



VII Implementation

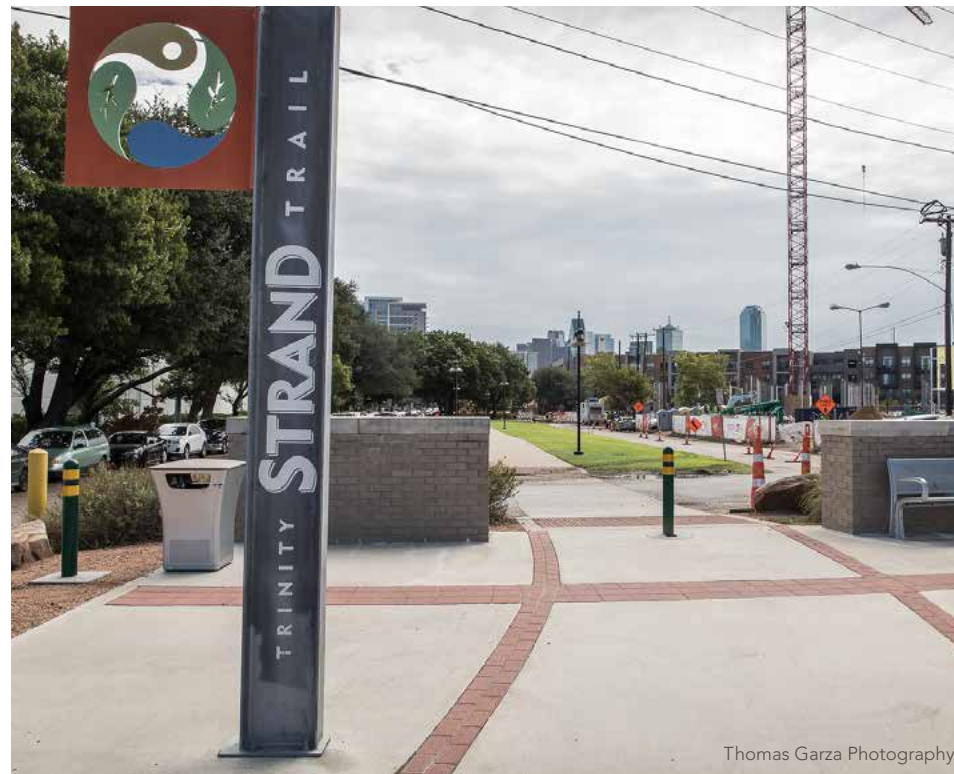
Implementation Matrix

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

The three Transformative Strategies form the foundation of the plan's vision, and are the targeted efforts meant to enhance the success and vitality of the City Center. Each Transformative Strategy contains a set of three to six overarching goals, in which there are a set of Action Items. These Action Items are definitive and achievable statements that have an established timeframe for completion, an initial estimate cost, a list of agencies and groups responsible for implementation (including a lead agency shown in bold), and the potential main source of funding. As many of the actions are interdisciplinary and have broad reaching impacts, cross-references to other actions or plan sections will be provided in the Implementation Matrix for clarity.

The Implementation Matrix establishes a structured path for achieving implementable and successful outcomes. Although the City of Dallas and DDI are listed as responsible parties for most Action Items in the Implementation Matrix, it will be necessary to work in concert with, and seek guidance from, the neighborhood and stakeholder groups for which a specific Action Item applies. It will also be imperative for both the City and DDI to support these groups in their efforts to implement these Action Items.

The Action Items listed on the following pages are the means by which new development activity, economic investment, and urban vibrancy support the future success of Downtown: the recommendations listed in the Implementation Matrix are critical investments and improvements that the City of Dallas, DDI, and their partner organizations have identified to reinforce the current momentum and progress throughout Downtown Dallas.



