



UPTOWN DALLAS, INC. 2018 STRATEGIC PLAN



MARCH 2018

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EXECUTIVE SUMMARY

Uptown Dallas

Uptown is a neighborhood in Dallas, defined by the boundaries of the Uptown Property Improvement District (PID) that was formed in 1993. The PID boundaries are US 75 (Central Expressway) on the east, one block north of Blackburn Street on the northeast, the Katy Trail on the northwest and west, and Woodall Rodgers Freeway on the south.

Uptown Dallas, Inc.

Uptown Dallas Inc. (UDI) is the management organization that oversees the Uptown PID. In 2018, UDI will celebrate 25 years of helping to create incredible value in the Uptown neighborhood. In 2019, the Uptown PID is once again up for reauthorization.

Uptown is considered the premier urban living address in the Dallas area. According to the City of Dallas¹, the Uptown PID has the second lowest assessment rate, and second highest annual budget, of the 14 public improvement districts in Dallas. The Uptown PID has helped to create rising property values: Since 1993, Uptown's property value has increased more than ten-fold from \$525 million to \$5.5 billion.



The 2018 Strategic Plan

In 2017, UDI contracted with Progressive Urban Management Associates (P.U.M.A.) to develop a strategic plan for UDI and the Uptown PID. This 2018 Strategic Plan is an update to and significant expansion of the 2015 UDI Strategic Plan. It reflects the evolving and maturing UDI organization and sets a course for the future. This Strategic Plan identifies UDI's priority actions items for the remaining 18-month period of its current rate authorization, including efforts that will prepare the organization for its reauthorization initiative. In addition, this Strategic Plan sets forth a vision and priorities for UDI for the longer term, after reauthorization is approved.

The process to develop this Strategic Plan involved three steps.

1. The first step is an external assessment of the Uptown PID; it's character, challenges, and successes, as well as its stakeholders' and the community's priorities for improvements. To gather constituent input into this Strategic Plan, more than 60 stakeholders participated in focus groups discussions and 1,200 individuals, mostly Uptown residents and employees, responded to a subsequent online survey.

¹ City of Dallas Office of Economic Development, "Dallas PID Program District Comparison Chart." <https://www.dallascodev.org/DocumentCenter/Home/View/402>. Accessed 01-03-18.

2. The second step is an internal assessment of UDI as an organization, including its structure, finances, and staffing, as compared to peer organizations, and district management industry best practices, and also in light of achieving the goals set forth in Step 1, above.
3. The final step of the process is synthesis of all of the findings from steps one and two, and development of strategies. P.U.M.A.'s recommendations were tested and refined by UDI leadership in order to select the priority actions for UDI. The result is this Strategic Plan document.

Results from Community Outreach

This Strategic Plan relies on input from substantial community outreach to identify Uptown PID improvement priorities moving forward. Outreach included:

1. **Meetings with UDI board leadership**, including several sessions with the organization's executive and governance committees, and inter-active presentations with the full board of directors;
2. **A series of stakeholder focus groups** which discussed the challenges and opportunities currently facing the Uptown PID and UDI, plus prioritization exercises to identify the District's top concerns (summarized at the table to the right);
3. **An online survey** distributed throughout the District, resulting in more than 1,200 responses from a broad cross-section of people who live, work, and play within the boundaries of the Uptown PID. An overview of key findings from the survey follows.

Uptown Stakeholders' Top Concerns

1. Safety & Security
2. District Competition & Evolution
3. Marketing & Communication
4. Placemaking & Urban Design
5. Mobility: UDI's Role in the MATA Trolley
6. Mobility: Pedestrian Environment
7. Mobility: Parking

Online Uptown Community Survey

An online survey was conducted and distributed via UDI and stakeholder channels. Overall, the larger community's responses align with the knowledge of UDI stakeholders. The qualities that make Uptown a more desirable place to live, work, and play in comparison to other districts include dining and restaurants, safety, housing, pedestrian friendliness, entertainment and nightlife, and quality parks and trails. When asked to select one improvement for Uptown moving forward, the most frequent answers were:

- ✓ Nighttime Safety and Crowd Control
- ✓ Pedestrian Ease and Safety
- ✓ More Restaurant and Dining Options

Some survey responses add to UDI's understanding of constituents' priorities, and resulting needs for communication or action. These include survey responses about safety issues, the trolley, the increase in Uptown families with children, and parking in a district where walkability is valued so highly.

- Although safety is a top priority, two-thirds say that conditions either have not worsened or have improved.
- Respondents' ranked Trolley Appearance and Trolley Frequency as lowest priority needs for improvement.
- Respondents with children generally do not identify amenities for children, schools or childcare as top priorities.
- The amount of parking or access to parking lots was one of the top five priority improvements for respondents.

Key Strategic Plan Opportunities

After evaluating the District's market dynamics and identifying priorities from a variety of stakeholders, including UDI board members, the following opportunities shape the 2018 Strategic Plan:

Uptown, as a district and a regional destination, continues to evolve: The Uptown brand and experience remains as the Dallas metro area "gold standard" for a mixed-use urban environment; however, the district cannot rest on its laurels. As a result of recent market shifts, new "lifestyle" developments that mimic the urban experience, PID formations elsewhere in Dallas and the resurgence of urban districts nationwide, there has been an emergence of new districts in the region, plus growth in adjacent areas such as Harwood and Downtown. Uptown remains the most authentic, truly urban option, but the Uptown PID requires vigilance and leadership to guide its continued evolution and to sharpen its competitive edge.

UDI's value proposition needs to keep pace with Uptown's growth: UDI's founders have created incredible value and quality in the Uptown district in 24 years. The organization's budget has increased nearly 10-fold, while not increasing its original tax rate. As the district continues to mature, UDI's programming will need to adapt. Programming needs for "fine tuning" revealed in the Strategic Plan process include the following:

- **Clean & Safe** are critical fundamentals and a top priority to continue to improve. Community perceptions about nightlife and safety issues have not as of yet undermined Uptown properties' market strength, but must be addressed within the boundaries of the Uptown PID.
- **Mobility & Access** remain important, with intensified focus on defining the future of the McKinney Avenue Transit Authority (MATA) and the McKinney Avenue Trolley, pedestrian enhancements and the proliferation of ride and bike share.
- **Placemaking** has importance in that it can convey both brand and boundaries. UDI should ensure that the events and improvements in which it invests resonate with the primary demographic of young professionals who live, work, and play in Uptown.
- **Marketing & Communication** remains an essential function, and should be bifurcated to reach two key audiences; rate payers and the general Uptown population.

UDI's business model needs updating: Organizational growth is occurring as UDI matures into a district management organization, and evolves from a board-driven structure to a more balanced, board/staff-driven structure. Learning about and implementing best practices from the district management field can help UDI along this trajectory. The 2018 Strategic Plan lays the groundwork for updating UDI, including recommended changes to the structure of the organization's work program, staff deployment, and board composition.

Strategic Plan Initiatives

This Strategic Plan is being completed as UDI prepares for reauthorization of the Uptown PID. To extend the life the PID beyond 2019, UDI will lead a process that develops a new PID operating plan and secures petition support from a majority of the property owners located within the boundaries of the Uptown PID (for full detail, see Chapter 372 of the Texas Local Government Code). To inform the



Uptown PID renewal process and focus the organizational energy required to be successful, this Strategic Plan provides both short-term (i.e. 18 months) and mid-term (i.e. five to seven years) recommendations.

Key initiatives set out within the Strategic Plan include:

- **Priority Program Actions:** The actions are organized around two types of investments; services and capital improvements, in four functional program areas: Clean & Safe; Marketing & Communication; Placemaking; and Mobility & Access. By simplifying the work program into two investment areas, the framework provides the Uptown PID with more budgetary flexibility moving forward, allowing UDI to be nimble and reallocate resources to challenges and opportunities as they arise.
- **PID Reauthorization:** This Strategic Plan provides an outline and timeline for the upcoming Uptown PID reauthorization process, including suggested adjustments that include a consolidated work program, a longer ten-year term and a suggestion to explore the feasibility of bonding Uptown PID capital assessments to accelerate new improvements.
- **Staff:** P.U.M.A. observed that existing staffing complement is lean compared to peer organizations throughout the nation; however, the current deployment of five full time management and program staff is recommended to remain intact through the 18-month reauthorization process. Following the renewal of the Uptown PID, UDI should consider additional staffing in areas of placemaking and activation.
- **Board and Committees:** This Strategic Plan envisions shifts in the board of directors to engage Uptown's next generation of leadership and bring more balance between board and staff organizational management. Committees can become a training ground to encourage more diversity on the board – age, gender, race and ethnicity – that is more reflective of ownership and resident demographics of Uptown. Specific steps for streamlining committees are coupled with measures to more pro-actively to establish pathways for new board and committee members to get involved.
- **Revenue Diversification:** Uptown is almost entirely dependent on Uptown PID property assessments. National best practices find that PID-based organizations will diversify funding over time to leverage the benefits afforded by assessment-based funding. Revenue options for Uptown PID include 1) an affiliate membership structure for organizations and individuals located outside the boundaries of the PID; 2) increased sponsorship revenues for events and placemaking elements, and; 3) crowdsourcing among the District's residents, particularly for neighborhood-serving improvements.

This Strategic Plan also includes key metrics for UDI to track in order to understand and tell the stories of Uptown's track record of value, and its challenges and triumphs moving forward.

Document Organization

Key Sections of the Strategic Plan are:

- **Program of Actions:** a summary of the most pressing issues for Uptown, and tables of priority actions for UDI within the categories of services and capital improvements.
- **Organizational Implications:** changes to the UDI organization that support the ongoing evolution of the organization and support the work program required to achieve the priority actions.
- **Planning Process:** An overview of a variety of findings from the Internal and External assessments conducted during the planning process, which were synthesized together to arrive at a Program of Actions.
- **Appendices:** Detailed documentation of the Community Survey questions and results, Summary of Past Plans, and Peer Practices Research, as well as sample documents from peer districts.

PROGRAM OF ACTIONS

This section begins with a summary of the specific program issues that the Uptown PID will address and advance moving forward. It continues with a framework for priority actions to address the identified issues.

- **Safety and nightlife issues** and perceptions are a significant concern amongst Uptown stakeholders. In addition to quality of life, these issues could affect property values of property located within the boundaries of the Uptown PID. UDI must recommit and act to enhance the fundamentals of a Clean & Safe environment in the face of these additional challenges.
- **Mobility & Access** continue to be a key differentiator for Uptown, but the issues and needs are evolving. Pedestrian enhancements, including lighting, are inconsistent within the PID, and sorely needed in some areas for both comfort and safety. Significant improvement can be accomplished through targeted enhancements in problem areas. Public transit is of secondary importance to most Uptown stakeholders, most of whom own a car and are also avid consumers of rideshare. Uptown has an opportunity to lead by piloting enhancements to the functionality and convenience of rideshare in the Uptown PID. Rideshare and bikeshare should be embraced and incorporated into the brand, in concert with any related future policies the City of Dallas may adopt. District-wide strategies for parking can enhance conditions in Uptown and allow for more responsive adaptations as mobility and parking demands change.
- It is also critical to set a clear path forward for UDI's role in financial support of the McKinney Avenue Transit Authority (**MATA**) **Trolley**. Although survey evidence suggests that it is infrequently used by most Uptown residents and workers, it is well-liked, has long been a symbol of Uptown's renaissance, and is part of the Uptown brand and logo. UDI should allocate funds to study how MATA should evolve as part of, or in parallel to, frequent, reliable public transit. With this information, UDI can determine how to focus its support for the trolley toward goals and purposes that UDI shares with other partners. For example, maintaining the historic cars for weekend and novelty rides, while perhaps DART could operate a more reliable and frequent transit service on weekdays.
- **Placemaking** is a key aspect of conveying Uptown's value, and it's branding and marketing strategy. There is an opportunity to better convey the boundaries of the Uptown PID by adding unifying design elements such as sign toppers, and artistic cross-walks. Events, as part of placemaking, should be designed to foster a sense of belonging and social cohesion among residents of this relatively transitory neighborhood. The two-way conversion is an important improvement as well as an opportunity to make UDI's efforts highly visible. Further capital improvements should prioritize (1) enhancing pedestrian safety and experience; (2) embracing and managing bike and rideshare; (3) placemaking elements that appeal to the majority demographics of Uptown's residents, workers, and visitors; (4) adding pocket parks for people and pets. As more ULI reached out to more Emerging Leaders, they should be heavily involved in the selection of placemaking activities and investments.
- **Marketing & Communication** remain an essential function of UDI. The needs are bifurcated between (a) rate payers that need to understand the value of UDI as an organization, and (b) all other stakeholders that engage



with the Uptown PID but don't need to distinguish the role of UDI. The Uptown website must continue to be enhanced as the best source for all that is happening in the District. Events should be tailored to Uptown's residents (owners and renters) and workers, with the purpose of building a sense of belonging.

PRIORITY ACTIONS

Framework

The priority actions framework is organized around two types of investments; services and capital improvements. The four functional program areas from the previous Strategic Plan have been retained as Clean & Safe; Marketing & Communication; Placemaking; and Mobility & Access. Specific priority actions are identified within the program areas and in the two investment types. These strategies are associated with two time-frames: the next 18 months (before reauthorization) and within the next five years, assuming the District is reauthorized in 2019.

Priority Actions: Services

A key function of UDI is to provide a range of services that make Uptown clean and safe, communicate with stakeholders, and support mobility and access within the District. The table below lists priority service activities.

Services Actions	Timeframe
Clean & Safe	
Continue to convene stakeholders and service providers to address safety and nightlife concerns.	Ongoing
Create a full or part-time staff position dedicated to the public realm and public safety coordination and management. See appendices for sample job descriptions.	1 -18 Months
Increase investment in cleaning and graffiti removal services, adding an additional worker to the Block-by-Block service contract.	1 -18 months
Increase investment in supplemental safety patrols . Explore programs such as a night mayor or ambassadors in addition to continued funding for off-duty officer patrols.	1 -18 months
Work with the City of Dallas to quantify the base level of services the City will continue to provide in Uptown.	1 -18 months
Roll out a Customer Management Reporting system to identify, respond, and communicate about maintenance issues in the district.	1 -18 months
Inventory and evaluate lighting and sidewalk enhancement needs throughout the district and implement through the district's capital improvement plan in partnership with property owners.	Within 5 years
Complete cementing of brick cross-walks and reallocate maintenance savings to other clean & safe efforts.	Within 5 years
Marketing & Communication	
Continue to enhance the website as the primary information portal for Uptown stakeholders and visitors to learn about offerings, events, activities, and information.	Ongoing
Annually, survey the Uptown community related to satisfaction with the conditions and offerings in the district as they related to UDI programs and investments.	Ongoing
Engage new investors in the district to welcome them to UDI and share information to help them avoid problems such as conflicts between uses.	Ongoing

Continue to use events to build community and loyalty in the district among residents and daytime workers. Engage young professionals to help UDI design programs that deliver innovative, fresh experiences and social interactions that they value.	Ongoing
Collect and share and expanded range of market data with developers to encourage them to incorporate amenities that advance the priorities of the strategic plan, such as temporary and secure bike storage and rideshare waiting areas in new residential and commercial development, as well as pet amenities in residential development.	Ongoing
Engage with companies in Uptown to find opportunities to diversify and increase sponsorship support for events.	18 months - 5 years
Mobility & Access	
Work with rideshare providers to identify safer pick-up locations and troubleshoot congestion challenges.	1 -18 months
In concert with City policies as may be adopted, advocate for bikeshare storage solutions to reduce clutter caused by the influx of dockless providers.	1 -18 months
Fund a trolley future study to determine how the MATA trolley can evolve and what its optimal role in Uptown transit should be.	1 -18 months
Support transportation organizations to evolve the role and function of the trolley consistent with study results and UDI resources and benefit.	18 months - 5 years
Explore the feasibility of establishing and administering a parking district to manage the distribution of parking supply and demand throughout Downtown.	18 months - 5 years
Continue to pursue, leverage, and manage grant funding for mobility & access projects	Ongoing

Priority Actions: Capital Improvements

Improvements to the physical environment of Uptown in the public realm benefit a wide range of ratepayers and other stakeholders, create the sense of a special place, enhance the value of property within the boundaries of the Uptown PID, and can improve safety. As Uptown is built out, areas that private redevelopment has not enhanced have become outliers to the expected standard of quality. UDI is positioned to champion and create quality in shared and connecting spaces.

Capital Improvement Actions	Timeframe
Placemaking	
Invest in rideshare waiting areas to showcase the modern upscale mobility options in Uptown.	1 month – 5 years
In concert with any dockless bikeshare policies the City of Dallas adopts, partner with Uptown property owners to add bike storage and encourage orderly use.	18 months - 5 years
Focus public art investments on placemaking and installations that appeal to the majority residential, worker and visitor market segments, i.e., young professionals. Engage young professionals in the committee work of selecting investments.	18 months - 5 years
Convey the boundaries of the Uptown PID through design elements such as art crosswalks and sign toppers.	18 months - 5 years
Add pocket parks where families, including pets, can relax and refresh.	18 months - 5 years
Diversify and increase sponsorship and donations for visible placemaking improvements and events.	18 months - 5 years

Mobility & Access	
Pilot, test and replicate investments in well-lit, designated rideshare pick-up areas that enhance safety and reduce undesirable traffic congestion.	1 -18 months
Inventory, prioritize and systematically address lighting and sidewalk quality and consistency on key pedestrian routes to enhance pedestrian comfort and safety.	1 month - 5 years
Complete the two-way conversion of McKinney and Cole Avenue/Carlisle Street, including intersection improvements and public plazas.	18 months - 5 years
Based on the trolley study (in the Services Actions table), determine whether to advocate for and support track changes that would allow for modern street cars to operate in Uptown in addition to the MATA trolley.	18 months - 5 years

PID REAUTHORIZATION

UDI's primary source of funding is through a property improvement district (PID) that was formed in 1993 pursuant to Chapter 372 of the Texas Local Government Code. PIDs, which are common in commercial districts throughout the nation, Texas and the Dallas area, allow property owners to impose an assessment on property that finances services and improvements within a specified geographic district. 14 PIDs exist in Dallas as of the writing of this Strategic Plan. The PID assessment rate for Uptown is 4.5 cents per \$100 of valuation, the same rate as was established 24 years ago. The Uptown PID is expected to collect approximately \$2.5 million from these assessments.

In Dallas, PIDs operate on five-to seven-year terms. At the end of each term, affected property owners must seek reauthorization of the district through the creation of a new operating plan and then obtaining petition support from property owners representing a majority of the district's value and area. The Uptown PID will be ending its latest seven-year term in 2019. Looking ahead, this 2018 Strategic Plan includes the following outline for a new Uptown PID operating plan and a timetable for implementation which includes the recommendation to seek a ten-year term based on its long track record of success.

Outline for PID Reauthorization

Rationale for Reauthorization (i.e. value proposition)	<ul style="list-style-type: none"> • Protect Uptown's property values and destination appeal. • Continue services that keep the district safe, clean and vibrant. • Design and implement improvements to the district's public realm. • Provide a unified voice to influence policies affecting the district. • Offer direct accountability to rate payers and other district stakeholders.
Boundaries	<ul style="list-style-type: none"> • Existing PID boundaries plus potential expansion areas
Work Program	Consolidate four existing work program areas to three: <ul style="list-style-type: none"> • Services, including marketing and promotions, public safety, trolley operating support and districtwide maintenance; • Capital Improvements and planning; • Finance and administration
Assessment Rate & Budget	4.5 cents per \$100/Estimated Year 1 budget of \$2.5 million
Term	Seek a 10-year term with a five-year review of market conditions and recommended adjustments
Governance	UDI board of directors
Bonding	Explore the feasibility/desirability of adding bonding as an option to accelerate investment in capital improvements

Timetable for PID Reauthorization

1st Quarter of 2018	<ul style="list-style-type: none"> Formalize the UDI Reauthorization Committee – consider co-chair structure to diversify leadership land uses Employ a part-time data analyst to update district property database Identify expansion areas, meet with affected stakeholders and determine final map for reauthorization Initiate process with City to develop revised base level of services documentation
2nd Quarter of 2018	<ul style="list-style-type: none"> Develop reauthorization plan, including rationale, boundaries, work program, budget, assessment rate and governance Conduct outreach process to review reauthorization plan
3rd Quarter of 2018	<ul style="list-style-type: none"> Finalize reauthorization plan Prepare for petition drive Launch petition drive no later than mid-September
4th Quarter of 2018	<ul style="list-style-type: none"> Secure petition support
1st Quarter of 2019	<ul style="list-style-type: none"> Submit petitions to the City of Dallas by February 2019
2nd Quarter of 2019	<ul style="list-style-type: none"> Legal process to advance reauthorization, including City Council hearings



ORGANIZATIONAL IMPLICATIONS

This section outlines Organizational Implications for UDI to capitalize on the opportunities identified by the strategic planning process, address issues identified in the internal assessment, and optimize the ability of the organization to complete priority actions.

STAFF

In the past, UDI has been able to implement district services and improvements through a combination of a relatively lean full time staffing complement plus the outsourcing of key services, such as the district maintenance team and a professional urban designer. The 2018 Strategic Plan anticipates that the existing five-person staffing complement remain in place during the next 18 months through the PID reauthorization process. Following PID renewal, additional staffing positions would be considered to bring the organization more in line with “best practices” found within the place management industry. Staffing evolution is summarized in the table, below.



STAFF POSITION		18 MONTHS	18 MONTHS to 5 YEARS
Executive Director	FT	<i>No change – Recruit a director experienced in transitions & grant management</i>	<i>No change</i>
Director of Marketing & Communications	FT	<i>Revised role – more emphasis on special events and stakeholder communications</i>	<i>No change</i>
Director of Operations	FT	<i>No change</i>	<i>No change</i>
Events Manager	FT	<i>No change</i>	<i>No change</i>
Office Coordinator & Executive Assistant	FT	<i>Revised role – Evolve into “research and special projects”</i>	<i>Office coordinator/research manager</i>
Database Manager	PT -Temp	<i>Database Support for duration of PID renewal</i>	<i>Eliminate temporary position</i>
Block by Block	Contract	<i>Consider adding maintenance and safety ambassador functions</i>	<i>Ongoing clean and safe services – consider re-bidding contract</i>
Public Realm and Safety Manager	FT or PT	<i>Consider adding full or part-time staff member prior to Uptown PID renewal</i>	<i>No change</i>
Director of Place Making & Activation	FT	<i>No change</i>	<i>Consider adding full time urban designer/planner to staff</i>
Project Manager	FT - Temp	<i>No change</i>	<i>Consider adding full time project manager to support two-way conversion project</i>

As an organization, UDI must continue to attract and retain capable staff and redefine the demands on the Executive Committee members, in order to create a workload balance between staff and board members. To move in that direction, UDI seeks to hire an Executive Director with experience in transitioning an organization from a board-driven to a more balanced board/staff-driven organization.

