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DALLAS + ARCHITECTURE + CULTURE *Spring 2018 Vol. 35 No. 2*

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AIA Dallas *Columns*
Spring 2018 + Vol. 35, No. 2

vacancy

Hearing the word "vacancy" can be both welcoming and worrisome. Obviously, vacancy is perceived negatively when structures go dormant. But vacancy, as in "available space," can spur dreams of possibilities. We address both sides through a special look at vacancy in North Texas.

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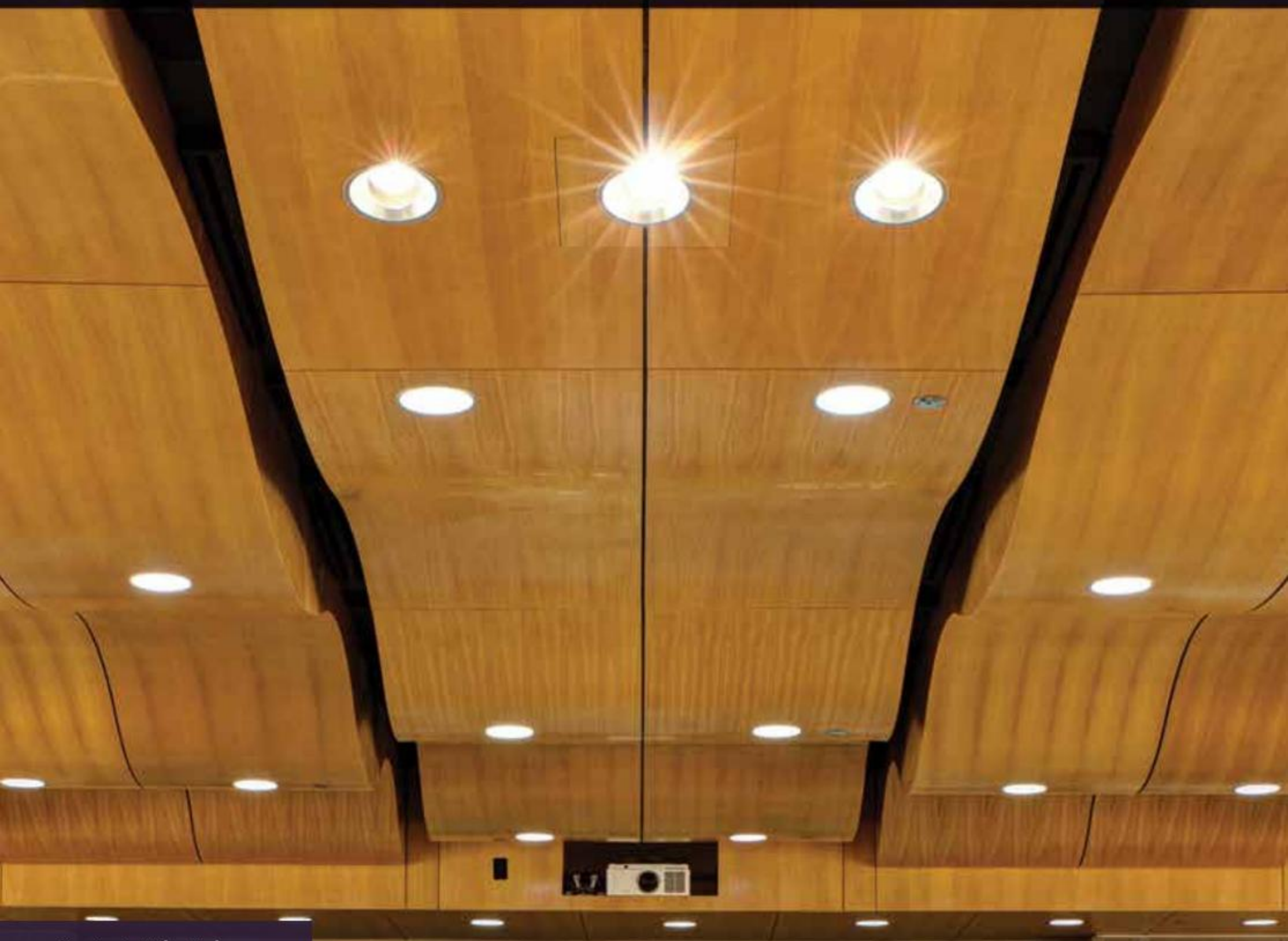

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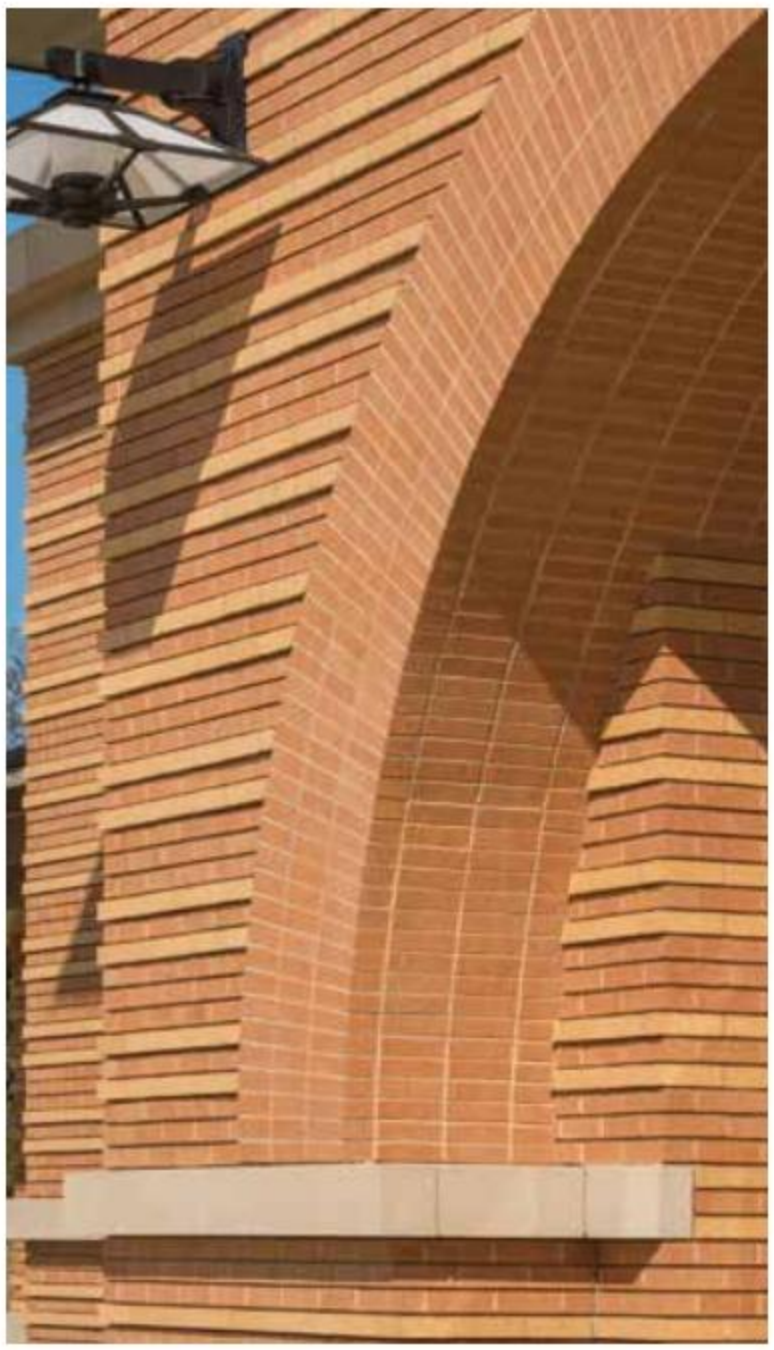

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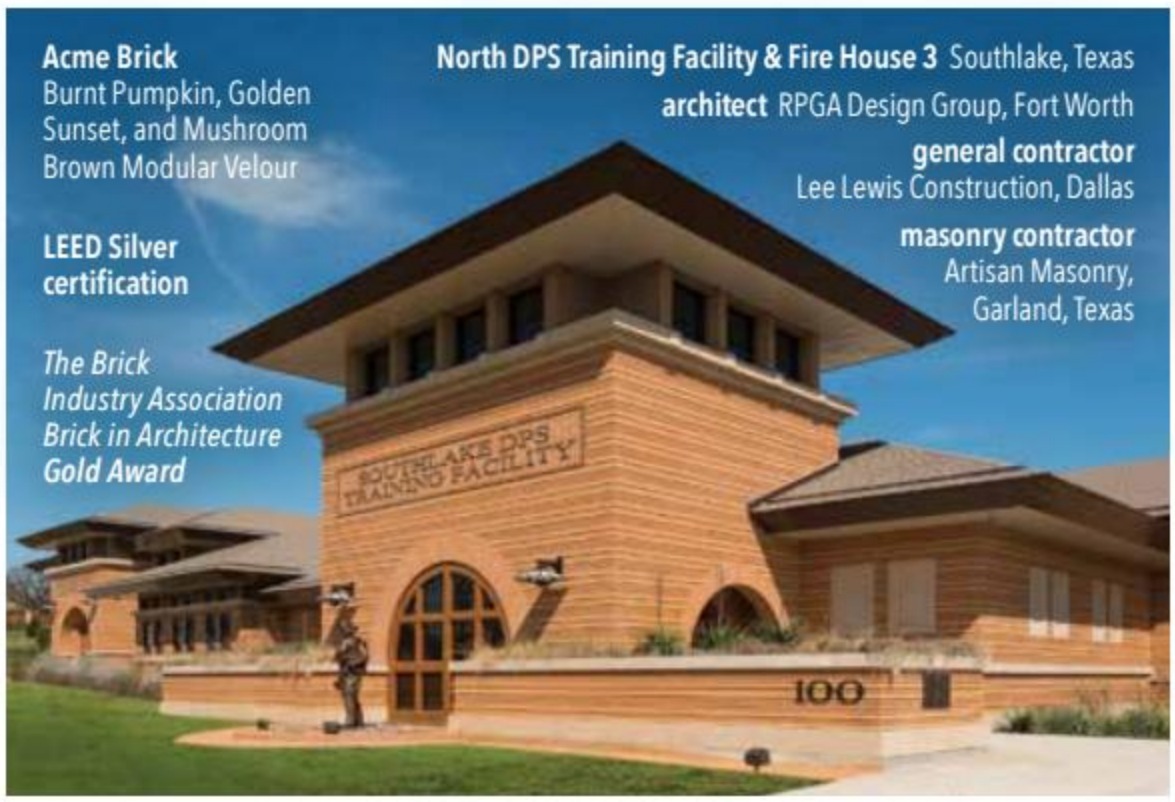

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– Robert P. Garza, AIA, Principal, RPGA Design Group, Inc. – Architects

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***COLUMNS'* MISSION**
The mission of *Columns* is to explore community, culture, and lives through the impact of architecture.

