



# I Introduction

## Building a True Urban Experience

As the premier urban center in North Texas, Downtown Dallas is the epicenter of economic, cultural and social activity in the Dallas-Fort Worth Metroplex. Its history as a vibrant city is well-known; **its future as one of the world's most dynamic urban environments** is currently being shaped. As Dallas continues to evolve into a diverse, exciting hub of people and activity, Downtown is the logical place to absorb new growth and lead regional trends. The Downtown Dallas 360 effort harnesses recent interest and trends in re-establishing the prominence of the city center and sets the course for a future filled with opportunity in an increasingly connected, urban world.

### PURPOSE AND CHARGE

Downtown Dallas 360 (or simply “the 360 plan”) was born out of the need to bolster and support development and investment in the core city, identified as the area within the existing freeway “loop” (also referred to as the Central Business District, or CBD). The plan’s main purpose is to **cultivate a shared vision for Downtown’s future and provide strategic implementation actions for achieving that vision**. While the plan is a long-term, strategic vision for how to ensure that Downtown Dallas is a vibrant urban center, it provides clear, targeted recommendations that can be implemented over a relatively short timeframe. Specifically, a major goal is to identify and prioritize capital spending to be secured with the issue of future City of Dallas bond funds, currently scheduled for 2012, that will demonstrate tangible, direct implementation of the 360 plan.

### A Collaborative Effort

The Downtown Dallas 360 plan sets forth a strong vision for a dynamic, exciting future. It is intended to be a strategic, guiding plan rather than a regulatory document. While the 360 plan presents and prioritizes specific actions deemed critical for Downtown’s future success, its broader recommendations and concepts are to be considered when reviewing development, making decisions or considering investment, especially when a specific action may not yet have been taken. For example, while the 360 plan recommends that formal, enforceable design stan-

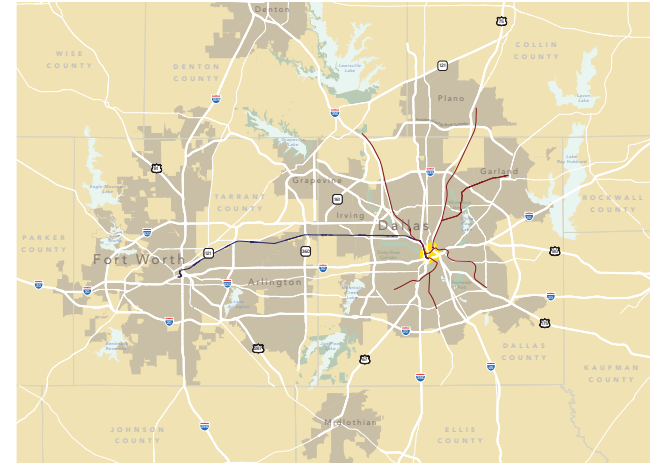
dards be adopted by the City of Dallas, delays or lack of funding may necessitate using the guidelines and recommendations found in Chapter IV in the interim.

A critical partnership among the City of Dallas, Downtown Dallas, Inc. (DDI) and dozens of area stakeholders, residents, developers and leaders, the 360 plan process embodied the “can-do” spirit of Dallas as a true combination of public and private resources. The commitment of money, time and other resources from a host of stakeholders vested in the success of Downtown ensured a collaborative, productive process from beginning to end. The 360 plan process provided the opportunity for parties with varied interests to debate controversial and politically-charged issues, with the understanding that their primary charge was to find solutions that would yield the greatest return on public and private investment in Downtown. Rather than becoming mired in individual short-term gains, this cooperative process helped foster an even greater spirit of opportunity and obligation from plan stakeholders to ensure the collective success of Downtown.

### Influential Factors

Recent years have seen a resurgence in the prominence, relevance and vibrancy of downtowns and urban environments throughout North America. Once left behind by the dispersion of people, energy and resources to the suburban fringe, downtowns are now seen as real and viable alternatives to suburbs. In fact, center cities and urban neighborhoods in nearly every region of the country saw rising populations, new development, and enhanced cultural and entertainment opportunities over the past decade. Dallas was no exception, with the central city’s population growing from fewer than 5,000 in 1980 to over 35,000 by 2010. Twenty percent of that growth (more than 7,000) occurred inside the loop, where, prior to the year 2000, only a few hundred people had resided. In Dallas and elsewhere, the trend toward urban living coincided with continued investment in public infrastructure and amenities, including expanded rail transit systems, arts and cultural venues, and improved streets and parks.

