# THE 360 PLAN

A COMPLETE AND CONNECTED CITY CENTER

171940

December 13, 2017

**WHEREAS,** on April 13, 2011, City Council adopted the Downtown Dallas 360 Plan to describe a future vision, define transformative strategies and focus areas, and prioritize strategic actions on a five-year implementation schedule by Resolution No. 11-0996; and

**WHEREAS,** by 2015, an update to the Downtown Dallas 360 Plan was warranted by completion or significant progress on most of the action items, and the initiation of several new and potentially transformational public and private projects, including a High-Speed Rail connection from Dallas to Houston, a second light rail alignment within downtown, expanded street car connections, and reconstruction plans for freeways surrounding downtown; and

**WHEREAS,** on January 27, 2016, City Council approved a contract with Moore Iacofano Goltsman, Inc. (MIG) to perform planning services for the Downtown Dallas 360 Plan update by Resolution No. 16-0192; and

**WHEREAS,** since June 2015, the project team has worked with over 40 partner organizations, hosted more than 150 stakeholder meetings and focus groups, held over 25 neighborhood feedback events, and organized over 1,500 personal touchpoints to gather input regarding specific needs throughout the study area; and

**WHEREAS,** "The 360 Plan" refreshes the vision for the City Center, defines new transformative strategies, identifies catalytic development areas, and prioritizes strategic action items on a new five-year schedule, and is intended to replace the Downtown Dallas 360 Plan.

**Now, Therefore,**

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF DALLAS:**

**SECTION 1.** That "The 360 Plan" is hereby adopted as a guide to future City Council actions concerning land use and development regulations, transportation and economic development, and capital improvement expenditures in the area generally bounded by a two and a half mile radius centered on the intersection of Main Street and Akard Street.

**SECTION 2.** That the City Council directs the City Manager to consider and consult the recommendations of the attached plan in conjunction with other adopted plans in the context of future actions affecting "The 360 Plan" area.

APPROVED BY
CITY COUNCIL

DEC 13 2017

Interim City Secretary

# Acknowledgments


## City of Dallas Mayor and City Council

Mayor Mike Rawlings
District 1 – Scott Griggs
District 2 – Adam Medrano
District 3 – Casey Thomas, II
District 4 – Dwaine R. Caraway
District 5 – Rickey D. Callahan
District 6 – Omar Narvaez
District 7 – Kevin Felder
District 8 – Tennell Atkins
District 9 – Mark Clayton
District 10 – B. Adam McGough
District 11 – Lee M. Kleinman
District 12 – Sandy Greyson
District 13 – Jennifer Staubach Gates
District 14 – Philip T. Kingston

## Partner Organizations

AIA Dallas
bcWorkshop
Coalition for a New Dallas
CNU North Texas
The Dallas Arts District
Dallas Center for Architecture
Dallas Design District
The Dallas Entrepreneur Center
Dallas Heritage Village
The Dallas Institute
DART
Deep Ellum Community Association
Dunhill Partners
Foundation for Community Empowerment
Frazier Revitalization Inc.
Greater Dallas Planning Council
Klyde Warren Park
North Texas Council of Governments
Preservation Dallas
The Real Estate Council
Texas Trees Foundation
Trinity Commons Foundation
The Trinity Trust
Urban Land Institute: North Texas
Visit Dallas

## Neighborhood Partners

CBD Neighborhood Coalition
Cedars Neighborhood Association
Dallas Farmers Market Friends
Downtown Dallas Neighborhood Association
Deep Ellum Foundation
Downtown Residents Council
Farmers Market Stakeholders Group
Friends of Fair Park
The House
Revitalize South Dallas Coalition
South Blvd-Park Row Neighborhood Association
Uptown Dallas, Inc.
The W HOA
West End Association

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# I Introduction

*The City Center, the heart of Dallas, is at a pivotal moment. The 360 Plan is a strategic document, guiding Downtown Dallas and the larger City Center to continued, long-term success.*

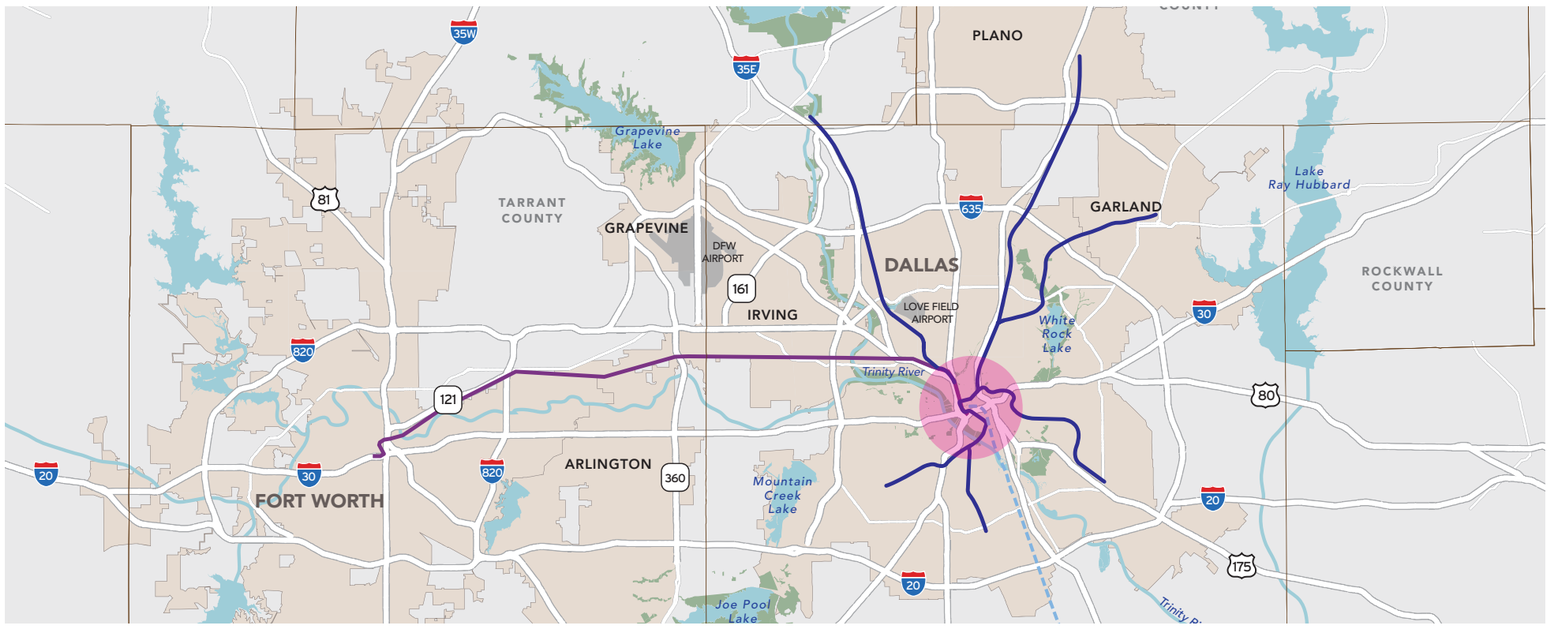
## PLAN CONTEXT

In the last decade, Downtown Dallas has experienced a modern renaissance as people, corporations, culture, the arts, and development – all once destined for the suburban fringes – have returned to the urban core. Since 2011, Dallas's City Center population has grown nearly 31 percent, to over 51,000 residents, while the increase of housing units constructed in that same time period matches the residential growth rate (30.5 percent). Since 2000, over $5 Billion has been invested in Downtown Dallas, drawing over fifteen corporate relocations and an employment growth rate of sixteen percent between 2003 and 2013.

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 actions that support Downtown's long-term vibrancy and success, including transit, streets, public spaces, urban design, housing, and parking. Recognizing that the urban core is comprised of many neighborhoods, each offering unique character and experiences, the 2011 plan also began to acknowledge the connectivity needs, both within and adjacent to the "freeway loop."

Continued growth since 2011 has necessitated an update to the *Downtown Dallas 360* plan. The future of our vibrant, diverse urban core lies in its ability to build upon this momentum. Unprecedented residential and commercial development and connectivity enhancements, have evolved the urban core, presenting opportunities to focus future planning efforts on roadways and transit, affordable housing, educational facilities, as well as neighborhood identity and connectivity. Now known simply as *The 360 Plan*, the vision and strategies have been updated to meet the emergent needs of the growing residential population, commercial sector, and visitor base.

*The 360 Plan* envisions a prosperous future for the larger City Center, encompassing the diverse neighborhoods within a 2.5-mile radius around Downtown. Whereas *Downtown Dallas 360* defined specific boundaries between various districts, this 2017 update blurs those boundaries in an effort




The City Center within the Dallas-Fort Worth region

to promote collective success for the City Center. Many of the plan's actions focus first steps within the freeway loop; however, others can be applied to the larger City Center, addressing the universal needs and furthering the collective vision of the whole. The plan's specific actions will support and harness continued growth to ensure a dynamic urban environment within the global context. Its principles and recommendations should be applied when making both long- and short-term decisions, especially when reviewing new public or private sector projects.

## UPDATE PROCESS AND COMMUNITY ENGAGEMENT

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

The update process was stewarded by a Steering Committee comprised of stakeholders, community leaders, and City of Dallas management who 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 project management.

Since 2015, the Project Team hosted more than 150 stakeholder meetings and focus groups to gather input on specific needs throughout the study area. The more than 1,500 touchpoints received have influenced the update process, focusing on urban mobility and enhanced connections between neighborhoods, while carrying forward strategic goals related to building complete neighborhoods and promoting great placemaking. Technical planning work, in continued collaboration with community stakeholders, progressed through 2017 to solidify the updated vision and strategic action items. A summary of public involvement is available in the Appendix for additional reference.

## EXISTING ADOPTED PLANS

Prior to the creation of *The 360 Plan,* various area plans have been adopted within the City Center. These efforts were led by neighborhoods and local stakeholders and have helped establish zoning recommendations and neighborhood visioning for many of City Center's districts. Relevant adopted area plans within the City Center since 2000 include:

**Downtown Dallas 360 Plan (2011):** Established a vision, transformative strategies, and five-year actions for Downtown Dallas in the context of its immediately adjacent neighborhoods. The *Downtown Dallas 360* plan is intended to be updated and replaced by *The 360 Plan*.

**South Dallas / Fair Park Economic Corridor Plan (2001)**: Established a land use and economic development vision for commercial corridors within the area generally bounded by I-30, South Haskell Avenue, Hatcher Street, and South Lamar Street. This plan provided the context for rezoning the area to establish Planned Development District #595.

**Stemmons / Design District Land Use Plan (2001)**: Established land use policy for the area generally known as the Design District- between Stemmons Freeway, Levee Street, Wycliff Avenue, and Continental Avenue. It provided the basis for rezoning the area to create Planned Development District #621.

**Cedars Area Plan (2002)**: Established a future land use, urban design, and circulation vision for the area bounded by R.L. Thornton Freeway, Julius Schepps Freeway, the DART Railroad, and the Union Pacific Railroad. It provided the basis for rezoning the area to amend Planned Development District #317.

**Trinity River Corridor Comprehensive Land Use Plan (2005)**: Established a land use and urban design vision, policies, and implementation strategies to transform the 44,000-acre Trinity River Corridor into the front yard of the City and reconnect northern and southern Dallas. This plan was amended in 2009 to update the vision for the Oak Cliff Gateway area.

**Bryan Area Study (2005)**: Established land use, urban design, streetscape policies, and recommendations for the area generally bounded by Roseland Avenue, Fitzhugh Avenue, Gaston Avenue, and Good Latimer / Central Expressway. This study provided the basis for rezoning the area to amend Planned Development District #298.

**The Stemmons Corridor – Southwestern Medical District Area Plan (2010)**: Established a land use and urban design policy direction for future land development in the six square-mile area along the Stemmons Corridor, generally bounded by the Trinity River, Mockingbird Lane, Downtown, and Uptown.

**West Dallas Urban Structure & Guidelines Area Plan (2011)**: Established a future development vision, unique character, and urban design guidelines for the nine neighborhoods within the area bounded by the Trinity River Levee, Sylvan Avenue, and I-30.

**Martin Luther King Jr. Station Area Plan (2013)**: Established land use and circulation policy guidance to create a safe, walkable, mixed-use, transit-oriented neighborhood within a half-mile radius of the MLK DART Station located in the South Dallas-Fair Park area.

**The Bottom Urban Structure & Guidelines Area Plan (2015)**: Established a vision for the 126-acre Bottoms neighborhood between I-35E, Corinth Street, Eighth Street, and the Trinity River. It presents a path for growth that maintains and reinforces the neighborhood character, and provides design guidance for compatible homes and walkable streets.

For additional information on these adopted area plans, visit http://dallascityhall.com/departments/pnv/Pages/Neighborhood-Area-Plans-_Adopted-Plans.aspx

## 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. The projects below are examples of those having the greatest magnitude of impact and cooperation. These include:

**Dallas CityMAP:** The Texas Dept. of Transportation (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 Downtown in the coming years, including Harwood Park, Pacific Plaza, Carpenter Park, and West End Plaza.

**DART Initiatives:** DART currently has two expansion projects occurring simultaneously in the City Center: 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.

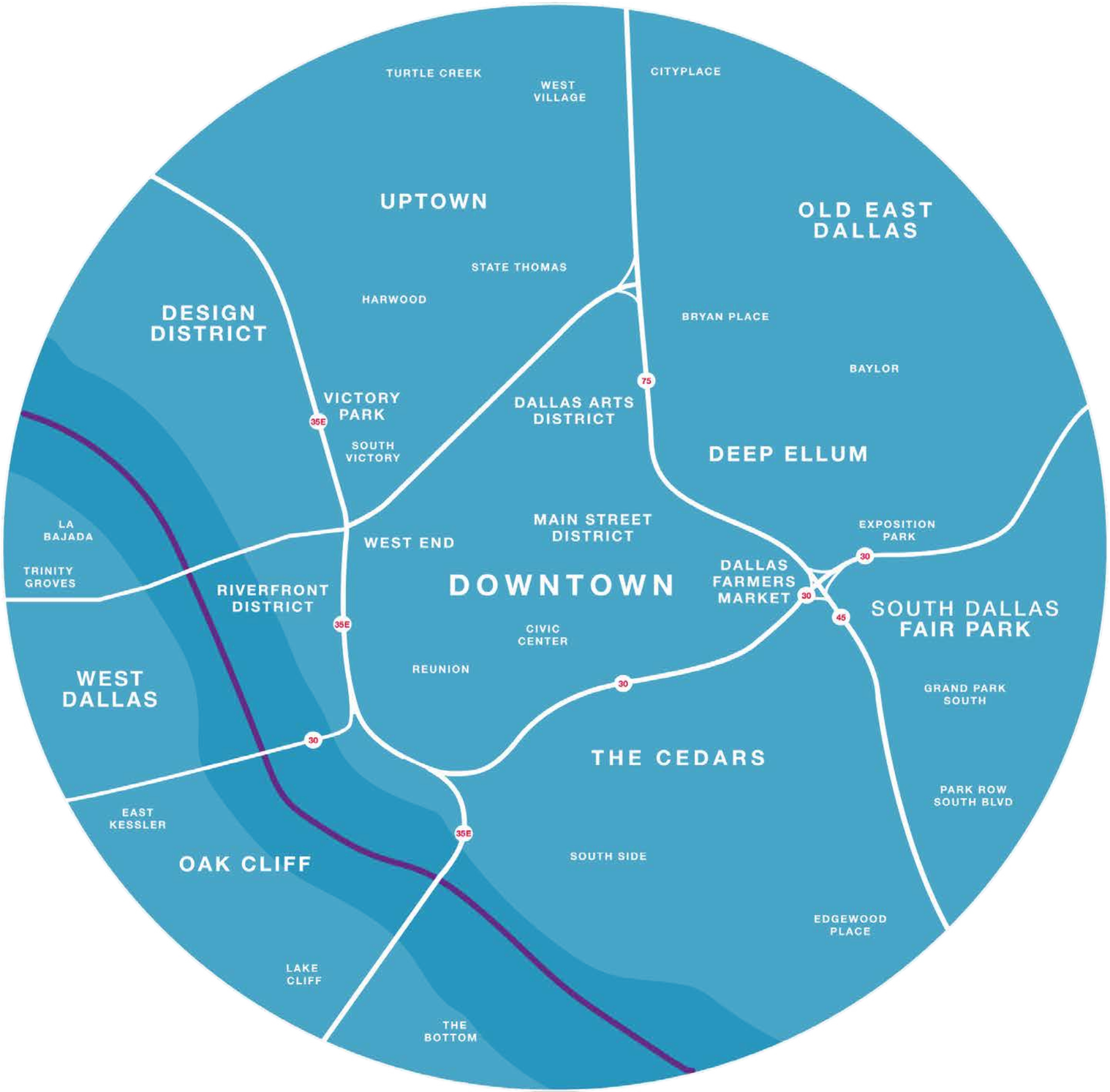
**High Speed Rail:** Texas Central Partners, a private venture, is developing high speed passenger rail service that will connect Dallas and Houston in under 90 minutes. The project, whose Dallas station is proposed to be in the Cedars, is currently under federal environmental review, with construction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

**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 City Center, including but not limited to D2 and Central Dallas Streetcar Link.

**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.

**Dallas Innovation District:** The Dallas Innovation Alliance, a coalition of stakeholders invested in Dallas's future as an innovative and "smart" city, has chosen the West End to implement Phase One of its Dallas Innovation District. The District will serve as a living laboratory to implement smart city infrastructure and ideas, including LED lighting, interactive kiosks, and integrated transit solutions.




# II Vision and Plan Framework

## *The Vision*

*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 residential options, 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 City Center 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 diverse, skilled workforce.

The City Center 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.

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## *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 City Center has numerous districts that continue to evolve. A key part of the vision for the City Center is a collection of linked districts and neighborhoods, both within the loop and those immediately adjacent, that together 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 "Know Your Neighborhood" survey work done through the People Organizing Place (POP) initiative, districts have been grouped into larger geographies in order to capture similar themes and characteristics emphasized through public input. A broad vision, description of character, and connection opportunities for each district are highlighted in Chapter III.

### TRANSFORMATIVE STRATEGIES

To focus and further articulate how the vision will be achieved, three Transformative Strategies present the critical path forward that will ensure the type of community that residents, stakeholders, and city leaders desire. Despite tremendous resources, advantages, and successes of the City Center today, achieving the vision as described will take targeted efforts to increase its regional, national, and international competitiveness and attractiveness, as well as sense of place and livability 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 – resulting in a premier urban environment. Each Transformative Strategy, including its overall concept, policies and guidelines, and an overview of implementation steps is described in detail in Chapter IV.

### CATALYTIC DEVELOPMENT AREAS

Six catalytic development areas apply policy support, vision, concepts, and strategies on the ground. They leverage a combination of recent major public and private investment to support additional opportunities for significant growth. 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 and character of each area are described and illustrated along with recommended strategic actions. In addition, three Corridors of Interest illustrate design concepts for enhancement of key streets that are critical for reconnecting districts and are further discussed in Chapter VI.

## IMPLEMENTATION

The Transformative Strategies, Catalytic Development Areas, and Corridors of Interest highlight concepts and strategies to generate success. In order to be successful in achieving the desired outcomes outlined in this document, there are strategic actions that will need to be accomplished. As with the 2011 Plan, the Implementation section highlights a matrix of Action Items and policy changes to achieve for each of the Transformative Strategies. 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 City Center since 2011, several studies were also conducted to evaluate certain aspects of the study area. All studies reviewed below are available in the Appendix.

### District Analysis: Base Mapping and Granular Assessments

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

### 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.

### Alternative Demographic Forecast

The City of Dallas and DDI analyzed *The 360 Plan* study area to create a refined 2040 employment and 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 trends to create the alternative forecast.

### The 360 Plan Transportation Analysis

In 2016, Fehr & Peers conducted a detailed transportation analysis of all local roadway networks within the City Center 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 cellphone and GPS data to better capture travel patterns throughout the study area, providing a micro-analysis of motorists' behaviors.

### Transit Metrics 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 cellphone and GPS data of automobile trips from Streetlight.

### Downtown Dallas, Inc. Perception Survey

Downtown Dallas, Inc. conducted a perception survey in Fall 2016 to capture and evaluate trends, desires, and behaviors of Downtown residents and workers. The survey data has informed the creation of *The 360 Plan* objectives and will be used for benchmarking purposes into the future.

### 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.

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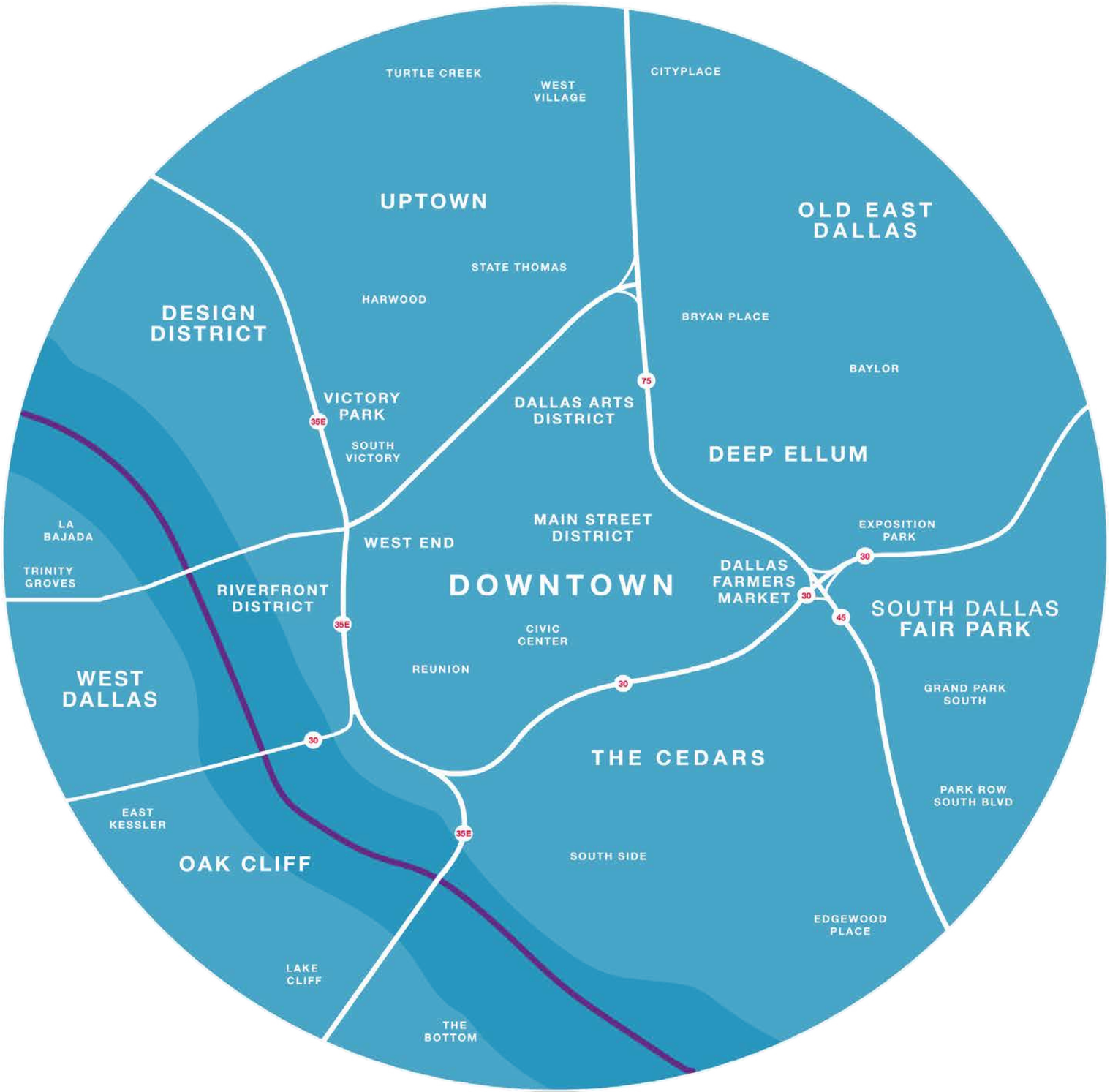


# III The Urban Fabric

## *A Complex, Diverse City Center*

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 City Center from the rest of the city - one that defines the most 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 19.5-square-mile study area of *The 360 Plan*. Although Downtown Dallas is commonly referred to as the area within the freeway loop, this broader perspective of the entire City Center is necessary to focus on the complementary role each neighborhood has in the overall success and vibrancy of our center city. The following descriptions capture the contextual elements of all of the neighborhoods within the scope of the plan, including their character, evolution, and connection opportunities. 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 City Center.

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 the city.

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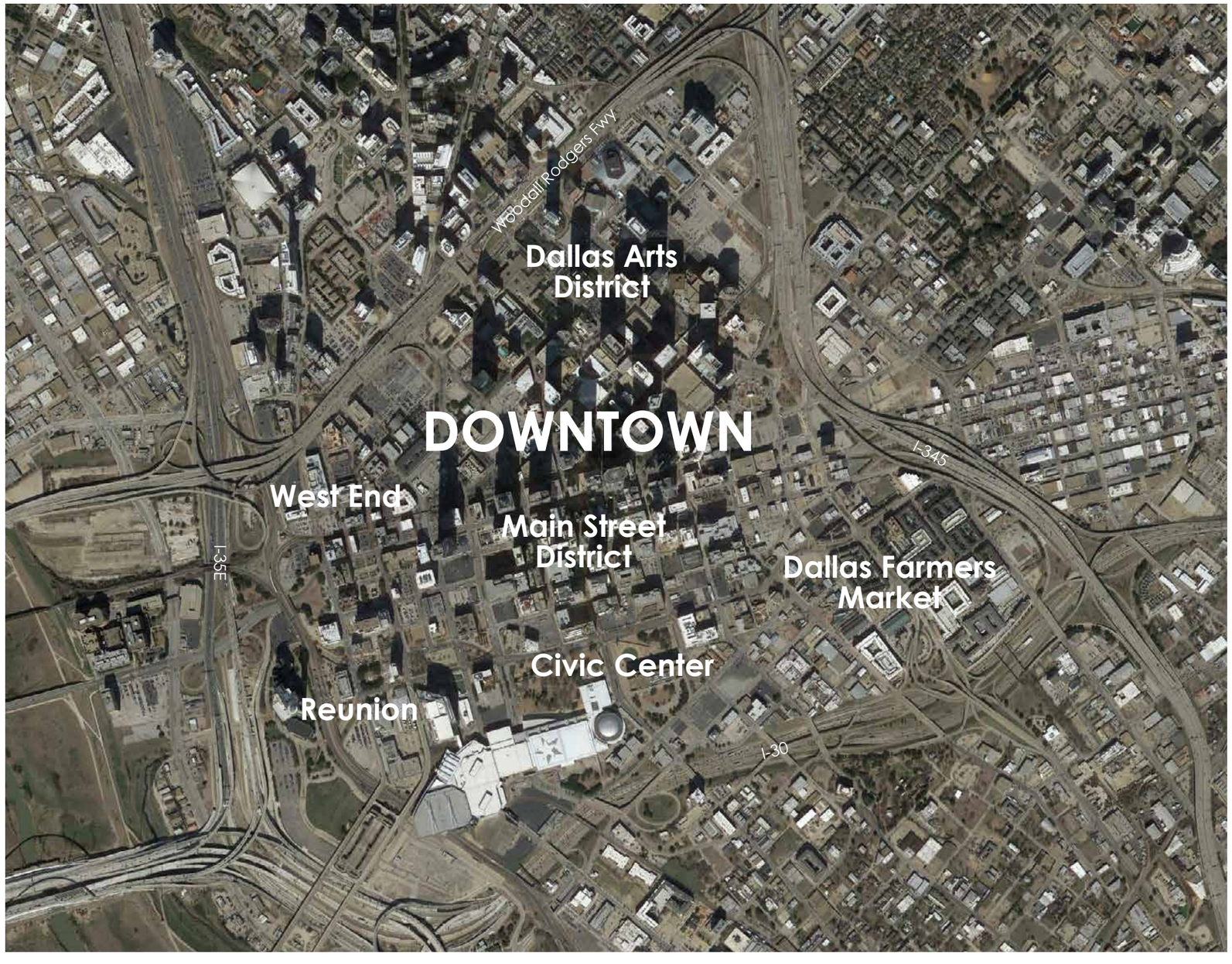
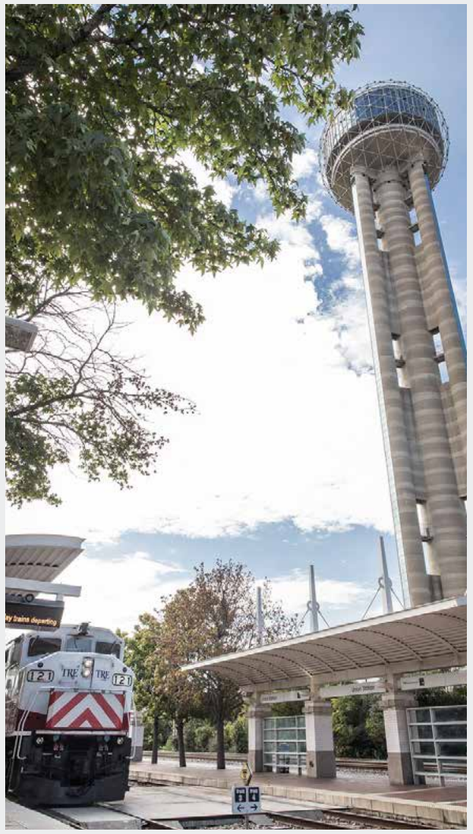



## *Downtown Dallas*

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 is typically indicated as the area within the freeway loop of Interstates 30, 35, 345, and the Woodall Rodgers freeway. 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, comprised of six districts within the freeway loop that are surrounded by more than one dozen others that sit adjacent, all crucial to the overall economic and social well-being of the City Center of Dallas.



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## Dallas Arts District

### District Character/Evolution

Created by city ordinance in 1983,[1] the 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 Arts District now contains a world-class collection of cultural venues housing world famous art collections, music and theater companies, other arts-related organizations, and a nationally-renowned magnet high school.

Parks and plazas throughout the 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 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 Arts District, and Uptown.

The original, compact plan for the Dallas Arts District has evolved into a mixed-use neighborhood. Spanning nearly 70 acres, the 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 Arts District's residential offerings; the addition of residents will solidify the 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 Arts District will continue its transformation into a unique, vibrant neighborhood in Downtown Dallas.

### District Connection Opportunities

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' arts scene.

Connecting Uptown to the Dallas Farmers Market via the 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 options

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.

necessary to create a truly unique 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: Uptown, Klyde Warren Park, the Dallas Arts District, 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 City Center 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

### 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 grew 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 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 a resurgence through new residential and commercial development projects. National corporations have been attracted to the West End as large-scale redevelopment projects repurpose many of the area's buildings and warehouses into office space. The West End is also envisioned to

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

become the 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 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 a new park space for district visitors, residents, employees, and students.

**District Connection Opportunities**

Located in the northwestern portion of Downtown, the West End is well- connected to nearby districts and neighborhoods. Containing a number 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, making it safer and more efficient to move 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 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 conventioneers 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, both 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 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 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

**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.

Reunion 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 and garages, both of which serve the nearby Convention Center. With ample opportunity for development and its high visibility at the confluence of major thoroughfares, Reunion 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 oft-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 Reunion. 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 surrounding parking lots could become catalytic redevelopment sites, bringing much-needed residential, retail, and commercial uses to the Reunion district.

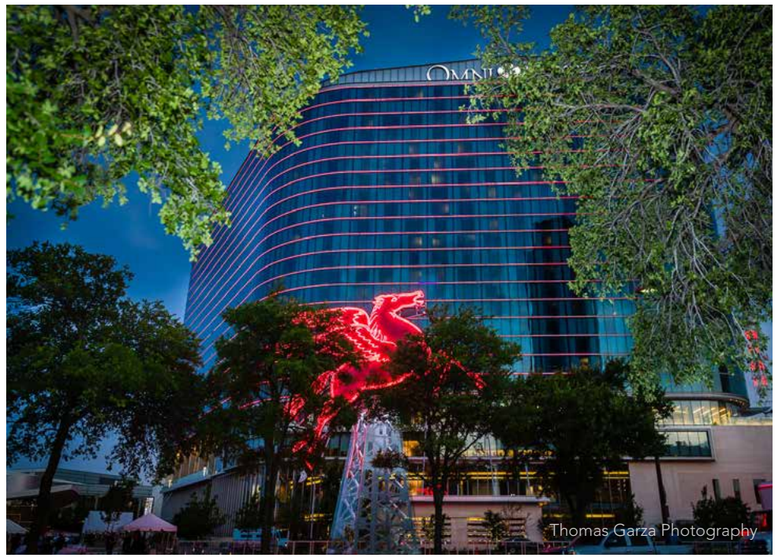
The Reunion district provides several notable parks and open space areas. Ferris Plaza and its grand fountain greet passengers as they exit Union Station and Lubben Plaza provides respite and shade to district visitors. The site of the former Reunion Arena has been transformed into a temporary green 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 Connection Opportunities**

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

Transit orientation of future development within Reunion 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; both 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 been reborn as a thriving public market. 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 Connection Opportunities**

Since its inception, the Dallas Farmers Market has been a critical gateway to Downtown: farmers from distant 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 features numerous historic landmarks, such as the 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 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 via Canton/Young Street. The removal of certain

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.

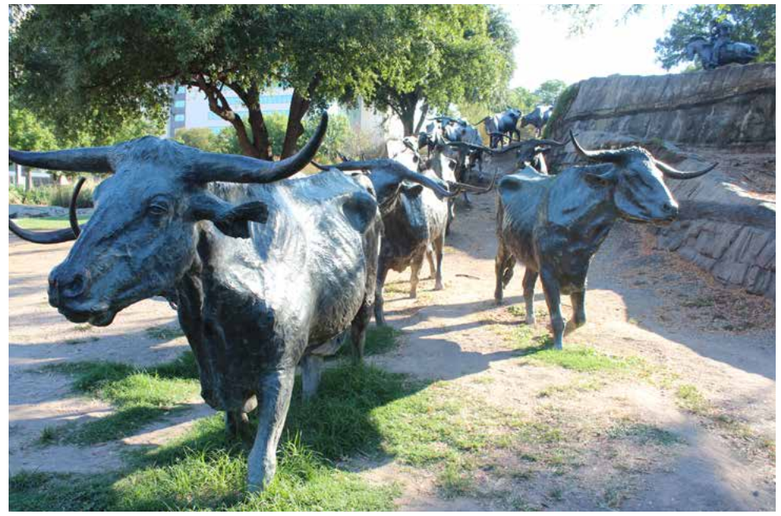
freeway access points and the addition of clearly-demarcated pedestrian pathways will provide safe access to both areas.

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' 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 once again depend on 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 a residential component that is 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' 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 programming and scheduled activities, including mobile food vendors, art shows, and moveable tables and chairs, will help activate these spaces. City Hall Plaza could become the Civic Center's definable activity node and bring identity and character to this portion of Downtown.

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

[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 Connection Opportunities**

As with the Farmers Market, 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 Reunion District (via Young Street), the Dallas Farmers Market, 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. Planned 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' 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 Dallas College of Law as well as the Universities Center at Dallas and its partner

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.

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 Noth Texas System provides an educational amenity to the Main Street District and further increases it vibrancy.

**District Connection Opportunities**

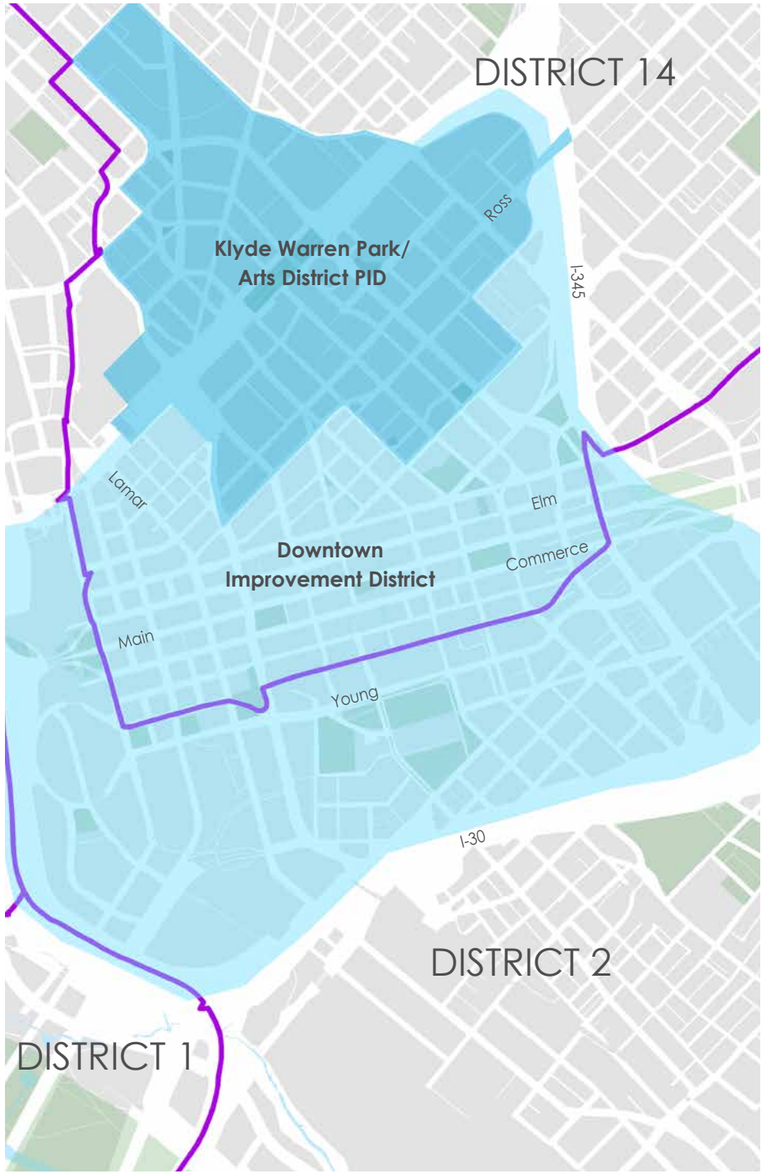
The Main Street District, at the core of Downtown Dallas, is well-connected to nearby districts and neighborhoods via heavily-traveled corridors, pedestrian thoroughfares, and transit access.

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 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, providing opportunities for infill development, activation strategies, and pedestrian enhancements, including mid-block crossings, landscaping, and improved crosswalks. These enhancements 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.

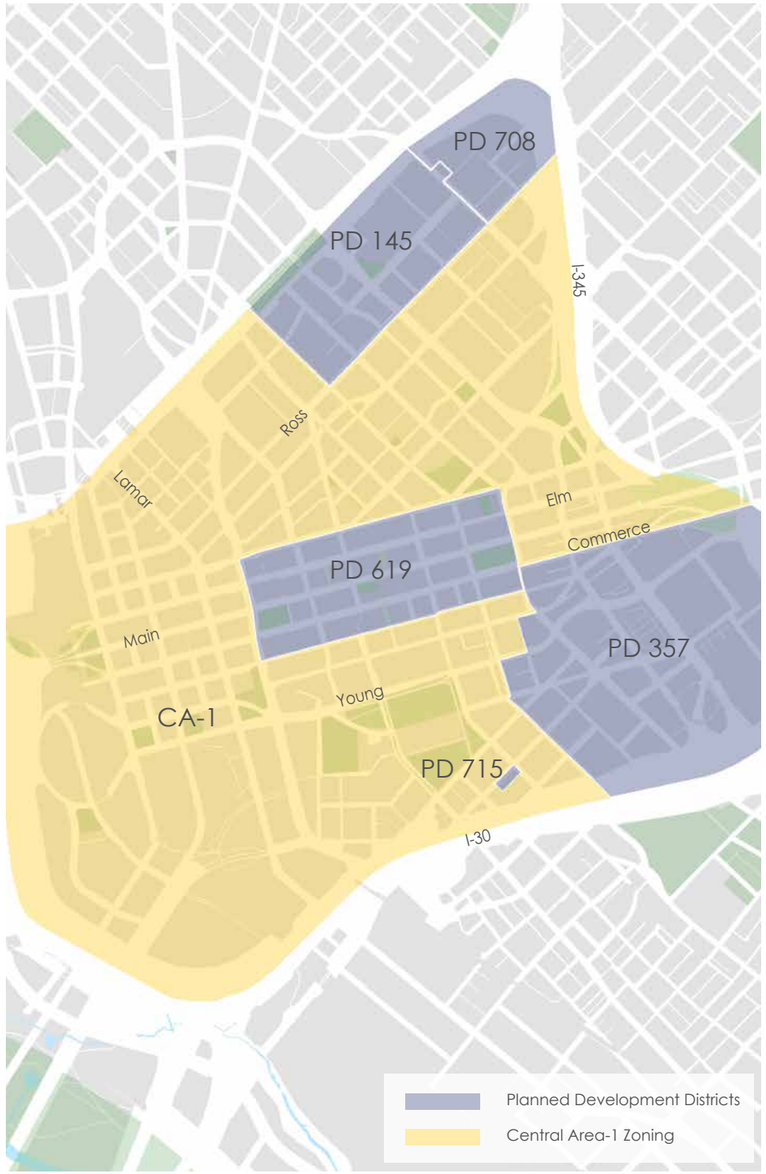
Most structures in the Main Street District were built with internalized retail and services, often leaving the street frontages bare and inactive. Skybridges and tunnels, built to link office towers and hotels to parking structures and other destinations, exacerbate the feeling of isolation at street 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.




**Public Improvement Districts and Council Districts**

**Neighborhood Associations and Historic Overlays**

Neighborhood Association maps will be updated in accordance with ongoing revisions to the City of Dallas Neighborhood Association database




**Zoning**

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 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' railroad network in the 1870s coincided with speculative residential development around the Downtown area. Residential development progressed south of Downtown Dallas 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, by way of new streetcar lines crisscrossing the area [6]. Upon the opening of City Park (now Dallas Heritage Village), Dallas' first public park, the Cedars quickly became a stately neighborhood, as streets were lined with the Victorian homes of Dallas' wealthy professionals, including businessmen, doctors, and lawyers. Much of Dallas' 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. 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 remaining 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 artists and other residents to the Cedars. Popular bars, restaurants, and music venues have been established in the Cedars alongside new residential development to become a vibrant, diverse neighborhood.

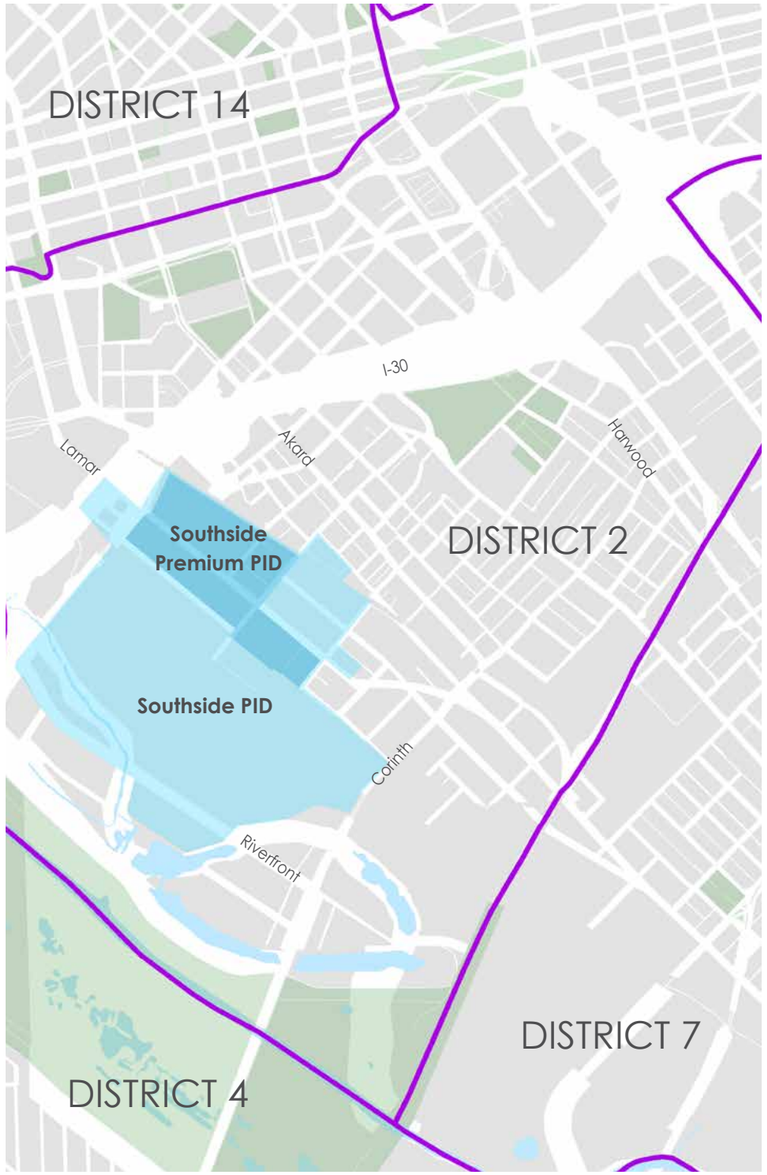
The railroad was central to the Cedars' establishment and subsequent development – and will remain an integral factor in its future success. As the location of the proposed high speed rail terminal, the Cedars will be once again at the crossroads of robust growth and continued prosperity.

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.

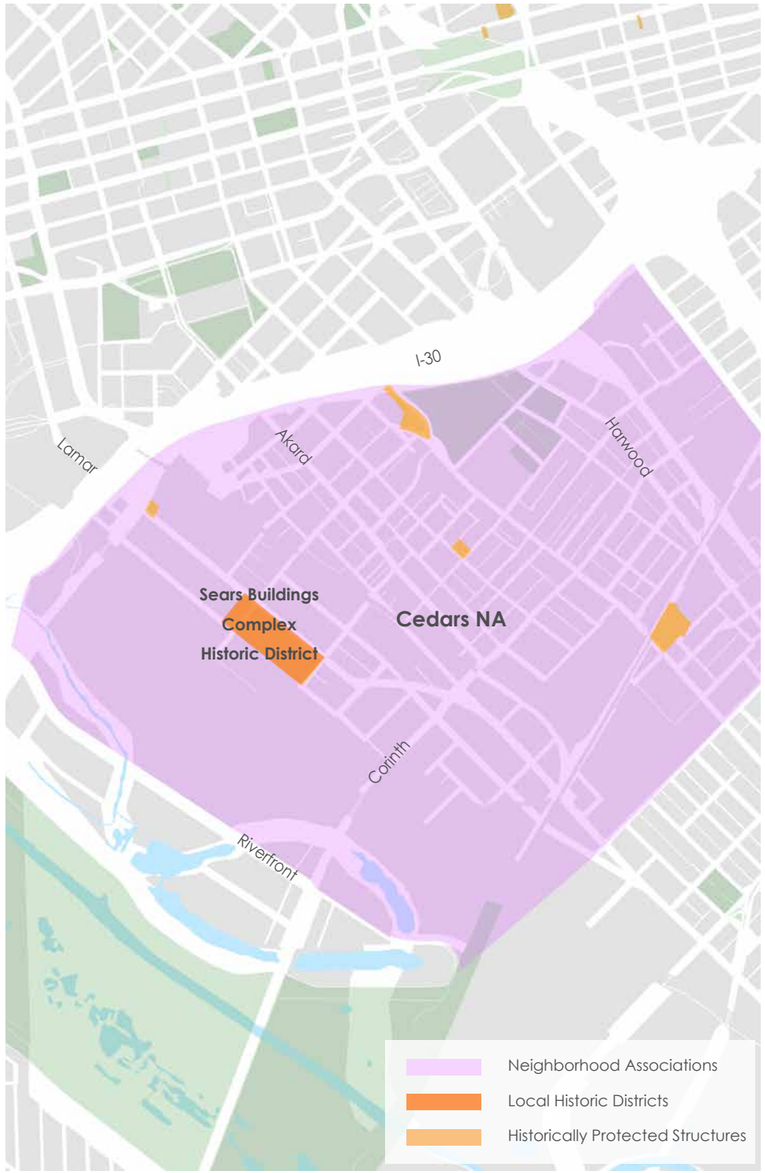
*The 360 Plan* emphasizes several District Connectors in the Cedars and South Side that will improve multimodal access to Downtown, to and across the Trinity to neighborhoods like The Bottom, and to the east/southeast to Fair Park/South Dallas, including: Riverfront, Lamar, Cadiz, Al Lipscomb Boulevard,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




**Public Improvement Districts and Council Districts**

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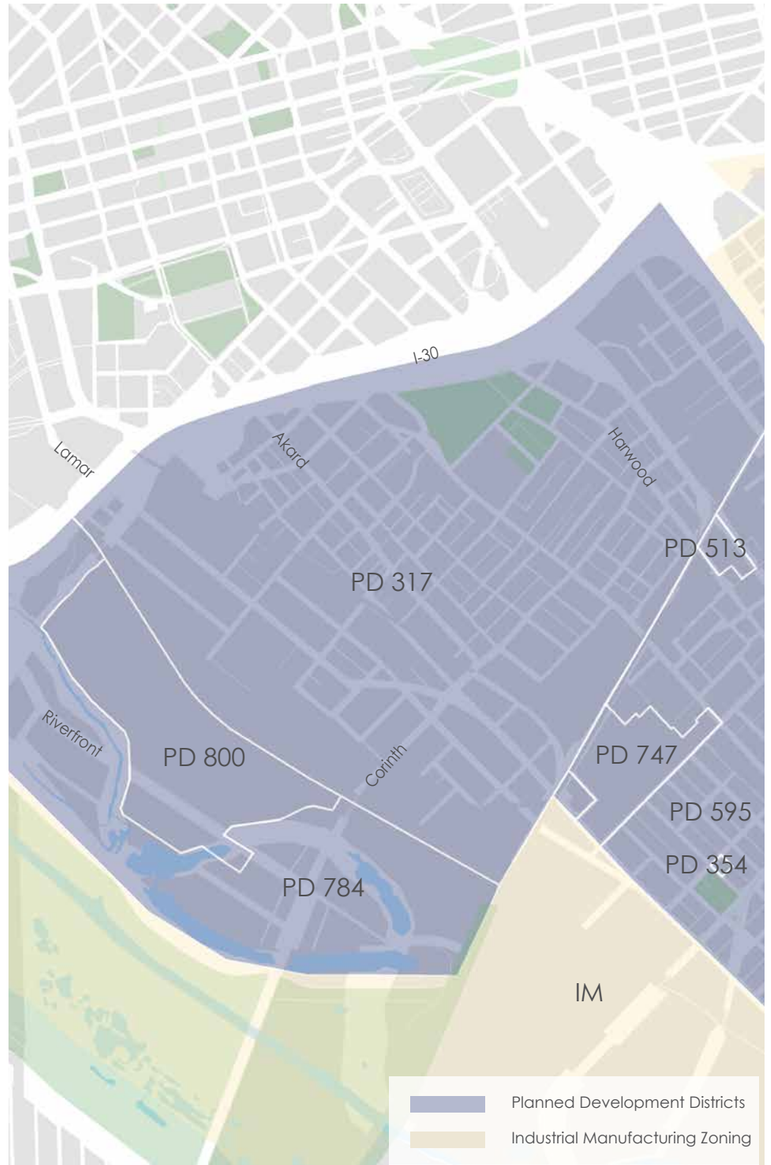


**Zoning**

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## *Deep Ellum*

Deep Ellum, 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' freedmantowns, and, 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. Prior to fame, 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 a residential component to 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. Local 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 to help transform Deep Ellum into a bustling 24-hour district.

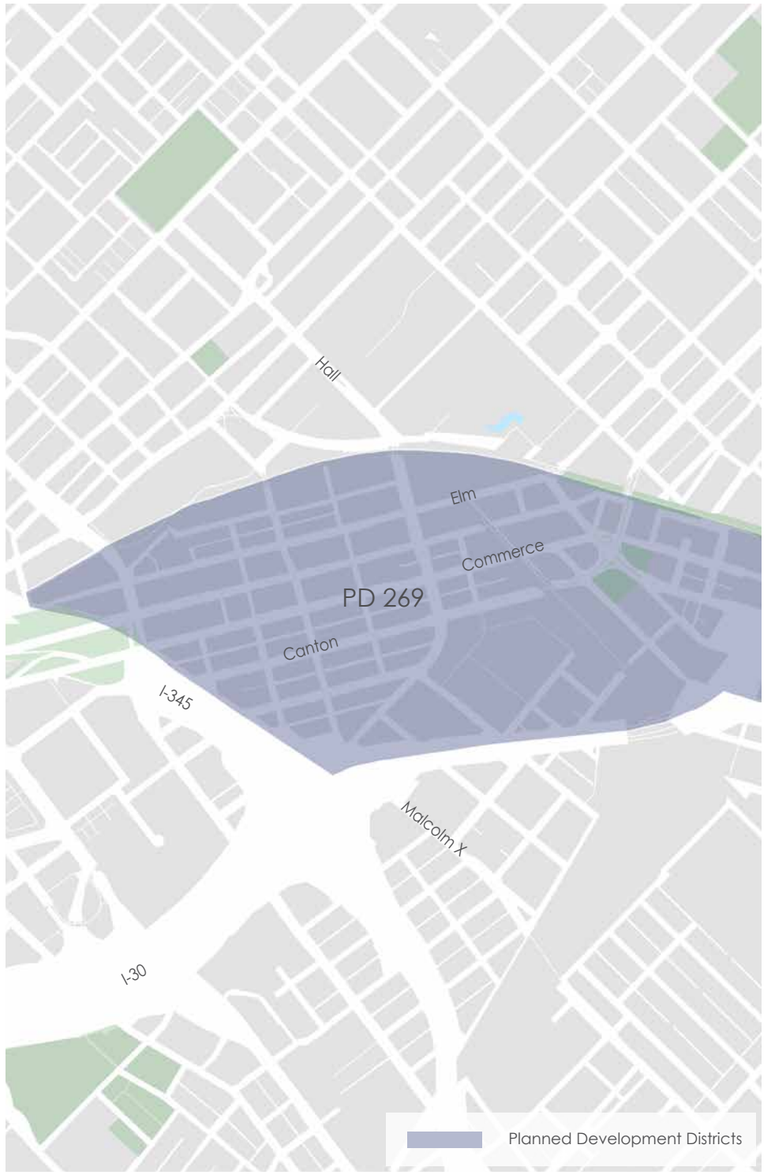
Special events such as Reimagine Crowdus, which temporarily closed Crowdus Street for a month, have given a new dimension to the neighborhood.

Source: Another Face In The Crowd

**Public Improvement Districts and Council Districts**

**Neighborhood Associations and Historic Overlays**

Neighborhood Association maps will be updated in accordance with ongoing revisions to the City of Dallas Neighborhood Association database




**Zoning**

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.

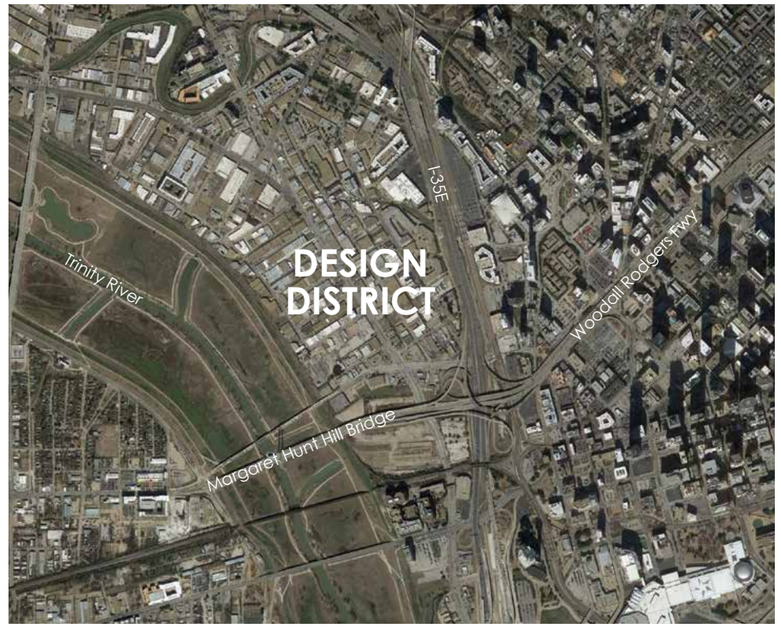
The showrooms and warehouses that comprise the majority of the Design District were constructed in the 1950s on cheap, readily-available land along the banks of the Trinity River. Dallas was, at one time, the third largest garment center in the United States[9] due to the concentration of fashion designers, 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' 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.

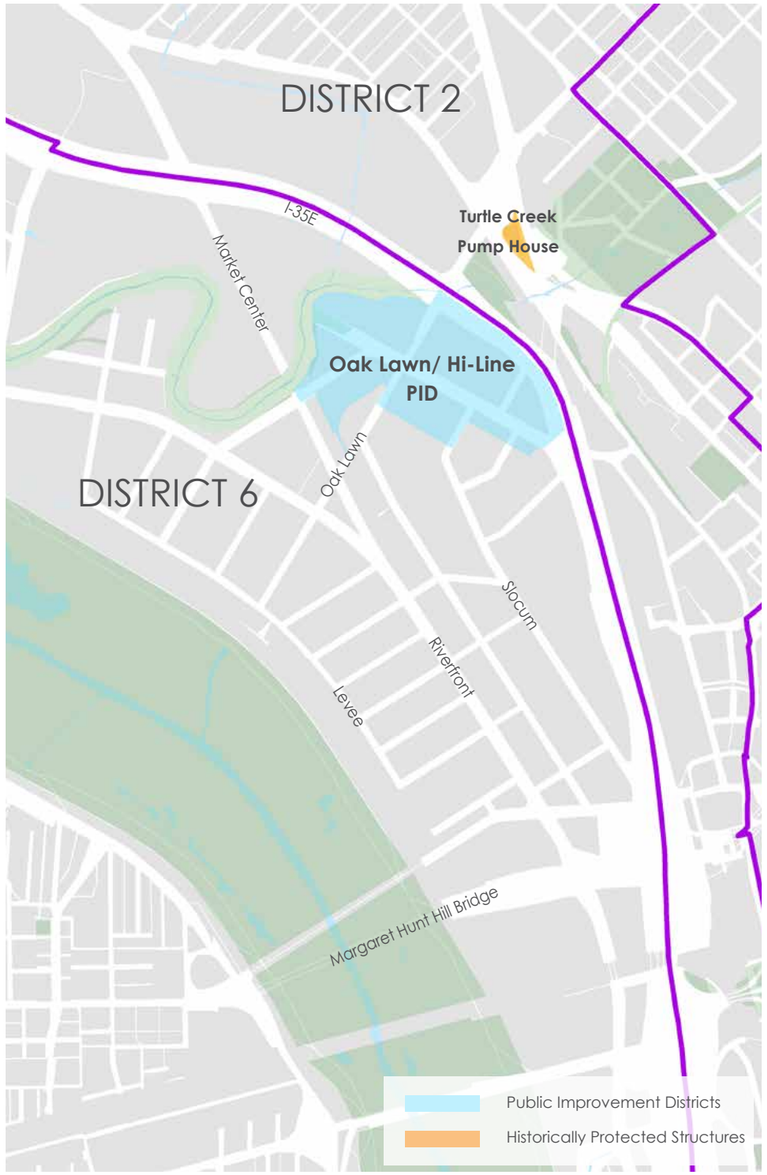
The Design District has become one of the most successfully-branded destinations in Dallas. As the Design District continues to grow and diversify, it is necessary to retain its industrious, creative energy for its continued success.

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

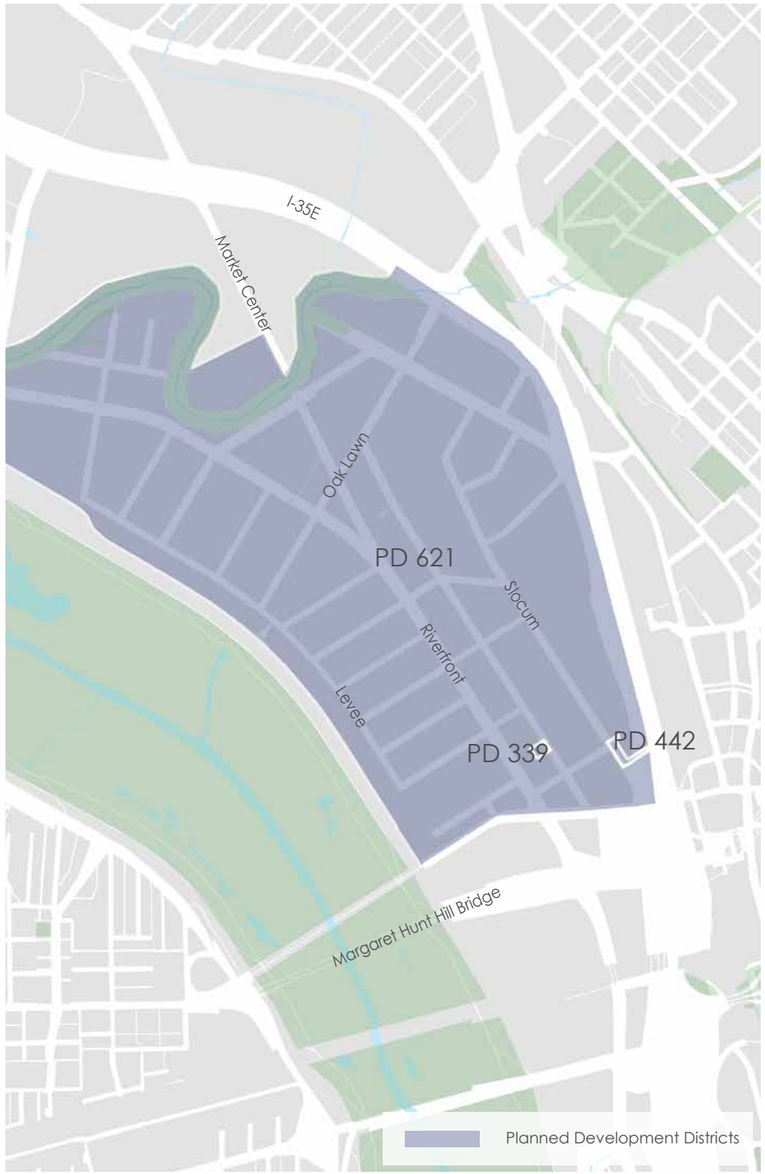


The Design District has seen a surge of new retail and restaurants that have changed this formerly industrial district into a bustling neighborhood.

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




**Public Improvement Districts, Historic Overlays, Council Districts**




**Zoning**

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## *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.

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. 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, and 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, 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 and began 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.

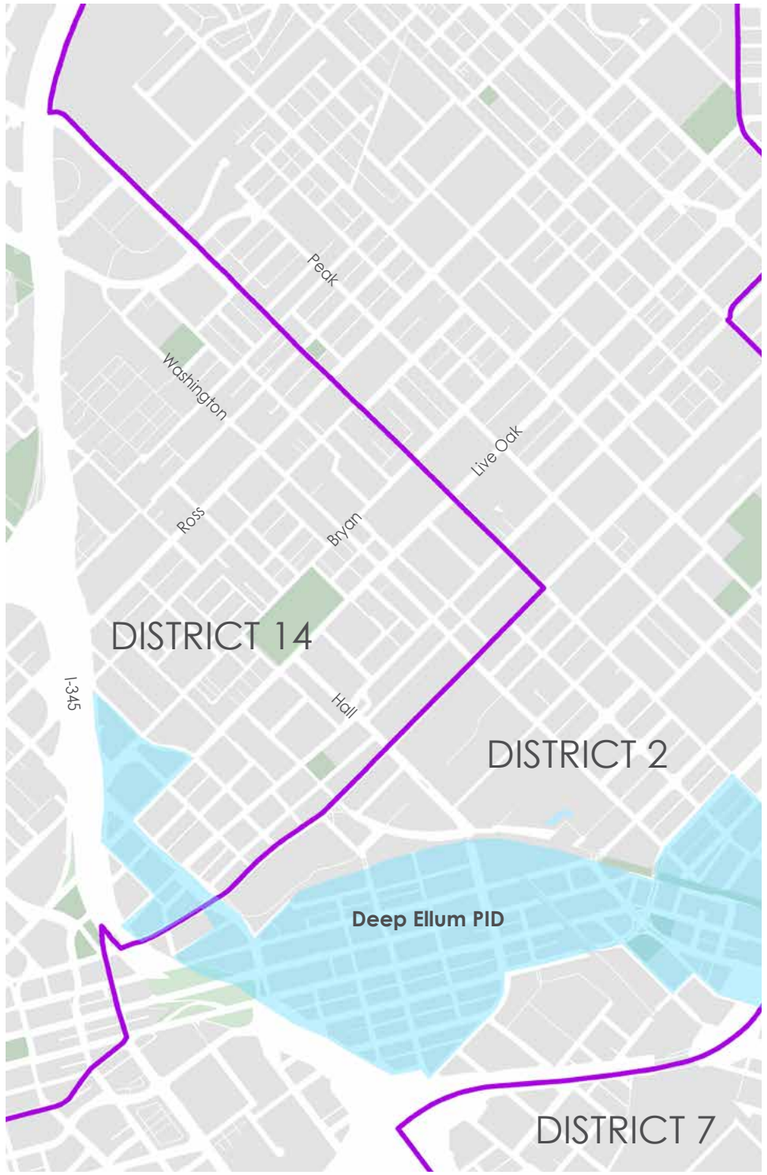
East Dallas is anchored by the Baylor University Medical Center complex. From its humble beginnings in 1903, the hospital has grown into one of the largest patient care centers and medical research and training facilities in North Texas. As the complex has expanded throughout the years, Baylor's prominent 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.

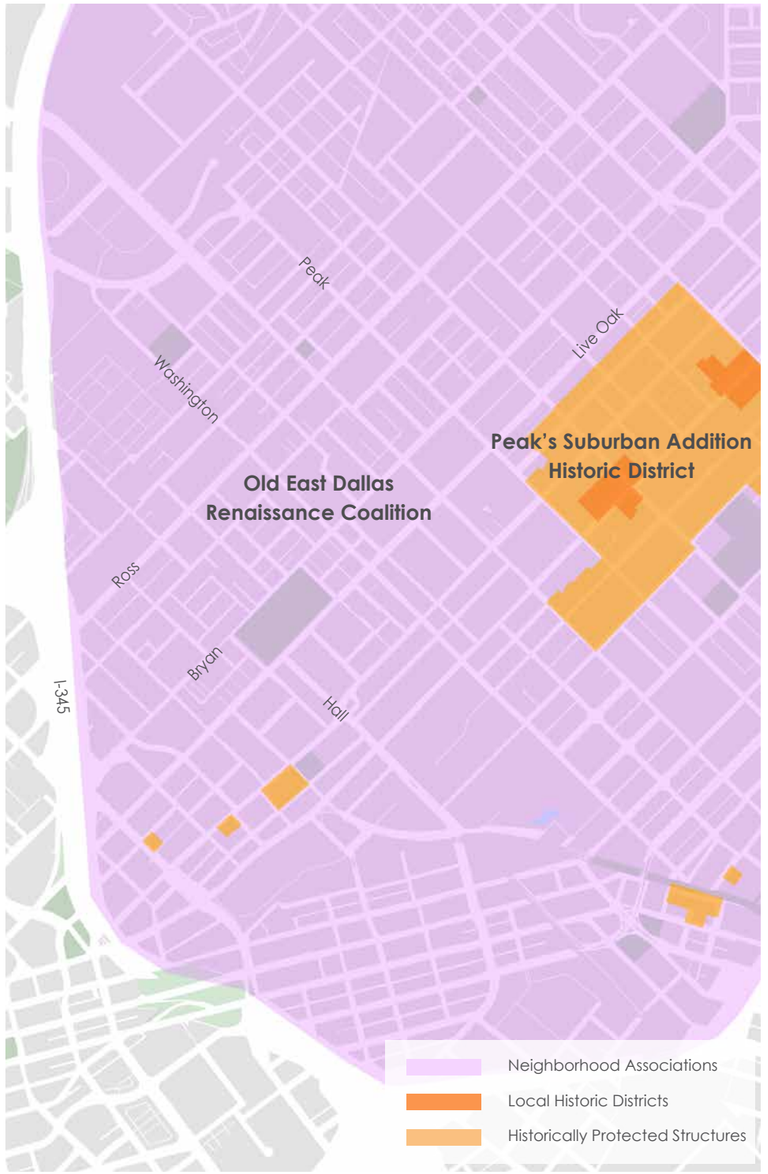
Continued preservation efforts throughout East Dallas will be necessary to salvage the area's architectural integrity. While new development, especially around the Baylor complex, creates an eclectic environment, it must also respect the historic significance found throughout East Dallas. Within this 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.




**Public Improvement Districts and Council Districts**

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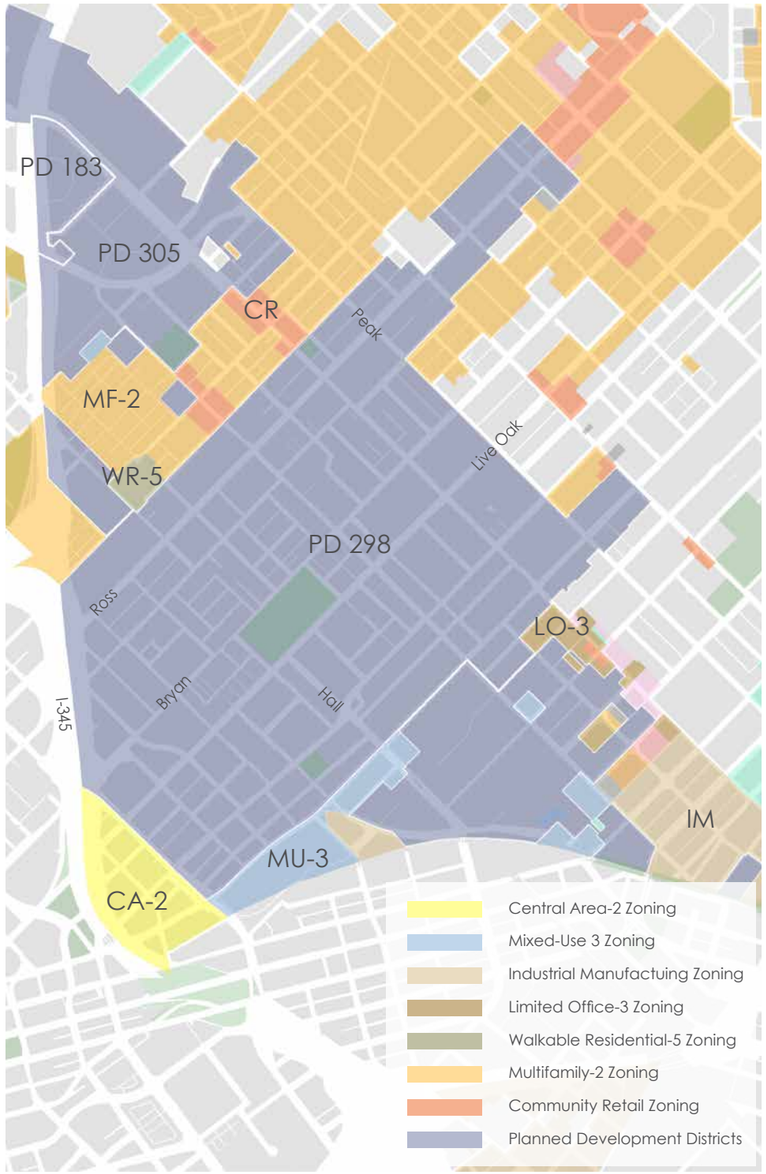


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## *North Oak Cliff*

As one of Dallas's oldest neighborhoods, Oak Cliff serves as a beacon for rebirth and revitalization, a proud identity that has attracted new residents and businesses to the established neighborhood. Oak Cliff and Downtown have historically been areas of great synergy, which can be improved through projects like the modern streetcar, bike infrastructure, and 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.

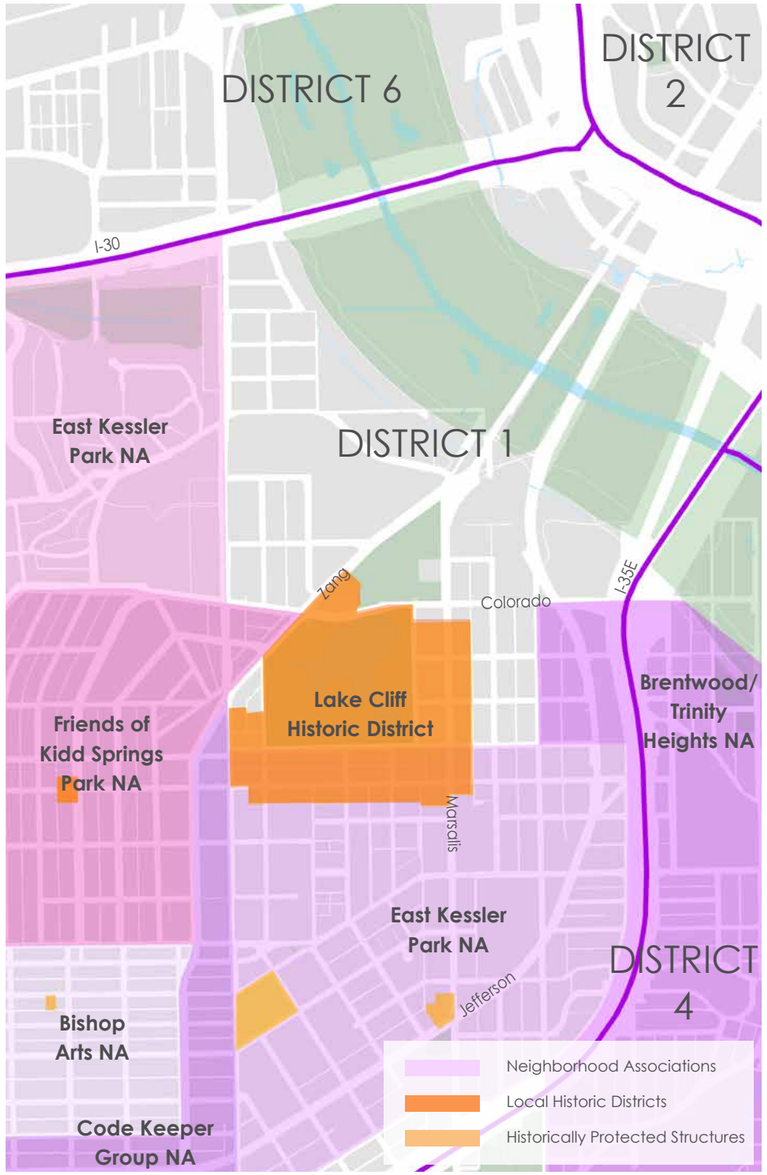
The Trinity River was a prominent selling point of Oak Cliff's settlers: it served as an intentional physical barrier, separating the area's exclusive neighborhoods from Downtown. However, major flood events regularly destroyed critical connections between the two cities for days or weeks at a time. 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.

This rapid redevelopment, though, has raised concerns over gentrification and potential displacement of longtime residents, and new development should be sensitive to and respect Oak Cliff's historic and cultural context in which it is built. In doing so, Oak Cliff will retain the fierce identity and independence instilled by its founders and will continue 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.

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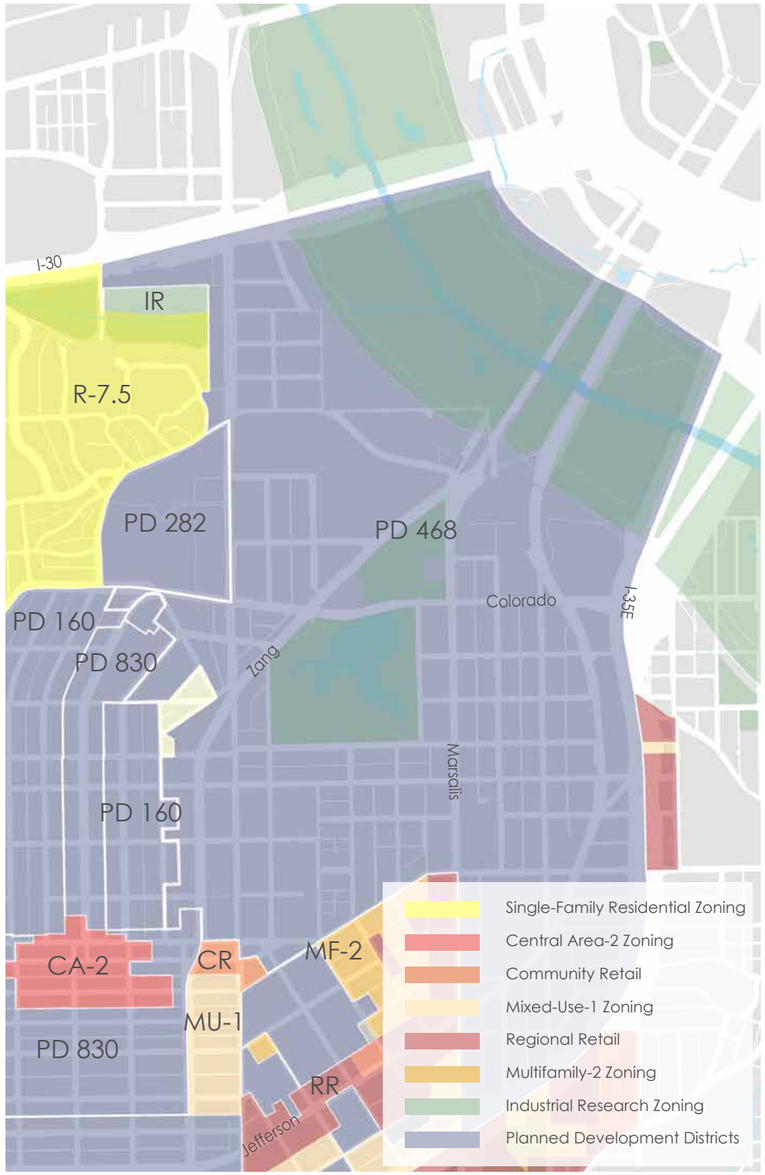


## Zoning

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## *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' greatest natural asset.

Since Dallas' founding, the Trinity River and its tributaries have fueled the city'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.

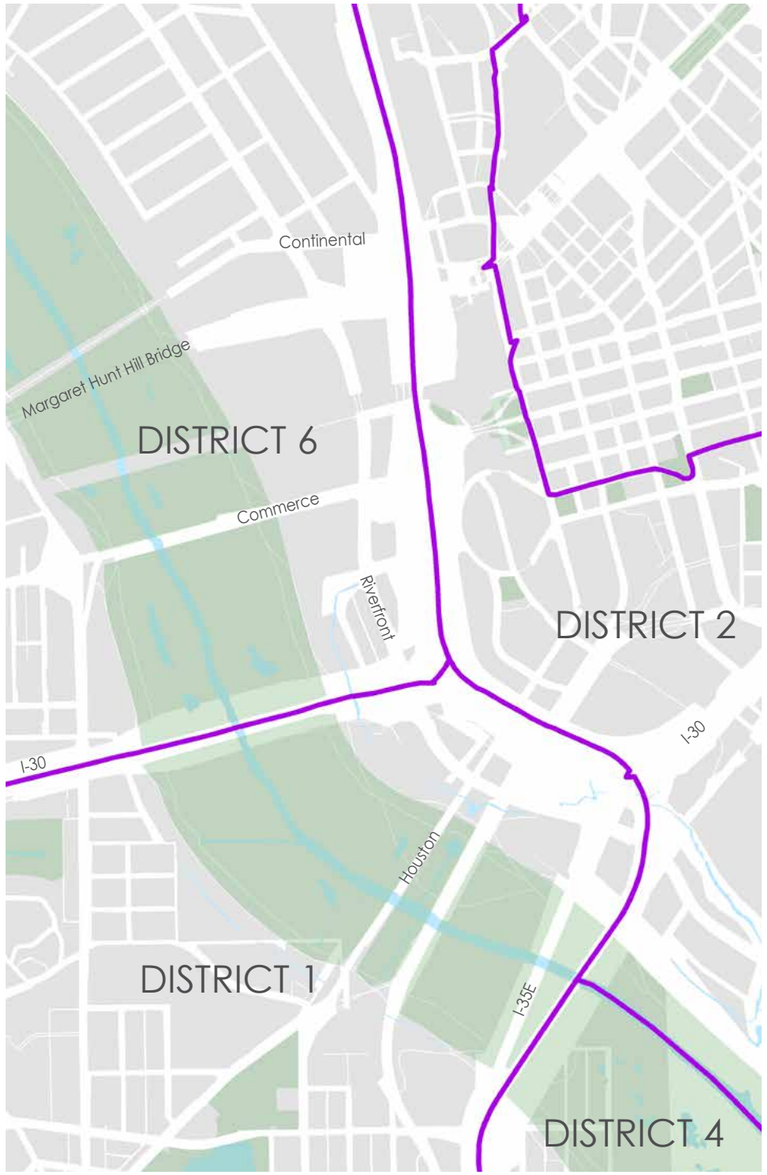
The Trinity River has received much-needed attention in recent years and is now seen as a major asset for Downtown and all of Dallas. The construction of the Margaret Hunt Hill and Margaret McDermott Bridges has brought panache and elegance to an area generally not known for either. Access to Riverfront 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 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.

For these reasons, Riverfront will increasingly be seen as an attractive area for development with no guarantee it will evolve into a place that welcomes people. However, with proper planning efforts, Riverfront can preserve the natural environment and bring more human-scaled development to the area. This work can lead to better policies and carefully designed, livable, and accessible projects to produce a truly thriving destination and gateway to Downtown Dallas with the Trinity River as its focal point.

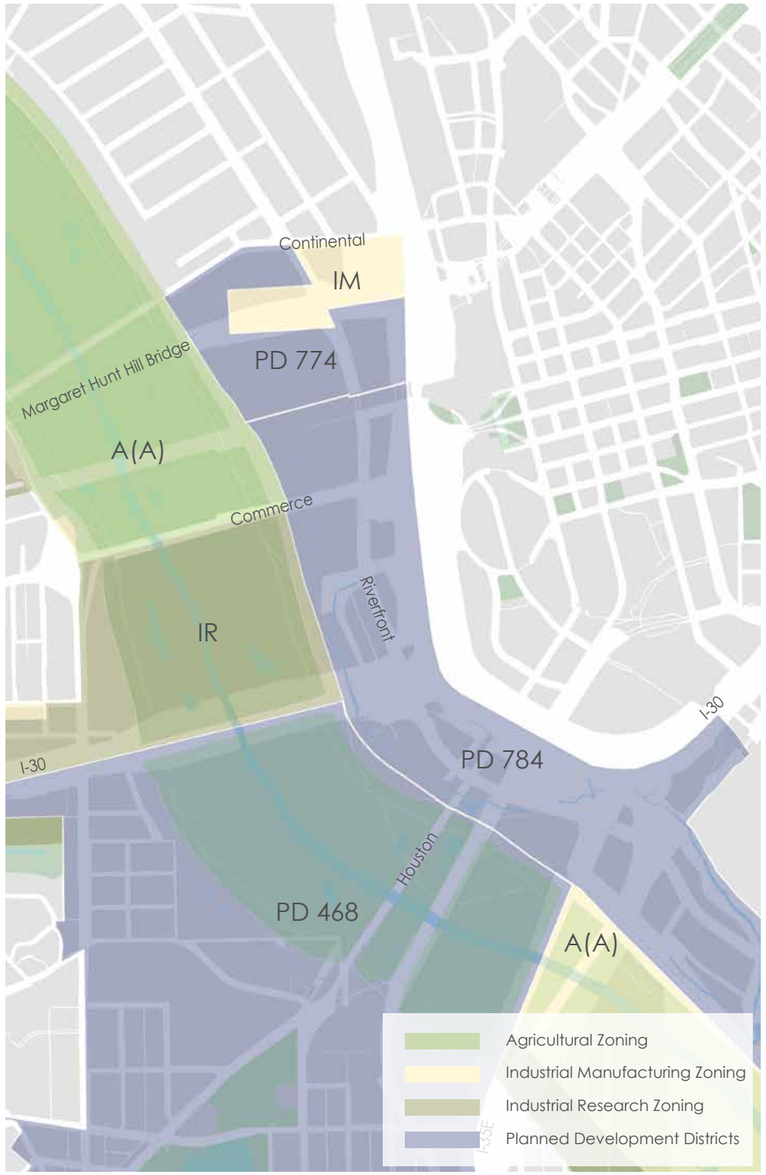
*The 360 Plan* emphasizes District Connectors to improve multimodal connections between the Design District, Riverfront, Downtown, and surrounding neighborhoods, including: Oak Lawn, Hi-line, Reunion, Riverfront, Continental/Lamar, Commerce, and Griffin.

