

AGENDA
Irving Convention and Visitors Bureau Board of Directors
Destination Development Committee
Tuesday, February 6, 2018 at 11:30 a.m.
Irving Convention Center, First Floor Boardroom
500 W. Las Colinas Blvd.
Irving, Texas 75039

NOTE: A possible quorum of the Irving Convention and Visitors Bureau Board of Directors may be present at this committee meeting.

1. Update on Irving Archives and Museum
2. Update on Hotel Development
3. Update of Music Factory / Big Beat Dallas
4. Update of Irving Convention Center Safety and Security
5. Approval of November 28, 2017 Minutes
6. Committee Chair's Report

CERTIFICATION

I, the undersigned authority, do hereby certify that this notice of meeting was posted on the kiosk at City Hall of the City of Irving, Texas, a place readily accessible to the general public at all times, and said notice was posted by the following date and time:

_____ at _____ and remained so posted at least 72 hours before said meeting convened.

Deputy Clerk, City Secretary's Office

This meeting can be adjourned and reconvened, if necessary, the following regular business day.

Any item on this posted agenda could be discussed in executive session as long as it is within one of the permitted categories under sections 551.071 through 551.076 and section 551.087 of the Texas government code.

This facility is physically accessible and parking spaces for the disabled are available. Accommodations for people with disabilities are available upon request. Requests for accommodations must be made 48 hours prior to the meeting. Contact the City Secretary's Office at 972-721-2493 or Relay Texas at 7-1-1 or 1-800-735-2988.

REAL ESTATE

2 DAYS AGO

Irving OKs Jerry Jones' new Las Colinas development with hotel and apartments

*Steve Brown, Real Estate Editor*

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Irving's city council has given Dallas Cowboys owner Jerry Jones' real estate company the go-ahead to build a high-profile mixed-use development in Las Colinas.

The almost 28-acre project will be at the south corner of State Highways 114 and 161, east of Dallas/Fort Worth International Airport.

The Jones family's Blue Star Land LP and Dallas-based Lincoln Property Co. plan to develop a hotel, retail and apartment project on the vacant corner. The project could be worth as much as \$100 million with the addition of adjoining development sites owned by Blue Star Land.

[Stars' Tom Gaglardi gets nice deal on Frisco land for upscale Sandman hotel](#)

"We've been working on it for over a year," said Bobby Stewart with Irving-based CSE Commercial Real Estate, which represented Blue Star at Thursday's Irving city council meeting. "We're asking for general site plan approval so we can do a mixed-use development."

He said Blue Star is committed to doing what the "city wants, which is a full-service hotel. It would be at least 200 rooms."

ADVERTISING



The hotel would be joined by 288 apartments in the Las Colinas development that Lincoln Property will build. There is also a small park area connecting the hotel and retail with the rental community.



The hotel the developers are in discussions with would have a Moxie's Grill & Bar restaurant in the ground floor. Moxie's is a Canadian restaurant chain owned by Dallas Stars hockey team owner Tom Gaglardi. The Vancouver-based restaurant chain has opened locations in Dallas' Crescent complex in Uptown and in Houston.

"The hotel group we are talking to has a full-service restaurant on the bottom of the hotel and one of the restaurants they have a relationship with is [Moxie's]," Stewart said.

Gaglardi also owns the Canada-based Sandman Hotel chain, which is also expanding to North Texas with its first location planned in Frisco.

Irving's city council unanimously approved Blue Star Land project.

Stewart said the two other properties the Jones family owns next door are being reserved for corporate projects. "It will probably be office uses," he said.

Dallas architect GFF designed the development.

Blue Star Land has owned the high-profile Las Colinas property since 2010.

The project is right across the highway from where medical industry giant McKesson Corp. has its huge regional office center with more than 1,000 workers.

[Why McKesson's Irving expansion puts Gov. Abbott in uncomfortable spot over nation's opioid crisis](#)

From: [Diana Pfaff](#)
To: [ICVBStaff](#); [ICC](#)
Subject: Dallas Cowboys owner Jerry Jones' real estate company has plans for a new project in Irving
Date: Monday, January 22, 2018 3:28:27 PM
Attachments: [image003.png](#)
[image004.png](#)

Dallas Cowboys owner Jerry Jones' real estate company has plans for a new project in Irving

Written by



[Steve Brown, Real Estate Editor](#)

Dallas Cowboys owner Jerry Jones' real estate company is gearing up for a major project in Irving.

The same team that developed the Cowboys' huge Star in Frisco development is working on the mixed-use development in Las Colinas.

The almost 28-acre project is planned at the south corner of State Highways 114 and 161.

Plans filed with Irving's zoning commission say the development will include a hotel, retail space and apartments on the vacant corner.

The development will be built by the Jones family's Blue Star Land LP and Dallas-based Lincoln Property Co.

Lincoln Property was part of the team that built the first phase of the \$1.5 billion Star in Frisco. And Lincoln is developing the Gates of Prosper shopping center with Blue Star on U.S. Highway 380 in Collin County.

Lincoln will build 288 apartments in the Las Colinas development on Meridian Drive east of S.H. 161, according to the plans.

"The Blue Star Land multi-use project is a perfect fit for the residents and workforce that are now flocking to Irving-Las Colinas because of the live, work, play, walk environment that millennials are demanding," said Beth Bowman, president of the Irving Las Colinas Chamber of Commerce.

The hotel and retail site is to the north along High Point Drive.

A community park is planned at the center of the development.

Dallas architect GFF did the site design.

Blue Star land officials did not respond to requests for information about the timing of the project.

Irving's city council still must give final approvals for the development.

Blue Star Land has owned the high-profile Las Colinas property since 2010.

The development is one of several mixed-use projects on the way in Irving.

"In addition to the announced projects like Blue Star that are either underway or planned to kick-off soon, we are pleased to see additional activity for both new residential and commercial development," said J. Hammond Perot, president of the Las Colinas Association. "Given where we are at this stage of the cycle, as well as the amount of developable real estate remaining, it certainly appears that we are in for another good year of activity."

Apartment builder Gables Residential is opening its long-awaited Water Street retail and apartment project on O'Connor Boulevard in Las Colinas.

And developers are finishing up construction on the Toyota Music Factory entertainment, restaurant and retail complex on S.H. 114.

"With the Dallas MSA on the short list for the Amazon HQ2, and the momentum we see in our economic development pipeline, we think this is going to be a very strong year for Irving-Las Colinas and North Texas," Bowman said. "As a dozen new restaurants and entertainment venues come online at the Toyota Music Factory, the opening of Water Street and other projects, we now have the lifestyle amenities that corporations and residents are seeking."



Diana K. Pfaff | VP of Marketing Communications

Irving Convention and Visitors Bureau

Irving Convention Center at Las Colinas

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HERE IS THY BEEF

Los Angeles' Top Round restaurant brings the beef to Dallas

By [Teresa Gubbins](#) 9.12.17 | 4:46 pm



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The beef in that sandwich is slow-roasted for 10 hours. *Photo courtesy of Top Round*

A beefy new restaurant is coming to Texas, bearing roast beef sandwiches and curly fries. Called **Top Round Roast Beef**, it's a Los Angeles-based concept that will open its first Texas location at Toyota Music Factory in Irving in November.

Founded in Los Angeles in 2013 by chef Steven Fretz and partners Anthony Carron, Noah Ellis, and Jamie Tiampo, Top Round Roast Beef describes itself as "chef-driven fast food" with a commitment to all-natural, freshly prepared ingredients at an affordable price.

A graduate of the California Culinary Academy, Fretz spent much of his culinary career in fine dining, including Fifth Floor in San Francisco and Michael Mina's XIV in Los Angeles, where he won *Angeleno Magazine's* "Best New Chef" award.

At Top Round, that translates into roasting the roast beef for those sandwiches for 10 hours in-house. The curly fries are hand-cut from Idaho potatoes and fried in 100% beef fat; this is not a place for vegans.

There are also crispy chicken sandwiches, in which the chicken is marinated in buttermilk and pickle juice. Pickle juice is very chef-driven.

