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UNIFYING THROUGH CULTURE AND COMMERCE

The Dallas Arts District Master Plan

DRAFT 6/7/17

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Executive Summary

PURPOSE

The purpose of the Dallas Arts District Plan is to guide the design and construction of new and replacement features in the Dallas Arts District. Any qualifying project must comply with the vision laid out in this document based on an urban design review by the Dallas Arts District Review Committee.

The Plan describes a future for the Dallas Arts District, and any designer, decision maker, or developer proposing changes in the Arts District should ensure that any such proposal is in the spirit of the Plan.

VISION FOR THE DALLAS ARTS DISTRICT

The Dallas Arts District is an urban, cultural district that creates a vibrant, healthy and complete neighborhood for generations to come.

Having achieved excellence in both institutional and architectural accomplishment, the District must now continue to reach for an equally exemplary urbanity. Indeed, it must achieve the full city-making ambitions of the original Sasaki Plan.

The four broad goals of the master plan are to: 1) Enable additional uses to join an expanded Arts District boundary, including housing, to create a more bustling, livable, walkable and more urbane neighborhood; 2) Improve the connections between the Arts District and downtown neighborhoods, via streetscape improvements, landscape design, transit and public art; 3) Update urban design and development guidelines for the Arts District, and the areas immediately adjoining, to make certain that the quality and urban character of the private investment matches that of the cultural institutions themselves; 4) Increase the programming of activities so that more Dallas citizens are attracted to participate in the experiences, performances, events and personality of the District.

KEY STRATEGIES

There are five Key Strategies that guide the Plan to achieve its stated vision. These strategies are the result of an extensive engagement process with Arts District stakeholders over the course of more than a year of research and analysis, interviews, and outreach events.

1. Transform Pearl Street into the “Avenue to the Arts”.
2. Reinvigorate Flora Street as the cultural core of the Arts District.
3. Embrace Ross Avenue as a mixed-use commercial corridor.
4. Expand and update wayfinding, signage, public art, and gateway experiences.
5. Enhance pedestrian connections in all directions, with a focus to the west (Perot Museum, West End, and Victory Park).

DESIGN GUIDELINES

The design guidelines provided in the Plan fall into four overarching categories: Sidewalks, Traffic Calming, Development Controls, and Public Art. Sidewalk design guidelines govern the pedestrian experience on the curb, between vehicle lanes and buildings. Traffic Calming guidelines govern the dimensions and uses of the roadways themselves, including pedestrian crossings. Development Control guidelines govern the architectural and zoning features of structures on private property. Public Art guidelines govern the selection, placement, and installation of art in the public realm within the Arts District. Several design requirements and recommendations will apply throughout the District; six Street Typologies provide more specific requirements and recommendations based on the particular character of various types of streets in the District.

Street Typologies

The six street typologies are intended to provide a generalized categorization of all of the streets relevant to the Arts District. The typologies provide a framework by which to understand the purposes different streets serve. The six typologies are:

1. Pearl Street: "Avenue to the Arts"
2. Flora Street: Mixed-use Cultural Corridor
3. Ross Avenue: Mixed-use Commercial Corridor
4. Pedestrian Priority Streets
5. District Connectors
6. Service-Oriented Streets

Design Review Process

A critical part of the Plan is the creation of a design review process for projects within the Dallas Arts District's defined boundary. Adapted from the existing City of Dallas Urban Design Peer Review Panel, the review process will require a group of independent professionals to analyze a proposed change to the Arts District with regard to its adherence to the vision described in the Dallas Arts District Master Plan.

APPENDIX: BINDING DESIGN REQUIREMENTS

The appendix of the Plan contains all of the baseline design requirements for qualifying projects within the Arts District. Projects may only be granted exception from these design requirements with official approval from the Dallas Arts District Design Review Committee or appeal to City Plan Commission or City Council.

Introduction & Planning Context

PURPOSE & USE

At its most fundamental level, the purpose of the Dallas Arts District Master Plan is to provide guidance for design and construction of structures, landscapes, public art, and streets within the legally defined boundary of the Dallas Arts District. The plan is intended to provide a vision as guidance for urban design review of projects, specific intentions for each street within the Dallas Arts District, and suggestions and recommendations for best practices, to which all projects in the Dallas Arts District are encouraged to adhere.

The Dallas Arts District Design Review Committee is charged with reviewing all qualifying projects, and shall use the Dallas Arts District Master Plan in its entirety as a reference document in determining the appropriateness of projects.

It is recommended that developers, designers, City staff, and other key Arts District stakeholder groups that may influence its built environment all read and fully understand the details of the Dallas Arts District Master Plan. A thorough reading of the plan will help ensure that any proposed change to the Arts District's physical character meets the vision set out in this document.

[*Note:* Additional content is anticipated in the plan to define objectives and parameters for approval of projects based on a design review within the context of zoning.]

THE SASAKI PLAN IN RETROSPECT

At the time of the publishing of the Sasaki Plan in 1982, the nascent Arts District Consortium suggested the following objective: to create an arts district “***to reflect a multinational atmosphere, and contain mixed uses—arts facilities, office, retail and residential spaces, and cultural events—and feature Flora Street as a physical and visual link within the district.***”

By many measures, the Dallas Arts District has surpassed all expectations: emerging as perhaps the most pre-eminent arts district in the nation, featuring, in one place, over 15 cultural institutions of local, national and international significance. Flora Street has indeed become the physical and thematic link between the institutions lining both sides of the street, beginning at the Dallas Museum of Art (DMA) and continuing beyond One Arts Plaza, a mixed-use complex, to the Dallas Black Dance Theatre and the northern end of Ann Williams Way.

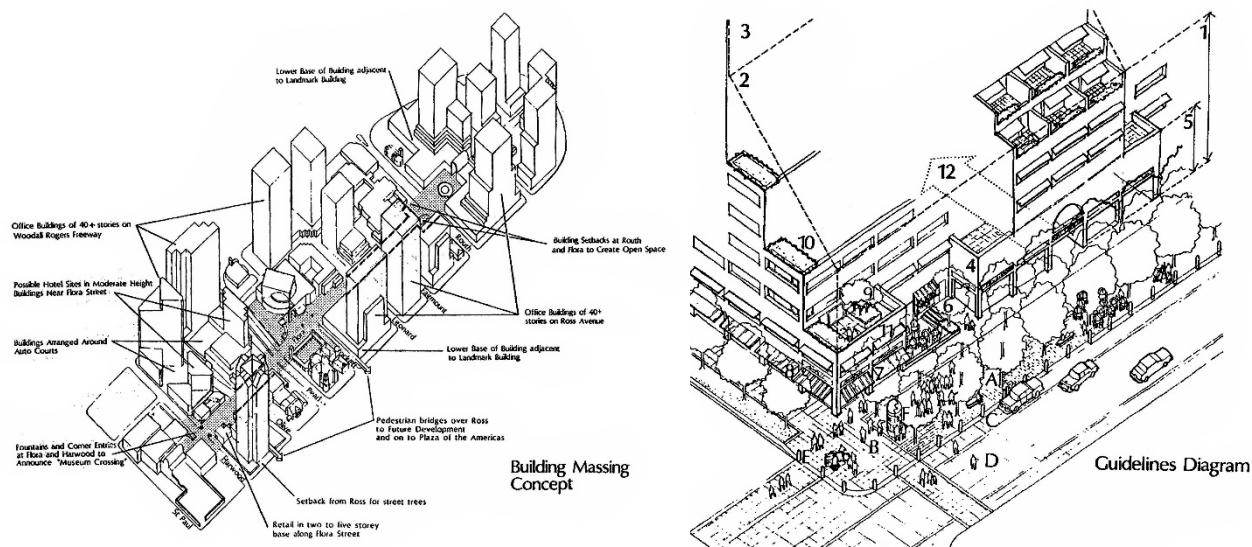
The Dallas Arts District Urban Design Plan, completed in 1982 and referred to as “The Sasaki Plan” after the firm that drafted it, outlined an ambitious vision for 12 square blocks of nearly vacant land on the northern edge of downtown. The Sasaki Plan called for a mixture of activities and land uses to ensure “a steady stream of activity”. Land uses envisioned cultural uses, a few of which had already been built, but also large amounts of retail, restaurant office and residential uses lining Flora Street. Three primary clusters of activity were envisioned featuring a thematically organized area for galleries and boutiques, another for theaters and a cinema, and third area for cafés and gourmet foods. A detailed study estimated a demand for over 213,000 square feet of food services and another 292,000 square feet of retail services in the district at full buildout by the year 2000.

A Pedestrian Network component to the plan proposed extensions to the city’s then-popular skywalk system over Ross Avenue and suggested a below-grade crossing under busy Pearl Street to avoid conflicts with vehicles. The plan featured specific design guidelines for Flora Street as a major pedestrian corridor and a unifying element for the various uses within the district. Two rows of trees were proposed on all streets in the district while three rows were envisioned on Flora Street. “Small scale modular pavers” were proposed for the tree zones with a narrow “window shopping path” adjacent to building frontages. Pedestrian scale lighting on Flora Street was proposed to be attached to tree guards and augmented by continuous bollard lights, while Pearl, Ross, and Woodall Rodgers were to be illuminated by larger “Boulevard” fixtures necessary for wider streets. Paired gateposts were proposed along Flora Street to mark district gateways.

Development guidelines in the Sasaki Plan included requirements for ground level transparency, setbacks for buildings over two stories along Flora Street and the placement of vehicular driveways on side streets away from pedestrian zones. Building materials were suggested that would “reflect regional character” with a suggestion for the use of “stone, stucco, concrete in light earth tones”.

The Sasaki Plan proposed two methods for discretionary review. One solution suggested the creation of a Design Review Committee specifically for the Dallas Arts District to evaluate projects for development impacts on the district and compliance with the district guidelines. Another method suggested was the creation of a Planned Development District by the City of Dallas that would assume review procedures typical of such designation. The City eventually adopted the latter mechanism by creating two Planned Development Districts with all projects reviewed by the City Department of Environmental Services.

The plan was adopted into zoning and the Design/Development Guidelines have been applied to subsequent projects in the district and have directed public infrastructure funding for 35 years. Today, the Dallas Arts District is approaching full buildout: only a few parcels remain for development, and many of the City's most cherished cultural venues have found their way to District. The most recent additions to Dallas's cultural scene, such as the Perot Museum, have had to find a home at the periphery of the original District boundaries. Meanwhile, the standards established in 1982 have largely fulfilled their original intent to create a unified district, with infrastructure standards that set a high bar for the quality of Flora Street as the focus for the arts. After nearly 35 years, mixed-use facilities are now finding a home in the Arts District, with destination restaurants along Flora Street and hundreds of residential units built and more in the pipeline.



However, virtually all sections of the Sasaki Plan need to be revisited, and many must be updated. District-Wide Concepts and the Urban Design Plan sections of the Sasaki will be replaced with a new vision for the district in the 21st century. The former recommendations for Food Service, Retail and Arts Program will not be replaced in the new plan, because the Dallas Arts District, a registered 501(c)3 organization, now actively supports arts programming in the District and advocates for retail and food uses that are compatible with the district identity and quality. The changing nature of Dallas, including Klyde Warren Park and Uptown and Downtown housing development has eliminated the need for such specific use recommendations, nor were such plan recommendations effective in the past. The Dallas Arts District has matured as an organization, and actively promotes both arts programming in the District and the interests of its stakeholders.

Several elements of the Design/Development Guidelines have simply outlived their original intent, while others have not stood the test of time. The standards for trees and paving on Flora Street, for example, have proven to be problematic for maintenance, universal access and outdoor retail uses. As a result, most of the projects approved in the last decade have requested, and been granted, changes to both of

these standards. Other development standards from 1982, such as the recommended street lighting, benches and street paving specify outdated technologies and need to be updated with current standards. The street lighting, for example, needs to be converted to LED fixtures and the thin stone pavers at street crossings are a regular maintenance problem for Public Works.

The regulation of building heights, particularly the regulation on Flora Street, has been implemented and has resulted in a pleasant low-scale feeling that should be preserved. Likewise requirements for building transparency of the ground floor have been implemented with good results at street level; these regulations will be preserved in the new plan.

Perhaps the most problematic element of the Sasaki Plan is related not to the plan recommendations themselves, but to the process that was adopted to regulate and enforce the plan provisions. The current procedure for review of projects within the Dallas Arts District is identified in the Planned Development (PD) regulations that call for Development Plan review for all development within the Dallas Arts District. This section will be replaced with a modified version of the City's Urban Design Peer Review Panel process for all projects within the boundaries of the Dallas Arts District Planned Development boundaries. The purpose of this modification is to engage earlier and more fully in peer review of all projects before they need building permit approval. It is expected that such a peer review process will strengthen and improve the building and zoning permit approval process and avoid the frequent use of the special exception process through the Board of Adjustment. Nearly every project in the past decade has had to resort to this time consuming, inconsistent process in order to seek exception from the outdated regulations in the Sasaki Plan.

EXISTING CONDITIONS ANALYSIS & CONTEXT



Dallas Planning Context

Downtown Dallas 360

Over the past 6 years, Downtown Dallas, Inc. (DDI) has undertaken an ambitious planning effort to create and implement a vision for Downtown. Starting with a plan for the area within the innermost highway belt in 2011, called Downtown Dallas 360 ("the 360 Plan"), the push for a broader look at Downtown has led to the 2017 Downtown Dallas 360 Plan update, underway at the time of writing.

The 2011 360 Plan established a vision for Downtown, which it presented as:

"Downtown Dallas is a complete urban center composed of distinct yet interconnected districts linked by an accessible transit network, each offering a unique and diverse combination of places to live, refreshing open spaces, bustling street activity, successful business and retail, and dynamic urban experiences for residents, workers and visitors alike."

The intention of that document was to remain "nimble," consistently adapting to new conditions and addressing concerns for a newly understood future. In that spirit, the 2017 360 Plan update expands on the original plan to include districts to the north, east, and south of original plan area, extending beyond the highway loop in recognition of the physical and social connections with those districts that are necessary to ensure the long term success of Downtown.

The Dallas Arts District has always been a key district in the Downtown Dallas 360 planning process, and with the 2017 360 Plan update, DDI has recognized the importance of the Arts District to Downtown, the connect: The Dallas Arts District Master Plan

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alignment of its own goals for Downtown and those of the Arts District, as well as the capacity of the Dallas Arts District and its team to provide guidance to the 360 Plan for the Arts District and its immediate surroundings.

Klyde Warren Park

Since its opening in 2012, Klyde Warren Park has had a transformative impact on Dallasites' conception of what an urban space can provide. Its outstanding programming, high quality design, and ability to ameliorate the harsh impacts of automobile infrastructure have combined to bring a diverse audience to Downtown and experience it in a way they previously could not imagine.

The impacts extend beyond the park's boundaries: new development and existing institutions such as the DMA are orienting themselves toward the park and looking beyond their walls to connect to the larger Downtown. The Dallas Arts District celebrates the positive effects of the park on ground level pedestrian experiences, development quality, and perceptions of Downtown, and seeks to continue those trends.

Downtown & Surrounding Development Pressures

While as of 2017 Dallas' real estate market continues to demonstrate remarkable growth, not all districts are rising at the same rate. Much of Downtown Dallas's existing office and retail spaces were built for an earlier idea of urban life and met tenant demands that no longer hold sway. New development that more closely represents tenant needs in Uptown has shifted the center of gravity for those spaces: per square foot rental rates in Uptown now far outpace those in Downtown.

At the same time, a growing residential population in Downtown has dramatically changed the urban environment there. Between 2002 and 2015, the population of Downtown was estimated to have increased from a mere 200 to more than 9,000 residents, a 4,400 percent increase that has helped usher in a comparative explosion in retail, restaurant, and public open spaces. Downtown is progressively becoming an 18-hour district with the potential to be a 24-hour district, rather than the 8-hour district it has been for much of its history.

Arts District Development Patterns

The Dallas Arts District was once a critical center of Dallas' African American population as part of the North Dallas and State-Thomas neighborhoods. Densely organized single family homes helped create a tight urban fabric that supported schools, local businesses, and community hubs such as the Moorland YMCA – now home to the Dallas Black Dance Theatre – on what is now Ann Williams Way, formerly Flora Street, in the Arts District.

Decades of disinvestment due to redlining, institutionalized segregation, and the construction of the Woodall Rodgers and I-345 freeways, left North Dallas and State-Thomas depleted and disconnected. The community and its urban fabric suffered from high vacancy and crumbling infrastructure as a direct result of these actions. By the time the original plan for the Arts District was finished in 1983, the area was largely parking and auto sales lots.

For the first 20+ years of its existence as the Arts District, the land bounded by Woodall Rodgers, I-345, Ross Ave., and St. Paul St. fully embraced its new moniker: with the exceptions of Trammell Crow Center, every new structure built in the Arts District was an arts venue: DMA, Meyerson Symphony

Center, Nasher Sculpture Center, and AT&T Performing Arts Center were all completed by 2009, with the City Performance Hall and Dallas Theatre Center coming shortly thereafter. These venues, though iconic and architecturally impressive, helped create a discontiguous district with a minimal mix of uses that resulted in periods of near-emptiness punctuated by occasional large events.

The Dallas Arts District has only recently begun to experience the same diversity and intensity of use that was always anticipated by the original vision for the District, and that the rest of Downtown is also undergoing. The completion of One Arts Plaza, Hall Arts phase I, Museum Tower, Arts Apartments, and the progress of 1900 Pearl and Hall Arts phase II bring a much-needed mix of new uses to the District. However, the current uses and physical environment still do not fully represent the vibrant urban district that the Arts District strives to realize.

