

Project Description

In 2018, the Convention and Event Services (CES) department of the City of Dallas engaged in a multi-departmental solicitation for a development process to determine a path-forward for correcting long-time deferred maintenance of the 2 million-square-foot Kay Bailey Hutchison Convention Center Dallas (KBHCCD). The solicitation phase for master planning understood that the demand among convention centers continues to grow for high-quality exhibition and meeting space, especially within the medical, scientific, and technical fields, and that the existing KBHCCD was losing ground at a rate that was impacting the local economy.

Market analyses conducted in prior years pointed to several factors, in addition to the KBHCCD's aging infrastructure, that were impacting the center's salability. Included among those factors were mobility, transportation, surrounding amenities, and overall land use surrounding the facility. The exploration of facility data demonstrated that, as a facility constructed in five (5) phases over several decades without consistent continuity or integration of major systems, the estimated investment level to merely correct existing deficiencies would be an estimated \$500 to \$600 million. As a result of that internal engagement and discussion, CES issued a combined Request for Qualifications and Request for Proposals (RFQ/RFP) entitled Professional Services for the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) – BC20-00011768 to procure a firm to develop a multi-layered master plan for the KBHCCD and a larger study area (see **Figure -1** below):



A collective decision was made to draft the Kay Bailey Hutchison Convention Center Dallas (KBHCCD) Master Plan by studying the Convention Center District in Figure – 1 as a larger, integrated economic development plan that included the convention center facility, land use, transportation, and connectivity around the facility and into South Dallas, and financing.

In January 2021, the procurement evaluation process resulted in the awarding of a contract to WSP USA, Inc. to work with the Department and its broader Internal and External Stakeholder teams in the development of the KBHCCD Master Plan. Over the next two years, through approximately 300 engagement meetings with both internal and external stakeholders, a draft plan was developed, and City Council recommendations made to move the existing convention center to the west of Lamar Street, detaching The Black Academy of Arts and Letters (TBAAL) and the Dallas Memorial Auditorium (Arena) to function as stand-alone buildings.

The expansion of the campus, and ultimate decommissioning of some portions of the existing buildings, would result in opportunities to create a multi-use district on approximately 30-acres, while re-orienting the convention center west of Lamar Street. Additionally, the plan would allow for the re-orientation of streets, the re-envisioning of the Eddie Bernice Johnson Union Station, the repair and refreshing of Pioneer Plaza and Cemetery, and reconnection into South Dallas.

The Master Plan incorporated feedback and active participation from fourteen City departments, VisitDallas, Oak View Group (dba OVG), Downtown Dallas Inc., the North Central Texas Council of Governments, the Texas Department of Transportation, Dallas Area Rapid Transit, Union Pacific Railroad, chambers of commerce, local minority/women owned business development groups, and many other stakeholders. The Master Plan also incorporated all existing City of Dallas developed plans related to transportation, sustainability, development, racial equity, arts and culture, and others. The resulting concept and March 6 reorientation meets multi-agency and long-term City of Dallas goals to reconnect and re-knit communities by expanding the KBHCCD in such a manner that it no longer serves as a physical and development barrier into the community referred to in the vernacular as The Cedars, which is the northernmost gateway into South Dallas and the larger southern sector.

The implementation of the Kay Bailey Hutchison Convention Center Dallas (“KBHCCD”) Master Plan (hereinafter referred to as “the Project”) was ultimately divided into seven (7) fundable components as outlined below:

1. KBHCCD Convention Center Expansion and proposed Enhanced Greenspace connector using the Construction Manager At-Risk Delivery Model, and the Demolition of the Existing Convention Center
2. Transportation-Related Alternatives
3. Dallas Memorial Auditorium (Arena) using either Design Bid Build or Construction Manager At-Risk Delivery Model
4. The Black Academy of Arts and Letters (TBAAL) using a Design Bid Build or Accelerated Construction Manager At-Risk Delivery Model
5. Pioneer Plaza and Pioneer Cemetery
6. Eddie Bernice Johnson Union Station
7. Land Use and Development on City of Dallas owned property within the downtown area

To-date we have procured and contracted the following:

Component	Project Manager	Design Team	CMAR
One	Inspire Dallas	Perkins & Will	Trinity Alliance
Three	McKissack & McKissack	Gensler	Pending
Four	Dikita Enterprises	KAI Alliance	Pending
Five	Metropolitan Infrastructure	Pending	Pending

Components One, Three and Four are all in schematic design, with Component One advancing to pre-enabling construction by July 2025, and full construction shortly thereafter. Component One is scheduled for completion in February 2029.

