Just as we were putting the final touches on the 2019 Annual Report, our community, country, and world were challenged in ways few of us have experienced. In response to the pandemic, the Las Colinas Association promptly shifted non-essential employees to a work-at-home model to ensure continued operations. The operational measures implemented equipped us to successfully continue delivering full services for the community with minimal delays.

In spring of 2019, the LCA initiated a multi-media marketing campaign designed to bring long-term value to Las Colinas. In the coming year, expect to see new communication initiatives attuned to our members and an increase in our social media presence.

One new look that we hope caught your eye was the enhanced holiday lighting at SH114 and O’Connor Road. This past year, we introduced 20 new lighted reindeer – nearly doubling the herd! As we grow our holiday trimming initiatives, we invite you join us in illuminating Las Colinas this holiday season.

December also brought the start of construction on the Paws Colinas dog park, a joint project between the City of Irving and the Las Colinas Association. The dog park is over seven acres, with separate sections for small and large breeds. The project is anticipated to be completed during late summer 2020, offering shade, water facilities and access to Campion Trail.

Following a boom in new development between 2017-2018, Las Colinas recognized a slight decrease in projects initiated this past year, but we still celebrated a variety of significant projects. The new 350-room Westin Irving Convention Center at Las Colinas opened to rave reviews. The new hotel adds another anchor to the Urban Center’s growing entertainment district between the Irving Convention Center at Las Colinas and Toyota Music Factory, which was recently ranked the #1 amphitheater in the United States and the #2 amphitheater in the world for ticket sales.

Other hospitality news included a multi-million-dollar renovation at the Dallas Marriott Las Colinas and a similar renovation project at the Omni Mandalay Las Colinas, which is now underway. Outside the Urban Center, we saw construction on the new Element Hotel located on Meadow Creek Drive, as well as the new Embassy Suites on John Carpenter Freeway. All of this promising news from 2019 is followed by what we expect will be a very challenging time for the hospitality industry in the near term. Given that the hospitality industry supports over 23,000 jobs in the city, we hope for a swift revival in the months ahead.

Just as Pioneer Natural Resources’ massive glass and limestone corporate headquarters at the former Carpenter Ranch site was completed, the property was sold for a whopping $584 million. This real estate transaction represents one of the largest in the nation for 2019. Pioneer entered a 20-year leaseback of the property with the sale, establishing their Las Colinas residency for years to come.

This past year, one of the country’s largest companies moved its global headquarters to Las Colinas. McKesson Corporation, ranked No. 7 on the FORTUNE 500 for 2019, is a leader in healthcare supply management, information technology, retail pharmacy, oncology and specialty care.

Entrepreneurs in the restaurant industry continue to recognize the potential of Las Colinas. In 2019, over 30 new restaurants opened, bringing our overall count to well over 200 dining opportunities throughout Las Colinas. We encourage you to dine out or take out and support them all. As with the hotel industry, these businesses face challenges that, together, we can help overcome.

While our community experienced a tremendous 2019, it is clear we are facing a long and challenging list of unknowns for 2020. I want to specifically recognize the medical professionals, first responders and other essential businesses that continue to support us by risking their own health for the wellbeing of others. You are true heroes and we are forever grateful for your efforts.

On behalf of the LCA team, we hope that you and your loved ones stay safe and healthy.

J. Hammond Perot
President & CEO
DIRECTORS FOR 2019

R. (Ben) Brewer
Chairman

Barton Hankins
Residential Representative

Rachel S. Kramer
Commercial Representative

Dr. Steve Nguyen
Residential Representative

Carl Klinke
Residential Representative

Ken Reese
Commercial Representative

Rodney Phelps
Commercial Representative

PRESIDENT & CEO

J. Hammond Perot

ACC CHAIR

Carl McKee

Executive Office
J. Hammond Perot, President
Jennifer Austin, Managing Director
Carl McKee, Special Asst. to the President
Jan Paradis

Architectural Control Committee (ACC)
Phil Oschner, Director
Kelly Willis
Shaila Quoreshi
Raquel Burns