UDI also needs to create response systems that document staff responsiveness to Board member and other Uptown stakeholder requests. Board members express a desire for consistent clear communication about how requests are handled. This system would likely be managed by the Director of Marketing and Communications.

UDI anticipates continued use of a contractor for cleaning & ambassador services, and also increase personnel to meet the growing clean and safe services demand generated from nightlife in the District. To address challenges related to safety and the public realm, UDI should consider adding a full or part-time nighttime safety manager position to allow UDI to be proactive rather than reactive to these challenges prior to reauthorization. Reasons for adding this position include:

- To build on the work of the Safety Committee;
- To monitor and trouble shoot nightlife-related activities;
- To build relationships with managers and owners of entertainment businesses within the Uptown PID.

This staff member may have some similar responsibilities to the current Director of Operations role, but during nighttime hours and with an emphasis on challenges related to nighttime safety, loitering, and maintenance issues. Furthermore, this staff member could serve as a liaison between property owners, business owners, residents, and Home Owners Associations within the Uptown PID and the City of Dallas. (Sample job descriptions for similar roles in other cities can be found in Appendix 5.) The organization also anticipates contracting a project manager to oversee the two-way conversion project, and expanding the Operations Manager position to add further oversight of nighttime patrol programs and management.

In order to retain quality staff in a non-profit environment, UDI will strive to offer basic benefits, such as paying half the cost of an employee health insurance plan, and lifestyle perks such as flexible hours.

BOARD AND COMMITTEES

The 2018 Strategic Plan acknowledges and strives for a shift in board culture and operational practices moving forward. UDI has benefitted from the tireless work and involvement from a sub-group of its board that is largely anchored by founders of the organization. After 24 years and an organizational budget that has increased 10-fold, board structure and procedures should adapt to demographic and economic changes evident within the Uptown PID itself. In addition, the emerging leadership of the district brings a new profile – younger professionals with high powered positions often managing large organizations that will be unable to devote the time and energy that was provided by the organization’s founders. The purpose of anticipated adjustments is to meet the following objectives:

- Evolve from a board-driven organization to a more balanced board/staff model that places more responsibility, trust and accountability on the organization’s professional staff;
- Create pathways to board leadership positions through a streamlined committee structure that offers meaningful opportunities for involvement;
- Work to deliberately diversify the composition of the board to better match the age, gender and racial diversity found in the district.

Engaging the Next Generation of Leadership

A number of methods can be used to intentionally diversify the UDI board and committees to better match the demographics of the Uptown District. Peer organizations have utilized a range of tactics to gain variety in age groups, gender, racial and ethnic diversity on their boards, some of which are summarized in the Appendices.

Finally, UDI would create an Emerging Leaders committee or group either separate from, or within the organization's board. Downtown Cleveland Alliance (DCA), Downtown Denver Partnership (DDP) and Downtown Houston Alliance (DHA) offer outstanding Emerging Leaders programs. Both DDP's and DCA's programs allow young professionals to apply to participate in a single year program that build understanding of city building and the civic landscape, and challenges them to take on a volunteer projects, selected by the organization, aimed at enhancing the district. For example, this year's DCA project themes focus on pet-friendly, worker engagement, civic engagement, and placemaking. DHA's program is an ongoing opportunity that focuses more on networking events and interaction across industries. It typically includes a volunteer project that is defined and advanced by the Emerging Leaders themselves.

Although one of the perks of participation is peer-to-peer among themselves, a key attractant is the opportunity to interact with the respected leaders on the organizations' Board of Directors. At the same time, through the course of the program, the Board has the opportunity to get to know the top leaders in the group and determine which among them might be desirable to invite onto a committee or the Board. Meanwhile, the program is teaching a widening circle of district stakeholders about what UDI does, who it fits into the civic landscape, and how it adds value in Uptown.

Committees

Moving forward, UDI will consider consolidation of working committees to reflect the work program and strategic plan priorities. To further foster involvement of all Board members, UDI will strive give working committees meaty, meaningful roles in setting policy, advocating using their influence and channels, soliciting sponsorships for specific programs or capital investments, and similar.

The below table indicates potential revisions to the committee structure and focus. Overall, the vision is to retain most committees. The Governance committee and Advisory Committees would narrow their focus and meet on an as-needed basis only. The functions of some committees can be consolidated, with the Public Art Committing converting to a sub-committee of the larger Capital Improvements Committee. The Public Safety and Maintenance Committees are also proposed to merge to align with proposed budget restructuring. However, given the range and urgency of safety issues, this change might best be delayed until safety issues are better under control.

CURRENT COMMITTEES	PROPOSED COMMITTEE STRUCTURE
Executive Committee	Continues to meet monthly, no change in function
Finance Committee	Continues to meet as needed to develop/monitor budget
Marketing Committee	Continue to meet as needed, input on marketing & events
Governance Committee	Activate as needed for strategic planning, bylaws revisions
Advisory Committee	Focus on policy and high level issues, less on operational issues
Maintenance Committee	Wait until proposed increase in contract and new staff reduces the demands of the Safety Committee. Then, combine into one "Clean and Safe" committee to align with budget restructuring.
Public Safety Committee	
Capital Improvements Committee	Continue to meet as needed, input on capital improvements. Public Art Committee becomes a task force or, sub-group
Public Art Committee	

Bylaws Revisions

The 2018 Strategic Plan process revealed two areas where revisions to bylaws are needed to conform to how UDI currently functions:

- *Article Six: Committees*

The current bylaws provide a description of ten standing committees. It is recommended that descriptions remain for committees that are essential to the functioning of the board (i.e. executive, finance and nominating). Remaining committees could fall under the purview of Section 6.11 which allows for the board of directors to appoint committees as needed.

- *Section 7.04: Chairman of the Board of Directors*

The current bylaws specify that the Chairman of the board also acts as the chief executive officer of UDI. This designation, which is unusual for a PID-based organization of UDI's size and scope, creates unnecessary confusion between the role of the Chair and the Executive Director. In addition, the expectation that the Chair should also act as the CEO may dissuade future board candidates into this leadership role. We recommend that a more common Chairman description be crafted, deleting the CEO role.

Pathways for Leadership and a More Diversified Board

Board committees can be utilized to help provide meaningful opportunities for involvement among a variety of stakeholders within the Uptown PID. UDI's current bylaws (i.e. 6.13b) state that committee membership is open to non-board members, allowing interested property owners, businesses and residents to get involved in developing UDI policies and initiatives. Committees can be a pathway for leadership, a training ground for stakeholders to better understand the breadth of UDI, find a passionate interest and eventually serve on the board.

The Nominating Committee of the UDI board will strive to deliberately diversify the board over time. The board composition would continue include representatives from all property types (i.e. commercial, residential) while shifting to reflect the demographic diversity of the district (i.e. age, gender and race). Each year the Nominating Committee would conduct a needs assessment that considers skill sets, property types and demographics.

UDI can begin by enforcing the existing by-laws requirements that establish term limits. Next, UDI should adopt a policy for Board members, outlining their expected contributions. Board members who cannot commit to regular attendance and active involvement would be invited to designate a colleague with more time and energy for involvement. This often results in appointment of younger, more diverse, and newly energized members while retaining representation from key rate paying organizations. An example of Board member criteria from the International Downtown Association is found in the Appendices.

REVENUE DIVERSIFICATION

After reauthorization, UDI should continue to pursue additional opportunities to diversify revenue. One such opportunity is to create a voluntary membership dues structure that allows **affiliate membership** by property owners outside the PID boundary, who receive services and benefits of proximity to the Uptown neighborhood. An affiliate member program could offer adjacent businesses some, but not all, the services that UPID rate payers receive. Some districts offer affiliate members primarily marketing benefits, while others extend contracted fee

services such as cleaning contracts or and safety patrols. San Jose, CA Property Improvement Districts have affiliate membership programs that are priced at a few hundred dollars.

Another opportunity may be **increased sponsorships** targeted to specific projects, particularly for specific placemaking investments. Some businesses may welcome an opportunity to place their brand visibly on a pocket park, art installation, or during an event. Finding the right fit between the business and the sponsorship opportunity is key. Polling rate-payers, formally or informally, to understand their level of interest in sponsorship of UDI's anticipated investments and events, could help to identify interest level.

Finally, **crowdsourcing** is increasingly being used by districts to fund specific amenities that are more cost-effective when developed collectively rather than by individual property owners. For example, the Downtown Cleveland Association crowd-sourced half of the funding for a small pet park in an area with a concentration of new residential apartment units.

DATA NEEDS

Uptown has a strong track record, but in some instances lacks detailed records that demonstrate this. Increasingly, district management organizations find benefit in tracking and maintaining data that demonstrates their effectiveness over time, rather than relying on local government or other sources. UDI collects a range of data that describe both demographics and market conditions within the Uptown PID, and produced a strong report in 2017. All of the data that has been collected is useful, and it would be beneficial to continue to refresh the full set of data on at least a bi-annual basis. Some proposed changes to staffing are noted above that would be needed to collect and maintain such data.

Uptown Value and Performance

Data to be updated annually include:

- Property valuation of the district for all properties, and broken out by use type (residential for rent, residential for sale, retail shops, retail food & beverage, office, industrial, and hospitality.)
- Inventory of building permits issued by the City of Dallas for both base building and interior space, broken out by use type
- Amount of new square footage completed each year segregated by use type
- Number of new rental and for-sale housing units added each year
- Number of new hotel rooms added
- Rental and vacancy rates, for each use type
- Hotel revenue per night and vacancy rates

Additional data would be beneficial to track bi-annually, though would require significant efforts to acquire, such as:

- Number and diversity of restaurants by service (fast-casual, white tablecloth) and type of cuisine; and
- Employee demographics, through a UDI survey

Communications and Responsiveness

UDI Board members have identified a need for the organization to better monitor responsiveness to issues and concerns identified by stakeholders. The organization has begun the process of selecting and implementing a

customer reporting and management system in order to track the number of requests, number requests resolved, and time elapsed from request to resolution.

Stakeholder and Community Perceptions

Most district management organizations regularly track stakeholder and community perceptions and satisfaction. The surveys often reveal some differences in how those closest to the organization understand the district, and the concerns and opinions of the larger community. The survey conducted for this strategic plan collected baseline data that serves this purpose. Moving forward, UDI would update this survey on an annual or at least bi-annual basis. To the extent that perception surveys reveal concerns that may diverge from reality, UDI would also identify and collect data on an as needed basis, and provide information to counteract unfounded assumptions. In some instances, providing comparisons to other districts or the city as a whole can also be important to putting Uptown statistics into proper context.



PLANNING PROCESS

This section of the plan documents the process and findings that underpin the selection of Priority Actions but it *does not set out recommendations*.

The strategic planning process involved three major steps. The first two are internal assessment and external assessment, each of which yield a variety of findings through stakeholder input, community surveys, data analysis, and comparison to best practices. These findings are summarized in this section, and further detailed in the Appendices. **The findings of the different aspects of the planning process do not always align perfectly, and in fact there are significant differences among them.** For example, the understanding of stakeholders who are intimately familiar with UDI and the UPID are sometimes different from the general community sentiment discovered through the survey. A reader of this section must understand that **any one set of findings does not and should not dictate UDI's Priority Actions.** The *synthesis* of the varied findings summarized in this section was the third and final step of the planning process, and resulted in the foregoing Priority Actions.

INTERNAL ENVIRONMENT ASSESSMENT

As part of the strategic planning process, an internal assessment of UDI was conducted drawing on interviews with staff, board members and others; as well as internal Uptown PID documents. **Findings from the internal assessment, detailed in this section, inform the work program actions but are synthesized with other inputs to develop Priority Actions.**

Existing Conditions Review

As part of the internal environmental assessment, the following organization documentation were reviewed:

- Signed 2013 Bylaws
- Articles of Incorporation
- UPID Management Contract
- Uptown Brand Style Guide
- Uptown PID 2016 Service Agreement
- UDI Annual Budget
- 2014 Uptown Dallas Inc. Strategic Plan

The internal assessment of UDI demonstrates an effective organization that has built incredible value and advanced urban living in Dallas as a whole. As UDI celebrates its 25th year in 2018 and is up for reauthorization in 2019, this Strategic Plan provides the framework to assess the internal structure and practices of UDI to look for additional improvements in the future.

Funding Sources

UDI is a 501c(3) organization, funded primarily by the property tax mill levy that is collected for the Uptown PID. The current rate is 4.5 mills, which generated \$2.1 million in 2017 and is projected to generate \$2.5 million in 2018.

UDI's budget reflects modest cash sponsorships, donations and other miscellaneous income, which is typically earmarked to support a specific events or other activity. This amount was \$10,469 in 2017 - less than 1% of the actual 2017 budget - and is budgeted at \$20,000 for 2018.

UDI does not generate revenue from membership fees, service contracts, or tax increment financing (TIF). There is a TIF District that includes a part of Uptown, but the proceeds and capacity have all been allocated to enhancements in Downtown, rather than in Uptown.

While not a part of UDI's budget, another key source of funding for enhancements to the Uptown PID has been the Uptown PID's very successful track record of leveraging investment from **local, state, regional, and federal grants**. Major capital improvement in Uptown such as the McKinney Avenue Street Reconstruction, the MATA Trolley line, Griggs Park improvements, the Trolley turn-around at the Uptown DART Station, and the pending two-way conversion of McKinney and Cole Avenue/Carlisle Street have all been funded in large part by such grant allocations. The leadership and investments by UDI, made possible by the Uptown PID assessment, have been critical to attracting these public investments (as well as billions in private investment) into Uptown. UDI would do well to ensure that one or more staff members has solicitation and management of such grants as new hires – such as the Executive Director and/or two-way conversion project manager - are considered.

Budget Allocation & Assessment

Overall, UDI's budget is adequate and well-allocated between programs and capital improvements. UDI's budget has grown significantly since its creation and in recent years. UDI projects, initiatives, and demands have also increased over time.

UDI's budget is structured into six expense categories; Marketing & Promotion; Public Safety; MATA Operating Support; Maintenance; Capital Improvement; and Finance & Administration. 2017 Actual and 2018 projected expense allocations by category are as show in the table below.

UDI Budget Percent Allocation by Category		
Category	2017 Actual	2018 Budget*
Marketing & Promotion	14%	13%
Public Safety	14%	11%
MATA Operating Support	14%	9%
Maintenance	17%	22%
Capital Improvement	27%	32%
Finance & Administration	13%	12%

Source: Uptown Dallas Inc Cash Operating Budget 2018 Proposed. * Due to rounding, %s do not total to 100.

Clean and safe initiatives are fundamental to UDI's purpose in the Uptown PID. Compared to many peer urban districts, especially those with significant nightlife activity, UDI spends less on cleanliness and safety (particularly safety). UDI's contract with Block by Block, one of the foremost service providers to Districts, is the smallest of any of its contracts.

There is a desire within UDI Board committees to invest in a wide range of capital improvements in the public realm in the Uptown PID. These include public art, placemaking, pedestrian enhancements, and street improvements. UDI has been successful in securing significant transportation funding to implement the two-way conversion project for McKinney and Cedar Springs Avenues. In order to fund other major capital improvements, UDI will need to find additional grant funding, and may need to shift budget from programs to provide matching funds.

Uptown PID Boundaries

At 591.8 acres and .92 square miles, Uptown PID is a relatively large district. For the most part, Uptown PID is bounded by significant physical infrastructure barriers and other established districts. There may be an opportunity to expand the PID boundaries in a few limited locations. In the event that any boundary expansion would make sense, the 2019 reauthorization is the right time to do so. The appetite to pursue boundary expansion is modest among UDI board members, and to date there has been no concerted effort to reach out to eligible property owners to assess their interest.

The specific boundaries of Uptown are also unknown by many Dallas and District residents. Some nearby businesses capitalize on their proximity to Uptown with advertising stating that they are in Uptown, however they do not pay into the Uptown PID. There is a desire by some on the Board to increase awareness of the specific Uptown PID boundaries and reduce “free riders”.

Uptown includes several distinctive character areas. In the past there has been some effort by UDI to define, name, and map sub-districts, however it proved controversial. As strong as the Uptown brand is, there is more value in emphasizing that all of the area is part of Uptown rather than defining and marketing sub-district distinctions.



Relationship to City

UDI has an existing Management Contract with the City of Dallas to manage the Uptown PID. This contract has been and would need to be renewed upon each reauthorization of the Uptown PID. City of Dallas staff interviewed for this plan view Uptown as highly successful, and expect UDI to lead the vision and direction of the District.

The management contract between UDI and the City has not quantified a base level of services that Uptown can expect to continue to receive. This leaves room for rate payers to question whether their contributions are additive to or replacing City services to the districts. Overall, it is unclear what the City's level of services commitment is or should be in light of limited citywide resources. 2019 Reauthorization is an opportunity to open a dialogue with the City that can assure rate payers about how the Uptown PID mil revenues supplement the base rate.

In 2015, the City partnered with Downtown Dallas, Inc. (DDI) on a Downtown 360 Plan that includes Uptown and many other adjacent center city neighborhoods and districts. The City and DDI are partners in implementing that plan, which has created some confusion and tension with districts that already have separate management organizations, such as UDI. UDI may wish to conduct an analysis of the 360 Plan to determine whether there are any aspects of the plan that are inconsistent with UDI priorities, and strive to resolve them with the City.

Board of Directors

UDI has had longstanding and heavily influential involvement of the founding board members and top rate payers, both in the past and today. This is an enormous asset for the organization. The Board has grown over time to invite others into the organization, with the result that UDI has a varied and talented Board. The Board is also quite large compared to similar Districts, with 39 members and 4 ex-officio members.

All Board members value UDI and affiliation with the organization. The Executive Committee is highly engaged in management and direction of the Board; a challenge that UDI faces is meaningfully engaging all of the remaining Board members, many of whom desire a more meaningful role. There is an ongoing discussion about the purpose and priorities of UDI among the wider (non-Executive) Board members, and an opportunity for UDI to better engage more board members with active roles, including on ad-hoc task based committees, or simply as volunteers at UDI community events. In addition, the UDI Board shows less evidence than many peers of efforts to engage younger professionals and nurture a new generation of leaders for the organization. UDI might incorporate practices such as creating an emerging leadership group or committee, or establishing criteria for Board member participation that encourage seasoned board members that lack adequate time for participation to designate someone else within their organization to be actively engaged.

Despite the impact that UDI has had on positioning Uptown as a premier district in the Dallas area, many UDI members note a lack of awareness of the roles and responsibilities of UDI as an organization. Uptown rate payers and tenants value the lifestyle and services that UDI has created, yet do not understand what the organization does or what their additional tax payment accomplishes.

Staffing

Currently, the Uptown PID supports 5 paid staff positions. Titles and a brief description of these positions follows:

- **Executive Director** - Oversees all staff functions; responsible for administration, all financial implications, Board management and communication, interaction with city department heads and City Council, and staff liaison to the Governance, Executive, Financing, and Capital Improvements Committees.
- **Director of Marketing & Communications** - Oversees external communications including website, social, and traditional media. Provides strategic direction for events and supervises the Events Manager; staff liaison to the Marketing and Public Art Committees.
- **Director of Operations** – Oversees clean and safe programs, including the Block-By-Block contract staff; staff liaison to the Public Safety and Maintenance Committees.
- **Events Manager** – Reports to the Director of Marketing & Communications, organizes and executes events in the District and supports other marketing and communication efforts.
- **Office Coordinator & Executive Assistant**- Supports the Executive Director, handles office administrative and logistical tasks, front desk duties, and assists with events.

Compared to peer organizations, UDI has fewer staff and has paid its executive level staff somewhat less. This is due in part to a strict 15% spending cap on PID administration, including staffing. In the near term, UDI may need to contract staff to perform specific roles, such as the planning, advocacy, and management of the two-way conversion project, and data and tracking functions needed to support the reauthorization effort. A transition to a more balanced Board/staff-driven organization is desired, despite both inherent and unique challenges.

Services

UDI services are described below. Although the UDI budget classifies Maintenance separate from Services or Capital Improvements, it is included in the clean & safe services described below in accordance with industry norms.

Clean & Safe

UDI contracts with Block-by-Block to provide a 3-person **clean team that provides maintenance services**. Under the direction of the Director of Operations, they provide sidewalk sweeping and trash and graffiti removal. These

contract employees also serve as eyes and ears in the district, and are often the first to notice or hear about maintenance or loitering issues. They interface regularly with Uptown visitors and residents.

UDI has long funded **off-duty police patrols** in order to enhance safety in Uptown such as loitering, noise, unruly conduct and other nuisance behaviors after bars close at 2 AM. As described in the Stakeholder Focus Groups Summary, in recent years, nightlife issues have increased. UDI has responded by increasing contributions to supplemental patrols; by convening stakeholders including residents, police, and bar owners; and by encouraging the creation of an association of bar owners to work together on solutions.

Marketing & Communications

The Uptown marketing program includes several tools to increase support efforts of property owners and brokers to attract and retain tenants, and to help Uptown maintain its popularity in the face of increasing competition. Several types of marketing and communication elements that occur today and are anticipated to continue include:

- Uptown information website: www.uptowndallas.net
- Social media
- Public and media relations
- Uptown newsletter
- Community-based events

The McKinney Avenue Transit Authority (MATA)

The McKinney Avenue Transit Authority (MATA) operates the historic McKinney Avenue Trolley system within the Uptown PID and connecting into downtown. The MATA trolley's history is so thoroughly intertwined with Uptown that community members often informally refer to it as the "Uptown" trolley. However, MATA is a separate legal entity with its own volunteer director. The MATA Board of Directors has several members who also sit on UDI's Board. Attracting and leveraging funding for MATA was one of the original purposes of establishing the Uptown PID. Annually, about 9% of UDI's budget is allocated to support for MATA. In 2017, additional funds were allocated to MATA to repay MATA's debts, resulting in a total allocation of \$215,315 or 14% of UDI's 2017 budget. The Downtown Dallas, Inc, which operates the Downtown PID, also contributes to MATA. Dialogue between DDI and UDI to coordinate MATA funding terms can continue to benefit all parties.

There continues to be stakeholder and board interest in supporting MATA, but many wish to see UDI's funding more closely tied to determining and facilitating its longevity and more clearly defining the trolley's role in the overall Dallas transit system. Until recently, UDI provided Uptown PID funds to MATA without any formal agreement. UDI continues to have little control over outcomes achieved with this significant investment. MATA has several times prior to 2017 incurred debt and turned to UDI for rescue. At this time, MATA is in the process of hiring professional staff and developing a plan to stabilize its budget and UDI is in the process of negotiating an agreement with MATA related to UDI's contributions to MATA, which will allow UDI to more properly manage its investment in MATA and the trolley.

Capital Improvements & Maintenance

The PID has a long track record of fostering, funding, and leveraging major capital investments within the Uptown PID, starting from its inception. Currently and looking forward for several years, a major capital improvement focus of UDI is the **conversion of McKinney and Cole Avenue/Carlisle Street to a two-way traffic pattern**.