Describe need and anticipated public benefits of the project:

The overall project is an economic development project that is slated increase annualized tourism/hospitality benefit by \$6B annually, generate over 50,000 full/part-time and seasonal jobs, result in the development of property tax generation once the 30 acres are redeveloped, and reconnect downtown Dallas to South Dallas proper and the southern sector. Additionally, the project has generated significant interest and discussion of connecting multi-use development projects, including hotels totaling approximately 6,000 rooms.

Transportation Scope

Conceptual Overview

The convention center will transform mobility in this portion of downtown, becoming a central node for seamless and convenient access to the district and region. The many modes of transportation that meet at the future convention center—including light rail, high speed rail, streetcar, buses, vertiport, taxi and ride-hailing, micromobility, bicycle and pedestrian connections—will facilitate the movement of massive numbers of people, serving not only travel to the convention center for major events, but to the district and downtown from across the city and region.

The mobility program aims to serve five objectives:

- **Human Experience:** Elevate the pedestrian-scale experience
- **Building Form and Programming:** Support preferred design choices for the convention center.
- **Ease of Access and Connectivity:** Ensure convenient access for all users
- **Sustainability:** Limit greenhouse gas (GHG) emissions, both embodied and operational
- **Favorable Cost and Feasibility:** Ensure the project is cost-effective and implementable

Site Description

The limits of the Component 1 project will be bounded generally by I-30 to the South, and I-35 to the West; Jefferson Boulevard Viaduct & Houston Street to the West; Dallas Morning News and Omni sites to the North; and Lamar Street to the East. The site is intersected by two (2) active rail lines (one freight, one transit) that must remain operational for the majority of the project: the Union Pacific Railroad (UPRR) and Dallas Area Rapid Transit (DART). The site is also intersected by five (5) public roadways: Jefferson Boulevard Viaduct, Lamar Street, Memorial Drive, Hotel Street, and Ceremonial Drive. The site has two main parts: the main building north of Hotel Street, and Lot E south of Hotel Street.

