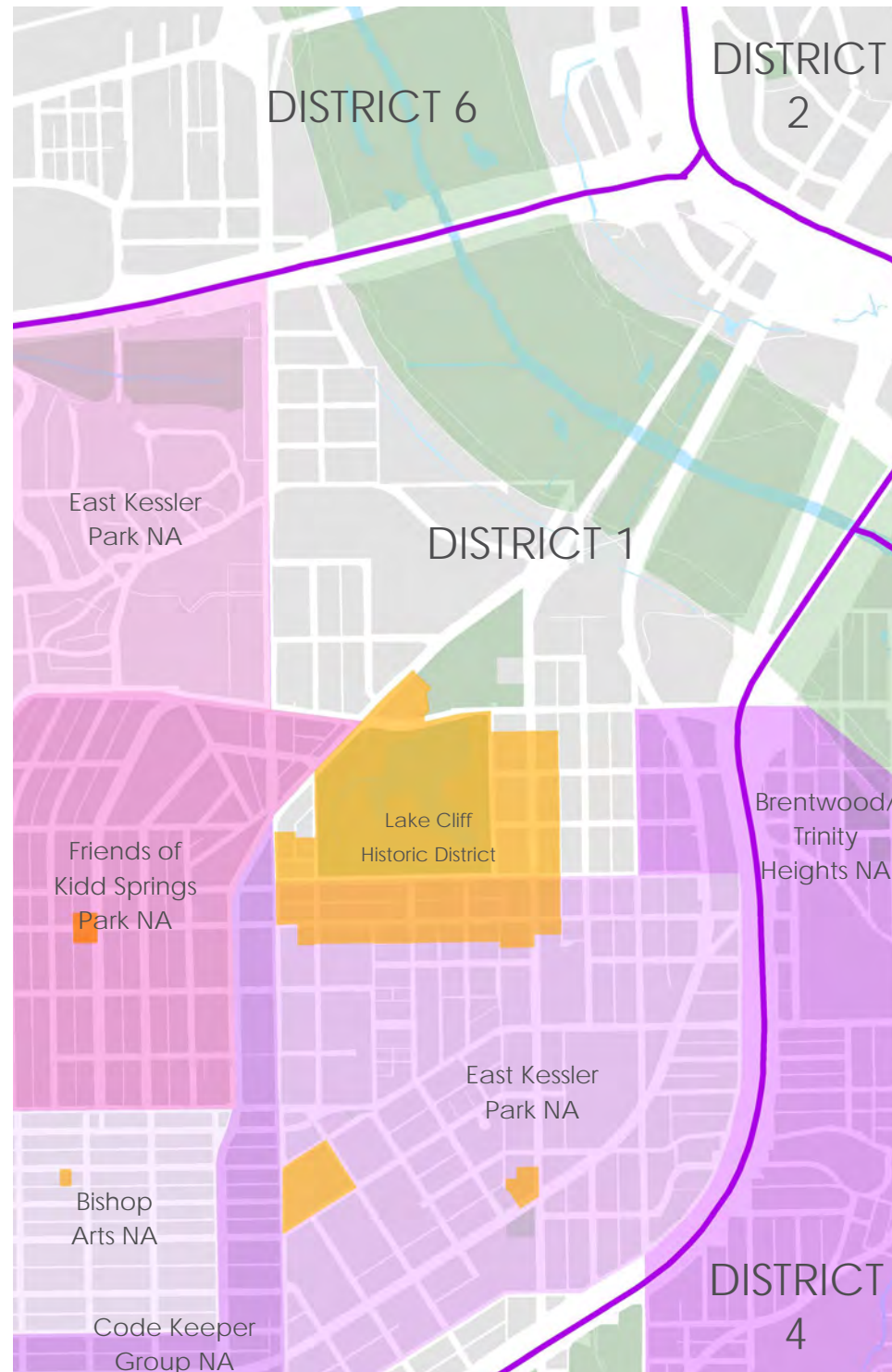
Oak Cliff was annexed in 1903, becoming a part of the City of Dallas. Soon thereafter, working- and middle-class families flocked to the neighborhood, brought by the construction of affordable housing throughout Oak Cliff. Though Oak Cliff continued to experience residential and commercial growth through the 1950s, the poorly-constructed houses of the working-class neighborhoods would quickly deteriorate, leading to the neighborhood’s depressed conditions throughout much of the second half of the twentieth century. Significant reinvestment in the last 20 years, however, has halted much of this decline. Renovations of the historic housing stock and the revitalization of significant commercial centers, including the Bishop Arts District, now attract young professionals and families seeking a diverse, urban community. Restaurants, bars, and boutiques now cater to the eclectic demographic found in Oak Cliff, creating a unique neighborhood experience. The modern streetcar has propelled Oak Cliff to the forefront of transit-oriented development, and the neighborhood will experience continued economic and social connectivity to Downtown.

Oak Cliff retains the fierce identity and independence instilled by its founders and continues to play a vital role in Downtown’s revitalization and prosperity.

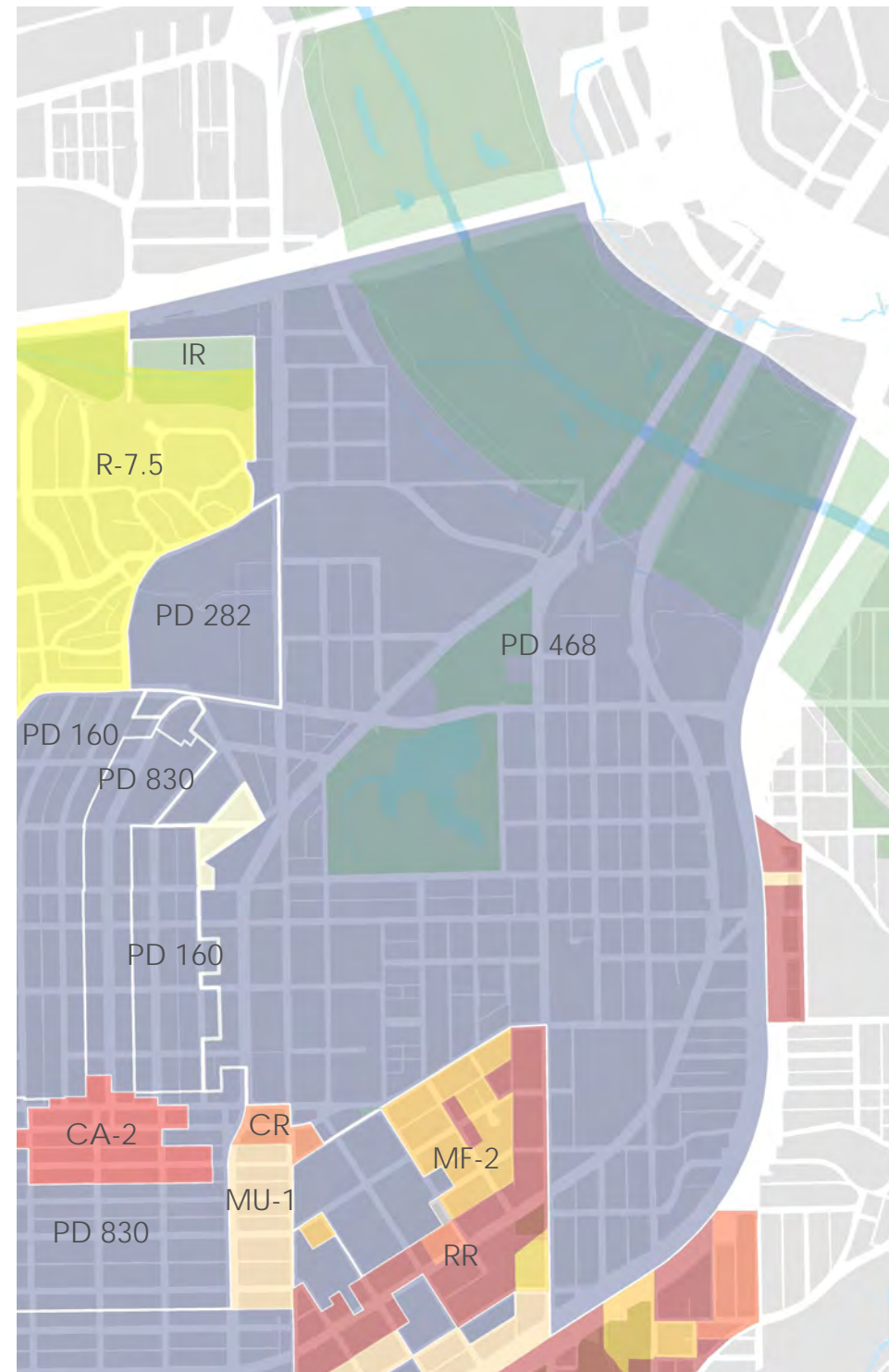
The 360 Plan emphasizes strategies to continue to improve connectivity, identifying streets such as Houston, Zang, and Beckley as District Connectors and enhancing access, with particular focus on bike and pedestrian connections, to and across the Trinity River.



The Bishop Arts District is a walkable district with a strong sense of character, making it a popular destination for many Dallas residents.



Map of Neighborhood Associations, Historic Overlays, and Council Districts in North Oak Cliff



Map of Zoning in North Oak Cliff

More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

Riverfront

The Trinity River and its oxbows form the core of Riverfront. Historically industrial, the district has become an urban playground in recent years as bike trails, greenways, and pedestrian paths have been incorporated into Dallas's greatest natural asset.

Since its founding, the Trinity River and its tributaries have fueled Dallas's industries, from milling to manufacturing, playing a large role in the city's growth and prosperity. Though the type of industry has changed over the years, Riverfront still contains a bulk of the city's industrial uses, including car lots and repair shops, salvage yards, and small manufacturers; Dallas County justice facilities are also located in Riverfront. Industrial uses will continue to locate in Riverfront so long as land remains cheap and readily-available along the periphery of Downtown.

The Trinity River has received much-needed attention in recent years and is now seen as a major asset for Downtown and all of Dallas. The construction of the Margaret Hunt Hill and Margaret McDermott Bridges has brought panache and elegance to an area generally not known for either. Access to Riverfront has been a challenge, having to cross interwoven routes of rail, river, levees, and high-speed roads and freeways; however, the Santa Fe Trail and Ronald Kirk Pedestrian Bridge have made the area more accessible, improving connections to Downtown at the district's southern and northern ends, respectively. Recreational facilities and bicycle trails also provide some points of access to the Trinity River from various points in and around Downtown; however, there is significant opportunity to deliver more options to the Trinity's current and future amenities. Plans for the Trinity River Park will forever change the landscape of Downtown Dallas; the proposed park will be one of the largest of its kind in the nation, reclaiming vacant lands and underutilized property for open space and recreational facilities.

Riverfront will continue to evolve so long as the Trinity River is embraced and utilized as a natural asset. Riverfront can become a premier destination and gateway to Downtown Dallas with the Trinity River as its focal point.

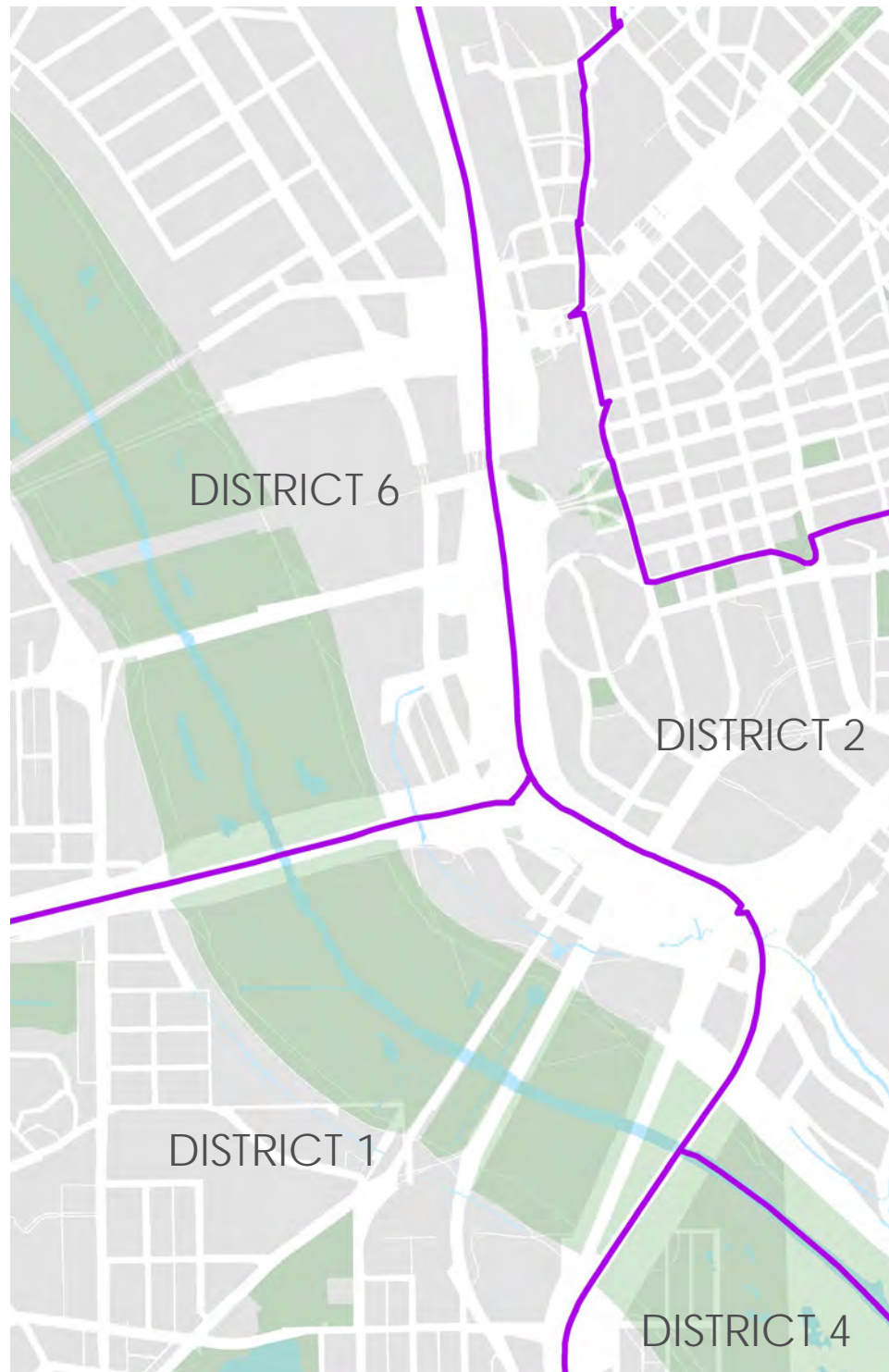
The 360 Plan emphasizes District Connectors to improve multimodal connections between the Design District, Riverfront, Downtown, and surrounding neighborhoods, including: Oak Lawn, Hi-line, Reunion, Riverfront, Continental/Lamar, Commerce, and Griffin.



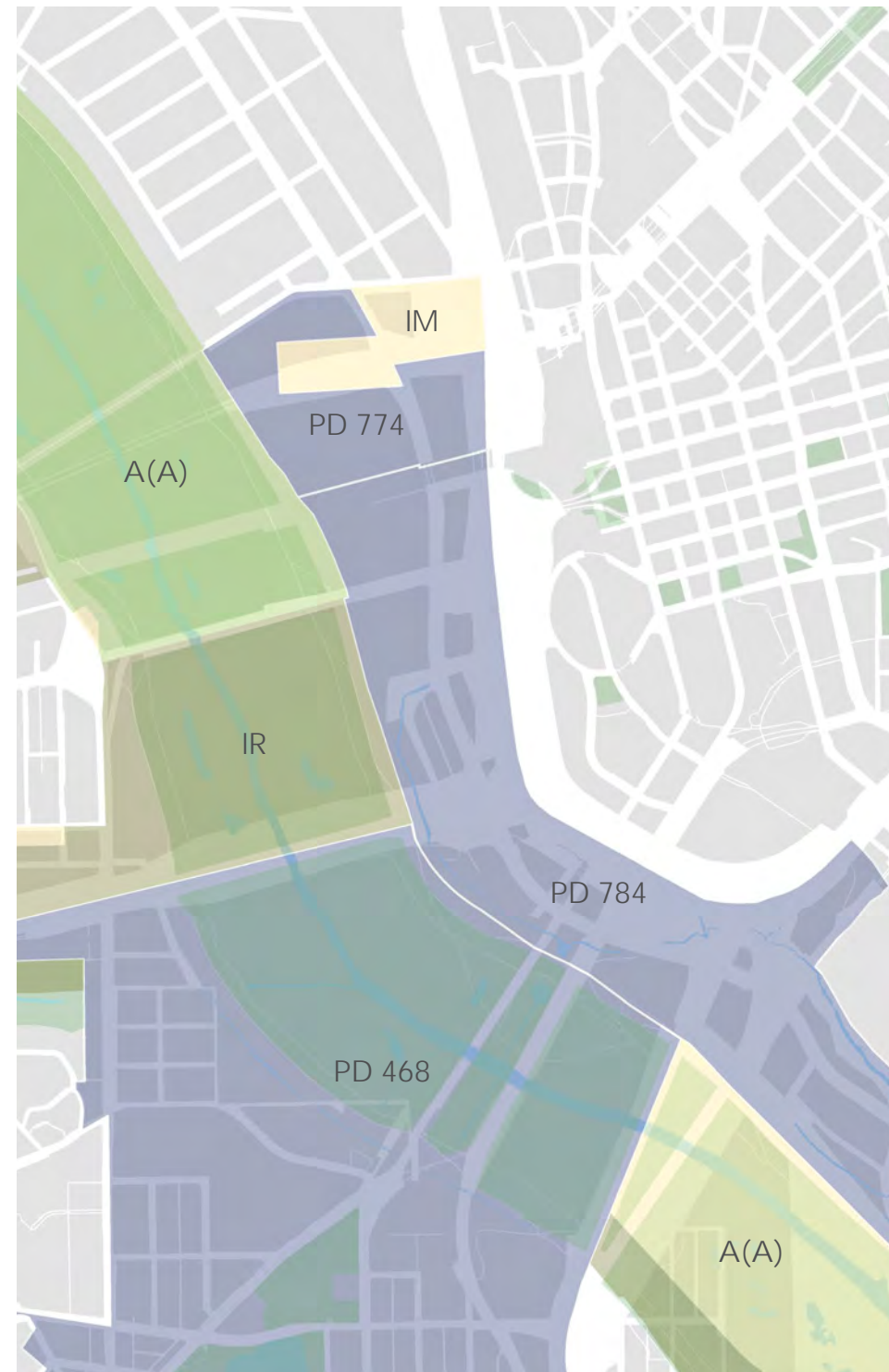
Although Downtown is roughly a half-mile away, Riverfront is isolated by the TxDOT Horseshoe Project and other large infrastructure.



The Meanders serve as flood control today but could also be designed to serve as functional open space connecting the district to the Trinity River.



Map of Council Districts in Riverfront



Map of Zoning in Riverfront

More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

South Dallas/ Fair Park

South Dallas/Fair Park is a unique neighborhood situated primarily to the east of Downtown Dallas. This tight-knit community thrives on its rich cultural heritage, diverse architectural offerings, and key civic facilities, including Fair Park.

As industrial growth took hold of the Cedars in the early twentieth century, much of the city’s Jewish population resettled in South Dallas, creating a prosperous residential enclave along South Boulevard and Park Row. The neighborhood’s mansions, schools, and civic structures rivaled those of other affluent enclaves of Dallas until the 1930s, when railroads – and related industries – pushed further south, forcing residents to move elsewhere once again. As South Boulevard and Park Row were being vacated, housing for low-wage workers infiltrated South Dallas; lax zoning standards and subsequent commercialization further contributed to the decline of this once-affluent residential community. The Prairie, a thriving African American community established post-Civil War, expanded into South Dallas, establishing cultural and civic roots in the area that remain strong today. However, decades-long disinvestment coincided with the construction of I-45 that leveled many of South Dallas’s prominent structures and bifurcated historic neighborhoods.

Fair Park, a vast urban park east of Downtown, contains many of Dallas’s historic, cultural, and recreational facilities. The park opened in 1886, hosting the Dallas State Fair, the precursor to the State Fair of Texas, which is one of the largest events of its kind in the nation and is still hosted on-site annually. In 1936, the Texas Centennial Exposition was held at Fair Park for which the fairgrounds were forever altered: Fair Park became a showcase for Art Deco design and architecture, highlighting Texas history via art and murals throughout various buildings that remain intact today. Current plans to revitalize Fair Park, making it a year-round destination with additional green space and improved access, are meant to catalyze redevelopment of surrounding neighborhoods that have experienced continued disinvestment in recent decades.

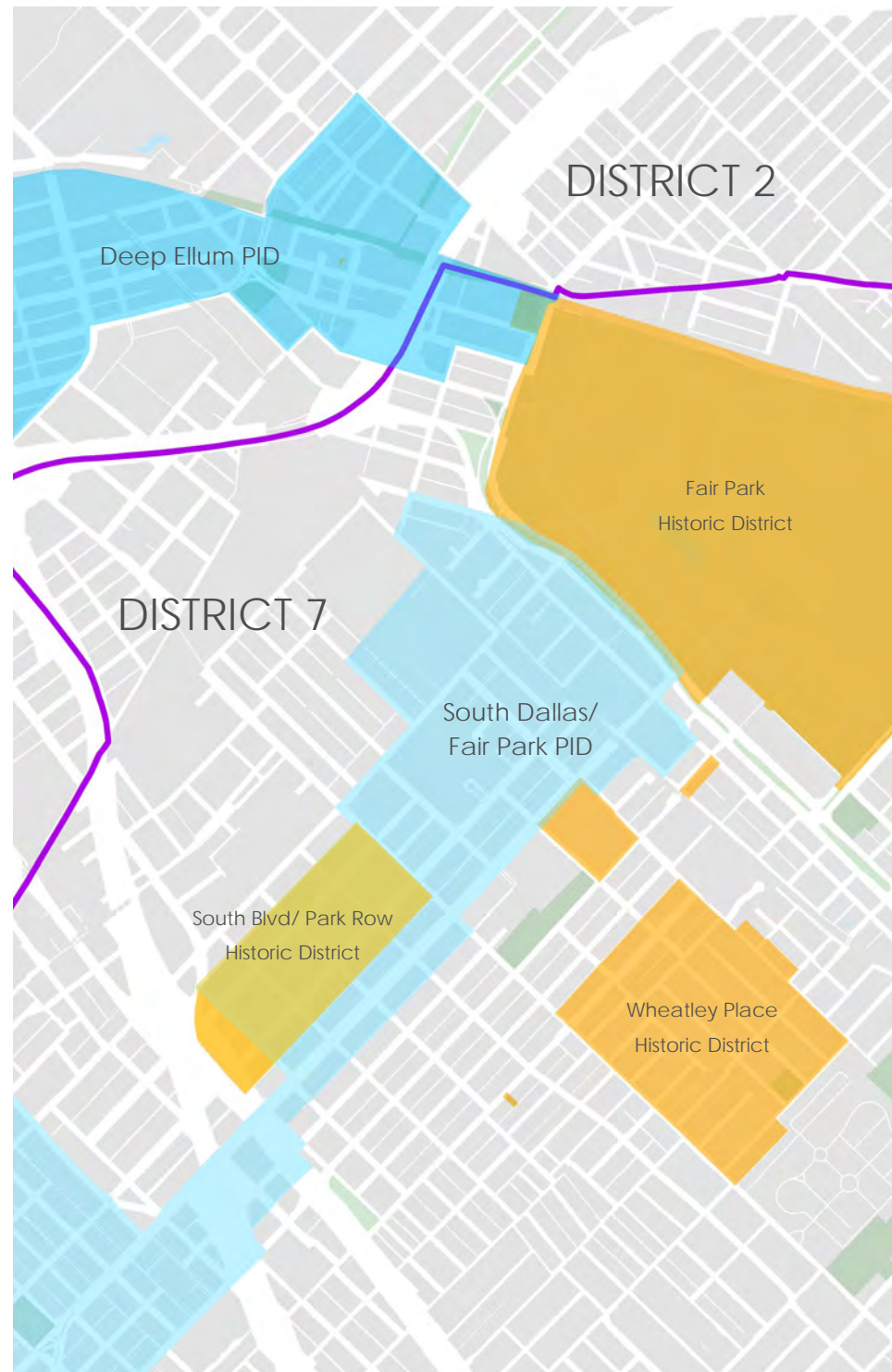
Though culturally-rich, South Dallas/Fair Park remains physically barricaded from much of Dallas, including Downtown, separating residents from key services and concentrating much of the city’s poverty. However, numerous vacant parcels and the planned revitalization efforts at Fair Park provide ample opportunity for continued investment and redevelopment in areas of South Dallas/Fair Park that have experienced years of neglect. Enhanced mobility options, including the DART light rail and the extension of the Santa Fe Trail, will further connect South Dallas/Fair Park residents to nearby neighborhoods and services that are currently separated by highway infrastructure.

Revitalization efforts by the City of Dallas and partner organizations will foster economic growth and residential development throughout South Dallas/Fair Park. Coupled with the passionate cultural and civic pride of area residents, South Dallas/Fair Park is bound to prosper once more in the wake of renewed interest and investment.

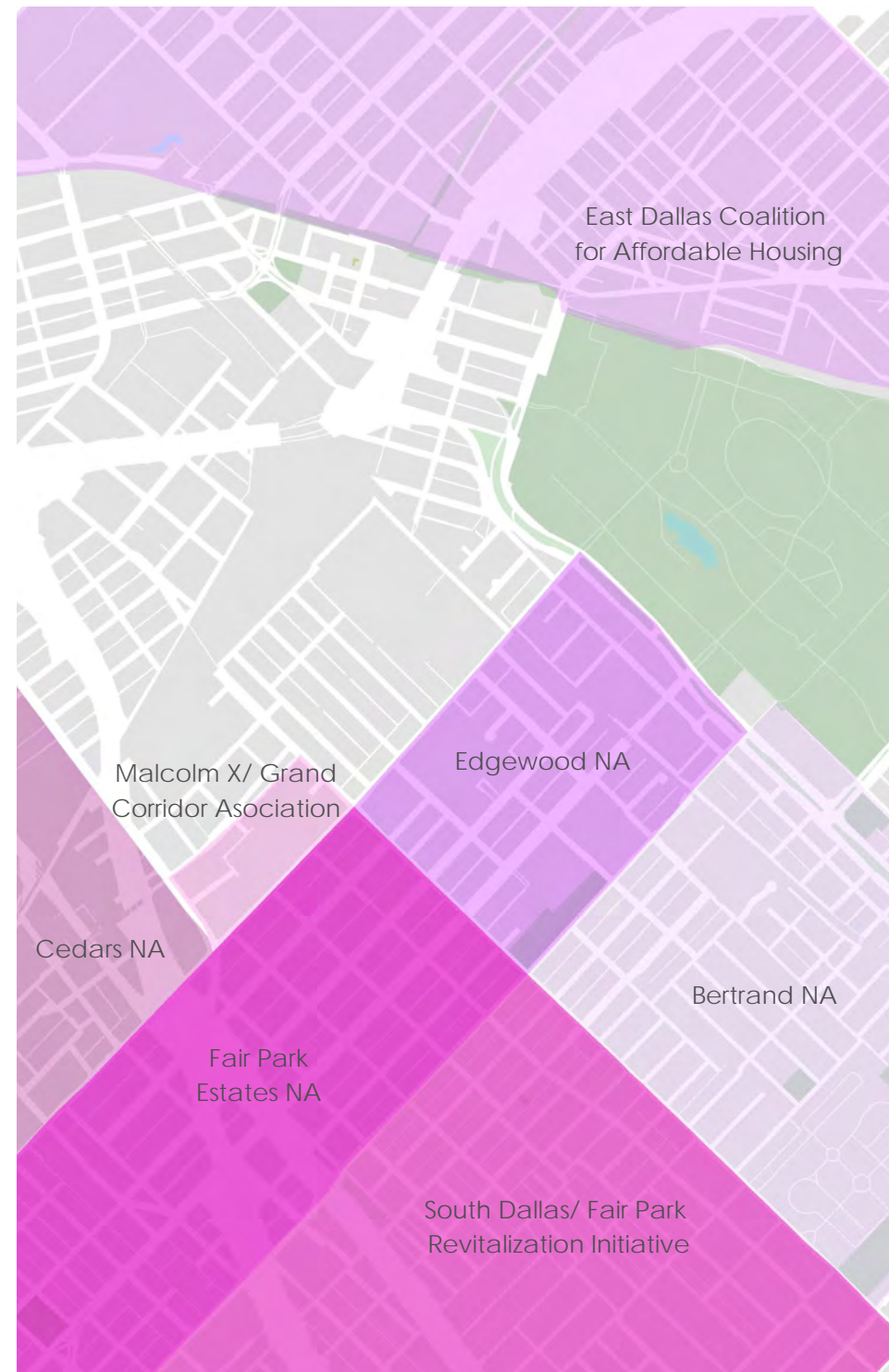
The 360 Plan emphasizes improved connectivity between Downtown and South Dallas/Fair Park as well as additional adjacent neighborhoods. Improvements are recommended to District Connectors such as Martin Luther King, Jr. Boulevard, Al Lipscomb Boulevard, and Malcolm X Boulevard.



