

TRINITY  
PARKWAY  
DESIGN  
CHARRETTE  
REPORT

FINDINGS AND RECOMMENDATIONS OF  
AN INDEPENDENT PROFESSIONAL REVIEW OF  
THE TRINITY RIVER PARKWAY  
APRIL 2015

# TABLE OF CONTENTS

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<b>INTRODUCTION</b> .....	004
<hr/>	
<b>PLANNING WORKSHOP</b> .....	008
<hr/>	
<b>THE CHARRETTE</b> .....	012
<hr/>	
<b>APPENDIX</b> .....	044



Since the early years of the formation of the vision for the Trinity River Park, there has been a concept of some sort of road going through the park, offering easy access for users and sightseers. The park itself is an extraordinary proposal, now being incrementally implemented, that includes natural areas, active recreation opportunities, lakes, trails, forests and hundreds of features within thousands of acres of the ecological corridor of the river. Unfortunately, for flood protection, the river corridor also must be lined with 40-foot-tall levees that separate the new park from the adjacent city. A key design challenge from the beginning has been how to link the park and city.

In summer of 2002, concerns about park and city integration led to a planning and urban design analysis undertaken by cooperating entities including The Dallas Plan, AIA Dallas, and The Dallas Institute of Humanities & Culture with consulting professionals Chan Krieger & Associates, TDA, Hargreaves Associates and Carter + Burgess. This private effort led to a strong concept called the “Balanced Vision Plan for the Trinity River Corridor”, which was ultimately adopted by Dallas City Council. This plan realized the full potential of the park and included two road way alignments on the downtown side of the river corridor – a street at the top of the levee and a parkway meandering through the park on an elevated “bench” of land that was to be created from the excavation of the new lakes. This plan reconciled many interests and was widely popular.

With technical concerns about the integrity of the levee structure, the street on top of the levee ultimately had to be abandoned.

Over the years the roadway focus has shifted from the roadway to flood protection efforts. Nonetheless, design of the road was completed and application for federal environmental approval was submitted. This has been

# INTRODUCTION

a multi-year effort that has yet to secure the required approval, although this is expected in the next few months.

During this same period, concerns about the roadway within the park continued to emerge. In 2007, a plebiscite on the road went to Dallas voters and was approved. Supporters of the roadway point especially to the aspiration for people in southern Dallas to access jobs and destinations in north Dallas. Other supporters point out that the implementation funding for the park, particularly the full lake system, is linked with the excavation of the lakes providing soil for the bench.

However, the anxiety of critics of the roadway has continued and has been significantly fueled by the actual roadway design that was unveiled several years ago, along with the conclusion to make the right-of-way a tollway. Once design standards, engineering requirements, and tollway policies were added to the original roadway concept, the design evolved into a high-speed, 6-to-8-lane, limited access highway with flyover ramps to Downtown streets. Long-term opponents were certainly not happy with the results and even those who have supported the parkway through the years have felt some disquiet about the now status quo design.

This led in 2014 to a citizen-based initiative to take a fresh look at the situation by reviewing the roadway design with the express intent to achieve a vehicular connection with the lowest impacts and highest benefits possible. These citizens indicated that they felt that there might be another vision out there that would better meet the needs of the new park – they felt that maybe the park needed a little special care and attention as this big debate about a highway takes its natural political course. They wanted to look at the whole question of access and circulation from the perspective of the park. Specifically, they determined that the review should look at roadway design as

influenced by park design and at economic development potential as influenced by the roadway. This initiative was sponsored by the Dallas Citizens’ Council, the Dallas Regional Chamber, The Real Estate Council and the Trinity Commons with the support of various donors. The Trinity Design Charette and its participants were announced by Mayor Mike Rawlings at a community breakfast in November, 2014.

It was decided to do this review through a charrette design process, inviting in distinguished experts from around North America. A charrette is simply an intensive several-day work session whereby experienced visiting design professionals from a diverse set of relevant disciplines work with local people on the specified agenda of review. It was further decided to lead off the process with a separate and earlier planning workshop of key charrette participants to confirm the parameters of the charrette, the agenda and the support needs for the activity. It was decided that the overall two-event process would have the following three objectives in regard to the proposed roadway: inquiry; evaluation; and generation of one or several proposals for what the charrette participants felt would be the ideal configuration for the roadway, adjacent park and nearby development.

The purpose of this report is to document this review. The initial workshop was held in December, 2014, and the full charrette was held in February, 2015.



## PARAMETERS

The prime parameters for the review were as follows:

(1) This is a privately-funded, non-government review the conveners and participants do not speak for the governments who are responsible for this project, they did not take instructions from these governments, they were not beholden to these governments, and the results will not necessarily be embraced by these governments or represent existing government policy. We were paid by community interests and we offer our resulting ideas to the community.

(2) This review is not a part of the process for environmental assessment and approval that the responsible governments are involved in with the Federal Government and should not be seen by anybody as having status in that assessment and approval. In fact, our general view is that it is prudent to complete the environmental assessment that is underway because it encompasses most eventualities from which the community can then decide what needs to be implemented now and what can be afforded.

(3) This review worked from existing information and publicly available plans and data, primarily from the environmental assessment submission documentation, augmented by briefings provided by informed staff with knowledge of this project. No new information was collected or brought into the review.

(4) This review was not an inquiry as to whether or not in principle there should be a roadway in the park – it was only a review of roadway schemes to confirm an optimal roadway scheme in relation to the park design and the

potential for economic development on lands adjacent to the park and roadway. The citizens of Dallas will have their own debate about the principles of the roadway but this inquiry was not dealing with those principle issues.

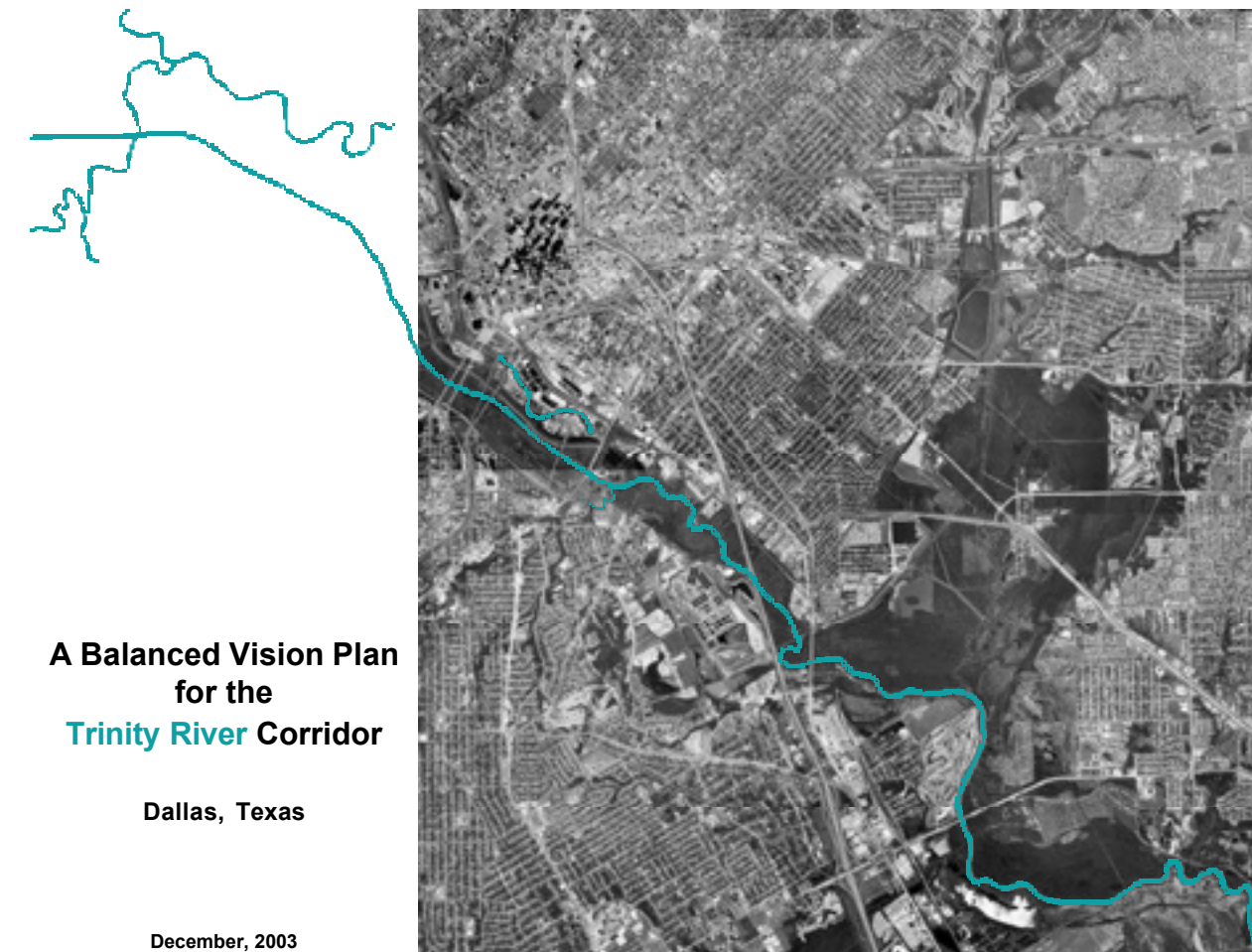
(5) This review is by its very nature cursory – the participants had very few days of exploration and creative work so all conclusions and propositions are tentative and, if attractive to the community or responsible governments, will have to be double checked, detailed and reconciled with the full base of knowledge that is available for the project. This will have to be done by the multi-disciplinary professionals who are responsible for different aspects of the project.

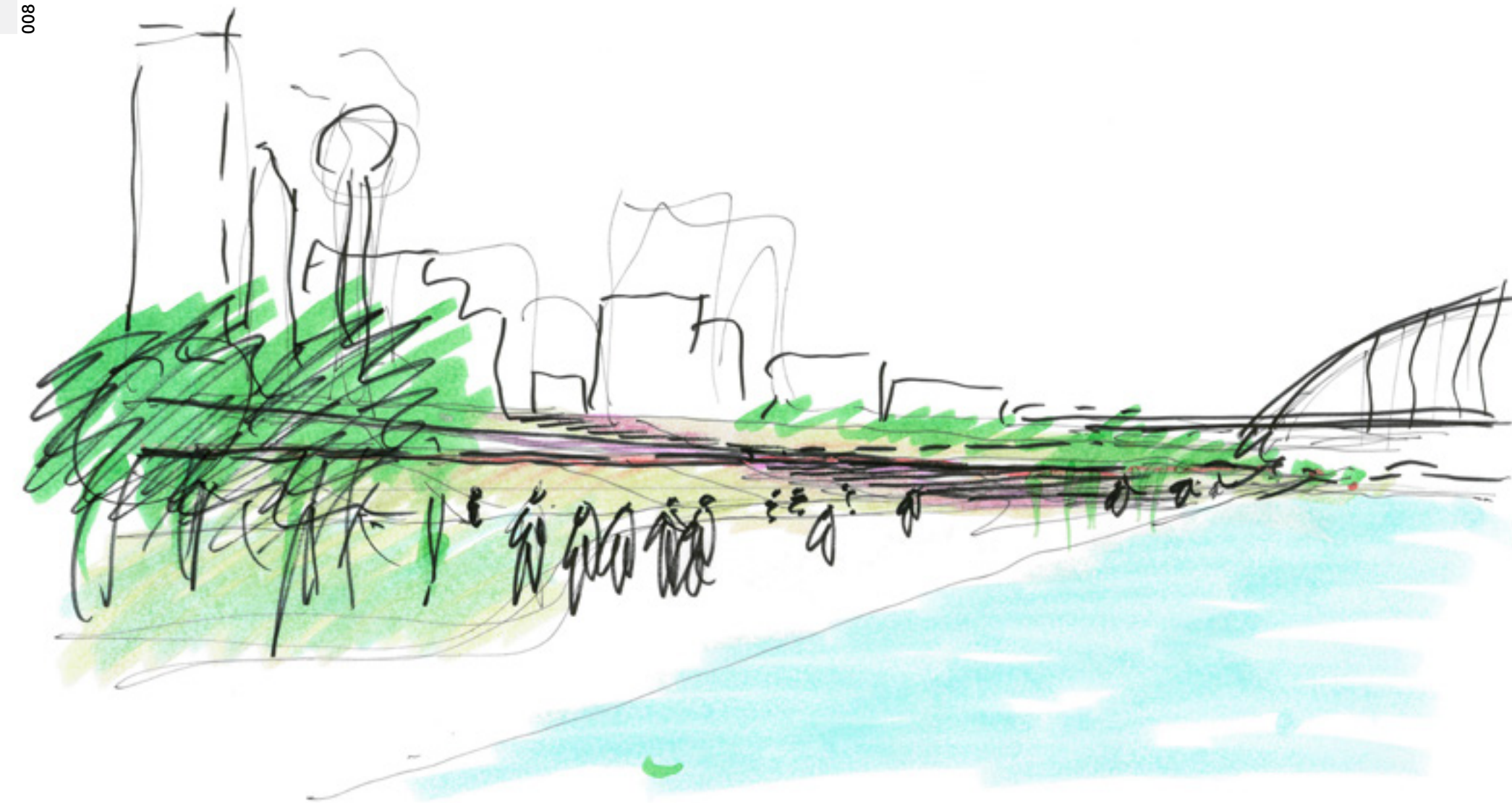
(6) Any errors or oversights in this review are the responsibility of the participants, not the conveners or advisors – all of whom provided fully and fairly the knowledge and information they have about the project.

## CONTEXT

This review was undertaken within the context of three important earlier or ongoing activities that are vital to understand: the original City of Dallas' approved Balanced Vision Plan for the Trinity River Corridor; the Trinity Parkway Final Environmental Impact Statement (EIS) under the authority of the US Department of Transportation and the Federal Highway Administration, and the Dallas Floodway Project Final Environmental Impact Statement (FEIS) under the authority of the United States Army Corps of Engineers.

