The historical events of 2020 have left an indelible impact on our community as the way we live and work dramatically changed in the blink of an eye. Disruption and adaption became the new normal as we navigated our way through the uncertainty of the COVID-19 pandemic and a global recession. Despite the challenges, I am proud that the Las Colinas Association was able to remain a consistent presence and resource for our members.

The LCA maintained uninterrupted services despite the need to make significant operational adjustments including many of our office staff working from home. Similarly, we advanced several projects that you will most certainly notice during 2021. As more residents than ever took the opportunity to explore the promenade, canals, and trail connections of the Urban Center, the LCA debuted the new Urban Center foot and bike patrol in December 2020. The new patrol will serve as ambassadors of Las Colinas for the Urban Center’s many visitors and residents as well as support the LCA’s traditional vehicular security.

Additionally, the LCA secured an agreement with the City of Irving to install community wayfinding signage within the Urban Center. Signage for the program is currently in the manufacturing stage and we expect to begin placement by early summer 2021. While the pandemic delayed construction of the Paws Colinas dog park, a joint project between the City of Irving and the LCA, completion is anticipated in late spring 2021. The seven-acre dog park will feature separate sections for large and small breeds, shade, water facilities, and access to Campion Trail.

While many worked from home this past year, several companies chose to make Las Colinas their new home. Neighborly, the American Athletic Conference, and Pieces, Inc., are examples of businesses that chose to locate their headquarters in our community. Given the disruption that our hotel and restaurant industries faced this year, it is certainly welcoming to see more positive local business news.

While we do not expect the world to emerge from the COVID-19 crisis the same as it entered, the past year has shown how the Las Colinas community can rise to a challenge. I am humbled by the countless positive actions, big and small, that our resident and commercial members took to help each other manage through the pandemic. We still have some uncertainty ahead, but hopefully, 2021 will bring us closer to a brighter, more familiar future.
2020 AT A GLANCE
Throughout the pandemic, the Las Colinas Association maintained a hybrid work model to ensure continued operations. While the office remained closed, LCA staff found opportunities to stay connected with the community and its members.

WHO WE ARE

The distinct features of Las Colinas are all maintained by the Las Colinas Association (LCA). Created to preserve the value and integrity of the community, the LCA supports and enhances the development to ensure an exceptional quality of life for its members. Separate from any other property owner or homeowner association, all Las Colinas property owners are subject to LCA deed restrictions.

The Las Colinas Association is governed by non-compensated, volunteer board members, with equal representation for residential and commercial properties. An executive team, along with its leadership and staff, oversee the day-to-day operations of LCA.
Board of Directors //

Las Colinas Association

Dr. Steve Nguyen
Chairman

Sushil Patel
Vice Chairman, Member-At-Large

Rachel S. Kramer
Secretary, Commercial Representative

Barbara McNutt
Treasurer, Commercial Representative

Carl Klinke
Residential Representative

Danny Opitz
Residential Representative

Ken Reese
Commercial Representative

J. Hammond Perot
President & CEO

Carl McKee
ACC Chair

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

GENERAL Office
Diane Sainton, Office Coordinator
Patricia Castillo, Administrator

Annual Report Contents

6 Architectural Control
8 Security
10 Information Technology
11 Strategic Planning
12 Property Compliance
14 Common Property
16 Community Relations and Marketing
18 Financials

2020 // Annual Report 5
ARCHITECTURAL CONTROL

LAS COLINAS COMMUNITIES

RESIDENTIAL

7,467 Single-Family Homes in Las Colinas

7,694 Homes When Fully Developed

42 Residential Neighborhoods

APARTMENTS

19,730 Completed Units in Las Colinas

1,014 Total Units Under Construction

0 Approved in 2020
### AVERAGE NUMBER OF SUBMISSIONS VIEWED AT EACH ACC MEETING IN 2020

Number is approximated and includes both residential and commercial ACC submissions.

### RESIDENTIAL AND COMMERCIAL ACC MEETINGS IN 2020

ACC meetings are not held during the weeks of Independence Day, Thanksgiving and Christmas.

