



DALLAS, TEXAS

Tornado Recovery Emphasizing Urban and Climate Resilience around the Walnut Hill/Denton Drive Dallas Rapid Transit Station

A ULI Virtual Advisory Services Panel Executive Summary Report

August 10–12, 2020

About the Urban Land Institute

THE URBAN LAND INSTITUTE is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and the Asia Pacific region, with members in 80 countries.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

About the ULI Urban Resilience Program

ULI's Urban Resilience program provides ULI members, the public, and communities across the United States with information on how to be more resilient in the face of climate change and other environmental vulnerabilities. The program seeks to provide technical assistance, advance knowledge, and catalyze the adoption of transformative practices for real estate and land use policy, building from the knowledge of ULI members.

About the Resilient Land Use Cohort

The Dallas virtual Advisory Services panel is part of a larger series of resilience technical assistance and learning opportunities, called the Resilient Land Use Cohort (RLUC). The RLUC is a network of ULI district councils, member experts, and community partners in eight cities working together to identify strategies to be more resilient in the face of climate change and other vulnerabilities, including floods, extreme storms, drought, wildfire, and extreme heat, as well as the related social, environmental, and economic impacts. RLUC provides on-the-ground technical assistance through ULI's flagship technical assistance models: Advisory Services panels and technical assistance panels. These panels leverage ULI member expertise to advise on complex real estate and land use challenges related to climate resilience, addressing planning, zoning, land use, development strategy, housing, and infrastructure. ULI's Urban Resilience program convenes the cohort regularly to learn from national best practices and discuss peer cities' next steps advancing resilience through land use policies and development strategies. Funding for this engagement and the cohort is provided by the ULI Foundation through support from JPMorgan Chase.

COVER PHOTO: City of Dallas

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About ULI Advisory Services

The goal of the ULI Advisory Services program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and are screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a two-and-a-half-day virtual Advisory Services panel (vASP) offering is tailored to meet a sponsor's needs. For a virtual panel, ULI members are briefed by the sponsor, engage with stakeholders through in-depth interviews, deliberate on their recommendations, and make a final presentation of those recommendations. A written executive summary report is prepared as a final deliverable.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's vASP assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this vASP executive summary report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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The panel would like to thank the more than 30 community leaders, city staff, and residents and business owners who shared their perspectives, experiences, and insights with the panel.

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Summary

About a year after a tornado left a path of destruction across northern Dallas, the city asked ULI to convene a virtual Advisory Services panel (vASP) focusing on the area around the Walnut Hill/Denton Drive Dallas Area Rapid Transit (DART) station on the western edge of the tornado's path. The panel was asked to provide recommendations on how to foster greater social cohesion within the study area's business and demographic populations while promoting climate resilience and environmental justice.

During its two-and-a-half-day engagement, the panel highlighted opportunities and possibilities identified by panelists and stakeholders while acknowledging and addressing existing challenges in the study area, such as urban flooding, extreme heat, safety issues, and illicit activity. Recommendations focused on building stronger communities in and around the study area by centering on the needs of people in the community, addressing safety concerns, and building upon the study area's strengths.

The panel also made a series of design recommendations, including establishing a vision plan, connecting the study area to the surrounding neighborhoods and existing amenities, and enhancing the area's climate resilience. Implementation was also a focus for the panel, with recommendations centering on approaches for investment and identifying a group to champion efforts in the study area.

The panel's vision for the study area, as articulated and detailed through the recommendations in this report, comprises the following elements:

- **Authentic Sense of Place**—Enhance the character of the study area and each distinct community within it.
- **Safe and Welcoming**—Address safety issues through supportive strategies.
- **Sense of Community**—Provide an avenue for future transformation that enhances existing cultural diversity.
- **Connectivity**—Provide connectivity through ecological, placemaking, infrastructure, and social enhancements.
- **Green and Resilient**—Leverage the existing green assets to provide a network of open space and parks.
- **Living and Transportation Options**—Enhance mobility choices and housing choices.
- **Now Is the Time**—Take advantage of the timing of current opportunities to catalyze positive momentum for the study area.

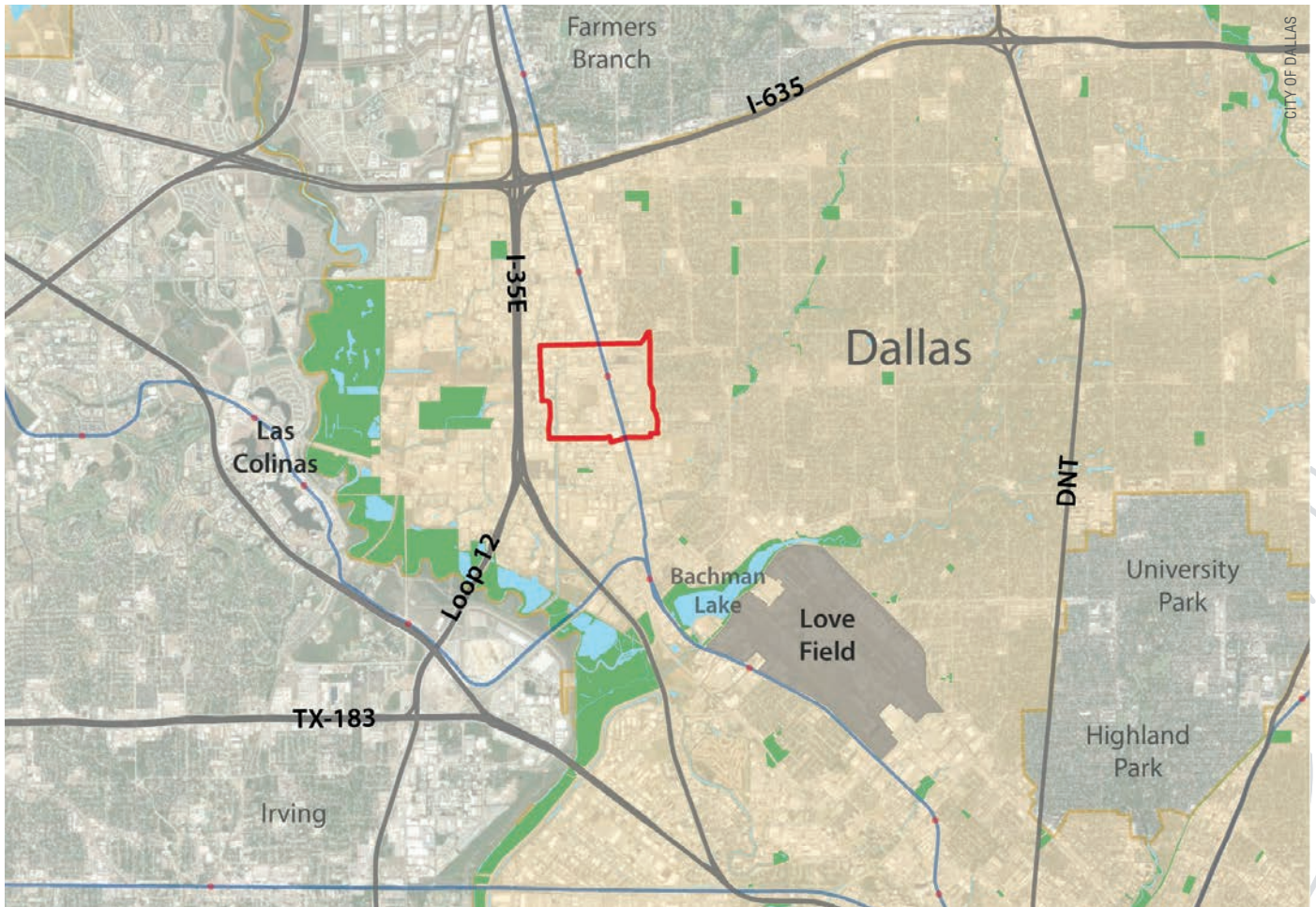


Study Area and Existing Conditions

On October 20, 2019, a tornado measuring EF3 on the Enhanced Fujita scale (a five-point scale assessing wind speed and damage associated with tornado events) touched down in northern Dallas. Covering an area about 16 miles long and up to 1,300 yards wide, the tornado damaged or destroyed homes, commercial structures, public infrastructure, public facilities, and the tree canopy. According to the city, the tornado caused \$1.55 billion in damage, thus becoming the costliest tornado event in Texas history.

Study Area

The sponsor identified as the study area for the vASP an area in the westernmost section of the tornado's path that was heavily impacted by the severe storm event and where rebuilding efforts have been hampered by the ongoing COVID-19 pandemic. Specifically, the area stretches about one-half mile around the Walnut Hill/Denton Drive DART station and is bounded to the north by Southwell Road/Merrell Road, to the south by Manana Drive/Blystone Lane, to the east by Brockbank Drive, and to the west by Ables Lane/Electronic Lane.