By 2008, however, when the Downtown Dallas 360 process was set in motion, cities were faced with increasingly tumultuous and uncertain budget situations due to severe economic conditions. Whereas the economic constraints might



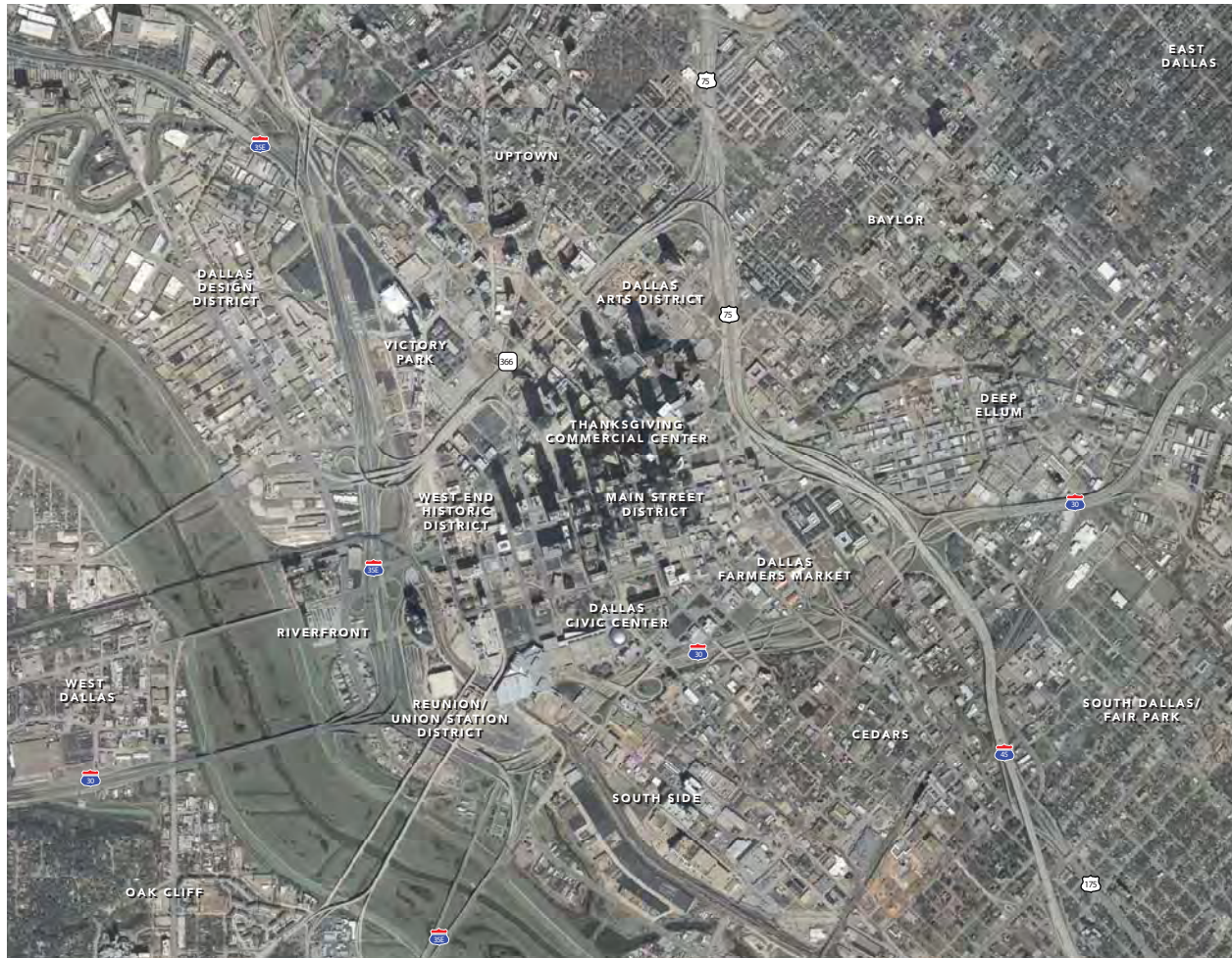
The Dallas-Fort Worth Metroplex

call into question the importance of a process such as the 360 plan, leaders and stakeholders recognized the opportunities to be even more strategic and relevant in the face of uncertain resources. It is with this optimism for the future that the 360 plan sets forth recommendations that are both bold and realistic, each emphasizing the critical steps needed to catapult Downtown Dallas forward.

### REGIONAL CONTEXT AND STUDY AREA

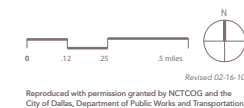
Downtown Dallas lies at the center of Dallas County, which is the largest population center in the greater Dallas-Fort Worth Metroplex (see map above). The Metroplex is the largest metropolitan area in Texas and the fourth-largest in the United States, with over 6.5 million people as of 2010 estimates. Dallas-Fort Worth anchors the northern triumvirate of the “Texas Triangle” Megaregion. This group of major population centers, including Houston, San Antonio and Austin, has nearly 17 million people and drives the Texas economy.





Downtown Dallas 360 Study Area

Downtown Dallas has traditionally been defined as the area “inside the loop”, a reference to the freeway system that forms a complete loop around the historic Central Business District (CBD). This area includes the West End Historic District, Main Street District, Dallas Civic Center, Reunion/Union Station District, Dallas Farmers Market, Thanksgiving Commercial Center and Dallas Arts District (see Downtown Dallas 360 Study Area figure at left). The Downtown Dallas 360 plan accordingly focuses most of its investment priorities and strategic actions to these important areas. However, much strength lies in connecting outward from the loop, into the newly defined Downtown Dallas. From the Cedars, South Side, Riverfront, Deep Ellum and the Design District to Baylor, Uptown and Victory Park, the city center is a collective