

# Memorandum



CITY OF DALLAS

DATE December 17, 2021

TO The Honorable Members of the Transportation and Infrastructure Committee

SUBJECT **Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan**

Thank you for the opportunity to brief the Transportation and Infrastructure Committee on December 7, 2021, about the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan recommended alternative, 3C-West of Lamar, and Texas Local Government Code Chapter 334. We look forward to the opportunity to continue the discussion about the recommended alternative and Chapter 334 at the January 18, 2022, committee meeting. In the interim, staff would like to provide additional information regarding the questions posed at the December 7<sup>th</sup> meeting, and provide clarification about other comments posed during the briefing.

### ***Question 1: How many unique people from the community attended any of your meetings?***

A robust and comprehensive stakeholder and public engagement process has been implemented as an integral component of the master planning effort to-date. The engagement process was incorporated into important decision-making processes related to goals, objectives, and concept alternatives. The process included input from the public and taskforce engagement for pointed discussions related to components such as arts and culture, sustainability, ADA requirements, resiliency, and equity. This public involvement process will continue through the next phases of the project, including the development of the area and transportation plans. It is important to note that taskforce meetings, unlike public input sessions, were by invitation to stakeholders specific to those fields of interest. More than 80 stakeholder meetings have been conducted since the inception of the project. A breakdown of the attendance at the virtual and telephonic meetings is provided in the table below, as well as a sampling of the taskforce meetings:

#### Virtual Public Meetings

Three (3) virtual public meetings were conducted to-date with a total combined attendance of 262 non-duplicated persons, along with a telephonic townhall, with an attendance of 2,488, to capture input from those impacted by the digital divide.

Engagement Event	Date	Attendance
Virtual Townhall	April 15, 2021	135
Virtual Townhall	July 15, 2021	53
Virtual Townhall	August 25, 2021	74
Telephonic Townhall	September 9, 2021	2,488

#### Stakeholder Taskforce Advisory Committees

From the onset of the project, taskforce advisory members have played a critical role in providing data, input and insight into very specific topics impacting the master plan. To-date nine (9) stakeholder taskforce committee meetings have been held. Given that these are topic specific the invitations were limited to those knowledgeable about the content being addressed. In total, 298 persons attended these stakeholder taskforce meetings.

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<b>Taskforce Meeting</b>	<b>Date</b>	<b>Attendance</b>
Convention Center Taskforce Meeting 1	April 6, 2021	46
Convention Center Taskforce Meeting 2	May 11, 2021	42
Convention Center Taskforce Meeting 3	June 22, 2021	46
Convention Center Taskforce Meeting 4	August 3, 2021	32
Multi-modal/Area Plan Taskforce Meeting 1	April 6, 2021	36
Multi-modal/Area Plan Taskforce Meeting 2	May 11, 2021	37
Multi-modal/Area Plan Taskforce Meeting 3	June 22, 2021	29
Multi-modal/Area Plan Taskforce Meeting 4	August 3, 2021	19
ADA Taskforce/Community Meetings	July 20/August 9, 2021	11

Taskforce meetings were also held with multiple outside entities, including partners such as Downtown Dallas, Inc. (DDI), Dallas Area Rapid Taskforce (DART), Amtrak, the North Central Texas Council of Governments (NCTCOG), and others. Additionally, surveys have played an important role in collecting data and input, with 545 collected to-date. The bilingual website, [www.dallasccmasterplan.com](http://www.dallasccmasterplan.com), contains content critical to the project, offers survey opportunities, and provides updates for the public. This website has driven traffic throughout the project and has had 7,300 page views, 3,400 visits, and 2,500 unique visitors.

**Question 2: How many community members do you believe have attended a session about this?**

Approximately, 3,048 community members have attended a session about the Convention Center to-date. In 2022, there will be several additional opportunities for continued stakeholder and public engagement. The fourth public meeting is currently scheduled for February, followed by a second telephonic townhall and a fifth public meeting in late April. The fifth public meeting is designed as a symposium for the public to engage with the development of the Convention Center through highly interactive activations and presentations. In addition to these larger meetings, the public will continue to be informed of the project's progress through website updates, traditional and social media, as well as continued stakeholder meetings. To-date, over 600 individual stakeholder and community groups (i.e., churches, schools/ISDs, neighborhood associations, key businesses, chambers and other partners) receive updates regarding the project.

**Question 3: What is the total estimated cost for the recommended proposal?**

The total estimated construction cost for 3C-West of Lamar is ~\$1.98B. This estimate includes the new 2.5 million square foot Convention Center, demolition of the existing center, new parking, directly adjacent site work, contingencies, and escalation. Capital costs developed to-date reflect the level of conceptual planning work that has been conducted for the project. As the project advances into design, the capital costs will be further refined to reflect the actual architectural design of the Convention Center. Once a decision on a preferred Convention Center alternative has been made by City Council, an area plan will be finalized and associated costs for improvements around the Convention Center will be developed.

