

# DEEP ELLUM PUBLIC IMPROVEMENT DISTRICT STRATEGIC PLAN



DEEP ELLUM  
FOUNDATION

*2019-2025*

## CONTENTS

Introduction	2
Letter from President & Executive Director	4
Acknowledgements	7
Developing the Plan	8
Vision & Plan Framework	16
Strategic Plan Action Items	22
Implementation	37
Next Steps	48



## INTRODUCTION

Deep Ellum is an incomparable district at a pivotal moment in time. Historically known as both a commercial and creative place, home to struggling musicians as well as early African American businesses and immigrant merchants, Deep Ellum has also become famous over the years for its cyclical ups and downs.

The current growth is different. The district is poised to experience a residential population boom with available units expanding by more than 75 percent between 2018 and 2020 alone. The office boom promises to be even greater with an anticipated increase of more than 90 percent in available office square footage over the next few years. Meanwhile, the neighborhood continues to serve as Dallas' heartbeat for arts and culture with nightly live music, innovative arts venues, and cutting-edge cuisine. Deep Ellum is also at the forefront of the creative production of literature, design, murals and sound in Dallas Fort Worth. The district's rich history dating from 1873 and architectural bones developed during the streetcar era make it one of Dallas' few truly walkable communities. Perhaps what it is best known for, Deep Ellum is the premier night-time economy and entertainment hub for the region. It is one of the few places in Dallas and nationwide where

**“... Deep Ellum has always been an boundary-pushing, fearlessly creative, ever-changing, and entrepreneurial place.”**

diversity of thought, race, ethnicity, gender, occupation, aesthetic and age are embraced and welcomed by locals and visitors throughout the week. And the momentum is only growing.

With such rapid change, many stakeholders and longtime patrons are concerned this special place will lose its luster. They

worry that the very things which made Deep Ellum unique will be altered by the abundance of new and high-profile development. Yet, throughout the years and cycles, Deep Ellum has always been a boundary-pushing, fearlessly creative, ever-changing, and entrepreneurial place. The fundamental ingredients of arts, music, innovation, diversity and community have served to rejuvenate the neighborhood time and again. So, how does Deep Ellum sustain and leverage these invigorating assets in the face of change? What opportunities does growth present but also what are the real tradeoffs? What challenges and tensions must be addressed to enable Deep Ellum to go on serving as a rich and unparalleled place for all comers to live, work and play?

In 2018 and 2019, the Deep Ellum Foundation (DEF) turned to the district's broad range of stakeholders to answer these questions.



“The Deep Ellum Foundation’s work has been given renewed focus and urgency.”



DEF worked with businesses, property owners, residents, patrons and visitors to understand current concerns, unearth emerging needs and anticipate future challenges.

Together, with these participants, DEF crafted a strategic document designed to guide the Foundation’s efforts on behalf of the Deep Ellum Public Improvement District (DEPID) from 2019 through 2025. This strategic plan includes initiatives large and small to uphold historic neighborhood strengths, develop and connect the varied sectors of the local economy, raise area quality of life, and continuously activate the community. The overarching aim of this collective effort is to guide Deep Ellum’s tremendous growth in a sustainable way.

Charting a sustainable growth trajectory for the Deep Ellum Public Improvement District builds upon the Deep Ellum Foundation’s ongoing work to market, protect and improve the area since its founding in 1990. Whether through spearheading the city’s most robust community-led public safety program, testing out artistic and pedestrian-friendly uses of the public-right-of-way, or leading transportation innovations to meet the challenges accompanying growth head on, DEF has endeavored to bring to life a forward-looking vision for Deep Ellum. Through this adopted strategic plan, the Deep Ellum Foundation’s work has been given renewed focus and urgency.

With over 60 percent of the world’s population expected to live in urban areas by 2030, cities and the neighborhoods that make them viable places to live, work, and visit are evermore crucial. The enclosed provides a roadmap for Deep Ellum to continue to lead the region and become a national model of sustainable and inclusive urban growth. The DEPID Strategic Plan that follows serves as a tool not only for the Deep Ellum Foundation but as a guiding resource for partner public and private agencies. Finally, the plan provides a means for the local stakeholders who shaped this plan to gauge the district’s progress and collective performance.

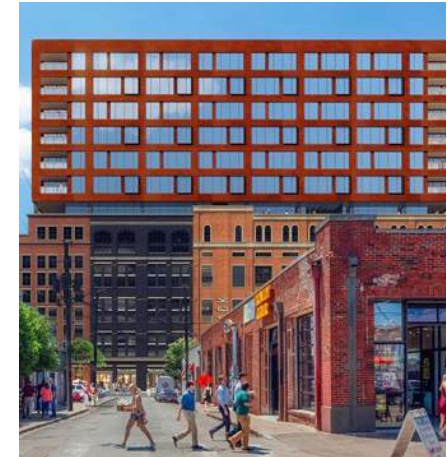
**LETTER FROM THE  
PRESIDENT & EXECUTIVE  
DIRECTOR**

The *only* thing constant about Deep Ellum is that it is always changing. Nonetheless, the neighborhood is at a critical moment, and some say a turning point. Debate and questions recently focus upon how Deep Ellum is changing.

There are some key differences from previous cycles of generation and disruption. Deep Ellum continues to serve as the premier entertainment district in the DFW region. With street murals, nightly live music, and innovative visual and performing arts as well as literature, design, creative cuisine and new sound being generated here daily, this uniquely walkable neighborhood is a living, breathing hub of culture in Dallas. All of these elements have remained key throughout the neighborhood's previous stages of success. In the span of just a few years, however, the district has also welcomed the major corporate relocations of Uber and Baylor, Scott & White as well as an exponential rise in residential units. This diversification of uses has the potential to make Deep Ellum not only an economic powerhouse but Dallas' first truly 24-hour neighborhood. A greater variety and balance of stakeholders with differing needs and interests will be active in the neighborhood at different times of day and days of the week for different reasons. This presents the opportunity to foster a robust and diverse urban ecosystem as seen in some of the most dynamic cities in the world. Yet, explosive growth also presents challenges and comes with tensions and tradeoffs.

Amid such change and at such a momentous time in Deep Ellum's history, we took stock with our neighborhood stakeholders. As it had been more than 15 years since any known master plan for Deep Ellum had been attempted, DEF led a process to develop a strategic plan for the Deep Ellum Public Improvement District between 2018 and 2019.

Our goal in crafting this plan is to meet emerging needs, address current and future challenges, and chart a sustainable growth trajectory for Deep Ellum from 2019 to 2025. This strategic document outlines how we will get there. The vision, goals and



**“...diversification of uses has the potential to steer Deep Ellum towards becoming not only an economic powerhouse but Dallas’ first truly 24-hour neighborhood.”**



specific initiatives presented within are based upon the input and priorities of our stakeholders, first and foremost. Feedback and guidance from Deep Ellum visitors, partner public agencies, and comparable organizations also informed this plan.

Through nearly a year of outreach and engagement, we learned that a concentration on safety remains foundational to Deep Ellum's success. Mobility-related ingress and egress challenges have also emerged as priority issues to address as the district continues to grow. All the while, building upon neighborhood quality of life with attractive public gathering spaces, regular activations, and community engagement opportunities as well as dynamic retail experiences are essential to retaining Deep Ellum's cutting edge. Finally, preserving, leveraging, and continuously highlighting the key ingredients that made this inimitable neighborhood special in the first place are of the utmost importance across stakeholder groups. These priority areas form the four pillars of the strategic plan presented below.

With both overarching themes and specific action items included, The 2019-2025 Deep Ellum Public Improvement District (DEPID) Strategic Plan is a roadmap that will guide the Deep Ellum Foundation's activities over the course of these next crucial years. The following report is also intended to raise our standard of clarity and transparency, enabling stakeholders to hold us accountable for advancing our collective goals. While the plan serves as a reference and coalescing point for local Deep Ellum stakeholders, it also serves as a guiding resource and standard for the City of Dallas, TXDOT, NCTCOG, DART, Oncor, and other public and private service providers interested and active in the area. This strategic document should be used in planning both long- and short-term public but also private sector projects.

DEF's strategic document for the Deep Ellum Public Improvement District was shaped by the input of many. Neither the Foundation's daily work nor this strategic plan would be possible without the voluntary contributions of the incredible range of



stakeholders who invest in this neighborhood every day. We are thankful for your willingness to serve, learn, and create within and for this community. We are grateful to you for sharing your time and talents and we look forward to continuing to engage with you as we implement this plan.



Jon Hetzel,  
President



Stephanie Keller Hudiburg,  
Executive Director

## Deep Ellum PID Strategic Plan Pillars

**1. Safe & Secure District**

**2. Accessible & Physically Interconnected Neighborhood**

**3. Inviting Environment**

**4. Authentic, Unique, Vibrant Community & Commercial Destination**



## ACKNOWLEDGEMENTS

DEF's strategic document for the Deep Ellum Public Improvement District was shaped by the input of many. Neither the Foundation's daily work nor this strategic plan would be possible without the voluntary contributions of the incredible range of stakeholders who invest in this neighborhood every day. We are thankful for your willingness to serve, learn, and create within and for this community. We are grateful to you for sharing and we look forward to continuing to engage with you as we implement this plan.

