THE 360 PLAN

2017 **PLAN FRAMEWORK**

THE VISION

A COMPLETE AND CONNECTED CITY CENTER

TRANSFORMATIVE STRATEGIES

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

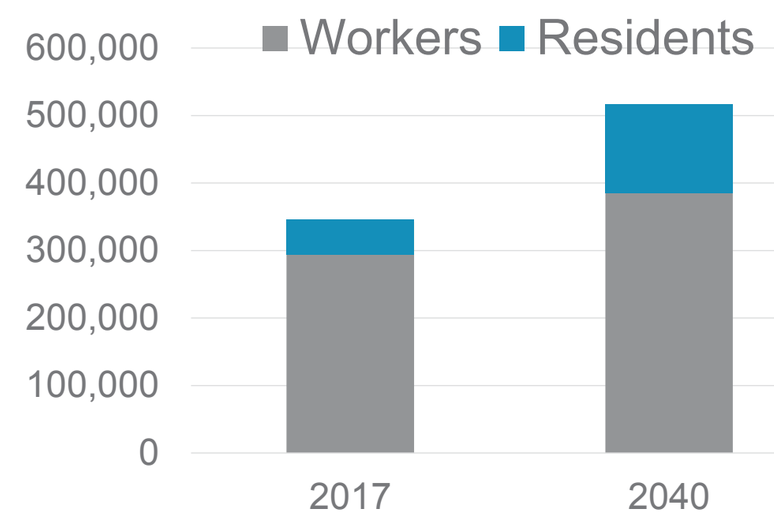
The regional transportation hub, Downtown Dallas sits at the confluence of freeways, rail lines, bus routes, bike lanes, and other pathways that connect motorists, commuters, and pedestrians to the City Center and its surrounding neighborhoods. The current transportation network includes numerous diverse 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.

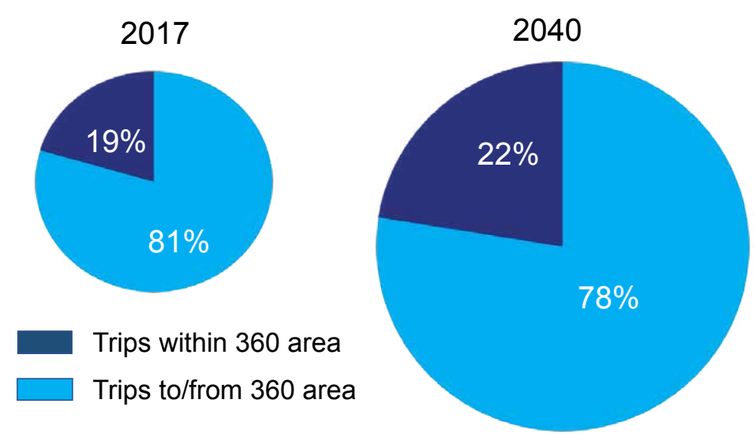
Design public streets for all users.

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.

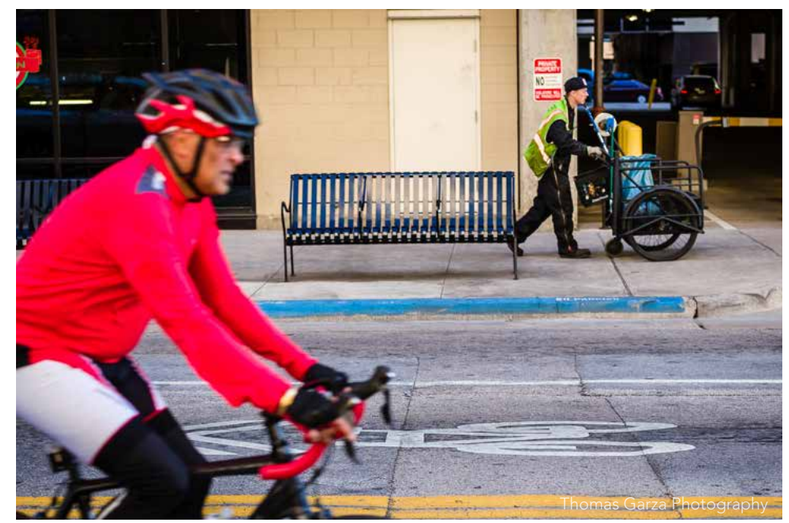
The 360 Plan Urban Mobility Principles

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.



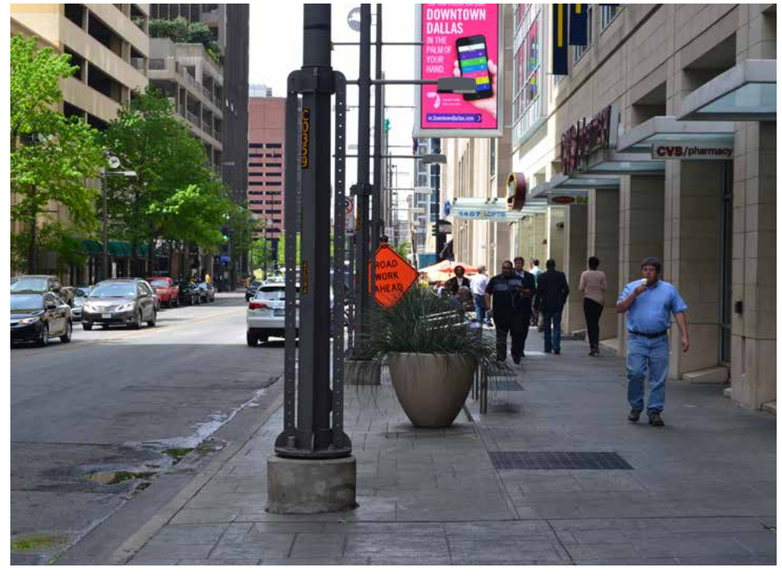
Cycling has become an increasingly demanded and used mobility option. New facilities are needed to provide safe options for all users.

COMPREHENSIVELY REVISE MOBILITY POLICY FOR THE CITY CENTER

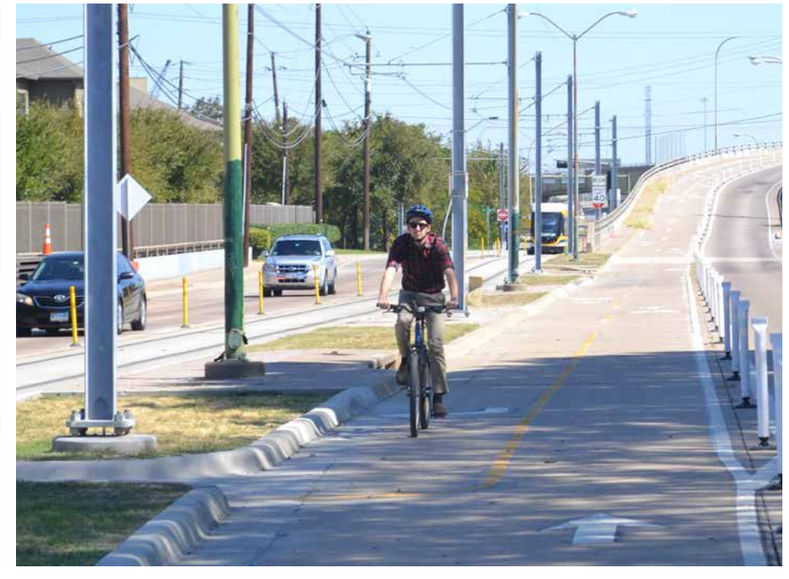
Currently, the City of Dallas, like most American cities, evaluates street projects such as road-diets and proposed bike lanes, through an automobile level-of-service measurement lens. This practice has been the standard for many decades. Recently, many cities have begun to move away from using this 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

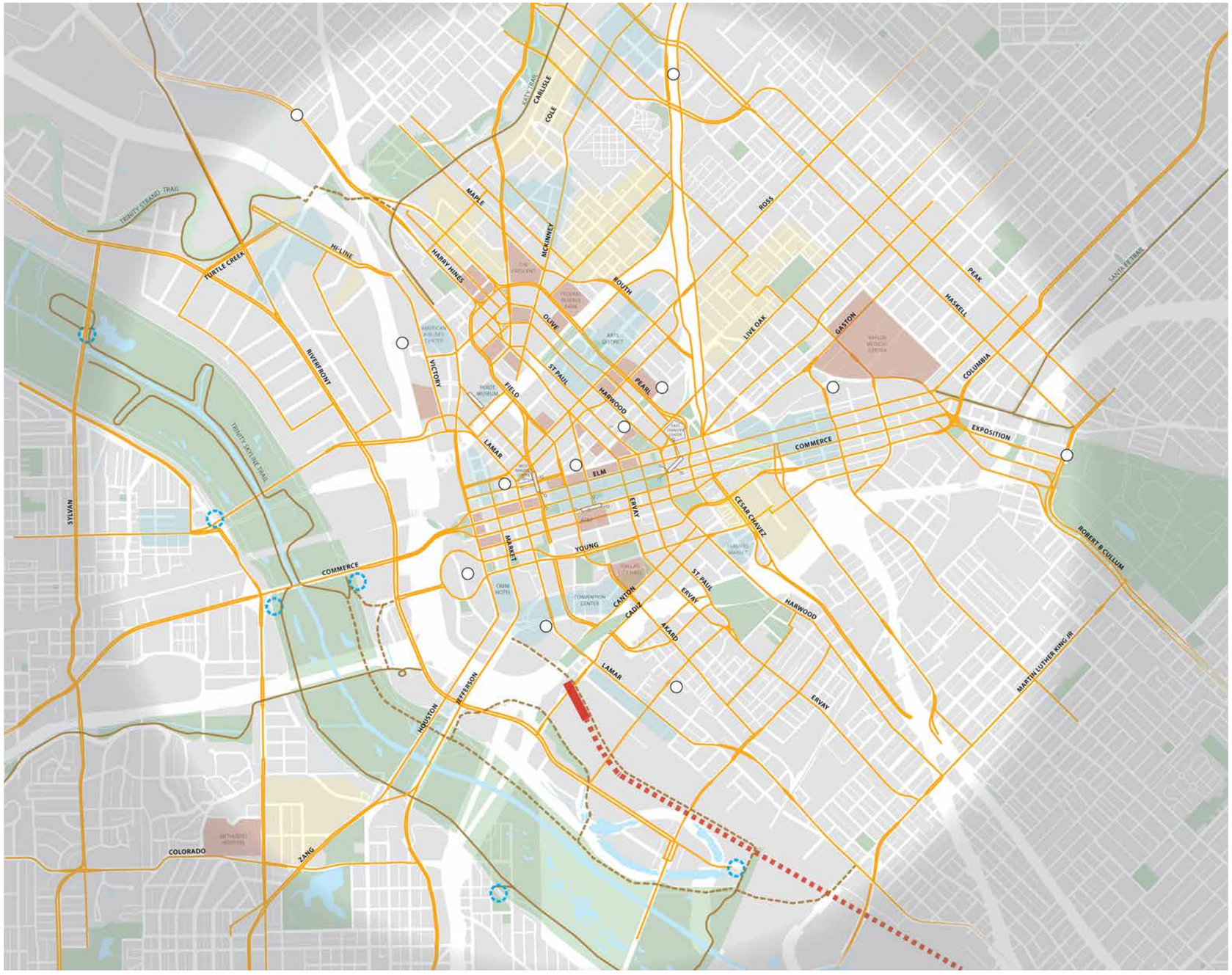
Bike District Connectors are all of the roads within Downtown that operate as part of the bike network. These streets prioritize bike movement through protected bike facilities, improved signal timing, traffic calming devices, and multimodal intersection design. When complete, the bike network should 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.

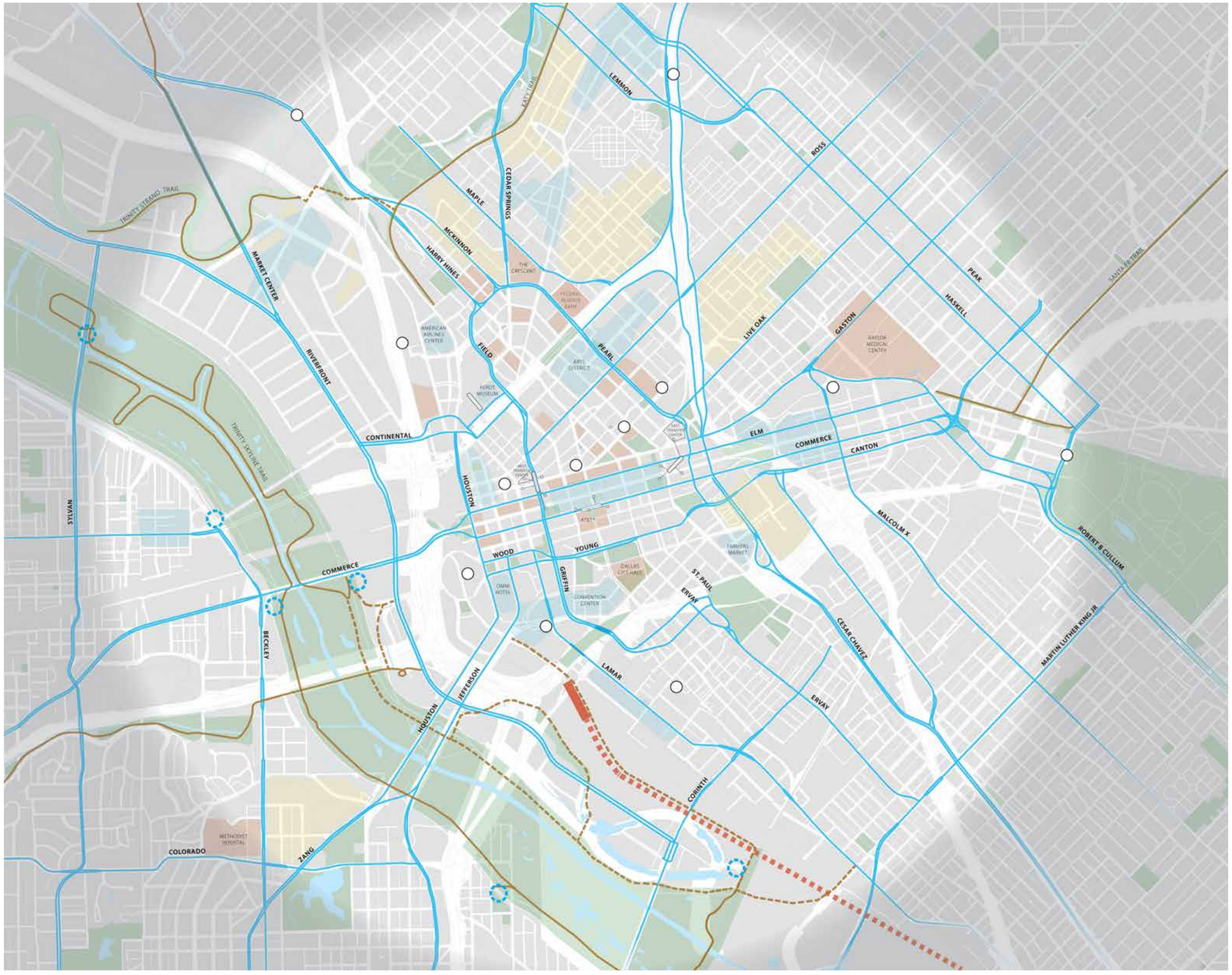


District Connectors and Neighborhood Streets

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.

