

# Memorandum



CITY OF DALLAS

DATE October 31, 2017

TO The Honorable Members of the Economic Development and Housing Committee:  
Tennell Atkins (Chair), Rickey D. Callahan (Vice-Chair), Lee M. Kleinman, Scott Griggs, Casey Thomas, II, B. Adam McGough, Kevin Felder, and Omar Narvaez

SUBJECT **360 Plan Update**

DEPARTMENT Planning & Urban Design

## Summary:

The purpose of this briefing is to provide an overview of the draft 360 Plan Update and receive input prior to adoption of the plan. The 360 Plan Update will be scheduled in December for Council adoption as a policy and implementation guide to benefit the citizens of Dallas, and to be considered by the City Manager in conjunction with other adopted plans, for future actions affecting the City Center.

## Background Information:

The original 360 Plan was adopted by City Council in 2011. The impetus for this update comes from substantial completion of the action items identified in the 2011 Plan, and the need to integrate new potentially transformative public and private sector initiatives in the rapidly growing City Center. As a collaboration between the City of Dallas and Downtown Dallas Inc., the planning process has included extensive community engagement, with numerous community workshops, focus groups, and Steering Committee and Technical Committee meetings with representatives of major private stakeholders, City departments and other agencies.

The resulting refreshed vision calls for a "Complete and Connected City Center" encompassing neighborhoods within two and a half miles of the Downtown center. The Plan focuses on three transformative strategies: Building Complete Neighborhoods; Advancing Urban Mobility; and Promoting Great Place Making. The Plan articulates goals and actions for each of these strategies and includes an action matrix itemizing actions with time frames, responsible agencies, and preliminary cost estimates where relevant. The action matrix is intended to serve as a framework for prioritizing and coordinating projects and activities by various departments and agencies.

## Issues:

The rapid and transformational growth of the City Center and the large number of ongoing public and private development projects need coordination with a strategic plan to minimize unintended conflicts and to ensure the best possible cumulative outcome. The 360 Plan provides a policy framework based on stakeholder input for coordinating and facilitating desirable outcomes and to prioritize and guide future actions affecting the City

Center. Downtown Dallas Inc. will collaborate with the City to coordinate and monitor progress on the action matrix and to measure success of the plan.

Alternatives:

If the 360 Plan Update is not adopted, the now out-of-date original 360 Plan adopted in 2011 will remain in effect. Consequently, the City Center will lack a current plan to provide a policy context and coordinated planning framework at this critical juncture when many potentially transformational public and private development initiatives are underway.

Coordination

In addition to wide-ranging stakeholder engagement over a two-year period, the planning process included a Technical Committee with representation from many City departments and external agencies including Planning & Urban Design, Mobility Planning, Streets, Park and Recreation, Economic Development, Housing, Convention Center, Cultural Affairs, DART, and TXDOT. Coordination of a range of public and private projects and initiatives was a key emphasis in the 360 Plan Update.

Fiscal Impact:

Adoption of the 360 Plan as a policy and implementation guide will have no fiscal impact to the City.

Staff Recommendation:

No action is needed at this briefing. Staff will recommend approval of the 360 Plan document via a Council Committee briefing memo in December prior to Council action.

Attachments:

- 360 Plan Update Presentation
- 360 Plan Draft Action Matrix

Should you have any questions, please contact me at (214) 671-5257.



Raquel Favela

Chief of Economic Development & Neighborhood Services

c: Honorable Mayor and members of the City Council  
T.C. Broadnax, City Manager  
Larry Casto, City Attorney  
Craig D. Kinton, City Auditor  
Rosa A. Rios, City Secretary  
Daniel F. Solis, Administrative Judge  
Kimberly Bizer Tolbert, Chief of Staff to the City Manager  
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, P.E., Assistant City Manager (Interim)  
Jon Fortune, Assistant City Manager  
Joey Zapata, Assistant City Manager  
M. Elizabeth Reich, Chief Financial Officer  
Nadia Chandler Hardy, Chief of Community Services  
Theresa O'Donnell, Chief of Resilience  
Directors and Assistant Directors



# THE 360 PLAN

A large, stylized graphic of a 360-degree circular architectural plan or map, composed of various geometric patterns and lines in white and light blue, positioned to the right of the main title.

Economic Development and  
Housing Council Committee  
November 6, 2017

Peer Chacko, Director of Planning and Urban Design  
Kourtny Garrett, President & CEO, Downtown Dallas, Inc.

Find more at [www.downtowndallas360.com](http://www.downtowndallas360.com)



# Purpose



- Provide an overview of The 360 Plan Update in preparation for Council adoption:
  - Background
  - Vision and Framework
  - Transformative Strategies
  - Next Steps
  - Appendix





**50k+**  
Residents  
Within 2.5 Miles

**\$5B**  
Investment

**11k**  
Residents  
City Center

**135k+**  
Largest Workforce  
in North Texas

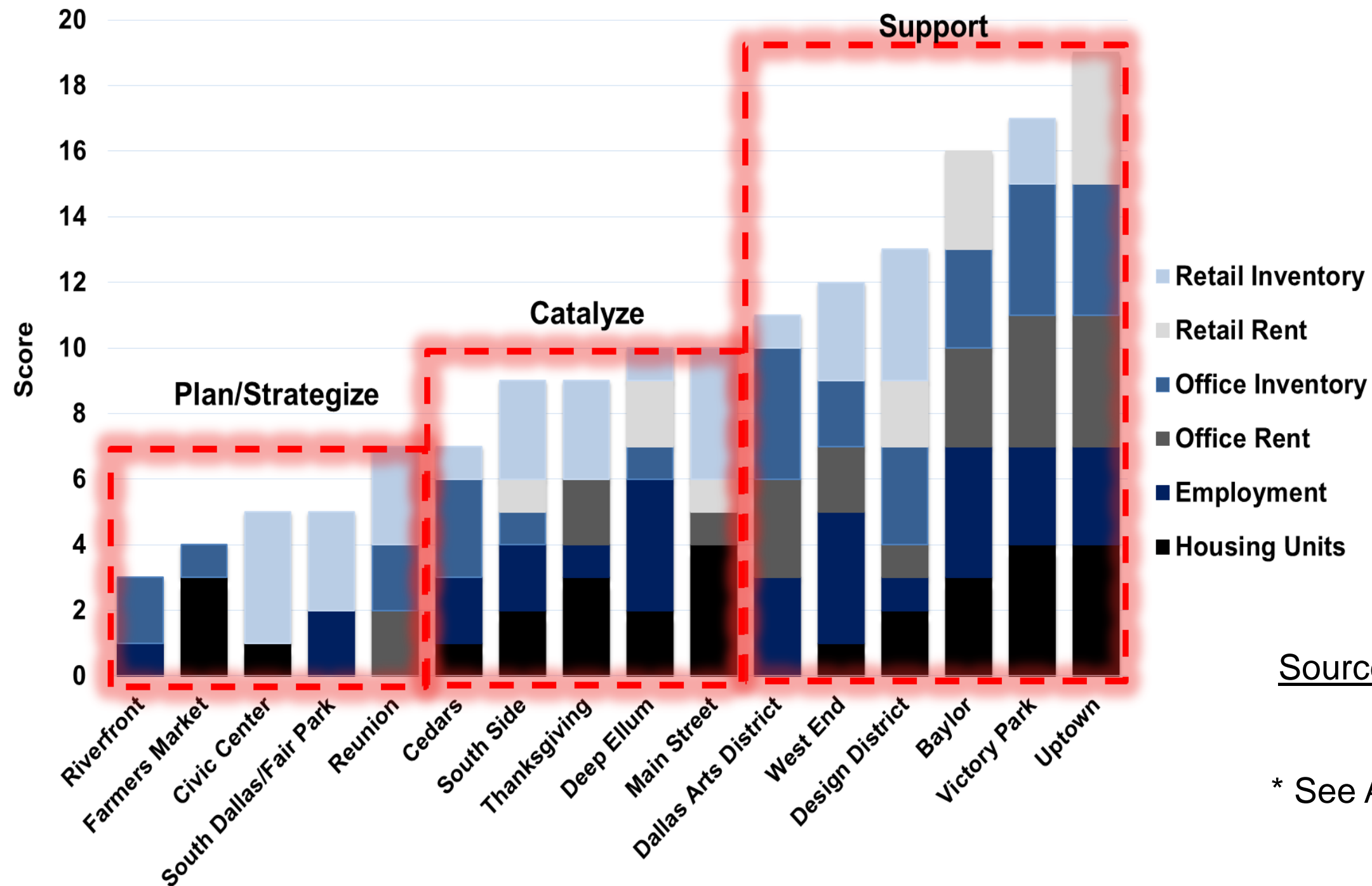
**20k+**  
More Residents  
Next 2-5 Years

# The 360 Plan Update: A Dynamic Document



- Builds on past success and leverages rapid growth in Downtown
- Integrates efforts of the private and public sectors
- Updates action priorities for the next five years

# Market Momentum Analysis\*



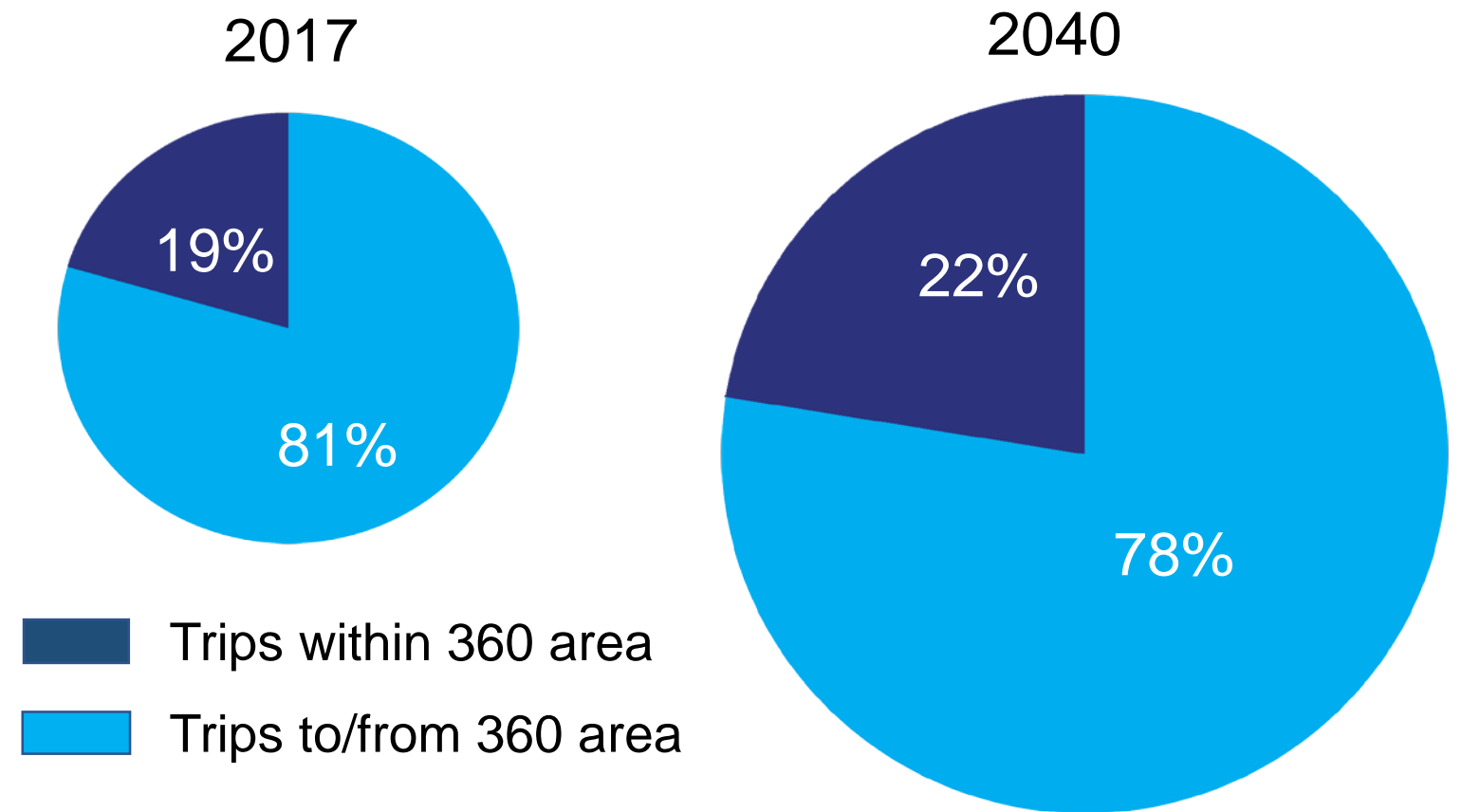
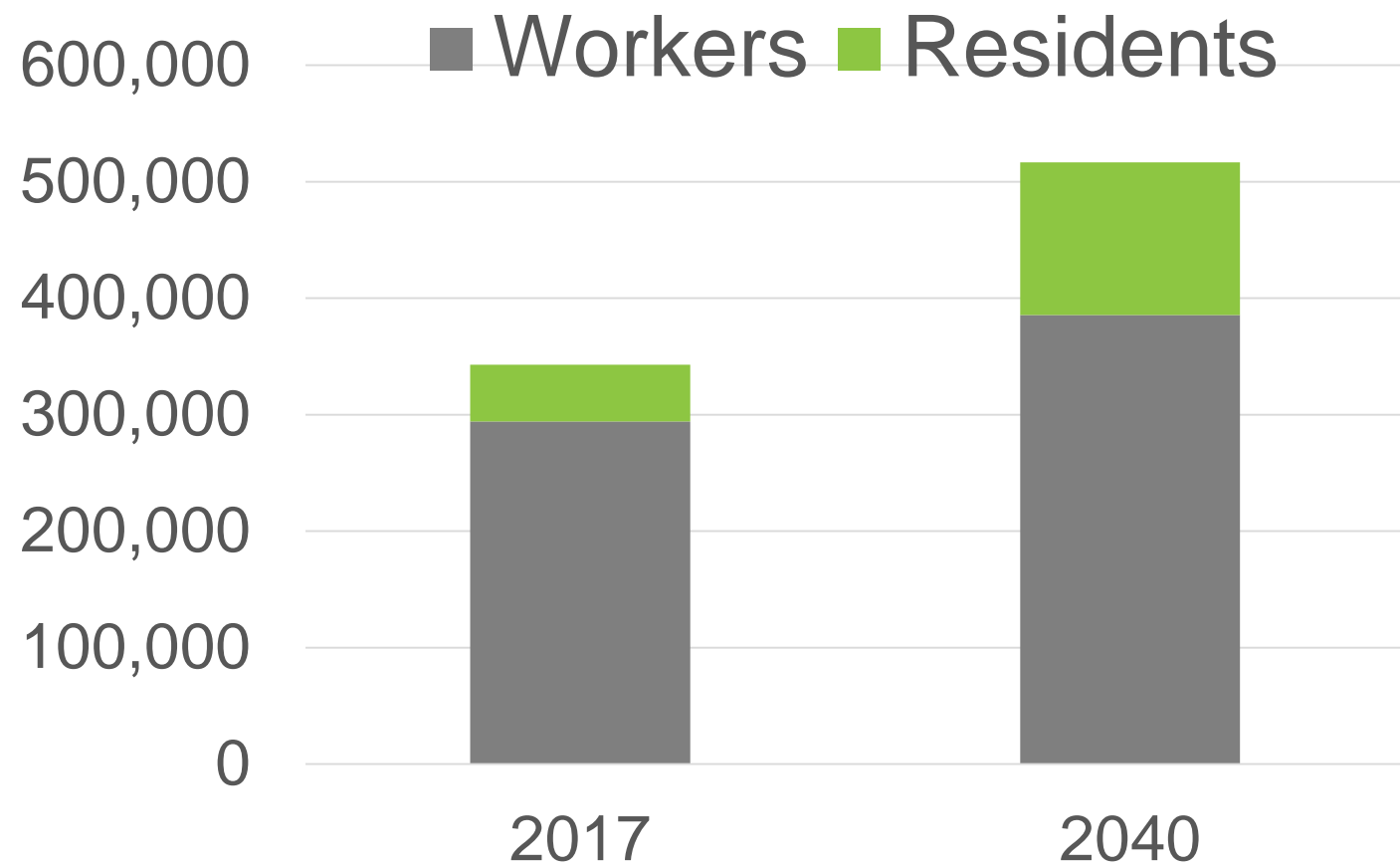
- Market analysis showed how market momentum can inform the approach to planning and action in each neighborhood

Source: Economic & Planning Systems (EPS) - 2015

\* See Appendix A



# Demographics and Mobility Analysis\*



- Analysis of demographic forecasts and cell phone / GPS data reflected shifting land use and travel patterns.