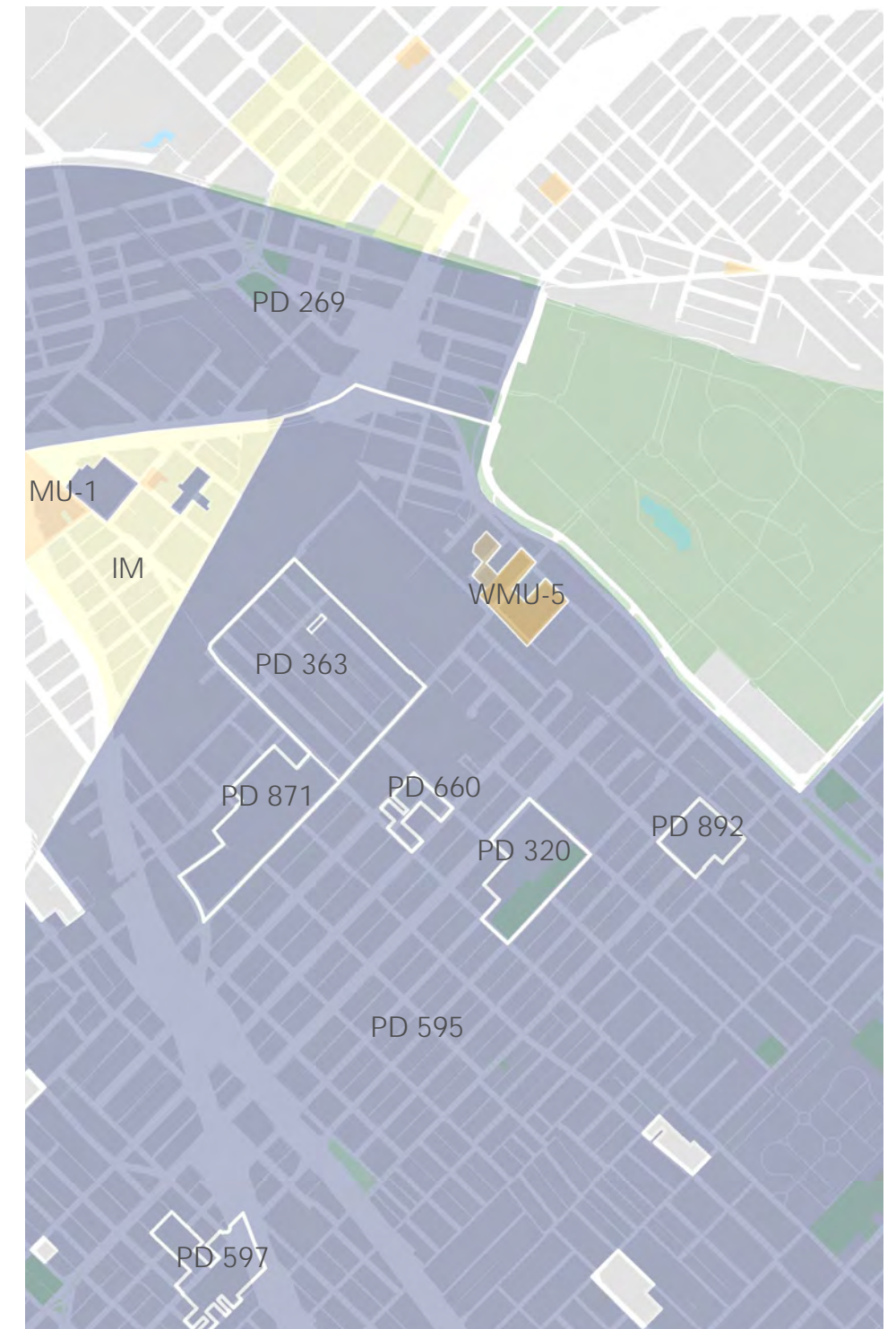
The cluster of vacant parcels in the center of South Dallas has the potential to be transformed into a catalytic development.



Map of Public Improvement Districts, Historic Overlays, and Council Districts in South Dallas/Fair Park



Map of Neighborhood Associations in South Dallas/Fair Park



Map of Zoning in South Dallas/ Fair Park
More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

Uptown

One of Dallas's premier office and residential addresses, Uptown has become a popular destination for employers and residents seeking a successful balance of jobs, housing, and services. Since the 1980s, Uptown has experienced tremendous growth – rivaling that of Downtown – transforming from a low-rise, sleepy residential neighborhood into a vibrant, mixed-use urban district.

Originally located outside the city limits, the area now known as Uptown served as a refuge for those unwelcome in Dallas. Polish Jewish immigrants originally settled on the west side of present-day Uptown to later be replaced by Mexican immigrants seeking both refuge from the Mexican Revolution and employment in nearby factories, rail yards, and farms. Little Mexico, as the neighborhood came to be known, was the center for Mexican-American culture until the construction of the Dallas North Tollway and Woodall Rodgers Freeway decimated the area in the 1970s; the historic Pike Park and a handful of other structures are all that remain of Little Mexico. After the Civil War, Freedmantown was established as freed slaves settled near an African American cemetery – the only African American landmark in or around Dallas at the time – located on the east side of present-day Uptown, near what is now the intersection of Lemmon Avenue and the North Central Expressway. Geographically segregated from Dallas proper, but close enough to house servants for nearby wealthy neighborhoods, Freedmantown was a haven from racial intolerance, but was essentially obliterated during construction of the expressway in the 1940s.

Among the modern high-rises and bustle of Uptown lies the State Thomas neighborhood and its collection of Victorian homes – the largest such collection in Dallas. A City Landmark Historic District, State Thomas was one of Dallas's first subdivisions, home to many of the city's elite families and prominent businessmen. Ethnically and racially diverse, the State Thomas neighborhood coexisted in harmony, sharing both borders and

neighbors, with Freedmantown throughout its existence – an anomaly in post-Reconstruction years.^[10] Several of the State Thomas's homes have been preserved, maintaining the residential character of the original neighborhood.

High-rise office and residential buildings now populate the area of Uptown in which orchards and vineyards were once prominent. In what has become Dallas's most dense neighborhood, Uptown is now a walkable, urban environment popular to young professionals seeking proximity to jobs and leisure activity, including access to the Katy Trail, neighborhood parks, and abundant nightlife options. *The 360 Plan* emphasizes important District Connectors to improve multimodal connectivity between Uptown and surrounding neighborhoods, including: Field, St. Paul, Harwood, Cedar Springs, McKinney, Cole, Pearl, Olive, and Maple-Routh.

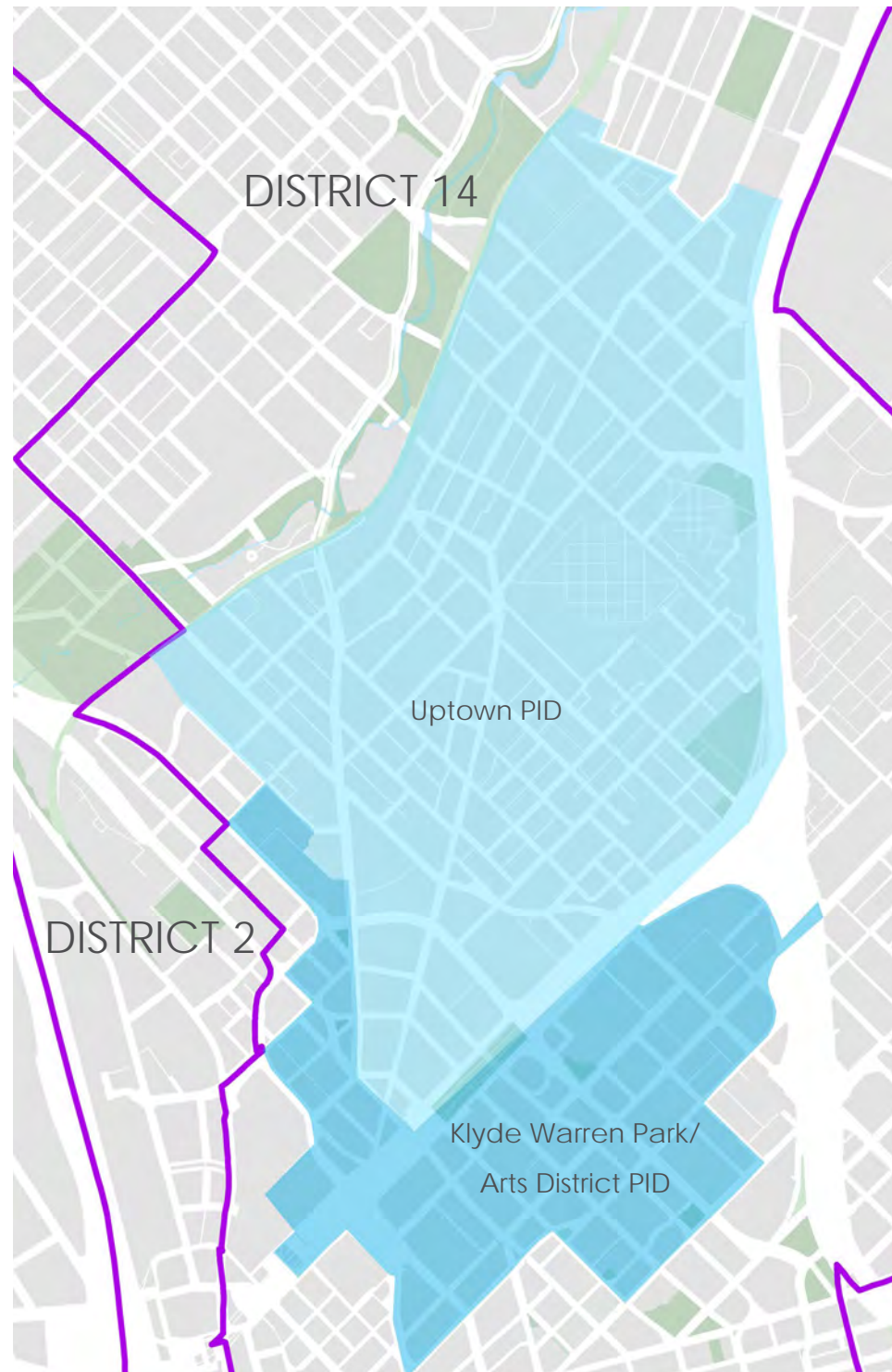
[10] State Thomas Tract 1 Landmark Designation Report.



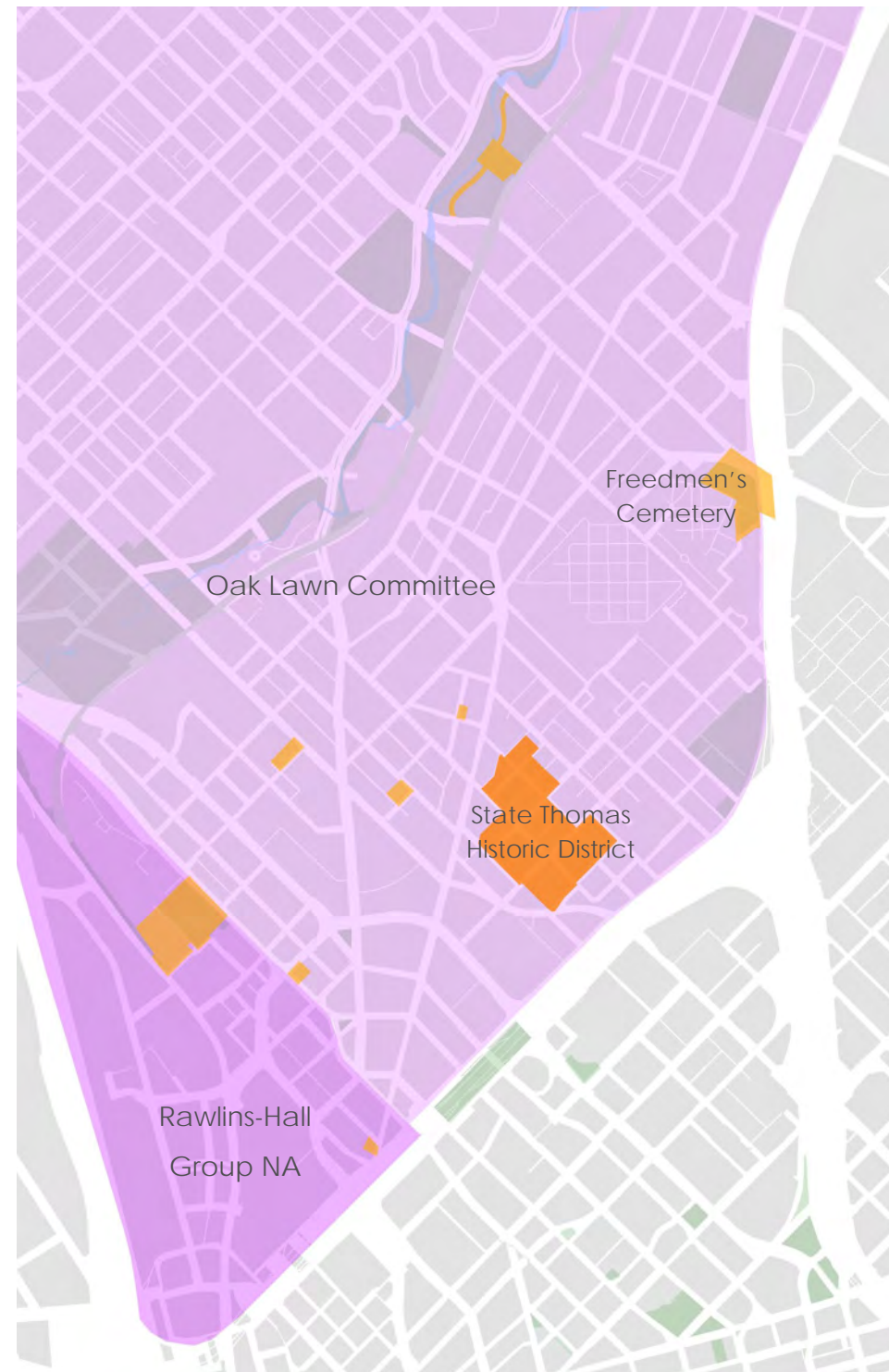
New development has included mixed-use development, including a Whole Foods Market, that have greatly enhanced the walkability and livability of the district. Source: Wikimedia Commons



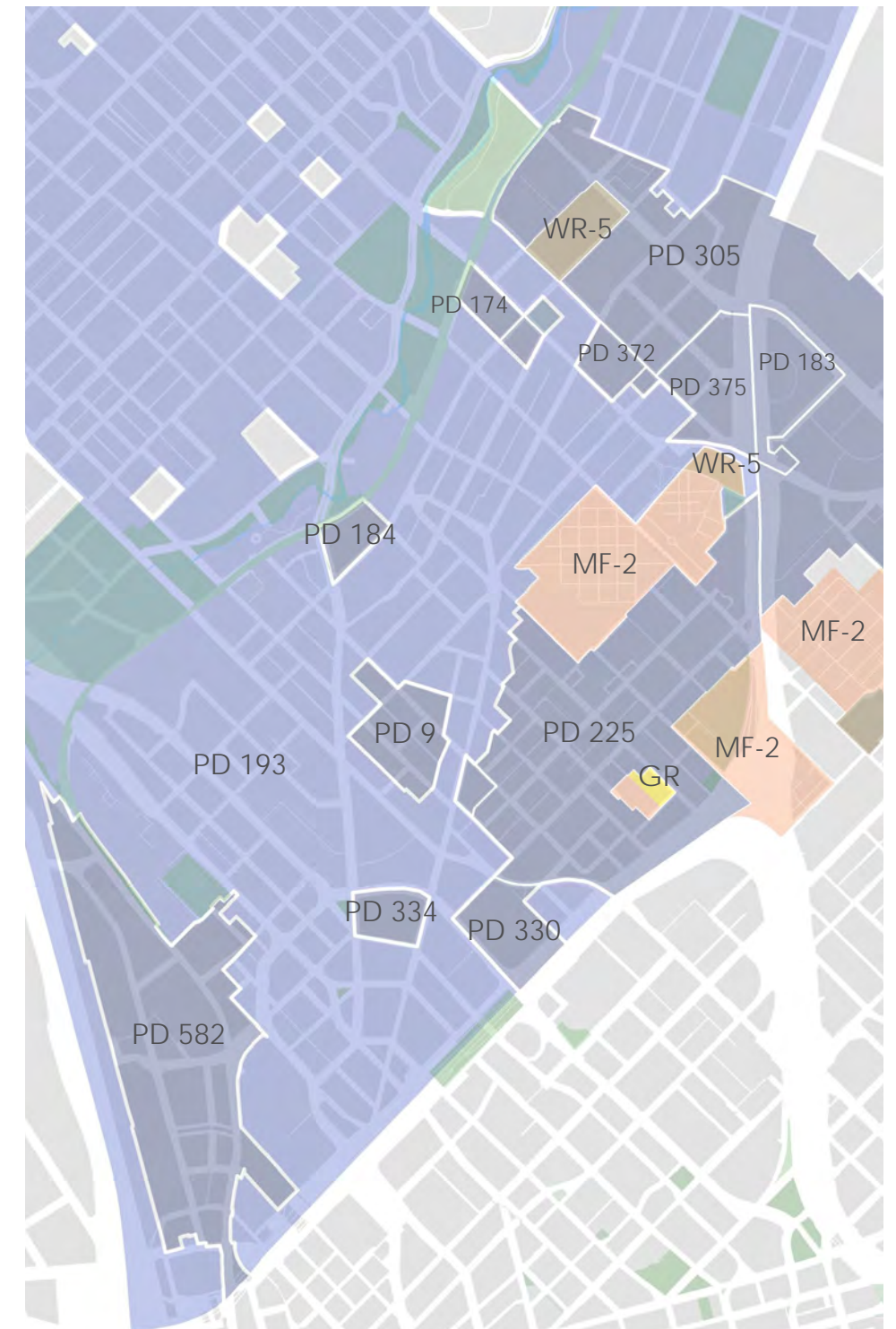
The M-Line Trolley, which connects Downtown to Uptown, has become a popular means of transportation for commuters and visitors alike.



Map of Public Improvement Districts and Council Districts in Uptown



Map of Neighborhood Associations and Historic Overlays in Uptown



Map of Zoning in Uptown

More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

Victory Park and the Harwood District

Victory Park and the Harwood District are unique examples of new private developments that have been solidified as neighborhoods in the last 20 years.

Victory Park sits on a former industrial area, and is now home to one of the Downtown area's most recognizable experiences, including visitor-oriented sports and dining experiences that complement the nearby American Airlines Center. The development is also anchored by the W Hotel, and one of the most dense areas of multi-family in the city center. The Victory Park district's plan for additional high-rise residential and offices is anticipated to continue to fulfill a niche in the overall Downtown market. Within what is known as the Victory Park district is the developing South Victory area, envisioned to drive the resurgence of a shopping and entertainment experience.

Recent plans to reconnect Victory with Houston Street have been received positively, better connecting the district with its neighbor, the Harwood District.

The Harwood District began with one building, the Rolex Building, in 1984. Since then, the single-developer district has added two million square feet of office, residential, and unique restaurant and entertainment concepts with a luxurious, but accessible, theme and context. Harwood International's vision is to grow the district, situated between Uptown and Victory Park, to more than seven million square feet of mixed-use development.

The 360 Plan emphasizes important District Connectors to improve multimodal connectivity between Victory Park, Harwood, Downtown, and surrounding neighborhoods, including: Houston, Lamar, Griffin, Olive, Harwood, and Cedar Springs.



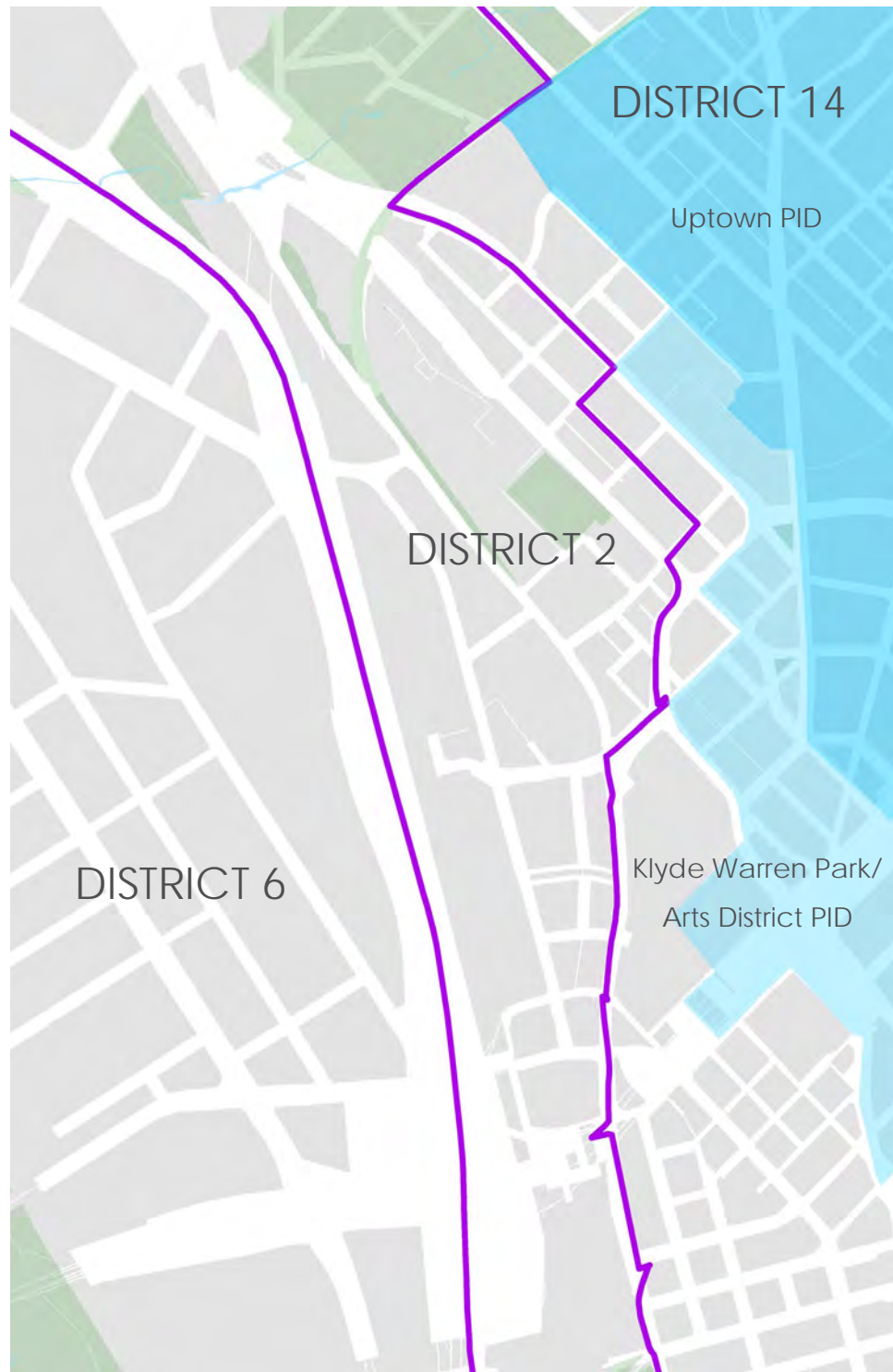
Improving the gateway and access point to the Katy Trail will help provide a stronger connection to the Trail and Uptown for Victory Park.



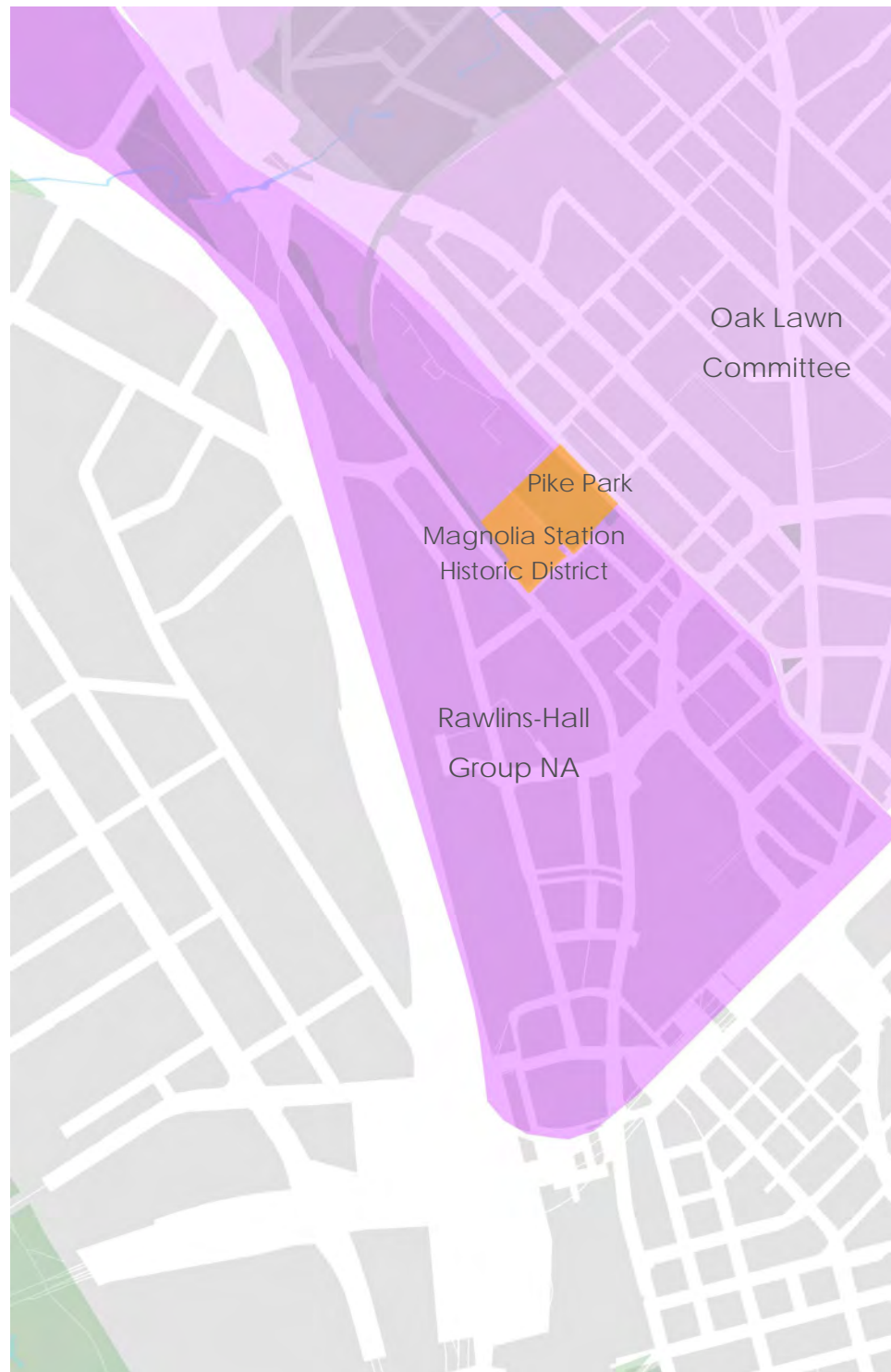
Access to historic Pike Park should be improved so the park can be celebrated and utilized by the surrounding, growing residential community.