Arts District Infrastructure

Though envisioned as an oasis amid the hustle and bustle of Downtown, the physical infrastructure installed in the Dallas Arts District aimed at achieving that atmosphere has aged significantly and fallen short of its original ambitions. The following conditions have resulted from a mix of underinvestment and the lack of application of best practices:

- Unstable sidewalk pavers have created unsafe pedestrian walkways;
- Inappropriate plantings in under-engineered planting beds have not survived;
- The extreme density of a triple row of trees along Flora St. has made new development difficult and limited desirable sidewalk uses;
- A district-wide lighting scheme that prioritizes automobiles over pedestrians has made nighttime experiences feel uncomfortable and unsafe;
- Roadway pavers unsuited to actual traffic volumes and speeds have created dangerous pedestrian environments, with concrete being ejected from the roadway into pedestrian zones at the intersection of Flora and Pearl Streets; and
- Inconsistent wayfinding and signage fails to provide adequate guidance and does not reflect the desired character of the District.

COMMUNITY ENGAGEMENT PROCESS

In recognition of the role that the Dallas Arts District plays as a crossroads for many existing neighborhoods and communities, the Arts District has undertaken an extensive public and community engagement effort. This process, which is anticipated to last for more than 18 months in total, will have brought as many stakeholders to the table as possible in order to generate a vision for the Dallas Arts District that addresses the diverse needs of local visitors, national and international visitors, landowners, residents, and the broader Downtown. Because of the Arts District's desire to serve as wide an audience as possible, special attention has been given to the needs of those arriving by alternative modes of transportation, such as public transit, walking, and bicycle.

Early in the planning process, the project team began a series of in-depth interviews with key stakeholders affiliated with the Arts District. Starting in January 2016 and continuing through the remainder of 2016 and into 2017, NBBJ and Arts District staff members scheduled and conducted individual and small group conversations with active members of the Dallas Arts District as well as

property owners, institutional administrators, real estate developers, City staff, and neighborhood organizations whose activities are likely to be impacted by or influence those of the Arts District. Through these interviews, stakeholders clarified their top priorities, concerns, and plans for their own organizations as well as for the Arts District, which have all helped educate the project team and inform the vision for the plan.

Regular coordination meetings between the project team, and other relevant planning entities and organizations have been critical to the Arts District planning process. Frequent exchanges of information and sharing of resources with groups such as Downtown Dallas, Inc.; Uptown, Inc.; and Texas Trees Foundation (TTF) have resulted in a more thorough understanding of the context in which the Dallas Arts District Master Plan will be implemented.

Though the public hearing process for the Arts District's proposed zoning changes requires two public hearings, the Dallas Arts District has always had the intention of holding multiple public, community, and smaller group meetings throughout the planning process. On November 7th, 2016, the project team presented its initial findings and general intentions for the Dallas Arts District Master Plan to the Dallas City Council Arts, Culture, and Libraries Committee. This was the City's first formal introduction to the plan's motivating principles and general timeline. Though many stakeholders had already had an opportunity to speak with the project team, on February 27th, 2017, the Dallas Arts District hosted a stakeholder forum at the Booker T. Washington High School for the Visual and Performing Arts. During that forum, the project team presented its analysis in addition to the updated set of Key Strategies and project timeline.

Additional public and community meetings are anticipated for June, July, and September of 2017.

Plan Framework

VISION

“[We are] committed to maximizing the economic and cultural potential of the Dallas urban Arts District...which now holds the distinction of being the largest urban arts district in the nation. Art and culture are important to our city’s soul and economic vitality.” – Mayor Mike Rawlings

In the early 1980's, Dallas city leaders came together to imagine and build a world-class cultural district. The plan then produced, known as the Sasaki Plan, became and has remained the roadmap for the Dallas Arts District (DAD). The now-mature Dallas Arts District holds the distinction of being the largest contiguous urban arts district in the nation. It is internationally recognized for its outstanding assemblage of cultural institutions that is enabling Dallas to compete among the great cities of the world.

These institutions include: the Annette Strauss Artist Square, the Belo Mansion/Dallas Bar Association, Booker T. Washington High School for the Performing and Visual Arts, Cathedral Shrine of the Virgin of Guadalupe, Dallas Black Dance Theatre, Dallas Museum of Art, Dallas Symphony Orchestra, Dallas Theater Center, Morton H. Meyerson Symphony Center, Nasher Sculpture Center, St. Paul United Methodist Church, Fellowship Church, Trammell Crow Center, and the Trammell & Margaret Crow Collection of Asian Art. Multiple other local groups perform in the Arts District on an ongoing basis, as do visiting national and international cultural organizations. The Arts District is also remarkable for its outstanding architecture, having had major facilities designed by 6 Pritzker Prize winners, the largest such concentration of distinguished architects in one urban district.

Yes, it has been quite an achievement for the City of Dallas. However, having reached institutional and architectural excellence, the District must now continue to reach and achieve an equally exemplary urbanity. Indeed, it must achieve the full city-making ambitions of the original Sasaki Plan. Rereading the 1983 plan reveal several statements that have not been realized as fully, and thus support the need to update the plan:

“The consortium wishes the district to contain mixed uses – arts facilities, office, retail and residential spaces and cultural events...”

“The arts should be as much a part of the streetscape as possible and mix users and other activities.”

“The vitality of the Arts District depends on a mixture of activities and land uses that ensure that people will use the district at different times, for different reasons, thus providing a steady stream of activity.”

With such statements the Sasaki Plan anticipated what has been slower to emerge, but now is needed and possible to advance. Much has changed in American urban culture since the early 1980's, especially in the expectations of the quality of life that cities should offer. As downtown Dallas has become more active and vibrant, more diverse, more resident accommodating, and now contains many of the amenities that are expected of a great city center, the DAD has to achieve an equally exemplary

urbanity. The Downtown Dallas 360 Plan speaks to this, promising the “Building a True Urban Experience” throughout the downtown.

To achieve a more urbane Dallas Arts District means forging even better connections to adjoining districts such as Pearl Street Station, Klyde Warren Park, Uptown, Victory Park, West End Historic District, Deep Ellum, City Center, and other nearby neighborhoods. It means finding a way to insert more of the mixture of uses that was initially imagined. It means facilitating a broader array of programming and activities when concerts or openings are taking place – but more importantly when no special events are occurring in the cultural venues. It may mean enlarging on the nature of culture so that a wider constituency of citizens feels attracted to and comfortable to visit and enjoy the environment. The place should feel more full than it does – meaning active, even somewhat crowded, and occupied by a cross-section of Dallas citizens – on daily occasions, not only during special events.

Thus the four broad goals of the master plan have been: 1) Enable additional uses to join an expanded Arts District boundary, including housing, to create a more bustling, livable, walkable and more urbane neighborhood; 2) Improve the connections between the Arts District and downtown neighborhoods, via streetscape improvements, landscape design, transit and public art; 3) Update urban design and development guidelines for areas immediately adjoining the Arts District to make certain that the quality and urban character of the private investment matches that of the cultural institutions themselves; 4) Increase the programming of activities so that more Dallas citizens are attracted to participate in the experiences, performances, events and personality of the environment.

This has been occurring, and this plan is intended to accelerate such an evolution. More than a stage for a certain set of cultural activities, the Dallas Arts District is on its way to becoming a great mixed-use neighborhood, taking equal pride in accommodating educational, religious, leisure venues and opportunities, along with an increasing number of residential, retail and commercial neighbors. It is no longer enough to simply spruce up Flora Street, it is essential to connect the Arts to the broader range of activities and places that create an enjoyable and humane place.

The Dallas Arts District Master Plan proposes a new set of principles that will guide the DAD for the next three decades: during which the Arts District will rise to its own earliest goals, and to the City of Dallas' current civic ambitions. Not least of these ambitions is to continue to enhance the city's public realm. From the construction of the Klyde Warren Park over the Woodall Rodgers Freeway to the Katy Trail, Dallas residents are enjoying public spaces as never before. Downtown hosts many new residents who demand a high quality connected environment that offers convenience for walking and cycling, not just vehicular mobility.

The plan outlines key strategies for improving and expanding the Arts District beyond its current boundaries. Flora Street will, of course, be maintained as the central spine of the DAD, but requires substantial repairs. Pearl Street and Ross Avenue are identified for significant enhancements. The other streets that run through the DAD will require better accommodation for pedestrians, including safer pedestrian crossings. The plan also recommends exploring better ways of moving art and performances outside the walls of the existing institutions.

The plan also updates the guidelines from the Sasaki Plan to be more environmentally focused, resource conscious and provide universal accessibility. The new guidelines preserve those standards that have served the district well, while replacing those that have proven to be problematic or outdated.

A key part of this plan is to establish a peer based design review process by which the DAD and the City can evaluate the merit of future projects. Using the principles and guidelines in this plan, the Arts District leadership, along with city officials and distinguished design professionals, will be empowered to make certain that qualitative planning and design standards continue to determine the district's future.

5 KEY STRATEGIES

The Dallas Arts District Master Plan vision is driven by five reinforcing Strategies that will expand the impact of the District and improve connectivity to adjacent neighborhoods. The first three Strategies are primarily focused on enhancing three major roadway corridors within the district. Flora Street paving, trees and lighting will be restored to provide more contemporary infrastructure for emerging commercial uses within a cultural district. Pearl Street and Ross Avenue will be treated with the same level of design scrutiny and investment in the public realm as Flora Street. Pearl Street will extend the Arts theme between Uptown and Main Street, while Ross Avenue will become a complementary, mixed use street parallel to Flora Street with the ability to support future transit.

Enhancing wayfinding, gateways and improving pedestrian connections to the west make up the last two Strategies. Art works, either temporary or permanent, will announce the district at various gateway points to define a broader conception of the Dallas Arts District. In light of the Perot Museum location west of N. Field, the need to expand public perception of the Arts District should be achieved with strategic placement of public art, enhanced pedestrian crossings and sidewalks and a contemporary WiFi enabled public realm to enhance access to users of all economic strata.

The five Strategies are:

1. Transform Pearl Street into the “Avenue to the Arts”.
2. Reinvigorate Flora Street as the cultural core of the Arts District.
3. Embrace Ross Avenue as a mixed-use commercial corridor.
4. Expand and update wayfinding, signage, public art, and gateway experiences.
5. Enhance pedestrian connections in all directions, with a focus to the west (Perot Museum, West End, and Victory Park).

The following section describes each of the five Strategies, including priority actions and implementation partners.

Strategy 1: Transform Pearl Street into the “Avenue to the Arts”



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After 30 years of focus on Flora Street, the time has come for the Dallas Arts District to extend and connect to the districts and neighborhoods to the north and south. Pearl Street is a large, challenging street, but the ambitions of the Dallas Arts District are likewise large and opportunity-seeking: a vision for the District that opens itself seamlessly to visitors from Uptown and Downtown, and neighborhoods beyond.

Pearl Street should no longer be a divider of the Arts District, but rather the focus of a grander vision for the Arts in Dallas. Pearl Street should be the most striking arts corridor in the City, with additional arts, culture and entertainment venues sprinkled from Uptown to Main Street and to Deep Ellum and the Cedars beyond. Pearl Street should provide a welcoming corridor for DART passengers to reach the cultural and art institutions on Flora Street, and become a street worthy of art or cultural institutions in its own right, much the way Flora Street has been envisioned. However, Pearl Street, unlike Flora, extends far beyond the Arts District.

Pearl Street is defined by the City as a District Connector, but has unique characteristics as it passes through the Arts District. A central median is present for much of that length that could be utilized for public art. For much of its length, Pearl Street has three lanes of traffic in either direction with on-street parking during non-rush hours. In coordination with recommendations from Dallas 360, Pearl Street would be reduced to two travel lanes in either direction with dedicated parking lanes and narrowed pedestrian crossings. Special paving at the intersections of Pearl and Ross, as well as other cross streets,

would expand the Dallas Arts District as would introduction of Dallas Arts District standard lighting fixtures. Special development design controls on abutters of Pearl Street would ensure that no new vehicular or service access points would be built to interrupt pedestrian flows on the sidewalks. Minimum street tree planting requirements will support healthy tree life and growth and ensure sufficient shading for pedestrian comfort and reduction of urban heat island effect.

Priority Actions

- Reinterpret Pearl Street as “The Avenue to the Arts” from McKinney Avenue to Live Oak Street
- Create a connection between Downtown neighborhoods
- Improve deteriorating and unsafe pedestrian R.O.W. and crossings with a focus on safety and comfort
- Unify and expand the Dallas Arts District with a continuous, streetscape between Uptown, Klyde Warren Park, the Arts District, and City Center

Implementation and Partners

Downtown Dallas, Inc.

- Coordinate Pearl Street lane reduction with Dallas 360 thoroughfare recommendations

City of Dallas

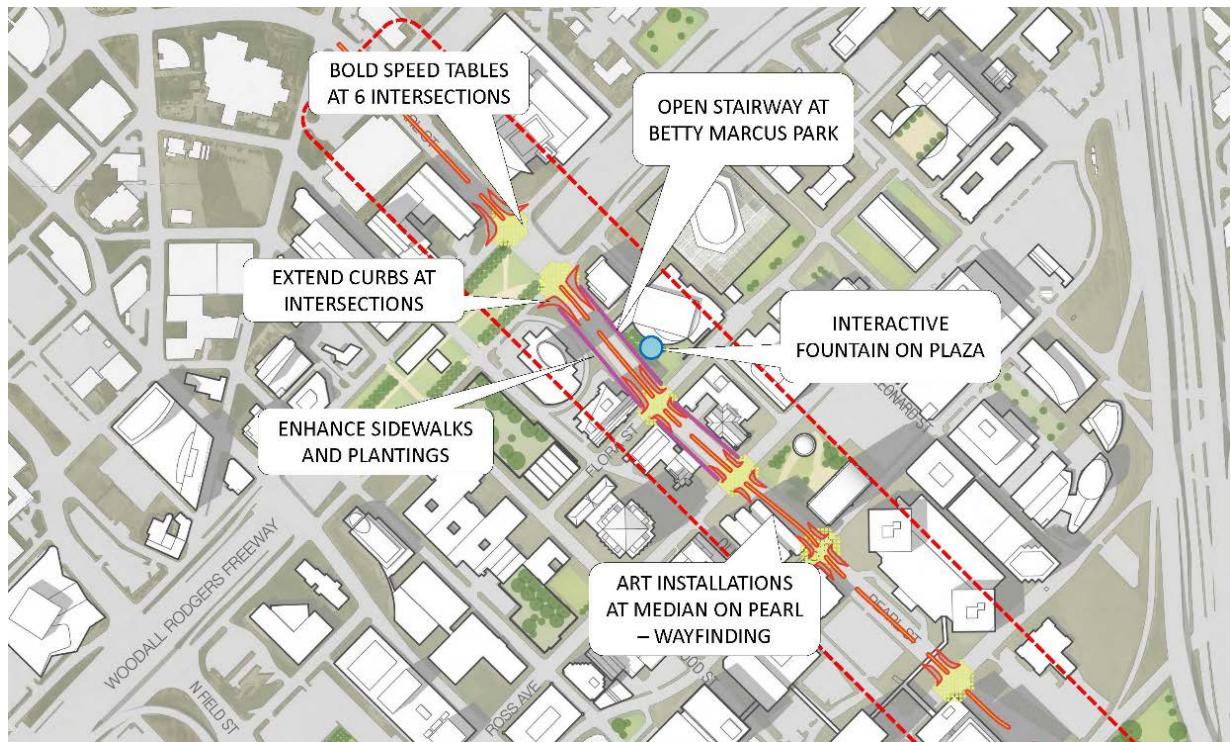
- Approve and implement new Dallas Arts District Design Guidelines

Texas Department of Transportation (TxDOT)

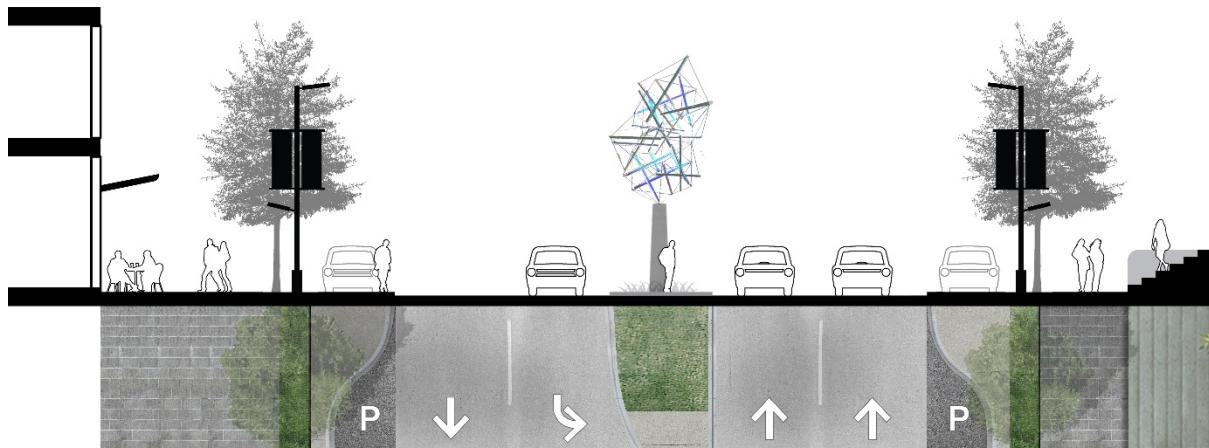
- Advocate for removal of Texas U at Pearl Street

Dallas Arts District Unilateral Actions:

- Initiate public art program for temporary and permanent art installations on Pearl Street
- Initiate tactical short term wayfinding at DART Pearl Street/Arts District Station to identify clear routes to Dallas Arts District destinations



Proposed Street Section: Pearl St



Strategy 2: Reinvigorate Flora Street and Ann Williams Way as the cultural core of the Arts District



Flora Street was designed 35 years ago with a bold vision for a beautiful, tree lined street with world class arts institutions, artist housing, retail and vibrant open spaces strung along its length. While the institutions were realized, many of the other uses never arrived. In the meantime, the aging streetscapes have failed to live up to desires for outdoor programming and universal access. Poor lighting and rampant tree growth have become impediments to retail uses that are just now arriving to re-invigorate the district.