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Build Complete Neighborhoods

GOAL	ACTION	TIMEFRAME	ESTIMATED COST	LEAD AGENCY / SUPPORT	FUNDING	CROSS REFERENCE
1	Diversify and Grow Housing					Page 49
1.1	Conduct a market analysis to quantify the demand for diversified housing in terms of product type, price, and tenure within the City Center.	0-1 Year	\$100,000	DDI + City of Dallas	DDI / City of Dallas	
1.2	Form a public-private cooperative workgroup for the City Center to: <ul style="list-style-type: none"> Define diversified housing goals in terms of product type, tenure and price point, and family-friendly amenities and design standards Develop strategies to provide incentives and remove barriers to implementing city-wide mixed-income housing policy 	1-2 Years	\$50,000	DDI + City of Dallas	DDI	
1.3	Advance the recommendations and initiatives of the Dallas Commission on Homelessness and the Office of Homeless Solutions, and ensure these initiatives align with each neighborhood's goals and objectives as outlined by residents and property owners.	1-5 Years	TBD	City of Dallas + Neighborhood Partners + DDI	TBD	See Western Farmers Market in Chapter V
1.4	Conduct an infrastructure needs assessment to identify areas within the Downtown PID where infrastructure improvements are needed to enable new housing development on vacant parcels and to identify potential public/private funding mechanisms to expedite provision of the needed infrastructure.	1-2 Years	TBD	DDI + City of Dallas	TBD	
1.5	Identify publicly-owned property within the City Center that can potentially be used to leverage housing at diverse price points.	1-2 Years	\$0	City of Dallas + Private Development Community	N/A	
1.6	Conduct a study in collaboration with Texas Department of Transportation (TxDOT) to evaluate the potential for new workforce housing on land affected by the CityMAP I-345 Scenarios.	1-2 Years	TBD	City of Dallas + TxDOT + DDI	City of Dallas	See Carpenter Park in Chapter V
1.7	Amend CA zoning to reduce residential parking requirements for affordable and mixed-income housing with access to transit, car sharing, bike share, and enhanced bicycle storage.	3-5 Years	\$0	City of Dallas + DDI	N/A	See 1.6 in Promote Great Placemaking
2	Create Vibrant Parks and Neighborhood Spaces					Page 50
2.1	Investigate opportunities to create active and passive open space in underutilized public and privately-owned properties within the City Center, such as vacant parcels, building rooftops, and public rights-of-way (including deck park opportunities).	1-2 Years	\$50,000	DDI + Trust for Public Land + City of Dallas	Trust for Public Land + DDI	See 1.4 in Build Complete Neighborhoods; and High Speed Rail Station and Western Farmers Market in Chapter V
2.2	Adopt a park dedication ordinance that ensures that in-lieu fees collected in the City Center are spent within the area.	0-2 Years	\$0	City of Dallas + DDI	N/A	
2.3	Develop parks master plan(s) for underserved neighborhoods within the City Center, starting with the Cedars neighborhood, to address neighborhood-scale park needs and operation and maintenance strategies.	3-5 Years	TBD	City of Dallas + Neighborhood Partners	TBD	
2.4	Develop public-private partnerships for creating, maintaining, and preserving parks within the City Center.	3-5 Years	\$0	City of Dallas + Neighborhood Organizations + Private Sector	N/A	
2.5	Explore use of the old Trinity River meanders in the Cedars area as water gardens, forebays, existing ponds, cleansing wetlands, and public parks in addition to flood protection infrastructure.	3-5 Years	TBD	City of Dallas + US Army Corp + DDI + Partner Organizations	TBD	See 2.5 in Advance Urban Mobility and Catalytic Areas in Chapter V
2.6	Advance ongoing efforts to create a neighborhood park space on the southern portion of Fair Park to serve the South Dallas-Fair Park neighborhood.	1-5 Years	TBD	City of Dallas + Neighborhood Organizations + Private Sector	TBD	
3	Grow a Diverse Mix of Services and Retail					Page 51
3.1	Evaluate and make feasible amendments to existing regulations to remove barriers for short-term, pop-up retail in existing buildings as well as temporary uses on vacant and underutilized land.	1-2 Years	\$0	DDI + City of Dallas	N/A	
3.2	Create a manual for short-term, pop-up retail uses with guidelines to help applicants navigate through city processes.	1-2 Years	\$0	City of Dallas + DDI	N/A	
3.3	Evaluate and make feasible amendments to existing regulations to require or encourage "white box" delivery of ground-level retail space to enable short-term pop-up uses until permanent tenants are secured.	1-2 Years	\$0	DDI + City of Dallas	N/A	
3.4	Amplify marketing efforts to attract and retain commercial tenants to the City Center.	0-5	\$0	DDI + City of Dallas + Dallas Regional Chamber	N/A	
4	Increase Opportunities for Quality Education					Page 52
4.1	Complete an education demand study to forecast potential demand over a 10-year horizon.	0-1 Year	\$25,000	DDI	DDI	
4.2	Identify potential sites for schools and address potential barriers.	0-1 Year	\$10,000	DDI + City of Dallas + Private Partners	DDI	
4.3	Advocate with Dallas ISD for the creation of neighborhood public schools within the City Center.	0-1 Year	\$0	DDI + City of Dallas + Neighborhood Organizations	N/A	
4.4	Advance the Downtown Innovative School Zone vision with an immediate opportunity to create a Downtown public elementary school in the 2018-19 Dallas ISD Innovation and Transformation school plan.	0-1 Year	TBD	DDI + City of Dallas + Dallas ISD	Dallas ISD	
4.5	Create internships and work programs with Downtown corporations for students (Opportunity Downtown Program.)	0-1 Year	\$0	DDI	N/A	
4.6	Identify potential sites and partnerships for childcare/pre-K facilities and identify and address regulatory barriers that prevent these facilities from locating in urban areas.	1-2 Years	\$0	DDI + City of Dallas	N/A	