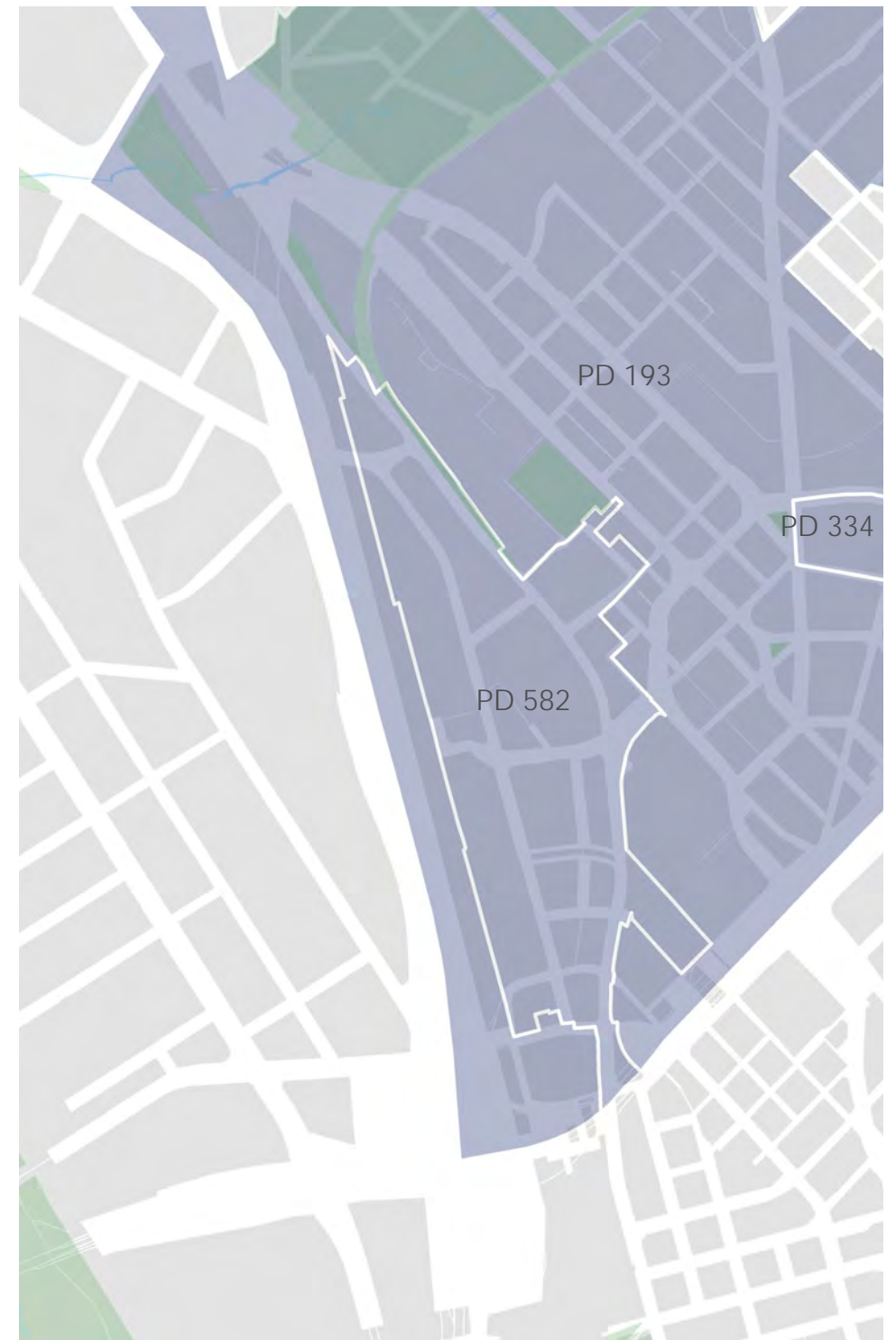
New development in Victory Park and the Harwood District should be designed with activated ground-level uses to improve the pedestrian experience of the districts.



Map of Public Improvement Districts and Council Districts in Victory Park and the Harwood District



Map of Neighborhood Associations and Historic Overlays in Victory Park and the Harwood District



Map of Zoning in Victory Park and the Harwood District

More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>

West Dallas

The single-family and industrial communities of West Dallas have experienced rapid growth and investment in recent years as connections to Downtown have improved with projects like the Margaret Hunt Hill Bridge and the Ronald Kirk Bridge. New neighborhoods and developments like Trinity Groves will continue to emerge as investors capitalize on the area's proximity to Downtown and other growing neighborhoods nearby.

Home to the Bonnie and Clyde gang, West Dallas's history is tinged with crime and poverty; physically separated from the remainder of Dallas by the Trinity River, West Dallas suffered from decades of oppression and racial segregation. Lax zoning standards throughout West Dallas allowed industrial uses, including lead smelting plants, to be located adjacent to residential neighborhoods. Lead contamination of the air and soil and the construction of the nation's largest low-income housing project^[11] further perpetuated the concentration of poverty and the poor living conditions of those living in West Dallas. Residents and local institutions have come together in recent years to bring about change in West Dallas; single-family homes and senior housing have replaced the low-income housing project and lead contamination has been mitigated.

The opening of the Margaret Hunt Hill Bridge in 2012 has sparked renewed interest in West Dallas. The reconnection of West Dallas and Downtown has resulted in an influx of investment and development focusing on multi-family housing, restaurants, and commercial services, especially in Trinity Groves. Several other redevelopment opportunity sites are located throughout West Dallas, including the Post Office site, river frontage properties, and vacant parcels between Main and Commerce Streets, that could support potential high-density infill development, cultural resources, and other neighborhood-serving uses. Development pressures have affected long-time West Dallas residents in recent years, and there is a strong community-wide desire to balance the protection of existing single-family neighborhoods with higher-density redevelopment over time.

As the West Dallas neighborhoods undergo rapid redevelopment, it is necessary to mitigate the growing pains within this diverse community. New development should be sensitive to West Dallas history, preserving culturally-rich areas like La Bajada, supporting long-term residents through the preservation and enhancement of the historic, diverse neighborhoods.

The 360 Plan emphasizes connections between Downtown and West Dallas, recommending strategies for improved pedestrian and bike connections to the Trinity River, as well as multimodal improvements to District Connectors such as Singleton, Commerce, Sylvan, and Beckley.

[11] <http://www.servewestdallas.org/the-need/>



Trinity Groves has transformed a former industrial site into a popular restaurant destination.



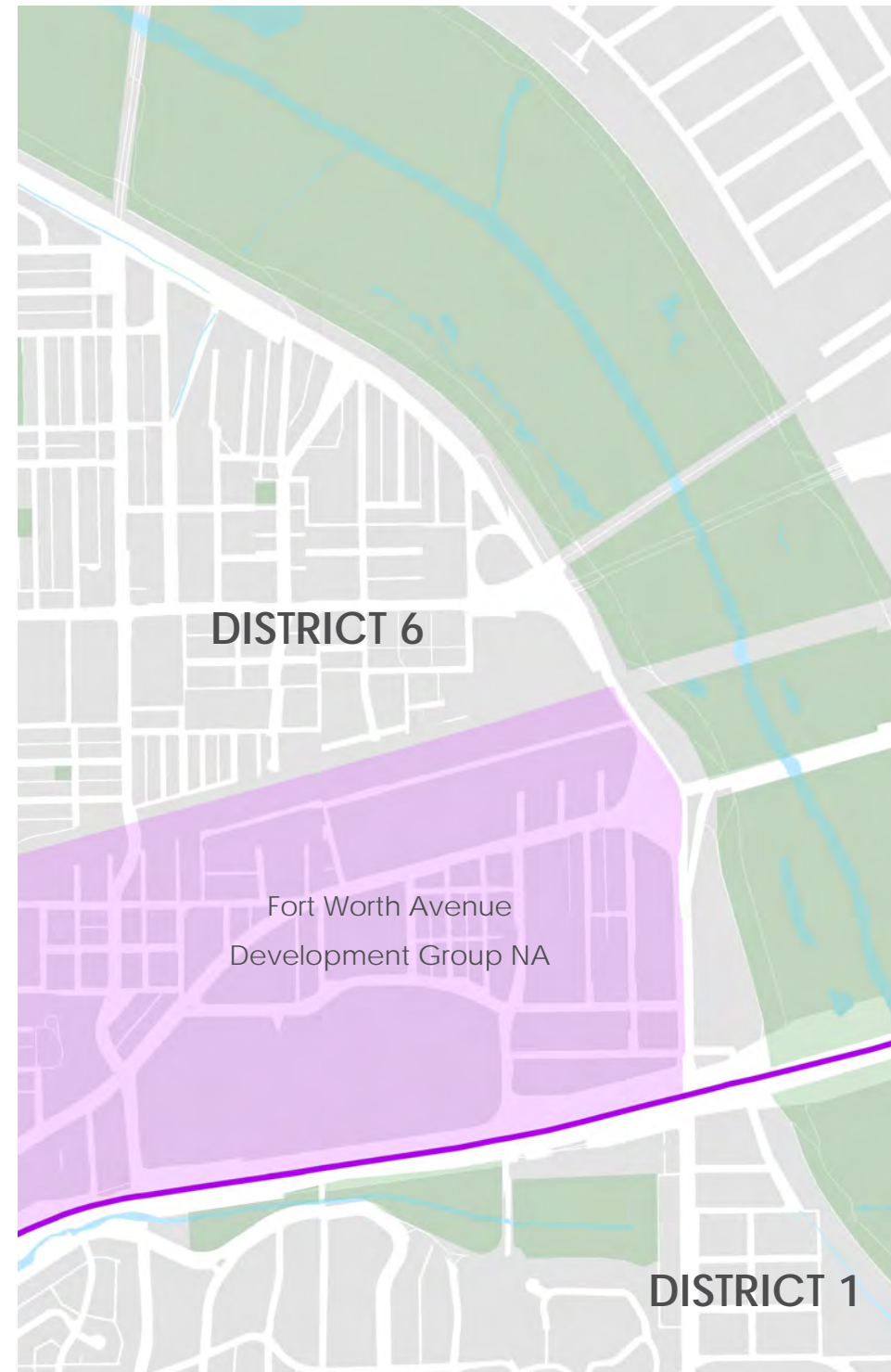
The Ronald Kirk Bridge crosses over the Trinity River, connecting the Design District to West Dallas.



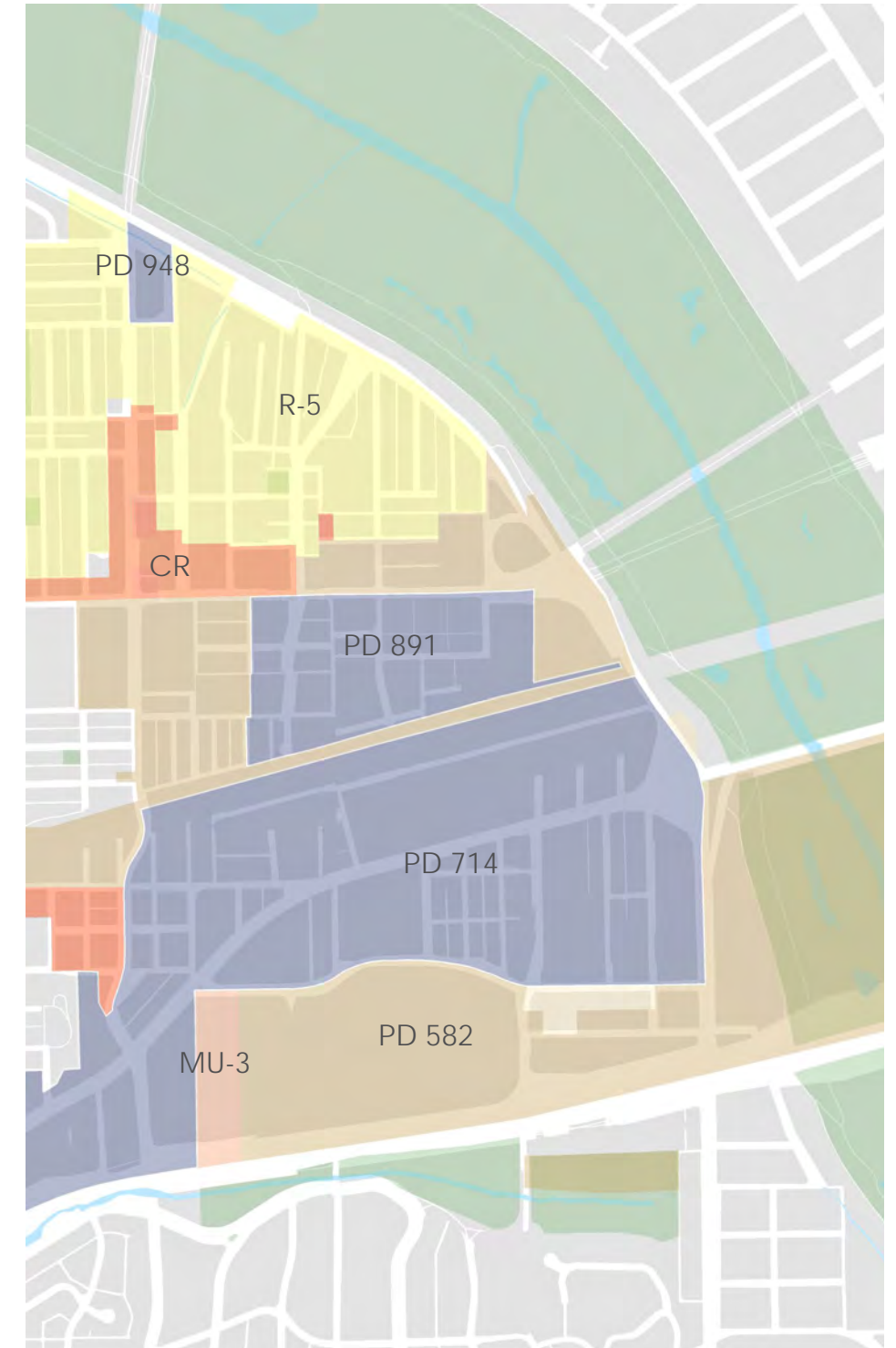
New development such as Sylvan Thirty have brought exciting mixed-use development to the West Commerce corridor.



New multifamily in the area has increased density in a historically single-family home neighborhood, subsequently raising fears of gentrification and displacement.



Map of Neighborhood Associations and Council Districts in West Dallas



Map of Zoning in West Dallas

More specific zoning information can be found at <https://gis.dallascityhall.com/zoningweb/>



IV Transformative Strategies

Steps to Creating a Vibrant City Center

Downtown Dallas and the entire *360 Plan* Geography have the tremendous opportunity to continue to serve as the major economic center for North Texas. The momentum of its recent success is due to the abundance of existing infrastructure, transit, and capital that serve the city center, as well as a rapidly-growing active, and engaged community. Maintaining this momentum and making the area an even more vibrant place will require targeted efforts to overcome key challenges that still limit the city center's overall livability, competitiveness, and attractiveness.

The Transformative Strategies described in this chapter serve as the essential building blocks of a successful urban core in a comprehensive approach that recognizes and encourages holistic planning. They are the big picture ideas needed to serve as guiding forces for public and private actions to create a truly dynamic urban environment. Simply put, future projects, investments, and policy decisions must advance these strategies in order to sustain the forward momentum of *The 360 Plan* geography.

While the Transformative Strategies present broad visionary concepts, each outlines tangible, realistic, and necessary implementation steps to achieve success. Some action ideas presented for each strategy are intended to be applied throughout *The 360 Plan* geography, while others refer to specific geographic areas where the strategy may be initially targeted or where more concerted action is needed. The determination of area action is the result of community, stakeholder, and neighborhood collaboration, representing the desires, readiness, and uniqueness of each area, while integrating the symbiotic and connected goals of the entire city center. A specific examination of several Catalytic Development Areas and sites is presented in Chapter V: Catalytic Development Areas, where the plan provides detailed recommendations based in large part on the strategies, concepts, and recommendations discussed in this chapter.





I. Build Complete Neighborhoods

Over the past decade, downtowns throughout the United States have experienced great resurgence in their relevance and vibrancy as people and development, once destined for the suburban fringes, have returned to urban centers and neighborhoods. Dallas’s urban core is no exception. Between 2011 and 2016, the population of the city center as defined by *The 360 Plan* geography increased 23.4 percent, to over 45,000 residents in search of economic, social, and cultural opportunities and amenities – all basic elements of a “complete neighborhood.”

The 360 Plan envisions the city center as a collection of complete and connected neighborhoods, in which a variety of residents’ economic, social, and personal needs are met via convenient access to employment, affordable housing, recreation, goods and services, and education. A complete neighborhood also preserves the area’s history and culture while simultaneously evolving and contributing to a “sense of place” or identity relatable to, and valued by, all residents, workers, and visitors.

The city center’s quality of life and continued success is dependent upon a balanced mix of community amenities; however, as it continues to grow, it is now challenged with meeting particular demands of its diversifying and growing population. Recommendations found throughout *The 360 Plan* will help fill these gaps – to complete the Downtown community – through the purposeful provision of affordable and family-friendly housing; additional parks and recreational spaces; a diverse mixture of commercial, retail, and entertainment services; and high-quality educational choices for all learning levels. Access to and connections between these amenities and services are also critical to successful complete neighborhoods and will be addressed in the “Advance Urban Mobility” transformative strategy.

As a collection of complete neighborhoods, the city center will be a community for all: an equitable, diverse, and sustainable place that supports the continued growth and diversity of its population.

DIVERSIFY AND GROW HOUSING

The 360 Plan geography has experienced exponential population growth since the early 2000s; between 2004 and 2016, the area’s population has increased 169.5 percent, with nearly 48,500 people living in the city center. As the residential component of the city center continues to increase, the area’s housing stock must respond to and meet the needs of its growing, diverse population.

Young adults and empty-nesters continue to move to the area, seeking an urban lifestyle close to work, a thriving entertainment and cultural scene, and nearby attractions. Construction of apartments has been robust throughout the city center in recent years, meeting the demands of this growing population. However, family-friendly units – those with two to three bedrooms and at least two full bathrooms – are nearly absent in the city center, especially within the central business district (CBD). As the young adults mature and additional families move to the area, greater demand has been created for this product type. Furthermore, family-friendly amenities (for example, playgrounds, storage units, and day care services) will support the ability to attract and retain families, especially existing residents transitioning from single adulthood to family life.

To bring about more socioeconomic diversity, housing must be made available to low- and moderate-income earners. The inclusion of affordable units in new housing developments will foster a diverse, mixed-income neighborhood, providing workforce housing for service industry employees and others earning low- to moderate-wages. However, in order to recoup initial development costs, financial incentives must be more readily accessible for developers to supply affordable units throughout the city center. Without incentives or subsidies, construction of new and affordable housing units becomes infeasible due to the high land acquisition and construction costs associated with building Downtown. A variety of tools including using public land, Tax Increment Financing (TIF) incentives, tax abatements, housing vouchers, and other funding solutions are needed to fill this market gap and support the construction of housing

units for low- to moderate-income households - those earning between 50 and 80 percent and 80 and 120 percent of the area median family income (AMFI), respectively. These subsidies can be minimized if affordable units are included within a variety of housing types, including townhomes and low- to mid-rise apartment buildings, built in neighborhoods with lower land costs. Addressing development guidelines that encourage smaller units and parking reductions can also help minimize overall construction costs.

Apartment construction throughout the city center has far surpassed that of other types of housing in recent years, limiting homeownership opportunities in most neighborhoods. DDI, in partnership with the City of Dallas, must collaborate with neighborhood organizations, non-profit service providers, and other governmental agencies to leverage the resources and funds needed to grow and diversify the city center's housing stock. To further mitigate the financial barriers associated with homeownership, additional subsidies or incentives must be provided to potential homeowners, including mortgage assistance programs and development fee reductions. Where appropriate, affordable single-family housing options, including small-lot single-family homes, duplexes, townhomes, and cottage homes, may provide additional homeownership opportunities for low- or moderate-income residents in particular city center neighborhoods, including the Cedars, East Dallas, and West Dallas.

Housing must be connected to nearby employment and retail centers, providing area residents with convenient access to jobs and necessary services. Transit-oriented developments (TODs) should include a variety of housing units that meet the needs of a diverse population, leveraging the city center's vast and growing transit network. Building upon surplus land owned by public agencies, including DART, TxDOT, and the City of Dallas, will also help alleviate costs associated with affordable TOD, or other high-density development, allowing for a balanced mix of housing choices for residents, including low- to moderate-income families.

Development pressures have affected long-time residents in some of the city center's most affordable neighborhoods, including West Dallas and

the Cedars, where concerns of potential displacement and gentrification continue to grow alongside rapid redevelopment. Adoption of a city-wide housing policy that supports the inclusion of affordable and mixed-income units in new housing development could mitigate the implications of gentrification throughout the city center. New development should be sensitive to, and respect the context and history of, the neighborhoods in which it is built, supporting long-term residents through the preservation and enhancement of affordable housing options.

Continued success of the city center is dependent upon the overall strength of its neighborhoods, and mixed-income neighborhoods, offering diverse housing options, are critical to attract and retain an inclusive, diverse population that will sustain and uphold the area's social and economic vibrancy.



Significant new multifamily development has been added to *The 360 Plan* geography in the past several years.



Numerous new townhomes have been built within *The 360 Plan* geography. New townhomes and multifamily should be designed with strong urban design principles in mind.



Historic neighborhoods such as La Bajada are facing serious pressures of gentrification. Mechanisms should be put in place to ensure residents are able to continue to afford living in these areas.



Main Street Garden in Downtown Dallas



Griggs Park in Uptown

Source: Wikimedia Commons

CREATE VIBRANT PARKS AND NEIGHBORHOOD SPACES

Parks and open spaces are the cornerstones of Downtown neighborhoods; they foster a sense of community by offering the opportunity to congregate, interact, and recreate, while providing a healthy and natural relief from surrounding built environments. Several parks, including Klyde Warren Park, Belo Garden, and Main Street Garden, have been built in recent years, providing much needed opportunity for recreation and enjoyment. However, the city center’s growing population will generate new demand for improved park and open space as development in emerging neighborhoods, including the Cedars, Dallas Farmers Market, South Dallas/Fair Park, and Deep Ellum, continues. Plans for additional parks and open spaces should be prioritized in these high-opportunity neighborhoods, in which parks are highly-desired amenities.

Parks and open spaces should be safe, functional, and accessible, meeting the needs of potential users in specific, appropriate locations. In doing so, city center parks will become inviting, memorable places that cultivate a sense of place and positive urban experiences for all. The city center contains a vast network of parks, urban plazas, and historic and cultural sites throughout its various neighborhoods. The thoughtful provision of additional park and open space should support and enhance this vital network, and can include:

- Pocket parks or plazas which activate existing small lots and other “left-over” spaces to provide relief from buildings by creating intimate spaces for a range of activities, including patio dining and sales of goods and services. Pocket parks and plazas can make available small playgrounds and passive recreational activities to residents and users of adjacent land uses. Pocket parks or plazas are generally 0.25 acres or less. Example: Pegasus Plaza.
- Neighborhood parks serve more immediate users, including residents and office workers. These parks emphasize the needs of daily users,

supporting families and pets with specific programmatic functions such as tot lots or dog runs. Neighborhood parks offer a high level of regular animation with kiosks, cafes, and vendors, but are too small to accommodate large-scale events. Neighborhood parks are of modest size, generally one acre or less. Example: Belo Garden.

- District or regional parks are large spaces that serve a wide audience with a vast range of activities, including large events that attract users from areas outside Downtown. District or regional parks are located in significant places throughout Downtown, and have multiple programs and functions, and are most animated during special events. District or regional parks are of substantial size, generally two acres or more. Examples: Klyde Warren Park and Main Street Garden.
- Historic and cultural parks contain much of the city’s historical features and monuments and are a significant piece of the visitor experience Downtown. These parks are “sacred places,” providing historical context to which visitors pay respect in a contemplative setting with little animation or activation. Though not expected to change much, Downtown’s historic and cultural parks should be preserved and maintained. These parks range in size. Examples: Dealey Plaza, Dallas Heritage Village, and Pike Park.

It is necessary to develop partnerships with public and private property owners and agencies to identify and activate vacant and underutilized property, including rooftops, alleys, and abandoned or excess rights-of-way, to create additional park spaces throughout the city center as the population and recreational needs continue to grow. Enhanced investment and funding, through a variety of public-private partnerships, will be needed to achieve the goals set forth in the Downtown Parks Master Plan and to improve the parks system throughout *The 360 Plan* geography.

GROW A DIVERSE MIX OF SERVICES AND RETAIL

Downtown has long been the commercial center of Dallas; originally settled as a frontier trading post, Dallas – and, especially, Downtown – has catered to the evolving needs of its citizens through commercial expansion. As the population continues to grow and market trends shift, a diverse offering of commercial, retail, and entertainment services will be necessary to meet the growing needs in Downtown.

Suburban expansion in the mid-twentieth century severely impacted the Downtown Dallas retail scene as retailers and entertainment establishments left the market, chasing after those residents favoring a less urban lifestyle. Rapid residential growth in recent years, however, has facilitated a commercial renaissance throughout the city center as several long-vacant storefronts and buildings have been reactivated, providing new, updated commercial services to residents, workers, and visitors. Throughout *The 360 Plan* geography, each neighborhood is encouraged to develop its own unique tenant mix that reflects the area's character and market in addition to a balance of service-based retail to meet daily needs.

In concert with the commercial brokerage community, the formulation of a marketing or tenant recruitment plan can promote commercial viability and bring business back into the area. Recruitment efforts must support a diverse mix of commercial offerings throughout all of the city center, with potential targeted tenant recruitment for niche markets in specific neighborhoods (e.g., art galleries in the Cedars or Design District). Tenant recruitment must also foster an inclusive commercial experience, balancing the importance of creating unique destination experiences that will draw customers from throughout the region, like the luxury offerings of the flagship Neiman Marcus and Forty Five Ten, with the need to cater to a middle-income customer base, providing more affordable goods and services.

Recent shifts in market trends and consumer demands have necessitated the provision of an innovative, non-traditional environment in which commercial

services are provided, including pop-up retail facilities and other short-term, small-scale activations, providing consumers with unique retail experiences. Barriers to entry for small, local start-up companies and entrepreneurs should be minimized, and partnerships with organizations such as DDI can be leveraged to establish a more permanent presence within the Downtown market via networking, business development assistance, and marketing. Startups are particularly good uses for vacant, difficult-to-lease spaces, as they demonstrate viability to long-term tenants and improve the overall activation of neighborhoods. Other financial incentive packages could be provided to make retail and other service-oriented development more viable Downtown, including possible tax abatements for development of vacant and underutilized property, sales tax rebates, and infrastructure (street and sidewalk) improvements.

The City's current regulatory environment for business development must also be analyzed and updated; certain ordinances and regulatory processes should be relaxed in order to facilitate a stronger business climate throughout Downtown, including:

- Parking requirements for commercial uses should be minimized or reduced as constructing the required amount of parking spaces is oftentimes cost-prohibitive for many businesses wishing to locate Downtown; though many businesses construct the required number of parking spaces, many of those spaces go unused, perpetuating the cycle of underutilized property in Downtown.
- The placement and use of temporary structures, such as modified shipping containers, on public and private property should be allowed in appropriate, specified areas of the city center in order to provide additional retail and commercial options, especially in areas lacking traditional retail space, and street activation on vacant lots.
- In accordance with the City's *Complete Streets Design Manual*, where sidewalk space is prohibitive, sidewalk cafés or outdoor seating should



Food trucks have helped to activate spaces around the urban core of Dallas, including Klyde Warren Park. Allowing food trucks in additional locations could further enhance those spaces.



Temporary retail and pop-up retail, such as this container store in San Francisco, are possible ways to activate underutilized sites around Downtown.

be encouraged within an on-street parking space(s) directly in front of the restaurant with which the café is associated.

- Street vendors and kiosks are currently allowed to sell goods and services within the CBD, but ordinances could be amended to allow street vending in additional neighborhoods as desired throughout *The 360 Plan* geography.
- Expansion of the mobile food vending guidelines to appropriate, specified areas of the *360 Plan* geography is encouraged.
- Permitting and licensing processes, including the provision of temporary Certificates of Occupancy, should also be evaluated in order to reduce the time and costs associated with both short- and long-term commercial uses throughout the city center.

DDI, the City of Dallas, and additional partners can help facilitate and manage a diverse commercial environment through the creation of specific manuals or guides outlining the various processes and regulations associated with business development in Downtown Dallas. Through various research methods, DDI and its partners can identify a variety of services needed to create a vibrant and diverse commercial environment for residents, employees, and visitors; though the market will dictate the variety of commercial and retail options throughout the city center, these efforts will further expand Downtown Dallas’s role as the city’s commercial center.

INCREASE OPPORTUNITIES FOR QUALITY EDUCATION

High-quality schools – those with rigorous academic curricula, strong leadership, and community support – are the foundation of successful neighborhoods. Today, there are more than 30 schools in the *360 Plan* geography, offering education to all levels of students, from pre-kindergarten to post-graduate studies; however, a significant lack of grade school (preK-12) resources exists in several neighborhoods in the city center.

For example, Downtown’s young adult population grew 185.6 percent between 2000 and 2010, and is now aging in place, establishing familial roots throughout the area. As families grow and stay Downtown, great schools will be needed to educate their children; high-quality educational choices, especially public elementary and middle schools, will be an important factor in keeping these families in city center neighborhoods. Through the planning process, an emergent need for quality education throughout in-demand neighborhoods, including Downtown, Deep Ellum, Uptown, and the Cedars, was identified. An educational demand analysis, utilizing population growth forecasts, can help determine the number and types of schools required to meet the needs of Downtown’s growing families.