destination with key assets that are all integral to Downtown’s vitality, such as the American Airlines Center, Fair Park, Baylor Medical Center, the Trinity River and more. Acknowledging the importance of these areas to Downtown’s overall health, the 360 plan provides guidance to overcome barriers, improve connections, and boost the character and identity of this broader set of districts in greater Downtown Dallas.



## PLANNING PROCESS

The 360 planning process occurred over an 18-month period from June 2009 to January 2011 and entailed extensive stakeholder and community input.

The process was stewarded by a Steering Committee, Technical Committee and core Project Management Team that met at key junctures throughout the planning period. Charged with providing strategic direction and buy-off on major themes, concepts and strategies, the Steering and Technical committees comprised representatives from City departments and organizations, stakeholder groups and corporations such as DART, Dallas Convention and Visitors Bureau, Dallas Convention Center, private developers, Downtown Residents Council, and DDI. Workgroups and focus groups added representation and input from Preservation Dallas, The Real Estate Council, CityDesign Studio, the Dallas Regional Chamber of Commerce, and others. In addition, critical community input was garnered through two Community Forums and multiple sessions with area stakeholders, Dallas City Council members and key staff. This inclusive process was bolstered by a project website, which was used to share information and solicit feedback from committee members and the public. The Project Management Team provided day-to-day guidance and decision-making and consisted of members of the Department of Sustainable Development and Construction, DDI, and MIG.

## PRIOR STUDIES

The Downtown Dallas 360 plan builds on numerous prior studies and planning efforts for Downtown and surrounding areas. From supporting the ambitions of the Trinity River Corridor Master Plan to navigating the nuances of Tax Increment Financing (TIF) District plans, the 360 plan is in many ways the force that now binds together these initiatives.