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.




**Council Districts**




**Zoning**

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## *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 area's 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, 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.

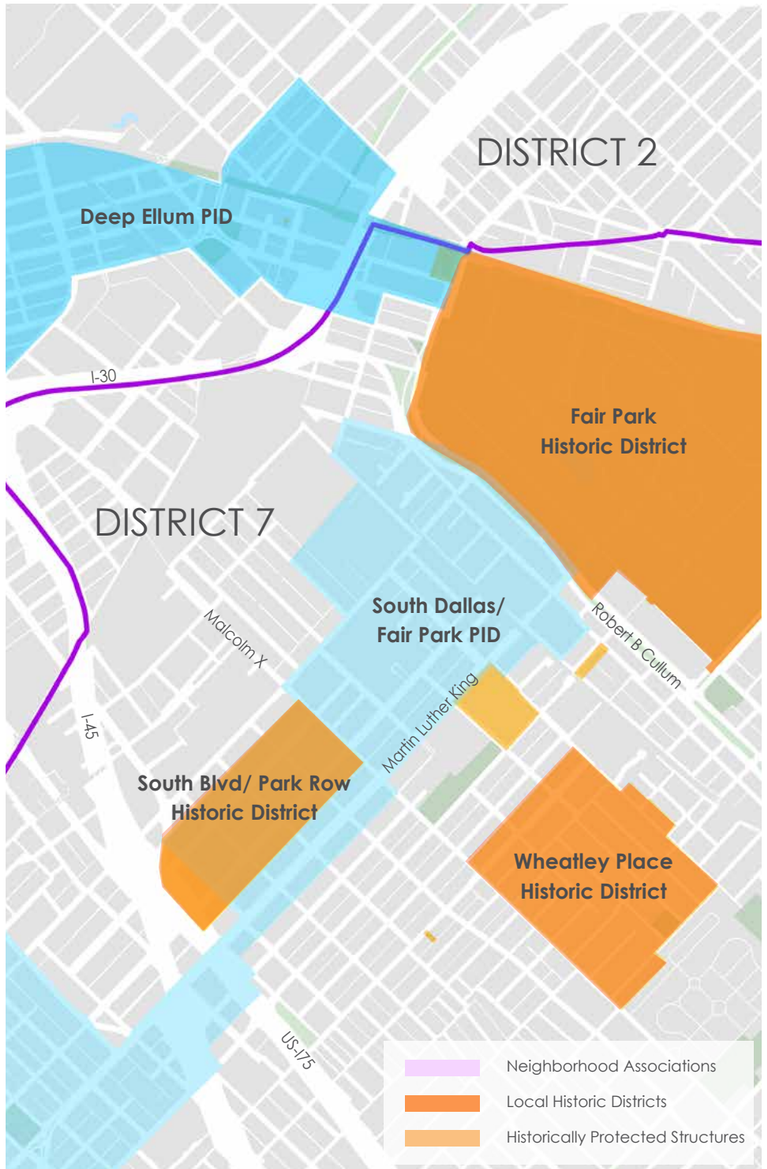
Fair Park, a vast urban park east of Downtown, contains many of Dallas's historic, cultural, and recreational facilities. The park opened in 1886, hosting the Dallas State Fair, the precursor to the State Fair of Texas, which is one of the largest events of its kind in the nation and is still hosted 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 revitalization of surrounding neighborhoods that have experienced continued disinvestment in recent decades.

Though culturally-rich, South Dallas/Fair Park remains physically isolated from much of Dallas, including Downtown, separating residents from key services and jobs. 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.

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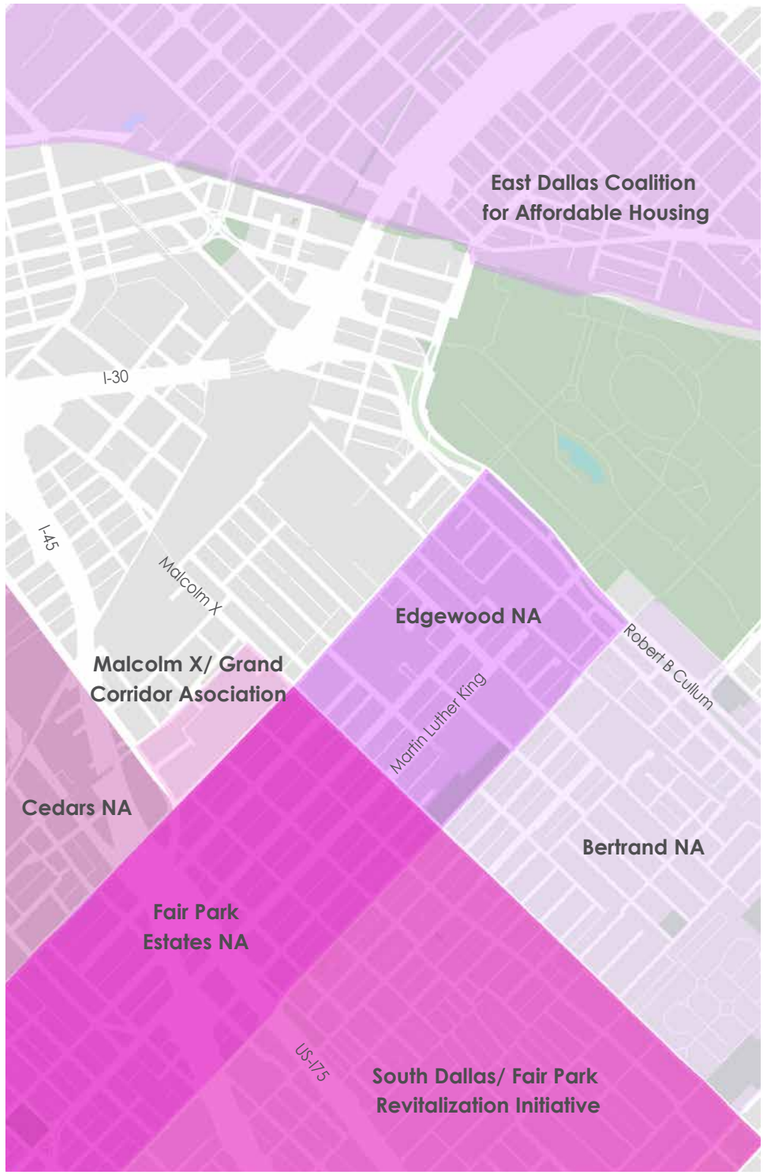


## Neighborhood Associations

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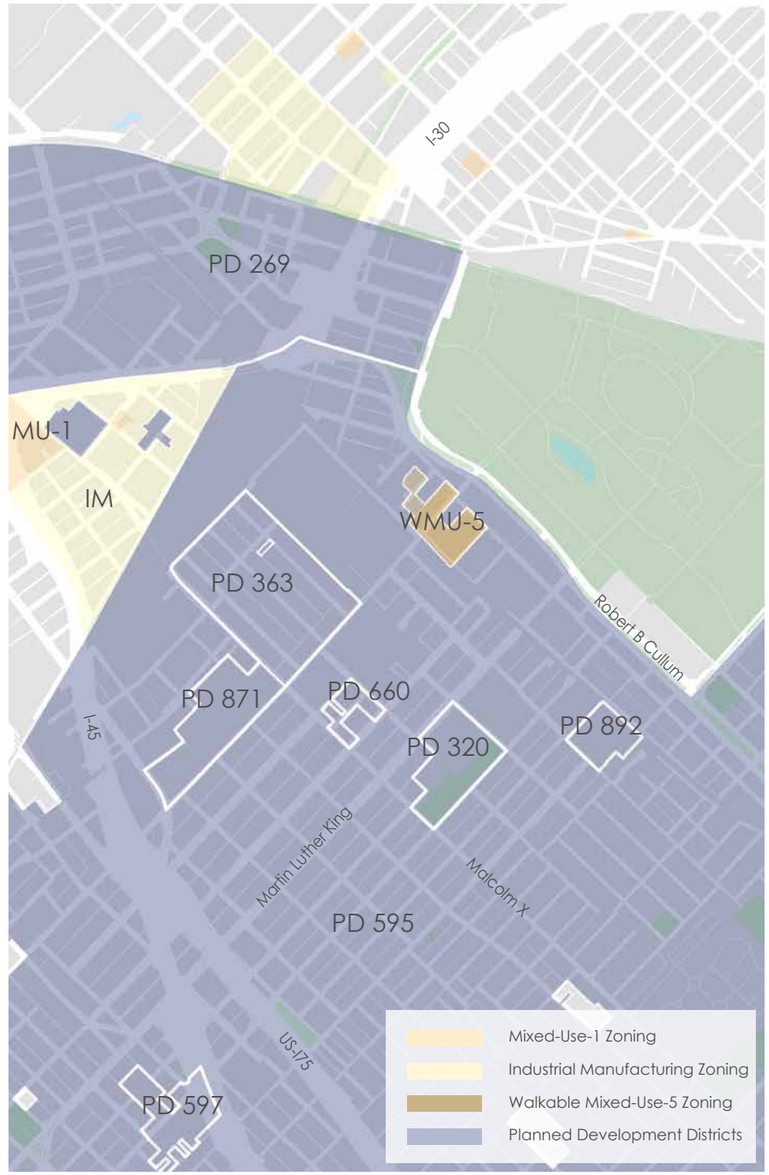


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## *Uptown*

One of Dallas' 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 tight-knit, unified community, but was essentially obliterated during construction of the expressway in the 1940s.

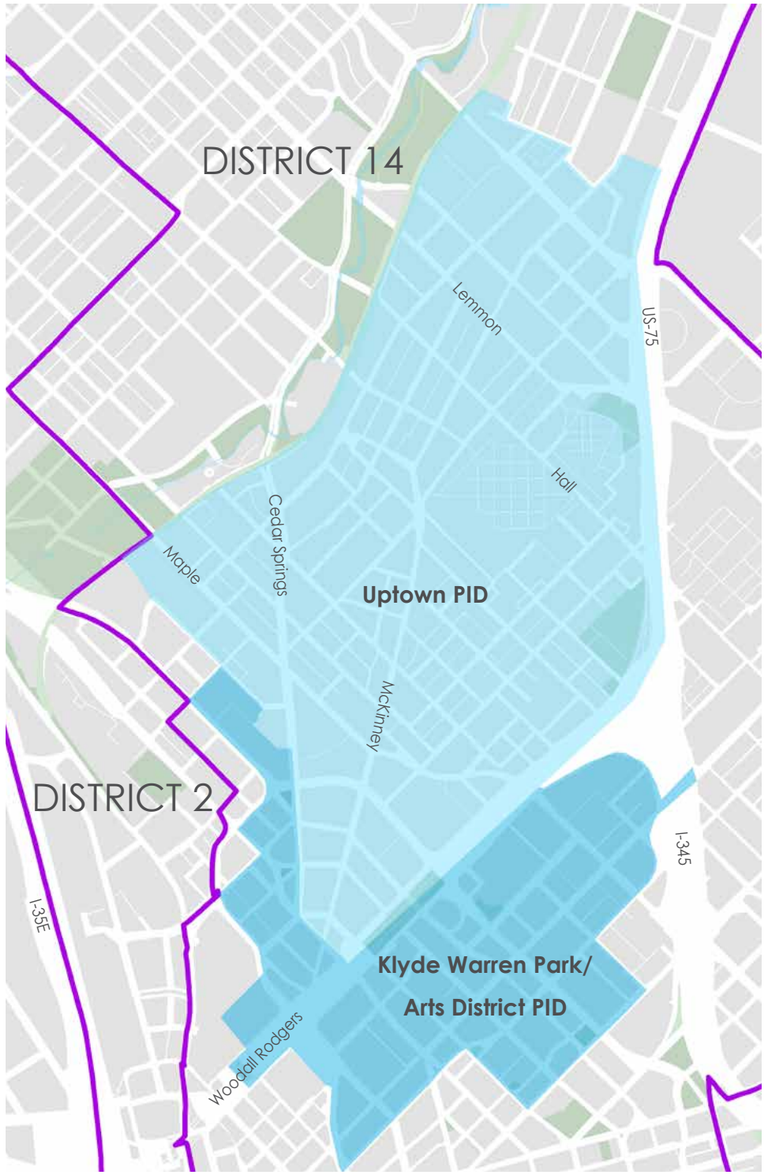
Among the modern high-rises and bustle of Uptown lies the State Thomas neighborhood and its collection of Victorian homes – the largest such collection in Dallas. A City Landmark Historic District, State Thomas was one of Dallas's first subdivisions, home to many of the city's elite families and prominent businessmen. Ethnically and racially diverse, the State Thomas neighborhood coexisted in relative 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' most dense neighborhood, Uptown is now a walkable, urban environment popular to young professionals seeking proximity to jobs and leisure activity, including 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.

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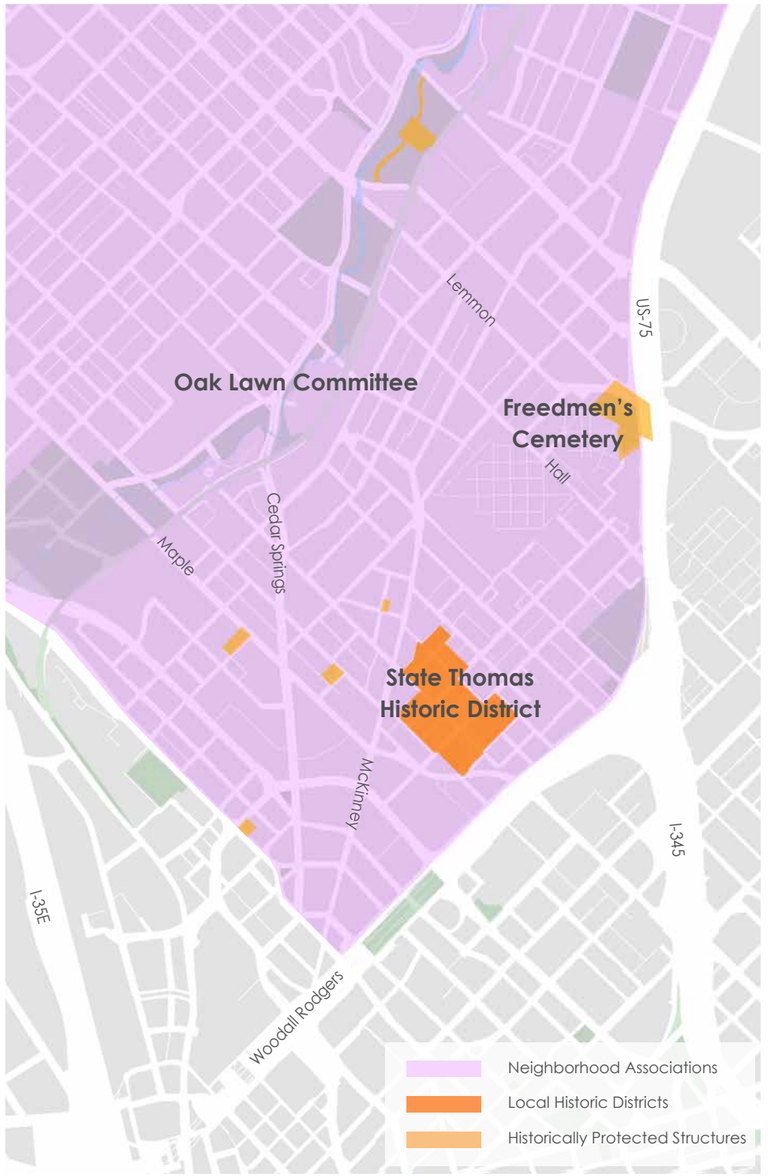


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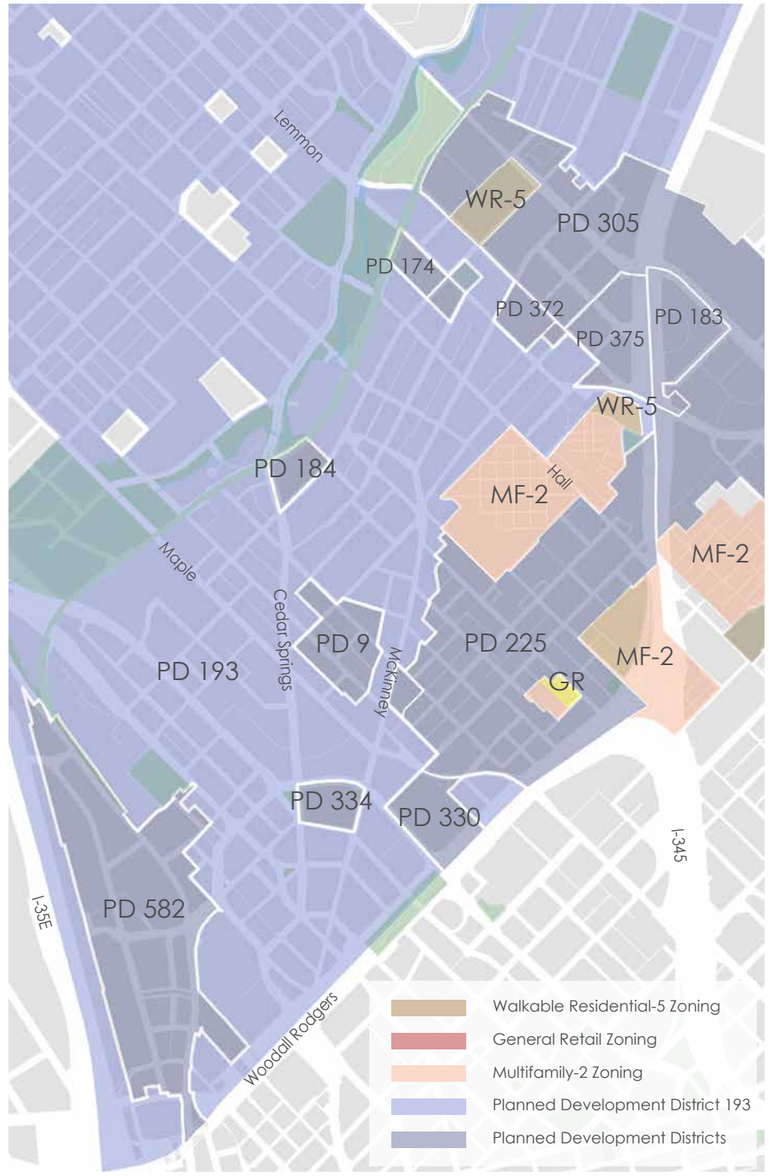


**Zoning**

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## *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 neighborhoods, 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 Victory Park 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.

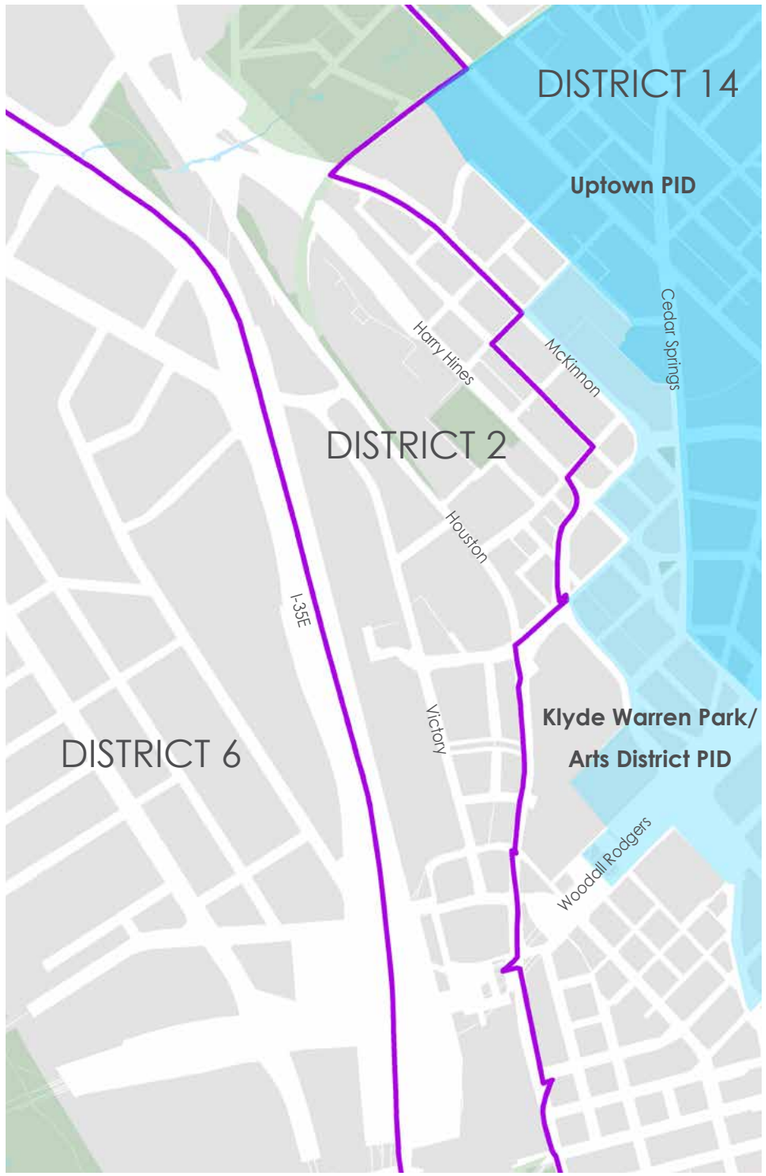
In 1984, the Harwood District began with one building, the Rolex Building. Since then, the single-developer district has added two million square feet of office, residential, and unique restaurant and entertainment concepts with a luxurious but accessible theme and context. Harwood International's vision 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.

Nearby historic landmarks such as Pike Park should be celebrated so they can be 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.

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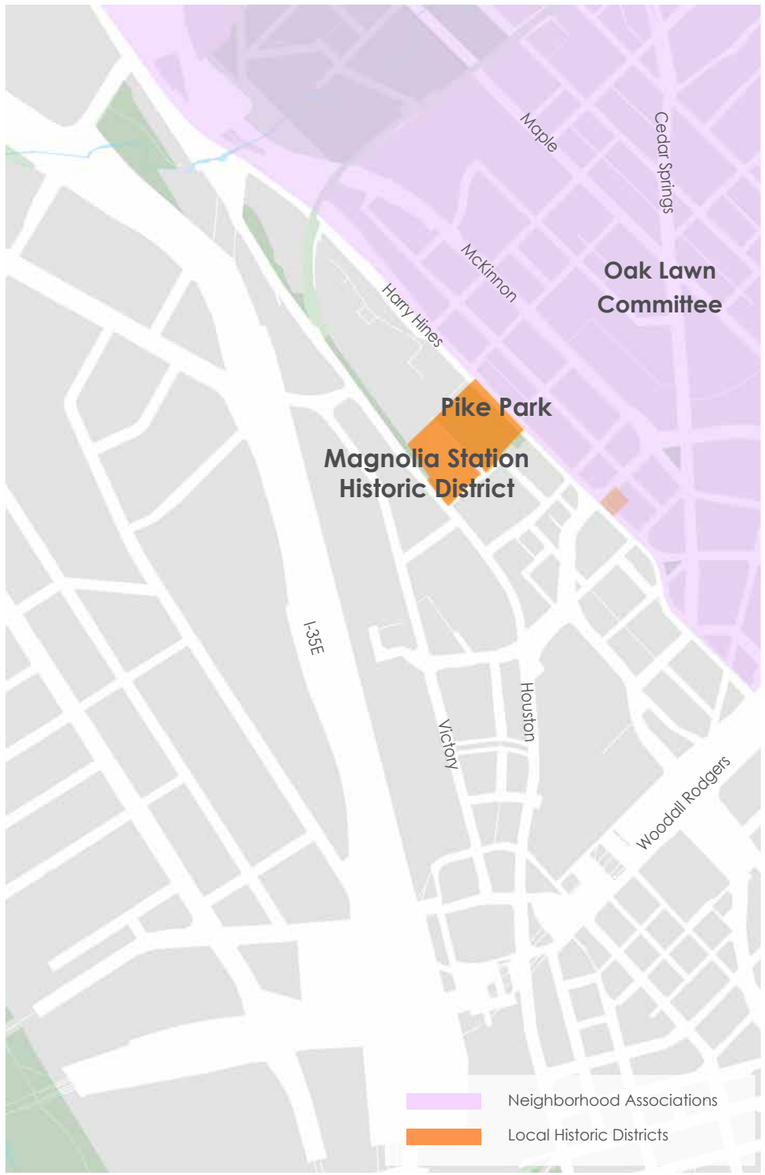


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More specific zoning information can be found at https://gis.dallascityhall.com/zoningweb/

## *West Dallas*

The single-family and industrial areas of West Dallas have experienced rapid growth and investment in recent years as connections to Downtown have improved with projects such as the Margaret Hunt Hill Bridge and the Ronald Kirk Bridge. New neighborhoods and developments such as 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' 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. According to the *West Dallas Urban Structure and Guidelines*, adopted in 2011, 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.

## Council Districts and Neighborhood Associations

Neighborhood Association maps will be updated in accordance with ongoing revisions to the City of Dallas Neighborhood Association database

## Zoning

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

THE 360 PLAN

2017 **PLAN FRAMEWORK**

## THE VISION

### A COMPLETE AND CONNECTED CITY CENTER

# IV Transformative Strategies

## *Creating a Complete and Connected City Center*

Downtown Dallas and the entire City Center 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 provide sharp focus to the foundational elements 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 City Center.

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 City Center, 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 concepts, strategies, and recommendations discussed in this chapter.

Thomas Garza Photography

Significant new multifamily development has been added to the City Center in the past several years.

## *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' urban core is no exception. Between 2011 and 2016, the population of the City Center has increased 23.4 percent, to over 48,000 residents in search of economic, social, and cultural opportunities and amenities – all basic elements of a "complete neighborhood."

**The City Center is envisioned as a collection of complete and connected neighborhoods.**

A complete neighborhood is one 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 provision of social services, including homeless-related services, has historically centered in and around our nation's urban centers, a phenomenon certainly true in Downtown Dallas and some of the surrounding neighborhoods. Therefore, social service providers must be properly planned and managed in order to abate the chronic concentration of loitering, panhandling, and other quality of life issues related to homelessness. The result, then, will be better neighborhood integration and better service for those experiencing homelessness. Furthermore, equitable dispersion of social services throughout the entire city – in lieu of the current concentration in the City Center – will provide a more balanced approach to the city's homeless issues.

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.

As the City Center grows and diversifies, its quality of life and continued success is dependent upon a balanced mix of community amenities. *The 360 Plan* will advance building complete neighborhoods through:

- the purposeful provision of affordable and family-friendly housing
- creating vibrant parks and neighborhood spaces
- growing a diverse mixture of commercial, retail, and entertainment services
- increasing opportunities for high-quality educational choices for all learning levels.
- providing access to and connections between these amenities and services

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 City Center 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. The area's housing stock must respond to and meet the needs of its growing, diverse population.

**Family-Friendly Housing**

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 – with two to three bedrooms and at least two full bathrooms – are nearly absent in the City Center, especially within Downtown. As the young adults mature and more families move to the area, greater demand has been created for this product type. Furthermore, family-friendly amenities, such as playgrounds and day care services, will support the ability to attract and retain families. Urban areas are becoming attractive options for seniors, for reasons such as access to public transportation, services, entertainment, and a feeling of community. In order to accommodate aging in place, housing opportunities and options must be accessible to the elderly population wishing to remain Downtown. Housing communities for seniors and elder care is an important component to promoting diversity in Downtown Dallas.

**Diversity in Price Point**

To bring about more socioeconomic diversity, housing must be made available to low- and moderate-income earners. 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. The inclusion of affordable units in new housing developments will foster a diverse, mixed-income neighborhood, providing workforce housing for public servants, service industry employees, or others earning low- to moderate-wages. Additionally, diverse neighborhoods are more economically sustainable, resilient, and equitable. Educational efforts reinforcing these and other benefits of mixed-income housing should be offered to the development community to promote further inclusion of affordable units in new housing development projects. 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 and construction costs. In addition to civic leadership, a variety of tools including using public land, Tax Increment Financing (TIF) incentives, 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.

**Diversity in Product Type**

Apartment construction throughout the City Center has far surpassed that of other types of housing in recent years, limiting homeownership opportunities in most neighborhoods. To 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, condos, 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.

*The 360 Plan* calls for:

- Conducting a market analysis to quantify demand for diversified housing in terms of product type, price, and tenure
- Defining housing goals and developing strategies to provide incentives and remove barriers to implementing a city-wide mixed-income housing policy within the City Center
- Conducting an infrastructure needs assessment to identify areas where infrastructure is needed to enable housing development on vacant parcels
- Advancing the recommendations and initiatives of the Dallas Commission on Homelessness and the Office of Homeless Solutions, and ensure these initiatives align with each specific neighborhood's goals and objectives as outlined by residents and property owners.
- Identifying publicly-owned property within the City Center that can be leveraged for mixed-income housing
- Amending Central Area (CA) zoning to reduce residential parking requirements for affordable and mixed-income housing with access to transit, bike share, and enhanced bike storage

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 an extensive 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 the area's daytime population. Pocket parks or plazas are generally 0.25 acres or less. Example: Pegasus Plaza.

**Neighborhood parks** serve more a greater number of users, including residents and daytime population. 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.

*The 360 Plan* calls for:

- Investigating opportunities to create active and passive open space in underutilized public and privately-owned properties within the City Center, such as vacant parcels, building rooftops, and public rights-of-way, including deck park opportunities.
- Adopting a park dedication ordinance with provisions to ensure that in-lieu fees collected in the City Center are spent within the area.
- Developing parks master plan(s) for underserved neighborhoods within the City Center, starting with the Cedars, to address neighborhood-scale park needs and operation and maintenance strategies.
- Developing public-private partnerships for creating, maintaining, and preserving parks within the City Center.
- Exploring 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.
- Advancing ongoing efforts to create a neighborhood park space on the southern portion of Fair Park to serve the South Dallas-Fair Park neighborhood.

## 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.

### Commercial Renaissance

Suburban expansion in the mid-twentieth century severely impacted the Downtown Dallas retail scene as retailers and entertainment establishments left the market, chasing after 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 City Center, 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 and other personal services to meet daily needs, including, but not limited to, dry cleaners and tailors, small shops, or salons.

### Tenant Recruitment

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.

### Non-Traditional Retail

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 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. *The 360 Plan* calls for:

- Parking requirements for commercial uses should be minimized 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 problem 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 in order to provide additional retail and commercial options, especially in areas lacking traditional retail space, and street activation on vacant lots.

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.

- In accordance with the City's *Complete Streets Design Manual*, where sidewalk space is limited, sidewalk cafés or outdoor seating should 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 Downtown, but ordinances could be amended to allow street vending in additional neighborhoods as desired throughout the City Center.
- Expansion of the mobile food vending guidelines to appropriate, specified areas of the City Center 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 City Center, 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.

**Shifting Demographics**

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. A study could also be conducted to identify the manners in which an urban elementary school will operate and function within the central business district, including overall accessibility and requirements for open space, parking, and loading zones.

**School Siting**

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

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 City Center in order to provide recreational spaces for children, encouraging families to remain in the area.

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 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 Educational Choices**

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-struggling 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. Trade and vocational training can also assist low-income students with a seamless transition into the workforce, offering them the necessary skills and knowledge for a sustainable career in a variety of in-demand, industrial sectors.

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 large part, to the sizeable talent pool and specialized skill sets 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.

*The 360 Plan* calls for:

- Conducting an education demand study to forecast potential demand over a ten-year period.
- Identifying potential sites for schools and addressing potential development barriers.
- Advocating with Dallas ISD for creation of neighborhood public schools within the City Center.
- Advancing 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.
- Creating internships and work programs with Downtown corporations for students the Opportunity Downtown Program.
- Identifying potential sites and partnerships for childcare/pre-K facilities and identify and address regulatory barriers that prevent these facilities from locating in urban areas.

Improving bus service will serve as a vital component of a multimodal transit network thoroughout Downtown and City Center neighborhoods.

## II. Advance Urban Mobility

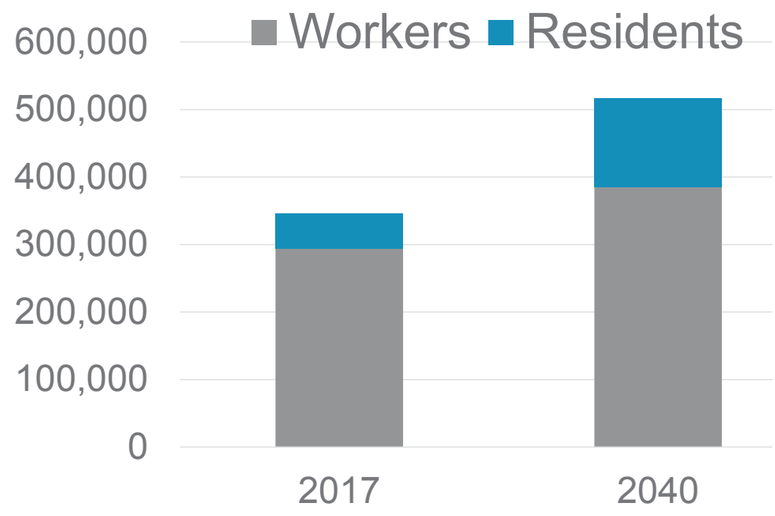
**The regional transportation hub**, Downtown Dallas sits at the confluence of freeways, rail lines, bus routes, bike lanes, and other pathways that connect motorists, commuters, and pedestrians to the City Center and its surrounding neighborhoods. The current transportation network includes numerous 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 cheaper, convenient rides more readily available around the entire core of the city. Additionally, new car sharing services such as Zipcar have the potential to make owning 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 transform transportation infrastructure. These provide exciting possibilities, with the potential to create great economic development opportunities, while also creating unforeseen challenges as well.

**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 dramatic increase in residential development over the last decade is transforming the City Center into a thriving mixed-use center. This is already shifting travel behavior and trip patterns. *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 urban mobility by:

- Adopting urban mobility principles
- Comprehensively revising mobility policy for the City Center
- Integrating transit expansion opportunities
- Leveraging freeway reconstruction opportunities
- Advancing priority bicycle and pedestrian improvement projects
- Reforming the approach to parking




The alternative demographic forecast projecting new residential and employment numbers used in *The 360 Plan* is helping shape policy decisions. More information can be found in the Appendix.

## 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 begun to change. The City of Dallas and DDI utilized cell phone and GPS data to evaluate mobility patterns within the City Center and found that 19 percent of automobile trips are captured exclusively within that geography. Conservatively, these short trips are expected to grow to 22 percent of all trips by 2040 even as the total number of trips nearly doubles (see Appendix). This represents a significant opportunity for alternative modes of transportation.

**Evolving trip mode choices.**

A DDI perception survey revealed that only 62 percent of area residents and workers commute by car, while over 28 percent commute by walking, biking, or transit (see Appendix). 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.

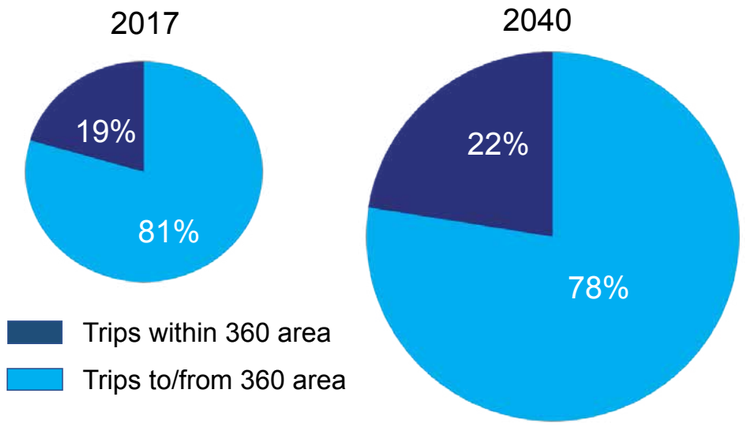
**Design public streets for all users.**

*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 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. These principles will serve as the foundation for an enhanced transportation system.

### *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 City Center placemaking and livability goals.
6. Deliver a system that responds proactively to trends in technology, demographics, and user preferences.




Using Streetlight cellphone and GPS data to better understand the growing demand for short trips can help better inform policy data. More information can be found in the Appendix.

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.

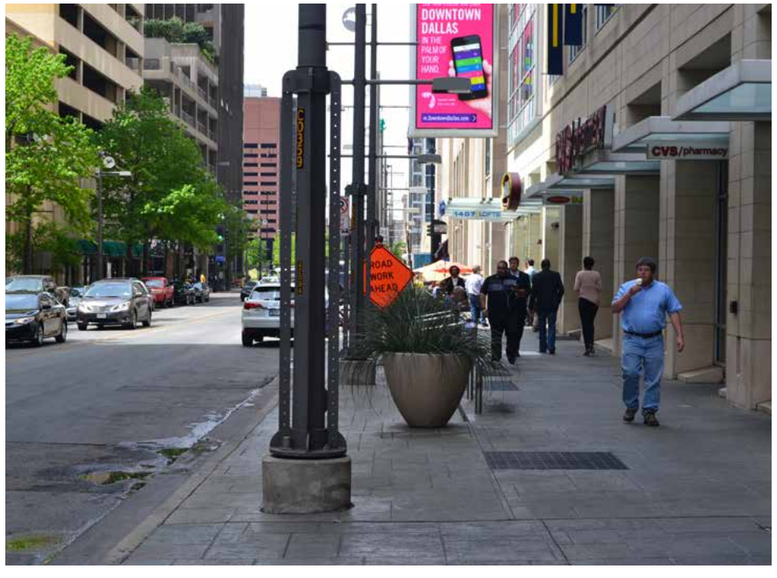
Cycling has become an increasingly demanded and used mobility option. New facilities are needed to provide safe options for all users.

## 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 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 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 by which the City of Dallas evaluates street projects, such as thoroughfare plan amendment changes, there will be increasing opportunities for designing multimodal streets. This will, in turn, reduce dependence on the automobile, giving increased mobility to all street users. City Center streets will be transformed 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.

**Establish a Multimodal Street Framework**

As the City Center's population 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. It is important to reenvision our streets within the City Center 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* distinguishes four types of **"District Connectors"** for City Center streets (Bike, Pedestrian, Transit, and Auto). District Connectors are roads or corridors that serve an important role to facilitate the movement of multiple modes of transportation between the City Center districts. On these corridors, careful consideration should be given to the design and functionality within the right-of-way in order to ensure that preferred modes are 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. See Page 64 for a matrix that identifies preliminary priorities for various design elements based on District Connector designation.

### Auto District Connector

Auto District Connectors are those roads that help facilitate the efficient movement of automobiles into, out of, and throughout the City Center. 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

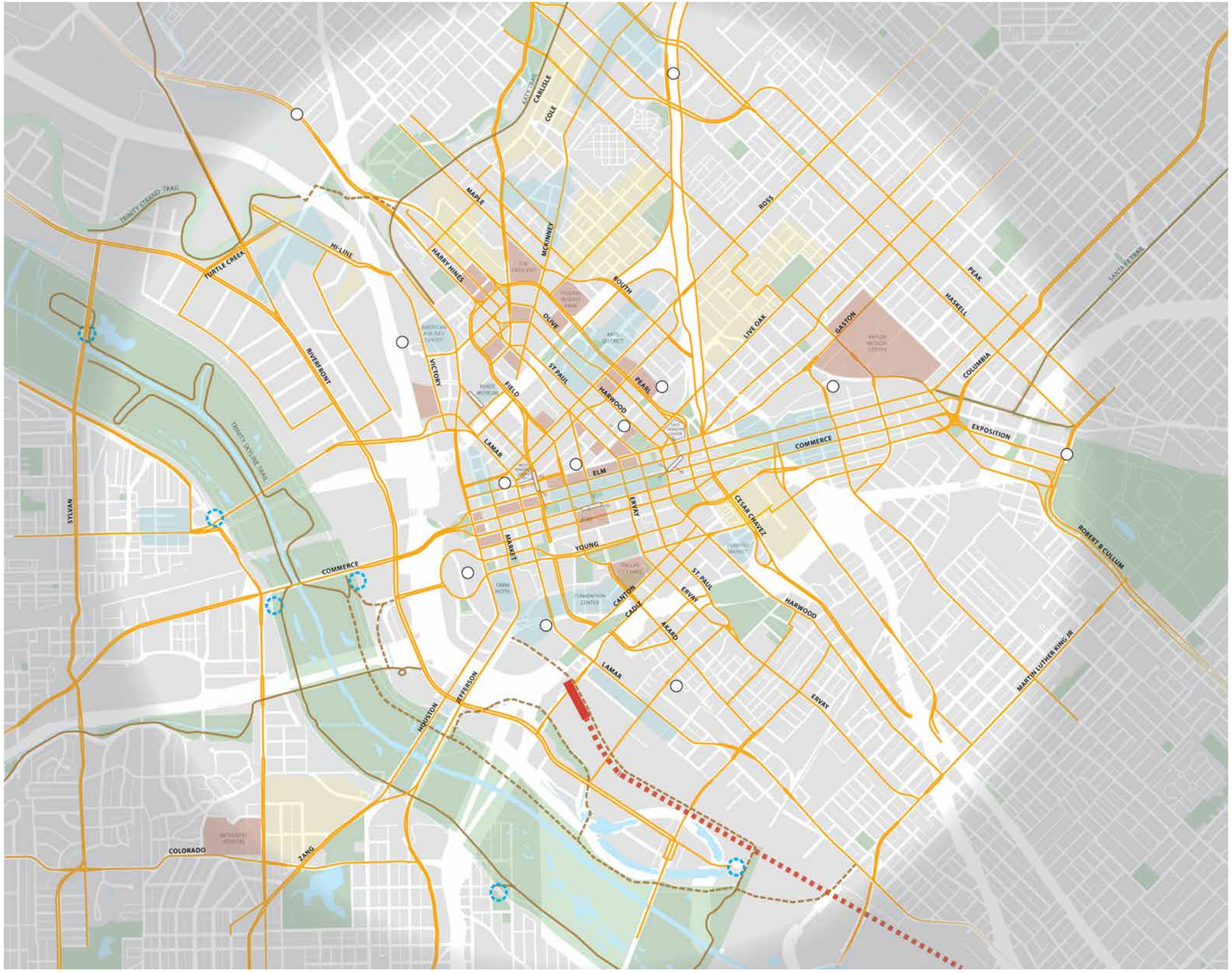
Bike District Connectors are all of the roads within Downtown that operate as part of the bike network. These streets prioritize bike movement through protected bike facilities, improved signal timing, traffic calming devices, and multimodal intersection design. When complete, the bike network should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

### 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

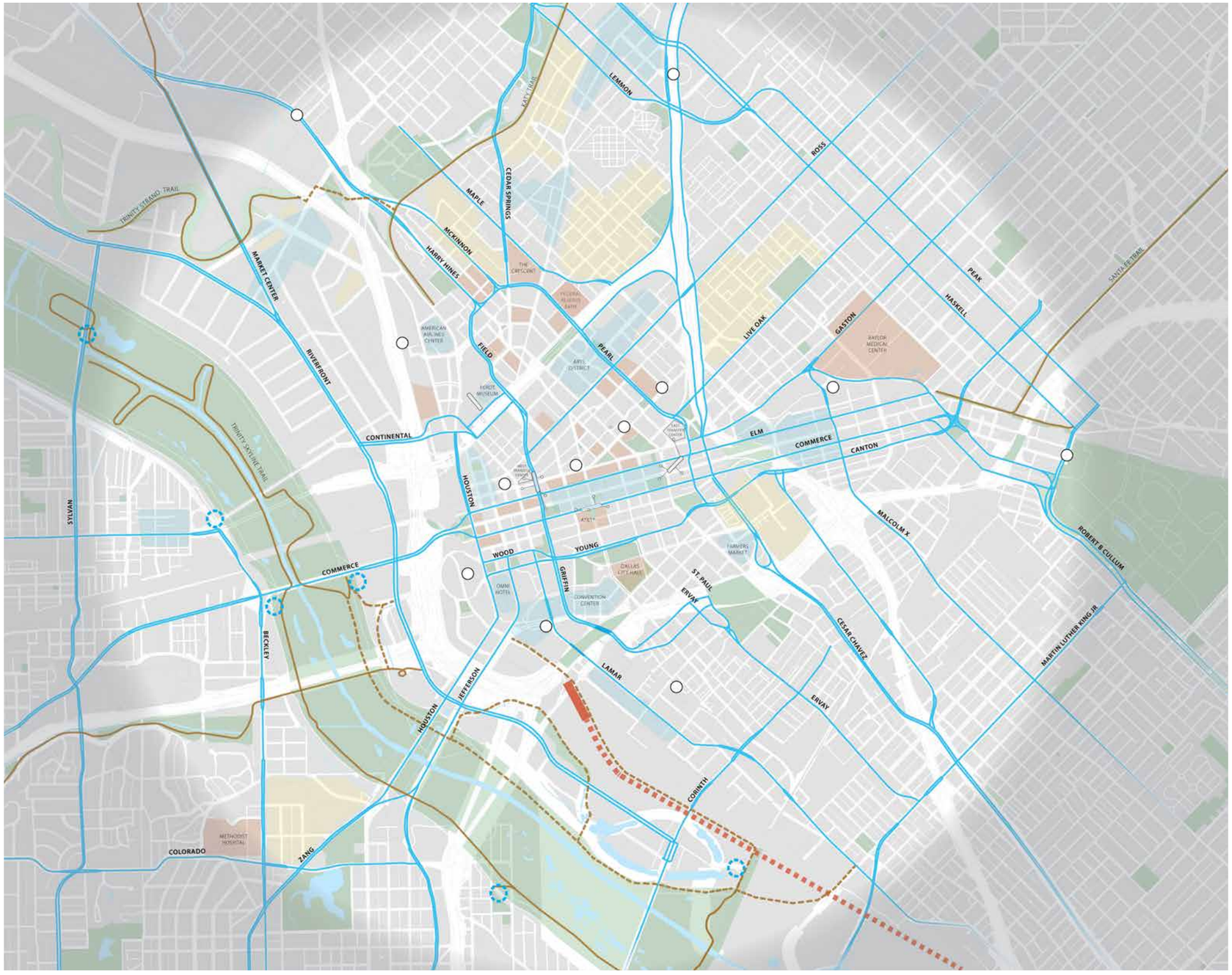
Transit District Connectors are roads that are serviced by high-frequency bus or streetcar service. On these roads, attention should be given to the pedestrian realm to facilitate the safe movement of passengers to stations and stops. Additionally, attention should be given to traffic lanes to provide 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 an important role to facilitate the movement of multiple modes of transportation between the City Center 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 modes are prioritized. *The 360 Plans* distinguishes four types of district connectors: Auto, Bike, Pedestrian, and Transit.

**Neighborhood Streets** are roads that primarily serve local destinations within districts for multiple modes of transportation. These streets are not intended to serve a major role for cross-district trips the way District Connectors do.

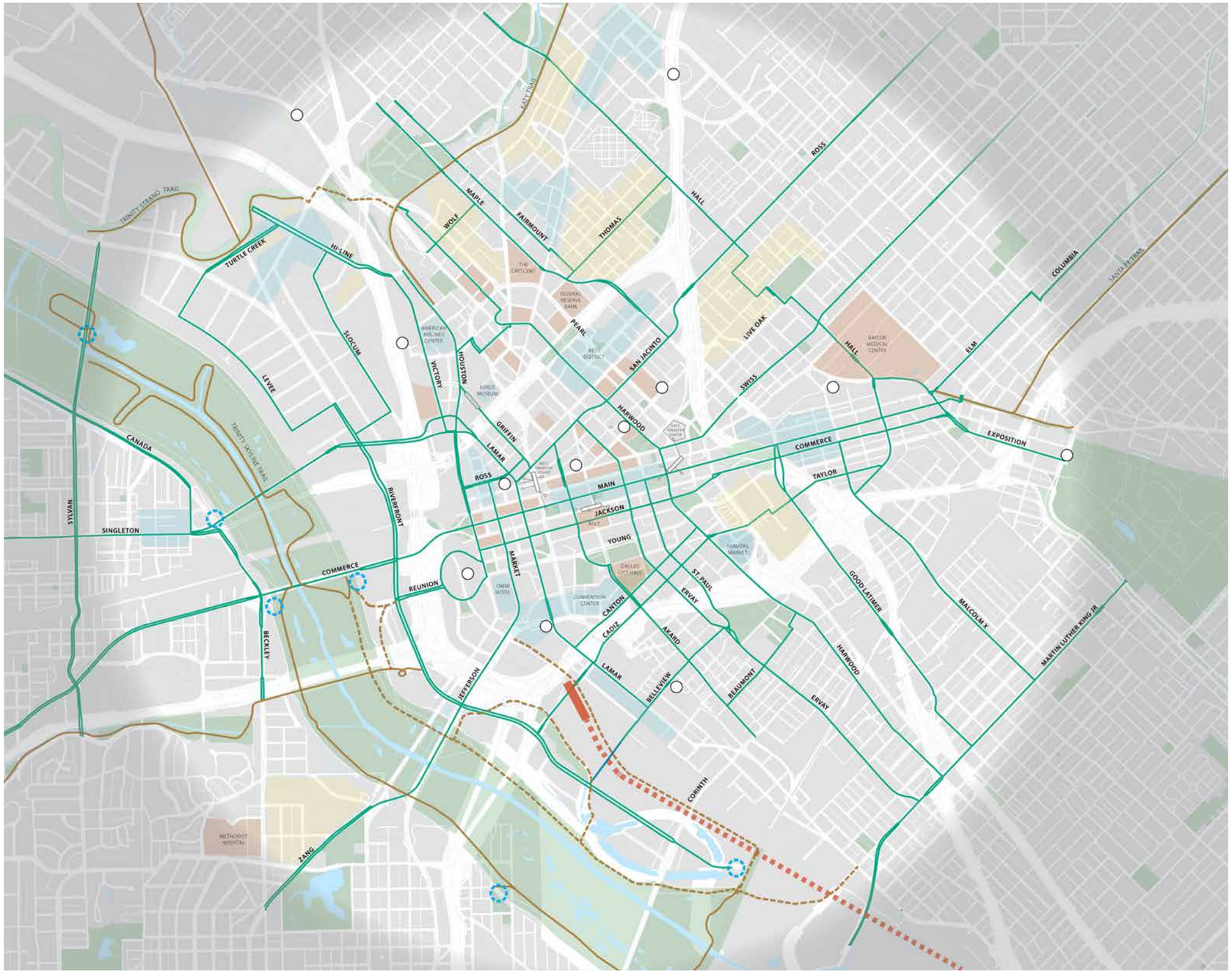



## Auto District Connectors

Auto District Connectors are those roads that help facilitate the efficient movement of automobiles into, out of, and throughout the City Center 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.

**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

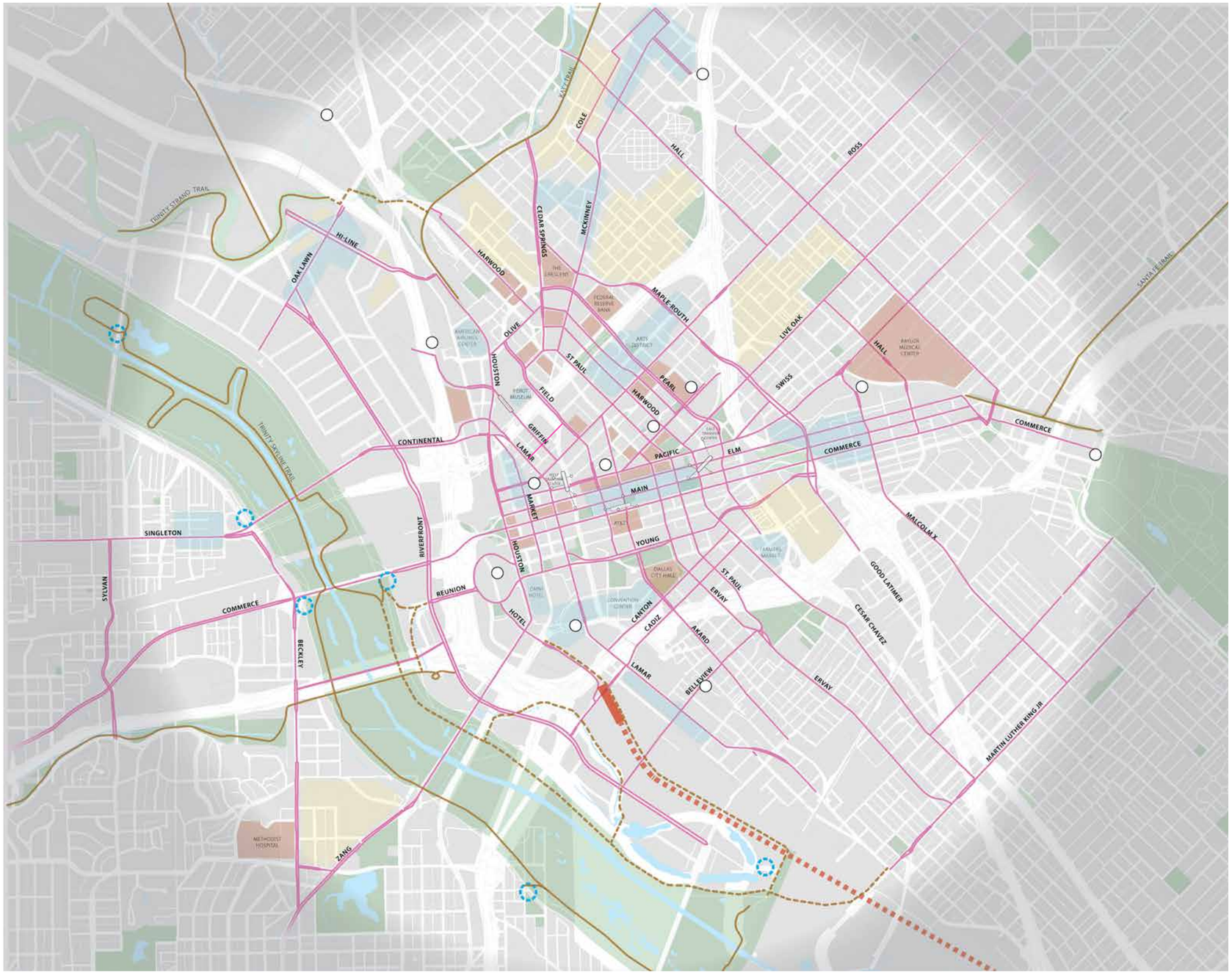



## Bike District Connectors

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 across the City Center to all districts within it.

Note: Ross Avenue will be studied as a potential Bike District Connector in lieu of San Jacinto St

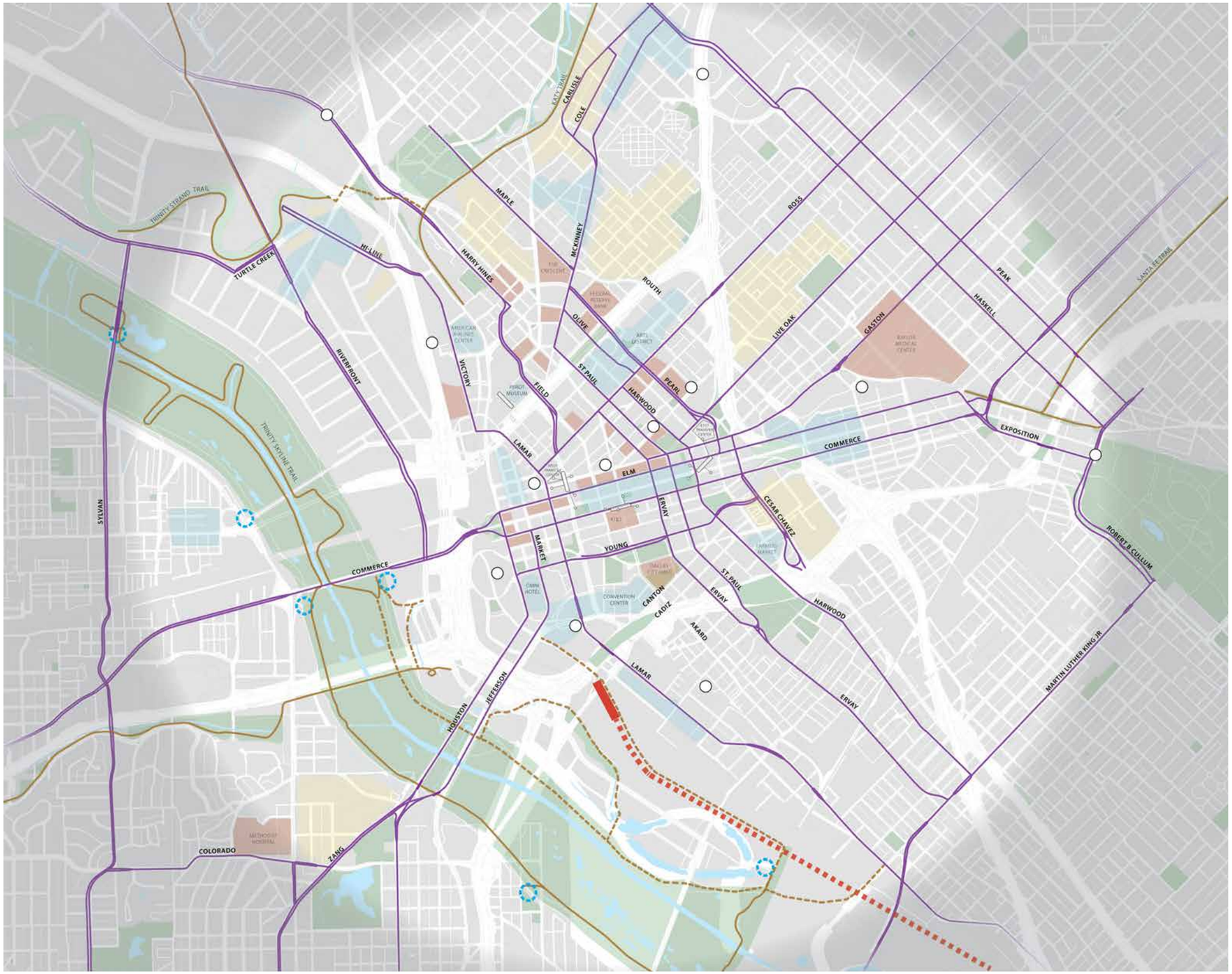
- **Bike District Connector**
- Neighborhood Street
- Existing/ Funded Trail
- Potential Trail
- Trinity River Ped/ Bike Access Point
- Existing and Proposed Open Space
- Large Employment Center
- Entertainment Center
- Large Residential District
- Proposed High Speed Rail Station + Line
- DART Station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




## Pedestrian District Connectors

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, shaded, and comfortable sidewalks as well as safe intersections. Additionally, adjacent development should enhance the pedestrian experience by providing active ground-level uses.

- **Pedestrian 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




## Transit District Connectors

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.

- **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
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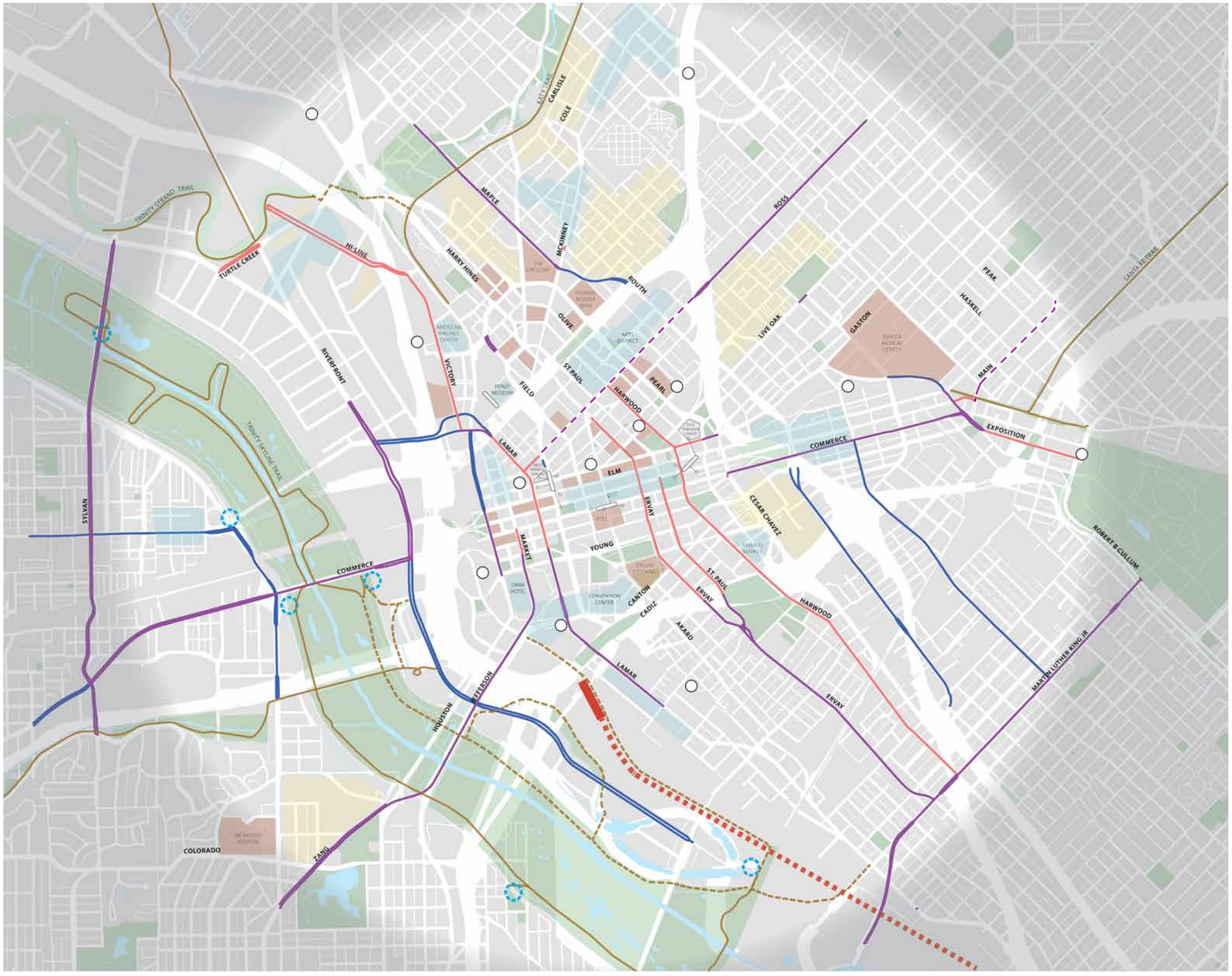
- Proposed D2 Station + Pedestrian Portal




## Overlapping District Connectors

Some streets have more than one District Connector designation. On these streets, right-of-way will likely be limited and, thus, it will be important to balance 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. In these situations, other options on nearby streets should be considered.

* Note that Ross Avenue will be studied as a potential Bike District Connector in addition to an Auto and Transit District Connector

** Note that Main Street wll be explored as a potential Bike District Connector between Carroll Avenue and Exposition Avenue instead of Elm Street between Carroll Avenue and Exposition Avenue

| | PEDESTRIAN ZONE | | | | | | | | | | | | | | | STREET ZONE | | | | | | | | | | | | | | | | | | INTERSECTION ZONE | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Wide Sidewalks | Landscaping/ street trees | Seating | Bicycle Parking Facilities | Bollards | Newspaper Racks | Recycling/Garbage Cans | Transit Stops | Limited Curb Cuts and Driveways | Plazas/Parklets | Sidewalk Cafes | Pedestrian Lighting | Information Kiosks | Pedestrian Signage | Bicycle Signage | Slip Streets | Couplets | Shared Streets (Woonerfs) | Trees and Greenscape (Median) | On-street Parking | Valet parking | Loading Zone | Road/Lane Diet | Dedicated Transit Lane | Priority Transit Lane | Shared Transit Lane | Shared Bicycle Lane Markings | Bicycle Lanes | Buffered Bicycle Lanes/Cycle Tracks | Chicanes | Midblock Pedestrian Crossings | Special Pavement Treatment/ Speed Tables | Slow Posted Speeds (Less that 25 mph) | Street Lighting | Multimodal Intersection Design | Curb Extensions/Bulbouts | Free Right/Left turns | Modern Roundabouts | Traffic Circles | Crossing Islands (only for divided roads) | Special Pavement Treatment/Speed Tables | Special Pedestrian Signals | Special Bicycle Treatments | Special Transit Treatments |
| **DISTRICT CONNECTORS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| *TRANSIT STREET TYPOLOGIES* | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 55' - 65' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 70' - 85' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 100' - 120' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| *BIKE STREET TYPOLOGIES* | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 50' - 55' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 60' - 70' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 75' - 90' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 100' -130' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| *AUTO STREET TYPOLOGIES* | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 50' - 55' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 60' - 75' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 80' - 90' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 90' - 110' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 175' | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

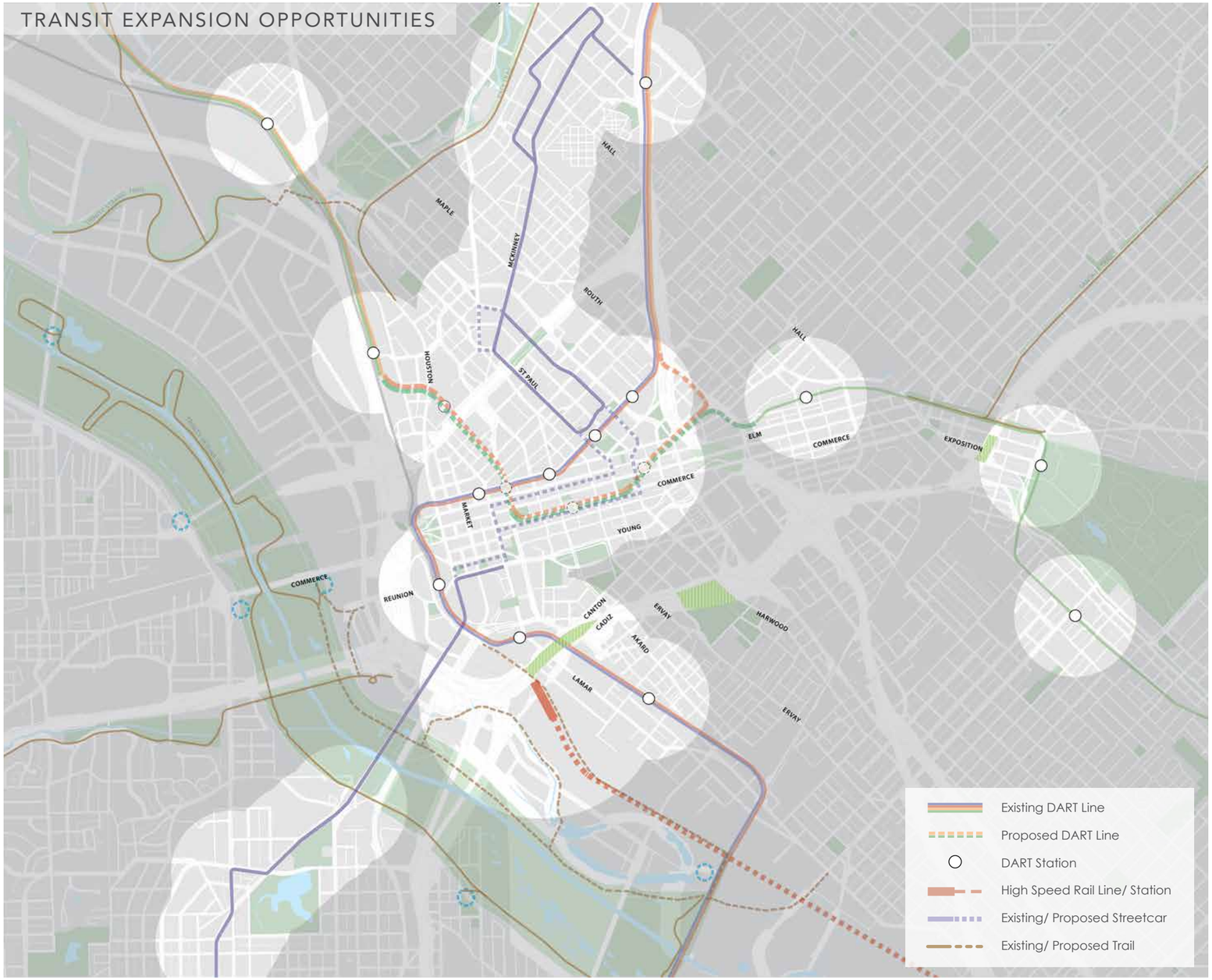
For streets with one or more District Connector classification serving multiple modes of travel, the following priorities apply:

1. District Connectors: Bike are the highest priority district connector because they have the fewest dedicated connections and are the most susceptible to other factors such as vehicle speeds, user comfort, and overall safety of the cyclist.
2. District Connectors: Transit can be designed as either a dedicated transit or a shared transit lane with automobiles. In some instances they may need to be given special consideration relative to Auto District Connectors, to enable efficient transit routing. Bike District Connectors can be collocated with Transit District Connectors but should be designed to avoid conflict with each mode.
3. District Connectors: Auto form the backbone of the district connector network and are designed to ensure convenient connection to freeways and other major traffic routes, while ensuring both safety and convenience for other modes.

Primary Consideration
Secondary Consideration
Optional Consideration
Not Desirable

## District Connector Preliminary Design Priorities Matrix

This matrix identifies preliminary priorities for various design elements based on the District Connector designation. It is intended to be used as the basis for developing a future public realm design manual.



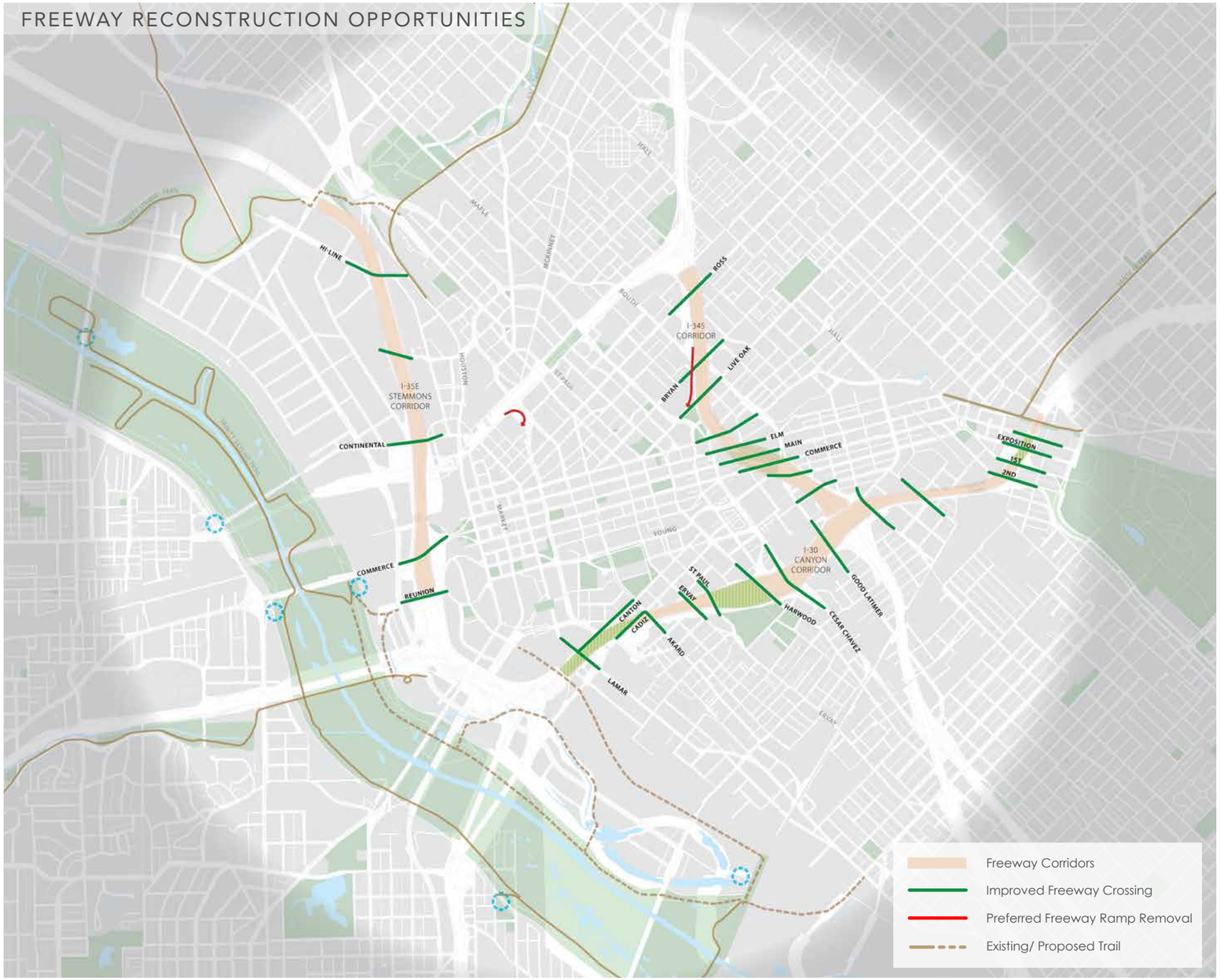

## INTEGRATE TRANSIT EXPANSION OPPORTUNITIES

Since the 2011 *Downtown Dallas 360* plan, significant strides have been made with public transit in the urban core. The D-Link bus service has been implemented. The McKinney Avenue Trolley (MATA) has been expanded to the St. Paul DART Station. The Oak Cliff Streetcar has been constructed, linking Union Station to Oak Cliff. Now, new planned and proposed transit projects are in the works to further enhance transit service. DART has submitted Federal funding requests for the DART Second Light Rail Alignment Subway (D2) (see map to left). DART has also submitted funding requests for the Central Dallas Link streetcar expanson project, linking the Oak Cliff Streetcar at Union Station to the MATA Streetcar at St. Paul Station. Meanwhile, Texas Central is working on building a high speed rail line from Dallas to Houston with a station in the Cedars.

These new transportation projects have the potential to dramatically change the transportation and urban landscape of the City Center in the next decade. Through collaboration and coordination, the most optimal outcomes can be achieved for Downtown and its adjoining neighborhoods.

*The 360 Plan* calls for:

- Design review of D2 and streetcar projects to ensure sensitive integration into the urban fabric
- Seamless mulimodal linkage with the proposed high speed rail station
- City incentives and investments to support transit-oriented development and to increase the number of people within easy access of transit




## LEVERAGE FREEWAY RECONSTRUCTION OPPORTUNITIES

Several significant TxDOT projects are planned for the City Center, including redesigns of Stemmons (I-35E), I-30 canyon freeway, and I-345. These freeway projects present great opportunities to reconnect neighborhoods, such as the Cedars, the Design District, and East Dallas, that have long been isolated from 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. In addition, designing all future freeway crossings as complete streets should be prioritized in order to maximize connectivity between disconnected districts.

*The 360 Plan* calls for:

- Enhanced pedestrian amenities, including wide sdewalks, pedestrian-friendly intersection design, high bridge guardrails, improved lighting, and shade structures along and near all TxDOT infrastructure
- Design bridges, frontage roads, and future deck parks along the I-30 corridor to reconnect districts (see Wester Farmers Market and High Speed Rail Station Areas in Chapter V)
- Advancing reconstruction of I-345 in an urban format to reconnect Downtown with East Dallas and Deep Ellum and open up opportunities for development of workforce housing on excess land
- Investigation of near-term removal of TxDOT ramps at Live Oak and Field Streets in coordination with D2 implementation

## 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 City Center. *The 360 Plan* recommends over 30 miles of additional bike lanes, including dedicated and shared facilities, on various streets 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 through a combination of public and private projects. The built environment should support a comfortable, inviting, and engaging walk through Dallas' urban districts. Pedestrian-friendly amenities, including wide sidewalks and street trees, safety elements such as safe intersections and crosswalks, 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 such as Pearl Street in Boulder play an important role in enhancing connectivity within and between neighborhoods.

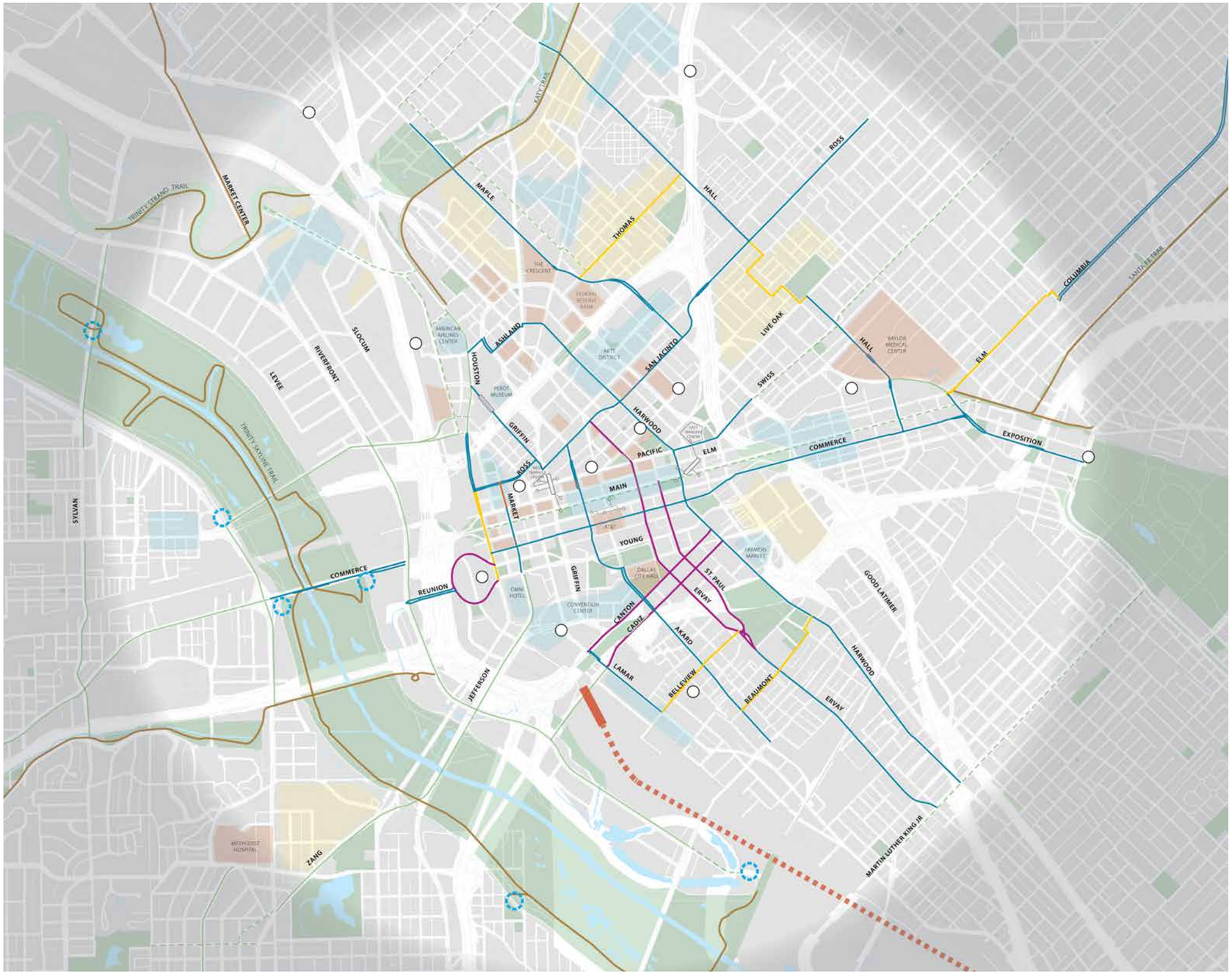
Thomas Garza Photography

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

Thomas Garza Photography

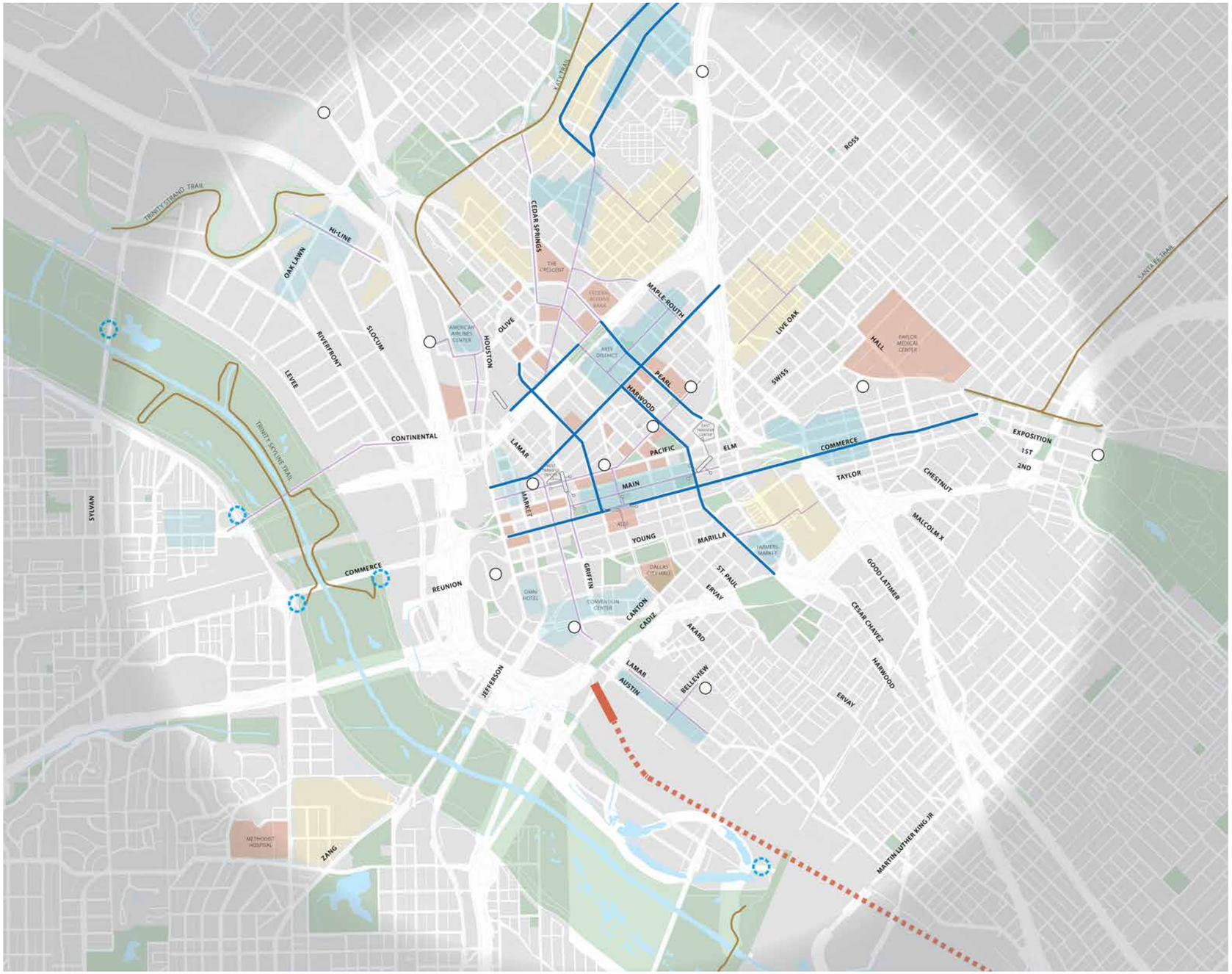
New bikeshare companies have provided new mobility options throughout the City Center, increasing the need for enhanced on-street bike facilities.

