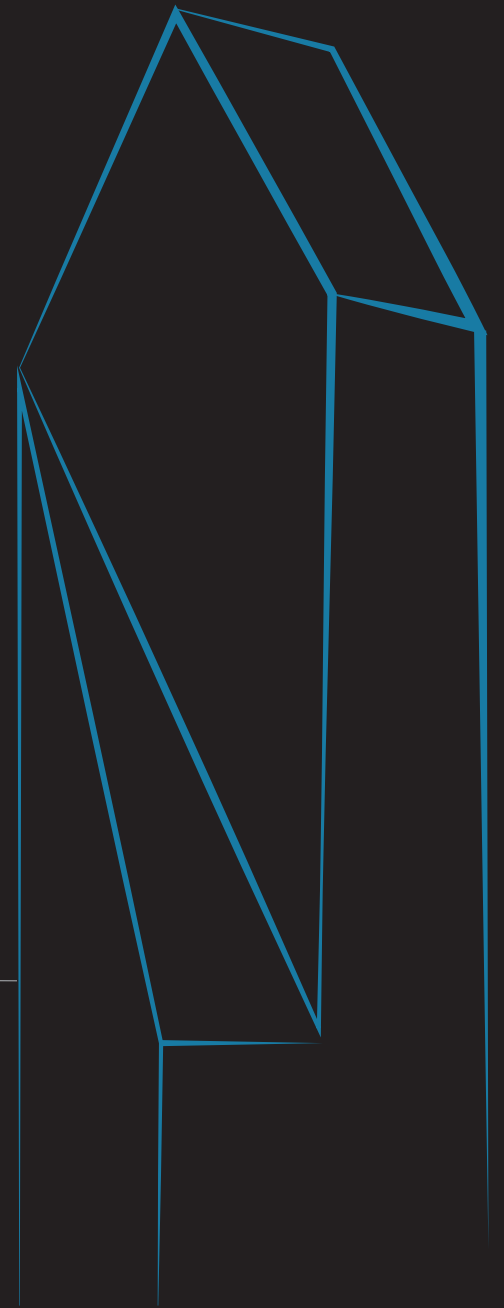
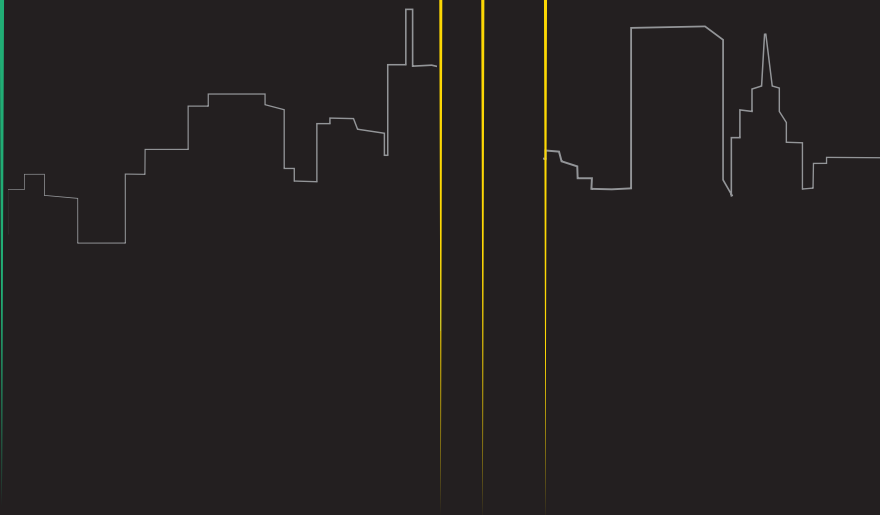
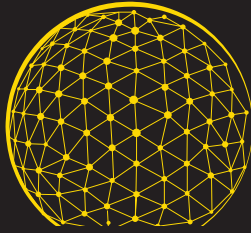


FOCUS

— The ReMarker Magazine —

a new dallas.





dallas

Dallas is livelier than ever: the greens of Klyde Warren Park, the foods of Deep Ellum and the crowds of American Airlines Center. But these places, these important contributors to what make Dallas, well, Dallas — they're all recent developments.

If we go back just 20 years, so many of the destinations we point to as the city's most identifiable places didn't have the same feel they have today, and some of them didn't exist. And those spots are the places attracting newcomers and keeping the locals.

But it wasn't always like this. Sure, Dallas isn't the small settlement near the Trinity River anymore. And it's not just the oil-tycoon, big-business city some people think it is.

Today, it's a city where you can walk from church to a park in downtown. You can see some of the best operas, plays and performances in the world.

And that's just the start. The people of Dallas, Perot, Rawlings, Miller, to name a few, have invested more than

just time and money into this city. They've invested care.

On a local scale, countless alumni have moved back to Dallas. But this isn't a recent trend, it's almost a predictable migration.

They come back because they want to be a part of the city that is emerging as one of the nation's leaders. They want to experience the destinations we have today. They want their kids to have the same education they had.

Most of those people, those who make changes and return to Dallas, know more about the city than anyone else.

And no matter where many Dallasites go, they take parts of Dallas with them, like memories of the greens of Klyde Warren.

By the end of this trip, you'll know more about where you come from. You'll meet the faces making the changes, and you'll find out what these developments do for Dallas.

And as these people lay down the groundwork for a new Dallas, you'll learn there's still more work to be done.

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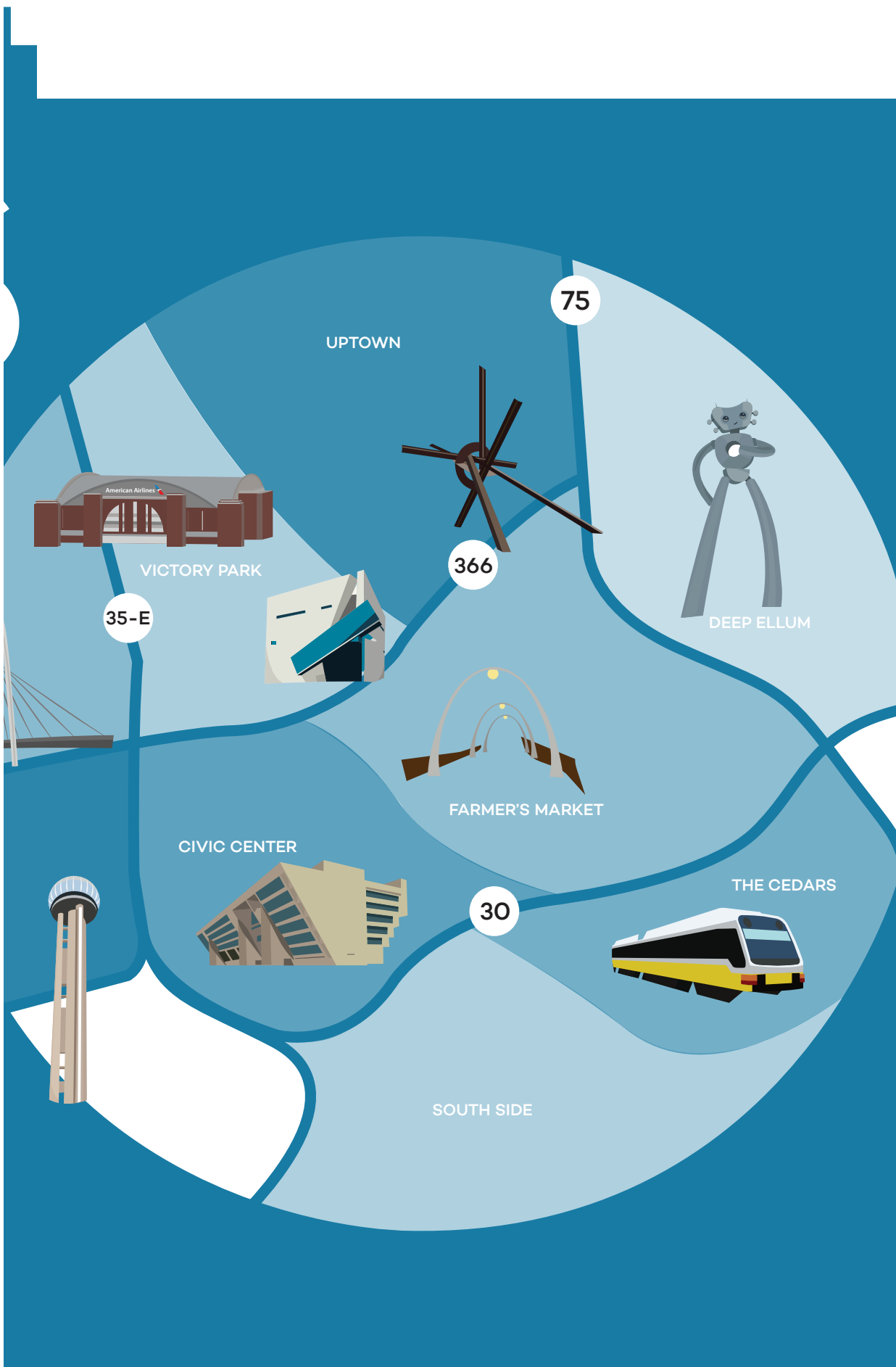


DESIGN DISTRICT



RIVERFRONT





MAP THROUGH TOWN

THE DEVELOPERS: BUILDING THE FUTURE PAGES 4-9

Let's start at the heart — downtown. Names like Decherd, Warren and Perot all tell us where Dallas used to be, how Dallas got to where it is and where Dallas is going.

THE NEIGHBORHOODS: LIFE OF THE CITY PAGES 10-14

In neighborhoods like Deep Ellum, west Dallas and east Dallas, we talk to Marksmen whose innovative ideas developed those areas.

THE CITY: KNOW YOUR TURF PAGES 14-19

The unique flavors and issues of Dallas — food, arts, sports and education.

THE SCHOOL: HOME PAGES 20-23

It all comes back to one place — school. We'll talk to the alumni who decided to return to this city after college and the families who continually send boys to the school.

THE FUTURE: THE DALLAS OF TOMORROW PAGES 24-27

Taking a look into the future, Mayor Mike Rawlings, along with others like former mayor Laura Miller, explains the trajectory of Dallas and how its demographics are changing. We'll find out about the areas north and south of downtown because those are just as much Dallas as anywhere else.



building the future

And ever since former mayor R.L. Thornton called Dallas the “can-do” city, Dallas has always been driven by innovators and opportunists.

Today, Dallas is a bit different from the “can-do” city Thornton knew.

Now it’s the have done, can do, will do city.

And these are some of the people that made Dallas that way.