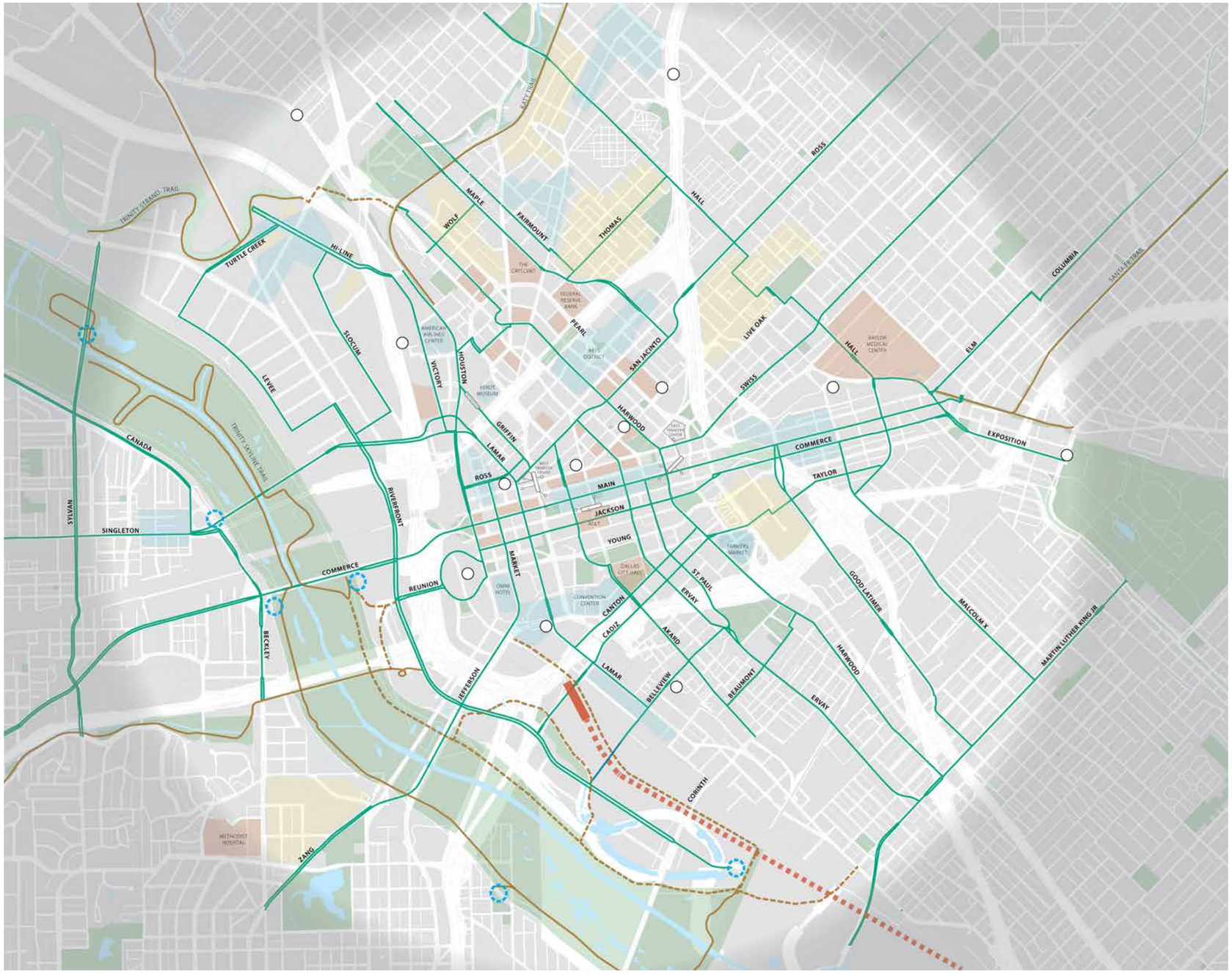
- **District Connector**
- **Neighborhood Street**
- Existing/ Funded Trail
- Potential Trail
- Trinity River Ped/ Bike Access Point
- Existing and Proposed Open Space
- Large Employment Center
- Entertainment Center
- Large Residential District
- Proposed High Speed Rail Station + Line
- DART Station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



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

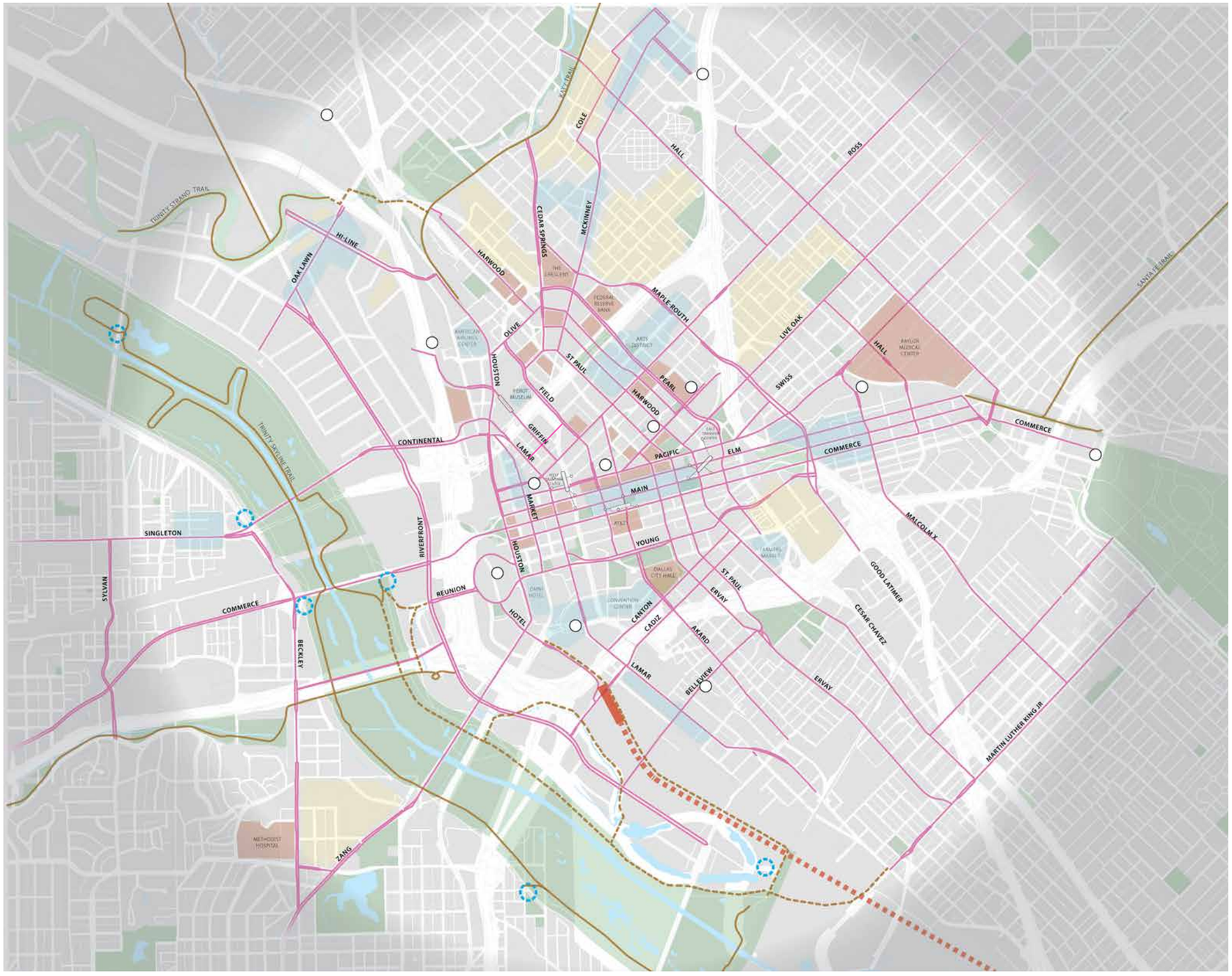


Bike District Connectors

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.