In addition, UDI makes smaller capital investments such as **public art**, as well as funding the maintenance of earlier physical enhancements in Uptown such as **street trees and brick crosswalks**.

Summary of Internal Assessment

The top strengths and challenges from the Internal Assessment are summarized in the table, below.

Top Strengths	Top Challenges
Uptown's market value increase	Organizational maturation
An involved and highly respected Board	Communicating the value of UDI organization
Uptown's brand and reputation	Staff reporting and communication
Sound financials and budget	More balance in staff/Board roles

EXTERNAL ENVIRONMENT ASSESSMENT

As part of the preparation of this Strategic Plan update, P.U.M.A. conducted an analysis of the external environment of UDI – namely, the Uptown PID. This was conducted through review of plans and market data, site visits, an Uptown community survey, and extensive interviews and focus group meetings with Uptown stakeholders. The findings of the External Assessment inform, but do not dictate, priorities for UDI. **The findings of this section are synthesized with those of the internal assessment to arrive at priority actions. They should NOT be read as action recommendations.**

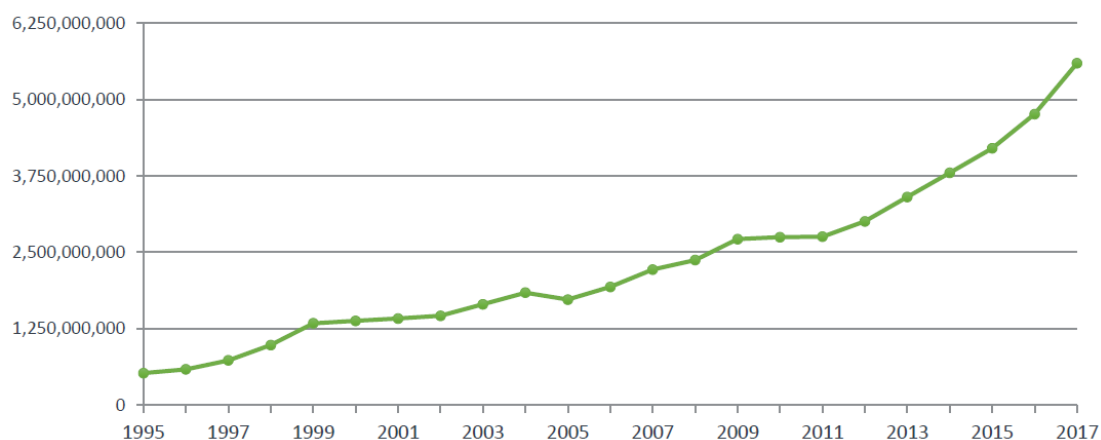
Uptown Market Conditions

Uptown is widely acknowledged as a premium market for both commercial and residential uses. It is one of the most desirable neighborhoods in all of Dallas for young professionals and empty nesters alike. In fact, according to the City of Dallas, property values per acre in Uptown are twice that of Downtown Dallas. Desirable housing, access to jobs and amenities; the variety of dining options; and a compact, walkable environment all add to the desirability of Uptown for living, working, and playing.

Increase in Uptown Property Values Over Time

1995: \$525 Million

2017: \$5.5 Billion



Source: Uptown Dallas Inc. Demographic/Economic Study

UDI tracks a range of indicators that demonstrate the enormous value enhancement within the Uptown PID. Data in this summary is drawn largely from the 2017 Uptown Demographics Report as well as Uptown stakeholder interviews. The dramatic rise in property value is one of the most fundamental indicators of the enhancement that has taken place over time from the investment of the assessment in the Uptown PID. Currently Uptown has a total property value of \$5.5 billion; a ten-fold increase since the Uptown PID was established. In recent years, the value has continued to climb, with an increase of 31% in the last 3 years alone.

Stakeholders, including major property owners in the district, report that Uptown enjoys the highest office and residential rents in the Dallas area. Uptown continues to attract investment, tenants, residents, and employees. More than 1,313 new residential units and tens of thousands of square feet of commercial development were added in 2017. Still, Uptown enjoys a 96% stabilized residential occupancy rate. Visitors also appreciate the qualities of Uptown, which hosts over 715 hotel rooms. A Hilton Canopy hotel is currently under development in West Village, and the Dream Hotel is under construction on McKinney Avenue.

Stakeholder Focus Groups' Top Concerns

In order to gain a thorough understanding of the existing challenges and opportunities in Uptown, a series of focus group meetings and one-on-one interviews were held with UDI board members and other Uptown stakeholders. Through this process, top concerns were identified, which are summarized below. **These stakeholder observations and concerns were synthesized with other inputs from the external and internal evaluations to select priority actions. They should NOT be read as action recommendations.**

Safety & Security

Nightlife establishment issues, safety concerns, and the impacts of safety on Uptown residents and businesses are top of mind for stakeholders in the Uptown PID. The demand and need for additional safety-related services are impacting the UDI Clean and Safe team, the UDI organization and the Uptown brand as a whole. Compared to similar districts, the UDI budget allocation to safety and security is relatively modest.

More than half of the 17 bars in Uptown are on properties that have recently changed hands to investors that plan to redevelop the parcels, including most of the worst problem establishments. Further, many of the remaining leases on these establishments expire by year end 2020, which could result in the redevelopment of these properties at that time, however this scenario is not guaranteed. Action will be required to address safety in the short term, and will need to continue to evolve to address new concerns and conditions.

There has been significant attention drawn to this issue, both within the Uptown community and UDI, and at the City. The Dallas City Attorney has been vigilantly working to address safety concerns and nightlife issues through code enforcement in the district in recent weeks. The impacts of safety on Uptown residents and stakeholders have also spurred a conversation around what City of Dallas baseline patrol services should look like in the Uptown PID. One solution that has been proposed is the creation of a Special Use Permit district. This initiative was not passed,

STAKEHOLDERS' TOP CONCERNS

1. Safety & Security
2. Overall District Competition & Evolution
3. Marketing & Communication
4. Placemaking & Urban Design
5. Mobility: UDI's Role in MATA
6. Mobility: Pedestrian Environment
7. Mobility: Parking

however, and Councilman for the Council District in which the PID is located is now proposing a Hearing of Appropriate Zoning to downzone the areas of concern.

Another stakeholder-proposed solution to the issue of nuisance loitering outside of nightlife establishments is for UDI to install placemaking elements, such as barrier fences, that discourage the congregation of large groups and impede movement between sidewalks and parking lots. Such placemaking elements were seen as serving the dual purpose of discouraging loitering while enhancing the public realm and improving the overall pedestrian experience, so long as they do not impede efficient movement along the sidewalk or roadways. Pedestrian-roadway fencing was also mentioned by some stakeholders, while others note that it could encourage higher traffic speeds and reduce safety.

While safety concerns and nightlife issues are top of mind for many Uptown residents and stakeholders, many stakeholders also note that UDI should not sideline other issues and initiatives for the district, and this should not be the exclusive focus of UDI and the 2018 Strategic Plan.

Overall District Competition & Evolution

In the past, Uptown was one of the Greater Dallas Area's only compact, vibrant urban districts. In 2017, this is no longer the case, and thus stakeholders stress that the district needs to ensure it maintains a distinct brand and identity to compete with other areas in North Texas. In order to establish a distinctive niche, many stakeholders believe that Uptown and UDI need to evaluate whether to try to enhance appeal to various sectors of the population, such as families with children, and if so, how. Some stakeholders suggest a need for UDI to take a leadership role in adding school and daycare options in Uptown to increase its appeal to families, while others oppose the idea that UDI can or should play this role. Additionally, many UDI stakeholders place importance on evaluating where the market is headed in the next ten years by analyzing data and market trends, both in Uptown and in the greater Dallas area.

Marketing and Communication

In order to improve the visibility of the UDI organization, leverage the Uptown brand, and communicate the value of the Uptown PID to rate payers, stakeholders believe that UDI should work toward clarifying its role and messaging within the context of the Uptown neighborhood. One suggested initiative could be to more clearly signify the district's boundary in order to reduce free riders and brand dissolution. Examining the identity of the Uptown PID and UDI's jurisdiction boundaries versus Uptown as a neighborhood in order to clarify messaging may be important for communicating UDI's value to rate payers or residents as well. Many stakeholders feel that MATA should also continue to be leveraged as part of UDI's brand.

Recently, UDI events have expanded, and have been well received by the Uptown community and event attendees. There are differences of opinion among stakeholders about how much of the events resources should be focused on welcoming families into Uptown versus targeting the primary market segments.

Placemaking and Urban Design

Among Uptown stakeholders and residents, there is significant interest in visual signifiers of district boundaries, such as street sign toppers, banners, or some other unifying element, like the art crosswalks already present in the Uptown PID. A suggested placemaking improvement to Uptown is the presence of more public art, especially more informal and interactive elements and projects. Some stakeholders note that the public art that appeals most to UDI Board members may not appeal as much to the primary Uptown market demographic of young professionals.

Stakeholders see the redesign of Griggs Park as an important UDI success and improvement to Uptown by many stakeholders. UDI has initiated and pledged support to another highly visible capital improvement; the McKinney & Cedar Springs Avenues 2-way conversion project. It will include intersection improvements and new plazas resulting from street alignments. This project is seen as an important opportunity to showcase UDI's ability to realize improvements within the Uptown PID.

While there are several visible improvements taking place within the Uptown PID, there is also dissatisfaction among stakeholders with missed opportunities and the underutilization of some parcels located within the Uptown PID. Moving forward, stakeholders believe UDI should work toward identifying and communicating the next set of urban design priorities.



Mobility: UDI's role in MATA

Stakeholders consistently report that MATA is intrinsically tied to UDI's history, as such, it has been adopted in the Uptown PID logo. MATA has evolved over time to be a significant part of the transportation system within the Uptown PID. MATA representatives estimate that 60%+ of trolley riders were commuters in 2015, and this number is likely higher in 2017 now that MATA links to DART. These commuters may be primarily through-traffic, as most stakeholders indicate that Uptown residents and workers rarely use the MATA trolley.

Stakeholders report challenges that the trolley faces to include making consistent headways and slow turns, which result in low reliability and reduced effectiveness of the system. Some stakeholders advocate that increasing service frequency would result in greater ridership among Uptown residents and workers, while others opine that Uptown's demographic segments are unlikely to use the trolley as a mode of choice regardless of service levels. The advertising wraps are aesthetically unpopular among many stakeholders, but are currently an important funding stream. To improve upon these challenges, some stakeholders suggest that the trolley should become part of DART, but others fear this may result in the loss of the historic cars, and thus some of the value of the trolley to Uptown.

Support for the trolley is a large UDI budget line item, and many stakeholders desire to see more predictability and accountability about how MATA utilizes UDI funding.

Mobility: Pedestrian Environment

Presently, reported challenges to the pedestrian environment in Uptown include inconsistent pedestrian comfort and scale, and quality of infrastructure, particularly within Uptown micro-zones. Stakeholders expect that the 2-way conversion on McKinney Avenue will slow traffic and improve safety on key connectors, but will not address sidewalks. While consistently better sidewalks on major connectors are desired moving forward, stakeholders question the appetite for major property acquisition and capital investment that would be required to address them comprehensively. Some suggest a more targeted approach of addressing problem areas. Another current challenge to pedestrian accessibility within the district is the dispersed, multiple bike shares in the right of way and blocking sidewalks, which many stakeholders dislike.

Mobility: Parking

The level of attention Uptown stakeholders devote to the challenges of parking in a dense, vibrant urban district is better matched to reality than in many urban districts. However, many note that parking is unevenly distributed throughout Uptown, and undersupplied areas do exist within the district. They point to models of success for parking management on the south end of the district, where office buildings are equipping their parking garages to be available on a fee basis in the evenings, after business hours. There is some interest among stakeholders in creating a parking district that would better manage resources and demand.

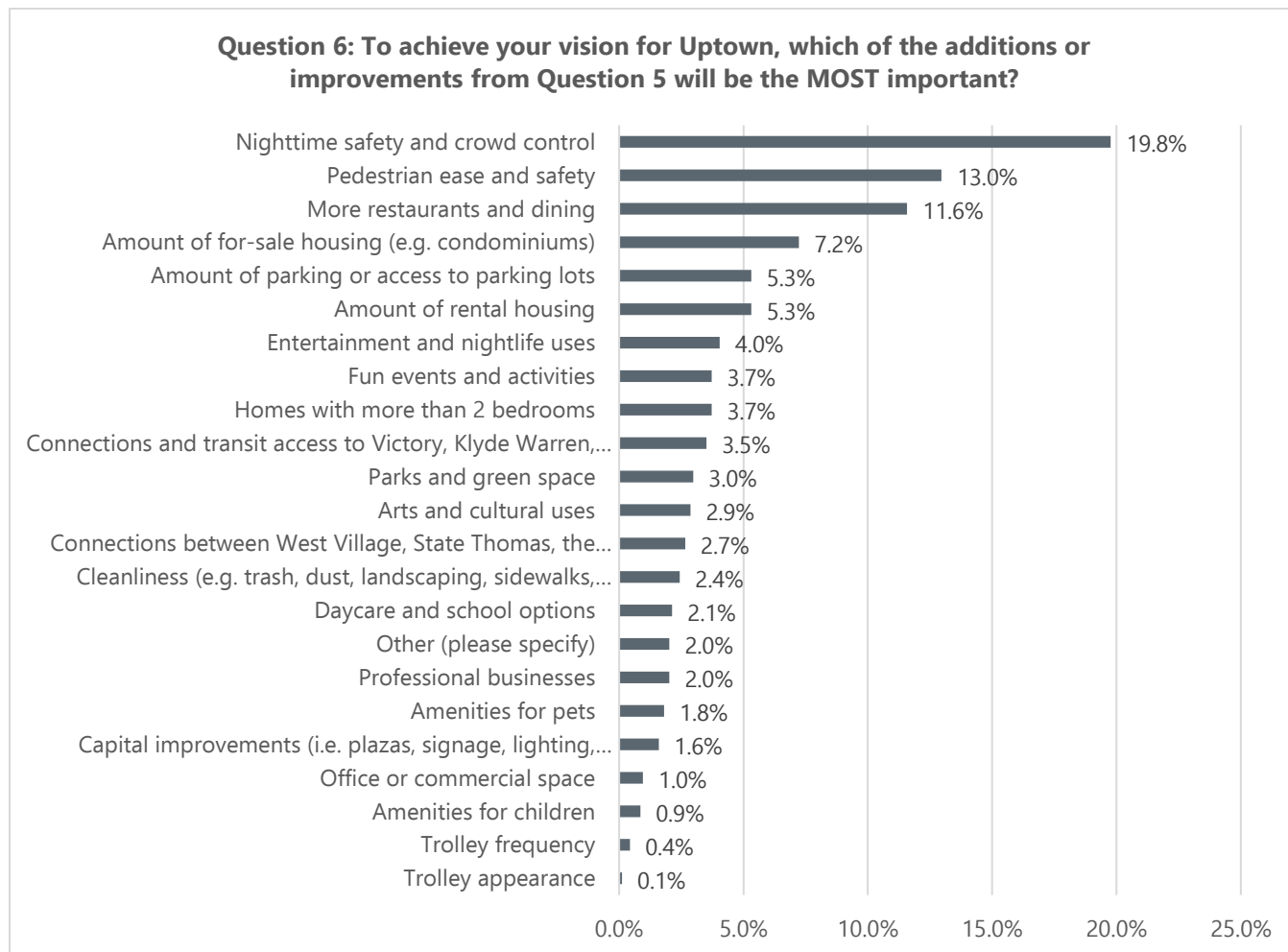
Community Survey Summary

A 15-question online questionnaire was distributed to a wide variety of Uptown Dallas stakeholders. Between September 12th and November 28, 2017, there was a total of 1,013 responses. After the initial 1,013 survey responses, the survey was reopened to collect additional input from people who work in Uptown. 219 additional responses were received for a **total of 1,232**. An overview of the key findings from the survey is provided below. A full summary of results is found in the Appendices. **The survey results were synthesized with other inputs from the external and internal evaluations to select priority actions. They should NOT be read as action recommendations.**

Results that Confirm

- The qualities that make Uptown a more desirable place to live, work, and play in comparison to other districts include dining and restaurants, safety, housing, pedestrian friendliness, entertainment and nightlife and quality parks and trails. Survey respondents rated other districts more favorably for availability of parking, events and activities and proximity to other destinations.
- Qualities that have become much better in Uptown during the last five years include More Residents and Housing (33.1%), General Appearance (29.4%), and New Restaurants (26.1%).
- Safety in the district is a clear priority among respondents. When asked to select **one** improvement for Uptown moving forward, the most popular answers were
 - ✓ Nighttime Safety and Crowd Control (19.8%),
 - ✓ Pedestrian Ease and Safety (13%),
 - ✓ More Restaurants and Dining (11.6%)

- Respondents under 34 place more value on Entertainment and Nightlife and Events and Activities, while respondents over 50 were much more interested in Pedestrian Friendliness, Dining and Restaurants, and the McKinney Avenue Trolley.



Results that Surprise

- Nearly 13% of respondents have children, 37% own dogs, 37% own bikes, and 15% do not own a car.
- Respondents with children generally had the same perceptions of Uptown and priorities moving forward as overall respondents, and did not identify amenities for children, schools or childcare as top priorities.
- The lowest priority improvements for Uptown moving forward were Trolley Appearance (0.1%), Trolley Frequency (0.4%), and Amenities for Children (0.9%).
- Although safety is a top concern and priority, fewer than a third of respondents indicate it has gotten worse in the last five years. The combined percentages responding for slightly worse and much worse are safety/perception (30.9%) and safety/reality (31.7%). Nuisance loitering was perceived to worsen the most (35.5%).
- The amount of parking or access to parking lots was one of the top five priority improvements for respondents, which was higher than expected.

Review of Past Plans and Studies

This Strategic Plan update seeks to build on and advance other planning efforts completed by UDI and its committees and contractors. As part of the external environmental assessment, the following plans were reviewed:

- 2014 Uptown Dallas Inc. Strategic Plan
- Uptown PID 20-year Public Improvement Plan
- Uptown Public Art Plan
- 2017 Uptown Demographics Report
- Dallas Downtown 360 Plan

The major theme found throughout these planning documents and presentations are that Uptown is a vibrant, thriving district with many strengths. Moving forward, these strengths should be leveraged to address the challenges that do exist, while maintaining Uptown's strong market position in the greater Dallas Area.

A brief summary of these plans is included in the Appendices starting on page 34. The knowledge and ideas in these plans were then synthesized with other inputs from the external and internal evaluations to select priority actions.

Summary Learning from Peer Districts' Practices

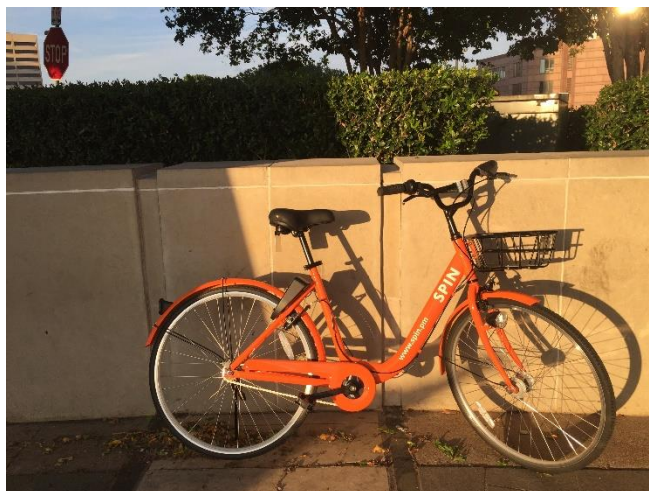
P.U.M.A. conducted best practices research on several issues that are current challenges in Uptown; Board diversification, engaging Young leaders, nightlife management, rideshare management, and docked vs. dock-less bikeshare. The research sought to identify strategies that other Districts with similar challenges have used that UDI could potentially tailor to use in Uptown. The research findings are included in the Appendix, with key findings summarized in sections above and below.

Nightlife management is a common concern in many districts that include entertainment uses. While these uses are appealing and a major economic driver, unchecked they can also become a safety concern and erode the appeal and value of the districts. Many strategies to address nightlife issues have been tested in other districts. Several strategies that appear to promising in Uptown, in addition to existing efforts, include:

- Entertainment Permit
- Night Manager
- Police Cooperative

Rideshare management is an emerging issue that successful and affluent districts are increasingly grappling with. While a desirable and popular means of transportation, rideshare can create congestion at peak times. Some strategies that are being deployed that could benefit Uptown include creating designated pick-up and drop-off areas off thoroughfares, collaborating with rideshare companies to identify pick-up locations, and dedicating existing some street parking spaces for rideshare loading.

Dock-less Bikeshare is relatively new to the Dallas area, and is different than the traditional bikeshare model, which utilizes docking stations. There are pros and cons to docked vs. dock-less bikeshare, including differences in cost, levels of service, necessary infrastructure, and impact on the surrounding environment.



APPENDICES

APPENDIX 1: COMMUNITY SURVEY SUMMARY

A 15-question online questionnaire was distributed to a wide variety of Uptown Dallas stakeholders. Between September and November, 2017, there was a total of 1,013 responses. After the initial time period responses, the survey was reopened in January, 2018, to seek additional input from people who work in Uptown. 219 additional responses were received for a **total of 1,232 survey responses**. An overview of the key findings from the survey is provided below.