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 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.




## Priority Pedestrian Improvements (Phase I)

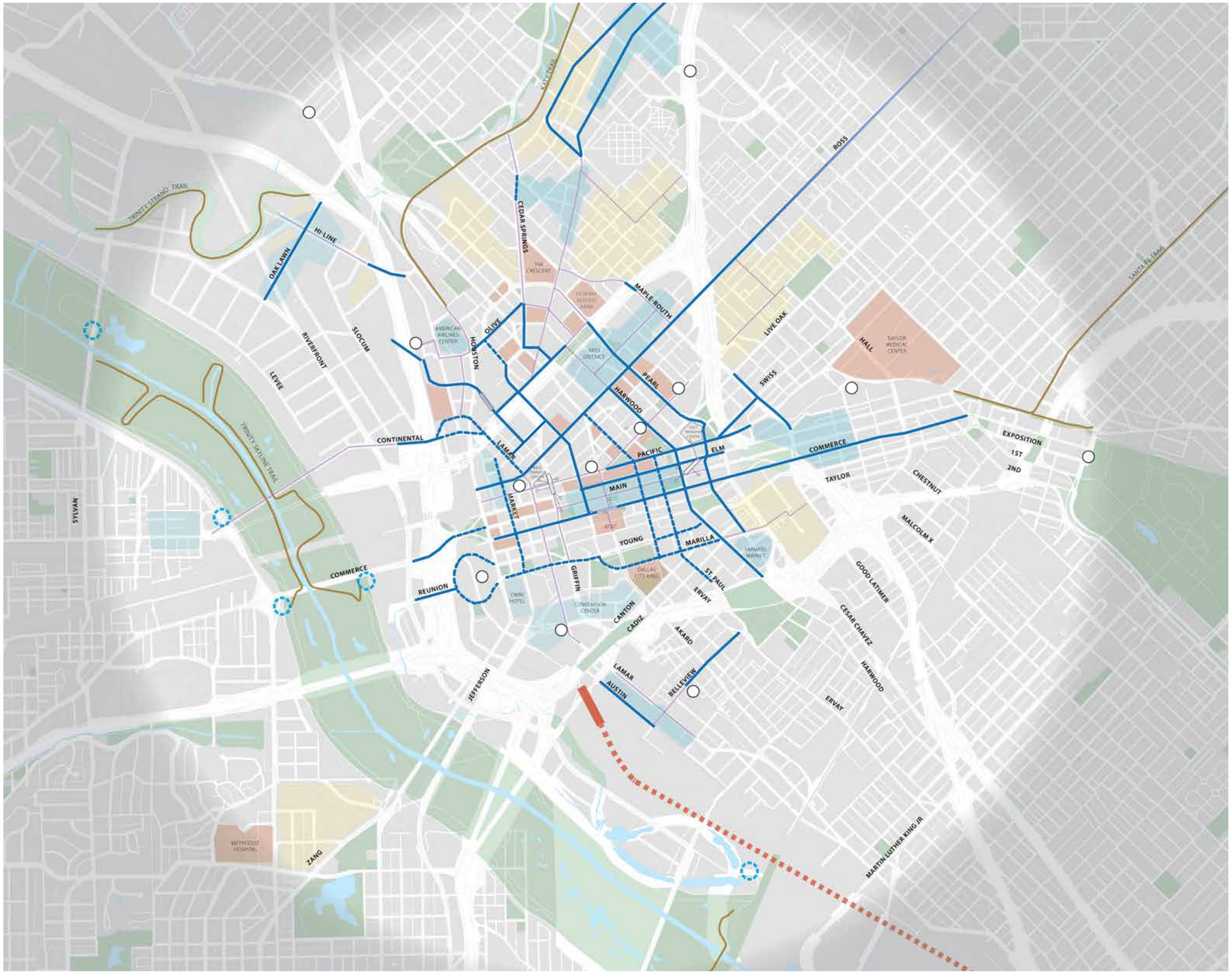
The planned Priority Pedestrian Improvements are divided into three phases focused on priority and their ability to be implemented based on planned or ongoing activity in the area.

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 2017 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.




## Priority Pedestrian Improvements (Phase I + II)

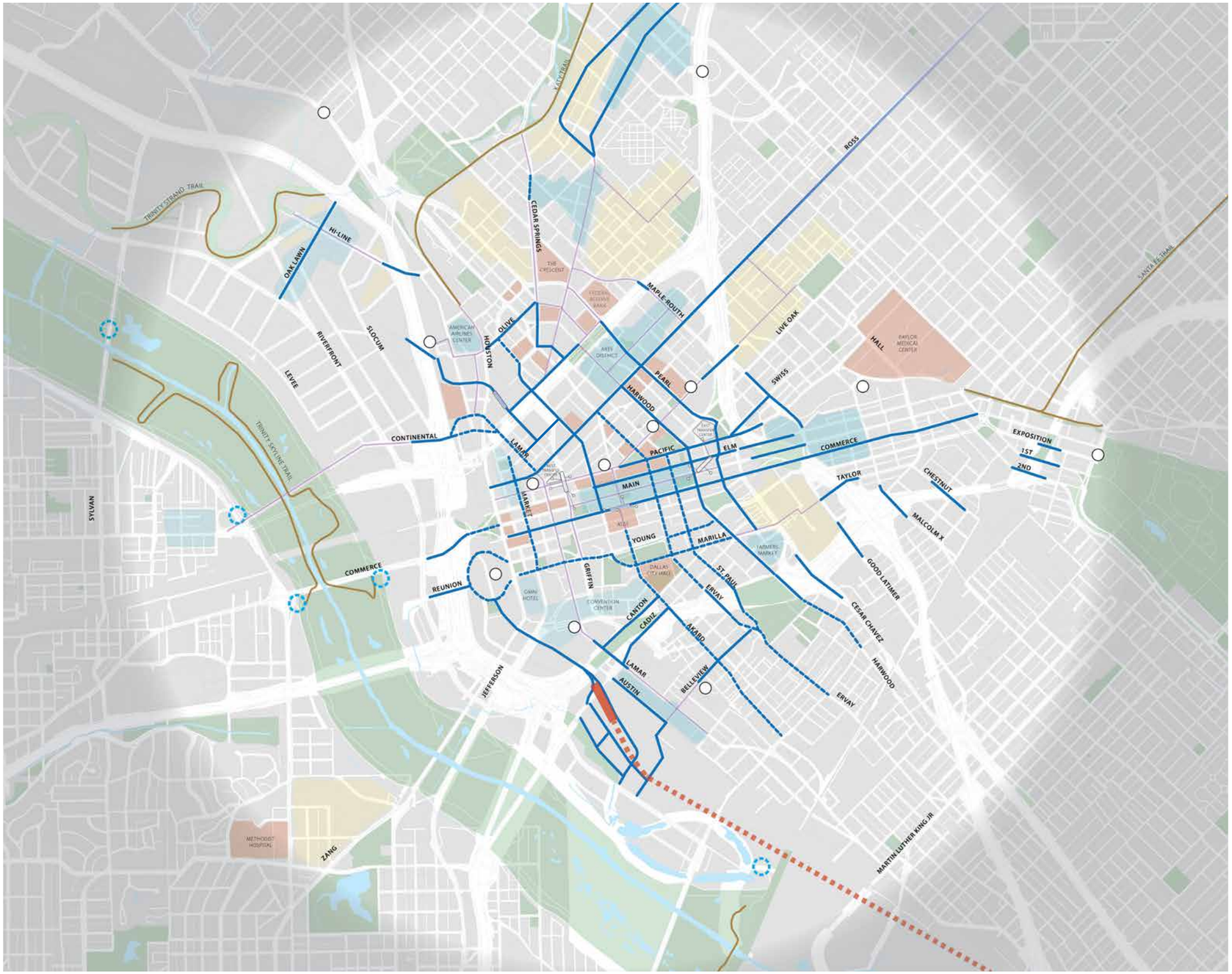
Phase II streets have been chosen because their current design presents a clear need or they have already gone through some initial visioning that changes their capacity to connect to a new or emerging concentration of development or an underutilized asset such as the Trinity River Corridor.

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 Improvements**

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 I + II + 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. 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 Improvements**

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

The Oak Cliff Streetcar, when extended through Downtown as a part of the Dallas Streetcar Central Link 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.

## 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 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 tends and behaviors should guide decision-making.

**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 real-time data or other smart technologies to mitigate Downtown parking concerns.

*The 360 Plan* calls for:

- Evaluating current on street-parking utilization and rates in coordination with the NCTCOG / City of Dallas curb lane management study, to provide the basis for better management of on-street parking.
- Encouraging private parking owners and operators to create shared parking models to promote more efficient use of existing parking.
- Encouraging development of a comprehensive digital mobile platform that provides seamless access to transportation options, including public transit, ride share, bike share, and parking navigation.

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.

## *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 (see Appendix). As the 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 environment 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 activity 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 also suggests walkability equates to a 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 Downtown'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 the City Center 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.

**Evolution of design guidelines for public and private projects are a key priority.** 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 360 Plan* will promote great placemaking by:

- Ensuring excellent urban design to enhance quality of life and economic value
- Activating the public realm
- Advancing Smart City technologies and green infrastructure

### 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 adopted in the 2011 plan, and are illustrated in greater depth in the Appendix. These principles should serve as the basis for additional neighborhood-specific work:

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, such as Crowdus Street, and other permitting for special events can create gathering spaces that benefit surrounding retail. Source: Another Face In The Crowd

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. 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. 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. Furthermore, establishing urban design standards for specific geographies should be explored according to the desire and readiness of each area, 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.
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.

Small vendors and kiosks have the potential to activate sidewalks and underutilized parcels throughout the City Center.

In order to achieve excellent urban design, several policy mechanisms must be explored. *The 360 Plan* calls for:

- Conducting an economic impact analysis to demonstrate the value of implementing good urban design principles in public infrastructure and private development projects
- Developing and adopted a comprehensive public realm design manual for the Downtown PID to establish easy-to-use standards and guidelines for design elements in the right-of-way
- Amending Central Area (CA) zoning to disallow certain uses as primary uses, limit over-concentration of similar uses, institute advisory design review for projects adjacent to rail stations, parks and trails, enhance streetscape and parking screening requirements
- Amending the Downtown Pedestrian Overlay districts to include provision for active ground floor uses and other pedestrian-friendly elements based on the multimodal street framework described under the Advance Urban Mobility transformative strategy
- Working with neighborhoods and stakeholders outside the Downtown PID to explore potential zoning changes and adaptation of the public realm design manual to ensure excellent urban design
- Completing a historic preservation survey of demolition delay properties within the City Center

## 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 area. 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, making City Center life attractive and sustaining.

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 programing, 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.

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

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, light and sound installations, video projections on buildings, or visual and performing artists (e.g. buskers or musicians). 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 neighborhoods within the urban core. Although there are neighborhoods within the City Center 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.

*The 360 Plan* calls for:

- Amending existing mobile vending regulations to allow food trucks in additional appropriate locations within the Downtown PID
- Evaluating special event permitting process to reduce barrier of entry and ensure smooth operations
- Exploring short-term permits for interim uses to activate undeveloped sites
- Establishing a pilot grant program to activate underutilized private property in the Downtown PID

## 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.

*The 360 Plan* calls for:

- Developing a strategic plan to position Downtown Dallas as a leader in Smart City initiatives
- Supporting the establishment of the West End as a "living lab" of Smart City initiatives
- Conducting a study of the urban heat island effect within the City Center to inform creation of a management plan
- Identifying opportunities and impediments to increase the tree canopy or other shading options
- Conducting a study of the current policy for the downtown recycling program to expand participation

# V Catalytic Development Areas

Downtown Dallas will only achieve its potential as a vibrant 21st-century urban center 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.

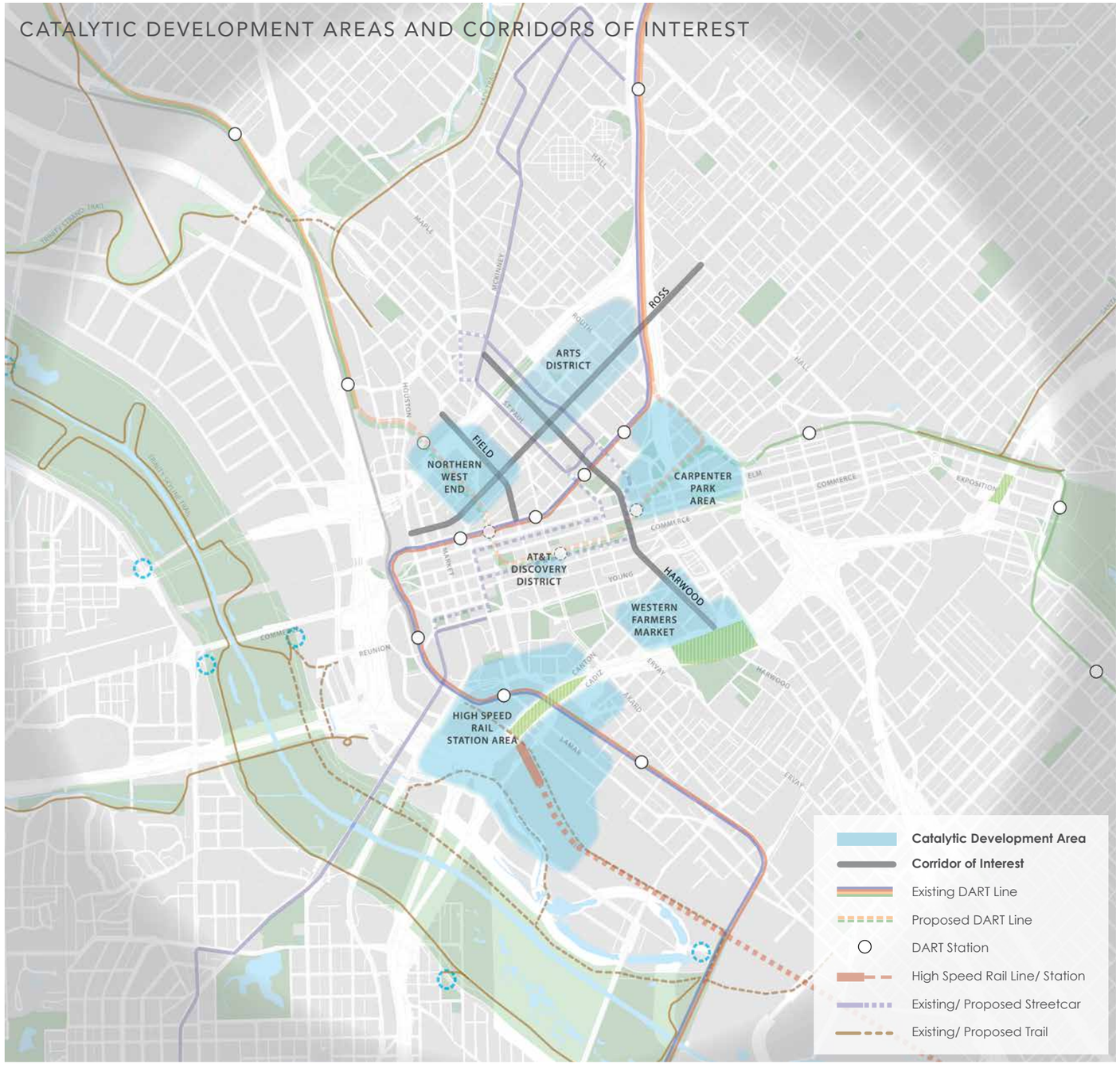
## CRITERIA FOR SELECTION

Due to the large size of the City Center 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.



# *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 intersections. 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.

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 intrastructure at Cesar Chavez, serving I-45 and 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

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.

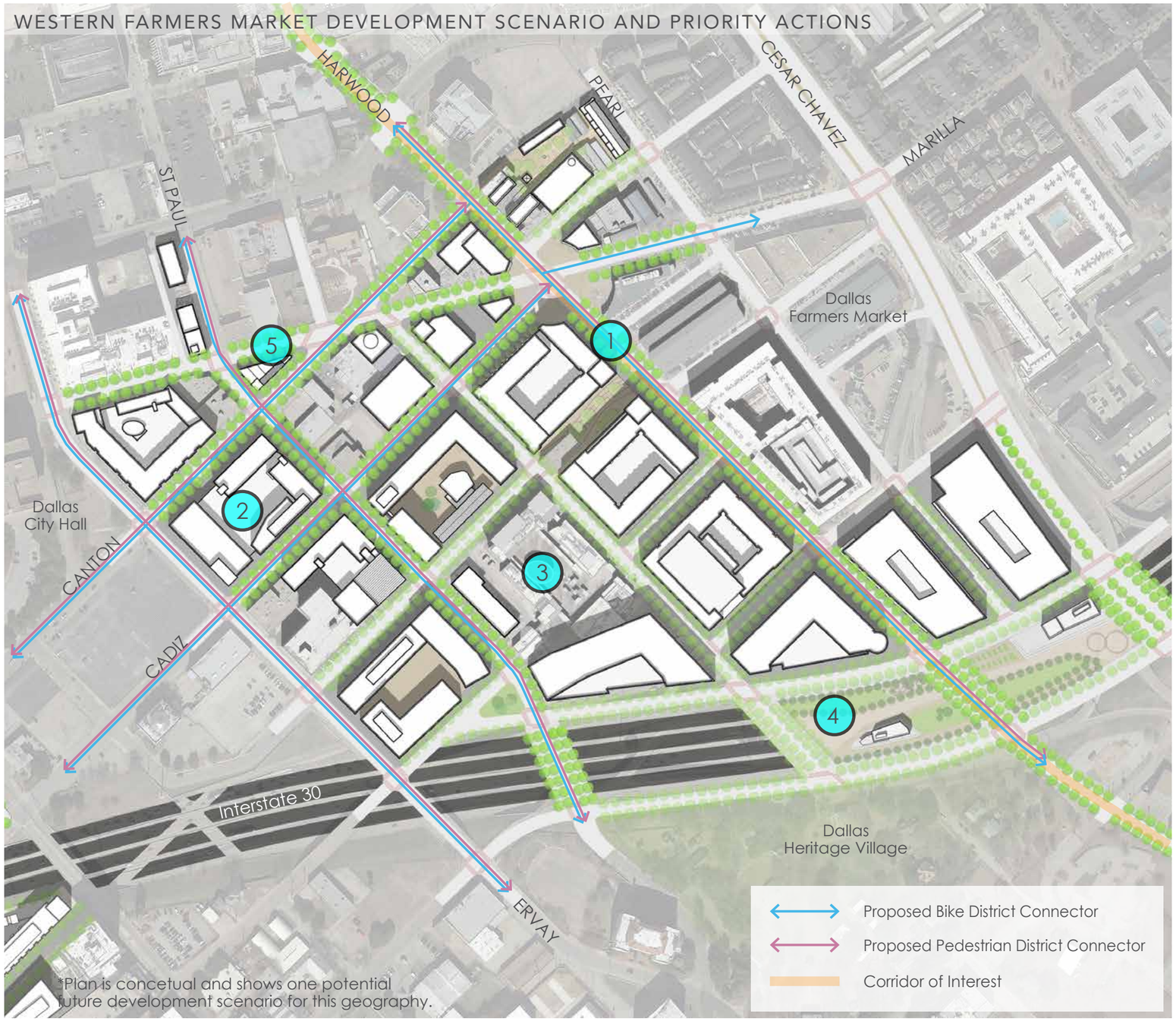
The area also contains several outstanding historic buildings that should be preserved to maintain the history and character of the district.

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.

Thomas Garza Photography

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




**1 Advance complete street design concepts for Harwood Street**

Harwood Street has been identified as a Corridor of Interest and is anticipated to play a key role in connecting the Farmers Market area to Main Street Garden and the Arts District. It is also a key component of the City Center multimodal district connector framework that is in need of improvement. Advance preliminary design concepts for this corridor to create stronger north-south bicycle, pedestrian and transit linkages.

**2 Encourage development on vacant/underutilized parcels**

This area has a significant amount of vacant or underutilized land that present an opportunity for new development that supports creation of a complete neighborhood with a diverse housing and services. New development will also play a key role in revitalizing and activating areas that are currently perceived as unsafe.

**3 Work with homeless and social service providers**

All stakeholders should work with homeless service providers on strategies to improvement the neighborhood and to improve the integration of these services into the neighborhood in a manner that minimizes the negative impacts.

**4 Create a deck park over I-30**

CityMAP has identified scenarios for the reconstruction of I-30 that present opportunities for creating deck parks that would greatly reduce the impact of this freeway as a barrier between Downtown and the Cedars. A particular opportunity exists to reconnect the Farmers Market to Dallas Heritage Village and the Cedars, and create much needed neighborhood green space.

**5 Strengthen Marilla as an east-west pedestrian connector**

Marilla Street provides the most direct pedestrian connection between City Hall and Farmers Market.

Potential redevelopment scenario of underutilized parcels in the Western Farmers Market area

Typical bridge over I-30

**I-30 Frontage Roads and Bridges**

With the reconstruction of Interstate 30, new frontage roads as well as reconstructed bridges should be designed as complete streets, providing wide sidewalks with street trees, bike facilities where appropriate, and buffers between pedestrians and the depressed freeway.

Typical frontage road along I-30

Harwood Street should provide a well-designed public realm, with large, shaded sidewalks, helping to draw pedestrians from other Downtown districts 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.

Thomas Garza Photography

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 sizable 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.

**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.

**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 and/or at the Griffin Street extension in order to slow vehicle speeds along Lamar and increase safe

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

crossings for pedestrians. Austin Street should be developed as a more pedestrian-friendly street, with sidewalks for the entirety of the street. Furthermore, 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.

**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 Streets. Another open space opportunity to be explored is developing the old Trinity 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.

**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.

**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.

**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.

## HIGH SPEED RAIL STATION AREA DEVELOPMENT SCENARIO AND PRIORITY ACTIONS

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

**1 Design the station development with active ground-level uses**

The high speed rail station should be designed with active ground-floor uses at the street level to the maximum extent possible. This will play a critical role in place making around the entry points to the station and in knitting this large piece of infrastructure into the fabric of the surrounding neighborhoods.

**2 Leverage Lot E for transit-oriented development**

Lot E is a 16-acre city-owned tract that is under-utilized. The development of the high speed rail station presents an opportunity to leverage this site for transit-oriented development while ensuring that its current functionality as a staging area for the convention center is accommodated or addressed through an alternative solution.

**3 Create a deck park over I-30**

CityMAP has identified scenarios for the reconstruction of I-30 that present opportunities for creating deck parks that would greatly reduce the impact of this freeway as a barrier between Downtown and Cedars. A particular opportunity exists to create a deck park between Canton and Cadiz that would provide much needed open space for the Cedars neighborhood and create a compelling link between Downtown and the high speed rail station.

**4 Design a station access point and civic space near Austin and Cadiz**

Creation of a prominent pedestrian access point to the high speed rail station on the east side of the freight line will go a long way to increasing accessibility from the Cedars and southern Downtown. The opportunity exists to integrate such an access point within a civic space setting near the intersection of Cadiz and Austin Streets.

**5 Create an active open space along the Trinity River Meanders**

The Trinity River Meanders currently serves as flood control for the Trinity River. Steps should be taken to re-envision the meanders to function both as flood control and open space amenity for the neighborhood. This would provide an open space amenity to support new development around the station and enable connections to the Trinity River via trails.

**6 Create multimodal east-west connections across the freight line**

The freight line currently acts as a barrier limiting east-west accessibility from the Cedars and southern Downtown to the proposed high speed rail station site. In addition to enhancing automobile accessibility, it is critical to create more convenient pedestrian and bicycle connections across this barrier through bridges and underpasses where feasible.

**High Speed Rail Station Connectivity**

The proposed high speed rail station should provide multiple access points to the station as well as multiple pedestrian/ bike and automobile connections across the Union Pacific rail tracks to link the large tract of currently vacant land on the west side of the tracks with the Cedars neighborhood.

A view of a proposed new deck park over I-30 creating a linear park connecting the station to City Hall

**Station Access Point and Civic Plaza**

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 Street 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 Northern 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 five to ten 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.

**1 Advance complete street design concepts for Field Street**

Field Street has been identified as a Corridor of Interest and is envisioned to play a key role in reconnecting Downtown with the Victory / Harwood District across Woodall Rodgers Freeway. Advance preliminary complete street design concepts for Field Street to spur mixed-use, pedestrian friendly economic development along the corridor and to create a safe environment for all users.

**2 Reconfigure and enhance the Field / Griffin intersection**

The Field / Griffin intersection is currently confusing and unsafe for all users, particularly for pedestrians. Redevelopment interest along the Field street corridor presents an opportunity to redesign this intersection to create a safe and attractive place for all users while enabling new development to attract people to this location.

**3 Create a multi-purpose trail connection along Old Griffin**

Development of the DART D2 light rail alignment along the Old Griffin corridor presents a unique opportunity to create a strong pedestrian and bicycle pathway across Woodall Rodgers. This would fill in a missing link in the City Center bicycle and pedestrian district connector network, linking the West End and the Dallas World Aquarium to the Perot Museum, the proposed DART station, and beyond to Victory Park to the north and Klyde Warren Park to the east.

**4 Design the DART train portal to facilitate development over it**

The DART train portal needs special attention to alignment and design to ensure that it does not become a circulation barrier. Design the DART train portal to enable creation of a civic space at the intersection of Old Griffin and Corbin, as close to grade level as possible to help create a stronger pedestrian-friendly connection along Corbin between Lamar and Field Streets. The remainder of the train portal should be designed to enable development of air rights over it in a way that activates the Old Griffin frontage and minimizes the impact of the portal as a barrier.

**5 Investigate near-term reconfiguration of the Field Street ramp**

The Field Street ramp from Woodall Rodger is currently designed in a suburban format, depositing fast moving vehicles on to local streets. Investigate the potential to reconfigure this ramp in a more urban format, to help create a safer intersection at Field and Griffin and to open up potential opportunities for new development along the Field Street frontage.

Bike/ pedestrian pathway linking West End to planned DART station and Victory Park

Air rights development over planned D2 portal with a reconfigured Griffin/ Field intersection

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: https://vimeo.com/68037407

Source: Moule & Polyzoides

The DART train portal should be designed to allow for air rghts 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.

Thomas Garza Photography

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, slated to begin construction in 2018, will enhance the connection between Carpenter Park and the center of Downtown . Source: Hargreaves Associates

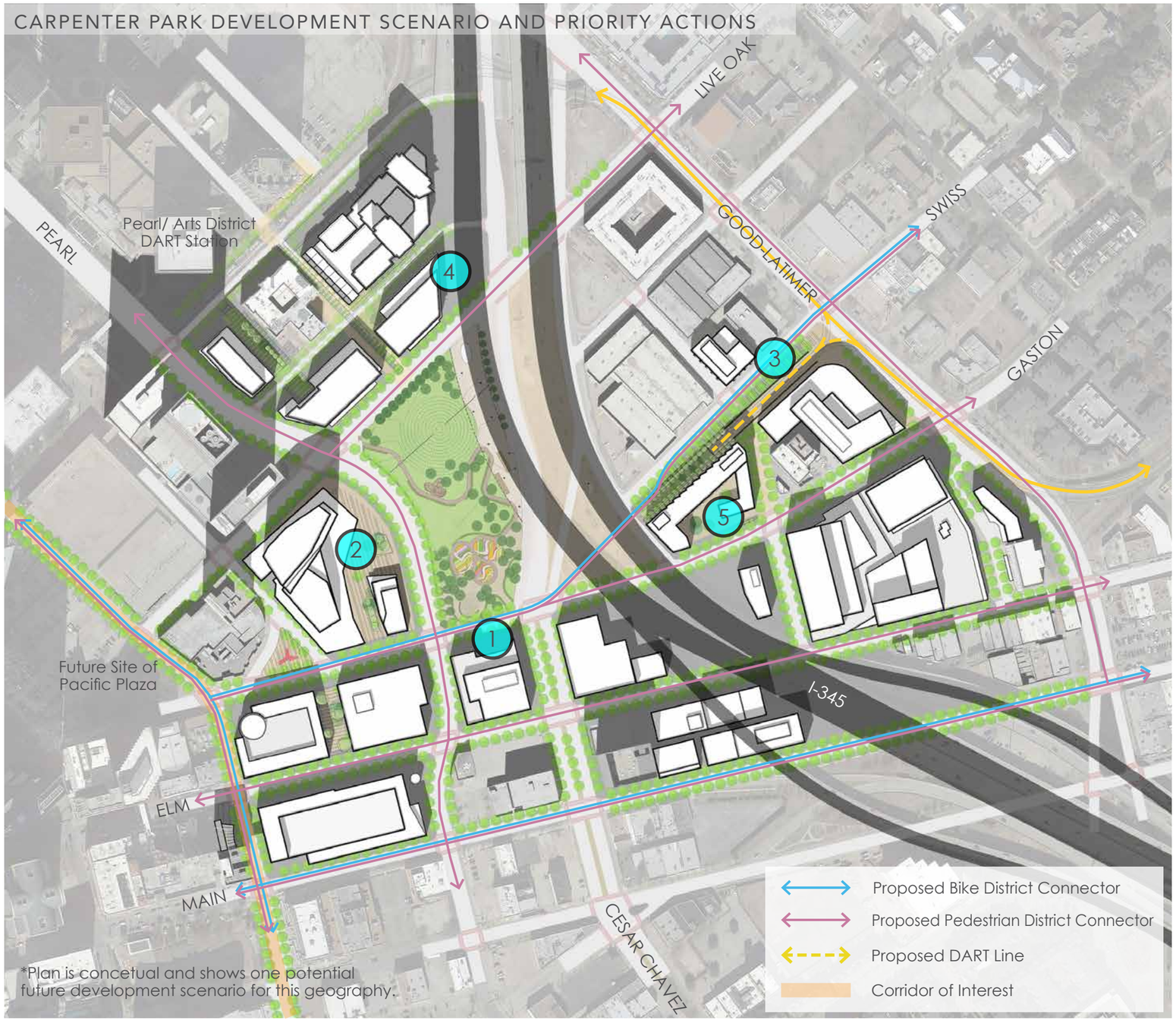
The DART train portal constructed as part of the D2 project should be minimally intrusive and allow for air rights development. Source: DART

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 prefered 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 prefered 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 adjacent to the park should be designed to actively engage with the park and activate the streets on which they front.

**2 Redevelop the DART East Transfer Center site**

The DART East Transfer Center presents an opportunity for redevelopment as a large, underutilized parcel that will have enhanced transit access with the development of the DART D2 light rail line. DART should explore transit-oriented, mixed use redevelopment of this site to capitalize on its enhanced multi-modal accessibility.

**3 Create a multi-purpose trail connection along Swiss and Pacific Avenues**

In conjunction with the construction of the D2 light rail line, Carpenter Park and redevelopment of the East Transfer Center site, create a multi-purpose bicycle and pedestrian connection from Good Latimer to Carpenter Park and beyond along Pacific Avenue to Pacific Plaza. This will facilitate access to these two new parks and fill in a missing link in the City Center bike and pedestrian district connector network.

**4 Investigate removal / reconfiguration of the Live Oak ramp**

This ramp has been identified as under-utilized in all three scenarios explored through CityMAP for the I-345 corridor. Removal of this ramp would enable an improved connection between Downtown and East Dallas and Deep Ellum. It would also facilitate pedestrian-friendly development that would better engage Carpenter Park.

**5 Explore new workforce housing development opportunities**

CityMAP has presented the opportunity to explore alternative scenarios for the future reconstruction of the I-345 corridor. These scenarios open up the possibility of excess public land being made available for redevelopment. This presents a unique opportunity to leverage the use of these public lands to facilitate workforce housing development to increase the diversity of housing in the City Center

A view along Pearl Street towards Carpenter Park showing a redeveloped DART East Transfer Center

**DART Train Portal**

The proposed eastern portal for the DART D2 line should be designed to minimize impact on surrounding development parcels and streetscape. 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 1980s, 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 six 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, and 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.

# VI Corridors of Interest

## CORRIDORS OF INTEREST

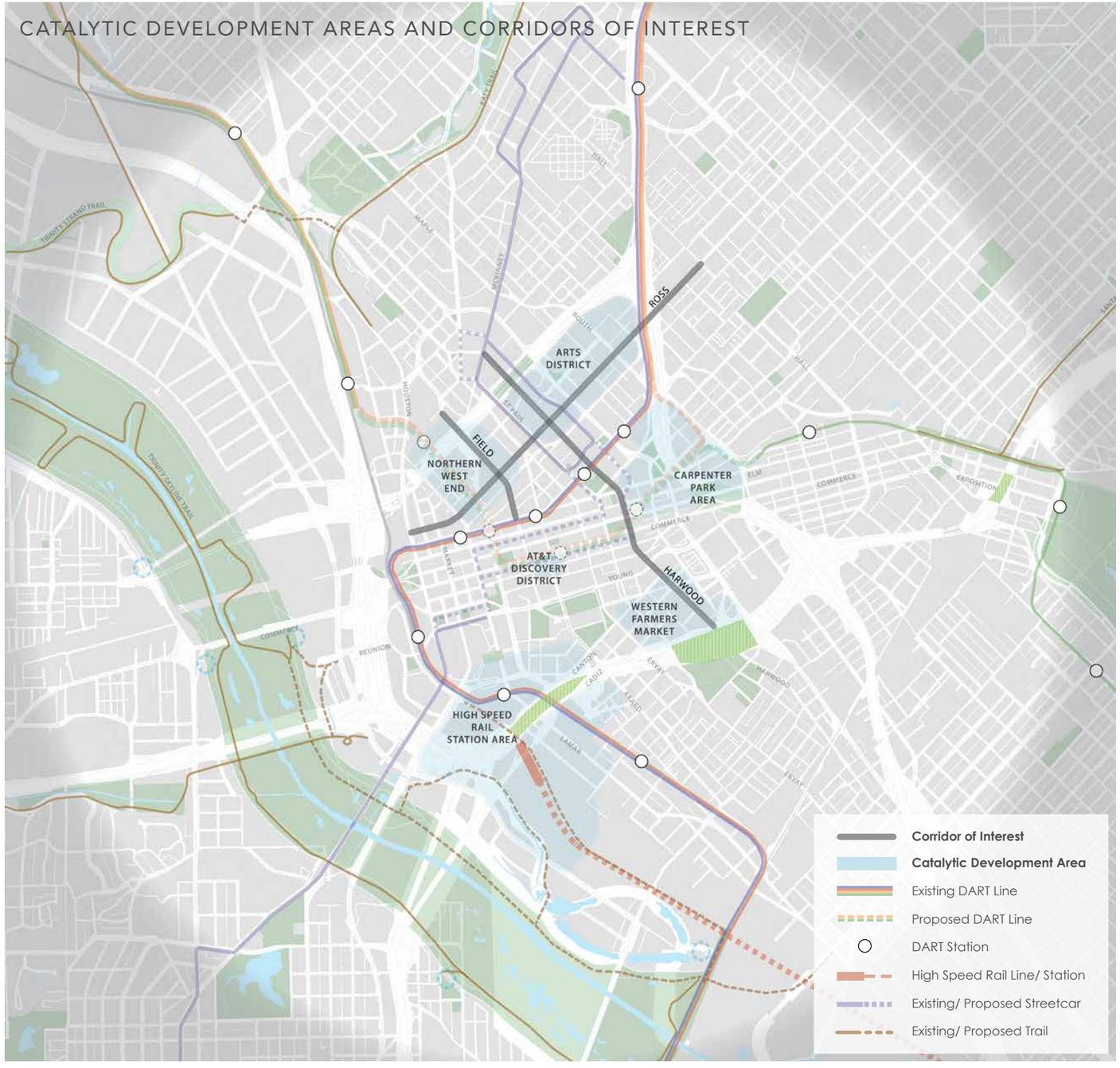
In addition to the Catalytic Development Areas, three corridors (Harwood, Ross, and Field) emerged as corridors that should be prioritized due to their adjacency to the Catalytic Development Areas and the strong connection they form between important destinations. These Corridors of Interest have also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

## CRITERIA FOR SELECTION

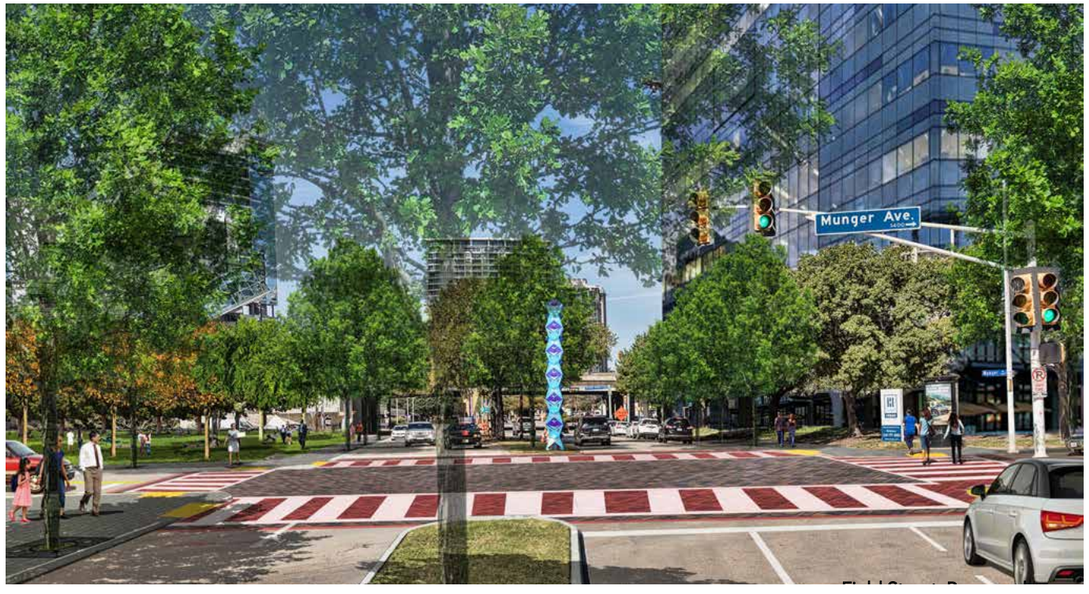
Similar to the selection criteria laid out for the Catalytic Development Areas, due to the large size of City Center geography, and the limited resources available for public investment, Corridors of Interest were selected based on several criteria. These criteria highlight opportunities and important roles in advancing the various Transformative Strategies mentioned in Chapter IV. In summary, Corridors of Interest:

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. Connect areas of great development potential as well as important parks and destinations

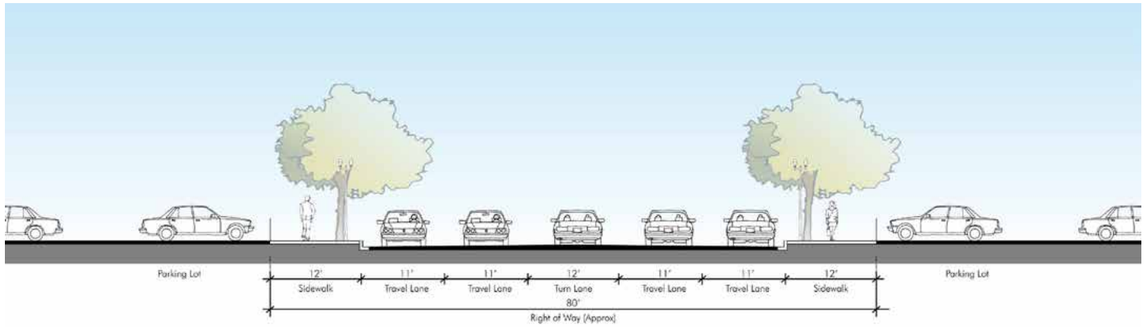
CATALYTIC DEVELOPMENT AREAS AND CORRIDORS OF INTEREST



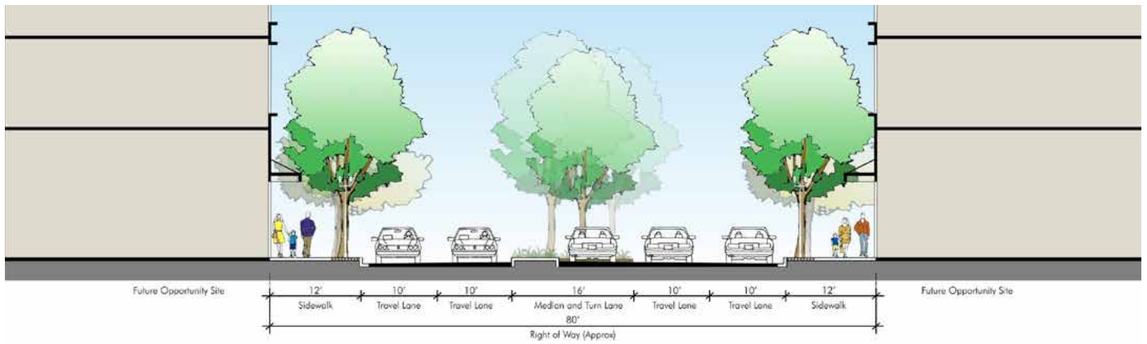
## *Field Street*



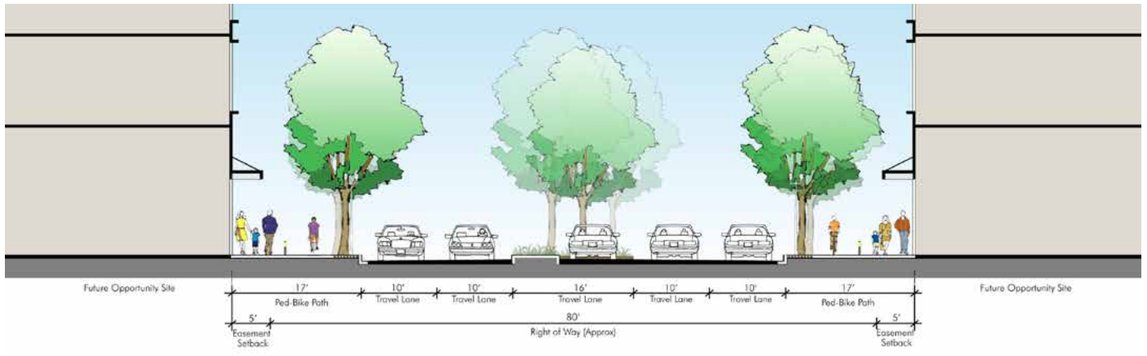

Existing Conditions and Design Concept Conditions at Field and Munger Streets



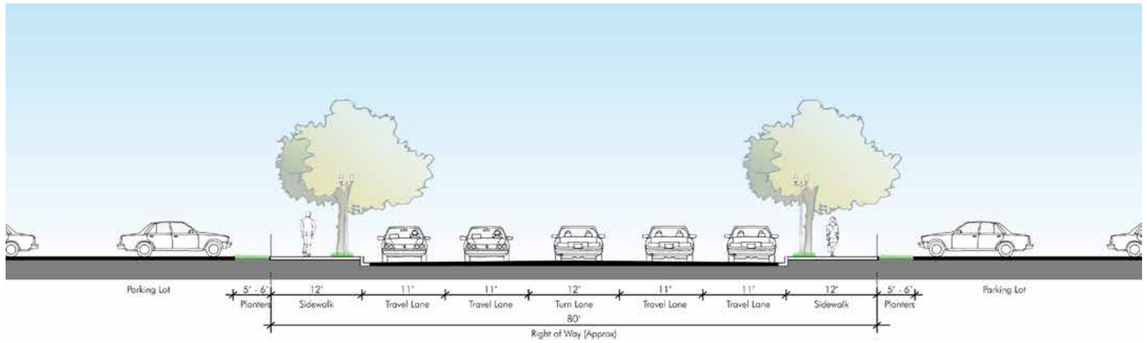

Existing Conditions between Patterson St and San Jacinto St



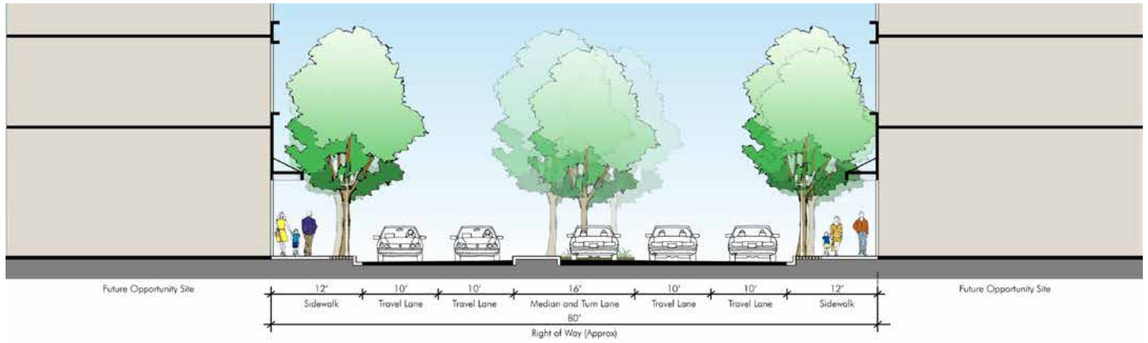

Option 1 between Patterson St and San Jacinto St



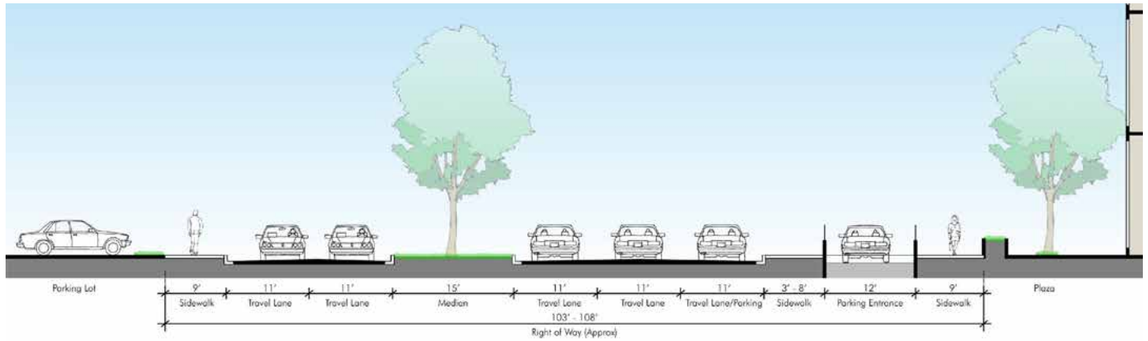

Option 2 between Patterson St and San Jacinto St



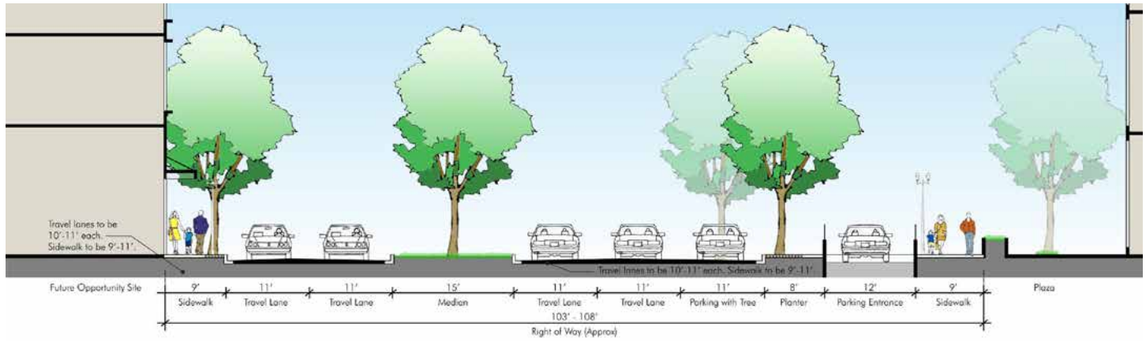

Existing Conditions between San Jacinto St and Ross St



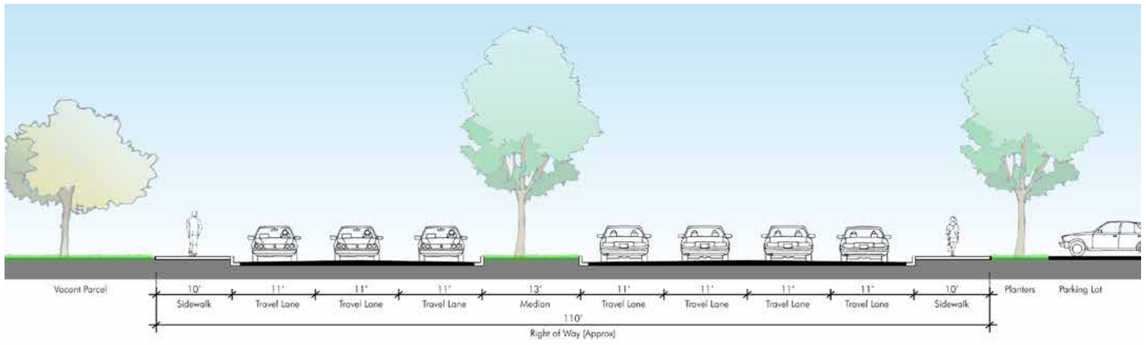

Concept Design between San Jacinto St and Ross St



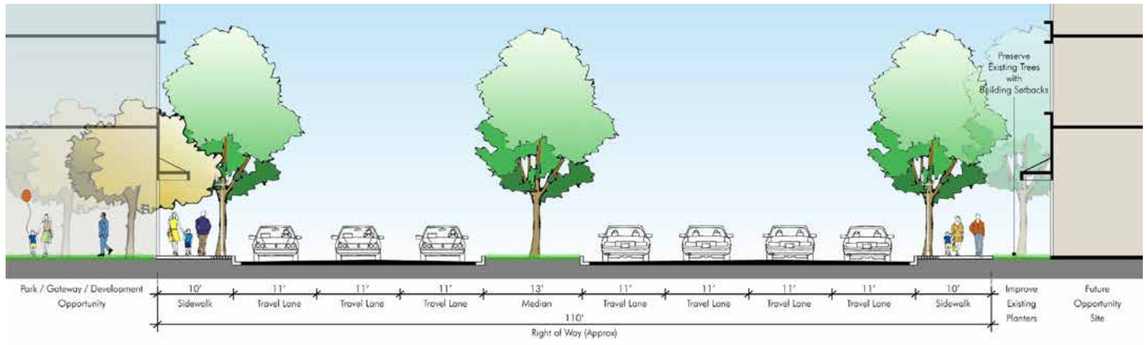

Existing Conditions between Ross St and Munger Ave




Concept Design between Ross St and Munger Ave

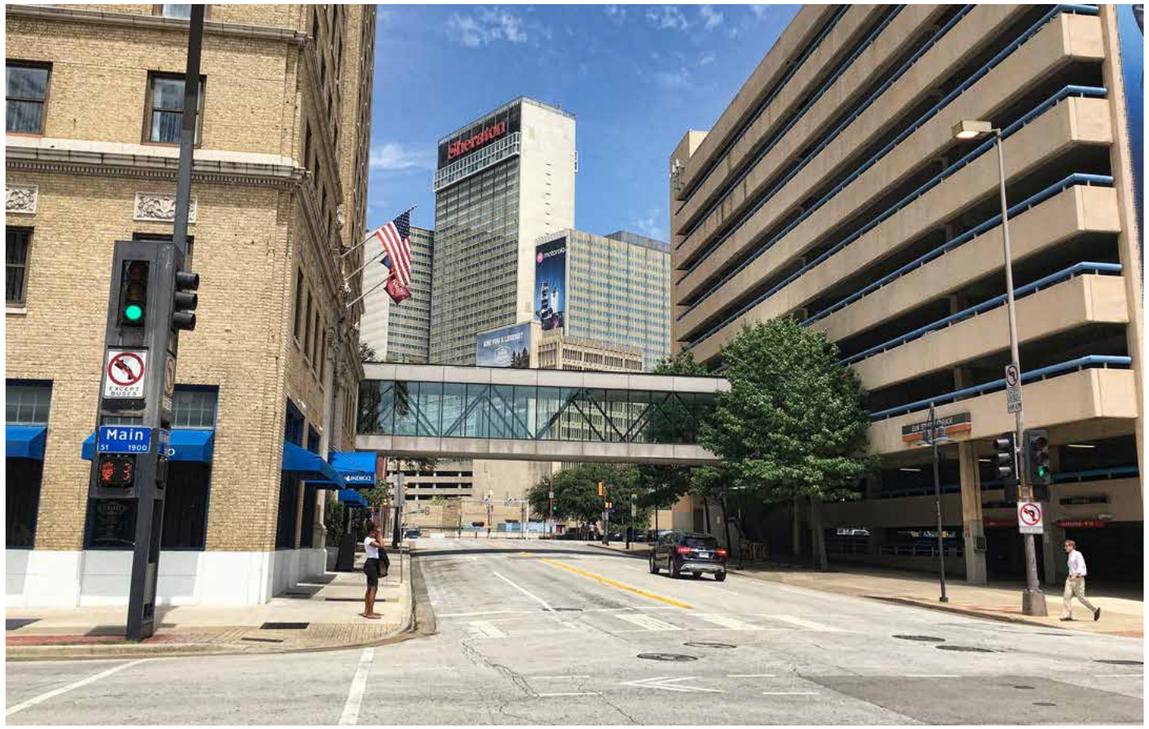



Existing Conditions between Munger Ave and Woodall Rodgers Freeway



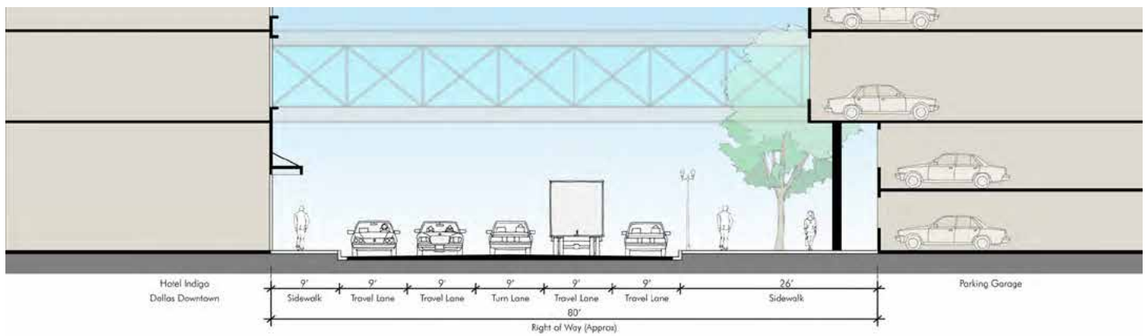

Concept Design between Munger Ave and Woodall Rodgers Freeway

## *Harwood Street*

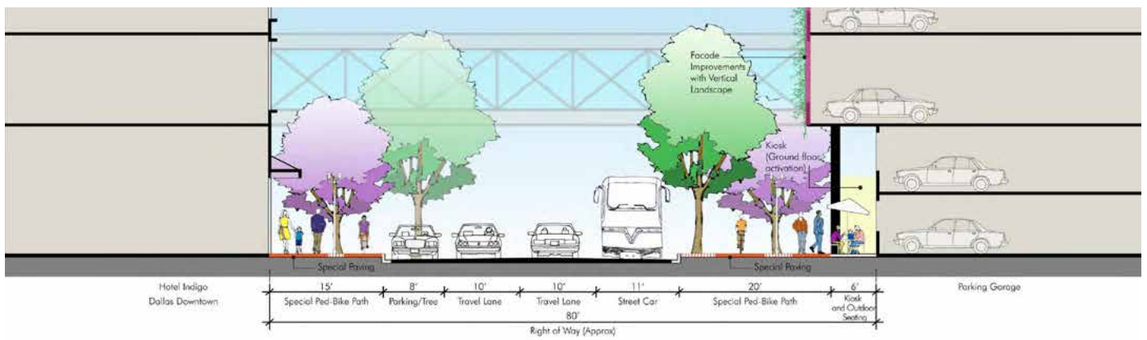



Existing Conditions at Harwood and Main Streets

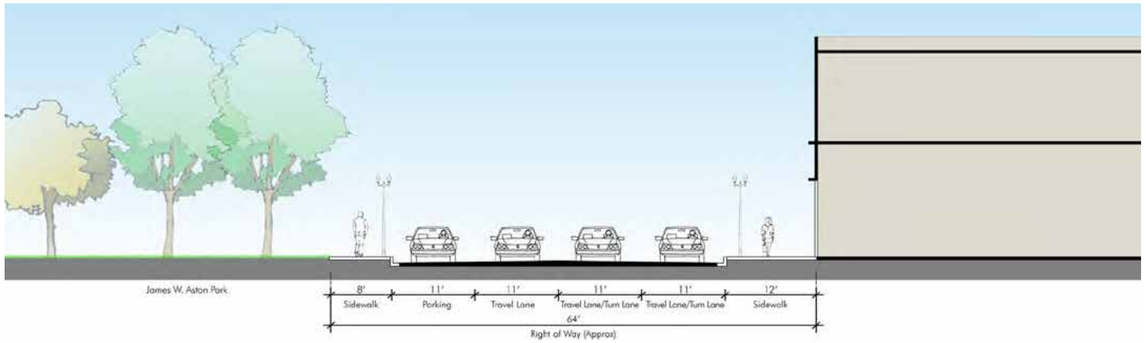
Concept Design Conditions at Harwood and Main Streets



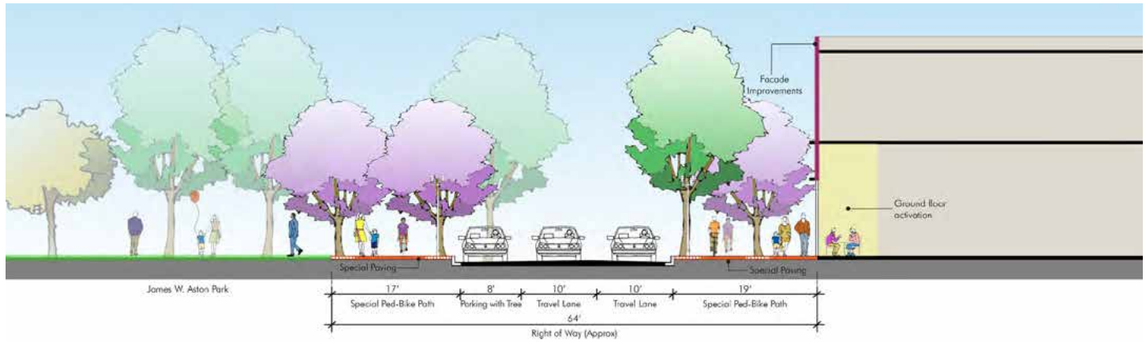

Existing Conditions between Main St and Elm St



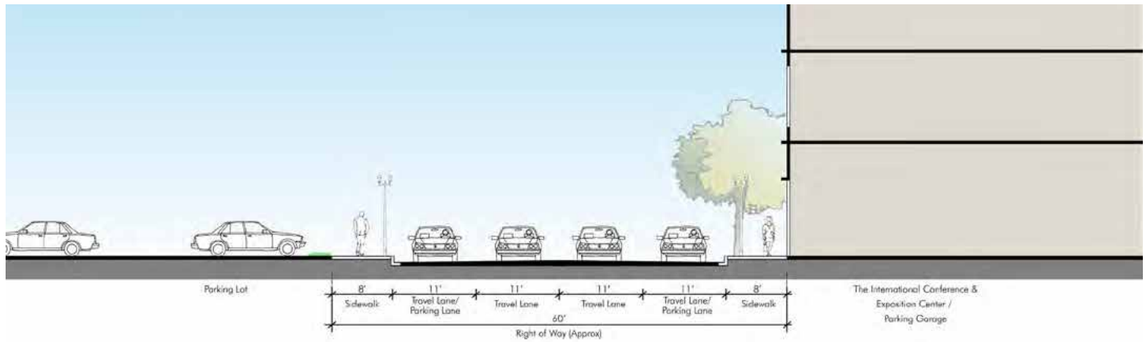

Concept Design between Main St and Elm St



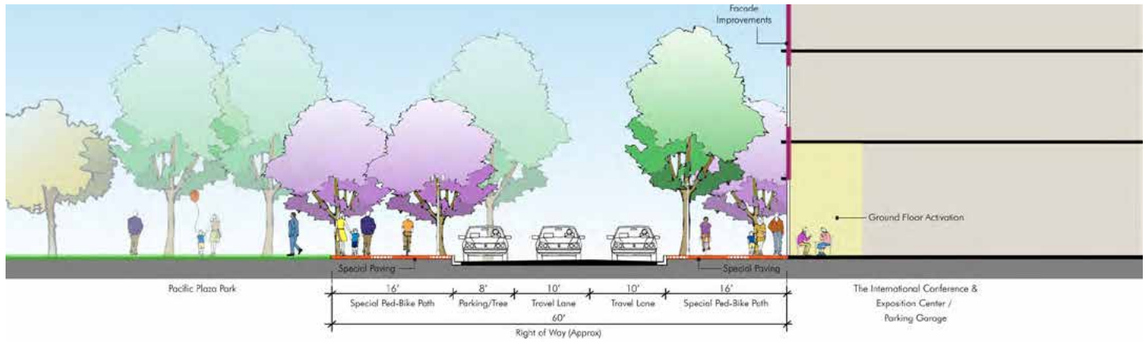

Existing Conditions between Pacific Ave and Live Oak St



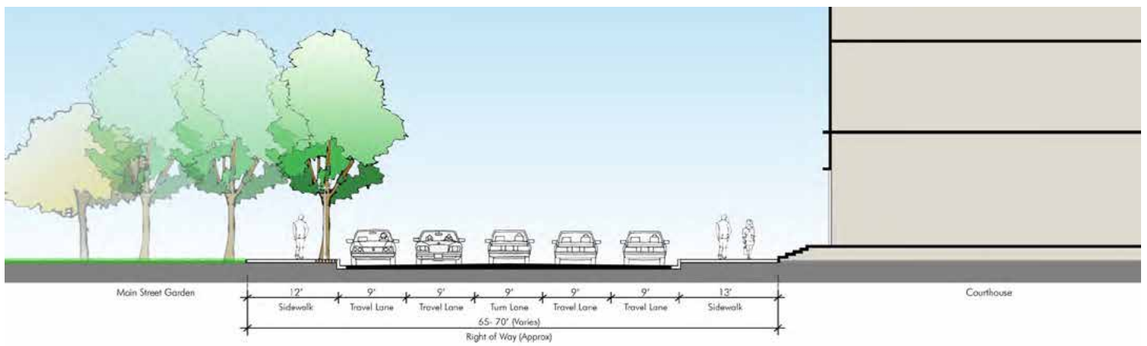

Concept Design between Pacific Ave and Live Oak St



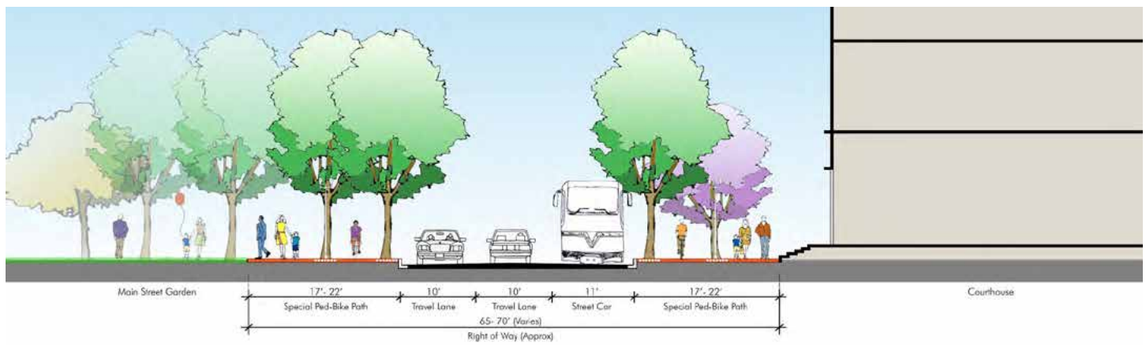

Existing Conditions between Live Oak St and Bryan St




Concept Design between Live Oak St and Bryan St



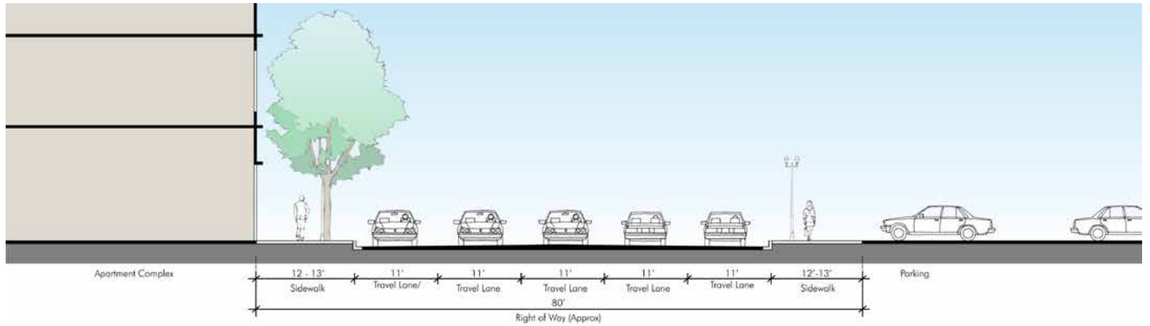

Existing Conditions between Commerce St and Main St



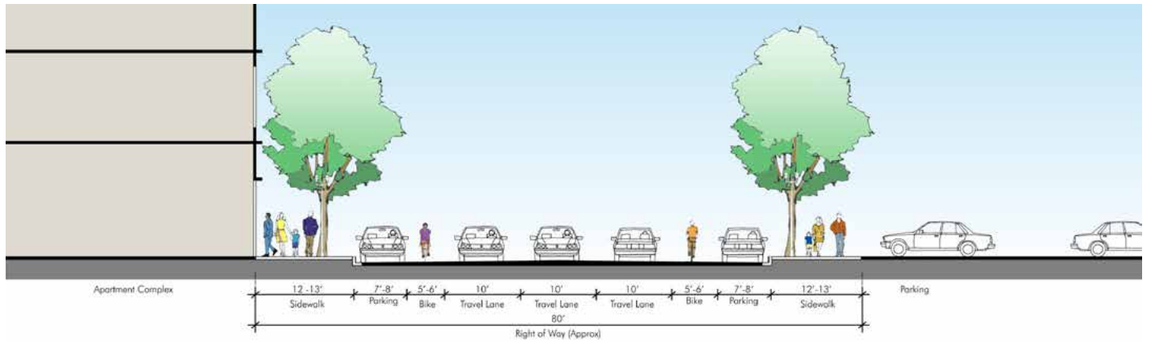

Concept Design between Commerce St and Main St

## *Ross Avenue*

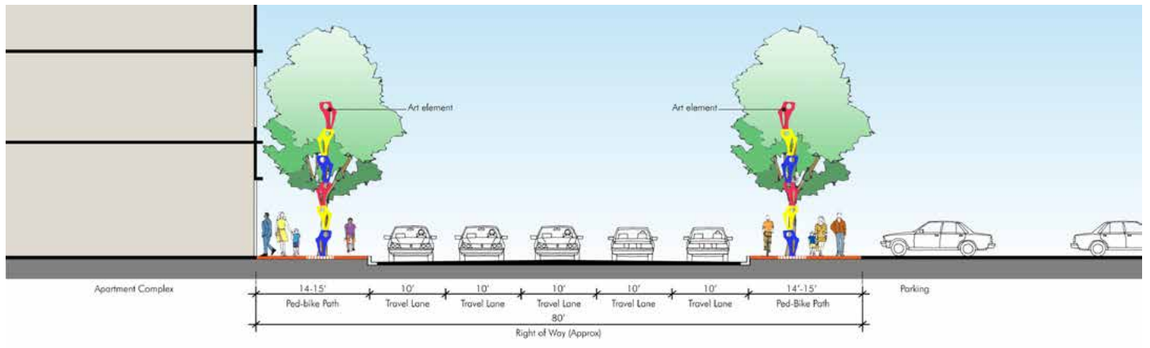
Existing Conditions and Proposed Design Concept Conditions at Routh St and Arts Plaza St




Existing Conditions between Routh St and Arts Plaza St

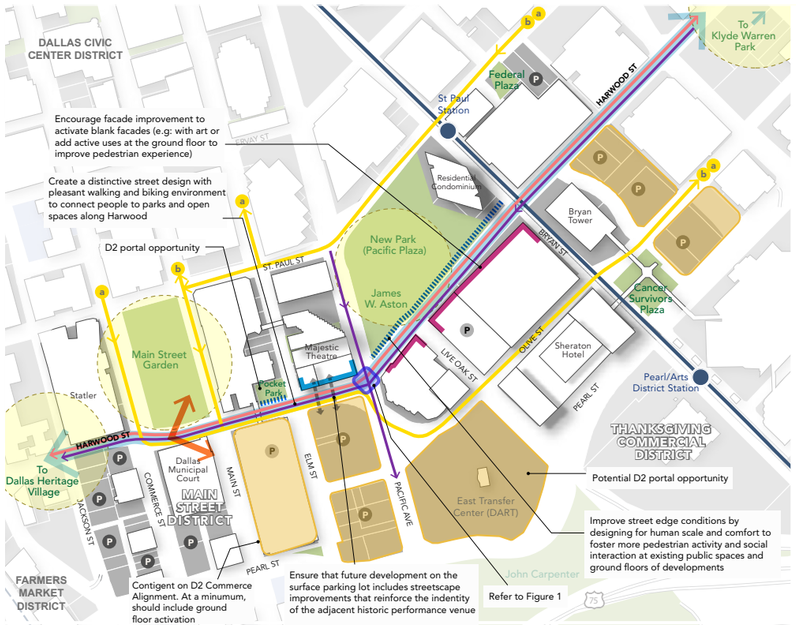



Proposed Short-Term Concept Design between Routh St and Arts Plaza St



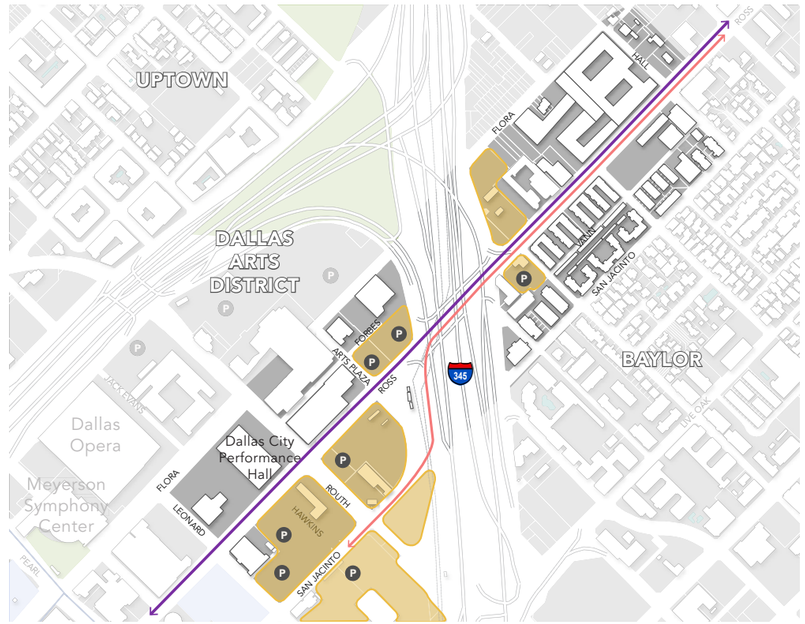

Proposed Long-Term Concept Design between Routh St and Arts Plaza St

# Harwood and Ross Concept Plans




Harwood Street Concept Plan

Ross Avenue Concept Plan (West End)

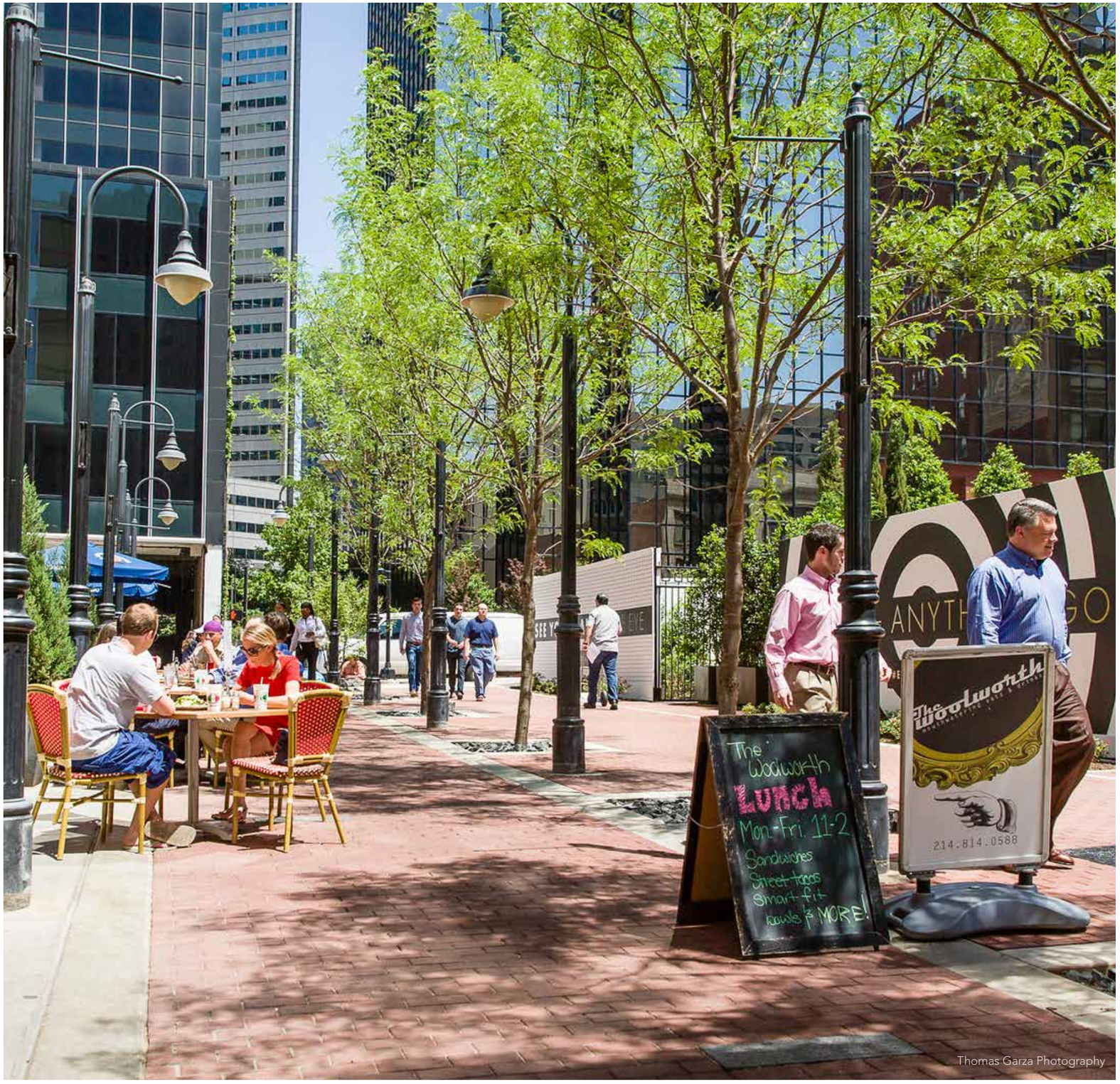



Ross Avenue Concept Plan (Arts District)

## LEGEND

- Linear Green Opportunity and Enhanced Ped-Bike Experience
- Edge Condition Improvement Opportunity
- Facade Activation/Retrofit
- Historic Rehabilitation/Activation
- Strengthen relationship to adjacent conditions
- Catalytic Development Opportunity
- Key Activity Node
- Modified Intersection Treatment
- Bus Route
- Bicycle Route
- Street Car Extension (potential alignment options)
  - Elm/ Commerce
  - Main
- Visualizations
- Building
- Parcel
- Parks and Open Space
- Surface Parking/Parking Garage
- DART Station
- Passenger and Freight Rail
- Freeways
- DART

# VII Implementation




Thomas Garza Photography

## *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 a set of action items that will carry forth the plan's overall vision into the near future. The five-year horizon for *The 360 Plan* is a reasonable timeframe in which to achieve the plan's strategies and recommended action items and will establish a basis for more long-term planning efforts throughout Downtown, including *CityMAP* and a comprehensive parks master plan.

The three Transformative Strategies form the foundation of the plan's vision, and are the targeted efforts meant to enhance the success and vitality of the City Center. Each Transformative Strategy contains a set of three 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 implement these Action Items.

The Action Items listed on the following pages 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.

Thomas Garza Photography

Thomas Garza Photography

Thomas Garza Photography

## *Build Complete Neighborhoods*

| GOAL | ACTION | TIMEFRAME | ESTIMATED COST | LEAD AGENCY / SUPPORT | FUNDING | CROSS REFERENCE |
|---|---|---|---|---|---|---|
| **1** | **Diversify and Grow Housing** | | | | | Page 49 |
| **1.1** | Conduct a market analysis to quantify the demand for diversified housing in terms of product type, price, and tenure within the City Center. | 0-1 Year | $100,000 | **DDI** + City of Dallas | DDI / City of Dallas | |
| **1.2** | Form a public-private cooperative workgroup for the City Center to:<br>• Define diversified housing goals in terms of product type, tenure and price point, and family-friendly amenities and design standards<br>• Develop strategies to provide incentives and remove barriers to implementing city-wide mixed-income housing policy | 1-2 Years | $50,000 | **DDI** + City of Dallas | DDI | |
| **1.3** | Advance the recommendations and initiatives of the Dallas Commission on Homelessness and the Office of Homeless Solutions, and ensure these initiatives align with each neighborhood's goals and objectives as outlined by residents and property owners. | 1-5 Years | TBD | **City of Dallas** + Neighborhood Partners + DDI | TBD | See Western Farmers Market in Chapter V |
| **1.4** | 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 | |
| **1.5** | Identify publicly-owned property within the City Center that can potentially be used to leverage housing at diverse price points. | 1-2 Years | $0 | **City of Dallas** + Private Development Community | N/A | |
| **1.6** | Conduct a study in collaboration with Texas Department of Transportation (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 | See Carpenter Park in Chapter V |
| **1.7** | 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** | | | | | Page 50 |
| **2.1** | Investigate opportunities to create active and passive open space in underutilized public and privately-owned properties within the City Center, such as vacant parcels, building rooftops, and public rights-of-way (including deck park opportunities). | 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; and High Speed Rail Station and Western Farmers Market in Chapter V |
| **2.2** | Adopt a park dedication ordinance that ensures that in-lieu fees collected in the City Center 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 City Center, 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 City Center. | 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 2.5 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** | | | | | Page 51 |
| **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 + Dallas Regional Chamber | N/A | |
| **4** | **Increase Opportunities for Quality Education** | | | | | Page 52 |
| **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 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 City Center. | 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 | |

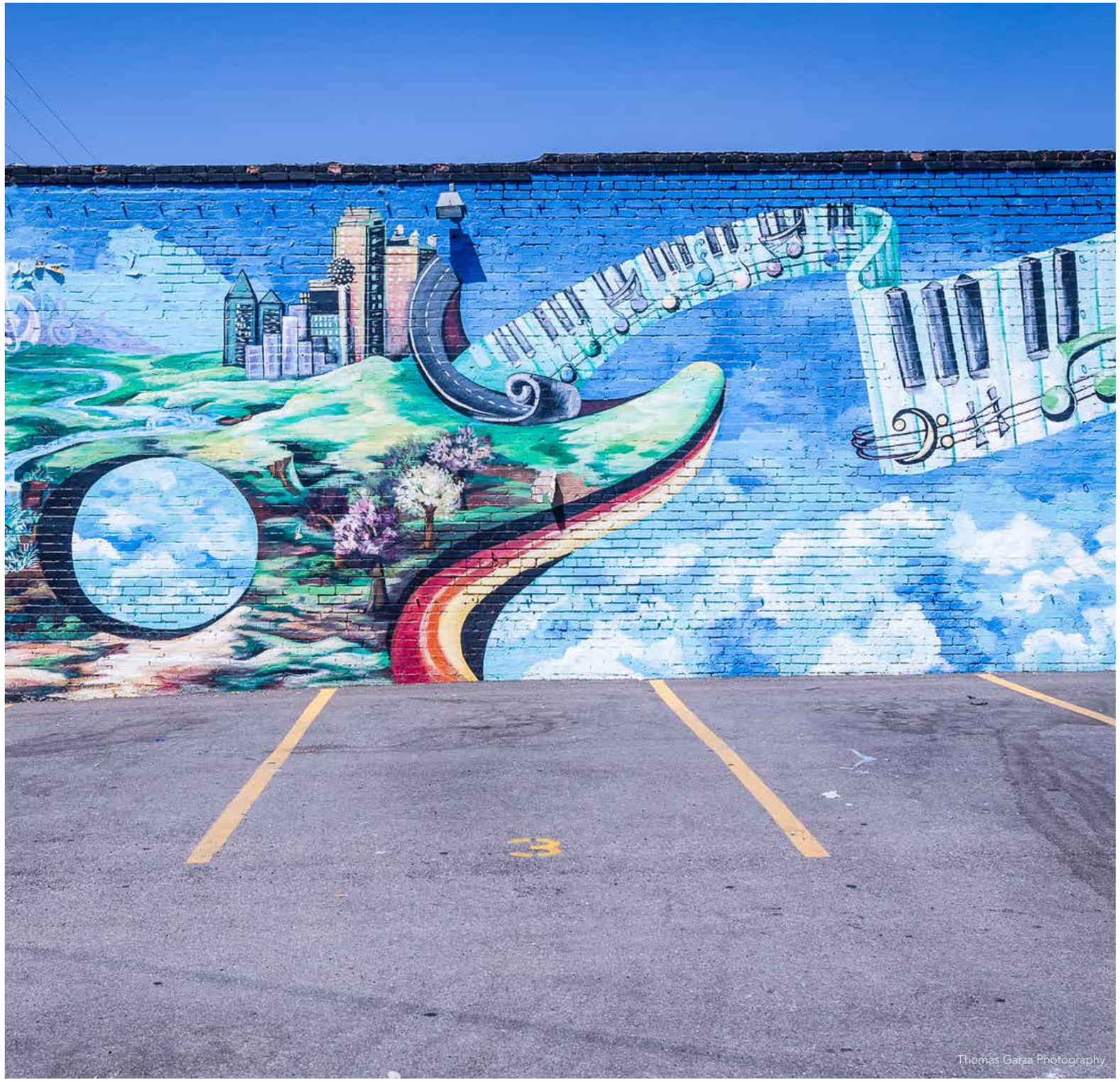
## *Advance Urban Mobility*

| GOAL | ACTION | TIMEFRAME | ESTIMATED COST | LEAD AGENCY / SUPPORT | FUNDING | CROSS REFERENCE |
|---|---|---|---|---|---|---|
| **1** | **Adopt new urban mobility principles** | | | | | Page 55 |
| **1.1** | Adopt new urban mobility principles to be used as a reference and guide for all transportation decisions impacting the City Center. | 0-1 Year | $0 | **City of Dallas** + DDI +DART+ NCTCOG+TXDOT | N/A | |
| **2** | **Integrate transit expansion opportunities** | | | | | Page 65 |
| **2.1** | Create a working group to evaluate streetcar expansion opportunities alongside other emerging technologies throughout the City Center. | 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 and The 360 Plan recommendations. | 0-5 Years | $0 | **City of Dallas** + DART + DDI | N/A | |
| **2.3** | Coordinate public incentives and investments to support transit-oriented development projects and increase population and jobs within easy access to transit. | 0-5 Years | $0 | **City of Dallas** + DDI | N/A | |
| **2.4** | Redevelop the DART East Transfer Center site | 0-5 Years | TBD | **DART** + City of Dallas + DDI | DART | See Carpenter Park in Chapter V |
| **2.5** | Coordinate with Texas Central to ensure seamless multimodal linkages with the proposed high-speed rail station and to maximize transit-oriented development potential in accordance with the 360 Plan. | 0-5 Years | $0 | **City of Dallas +** DART | N/A | See High Speed Rail Station Area in Chapter V |
| **3** | **Leverage freeway reconstruction opportunities** | | | | | Page 66 |
| **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 Northern West End and Carpenter Park 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** | | | | | Page 56 |
| **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 City Center, 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 City Center. | 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 City Center. | 1-2 Years | $0 | **City of Dallas** + DDI | N/A | |
| **5** | **Advance priority bicycle and pedestrian improvement projects** | | | | | Page 67 |
| **5.1** | Identify opportunities to implement pedestrian, bike, and green infrastructure for all 2017 Bond Package street projects within the City Center. | 0-1 Year | $0 | **DDI** + City of Dallas | N/A | |
| **5.2** | Advance conceptual plans for redesign of Field Street, Harwood Street, and Ross Avenue and identify funding for implementation. Include exploration of Ross Avenue as a potential Bike District Connector in lieu of San Jacinto Street. Include potential reconfiguration of the Field-Griffin intersection. | 0-3 Years | $0 | **City of Dallas + DDI** | TBD | See 4.2 and Corridors of Interest in Chapter VI |
| **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** | Coordinate with D2 light rail implementation to incorporate multi-purpose trail connections along Old Griffin Street and Swiss Avenue. | 0-5 Years | TBD | **City of Dallas + DART** | DART | See Northern West End and Carpenter Park in Chapter V |
| **5.5** | 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 |
| **5.6** | 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** | | | | | Page 72 |
| **6.1** | Evaluate current on street-parking utilization and rates in coordination with the NCTCOG / City of Dallas curb lane management study to provide the basis for better management. | 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 to promote more efficient use of parking. | 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 | TBD | |

## *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** | | | | | Page 73 |
| **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 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 | TBD | See Advance Urban Mobility 4.2 and 4. 3 |
| **1.3** | Amend the Downtown 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 Public Realm Design Manual. | 1-2 Years | $0 | **City of Dallas** + DDI | N/A | |
| **1.4** | Identify opportunities within the City Center 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 3.4 |
| **1.5** | 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 | |
| **1.6** | Amend Central Area (CA) zoning to address issues such as:<br>• Disallowing as primary uses surface parking, drive-throughs, mini-warehouse and storage uses, and gas stations.<br>• Limiting the over concentration of similar uses.<br>• Requiring 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.<br>• Reducing parking requirements for mixed-income residential projects with access to transit, car sharing, bike share, and enhanced bicycle storage.<br>• Enhancing streetscape and parking garage screening requirements for new development projects.<br>• Requiring 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 City Center. | 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 City Center. | Ongoing | $0 | **DDI** + Preservation Dallas + City of Dallas | N/A | |
| **2** | **Activate the Public Realm** | | | | | Page 75 |
| **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 public and 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** | | | | | Page 75 |
| **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 the urban heat island effect within the City Center 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 alterative shading options on all City Center 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 City Center to reduce storm water management volumes, provide neighborhood open space, and enhance biological corridors. | 3-5 Years | TBD | **DDI** + City of Dallas + Consultant | TBD | |
| **3.6** | Conduct a study of the current policy for the downtown recycling program to expand participation throughout the City Center | 1-2 Years | TBD | **DDI** + City | TBD | |

# VIII Appendix



Thomas Garza Photography

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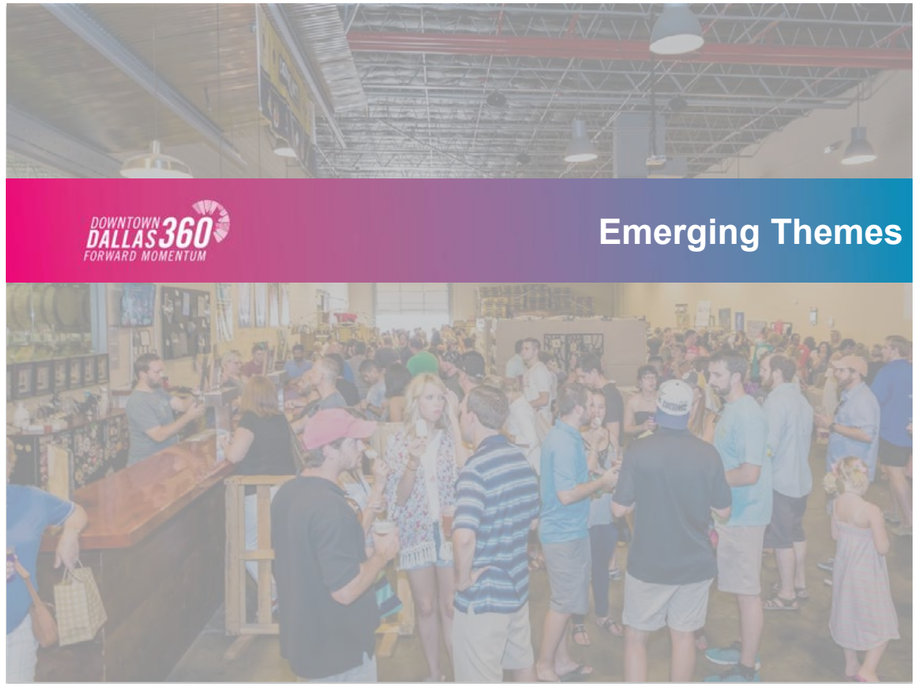
## Phase I Recap Presentation

The Phase I Recap Presentation contains a summary of the public input received in 2015, during the initial phase of engagement and outreach efforts of the *Downtown Dallas 360* plan update. The data represents emergent themes from various Downtown neighborhoods, providing a foundation for the vision, transformative strategies, and action items of *The 360 Plan*.