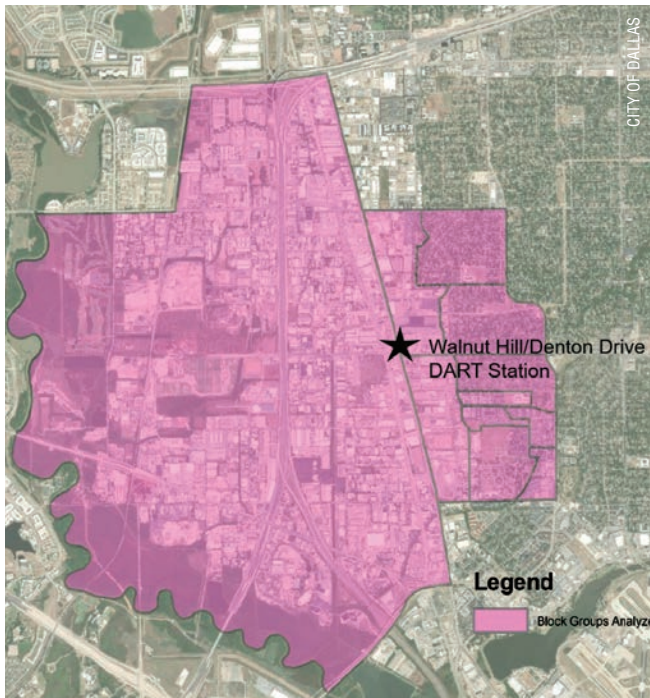
The study area, outlined in red, is situated in northwest Dallas.

Well-connected and positioned in Dallas, the study area links transit riders to downtown and Love Field to the south and the Denton County A-Train commuter line to the north through the Walnut Hill DART station. It also has vehicular access via Interstate 35E and pedestrian connections to the Northaven Trail on the Oncor easement.

Given the largely commercial land uses of the study area, Esri U.S. Census-based data indicate that only 522 people live within one-half mile of the DART station. Because the study area has the potential to affect the residents in the adjacent neighborhoods, the sponsor provided demographic information for all U.S. Census block groups within one mile of the study area. The 2018 American Community Survey 5-Year Estimates indicate 17,133 people living within these block groups. Most of the population (87.4 percent) is White, 4.1 percent is Black, and an additional 8.3 percent identified as Some Other Race, Two or More Races, Asian, or American Indian. A majority (59 percent) of the population identified as Hispanic/Latinx.



The study area, outlined in red, includes an area within about a half mile of the Walnut Hill/Denton Drive DART station near the intersections of Harry Hines Boulevard/Denton Drive and Walnut Hill Lane.



Demographic data capture for the study area includes all U.S. census block groups within one mile of the DART station.

An employment center with a mix of warehouse and commercial uses, the study area is anchored by Parker University and adjacent to the Walnut Hills, Bradford Estates, Chapel Downs, and Royal Chapel Estates neighborhoods to the east. The study area boasts more than 700 businesses that provide nearly 4,000 jobs. Located primarily in warehouses, most of these businesses are in manufacturing, retail trade, administrative, support, waste management, and remediation services.

Parker University, a chiropractic college, enrolls over 1,700 students and has 300 faculty members. Just north of the study area are the Asian Trade District and the offices of the Korean American Coalition, Dallas/Fort Worth Chapter, highlighting the Korean American business presence in the area.

Existing Conditions

The sentiment of residents, business owners, and other interested parties interviewed by the panel was that the study area is forgotten and abandoned, but full of promise. Area stakeholders expressed a strong desire for change and the establishment of community connections, but also acknowledged that neither will occur unless the city of Dallas takes a vested interest in the area and all parties bring their best solutions to the table.

Existing Challenges

After reviewing briefing materials provided by the sponsor and conducting interviews with stakeholders, the panel identified several challenges for the study area. One broad and central issue is the negative perception of the study area, fueled by unsafe pedestrian conditions, sexually oriented businesses, ongoing illegal activity, and the homelessness crisis. This negative perception is longstanding, and stakeholders reported that, in some cases, it has worsened in the last year after the tornado's damage. The panel believes that reframing the negative perception of the area will require a strategic and collaborative effort by the city and area stakeholders.

Additional challenges include the area's concentration of sexually oriented businesses, such as massage parlors and gentlemen's clubs, and sex trafficking. The area also has a reputation as a gathering place for people who are experiencing homelessness. These challenges, coupled with insufficient lighting and a lack of other safety features, have contributed to a sentiment that the study area is unwelcoming and presents safety concerns. The panel heard from stakeholders that residents and employees of local businesses do not feel safe walking for work or leisure because of these issues. This sentiment is also supported by residents' commuting choices. Although the DART station is near the surrounding neighborhoods, 95 percent of residents rely on an automobile for transportation to work.

Crime in the study area is another challenge. According to the Dallas Police Department, from November 1, 2019, to June 30, 2020—eight months—the study area recorded eight sexual assault offenses, 129 burglaries of businesses and 83 burglaries of a motor vehicle, 104 unauthorized uses of a motor vehicle, and 36 aggravated assault offenses.

Riding Along on a Dallas Sex-Trafficking Raid, a Brothel Cloaked as a Massage Parlor Is Exposed

“Tuesday night, just after sunset, [Dallas vice] officers, with backup from narcotics and patrol officers, raided Number 1 after a months-long investigation. . . . Officers on the scene referred to most of the women who worked at the Number 1 as ‘victims’ and ‘survivors,’ because many were likely lured here with false promises of new jobs and new lives, then ultimately stranded in a strange place and forced to have sex for money. Many of these women, too, are forced to live on the premises.”

**—ROBERT WILONSKY, SPECIAL CONTRIBUTOR,
DALLAS MORNING NEWS, OCTOBER 10, 2019**

Climate Resilience Challenges

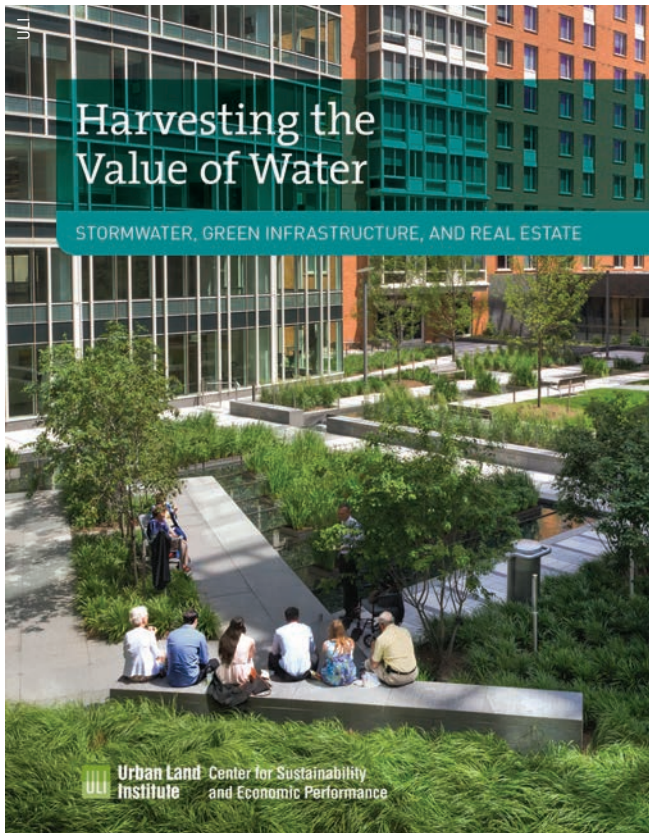
The study area also has several climate-related challenges, including extreme storm events, urban flooding, and extreme heat. Northwest Dallas and the study area were identified in the city’s recently completed Comprehensive Environmental and Climate Action Plan (CECAP) as among the highest-risk neighborhoods in the city for extreme heat and urban flooding because of the intense concentration of impervious surfaces, such as parking lots, large warehouse roofs, and the transportation network.

In terms of the potential impact of flooding, the study area and the DART station are located within the current FEMA 100-year floodplain. Several of the key access points to the area, including Walnut Hill Lane, could easily become impossible to navigate and potentially cause harm to people and property due to flooding. In addition, flood-prone areas are expanding to areas outside the mapped 100-year floodplain; flood insurance claims from outside the 100-year floodplain have risen dramatically in the past several decades. This makes up roughly 50 percent or more of all claims in seven of the past 20 years. Climate change increases the likelihood of heavier rainfall during a single storm event.