Various sites, including vacant lots, empty storefronts, or vacated office tower floors, could support the development of new schools. Regulations should be reviewed and amended to facilitate the construction of schools, especially those offering childcare or pre-kindergarten services, in existing Downtown buildings or in new mixed-use, high-density developments. Schools must be woven into the fabric of the neighborhoods in which they serve and leverage partnerships with local organizations to formulate a multidisciplinary curriculum for students. Unique and innovative school sites may necessitate a cooperative agreement with neighboring businesses or organizations to utilize off-site facilities for various student functions and activities; for example,



The DISD CityLab High School has provided a new public school inside the Downtown freeway loop, allowing students to engage more actively with the urban environment of Dallas.



More playgrounds should be provided in and around *The 360 Plan* geography in order to provide recreational spaces for children, encouraging families to remain in the area.

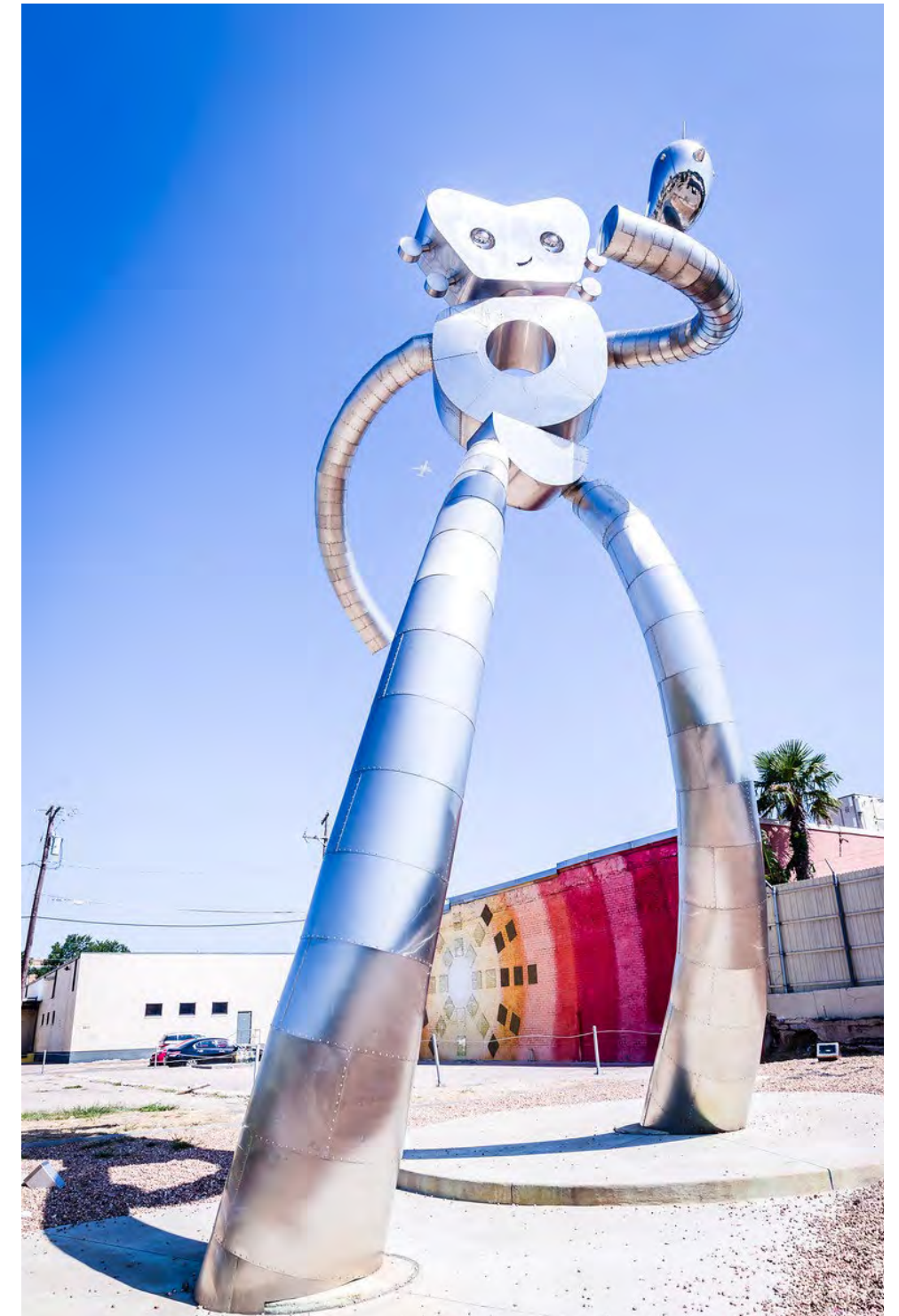
the YMCA could be utilized for athletic classes where an on-site gym is not available. The neighborhoods in which schools sit could also serve as “living laboratories” for students, providing hands-on, location-based educational experiences. The FAIR School in Downtown Minneapolis is an example of an innovative school that has leveraged its partnerships for a greater educational experience for its students. Though examples of such programs exist in Downtown Dallas, including the Uplift system, the Pegasus School for the Liberal Arts and Sciences, Booker T. Washington High School for the Performing and Visual Arts, and CityLab High School, there is a critical need for such programs serving the area’s elementary and middle school students.

Alternative education choices or opportunities will also strengthen the Downtown community. Efforts to advance a Downtown Innovation Zone, a corridor of innovative Pre-K-12 schools within the city center, is a creative approach to attract additional, unique urban assets such as corporate headquarters, cultural institutions, public parks, and robust civic and community organizations. Within the program, the current DISD attendance zone structure could be amended to allow children of Downtown workers to attend Downtown schools, where easy access to their students encourages stronger parental involvement; the increased student activity can also breathe new life into once-fledgling inner-city public schools, while the flexibility of having their children in nearby schools could enhance employee productivity.

Neighborhood schools can promote a sense of safety and security by being visible and active locations for children and families. Downtown schools must also be accessible to their students and faculty. Neighborhood interactions from students walking and bicycling to school encourages students to experience their community actively, which improves the learning environment and creates opportunities for better educational outcomes. Multimodal connections between neighborhoods and Downtown schools will ensure students, especially those from outside Downtown attendance zones, access to high-quality educational opportunities focused on college and job readiness in preparation to join the robust Downtown economy.

In addition to K-12 schools, adult education opportunities, often offered at night or on weekends, including GED, English as a second language (ESL), and continuing education classes, will strengthen and empower Downtown’s working class, facilitating upward socioeconomic mobility. A highly-educated workforce is a strong indicator for a robust, growing economy – like that of Downtown Dallas. Companies continue to relocate Downtown due, in larger part, to the sizeable talent pool and specialized skillsets of the area’s workforce; DDI and its partners must continue to support the Dallas Regional Chamber’s retention and recruitment efforts of a highly-educated workforce, a desirable and valuable commodity for companies seeking relocation to Dallas and, especially, Downtown. All Downtown schools must also prepare students for college or the workforce, reinforcing education’s role in preparing a diverse, experienced employment base. Cultivating strategic partnerships with local universities, including El Centro College, Texas A&M-Commerce, the UNT system, and Paul Quinn College, will assist in preparing and enabling students with a successful transition into the Downtown workforce.

Education has, and will continue to be, a key factor in Downtown’s success. An educated population with diverse, yet specialized, skillsets is necessary to carry Downtown Dallas on its continued trajectory – one that is centered on economic potential and growth.





As DART light rail service expands with the D2 project, its role in supporting Downtown development will increase as additional regional destinations are better brought within reach.



Improving bus service will serve as a vital component of a multimodal transit network throughout Downtown and in-town neighborhoods.

II. Advance Urban Mobility

As the hub of regional transportation, Downtown Dallas sits at the confluence of freeways, rail lines, bus routes, bike lanes, and other pathways that connect motorists, commuters, and pedestrians to the city center and its surrounding neighborhoods. The current transportation network includes numerous diverse forms of transit. Currently, DART operates modern streetcar, light rail, and bus, while the McKinney Avenue Transit Authority also operates a historic streetcar. Additionally, inter-city rail services for TRE and Amtrak exist at Union Station, providing service regionally and out-of-state. A planned high speed rail line to Houston, with a station near I-30 in the Cedars, also has the potential to expand and improve regional transportation access for the city center. All of these modes of transportation can be enhanced and improved in the future by quality bike and pedestrian infrastructure throughout the urban core.

New technologies have changed and will continue to change transit and other forms of transportation. New rideshare services such as Uber and Lyft have significantly changed the ease and efficiency of taxi services, making cheap and convenient rides more readily available around the entire core of the city. Additionally, new car sharing services such as Zipcar have made the need to own a personal automobile less necessary, reducing the demand for personal parking spaces. Furthermore, new technologies such as high speed rail, hyperloop, Uber Elevate, and autonomous vehicles have the potential to dramatically disrupt the existing transportation infrastructure framework. These provide exciting possibilities, with the potential to create great economic development opportunities, while also creating unforeseen challenges as well.

Even with these new technologies and the comprehensive transit network that exists today, the continued growth and success of the city center has put a strain on the area's transportation network, necessitating a long-term, balanced vision for mobility. *The 360 Plan* hopes to guide the

decision-making process to ensure the creation of a balanced, multimodal transportation system throughout the city center.

The 360 Plan will advance a set of urban mobility principles that reflect the unique needs of Downtown Dallas and its adjacent neighborhoods. The principles will serve as the foundation of the plan's recommendations for an enhanced transportation system and will be evaluated and applied to any future transportation projects within the *360 Plan* geography. Additionally, the plan will seek to utilize transit expansion projects, including the DART Second Downtown Rail Alignment (D2) and Central Dallas Streetcar link, as well as planned freeway projects to improve connections within the geography. These projects, combined with prioritized short-term pedestrian and bike improvement projects, can help reduce the demand for automobile-only trips within the geography and make multimodal mobility a safe and convenient option for all users.



New bikeshare companies have provided new mobility options throughout *The 360 Plan* geography, increasing the need for enhanced on-street bike facilities.

ADOPT URBAN MOBILITY PRINCIPLES

As Downtown and its surrounding neighborhoods have grown and evolved as job and residential centers, travel behavior within this geography has already begun to change. The City of Dallas and DDI utilized cell phone and GPS data to evaluate mobility patterns within *The 360 Plan* geography and found that 19% of trips are captured exclusively within that geography. This is expected to grow to 22% of trips by 2040 as the geography adds workers and residents into the future (see Appendix).

This increase in short trips is occurring simultaneously with ever-evolving trip mode choices. A DDI travel survey revealed that only 62% of area residents and workers commute by car, while over 28% commute by walking, biking, or transit. New real-time information technologies are reducing the friction in transfers from one transportation mode to another. At the same time, technologies such as GPS-based routing are enabling vehicular traffic to easily re-route based on congestion conditions, thus increasing the efficiency of the roadway network. These efficiencies are likely to dramatically increase with the advent of automated vehicles and offers an opportunity to use policies and infrastructure investments to encourage more sustainable use of our limited street rights-of-way.

Advancing urban mobility in the city center entails a street system designed to promote the use and enjoyment of public streets by all users. *The 360 Plan* promotes the mobility vision of the City of Dallas *Complete Streets Design Manual* to balance the needs of walking, bicycling, transit, and auto use with the use of our streets as public spaces for social interaction and community life. It also promotes an approach to urban mobility that is ultimately geared towards serving a Complete and Connected City Center.

Adopting the following urban mobility principles, established by stakeholders over a long community outreach period, is essential to guide future policy and investment decisions that move us towards our mobility goals.

The 360 Plan Urban Mobility Principles

1. Create a balanced multimodal system that supports transit, bicycles, and pedestrians in addition to automobiles, particularly for short trips.
2. Provide a safe, well-lit, comfortable, and accessible system for a diversity of users.
3. Improve inter-district connectivity for all modes of travel.
4. Encourage mixed-use, pedestrian-oriented design and development.
5. Ensure regional and local transportation systems support Center City placemaking and livability goals.
6. Deliver a system that responds proactively to trends in technology, demographics, and user preferences.



Trails such as the Katy Trail help connect neighborhoods and provide safe biking and pedestrian opportunities. Improving connections to and between these trails is important to maximize their use.



Existing bike infrastructure is in poor condition, disconnected, or otherwise generally unsafe due to poor design. New infrastructure should be designed to maximize safety for all riders.



Cycling has become an increasingly demanded and used mobility option. New facilities are needed to provide safe options for all users.

INTEGRATE TRANSIT EXPANSION OPPORTUNITIES

Since the 2011 *Downtown Dallas 360* plan, there have been significant strides made in regards to public transit within the urban core of Dallas. The D-Link bus service has been implemented. The McKinney Avenue Trolley (MATA) has been expanded down St. Paul and Olive Streets to the St. Paul DART Station. The Oak Cliff Streetcar has been constructed, linking Union Station across the Trinity River to Oak Cliff. Furthermore, new planned and proposed transit projects are in the works that look to enhance transit service in and around Downtown. DART has submitted funding requests for the DART Second Light Rail Alignment Subway (D2) with the Federal Transportation Administration, which is planned from Victory Park, through Downtown under Commerce Street, to Deep Ellum. DART has also submitted funding requests for the Dallas Central Link Streetcar, planned for Elm and Commerce Streets, linking the Oak Cliff Streetcar at Union Station to the MATA Streetcar at St. Paul Station.

These new transportation projects have the potential to dramatically change the transportation and urban landscape of the 360 geography in the next decade. With these projects in mind, it also becomes important for close coordination among the respective transportation agencies to plan transit and other infrastructure development in conjunction with each other. Through collaboration and coordination, the most optimal outcomes can be achieved for Downtown and its adjoining neighborhoods.



The Woodall Rodgers Deck Park (Klyde Warren Park) is a great example of how capping a freeway can help bridge two neighborhoods and foster surrounding economic development.



The D2 subway will be a massive project that will require the reconstruction of some streets. These reconstruction projects can allow for right-of way to be designed in a more multimodal fashion.

LEVERAGE FREEWAY RECONSTRUCTION OPPORTUNITIES

The planned high speed rail and DART transit expansion projects come at the same time that several significant TxDOT projects are planned for the 360 geography, including redesigns of both the Stemmons (I-35) and I-30 Canyon freeways. These freeway projects present great opportunities to reconnect neighborhoods, such as the Cedars and the Design District, that have long been isolated and fragmented from the rest of Downtown. Using Klyde Warren Park as a model, there are several opportunities for deck parks along the I-30 Canyon corridor that could be provided in conjunction with the high speed rail project. Underpass and overpass improvements on I-30, I-35, and I-345, including designing all future freeway crossings as complete streets, should be prioritized in order to maximize connectivity between disconnected districts. Additionally, the City, stakeholders, and TxDOT should hold discussions considering the removal of underutilized on- and off-ramps.

By working with TxDOT, particularly leveraging cooperation and coordination with the *CityMAP* study, these projects can be designed to not only enhance connections, but also create new open space through deck parks, and new development opportunities adjacent to the freeways through redesigning ramps and frontage roads. Continual coordination between all affected parties will be imperative in order to develop freeway designs that achieve both TxDOT, the City, and local neighborhood goals.

REFORM THE APPROACH TO PARKING

Addressed in the 2011 plan, parking in Downtown Dallas remains a challenge as the city center continues on its current trajectory: as Downtown’s employment, commercial, and residential sectors grow, demand for ample parking also increases. This is compounded with the development of surface parking lots, further limiting the supply of parking throughout the study area. So long as Dallas remains auto-oriented, these parking pressures will persist through the near future. *The 360 Plan* recommends “reforming the approach” to parking to look beyond supply and demand. Instead, a comprehensive approach of prioritizing highest and best use of land, providing alternatives for vehicle use, leveraging technology and forecasting future trends and behaviors should guide decision making.

The 360 Plan recommends further analysis of on-street parking throughout Downtown to better understand the demand for and overall utilization of these spaces. New technologies, including Uber and Lyft, have begun to rework the manner in which these spaces normally operate. Curbside passenger drop-off locations and dedicated delivery spaces could occupy or replace on-street parking spaces where parking demand is low. Shared parking models should also be supported, in which privately-owned and -operated lots or garages offer parking to Downtown visitors during non-contracted, or off-peak, hours, especially in areas where limited public parking is available. Shared parking will offer nighttime and weekend visitors ample parking opportunities while activating empty facilities and generating additional revenue for parking operators. *The 360 Plan* also encourages the development of a comprehensive mobile platform in which transportation information, including transit options and parking availability, is easily transmitted to Downtown residents, workers, and visitors. If developed, users of the mobile platform will be able to navigate the variety of parking options, pricing, and availability using just-in-time data or other smart technologies to mitigate their Downtown parking concerns.



The McKinney Avenue Trolley (MATA) provides a crucial rail connection into Uptown, a quickly-growing neighborhood that does not have adequate transit access.



The Oak Cliff Streetcar, when extended through Downtown as a part of the Dallas Central Link Streetcar project, will provide a seamless connection between Oak Cliff and Uptown.



The D-Link bus, a free route that connects popular destinations Downtown, will continue to provide critical transportation in the core of the city.



TRE, the DART light rail system, and the D2 subway project will continue to provide a critical connection between Downtown and the rest of the region.

COMPREHENSIVELY REVISE MOBILITY POLICY FOR THE CITY CENTER

Currently, the City of Dallas, like most American cities, evaluates street projects such as road-diets and proposed bike lanes, through an automobile level-of-service measurement lens. This engineering practice has been the standard for many decades. Recently, many cities have begun to move away from using this metric and have explored other ways to evaluate street projects in order to design more multimodal, comprehensive streets.

Some cities have begun to evaluate streets by looking holistically at multiple modes instead of just evaluating by vehicular level-of-service. San Diego, Los Angeles, and Fort Collins are among several cities that use Multimodal Level of Service (MM-LOS) to evaluate transportation projects. This takes into account all modes, including pedestrian, bicycling, and transit, to understand how a roadway is operating. Another option is to use different level-of-service measurements on different types of streets, such as industrial versus retail streets. Other cities and counties have begun to measure vehicle miles traveled (VMT), such as Yolo County, California, which sets a maximum VMT threshold of 44 miles per household per day for any new transportation project. Still further, some cities have explored using fuel consumption models as the metric by which to evaluate projects. Lastly, some cities, such as Charlotte, North Carolina, have developed metrics based on their Urban Street Design Guidelines to evaluate street projects.

By changing the metrics in which the City of Dallas evaluates street projects, such as thoroughfare plan amendment changes, whether within *The 360 Plan* geography or throughout the city, there will be increasing opportunities for designing multimodal streets. This will, in turn, reduce dependence on the automobile, giving increasing mobility to all street users. This will help transform city center streets into walkable vibrant places. Traffic analysis, survey data, and demographic forecasting through *The 360 Plan* update process supports such new metrics.



Main Street is an example of a Pedestrian District Connector due to its wide sidewalks and the strong retail presence along the corridor.



Zang Boulevard is a Bike District Connector due to the bike lanes that currently exist and the additional lanes that are planned for the corridor.



Commerce Street is a Transit District Connector. Prioritizing transit movement through the use of transit-only lanes for bus and streetcar will improve the functionality of the corridor.



Griffin Street is an example of an Auto District Connector. On these streets it is important to prioritize automobile movement while also considering safe movement for pedestrians.



As the city center continues to grow, and trips between destinations within the geography continue to increase, there will be an increasing demand for multiple modes of travel within the geography, including walking, biking, transit, and automobile. As such, it is important to begin to reenvision our streets within the 360 geography based on a new framework that provides for the desired inter-district, multimodal connectivity to be accommodated within existing right-of-ways. The *360 Plan* lays out plans for four types of “District Connectors” for 360 geography streets (Bike, Pedestrian, Transit, and Auto). District Connectors are roads or corridors that serve to facilitate the movement of one or numerous modes of transportation between and within the Downtown districts. On these corridors, careful consideration should be given to the design and functionality within the right-of-way in order to ensure that the preferred mode is prioritized. All other streets within the geography are “neighborhood streets” that should be designed thoughtfully to accommodate all users safely but do not serve as major thoroughfares for cross-district trips the way the district connectors do.



Changing the framework by which the City classifies city center streets will better allow for implementation of desired outcomes when streets are slated to be resurfaced or redesigned. This framework, in conjunction with the *Dallas Complete Streets Design Manual*, will ensure streets that are designed to provide improved multimodal mobility for all users.

Auto District Connector

Auto District Connectors are those roads that help facilitate the efficient movement of automobiles into, out of, and throughout the Downtown core. These streets typically serve to move a high volume of vehicles. As such, design considerations should include light signalization timing and intersection design while also being designed to safely accommodate pedestrians.

Bike District Connector

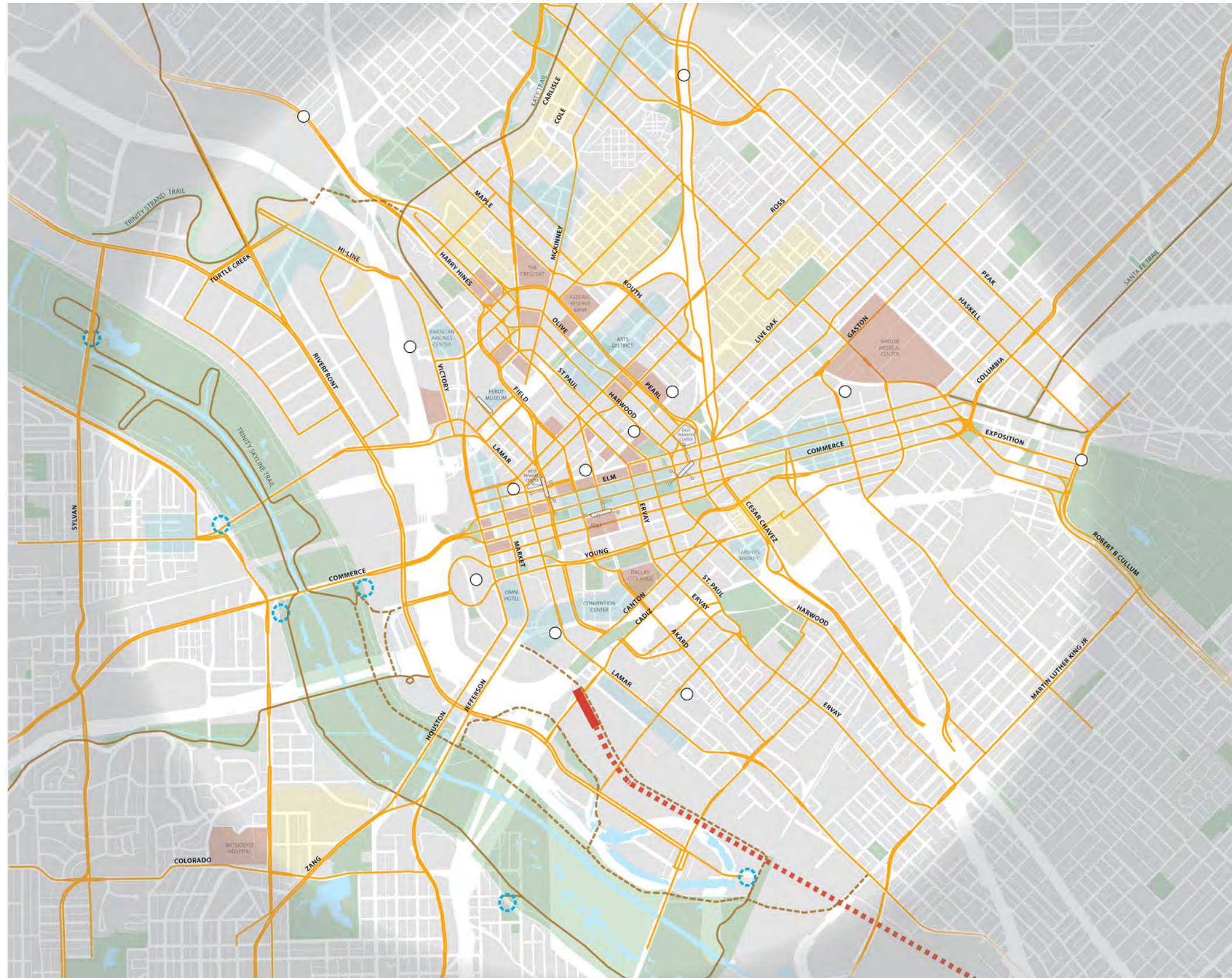
Bike District Connectors are all of the roads within Downtown that operate as part of the bike network. These streets prioritize bike movement through protected bike facilities, improved signal timing, traffic calming devices, and multimodal intersection design. When complete, the bike network should provide a comprehensive network that will ensure the safe movement of cyclists to all districts within the city center.

Pedestrian District Connector

Pedestrian District Connectors are the roads and corridors that provide safe and efficient movement of pedestrians throughout Downtown. These corridors are defined by five criteria: corridors that connect districts, corridors that connect across freeways, corridors that connect to the Trinity River, streetcar corridors, and existing retail corridors. On these roads, it is important to design a pedestrian realm with wide, comfortable, and shaded sidewalks as well as safe intersections. Additionally, adjacent development should enhance the pedestrian experience by providing active ground-level uses.












Transit District Connector

Transit District Connectors are roads that are serviced by high-frequency bus or streetcar service. On these roads, attention should be given to the pedestrian realm to facilitate the safe movement of passengers to stations and stops. Additionally, attention should be given to traffic lanes to provide priority or dedicated transit lanes when necessary. Intersections should consider transit signal prioritization. Stations and stops should be designed to provide safe and comfortable waiting environments for passengers.



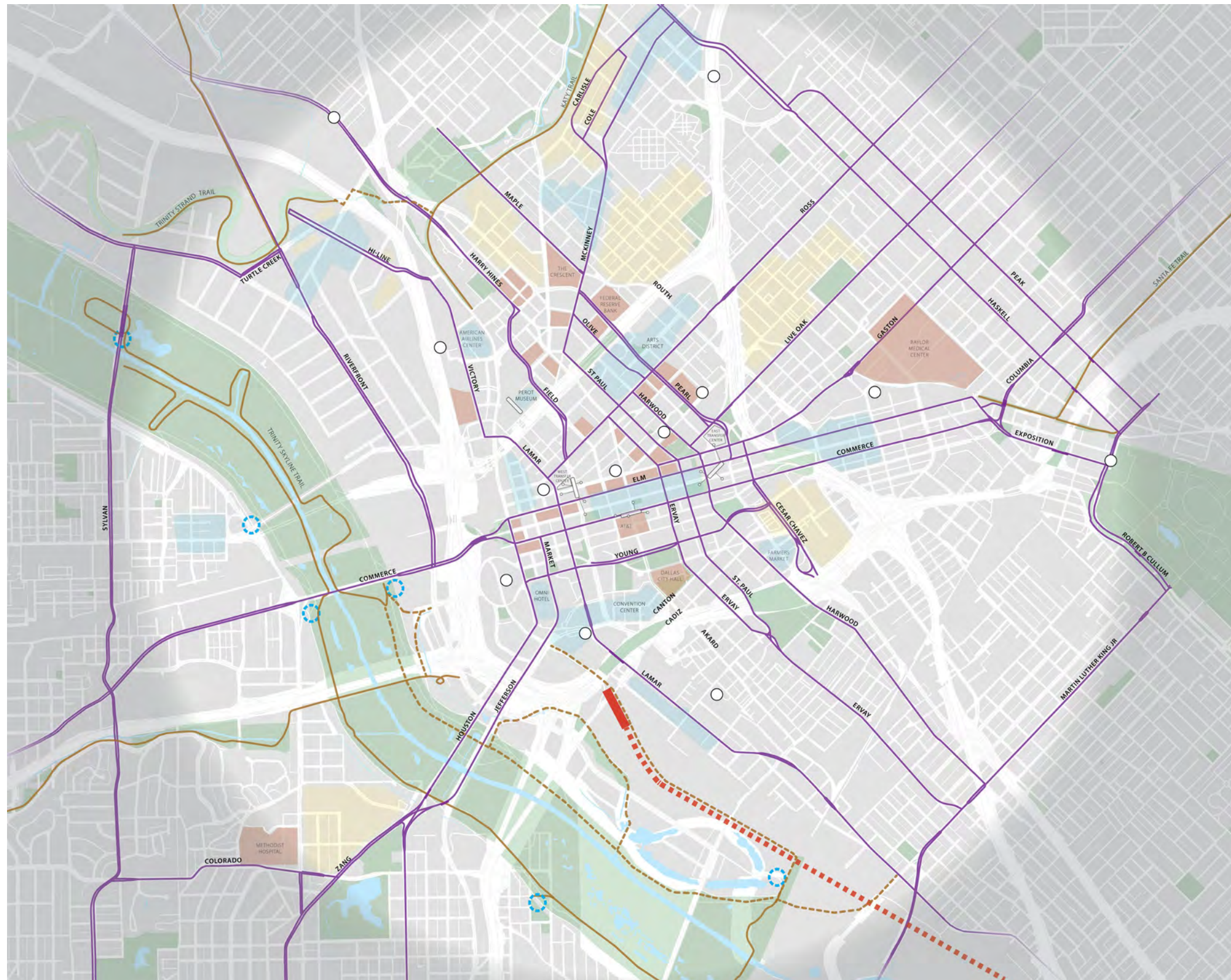
District Connectors and Neighborhood Streets

District Connectors are roads or corridors that serve to facilitate the movement of one or numerous modes of transportation between and within the Downtown districts. On these corridors, careful consideration should be given to the design and functionality within the right-of-way in order to ensure that the preferred mode is prioritized. *The 360 Plans* lays out plans for four types of district connectors: Transit, Bike, Pedestrian, and Auto. All other streets within the geography are “neighborhood streets” that should be designed thoughtfully to accommodate all users safely but do not serve as major thoroughfares for cross-district trips the way the district connectors do.