ABOUT *COLUMNS*
Columns is a quarterly publication produced by the Dallas Chapter of the American Institute of Architects with the Dallas Center for Architecture. The publication offers educated and thought-provoking opinions to stimulate new ideas and advance the impact of architecture. It also provides commentary on architecture and design within the communities in the greater North Texas region. Send editorial inquiries to columns@aiadallas.org.

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DEPARTMENTS

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Photo: Michael Cagle

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Jenny is a project architect with Omniplan specializing in multifamily and mixed-use urban projects. She grew up in Fort Worth, studied architecture at Washington University in St. Louis, and earned her masters at Rice University. She settled in Dallas, where her experience living and working downtown led her to become an advocate for a stronger urban core.

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Jeff is the founding principal of Potter. He was president of the Texas Society of Architects in 2004, president of the American Institute of Architects in 2012, and is currently president of the Architects Foundation. Prior to becoming a Dallas resident, he lived and practiced in East Texas.

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James Adams, AIA, RIBA *Help Wanted*
Passionate about dense urban environments and the people and places that make them thrive, James proudly walks to work in the West End of Dallas from his downtown loft. At Corgan, he has worked as an architect on a multitude of office, mixed-use, and residential projects over the past 14 years. James has a zest for traveling the world that he hopes to instill in his 9-year-old daughter, Audrey.

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PRESIDENT'S MESSAGE

Vacant Today, Home Tomorrow

Photo: Michael Cagle

Discussions regarding the impact of architecture and design should be central to the growth of our city and region, and I can think of no better location for our new home than at the center of it all.

The theme for this issue of *Columns* is vacancy, a broad topic that can be defined or interpreted in many ways. For our purposes, vacancy is being examined in the context of the built environment. In this context, vacancy usually means empty land or the absence of an occupant, which in real estate can also indicate opportunity. As discussed in these pages, opportunity has to be balanced with the thoughtful participation of all stakeholders during the process of redevelopment. Another aspect is that vacancy can occur from the cyclical nature of development, driven by societal trends, economics, and demographics.

While this issue explores the concept of vacancy at a high level, I would like to discuss the concept at a very specific location: our new home at the mid-century architectural icon and national landmark-designated Republic Center. By relocating the Dallas Center for Architecture to the vacant first floor at the corner of St. Paul and Pacific, we not only have the opportunity to enhance our visibility with the public but also to help revitalize a long-quiet part of downtown. Recently, AIA Dallas and the Dallas Center for Architecture were recognized with the *Dallas Business Journal's* Best Real Estate Deal of the Year Award in the Neighborhood Impact category.

The design of our new home began in December with a talented team assembled by Omniplan. The goal is to create a highly flexible, transformable space that is functional as well as inviting to the public and our members. Because this is a larger space than our current location, we have the opportunity to create member lounge areas and landing spaces for study, work, a conversation, or a cup of coffee between meetings. We hope to become the "living room" for a citywide discussion regarding the transformative powers of architecture and design. Even though many of our AIA Dallas members are within walking distance of our new home, we have negotiated free (to volunteers) two-hour parking validation at the building's valet area, making it easy to come to a meeting, seminar, or get that cup of coffee.

The Pacific Plaza Park being developed directly across the street from our new home will give us great visibility and will become a new anchor for that area of the central business district. After telling someone about our new location, that person said: "Our new home will be at the center of the new center for downtown." I like that.

I would like to extend my thanks to the Omniplan collaborative design team, which has dealt with numerous voices from the "owners" side with grace and good humor. And I would like to extend thanks to the AIA Dallas Board of Directors, the DCFA Board of Directors, AIA Dallas and DCFA staff, and all those who contributed their time and talents to the design of our new headquarters. We look forward to sharing the design with our greater membership and community. Stay tuned for details.

Discussions regarding the impact of architecture and design should be central to the growth of our city and region, and I can think of no better location for our new home than at the center of it all.

Mike Arbour, AIA
AIA Dallas President

EDITOR'S NOTE

One Vacant Lot at a Time

Photo: Allison Richter

As architects, civic leaders, and citizens, let's work to teach ourselves and our community how we in Dallas can take notions of vacancy and not look at them from a negative perspective but as a unique opportunity to grow together and reshape our city.

On a cold and rainy winter evening this past February, I joined a packed theater in Dallas to hear from the architect and urban planner who is working to reimagine the city of Detroit, one vacant lot at a time. Maurice Cox is considered a phenomenon within urban planning circles and, with a passionate team, is working to transform the urban landscape of that city.

The magnitude of Detroit's challenges has forced residents to be innovators in neighborhood rejuvenation and many other realms. Rather than waiting for home developers to come in and fill the vacancies, they have created new visions for the land that weave the fabric of neighborhoods together with uses such as community gardens, wildflower meadows, orchards with picnic areas, and other park-like landscapes. With no playbook or model to draw on, this visionary and his team have rewritten the rules.

Cox began the presentation that evening with a familiar and fitting quote by Benjamin Franklin: "Tell me and I forget. Teach me and I remember. Involve me and I learn." That so resonated with me as he continued his presentation and acknowledged the importance of involving his community in these transformative ways of approaching the challenges his city faces. As architects, civic leaders, and citizens, let's work to teach ourselves and our community how we in Dallas can take notions of vacancy and not look at them from a negative perspective but as a unique opportunity to grow together and reshape our city.

On another note, I want to encourage the readers to let us know your thoughts and opinions regarding the features in *Columns*. We want to continue the dialogue set forth in each issue and hear from you. We are adding to the publication with "Letters to the Editor" and would like to encourage you to submit your opinions so that we can share with our community.

Harry Mark,FAIA
Editor
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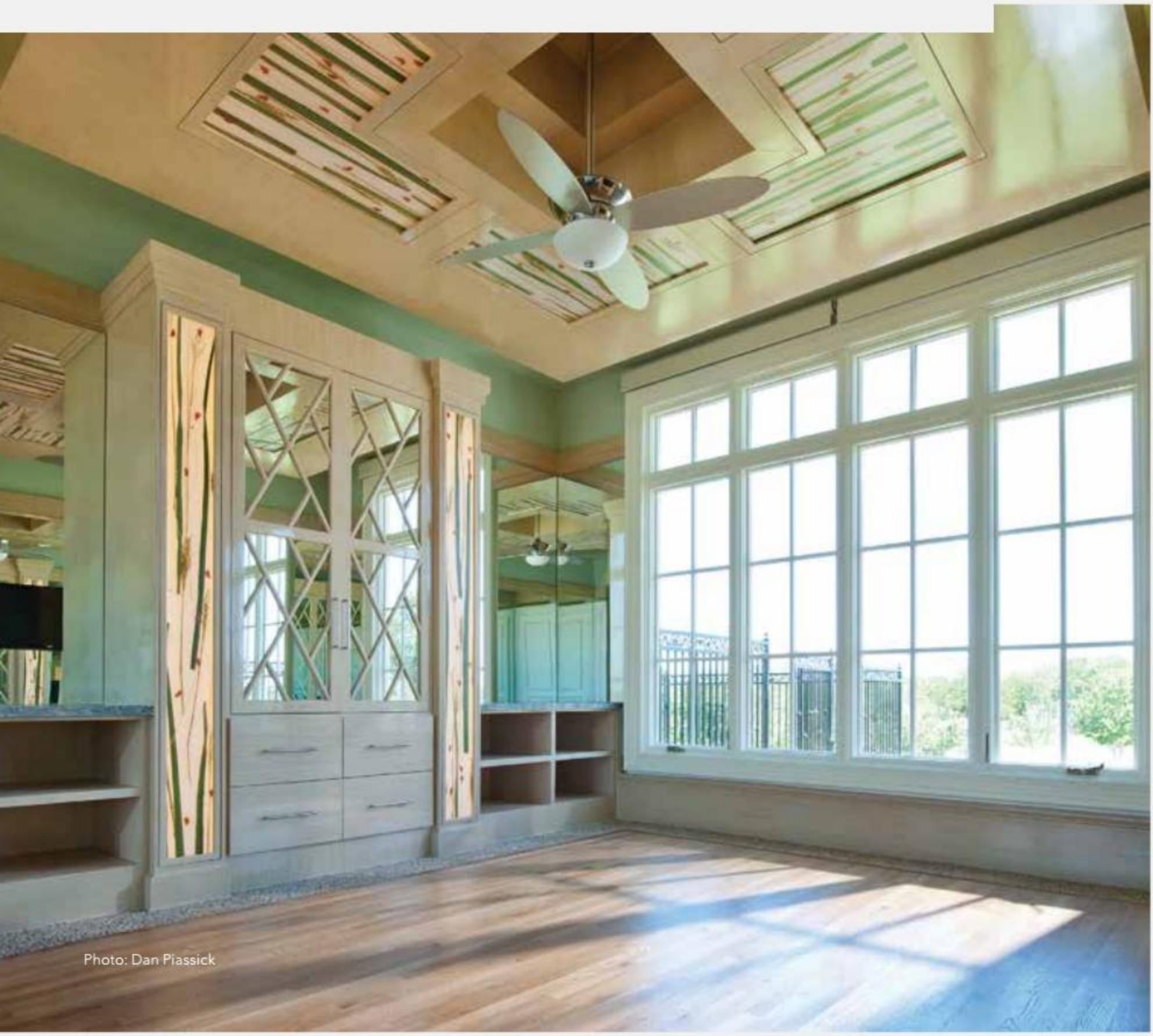

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Re: "Dialogue: Art, History, & the Politics of Memory With Regards to Confederate Monuments" (Winter 2018)

NO PLACE FOR JIM CROW

Thanks for your efforts in putting together a thought-provoking issue. I found that I cannot support the points of view contained in this commentary.