Extreme heat is another increasing climate risk for the study area, because of both the urban heat island effect and climate change. Dallas is one of the fastest-warming cities in the United States, second only to Phoenix, Arizona. The study area was identified by the Texas Trees Foundation’s *Dallas 2017 Urban Heat Island Management Study* as part of city’s “heat cone.” In addition, northwest Dallas was identified as one of the highest priority areas for cooling, according to an analysis by the Trust for Public Land. By 2050, Dallas is likely to experience 30 to 60 more days over 100 degrees Fahrenheit per year. The difference between the hottest and coolest areas of Dallas can be up to nearly 10 degrees Fahrenheit in summertime, according to the 2017 study by the Texas Trees Foundation. This affects many urban systems, particularly public health. For example, from May to September in 2011, Dallas recorded 112 heat-related deaths.



The study area has a high concentration of impervious surfaces such as streets and parking lots.

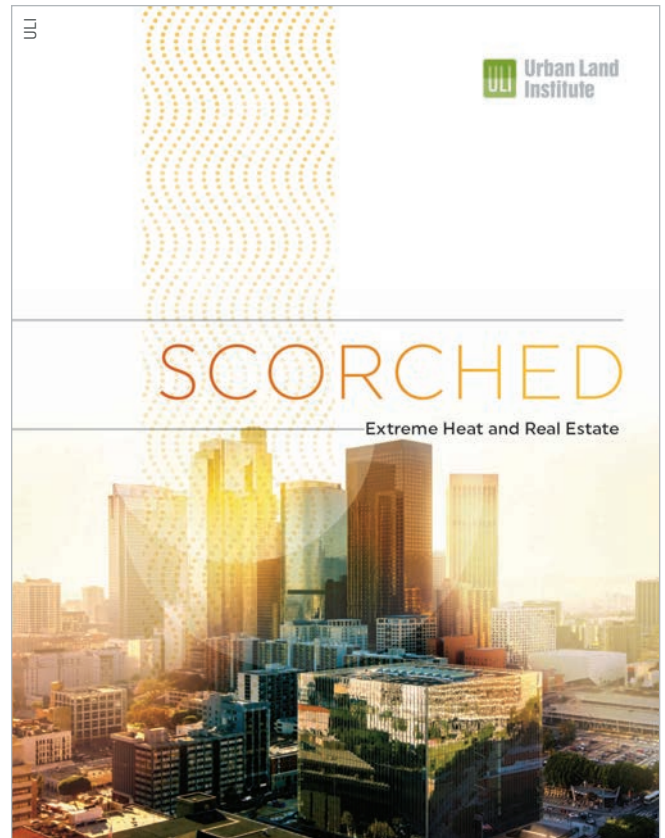


Water risk is a critical issue in an era of heavier rains and more frequent floods and droughts. ULI's report *Harvesting the Value of Water* lays out the opportunities for real estate to use water management to address these risks while enhancing design, efficiency, and user experience.

Existing Strengths

Despite these challenges in the Walnut Hill/Denton Drive DART station area, the panel also found several key strengths worth recognizing and enhancing after reviewing briefing materials and conducting interviews with stakeholders. Leveraging and celebrating these existing strengths will be particularly important in helping change the perception of the area and catalyzing the momentum needed to enhance the area moving forward.

One notable strength is the cultural diversity of the study area, with its Korean American and Hispanic/Latinx-owned businesses. In addition, the neighborhoods to the east of the study area are stable, and housing is relatively affordable. The study area is also an employment center with major employers such as Parker University and the U.S. Postal Service and an existing focus on self-starters and entrepreneurship with local small businesses attracting growing attention from outside interests.



ULI's recent report *Scorched: Extreme Heat and Real Estate* presents a deep dive into how and why value can be added to the built environment by adapting to the risks of a hotter world through new design and policy approaches.

This growing interest may be due in part to another strength: the study area's well-positioned accessibility in the city of Dallas. The area includes access to Interstate 35 East and major east-west thoroughfare Walnut Hill Lane. It also has multiple existing or planned trail connections and is near airports and downtown.

The study area also has the potential for enhancing existing open-space and ecological resources, such as MoneyGram Soccer Park, nearby trails, and the drainage easement (Joe's Creek West Fork). Although the panel understands no specific planning effort has focused on this area in the recent past, the completion of CECAP and similar Dallas-wide plans such as Connect Dallas and forwardDallas! can provide the foundation and tools for resilience, economic development, and social cohesion efforts in the area.



The Panel's Assignment

The rebuilding of the neighborhoods and commercial centers affected by the 2019 tornado present an opportunity to redesign and invest with a focus on future resilience. The city of Dallas asked ULI to convene a two-and-a-half-day vASP to focus on urban and climate resilience recommendations as well as ways to promote greater social cohesion among the study area's distinct businesses and demographic populations.

Specifically, the city asked the panel to address the following questions:

- What policy and regulatory adjustments should be considered to affect local investments and broaden the types of small and minority- and women-owned business enterprises in the study area?
- What types of infrastructure investments would make multimodal transportation easier and more frequently chosen by the area's residents and workers?
- What types of design and infrastructure are needed to attract and sustain a growing population of mixed-income residents and ensure climate resilience and environmental justice?
- What stakeholders and organizations need to be brought together to affect the physical environment, economic growth, and quality of life for residents and workers?

Several larger uncertainties framed both the scoping of the panel's assignment and the panel's discussion. These included the compounding challenges of extreme climate events, national political uncertainties, racial injustice, and the ongoing COVID-19 pandemic and its associated effects on communities and the economy. The concept of urban resilience, or *the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events and stresses*, is useful to think of broadly across environmental, economic, and social disruptions. The overarching approach used by the panel was to ensure that recommended efforts enhance resilience by not only reducing vulnerability, but also strengthening the study area's environmental performance, economic opportunity, and social equity.

Additional guiding principles the panel considered when formulating its recommendations include the following:

- Foster equitable sustainable social networks and strong sense of place.
- Value local perspectives and enhance the existing character of the area.
- Design better physical connections using a variety of transportation modes.
- Introduce a mix of development types and uses.



Building a Cohesive Community

Building stronger communities means focusing on the needs of the people of the community. The community in the study area consists of residents, business owners, Parker University, and underserved populations. Although the panel recommends further community engagement to understand community preferences, stakeholders that participated in the vASP discussed code compliance and enforcement, access to green amenities, food sources, social services, and walkability as community needs.

The Dallas Police Department has observed unsecured fencing, vacant businesses and structures, broken windows, overgrown grass, and trash throughout the study area. Damaged property from the October 2019 tornado also provides a place for illicit activity that further threatens the neighborhood. The lack of code compliance encourages blight. Therefore, to increase community trust and deter crime, the panel believes the city of Dallas can provide immediate relief to residents and businesses by enforcing existing code compliance. The panel also recommends that the sponsor make a concerted social services effort to provide needed assistance to victims of human trafficking and prostitution, those who are abusing drugs, and people experiencing homelessness.

Although the panel believes these are challenges in the community, they do not define the community, nor do they speak to the possibilities and potential of the study area. Anchored with both a university and a transit station, the study area presents an opportunity to establish a community identity that celebrates diversity, attracts development, and provides a livable, walkable community for residents.

Because Parker University is a major employer and study area anchor, the panel recommends the sponsor seek opportunities to work with the university to better understand the potential for the university to expand its presence in the area. The panel also recommends hosting visioning sessions with the community to better understand how residents and local stakeholders want to see their community. On the basis of the panel's understanding of the study area and discussions with stakeholders, the panel also recommends the sponsor establish a gateway, create connections via multiuse trails, increase recreational and gathering spaces such as community gardens, and use art as a tool to increase the overall aesthetic of the study area. Many of these actions are discussed in more detail later in this report.

The study area's abundance of warehouse space presents opportunities for new businesses. To spur business in the area, the panel recommends incentives for small businesses willing to locate or relocate to the study area. This can be done with the assistance of the city's Office of Economic Development or community development financial institutions. The sponsor can also support local businesses by partnering with existing stakeholder interest groups such as the Northwest Dallas Business Association.

The panel also recommends that the sponsor seek opportunities to repurpose existing warehouse space for businesses that could attract customers from the broader Dallas community. Using existing assets can also address issues related to access to affordable, high-quality fresh foods within the study area. The panel recommends that, as an interim solution, the Walnut Hill/Denton Drive DART station parking lot be used for a pop-up farmers and artisans market.



In the near term, a farmers market at the DART station parking lot could increase access to high-quality fresh foods.



Land Use, Design, and Infrastructure

As Dallas looks to assist in rebuilding the study area after the 2019 tornado, a strategic approach to land use, design, and infrastructure can bring together the communities in and around the study area while also addressing the existing resilience challenges. The panel identified several areas, or design drivers, that build upon the existing economic and social opportunities in the study area, as well as some of the challenges highlighted earlier in this report. The design drivers are as follows:

- Create a vision plan.
- Enhance the area's resilience capacity.
- Build and enhance connections.
- Expand green infrastructure.
- Create communities with a distinctive character.
- Rethink and evaluate new typologies of live, work, learn, and play.
- Establish a catalytic pilot development project.