**Question 4: Do you have an estimate of the final cost?**

As previously discussed in **Question 3**, only conceptual level costs for the Convention Center have been developed at this time. These costs will be further refined once a selection of a preferred alternative is made, and as the project advances through design.

**Questions 5 and 6: What is our outstanding current debt on the Convention Center? How much money have we saved per year by refunding the bonds?**

The outstanding and restructured debt on the KBHCCD totals \$232.9M as of the finalized delivery on November 16, 2021. The process for the sale was approved by City Council on September 9, 2021. On October 19, 2021, the City

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held a negotiated sale of the Hotel Occupancy Tax (HOT) Revenue Refunding Bonds, Series 2021 (the "Bonds"). The market was particularly competitive and opened with a weak tone. However, the sale was received with overwhelming demand and the transaction received orders for more than ten times the par amount of the transaction for a total of \$2.5B in priority orders. Final pricing resulted in a par amount of \$232.9M and bond premium of \$27.7M. The final true interest cost was 2.68 percent, down from the original estimate of 2.75 percent in August. Overall, total savings are \$70.5M with net present value savings of \$53.2M, or approximately \$4.1M savings annually.

The Convention Center Revenue Bonds are secured by a lien and pledge of Pledged Revenues. Pledge Revenues are defined as the 4.718% of the City's Chapter 351 7% Hotel Occupancy Tax (HOT), exclusive of any HOT collected in connection with the Omni Dallas Hotel. A debt service reserve fund is funded at the minimum average annual debt service of \$19.34M. The Convention Center Debt Service Reserve Fund (DSRF) is required to maintain \$19,336,412.50 in the DSRF for the Series 2021 bonds, and Convention and Event Services has allocated an additional ~\$19.34M in its Capital Construction Fund as further security for debt service. In the event of an emergency, the entire Capital Construction Fund can be used for debt service. The balance in that Fund is currently ~\$66.3M.

***Questions 7, 8 and 9: What is our current outstanding debt on the Omni Hotel? Who guarantees the debt? Does the debt belong to the taxpayers/residents of Dallas?***

The Omni Hotel debt is made up of two (2) Bond Series Issuances. Series 2009A has a current par amount outstanding of \$41,854,686 maturing on January 1, 2026. Series 2009B has a current par amount outstanding of \$388,175,000 maturing on January 1, 2042. In total, the debt outstanding on the Hotel is approximately ~\$430M. According to the related Indenture of Trust between the Dallas Convention Center Hotel Development Corporation (DCCHDC) and US Bank National Association dated August 1, 2009, the Debt Service Reserve Fund requirement is currently \$37,052,214. The debt is secured by net operating revenues of the hotel and a 380 Economic Development Agreement with the state to receive the state's portion of HOT, local sales taxes and local HOT. Additionally, the hotel maintains a senior debt service reserve fund, operating expense reserve fund, and a surplus revenue fund which can all be used for debt service.

The bonds are issued by the DCCHDC and secured by the pledged revenues described above. The Official Statement of the bonds states that:

The Series 2009 Bonds will not constitute an indebtedness or general obligation of the issuer, the City, Dallas County, the State of Texas, or any other political subdivision of the State of Texas, within the meaning of any constitutional provisions or statutory limitations whatsoever, but the Series 2009 Bonds will be limited to special obligations of the issues payable solely from the funds provide therefor as provided in the Indenture. Neither the faith nor credit of the City (other than certain city tax revenues and, if made, appropriated grant payments described herein), Dallas County, the State of Texas, or any other political subdivision of the State of Texas is pledged to the payment of the principal of the Series 2009 Bonds or the interest or any premium thereon or other cost incident thereto, neither the members of the governing body of the Issuer nor any person executing the Series 2009 Bonds will be liable personally on the Series 2009 Bonds by reason of the issuance thereof. The Issuer has no taxing power.

The City is not required to pay the debt should the DCCHDC default but has a moral obligation which gives the City Council the authority to consider making grants or loans from the City's general fund to the issuer should the pledged revenues be insufficient to service the debt. If it chooses to do so, the City Council would then appropriate any grants or loans to cover any shortfalls.

***Question 10: Is the Omni Hotel cash flowing? Is the Omni Hotel able to cover its own debt?***

The Omni Dallas Hotel has met its debt obligations since inception and has never missed a bond debt service payment. Additionally, the Omni has, since its opening, played a pivotal role in increasing room nights for all downtown hotels.