\* See Appendix B



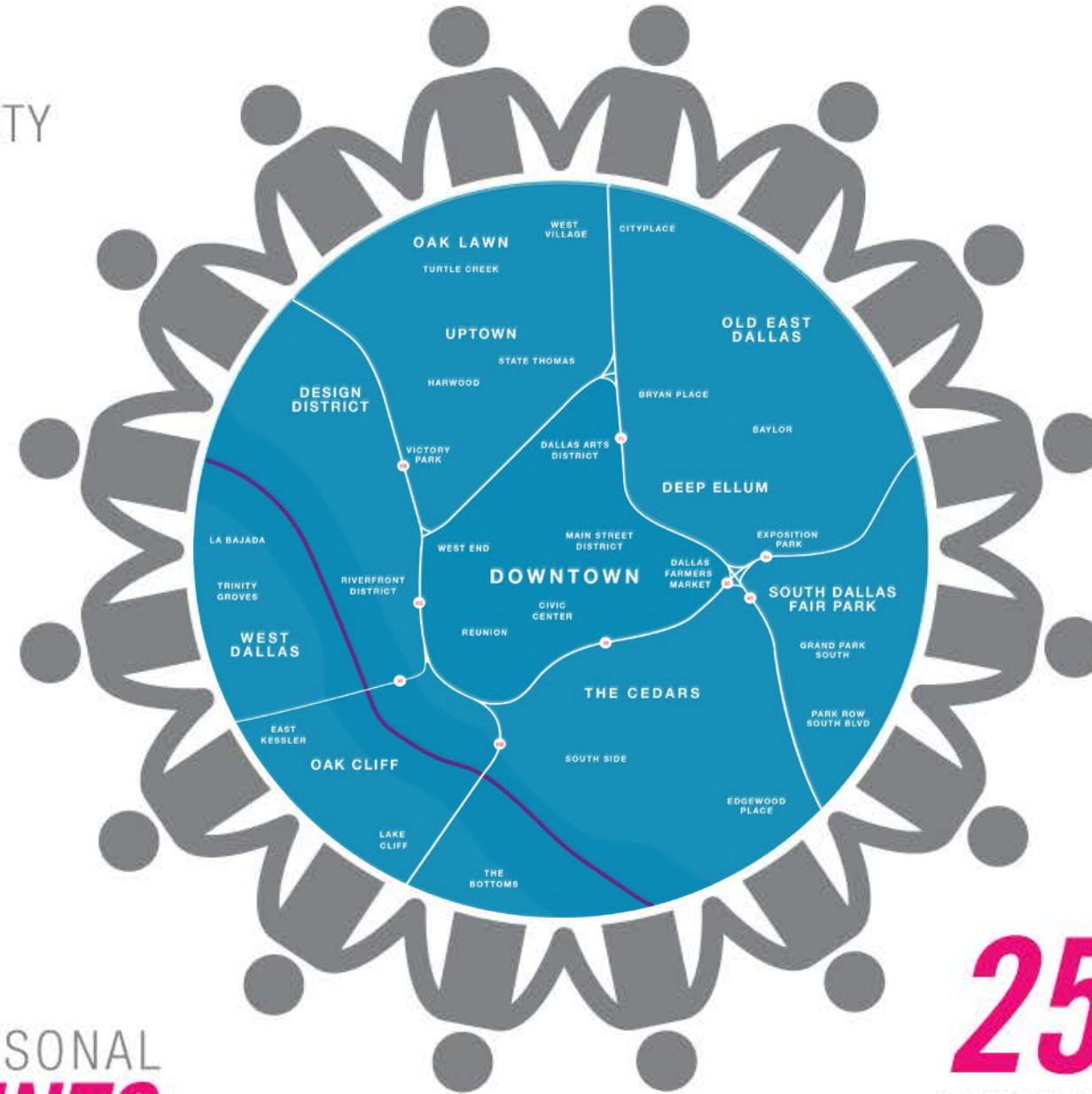
[www.downtowndallas360.com](http://www.downtowndallas360.com)

DURING THE 360 PLAN UPDATE, THE TEAM AND SUPPORTERS ENGAGED THE COMMUNITY IN THE FOLLOWING WAYS:

**40+** NEIGHBORHOOD PARTNERS AND PARTNER ORGANIZATIONS

PROFESSIONAL **40** VOLUNTEERS TRAINED AS WORKSHOP FACILITATORS

ORGANIZED PERSONAL **1,500+** TOUCHPOINTS



STAKEHOLDER **150** MEETINGS AND FOCUS GROUPS

NEIGHBORHOOD **25+** GALLERY FEEDBACK EVENTS

**250+** NEIGHBORHOOD AND SUPER NEIGHBORHOOD MAPS WERE DRAWN BY COMMUNITY PARTNERS, RESIDENTS AND EVENT ATTENDEES THROUGH A PARTNERSHIP WITH BCWORKSHOP'S PEOPLE ORGANIZING PLACE INITIATIVE



# 360 Plan Update Vision + Framework





360 PLAN VISION

# COMPLETE & CONNECTED CITY CENTER

Downtown Dallas and adjoining neighborhoods create an inclusive place for everyone at the heart of our city, a **complete and connected city center** offering a unique combination of options to live, work and play:

- **great schools**, refreshing open spaces, bustling street activity, successful business and retail
- an accessible, **balanced, multi-modal, transportation network**

# 360 PLAN FRAMEWORK TRANSFORMATIONAL STRATEGIES



Advance Urban  
Mobility



Build Complete  
Neighborhoods



Promote Great  
Placemaking



Diversify and grow housing

## BUILD COMPLETE NEIGHBORHOODS



Create vibrant parks and neighborhood spaces



Grow a diverse mix of services and retail



Increase opportunities for quality education



# Diversify and Grow Housing



- Conduct a market study to quantify potential demand for diversified housing.
- Establish a public-private work group to develop implementation strategies for mixed-income housing in the 360 area.
- Conduct a study to evaluate mixed-income housing potential on land made available by CityMAP scenarios.
- Conduct an infrastructure needs assessment to support new housing within the Downtown PID.



# Create Vibrant Parks and Neighborhood Spaces



- Investigate opportunities to create neighborhood open spaces on underutilized public or private property.
- Adopt a citywide park dedication ordinance, ensuring in-lieu fees collected in the 360 area are used within the area.
- Develop parks master plans for underserved neighborhoods.
- Develop public-private partnerships for creating, maintaining and preserving parks.



# Grow a Diverse Mix of Services and Retail



- Evaluate and amend regulations to remove barriers to short-term, pop-up retail.
- Evaluate and amend regulations to require or encourage “white box” delivery of ground-floor retail space to enable short-term, pop-up retail.
- Create a manual for short-term, pop-up retail with guidelines to facilitate the approval process.



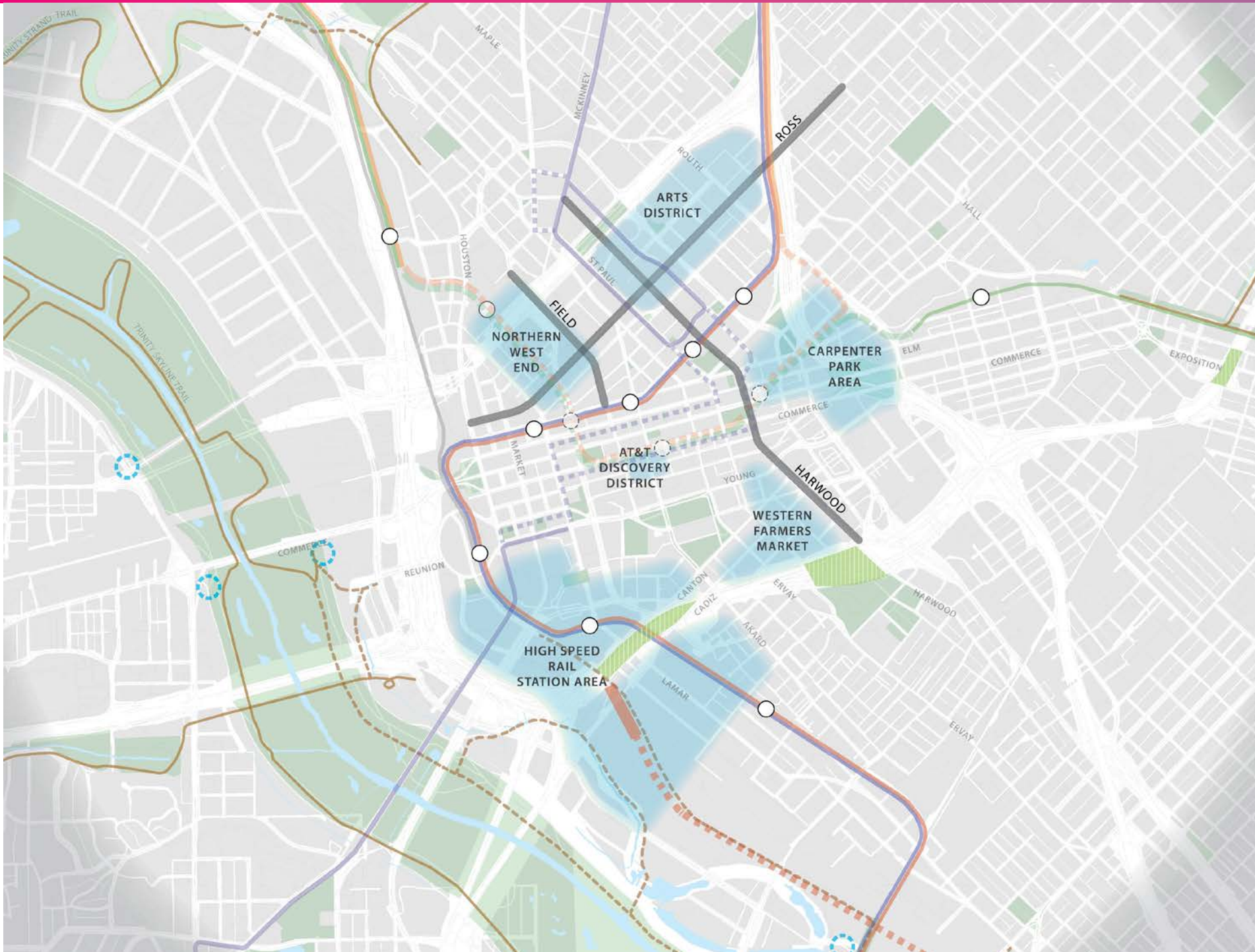
# Increase Opportunities for Quality Education



- Advance the Downtown Innovation School Zone vision by creating a DISD elementary school in downtown.
- Identify potential sites for schools, pre-K and childcare facilities and address potential barriers.
- Create student internship and work programs with Downtown corporations.
- Complete an education demand analysis for a 10-year horizon.



