



# CITY OF DALLAS

## Trinity River Corridor

### COMPREHENSIVE LAND USE PLAN



## Final Report

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Date Adopted: 9 March 2005

## 4. Implementation Strategies Throughout the Trinity Corridor

This Trinity River Corridor Comprehensive Land Use Plan establishes a preferred land use pattern and key urban design concepts for this corridor's development through 2050. Specific implementation strategies are necessary so this vision of Dallas' future becomes a reality. While it is not possible to know all the potential actions that could implement this plan through the year 2050, it is both possible and important to define the key partners – public agencies, private property owners, community organizations and others – that must participate in this plan's implementation. Also, the primary implementation strategies should be described. Lastly, current cost estimates for the projects identified to date should be provided so decision-makers can consider these costs and benefits when setting priorities for capital investment and other spending.

This chapter of the plan contains information and recommendations that explain how the Dallas community intends to carry out this plan. It describes the partners involved and explains key features of the major strategies that will implement the plan. Preliminary cost estimates are provided for projects that affect the entire Trinity Corridor. The preliminary costs for projects in each district of the corridor are summarized here; the details of these projects are discussed in Chapter 5.

### **Partners for the Trinity**

Success along the Trinity requires the involvement, investment and collaboration of many partners. The partners identified at this time are listed below; additional organizations and agencies may become involved as the project continues.

#### **City of Dallas**

##### ***Trinity River Corridor Project Office***

The Trinity River Corridor Project Office manages the planning and construction of the city's public projects in the Trinity River Corridor. It coordinates with the other public entities and the community in advancing this project. Its role in plan implementation includes leadership of capital improvements and planning studies for the corridor.

##### ***Dallas Water Utilities (DWU)***

The Dallas Water Utilities provide water to Dallas residents and businesses; they also collect, treat and discharge wastewater from these customers. The Water Utility is an enterprise-funded department; its operations are supported by fees and charges from its customers. DWU operates the Central Wastewater Treatment Plant located along the Trinity River, a plant that also discharges to the river. It will participate in plan implementation through its infrastructure investments in neighborhood

and business areas of the corridor, as well as through its major facilities that will provide water for the Trinity lakes.

##### ***Development Services Department***

The Development Services Department is responsible for planning, zoning, subdivision and other processes that result in development and redevelopment of property in Dallas. This department will be responsible for specific area studies, creation of urban design guidelines and similar implementation activities.

##### ***Office of Economic Development***

The Office of Economic Development provides services to stimulate economic development and assist the development process. Through its Business Services section, it develops and manages tax increment financing districts in the City. It will play an important role in creating and managing the economic development incentives that will be important to support growth in areas that are transitioning to new uses or that have not had strong market demand in the recent past.

##### ***Housing Department***

Through its land bank program, the City's Housing Department is responsible for seeking and providing funding options to developers of affordable housing for infill lots. The Housing Department also coordinates programs with community-based housing organizations and a variety of other initiatives that help build, maintain and rehabilitate housing in Dallas.

##### ***Park and Recreation Department***

The Park and Recreation Department buys park land, builds park and recreational facilities and manages the properties and programs that serve Dallas residents' recreational needs. It coordinates with the Trinity River Corridor Project Office on the planning, design and construction of the major park improvements that are a part of the Trinity River Project. It will operate programs, maintain facilities and manage natural open space areas within the corridor.

##### ***Public Works and Transportation Department***

The Public Works & Transportation Department constructs most capital improvements funded by the City of Dallas' general obligation bond program. It also plans, operates and maintains the city's storm drainage systems, flood protection facilities and other infrastructure. Its construction programs are integral to the success of this plan.

##### ***Streets Department***

The Streets Department maintains and rehabilitates Dallas' street network. It will participate in plan implementation because many of the District Plans discussed in Chapter 5 include street improvements and streetscape enhancements.

##### ***General Obligation Bond Program***

General obligation bonds are the main funding source for Dallas capital programs that serve general public purposes. These include improvements to the City's street system; parks and recreation facilities; police and fire protection facilities; flood protection and storm drainage systems; various city facilities, cultural facilities; and improvements to stimulate economic growth. These funds can be leveraged with other funding sources, such as state and federal entities.

#### **Other Local Governmental Entities**

##### ***Dallas Area Rapid Transit (DART)***

This regional agency oversees the development and operation of Dallas' mass transit system; it also provides funds for projects (such as High Occupancy Vehicle lanes) to help reduce traffic congestion in the region. DART's system is an important ingredient in the creation of new urban communities described in this plan.