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The Omni opened in November 2011 and the Dallas Tourism Public Improvement District (DTPID) began in 2021. These two enhancements to the convention and sports landscape in Dallas have played a pivotal role in the growth of tourism and hotel development/performance thereby generating tax revenue and jobs in the city. Since the Omni came online, there has been a 36% increase in lead generation, a 47% increase in the number of client leads that become definite, and a 32% increase in room nights generated. After experiencing the revenue impacts of the pandemic, the hotel is now recovered with third quarter actuals demonstrating revenue to be 13.6% above budget. This recovery ensures that the hotel can cover its own debt.

**Question 11: What in the plan is unparalleled compared to other Convention Centers?**

A combination of the most up-to-date technology and event flexibility in the market and a commitment that it will be designed to reflect Dallas as a unique destination and brand will make the new KBHCCD unparalleled. The area around the Convention Center will be designed to reflect the unique culture, history and diversity of the area and the people of Dallas. This will include opportunities for local art, music, and other activities. The intent is to create an ongoing cultural experience that enhances Downtown and the surrounding neighborhoods throughout the year, irrespective of events being accommodated at the Convention Center.

**Questions 12 and 13: Do you think that any other Convention Center would say those exact words? I think they all would. That is a regular standard. Is there anything that you think is unparalleled?**

Dallas has a unique value proposition in the marketplace and a compelling story to tell. While other centers will eventually meet the features of the new KBHCCD, keeping the Convention Center and its identity true to the Dallas brand is what creates an enduring competitive advantage and gives customers and users a singular experience. The opportunity also exists to incorporate the most technologically advanced systems into the facility, which will allow for the greatest amount of flexibility when accommodating multiple events. Such systems will also enable significant cost efficiencies and will create a more sustainable environment within and around the Convention Center.

Another advantage of a comprehensive area plan includes unparalleled opportunities to engage with events and activities taking place in the district. Visitors will be able to leave the Convention Center and immediately have access to safe, walkable streets and accessible transit options connecting with key districts in and around Downtown Dallas, including:

West End Historic District	Main Street District	Dallas Arts District
AT&T Discovery District	Thanksgiving Commercial Center	Klyde Warren Park
Cedars Community	Deep Ellum	Dallas Farmers Market

The mixed-use development around the Convention Center will also create a destination with attractions to draw visitors outside the Convention Center. Each alternative frees up a different amount and configuration of land for development, with a mix of residential, office and retail, food and beverage, hotel, and entertainment uses that will provide amenities and activities to complement the Convention Center.

In the 3C-West of Lamar alternative, a pedestrian street with entertainment and hotel uses connects the main entrance of the Convention Center on Lamar Street to Dallas Memorial Auditorium and The Black Academy of Arts and Letters (TBAAL) to the east. This street will provide a lively connection between these locations and create a place for activity to spill out from these venues. The pedestrian street can also be programmed with entertainment and arts to make it a vibrant destination on its own. Lamar Street offers an opportunity to create a signature corridor that would provide pedestrian connections to the tourist and entertainment destinations in West End to the north and Cedars to the south. An extended Field Street would connect the Downtown and Main Street districts to north and Cedars to the south to

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provide convention attendees access to all the unique, one-of-a-kind destinations that Dallas offers. These dynamic attractions and an integrated area plan will leave a positive impression and encourage visitors to return to Dallas.