# Catalytic Development Areas\*



## ■ Harness momentum of catalytic public and private projects:

- Northern West End
- Carpenter Park Area
- High Speed Rail Station Area
- Western Farmers Market
- Arts District
- AT&T Discovery District

\* See Appendix D



Adopt urban mobility principles



Reform the approach to parking

## ADVANCE URBAN MOBILITY



Leverage transit expansion and freeway reconstruction



Advance priority bicycle and pedestrian improvement projects



Comprehensively revise mobility policy for the city center



# Adopt 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.



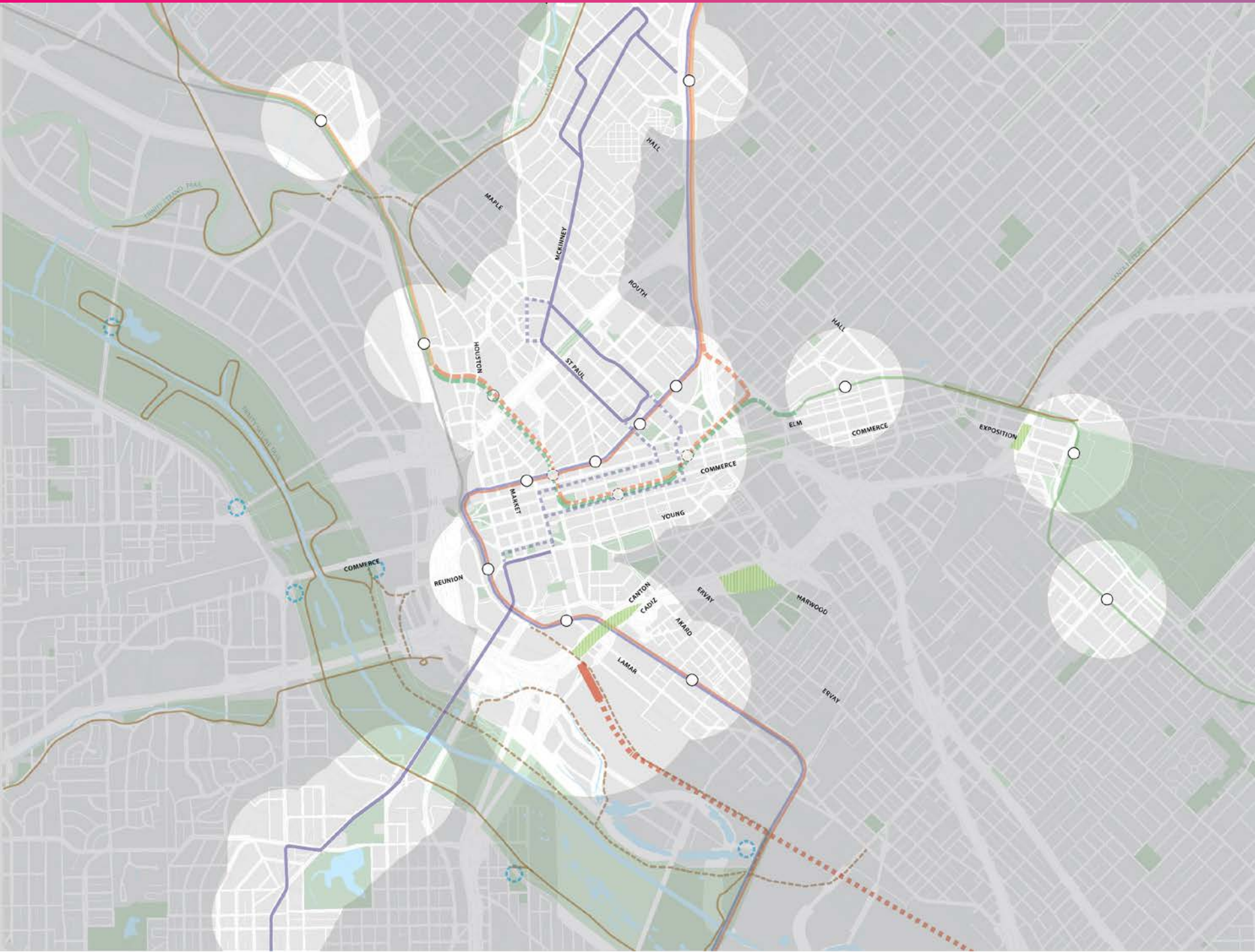
# Adopt Urban Mobility Principles



4. Encourage **mixed use, pedestrian-oriented** design and development.
5. Ensure **regional and local transportation** systems support Center City place making and livability goals.
6. Deliver a system that responds proactively to trends in **technology, demographics and user preferences**.



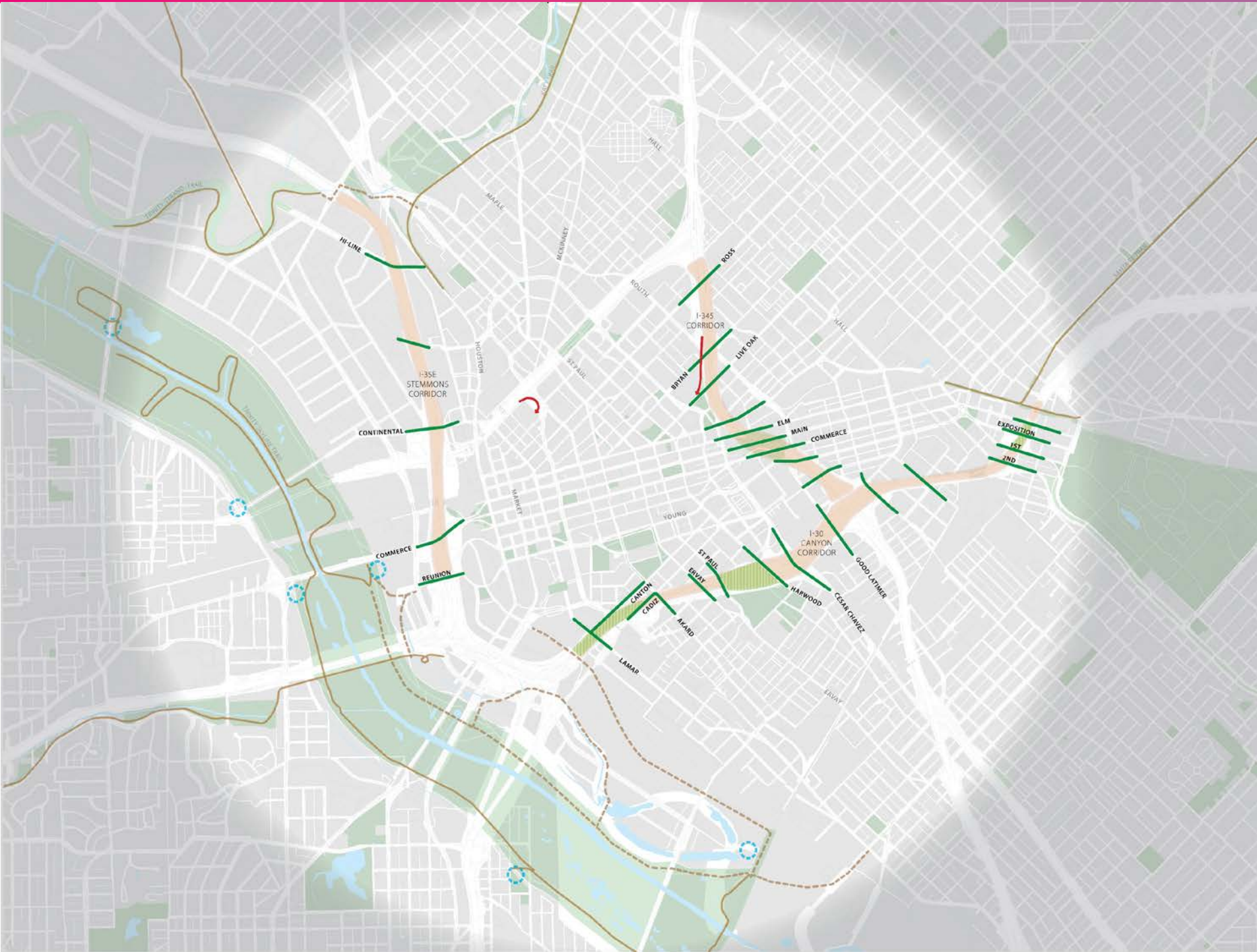
# Integrate Transit Expansion Opportunities



- Ensure timely design review of D2 and Streetcar projects based on adopted Urban Transit Design Guidelines.
- Coordinate with Texas Central to maximize multimodal connections and transit-oriented development potential around the proposed High Speed Rail station.



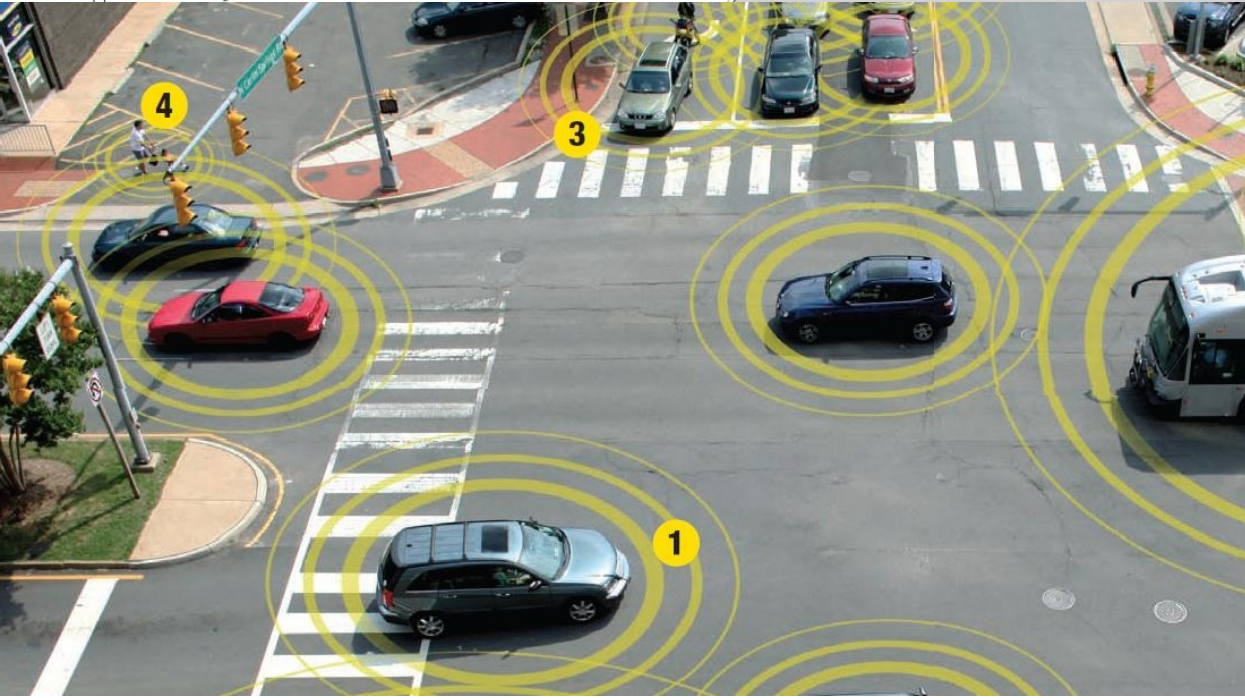
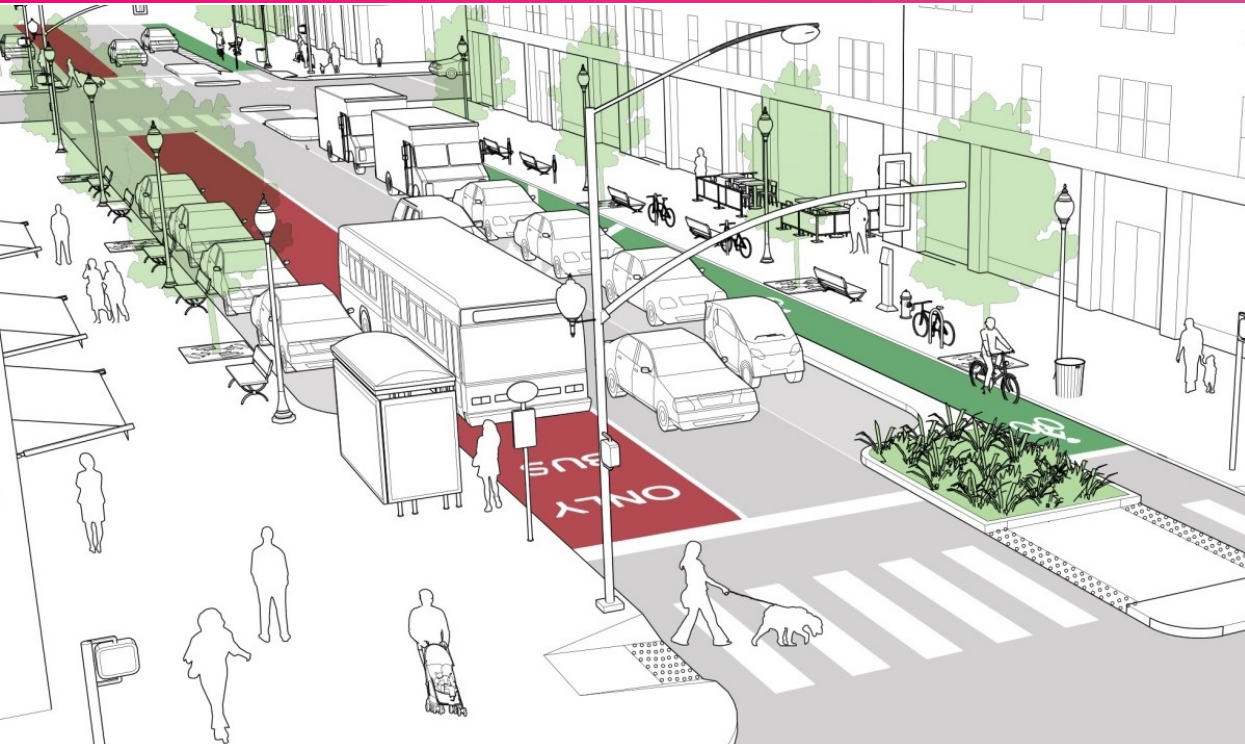
# Leverage Freeway Reconstruction Opportunities



- Coordinate with TXDOT on pedestrian enhancements along / near freeways.
- Investigate potential near-term removal of Field and Live Oak ramps and associated development opportunities.
- Coordinate with TXDOT and NCTCOG on potential reconstruction of IH-345 in an urban format based on CityMAP scenarios.