Advance Urban Mobility

GOAL	ACTION	TIMEFRAME	ESTIMATED COST	LEAD AGENCY / SUPPORT	FUNDING	CROSS REFERENCE
1	Adopt new urban mobility principles					Page 55
1.1	Adopt new urban mobility principles to be used as a reference and guide for all transportation decisions impacting the City Center.	0-1 Year	\$0	City of Dallas + DDI + DART + NCTCOG + TXDOT	N/A	
2	Integrate transit expansion opportunities					Page 65
2.1	Create a working group to evaluate streetcar expansion opportunities alongside other emerging technologies throughout the City Center.	0-1 Year	\$100,000	City of Dallas + DART + DDI + NCTCOG + Neighborhood Organizations	TBD	
2.2	Coordinate with DART to ensure light rail and streetcar expansion projects are reviewed in a timely manner by the Urban Design Peer Review Panel (UDPRP) and implemented in accordance with the Council-adopted Urban Transit Design Guidelines and The 360 Plan recommendations.	0-5 Years	\$0	City of Dallas + DART + DDI	N/A	
2.3	Coordinate public incentives and investments to support transit-oriented development projects and increase population and jobs within easy access to transit.	0-5 Years	\$0	City of Dallas + DDI	N/A	
2.4	Redevelop the DART East Transfer Center site	0-5 Years	TBD	DART + City of Dallas + DDI	DART	See Carpenter Park in Chapter V
2.5	Coordinate with Texas Central to ensure seamless multimodal linkages with the proposed high-speed rail station and to maximize transit-oriented development potential in accordance with the 360 Plan.	0-5 Years	\$0	City of Dallas + DART	N/A	See High Speed Rail Station Area in Chapter V
3	Leverage freeway reconstruction opportunities					Page 66
3.1	Investigate possibility for near-term removal of TxDOT ramps, including ramps at Live Oak and Field Street in coordination with D2 implementation, to improve connections between Downtown neighborhoods while enabling new development opportunities.	0-5 Years	\$0	City of Dallas + TxDOT + DART + NCTCOG + DDI	N/A	See 2.3 and Northern West End and Carpenter Park in Chapter V
3.2	Coordinate with TxDOT on the design of bridges, frontage roads and future deck parks along the I-30 corridor to ensure implementation of the 360 Plan and the Complete Streets Design Manual.	0-5 Years	\$0	City of Dallas + TxDOT + DDI	N/A	
3.3	Coordinate with TxDOT and NCTCOG to reconstruct I-345 in an urban format to advance The 360 Plan and Complete Streets Design Manual goals and principles.	0-5 Years	\$0	City of Dallas + TxDOT + NCTCOG + DDI	N/A	See 1.5 in Build Complete Neighborhoods
3.4	Coordinate with TxDOT to enhance pedestrian amenities, including wide sidewalks, pedestrian-friendly intersection design, high bridge guardrails, lighting, and shade structures, along and near all TxDOT infrastructure.	0-5 Years	TBD	City of Dallas + TxDOT + NCTCOG + DDI	TBD	
4	Comprehensively revise mobility policy for the City Center					Page 56
4.1	Establish an updated evaluation methodology for Thoroughfare Plan amendments based on revised growth forecasts, adjusted origin-destination trip models, and multi-modal metrics.	0-2 Years	\$0	City of Dallas + NCTCOG + DDI	N/A	