According to a release, the chain is "nostalgic of what fast food used to be," where everything is freshly prepared to order using all-natural ingredients." Is that really what fast food used to be? Fast food has always seemed kind of junky from the get-go. Nostalgia can sometimes add an unrealistic haze.

Following four successful years in Los Angeles, Top Round is now expanding with Top Round franchises in Dallas, San Francisco, and Louisville, and more locations on the horizon.

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EATER INSIDE DALLAS RESTAURANT OPENINGS

Take a Look Inside the New Fast Food Joint Top Round

Grand opening is today in Irving with a rockabilly party

by JP Karwacki | Feb 1, 2018, 12:02pm CST

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Ashley Mastervich

After five years of stacking sandwiches out in Los Angeles, the fast food restaurant Top Round is reaching to other areas of the States. Among the cities on their list, **Dallas** is receiving its own outpost with a grand opening today in Irving's Toyota Music Factory.

It's a fast food restaurant fashioned with Googie architecture—that sleek-but-fun futurist look influenced by the Space and Atomic Ages—and will be serving up slow-roasted roast beef and fried chicken sandwiches, twice-fried curly fries, and frozen custard in addition to a selection of wine and Texan beer. All that, and there's a separate breakfast menu that runs for a couple of hours each morning with breakfast sandwiches and burritos, plus sides of coffee and tater tots.

It's one thing to maintain consistency and care when expanding a new fast food chain, but it's a whole other ball game when coming to a state that's known for its beef. It's all in the people of Texas' hands now to say yay or nay.

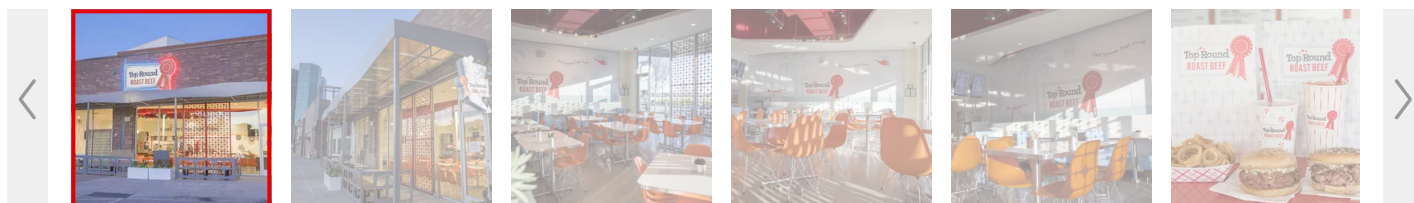
The now-franchise's founding partners have teamed up with local franchisee **Jason Napolitan** to build this 2,400 square-foot space that hosts 80 seats across the outdoor patio and inside. It's more than enough space for their grand opening party, which will be host to a rockabilly band and a High Striker carnival game.

GRID VIEW



| Ashley Mastervich

| 1 of 9



Dallas' new Top Round outpost comes from veterans of LA—**Anthony Carron, Noah Ellis, Steven Fretz, Jamie Tiampo**, and **Saukok Tiampo**—and that's saying a lot, considering LA's a city known to be competitive when considering its sheer wealth of food. Expect to find co-

founder and head Top Round chef Fretz on site for the opening party. Fretz was working in LA (Michael Mina's XIV, Church Key) and San Francisco (Fifth Floor) restaurants before joining the enterprise full time.

The fanfare's planned to start tonight from 5 p.m. to 9 p.m. Regular hours are slated to be Sunday to Wednesday from 8 a.m. to 10 p.m. and Thursday to Saturday from 8 a.m. to 11 p.m.

- [Top Round's Giant Roast Beef Sandwiches Land Later This Fall](#) [EDFW]
- [Top Round Roast Beef](#) [Official Dallas Website]

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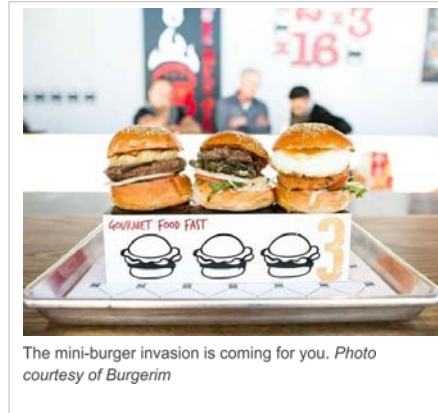
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International restaurant chain launches mini-burger invasion in DFW

By Teresa Gubbins/author | 1.31.18 | [culturemap.com/gubbins/article](#)

f 0 t 0 e



Whee, it's baby burgers everywhere with the looming arrival of **Burgerim**(<https://www.burgerim.com/>), an international fast-casual chain specializing in gourmet mini-burgers, which is opening restaurants all across Dallas-Fort Worth.

Three locations in the DFW area will open by the end of February, says Jose Garcia, operations manager for Texas. "We have Lewisville, the Toyota Music Factory in Irving, and Town East Mall in Mesquite, all in the process of building out," he says.

A mid-cities location will open in the spring at the North East Mall in Hurst.

Burgerim was founded in Israel in 2013, then debuted(<http://www.latimes.com/food/dailydish/la-dd-burgerim-20160622-snap-story.html>) in the United States in 2016. It's growing at a fast pace: There are currently locations in California, Nevada, Florida, and Tennessee, plus three in Texas — two in Houston and one in Lubbock — and more in the works.

"In the state of Texas, our 3- to 5-year plan is to open 300 locations, and we're planning on 50 locations to be open by the end of 2018," Garcia says.

Their mini-patties are 2.8 ounces each. That's not so small! It's practically a quarter-pounder. You can order them in a single, duo, trio, or a 16-pack, then customize



away from a choice of buns, sauces, toppings, and even the kind of patty itself.

Patty options include beef, dry aged beef, Wagyu beef, merguez (spicy beef), turkey, lamb, chicken, salmon, veggie, Spanish beef, or falafel.

The lamb burger gets high marks, as does the unique "tightly-packed" quality of the ground meat. The veggie burger is vegetarian, not vegan, but is made in-house from green lentils, tofu, carrots, and onion.

The burger comes with lettuce, tomato, and onion, but they take the controversial approach of putting those on the bottom — their rationale being that they'll absorb the flavors from above.

You also can choose(<https://www.burgerim.com/menu/>) from nine additional special toppings, including mushrooms, jalapeños, grilled onions, bacon, avocado, fried egg, and choice of cheese from Swiss, cheddar, bleu, or pepper jack. Those sit atop your patty; no absorbing for them.

Their style of fries is unusual: cut into rounds like a thick potato chip. There are also sweet potato fries, home fries, and onion rings; plus wings, chicken tenders, and a trio of salads that include a chopped salad and a salad with grilled chicken.

Sodas are self-serve, from one of those Coca-Cola Freestyle dispensers; there is also beer and wine.

Some Burgerims are in malls such as the Hurst location and one coming soon to the Allen Outlet Mall; others are in strip mall centers. Either way, it's good news for burger fans, Garcia says.

"People like Burgerim because it has an intense menu with a lot of variations," he says.

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Read These Next

PROTECTING PUBLIC VENUES FROM TERRORISTS ATTACKS

By Mark Lang

In the aftermath of the suicidal bombing at the Manchester Arena in the United Kingdom, many in the venue industry find themselves asking the hard questions that undoubtedly come after such an attack. What if this occurred at my venue? A terroristic attack has always been a possibility at any U.S. venue, albeit low by some accounts in the industry. What conclusions can be drawn to this attack overseas? Any illusions this is only contained in Europe would be foolish. What happens overseas most likely will occur here in the United States on some scale even with the best law enforcement agencies' attempts to thwart such attacks. Training and preparedness for the varied threats that terrorists can bring to a public venue are keys to avoidance and response to such attacks. Safety and security are the expectations of any guests attending events at public venues. Conventional soft security and police officer presence may be lacking at many venues in the United States. The article below was written two years ago, yet is relevant and current to what industry standards should strive for with the utilization of local SWAT Teams. The cost of security will continue to rise from the terrorist attack in the U.K. and will skyrocket when it occurs in the States. The terroristic economy of such attacks will affect the stock market, fan attendance, and the overall well-being even at home. It is the intention of the following article to promote new ideas to exceed the current terroristic challenges that lie ahead. Increased security will be expected by guests to maintain public venue safety.