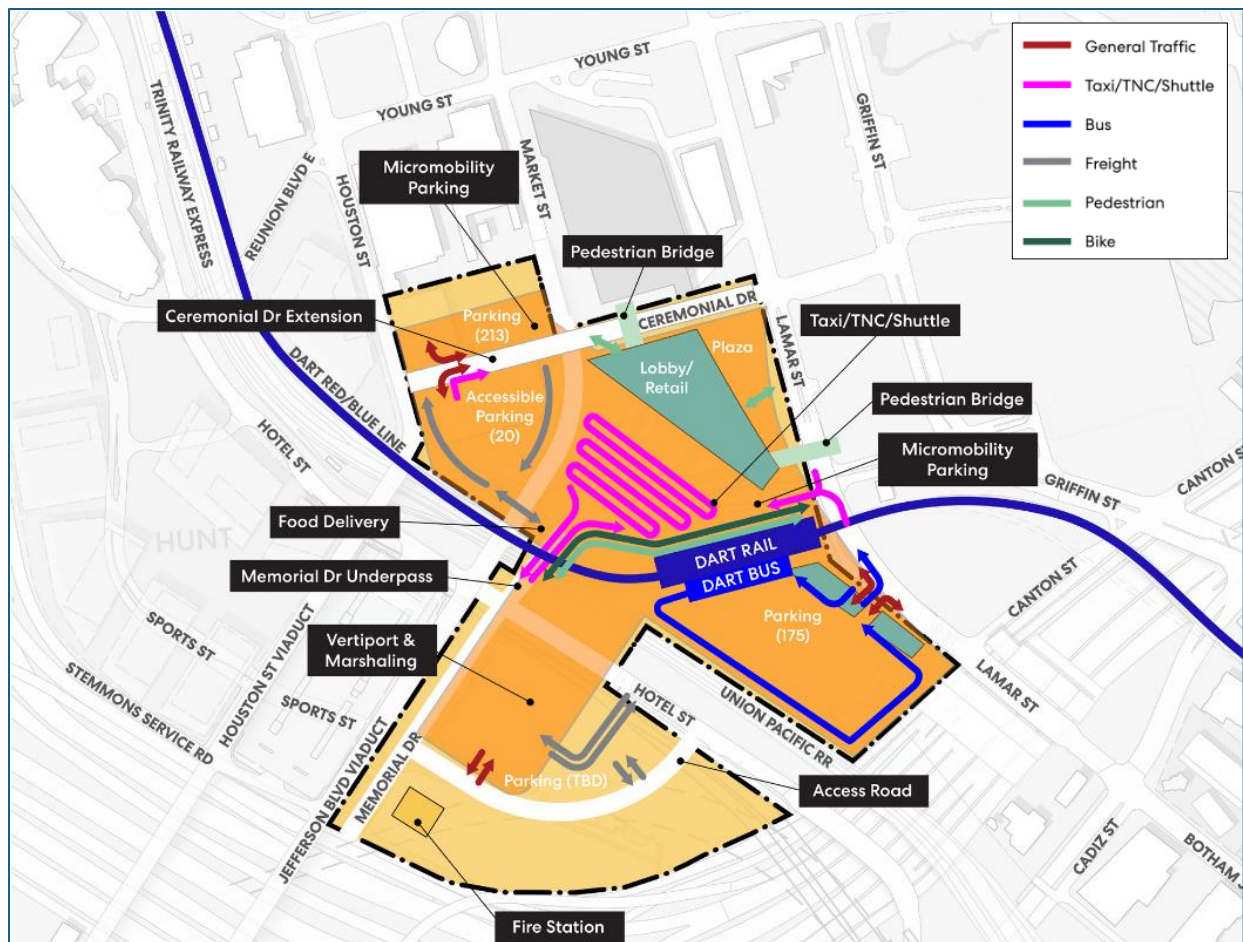
On-Site Mobility

The building's ground floor will be multipurpose, serving all modes of transportation and building access. The main building site East of Hotel Street will feature a consolidated Central Mobility Hub, parking lots at the east and west ends, and non-mobility uses including an iconic grand lobby, public plaza, retail, food-and-beverage access, and building utilities. Pedestrians and

micromobility users will enjoy multiple access points to the central lobby via safe crossings across adjacent roadways, and via pedestrian bridges across Lamar Street and to the Omni Hotel.

Meanwhile, Lot E located southwest of Hotel Street will provide critical space for a consolidated freight marshalling yard, a new elevated loading dock with level access to exhibit halls, the relocated Dallas Vertiport, and on-site parking for trucks, trailers, and other larger vehicles. Lot E's consolidated marshalling yard will enjoy seamless access to and from neighboring I-30 and I-35 via Cadiz Street and Stemmons Service Road, enabling efficient regional and intercity access. Lot E also will include non-transportation infrastructure including a rainwater harvesting cistern and future City of Dallas fire station.

Figure X: On-Site Mobility



A Central Mobility Hub will facilitate easy, one-stop access directly from the grand lobby to all shared transportation modes — including DART light rail and buses, coach buses, hotel shuttles, ride hailing, taxis, and shared micromobility. The Mobility Hub will provide about 0.36-mile of flexible curbside storage to accommodate a wide range of event days and vehicular mixes. The Memorial Drive underpass will become a main south-side access point to the new Mobility Hub, while Lamar Street and Ceremonial Drive will facilitate north-side access. One-way traffic flow from east to west will help ease congestion, while narrowing and simplifying the Lamar Street intersection for a more pleasant, seamless experience for rail services, pedestrians, and general traffic.

The site will provide about 705 on-site parking spaces, including 495 spaces under the main building in two ground-floor lots, as well as about 211 spaces on Lot E. A district shared parking program will pool parking resources from across the district to serve the Convention Center; while a robust Transportation Demand Management (TDM) program will promote use of walking, cycling, and a wealth of public transit options to minimize GHG emissions and reduce parking demand.

Proposed Roadway Modifications

The street is where urban life takes place, and where the Convention Center can have the greatest impact on the experience of the city. The streets that interface with the Convention Center must play multiple roles. They must facilitate major service and loading, accommodate high numbers of visitors using many modes of travel, and create a pleasant and welcoming experience for visitors and residents alike.

Each street will be designed thoughtfully to support this vision – from Lamar Street serving as the site’s vibrant and welcoming “front door”; to an extended Ceremonial Drive and upgraded Hotel Street functioning as vital, pleasant workhorses; to realigned Jefferson Viaduct and Memorial Drive providing new access points for greater connectivity.