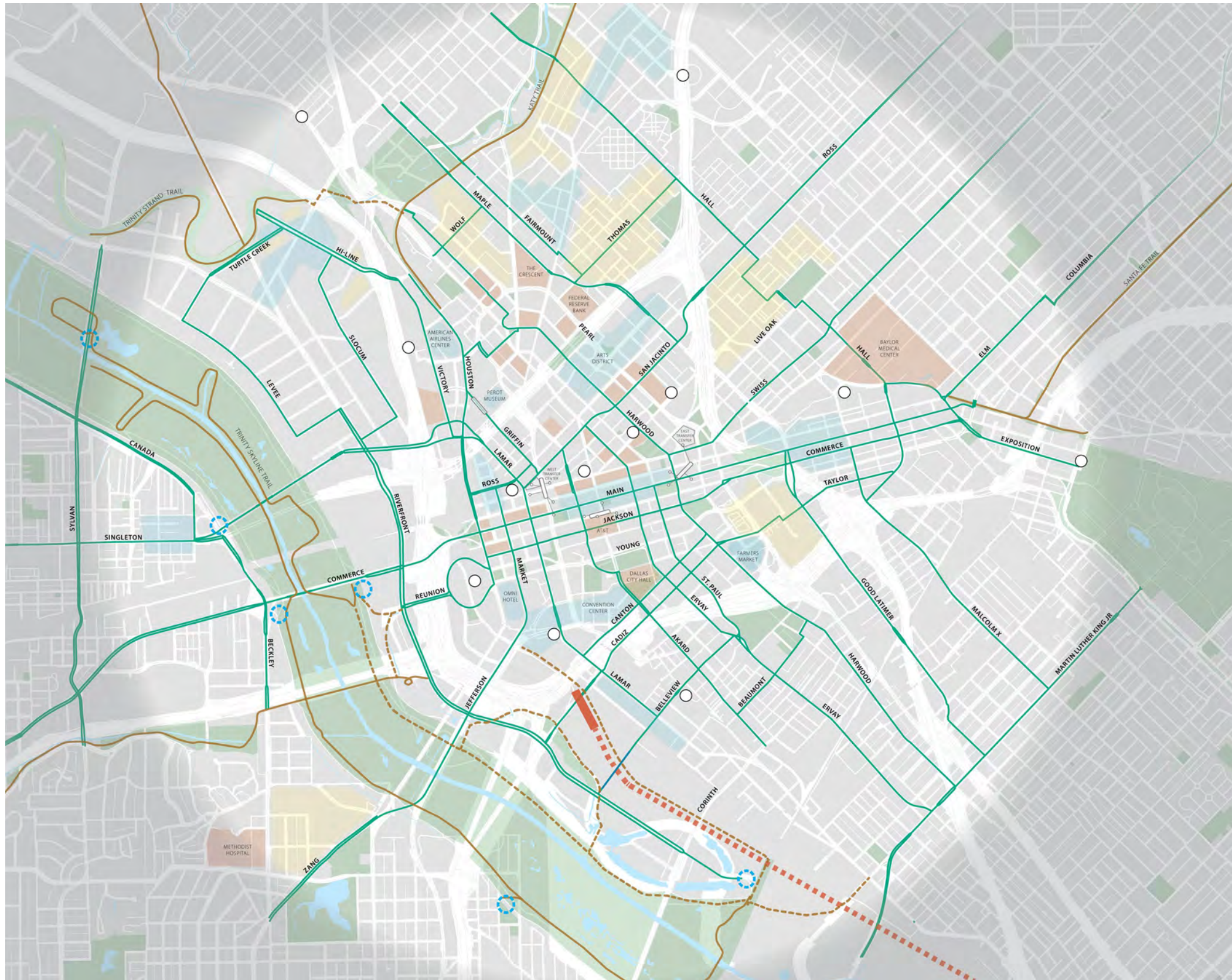
-  District Connector
-  Neighborhood Street
-  Existing/ Funded Trail
-  Potential Trail
-  Trinity River Ped/ Bike Access Point
-  Existing and Proposed Open Space
-  Large Employment Center
-  Large Residential District
-  Proposed High Speed Rail Station + Line
-  DART Station
-  Proposed D2 Station + Pedestrian Portal

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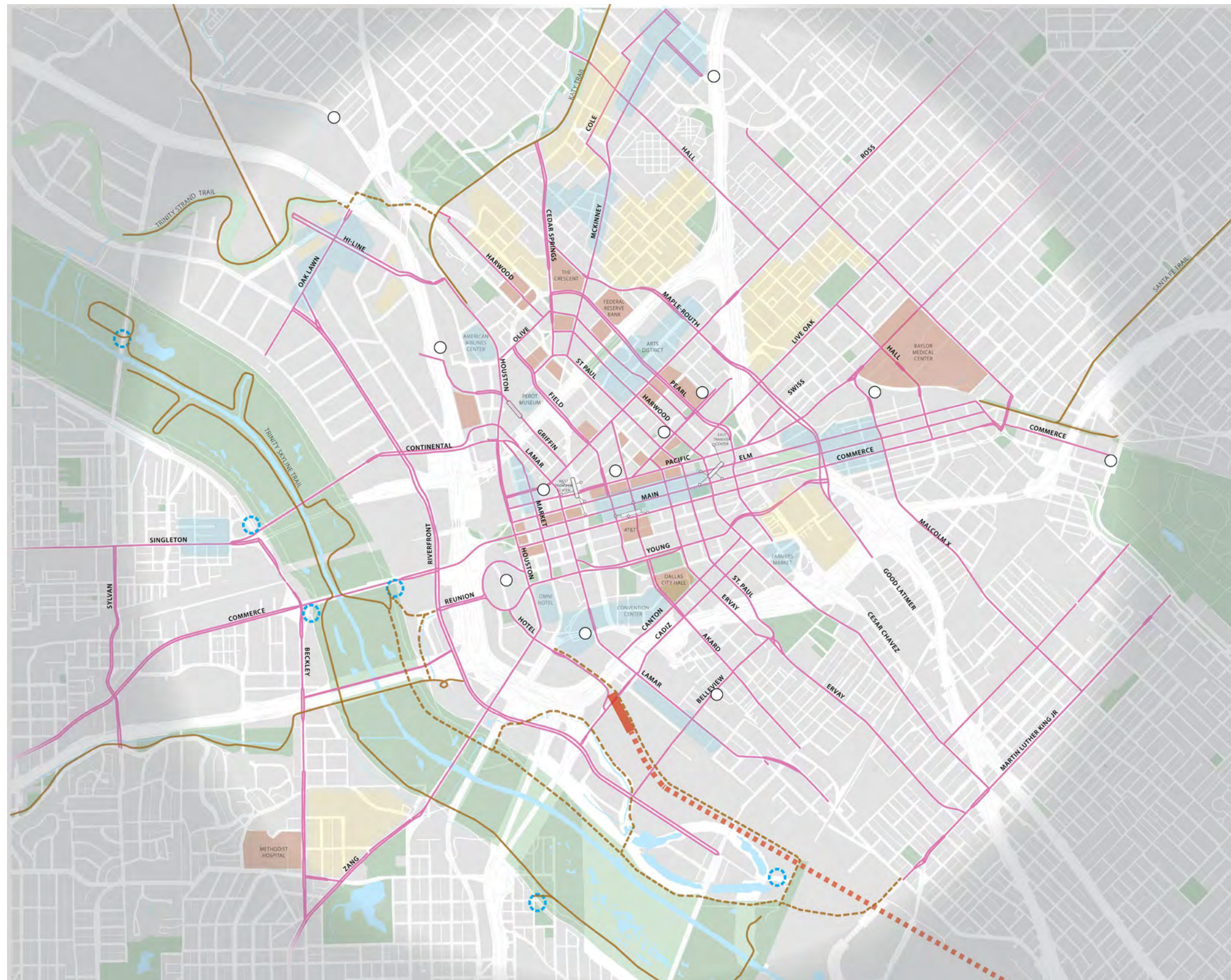
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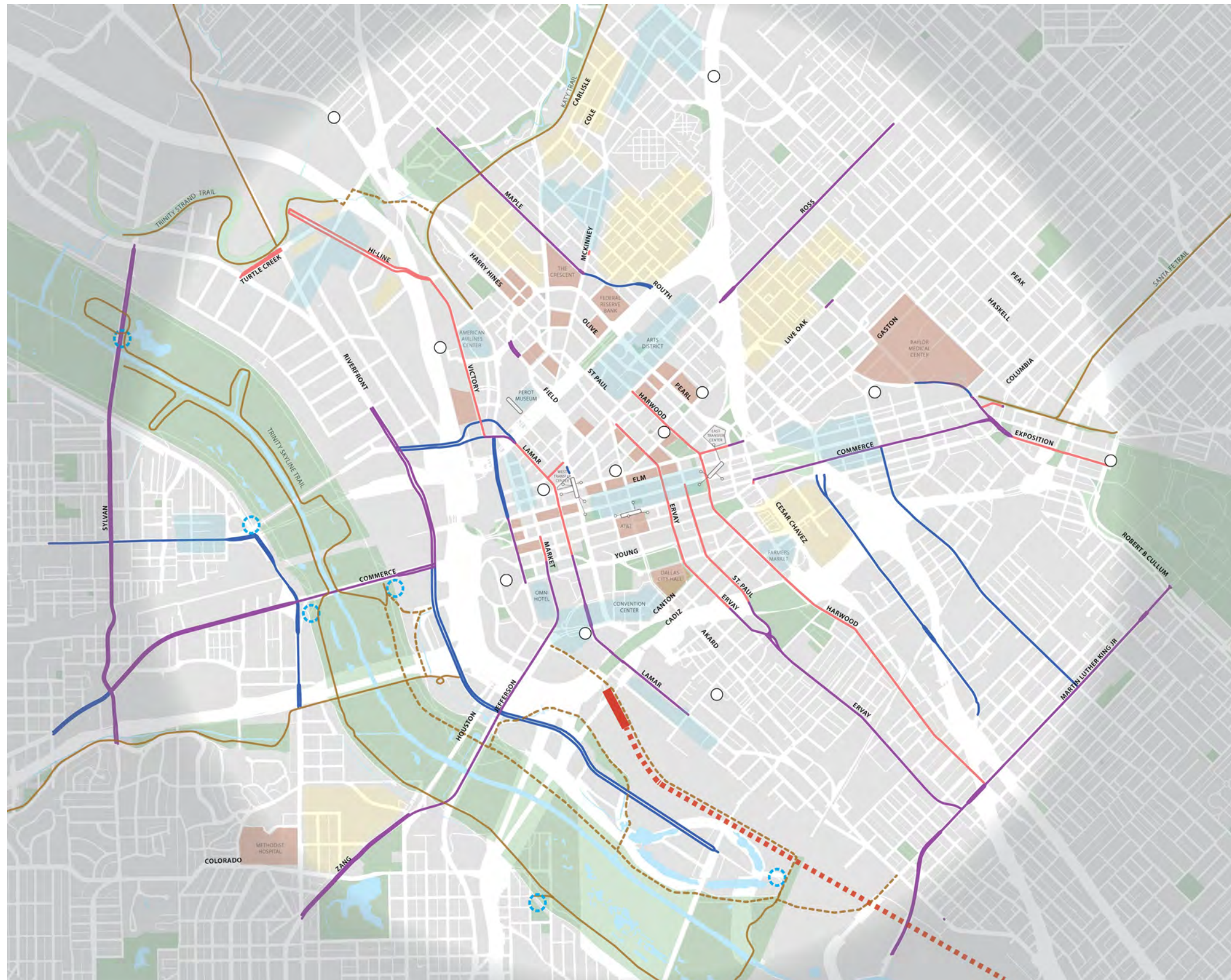
Auto District Connectors

Auto District Connectors are those roads that help facilitate the efficient movement of automobiles into, out of, and throughout the Downtown core. These streets typically serve to move a high volume of vehicles. As such, design considerations should include traffic signalization timing and intersection design while also being designed to safely accommodate pedestrians.

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Overlapping District Connectors

Some streets have numerous District Connector designations. On these streets, right-of-way will likely be limited and thus, it will be important to prioritize modes in order to have streets that maximize movements for all users. On some streets with limited right-of-ways, it may be difficult to provide all of the designated modal types, and thus, other options on nearby streets should be considered.



- Bike + Transit + Auto District Connectors
- Bike + Transit District Connectors
- Bike + Auto District Connectors
- Existing and Proposed Open Space

ADVANCE PRIORITY BICYCLE AND PEDESTRIAN IMPROVEMENT PROJECTS

The 360 Plan supports the implementation of a complete and connected bicycle facility network throughout the city center. This expanded network will connect with the 5.4 miles of bike lanes and 12 miles of shared lane markings existing within the plan area. The 360 Plan recommends over 30 miles of additional bike lanes, including dedicated and shared facilities, on various streets in Downtown and surrounding neighborhoods that provide access and connections to specific job centers, activity nodes, residential areas, and parks and recreational spaces. The plan also recommends the implementation of a pedestrian plan that will facilitate improvements to the current pedestrian network. The built environment should support a comfortable, inviting, and engaging walk through Dallas’s urban districts. Pedestrian-friendly amenities, including safe intersections and crosswalks, wide sidewalks, street trees, and active uses along a corridor, will encourage more pedestrian activity along these corridors. Certain corridors have been prioritized for improvements in the short-term in order to quickly improve connections between neighborhoods and destinations. These projects can have a transformative effect on these districts and on adjacent development.



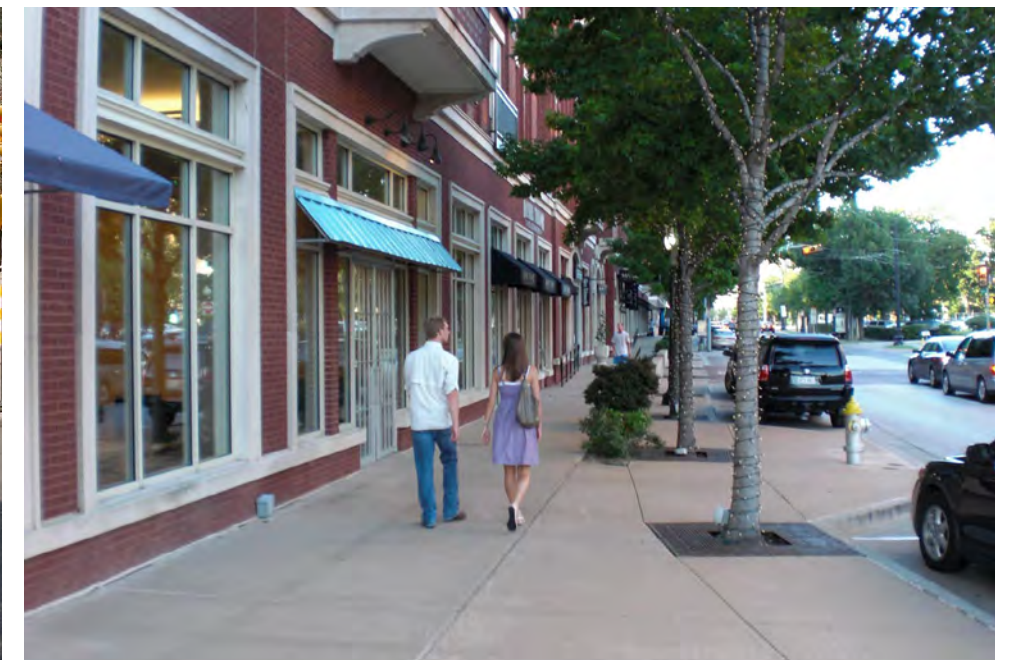
Pedestrian-oriented streets and plazas play an important role in enhancing connectivity within and between neighborhoods.



Streets such as Main Street Downtown should be designed with pedestrian movement as a high priority due to the surrounding retail and destinations that exist along the corridor.



Large, safe, well-marked bike facilities are planned throughout The 360 Plan geography. Source: Flickr/Paul Krueger



Wide, shaded, and protected sidewalks, such as these in Uptown, should be provided on all Pedestrian District Connectors in order to facilitate walking as a safe and convenient mobility option.

Priority Pedestrian Improvements (Phase I)

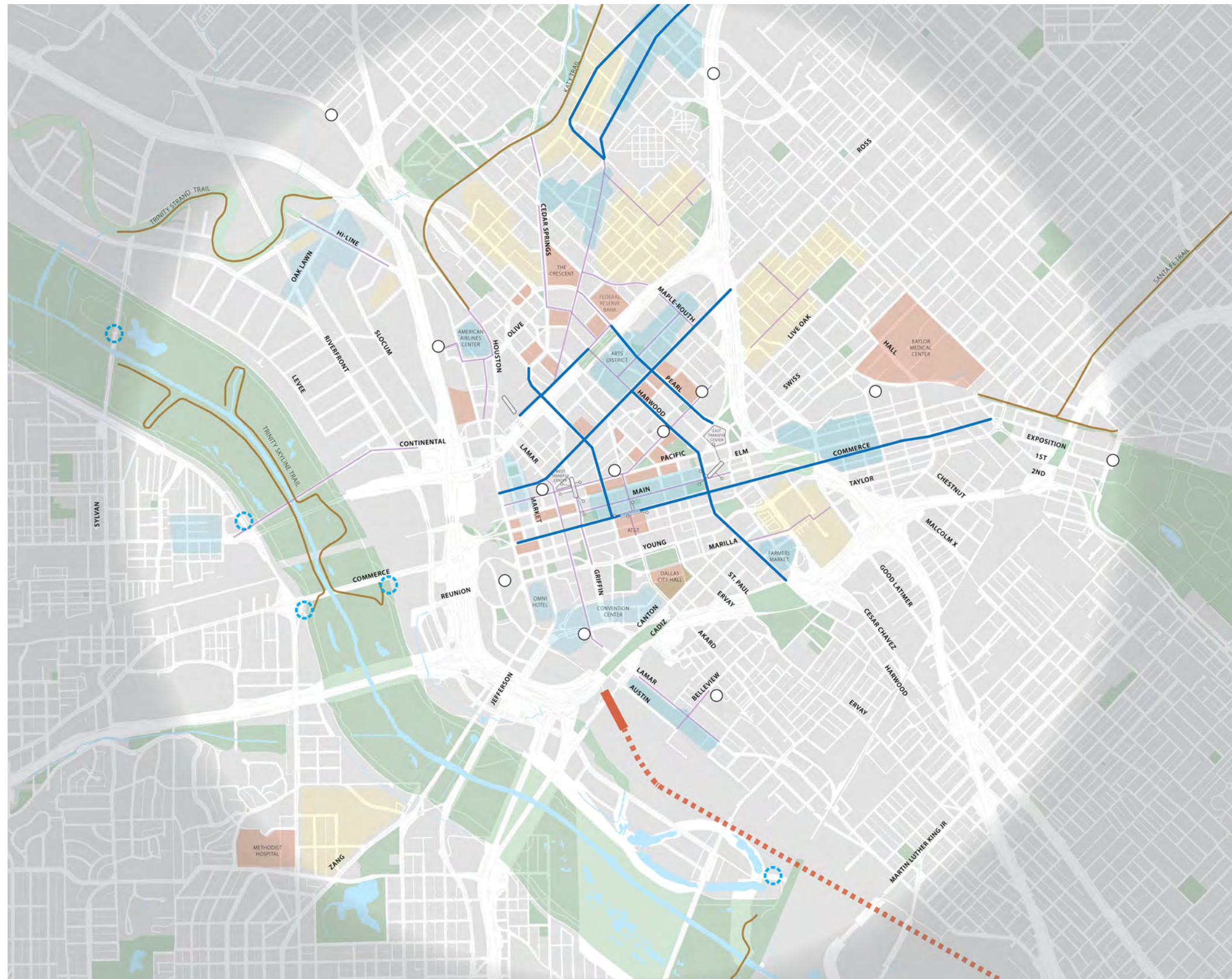
The planned Priority Pedestrian Improvements are divided into three phases focused on priority and their ability to be implemented based on planned or ongoing activity in the area.

Phase I streets include Harwood, Ross, Field, Broom, Pearl, Commerce, McKinney, and Cole Streets. These streets meet the specified selection criteria and have funding in place or have been prioritized on the 2018 Bond Package.

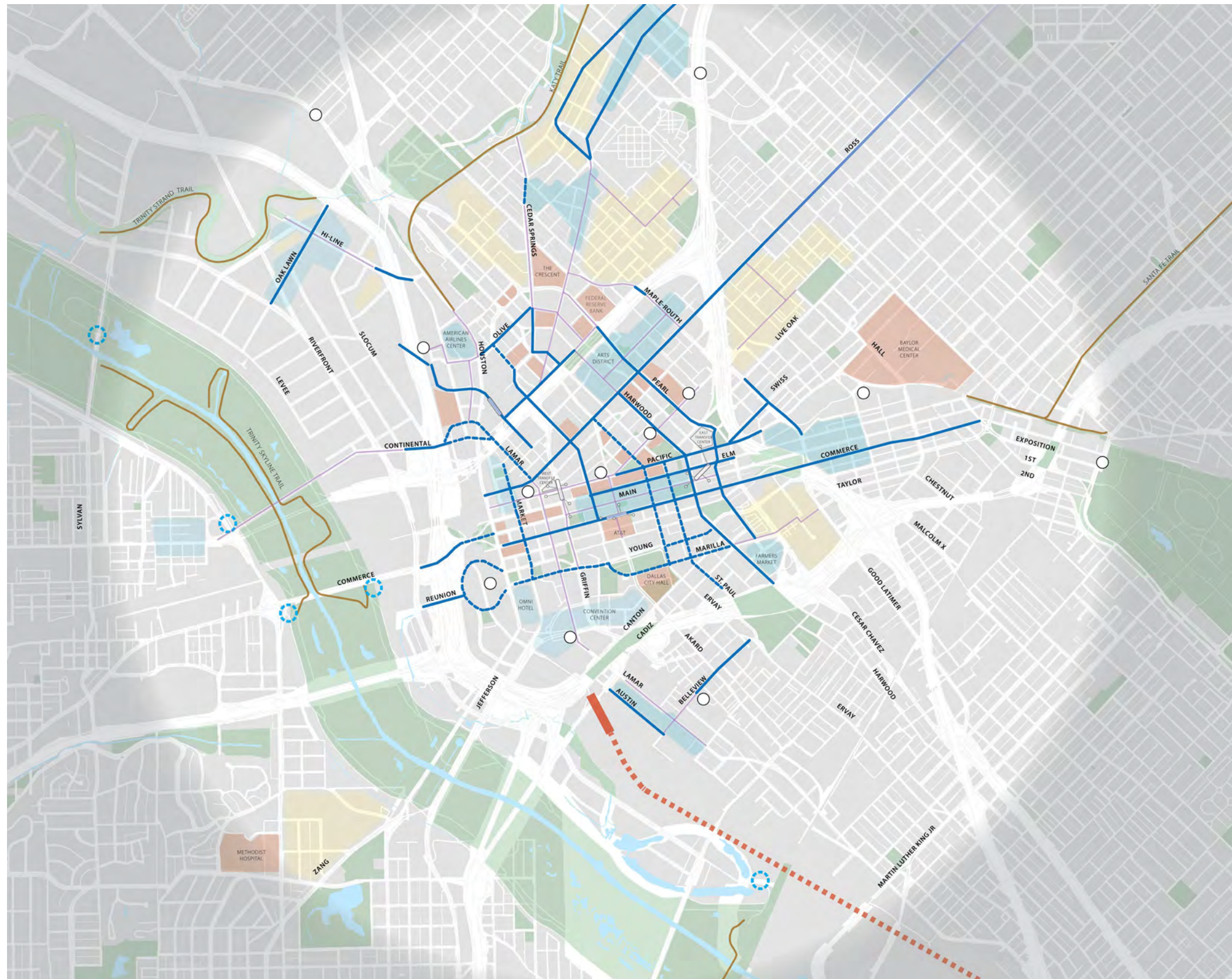
Harwood Street connects various districts Downtown from Dallas Farmers Market to the Dallas Arts District linking four parks (Dallas Heritage Village, Main Street Garden, and the planned Harwood Park and Pacific Plaza) across a historic commercial district.

Ross Avenue connects the emerging neighborhood east of I-345 across the Dallas Arts District to the West End with the potential to continue onto the Trinity River Corridor in the future.

Field Street will attempt to connect Downtown north to the Perot Museum and Victory across Woodall Rodgers Freeway along a corridor where the majority of its length has been given to prioritize the movement of vehicles quickly out of Downtown and onto freeways heading north.



- Major City/ Private Improvements
- - - Minor City/ Private Improvements
- ⊗ Focused Intersection Improvement
- Existing Strong Pedestrian Corridors
- Existing Trail
- Existing and Proposed Open Space
- ⊗ Trinity River Ped/ Bike Access Point
- Large Employment Center
- Entertainment Center
- Large Residential District
- - - Proposed High Speed Rail Station + Line
- DART Station
- Proposed D2 Station + Pedestrian Portal



Priority Pedestrian Improvements (Phase II)

Phase II streets have been chosen because their current design presents a clear need or they have already gone through some initial visioning that changes their capacity to connect to a new or emerging concentration of development or an underutilized asset such as the Trinity River Corridor.

Improving access to the Trinity River Corridor for Downtown residents, workers, and visitors will be increasingly important in the coming years. However, there are significant barriers to making those connections safe and enjoyable, such as the wide rail corridor, Lower Stemmons Freeway, and wide vehicle-oriented street with sub-standard pedestrian accommodations. Pedestrian improvements to portions of Oak Lawn, Continental, West Commerce, Main, and Reunion will help make it possible to reach the Trinity River Corridor safely.

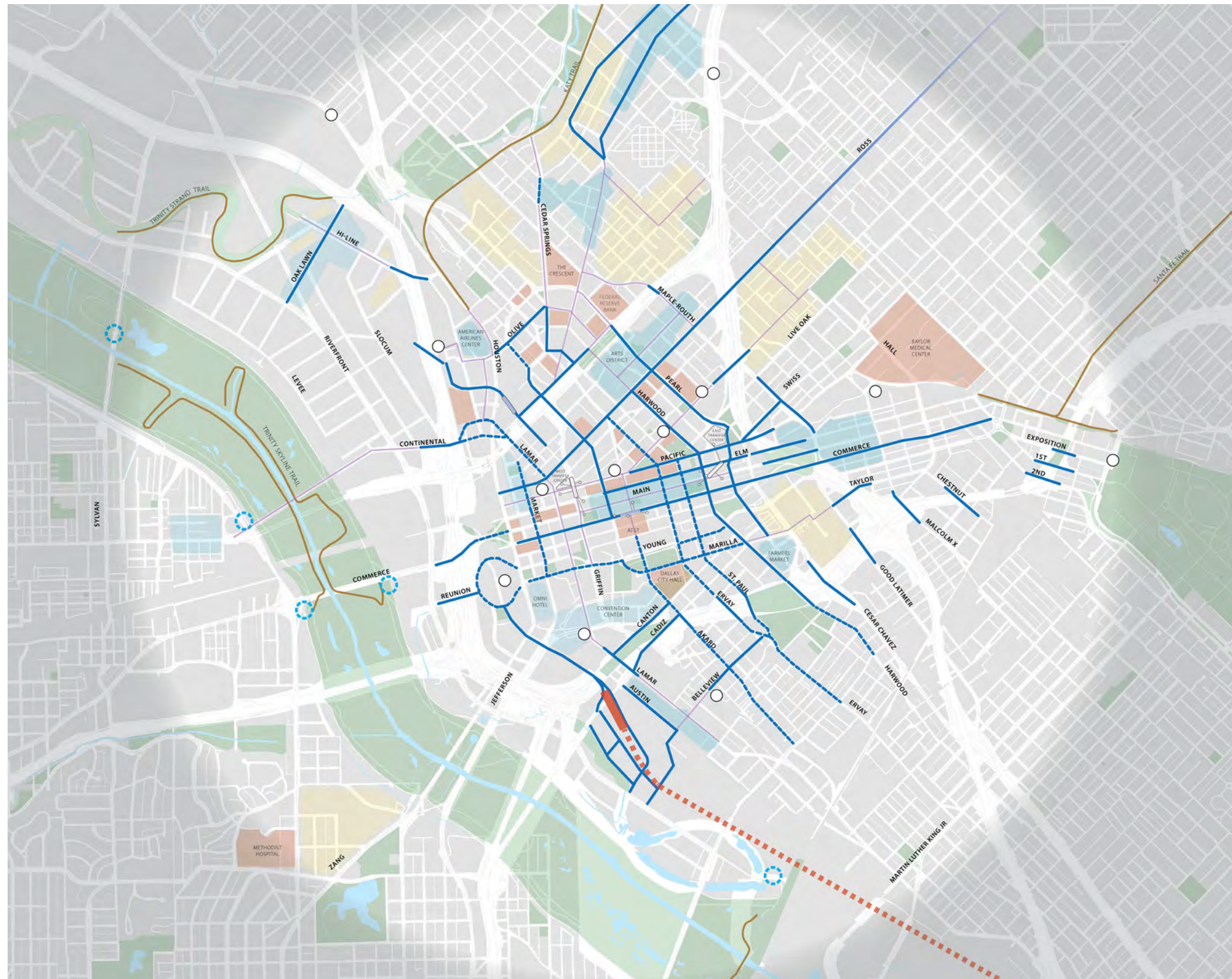
For Phase II and III, some streets have been identified as “Major Improvements”, which will involve a full redesign of the right-of-way, while other streets have been identified as “Minor Improvements”, which involved less extensive sidewalk and public realm enhancements to the corridor.

- Major City/ Private Improvements
- - - Minor City/ Private Improvements
- Focused Intersection Improvement
- Existing Strong Pedestrian Corridors
- Existing Trail
- Existing and Proposed Open Space
- Trinity River Ped/ Bike Access Point
- Large Employment Center
- Entertainment Center
- Large Residential District
- Proposed High Speed Rail Station + Line
- DART Station
- Proposed D2 Station + Pedestrian Portal

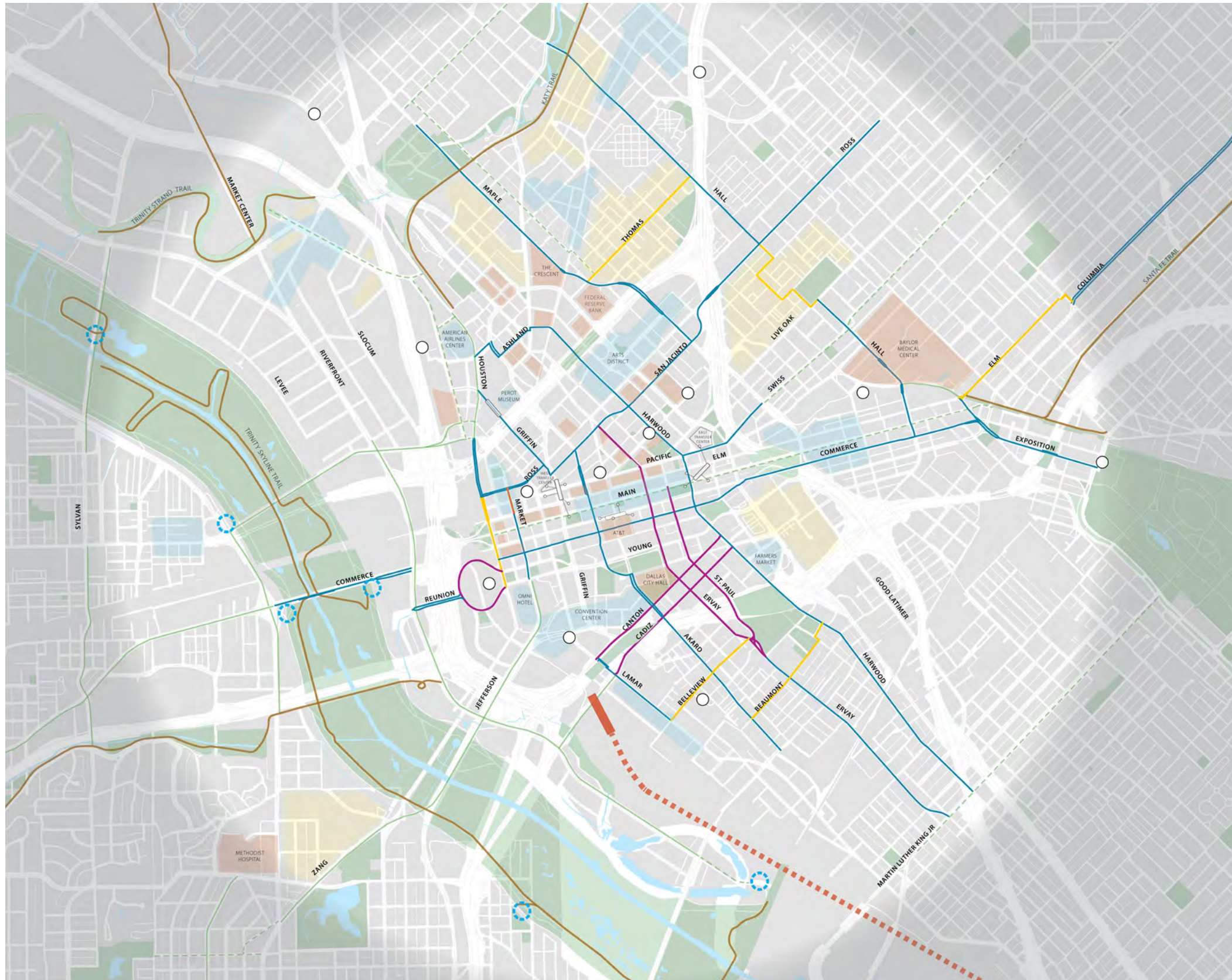
Priority Pedestrian Improvements (Phase III)

Phase III street improvements focus on current barriers to safe and attractive pedestrian connectivity at highways that surround our Downtown. Also, with the planned arrival of high speed rail and the promise of new dense mixed-use development in the Civic Center, Reunion, and the Cedars areas will require attention to making this area highly pedestrian friendly to facilitate a network of convenient and sustainable transportation choices.

Streets such as Hotel, Lamar, Ervay, Akard, Canton, Cadiz, and those yet to be constructed connect the proposed high speed rail station area to adjacent districts' current and future destinations and will need to reflect the vision of a walkable and accessible destination. Development opportunities by Phase III having been well capitalized upon in areas Downtown and north have refocused development pressures in the southern districts of Downtown. Reconstruction of the I-30 Canyon presents important opportunities to correct some of the mistakes of the past by ensuring that neighborhoods on either side of the freeway are connected with wide, safe, and attractive pedestrian facilities that follow as closely as possible the historic street grid patterns that in cases have been erased.



- Major City/ Private Improvements
- - - Minor City/ Private Improvements
- ⊗ Focused Intersection Improvement
- Existing Strong Pedestrian Corridors
- Existing Trail
- Existing and Proposed Open Space
- ⊗ Trinity River Ped/ Bike Access Point
- Large Employment Center
- Entertainment Center
- Large Residential District
- Proposed High Speed Rail Station + Line
- DART Station
- Proposed D2 Station + Pedestrian Portal



Priority Bike Improvements

The proposed Priority Bike Improvements will create a bike network and integrate with existing and funded local and regional bike systems across districts and to improve the safety, use, and efficiency for cyclists. These improvements prioritize bike movement with one- and two-way buffered and shared lane facilities that include improved signal timing, traffic calming devices, and multimodal intersection design. For efficiency, implementation will be coordinated, where possible, with district connector reconstruction projects based on planned or ongoing activity in the area.

- One-Way Buffered Bike Lane
- Two-Way Buffered Bike Lane
- One-Way Shared Lane
- Two-Way Shared Lane
- Existing/ Funded Dedicated Bike Lanes
- - - Existing Shared Lanes
- Existing/ Funded Trail
- Existing and Proposed Open Space
- ⊗ Trinity River Ped/ Bike Access Point
- Large Residential District
- Large Employment Center
- Entertainment Center
- Proposed High Speed Rail Station + Line
- DART Station
- Proposed D2 Station + Pedestrian Portal

III. Promote Great Placemaking

In 2011, the *Downtown Dallas 360* plan established an urban design framework with the goal of making Downtown Dallas a place that is great, not only because of its amenities and assets, but also because of its design. As city center continues to revitalize and add new residents and businesses, it must continue to embrace great urban design in order to become a premier city center in which people can enjoy and conduct their daily lives. The ways that the built form relates to streets, encourages interaction, and supports diverse economic health are all critical to ensuring the long-term success of city centers. In order for Dallas to further emerge as a city with a thriving urban core, future projects, whether public or private, must continue to contribute to an exciting, attractive, and enjoyable urban form, resulting in an enhanced quality of life. Evidence suggests walkability equates to a value premium on real estate, increasing economic value.

There are still many challenges to great urban design in Downtown. Despite a historical development pattern of walkable streets, pedestrian-



oriented ground floors, and a rich palette of architectural styles, much of the CBD's existing urban fabric is discontinuous, leaving few areas of consistent building frontages and block coverage. Surface parking lots, inactive plazas, empty storefronts, parking structures, overbuilt streets, and other infrastructure barriers adversely impact pedestrian comfort and walkability. To truly change the way pedestrians, bicyclists, and transit users experience Downtown Dallas on a regular basis, buildings and property edges must become more hospitable, especially at the ground level, and public projects, like parks, transit, and street improvements, should be designed to act as a catalyst for great, mixed-use activated places.

Based on the Urban Design Guidelines developed in the 2011 plan (Appendix), evolution of the guidelines for both public and private projects are a key priority of *The 360 Plan* update. Design guidelines provide direction on the treatment of ground floor uses, pedestrian interaction and access, building massing and articulation, and integrating sustainability as a key component of building design, helping to transform the design and development process to maximize public benefit and boost urban vitality.



The guidelines also aim to enhance desirable qualities that are unique to the history and context of Downtown Dallas.

The recommended Urban Design Guidelines are instrumental in establishing an educated dialogue about urban design through a Peer Review Committee or other mechanism that provides cohesive direction for public and private projects, based on overall design goals and principles as outlined in *The 360 Plan*, so that each project is contributing to the overall urban fabric in a way that is greater together than one project alone.

Finally, in addition to design, activation and programming is critical to the experience and economic value of the public realm. Successes like Klyde Warren Park and Main Street Garden serve as evidence of the positive impact of active park programming, while DDI's holiday Unbranded pop-up retail program is an excellent demonstration of "lighting up" vacant retail space. Activities that range in magnitude from street vending and busking to major festivals and events, all deliver the feeling of serendipity and vibrancy to an urban center.





New retail in Deep Ellum has repurposed old parking lots into large outdoor patios create inviting spaces that better engage the street.



Allowing temporary street closings and other permitting for special events can create community gathering spaces that benefit surrounding retail. Source: Another Face In The Crowd

ENSURE EXCELLENT URBAN DESIGN TO ENHANCE QUALITY OF LIFE AND ECONOMIC VALUE

The urban core of Dallas is the oldest part of the city, and, due to the historic buildings and street grid, has some of its most urban environments and experiences. A great deal of the historic fabric of the city had been designed in such a way that naturally produced high quality of life and active and vibrant streets, while more modern construction has often been designed in ways that detract from these characteristics. In order to improve walkability of the urban core, to produce great streets and experiences that people enjoy, and to create economically-vibrant neighborhoods, excellent urban design in both public and private investments is imperative.

The following urban design principles were introduced in the 2011 plan, and are explored in greater depth in the Appendix. These principles should serve as the basis for additional future neighborhood-specific work:

1. Reinforce the relationship between the street and building edge. Buildings need to respect the way that people best interact with and feel most at ease around them. Meaning, they should be designed for pedestrians – not for automobiles passing by – who should be able to experience an attractive and comfortable realm in which to walk, sit, eat, or socialize. The design of this environment should pay particular attention to the pedestrian at the street level, but should also ensure that the first several stories of the structure engage people with appropriate massing and detail.
2. Respect surroundings with context-sensitive designs. Developments should reflect and contribute to individual neighborhood identity and character by respecting specific historic, cultural, and ecological contexts. Buildings should also respond to the function and role/responsibility of public spaces and the adjacent streets on which they are located. Similarly, buildings must engage with and promote transit use, particularly at or near rail transit stations.

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

In order to achieve excellent urban design, several policy mechanisms must be explored. The current zoning in many areas of the urban core should be evaluated to understand how it is helping to contribute to or detract from producing quality urban design. Furthermore, establishing urban design standards for specific geographies should be explored in order to create standard and predictable outcomes that contribute positively to the outside of buildings while emphasizing the uniqueness and character of each neighborhood. It is also important to think about mechanisms to improve historic preservation in these neighborhoods. Although new growth and development is desired, preserving the past and understanding the value that comes from maintaining some of the historic fabric of the city is also critical. Lastly, DDI and the City of Dallas should explore the ability for private and public projects within specific important geographies to be reviewed by a design review committee, such as the existing Urban Design Peer Review Panel.

Implementing these critical policy changes throughout the 360 geography will begin to help shape an urban environment that naturally produces positive outcomes such as walkability, livability, and economic vitality. All of these will help greatly contribute to economic development and create enhanced economic value for these areas.

ACTIVATE THE PUBLIC REALM

One crucial element to create a high-quality urban experience is an active and vibrant public realm, including parks, sidewalks, on-street parking spaces, streets, and other portions of the right-of-way. Activations repurpose underutilized public spaces for specific uses, including sidewalk cafes, pop-up retail spaces, and parklets, to create a “sense of place” or identity for a particular Downtown area. Downtown parks, parking lots, and streets can also be leveraged for large events, bringing life and a variety of activity to the area’s open spaces. This active public realm then creates a sense of urbanity that produces places in which people enjoy walking, shopping, and playing.

The addition of public art within the public realm is also a proven activation strategy that contributes to a sense of place and can further enhance a space. The type of art can range from semi-permanent murals, to light and sound installations, or even video projections on buildings. Leveraging visual and creative arts in the public realm will also create an excellent tool for activation.

Eliminating obstacles to allow these proven strategies will further improve the livability and desirability of the neighborhood within the urban core. Although there are neighborhoods within the 360 geography that have made significant strides in the activation of their public realm in recent years, there are still numerous regulatory impediments that are limiting specific activities on public right-of-way.

First, it is important to understand regulations that limit mobile vending, temporary and pop-up retail activities, food trucks, and other desired activation strategies. Second, it is necessary to work with the City to establish a mechanism for permitting parklets within city right-of-way. It is also important to find ways to fund and permit temporary activation strategies that can bring a sense of excitement to neighborhoods. Lastly, improvements are needed to wayfinding systems within the 360 geography to help pedestrians, cyclists, and motorists navigate within and between neighborhoods.

ADVANCE SMART CITIES TECHNOLOGIES AND GREEN INFRASTRUCTURE

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

Additionally, Smart City principles should be incorporated into every aspect of the urban experience. Urban design that incorporates technology and innovation can enhance visitor experiences throughout Downtown, improving sustainability efforts, safety, and other critical aspects of public and private projects.



Small vendors and kiosks have the potential to activate sidewalks and underutilized parcels throughout *The 360 Plan* geography.



Allowing outdoor cafe seating as well as outdoor retail displays such as this florist in Portland helps to bring life to the sidewalk.



V Catalytic
Development
Areas

Dallas’s center city will only achieve its potential as a vibrant 21st-century center city through intensive collaboration between the public and private sectors. Oftentimes municipalities appropriate resources in a manner that does not fully track or ensure accountability for the return on investment from publicly-financed improvements. The City of Dallas and its partners, however, are committed to realizing significant returns on investment to ensure a critical mass of targeted, tangible transformations. Therefore, a primary charge of *The 360 Plan* is to focus public investment – whether in streetscape improvements, new infrastructure, housing subsidies, or other initiatives – in a manner that garners the most significant and transformative impacts from private development. Building from the overall vision, *The 360 Plan* presents six major Catalytic Development Areas and three Corridors of Interest to prioritize physical, economic, and other improvements in order to synergize public and private development opportunities and achieve coordinated success over time.

CRITERIA FOR SELECTION

Due to the large size of *The 360 Plan* geography and the limited resources available for public investment, Catalytic Development Areas were selected based upon several criteria. These criteria highlight the opportunities and important roles that the area have in advancing the various Transformative Strategies mentioned in Chapter IV. In summary, Catalytic Development Areas should:

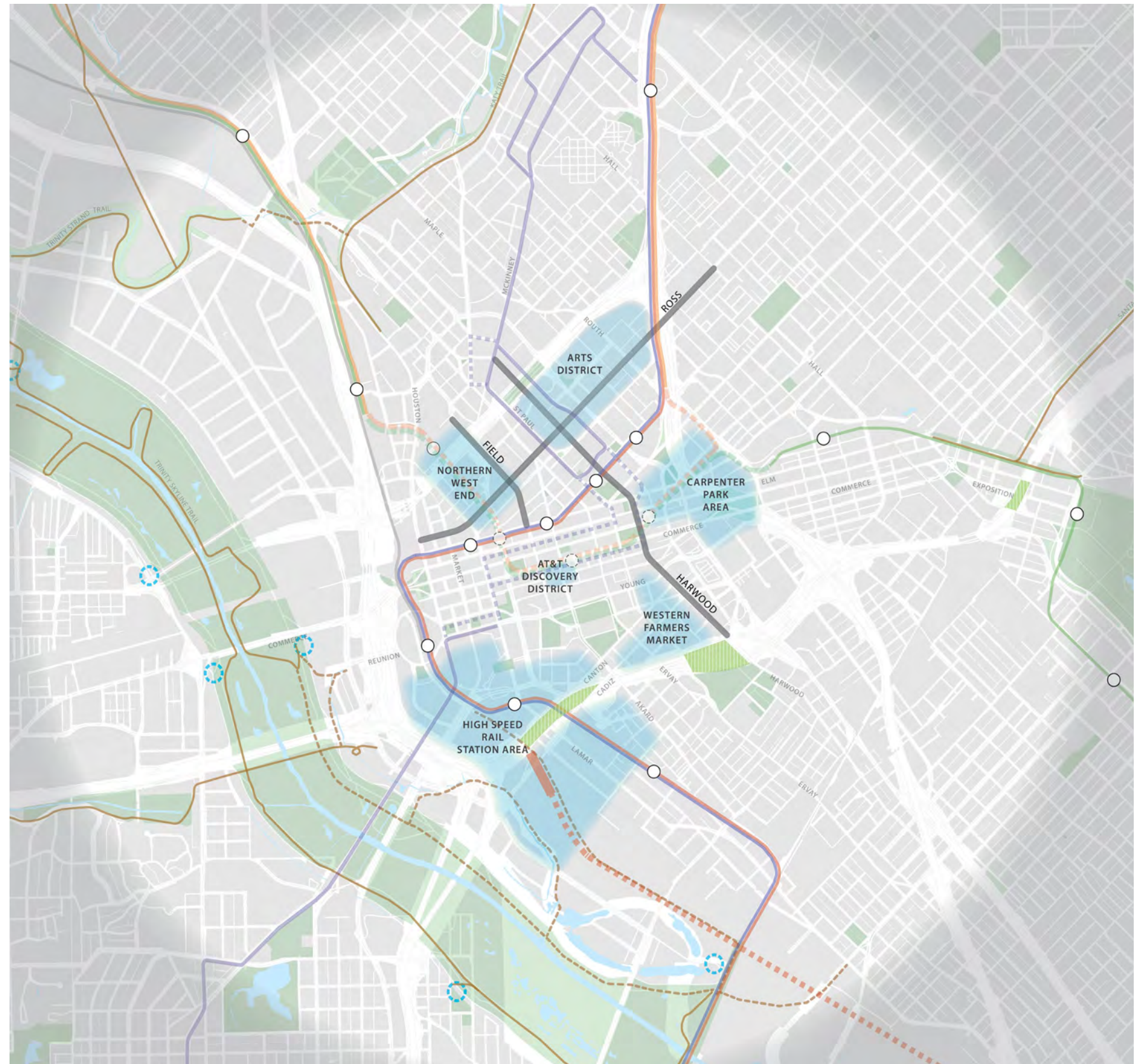
1. Capitalize on proposed large infrastructure and transportation projects
2. Support many Transformative Strategies
3. Take advantage of recent and planned public and private investment
4. Maximize areas of great development potential, having a catalytic effect that will reach into adjacent nodes

CATALYTIC DEVELOPMENT AREAS

Using the aforementioned criteria, several areas emerged due to their catalytic nature and their adjacency and tangency to planned major infrastructure projects. While the selected areas vary in size, the proposed scale of development, and their intended amount of change, each area has the potential to transform an underperforming part of Downtown.

CORRIDORS OF INTEREST

In addition to the catalytic development areas, three corridors (Harwood, Ross, and Field) emerged as corridors that should be prioritized due to their locations adjacent to the Catalytic Development Areas and the strong connection they form between important destinations. These corridors have also been identified as Phase I Priority Pedestrian projects. These corridors should be studied for full right-of-way redesign.



Western Farmers Market



The Dallas Farmers Market is a great asset to the neighborhood, providing both a large market for produce and local vendors as well as a large food hall.



Freeway crossings to the Cedars are dangerous and undesirable, disconnecting the two neighborhoods.



Marilla Street currently lacks adequate pedestrian facilities but should provide a strong connection between City Hall and the Dallas Farmers Market.

BACKGROUND AND CONTEXT

Building on the recent transformation of the Dallas Farmers Market and a growing residential and retail component, this focus area aims to extend that renewed energy south across R.L. Thornton Freeway (I-30) to the Dallas Heritage Village, west from Harwood Street to Ervay, and north to Marilla Street. Vacant and underutilized land, various one-way streets that can contribute to a more walkable and vibrant district with a conversion to two-way operation, changing views and expectations for the reconstruction of I-30 favoring local livability and connectivity over regional needs, a burgeoning renaissance of Harwood Street, and recent and anticipated growth in the Civic Center provide critical ingredients for this area's transformation.

OPPORTUNITY

Expand on the success of the Dallas Farmers Market transformation to create a mixed-use neighborhood with a sustainable balance of uses.

The revamped Dallas Farmers Market, historic structures, lower-cost of vacant land, advanced plans for a new Downtown park (Harwood Park), impending improvements to R.L. Thornton Freeway (I-30), and proximity to the core provide attractive ingredients for the growth of a true urban neighborhood if focused on balanced development and great placemaking.

Improvements to the public realm and new construction should continue to incorporate a strong pedestrian focus with well-defined street walls, wide shaded sidewalks, extended curbs, and enhanced

intersection. Infill development of townhomes and larger multi-family residential developments should continue to focus on activating the street by providing individual stoops, patios, and porches for ground floor units. To help bring a sustainable balance to this district, it will be important to encourage the development of small-scale office and neighborhood services throughout the district with mid-rise office concentrated along the edge of I-30. Additional needed homeless services could be accommodated along St. Paul Street and help transform The Bridge into a self-contained campus that would then welcome development along its edges.

The reconstruction of I-30 along this southern edge of Downtown should continue to be a depressed freeway, its width compressed. On and off-ramp infrastructure at Cesar Chavez, serving I-45 and



Large parking lots, including behind City Hall, have the potential to be developed and connect the area to the planned high speed rail station.



Wide streets, including on Cadiz and Canton Streets, are slated to have their right-of-way repurposed with bike lanes connecting to the Cedars.



The area also contains several outstanding historic buildings that should be preserved to maintain the history and character of the district.

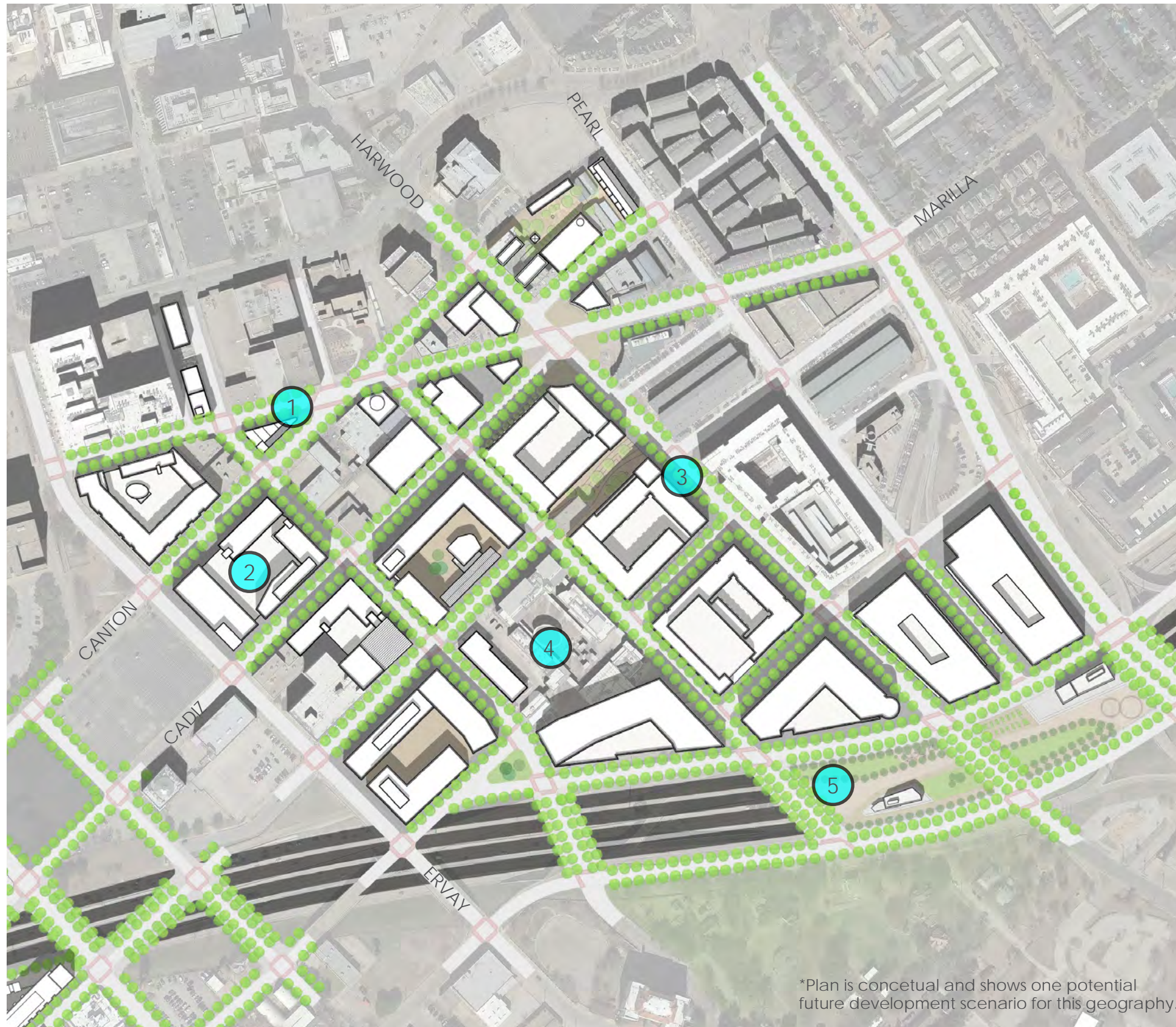
I-345, should be simplified into urban interchanges, while other ramps should be considered for removal or reconstruction. Frontage roads should be narrowed and treated as slower-moving streets to include on-street parking, wide sidewalks, and pedestrian-friendly intersections that will encourage new development to address these as local streets rather than turning their back to them and the freeway. A deck park between Cesar Chavez and Harwood is one of the options that received attention in the *CityMAP* study and would help link Dallas Farmers Market to the Cedars and Dallas Heritage Village. This move would reestablish a presence on the downtown side of Dallas Heritage Village while also reclaiming greenspace that was lost when I-30 was built in the 1960s.



Poor sidewalk conditions exist throughout the area, making access to nearby amenities such as the Dallas Farmers Market difficult.