The previous plans provided a wealth of direction and background for the 360 plan process. In particular, ideas and plans for elements such as the second DART light rail alignment (“D2”) through Downtown became an important focal point when determining how best to provide additional transit service while simultaneously maximizing opportunities for new development projects. Another key component that influenced much discussion is the organization and identification of the street

system in Downtown as identified in the Comprehensive Transportation Plan, which opened the door to a re-examination of the role and function of Downtown streets. Similarly, proposals such as the Emerald Bracelet and the extent of facilities identified in the Downtown Parks Master Plan helped initiate discussions on the role and actual needs for various types of open space in Downtown. The Inside the Loop report set forth the critical need for connectivity, prioritization and catalyst projects, and foreshadowed the emergence of Districts. In addition, technical documents such as those related to the various TIF districts became the foundation for many recommendations found in this plan.

## RECENT ACCOMPLISHMENTS

Like many urban centers in recent years, Downtown Dallas is riding a wave of momentum, created by the significant new development and investment from both public and private sectors. While remaining a strong office core, Downtown is now home to thousands of residents, many of whom occupy historic or formerly vacant buildings, bringing new life to some of Downtown’s greatest assets.

Perhaps most visible is the near completion of the Dallas Arts District, once home to automobile dealers and a dream penciled only a few decades ago. From the opening of the Dallas Center for Performing Arts including the Winspear Opera House and Wyly Theatre, to the construction of the mixed-use One Arts Plaza tower and restaurant complex, the Dallas Arts District is perhaps one of Downtown’s greatest success stories. It continues to draw international praise as well as ongoing local investment. Emerging as this plan is written is the Woodall Rodgers Deck Park (“The Park”), a key connection between the Arts District and Uptown and another significant investment in Downtown’s network of parks, plazas and open spaces.

Although not at the frenzied pace that occurred in the 1980s, today’s office construction and corporate relocations for companies such as 7-Eleven, AT&T, Hunt Consolidated and Comerica Bank reflect the desire to be a part of Downtown’s increasing vibrancy. Their respective presence in the Arts District and Main Street District demonstrate the desirability of these key districts and provide much-needed employment presence to ensure long-term balance and sustainability.



The Steering Committee and Technical Committee provided valuable guidance and affirmation on emerging strategies.



Two Community Forums provided opportunities for Downtown residents, workers, merchants, property owners and other stakeholders to learn about the process and share their comments and questions.





*The Winspear Opera House, part of the AT&T Performing Arts Center, is one of the latest additions to a growing collection of prominent architectural masterpieces in the Dallas Arts District.*



*The adaptive reuse of a 1924 Santa Fe Railroad freight warehouse into the Aloft hotel provides a new lodging option for visitors near the Convention Center and City Hall.*



*The Joule hotel is one of Main Street's newest prominent destinations, signifying the demand and emerging vibrancy of this district.*

Finally, announcements related to the expansion of the nascent streetcar system provide a glimpse into the future of mobility and investment in the center city. Grants to extend the MATA trolley to two DART light rail stations on a loop from Woodall Rodgers freeway through the eastern part of the CBD and to construct a new, modern streetcar line from Union Station to nearby Oak Cliff will ensure the transition from an auto-dominated transportation network to a more multi-modal system. Downtown Dallas 360 takes advantage of the momentum from recent accomplishments and provides the steps necessary to garner the most return on these investments.

## ASSETS, CHALLENGES AND OPPORTUNITIES

Famous for its landmark skyline and sense of endless energy, Downtown Dallas is an easily identifiable place. The city center has many assets upon which to capitalize, along with several challenges and opportunities that will shape the pathway to the future.

### Assets

#### Historic Prominence

From its early days as a trading center for cotton at the junction of rail lines leading to ranching, oil and shipping fortunes, Dallas established itself as a critical place for commerce. Its access to natural resources and pivotal location along major trade and distribution routes catapulted the city into prominence more quickly than most regions at the edge of the Great Plains. Early decisions to locate instrumental institutions such as the Federal Reserve further secured Dallas's role as a major inland activity center. As the cultural, entertainment, corporate and government hub of a vast region, Dallas today commands a large presence in politics, national and international trade and transport, and overall upward economic mobility. The city's growth as a business center historically meant that Downtown became a prominent location for major corporations. Downtown Dallas has since been known as a hub of big business, with similar importance in areas such as retail, government, entertainment and tourism.