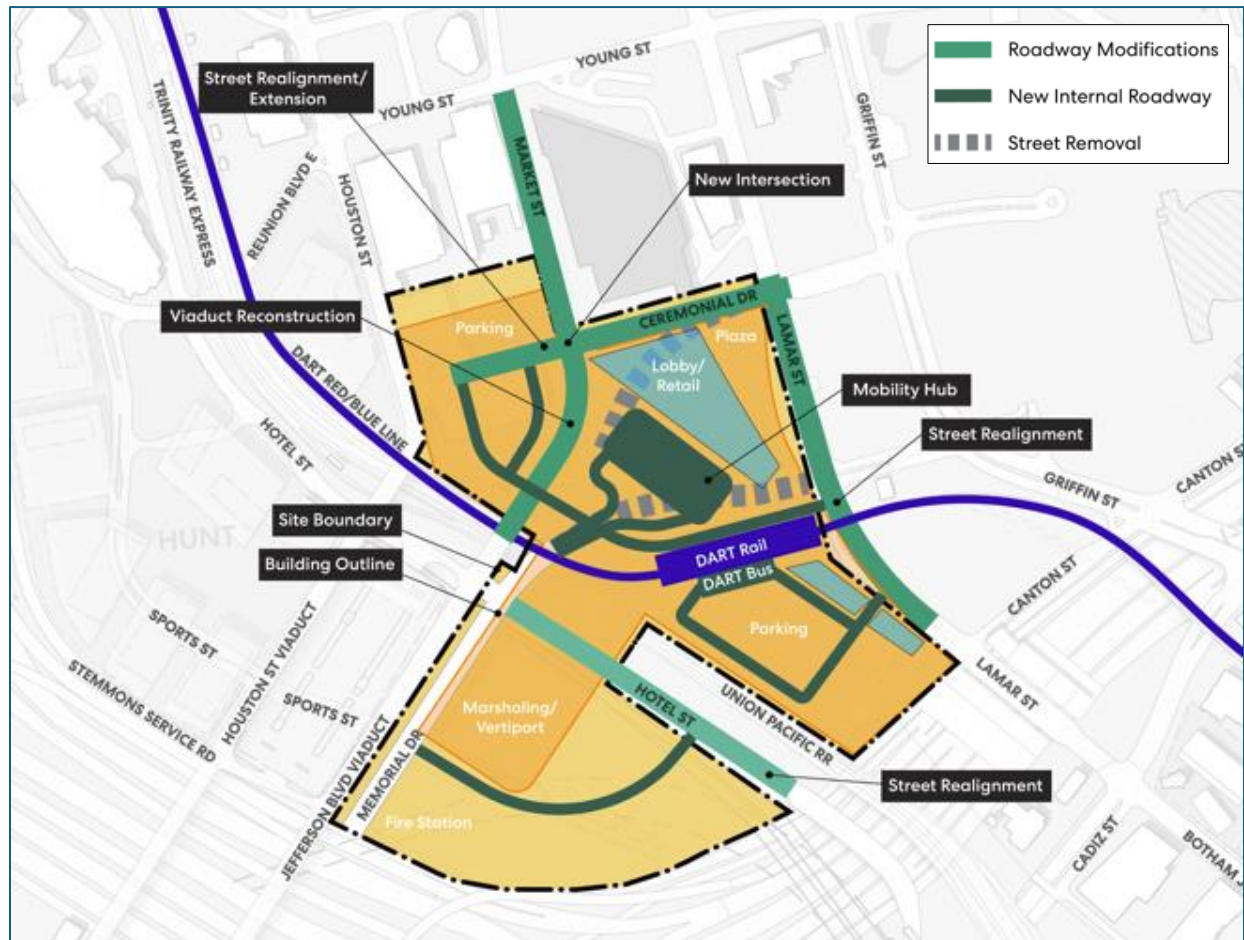
An upgraded roadway network will support this vision. Upgrades that are currently in conceptual design, to be refined and approved by the City of Dallas, include:

- **Lamar Street** will be realigned—in a section from about 300 feet south of Ceremonial Drive to Canton Street—with a wider curve radius that will effectively shift Lamar Street about 30 feet east at the point of greatest realignment. The vibrant street will serve a public plaza, the “World Stage” park to the east, and additional ground-floor uses that can serve the community. A separated bikeway on the east side will provide a high-comfort connection from Downtown to the Cedars
- **Ceremonial Drive** will be realigned west of Lamar Street through a new intersection with Market Street to a potential future undercrossing of Houston Street Viaduct. Ceremonial Drive will create a comfortable human experience with a generous public realm adjacent to the building lobby and active ground-floor uses, and a separated bikeway.
- **Jefferson Viaduct:** The portion of Jefferson Viaduct structure north of UPRR will be demolished and rebuilt to descend more quickly to a new intersection with Ceremonial Drive. The Jefferson Viaduct modifications are a separate project owned by the City of Dallas Transportation Department.
- **Memorial Drive:** The existing Memorial Drive vehicular tunnel under UPRR will remain without improvement, while new up-ramps will terminate inside the new Convention

Center's mobility hub. Memorial Drive will be demolished from Lamar Street westward except for the aforementioned underpass.