STORY BRADFORD BECK WILL CLARK JAMES HANCOCK CASE LOWRY DAVIS MARSH AVERY POWELL PHILIP SMART
PHOTOS ARNO GOETZ TIM OMEARA PHILIP SMART FRANK THOMAS

THE PARK BUILDER

Boston had it, and we didn't. As a young college student at Harvard, Robert Decherd '61 looks out across Boston. He sees the Boston Garden, the parkways along the harbor and the open spaces in the heart of the city.

But when he came back to Dallas after college, Decherd saw pretty buildings, he saw bright lights.

Something was missing, though. Parks.

Today, he'll tell you that parks are the most valuable developments in downtown. And that "great cities do have great parks."

So, as former CEO and current chairman of the Belo Foundation, Decherd wants to make a difference by building parks and plazas in downtown Dallas — the first step in bringing downtown its own bit of green.

Last October, the foundation pledged \$30 million dollars to build more parks in downtown Dallas — Decherd is making sure of that difference.

With two new parks, Carpenter Park and Harwood Park, along with two new plazas, Pacific Plaza and West End Plaza, the proposed plan, which the city will vote on to match the money dollar-for-dollar in a bond issue in 2017, hopes to get people walking through downtown again, something Klyde Warren Park, the Belo Garden and Main Street Garden have sparked in the past decade.

"We used to say in trying to make

a point in 2001 or in 2002 that one of the problems with downtown Dallas is that you cannot walk from one side of downtown to the other and have a good experience," Decherd said. "Well that's changed. It's changed because of the parks, it's changed because of the city's investment in other infrastructure and it's mostly changed because of the capital that those investments have attracted."

But it's more than just getting people to walk through downtown Dallas. Decherd cites Klyde Warren Park as an example of how parks do more than just add people and green — they add business.

They add business in the form of tax revenues. The areas around Klyde Warren have generated revenue streams — food trucks around the park, living spaces like Museum Tower and a Savor, a restaurant in the middle of the deck-park, all have increased revenue. Main Street Garden has seen success in attracting tenants to the surrounding areas, like University of North Texas's system headquarters. And the Belo Garden, a park right by the famous 72-story Bank of America Plaza, adds to the perception that Dallas is a vibrant city, attracting capital.

"The people who have done that park Klyde Warren deserve tremendous credit," Decherd said. "It was one of the most successful projects in urban parks in the United States of the last decade at least."

For the city, the perception parks give is important for businesses who are looking to relocate to Dallas.

"What's happening on the northern sphere of Dallas right now is astonishing," Decherd said. "How fast can these companies get out of California or wherever else to move here because this ecosystem is working and it translates into a civic identity that is easily understood by people making those decisions."

Although the architecture in downtown gave Dallas one of the most recognizable skylines in the country, these buildings didn't keep people in the city with only 1,200 people living in downtown in 2000. Now, more than 7,000 people live downtown, and it's much more than just pretty buildings.

"Downtown Dallas has been one of the great skylines in the United States for decades. But you couldn't find a human being in [downtown] Dallas 15 years ago."

Decherd says back then there was no reason to be in downtown. People would drive to work, and then they would leave — they lived and ate outside of downtown.

But things have changed.

"Look at it today — this Festivus Light Festival in the Arts District — it was so crowded this year they were talking about either extending it to two days or cutting down on the number of exhibitions," Decherd said. "It was almost overcrowded. Klyde Warren Park? Their census count is thousands of people a day. Main Street Garden is so heavily programmed that they're replacing the sod two or three times a year." *Continued, next page*



In his office in Bank of America Plaza, Robert Decherd overlooks the Belo Garden in the background. The Belo Garden (bottom right) and Main Street Garden (top right) are some of the parks the Belo Foundation helped create.



Parks play key role in city's growth

Continued from previous page

And more than just the capital and people these parks attract, they also create events and experiences, public events like yoga and shows.

"A lot of those events [in parks and downtown] again bind people together," Decherd said. "Not to reverse the logic but in the absence of those parks, what's the reason to be downtown? All these things are symbiotic, and it's well demonstrated that you create great public spaces, it attracts the capital I talked about, but also the experiences. It's creates the experiences that are now being well documented in and around downtown, not unlike almost every major American city."

But unlike in places like New York, a city known for years with impressive green-space in the heart of pretty buildings, Dallas had nothing in its original plans for large scale parks near its commercial center. To overcome that challenge, Decherd says the Belo Foundation must provide "aggressive" financial support for parks in downtown. The Foundation is contributing nearly all of its assets.

The recent developments in parks, specifically how quickly they have been completed, have been surprising to Decherd and others involved in the downtown development.

"If you had taken any of the people knowledgeable about the center city in Dallas say in 2005 and ask them to tell you the year by which this amount of investment would have occurred and this amount of activity being achieved, you would have been at 2025 easily," Decherd said.

This success in the development and perception of parks is a recent

trend. But as a firm believer in cyclical history, Decherd says the city will eventually face a bump in the road.

"When certain things happen in an urban environment and investment builds on investment, things can accelerate," Decherd said. "That's what we're experiencing. A very real acceleration of this investment as development. There'll be some sort of hiccup, but until that occurs, this going to go on in a very powerful and positive way."

This acceleration has transformed the city into more than just pretty buildings. Even if it wasn't originally the most naturally attractive region, Dallas's attitude is a driving force in making the city a destination point.

"I suppose great cities are defined by their collective conviction that there's a reason to be great and a willingness to act on that conviction," Decherd said. "Even though we aren't in originally the most beautiful plains in North America and there's no coast and no mountains, that conviction about being great has played out in a lot of ways."

And until the "hiccup" comes, the positive is here to stay for Decherd and the city — maybe because of that "can-do" attitude.

"This idea that we can accomplish things through attracting capital, hard work, good-values, civic spirit that extends to all of our citizens," Decherd said. "Knowing that it in an imperfect world, it is an incredibly powerful thing and that has defined the city in a lot of ways. All along, way before the 1960's, I think we will sustain this for a very long time. People talk about wanting to live in and around Dallas. Well, there's a reason."

THE PROPOSED PARKS

A look into the four parks Decherd hopes to add to downtown Dallas

CARPENTER PARK



This 8.7 acre park at the corner of Pearl Street and Pacific Avenue will have food trucks and basketball courts under the highway.

PACIFIC PLAZA



At the corner of St. Paul Street and Pacific Avenue, this 3.5 acre plaza connect to the One Dallas Centre, along with underground parking for 840 cars.

WEST END PLAZA



For day to day use as an outdoor cafe, this plaza will hold events at Corbin and North Record Street.

HARWOOD PARK



With views of downtown Dallas, this park on Young Street will help the growing residential population in the Farmer's Market District.



Photos of Main Street Garden (center) and Klyde Warren Park (left and right).





A statue of Benjamin Franklin (left) gazes across the campus, the bronze image of Trammell Crow Sr. (center) looks ahead and Harlan Crow sits in his Old Parkland office (right).

Old Parkland adds history to downtown

Building a Jeffersonian campus right next to the tollway, what used to be the 'Old Parkland' hospital is now an office complex. Covered in history, statues of American icons cover the campus.

The bronze seal of the United States in the center of the gate slides slowly and smoothly out of focus to reveal a complex of office buildings unlike anywhere in Dallas.

But to call Old Parkland a complex of office buildings is to call Monticello a house.

Lush, green grass blankets the grounds and Jeffersonian architecture dominates the view with massive pillars and a magnificent dome that crowns the campus and pulls the eyes of any passengers riding by on the tollway.

Striking, magnificent sculptures of the fathers of our country are planted on every porch and pathway.

But to the side of the original Parkland hospital building in a small, secluded sanctuary, a dynamic statue of Trammell Crow Sr. is surrounded by ivy-covered walls that seem to ensure a private conference with him.

And like the visage of his father hidden in the foliage, Harlan Crow stands as the man behind this aesthetic achievement that changes the way people see Dallas, a city he's witnessed and influenced the development of his whole life.

"There's always going to be seminal events in the life of a city, but I think what comes to my mind as far as big changes to the city is the development of the center city, the downtown area," Crow said.

For Harlan Crow, chairman and CEO of Crow Holdings and father of Rob '17, the biggest transformation has not come in the rapid expansion of Dallas spilling out and creating suburbs, but rather right in the heart of the city — downtown.

Old Parkland sits regally at the

corner of Maple and Oak Lawn avenues and its massive bronze dome and red brick walls are impossible to miss when driving by on the Tollway.

"For a guy like me who has lived here since I was born and certainly since I was your age, I used to think that I lived in an office par. Well I lived in a residential area, went to a nice school, but downtown was just an office park. Now it's a city. That's a big difference."

While the landscape of Texas does

EVEN THOUGH WE DON'T HAVE THE GOLDEN GATE BRIDGE OR THE BOSTON HARBOR, WE HAVE A HUMAN CONDITION HERE THAT I'LL PUT UP AGAINST ANYBODY.
— HARLAN CROW

not lend itself to an immediate natural beauty, Dallas has stood out from the pack of big cities nationwide because of its people, Crow says.

"I really don't think that Dallas has natural beauty," Crow said. "I mean, Colorado, San Francisco, you pick, Dallas doesn't naturally have what they do. What makes Dallas different is our people."

Being the ninth largest city in America with a population of around 1.24 million and a growth of 6.9 percent in the last four years, something else besides a hot Texas climate is attracting these people, and Crow thinks it's due to the ones that are already here.

"I think what they brought was an incredibly positive outlook and kindness," Crow said. "Just nice, kind people that are able and think work is a good thing."

Old Parkland is full of beautiful buildings and state-of-the art facilities, but above all of it was meant to be a working community of people that

bond beyond just a nine to five day's work.

"The built environment is nice," Crow said. "But if we don't put it to use for good purpose, it's all just a bunch of bricks. By holding events and bringing people together, we are able to stimulate the conversation over and above what people do in their day to day work."

The land was originally occupied by Parkland hospital where it withstood a major fire that ignited a switch to brick walls, which were incorporated into the current design of the office buildings.

"The original building, which was built in 1894," Crow said. "Was burned down in 1913 to build this brick building in which we are sitting. The architecture of the building was already there when we bought the hospital, so we decided to keep the architecture in the old style."

While the architecture may be in old, traditional Jeffersonian style, the building is not even fully completed and is still undergoing the finishing touches, and, according to Crow, so is the city surrounding it.

"If you go to Boston or you go to San Francisco, you go to cities that were founded a long, long time ago and have been built up over a long period of time," Crow said. "Dallas not so much. This city is building kind of fast, and for those of us that are here are not only able to witness it but to shape it, it's kind of fun to think of comparing Dallas to Boston because the people that were involved in shaping Boston were doing it for 250 years and we're doing it in 50 years."

MORE THAN A MUSEUM

Ross Perot Jr. '77 has developments all over the Dallas Metroplex, transforming the city and surrounding areas economically and culturally.

THE RISK TAKER

Ross Perot Jr. '77 sees Dallas from 1,000 feet above the ground. High above the city in a Hillwood Development helicopter, he points out his company's various developments.

