

INCOMPREHENSIBLE PARTS ARE MARKED WITH TIMESTAMPS.

Sen. Royce West: Hello! Hello! Hello! I know you haven't seen each other a long time. I want to ask -- we want to ask that we begin this session because we want to keep it on time. We know that persons have questions.

Let me start off by just introducing the entire panel. Then I'll call them in here. We have first, County Commissioner John Wiley Price. County Commissioner Price has been involved in the community forever, like even at the time when he wasn't involved. He is the ranking member of the Dallas County Commission of Sport and served in his elected capacity since becoming the first African-American to be elected to the county board in 1985. Commissioner Price was reelected nine times over and over by his district, so District 3, which is the largest population in the Dallas. Let's give Commissioner Price a hand.

We also have Mr. Don Williams. Mr. Don Williams is the former Chairman and CEO of Trammell Crow Company. He also founded nonprofit foundations of Community Empowerment and Frazier Revitalization, and J. McDonald Institute which is a renowned institute for urban policy research at the University of Texas at Dallas, and (00:01:18) neighborhoods in Dallas who is working to (00:01:22). Let's give him a hand.

We have Professor Michael Phillips. Professor Phillips is a history professor at Collin County College, but he is the author of the book called "White Metropolis" that deals specifically with these areas, and he's done some work in the area and he's (00:01:45) of the issue of gentrification he will also be presenting. Let's give him a hand also.

We have Mr. Walt Humann. Mr. Humann is chiefly recognized for improving the Dallas Rapid Transit system, and we know what that is. In fact, it's been a great system of operation for mass transit, and he also (00:02:08) Dallas schools with vision and skillful diplomacy. But these and other acknowledgments, he received the J. Erik Jonsson Ethics Award in 2002. Mr. Humann led his own firm, WJ Corporation in the 1990s and held top management positions and other corporations also. Regionally, (00:02:30) successful redevelopment (00:02:34). Let's give him a hand for being here also. Very involved and truly involved.

And lastly, but certainly not the least, the Mayor of Dallas City, Mike Rawlings. Mike came to the city of Dallas 1976 with \$100 in his pocket. It seems like he came from another country. He kept \$100 in his pocket (00:02:59). I didn't think he'd stay long, but over the next four decades, Rawlings proved that Dallas is truly a city of opportunity. Rawlings decided in early 2012 to run for the Dallas Mayor. His platform highlighted

Southern Dallas as the city's greatest untapped resource. Following his June 2011 election, he launched Grow South, the signature initiative spread economic development in south of Trinity. He's also fought to improve public education, combat poverty, revitalized the Fair Park, developed the Trinity corner, on, and on and on. Let's give our Mayor a hand for being here also.

Now, let's start. Here are the ground rules, ground rules. Then I'm going to strictly, strictly make certain we all adhere to. Each panelist will have 10 minutes to make presentation and then after they make their presentation, we can open it up for questions. There are cards, rip(ph) cards. If you have any questions, write them down in the cards and then we're going to get to as many as best we can.

I'd like to first to start off with Professor Michael Phillips. Michael.

Michael Phillips:

So, let me start just telling you something. The title of the panel uses the term "gentrification." If I get to be honest, I don't like that term. It comes from the same root word "gentry," wealthy people. It suggests prettiness, it suggests beauty. What's really going on with gentrification is domestic colonization. And when you have a colonial relationship, that is designed to be unequal. That is not equal. You have an imperial power that extracts wealth out of a colony. That's land, products and low wage labor, and that's what goes on with gentrification.

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And then the colonial power then sells byproducts at a grossly inflated rate and rips off the people who live in the colony. That's what going on with gentrification. I want to make this clear. We're talking about Fair Park and the Dallas State congressman briefly talked about Fair Park. What he just mentioned, that particular piece of real estate is vital to African-American history in Dallas.

Let me tell you, this was and in some way, still is the monument of white supremacy. If you got Fair Park, there all these tributes to the confederacy, you see the seal of the Confederate State of America there. There's a place where you used to have for instance, better baby contest, you know the teens where these were Eugenesis(ph). Have you heard the Eugencis? Do you know what that is, where they can selectively breed better human beings. And the winners of the contest were always blond, blue-eyed children and they would - - I mean, you have professors from UT who taught about Eugenics.

Let me give you a secret. The same people that despise black and brown human beings despise poor whites. And the poor whites were (00:06:34) the danger to the culture, racial outsiders too. You had African-Americans humiliated routinely at Fair Park. There was a donkey booth there where an African-American would be sat in a chair, you hit the target, he would be dumped to the water and this is actually the slogan on the sides. "Hit the trigger, dump the Negro." That's a part of your city's history. There is a Klan day at the fair.

So this is a place that is totally entwined with African-American history and of course in the 1970s when there was resistance to the attempts to level neighborhoods near Fair Park.

Now, gentrification is an old story. Of course with the Fair Park situation, we saw that they wanted the parking space. But I want talk too about State Thomas, another place that's so critically important to African-American history. That used to be the middleclass neighborhood, the professional neighborhood. And it's located on the northern eastern edges (00:07:46). It's bound by McKinney Avenue, Paul Street, North Central Expressway, (00:07:55) and Pearl Street(ph), and this was a center of life. This is a place where African-Americans could have easy housing.

And we see the colonial relationship that happened between the powers centers in Dallas controlled by white Dallas. Basically, assuming a predatory relationship to that neighborhood, the ability to begin to have in this period these beautiful Victorian homes owned by African-Americans, living there, we have doctors, lawyers, et cetera, and then what happened is in the 1950s, Jim Crow laws began to crumble a little bit. You begin to have African-Americans venture out to what a previously been whites-only-neighborhoods, and the city deliberately let the neighborhood fall apart. And you see this over and over again, because what happens to real estate values when a city does that?

It plummets, and then it becomes -- I don't know if you guys all went to Kmart. They said the Blue Light Specials and anything under the Blue Light Specials is for sale. The whole neighborhood became a Blue Light Special for rich developers and that happens.