# Comprehensively Revise Mobility Policy

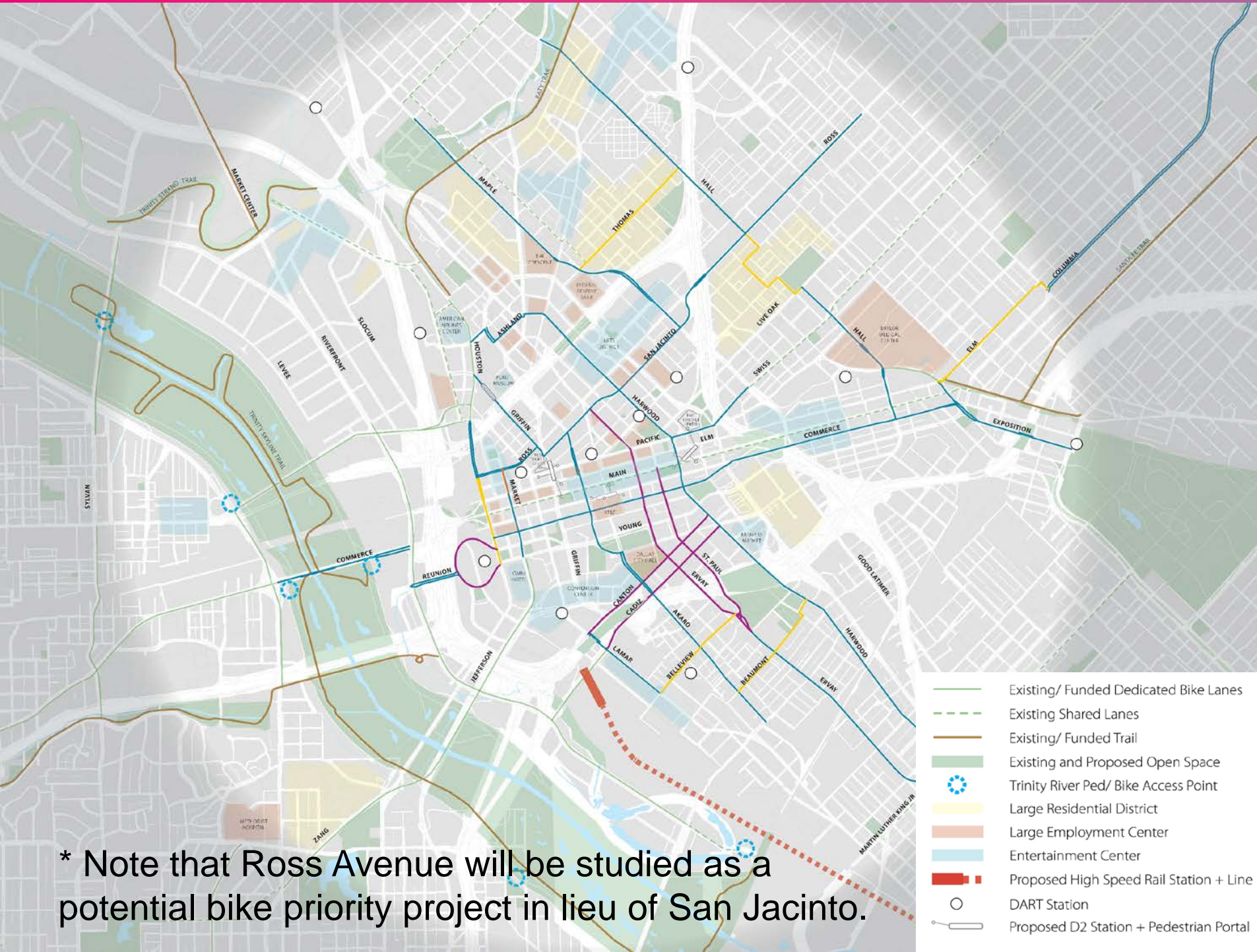


- Amend the Thoroughfare Plan to incorporate a multimodal street framework\* for the City Center
- Align NCTCOG forecasts with shifting demographic trends and travel behavior
- Update the evaluation methodology for Thoroughfare Plan amendments to address all modes of transportation and promote efficient use of existing street capacity

\* See Appendix C



# Advance Priority Bicycle Projects



- Substantially complete a bike facility network through the 360 area

- One-Way Buffered Bike Lane
- Two-Way Buffered Bike Lane
- One-Way Shared Lane
- Two-Way Shared Lane

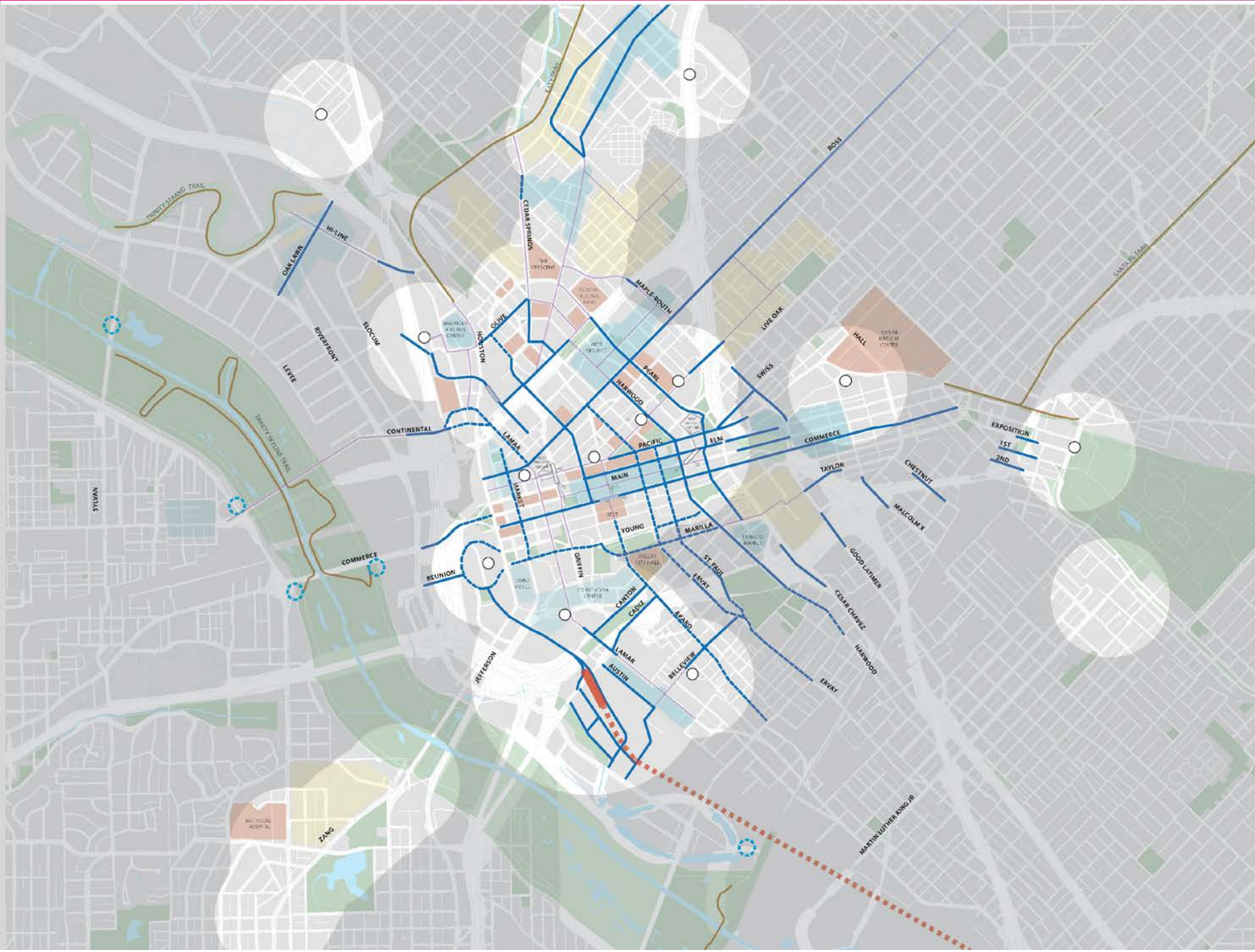
- Facilitate expansion of bike share through public-private collaborations

\* Note that Ross Avenue will be studied as a potential bike priority project in lieu of San Jacinto.



# Advance Priority Pedestrian Projects

- Adopt a pedestrian master plan for phased implementation through a combination of public and private projects.



- 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



Implement Smart Cities technology



Integrate green infrastructure and sustainability

## PROMOTE GREAT PLACEMAKING



Ensure excellent urban design to enhance quality of life and economic value



Activate the public realm to promote unique urban experiences



# Ensure Excellent Urban Design



- Conduct an economic impact analysis of good urban design
- Develop and adopt a comprehensive public realm design manual for the Downtown PID
- Amend Central Area (CA) zoning and the downtown pedestrian overlay to enhance street level activation and urban design



# Activate the Public Realm



- Amend mobile vending regulations to enable food trucks in more locations
- Create a working group to examine and simplify permitting for special events
- Explore short-term permits for interim land uses on under-utilized sites
- Establish a grant or pilot program for activating under-utilized sites within the Downtown PID.



# Advance Smart Cities Technologies and Green Infrastructure



- Develop a strategic plan to position Downtown Dallas as a leader in Smart City initiatives.
- Support efforts to establish the West End as a Smart City living lab
- Identify impediments and solutions to increasing tree canopy



# Next Steps

- November: Final Steering Committee meeting
- November-December: Adoption Process



# Appendix

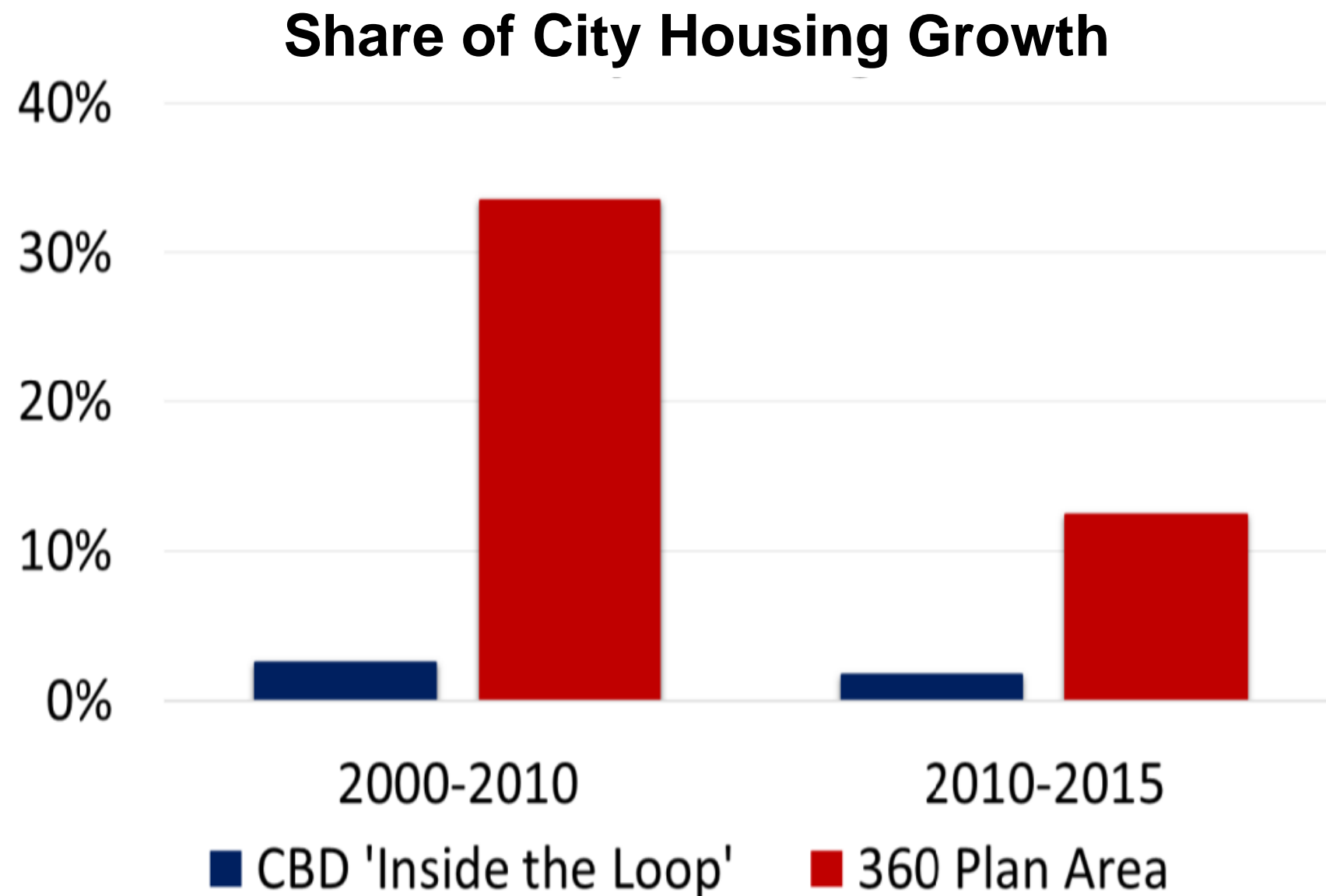
- A. Market Analysis
- B. Demographic and Mobility Analysis
- C. Multimodal Street Framework
- D. Catalytic Development Areas

# Appendix A

## Market Analysis



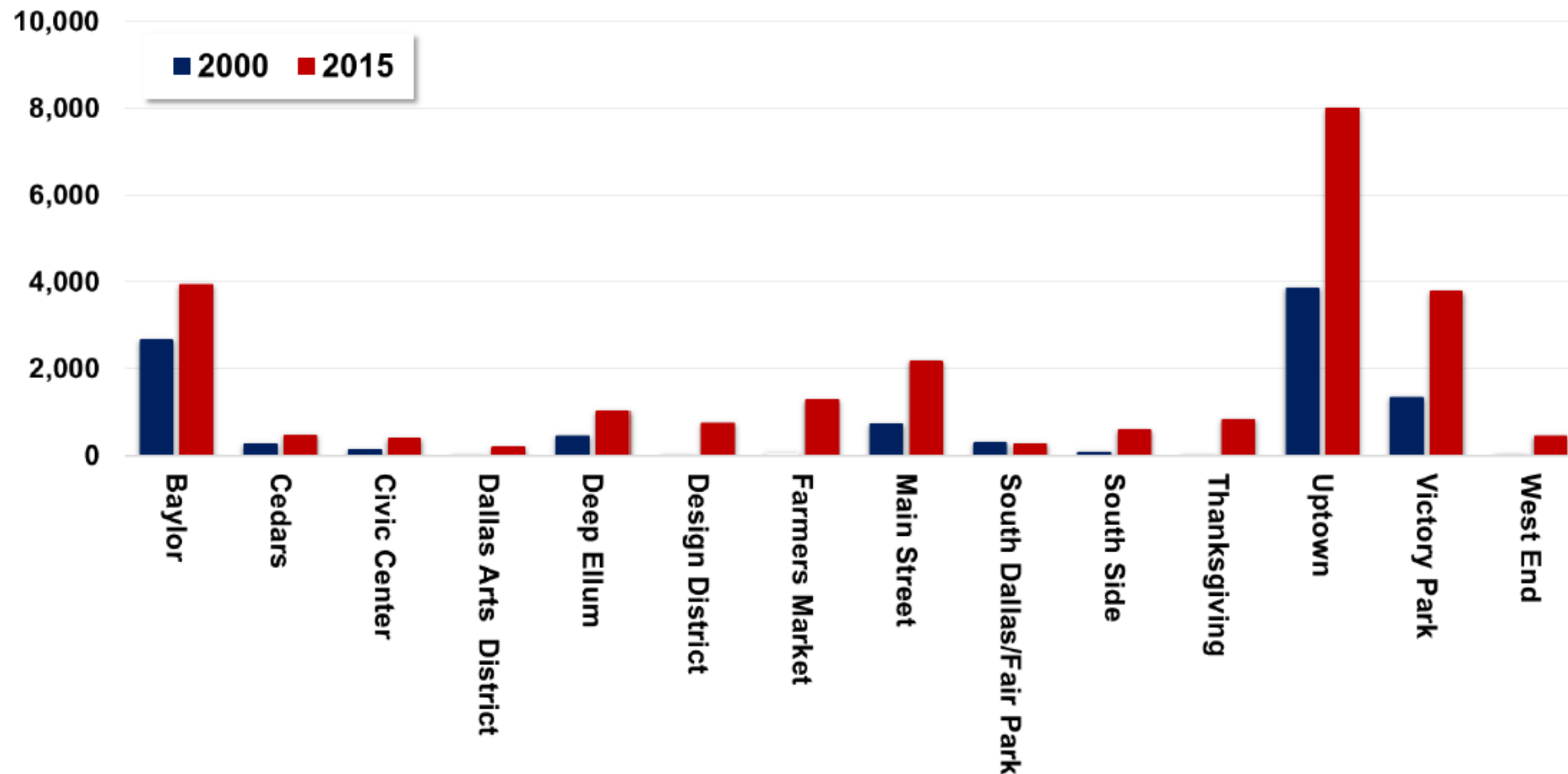
# Rapid Residential Growth



- The 360 Plan area saw **150% housing growth** between 2000 and 2015
- Almost **50,000 residents** live within the 360 Plan area
- Almost **11,000 residents** live within the Downtown Loop