##### ***Dallas County***

Dallas County participates with local cities and entities to fund regional thoroughfares as well as regional trails and the acquisition of open space. In this role, it partners with the City of Dallas on public projects.

##### ***North Central Texas Council of Governments (NCTCOG)***

The Council of Governments is a voluntary association of the public jurisdictions in the region. It also serves as the Metropolitan Planning Organization for the North Central Texas area. In that role, its Regional Transportation Council allocates funds for a wide variety of transportation-related projects. NCTCOG provides funding for key transportation components of the Trinity Project.

## 4. Implementation Strategies Throughout the Trinity Corridor

### **North Texas Tollway Authority (NTTA)**

NTTA is a political subdivision of the State of Texas under Chapter 366 of the Transportation Code that operates in the North Central Texas region. It acquires, constructs, maintains, repairs and operates the region's turnpike projects. It raises capital for construction projects through the issuance of Turnpike Revenue Bonds; and collects tolls to operate, maintain and pay debt service on those projects. NTTA is expected to build and maintain the Trinity Parkway.

### **State of Texas**

#### **Texas Department of Transportation (TXDOT)**

This state agency plans, builds and funds transportation facilities for vehicular, pedestrian, freight and aviation transportation. It manages a variety of funds that are targeted to specific types of transportation investments in local communities. TXDOT investment is crucial to projects in the Trinity Corridor including the signature bridges, Project Pegasus and other improvements to area interstates and state highways.

#### **Texas Parks and Wildlife Department (TPWD)**

This state agency provides grants and administrative assistance for outdoor recreation, indoor recreation, community outdoor outreach programs, regional parks, and small community grants. It assists in park planning and funding in the Trinity Corridor.

#### **Texas Water Development Board**

The Texas Water Development Board makes loans to communities for projects such as:

- Water and wastewater projects to meet regulatory requirements and basic health needs,
- Financial assistance for needed repairs, improvements, and expansions to existing facilities (including water towers, transmission lines, water wells, storage reservoirs, and building or upgrading water or wastewater treatment facilities), flood control projects.

### **Federal Government**

#### **United States Army Corps of Engineers (USACE)**

The Corps is the federal government's largest water resources development and management agency, representing federal interests in

navigation, flood and storm damage reduction, ecosystem restoration, and a variety of other resource needs. It is an important partner in the Trinity River Corridor's public infrastructure projects for flood protection and environmental restoration.

#### **Bureau of Reclamation**

The Bureau of Reclamation is an agency of the Department of the Interior; its mission is to "assist in meeting the increasing water demands of the West while protecting the environment and the public's investment in these structures."<sup>1</sup> It provides financial assistance for studies of issues of wastewater reuse and other issues related to the Trinity River and its water resources.

#### **Environmental Protection Agency (EPA)**

The Environmental Protection Agency oversees the nation's environmental regulations and manages other programs that "protect human health and the environment."<sup>2</sup> Trinity River Corridor communities and property owners may use EPA's Brownfields Programs to complete environmental remediation and begin new development.

#### **Department of Transportation (DOT)**

The Department of Transportation is the federal agency responsible for funding of highways and transit systems, both essential components of the Trinity's revitalization.

### **Civic & Non-Profit Organizations**

#### **Trinity Commons Foundation**

The Trinity Commons Foundation works with all interested parties to maintain communications and momentum in the Trinity River Corridor, seeking flood protection, transportation improvements, economic development and neighborhood revitalization, in the end creating a common unifying destination for all the citizens of Dallas. It will play an important role in implementation of this plan because it provides a vehicle for community participation in the projects throughout the corridor.

#### **The Trinity Trust Foundation**

The Trinity Trust Foundation raises private funds to implement the "Balanced Vision Plan for the Trinity River Corridor" and coordinates with the City of Dallas and the Trinity Commons Foundation in the effort to build public support, secure public funding and build the project. The funds it raises will help to create the public infrastructure that should spur the community revitalization and economic development described in this plan.

#### **Neighborhood, Community & Business Organizations**

There are many civic organizations that focus their activities on particular geographic areas within the Trinity River Corridor or on specific issues addressed by this project. Neighborhood organizations exist in many parts of the corridor; their involvement in the next steps of revitalization is critical to creating the communities described in this plan. Community Development Corporations (CDC's) and Community Housing Development Organizations (CHDO's) will be important partners in the areas where infill housing is needed in existing neighborhoods.