The commentary turns on "whether public art can ever be stripped of its historic political meaning" in line with the theme of this particular issue of *Columns*.

The removal of the Robert E. Lee statue in Dallas' Lee Park was not an aesthetic issue. Art matters little to its victims if a tyrant or tyranny is memorialized, no matter how beautifully it may have been conceived and crafted. Since every sculptural monument is a memorial, the purpose embodies civic memory and its "historic political meaning." The Lee equestrian is a maudlin memorialization of the most outrageous attempt to uphold the chattel enslavement of millions of fellow Americans, and that is its "historic political meaning." It was conceived to memorialize Jim Crow with a plethora of similar monuments throughout the South.

Moreover, the fact that it was dedicated by a sitting American president lends no justification or credibility, considering that this was the same president who placed Japanese-Americans in concentration camps during World War II and made no effort regarding Jewish immigration to America to escape the Nazi Holocaust. Also, the fact that the majority of those who were in the Confederate Army owned no slaves only speaks to the horror of beguiling youth to take up arms for a cause in which they had no material interest, a condition that persists today in the various foreign adventures in which our country and has been engaged.

Since this subject of '"historic political meaning" has been broached, I'd like to be directed to where in the South (or in the North, for that matter) has a monument been erected to the tortured enslavement of millions of Americans under extremely brutal conditions. That is a worthy subject for sculptors and political constituencies.

The only condition under which I can imagine that the Lee statue would remain in the park if it were renamed "Traitors Park."

— Bernard Bortnick, FAIA, Dallas

[Editor's Note: The first U.S. sculptural memorial on lynching and slavery opened in Birmingham, AL in April 2018.]

WIPING AWAY THE PAST?

I would echo the sentiments in the dialogue that express how the removal of the Lee statue was a mistake and how that act reflects an unfortunate attitude about our past as it is manifest in our present. Barvo Walker and Bryce Weigand, FAIA, clearly lay out the sculpture's value as art and its contribution to Dallas' urban fabric. Bryce also lists the primary qualities of both the statue and the park that would readily qualify them as legitimate historic landmarks, even though they do not boast a formal designation. At a time in our city when I feel we have been making great strides in our understanding of historic sites and buildings and their essential contribution to our city's character, it is a great disappointment to see such a resource that is also an important public space fall victim to such a narrow view of our past. We should measure this response against that of President Kennedy's assassination.

For years following the events of Nov. 22, 1963, many in Dallas endeavored to wipe the memory of that terrible event from the public consciousness, including the removal of the physical reminders, such as the Texas School Book Depository building. Ultimately, however, Dallas has faced that tragedy with courage and grace, preserving important monuments and sites, and finding effective ways to honor a president while telling the whole gripping story of the environment in Dallas at that time. It is not a pretty story, but one that needed telling and that has helped us, I believe, do better. I am sorry we have not been able to summon such courage and grace in this instance.

In historic preservation circles, one of the most fundamental principles is that buildings are a product of their time. To be more accurate, I would propose that buildings are a product of a people, and those people are a product of their time. The things they create reflect their beliefs and the priorities they hold, the summation of experiences and knowledge available to them. Just as we have learned to make accommodations for historic buildings that cannot be expected to fully and seamlessly meet the expectations of modern users, so we should find ways to appreciate how our predecessors could not fully anticipate our modern beliefs and expectations.

For my part, Lee Park was the view out the window at my first job in Dallas in 1979. There isn't much that actually remains of the neighborhood that I knew as a young intern architect. Lee Park conjures no thoughts for me of supremacy or hatred, only the memories of the exciting city that I was privileged to call my new home and of the wonder I felt at embarking on a career in this proud profession. I am saddened to see the loss of yet another important reminder of that time.

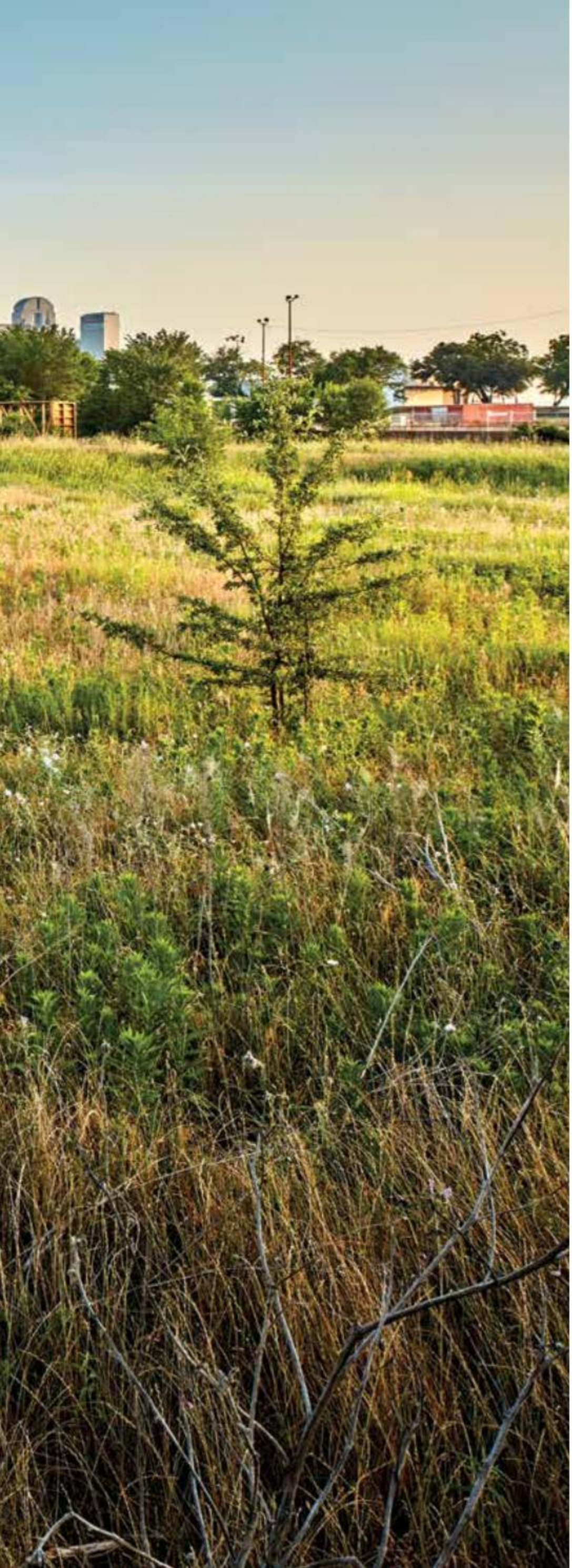
— Norman Alston, AIA, Dallas

Columns welcomes letters to the editor. Send letters to columns@aiadallas.org with your name, phone number, and email address. Submissions may be edited for clarity, grammar, and length. Letters represent the opinion of the writer. Unsigned letters will not be printed.

VACANCY AS A DECISION

How Do Power and Privilege Contribute to Empty Spaces?

By Maggie Parker



Vacancy is often viewed as the absence of people, homes, businesses, or cultural amenities within blighted, and often historically neglected, neighborhoods. In our desire to find solutions to vacancy, *we decide* to fill the empty space with affordable housing, urban farms, and art installations, with the idea of place-making and activating space.

For a moment, I ask you to focus on the notion of ***we decide***. Who are ***we***? What power and privilege allowed ***us*** the opportunity to ***decide***? And as a journal of architects, who—in terms of diversity of thought, race, gender, income, ethnicity, religion, etc.—is missing from these decisions?