DOWNTOWN DALLAS 360
FORWARD MOMENTUM

Emerging Themes
Summary of Public Involvement
Short and Long-Term Plans and Strategies




## Housing And Education

**Public Engagement Outcomes:**

- Provide diverse housing options and product types
- Provide good schools Downtown to attract/keep families
- Link mobility, education and housing
- Maintain the character of the existing neighborhoods

**Potential Strategies Moving Forward:**

- Identify funding and incentive mechanisms to provide for multiple housing needs
- Identify locations and willing partners to house schools
- Identify strategies to reduce potential gentrification/displacement in some neighborhoods

## Open Space And Recreation

**Public Engagement Outcomes:**

- Create public spaces that support neighborhoods
- Link new parks to existing parks
- Build off of successes (Katy Trail, Klyde Warren Park, Main Street Garden, Ron Kirk Bridge, etc.)

**Potential Strategies Moving Forward:**

- Create useable, functional spaces for new and existing residents by acquiring vacant land
- Program park space based on nearby residents' needs
- Link parks and open space with expanded bicycle and pedestrian facilities
- Redesign existing underutilized spaces like Fair Park to make them more useable on a daily basis

## Urban Design And Placemaking

**Public Engagement Outcomes:**

- Leverage TOD opportunities and support local businesses
- Promote development that activates the street
- Protect and support neighborhood character
- Consider “catalytic streets” to activate and connect districts

**Potential Strategies Moving Forward:**

- Focus urban design to support walkability, pedestrian interest and district-specific goals
- Identify areas where additional resources/funding/programs may be needed to catalyze development and infill opportunities
- Identify design tools that can be implemented quickly with little cost

## Mobility

**Public Engagement Outcomes:**

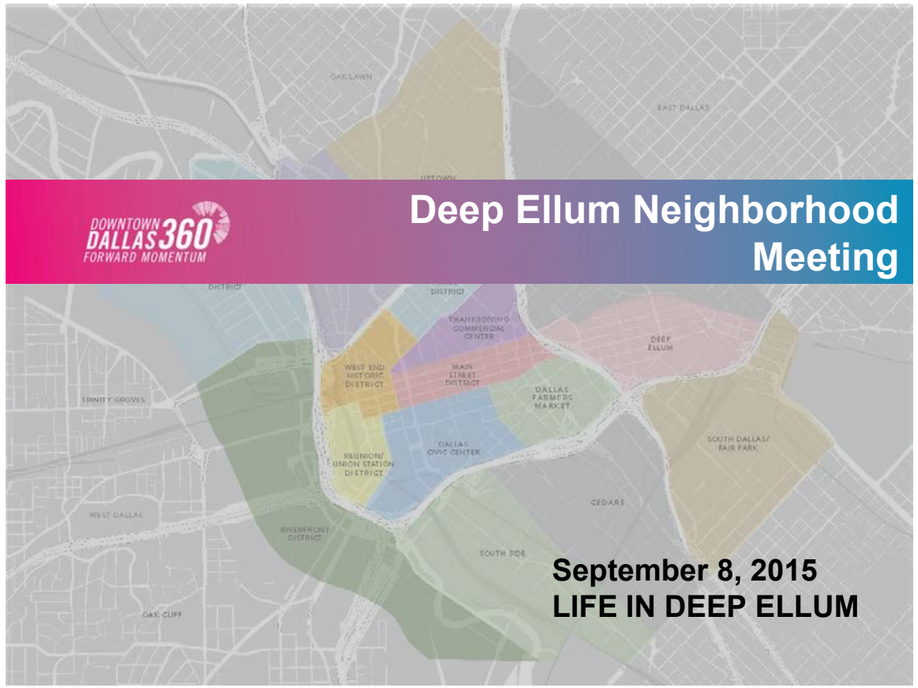
- Improve connections between the districts
- Enhance Downtown’s connection to the Trinity River
- Link Downtown to districts west of the Trinity River
- Address access across and under freeways
- Create a functional, safe and inviting bicycle and pedestrian system

**Potential Strategies Moving Forward:**

- Create a pedestrian plan that complements transit and bike corridors
- Create a prioritized list of bicycle connections
- Focus on projects that address barriers (freeways, fast traffic)
- Fill in the gaps in the sidewall system

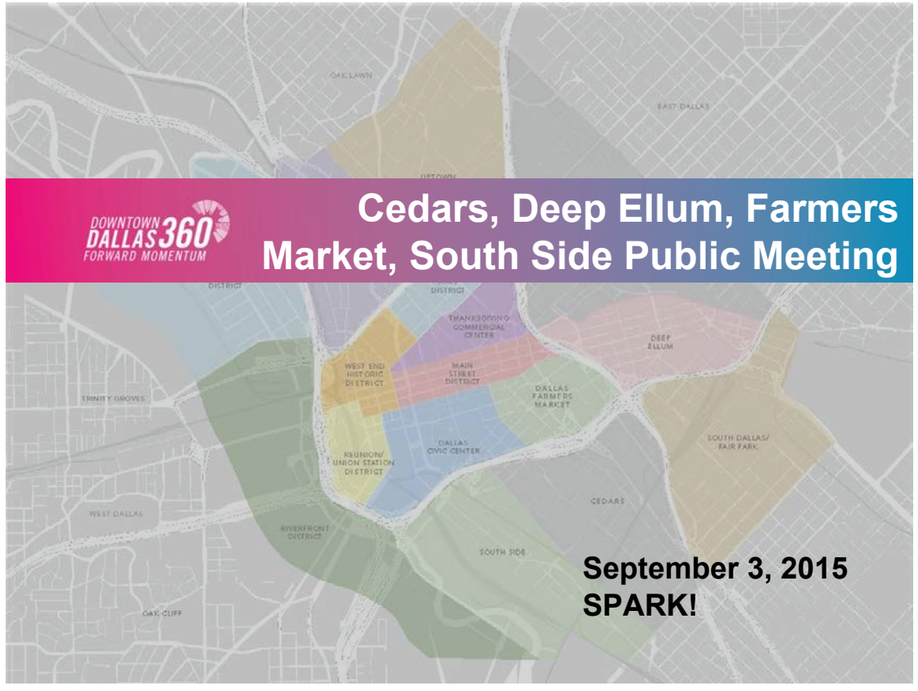
## Questions Asked

- What are your favorite places and neighborhood strengths?
- What do you consider the major challenges within your neighborhood and 360 planning area?
- What do you want more of? What qualities make your neighborhood special?
- What is the best measure of success?




## Top Priorities

- Address multimodal connections to other districts (short/ long term)
- Focus on gateways at freeways (I-345/I-30)
- Reimagine what it could be like under I-345 (consider linear parks and popups)
- Address parks/open space, zoning and urban form standards
- Be a pedestrian oriented district
- Preserve the vibe of “Deep Ellum”
- Address security & homelessness




## What are the Area’s Assets? Deep Ellum Community Input

- History, character and scale of buildings/architecture supports culture
- Deep Ellum is organic, not master planned
- Culture of creativity. Art and music creates a unique, authentic vibe
- Strong identity, gritty, diverse, walkable
- Streetscapes that allow democratic access to all users
- The dog park is a great gathering place
- Spontaneous and lively with multiple entertainment destinations
- Good bones and improved sidewalks
- Community-focused activities

# What are the Specific Issues? Deep Ellum Community Input

**Safety**

- Address crime and safety
- Manage panhandling and homeless through neighborhood policing

**Development and Infrastructure**

- Infrastructure is outdated, particularly for bikes and pedestrians
- Pressures of gentrification could change the district
- Deep Ellum must maintain its character as it changes
- Need for additional housing and residential density
- Parking can be a challenge

# What are the Specific Issues? Deep Ellum Community Input

**Public Realm and Access**

- I-345 is a barrier for movement
- Need more parks and open space
- Need to update zoning and design standards
- Need more transit access between neighborhoods
- Need better wayfinding signage to move between districts

**Branding**

- Balance day/night life. The district should be more than a destination
- Branding and marketing for a community, not just a destination for bars and entertainment

# Where Are The Opportunities? Deep Ellum Community Input

**Urban Realm and Parks**

- Reclaim alley space to support the District's "gritty" environment
- Improve visual cues to strengthen the area's identity
- Enhance streetscape, trees and sidewalks to improve walkability
- Increase the amount of green space and street art

**Development**

- Continue adaptive re-use of existing and under-utilized buildings
- Encourage mixed-use that incorporates parking and increases the number of residents
- Support venues that provide live music and art
- Replace parking with more attractive uses

# Where Are The Opportunities? Deep Ellum Community Input

**Mobility and Access**

- Link Deep Ellum to other districts with transit, bicycle and pedestrian connections to increase walkability and connectivity
- Identify areas where traffic calming and road diets should occur
- Bury or remove I-345 and turn space into a park
- Bring streetcar, D-Link, or trolley to the District and connect it to the DART station

# What Defines Success?
# Deep Ellum Community Input

- Deep Ellum continues to grow and evolve while keeping its character
- The district is walkable, bikeable and connected to its surroundings
- There is a streetcar or trolley connecting to other transit
- Engaged relationships inside and outside of Deep Ellum
- There are more opportunities for active movement and exercise
- “Keep Deep Ellum weird” while making it more livable, walkable & safe
- Supporting and encouraging local businesses
- Improved housing choices
- Increased public safety



# What are the Area’s Assets?
# Cedars/South Side Community Input

- The District is economically and racially diverse
- Active neighborhood watch in the central area
- Dallas Heritage Village, its historic buildings, track and dog park attract people from all over
- Arts Crawl, South Side Studios, and open studios support local artists and attract visitors
- Lee Harvey’s, McKinney Avenue Contemporary, NYLO South Side attract many people
- The Police Department’s presence has helped change perceptions
- The District has good public transportation but poor bicycle and pedestrian connections
- There is some, but limited Trinity River Trail access

# What are the Specific Issues?
# Cedars/South Side Community Input

**Safety**

- Homeless and transients come from the shelter in Farmer’s Market

**Infrastructure and Development**

- Bureaucracy and permitting issues make it hard to get things done
- Need a redevelopment plan for the area
- Industrial uses along riverfront are  tough for residents
- Infrastructure is deteriorating
- Absentee landowners limit development of vacant lots
- Lot sizes are small and property values not easily regulated
- Few services because of limited population
- No grocery store

# What are the Specific Issues?
# Cedars/South Side Community Input

**Urban Realm, Bicycles and Pedestrians**

- There is little or no access to the Trinity River
- Sidewalks are missing or broken. It's dangerous to walk
- Streetlights that are on! Safety and visibility at night is an issue
- There are few public spaces. People are using vacant lots for parks

**Mobility**

- Corinth underpass is dangerous for pedestrians and cyclists
- I-30 is a barrier that limits access into area
- Del Monte plant and industrial uses increase traffic on Lamar

# What Defines Success?
# Cedars/South Side Community Input

- Constructing a new school(s) and recreation center
- The plan is equitable and focused on the neighborhood
- Increased local ownership-no chains in Cedars
- Increased bicycle and pedestrian connections to all districts
- Traffic is slow, streets are safe and pedestrian safety improves
- Southside and Cedars are one neighborhood
- Building another bridge linking Cedars to Downtown
- More homeless resources to reduce issues in the neighborhood
- I-30 is capped with a Klyde Warren style park

# Where Are The Opportunities?
# Cedars/South Side Community Input

- Build upon the great transit access to downtown
- Advertise the attractive price points and amount of vacant land
- Build a new school on the DISD property
- Add public parks using agreements with private landowners
- Add bike lanes and reduce the number of vehicle travel lanes
- Remove parking restrictions to allow businesses to come in
- Connect Cedars to Fair Park
- Provide better connections to the Trinity River
- Add a bike connection to link Santa Fe Trail to Cedars
- Add a new DART stop at the Trinity Trail

DOWNTOWN DALLAS 360 FORWARD MOMENTUM

## Fair Park/South Dallas

# What are the Area's Assets?
## Fair Park/South Dallas Community Input

- Long-term residents and historic culture
- Lots of undeveloped land
- It's an affordable place to live
- Many local businesses and neighborhood hangouts (Green Door, Off the Bone, Cedar's Union)
- The Public Library
- Fair Park, both now and as a potentially revitalized location
- Wildlife

# Where Are The Opportunities?
## Fair Park/South Dallas Community Input

- **This table did not identify opportunities**

# What are the Specific Issues?
## Fair Park/South Dallas Community Input

- Negative perception and undesirable land uses in the area
- Figurative/ literal walls section off District from other areas
- Lack of green space
- Long term planning needs to integrate affordability
- Affordability and diversity in long term planning are keys to success
- Lack of transportation options
- Food and amenities desert

# What Defines Success?
## Fair Park/South Dallas Community Input

- Making the area more walkable
- Providing quality educational options in the District
- The area continues to remain affordable
- Fair Park becomes a self sustaining economy
- Fair park is an engine, not an island
- The District embraces and supports independent businesses through a strong merchant association

Farmers Market

## What are the Specific Issues? Deep Ellum Community Input

**Safety**

- Homelessness and safety for residents is an issue
- Homeless on homeless crime is a problem

**Development and Amenities**

- Loss of vacant land means loss of green space
- Neighborhood places like the Green Door need to be maintained
- There are still voids in the neighborhood
- Too much development may ruin the area
- Need better schools

## What are the Area's Assets? Deep Ellum Community Input

**Urban Form**

- Lots of great architecture and it's still developing  with new activities
- Varied streets and the curvy road is nice (Young- Canton)
- Old and new buildings work well together
- The District has a mixture of destinations like the market and varied housing options that are walkable

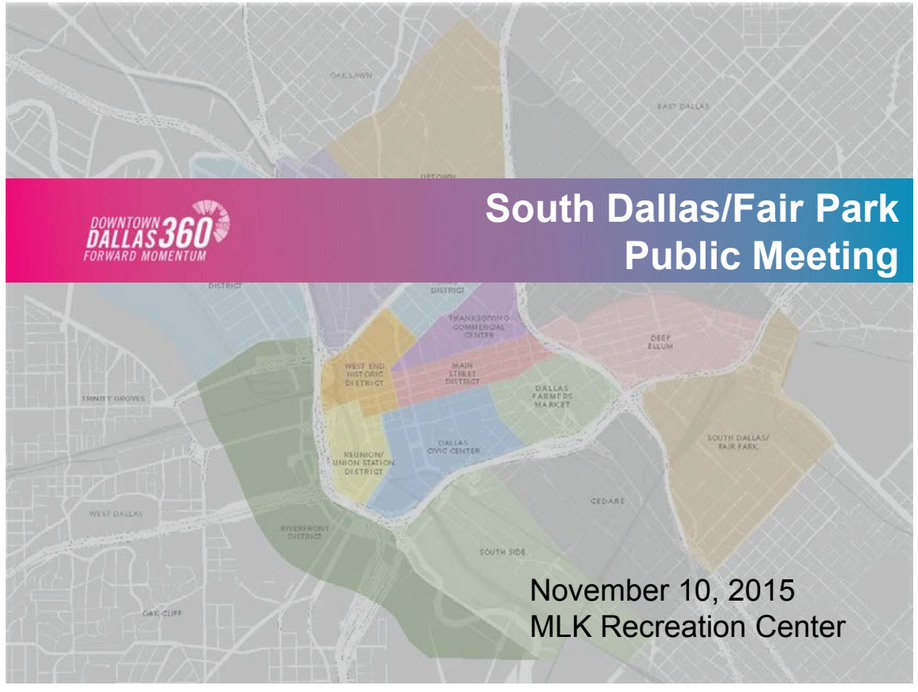
## What are the Specific Issues? Deep Ellum Community Input

**Mobility**

- Tear down I-345
- Streets are not safe or inviting for pedestrians
- Roads have been under construction for a long time
- Parking and traffic is a problem in the District
- Sidewalks are often broken, missing, or inadequate
- The road network is not bicycle friendly

# Where Are The Opportunities?
# Deep Ellum Community Input

- Expand locally-owned businesses
- Still need services like a grocery store and other businesses that make the neighborhood livable
- Provide more educational opportunities for families with kids
- Build upon urban crafts and artists living and working in the area
- Tear down I-345
- Provide more upscale options and a greater variety of goods in the “Farmer’s” market
- More rooftop anything!




# What Defines Success?
# Deep Ellum Community Input

- More green space for existing and future residents
- Better roads and sidewalks for all modes of travel
- A lot more people living here
- Lots of activities and services you can walk to
- Sustainable development is the norm
- More community gardens and gathering places
- The area is safe to walk around in at all times of the day
- Businesses are “mom & pop” establishments

**“Those who live here should share the future of the neighborhood!”**

# What are the Area's Assets?
## Fair Park/South Dallas Community Input

**Culture and People**

- Long standing, African American-owned businesses on 2nd Avenue and MLK Jr. Blvd.
- Long term residents
- Strong sense and community, history and culture
- African American Museum at Fair Park
- City Square is a major asset to neighborhood
- Dallas Black Chamber of Commerce is a hub on MLK Jr. Blvd.

# What are the Area's Assets?
## Fair Park/South Dallas Community Input

**Civic and Parks**

- Schools are community centers but need repair
- South Dallas Cultural Center and its training programs are an asset and need to be expanded
- Fair Park is an asset but needs help
- The mosque and churches are gathering points for the community

**Mobility**

- Good sidewalks and street grid
- 2nd Avenue and MLK Jr. Blvd. are active commercial streets

# What are the Area's Assets?
## Fair Park/South Dallas Community Input

**Location**

- Close to Downtown and Fair Park. Easy transit/freeway access
- Near the Trinity River, green spaces and Fair Park
- Lots of vacant land and old buildings to take advantage of (e.g. Frazier Elementary)

**History**

- It's the melting pot of the City
- Residents. Rich history for African American and Jewish communities
- Strong neighborhood with diverse and historic housing stock
- Lots of locally-owned businesses

# What are the Specific Issues?
## Fair Park/South Dallas Community Input

**Safety and Perceptions of the District**

- South Dallas has a negative perception
- Unemployment, underemployment, crime and mental health
- Homelessness and concentrations of homeless (e.g. tent city)
- Regional discussion doesn't include south Dallas/Fair Park

**Streets, Parks and Open Space**

- Kids don't go outside
- Poor landscaping and street lighting
- Lack of useable open space
- Fair Park is a mobility barrier, rarely open,  and no local vendors
- Walkability and connectivity to other districts is a challenge

# What are the Specific Issues?
## Fair Park/South Dallas Community Input

**Development, Amenities and the Community**

- Engagement and communication not happening
- Difficult to do business with city
- Lots of vacant lots and gentrification is a concern
- Lack of a hub with services and housing
- Lack of middle income housing or services
- Limited healthy food options (grocery or restaurant)

**Mobility (economic)**

- Few jobs, educational options or infrastructure to attract businesses
- Lack of training options to increase skills

# What Defines Success?
## Fair Park/South Dallas Community Input

- The District is inclusive and diverse
- There are adequate parks and recreation areas
- Traffic is slower and the streetscapes are safe and inviting
- Businesses and good restaurants create active corridors
- Quality development preserves culture and character
- South Dallas has many professional jobs, including larger employers
- Fair Park is a social economic engine and provides recreation options for the community
- You don't have to leave the community to access amenities
- Education is effective and prepares kids for the future
- There are short- and long-term strategies and initiatives

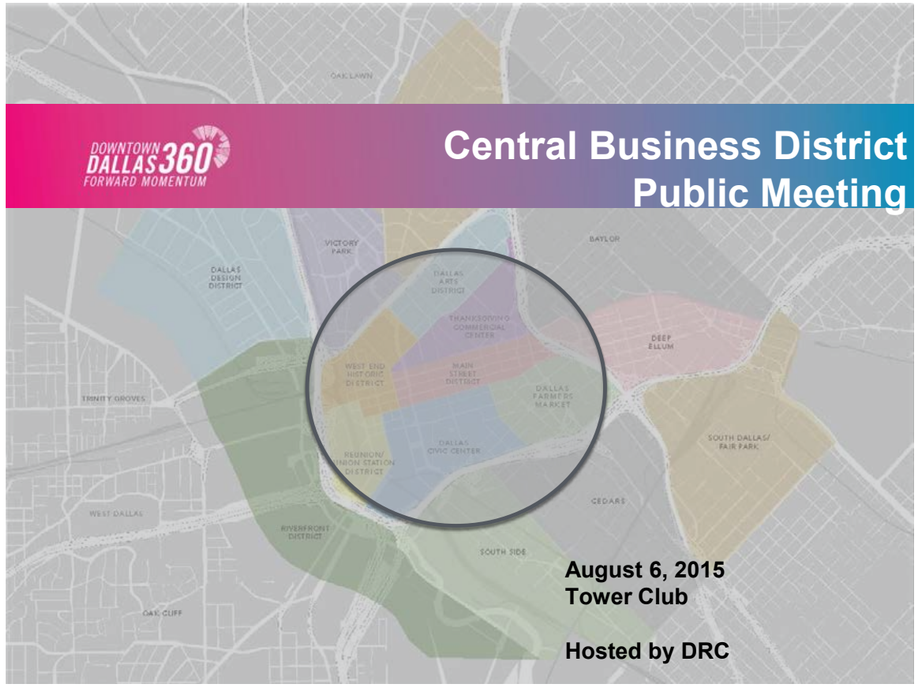
# Where Are The Opportunities?
## Fair Park/South Dallas Community Input

**Perceptions and Marketing**

- Capitalize on the history of the District
- Keep residents in the loop and engaged in any changes
- Make the area attractive to Millennials
- Rebrand the area to change perceptions and get people engaged

**Streets and Parks**

- Improve existing parks, including Fair Park. Take advantage of existing vacant lots
- Address landscape and lighting to improve safety
- Improve connections that link Downtown to South Dallas




# What are the Specific Issues? Downtown Resident Input

**Access**

- Unreliable public transit
- Cracked/missing sidewalks and pedestrian safety
- Lack of connectivity and poor signage

**Housing Availability and Amenities**

- Housing affordability
- Lack of services (retail, grocery etc.) for residents and businesses
- Few gathering places for residents
- Lack of active spaces for recreation

# What are the Area's Assets? Downtown Resident Input

**Access**

- Transit and walkable connections
- The Trinity River and its trails
- The Continental Bridge and pedestrian/bicycle connections

**Public Realm and Urban Form**

- "Casual interactions" on the street
- Public spaces (Klyde Warren Park, Pioneer Park, Main Street and Belo Gardens)
- Unique architecture and historic buildings

**Amenities**

- The Joule Hotel and retail on Main Street
- Bars, entertainment and gathering places
- Museums and public art (Perot Museum, "The Eye")

# What are the Specific Issues? Downtown Resident Input

**Safety**

- Homelessness and panhandling
- Street lighting

**Urban Form**

- "Dead zones and single-use areas (e.g. Civic Center)"
- Lack of street trees and parks
- Traffic moves too quickly on one-way streets
- Highways

# Where Are The Opportunities? Downtown Resident Input

**Technology**

- Implement systems to find public parking spaces
- Support tech start ups

**Development and Services**

- Develop surface parking lots
- Convert single-use buildings to mixed-use
- Increased retail and support local businesses
- Diversify housing and include options for families
- Reuse old buildings
- Preserve the unique character of neighborhoods

# Where Are The Opportunities? Downtown Resident Input

**Mobility**

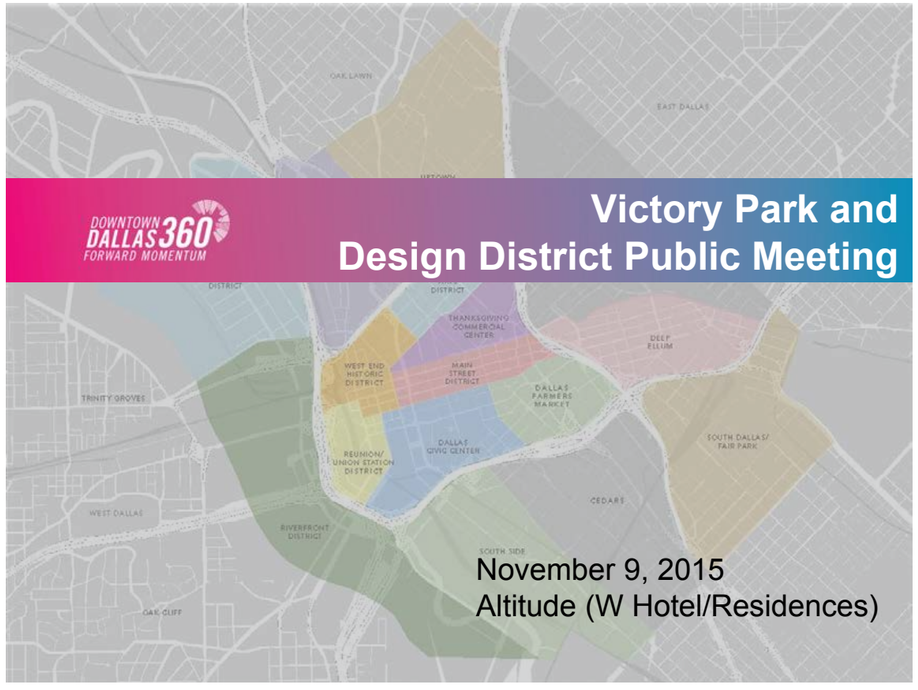
- Improve connections to surrounding districts
- Simplify DLink and expand streetcar/transit service
- Connect transit/high speed rail
- ~~Make Main Street pedestrian only~~
- Add connections to the Katy Trail, Trinity Strand, and Sante Fe Trail

**Public Realm**

- Refine urban design, add parks and trails
- Add deck parks
- Add public, self cleaning public restrooms

# What Defines Success? Downtown Resident Input

- A diversity of voices in plan development
- Attractive streets (trees and pedestrian amenities)
- Reduced auto use and increased walkability
- “Human scale” development pattern
- Great schools for downtown  residents
- Affordable housing options and more downtown residents
- More socioeconomic diversity
- Addressing connectivity at all levels
- Reimagining I-345
- Finding a “niche experience” in each of the districts



## What are the Specific Issues? Design District Community Input

- Pedestrians need better connections and options. Many sidewalks are in bad shape
- Safety is an issue because there are few streetlights
- The lack of police means crime and homelessness is high
- There are no connections to public transportation or amenities like the Katy Trail
- Transit service (bus) is infrequent
- The Continental Bridge bridgehead lacks parking
- No toll road!
- The Design District needs more anchors

## What are the Area's Assets? Design District Community Input

- Dallas Contemporary Center
- Streetscape and trees near highline
- Proximity to the Trinity River
- Show rooms, galleries and artisan shops
- The area is walkable because it has sidewalks
- The Continental Pedestrian Bridge
- Many local owners and artisans
- The artistic quality of the area is an attraction

## Where Are The Opportunities? Design District Community Input

- There are areas with historic significance that can be improved
- Transformed/repurposing warehouses to house anchors and multi-use tenants
- Opportunities to increase both pedestrian and auto mobility
- The existing bike connections in the area means that you don't need a car to eat, live and work
- The District is great because it's quiet, has lots of art and local owners
- Make the wayfinding/signage multi-lingual to attract more people
- Add a streetcar along Riverfront
- Provide more DART stops

# What Defines Success?
# Design District Community Input

- There are more people living, working and visiting the District
- Property taxes generate more revenue
- Sales increases
- The number of businesses increase



# What are the Area's Assets?
# Victory Park Community Input

- The Trinity, Strand and Katy Trails are all assets for the area
- Entertainment options (American Airlines Center and House of Blues)
- The Ron Kirk (Continental Pedestrian) Bridge
- Nearby destinations like Klyde Warren Park and park with waterfalls
- Options to walk your dog
- It's a very walkable area and close to many of the other districts
- Transportation options, including transit, trails, freeways and DART
- Easy to get to work, other neighborhood and entertainment options
- Development opportunities
- New restaurants, retail and residential

# What are the Specific Issues?
# Victory Park Community Input

**Mobility, Events and Entertainment**

- Connections to other districts are challenging
- Events at the American Airlines Center worsen traffic and parking
- Concerns with changing some streets to two-way
- Negative perceptions about parking for events and restaurants
- For Downtown, connectivity between neighborhoods is a challenge
- D-LINK doesn't work. It doesn't stop and is never on schedule

**Safety**

- Safety issues, including panhandling and trail robberies
- Lack of police patrol or neighborhood crime watch
- Move the County Jail somewhere else

# What are the Specific Issues?
# Victory Park Community Input

**Connectivity, Amenities and Adjacent Districts**

- There's no grocery store or retail diversity
- Development in the West End will remove parking
- Street lighting is poor on some streets, including along the Katy Trail
- Service roads often gets clogged
- Sidewalk issues (poor condition/ missing portions)
- Vacant retail spaces (need more restaurants)
- Concerned about pedestrian safety and two-way streets (Houston & Victory)

# Where Are The Opportunities?
# Victory Park Community Input

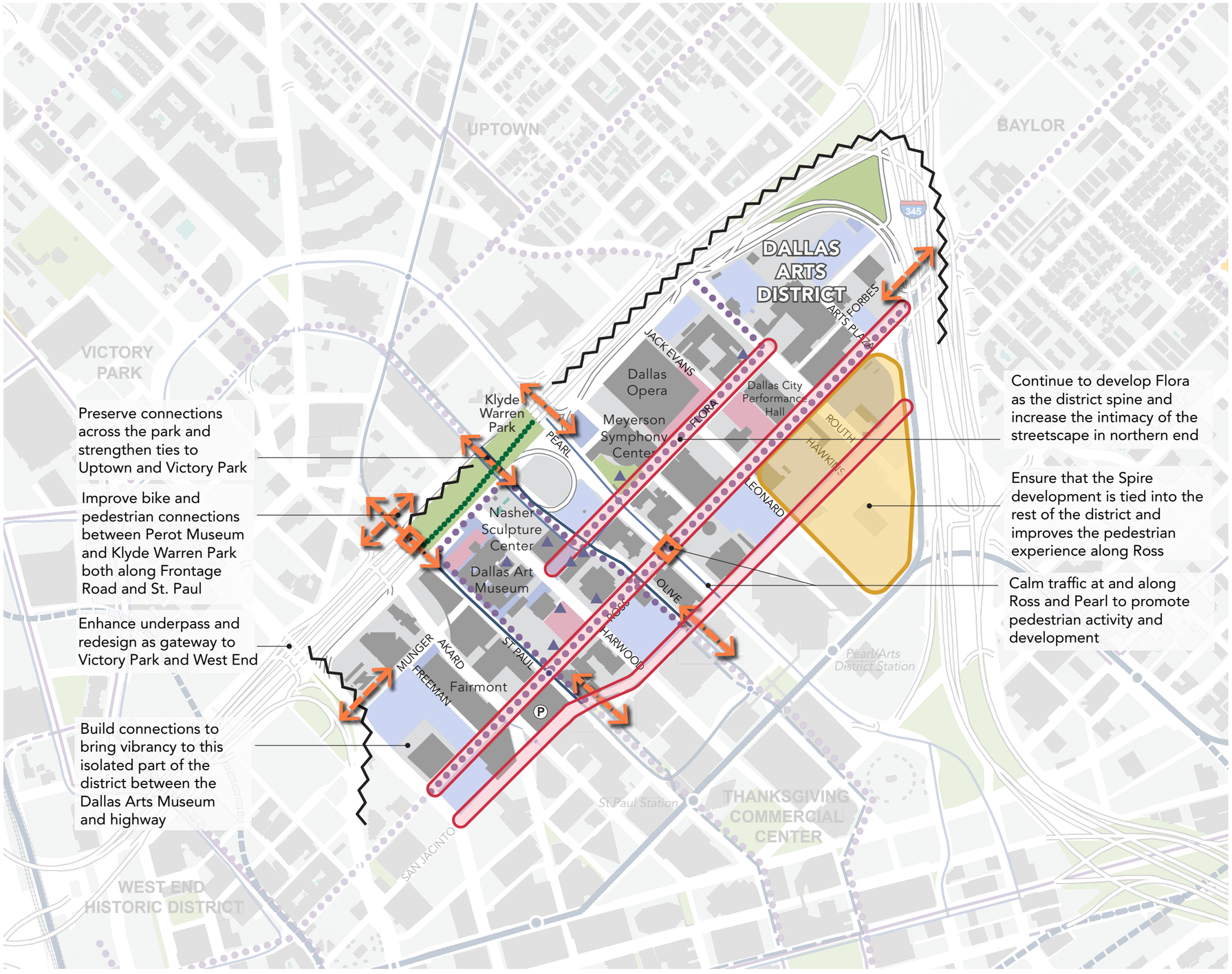
- Need new connections to the Ron Kirk (Continental Pedestrian) Bridge and the Design District
- Use empty retail spaces to attract more diverse retail opportunities
- Fill in the sidewalk gaps, build the planned bike lanes and add street lighting
- Add new green space and a dog park
- Desire for more restaurants, a grocery store and local beer/wine
- Use the District as a hub for the trail system and tie it to existing arts facilities
- Connect bike paths and trails to Klyde Warren Park

# What Defines Success?
# Victory Park Community Input

- The District has a diverse retail mix and strong neighborhood identity
- Inter-district connections are safe and integrated
- The District has more community events that generates interest and foot traffic on non-event nights
- Infill development continues (with parking) and property values rise
- Transit, including a trolley, seamlessly connects all of the districts
- Streets and trails are safe for pedestrians because they are well lit and maintained
- Victory Park has adequate public and green spaces and connects to the Trinity River Trail system
- The jail is relocated and replaced with a better use
- Each district communicates with one another

## MIG Granular Assessments

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




DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## DALLAS ARTS DISTRICT

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street

GIS data provided by City of Dallas GIS Services, North Central Texas Council of Governments (NCTCOG) and DDI.

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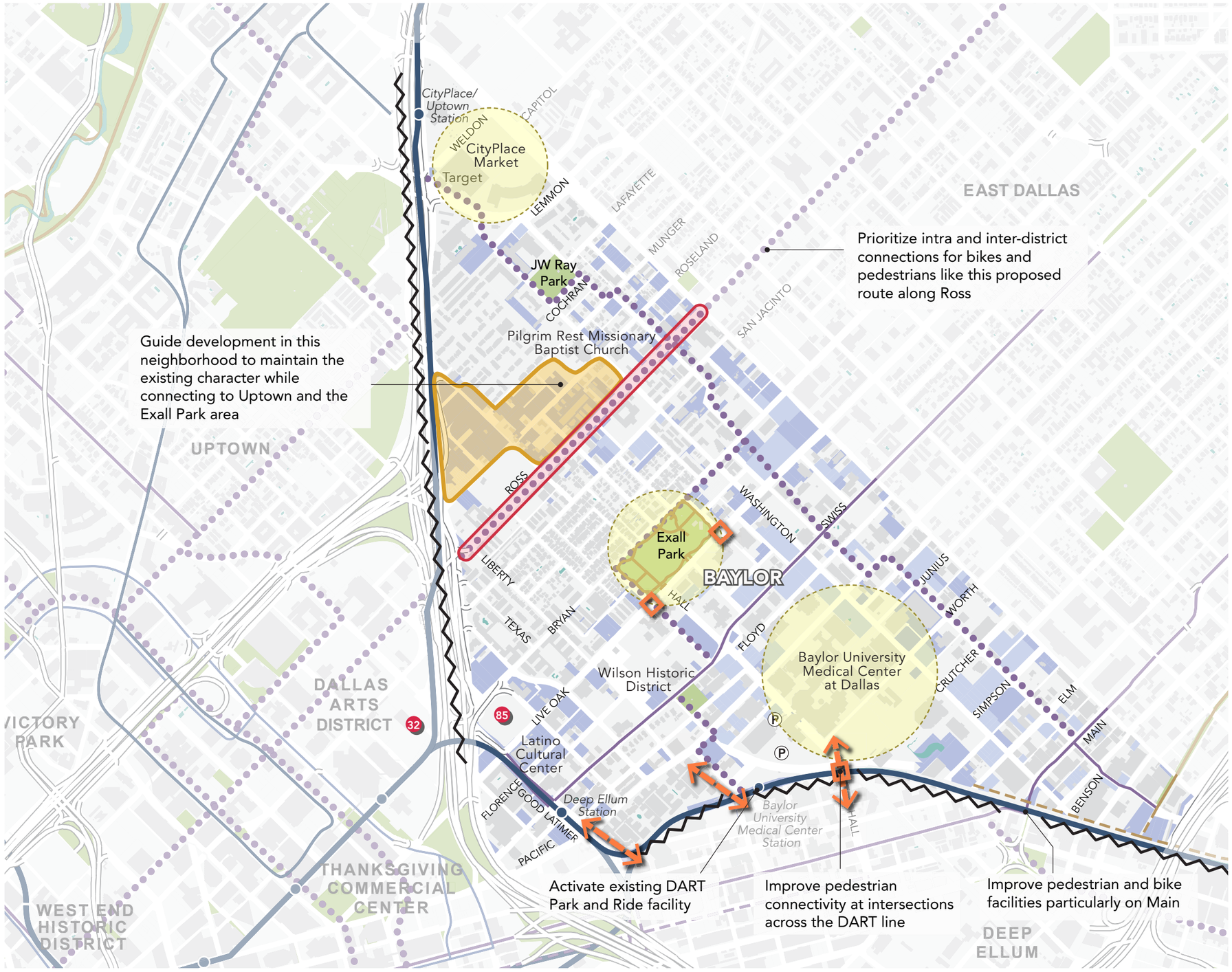


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## BAYLOR

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
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- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street
- Planning Effort/ Project

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DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## CEDARS DISTRICT

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
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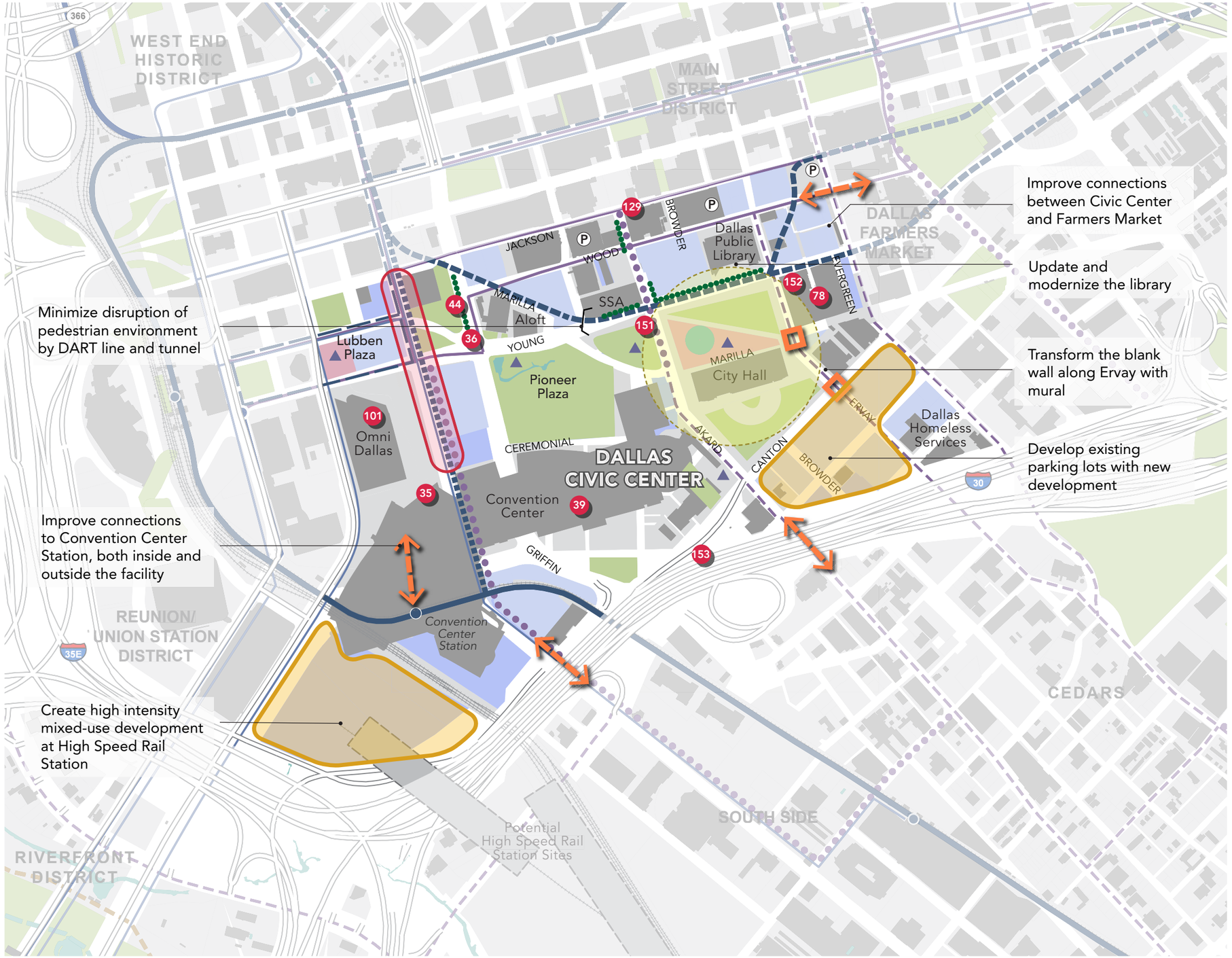


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## DALLAS CIVIC CENTER

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edg
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phas
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street
- Planning Effort/ Project

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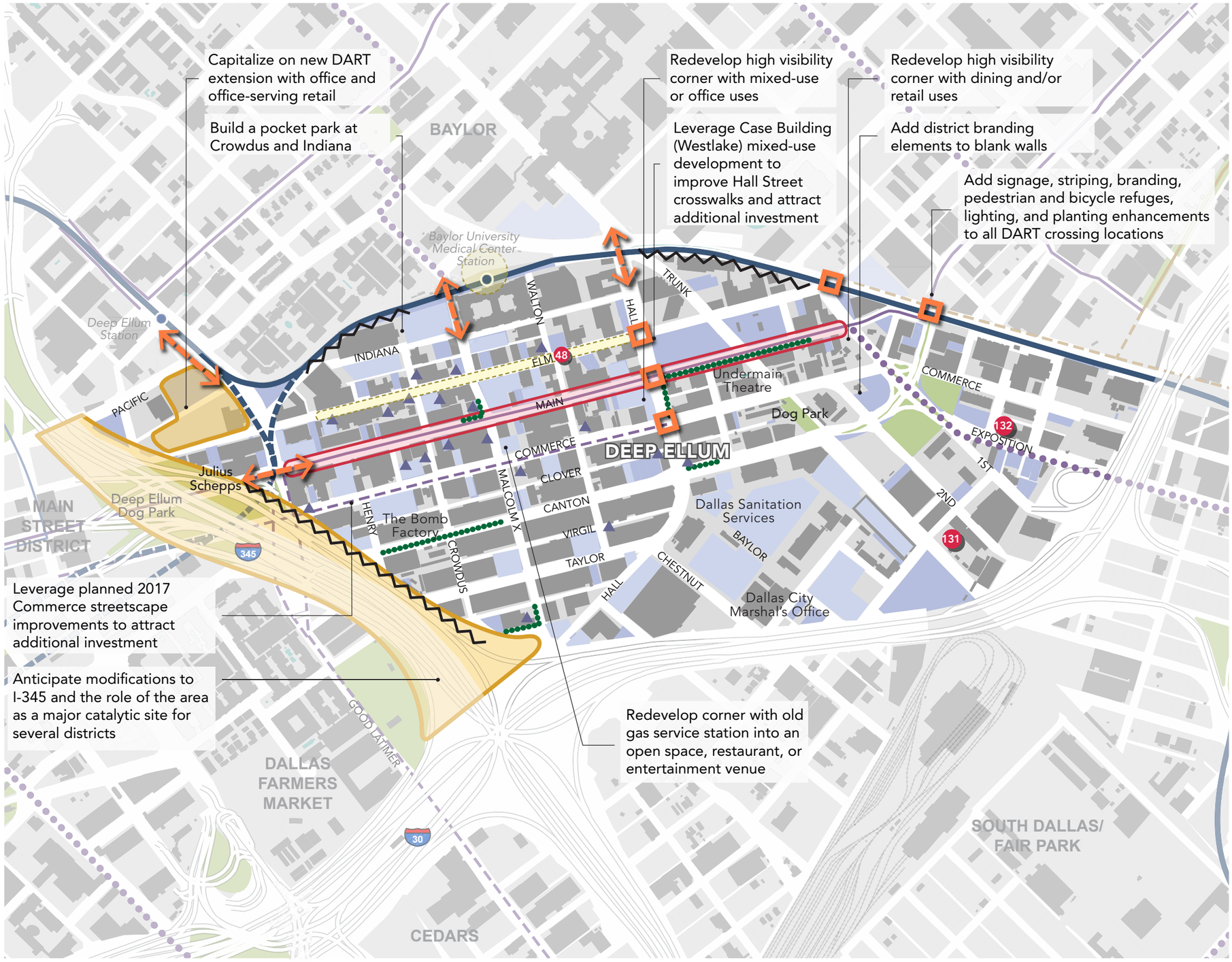


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## DEEP ELLUM

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
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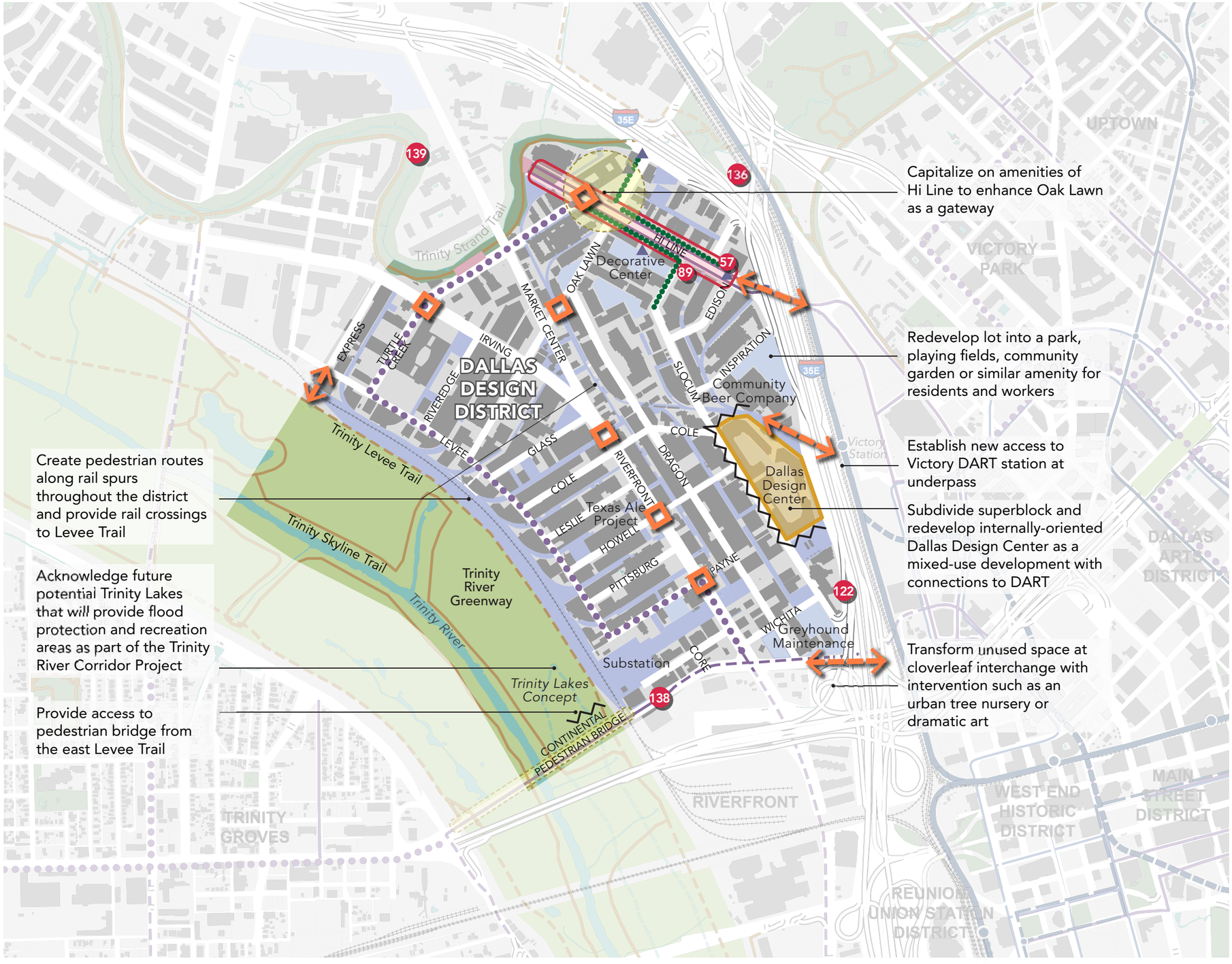


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## DALLAS DESIGN DISTRICT

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street
- # Planning Effort/ Project

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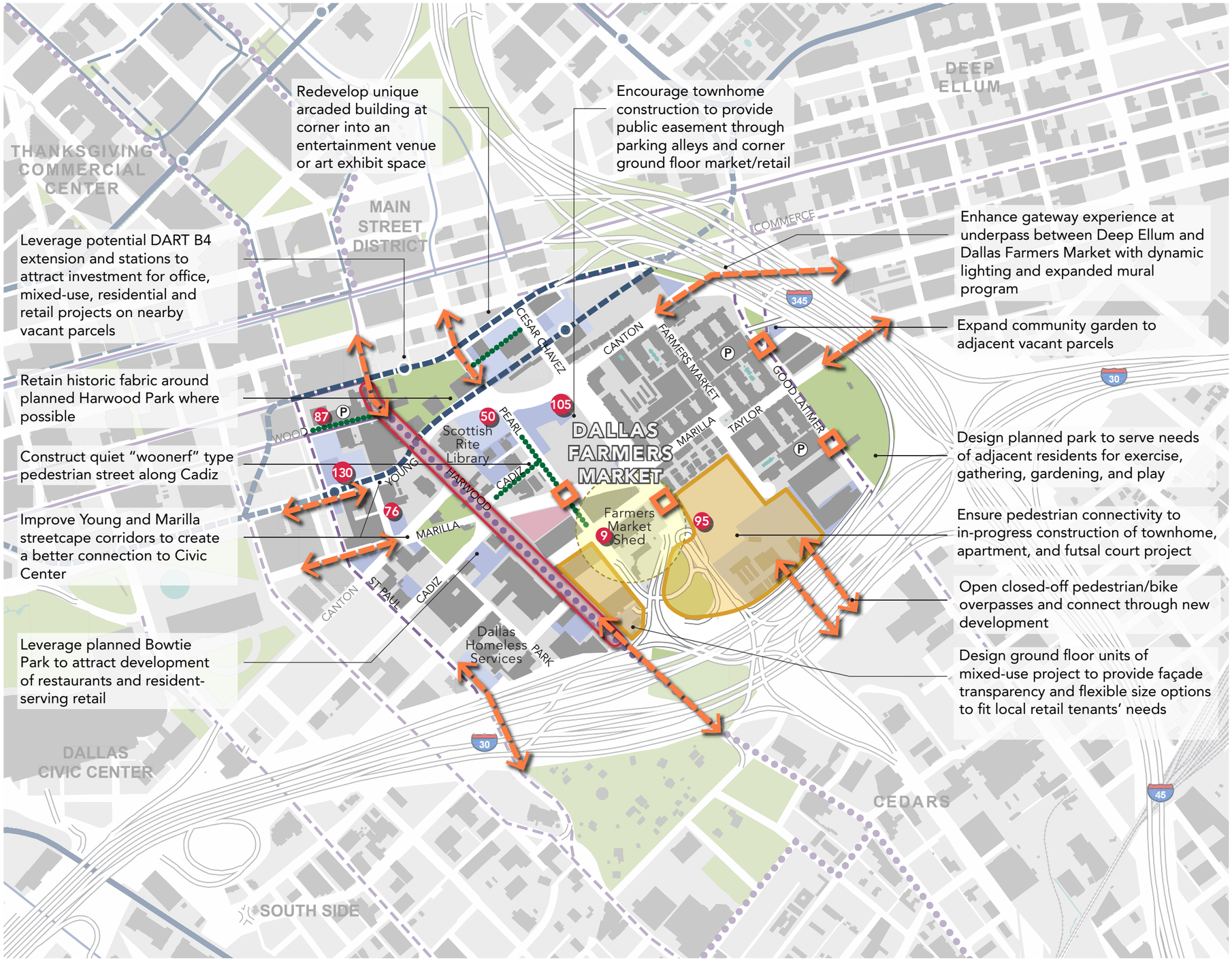


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## DALLAS FARMERS MARKET

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
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- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
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- Planning Effort/ Project

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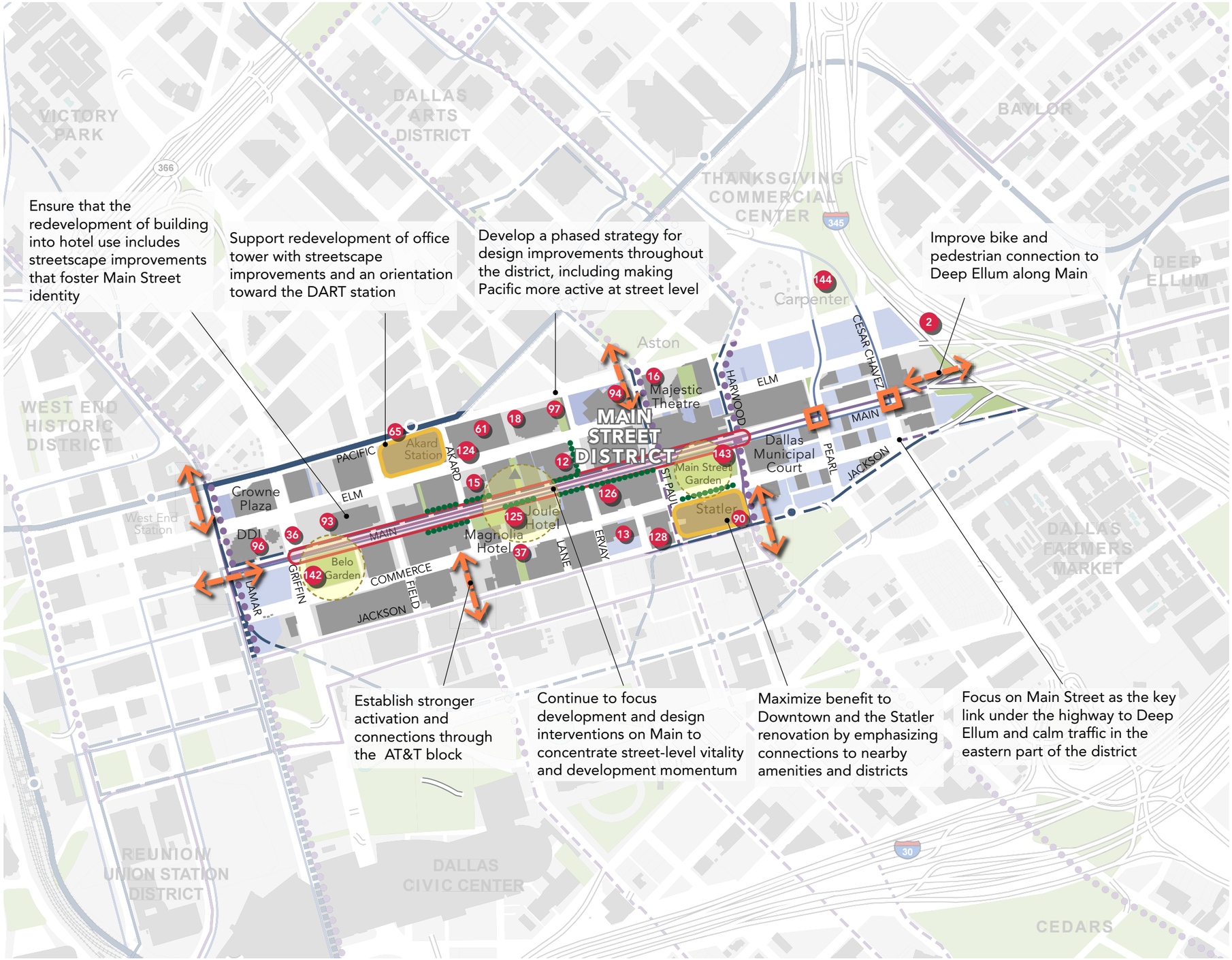


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## MAIN STREET DISTRICT

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street
- # Planning Effort/ Project

GIS data provided by City of Dallas GIS Services, North Central Texas Council of Governments (NCTCOG) and DDI.

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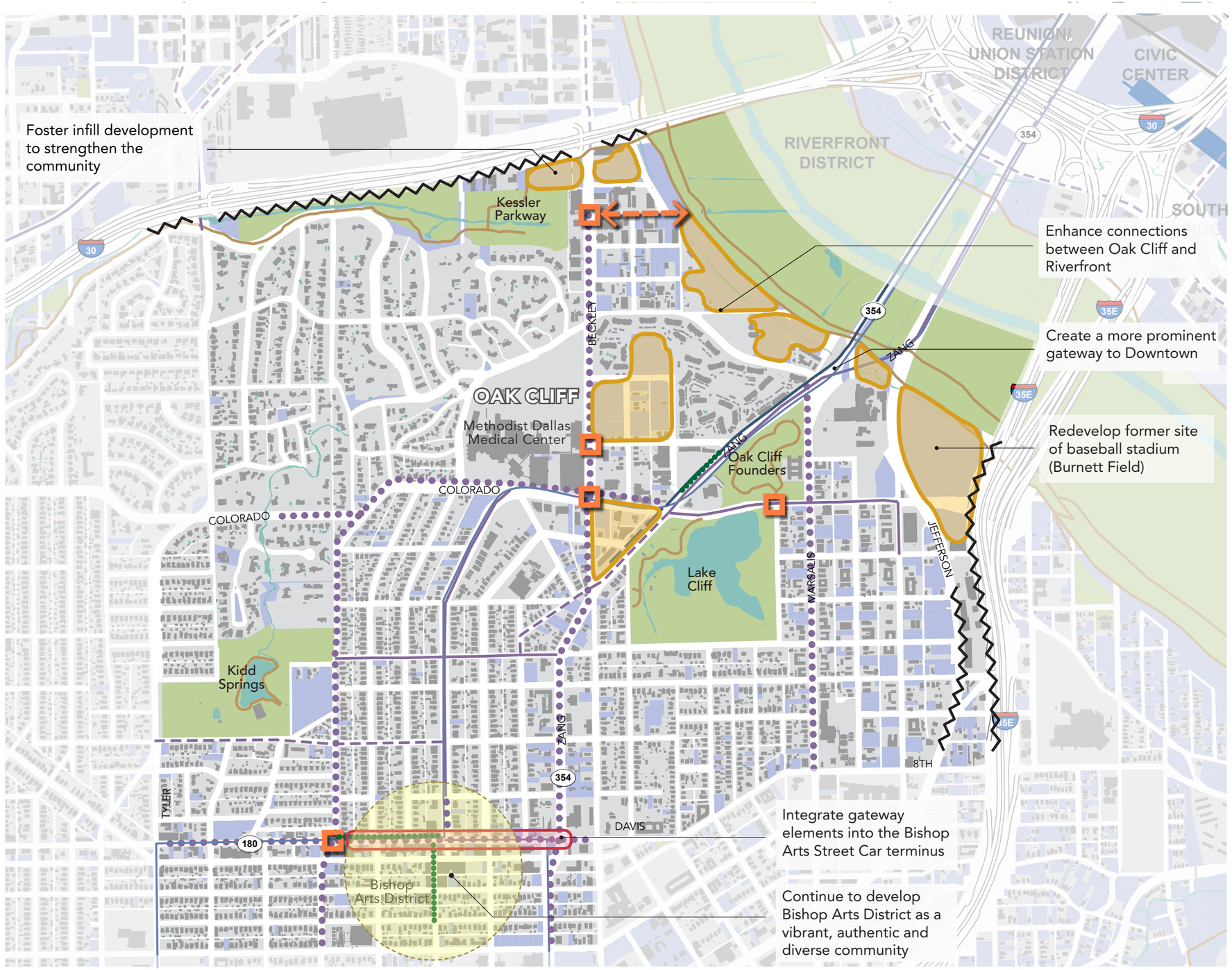


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## OAK CLIFF DISTRICT

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street

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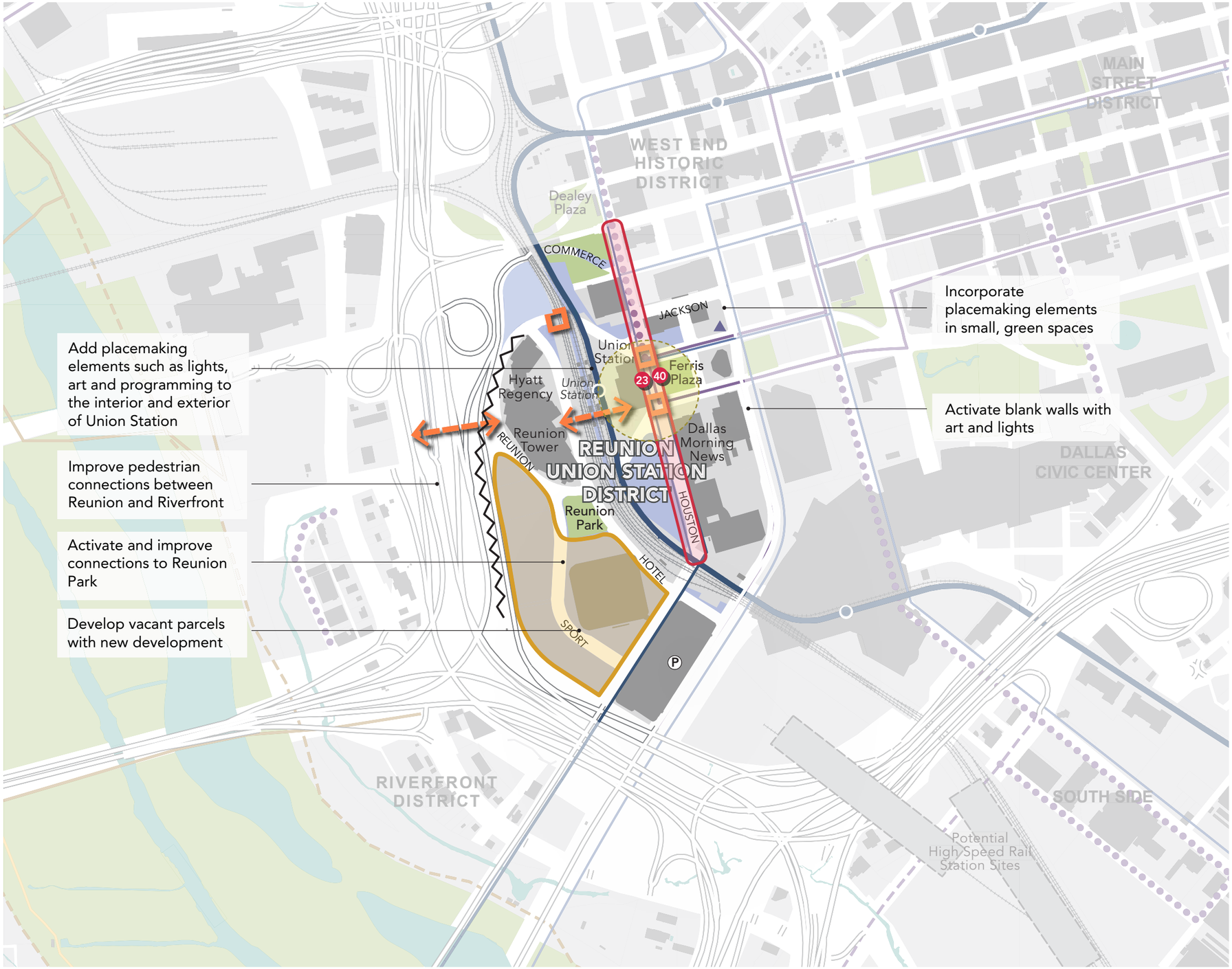


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Community Involvement Meeting Results
## REUNION/UNION STATION

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Planned and Pipeline Projects
**(in progress)**

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail

### Community Engagement Meeting Results

- Favorite Places
- Opportunities and Assets
- Issues and Concerns
- Barrier

GIS data provided by City of Dallas GIS Services, North Central Texas Council of Governments (NCTCOG), DDI, and Dallas Morning News.

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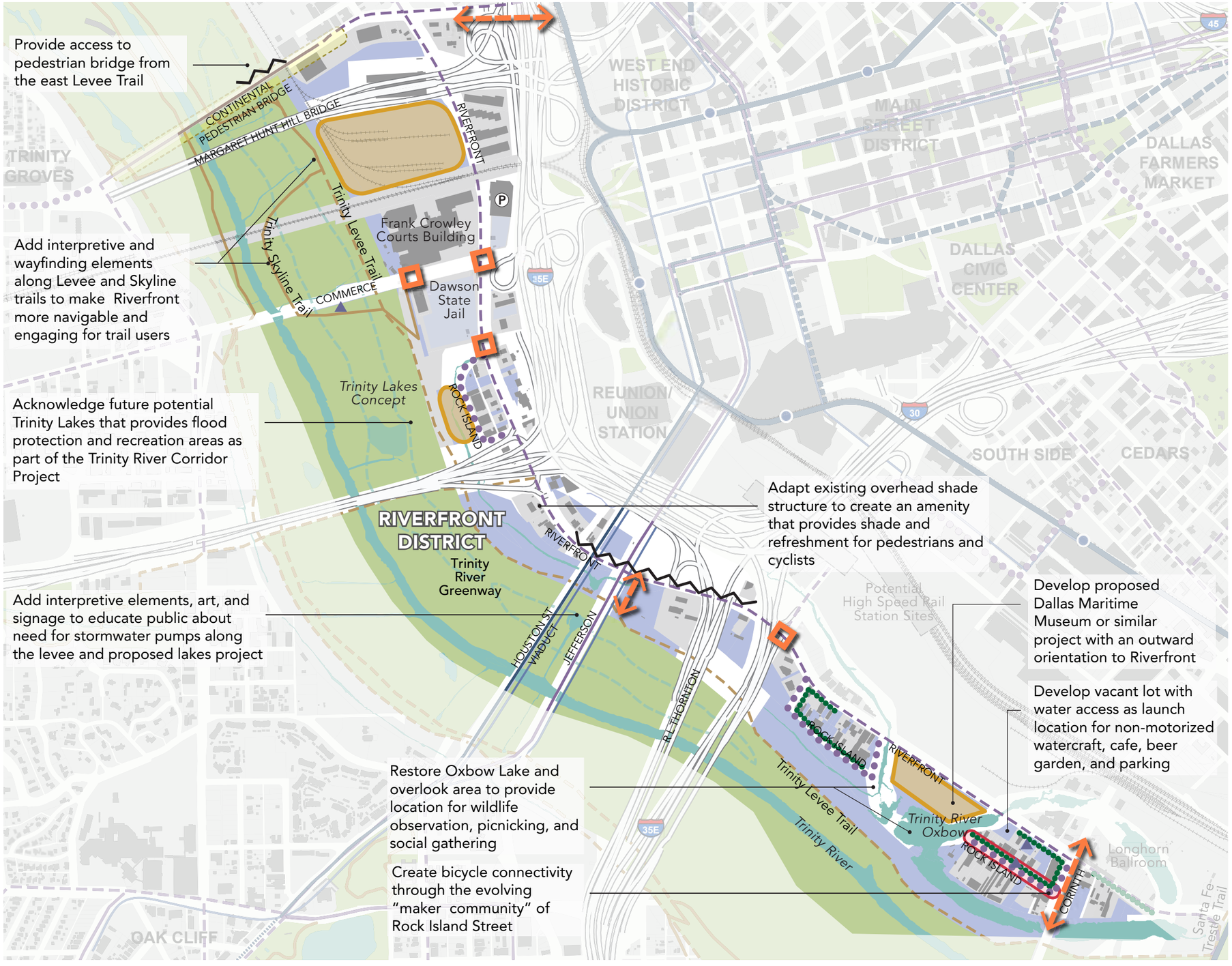


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## RIVERFRONT DISTRICT

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street

GIS data provided by City of Dallas GIS Services, North Central Texas Council of Governments (NCTCOG) and DDI.

0 500 1000 Feet

N

DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## SOUTH DALLAS/FAIR PARK

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
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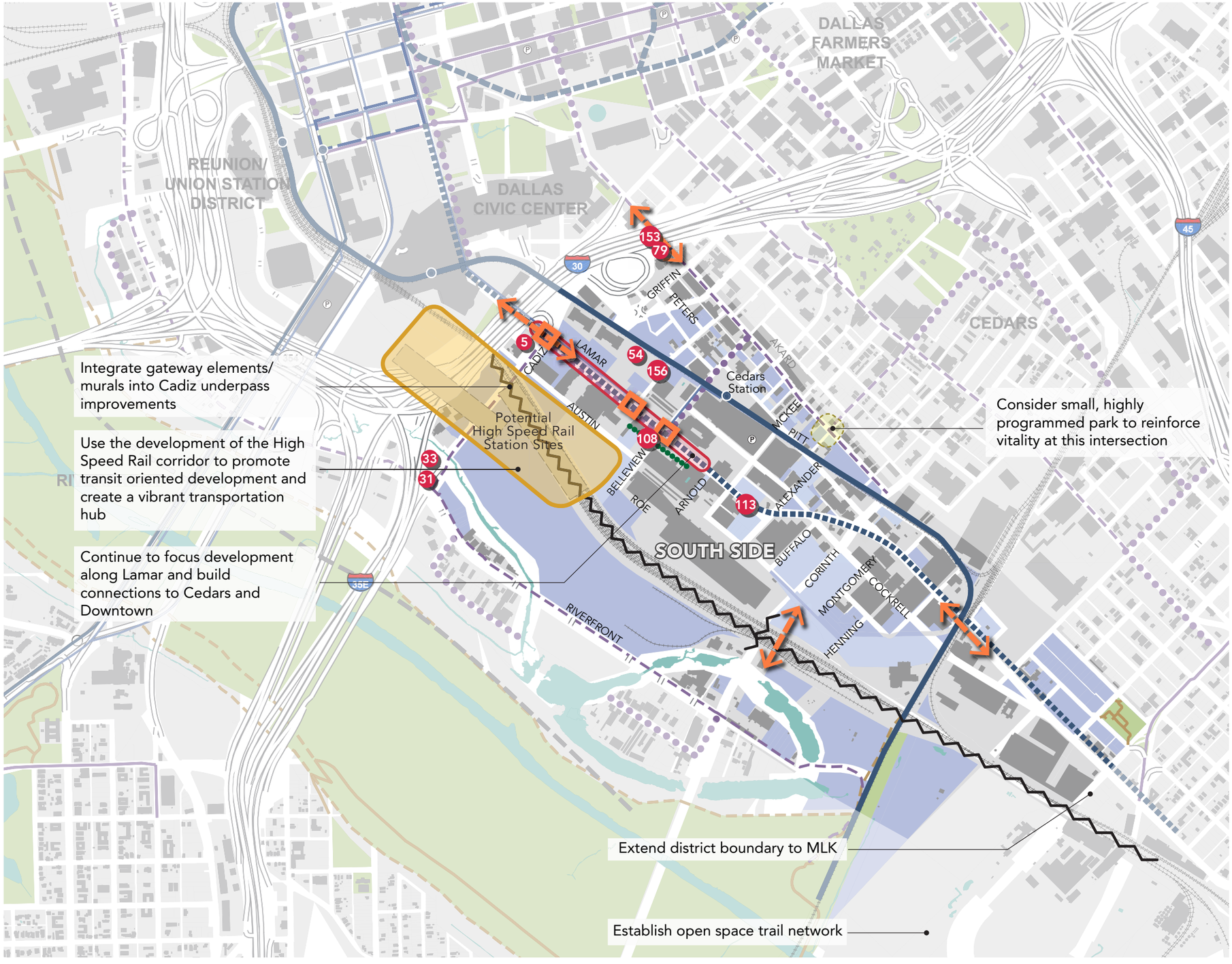


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities SOUTH SIDE

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street
- Planning Effort/ Project

GIS data provided by City of Dallas GIS Services, North Central Texas Council of Governments (NCTCOG), DDI, and Dallas Morning News.

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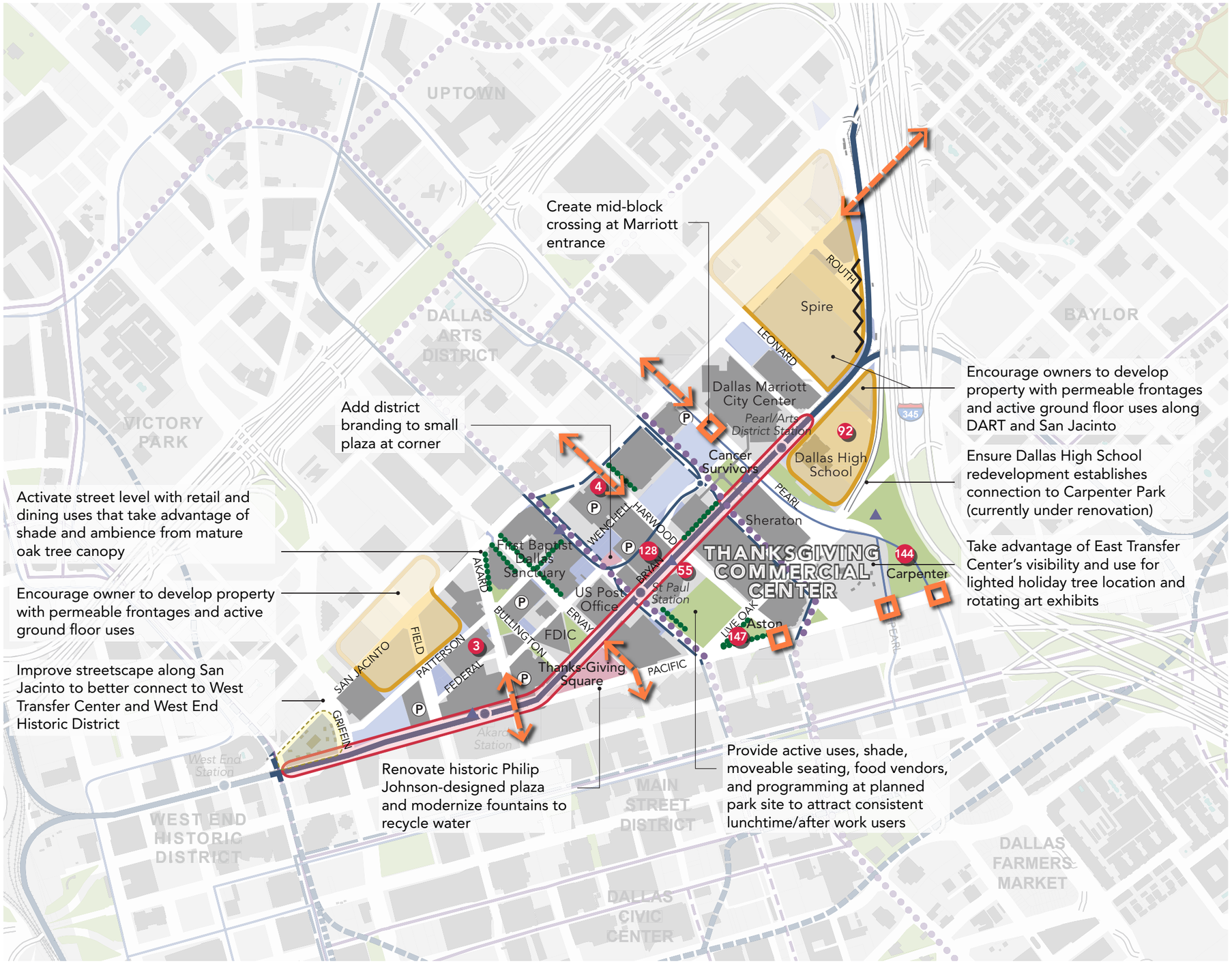


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## THANKSGIVING COMMERCIAL CENTER

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street
- Planning Effort/ Project

GIS data provided by City of Dallas GIS Services, North Central Texas Council of Governments (NCTCOG) and DDI.

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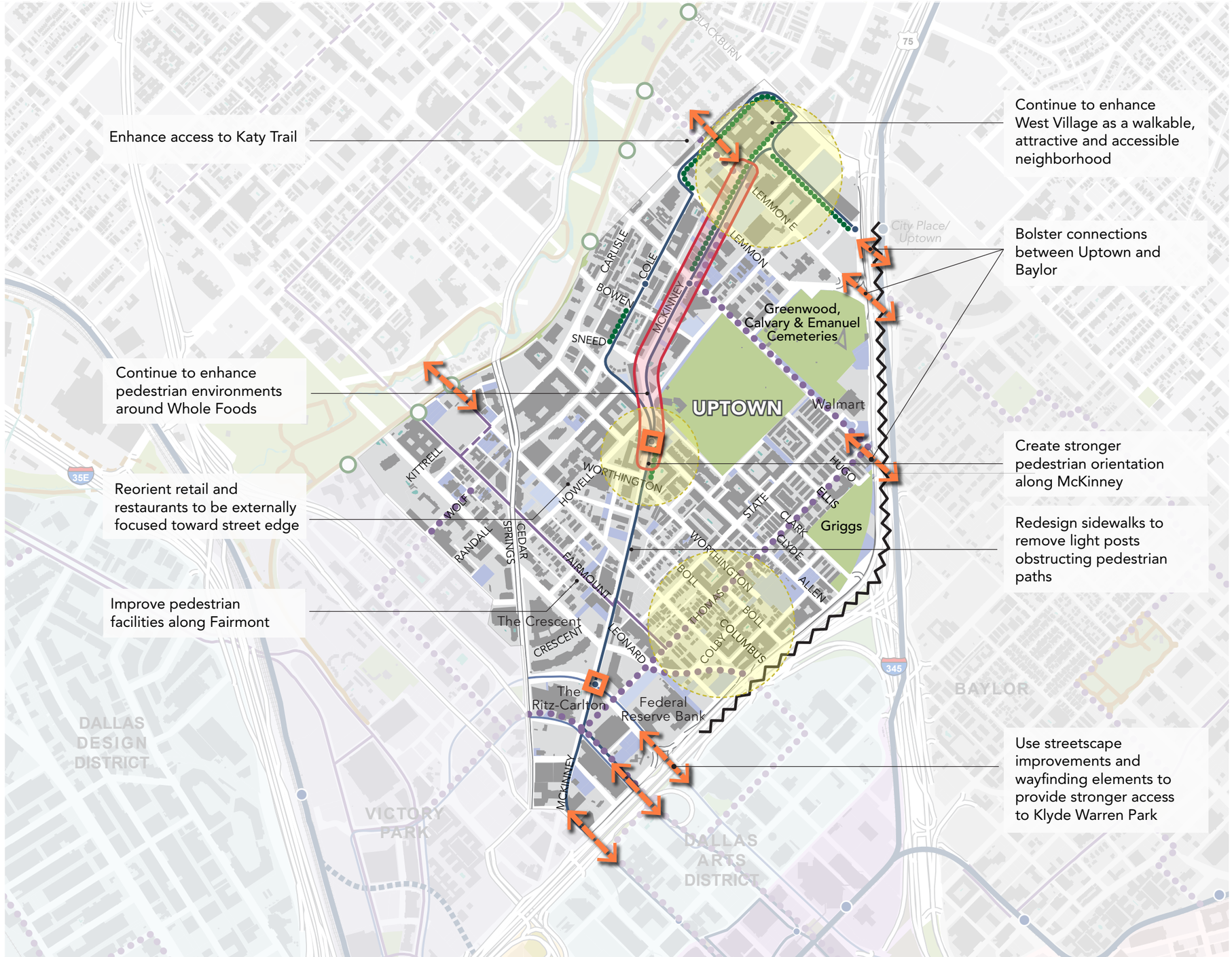


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities UPTOWN

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street
- Katy Trail Access

GIS data provided by City of Dallas GIS Services, North Central Texas Council of Governments (NCTCOG) and DDI.