Alliance Airport, a massive airport that fuels growth in North Texas. The Perot Museum, an innovative new museum in downtown. Victory Park, one of the biggest entertainment venues in the city.

His office is covered in maps with sweeping views of the region that illustrate where he's made his mark and where he plans to act next. From that height, he sees beyond buildings being constructed and toward the progress of the city.

"I was born here, and you always want to take great care of your community because this is a city I love, and you certainly want to make it better every day," Perot said. "We want to make our city better, make our community better, but we try to do that in lots of cities and countries around the world."

All developers must take risks when developing a property, but these risks seem small when it comes to making one's home better, the reason behind many of Perot's developments.

"We will do things here in Dallas that we wouldn't do in other cities," Perot said. "We wouldn't take the risk of Victory Park in another city. Dallas needed a developer to clean this up, and not many people had the ability to clean it up or the staying power to clean this up. But we did, and we did it."

The Victory Park project provided Perot with a way to turn a wasteland into a vibrant part of the city, a project that received the Phoenix award from the Environmental Protection Agency, an award that recognizes exemplary redevelopment and revitalization.

"Most of our peers are afraid of these issues just because they haven't done it before, but now we have our credibility,"

Perot said. "We know how to work with the EPA, and we go cleanup these environmental projects around the nation, and it's become a great business for us because again not many people have the time and patience or experience to go climb that mountain."

Perot's success in Dallas has been the growth rates that fuel the area and the result of his willingness to take risks. His Alliance Airport development in north Fort Worth is both a product of that growth and a contributor to it, and yet very few people know of its impact on the metroplex.

"That area in north Fort Worth is one of the, if not the fastest growing region now in the United States," Perot said. "So when you have those kinds of growth rates and that amount of people moving in, whatever you're developing is going to work if you're semi in the fairway to make it work."

While Perot's projects usually have an economic effect, they also sometimes have a cultural effect as well. Victory Park changed downtown Dallas into a vibrant tourist attraction with the American Airlines Center (AAC), the downtown sports arena for the Dallas Mavericks, the Dallas Stars and the host of many other events. The Victory Park area is surrounded by restaurants and other modern buildings, completing its transformation from a wasteland to a center of culture.

"If you own an arena, you've got basketball, hockey, concerts, family shows," Perot said. "An arena can be used every night of the year. So it's a great energizer. And so, to have the arena in the Uptown area, brings millions of people a year into this area. The reason people come downtown, is because of the American Airlines Center, and hockey and basketball. It brought the people, it brought the energy, and it brought the image."

The AAC made an economic impact in both the private and the public sector, something Perot attributes to the success of



Victory Park was a \$3 billion project. It turned what used to be a wasteland near downtown into the vibrant center of culture it is today.

the Uptown area.

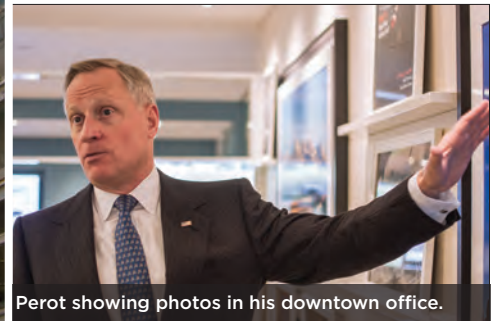
"The impact of Dallas has been huge," Perot said. "You've bought another 45 acres that was dead onto the tax rolls and now we've put millions of dollars of development onto it, tens of millions of dollars in taxes and it's allowed this Uptown area to really boom."

Perot believes the American Airlines Center attracts many people to visit the city. But he suggests the main draws to becoming a Dallasite are the city's culture and its people.

"You look at all of the people moving in, you know, they're all greeted, they're welcomed, its an easy community to assimilate into, and that's the great magnet of Dallas-Fort Worth," Perot said. "It's a very positive, pro business, open-minded, optimistic culture."

The success of the American Airlines development allowed for other pieces of projects to be pursued, such as The Perot

T H E D E V



Perot showing photos in his downtown office.



The front of the Perot Museum.

Museum of Nature and Science,

"We didn't envision the Perot Museum," Perot said. "When we started doing all of this, we had no idea we'd have a museum here. And so, it was really one deal after another, it wasn't a big vision. You've got to have a great foundation, you've got to be creative and flexible, and then you've got to let the market come to you and let the deals come to you."

Perot believes that the museum will continue to be an important aspect of the downtown area, and hopefully inspire some to go into math and science fields.

"I think the museum will continue to grow, and normally with a science museum, you don't stop at phase one," Perot said. "There will be a phase two, a phase three. It's been very popular, very successful, and you'll see that museum continue to grow. One thing about a museum, you want to impact young people and hope-

fully they will turn to engineering and science."

Most of the land in Dallas has already been bought and developed, so future developments will require destruction of already existing buildings.

"The key to downtown uptown today is you go back into old land and redevelop," Perot said. "Tear down old buildings, put up new buildings. Tear down old houses, put up new houses. And you see developers now doing that. You'll see one of these 1950s' buildings getting torn down and new buildings getting put up. That's the next play."

As long as properties in Dallas remain profitable, Dallas's growth will continue for many years.

"You have to have great impact on the community," Perot said. "You have to have great product. And it has to be profitable. If it's not profitable, then everything stops. You don't get the investors, you don't

get the bank debt, and so you've got to have everything together to make it work. That's the art of being a developer. You have to have the quality, the design and the profitability wrapped into one package. And it's not easy to do."

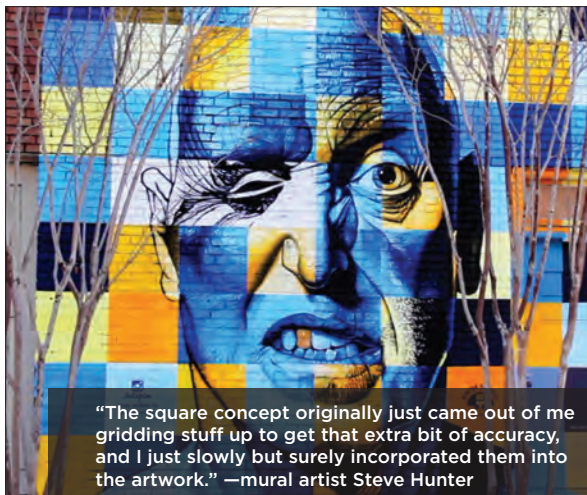
Because of the economic success of the city, the open-minded people and the possibilities for the future, Perot believes Dallas is the best place to raise one's family for the foreseeable future.

"Go off and have great adventures, learn the world, take advantage of all your opportunities," Perot said. "But at the end of the day, come home and raise your families here because this is a very special place that gives you great opportunity. Our growth rates are not going to slow down. This region will continue to grow, and the region needs leaders. At St. Mark's we produce leaders, you guys are going to be needed. You'll be needed and you'll make a great mark."

the life of the city

T H E N E I G H B

Neighborhoods of Deep Ellum, Lower Greenville, Knox-Henderson and West Dallas are home to the unique arts and music scene of the city.



"The square concept originally just came out of me gridding stuff up to get that extra bit of accuracy, and I just slowly but surely incorporated them into the artwork." —mural artist Steve Hunter

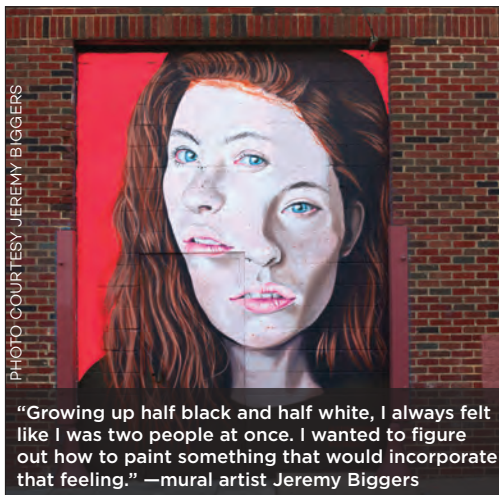
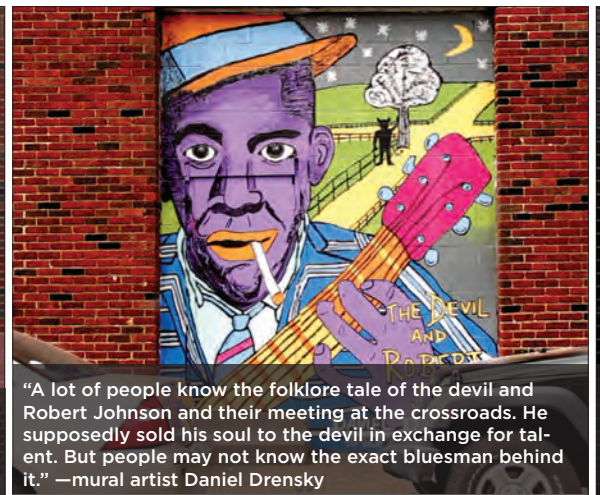


PHOTO COURTESY JEREMY BIGGERS

"Growing up half black and half white, I always felt like I was two people at once. I wanted to figure out how to paint something that would incorporate that feeling." —mural artist Jeremy Biggers



"A lot of people know the folklore tale of the devil and Robert Johnson and their meeting at the crossroads. He supposedly sold his soul to the devil in exchange for talent. But people may not know the exact bluesman behind it." —mural artist Daniel Drensky

STORY ANDRE ARSENAULT WILL CLARK GOPAL RAMAN KOBE ROSEMAN
PHOTOS WILL CLARK ARNO GOETZ CHARLIE OBRIEN PHILIP SMART



“The idea behind this mural is the story of Pecan Lodge’s owners. They built this small, walk-up barbecue stand and now they have this number one destination in Deep Ellum.”
—mural artist Lesli Marshal



“The mural I created is a map of Deep Ellum. It is the city blocks of Deep Ellum semi-abstracted. If you’re standing across the street and someone is walking by, they unintentionally become part of the mural.”
—mural artist Sarah Reyes

THE URBAN SOCIAL SCIENTIST

On the outside, Deep Ellum Postal & Grocer brandishes a sleek logo, big windows and freshly painted walls.

But on the inside, it’s a mad scientist’s lair.

The leather is peeling on the stools, a long board is propped up against the wall and behind the counter there are mountains of boxes.

Sitting alone in the middle of the apparent chaos, wearing a man bun and an eager smile, is Brandon Castillo ‘00, the self-titled “urban social scientist” behind Deep Ellum’s first post office and grocery store. It’s just one of Castillo’s many developments in Deep Ellum that try to make urban Dallas a more walkable, pedestrian-friendly space.

“What a lot of people have told me is their grandma’s town in East Texas was the last time they’d seen a post office and a grocery store,” Castillo said. “I feel that neighborhoods in an urbanizing Dallas need to function like small towns.”