THE POWER OF MOVING

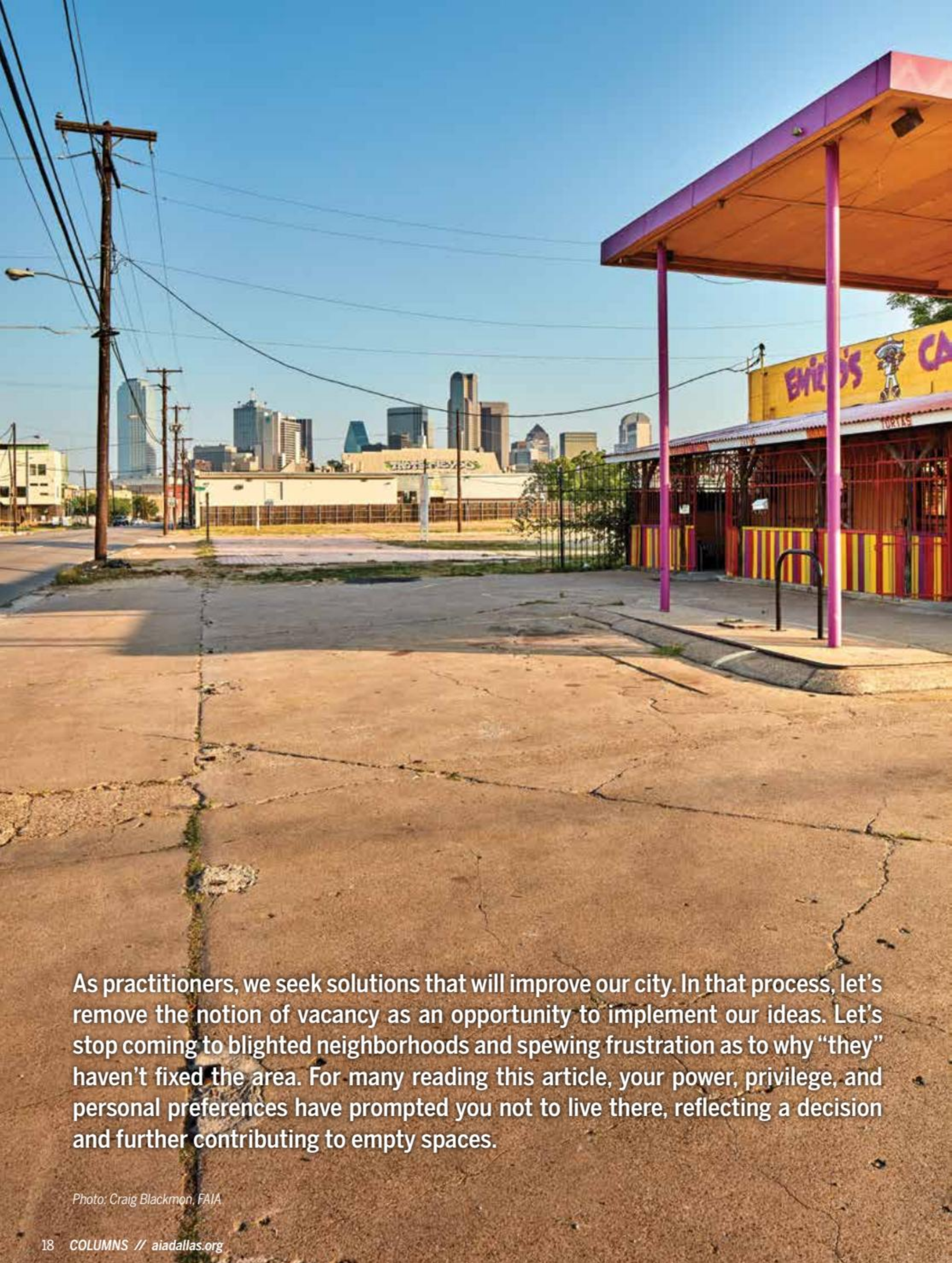
Let's begin with the notion that vacancy is common in American cities as people, money, and jobs move between municipalities, regions, and states. Those with financial means often move, or vote with their feet, to new neighborhoods based on their personal preferences and ingrained perceptions. As a result, vacancy is rooted in the perceptions of people and then of neighborhoods. Those perceptions influence the location of jobs, housing, transportation, schools, restaurants, grocers, retailers, and arts venues, such as galleries and performance spaces.

These observations take us back to the concept of power. The opportunity to decide to move based on personal preferences is a privilege that can result in empty space. The mobility of more privileged individuals can expose the neighborhoods and residents left behind to blight, empty lots, food deserts, closed schools, inadequate transportation, and the list could go on. Over time, vacant neighborhoods become home to the most vulnerable and politically powerless residents by income, race, and immigration status. So while vacancy is pervasive in the cycle of cities, to truly support vulnerable communities, we must consider how we use our power to work ***with*** neighborhoods on solutions that revive communities.

INVITING INNOVATION

We can look to national and local examples of how cities, non-profits, and community leaders are offering solutions to the issues surrounding vacancy, often seen as blight, crime, or perceptions of safety. The City of Memphis established the Memphis Neighborhood Blight Elimination Charter to address abandoned properties as population declined. The charter launched ongoing efforts to coordinate code enforcement across city and county departments, increase publicly available data, and encourage rehabilitation of vacant properties through partnerships with community organizations. In Ohio, the Cleveland Urban Design Collaborative established Pop Up City, a program exploring "ideas for urban reinvention through temporary interventions." A project in the heart of Cleveland transformed an underused parking deck into a performance space and downtown destination through collaboration with property owners, urban designers, and arts

Photo: Craig Blackmon, FAIA



As practitioners, we seek solutions that will improve our city. In that process, let's remove the notion of vacancy as an opportunity to implement our ideas. Let's stop coming to blighted neighborhoods and spewing frustration as to why "they" haven't fixed the area. For many reading this article, your power, privilege, and personal preferences have prompted you not to live there, reflecting a decision and further contributing to empty spaces.

Photo: Craig Blackmon, FAIA

groups. In Dallas, Golden SEEDS Foundation serves the Bottom neighborhood, a community near downtown Dallas with over 60% vacant lots. Golden SEEDS is building partnerships to develop affordable housing, pilot inclusive growth, and provide community empowerment opportunities for families. In their own way, these initiatives in Memphis, Cleveland, and Dallas offer practical, creative solutions to vacancy, often requiring myriad stakeholders to take part in improving communities.

At the same time, without knowing key players and nuances, it's hard to understand the history and relationships that triggered the problems in the first place. To address vacancy, we must contextualize the causes to be able to provide sustainable solutions. After we understand the context, we can build the trust and relationships to solve pervasive problems.

Given that, we turn to our own city, Dallas, Texas.

SOUTH DALLAS/FAIR PARK

The history of the Dallas neighborhood of South Dallas/Fair Park elucidates how vacancy reflects power in our society.

Prior to 1920, South Dallas/Fair Park was a thriving Jewish community with mansions on Park Row and South Boulevard and family-owned businesses along what is now Martin Luther King Jr. Boulevard. After World War II, Dallas, like many cities, experienced population shifts as soldiers came home and moved north to neighborhoods like Preston Hollow. Government-backed FHA mortgages made it affordable for primarily non-minority veterans to move to what were seen as areas with better opportunities, leaving South Dallas behind.

Transportation decisions like the construction of Julius Schepps Freeway, or Interstate 45, only exacerbated the issue by tearing through the Fair Park neighborhood. As Jewish families migrated north and left behind vacant homes and businesses, African-American families began to populate the community. Even as African-Americans decided to move to this more opportunity-rich area, they were unwelcome and even faced bombings throughout the 1950s. Although not pleasant, this history demonstrates the reality of a neighborhood where Jewish families had the resources and opportunities — the privilege of mobility — to vote with their feet and move away. With housing segregation, limited financial resources and other systemic hardships, African-American families did not have that same opportunity.

For Dallas, this history is not isolated to South Dallas. Dallas' Uptown and Victory Park neighborhoods still retain remnants of Little Mexico, a once-thriving business hub for Mexican and Jewish immigrants. Other parts of Uptown were previously known as North Dallas, a historic freedman's town and likened to a Black Wall Street.

Fast-forward to today's South Dallas/Fair Park neighborhood, and there lies a community that has struggled to thrive as it did in its prewar years. The median household income is $26,000, 35% of the nearly 15,000 residents live below the poverty level, and 20% of the area's housing units are vacant, according to the 2012-2016 American Community Survey. With these challenges, groups both inside and outside the neighborhood seek to address the pervasive issues of blight and empty lots, inaccessibility to healthy food, and limited arts amenities. Local development organizations like SouthFair Community Development Corporation and South Dallas/Fair Park Innercity Community Development Corporation are taking on vacancy through developing affordable housing on city-owned properties. Community-based groups such as Advocates for Community Transformation and UNT Dallas College of Law's Community Lawyering Centers are helping to provide the legal expertise as property owners fight against absentee landlords, disruptive property uses, and problematic ownership transfers. Community development organizations like Frazier Revitalization Inc. are supporting pop-up markets, like Bertrand Market, to revive underused streets and strengthen small businesses. Grassroots organizations such as Nella Roots Gardening, led by Clarice Criss, are using empty lots to promote urban agriculture, bringing education and healthy food options to the community.

Though each organization is unique, the leaders all use a collaborative, community-driven approach to address vacancy. While not all are from the South Dallas/Fair Park neighborhood, they nevertheless show residents how to gain the power and access to decide what happens in the empty spaces of their own communities. This work is accomplished through first building true relationships and listening to residents' ideas. Outsiders must acknowledge the need to establish trust, which means acknowledging a community's assets. Where there are empty lots, there also might be neighborhood block parties or local artists who create a sense of place and history for those living there. Leaders must drop any idea of swooping in for the short term as saviors but rather forge relationships for the long-term advocacy of people and neighborhoods. In serving South Dallas/Fair Park, these non-profit organizations make residents the visionaries for their own neighborhoods. The vacancy that once dragged down the community's quality of life can now become an opportunity for residents to reimagine their street, block, and neighborhood.

REFRAMING 'WHO DECIDES'

As practitioners, we seek solutions that will improve our city. In that process, let's remove the notion of vacancy as an opportunity to implement *our* ideas. Let's stop coming to blighted neighborhoods and spewing frustration as to why "they" haven't fixed the area. For many reading this article, your power, privilege, and personal preferences have prompted you not to live there, reflecting a decision and further contributing to empty spaces. My goal is not to blame but to cause each of us to pause and be mindful of how our decisions have a direct impact on other communities and how our desire to help is framed by these decisions. As we all seek to improve Dallas, with hopefully a heightened insight into our power, let's use our resources and ideas to transfer power to the residents and support their vision to address vacancy.

Maggie Parker is director of The Real Estate Council Community Fund.

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By Jenny Thomason, AIA

GARAGE HALF FULL

READING BETWEEN THE LINES OF A DYING CAR CULTURE

According to federal transportation statistics for 2015, 85.6% of workers drive or carpool to their jobs; public transportation, biking, or walking accounts for only 8.6% of all work commutes, and the remaining work from home. Given those figures, it's no surprise that buildings and infrastructure nationally and locally are designed for people to travel by car.

Local governments have been reinforcing vehicular transportation for decades by imposing parking minimum requirements for new development. However, these minimum parking requirements are based on an abstract, unscientific characterization of demand, leading to a surplus of urban parking.