- The Deep Ellum Foundation Team

### City Council District 2

Mayor Pro Tem Adam Medrano  
Monica Moreno  
Vernesha Cathey

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Brian Purcell  
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Cash Harbaugh, Vice President  
Brian Purcell, Treasurer  
Rachel Triska, Secretary  
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Jessica Burnham  
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Breonny Lee, 1st VP  
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Allen Falkner  
Stephanie Keller Hudiburg  
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### Deep Ellum Businesses & Residents

### Visitors & Patrons

### Deep Ellum Foundation Committees

### Assistant City Managers

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### City of Dallas Departments & Offices

Code Compliance  
Convention Event Services  
Dallas Fire & Rescue  
Dallas Police Department  
Dallas Public Library  
Office of Arts & Culture  
Office of the Bond Program  
Office of Emergency Management  
Office of Homeless Solutions  
Parks & Recreation  
Planning & Urban Design  
Public Works  
Sanitation Services  
Sustainable Development & Construction  
Transportation

### Fellow Dallas PIDs





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DADADLY  
SAYS  
BURLESQUE & SIDESHOW

DEVELOPING  
THE PLAN

## REFERENCES

- Bryan Area Study (2005)
- Cedars Area Plan (2002)
- City of Dallas Bike Plan (2011)
- City of Dallas Complete Streets Manual (2016)
- Dallas Cultural Plan (2018)
- Dallas Innovation Alliance Smart Cities Living Lab Case Study (2018)
- Dallas Regional Chamber Strategic Plan (2016)
- DART 2040 Transit System Plan (2016)
- Downtown Dallas Inc. 360 Plan (2017)
- Deep Ellum 20/20 Masterplan DRAFT (2003)
- Deep Ellum Planned Development District 269
- Deep Ellum Tax Increment Financing District (2006)
- Denver RiNo Plan (2016)
- Downtown Austin Plan (2018)
- Downtown Dallas Parks Master Plan (2013)
- Fair Park South Dallas / Fair Park Economic Corridor Plan (2001)
- Imagine Boston 2030 (2017)
- King County Strategic Plan (2017)
- Martin Luther King Jr. Station Area Plan (2013)
- North Central Texas Council of Governments Mobility 2040 (2016)
- Studio Outside Neighborhood Vision (2018)
- The District of Columbia's Comprehensive Plan (2006)
- TXDOT CityMAP (2016)
- Uptown Dallas Inc. Strategic Plan (2018)



To shape and inform the strategic plan, DEF embarked upon a yearlong process of outreach and engagement with a broad range of stakeholders, tailoring methods of feedback gathering to the diverse groups and individuals invested in the neighborhood.

### WHAT

A yearlong process of planning, research, engagement, distillation, reengagement, refinement, finalization and adoption.

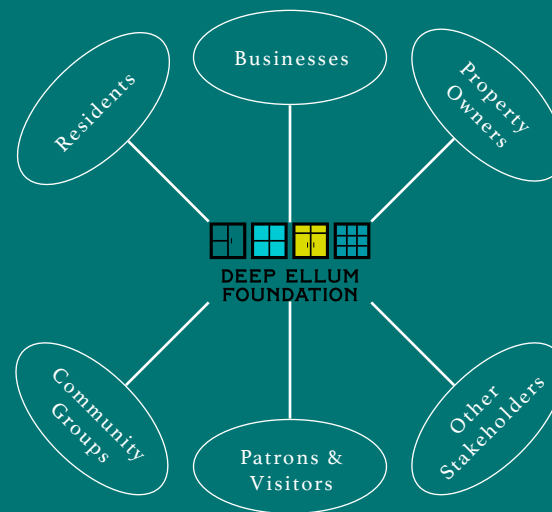
July 2018-June 2019

#### Steps :

- Set the Stage (Introduction, Get Started, Planning)
- Research & Best Practices
- Outreach & Engagement
- Understand & Assess
- Additional Engagement & Refinement
- Finalize & Adopt
- Publish & Implement

### WHO

A broad range of stakeholders including businesses owners and managers, property owners, residents, community groups, visitors and patrons.



### HOW

Engagement methods and tools tailored to and paired with different audiences to maximize their engagement and attract a diverse array of input.

#### Methods included :

- Roundtables and workshops
- Public chalk walls
- Online surveys and social media
- Individual interviews
- Presentations and breakout sessions
- Community mapping
- Focus groups

## VALUES

With the intent to develop a practicable and results-oriented plan to achieve collectively desired outcomes for the whole neighborhood, it was important to design an engagement process that was transparent and inclusive. DEF provided multiple differing means to provide feedback at several stages in the plan's development to ensure we accurately synthesized what we learned and had the opportunity to ask "did we get it right?" before adoption.

While the plan sets out a road map through 2025, the document was also designed to include metrics and target checkpoints to gauge our performance, including through continually reengaging stakeholders.



## The DEF Strategic Plan and its development processes will be:

- Performance and Results-Oriented
- Designed for Practical Use
- Transparent
- Inclusive and Engaging (Outreach is Well-Organized and Prepared)
- Sustainable while Adaptable
- An Iterative Living Document