Key Findings

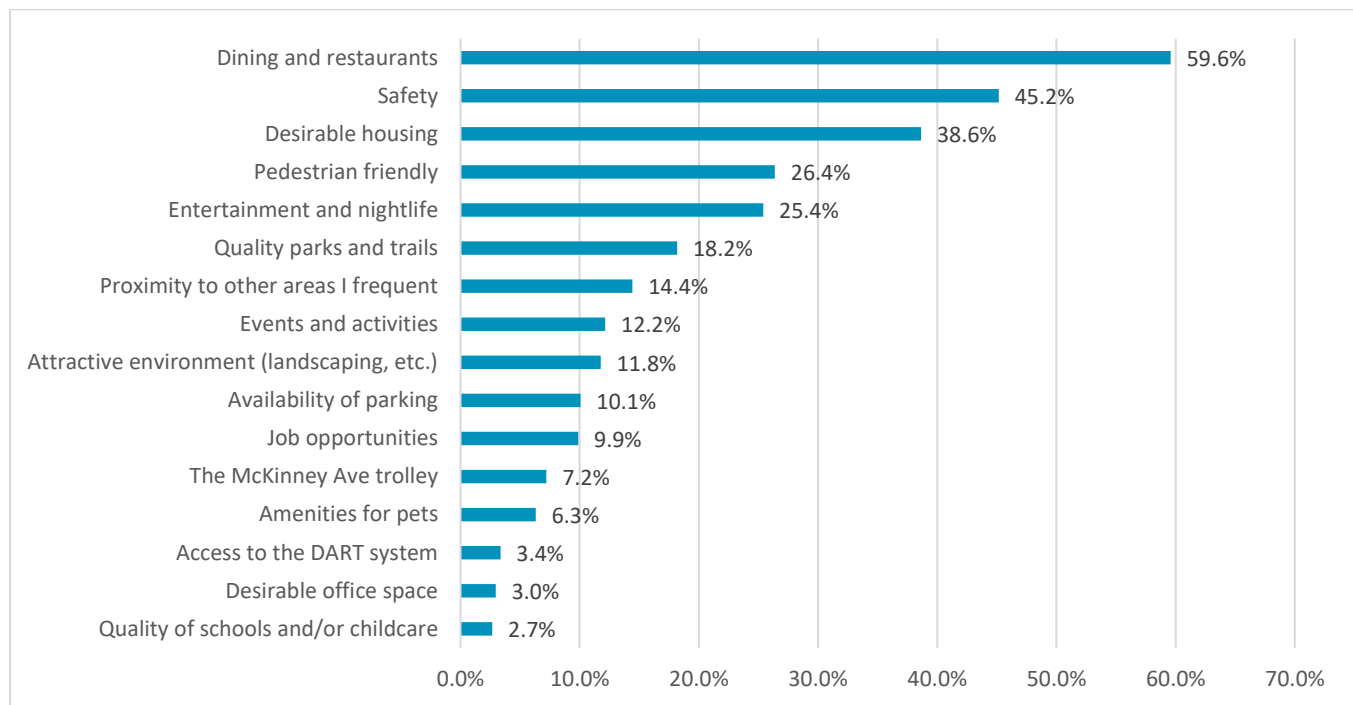
Results that Confirm

- The qualities that make Uptown a more desirable place to live, work, and play in comparison to other districts include dining and restaurants, safety, housing, pedestrian friendliness, entertainment and nightlife and quality parks and trails. Survey respondents rated other districts more favorably for availability of parking, events and activities and proximity to other destinations.
- Qualities that have become much better in Uptown during the last five years include More Residents and Housing (33.1%), General Appearance (29.4%), and New Restaurants (26.1%).
- Safety in the district is a clear priority among respondents. When asked to select **one** improvement for Uptown moving forward, the most popular answers were:
 - ✓ Nighttime Safety and Crowd Control (19.8%),
 - ✓ Pedestrian Ease and Safety (13%),
 - ✓ More Restaurants and Dining (11.6%)
- Respondents under 34 place more value on Entertainment and Nightlife and Events and Activities, while respondents over 50 were much more interested in Pedestrian Friendliness, Dining and Restaurants, and the McKinney Avenue Trolley.

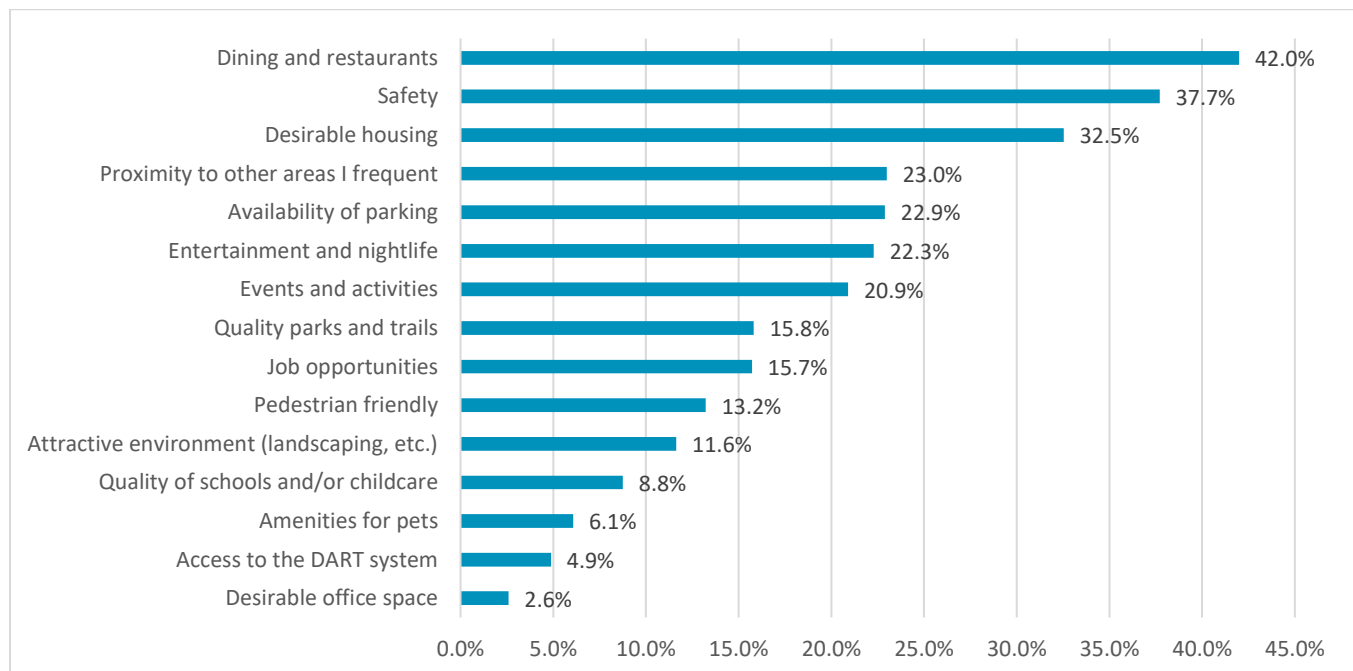
Results that Surprise

- Nearly 13% of respondents have children, 37% own dogs and/or bikes and 15% do not own a car.
- Respondents with children generally had the same perceptions of Uptown and priorities moving forward as overall respondents, and did not identify amenities for children, schools or childcare as top priorities.
- The lowest priority improvements for Uptown moving forward were Trolley Appearance (0.1%), Trolley Frequency (0.4%), and Amenities for Children (0.9%).
- Although safety is a top concern and priority, fewer than a third of respondents indicate it has gotten worse in the last five years. The combined percentages responding for slightly worse and much worse are safety/perception (30.9%) and safety/reality (31.7%). Nuisance loitering was perceived to worsen the most (35.5%).
- The amount of parking or access to parking lots was one of the top five priority improvements for respondents, which was higher than expected.

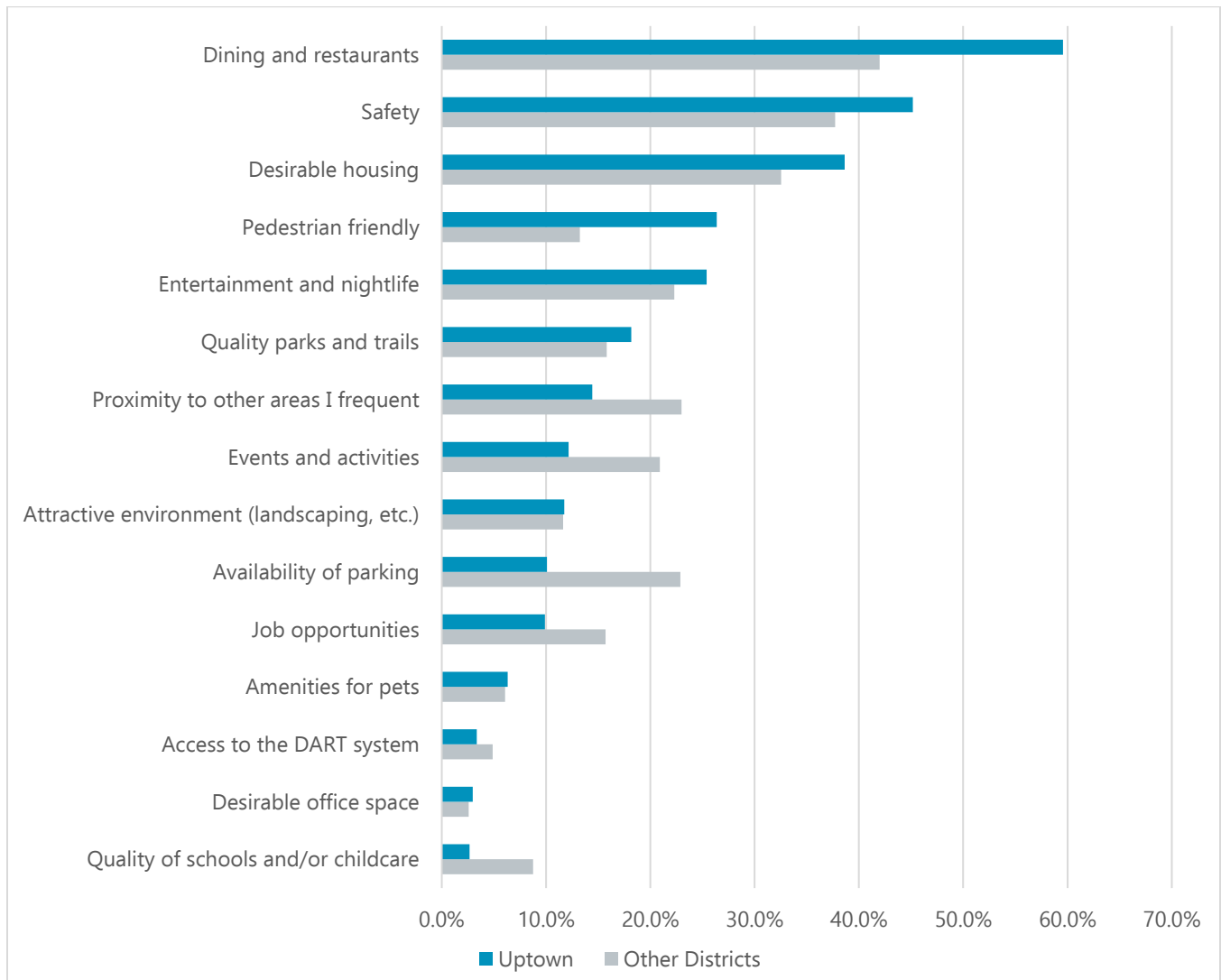
Question 1: Which of the following qualities were most important for making Uptown a desirable place for you to live, work or play? (Select up to 3 qualities)



Question 2: When you choose to live, work, or play in other areas, which qualities were most important for making the area more desirable than Uptown? (Select up to 3 qualities)

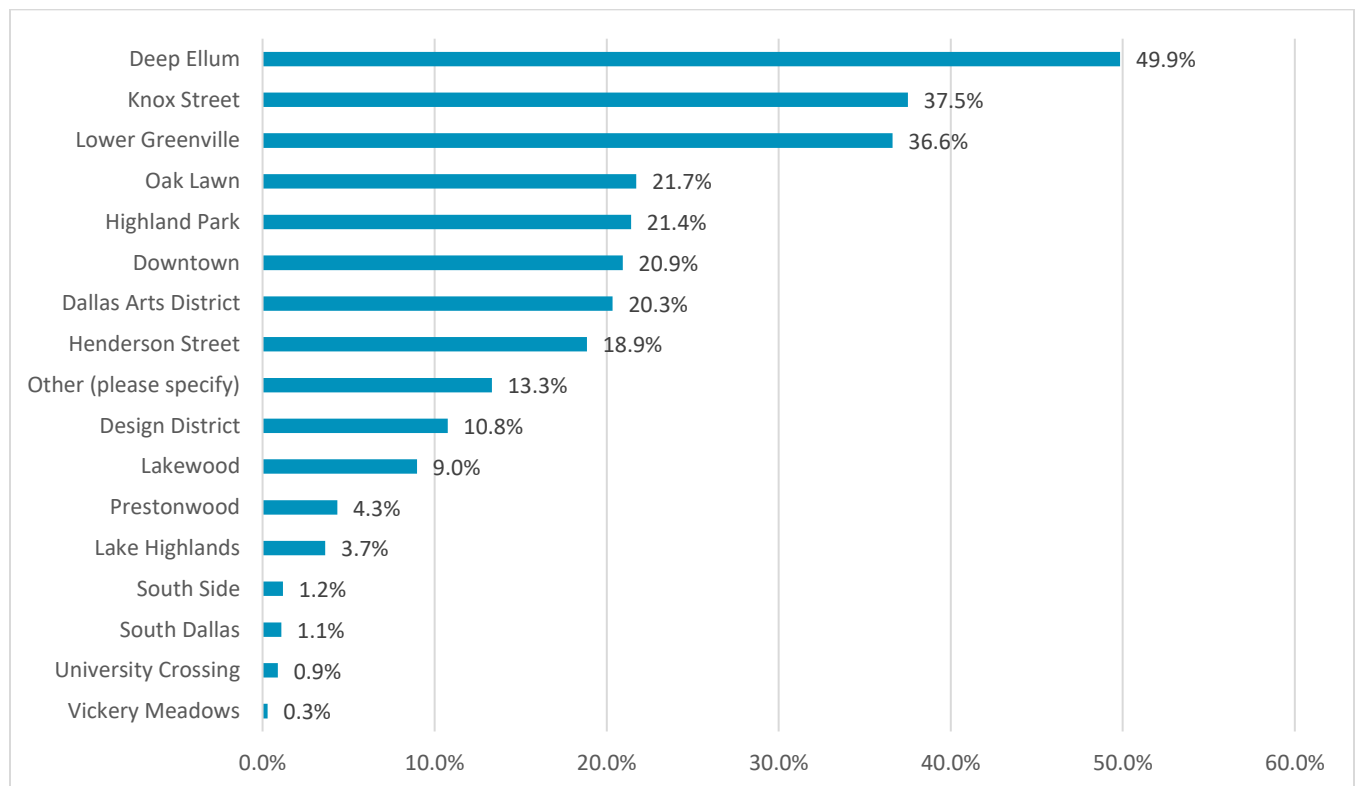


COMPARISON: QUESTIONS 1 AND 2



- Survey respondents choose to live, work, and play in Uptown for key reasons, such as Dining and Restaurants (59.6%), Safety (45.2%), Desirable Housing (38.5%), Pedestrian Friendly (26.4%), and Entertainment and Nightlife (25.4%).
- There are several qualities that draw survey respondents to other districts rather than Uptown to live, work, or play. The differential of the desirability of other districts versus Uptown include the following:
 - Availability of Parking: 12.8%
 - Events and Activities: 8.7%
 - Proximity to Other Areas I Frequent: 8.6%
 - Quality of Schools and/or Childcare: 6.1%
 - Job Opportunities: 5.8%

Question 3: When you choose to live, work, or play in other areas, which do you most often frequent? (Select up to 3)



Districts mentioned multiple times in the 'Other' response category include Bishop Arts, Addison, Fort Worth, Frisco, Harwood District, North Dallas, Northpark, Oak Cliff, and Plano.

Question 4: Do you think the following characteristics of Uptown have become better or worse in the past five years?

Answer Choices	Much Better	Slightly Better	No Change	Slightly Worse	Much Worse	Don't Know
More residents and housing	33.1%	38.7%	6.2%	5.3%	5.0%	11.8%
General appearance, including landscaping and beautification	29.4%	40.8%	11.2%	5.6%	1.7%	11.3%
New restaurants	26.1%	46.6%	12.7%	3.9%	0.8%	10.0%
New retail	20.1%	42.2%	19.5%	5.8%	1.0%	11.5%
Cleanliness (e.g., litter removal, sweeping, graffiti removal)	19.9%	33.5%	22.4%	8.9%	3.3%	12.0%
Parks and trails	19.0%	36.4%	29.1%	2.2%	0.6%	12.7%
Tourism and visitor activity	18.4%	38.5%	22.1%	4.7%	1.5%	14.9%
McKinney Avenue trolley	14.2%	24.3%	36.7%	1.7%	1.0%	22.2%
Pedestrian friendliness	10.8%	28.4%	32.9%	10.9%	4.2%	12.8%
Safety (perception)	9.3%	23.8%	23.9%	18.9%	12.0%	12.1%
Safety (reality)	7.4%	20.6%	26.4%	23.0%	8.7%	13.9%
Transit service	5.7%	17.1%	43.2%	3.8%	1.2%	29.0%
Nuisance loitering	5.5%	15.5%	26.7%	21.7%	13.8%	16.8%
Other (specify below)	3.1%	6.8%	23.6%	4.6%	13.5%	48.4%

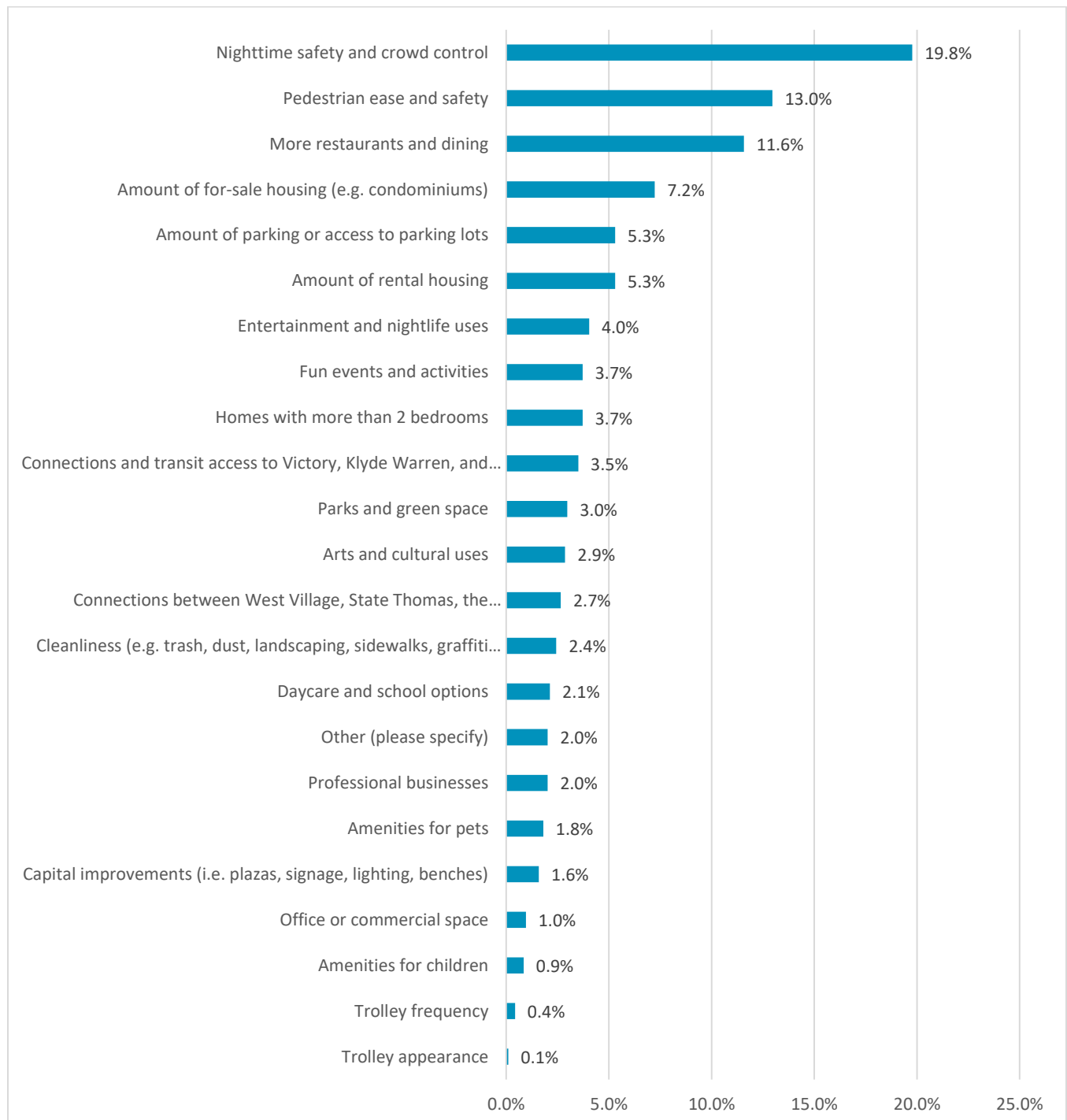
- Respondents were generally very positive in their assessment; the most frequent response was either “slightly better” or “no change” for every characteristic in the survey.
- The majority of respondents noticed improvements (have become slightly or much better in the past five years) in the following categories: New Restaurants (72.7%), More Residents and Housing (71.8%), General Appearance (70.2%), New Retail (62.2%), Tourism and Visitor Activity (56.9%), Parks and Trails (55.5%), and Cleanliness (53.3%).
- The top responses for characteristics that have gotten slightly or much worse in the last five years were; Nuisance Loitering (35.5%), Safety (reality) (31.8%), and Safety (perception) (30.9%).
- The answer choices that had more than 50% of respondents answer ‘No Change’ or ‘Don’t Know’ were overall transit service (72.3%) and the McKinney Avenue Trolley (58.9%), indicating inattention among respondents to the significant changes to the trolley, transit, and linkages in recent years.

Question 5: Looking to the future, which of the following will be important to add or improve?

Answer Choices	Very Important	Important	Somewhat Important	Not Important
Nighttime safety and crowd control	71.1%	22.0%	5.5%	1.4%
Pedestrian ease and safety	71.1%	24.7%	2.9%	1.3%
Cleanliness (e.g. trash, dust, sidewalks, graffiti removal)	66.5%	27.8%	4.8%	1.0%
Parks and green space	51.1%	35.8%	11.4%	1.7%
Restaurants and dining	49.0%	37.7%	10.5%	2.7%
Connections and access to Victory, Klyde Warren, and the Arts District or Downtown	47.5%	34.2%	13.6%	4.6%
Connections between West Village, State Thomas, the Crescent, Katy Trail, etc	44.6%	36.5%	14.2%	4.7%
Fun events and activities	43.6%	38.2%	14.2%	4.0%
Amount of parking or access to parking lots	43.5%	30.7%	15.9%	9.9%
Capital improvements (i.e. plazas, signage, lighting, benches)	41.2%	38.6%	17.0%	3.3%
Arts and cultural uses	37.8%	41.7%	15.3%	5.2%
Entertainment and nightlife uses	34.7%	36.4%	20.2%	8.7%
For-sale housing (e.g. condominiums)	28.1%	34.6%	24.3%	13.1%
Trolley frequency	27.8%	33.3%	24.6%	14.3%
Other (specify below)	27.0%	9.3%	9.3%	54.4%
Amenities for pets	25.2%	30.0%	25.7%	19.0%
Rental housing	21.0%	32.9%	25.6%	20.5%
Trolley appearance	19.8%	33.4%	31.4%	15.5%
Professional businesses	17.9%	37.1%	29.7%	15.3%
Larger housing units	16.0%	26.0%	29.2%	28.9%
Amenities for children	13.6%	21.0%	27.1%	38.4%
Daycare and school options	12.5%	14.3%	28.3%	44.9%
Office or commercial space	11.6%	30.4%	33.1%	24.9%

- 95.8% of respondents indicated that Pedestrian Ease and Safety is either 'Important' or 'Very Important' to improving Uptown. The next most popular responses were Cleanliness (94.3%), Nighttime Safety and Crowd Control (93.1%), Parks and Green Space (86.9%), and Restaurants and Dining (86.7%).
- The answer choices that most consistently were 'Not Important' to respondents were Other (54.4%), Daycare and School Options (44.9%), Amenities for Children (38.4%), Larger Housing Units (28.9%), and Rental Housing (20.5%).

Question 6: To achieve your vision for Uptown, which of the additions or improvements from Question 5 will be the MOST important?



- When asked to select the qualities that are 'Very Important' to improve Uptown in the future were Nighttime Safety and Crowd Control, Pedestrian Ease and safety, and Cleanliness (e.g. trash, dust, sidewalks, graffiti removal), Parks and Green Space, and Restaurants and Dining.
- However, when asked to select **one** improvement, the most popular answers were Nighttime Safety and Crowd Control (19.8%), Pedestrian Ease and Safety (13%), and More Restaurants and Dining (11.6%), Amount of For-Sale Housing (7.2%), Amount of Parking or Access to Parking Lots (5.3%), and Amount of Rental Housing (5.3%).
- Notably, both Amount of For-Sale Housing and Amount of Rental Housing rose the top five when respondents were asked to select only one specific improvement. Additionally, Cleanliness and Parks and Green Space became less of a priority for respondents in Question 6, dropping from one of the top five 'Very Important' improvements to the 11th and 14th most popular improvements.
- The three lowest priority improvements for respondents were Trolley Appearance (0.1%), Trolley Frequency (0.4%), and Amenities for Children (0.9%), indicating these areas may not be top-of-mind for survey participants.

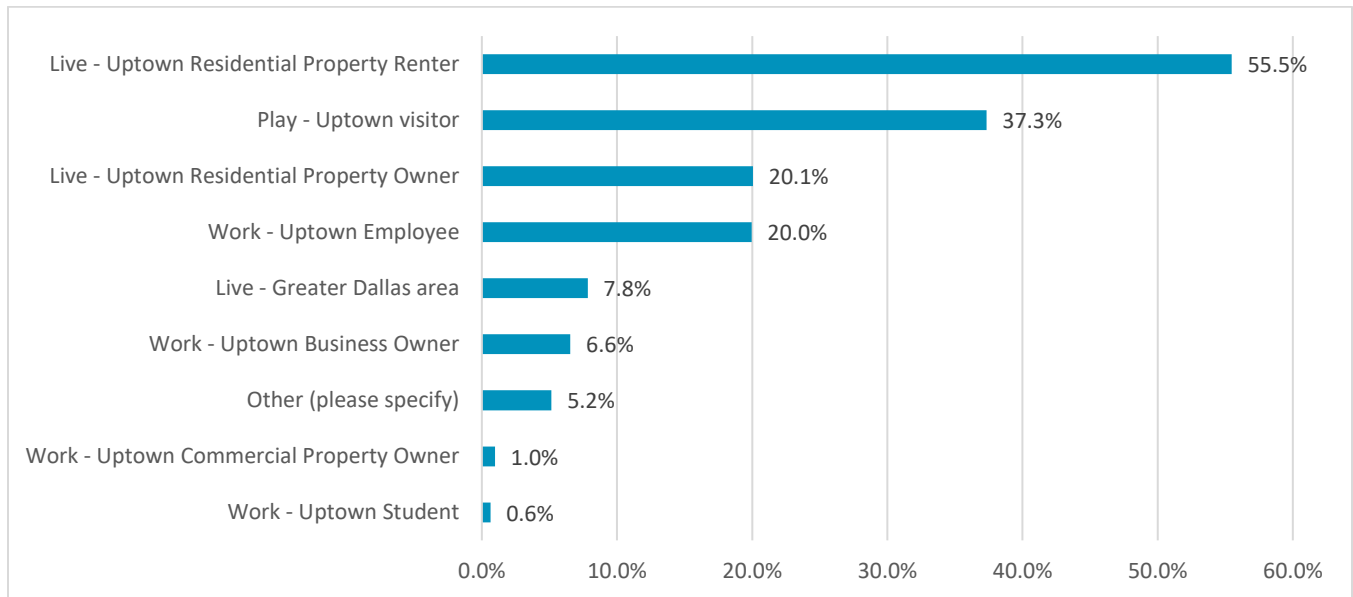
Question 7: Please suggest one specific improvement to enhance Uptown. (Open-ended response)

Responses to this question were varied, and the list below provides answers provided by multiple respondents.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Address overall road conditions, traffic flow, and traffic calming • Improve safety, increase security and police presence in the district • Work toward nighttime crowd control • Improve pedestrian infrastructure • Create standards of design quality for new construction • Improve Signage, lighting and presence of trash cans • Improve existing parking facilities throughout the district, address demand for on-street parking • Incorporate more Parks and public open spaces | <ul style="list-style-type: none"> • Diversify alternative transportation options (transit in the district, car2go, connections to DART, trolley expansion) • Improve amenities for pets, create a new off-leash dog park • Increase rental and owner housing options, including affordable housing • Hold more events in the district • Improve bicycle infrastructure • Cultivate a variety of restaurant, retail and entertainment options in the district • Incorporate amenities for children and families, including schools • Address increasing homeless population |
|--|---|

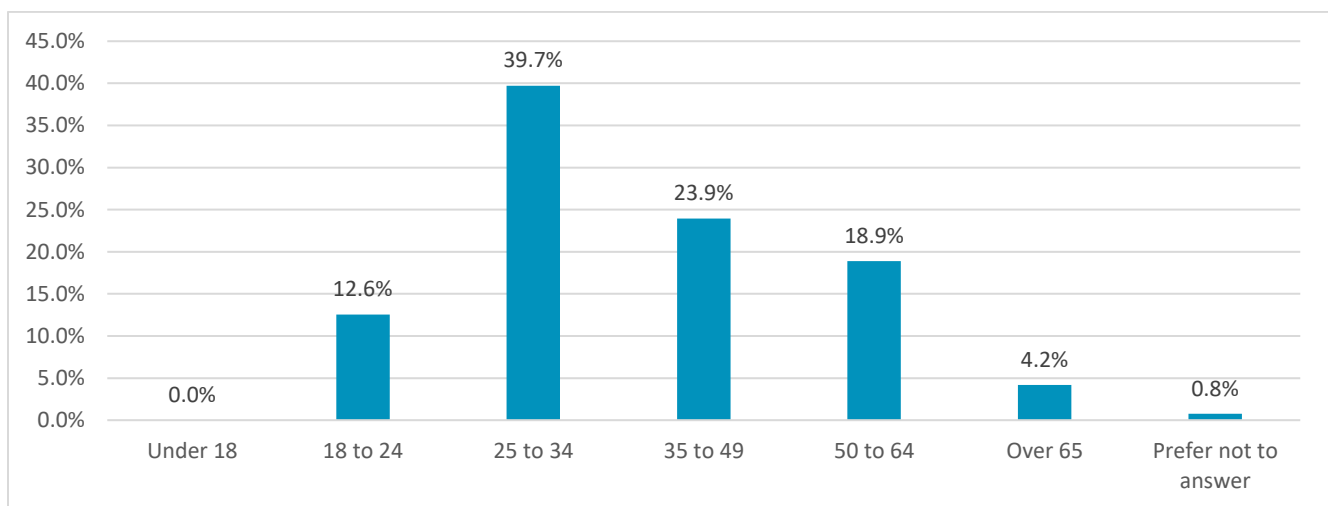
Respondent demographics

Question 8: Do you live, work, or play in Uptown Dallas? (Select all that apply)

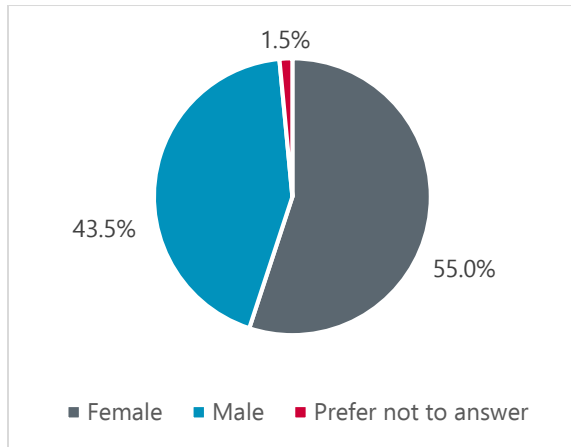


- The majority of survey respondents (75.5%) live in Uptown, either as a residential property owner or renter.
- 28.1% of survey respondents work in Uptown, either as an employee, business owner, student, or commercial property owner.

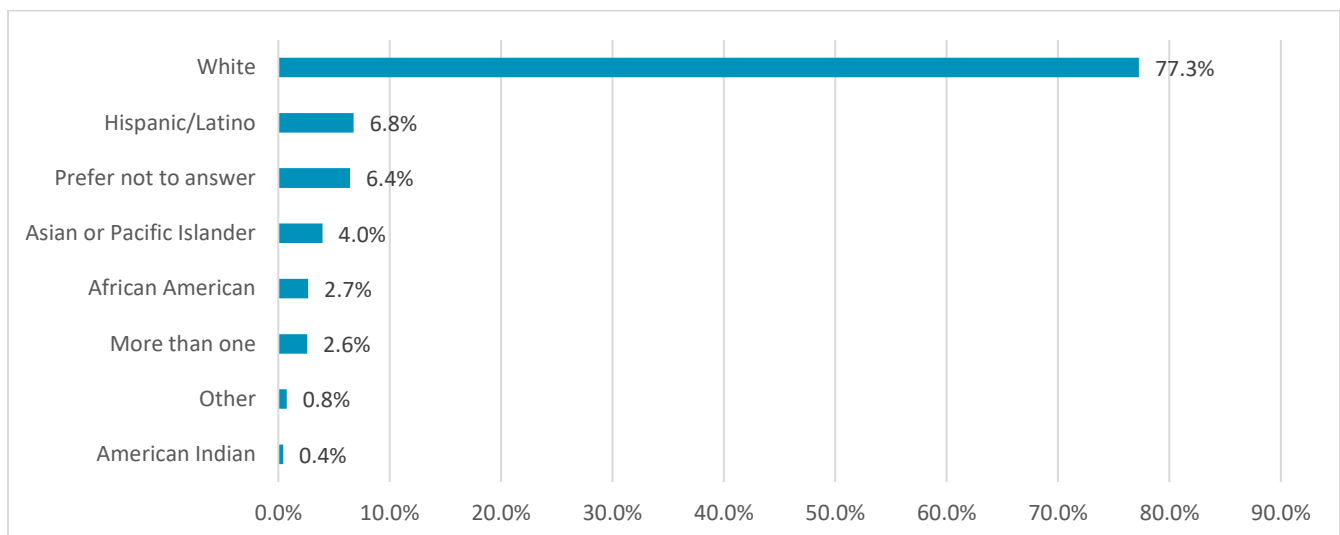
Question 9: What is your age?



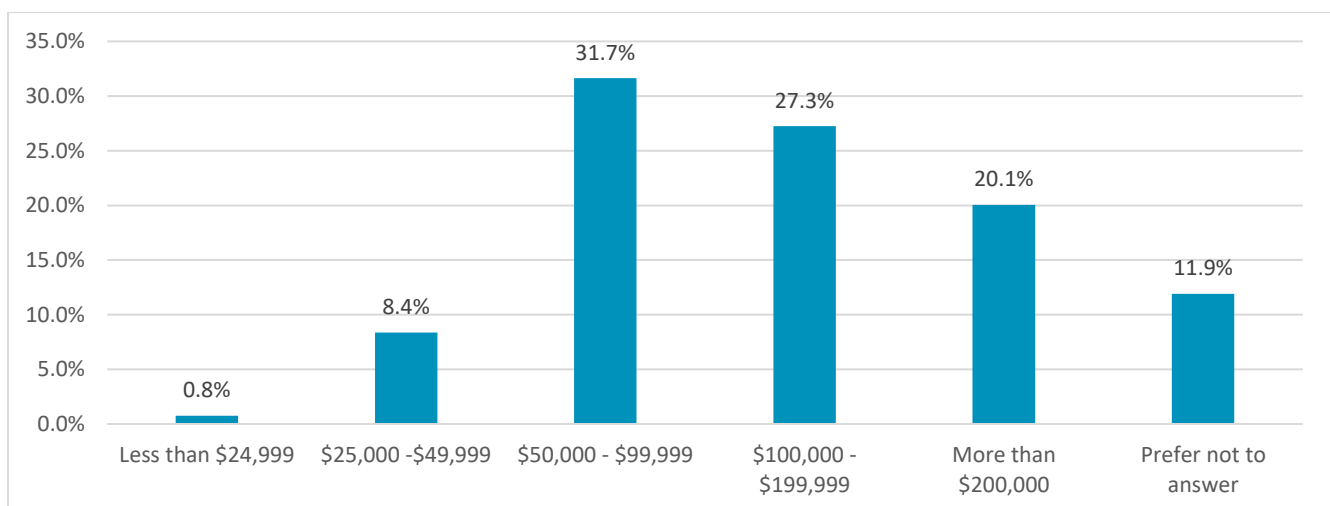
Question 10: What gender best describes you?



Question 11: What is your race/ethnicity?



Question 12: What is your annual household income?



Question 13: Please list the zip code of your primary residence.

Survey respondents represented 104 zip codes, primarily in the greater Dallas area. The common zip codes of survey respondents were 75204 (51.2%), 75201 (16.6%), and 75219 (6.1%).

Question 14: How many of the following were in your household?

Answer Choices	1	2	3	4	5	5+	Percent of Total Respondents
Adults	37.8%	57.5%	2.6%	1.2%	0.4%	0.1%	99.6%
Children	6.1%	4.8%	1.6%	0.2%	0.0%	0.1%	12.9%
Dogs	26.4%	8.9%	0.6%	0.4%	0.1%	0.1%	36.6%
Bikes	15.9%	14.4%	3.6%	1.7%	1.2%	0.5%	37.3%
Cars	34.4%	42.9%	5.4%	1.3%	0.3%	0.2%	84.5%
Off-street parking spaces	18.9%	25.5%	2.5%	1.9%	0.4%	3.3%	52.6%

- 12.9% of respondents have at least one child, 26.6% have at least one dog, 37.3% have at least one bicycle, 84.5% have at least one car, and 52.6% have at least one off-street parking space.
- The majority of survey respondents had two adults in their household, followed by single adult households. Only 4.3% of respondents live in households with more than two adults.
- The average respondents' household size is 1.7 adults.
- 10.9% of respondents had one or two children, while only 2% of respondents had more than 2 children. Of the households that had at least one child, the average number of children is 1.7.
- The average number of dogs per household that had at least one is 1.3, bikes is 1.9, cars is 1.7, and off-street parking spaces is 2.1.

Cross-tabulations

Respondent Interest in Uptown

While survey responses were generally consistent among respondent interest groups, there were a few differences among these groups. Differences are notable in some responses of commercial property owners.

- The qualities that make Uptown desirable selected by respondents who live and work in Uptown were generally consistent, with Dining and Restaurants being the most popular answer choice. The only exception was commercial property owners, the majority of whom chose Safety (66.7%). Residential Property Owners, Business Owners, and Employees selected Safety as the next most important quality after Dining and Restaurants, while Renters chose Desirable Housing.
- Most respondents who live and work in Uptown were most likely to say that there has been 'No Change' in Safety (reality) in the district over the last five years, however Commercial Property Owners were much more likely to select 'Much Worse'.
- When asked to select what one improvement will be most important for Uptown moving forward, Uptown Residential Property Owners, Renters, and Business Owners all chose Nighttime Safety and Crowd Control. Uptown Employees and Commercial Property Owners chose Pedestrian Ease and Safety as the single most important improvement.

- After Nighttime Safety and Crowd Control, Uptown Property Owners and Renters selected Pedestrian Ease and Safety, More Dining and Restaurants, and Amount of For-Sale Housing as the next most important improvements.
- Uptown Business Owners selected Pedestrian Ease and Safety, Amount of For-Sale Housing, and Amount of Rental Housing as the next three most important improvements to Uptown.
- More than 50% of Uptown Residential Property Renters and Employees are under the age of 34, while the majority of Uptown Residential Property Owners, Business Owners, and Commercial Property Owners are over the age of 50.

UDI was particularly interested in determining the differences between respondents who work and live in Uptown. Additional analysis revealed the following minor differences:

- When asked what makes Uptown a desirable place to live, work, or play, both residents and workers selected dining and restaurants and safety as the top two responses. However, the third and fourth most popular response varied between workers and residents; business and resident owners ranked pedestrian friendly third and desirable housing fourth; resident renters selected desirable housing third and pedestrian friendliness fourth; and Uptown employees chose availability of parking third, and pedestrian friendly fourth.
- Uptown workers, both business owners and employees, feel that the general appearance of Uptown is much better than in the last five years, followed by slightly better. Uptown resident's most frequent answer to the same question was slightly better, followed by much better. This likely reflects the differences in sub-districts of Uptown where office uses or homes are clustered.
- When asked what one specific improvement is needed in Uptown in the future, the top responses for all respondent groups were nighttime safety and crowd control, pedestrian ease and safety, and more dining and restaurants. The order of these three priority improvements varied by interest in Uptown, however. All respondent groups selected nighttime safety and crowd control as the most important improvement, except employees, who selected pedestrian ease and safety. For most respondents, pedestrian ease and safety ranked second, but for residential property renters, dining and restaurants was second after nighttime safety and crowd control, with pedestrian ease and safety being the third most important improvement.

Gender

- Overall, there was little difference in the answers of male respondents compared to female respondents.
- Male respondents were slightly older and have higher incomes than female respondents.
- When asked to identify what improvements were most needed in Uptown moving forward, female respondents were more concerned with More Restaurants and Dining and Safety, while male respondents were more concerned with the Amount of Rental Housing and the Amount of Parking or Access to Parking Lots.

Income

- While there were consistencies among all income groups over what qualities make other districts more desirable places to live, work, or play, income groups under \$99,999 were significantly more concerned with job opportunities than income groups over \$100,000.
- When asked to select one improvement to Uptown in the future, respondents with annual household incomes over \$100,000 were significantly more concerned with Pedestrian Ease and Safety than lower income groups. Income groups under \$99,999 were more concerned with the Amount of Rental Housing and Amount Parking or Access to Parking Lots.

- In general, there was a stronger gender split among lower income groups, as respondents with an income of less than \$50,000 were more than 70% female.
- Not Surprisingly, Residential Property Owners and Business Owners in Uptown have a significantly higher annual household income than Residential Property Renters in the district.

Households with At Least One Child

- Overall, the 12.9% of survey respondents with at least one child in their household had comparable input to overall respondents.
- The most important qualities that make Uptown a desirable place to live, work, or play for respondents with children were Safety (37%), Dining and restaurants (33.6%), Desirable Housing (33.6%), Quality of Schools and Childcare (30.3%), and Quality of Parks and Trails (25.2%). Interest in Quality of Schools and Childcare and Parks and Trails was significantly higher among respondents with children than overall survey respondents.
- When asked to select what one specific improvement is most important to improving Uptown in the future, the most popular responses were Pedestrian Ease and Safety (14.1%), Nighttime Safety and Crowd Control (10.8%), More Restaurants and Dining (10.8%), and Daycare and School Options (10.8%). Respondents with children were just 8.7% more concerned with Daycare and School Options and only 4.9% more concerned with improving Amenities for Children than the average of overall respondents.
- Of the 12.9% of total respondents with at least one child, 45.8% of respondents who have at least one child live in Uptown, compared to 52.5% who work in Uptown. Only 0.03% of respondents who live in Uptown have more than two children, and there were no households with more than 4 children that live in Uptown.

Age

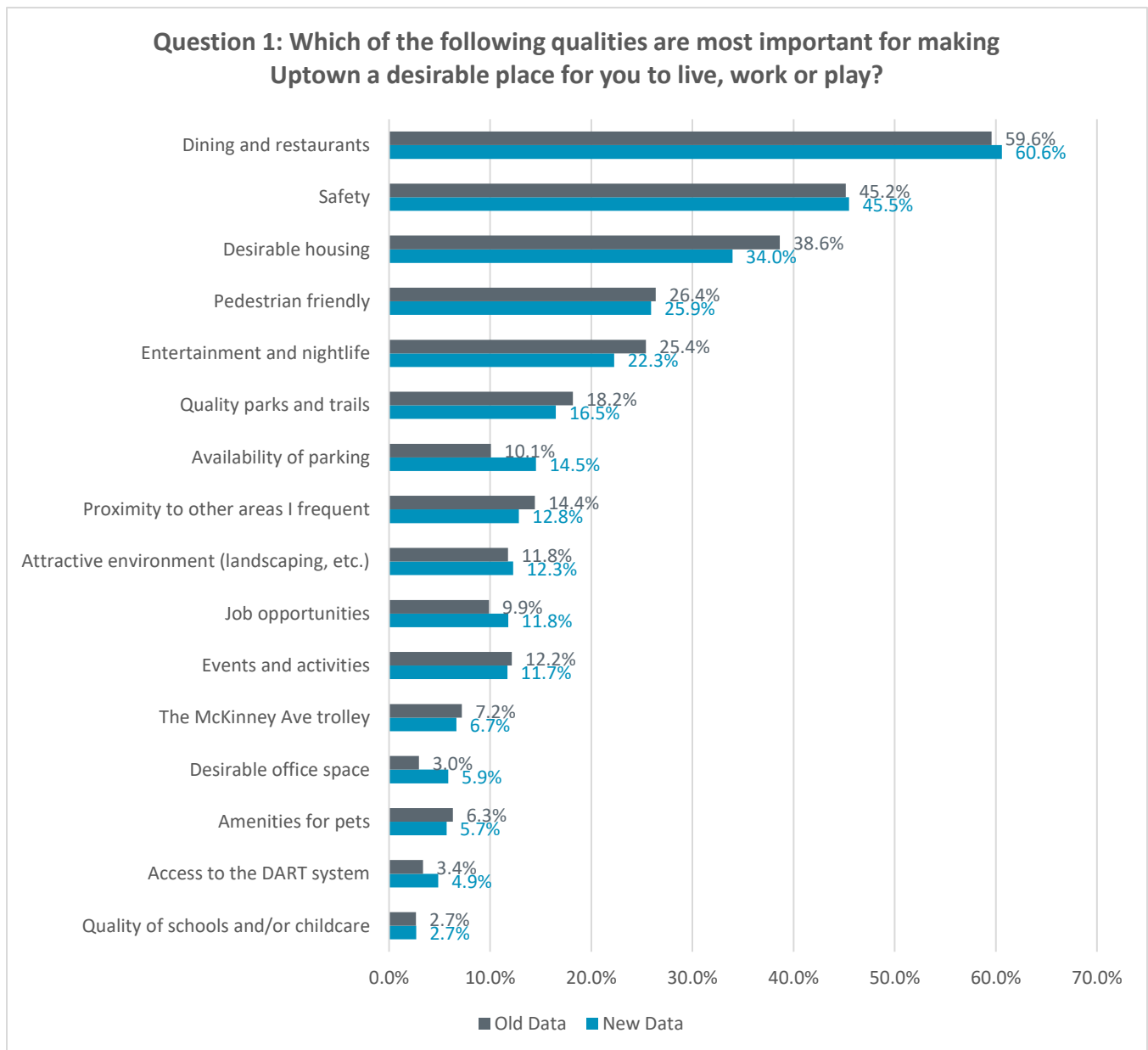
- There were significant differences among survey responses by age group compared to gender or income.
- When asked what qualities make Uptown a desirable place to live, work, or play, respondents under 34 were significantly more concerned with Entertainment and Nightlife and Events and Activities, while respondents over 50 were much more interested in Pedestrian Friendliness, Dining and Restaurants, and the McKinney Avenue Trolley.
- While respondents over the age of 65 were less likely to have children than younger respondents, they were the only group to identify Daycare and School Options and Amenities for Children as 'Important' versus 'Not Important'.
- Respondents over 35 were much more likely to rate Trolley Frequency and Trolley Appearance as either 'Important' or 'Very Important'.
- The majority of respondents under 34 identified Entertainment and Nightlife Uses as 'Very Important' to improving Uptown compared to respondents over 35.
- Respondents under 34 were more likely to identify Rental Housing as either 'Important' or 'Very Important', while respondents over 50 were more likely to select 'Somewhat Important' or 'Not Important'.
- All age groups selected Nighttime Safety and Crowd Control as the single most important improvement needed in Uptown. However, respondents under 34 were more likely to choose More Restaurants and Dining and Amount of Rental Housing as the next most important improvement. In contrast, respondents over 35 were more likely to select Pedestrian Ease and Safety as the next most important improvement.

