2006 Early Days...  
5517 Columbia
CityWalk@Akard  (511 N. Akard St., Dallas  75201)
• $40 million mixed-use, mixed-income development
• Adaptive re-use of 15-story, historic downtown office building
• 30,000 sq. ft. of commercial space
• 200 affordable apartments, 50 for formerly homeless people
• 6 for-sale condominiums
• Completed April 2010
Lone Star Gas Lofts - Phases I and II (300 S. St. Paul, Dallas 75201)

- $46.5 million mixed-use, mixed-income development
- Adaptive re-use of four downtown buildings built between the 1920s and 1970s
- 230 apartments, 60 market-rate and 170 affordable
- 10,000 sq. ft. of commercial space
- Phase I completed April 2012, Phase II completed August 2014
- Partnership with Hamilton Properties Corporation
Plaza Hotel/Lorenzo - (1011 S. Akard, Dallas 75215)
• $32 million redevelopment of a 12-story hotel building
• 220 key full-service hotel, with additional retail site
• Includes redesign and reworking of Akard Street Bridge over IH-30
• Opened for business 2017
• Partnership with Hamilton 1011 LP--purpose: funding our CDC
HighPoint Senior and HighPoint Family (1615 Zang Blvd, Dallas 75224)
• Phases I and II of a planned three-phase redevelopment of 48-acre site in Oak Cliff
• $39 million redevelopment budget for 301 of a planned 450 affordable units
• 140-unit HighPoint Senior completed in December 2013
• 161-unit HighPoint Family opened 2016
• Partnership with Bank of America Community Development Corporation
Cottages at Hickory Crossing

Coming Spring 2015
Cottages at Hickory Crossing  (1631 Malcolm X, Dallas 75215)
• $6.5 million development on three acres just southeast of Downtown Dallas
• 50 small cottages built to house Dallas’s most expensive homeless persons
• Construction completion in fall 2016
• Collaborative development including W.W. Caruth, Jr. Family Foundation, CitySquare, Metrocare, Dallas County, UT Southwestern Medical School
Cottages from above!
Opportunity Center
Opportunity Center
Current: Historic Forest Theater
Providing Context: “Brand Promise” in Dallas, TX

1. Experience
2. Competence/Creativity
3. Community Relationships/Trust
4. Commitment to Growth
5. Great Partnerships
Leadership Lessons

• Let people fail
Leadership Lessons

• Let people fail
• Don’t dismiss the difficult
Leadership Lessons

• Let people fail
• Don’t dismiss the difficult
• Forget the credits
Leadership Lessons

• Let people fail
• Don’t dismiss the difficult
• Forget the credits
• Welcome the unreasonable
Leadership Lessons

• Let people fail
• Don’t dismiss the difficult
• Forget the credits
• Welcome the unreasonable
• Give away what you need
Leadership Lessons

• Let people fail
• Don’t dismiss the difficult
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• Give away what you need
• Lead flat
Leadership Lessons

• Let people fail
• Don’t dismiss the difficult
• Forget the credits
• Welcome the unreasonable
• Give away what you need
• Lead flat
• **Cultivate chaos**
Leadership Lessons

• Cultivate chaos
• Value the counterintuitive
Leadership Lessons

• Cultivate chaos
• Value the counterintuitive
• No stupid questions
Leadership Lessons

• Cultivate chaos
• Value the counterintuitive
• No stupid questions
• Act beyond your reach
Leadership Lessons

• Cultivate chaos
• Value the counterintuitive
• No stupid questions
• Act beyond your reach
• Vertical trumps horizontal
Leadership Lessons

• Cultivate chaos
• Value the counterintuitive
• No stupid questions
• Act beyond your reach
• Vertical trumps horizontal
• Clean hand-off