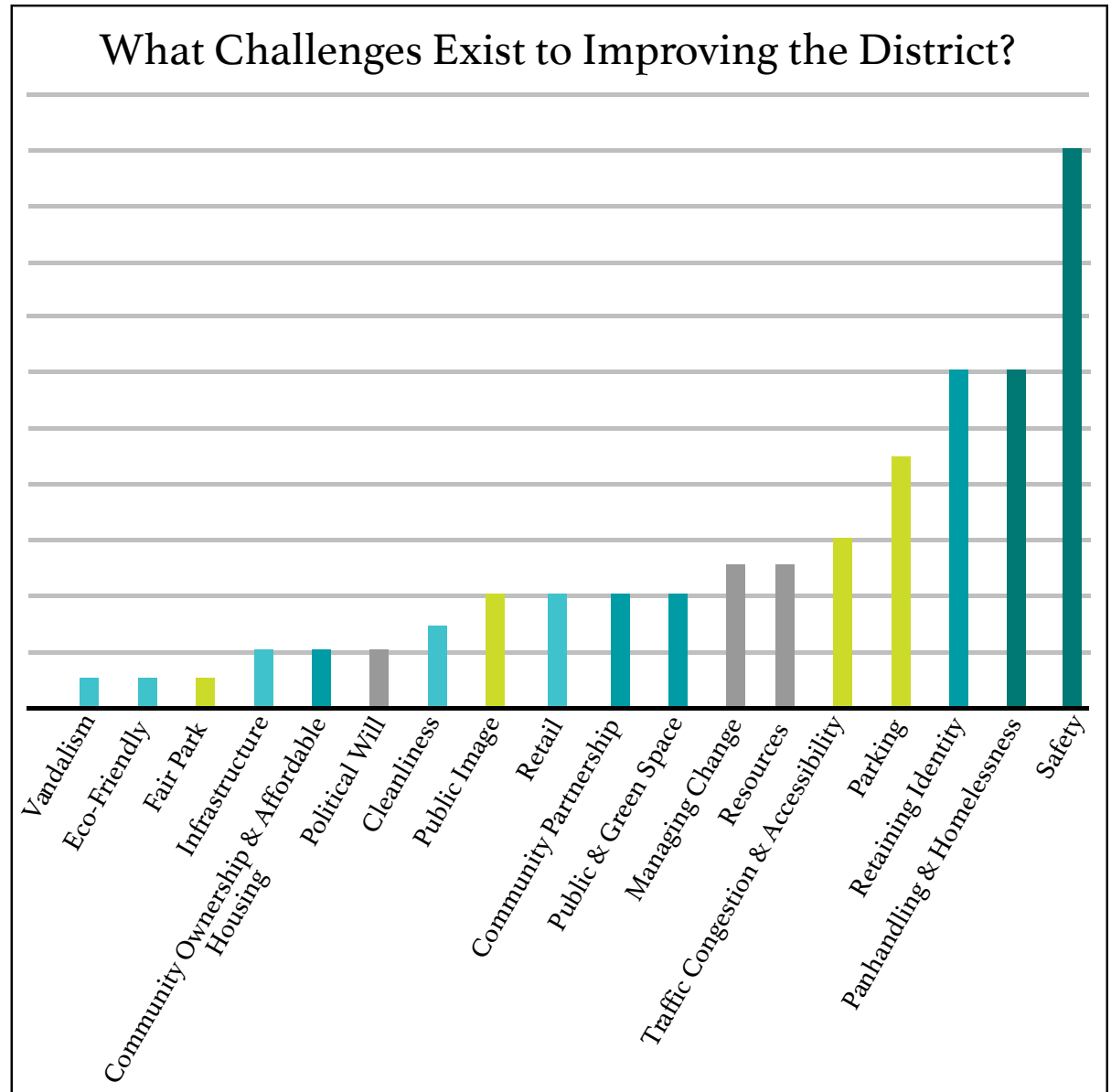




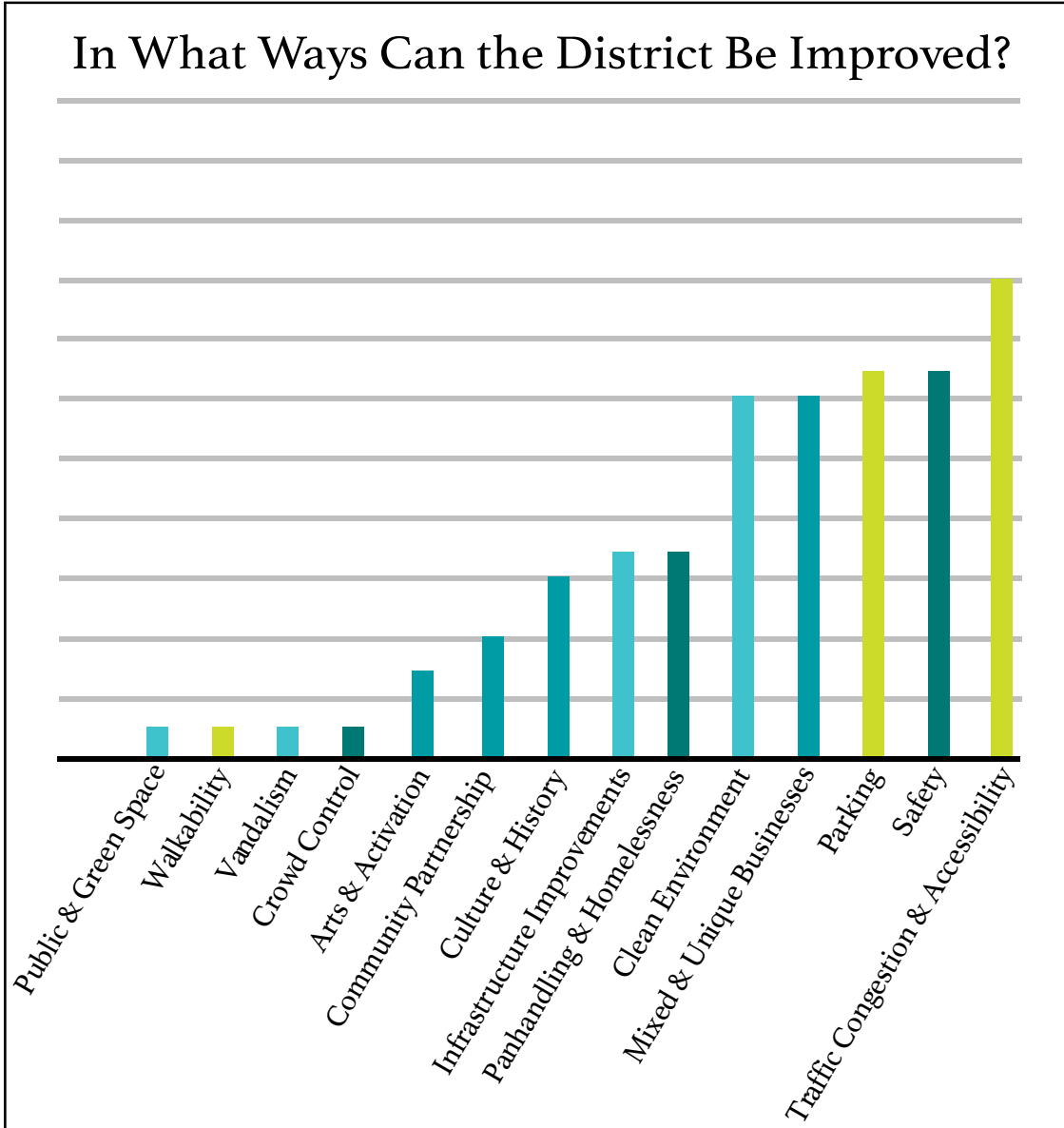
# WHAT CHALLENGES EXIST TO IMPROVING THE DISTRICT?

Whether in individual interviews, group sessions or written feedback, participants in the DEPID strategic plan process expressed similar concerns about Deep Ellum. When asked, “What Challenges Exist to Improving the District,” the following key themes emerged as priority:

- **Safety** was often the first and most frequent response. With Deep Ellum’s history of past downturns due to significant criminal incidents as well as its position as a magnet for “crimes of opportunity” due to its position as the premier entertainment district in the region, stakeholders felt that security of the neighborhood was an ongoing challenge.
- Another major concern revolved around **retaining neighborhood identity**, preserving culture, and navigating change amidst the tremendous and fast-paced growth of Deep Ellum.
- Finally, concerns regarding simply **getting into and out of the neighborhood** prevailed. Traffic congestion, parking availability and price, and overall accessibility for visitors as well as locals topped the list of challenges stakeholders cited.



# IN WHAT WAYS CAN THE DISTRICT BE IMPROVED?



Several key areas for improvement were identified in the strategic plan outreach process. While overall similar to the challenges voiced by participants, specific areas for improvement varied in the degree of prioritization and frequency of mention. When asked “How can the neighborhood be improved?”, key themes in responses included:

- Traffic congestion, **accessibility**, and parking were perceived as prime areas for potentially impactful change.
- **Safety** was similarly a top priority. Stakeholders expressed hopes of building upon current efforts to better and further secure the neighborhood.
- Whereas preserving community identity loomed large as a perceived challenge, **maintaining the physical environment** emerged as a top area respondents felt could be improved. Curating a clean and inviting environment with a mix of businesses and activities was a priority.

Echoing the identified areas of challenge and potential improvement, participants felt the Deep Ellum Foundation should specifically focus upon safety, building an accessible and inviting environment, facilitating activation, and cultivating community as well as the ease of business.







# VISION & PLAN FRAMEWORK

## VISION, MISSION, & WHO WE ARE

The Strategic Plan Task Force distilled and synthesized what DEF heard and learned from the range of stakeholders through the various forms of input. The Task Force was comprised of DEF Board members as well as a business and Deep Ellum Community Association (DECA) representative. This group met multiple times through several rounds of feedback to synthesize, ask “did we get it right?,” and hone the DEPID Strategic Plan.

The overarching vision for DEPID was crafted from this distillation. The DEF mission statement was also refreshed to align with the plan. Finally, DEF’s “Who We Are” statement was similarly refined to reflect and serve this vision.

### VISION

At the Deep Ellum Foundation, we collectively envision a Deep Ellum neighborhood that is safe, secure, inviting, connected to surrounding districts and is a true live, work, play environment that simultaneously embodies an authentic, unique and vibrant community.

### MISSION

To achieve this vision, DEF serves to maintain, enhance and advocate on behalf of the Deep Ellum neighborhood. We do this by:

- a) connecting and informing stakeholders
- b) providing public safety services
- c) maintaining and improving the built environment
- d) marketing and promoting the area
- e) cultivating core assets including art, music, culture, entrepreneurship, and diversity that continuously spur the community to thrive.

### WHO WE ARE

DEF operates as a nonprofit 501(c)(3) corporation managing public and private funds within the community to advance the interests of the neighborhood as a whole and achieve a sustainable growth trajectory for the district now and into the future.

## STRATEGIC PLAN PILLARS

Through the outreach and engagement process, four priorities emerged as pillars that serve to frame the strategic plan. From a vast array of interests, hopes, and concerns, these were the key themes that arose and were mentioned time and again.

1. Safe & Secure District
2. Accessible and Physically Interconnected Neighborhood
3. Inviting Environment
4. Authentic, Unique, Vibrant Community and Commercial Destination

The final pillar is comprised of 3 sub-pillars that each reflect distinct while interconnected interests in Deep Ellum thriving collectively as both a community and commercial destination.



# STRATEGIC PLAN GOALS

Strategic Pillar	1. Safe & Secure District	2. Accessible & Physically Interconnected Neighborhood	3. Inviting Environment	4. Authentic, Unique, Vibrant Community & Commercial Destination		
				A. Activated & Promoted Experience	B. Unique & Authentic Community	C. Ease of Doing & Starting Business
Goals	Deep Ellum is both a safe place to live, work and play, and a place widely perceived to be safe for businesses, visitors, and locals alike to enjoy.	Deep Ellum is convenient to navigate to and access as well as maneuver within especially by foot. The neighborhood offers a variety of modes by which to arrive and park. Deep Ellum is closely connected to downtown and surrounding communities with multiple, easily identifiable transportation options.	Deep Ellum offers an inviting environment. It is clean and visually attractive with infrastructure enabling comfortable walkability as well as green and public spaces locals and visitors alike want to linger in.	Deep Ellum is a unique, authentic and vibrant community where entrepreneurs and the arts thrive while culture and history are honored. The people, uses and activities are diverse, yet the stakeholders are engaged and supportive of one another, collectively sharing to the world the narrative of Deep Ellum and surrounding neighborhoods. Deep Ellum is a known and attractive destination in Dallas, the region, and worldwide.		