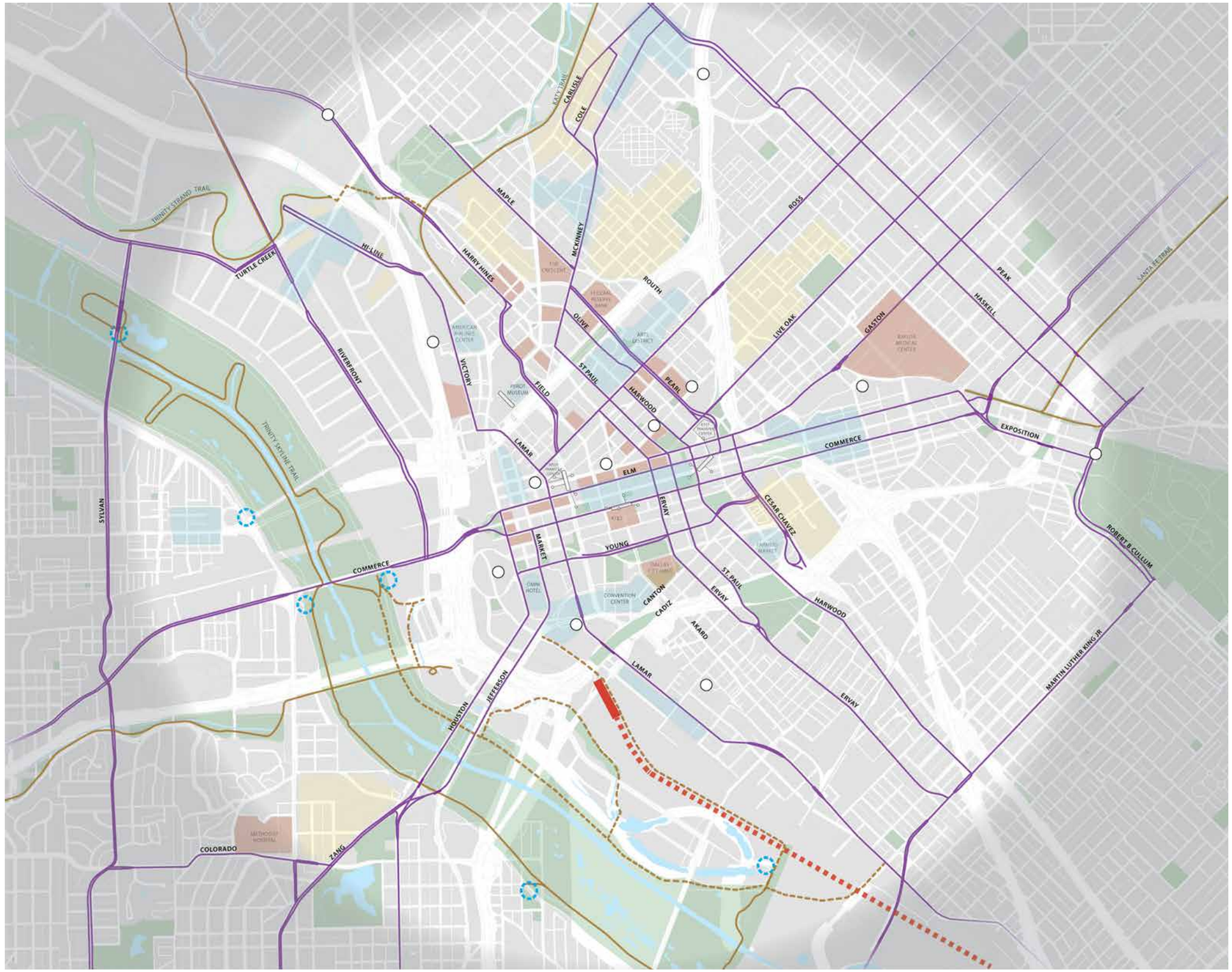
Note: Ross Avenue will be studied as a potential Bike District Connector in lieu of San Jacinto St

- **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



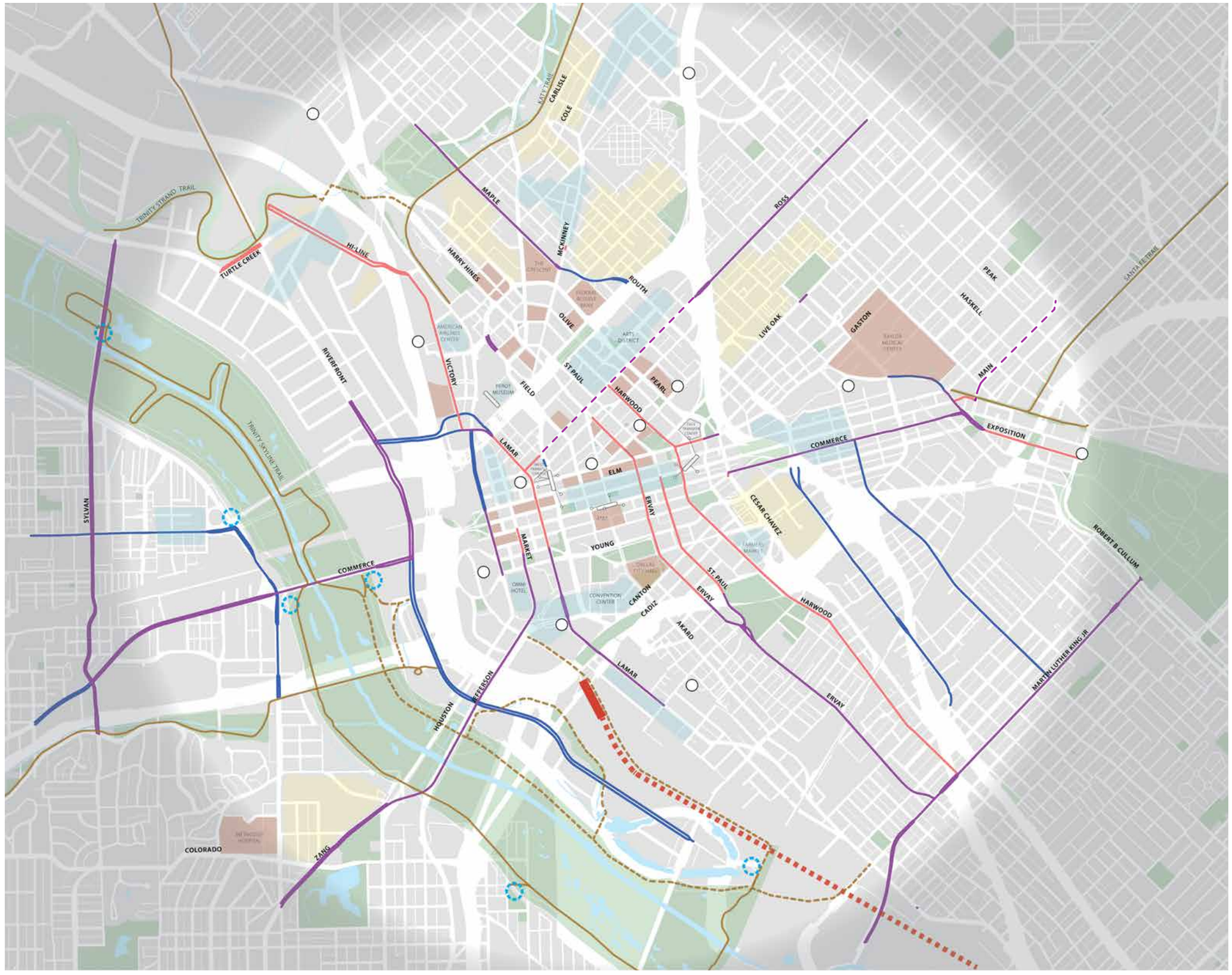
Pedestrian District Connectors

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.



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.



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

Bike + Transit + Auto District Connectors
Bike + Transit District Connectors
Bike + Auto District Connectors

Existing and Proposed Open Space

	PEDESTRIAN 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
DISTRICT CONNECTORS															
TRANSIT STREET TYPOLOGIES															
55' - 65'	Secondary	Secondary	Secondary	Secondary			Primary	Primary				Primary	Secondary	Primary	Secondary
70' - 85'	Primary	Primary	Primary	Primary			Primary	Primary		Secondary	Secondary	Primary	Primary	Primary	Secondary
100' - 120'	Primary	Primary	Primary	Primary			Primary	Primary		Secondary	Primary	Primary	Primary	Primary	Secondary
BIKE STREET TYPOLOGIES															
50' - 55'	Secondary	Secondary		Primary			Primary		Primary	Secondary	Secondary	Primary	Primary	Primary	Primary
60' - 70'	Primary	Primary	Secondary	Primary			Primary	Secondary	Primary	Secondary	Secondary	Primary	Primary	Primary	Primary
75' - 90'	Primary	Primary	Primary	Primary			Primary	Secondary	Secondary	Secondary	Secondary	Primary	Secondary	Secondary	Primary
100' -130'	Primary	Primary	Primary	Primary			Primary	Secondary	Primary	Primary		Primary	Secondary	Secondary	Primary
AUTO STREET TYPOLOGIES															
50' - 55'	Secondary	Secondary	Secondary	Secondary			Primary	Secondary		Secondary	Primary	Primary	Primary	Primary	Secondary
60' - 75'	Primary	Primary	Primary	Primary			Primary	Secondary		Secondary	Primary	Primary	Primary	Secondary	Secondary
80' - 90'	Primary	Primary	Primary	Primary			Primary	Secondary	Secondary	Secondary	Secondary	Primary	Secondary	Secondary	Primary
90' - 110'	Primary	Primary	Secondary	Primary			Primary	Secondary	Secondary			Primary	Primary	Secondary	Primary
175'	Primary	Primary					Primary	Secondary	Primary						Primary

	STREET ZONE																				
	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
DISTRICT CONNECTORS																			
TRANSIT STREET TYPOLOGIES																			
55' - 65'			Secondary		Secondary						Primary	Secondary			Secondary	Secondary	Secondary	Primary	Primary
70' - 85'			Secondary		Primary	Secondary	Secondary	Secondary	Secondary	Primary	Primary	Secondary	Secondary		Secondary	Secondary	Secondary	Secondary	Primary
100' - 120'			Secondary		Primary			Secondary	Secondary	Primary	Primary	Secondary	Primary	Primary	Secondary	Secondary	Secondary		Primary
BIKE STREET TYPOLOGIES																			
50' - 55'		Secondary	Primary		Secondary	Secondary	Secondary					Primary	Secondary			Secondary	Secondary	Primary	Primary
60' - 70'		Secondary	Secondary		Secondary	Secondary	Secondary					Primary	Primary	Secondary		Secondary	Secondary	Primary	Primary
75' - 90'				Secondary	Primary	Secondary	Secondary	Primary					Primary	Primary		Secondary	Secondary	Secondary	Primary
100' -130'				Secondary	Primary	Secondary	Secondary	Primary	Secondary	Secondary	Secondary			Primary		Secondary	Secondary	Primary	Primary
AUTO STREET TYPOLOGIES																			
50' - 55'		Secondary	Secondary			Primary	Secondary					Secondary			Secondary	Secondary	Secondary	Primary	Primary
60' - 75'		Secondary	Secondary		Primary	Primary	Secondary				Secondary	Secondary			Secondary	Secondary	Secondary	Primary	Primary
80' - 90'		Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary		Secondary	Secondary	Secondary	Secondary	Secondary	Secondary	Primary
90' - 110'	Secondary	Secondary	Secondary	Primary	Secondary	Secondary	Secondary	Primary	Secondary	Secondary	Secondary		Primary	Primary	Secondary	Secondary	Secondary	Secondary	Primary
175'	Secondary	Secondary	Secondary	Primary	Secondary	Secondary	Secondary	Primary	Secondary	Secondary	Secondary		Primary	Primary	Secondary	Secondary	Secondary		Primary

	INTERSECTION ZONE									
	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'	Primary		Secondary		Secondary			Secondary		Secondary
70' - 85'	Primary	Secondary	Secondary	Secondary	Secondary			Primary		Primary
100' - 120'	Primary	Secondary	Secondary	Secondary	Secondary	Primary		Primary	Secondary	Primary
BIKE STREET TYPOLOGIES										
50' - 55'	Primary		Secondary	Secondary	Secondary		Primary	Primary	Primary	
60' - 70'	Primary	Secondary	Secondary	Secondary	Secondary		Secondary	Primary	Primary	
75' - 90'	Primary	Secondary	Secondary		Secondary		Secondary	Primary	Primary	
100' -130'	Primary	Secondary	Secondary	Secondary	Secondary			Primary	Primary	
AUTO STREET TYPOLOGIES										
50' - 55'	Primary		Secondary	Secondary	Secondary		Primary	Primary		
60' - 75'	Primary	Primary	Secondary	Secondary	Secondary		Secondary	Primary	Secondary	Secondary
80' - 90'	Primary	Primary	Secondary	Secondary	Secondary	Secondary	Secondary	Primary	Secondary	Secondary
90' - 110'	Primary	Primary	Secondary	Secondary	Secondary	Primary	Secondary	Primary	Secondary	Secondary
175'	Primary	Primary	Secondary	Secondary	Secondary	Primary	Secondary	Primary	Secondary	Secondary