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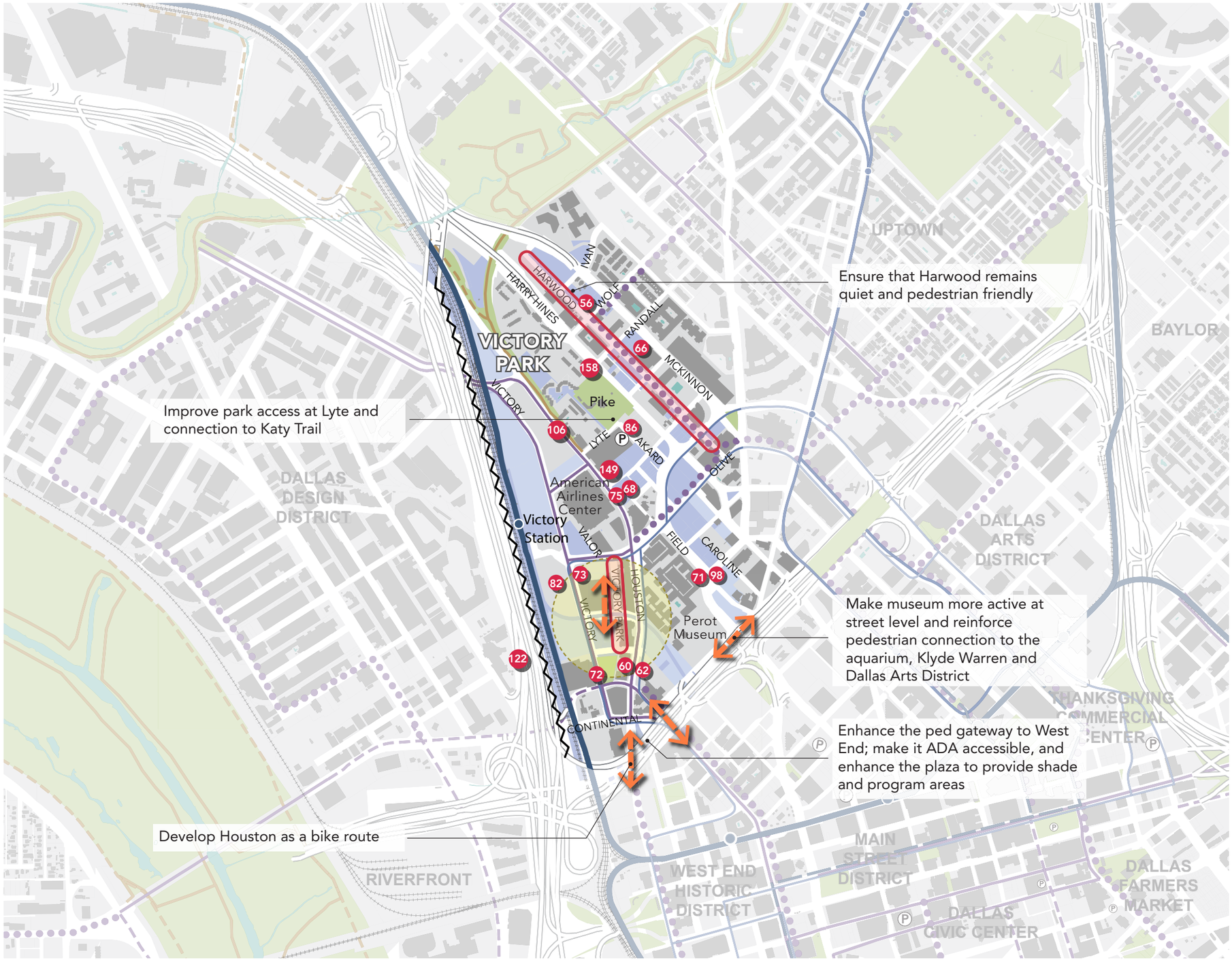


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Community Engagement Meeting Results
## VICTORY PARK

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
- DART Recommended Streetcar/Trolley
- Planned Bike Route
- Additional Proposed Bike Route
- Planned Trail
- Intersection Improvement
- Enhanced Connectivity
- Key Activity Node
- Development Opportunity/Catalytic Site
- Potential Signature Street
- Planning Effort/ Project

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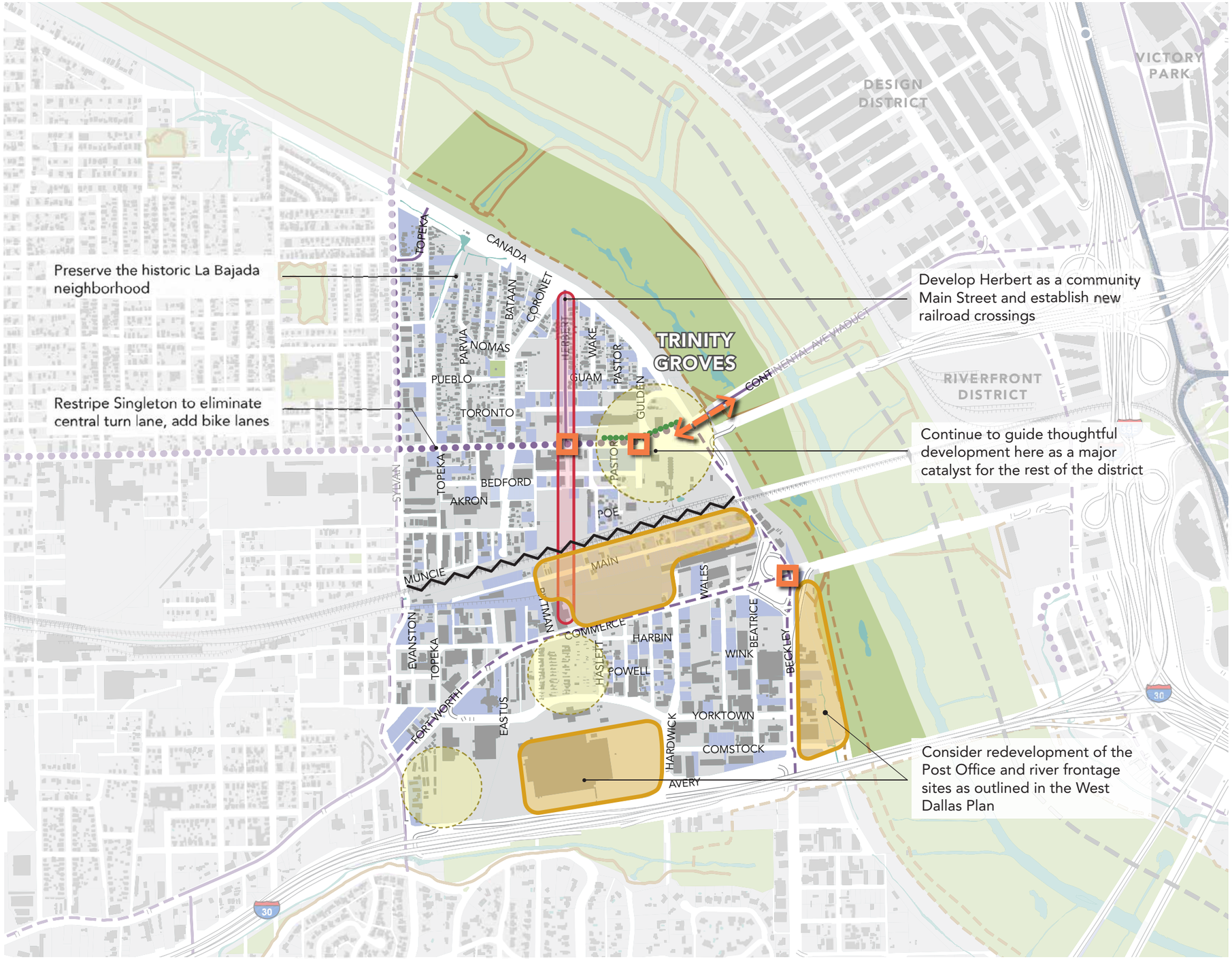


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## TRINITY GROVES

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
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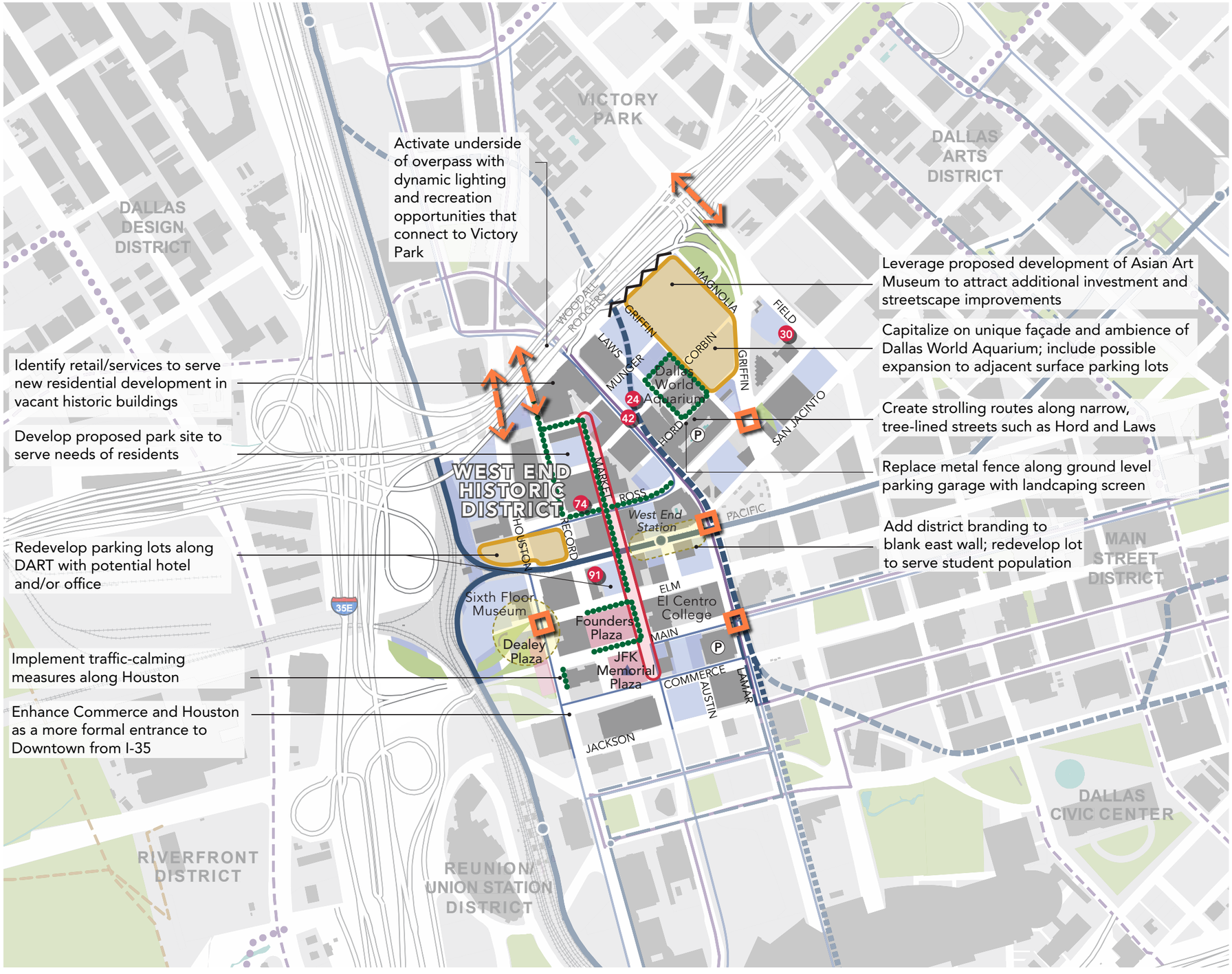


DOWNTOWN DALLAS 360
FORWARD MOMENTUM

## Granular Assessment and Opportunities
## WEST END HISTORIC DISTRICT

### Existing Conditions

- Buildings
- Parks/Open Space
- Water
- Parking Garage
- Passenger and Freight Rail
- Freeways
- DART Rail/Station
- Streetcar/Trolley
- D-Link
- Bike Route
- Trail
- Barrier
- Active/Attractive Street or Building Edge
- Art Installation
- Plaza
- Surface Parking Lot
- Vacant Parcel

### Opportunities and Pipeline Projects (in progress)

- Proposed DART D2 (B4 Extension)
- Proposed DART D2 (B4 Extension/Phase 2)
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GIS data provided by City of Dallas GIS Services, North Central Texas Council of Governments (NCTCOG) and DDI.

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## EPS Downtown Dallas 360 Market Analysis Study

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.

# Dallas 360 Market Analysis

Presented to:

**Downtown Dallas Inc.**

Presented by:

Andrew Knudtsen, Managing Principal
Brian Duffany, Vice President

**Economic & Planning Systems**



## Key Issues for Analysis

- What is Downtown's market share of the regional market and what is its competitive position?
  - Ways to leverage the unique characteristics of each
- What is the degree of support for different land use types in each district?
  - Employment/office
  - Housing
  - Retail/commercial
- What are the relative merits among the 15 districts?
  - Strong or weak market conditions
  - Degree of market activity and private sector investment
  - Need for public sector actions, such as policies and strategies
  - Opportunity for public-private-partnerships

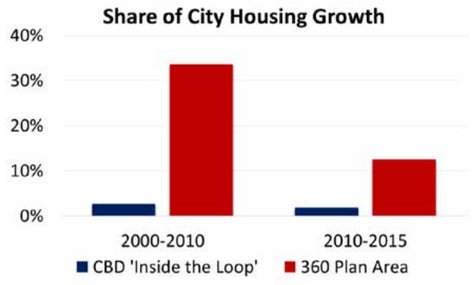


# GROWTH TRENDS AND MARKET SHARE



## Housing Unit Growth 2000-2015

- Growth
  - 150% growth 2000-2015
  - 15% growth 2010-2015
  - 2000: 9,700 housing units
  - 2015: 24,000 housing units
- Market Share
  - 2000-2010: 1/3 of the City's housing growth
  - 2010-2014: 12% of City growth

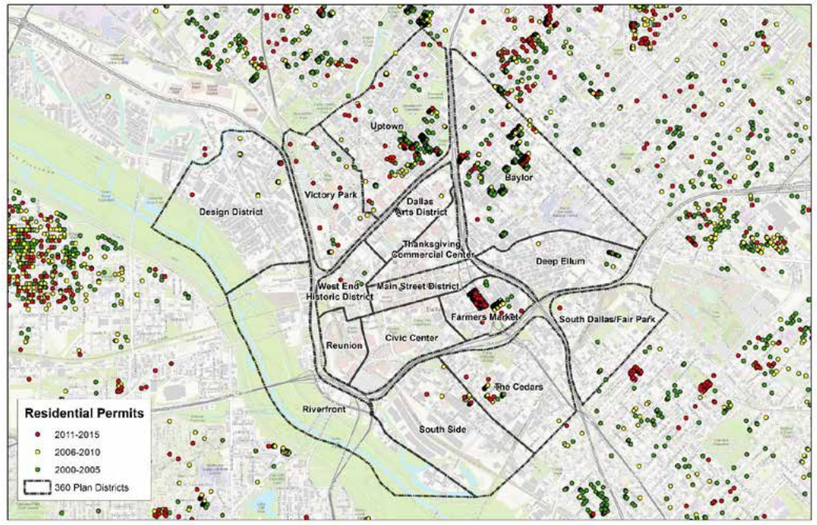



| Geography | 2000 | 2010 | 2015 |
|---|---|---|---|
| CBD 'Inside the Loop' | 2,670 | 3,517 | 3,942 |
| 360 Plan Area | 9,708 | 20,872 | 23,959 |
| City of Dallas | 483,321 | 516,639 | 541,496 |
| Dallas & Collin Counties | 1,048,157 | 1,243,916 | 1,321,282 |

Source: ESRI; Economic & Planning Systems

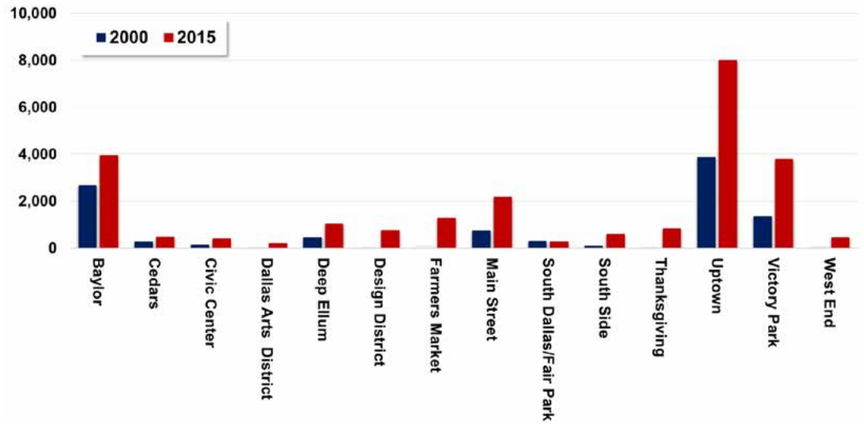
H:\153062-Dallas TX Downtown 360 Study\Data\[153062-Demo.xlsx]Tenure (2)

## Residential Building Permits 2000-2015





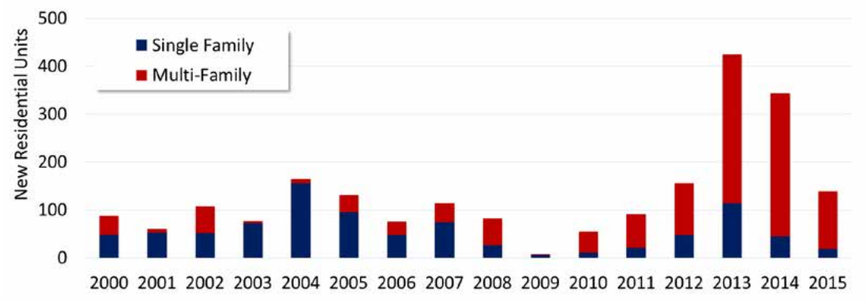

## Housing Growth






## Residential Construction in 360 Plan Area

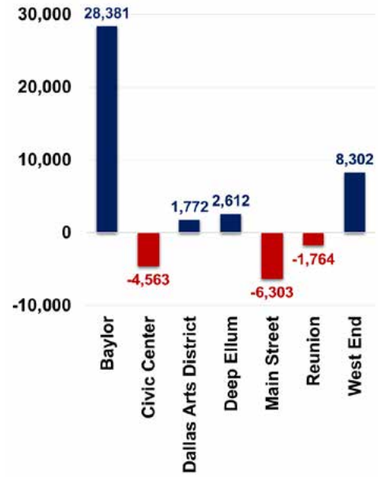
- Surge after 2010
- 27% of Dallas multifamily 2005-2015
- 32% 2010-2015
- Past five years:
  - The Taylor, Uptown (308 units)
  - The Terrace, Victory Park (463)
  - 555 Ross, West End (267)





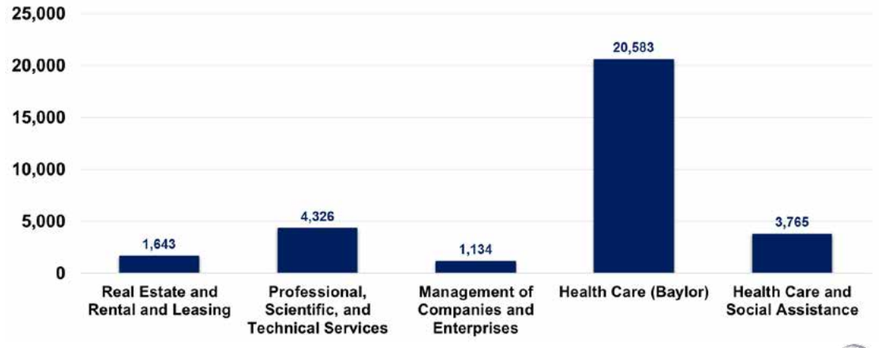

## Employment Trends 2003-2013

- 9.0% of Dallas & Collin County job growth
- 360 Plan Area added 26,800 jobs (+16%)
  - Baylor +28,000 jobs
  - West End +8,300
- Contractions/Shift:
  - Civic Center, Main, Reunion
  - Conversion of Class B-C office to residential
- Trending upward
  - Santander Consumer USA Inc.
  - Active Networks
  - Omnitracs



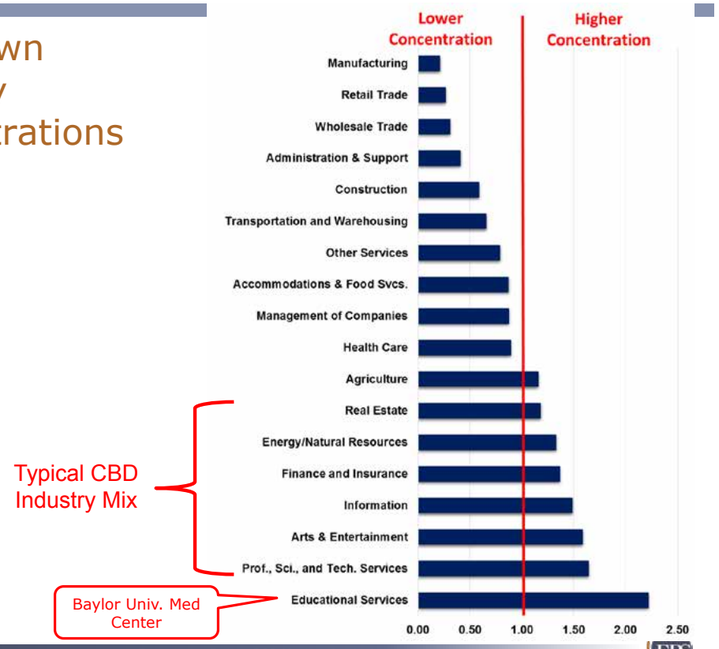
# Growth Industries 2003-2013

- 77% of net growth (20,583 jobs) attributed to the Baylor University Medical Center
- Other growth industries include Real Estate, Professional Services, Management, and Health Care





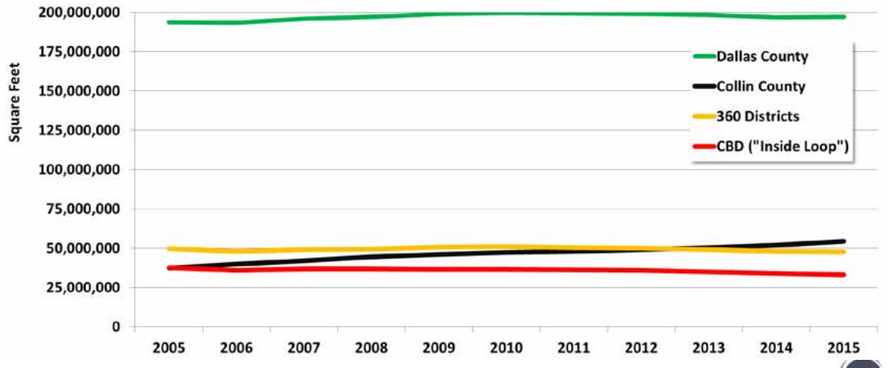

# Downtown Industry Concentrations






# Regional Office Market Trends

- Suburban office growth is strong – Collin County market now about the same size as Downtown
- +340,000 sq. ft. in Dallas County
- CBD and 360 Plan Areas are poised for significant growth



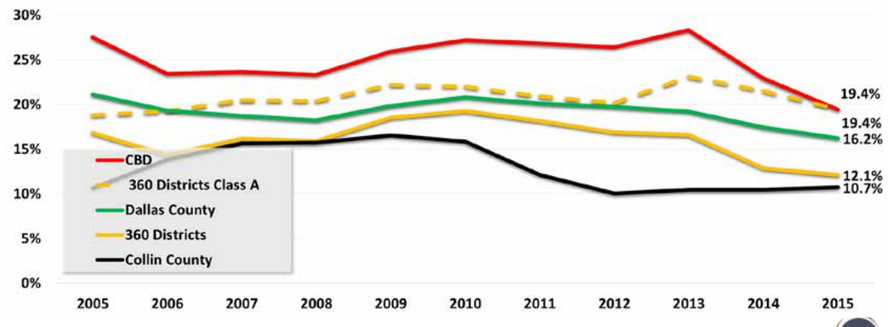



# Office Market Trends, 2005 - 2015

- Net loss of 1.9M sq. ft. in 360 Plan Area (-4%)
- Office to residential conversions
- Shift of office activity to Uptown, Victory Park, Arts District
- Uptown and Victory Park
  - 4.1M sf of new space built
  - 670,000 sf under construction
  - 1.8M sf proposed

## Office Vacancy 2005-2015

- Market is strengthening but large amounts of vacant space persist in the CBD
- Class A space still at 19% vacant
- Brokers indicate that much of the Class B space is misclassified as Class A






# MARKET MOMENTUM RANKINGS

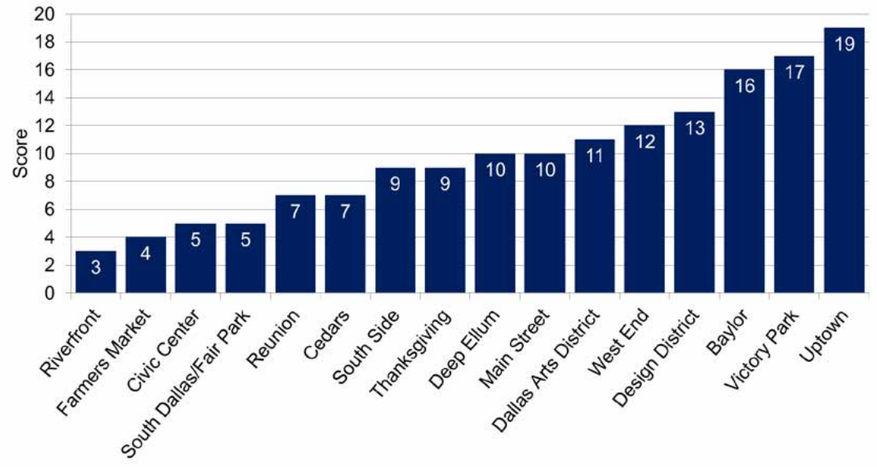


## Metrics

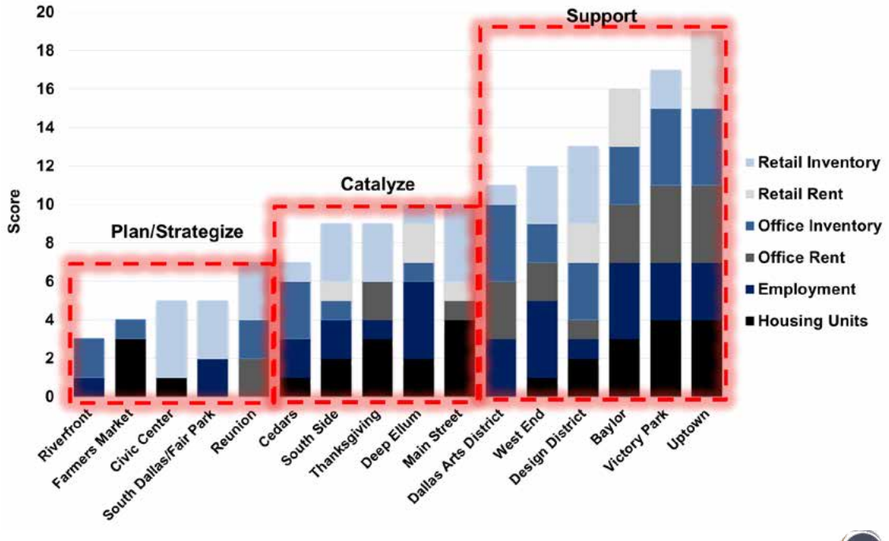
| Criteria | Measurement/Calculation | Rationale | Possible Score |
|---|---|---|---|
| **Station Area Evaluation** | | | |
| **Market and Development Momentum** | | | |
| Housing Unit Growth (2000-2015) | Total % Change | Intensity of growth in district | 0-4 |
| Employment Growth (2000-2015) | Total % Change | Intensity of growth in district | 0-4 |
| Office Development | | | |
| Office Rents | Avg Rent/SF vs. City average | Rents support new development | 0-4 |
| Office Inventory Change | % Change 2005-2015 | Market pressure | 0-4 |
| Retail Development | | | |
| Retail Rents | Avg Rent/SF vs. City average | Rents support new development | 0-4 |
| Retail Inventory Change | % Change 2005-2015 | Market pressure | 0-4 |
| **Total Market & Development Momentum** | | | **24 possible** |



## Market Momentum Scoring



# Market Momentum Scoring



# City of Dallas Alternative Demographic Forecast

The City of Dallas and DDI analyzed *The 360 Plan* study area to create a refined 2040 employment and 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 trends to create the alternative forecast.

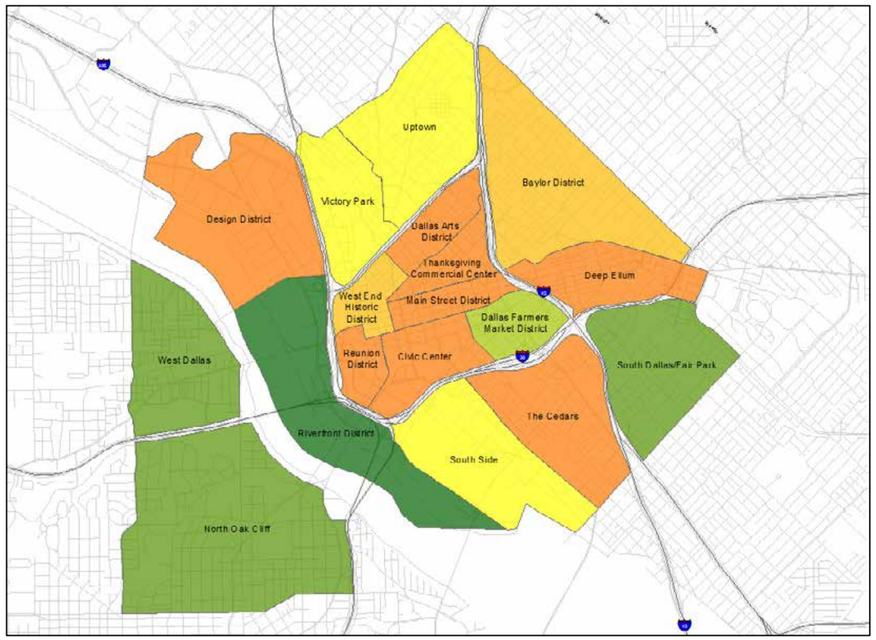
# NCTCOG2040 Jobs per Resident

**Legend**

- Less than 1 job per resident
- 1 to 2 jobs
- 2 to 3 jobs
- 3 to 4 jobs
- 5 to 10 jobs
- Over 10 jobs per resident

Average jobs per resident: 4.2

Source: NCTCOG 2040 estimate



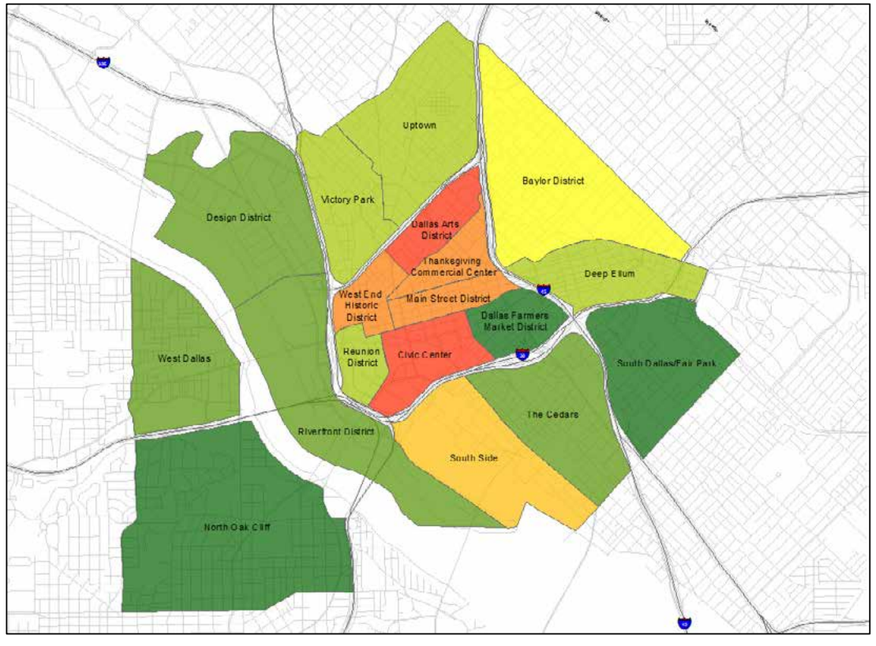

# City of Dallas 2040 Jobs per Resident

**Legend**

- Less than 1 job per resident
- 1 to 2 jobs
- 2 to 3 jobs
- 3 to 4 jobs
- 5 to 10 jobs
- Over 10 jobs per resident

Average jobs per resident: 3.1

Source: City of Dallas



| District | | Population | | | Employment | | | Employment-Population Ratio | | |
|---|---|---|---|---|---|---|---|---|---|---|
| No. | District Name | Pop Census 2010 | Population Forecast by TSZ 2040 | Updated Population Estimate 2040 | Jobs by TSZ 2005 | Jobs by TSZ 2040 NCTCOG | Updated Employment Estimate 2040 | Employment/ Population Ratio 2010 | NCTCOG Employment/ Population Ratio 2040 | Updated Employment/ Population Ratio 2040 |
| 1 | Baylor District | 7,572 | 6,769 | 12,000 | 20,129 | 31,414 | 40,000 | 6.4 | 4.6 | 3.3 |
| 2 | Civic Center | 1,854 | 4,108 | 2,800 | 10,799 | 23,011 | 33,000 | 12.9 | 5.6 | 11.8 |
| 3 | Dallas Arts District | 88 | 2,871 | 3,200 | 16,871 | 27,399 | 55,000 | 111.0 | 9.5 | 17.2 |
| 4 | Dallas Farmers Market | 2,394 | 8,166 | 9,000 | 1,633 | 17,403 | 2,000 | 0.4 | 2.1 | 0.2 |
| 5 | Deep Ellum | 1,911 | 1,755 | 5,000 | 6,941 | 11,028 | 11,028 | 2.9 | 6.3 | 2.2 |
| 6 | Design District | 1,040 | 2,871 | 8,750 | 9,777 | 17,457 | 10,000 | 7.3 | 6.1 | 1.1 |
| 7 | Main Street District | 3,794 | 6,046 | 7,500 | 43,076 | 52,680 | 50,000 | 5.8 | 8.7 | 6.7 |
| 8 | North Oak Cliff | 10,746 | 9,433 | 15,000 | 8,085 | 12,587 | 12,587 | 0.7 | 1.3 | 0.8 |
| 9 | Reunion District | 14 | 1,651 | 1,651 | 5,450 | 10,855 | 4,000 | 204.8 | 6.6 | 2.4 |
| 10 | Riverfront District | 8,586 | 0 | 6,000 | 6,257 | 7,338 | 10,000 | 0.0 | NA | 1.7 |
| 11 | South Dallas/Fair Park | 2,073 | 3,172 | 3,600 | 1,729 | 5,177 | 3,000 | 1.1 | 1.6 | 0.8 |
| 12 | South Side | 937 | 2,317 | 4,500 | 4,781 | 8,552 | 19,500 | 2.8 | 3.7 | 4.3 |
| 13 | Thanksgiving Center | 1,317 | 5,121 | 3,500 | 23,824 | 30,693 | 30,693 | 16.7 | 6.0 | 8.8 |
| 14 | The Cedars | 1,068 | 1,654 | 3,000 | 5,111 | 9,386 | 4,000 | 2.5 | 5.7 | 1.3 |
| 15 | Uptown | 14,392 | 11,183 | 17,000 | 19,404 | 35,730 | 35,730 | 1.1 | 3.2 | 2.1 |
| 16 | Victory Park | 6,493 | 4,968 | 10,000 | 8,698 | 17,658 | 30,000 | 3.1 | 3.6 | 3.0 |
| 17 | West Dallas | 1,910 | 5,235 | 5,235 | 4,806 | 7,266 | 5,500 | 2.0 | 1.4 | 1.1 |
| 18 | West End District | 506 | 3,466 | 2,500 | 3,849 | 15,037 | 22,500 | 40.7 | 4.3 | 9.0 |
| **TOTAL** | | **66,695** | **80,786** | **120,236** | **201,220** | **340,671** | **378,538** | 3.3 | 4.2 | 3.1 |

## Fehr & Peers 360 Plan Transportation Analysis Study

In 2016, Fehr & Peers conducted a detailed transportation analysis of all local roadway networks within the City Center 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 cellphone and GPS data to better capture travel patterns throughout the study area, providing a micro-analysis of motorists' behaviors.

# EXECUTIVE SUMMARY

Fehr & Peers DC analyzed three scenarios to evaluate and provide context for the effects of the roadway modifications proposed as part of the Downtown Dallas 360 Plan: (1) an Existing year 2017 scenario; (2) a Future Baseline year 2040 scenario that includes an increased development density in Downtown (a 51 percent increase) and incorporates recently adopted Thoroughfare Plan Amendments; and (3) a Preliminary Roadway Changes year 2040 scenario that includes the broadest extent of envisioned roadway changes that could be made as part of the Downtown Dallas 360 Plan, including the repurposing of vehicle travel lanes to enhance travel options for non-auto modes. Once the City of Dallas has reviewed the results of these three scenarios, we will analyze a fourth scenario consisting of a subset of the Preliminary Roadway Changes to be selected by the City.

Fehr & Peers DC relied on modified versions of the Year 2017 and Year 2040 North Central Texas Council of Governments (NCTCOG) regional travel demand models. Before embarking on the modeling exercise, we conducted a small area model validation of the Year 2017 model against current year traffic counts and mobile device origin-destination data to ensure the model accurately represents Downtown travel behavior. The comparison indicated that, prior to adjustments applied in the small area validation, the model underestimated traffic interactions between the zones within the Dallas downtown area and overestimated interactions with areas outside the Dallas downtown area, particularly to the south. We adjusted both the 2017 model and 2040 model accordingly in a "Downtown Dallas 360 Model." The small area validation within Downtown Dallas is important, not only in that it allows greater confidence in model applications within Downtown, but also because it may explain why forecasts derived from the Downtown Dallas 360 Model differ from (and are more refined than) prior applications of the NCTCOG model in Downtown Dallas.

Because the NCTCOG Model is intended for regional analysis and its mode choice component is not highly sensitive to small-area land use and local roadway changes, Fehr & Peers DC also conducted off-model analysis to adjust mode split and trip matrices for the effects of increased land use density and diversity (mix) and the provision of bicycle and pedestrian infrastructure.

Fehr & Peers DC used the Downtown Dallas 360 Model to calculate four metrics for each analyzed scenario:

- **Vehicle Miles Traveled (VMT) per Capita** – "the amount of driving per person;" a measure of the total amount of automobile travel attributed to an area relative to the number of residents and employees in that area
- **Person Hours of Vehicle Travel per Person Trip (PHVT/PT) –** "time spent driving per trip;" a measure of the total time people spend traveling in automobiles relative to the number of trips they complete



Downtown Dallas 360 Transportation Analysis: Round 1 Draft
May 2017

- **Mode Split** – the percent of total trips made by each major mode: auto, transit, walk, and bicycle
- **Volume/Capacity (V/C) Ratios –** a measure of localized traffic congestion; the ratio of total automobile volume on a street segment to its theoretical capacity

The analysis results present tradeoffs between localized congestion (measured by V/C ratios) and broader shifts that reduce driving per person (VMT per Capita), time spent driving per trip (PHVT/PT), and the percent of trips made by car (auto mode share).

With a 51 percent increase in population and employment anticipated between 2017 and 2040, the analysis indicates there will be more localized congestion on many Downtown street segments in the Future Baseline 2040 scenario. In particular, road segments in Uptown and Victory Park that already operate above capacity under existing conditions will experience more localized congestion under Future Baseline conditions. Road segments in the Main Street District, most of which operate at low levels of congestion under existing conditions, can generally accommodate increased traffic volumes. Despite these localized challenges, the land use densification and diversification anticipated in the Future Baseline bring substantial transportation benefits: the amount of driving per person (VMT per Capita), time spent driving per trip (PHVT/PT), and percent of trips made by car all decrease across Downtown and dramatically so within the freeway loop.

The introduction of the Downtown Dallas 360 roadway changes amplifies these trends by converting some automobile capacity to provide infrastructure supportive of transit, walking, and bicycling. Reducing vehicle capacity increases V/C ratios in some locations, particularly in the Dallas Farmers Market District, where existing congestion is relatively low, and in the Uptown and Victory Park districts, where existing congestion levels are already high. However, the accompanying mode shift benefits of the Downtown Dallas 360 roadway changes reduce V/C ratios at other locations, particularly in the Main Street District and other parts of Uptown and Victory Park. While the localized congestion effects of the Downtown Dallas 360 roadway changes are mixed, the broader benefits are clear, especially within the freeway loop: VMT per Capita decreases by 5 percent (15 percent inside the freeway loop), time spent driving per trip decreases 6 percent (16 percent within the freeway loop), and percent of trips made by car decreases 4 percent (14 percent within the freeway loop) compared to Future Baseline conditions without the Downtown Dallas 360 roadway changes.

When selecting a final package of Downtown Dallas 360 improvements and planning for implementation, the City and other project stakeholders will need to consider the tradeoffs between moderate increases in localized traffic congestion and more holistic benefits of reductions in the amount of driving per person, reductions in the time spent driving per trip, and reductions in the percent of trips made by car.

# METHODOLOGY

This section provides an overview of the four scenarios that were analyzed and describes the travel demand analysis process used to calculate results for each scenario.

## SCENARIOS

Fehr & Peers DC evaluated four scenarios:

- **Scenario 1: Existing** – Reflects the Year 2017 NCTCOG Model
- **Scenario 2: Future Baseline** – Reflects the Year 2040 NCTCOG Model with the following modifications:
    - Land use adjustments to reflect the City of Dallas' understanding of future development trends and vision for more intensive development in Downtown Dallas than anticipated in the unadjusted 2040 NCTCOG Model. **Appendix A** includes a table of these land use adjustments
    - Roadway network changes that reflect recently adopted Thoroughfare Plan Amendments in and near Downtown. **Appendix B** includes a table of these network changes.
- **Scenario 3: Preliminary Roadway Changes** – includes the same land use adjustments and Thoroughfare Plan Amendments described in Scenario 2. In addition, Scenario 3 includes the broadest extent of envisioned roadway changes that could be made as part of the Downtown Dallas 360 project. When a street segment has been modified in both the recent Thoroughfare Plan Amendment process and the Downtown Dallas 360 project, the Downtown Dallas 360 changes take precedence. **Appendix C** includes a table of the Downtown Dallas 360 roadway network changes for Scenario 3.
- **Scenario 4: Refined Roadway Changes (not yet completed)** – will include the same land use adjustments and Thoroughfare Plan Amendments described in Scenario 2 and a subset of the Downtown Dallas 360 changes described in Scenario 3, which will be selected based on a review of the results of the Scenario 3 transportation analysis. **Appendix D** will include a table of the Downtown Dallas 360 roadway network changes for Scenario 4.

**Table 1** summarizes the land use totals for Downtown Dallas analyzed in each scenario. "Downtown Dallas" includes the following 18 districts (also depicted on **Figure 1**, below):

- West End Historic District
- Reunion District
- Civic Center
- Dallas Farmers Market District





- Main Street District
- Thanksgiving Commercial Center
- Dallas Arts District
- Design District
- West Dallas
- North Oak Cliff
- Riverfront District
- South Side
- The Cedars
- South Dallas/Fair Park
- Deep Ellum
- Baylor District
- Uptown
- Victory Park

**TABLE 1 – DOWNTOWN DALLAS SCENARIO LAND USE SUMMARY**

| Scenario | Population | % Increase | Employment | % Increase | Service Population (Population + Employment) | % Increase |
|---|---|---|---|---|---|---|
| **Scenario 1: Existing** | 48,500 | — | 294,300 | — | 342,800 | — |
| **Scenario 2: Future Baseline** | 131,000 | 170% | 385,600 | 31% | 516,600 | 51% |
| **Scenario 3: Preliminary Roadway Changes** | | | | | | |
| **Scenario 4: Refined Roadway Changes** | | | | | | |

## TRAVEL DEMAND ANALYSIS

Fehr & Peers DC relied on modified versions of the Year 2017 and Year 2040 NCTCOG regional travel demand models (the "Downtown Dallas 360 Model") to analyze the scenarios described above. First, the City of Dallas and Fehr & Peers DC provided NCTCOG with modified land use assumptions. NCTCOG then returned full model runs and the model software scripts necessary to conduct an assignment-only run. Next, Fehr & Peers DC modified model trip tables to reflect validation to current year traffic counts and mobile device data; modified model network inputs to reflect background and project roadway changes; and adjusted trip tables to introduce sensitivity to active transportation infrastructure and small-scale land use

changes. Finally, Fehr & Peers DC completed the assignment-only model runs and summarized model outputs. This process is described in more detail in the sections that follow.

## MODIFIED NCTCOG MODEL RUN

The City of Dallas sent Fehr & Peers DC updated land use estimates for the 2040 model year to account for increased housing in the Downtown. Fehr & Peers DC disaggregated from the District level to the Traffic Survey Zone (TSZ) level to create land use inputs for the NCTCOG model scenario runs. NCTCOG then ran two models—a 2017 base year and a modified 2040 base year—and provided Fehr & Peers DC with the trip table results.

## MOBILE DEVICE DATA ADJUSTMENTS

Fehr & Peers DC collected mobile device origin-destination data from 2015/2016 origin-destination data from StreetLight Data for the entire model area to refine peak hour travel patterns in the model. The data was analyzed and used to develop 28 by 28 matrices for the AM and PM peak hours providing trip making patterns from each zone to every other zone.

The unmodified Model year 2017 AM and PM trip tables were then aggregated to the same 28-zone system for which mobile device data was collected. These aggregated zonal values from the model trip tables were compared to the year 2015/2016 mobile device data. In general, the comparison indicated that the model was underestimating traffic interactions among zones within Downtown Dallas (intra-Downtown trips) and overestimating traffic interactions between the zones within the Downtown Dallas and areas outside Downtown (inter-Downtown trips). Fehr & Peers DC then developed factors to refine the Model year 2017 AM and PM trip tables to match the mobile device data. Additional details of the model validation process are provided in the "Dallas Downtown Area Plan Travel Demand Forecasting Model Validation Procedure and Results" memo (**Appendix E**).

Finally, we refined the 2040 Model for Scenario 2 and Scenario 3 using similar factors to those developed in the 2017 Model validation process to account for the unmodified model's tendency to underestimate intra-Downtown trips and overestimate inter-Downtown trips.

## ELASTICITY-BASED MODE SPLIT ADJUSTMENTS

Because the NCTCOG Model is intended for regional analysis and its mode choice component is not highly sensitive to small-area land use and local roadway changes, Fehr & Peers DC adjusted the modeled mode splits (and hence vehicle trip tables) using: (1) Fehr & Peers' context-sensitive trip generation tool, MXD+, and (2) published research on the effects of new bicycle infrastructure on bicycle ridership levels.



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### MXD+ Adjustment

First, Fehr & Peers DC evaluated the potential of the increased density and mix of uses anticipated in Downtown Dallas—when accompanied by appropriate infrastructure—to support a shift to transit, walking and bicycling to, from, and within Downtown Dallas using Fehr & Peers' MXD+ tool. The methods most commonly used by traffic engineers to estimate the trip generation of proposed land use development fail to account for the effects of projects that have a balanced mix of land uses, compact design, good neighborhood connectivity and walkability, location efficiency and a variety of transportation choices. Several mixed-use trip generation methods including the National Cooperative Highway Research Program (NCHRP) 684 method, Environmental Protection Agency (EPA) MXD method, and combined approaches such as MXD+ reduce this bias and more accurately portray the traffic impacts of mixed use, compact, infill and transit-oriented development. The relationships between these contextual factors and trip generation / mode split were derived from and validated at hundreds of development sites across the U.S., including many in Texas, and incorporated into the MXD+ tool.

Fehr & Peers DC applied the tool to Downtown Dallas to estimate the number of trips that could shift from the auto mode to walking, bicycling, and transit relative to the level estimated by the NCTCOG model's conventional approach. The mode shift benefits calculated using the MXD+ tool were developed based on sites with high-quality internal pedestrian circulation. Supporting infrastructure and a pedestrian-friendly environment in Downtown Dallas will be necessary to fully realize the internalization benefits. We estimate that 20 percent of the shift to walk trips can be captured with existing infrastructure and an additional 80 percent of the benefit can be captured with the implementation of a high-quality pedestrian environment like the one envisioned in Downtown Dallas 360. In Scenario 2, 20 percent of the MXD+ calculated shift to bicycle, walk, and transit trips is applied to all TSZs to reflect the benefits of land use intensification and mixing without improved infrastructure. In Scenarios 3 and 4, TSZs within 1/10 mile of a Priority Roadway receive 100 percent of the MXD+ calculated shift to walk trips, while all other TSZs receive 20 percent of the MXD+ calculated shift (as in Scenario 2).

### Bicycle Infrastructure Elasticity Adjustment

In addition to the modest bicycle mode shifts expected from an intensification and diversification of land uses in Downtown Dallas, before/after research on installations of high quality bicycle infrastructure suggests both localized and area-wide increases in bicycle activity resulting from bicycle infrastructure improvements.

Douma and Cleaveland (2008) found relative increases in bicycling commute mode share within 2.5 kilometers (about 1.55 miles) of new bicycle infrastructure ranging from 37 percent in Austin, Texas to 91

percent in Chicago, Illinois.[1] A District (of Columbia) Department of Transportation (DDOT) Bicycle Evaluation Study (2012)[2] found a 200 percent increase in bicycle volumes on facilities with buffered bicycle lanes and between a 200 percent and 272 percent increase in bicycle volumes on facilities with cycletracks. To apply this research conservatively, we used the lower ends of these ranges, increasing the bicycle mode share by 37 percent for TSZs within 2.5 kilometers of a new bicycle facility or by 100 percent for TSZs within a quarter mile of a new buffered bicycle lane (although this is only about half the approximately 200 percent increase indicated in the DDOT study).

## ASSIGNMENT-ONLY RUNS

For each scenario, the adjusted vehicle trip tables were run through the model in TransCAD 5.0 following the DFX (The Dallas-Fort Worth Regional Travel Demand Model for the Expanded Area) Model Description Summary from NCTCOG. The traffic assignment module is fully automated, and the assignment process components included the creation of a roadway network and the execution of a multimodal multi-class assignment.

The inputs for roadway traffic assignment are vehicle trip tables by time-of-day. The DFX considers four vehicle classes: drive-alone vehicles (DA), shared-ride vehicles with access to HOV facilities (SRHOV), shared-ride vehicles with no access to HOV facilities (SRNOHOV), and trucks (TRUCK). The DFX adopts a generalized cost method for multimodal multi-class roadway assignment. Different vehicle classes have different sets of roadway networks and different parameters for value-of-time. The generalized cost component considers path choice by a combined measure of roadway operating cost, toll cost, and travel time. Furthermore, the congested travel time is sensitive to the capacity and traffic volume of the roadway. The outputs of the roadway traffic assignment are total traffic volumes and travel times stored in the roadway network file, and estimated volumes for each class stored in separate output files.

For the first component of the assignment process, a network file was created for each peak period that included all links and nodes in the network and fields for time, capacity, signalized and unsignalized parameters and the delay function. The second component of the assignment process, the execution of a multimodal multi-class assignment, was performed by using the roadway network file from the first component and the trip tables for all four vehicle classes for the specific peak period. A selection of links was created for all links with a capacity greater than zero, links with a functional classification for high-occupancy vehicles, links with a managed lane facility, and a set of links with high-occupancy vehicles and truck exclusions.

[1] https://www.lrrb.org/pdf/200833.pdf
[2] https://ddot.dc.gov/page/bicycle-facility-evaluation



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One-hundred iterations of the model were run per scenario. After the traffic assignment was completed for each time period, estimated volumes, vehicle-miles traveled, vehicle-hours traveled and volume-to-capacity ratios for each class are stored in the output files for all zones and roadway links in the study area. These results were subsequently grouped by zone based on geography for reporting purposes.

# RESULTS

This section presents the transportation analysis results of four metrics that capture the multimodal transportation effects of the analyzed land use and transportation changes:

- **Vehicle Miles Traveled (VMT) per Capita** – "the amount of driving per person;" a measure of the total amount of automobile travel attributed to an area relative to the number of residents and employees in that area
- **Person Hours of Vehicle Travel per Person Trip (PHVT/PT) –** "time spent driving per trip;" a measure of the total time people spend traveling in automobiles relative to the number of trips they complete
- **Mode Split** – the percent of total trips made by each major mode: auto, transit, walk, and bicycle
- **Volume/Capacity (V/C) Ratios –** a measure of localized traffic congestion; the ratio of total automobile volume on a street segment to its theoretical capacity

Additional details on each metric are provided in the subsections below.

## VEHICLE MILES TRAVELED PER CAPITA

### METRIC DESCRIPTION

Vehicle Miles Traveled (VMT) per Capita is a broad measure of transportation efficiency – lowering the VMT per Capita indicates that trips are accomplished with less auto travel. This, in turn, indicates fewer congestion impacts, less emissions, reduced wear and tear on roadways, and likely indicates more active lifestyles and less parking demand. It is a measure of the total amount of automobile travel attributed to an area relative to the number of residents and employees in that area. The measure sums the miles traveled by automobile to and from each TSZ, as generated by the trip-based Downtown Dallas 360 Model. VMT is calculated by adding the VMT associated with trips generated and attracted within the individual TSZ, plus 50 percent of the VMT associated with trips that either begin or end in the TSZ, but have one trip end outside of the TSZ. Each TSZ's VMT is then divided by its total service population, defined as the population plus the number of jobs, to calculate VMT per Capita.

Although VMT itself will increase with the anticipated growth in new residents and employees, the City can reduce VMT on a per-capita basis with land use and transportation policies that help Dallas residents meet their daily needs within a short distance of home, reducing trip lengths; and by encouraging development in areas with more travel choices. The VMT per Capita metric could be reduced if, for example:





- additional employees and population can be accommodated without a proportional increase in automobile travel;
- trip lengths can be shortened by providing more opportunities for residents, employees, and visitors to meet their needs nearby; or
- travelers can shift from driving to using transit or active modes.

Shifts of these trends in the opposite direction would increase VMT per Capita.

### METRIC RESULTS

The City of Dallas estimates that between the Scenario 1 2017 Baseline and future scenarios 2, 3, and 4, employment and population ("service population") within Downtown Dallas will increase by a combined 51 percent from approximately 342,800 to 516,600 (see **Table 1**, above). Over the same period, the total daily VMT attributable to Downtown Dallas will increase:

- 47% from 7,477,000 VMT in the Scenario 1 2017 Baseline to 10,954,000 VMT in the Scenario 2 2040 Future Baseline; and
- 39% from 7,477,000 VMT in the Scenario 1 2017 Baseline to 10,375,000 VMT in the Scenario 3 2040 Project.

In both future scenarios, the rate of service population growth exceeds the rate of VMT growth, resulting in a lower daily VMT per Capita. **Table 2** summarizes the daily VMT per capita for each scenario and provides VMT per Capita values for other cities for comparison. As a major regional employment center, Downtown Dallas would be expected to have relatively high VMT per Capita, reflecting the long distances many commuters travel to reach downtown jobs from around the region. Similarly, Pasadena, CA is relatively employment-rich compared to the broader Los Angeles metropolitan area.

**TABLE 2 – DAILY VEHICLE MILES TRAVELED PER CAPITA SUMMARY**

| Scenario | Daily VMT Per Capita | % Change from Existing |
|---|---|---|
| **Downtown Dallas Scenario 1: Existing (2017)** | 21.8 | — |
| **Downtown Dallas Scenario 2: Future Baseline (2040)** | 21.2 | -3% |
| **Downtown Dallas Scenario 3: Preliminary Roadway Changes (2040)** | 20.1 | -8% |
| **Downtown Dallas Scenario 4: Refined Roadway Changes (2040)** | TBD | TBD |
| *Other Locations for Comparison* | | |
| **Downtown Bethesda, MD (2040)** | 10.3 | n/a |
| **City of Los Angeles, CA (2012)** | 13.0 | n/a |
| **City of Pasadena, CA (2014)** | 22.9 | n/a |

The decrease in VMT per Capita between Scenario 1 and Scenario 2 primarily reflects an increased proportion of residential uses in Downtown, which provides an option for shortening commute distances for Downtown workers. The accompanying increase in density also creates additional opportunities for shopping, dining, recreation, and other activities within Downtown, enabling new residents to meet needs within Downtown. The additional decrease in VMT per Capita between Scenario 2 and Scenario 3 reflects mode shifts from auto to walking and bicycling, supported by the Downtown Dallas 360 roadway changes.

**Table 3** provides additional VMT per Capita detail. **Appendix F** provides estimates of District-level VMT per Capita detail.[3] Downtown Dallas within the freeway loop experiences the most substantial reduction in VMT per Capita, decreasing approximately 18 percent between existing conditions and future baseline conditions and decreasing an additional 15 percent with the implementation of the analyzed package of Downtown Dallas 360 improvements. The Main Street District, Thanksgiving Commercial Center, and Reunion District experience significant decreases in VMT per Capita.

Outside the freeway loop, Downtown experiences a more modest decrease in VMT per Capita of 5 percent under future baseline conditions and an additional 2 percent under Scenario 3, reflecting less density of land development and fewer Downtown Dallas 360-related roadway changes.

[3] District-level detail estimates are provided for informational purposes only and should be interpreted with caution. District-level detail may be useful for comparing relative differences among districts, but estimates for individual districts should not be considered accurate at the level of precision presented in the tables.



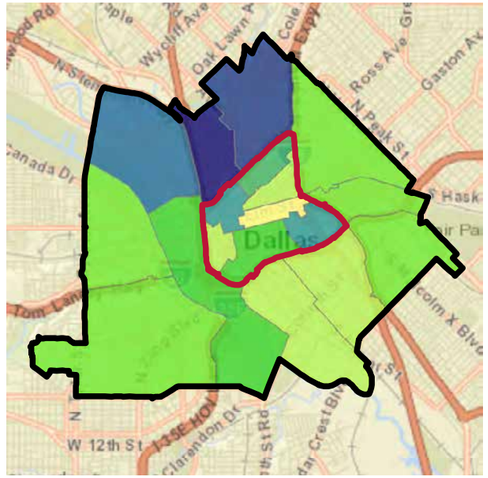


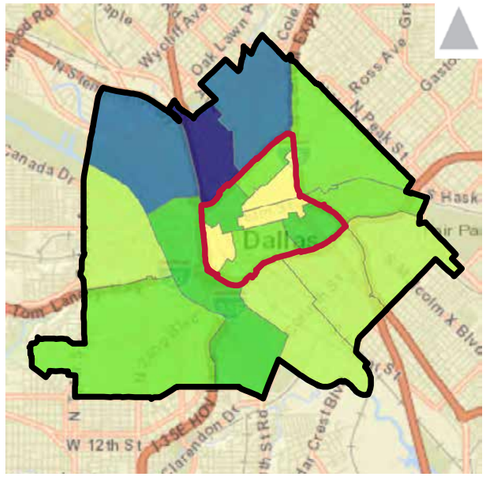
VMT per Capita remains generally level for the City of Dallas overall, increasing marginally in the future base scenario and decreasing slightly under Scenario 3.

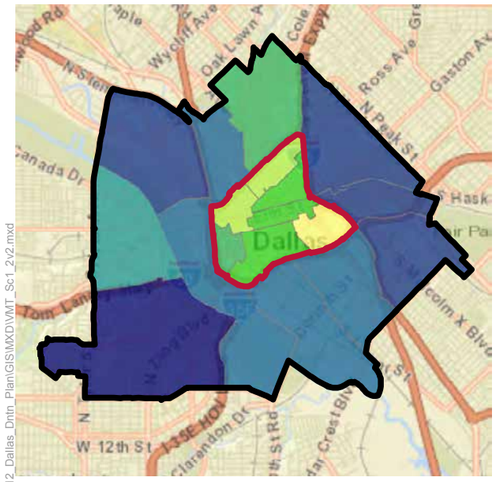
**Figures 1 and 2** illustrate the changes in VMT per Capita among Scenarios 1, 2, and 3.

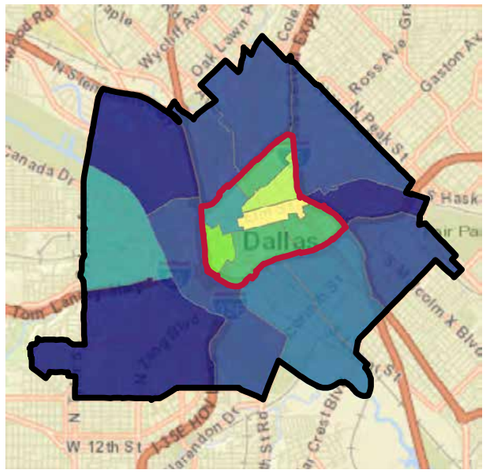
**TABLE 3 – DAILY VEHICLE MILES TRAVELED PER CAPITA**

| Geography | Sc. 1 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 3 | Sc. 4 |
|---|---|---|---|---|---|---|---|---|---|
| | ***Daily VMT per Capita*** | | | | ***Relative Change vs. Scenario 1*** | | | ***Relative Change vs. Scenario 2*** | |
| Downtown (Within Freeway) | 15.3 | 12.5 | 10.6 | TBD | -18% | -30% | TBD | -15% | TBD |
| Downtown (Outside Freeway) | 29.5 | 28.1 | 27.5 | TBD | -5% | -7% | TBD | -2% | TBD |
| Downtown (All Districts) | 21.8 | 21.2 | 20.1 | TBD | -3% | -8% | TBD | -5% | TBD |
| City of Dallas | 13.6 | 13.7 | 13.5 | TBD | 1% | -1% | TBD | -2% | TBD |
| Dallas-Fort Worth Region | 13.9 | 14.3 | 14.2 | TBD | 2% | 2% | TBD | 0% | TBD |



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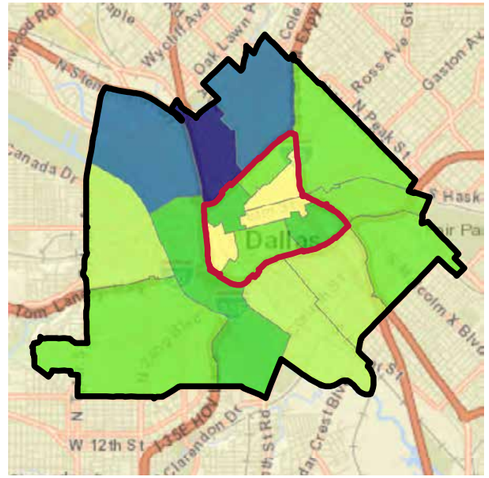
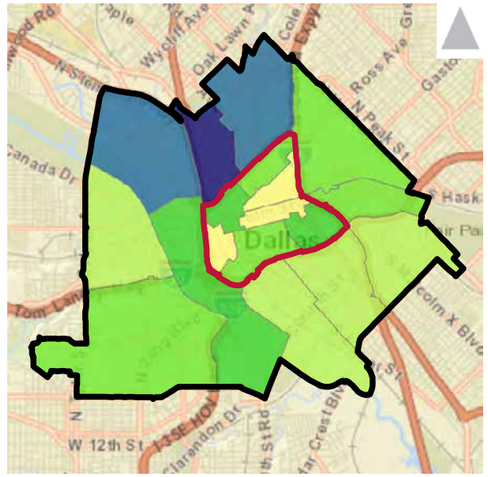
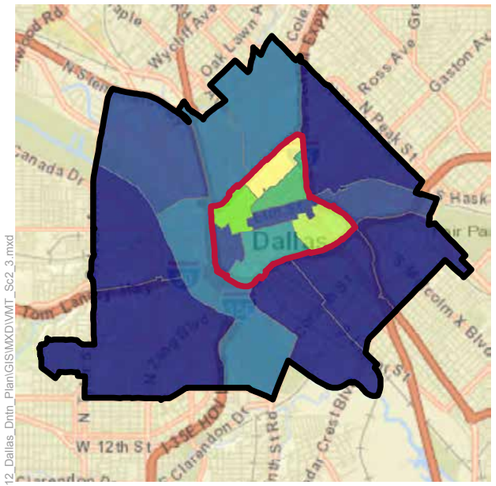
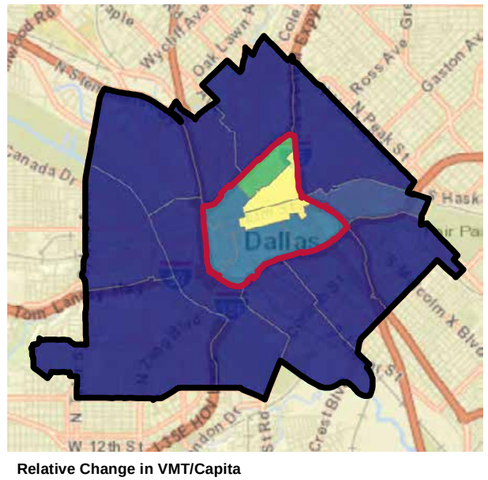
Vehicle Miles Traveled per Capita
Scenario 2 vs. Scenario 1

Figure 1



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FEHR PEERS|DC

Vehicle Miles Traveled per Capita
Scenario 3 vs. Scenario 2

Figure 2

# PERSON HOURS OF VEHICLE TRAVEL PER PERSON TRIP

## METRIC DESCRIPTION

Person Hours of Vehicle Travel per Person Trip is a measure of the total time a person spends traveling in automobiles on a trip. It is a more holistic measure of the auto travel experience than point-based level of service (LOS) because it encompasses an entire trip. When people talk about traffic conditions, they generally talk about how long it took to get from one place to another, rather than specific points of congestion along the way. The measure sums the travel times for all vehicle trips associated with each TSZ, as generated by the trip-based Downtown Dallas 360 Model. Total time spent traveling by automobile is calculated by adding the travel time associated with vehicle trips generated and attracted within the individual TSZ, plus 50 percent of the travel time associated with vehicle trips that either begin or end in the TSZ, but have one trip end outside of the TSZ. Each TSZ's total vehicle travel time is then divided by its total number of person trips, regardless of mode, to calculate Person Hours of Vehicle Travel per Person Trip.

The total amount of time spent traveling in vehicles may increase with the anticipated growth in new residents and employees, but the City can reduce Person Hours of Vehicle Travel per Person Trip with land use and transportation policies that reduce trip durations by helping Dallas residents meet their daily needs within a short distance of home and encouraging development in areas with more travel choices. The Person Hours of Vehicle Travel per Person Trip metric could be reduced if, for example:

- vehicle trip durations can be shortened by improving the flow of automobile traffic such that the same trip can be completed in a shorter time;
- vehicle trip durations can be shortened by providing more opportunities for residents, employees, and visitors to meet their needs nearby, even if localized congestion increases; or
- travelers can shift from driving to using transit or active modes, which do not require time spent traveling in an automobile.

Shifts of these trends in the opposite direction would increase Person Hours of Vehicle Travel per Person Trip.

**Table 4** illustrates the metric with a simplified example of three travelers, each of whom makes three trips: a commute, a grocery trip, and a social trip to go out to dinner. Traveler A drives for all three trips and has a relatively long driving commute. Traveler B also drives for all three trips, but has a shorter commute and lives slightly closer to the grocery store. Traveler C has a longer driving commute than Traveler B, but is able





to walk to both the grocery store and restaurant. The Driving Time per Trip in this example is a simplified version of Person Hours of Vehicle Travel per Person Trip that assumes individuals travel alone.

**TABLE 4 – PERSON HOURS OF VEHICLE TRAVEL PER PERSON TRIP EXAMPLE**

| | Traveler A | Traveler B | Traveler C |
|---|---|---|---|
| **Trip 1 – Commute** | Drive 50 minutes | Drive 25 minutes | Drive 30 minutes |
| **Trip 2 – Groceries** | Drive 15 minutes | Drive 10 minutes | Walk 10 minutes |
| **Trip 3 – Dinner Out** | Drive 10 minutes | Drive 10 minutes | Walk 5 minutes |
| | | | |
| **Total Driving Time** | 75 minutes | 45 minutes | 30 minutes |
| **Total Trips** | 3 trips | 3 trips | 3 trips |
| **Driving Time per Trip** | 25 minutes | 15 minutes | 10 minutes |

Please note that Person Hours of Vehicle Travel per Person Trip includes all trips, not just driving trips, in the denominator, so it includes the effects of shifts to other modes. It should not be interpreted as a travel time for driving trips, but as the total amount of time spent driving divided by the total of all trips made.

## METRIC RESULTS

**Table 5** summarizes Person Hours of Vehicle Travel per Person Trip (PHVT/PT). **Appendix G** provides estimates of District-level PHVT/PT detail.[4] As with VMT per Capita (described above), the portion of Downtown Dallas within the freeway loop experiences the greatest decrease in PHVT/PT, meaning that travelers are spending less time in automobiles per trip, either through shortened trip distances, reduced travel times, or shifts to transit, walking and bicycling. PHVT/PT decreases approximately 35 percent between existing conditions and future baseline conditions and decreases an additional 16 percent with the implementation of the analyzed package of Downtown Dallas 360 improvements. The Main Street District, Thanksgiving Commercial Center, and Reunion District experience the most significant decreases in PHVT/PT.

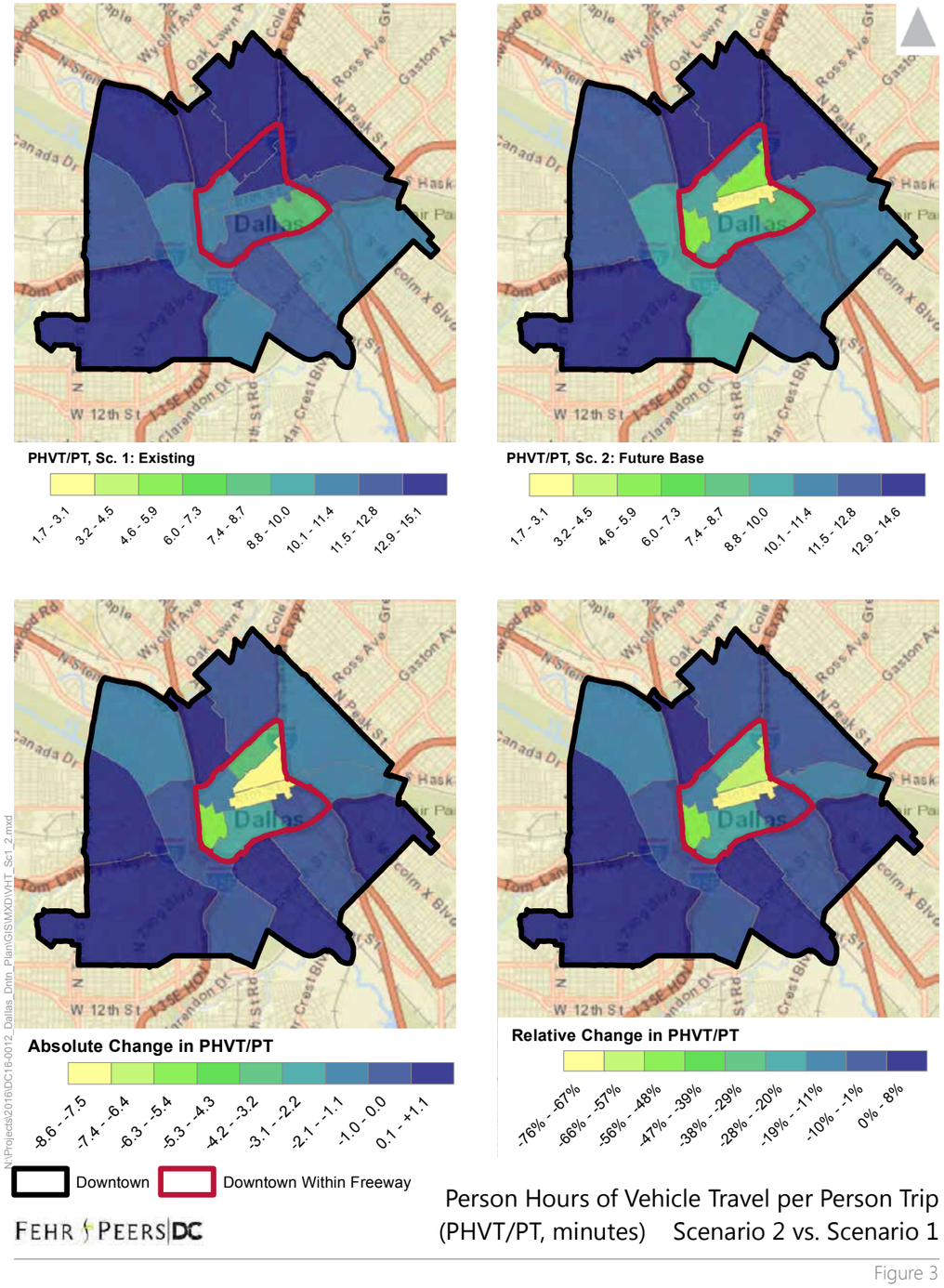
[4] District-level detail estimates are provided for informational purposes only and should be interpreted with caution. District-level detail may be useful for comparing relative differences among districts, but estimates for individual districts should not be considered accurate at the level of precision presented in the tables.

Outside the freeway loop, Downtown experiences a more modest decrease in PHVT/PT of 3 percent under future baseline conditions and an additional 3 percent under Scenario 3, reflecting less density of land development and fewer Downtown Dallas 360-related roadway changes.

PHVT/PT remains generally level for the City of Dallas overall, increasing marginally in the future base scenario and returning to its 2017 level under Scenario 3. Across the region, PHVT/PT increases nearly 10 percent by 2040. **Figures 3 and 4** illustrate the changes in PHVT/PT among Scenarios 1, 2, and 3.

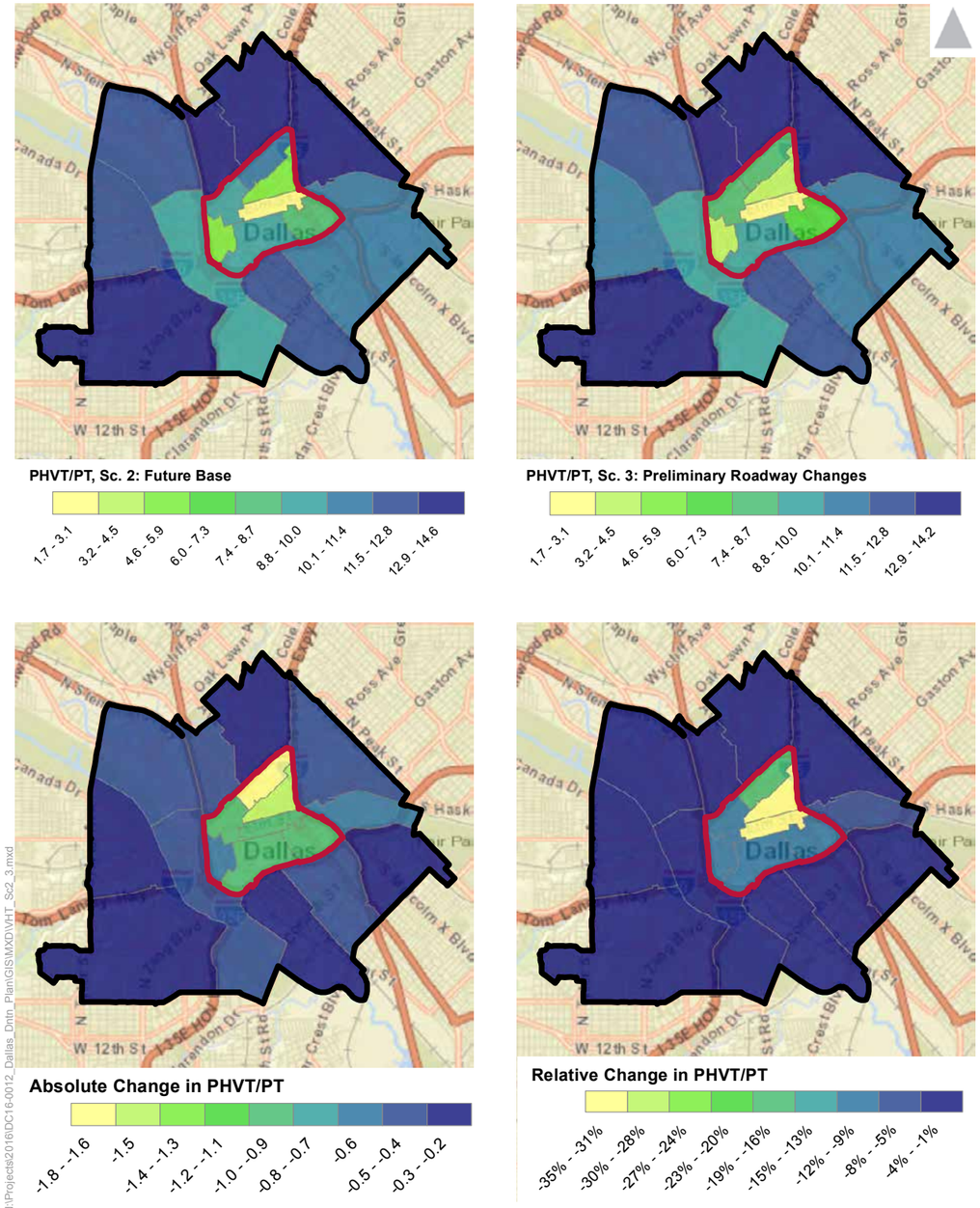
**TABLE 5 – PERSON HOURS OF VEHICLE TRAVEL PER PERSON TRIP (MINUTES)**

| Geography | Sc. 1 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 3 | Sc. 4 |
|---|---|---|---|---|---|---|---|---|---|
| | *Person Hours of Vehicle Travel per Person Trip* | | | | *Relative Change vs. Scenario 1* | | | *Relative Change vs. Scenario 2* | |
| Downtown (Within Freeway) | 12.4 | 8.1 | 6.8 | TBD | -35% | -45% | TBD | -16% | TBD |
| Downtown (Outside Freeway) | 13.7 | 13.4 | 13.0 | TBD | -3% | -5% | TBD | -3% | TBD |
| Downtown (All Districts) | 13.2 | 11.6 | 10.9 | TBD | -12% | -18% | TBD | -6% | TBD |
| City of Dallas | 13.6 | 13.9 | 13.6 | TBD | 2% | 0% | TBD | -2% | TBD |
| Dallas-Fort Worth Region | 14.6 | 15.9 | 15.8 | TBD | 9% | 8% | TBD | -1% | TBD |




Person Hours of Vehicle Travel per Person Trip (PHVT/PT, minutes) Scenario 2 vs. Scenario 1

Figure 3




Person Hours of Vehicle Travel per Person Trip (PHVT/PT, minutes) Scenario 3 vs. Scenario 2

Figure 4

## MODE SPLIT

Mode split accounts for the percent of total trips made by each major mode: auto, transit, walk, and bicycle. **Table 6** summarizes mode splits for all analyzed scenarios.

**TABLE 6 – MODE SPLIT SUMMARY**

| | Downtown (Within Freeway) | Downtown (Outside Freeway) | Downtown (All Districts) | City of Dallas |
|---|---|---|---|---|
| ***Scenario 1: Existing (2017)*** | | | | |
| Auto | 63.9% | 88.6% | 79.1% | 91.8% |
| Transit | 16.6% | 3.7% | 8.7% | 3.3% |
| Walk | 16.8% | 7.5% | 11.1% | 4.9%* |
| Bike | 2.7% | 0.2% | 1.2% | |
| ***Scenario 2: Future Baseline (2040)*** | | | | |
| Auto | 48.9% | 88.1% | 74.9% | ** |
| Transit | 31.6% | 3.2% | 12.8% | ** |
| Walk | 15.9% | 8.2% | 10.8% | ** |
| Bike | 3.6% | 0.6% | 1.6% | ** |
| ***Scenario 3: Preliminary Roadway Changes (2040)*** | | | | |
| Auto | 42.0% | 86.9% | 71.7% | ** |
| Transit | 31.6% | 3.2% | 12.8% | ** |
| Walk | 19.3% | 9.0% | 12.5% | ** |
| Bike | 7.1% | 1.0% | 3.1% | ** |
| ***Scenario 4: Refined Roadway Changes (2040)*** | | | | |
| Auto | TBD | TBD | TBD | ** |
| Transit | TBD | TBD | TBD | ** |
| Walk | TBD | TBD | TBD | ** |
| Bike | TBD | TBD | TBD | ** |

*The available National Household Travel Survey data do not differentiate walk and bike modes citywide.
**Citywide mode shares could not be estimated for future scenarios since regional travel demand models typically do not provide forecasts for active modes.

Downtown Dallas already has a lower share of auto trips and a higher share of transit, walk, and bike trips than the City of Dallas as a whole. In future scenarios, Downtown Dallas experiences a reduction in the share of trips made by auto, decreasing approximately 5 percent (4 percentage points) between existing conditions (79.1 percent) and future baseline conditions (74.9 percent) and decreasing an additional 4 percent (3 percentage points) to 71.7 percent with the implementation of the analyzed package of Downtown Dallas 360 improvements. Much of this mode shift is attributable to shifts to transit which increases from 8.7 percent of trips under existing conditions to 12.8 percent in future conditions; walk and bike mode shares also increase between existing conditions and Scenario 3 with the implementation of Downtown Dallas 360 improvements.

Downtown Dallas within the freeway loop experiences a much more significant reduction in the share of trips made by auto, decreasing 23 percent (15 percentage points) between existing conditions (63.9 percent) and future baseline conditions (48.9 percent) and decreasing an additional 14 percent (7 percentage points) to 42.0 percent in Scenario 3. Both transit and bike mode shares roughly double between existing conditions and Scenario 3 conditions within the freeway loop.

**Tables 7 through 10** provide additional detail for each mode. **Appendix H** provides estimates of District-level mode share detail.[5]

Auto mode shares in districts throughout Downtown are generally lower than the citywide average of 91.8 percent, though a few districts outside the freeway loop, particularly the Baylor District and Design District, approach or exceed the citywide average under existing conditions. The same districts that experience the largest decrease in VMT per Capita and Person Hours of Vehicle Travel per Person Trip also experience the largest decrease in auto mode share: Main Street District, Thanksgiving Commercial Center, and Reunion District.

Transit mode shares increase significantly (doubling to nearly quadrupling) in these same three districts; in addition the Dallas Arts District experiences a large, 130 percent increase in mode share from approximately 11 percent of trips to 24 percent of trips.

Changes in walk mode shares are mixed between existing conditions and Scenario 2, which does not have the benefit of Downtown Dallas 360's supporting infrastructure. Between existing conditions and Scenario 3, however, walk mode shares increase in all districts.