Reinvestment in Flora Street and Ann Williams Way should respect the bold vision of the Sasaki Plan but design requirements are updated to support the need for outdoor dining, pedestrian traffic, universal access, and new residents. Updated ADA-compliant, paving, energy efficient lighting and water saving landscape standards are essential for a cohesive, sustainable and quality experience true to the vision for the Arts District.

For many reasons, tenants and landowners have not embraced the Bald Cypress trees specified for Flora Street. A combination of intrusive root balls, unattractive winter foliage that attracts unwanted birds, and the multiple rows specified in the Sasaki Plan have proven unpopular. As a result, every recent project has petitioned to replace the Bald Cypress with other more desirable species. A variety of attractive trees have been suggested in the new guidelines with the intention of avoiding a monoculture of any single species for the length of the corridor. The new guidelines will reduce the requirement of three rows of trees on Flora to two, as demonstrated by most recent projects.

The original granite cobble paving specified on Flora Street has also proven to be problematic for outdoor seating and safe walking. Every recent project in the district has petitioned to replace the paver, or alter the installation method to ensure safer pedestrian passage and a more even surface. Other materials, such as stone or concrete pavers have also been successfully introduced into the district on

various projects. The new guidelines will broaden the acceptable paving types as long as the color palate of the original granite pavers is respected.

Flora Street established an extraordinary standard for streetscape design with flush curbs, special street pavers and pedestrian crossings. These elements should be preserved and repaired with newer more durable materials and installation techniques while preserving the visual quality of the district. Two exceptions are stone bollards and fixed steel benches in the district. The stone bollards are easily damaged and difficult to replace, while the fixed benches are no longer attractive or well used. The stone bollards will be replaced with stainless steel bollards at high traffic areas for pedestrian safety, while the benches will be removed and it is recommended they be replaced with a program of branded, moveable seating.

The original lighting fixtures in the district have aged well and will be preserved and extended as the boundary of the district expands across Ross Avenue. Some updating of the fixtures is anticipated, such as the replacement with LED lights to reduce energy consumption. Additional modifications will include lowering of the pedestrian light component to ensure adequate light levels below the tree canopy. Many streets in the district that currently lack pedestrian level lighting will benefit from the introduction of the Dallas Arts District fixture.

Private development on Flora Street has been guided by several provisions in the Sasaki Plan. All buildings located on Flora Street are required to step back from the street above the second story to ensure adequate light to the street. This will be continued in the current regulations, as will requirements for transparency at the ground level and the prohibition of driveways or service from the street.

Ann Williams Way, separated from Flora Street by One Arts Plaza, should be treated with the same design standards as Flora Street, and as such, any guidelines for Flora Street will apply to Ann Williams Way.

Priority Actions

- Replace unsafe and deteriorating sidewalks where needed
- Discontinue use of Bald Cypress in new construction or replacement with appropriate street trees if existing trees are in poor condition
- Improve existing lighting with fixtures that address street and pedestrian safety and energy efficiency
- Establish new streetscape standards for retail uses
- Incorporate sustainable features

Implementation and Partners

Downtown Dallas, Inc.

- Coordinate with Dallas 360 thoroughfare recommendations to narrow pedestrian crossing at Pearl Street

City of Dallas

- Approve and implement new Dallas Arts District Design Guidelines

2020 Bond Issue:

- Prioritize immediate funding for the Pearl Street/Flora Street intersection
- Prioritize funding to the Betty B. Marcus Park to improve park visibility from Flora
- Prioritize Funding for sidewalk replacement at public facilities

Dallas Arts District Unilateral Actions:

- Initiate public art program for temporary and permanent art installations in the Pearl Street public right-of-way, in accordance with the City of Dallas public art cultural policy
- Initiate wayfinding along Flora with kiosks from Dallas Innovation Alliance' test in West End

Strategy 3: Embrace Ross Avenue as a mixed-use commercial corridor



Ross Avenue has long been considered as the edge of the Dallas Arts District. Even the Sasaki design guidelines stopped short of the south side of the street. While modest improvements have been made over the years, Ross Avenue should become one of Dallas' most successful urban mixed-use boulevards. Already several new mixed-use projects are emerging that will define the character of Ross Avenue as a destination. The City is investigating Ross as a potential transit corridor connecting Downtown with some of Dallas' most popular residential districts and historic neighborhoods such as Lower Greenville and Swiss Avenue.

The future of Ross Avenue should not be left to chance. Extending the Dallas Arts District to San Jacinto Street will ensure adequate design guidance on both sides of Ross Avenue and cross streets extending to San Jacinto. Strong design guidelines that have served Flora Street over the years should be applied to Ross Avenue to ensure an equally high quality streetscape and active street frontages free from numerous curb cuts or blank walls. Additional setbacks on Ross Avenue will be needed to support a transit rich corridor for the future. The control of buildings entrances, service access, ground level uses and screening of parking will do more to establish the suitability of future development than prescribed land uses. A vibrant mix of land uses along the length of Ross Avenue should be a goal of the plan.

New pedestrian scale lighting, paving and street tree standards on both sides of the street will establish continuity along Ross, but also as an extension of the Art District. Parcels along Ross Avenue will be subject to development standards to limit new driveways or service access. Development guidelines will establish a required ground level setback, with allowable private outdoor uses to avoid restricting the public walkways necessary for a walkable district. Additionally, maximum setbacks will ensure a more continuous street wall of active uses and ground level transparency requirements will limit blank walls at

street level. Parking structures facing Ross Avenue will need to be lined with active uses or substantially screened with architectural treatments.

The width of Ross Avenue will be finalized with Dallas 360 recommendations. Potential transit uses, bike lanes or other transportation will be incorporated into the existing width of the street by removing vehicular lanes or on-street parking. Additional pedestrian demands will require street level amenities including trees, benches and paving in coordination with Arts District standards.

Priority Actions

- Establish streetscape standards for private development along both sides of Ross Avenue within the Klyde Warren Park/Dallas Arts District Public Improvement District (KWP/DAD PID)
- Support the transformation of Ross Avenue into a safe, multimodal, and mixed use urban corridor

Implementation and partners

Downtown Dallas, Inc.

- Coordinate with Dallas 360 thoroughfare recommendations to identify future transit needs on Ross Avenue

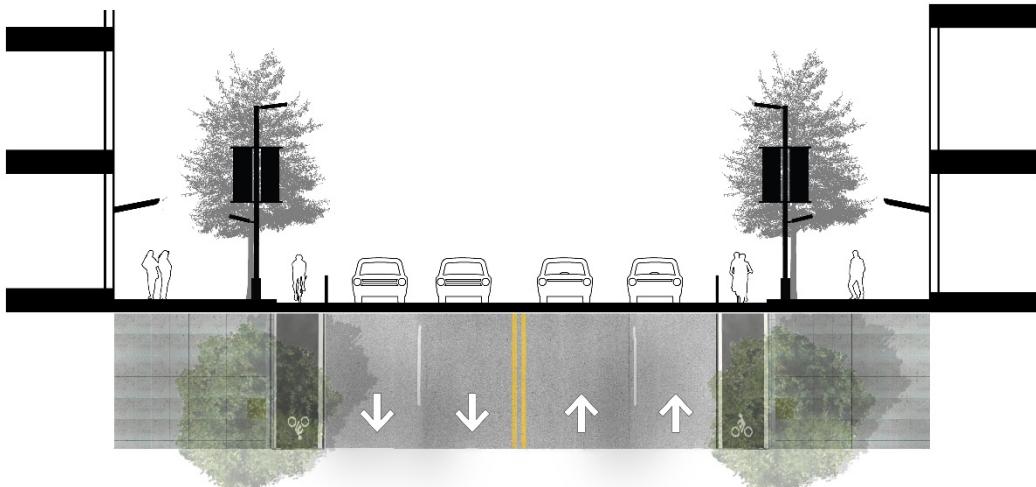
City of Dallas

- Expand Dallas Arts District design guideline boundary to both sides of Ross Avenue
- Approve and implement new Dallas Arts District Design Guidelines

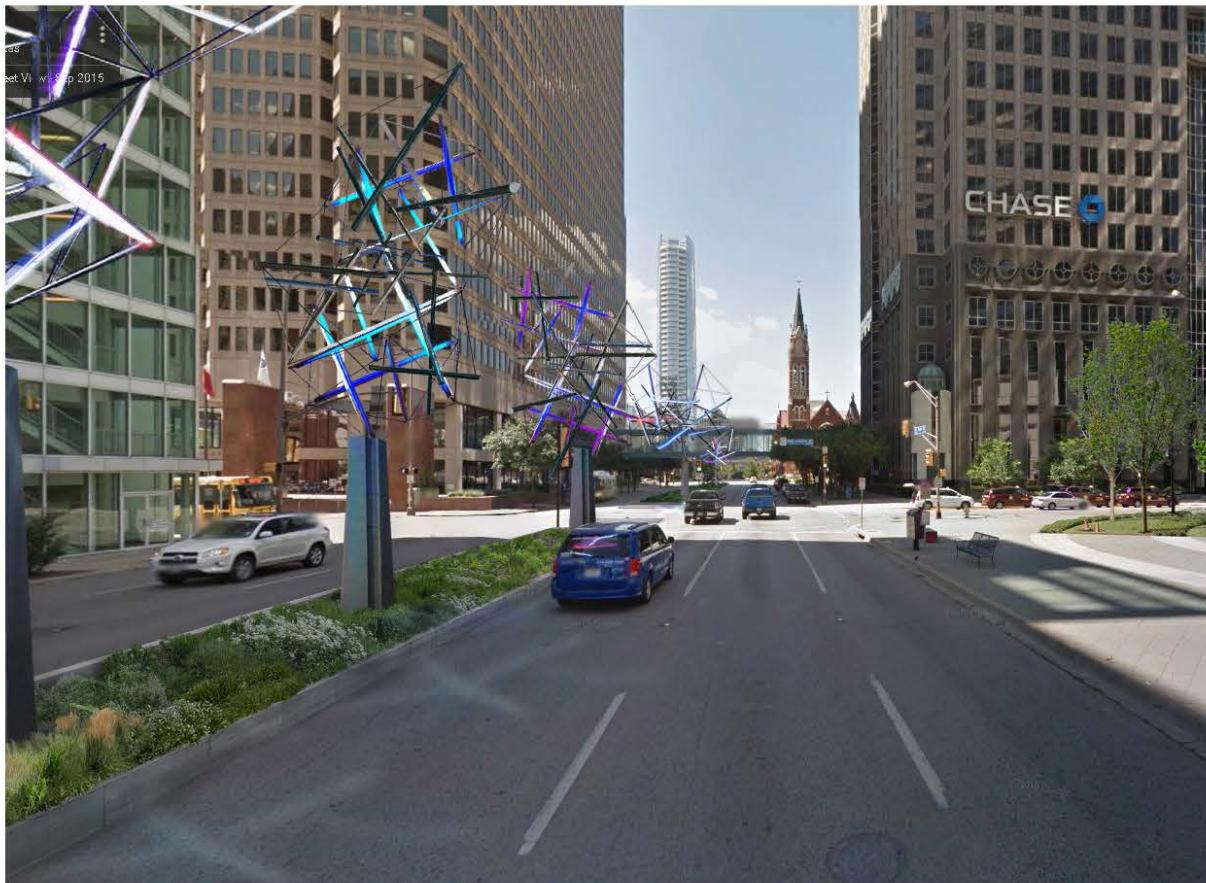
Dallas Arts District Unilateral Actions:

- Initiate public art program for temporary and permanent art installations on Ross Avenue, in accordance with the City of Dallas public art cultural policy
- Initiate wayfinding along Flora with kiosks from Dallas Innovation Alliance' test in West End
- Initiate tactical short-term wayfinding at within the Arts District Station to identify clear routes to Dallas Arts District destinations from parking areas

Proposed Street Section: Ross Ave



Strategy 4: Expand and update wayfinding, signage, public art, and gateway experiences



Over the decades, a limited number of directional signs and monuments have been introduced to the District. Paired monumental pylons are located on the north side of Ross Avenue at Harwood and Olive Streets although they do not match each other. Various wayfinding signs are located on Pearl, and St Paul Street as one approaches the District. It is arguable that such a system is unnecessary with today's nearly ubiquitous use of hand held and vehicle navigation devices. Many visitors will use these wayfinding tools (Google Maps, etc.) to arrive in the vicinity of their intended destination.

Those arriving on foot, or by hired ride or via transit will proceed to their address directly. If a visitor arrives by private vehicle, they will then need directions to find suitable parking locations that may not correspond to facility addresses. A consistent parking symbol, coordinated with city standards, should be established to allow drivers to find public parking locations. Unified parking signage would encourage visitors to park once and walk to various destinations within the district.

Despite the reduced need for exact directional signage facilitated by ubiquitous web based mapping services on hand held devices, district identity should be strengthened by introducing public art at an urban scale to announce the Arts District to visitors at key gateways. Such a gateway arts program

should be located to embrace a larger area to extend beyond Flora Street to the Pearl Street Ross Avenue corridors, the Woodall Rogers service roads and Routh Street as major gateways to the Dallas Arts District. A total of four gateway corridors have been identified for installation of major public art works as permanent or temporary installations. A total of seven artworks should anchor the corridors. The exact location of art installations would be subject to space availability and suitability for the art installations selected. Arts installations would be coordinated with the street improvements covered in other strategies to enhance public movement and improved access to the art. The Dallas Arts District would establish a program, manage and find funding for the selection and installation of these gateway elements, as well as arts along Pearl Street, in cooperation with the City and TXDOT.

For pedestrian visitors to the district, providing free WiFi and pedestrian oriented information kiosks in the Arts District would empower and inform visitors. Up-to-date information on events and attractions in the district and the downtown would enhance visitor experience and support co-marketing between institutions, retail and restaurants. The Dallas Arts District has readily available content for such kiosks and the City of Dallas Innovation Alliance is implementing a similar effort in the West End that will serve as a model for the Arts District. The alliance has installed a smart kiosk just outside the Dallas Entrepreneur Center. The weather-resistant kiosk includes high-speed USB outlets, a map and directions to local attractions and city services, as well as a selfie application, which allows guests to take photos and send them via email or text messaging. The kiosk is expected to offer real-time departure and arrival information from DART, voting information, programming, and important city dates. It is the intention of this plan to adopt a city-wide standard for such kiosks so as to avoid competing standards for information display, installation and maintenance.

Furthermore, more subtle, static ground-based signage can signal to pedestrians that they have crossed a threshold into the Arts District. These low-cost and low-maintenance wayfinding options can help confirm for visitors that they are in the right place, while also helping to establish a consistent brand in the physical environment for the Dallas Arts District.

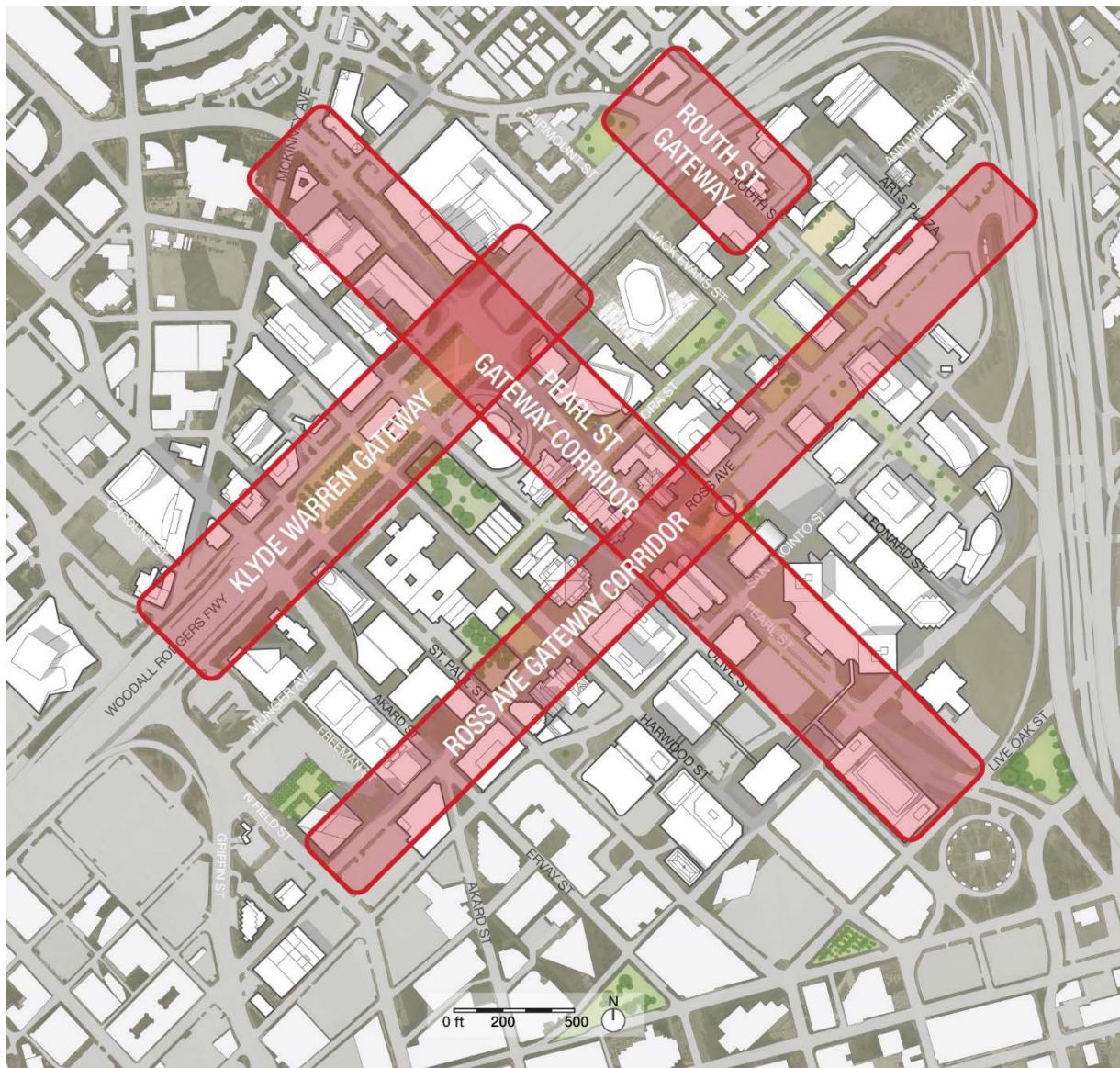
Within the District, it is intended that various permanent or temporary art installations will be curated and installed within the public open spaces and sidewalks. Placement of public art in the public right-of-way is encouraged as a means of adding variety to the streetscape and enabling free and public interaction with the arts. Selection of appropriate art works within the public realm will be the primary responsibility of the Dallas Arts District, at their discretion, through an internal selection process. Artwork will need to conform to requirements established by the City of Dallas and the Arts District to avoid blocking safe passage of pedestrians or distracting drivers. However, as site specific art installations will vary, it is not advised that specific requirements be established that may constrain future art concepts from realization.