And so, you had these streets deteriorate, codes not enforced. You had actually real estate developers begin to payoff people. You had pension funds investing in the real estate. They cleared out the African-American population. There was a point in the '70s where State Thomas, and again, as you get to the '80s look like Dallas in the 19th century. It became almost a prairie, just empty space. A few telephone poles, abandon

buildings, that's when the developers swooped in. And we know who moved in to the new developments, right?

Now, I don't know what the long-term plans are, but I'll just note this.

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The investment in the neighborhoods usually is in favor of real estate developers, the wealthy corporations. I know that when they destroy State Thomas, they began to spend money once the black neighborhood -- black residents were gone, \$20.1 million spend on infrastructure development after the place have been emptied out with people basically. It's remarkable, suddenly the city's attitudes towards that part of Dallas transformed dramatically.

Now, on the flipside of that is of course when developers want real estate, what they do is they destroy the housing there. And we saw this in 1990s, 1991 to 1994. In my book, I used the phrase, (00:11:02). And, they used those -- you know, they started saying, "That building's in code violation." Someone is living here. There's a home. They knock it down. They are allowing the streets to crumble. The police and fire department protection is slow. You don't have city facilities nearby, but they're going to enforce that housing code in order to force homeowners out of their property.

The city between 1991 and 1994 destroyed 1,000 homes in Dallas, primarily in African-American communities and Latino communities. They targeted neighborhoods that had 70% or more people of color. And this (00:11:55) continued. They did eliminate some substandard housing, but many of these homes were repairable.

It's heartbreaking when you read the stories of the people who lost their houses in Dallas. I remember coming across Dallas Morning News story. There's a woman named Maddie Nash(ph) and she was crying. She knew about what was going on there, Maddie Nash. She's one of the 38 members of Dallas Urban Rehabilitation Standards Board. She was aware of this, she said, "Every week we put demolition orders on houses that could be saved." And then the woman I was about to talk to, the resident, Agnes Parey(ph). She is a resident at Vineyard Drive in West Dallas.

One question she said, "That home meant everything to me. I can't understand why they just came in and took it from me," a widow woman and a working woman. "I feel like I've been robbed." I think this is an old story. I have to confess, we have a couple of people here who are involved in the privatization of Fair Park. I am concern about the lack of public

input, the lack of public communication. The fact that this valuable piece of Dallas real estate would be governed by a board that could meet without any public record. It's a private corporation, right? A private foundation.

I am worried about the lack of democracy in the process of making this decision. And I want to not see that area around Fair Park become the latest victimization or latest victim of domestic colonization. I'll leave it at that. Thank you.

Don Williams:

Thank you, Senator West for convening us and I thank you all for taking time to come. Senator West asked me to address three points, one is the significance of great park at Fair Park and the economic development consequences of that. Secondly, he asked me to address the issue of (00:14:38) community engagement process to arrive at the right plan for Fair Park. And thirdly, he also asked me to make comments about gentrification as well.

So, we start with the signature part. I'll just ask you all a question. What's your favorite park in the world? What comes to your mind as the best park you've ever experienced or would like to see at Fair Park?

00:15:03

For me, there's many of them. I mean, the Boston common I think is a great example for me, and then you all know that when the Big Dig was done to knock down the elevated freeways and build parks on top of that, that new emerald necklace park and the effect of creating a whole new park system in downtown Boston reconnecting disjointed neighborhoods and being wonderful addition to the downtown urban core, and incidentally creating \$5 billion of new real estate development, and therefore, tax revenues and jobs in downtown Boston.

Another favorite of mine is the Grand Park in Chicago and of course, the new Millennium Park built since. And as you all know, Millennium Park before was a vacant piece of land, it was a parking lot, abandoned rail yard area. And now, you see a robust revitalization of that with a wonderful new park, one of the greatest parks in the world, one of the great economic generators in the City of Chicago. Like in Dallas, we need economic generation in Dallas to increase our tax revenues and decrease the burdens of our tax systems and our pension fund systems and so on. Over \$3 billion of new real estate development and jobs, permanent jobs have been created by the Millennium Park.

I love going to New York and walking in Central Park with my wife and seeing the strolling people out in those grounds and

kids running around and playing as well as the walking paths and programmed areas. But look at more recently what's happened with the High Line park. If you all remember, that was an elevated, abandoned transit system over on the Hudson side of the island. And it went through the dilapidated Chelsea, the meatpacking district which was in complete disrepair.

Fast forwarding through the completion of the High Line Park now, again, more than \$4 million of new real estate development, alongside the High Line the revitalization of Chelsea with all kinds of uses and so on. The High Line itself has drawn over 20 million visitors in the last 18 months, and then of course, the wonderful new Whitney Museum at the bottom there.

I think another great example of the park that's relevant to us in Dallas thinking about Fair Park is Crissy Field Park in San Francisco. This was an abandoned naval air station, but all the buildings were historic buildings, including the barracks, the administration building. Even the hangars were historic buildings. So the first thing the Predidio Trust CEO did for the City of San Francisco was to take out the old runways and all of that area, created a great park and people came. People came like crazy.

As people came to that area, then they decided, "Well, maybe they didn't know what to do with these vacant hangars," much like some of our buildings out of Fair Park. So what happened was with people coming, they were then able to put out an RFP process for reuses of those buildings. They had all kinds of great park compatible reuses come out, a swimming venue, sports venue, a variety of other venues that were park compatible. And then over a 15-year period for Crissy Field, they required zero public subsidy. So best practices don't have increasing public subsidies for these parks, they have robust uses that created revenues that decreased the public subsidy that has to go into them. I think that's relevant for us.

The history of the world is that great parks create great value, they create jobs for the surrounding community in all of the towns. And our cost today, of not doing something about Fair Park is the lost opportunity cost, if you will is, what these other cities have experienced. Several billion dollars of new real estate development economic value around there and we can do this without gentrification -- because I will get to that in a minute, or displacing anybody, and thousands of jobs and hundreds of millions of increasing tax revenues for the City of Dallas. That's what in play here.