# STRATEGIC PLAN OBJECTIVES



The pillars framing the DEPID strategic plan were broken down into 32 related objectives.

Each objective further relates to specific initiatives, tasks and action items outlined in the next section. These individual actionable steps are tangible and practicable “to do” items for the DEF staff, committees and board to advance. The 107 action items were prioritized by importance and tagged with target years of expected completion or achievement of significant milestones.

The pillars framing the DEPID strategic plan were broken down into 32 related objectives and 107 action items.



As many specific initiatives will require or must be realized through collective effort, DEF will pursue these objectives and related action items in concert with local and regional government bodies, community stakeholders and private partners. DEF will serve as the drum beat, exercising continual leadership to convene relevant stakeholders to advance both singular and complex items serving each of the larger pillars.

Lastly, the DEPID Strategic Plan Task Force developed metrics aligning with each pillar to track progress and hold DEF accountable. See these measures described in the proceeding “Implementation” section.

Strategic Pillar	1. Safe & Secure District	2. Accessible & Physically Interconnected Neighborhood	3. Inviting Environment	4. Authentic, Unique, Vibrant Community & Commercial Destination		
				A. Activated & Promoted Experience	B. Unique & Authentic Community	C. Ease of Doing & Starting Business
Objectives	<ul style="list-style-type: none"> <li>1. Secure Presence</li> <li>2. Effective Enforcement</li> <li>3. Comprehensive Coverage</li> <li>4. Minimized Panhandling</li> <li>5. Solutions Directed</li> <li>6. Clear Resource Access</li> <li>7. Sustainable Funding</li> </ul>	<ul style="list-style-type: none"> <li>1. Walkable</li> <li>2. Multimodal</li> <li>3. Connected</li> <li>4. Convenient</li> <li>5. Appropriate Level of Service (LOS)</li> <li>6. Balanced Uses</li> <li>7. Accessible</li> </ul>	<ul style="list-style-type: none"> <li>1. Attractively Clean</li> <li>2. Maintained</li> <li>3. 24/7 Comfortability</li> <li>4. Minimized Vandalism</li> <li>5. Established Public Spaces</li> <li>6. Maximized Green Space</li> <li>7. Sustainable</li> </ul>	<ul style="list-style-type: none"> <li>1. Positive Reputation</li> <li>2. Engaging Experience (Well Programmed)</li> <li>3. World-Renowned Attraction</li> </ul>	<ul style="list-style-type: none"> <li>1. Celebrated Culture</li> <li>2. Preserved History</li> <li>3. Collaborative Community</li> <li>4. Strong Partnerships</li> <li>5. Diverse (Wide Appeal)</li> <li>6. Creative &amp; Innovative Environment</li> </ul>	<ul style="list-style-type: none"> <li>1. Balanced, 24/7 Uses</li> <li>2. Entrepreneurial Harbor</li> </ul>



**STRATEGIC PLAN  
ACTION ITEMS**

## **OBJECTIVES**



### **1 Goal**

**Deep Ellum is both a safe place to live, work and play, and a place widely perceived to be safe for businesses, visitors, and locals alike to enjoy.**

### **7 Objectives**

**1. Secure Presence:**

Strong and visible security presence deterring nefarious activity.

**2. Effective Enforcement:**

Swift and effective enforcement of laws.

**3. Comprehensive Coverage:**

Coverage in both presence and enforcement spans across entire neighborhood.

**4. Minimized Panhandling:**

Minimization of panhandling activity especially aggressive engagements

**5. Solutions Directed:**

District community is educated on and consistently directs homeless population to resources, increasing shelter & solutions.

**6. Clear Resource Access:**

Owners and businesses are aware of and have access to recourse and, in some cases, resources to address theft, vehicles blocking access, unruly patrons, and property damage such as graffiti.

**7. Sustainable Funding:**

Robust and continuous collective investment in Deep Ellum Public Safety Program (DEPS).



## 1 Goal

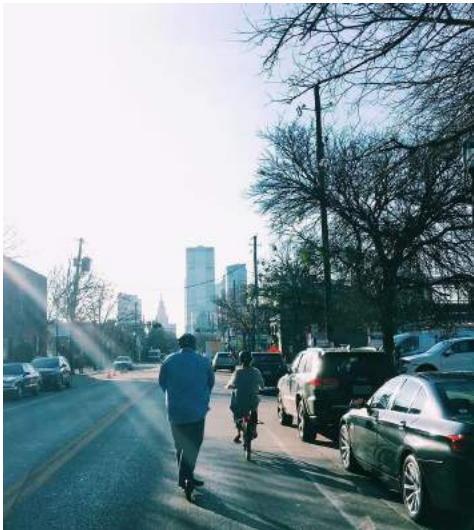
Deep Ellum is both a safe place to live, work and play, and a place widely perceived to be safe for businesses, visitors, and locals alike to enjoy.

## 16 Actions

- A. Serve as an information hub and consistent liaison to neighborhood stakeholders to aid enforcement, especially through weekly update email and regular briefings.
- B. Conduct Deep Ellum Public Safety contribution campaign to engage new program participants and major stakeholders to execute a 2019-2021 expansion plan and ensure resources for personnel.
- C. Raise resident awareness, engagement, and fundraising via targeted multifamily messaging plan and rate.
- D. Resource right balance of Extended Neighborhood Patrol (ENP) Patrol Officers, security guards and ambassadors to patrol the neighborhood.
- E. Create and implement comprehensive graffiti mitigation, enforcement, and prevention plan.
- F. Institute “Donate” button on website.
- G. Expand awareness and track results of direct business safety consulting on neighborhood security.
- H. Host annual celebration event for first responders to encourage retention.
- I. Educate community on proactive solutions to connect the homeless to services, including panhandlers.
- J. Campaign to promote new and updated Criminal Trespass Affidavit (CTA) signs for property owners.
- K. Assess current security camera coverage and inform as well as support property owners in acquiring them.
- L. Create coverage zones to balance and monitor needs throughout Deep Ellum.
- M. Pilot, asses, fund, and install security camera(s) to gain strategic views of Deep Ellum hot spots and blind spots
- N. Establish emergency preparedness protocol and educate businesses including with trainings. Assess and implement additional security-related training opportunities for local businesses.
- O. Assess vendor ordinance and offer recommendations to the City.
- P. Introduce non-uniformed ambassadors’ patrol rotation as a positive presence in the neighborhood.

## ACTION ITEMS

## OBJECTIVES



### 1 Goal

Deep Ellum is convenient to navigate to and access as well as maneuver within, especially by foot. The neighborhood offers a variety of modes by which to arrive and park. Deep Ellum is closely connected to downtown and surrounding communities with multiple, easily identifiable transportation options.

### 7 Objectives

**1. Walkable:**

Walkable and known for pedestrian-friendly mobility.

**2. Multi-modal:**

Safe, convenient, cost-effective multi-modal transportation options (bus, train, bike, scooter, rideshare, etc.).

**3. Connected:**

Easy to find and navigate to (not through) from within City and region, especially via interconnectivity with surrounding districts.

**4. Convenient:**

Convenient vehicular access and parking surrounding core of neighborhood as well as highest degree of multi-modal options to choose from in City.

**5. Appropriate Level of Service:**

Controlled and flowing traffic and moderate to high frequency transit minimizing congestion.

**6. Balanced Uses:**

Varied and balanced uses of the street and curb and other public right-of-way reducing overall congestion.

**7. Accessible:**

Even, clearly marked, easily identifiable paths for pedestrians, cyclists, dockless mobility and other vehicles.

## 1 Goal

Deep Ellum is convenient to navigate to and access as well as maneuver within, especially by foot. The neighborhood offers a variety of modes by which to arrive and park. Deep Ellum is closely connected to downtown and surrounding communities with multiple, easily identifiable transportation options.

## 30 Actions

- A. Advocate for and inform Main Street sidewalk improvements.
- B. Establish, operate, monitor and continuously improve designated rideshare drop-off/pick-up zone program.
- C. Establish, operate, monitor and continuously improve neighborhood-wide valet program.
- D. Institute offsite employee parking option program with accompanying circulator trolley.
- F. Conduct crosswalk assessment identifying needs, setting timeline and implementing crosswalk

improvements including signaled crosswalks

- G. Engage community in and inform City upon Commerce Street redesign.
- H. Advocate for robust City enforcement, company collaboration, and continued rider education on scooters.
- I. Advocate and continuously inform stakeholders as well as DART D2 design and construction teams to minimize negative impact throughout Deep Ellum.
- J. Advocate for a two way conversion of Commerce & Elm Streets and continuously inform stakeholders as well as the City's design and construction teams to facilitate a smooth transition.
- K. Engage community in and inform Main Street/Columbia Road redesign especially to maximize pedestrian experience.
- L. Install new Good Latimer and Near East district identifiers as needed and appropriate.
- M. Support City's Vision Zero plan by identifying signaling improvement hot spots for bike

and pedestrian incidents and advocate for updates.