To fully appreciate the documentation and conclusions that follow on the roadway review, an understanding of these activities is helpful. The Balanced Vision Plan can be reviewed by accessing the following web link: [www.trinityrivercorridor.com/about/balanced-vision-plan.html](http://www.trinityrivercorridor.com/about/balanced-vision-plan.html) The Environmental Impact Statements can be accessed by accessing the following additional web links: [https://www.ntta.org/roadsprojects/futproj/trihwy/Documents/Record\\_of\\_Decision.pdf](https://www.ntta.org/roadsprojects/futproj/trihwy/Documents/Record_of_Decision.pdf). While there was some anxiety among the sponsors of our efforts that our work might intrude upon the pending decisions for the environmental assessments, the charrette group felt that since ours was an exploratory effort only and not under the auspices of any responsible government, and since we have no authority whatsoever to shift any direction in this process, and since any of our ideas would be subject to attention by both the public and technical experts, the work is very separate from the official process and should not impact that process. We are simply a group of thinkers thinking out loud.





# PLANNING WORKSHOP

## DECEMBER, 2014 INITIAL REVIEW CONSIDERATIONS

The initial planning workshop in this review was held on December 1 - 4, 2014, at the Landmark Center, 1801 N. Lamar Street, in Dallas.

This workshop was convened as preparatory to the full charrette. The intention of the session was to make sure that key participants fully understood the situation and were agreeable to the issues to be addressed, the parameters that we would work within, the agenda that we would follow in the charrette and the support materials that were felt to be relevant for the charrette. Essentially the purpose of the workshop was to design the charrette event that would follow at a later date.

The agenda of the workshop had three main activities.

First, the participants heard full briefings from representatives of the responsible local government organizations and agencies about the current situation of the roadway – design, approval process, funding status, issues, concerns. We asked the officials to refrain from giving us opinions or advocating a particular design or solution but, rather, to provide detailed information to augment the documentation available to us from the plans and environmental assessment that had been provided to us. This involved presentations and extensive questioning.

Second, the participants discussed among themselves their sense of the issues at play in this project and then decided what the basic parameters would be for the review. These parameters are those listed in the introduction to this report. Several findings are particularly notable.

(1) We all fully embraced the principles and concepts of the Balanced Vision Plan and decided that would be the benchmark for our roadway review.

(2) We all agreed that some form of vehicular access over the levees to the park was essential. The park is unusually isolated by the levees and its potential cannot be fully realized without some form of vehicular access. Vehicular access along the north side of the Trinity River corridor would once-and-for-all break down the alienation of the river corridor from the people of Dallas. Therefore we were comfortable to leave the no-road option off the table for our review. We discussed the three basic forms this vehicular access might take – a full highway, a parkway, and a conventional street – and we agreed that the focus of our review would be a parkway, consistent with the initial vision of the Balanced Vision Plan. A full limited-access highway is not needed and would have too many impacts. A typical conventional city street with intersections and lights is not practical because of the barrier of the levees from the city street network. Therefore, we felt an elegant, meandering parkway with a modest scale and profile has the best chance of balancing all interests and meeting the capacity needs. However, we agreed that the definitions and differentiations between these forms would be fully explored in the charrette.

(3) We all agreed to accept that a levee-top street was unlikely to ever be approved by the responsible authorities. This option would therefore not be a primary focus for the review, although we would keep similar adjacent street options, not intruding on the engineering of the levees, in the discussion, especially to more fully realize economic development opportunities.

(4) We agreed to try to stay as far as practicable within the parameters of the environmental assessment in discussion of the roadway solutions. Officials had confirmed for us that within the design scheme put forward for approval, implementation might be broken into phases, with less than the complete scheme initially undertaken – in fact, they said this was likely because of current budget constraints. While

we agreed to keep this in mind in what we would explore, we did not agree to fully embrace the concept of a “phase one” approach, or to rule ideas in or out of our findings on that basis. Instead, we agreed to explore and propose what we felt would be an optimal scheme for Dallas in this generation of development.

-Third, we fully discussed the logistics of the charrette – with a significant process to determine and cluster the issues, to set the format and agenda from this clustering of issues, and to identify information needs and other requirements that would be helpful for the charrette.

Design participants in the workshop:

The following design professionals participated in the workshop:

Dr. Larry Beasley – Larry acted as the Chair and Facilitator of the workshop, Mr. Alex Krieger, Dr. John Alschuler, Ms. Elissa Hoagland Izmailyan, Mr. Allan Jacobs, Dr. Elizabeth Macdonald, Mr. Brent Brown, and Mr. Jeff Tumlin.

Resource people for the workshop:

The following government and agency officials and other people acted as resource people for the workshop, providing information briefings and answering questions:

Mr. Haroon Abdoh, Ms. Tanya Brooks, Mr. Mohamed Bur, Mr. Peer Chacko, Mr. Craig Holcomb, Ms. Jill Jordan, Mr. Keith Manoy, Mr. Michael Morris, Ms. Elizabeth Mow, Mr. Mark Rauscher, Ms. Sarah Standifer, Mr. Tim Starr, Ms. Mary Suhm, Dr. Gail Thomas, Mr. Evan Sheets, and Mr. Arturo Del Castillo.

The following is a summary of the findings of the workshop regarding the nature of the upcoming charrette.



## THE WORKSHOP CONCLUDED THAT THE THREE LINES OF INQUIRY AND DESIGN IN THE CHARRETTE WOULD BE AS FOLLOWS:

*(1) the design of the parkway in regard to capacity needs for through movement and downtown access and in regard to the adjacent park pattern and the preferred pattern of the adjacent city to maximize economic development potential;*

*(2) the configuration of the park especially in regard to the preferred parkway design and potential to enhance economic development of the city (we agreed this would not be an overall redesign of the park but, rather, suggestions for amendment to the existing overall design to be compatible with the preferred parkway design and economic development findings); and,*

*(3) the preferred urban patterns to maximize economic development, within the adjacent city, especially in regard to the preferred patterns for the parkway and park (this to include preferred street and vehicular access options, preferred walking and cycling options and expected and preferred development patterns).*

The workshop concluded that the charrette should not be a public event with access by the media or other visitors. It was further agreed that staff of the involved governments would not participate except for a short appearance at the beginning to provide information on any change in status of the facts presented in this workshop. Having said this, we did appreciate several staff offering technical and logistical support. We came to these conclusions for three reasons. First, we were not sure we would come up with anything interesting or helpful so we did not want to get any hopes up. Second, we did not want the whole thing to be taken over by the “yes or no” debate that is raging in Dallas right now (not much air time would be left for the kind of fresh inquiry we felt we might be able to do). Third, for creative things to spark in our field, you have to have a studio atmosphere of design and exploration not an argumentative

debating platform. These decisions were agreed in the interest of facilitating the production and creativity of the experts in the charrette. In any event, as already noted, we felt that anything we came up with would need full community review and discussion before it could be taken too seriously by anyone. Of course, it would also need a lot of technical testing.

## THE SUMMARY OF ISSUES TO BE EXPLORED IS AS FOLLOWS:

The workshop identified the specific kinds of issues to be explored in the charrette and clustered them into groups from which it was decided that several days at the charrette would be sub-group work days focused on these several clusters of issues. Having said that, we recognized the detail work might or might not actually cover all the issues because of lack of time or information or if the key issues consumed the interests of the sub-groups. The clusters of issues that we felt should be the beginning point for the detailed inquiry are as follows.

(1) The design of the park/parkway interface: flood walls, berms, landscape design/tree planting, street tree patterns, park access, maintenance, security fencing, lighting, driving experience, park impacts, water interface patterns, potential for berms.

(2) Conceptualization of real estate/levee (parkway) interface: front door orientation, levee development, sumps development, general economic development strategy, zoning approach, potential for wealth capture, cross-section for levee integration, levee-top street development, .25mi. buffer land use/ownership, needs and possibilities around the sump system, underground infrastructure possibilities, connected city links.

(3) Design refinement of general access experience: pedestrian and cyclist connectivity, outlooks, deck options, deck treatment/design/finishing/linkages to park, levee-

top routes, links under parkway/over levee/into city and real estate development/value capture tollway possibilities, location of specific park amenities, pedestrian connections over rail and Stemmons corridor to park, detailed experience under parkway at outfall, levee crossings descriptions, existing trail map and trails status (on + off street).

(4) Consideration of initial parkway patterns: nature of medians, lanes together or separated, alignment of road on the bench, lane widths, nature of shoulders, potential for meandering, local/regional traffic differentiation, noise attenuation.

(5) Consideration of initial ramp patterns: ramps strategy for local access, location of ramps, configuration and design impact of ramps, acceleration/deceleration lanes (grades), benefits of ramps, impacts of ramps, local traffic distribution, bridge and elevation geometries, design vehicle standards, traffic volumes on ramps, variance in traffic projections over time.

(6) Contextual implications/patterns between the city and park: city linkages, neighborhood interface conditions, view sheds, Stemmons considerations, West Dallas and Oak Cliff considerations, park design features and destinations, parking in park, pattern of public land holdings nearby, developer interests/aspirations, neighborhood plans.

(7) Specific consideration for the two ends of the parkway: general demographics, commercial activities underneath on north end, thoughts on development on west side.

The workshop then devised the agenda for the charrette based upon the understanding of the detailed work to be completed. The charrette agenda is documented in the appendix.

The workshop concluded that a certain balance of expertise is essential. It was felt that the visiting participants at the

workshop should attend the charrette and that, in addition, if possible, the charrette should include the following expertise: hydrological engineer with experience of urban rivers; and a landscape architect. It was recognized that because of availability or budget this might not be possible in all cases.

The workshop generated a list of materials and additional information that it was felt would be helpful at the charrette. It was acknowledged that this material may or may not be forthcoming and, in any event, it was understood that this information represented a level of detail that would probably not be possible to explore fully in the charrette. It was concluded that the charrette would work primarily from the information on the public record in the environmental assessment documents and elsewhere and that the information list represented more than anything the direction of inquiry that was in peoples’ thoughts. It was an interesting exercise for participants to understand in more detail the thinking of other participants. The list of interesting materials included the following but in the end we worked in the charrette with what we had available and at the level of inquiry that was possible in the timeframe, this proved to be adequate.

## THE LIST OF THESE MATERIALS IS AS FOLLOWS:

(1) The design of the park/parkway interface: parameters for introducing trees, berms, decking; implications of editing the ratio of trees to water; parameters on alterations to the flood wall; parameters on alterations to the security wall; parameters on alterations to the maintenance roads; parameters on alterations to the decks, overlooks, and bridges from levees across the parkway; cross sections of the parkway/park interface in multiple unique and typical locations as currently designed in the roadway plans and the park plans (these should be at a large enough scale to facilitate detailed design sketching and extend to the levee); perspective drawings we can sketch over for multiple locations on the interface; exact physical constraints

imposed by the two environmental assessment documents; clear articulation of the performance criteria underlying the engineering designs that have been done; clear information on the assumptions contained in the floodway hydrology model; any precedents for floodway design that might exist that would be helpful ideas to inspire a more creative parkway/park interface.

(2) Conceptualizing real estate/levee (parkway) interface: .25mi. land use + land ownership buffer on both edges of river corridor; needs/possibilities around the sump system called the “Trinity Ponds”; all capital plans in area (TIFs, MUDs) and their funding arrangements; buried infrastructure (current and proposed/potential); Connected City design challenge recommendations (+key analyses); ownership map; summary of existing zoning and land use regulatory structure; available market studies/brokerage reports for downtown; most recent census data for abutting neighborhoods + density-per-acre of residential fabric; structural or other restrictions related to levees (setback, pedestrian options, etc.).

(3) Design refinement of access (pedestrian) experience: toll road limitations; location of specific park amenities; all contemplated improvements for pedestrian connections over rail and Stemmons corridor to the park; detailed experience under parkway at outfalls; levee crossing descriptions; existing trail map and indication of trail status (on- and off-street); rules for low level landscaping such as grasses.

(4) Consideration of initial parkway patterns: renderings; details of noise attenuation measure and flexibility; noise attenuation precedents (other than sound walls).

(5) Consideration of initial ramps patterns: detailed origin and destination data; design vehicle standards (turn radii, ramp grade, etc.); traffic volumes; current staging plans; variance in traffic projections over time.

(6) Contextual implications/patterns - city + park: current parking plan; pattern of public land holdings in adjacent areas; developer interests/aspirations in area; current neighborhood plans.

(7) Specific consideration for the two ends: general population demographics and income data; proposed commercial activities underneath built structures on north end; thoughts on development along the western/southern edge; parks and open space maps; existing neighborhood plans; current trail plan, recreational areas in the forest and how these might interface with parkway; cross sections (3-4) on each levee; rendering of potential views; existing public lands (tracts/parcels).

(8) General needs: the current economic and market condition of the redevelopment zone; the market position of the redevelopment zone in the context of the downtown market; the relevant benchmark indicators of market position of the downtown relative to other Texas and other major metro areas; baseline information on the fiscal contributions of the zone and its land use regulatory structure (including – current tax value of “redevelopment zone”, average tax value per acre of downtown, a current ownership map, summary of existing zoning in redevelopment areas and for abutting downtown districts, available market studies/brokerage reports for downtown and abutting neighborhoods, summary of last 20 years of census data for downtown and abutting neighborhood noting residential populations, calculation of downtown residential population/translation into density-per-acre for downtown, and inventory of potential revenue generating opportunities for park construction and operations including TIFs, toll revenues, BIDs, public land proceeds and the like).

The workshop completed its discussions by devising and editing a “workshop statement” to be made available to media and the public. After the workshop, this statement was circulated widely and is available on the public record.



