Pinnacle Park Redevelopment
Dallas, Texas

Winners of the Phoenix Awards for EPA Region 6
What is Pinnacle Park?

A SITE TRANSFORMED: From a Cement Plant And Limestone Quarry To a Mixed-Use Redevelopment
The Pinnacle Park Team

Bill Voshell of Lafarge North America — Owner of the cement plant and limestone quarry

Joe Georgusis, Lewis Frank & Rick Niedzwiecki of Morning Park, Inc. — Developer who purchased the site from Lafarge in 1994 and constructed Pinnacle Park

Steve Haverl and Ron Zurlinden of The RETEC Group, Inc. — Remediation contractors to Lafarge North America

John Terrell and Jim Christon of the Christon Company — Marketing lead, exclusive broker, and project manager for Morning Park, Inc.
Overview

1. Site History
2. Demolition and Remediation
   a. Remediation Challenges
   b. Remediation Solutions
3. Redevelopment
   a. Redevelopment Challenges
   b. Redevelopment Solutions
4. Community Impact
Site History

- Located 3 miles west of downtown Dallas, in the South Dallas area
- In 1855, this 900-acre site was first settled by La Reunion, a commune
- Commune members became the first citizens of the city of Dallas after the commune disbanded
- Descendants of La Reunion found limestone on the property, sold to Southwestern States Portland Cement
- Property owners: Southwestern States, Trinity, General Portland, Lafarge North America
- Two cement plants operated on site:
  - Plant 1: 1909 to 1957
  - Plant 2: 1951 to 1987
- Limestone quarry was operated on site for 78 years
- In 1994, Morning Park, Inc. purchased site from Lafarge North America
A Mixed-Use Site from the Start

- Cement workers lived on site in two villages called Cement City, with:
  - A hotel
  - Gas station
  - General store

- The cement plant provided its employees:
  - Eagle Ford School
  - A doctor
  - Cemetery for Mexican workers
  - A golf course
  - A baseball stadium
  - A lake for fishing
  - Later, a drive-in movie theater
With Some Infamous Citizens

- Bonnie Parker, of Bonnie & Clyde fame, attended Eagle Ford School, the school built by Trinity for Cement City.
- Bonnie and Clyde met on site when she was 19 and Clyde was working at the cement plant.
Remediation Challenges

1. Disposing of demolition debris from 650 acres of the cement plant
2. Disposing of cement kiln dust and other waste piles generated by cement manufacture
3. Demolishing above and underground storage fuel tanks and cleaning up soils
Remediation Solution

- Consolidated waste into four solid waste landfills on site
- Preserved 17 acres for redevelopment
- Capped CKD landfills with clay resources from the site
- Closed landfills voluntarily working with the Texas Commission on Environmental Quality
- Manage TNT, transformers, petroleum waste, and other waste associated with both cement plants
- Accomplished cleanup in 7 years
- Plan to donate the 88-acre landfills and an additional 112 acres to the city of Dallas for recreational purposes
Lafarge worked closely with Texas Commission on Environmental Quality’s voluntary cleanup program and risk reduction regulations and wants to recognize their cooperation and assistance with this project.
Redevelopment

John Terrell
Marketing Lead, Broker, and Project Manager for Morning Park, Inc.
Redevelopment Challenges

• Physical Redevelopment Challenges
  1. Connecting Pinnacle Park to the Transportation Network
  2. Designing the Park around mine-scarred lands, 88 acres of landfills, and a property transected by an escarpment

• Socioeconomic Redevelopment Challenges
  1. Attracting investors to a socially risky area
  2. Attracting investors to an economically risky area
Bringing Access to Pinnacle Park

- I-30 is an old toll road running adjacent to property
- For the Park to succeed needed access to I-30
- Won funding from the Federal ISTEA program
- ISTEA funded 80% of interchange; Morning Park, 20%
- City of Dallas invested in internal roads and utilities
Designing a Mixed-Use Property

- Used lands flattened by mining to build enormous warehouses
- Landfills provide open space around the commercial development
- Built around mined walls
- Multifamily residence on top of escarpment, with spectacular views
Improving the Negative Image of South Dallas

- South Dallas:
  - High crime rates
  - 22% with a high school diploma

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<thead>
<tr>
<th>2004 Estimate</th>
<th>Radius from Pinnacle Park</th>
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<tbody>
<tr>
<td></td>
<td>1-Mile</td>
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<tr>
<td>Population</td>
<td>2,906</td>
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<tr>
<td>Hispanic Population</td>
<td>81%</td>
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<tr>
<td>Median Income</td>
<td>$27,562</td>
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<tr>
<td>Income below Poverty</td>
<td>29%</td>
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<tr>
<td>Unemployment</td>
<td>5.34%</td>
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<tr>
<td>Education Level (Age 25+)</td>
<td></td>
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<tr>
<td>w/o High School Diploma</td>
<td>66%</td>
</tr>
<tr>
<td>w/ High School Diploma</td>
<td>21%</td>
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<tr>
<td>Occupations w/ Most People</td>
<td></td>
</tr>
<tr>
<td>Sales and Office</td>
<td>26%</td>
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<tr>
<td>Prod., Trans., Material Moving</td>
<td>29%</td>
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Listening to the Community

• Met with local citizens in schools and churches
• Community was enthusiastic about
  ◦ Jobs Pinnacle Park would provide
  ◦ Availability of retail it would bring to their neighborhood
• Community wanted to preserve and renovate the Mexican cemetery on site
Aligning Pinnacle Park with the City of Dallas’ Strategy

- Revitalizing South Dallas was a key component to the city of Dallas’ strategic plan
- Hired McKinsey & Co. to evaluate investment in South Dallas
- According to the McKinsey Study and local community, South Dallas Needed:
  - Local labor
  - Retail developments
  - More of a tax base
- Pinnacle Park team aligned Pinnacle Park to meet the needs of the local community and the conclusions of the McKinsey Study

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<th>McKinsey Study Concluded</th>
<th>Pinnacle Park Implemented</th>
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<td>Retail market is currently under-served relative to its aggregate buying power</td>
<td>The Pinnacle Park Retail center attracted Walmart and Lowes, restaurants like Chilí’s and Golden Corral</td>
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<td>Southern Dallas spends more than 35 percent of their retail dollars outside the region</td>
<td>Pinnacle Park won the Best New Development in Retail in 2002</td>
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<td>A South Dallas site would prove competitive for a range of labor-intensive manufacturing, distribution and business services industries</td>
<td>Pinnacle Park commercial businesses are primarily distribution centers, which match these conclusions and directly benefit the local labor force</td>
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<td>South Dallas has convenient freeway access and the transportation network is less congested than North Dallas</td>
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<td>South Dallas residents depend on public transportation and travel long distances to jobs out of South Dallas</td>
<td>Pinnacle Park created 7,000 jobs, with 11,000 jobs projected at full build-out</td>
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<td>With easy access to the site, these jobs are available for citizens of the South Dallas</td>
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Businesses the Team Brought to South Dallas
Community Impact

- Brought 7,000 jobs to the community
- Anticipate 11,000 jobs at full build out
- Increased community wages by $400 million, with an anticipated $600 million at full build out
- Increased government revenues by $35 million, with an anticipated increase of $15 million at full build out
- Created a retail center for the local citizenry
- Preserved the Mexican Cemetery, an important local landmark
- Constructed a nice-looking business park with open natural areas and great views
- Donate 200 acres to the city of Dallas for recreational purposes
Pinnacle Park

IN THE PAST:

WHAT IT IS TODAY: