



**DOWNTOWN
DALLAS INC**

**2014 Priorities and Program of Work
Safe - Clean - Community**

- **Public Safety – A, C, D, E**
- **Create Vibrant Streets and Public Spaces – A, B, C, D, E**
- **Ensure Great Urban Design – A, B**
- **Promote Positive Downtown Perceptions and Experiences – A, C**
- **Support a Competitive 21st Century Economy – A, C, E**
- **Diversify and Grow Housing – A, C, D**
- **Reform the Approach to Parking – A, B, C**
- **Expand Transit and Realize TOD Potential – A, B, E**

The 5-Point Mission of Downtown Dallas, Inc.

We are the principal advocate, champion and steward of Downtown, effecting change by developing strategies, setting targets and mobilizing resources that:

- A. Stimulate a vibrant and sustainable Downtown environment**
- B. Improve infrastructure**
- C. Enhance economic competitiveness**
- D. Create a culturally inclusive urban center**
- E. Position the area as a global destination**

2014 Program of Work – Public Safety

Major Goals	Due	Status
Implement new Downtown Safety Patrol (DSP) policy and guidelines based on the 2013 DSP Review Committee Report. Enhance DSP deployment strategies to engage Downtown stakeholders and the homeless population	1Q	
Transition Downtown Emergency Response Team (DERT) Alert System to “Rapid Notify”, a web-based system with enhanced severe weather alerts and social media connections	1Q	
Community Court Committee was formed (Chaired by Ted Hamilton) to review the establishment of a Community Court Downtown. Committee members meet with City, County, legal and law enforcement officials on a monthly basis to review the feasibility of a Downtown court. A final report will be issued first quarter 2014 detailing a cost and benefit analysis of a Community Court Downtown to address misdemeanor quality of life offenses	1Q	
Implement Top 25 impact offender “Be on the Lookout” (BOLO) initiative with DSP and Downtown Security Directors Association (DSDA). Update impact offender database on a monthly basis to ensure list contains current top 25 career criminals impacting the CBD. Coordinate list distribution with Dallas County DA & Dallas Police Department (DPD)	1Q	
Phase out Homeless Outreach Team (HOT), transition homeless engagement services to The Bridge and Austin Street Shelter. Continue to fund Homeward Bound bus ticket home program	2Q	
Establish DSP overnight unit to address Quality of Life (QOL) offenses and promote public safety after midnight. Clear public parks and spaces of individuals	2Q	

Major Goals	Due	Status
violating park rules and hours of operation. Conduct homeless sweeps from midnight to 6:00 a.m. to clear CBD of individuals violating the no sleeping ordinance		
Work with City Manager and DPD Chief David Brown to justify/establish a First Watch CBD Police Unit. The unit will enhance public safety and address quality of life issues affecting 8,000 residents and over 300 restaurants and bars operating after hours Downtown	2Q	
Implement Serial Inebriate Program (SIP) engagement strategy in coordination with Dallas County Jail and Hospital System to get chronic inebriates off the street into treatment programs	2Q	
Partner with BOMA to promote DDI initiatives at monthly meetings and at Annual Trade Show. Promote DDI membership to 600 Downtown property managers and corporate facility managers	2Q	
Support and coordinate with private sector – DPD SWAT and DFR Active Shooter Emergency Response Training initiative and equipment request	3Q	
Support DPD Technology Initiative to reduce burglary of motor vehicle offenses	3Q	
Sponsor DSDA Annual Public Safety Seminar and Vendor Show	3Q	
Organize Annual DERT Emergency Preparedness Forum for security directors and property managers	3Q	

Ongoing Tasks

- a. Downtown Safety Patrol program.

- Complete 2,500 hours of Safety Patrol Ongoing training including Safety Training, DPS Level III, First Aid, CPR, and Pepper Spray Certification.
 - Implement Safety Patrol deployment strategy based on 2012 QOL crime offense data and retail data.
- b. Improve preparedness training and coordination.
- Sponsor quarterly DERT preparedness meetings for Downtown stakeholders.
 - Sponsor annual DSDA & property manager public safety forum.
 - Attend Farmers Market and Camden Apartments crime watch meetings, and present public safety awareness topics to Downtown residents and workers.
- c. Enforce QOL ordinances.
- Audit liquor and convenience stores on a weekly basis to ensure compliance with prohibited single-serve high-alcohol content beer and wine.
 - Enforce Panhandling Ordinance, utilize covert teams, targeted patrols, and DPD camera system to identify and arrest violators.
 - Deploy dedicated Safety Patrol officers at Main Street Garden and in the entertainment districts to enforce QOL.
- d. Engage and assist homeless individuals.
- Schedule Homeless Outreach Team on weekends and evenings to reach service-resistant homeless and abate Ongoing panhandling issues.
 - Prioritize outreach efforts to focus on top 50 service-resistant homeless.
 - Coordinate weekly homeless encampment sweeps and clean-up with DSP, DPD, HOT, CIT, Clean Team, and TXDOT.
 - Reunite 300 homeless individuals with family; follow-up to ensure Homeward Bound candidates arrive home to family.
- e. Reinforce perception of safety Downtown.
- Support Kay Bailey Hutchison Convention Center activity and special events with targeted Safety Patrol deployment to ensure visitors and vehicles are protected.
 - Attend monthly Downtown Residents Council (DRC) meetings to review public safety agenda and POW progress report.