# THE CHARRETTE

The purpose of the charrette was, as agreed at the workshop, to conclude on a preferred design of the parkway to meet capacity needs, preferred patterns for the park, and preferred urban patterns within the adjacent city to maximize economic development, all in regard to one another.

The work was generated from the best thinking of the participants in regard to optimal solutions for this particular situation based upon our knowledge and experience elsewhere. We did not collect new data. We did not discuss funding. We did not concern ourselves with the political aspects. We did not debate “yes or no” in principle regarding the road. We listed useful information to have available but did not let the absence of that information deter our creative process. We concentrated on the north side of the river corridor because this will be the location of the new parkway, acknowledging that there is great potential for change on the south side of the river corridor and significant planning has already been underway there. We did talk about implications south of the river as we discussed preferred options north of the river.

There were significant caveats on the findings of the charrette. Most importantly, the charrette represents only three day’s work, therefore all findings are high level and conceptual and all ideas need testing and detailing as well as checking with the responsible governments and agencies for viability and fit. No detailed design was attempted – we were looking for interesting and suitable solutions that could fit together into a coherent concept and that would show enough merit and potential to justify detailed design. Our concluding concepts need refinement before they might be presented to any authorities. Equally importantly, because the charrette was not a public event and did not have the specific input of Dallas citizens, all ideas and design proposals need

public engagement, review and input in a systematic process.

Throughout the charrette we struggled with the implications of what we were considering for the environmental assessment process that is underway. On the one hand, we could not say unequivocally that we would stay totally within the parameters of the submission, as a first phase of development. We felt we needed to explore all relevant options. On the other hand, we did not wish to capsize or complicate the application now in process, so we tried to be mindful of the parameters as we investigated ideas. In the end, without feeling constrained, we were able to essentially stay within the key parameters, so our proposal can be seen as a first phase of build-out, if the authorities accept that many of our design ideas represent a level of detail design that would normally be expected from what is proposed in the current application. Having said that, the charrette group was firm in saying that the proposal we have conceived is all that Dallas needs to meet the capacity projections for at least the next 25 years, and probably even longer, so that future development beyond our proposal should really be left to the powers-that-be and the community at that distant time in the future. In any event, we constantly reminded ourselves and here remind the reader that we do not represent any of the responsible governments or agencies and no one should assume that our ideas override the application now in process with the Federal Government or have any bearing on that application.

The design participants at the charrette were as follow:

Dr. Larry Beasley – Larry acted as the Chair and Facilitator of the charrette, Mr. Alex Krieger, Dr. John Alschuler, Ms. Elissa Hoagland Izmailyan, Mr. Allan Jacobs, Dr. Elizabeth Macdonald, Mr. Jeff Tumlin, Mr. Alan Mountjoy, Mr. Ignacio Bunster-Ossa, Dr. Timothy Dekker, Ms. Zabe Bent, Dr. Mark Simmons, Mr. Brent Brown, and, Dr. Gail Thomas.

Biographical sketches of the visiting professionals are included in the Appendix.

The charrette also enjoyed the support of a number of technical staff provided by several organizations. These people provided logistical and technical support. Representatives of the host organizations also attended the charrette but were asked not to influence the dialogue of the design professionals participating.

The detailed agenda of the charrette is included in the Appendix.





## CHARRETTE OUTCOMES

The findings of the charrette are essentially represented in a set of sketch drawings and plans that follow. It is notable that we again unanimously reconfirmed our support for the Balanced Vision Plan as the basis upon which all ideas should be judged. We also again strongly reconfirmed from the basic choices for the roadway configuration – highway, parkway, conventional city street, nothing – that a parkway was the best solution for this setting. The parameters of a parkway, to differentiate it from the other road formats, is essentially that it has a minimum cross-section to carry the targeted capacity, may have pull-offs and parking associated with it, has limited ramps, may have less stringent design standards than a freeway or other highway, includes extensive landscaping, but also has limited access and does not include conventional intersections with other streets nor intersection traffic management.

For the parkway, we concluded on the following fundamental design objectives: to maximize visual and physical access to the Trinity Park; to facilitate a convenient auto bypass of downtown (this represents 80% of movements in this corridor – only 20% want to go downtown); and, to catalyze inner-city development adjacent to Trinity Park (especially for large development sites at the center of the study area) rather than forestall it. We concluded that the concept should be for a “gracious, harmonious parkway”.

In our deliberations we found two sets of data especially informative and influential in our thinking. First, it was vital to understand the demand projection for vehicles in this transportation corridor up to 2035 as submitted in the environmental assessment documentation. We felt this projection is at the very edge of what it is possible

to confidently project and that projections beyond this timeframe are very speculative. Second, it was enlightening to understand the actual historic pattern of floods of the river corridor based on measurements regularly documented so that an informed judgment might be made about tolerance for floods of the parkway moving into the future. We felt the 100-year flood standard is somewhat excessive.

We had extensive discussion of the appropriate design speed that should prevail in the configuration of the parkway. We understand the current design speed is 55-miles-per-hour. Several of our participants advocated a 35-miles-per-hour design speed but the majority of participants felt the design speed was less relevant than the specific design improvements that we proposed. We did not find consensus on this matter. Two participants, Allen Jacobs and Elizabeth MacDonald, specifically requested that their disagreement with this conclusion be noted in this report. They were strong advocates for a 35-miles-per-hour design speed. The majority view was not to challenge the existing design speed but to propose whatever design solutions we felt were appropriate, regardless of design speed, and then let the design speed fall out of those conclusions. We also felt the actual speed would vary dramatically between weekday peaks and weekend slow times. The majority view was to see the transportation corridor managed so that opportunities for park access and experience could be enhanced during slow periods – the weekends being when most people might like to visit or overview the park.



**THE DRAWINGS IN THE FOLLOWING SECTION REPRESENT TWENTY KEY IDEAS FOR THE PARKWAY, PARK AND ECONOMIC DEVELOPMENT. THESE ARE ORGANIZED AS CONFIRMATIONS, VARIATIONS, DESIGN REFINEMENTS AND DEVELOPMENT STRATEGIES. THESE IDEAS ARE AS FOLLOWS:**

There were ten primary proposals and a further ten supportive proposals. These are highlighted as such in the following section. Together these represent the full vision conceived at the charrette.

## CONFIRMATIONS

FOUR PROPOSALS ARE CONFIRMATIONS OF SOLUTIONS FROM THE SCHEME THAT IS CURRENTLY THE SUBJECT OF THE ENVIRONMENTAL ASSESSMENT APPLICATION.

## VARIATIONS

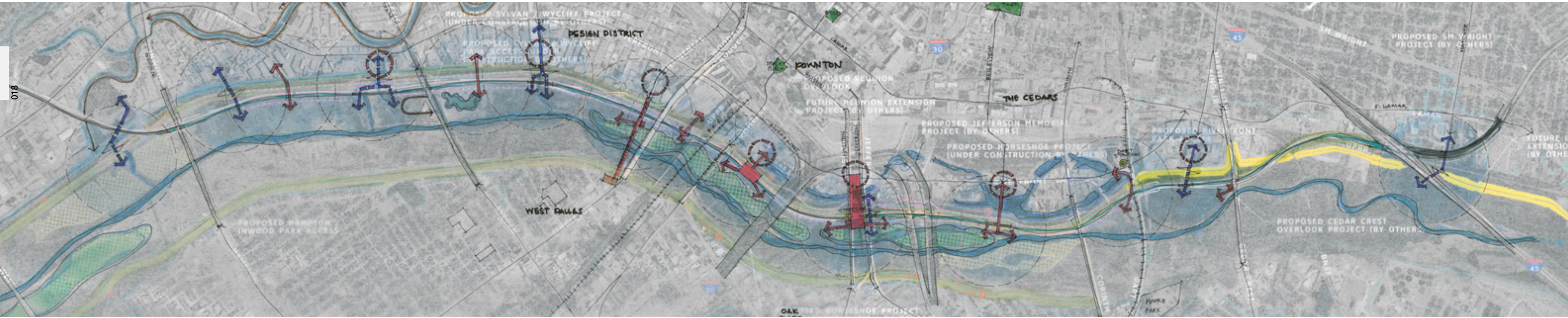
FIVE PROPOSALS ARE VARIATIONS OF SOLUTIONS FROM THE SCHEME THAT IS CURRENTLY THE SUBJECT OF THE ENVIRONMENTAL ASSESSMENT APPLICATION. THESE CAN BE SEEN AS COMPATIBLE FEATURES FOR "IMMEDIATE IMPLEMENTATION".

## DESIGN REFINEMENTS

SEVEN PROPOSALS REPRESENT FURTHER REFINEMENTS OF THE SCHEME THAT IS CURRENTLY THE SUBJECT OF THE ENVIRONMENTAL ASSESSMENT APPLICATION - THESE BEING FEATURES FOR "DETAILED DESIGN FOR IMMEDIATE IMPLEMENTATION".

## DEVELOPMENT STRATEGIES

FOUR PROPOSALS REPRESENT A PRACTICAL ECONOMIC DEVELOPMENT STRATEGY, MAXIMIZING THE POTENTIAL OF THE PARK AND PARKWAY, DEFINING FOUR MAJOR URBAN DISTRICTS AND COMPATIBLE DEVELOPMENT AT BOTH THE NORTH AND SOUTH ENDS OF THE PARKWAY, BEFORE IT JOINS EXISTING HIGHWAYS.



018

CHARRETTE DIAGRAM OF 15 PROPOSED PEDESTRIAN CONNECTIONS FROM DALLAS TO THE TRINITY RIVER OVER OR UNDER THE PROPOSED PARKWAY



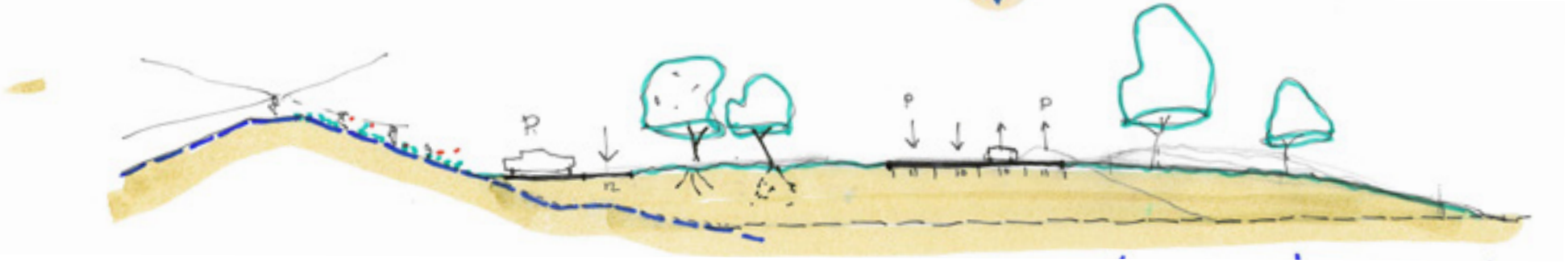
SKETCH OF PEDESTRIAN CONNECTION FROM MEANDERS TO THE TRINITY RIVER OVER THE LEVEE AND PARKWAY

PRIMARY  
**CONFIRMATION #1**  
 ROADWAY AND LAND BENCH  
 ELEVATIONS, ROADWAY CORRIDOR  
 AND END CONNECTIONS TO  
 HIGHWAYS GENERALLY AS EARLIER  
 PROPOSED.

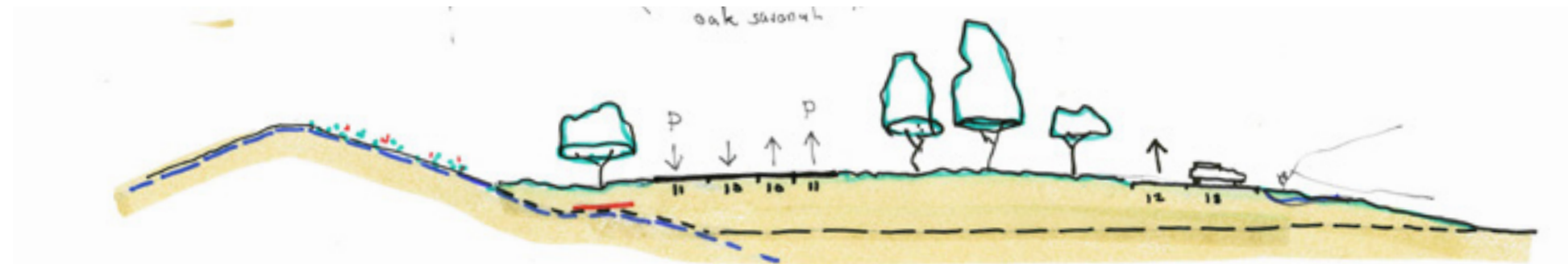
PRIMARY  
**CONFIRMATION #2**  
 PEDESTRIAN LINKS ACROSS THE  
 PARKWAY GENERALLY AS EARLIER  
 PROPOSED - 15 LINKS UNDER AND  
 OVER THE PARKWAY AT ABOUT 1/4-  
 MILE INTERVALS.

PRIMARY  
**CONFIRMATION #3**  
 TOP-OF-LEVEE BIKEWAYS AND  
 PEDESTRIAN PATHS GENERALLY AS  
 EARLIER PROPOSED.

SUPPORTIVE  
**CONFIRMATION #4**  
 SERVICE ROADS/BIKEWAYS/  
 PEDESTRIAN PATHS AROUND THE  
 PARKWAY GENERALLY AS EARLIER  
 PROPOSED.