After getting his start in the area with the founding of the Deep Ellum outdoor market, Castillo has continued his series of unique developments in the community.

But after leaving Dallas in 2000 for college, Castillo thought he would never come back. He traveled to Spain and Germany, and in traveling he actually ended up instilling a pride in where he’s from. When he finally returned to Dallas after a decade, he realized that a lot of what he loved in those faraway places was poking its head out in Dallas too -- in Deep Ellum’s architecture, streets, infrastructure and murals.

The only difference was no one was walking around.

“If you took a scalpel,” Castillo said, “and you took out Deep Ellum and you put it in San Francisco or Chicago, everyone would want to be here. You would have people on the streets all the time.”

Castillo studied these places and brought back ideas to make Dallas a

more walkable city, creating destinations within a neighborhood. Small businesses rely on those destinations and in turn rely on each other.

“It’s working,” he said with a grin. “Especially trying to engender this more walkable environment. But is it profitable? I’m not driving a Benz, you know?”

Castillo’s plan is working, but its success lies in its subtlety. It’s not just about bringing in successful businesses. For example, bringing in a Starbucks would be profitable, but it would kill the local coffee shop, and with it, the vibe of the neighborhood.



Brandon Castillo in front of Deep Ellum P&G.

“How you make your investors happy and how you make your community happy are often times at odds,” Castillo said.

But Castillo continues to conduct his experiments, practicing what he calls “gentile-fication,” or focusing on the entrepreneur and building wealth within a neighborhood.

“The city has always embraced the entrepreneur, the risk taker, and on top of that there’s a lot of capital in the city,” Castillo said. “Mixing those two together makes innovation that much more possible.”

The key, according to Castillo, is for people to want to improve their environment, and once the community invests in a place, the seeds of innovation and expansion are already sewn.

“This is a huge city,” Castillo said. “There’s so many creative people, there’s so many great things going on. It is just ripe for those connections to be made and new things to happen.”



In West Dallas, Brent Jackson stands in front of the sign of the Alamo Hotel, one of his signature developments.

REMEMBER THE ALAMO

He saw what other developers didn't see: an area of Dallas ripe for opportunity and growth.

THE CREATIVE DEVELOPER

If he's not busy developing real estate and looking for new projects, Brent Jackson '93 can be found in his home pursuing his true passion of painting and sculpting.

As a developer in West Dallas, Jackson is able to combine his artistic skills with the real estate development industry.

Armed with an undergraduate degree in oil painting and sculpting with a side focus in economics, Jackson wanted to expand his education before emerging into the business world.

"I had to go back and get my master's degree in business at UT Austin," Jackson said, "and try to find a facet of the industry that allowed me to marry the different sides of the brain: creativity, passion, and financial modeling."

Contrary to many developers, Jackson looked south of the Trinity River to exploit the underutilized West Dallas area.

"Other developers just weren't eyeing it," Jackson said. "They were more focused with other parts of town probably because

of certain bias. We didn't have this bias, and we were able to capitalize on this opportunity consequently."

Ultimately, Jackson chose West Dallas for its prime location as a cultural center and regional center.

"We're surrounded by arts, recreation, parks, sports, transportation..." Jackson said. "This site [Sylvan Thirty location], with its adjacency to Interstate 30, really gives us a regional component where we can really be anywhere within the city in a pretty short order. And back to the urban core component, being so close to downtown, some of the world's major headquarters are located in downtown Dallas."

In addition to certain business advantages, Jackson says West Dallas is unique because of its deep sense of community.

"I would go back to the people," Jackson said. "I've become dear friends with several of the community leaders here in the area. The genuine care of how we're doing, and hopefully reciprocated, is probably the most exciting reward of this community."

FROM HENDERSON TO GREENVILLE

Having leased their land to tenants in the Henderson area, brothers Marc Andres '78 and Roger Andres '77 now look to revive Greenville Avenue to its former glory.

THE BROTHERS

When brothers Marc Andres '78 and Roger Andres '77 first looked down Henderson Ave. in East Dallas, they saw more than just rows of stale duplexes.

They saw potential.

They had a clear vision: a lively neighborhood with a unique combination of trendy stores and living spaces for everyone from college-aged students to retired senior-citizens.

Today, their vision has become reality.

Near the southeast corner of Henderson and McMillan Ave., you'll see the interlocking wooden design of Houndstooth Coffee right across from the white brick columns of CorePower Yoga.

And if you walk north along Henderson, you'll see a massive No. 2 pencil jutting out of the roof of Warby Parker's classroom-themed eyeglasses store.

Just beyond that, rows and rows of houses and yards dominate both sides of the road.

But then, Henderson Tap House with its bold, brick logo and Sushi Axiom with its sleek, modern look breaks the pattern.

Less than a mile away sits a plain looking building coated with two stories of tan brick. Inside that building, on the second floor, you'll find the company behind all the variety that Henderson Ave.

contains: Andres Properties.

After formulating their vision, Andres Properties started lining up their potential stores and retailers.

"We knew we didn't want the national credit tenants," Marc said. "Once you take those out of the mix, then you have to identify who you do want. Some say, 'It shouldn't matter who you put in there because they are going to either pay rent or if they fail, someone else pays you rent.' But for us, we get really involved with the tenants. We feel like it is all part of the family."

According to Marc, this insistence on a close owner-tenant relationship is something their father, Dave Andres, taught them at a young age.

"The typical real estate investor looks at the numbers and how they can achieve dollars and profits," Marc said. "From our dad's perspective it's, 'How do you make yourself successful while making the tenant successful?'"

And the success has come. The new Henderson Avenue is one that offers Dallasites more than just a home or a neighborhood; it offers them a life.

"The neat thing about the area is that you really could graduate college, live in an apartment with some friends in the area, move from that to a duplex with less friends, then go to a single family house also in the area, and you could buy a house, and a bigger house and start having kids," Marc said. "Really all of that is in this neighborhood, which is pretty unique. Not many neighborhoods have that."

After recently selling the majority of their holdings in the Henderson area, the brothers now hope to implement the same vision of a one-of-kind neighborhood in their new holdings in the Lowest Greenville area.

After recognizing the declining interest in Lowest Greenville, Marc and Roger now seek to revive the area to its once booming aura.

"We wanted people to remember Lowest Greenville was a great place to be, but it's not what you remember it as most recently," Marc said. "This is the new and improved. We really have been doing what we were on Henderson."

By stressing the importance of supporting small, new businesses, the Andres brothers have enabled many of their tenants to expand. There are more than a dozen of these first businesses like Steel City Pops, Crisp Salad and Fireside Pies.

"We had a beauty bar concept, we have Barcadia," Roger said, "we've had people that have opened on Henderson or Greenville that have opened in Fort Worth. We have a lot of first tenants that put people in business and have gone on to do more than one location."

Although the brothers' philosophy of promoting unique and dynamic neighborhoods directly applies to Henderson and Lowest Greenville, it also applies to Dallas as a whole.

Marc believes newly developed areas like Henderson, Greenville, Uptown and Deep Ellum are essential to people's interest in the city. Having a large influence on two of these areas, he often puts himself in the shoes of those who will live there.

"I do think it is important for our city to have great neighborhoods," Marc said. "I think they make things interesting and exciting for young people who want to be there. Dallas historically has not really had cool areas to be in, so I see it through the eyes of guys who are seniors in college. Where would they want to live?"



One of the popular restaurants on Greenville.



Roger Andres '77 and Marc Andres '78 point out their recent developments in the Lowest Greenville area, east of Henderson Avenue.



Henderson Tap House, a restaurant unique to the Henderson area, is a popular destination for younger Dallasites.

know your turf

Taking a look at food, arts, sports and education throughout Dallas, you'll meet the people driving those areas of the invigorated city.

STORY
CAMERON CLARK
RETT DAUGBJERG
BLAKE DAUGHERTY
WILL FORBES
ZACH NAIDU

PHOTOS
ARNO GOETZ
TIM O'MEARA
PHILIP SMART
CORBIN WALP

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THE CHEF

The buzz of pots and pans hitting against each other. The ring of a timer. The dozens of voices barking orders back and forth. These sounds constitute the normal ambiance of the kitchen of 18th and Vine during its dinner time rush.

Through the noise, one voice stands above the rest.

"I need a runner!" Chef and owner Scott Gottlich '94 calls out.

The kitchen falls silent and a waitress steps forward to shuttle the freshly prepared grits and fried okra.

As soon as she leaves, the chefs get busy again.

18th and Vine, a Kansas City inspired barbecue restaurant on Maple Avenue, is Gottlich's newest restaurant venture in Dallas.

He also owns a French cuisine restaurant in Inwood Village called Bijoux, a more contemporary restaurant in the The Westin Galleria called The 2nd Floor, which all serve as outlets for Gottlich to express his love for food.

"Food had an impact on me early on," Gottlich said. "I remember going on a cruise as a family and I would try the octopus and the shark. I was different in the fact that I wanted to try these other things. I always appreciated food."

And soon, Gottlich's appreciation for



At his restaurant, The Second Floor By Scott Gottlich, Gottlich poses in his kitchen. On the right are his mashed potatoes and potato skins.



food turned into a passion, working as a sandwich artist at Subway and waiting tables through college.

After he graduated from the University of Oklahoma, he enrolled in culinary school in Vail, Colorado.

Gottlich then worked at a series of restaurants around the country, including the once-highest rated restaurant in Southern California, Aubergine.

But Gottlich believed Dallas was the best place to open his restaurants.

"To start your own business you need a support system," Gottlich said. "My family is here, and it makes it much easier to be able to be an entrepreneur when you put everything on the line and it takes all of your time."

Not only did Dallas provide a great

support system, it also supplied the demand needed for his restaurants. And to Gottlich, Dallas was a city that valued eating as one of its main sources of culture and entertainment.

"I think Dallas has more seats per capita than most cities," Gottlich said. "Dallas likes to eat because a lot of people choose to eat for their culture."

For Gottlich, the experience that comes with eating is the emotional connection between people that adds to its value.

"It's an emotional kind of thing," Gottlich said. "It's the fact that we are trying to get someone to come in and forget about what they are doing for an hour or two and have an experience. Anybody can eat, but we're not here just to eat. It's for the experience."

THE CURATOR

With the most important interview of his young life underway, all Jed Morse '90 could think about was not getting salad dressing on the expensive sculpture sitting in the center of Raymond Nasher's dining room table.

Morse was interviewing to be chief curator at the Nasher Sculpture Center, which was at that point just a design.

After getting to know Steven Nash, director of the Nasher Sculpture Center,

during an internship at the Dallas Museum of Art, Morse was offered an interview with Nash, renowned art collector Raymond Nasher and his daughter Andrea Nasher at lunch.