Common Property
Scott Wilson, Director
Darla McDaniel, Manager
Jaime Alvarez
Marcos Soto Ochoa
Martin Lopez
Jose Pena
Adolfo Leal

Community Relations
Diane Sainton
Anita Moss
Jessica Hubble
Jackie Cacho
Brian King

Finance & Administration
Lynn Strickland, Director
Velma Martindale
Rebecca Neelley
Zulema Alvarez
Megan Armstrong

Property Compliance
Jeff Posival, Director
James Kolm, Jr.
Jason Hooker
Jimmy Dammer
Zach Orr
Kara Sloan
Heather Hersh

Strategic Planning
Tim Glass, Director

Security Services
Penny Hayter, Director
Earl Edwards, Manager
Chris Laudrille
Stephen Craig
Amanda Espinoza
Jan McKenzie
Jerry Hunt
Joe Johnson
Tandy Glover

Information Technology
Chase McCullough

General Office
Patricia Castillo
**ARCHITECTURAL CONTROL**

**SUBMISSIONS**

<table>
<thead>
<tr>
<th>Year</th>
<th>New Multi-Family and Townhome Projects</th>
<th>New Commercial Projects</th>
<th>New Homes — Single-Family Units</th>
<th>Total Submissions (includes over 20 categories*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>2</td>
<td>6</td>
<td>98</td>
<td>1738</td>
</tr>
<tr>
<td>2018</td>
<td>5</td>
<td>12</td>
<td>135</td>
<td>1623</td>
</tr>
<tr>
<td>2017</td>
<td>10</td>
<td>13</td>
<td>205</td>
<td>1433</td>
</tr>
<tr>
<td>2016</td>
<td>5</td>
<td>11</td>
<td>204</td>
<td>1353</td>
</tr>
</tbody>
</table>

*Other categories include items such as signs, paint changes, landscaping, pools, roofs and arbors.

**ALARMS PROCESSED**

- 2019: 22,712
- 2018: 20,223

**AVERAGE RESPONSE TIME (MIN.)**

- 2019: 6
- 2018: 6

**SECURITY SERVICES**

- **ALARMS PROCESSED**
  - 2019: 22,712
  - 2018: 20,223

- **AVERAGE RESPONSE TIME (MIN.)**
  - 2019: 6
  - 2018: 6
THE VILLAGES OF LAS COLINAS

RESIDENTIAL

7,343 SINGLE-FAMILY HOMES
7,694 HOMES WHEN FULLY DEVELOPED
42 RESIDENTIAL VILLAGES

APARTMENTS

19,343 TO DATE, TOTAL COMPLETED UNITS
721 TOTAL APPROVED IN 2019
1,401 TOTAL UNITS UNDER CONSTRUCTION

CONFERENCE ROOM ACCOMMODATIONS

<table>
<thead>
<tr>
<th>MEETINGS</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeowners’ Associations</td>
<td>62</td>
<td>62</td>
<td>81</td>
</tr>
<tr>
<td>Civic Groups</td>
<td>17</td>
<td>22</td>
<td>29</td>
</tr>
<tr>
<td>City of Irving</td>
<td>19</td>
<td>16</td>
<td>7</td>
</tr>
<tr>
<td>Business Groups</td>
<td>5</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>103</strong></td>
<td><strong>101</strong></td>
<td><strong>121</strong></td>
</tr>
</tbody>
</table>
INFORMATION TECHNOLOGY

In 2019, to better serve you, we initiated and completed major upgrades to our security, network and phone systems, including:

- An enhanced security monitoring network designed for 0% downtime of data and voice services
- Updated network switching, making interoffice internet speed 10X faster
- Leading-edge server and recovery system implementation
- New office and security phone system designed to minimize phone-service failure

STRATEGIC PLANNING

A new wayfinding signage system comes to fruition this year as a result of extensive presentations and approval by key committees and member stakeholders. In 2020, licensing, fabrication, utility and foundation installation, as well as additional approvals, come together to make this endeavor a reality.