- N. Assess need and disperse bike racks throughout Deep Ellum appropriately on an ongoing basis.
- O. Identify and implement wayfinding signage in, around, and outside of Deep Ellum.
- P. Advocate, inform design and connect resources for bike and scooter shared lane on Canton Street and other suitable streets.
- Q. Encourage private development of parking spaces (including garages).
- R. Institute new district identification signs.
- T. Advocate for infrastructure enhancements to support new cultural trail.
- U. Assess need and advocate for DART rail stop serving Exposition area as well as Good Latimer station.
- V. Advocate, plan and support resourcing for enhanced DART Baylor Station with pedestrian connectivity to Deep Ellum core.
- W. Advocate for completion of

CBD/Fair Park Link as vital connection between other major infrastructure projects.

- X. Identify and share with City next bond program project requests.
- Y. Identify and mark/install scooter and bike corral areas in Deep Ellum.
- Z. Advocate, plan and support development for trolley line on Main Street to Fair Park.
- AA. Advocate for, inform design of and promote bike and pedestrian shared path along DART Green line.
- BB. Research, advocate, and support implementation of intersection redesign at key intersections including Exposition at Main Streets & Live Oak at Good Latimer.
- CC. Advocate for and oversee refurbishment of sharo bike path on Main Street.
- DD. Develop area parking plan iterative to supply/demand and other mode usage rates as well as reflective of workforce needs.

## ACTION ITEMS

## OBJECTIVES



## 1 Goal

Deep Ellum offers an inviting environment. It is clean and visually attractive with infrastructure enabling comfortable walkability as well as green and public spaces locals and visitors alike want to linger in.

## 7 Objectives

### 1. Attractively Clean:

Consistently clean and maintained sidewalks, streets and storefronts.

### 2. Maintained:

Sufficient trash receptacles and upkeep resources to facilitate patron-supported cleanliness.

### 3. 24/7 Comfortability:

Comfortable at all hours with nighttime lighting and enhanced visibility.

### 4. Minimized Vandalism:

Graffiti, vandalism, and rogue ads quickly mitigated and proactively prevented through community-supported activities and promotions.

### 5. Established Public Spaces:

Establishment of several known public gathering spaces for all.

### 6. Maximized Green Space:

Maximization, awareness, and increased use of green space, especially utilizing public lands.

### 7. Sustainable:

Opportunity for community-driven eco-friendly initiatives.

## 1 Goal

Deep Ellum offers an inviting environment. It is clean and visually attractive with infrastructure enabling comfortable walkability as well as green and public spaces locals and visitors alike want to linger in.

## 30 Actions

- A. Conduct annual maintenance coverage assessment and implement monthly maintenance plan for coverage zones.
- B. Conduct needs assessment and install new trash cans.
- C. Implement daily sidewalk cleaning before business hours.
- D. Inform design, mitigate construction, and maintain Crowds Street Pedestrian Plaza.
- E. Advocate for resources with TXDOT and the City and promote implementation of underpass lighting improvement.
- F. Launch TAG team plan to monitor, coordinate, report,

mitigate, enforce, and prevent graffiti via promotion and community engagement.

G. Institute power washing at regular/seasonal intervals.

H. Conduct needs assessment, advocate for resources with the City and Oncor and promote implementation of lighting improvement priority list.

I. Advocate, inform design and maintain pedestrian-friendly Commerce, Main and Elm Streets.

J. Develop and install street-pole light banners identifying the district and expand banner locations as opportunity arises.

K. Maintain and refresh Elm Street landscaping.

L. Host regular community engagement opportunities for beautification activities, plantings and cleaning etc.

M. Collaboratively facilitate pedestrian connections and destinations that highlight neighborhood core assets, including Blues on Clover Street.

N. Promote inclusion of parkland in redevelopment of City Service Center.

O. Introduce improvements grant fund to support stakeholders in realizing an inviting Deep Ellum.

P. Establish joint goals and agreements with City Parks Department, TXDOT and DART to collaboratively share and maintain green space for public use.

Q. Enhance landscaping on Good Latimer in coordination with property owners.

R. Inform design, advocate for wayfinding and support Santa Fe Trailhead conversion into parklet.

S. Expand oversight agreements for landscaping upon finish of new complete streets and in partnership with area property owners, and identify small areas across Deep Ellum for spot improvements.

T. Advocate and develop plan for Indiana Street at Malcolm X enhanced pedestrian way.

U. Maintain Crowds Street lights and promote private use of twinkle lights across Deep Ellum.

V. Support renaming of and coordinate enhancements

## ACTION ITEMS

to Bark Park. Expand other dog amenities throughout neighborhood.

W. Coordinate public and private maintenance team communication & collaboration to heighten efficiency.

X. Identify opportunities for and implement mini median makeovers.

Y. Pilot the Pollinator Project to promote Deep Ellum as eco-friendly through landscaping native plants and supporting artistic and culinary partnerships, coordinating with DECA Urban Gardens.

Z. Advocate, obtain resources and develop St. Louis Street at Malcolm X greenspace into a parklet.

AA. Evaluate recycling program for businesses.

BB. Enhance, improve visibility of, and program Exposition Plaza.

CC. Conduct feasibility, partnership planning, and needs assessment on expanded pedestrian gathering and green space in Deep Ellum.

DD. Envision City Service Center Master Plan.

## GOAL & SUB-PILLARS



### 1 Goal

Deep Ellum is a unique, authentic and vibrant community where entrepreneurs and the arts thrive while culture and history are honored. The people, uses and activities are diverse, yet the stakeholders are engaged and supportive of one another, collectively sharing to the world the narrative of Deep Ellum and surrounding neighborhoods. Deep Ellum is a known and attractive destination in Dallas, the region, and worldwide.



### 3 Sub-Pillars

1. Activate & Promoted Experience

2. Unique & Authentic Community

3. Ease of Doing & Starting a Business

## OBJECTIVES



### 1 Goal

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### 3 Objectives

**1. Positive Reputation:**  
Known across the city, metro and world as a place people want to go and be.

**2. Engaging Experience (Well Programmed):**  
Regular programming such as festivals and activations enliven the everyday experience and expand promotional influence.

**3. World-Renowned Attraction:**  
Widely recognized signature destinations and events.

## 1 Goal

Deep Ellum is a unique, authentic and vibrant community where entrepreneurs and the arts thrive while culture and history are honored. The people, uses and activities are diverse, yet the stakeholders are engaged and supportive of one another, collectively sharing to the world the narrative of Deep Ellum and surrounding neighborhoods. Deep Ellum is a known and attractive destination in Dallas, the region, and worldwide.

## 11 Actions

**A.** Launch annual marketing calendar highlighting core assets and events according to Deep Ellum pulse e.g. activations and specific promotions such as Christmas in July, Baylor lunch specials, Open Studios etc.

**B.** Hone cohesive narrative and messaging.

**C.** Revamp website based upon core asset promotion.

**D.** Introduce online store and line of swag.

**E.** Grow relations and recognition as a liaison to media and tourism industry with outreach to conventions, hotels, tour groups and journalists.

**F.** Coordinate neighborhood-wide promotional programming when warranted and where DEF may provide unique benefits (e.g. Deep Ellum Open Studios event).

**G.** Review and offer feedback to City Office of Special Events on event approval process improvement.

**H.** Facilitate events by connecting creatives to one another and to local sponsors when possible.

**I.** Develop plan with area partners and pilot

street mural contest (including as part of the neighborhood-wide Deep Ellum Open Studios event).

**J.** Reintroduce and educate community on activations grant project fund.

**K.** Create design principles to promote Deep Ellum aesthetic and an inviting environment with best practices and tools for development.

## ACTION ITEMS



## OBJECTIVES



## 1 Goal

Deep Ellum is a unique, authentic and vibrant community where entrepreneurs and the arts thrive while culture and history are honored. The people, uses and activities are diverse, yet the stakeholders are engaged and supportive of one another, collectively sharing to the world the narrative of Deep Ellum and surrounding neighborhoods. Deep Ellum is a known and attractive destination in Dallas, the region, and worldwide.

## 6 Objectives

**1. Celebrated Culture:** Unique history and ethos consistently highlighted and increasingly renowned.

**2. Preserved History:** Preserved and celebrated sites of historical and cultural significance.

**3. Collaborative Community:** Engaged community marked by frequent collaboration within and between stakeholder groups.

**4. Strong Partnerships:** Multi-faceted partnerships with area institutions.

**5. Diverse (Wide Appeal):** In all aspects, diverse people and talents are attracted, retained and highlighted to live, work, and play in Deep Ellum.

**6. Creative & Innovative Environment:** Street art such as murals make for a palpable creative environment while Deep Ellum acts as a frontier for urban innovation.