SECTIONAL SKETCH OF FOUR LANE PARKWAY



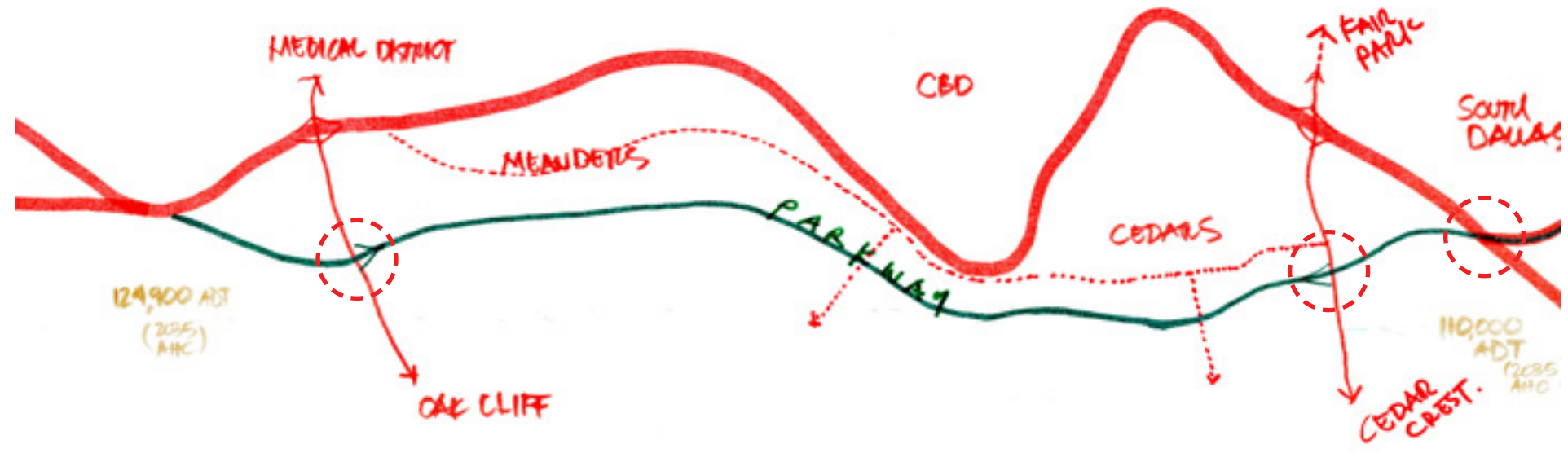
SECTIONAL SKETCH OF FOUR LANE PARKWAY AND ACCESS PARKING LOT

PRIMARY  
**VARIATION #1**  
 ONLY BUILD A 4 LANE ROADWAY NOW - FIT THOSE 4 LANES OF TRAFFIC (NARROWER LANES + GRASS SHOULDERS) MEANDERING WITHIN THE APPROVED ROAD CORRIDOR.

PRIMARY  
**VARIATION #2**  
 BUILD FEWER RAMPS. ONLY BUILD TWO SET OF RAMPS ACCESSING THE INNER CITY FOR THE FORESEEABLE FUTURE: 1 ON/OFF PAIR AT THE NORTH END NEAR THE MEDICAL DISTRICT AND 1 ON/OFF PAIR AT THE SOUTH END NEAR CEDAR CREST.

Later when development is underway a final, third on/off pair at the high-density center adjacent to big development sites if this assists such development - but with a less impactful, low-profile design).

SUPPORTIVE  
**VARIATION #3**  
 BAN TRUCKS EXCEPT FOR EMERGENCIES.



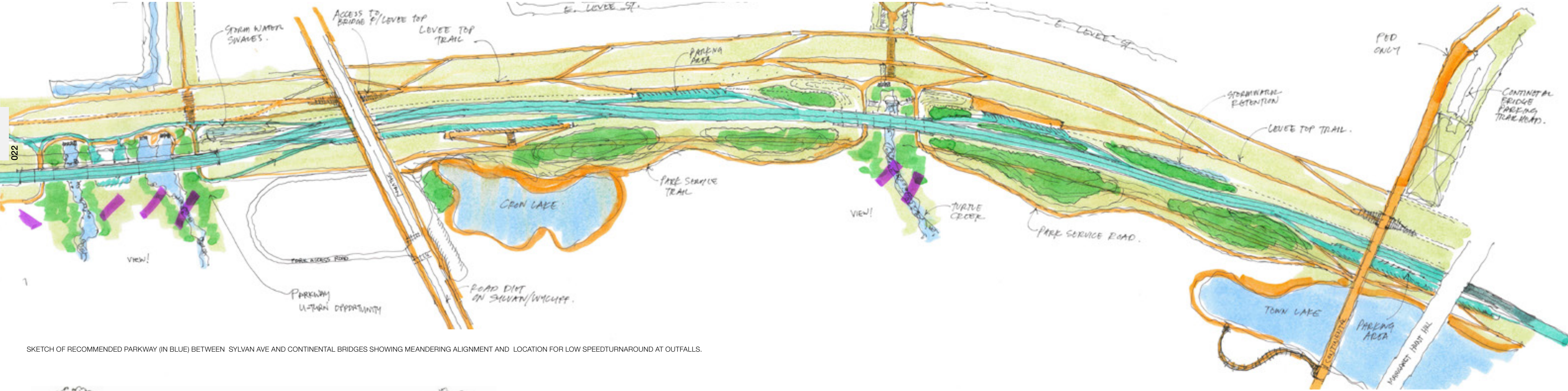
RECOMMENDED ACCESS POINTS TO PARKWAY

	NO-BUILD 2035	ALT 3C 2035	
DAILY VMT	7.02 M	8.08 M	+15%
AVERAGE SPEED	30 mph	32 mph	+6.7%
CONGESTION DELAY	68,100	63,250	-7.1%
LANE-MI @ LOS D,E,F	47	47	φ

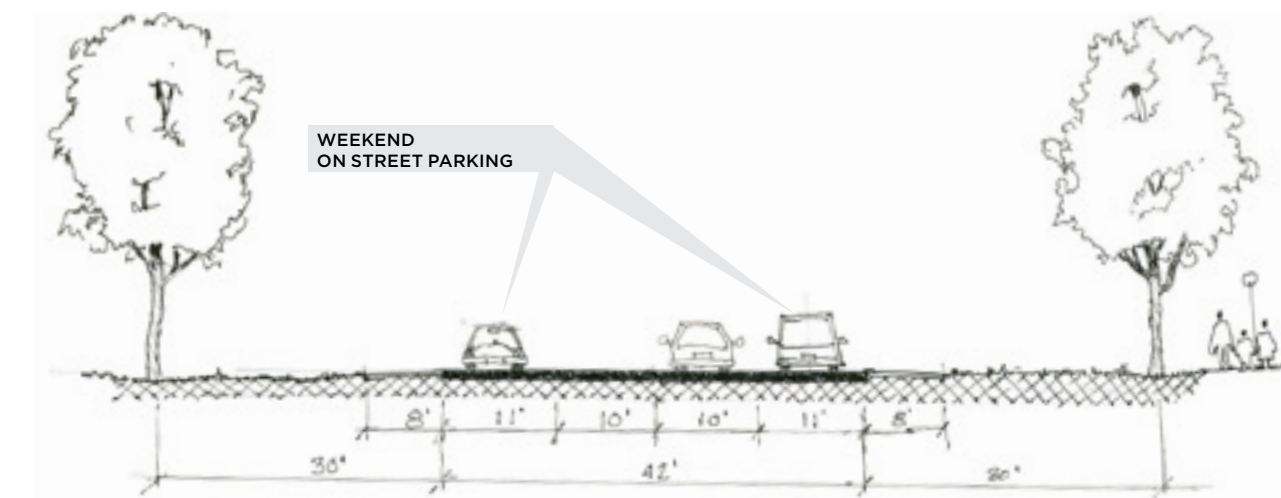
TRAFFIC PROJECTIONS / COMPARISON DESIGN TO PROPOSED ROADWAYS



MERRIT PARKWAY



SKETCH OF RECOMMENDED PARKWAY (IN BLUE) BETWEEN SYLVAN AVE AND CONTINENTAL BRIDGES SHOWING MEANDERING ALIGNMENT AND LOCATION FOR LOW SPEED TURNAROUND AT OUTFALLS.



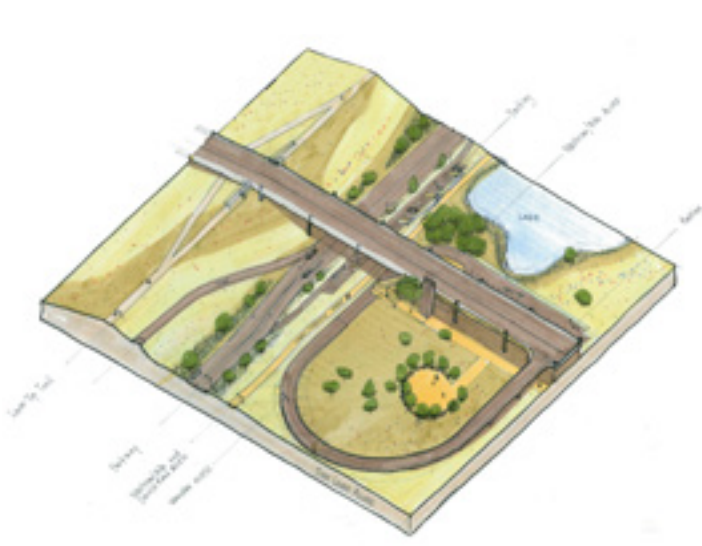
CHARRETTE SKETCH OF PARKWAY SECTION SHOWING TYPICAL SETBACKS OF TREES FROM PARKWAY

SUPPORTIVE  
**VARIATION #4**  
 ADD A U-TURN OPTION WITHIN THE PARKWAY CORRIDOR AT MID-POINT.

SUPPORTIVE  
**VARIATION #5**  
 ALLOW ON-STREET PARKING ALONG THE PARKWAY ON WEEKEND SLOW PERIODS AND SPECIAL OCCASIONS.



SKETCH OVERLAY SHOWING VIEW OPPORTUNITIES FROM PARKWAY INTO THE TRINITY FOREST EAST OF THE DART OVERPASS AT CORINTH BRIDGE

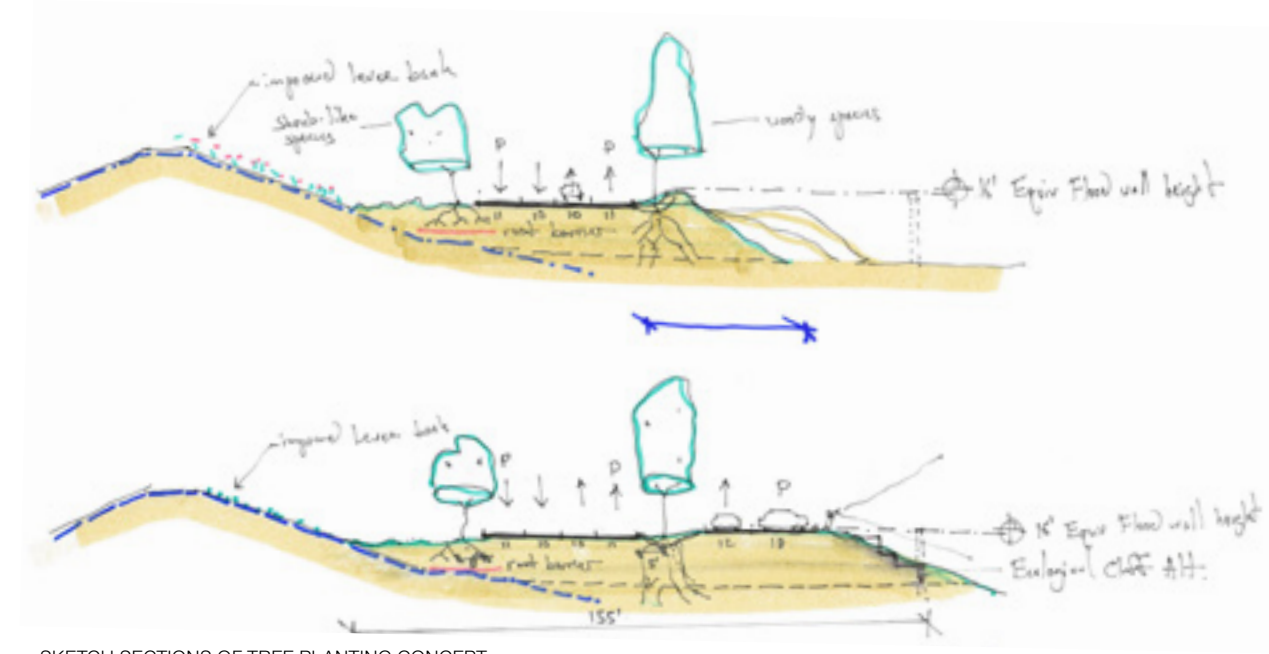


SKETCH VIEW OF SYLVAN BRIDGE RAMP AND PARKWAY CONCEPT



DIAGRAM SHOWING LOCATIONS OF POTENTIAL ACCESS PARKING LOTS ALONG PARKWAY AND SECTIONAL CONDITION

PRIMARY  
**DESIGN REFINEMENT #1**  
 MEANDER THE PARKWAY WITHIN THE APPROVED ROAD CORRIDOR SO THAT FUTURE ROAD SECTIONS CAN BE FINISHED NOW AS PULL-OFF PARKING AREAS ON BOTH SIDES OF THE PARKWAY - FOR PARK ACCESS AND SCENIC OVERLOOK.



SKETCH SECTIONS OF TREE PLANTING CONCEPT

PRIMARY  
**DESIGN REFINEMENT #2**  
 DESIGN REFINEMENT OF THE LANDSCAPE CONFIGURATION TO ADD A CONSISTENT LINEAR TREE PATTERN AT ABOUT 20' - 40'-CENTERS ALONG THE PARKWAY - MAKING IT A "TREE-LINED PARKWAY" FOR CHARACTER AND BEAUTY.