It is not news that Dallas has its fair share of vacant parking garages and surface lots. Will this vacancy get filled in the future with a higher demand for parking? Probably not. In fact, several articles lately suggest that the personal car culture has peaked. With ride-share services, shifting demographics, and the anticipation of driverless cars, there may be even more vacant parking garages or at least parking levels in our future.

Parking regulations started popping up in the mid-1940s as a way for cities to respond to growing demands for free parking. Donald Shoup says in his book *The High Cost of Free Parking* that most new development was happening in suburban areas where land was inexpensive and free parking could easily be accommodated. Cities imposed the cost of parking on the developer as a condition to build the project.

The minimum parking requirement apparently started as an arbitrary number based on land use of the suburban sites where most people drove, using peak demand as a reference. The requirements rarely considered variations in site conditions, such as access to public transit or adjacent density, and were often copied from city to city. A shortage of parking was considered a failure for the development. "But too much parking is also a problem—it wastes money, degrades urban design, increases impervious surface area, and encourages overuse of cars," says Shoup.

It's difficult to determine the right amount of parking for a project at the time it's built and in the future. Obviously, lenders and developers want to make sure parking is adequate, but how do you determine what is adequate?

WAKENING TO WALKABLE

When Uptown was developed, two public improvement districts were created and set the rules for how much parking would be required in this new walkable urban scene. In both districts, the minimum parking requirements were established at a rate less than the city's minimum.

"At the time, the City of Dallas did not buy into the concept that people would leave their cars and walk," says Neal Sleeper of Cityplace. The notion of having less parking in this area because of its higher density, access to public transit, and walkability was more theory and not completely understood.

Since those early years in the 1990s, Uptown has proved to be a successful walkable neighborhood, but the parking was and is still built as if it were anywhere in Dallas. The multifamily parking requirement included 25% to be for visitors, but the reality is that all of the visitor parking is built to only be accessible to residents. Office buildings are also building over the minimum code required parking. As a result, Sleeper says, "there are several developments that have entire floors of parking that are rarely parked on." The conclusion is that the district currently has an excess of parking—some of which may not be distributed appropriately for the users with too much inaccessible to non-residents. Overall, if most projects have too much parking, all this extra space creates a very expensive vacancy in the middle of prime real estate.

New projects touted as transit-oriented developments or mixed-use urban centers are being built with the same

Photo: Eddie Fortuna

parking standards as the Home Depot down the street. Office space is still built with the standard of four parking spaces per 1,000 square feet, even though the development is designed for pedestrians with easy public transit access. Multifamily projects still assume everyone owns at least one car and will drive often.

GOING WITHOUT CARS

It's the assumption that everyone has a car that makes the story about vacancy in parking garages interesting.

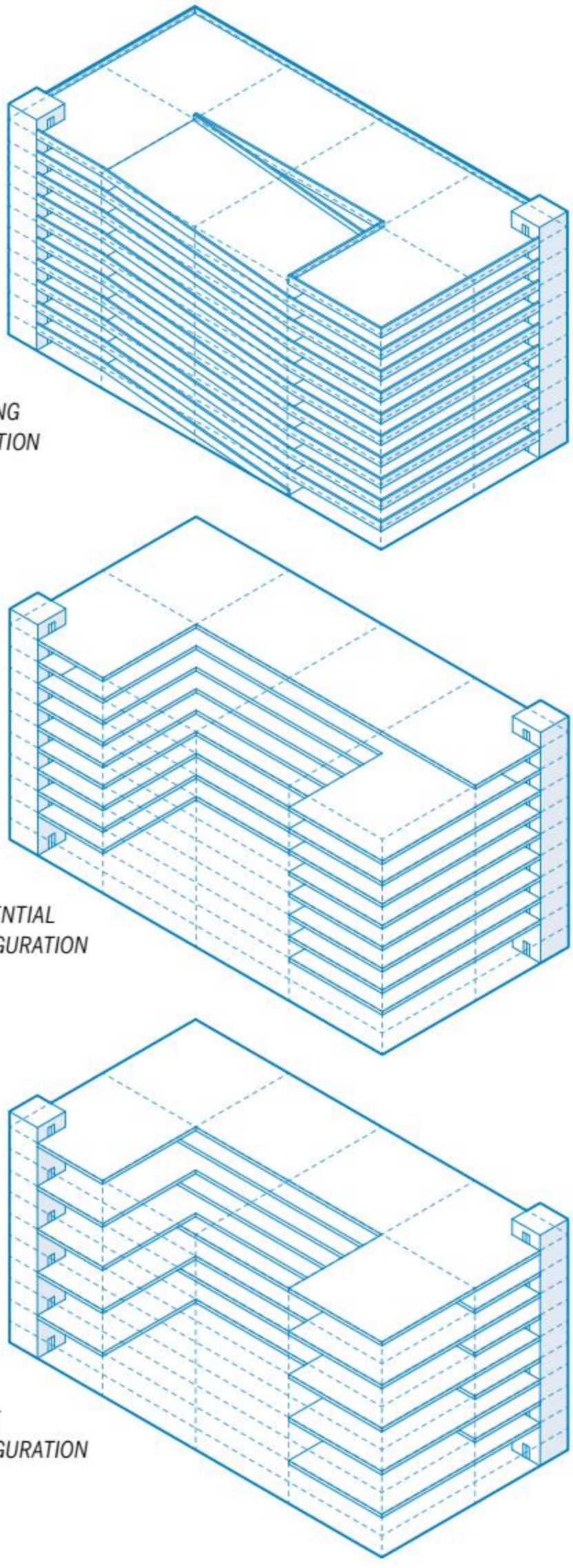
What if people stopped owning cars? This is not far-fetched. Between 1985 and 2009, U.S. vehicle sales declined, the U.S. Department of Transportation says. Of course, the recession may have factored into the decline, but *The New York Times* article "The End of Car Culture" from June 29, 2013, suggests that over the long term, people are losing their lust for new cars. The article argues that there is a cultural shift away from the personal vehicle as three factors converge: improved online communication that reduces in-person meetings, the growth of urban city centers, and technology that provides a platform for ride-sharing apps.

A 2012 report by the U.S. PIRG Education Fund and Frontier Group supports the theory of this cultural shift. The researchers discovered a conscious movement among Americans ages 16 to 34 to choose alternative transportation to the personal car. When surveyed, some cited environmental concerns, and some wanted to use their time traveling in a more productive way. The study, covering the change from 2001 to 2009, found that this age group biked 24% more often, walked 16% more often and took public transit 40% more often.

Technology has facilitated these changes with car-sharing, bike-sharing, and apps for public transit. But the biggest game-changer for city infrastructure is how driverless cars will impact the primary modes of transportation.

Autonomous cars are already here. Uber currently has self-driving cars, with a safety driver on board, in Pittsburgh, Phoenix, and San Francisco. Google's Waymo has been on the roads without a safety driver in a Phoenix suburb since October 2017. General Motors plans to put cars with no pedals or steering wheels on the market in 2019, and Ford has been investing in technology to produce a fully automated car by 2021.

With trends already showing a drift from using personal vehicles as a primary mode of transportation, autonomous cars will simply exacerbate this trend. The infrastructure that has been built for decades to make personal vehicles more convenient will become outdated. And what will become of the parking garages designed to accommodate everyone's



EXISTING CONDITION

RESIDENTIAL CONFIGURATION

OFFICE CONFIGURATION

A generic study of a flat plate garage, with existing rules and constraints beginning with the scale of 60-foot modules (shown dashed). A universally understood dimension, 60 feet is required for 18' parking spaces on each side of a 24' drive aisle. Floor-to-floor heights could be coordinated to correspond with typical floor-to-floor heights in its future, as shown with the residential example, or they could be manipulated so that every other floor is partially removed, as illustrated in the office example. / Diagram: Ricardo Leon

personal vehicle? Expect a lot of empty parking spaces or a completely different way of using garages.

CONVERTIBLE GARAGES

Locally, Gensler has been studying the architectural ramifications of a shift away from high-demand parking. There is a temporal parking demand from cities, clients, and the public, but that space will be vacant when the demand is no longer the same.

"While many clients now are bottom-line focused, we have some in the office sector that are thinking long term about their projects and want us to design the upper floors of the garage to be convertible," says Ross Conway, AIA, design director and principal at Gensler. To construct a garage with the intention of converting some or all of it into a new use requires a little bit of extra investment and design on the front end. For an above-ground garage to eventually become either office or residential, the structure needs to be designed with that in mind.

"First, we like to ask, 'What are the uses that can happen to help make the most out of this multimillion-dollar asset?' The loads are the same, but the rigidity is different," he says. Conway has found several challenges with potential wasted space when converting to multifamily, but the office sector likes the large open floor plates. The garage is then designed with flat floor plates and taller floor-to-floor heights to correspond with the intended future use.

Planning for tomorrow's parking needs will depend in large part on how primary modes of transportation shift. If driverless cars take over, "we would still need garages for car storage, but not as much. Instead, we would need much more space for a 700-car pickup [as employees leave] at the end of the workday," he says.

In fact, Conway says existing garages may be used just to handle the logistics of this kind of valet drop-off. The parking spaces would no longer require adjacency to the building. The car would drop off and pick up workers at the building, then drive to a remote parking space. The shift to mass drop-offs and pickups may also force rethinking access to buildings.

Car storage for autonomous vehicles would not require the same rigidity of today's parking garages. The layout could stack the cars in a much more compact way. "The goal, of course, would be to build no parking, but we aren't there yet," Conway says.

There is a huge opportunity here to re-evaluate how to determine an adequate amount of parking, whether through no-parking requirements, a parking management district to help with mixed-use areas, or a maximum amount of parking per project. But there is also an economic advantage to managing the parking correctly. We have spent decades building space to park mostly in areas where the land is very valuable.

The economics at play make it enticing to build more profit-producing space in lieu of parking in areas like Uptown. The current vacant parking space and future vacant parking space are acting like a savings account for prime real estate.