Respondents under the age 49 are more likely to be Uptown Residential Property Renters, while respondents over 50 are more likely to be Uptown Residential Property Owners.

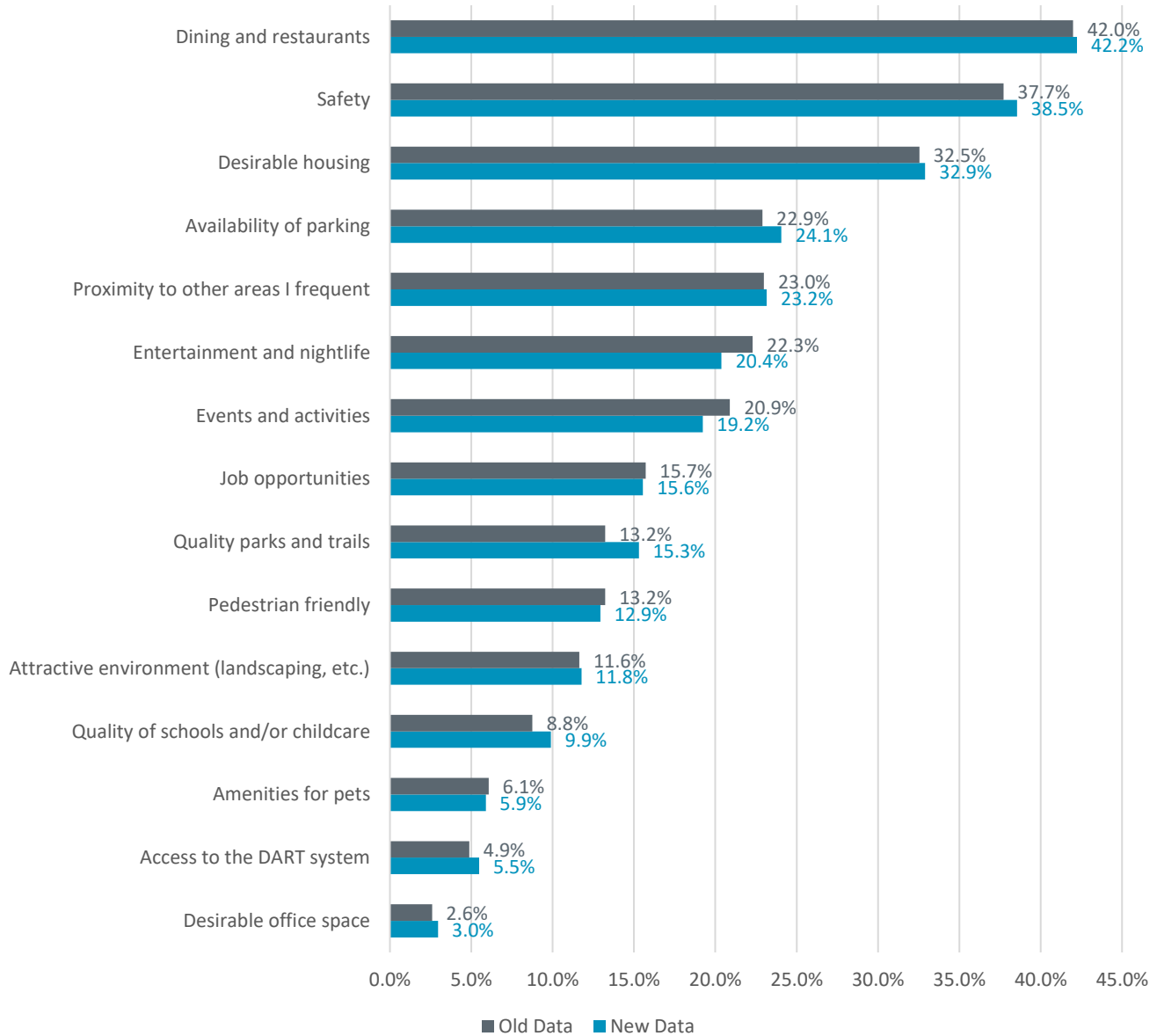
Comparison of Initial and Final Results

After the initial 1,013 survey responses, the survey was reopened to collect additional input from people who work in Uptown. **219 additional responses** were received. Of these, 94.1% of respondents work in Uptown, while 14.6% live in Uptown, and 30.4% respondents identified as Uptown visitors. (Respondents were allowed to select more than one characterization.)

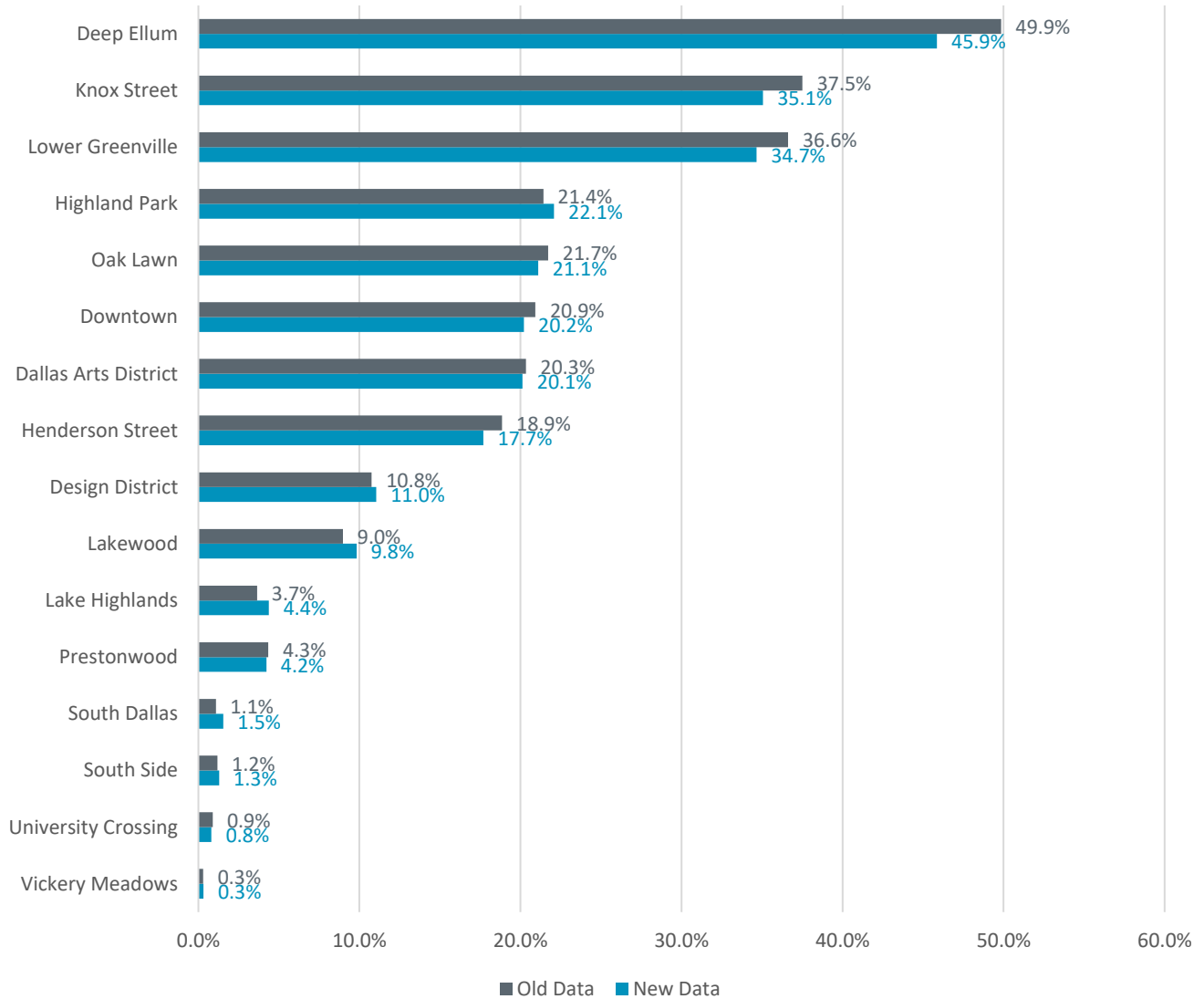
The overall survey results did not change significantly with the addition of these responses. While the numbers did change slightly, overall data trends did not shift, as shown in the comparison charts for Q 1-6 and 8, below.



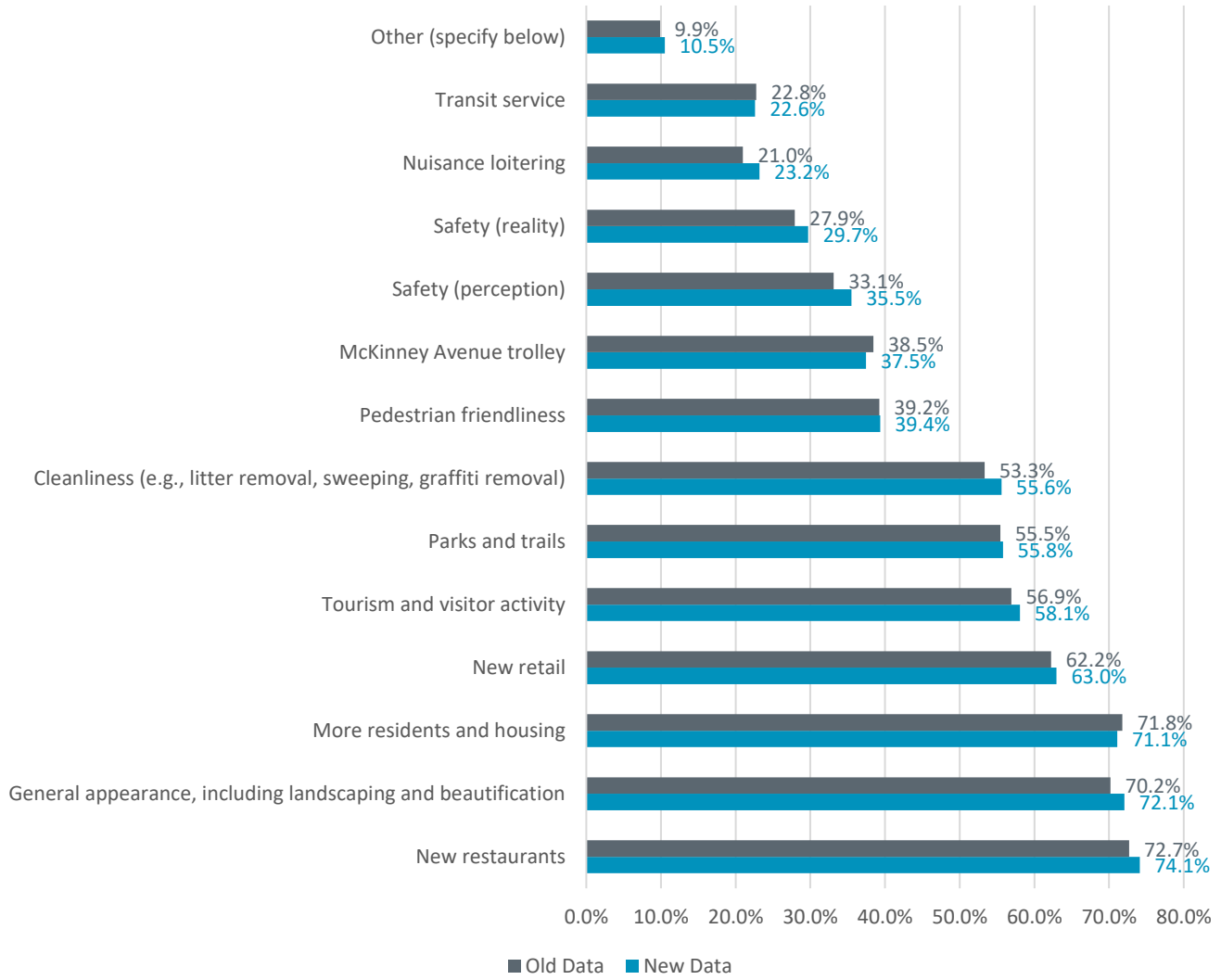
Question 2: When you choose to live, work, or play in other areas, which qualities are most important for making the area more desirable than Uptown?



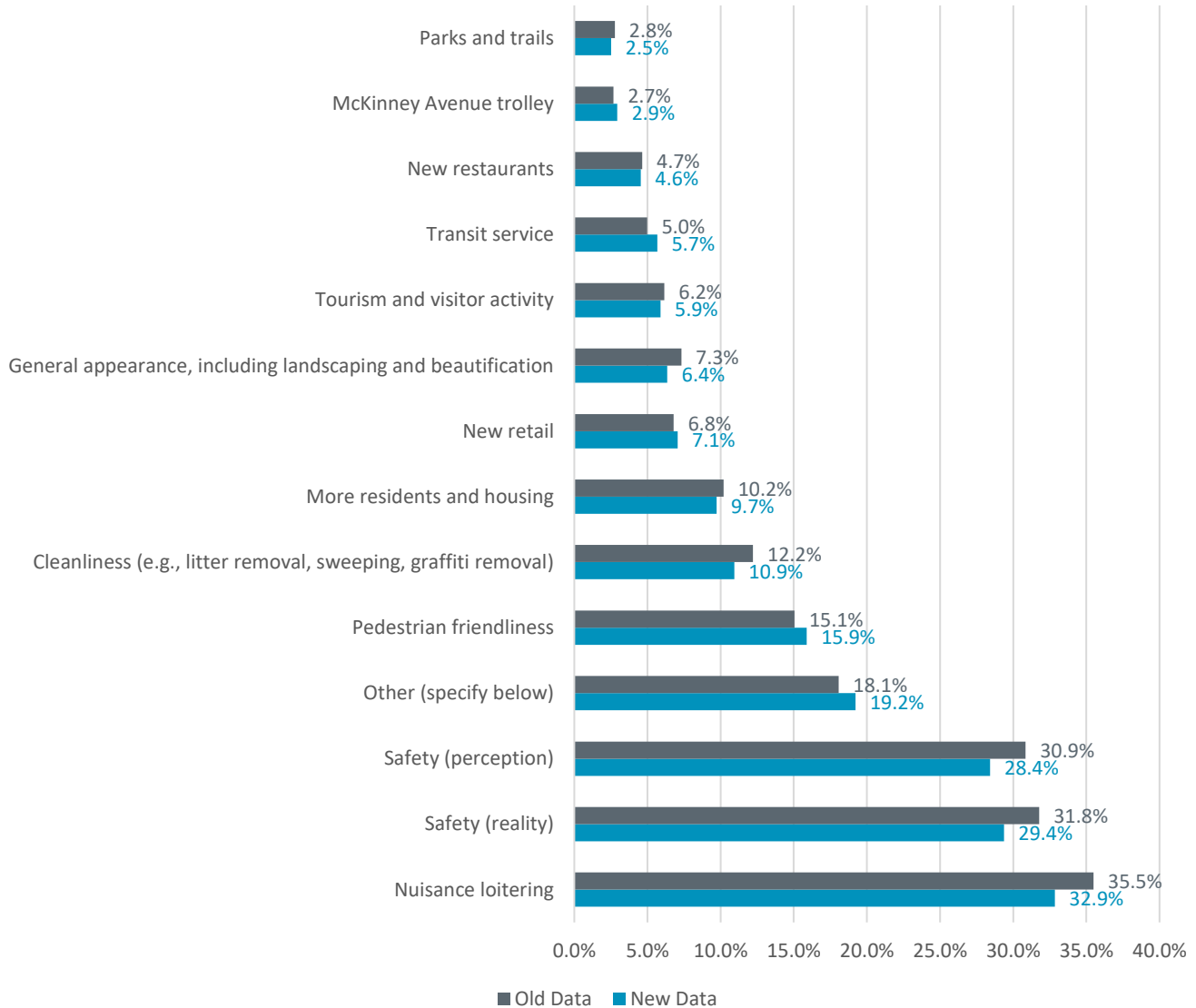
Question 3: When you choose to live, work, or play in other areas, which do you most often frequent?



Question 4: Do you think the following characteristics of Uptown have become better or worse in the past five years: **Much or Slightly Better**



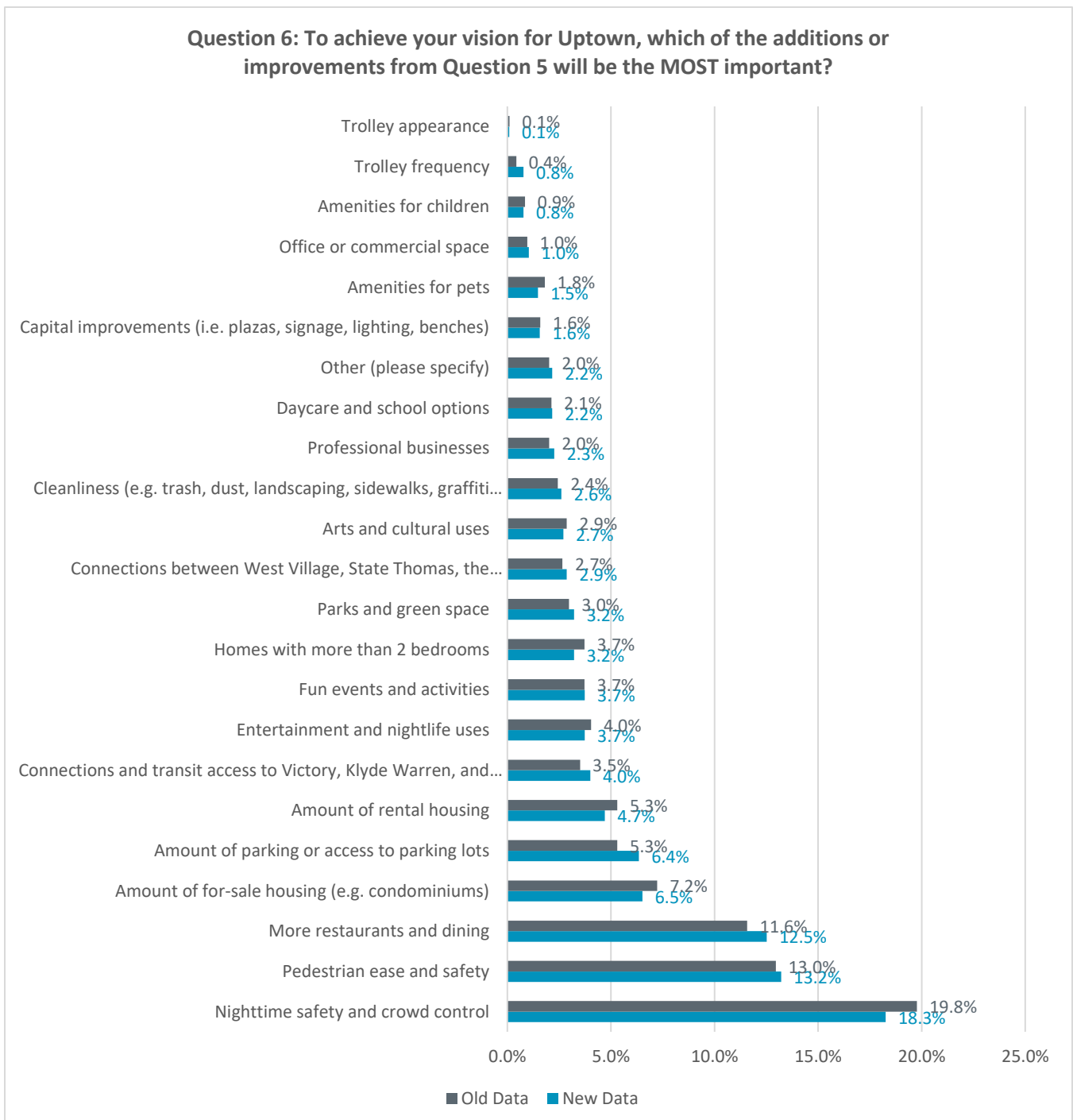
Question 4: Do you think the following characteristics of Uptown have become better or worse in the past five years: **Much or Slightly Worse**



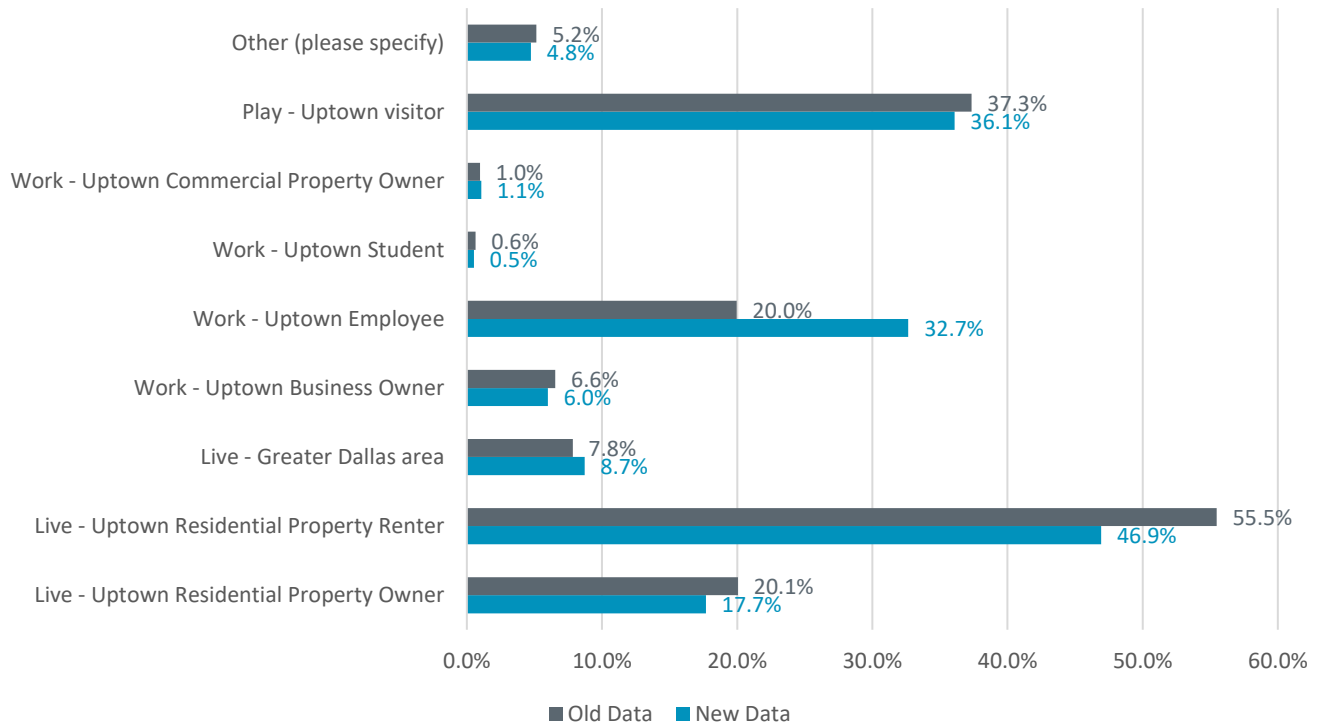
Question 5: Looking to the future, which of the following will be important to add or improve: **Very Important**

	New Data	Old Data
Pedestrian ease and safety	71.3%	71.1%
Nighttime safety and crowd control	70.1%	71.1%
Cleanliness (e.g. trash, dust, sidewalks, graffiti removal)	66.2%	66.5%
Parks and green space	50.0%	51.1%
Restaurants and dining	49.6%	49.0%

Question 5: Looking to the future, which of the following will be important to add or improve: Not Important		
	New Data	Old Data
Daycare and School Options	43.7%	44.9%
Amenities for Children	36.4%	38.4%
Larger Housing Units	29.6%	28.9%
Office or Commercial Space	23.1%	24.9%
Rental Housing	21.0%	20.5%



Question 8: Do you live, work, or play in Uptown Dallas?