Create a Vision Plan

After learning more about the area around the Walnut Hill/Denton Drive DART station from the information provided by the sponsor and interviews with local stakeholders, the panel recommends establishing an identity and brand for the area. To do this, the sponsor should facilitate the creation of a vision plan through an inclusive process that brings together the study area's many constituents to define a shared vision for the future.

Among its elements, the vision plan should articulate the desired neighborhood character and mix of uses and identify strategies for study area-wide enhancements, such as cleaning, lighting, and public art. The plan should also consider making the area the western gateway for Walnut Hill Lane. The panel recommends this effort choose a name for the study area that includes local voices and reflects the vision with the intention that this area identity replace the existing DART station name.

As part of this visioning process, the panel recommends the sponsor conduct a business owner survey and consumer preference survey to better understand the needs and desires of the area's stakeholders, the surrounding neighborhood (particularly the Hispanic/Latinx community), and those with businesses in the area. The survey is also an opportunity to connect existing business owners to resources and information available through the city and local organizations and can provide the sponsor with insight into the status of empty or vacant buildings within the study area.

After the vision plan is created, the panel recommends the sponsor support its development through applicable zoning and management structures. Much of the study area is currently zoned Industrial Research, with some areas of Light Industrial and Industrial Manufacturing and a few parcels zoned as Community Retail and Commercial Service. By supporting the vision plan with zoning, the city will clarify the desired vision and appropriate mix of uses for the study area.

Changing the current zoning in the study area would better facilitate and support the development of a mixed-use district. The panel recommends Planned Development (PD) zoning for the entire study area. This designation would provide maximum flexibility and allow a greater mix of uses than existing zoning categories. For example, the Design District is currently a single PD zone. Rezoning the study area to PD could build upon the uses and urban character articulated in the vision plan. Another example of a similar approach to changes in zoning is the Production, Distribution and Repair zone in San Francisco, California, which mixes industrial, residential, and other uses.

The panel also recommends that the sponsor consider long-term options to assist business owners in the study area to work together for mutual support. For example, addressing cleanliness and improving safety can be more difficult to address at the scale of a single business, whereas working together can help efforts go further and have more impact. A business improvement district is one option that can provide a financing and operational structure to support collaboration on areawide needs.

The panel recommends the sponsor also work with residents, businesses, and stakeholders as well as any management entity to establish plans that support the vision plan. These plans can include a branding and marketing strategy, a signage and wayfinding plan, a public art plan, and an operations, maintenance, and management strategy.



Public art: a mural on a building in the Deep Ellum area of downtown Dallas.

Enhance the Study Area's Resilience Capacity

The panel recommends the sponsor take a multiscale, multilayered approach to enhance the study area's resilience capacity, particularly around issues related to extreme heat, storms, and urban flooding.

Resilient Buildings

For new and existing buildings, the panel recommends the sponsor seek opportunities to retrofit or adapt existing buildings and to build more resilient new buildings to prepare better for future extreme weather. This includes using cool roof painting to reflect heat or solar panels to help mitigate extreme heat within the study area. The panel also learned that a sizable portion of the study area falls within the 100-year and 500-year floodplains (1 percent and 0.2 percent annual chance of flooding, respectively). Therefore, the panel recommends the buildings within these areas use strategies such as increasing elevation and wet or dry floodproofing to reduce risk of damage during a flood event.

Resilience Hubs

The panel also recommends Dallas designate or build multipurpose community centers that can act as places of refuge in the event of severe weather or flooding and as cooling centers during heat waves. These facilities should be in locations that are accessed easily and quickly in the event of severe weather, should existing homes and businesses lack safe refuge areas. Key considerations for siting these facilities include elevation (out of floodplain) and accessibility without crossing roads that may flood. These facilities should also be equipped with backup power options.

The panel notes that specific design requirements will need to be considered to balance the necessary safety features for sheltering during storms such as tornados with elements that typically make buildings enjoyable to be in for extended periods of time. This may make a multiuse facility a challenge. In addition, current and future restrictions associated with public health challenges, such as COVID-19, will need to be considered.

Resilient Businesses

Small businesses can face challenges reopening after weather disasters. A significant opportunity exists to support local business owners in disaster preparedness and recovery beyond repair of physical damage. The panel recommends the city provide educational resources and toolkits for developing emergency preparedness plans as well as business continuity and recovery planning.

ULI Developing Urban Resilience Case Study: Bagby Street

The redevelopment of Bagby Street in Houston, profiled by ULI, demonstrates the potential for transforming large, car-centered corridors with outdated infrastructure into economically vibrant pedestrian boulevards that are resilient to extreme heat and rainfall. After designers dropped two lanes and added seating, open space, 175 large trees, heat-resistant paving, rain gardens, and utility updates, not only did the corridor make it through Hurricane Harvey without flooding, but the street also saw \$30 million in investment the first year after project completion, and property values have risen 20 to 25 percent.



DESIGN WORKSHOP

Urban Forest and Cool Corridors

The study area has a significant amount of impervious surfaces, including roads, parking, and buildings. The tornado also negatively affected the tree canopy. These factors contribute to a significant urban heat island effect. Increasing tree canopy and green space can help naturally cool and shade the district. In addition, northwest Dallas is one of the highest priority areas for cooling, according to an analysis by the Trust for Public Land. While taking into consideration potential issues related to safety and maintaining visibility, the panel recommends the sponsor take advantage of the following opportunities to increase the tree canopy within the study area, which will help mitigate the urban heat island effect:

- Implement road diets on roadways with excess capacity and repurpose some of the existing right-of-way space for green infrastructure. Long-term maintenance of this green space will need to be considered.
- Offer incentives for private property, especially parking lots, to enhance greening and pervious surfaces.
- Add trees within existing unshaded medians and beside sidewalks along streets such as Harry Hines Boulevard and Walnut Hill Lane.
- Develop and implement a replanting program to support replacement of trees destroyed in the tornado.
- Consider transitioning lawns to more natural landscape options that are drought-tolerant and require less frequent mowing.



Existing green space in the study area includes the Oncor easement and its accompanying drainage culvert.

A Note on Tree Canopy Replanting and Supplementation

When selecting tree species, the following questions should be considered.

- Will the trees perform better in high-wind events in Texas (lower canopy, deeper roots, smaller size overall)?
- Is it a hardy tree species that will thrive in the urban/smaller/harsher areas?
- Are the trees drought-tolerant?
- Is a diversity of species incorporated to provide more resilience against pests and diseases?

Areawide Resilience and Environmental Considerations

In addition to preparing for extreme weather events, the sponsor should consider opportunities to reduce negative impacts on the environment, within the study area including reducing carbon emissions, cleaning and absorbing stormwater runoff, and reducing air and water pollution, which all support the recently completed CECAP. Within one-half to one mile of the Walnut Hill/Denton Drive DART station are one site reporting to the U.S. Environmental Protection Agency (EPA) for air pollution, five sites with toxic releases, 61 facilities with toxic discharges, and 32 reporting to EPA for water discharges. The panel recommends the sponsor undertake additional study to understand more about the health effects of these facilities and how their locations may affect suitable locations for residential development in the study area.

The panel also recommends the sponsor pursue the following in planning efforts to support future development in the study area: energy efficiency improvements, water efficiency improvements and on-site green infrastructure to capture and clean runoff, and encouragement of mode shifts away from single-occupancy vehicles. Improvements in areas such as energy efficiency will also support the city's CECAP goals and reduce waste heat.

Extend Connectivity, Open Space, and Community Amenities

The panel recommends the sponsor connect and extend the existing trail network. Dallas should investigate the feasibility of adding to the Northaven trail along the Oncor easement, consistent with the planned trail extension in the Dallas Trails Master Plan. The panel also recommends the sponsor focus on improving the pedestrian experience along Walnut Hill Lane.

Other destinations in the study area that would benefit from additional connections include the soccer fields, the Walnut Hill/Denton Drive DART station, area schools, and any new green space and pop-up spaces as discussed in this report. In general, the panel recommends the sponsor take a “complete streets” approach, supported by Dallas’s adoption of a *Complete Streets Manual*, to improvements and planning efforts, ensuring that streets are safe and support mobility for all users.