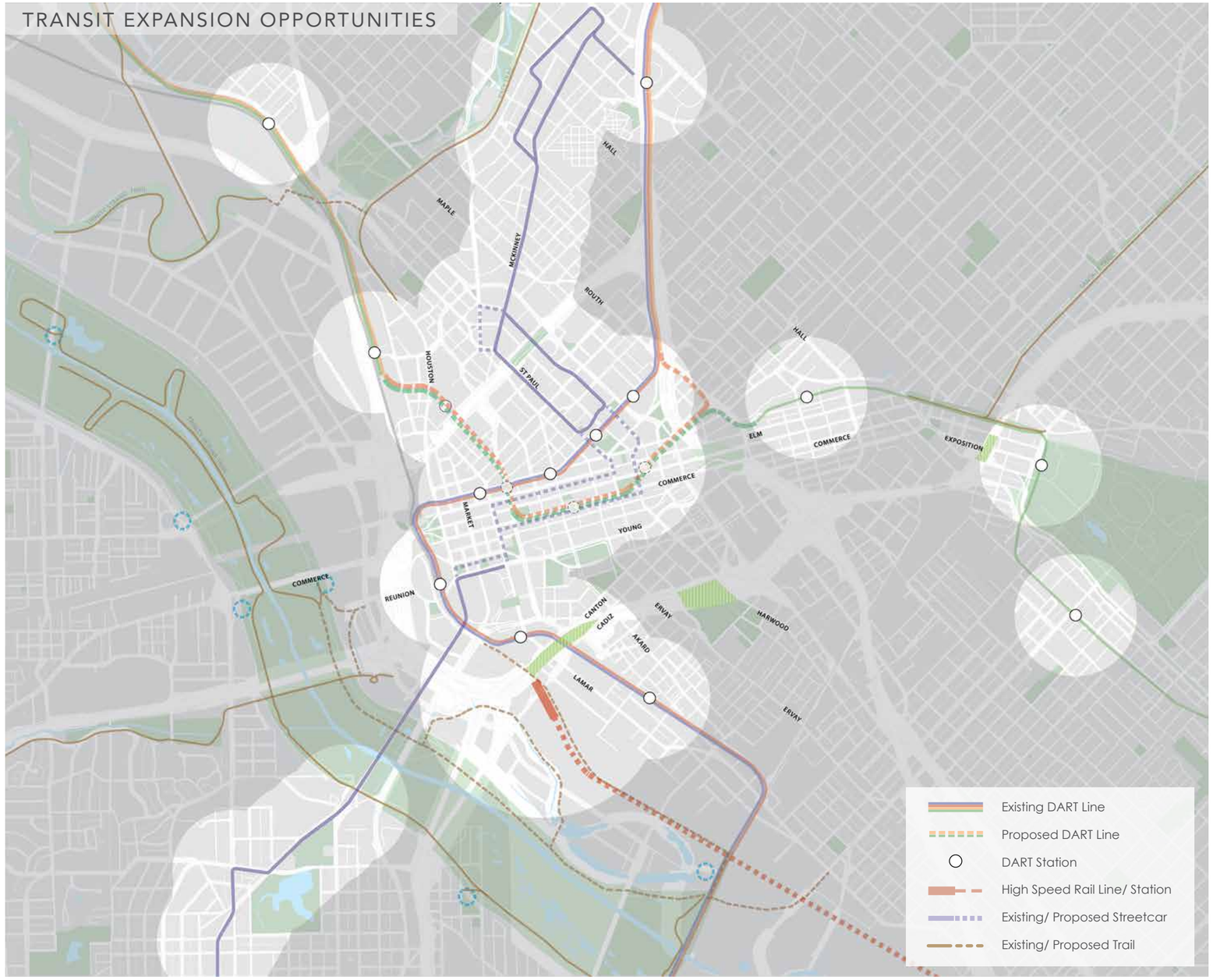
For streets with one or more District Connector classification serving multiple modes of travel, the following priorities apply:

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.



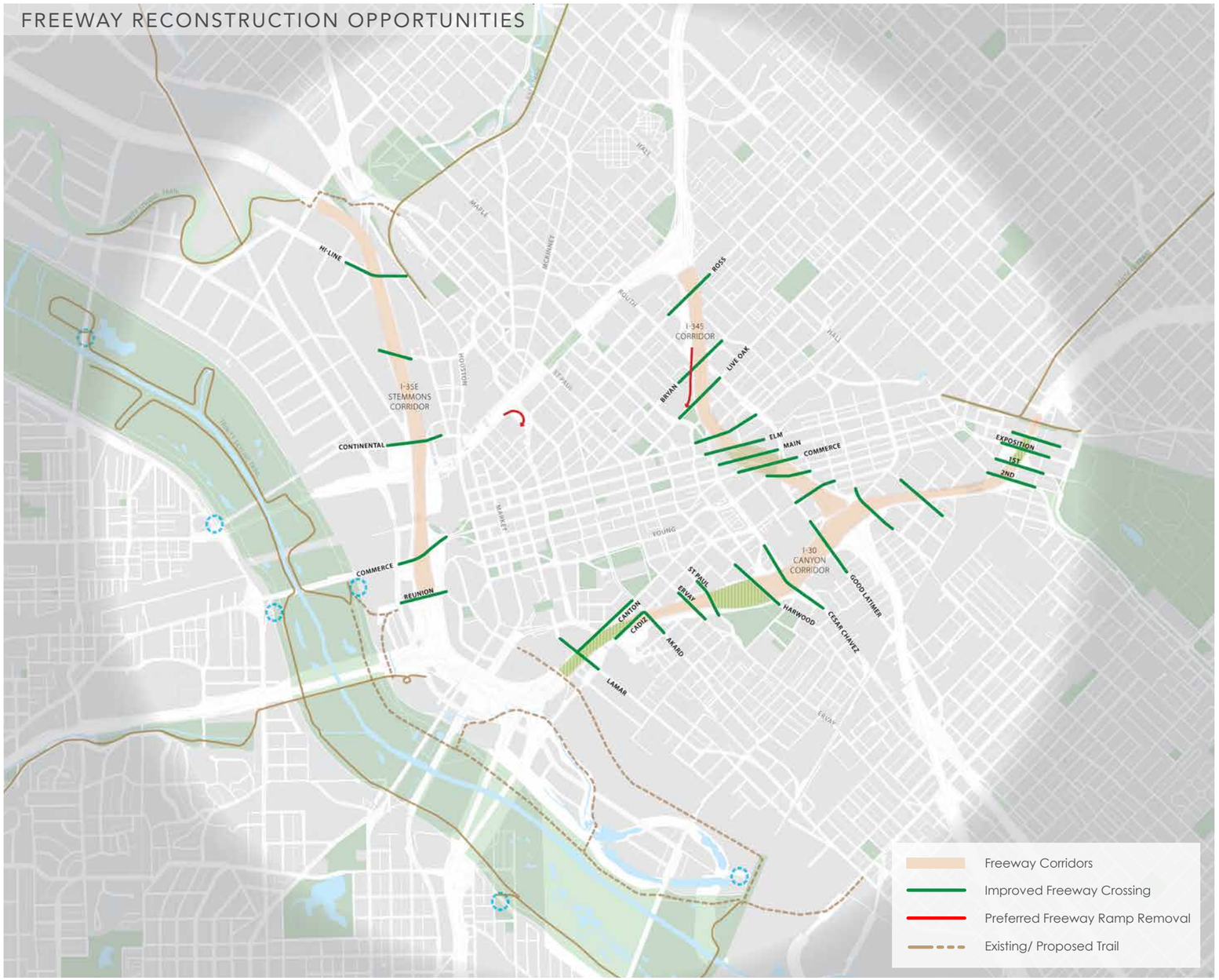
INTEGRATE TRANSIT EXPANSION OPPORTUNITIES

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.