Source: Economic & Planning Systems (EPS) - 2015

# Housing Growth By Neighborhood

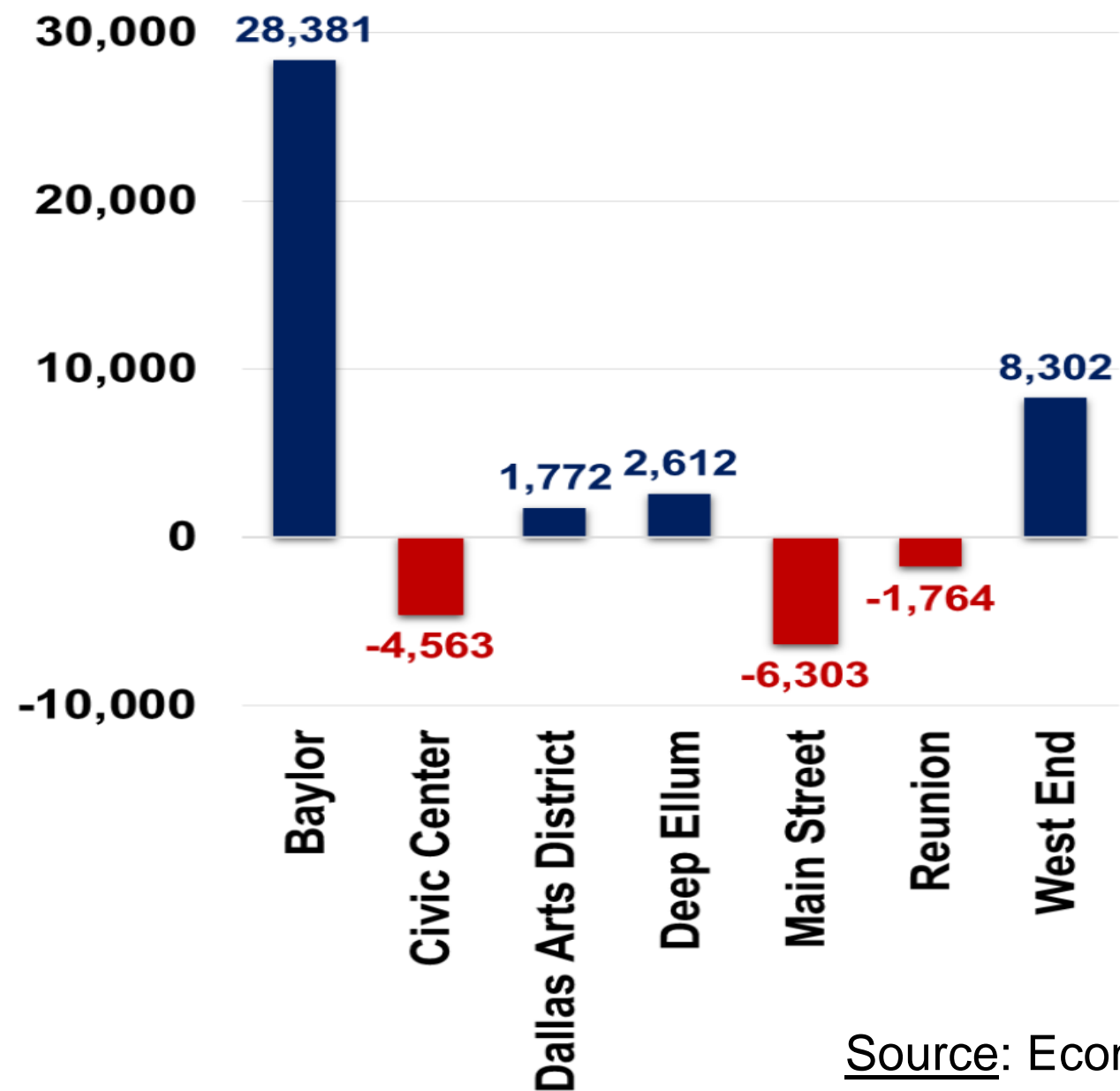


Source: Economic & Planning Systems (EPS) - 2015



# Stable Job Growth

Job Growth – 2003 to 2013

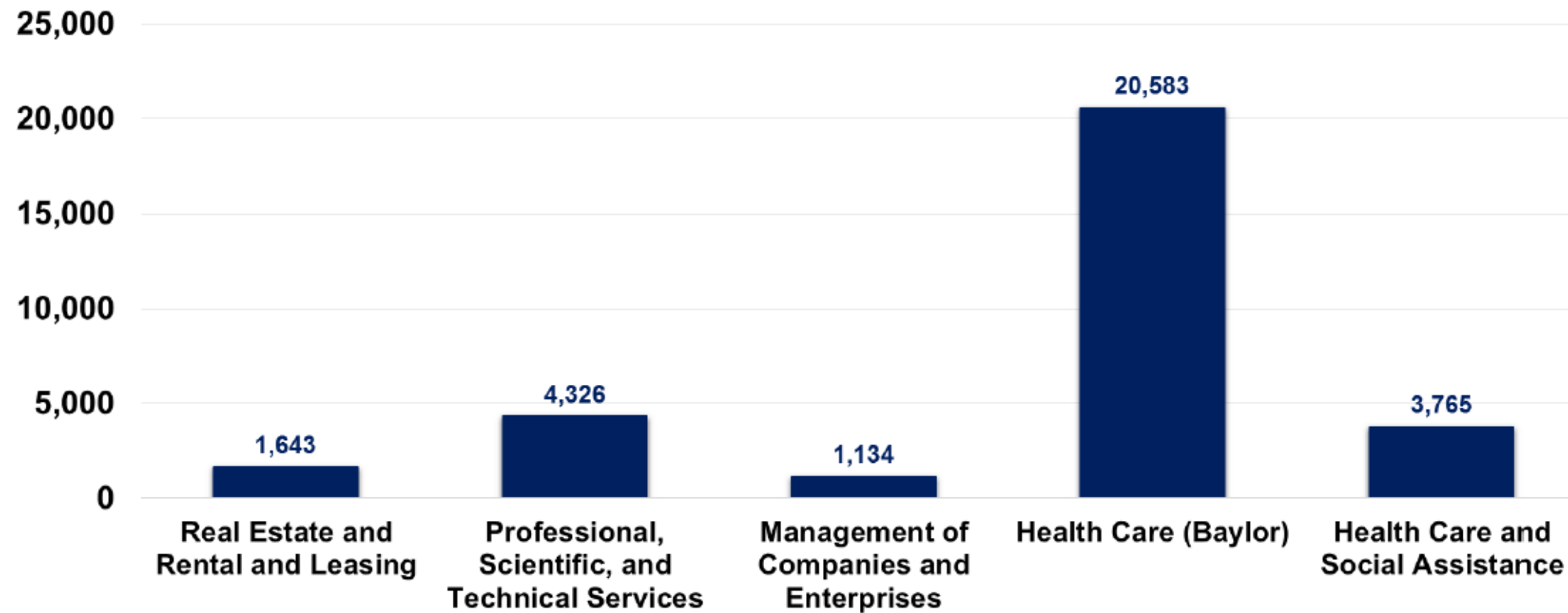


- The 360 Plan area saw **16% job growth** between 2003 and 2013, adding 26,800 net new jobs
- Baylor has been a major driver of job growth
- Some sub-market contractions were balanced by residential conversions of older office space

Source: Economic & Planning Systems (EPS) - 2015



# Grow Industries



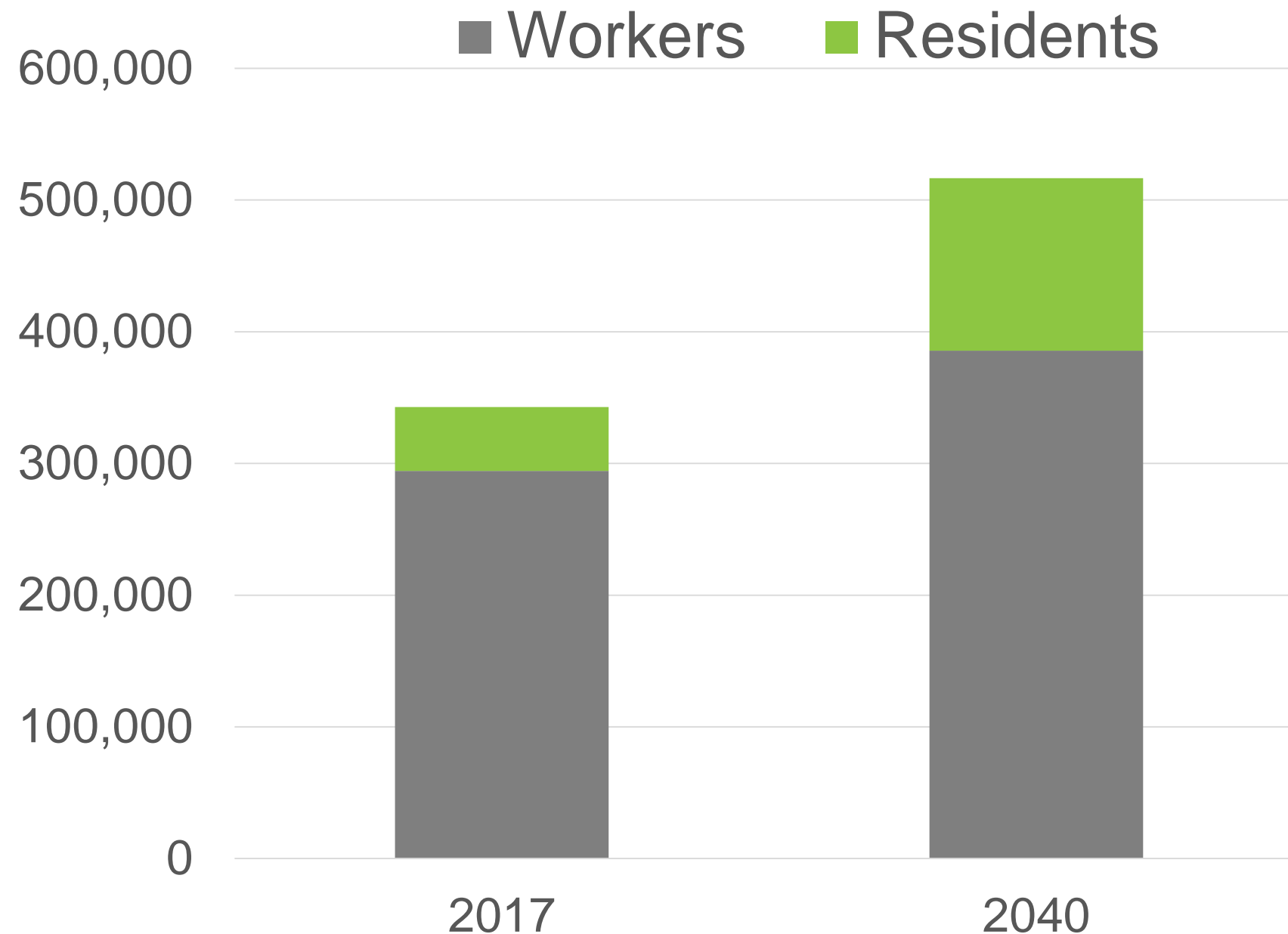
- 77% of net growth attributed to Baylor University Medical Center
- Shift of office activity to Uptown, Victory Park and Arts District

# Appendix B

## Demographics and Mobility Analysis



# Downtown Will Continue to Grow

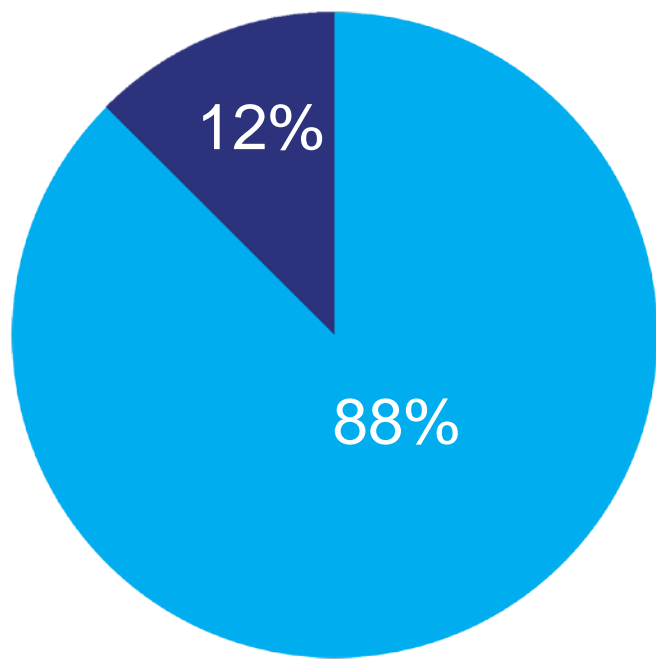


- Overall population density will increase within the 360 study area
- Proportion of residents will increase relative to workers in most districts