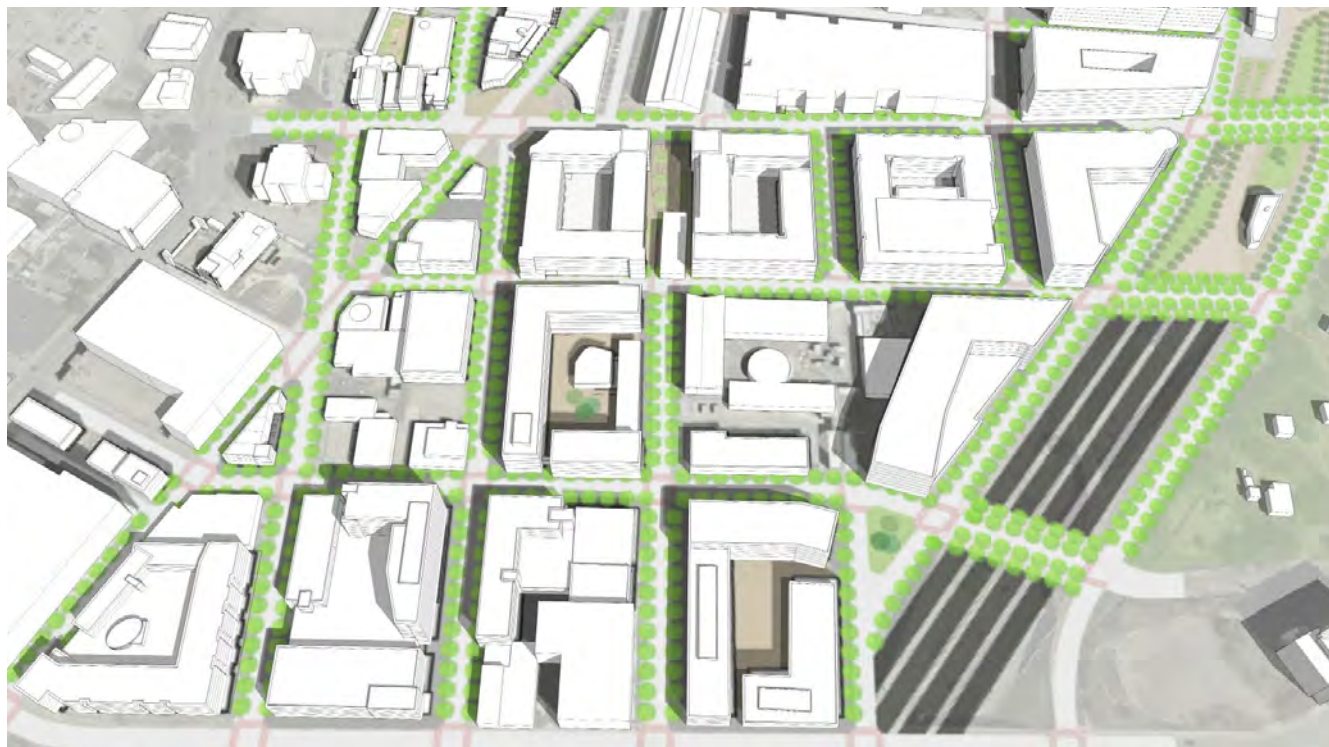
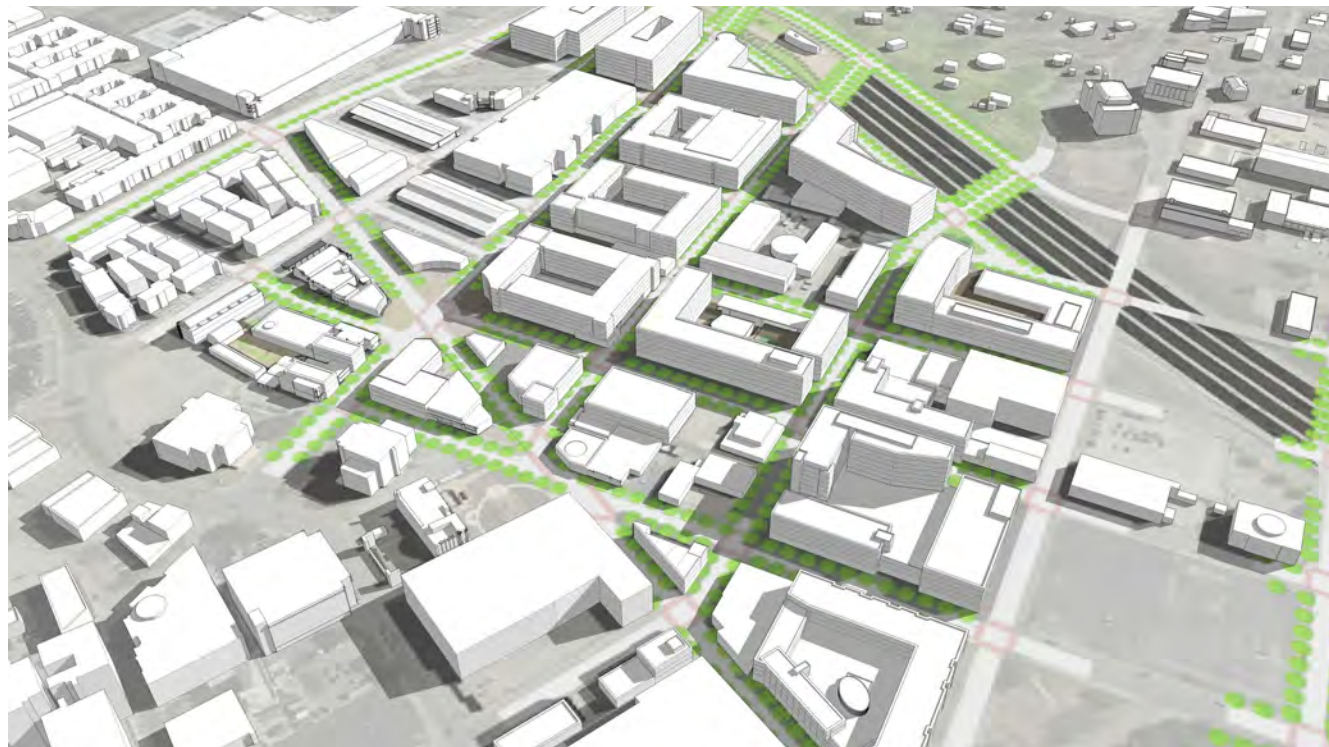


The Museum of Street Culture provides a great asset and anchor for the area.



*Plan is conceptual and shows one potential future development scenario for this geography.

- 1 Strengthen Marilla as a major east-west connector**
 Marilla Street provides the most direct connection between City Hall and points westward to the Dallas Farmers Market. By improving the pedestrian realm and providing active uses along the corridor, Marilla can be transformed into one of the major spines of the neighborhood and help to connect new development at the Butler Brothers Building to existing development in the area.
- 2 Strategize infill development on vacant parcels**
 With ample vacant and underutilized parcels in the area, these properties should be prioritized for redevelopment. This infill will help activate segments of the district that are void of activity and currently make the area undesirable.
- 3 Provide active ground-floor uses**
 With new development at the Dallas Farmers Market and existing retail along Harwood, the corridor has the potential to serve as the major north-south connector of Downtown, connecting the Arts District and Main Street District to a potential deck park and the Cedars. All new development along Harwood should provide active ground level uses to improve the experience along the street.
- 4 Work with homeless and social service providers.**
 Stakeholders should work with the homeless and social service providers in the area on strategies to improve the neighborhood, better integrate operations, and improve service.
- 5 Construct a deck park over I-30 to connect to the Cedars**
 Klyde Warren Park has shown the potential for a strategically-placed deck park to reconnect divided neighborhoods and foster economic development. Connecting the Dallas Farmers Market to the Cedars over I-30 with a park would also provide the district with much needed greenspace. Additionally, all new freeway crossings over I-30 should be designed as "complete streets" with ample pedestrian space and street trees.

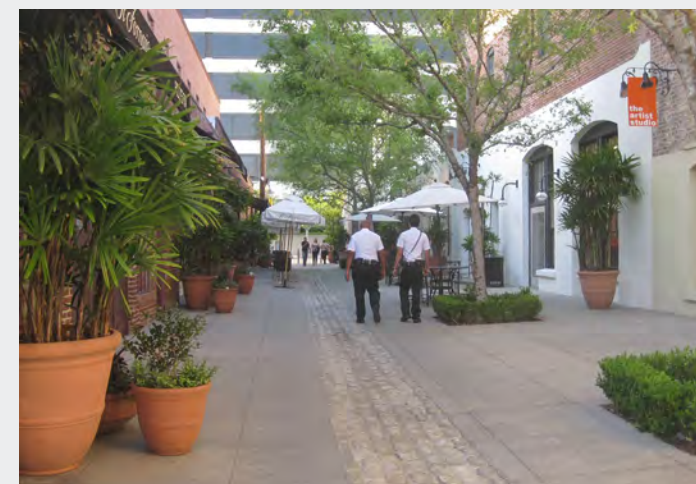


Marilla Street should provide a well-designed public realm, with large, shaded sidewalks, helping to draw pedestrians from City Hall to the Dallas Farmers Market.

A new deck park could provide both the Dallas Farmers Market and the Cedars with much-needed greenspace and help reconnect the two neighborhoods.



Small paseos and alleys should be designed to not only increase connectivity within the district but also to serve as gathering spaces for the neighborhood.



High Speed Rail Station Area



New development on Lamar Street and historic buildings, such as South Side on Lamar, help to contribute to the urban feel of the neighborhood.

BACKGROUND AND CONTEXT

Situated on the southern side of Downtown between the Convention Center and the Cedars neighborhood, the High Speed Rail Station Catalytic Development Area occupies a large swath of land that is bisected by large existing infrastructure, including Interstate 30 and the Union Pacific Railroad. It is generally bounded to the north by the Convention Center, to the west by the TxDOT Horseshoe Project, to the east by Belleview Street, and to the north by Akard Street. The area currently has a large number of vacant tracts of land. The exception is along Lamar Street south of I-30, which currently has a vibrant and growing corridor of mixed-use, multifamily, and entertainment options. The area currently has several key assets, including the Dallas Police Headquarters just outside the focus area at Belleview and Lamar, two DART stations on the east and west sides of the focus area, and an existing vibrant entertainment and retail core along Lamar.



Redeveloped train stations such as Union Station in Denver can provide strong examples for the high-speed rail station to follow.

OPPORTUNITY

Utilize the proposed high speed rail station as a catalyst to realize substantial growth and change, transforming the underperforming area into a transit-oriented, high-density neighborhood.

In order to maximize the benefit of such a neighborhood for the city and in order to create a neighborhood that maximizes the livability and transit-oriented nature desired, it is important to establish a development framework that can guide development in an appropriate way, regardless of the final outcome of high speed rail. There are six key strategies that should be achieved that will be important to dramatically improve the high speed rail station area and South Lamar Corridor.

1. **Improve Connectivity.** One of the most important strategies for the area will be to improve connectivity from the Cedars to Downtown as well as improve connectivity within the district. This will include improving pedestrian facilities across Interstate 30. As I-30 is redesigned and improved in the future, all street bridges should be equipped with substantial, safe, and comfortable pedestrian facilities. This can, and should also be, achieved through strategic deck parks located over the freeway. It also becomes important to improve connectivity both to the existing DART stations and to improve connectivity across the DART lines. This should include providing vehicular and/or pedestrian connections across the DART line at Griffin Street as well as at Powhattan Street. Lastly, it becomes important to provide connectivity from the existing South Lamar Corridor across the Union Pacific Railroad to the high speed rail station and undeveloped land to the southwest of the rail line. This should include an extension of Belleview Street south from Austin Street below the railroad corridor. This should also include an extension of Griffin Street extending across the DART line, through Lamar and Austin Streets, and over the Union Pacific Railroad. This will increase connectivity to the high speed rail station and allow for better connectivity to the land around the station, increasing its development potential.
2. **Improve Pedestrian Experience Throughout District.** Several intersections along the Lamar Corridor are currently dangerous and should be improved. The Belleview-Lamar intersection serves as the main node of activity within the district, yet is dangerous due to high travel speeds, heavy truck traffic along Lamar, and unsafe pedestrian amenities. Improvements should be made at this intersection to ensure pedestrian and vehicle safety. Additionally, a stop light should be considered at Powhattan



European high-speed rail stations such as Rotterdam Centraal Station provide strong examples for how best to address surrounding development. Source: Wikimedia Commons

and/or at the Griffin Street extension in order to slow vehicle speeds along Lamar and increase safe crossings for pedestrians. Austin Street should be developed as a more pedestrian-friendly street, with sidewalks for the entirety of the street. Additionally, future development on adjacent vacant parcels should provide ground-level activity such as retail and residential development to activate the street. In addition to establishing development on vacant land on the south side of the Convention Center, it is also important to activate and improve the pedestrian experience along Lamar and Griffin Streets as they run beneath the Convention Center. This should be done through improved lighting and wayfinding as well as through small retail installations. This will help connect the South Lamar Corridor safely and more comfortably to the Omni Dallas Hotel and the West End.

3. **Provide Open Space.** The focus area is currently lacking any open space. As the area transforms into a mixed-use, dense neighborhood, providing open space will be vital to ensuring livability and quality of life for all users. One of the best opportunities for open space within the area is to provide a deck park over I-30. This deck park, which could extend as far north as Akard Street, will not only provide much needed open space, but will also greatly improve connectivity between Downtown and the Cedars. Second, it also becomes important to find smaller parcels that can be utilized for more neighborhood-oriented open space uses. One such opportunity exists on the east side of Griffin Street between Wall and Peters Street. Another open space opportunity to be explored is developing the old Meanders on the southwest side of the Union Pacific Railroad into functional open space. This could serve adjacent future development, providing a unique water feature. It could also link into a larger trail network that could parallel the high-speed rail line and connect across Riverfront Boulevard to the Trinity River. Additionally, a trail should be considered paralleling the high-speed rail line, connecting the neighborhood to the Santa Fe Trestle Trail and Trinity Forest.
4. **Improve Transit Connections.** In order to create a highly effective transit-oriented neighborhood, it will also become important to improve connections to existing transit stops, most importantly the Cedars and Convention Center DART Stations. Additionally, connecting the high speed rail station to the existing streetcar line on Houston Street might serve as an important connection. This will require improving and activating Hotel Street to provide safe and convenient access. Extending the Orange DART line or streetcar line along the existing freight lines should also be explored to provide a more convenient transfer from high speed rail to DART. With the possibility of higher densities around the station, and in order to create a multimodal terminal, Lamar may also be a strong candidate for a future streetcar connection linking to the Central Streetcar link in Downtown.
5. **Provide Strategic Infill.** In order to improve Lamar as a vibrant pedestrian corridor, it is important to infill existing gaps along the street with meaningful, pedestrian-oriented development. Several of these sites are large enough for multifamily development, and should be developed with ground-level retail uses. In order to connect the existing activity along the South Lamar Corridor south of I-30 to the Convention Center and onwards, it will also become important to develop several strategic sites on the north side of the freeway. These lots would be ideal sites for a hotel as well as high-density office or residential adjacent to the high speed rail station. Additionally, it will become important for the Convention Center to provide a prominent entrance to the facility along the south side in order to engage the developed parcels and to transform the south side of the facility from service uses to a front door.
6. **Establish Great Placemaking Around High Speed Rail Station.** One of the most important goals for facilitating successful growth around a potential high speed rail station will be to establish the station area as a great place. This will first require the station to provide an entry on the north side of the Union Pacific Railroad, near Austin Street and I-30. This ideally will sit adjacent to a deck park that will connect the station north to Lamar Street. This will allow for a large public plaza and gathering place in front of the station entry. This will also encourage mixed-use development in this geography. As part of this, it will be imperative to provide a safe, convenient, and accessible connection between the high speed rail station and the Convention Center DART Station. It will also be imperative for the station and the development sites on the north side of the Union Pacific Railroad line to connect via pedestrian bridge to the City-owned property to the southwest of the Convention Center.



*Plan is conceptual and shows one potential future development scenario for this geography.

1 Develop Lot E

Currently, Lot E is a 16-acre city-owned tract of land that sits underutilized. The construction of the high speed rail station to the east could encourage development on the site. Furthermore, Lot E and Hotel Street should be designed to enhance the connection between the high speed rail station and Union Station.

2 Provide a deck park over I-30

In conjunction with the construction of the high speed rail station and the reconstruction of I-30, a deck park should be constructed over the freeway near the station, providing the neighborhood with open space while providing a strong, linear green connecting City Hall to the station.

3 Design station to provide large civic gathering space

The station should be designed to provide a prominent public front to the station, terminating the large deck park. This space will serve as one of the main entries into the station and will provide Downtown with a memorable and significant public space. Additionally, the entire station should be designed with active ground-floor uses at street-level.

4 Encourage strategic infill along Lamar Street

Lamar currently serves as the main spine of the South Side neighborhood. Its prominence should be enhanced through the construction of new mixed-use development along the corridor. This will help connect a strong node that exists as Belleview-Lamar with the deck park and the station.

5 Leverage station to provide open space at Trinity meanders

To the southwest of the proposed high speed rail station, the Trinity River meanders currently serve as flood control for the Trinity River. As has been expressed by the current landowner, steps should be taken to reenvision the meander to function as both flood control and open space for the neighborhood. This would enhance development to the west side of the Union Pacific tracks, by providing recreation space as well as the possibility for connections to the Trinity River through a potential new trail system.

6 Ensure permeability and pedestrian/ bike connectivity

Although many people may access the high speed rail station by car, it is imperative to ensure optimal pedestrian and bike connectivity within the district, connecting the station to the surrounding neighborhoods. This will require improved pedestrian realms on many streets as well as new bike facilities.

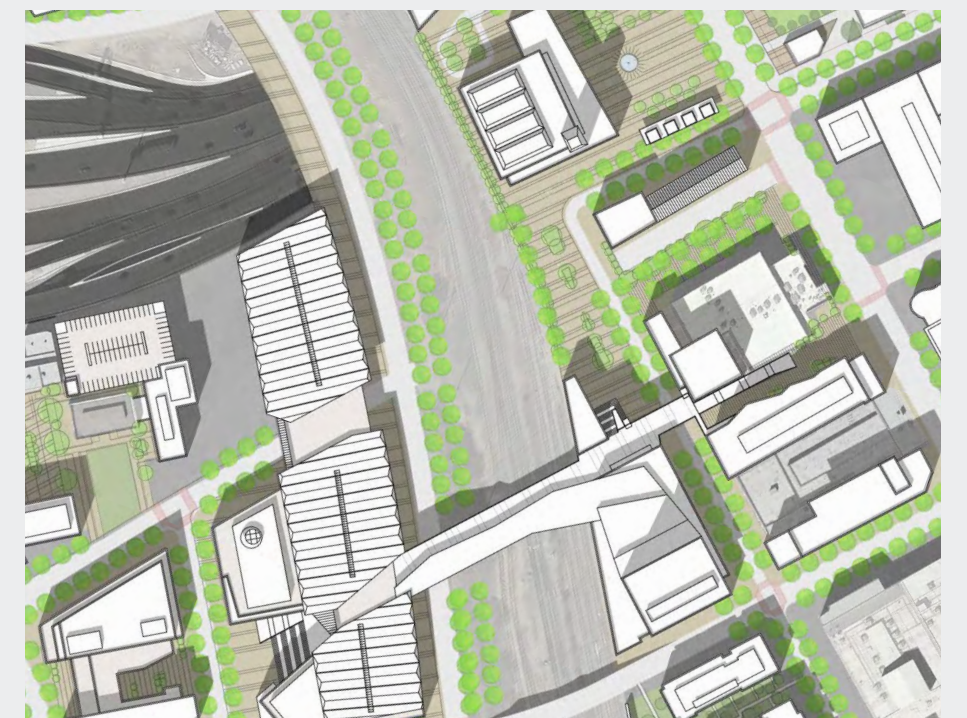


I-30 Deck Park

The proposed high speed rail station will result in a great demand for mixed-use development in and around the station. Providing a deck park adjacent to the station over I-30 will help connect the Cedars to Downtown and will provide the area with much needed open space.

High Speed Rail Station

The high speed rail station should be designed in such a way as to enhance connectivity between the Cedars and the large, currently-vacant tract of land to the west of the Union Pacific tracks. This can occur through pedestrian and vehicular bridges that can be incorporated into the design of the station



Northern West End



The pedestrian crossing of Field at Woodall Rodgers is dangerous and disconnects the West End from Victory Park and Uptown.



A safer, better lit connection under Woodall Rodgers Freeway will create a stronger connection between Victory Park and the West End.



The Griffin/ Field intersection is complicated, making it unsafe for pedestrians and drivers.

BACKGROUND AND CONTEXT

Stretching from Lamar Street east to Field Street and between Woodall Rodgers Freeway and Ross Avenue, the Northern West End includes a mix of existing housing, educational, and office uses. However, its most popular attraction is the Dallas World Aquarium which is surrounded by blocks of potential development, today comprised of surface parking lots on three sides. The opening of the Perot Museum of Nature and Science in December 2012, Klyde Warren Park in October 2012, the announcement of a new DART light rail station in southern Victory, and the last of the adaptive re-use projects of Downtown’s vacant buildings now in development all point towards new infill development opportunities for areas such as the Northern West End. Woodall Rodgers Freeway, on and off-ramps at Field Street, and the configuration of Field and Griffin Streets designed to move traffic in and out of Downtown as quickly as possible are impediments to safe and pleasant pedestrian connectivity to visitor and tourist destinations within and outside this focus area.

OPPORTUNITY

Grow the West End with thoughtful infill development, building a complete community, while also improving connections through it and to adjacent districts.

The focus area has seen recent improvements with the West End Marketplace completing extensive rehabilitation and adaptive re-use work, growing a residential and commercial tenant base, and instituting an innovation district as a ground zero living lab centered on infrastructure, mobility, and connected living. Recent announcements for adding open space in the form of the West End Plaza, building a new residential high-rise tower at Fountain Place, building a new light rail alignment through the site, and finalizing details for the development of the Shraman South Asian Museum add to the growth and improved livability

in the Downtown core. However, despite recent improvements and development announcements, today’s lack of contiguous development, concentration of surface parking facilities, adjacency to Woodall Rodgers Freeway, and general over accommodation of vehicles contributes to an unattractive and disconnected environment uninviting for walking and lingering for workers and visitors. If infill development that invites visitors, residents, and workers is to succeed, a parking strategy must be employed to accommodate and consolidate parking needs for the area’s growing attractions and destinations. New and existing parking structures must contribute to an attractive and comfortable public realm by requiring active ground-floor uses. Additionally, as vehicle automation, technology, and sharing economy continue to evolve, we must ensure new parking facilities are designed to



The rear side of the Perot Museum and its proposed expansion has the great opportunity to engage a planned DART Station.



Large vacant lots and parking lots provide ample room for new development.



Intersections such as Ross and Griffin are lacking adequate, safe pedestrian facilities and should be updated to improve walkability of the area.

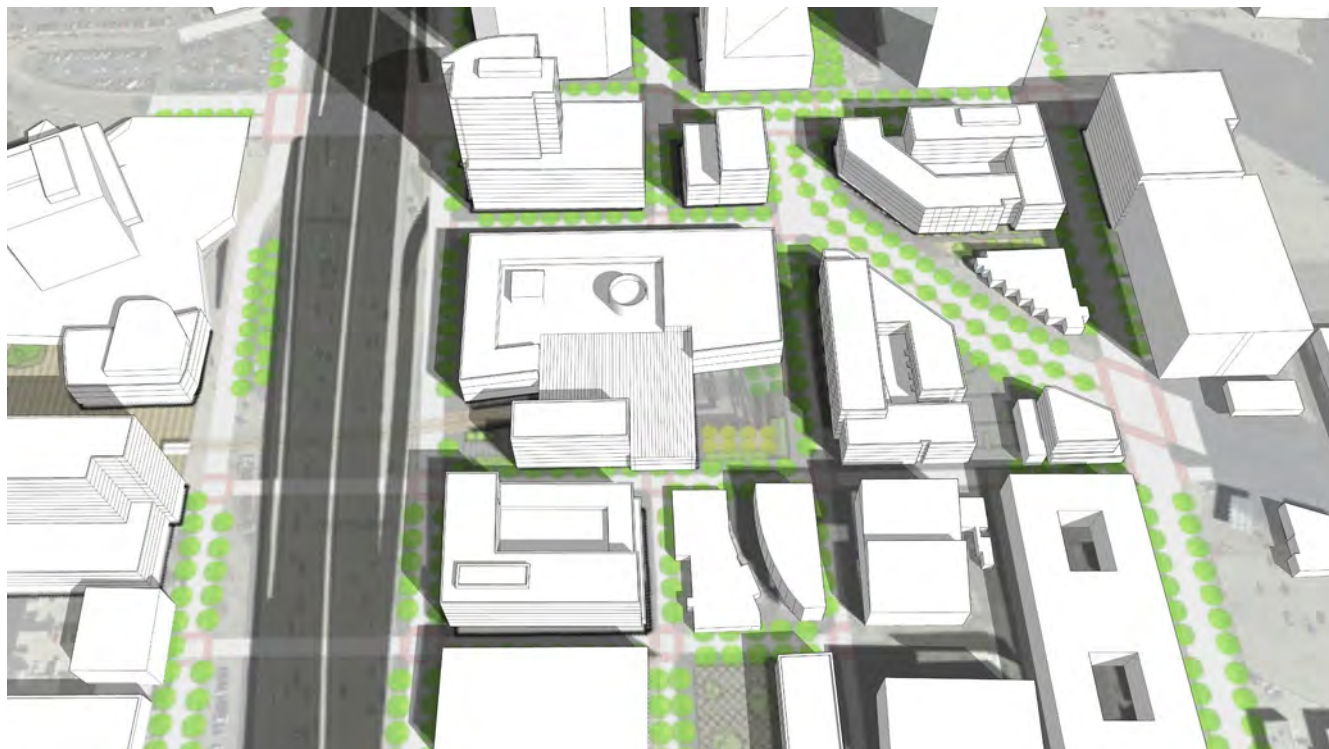
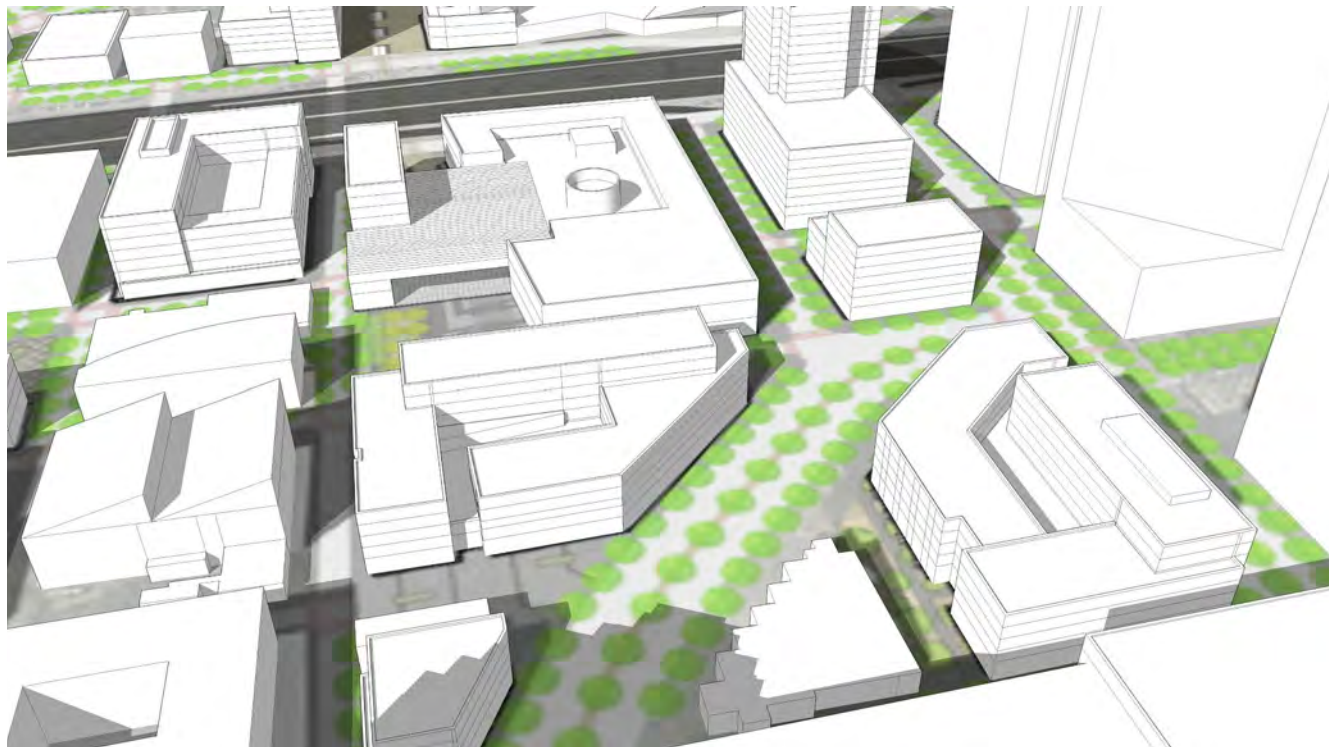
accommodate any number of different uses other than for storing vehicles in the future. The Northern West End development concept looks to infill development to fill gaps in the urban fabric, facilitate connections to Victory, Uptown, and the Dallas Arts District, and seamlessly incorporate the new D2 streetcar surface tracks and portal transition to underground subway into a vibrant extension of neighboring districts. Activation of the ground-level focuses on tourist and visitor retail and entertainment uses to support existing and planned development especially along key linkages including Griffin, Laws, Corbin, and Munger Streets. Enhanced connections under Woodall Rodgers, improvements to many key intersections, removal of the small off-ramp to Magnolia Street, and significant pedestrian zone redesign work will facilitate inviting and attractive linkages through this Focus Area and to popular nearby destinations. Although Parks for

Downtown Dallas has included plans to develop one of Downtown's newest parks, the West End Plaza, within walking distance of this Catalytic Development Area, the area could also benefit from a neighborhood-focused playground, dog park, or open space for active recreation. Finally, while the area transitions over the next 5-10 years into a more complete neighborhood, temporary, pop-up, and activation strategies should be explored to bring vitality, interest, and a focus to this area immediately.