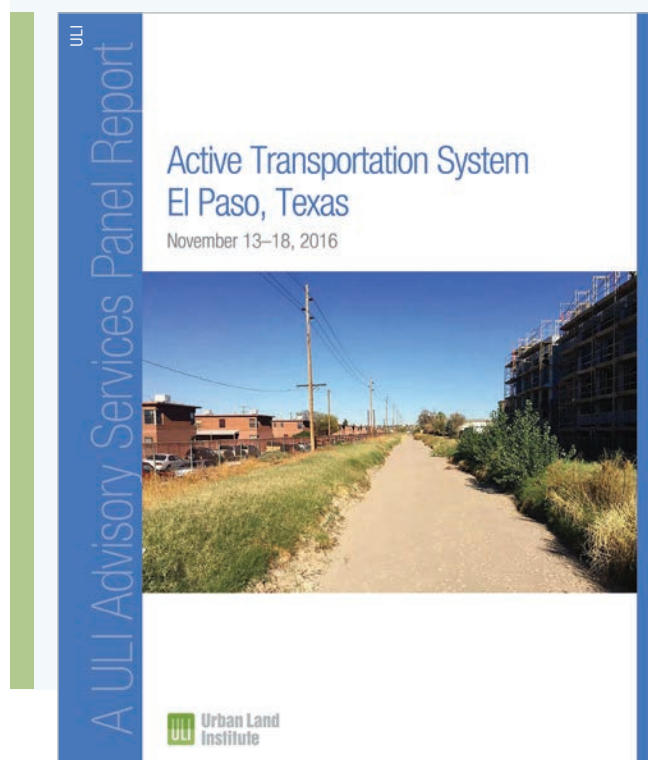
Walnut Hill Lane is the main east–west connection into and through the study area. Along its route, it connects the MoneyGram Soccer Park at West Fork, Parker University, the DART station, and eastern neighborhoods. Enhancing this significant street within the study area can help shift perceptions of the area for residents, customers, workers, and visitors.

The panel recommends the sponsor make the following enhancements to Walnut Hill Lane:

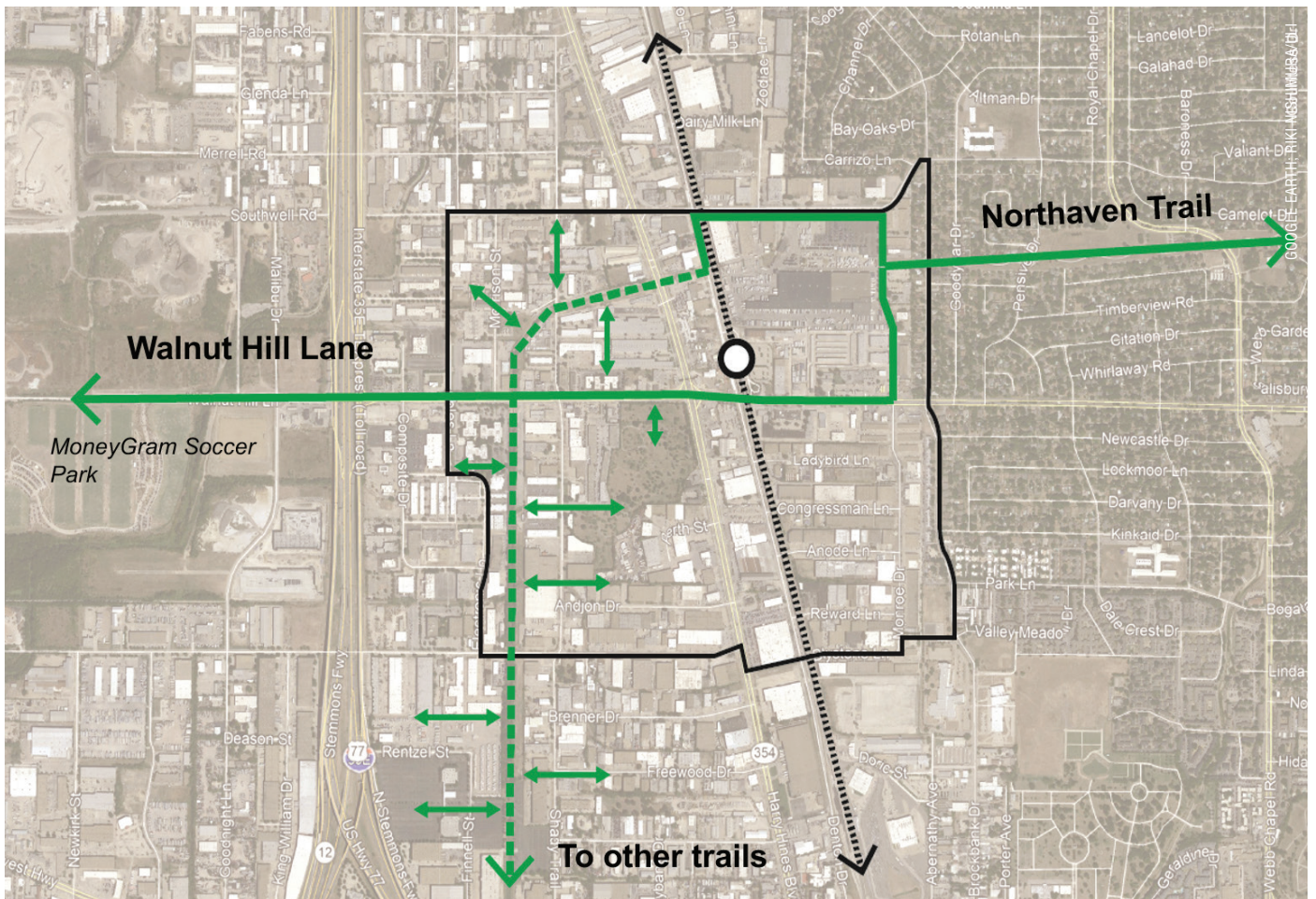
- Improve pedestrian experience through lighting, trees and wayfinding (signage).
- Convert a portion of the existing right-of-way to incorporate green infrastructure and heat island mitigation strategies discussed in this report.
- Improve wayfinding signage for access to the DART station, including bilingual signage.
- Review existing zoning to ensure it is consistent with goals of corridor.

El Paso ULI Advisory Services Panel

In El Paso, a ULI Advisory Services panel explored how to use a proposed regional active transportation system to model resilience in planning, land use, and open space, as well as housing and economic development. The panel highlighted the opportunity to expand healthy mobility options, connect underserved communities to employment centers downtown, and reduce extreme heat and urban flood risks through resilient design of the new trail and park system.



In terms of mobility, the panel recommends the sponsor further explore designating portions of existing rights-of-way for bike lanes and for green infrastructure discussed earlier in this report. In terms of walkability and pedestrian access, the panel noted the largely commercial and light industrial nature of the study area. Therefore, identifying opportunities to reconcile pedestrian comfort and connectivity with the needs for loading and truck access to businesses will be critical. The panel recommends considering these dual needs by distinguishing loading and service zones from sidewalks within the study area.



The panel found that the study area has several options for improved connectivity.

The study area is also underserved for open space, given its existing population densities. The Forest Lawn Cemetery is within the study area and provides green space and tree canopy that are important for heat island effect mitigation. Although cemeteries can provide walking paths and passive open-space opportunities, the panel recommends the sponsor focus on increasing other open-space opportunities because of existing safety concerns. The panel recommends the sponsor seek opportunities for new open spaces and ways to better connect this district to existing open-space amenities through trails and enhanced sidewalks.

Opportunities to increase green space in the study area should be paired with a focus on including plans for management, funding, and programming. Possible options include green space amenities associated with Parker University and a flexible plaza as part of a potential DART station redevelopment.

In addition to green space, activation of markets and pop-ups in the study area can provide inclusive programming that appeals to the full range of neighborhood residents and brings residents together from different backgrounds, ages, and cultures. The DART station parking lot and Harry Hines Bazaar parking lot are two possible locations for these activities. When activating this area, the panel recommends the sponsor explore designating a food truck zone at or near one or both locations.