## 1 Goal

Deep Ellum is a unique, authentic and vibrant community where entrepreneurs and the arts thrive while culture and history are honored. The people, uses and activities are diverse, yet the stakeholders are engaged and supportive of one another, collectively sharing to the world the narrative of Deep Ellum and surrounding neighborhoods. Deep Ellum is a known and attractive destination in Dallas, the region, and worldwide.

## 12 Actions

**A.** Leverage public art and murals via information-sharing, mural database and map, and contests both bolstering burgeoning new artists and attracting world renowned artists to Deep Ellum.

**B.** Foster business and community collaboration via regular Business Owners' meetings, new committee service opportunities, and targeted Facebook page, as well as diligent face-to-face communication.

**C.** Envision, advocate, and plan for, as well as facilitate development of the new Dallas Cultural Trail from the Arts District to Fair Park via Deep Ellum.

**D.** Highlight history at regular intervals across platforms including social media, banners, website, and newsletters.

**E.** Host welcome meet & greets and assist with social media announcements as well as support ribbon cutting celebrations for new businesses with the help of volunteer business leaders.

**G.** Build multi-faceted partnerships with local and neighboring institutions to leverage back into community (E.g. Deep Ellum Community Association, Uplift Luna, Baylor, Fair Park, Downtown, etc.).

**H.** Host and support tours on history, arts,

and culture as need, as opportunities arise and in partnership with the Deep Ellum Community Association.

**I.** Support a true live, work, and play community via forming a Housing Task Force

**J.** Promote inclusion of mixed income housing opportunities and innovative housing models on public land esp. City Service Center including through conducting study of local workforce housing needs.

**K.** Coordinate public private partnership to activate Clover Street, leveraging Deep Ellum's core assets to enrich the neighborhood.

**L.** Advocate for and promote best practices and benefits of well-rounded, incentive-based housing solutions.

## ACTION ITEMS

## OBJECTIVES



### 1 Goal

Deep Ellum is a unique, authentic and vibrant community where entrepreneurs and the arts thrive while culture and history are honored. The people, uses and activities are diverse, yet the stakeholders are engaged and supportive of one another, collectively sharing to the world the narrative of Deep Ellum and surrounding neighborhoods. Deep Ellum is a known and attractive destination in Dallas, the region, and worldwide.

### 2 Objectives

**1. Balanced, 24/7 Uses:**

Mix of tenant types and businesses offering range of commercial uses, especially retail, at all times of day.

**2. Entrepreneurial Harbor:**

Sustainable, growing businesses with singular character thrive.

## 1 Goal

Deep Ellum is a unique, authentic and vibrant community where entrepreneurs and the arts thrive while culture and history are honored. The people, uses and activities are diverse, yet the stakeholders are engaged and supportive of one another, collectively sharing to the world the narrative of Deep Ellum and surrounding neighborhoods. Deep Ellum is a known and attractive destination in Dallas, the region, and worldwide.

## 12 Actions

**A.** Update sign ordinance to fit Deep Ellum aesthetic and current uses and implement DEF sign recommendations advisory process.

**B.** Continue Special Use Permit (SUP) recommendation process and proactively notify businesses when need to renew or receive new SUP.

**C.** Form task force to inform ease of doing business and share lessons learned with the business community. Advocate for updated frameworks and city regulations as needs are identified.

**D.** Compile and share Deep Ellum resident business visits incentive package to encourage patronage of local businesses

**E.** Continually offer welcome packet to new businesses before open. Form street by street welcoming committees with businesses to support business-to-business engagement.

**F.** Promote a balanced tenant mix through sharing information and market analysis.

**G.** Connect strong prospective tenants to property owners as opportunities arise.

**H.** Partner to support collective food,

## ACTION ITEMS

beverage, retail, family-friendly and cultural trails and tours, compiling information to promote local critical mass.

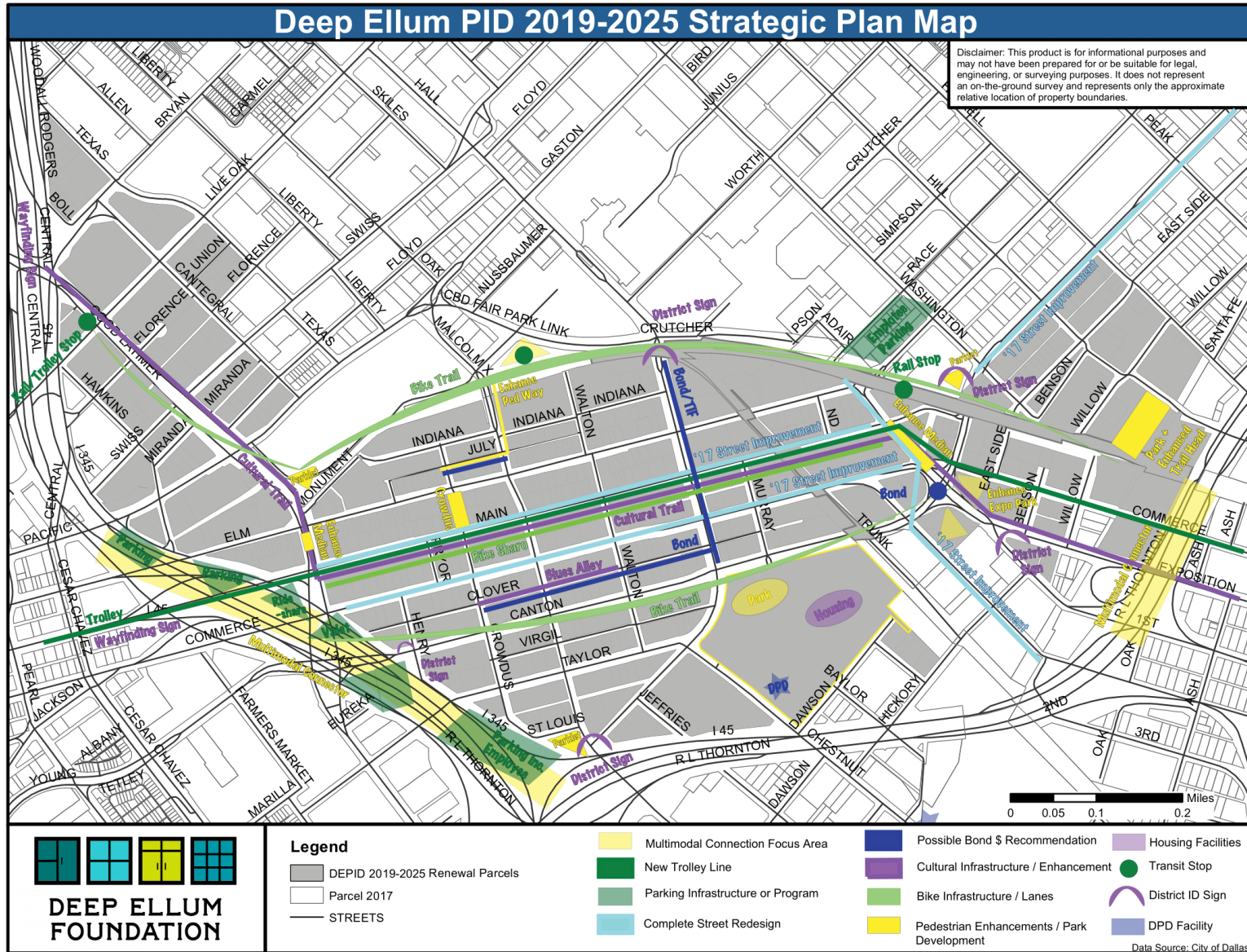
**I.** Support business and pop-up incubation.

**J.** Clarify and, where necessary, advocate for updates to the City's vendor ordinance.

**K.** Advocate for and pass district-wide Municipal Setting Designation.

**L.** Promote creative and collaborative work spaces.

# STRATEGIC PLAN ACTION MAP





**IMPLEMENTATION**

## METRICS OF SUCCESS

To understand and determine our effectiveness in implementing the DEPID 2019-2025 strategic plan, it is imperative that DEF monitor and measure progress. The measures identified on the next page will be DEF's base indicators of success. More measures may be added as relevant over the course of the plan's implementation.

In crafting measures to serve as indicators of success, the strategic plan Task Force distinguished between outputs and outcomes. While outputs illustrate progress in completing action items, outcomes reflect achieving the desired result of these actions. While outputs are important to track and can serve as indirect indicators of progress towards our ultimate goals, this plan also identifies at least one to two outcome metrics per pillar. These outcome measures more directly help us understand the impact of our efforts upon our desired result.

While DEF will continually strive to evaluate our impact, it should be noted and is necessary to acknowledge that causality (the relationship between action and outcome) is very difficult to verify. Often it is also challenging to measure the outcomes we desire themselves. For instance, if we want to improve neighborhood quality of life or know whether Deep Ellum feels like an inviting environment, what do we measure? What quantifiably reflects this value? It may differ by individual and even be defined differently by different stakeholders. As such, we will keep in mind that our goals are complex, they are not singularly definable and many other factors contribute to the ultimate progress toward our goals and successes.