#### Location

As one of the key urban centers in Texas and the Metroplex, Downtown Dallas is the natural center of regional, interstate and international transportation. This unparalleled position has provided Downtown Dallas with tremendous growth and development potential, which continues to evolve with a growing and urbanizing region. Downtown is poised to benefit from continued population growth and interconnectivity between other parts of the region and megaregion through efforts such as expanded light and commuter rail and possible high-speed rail, further solidifying its future as a pivotal place for commerce, trade and culture.

#### Corporate and Government Presence

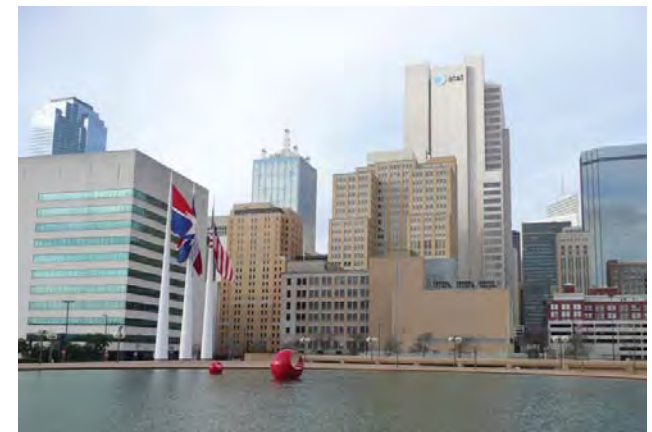
Dallas's entrepreneurial spirit is embodied in the presence of its many corporations, including the headquarters of such widely-known firms as 7-Eleven, AT&T, Blockbuster, Comerica Bank, Belo Corporation, Neiman Marcus, Tenet Healthcare and others. Seen as a favorable business climate, Downtown Dallas thrives on the proximity to robust transportation systems, a diverse and experienced labor force, and the support of city leaders. The presence of the City and County of Dallas government offices and significant federal branches, including the Federal Reserve just across the Woodall Rodgers Freeway, makes the Dallas CBD the largest employment center in North Texas, with more than 138,000 daily workers (source: North Central Texas Council of Governments).

#### Institutional and Cultural Presence

As the historic seat of cultural and social activity in Dallas, numerous religious, private and public institutions still anchor much of Downtown's ongoing relevance in a 21st century context. Landmark religious institutions such as the Cathedral Santuario de Guadalupe and First Baptist, First Presbyterian and First Methodist churches are home to thousands of worshippers and have long-term, vested stakes in the success of Downtown. Primary and secondary education is anchored by schools such as Pegasus Charter School and Booker T. Washington School for the Performing and Visual Arts, providing educational experiences in an urban setting for hundreds of students. Higher education institutions such as El Centro College and the University of North Texas reflect the broad spectrum of students and professions that will be important in the ongoing transformation of Downtown into a diverse, thriving urban center. In addition, resources such as the Dallas Museum of Art, Nasher Sculpture Center, AT&T Performing Arts Center and Meyerson Symphony Center make up the core of the Dallas Arts District, one of Downtown's greatest single destinations. These cultural institutions provide unparalleled resources, exposure and capacity for Downtown to continue its transformation into one of the country's most exciting urban environments.



By the 1940s Downtown Dallas had become a large, dense urban center.



City Hall Plaza provides a great vantage point to view Downtown's corporate landmarks such as the Bank of America, AT&T and Thanksgiving towers.





The Richardsonian Romanesque-style former Dallas County Courthouse, now known as Old Red, is an example of Downtown's diverse architecture.



Main Street Garden serves as the newest multi-purpose gathering space for Downtown and the City, accommodating many different events including City Lights.

### Architecture and Open Spaces

Home to towers and other structures designed by world-famous architects, Downtown is widely recognized for its architectural bravado. Dallas embraced extravagant public architecture from its early days, as evidenced by the former Dallas Municipal Building built in 1914 and continuing with the construction of the 1978 landmark City Hall complex designed by I.M. Pei. Similarly, Dallas's corporate sector pushed limits with buildings such as the 24-story Magnolia Petroleum Tower, built in 1921, and the Mercantile Bank Tower, opened during the height of World War II. Later, architects and firms such as Philip Johnson, SOM, Pei Cobb Freed and others left legacies with postmodern towers, visible from miles around and recognizable the world over. More recently, Lord Norman Foster, Renzo Piano and OMA have contributed state-of-the-art cultural venues, boosting Downtown's architectural prowess and renown and contributing to an endless tapestry of urban history that makes Downtown Dallas a unique place. Many of Downtown's public and private parks, plazas and other open spaces are equally significant, with recent park designs such as Main Street Garden incorporating some of the latest thinking in urban park and open space planning. Together, many individual pieces of the urban fabric help form a solid set of building blocks for a innovative, exciting 21st-century Downtown.

### Transportation Network

As the center of Dallas County and one of the most well-connected urban centers in the nation, Downtown Dallas is well-positioned to maintain its competitive advantage with a multi-modal transportation network. Although it forms barriers to surrounding neighborhoods, the existing freeway loop connects Downtown to regional destinations in every direction and places it on multiple cross-country routes for trucking and other transportation. Federal routes I-30, I-35E, I-45, US 75 and Texas State Highway Spur 366 are critical links to the regional auto and truck mobility network. Of equal importance is the resurgence of regional and local rail transport, embodied by the Trinity River Express commuter rail, DART light rail, and MATA historic streetcar services. As opposed to the auto-dependent design of suburban locations, the rail systems and extensive bus network are competitive advantages for Downtown. With future light rail and modern streetcar

lines proposed, as well as the possibility of high-speed inter-city rail connections, Downtown Dallas will continue to evolve into a 21st century environment where mobility will be driven by choice, flexibility and reliability.

### District Identities

More than just a "central business district," Dallas's center city is, in fact, a collection of various distinct districts that form a more complete urban environment. From the West End's preserved historic architecture and nightlife to Main Street's unique combination of corporate headquarters, landmark retail and gleaming residential towers, Downtown's districts are immediately evident – if not yet fully realized and connected to each other. Additional areas such as the Dallas Arts District, Farmers Market, Deep Ellum, South Side, and Cedars meet diverse needs and help round out the overall experience. Further identification, connection and development of all of Downtown's districts will help create a seamless urban experience.

### Tourism and Hospitality

Downtown Dallas boasts a robust tourism and hospitality industry, providing thousands of jobs in the city center. Downtown boasts significant attractions such as the Sixth Floor Museum, Old Red Courthouse and County Museum, Holocaust Museum, Dallas World Aquarium, the flagship Neiman Marcus store, and the Dallas Arts District with its multiple world-class venues. Serving thousands of conventioners annually, the Dallas Convention Center is one of America's largest, with over 1 million square feet of exhibition space. The nearby Hyatt and under-construction Omni hotels provide over 2,000 rooms in close proximity. In addition, nearly all of Dallas's luxury hotels, including the Adolphus, Joule, Ritz-Carlton, W, and Fairmont, are located in the central city. With numerous other hotels and many entertainment options within Downtown and in nearby locations, the area is well-positioned to maintain and enhance its strong tourism base.

## Challenges and Opportunities

### Unfriendly Streets

Despite being one of the oldest parts of Dallas and laid out in a classic grid pattern, the design, flow and feel of many of Downtown's streets do not foster a vibrant, active, pedestrian-oriented scene. The decades-old conversion of most smaller streets into a series of one-way arteries designed simply for quick auto ingress and egress results in difficult navigation throughout Downtown. In particular, streets such as Elm and Commerce primarily function to provide access to and between the east and west edges of the freeway loop, their four-or-more lanes creating massive divides in the heart of historic Downtown. Exacerbating the problem are newer large, multi-lane divided streets such as Pearl, Young, and Griffin, designed to facilitate fast-moving traffic through Downtown but are inhospitable places for businesses and pedestrians. In addition to the existing challenges to vehicular circulation, broken sidewalks, physical obstructions, inconsistent landscaping and tree canopy, and a lack of buffers to fast-moving traffic make walking on Downtown's streets a daunting task. Particularly challenging is the lack of strong, attractive connections leading away from the Pacific transit mall that would encourage additional transit trips for Downtown workers. While ongoing streetscape improvements are updating the physical infrastructure, Downtown streets need a holistic approach to improvement.