Similarly, business organizations that represent interests in various parts of the corridor are important partners in the plan's implementation. Organizations like the Stemmons Corridor Business Association, the Oak Cliff Chamber of Commerce, the Central Dallas Association, the Greater Dallas Chamber of Commerce and others must be actively engaged in the efforts to attract new businesses and economic growth to the corridor.

A number of organizations are involved in particular issues within the Trinity River Corridor. Their participation will help implement this plan in several ways: by actually operating facilities or programs; by creating programs for citizen involvement and by continuing to express their views on policy issues. Some of these active organizations include the Audubon Society (which will manage the Trinity Audubon Center), the Texas Horse Park, Inc. (which will manage the Texas Horse Park facilities near the Great Trinity Forest), The Strand Trail Foundation, GroundWorks and Save Open Space.

### **Private Sector Interests**

#### **Homeowners & Residents**

Individuals and families who currently live in Trinity River Corridor neighborhoods are partners in implementing this plan because they must have the confidence to choose to remain in these neighborhoods and invest in their own properties here. They have been involved in shaping this plan and must stay involved in the more detailed studies that will follow.

<sup>1</sup> Bureau of Reclamation; [www.usgbr.gov](http://www.usgbr.gov).

<sup>2</sup> Environmental Protection Agency; [www.epa.gov](http://www.epa.gov).

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### **Business Owners & Non-Residential Property Owners**

Most land within the Trinity River Corridor is in private ownership. The individuals and businesses who have invested in the non-residential properties in the corridor must also decide that this area is a good choice for investment if this plan is to be accomplished.

### **Developers**

Many areas of the Trinity Corridor will see significant new investment and transformation if this Land Use Plan is to be realized. For this reason, the development community's investments are essential to implement this plan.

### **Strategies for Action**

Communities use a wide variety of strategies to implement long range plans. Four strategies are most important to carry out this Trinity River Corridor Comprehensive Land Use Plan. These are described briefly below. Also, the background documents listed in Chapter 7 contain a great deal of additional research on these tools and techniques that led to the conclusion that they are the priority strategies for action.

### **Capital Investments**

Public investment in capital facilities is essential to implementation of this plan. Voter authorization of capital funds for the Trinity River Corridor, through the City of Dallas 1998 Bond Program, has been a major impetus for this community planning effort. The capital projects funded by that bond program and other public investments will create the framework upon which this plan's community revitalization and economic growth are built.

### **Redevelopment Authorities**

The purpose of a Redevelopment Authority (RDA) is to stimulate and promote economic growth and development. Often, redevelopment authorities are used to address issues of blight, unfavorable land uses, and economic disadvantages.

The Redevelopment Authority can serve as a vehicle for change through business attraction and relocation, infrastructure improvements, land assembly, and financing. The organizational structure of a Redevelopment Authority may vary based on the Authority's overall goals and objectives. A redevelopment authority is categorized as a special purpose agency with some of the powers of general purpose government such as the authority to issue bonds, capture taxes (Tax Increment

Financing) borrow money; and sell, purchase, and/or condemn private property for public purpose.

Redevelopment Authorities are able to establish an environment in which the socioeconomic problems of the project area will be improved and increased opportunities for employment, education, social services, housing, and health will be able to flourish.

As part of this project, the role and track record of redevelopment authorities in Texas and the U.S. were investigated. This research indicates that one or more redevelopment authorities may be effective tools to implement this Comprehensive Land Use Plan. Additional research should determine exactly what powers are needed, what geographic area should be covered and how redevelopment authorities should be structured for best effect in Dallas' Trinity River Corridor. Assuming that this research confirms current findings, creation of one or more redevelopment authorities should be an important implementation step.

### **Special Plans & Studies**

This plan covers an extremely large area – about 20% of the City of Dallas. While it establishes the policy direction for development in this large area, it cannot address the very specific design details that are important to particular smaller geographic areas. As a result, implementation recommendations include a variety of special plans and studies that are recommended to provide that next level of detail. These studies include Station Areas Plans for the areas around existing or planned DART rail stations, analyses of potential Tax Increment Finance (TIF) Districts and studies that will create design guidelines or standards for subareas of the Corridor.