Expand Green Infrastructure

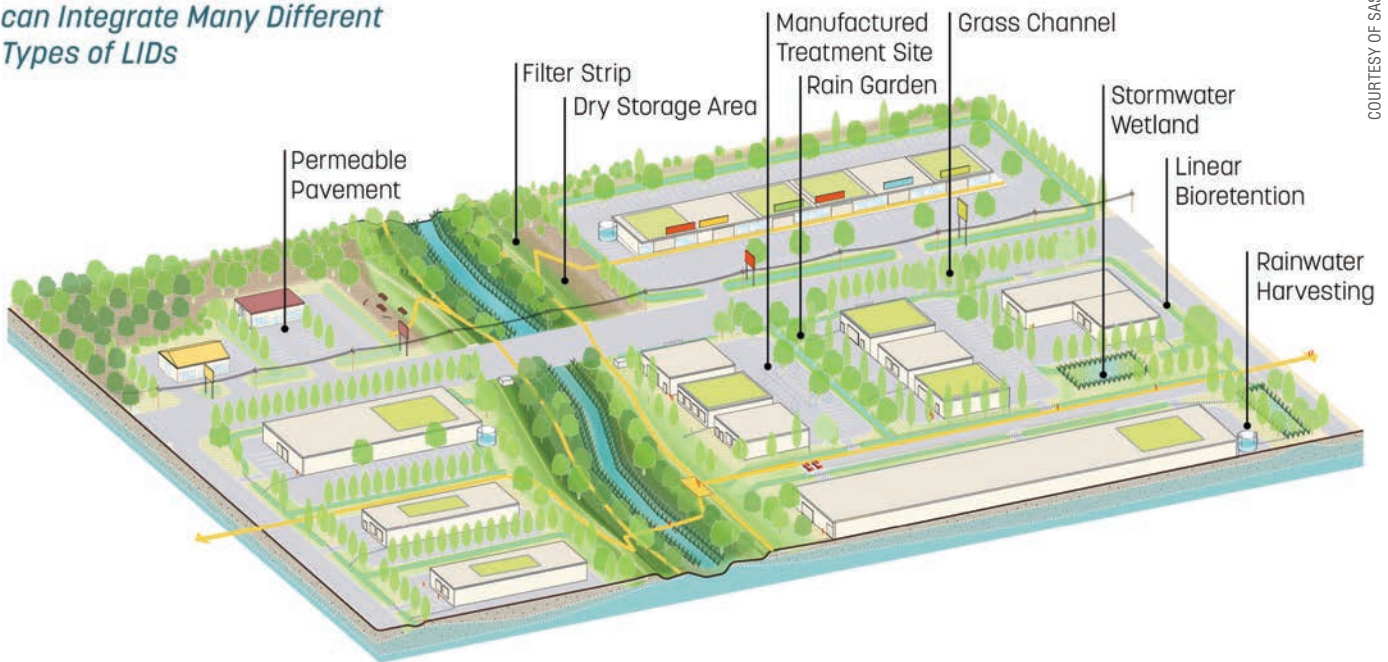
The Walnut Hill study area is within a 100-year floodplain. Although a major flood has not occurred in the area, recent catastrophic events caused by the impacts of climate change mean the best time to prepare for a flood is before it happens. With an abundance of impervious surfaces in the area, a lack of tree canopy and other green space, a significant opportunity exists to focus on implementing green infrastructure throughout the study area.

Green infrastructure consists of bioswales, rain gardens, permeable pavement, trees, green roofs, and other sustainable solutions to reduce surface water runoff. In addition, green infrastructure will help reduce the urban heat island effect present within the study area by reducing impervious surfaces and adding greenery that provides cooling. This green infrastructure will also build resilience and help mitigate the impact of significant rain events.

The panel recommends Dallas focus on increasing green infrastructure in the public right-of-way, working with businesses and residents in the study area. In 2016 the city adopted the *Complete Streets Manual*, which calls for the implementation of green infrastructure throughout Dallas streets. Strategies outlined in the manual have yet to be implemented in the study area; therefore, the panel believes this would be an ideal time to bring to fruition plans to enhance green amenities and use green infrastructure in the medians, behind the curb line, and in other areas of the public domain.

To encourage businesses and residents to incorporate green infrastructure on their properties, the panel recommends the sponsor highlight how local drainage utility is based on the amount of impervious surface on their property. In addition, the panel recommends the city consider incentive programs to assist homeowners in incorporating green infrastructure such as rain barrels, rain gardens, and downspout reconnections in this area. For the study area, adding green infrastructure will have several benefits, including the reduction of surface-water runoff, providing a beautiful aesthetic for the community, and offering job opportunities in operations and maintenance of the infrastructure.

New and Existing Development can Integrate Many Different Types of LIDs



Example of green infrastructure recommended for the Mid-South Regional Resilience Master Plan for Greater Memphis that are applicable to the study area.

Create Communities with Distinctive Character

The panel recommends the sponsor consider supporting resilient communities with distinct characters within the study area. Through design strategies, the city can support the creation of distinct sub-neighborhoods and communities. These clusters of programmed uses around shared open spaces can work with each other to reinforce community and engaging broader dialogue about connecting people, supporting common interests, and elevating the human experience. Whether the cluster is a combination of residential mixed use and office, or light industrial/warehouse, the panel believes opportunities exist to facilitate more distinctive sub-neighborhoods that strengthen the sense of culture and character.

The panel recommends that properties in the study area be developed in harmony with the site's natural systems, which will result in a more innovative, more efficient, and more sustainable and resilient community. Reflecting the local culture and context of the community will also help enhance the experience of residents and consumers. Therefore, the panel recommends the sponsor both include local voices and keep in mind the importance of designing for people, creating distinct sub-neighborhoods and communities, and considering the psychological, social, and cultural dimensions of an area and its residents when conducting visioning and planning efforts.

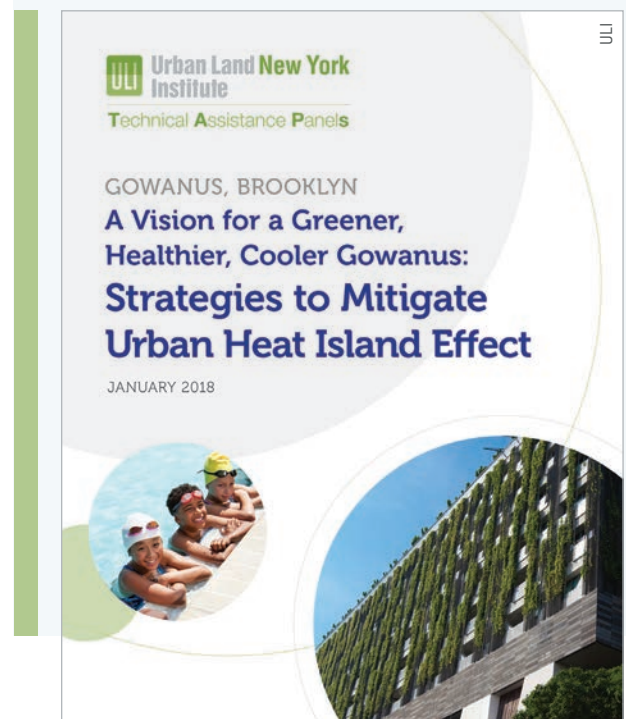
Rethink Live/Work/Play Typologies

The panel recommends the sponsor focus on design and planning strategies that consider resilience, placemaking, businesses, jobs, mobility, and social services to foster a connected community that highlights the authentic character of the study area. By rethinking new ways of defining live, work, learn, and play for the area around the Walnut Hill/Denton Drive DART station, the panel believes that any future development can provide businesses and residents with opportunities for a connected, walkable neighborhood where development can be a catalyst for shared prosperity.

When considering future development within the study area to support the vision plan developed with the community, the panel recommends the sponsor seek projects that include opportunities for a range of businesses from the small minority and woman-owned businesses to larger commercial operations in a way that elevates the area's economic strengths and embraces the potential opportunities for this area to represent a commercial center for the surrounding neighborhoods. In so doing, a successful project will not only create and enhance the value of the development itself, but also establish a foundation for sustainable prosperity for local jobs and the larger neighborhood.

Urban Design Climate Workshop: Gowanus, Brooklyn

The Gowanus neighborhood in Brooklyn, New York, is an archetypal example of a former industrial zone evolving into a mixed-use, live/work/play neighborhood looking to mitigate pressing risks of heat and flooding caused by historical land use and development patterns. Led by ULI New York in collaboration with the New York Institute of Technology, the Urban Climate Change Research Network, and the Gowanus Neighborhood Coalition for Justice, the Urban Design Climate Workshop presents a blueprint for climate livability as the neighborhood transforms.



Establish a Catalytic Pilot Development Project

A catalytic project with a mix of building types and uses that include open space is critical in creating a memorable sense of place that transforms an urban environment into a livable destination. These projects promote successful gathering spaces both indoors and outdoors, encourage interaction and collaboration, stimulate participation, and can provide the focal point or heart of a neighborhood. These spaces bring special value when they are designed in a way that provides a central hub of activity on which the rest of the neighborhood unfolds.

Therefore, the panel recommends that the sponsor identify a pilot project such as a transit-oriented development (TOD), mixed-use development at the Walnut Hill/Denton Drive DART station to be a catalyst for a vibrant community hub. The panel recommends that elements of this development include mixed-income residential units, local small businesses, and a grocery. Any development project that is pursued should also be inclusive in a way that brings people together through interaction and collaboration that stimulates active participation by the community. Ideally, this development will provide the momentum for redevelopment of the surrounding study area and could occur in combination with the renaming of the station to reflect the area's vision and support the establishment of an identity and branding for the study area.



Mixed-use development on 14th Street, N.W., in Washington, D.C. A similar mixed-use approach could be used for a catalytic project within the study area.



Development, Investment, and Implementation

Lasting change in a neighborhood or community takes time. The recommendations of the panel thus far speak to the need to work with the community to identify a shared and inclusive vision. Moving toward the realization of that vision will entail thoughtful steps and strategic investment by the sponsor and stakeholders. This section provides the panel's perspective on the opportunity to engage the development community in implementing this vision and investing in the study area. To help lay the foundation for

implementing the recommendations identified by the panel, this section identifies potential champions for these efforts and a road map of the panel's recommendations, including actions that can be taken immediately to build excitement and momentum.