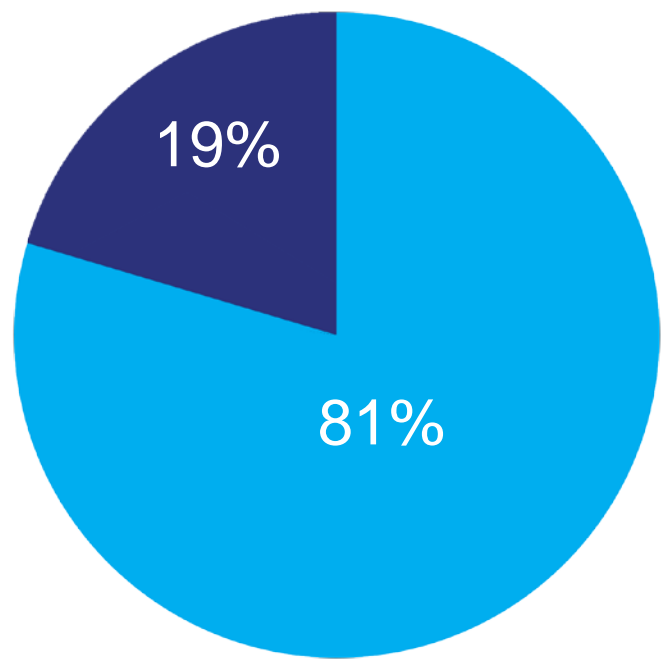
Source: NCTCOG; City of Dallas

# Travel Patterns are Evolving

## Current Trips

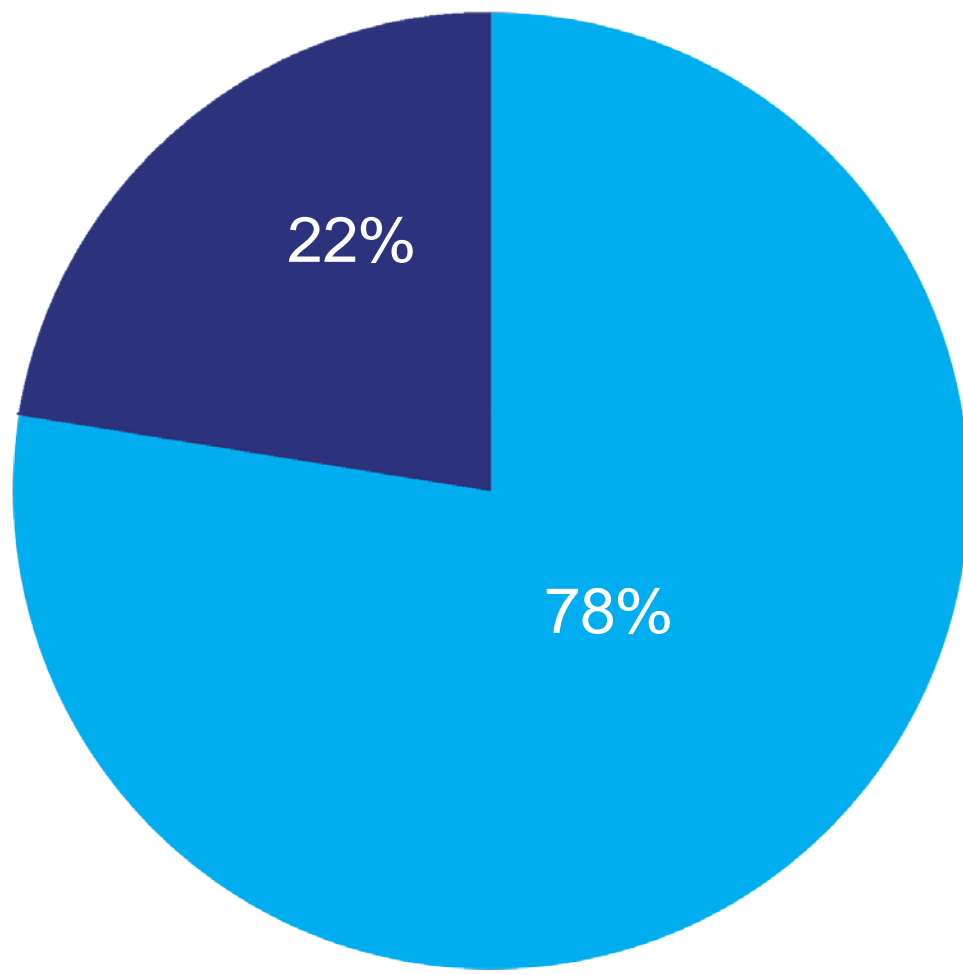


**Modelled trips (2017)**  
Source: NCTCOG



**Actual trips (2016)**  
Source: StreetLight cell phone data

## Forecasted Trips



**Adjusted model trips (2040)**  
Source: NCTCOG, Fehr & Peers

- Travel patterns within the City Center are shifting towards a larger proportion of shorter internal trips.





# Travel Preferences

## GETTING TO WORK

MOST PEOPLE DRIVE TO WORK, BUT MANY RESPONDENTS HAVE USED TWO OR MORE OF THE FOLLOWING:



### 62% TAKE CAR TO WORK

- 56% DRIVE
- 6% CARPOOL



### 13% WALK OR BIKE



### 15.4% TAKE DART

- 10% DART RAIL
- 4% DART BUS
- 1% DART STREETCAR
- 0.4% D-LINK



### 7% TAKE "OTHER"

- 5% UBER, LYFT, OTHER RIDESHARING SERVICE
- 1% TAXI CAB
- 1% E-FROG, ART CART, OTHER FREE SERVICE

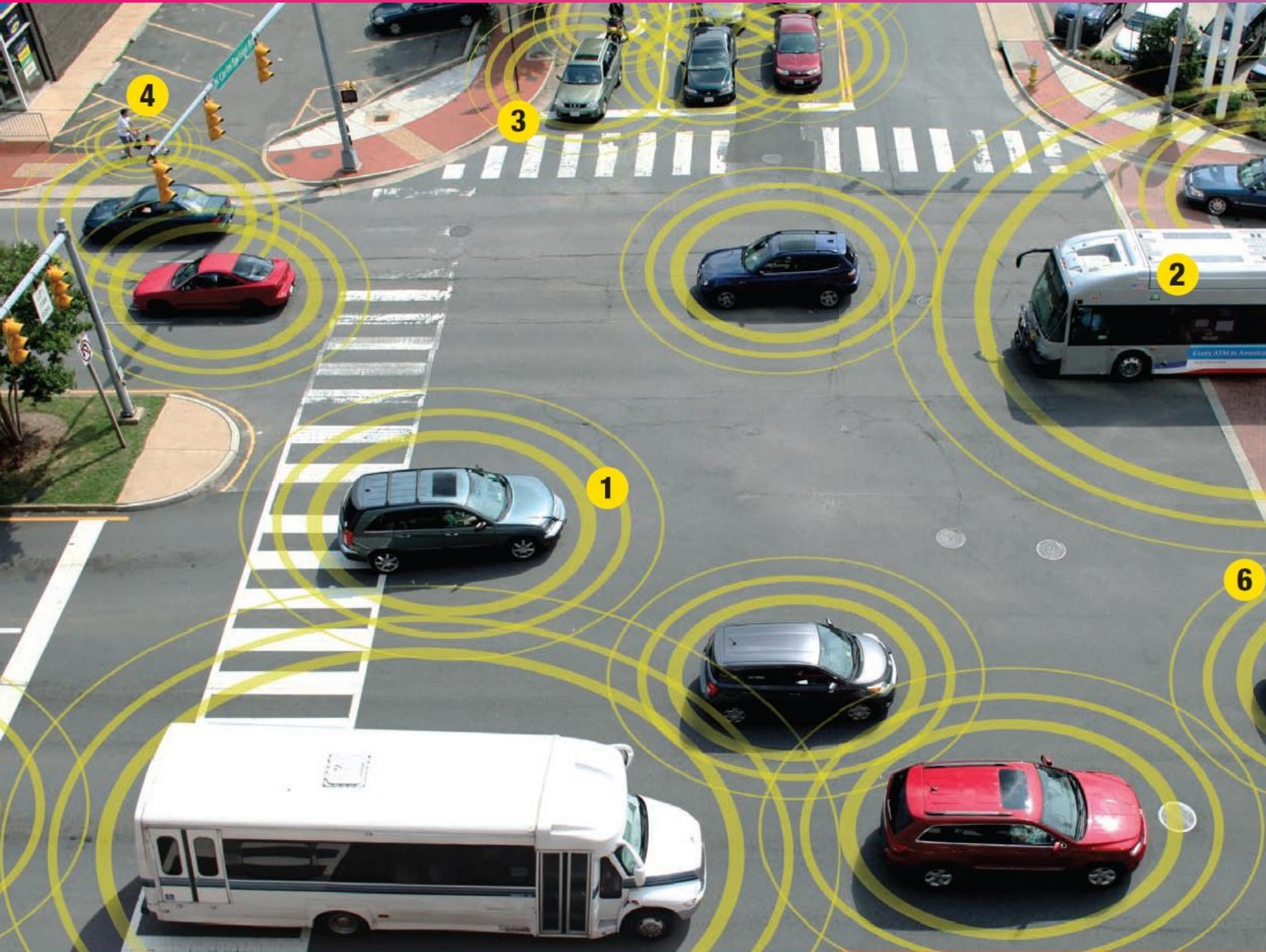
# 70%

HAVE LESS THAN 30 MINUTE  
COMMUTE TIME  
(PEOPLE VALUE LIVING  
NEAR WORK)

Source: Downtown Dallas Inc Survey



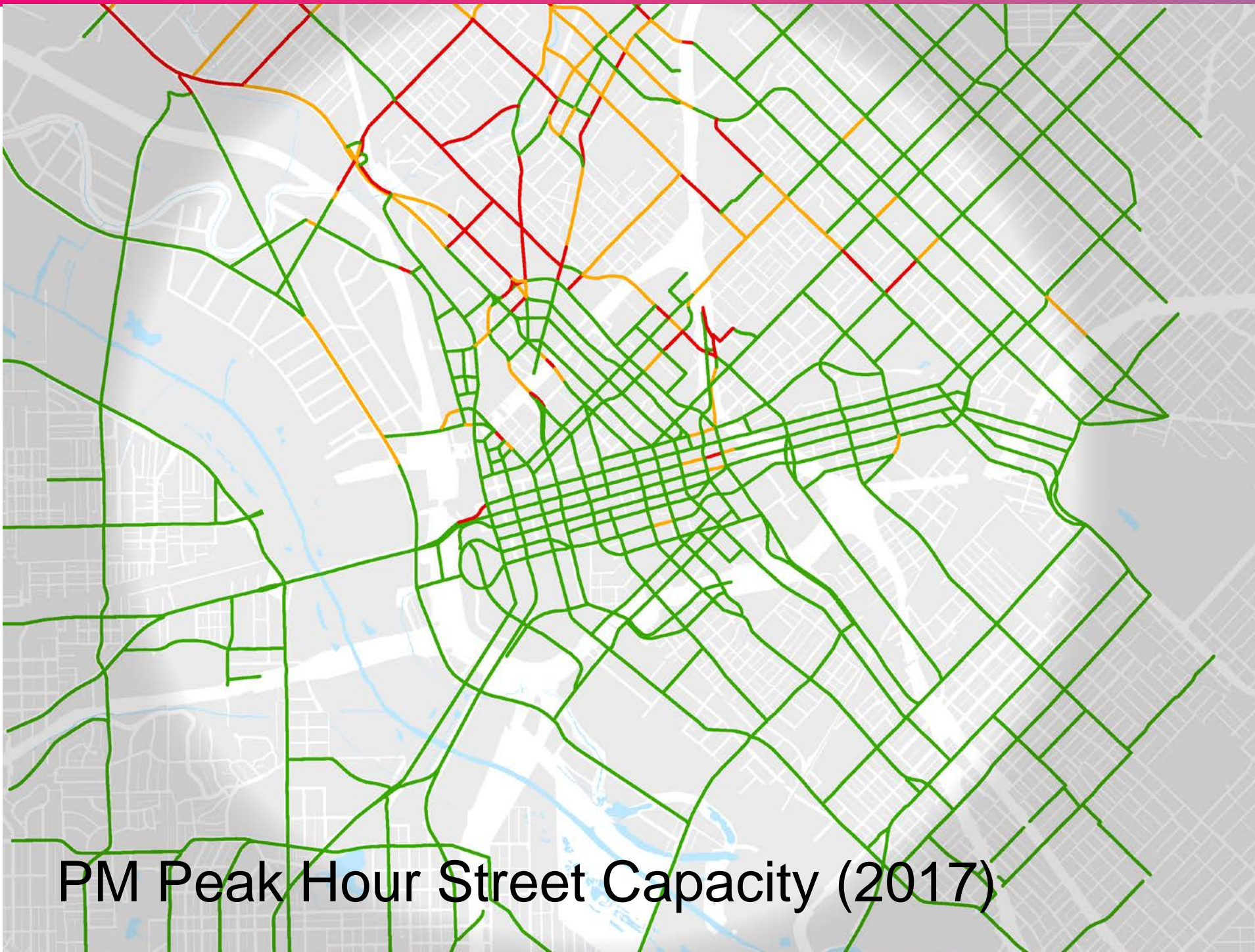
# Evolving Trip Choices



- Targeted transit, bike and pedestrian improvements will increase non-automobile mode share, particularly for short trips
- Technology improvements will continue to enable smarter trip routing and more efficient use of available street capacity



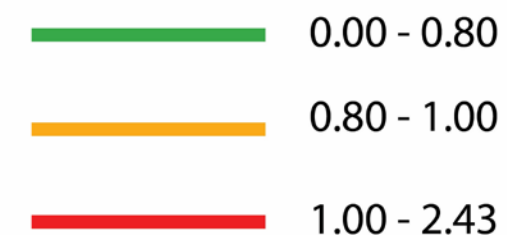
# Available Street Capacity 2017



PM Peak Hour Street Capacity (2017)