#### 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>2020</td>
<td>0</td>
<td>4</td>
<td>62</td>
<td>1642</td>
</tr>
<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>
</tbody>
</table>

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

ALARMS PROCESSED BY LCA SECURITY

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>21,229</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>22,712</td>
</tr>
</tbody>
</table>

ALARM CALL AVERAGE RESPONSE TIME

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>5 MINUTES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>6 MINUTES</td>
</tr>
</tbody>
</table>

TYPES OF ALARM CALLS PROCESSED IN 2020

- Technical: 17,165
- Burglary: 3,385
- Fire: 515
- Medical: 101
- Panic: 63

TOTAL MILES DRIVEN BY SECURITY PATROL IN 2020

552K
LAS COLINAS
URBAN CENTER PATROL

In an effort to provide better coverage to the thriving Urban Center, the Urban Center foot and bike patrol was introduced in December 2020.

The patrol monitors paths that traditional vehicles cannot reach including the canal, waterways and other walkable paths.

12.03 TOTAL MILES MONITORED ON FOOT AND BIKE BY URBAN CENTER PATROL
LCA GOES VIRTUAL

In order to serve our members, employees and volunteers through the challenges of the past year, the Las Colinas Association transitioned to virtual services for most of 2020, including:

- Starting in March, all Board of Directors and Architectural Control Committee meetings were held on Zoom and GoToMeeting platforms
- The Annual Meeting of Members was held over Zoom on June 16, 2020 with over 100 participants
- Property Compliance employees have access to more information while in the field using mobile devices
- LCA implemented upgraded network security infrastructure to protect our systems and member information

STRATEGIC PLANNING

URBAN CENTER WAYFINDING SIGNAGE

While many things were slowed down by the COVID-19 pandemic, the Las Colinas Urban Center wayfinding system continued to move forward. Installation of the sleek new signage on display in and around Water Street, the Convention Center and Toyota Music Factory, will begin in summer 2021. The new signage will help welcome visitors, office workers, and residents back to the Urban Center and highlight many of Las Colinas’ most unique features.
The Las Colinas Archive was launched in March 2020, to preserve the history of our community through documents, photographs, maps, drawings, and personal stories. LCA will continue to build the archive ahead of our 50th anniversary in 2023.

1982
Nearly 10 years after the development was unveiled, Las Colinas had grown to 21,000 residents and daily workers and 400 companies.

Today, Las Colinas is home to 7,500 companies and 35,600 residents and daily workers.

August 1973
BEN H. CARPENTER unveils the Las Colinas Master Plan at a press conference in downtown Dallas

Fall 1973
Excavation on Lake Carolyn and the canals—the largest infrastructure project Las Colinas has seen—begins

September 1984
The MUSTANGS OF LAS COLINAS sculpture, created by artist ROBERT GLEN, was installed outside of The Towers at Williams Square

Las Colinas History Project

Pictured from left to right:

January 2011
An instant landmark, the LEED certified IRVING CONVENTION CENTER at Las Colinas is a 275,000 square foot facility surrounded in glass to reduce the consumption of energy.
// PROPERTY COMPLIANCE

COMPLIANCE CASES OPENED:

2020  | 2,873
2019  | 2,235
2018  | 1,160

COMPLIANCE CASES RESOLVED:

2020  | 2,049
2019  | 934
2018  | 687

ESTOPPELS AND RESALES ISSUED:

2020  | 712
2019  | 483
2018  | 689

COMMON COMPLIANCE ISSUES:

1. Unapproved improvements to property
2. Lawn and landscaping maintenance
3. Maintenance of approved, installed materials (siding, bricks, roof, doors, retaining walls, etc.)
4. Fence repairs and staining
5. Unapproved additions or changes to landscape plans
RECOGNIZED PROPERTY PROGRAM

Beginning in March 2020, the Las Colinas Association Property Compliance department launched the Recognized Property program. This initiative serves to highlight properties—both commercial and residential—that radiate curb appeal, are regularly maintained and continually follow LCA compliance standards.

Each month, the Property Compliance department selects six exceptional properties (four residential and two commercial) to be honored as a Recognized Property. Each recipient receives an official letter from their Property Compliance representative, yard sign and recognition on the lascolinas.org website and social media pages.