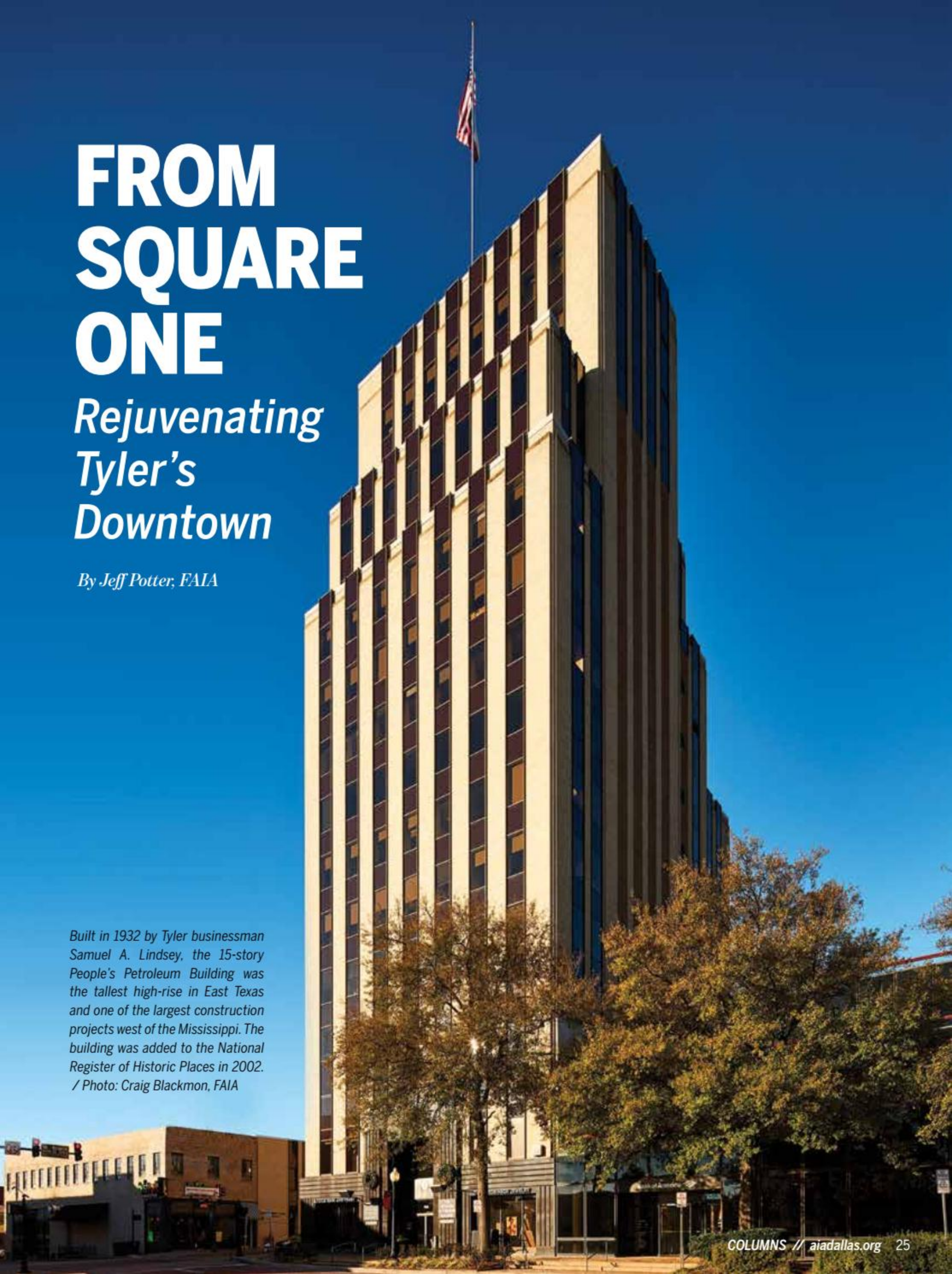
So how can an underutilized parking garage get redeveloped? Well, it may not have been built to easily convert into another use, and tearing it down might be the best solution. But it's worth thinking twice when building new garages: Is this a structure that can adapt when parking demand changes?

Jenny Thomason, AIA, is an associate at Omniplan.

FROM SQUARE ONE

Rejuvenating Tyler's Downtown

By Jeff Potter, FAIA



Built in 1932 by Tyler businessman Samuel A. Lindsey, the 15-story People's Petroleum Building was the tallest high-rise in East Texas and one of the largest construction projects west of the Mississippi. The building was added to the National Register of Historic Places in 2002. / Photo: Craig Blackmon, FAIA

East Texas, geographically speaking, is the region east of a line that follows the old cotton centers of Texarkana, Paris, Corsicana, and Palestine through the lumber hub of Lufkin and on to the Louisiana border. These rolling pine forests of high and dense canopy are where Texas meets the Deep South.

North Louisiana and East Texas formed the heart of the Caddo nation, the indigenous culture that peacefully inhabited the forest until the Spanish and French began jockeying for control in the early 18th century. When the tide of disaffected Tennesseans and Georgians began riding into the territory 100 years later, the tribes and outposts were permanently disrupted.

As rendered in literature from Fehrenbach to Michener, the new Anglo-Saxon interloper was fiercely independent, running from most forms of cultural enclosure. Two hundred fifty years later, attitudes toward governance remain mistrustful and jaundiced of "culture." In this space, what is the place of design and urbanism?

Look at the heart of East Texas, and you'll see Tyler. Claiming heady and steady growth even before the oil boom of the 1930s, the seat of Smith County is the center of gravity of the region. While the city of 104,000 (the county's population is double) is archetypal East Texas, its prosperity as a center of commerce and finance afforded the center city a slow and ordered growth model that resulted in a downtown grid with two office towers, an extensive inventory of commercial structures on the periphery of the central business district, and prewar neighborhoods such as the Charnwood and Azalea districts. Philanthropy shaped otherwise unattainable amenities, and self-awareness drove the desire for higher education at Tyler Junior College.

Tyler is hardly idyllic, having had its share of cultural strife and in recent years struggling with its own vision of the future. Downtown had become stagnant and shackled to a vacant center square (previously the site of 1909 courthouse). Integrated commerce and human scale was replaced by big boxes on the edge of town and unwieldy sprawl. The city engaged Goody Clancy of Boston to undertake a comprehensive planning process, titled "Tyler 21", but only a handful of its proposals have been implemented.

THOUGHT EXPERIMENT

Enter Fitzpatrick Architects, a growing, 23-person firm founded in Tyler in 1986. New hires at the firm sought living accommodations in the center city, where none were to be found. This realization inspired founder Steve Fitzpatrick, AIA, and partner Brandi Zeigler, AIA, to embark on a thought experiment: Could design rejuvenate Tyler's downtown? In an impasse where the private sector and public sector were each waiting for the other to act, why not dare to lead with probono alternatives and schematic ideas for a livable and vibrant urban core?

The firm had, on occasion, implemented site specific and interiors projects in the downtown district and, with 30 years in practice, possessed a wealth of local knowledge. As with any site study, data collection forms the foundation of the design process, the team created a digital model of the urban core, complete with representative topography. While the "Tyler 21" study was rich with process, large-scale diagrams, data, and principles, it offered minimal three-dimensional speculations and only one street-level rendering. The architects incorporated the Comprehensive Plan as a guiding document, however, and have focused on several of its observations and conclusions. They wisely introduced their endeavor to City Manager Ed Broussard and County Judge Nathaniel Moran early in the process to create allies and avoid misunderstandings about motivations for the work.

GATEWAYS

A prominent proposal of "Tyler 21" was to launch center city improvements from gateways, and in Tyler's demography, the obvious choice was the Broadway Avenue approach to downtown from the south in a five-block expanse of four lanes with off-street parking. This stretch of commercial frontage is an eclectic assemblage of notable churches, midcentury midrises, and buildings of historic importance —in many ways inventory with potential. The team created their digital model at the old city square and then moved south along Broadway. In consultation with a traffic specialist, they envisioned the thoroughfare as a calmer three-lane road with a bike lane, parking pockets, pedestrian accommodation, and landscape befitting the region. Their model permits visualization of the development along the street in time-lapse, invaluable in translating the feasibility to policymakers and other stakeholders.

Broadway begins a gentle rise up to the single-block square where a 1909 courthouse stood until demolition in the 1950s. Today, the site remains an awkward void whose primary purpose seems to be facilitating parking around its perimeter. On the east side of the square is the Smith County Courthouse, long recognized as inadequately serving the needs of contemporary county services. On the west side are the two tallest towers in Tyler, the 15-story People's Petroleum Building (originally the People's Bank Building, 1932) and the 19-story Plaza Tower (originally Peoples Plaza, 1979). Forming a periphery around this core is 30-square-block assemblage of two- and three-story commercial buildings and empty lots. At the north edge of downtown is the 1905 Cotton Belt Rail Depot, now a museum.