So great parks bring people, activities, create jobs, economic development, but there are a lot of other human benefits to great parks as well; health and environmental values, reduction

of heat, mortality rates. Kavian came in with his two-year-old son, at the fireworks display in Fair Park on the Fourth of July. This was a summer with his son. It was 126 degrees temperature on the asphalt, and (00:19:44) watching the fireworks show. That's why kids aren't out there playing on it right now because of all the parking, 200 acres of parking and 10 acres of park.

The improvement of a great park brings improvements in the health care of the neighbors in the community. Walkability, trails, reduction of air pollution, highest asthma concentration in Dallas is South Dallas that would be benefited from green park and activities for kids.

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The amelioration of water runoff and flooding. We could open up the two creeks that are underneath Fair Park right now and create daylighted, wandering creeks and make them features of the great park. How wonderful would that be, and also would control water runoff, with less flooding in that community.

So, green is good, asphalt is bad. Parks are gathering places for communities. There are places that help city building and places that help reconnect and reknit our fabric, our tattered fabric here in the community of Dallas. I re-stitch and help reinvent our community. So let's start with the great park first strategy of Fair Park.

The plan Mr. Humann offers is a five to seven-acre park depending on which one he shows. The community wants an 80 to 110-acre park. You can see the difference on those maps of what it means. So a large signature park, imagine this; great ball fields and meadows, playgrounds for kids playing soccer and football and running around, flying kites and having fun.

And older people like me, having a place to sit and watch all of that. And walk paths, biking paths and trails, then food and restaurant services would come. Other services would come, it would benefit the park. Sports and entertainment venues and the park would be full every day, and that would create the users for those empty buildings. But that segues -- what do we do about these empty buildings? Walter's right. He's documented the disrepair of those buildings, and he is correct about that.

The question is how to fix them? Fix them and put more public bond money before we have tenants is a misuse of public funds which should not be done by the City of Dallas. Rather, if we do it the other way, the great park first, and we'll create users who can afford to fix up and maintain those buildings and be part of a great, but currently, misused park. And that path

leads to financial self-sustainability instead of ever increasing request for funding to subsidize empty buildings.

Let's back up just for a second. How do you get to a great park? The best way to get there is in the great public planning process. Everybody at the table, community engagement, you know, what kind of park do you want? Do you really want to ask for one that's concrete or astroturf or do you want real grass? Let's ask the people in the community, what park do they want? What kind of uses? And then, how do you re-organize the uses of the park so that it works for the park, works for the neighborhood, generates value in the surrounding neighborhood, optimizes those 277 acres of the park.

How do you keep the State Fair? They say that their use of the park isn't so dominating as to run off other people and destroy the surrounding neighborhoods. That's not what the neighbors and other tenants say. The answer to that is the great community engagement process. Again, everybody at the table, professionally led. There are great pros around the country that know how to do that, help the community, "listen" to the community, get their ideas, get their input and figure out a plan that could work for everybody, step by step.

What's achievable? That's the way to build trust. It takes workshops, it takes input. It's not just meetings and presentations to co-opt people. This is listening to everybody at the table with their input. So a great planning process will produce a great plan.

A couple of comments on gentrification. Since I moved to Dallas in 1966, the Fair Park, South Dallas community has gone from 70,000 residents, mixed income, robust services on Second Avenue and on Martin Luther King to today; 22,000 residents, nearly all poor and no services.

So, that's -- we're actually worse off than the Lower Ninth Ward of New Orleans. The Habitat study of Mill City which as you all know, located right across the street on the east side of Fair Park, there's 45% substandard housing. Over a third of the lots are empty or boarded up houses. The root problem in Fair Park South Dallas is not yet gentrification, it's reinvestment. I mean, there's blight. The main problem is not gentrification but how do you get reinvestment and re-population without displacement?

I think that's the crucial question for the community. So when we asked people, "What do you want," they say, "We want a great park." They say, "We want fit and affordable housing." They say, "We want good jobs, year-round jobs." They say, "We want great schools," which you all know follows improved socio-economic conditions.

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We want retail services and I say, "You just described gentrification." And they said, "Well, that's right, but we don't want displacement. Mrs. Jones owned her home for three generations. She shouldn't be forced to move out because of rising taxes." Best practice cities have solved that by caps on property taxes and doing inclusive zoning for renters as well to do that. So those problems are resolvable. Community building without displacement.

Walt Humann:

Good morning, ladies and gentleman. Thank you very much always for inviting me. I had (00:25:49) that I was going to talk a little about the nostalgia at Fair Park where I grew up and had a lot of wonderful moments, including the first time that I ever met the (00:26:01) became friends with my all-time hero, Marcus (00:26:05) in the world, and (00:26:08) and that he became a good friend of mine. When he moved back to Dallas, I spoke to his wife, "The (00:26:16) taking my wife and going to Fair Park and having wonderful performances." There were black clouds at Fair Park. One of the black clouds was what the City of Dallas did along (00:26:28) Avenue when they took -- a large number of the African-American families and moved them out.

One thing that Royce alluded to that I want to stress, I like to present to you three credentials that I have that I'm here today. One, I was a chairman of the Science Place for 10 years and oversaw the only new expansion in Fair Park in 40 years. We built the IMAX Theater and expand it. Number two, I was a founding chair of the Jubilee project which is a 62-block area north of Fair Park. All the things that this gentleman said about gentrification is absolutely true. If you go to Jubilee Park today, we have a special care of not to displace anyone that go to (00:27:24) in our senior complex area.

She remained in the one single house that was part of the Jubilee Park area that we built. And we left her in there even though she was renting because she didn't want to leave until she can go to another place. So let me say what we're proposing and what is not in our agenda. Fair Park is in big trouble. It needs to turn around. We need to turn the clean(ph) area. And how can we do that? Create a foundation, 501(c)(3) so we can accept private contributions. We don't have that now. People won't contribute for the City of Dallas.

Number two, we need a management structure that can organize at a chaos. What we have right now, we got 50 council, 15 park board, a labyrinth of governmental departments we have to deal with, and 12 resident institutions that operate in Fair Park. When I first made a presentation to

the City Council in November, I related the horror stories that I had as Chairman of the Science Place and I (00:28:45) on this chart all the different (00:28:48) that we had to go through just to do normal things, like clean the lagoon. We never got it cleaned so finally had to clean it ourselves, because one department does this and the other department does that. So what we're recommending is a management structure to unify the management. You can't have a successful football team of you don't have a single coach.

Second thing, adequate funding. Fair Park has been underfunded, and it seems to me, everyone in the South Dallas Fair Park area are rebounding the table with the foundation saying, "This is our opportunity, this is our time to convince the city council to do what they should have done 30, 40 or 50 years ago." Go see what happened. When they built those art deco buildings and that beautiful thing to celebrate the 1936 centennial, they did not set up an extra fund. They did not escalate the funding and consequently, the funding was flat and the expenses went up. And so now, you have \$262 million worth of cattle expenditures.

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Now Don mentioned that what we're interested in is old buildings, that's not the case. If we have a management structure and we have adequate funding, we have no marketing people in all of Fair Park. There is no fundraising mechanism in all of Fair Park. The amount of operations and maintenance that they have they are spending \$7.8 million a year and using any kind of industrial standards in order to double that number. So we are underfunded, understaffed Fair Park. If you look at the number of technicians that are out there, there are only seven people; plumber, electrician, HBAC(ph) and so forth. So we want to increase that.

Now, here's the real punch line. This is to take away the (00:31:02). What Don thinking about a great park is what the foundation is proposing and has proposed in day one. Here's what happens on day one if we get (00:31:15) city council to approve this. We would initiate a master planning process. And the purpose of that would be to get experts in the community and develop that world-class premier park exactly like what he's talking about. That's why I can see why the disconnect, all of the trauma that we're going through diving the community. When (00:31:46) united, I agree with every word he said about the desire to create a signature park.

And when we do that, it will have a brilliant effect on the surrounding communities. Go to Jubilee Park today when you go home. Go by there and see what we did. When we started

17, 18 years ago, that was one of the highest crime rates in the city of Dallas, now it's one of the lowest.

We built the substation for the police department. We created task forces and education, anti crime, housing, health, public assets. I don't know what more we can say other than we want a community development process to develop a consensus master plan, take one year and at the end of that day, have something where we all get back together, but it takes money.

In 2001, I made a presentation with council at Fair Park. Here's what I said. I was sharing the Science Place at the time, and here's my observations. You've got a screwed up management structure, you're not adequately funding this and third, there's no marketing, whatsoever. Two years later, 2003, a master plan was developed. Actually, it was more general in scope, but it was Hargraves. In 2000, it was called the Hargraves community development plan.

That plan was approved by the city council, by the park board and by the land board commission. In 2003, not one single thing, not one single thing has been done. And so, what we do in the legislature, in the congress, we have these great ideas and beautiful plans but we always kick the financial can down the road.

And so, that's what I'm saying. It takes money to really turn the clean area around. And so, that's what we're proposing, and it is not an ever escalating -- it is not an ever escalating planning fund that we're asking for. We're asking for the start of only \$5.6 million increase over the \$11 million of the City of Dallas that's presently funding but it's underfunding and escalate that by the year 2020 and (00:34:21).

We need that money because it's what we call the business seed capital. You cannot build a great park without some seed capital. You have to have a design, a preliminary design, and artist renderings and so forth. I don't know what more I can say except the following. Let's build a great park. I grew -- I didn't grow up there but I went to school for six years in Boston, Massachusetts. I agree with what Don said, Boston (00:34:52) I spent a lot of time there. I also just came back from New York Central Park. We can have that kind of excellence if we pull it together.

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But if we are bustling(ph) among ourselves, the people in Arlington, in Frisco, in Richardson, in Irving, they're just laughing their heads off. Those folks from Dallas can't get their act together. They're fighting among themselves. When they create something, it would be the jewel of the region and really

have something to be proud of. And yes, we could have as much grass that we would possibly put in there, and we could have other features. As I said, I played basketball in Fair Park. That's where I kind of grew up. There isn't any recreational activity out there except bicycling on Friday afternoon. The Cotton Bowl remains predominantly empty except for big sessions. So let's get our act together. Let's all work together. Let's create a management group that so we have a central focus and adequately fund it.

Let me just close by this. We have nine persons in the board of directors. When I formed the Dallas Alliance and I invite your attention to this book to work on the desegregation phase(ph) of the Dallas Independent School District. We had 21 members and it's something completely different. We said we're going to have seven African-American, seven Hispanic, seven Anglo, and that's what we did. That was the Dallas Alliance that shaped the desegregation plan and I'm very proud at one part, that I offered them (00:36:45) schools.

So if you (00:36:48) for that, the present board of directors of the foundation, it's nine members; three African-Americans, three Hispanic, three Anglo. And I'm also proud to say that five of the nine members were women because women had been underserved in the entire history. So here is the whole statement. In the last 203 years there has never been a governance on Fair Park that was a majority of minority, and thank you. And I hope you --

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John Wiley Price: (00:00:01) where 80 years later where we weren't 80 years ago because what has happened is, is that 80 years ago, when the City of Dallas (00:00:13) and when they outdid it, and if you go to the seventh floor of the Dallas Public Library list of history, you will understand (00:00:23) and all of those so-called founding fathers did, how they out-financed Houston to get the centennial here. And on that part of the land where the African-American Museum is located, they didn't fund the Black Project in that centennial.