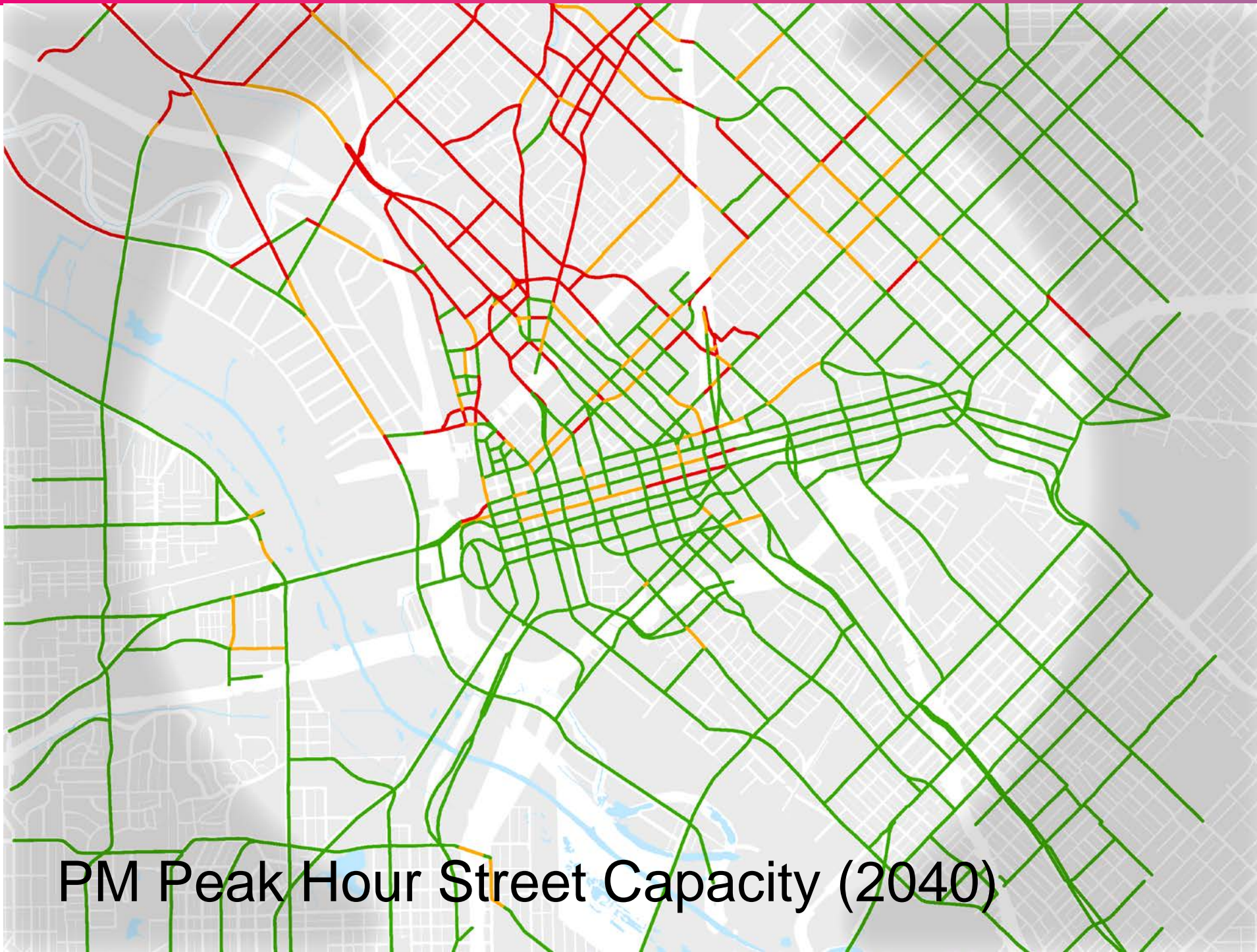
- Most Downtown thoroughfares currently have available automobile capacity at peak hour
- Dense Downtown grid enables viable alternative routes for most auto trips

Volume to Capacity Ratio





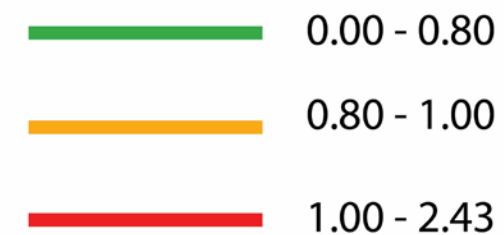
# Available Street Capacity 2040



PM Peak Hour Street Capacity (2040)

- Preliminary high level analysis shows that available thoroughfare capacity will still exist in Downtown in 2040, despite significant growth.

Volume to Capacity Ratio

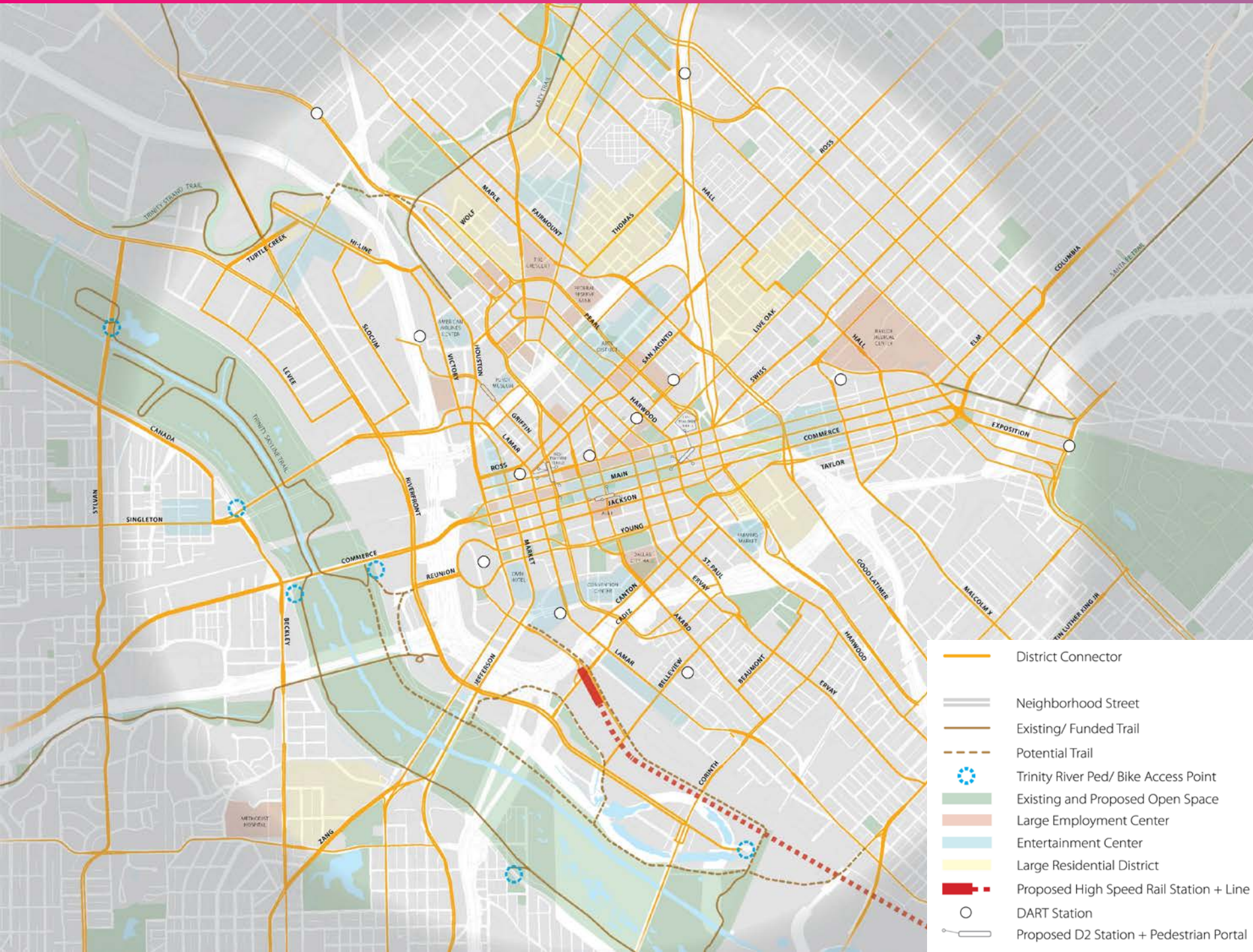




# Appendix C

## Multimodal Street Framework

# District Connectors and Neighborhood Streets

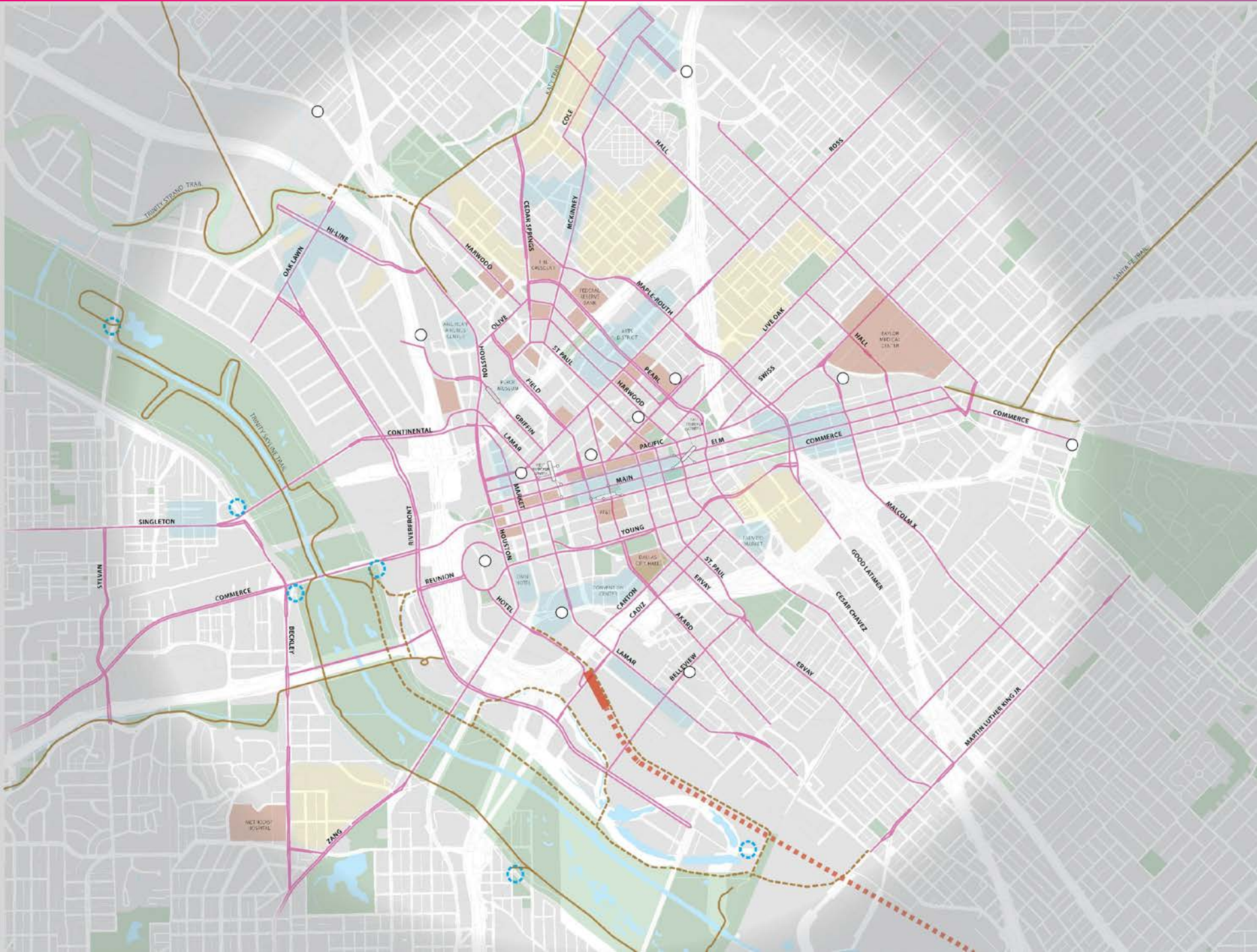


- Adopt a **multimodal street framework** to guide **street design and operation policy**:

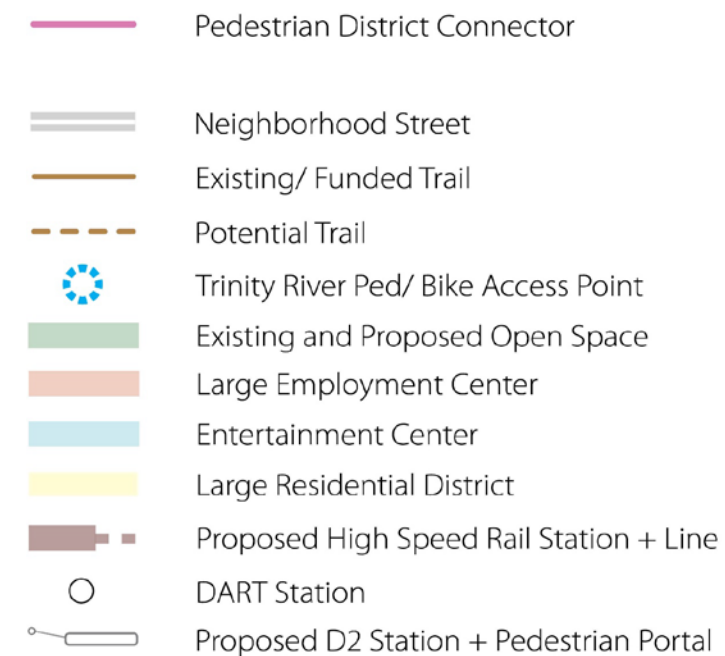
- • **District Connectors:** Inter-district multimodal streets serving through traffic
  - Pedestrian
  - Transit
  - Bicycle
  - Auto
- == • **Neighborhood Streets:** Intra-district multimodal streets serving local destinations



# District Connectors: Pedestrian



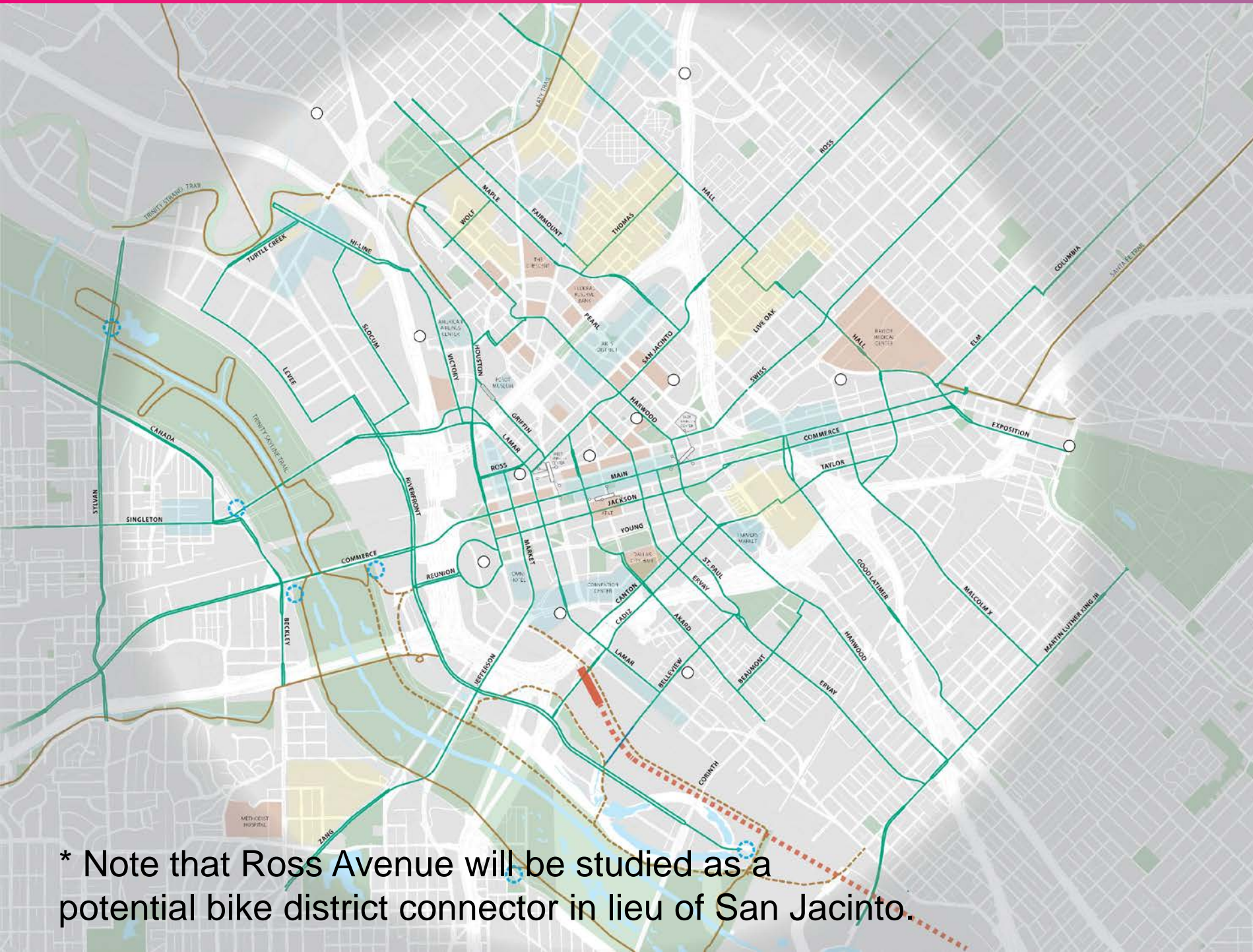
- Corridors warranting a higher standard for pedestrian amenities to link key destinations, transit and trails