APPENDIX 2: SUMMARY OF PAST PLANS

This Strategic Plan update seeks to build on and advance other planning efforts completed by UDI and its committees and contractors. As part of the external environmental assessment, the following plans were reviewed:

Plan Documents:

- 2014 Uptown Dallas Inc. Strategic Plan
- Uptown PID 20-year Public Improvement Plan
- Uptown Public Art Plan
- 2017 Uptown Demographics Report
- Dallas Downtown 360 Plan

The major themes found throughout these planning documents and presentations are that Uptown is a vibrant, urban district with many strengths. Moving forward, these strengths should be leveraged to address the challenges that do exist, while maintaining Uptown's strong market position in the greater Dallas Area.

2014 Uptown Dallas Inc. Strategic Plan

The purpose of Uptown Dallas, Inc. (UDI) is to continue making Uptown the most desirable place to live, work and play in Dallas and to:

- Maintain and enhance public assets through public and private investments
- Support trolley operations and transportation initiatives
- Plan and fund mobility improvements or programs to enhance accessibility, safety and walkability
- Ensure safety and security
- Market and promote a contemporary Uptown
- Build relationships with City Hall and surrounding neighborhoods to ensure coordinated efforts
- Provide additional services and improvements, as needed

The Uptown Dallas, Inc. mission statement is: **To enhance and elevate the vitality and quality of life for all of the Uptown community through activities and a level of public improvements and maintenance that exceeds the norm and impresses residents and visitors.**

The Uptown Dallas, Inc. vision statement is:

A diverse, progressive, and vibrant community that provides one of the most desirable areas to live, work and play in the City of Dallas. Uptown provides a mix of housing opportunities, diverse jobs, eclectic entertainment areas, and access to open space all within a walkable environment that is safe and sustainable.

In order to effectively apply the mission and purpose of UDI, the Strategic Plan outlines four Special Focus Areas (SFA):

- SFA #1 Communication and Marketing (governmental affairs, internal/external marketing, branding, etc.)
- SFA #2 Safety and Security (to include public and private)
- SFA #3 Mobility (to include walkability, complete streets, bike access, connectivity, traffic, parking)
- SFA #4 Urban Design/Neighborhood Development (to include neighborhood design, stability, residency levels, housing types, education, zoning, density and development issues, understanding dynamics of Uptown)

Targeted priorities and strategies for the above-mentioned Special Focus Areas are outlined in the plan as well, covering a

UDI Strategic Plan Tracking Document: Updated January 2017

In addition to identifying priorities and strategies in the 2014 Strategic Plan, UDI has been tracking the success of these initiatives in a Strategic Action Plan Tracking Document. The majority of the action items identified in the Strategic Plan have been completed, or are on-going. There are also a few strategies that were later determined to fall outside of UDI's role as a PID.

Uptown Public Art Plan

During the 2014 Strategic Planning process UDI discerned that at that time, there was no clear connection between Uptown as a neighborhood or district and public art, as an extension of a unique cultural identity. A key recommendation in the Strategic Plan was to create a Public Art Plan, which was implemented in 2016. The Public Art Plan includes four key recommendations, including identifying and leveraging existing cultural assets, integrating public art into citywide art-related initiatives and partnerships, creating a public art presence that is both presently relevant and adaptable to neighborhood change, and developing pilot public art projects or installations with an eye toward creating permanent pieces. The Public Art Plan also outlines actions to achieving these recommendations, and discusses UDI's role in moving public art initiatives forward.

Uptown PID 20-year Public Improvement Plan Presentation

The major goals identified by the 20-year Public Improvement Plan are to maintain Uptown as the premier neighborhood for urban living, re-think the public realm as a safe, attractive place to spend time, rather than just saving time, and to position the streets as a living room and the restaurants as a dining room. The Plan identifies congestion, safety and connectivity as challenges within the District due to density, and offers strategies to mitigate these issues. Recommended strategies include promoting alternative modes of transportation, improving connectivity between alternative modes, reconfiguring key intersections and streets to improve efficiency and safety, and utilizing urban design elements such bulb-outs, medians, and bike lanes to calm traffic. The Public Improvement Plan also highlights specific short and long term project examples, such as the Cedar Springs Pedestrian Refuge and Bulb-Outs, the Lemmon Bike Lanes, the McKinney Avenue Traffic Plan, and the Howell Chicane Street and Shared Space.

2017 Uptown Dallas Inc. Demographic / Economic Study

The 2017 Demographic/Economic Study provides an up-to-date account of the demographic and economic composition of the Uptown district. The Study also provides a brief history of the UDI organization and the district. Key highlights from the Study include:

- Uptown has a residential population of 18,444, and a daytime population of 30,000. Residential population has increased by 66% since 2010.
- The largest age group in Uptown is 25-34.
- The 2017 median household income is \$89,028
- Total housing units have increased by 30% since 2010.
- Land value in Uptown has increased by 15% since 2016.
- There are 715 hotel rooms in Uptown.
- Between 1995 and 2017 property tax value has increased from \$525 million to \$5.5 billion.

- Since 2017, UDI's total value has increased significantly more than the Central Business District.

Downtown Dallas 360 Plan

The Downtown Dallas 360 Plan is a strategic plan for the greater Downtown Area, and is intended to create a clear vision and implementable actions for the area moving forward. The core strategies in the Plan for the Downtown Dallas area as a whole are advance urban mobility, build complete neighborhoods, and promote great placemaking. Within each of these strategies, there are a number of sub-strategies related to housing, parks and public space, services, retail, education, transportation, connectivity, transit, pedestrian and bicycle connectivity and infrastructure, freeway reconstruction opportunities, parking, urban design, public realm improvements and activation, green infrastructure, and technology. Many of the ideas captured in the strategies and sub-strategies are applicable to Uptown on a broad scale.

In addition to overall strategies for the Downtown Area, the Plan contains several recommendations that are directly applicable to Uptown. Specific corridor improvements are recommended for Harwood and Field Streets, which connect Uptown to the surrounding neighborhoods. Recommendations for both streets include traffic calming measures such as expanding sidewalks, adding parking, creating a median, and improving crosswalk conditions. While the Plan has a chapter on Catalytic Development Areas, none of the identified priority areas are located in Uptown. Additionally, in the Implementation chapter of the Plan, there are no specific actions outlined that are UDI's responsibility to initiate.

APPENDIX 3: PEER PRACTICES RESEARCH

P.U.M.A. conducted best practices research on several issues that are current challenges in Uptown; nightlife management, rideshare management, and docked vs. dock-less bikeshare. The research sought to identify strategies that other Districts with similar challenges have used that UDI could potentially tailor to use in Uptown. PID or BID management organizations that were studied include the Downtown Austin Alliance, the Downtown Sacramento Partnership, the Pittsburgh Downtown Partnership, and the Downtown Stockton Alliance. Key findings from this best practice research are provided below.

Diversified Board of Directors

A number of methods can be used to intentionally diversify the board and committees Peer organizations have utilized the following tactics to gain variety in interests, age groups, gender, racial and ethnic diversity on their boards:

- Organization staff can work to spread responsibility around to new board members, and can intentionally create board and committee meeting agendas that will be engaging to both new and established board members.
- Requiring that the executive committee of the board be comprised of half new board members (e.g. 0-3 years on the board), and half experienced board members (e.g. 3+ years).
- Creating temporary committees with clear goals and tasks can engage a rotating variety of board members (e.g. establishing a short-term Hospitality Committee to address challenges in the district).
- Engaging non-property owners or renters by allowing individuals to pay a nominal fee to join the organization as affiliate members. These members can then apply to be on an affiliate board or committee, which has distinct responsibilities from the overall board.
- Actively seeking representatives on the board from companies or organizations located within the district that have previously not been engaged by the organization.

Another strategy used by district management organizations is to define criteria for Board members and if an existing member cannot consistently meet the expected level of involvement, allow them appoint someone from their organization that can. The International Downtown Association models with the following criteria for their Board members as follows:

- Is a member/will become a member in good standing with IDA
- Attends board meetings either in person or via conference call
- Attends the Board Retreat
- Attends two other IDA conferences
- Volunteers for two Board committees
- Reads the IDA bylaws
- Reviews the entire IDA website annually
- Serves on one Advisory Panel when requested
- Secures at least two new IDA members annually
- Secures at least \$5,000 annually in sponsorship revenue
- Attends the orientation at Annual Conference
- Mentors and/or introduces first timers and new members to others at the Welcome Reception and throughout the Annual Conference
- Agrees to accept calls and solicitations from IDA sponsors throughout the year

- Makes recommendations and even helps sell sponsorships or exhibit booths
- Sends interesting downtown news/trends to IDA staff as fodder for program topics
- Responds to surveys in a timely manner
- Is among the earliest to register for events
- Shares information about IDA with other professionals interested in downtowns
- Involves their staff or volunteers in IDA
- Contacts elected officials when requested

Engaging the Next Generation of Leadership

Peer districts have utilized the following tactics to engage the next generation of leadership:

- Organizing events targeted at young professionals within the district.
- Creating an Emerging Leaders committee or group either separate from, or within the organization's board.

Links to exemplary examples of emerging leader groups within district or downtown management organizations include:

- Downtown Cleveland Alliance: City Advocate program
<http://www.downtowncleveland.com/get-involved/become-a-city-advocate>
- Downtown Denver Partnership: Downtown Denver Leadership Program
<http://www.downtowndenver.com/membership/civic-leadership/downtown-denver-leadership-program/>
- Downtown Houston Alliance: Emerging Leaders
<https://www.downtownhouston.org/news/article/emerging-leaders/>

Nightlife Management

Nightlife management is a major concern in many vibrant urban districts, and many peer organizations have tried and refined strategies over time that UDI can draw upon. The information here synthesizes this best practice research completed by P.U.M.A. specifically for Uptown, as well as information from the Responsible Hospitality Institute, a leading consultancy in managing nightlife issues. Strategies that were successful in mitigating nightlife-related challenges in other districts include:

- Creating targeted, small block radiuses, or sub-districts within the larger district;
- Establishing a closing procedure for establishments within the larger district, or sub-districts;
- Understanding the monetary value of nightlife within the district;
- Creating Entertainment Permits, or E-permits;
- Establishing a police cooperative to address nightlife challenges;
- Mitigating loitering in parking garages by holding property owners accountable;
- Creating a Nightlife Manager or Coordinator position at the city level
- Implementing a new business assessment on late-night businesses
- Modifying or enforcing an existing noise ordinance
- Creating an additional hospitality taxing district

Sub-Districts - Sacramento

To do this, an organization can create an overlay map with the capacities of establishments within the district and where people are coming from and going to, in order to understand the existing pattern of nightlife use. The organization could then target smaller geographic areas within the district that have the most need for police or security guard presence, rather than spreading personnel thin throughout the entire district. IN essence, creating a sub-district is not a management strategy in itself, but rather a way to create a specialized management unit and funding stream to tackle the problem where it resides, and reduce the burden on the larger district management organization and rate payers that are not immediately affected. However, the sub-district must then deploy other strategies.

Closing Procedures - Sacramento

Working with the city, an organization can coordinate and enforce staggered closing times of the establishments within different sub-districts or the larger district. Even spreading out closing times by five to ten minutes can make a large difference with crowd control. Additionally, creating a closing procedure for bars, with measures such as playing light, happy music, and gradually turning music volume down as closing time approaches, have been shown to be effective as well.

Monetary Value of Nightlife - Sacramento

An organization can hire a consultant to study the monetary value of nightlife and the economic impacts it has on the district. The study should examine factors such as the total value of the entertainment and nightlife industry and the number of jobs that exist because of the nightlife establishments, and is then able to determine that the nightlife industry has or does not have a significant economic value to the district. The organization could then utilize this information to leverage resources, such as lighting improvements and additional police presence, at the city level.

Nightlife Manager or Coordinator position - Pittsburgh

The creation of a Nighttime Hospitality/Economy Coordinator at the city level can be instrumental in creating a two-way dialogue between the city and districts experiencing nightlife challenges. The Coordinator acts as a liaison between Downtown organizations, City departments, and business owners, and empowers organizations to have a voice within city-level interventions in the hospitality industry. Additionally, because they are city staff person, the Coordinator has the perceived authority to convene multiple parties around nightlife issues, and recommend solutions.

Police Cooperative - Sacramento

Another successful initiative utilized by an organization is the creation of a police officer cooperative. On Friday and Saturday evenings, there could be two to three radio networks between police personnel and establishments. The establishments pay for the radios, and police officers are on foot patrolling the specified areas. An incentive for restaurants or bars to opt into this program could be that they can have one less security professional at the actual establishment, thus lowering personnel costs. A sample cost for this program is \$160 per weekend, and this fee would be used to pay the extra police officers. The Police Department could also dedicate an Entertainment-team division, who do nothing but patrol problem areas Tuesday-Saturday. This is the only group within the Police Department that would be able to walk into restaurants or bars without first receiving a call.

In addition to adding police personnel on foot in problem areas, another benefit of this program could be the face-to-face interaction between police officers, the organization, and establishment owners. The police cooperative

could initiate a quarterly meeting between security guard personnel, the City, the organization, the Police Department, the Fire Department, and bar owners and operators. Topics discussed at these meetings could include various trainings, plans for emergencies, and a walk through of interaction with Police Officers. These meetings could be very successful at elevating the conversation about nightlife between various stakeholders within the district.

Holding Property Owners Accountable - Sacramento

Another key strategy that can be used to manage nightlife in a district is to hold property owners responsible for issues that occur in parking garages or lots in the late night hours. The police department can cite liability as a method to persuade property owners to close unused or underused structures at night, in order to move people in to more monitored spaces. Additionally, the presence of an overtime Police Officer patrolling parking garages that are used during the times when nightlife is problematic has proven to be beneficial. Organizations can also retain a community prosecutor on their payroll to ensure enforcement of these various initiatives related to nightlife challenges.

New Business Assessments - Stockton

In order to create funding for specialized services, the city can create a new business assessment on late-night businesses. An example of a specialized service is developing a training module through the police department for all security personnel within the district, including private interior security, operators, hospitality guides or ambassadors, and private district security patrols.

Entertainment Permits – Sacramento

An organization could advocate at the City level for the implementation of a policy requiring establishments with entertainment, such as live music, DJs, or events, to obtain a two-year entertainment permit. The permitting process could include venue compliance inspections for state and city building codes, fire, plumbing, electrical codes, and zoning regulations. Establishments with ongoing entertainment would then need to acquire the two-year permit, while one-time events would only require a single special entertainment permit.

Several major cities have entertainment permit policies, including Sacramento, Seattle, and San Francisco. While entertainment permits may expire every two years, establishments with good standing could get an automatic two-year extension. This process allows for responsible bar and restaurant owners to be rewarded, while penalizing irresponsible establishment owners. For renewal of the permit, there could be a ranking system with clear cut parameters including clean-up after hours, which are designed to hold establishments accountable, shifting some of this responsibility off of the organization. Within the entertainment permitting process, the city could also establish requirements for the e-permit holders, such as scanning in patrons to track capacity, and creating baseline personnel requirements.

Noise Ordinances - Pittsburgh

Modifying a noise ordinance or enforcing an existing noise ordinance can be used to mitigate nuisance loitering associated with nightlife in public spaces. For example, making it easier for police to enforce the noise ordinance between the hours of 10 p.m. and 7 p.m. can help resolve these issues, particularly in residential areas.

Hospitality Taxing District - Austin

Creating an additional Business Improvement District that solely applies to hospitality establishments, for example restaurants, and all other businesses that sell prepared food, bars, nightclubs, personal care and retail businesses, can generate additional funds for resources such as trash clean-up and extra police officer presence. This additional revenue could also be used to fund streetscape improvements, placemaking, and marketing for the hospitality establishments.

Rideshare Management Practices

As rideshare has become an increasingly popular way for people traveling to and from nightlife destinations in Districts with bars, restaurants, or venues, the above-mentioned organizations have worked to address congestion related to rideshare pick-up and drop-off through the several initiatives. Creating forced queuing areas or designated rideshare pick-up and drop-off locations has been the most common approach to alleviating congestion related to rideshare. These pick-up and drop off areas should be easy to find for patrons, and should also be well-lit, safe, and as far away from residential properties as possible. Cities such as San Francisco, Washington D.C. and Fort Lauderdale have also converted existing selected street parking spaces into rideshare pick-up and drop-off areas.

Another approach to mitigating vehicular congestion in areas with nightlife establishments is closing thoroughfares that experience the worst congestion during nightlife hours or on weekends. This tactic can effectively push rideshare pick-up and drop-off to side streets, alleviating some congestion. However, closing streets in areas with an abundance of nightlife establishments can be problematic, as nuisance loitering and accumulation of trash and waste may occur.

Dockless vs. Dock-Dependent Bikeshare

The first bike share company debuted in Dallas in August 2017. The bikeshare companies that have emerged in Dallas are all dock-less, an increasingly popular format both around the country, and around the world. Conventional bikeshare programs in other cities have systems that are commonly governed by a public-private partnership between the city and a private entity. These bikeshare programs consist of bikes that can be rented by anyone, but have to be borrowed from and returned to a docking station. The dock-less bikeshare model is run by private companies, five of which have so far debuted bikes in Dallas. The below table summarizes pros and cons of the traditional dock-dependent bikeshare model compared to the emerging dock-less version.

	Dock-Dependent Bikeshare	Dock-less Bikeshare
Pros	Public-private partnerships have been successfully running these programs at little to no cost to taxpayers	No cost to taxpayers, privately owned and managed
	Bikes and stations have a relatively long life cycle	Has potential for wider geographic coverage, is less concentrated
	Strategic placement of stations can improve diversity and equity among riders	Lower cost to implement due to less necessary infrastructure
	Riders can plan ahead based on the location of stations	Removes the necessity to 'rebalance' the fleet of bikes 1-2 times per day

Cons	High cost of bikes and necessary docks	More difficult to regulate since they are privately owned
	System coverage is often inconsistent and concentrated in small area(s) of a city	Can impede on the public realm and private (sidewalks, crosswalks, streets, parking lots, residences etc.)
	Dock stations are unusable if empty or full	Requires the use of a debit or credit card, or a smart phone. This can create a barrier to equity.
		Cheaper bikes which, if quality is lower, could result in maintenance and safety issues
		Bikes may not be picked up in areas with adequate infrastructure to safely accommodate bike travel

APPENDIX 4: SAMPLE CITY BASE LEVEL SERVICE AGREEMENTS



Office of the City Manager

November 22, 2011

Chuck Hammers
Chair, Downtown San Jose
Property Owners Association

Scott Knies
Executive Director
San Jose Downtown Association

Subject: City of San Jose and Downtown San Jose Property Owners Association Partnership

Dear Chuck and Scott:

Let me begin by acknowledging the outstanding efforts of the Downtown San Jose Property Owners Association in helping Downtown become a cleaner and more attractive place for people to live, work, visit and enjoy. In particular your leadership, and that of the Board of Directors, has resulted in a successful initial term for the Downtown Property Based Improvement District.

The primary purpose of this letter is to confirm the City's continued commitment to the partnership with the Downtown San Jose Property Owners Association for the Property Based Improvement District as we jointly embark upon the renewal process for a second 10-year term.

As you know, Downtown San Jose is a distinctive and special area of the City, where in the past, higher levels of maintenance and cleaning services were provided by the City compared to other areas of the City. The concentration of employment, special events, and regular entertainment activity in Downtown justified the level of service. Unfortunately, ongoing citywide funding shortfalls required service reductions in years past. Fortunately however, through the formation of the PBID, and continued baseline contributions by the City, service levels have been sustained and improved related to cleaning and maintenance, and the ambassador and beautification activities have resulted in significant improvements to the Downtown.

As evidence of the City's commitment, the City continues to be the largest contributor to the District investing over \$700,000 annually of the approximate \$2.3 million budget for Downtown cleaning, maintenance, beautification and ambassador services, even as we experience significant fiscal stress and reductions in many City service areas. The City has remained committed to the partnership and investment in the PBID because of the leverage it creates and the results it produces for the Downtown and the City.