We didn't start in South Dallas. If you look at the Galleria, Representative Giddings, I'm still doing cemetery science(ph), white rock in and around the Galleria and (00:01:12). That's where African-Americans started to win property (00:01:18). That was nobody. A guy by the name of W.T. White, and I thank Professor Michael Phillips.

By the way, his book is White Metropolis, just in case he didn't mention it, but that's the title of his book. If you haven't read that, then you really don't know what's going on. He is the author of White Metropolis, and very little has changed. A guy

by the name of W.T. White who was the superintendent of DIST schools took that property under the guise of eminent domain and began to push African people south. He talked about Thomas Hall, that's Short North Dallas. (00:02:05). You didn't know, when I came to Dallas, Roosevelt Heights 175 was flooded. When the water came up, all we saw were the boats. It was black boats who continued to get pushed around.

Dr. Claud Anderson told us the Black Labor, White Wealth. Let me tell you something. This whole damn park thing is the camel's nose under the tent. J.B. Jackson is spending it in his grave. In 1960s, the Fair Park Homeowners, they talked about that 277 acres. What they don't tell you about is all 70 acres that they have acquired here in the last few years in violation of the contract with the City of Dallas.

There are a number of things that you have not been told. But Dr. Claud Anderson told us Black Labor, White Wealth. One of the things to watch out for is thoroughfares and freeways. And we saw that years ago as they took 45. By the way, those of you who can (00:03:20) Martin Luther King, you couldn't always do that. That was the Elsie Faye Heggins, J.B. Jackson, that was the fight to get ramps going into South Dallas. It's always been flyover, but that 277 acres was part of the Fair Park Homeowners Association. Go back and do the archive in 60 minutes with J.B. Jackson and Walt. They talk about Central Expressway.

By the way, for those of you who just got to town, that's Central Track. That's the reason Freedman Cemetery is there. That's the reason Freedman Cemetery is there, Central Track. When you look at what William Sidney Pittman, Booker T. Washington's only son-in-law, the Knights of Pythias Temple down on Elm, that was African-American community. That was all black community, and to this day, they're getting pushed.

Look, (00:04:29) articles, I don't know why I did it, but they keep talking about it all, but in 1950, as we migrated and he talked about the so-called communities, and I don't care what you're talking about. I talked to somebody earlier who was talking about Hamilton Park. I know the legend of Hamilton Park, Brother Washington. But when you look and see what (00:04:52) did, they were talking about building negro housing, and it came after Brown versus Board because of Hamilton Park and the domestics that were living. And so, get the real history of what's going on with regards to Hamilton Park.

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But it is no different in terms of what's going on with Fair Park now. So what I want you to say -- by the way, (00:05:16) lived in Short North Dallas. His home was in Short (00:05:23)

wife recently died. They were living there. We've watched it. But the camel's nose under the tent that concerns me. Keep talking about Fair Park, 277 acres and that other 70 acres that they don't talk about. But keep in mind, on the project list, is to take out 30 and back to Black Labor, White Wealth down to Grey(ph). I-30 running east west at Grey goes into East Dallas.

Remember the fight about I-345? That's the overpass. That's what they call the flyover. They want I-345 to come to Grey. Isn't it interesting? They want 30 to come to Grey. They want I-345 to come to Grey. The reason is the State of Texas owns 130 acres of land between I-30, which floods when you drop off that hill leaving Fair Park, and the Fair Park. A hundred and thirty acres. When you look at the Dallas Central Appraisal District, the highest producing per capita land in the City is what we used to call Short North Dallas, Uptown. That's what they see with I-345 coming to Grey, and I-30 coming to grey coming out of Fair Park.

I could go in and talk about that 80 acres, and I want to talk about that. But do you know what's void in this contract? There is nothing that is specific, not only with WMBEs. This is not them. By the way, it's them doing the bonds. If we get pass the bonds, it's not there. What is all about this? I would like you to read that contract. I would like you to read and see what the history of this community. The City of Dallas, they generated -- they got what they called tier one. Now, some of us are watching because we see it was moving into tier one. Dallas is at 97% utilization, and what that basically means is that we are almost non-existent.

I like the colonization piece. There isn't any gentrification. It's colonization, re-colonize. Some of us are watching. I know the older folks in the back there. They don't have the numbers with them today. But if you start looking at those of us who represent tier one, you start to look and see who is moving into tier one.

There is something afoot here, and Fair Park is the camel's nose under the tent. I agree, we need a park, we need a green space, but we need an economic engine that includes that community. Mill City, because we moved over that community in 1951, they started bombing it. By the way, that was the Jewish community. That was the Jewish community. They started bombing when we moved in. If you think, "I would just rewrite it." It's just full bomb prone. This whole look is about bombings. South Dallas, in and around Fair Park, they're bombing you now. You just don't know what the incendiary device is.

(Crosstalk: 00:09:44 - 00:09:51)

There was a reason that some of (00:09:55). We say we cannot watch idly as though nothing is occurring.

00:10:03

I watch. We watch W.T. White do that to this community. We watched -- oh, I get the history of -- or all of this so called Citizen's Charter and all of these other founding fathers. This is the (00:10:26) go get his own money, they said, "We'll let you in." But he had to go get his own money and nothing changed.

Mike Rawlings:

Good morning. Michael was over there. Thank you very much to Sorrel(ph). Thank you, Senator West. It is an honor to be here. I think it's a great idea, this Leadership Institute. We have got -- as we think about the future of our city, the leaders that are young leaders, leaders that take over from (00:11:16) been sitting on the council. For me, we kind of get on up in age, and I think building leadership especially the African-American community is critical. Thank you for my council, Deputy Mayor Pro Tem Wilson being here and I think Casey Thomas was as well.

As I think about building leaders, I think about using this opportunity to learn. For three years, we have created an open, multi-dimensional, multi-meeting, multi-community dialogue. We've had dozens and dozens and dozens of meetings. And we have had a lot of lots, a lot of information, and we've taken it very carefully. Starting with the mayor's taskforce on Fair Park, and we made sure that had the speakers that came in, talked about it from the community. It was then presented to the city council and the park board. And they all said, "Thumbs up, we're doing something." This is exciting.