*Plan is conceptual and shows one potential future development scenario for this geography.

- 1 Enhance connectivity across Woodall Rodgers**
 Woodall Rodgers is currently a major barrier that separates the West End from Victory Park. Improvements should be made at all underpasses, including the existing plaza. Additionally, new streets and pedestrian connections should be considered.
- 2 Improve Griffin/ Field intersection**
 The Griffin/ Field intersection is currently a complicated intersection that is unsafe for pedestrians and drivers alike. By redesigning the intersection in a more urban fashion, this complicated area can be made more safe and allow for new development opportunities adjacent to it.
- 3 Allow for air rights development over DART train portal**
 The DART D2 train portal will descend between the Woodall Rodgers frontage road and Corbin Street. Allowing development to occur over the train portal will allow for the significant sized hole to be hidden, allowing for the neighborhood to seamlessly flow around it.
- 4 Design public gathering space over DART train portal**
 In addition to allowing development above the train portal, areas above and around the portal should be considered for public open space, allowing for gathering spaces for visitors of the nearby museums as well as nearby office tenants and residents.
- 5 Leverage freeway reconstruction opportunities**
 Investigate possibility for near-term removal/reconfiguration of TxDOT ramp at Field Street in coordination with D2 implementation, to improve connections and enable new development opportunities.
- 6 Advance design concepts for Field Street**
 As noted, Field Street is a Corridor of Interest. Improving pedestrian connectivity from Pacific Avenue to Cedar Springs Road will help turn Field into a primary corridor on the northwestern side of downtown and will help spur economic development along it.



Source: Pixabay/Pamjpat

Creative public space design, implementing techniques such as terraces and stairs, could be used to screen the DART light rail portal.

A multi-purpose trail should be provided paralleling the DART train alignment, connecting the West End to bike lanes on Houston Street.



Source: flickr.com/paytonc



The DART train portal should be designed to allow for air rights development above, allowing for the neighborhood to seamlessly flow around the tunnel entrance.

Carpenter Park



I-345 is a stark barrier between Downtown and East Dallas. Improvements around the park should enhance the connections between these areas.



Large parking lots provide great opportunities for redevelopment in the area.



The renovation of Old Dallas High School preserves an outstanding historic building in the area and will provide a new anchor adjacent to the park.

BACKGROUND AND CONTEXT

The Carpenter Park Catalytic Development Area is nestled between the Dallas Arts District to the north, Bryan Place and Deep Ellum to the east, Dallas Farmers Market and Main Street Districts to the south, and Thanks-Giving Square to the West. With the exception of a mid-rise residential development, a few older low-density commercial and retail establishments, and DART's East Transfer Station, this area is populated by surface parking lots and a large public parking structure. With the construction and opening of I-345 in the 1970s, Deep Ellum and Bryan Place were cut off from the rest of Downtown and the divide between the two continued to grow through disinvestment, gaps between development, prioritization of the vehicle, and an unsafe pedestrian network.

However, at the center is Carpenter Park, a proposed new 8.8-acre

park designed by Hargreaves Associates expected to break ground in 2018. Carpenter Park will help connect residents and visitors in Bryan Place and Deep Ellum and workers in Baylor University Medical Center to the Downtown core through an activated green space. Across Live Oak from Carpenter Park is the Old Dallas High School site currently undergoing adaptive re-use and expected to open its first phase in 2018 with a mix of office and restaurant uses.

OPPORTUNITY

Develop a vibrant node reconnecting Downtown Dallas to Deep Ellum, Bryan Place, and East Dallas with Carpenter Park, and transit-oriented and infill development.

The Old Dallas High School building occupies a small quadrant of a large development site which could include additional office, residential, and retail components around its perimeter in future phases. Adjacency to an aging elevated highway (I-345) and shifting transportation attitudes and priorities by TxDOT, the City, and the Dallas community have led to a strategic proposal to remove the off-ramp to Live Oak. This proposal represents a critical step in reversing the preference of accommodating ease, speed, and regional travel by private vehicle over pedestrian and other modes of transportation.



Carpenter Park will provide much needed open space in the area and will help connect the two sides of I-345. Source: Hargreaves Associates



Pacific Plaza is slated to begin construction in 2018 and will provide the Downtown core with yet another great open space asset. Source: Hargreaves Associates



The DART train portal constructed as part of the D2 project should be minimally intrusive and allow for air rights development. Source: DART

As documented in the *Downtown Parks Master Plan*, the planned expansion and renovation of John Carpenter Plaza into Carpenter Park will introduce a host of features and amenities that will help connect Downtown to near East Dallas neighborhoods with programmed and active space. Perhaps the most important and influential change that will occur in this focus area is the construction of DART's D2 light rail line which will have a subway and above-ground component here. The preferred alignment will surface at the eastern edge of the planned Carpenter Park and will run parallel to Swiss Avenue before turning north and south along Good Latimer. As the new light rail alignment surfaces at Swiss Avenue, it will be critical that the portal integrates well into a pedestrian-oriented streetscape. Air rights development over the portal and rail tracks is a preferred alternative to provide the best opportunity of creating an active and engaging edge that will support

a comfortable, pedestrian-oriented Swiss Avenue that links near East Dallas to Carpenter Park and Downtown.

The significant evolution of DART's service to Downtown presents a unique opportunity for the underutilized East Transfer Station to accommodate a subway station and a revamped bus terminal within a new transit-oriented development that contributes to and extends Downtown to Carpenter Park. Redevelopment of this block should bring a mix of uses to help activate this critical node with special attention given to ground-floor uses that activate the sidewalks and public spaces facing Carpenter Park.

Capitalizing on recent and planned private investment in Deep Ellum should be a key goal of the Carpenter Park Area. Redevelopment of existing buildings on Main and Commerce Streets and infill development

of the many surface lots on Pacific, Elm, Main, and Commerce Streets can provide key connections within and between neighboring districts by filling in critical gaps in the fabric.

The 360 Plan supports these development efforts and their capacity to link various separate districts to one another while establishing a new gateway into Downtown. We must also ensure seamless integration of transit expansion projects into the urban fabric through careful planning and design of transit infrastructure, the surrounding development opportunities, and the details of the public realm.



- 1 New development should engage with Carpenter Park**
 Carpenter Park is currently surrounded by mostly vacant or underutilized parcels. New development that occurs adjacent to the park should be designed to actively engage with the park, encouraging users on both side to cross and visit the other.
- 2 Redevelop DART East Transfer Center**
 The DART East Transfer Center is currently a large, underutilized piece of land that has high transit access. With the development of D2 below the Transfer Center, DART should explore redeveloping the property, helping to enhance the area as a transit-oriented, mixed-use neighborhood.
- 3 Provide multi-purpose trail connection to Carpenter Park**
 In conjunction with the construction of the eastern DART D2 portal, a multi-purpose bike and pedestrian connection should be provided from Good-Latimer to Carpenter Park to provide a safe and convenient connection between Deep Ellum, East Dallas neighborhoods and the new Downtown park.
- 4 Improve Pacific Avenue to enhance connection to Pacific Plaza**
 Pacific Avenue will provide a strong connection between multiple Downtown parks, including Thanksgiving Square, Pacific Plaza, and Carpenter Park. Providing a well-designed and welcoming public realm will encourage people to walk between the parks.
- 5 Leverage freeway reconstruction opportunities**
 Work with TxDOT for near-term removal of I-345 off-ramp at Live Oak Street to improve connections between Downtown and East Dallas and enable new development opportunities.



DART Train Portal

The proposed eastern portal for the DART D2 line should be designed to allow for air rights development above. Additionally, a strong public realm should be provided along Swiss Avenue to enhance the connection from East Dallas neighborhoods to Carpenter Park.

East Transfer Center

DART has expressed interest in redeveloping the East Transfer Center into a mixed-use, transit-oriented development. This site could continue to serve as a bus transfer center while also providing access to D2. Additionally, the development could engage Carpenter Park across Pearl Street through strategically designed plazas, open space, and retail.



Arts District



The update to the *Arts District Master Plan* calls for transforming Pearl Street into the “Avenue to the Arts”.
Source: NBBJ



The Plan also calls for reinvigorating Flora Street and Ann Williams Way as the cultural core of the Arts District
Source: NBBJ



Ross Avenue should be embraced as a mixed-use commercial corridor.
Source: NBBJ

BACKGROUND AND CONTEXT

In the early 1980’s, Dallas city leaders came together to imagine and build a world-class cultural district. The plan, known as the *Sasaki Plan*, became and has remained the roadmap for the Dallas Arts District. The now-mature Dallas Arts District holds the distinction of being the largest contiguous urban arts district in the nation and is also remarkable for its outstanding architecture, having had major facilities designed by 6 Pritzker Prize winners. However, having reached institutional and architectural excellence, the District must now reach and achieve an equally exemplary urbanity to achieve the full city-making ambitions of the original *Sasaki Plan*.

OPPORTUNITY

To achieve a more urbane Dallas Arts District means forging even better connections to adjoining districts and other nearby neighborhoods. It means finding a way to insert more of the mixture of uses that were initially imagined. It means facilitating a broader array of programming and activities when concerts or openings are taking place – but more importantly when no special events are occurring in the cultural venues.

The *Dallas Arts District Master Plan* proposes a new set of principles to guide it for the next three decades during which the Arts District will rise to its own earliest goals, and to the City of Dallas’ current civic ambitions. The master plan will update the guidelines from the *Sasaki Plan*, preserving those standards that have served the district well, while replacing those that have proven to be problematic or

outdated. The *Dallas Arts District Master Plan* vision is driven by five reinforcing Strategies that will expand the impact of the District and improve connectivity to adjacent neighborhoods.

1. Transform Pearl Street into the “Avenue to the Arts”.
2. Reinvigorate Flora Street as the cultural core of the Arts District.
3. Embrace Ross Avenue as a mixed-use commercial corridor.
4. Expand and update wayfinding, signage, public art, and gateway experiences.
5. Enhance pedestrian connections in all directions, with a focus to the west (Perot Museum, West End, and Victory Park).

AT&T Discovery District



The AT&T Discovery District looks to revitalize AT&T Plaza at Jackson and Akard Streets.



The AT&T Discovery District proposed site plan



The redevelopment of the AT&T Discovery District will provide spacious, pedestrian-only connections to this side of Downtown.

BACKGROUND AND CONTEXT

In 2016, AT&T announced that they would not only keep, but grow their global headquarters in the heart of Downtown Dallas and invest over \$100 million dollars in a massive exterior renovation project, creating the AT&T Discovery District. AT&T's importance to Downtown cannot be overstated, employing 5,800 today with the capacity to add more than 1,000 more over the next several years.

OPPORTUNITY

Improvements to the headquarters will not only benefit the thousands of AT&T employees, but they will also directly impact all of Downtown. The vision for the AT&T Discovery District is to become a destination for Downtown workers, residents and visitors where they will find dining, entertainment, public art, and an outdoor experience zone that will feature public events like movie nights. Downtown Dallas, Inc. and the City of Dallas worked with AT&T throughout 2017 on plans for the District, which include traffic calming and pedestrian improvements on Commerce Street, modification of Jackson and Wood Streets, and several public improvements throughout the campus. Over the next two years, continued collaboration will be necessary to see the plans through to full implementation.



(Image: The Office of James Burnett)

VI Implementation

Implementation Matrix

In order to establish a framework and roadmap for implementing the many desired outcomes articulated throughout the *360 Plan*, it is important to have an agreed-upon set of action items that will carry forth the plan's overall vision into the near future.

The plan's three Transformative Strategies form the foundation of the plan's vision, and are the targeted efforts meant to enhance the success and vitality of Downtown Dallas. Each Transformative Strategy contains a set of four to six overarching goals, in which there are a set of Action Items. These Action Items are definitive and achievable statements that have an established timeframe for completion, an initial estimate cost, a list of agencies and groups responsible for implementation (including a lead agency shown in bold), and the potential main source of funding. As many of the actions are interdisciplinary and have broad reaching impacts, cross-references to other actions or plan sections will be provided in the Implementation Matrix for clarity.

The Implementation Matrix establishes a structured path for achieving implementable and successful outcomes. Although the City of Dallas and DDI are listed as responsible parties for most Action Items in the Implementation Matrix, it will be necessary to work in concert with, and seek guidance from, the neighborhood and stakeholder groups for which a specific Action Item applies. It will also be imperative for both the City and DDI to support these groups in their efforts to help implement these action items.

The Action Items listed on the following are the means by which new development activity, economic investment, and urban vibrancy support the future success of Downtown: the recommendations listed in the Implementation Matrix are critical investments and improvements that the City of Dallas, DDI, and their partner organizations have identified to reinforce the current momentum and progress throughout Downtown Dallas.



Build Complete Neighborhoods

GOAL	ACTION	TIMEFRAME	ESTIMATED COST	LEAD AGENCY / SUPPORT	FUNDING	CROSS REFERENCE
1	Diversify and Grow Housing					
1.1	Conduct a market analysis to quantify the demand for diversified housing in terms of product type, price, and tenure within the 360 Plan geography.	0-1 Year	\$100,000	DDI/ City of Dallas	DDI / City of Dallas	
1.2	Form a public-private cooperative workgroup to: <ul style="list-style-type: none"> Define diversified housing goals in terms of product type, tenure and price point, and family-friendly amenities and design standards within the 360 Plan geography Develop strategies to provide incentives and remove barriers to implementing city-wide mixed-income housing policy within the 360 Plan geography. 	1-2 Years	\$50,000	DDI + City of Dallas	DDI	
1.3	Conduct an infrastructure needs assessment to identify areas within the Downtown PID where infrastructure improvements are needed to enable new housing development on vacant parcels and to identify potential public/private funding mechanisms to expedite provision of the needed infrastructure.	1-2 Years	TBD	DDI + City of Dallas	TBD	
1.4	Identify publicly-owned property within the 360 Plan geography that can potentially be used to leverage housing at diverse price points.	1-2 Years	\$0	City of Dallas + Private Development Community	N/A	
1.5	Conduct a study in collaboration with TXDOT to evaluate the potential for new workforce housing on land affected by the CityMAP I-345 Scenarios.	1-2 Years	TBD	City of Dallas + TXDOT + DDI	City of Dallas	
1.6	Amend CA zoning to reduce residential parking requirements for affordable and mixed-income housing with access to transit, car sharing, bike share, and enhanced bicycle storage.	3-5 Years	\$0	City of Dallas + DDI	N/A	See 1.6 in Promote Great Placemaking
2	Create Vibrant Parks and Neighborhood Spaces					
2.1	Investigate opportunities to create active and passive open space in underutilized public and privately-owned properties within the 360 Plan geography, including vacant parcels, building rooftops, and public rights-of-way.	1-2 Years	\$50,000	DDI + Trust for Public Land + City of Dallas	Trust for Public Land + DDI	See 1.4 in Build Complete Neighborhoods
2.2	Adopt a park dedication ordinance that ensures that in-lieu fees collected in the 360 Area are spent within the area.	0-2 Years	\$0	City of Dallas + DDI	N/A	
2.3	Develop parks master plan(s) for underserved neighborhoods within the 360 Plan geography, starting with the Cedars neighborhood, to address neighborhood-scale park needs and operation and maintenance strategies.	3-5 Years	TBD	City of Dallas + Neighborhood Partners	TBD	
2.4	Develop public-private partnerships for creating, maintaining and preserving parks within the 360 Plan geography.	3-5 Years	\$0	City of Dallas + Neighborhood Organizations+ Private Sector	N/A	
2.5	Explore use of the old Trinity River meanders in the Cedars area as water gardens, forebays, existing ponds, cleansing wetlands, and public parks in addition to flood protection infrastructure.	3-5 Years	TBD	City of Dallas + US Army Corp + DDI + Partner Organizations	TBD	See 2.4 in Advance Urban Mobility and Catalytic Areas in Chapter V
2.6	Advance ongoing efforts to create a neighborhood park space on the southern portion of Fair Park to serve the South Dallas-Fair Park neighborhood.	1-5 Years	TBD	City of Dallas + Neighborhood Organizations+ Private Sector	TBD	
3	Grow a Diverse Mix of Services and Retail					
3.1	Evaluate and make feasible amendments to existing regulations to remove barriers for short-term, pop-up retail in existing buildings as well as temporary uses on vacant and underutilized land.	1-2 Years	\$0	DDI + City of Dallas	N/A	
3.2	Create a manual for short-term, pop-up retail uses with guidelines to help applicants navigate through city processes.	1-2 Years	\$0	City of Dallas + DDI	N/A	
3.3	Evaluate and make feasible amendments to existing regulations to require or encourage "white box" delivery of ground-level retail space to enable short-term pop up uses until permanent tenants are secured.	1-2 Years	\$0	DDI + City of Dallas	N/A	
3.4	Amplify marketing efforts to attract and retain commercial tenants to the City Center.	0-5	\$0	DDI + City of Dallas + Greater Dallas Chamber	N/A	
4	Increase Opportunities for Quality Education					
4.1	Complete an education demand study to forecast potential demand over a 10-year horizon.	0-1 Year	\$25,000	DDI	DDI	
4.2	Identify potential development sites for schools and address potential barriers.	0-1 Year	\$10,000	DDI + City of Dallas + Private Partners	DDI	
4.3	Advocate with Dallas ISD for the creation of neighborhood public schools within the 360 Plan geography.	0-1 Year	\$0	DDI + City of Dallas + Neighborhood Organizations	N/A	
4.4	Advance the Downtown Innovative School Zone vision with an immediate opportunity to create a Downtown public elementary school in the 2018-19 Dallas ISD Innovation and Transformation school plan.	0-1 Year	TBD	DDI + City of Dallas + Dallas ISD	Dallas ISD	
4.5	Create internships and work programs with Downtown corporations for students (Opportunity Downtown Program.)	0-1 Year	\$0	DDI	N/A	
4.6	Identify potential sites and partnerships for childcare/pre-K facilities and identify and address regulatory barriers that prevent these facilities from locating in urban areas.	1-2 Years	\$0	DDI + City of Dallas	N/A	

Advance Urban Mobility

GOAL	ACTION	TIMEFRAME	ESTIMATED COST	LEAD AGENCY / SUPPORT	FUNDING	CROSS REFERENCE
1	Adopt new urban mobility principles					
1.1	Adopt new urban mobility principles to be used as a reference and guide for all transportation decisions impacting the 360 Plan area	0-1 Year	\$0	City of Dallas + DDI + DART + NCTCOG + TXDOT	N/A	
2	Integrate transit expansion opportunities					
2.1	Create a working group to evaluate streetcar expansion opportunities alongside other emerging technologies throughout the 360 Plan area.	0-1 Year	\$100,000	City of Dallas + DART + DDI + NCTCOG + Neighborhood Organizations	TBD	
2.2	Coordinate with DART to ensure light rail and streetcar expansion projects are reviewed in a timely manner by the Urban Design Peer Review Panel (UDPRP) and implemented in accordance with the Council-adopted Urban Transit Design Guidelines.	0-5 Years	\$0	City of Dallas + DART + DDI	N/A	
2.3	Coordinate with DART to ensure D2 light rail expansion design and construction is integrated with transit-oriented development projects and multi-modal public improvement projects.	0-5 Years	\$0	City of Dallas + DART + DDI	N/A	
2.4	Coordinate with Texas Central to ensure seamless multimodal linkages with the proposed High-Speed Rail Station and to maximize transit-oriented development potential.	0-5 Years	\$0	City of Dallas + DART	N/A	See Catalytic Areas in Chapter V
3	Leverage freeway reconstruction opportunities					
3.1	Investigate possibility for near-term removal of TxDOT ramps, including ramps at Live Oak and Field Street in coordination with D2 implementation, to improve connections between Downtown neighborhoods while enabling new development opportunities.	0-5 Years	\$0	City of Dallas + TxDOT + DART + NCTCOG + DDI	N/A	See 2.3 and Catalytic Areas in Chapter V
3.2	Coordinate with TxDOT on the design of bridges, frontage roads and future deck parks along the I-30 corridor to ensure implementation of the 360 Plan and the Complete Streets Design Manual.	0-5 Years	\$0	City of Dallas + TxDOT + DDI	N/A	
3.3	Coordinate with TxDOT and NCTCOG to reconstruct I-345 in an urban format to advance the 360 Plan and Complete Streets Design Manual goals and principles.	0-5 Years	\$0	City of Dallas + TxDOT + NCTCOG + DDI	N/A	See 1.5 in Build Complete Neighborhoods
3.4	Coordinate with TxDOT to enhance pedestrian amenities, including wide sidewalks, pedestrian-friendly intersection design, high bridge guardrails, lighting, and shade structures, along and near all TxDOT infrastructure.	0-5 Years	TBD	City of Dallas + TxDOT + NCTCOG + DDI	TBD	
4	Comprehensively revise mobility policy for the City Center					
4.1	Establish an updated evaluation methodology for Thoroughfare Plan amendments based on revised growth forecasts, adjusted origin-destination trip models, and multi-modal metrics.	0-2 Years	\$0	City of Dallas + NCTCOG + DDI	N/A	
4.2	Adopt a multimodal street framework of District Connectors and Neighborhood Streets in the 360 Plan area, and amend the Thoroughfare Plan to reference this framework as an overlay to guide street design.	0-2 Years	\$0	City of Dallas	NA	See District Connector Maps in Chapter IV
4.3	Implement the NCTCOG / City of Dallas curb lane management study based on the 360 Plan multimodal street framework and incorporating analysis of technology impacts such as ride sharing and autonomous vehicles.	0-2 Years	TBD	City of Dallas + NCTCOG + DDI	City + NCTCOG	See District Connector Maps in Chapter IV
4.4	Establish a proactive Safe Routes to School program for all schools within the 360 Plan geography.	1-2 Years	\$0	City of Dallas + DDI	N/A	See 4.4 in Build Complete Neighborhoods
4.5	Create a streamlined process to implement mid-block crossings at appropriate locations within the 360 Plan geography.	1-2 Years	\$0	City of Dallas + DDI	N/A	
5	Advance priority bicycle and pedestrian improvement projects					
5.1	Identify opportunities to implement pedestrian, bike and green infrastructure for all 2018 Bond Package street projects within the 360 Geography	0-1 Year	\$0	DDI + City of Dallas	N/A	
5.2	Complete conceptual plans for Field Street, Harwood Street, and Ross Avenue redesign and identify funding for implementation. Include exploration of Ross Avenue as a potential bike district connector in lieu of San Jacinto Street.	0-3 Years	\$0	City of Dallas + DDI	TBD	See 4.2
5.3	Implement the 360 Plan Priority Bicycle Projects using existing funding.	0-5 Years	\$1.7 M	City of Dallas	City	See Bike Priority Maps Chapter IV
5.4	Identify funding to advance phased implementation of the 360 Plan Pedestrian District Connector projects	1-5 Years	TBD	City of Dallas + DDI + Private Partners + Neighborhood Organizations	City	See Pedestrian Priority Maps in Chapter IV
5.5	Establish the 360 Plan Bicycle and Pedestrian District Connector Maps as policy to incrementally advance bicycle and pedestrian improvements through public and private development projects.	0-15 Years	\$0	City of Dallas	City	See District Connector Maps in Chapter IV
6	Reform the approach to parking					
6.1	Evaluate current on street-parking utilization and rates.	0-1 Year	TBD	City of Dallas	City of Dallas	See also 4.3 in Advance Urban Mobility
6.2	Encourage private parking owners and operators to create shared parking models during non-contracted hours	0-2 Year	\$0	DDI	N/A	
6.3	Encourage development of a comprehensive digital mobile platform that provides seamless access to transportation options, including public transit, ride share, bike share and parking navigation.	2-5 Years	TBD	City of Dallas + Private Service Providers		

Promote Great Placemaking

GOAL	ACTION	TIMEFRAME	ESTIMATED COST	LEAD AGENCY / SUPPORT	FUNDING	CROSS REFERENCE
1	Ensure excellent urban design to enhance quality of life and economic value					
1.1	Conduct an economic impact analysis to demonstrate the value of implementing good urban design principles in public infrastructure and private development projects.	1-2 Years	TBD	DDI + City of Dallas	DDI + City of Dallas	
1.2	Develop and adopt a comprehensive CBD Public Realm Design Manual for the Downtown PID that establishes standards and design guidelines for pavement, lighting, landscape, curb cuts, parklets, street furniture, street signage, transit stops, on-street parking, bulb-outs, bike corrals, patio dining, valet operations, ride share drops, delivery areas and other elements within the ROW, based on the 360 Plan multimodal street framework and findings of the curb lane management study.	1-2 Years	TBD	DDI + City of Dallas + Consultant		See Advance Urban Mobility 4.2 and 4.3
1.3	Amend the City code to simplify and streamline permitting for use of public right-of-way for parklets, bike corrals, off-street loading/unloading, valet operations and patio dining, based on the CBD Public Realm Design Manual.	1-2 Years	\$0	City of Dallas + DDI	N/A	
1.4	Amend the pedestrian overlay districts to include provisions for active ground floor uses, street trees, and other pedestrian-friendly design elements based on the multi-modal street framework and CBD Public Realm Design Manual.	1-2 Years	\$0	City of Dallas + DDI	N/A	
1.5	Identify opportunities within the 360 Plan Geography for incorporating the CBD Public Realm Design Manual design standards and guidelines into 2017 Bond Program projects.	1-2 Years	TBD	DDI + City of Dallas	TBD	See Promote Great Placemaking 4.1
1.6	Amend CA zoning to: <ul style="list-style-type: none"> Disallow as primary uses surface parking, drive-throughs, mini-warehouse and storage uses, and gas stations Limit the over concentration of similar uses Require advisory review by the Urban Design Peer Review Panel for all projects that impact the public realm adjacent to rail transit stations, parks, and trails. Reduce parking requirements for mixed-income residential projects with access to transit, car sharing, bike share, and enhanced bicycle storage. Enhance streetscape and parking garage screening requirements for new development projects. Require an acceptable range of albedo levels or reflectivity on roofs of all new construction. 	3-5 Years	\$0	DDI + City of Dallas	N/A	
1.7	Work with neighborhoods and stakeholders outside the Downtown PID to explore adaptation of the CBD Public Realm Design Manual and potential zoning changes for other areas as appropriate and desired within the 360 Plan geography.	3-5 Years	TBD	City of Dallas + Consultant + Neighborhood Organizations	TBD	See Advance Urban Mobility 4.2
1.8	Support City's effort to complete a Historic Preservation Survey of Demolition Delay Properties within the 360 Plan Geography	Ongoing	\$0	DDI + City of Dallas	N/A	
2	Activate the Public Realm					
2.1	Amend existing mobile vending regulations to allow food trucks in additional appropriate locations within the Downtown PID.	1-2 Years	\$0	City of Dallas + DDI	N/A	
2.2	Create a special event working group to evaluate special event permitting processes to reduce barriers to entry and ensure smooth operations for proposed events	1-2 Years	\$0	DDI + City of Dallas	N/A	
2.3	Explore short-term development permits to allow for interim land-uses that activate underdeveloped sites	1-2 Years	\$0	DDI + City of Dallas	N/A	See Build Complete Neighborhoods 3.1
2.4	Establish a grant or pilot program for activation of underutilized private property within the Downtown PID.	3-5 Years	TBD	DDI	DDI	See Build Complete Neighborhoods 3.1
3	Advance Smart Cities technologies and green infrastructure					
3.1	Develop a strategic plan to position Downtown Dallas as a leader in Smart City initiatives.	1-2 Years	TBD	Dallas Innovation Alliance+ DDI + City	TBD	
3.2	Support the Dallas Innovation Alliance's efforts to establish the West End as a "living lab" of Smart City initiatives.	Ongoing	\$0	Dallas Innovation Alliance + DDI + City	N/A	
3.3	Conduct a study of urban heat island effect within the 360 Geography to inform development of an urban heat management plan.	1-2 Years	TBD	DDI + City	TBD	
3.4	Identify impediments and solutions to increasing tree canopy or alternative shading options on all 360 Geography streets.	3-5 Years	TBD	DDI + Texas Trees + Neighborhood Partners + City	TBD	See Advance Urban Mobility 5.1
3.5	Conduct a study to evaluate creek daylighting opportunities within the 360 Geography to reduce storm water management volumes, provide neighborhood open space, and enhance biological corridors.	3-5 Years	TBD	DDI + City of Dallas + Consultant	TBD	

Project Team

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