Signage and wayfinding efforts should be focused on key entry points to the District. Four such gateways have been identified as major routes into the Arts District, based on pedestrian, vehicle, and transit flows.

Priority actions

- Locate new gateway art installations for larger District identity
- Install ground-based wayfinding at key pedestrian and non-motorized locations
- Improve WiFi access for visitors with smart kiosks modeled on Dallas Innovation Alliance

- Improve distribution of information for visitors through kiosks and WiFi
- Assist visitors in finding public parking with standard signage



Implementation and Partners

City of Dallas

- Coordinate with City-Wide parking signage standards
- Approve and implement new Dallas Arts District Design Guidelines
- Coordinate smart kiosks with Dallas Innovation Alliance

Dallas Arts District Unilateral Actions:

- Initiate public art program for temporary and permanent art installations at gateways

- Initiate tactical short-term wayfinding at within the Arts District Station to identify clear routes to Dallas Arts District destinations from parking areas

Strategy 5: Enhance Pedestrian Connections

Focusing on the Perot Museum, West End, and Victory Park



Most of the streets that cross through the Dallas Arts District have been designed and constructed to prioritize automobile flows. The wide vehicle lanes, limited sidewalk plantings, high vehicle volume signalization, and poorly defined street edges are all hallmarks of an earlier period in urban life when cars were far more dominant than the best urban thinking believes they ought to be.

This standard has created an environment in which pedestrians feel neither safe nor welcome, a condition completely antithetical to the vision for the Arts District's future. As a place that will encourage a broad mix of uses and users, all travelers, regardless of mode, must feel comfortable entering and traversing the Arts District. By rebalancing the focus toward pedestrians, streets in the Arts District will create a more welcoming and inclusive environment.

All of the street typologies established in this document address the need for improved pedestrian connections. Sidewalk, Traffic Calming, and Development Control requirements and recommendations have all been developed with comfortable foot travel as a key priority.

Perhaps the greatest challenge for the Arts District is the tenuous pedestrian connection from the Klyde Warren Park to the Perot Museum. While many streets in the district could and should be enhanced for pedestrians, the Woodall Rogers Freeway and its many high-speed on and off ramps creates a physically intimidating barrier. But enhancing pedestrian connections between the Arts District, the West End and Victory Park, existing transit (bus, light rail, and D-

Link), and future D2 DART and streetcar routes are of primary importance for the Arts District and the City of Dallas.

While long range plans should contemplate the eventual diminishment of highway impacts on the City (as Klyde Warren Park has so well demonstrated), it is unlikely that the freeway or its many disruptive ramps will be significantly adjusted in the short term. For this reason it is critical to improve the pedestrian realm to overcome the dominance of high speed auto traffic. This can only be achieved with sidewalks and crossings that protect vulnerable pedestrians while slowing traffic to more urban speeds.

North Field Street also presents a barrier between the Arts District, the West End and Victory Park. The discontinuity created by this District Connector is palpable to any pedestrian who attempts to cross the eight lanes of traffic. Given the significant attraction of Klyde Warren Park and the Perot Museum, this obstacle deserves special attention to improve pedestrian crossing conditions. While pedestrian bridges have been proposed, improved at-grade connections will do more, long term, to calm traffic and enhance the pedestrian experience. A variety of methods including pedestrian refuge areas, priority signal timing, bold street markings or traffic tables should be implemented to reduce excessive traffic speeds and enhance pedestrian safety.

Between N Field and St. Paul Streets, the public right-of-way along North and South Woodall Rodgers frontage roads should be enhanced to protect pedestrians from high speed traffic. On blocks without additional public rights of way, the city should negotiate with private developers to expand the public realm through land swaps or other incentives. At locations where the City does have rights of way, improvements should be prioritized to enhance pedestrian safety. The City should also negotiate with TxDOT to eliminate unnecessary Texas U turns at N. Akard and Pearl Streets and replace these areas with enhanced pedestrian areas. Consideration should be given to renaming Woodall Rodgers frontage roads, north and south, to transform perception of these streets as an extension of the highway. Renaming these streets as Klyde Warren Drive or Arts District way, would send a message that these are city streets, not merely highway ramps.

Priority Actions

- With the help of key stakeholders, establish safe, pedestrian connections between the Arts District and other amenities and districts
- Support connectivity needs of the Field/Griffin corridor
- Coordinate with DDI, City planning entities, and TxDOT to facilitate infrastructure improvements

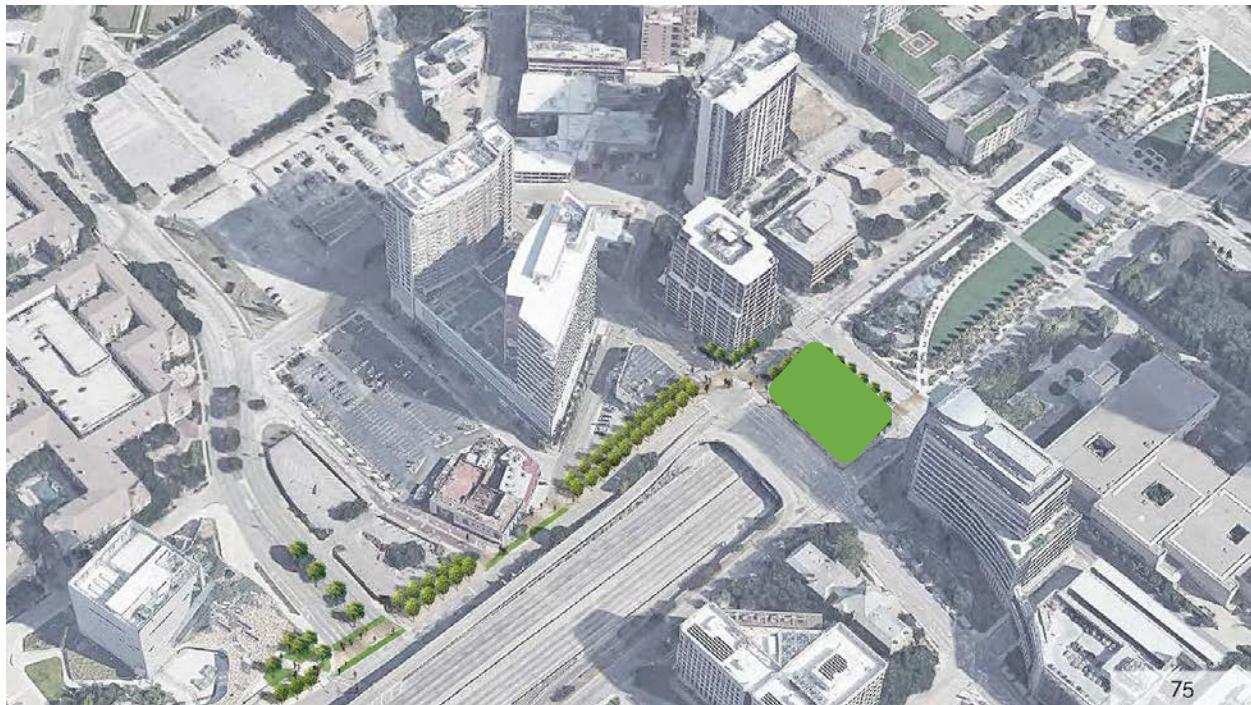
Implementation and Partners

Downtown Dallas, Inc.

- Coordinate with Dallas 360 thoroughfare recommendations to improve pedestrian crossings at N Field and Woodall Rodgers access roads

City of Dallas

- Approve and implement new Dallas Arts District Design Guidelines
- Rename Woodall Rodgers Freeway North and Woodall Rodgers Freeway South (service/access roads) to reflect a more urban address



Texas Department of Transportation (TxDOT)

- Advocate for removal of Texas U at N. Akard Street
- Prioritize Funding for sidewalk improvements on publicly owned ROW within corridor

Dallas Arts District Unilateral Actions:

- Initiate public art program for temporary and permanent art installations between Perot and Klyde Warren Park
- Initiate wayfinding along pedestrian routes with kiosks from Dallas Innovation Alliance' test in West End

Design Guidelines

PURPOSE

The Sasaki Plan has served the Dallas Arts District well for over 30 years. But as the Arts District has developed, several components of the Sasaki Plan need to be revised to better support active street level uses, ADA compliance and changing needs for sustainability. Many aspects of the Sasaki Plan have proven problematic for compliance by private developers, while fine arts institutions have, in general, ignored the requirements. Furthermore, the process of approvals, as eventually adopted by the City, has proven to be inflexible and time consuming when exceptions to the guidelines are requested. Thus the Sasaki Plan Design/Development Guidelines and the process for approvals will be addressed in this new Dallas Arts District Master Plan.

The purpose of the revised Design Guidelines is to:

- Create a cohesive District identity and character;
- Prevent design decisions that result in negative social and environmental impacts;
- Enable coordination between private developers and the City; and
- Coordinate all planning efforts with Downtown Dallas, Inc.

STREET TYPOLOGIES

The design guidelines will apply to areas within the boundary of the Dallas Arts District. However, the guidelines extend to areas outside the current boundaries of the District in order to provide additional guidance for projects subject to discretionary review by the City for any reason. Should the boundaries of the District be extended in the future, these guidelines would be relevant and apply to those areas within the Arts District boundary.

The Guidelines have been organized by street typologies. While some streets, such as Pearl, Flora and Ross, will have specific guidelines related to those streets alone, other streets have been classified into categories for ease of application. These typologies have requirements that will vary, to some degree, depending upon factors such as street width, total right-of-way, and directionality. The guidelines are intended as a benchmark upon which the peer review process can proceed.

The 6 street typologies are:

1. Pearl Street: "Avenue to the Arts"
2. Flora Street: Mixed-use Cultural Corridor
3. Ross Avenue: Mixed-use Commercial Corridor
4. Pedestrian Priority Streets
5. District Connectors
6. Service-Oriented Streets

District-Wide Design Guidelines:

There are principles and design standards that are intended to be applied throughout the Dallas Arts District Master Plan area. Regardless of street typology or specific site condition, these standards are based on best practices for landscape and urban design and should be the starting point for any proposal occurring in the Master Plan area. Their aim is to improve human safety and comfort, environmental sustainability and resilience, and design quality while maintaining a cohesive character for the Dallas Arts District. Whenever possible and feasible, projects should consult the Texas Trees Foundation's *Southwest Medical District (SWMD) Urban Streetscape Master Plan* report for baseline guidance on planting, paving, and lighting performance standards. The specific details and required of the relevant recommendations and their requirements are detailed in Appendix I.

Guidelines that apply to all streets:

1. Sidewalks

Planting

Each newly planted tree is to have a minimum of six hundred (600) cubic feet of engineered soil medium depth to ensure an adequate amount of growing medium to establish a healthy root system and allow the tree to reach optimal ultimate size. Adequate soil volume can be achieved by applying one of the following methods; implementation of large planting strips, utilizing structural soil technologies under new pavement systems, or through innovative technologies similar to a product such as Silva Cell which allows pavement to bridge over a fertile soil mix.

Irrigation is essential to establish trees and allow them to develop healthy root systems. Adequate irrigation sources can be provided through a variety of means; drip irrigation, hand watering, or slow release water containers. Water application should be concentrated within the dripline of the tree and should not be applied during the hours of 10 am – 5 pm in order to limit water loss.

When selecting trees for a project, avoid monoculture tree plantings to ensure a sufficient tree presence if a particular species fails (refer to *SWMC Urban Streetscape Masterplan*, TTF, November 2016). Avoid planting *Taxodium distichum* (Bald Cypress) trees in order to meet performance and aesthetic intentions of the District.

Temporary and movable planters are encouraged, particularly when site conditions prohibit in-ground plantings.

The utilization of Texas Native plants is encouraged whenever possible for a more environmentally-conscious landscape design.

Specific tree recommendations can be found in the street typologies.

Pavement

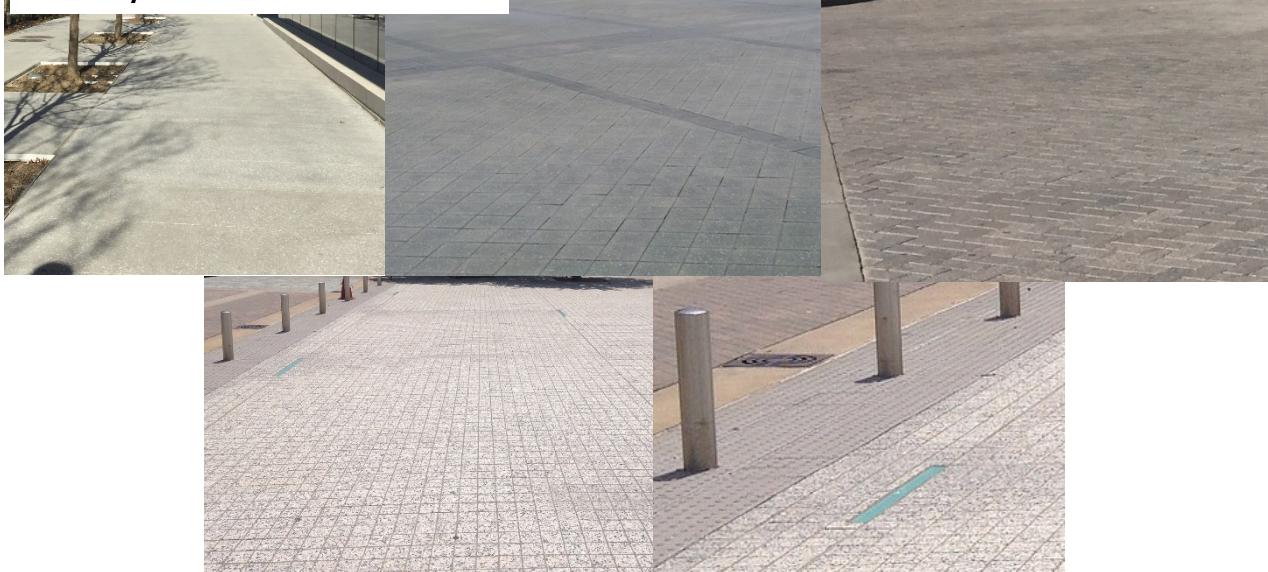
New pavement systems located should be evaluated for compatibility with existing paving in the district. Generally, paving on Flora Street consists of modular stone or concrete pavers with some areas of concrete sidewalks. The intention of this plan is to maintain continuity with the existing patterns and colors of those installed sidewalks, while replacing unsafe or uneven surfaces that conflict with current ADA requirements. Sidewalks within the district should utilize modular stone or concrete pavers. In areas where this is not possible modular stone or concrete pavers should be used as accents within areas not required for paths of travel such as tree zones which can be combined with permeable pavers as needed.

A minimum of a six (6) foot width should be provided for sidewalks accommodating pedestrian circulation and shall comply with all design criteria set forth by the American with Disabilities Act (ADA) Standards for Accessible Design. This includes, but is not limited to acceptable material types, maximum allowable pavement slopes and non-slip finished surfaces.

Compliance with set reflectance levels, surface finishes and materiality is vital to the creation of a unified district aesthetic and comfortable pedestrian experience. Utilize paving materials with a solar reflectance index (SRI) of at least 29 for a minimum of 50% of the site hardscape including; roads, sidewalks, courtyards, and parking lots (per Sustainable Sites Credit 7 Heat Island Effect).

When permeable pavements are utilized, provide an adequate base material to prevent lateral paver movement and facilitate water percolation. It is encouraged that an interlocking permeable paving system is utilized to prevent paver movement both vertically and laterally.

**Examples of successful pavers
currently in the Arts District**



Lighting

Existing Dallas Arts District HID street lighting fixtures will be retrofitted with LED light sources. Utilize TTF standards and recommendations for pedestrian lighting (see *SWMD Urban Streetscape Master Plan*, TTF, November 2016).