"I remember being so nervous during this interview because it was such an exciting opportunity," Morse said. "And at the same time I was being interviewed at his dining room table with works by Picasso and the centerpiece of the table was a work by Brâncuși."

And despite the nerves, Morse got the job.

By taking art history at three levels starting with St. Mark's, Morse was able to be a part of the development of the Arts District in downtown Dallas and lead one of the most esteemed sculpture centers in the country.

"I really fell in love with it because it was a combination of all different disciplines in looking at history through the lens of art," Morse said, "and the more you study it, the more you find out almost

anything comes to bear in terms of ideas represented in works of art."

Raymond Nasher built the museum to be a catalyst for the further development of the Arts District, turning what used to be a parking lot into the a huge sculpture garden.

Renzo Piano, Head Architect for the Nasher Sculpture Center, wanted to open up the art to the life of the city, not shut it out.

"Dallas was a place for cars, not a place for sculpture," Morse said. "There is this constant seamless connection between the vibrancies of the city that opposed the galleries and the oasis of the garden so it encompasses the life of the city."

Morse witnessed the transformation of both the Nasher Sculpture Center and the Dallas Arts District from two institutions with a few parking lots to a cultural campus in the center of downtown and he enjoyed every moment.

"It was a phenomenal opportunity to do that [open the Nasher Sculpture Center] in my hometown," Morse said. "And to see this new institution play a part in bringing art downtown Dallas to life was incredibly fulfilling."

With the city in the background, Morse stands in the Nasher Sculpture Center's garden.





Q and A

The Focus staff got some insight from the biggest sports fans in Dallas — the past, present and future owners of the Metroplex’s most popular professional sports teams.

Stephen Jones on...

THE EFFECT OF A WIN ON FANS.

During the season, when you win a football game, people wake up on a Monday morning and they’re exhilarated, they’re excited, they feel positive that they can go out and do big things.

I think sports are a respite for people. You get to relax, enjoy, root for your team and of course when they win, then it gives you that motivated feeling that, ‘Hey, the Cowboys won. Now I’m going to go out and have victories in what I’m doing and what’s important to me in my life at that time.

HOW A WIN AFFECTS DALLAS.

[The Dallas Morning News] said they sold like three times the amount of papers on a Monday versus when we lost. People would tell you they did ‘x’ amount more business — banks, restaurants — when the Cowboys won versus when the Cowboys lost.

So it’s always been a part of the culture here in Dallas, and obviously football is a big part of the culture around the country, and it’s something we’re very proud of.

Tom Hicks on...

WHAT MAKES DALLAS SPORTS CULTURE DIFFERENT.

Particularly in Dallas, there’s a psychological and emotional investment of the people for their teams. Dallas loves winners, and it always has, so it supports winners.

I think sports played a big part in the growth of Dallas. There’s something special about Dallas because that [affect] doesn’t happen in any other city you can think of.

THE AMERICAN AIRLINES CENTER:

The stadium cost \$425 million, and [Ross] Perot and I asked the city to give us an economic package

of \$125 million that we would pay back with incremental taxes that would be generated off the revenue that otherwise wasn’t going to be generated.

I think that 125 million [dollars] has been paid back four or five times; [a lot] of development would have never occurred without the arena being there.

All these apartments and condos here are being totally driven by the young people who want to go.

Mark Cuban on...

THE CHAMPIONSHIP PARADE.

Apple is the largest company in the world. Cupertino has never thrown them a parade. When the Mavs won, the entire city was on fire and the parade was amazing.

AAC’S EFFECT ON DALLAS.

I think we have made [Dallas] a destination again. [Whether it’s] games or concerts, there is always something going on. [The American Airlines Center] really helped show everyone that we are a first class city.

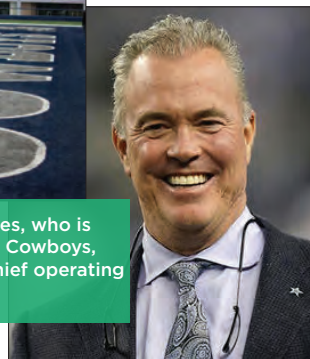
Ken Hersh on...

THE RANGERS RANGE OF FANS.

The Rangers are a major entertainment and civic asset for the entire metroplex, not just Dallas. Our fan base comes from all over the metroplex. During our World Series runs, we attracted 3.4 million fans to the park, one of the best in the majors.

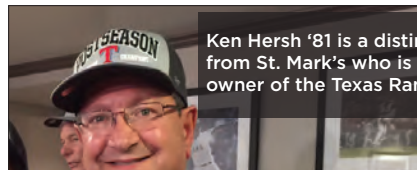
HOW TEAMS CHANGE A CITY’S CULTURE.

Successful sports teams are a great source of civic pride. When the Rangers were on their World Series run, it was fun to see everyone wearing Rangers T-shirts and flying Rangers flags outside their car windows while driving on the highway.



As the son of Jerry Jones, who is the owner of the Dallas Cowboys, Stephen Jones is the chief operating officer of the Cowboys.

PHOTO COURTESY STEPHEN JONES



Ken Hersh '81 is a distinguished alum from St. Mark's who is a minority owner of the Texas Rangers.

PHOTO COURTESY KEN HERSH



Tom Hicks is a former owner of the Dallas Stars and the Texas Rangers. The Stars won a Stanley Cup in 1999 while Hicks was owner.



Owner of the Dallas Mavericks, Mark Cuban is also a famous entrepreneur and investor who plays a major role on the TV show Shark Tank.

CREATIVE COMMONS PHOTOS

it takes an army

Overcoming urban poverty. Pressing for early childhood education. Making sure every student has a good teacher. There's a lot to improve in the Dallas education system. But what's the best next step?

Roughly 50 percent of Dallas kids are coming to school kindergarten ready. Only 36 percent of Dallas kids can get 70 percent of the questions right on their third grade literacy exam. Only 14 percent of Dallas kids have a college-ready SAT or ACT score.

These numbers are only a few that highlight the current inconsistencies in the Dallas education system.

"We've got a lot of pockets of excellence, but we just are not consistent across all of our 220 schools," said Eric Cowan, president of the Dallas Independent School District (DISD) board of trustees.

Paul Quinn College used to be one of the places that struggled.

It was done for. Helpless.

Fifteen abandoned buildings. At one point, just 150 students enrolled. On its fifth president in six years. Enduring a struggle to keep the lights on.

The small south Dallas liberal arts college was seemingly done.

But that fifth president, President Michael Sorrell, wasn't done. Far from it.

"When I first looked at the school from



MICHAEL SORRELL
Believes schools serve as anchors for their communities

the perspective of being the president, I was heartbroken because it was clear to me — there were 15 abandoned buildings — things weren't very well maintained," he said. "And I understand the economic realities, but there's still a lot you can do even within your economic constraints."

Today, Paul Quinn is flourishing under a service-based vision put in place by Sorrell, who will be concluding his ninth year as president in March.

No more abandoned buildings or unmaintained facilities.

"I believe that educational institutions should serve as anchors for their community," he said. "I think that our goal at Paul Quinn, what we're really trying to do, is we're trying to end urban poverty. That is what we have come to do. That is how we are going to become one of America's great colleges. We're going to turn around and face outward and challenge this idea that [for] under resourced communities, their issues can't be addressed by the people who live in them."

And Sorrell is not just referring to Paul Quinn — he's calling on all schools in Dallas and around the country to follow their lead in an effort to improve Dallas's education system.

Todd Williams is one of the men leading the effort. The founding executive director of Commit!, a non-profit organization dedicated to improving early childhood education, Williams feels it's crucial to act fast to patch up the city's education system which, according to the numbers, is faltering in many places.

Here's the problem: if you give a student an 'A' education, and he goes home to an 'F' life, all you've done is created a 'D' student because they are at home far more than they are at school.

— PAUL QUINN PRESIDENT
MICHAEL SORRELL

"Whatever our educational system produces over the next 20 years," he said, "those are going to be our fellow voters, those are going to be our fellow employees, those are going to be the consumers who purchase the products that we want to sell, and if we don't make them have an economic vitality and a hope for the future, I'm not sure what Dallas is going to look like."

Cowan also emphasizes the impor-



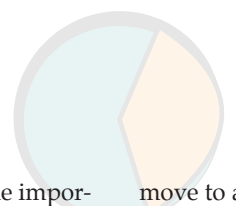
ERIC COWAN
Wants all students to be literate by third grade

tance of ensuring every student is literate early in their childhood, especially immigrants who struggle with English.

"Our thought is if we can start early," he said, "we can get them used to American schools or the English language and hopefully by third grade, have all of our kids literate in the English language, which is a bigger challenge than most people realize."

And while Sorrell thinks these tactics are helpful, he feels there is more to it — that a student's home life plays a crucial role in his or her education.

"I think it's great that the concern is making sure every child has an excellent teacher," he said. "I really do, I think it's wonderful — but here's the problem: if you give a student an 'A' education, and he goes home to an 'F' life, all you've done is created a 'D' student because they are at home far more than they are at school."



Sorrell also stresses the importance of having leadership stay in place for longer periods of time in order to create a greater chance of improvement in Dallas's education system.

"This is a problem that has plagued most urban school districts: the job has turned into a two to three year job," he said. "I don't think that works. I think you need to give people a significant period of time. If I were judged on where [Paul Quinn was] after three years as president, my legacy would look radically different."

Williams, likewise, stresses the importance of having a strong backbone of a team to help run his data analysis-driven foundation.



TODD WILLIAMS
Stresses early childhood education

"What [Commit!] does is called 'collective impact,'" he said, "which is effectively bringing data and expertise to the table and setting goals and measuring progress, but one of the big differences between this effort and other educational efforts in the past is that we have a dedicated team — a backbone staff of 17 people who get up every day and think about this problem."

And everything these men and women do contributes not only to the education system in Dallas but also the identity of the entire city.

"When young families look to

move to a city, [the school district] is an important piece in their decision-making," Cowan said. "Not only home prices but the quality of schools. So the better our schools can be in the city of Dallas, the better our city will be."

That requires getting not only leaders in the field of education involved, but also getting every citizen involved in the journey to improve the Dallas school system.

"Any recipe for fixing the southern sector [of Dallas] that doesn't include building up the people from the southern sector and the institutions in the southern sector and including

them is just another recipe for gentrification," Sorrell said. "You have to adopt inclusive policies, not exclusive or extracted policies."

And as much as men like Sorrell, Williams and Cowan are doing to turn around places like the way Sorrell resurrected Paul Quinn, they know the job can't be done by any one individual.

"We need an army in this work," Williams said. "The bottom line is no one person can do this. No mayor can do this, no superintendent can do this—people have got to decide that this is really important to our city."

From someone on the inside...



Martha Bujanda

Martha Bujanda, principal of Thomas C. Marsh Middle School in North Dallas, gives her perspective on the state of education in Dallas.

Compared to other cities, what do you think is the current state of education in Dallas?