GEORGE WASHINGTON MEMORIAL PARKWAY IN D.C. IS THE IDEAL URBAN PARKWAY ENVISIONED FOR THE TRINITY



STORROW DRIVE



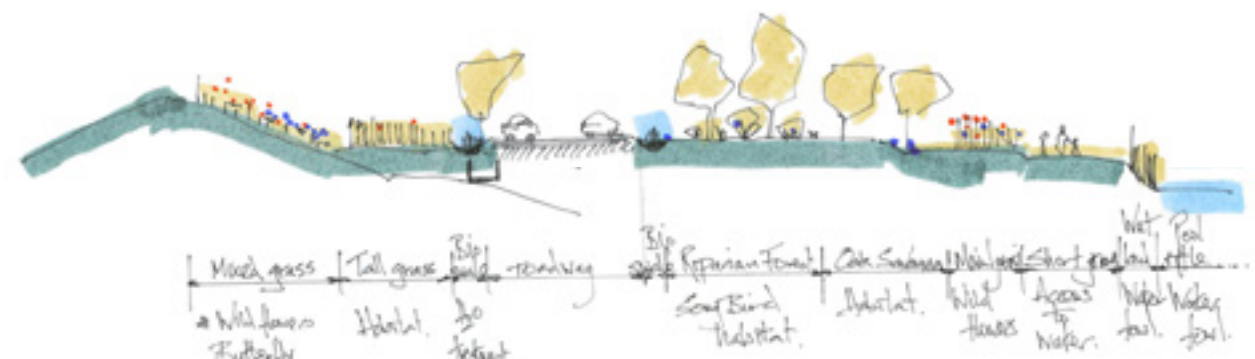
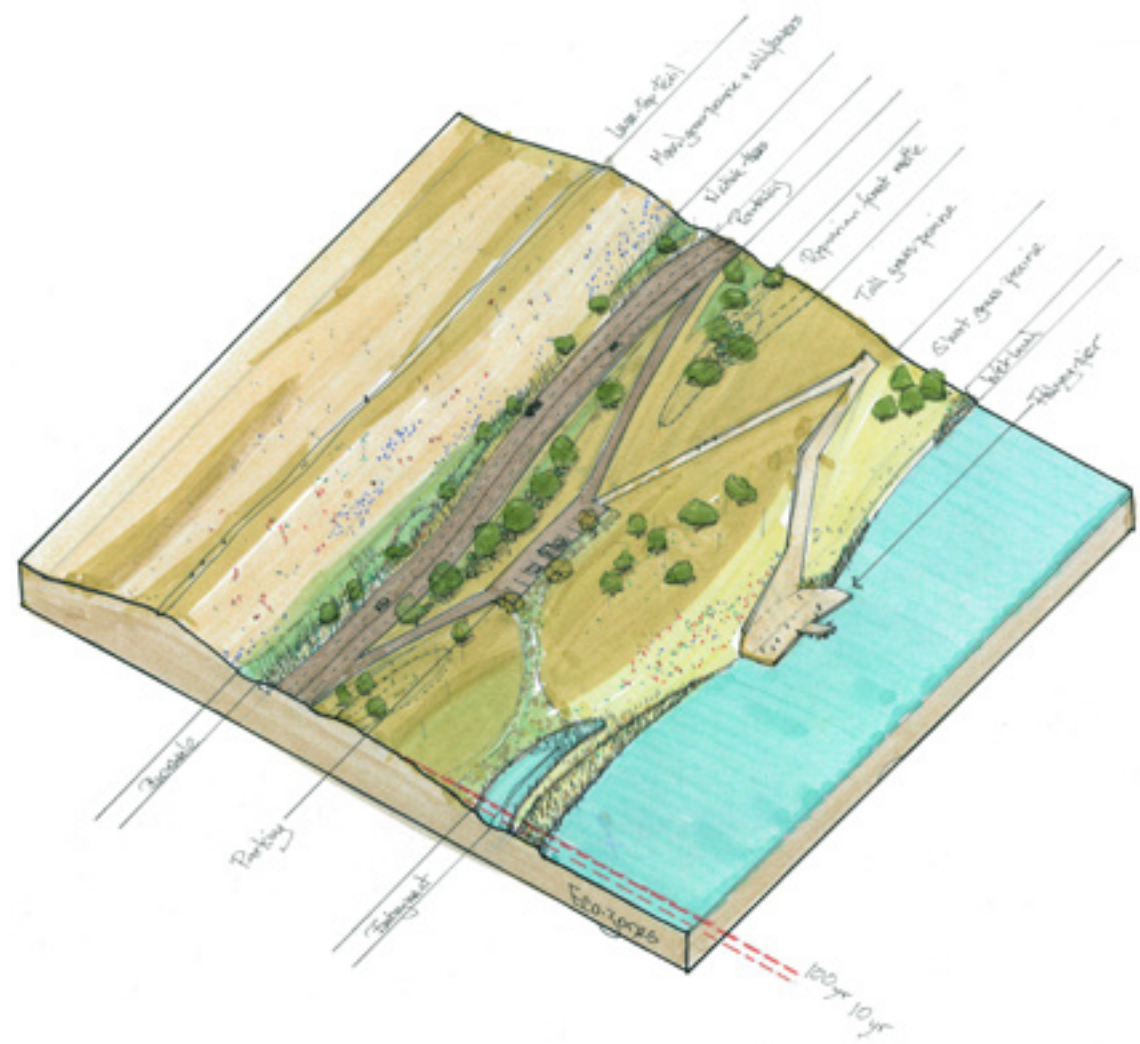


EXAMPLE OF ARMORED LANDSCAPE IN FLOODWAY

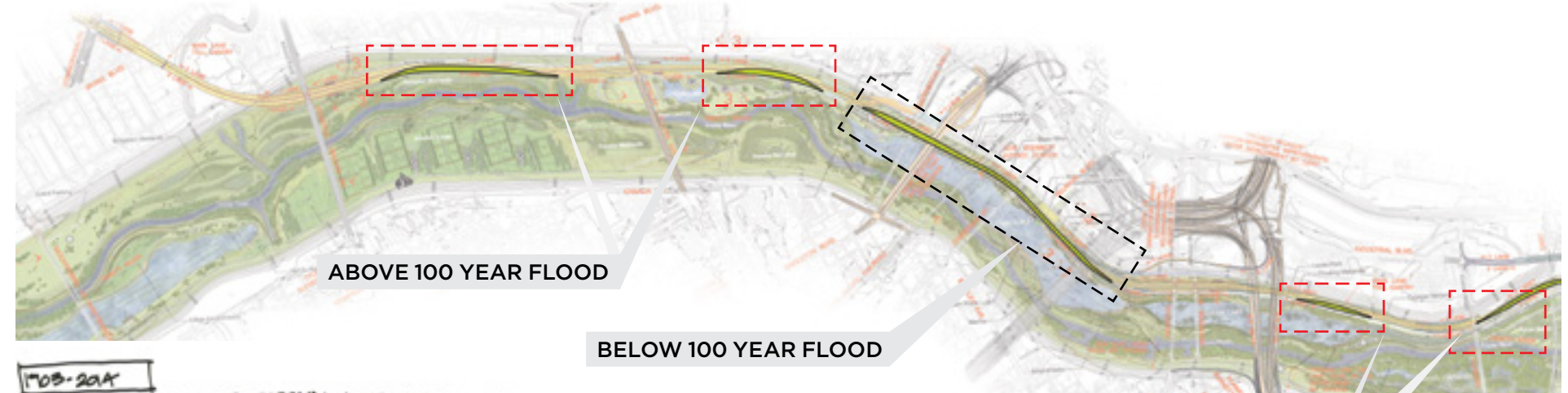


EXAMPLE OF TERRACED LAWN IN FLOODWAY

PRIMARY  
**DESIGN REFINEMENT #3**  
 DESIGN REFINEMENT OF THE LANDSCAPE CONFIGURATION TO ADD CHARACTER, INTEREST, AND A STRONG ECOLOGICAL STRATEGY ALL ALONG THE PARKWAY, ESPECIALLY ALONG THE LAND BENCH EDGES AND AT STREAM OUTFALL AREAS.



CHARRETTE SKETCH OF LANDSCAPE TREATMENT ALONG PARKWAY

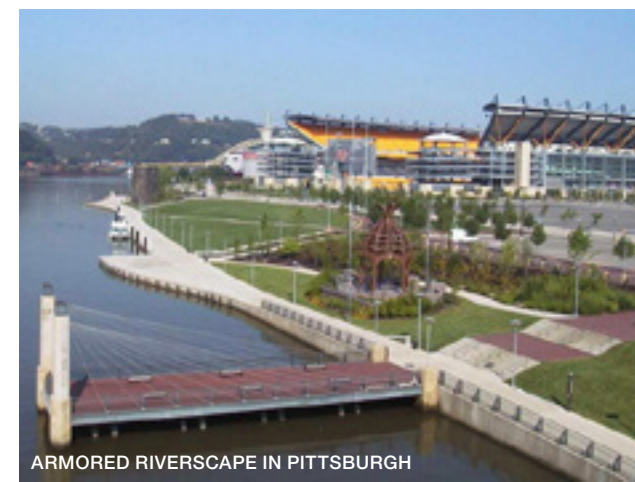


MAP OF PARKWAY ELEVATIONS RELATIVE TO TRINITY RIVER FLOOD RISK

1908-2014  
 YEARS IN WHICH EVENT THRESHOLDS WERE EXCEEDED.

	10Y	20Y	50Y	100Y
1908	X	X	X	X
1916	X			
1930	X			
1932	X	X		
1935	X	X		
1938	X			
1941	X			
1942	X	X	X	
1949	X	X		
1957	X			
1989	X			
1990	X	X		
1991	X			

FLOODING HISTORY 1908 - 2014



ARMORED RIVERSCAPE IN PITTSBURGH

PRIMARY  
**DESIGN REFINEMENT #4**  
 DESIGN REFINEMENT OF FLOOD PROTECTION BARRIERS WITH LANDSCAPE, ART, WALL TREATMENTS AND HILLOCKS OR BERMS TO ELIMINATE BLANK WALLS AND SECURE MORE PERVASIVE VIEWS OF THE PARK AND TO ADD CHARACTER, INTEREST, AND A STRONG ECOLOGICAL STRATEGY ALL ALONG THE PARKWAY.

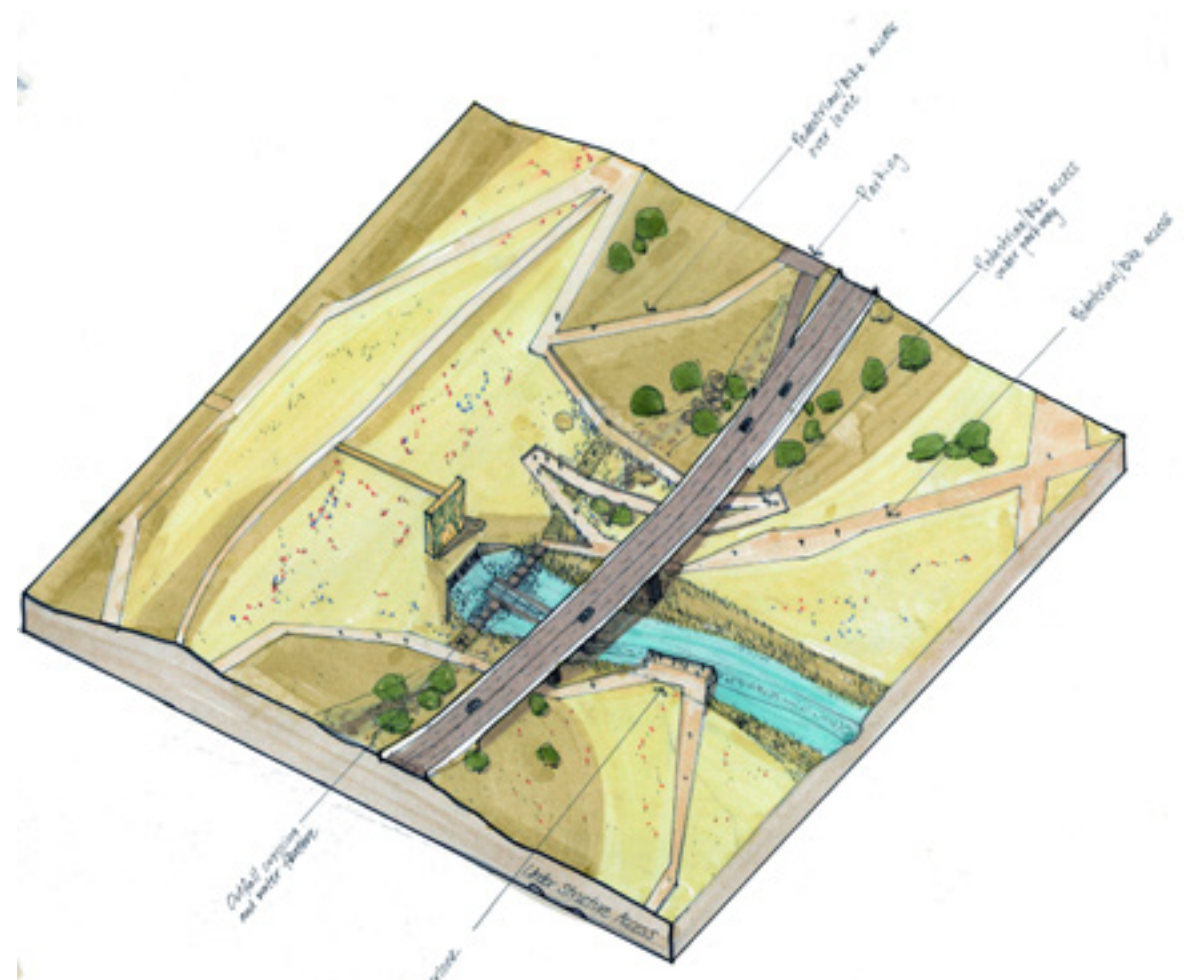
An optimal solution would be to refine the design to a 10-year flood standard, acknowledge the occasional flooding of the parkway, in order to open up major views for parkway users. If the experience of occasional flooding of the parkway (probably about once in a decade for a day or so) is not found to be acceptable to the people of Dallas, then an acceptable solution would be to refine the design to a 50-year flood standard or even stay with the 100-year flood standard but using berms and other methods other than blank walls wherever practical, thus at least creating close-in attractive views of park character for parkway users.