**Proposed Lighting Scheme for the
Arts District**



- 2. Traffic Calming**
 - a. Maximum vehicle lane width of 11.5 feet (except Flora Street)
 - b. Install curb bump-outs where possible to minimize pedestrian crossing distances
 - c. Consider infrastructure to support bicycle travel
- 3. Development Controls**
 - a. Maximum building setback of 50 feet
 - b. Maximize façade transparency for first two floors of buildings
 - c. Maintain active uses at building ground floors
- 4. Public Art**
 - d. All public art placed within the District will support and promote the vision for the Arts District provided in this plan
 - e. The Arts District will determine the criteria by which proposed public art installations will be judged and approved.

* Existing hardscape, lighting, furnishings and other elements that exist within the District will be first be evaluated for appropriateness prior to adding new standards.

Pearl Street: “Avenue to the Arts”

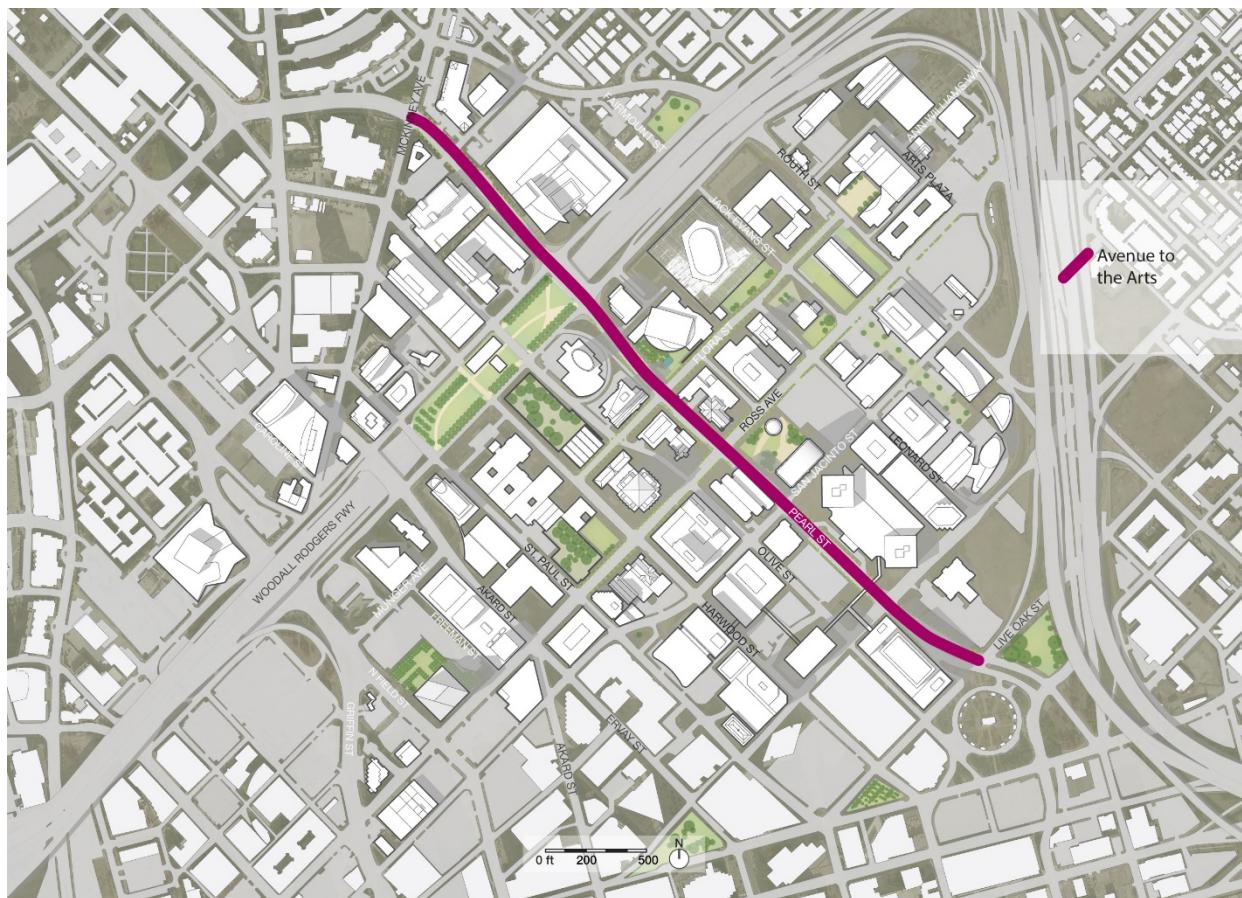
Vision:

The Avenue to the Arts will reinterpret Pearl Street as a unifying connection across multiple neighborhoods. With a unique character consistent along its entire length, it will signify to users that the street serves a special purpose in uniting Downtown via the arts.

Pearl Street, given its role as an important connection across many Downtown neighborhoods, will share some of the same characteristics as District Connector streets.

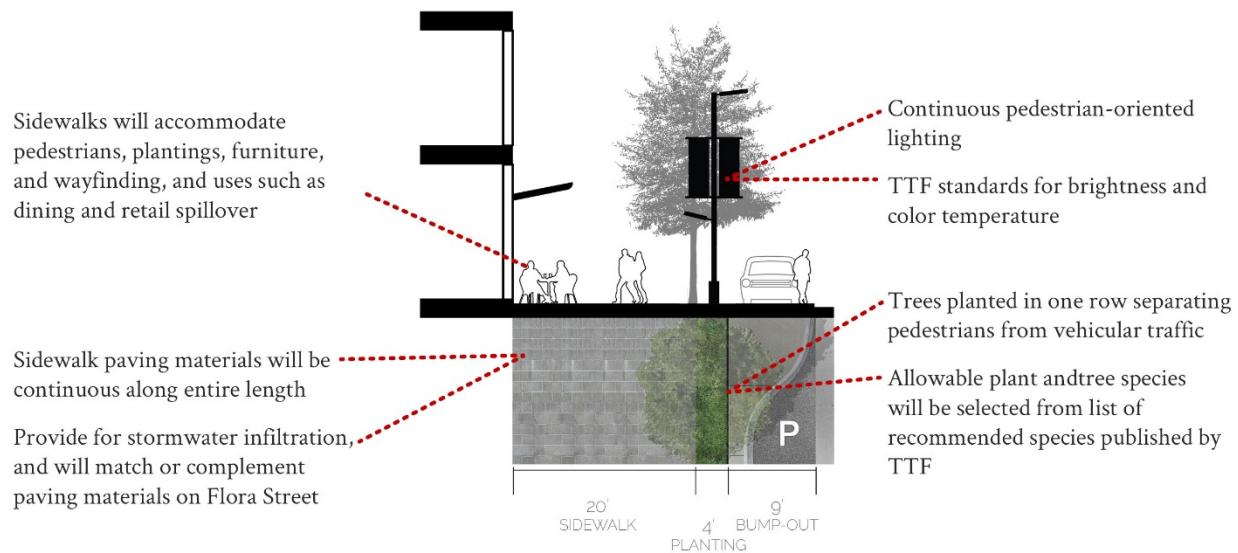
Goals for Pearl Street:

1. Wide, accessible sidewalks that balance pedestrian safety, environmental health, and support a mix of commercial and institutional uses.
2. Traffic calming that reduces the risk of harm at street crossings and improves pedestrian comfort.
3. Development control that encourages sunlight to support a well shaded environment and a unique low scale feeling.
4. Public Art that engages and entices visitors to the Dallas Arts District.



Specific Design Guidelines:

1. SIDEWALKS PEARL STREET PROPOSED GUIDANCE



Street Trees and Shade:

Recommended Species:

- Cedar Elm
- Live Oak
- Red Maple

Placement and density of tree cover:

- Single row of trees lining each side of the street.
- Max distance 25 feet
- Minimum growth diameter is 30 feet at maturity

Underground utility requirements:

- 600 cubic feet of soil minimum for each tree
- Minimum of 3 feet depth
- Underground irrigation required
- Open plant beds or supported paving structures (Silva Cell)

Paving:

Minimum widths:

- 8 feet minimum widths between obstructions for primary pedestrian paths

Approved materials:

- Exposed aggregate concrete paving, broom finished concrete paving or concrete unit pavers required with ADA compliant surfaces
- Planting zones to be open or have modular stone, concrete pavers or porous pavers

- Asphalt block pavers @ crosswalks edged with concrete edging bands
- Existing granite pavers to be removed and repurposed

Engineering Requirements:

- Maximum allowed cross slopes of 2%
- Recommended porous pavers in non-walking areas with suitable substrate for absorption of rain water

Lighting:

Placement, spacing, and heights:

- Pedestrian lighting added to existing poles at lower level (+12') see illustration

Approved Poles and Fixtures:

- Match existing poles white piles; replace or add new fixtures as needed to meet requirements

Lamping requirements:

- Retrofit existing HID light fixtures with new energy saving LED fixtures

Street Furniture:

Approved public seating:

- Landscape Forms selections TBD or equivalent

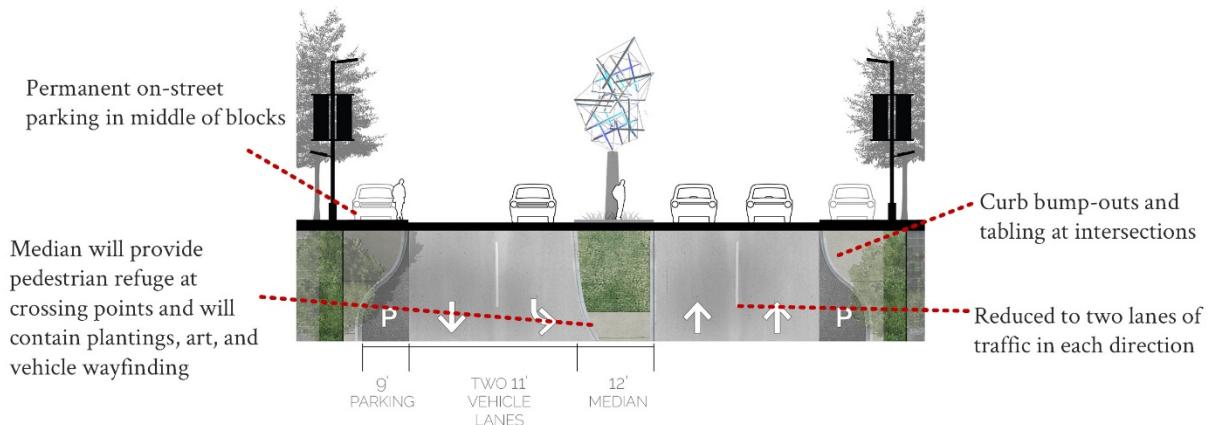
Approved trash receptacles:

- Landscape Forms selections TBD or equivalent

Private Outdoor Seating:

- Moveable outdoor seating for restaurant use
- Painted steel or aluminum posts with painted perforated aluminum panels or IPE wood slats

2. TRAFFIC CALMING PEARL STREET PROPOSED GUIDANCE



Traffic Zone:

Pedestrian Crossings:

Approved paving materials/markings at crossings:

- Asphalt block paver edge with flush concrete curb
- Center of intersection to have custom art pattern of granite pavers installed with bituminous setting bed over concrete base

Signalization recommendations:

- Maintain existing custom traffic signal and signage standard elements used on Flora
- Add new per city standards
- Pedestrian activation, countdown and pedestrian prioritization

Development Controls:

- No curb cuts, driveways or service areas on Pearl Street
- 50% transparency on ground floor
- Maximum 50 foot setback from property line to maintain street wall continuity
- No exposed parking structures: must be screened or lined with active uses

3. DEVELOPMENT CONTROLS

PEARL ST - PROPOSED GUIDANCE (WHAT TO AVOID)



3. DEVELOPMENT CONTROLS

PEARL ST - PROPOSED GUIDANCE (WHAT TO AVOID)



3. DEVELOPMENT CONTROLS

PEARL ST - PROPOSED GUIDANCE (WHAT TO AVOID)

Buildings along Pearl Street will contain active uses at the ground floor and maximize façade transparency



Garage entrances,
loading docks,
"skybridges", vehicle
turnarounds, and
building mechanicals
will be prohibited

Flora Street/Ann Williams Way: Mixed Use Cultural Corridor

Vision:

Flora Street and Ann Williams Way will remain the heart of the Dallas Arts District, embodying flexibility, quality, and sustainability. With low scale landscaped promenade and a unique, arts-focused character, the street will convey a sense of welcoming urbanism with a strong mix of retail and cultural uses.

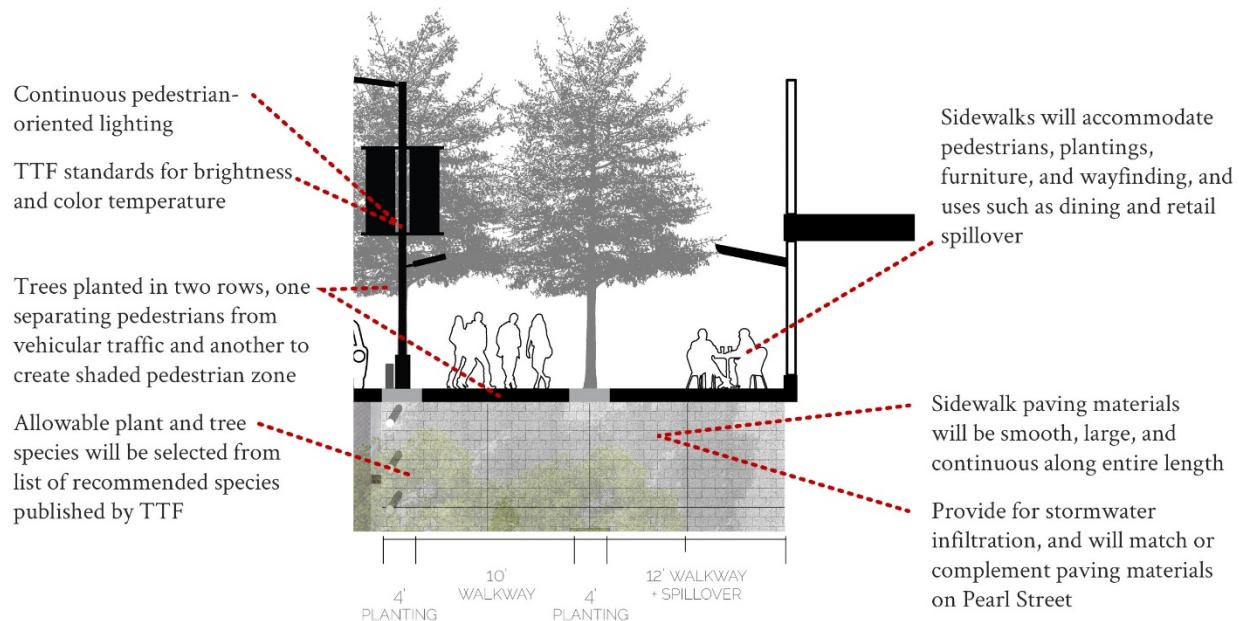
Goals for Flora Street and Ann Williams Way:

1. Wide, accessible sidewalks that balance pedestrian safety, environmental health, and support a mix of commercial and institutional uses.
2. Traffic calming that reduces the risk of harm at street crossings and improves pedestrian comfort.
3. Development controls that encourage sunlight to support a well shaded environment and a unique human scale character.
4. Public Art that engages and entices visitors to the Dallas Arts District.
5. Enhance physical and psychological connections to Ann Williams Way as a continuation of Flora Street's character (including burying of utilities), ensuring that visitors recognize the importance of that historic street to the Arts District.



