

The following recommendations regarding the design effort will enable the Trinity River Corridor Project to maintain the qualitative goals underlying the urban design vision throughout the long implementation process.

1. Consistent Project Management & Coordination

The many individual projects under separate agency jurisdiction (and funding) that constitute the Trinity River Corridor Project present major challenges of coordination and adherence to a common vision. The single project management/oversight structure that exists with the Trinity River Corridor Project Office should be affirmed and maintained especially so that Parkway and Park planning and design can proceed concurrently and in an integrated fashion. Additionally, the City of Dallas Trinity River Corridor Project Team should be given adequate human and fiscal resources, appropriate agency representation - and authority - to handle this crucial assignment.

2. Consistent Master Planning & Design Direction

For similar reasons to recommendation #1 above it is imperative that a consistent design voice be established. One step to assure this is to retain an overall master planner, or master planning team, to guide the work of the various designers and engineers responsible for

specific projects. Urban design, planning, and engineering efforts need to be a collaborative and integrated process, not separate voices, to ensure the most efficient schedule of implementation of the program.

3. Development of a Design Guidelines Package

The master planning team should be retained well in advance of the completion of combined EIS process, indeed, should commence work now on detailed design and performance guidelines for each of the specific components of the overall project. For example, continue to develop the case for context sensitive dimensional standards for the Parkway and related access points. In addition the scope of work should include a detailed programming study for the park and recreational environments in conjunction with the Dallas Park and Recreation Department. This would be of particular importance in relationship to the Dallas Floodway EIS.

4. Initiate a significant early demonstration project

Identify and fund an early action that will galvanize support and create activity along the Trinity in advance of longer range improvements. Events, such as TrinityFest should continue to create interest and can be supported with additional river events.

5. Securing Funds for the Elements of the Plan Not Covered by the Bond Program

It is imperative that the first phase of Trinity improvements create a truly marvelous, self sufficient environment that also sets a high standard for all subsequent phases. In other words, Phase I should be of sufficient magnitude to not feel like a partial or incomplete environment, while still raising expectations about what will yet come to be. Therefore, the urban design team feels strongly that the Expanded Phase I project is what should proceed. The additional \$114,374,000 necessary to do so should become a community-wide goal to secure over the next 6 to 18 months through a combined effort at the Federal, State, regional and local levels and with participation from private benefactors at all levels of donations. Particular attention should focus on additional federal funding opportunities and to the long-term funding mechanisms that could support the Trinity improvements.

6. Exploration of Public/Private Partnerships to Help Fund Capital and Maintenance Costs

A task force should be established with the specific mandate to create such partnerships. These could be modeled after similar non profit institutions such as The Central Park

Conservancy in New York; to corporate sponsorship of specific components of the plan; to business improvement districts which a number of American cities have successfully implemented for important center city neighborhoods. And while it may be premature to formalize at this point (see recommendation #6) specific fiscal mechanisms such as tax increment financing should begin to be pondered.

7. Establish a Special Development Corporation

As an extension of recommendation #5, the City of Dallas should consider the implications of creating a special development district and development entity in relationship to the Trinity Project. The specific purpose of this would be to initiate private or public/private redevelopment efforts along the levees. Such a development corporation would be responsible for both managing redevelopment and securing funding for the infrastructure (such as the levee top roads) needed to support development. Washington D.C. has had particular success with such development corporations dating to the Pennsylvania Avenue Development Corporation in the '70, 80's & 90's, and presently with the Anocostia River Development Corporation, a somewhat analogous circumstance to the Trinity Corridor.

8. Establish a Regional Trinity Park and Open Space Conservation Commission

The ultimate benefit of the Trinity River Corridor initiative is to create a **regional** open space amenity of unparalleled scale within a still rapidly urbanizing region. This is beyond the capacity of any individual municipality to achieve. To both avoid planning at cross purposes and to persuade state and federal authorities about the national significance of the undertaking it is imperative that substantive regional cooperation on behalf of a unified future for the Trinity Watershed begins immediately. The lobbying power deliverable by a broad regional environmentally-based coalition will facilitate appropriation of federal and state funding, and foundation support as well, much more readily than unilateral plans or pleas for aid.

9. Continue to Gather Broad Political, Institutional & Corporate Support for the Urban Planning Innovations Imbedded in the Project

Prepare a case for why the Trinity initiative can be a national model for sustainable 21st century urbanization. With increasing national concern about sprawl and the absence of effective regional growth management strategies, the positioning of the Trinity Project as focusing on the core of the metro area will gain substantial national attention and status.