# District Connectors: Bicycle

- Corridors needing on-street bike facilities and amenities to connect key destinations, trails, and transit

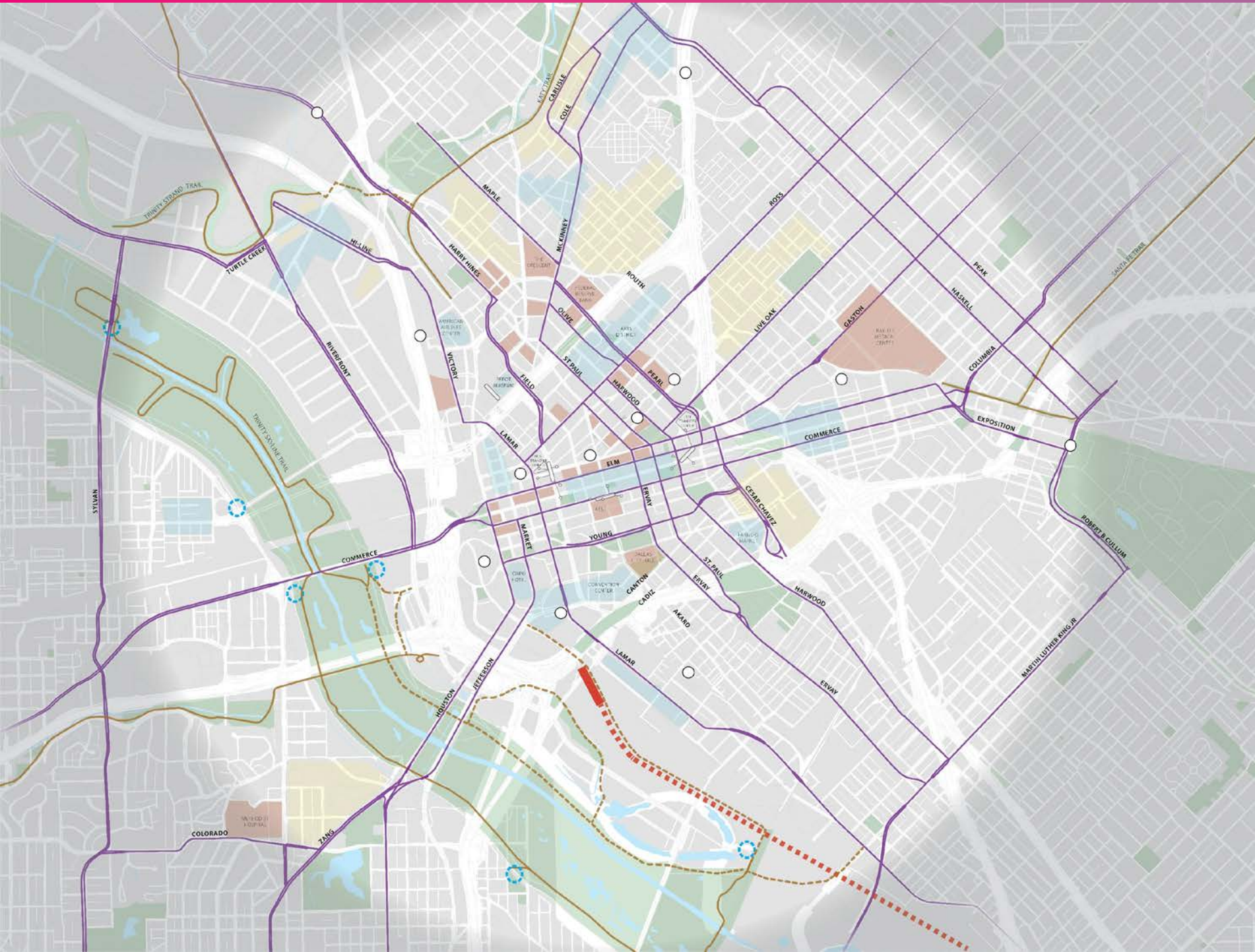


- Bike District Connector
- Neighborhood Street
- Existing/ Funded Trail
- - - Potential Trail
- ⊙ Trinity River Ped/ Bike Access Point
- Existing and Proposed Open Space
- Large Employment Center
- Entertainment Center
- Large Residential District
- Proposed High Speed Rail Station + Line
- DART Station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

\* Note that Ross Avenue will be studied as a potential bike district connector in lieu of San Jacinto.



# District Connectors: Transit



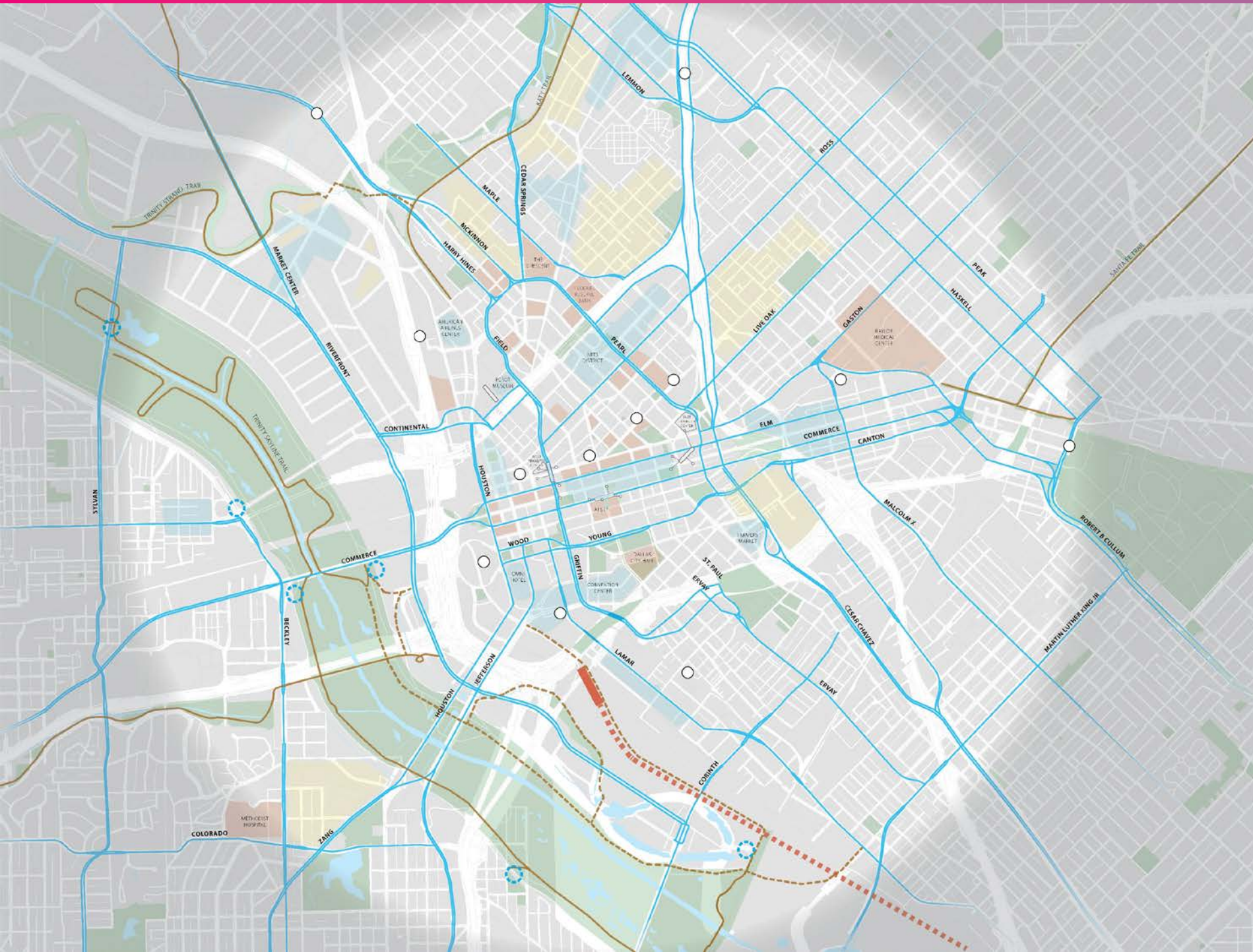
- Corridors needing to accommodate on-street transit (streetcar or high-frequency bus service) to serve commuters and area circulation

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



# District Connectors: Auto

- High volume automobile corridors connecting to freeways and across districts



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



# Appendix D

## Catalytic Development Areas

# Northern West End



1. Enhance connectivity across Woodall Rodgers Freeway.
2. Advance design concepts for Field Street and redesign of the Griffin-Field intersection.
3. Encourage air rights development over the DART train portal.
4. Create a public gathering space over the DART train portal.
5. Investigate near-term removal of the Field street ramp.



# Carpenter Park Area



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

1. Ensure new developments are designed to engage Carpenter Park.
2. Facilitate transit-oriented, mixed use redevelopment of the DART East Transfer Center.
3. Create a multi-purpose trail connection to Carpenter Park from the east.
4. Enhance the Pacific Avenue connection to Pacific Plaza.
5. Investigate near-term removal of the Live Oak ramp.



# High Speed Rail Station Area



1. Facilitate redevelopment of Lot E
2. Facilitate a deck park over I-30
3. Create a station access point and civic gathering space at Lamar and Cadiz
4. Strengthen the Lamar Street corridor by encouraging infill development
5. Leverage the High Speed Rail Station development to create an open space amenity along the Trinity River meanders



# Western Farmers Market



1. Strengthen Marilla as an east-west pedestrian link.
2. Encourage redevelopment of vacant parcels to create a mixed use, mixed-income neighborhood.
3. Advance Harwood Street design concepts.
4. Work with homeless service providers to improve the relationship of the Bridge with the neighborhood.
5. Facilitate a deck park over I-30.



# Arts District



- Collaboration with the Dallas Arts District is underway to amend zoning and replace the Sasaki Plan



# AT&T Discovery District



- Ongoing collaboration with AT&T to expand and redesign AT&T corporate campus



# 360 Plan Draft Action Matrix

Build Complete Neighborhoods						
GOAL	ACTION	TIMEFRAME	ESTIMATED COST	LEAD AGENCY / SUPPORT	FUNDING	CROSS REFERENCE
<b>1</b>	<b>Diversify and grow housing</b>					
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"> <li>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</li> <li>Develop strategies to provide incentives and remove barriers to implementing city-wide mixed-income housing policy within the 360 Plan geography.</li> </ul>	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
<b>2</b>	<b>Create vibrant parks and neighborhood spaces</b>					
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



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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	
<b>3</b>	<b>Grow a diverse mix of services and retail</b>					
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	
<b>4</b>	<b>Increase opportunities for quality education</b>					
4.1	Complete an education demand study to forecast potential demand over a 10-year horizon.	0-1 Year	\$25,000	DDI	DDI	



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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	



# 360 Plan Draft Action Matrix

Advance Urban Mobility						
GOAL	ACTION	TIMEFRAME	ESTIMATED COST	LEAD AGENCY / SUPPORT	FUNDING	CROSS REFERENCE
<b>1</b>	<b>Adopt new urban mobility principles</b>					
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	
<b>2</b>	<b>Integrate transit expansion opportunities</b>					
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
<b>3</b>	<b>Leverage freeway reconstruction opportunities</b>					
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	



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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	
<b>4</b>	<b>Comprehensively revise mobility policy for the City Center</b>					
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	
<b>5</b>	<b>Advance priority bicycle and pedestrian improvement projects</b>					
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 +	City	See Pedestrian Priority Maps in Chapter IV

## 360 Plan Draft Action Matrix

				Neighborhood Organizations		
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
<b>6</b>	<b>Reform the approach to parking</b>					
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		



# 360 Plan Draft Action Matrix

Promote Great Placemaking						
GOAL	ACTION	TIMEFRAME	ESTIMATED COST	LEAD AGENCY / SUPPORT	FUNDING	CROSS REFERENCE
<b>1</b>	<b>Ensure excellent urban design to enhance quality of life and economic value</b>					
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 Central Area (CA) zoning to: <ul style="list-style-type: none"> <li>Disallow as primary uses surface parking, drive-throughs, mini-warehouse and storage uses, and gas stations</li> <li>Limit the over concentration of similar uses</li> <li>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.</li> </ul>	3-5 Years	\$0	DDI + City of Dallas	N/A	

## 360 Plan Draft Action Matrix

	<ul style="list-style-type: none"> <li>Reduce parking requirements for mixed-income residential projects with access to transit, car sharing, bike share, and enhanced bicycle storage.</li> <li>Enhance streetscape and parking garage screening requirements for new development projects.</li> <li>Require an acceptable range of albedo levels or reflectivity on roofs of all new construction.</li> </ul>					
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	
<b>2</b>	<b>Activate the public realm</b>					
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 3.1 in Build Complete Neighborhoods
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 3.1 in Build Complete Neighborhoods
<b>3</b>	<b>Advance Smart Cities technologies and green infrastructure</b>					
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	



## 360 Plan Draft Action Matrix

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 5.1 in Advance Urban Mobility
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	