- f. Generate awareness of Downtown Dallas, Inc. initiatives.
 - Promote DDI public safety agenda at stakeholder meetings with ASIS, BOMA, DSDA, DERT, and Downtown property managers. Staff booth at the annual BOMA trade show with 3,000 building owners and managers.
 - Present public safety updates at monthly DRC meetings. Respond to resident requests and follow-up on any complaints and concerns.

- g. Promote panhandling awareness.
 - Promote Panhandling Ordinance awareness at DRC and property management meetings. Distribute panhandling brochures at BOMA, IREM, and DSDA monthly meetings.
 - Coordinate panhandling initiatives with the Dallas Police Department CBD Unit.

2014 Program of Work – Create Vibrant Streets and Public Spaces

Major Goals	Due	Status
Activate Public Space with ‘Spontaneous’ Activities <ul style="list-style-type: none"> • Pop-up programs: happy hours, art shows, scavenger hunts, sampling promotions • Street performances, buskers, and vending • Evaluate the need for further changes to City Code to facilitate street performances and vending • Create an Activation Academy, whereby DDI empowers community groups and small businesses with the tools and training to create their own positive public interventions • Increase programs like the Parklet and WheelBORROW • Implement flex space interventions (temporary cafes, pocket parks, performances), demonstrated by PARK(ing) Day, on a regular basis 	Year-long	
Begin pilot program of glass box kiosks (360)	3Q	
Install additional blocks of the new	4Q	

Major Goals	Due	Status
streetscape palette in the Main Street District (pending funding) (360)		
Improve the ability of property owners to provide outdoor restaurant seating (360) <ul style="list-style-type: none"> • Work with businesses and the City to utilize funds in the retail program to create outdoor cafes • Evaluate where seating and vending can be added in public spaces • Advocate for a fee-free zone and expedited permitting process 	1Q	
Facilitate execution of Browder Plaza improvements and development agreement	3Q	
Ensure planning for Pacific Plaza moves forward with consideration of adding a parking facility as part of the project	Year-long	
Facilitate execution of the Main-Commerce pedestrian connection through the Magnolia autocourt	4Q	
Monitor progress of the 2013 updated Parks Master Plan to ensure it adheres to principles set forth in Downtown Dallas 360	Year-long	
Evaluate all vehicular and pedestrian gateways to/from Downtown in order to determine: <ul style="list-style-type: none"> • Infrastructure and public safety needs • Wayfinding, identity and beautification initiatives 	2Q	
Support signature events in Downtown <ul style="list-style-type: none"> • DDI produced • Enhance partnerships • Maximize sponsorship and production dollars 	Year-long	
Create a public space improvement program <ul style="list-style-type: none"> • A clear system to report, map and 	2Q	

Major Goals	Due	Status
<p>track a variety of things that can be improved in the public space</p> <ul style="list-style-type: none"> The goal will be to quickly identify and then implement small scale projects that make a big difference (landscape areas, broken City infrastructure, power washing, trip hazards, etc.) As projects are identified they will be "assigned" to a responsible party and tracked through completion (City, Clean Team, DDI contractor, or a volunteer potential) This program could easily grow and become a branded DDI program known to the public 		
<p>Increase the number of volunteer projects and begin targeted outreach to members and stakeholders allowing them to take a more active role in improving Downtown</p>	<p>Year-long</p>	
<p>Hire an intern to help train DDI staff and set up initial GIS mapping program</p>	<p>2Q</p>	
<p>Work to further develop underutilized parks and public space for events and programs (goal of increasing daily activity at all parks and public spaces managed by DDI)</p> <ul style="list-style-type: none"> Full evaluation of all parks managed by DDI to determine what interventions can be taken to increase activation potential and event booking at each location 	<p>2Q</p>	
<p>Work with DPARD to substantially update Cancer Survivors Plaza including restoration of existing sculpture and landscape</p> <ul style="list-style-type: none"> Begin working with DDI event staff to program the plaza increasing activity and adding activation items like the wheelBORROW and games, etc. 	<p>2Q</p>	
<p>Create methodology to determine where</p>	<p>3Q</p>	