Specific Design Guidelines:

1. SIDEWALKS FLORA STREET PROPOSED GUIDANCE



Street Trees and Shade:

Approved Species:

- Bald Cypress (existing)
- Cedar Elm
- Live Oak
- Red Maple

Placement and density of tree cover:

- A double row of trees lining each side of the street.
- Max distance 25 feet
- Minimum growth diameter is 30 feet at maturity

Underground utility requirements:

- 600 cubic feet of soil minimum for each tree
- Minimum of 3 feet depth
- Underground irrigation required
- Open plant beds or supported paving structures (Silva Cell)

Paving:

Minimum widths:

- 8 feet minimum widths between obstructions for primary pedestrian paths

Approved materials:

- Stone or Concrete unit pavers to match existing, required with ADA compliant surfaces
- Asphalt block pavers @ crosswalks edged with a concrete band

Engineering Requirements:

- Maximum allowed cross slopes of 2%
- Recommended porous pavers in non-walking areas with suitable substrate for absorption of rain water

Lighting:

Placement, spacing, and heights:

- Pedestrian lighting added to existing white poles at lower level (+12') see illustration

Approved Poles and Fixtures:

- Match existing white poles; replace or add new fixtures as needed to meet requirements

Lamping requirements:

- Maintain existing white light poles
- Retrofit HID light fixtures with new energy saving LED fixtures

Street Furniture:

Approved public seating:

- Remove existing fixed public seating
- Temporarily moveable public seating, Landscape Forms selections or equal

Approved trash receptacles:

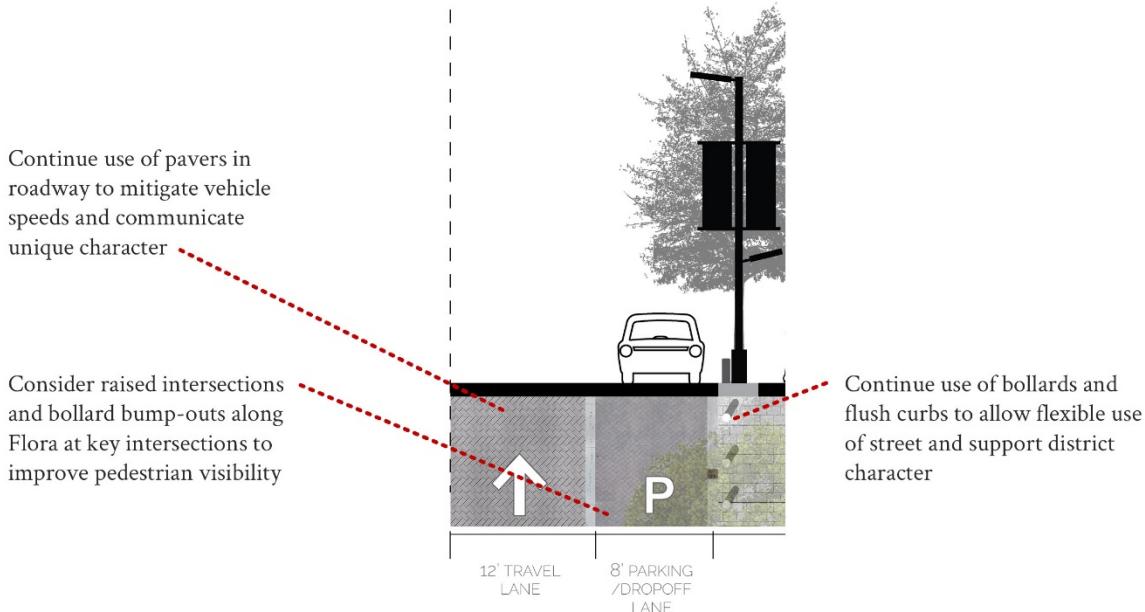
- High design, aluminum, fixed-in-place. Landscape Forms selections or equal

Private Outdoor Seating:

- Moveable outdoor seating for restaurant use; Landscape Forms selections or equal
- Painted steel or aluminum posts with perforated aluminum panels or IPE wood slates

2. TRAFFIC CALMING

FLORA STREET - PROPOSED GUIDANCE



Traffic Zone:

Pedestrian Crossings:

Approved paving materials/markings at crossings:

- Granite block pavers replaced with asphalt block pavers edged by concrete band (flush curb)

Signalization recommendations:

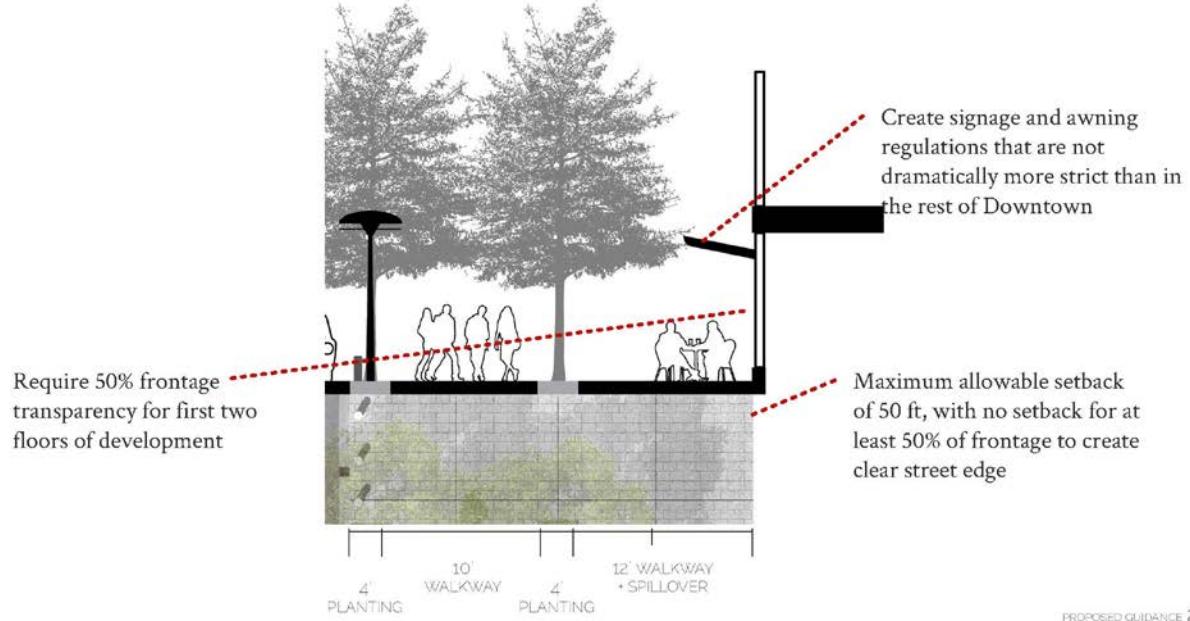
- Maintain existing custom traffic signal and signage standard elements
- Pedestrian activation, countdown and pedestrian prioritization

Development Controls:

- No curb cuts, driveways or service areas on Flora Street
- 50% transparency on first two floors
- Heights limited to 50 feet extending at 45 degree angle from the street centerline to 100 feet from centerline.
- Maximum 50 feet setback for no more than 50% of frontage for street wall continuity
- No exposed parking structures: must be screened or lined with active uses

3. DEVELOPMENT CONTROLS

FLORA STREET - PROPOSED GUIDANCE



Ross Avenue: Mixed Use Commercial Corridor

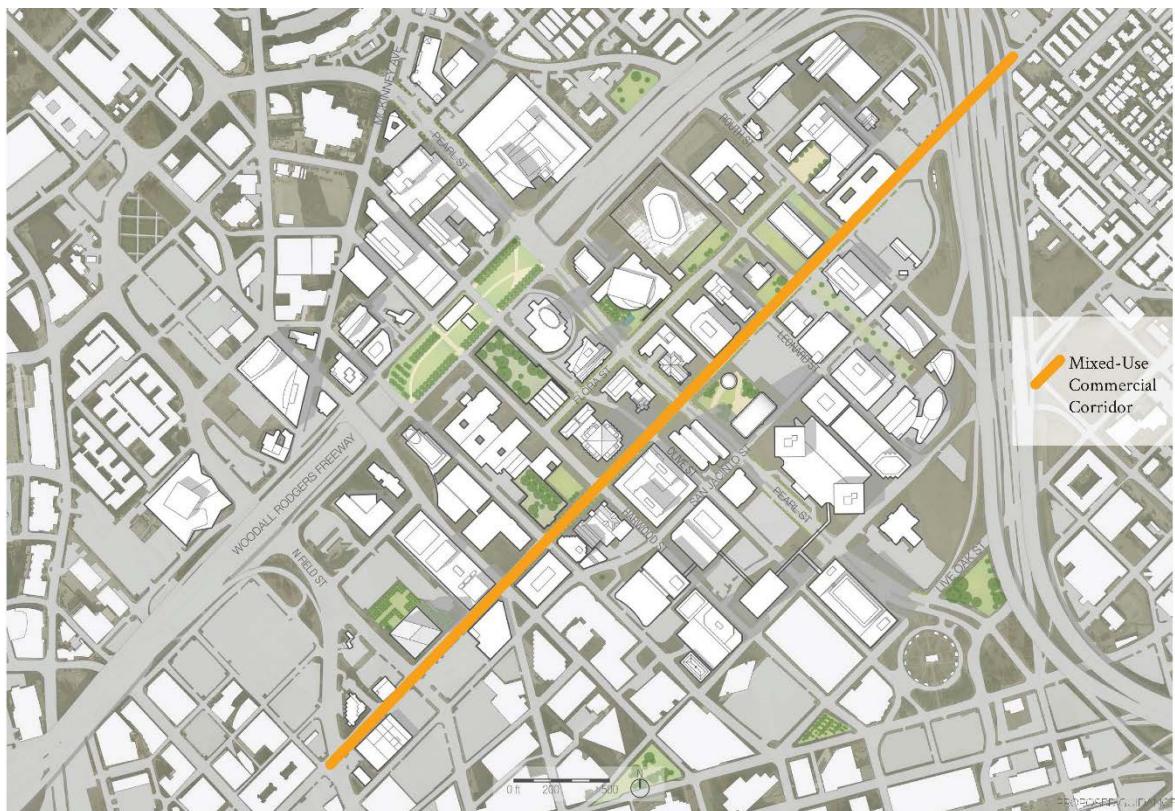
Vision:

The active commercial corridor contains a very high density and extreme mix of uses. The high volumes of foot, transit, and auto traffic make it a hub of activity on the ground floor and encourage flexibility and outdoor amenities.

Ross Avenue, given its role as an important connection across many Downtown neighborhoods, will share some of the same characteristics as District Connector streets.

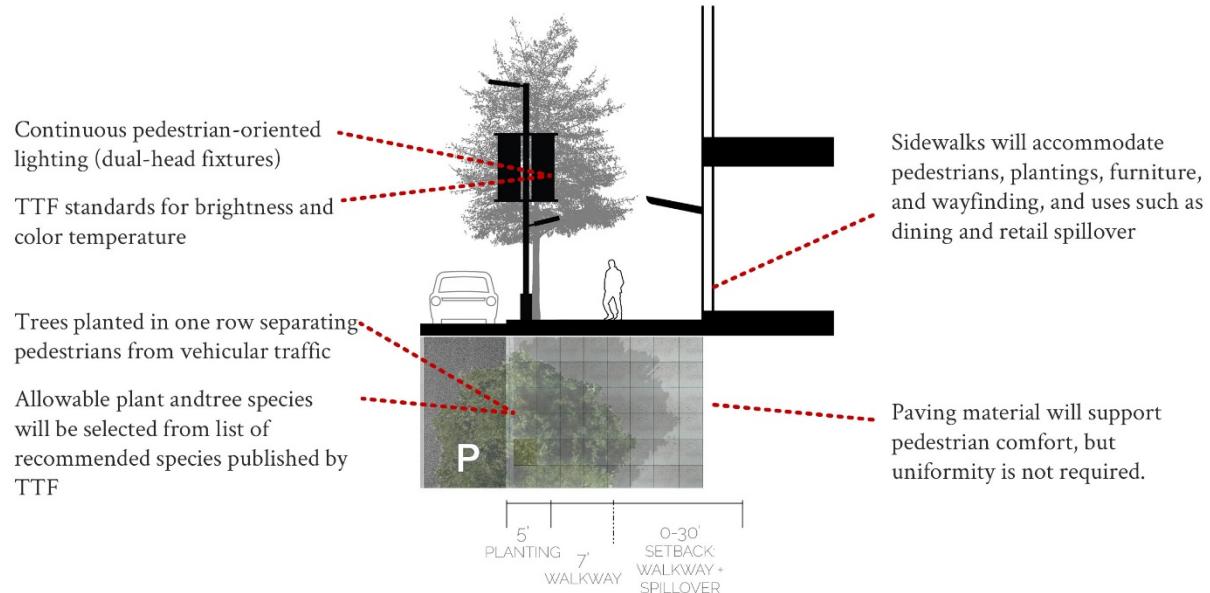
Goals for Ross Avenue:

1. Wide, accessible sidewalk that balance pedestrian safety, environmental health, and a mix of uses
2. Traffic calming that reduced risks of harm and supports multi-modal transportation
3. Development controls that encourage access to a wide range of active uses and limit the impacts of building operations



Specific Design Guidelines:

1. SIDEWALKS ROSS AVE PROPOSED GUIDANCE



Street Trees and Shade:

Approved Species:

- Cedar Elm
- Live Oak
- Shumard Oak

Placement and density of tree cover:

- Single row of trees lining each side of the street
- Max distance 25 feet
- Minimum growth diameter is 30 feet at maturity

Underground utility requirements:

- 600 cubic feet of soil minimum for each tree
- Minimum of 3 feet depth
- Underground irrigation required
- Open plant beds or supported paving structures (Silva Cell)

Paving:

Minimum widths:

- 6 feet minimum widths between obstructions for primary pedestrian paths

Approved materials:

- Broom finished concrete paving or concrete unit pavers required with ADA compliant surfaces
- Planting zones to be open or have modular stone, concrete pavers or porous pavers
- Asphalt block pavers @ crosswalks

Engineering Requirements:

- Maximum allowed cross slopes of 2%
- Recommended porous pavers in non-walking areas with suitable substrate for absorption of rain water

Lighting:

Placement, spacing, and heights:

- Replace current lighting with Arts District standard white fixture (with 25' vehicular lighting and attached 12' pedestrian lighting fixture)

Approved Poles and Fixtures:

- Match existing white poles used on Flora Street; replace or add new fixtures as needed to meet requirements

Lamping requirements:

- New light poles shall have energy saving LED fixtures

Street Furniture:

Approved public seating:

- Landscape Forms selections or equal TBD

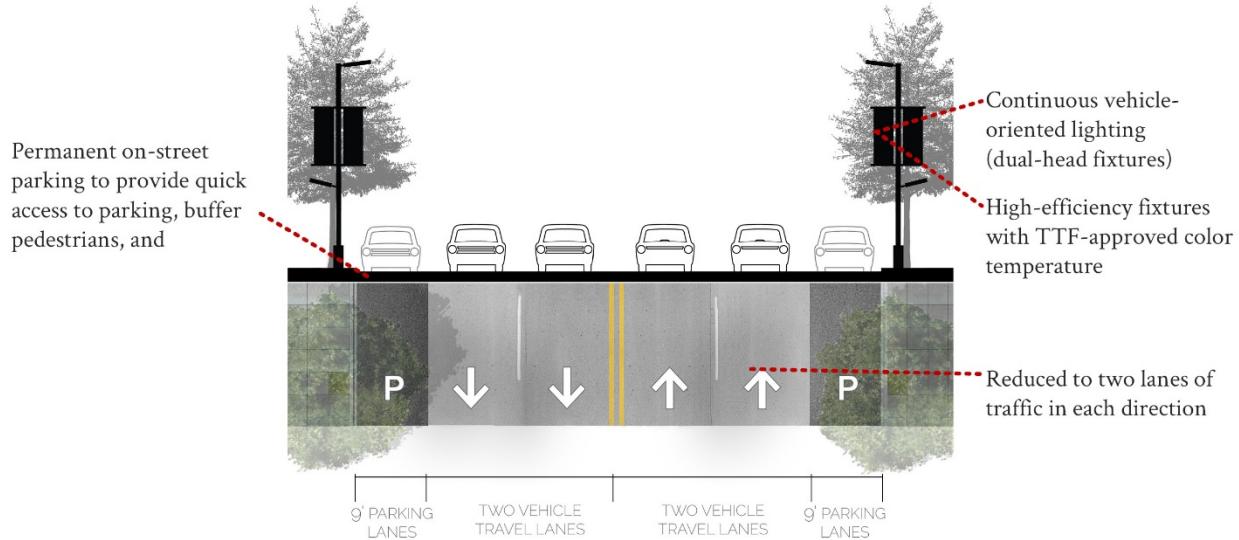
Approved trash receptacles:

- Landscape Forms selections or equal TBD

Private Outdoor Seating:

- Moveable outdoor seating for restaurant use, Landscape Forms selections of equal TBD
- Painted steel or aluminum posts with perforated aluminum panels or IPE wood slates

2. TRAFFIC CALMING ROSS AVE PROPOSED GUIDANCE



Traffic Zone:

Pedestrian Crossings:

Approved paving materials/markings at crossings:

- Granite block pavers replaced with asphalt block pavers edged by concrete flush curb

Signalization recommendations:

- Install new elements to match existing traffic signal and signage standard elements on Flora Street
- Coordinate traffic signal selection with the Downtown Dallas 360 study
- Pedestrian activation, countdown and pedestrian prioritization

Development Controls:

- No curb cuts, driveways or service areas on Ross Avenue
- 50% transparency required on ground floor
- Minimum 10 foot setback from property line for sidewalk uses or landscape
- Maximum 50 foot setback from property line to maintain street wall continuity
- No exposed parking structures: must be screened or lined with active uses

3. DEVELOPMENT CONTROLS

ROSS AVE - PROPOSED GUIDANCE (WHAT TO AVOID)

Transparency required for first 2 floors of structures, and public spaces visible from sidewalk



Structures will be located as close to the sidewalk as possible to create a well-defined street edge

Building entrances will be clearly visible from the street and marked.

Pedestrian Priority Streets

(Harwood, Leonard, Crockett, Wade, Olive, Arts Plaza, Woodall Rodgers Service Roads, McKinney, St. Paul, San Jacinto, N. Akard)

Vision:

Pedestrian Priority Streets will provide a more serene experience for those traveling on foot by significantly calming vehicles and enhancing pedestrian and bicycle accommodations and green amenities.

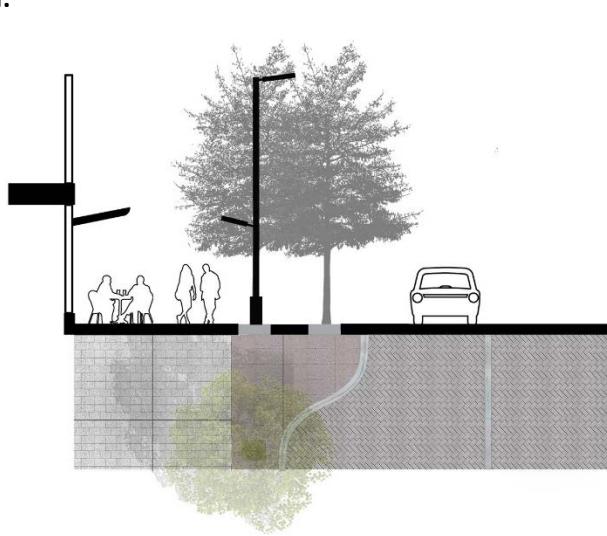


Some Pedestrian Priority streets will share some characteristics with District Connectors. However, these streets are intended to more specifically focus on changes to the pedestrian environment that improve comfort than District Connectors.