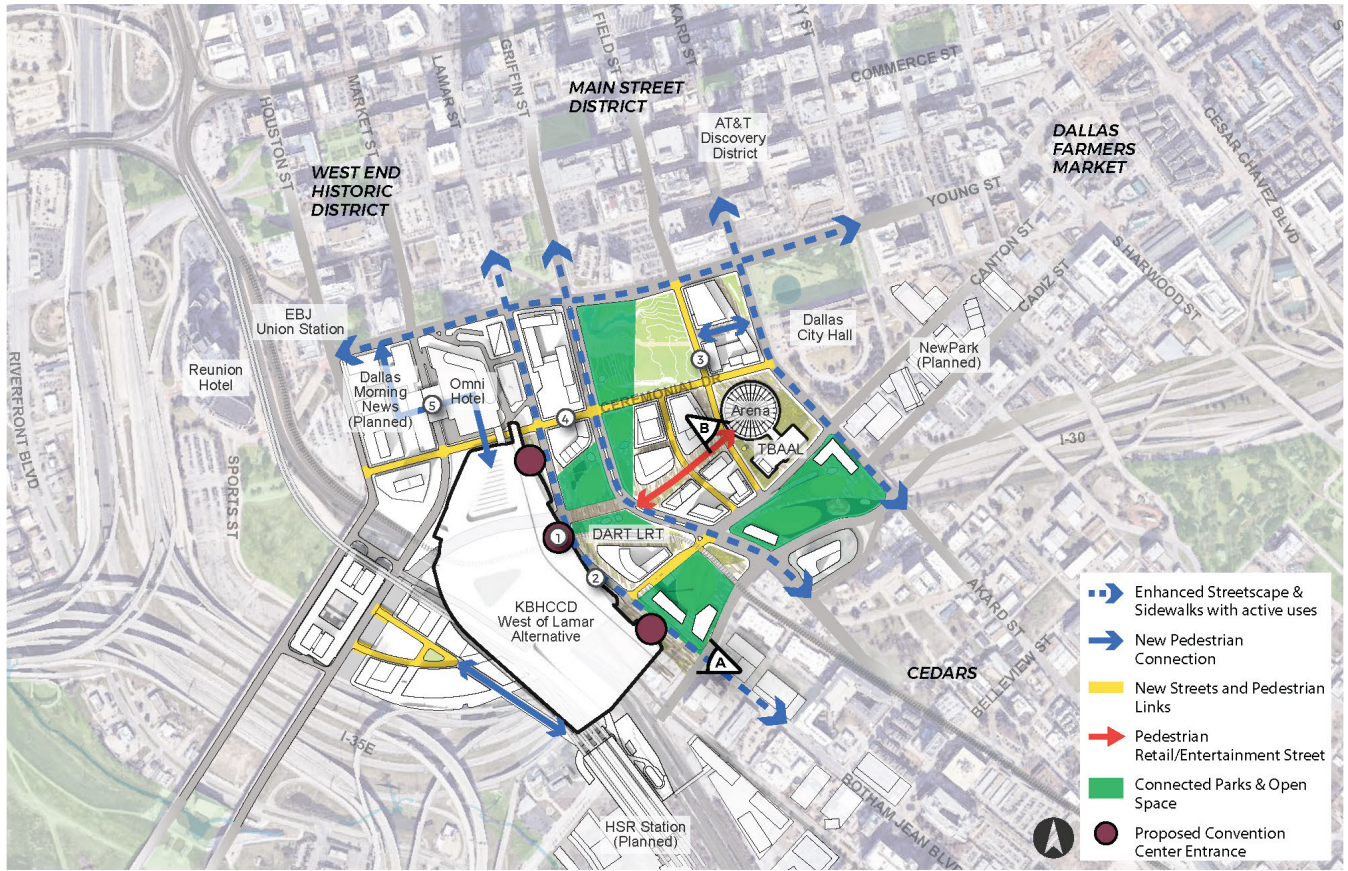
**Questions 14 and 15: Can you tell me how this is more accessible to the West End? Do you think this makes the Convention Center more accessible to the West End? Yes or No.**

Yes, the Master Plan makes the West End more accessible to Convention Center visitors. The West End is currently isolated from the Convention Center as the blocks between the West End and the Convention Center do not provide a safe and secure walking environment. The existing entrances to the Convention Center face north toward the West End, but they are hidden behind Pioneer Plaza, Pioneer Cemetery and Pioneer Park. All the alternatives propose improvements to the streets and sidewalk infrastructure that will increase safety and improve walkability and better connect to the West End.

The 3C-West of Lamar alternative improves connectivity, walkability, and better connects the Convention Center to the West End and Downtown by extending the existing street grid in Downtown south to the Cedars through the Convention Center District:

1. Lamar Street provides the most direct connection between the Convention Center district and the West End. The Convention Center fronts on Lamar Street with three entrances.
2. Traffic calming and other streetscape improvements on Lamar Street will improve the walk to the West End and Cedars, while also enhancing the experience for convention attendees. A widened sidewalk in front of the Convention Center will allow for dining kiosks and other activities to draw visitors outside the Convention Center.
3. Field Street is extended south past Pioneer Cemetery into the new Convention Center District. The extension of Field Street will provide another north-south connection for pedestrians between the Convention Center and the West End/Main Street Districts in Downtown. Field Street is already walkable, and this completes the missing link between downtown and the Convention Center district.
4. Ceremonial Drive is extended west to Houston Street and east to Akard Street. Memorial Drive is extended east to Field Street. These east-west streets and paths enhance walkable connections from the Convention Center to Downtown including AT&T Discovery District and Main Street District.
5. To access areas further west in the West End, a direct connection from the Convention Center to the Omni, and from the Omni through the *Dallas Morning News* site to the Eddie Bernice Johnson Union Station will provide additional access to destinations in the West End like Dealey Plaza and to the Trinity River from the Jefferson Street viaduct.