### **Tax Increment Financing Districts**

Tax increment financing (TIF) districts are useful tools for funding infrastructure that is needed in an area so private development and investment can be attracted there. When a TIF district is created, the existing property values and current taxes paid to all taxing entities are determined to establish a base level of value and taxes. The TIF district approves a plan for financing and building public infrastructure such as streets, parks or sewer lines. As new development occurs, the value of the district's property rises. The taxes that would have been paid on the 'increment' of property value since the district was creation are not paid to the general taxing entities. Instead, they are paid to the TIF. In this way, the increasing value of property in an area covers the costs of infrastructure that is critical to the area's growth.

Dallas has created many TIF districts and a number of these are located within the Trinity River Corridor. These TIF Districts will continue to play an important role in the revitalization envisioned by this plan.

### **Preliminary Capital Cost Estimates**

Three groups of capital improvement projects will play a role in carrying out this plan. First, projects that serve the entire Dallas region and make important contributions to transportation accessibility, flood protection and other factors are important because they make revitalization and development here desirable and feasible. Second, projects that are located within the corridor but that serve Dallas' citywide needs also support this plan's implementation. Third, specific capital improvements within the corridor's business and neighborhood areas will have an immediate impact on the people and businesses here.

The consultant team has reviewed all three groups of capital projects and has developed a set of preliminary cost estimates for their construction. These estimates were developed in four steps:

- Identify the regional and citywide capital projects that benefit this area, and assemble cost estimates for these;
- Summarize the needed improvements and system upgrades for each district within the corridor and identify those items requiring the greatest attention from a capital spending perspective;
- Generate cost estimates for these capital improvements that support the development depicted in the Preferred Land Use Plan; and
- Develop an overall improvement program by prioritizing these projects.

Many of these projects have been identified but do not yet have detailed construction drawings. As a result, the capital costs presented below and in Chapter 5 should be considered preliminary cost estimates for these projects. Detailed engineering, materials costs, inflation and other factors could change these costs before the projects are built.

### **Regional Capital Projects and Cost Estimates**

The Trinity River Corridor includes a large portion of central Dallas and some of the region's major transportation and infrastructure investments. Some of these major public investments have been identified as major capital improvements and remediation projects in the plans of the city and other partner public agencies. The following table lists major environmental, flood protection, infrastructure, transportation, and parks

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and recreation investments that are planned by the region's public agencies and are expected to cost more than \$7.5 million.<sup>3</sup>

Significant Regional Projects in the Corridor	Expected Let Date	Estimated Project Cost
DART 20.9 miles of light rail transit from Buckner Blvd. to Valley View Lane	2006 - 2008	\$3,298,247,490
Trinity Tollway construction from IH 35E / SH 183 split to SH 310	01/2007	\$609,334,400
Signature bridges at IH-30 and IH-35	n/a	\$331,478,208
Dallas Floodway Extension	n/a	\$140,800,000
Loop 12 widening from Texas Plaza to IH 35E / Loop 12 split	07/2006	\$119,000,000
Woodall Rodgers bridge construction	n/a	\$72,167,000
DART light rail transit from Bachman Lake station to south Las Colinas	01/2008	\$66,656,861
Woodall Rodgers Freeway extension from IH 35E to the Beckley/Singleton intersection	10/2006	\$65,000,000
Internal park roads, bridges, and parking	n/a	\$49,831,555
Elm Fork Flood Improvements	n/a	\$39,623,993
Trails	n/a	\$36,148,795
IH 30 widening from east of Sylvan Avenue to IH 35E	03/2007	\$32,000,000
Elm Fork Recreation Improvements	n/a	\$31,511,007
River Meanders	n/a	\$29,710,706
Excavation, ultimate plan	n/a	\$18,837,000
Lamar Boulevard enhancements	n/a	\$17,323,714
Raising existing levees	n/a	\$16,310,101
Oak Lawn Avenue widening from Maple Avenue to IH 35E	08/2005	\$14,719,111
Trinity Audubon Center	n/a	\$14,430,313
Widened pedestrian connections	n/a	\$11,497,662
Other infrastructure	n/a	\$10,846,792
Gateway Parks	n/a	\$10,566,400
Beckley improvements	n/a	\$10,470,817
Activity terrace #1	n/a	\$9,660,000
Activity terrace #2	n/a	\$9,660,000
Culverts under lakes	n/a	\$9,264,876
Boardwalks	n/a	\$8,585,175
Harry Hines Blvd. widening from Royal Lane to IH 35E	11/2006	\$8,400,000
Pedestrian deck park	n/a	\$8,059,109

<sup>3</sup> This information is based on the 2006 – 2008 Transportation Improvement Program for the Dallas-Fort Worth Metropolitan Area by the North Central Texas Council of Governments, approved by the Regional Transportation Council April 14, 2005.