We have work to do in Dallas and it's going to take all of us to get where we want to get. It's going to take private schools, public schools — everybody — coming together in order to get our city where we want it to be, to ensure the success of our city and our kids. At the end of the day we're going to be responsible for our kids and our city and what we want to do with that.

Has the system changed at all since you became involved in it?

Sure, I mean it's always improving, it's always getting better. It's going to take an entire community coming together so that we can ensure that at the end of the day zip code doesn't determine a child's future.

Once everyone is pulled together, what changes do you think need to be made?

First and foremost — above everything else — you have to believe. Without belief, we're not going to get anywhere. Do you believe in the capacity of our kids to learn? Do you believe that everybody deserves a shot at a college education? Then after that comes a lot of hard work.

Do you think we are close to that?

I think we're getting there. I think that we have some work to do around that too. Ultimately our goal would be to set a college-going culture and vision.



CENTENNIAL HALL

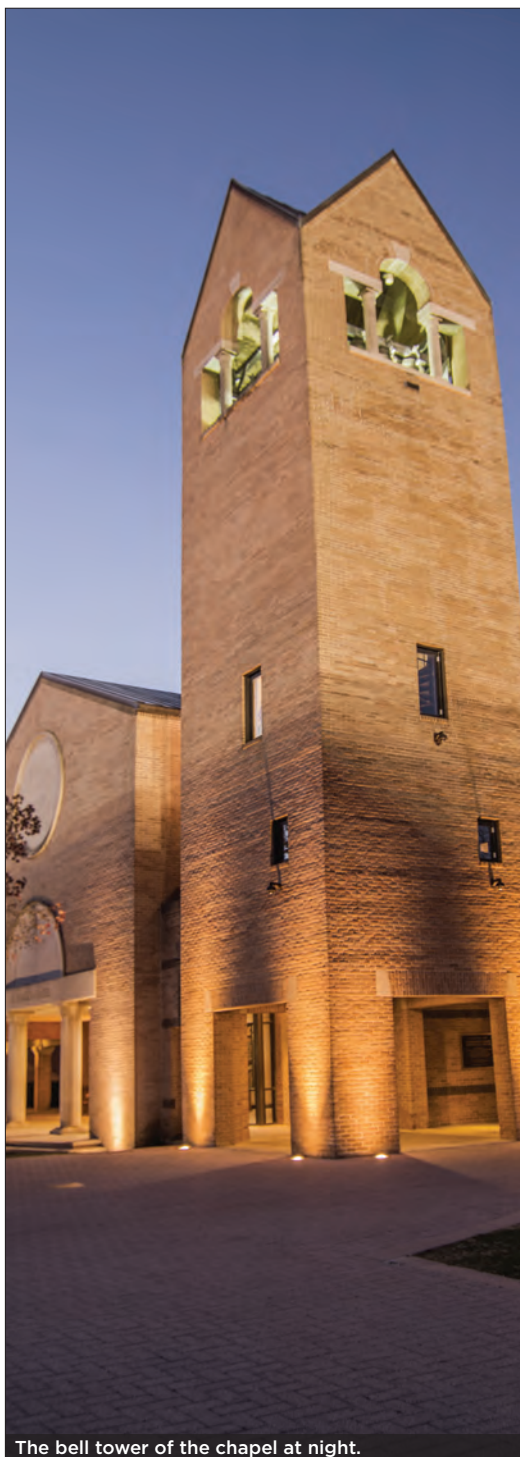
home

What draws people back to Dallas? Some say it's the people. Others say it is the vibrancy of the downtown area. And some, simply because it is the only place they can call home.

STORY BRADFORD BECK NICK MALVEZZI AUSTIN MONTGOMERY JIMMY RODRIGUEZ PHILIP SMART
PHOTOS ARNO GOETZ GRAHAM KIRSTEIN PHILIP SMART FRANK THOMAS CORBIN WALP

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THE COMEBACK



The bell tower of the chapel at night.

Four. That's the number of generations in the Wilson family that have attended St. Mark's and continued to live in Dallas.

Taylor Wilson '81, definitely had options. Graduating cum laude from Amherst and receiving his J.D. from SMU, where he was an associate senior editor of *The International Lawyer*, he had a bright future ahead of him in law.

But he wanted to stay in Dallas. One of the things driving that desire — the school.

"There are good schools all around the United States, but I was particularly fond of this one school at 10600 Preston Road," Wilson said. "I had always hoped that I could be so fortunate as to have my sons admitted. In that sense, I'd say it was definitely a factor for me to stay in Dallas knowing that this opportunity for a great education was here at St. Mark's."

Along with the school's education, alumni are attracted to Dallas because of the city's diverse economic advantages.

No state income tax, no inheritance tax and a pro-business city home to one of the world's busiest airports.

Just ask Luke Kline '07. As a young alum, Kline explored his options after graduating from the business school at the University of Texas.

He got interested in real estate, something he credits to hearing names like Trammel Crow as he grew up in Dallas. When he graduated, he started looking for a job.

He made a couple of "super days," a final round of interviews for a job. He thought he'd end up in Los Angeles or New York, but "things didn't pan out."

So he decided to take an eight week backpacking trip in Asia.

There, he got an email that changed his life. A job offer from Charles Brindell, CEO of Mill Creek Residential based in Dallas.

Now Kline is vice president of the

acquisitions group there, and he feels Dallas has helped his company succeed.

"Texas is absolutely the best place to do business probably in the world, definitely in the United States, but probably in the world because America is probably the best place to do business," Kline said. "[The] majority of people, though, at St. Mark's, they want to excel, they want something challenging. And so you need to go where bright, driven people are, and Dallas is one of those places."

Taylor agrees that Dallas has grown into a welcoming business market, attracting all kinds of people.

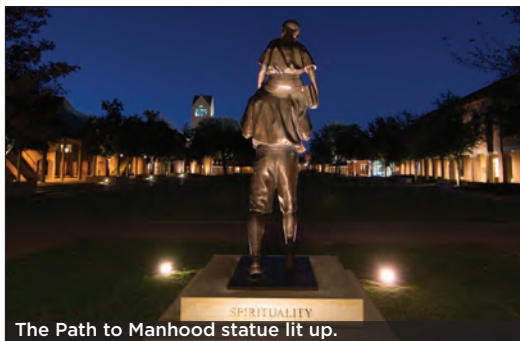
"Dallas is a city that is full of great opportunities, so it's no surprise that many St. Mark's graduates end up pursuing occupations in this great city," Wilson said. "Dallas also is a very welcoming city. It's one that easily accepts people from other cities and promotes corporate relocations. In business transactions that I work on, we see people coming from all different parts of the world in what is now a global business environment."

While Kline originally saw himself coming back to Dallas after college, Kline says he would now pick Dallas "nine times out of ten" if offered another job.

Part of that is because of St. Mark's. Chairing the fifth reunion his class had, Kline has continued to be involved, and the school sticks in his mind if he thinks about leaving.

"[St. Mark's] did not play a role in me coming back to Dallas. I will say though, it definitely is on my mind when I think about leaving Dallas," Kline said. "Once you're back in this community, and you're re-engaged with St. Mark's, it's kind of tough to think about having boys and then not sending them there."

Continued, next page



The Path to Manhood statue lit up.



Taylor Wilson '81 in Graduate Hall.



Luke Kline '07 at his downtown office.



The cupola of Davis Hall in front of the Green Library.

Alumni return for both city and school

Continued from previous page

As one of those who sent his boys here and raised his family here, Jeff Hillier '76 also calls Dallas home.

Hillier has lived all over the place. Places like Washington D.C. and London. But he always came back to Dallas.

Eventually, either his career-tie to the city, his connection to his family in Dallas or his desire to send his kids to St. Mark's made him want to live in Dallas.

Hillier points to two moments as part of the reason he continues to love the school and be involved: he and his son Travis '09 cried during a hug after his last wrestling match in the prep nationals tournament, and Hillier says one of the proudest moments of his life was seeing his son Cameron '13 win the prestigious School Flag award at Commencement.

He feels it's moments like these and the character education--the creation of the whole boy the school touts--something he says he talks about as a member of the Board of Trustees, that drive parents and alumni to remain invested in the commu-

nity.

"Not only are we going to turn out men prepared for college, but men prepared to give back to the community broadly and lead and just be good men," Hillier said. "That's why parents and alumni in particular are interested in sending their children back to St. Mark's. It's a great opportunity."

Casey McManemin '79 agrees with Hillier, but McManemin never sent his kids to school here.

He has three daughters. He laughingly says he "failed the fitness test or whatever."

But that hasn't stopped him from caring about St. Mark's. As a board member, he's a proponent of financial aid.

Entering as a seventh grader in 1973, McManemin was one of a limited number of financial aid students. He grew up in northwest Dallas in a single-parent household. His dad died from polio at a young age.

And after high school and college, McManemin went on to work in the oil and

gas business, an opportunity that started with St. Mark's.

"We all recognize the privilege that is the St. Mark's experience," McManemin said. "But it's so much more than gratitude. It's not a debt of gratitude, it's recognition of the opportunity that experience provides to them. And I had an opportunity to make a difference in someone's life, so do you. If we collectively make a difference in someone's life, it's reasonable to expect that those individuals are going to make a difference in others' lives, and that's how problems are solved. It's paying it forward and recognizing that it's incremental."



Dean Itani '11 on the roof of his apartment in Uptown Dallas, his favorite city.

McManemin believes the school's all-around education is a driving force for getting alumni to stay in Dallas, something he experienced as captain of the soccer team and being involved with community service.

"The long term dedication to the mission of the school, which brings in athletics and all the extracurriculars, the visual and performing arts, journalism, community service, everything sort of outside the academic program, has really helped fulfill this whole boy concept," McManemin said. "Whether you're a St. Mark's alum or an Exeter alum or you went to W.T. White or you didn't even go to school, what thoughtful, well-meaning parent would not want their son to have that experience?"

Dean Itani '11, a young alum who lives in Dallas, sees the school as a key supporter in his life and as a key part of Dallas. At 10600 Preston Road, he was a cum laude member, *ReMarker* editor and soccer captain.

Itani had always planned on being a doctor. He "checked all the boxes" — he took the pre-med classes at Harvard, he took the Medical College Admission Test (MCAT), had the internships.

But as he approached graduation last May, he realized that his passion was elsewhere.

He had studied economics while taking pre-med classes at Harvard, and he decided to make a change. After receiving advice from alum Ken Hersh '81, he took some online business classes and put his name out there.

Pretty soon he had the chance to join the Boston Consulting Group (BCG), an international Fortune 500 company. But not in Dallas. In Dubai.

Dubai seemed like his next move. He had some family there, and he thought it would be something new.

But another alum, one of Itani's closest friends, Joe Loftus '11, was working at BCG in Dallas and told Itani there was one more spot for an associate in the Dallas office.