Then we had to go out, and one of the premises of that was creating a public-private partnership for the park. Then we had -- then the foundation was created. Then work has been done in the last year with a plethora of meetings, questions, comments. We've been talking about this for three years. So if we want to learn how to be leaders, let's kind of go through the premises of leadership and how this relates. First of all, leaders or change agents, they create things to change. They don't create status quo. That's somebody sitting on a big bench.

Now for me, that's what I decided to do to run for Dallas and the change I wanted to help impact in an ever so small way, was the growth of Southern Dallas. That was my vision and leaders need that vision. And I said if I give eight years of my life, maybe Southern Dallas can be a little bit better. That's what I wanted to change.

So as leaders, are we clear about the change we want? Second, we must be accountable. Leaders are accountable, they are not blamers. They respect the history and the learnings and the mistakes that have been made and say, "What did I do? Did I do enough? Can I work harder tomorrow? This is my doing, not their doing." When I hear the word "they" I always get a little kind of queasy.

It's like they at City Hall -- I wouldn't even accept that City Hall, I say, "Tell me people's name at City Hall that did this because I'm going to track it down, and there's not going to be anything." They are human beings that made the decisions. And I think in this case, to me, I had to take ownership of what little I had done for South Dallas Fair Park, I focus on Redbird. I focus on Lancaster, I focused on West Dallas, I focused on West Dallas, I focused on Pleasant Grove, but I had done squat in South Dallas Fair Park.

00:15:11

And a lot of people have been working hard on those things, the Frazier Courts or Bonton or Fair(ph) Street or Mill City, but they were around the edges and not really happening right at Fair Park. So over the last couple of years, we put \$2 million into Martin Luther King Boulevard and where it's not where it used to be right now. It is a hell of a lot better than it was two years ago, it looks better. It looks cleaner and people are more proud. I'm sorry, I'm getting my soapbox, but we got to get people out to hanging out in that car wash, okay? We just have to do that, okay? Agreed what to have, a great, great neighborhood, but we all got to be accountable and not say, "They're in charge, we're in charge."

Second, we have to learn from Dr. King about being specific. Leaders are specific. I've read the history of Dr. King. I hear of his frustration after many marches in the South, and he wasn't getting the publicity. He wasn't getting the marchers. He wasn't getting the momentum, and he had an, "Aha" that things sometimes -- like civil rights are vague. That's where you sit on the bus, is not, it's very specific. The fact that you can't sit at a counter is very specific. Garbage collectors get paid, it's very specific. So he said, "I'll never do another march, unless it's very specific," and that's when the movement took off.

And so for me, if we're going to deal with South Dallas Fair Park, I had to be very specific. To me, it was around Fair Park because everything that this group has said is exactly right. It's exactly right, underfunded, underleveraged, too much concrete, too much bad stuff in decades passed. So let's deal with the elephant in the room, Fair Park, and if we do it with

that the way it can happen, I think we can create that growth for the community that everybody wants.

What's more specific though? We had to have a clear strategy. That's when we start to differ from time to time. So for me, I took the strategy of Central Park. Now, they mentioned Central Park, the greatest public park in America, another great park, Balboa Park in San Diego. They created a non-profit conservancy to run it because they knew they needed private money and folks in the seat of bureaucracy can't work together and get things done. They just can't, on building things like this.

And that's what we decided to do, create a public-private partnership. What's that mean? That means that we own Fair Park, the citizens own Fair Park, public. The public is going to fund Fair Park. And if we can get together and create this and tell the city council to fund Fair Park, it will be taxpayer's money. But it is the private organization to raise that money, to market, to create that master plan. What's great about the plan, I agree with Commissioner Price, everybody should read this. The city council can de-fund this every year. We can just stop this.

So this is not a billion dollar project that we're just handing off to folks. The public is going to be so involved in this that we're going to tired of it. But ultimately, we've got our private money and private folks that are non-profit, not-for-profit. This is not about Walt Humann, is not making a dime, that nine-person board is not making a dime. There's not a real estate company trying to make money off that. You could argue, "Maybe we should be doing that," but that's not my point of view.

Then five, leaders must be intellectually honest. Oh boy, that's hard as a leader because we like to get facts that kind of help our point of view. And about this, there will be a lot of facts that just aren't there. This notion that we don't have WMBE(ph) is just -- that is just not true.

00:20:02

In the contract, it's very clear, the standards are WMBE and it's going to be as good at this as the city council. That is fundamental that in fact that I challenged Mr. Humann and that board to hire global people and make sure they're doing that.

Sixth is that leaders can't do it by themselves, they need to surround themselves with talent, somebody at the whole community role, except somebody that has done it before and somebody that has a vision.

And lastly, execution is everything. You got to get it done. You can talk the game plan, and we've got a lot of work to do. I'm fortunate to the city council, folks that have represented this community have said, "We've got to do it." They're the ones that are pushing me. We got to hold the foundation to year one planned, which is like onerous as contract that we're doing. And we got to deliver on the promises of the community.

You know, we can -- President Obama faced this issue when he did healthcare. He said, "We got to get healthcare done." And there were so many critics who say, "This is not perfect, it needs to have more involvement. It needs to have this. It needs to have that." And he says, "We're going to come ourselves(ph) on down on this." And he powered through healthcare and you will be known as the president that finally got healthcare done.

Plans have been there for decades about Fair Park. Nothing, zero, squat has been done. Yes, we are being bombed today, but apathy is the incinerator(ph) device. Being ignored is the incinerator device. Fair Park has been ignored, underfunded, we've got to take actions. Thank you.

Royce West:

Let's all give him a hand. For those of you who have questions, please send them upfront. Let me say this, as it relates to 345, you and I now are saying, "Wait a minute. There are 130 acres of land between Fair Park and 345." I made it really clear (00:22:43) that at least as part of my vision, 345 will not come down. And it will be renewed and continued in the next (00:22:54), south-north, north-south thoroughfare in order to get people from the southern side to the northern side.