- **New Traffic Flows:** Per preexisting City of Dallas Plans, Jefferson Viaduct will convert to two-way general traffic in order to allow Houston Street Viaduct to solely carry active mobility (pedestrians and bicyclists) and the Dallas Streetcar.

Figure X: Proposed Transportation Infrastructure



DART Light Rail and Dallas Streetcar

The Convention Center project will create a unique Dallas urban experience along Lamar Street, where DART light rail intersects the future extended Dallas Streetcar (a separate project). This bustling, mobility-rich destination will provide multi-modal connections in all directions—via foot, micromobility, transit, and car. An elevated pedestrian connection above will create a postcard moment, connecting to the future “Dallas World Stage” park while enabling iconic views of Downtown Dallas over the streetcar and park below.

DART’s Convention Center light rail station will provide a world-class arrival experience. Architectural and urban design elements, along with upgraded lighting and platforms, will create a signature destination. Direct sunlight will reach one end of the platform and filter throughout the

station. The station will be fully integrated into the Central Mobility Hub for seamless connections to the grand lobby, cross-platform transfers to DART buses, and access to every other on-site mode. The station also will become the focal point of a new transit-oriented district. Safe pedestrian connections across Lamar Street will facilitate easy access to nearby hotels, retail, residential development, the Dallas Streetcar, and the World Stage Park.

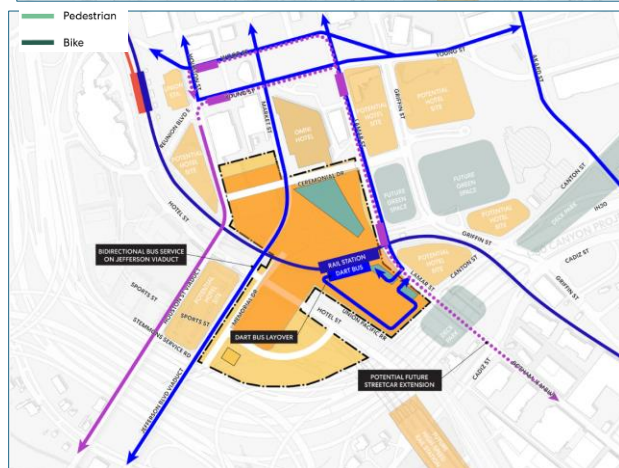
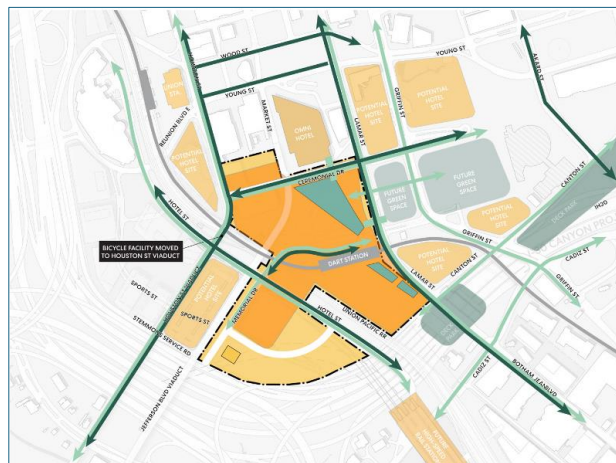
Figure X: DART Light Rail Station and Lamar Street



Figure X: Convention Center Access Plans

Active Mobility
Transit

Public
Freight



- Light Rail
- Bus
- Commuter Rail
- Future Streetcar

Freight

Figure X: Ground Floor Site Plan



ATTACHMENTS:**5 years of audited financial statements related to the source of repayment**

Annual Comprehensive Financial Report 2024

<https://dallascityhall.com/departments/budget/financialtransparency/AuditedFinancials/Annual%20Comprehensive%20Financial%20Report%202024.pdf>

Annual Comprehensive Financial Report 2023

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FY2024-25 Adopted Annual Operating and Capital Budget

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