In March 2008, the FBI and Department of Homeland Security issued an assessment asserting that stadiums and arenas are potential targets during events. Further, it was stated, "it's just a matter of time before terrorists target a major sports event." Open-air venues where fans gather to watch sporting events or concerts are extremely vulnerable to attack.

In January 2009, DHS issued an assessment report titled "Threats to College Sports and Entertainment Venues and Surrounding Areas." This report expounded on public transportation and infrastructure as a target of attack if the venue is perceived as being secured.

Past Attempts

On Oct. 1, 2005, Joel Hinrichs detonated an improvised explosive device (IED) on a bench 200 yards away from the University of Oklahoma football stadium, where nearly 85,000 people were in attendance. The FBI concluded that it was an accidental suicide, but the agency could not prove or disprove that Hinrichs intended to enter the stadium and detonate his IED.

In Tampa, Florida, in 2008, a male named Kurt Havelock mailed a manifesto to local media outlets stating he would "shed the blood of the innocent" and threatened to shoot people at the upcoming Super Bowl game. Armed with an AR15 rifle and 200 rounds of am-

munition, he changed his mind at the stadium and turned himself in to the police. (His conviction on mailing threats was later overturned on appeal.) These and other incidents underscore the very real threat to those who attend sporting or non-sporting events in large venues. Many in law enforcement may be unaware of just how attractive a target and how lax the security is.

Where do we start the process of hardening our public venues? Our friends and family attend a variety of events at large venues, and the expectation is one of security and safety. However, as we look at what assets are present at the venue, are they enough to combat terrorism and prevent it from happening? This article examines the current response and potential threats, and focuses on what police snipers and SWAT can add to prevent tragedy at a sporting event.

Soft Target or Hard Target

Public sporting venues are generally considered to be soft targets, meaning there is a minimal uniformed officer presence and a higher presence of unarmed private security personnel. These police officers and private security handle traditional disturbances and traffic flow control prior to and after the event. Ask yourself, the last time you attended a sporting event at your local venue, what did you observe? How many uniformed officers were there compared to soft security? How easy would it be to compromise the security of the event, even with the use of manometers and handheld devices? What is the level of training for those using those devices? Is there an immediate action plan that has been trained if there is a directed attack? What is the status of the uniformed officers at the ingress/egress points at the venue? If a shooting occurs, does every officer run toward it, creating a prime location for an ambush while other terrorists lie in wait to kill patrons running out of the exits?

Threat Environment at Public Venues

Threats at public venues could be international or domestic terrorism, a threat from a lone wolf or one from an insider. The method of attack could be an active shooter, a vehicle- or person-borne IED, an air attack or a chemical, biological, radiological or nuclear (CBRN) agent.

Active shooters. This threat could cause multiple victims and have major economic ramifications in the sporting venue economy. Active shooter incidents have taken place in all areas of our country and in different settings for many years. The assumption that the present level of security in venues is adequate could prove tragic. Also of concern is the lack of standardized active shooter training in place for the uniformed officers who work the event. After Columbine, many police departments realized that they had to train for active shooters in an unconventional way. Push to contact and stop

the shooter(s) was paramount as old and new officers alike trained to a new tactic. A standard should be in place requiring uniformed officers working events at public venues to have passed active shooter training from their respective agencies. Police must be working off the same plan in a crisis.

Person-borne improvised explosive devices (PBIED). How do you stop a person with a bomb intent on killing as many as possible? There is no simple answer. The rank-and-file officers are not exposed to this type of training, so the responsibility falls on SWAT, SRT and ERT teams. Does your team regularly conduct IED/suicidal bomber training? You may not be surprised to find out that post-9/11, there are teams that do not. Either they do not have the knowledge or they continue to train for bread and butter operations that they know best.

New Mexico Tech, through the Department of Homeland Security, offers a first responders program that is conducted at the Energetic Materials Research and Testing Center in Socorro. This program offers critical IED, PBIED and VBIED training. The training is free for law enforcement and is critical to staying abreast of this emerging threat. Suicidal bombers can detonate their device several ways (dead man's switch, handler or timer). Operators must know where and how to strike the suicidal bomber. If you cannot stop the device from detonating then you must train how to mitigate the blast if possible.

Vehicle-borne improvised explosive device (VBIED). Cars, vans, trucks and even motorcycles can carry large amounts of explosives and are mobile delivery mechanisms. Most notable is Timothy McVeigh and the Ryder truck bomb he used outside the Murrah Federal Building in Oklahoma City in 1995. How do you prevent a vehicle loaded with explosives from accessing the vehicle entrance that is present at most venues? These venues have this access point for deliveries and player parking. Most lead directly to the playing surface. If there is nothing to stop a VBIED, it can drive near or onto the playing surface and detonate. What is in place to stop it? Closed venues present a magnified problem if the detonation occurs. Mitigation is the important word here. SWAT teams must be prepared to stop and take action against the driver and/or the vehicle. Assets are in place for traditional disturbances like angry or rowdy fans and traffic control, but not for a terrorist attack. Law enforcement continues to operate in a reactionary mode. A shift from traditional thinking to proactive thinking and a reallocation of resources is required. If someone told you that he was going to punch you in the face and break every bone, what would you do? Would you allow it to happen? Of course not — you would defend yourself and guard against the attack. Terror groups have said that public venues are potential targets. Why, then, is little being done to prepare?

Air attacks. Any destructive device or substance that can be delivered via the air must also be a concern to law enforcement. Typical Saturday and Sunday football games at open-air venues are usually what first come to mind. When temporary flight restrictions (TFR) are in place, officers can be alert for an unauthorized presence of a prop plane, helicopter or even a drone. Before 9/11, prop planes pulling advertisement banners were rampant. That has since decreased significantly and should warrant suspicion if seen on game day. Sniper/observer teams have the capability to observe FAA tail numbers to report any unauthorized aircraft. Countermeasures to such must be given thought and not merely dismissed due to the probability of the occurrence.

Chemical, Biological, Radiological and Nuclear (CBRN). These types of attacks could be delivered via an aircraft and must not be

overlooked as a possible method. The National Center for Biomedical Research and Training (NCBRT) at Louisiana State University provides much-needed training in areas of domestic and international terrorism, weapons of mass destruction and high-consequence events to first responders. This and other relevant training is critical to understanding the potential threats to venues and the complexity of the problem.

The Role of the Police Sniper

It starts with a properly trained police sniper; one who is not new to the rifle, but seasoned and experienced in marksmanship and fieldcraft. Unbeknown to many, every weekend there are police snipers that deploy in overt or covert firing positions at public venues. This trend of placing precision rifles in venues is not new and has been occurring for quite some time. The protocol or threat matrix for deploying snipers may vary from agency to agency but there are many that deploy for every event or game at the venue for which they are responsible. This occurs at events for the NFL, NHL, MLB, NCAA and NASCAR.

For many, the opportunity to conduct live-fire training at their venue has been denied. An entire article could be devoted to changing closed-minded thinking on the part of police administrators and venue managers that prevent this. Nonetheless, police snipers are at these venues. The problem that exists is lack of formalized training. Snipers must train what they are asked to do. To simply deploy snipers at the venue in elevated positions who have never been given the chance to live fire sets them up for failure. Documentation and confidence are critical to the police sniper. Many sniper teams are deployed in somewhat of a checklist manner for their agency, with their superiors having no expectation that they could intervene to save lives. However, this creates a frustrating state of mind for those SWAT officers. Sniper teams in elevated positions are invaluable in directing SWAT assets to a problem if there is a threat in either the inside or outside areas. Their skill sets in observation and equipment are optimized for potential issues at public venues.