Goals for Pedestrian Priority Streets:

1. Wide, accessible sidewalk that balance pedestrian safety, environmental health, and a mix of uses
2. Traffic calming that reduces the risk of harm and supports multi-modal transportation
3. Development controls that encourage access to a wide range of active uses and limit the impacts of building operations

Proposed Street Section:
Pedestrian Priority



Specific Design Guidelines:

1. SIDEWALKS PED. PRIORITY PROPOSED GUIDANCE

Continuous pedestrian-oriented lighting (dual-head fixtures)

TTF standards for brightness and color temperature

Sidewalks will accommodate pedestrians, plantings, furniture, and wayfinding, and uses such as dining and retail spillover

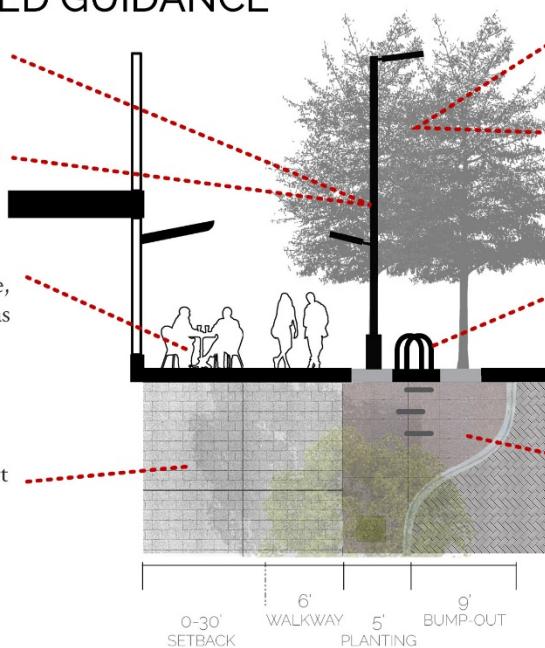
Paving material will support pedestrian comfort, but uniformity is not required

Trees planted in one row separating pedestrians from vehicular traffic

Allowable plant and tree species will be selected from list of recommended species published by TTF

Bike lanes, bike racks, and other bicycle infrastructure will be encouraged and installed where appropriate

Curb bump-out at intersections to reduce pedestrian crossing distances



Street Trees and Shade:

Approved Species:

- To be determined based on the tree inventory of each street to determine the theme of each street

Placement and density of tree cover:

- Single row of trees lining each side of the street
- Max distance 25 feet
- Minimum growth diameter is 30 feet at maturity

Underground utility requirements:

- 600 cubic feet of soil minimum for each tree
- Minimum of 3 feet depth
- Underground irrigation required
- Open plant beds or supported paving structures (Silva Cell)

Paving:

Minimum widths:

- 6 feet minimum widths between obstructions for primary pedestrian paths

Approved materials:

- Exposed aggregate concrete paving or concrete unit pavers required with ADA compliant surfaces
- Planting zones to be open or have modular stone, concrete pavers or porous pavers
- Asphalt paving with concrete bands (flush curbs) @ crosswalks

Engineering Requirements:

- Maximum allowed cross slopes of 2%
- Recommended porous pavers in non-walking areas with suitable substrate for absorption of rain water

Lighting:

Placement, spacing, and heights:

- Replace current lighting with Arts District standard white poles and fixtures with 12' pedestrian lighting fixture, to match existing on Flora Street

Approved Poles and Fixtures:

- Install all new poles and fixtures as needed to meet requirements

Lamping requirements:

- All fixtures to be energy saving LED fixtures

Street Furniture:

Approved public seating:

- Landscape Forms selections or equal, TBD

Approved trash receptacles:

- Landscape Forms selections or equal, TBD

Private Outdoor Seating:

- Moveable outdoor seating for restaurant use, Landscape Forms selections of equal, TBD
- Painted steel or aluminum posts with perforated aluminum panels or IPE wood slates

2. TRAFFIC CALMING PED. PRIORITY PROPOSED GUIDANCE

Continuous street trees along the curb, in order to encourage lower speed travel.

Curb bump-out at intersections to provide permanent on-street parking and reduce roadway width



Traffic Zone:

Pedestrian Crossings:

Approved paving materials/markings at crossings:

- Asphalt paver edged by concrete band (flush curb)

Signalization recommendations:

- Install new elements to match existing traffic signal and signage standard elements on Flora Street
- Pedestrian activation, countdown and pedestrian prioritization

3. DEVELOPMENT CONTROLS

PED. PRIORITY - PROPOSED GUIDANCE (WHAT TO AVOID)



3. DEVELOPMENT CONTROLS

PED. PRIORITY - PROPOSED GUIDANCE (WHAT TO AVOID)



Development Controls:

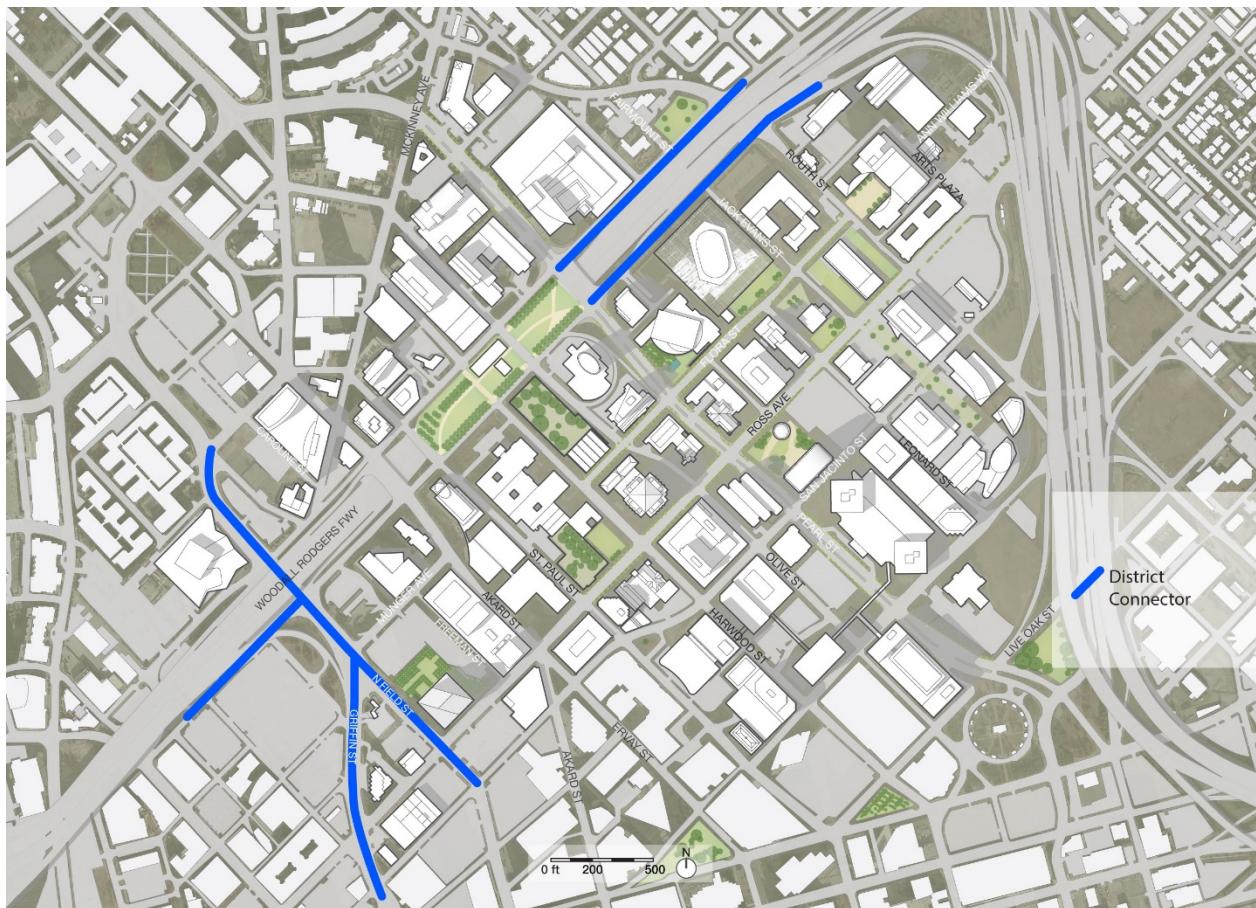
- Curb cuts driveways or service areas to be limited to 30 feet in width
- 50% transparency required on ground floor
- Maximum 30 feet setbacks for 50% of frontage to maintain street wall continuity
- No exposed parking structures: must be screened or lined with active uses

District Connectors

(N. Field, N. Griffin, Woodall Rodgers Frontage Roads)

Vision:

District Connector streets will facilitate high volumes of multimodal traffic and improve infrastructure for alternative transportation. Serving as a critical link across Downtown Dallas, it will facilitate pedestrians, bike, transit, and car travel between neighborhoods while ensuring safety is a priority.



Goals for Pedestrian Priority Streets:

1. Wide, accessible sidewalk that balance pedestrian safety with city-wide and regional transportation needs
2. Traffic calming that reduces the risk of harm and supports multi-modal transportation
3. Development controls that support pedestrian comfort and links between neighborhoods

**Proposed Street Section:
District Connector**

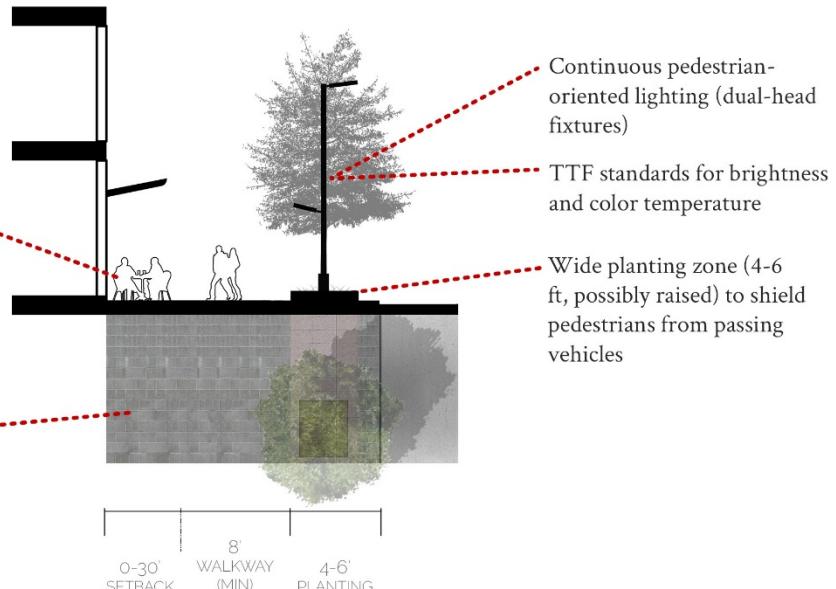


Specific Design Guidelines:

**1. SIDEWALKS DISTRICT CONNECTOR
PROPOSED GUIDANCE**

Sidewalks will accommodate pedestrians, plantings, furniture, and wayfinding, and where appropriate can support spillover uses

Paving material will support pedestrian comfort, but uniformity is not required



Street Trees and Shade:

Approved Species:

- To be determined based on the tree inventory of each street to determine the theme of each street; a predominant tree species will be selected and supported with two or three compatible tree species to ensure diversity and a sustainable streetscape

Placement and density of tree cover:

- Single row of trees lining each side of the street.
- Max distance 25 feet
- Minimum growth diameter is 30 feet at maturity

Underground utility requirements:

- 600 cubic feet of soil minimum for each tree
- Minimum of 3 feet depth
- Underground irrigation required
- Open plant beds or supported paving structures (Silva Cell)

Paving:

Minimum widths:

- 6 feet minimum widths between obstructions for primary pedestrian paths

Approved materials:

- Exposed aggregate concrete paving or concrete unit pavers required with ADA compliant surfaces
- Planting zones to be open or have modular stone, concrete pavers or porous pavers

Engineering Requirements:

- Maximum allowed cross slopes of 2%
- Recommended porous pavers in non-walking areas with suitable substrate for absorption of rain water

Lighting:

Placement, spacing, and heights:

- Replace current lighting with Arts District standard white poles and fixtures with 12' pedestrian lighting fixture, to match existing on Flora Street

Lamping requirements:

- All fixtures to be energy saving LED fixtures

Street Furniture:

Approved public seating:

- Landscape Forms selections or equal, TBD

Approved trash receptacles:

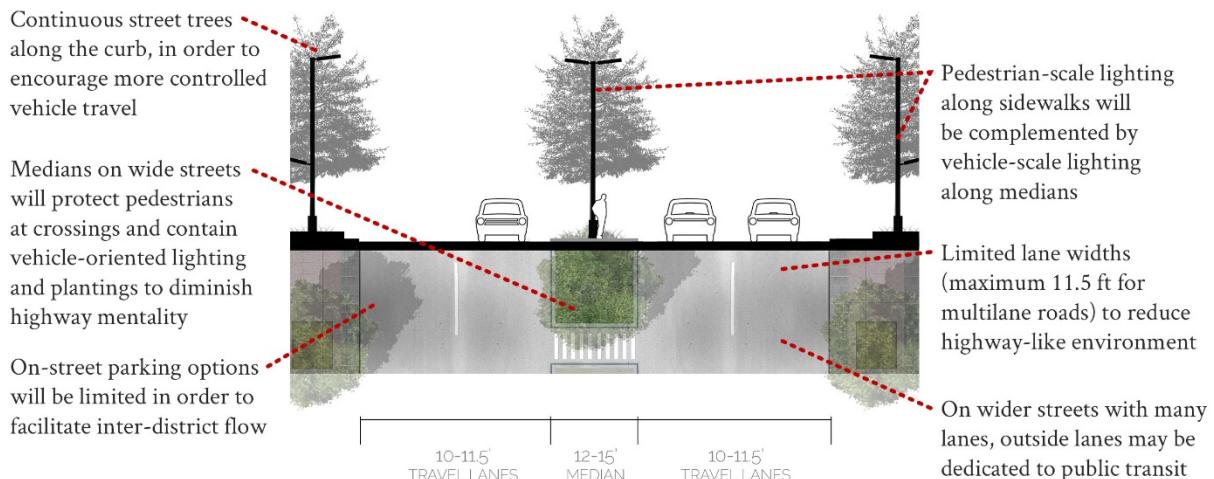
- Landscape Forms selections or equal, TBD

Private Outdoor Seating:

- Moveable outdoor seating for restaurant use, Landscape Forms selections or equal, TBD
- Painted steel or aluminum posts with perforated aluminum panels or IPE wood slates

2. TRAFFIC CALMING

DISTRICT CONNECTOR - PROPOSED GUIDANCE



Traffic Zone:

Pedestrian Crossings:

Approved paving materials/markings at crossings:

- Asphalt paving edged by concrete band (flush curb)

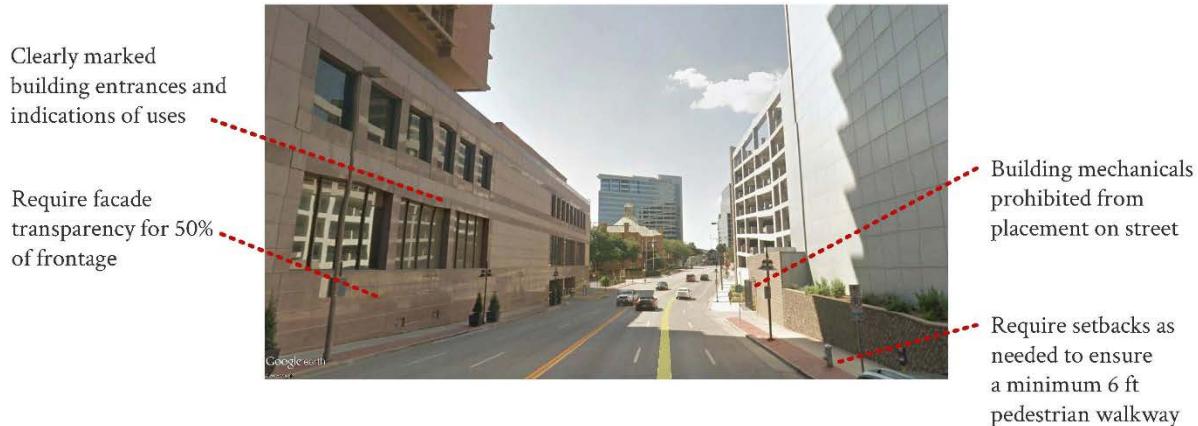
Signalization recommendations:

- Install new elements to match existing traffic signal and signage standard elements on Flora Street.
- Pedestrian activation, countdown and pedestrian prioritization

3. DEVELOPMENT CONTROLS

DISTRICT CONNECTOR - PROPOSED GUIDANCE

(WHAT TO AVOID)



Development Controls:

- Curb cuts driveways or service areas to be limited to 30 feet in width
- 50% transparency required on ground floor
- Maximum 30 feet setbacks for 50% of frontage to maintain street wall continuity
- No exposed parking structures: must be screened or lined with active uses

Service-Oriented Streets

(Munger, Jack Evans, Caroline, Freeman, Federal)



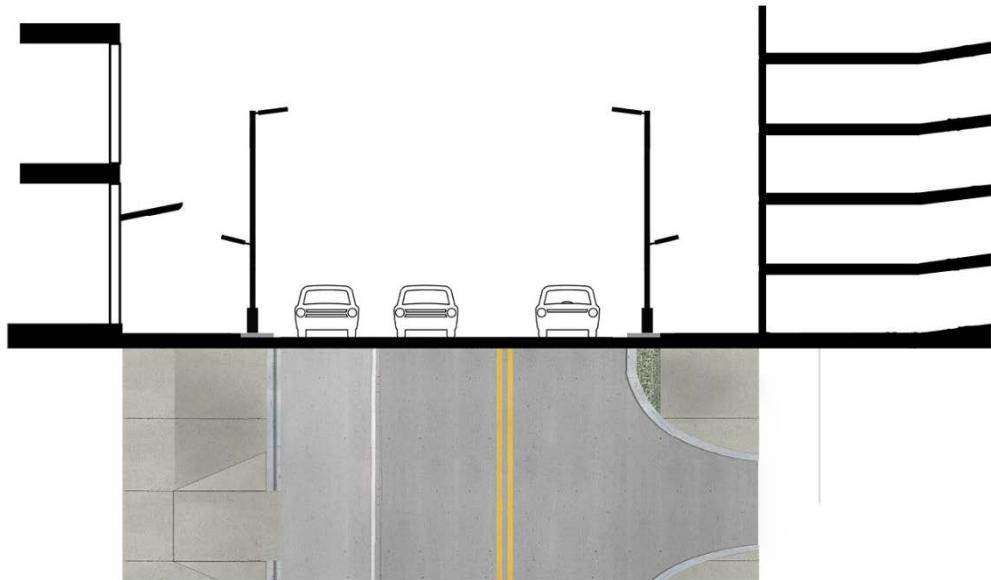
Vision:

Service-Oriented streets will accommodate most of the operational needs of the District. With loading docks, garage entrances, and narrower widths, they will limit vehicular throughput and keep the necessities of building operations away from other pedestrian-friendly streets.