[5] District-level detail estimates are provided for informational purposes only and should be interpreted with caution. District-level detail may be useful for comparing relative differences among districts, but estimates for individual districts should not be considered accurate at the level of precision presented in the tables.



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Although the scale of bike mode share is small (1.2 percent of existing Downtown Dallas trips), it experiences a large relative increase to 1.6 percent in Scenario 2 and 3.1 percent in Scenario 3, a 160 percent increase over existing conditions. Although Downtown outside the freeway loop experiences a larger relative increase, Downtown within the freeway reaches a higher bike mode share of 7.1 percent in Scenario 3.

**TABLE 7 – AUTO MODE SHARE**

| Geography | Sc. 1 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 3 | Sc. 4 |
|---|---|---|---|---|---|---|---|---|---|
| | *Auto Mode Share* | | | | *Relative Change vs. Scenario 1* | | | *Relative Change vs. Scenario 2* | |
| Downtown (Within Freeway) | 63.9% | 48.9% | 42.0% | TBD | -23% | -34% | TBD | -14% | TBD |
| Downtown (Outside Freeway) | 88.6% | 88.1% | 86.9% | TBD | -1% | -2% | TBD | -1% | TBD |
| Downtown (All Districts) | 79.1% | 74.9% | 71.7% | TBD | -5% | -9% | TBD | -4% | TBD |
| City of Dallas | 91.8% | Not Available | | | | | | | |

**TABLE 8 – TRANSIT MODE SHARE**

| Geography | Sc. 1 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 3 | Sc. 4 |
|---|---|---|---|---|---|---|---|---|---|
| | *Transit Mode Share* | | | | *Relative Change vs. Scenario 1* | | | *Relative Change vs. Scenario 2* | |
| Downtown (Within Freeway) | 16.6% | 31.6% | 31.6% | TBD | 90% | 90% | TBD | 0% | TBD |
| Downtown (Outside Freeway) | 3.7% | 3.2% | 3.2% | TBD | -15% | -15% | TBD | 0% | TBD |
| Downtown (All Districts) | 8.7% | 12.8% | 12.8% | TBD | 48% | 48% | TBD | 0% | TBD |
| City of Dallas | 3.3% | Not Available | | | | | | | |

**TABLE 9 – WALK MODE SHARE**

| Geography | Sc. 1 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 3 | Sc. 4 |
|---|---|---|---|---|---|---|---|---|---|
| | *Walk Mode Share* | | | | *Relative Change vs. Scenario 1* | | | *Relative Change vs. Scenario 2* | |
| Downtown (Within Freeway) | 16.8% | 15.9% | 19.3% | TBD | -5% | 15% | TBD | 21% | TBD |
| Downtown (Outside Freeway) | 7.5% | 8.2% | 9.0% | TBD | 9% | 19% | TBD | 10% | TBD |
| Downtown (All Districts) | 11.1% | 10.8% | 12.5% | TBD | -3% | 12% | TBD | 16% | TBD |
| City of Dallas | 4.9% Combined Walk and Bike Mode Share | | | | | | | | |

**TABLE 10 – BIKE MODE SHARE**

| Geography | Sc. 1 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 2 | Sc. 3 | Sc. 4 | Sc. 3 | Sc. 4 |
|---|---|---|---|---|---|---|---|---|---|
| | *Bike Mode Share* | | | | *Relative Change vs. Scenario 1* | | | *Relative Change vs. Scenario 2* | |
| Downtown (Within Freeway) | 2.7% | 3.6% | 7.1% | TBD | 32% | 164% | | 100% | TBD |
| Downtown (Outside Freeway) | 0.2% | 0.6% | 1.0% | TBD | 170% | 377% | | 76% | TBD |
| Downtown (All Districts) | 1.2% | 1.6% | 3.1% | TBD | 35% | 163% | | 94% | TBD |
| City of Dallas | 4.9% Combined Walk and Bike Mode Share | | | | | | | | |



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## VOLUME/CAPACITY RATIO

Volume/Capacity (V/C) ratio is a measure of localized automobile traffic congestion, in this case at a street segment level. It is a simple ratio of the total automobile travel volume on a particular segment divided by that segment's theoretical capacity. Volume/Capacity ratios above 0.8 introduce the potential for delay relative to stable operations. It is important to note that V/C ratio analysis does not account for queue spillback from congested road segments; that is, queues may form for several blocks from a congested road segment such that drivers on adjacent segments experience congestion on segments that are not the source of the congestion. This phenomenon is particularly prevalent on streets approaching freeway ramps where queue spillbacks from the freeway or ramps may impact local streets.

**Figures 5 through 8** illustrate peak Volume/Capacity ratios for each scenario. The Downtown Dallas 360 Model generates volume results for each modeled roadway segment for the AM peak and PM peak separately and also provides separate results for each direction of travel. The figures report the maximum Volume/Capacity ratio for each segment across both peak periods and both directions (where applicable).

Under existing conditions, most analyzed roadway segments operate below a V/C ratio of 0.8. Only a few analyzed segments operate above a V/C ratio of 1.0 on:

- McKinney Avenue
- Maple Avenue
- McKinnon Street
- Harry Hines Boulevard
- Hall Street
- Ross Avenue

Under Scenario 2: Future Baseline, traffic volumes increase on many Downtown roadway segments. Segments on the following roadways operate above a V/C ratio of 1.0 under Scenario 2 conditions:

- Hall Street
- Maple Avenue
- McKinney Avenue
- Harwood Street
- Pearl Street
- Field Street
- Houston Street
- Ross Avenue

- Market Street
- Main Street
- St. Paul Street

In addition, some streets operate above a V/C ratio of 1.2:

- McKinney Avenue
- McKinnon Street
- Harry Hines Boulevard
- Maple Avenue
- Ross Avenue

Scenario 3: Preliminary Roadway Changes introduces the Dallas Downtown 360 improvements, many of which result in decreased automobile capacity. The preliminary roadway changes are illustrated on **Figure 7** in light gray. These automobile capacity reductions are accompanied by streetscape improvements that reduce automobile volumes on some street segments. The result is that Scenario 3 reduces V/C ratios on some street segments and increases V/C ratios on others. Segments on the following roadways operate above a V/C ratio of 1.0 under Scenario 3 conditions:

- Hall Street
- McKinney Avenue
- Pearl Street
- Field Street
- Ross Avenue
- Ervay Street
- Market Street
- Griffin Street
- Harwood Street

In addition, the following streets operate above a V/C ratio of 1.2:

- McKinney Avenue
- Maple Avenue
- McKinnon Street
- Harry Hines Boulevard
- Ross Avenue



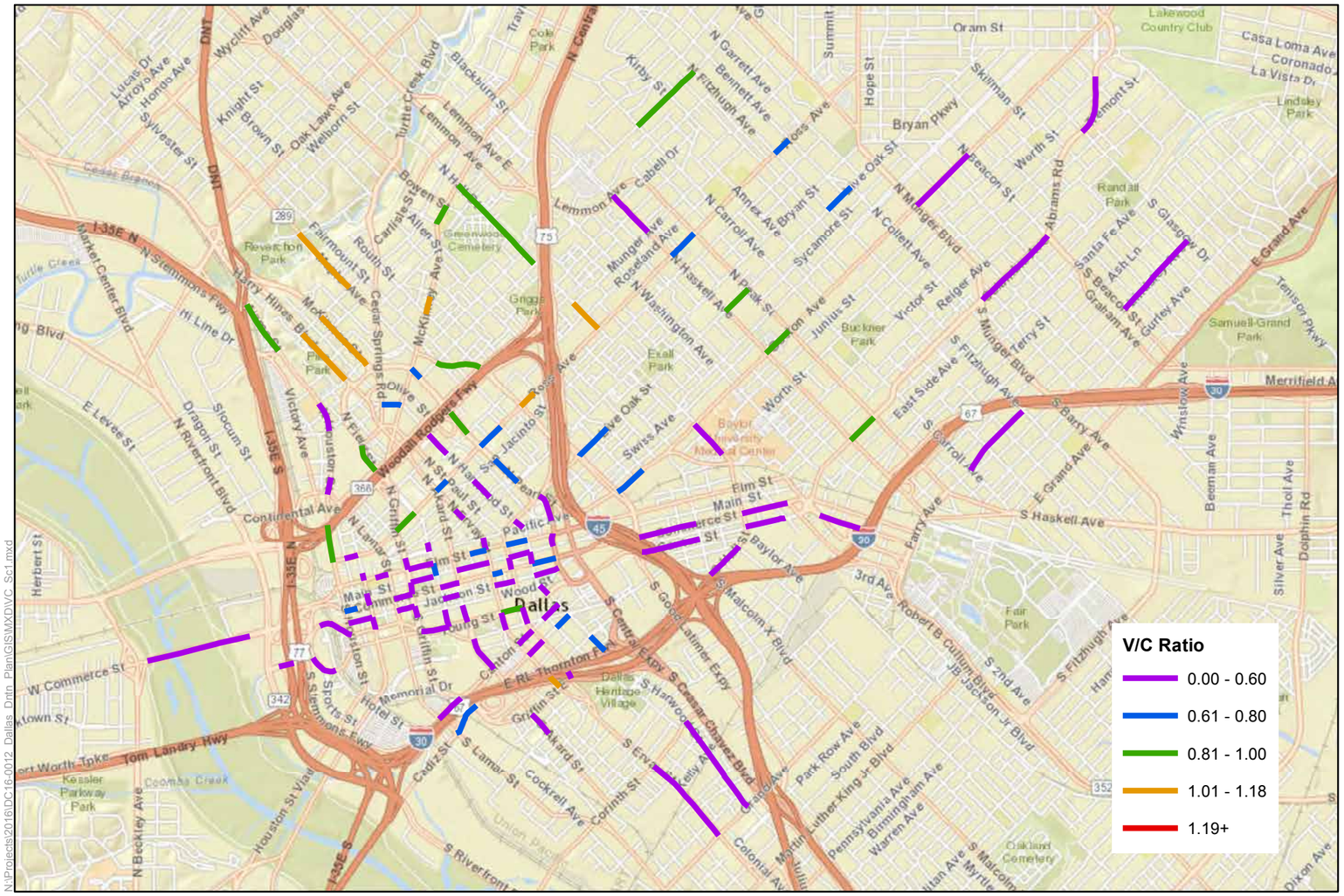


- Harwood Street

**Figures 9 through 11** illustrate the percent changes in peak V/C ratios across scenarios, highlighting only the segments where the resulting V/C ratio remains above 0.8.

The Main Street District is resilient to the localized congestion effects of the Dallas Downtown 360 roadway changes. Existing V/C ratios in the Main Street District are already generally low, indicating excess capacity. The tight grid of streets and the change of some existing one-way streets to two-way help to avoid "bottlenecks" by providing more options for rerouting automobile traffic. Substantial shifts to transit, walk, and bike modes also relieve the demand for vehicle capacity.

By contrast, road segments in Uptown and Victory Park are most affected by localized congestion in future scenarios. Segments of McKinney Avenue, Maple Avenue, McKinnon Street, and Harry Hines Boulevard all operate above a V/C ratio of 1.0 under existing conditions and will likely operate above a V/C ratio of 1.2 under future Scenario 2 and Scenario 3 conditions. As illustrated on **Figure 10**, V/C ratios on Maple Avenue, McKinnon Street, and Harry Hines Boulevard increase only modestly between Scenario 2 and Scenario 3, while the V/C ratios on congested segments of McKinney Avenue, Houston Street, and Field Street improve between the two scenarios.

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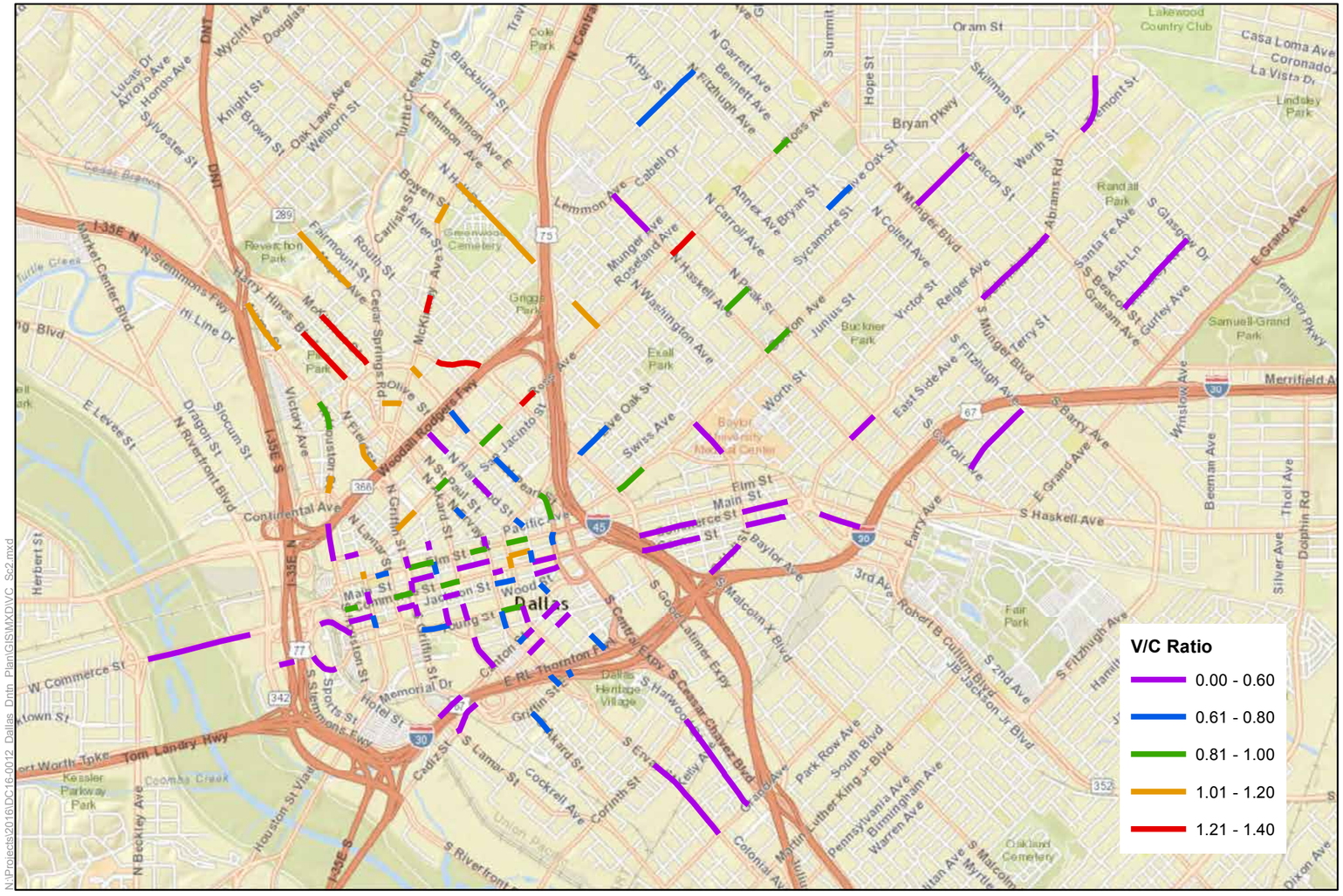
Peak Volume/Capacity Ratios
Scenario 1: Existing

Figure 5

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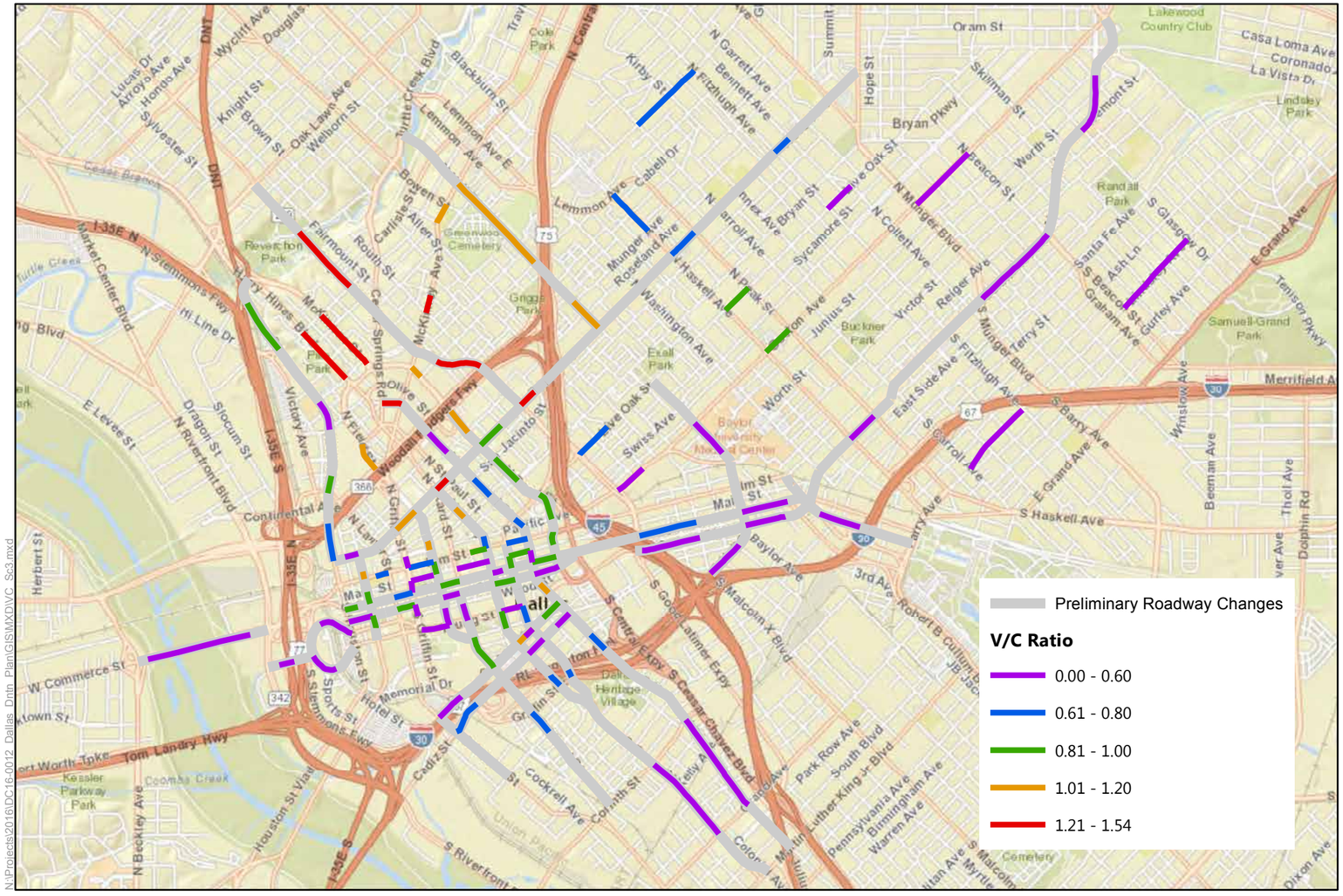
Peak Volume/Capacity Ratios
Scenario 2: Future Baseline

Figure 6

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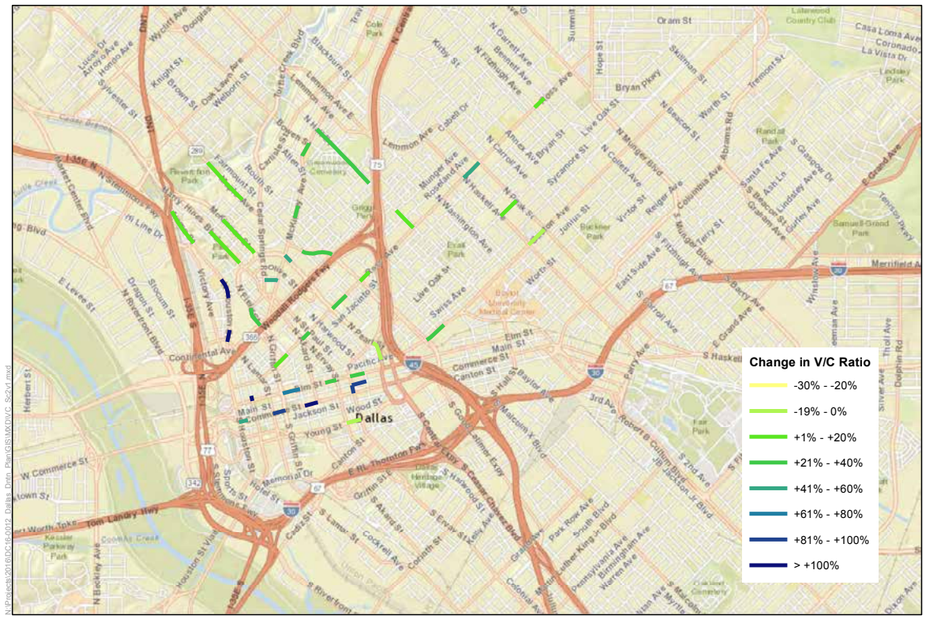
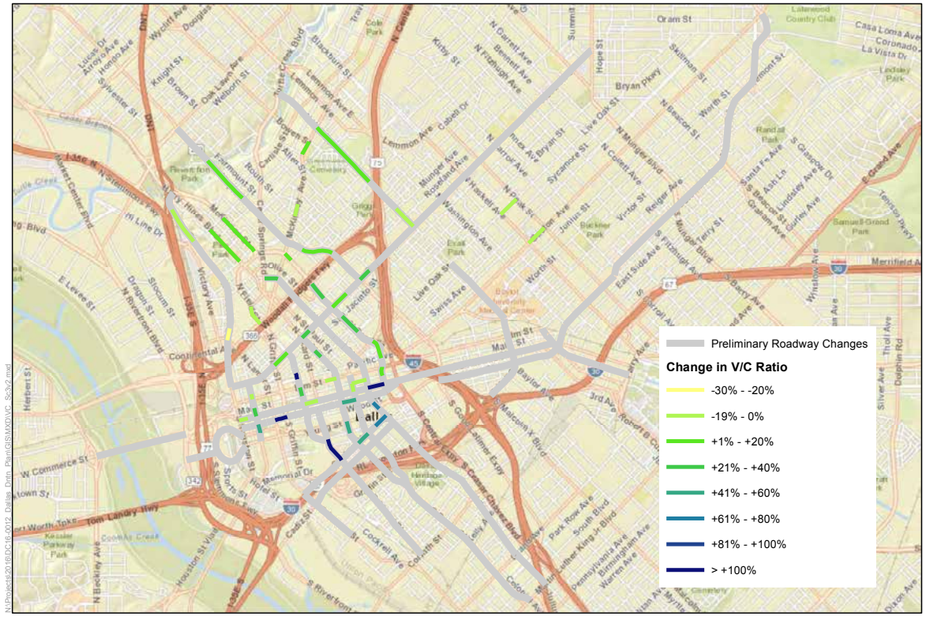
Peak Volume/Capacity Ratios
Scenario 3: Preliminary Roadway Changes

Figure 7




Percent Change in Peak Volume/Capacity Ratios Where Resulting V/C > 0.8
Scenario 2 vs. Scenario 1

Figure 9




Percent Change in Peak Volume/Capacity Ratios Where Resulting V/C > 0.8
Scenario 3 vs. Scenario 2

Figure 10



## CONCLUSION

The analysis results present tradeoffs between localized congestion (measured by V/C ratios) and broader shifts that reduce driving per person (VMT per Capita), time spent driving per trip (PHVT/PT), and the percent of trips made by car (auto mode share).

With a 51 percent increase in population and employment anticipated between 2017 and 2040, the analysis indicates there will be more localized congestion on many Downtown street segments in the Future Baseline 2040 scenario. In particular, road segments in Uptown and Victory Park that already operate above capacity under existing conditions will experience more localized congestion under Future Baseline conditions. Road segments in the Main Street District, most of which operate at low levels of congestion under existing conditions, can generally accommodate increased traffic volumes. Despite these localized challenges, the land use densification and diversification anticipated in the Future Baseline bring substantial transportation benefits: the amount of driving per person (VMT per Capita), time spent driving per trip (PHVT/PT), and percent of trips made by car all decrease across downtown and in particular within the freeway loop.

The introduction of the Downtown Dallas 360 roadway changes amplifies these trends by converting some automobile capacity to provide infrastructure supportive of transit, walking, and bicycling. Reducing vehicle capacity increases V/C ratios in some locations, particularly in the Dallas Farmers Market District, where existing congestion is relatively low, and in the Uptown and Victory Park districts, where existing congestion levels are already high. However, the accompanying mode shift benefits of the Downtown Dallas 360 roadway changes reduce V/C ratios at other locations, particularly in the Main Street District and other parts of Uptown and Victory Park. While the localized congestion effects of the Downtown Dallas 360 roadway changes are mixed, the broader benefits are clear, especially within the freeway loop: VMT per Capita decreases by 5 percent (15 percent inside the freeway loop), time spent driving per trip decreases 6 percent (16 percent within the freeway loop), and percent of trips made by car decreases 4 percent (14 percent within the freeway loop) compared to Future Baseline conditions without the project.

When selecting a final package of Downtown Dallas 360 improvements and planning for implementation, the City and other project stakeholders will need to consider the tradeoffs between moderate increases in localized traffic congestion and more holistic benefits of reductions in the amount of driving per person, reductions in the time spent driving per trip, and reductions in the percent of trips made by car.

## City of Dallas Transit Metrics Analysis

The City of Dallas analyized 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 cellphone and GPS data of automobile trips from Streetlight.

## METHODOLOGY FOR THE WEEKDAY PEAK HOUR TRANSIT MODE SHARE STUDY

### Purpose:

The purpose of this analysis was to determine a "transit mode share" for each *360 Plan* district, the areas inside and outside the CBD (freeway loop), and the overall study area for weekday peak AM and PM travel periods, or rush hour periods (6:30am-8:59am, and 3:00pm-6:29pm). The study aims to provide a baseline understanding of transit activity (raw numbers of boardings and alightings as well as the percentage of all downtown trips that these numbers represent) during peak times. This exercise can be replicated in the future as a benchmark of how travel mode preferences shift over time, and can be used to inform planning and investment in transit and roadway infrastructure.

Overall procedure: Transit ridership data from Dallas Area Rapid Transit were gathered and aggregated for an average weekday peak time total. This was added to StreetLight Data, Inc. automobile counts gathered over the same peak time frames to arrive at a total number of peak hour trips (this analysis excludes pedestrian and bicycle trips). The transit trip totals for each geographic unit of analysis (the 18 Downtown districts, areas inside and outside the CBD, and the entire study area) were then divided by the number of total trips for that unit of analysis, to arrive at transit mode shares.

### Other Notes:

1. The numbers in the tables account for both boardings and alightings, and represent an average weekday. "Target time frame" refers to the peak AM time 6:30am-8:59am and the peak PM time 3:00pm-6:29pm, which correspond to the time frame over which data were collected for automobile counts.

2. Data were provided by Dallas Area Rapid Transit and McKinney Avenue Transit Authority (MATA data was not utilized – see number 10 below).

3. It was assumed that ridership was evenly distributed across each time frame as originally reported.

4. For LRT and bus, data were received for time frames that differed from the target peak time frames. Figures were calculated by extrapolating subsections of given time frames; for example, DART bus ridership data were provided from 6-9am, 9am-12pm, etc. The 6-9am time frame bus data were multiplied by five sixths to arrive at an approximation for the 6:30am-8:59am target time frame. Data were similarly extrapolated for both AM and PM across the datasets. Oak Cliff Streetcar data were provided in half-hour increments, so these data were aggregated to arrive at the target peak time frames. TRE and D-link data were provided comprehensively by stop over specified time frames (over five days in May and the month of May, respectively), so data were simply summed and then averaged to arrive at a typical weekday peak time total.

5. DART LRT data were provided for weekdays from April 3-May 26, 2017. Relevant data were originally divided into time frames 6am-9am and 3pm-7pm. Ridership counts for target peak time frames were extrapolated using the method described in number 4 above.

6. DART bus data were provided for "several months in 2014". Relevant data were originally divided into time frames 6am-9am, 3pm-6pm, and 6pm-9pm. Data were provided in GIS shapefile and Excel formats; GIS work was undertaken to identify totals by district. Ridership counts for target peak time frames were extrapolated using the method described in number 4 above.

7. DART Oak Cliff Streetcar data were provided for May 2017. Relevant data were provided in half-hour increments; therefore, data were simply added to reflect peak times.

8. DART D-Link data were provided for May 2017. Data were provided in GIS shapefile and Excel formats; GIS work was undertaken to join peak hour data to the shapefile to identify totals by district.

9. TRE data were provided for the week of May 8-12, 2017. Data for all stops were provided for each train trip. Ridership counts for each of the five days were added to reflect target peak time frames, then divided by five to arrive at an average daily count.

10. McKinney Avenue Transit Authority provided data for a sample of trolley trips from February-June 2017. Only three of these samples (February 7, 2017; April 5, 2017; May 5, 2017) were taken during target peak times with one two outbound and one inbound trip. These data were not included in the table because they represent too few data points to ensure they are representative. Two of the samples showed zero outbound passengers (towards Cityplace) alightings during weekday afternoons, which anecdotally is not representative as the trolleys are not typically empty. This implies that the transit mode shares for the districts served by MATA (Uptown, Dallas Arts District, and Thanksgiving Commercial Center) appear lower than they are, and correspondingly lessen the totals for inside and outside the CBD and the overall study area.

| Downtown Dallas 360 Area Weekday Peak Hour Transit Mode Share | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Peak Hours Combined (6:30am to 9:00am and 3:00pm to 6:30pm) | | | | | | | | | | |
| | | | | | | | | | | |
| **District** | **LRT Station(s)** | **LRT** | **Bus** | **Oak Cliff Streetcar** | **D-link** | **TRE** | **Total transit trips** | **Auto Trips** | **Total Trips** | **Transit Mode Share** |
| Reunion District | Union Station | 1,656 | 489 | 176 | | 1,651 | 3,972 | 4,767 | 8,739 | 45.4% |
| West End Historic District | West End | 9,407 | 2,063 | | 34 | | 11,504 | 22,646 | 34,150 | 33.7% |
| Thanksgiving Commercial Center | St. Paul, Pearl/Arts | 11,048 | 5,189 | | 39 | | 16,276 | 36,143 | 52,419 | 31.0% |
| Main Street District | Akard | 6,902 | 6,830 | | 28 | | 13,760 | 34,947 | 48,707 | 28.2% |
| Civic Center | Convention Center | 455 | 850 | | 106 | | 1,411 | 20,924 | 22,334 | 6.3% |
| Dallas Farmers Market District | | | 131 | | 25 | | 156 | 8,726 | 8,882 | 1.8% |
| Dallas Arts District | | | 350 | | 19 | | 369 | 51,359 | 51,729 | 0.7% |
| **Total - CBD** | | **29,467** | **15,902** | **176** | **251** | **1,651** | **47,447** | **179,513** | **226,960** | **20.9%** |
| South Dallas/Fair Park | MLK | 816 | 1,267 | | | | 2,083 | 4,732 | 6,815 | 30.6% |
| South Side | Cedars | 672 | 66 | | | | 737 | 3,631 | 4,369 | 16.9% |
| The Cedars | | | 470 | | | | 470 | 4,300 | 4,770 | 9.9% |
| Deep Ellum | Deep Ellum, Fair Park | 844 | 385 | | 10 | | 1,239 | 11,615 | 12,854 | 9.6% |
| North Oak Cliff | | | 1,321 | 243 | | | 1,564 | 20,920 | 22,484 | 7.0% |
| Victory Park | Victory | 2,017 | 278 | | | 1,479 | 3,775 | 77,142 | 80,916 | 4.7% |
| Baylor District | Baylor | 865 | 1,168 | | | | 2,033 | 55,780 | 57,813 | 3.5% |
| Riverfront District | | | 491 | | | | 491 | 13,657 | 14,148 | 3.5% |
| West Dallas | | | 226 | | | | 226 | 7,516 | 7,742 | 2.9% |
| Uptown | Cityplace/Uptown | 1,936 | 484 | | 31 | | 2,451 | 152,598 | 155,050 | 1.6% |
| Design District | | | 227 | | | | 227 | 34,722 | 34,949 | 0.6% |
| **Total - Outside the CBD** | | **7,150** | **6,383** | **243** | **41** | **1,479** | **15,297** | **386,614** | **401,910** | **3.8%** |
| **Total - 360 Study Area** | | **36,618** | **22,286** | **419** | **292** | **3,130** | **62,744** | **566,126** | **628,871** | **10.0%** |

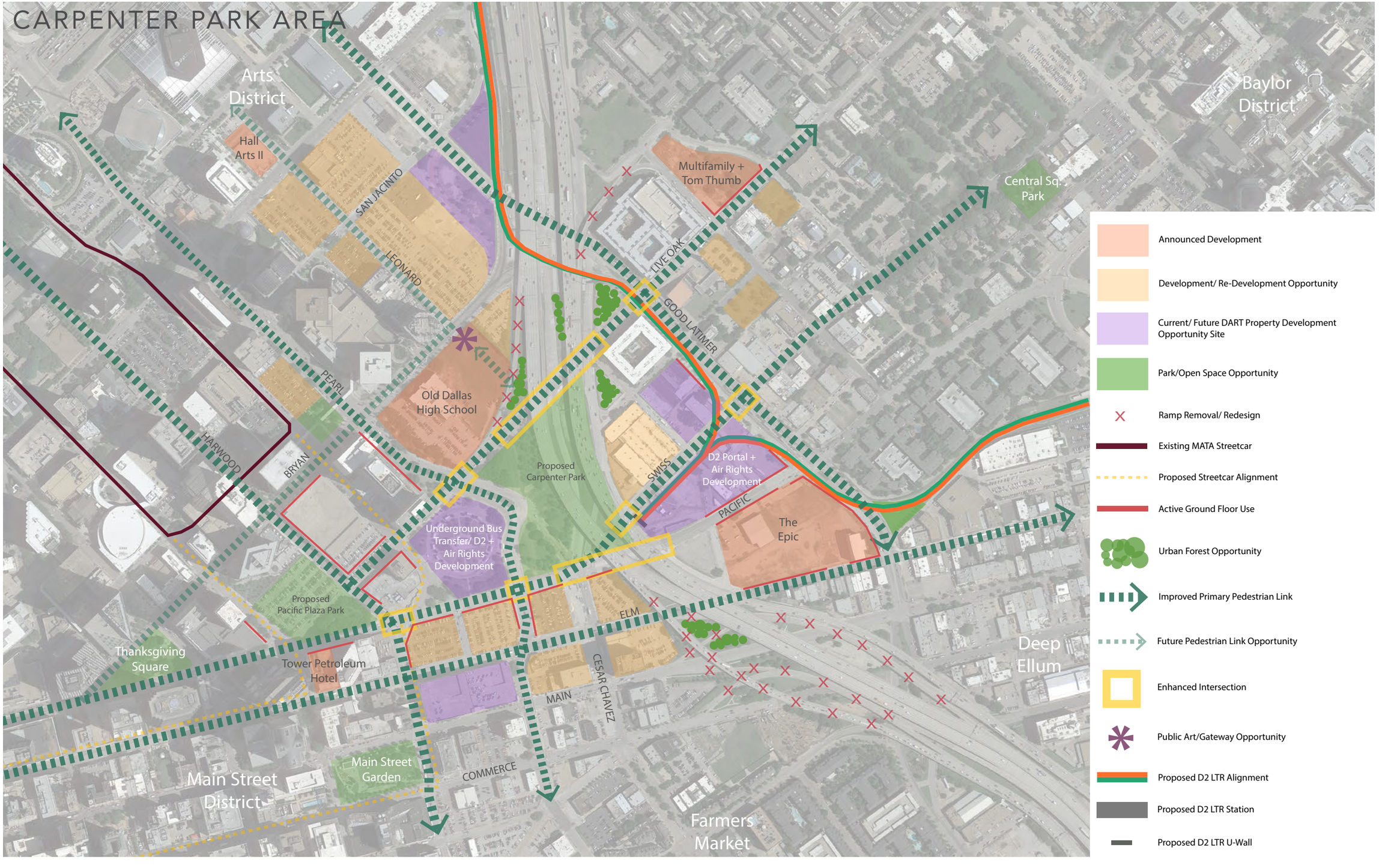
| Downtown Dallas 360 Area Weekday Peak Hour Transit Mode Share* | | | | |
|---|---|---|---|---|
| Peak Hours Combined (6:30am to 9:00am and 3:00pm to 6:30pm) | | | | |
| **District** | **Transit Mode Share** | **Total Transit Trips** | **Auto Trips** | **Total Trips** |
| Reunion District | 45.4% | 3,972 | 4,767 | 8,739 |
| West End Historic District | 33.7% | 11,504 | 22,646 | 34,150 |
| Thanksgiving Commercial Center | 31.0% | 16,276 | 36,143 | 52,419 |
| Main Street District | 28.2% | 13,760 | 34,947 | 48,707 |
| Civic Center | 6.3% | 1,411 | 20,924 | 22,334 |
| Dallas Farmers Market District | 1.8% | 156 | 8,726 | 8,882 |
| Dallas Arts District | 0.7% | 369 | 51,359 | 51,729 |
| **Total - CBD** | **20.9%** | **47,447** | **179,513** | **226,960** |
| South Dallas/Fair Park | 30.6% | 2,083 | 4,732 | 6,815 |
| South Side | 16.9% | 737 | 3,631 | 4,369 |
| The Cedars | 9.9% | 470 | 4,300 | 4,770 |
| Deep Ellum | 9.6% | 1,239 | 11,615 | 12,854 |
| North Oak Cliff | 7.0% | 1,564 | 20,920 | 22,484 |
| Victory Park | 4.7% | 3,775 | 77,142 | 80,916 |
| Baylor District | 3.5% | 2,033 | 55,780 | 57,813 |
| Riverfront District | 3.5% | 491 | 13,657 | 14,148 |
| West Dallas | 2.9% | 226 | 7,516 | 7,742 |
| Uptown | 1.6% | 2,451 | 152,598 | 155,050 |
| Design District | 0.6% | 227 | 34,722 | 34,949 |
| **Total - Outside the CBD** | **3.8%** | **15,297** | **386,614** | **401,910** |
| **Total - 360 Study Area** | **10.0%** | **62,744** | **566,126** | **628,871** |
| *Sorted by Transit Mode Share | | | | |

| Downtown Dallas 360 Area Weekday Peak Hour Transit Mode Share* | | | | |
|---|---|---|---|---|
| Peak Hours Combined (6:30am to 9:00am and 3:00pm to 6:30pm) | | | | |
| **District** | **Total Transit Trips** | **Transit Mode Share** | **Auto Trips** | **Total Trips** |
| Thanksgiving Commercial Center | 16,276 | 31.0% | 36,143 | 52,419 |
| Main Street District | 13,760 | 28.2% | 34,947 | 48,707 |
| West End Historic District | 11,504 | 33.7% | 22,646 | 34,150 |
| Reunion District | 3,972 | 45.4% | 4,767 | 8,739 |
| Civic Center | 1,411 | 6.3% | 20,924 | 22,334 |
| Dallas Arts District | 369 | 0.7% | 51,359 | 51,729 |
| Dallas Farmers Market District | 156 | 1.8% | 8,726 | 8,882 |
| **Total - CBD** | **47,447** | **20.9%** | **179,513** | **226,960** |
| Victory Park | 3,775 | 4.7% | 77,142 | 80,916 |
| Uptown | 2,451 | 1.6% | 152,598 | 155,050 |
| South Dallas/Fair Park | 2,083 | 30.6% | 4,732 | 6,815 |
| Baylor District | 2,033 | 3.5% | 55,780 | 57,813 |
| North Oak Cliff | 1,564 | 7.0% | 20,920 | 22,484 |
| Deep Ellum | 1,239 | 9.6% | 11,615 | 12,854 |
| South Side | 737 | 16.9% | 3,631 | 4,369 |
| Riverfront District | 491 | 3.5% | 13,657 | 14,148 |
| The Cedars | 470 | 9.9% | 4,300 | 4,770 |
| Design District | 227 | 0.6% | 34,722 | 34,949 |
| West Dallas | 226 | 2.9% | 7,516 | 7,742 |
| **Total - Outside the CBD** | **15,297** | **3.8%** | **386,614** | **401,910** |
| **Total - 360 Study Area** | **62,744** | **10.0%** | **566,126** | **628,871** |
| *Sorted by Total Transit Trips | | | | |

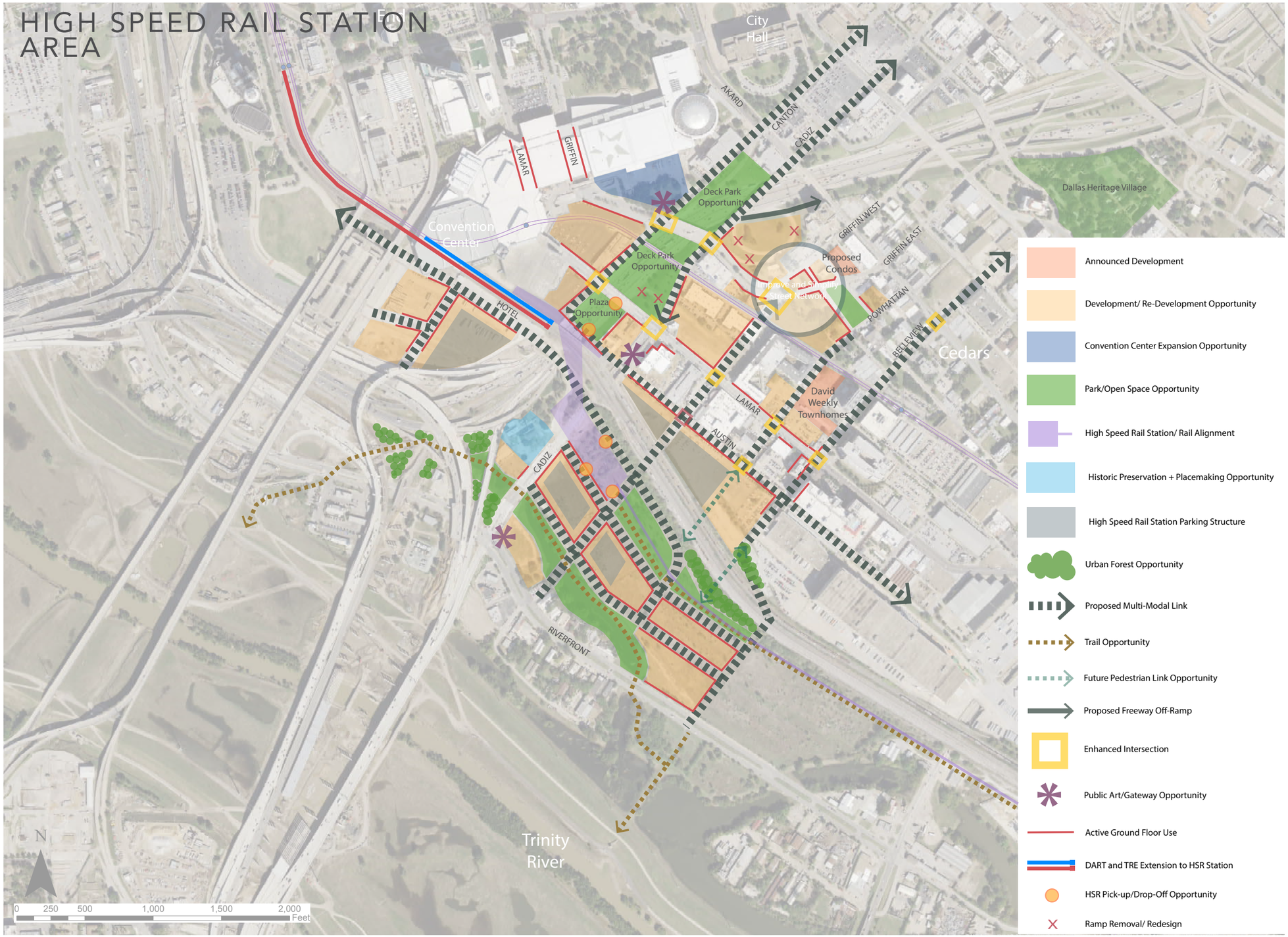
# Catalytic Development Area Opportunity Maps

After four of the catalytic development areas had been identified, City of Dallas and DDI staff utilized MIG's Granular Assessment study and worked with appropriate stakeholders to identify opportunites for each area. Each area was given a separate charette where potential development locations, street designs, and other relevant topics were considered. This input helped to create the Catalytic Development Opportunity Maps, which later informed each area's development plan shown in Chapter V.

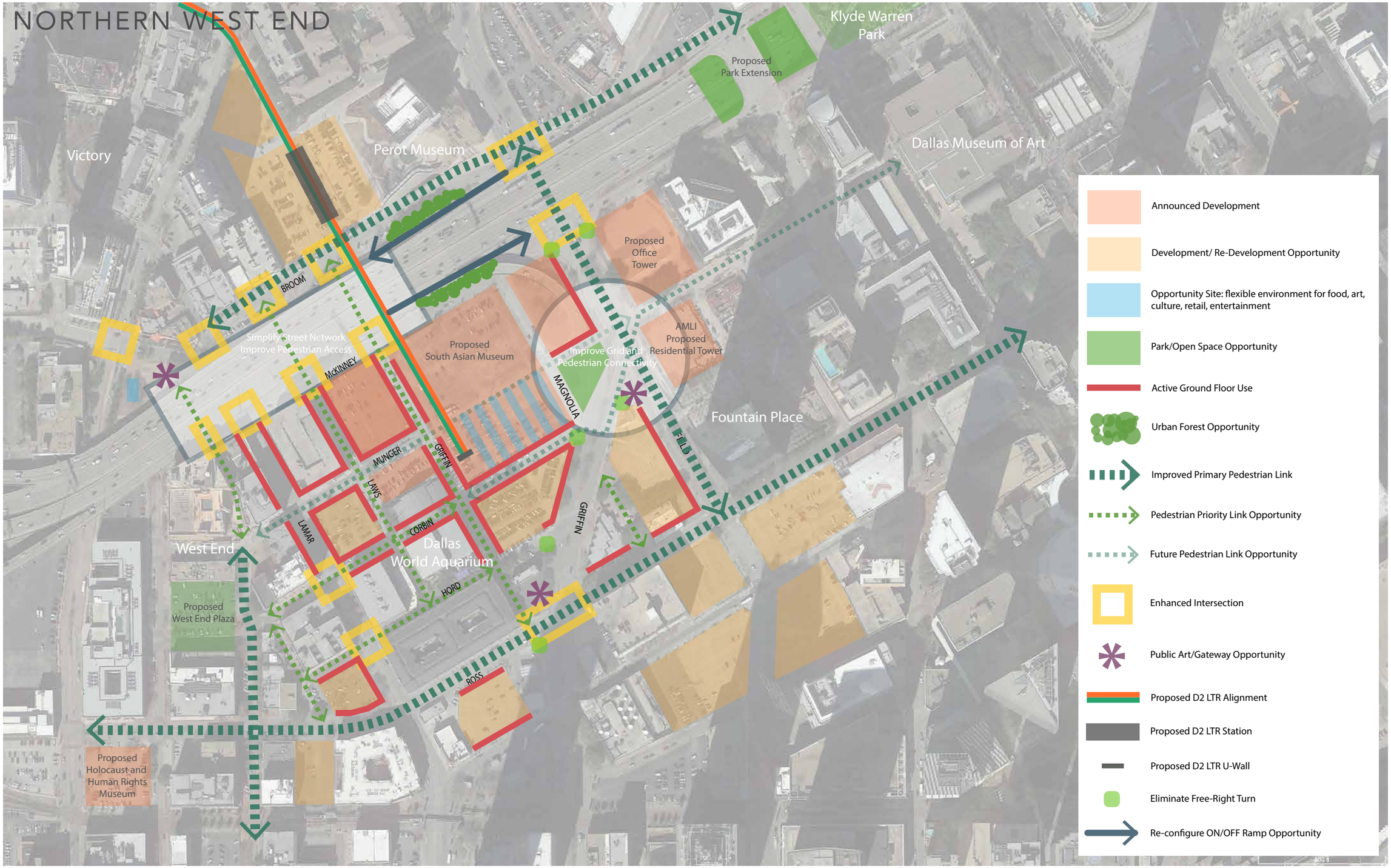
# CARPENTER PARK AREA



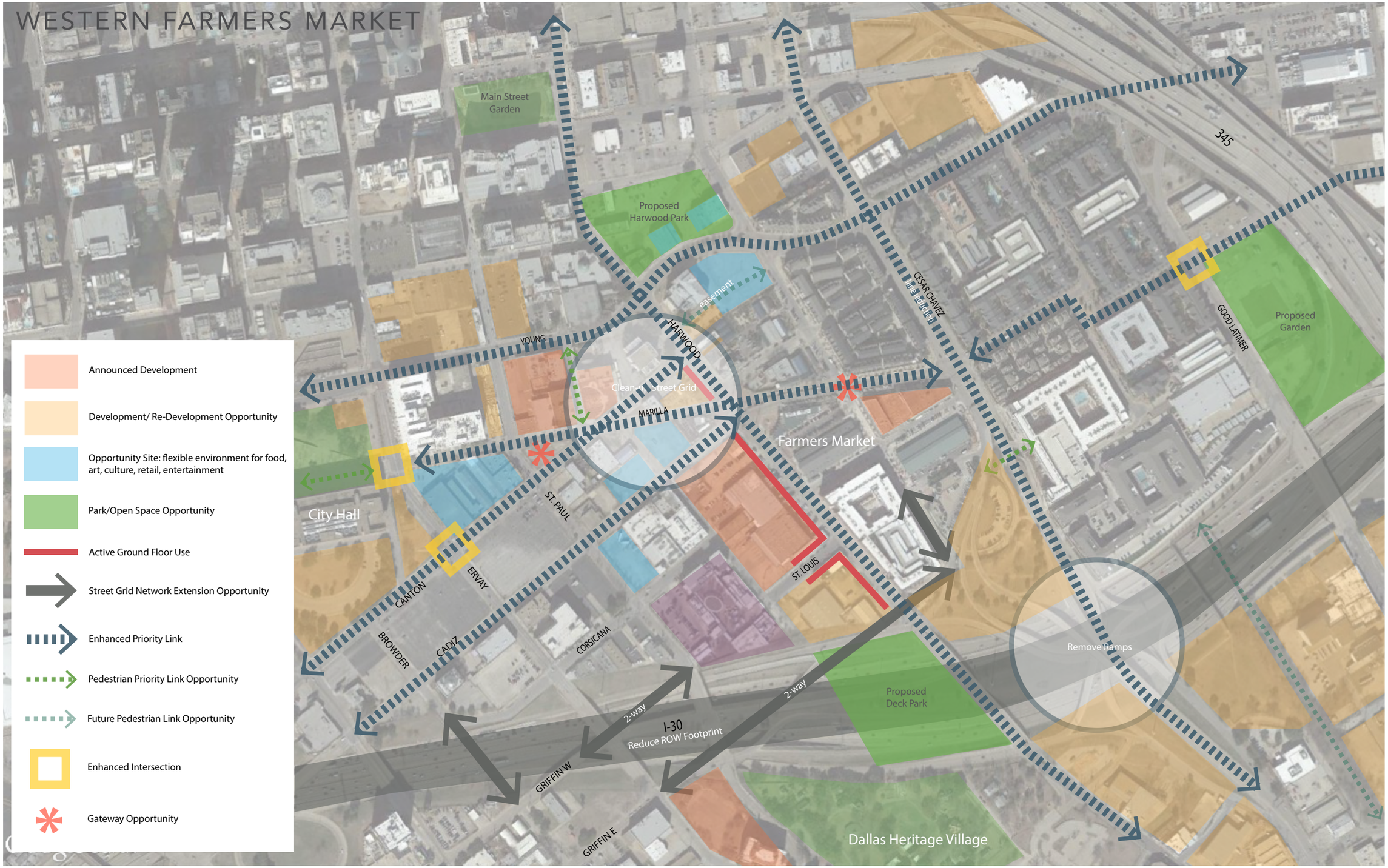
# HIGH SPEED RAIL STATION AREA



# NORTHERN WEST END



# WESTERN FARMERS MARKET



## *Downtown Dallas 360* **Urban Design Guidelines (2011)**

As apart of the 2011 *Downtown Dallas 360* Plan, a series of urban deisgn guidelines were adopted. As a foundation for these design guidelines, several basic urban design principles outline desirable characteristics that all Downtown buildings should possess and provide overall direction for the specific design guidelines.

## OVERALL PRINCIPLES

As a foundation for the design guidelines, several basic urban design principles outline desirable characteristics that all Downtown buildings should possess and provide overall direction for the specific design guidelines. Buildings and other private realm improvements must:

### 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

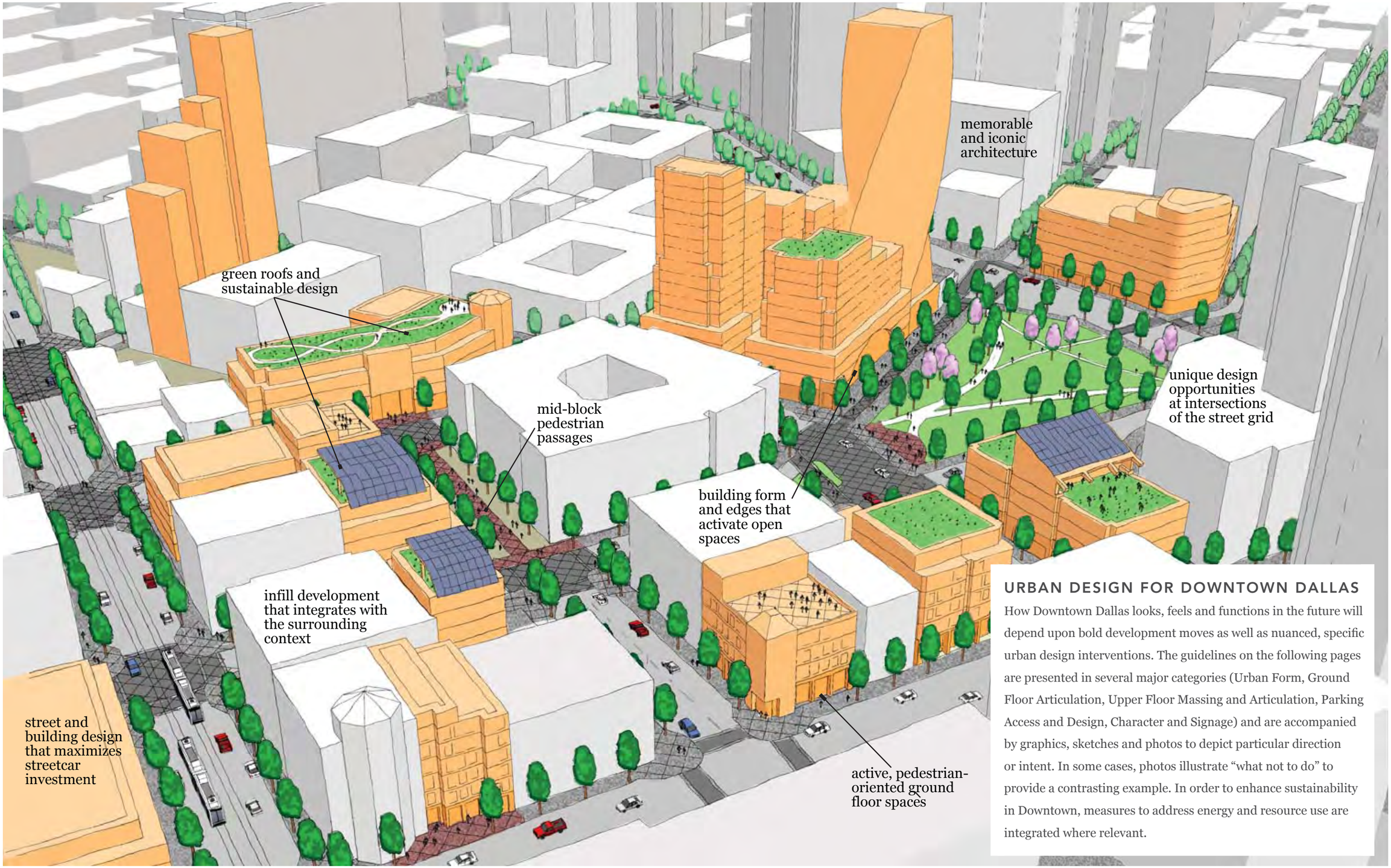
Developments should reflect and contribute to individual District identity and character by respecting specific historic, cultural and ecological contexts. Buildings should also respond to the function and role/ responsibility of public spaces and the adjacent streets on which they are located. Similarly, 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.

### 4. Support a sustainable built environment

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.




## URBAN DESIGN FOR DOWNTOWN DALLAS

How Downtown Dallas looks, feels and functions in the future will depend upon bold development moves as well as nuanced, specific urban design interventions. The guidelines on the following pages are presented in several major categories (Urban Form, Ground Floor Articulation, Upper Floor Massing and Articulation, Parking Access and Design, Character and Signage) and are accompanied by graphics, sketches and photos to depict particular direction or intent. In some cases, photos illustrate "what not to do" to provide a contrasting example. In order to enhance sustainability in Downtown, measures to address energy and resource use are integrated where relevant.

## A. Setbacks

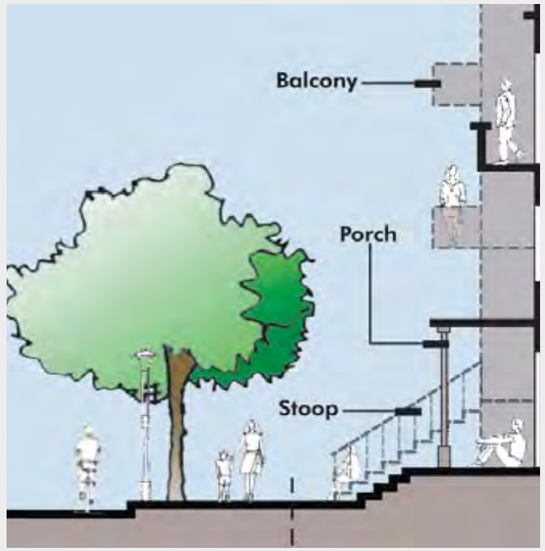
**A1.** Setbacks should relate to the ground floor context (e.g. 3-5' for restaurants), are consistent to support a particular land use (e.g. for a row of townhouses), and support public realm objectives (e.g. wider sidewalks or street tree canopy)

**A2.** Allow setback exceptions on a case-by-case basis when one or more of the following conditions is present:

- Prominent civic building such as a museum, institution or performance venue
- Public plaza is desired (e.g. at a key gateway location)
- Adjacent to an historic landmark
- Noise-sensitive or incompatible contexts (e.g. next to freeway)
- Dedicated easements for outdoor dining or other enhancements to the pedestrian experience.

**A3.** Respect historic contexts to provide a continuous streetwall with limited or no ground-floor setbacks

**A4.** Encourage buildings to occupy a minimum of 90% of the entire property width along the sidewalk at ground level

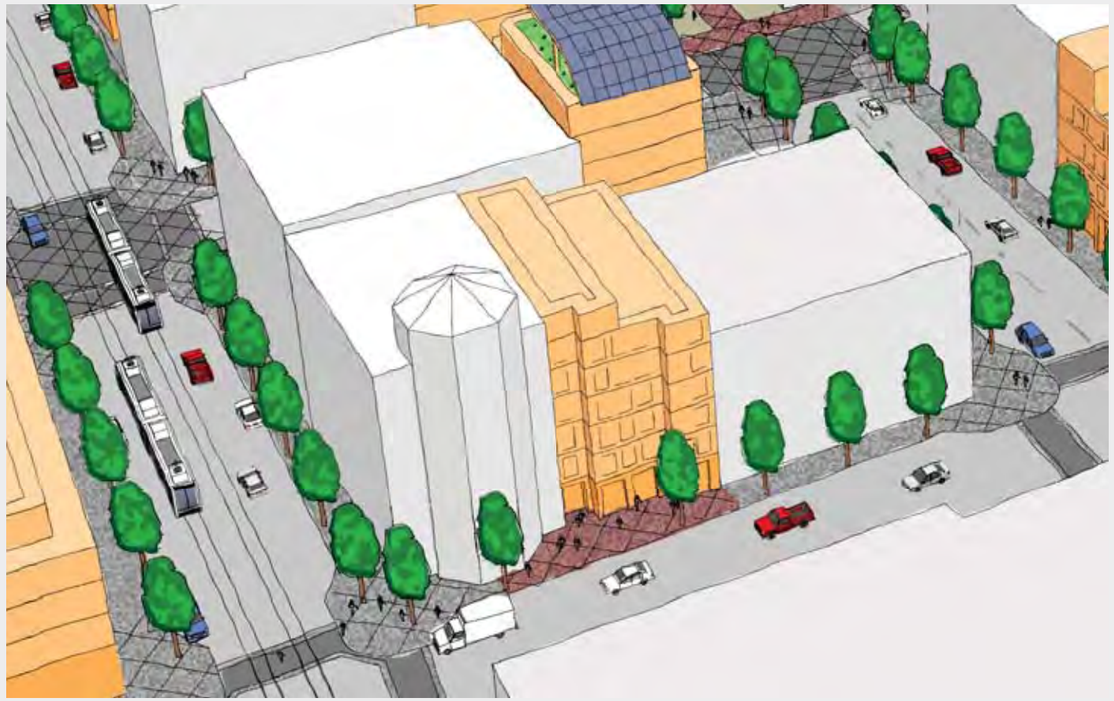



*Residential setbacks should be used to engage buildings with the public realm through porches, stoops and balconies.*

*Setbacks and dense landscaping are effective ways of mitigating the impacts of freeway adjacencies, especially for residential uses.*

*Setbacks and/or easements should be utilized to foster lively outdoor dining areas.*

*Setbacks for prominent civic or institutional buildings are appropriate and can often times create new civic space.*



*New infill development should help knit together the urban fabric by seamlessly fitting in with existing buildings and creating a continuous streetwall.*

## B. Height and Orientation

**B1.** Ensure building heights from the back of the sidewalk define the street relative to the street classification width to ensure a strong sense of enclosure and urban experience for street users. For example, Neighborhood Streets in the Dallas Farmers Market district should utilize an ideal height-to-width ratio of 1:1.5 to reinforce the lower-scale residential character; Ross Avenue in the Arts District might utilize a ratio of 2:1 or greater to better frame the wide street and support the activity of a potential streetcar

**B2.** Ensure minimum ground-floor height of 15'

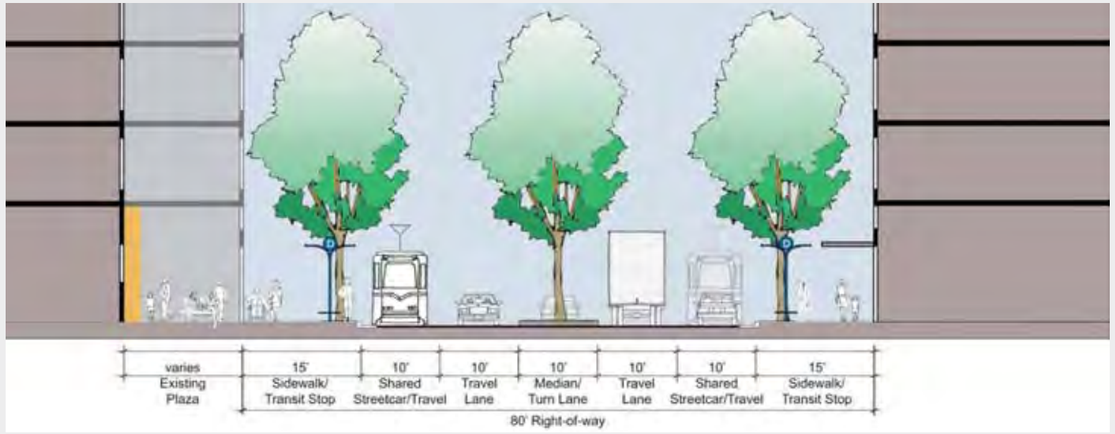
**B3.** Respect changing grids by orienting building placement to respond to intersecting streets, view corridors (from or to the site), and unique parcel shapes

**B4.** Require buildings within 300' of rail transit stations to present primary entrances and active uses (e.g. ground-floor retail/restaurants or residential stoops, upper-floor offices or residential balconies) along primary street or passage frontages

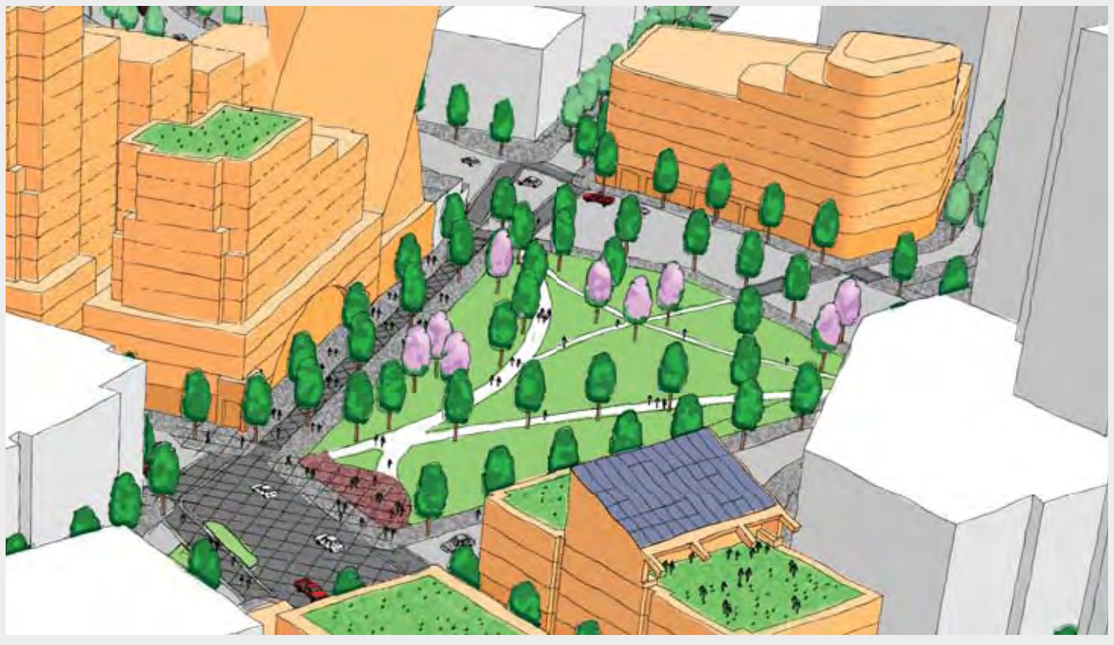
**B5.** Require buildings fronting a public plaza, park or open space to embrace the site with primary entrances and active ground- and upper-floor uses

*Orienting buildings at the intersection of Downtown's changing grids creates opportunities for special views and iconic architecture.*

*Rail transit corridors and stops are where buildings must have primary entrances and active uses.*




*District Connectors and Streetcar Boulevards should have appropriate proportions and design to frame the wide street and support a range of modes.*



*Buildings should frame public plazas and parks, as well as primary entrances and active ground floor uses to activate the open space.*

## C. Access and Circulation

**C1.** Encourage multiple public sidewalk entrances to buildings (i.e.limit single-entrance lobbies or retail courts wherever appropriate and possible)

**C2.** Avoid walled or gate access-controlled entries onto sidewalks wherever possible (other than primary building entrance lobbies/courtyards)

**C3.** New tunnels, skybridges and other grade-separated circulation systems are not allowed

**C4.** Provide appropriate site access based on street classification (e.g. require primary pedestrian entrances and strictly limit driveway cuts along Streetcar Boulevards)

**C5.** Encourage parking access via alleys or service lanes where existing; for new developments, require alley-loaded parking wherever possible

**C6.** For blocks longer than 300', design and integrate multi-use mid-block pedestrian and bicycle connections including passages (mews, paseos) wherever possible to improve overall connectivity (see the Create Vibrant Streets and Public Spaces Transformative Strategy discussion regarding the Circulation and Open Space frameworks: Passages)

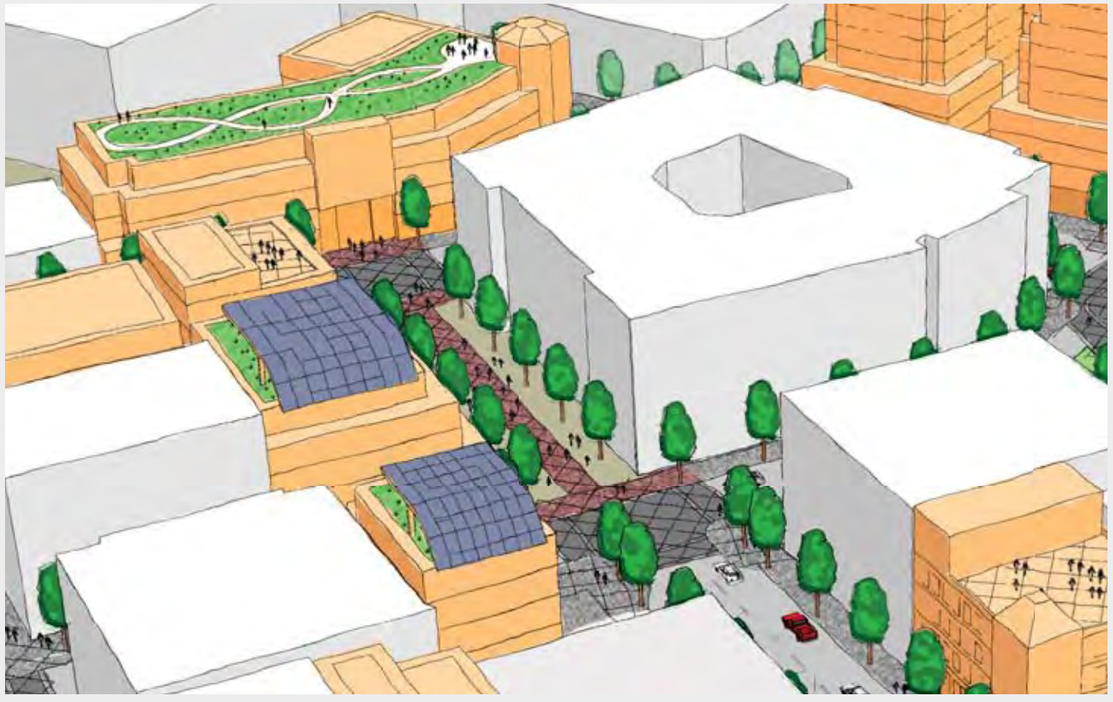
**C7.** Design access to visitor-oriented uses (e.g. hotels and "destination" restaurants/retailers) to minimize pedestrian/vehicle conflicts. Loading valet parking at the curb is recommended for the Main Street, Thanksgiving Commercial Center and West End Historic districts to facilitate access

*Mid-block passages should be well-designed, comfortable and attractive to encourage walkability.*

*Buildings should have multiple doorways and entries to encourage interaction with the sidewalk and street environment.*

*Alleys should be attractive places that allow for service access, parking where appropriate, and pedestrian passage.*

*Skybridges and tunnels drain pedestrian activity from the street and should not be allowed as part of any new Downtown development.*



*Mid-block passages should break up large blocks and link with the overall street system to boost connectivity throughout Downtown.*

# GROUND FLOOR ARTICULATION

## A. General Guidelines

**A1.** Locate ground floor uses along the building edge to actively engage the pedestrian realm in the street right-of-way

- Retail storefronts, cafés and restaurants (including outdoor dining) where appropriate
- Common areas (e.g. entrance lobbies)
- Minimize private ground floor uses or uses that require privacy
- Minimize passive uses fronting the street façade such as parking, utilities, etc

**A2.** Maximize use of transparent, non-colored, non-reflective glass windows

**A3.** Provide generously-sized awnings, metal awning screens and other vertical screens to provide shade for glass windows/doors while preserving transparency

**A4.** Discourage uninterrupted blank walls or façades. Where such blank walls are necessary, apply landscape screens, display boxes/merchandise displays, light patterns, material variations or other mitigation measures to enhance visual interest and minimize heat gain/reflectivity to sidewalk

**A5.** Animate existing blank façades and ground floors of parking structures with pedestrian friendly uses:

- Cafés and kiosks (flowers, produce, books, magazine, etc) food carts
- Changing art exhibitions
- Interactive "light and sound" shows
- Green walls

**A6.** Activate edges of existing surface parking lots with:

- Cafés, food carts or kiosks
- Pergolas or trellises (ensuring that ground landscaping such as hedges and seasonal plantings is below 30" in height)

*Ground floors should have awnings, pedestrian-oriented signage, and tall, clear windows, doorways and entryways.*

*Landscaped walls make use of rainwater and soften harsh building edges.*

*Innovative display and lighting techniques create nighttime activity and enhance safety.*

*Display windows, kiosks and casual seating are effective ways to activate blank building façades.*

*Avoid building designs that result in uninterrupted blank walls or façades facing the pedestrian realm.*

# GROUND FLOOR ARTICULATION

## B. Commercial and Institutional

**B1.** Incorporate covered arcades or walkways into buildings along the street frontage to afford climate protection to pedestrians

**B2.** Encourage customer service, classroom or retail oriented functions on the ground floor to engage the public and activate the pedestrian realm

**B3.** Design building façades to allow private uses while maintaining eyes on the street

**B4.** In multi-tenant situations, encourage tenant information as well as elevators/stairwells to be visible from the street level

*Spacious, well-lit covered arcades or colonnades provide shelter from the elements for strolling, dining and displays.*

*Commercial and institutional buildings should incorporate public-oriented uses and spaces to encourage pedestrian activity.*

*Large windows add transparency and activate the building façade while maintaining eyes on the street.*

## C. Residential

**C1.** Encourage raised/set back entrances with stoops, urban porches, balconies, small forecourts, etc. to maintain privacy

**C2.** Encourage planting of landscaping within residential building front setback to soften the building edge

**C3.** Limit the use of fences that face the public realm to no more than 3' high and avoid privacy screens

**C4.** Locate more "public" uses (e.g. living room or entrance lobbies) fronting sidewalk on ground floor

*Designing residential units so that active uses face the street can ensure eyes on the street and enhance the pedestrian experience.*

*Entrances for residential and live/work units that are raised and set back from the street can help enliven the sidewalk and public areas in the front, while maintaining privacy for those living inside.*

# UPPER FLOOR MASSING AND ARTICULATION

## A. General Guidelines

**A1.** Encourage active uses on upper floors fronting the street to focus energy, visibility and activity toward the public realm

**A2.** Articulate façades with elements that break up the vertical surface of buildings:

- Fenestration (windows and doors)
- Lighting
- Cornices, lintels and sills
- Vertical fins or other shading devices
- Varied material treatments
- Balconies and awnings

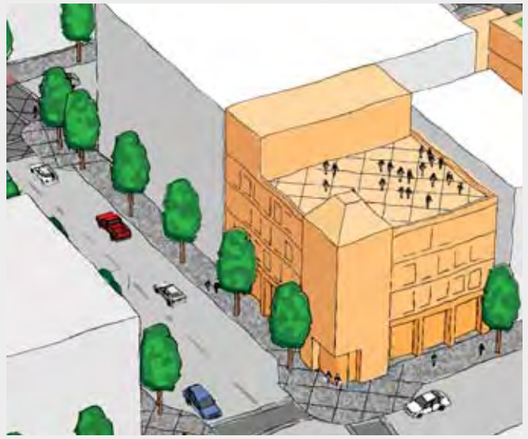
**A3.** Locate building elements such as balconies on the first five floors above street level to engage the street; ensure that balconies/terraces are appropriately sized to be actively used by residents

**A4.** Encourage landscaped terraces, pool/recreation decks and other activity spaces for upper floors of buildings to activate upper floors, especially those six stories or above

**A5.** Step back upper floors with site-specific articulation to address the street type, open space visibility, and to maximize building access to light and fresh air

**A6.** Incorporate screens, solar-capture technology, energy-efficient and/or ventilated windows especially for south- and west-facing tower façades to minimize heat gain and capitalize on sun and wind exposure for reduction in energy costs

**A7.** Encourage roof gardens or other green roof designs to minimize heat gain and improve access to fresh food



*Rooftop decks should be utilized to enhance livability and allow for a range of activities for residents and office workers.*

*Green roofs capture rainwater, reduce heat gain, and serve as laboratories for education and gardens for food and plant growth.*

*Fenestration, shading devices, balconies and the use of varied façade materials help break up the vertical surfaces of new and adaptively re-used buildings.*

*Upper-floor step-backs are appropriate to respect nearby contexts and enhance access to light and air at both upper and lower levels.*

*Avoid blank upper floors without windows or other articulation or activation.*

# PARKING ACCESS AND DESIGN

## A. Innovative Parking Alternatives

**A1.** Explore innovative parking solutions such as stacked parking, tandem parking and shared parking to optimize building space and/or minimize construction and housing costs (see the Reform the Approach to Parking Transformative Strategy discussion)

**A2.** Provide highly visible and conveniently located bicycle parking as part of new office, residential and mixed-use developments (on-site or in sidewalk/setback where feasible; otherwise located within designated on-or off-site parking facility)

*Innovative parking solutions such as stacked parking reduce the amount of land dedicated to parking.*

## B. Parking Structures

**B1.** Prohibit parking structure entrances or exits (other than pedestrian doors) from active retail streets or special overlay streets such as Market in the West End Historic District of the Main Street District Retail Activation area; major tenant improvements or construction permits for existing structures should similarly prompt an examination of the removal/relocation of any existing garage access points not in compliance with this guideline

**B2.** Ensure new parking structures and those seeking improvements incorporate as many of the following as possible:

- Engaging, well-lit entrances and exits with state-of-the-art pedestrian warning lights and sounds
- Provisions for signage with parking information visible from the street
- Attractive ground floors using interactive art, creative displays, vegetative screens, and/or new technology (e.g. dynamic parking space availability displays
- Animated upper-floor façades using variations in textures, colors, materials, lighting and/or vegetation
- Active ground-floor uses such as retail
- Rooftop solar-capture/shade structures and light-reflective surfaces or green roofs to minimize urban heat island

**B3.** Limit curb cuts for parking structure access to the minimum number required to adequately service the intended users

**B4.** Prohibit access ramps that run parallel to the street or sidewalk

*Façade art, varying textures and colors are effective ways to mask the upper floors of parking garages.*

*Solar shade structures are desirable on parking garage roofs.*

## C. Surface Parking Lots

**C1.** Require a specific use permit for surface parking in residential developments; surface parking lots should cover no more than 25% of the property frontage facing a street

**C2.** Encourage landscape screens, trellises, low walls and other mitigation for existing and future surface parking lots to minimize the negative effects to active pedestrian-oriented sidewalk environments

*Landscape screens can minimize the negative impact of surface parking lots on active pedestrian-oriented sidewalks.*

*Conveniently located bicycle parking amenities should be incorporated into streetscape designs and new development.*

# CHARACTER

## A. Identity and Character

**A1.** Embrace contemporary architecture and interpretations of styles where context-appropriate to add to Downtown's diverse architectural palette

**A2.** Encourage creativity in the design of landmark towers to add to the Dallas skyline while respecting and strengthening existing views of and from significant structures and natural features

**A3.** Strengthen the unique identity and character of individual districts by continuing the use of materials and building forms that define the district

**A4.** Encourage building development that integrates passive and active sustainable design elements and responds to the Dallas climate

**A5.** Announce and celebrate individual districts in the design and strategic location of signature/iconic buildings through innovative façade design and site programming (e.g. emphasize the entry to the West End Historic District at the northwest corner of Lamar and Ross with a signature development that reinforces district identity)

**A6.** Celebrate key nodes with plazas, art and noteworthy architectural features (e.g. respond to the intersection treatment at Marilla and Harwood in the Dallas Farmers Market district with buildings that curve to create a consistent fabric at this key node)

*Contemporary architecture should continue to be integrated into Downtown's historic fabric wherever appropriate to complement existing buildings and add to the sense of vibrancy and momentum.*

*Key gateway nodes should be emphasized with plazas, kiosks and landscaping.*

# SIGNAGE

## A. Signage

**A1.** Refer to specific signage regulations for Zones A, B and C of the Main Street District Retail Activation area

**A2.** Encourage master sign plans for large projects (e.g. buildings greater than 50,000 square feet) to ensure compatibility with broad Downtown objectives and district-specific needs

**A3.** Do not allow property and building signs to dominate the sidewalk, plaza or façade and ensure that they reflect the overall design and architectural scheme for a project or site

**A4.** Use quality, durable materials such as metal, wood and channel letter styles

**A5.** Encourage blade signs especially in retail areas or where multiple tenants occupy a single building; materials should be metal or wood (applied or painted letters/graphics are acceptable)

**A6.** Scale signs appropriately to the particular building context (i.e. signs should fit on the flat face of awnings, in the clerestory above entrances)

**A7.** Illuminate signs by discreet lighting technologies (e.g. rear uplighting, internal illumination, or projected light); illuminated awning signs are discouraged

**A8.** Prohibit plastic box or formed/molded signs

**A9.** Prohibit window screen and mural signs that block or reduce window or door transparency (except where desired as an advertisement/art display as defined in the Main Street District Retail Activation Strategy or where used to mitigate otherwise opaque windows or inactive façades)

## B. Other Signs

**B1.** Judiciously apply building supergraphics to support specific district character or street animation to avoid visual clutter and undesirable emphasis on advertising

**B2.** Encourage construction fencing to incorporate well-designed, engaging signage and/or artwork or announcements to enliven street-level frontages

**B3.** Complement existing wayfinding signage with updated, pedestrian-oriented signs, especially at key district nodes (e.g. Main and Akard, Ross and Lamar)

*Innovative signage is an effective way to enliven large, expansive surfaces at street level.*

*Tenant signs should be simple and made of quality materials, utilizing discreet yet effective lighting.*

## Downtown Dallas, Inc. Perception Survey

Downtown Dallas, Inc. conducted a perception survey in Fall 2016 to capture and evaluate trends, desires, and behaviors of Downtown residents and workers. The survey data has informed the creation of *The 360 Plan* objectives and will be used for benchmarking purposes into the future.