To further support accessibility, there are multiple proposed transit options in the area plan that will enhance connectivity to the West End and other Downtown districts. For example, significantly increased access to the West End will be possible through proposed improvements to the Lamar Street right-of-way, enhancing connectivity through walking, bicycling, the modern streetcar, and/or a circulator bus shuttle service. Additionally, connectivity to the Cedars will be developed through walkability improvements, DART, more robust local bus services, and a potential Lamar modern streetcar connection. Further, access to the Farmers Market will improve through a more direct and enjoyable walk/bike route, potential modern streetcar connection, and/or circulator bus through the Cadiz-Parkway corridor.



**Lamar Street** - features traffic calming and widened sidewalks in front of the Convention Center; activities and programmed space enhance the experience and improve safety for pedestrians.



**Field Street** - is extended south to Canton Street, a new east-west pedestrian only retail/entertainment street connects the main Convention Center entrance and the Arena with a lively and active outdoor space.

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***Question 16: Proposed options create a barrier between Downtown and Cedars (south). This is a land grab.***

The development and well-programmed open spaces in the new entertainment district envisioned as part of the 3C-West of Lamar alternative will expand the geographic area that can be considered part of Downtown Dallas. The existing Convention Center itself acts as a barrier to activity with its large blank walls and covered streets which deter people from coming to the area if they are not attending an event (and encouraging them to quickly leave after an event). Land previously occupied by the Convention Center will be repurposed into an urban street grid with parks and public open space that can connect to activities and neighborhoods in all directions. Strategies will be used to encourage safe, walkable streets that are filled with vibrant mixed-use development. Visitors will have a reason to stay in this new district with multiple restaurants, entertainment options, and community events. These activities in front the Convention Center will strengthen the north-south connection by providing dining and beverage uses at the Convention Center that would complement the restaurants and nightlife in the West End and the entertainment uses along Botham Jean Boulevard in the Cedars. This development and well-programmed open spaces in this new entertainment district will expand the geographic area that can be considered part of Downtown Dallas.

***Question 17: Tell us about the economic impact calculator? Explain, how you go about getting to this far right column on how far this can go?***

We measured a variety of economic impacts of both the Convention Center project and the surrounding mixed-use district that will be developed on land freed up in the 3C-West of Lamar alternative. These include one-time direct impacts of the construction projects such as spending on materials and indirect and induced impacts, increased business activity and ongoing household spending as the initial spending on the construction project flows through the economy. These may include things like construction companies reinvesting money into new equipment or workers spending wages on household goods or services.

Our estimates of the impact also measured ongoing new economic activity generated by the project after construction is complete. The new Convention Center and mixed-use district will continue to support jobs, attract spending, and spur indirect and induced economic activity through their ongoing operations. We also measured the number of full-time equivalent jobs that can be supported by the amount of economic activity generated in construction and on-going. The economic impact is considerable, with the estimated creation of approximately 50,000 one-time construction jobs and 38,000 ongoing full-time equivalent jobs, primarily in the tourism and hospitality industries. In addition to these industries, it is expected that many office jobs will be attracted to the new, transit-oriented Downtown district.

In terms of fiscal impact, we conducted a real estate market analysis as part of devising the future mixed-use district the Plan envisions, then projects the value of future development, and associated property tax revenue it would generate.

***Question 18: What is the primary function of a Convention Center? What are the second and third effects of its benefit to Dallas?***

The primary function of the Convention Center is to attract economic impact from outside the destination. Direct impacts support Dallas hotels, restaurants, retailers, and attractions. Downstream impacts include farmers, gasoline sales, and car dealers to name a few. A convention center acts as a gateway to other forms of economic development, as people attending business events bring money and may take the opportunity to relocate their families and businesses to the city after being captivated by their first impression of the area. At present, the Convention Center is the cornerstone of Dallas' tourism industry, adding approximately \$300 million in direct spending, \$150 million in spinoff spending, and over 5,000 permanent jobs in dozens of sectors. The Convention Center also provides a community amenity for events focused on Dallas residents, including touchstones in people's lives like graduations, galas, award events, job fairs and affinity group events.

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***Question 19: Can you reassure us and tell us how has the market changed? Are we going to see less conventions? Are we going to see the virtual world take over? Will people not attend typical conventions?***

No industry was impacted by the pandemic more than the live event business, which pivoted toward virtual events to attempt to remain in business. What the industry has learned from that experience is that the “live” and in-person component of the event is the single most important part and cannot be replaced by technology. The Center for Exhibition Industry Research has published research that predicts that the event business will return to pre-pandemic levels within the next 24 to 36 months. History tells us that the convention industry has bounced back stronger after every past global disruption, such as 9/11 and the economic collapse following 2008, and many marquee events have returned to record or near-record attendance. Data points like TSA screenings at airports suggest that overall travel has nearly returned to pre-pandemic levels.