Major Goals	Due	Status
additional street lighting is necessary and determine the costs for completing such a study		
Work with CoD to implement flex space on Main Street as called for by 360	2Q	
Create a method for evaluating the Clean Team staff and resources and benchmark against PIDs of similar size	2Q	
Work with CoD to allow for an easier and more flexible deployment of the Parklet	2Q	
Take one or two ideas from The Connected City and implement them, even if it is temporary <ul style="list-style-type: none"> • Demonstration project like temporary pedestrian connection, increased signage, marketing, etc. 	2Q	

Ongoing Tasks

- a. Develop short- and long-term funding strategies for streetcar system implementation, including capital and operations costs, by exploring creative public-private partnership opportunities.
- b. Focus marketing and operations energy on successful implementation of D-Link, evaluating service monthly and making recommendations to the City and DART as needed.
- c. Work with the City of Dallas Office of Special Events to ensure efficient, friendly permitting processes.
- d. Work with property owners to adopt new design guidelines from the Main Street District Retail Activation Strategy (particularly relating to the installation of new street furnishings and landscape plans).
- e. Promote parks to third-parties for rentals and programming.
- f. Work with the City to advance implementation of the Complete Streets Design manual through private sector education, demonstration projects and incorporation into upcoming public works projects in Downtown. **(360)**
- g. Participate in design decisions for streetscape projects. **(360)**

- Use cross-section prototypes detailed in Chapter IV of the 360 plan for guidelines on street improvements to correspond to new street classifications (until new standards are adopted). [SPS 3]
- h. Enliven streets in the Arts District.
- Assist with opening of Ross Ave. Gateway Public Art Project.
 - Coordinate with Klyde Warren Park to support programmed events.
- i. Improve the appearance of landscaped areas.
- Ensure adjacent property owners are assuming responsibility for irrigation systems.
 - Continue to work with Arts District stakeholders and City of Dallas to ensure streetscape and landscape areas around the Meyerson are updated and maintained at appropriate levels.
 - Strengthen partnership with Dallas Park and Recreation Department to maintain public spaces to the highest level in the city of Dallas.
 - Work with private landscape architect to create a plant palette for Downtown, including new plant species that are more adapted to the unique conditions in Downtown.
- j. Other.
- Ensure top quality maintenance and programming in Downtown public spaces.
 - Maximize the resources of the Clean Team to keep the streets and sidewalks clean in the CBD.
 - Monitor streetscape projects currently under design or construction.
 - Continue to repair and replace sidewalk trash cans.
 - Continue to power wash sidewalks in high-traffic areas.
 - Continue to provide weed control for Downtown sidewalks.
 - Provide three seasonal color changes for Downtown medians, park and plazas.

2014 Program of Work – Ensure Great Urban Design

Major Goals	Due	Status
Ensure consistent design decisions in the CBD (360)	Year-long	

Major Goals	Due	Status
Ensure participation with the Urban Design Review Board	Year-long	
Continue to educate the private development community on the design guidelines recommended in Chapter III of the 360 plan	Year-long	
Require design standards based on recommendations in Chapter IV of the 360 plan for properties that: are within 300 feet of an existing or planned fixed-rail (DART Light Rail, MATA or streetcar) station; face an existing or proposed park, plaza or other open space; are located along a streetcar boulevard, regardless of station location; are in Zone C as outlined in the Main Street Retail Activation Strategy; and/or receive public funds [UD 3]	Year-long	
Advocate for a requirement that all projects within the CBD go through peer review (with provisions to be determined to address new construction, adaptive reuse, size and how/when this is triggered)	2Q	
Create an Infill Opportunity plan <ul style="list-style-type: none"> • Inventory all vacant buildings, parking lots and “dead” zones • Identify status of each parcel • Draft recommendations 	4Q	
Support Dallas Arts District efforts to replace the Sasaki plan.	1Q	
Work with the CityDesign Studio and the Trinity Trust to shepherd The Connected City design competition and ensure its execution is cooperative with Downtown Dallas 360 principles	Year-long	
Evaluate/update PD 619, adopting 360 recommended design guidelines	2Q	

Ongoing Tasks

- a. Support the Complete Streets Initiative.
- b. Ensure the City engages citizens and implements recommendations.
- c. Monitor progress of bond projects and opportunities to redirect funds.
- d. Ensure that the City and other entities adequately communicate with Downtown businesses and residents about potential disruptions caused by construction projects and actively seek to minimize disruption.
- e. Advocate for additional financial support of development and maintenance of Downtown parks as recommended in Downtown Dallas 360 plan.
- f. Advocate that City of Dallas provide adequate street and utility infrastructure improvements to facilitate the implementation of economic development projects along the planned Trinity River amenities.
- g. Ensure that private purchases of street furniture meet the design palette criteria in the 360 plan.