The Role of SWAT

As mentioned previously, police snipers deploy at venues every weekend across the country. The mere placement of two, 2-man sniper/observer teams to cover the inside and outside of a venue is not adequate. Those teams are usually in an elevated area and it is impossible to have coverage for 100 percent of the venue. There is inherent dead space that cannot be seen or covered with the precision rifle. Those deploying in this manner need more assets to be effective, and therein lies the need for the

SWAT asset to be present at the venue, and not in a reactionary role. These smaller, quick react teams can be placed throughout the venue to respond to any incident that may occur warranting their response. Additional sniper teams may deploy in a quick roll out fashion as well to supplement the QRF with precision rifles.

The teams must be flexible and well-placed to respond quickly to problems inside and outside of the venue. The common mistake is to assume that an attack will occur inside the venue. The outside parking lots and roads must be of great concern and sniper/observer teams must have enough assets or the ability to quickly relocate to cover these areas. Other additional assets may include covert officers who can surveil a potential suspect(s) undetected and relay critical information to the teams and command and control. Command and control is paramount to the success of any incident at the venue and thought should be given to advantages of locating it onsite or offsite.



Photos provided by Mark Lang

One area of concern is vehicle access to the playing surface. A VBIED could penetrate the usually soft security checkpoint and travel into the venue. It is advisable to place an armored vehicle somewhere between the checkpoint and the playing surface to block such an attempt. The vehicle should be manned prior to, during and after the event with SWAT personnel. If the VBIED can be stopped before it penetrates too far into the venue, it could potentially save lives. Remember, if you cannot stop the blast, mitigation is your next priority.

Overt or Covert Deployment

Of usual concern is whether police snipers and SWAT are seen by the public at the venue. No police administrator wants the attention from the media, but the overt, visible response can create a sense of safety for the public and be greatly appreciated. Do not underestimate the public that attends these events, as they can appreciate seeing SWAT officers and not react negatively. However, in today's climate, it very well may be a wiser decision to place snipers and other assets in a covert manner considering the continuing spotlight on the militarization of the police in our country. Both aspects can be accomplished depending on the mission of the deployment. Sniper/observer teams and SWAT QRF can be in hidden positions throughout the venue and remain undetected for the duration of the event. These areas can be identified prior to any deployment to determine accessibility and usefulness. The covert method of deployment is the most commonly used throughout the United States today. SWAT officers are sometimes seen from a distance but weapon systems and other items are held out of public view. It is possible to run a covert operation with these assets at the venue ready to react in a timely manner to any threats. Conversely, these assets can also be deployed overtly. The advantages are voluntary compliance and possibly thwarting an attack if the terrorist views the presence to be

too much to fight.

Conclusion

Every weekend throughout the country police snipers and SWAT officers deploy to events held at public venues. By and large, most of these officers have not conducted live-fire training with their precision rifles in the venues. This is where the gap begins, and it continues to widen as some have not conducted full-scale training in the venue to test and validate their plan in the event of a crisis. The time to train is before the crisis. Unfortunately, this does not always occur. Political or internal obstacles, or simply not fully understanding the capabilities of a trained police sniper, may be the culprit. Nonetheless, these officers are out there every weekend and we owe it to them to give them the most relevant and realistic training available to set them up for success. Unfortunately, it is only a matter of time before an organized terrorist cell, group or lone wolf attacks a sporting venue with success. Only then will real, tangible changes occur in how we proactively secure public venues. We live in dangerous times and idly sitting by hoping that these attacks will not come will prove to be tragic.

SWAT and police snipers trained in venue response can be the driving force for keeping many citizens attending these events safe. The terrorist threat is known. What will you do about it? **FM**

Cpl. Mark Lang is a 23-year member of the Dallas Police Department. He has spent the past 15 years assigned to SWAT as a police sniper. Cpl. Lang has taught courses on proactively defending public venues in the U.S. and Canada. He was a panelist at the 2017 LAVM GuestX and can be reached at mlang@tacflow.com. Reprinted with permission from the National Tactical Officers Association.

IRVING CONVENTION AND VISITORS BUREAU

MINUTES – DESTINATION DEVELOPMENT COMMITTEE MEETING

IRVING CONVENTION CENTER – FIRST FLOOR BOARDROOM

TUESDAY, NOVEMBER 28, 2017

Those present for the meeting were: Greg Malcolm, Committee Chair; Clem Lear, Board Chair, Bob Bettis, Bob Bourgeois, Beth Bowman, Bob Galecke, Julia Kang, and Joe Marshall - members of the Board; Maura Gast, Carol Boyer, Lori Fojtasek, and Diana Pfaff – ICVB staff.

Committee Chair Greg Malcolm called the meeting to order at 11:32 a.m. and welcomed new Board members Bob Bourgeois and Julia Kang.

Executive Director Maura Gast gave an update of the Music Factory and Live Nation Pavilion. She noted that restaurants continue to open in phases. All entities involved continue to work on parking and traffic patterns. CVB staff will continue to operate the Urban Tower garages for events at the Pavilion until contract release. Several Urban Center office buildings have made parking garages available as well. Tenant employee parking for the long term remains a concern. A number of tenants did not include lease conditions for employee parking. The DART surface parking lot at Riverside Drive and Northwest Highway may be an option with the use of a shuttle. To date, event nights have minimal traffic issues. Uber and Lyft drop off area continues to be a challenge. As more people visit the venue more often and drivers become more familiar, these systems should become less fluid. Additional security and staff have been added at Urban Towers parking garage to protect the garage and coordinate office and event parking. We are cleaning the garage after events and any tenant issues are resolved promptly. The valet parking operation is sub-contracted.

Board Member Julia Kang gave an update on the Big Beat Dallas venues at TMF. There are five venues with 26,000 square feet in the concert plaza. The Texas Jam House will have 176 total seats and operate 24 hours/365 days a year, serving southern scratch recipes with live country music. Bar Manzanilla will have 210 total seats and be open 11:00 a.m. to 2:00 a.m. Highway 161 South is a burger and blues venue with 152 total seats and operate 11:00 a.m. to 2:00 a.m. Texas C Bar is a ranch-inspired venue with 84 total seats and live jazz music nightly, operating from 5:00 p.m. to 2:00 a.m. Martini Ranch operates Tuesday through Saturday until 2:00 a.m. with 200 total seats, featuring martinis and a disc jockey every night. The Plaza Marketplace is 26,000 square feet plaza offering a daily farmer's market with fresh and seasonal produce and will feature local musicians. Big Beat Dallas restaurants and the plaza area have a TABC license that allows drinks to be carried from place to place within the area, which will be contained. There will be wristbands for security and a cover charge after 9:00 p.m. The opening is scheduled for March 2018. Gast added a walking tour of the Big Beat Dallas construction area is scheduled for Board members and CVB staff on January 4. Board member Beth Bowman commented that from an economic development standpoint, customers are buzzing about the Las Colinas area. Gast replied to a comment from Malcolm that signs were built for ICC as big as allowed at the time. Once the hotel construction is complete, we will work on getting new signage installed.

MINUTES – DESTINATION DEVELOPMENT COMMITTEE MEETING

NOVEMBER 28, 2017

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A video from ICTN was reviewed featuring Drive Nation. CVB Assistant Executive Director/Sales and Services Lori Fojtasek gave an overview of the Drive Nation project. She reported the CVB sales team was given a schedule with 25 tournament dates and a housing company has been selected to work with the CVB. There is a challenge with some hotel contracts. There are growing pains and they are making changes and learning as they go. She also noted some business likely will be lost to Grapevine hotels. Bowman added recruiting is happening from all over North Texas to come to the Drive Nation facility and there are real growing pains as this is the first opportunity for a facility like this in the area. Business development incentives are being used from the CVB, as they would for any other business. There were no incentives from the City to bring the project to Irving, but did get some support from DFW Airport. The project is mainly privately funded.

Gast reviewed the site map and location for the proposed rugby project at Spring Trail Park. The proposed project is a public/private partnership that would create considerable improvements to the field. They have met, and will continue to meet, with various City departments. Accessibility to the field continues to be a challenge. Alternative access to the site through the Irving Police Department station entrance will require additional security fencing, which is being priced. The CVB continues to connect and do everything possible to move forward with the project. A bid for a rugby congress meeting in 2018-19 is currently being processed, but fields are not in tournament condition at this time. The project continues to move slowly and the team is expected to bring forward a draft MOU/LOI to the City to begin next steps.