Demographic, geographic and business research, including learnings from other successful associations, provided valuable insights that drove decision-making in 2019. Our newly created “Choose Las Colinas” commercial brochure offers a look at what we’ve learned. In addition, robust interactive maps added to our association website provided more community information.

The year saw other technology enhancements, including a new in-house hosting system, a new CRM partner, data clean-up and mapped improvements to our Property Compliance project.
Carefully maintained common areas and corridors are signature elements of the big picture in Las Colinas. Important improvements this year included:

- Raised planter re-development on Las Colinas Blvd
- California Crossing development and dog park
- Regrade and irrigation enhancement on Riverside at El Lago
- Sidewalk replacements in Las Colinas–owned parks
- Flume replacement at Rosita Park
- Landscape and median enhancements throughout
- Street-light painting and straightening
- New litter control personnel added
- Island Green reindeer lighting and additional 150,000 holiday lights

### COMMON AREAS

<table>
<thead>
<tr>
<th>PROPERTY OWNERSHIP</th>
<th>BEAUTIFICATION RELATED COSTS</th>
<th>TOTAL ACREAGES/MILES (APPROXIMATE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Irving</td>
<td>Medians, Parks and Open Spaces $1,495,200</td>
<td>127 acres (Includes approximately 86 miles of medians)</td>
</tr>
<tr>
<td>Dallas County Utility Reclamation District (DCURD)</td>
<td>Shoreline Property $486,000</td>
<td>97 acres</td>
</tr>
<tr>
<td>Texas Department of Transportation</td>
<td>114 Maintenance $148,000</td>
<td>190 acres</td>
</tr>
<tr>
<td>Las Colinas Association</td>
<td>Parks and Open Spaces $324,800</td>
<td>51 acres</td>
</tr>
<tr>
<td>Litter Control (by Las Colinas Association)</td>
<td>All Areas $130,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,574,600</strong></td>
<td><strong>465 acres</strong></td>
</tr>
</tbody>
</table>
A fresh, bold branding campaign that introduced new design, colors and photography was part of the big picture in marketing Las Colinas Association in 2019. The new assets were showcased in revamped newsletters, restaurant guides, brochures, folder, notecards and an all-new welcome book.

PHOTOGRAPHY

Our new look includes a new photography initiative from Belmont Icehouse, Irving/Las Colinas Chamber of Commerce and Las Colinas Association’s Digital Marketing Specialist.
COMMUNITY RELATIONS & MARKETING

BOWL-A-THON

The 2nd Annual Charity Bowl-A-Thon benefiting Kidd’s Kids was held on April 23, 2019 at PINSTACK-Las Colinas. Kidd’s Kids received $8,477 from event proceeds, raffles and donations. Utilizing business and community relationships, the event featured high-quality raffle items which helped increase Bowl-A-Thon nonprofit proceeds by $2,839!

WORKIN’ WEDNESDAY

The first-time event Workin’ Wednesday successfully helped increase foot traffic for Gables Water Street businesses. Held on October 3, 2019, the event gave attendees access to high-speed Wi-Fi, a business center, charging stations and comfortable furniture. The event also featured a free morning yoga session, and a band played during lunch. Approximately 100 people visited the event throughout the day.

THE BIGGER PICTURE

A look at where Las Colinas Association has been this year:

- Book of Lists, Dallas Business Journal 2019
- Surveyor Magazine Issue Three, 2019
- Urban Land Fall 2019
- Digital Advertising – Facebook, banners
- ULI Local Products Presents: What’s NEW, What’s NEXT? Annual Signature Event
- ULI’s Annual Development & Technology Showcase
- NTCAR Expo 2019 – North Texas Commercial Association of Realtors and Real Estate Professionals

By The Numbers

- Page Likes (+ 244)
  December 31, 2019: 4,363
- Followers (+ 383)
  December 31, 2019: 1,220
- Followers (+ 109)
  December 31, 2019: 130
- Website Visitors
  Monthly average: 5,080

@LasColinasTex
# The Las Colinas Association
## Statement of Financial Position
### December 31, 2019