***Questions 20: How will the language be developed for the ballot? Can the legal department speak to what Council's involvement is as far as being able to champion or advocate for the proposition? What is the Council's involvement after that?***

The language for the ballot is developed through a collaboration with the City Attorney's Office and Bond Counsel. Much of the language used is form language directly from the statute. In terms of City Council involvement, the Dallas City Code and state law allow a member of the City Council to advocate on behalf of a measure in a city-ordered election as long as: (1) that member does not receive compensation for the advocacy if he or she participated in, or provided advice relating to, the exercise of discretionary authority that contributed to the development of the measure; and (2) no public funds are used for political advertising, which is communication supporting or opposing a measure.

***Question 21: What is the initial look of transportation and how it provides multiple needs?***

Building a new Convention Center presents the opportunity to improve transportation access and connectivity in a part of the city where transit is not heavily utilized today, but where substantial growth in development and economic activity is anticipated. The Master Plan process has identified a range of potential improvements encompassing multiple modes and serving multiple travel markets. These options leverage existing assets such as the Eddie Bernice Johnson Union Station and DART's existing light rail, bus, and streetcar routes and connect to the planned high-speed rail station south of I-30. These options also envision a hub for multimodal transportation that includes DART rail, bus and commuter rail transit, Amtrak, high-speed rail and local transit links.

Reconfiguring the public right-of-way of Lamar Street and Botham Jean Boulevard as an area friendly to pedestrians, bicyclists, and transit riders will enable a potential future modern streetcar line in this corridor. Providing an intercity bus terminal within the multimodal hub will strengthen the hub as a gateway to Dallas and enable redevelopment of the existing terminal site. The vertiport, which is currently adjacent to the Convention Center, will be relocated at a site within the Convention Center District and will include transit connections and convenient access to downtown Dallas. The hub will improve transit access to both the Convention Center and the planned high-speed rail station, facilitate connections between transportation modes like LRT, modern streetcar, TRE, Amtrak, high speed transportation service between Dallas and Fort Worth, in addition to rideshare services, and, most importantly, provide high-quality transit access to the planned and potential future development surrounding the Convention Center and high-speed rail station and within the Cedars district.



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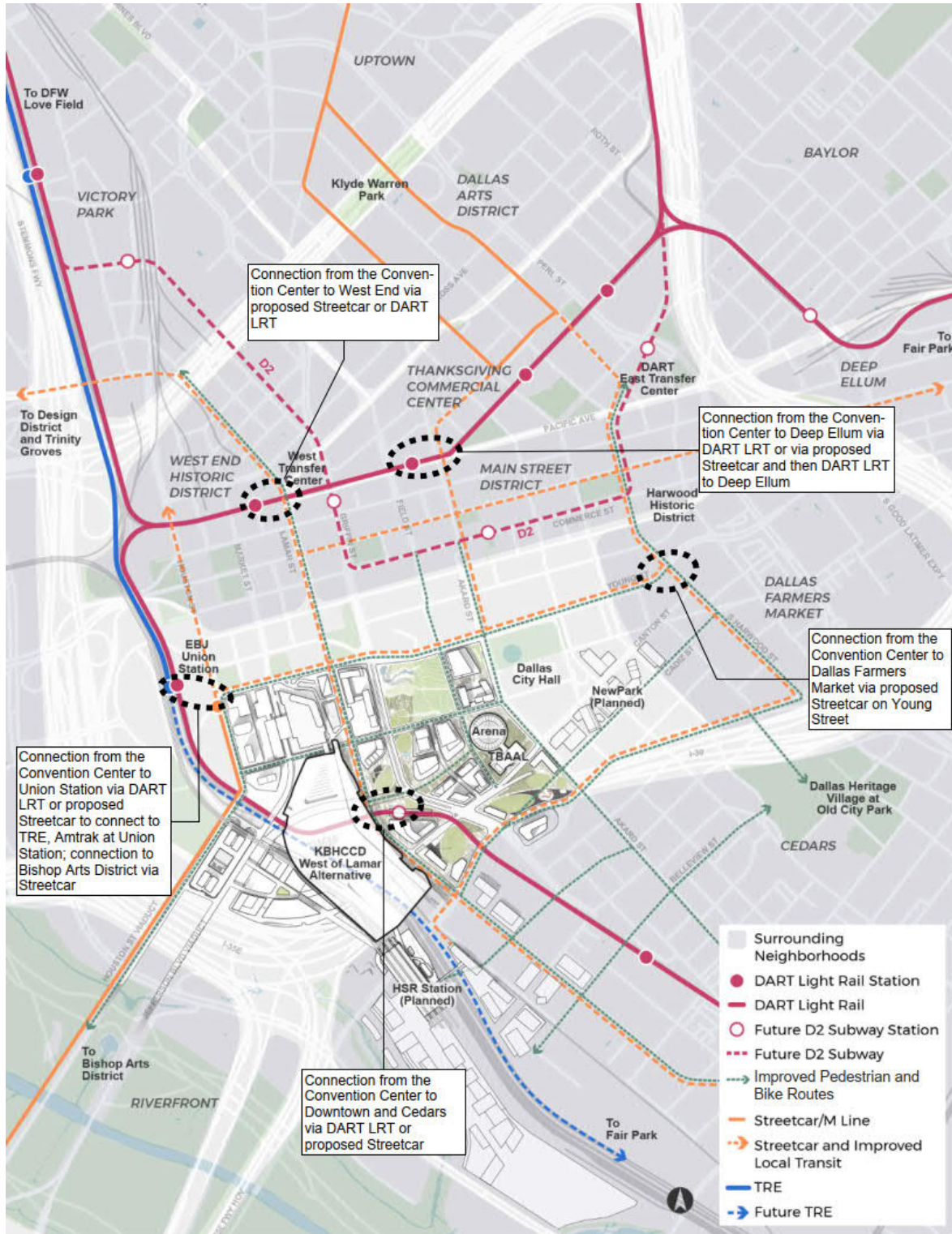
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Existing Transit Map