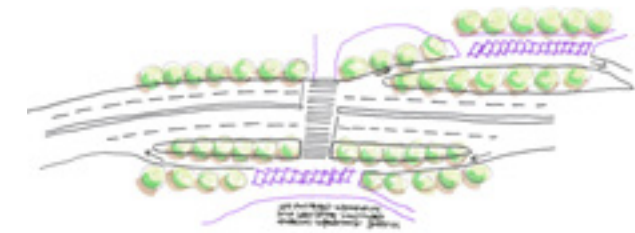


POST CHARRETTE RENDERING OF PARKWAY AND PARK ACCESS POINT FROM INWOOD RD BRIDGE

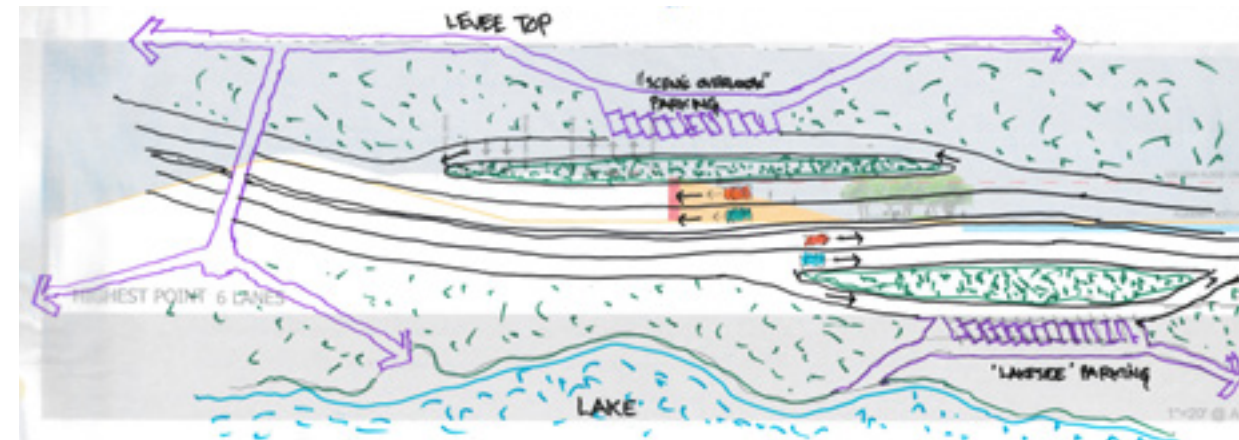
SUPPORTIVE  
**DESIGN REFINEMENT #5**  
 DESIGN REFINEMENT TO EXPLOIT FIVE MAJOR "WOW" VIEWS OVER THE PARKWAY



SKETCH OF TYPICAL FLOWWAY OUTFALL WITH ADDED PEDESTRIAN ACCESS ROUTES



SKETCH OF AT GRADE PARKWAY CROSSING CONCEPT



SKETCH OF PARKING AREAS ALONG THE PARKWAY TO ACCESS PARK LANDS

PRIMARY  
**DESIGN REFINEMENT #6**  
 ALLOW TOLL FREE PARK USE FROM THE PARKWAY

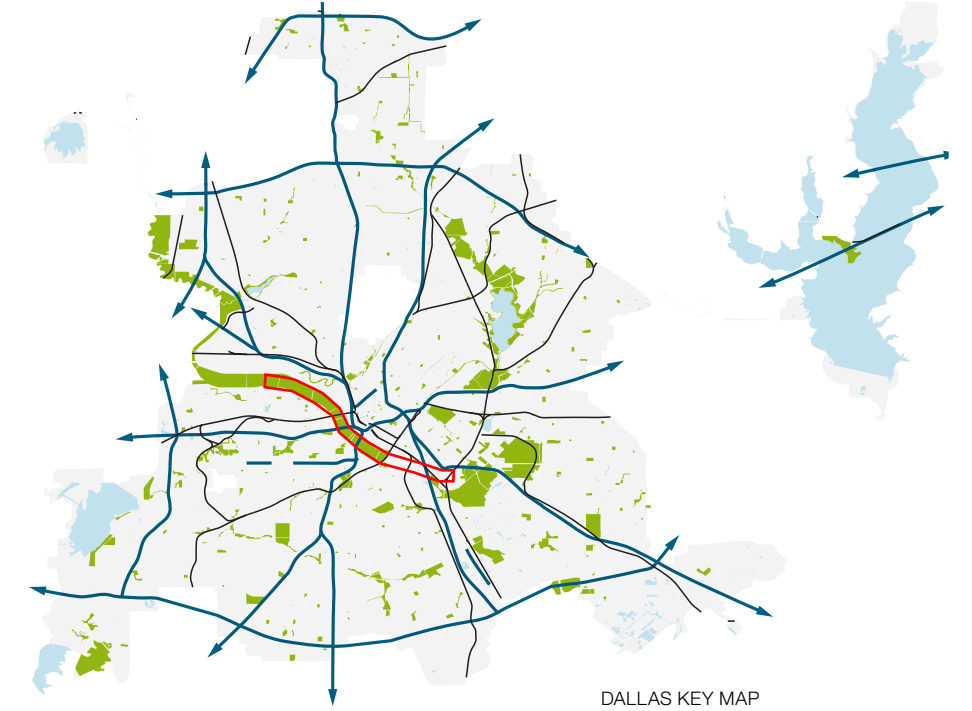
Pursue a variation of the tolling strategy to facilitate equitable park use – for example, forgive the toll when there is a 1-hour or longer stop along the parkway.



SUPPORTIVE  
**DESIGN REFINEMENT #7**  
 LOCATE TRANSIT STOPS SO AS TO ENHANCE TRANSIT-USER ACCESS TO THE PARK OVER THE PARKWAY - FOR EXAMPLE, PROVIDE A HOUSTON BRIDGE STREETCAR STOP AND A RIVERFRONT BOULEVARD BUS STOP.

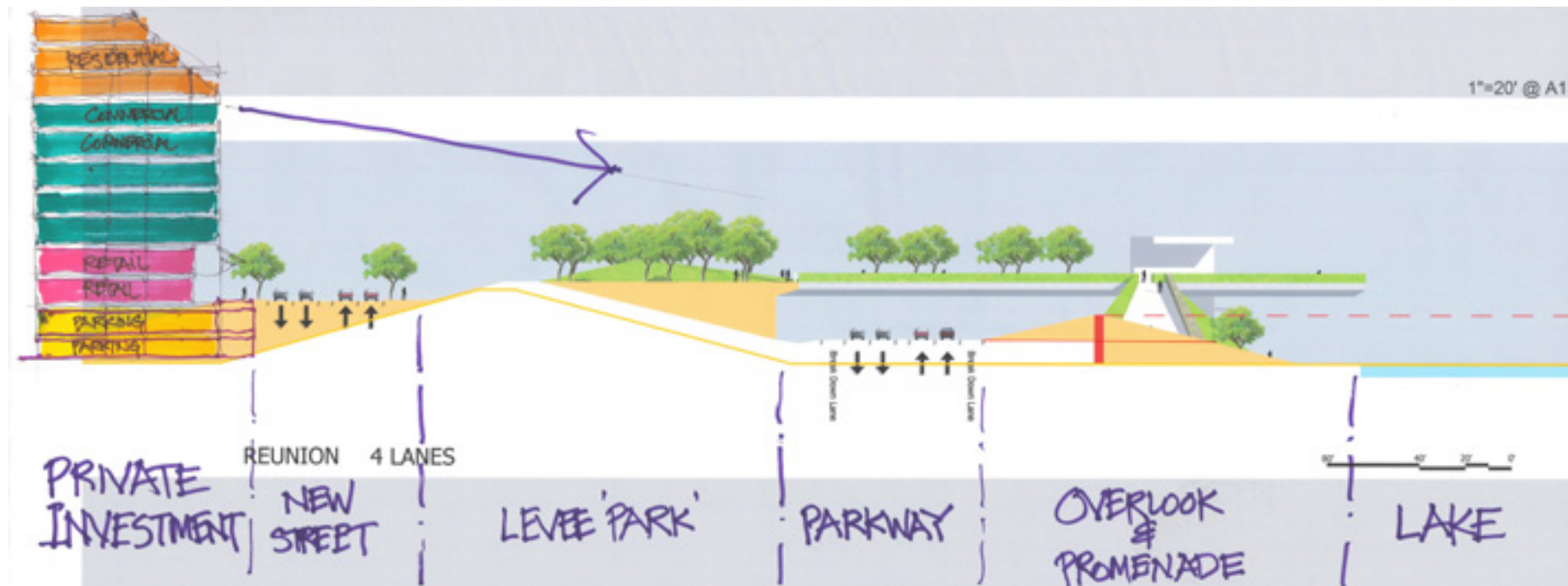
**DRAWING LEGEND**

- PEDESTRIAN/BIKE CONNECTION UNDER PARKWAY
- PEDESTRIAN/BIKE CONNECTION OVER PARKWAY
- MAJOR VIEWING POINTS
- PARKWAY
- BRIDGE
- MAJOR STREET
- PEDESTRIAN BRIDGE
- RAIL
- TRAIL
- LEVEE
- DECK OVER HIGHWAY
- PARK
- FOREST
- RIVER/LAKE
- PARKING



CHARRETTE KEY PLAN

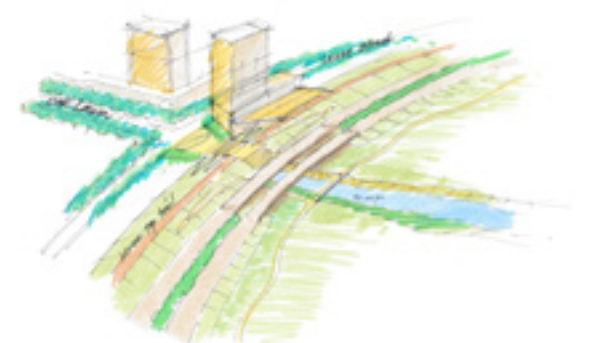
DALLAS KEY MAP



SKETCH SECTION AT REUNION OVERLOOK SHOWING ADJACENT DEVELOPMENT AND A NEW STREET BEHIND THE LEVEE

PRIMARY  
**DEVELOPMENT STRATEGY #1**  
 FOR THE 'REUNION/COMMERCE' AND 'MIX MASTER DISTRICT' CATALYZE DEVELOPMENT TO HAPPEN EARLIER THAN EXPECTED BY ALLOWING DEVELOPMENT TO LOCATE AS CLOSE TO THE PARK AS POSSIBLE.

SUPPORTIVE  
**DEVELOPMENT STRATEGY #2**  
 FOR THE "DESIGN DISTRICT", FACILITATE THE CURRENT INCREMENTAL DEVELOPMENT TREND WITH REGULAR AND ATTRACTIVE PEDESTRIAN CONNECTIONS ACROSS THE PARKWAY TO THE PARK.