### ASSETS

**CURRENT ASSETS**
- Cash and cash equivalents: $13,288,857
- Accounts receivable, net: 308,491
- Prepaid expenses: 240,599

**Total current assets**: 13,837,947

**INVESTMENTS**: 3,344,466

**PHYSICAL PROPERTIES, net**: 9,771,186

**TOTAL ASSETS**: $26,953,599

### LIABILITIES AND NET ASSETS

**CURRENT LIABILITIES**
- Accounts payable - trade: 299,967

**Total current liabilities**: 299,967

**Total liabilities**: 299,967

**UNRESTRICTED NET ASSETS**
- Investment in physical properties: 9,771,186
- Board designated for future major repairs and replacements: 4,067,981
- Board designated for Project Overlook/Sitatunga: 1,207,894
- General and administrative: 11,560,984

**Total unrestricted net assets**: 26,608,045

**RESTRICTED NET ASSETS**: 45,587

**Total net assets**: 26,653,632

**TOTAL LIABILITIES AND NET ASSETS**: $26,953,599
The Las Colinas Association
Statement of Activities
Year Ended December 31, 2019

<table>
<thead>
<tr>
<th>REVENUES, GAINS, AND OTHER SUPPORT</th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member receipts, net</td>
<td>$13,476,493</td>
<td>$</td>
<td>$13,476,493</td>
</tr>
<tr>
<td>Plan review fees</td>
<td>33,750</td>
<td>-</td>
<td>33,750</td>
</tr>
<tr>
<td>Enforcement maintenance</td>
<td>68,617</td>
<td>-</td>
<td>68,617</td>
</tr>
<tr>
<td>Legal fees</td>
<td>70,119</td>
<td>-</td>
<td>70,119</td>
</tr>
<tr>
<td>Document processing fees</td>
<td>9,650</td>
<td>-</td>
<td>9,650</td>
</tr>
<tr>
<td>Late fees</td>
<td>72,701</td>
<td>-</td>
<td>72,701</td>
</tr>
<tr>
<td>Resale certificates</td>
<td>81,475</td>
<td>-</td>
<td>81,475</td>
</tr>
<tr>
<td>SD changes</td>
<td>40,000</td>
<td>-</td>
<td>40,000</td>
</tr>
<tr>
<td>Interest income</td>
<td>283,318</td>
<td>-</td>
<td>283,318</td>
</tr>
<tr>
<td>Gain on sale or disposal of assets</td>
<td>7,592</td>
<td>-</td>
<td>7,592</td>
</tr>
<tr>
<td>Miscellaneous revenue</td>
<td>154</td>
<td>-</td>
<td>154</td>
</tr>
</tbody>
</table>

Total revenues, gains and other support  
14,143,869                      -          14,143,869

<table>
<thead>
<tr>
<th>EXPENSES AND LOSSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs</td>
</tr>
<tr>
<td>Common property</td>
</tr>
<tr>
<td>Community relations</td>
</tr>
<tr>
<td>Monitoring and patrol</td>
</tr>
<tr>
<td>Architectural control</td>
</tr>
<tr>
<td>Property compliance</td>
</tr>
<tr>
<td>Special projects</td>
</tr>
<tr>
<td>Supporting services</td>
</tr>
<tr>
<td>Office building expenses</td>
</tr>
<tr>
<td>General and administrative</td>
</tr>
<tr>
<td>Information technology</td>
</tr>
</tbody>
</table>

Total expenses and losses  
10,978,740                      -          10,978,740

Increase in unrestricted net assets from operations  
3,165,129                      -          3,165,129

Defined benefit post-retirement plan  
Net decrease in unfunded projected benefit obligation of defined benefit post-retirement plan  
(237,941)                      -          (237,941)

CHANGE IN NET ASSETS  
2,927,188                      -          2,927,188

NET ASSETS, beginning of year  
23,680,857                     45,587      23,726,444

NET ASSETS, end of year  
$26,608,045                    $45,587     $26,653,632