40 RECOGNIZED RESIDENTIAL PROPERTIES IN 2020

20 RECOGNIZED COMMERCIAL PROPERTIES IN 2020
THE CHARM OF LAS COLINAS

Manicured landscapes, vibrant flowers and pristine common areas are all hallmarks of Las Colinas. The Common Property department continued to enhance the community with ongoing improvements in 2020.

- Landscape improvements along Northgate Dr. at Fox Glen
- Flume replacement in Durango Greenbelt with sidewalk added
- Sidewalk replacements at Flagpole Hill and adjoining parks
- Landscape and median updates throughout Las Colinas
- Irrigation development along Las Colinas Blvd. in the area surrounding the Irving-Las Colinas Convention Center from Promenade Pkwy. to Northwest Hwy.
- Enhancement of Las Colinas holiday lights program with a total of 250,000 holiday lights and 50 lighted reindeer on display in 2020

LAS COLINAS IS HOME TO

- **190** ACRES of Parks and Greenbelts
- **17** MILES of Waterways and Canals
- **10** MILES of Riverside Hiking and Biking Trails
### LAS COLINAS ASSOCIATION’S PROPERTY MAINTENANCE INVESTMENT 2020

<table>
<thead>
<tr>
<th>PROPERTY OWNERSHIP</th>
<th>MAINTENANCE RELATED COSTS</th>
<th>APPROX. TOTAL ACREAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Irving Medians, Parks and Open Spaces</td>
<td>$1,568,300</td>
<td>132 Acres</td>
</tr>
<tr>
<td>Dallas County Utility Reclamation District Shoreline Property</td>
<td>$508,200</td>
<td>97 Acres</td>
</tr>
<tr>
<td>Texas Department of Transportation 114 Maintenance</td>
<td>$148,000</td>
<td>190 Acres</td>
</tr>
<tr>
<td>Las Colinas Association Parks and Open Spaces</td>
<td>$420,800</td>
<td>56 Acres</td>
</tr>
<tr>
<td>Litter Control by Las Colinas Association All areas</td>
<td>$193,500</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,838,800.00</strong></td>
<td><strong>475 Acres</strong></td>
</tr>
</tbody>
</table>
KEEPING LAS COLINAS CONNECTED

Once life as we know it came to an abrupt stop at the start of the pandemic, the Community Relations and Marketing department acted swiftly to ramp up member communications and engagement. With the intent on keeping the Las Colinas community connected, informed and safe throughout the pandemic, necessity has proven to be the mother of invention.

47 Total number of articles published on lascolinas.org

939 Total number of social media posts across all platforms in 2020

8 Direct mail pieces sent to Las Colinas members including the bi-monthly *Spirit of Las Colinas* newsletter and seasonal *Restaurant Guide*

+1,782 The number of new followers across all platforms from January-December 2020

**Total followers:** 8,073
EVENTS AT A DISTANCE

As the pandemic continued into the year, the Community Relations and Marketing department found opportunities to safely and thoughtfully bring members back together.

Snow Stops | AUGUST 4-7

Members were treated to COMPLIMENTARY SNOW CONES served via drive-thru from a Kona Ice truck and served by LCA staff members.

Office al Fresco | OCTOBER 8

With the fatigue of working from home setting in, LCA brought the workday outdoors to the TEXAS LOTTERY PLAZA AT TOYOTA MUSIC FACTORY. Complimentary Wi-Fi, charging stations, snacks, beverages, live music, yoga, and more were provided.

Night at the Drive-In: Symphony and Cinema | OCTOBER 30

A drive-in movie night, featuring Disney’s Coco, was hosted for members at DALLAS COLLEGE NORTH LAKE CAMPUS. The event kicked off with the IRVING SYMPHONY ORCHESTRA performing Disney classics plus songs from the Coco soundtrack.