4.2	Adopt a multimodal street framework of District Connectors and Neighborhood Streets in the City Center, and amend the Thoroughfare Plan to reference this framework as an overlay to guide street design.	0-2 Years	\$0	City of Dallas	NA	See District Connector Maps in Chapter IV
4.3	Implement the NCTCOG / City of Dallas curb lane management study based on The 360 Plan multimodal street framework and incorporating analysis of technology impacts such as ride sharing and autonomous vehicles.	0-2 Years	TBD	City of Dallas + NCTCOG + DDI	City + NCTCOG	See District Connector Maps in Chapter IV
4.4	Establish a proactive Safe Routes to School program for all schools within the City Center.	1-2 Years	\$0	City of Dallas + DDI	N/A	See 4.4 in Build Complete Neighborhoods
4.5	Create a streamlined process to implement mid-block crossings at appropriate locations within the City Center.	1-2 Years	\$0	City of Dallas + DDI	N/A	
5	Advance priority bicycle and pedestrian improvement projects					Page 67
5.1	Identify opportunities to implement pedestrian, bike, and green infrastructure for all 2017 Bond Package street projects within the City Center.	0-1 Year	\$0	DDI + City of Dallas	N/A	
5.2	Advance conceptual plans for redesign of Field Street, Harwood Street, and Ross Avenue and identify funding for implementation. Include exploration of Ross Avenue as a potential Bike District Connector in lieu of San Jacinto Street. Include potential reconfiguration of the Field-Griffin intersection.	0-3 Years	\$0	City of Dallas + DDI	TBD	See 4.2 and Corridors of Interest in Chapter VI
5.3	Implement The 360 Plan Priority Bicycle Projects using existing funding.	0-5 Years	\$1.7 M	City of Dallas	City	See Bike Priority Maps Chapter IV
5.4	Coordinate with D2 light rail implementation to incorporate multi-purpose trail connections along Old Griffin Street and Swiss Avenue.	0-5 Years	TBD	City of Dallas + DART	DART	See Northern West End and Carpenter Park in Chapter V
5.5	Identify funding to advance phased implementation of The 360 Plan Pedestrian District Connector projects.	1-5 Years	TBD	City of Dallas + DDI + Private Partners + Neighborhood Organizations	City	See Pedestrian Priority Maps in Chapter IV
5.6	Establish The 360 Plan Bicycle and Pedestrian District Connector Maps as policy to incrementally advance bicycle and pedestrian improvements through public and private development projects.	0-15 Years	\$0	City of Dallas	City	See District Connector Maps in Chapter IV
6	Reform the approach to parking					Page 72
6.1	Evaluate current on street-parking utilization and rates in coordination with the NCTCOG / City of Dallas curb lane management study to provide the basis for better management.	0-1 Year	TBD	City of Dallas	City of Dallas	See also 4.3 in Advance Urban Mobility
6.2	Encourage private parking owners and operators to create shared parking models to promote more efficient use of parking.	0-2 Year	\$0	DDI	N/A	
6.3	Encourage development of a comprehensive digital mobile platform that provides seamless access to transportation options, including public transit, ride share, bike share, and parking navigation.	2-5 Years	TBD	City of Dallas + Private Service Providers	TBD	