2014 Program of Work – Promote Positive Downtown Perceptions and Experiences

Major Goals	Due	Status
Continue downtowndallas.com launch activities <ul style="list-style-type: none"> • Implement the iPad concierge program • Advertising and social media support • Ongoing launch events • Create and launch mobile site • Quarterly content audit 	Year-long	
Create a Downtown-guide app, including partnerships with the Dallas Arts District, DCVB, BCA, and Preservation Dallas	3Q	
Create and implement a refreshed media relations strategy, including a greater focus on trade publications and awards in partnership with the DCVB and the Dallas Arts District	1Q	
Establish a Downtown parents group	2Q	
Continue exploration into a Downtown	2Q	

Major Goals	Due	Status
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Identify and leverage major 2014 announcements <ul style="list-style-type: none"> • Connected City • Headington Ross & Field site • MATA • Browder, Magnolia • Farmers Market 	Year-long	
Continue and expand involvement with trade and like-minded organizations such as CNU, ULI, and others to elevate DDI's voice as the expert on urban issues	Year-long	
Update kiosk maps and district pocket guides, and make them available in languages other than English	2Q	
Track sponsorship and event participation success	Year-long	
Grow and clean up mailing lists	Year-long	
Continue to grow social media audiences and prioritize and schedule messaging	Year-long	
Partner with DART and the City of Dallas on promotion of D-Link, including planning and executing quarterly events	Year-long	

Ongoing Tasks

- a. Grow participation and engagement among community groups.
 - Grow the Urban Ambassadors (UA) program
 - Enhance benefits – discount offers provided for partner events such as Mudbug Bash, FormFollowsFitness 5K, Dallas Art Fair, and Homegrown Music and Arts Festival
 - Events
 - Guest blogging
 - Education
 - Retailer participation – add new partners and confirm current partners
 - Foster the Downtown Residents Council (DRC)
 - Meetings

- Events
 - Volunteer projects
 - Continue to grow and engage the Main Street District Merchant's Association.
 - Continue participation in district organizations.
 - Work to expand volunteer opportunities and projects with stakeholder groups.
- b. Media Relations/PR.
- Continue to directly educate media on Downtown (tours, lunches, etc.).
 - Create proactive pitches.
 - Continue relationships with the Dallas Business Journal, CultureMap Dallas, The Observer, D CEO and D Magazine for special Downtown features.
 - Support members with coordination of press conferences and Downtown news pitches.
- c. Member Recruitment/Relations.
- DDI Annual Meeting.
 - Membership Luncheon.
 - Ongoing recruitment of new members.
 - Ensure responsiveness to existing members.
- d. Support the growth of Downtown education.
- Work with other organizations like TREC, DRC and the Mayor's office.
 - Support the growth of charters, magnets and DISD institutions.
 - Support growth and recruitment of higher education institutions.
- e. Maintain up to date print collateral: Map/Guide, Safety Patrol/Clean Team rack card, Annual Report, Fact Sheet, DDI member/press kit, DAD visitors guide, and event based collateral. Updated collateral is now available.
- f. Continue to publish electronic communications: Downtown Monthly, The Fifteen, Breaking News e-blasts, and viral email campaigns.
- g. Maintain and grow the DDI membership base.
- h. Maintain mutually beneficial relationships with like-minded organizations and district associations (i.e. West End Association, Deep Ellum Association, Dallas Farmers Market Friends, etc.).

- i. Continue to raise awareness of Arts District brand and increase online influence.
 - General Marketing.
 - Implement updates to website
 - Track success of creative QR code campaigns to determine impact and ROI
 - Continue to promote causes and objectives outlined in mission statement and vision
 - Social Media Marketing.
 - Facebook: research, develop and implement innovative campaigns and unique interactions; experiment with Facebook ads for specific events; complete timeline project including the Dallas Arts District
 - Twitter: Increase engagement with community influencers
 - Pinterest: strengthen brand identity; continue to use as a bookmarking site for articles and reviews, visualizing the Arts District; keep followers updated, familiar with and excited about Dallas Arts District events; experiment with promotions and contests
 - Instagram: visualize the Arts District with regularly posted photos; increase integration into social media strategy (photos feed into Facebook tab; photos can feed into Twitter); determine audience and build reach; experiment with promotions and contests
 - Use analytics tools to track all of the above to maximize impact on: content, demographics & reach, interaction & engagement, referral traffic to website
- j. Maintain downtowndallas360.com.
- k. Utilize DART/MATA more effectively.
 - Pursue advertisements in suburban markets.
 - Assist with opening of McKinney Ave. Trolley extension.