Significant Regional Projects in the Corridor	Expected Let Date	Estimated Project Cost
Urban lake improvements	n/a	\$8,017,486
Total, Regional Capital Improvement Projects		\$5,108,158,571

### Citywide Capital Projects and Cost Estimates

In addition to these regional projects, the City of Dallas identifies infrastructure and capital facility projects that are needed to meet the needs of its citizens. A Needs Inventory is prepared to compile a listing of the projects identified through sources such as master plans, studies, citizens input, Council input, staff input, and other inventories. The listing of citywide capital needs reflects the projects in this inventory that are located within the Trinity River Corridor or that benefit its neighborhood and business areas and that are expected to cost over \$7.5 million.<sup>4</sup>

Citywide Projects Over \$7.5 million within the Trinity River Corridor	Estimated Project Cost
Old City Hall Renovation	\$15,000,000
Southeast Service Center – EBS Replacement Facility	\$9,126,504
Dallas Convention Center (DCC) Pedestrian Connector	\$14,000,000
DCC Master Plan-C Section Multifunction space	\$49,294,983
DCC Master Plan-East Wing Theater-Conference Center	\$119,403,404
DCC Master Plan-Exhibit Halls A, B, & C Expansion	\$143,503,174
DCC Master Plan-Exhibit Halls G & H Expansion	\$306,724,341
DCC Master Plan-Ground Floor Meeting Room-C	\$44,913,207
DCC Master Plan-Ground Floor Meeting Rooms-A & B	\$44,913,207
DCC Master Plan-Mezzanine D Meeting Rooms	\$10,000,000
DCC Master Plan-West Wing Multi-function Space	\$113,926,184
Old City Park – Dallas County Heritage Society	\$9,552,404
Cedars TIF	\$42,000,000
City Center TIF	\$100,000,000
Oak Cliff Gateway TIF	\$30,000,000
Interior Drainage – Hampton-Oak Lawn Sump	\$75,000,000
Interior Drainage – Trinity-Portland Sump	\$11,000,000
Northern Lake and amenities	\$21,089,735
Prairie Creek bridge improvement at Dowdy Ferry	\$11,817,901
Mill Creek Drainage Relief System (council district #2's portion of cost)	\$64,300,000
Pacific Avenue Relief and Elm Street	\$10,129,629

<sup>4</sup> City of Dallas 2005 Draft Needs Inventory.

Citywide Projects Over \$7.5 million within the Trinity River Corridor	Estimated Project Cost
West Dallas – Pavaho Sump Basin	\$16,117,366
Central Library-non public areas	\$9,461,435
Police Academy – Phase 1 – Construction	\$15,957,573
Police Academy – Phase II	\$25,659,170
McCommas Bluff Landfill Flood Protection	\$24,000,000
Streetscape improvements: Oak Lawn, Market Center, Irving and Industrial	\$8,960,406
Continental – 800 feet east of IH-35e to IH-35e	\$9,015,042
Harry Hines – Mockingbird to Webb Chapel Extension	\$21,349,839
Harry Hines – Oak Lawn to Market Center	\$11,141,867
Harry Hines – Royal to Northwest Highway	\$16,828,079
Industrial – IH-45 to South Central	\$13,768,428
Industrial – South Central to Lake June	\$42,225,275
Luna – Royal to Spur 482/Northwest Highway	\$8,414,039
SH 310/SM Wright – Loop 12 to Simpson Stuart	\$9,375,644
SH 310/SM Wright – Simpson Stuart to IH-20	\$9,856,446
Wycliff – Sylvan connection – Harry Hines to IH-35e	\$27,099,763
Trinity River – Playing fields	\$24,150,000
Trinity River – Underground existing power transmission lines upstream from future Margaret Hunt Hill Bridge	\$21,700,000
Trinity River – Underground existing transmission lines along East Levee	\$19,000,000
Trinity River – Underground existing transmission lines along West Levee from West Levee Switching Station to the East	\$40,000,000
Trinity River – Utilities for Trinity Park	\$9,660,000
Trinity River – Wetlands and river habitat improvements	\$37,332,349
Trinity River – Whitewater course	\$16,600,000
Trinity River – Internal park roads	\$46,644,000
Elm Fork – Primary trails and trail linkages	\$9,300,850
Industrial Blvd. – Corinth Street to Continental Avenue	\$66,000,000
Oak Cliff levee road	\$27,112,390
South Lamar Street – Grand Avenue to IH-45	\$14,600,000
S.M. Wright Freeway downgrade – Grand Avenue to IH-45	\$26,800,000
Total, Citywide Projects	\$1,873,824,634