Enact a Vision: Assembling Lots

Forming a single site from several properties is a common way to fulfill economic development and planning goals. The current fragmented state of the study area is not conducive to the type of development or redevelopment desired by the community based on the panel's conversations with stakeholders. Working with property owners and identifying ways to combine contiguous properties that create larger parcels of land will be essential for mixed-use development projects with an optimal combination of buildings and open space.

From a developer's perspective, development projects are all about market timing. The panel believes the time to develop and invest in the study area is now. However, since assembling properties one piece at a time can be a lengthy process if environmental or legal challenges exist, as may be the case for some properties within the study area, this method may not be the most efficient. It is also a costly process for a developer to undertake on its own. As a result, developers are typically attracted to larger tracts of undeveloped land on the fringes of developed areas. The panel recommends that the sponsor consider catalyzing development through the study area's larger lots, such as the DART station parcel and parcels near Parker University where buildings were destroyed by the tornado, as potential opportunities areas for development. By leveraging these lots, the sponsor can position these properties to appeal to the development community.

In lieu of, or in addition to the preceding approach, other options for assembling lots and spurring development activity within the study area include the following:

- **Equity investment approach:** This approach involves creation of a development entity that can acquire control of the assembled properties. Landowners become shareholders in the future development in return for selling their property to the development entity.
- **Urban land bank:** In accordance with the Texas Urban Bank Demonstration Program Act, an urban land bank acquires tax delinquent properties for an identified purpose. A Land Bank Program exists in Dallas to address housing needs.
- **Graduated density zoning:** In this approach, the zoning designation allows higher density on larger lots and lower density on smaller lots.

Activating Investment: Small to Medium-Scale Development

In addition to larger development projects previously described, the panel recommends the sponsor combine this effort with small to medium-scale infill development within the study area. Part of creating community is generating investment opportunity through word of mouth. Most small- to medium-scale development projects with values in the \$1 million to \$10 million range are funded in this way and are never publicly advertised. Although these projects are varied and creative, they most often take advantage of the momentum created by the vision of larger, nearby projects at a time when stakeholders are on board for the future vision but pricing still reflects existing conditions.

However, financing is difficult to obtain for a small-scale developer who truly needs it. If a developer can demonstrate liquidity, it is still possible to borrow money, but for young and minority developers without access, it can be very difficult to borrow the capital needed for a project. Therefore, the panel recommends the city create easy-access lending programs for small-scale developers who are competent and aim to continue the study area's vision. To do this, a municipal task force can partner with local banks to develop underwriting requirements that are less stringent, particularly for a less-experienced developer. In addition, small-scale projects in the study area present an opportunity for public-sector co-investment with additional equity that can bring loan-to-value ratios to a much more comfortable risk profile for these developers.

Although pursuing small-scale development projects in the study area would require a larger number of projects to accomplish the desired density of development there, the panel believes the effort is worth the sponsor's serious consideration because it will reflect the diversity of the residents in form, provide pride in ownership on the commercial level, and support growth in the local economy at the individual level.

The Role of Anchor Institutions

A two-pronged approach to developing large lots and small lots will make the study area resilient, reducing the turnaround time for rebuilding and repositioning the neighborhood. Anchor institutions such as DART and Parker University, in partnership with the community, can lead with a vision to connect and capitalize on the large vacant lots they own or are adjacent to. Existing, active developers and capital investors in the area can either partner with these institutions or assemble their own large lots. By publicizing their visions and sending a coherent message, they provide the opportunity for small developers to initiate infill activities much sooner than would otherwise be possible. If the sponsor uses new and creative public investment tools, underwriting such efforts will be less of a barrier than usual, helping make the study area resilient by diversifying the area's projects, investors, and stakeholders.

Implementation

The panel's recommendations in this report are intended to serve as guides for developing a plan, in partnership with the community, to address the study area's challenges and build upon its opportunities. A successful plan begins with, and is propelled forward by, a vision. This vision becomes the spark that excites communities, existing owners, new owners, city agencies, and collaborators to maintain momentum from plan to implementation.

To help maintain this momentum and vision, the panel recommends the sponsor work with residents and organizations invested and interested in this area who can act as champions for these efforts. As a part of the vASP process, the panel spoke to more than 30 stakeholders, from whom it identified a list of potential champions and partners (see box). The panel recommends that the sponsor work with these groups to implement the recommendations in this report.

Potential Champions

This list is not intended to be exhaustive and represents only some of the potential champions for the future vision of the study area.

- **Bachman/Northwest Highway Community Association**
- **Bradford Estates Neighborhood Association**
- **Caillet Crime Watch Program**
- **City of Dallas**
- **Colony Square Condominiums HOA**
- **Dallas Area Rapid Transit**
- **Friends of Bachman Lake**
- **Greater Dallas Korean American Chamber of Commerce**
- **Korean American Coalition DFW**
- **Midway Hollow**
- **Neighbors Against SOB'S [sexually oriented businesses]**
- **Northwest Dallas Business Association**
- **Parker University and other key employers**
- **ULI Dallas–Fort Worth**
- **Webb Royal Crime Watch**

Recommendations and Timing

Transforming ideas and plans into action can take time and coordination. The following is a matrix summarizing the panel’s recommendations, with guidelines for the timing of implementation.

COMMUNITY AND ECONOMIC DEVELOPMENT

Time frame	Recommendations
Short term	Activate DART station parking lot and Harry Hines Bazaar parking lot with farmers market and pop-ups to strengthen community vibrancy and provide inclusive programming that appeals to the community
	Ensure the area has social service providers to address existing challenges, including homelessness, substance abuse, and assistance for persons who are victims of human trafficking and prostitution
	Conduct code enforcement and compliance activities for nonconforming land uses and outstanding post-tornado damage
	Install bilingual wayfinding to help support formation of neighborhood identity and clearly identify access to the DART station
	Conduct a consumer preference survey to understand the community’s preferences and needs related to businesses within the study area
	Conduct a business owner survey to better understand the needs and perspective of local business owners within the study area
Medium term	Work with residents and organizations invested in the study area who can act as champions for planning efforts and implementation moving forward
	Provide incentives for small businesses to locate in/relocate to study area
	Repurpose vacant warehouses for businesses that can attract customers from outside the study area (e.g., office, restaurants, incubators)
Long term	Plan supportive long-term strategies to address issues of homelessness, illicit activity, and human/sex trafficking

Source: ULI.

LAND USE, DESIGN, AND INFRASTRUCTURE

Time frame	Recommendations
Short term	Create a vision plan for the area using an inclusive, participatory process with local stakeholders and residents
	Connect and extend the existing trail network (e.g., Northaven Trail)
	Establish an identity and brand for the study area after a vision plan is created
	Provide resources and toolkits to small businesses to support emergency preparedness and recovery planning
	Implement a cool roofs program to reduce the urban heat island effect
	Clearly designate loading zones and sidewalks within the study area to improve pedestrian access and walkability
	Highlight the connection between local drainage utility and impervious surfaces for area businesses and residents to encourage investment in green infrastructure
	Use art as a tool to improve the aesthetic of the study area
	Develop and implement a replanting program to support replacement of trees destroyed in the tornado
	Consider transitioning mowed lawn to other groundcover options that require less frequent mowing
Medium term	Support vision plan and development by updating the current zoning to reflect these efforts using the Planned Development (PD) designation for the entire area
	Implement programs to support resilient new buildings and retrofits of existing buildings for extreme weather, including storm and flooding events
	Build on existing trail connections to expand recreational opportunities and access to existing green space (e.g., Northaven Trail and MoneyGram Soccer Park)
	Establish the study area as a gateway for connections to trails and destinations east along Walnut Hill Lane
	Designate or build and then publicize safe, accessible resilience hubs to serve as storm shelters and cooling centers
	Identify opportunities to develop green, resilient, complete streets design modifications on high-traffic corridors, using strategies and approaches outlined in Dallas's <i>Complete Streets Manual</i>
	Make enhancements to Walnut Hill Lane, including lighting, wayfinding, green infrastructure, and trees
	Review existing zoning along Walnut Hill Lane to ensure it is consistent with the goals of the corridor and reflects/supports the recommended pedestrian enhancements
	Add bike lanes and green infrastructure to rights-of-way to increase mobility access
	Establish a catalytic pilot TOD development at the DART station, such as a mixed-use food hall/market and mixed-income residential development
Repurpose some of the existing right-of-way space on roads with excess capacity for green infrastructure and identify how it will be maintained	

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LAND USE, DESIGN, AND INFRASTRUCTURE (CONT.)