### Fortress-like Buildings

Dallas's building boom of the 1960s-1980s left a challenging legacy: many of Downtown's prominent and not-so-prominent buildings present an often banal and sometimes hostile face to streets and sidewalks. Built during an era when architects and planners rejected classic urban principles of active ground floors and pedestrian interaction, the numerous monolithic and unfriendly office, government and commercial buildings dominate many of Downtown's streets to this day. In contrast to the sense of energy and vibrancy exuded by the city's skyline from nearly any vantage point, the bases of many formative structures present very little in the way of energy or activity. Examples such as Southland Center, originally designed in the late 1950s, present blank walls, service entrances, loading

bays, and garage entrances on nearly every linear foot of sidewalk for the large, superblock development.

Zoning requirements during this time also led to the creation of often-empty plazas surrounding many of Downtown's major structures. Perhaps the most famous example of the combination of intimidating architecture and sterile plaza space is Dallas City Hall. Its wedge-shaped design hovers over a vast expanse of concrete with limited places for sitting, gathering or eating. While the designs of these buildings and adjacent plazas are often less than appealing to the pedestrian, their prime locations and vital tenants provide opportunities for quick enhancements to enliven ground-level spaces. For example, the recent transformation of the southeast corner of the Comerica Tower to include an attractive ground-floor restaurant space is a technique that could be replicated at numerous other office, hotel and government structures.

### Image and Perception

Despite being a historically-prominent location for commerce, government and culture, Downtown Dallas suffers from a lack of strong contemporary regional identity. Its many tired and dated buildings, confusing circulation pattern, scattered retail offerings, and apparent lack of pedestrian activity foster an impression that Downtown is not a lively, desirable location. High office vacancy, between 20 and 25%, is evident of issues such as outdated building stock and a perceived lack of parking, but also of Downtown's desirability as a prime destination. In contrast, the Uptown office, residential and retail market has emerged as the premier destination for urban relocations. However, as Downtown redefines itself as more than only a commercial office hub, recent investments in facilities and amenities such as Main Street Garden, the AT&T Performing Arts Center and the Joule have provided new energy and are attracting more corporate headquarters once again. New restaurants and residences are also contributing to changing the perception of Downtown as a neighborhood as well as a regional destination. As the center city continues its successful transition into a balanced, 21st-century urban environment, a cohesive commitment to identifying, marketing and supporting a new appropriate image is essential.



Wide, fast-moving streets such as Elm are uncomfortable places to walk and often divide districts and destinations.



Many office and institutional buildings present blank walls, little vegetation and few retail uses, leaving sidewalks barren and inhospitable.





The underground tunnel system linking office buildings, hotels and other destinations is often a sterile, unexciting environment that draws life from streets above.



Many buildings and streets have been designed to prioritize separation of pedestrian and vehicular traffic, making sidewalks seemingly irrelevant, and, in some cases, nonexistent.

### Multi-level Pedestrian System

Downtown's extensive tunnel and skywalk system further exacerbates the city center's poor ground-floor conditions. Originally proposed by Vincent Ponte in the late 1960s, the multi-level separation of pedestrians from Downtown streets has had perhaps the most damaging impact on street activity. By locating primary pedestrian circulation in underground tunnels or above-ground skywalk bridges, retail and service life effectively vanished from streets. As more and more buildings were built to tie into the multi-level circulation scheme, streets became



The Central Expressway is one example of how the freeway loop divides the CBD from adjacent districts and neighborhoods. In Deep Ellum, however, local artwork helps "bridge" the divide.

relegated to automobiles and the less fortunate. Although the tunnels and skywalks continue to suck life from streets, the lifespan of many of these facilities and nearby office buildings is nearing an end. In addition, the physical, economic and social conditions bringing about the slow but sure transition back to ground-floor street life – which is a major tenet of the 360 plan – may ultimately spell the end of the retail activity in the tunnel and skywalk system. Future uses such as service and storage may become viable replacements for retail uses that are either drawn to the street level or regulated out of operation.