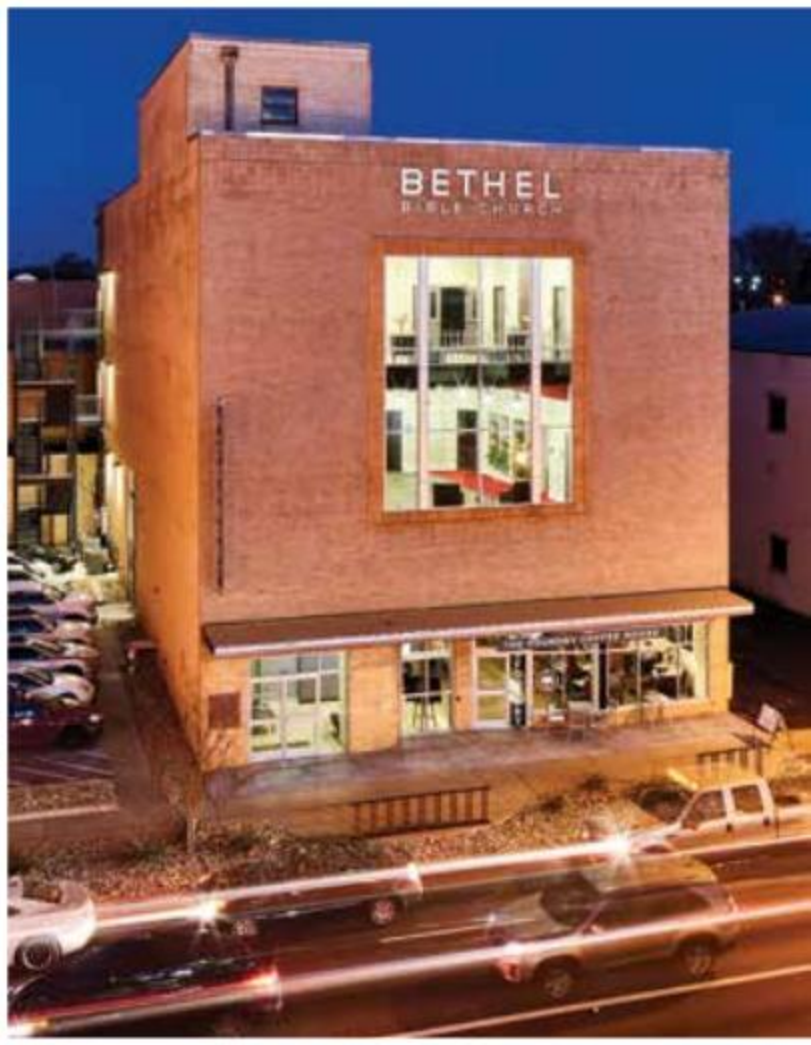
There are numerous vacant parcels and underutilized properties in this zone, notably the courthouse square and the site of a former automobile dealership. The proposed model demonstrates aspirational uses for these sites. "Tyler 21" recommended the placement of a central public parking structure downtown to serve the broader need, and the municipality has followed through, with a four-story parking deck on Broadway Avenue. Taking the pressure off traditional surface and off-street parking, such concentration of parking will pave the way for higher-use innovation in public and private space.

The architects' boldest gesture is their proposal to move the Smith County Courthouse two blocks to the east between Fannin Avenue and Center Avenue.

The model maintains a row of archetypal town square buildings between the current and proposed site, but the ultimate development is visualized to be a three-square-block public space that speaks to the urban engine Tyler has become. The elongation of this core offers vastly more in terms of scale, axis, the dance of each edifice and space between. One of the tenets of contemporary urban thinking is the likely increase in property values on the perimeter of open space, or at least vacancy that is loved. The model offers, with commodity and delight, a way for the city center to incrementally develop without overwhelming stakeholders.

There are a number of projects being implemented in the downtown district, which are the desired outcomes of "Tyler 21." The art deco People's Bank Tower, banking lobby, and mezzanine spaces have been extensively renovated into a thriving upscale restaurant. The tenured offices of the *Tyler Morning Telegraph*, whose owner, Nelson Clyde, has demonstrated a notable commitment to the city, has been updated, along with repurposed aged commercial space for the Bethel Bible Church. Additionally, Tim and Garnett Brookshire, of the expansive

Left: A proposed street improvement project along the Broadway corridor would slow traffic, reduce lanes, widen sidewalks and crosswalks, and provide off-street parking and bike lane connections. Infill projects create an urban edge, mixing current design into the existing fabric. / Graphic: Fitzpatrick Architects



The Tyler Morning Telegraph *and Bethel Bible Church have benefited from extensive updates. / Photos: Craig Blackmon, FAIA*

Brookshire's grocery chain based in Tyler and known well throughout the East Texas (and owners of the downtown towers with partner Andy Bergfeld), have exchanged ideas with local architects. The first stone in the foundation of any viable 24-hour downtown is, of course, a storefront with milk, bread, and cabernet.

MASS TRANSIT

The Fitzpatrick model avails itself of a not-so-obvious opportunity for mass transit—one that many cities want but can't have: Running south from the old depot is an abandoned rail line that traverses the southeastern quadrant of Tyler, passing through the medical district, adjacent Tyler Junior College and the University of Texas at Tyler campus. Whether as a pedestrian parkway armature, dedicated bus service, or, if swinging for the fences, a tramway, this right of way will someday be a valued amenity in Tyler's urban fabric.

The architects see their narrative as ongoing, applying the principles of "Tyler 21" and presenting them in a way that can generate the heat needed to jump from ideation to livability. Clark Manus, FAIA, my pal and former AIA president, has the 1980s version of this communication tool in his San Francisco office, Heller Manus. A 200-square-foot model of downtown San Francisco in obligatory white abstraction, the firm's high-rise and other urban achievements are featured in black counterpoint. If Fitzpatrick's foresight and ability to translate ideas into understandable and inspiring images result in authorship, it will be well-informed and well-earned. All communication is about the audience, and the architects should now apply the same care for the northern exposure and gateways to downtown, analogous to the many explorations of the relationship between downtown Dallas and Fair Park or the Cedars districts. The connectivity of underserved neighborhoods in north Tyler is a vacancy with greater challenge and less familiar imagery; it is nonetheless crucial to the long-term success of any plan at this scale.

Fitzpatrick Architects has filled a void with its initiative to communicate the potential of Tyler's Comprehensive Plan, specifically as it applies to the center city and to its stakeholders. City Manager Broussard says, "Fitzpatrick Architects took a communal interest in the city and its comprehensive plan. Once we saw their model, we had an idea of what downtown could be. The images taken from the model have added another dimension to our grant-writing process. When working with developers, it helps us communicate our guidelines and shape incentives that may be part of their project." And the architects have completed works in the downtown district that add voices to the chorus.

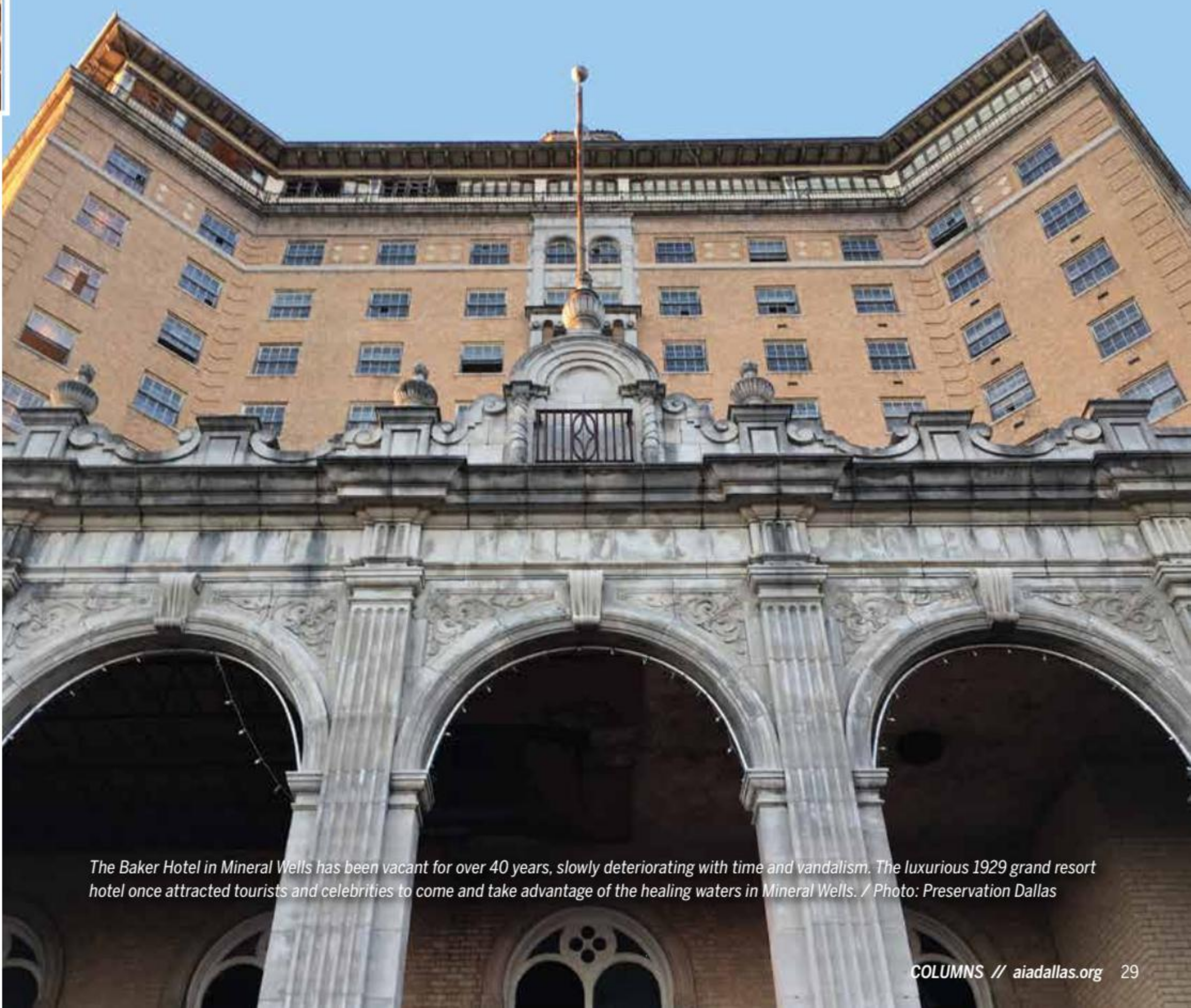
Perhaps more than either of these, they have presented a generous alternative to the precedent that holds planning and design-thinking suspect, and in their imagery, confirm that quality of life is simply not accidental. If this is the case, then Tyler can claim another reason to be known as the hub of East Texas, and architects will have elevated the value of design in this place.