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Future Transit Map

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***Question 22: What is the impact on the Economic Development Corporation, if we go that route?***

The Economic Development Corporation has no impact on the master plan process. The corporation could assist the City with implementation of the plan, but at this point no convention center related tasks have been assigned to the corporation pending approval of a concept by City Council. Any such assignment would require future City Council approval.

***Question 23: Where are we in guaranteeing the high-speed rail? Is that a guaranteed project?***

The North Central Council of Governments has been active and supportive of the project, with partners currently exploring technology and other cost-impacting factors. To our understanding, the project is moving forward.

***Question 24: What happens if the high-speed rail is delayed? Do you still stick to this model and is the project feasible if it is not incorporated?***

The proposed Convention Center project would remain feasible and viable if the high-speed rail was delayed or not implemented. However, the high-speed rail is an important part of the future growth of the area and will serve a growing intercity ridership demand. If high-speed rail is delayed, it will not have a large impact on transportation availability for users of the convention center who typically drive or would use DART and the streetcar services as many of the users would stay in accommodations near the Convention Center. Most of the demand will be served by other components of the transit network, including DART light rail, bus and commuter rail transit, Amtrak, intercity buses, local transit links, and the vertiport, which is currently adjacent to the Convention Center.

***Question 25: What happens to workforce housing and how will it be supported?***

The selection of a concept for the master plan is the first step in a much longer process. Once the concept is selected and we move to design and engineering, the city will pull committees together to begin the exploration of land use and the integration of housing within the project and study area. Staff anticipates this question to be answerable in a future briefing to City Council.

***Question 26: What guarantees will the residents of Dallas have if we release any property that is currently City owned with the Convention Center? How do we guarantee that property will be used for public good? What is the activation plan for everything facing north (parks/ City Hall Plaza)?***

The City Manager's Office, Convention and Event Services, Human Resources, Park and Recreation and other city departments, in partnership with VisitDallas and other partners, have and will continue to work on activating City Hall Plaza and other outside areas within the project area. Past projects include Deck the Plaza, scheduled food truck and entertainment days during the summer months, Halloween events, and New Year's Eve events. The pandemic put much of that continued planning on hold, but ongoing activations are a large part of the green space and land use discussions of the master plan.

The 3C-West of Lamar alternative includes a range of open spaces including plazas and parks that will connect existing public parks and memorials (Pioneer Plaza, Park, Cemetery, and the Dallas Police Memorial) with new planned parks (e.g., the I-30 Deck Park). The Trinity River would be accessible from the Jefferson Street viaduct through the western extension of Ceremonial Drive. In the immediate Convention Center site, the design features an event lawn and plaza with urban gardens, a development lawn and planted area, a retail corridor with shaded areas for respite, a DART plaza with a cafe, shade pavilion, and water feature, and an updated arena and TBAAL plaza with planting and event space. The proposed open space connects to the existing Pioneer Plaza and Cemetery with a planted buffer and lawn space for public use. In the south, the I-30 development deck features a plaza with a cafe and shade pavilions, children's play area, urban gardens, and event lawns of varied size. Intersecting the deck is a cross path that connects the Cedars to Canton Street. Key open spaces and parks include:

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- **Convention Center Plaza and Event Space:** The proposed 1.9 acres of open space features a flexible plaza fronting South Lamar Street with seating and temporary tents for events, urban gardens, an event lawn with perimeter seating, and a shade pavilion that acts as a guide point for the open space across South Griffin Street. To the north, the plaza and event space borders commercial development which the open space also services.
- **DART Plaza:** The DART Plaza creates an open space at the relocated DART station. The proposed 2.2 acres of open space features a grove of trees with seating, cafe and shade pavilions with moveable tables and chairs, a water feature, and multiple seating areas to wait for incoming trains or leisure. There are two entrances in place coming from the north. The first connects to the Convention Center plaza and event space, and the second is in line diagonally with the retail corridor. The corner of South Griffin Street and Cadiz Street acts as the primary entrance point for DART passengers coming from the south.
- **Pedestrian Retail/Entertainment Street:** The pedestrian street is a 1.4 continuous space from South Griffin Street to the Arena on Field Street. Acting as the "spine" of the proposed development, the retail corridor adds value as a main east-west pedestrian passageway in the site and a new public space for leisure, eating, and shopping. The pavement follows the north-south direction of Lamar Street, and is continuous through to Field Street. As users approach the Arena, the pavement changes directions and follows Akard Street. The northern trees along the pavement create pockets of space and provide pleasant outdoor environments. The southern trees within the patches of grass are rest spots for visitors, and outdoor lunch areas are available for users of the development buildings.

***Question 27: Can you please incorporate the Lamar Street transportation connectivity component in the presentation with a guarantee that will happen?***

Staff can guarantee that the connectivity component will be explored, but the exact orientation of that connectivity cannot be guaranteed at this time. Removing the barrier that is the existing Convention Center will enable the opening and reconfiguring of the Lamar Street right-of-way. Changes to Lamar Street will encourage a safer walkable street, more transit options, more access to nearby neighborhoods, and less through-traffic by shifting it to parallel routes. The redesign would facilitate introducing streetcar service on Lamar Street and Botham Jean Boulevard, connecting the West End, Convention Center district, and the Cedars, while encouraging people to travel along this corridor.

***Question 28: Does the City use debt to finance other things in the City? Is it common for us to use debt as a financing mechanism?***

The City of Dallas, like other municipalities across the country, uses debt to finance a number of things in the city primarily through the General Obligation Bond Program, and capital improvements for both Dallas Water Utilities and Dallas Love Field. The total outstanding debt summary as of 9/30/21 is available in the annual budget document at: [https://dallascityhall.com/departments/budget/financialtransparency/AnnualBudget/2122\\_11\\_Debt-Service.pdf](https://dallascityhall.com/departments/budget/financialtransparency/AnnualBudget/2122_11_Debt-Service.pdf).

***Question 29: Do we have revenue from having the Convention Center here? Do you believe our hotel tax is tied to the conventions that come to Dallas?***

As shown in the 'disposition' scenario, if the Convention Center and associated revenue are removed, it results in a loss of an annual average of 330,000 hotel room nights, which translates to a loss of 5,000+ full-time equivalent local jobs and a loss in local hotel taxes. Without these hotel room nights being generated, the associated compression in the marketplace would at times lower our hotel community's ability to drive significant additional room revenue due to the loss of demand; when citywide groups are in our destination, other hotels can often charge more than \$20 additionally in room rate due to the shortened supply.

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**Question 30: Can you tell me by using the 3C-West of Lamar design, how many acres of development that will open-up for the City where the Convention Center currently is located?**

The Master Plan estimates approximately 29 acres of land directly associated with the Convention Center today could be made available for development in the 3C-West of Lamar concept.

**Question 31: This is City owned land, correct?**

Yes, the City is the owner of the land in the concept drawing for 3C-West of Lamar and the other concepts. Implementation of any of the concepts does, however, require the City to work with and respond to abutting landowners.

**Question 32: Can you address the concern of turning our backs on Downtown?**

All the alternatives, in various ways, free up land previously occupied by the Convention Center, and in its place, sets the stage for development of a new mixed-use entertainment district that faces Downtown Dallas. The mixed-use development and well-programmed open spaces in this new entertainment district will expand the geographic area that can be considered part of Downtown Dallas. It can be the missing link that will connect investments in Downtown to new development in the Cedars and can be expected to spur new development in the blocks between the Convention Center and existing Downtown. This will bring the Convention Center district north to meet Downtown.

If you have additional questions, or require further information, please contact me or Rosa Fleming, Director of CES.



Joey Zapata  
Assistant City Manager

c: T.C Broadnax, City Manager  
Chris Caso, City Attorney  
Mark Swann, City Auditor  
Biliera Johnson, City Secretary  
Preston Robinson, Administrative Judge  
Kimberly Bizer Tolbert, Chief of Staff to the City Manager  
Majed A. Al-Ghafry, Assistant City Manager  
Jon Fortune, Assistant City Manager  
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services  
M. Elizabeth Reich, Chief Financial Officer  
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion  
Directors and Assistant Directors