Looking forward, it is my intent to support the 10-year renewal of the PBID in 2012. My staff has kept me apprised of the renewal planning efforts that have been underway throughout 2011, including the preliminary District Management Plan work that is expected to be finalized in early 2012. It remains my intent to recommend to the City



Council that the City continue to partner with the Downtown San Jose Property Owners Association in terms of funding and providing baseline services on an annual basis to leverage the enhanced services funded through special assessments of property owners within the District boundaries. Consistent with that intent, the City's most recent 5-Year General Fund Forecast includes funding projections to meet the baseline services contribution. In terms of planning for renewal, you can anticipate that I will continue to recommend baseline funding and/or services as follows:

- Approximately \$365,000 in annual baseline funding contributions for sidewalk area trash pick up and portering, cleaning, and power washing, typically weekdays in the transit mall, repertory plaza, SoFA and San Pedro Square areas.
- Public litter can (PLC) servicing of approximately 200 cans in the District generally outside of the transit mall and repertory plaza, and typically from 1 to 6 days per week depending upon need (approximately 760 pickups per week) and PLC maintenance (cleaning, painting, replacement) as needed.
- Street sweeping twice per week throughout the District.

The City, the Redevelopment Agency, private businesses, and non-profit agencies have experienced significant economic stress in recent years. In light of the challenges, all of the partners have contributed to the District to help make it a bright spot amongst many difficult issues faced in the City and in Downtown. My hope and expectation is that will continue over the next 10 years starting with a successful renewal in 2012. It is important to recognize though, the City continues to face serious fiscal challenges, and although it is my intent to recommend continued contributions to the District at similar levels as during the initial term, if more serious fiscal deterioration occurs, it may become necessary to recommend reductions in baseline contributions and/or assessment rates. If that does become a necessary course of action, we understand that the Property Owners Association would need to consider commensurate reductions in assessments and augmented service levels by the District and the non-City partners.

It continues to be my pleasure to support all the efforts that you, my staff, and others have made to improve the cleanliness and attractiveness of Downtown San Jose and I look forward to a successful renewal of the PBID in 2012. If you have any questions or feedback please feel free to contact me at 535-8100 or Jim Ortbal at 535-3845.

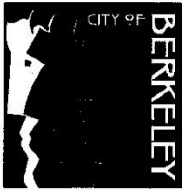
Sincerely,



Debra Figone
City Manager

C: Mayor and City Council

Hans Larsen
Kim Welsh
Richard Keit
Jim Ortbal



Office of the City Manager

October 15, 2015

Mr. John Caner
CEO
Downtown Berkeley Association
2230 Shattuck Avenue # C
Berkeley, CA 94704

Dear Mr. Caner:

The City of Berkeley is supportive of Downtown Berkeley Association (DBA)'s work to reestablish the Property-Based Business Improvement District (PBID) in the Downtown area. We understand that the PBID would continue to increase the resources available for Downtown revitalization and build the capacity of the DBA/City partnership in promoting a safe, clean and economically vital Downtown.

The City has historically provided a set of base level services in the Downtown area, as outlined in the attached document. Each relevant City department and division was asked to describe their services and staff is committed to continuing to deliver these services in a consistent and professional way into the future subject to funding availability.

As the economy continues to fluctuate there may be times when monetary constraints cause the City to reduce budgets affecting base level services. Nevertheless, any reductions would be mindful of our stated goals to enhance economic development in the Downtown.

If you have any questions, please feel free to contact me or Michael Caplan for further discussion or clarification.

Best wishes in your PBID reestablishment efforts.

Sincerely,

A handwritten signature in black ink, appearing to read "Dee Williams-Ridley".

Dee Williams-Ridley
Interim City Manager

Enclosure: City of Berkeley Base Level Services in the Proposed PBID Area

cc: Gil Dong, Interim Deputy City Manager
Michael Caplan, Economic Development Manager

2180 Milvia Street, Berkeley, CA 94704 Tel: 510.981.7000 TDD: 510.981.6903 Fax: 510.981.7099
E-Mail: manager@CityofBerkeley.info

City Of Berkeley Baseline Services in the Downtown Property-Based Business Improvement District Area

The Downtown Baseline Services listed below are provided by the Department of Public Works, the Police Department, the Department of Parks, Recreation and Waterfront, the Office of Economic Development, the Department of Health Housing and Community Services, the City Manager's Code Enforcement Division. Please note that the funding for a portions of a few of these services come through non-City grant sources and may be subject to budget pressures outside of City control.

Department of Public Works

The DPW provides the following services within the Downtown PBID boundaries:

Sidewalk Pressure Washing: Staff pressure washes five days per week within the following areas: University between MLK and Oxford; Shattuck between University and Bancroft Way. (Pressure washing for health and safety concerns).

Street Mechanical Sweeping: Staff mechanically sweeps five nights per week in the following Downtown areas: University, Shattuck, Addison, Center, Allston Way, Oxford, Milvia and MLK.

Public Trash Receptacle Maintenance: Public Trash receptacles are emptied daily. Repair of trash receptacles are scheduled as needed and generally within two weeks.

Street and Traffic Signal Maintenance: Street lights are re-lamped or replaced as needed. Traffic signals undergo annual inspection and are repaired and maintained as needed.

Sidewalk Sweeping: Staff is assigned to sweep 3 days per week between 6:00 AM and 9:30AM on Shattuck between Hearst and Dwight Way; University between Martin Luther King Jr. way and Oxford and Allston Way between Milvia and Shattuck; Center between Milvia and Center and Addison between Milvia and Shattuck.

Additional Sidewalk Sweeping or pressure washing: Staff is assigned to sweep or wash as scheduled as overtime funding becomes available for special events, holiday fairs and football games.

Public Graffiti Removal: Public areas are scheduled for weekly graffiti removal once per week performed by Youth-works staff under the immediate direction of PW staff. The use of Youth-works staff is a cost effective resource for this program. Graffiti on Public property service requests are generally responded to within seven (7) working days

Curb Painting and Sign Maintenance: Maintenance of curb and street markings is scheduled for renewal every eighteen (18) months or as needed when markings are no longer legible. Public traffic, warning or informational signs are scheduled for repair or replacement as needed. Service calls of this nature are generally handled within two weeks.

Hand-sweeping (Boss Services): BOSS sweeping services are scheduled Sunday through Saturday for 70hrs.

Illegal Dumping and Unattended Property Removal: Illegal dumping within the public-right of way is handled in two basic ways either Public Works staff removes the dumping or the responsible party is located and the responsible party removes it. Public works is generally able to remove illegally dumped items within three business days.

Parking Services: Parking garages and maintenance of metered areas.

Kiosk Maintenance: City of Berkeley Kiosk located at the Downtown Berkeley Bart station is maintained by the Public Works Department. Examples of this maintenance include graffiti removal and structural repairs.

Storm System Maintenance: Semi-annual cleaning of storm systems in commercial areas.

Sewer Maintenance: Sewer Maintenance 24 hour service.

Protest or Demonstration Assistance: At the request of BPD PW staff assists with traffic and pedestrian control for protest demonstrations and emergency board-ups.

Commercial Business Emergency Board-ups: PW staff performs emergency board-ups when a property has been vandalized to the point the security to the business is breached. Request for this service is directed at the request of BPD.

Berkeley Police Department

Bicycle Officers: Two (2) Bicycle Patrol Officers cover the Downtown area, in addition to North Shattuck and University Ave. Bicycle Officer coverage is Monday thru Friday from the late morning until the evening. Bicycle Officers work as a team even though they patrol different assigned areas, so additional team members are often brought into the Downtown to work on special enforcement problems or projects.

Beat Officers: Four (4) beat officers in vehicles patrol various parts of the Downtown 24 hours per day, 7 days per week.

Department of Parks, Recreation and Waterfront

Within Downtown PBID boundaries the Parks Division maintains at least 845 trees, Civic Center Park, the Old City Hall landscape, and all the traffic medians and planters. They provide the following specific services:

Landscape Maintenance Gardener Unit: They abate graffiti once a week; mow, edge, and trim twice a month and abate weeds three times a year; remove unattended property; communicate directly with the public and support special events; plant and prune selectively about four times a year; remove litter from Civic Center Park daily; open the restroom on weekends and holidays and monitor use daily; and remove litter from the medians and planters twice a month.

Urban Forestry Unit: Their job is to respond to emergency calls, prune roots, monitor tree wells, plant, prune and remove trees. The trees in the BID area are serviced as needed.

Building and Facilities Maintenance Unit: They maintain the benches and hard surfaces in Civic Center Park. They also maintain tree grates, irrigation, remove graffiti and repair damage resulting from vandalism in the park and the medians.

Office of Economic Development

The Office of Economic Development provides a range of services to Downtown businesses, property owners and potential investors. OED staff provides permit assistance, site location assistance, marketing assistance and access to economic data. OED staff also work closely with the Downtown Berkeley Association and provide staffing support for the Downtown PBID Owners' Association Board.

Department of Health Housing and Community Services

Mobile Crisis Team: Mobile Crisis Team provides Downtown and City-wide crisis intervention services to persons needing assistance with a mental health crisis and respond to other requests for crisis assistance. Mobile Crisis Team services are provided where people are located at the time they need services.

Homeless Outreach: Homeless Outreach services are available to persons who are homeless and wanting assistance with securing community resources. These services are designed to assist people who are having difficulty using housing, financial, medical, and social services resources.

Housing and Homeless Services Programs: The City contracts with community agency partners to provide homeless people in Downtown with a range of services including showers, case management and access to emergency, transitional and permanent housing opportunities

Code Enforcement Unit

This unit enforces the Berkeley Municipal Code against a wide range of violations in the Downtown including graffiti on private property, improper placement of newsracks in the public right-of-way, violations of the Zoning Ordinance, and compliance with business operating standards. They also enforce sidewalk seating permits and other encroachments on the public right-of-way. The enforcement activities of this unit are typically complaint driven.



Andrew T. Souza
City Manager

June 26, 2009

Ms. Jan Minami
Downtown Association of Fresno
2014 Tulare St # 726
Fresno, CA 93721

Dear Ms. Minami

SUBJECT: CITY BASELINE SERVICES FOR THE DOWNTOWN PROPERTY BASED
IMPROVEMENT DISTRICT (PBID) AREA

The City of Fresno recognizes that a vibrant Downtown is paramount to a successful City and we completely support the PBID Process. Our Downtown core is supported by a Downtown Strike force dedicated to maintaining baseline services daily. We ensure that each day the services provided are consistent, efficient, and timely. Supporting staff let us know when there is an issue that needs immediate attention. Each of the city's major divisions have a vested interest in maintaining downtown and work each day to ensuring our baseline standards are maintained. Understanding that a successful PBID process will only enhance the efforts of a vibrant downtown, we are committed to maintaining our baselines services based on approved funding. It's a sign of the times that we must exercise extreme caution when spending tax payer dollars to maintain our services. As the economy continues to fluctuate there may be times when monetary constraints cause the City to reduce budgets affecting baseline services. Any constraints will be done proportionally ever mindful of our stated goals.

Enclosed is a document of the baseline services provided by the City of Fresno. Please let me know if there are any questions or concerns.

Sincerely,

A blue ink signature of Bruce A. Rudd, written in a cursive style.

Bruce A. Rudd
Assistant City Manager

Enclosure: City Baseline Services to the Downtown Property Based Improvement (PBID) Area

cc: Kelly Riddle, Economic Development Coordinator
Del Estabrooke, Parking Manager

City of Fresno
City Hall • 2600 Fresno Street • Fresno, California 93721-3601
(559) 621-7770 • FAX (559) 621-7776 • www.fresno.gov

City Baseline Services to the Downtown Property Based Improvement (PBID) Area

Baseline Services

Downtown baseline services are provided by the Downtown and Community Revitalization Department, PARCS, the Police Department, Public Works Departments and Redevelopment Department.

Downtown and Community Revitalization Department

Provides coordination of the City of Fresno's Downtown revitalization efforts, education on local business initiatives, marketing of the five incentive zones and help with business tax incentives. It would be hard to quantify the baseline services except to identify that there is availability of a Director of Downtown and Community Revitalization (Craig Scharton), a Downtown Revitalization Manager (Elliott Balch), and other DCRD staff oriented toward assisting with policies and projects rather than services.

Parks, After School, Recreation & Community Services

- ❑ Provides crews to work the Downtown/Civic Center area:
 - ❑ One (1) employee covers the Chinatown landscape islands, Kern Street and Van Ness bus stop landscaping.
 - ❑ Two (2) employees cover the City Hall/Santa Fe Depot.
 - ❑ Two (2) employees cover Civic Center.
- ❑ Provides five (5) employees on the Fulton Mall (two (2) during the day and two (2) at night) and one (1) employee assigned to pressure wash the Fulton Mall at night. It is set up for seven (7) day coverage of two crews with two people working different days (one (1) crew is Tuesday-Friday and the other crew is Friday-Monday with one over lap day).
- ❑ Provide pressure washing five (5) days a week:
 - Saturday- From Tulare St. to Inyo St. Including Kern St.
 - Sunday- From Tuolumne St. to Fresno St. including Merced St.
 - Monday- From Fresno St. to Clock Tower
 - Tuesday- From Clock Tower to Tulare St.
 - Wednesday- Wash the tunnel and areas that need the most attention.
- ❑ Provides daily cleaning of the Fulton Mall surface by: emptying trash; cleaning landscape beds; cleaning restrooms; mowing turf areas; removing graffiti; irrigation repairs; spraying herbicides; pruning and trimming trees and shrubs; cleaning and maintaining pools; and minor repairs as needed. This is done on a seven (7) days a week schedule.

Police Department/General Baseline Services

- ❑ Provides three (3) bike officers seven (7) days a week from 0730-1730 hours, except game days where they are flexed to 1200-2200 hrs. There are also special functions like races and/or mall events where their hours are flexed earlier or later. Their area is the immediate downtown with the approximate boundaries of Stanislaus on north, H St on west, Q St on east, Ventura on south.
- ❑ Provides one (1) Patrol unit [one (1) officer with car] per shift twenty-four 24 hours per day, for coverage of the area of Divisadero on north, H St on west, Ventura/Kings Canyon on south, First Street on east.

Police Department/Graffiti

- ❑ Provides graffiti removal crews that operate seven (7) days a week. Including canvassing time, crews spend three (3) hours per day or twenty-one (21) hours per week.

Public Utilities/Community Sanitation

- ❑ Provides street sweeping for the Downtown/Chinatown core area three (3) times a week at night (currently scheduled for Sunday, Wednesday, and Friday nights). The sweepers target both the curb lines and median islands.
- ❑ Provides daily litter removal service with one (1) crew (two (2) to four (4) individuals) in the Downtown/Chinatown core area. The assignment is to clean/remove litter on the streets, alleyways (especially alleys bounding Fulton Mall), and medians. In the winter months (December and January), we have an additional crew that is assigned to pick up the leaves in the City run parking lots during the weekends.
- ❑ Provides clean up after the two parades in the Downtown area (Veteran's & the Holiday/Christmas). Additionally, we place out additional trash/recycling receptacles along the route to minimize littering along the parade routes.

Public Works/Median Island Crews

- ❑ Provides median island landscape maintenance on a 30-day cycle.
- ❑ Provides irrigation repairs on an as needed basis.
- ❑ Provides Parking Division's lots "T" and Chinatown's landscape maintenance on an as needed basis.
- ❑ Provides that the one block radius of the Chukchansi Stadium is swept one week prior to each game.
- ❑ Provides litter and debris removal in conjunction with Community Sanitation on an as needed basis.
- ❑ Provides special lot clean-ups as requested by Parking Division (e.g., NE corner of "M" & Inyo.

Public Works/Parking

- ❑ Provides Downtown Fresno with safe and secure parking.
- ❑ Maintains adequate lighting at all facilities.
- ❑ Provides staffing at parking facilities where appropriate.
- ❑ Ensures parking facilities are cleaned daily.
- ❑ Conducts daily walkthrough inspections to minimize and eliminate hazards.
- ❑ Provides pressure washing of parking facilities monthly.
- ❑ Provides Customer Services Representatives in each garage and rovers in lots.
- ❑ Charges fees according to the City Council approved Master Fee Schedule.
- ❑ Conducts Secret Shoppers audits of facilities ensuring the customer is receiving excellent service.
- ❑ Audits cash handling procedures at all facilities monthly.
- ❑ Ensures City maintenance and repairs are done in a timely manner.
- ❑ Maintains all garage elevators via a maintenance using a reputable elevator service.

Public Works/Street Maintenance

- ❑ Provides street tree trimming – currently on a sixteen (16) year cycle.
- ❑ Provides pavement and curb marking maintenance – approximately a 1.5 year cycle.
- ❑ Provides traffic signal inspection/maintenance – every six (6) months to one (1) year.

APPENDIX 5: SAMPLE NIGHTLIFE SAFETY JOB DESCRIPTIONS

of Positions: 1

Business Title: Senior Executive Director of Nightlife - MOME

Civil Service Title: ADMINISTRATIVE BUSINESS PROMOT

Title Code No: 10009

Level: M2

Title Classification: Competitive

Job Category: Constituent Services & Community Programs

Proposed Salary Range: \$ 60,435.00 - \$130,000.00 (Annual)

Career Level: Manager

Work Location: 1 Centre St., New York

Division/Work Unit: MOME

Job Description

The Mayor's Office of Media and Entertainment (MOME) encompasses the key economic and creative sectors of film, TV, theater, music, advertising, publishing, digital content and real estate as it relates to these industries. In total, these sectors account for over 305,000 jobs, and an economic output of \$104 billion. The office promotes New York City as a thriving center of creativity, issuing permits for productions filming on public property, and facilitating production throughout the five boroughs. It also oversees NYC Media, the largest municipal broadcasting entity in the country including five TV Stations and a radio station with a reach of 18 million households and a 50-mile radius.

In June 2017, Mayor de Blasio announced that the Mayor's Office of Media and Entertainment would expand to include the first ever Office of Nightlife. Serving under the Commissioner of MOME, the Senior Executive Director of the Office of Nightlife will help establish this Office, implement recommendations made by a Nightlife Taskforce that will be convened to address challenges and opportunities in NYC's nightlife industry, and manage day to day operations. The Office's aim will be to promote an economically and culturally vibrant nightlife industry, while serving the best of interests of the City and its residents.

The Office of Nightlife will be managed by the Senior Executive Director who will promote an economically and culturally vibrant nightlife industry, while accounting for the best of interests of the City and its residents. More specifically, responsibilities will include:

Serve as an intermediary between City agencies, law enforcement, elected officials, the nightlife industry, and NYC residents;

- Develop and implement policies to support the health of the nighttime economy;
- Provide assistance with permitting, licensing, and approvals for nightlife businesses;
- Monitor trends, issues, and violations issued to nightlife establishments and develop methods to address issues in consultation with industry representatives, City agencies, community boards, residents, and other relevant stakeholders;
- Implement recommendations made in the Nightlife Taskforce report;

- Set the agenda for and managing day to day operations of the Office of Nightlife;
- Develop and implement policies designed to support a vibrant nightlife in New York City while ensuring health and safety of patrons, residents and communities are protected;
- Implement recommendations made in the Nightlife Taskforce report;
- Develop strong ties to the nightlife community, business associations, community boards, community and residential groups, city agencies and other key stakeholders;
- Work collaboratively with City agencies to address issues relating to nightlife;
- Represent the office on and before various industry events, commissions, and the City Council, including testifying, as needed (note this role may require work on nights and weekends);
- Manage staff, including but not limited to, permit specialists and field representatives.

Minimum Qual Requirements

1. A baccalaureate degree from an accredited college or university and five years of full-time paid experience acquired within the last fifteen years, of supervisory or administrative experience including handling of business promotion or urban economic problems, at least 2 years of which must have been in a managerial or executive capacity with primary focus on business promotion or urban economic planning; or
2. A satisfactory equivalent combination of education and experience. However all candidates must have 2 years of managerial or executive experience as described in "1" above.

Appropriate graduate study in an accredited college or university may be substituted for the general experience on a year-for-year basis. All candidates must have a four-year high school diploma or its equivalent approved by a State's Department of Education or a recognized accrediting organization.

Preferred Skills

- The preferred candidate should possess the following:
- 5+ years of experience working closely with the nightlife or music industry;
- 5+ years of experience with NYC government regulations governing the nighttime economy or health/public safety;
- Understand of New York City politics and government structure;
- Experience managing competing interests and resolving conflicts;
- 5+ years of experience managing staff;
- Ability to work in a fast-paced, high-pressure, public facing role;
- Experience with public speaking;
- A highly collaborative and diplomatic nature;
- Ability to work with diverse stakeholders with varying perspectives.

Hours/Shift: Day - Due to the necessary management duties of this position in a 24/7 operation, candidate may be required to be on call and work various shifts such as weekends and/or nights/evenings.

Work Location: Manhattan, NY

Residency Requirement: New York City residency is generally required within 90 days of appointment. However, City Employees in certain titles who have worked for the City for 2 continuous years may also be eligible to reside in Nassau, Suffolk, Putnam, Westchester, Rockland, or Orange County. To determine if the residency requirement applies to you, please discuss with the agency representative at the time of interview.

DDB/CRA Project Manager, Nighttime Economy

Location: Orlando, FL

Job Type: Full Time

Department: Economic Development

Starting Salary: \$60,299 to 77,272 per year, depending on qualifications

Grade: NB114

Description:

NATURE OF WORK:

Performs advanced professional level work involving administration, coordination, and implementation of community redevelopment projects for the Community Redevelopment Agency of the City of Orlando. Facilitates communication among diverse stakeholders directly and indirectly involved in the nighttime economy. Educates and orients stakeholders through transitions and program changes. Identifies and coordinates services and resources needed to manage social and nighttime activity. Proactively reviews and offer updates to current and proposed policies and legislation as requested. Facilitates problem solving and conflict resolution by coordinating access to resources and technical expertise. Conducts proactive business outreach to develop and strengthen relationships with businesses and stakeholder groups in the nightlife, entertainment, dining, sports, and music sectors. Interfaces and coordinates with Downtown Orlando. Work is reviewed for achievement of planned objectives through conferences, reports submitted and evaluation of results achieved.

WORK SCHEDULE includes night and late evening/early morning hours to observe firsthand nightlife activity and closing time management tactics.

MINIMUM REQUIREMENTS:

Bachelor degree in planning, urban studies, economics, business or public administration, marketing / communications, or public safety; and four years' experience in business development, marketing / communications, public policy, public administration, public safety, or related field; or an equivalent combination of education, training, and experience. Master degree in related area desired. Demonstrated experience working with nightlife and hospitality industry helpful. Florida driver license required.

VALID DRIVER LICENSE FROM ANY STATE MUST BE PRESENTED AT TIME OF INTERVIEW. VALID FLORIDA DRIVER LICENSE MUST BE PRESENTED WITHIN 30 DAYS OF HIRE.

AGENCY:

City of Orlando