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### Planning District Capital Projects and Cost Estimates

Each of the Preferred Land Use Plans discussed in Chapter 6 include a listing of capital improvement projects and related studies that are important for plan implementation. These projects were identified by the consultant team for this project; preliminary cost estimates were also developed by the consultant team. The specific projects and estimated costs are shown in Chapter 5. The table below summarizes the estimated capital costs for improvements to the business and neighborhood areas within this corridor that will help revitalize these areas.

Capital Projects Identified for Comprehensive Land Use Plan Districts	Estimated Project Cost
South Trinity Forest District	\$15,633,000
I-45 District	\$31,399,140
North Trinity Forest District	\$51,242,452
Downtown – Lakes District	\$104,375,316
West Dallas District	\$75,442,912
Stemmons District	\$38,472,100
Elm Fork District	\$43,618,205
Total, Preferred Land Use Plan Projects	\$360,183,125

### Capital Investment Priorities

All projects identified in the Trinity River Corridor are important for achieving the goals expressed by the community. Even so, elected officials and city staff must decide which projects to initiate first and which projects to defer. There are a range of factors that affect these decisions and the importance of any one factor may change over time. Factors affecting capital investment priorities include the availability of funding resources, community values, infrastructure durability, lack of infrastructure, market supply and demand, community equity, public policy, the actions of outside agencies, political realities and timing. These factors – as well as other issues – influence the placement of projects on any improvement program’s ‘to-do list’.

For this Comprehensive Land Use Plan, capital investments should be prioritized so they will support the pattern of land use development described by the “Preferred Land Use Plan”. These public capital investments should be timed so they assist or accelerate decisions by private property owners who are considering investments in this area. The section below proposes an initial set of capital investment priorities for the corridor based on the work completed as part of this planning process.

This proposal should serve as the starting point for discussions and decisions about the allocation of staff and resources by the City and the other public agencies responsible for capital improvements in the corridor.

### Short-term Projects

The short-term projects on the initial list below build on the initial expectations of what the Trinity River Corridor will mean for Dallas’ growth and character. These projects impact all areas along the Corridor and direct growth and development in a step-by-step process. They are suggested for completion in approximately the first seven years after plan adoption (2005 through 2012).

Many of these projects can be tagged as “keep the dirt flying” projects. These are projects that allow the public to see their voters-approved tax dollars at work through the development of improved roadways, urban design streetscapes and pedestrian trails. These projects complement the existing urban fabric and should further development interest in the Trinity River Corridor.

A handful of projects listed establish a foundation for future growth because they provide the next-step studies and analysis for later capital investment. While these studies lack the ‘built appeal’ of newly-poured concrete or the draw of a yet-to-be explored trail, they do engage the public and seek professional assistance so a more detailed level of policy direction and guidance can inform elected officials, city staff, the development community, and the public about future growth opportunities. These projects include sump and drainage studies, upgrades to the city’s aging infrastructure, DART station area plans, and more detailed analysis of various tools to support redevelopment activity.

Projects that support planned Dallas Area Rapid Transit rail station locations reaffirm the city’s commitment to significant ongoing regional projects that reflect community values expressed during the Trinity River Corridor planning process. Other projects provide a “placeholder” for expected development based on community input, such as river greenbelt pedestrian access through built barriers.

A few projects listed as ‘short-term projects’ also have ‘mid-term projects’ and ‘long-term projects’ components as these projects enter into their next phase of development or are expanded due to community-support. Two examples of these include the Trinity Strand Trail and the terrace boulevard / heritage road.

In the first example, initial planning work for the Trinity Strand Trail has already begun building community support of developing a linkage trail from the Katy Trail to the planned trails within Trinity River greenbelt.

The Trinity Strand Trail follows the former river channel of the Trinity River as it meanders through the Dallas Design District and photo district. Short-term work would take the trail up to Motor Street, while long-term the project could be expanded from Motor Street up to the levees near IH-35E and Regal Row.