I'm pretty certain everyone knows where I am on it. There's no ambiguity as it relates to the bombing, transformation of (00:23:12) bringing down 345. We have a slew of cards up here. Let me just try to get you -- and the strategy is instinctive(ph) possibly, make certain that we stay on time because (00:23:23) most people.

Okay, I'm going to ask two persons this question. We'll take questions. Don Williams, what are your three top recommendations? These goes to Don Williams and Walt Humann. What are your three top recommendations for residents of Fair Park neighborhoods in terms of action items, as well as the Fair Park? Don Williams?

Don Williams:

Demand a great park and demand that it'd be in the contract, not just words by people, in the contract. If it's not in the contract, it's not there. If the money in the contract doesn't support the priorities, it doesn't exist, demand it be in the contract. "Follow the money". Demand that on WMBE as well.

Demand your interests be included in the contract. Let me just tell you, they're not there now.

Walt Humann: They are (00:24:30). Number two, the only issue here is let's give the park and make it one of the premiere parks in the nation. Number one, we get to stay funded. The first thing we'll do in that first year is to develop the master plan in Central Expressway. Let me just give you a reference point there. That was wide open in terms of public involvement, for 40 years, nothing was done acceptable(ph). We have 125 deaths a year, and it was one of the most congested freeways in the nation.

00:25:06

Okay, we look 128 alternatives, narrow it down to one, we can do consensus of both -- I mean consensus, to say, "That's what I hope we have in Fair Park, the large numbers of people, lands that they suggested during our one-year time period, and we come together with a consensus plan to create one of the premiere parks of the country."

The other point I would stress is that, you cannot have that one-year program and then implement specific projects, like the mayor was talking about, without a little seed capital. And that's why this funding is so important. If the city will come forward and help and fund some of those projects that a private donor will not fund, then I think we can restart the private sector community investing in Fair Park. There hasn't been a significant investment in Fair Park in the last 25 years from the private sector. We need to turn that around.

Royce West: Mayor Rawlings, how will the -- of the SFOT, State Fair of Texas. Okay, all right. How will the State Fair of Texas contract change to make it possible for them to honor contributing to the maintenance and repair of park as per contract Section 11? Why there will be -- is it legal?

Mike Rawlings: So the State Fair is the other big elephant in this room, okay? Everybody -- in fact, we didn't really talk much about State Fair must underlying that is this whole State Fair issue.

(Voice Overlap)

Mike Rawlings: Okay, this is critical because the State Fair is the big breeder, if you will, the lessee of Fair Park. Reverent Parish and I were talking just the other day, I think he made a great point. He said, "Well, the State Fair is the big dog there. They shouldn't be the big dog. Fair Park should be the big dog." And I agreed with him completely on that. So the question is, "How do you do it?" Because we have got a contract, a no-cut contract. We're paying this, whether it gets heard or not, okay? To

2028, so we have got to figure out how to work with Fair Park to accomplish the things that we want, the parking lots, all the things that Don talked about.

That's why creating this foundation is important because they are not going to negotiate with 30 people. They are just not going to. Our system is not setup that way. So what this foundation's job is, is to create that master plan where they buy into and start to change that contract and say, "Okay, for the good of everybody, that's what we're going to do." This is a leadership issue again. You bring people in or you demonize them. You don't negotiate when you demonize somebody. And I think we can accomplish pushing the fence back, creating that park, creating some of those business opportunities, education opportunities that we talked about.

And ultimately, take care of those terrible parking lots that hurt the neighborhood so, so bad. But it's only going to be done in a thoughtful manner together, everybody around the table as opposed to treating each other like they're the enemy and that's what I believe Mr. Humann has the experience and the know-how to do. And it's one of the reasons that -- three things, community, making sure this wonderful park gets built the right way and making sure State Fair contributes back as much as I believe they can in the future.

Royce West: Commissioner Price, all areas of new parks across the country that Mr. Williams speaks of, none of them allow for the people displaced to live and work there. Please explain how it's going to be affordable and welcome to those once this park concept comes to fruition.

John Wiley Price: Let me just say, first of all these issues are driven by public policy.

00:30:06

The City of Dallas is now in the (00:30:06). I talked about that 97% occupancy rate in that tier one where most people who look like me can't afford to live in that tier one. They do the city tier ones, tier twos and tier three. They are in the process right now of entertaining public policy, dealing with development, the same thing that Professor Phillips talked about with regards to how these communities are changing.

And so first of all, I'd like you to come to own those housing policy. Number two real quickly, is that you know, essentially - - and I know Mayor Rawlings came out -- you know PR, his list of PR. I give him credit. I even support him. Now, let me tell you something. Yeah, I have no problem with rural west. I spent the first 20 years of my commission to the building or

rebuilding Singleton Boulevard with the City of Dallas and you -
- had you been down to Singleton Lane?

Have you been to what they call North Oak Cliff. North Oak Cliff had to be a little bit south, for you that as south, but it's north. I had no problem growing there. They may have no problem commissioner, are you okay? Good to see you, and no problem. Try to get it roll, now you jump the river, (00:31:44). You jump the Margaret Hunt Bridge and all of a sudden you got Trinity Groves. You haven't seen any of that size.

And so, no, we're not going to be able to afford to live because the price is out of the market, and this is an opportunity for the City of Dallas to be able to pay and provide what we call workforce housing in the City of Dallas. There is none in tier one, there is none, and the last thing -- the last call I got when we get out on tax at the county recently, it was really interesting. I told the guys -- I found it interesting. I looked up why he's complaining about the \$37 that they wanted us to lower their tax rate at the county.

I found out he had bought a \$400,000 home, raised it. In other words, tooling(ph) down. Built a \$900,000 home and based on \$37 for \$189,000, he's calling me that he needs taxes lower from 79% down to that? I don't think so. My point is, is that we've seen that happen and they all take it. We're seeing that happen in most of Dallas in tier one and Fair Park is the last land.