**“... outcome measures more directly help us understand the impact of our efforts upon our desired result.”**



Strategic Pillar	1. Safe & Secure District	2. Accessible & Physically Interconnected Neighborhood	3. Inviting Environment	4. Authentic, Unique, Vibrant Community & Commercial Destination		
				A. Activated & Promoted Experience	B. Unique & Authentic Community	C. Ease of Doing & Starting Business
Metrics & Indicators of Success	<ol style="list-style-type: none"> <li>1. Percent reduction in total incidents year over year, Reduction in violent crime. (Goal 10%)</li> <li>2. Percent increase in total funds raised year over year. (Goal of 10% for 2019, 15% 2020)</li> <li>3. Percent DEPS contributing businesses and stakeholders, percent retained contributors.</li> <li>4. Number of homeless outreach and number of panhandling engagements by DEPS affiliated teams, (percent connected to homeless solutions organizations).</li> <li>5. Percent of Deep Ellum businesses and property managers trained in emergency preparedness and other safety techniques. (Goal 20% by 2020)</li> </ol>	<ol style="list-style-type: none"> <li>1. Percent reduction in accidents year over year with vehicles, bikes, and pedestrians in Deep Ellum.</li> <li>2. Percent of crosswalks with A, B C, D, F scale grades in Deep Ellum.</li> <li>3. Percent increase in parking spots YOY.</li> <li>4. Percent reduction in rideshare average wait time.</li> <li>5. Number of new mobility enhancements year over year including bike racks, corrals, transit stops, rideshare zones, valet zones, district ID signs, wayfinding signage implemented or influenced by DEF.</li> <li>6. Percent increase in pedestrian and cyclist counts year over year and quarter over quarter.</li> </ol>	<ol style="list-style-type: none"> <li>1. Percent of identified hotspot for trash cans services addressed year over year.</li> <li>2. Percent change in tags reported, and mitigated weekly by DEF maintenance staff. (Goal of decrease year over year)</li> <li>3. Square footage of landscaped areas and pedestrian gathering spaces maintained and improved by DEF. (Goal of increase year over year)</li> <li>4. Percent increase in Crowds Street use by pedestrian counter year over year.</li> <li>5. Percent of identified hotspots for lighting improvement addressed year over year.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of events and activations contributed to by DEF year over year.</li> <li>2. Percent increase in website hits year over year.</li> <li>3. Percent increase newsletter subscribers year over year.</li> <li>4. Percent increase social media followers &amp; engagements year over year.</li> </ol>	<ol style="list-style-type: none"> <li>1. Percent of committee members gained and percent retained year over year. Average engagement rate as percent of requested attendance and contribution by DEF.</li> <li>2. Percent increase in feet of public right of way improved for pedestrian activation year over year.</li> <li>3. Ratio of housing units available to Deep Ellum workforce by average income.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of Welcome to the Neighborhood packets distributed.</li> <li>2. Percent of businesses to receive SUP notice before open year over year. Percent of SUPs and new signs upon which DEF offered recommendation to the City year over year.</li> <li>3. Percent distribution of tenant mix, rate of vacancy year over year.</li> <li>4. Percent increase of business issues and requests for service addressed year over year.</li> </ol>



## PERFORMANCE MANAGEMENT



To oversee and manage our progress, DEF will rely upon our robust network of volunteers, continued stakeholder engagement, and defined staff reporting structure.

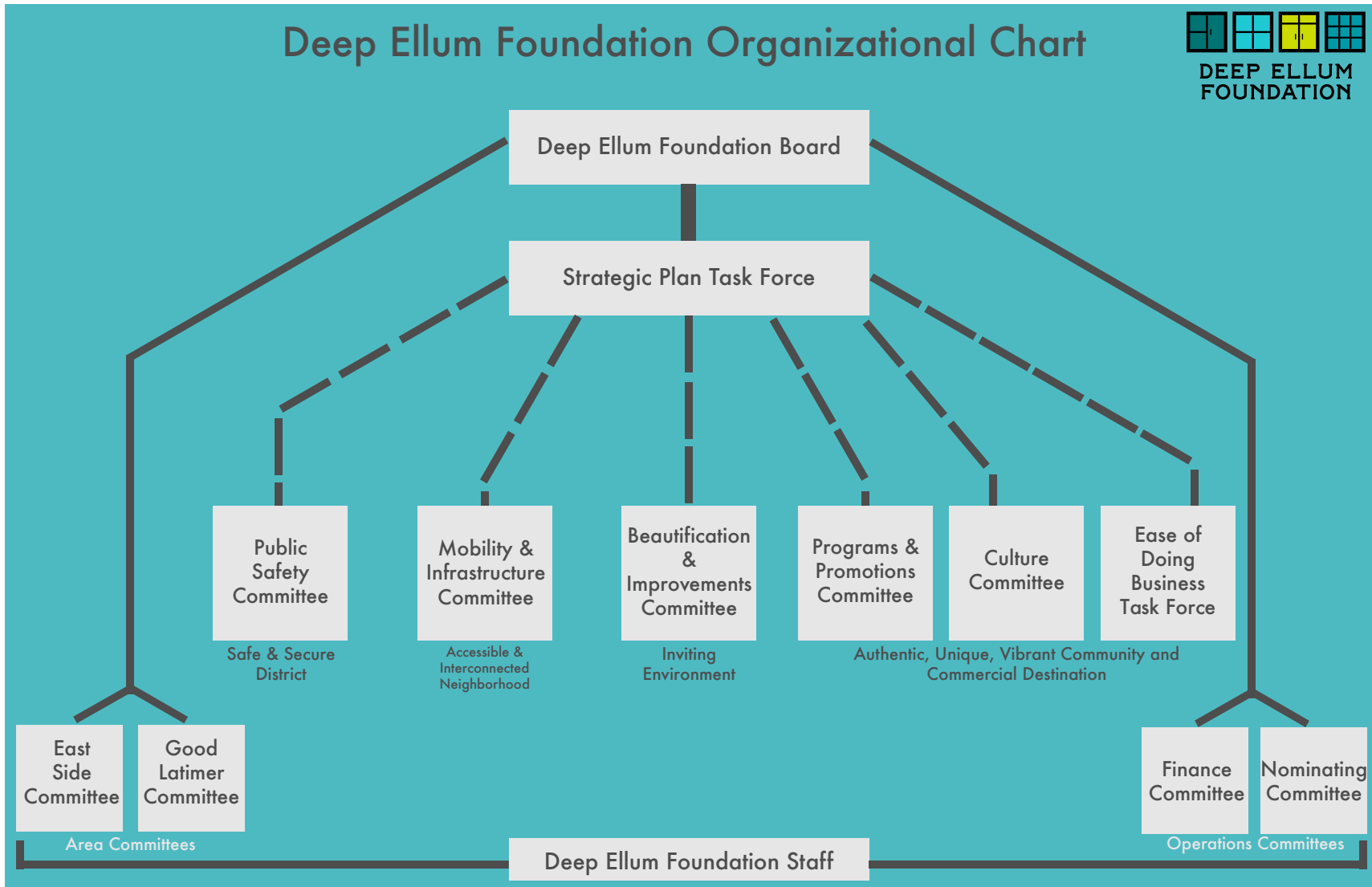
Each strategic plan pillar has a corresponding committee or task force dedicated to advancing the goals, objectives and specific action items within it. These committees and task forces are outlined on the next page. Each committee is comprised of property owners, business owners or employees, and residents. Issue experts and government staff also contribute to these committees on occasion.

**“Each strategic plan pillar has a corresponding committee or task force dedicated to advancing the goals, objectives and specific tasks within it.”**

DEF Board members serve on all of these bodies and in most cases a chairperson is identified. The Chair of each group along with DEF staff report out activities and progress to the Foundation Board on a regular basis and, ultimately, all significant decisions are voted upon by the Board.

Through the strategic planning process, DEF also formed a Strategic Plan Task Force which will remain engaged to review all of our metrics across pillars, assess overarching progress, and make related recommendations for alterations in our initiatives and approaches throughout each year.

# DEEP ELLUM FOUNDATION ORGANIZATIONAL CHART



## ANNUAL REPORTING & ACCOUNTABILITY

Starting in 2020, DEF will begin releasing an Annual Report Card each year. The report will share highlights from the previous year and, using the identified metrics of success, quantify progress towards achieving the goals outlined in the DEPID strategic plan.

The report will be shared with the DEF Board, Deep Ellum Community Association, our multifamily stakeholder group, and business owners at regular meetings. The report as well as a midyear update will also be presented at the Deep Ellum Foundation Annual Meeting each June. Finally, the report will be made available on the DEF website.

**“As a living document the plan will continue to be updated as actions are completed, new issues arise, and neighborhood needs and preferences shift.”**

Periodically, DEF will endeavor to solicit fresh feedback beyond the regular meetings outlined above by conducting surveys via email, web, social media and other channels to gain further insight on particular aspects of the strategic plan. DEF will also pursue initiative-specific studies, including with stakeholders and outside experts, to deepen our understanding of emerging needs and trends, flesh out area specific designs, or further develop ideas outlined in the strategic plan.