Time frame	Recommendations
Medium term	Offer incentives for private property, especially parking lots, to enhance greening and pervious surfaces
	Add trees within existing unshaded medians and beside sidewalks along streets such as Harry Hines Boulevard and Walnut Hill Lane
	Identify a management structure for the study area that supports the vision and provides an opportunity for businesses to work together (for example, a business improvement district)
	Work with residents, stakeholders, and an area management entity to establish plans that support the vision plan (signage/wayfinding plan, branding/marketing strategy, public art plan)
Long term	Consider how to reposition the utility corridor and drainage infrastructure along Joe’s Creek West Fork into a multimodal, flood-resilient transportation and open-space asset
	Undertake additional study to understand health impacts of environmental issues on sites within the study area when planning for residential development
	Conduct additional planning efforts and studies to holistically address future development potential within the study area
	Develop the area’s open spaces to enhance recreation and resilience opportunities
	Use design strategies to encourage clusters of sub-neighborhoods, defined by clusters of similar activities and land uses, developed in harmony with natural systems
	Identify development projects that include opportunities for a range of businesses, including minority and women-owned businesses, in a way that elevates the area’s economic strengths and embraces the potential opportunities for this area to represent a commercial center for the surrounding neighborhoods
	Explore typologies of mixed live/work/learn/play and embrace new development mixes that build on existing businesses to support a walkable community

Source: ULI.

DEVELOPMENT AND INVESTMENT

Time frame	Recommendations
Short term	Explore development finance tools to leverage current opportunities on large, underused lots
	Identify large lots, such as the DART station parcel and parcels near Parker University, in the study area to catalyze development
Medium term	Encourage large lot development and small lot infill development to reflect the diversity of the residents in form and promote the market resilience of the study area
	Consider tools that help assemble lots to make large-scale development easier, such as equity investment or land banking
	Implement easy-access lending programs for local small-scale and young and minority developers
	Explore opportunities for public entities and foundations to co-invest with local small-scale developers and improve loan-to-value ratios
	Create a municipal task force that partners with local banks to develop less-stringent underwriting requirements
Long term	Consider zoning changes that remove barriers to development, such as broadening the allowable mix of uses or implementing graduated density zoning



Conclusion

The concept of urban resilience, or the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events and stresses, helped frame the panel's approach to recommendations for the study area. This concept can be applied broadly across environmental, economic, and social disruptions—all of which are at play within the study area. Because of this, the panel addressed issues within the study area related to both urban and climate resilience and sees them as interconnected.

Although the panel heard from stakeholders that the study area was forgotten and abandoned and had its challenges, stakeholders also believe the study area is full of promise and opportunity. By focusing on addressing immediate challenges and laying the foundation for future planning and development efforts through a vision plan, the panel believes the sponsor can begin to rebuild this area in a way that optimizes its strengths and opportunities. Ultimately, the sponsor can implement near-term recommendations to build momentum and excitement, but longer-term effort will need to be championed by the community and local stakeholders who believe in the shared vision for the study area.

About the Panel

Ladd Keith

Panel Chair

Tucson, Arizona

Keith is an assistant professor in planning and chair of the Sustainable Built Environments program at the University of Arizona. He is an interdisciplinary researcher working at the intersection of urban planning and climate change to create more sustainable and resilient cities. With over a decade of experience working with diverse stakeholders in cities across the United States solving complex urban challenges, he is particularly interested in research that informs practice. His current research explores the emergent planning, design, and governance of cities for extreme heat. He also founded and leads the Sustainable Built Environments degree program, which is offered in-person, fully online, and at the Universidad Peruana de Ciencias Aplicadas in Lima, Peru.

He served a full eight-year term on the City of Tucson Planning Commission and was chair during the creation and adoption of the General and Sustainability Plan. He is an active member of the American Planning Association and serves as an academic liaison for the Arizona chapter. He is also an active member of the Urban Land Institute and has served on the Sustainable Development Council, was a founding advisory board member of the Center for Sustainability and Economic Performance, has chaired several Advisory Services panels, and was recognized as one of ULI's 40 Under 40. He earned his PhD in arid lands resource sciences and MS in planning from the University of Arizona.

Pegy Brimhall

San Antonio, Texas

Brimhall is the founder and principal of Figurd Development in 2017, a design-integrated urban-infill residential development firm that operates in San Antonio. Figurd's mission is to help complete neighborhoods by providing high-quality urban homes that are accessible. Brimhall shapes the concept, investment structure, team, and sales strategy for each project, aiming to create a sustainable and resilient neighborhood each time.

For almost two decades, Brimhall has led international design and development teams and contributed to construction budgets ranging from \$1 million to \$2 billion in the Americas, Europe, and Asia. She is an interdisciplinary expert who can

integrate social, financial, and environmental priorities on a small or large scale. She holds a first professional bachelor of architecture degree from the University of Texas at Austin and an MBA in financial investing from the Johnson School at Cornell University. She is also an active member of the Urban Land Institute and participates as Cohort 3 of the Health Leader's Network.

Jill Allen Dixon

Boston, Massachusetts

Dixon is an associate principal and planner in Sasaki's Urban Studio with expertise in resilience, public engagement, and park/landscape planning. She collaborates with public-sector and nonprofit clients to develop strategies centered on community input that help communities adapt to change and increase equitable access to parks and nature. Her experience across the United States spans a range of scales and project types: waterfront urban districts, citywide parks and recreation systems, large parks and greenways, conservation lands, scenario planning, resilience strategies, and regional plans.

Her emphasis is on resilient design and climate adaptation, with work in Boston, Denver, Rhode Island, Coastal Alabama, and Florida, as well as developing national tools for promoting nature-based flood solutions through the Naturally Resilient Communities Partnership (NRCsolutions.org). Her work on citywide Climate Ready Boston shed light on the disproportionate impacts of climate hazards on socially vulnerable populations. Her passion for integrating authentic community engagement into the process translates into planning work that is well known for bringing together diverse constituents to identify shared visions for open space in their communities. For example, she was project manager and lead planner for the High Line Canal Community Vision Plan, a 71-mile greenway in Denver, which was the Gold Winner of the 2018 APA National Planning Achievement Award for Public Outreach. She is currently co-leading a Sasaki research initiative focused on Parks + Equity, which is taking a national look at the equity of access to parks and recreation opportunities.

Dixon holds a master's in urban planning from Harvard's Graduate School of Design and dual undergraduate degrees in architecture and economics from Clemson University.

Chanceé Lundy

Washington, D.C.

Lundy is a community conscious engineer and co-owner of Nspiregreen LLC, a sustainability-consulting planning and design studio based in Washington, D.C. Focusing on community planning, multimodal planning, and resiliency planning, Nspiregreen believes in creating healthy and safe communities for all. Lundy cofounded Nspiregreen LLC in 2009 where she is responsible for leading the company's environmental practice. She has led and worked on projects providing technical support and engagement to both transportation and environmental clients such as neighborhood livability studies, transportation corridor studies, NEPA plans, stormwater management, climate action plans, and waste management.

Lundy received her master's in civil engineering from Florida State University and holds a BS in environmental science from Alabama Agricultural and Mechanical University. She is a member of the American Society of Civil Engineers, Water Environment Federation, Women's Transportation Seminar, and National Society of Black Engineers and is the mayoral appointee to the Chesapeake Bay Scientific and Technical Advisory Committee. She has been recognized by Career Communications Group as one of the Top 100 Most Important Blacks in Technology and one of *Ebony* magazine's 30 Leaders of the Future. She is the founder of Destination Liberation, an organization that provides experiential learning opportunities to Black girls through international travel.

Riki Nishimura

San Francisco, California

Nishimura is an associate principal at Populous, a global architectural design firm specializing in creating environments and venues that draw communities and people together. He is a licensed architect specializing in the future of designing smart (cities) with a focus on the psychology of spaces, repairing cities, future-proofing, urban mobility futures for shared mobility + AV, and solving complex intertwined design and operational issues through urban strategies. He approaches design initiatives from a collaborative, visionary, ecological, data-driven, and evidence-based perspective to achieve the best of what is possible. His projects optimize the functionality and viability of sports and entertainment districts, corporate/tech workplace campuses, university campuses, large-scale mixed-use urban regeneration districts, future cities, next-gen waterfronts, urban cultural parks, and institutional buildings at a global city, campus, building, and people operation scale. His designs seek a critical balance between visionary and fiscally responsible economic development to achieve memorable, sustainable, and enduring places for both the public and private realms.

Committed to furthering sustainable strategies, practices, and contributions to the community, Nishimura has been active in ULI, which recognized him as a recipient of its 2016 40 Under 40 award. He has participated in numerous ULI Advisory Services panels, serves on the ULI San Francisco district council executive management board, is co-chair of the membership experience committee, since 2016 has served as a mentor for the ULI Young Leaders Group, and is a member of the Global Exchange Product Council.

He also actively participates as a design review critic at Harvard, Stanford, RISD, UC Berkeley, and UCLA and has held an appointment at Stanford University as an adjunct lecturer in the School of Engineering. Nishimura received a bachelor of architecture from the University of Toronto and a master of architecture and urban design from the Harvard University Graduate School of Design.



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