Itani jumped at the opportunity, did the interviews and soon he had the job in the city he calls home.



Casey McManemin '79 in front of The Path to Manhood Statue.

"I know that if something comes up, it's a little more forgiving because I have personal relationships and I can reach out to people individually if I need to," Itani said. "But at the same time it's the community in Dallas that means the most to me and when I think about giving back in ways."

Itani also believes Dallas has a lot more to offer young people than most people realize.



Jeff Hillier '76 returns once again to the campus at 10600 Preston Rd.

"I think the average twenty-something is looking for cool, social nightlife where they can meet other people and hang out both during the day and on the weekends," Itani said. "I think in Dallas there's a lot of that. I think people appreciate just having a lot of young people around, which a lot of people don't expect in Dallas because a lot of it is slightly higher-level, older jobs, but it seems like there are lots of entry-level jobs in Dallas which really helps too."

Itani also feels Dallas has many aspects of a big, urban city but also has the friendliness of a small town, giving the city a unique feel.

"People joke with me in the office that I'm the guy that thinks Dallas is the greatest city in the world, and I am that guy," Itani said. "This is where I want to be. I lived in Boston, it was a lot of fun. I loved it, but it's not home to me. Dallas is home to me."

The same goes for McManemin. Even though he's traveled "quite a bit" — that big meaning visiting six continents, backpacking through Asia and Nepal, hiking the Grand Canyon a couple of times and summiting Mt. Kilimanjaro — McManemin still calls Dallas home, partly because of the city's attitude.

"There's no place like home, nothing like Dallas," McManemin said. "Dallas is you've heard this before it's a can-do place. It is for the most part egalitarian."

There are still some barriers, but for many people there are no barriers to achieve their dreams, according to McManemin.

"Now there are a few barriers we still need to work on," McManemin said. "But Dallas, people in Dallas, not necessarily from Dallas but people in Dallas, generally are receptive to risk-taking and innovation."

How do we improve? Alumni discuss the ways the city can grow

Dallas isn't perfect. It's clear that Dallas has a lot going for it. The city is friendly for businesses and it's easy for many alumni to move back to the place they've called home for so many years, but that doesn't mean there isn't room to improve.

But where do we start?

As someone who has lived in Dallas for many years, and been involved in civic issues like homelessness, McManemin thinks Dallas sometimes loses focus on maintaining the city we have.

"It's more focused on growth than maintaining excellence," McManemin said. "That focus on growth is a reflection on the city being very pro-business. It's been kind of pro-developer to a fault. They have not been as thoughtful about the long-term implications of planning and zoning decisions, development decisions and we've paid for it."

Hillier believes Dallas could make better use of its budget by improving the city's less glamorous aspects.

"My personal opinion is that we should focus on basic services, making sure the streets are paved the alleys are paved that

sort of thing," Hillier said. "My neighborhood the streets are not very good my alley is a mud track, and

sometimes we lose sight of basic services in an effort to build big showy infrastructure. It's great to have Calatrava bridges, but it would also be nice to have paved streets and that sort of thing."

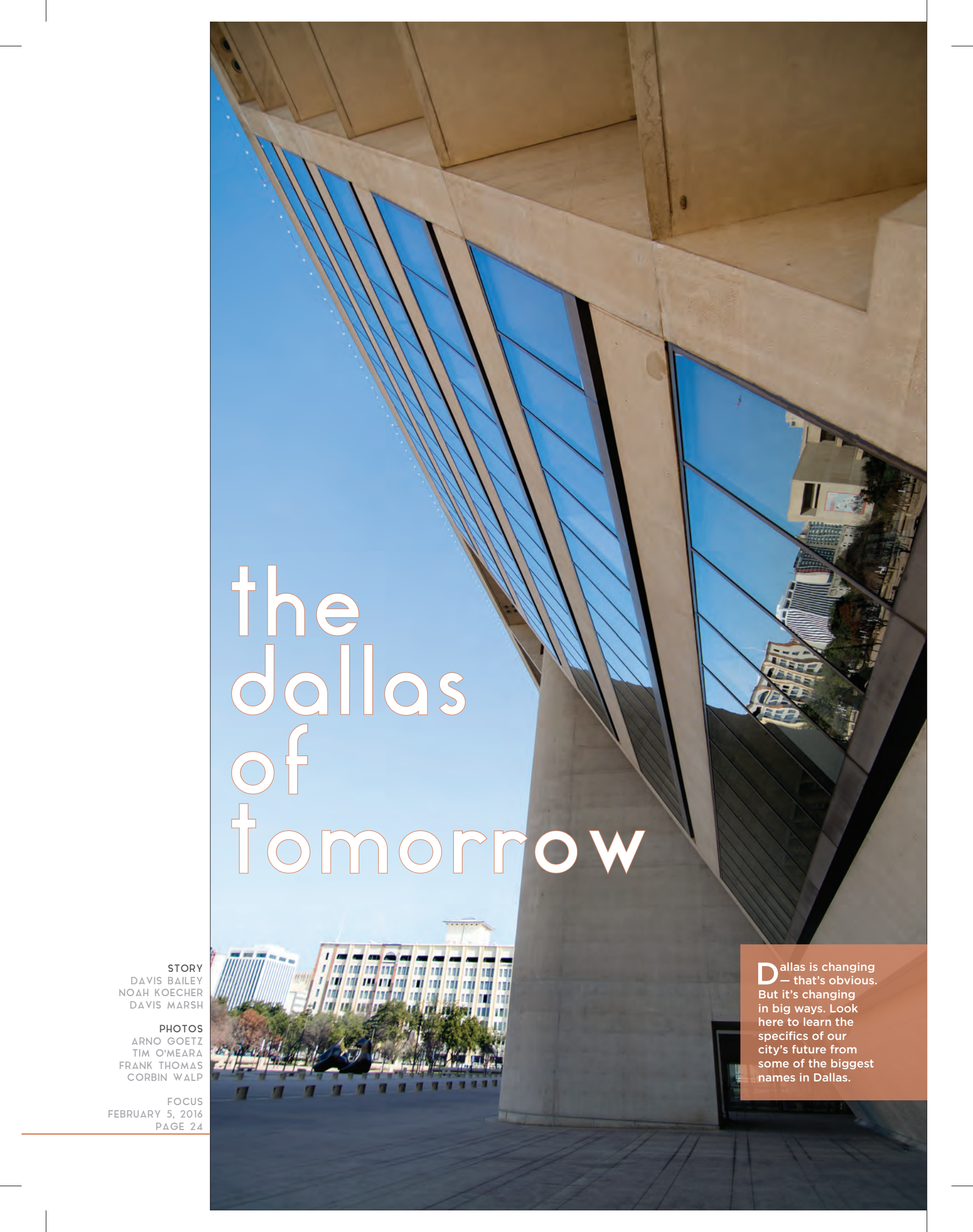
As a former Marksman, McManemin believes students and alumni have a civic duty to impact the city.

"You can be a citizen without being a Marksman, but you can't be a Marksman without being a citizen," McManemin said. "Part of being a Marksman really is fulfilling what the mission of the school is, is to be engaged and to really make an effort to make the world a better place."

Hillier thinks the St. Mark's community prepares students to make impacts on the community and Dallas.

"You can make a difference. St. Mark's has geared us up and prepared us to make a difference," Hillier said. "So that's what critical and wonderful about this school is how it prepares its alumni to make an impact in the community. In some cases a very high profile impact, and in some cases a quiet but effective impact. But a significant impact."

You can be a citizen without being a Marksman, but you can't be a Marksman without being a citizen. — CASEY MCMANEMIN '79



the dallas of tomorrow

STORY
DAVIS BAILEY
NOAH KOECHER
DAVIS MARSH

PHOTOS
ARNO GOETZ
TIM O'MEARA
FRANK THOMAS
CORBIN WALP

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Dallas is changing — that's obvious. But it's changing in big ways. Look here to learn the specifics of our city's future from some of the biggest names in Dallas.

IN HINDSIGHT

No one has seen Dallas's reinvention of itself more so than former mayor Laura Miller.

She saw the revision of federal flight restrictions at Love Field.

She saw the city approve a sexual orientation ordinance, a non-smoking ordinance and plans for the Trinity River Project.

She saw downtown come back to life, saw it blossom like a desert flower.

And not only did she see these changes up close and personal. She was the impetus for these changes. And she knows Dallas will continue to change for the better.

Miller started off her career in public service as a journalist covering city hall for the *Dallas Observer*.

"I remember standing at a city council meeting, because I was primarily covering city hall," Miller said, "and I said to the then-mayor Steve Bartlett, 'You are about to get into a closed session of the city council, and you will be discussing something that is not closed session material and I protest.' And he said I was nuts."

As her frustration with the status-quo at city hall reached a fever pitch, Miller decided she would have to run for city council if she really wanted to make change happen.

"I knocked on 2400 doors in Oak Cliff, where we lived at the time, and got elected," Miller said. "My husband begged me not to do it because he was serving in the Texas Legislature and was gone a lot, and we had three really small kids. I said I would just do it as an experiment and I promised I wouldn't stay. And then I stayed."

As a former journalist, Miller had trouble earning her fellow council members' trust.

"There were some members of the city council I'd written very critical things about," Miller said, "and some of them don't let that go."

While on the city council, Miller felt running for mayor was the natural next step.

"At some point when Ron Kirk left to run for U.S. Senate and left an empty mayor's seat, I decided I was either up or out," Miller said. "I would either run and win the spot or lose and stop being on the city council. I thought I had pushed the city council as much as I could being a city council member."

As the daughter of a former president of Nieman Marcus, Miller hoped to restore downtown Dallas to its former glory.

"When I was elected in 2002, downtown was very dead," Miller said. "My fixation was on the Mercantile tower and

bank building next to Nieman's. It was vacant for 15 years when I was elected, and it prevented the Nieman Marcus side of downtown and the Deep Ellum side to connect and thrive together. I feel very proud that because of my laser-like focus on the Mercantile tower, now that whole part of downtown is coming back and being vibrant."

Miller is also proud of being able to revise federal flight restrictions on Love Field.

"That was probably the biggest challenge of my five and a half years as mayor, because I felt that the two cities had been fighting forever," Miller said. "That was very difficult and took five or six months to do, and I'm very pleased when I read that Love Field is doing new numbers, and running out of parking and things like that. It's doing great."

Famous for her fight against dirty coal plants toward the end of her tenure as mayor, Miller wanted to continue her work against dirty energy after leaving city hall.

"When I left office the environmental community said, 'Would you go around the country and teach other mayors how to fight dirty coal?'" Miller said. "I said no, that's a waste of time. What we should do is raise the bar higher to build a coal plant that is so clean that everybody else has to follow suit."