Drive-Thru Cocoa with Santa | DECEMBER 5

The parking lot of JACK SINGLEY ACADEMY was transformed into a magical winter wonderland featuring a drive-thru visit with Santa Claus. A total of 233 vehicles came through the event and more than 100 donations were collected for IRVING CARES.
## Financials

### Statement of Financial Position

**Current Assets**
- Cash and cash equivalent: $16,467,943
- Accounts Receivable, net: $498,855
- Prepaid Expenses: $257,832
- Total current assets: $17,224,630

**Investments**
- $2,129,029

**Physical Properties, net**
- $10,877,321

**Total Assets**
- $30,230,980

**Current Liabilities**
- Accounts payable - trade: $466,112
- Total current liabilities: $466,112

**Unrestricted Net Assets**
- Investment in physical properties: $10,877,321
- Board designated for future major repairs and replacements: $4,346,249
- Board designated wayfinding signage: $692,853
- Board designated for Project Overlook: $693,891
- General and administrative: $13,108,967
- Total unrestricted net assets: $29,719,281

**Restricted Net Assets**
- $45,587

**Total Net Assets**
- $29,764,868

**Total Liabilities and Net Assets**
- $30,230,980

### Statement of Activities

**Revenues, Gains, and Other Support**

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member receipts, net</td>
<td>$14,624,679</td>
<td>–</td>
<td>$14,624,679</td>
</tr>
<tr>
<td>Plan review fees</td>
<td>$25,465</td>
<td>–</td>
<td>$25,465</td>
</tr>
<tr>
<td>Enforcement maintenance</td>
<td>$40,286</td>
<td>–</td>
<td>$40,286</td>
</tr>
<tr>
<td>Legal fees</td>
<td>$127,248</td>
<td>–</td>
<td>$127,248</td>
</tr>
<tr>
<td>Document processing fee</td>
<td>$11,100</td>
<td>–</td>
<td>$11,100</td>
</tr>
<tr>
<td>Late fees</td>
<td>$78,293</td>
<td>–</td>
<td>$78,293</td>
</tr>
<tr>
<td>Resale certificates</td>
<td>$87,327</td>
<td>–</td>
<td>$87,327</td>
</tr>
<tr>
<td>Lien fee</td>
<td>$4,928</td>
<td>–</td>
<td>$4,928</td>
</tr>
<tr>
<td>Interest income</td>
<td>$86,946</td>
<td>–</td>
<td>$86,946</td>
</tr>
<tr>
<td>Gain on sale or disposal of assets</td>
<td>$10,500</td>
<td>–</td>
<td>$10,500</td>
</tr>
<tr>
<td>Miscellaneous revenue</td>
<td>$604</td>
<td>–</td>
<td>$604</td>
</tr>
<tr>
<td><strong>Total revenues, gains and other support</strong></td>
<td><strong>$15,097,376</strong></td>
<td>–</td>
<td><strong>$15,097,376</strong></td>
</tr>
</tbody>
</table>

**Expenses and Losses**

<table>
<thead>
<tr>
<th>Description</th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Common property</td>
<td>$4,044,561</td>
<td>–</td>
<td>$4,044,561</td>
</tr>
<tr>
<td>Community relations</td>
<td>$632,369</td>
<td>–</td>
<td>$632,369</td>
</tr>
<tr>
<td>Monitoring and patrol</td>
<td>$2,533,192</td>
<td>–</td>
<td>$2,533,192</td>
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<tr>
<td>Architectural control</td>
<td>$439,465</td>
<td>–</td>
<td>$439,465</td>
</tr>
<tr>
<td>Property compliance</td>
<td>$828,747</td>
<td>–</td>
<td>$828,747</td>
</tr>
<tr>
<td>Special projects</td>
<td>$109,199</td>
<td>–</td>
<td>$109,199</td>
</tr>
<tr>
<td><strong>Total expenses and losses</strong></td>
<td><strong>$11,986,140</strong></td>
<td>–</td>
<td><strong>$11,986,140</strong></td>
</tr>
</tbody>
</table>

---

Year ended December 31, 2020
### STATEMENT OF ACTIVITIES cont'd

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td>$3,111,236</td>
<td>–</td>
<td>$3,111,236</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(beginning of year)</td>
<td>$26,608,045</td>
<td>$45,587</td>
<td>$26,653,632</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td>$29,719,281</td>
<td>$45,587</td>
<td>$29,764,868</td>
</tr>
<tr>
<td>(end of year)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FINANCE & ADMINISTRATION**
Lynn Strickland, Director
Zulema Alvarez
Megan Armstrong
Megan Greene
Veima Martindale
Rebecca Neeley