## GREATER DOWNTOWN DEMOGRAPHICS

58% MALE
42% FEMALE

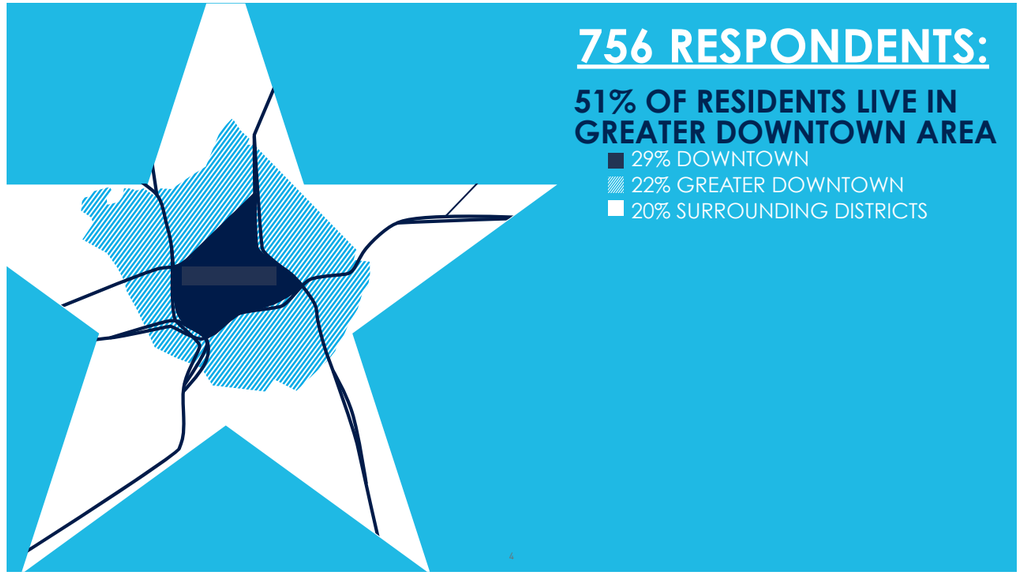
66% WHITE
24% BLACK
3% ASIAN
3% OTHER
2% MULTI-RACE
14% HISPANIC

*SOURCE: BUXTON*

| | | DOWNTOWN | GREATER DOWNTOWN |
|---|---|---|---|
| EDUCATION | Associates Degree | 10% | 4% |
| | Bachelors Degree | 36% | 33% |
| | Graduate Degree | 21% | 21% |
| INCOME | Avg HH Income | $99,721 | $93,592 |
| | Median HH Income | $64,752 | $65,699 |
| TOP INDUSTRIES | Professional, Sci, mgmt, admin, and waste mgmt svcs | 25% | 25% |
| | Education, Health Care and Social Assistance | 13% | 20% |
| | Finance, Insurance, Real Estate | 11% | 15% |

10,000 LIVE IN DOWNTOWN
50,000 LIVE IN GREATER DOWNTOWN
135,000 WORK IN DOWNTOWN

3

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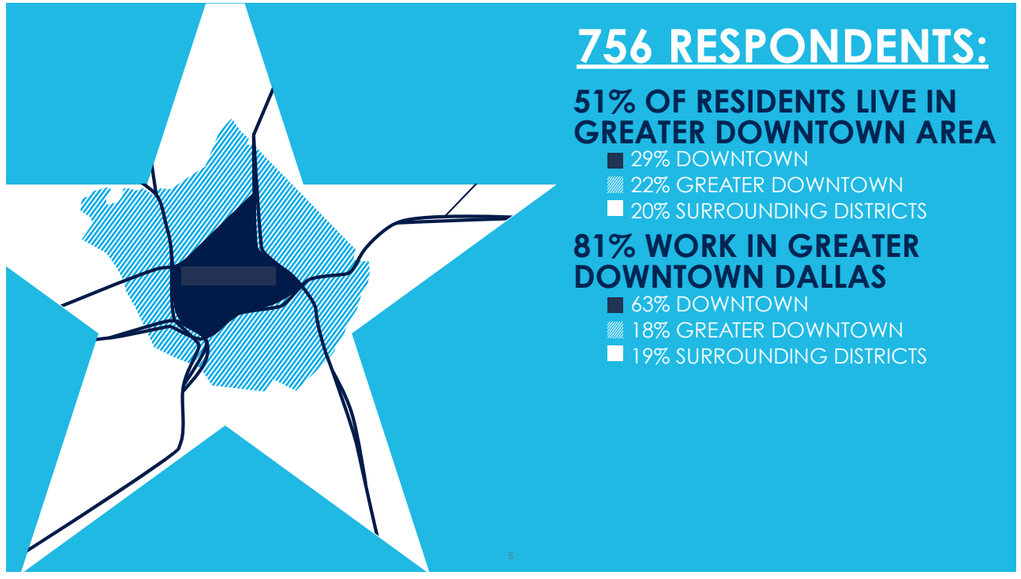


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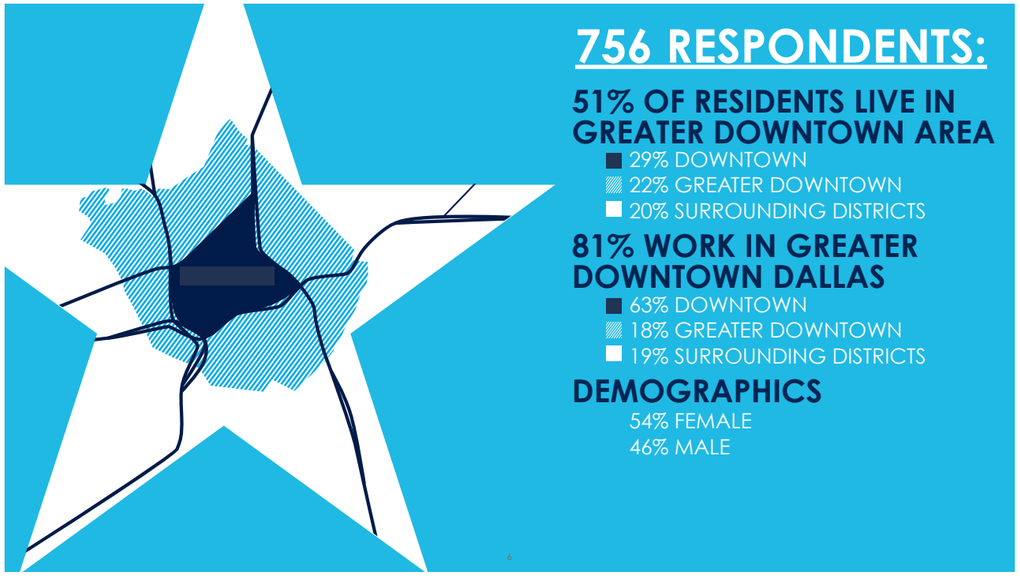


## 756 RESPONDENTS:

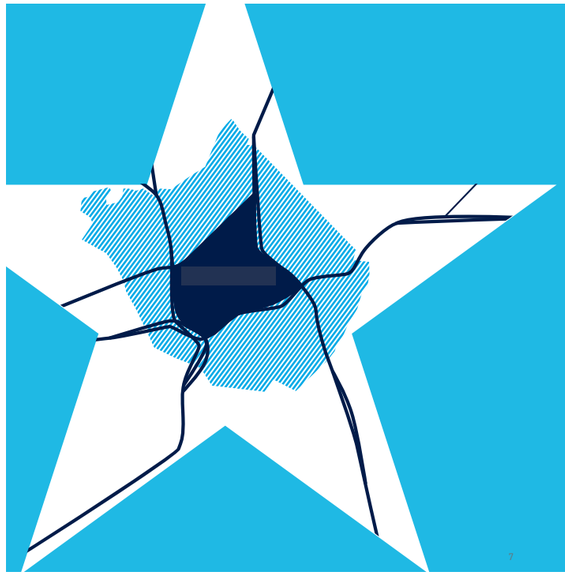
**51% OF RESIDENTS LIVE IN GREATER DOWNTOWN AREA**
- 29% DOWNTOWN
- 22% GREATER DOWNTOWN
- 20% SURROUNDING DISTRICTS

**81% WORK IN GREATER DOWNTOWN DALLAS**
- 63% DOWNTOWN
- 18% GREATER DOWNTOWN
- 19% SURROUNDING DISTRICTS

**DEMOGRAPHICS**

54% FEMALE
46% MALE





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**DEMOGRAPHICS**

54% FEMALE
46% MALE

**EVEN DISTRIBUTION IN AGE OF RESPONDENTS**

(25-55 YRS OLD)

40% HAVE LIVED HERE FOR 0-2 YEARS

60% HAVE LIVED HERE FOR 3+ YEARS

**9% HAVE CHILDREN**
- 43% PRIVATE SCHOOL
- 16% DISD

**40% HAVE ONE OR MORE DOGS**

MAJORITY OF DOG OWNERS TAKE THEIR DOGS TO PARKS, RESTAURANTS, AND ATTEND EVENTS DOWNTOWN

**25% LIVE ALONE** | **51% 2 PERSON HH** | **24% 3+ PER HH**

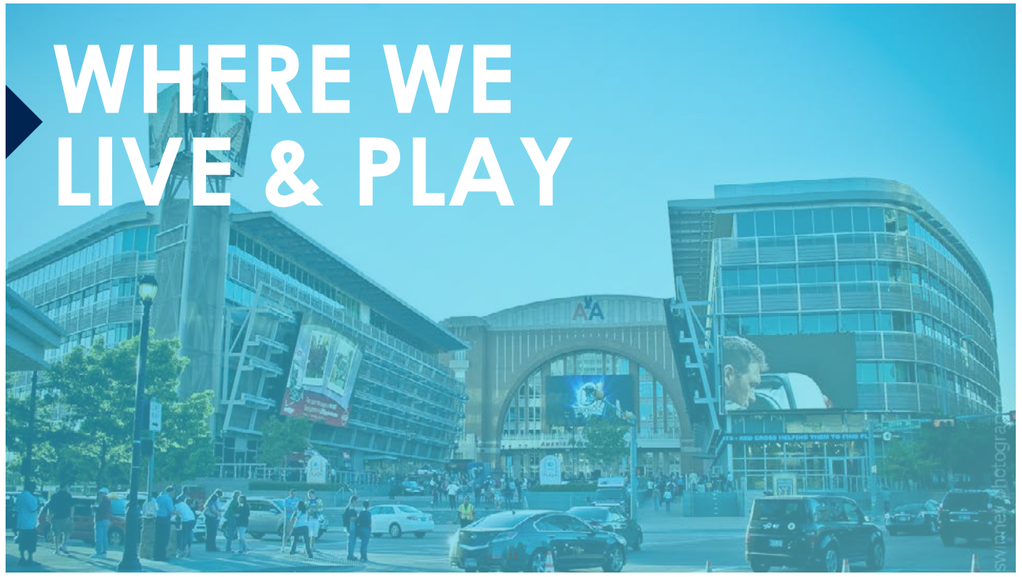
SIMILAR DISTRIBUTION FOR BOTH DT & GDT

**81% LIVE IN APARTMENT OR CONDO**

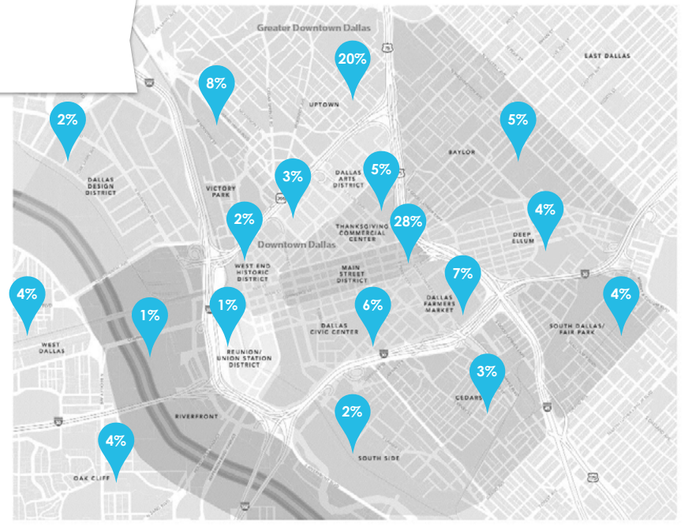
58% RENT / 41% OWN

SIMILAR DISTRIBUTION FOR BOTH DT & GDT

# WHERE WE LIVE & PLAY

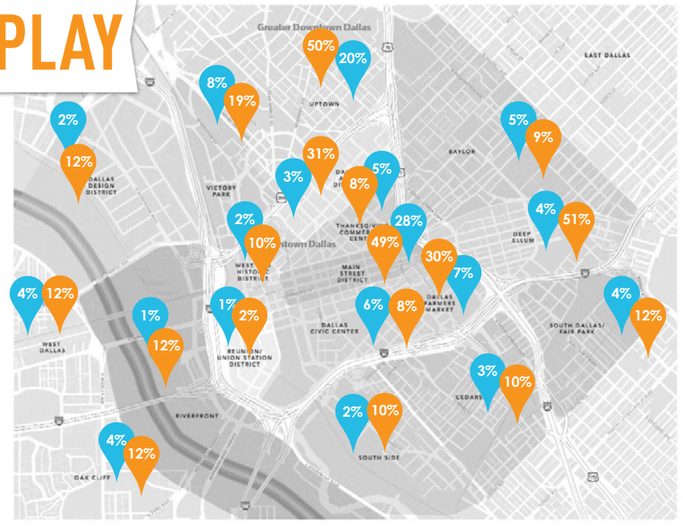


## LIVE



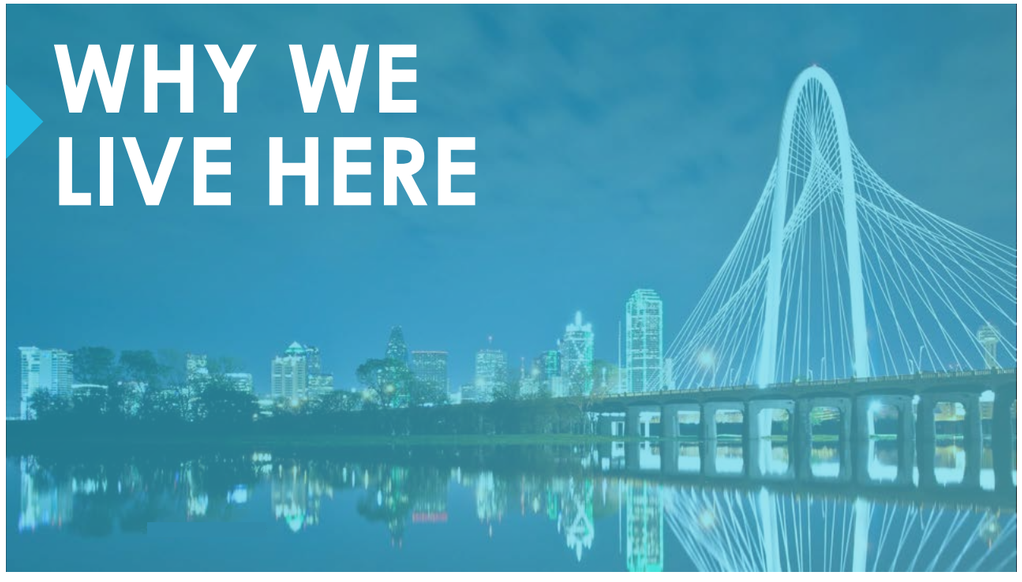



## LIVE+PLAY






# WHY WE LIVE HERE



# 89%

## OF RESIDENTS SAY THEY ARE SATISFIED WITH LIVING HERE.

69% - I ENJOY LIVING IN THE GREATER DOWNTOWN AREA AS OPPOSED TO THE SUBURBS



**WHAT DO YOU LIKE MOST ABOUT LIVING DOWNTOWN?**

**“I LIKE THAT THERE ARE SEVERAL PLACES TO WALK TO THAT I ENJOY. I ALSO LIKE THE BUILDING THAT I LIVE IN BECAUSE IT IS OLDER AND HAS A LOT OF CHARACTER“**

- S. KELLER

**WHAT DO YOU LIKE MOST ABOUT LIVING DOWNTOWN?**

**“I LIKE THAT THERE ARE SEVERAL PLACES TO WALK TO THAT I ENJOY. I ALSO LIKE THE BUILDING THAT I LIVE IN BECAUSE IT IS OLDER AND HAS A LOT OF CHARACTER“**

- S. KELLER

**“CLOSE TO WORK, PROMISE OF ENERGY IN AREA.”**

- B. SCHMIDT

69% - I ENJOY LIVING IN THE GREATER DOWNTOWN AREA AS OPPOSED TO THE SUBURBS

66% - I WANT TO LIVE IN A WALKABLE PART OF TOWN SO I DON'T HAVE TO DRIVE

69% - I ENJOY LIVING IN THE GREATER DOWNTOWN AREA AS OPPOSED TO THE SUBURBS

66% - I WANT TO LIVE IN A WALKABLE PART OF TOWN SO I DON'T HAVE TO DRIVE

52% - I WANT TO LIVE CLOSE TO WHERE I WORK

48% - I WANT TO LIVE CLOSE TO NIGHTLIFE / EVENTS THAT I ENJOY

69% - I ENJOY LIVING IN THE GREATER DOWNTOWN AREA AS OPPOSED TO THE SUBURBS

66% - I WANT TO LIVE IN A WALKABLE PART OF TOWN SO I DON'T HAVE TO DRIVE

52% - I WANT TO LIVE CLOSE TO WHERE I WORK



**67%**

**OF RESPONDENTS SAY A FULL SERVICE GROCERY STORE IS THE MOST DESIRED NEW RETAIL IN DOWNTOWN**

DALLAS ECONOMIC DEVELOPMENT
City of Dallas

## OTHER TOP WISHES

1. GENERAL MERCHANDISE STORE
2. CONVENIENCE OR SMALL FORMAT GROCERY
3. DEPARTMENT STORES
4. HOME IMPROVEMENT / HARDWARE STORES
5. PET CARE / SUPPLIES / BOARDING

DALLAS ECONOMIC DEVELOPMENT
City of Dallas

# GETTING AROUND

## 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)



## GETTING AROUND

MOST PEOPLE DRIVE WHEN VISITING, BUT MANY ALSO WALK OR USE MULTIPLE TRANSPORTATION SERVICES:

### 99% DRIVE A CAR
- 90% DRIVE
- 9% CARPOOL

### 26% WALK OR BIKE

### 25% TAKE DART
- 17% DART RAIL
- 3% DART STREETCAR
- 4% DART BUS
- 1% D-LINK

### 23% TAKE "OTHER"
- 20% UBER, LYFT, OTHER RIDESHARING SERVICE
- 1% TAXI CAB
- 2% E-FROG, ART CART, OTHER FREE SERVICE

**35%**

OF VISITORS AND GUESTS SAY PARKING IS AN ISSUE DOWNTOWN

**WHAT DO YOU LIKE MOST ABOUT LIVING DOWNTOWN?**

## "BEING ABLE TO WALK OR UBER EVERYWHERE. HOW DOG FRIENDLY IT IS."

- L. JENKINS

# WORK

## 35%

**OF RESPONDENTS HAVE WORKED IN DOWNTOWN FOR 2 YEARS OR LESS.**

## 65%

**OF RESPONDENTS HAVE WORKED IN DOWNTOWN FOR 3 YEARS OR MORE.**

# 30%

## OF RESPONDENTS HAVE WORKED IN DOWNTOWN FOR AT LEAST 10 YEARS.

# VISITING DOWNTOWN

## ACTIVITIES IN DOWNTOWN:
### (PAST 12 MONTHS)

- 91% DINED DOWNTOWN
- 83% VISITED PARKS DOWNTOWN
- 76% VISITED MUSEUMS DOWNTOWN
- 65% ATTENDED A CONCERT DOWNTOWN

## 46% OF NON-RESIDENTS ATTENDED EVENTS DOWNTOWN MORE THAN 13 TIMES IN THE PAST YEAR



# OUTSIDE THE OFFICE

## LUNCH / BREAKS:

- 80% OF PEOPLE WHO WORK DOWNTOWN LEAVE THE OFFICE AT LEAST ONCE A WEEK FOR LUNCH OR BREAKS
- 27% LEAVE THE OFFICE EVERY DAY FOR LUNCH / BREAKS

## HAPPY HOUR / AFTER HOURS:

- 67% OF PEOPLE WHO WORK DOWNTOWN STAY DOWNTOWN FOR HAPPY HOUR OR DINING AT LEAST ONCE A MONTH



## “SO MUCH TO DO!”
- L. JENKINS

## “LOVE THE COMMUNITY”
- P. WILSON

## “ABILITY TO WALK MANY PLACES”
- R. AMBROSE

## “LOVE OUR SKYLINE”
- T. MURRAY

# #MYDTD

## bcWorkshop 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.

# DOWNTOWN DALLAS NEIGHBORHOOD MAPPING

PREPARED BY

buildingcommunityWORKSHOP is a Texas based nonprofit community design center seeking to improve the livability and viability of communities through the practice of thoughtful design and making. We enrich the lives of citizens by bringing design thinking to areas of our city where resources are most scarce. To do so, bcWORKSHOP recognizes that it must first understand the social, economic, and environmental issues facing a community before beginning work.

[bc]'s Elizabeth Jones reviews the new Draw Your Neighborhood mapping tool at the Cedars/Farmers Market Visioning Session, September 3rd, 2015.

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Neighborhood stakeholders take a look at the People Organizing Place mapping tool with [bc]'s Isaac Cohen at South Dallas / Fair Park Workshop, November 10th, 2015.

# INTRODUCTION

Since 2012, buildingcommunityWORKSHOP's POP Neighborhood Map Project has positioned residents as community experts to assist in identifying boundaries for all definable neighborhoods within the city, creating a framework for a network of neighborhoods with strong identities which foster community and organize residents to advocate for their neighborhood's future. To date, through research and community outreach, the project has identified 378 neighborhoods, making it the city's most comprehensive neighborhood map and filling a void among existing local resources.

To make the neighborhood information collected more accessible to city residents and facilitate the collection of additional input, [bc] began work on a digital version of the POP Neighborhood Map. The resulting website, PeopleOrganizingPlace.com, adds two new tools for strengthening neighborhood identity and geographic definition:

1) Know Your Neighborhood (peopleorganizingplace.com/know), a directory of Dallas neighborhood information; visitors can find out about the history, existing neighborhood organizations, statistics about its residents and buildings, and city council information for all neighborhoods mapped by [bc].

2) Draw Your Neighborhood (peopleorganizingplace.com/draw), a digital tool for mapping neighborhoods; users can draw, name and describe their neighborhoods, greatly expanding our ability to crowdsource detailed neighborhood boundaries. Users can also draw super neighborhoods, a new focus of The Dallas Neighborhood Map. Super neighborhoods are contiguous groupings of neighborhoods or communities that function as an organizing element to bridge between neighborhoods and larger municipally designated geographies such as service areas or city council districts.

Simultaneous to the development of digital POP Neighborhood Map Downtown Dallas, Inc. (DDI), was working on relaunching Downtown Dallas 360, their master planning process first initiated in 2011. With the decidedly neighborhood focus of 360, a partnership between the 360 engagement process and [bc]'s new digital neighborhood tools was natural. The work plan between the two organizations established a formal partnership between [bc] and DDI that capitalizes on DDI's interest in creating alternative ways to gather information on, document, and engage with citizens about, the neighborhoods of Downtown. This work added an additional dimension of input to the Downtown Dallas 360 planning process by utilizing [bc]'s toolkit for engagement, planning, and design.

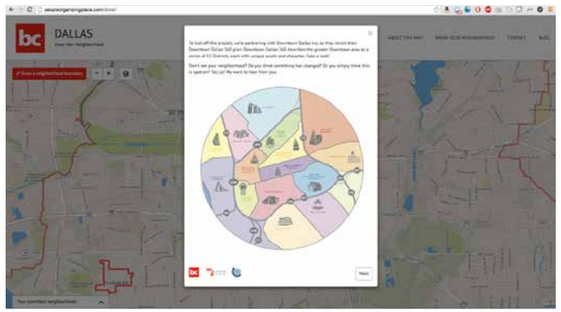
Through active participation in DDI's Downtown Dallas 360 engagement process, including city planning workshops, public events, and targeted presentations, [bc] and DDI used the POP Neighborhood Map digital tool to provide a better understanding of what downtown stakeholders know their neighborhood and super neighborhood boundaries to be. The results are intended to be used to confirm or revise DDI's officially recognized downtown neighborhood boundaries. The "Know Your Neighborhood" component of the site was presented alongside "Draw Your Neighborhood" as a means to promote neighborhood advocacy and involvement.

This report summarizes the findings of this engagement process, from August, 2015 to January, 2016. Although the focus of our engagement was the geography encompassed by DDI's 15 downtown districts, we had a number of submissions that fell outside of that area. The complete record of submissions is shown through maps at the beginning of the Neighborhood and Super Neighborhood sections in this report. Subsequent reporting is solely about the area defined by DDI as downtown.

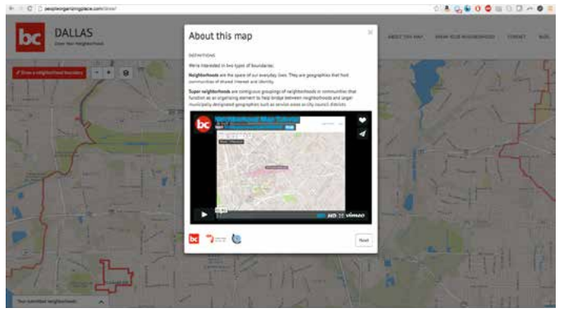
Know/Draw Your Neighborhood fliers at the South Dallas / Fair Park Workshop, November 10th, 2015.

# THE ENGAGEMENT TOOL

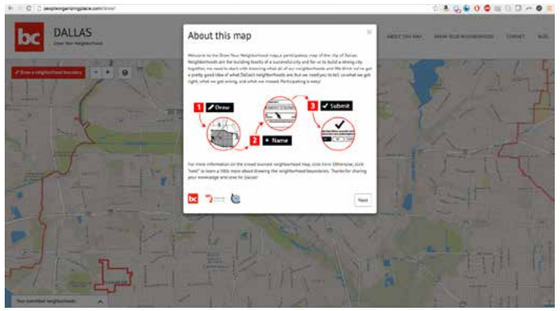
The information presented in this report were collected through a digital tool developed by Axis Maps for buildingcommunityWORKSHOP with support from DDI. The tool has two parts - Draw Your Neighborhood (collection) and Know Your Neighborhood (transmission). During our engagement process for this project we used the Draw Your Neighborhood collection tool to ask people who live, work, and/or play Downtown to draw the boundaries of and name their neighborhood. They were then asked to tell us a little bit more about what they drew, including whether they had identified a neighborhood or super neighborhood, how confident they were in the boundaries they had drawn, and to tell us a little about why they had chosen those particular boundaries. All information included in these responses are provided in this report. This page uses screen captures from peopleorganizingplace.org/know to illustrate the digital mapping process.



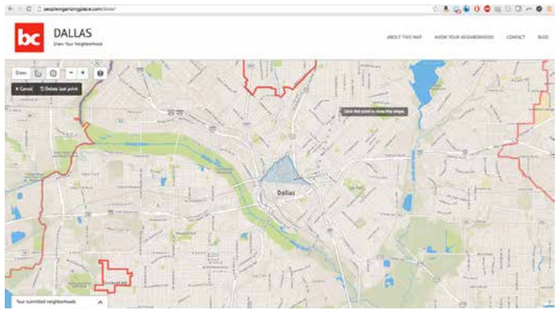

1. An introduction describes [bc]'s partnership with DDI and introduces Downtown Dallas 360.



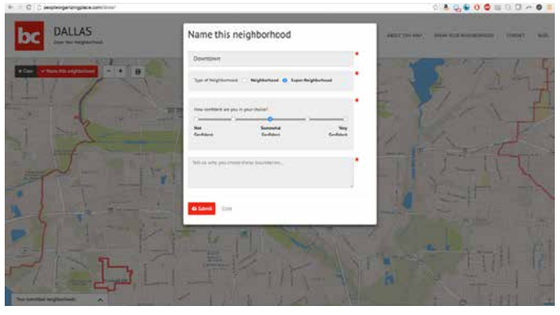

2. A breakdown of "neighborhoods" vs. "super neighborhoods". A short video walks a participant through the process of mapping their boundary.




3. A diagram of the mapping process succinctly illustrates the three main steps - draw, name, and submit.

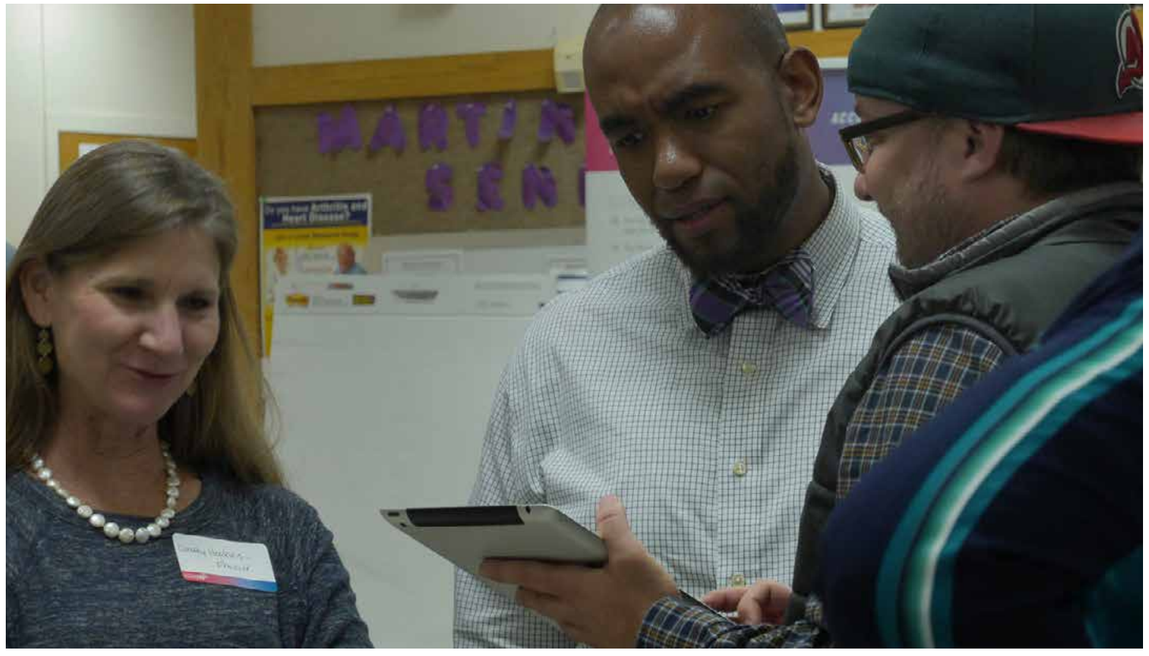



4. The participant picks a point to start drawing and clicks to make the first point in a polygonal boundary. Each mouse click is a new vertex.




5. When a boundary is complete, the participant must name their boundary, identify whether it's a neighborhood or super-neighborhood, apply a confidence level, and explain why they chose those boundaries. In subsequent descriptions of submitted boundaries the confidence scale has been assigned a numerical value, 1 being "Not Confident", 5 being "Very Confident".

# THE ENGAGEMENT PROCESS



Neighborhood stakeholders take a look at the People Organizing Place mapping tool with [bc]'s Isaac Cohen at South Dallas / Fair Park Workshop, November 10th, 2015.

The website was piloted on August 18th, 2015, at the Dallas Homeowners League Boot Camp where it was shared with 50 people through demonstration on a digital tablet and the distribution of Know Your Neighborhood postcards. After this successful test a press release was sent on September 2nd to 60 local and national organizations and press outlets. The site was picked up by a number of local digital publications and blogs including the Oak Cliff Advocate and the Lake Highlands Advocate. The press release was also sent to the 154 neighborhood leaders listed in Know Your Neighborhood.

With the official launch of the website, [bc] began its public campaign to engage Downtown stakeholders in using Draw Your Neighborhood to draw their neighborhood boundaries. A team of [bc] staff attended four Downtown Dallas 360 visioning sessions, mapping boundaries with 30 individuals at these events, and sharing information about the map with approximately 150 workshop attendees. In addition to the visioning sessions [bc] attended a number of DDI sponsored events including: the Arts District Block Party, where [bc] informed approximately 50 people about the map through

Downtown stakeholders discuss elements of downtown at map focused event held at Serj Coffee, October 28th, 2015.

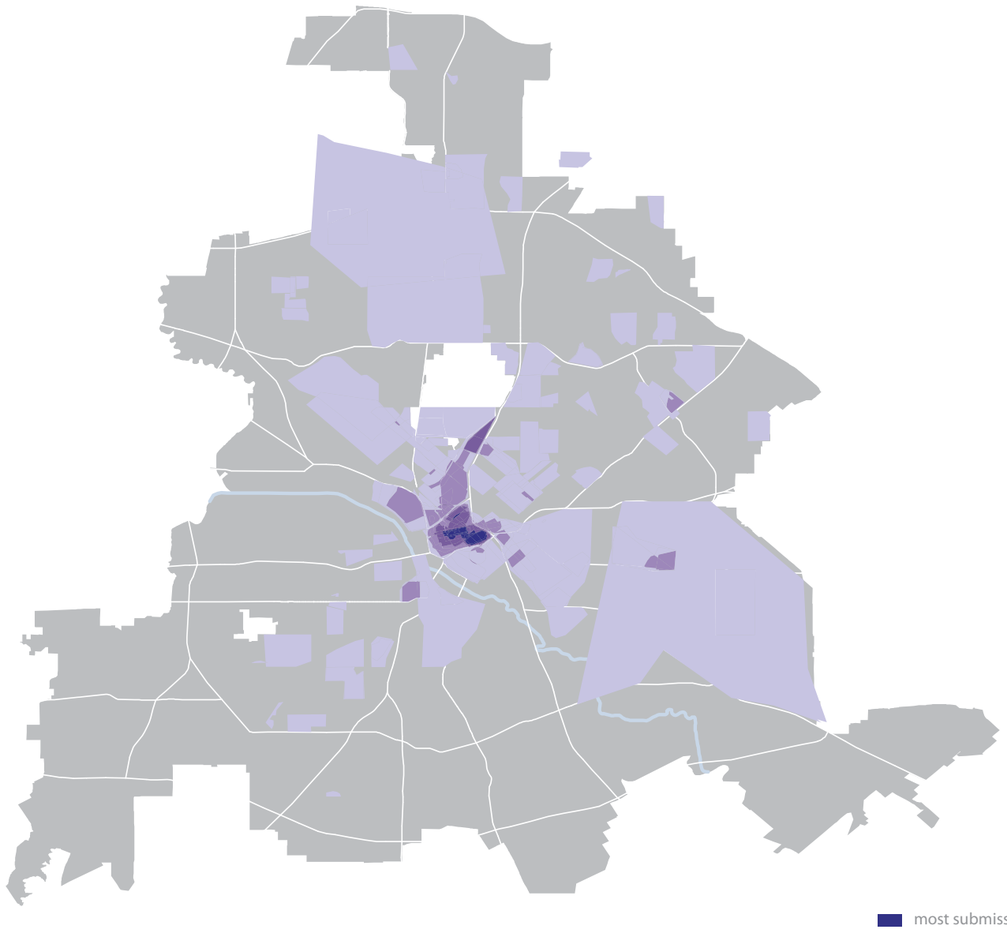
demonstrations and postcards; AURORA in the Arts District where [bc] and a team of volunteers used DDI's media cart to map neighborhoods with approximately 30 people; and the DDI Membership Forum where [bc] mapped boundaries with 15 individuals. On October 28th, [bc] held a POP Neighborhood Map and Downtown neighborhood focused event at Serj Coffee with the goal of sharing the map and discussing with neighborhood leaders the importance of identifying unique neighborhood characteristics in setting neighborhood priorities.

To supplement the in person outreach, Know/Draw Your Neighborhood was promoted through printed and social media. Throughout the six months of engagement [bc] distributed over 400 postcards to individuals and businesses throughout downtown, in person and through the mail. Project updates and reminders to participate were tweeted and promoted in [bc]'s newsletter on a regular basis. A blog was setup to publish articles and updates on the project, and was cross promoted through [bc]'s website and social media.

# NEIGHBORHOODS

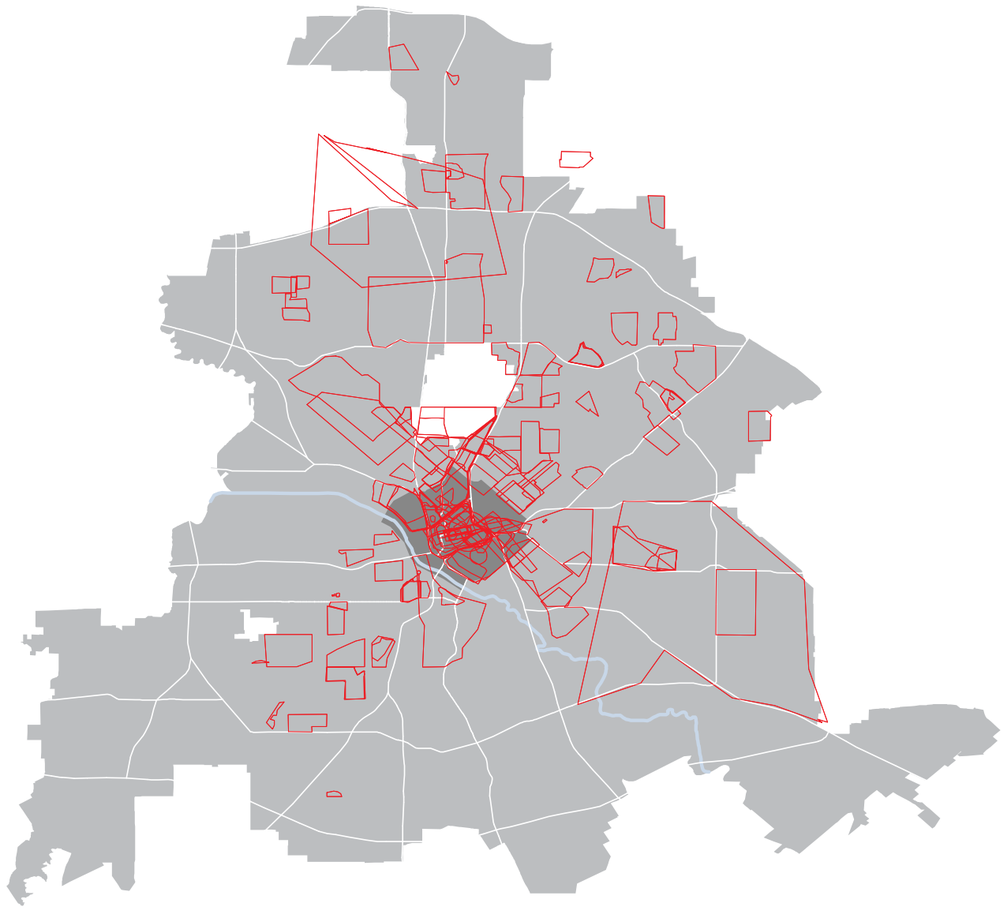
## Neighborhood Submissions Overlaid

The map below depicts areas touched by the largest number of submissions. It illustrates activity, not consensus. The Central Business District and Uptown/Oak Lawn were easily the most mapped parts of the city, in particular areas in and around Main Street District and Farmers Market District were included in 11 or more boundary submissions. The overlay seems to show a greater interest in mapping older and denser areas of Dallas.



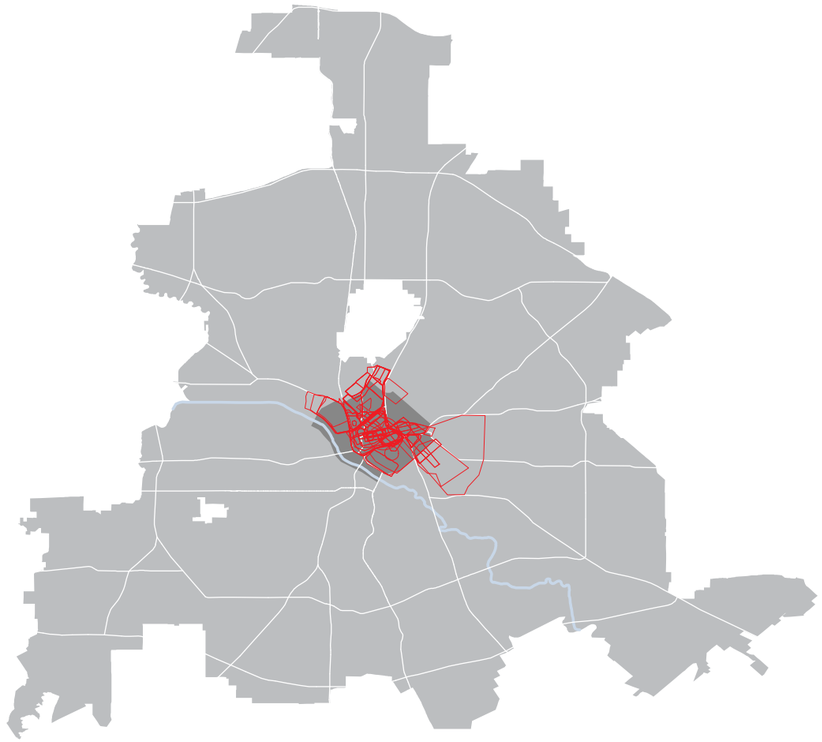

## Neighborhood Submission Boundaries

The map below depicts the outline of every neighborhood submitted and begins to call attention to the features that form boundaries. In particular, the highways around the Central Business District become pronounced, along with other major roads.

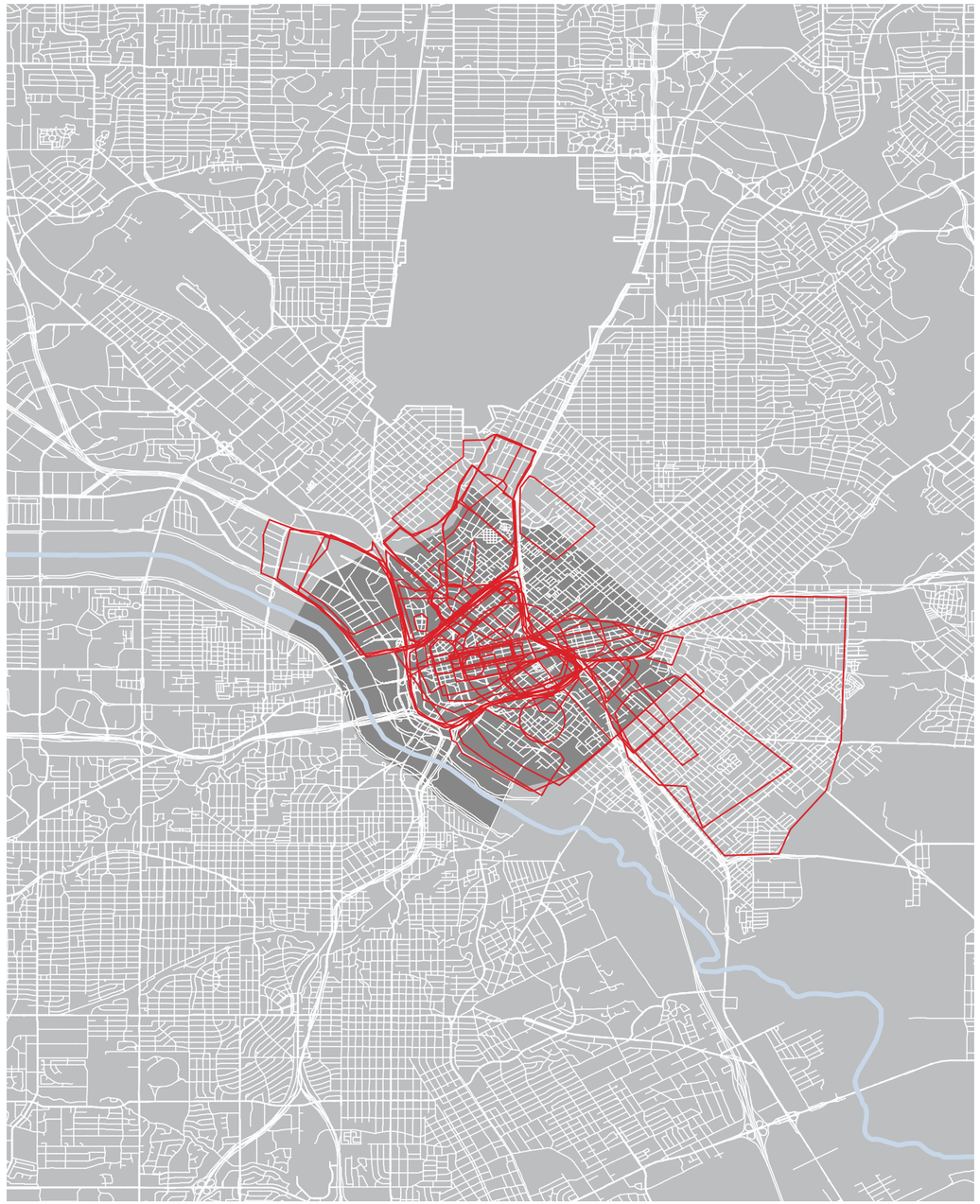


## Downtown Neighborhood Submission Boundaries

The map below depicts the outline neighborhoods submitted that overlap with the downtown area of study. To the right is a zoom in on that area showing the boundaries in relationship to each other, the area of study, and street grid of the city.



Downtown as defined by the 15
submitted boundary
trinity river



Downtown as defined by the 15
submitted boundary
trinity river

# NEIGHBORHOOD SUMMARY STATISTICS

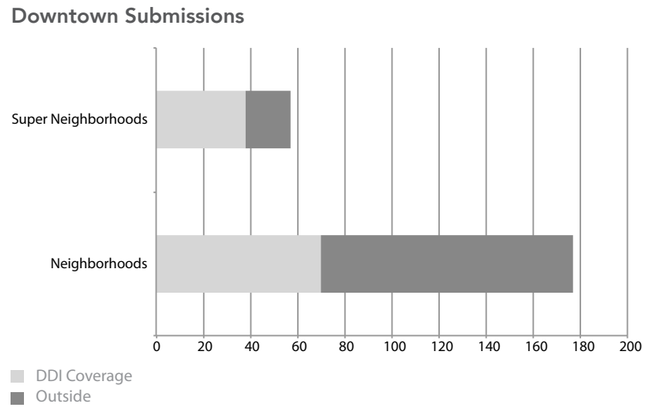
Of the 170 neighborhoods submitted through the POP Neighborhood Map website, 77 (40 percent) fell within DDI's coverage area. Two-thirds of the 57 super neighborhood boundaries submitted touched DDI's coverage area. (Figure 1)

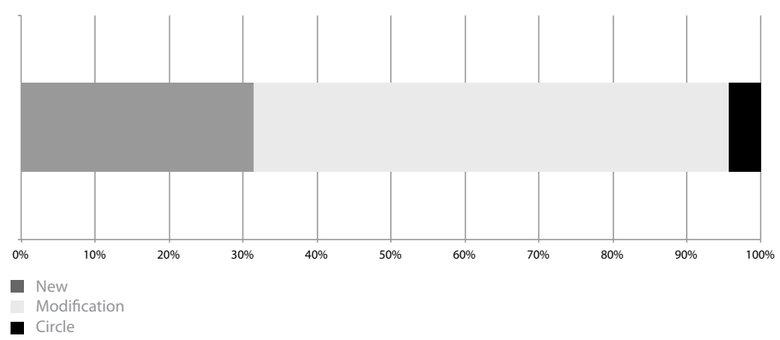
Neighborhood boundary submissions were categorized into four different types:

1. *Circles* - rough estimations of neighborhoods drawn as a circle without specific boundaries
2. *Confirmations* - exactly confirms an existing neighborhood boundary (we did receive any confirmations for neighborhoods within DDI's coverage area.)
3. *Modifications* - neighborhood submission that resembles an existing neighborhood
4. *New* - neighborhood submission that does not substantially intersect with any existing neighborhoods

31 percent of all downtown submissions, were in the New category, 64 percent of submissions modified DDI and [bc]'s current neighborhood boundaries, and 4 percent were circles. (Figure 2)

Several neighborhoods were more heavily represented in boundary submissions than others. Eight variations on the Main Street District were submitted, along with seven of the Farmers Market District, five of the Dallas Arts District and four each of Deep Ellum, Design District, Uptown, West End Historic District, and Victory Park. (Figure 3)



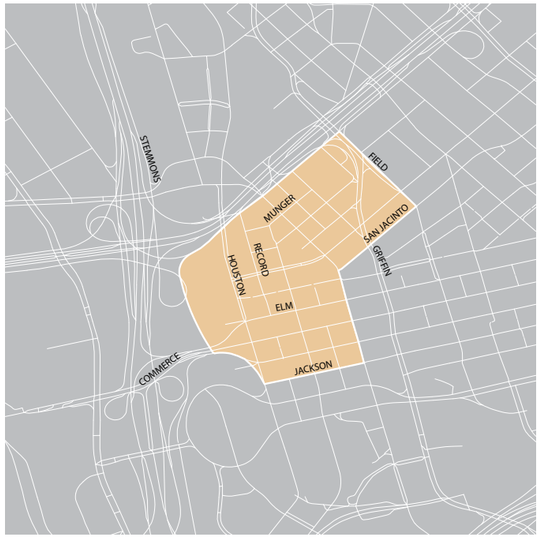



# MODIFICATIONS TO ALREADY KNOWN NEIGHBORHOODS

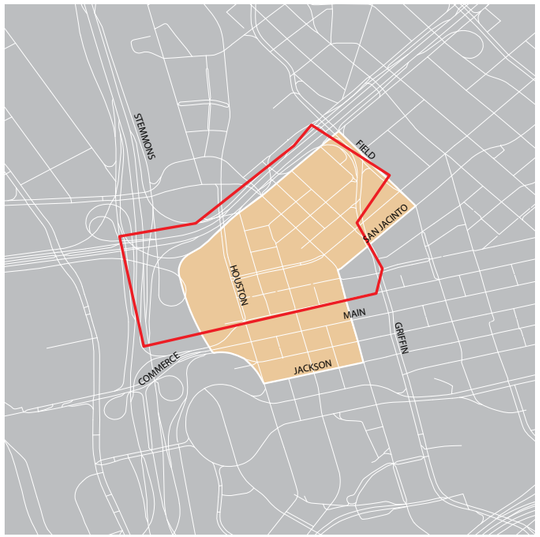
While there were no boundaries drawn to confirm existing neighborhood definitions, 71 participants drew modified versions of neighborhoods defined by DDI's 15 districts. For neighborhoods whose boundaries are partially defined by infrastructure - for instance Woodall Rogers in the Design District and I-45 and I-30 for the Farmers Market - that's the boundary that remains constant in multiple submissions while the boundaries formed by regular streets, especially those without a significant landmark, distinct appearance, or change in grid pattern, are the ones that vary the most. In order to easily compare new submissions with existing definitions we've overlaid new boundaries on top of boundaries as defined by the POP Neighborhood Map boundaries of DDI's 15 districts. In 2 instances we received modified boundaries for neighborhoods - Exposition Park and Cityplace - that are not part of the 15 but have been established as neighborhoods through the POP Neighborhood Map research and are within the same geography as the 15. We included the boundaries for those neighborhoods as shown on the POP Neighborhood Map for reference.

# West End Historic District

There is no strong agreement on what constitutes the West End. One submission appears to be in error. Among the other three, two agreed on Elm as the southern boundary, two agreed on Record as the western boundary and two agreed on Woodall Rodgers as the northern boundary. There seems to be agreement that the district centers around Ross between Lamar and Market.

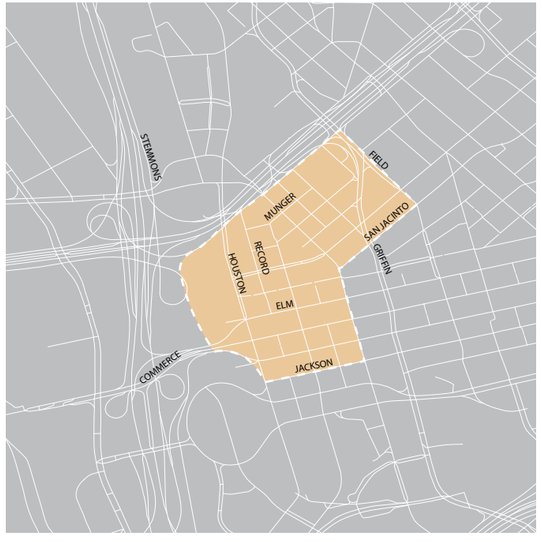



DDI boundary - West End Historic District

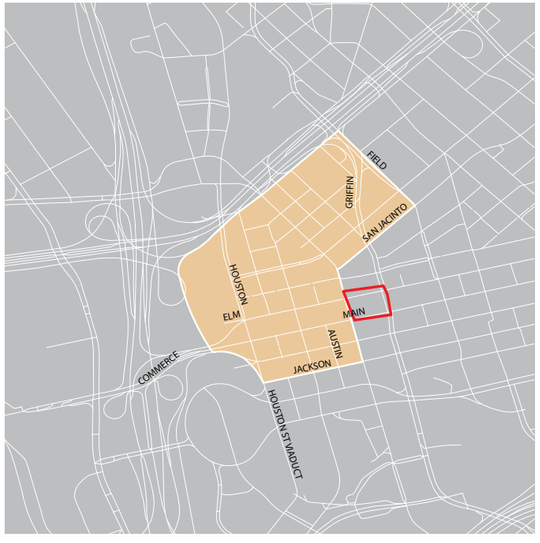



Confidence 4 - West End Historic

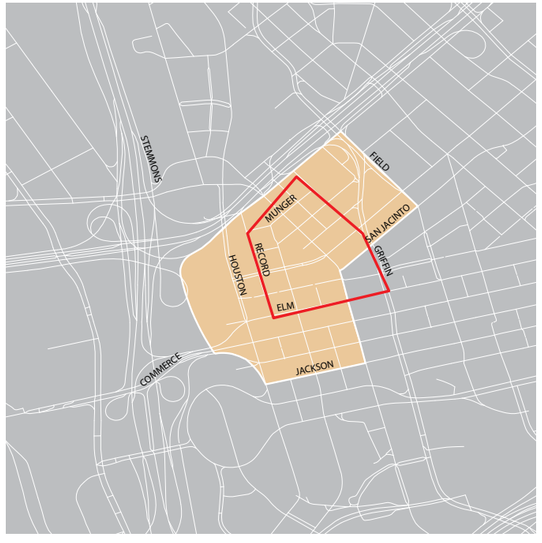
Confidence 4 - Near El Centro - "Parking transit lunch in proximity to el centro,"




[bc] boundary - West End Historic District




Confidence 4 - West End Historic




Confidence 5 - I'm A BIRD!!!!! - "Yes"

West End Historic District boundary - DDI
West End Historic District boundary - [bc]
submitted boundary

# Dallas Arts District

There were five submissions that clearly referenced and modified the existing Arts District Boundary. Each submission agreed that Woodall Rodgers was the northern boundary of the neighborhood. Ross Avenue was the majority choice for southern boundary, although two submissions extended to the south to include Pearl/Arts District Station, and one submitter specifically mentioned the Spire Properties, anticipating future development adjacent to the current arts district may interface with the Arts District or incorporate its identity into their branding. There was also majority agreement on N. St. Paul Street as the western boundary of the district (the back of the Dallas Museum of Art). To the east, the majority of submissions extended as far as Central Expressway.

DDI boundary - Dallas Arts District

Confidence 5 - Dallas Arts District

Confidence 3 - Dallas Arts District - "It's the area with the highest concentration of performance venues and art museums within the Dallas downtown, and I most frequently hear buildings in this area being reported as being located in the Arts District."

[bc] boundary - Dallas Arts District

Confidence 5 - Arts Ghetto - "Love the art but the neighborhood could use a little more ump"

Confidence 4 - Arts District - "Live here"

Dallas Arts District boundary - DDI
Dallas Arts District boundary - [bc]
Submitted boundaries

Confidence 4 - Dallas Arts District - "what i believe they are but added the south arts district (eg spire properties) area as well."

## Farmers Market District

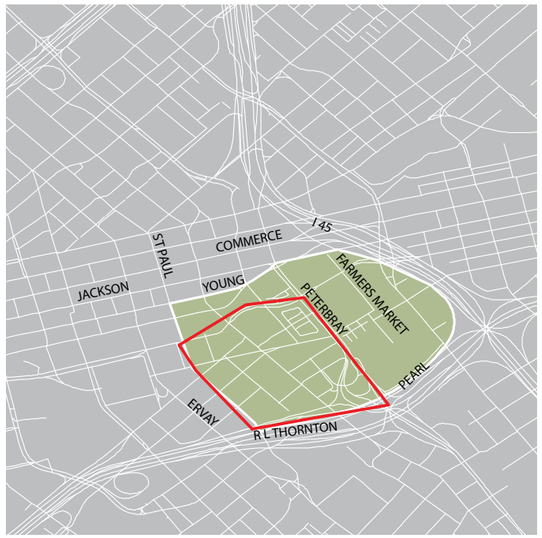
Out of the eight submissions there was considerable consensus on several boundaries. The southern boundary was generally agreed upon as I-30, the eastern boundary as I-45, and the western boundary as Ervay St. In terms of name, the neighborhood was split between Farmers Market District and Farmers Market. One adventurous submission extended the Farmers Market across I-30 to intentionally include Dallas Heritage Village in a configuration they called Dallas Farmers Market and Historical Agriculture. There was some dispute as to whether Commerce or Young was the rightful northern boundary.

DDI boundary - Farmers Market

Farmers' Market District boundary - DDI
Farmers' Market District boundary - [bc]
Submitted boundaries

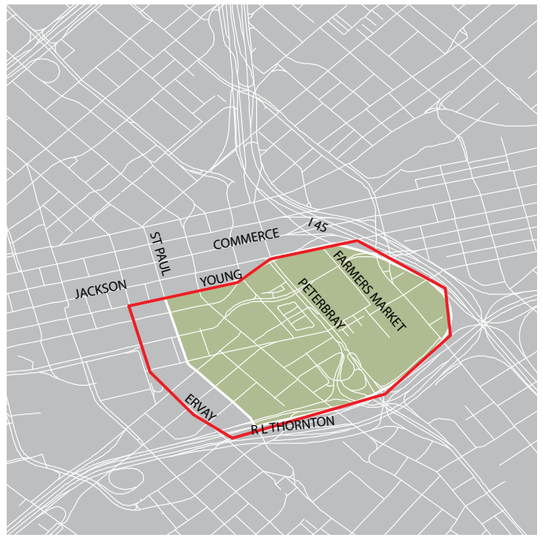
[bc] boundary - Farmers Market

Confidence 3 - Farmers Market

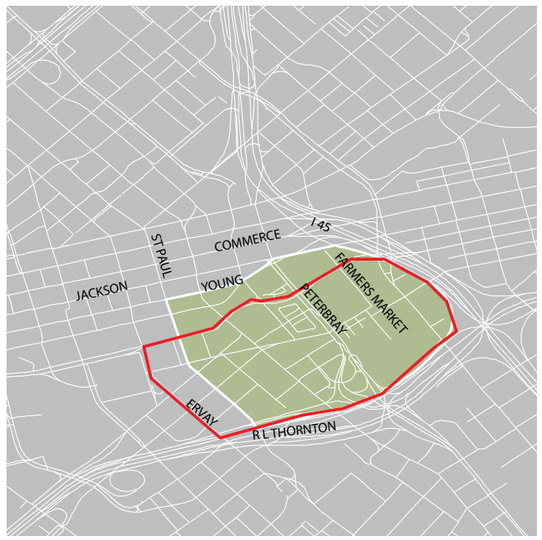



Confidence 2 - Farmers Market District - "Just cause"

Confidence 5 - Farmers Market District - "Its defined by the Farmers Market"




Confidence 3 - Farmers Market




Confidence 3 - Farmers Market District

Confidence 5 - Farmers Market District - "Our boundaries Ervay - Commerce - Good Latimer - I30. However, we do allow members outside our border area who support our Neighborhood Revitalization Cedars. We are also part of a Super Neigh-"

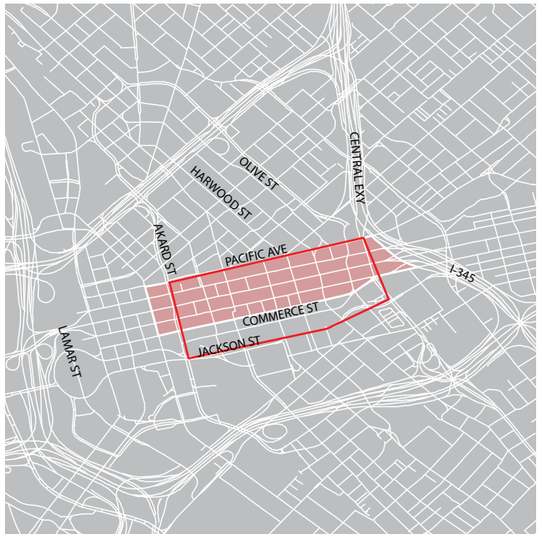
Confidence 4 - Dallas Farmers Market and Historical Agriculture - "Local Food System with farmers market and community gardens and the historical heritage village."

# Main Street District

The eight submissions that modify the existing Main Street District showed some of the greatest variation among downtown neighborhoods. Half of the submissions identified Commerce Street as the southern border, the strongest consensus of any boundary. To the east, only one submission extended as far as Cesar Chavez Blvd; to the south, only two extended to Lamar Street. There was some agreement on Pacific Avenue as the northern border, although one submission pushed as far north as Federal Street. Notably, multiple submissions proposed the district's name as EMC, an abbreviation of Elm-Main-Commerce.

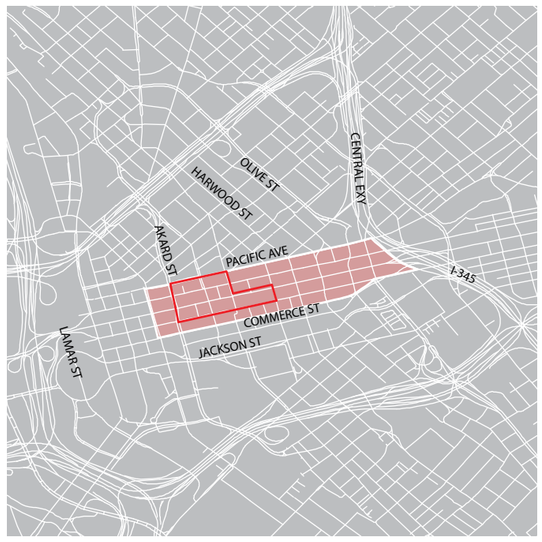
DDI Boundary - Main Street District

Confidence 3 - Main Street

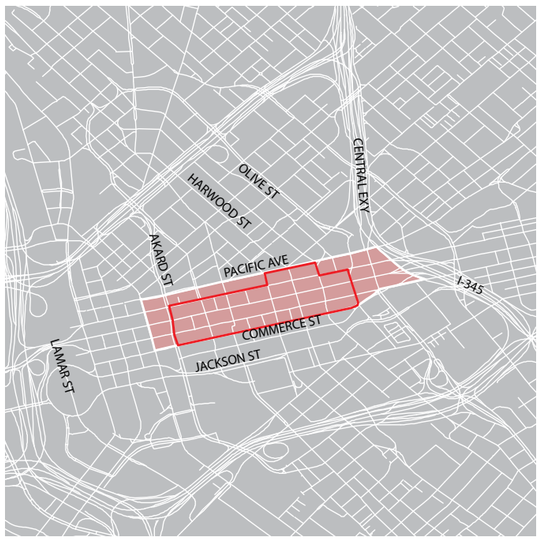



Confidence 3 - Downtown Dallas - "Areas I walk to regularly"

[bc] Boundary - Main Street District




Confidence 3 - Main Street District



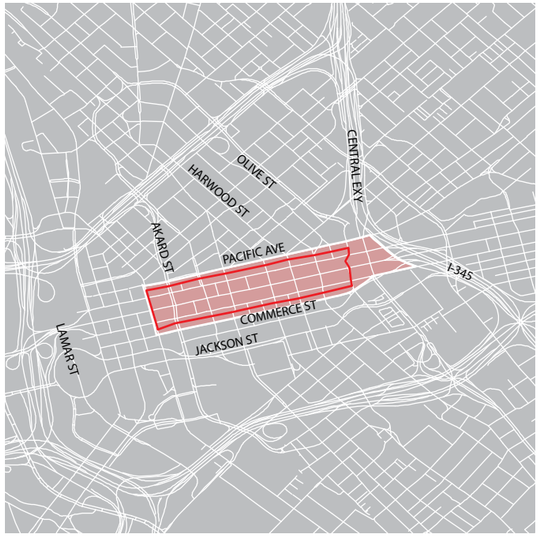

Confidence 4 - EMC - "Elm-Main-Commerce bounded by the Belo garden and the main Street Garden in the grain of the streets is booming with new retail and residential that brings a new identity to the city center as a neighborhood for the first time since the 40's."

**DOWNTOWN DALLAS NEIGHBORHOOD MAPPING**

Main Street District boundary - DDI
Main Street District boundary - [bc]
Submitted boundaries

Confidence 3 - Main Street District

Confidence 3 - Main Street - "That's where I shop/walk"

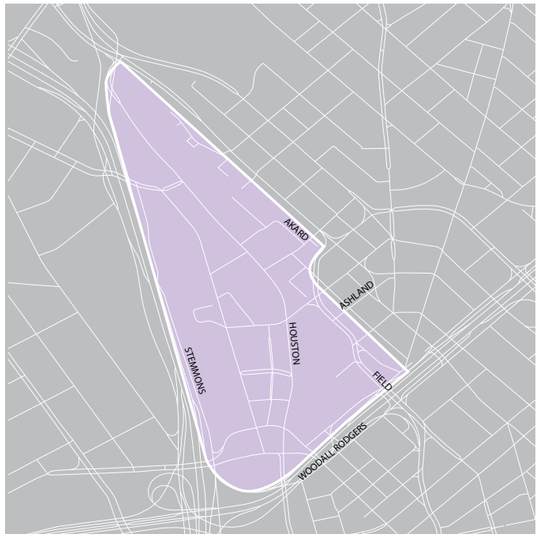



Confidence 5 - EMC - "Its EMC"

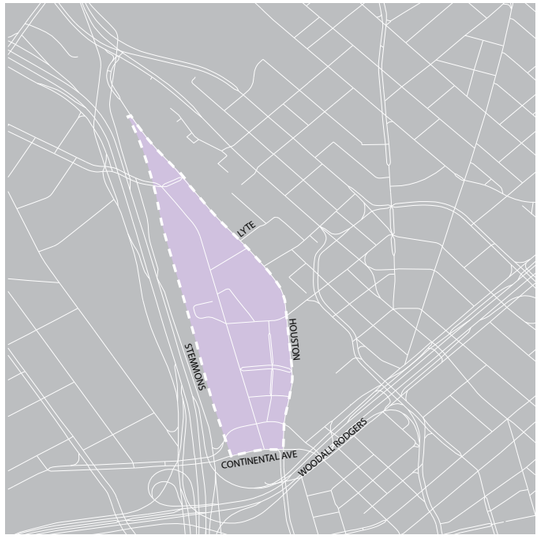
## Victory Park

There is strong consensus that Victory Park's boundaries do not extend far enough to the east and should go at least as far as Field Street. Stemmons and Woodall Rodgers are also largely agreed upon for the West and South boundaries, respectively. The Northern boundary is contended of being as far south as American Airlines Center and as far north as Goat Hill.

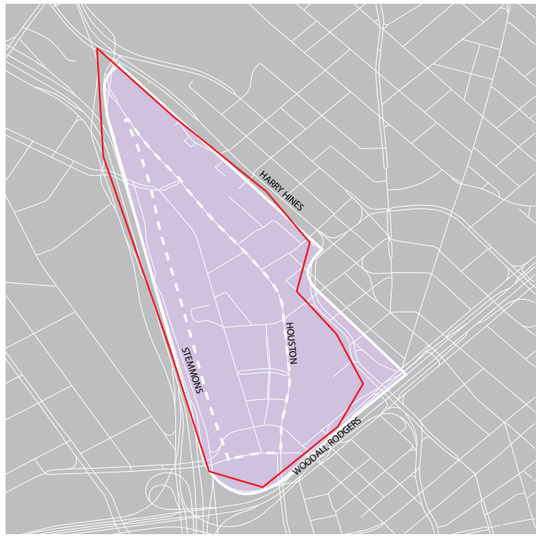
Victory Park District - DDI
Victory Park District - [bc]
Submitted boundaries



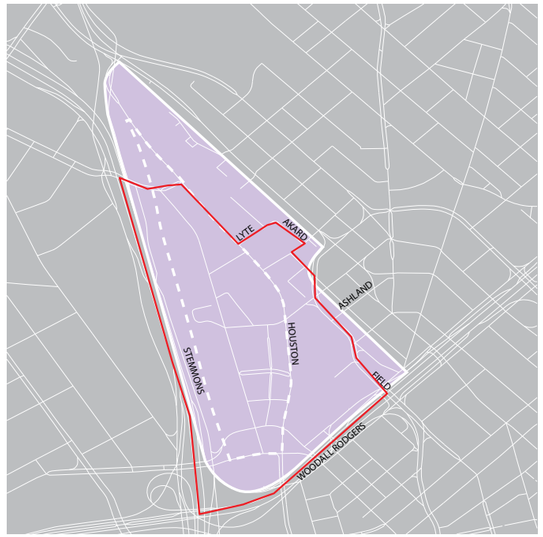

DDI boundary - Victory Park District



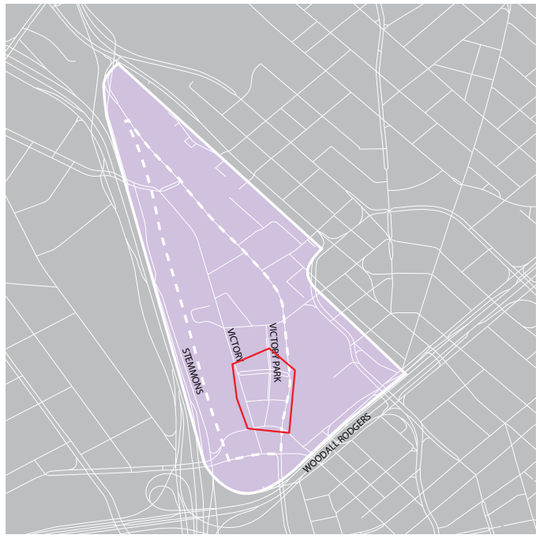

[bc] boundary - Victory Park



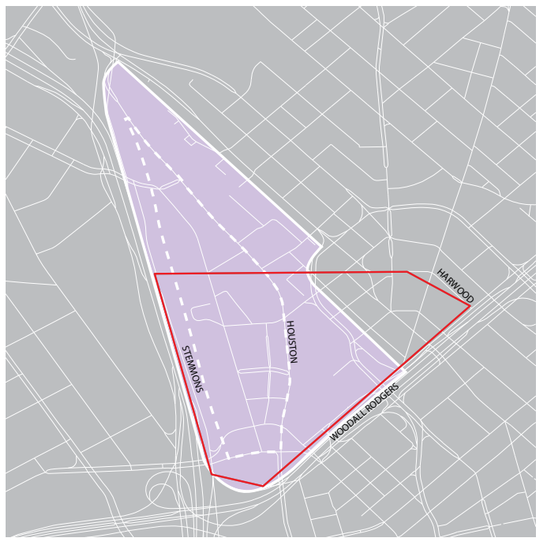

Confidence 4 - Victory Park



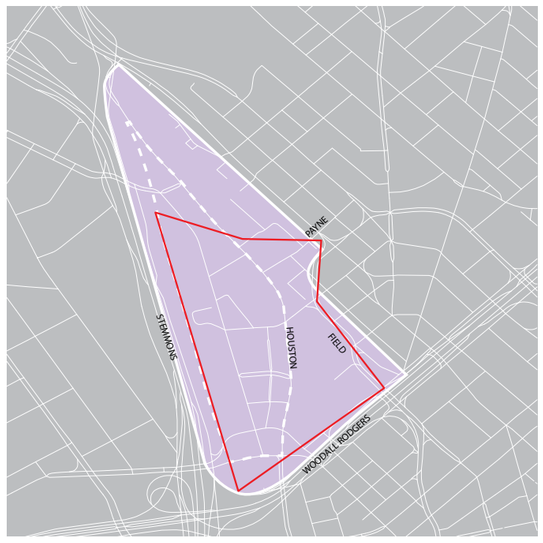

Confidence 3 - Victory Park - "It's the location of American Airlines Center and The W, which I know are located in the Victory Park, and also the location of many construction projects described as located in Victory Park. The 'Victory' DART station is also here."




Confidence 5 - South Victory Park - "Victory Park is really two neighborhoods because of the boundaries separating VP from uptown and the design district. North Victory Park accesses uptown via Olive and design district via Hi Line. South Victory Park access design district via continental"



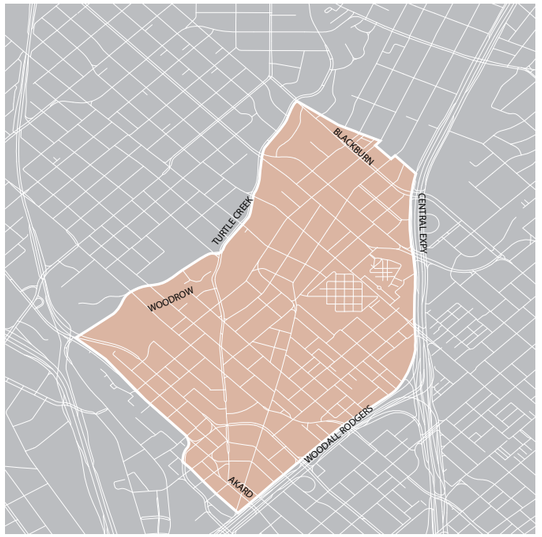

Confidence 5 - Victory - "Correct area"




Confidence 3 - Victory Park - "I live there"

# Uptown

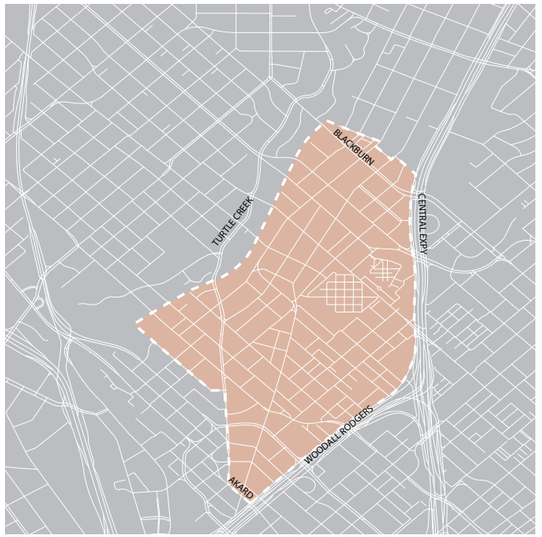
There is mostly agreement about Uptown's general shape, particularly on retaining Woodall Rodgers and Central Expressway as borders to the east and south. Two of the submitted variations are nearly identical, extending the western boundary to Turtle Creek and the southern boundary to Harry Hines, with the northern boundary as Blackburn. Another submission offers Fitzhugh as the northern border. A final submission concentrates on a small area focused around the Crescent Center.



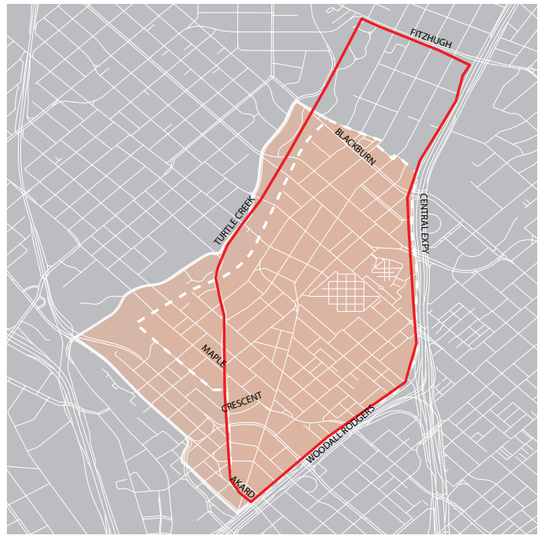

DDI boundary - Uptown

Confidence 3 - Uptown

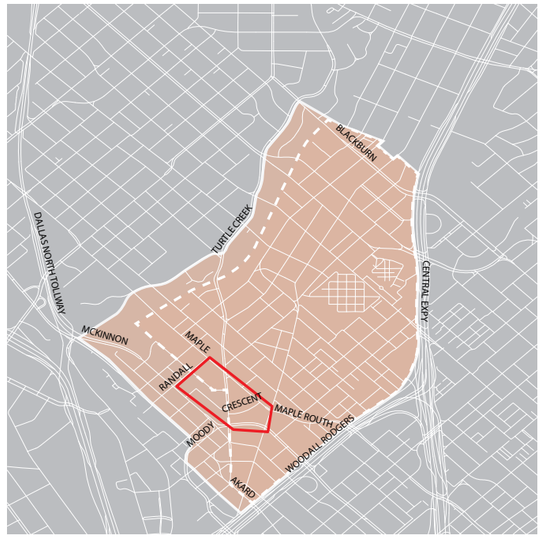
Confidence 3 - Uptown - "The tall buildings begin to feel like downtown to me so I cut what many may consider uptown off before the park for that reason. Past west village stops feeling like uptown because the lower density. Besides that the highways and especially park space"




[bc] boundary - Uptown




Confidence 4 - Greater Uptown - "Think Uptown is greater than its 'legal' boundaries including area toward Cole Park, etc."



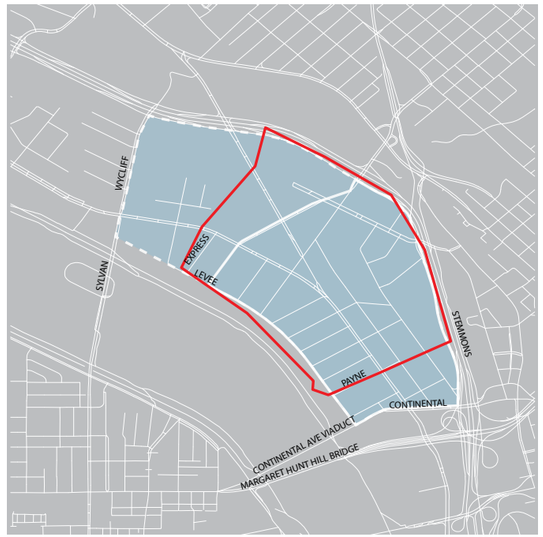

Confidence 5 - Uptown - "It's where I live"

Uptown District boundary - DDI
Uptown District boundary - [bc]
Submitted boundaries

# Design District

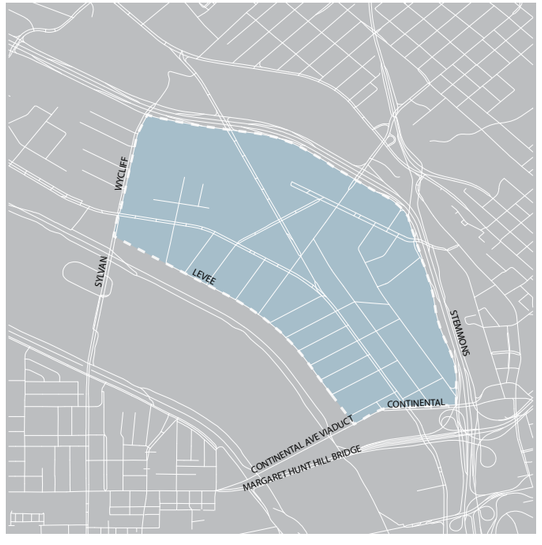
The Design District has the most agreed upon neighborhood boundaries among all DDI coverage neighborhoods. Stemmons to the east and the levee to the west are hard and fast boundaries in people's minds. There is slight variation to the north and south, however. One submission adjusted the southern boundary to Payne, whereas the others have the boundary at the Margaret Hunt Hill Bridge, and the existing boundary is Continental. The northern boundary has been alternatively drawn near Express Street, confirmed at Wycliff, or extended to the ends of Valdina, Vantage, & Monitor streets.

DDI boundary - Dallas Design District




Confidence 3 - Design District - Nothing written

Confidence 4 - Design District - "Core group of retail in that area. New buildings and hotels going up."




[bc] boundary - Design District

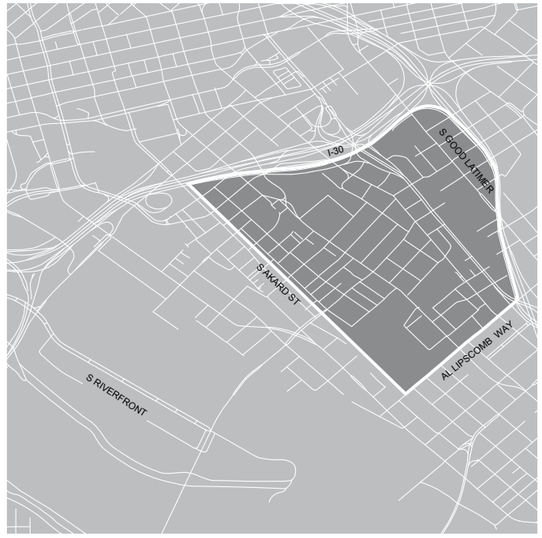
Confidence 3 - Design District - "Businesses in that area. New apartments have same architectural style."

Confidence 3 - Design District - "Nature of the businesses in that area. Similar businesses in that geography."

Design District boundary - DDI
Design District boundary - [bc]
Submitted boundaries

# The Cedars

Three boundaries were submitted that modified the Cedars neighborhood, two of these three boundaries combined what are known as the Cedars and South Side. One submission was nearly identical to the current boundaries, but moved the I-45 boundary to Harwood Street. One submission used a circle focused on S Ervay Street and McKee Street. A third submission moved the neighborhoods southern border from Riverfront Blvd to the railroad tracks, and from I-45 to S Central Expressway.




DDI boundary - The Cedars

Confidence 5 - The Cedars - "boundaries of the Cedars Neighborhood Association"

Confidence 4 - Cedars - "general understanding of the neighborhood. Cedars open studios. TIF"

[bc] boundary - The Cedars

Confidence 3 - Cedars

The Cedars boundary - DDI
The Cedars boundary - [bc]
Submitted boundaries

# South Side

One boundary was submitted identical to DDI's South Side boundary. [bc] currently has no boundaries drawn for South Side. This boundary called this neighborhood South Lamar.

DDI boundary - South Side

Confidence 5 - South Lamar - "future land use"

[bc] boundary - have not defined any boundary for South Side

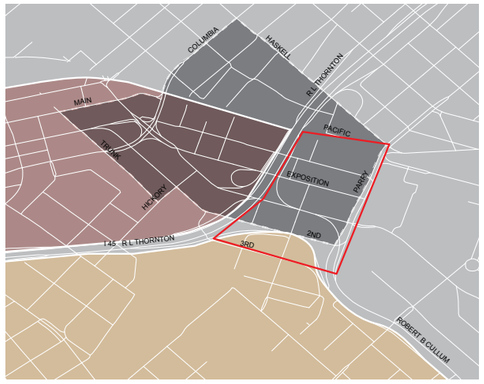
South Side boundary - DDI
South Side boundary - [bc]
Submitted boundaries

# NEW BOUNDARIES

There were a number of instances of boundaries that were drawn within the DDI circle, were not one of the 15 downtown districts, but had previously been defined on the POP Neighborhood Map. For a neighborhood to be included on the POP Neighborhood Map, its boundaries have to be confirmed by 3 different sources. The boundaries drawn here reaffirm that these neighborhoods - Exposition Park, Cityplace, State Thomas, Turtle Creek Corridor, Peak's Addition, and Park Row - are unique neighborhoods within the downtown area. However, none of the boundaries drawn coform to the existing definitions, although Turtle Creek Corridor comes close.

## Exposition Park

Most notable about the single submission modifying Exposition Park is the contention that the neighborhood ends at I-30.

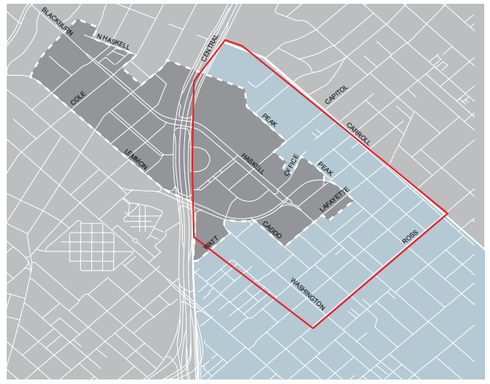



Confidence 2 - Exposition Park - "From daily walks around expo park, not sure of northern boundaries. Boundaries of lunch time comfort"

DDI drawn boundary - Deep Ellum
DDI drawn boundary - South Dallas
[bc] drawn boundary - Exposition Park
Submitted boundary

## Cityplace

This version of the Cityplace neighborhood cuts off at the highway, in this case Central Expressway, resolving the overlap with West Village. The proposed new Cityplace boundaries significantly grow the neighborhood into East Dallas to the north and south.