In the second example, the terrace boulevard (or levee-top road) is included in the Balanced Vision Plan for certain parts of the central Trinity River Corridor. On the Oak Cliff side, the terrace boulevard initially is planned to run on or alongside the levee from Beckley Avenue on the north to 1<sup>st</sup> Street/Eads Street around IH-35E on the south. The terrace boulevard would create a local street with a remarkable identity, based on its incomparable access to the Trinity park areas and views of the corridor and downtown. This boulevard should support new private development on the land side of the road; on the park side, pedestrian walkways and the street itself allow the public to drive or walk along the top of the levee and enjoy the views or access the park. After its initial development, the road’s terrace design overlooking the river would be expanded to link together Dallas’ older riverside communities and points-of-interest, both through existing streets and through new road development, as a heritage drive. An expanded heritage drive would be developed as a mid-term and long-term project highlighting each location’s place in history and threading together the stories of the river and its influence on the land, the wildlife, and the residents’ lives in these communities. Noted communities include La Bajada on the north; 10<sup>th</sup> Street/Bottoms, Moore Park, and Cadillac Heights towards the center; and the Joppa Freedman’s Town on the south.

The Trinity River overlooks are the remaining short-term projects that build on the public’s fascination with the Trinity River project as a turning point in the city’s growth, development, and urban character. The overlooks are initial developments that can be as simple as cordoning off a lane for parking along the Houston Street Viaduct or establishing parking and viewing areas early in the project that will still be in use decades later. Overlooks provide urban photo opportunities that define Dallas and say “Wish you were here.” Overlooks provide a place where generations can come to watch, capture an image, and absorb the progress in building the signature bridges, the initial waters for the center city lakes, or the evolution of the chain of wetlands.

Short-term Projects	
EF 3	Luna Road at Northwest Highway intersection improvements
EF 8	DART stations - support location of stations
EF 9	DART stations - station area plans
EF 10	DART stations - infrastructure needs, zoning ordinance review, pedestrian trails, etc.

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Short-term Projects	
EF 14	Tributaries in Heavy Industrial - Regional retention / detention / sedimentation (Elm Fork Floodplain Management Study)
EF 15	Elm Fork Trail
S 5	Levee top hike & bike trail
S 6	Trinity Strand Trail – Phase I
S 9	River greenbelt pedestrian access
S 10	Sump and drainage study - impact on new development
WD 1	Singleton Boulevard urban design plan and reconstruction – Phase I
WD 3	Canada Drive urban design plan
WD4	Bernal Drive urban design plan
WD 11	City support for potential phase two DART rail line and stations
WD 14	Pedestrian access master plan
WD 15	Sump and drainage study
WD 17	River greenbelt pedestrian access
WD 18	Trinity River overlooks
DL 1	Industrial Boulevard urban design plan and reconstruction
DL 4	West Commerce Street urban design plan and reconstruction
DL 10	Terrace / heritage road – initial development
DL 12	Water/wastewater/sanitary sewer upgrades
DL 14	TIF Districts for Cedars West and West Commerce
DL 15	Sump and drainage study - impact on new development
DL 16	Pedestrian access master plan
DL 17	Trinity River overlooks
DL 18	River greenbelt pedestrian access
NTF 3	Bexar Street reconstruction and urban design
NTF 4	Cedar Crest Boulevard reconstruction and urban design
NTF 5	S.M. Wright Parkway reconstruction and urban design
NTF 6	DART stations - support location of stations
NTF 7	DART stations - station area plans
NTF 8	DART stations - infrastructure needs, zoning ordinance review, pedestrian trails, etc.
NTF 10	Infill housing
NTF 11	Pedestrian access master plan
NTF 14	Sump and drainage study
NTF 15	River greenbelt pedestrian access
NTF 16	Trinity River overlooks

Short-term Projects	
STF 1	Lake June road urban design plan
STF 5	DART stations - support location of stations
STF 6	DART stations - station area plans
STF 7	DART stations – infrastructure needs, zoning ordinance review, pedestrian trails, etc.
STF 8	Trail connections to transit stations
IH 1	SH 310 urban design and streetscape
IH 3	City support for potential phase two DART rail line and stations
IH 7	Linfield Road bridge improvements with pedestrian sidewalks
IH 9	Drainage study
IH 10	Trinity River overlooks
IH 11	I-45 / SH 310 Corridor TIF (redevelopment authority)

### Mid-term Projects

Building on the momentum established from the short-term projects, mid-term projects carry the project’s torch forward. They are suggested for completion in approximately the eighth through fifteenth years after plan adoption (2013 through 2020).