Royce West: Mr. Williams, what is the best way to improve and connect the neighborhoods in Fair Park and don't just make commitments to public-private partnerships first, i.e. (00:33:38)? What is the best way to connect the neighborhood to Fair Park?

Don Williams: Well, that's a very important point because at the moment, those high fences say to the neighborhood, "You're not welcome here." The State Fair right now is putting great fences around so you can't see in the park and I'm not sure what the motivation is. We got to open up the park, connect it with the community, but create walkways, safe ways, traffic calming on Martin Luther King and -- I mean, Robert Cullum. It's not safe for children to cross the 6-lane street there and get in the park. So avenues can be opened to connect into the community, to draw people in and take people back out into the community.

And similarly, the Commissioner mentioned the 70 acres of land the State Fair bought outside of Fair Park (contrary to oits lease) and tore down houses, built high fenced parking lots out there. That in my view should be donated to the city for mixed income housing, workforce housing project like Commissioner Price talks about. There are ways to bring the community in,

not exploit the community, like these little parking jobs during fairs.

00:35:01

Royce West: Yes, okay. Now, I'm starting to feel (00:35:02). We're going to have a two-minute wrap at the moment to be on schedule (00:35:08).

Michael Phillips: I want to emphasize this that South Dallas morally comes Fair Park and that the Centennial Fair would not have happened if it hadn't been for the role of the African-American community that they got -- they were buying bonds. They're doing everything they got to state -- to basically say, "Oh their support, their support for the projects here in the community." And so you need to assert your ownership now. I'm going to briefly say if I look at what's public about the plan. When I go as a professor to take a trip at a conference, I have more detail that I have to submit with my college, than I am seeing with this project and if people that deeply -- we're talking about \$200 to get into the history conference. We're not talking about almost a billion dollars and so that's all I have to say. Thank you.

Walt Humann: Thank you again for letting me speak. Thanks for your help and support. Two things, give us the tools to turn Fair Park around and that will help surround the community. Use the Jubilee Park model to bring private funding, comprehensive development and a massive amount of volunteers to help the leadership that exist in those communities that surround Fair Park.

Streamline the management structure, provide adequate public funding, so we can restart the private funding of Fair Park. Public funding is absolutely necessary. I've been told like 20 of the top foundations in Dallas, they want to help Fair Park, but they first have to see that the City of Dallas that's into the game and I think all of you in the South Dallas Fair Park community would really want to encourage that.

That was during the Science Place, the president of TI and EES, who are the primary contributors to the expansion that we had there. They asked a question in 1996, "Where is the City of Dallas in funding Fair Park?" I had no answer for that, and 20 years later I was still asking the question. Now is Fair Park's time. Let's all pull together please. We never shoot ourselves in the foot if we are fighting among ourselves on something that we -- down deep, all agree with a unified approach.

So I hope we get your support. I hope the city council vote in favor of this because there are a lot of people that are anxious,

go and do their part on the Fair Park grounds. Thank you very much.

John Wiley Price: Unlike Walt, I didn't play with (00:38:32). Anyway, I watched Walt Humann in this -- I know he's meant well, have worked with that Dallas transit system, as it did with the conversion to DART. Now, he meant that, and I know he means well. Frederick Douglass says, "Too long have others spoken for us."

I appreciate you, Walt, but you don't live anywhere proximity, the fact that you got three African-Americans, three Hispanics, and three Anglos that has proposed, but it doesn't mean a lot to me. Now back with that history, I heard the mayor loud and clear, but if you don't know the history, you're going to repeat it. If you don't understand whose names on these buildings, these (00:39:35), go do your history and understand and that's all I'm saying here. I'm just saying a modern day version. Now all I'm saying to you is this is it. Talk about the last stand that this is it because (00:39:58) the mayor. I mean I know. I'm tracking my people. I know where they're going.

00:40:03

Well, there's no public transportation which we work in our work for the southern circle because nobody pushes. I just told you all be spotted at Galleria and now review, do the history. Now, let's count(ph), let's stop.

Mike Rawlings: Thank you. First of all, I'm so happy as a mayor of this city to be blessed with such elected and civic leaders that really care and carry such (00:40:56). Professor, I'd love the notion of moral ownership. I think that's the key in this whole thing and because I'm hearing from neighbors in South Dallas Fair Park, I'm hearing from our city councilwoman in South Dallas Fair Park that enough is enough, we've got to get this serious about and the city has got to fund something and get off the dime that we've taken way too long.

I'm honoring their wishes. We've created a great organization, can help create an organization (00:41:49) that I'm trying State Fair and wins together out of -- take back our community because around that horseshoe if I'm talking about it, that money goes someplace else. It just does. They'll eat that money up as fast as you can, and so we have got to listen to the community of South Dallas Fair Park and say it is important to do something now. Thank you.

Don Williams: Thank you again Senator West and to all of you for coming. I certainly agree with the mayor and Walt that the conservancy kind of a public, private, non-profit is the right mechanism, the right "how" mechanism. The issues I have are of "what" and "how you get there." We've got one chance to get this thing

right. Walt refers to hundreds of meetings. I've been to a lot of those meetings. Those aren't community-based meetings. They're presentations to convince and co-opt, with limited chance for Q&A. But that's not community engagement, excuse me, folks.

So I think a better way for us is to take a six-month pause here, slow this thing down for six months. Put in place a full throated community engagement process led by great professionals for the community to come up with a plan, then the city council can approve it or not approve it. In the meantime, the group, Walt's group can act like a task force. Second, the city must take on the State Fair to renegotiate their lease to accommodate multiple uses. And the State Fair should pay for the buildings it uses and pay for any new parking garages. Third, a world-class CEO should be hired and finally, the council should include an amount for a great signature park in the budget/bond campaign, subject to council's approval of the new plan and subject to a private watch. Let's do it right on the front end.