Gast and Malcolm led a discussion on hotel engagement and reviewed the 2017-18 Hotel Needs Analysis Survey. The 2017-18 survey cited “improving communications” as a way the ILCVB can improve business. Most of the comments came from three hotels out of the 72 surveyed. A survey completed last quarter specific to communication needs showed a blurred understanding between the Chamber and CVB roles and City resources. During October, an email survey was sent to 252 Irving hotel property contacts with two reminder emails sent; 26 responses were received. Gast reviewed the CVB next steps, which included a quarterly Meet the Bureau event for industry partners. 2018 calendar will offer 2 luncheons and 1 breakfast with the fourth date TBD pending the breakfast response. Director of Sales meetings will be set in 2018 with meetings for Full Service and Select Service hotels separately. The CVB Marketing Department will brief hotels on marketing initiatives. An on-boarding resource of a one-sheet page for new sales contacts will list the various Irving social media outlets, etc., as well as information on joining the Chamber. A social media “101” event will be included in Meet the Bureau events and a two-hour workshop will be held to provide email marketing fundamentals. There is interest in joint sales calls to Austin, Texas where hotel sales managers set their own appointments in conjunction with CVB staff coordinating various joint functions where hotels invite clients. There is limited awareness of hotel associations. CVB will share information on the Hotel Association of North Texas and The Hotel Association, and make the hotel associations aware of the issues for moving forward. Board member Bob Galecke pointed out the Irving is no different from Dallas with these issues as hotel turnover is always a challenge. Gast noted that associations are also not as active as they used to be. Malcolm added that training is essential at the hotels and most require only basic training. Fojtasek added that since the invention of CVENT as a tool, there is more window-shopping and everyone is bombarded with leads and there is usually a 24-hour lead response time. Small hotels are overloaded. Galecke asked if we are maximizing the time for staff. An outreach for training and sales and marketing training can be made and results and returns tracked as well. Fojtasek said hotel contacts are being updated consistently and changes happen all the time. It is a full-time job to update all the changes. In response to a question from Board member Bob Bettis, Gast replied a City calendar conversation is not dead, just waiting for a

MINUTES – DESTINATION DEVELOPMENT COMMITTEE MEETING

NOVEMBER 28, 2017

PAGE 3

technology avenue for it to be successful. Bowman offered assistance with lead and contact information for top customers. She also said the CVB is a model on social media for everyone to follow. Gast reported the topic will be assessed next year and tweak whatever is needed to continue or discontinue the efforts.

Malcolm asked for approval of the Destination Development Committee meeting minutes from August 8, 2017. On a motion from Board Member Beth Bowman, and a second from Lear, the minutes were unanimously approved.

Malcolm noted a presentation of the Irving 2017-18 Parks, Recreation and Open Space Master Plan is included in the meeting packet. This is a strategic plan item from the Board retreat last year where it was determined that weekend business challenge may be from the facilities in Irving. Gast replied this is a City Master Plan and the CVB will want to make sure to be included in the process, which includes conversations about what visitor needs are for parks. There was a missed opportunity ten years ago with the Miracle League Park. It is an amazing facility, but no consideration was made for tournament parking and it would be a nice niche to attract these types of tournaments. The CVB Board can partner with the Parks Board and be sure all opportunities are considered. Bowman added that Mayor Stopfer is on board to help Irving parks. They are there for the residents, but if developed appropriately, they can be a money maker for the City. She highly encouraged Gast to be included in tours with Stopfer and City management, and it is important for the Board to be involved in conversations at their own level. Gast added it is a good opportunity to not let pass by.

Gast then reviewed miscellaneous articles that included a food-hall concept, the on-going evolution of mall spaces to more non-retail space. Future meeting topics were discussed, which included safety and security at convention centers, the Water Street project, Heritage District and Irving museums. Malcolm asked to add hotel developments as a topic as well.

There being no further business, the meeting was adjourned by Malcolm at 12:55 p.m.

Respectfully submitted,



Maura Allen Gast, FCDME
Executive Director

**BACKGROUND INFORMATION -
COMMITTEE READING MATERIAL ONLY**

From: Lewis
To: ["Lewis F McLain Jr"](#)
Subject: Developer pulls plug on hotel that threatened to "loom" over Fort Worth's Kimbell Art Museum
Date: Friday, January 26, 2018 6:10:10 AM
Attachments: [image001.png](#)

Developer pulls plug on hotel that threatened to 'loom' over Fort Worth's Kimbell Art Museum

Written by



Wire Services

After being told earlier this month that it would not receive a promised tax incentive from Fort Worth after all, the developer of the controversial Hotel Renovo planned near the Kimbell Art Museum on Camp Bowie Boulevard is pulling the plug on the project.

Mayor Pro Tem Dennis Shingleton, whose District 7 includes the planned hotel site, said the mayor and City Council lost confidence that Illinois-based Heart of America Group could develop a four-star hotel.

The Kimbell argued against the hotel's initial design, contending that the planned height would "loom" over its property, affecting in particular an interior courtyard that features a famous sculpture.

"It's a unique location and a unique set of neighbors," Shingleton said. "We just never came to a mutually agreeable concept plan."

Kirk Whalen, vice president and general counsel for Heart of America Group, said the company "so deeply wanted to be a part of the Fort Worth community."

In a statement, Whalen said, "We are deeply saddened and confused that after years and millions of dollars of effort to bring a world-class hotel to Fort Worth, after dramatically changing the project to meet everything that was asked of us, and after providing absolute assurance of four-plus-star quality and an international affiliation, why in the final moment that we couldn't satisfy some stakeholders in the Cultural District."

The hotel project, featuring a rooftop restaurant and bar, is still listed on the company's website.

Reece Pettigrew, chief financial officer at JaGee Holdings, developers of Museum Place off University Drive, where the hotel was to be located, said they, too, were surprised and disappointed that the council withdrew its support. JaGee hasn't had time to discuss what their next move is for the location but haven't ruled out another hotelier, he said.

"It's real recent news," Pettigrew said. "We had been working with them for two years and believed all of the objections with the project had been satisfied. We believe and had been told that there was a great need for hotel rooms in the Cultural District. We're back to ground zero."

Heart of America was under contract to buy the land, but the deal had not closed, Pettigrew said.

It's been nearly a year since the City Council told Heart of America Group that it would have to reduce the size of the project to receive an economic incentive from the city. In March, the council deleted from the proposed incentives that the hotel needed to be 12 stories, the height at which luxury hotels are eligible to receive incentives, giving the developer some flexibility.

The developer said it had reduced the hotel's design to 10 stories, which greatly lowered the risk that the structure would cast a shadow over the sculpture garden, but it never made those plans public. The change veered from policy that incentives on high-end hotel projects must be at least 200 rooms. The incentive cap was lowered to \$6.7 million from \$7.2 million.

Shingleton said he, city and museum staff and others met numerous times for more than 16 months, but Heart of America never showed a new design. At one time, the company said it would install expensive "smart glass" for the structure, which can be dimmed and made darker to reduce heat coming from it.

Heart of America Group said it could have opened Hotel Renovo by August 2019, before the January 2020 opening of the new Dickies Arena in the city-owned Will Rogers Memorial Center. It was planned to be open as well to host teams in the American Athletic Conference men's basketball tournament in 2020.

The NCAA is holding first- and second-round games of the 2022 NCAA men's basketball tournament in the arena and the NCAA women's gymnastics championships are scheduled there from 2020 to 2022.

Shingleton said there are plenty of hotel projects in the works, particularly downtown, that will be done in time to accommodate the tournaments.

"I know that's the case," he said.

The hotel controversy, too, has set in motion the creation of protected-view corridors in the Cultural District.

Last fall -- feeling the pressure of encroaching development, mostly from the West Seventh Street corridor -- the museums hired a consultant to begin that process with the city. Being proposed is a design overlay district, which could regulate such things as height, setbacks, landscaping and architectural guidelines within a certain boundary.

The Kimbell was concerned for its Maillol Courtyard, a serene interior space featuring a nude sculpture by the French sculptor Aristide Maillol.

From: Lewis
To: ["Lewis F. McLain Jr."](#)
Subject: Developer Revitalizing Historic Downtowns in DFW Suburbs Shares His Recipe for Success
Date: Monday, November 20, 2017 6:15:16 AM



EXPAND

Money Magazine named McKinney the best place to live in 2014.
courtesy Scott Polikov

Developer Revitalizing Historic Downtowns in DFW Suburbs Shares His Recipe for Success

In 2014, *Money Magazine* named a suburb of Dallas-Fort Worth the best place to live in the nation. The honor went to McKinney, and the magazine cited its redeveloped historic downtown with cobblestone streets and brick buildings that house “a mix of art galleries, boutiques, and farm-to-table restaurants, as well as basics like a butcher, shoe repair, and farm-supplies stores” as one of the major reasons for the win.

Revitalizing historic downtowns is a trend that’s caught on in North Texas. It’s something Scott Polikov of Gateway Planning Group Inc. is an expert at; his firm is responsible for the downtown redevelopment in McKinney, Duncanville, Roanoke and several cities in other states, and he’ll be working on Frisco’s in the near future.

By why pour money into revitalizing downtowns?

“If you don’t redevelop, you’re not going to lose anything, but you’re not going to make an increase in sales tax and property tax that your city can then reinvest. If you’ve reinvented your downtown for the next century, that will keep generating taxes,” Polikov says. “The reason these historic centers are so attractive is they provide an authentic experience. Not everybody wants to be in a contemporary environment.”

A former attorney in Washington D.C., Polikov went back to school for urban planning after serving on the board of Capital Metro (Austin's version of Dallas Area Rapid Transit) and witnessing the dysfunction firsthand.

"I became a student quickly of the disconnect between our investments in transportation and place-making. I just knew that was my calling," Polikov says. "Walkable urbanism is the common denominator of all our work."



Fostering walkable urbanism is a big part of what Scott Polikov does.
courtesy Scott Polikov

And Polikov says reversing "leakage" is the most important principle in creating a successful downtown. "Leakage is when people take money from one place, where they work or live, and spend it elsewhere," he explains. "We try to figure out how to have people spend money in the historic centers where they live or work and attract others to come in to also spend their money."

Polikov's firm made its name in downtown revitalizations with Roanoke, a town of only 7,000 off State Highway 114 halfway between Fort Worth and Denton. In 2004, when the town started the project, Roanoke was dead, according to Polikov, except for Babes Chicken Dinner House and The Classic Café. Car-repair shops dotted the main drag. It wasn't somewhere you'd go to hang out.

"We try to figure out how to have people spend money in the historic centers where they live or work and attract others to come in to also spend their money." – urban planner Scott Polikov

When Polikov stepped in, the town wasn't shopping around for a redevelopment. It was simply trying to settle a dispute about whether it would make more financial sense to earmark part of downtown for residential use or keep it commercial.

Polikov offered an alternative.

"A comprehensive downtown redevelopment could accommodate all those interests instead of having to pick and choose," he says. "They decided to redo two-thirds of a mile on Oak Street, which is their Main Street, for \$8 million. We did a market study and projected the increase in tax base [and found they would] receive that back in property taxes and in sales tax within 20 years, which was a very conservative estimate. It turns out that \$8 million paid back in 10 years."

Now, Roanoke has become a destination, attracting restaurants such as Twisted Root and Hard Eight BBQ and even the Peabody Hotel straight out of Memphis.

Babes Chicken Dinner House served 175,000 meals per year before the redevelopment and had wait times of two hours as one of the only places to eat in the area; it's now grown its business to serve 300,000 meals per year. And Texas House of Representatives gave the city the title of "The Unique Dining Capitol of Texas."

It's a term called "agglomeration," Polikov explains. Businesses are attracted to open near other successful businesses, even if they're direct competitors. Instead of detracting, it becomes a synergistic relationship.

"It's why car dealers tend to cluster; it's a grow-the-pie-together concept," he says. "Downtowns really thrive on the clustering of restaurants."



When Polikov approached the city of Roanoke, officials weren't thinking about revitalizing its main street. courtesy Scott Polikov

There's something of a special recipe that makes these revitalized downtowns so successful. The ingredients aren't a secret, but they all have to be present to make the sauce come together. Polikov's recipe for main street success includes points such as:

1. Connect downtown to neighborhoods around it with infrastructure like sidewalks and bike paths.
2. Attract more restaurants, shopping and venues, so downtown becomes an entertainment destination and the area retains people after dinner is over.
3. Create clear destinations and intuitive layouts anchored around public spaces, so people can navigate easily through the revitalized area.

4. Make shared parking a priority. Every business can't have its own lot, or it interrupts the flow of foot traffic.

5. Connect downtown to the surrounding neighborhoods with appropriate residential "infill" as well as with infrastructure. For instance, townhomes make a great buffer between historic Victorian houses and dense urban apartment blocks.

It all sounds intuitive but oftentimes isn't for developers. Polikov says something as simple as building scale has to be considered when making a downtown easy to navigate.

"The key is the historic cores already have the bones, the DNA. It's already there, so how can you take advantage of it in the modern context?" Polikov asks. "You don't want to sterilize an authentic downtown in the name of progress."



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OTHER VOICES

Development eclipses everything that has gone before

BY RICHARD GREENE

NOVEMBER 10, 2017 6:18 PM

ARLINGTON — Now that Major League Baseball has entered the off-season, speculation abounds as to what the Texas Rangers will do to get ready for opening day.

But there is no such conjecture about what will happen with new development around the place where they play.

Phases 1, 2 and 3 of billions of dollars in investment in Arlington's premier entertainment and sports complex is a spectacular scene of hundreds of workers with their massive machines of construction building on the city's future.

We've just passed the one-year mark when Arlington voters, by a 20-percentage-point margin, approved the city's participation in a new, retractable domed ballpark.

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With the work on Globe Life Field and Texas Live! noisily underway behind the crowd gathered for the groundbreaking ceremony for the spectacular 14-story, 302-room Loews Hotel and convention center, officials from the public-private collaboration marked the occasion.

Loews Hotel Vice President Alex Tisch said: "Live! By Loews will have the quality and experience of a four-star resort combined with the local flavor of Arlington, Texas."

Loews Chairman and CEO Jonathan Tisch added, "To have the opportunity to combine our excellence in operating hotels, with the vast expertise of partners like The Cordish Companies and the Texas Rangers, allows us to bring a one-of-a-kind lodging experience to the destination."

Cordish Companies Vice President Blake Cordish said, "The vision that ultimately covers \$4 billion in development was to create the best-in-class tourism, hospitality and visitor destination."

Said Texas Rangers owner Ray Davis: "With incredible partners like Loews and The Cordish Companies, the hotel will join Globe Life Field and Texas Live! in providing our fans with a first-class entertainment experience."

Davis repeated his conclusion that all of this probably could not have been achieved anywhere else but Arlington.

"Our dream of bringing a luxury resort convention hotel to Arlington is becoming a reality," said Mayor Jeff Williams. "Live! by Loews will become a first-class, one-of-a-kind hotel and event destination that will welcome millions of new visitors a year to Arlington. It is a significant step forward in fulfilling our vision of becoming one of the country's top tourism destinations."

The city's news and events website describes it in terms that emphasize the economic benefit for all: "These projects are part of a greater ... vision for the Entertainment District that also includes the preservation of Globe Life Park.

"Texas Live!, anchored by the hotel, is projected to significantly exceed \$100 million per year in economic output ... and over \$2 billion in direct and indirect salaries during its first 40 years, as well as create approximately 3,025 new jobs for local and regional residents."

All of this is being built by Manhattan Construction Co., one of the largest construction firms in the nation with expertise in mega-projects such as Globe Life Park and AT&T Stadium, teamed with joint venture partner Con-Real, a local, minority-owned business.