This initial proposal of mid-term projects include the active ‘dirt turning’ projects, such as road improvements, urban design-streetscape enhancements, and major portals to the greenbelt including the Reunion Boulevard extension. City support for a potential commuter rail station at Mockingbird Lane is listed as a mid-term project. Foundation projects include station area plans for a potential Trinity Railway Express commuter station at Mockingbird Lane, pedestrian access master plans, and reviewing development sector plans for adaptive reuse. An added amenity to complement the Trinity River greenbelt is the improvement of Simpson Lake next to Rochester Park.

Mid-term Projects	
EF 1	Walnut Hill Lane extension
EF 2	Luna Road widening and enhancements
EF 5	Luna Road / Wildwood Drive realignment/connection
EF 7	California Crossing Road at Northwest Highway intersection improvements
EF 12	DART - Gateway at the Northwest Highway/Bachman Lake DART transit station
S 1	Irving Boulevard enhancements
S 2	Trinity River Express station at Mockingbird Lane
S 3	Trinity River Express - station area plan

Mid-term Projects	
S 4	Trinity River Express - infrastructure needs, zoning ordinance review, pedestrian trails, etc.
S 8	Pedestrian access master plan
WD 2	Singleton Boulevard urban design plan and reconstruction – Phase II
WD 5	Westmoreland Road urban design plan
WD 6	Hampton Road urban design plan
WD 9	Bickers Street urban design plan - Hampton Road to Westmoreland Road
WD 16	Trinity Strand Trail / Greenbelt
DL 2	Lamar Street urban design plan
DL 5	Zang Boulevard urban design plan
DL 7	Canada Drive and Beckley Avenue urban design plan, relocation, and reconstruction
DL 9	Extension of Reunion Boulevard to levee
DL 13	City purchase parcels for portal park/entrance at Oak Lawn and Levee Streets
NTF 1	South Lamar Street reconstruction and urban design
NTF 9	Lamar Center TIF (redevelopment authority)
NTF 12	Simpson Lake - recreational uses
NTF 13	Review development sector plan for adaptive reuse
STF 2	Pemberton Hill Road expansion and urban design plan
STF 4	Pedestrian access master plan
IH 2	SH 310 streetscape
IH 6	Heritage road extension
IH 8	Pedestrian access master plan

### Long-term Projects

Long-term projects build on the work already completed and bring the Corridor into focus based on the values express by Dallas citizens. They are suggested for completion in approximately the sixteenth through twentieth years after plan adoption (2021 through 2025).

The projects included in this initial list of long-term projects include the completion of major roadway projects and reconstructions, urban design streetscape plans, and trail extensions. Next step studies tend to focus on station area plans for phase two DART rail expansion and pedestrian access master planning for the Elm Fork District. New amenities that further the attractiveness of the Trinity River Corridor include circulator trolley or other themed vehicle service on the levee top roads, acquisition of the former Highland Park landfill, and a gateway at the Royal Lane DART station.

#### 4. Implementation Strategies Throughout the Trinity Corridor

Long-term Projects	
EF 4	Wildwood Drive widening and enhancements
EF 6	California Crossing Road widening and enhancements
EF 11	DART - Gateway at the Royal Lane DART transit station
EF 13	Pedestrian access master plan
S 7	Old Trinity Meanders Trail – Phase II
S 11	Highland Park landfill acquisition
WD 7	Norwich Street urban design plan
WD 8	Bickers Street urban design plan - Vilbig to Hampton
WD 10	Bickers Street urban design plan - Westmoreland Road to Norwich Street
WD 12	DART stations (potential) - station area plans
WD 13	DART stations - infrastructure needs, zoning ordinance review, pedestrian trails, etc.
DL 3	Ervay Street urban design plan and reconstruction
DL 6	Sylvan Avenue urban design plan
DL 8	Extend/connect Herbert and Hardwick Streets for La Bajada neighborhood
DL 11	Circulator trolley-themed vehicle on levee top roads
NTF 2	Hatcher Street reconstruction and urban design
STF 3	Dowdy Ferry Road urban design plan
IH 4	DART stations (potential) - station area plans
IH 5	DART stations (potential) - infrastructure needs, zoning ordinance review, pedestrian trails, etc.