2014 Program of Work – Support a Competitive 21st Century Economy

Major Goals	Due	Status
Implement the new retail incentive program in partnership with the City of Dallas	2Q	
Support redevelopment of the Dallas Farmers Market	Year-long	
Evaluate what can be done to further revitalize the western section of the CBD	4Q	
Commission a demographic/economic	2Q	

Major Goals	Due	Status
market study to gather data including up to date HHI, education level, employment data, spending behaviors and other profiles for primary, secondary and tertiary markets. Data will be used for retail, office and investor recruitment.		
Further establish connections within the startup community through organizations like the Dallas Entrepreneurs Center, as well as City of Dallas efforts and leverage as an articulated economic development strategy	Year-long	

Ongoing Tasks

- a. Continue a coordinated and aggressive campaign to get corporations to relocate to Dallas. Coordinate with the new and follow up programs being developed through the Mayor’s office, the Office of Economic Development and the Dallas Regional Chamber.
- b. Work with the City of Dallas retail coordinator to facilitate retail leasing activity, particularly in the Main Street District under the Retail Activation Strategy.
- c. Provide up to date demographic and market information to new businesses, brokers and investors.
- d. Advocate for the development of new publicly financed incentive programs for retail and corporate retention and recruitment, including new TIFs and TIF extensions.
- e. Continue tenant relocation support activities through press conferences and media efforts. Target regional, national and global companies for relocation to Downtown. Work with the City and the Dallas Regional Chamber to assist with presenting incentive programs for Downtown development projects and business retention/recruitment activities.
- f. Facilitate an “ease of doing business” with the City of Dallas.
- g. Foster tenant retention in partnership with City of Dallas initiatives.
- h. Encourage the adaptive re-use of older buildings by working with developers, the City, Preservation Dallas and others to identify and secure economic incentives for the renovation of older buildings.
- i. Liaise with City, the state, DART, county, TxDOT, NTTA, NCTCOG, UNT, and DCCCD. Actively seek support of governmental entities for Downtown and encourage their participation in Downtown Dallas, Inc. activities.

2014 Program of Work – Diversify and Grow Housing

Major Goals	Due	Status
Continue support for a diverse mix of additional housing units in the CBD	Year-long	
Support new developments that meet affordability and housing type goals, similar to the success of projects (360)	Year-long	
Maintain relationship with regional HUD office in order to support the Downtown development community	Year-long	

2014 Program of Work – Reform the Approach to Parking

Major Goals	Due	Status
Work with the City's Office of Economic Development to evaluate the need for publicly-owned parking facilities	4Q	
Work with the City's Office of Economic Development to evaluate the feasibility of creating a parking authority	4Q	
Continue to support improvement to the customer experience for on-street parking Downtown [PAR 9] <ul style="list-style-type: none"> • Smart meters, pay by phone and credit card • Strategic placement of meter boxes 	2Q	
Support feasibility work and the private sector task force charged with analysis/development of the Pacific Plaza site	2Q	

2014 Program of Work – Expand Transit and Realize TOD Potential

Major Goals	Due	Status
Work with DART to ensure successful implementation of D-Link	Year-long	
Participate in the extension of MATA, and support with marketing efforts	2Q	
Provide financial and project support for streetscape improvements at stops along the MATA streetcar extension	1Q	
Support the next phase of the City of Dallas Bike Plan, and advocate for further connectivity as well as evaluation of separated lanes and traffic calming initiatives where appropriate	2Q	
Update of transportation plan Downtown within the parameters of the Downtown 360 plan	4Q	
Advocate for changes to the City Code that will allow transportation services such as Uber and Lyft to operate within the city	1Q	
Advocate for the City to evaluate services offered by existing taxicab companies and make changes as necessary to the City Code to improve the quality of services offered to visitors	Year-long	
Support the City's efforts to create a bike share program and advocate that the City evaluate existing helmet regulations to determine if they are a hindrance to creating a bike share program	3Q	

Ongoing Tasks

- a. Continue to provide input into ongoing streetcar studies
- b. Develop short- and long-term funding strategies for streetcar system implementation, including capital and operations costs, by exploring creative public-private partnership opportunities.

- c. Focus marketing and operations energy on successful implementation of D-Link, evaluating service monthly and making recommendations to the City and DART as needed.