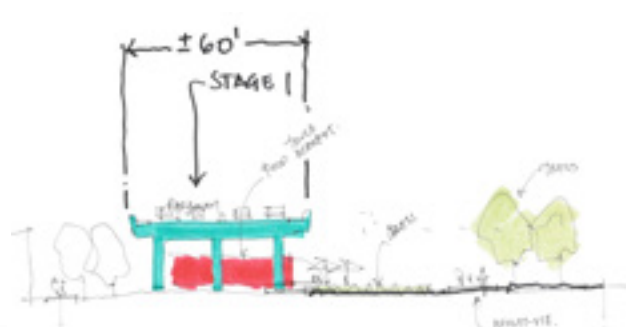
DEVELOPMENT AT SUMP



CHARRETTE DIAGRAM SHOWING KEY DEVELOPMENT DISTRICTS IN DOWNTOWN, DESIGN DISTRICT, SOUTH DALLAS AND OAK CLIFF



SKETCH SECTION SHOWING PEDESTRIAN CONNECTION FROM DESIGN DISTRICT TO PARK AT OUTFALL



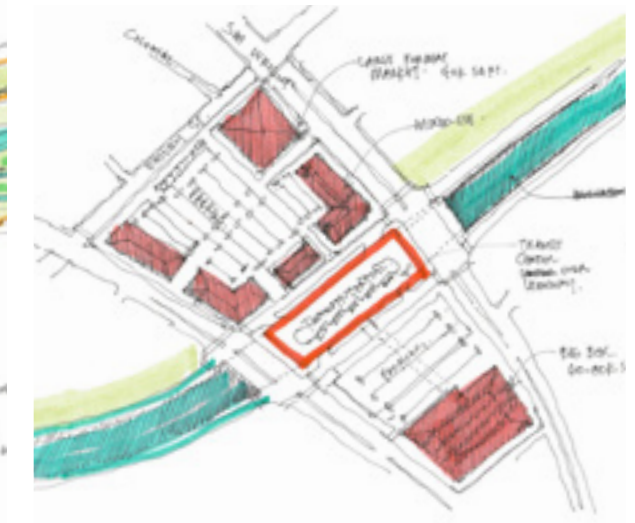
TEMPORARY RETAIL USES UNDER ELEVATED HIGHWAY CONDITIONS



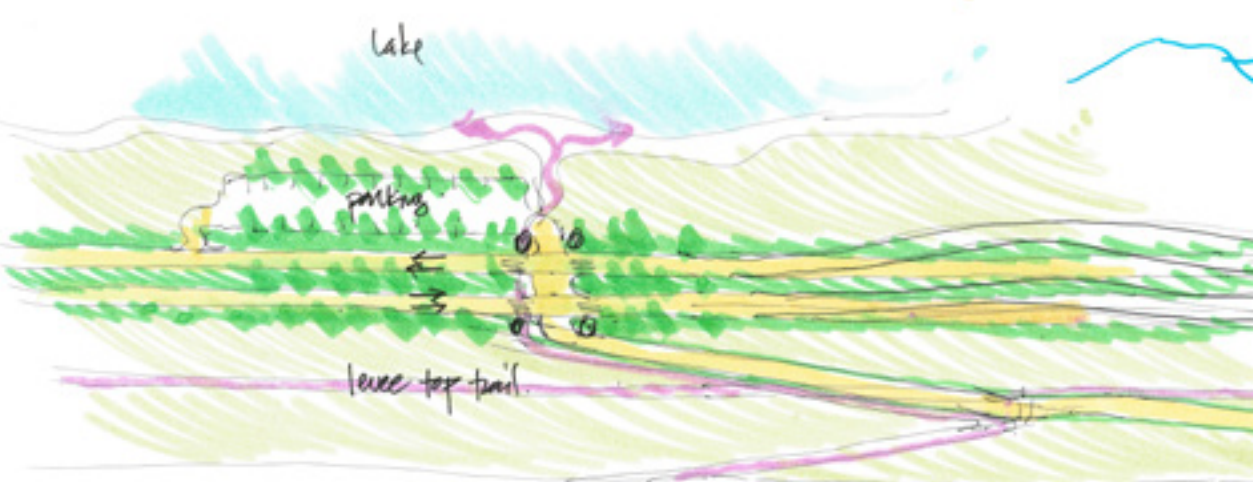
SKETCH SECTION THROUGH LANDSCAPED OUTFALL WITH LEVEE BEYOND



SKETCH PLAN AT SHOWING PARKWAY ENTRANCE TO FLOODWAY AT INWOOD BRIDGE



DEVELOPMENT OPPORTUNITY AS PARKWAY EXTENDS EASTWARD UNDERNEATH S. LAMAR AND S.M. WRIGHT



SKETCH PLAN SHOWING PEDESTRIAN ACCESS OVER THE LEVEE TO LAKES

SUPPORTIVE  
**DEVELOPMENT STRATEGY #3**  
 FOR THE "SOUTHSIDE DISTRICT", FACILITATE THE CURRENT DEVELOPMENT INCLINATION BY ENHANCING THE "SUMP" WATER BODIES AS THE PRIMARY AMENITIES - IN THIS DISTRICT THE PARK AND PARKWAY ARE LESS IMPORTANT.



EXAMPLE OF UNDER-HIGHWAY PLAY AREA

SUPPORTIVE  
**DEVELOPMENT STRATEGY #4**  
 FOR THE DISTRICTS AT THE FAR NORTH AND SOUTH ENDS OF THE PARKWAY, JUST BEFORE IT JOINS THE EXISTING HIGHWAYS, BUILD UNDER OR OVER THE ROADWAY ELEVATION WITHIN THE ALIGNMENT SO THAT THE PARKWAY DEVELOPMENT SPURS PRIVATE DEVELOPMENT THAT AUGMENTS THE NEIGHBORHOODS



POST CHARRETTE RENDERING OF REUNION OVERLOOK AT DOWNTOWN LAKE



## CONCLUDING STATEMENT

We are confident that all of these twenty ideas and proposals fit within the responsible governments' and agencies' policies, although they may have to make adjustments within the specifics of these policies. These ideas can be seen to be a first phase of build out of the scheme that is currently under evaluation for environmental approval but, just as importantly, we feel it is all that Dallas needs for the foreseeable future – so build-out might be a long time in coming or maybe will never be needed. Much of what we propose can be seen as detailed refinement of the design that is under scrutiny by the current environmental assessment.

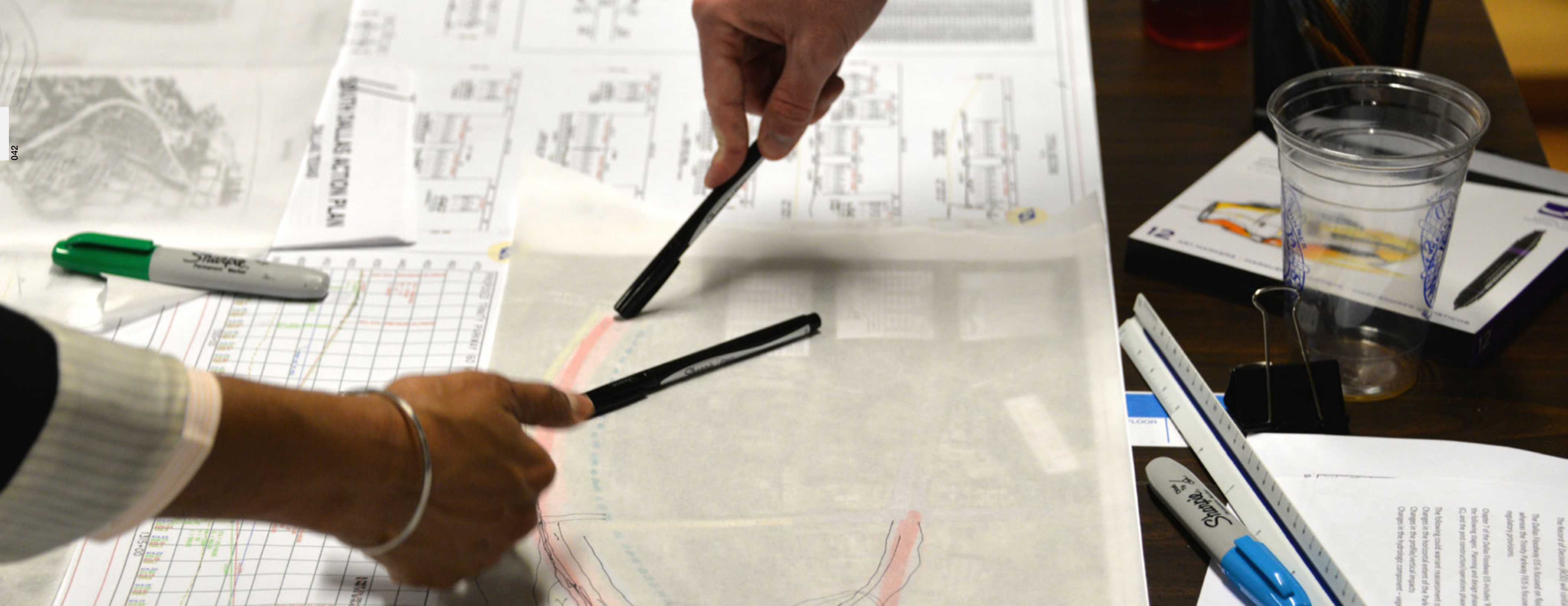
We also offer advice to secure this vision of a gracious and harmonious parkway. First, our vision needs detailed multi-disciplinary design refinement and all assumptions need to be double checked. Second, henceforth, all design work should include strong urban design prowess and should be completed in concept and detail by a fully multi-disciplinary team of engineers, architects, landscape architects, urban designers, environmental specialists and other relevant disciplines and should not just be driven by applying typical engineering standards. Third, a careful monitoring of implementation must be undertaken, involving both professional and citizen monitors on an ongoing basis.

The participants in this review had to walk a very fine line between general philosophical views and what they consider best world practice, the particular circumstances and needs in Dallas, the official status of the process for this project, and their judgment about the

expectations of future Dallas residents. Having said this, throughout the review we have tried to err on the side of what will be best for Dallas now and into the future, not what have been the conclusions of the past. We were also trying to discover how to move a compatible project forward so that the needs of many interests can be satisfied but also balanced – and especially so the new park can move forward in a timely way. In our preferred scheme, no one interest prevails over another and all interests have been subject to some concessions and compromises. At the same time, we firmly believe the proposed pattern works well as a whole, fully satisfies the projected movement demands in this corridor, minimizes park impacts but also dramatically enhances park accessibility and experience, and maximizes practical economic development potential on adjacent lands, especially for the large parcels now pending development.

We all hope the citizens and leaders in Dallas and the responsible governments and agencies for this project will have the courage to shift from the current status quo and embrace the solutions that we have put forward that we strongly feel will speak to many hopes and expectations rather than only a few.





A1: VISITING DESIGN PROFESSIONALS' BIOGRAPHICAL SKETCHES





## LARRY BEASLEY

Larry Beasley is the retired Chief Planner for the City of Vancouver. He is now the founding principal of Beasley and Associates, an international planning and urban design consultancy and the “Distinguished Practice Professor of Planning” at the University of British Columbia. He is a Registered Professional Planner in Canada.

After more than thirty years of civic service in which he led the planning and development management initiatives to transform Vancouver into a world model for contemporary sustainable and liveable cities, Larry Beasley now teaches and advises on urbanism around the world. He chairs the ‘National Advisory Committee on Planning, Design and Realty’ of Ottawa’s National Capital Commission; he is Senior Advisor on Urban Design in Dallas, Texas; and he is a member of the International Economic Development Advisory Board of Rotterdam in The Netherlands. Through selected projects, he continues his long service as the Special Advisor on City Planning to the Government of Abu Dhabi in the United Arab Emirates where he helped to found the Urban Planning Council, one of the most progressive planning agencies in the Middle East, and led the design of a number of cities and towns, including a new national capital. For several years, he was vice-president of a major Canadian development company, Aquilini Development, managing projects across the country. Recent notable work includes: completion of an award-winning plan for the expansion of Moscow in Russia, including the design of a new national government precinct; completion of an influential strategic organizational plan for the Toronto Planning Department; and, curation of an international design competition in Dallas for the integration of downtown and its river.

Initially studying architecture, Larry Beasley has Degrees in Geography and Political Science (BA) and Planning (MA). He has also been awarded two Honorary Doctorate Degrees (Hon LLD), from Simon Fraser University and Dalhousie University. He is a Fellow of the Canadian Institute of Planners, an Honorary Member of the Canadian Society of Landscape Architects and has been recognized as an “Advocate for Architecture” by the Royal Architectural Institute of Canada. In 2007, he received the Kevin Lynch Prize from the Massachusetts Institute of Technology. He is a Fellow of the Dallas Institute and sits on the Board of the Canadian Urban Institute.

Larry Beasley is a Member of the Order of Canada, Canada highest civilian honour for lifetime achievement. In recognition of his service, he has also received the Queen Elizabeth II Diamond Jubilee Medal.

## ALEX KRIEGER

Alex Krieger, FAIA has combined a career of teaching and practice, dedicating himself in both to understanding how to improve the quality of place and life in our major urban areas.

Mr. Krieger is a professor at the Harvard Graduate School of Design, where he has taught since 1977. He served as Chairman of the Department of Urban Planning and Design, 1998-2004 and 2006-2007, as Director of the Urban Design Program, 1990-2001, and as Associate Chairman of the Department of Architecture, 1984-1989. In 2003, 2005, and 2007, he was honored as one of the outstanding teachers at Harvard University. Design Intelligence Magazine annual national survey named him one of seven “2007 Architectural Educators of the Year.”

Mr. Krieger is a principal at NBBJ, a global architecture and planning firm. Offering services in architecture, urban design and planning since 1984, the studio, formerly Chan Krieger Sieniewicz, has served a broad array of clients in numerous cities worldwide, focusing primarily on educational, institutional, healthcare and public projects in complex urban settings.

Mr. Krieger’s major publications include: Co-editing *Urban Design* (University of Minnesota Press, 2008) two volumes of *Harvard Design Magazine*, (focusing on the evolution of urban design as a discipline), 2005-06; *Remaking the Urban Waterfront*, 2004; *Mapping Boston*, 1999; *Towns and Town Planning Principles*, 1994; *A Design Primer for Towns and Cities*, 1990; and *Past Futures: Two Centuries of Imagining Boston*, 1988. He has also authored more than two-dozen essays on American urbanization for various publications. He lectures frequently at national conferences and universities.

Mr. Krieger is a frequent advisor to mayors and their planning staffs, and serves on a number of boards and commissions. Among these: The U.S. Commission of Fine Arts, 2012-pr.; Director of the NEA’s Mayor’s Institute in City Design, 1994-1999; Founder and co-director of the Large City Planners Institute, 1999- pr.; Boston Civic Design Commission, 1989-1987; Providence Capital Center Commission, 1990-1998; and as a Design Excellence Peer for the U.S. General Services Administration.

Mr. Krieger received a Bachelor of Architecture degree from Cornell University and a Master of City Planning in Urban Design degree from Harvard. He is a Fellow of the American Institute of Architects.





## JEFF TUMLIN

Jeff Tumlin is an expert in helping communities move from discord to agreement about the future. For more than twenty years, Jeff Tumlin has led award-winning plans in cities from Seattle and Vancouver to Moscow and Abu Dhabi. He helps balance all modes of transportation in complex places to achieve a community's wider goals and best utilize their limited resources. He has developed transformative plans throughout the world that accommodate millions of square feet of growth with no net increase in motor vehicle traffic.

Jeff is renowned for helping people define what they value and building consensus on complex and controversial projects. He provides residents and stakeholders the tools they need to evaluate their transportation investments in the context of achieving their long-term goals. He understands that managing parking and transportation demand is a critical tool for revitalizing city centers and creating sustainable places.

A dynamic and frequent guest speaker, Jeff is the author of *Sustainable Transportation Planning: Tools for Creating Healthy, Vibrant and Resilient Communities* (Wiley, 2012).