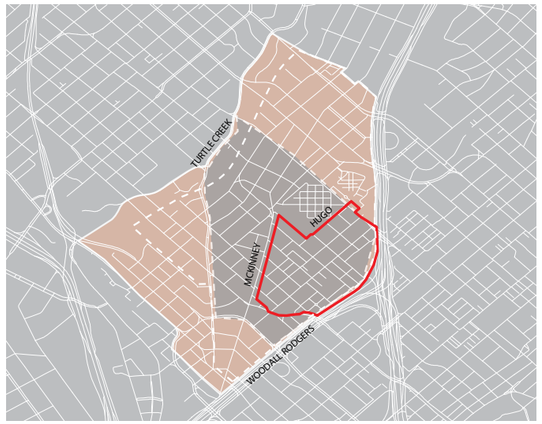

Confidence 2 - Cityplace - "From daily walks around expo park, not sure of northern boundaries. Boundaries of lunch time comfort"

DDI drawn boundary - Baylor
[bc] drawn boundary - Cityplace
Submitted boundary

**DOWNTOWN DALLAS NEIGHBORHOOD MAPPING**

## State Thomas

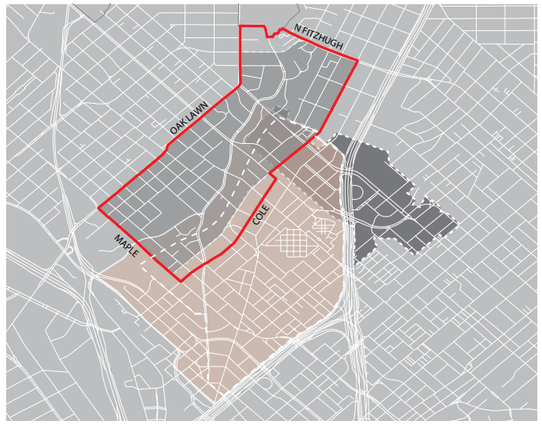
The single submission using the State Thomas name greatly expands the existing State Thomas boundaries to the West and Northwest, extending its northern border along Hall Street before following Turtle Creek Blvd and Cedar Springs Rd to the south.




Confidence 5 - State Thomas - “that’s where I walk around”

## Turtle Creek Corridor

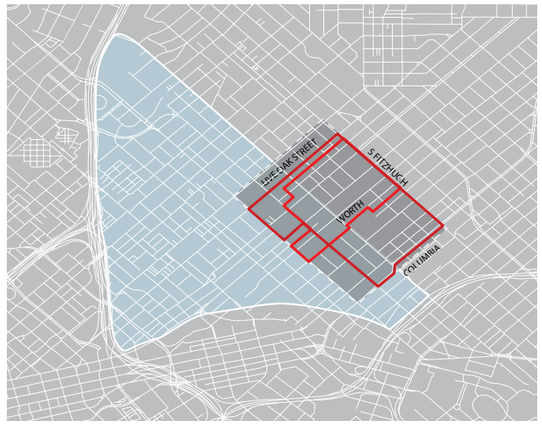
There was a single submission that modified the Turtle Creek neighborhood boundaries, but only very slightly. Whereas [bc]’s follows Cole Avenue as its southeastern boundary the submission follows Carlisle Street. [bc]’s northern boundary for Turtle Creek hugs the southern border of Highland Park, the submission extends only as far north as Avondale.




Confidence 4 - Turtle Creek Corridor - “Historically considered the Turtle Creek Corridor neighborhood bordering on each side of Turtle Creek. There is some overlap with the Uptown and Oak Lawn neighborhoods as well. See the Turtle Creek Association’s website for more details including a stu-”

## Peak’s Addition

The Peak’s Addition boundary was updated to reflect new official neighborhood association boundaries during the course of the Downtown 360 engagements. Two submitted boundaries varied slightly from the current and previous boundary. Each using Columbia Ave and Fitzhugh Ave as borders, while one pushed the northwestern boundary from Live Oak St to Bryan St and the other included both Peak St and Haskell Ave as boundaries to the southwest.

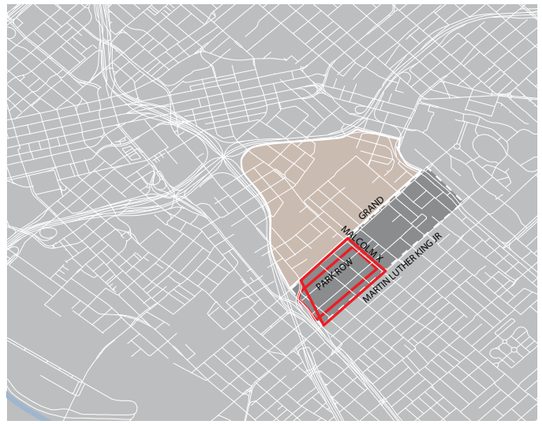



Confidence 5 - Peak’s Addition - “These are the official boundaries of Peak’s Addition which also encompass Peak’s Suburban Addition. The GIS Dallas maps lists this neighborhood as Mill Creek but the name was officially changed many years ago.”

Confidence 5 - Peak’s Addition - “I live in Peak’s Addition neighborhood. Our neighborhood encompasses an historic district (Peak’s Suburban Addition), but our area also encompasses non-historic and commercial streets. We are the closest single family neighborhood to downtown and Deep -”

## Park Row

Of the two submitted neighborhood boundaries for Park Row/South Boulevard, one nearly mirrors the existing boundary while one expands it. The first bumps the boundary from the lot lines behind Park Row and South Boulevard to Al Lipscomb Way and MLK Jr Blvd. The other submission uses this same extension and stretches the neighborhood boundary all the way to Fair Park.




Confidence 5 - Park Row - “Neighborhood association”

DDI drawn boundary - Uptown
[bc] drawn boundary - Uptown
[bc] drawn boundary - State Thomas
Submitted boundaries

DDI drawn boundary - Uptown
[bc] drawn boundary - Uptown
[bc] drawn boundary - Turtle Creek
[bc] drawn boundary - City Place
Submitted boundaries

DDI drawn boundary -Baylor
[bc] drawn boundary - Peak’s Addition
Submitted boundaries

DDI drawn boundary - South Dallas / Fair Park
[bc] drawn boundary - Park Row / South Boulevard
Submitted boundaries

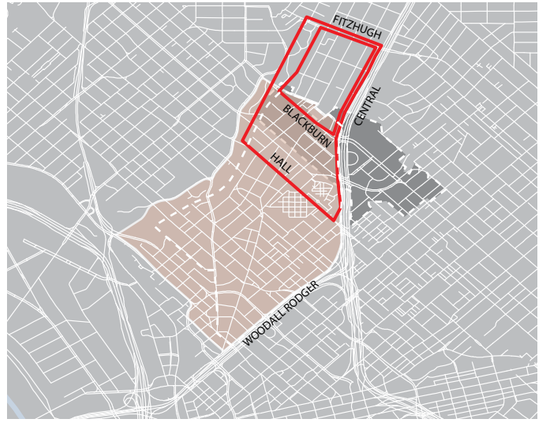
# NEW BOUNDARIES & NEW NAMES

A majority of the boundaries drawn were for already identified neighborhoods. However, during this process there were a few new neighborhoods, with unique boundaries and names, that appeared: Lower McKinney (LoMac), Cole/West Village, Hickory Crossing/ Deep Fair Park, Deep Ellum to South Dallas, Exposition Park Limited, South Dallas, Near El Centro, South Victory Park,

There were two "new" neighborhoods that were drawn multiple times. While the different participants who drew these boundaries did not draw them exact same way, there was some agreement for each. It should be noted that both of these "new" neighborhoods appeared in the area known as Uptown.

## Cole Park / West Village

Two submissions contributed for a neighborhood called Cole Park, also referred to as Cole Park/West Village, could be considered either a new neighborhood, or a modification to the existing neighborhood of West Village. Whether they are new or a modification, they overlap with the existing boundaries of Uptown and Oaklawn. Cole Park/West Village (1), is bounded by Blackburn, the North Central Expressway, Fitzhugh, and the properties on the North/West side of Buena Vista. The second boundary, Cole Park (2) covers a larger area, and also begins at Fitzhugh and North Central Expressway and extends south to Hall Street and west beyond the Katy Trail.




Confidence 5 - Cole Park/West Village - "Everything south of Fitzhugh to Lemmon Avenue to Katy Trail and Central Expressway seems to be the center of activity. If you go north across Fitzhugh that seem to be another community totally"

Confidence 5 - Cole Park - "Definitive Cole Park"

DDI drawn boundary - Uptown
[bc] drawn boundary - Uptown
[bc] drawn boundary - City Place
Submitted boundaries

## Lower McKinney / LoMac

Three submissions were contributed for a new neighborhood called Lower McKinney, or LoMac, in a southern portion of the area currently described as Uptown. All three submissions agreed that 366 constitutes the south eastern boundary and Field the south western boundary of Lower McKinney. The smallest of the three areas drawn designates Ashland and Cedar Springs Road as its northern boundary. The second largest area drawn for Lower McKinney is comprised of the full horseshoe formed by Field, N Pearl, and 366. The largest boundary drawn follows Cedar Springs Road and McKinney, ending at the intersection of Howell and Clyde.

Confidence 5 - LoMac - "Land use of LoMac"

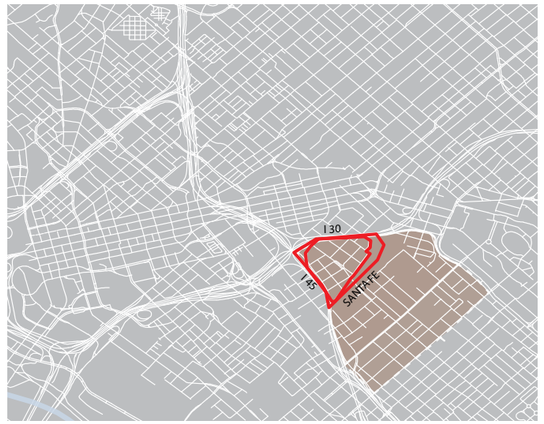
Confidence 5 - LoMac or Lower McKinney - "As the horseshoe has filled in with development, it has taken on its own character that is slightly different from the rest of Uptown. Uptown becomes the super-neighborhood and this "end" becomes it's own thing. Since many orient themselves around McKi-

Confidence 4 - Lower McKinney (LoMac) - "May need some adjustment. Though, not everyone refers to it as such, just yet, it is picking up and I hear it more often. Boundaries may need some adjustments, but it is generally this area.

DDI drawn boundary - Uptown
[bc] drawn boundary - Uptown
Submitted boundaries

**DOWNTOWN DALLAS NEIGHBORHOOD MAPPING**

## Hickory Crossing / Deep Fair Park

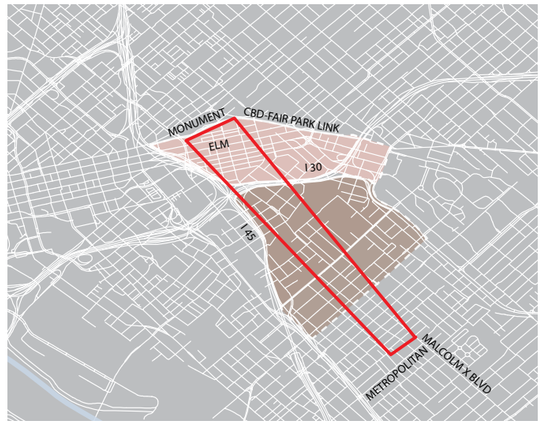



Confidence 3 - Deep Fair Park

Confidence 3 - Hickory Crossing - "Space b/w I-45, I-30, Dawson, & Ferris"

DDI drawn boundary - South Dallas / Fair Park
[bc] drawn boundary - Grand Park South
Submitted boundaries

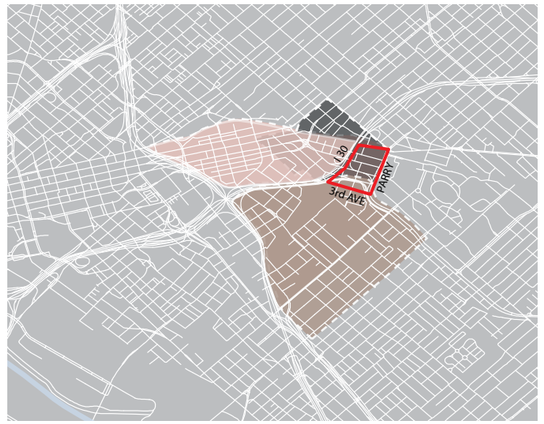
## Deep Ellum to South Dallas




Confidence 4

DDI drawn boundary - Deep Ellum
[bc] drawn boundary - Deep Ellum
DDI drawn boundary - South Dallas/ Fair Park
[bc] drawn boundary - Grand Park South
Submitted boundaries

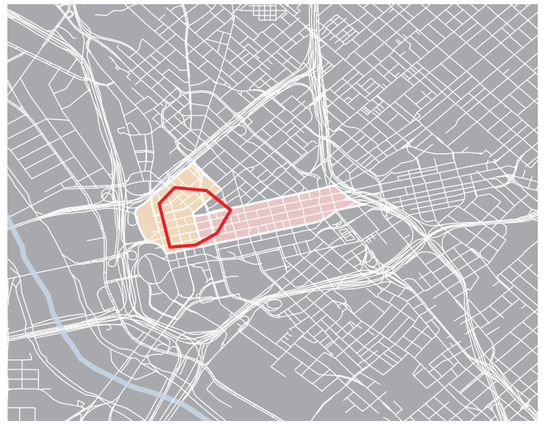
## Exposition Park Limited




Confidence 2 - "From daily walks around expo park, not sure of northern boundaries. Boundaries of lunch time comfort"

DDI drawn boundary - Deep Ellum
[bc] drawn boundary - Deep Ellum
DDI drawn boundary - South Dallas/ Fair Park
[bc] drawn boundary - Grand Park South
Exposition Park
Submitted boundaries

## Near El Centro



Confidence 4 - "Parking transit lunch in proximity to el centro"

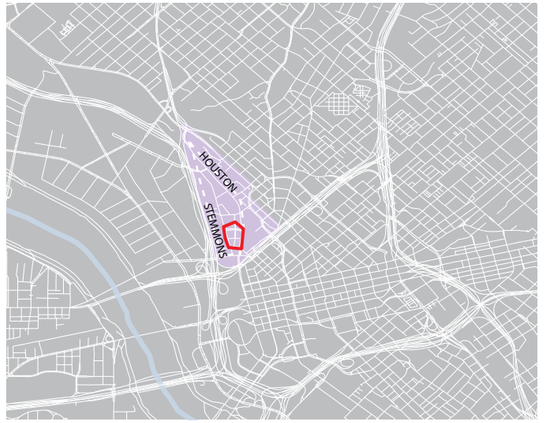
DDI & [bc] drawn boundary - Main Street District
DDI & [bc] drawn boundary - West End Historic District
Submitted boundaries

## South Dallas

Confidence 3

DDI drawn boundary - South Dallas / Fair Park
[bc] drawn boundary - Grand Park South
Submitted boundaries

## South Victory Park

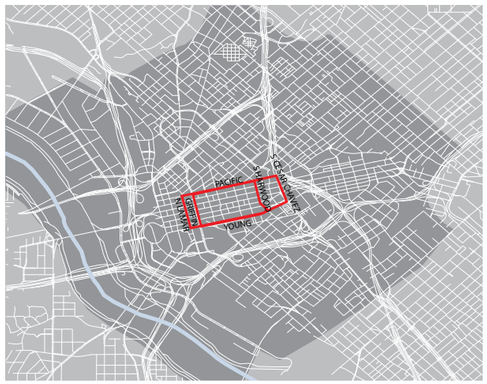



Confidence 5 - "Victory Park is really two neighborhoods because of the boundaries separating VP from uptown and the design district. North Victory Park accesses uptown via Olive and design district via Hi Line. South Victory Park access design district via continental"

DDI drawn boundary - Victory Park
[bc] drawn boundary - Victory Park
Submitted boundaries

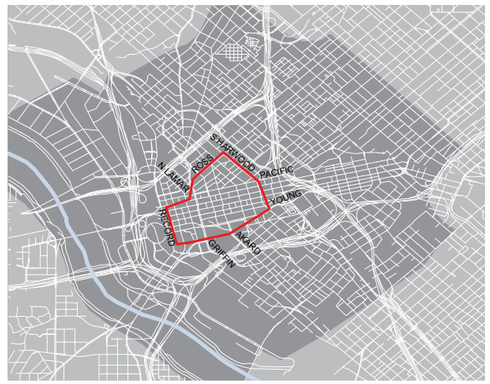
# IS “DOWNTOWN” A NEIGHBORHOOD?

There were 10 neighborhood boundaries drawn for a “Downtown” neighborhood - 8 labeled definitively as Downtown, 1 as “Inner Loop”, and 1 as Central Business District. Overall the descriptions of these boundaries lacked detail - none explained why they chose the particular boundaries they’d drawn or even wrote out what those boundaries were. When an explanation was given, it had to do with familiarity and comfort. 4 people wrote that their boundaries were based on an area they are able to walk. There were 5 boundaries that were strictly defined by highways. Despite this, aside from 1 mention of Klyde Warren Park, there were no acknowledgments of neighborhood characteristics, major landmarks, or significant infrastructure.

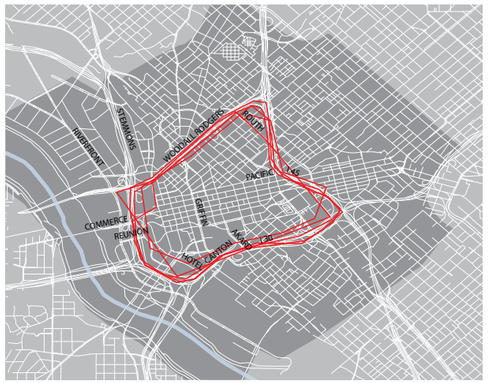



Confidence 3 - Downtown Dallas - “Areas I walk to regularly.”

Confidence 3 - Downtown Dallas - “It’s where I live and walk around.”




Confidence 3 - Downtown Dallas - “The area where I can comfortably walk from my apt.”



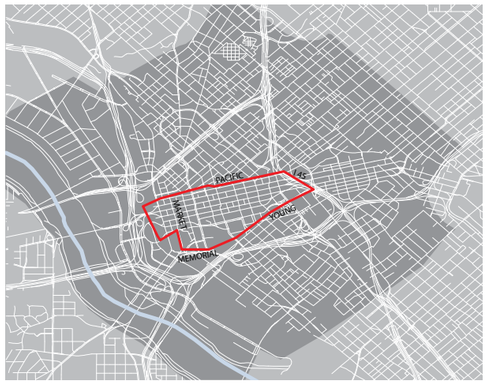

Confidence 5 - Downtown Dallas - “Its as far as I can walk without crossing a highway. Well, I could cross over the Klyde Warren Park but Uptown is the worst.”

Confidence 5 - Downtown Dallas - “i based it off of landmarks I’m familiar with downtown.”

Confidence 3 - Inner Loop

Confidence 3 - Downtown - “I live Downtown”

Confidence 3 - Downtown




Confidence 4 - Downtown - “I live there.”

Confidence 3 - Central Business District - Nothing written

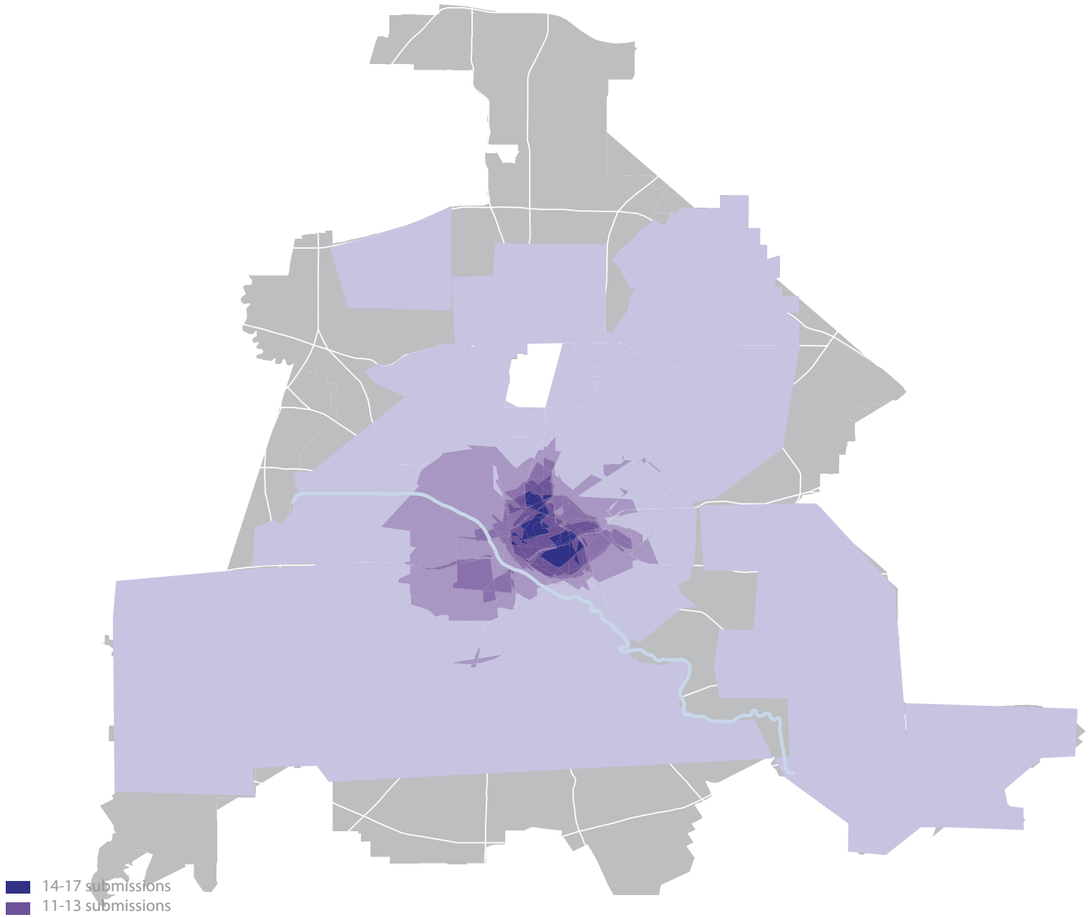
submitted neighborhood boundary
Downtown as defined by the 15 neighborhoods

**DOWNTOWN DALLAS NEIGHBORHOOD MAPPING**

# SUPER NEIGHBORHOODS

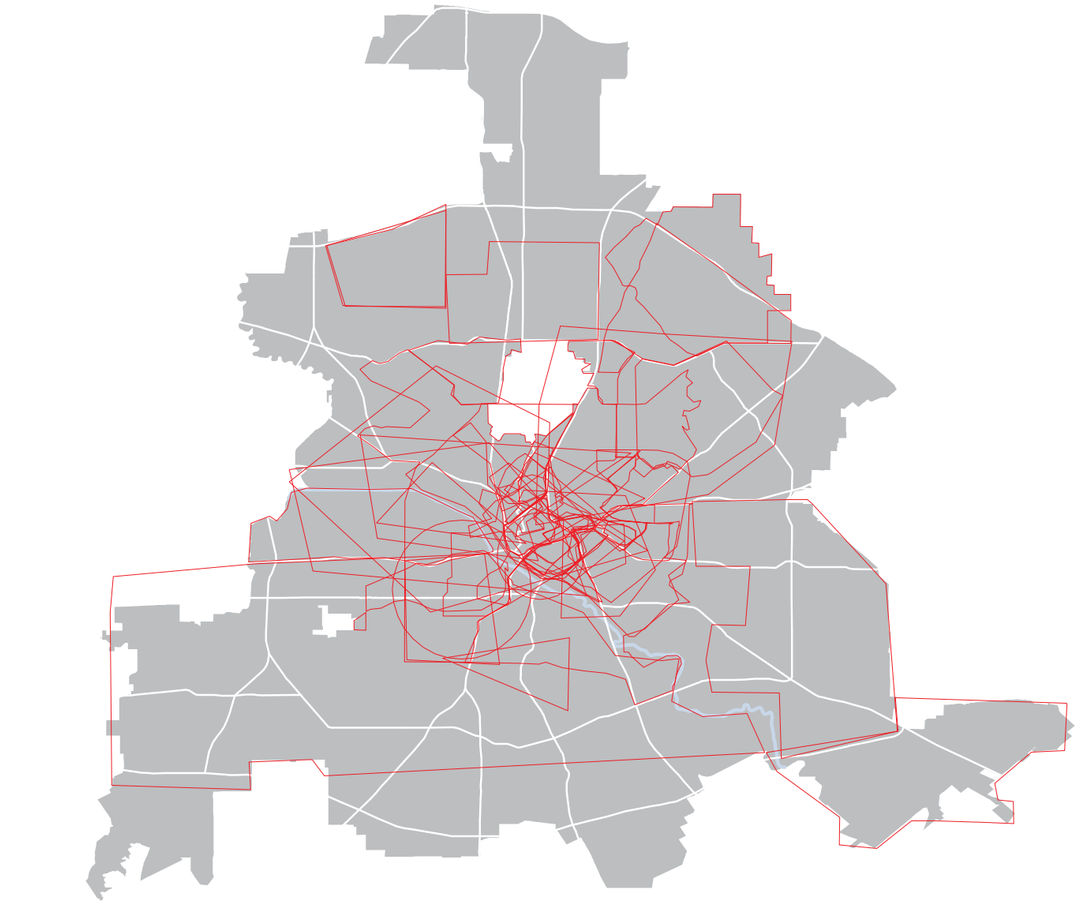
## Super Neighborhood Submissions Overlaid

Just like the “neighborhood submissions overlaid ma”p, the map below depicts areas touched by the largest number of super neighborhood submissions. It illustrates activity, not consensus. The downtown area, particularly the areas outside the “loop” saw the most activity.



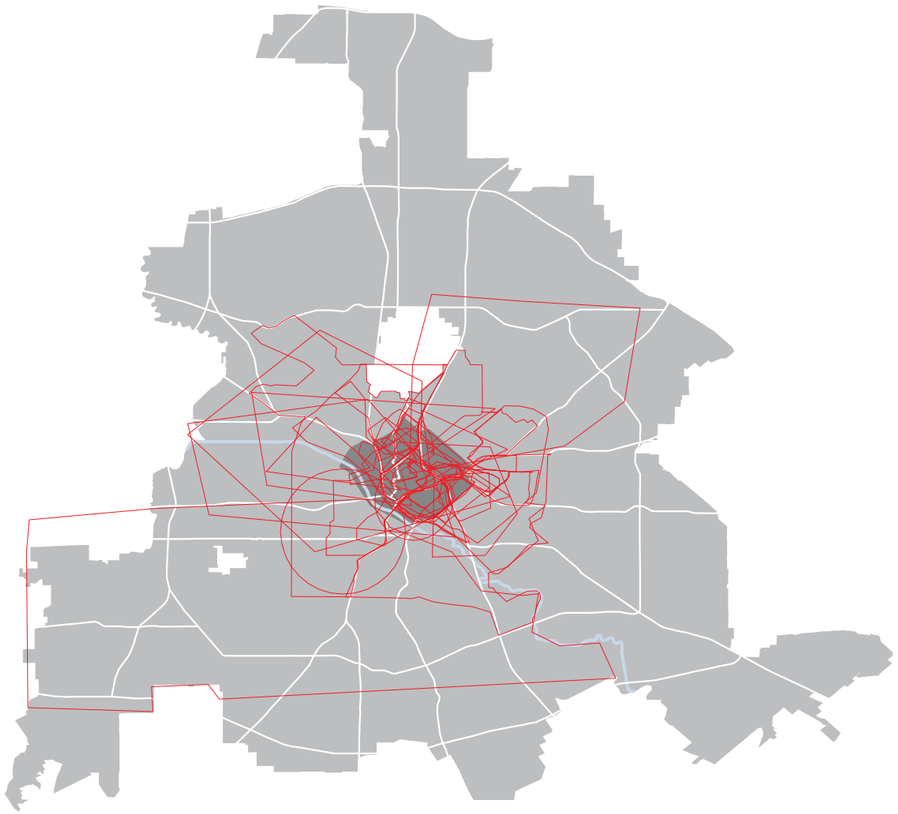

## Super Neighborhood Submission Boundaries

The map below depicts the outline of every super neighborhood submitted. Like the neighborhood boundaries drawn, highways, major roads and the river emerge as a defining features determining a number of boundaries. However, a number of them appear to be more random, perhaps more intuitive, than the neighborhood boundaries. The area of the boundaries varied greatly and covered much of the city except for far north Dallas.



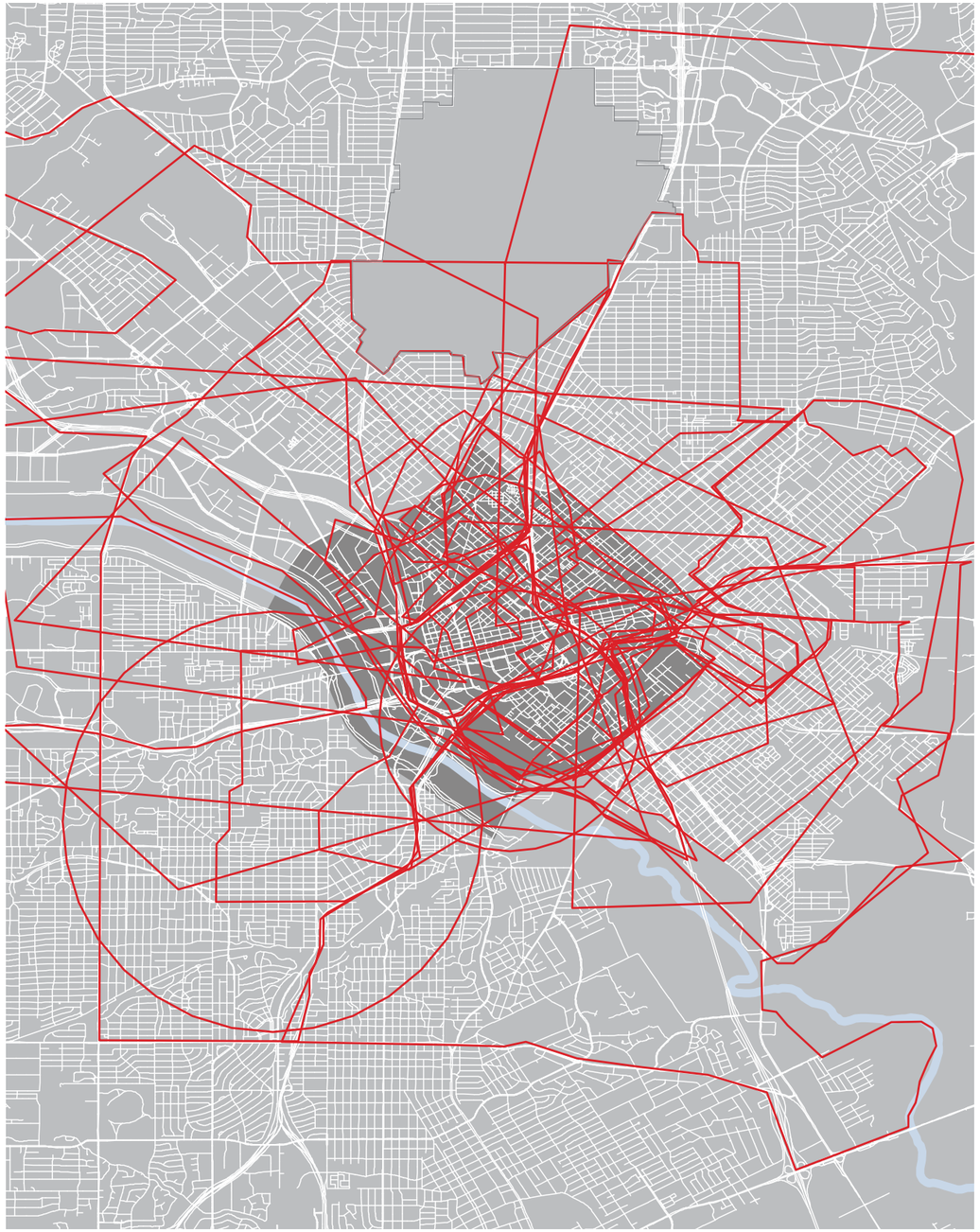
## Downtown Neighborhood Submission Boundaries

The map below depicts the outline neighborhoods submitted that overlap with the downtown area of study. To the right is a zoom in on that area showing the boundaries in relationship to each other, the area of study, and street grid of the city.



- submitted neighborhood boundary
- Downtown as defined by DDI's 15 districts
- trinity river





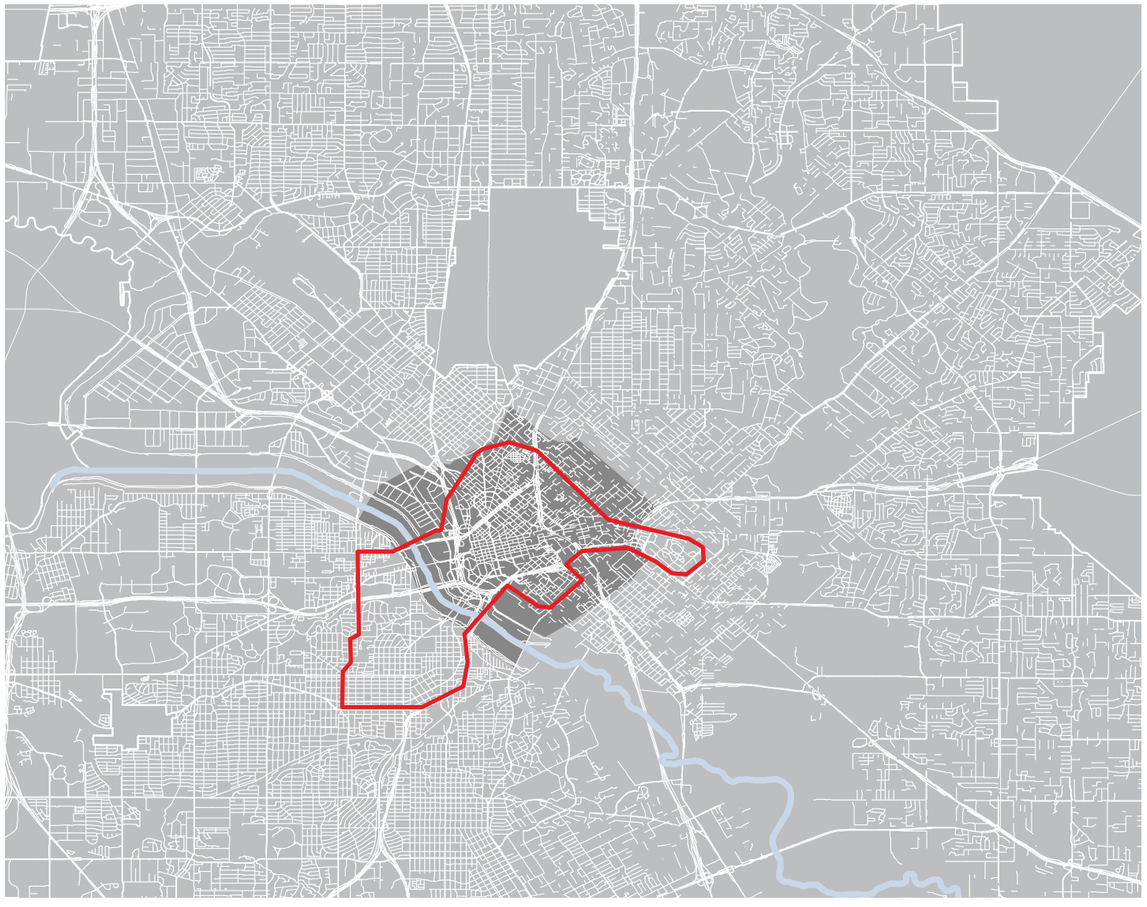
- submitted neighborhood boundary
- Downtown as defined by DDI's 15 districts
- trinity river

**DOWNTOWN DALLAS NEIGHBORHOOD MAPPING**

# SUPER NEIGHBORHOOD BREAKDOWN

We received 31 super neighborhood boundaries that overlapped with the area of study. Overall there seemed to be consensus that there be a super neighborhood that defines a geography in the "heart" of the city, referred to at times as Downtown, the Core, or the Central Business District. However there was no consensus on what the boundary of this central super neighborhood boundary would be. Some examples were defined by highway infrastructure, but more often they appear to be groupings of neighborhoods that have similar types of activities or shared interests. The super neighborhood that was identified the most was one called Uptown.

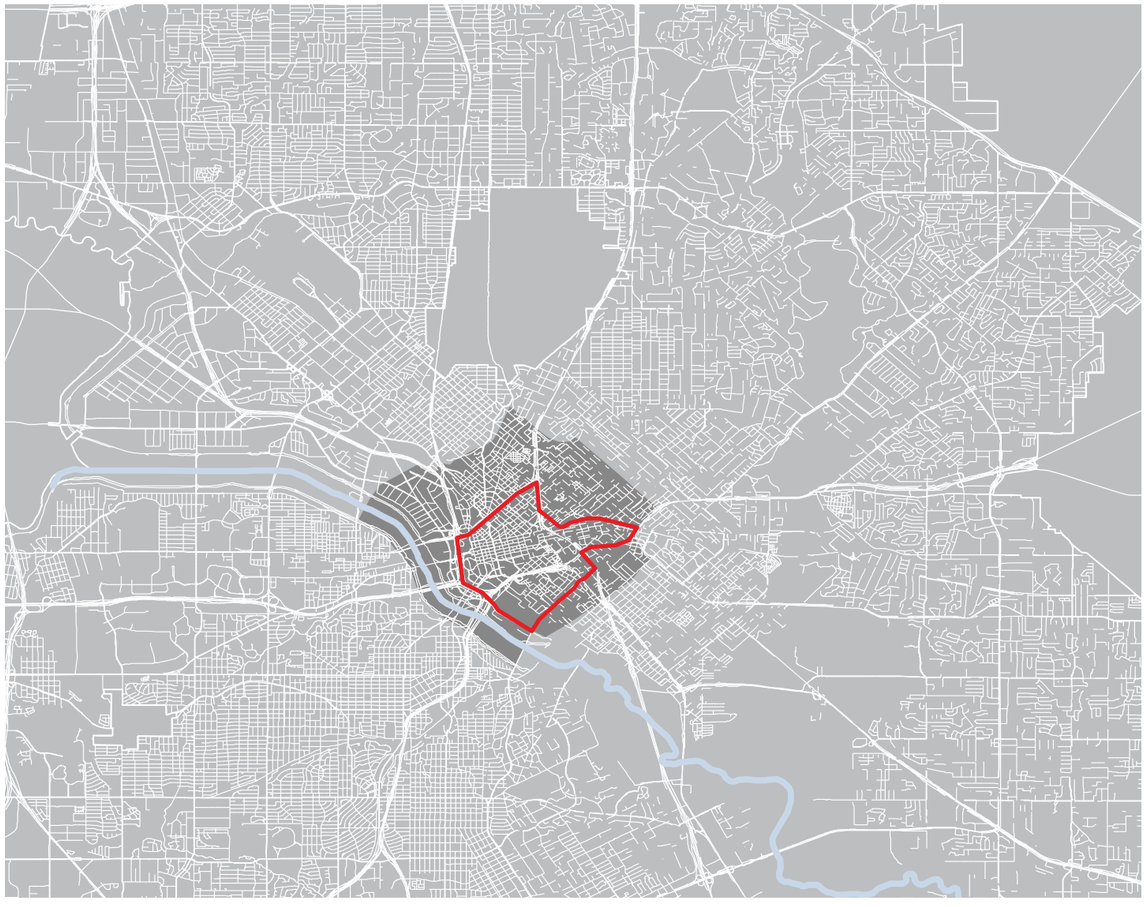
Downtown



This boundary includes the areas of the city commonly associated with shopping, entertainment, culture, and a density of public transit. Extends across the river and very specifically follows Sylvan to W 12th Street, across I-35 to I-30, down Corinth to Cesar Chavez, back up to I-30, extending to include Fair Park, up Washington to I-75, around the Uptown area to Cedar Creek and Turtle Creek, to I-35 and Inspiration, across the Continental Bridge, down Singleton.

Confidence 3 - Downtown - "BAD, CBD, Arts Dist, Lower Uptown, Cedars, Fair Park - A bike ride or D-Link or eFrog ride away.."

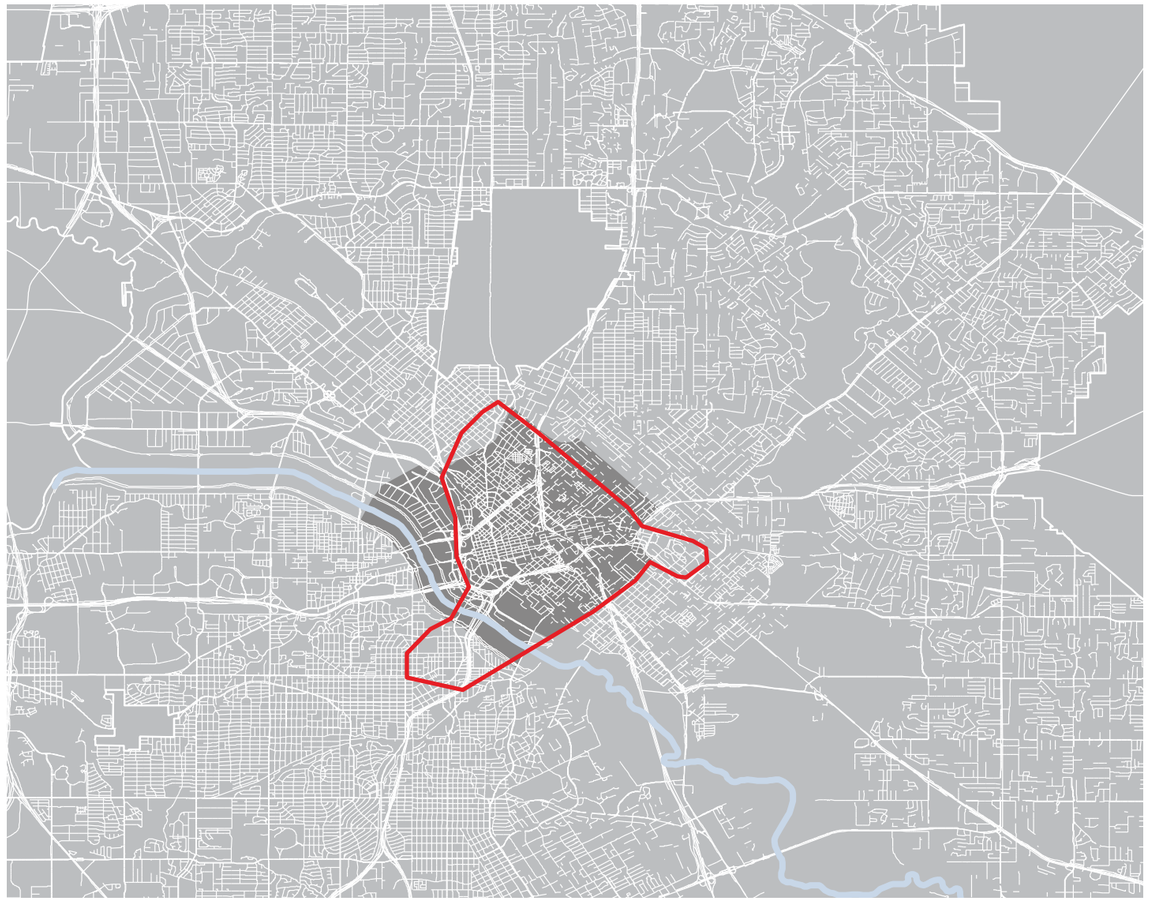
submitted neighborhood boundary
Downtown as defined by DDI's 15 districts



This boundary of a Downtown super neighborhood includes everything inside the loop plus the areas commonly known as the Cedars, South Side, Deep Ellum and Expo Park. The boundary extends south beyond the loop along Riverfront to Corinth, across to I-45, north to I-30 until the DART line, following the DART line west to Good Latimer, north on Good Latimer to I-45.

Confidence 3 - Downtown

submitted neighborhood boundary
Downtown as defined by DDI's 15 districts

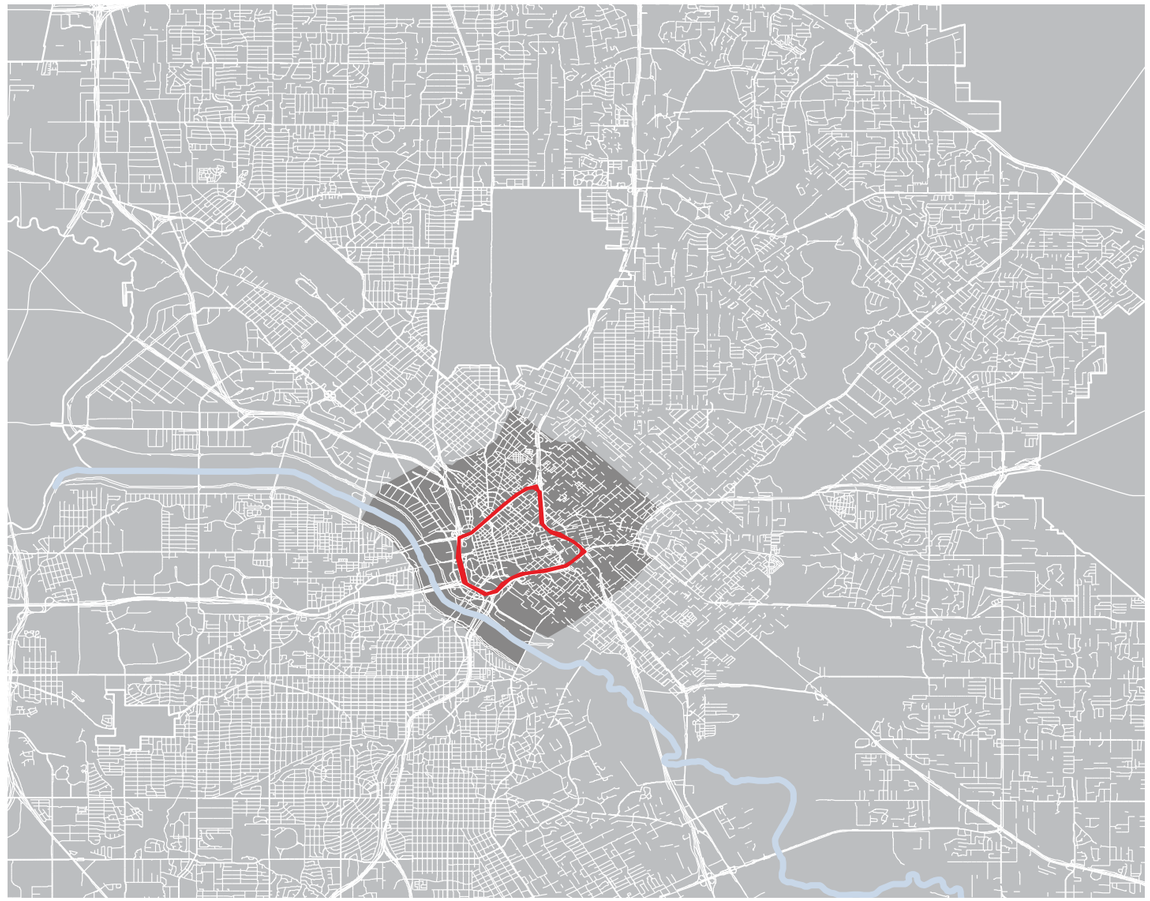


This version of a downtown super neighborhood is similar to the one above except it excludes the area known as the Design District and includes a much smaller area south-west of the Trinity River. The boundary follows I-35E.

Confidence 3 - Downtown

submitted neighborhood boundary
Downtown as defined by DDI's 15 districtss





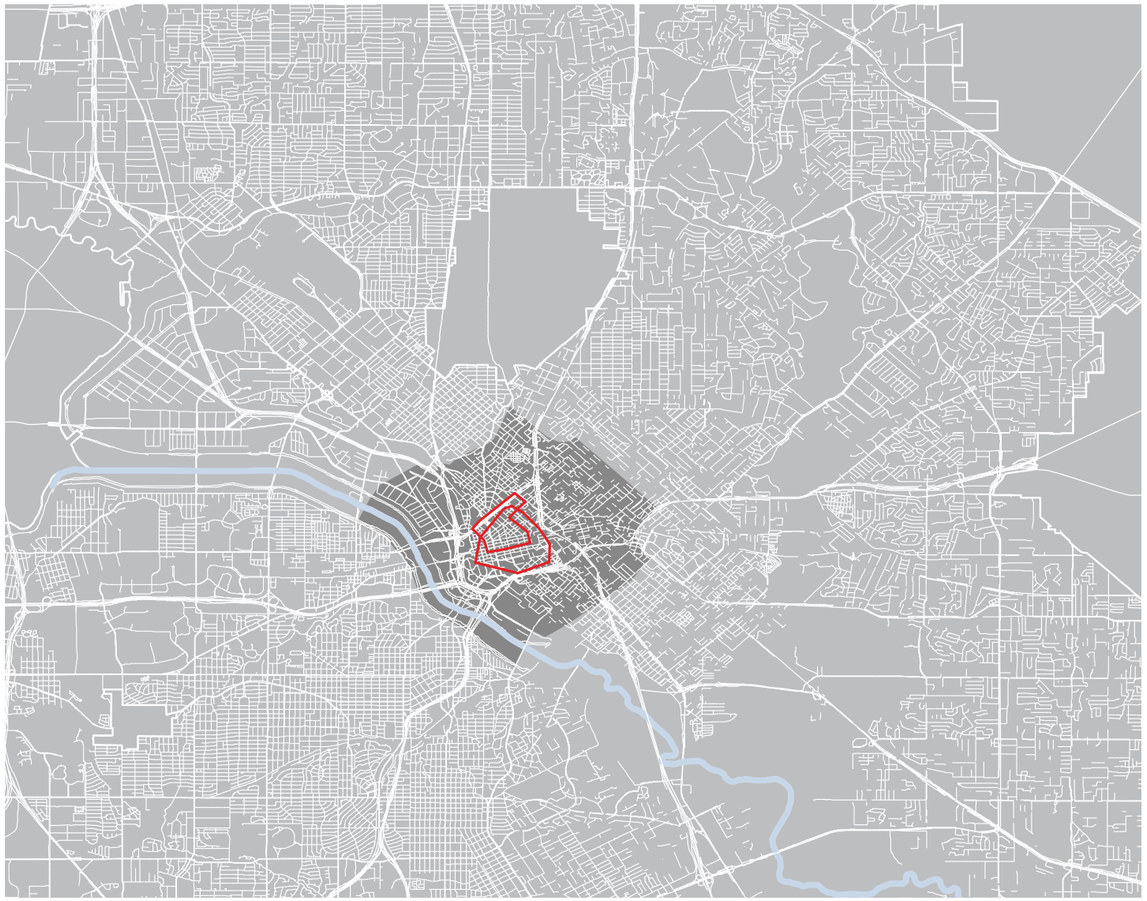
Two respondents drew a Downtown super neighborhood as precisely the area within the highway loop.

Confidence 3 - Downtown

Confidence 3 - Downtown

submitted neighborhood boundary
Downtown as defined by DDI's 15 districts

## Central Business District

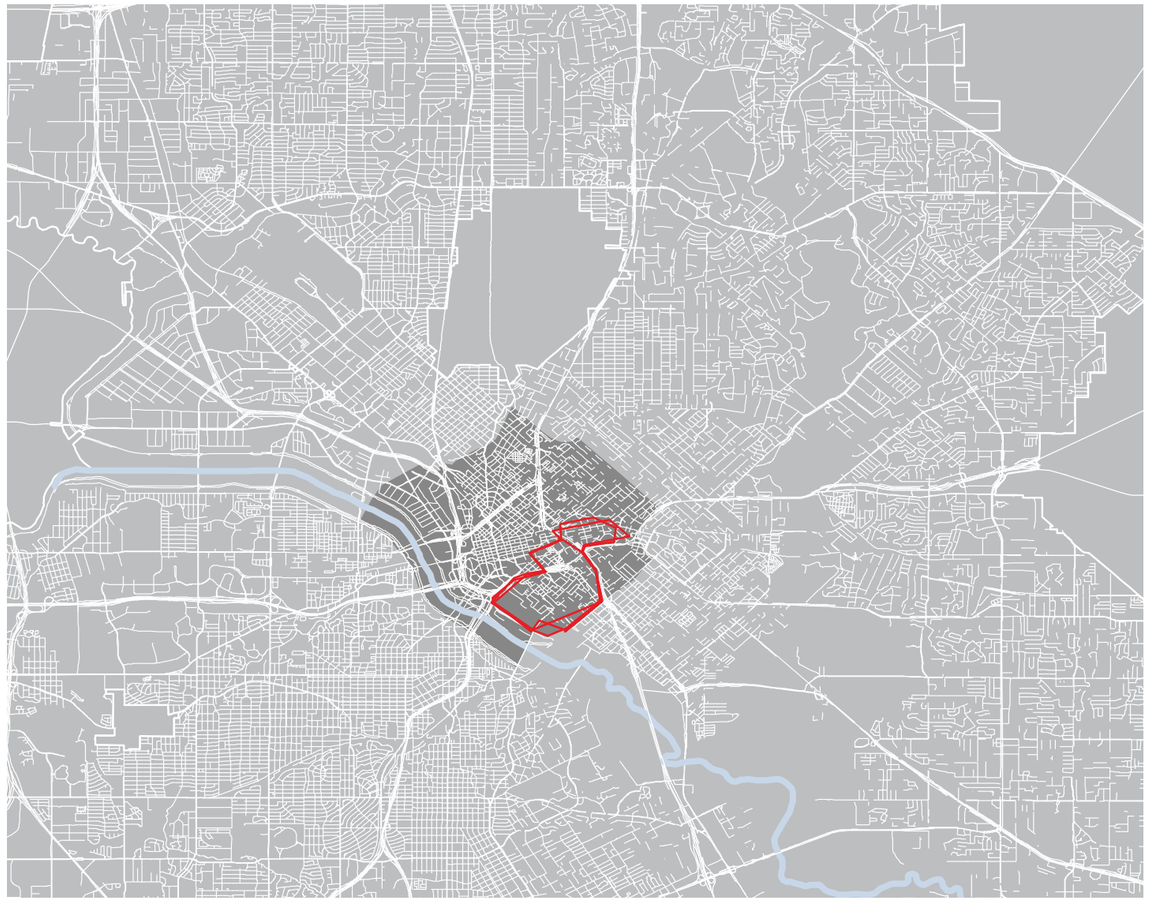


Two respondents drew business districts that stayed within the highway loop but did not encompass the full extent of area inside the loop. The first boundary includes the area commonly understood as the Arts District, with a northern boundary of Woodall Rogers, extending up to Routh until Ross, down to Hardwood, down Commerce to Lamar, back up to Woodall Rogers. The second boundary does not precisely follow streets - the southern border is approximately I-30 from Griffen to S Harwood, up to Cesar Chavez and Canton, to San Jacinto and Crockett, to Olive north of Flora, to Lamar and Ross, to Union Station. This boundary includes most of the highly developed areas of Downtown and excludes peripheral areas.

Confidence 4 - Business Entertainment District - "Market research"

Confidence 5 - Central business district - "Lived and worked downtown for many years."

submitted neighborhood boundary
Downtown as defined by DDI's 15 districts



Three respondents specifically drew what they called the "CBD Neighborhood Coalition". In all 3 cases this included the neighborhoods considered to be the Farmers Market District, and the Cedars. Although all 3 included Deep Ellum in their description, it was only drawn into 2 of the boundaries.

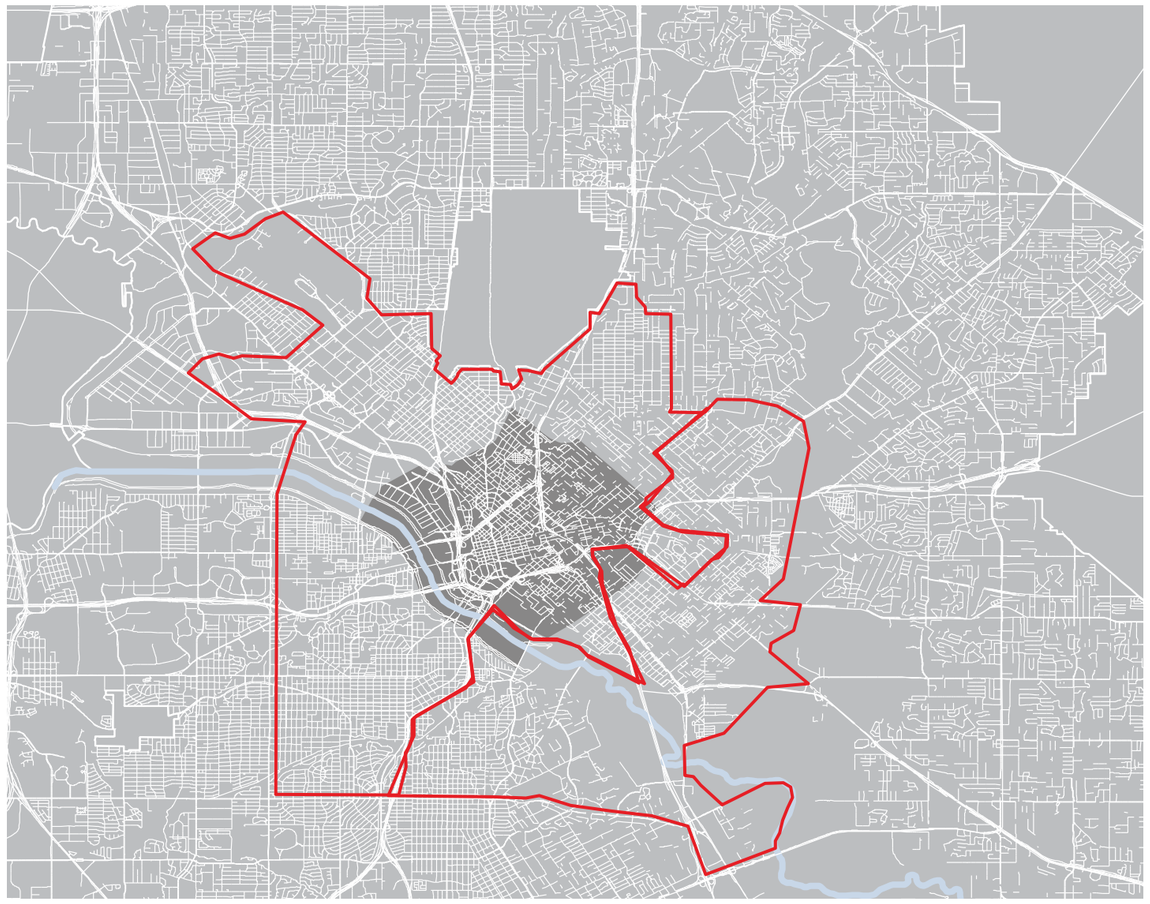
Confidence 3 - CBD Neighborhood Coalition - "CBD Neighborhood Coalition is an organization the covers Cedars, Farmers Market Area, and parts of Deep Ellum. The purpose is to focus on shared quality of life and social concerns that are common to the areas, without infringing on the autonomy of the i-"

Confidence 4 - CBD Neighborhood Coalition - "Coalition comprised of The Cedars NA, Farmers Market Stakeholders and Deep Ellum. Association determined to address common issues without compromising the integrity of the individual associations."

Confidence 3 - CBD Neighborhood Coalition - "The Cedars, Farmers Market Stakeholders, and Deep Ellum have loosely joined as a information and activism sharing group, given the commonality of Quality of Life issues"

submitted neighborhood boundary
Downtown as defined by DDI's 15 districts

## Core

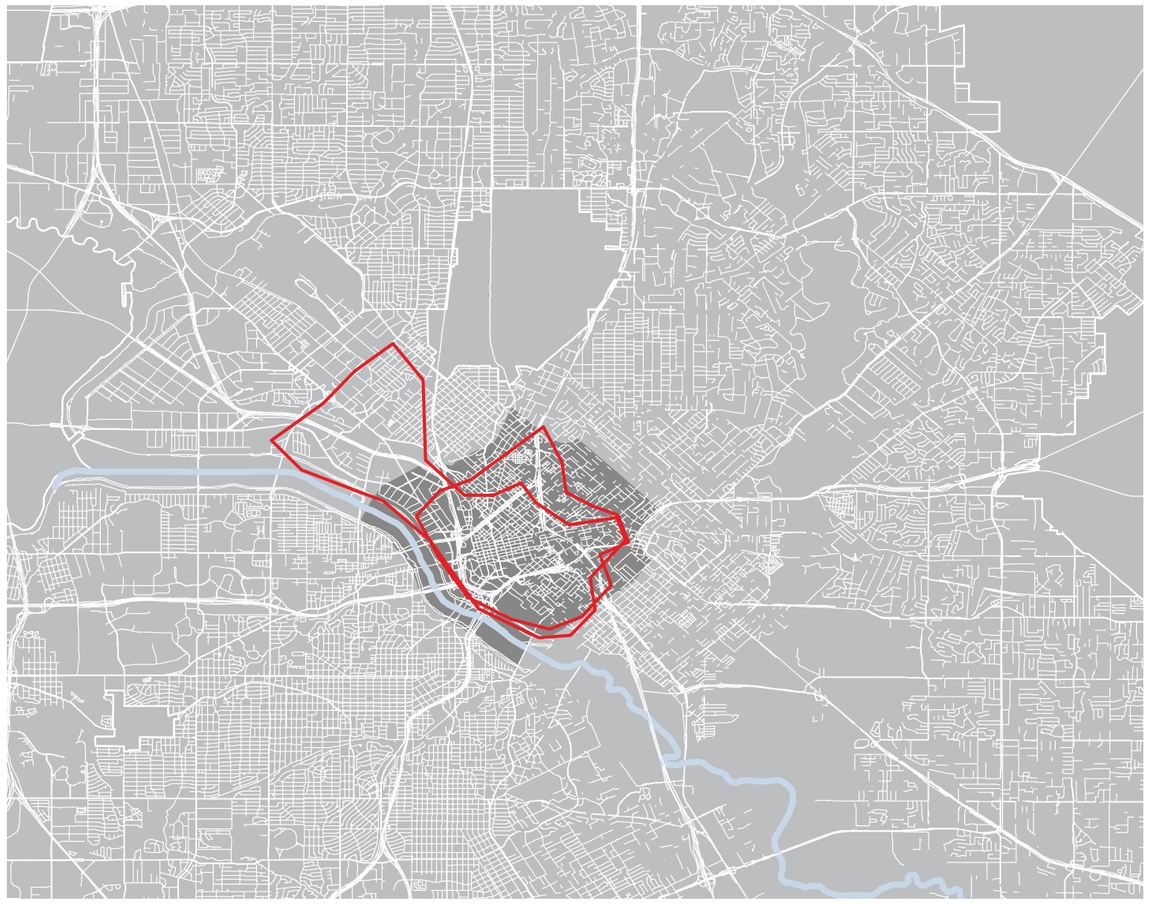


One respondent designated an area that includes the 15 current districts designated Downtown as well as areas across the river - including parts of the West Dallas and Oak Cliff areas - and Love Field Airport, calling it the "Urban Core". They identified a complimentary boundary as an are that should added to what is considered the urban core. These designations appear to be about grouping neighborhoods that currently have a lot of development and economic activity.

Confidence 5 - Urban Core - "This is the area that I identify as the central urban core neighborhoods where the most development is happening, slated to happen, and those adjacent sections that are urbanizing more. Some sections of this Super-Neighborhood are decidedly more single-"

Confidence 4 - Urban Core -Consideration for Addition - "I believe all or portions of these areas should also identify with the Urban Core and represent a great opportunity for the city to engage with other, close-in neighborhoods that have great potential or improvements, development, and crime-reduction.

submitted neighborhood boundary
Downtown as defined by the 15 neighborhoods



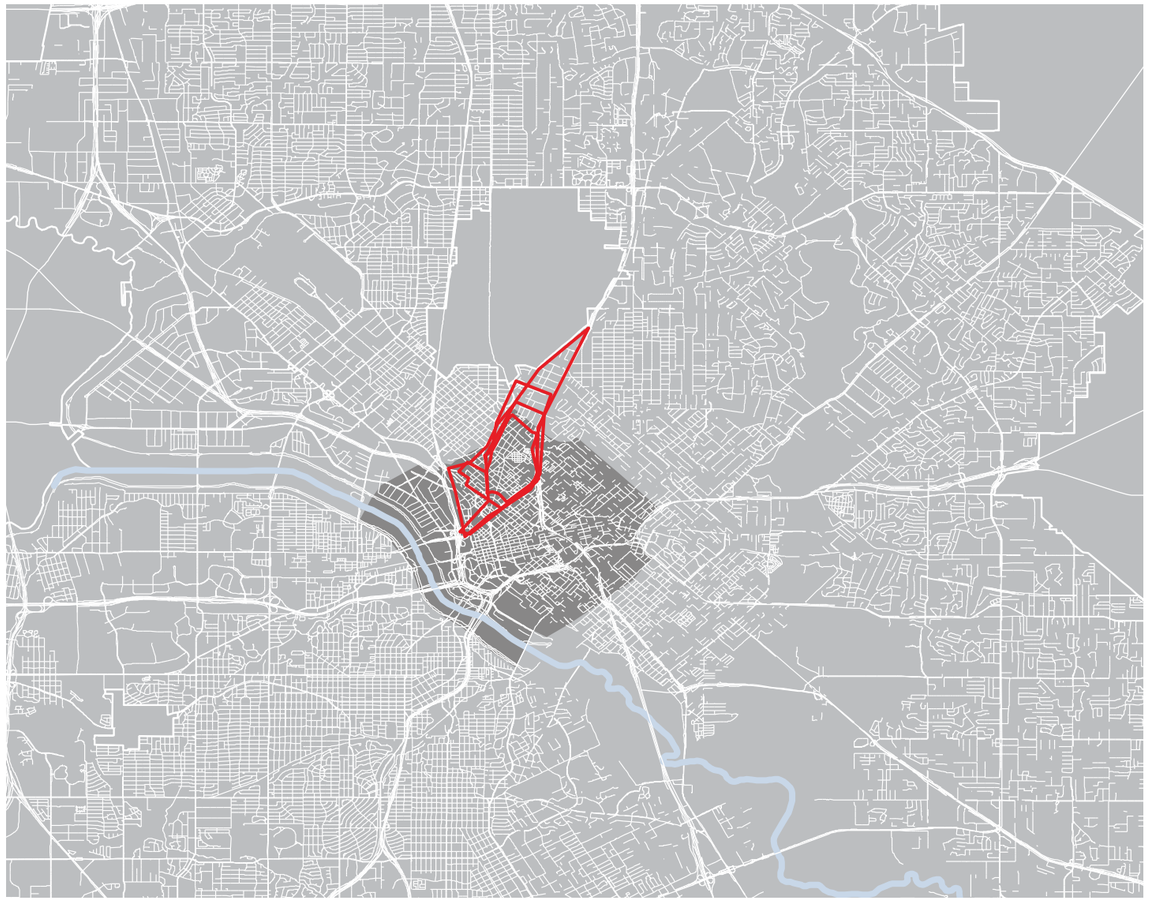
Two respondents identified a central core super neighborhood that extend slightly beyond the highway loop.

Confidence 4 - Central City Core Neighborhood - "I think these neighborhoods have similar characteristics and needs"

Confidence 4 - Core Dallas - "A core area in central Dallas seeking uniform restrictions, parking, zoning, panhandling, and workability regulations, similar to Austin.."

submitted neighborhood boundary
Downtown as defined by the 15 neighborhoods

## Uptown



Four boundaries identified as Uptown share a common core area - the area bounded by I-75, Woodall Rogers Freeway, N Pearl Street, Cedar Springs, Katy Trail, and Blackburn. Most of the discrepancy beyond those boundaries is over the north eastern and south western boundary - that I-75-Woodall Rogers and Cedar Springs-Katy Trail are boundaries is generally agreed upon.

Confidence 4 - Uptown - "Includes all of Uptown...McKinney Corridor"

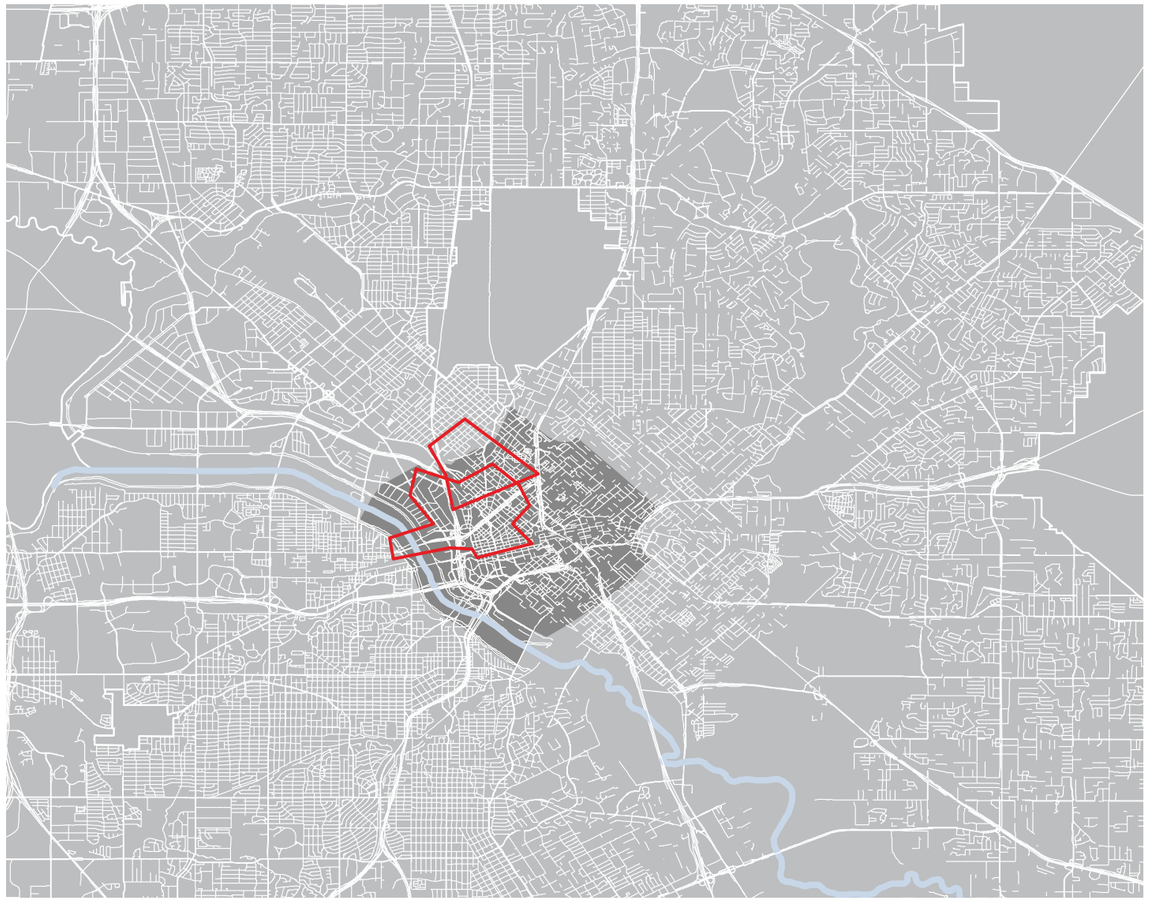
Confidence 5 - Uptown - "Because it is"

Confidence 1 - Uptown - "I dine there"

Confidence 3 - Uptown - "Bounded by Katy Trail, highways, and Blackburn"

submitted neighborhood boundary
Downtown as defined by the 15 neighborhoods





Confidence 2 - Uptown - Nothing written

Confidence 5 - My Uptown - "This is my walking radius from my condo in south victory park."

Except for some area of overlap, two boundaries identified as Uptown share relatively little with the currently known boundaries of the area.

submitted neighborhood boundary
Downtown as defined by the 15 neighborhoods

## South Dallas / Fair Park

There were three boundaries drawn for a version of a Fair Park super neighborhoods. Two of these boundaries include the area immediately south of I-30 between I-35E and I-45, commonly known as the Cedars or Southside. Despite having Fair Park in its name, one boundary actually stops just short of the park and does not include it within the boundary.

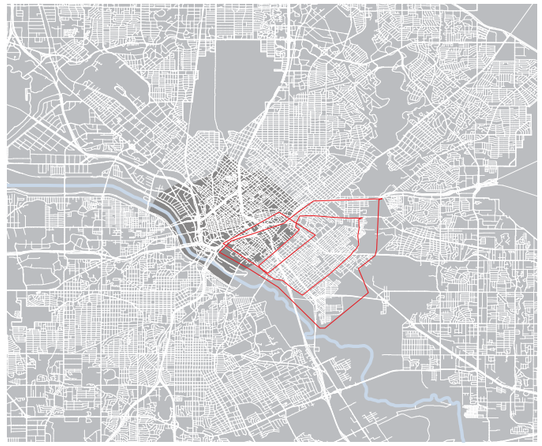
One user identified an area between I-45, I-30, and 352 as Deep Fair. With a southern boundary of Grand Avenue, the area drawn does not extend the full length of the Fair Park campus.

## Lower East Dallas

A very precisely drawn super neighborhood called Lower East Dallas included parts of the Baylor area, Peak's Addition, Mount Auburn, Hollywood Heights, Swiss Avenue, Munger Place, Junius Heights, and Abrams-Brookside. It excludes Bryan Place.

## Extended Lakewood

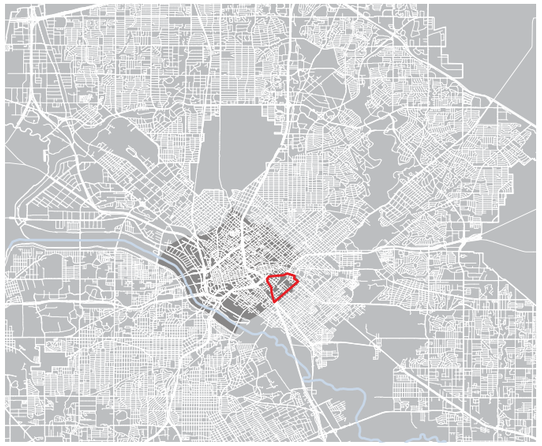
A super neighborhood called Extended Lakewood includes the area between I-75, I-30, Ferguson Road, up to Northwest Highway.



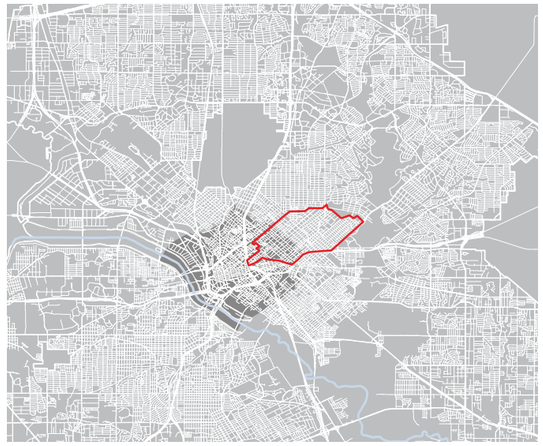
Confidence 5 - Downtown Fairpark - "This is the geographic area my neighbors and clients recognize. This is the proximity in which they spend significant time and money."

Confidence 4 - South Dallas / fair park - "Boundaries where my organization works."

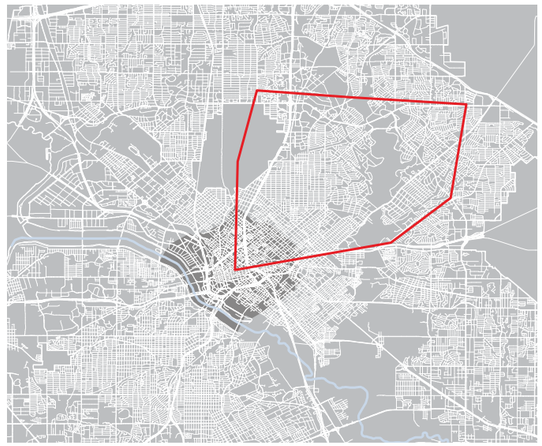
Confidence 5 - South Dallas Fair Park - "See cut off points in use of land."



Confidence 3 - Deep Fair - "The space between Deep Ellum and Fair Park"



Confidence 1 - Lower East Dallas - "I recently moved into an apartment on Swiss Ave. As I have explored the surrounding area, I have noticed a continuity of architecture, the layout of the streets, and flow of people within Peaks Addition, Swiss Ave., Munger Place, Junius Heights, and Holl-"



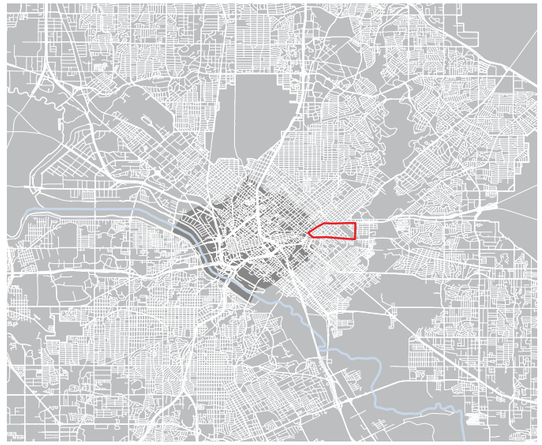
Confidence 3 - Extended Lakewood - "New business"

submitted neighborhood boundary
Downtown as defined by the 15 neighborhoods

submitted neighborhood boundary
Downtown as defined by the 15 neighborhoods

## East Grand

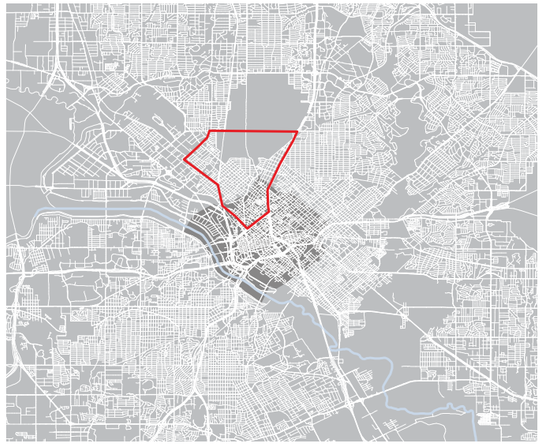
One participant identified the area just North of Fair Park up to Beeman Ave as East Grand.



Confidence 3 - East Grand - “East Dallas - East Grand”

## Oaklawn

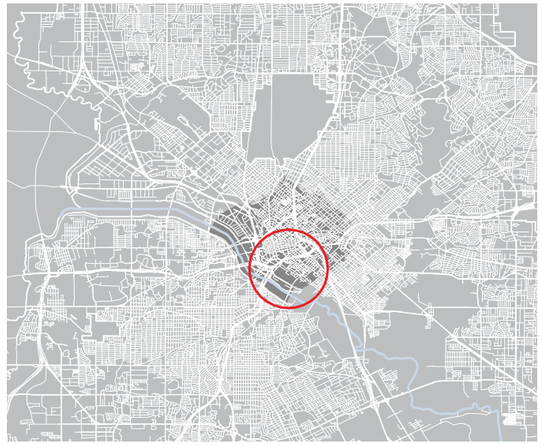
A super neighborhood called Oaklawn was drawn to include much of Highland Park, from Mockingbird and I-75, to 366, up Harry Hines, across Inwood.



Confidence 3 - Oaklawn - “Realize some would say Oak Lawn is much larger but this is more typical of what I consider Oak Lawn to be.”

## Southside

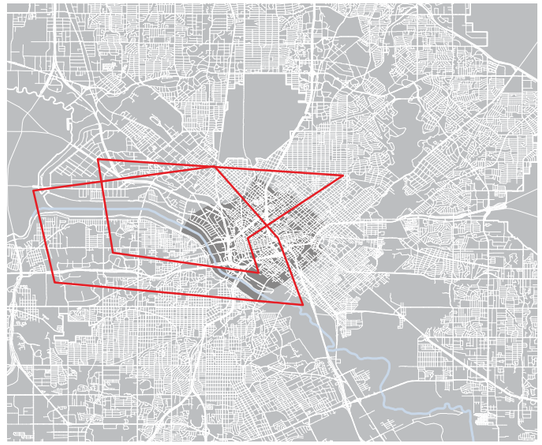
A circle was drawn with a center in the Cedars area, labeled as Southside.



Confidence 5 - Southside - “Because Jack said so.”

## The Downs of Hillcrest

There were two boundaries drawn for the Downs of Hillcrest that overlap significantly with the neighborhoods of Downtown. Unfortunately no descriptions were given for either submission so it’s unclear if there is meant to be any relationship to the gated residential community of the same name in North Dallas. Both boundaries drawn include the Design District, parks of Uptown, and portions of West Dallas.



Confidence 2 - The Downs of Hillcrest

Confidence 3 - The Downs of Hillcrest

submitted neighborhood boundary
Downtown as defined by the 15 neighborhoods

submitted neighborhood boundary
Downtown as defined by the 15 neighborhoods

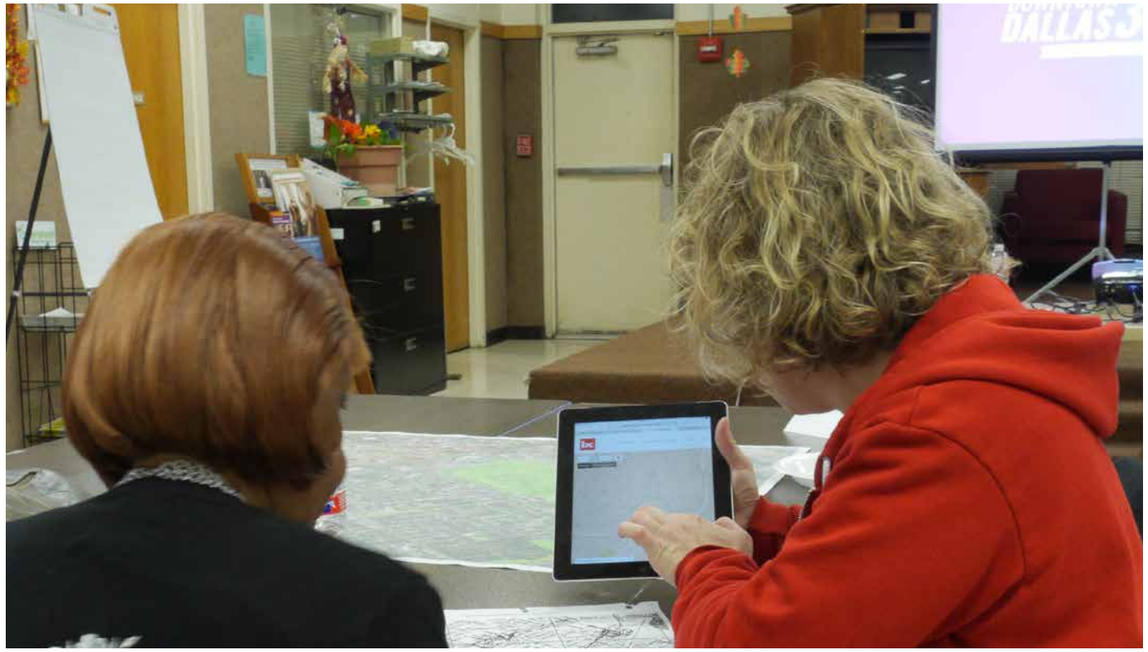
# CONCLUSION

The results of this engagement are wide ranging. In reviewing this range, there are a number of interesting points that stand out.

There were no confirmations of existing boundaries. No one drew neighborhoods boundaries exactly as they're currently defined, either by DDI or by [bc]'s POP Neighborhood Map. Outside of downtown we've seen a few instances of participants drawing boundaries exactly as they were already "known" to be, although those often appear to be drawn by an active member of a neighborhood association or other organization that has very set boundaries. For the boundaries that seemed generally agreed upon, those tended to be defined by a large piece of infrastructure like a major road.

There were a number of downtown neighborhoods that were never drawn. Baylor, Thanksgiving Square & Commercial District, and the Dallas Civic Center were never submitted as neighborhood boundaries. There could be a number of different reasons for this. Specific outreach was never done for the Baylor or Civic Center Districts, although we did interact with plenty of people who work in the Civic Center District, they never chose to draw it as a neighborhood boundary. These districts also tend to be characterized as non-residential areas, perhaps contributing to a lower number of people who identify it as "their" neighborhood.

There appears to be a lack of consensus about whether downtown is a neighborhood or a super neighborhood. If it is a super neighborhood, there is very little agreement about what the boundaries are. There also appears to be a lack of consensus about whether Uptown is a neighborhood or a super neighborhood, and therefore a lack of agreement about whether Uptown is part of downtown.



# Project Management Team

**Project Team**

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# THE 360 PLAN

DOWNTOWN DALLAS INC

City of Dallas

MIG