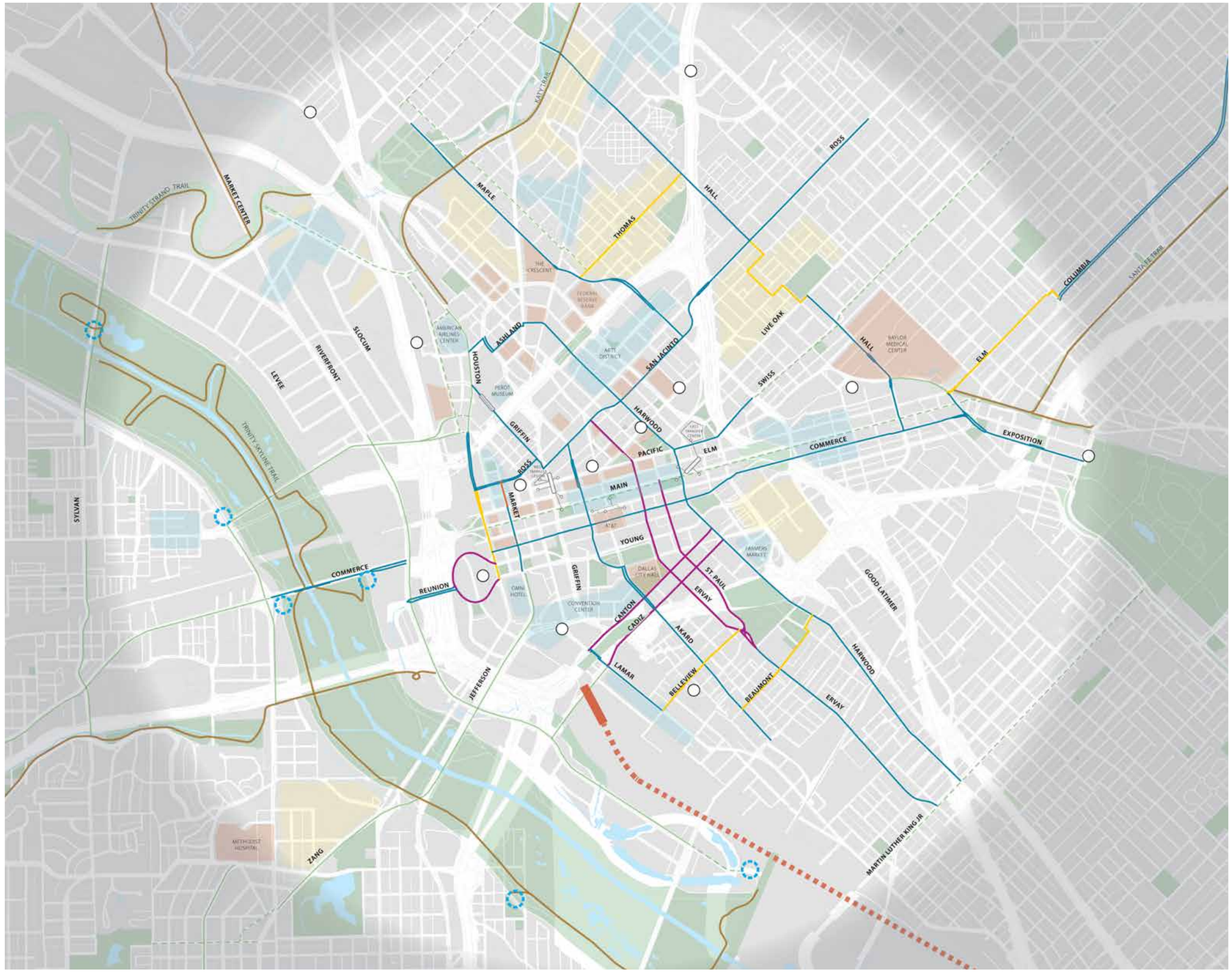
Thomas Garza Photography

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.

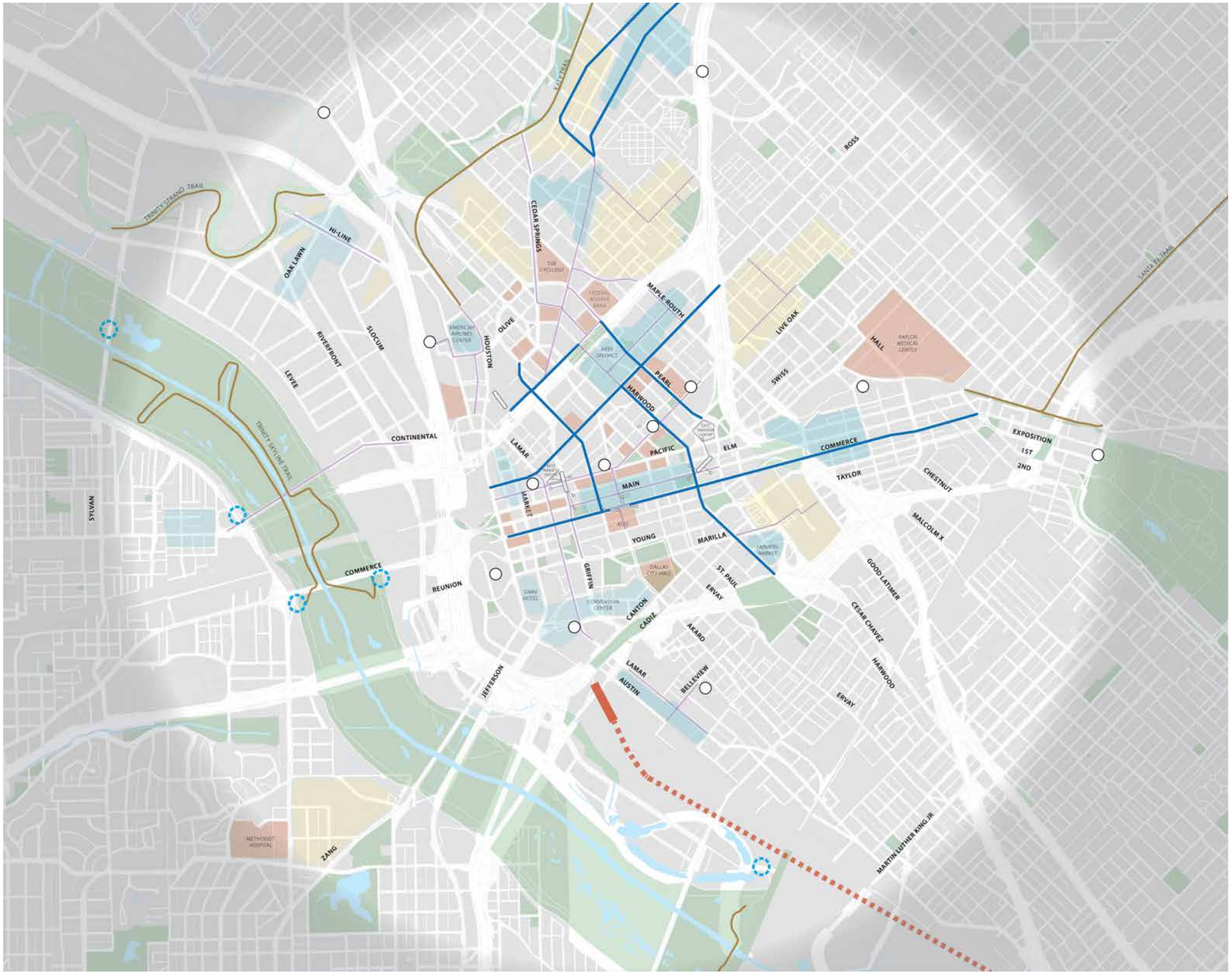
Wide, shaded, and protected sidewalks, such as these in Uptown, should be provided on all Pedestrian District Connectors in order to facilitate walking as a safe and convenient mobility option.



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.

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



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.