Promote Great Placemaking

GOAL	ACTION	TIMEFRAME	ESTIMATED COST	LEAD AGENCY / SUPPORT	FUNDING	CROSS REFERENCE
1	Ensure excellent urban design to enhance quality of life and economic value					Page 73
1.1	Conduct an economic impact analysis to demonstrate the value of implementing good urban design principles in public infrastructure and private development projects.	1-2 Years	TBD	DDI + City of Dallas	DDI + City of Dallas	
1.2	Develop and adopt a comprehensive Public Realm Design Manual for the Downtown PID that establishes standards and design guidelines for pavement, lighting, landscape, curb cuts, parklets, street furniture, street signage, transit stops, on-street parking, bulb-outs, bike corrals, patio dining, valet operations, ride share drops, delivery areas, and other elements within the ROW, based on The 360 Plan multimodal street framework and findings of the curb lane management study.	1-2 Years	TBD	DDI + City of Dallas + Consultant	TBD	See Advance Urban Mobility 4.2 and 4.3
1.3	Amend the Downtown pedestrian overlay districts to include provisions for active ground floor uses, street trees, and other pedestrian-friendly design elements based on the multi-modal street framework and Public Realm Design Manual.	1-2 Years	\$0	City of Dallas + DDI	N/A	
1.4	Identify opportunities within the City Center for incorporating the CBD Public Realm Design Manual design standards and guidelines into 2017 Bond Program projects.	1-2 Years	TBD	DDI + City of Dallas	TBD	See Promote Great Placemaking 3.4
1.5	Amend the City code to simplify and streamline permitting for use of public right-of-way for parklets, bike corrals, off-street loading/unloading, valet operations, and patio dining, based on the CBD Public Realm Design Manual.	1-2 Years	\$0	City of Dallas + DDI	N/A	
1.6	Amend Central Area (CA) zoning to address issues such as: <ul style="list-style-type: none"> Disallowing as primary uses surface parking, drive-throughs, mini-warehouse and storage uses, and gas stations. Limiting the over concentration of similar uses. Requiring advisory review by the Urban Design Peer Review Panel for all projects that impact the public realm adjacent to rail transit stations, parks, and trails. Reducing parking requirements for mixed-income residential projects with access to transit, car sharing, bike share, and enhanced bicycle storage. Enhancing streetscape and parking garage screening requirements for new development projects. Requiring an acceptable range of albedo levels or reflectivity on roofs of all new construction. 	3-5 Years	\$0	DDI + City of Dallas	N/A	
1.7	Work with neighborhoods and stakeholders outside the Downtown PID to explore adaptation of the CBD Public Realm Design Manual and potential zoning changes for other areas as appropriate and desired within the City Center.	3-5 Years	TBD	City of Dallas + Consultant + Neighborhood Organizations	TBD	See Advance Urban Mobility 4.2
1.8	Support City's effort to complete a Historic Preservation Survey of Demolition Delay Properties within the City Center.	Ongoing	\$0	DDI + Preservation Dallas + City of Dallas	N/A	
2	Activate the Public Realm					Page 75
2.1	Amend existing mobile vending regulations to allow food trucks in additional appropriate locations within the Downtown PID.	1-2 Years	\$0	City of Dallas + DDI	N/A	
2.2	Create a special event working group to evaluate special event permitting processes to reduce barriers to entry and ensure smooth operations for proposed events.	1-2 Years	\$0	DDI + City of Dallas	N/A	
2.3	Explore short-term development permits to allow for interim land-uses that activate underdeveloped sites.	1-2 Years	\$0	DDI + City of Dallas	N/A	See Build Complete Neighborhoods 3.1
2.4	Establish a grant or pilot program for activation of underutilized public and private property within the Downtown PID.	3-5 Years	TBD	DDI	DDI	See Build Complete Neighborhoods 3.1
3	Advance Smart Cities technologies and green infrastructure					Page 75
3.1	Develop a strategic plan to position Downtown Dallas as a leader in Smart City initiatives.	1-2 Years	TBD	Dallas Innovation Alliance+ DDI + City	TBD	
3.2	Support the Dallas Innovation Alliance's efforts to establish the West End as a "living lab" of Smart City initiatives.	Ongoing	\$0	Dallas Innovation Alliance + DDI + City	N/A	
3.3	Conduct a study of the urban heat island effect within the City Center to inform development of an urban heat management plan.	1-2 Years	TBD	DDI + City	TBD	
3.4	Identify impediments and solutions to increasing tree canopy or alternative shading options on all City Center streets.	3-5 Years	TBD	DDI + Texas Trees + Neighborhood Partners + City	TBD	See Advance Urban Mobility 5.1
3.5	Conduct a study to evaluate creek daylighting opportunities within the City Center to reduce storm water management volumes, provide neighborhood open space, and enhance biological corridors.	3-5 Years	TBD	DDI + City of Dallas + Consultant	TBD	
3.6	Conduct a study of the current policy for the downtown recycling program to expand participation throughout the City Center	1-2 Years	TBD	DDI + City	TBD	