## ZABE BENT

Zabe Bent is renowned for her ability to communicate vital insights, critical project features and tradeoffs, and ultimately the solutions necessary to advance efforts to the next stage of development. She has more than 12 years of experience in transportation and multimodal planning and urban development, with a focus on transit service and operations planning, complete streets and urban design, and policy design and development. She has successfully submitted local, regional, and federal grant proposals for neighborhood circulation studies, pedestrian improvements, demand management initiatives, and more.

A former Principal Planner at the San Francisco County Transportation Authority, Zabe managed a range of efforts including San Francisco's congestion pricing feasibility study and the update to the long range countywide transportation plan. She led several bus rapid transit studies and neighborhood plans geared at near-term improvements to transit, bicyclist, and pedestrian access. Her portfolio includes strong coordination with stakeholder groups, transit agencies, and local governments as well as public outreach to diverse, often multilingual communities.





## IGNACIO BUNSTER-OSSA

Ignacio Bunster-Ossa is a Principal with Wallace Roberts & Todd, LLC, a national planning and design firm based in Philadelphia, Pennsylvania. As a landscape architect and urban designer Ignacio specializes in the revitalization of cities through the planning and design of urban landscapes. He has led many of the firm's recognized work, including award-winning designs for Santa Monica's Palisades Park and Beach Boardwalk, the Anacostia Waterfront Initiative in Washington, D.C., the Trinity River Corridor Project in Dallas, and the Steel Stacks Plaza in Bethlehem, PA.

Ignacio holds a Bachelor of Architecture from the University of Miami (FLA), a Master of Landscape Architecture from the University of Pennsylvania, and a Loeb Fellowship in Environmental Studies from Harvard University. He is a faculty member of the Urban Land Institute Rose Center for Public Leadership and Land Use and serves on the board of the Landscape Architecture Foundation. He is also co-author of "Green Infrastructure: A Landscape Approach," and author of "Reconsidering Ian McHarg: the Future of Urban Ecology," both APA publications.

## TIMOTHY DEKKER

Timothy Dekker, Vice President and Senior Engineer with LimnoTech in Ann Arbor, Michigan, is an environmental and water resources engineer with expertise in all aspects of river, lake and estuary remediation and restoration. Tim has led field studies and has developed numerical modeling applications at sites throughout North America, describing the dynamics of surface water, sediments, and groundwater systems; analyzing and mitigating the effects of urban flooding, analyzing contaminant fate and transport; and using contaminant forensics to understand the history of contaminated sites. Tim has participated in numerous successful national design competitions and projects focusing on

the restoration and revitalization of urban waterfronts, and actively works around the United States and Canada to advance the science and practice of urban river restoration.

Tim received his Doctorate in Environmental Engineering at the University of Michigan in Ann Arbor in 1996 and has served as a lecturer and adjunct professor of environmental engineering there. Tim is also a regular lecturer at the Harvard University Graduate School of Design.





## ELIZABETH MACDONALD

Elizabeth Macdonald is an urban designer. Her research focuses on street design and the history of urban form. Particular interests include: the impacts of engineering street standards on the pedestrian realm; context sensitive street design; North American waterfront promenades and their impacts on physical activity; the interface between buildings and the public realm; post occupancy evaluation of urban design plans and projects; the sustainability dimensions of urban design; urban design graphic communication; and methods for urban design knowledge-building.

Professor Macdonald is a registered architect and a partner in the urban design firm Cityworks. Recent professional design projects include the design for Octavia Boulevard in San Francisco (to replace the earthquake damaged Central Freeway), and redesigns for Pacific Boulevard in Vancouver, British Columbia, International Boulevard in Oakland's Fruitvale District, and C.G. Road in Ahmedabad, India. Professional planning projects include consulting on streetscape design for Plan Abu Dhabi 2030, San Francisco's Better Streets Plan, and San Francisco's Market/Octavia Neighborhood Plan. Recent charette workshops led by Cityworks include those for central Broadway in Vancouver, British Columbia; three central area streets in Rotterdam; Pine Tree Drive and Clarke Drive in Coquitlam, British Columbia; and Cesar Chavez Street in San Francisco; and projects in association with the Faculty of Engineering at the University of Ciudad Real, Spain.

A hands-on teacher of urban design, Professor Macdonald's courses include a focus on learning empirical observation skills, and graphic and oral communication skills for presenting design research and proposals in ways that are readily accessible to community members, political decision-makers, and fellow professionals.

## ALLAN JACOBS

Allan Jacobs taught in UC Berkeley's Department of City and Regional Planning from 1975 to 2001 and twice served as its Chair. Presently he is a consultant in city planning and urban design. He received his Bachelor of Architecture degree from Miami University and studied at the Graduate School of Design at Harvard University. He received his master's degree in city planning in 1954 from the University of Pennsylvania, where he later taught. From 1954 to 1955, he was a Fulbright Scholar in City Planning at University College in London.

Prior to teaching at Berkeley, Professor Jacobs worked on planning projects in the City of Pittsburgh and for the Ford Foundation in Calcutta, India, and was for eight years the Director of the San Francisco Department of City Planning. Among his many achievements is the now famous Urban Design Plan for San Francisco. With his partner Elizabeth Macdonald he designed many streets, including Octavia Boulevard in San Francisco which replaced an elevated freeway.

Honors include a Guggenheim Fellowship, the Berkeley Citation, and the Kevin Lynch Award from the Massachusetts Institute of Technology, and fellowships at the American Academy in Rome. He is author of *The Good City: Reflections and Imaginations* (forthcoming), *Great Streets*, *Looking at Cities*, and *Making City Planning Work*, and co-author of *The Boulevard Book*.





## ELISSA HOAGLAND IZMAILYAN

Elissa Hoagland Izmailyan provides funding and governance strategies for public-private investments, supporting program solutions that maximize project value and aligning value with implementation opportunities. Elissa's work focuses on master plan support, including parks, cultural districts, and neighborhood plans.

She leads quantitative and qualitative analysis to identify opportunities for HR&A's clients across North America and helps to craft actionable strategies for implementation. Since 2012, Elissa has supported a comprehensive neighborhood real estate strategy and implementation plan for the Menil Collection, a leading contemporary art museum in Houston. As part of the Office of Metropolitan Architecture-led team for the Rebuild by Design resiliency design competition, she

managed the development of an economic impact framework and implementation approach for flood defense in Hoboken, New Jersey. The team's winning proposal was awarded \$230-million in federal CDBG-DR funds to support a first phase of implementation.

Elissa's passion for public spaces is central to her work. Since 2011, Elissa has supported the development of a funding and management strategy for Waterfront Seattle, a planned signature public space that will link Seattle's downtown and waterfront assets. On behalf of the Trust for Public Land, she managed the development of policy recommendations to encourage the inclusion of Privately-Owned Public Spaces in transit-oriented development along the Green Line in Minneapolis-St. Paul. She has also managed the development of park funding and

## JOHN ALSCHULER

For over 25 years, John Alschuler has guided HR&A's real estate advisory practice. John's work focuses on development finance, the revitalization of urban communities, regional economic development, waterfront redevelopment and asset planning for institutions. John's core skills include structuring of public-private partnerships, development finance, building parklands, and creating innovative development strategies. John's wide-ranging practice is national and international in scope ranging from New York to Cincinnati, San Antonio to London. His work focuses on large-scale urban transformations, as well as discreet real estate transactions. Since founding the New York office of HR&A in 1984, he has led bold investment strategies that have reshaped important waterfronts, downtown districts and neighborhoods. John has:

- *Led the award-winning development of the 4,500 acre Daniel Island in Charleston, South Carolina for the Guggenheim Foundation;*
- *Conducted a comprehensive review of master planning efforts for the 2012 Olympic Parklands in London;*
- *Led waterfront development efforts for sites in New York City, Toronto, Philadelphia, Charleston, St. Louis, and along a ten mile stretch of the Anacostia River waterfront in Washington D.C.;*
- *Advised on the creation of a new sustainable community in the Chengdu Province in Southwestern China, that will total over 6 million square feet of mixed-use development;*

- *Created numerous public-private partnerships including the Center City Development Corporation (3CDC), the Anacostia Waterfront Corporation (AWC), the National Capital Revitalization Corporation (NCRC), and the Columbus Downtown Development Corporation (CDDC); and*

John has held several positions in city governments and brings his experience in public budgeting and public finance to his practice. He served as the City Manager of Santa Monica, California, where he was responsible for the planning and development of the Third Street Promenade.

John is a regularly requested speaker for conferences and events hosted by large professional organizations throughout the United States and internationally including the Urban Land Institute (ULI), the New York City Bar Association, WNYC, the New London Architecture Centre (NLA), and the International Skyrise Greenery Conference. John holds a B.A. from Wesleyan University and a Doctorate from the University of Massachusetts.





## ALAN MOUNTJOY

Alan Mountjoy, AIA is the Manager of Urban Design projects at NBBJ. Before joining the firm in 1997, he served as a project manager for the Metropolitan District Commission's New Charles River Basin project in Boston. Mr. Mountjoy has over 25 years of experience in the fields of architecture, master planning and urban design. He has guided the firm's prominent large-scale urban design projects in Boston, Buffalo, Cincinnati, Dallas, Detroit, Louisville, Pittsburgh, and Washington D.C. and has served as project manager for projects that range from architectural elements and urban design for a \$110M highway renovation in Cincinnati to PUD plans for the first major redevelopment in Historic Anacostia in Washington, DC. In his role as urban design manager, he coordinates teams of diverse professionals in architecture, landscape architecture, real estate economics, transportation

planning, and environmental engineering. Three of his waterfront projects have received national AIA awards for design excellence.

In Boston, Mr. Mountjoy's work as a planner and urban designer includes a re-use plan for the U.S. Postal Service Annex at South Station, a strategic master plan for the Seaport District in South Boston for the Massachusetts Port Authority and urban design for the Causeway Street design in the Boston Crossroads Initiative. His work on the Boston Seaport master plan was followed by design review of developer proposals during the plan build-out.

## MARK SIMMONS

Mark Simmons, Ph.D. Mark Simmons Ph.D. is Director of Research and Environmental Design for the Ecosystem Design Group at the Lady Bird Johnson Wildflower Center at the University of Texas. He graduated from University of Cape Town, South Africa with a M.Sc. in Botany, and received his Ecology Ph.D. from Texas A&M University. His research and environmental design projects focus on creating and rebuilding landscapes and urban green infrastructure to improve ecosystem services. Scientific research projects include: green roofs, green walls, roadside revegetation, prescribed fire, native turfgrass, urban prairies, and urban storm-water management.

He works with multidisciplinary design teams for local and national clients including private developers, city and state authorities, the US Army Corps of Engineers,

NASA and the National Park Service. Projects include: George W. Bush Presidential Center; San Antonio River Mission Reach Restoration; University of Texas Campus Masterplan; and numerous mixed-use, sustainable urban developments, highway improvement projects and restoration of urban prairies. He teaches university and professional courses on ecological landscape design and sits on several technical committees including the Landscape Architecture Foundation and the Sustainable Sites Initiative (SITESTM). Recent national and international lectures on ecological design include: The World Green Roof Congress, Copenhagen 2012; Society for Urban Ecology, Berlin 2013; International Turf Growers Conference San Antonio 2013; Canadian Society of Landscape Architects Congress Ottawa 2014; a TEDx talk in November 2013; and more recently, the speaker for the 2013 Oskar von Miller Forum Lecture in Munich,



## A2: CHARRETTE AGENDA

The arranged agenda for the charrette was as follows, although several other people visited the charrette during the four days and the agenda shifted to accommodate them.

### Thursday, February 5

Design Participants were Larry Beasley, Alan Jacobs, John Alschuler, Jeff Tumlin, Zabe Bent, Ignacio Bunster, Alan Mountjoy, Elissa Hoagland, Brent Brown, Gail Thomas.

08:00 Team arrives

08:15 Welcome

08:30 Orientation & expectations

09:00 Plenary - Charrette process confirmation

10:30 Plenary - Trinity parkway update & discussion

12:00 Lunch & discussion

13:30 Sub-group work begins

17:00 Strategic pin-up & discussion

18:00 Adjourn

### Friday, February 6

Design participants were Larry Beasley, Alan Jacobs, John Alschuler, Elizabeth Macdonald, Alex Krieger, Jeff Tumlin, Zabe Bent, Ignacio Bunster, Alan Mountjoy, Elissa Hoagland, Tim Dekker, Mark Simmons, Brent Brown, Gail Thomas.

08:00 Team arrives

08:15 Status & review & discussion of the day

08:30 Discussions of synthesis and directions

10:30 Sub-groups A, B,C – Production begins

12:30 Plenary - Lunch & pin-up & discussion

13:30 Sub-groups production continues

16:30 Plenary – Pin-up & final discussion & confirm Saturday's agenda

18:00 Adjourn

### Saturday, February 7

Design participants were Larry Beasley, Alan Jacobs, John Alschuler, Elizabeth Macdonald, Alex Krieger, Jeff Tumlin, Zabe Bent, Ignacio Bunster, Alan Mountjoy, Elissa Hoagland, Tim Dekker, Mark Simmons, Brent Brown, Gail Thomas.

08:00 Team arrives

08:15 Status review & discussion of the day

08:30 Sub-group work finishes

12:00 Plenary - Lunch & pin-up & discussion

13:30 Plenary - Integrating strategies from all work Sub-groups

*Note that Ignacio, Bunster, Tim Dekker and Mark Simmons departed.*

17:00 Plenary - Summarize statements, outstanding issues

18:00 Adjourn

*Note that Alan Jacobs and Elizabeth Macdonald departed.*

### Sunday, February 8

Design participants were Larry Beasley, John Alschuler, Alex Krieger, Jeff Tumlin, Zabe Bent, Alan Mountjoy, Elissa Hoagland, Brent Brown.

08:00 Final work product refinement

12:00 Lunch & next steps

13:30 Adjourn