As a living document, the plan will continue to be updated as actions are completed, new issues arise, and neighborhood needs and preferences shift. The continual feedback loop across stakeholder types will ensure our approach stays nimble, focused, and forward-looking.



The DEPID 2019-2025 strategic plan was adopted in May 2019 and presented at the 2019 Annual Meeting in June. By the end of 2019, DEF and our network of volunteers, committees and board members made strides in advancing a number of specific actions items and objectives. DEF adopted updated bylaws to be reflective of the strategic plan, launched several new committees and engaged over 25 new committee members. In addition to these organizational advancements, a few highlights from the past year are provided on the following pages.



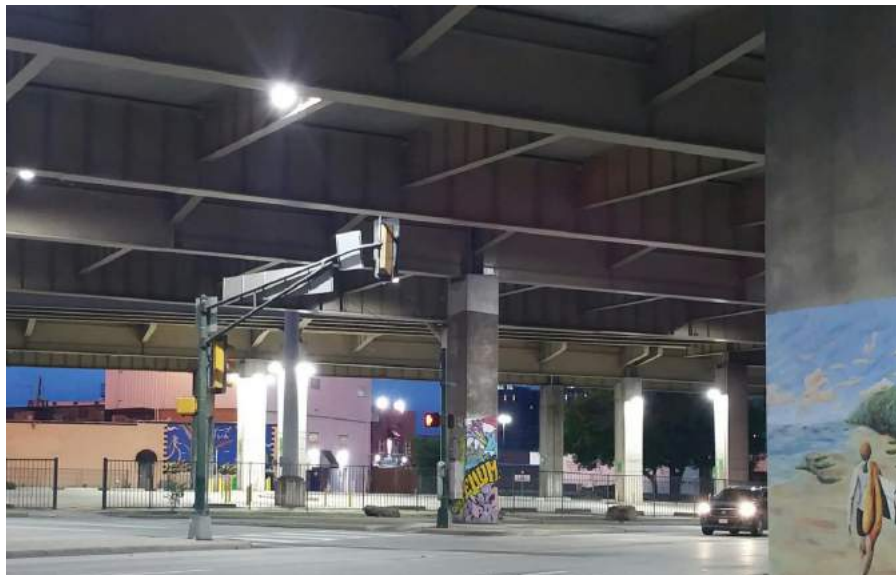
# 1. SAFE & SECURE DISTRICT

1. Hosted first-ever First Responders Appreciation luncheon drawing over 85 attendees and honoring first responders serving our community.
2. Launched Deep Ellum Public Safety Program Camera Campaign, installing two security cameras to enhance coverage of the public right-of-way.
3. Expanded resident engagement in neighborhood public safety through two major multifamily properties joining the Deep Ellum Public Safety Program and institution of regular meetings with residential property managers.



## 2. ACCESSIBLE & PHYSICALLY INTERCONNECTED NEIGHBORHOOD

1. Piloted region's first designated rideshare drop off/pick up zones to ease congestion and related public safety concerns.
2. Conducted district-wide crosswalk assessment and achieved implementation of first repainted crosswalks at Pryor & Main Street in partnership with City of Dallas DOT.
3. Additionally installed first "two-wheel only" parking corral in the district.
4. Completed 90 percent of phase 1 priority lighting improvements across the neighborhood in parking lots, underneath I-345 and at rideshare zones.



### 3. INVITING ENVIRONMENT

- 1. Installed 20 new trash cans and rehabbed 13 additional receptacles across the neighborhood.
- 2. Completed landscape upgrades on Elm Street across 15 landscape beds.
- 3. Installed three new doggie litter and sanitation stations.



## 4. AUTHENTIC, UNIQUE, VIBRANT COMMUNITY & COMMERCIAL DESTINATION

1. Hosted first ever Deep Ellum Open Studios event, drawing over 300 attendees, attracting thousands of social media hits and generating revenue for every participating artist loft.
2. Launched new Deep Ellum Texas website map including comprehensive and up-to-date registry of local businesses, historical sites, murals, parking and rideshare zones.
3. Created new local incentive package, raising awareness and connecting district residents to businesses offering discounts.
4. Expanded popular street light pole banners to select Main Street intersections.







**NEXT STEPS**

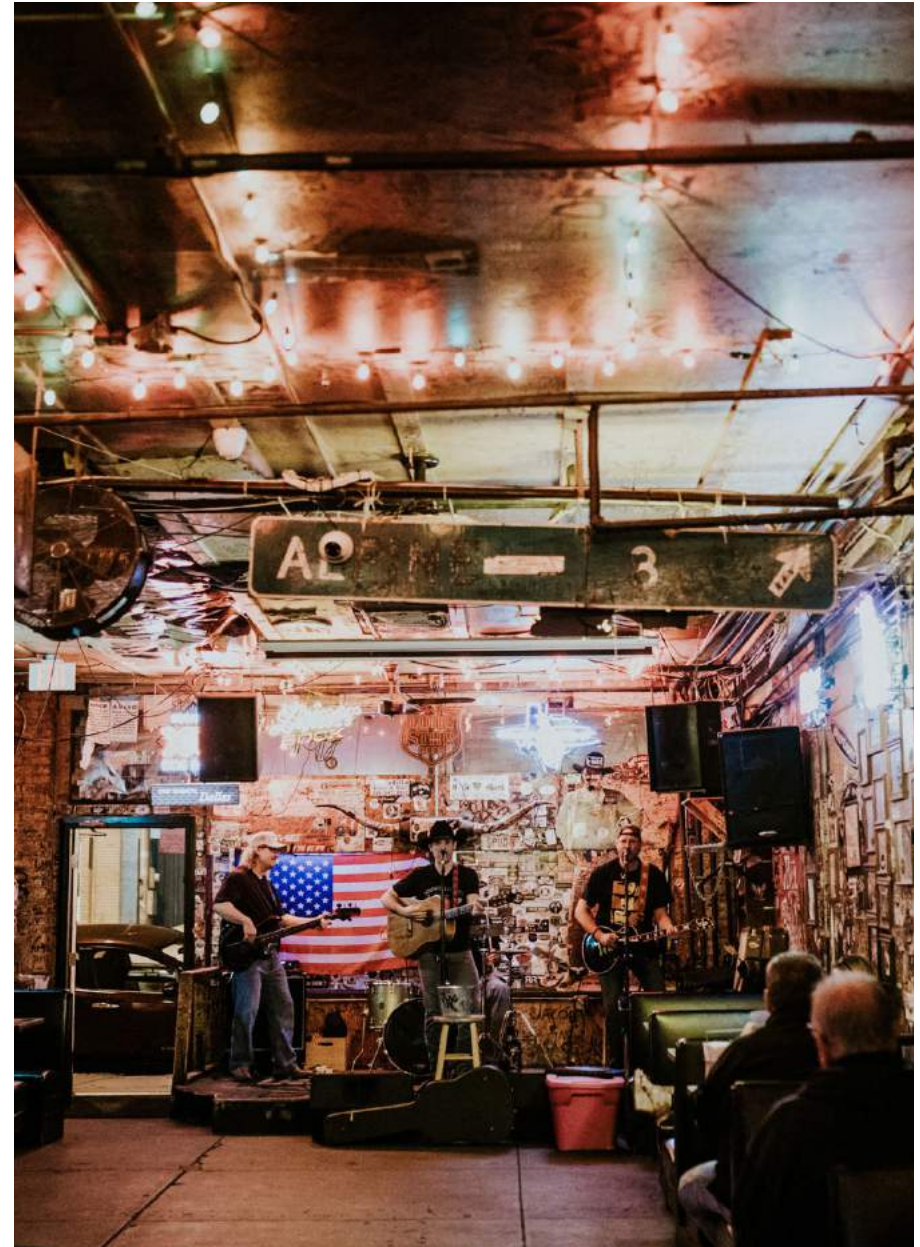
## POLICY POSITIONS

With the bylaws, mission and vision updated along with the newly in place strategic plan, DEF's next steps will include formalizing a comprehensive set of explicit policy positions on critical areas impacting our major goals for the Deep Ellum Public Improvement District.



## ACTION ITEMS

In 2020, stakeholders and partners should also anticipate a new neighborhood-wide emergency text system and business training opportunities upon safety, continued crosswalks improvements, the development of a new district identification sign, upgrades to the district bark park, a revamped Deep Ellum Texas website, and submission of an application to the state to approve Cultural District designation for Deep Ellum.



## DEF WEBSITE LAUNCH

Lastly, DEF will launch a new Deep Ellum Foundation website. Similar to the strategic plan, the four pillars will serve to frame the site. Stakeholders, public and private partners, and those interested in learning about our efforts to advance Deep Ellum will find the site to be a resource in outlining and tracking the progress of the DEPID Strategic Plan.





**THANK YOU!**