After a trip to Europe, Miller learned about a process called coal gasification which processes coal with 65 percent fewer emissions. Now she works with Seattle-based Summit Power Group to bring a clean coal plant to Texas.

"This is potentially could be the greatest thing I've ever worked on my whole life," Miller said. "I feel very guilty that our generation has left your generation with the terrible problem of global warming."

Miller thinks Texas is well-positioned to become the nation's front runner in clean energy technology.

"We've got more wind by far than any

other state, we are really starting to get into the solar business," Miller said. "With all the billions of dollars in transition lines the state has invested in the past 10 years, all of that together I think is going to make Texas the leader in clean energy. I think what's ironic is despite us having a horrible reputation on the environment and climate, we are going to be the leader when it comes to the 21st century solution for clean energy."

Just like with the future of clean energy in Texas, Miller is cautiously hopeful about the future of Dallas.

"It's obvious that we have an unequal development scenario in Dallas," Miller said. "[North Dallas] already has horrible traffic problems yet if we go ten miles south to the middle of Oak Cliff you have areas where there are no parking and traffic problems but there is little to no retail. There's a terrible imbalance that Mayor Rawlings is focused on fixing."

Miller is glad to see some of the visionary projects from her time at City Hall have come to fruition.

"We did the Trinity River project in hopes that it would spark development on the other side which has now happened with Trinity Groves so that's wonderful to see all that happening," Miller said. "There has to be a much bigger shift to make all of that undeveloped property active for new houses, great retail, office parks."

While Miller sees making this shift as a challenge, she knows it is necessary to prepare Dallas to absorb the great number of people moving into the area.

"They come every week and there will be a lot more people in the next 25 years and I think that if mayor Rawlings's private initiative takes root, and people start seeing a return on their investment for investing in that part of town, I think that could be a trend that bears a lot of fruit," Miller said. "I think every council has done their part to fix this problem but I think this is most hopeful period for this town."



Laura Miller (above) believes Texas can be a front runner in clean energy in the future. (Left) The Trinity River filled after storms in January.

Civic leaders on the issues

An alum and a former trustee-parent weigh in on the challenges facing Dallas's continued development and what the city already has going for it.

A CITY READY TO SOAR

A level playing field. From the hours spent teaching underprivileged Latino children at Mi Escuelita preschool to his own experience of learning English as a second language, Noé Hinojosa knows the value of a level playing field.

From his position as founder and CEO of a Dallas investment banking firm, Hinojosa has seen the metroplex change and evolve over the past 23 years.

For Hinojosa, Dallas boasts assets that few other cities have, and alongside benefits such as Dallas/Fort Worth International Airport, DART and top of the line medical education facilities, he sees another major advantage: the people.

"When you combine quality of life and ability to attain good quality education, the ability as an employer to acquire skilled, trained people for a reasonable price is more attractive [in Dallas,]" Hinojosa said. "That's attractive for someone who comes from the west or the other parts of the country."

As a member of the Dallas Regional Chamber class of 2016, Hinojosa views the workforce as one of Dallas' biggest assets, motivating him to give back to underprivileged communities.

"It's going to improve our workforce," Hinojosa said. "It's going to improve our standard of living for all of us."

Alongside workforce education, Hinojosa stresses diversification as the answer

to many unforeseen economic problems.

"We need to have all kinds of people," he said. "We want to have philosophers, plumbers, doctors, architects and engineers. As long as we stay diversified, I think we will be able to overcome those unforeseen economic challenges ahead."

According to Hinojosa, the more inclusive and diverse Dallas is, the more it will bring to the table as a major player in the world economy and be able to adapt in the future. With his firm advising projects important to the vitality of Dallas like AT&T Stadium, Dallas/Fort Worth International Airport and DART, Hinojosa sees Dallas as a center for growth in the state of Texas, positioned to compete with any region in the world.

"We have all the means to get any product anywhere in the world, literally inside of 24 hours," he said. "When you put DFW Airport, and you put Love Field along with Executive Airfield, when you have those airports, those are options. That's what keeps us moving."

Those options are what he sees pushing Dallas to move forward. Hinojosa views creativity and diversity as necessary for the people and businesses of Dallas, and he remains optimistic about the future of the growing and changing metroplex.

"The fact is we have those opportunities to be part of an evolving Dallas-Fort Worth. It's an exciting time to be in Dallas, and I'm proud to be part of it."

A CITY ON THE MOVE

Thirty three years ago, downtown Dallas was on its last legs.

That's when the Dallas Area Rapid Transit system took over.

That's when Rob Parks '71 came to DART.

As manager of passenger support facilities, Parks' first objective was to expand and relieve the crowded bus centers that flooded neighborhoods and kept racial undertones brooding. Without a rail system, a handful of local bus routes were all that kept citizens without cars moving.

"We ran a pulse system where buses all came together every 20 minutes in the rush hour," Parks said. "It was like a cattle roundup — not what anyone wanted in their neighborhood."

Once the crowded pulse system was replaced by widespread, joining routes, neighborhoods and people of every walk of life were riding together. Soon, Dallas as a whole was more ethnically diverse, leading to diversity of jobs and opportunities geographically as well.

Unfortunately, the expansion of Dallas in part due to DART's success has pushed the population outwards, which poses problems for transportation.

"Beyond the area where the DART tax is paid," Parks said, "we cannot serve unless it's by special agreement or

by contract. More and more of the action is growing outside of that service area, thus the problem of accessing jobs and residents who've moved beyond."

Although the percentage of the metroplex served has decreased over the years, DART's ridership has only been growing. Where a few dozen routes once covered a small portion of Dallas proper, DART now boasts hundreds of routes, with over 12,000 stops and 600 buses, and a daily ridership that has grown to almost 234,000 over the years.

But now they face a new problem, one all of Dallas must soon face: the city is growing far too fast.

"Forecasts for congestion levels of service in Dallas in 2025 are scary," Parks said. "Any student can figure out what Level of Service 'F' means. As congestion grows, that will occur more often. People need an alternative."

For Parks and perhaps for all of Dallas, DART is that alternative. But it won't be easy, and it won't be simple.

"To implement core routes that span the city, that connect everybody, both to the rail system and among themselves, we need more money," Parks said, "and I would like for DART to allocate that money. To build that core capacity. To protect the future. And I would leave DART happy if I knew that we were doing that."

A father of an alumnus and a former trustee of the school, Noé Hinojosa, believes Dallas has valuable assets that will continue to propel economic growth.



A manager at DART, Rob Parks '71, recognizes the challenges transportation corridors must face to handle a growing population.



Mayor looks south, to the future

Mayor Mike Rawlings explains how his plan for investment in southern Dallas can promise Dallas a more sustainable, diverse and prosperous future.

BRIDGING THE GAP

Dream no small dreams. That was the advice Mayor Mike Rawlings received from former Dallas Mayor Erik Jonsson, who served from 1964-1971.

And while the ultimate goal of Rawlings's Grow South initiative is relatively simple, it is decidedly not a small dream.

Mayor Rawlings's signature initiative during his tenure as the city of Dallas's executive, the Grow South initiative, aims to promote development in southern Dallas.

"My dream is that the tax base in southern Dallas will be more than the tax base in northern Dallas," Rawlings said. "And I think that is doable because of the chance to grow. This is going to be a 30-40 year process. But what we want is to make sure that we have very livable, investable neighborhoods across southern Dallas from Pleasant Grove to west Dallas to south Dallas proper."

While southern Dallas is plagued by misconceptions, Rawlings sees it as having great potential in Dallas's future.

"South Dallas is considered the part of the city right around Fair Park," Rawlings said. "I define southern Dallas as south of the Trinity on the West and south of I-30 on the East. I believe it's the biggest growth opportunity this city has in this century. It has 55-60 percent of the land mass but only 15 percent of the tax revenue. It's the most beautiful part of the city. [It's] where so many historical leaders of our city come from, and it is a clean slate as far as what we want to do with Southern Dallas. So, I see it as the primary growth engine of the city of Dallas."

One of the greatest misconceptions about southern Dallas is that it has inferior education to the northern half of the city.

"We've got to show people that they can live in southern Dallas and educate their kids and that it's a great place to live," Rawlings said. "It's not the perception of crime so much, it's the perception of the schools, because crime rates in southern Dallas are as good as in any other place throughout the city."

Another barrier Rawlings sees towards southern Dallas's further development is the issue of race.

"Traditionally, southern Dallas has been minority and north Dallas has been

Mayor Mike Rawlings wants to get people to invest in Southern Dallas so that the city can have a more prosperous and sustainable future.



white," Rawlings said. "That's a barrier that needs to be broken as well. There's a tremendous amount of diversity in southern Dallas and northern Dallas is becoming more diverse through that process. We will be a stronger city the more that happens, so we don't have pockets of Latinos and pockets of African-Americans and pockets of whites. I think that's critical."

Rawlings believes it is important for those who don't live in southern Dallas to drive down and visit.

"People just don't drive over there because they don't know where it is and what's going on," Rawlings said. "You're not going to get lost. Google maps it and have a great three hours of exploration in southern Dallas. We've got the largest hardwood forest in the United States, the Trinity Forest, and we've got a great horse riding center. We've got so much going on in southern Dallas and the more people explore it, the more they'll like it."

According to Rawlings, the city's system of government and property rights will allow for growth and development without over-gentrification and mass displacement of marginalized communities.

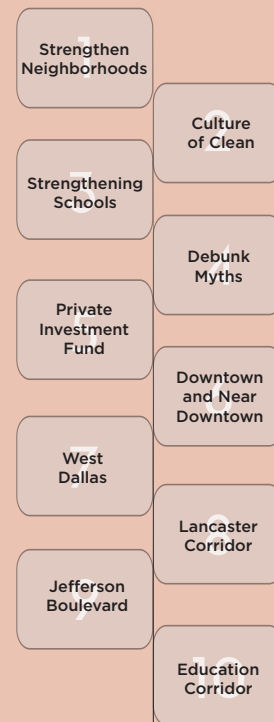
"My belief is that each [southern Dallas neighborhood] will continue to grow and that there will be options for people to live there," Rawlings said. "I think that's what you're going to see in the next 40 years. You already see that in Oak Cliff and Kessler Park. But there is going to be some migration into South Oak Cliff. And I think these other neighborhoods are going to pick up, and that's what I think is going to be different in the next 10 years."

Ultimately, Rawlings is hopeful for southern Dallas's future.

"There is bigger opportunity in South-

ern Dallas [than in the north] and that's why I created my Grow South plan," Rawlings said. "The basic premise of that is that southern Dallas is an investment opportunity, not a charity case. People look at it like, 'well I need to go help that part of town.' No, what investors are finding is when they invest in southern Dallas, they are getting a very good return on that. The more and more we tell that story, the more money that will come in."

GROW SOUTH: THE TEN POINT PLAN



For more about the Grow South initiative's projects and progress, visit www.dallasgrowsouth.com