### Freeway Loop

While a definite asset from a regional mobility, connectivity and business competitiveness standpoint, the freeway loop that has come to define Downtown Dallas is also a significant barrier to surrounding neighborhoods. Forming a complete loop and defining the edge of every corner of the Central Business District, the freeways sever streets, block views, interrupt connectivity and create noise and undesirable "voids" in the urban fabric. Specifically, elevated portions of the Central Expressway and Stemmons Freeway are significant visual and physical barriers between the CBD and Deep Ellum and the Trinity River, respectively. Rectifying the damage the freeways have caused to Downtown and adjacent areas is a long-term and expensive proposition. The slightly less-imposing "trenches" of the Woodall Rodgers Freeway and R.L. Thornton Expressway, while separating the core from Uptown and the Cedars, provide easier opportunities to heal connections with improvements such as the under-construction deck park between the Arts District and Uptown. However, with a freeway system that will remain in place and may undergo significant new investment such as that proposed under Project Pegasus, enhanced connections via redesigned streets, transit lines, additional park spaces, and potential expansion of the Dallas Convention Center over the freeway will all be critical.

### Parking Access, Design and Management

As an area that was redesigned to serve automobiles entering and exiting the area daily, Downtown Dallas remains a heavily auto-centric environment. The area's blank façades and unfriendly streets are often accompanied by surface parking lots, entrance ramps to subsurface garages, and imposing above-ground parking structures. While the design of and access to parking creates an unattractive and unfriendly environment at the street level, the location, distribution and effectiveness of existing parking facilities is also an economic challenge and obstacle to investment and development. Many office buildings are grossly "underparked" when compared to suburban counterparts, contributing to high vacancy rates. Many older buildings that have been converted or are candidates for rehabilitation into residential uses face a similar challenge, making for-sale housing units difficult to finance and market. Finally, inconsistent rate structures, management and operational flexibility mean that much of the parking appears, or actually is, unavailable to the public, resulting in a frustrating experience for less-frequent visitors. While the 360 plan supports the transition to a truly multi-modal transportation system for the center city, a strategic short-to-medium term approach to parking will be essential to ensure that Downtown competes on a regional level for a stronger share of commercial and residential investment.

### Trinity River Corridor

As the greatest nearby recreational and natural resource, the Trinity River Corridor has the potential to become an integrated part of Downtown's identity and experience. Programmed improvements such as the Trinity Lakes project, various trails and connections, and the Santiago Calatrava-designed bridges are key features that will bolster the Trinity's visibility and relevance to Downtown. Currently, however, access to the Trinity is next to impossible, with the barriers of railroad tracks, freeway and frontage roads, and Riverfront Boulevard preventing any visual or physical connection to the area between the levees. Proposals for a toll road within the Trinity corridor will present an additional barrier to effective connections to this potentially great resource. Since most of the aforementioned infrastructure is likely to remain in place, creative ways to "break through" these barriers will be critical.

### Housing Choice

The urban core of Dallas has experienced strong population growth, especially since the year 2000. Luxury apartments, condos, and "condotel" developments have successfully transformed formerly undesirable locations into complete neighborhoods with ample density to support walkability and transit use. However, since the vast majority of housing developed has been for the upper or upper-middle income brackets, the area does not boast the diversity of residents or housing choices more reflective of a large urban center. For Downtown and its environs to fully capitalize on the potential to be a 24-hour, 21st-century urban neighborhood, residential offerings must be diversified to attract all income brackets, ethnicities and interests.

**The vision and strategies outlined in the 360 plan all build on Downtown's assets and together address its key challenges to support a bold vision for the future.**



*Tributaries and estuaries of the Trinity River retain their natural forms and would provide a welcome respite from the urban environment if more easily accessible.*



*Parking garages are often outdated, present unfriendly "faces" to streets, and are rarely identified as being available for public parking, creating a commonly held perception of a parking shortage.*



*New housing and mixed-use developments have been built in many locations in and around the CBD but are often targeted to higher income brackets.*