If you are reading this and wondering if you’ve seen it before, realize that what we have experienced in the past 12 months since that election is the delivery of everything that was pledged to voters.

Sometimes we may feel we didn’t get what we were promised. When we do, it’s more than worth taking a little time marking the events.

Perhaps the best part is to appreciate that there’s more to come. When it does, we’ll talk of it some more — along with the Arlington can-do spirit that is the foundation of it all.

Richard Greene is a former Arlington mayor and was an appointee of President George W. Bush as regional administrator for the Environmental Protection Agency.

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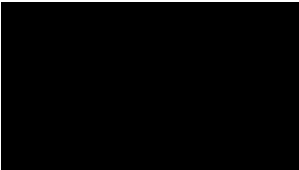
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by Alex Ciorogar | Oct 25, 2017

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1 month ago

From: Lewis F. McLain, Jr.
To: Mgast@cityofirving.org
Subject: Fort Worth leaders want to avoid canyon of hotels in cultural district
Date: Sunday, August 06, 2017 12:05:21 PM

star-telegram.com

Fort Worth leaders want to avoid canyon of hotels in cultural district

By Sandra Bakersabaker@star-telegram.com

It's not just what's inside the city's world-renowned museums that demands an unobstructed view.

What the eye sees around the museums matters, too, especially when it comes to nearby buildings.

Feeling the pressure of development encroaching around them, including the burgeoning West 7th corridor just to the east, the museums have begun the process of establishing protected view corridors in the Cultural District.

The move results from circumstances that arose from the planned development of a hotel — called Hotel Renovo — across Camp Bowie Boulevard from the Kimbell Art Museum. While it might be a little too late for the Kimbell — which would prefer a much smaller building on that lot to protect the aesthetics of an interior sculpture garden — the push to protect views is not only from the museums, but to them as well.

Michael Bennett, chief executive of Fort Worth's Bennett Benner Partners architecture and planning firm, told the City Council that he's working with the museums on a proposed design overlay district, which could regulate such things as height, setbacks, landscaping and architectural guidelines within a certain boundary.

In this case, the overlay would likely deal with setbacks of buildings that could distract from the architecture of the museums themselves and the well-thought out layout of the Cultural District, Bennett said. It will mostly be in place so that developers and property owners can begin a dialogue of what's being built early on, or as Bennett said, "to get ahead of these kinds of issues."

"I don't think there will be a lot of things," Bennett said of a possible overlay district. "One might be setbacks," or the positioning of a building further off the street so it doesn't distract from the architecture of the museums.

The Kimbell's concerns are for its Maillol Courtyard, an interior space near the cafe in the Louis Kahn-designed museum. The courtyard features a nude sculpture by the French sculptor Aristide Maillol. Courtyard patrons, the museum says, would sense the hotel "looming" over them and impacting the serene space.

The Kimbell got in the fray of the Hotel Renovo project earlier this year, but the project was long down the road on the developer's time line.

Hotel 'will address the concerns'

The Kimbell did receive some help from the City Council this past Tuesday when council members approved zoning ordinance changes that had been in the works for two years and were driven by citizen committees.

But before those changes were approved, Mayor Pro Tem Dennis Shingleton, whose District 7 includes the Cultural District, added an amendment that limits hotels to five stories, or 60 feet in height, whichever is less, on property that is zoned for mixed use. The amendment covers zoned property citywide.

The amendment would solve the Kimbell's issue of the planned 10-story Hotel Renovo interfering with the courtyard's ambiance. But, if the developer adds residential units in the hotel, the building can go to 10 stories. Further, if a multifamily building is built in place of the hotel, it too can go to 10 stories.

Museum, city and Moline, Ill.-based Heart of America officials, the hotel's developer, have met privately during the

past several months to address concerns.

What we don't want in the Cultural District is a canyon of hotels ... side by side, and they could be.

Dennis Shingleton, District 7 councilman

Kirk Whalen, Heart of America's vice president, said they have again redesigned the hotel and hope to show it to museum officials soon. He said they are anxious to get the project under construction with a goal to have it completed in time for the 2019 Fort Worth Stock Show and Rodeo, which is held at the Will Rogers Memorial Complex, across the street from the Kimbell to the south.

Whalen declined to disclose what those plans are and how many rooms the hotel will have. He said he's confident the redesign "will address the concerns." At one time, the hotel was planned with 212 rooms.

"Our plan is to move as fast as possible with the Hotel Renovo," Whalen said. "We're going to address that one last concern."

The City Council has approved incentives worth up to \$7.2 million for the Hotel Renovo.

We don't want to be reactive to development, but proactive to development. The architecture needs to be considered very seriously when making decisions about development.

Andrew Walker, Amon Carter Museum of American Art director

Shingleton said he's confident the issue can be resolved with the hotel and protections put in place for future developments.

"What we don't want in the Cultural District is a canyon of hotels ... side by side, and they could be," Shingleton said. "We can work through this. I'm trying to get it done with protections of things that have been there for decades."

'Proactive to development'

Bennett said the museums are not wanting to be adversarial and certainly understand private property owner rights. They just want something in place to be able to start conversations with them so that they can understand the significance of the museum's architecture and design compatibility. That might include having a design review board, much like the board that reviews downtown projects before they can be built, he said.

"They understand they can't take away developer rights," Bennett said. But, he added, "there is no review today."

It could take more than nine months to get a design overlay district through city approvals.

A Kimbell spokeswoman said its director, Eric Lee, was out of town and not available for comment.

But, Andrew Walker, executive director of the Amon Carter, said, "We don't want to be reactive to development, but proactive to development. The architecture needs to be considered very seriously when making decisions about development. This is very much about the architecture context set by the museums."

Marla Price, director of the Modern Art Museum said, "The architecture of Fort Worth's Cultural District is the envy of many cities and should be maintained and developed using the highest standards. We hope that a cohesive district will continue to be the catalyst for growth in urban Fort Worth."

Bennett said the design overlay district for the museum district likely would stretch from Interstate 30 on the south to Camp Bowie Boulevard on the north, and from University Drive on the east to Montgomery Street on the west. In addition to the art museums, the area includes the Will Rogers Complex, the Fort Worth Museum of Science and History and the National Cowgirl Museum and Hall of Fame, the Fort Worth Botanic Gardens and the adjacent Botanical Research Institute of Texas campus.

Other design overlay districts

The city has several design overlay districts, with the last one being created for the Historic Stockyards on the north side to address development concerns.

Currently, the only formal view corridor recognized by the city is in a design overlay district approved a decade ago for Trinity Uptown, now called Panther Island. It covers the area just north of downtown along and around the Trinity River that will be created from the \$950 million Trinity River Vision economic and flood control project. Development is now starting there.

In that, buildings are subject to height requirements so views of downtown, and in particular the historic Tarrant County Courthouse, are not blocked by tall buildings.

Issues concerning views arose 11 years ago when Hughes Development, developers of So7 on West Seventh Street next to Trinity Park, wanted to build a 16-story, 200-foot condominium tower next to the park. Hughes dropped the project when pressure mounted from the Amon Carter and Kimbell museums over concerns the building would block views from the museums of the park and the downtown skyline.

From: Lewis
To: ["Lewis F McLain Jr"](#)
Subject: Frisco's \$700 million Gate project is seeking developers for hotel, office and retail
Date: Monday, August 07, 2017 5:11:59 PM

Frisco's \$700 million Gate project is seeking developers for hotel, office and retail

Dallas Morning News

Written by



[Steve Brown, Real Estate Editor](#)

Connect with Steve Brown

The owner of one of Frisco's biggest developments is looking for strategic development partners to build office, hotel and retail projects.

Dubai-based [Invest Group Overseas](#) has hired a real estate brokerage firm to find developers to buy 11 building sites in [the \\$700 million project called The Gate](#). Located on the Dallas North Tollway, The Gate is part of Frisco's often-touted \$5 billion mile.

Coldwell Banker Commercial is marketing 18 acres in the project to developers that will work with Invest Group Overseas on new projects.