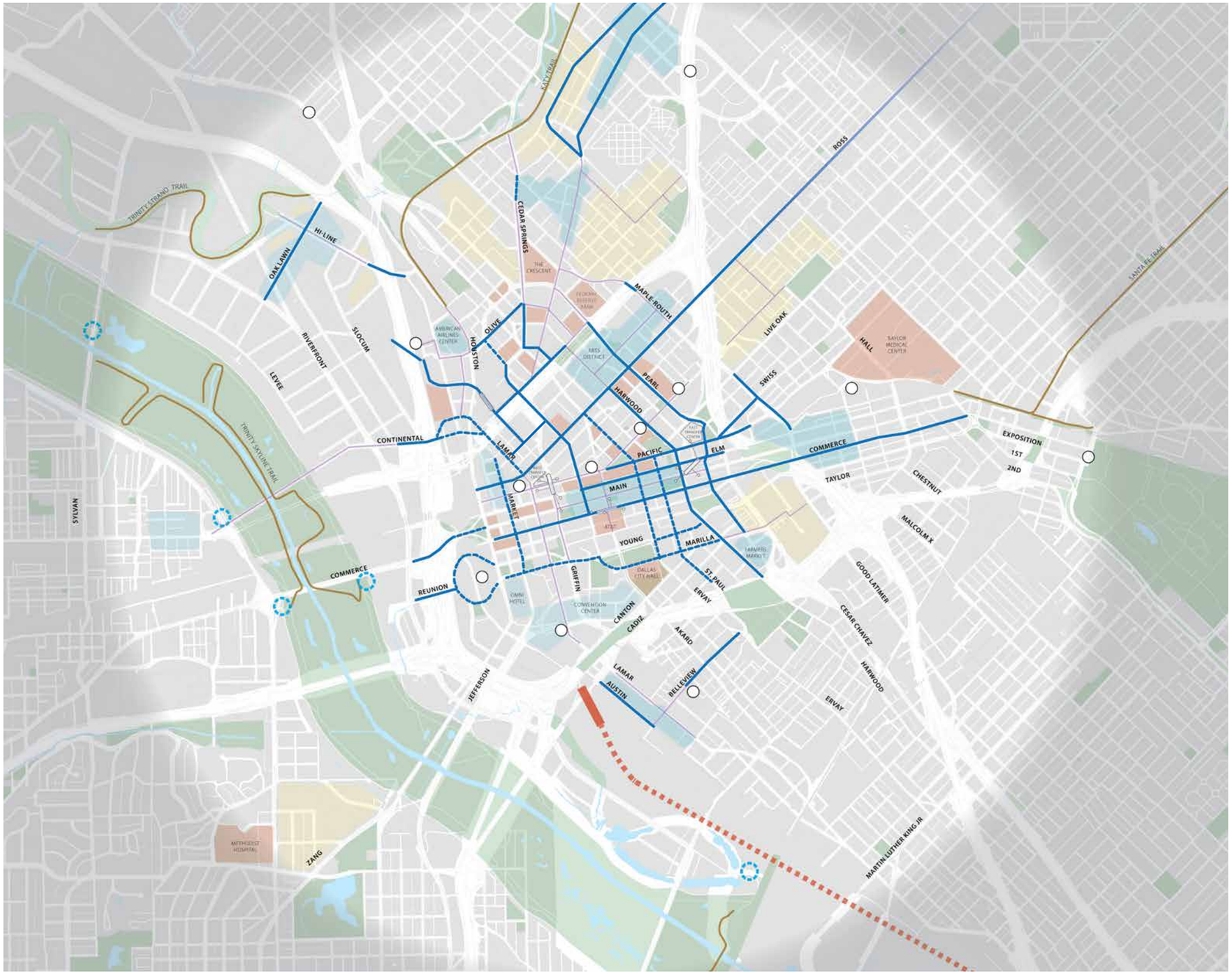
Harwood Street connects various districts Downtown from Dallas Farmers Market to the Dallas Arts District linking four parks (Dallas Heritage Village, Main Street Garden, and the planned Harwood Park and Pacific Plaza) across a historic commercial district.

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.

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



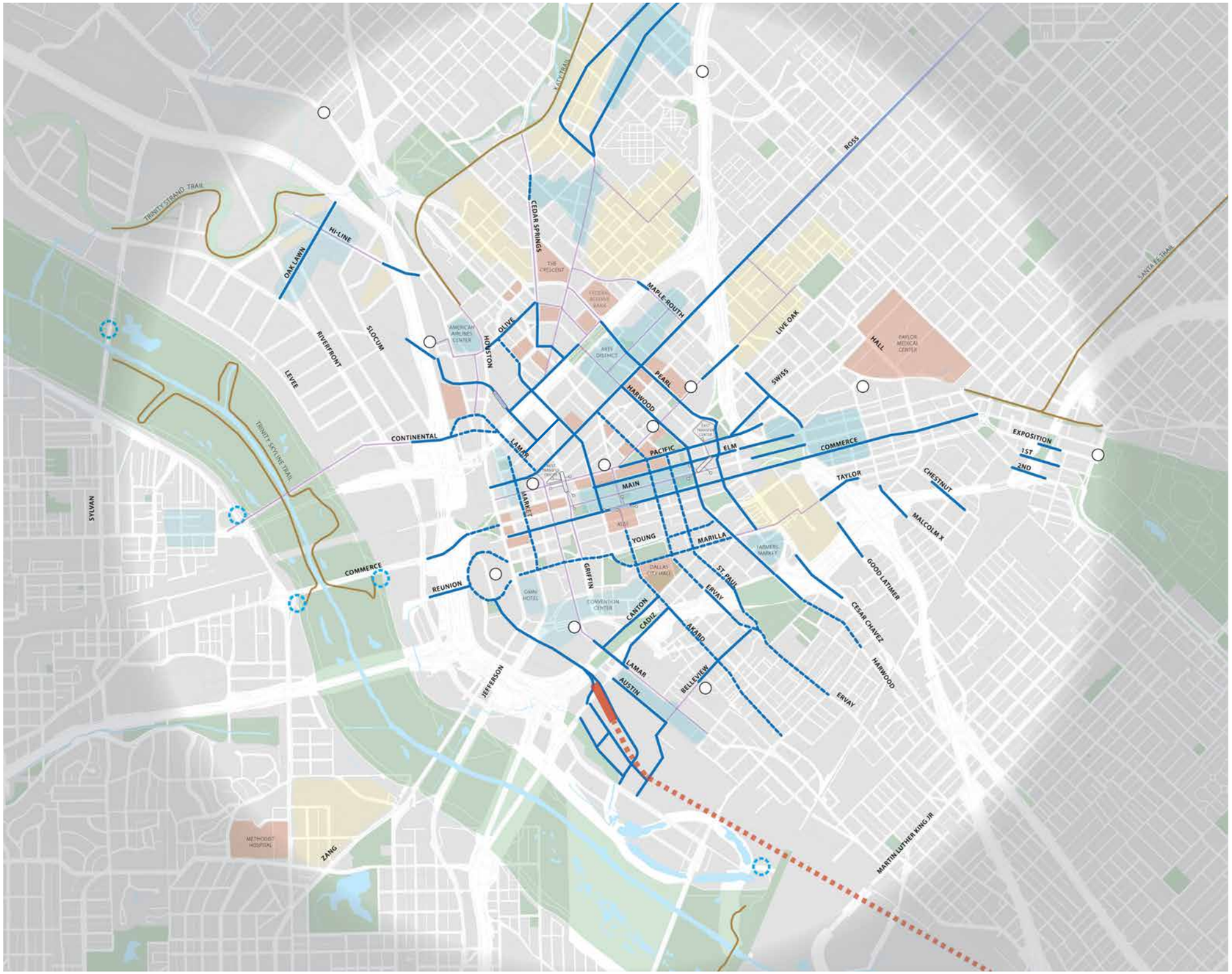
Priority Pedestrian Improvements (Phase I + II)

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 adopting 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