Goals for Pedestrian Priority Streets:

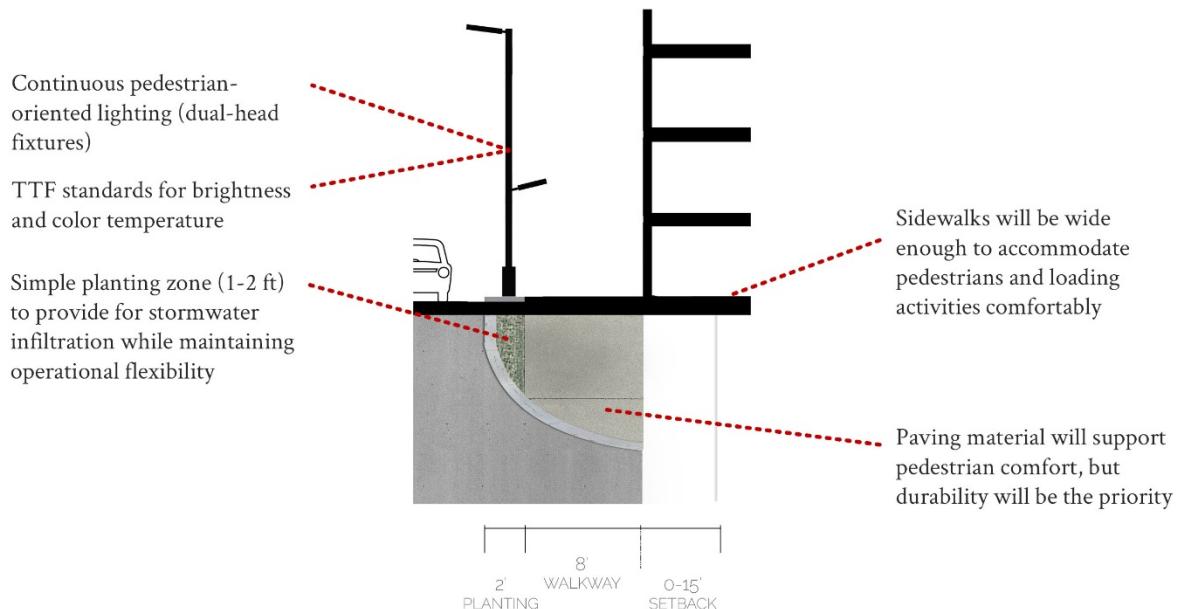
1. Basic sidewalks that balance pedestrian safety with building operations
2. Traffic calming that reduces risk of harm and supports building operations
3. Development controls that minimizes the negative impacts of operations on street life and design quality

**Proposed Street Section:
Service-Oriented**



Specific Design Guidelines:

**1. SIDEWALKS SERVICE-ORIENTED
PROPOSED GUIDANCE**



Street Trees and Shade:

Approved Species:

- To be determined based on the existing tree inventory of each street to determine the theme of each street

Placement and density of tree cover:

- Row of trees lining one side of the street if possible
- Max distance 25 feet
- Minimum growth diameter is 15 feet at maturity

Underground utility requirements:

- 600 cubic feet of soil minimum for each tree
- Minimum of 3 feet depth
- Underground irrigation required
- Open plant beds or supported paving structures (Silva Cell)

Paving:

Minimum widths:

- 6 feet minimum widths between obstructions for primary pedestrian paths

Approved materials:

- Broom finished concrete paving required with ADA compliant surfaces
- Planting zones to be open or have modular stone, concrete pavers or porous pavers
-

Engineering Requirements:

- Maximum allowed cross slopes of 2%
- Recommended porous pavers in non-walking areas with suitable substrate for absorption of rain water

Lighting:

Placement, spacing, and heights:

- Replace current lighting with Arts District standard white poles and fixtures with 12' pedestrian lighting fixture, to match existing on Flora Street

Lamping requirements:

- All fixtures to be energy saving LED fixtures

Street Furniture:

Approved public seating:

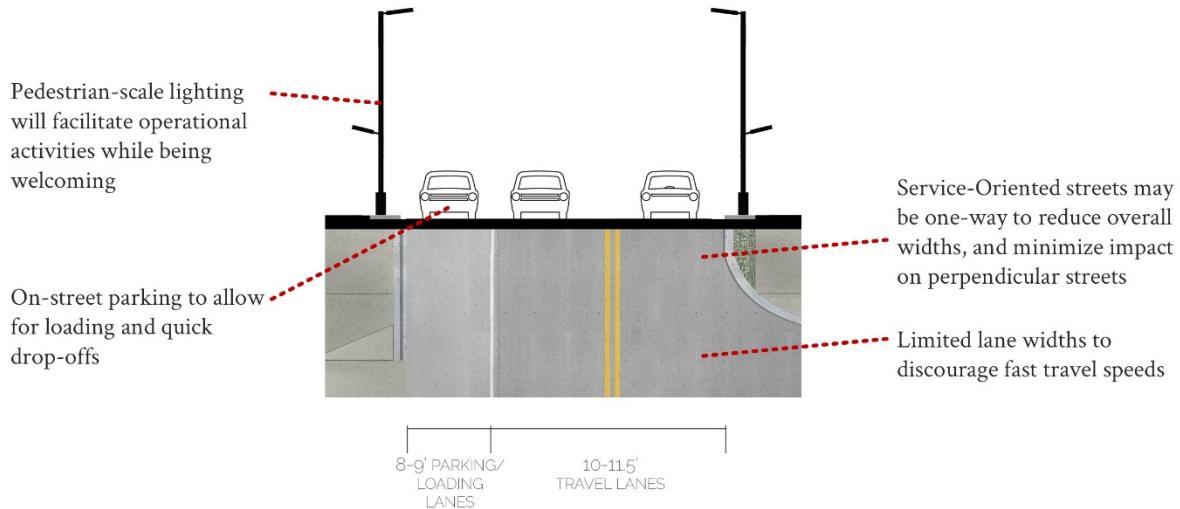
- Landscape Forms selections or equal

Approved trash receptacles:

- Landscape Forms selections or equal

2. TRAFFIC CALMING

SERVICE-ORIENTED - PROPOSED GUIDANCE



Traffic Zone:

Pedestrian Crossings:

Approved paving materials/markings at crossings:

- Asphalt paving edged by concrete band (flush curb)

Signalization recommendations:

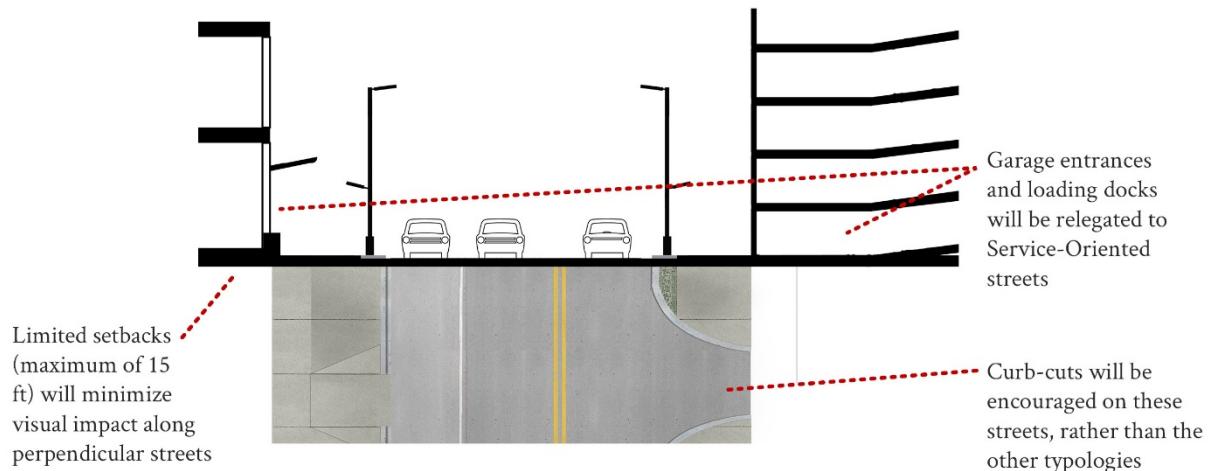
- Install new elements to match existing traffic signal and signage standard elements on Flora Street

Development Controls:

- Curb cuts driveways or service areas to be limited to 30 feet in width
- Maximum 30 feet setbacks for 50% of frontage to maintain street wall continuity

3. DEVELOPMENT CONTROLS

SERVICE-ORIENTED - PROPOSED GUIDANCE

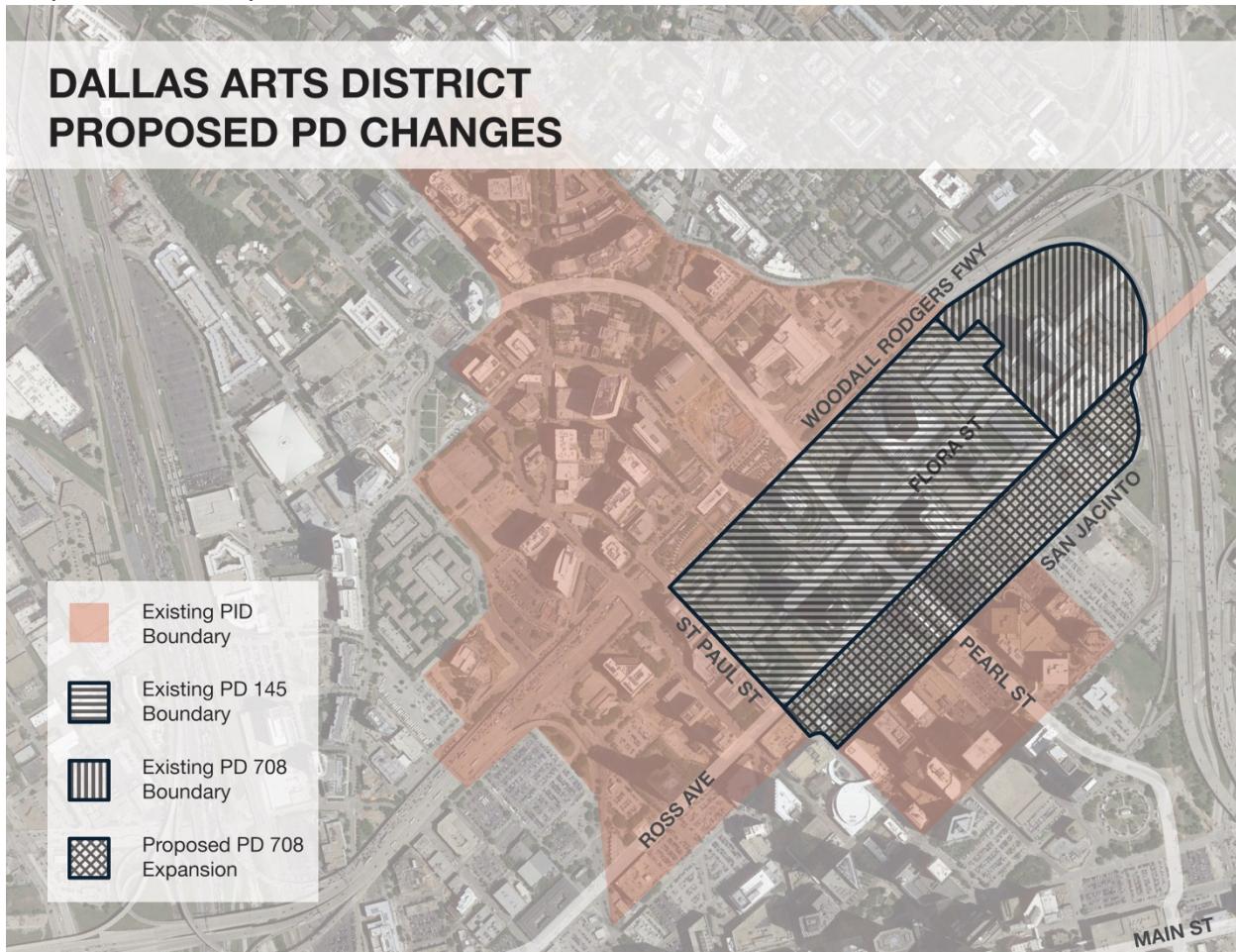


DESIGN REVIEW PROCESS

MISSION: Promote public safety and quality design within the Dallas Arts District by interpreting and enforcing the Dallas Arts District Master Plan principles and specific design requirements and recommendations.

GEOGRAPHY: Required within Dallas Arts District boundary as amended. (Advisory outside boundary.)

Proposed Boundary:



APPLICABILITY: The Design Review process evaluates all aspects of a project as outlined in the Dallas Arts District Master Plan: All projects, signage or art installations within the District of any size. Interior projects are exempt.

PROCESS: The proposed Design Review process will be substantively similar to the existing TIF review process.

Appendix I: Stakeholder Outreach Documentation

Meeting	Meeting Date
Meyerson Symphony Center + DCPH	2/8/2016
Infrastructure Committee	2/8/2016
Trammell Crow	2/8/2016
Dallas Museum of Art	2/8/2016
Booker T Washington HS	2/8/2016
Perot Museum	2/8/2016
Downtown Dallas, Inc./MIG/City Planning & Design	2/9/2016
First United Methodist Church of Dallas	2/9/2016
Dallas Symphony Orchestra	2/17/2016
Billingsley Company	2/29/2016
Greene Oglesby	2/29/2016
Matthews Southwest	2/29/2016
AT&T PAC	2/29/2016
Uptown Dallas, Inc.	2/29/2016
Nasher Sculpture Center	2/29/2016
Dallas Innovation Alliance	2/29/2016
Dallas Theatre Company, Dallas Arts District Foundation	3/1/2016
Hall Group	3/3/2016
CM Casey Thomas	8/22/2016
CM Erik Wilson	8/22/2016
COD Chief Planning Officer	8/22/2016
CM Monica Alonzo	8/23/2016
CM Jennifer Gates	8/23/2016
CM Lee Kleinman	8/23/2016
CM Ricky Callahan	9/6/2016
First Reading on the Bond	9/7/2016
CM Sandy Greyson	9/14/2016
Meadows Foundation, Lyda Hill Foundation, Catherine and Deedie Rose	9/19/2016
CM Scott Griggs	9/20/2016
Dallas Morning News	9/20/2016
CM Phillip Kingston	9/27/2016
COD Sustainable Development and Construction	9/27/2016
Dallas Parks and Recreation Dept.	9/27/2016

Meeting	Meeting Date
Mayor Rawlings	10/12/2016
Dallas Morning News Editorial Board	10/17/2016
TX Trees Foundation	10/17/2016
Phoenix Restaurant Group	10/17/2016
1900 Pearl St - Lincoln Properties	10/17/2016
Park Cities Rotary Club	10/21/2016
Uptown Dallas Inc.	11/1/2016
Dallas Promenade	11/7/2016
City Council - Arts, Culture, Libraries Committee	11/7/2016
Uptown Dallas, Inc.	11/7/2016
Klyde Warren Park	11/7/2016
Perot Museum	11/7/2016
St Paul United Methodist Church	11/7/2016
Klyde Warren Park	11/14/2016
Oak Cliff Lions Club	1/11/2017
Leadership Arts Board Meeting	1/17/2017
Museum Tower	1/25/2017
DAD Stakeholder Meeting	2/27/2017
Spire Realty	3/29/2017
Klyde Warren Park	4/11/2017
One Arts Residences	4/11/2017
Billingsley Company	5/3/2017
CC Young Retirement Community	5/6/2017
FUMC Leaders + church leaders	5/9/2017
Downtown 360 Update	5/22/2017
BTWHSPVA Strategic Planning Meeting on plan	5/22/2017
Crow Collection of Asian Art, Executive Committee	6/1/2017
Visit Dallas	6/21/2017
Museum Tower	6/21/2017
Deep Ellum Foundation	Requested
Uptown Dallas, Inc.	Requested