Two large apartment communities are already in the works for The Gate.

"Invest Group Overseas has multiple projects around the globe," said Coldwell Banker Commercial's Zulikha Hussain. "Some of them they do in partnership and some they do individually.

"They are looking for strategic partners to build office buildings and hotels," Hussain said. "Just certain building sites are for sale."

Most of the office and hotel building sites that Coldwell Banker Commercial is marketing are on the west side of the tollway, just north of John Hickman Parkway.

That's the same area where the Dallas Cowboys are building their [Star mixed-use development](#). And the [Frisco Station office, hotel and apartment complex](#) is under construction next door.

At The Gate, San Antonio-based apartment builder Embrey Partners is building a 350-unit rental community. And apartment builder JPI is planning a 440-unit, five-story apartment

project there with two buildings to be constructed on almost 7 acres.

There are also sites for high-rise condominiums and luxury townhomes in the 41-acre development.

Invest Group Overseas is spending almost \$20 million on infrastructure for The Gate.

"We are looking for a hotel, and I am getting lots of interest," Hussain said. "It's not often people can purchase this kind of land and develop it."

The Gate is master-planned for more than 650,000 square feet of office space, almost 1 million square feet of residential buildings, more than 130,000 square feet of retail space plus a luxury hotel.

The project has been under development since 2014.



Embrey Partners' apartment development is under construction, upper right, in The Gate development in Frisco.

(Coldwell Banker Commercial)



Live entertainment on an outdoor stage will be an attraction at Pano's Legacy Hall, as shown in this rendering.



Randy DeWitt's Big Bet

The chief executive of Front Burner Restaurants says there's a lot riding on the company's new food-hall venture.

by GLENN HUNTER

ENTREPRENEUR RANDY DEWITT has had his share of big hits over a 23-year career in the restaurant business. Among them: Rockfish, Whiskey Cake, Velvet Taco, Twin Peaks, and Sixty Vines. Today, though, the CEO of Addison-based Front Burner Restaurants LP is rolling the dice on his most ambitious venture yet: a 55,000-square-foot, European-style food hall in Plano's Legacy West development.

In addition to opening the massive complex, called Legacy Hall, DeWitt has set up a special Food Hall division of Front Burner, aiming to open as many as 10 similar projects around the country over the next five years. "We've spent three years and many millions of dollars" on the food hall venture, DeWitt says. "We've put in a lot of our own capital, and it's our most high-profile project. So, a lot is riding on this for Front Burner. It's a big bet."

DeWitt's project at Legacy West is the biggest food hall

in North Texas, by far. (The Market at the Dallas Farmers Market in downtown Dallas has less than half the space.) Legacy Hall, which will offer multiple bars and artisanal food stalls plus live entertainment in a new, three-story building with an industrial feel, is part and parcel of a hot national restaurant trend. Food halls, which originated in Europe, have been sweeping the United States for several years. Among the country's best-known food halls are Eataly, with multiple locations in the U.S.; Grand Central Market in Los Angeles, and Public Market in Milwaukee. In 2017 alone, new major food halls were scheduled to open in about a dozen U.S. cities, including Miami; Huntington Beach, Calif.; and Washington, D.C.

In contrast to food courts, which are clusters of mostly chain eateries inside shopping malls, food halls offer a variety of fresh, low-cost, regionally inspired foods prepared right in front of diners, as well as a noisy, communal ambience in something akin to a genuine-feeling public space. The concept for Legacy West's version originated about three years ago, when the project's master developer, Fehmi Karahan, asked DeWitt to "make a fun place" at 7800 Windrose Avenue in Plano, the Front Burner CEO recalls.

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While he was initially at a loss for how to do that, DeWitt and his business partner, Front Burner President Jack Gibbons, soon found themselves traveling to Russia. During the trip they stayed over in Amsterdam, where they were told that they “had to go to the food hall” there, DeWitt recalls. Housed in a huge, converted electric-streetcar depot, the Dutch space, called Foodhallen, featured fare ranging from pulled-pork sandwiches to Mumbai street food. “I’d never seen anything like it,” DeWitt says. “It was very exciting to eat and drink there. So, I started sketching out [the concept for Legacy Hall] on my way back” to the U.S.

DeWitt’s concept includes 22 food stalls on the first and second floors, including the likes of Whisk & Eggs (gourmet breakfast crepes and sandwiches), Blist’r Naan Wraps (Indian-style wraps), and FreshFin Poké Co. (fresh Hawaiian poké and sushi). Some of the stalls will be operated by local celebrity chefs (John Tesar’s Knife Burger, Tiffany Derry’s Roots Chicken Shak). There also will be eight bars (Detour, Texas Ice House), including the brewery and taproom (Unlawful Assembly Brewing Co.) located on the third floor.

Tim Ziegler from the Granada Theater has been hired to program live entertainment on an outdoor stage. The entire place will be cashless, employing touch-screens rather than cashiers to accept credit and debit card payments from an expected 4,000 patrons per day.

DeWitt, whose company is leasing the Windrose complex from Karahan, explains



Front Burner Restaurant CEO Randy DeWitt (above) is driving Plano’s new Legacy Hall, which is depicted in these three renderings.



Legacy Hall

BY THE NUMBERS

55,000

TOTAL SQUARE FEET

22

FOOD STALLS

8

BARs

4,000

ANTICIPATED CUSTOMERS PER DAY

that vendors put up “small deposits”—a few thousand dollars—for their spaces, then hire their own restaurant designers. “Turnover will occur naturally,” he adds. “The consumer will vote: which stalls get the most buzz? We want to make it easy for them to get in, and easy for them to fail. If they’re not happy and profitable, they can leave.”

Meanwhile, Front Burner Restaurants, which shoots for a 25 percent ROI and boasts annual revenue in the \$350 million range, is moving its headquarters from Addison to an office in Legacy West, next door to Legacy Hall. And the company’s Food Hall subsidiary already is plotting to take the new concept to such cities as Houston, Nashville, Atlanta, and Boston. Says DeWitt: “There’s hardly a major city that hasn’t approached us.”

With Legacy Hall scheduled at presstime to open in October, we’ll start knowing soon whether Front Burner’s big bet pays off. **D**



From: Lewis
To: ["Lewis F McLain Jr"](#)
Subject: Too many food trucks: Austin food park shuts down, citing crowded market
Date: Thursday, January 11, 2018 5:55:42 AM

Too many food trucks: Austin food park shuts down, citing crowded market

By [Jacquelyn Powell](#) Published: January 10, 2018, 9:36 pm Updated: January 11, 2018, 5:07 am

AUSTIN (KXAN) — Once one of the features that kept Austin weird and made the city unique, food trucks are now so common, people in the industry say it's creating issues.

Sarah Hannon, owner of Midway Food Park at 1905 S. Capital of Texas Hwy says the saturation of food trucks in the Austin market is forcing her to close down the food truck park she's been running for nearly five years.

"When we first opened the park, it was when all of the trailers on Congress were getting moved off because of development, and so there was a real need for this," Hannon said. "We built it out and it was great, but it seems like over the last four and a half years, the food truck industry has just blown up in town, and every single person has figured out that they can shave off a little piece of their parking lot."

Hannon says with food trucks popping up on every corner downtown, people are walking to them, rather than driving to her park. She says only three food trucks remain in her park, and she's not bringing in enough revenue to keep it open as-is.

Hannon says the Midway's lights aren't going out for good, however.

"We're just evolving," she says.

Hannon says the food truck park will close down at the end of January, then she'll spend a month renovating the outdoor space. She plans to open it back up as an outdoor event venue at the beginning of March.

"It's such a great space that's outdoors to hold events, and we have plenty of parking," Hannon said, adding its proximity to downtown makes it easy to rideshare to and from.

Hannon says the venue will hold around 2,500 people. For music events, she says a stage will be brought in on the back half of the property not currently being used. She will also keep the food truck hook ups in place, so that food trucks can come back out during weekend events.

"It's still going to be a place to have your fun events, and the family will still be able to come out," she said. "It's just not going to be open day to day."