Jeff Potter, FAIA, is founding principal at Potter, past president of AIA National, and president of the Architects Foundation.

By David Preziosi, FAICP

NEEDING A CURE *in* MINERAL WELLS

The colorful past of the 1929 Baker Hotel in Mineral Wells includes a hotbed of activity with tourists and celebrities like Clark Gable and Judy Garland, who flocked to the grand resort for the medicinal virtues of the town's mineral-rich "Crazy Water." The outpost west of Fort Worth in rural Palo Pinto County boasted luxurious accommodations and the best in entertainment from Lawrence Welk to Pat Boone. It was also home to Bonnie and Clyde and the rump shaker, but more on that later.



The Baker Hotel in Mineral Wells has been vacant for over 40 years, slowly deteriorating with time and vandalism. The luxurious 1929 grand resort hotel once attracted tourists and celebrities to come and take advantage of the healing waters in Mineral Wells. / Photo: Preservation Dallas

The once grand Baker Hotel lobby has suffered the ravages of time with failing plaster, broken doors and windows, and graffiti in the alcove which was once home to a grand piano that filled the lobby with music for guests. / Photo: Michael Amonett

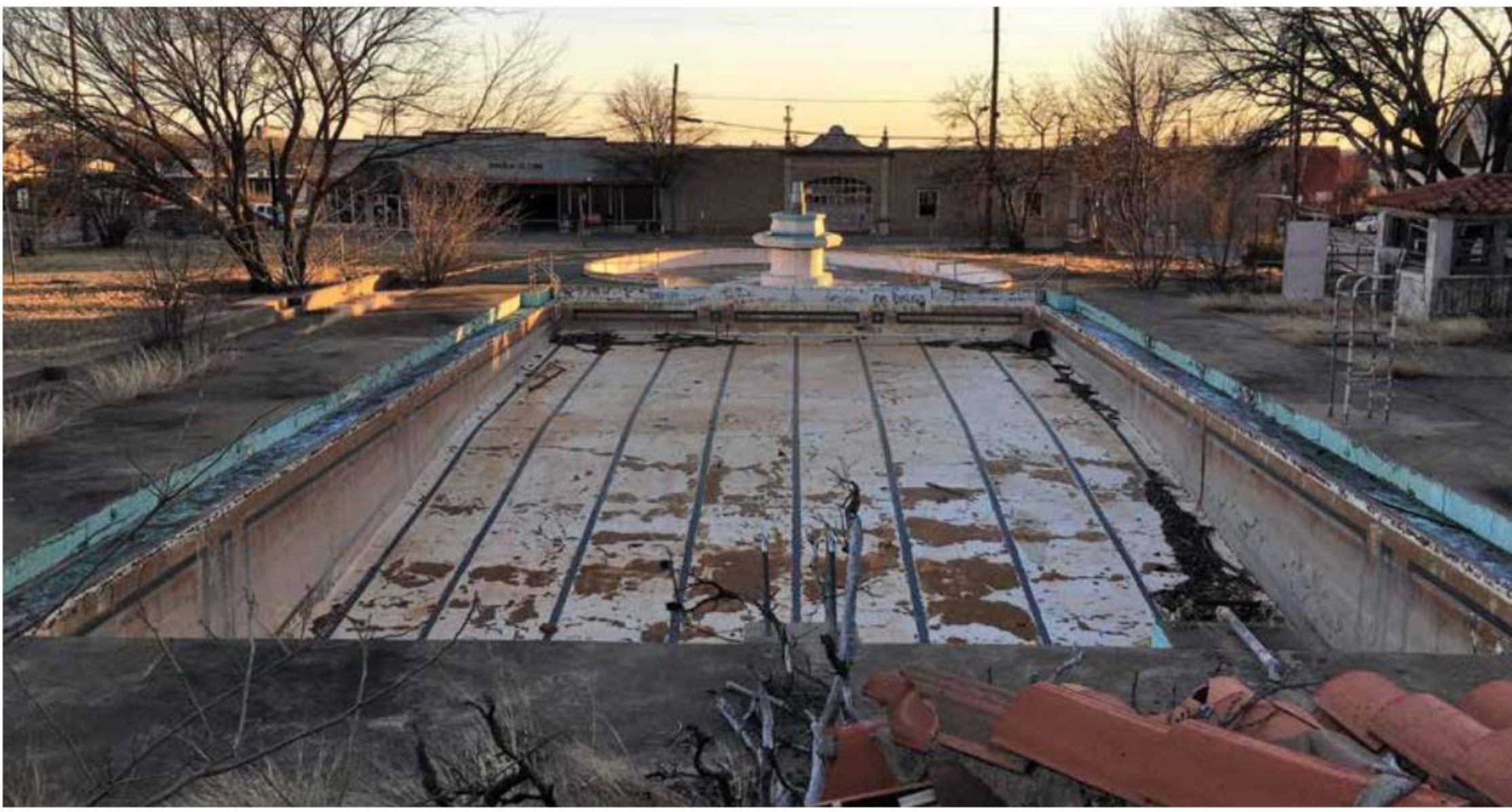
Judge J.A. Lynch founded Mineral Wells in 1881 after discovering the medicinal properties of his well water. The town quickly developed a reputation for its healing waters and attracted many from afar seeking to cure their ailments. An early well in the town was named the "Crazy Well" after a woman suffering from a nervous breakdown was supposedly cured by the water. The "Crazy" name stuck, and soon there was a Crazy Hotel, Crazy Drinking Pavilion, Crazy Theater, Crazy Bottling Plant, Crazy Gang Radio Broadcast, Crazy Box Factory, and more.

In 1925, Mineral Wells leaders called on T.B. Baker, a successful hotelier in Texas, to build a grand resort-style hotel to take advantage of the city's healing waters. Baker owned hotels all over Texas, including the Menger and Gunther in San Antonio, The Stephen F. Austin in Austin, The Texas in Fort Worth, The Goodhue in Port Arthur, The Galvez in Galveston, The Edison in Beaumont, The Sterling in Houston, and The Baker in Dallas, unfortunately demolished in the 1980s. After visiting the Arlington Hotel in Hot Springs, AR, Baker liked the design so much that he hired its architect, Wyatt C. Hendrick of Fort Worth, to create a near copy of it in Mineral Wells.

Construction on the massive 12-story structure, with 450 rooms and 250,000 square feet, started in 1926. Poured-in-place concrete was used for the structural system of the $1.25 million hotel. The new hotel was Spanish Colonial Revival in style, just like the Hot Springs version, with yellow brick, red clay tile roofs, decorative ironwork, arcaded loggia, and a 40-foot bell tower on top. The design featured an elevated ground floor with a monumental staircase leading to the two-story, triple-arched portico for the entrance to the grand lobby. Off the portico were grand loggias covered in clay tile wrapping around each side of the hotel. The raised design also allowed for commercial spaces at the street level along the perimeter of the building. To give wealthy visitors arriving by car a sense of intimacy and luxury, there was a walled motor court behind the hotel with a brick courtyard and a loggia hotel entrance.

On Nov. 22, 1929, the Baker Hotel held its grand opening, drawing considerable press in the Fort Worth and Dallas newspapers as a major social event of the year. The hotel, in a town of only 6,000 at the time, provided incredible amenities befitting a world-class resort of the day. There was a large two-story grand lobby, dining area, bar for imbibing the mineral water, a grand ballroom on the top floor called the Cloud Room, and meeting spaces to hold 2,500. A gymnasium, bowling alley, spa treatment center, Olympic-size outdoor swimming pool, and a 117-acre golf course were available for the health conscious and active types.

For those who came for the mineral water's healing properties, there was an extensive spa area and even doctors on site to prescribe a course of treatment. Spa equipment featured the trends of the day: a leg gyrator, a bun-splitter, a rump shaker, and a colonic machine. The hotel's signature Baker Bath included a hot tub with the hottest water a guest could stand, followed by



The Olympic sized swimming pool and fountain were built at the same time as the Baker Hotel and once held sparkling mineral water for bathers. Now it is empty except for murky rain water which collects in the deep end. / Photo: Preservation Dallas

a rubdown with salt, then sitting inside a box heated by electric lights while dipping feet into a hot water basin and sweating away the toxins. A cold shower, to get the blood pressure down, completed the bath.

Despite the Great Depression, the hotel was still a draw for the wealthy, who came to relax and enjoy the health benefits and entertainment. Besides those coming from nearby Dallas and Fort Worth, many a celebrity stayed or performed at the hotel. Early in his career, Lawrence Welk was a hotel band leader. Other entertainers who performed there included Mary Martin, Guy Lombardo, Dorothy Lamour, Sophie Tucker, and Herbie Kay. In addition to Gable and Garland, Jean Harlow, Will Rogers, Marlene Dietrich, Roy Rogers, and the Three Stooges stayed as guests. Politicians such as Lyndon Johnson and Sam Rayburn also came to the hotel. The most infamous guests were outlaws Bonnie and Clyde, who stayed there for a time and even tipped a waiter who brought food to their room $2, big money back then.

In 1952, T.B. Baker transferred his hotel holdings to his nephew Earl Baker, who had extensive hotel experience and a dominant role in the company. The hotel declined in service and guests with the changing times of the 1950s and '60s, and Earl kept it open until 1963. The hotel's closing devastated Mineral Wells. More than 200 people lost their jobs, the money that visitors spent in town dried up, and social life faded without the hotel's entertainment and the metropolitan touch of big-city visitors.

The hotel went to auction in 1963, but there were no takers. In 1965, a group of local leaders desperate to revive the hotel formed a corporation to purchase it. The Baker reopened but struggled from slim profits and changing ownership, resulting in its closing for good in 1972.

Since then, the Baker has sat vacant and decaying. While the structure is solid, the interior shows the ravages of time with falling plaster, the remains of animals that died after seeking refuge inside, roof leaks that have eaten away at the upper floors, and vandals who have stripped wiring, plumbing, and anything else of value and tagged the interior with graffiti.

The once meticulously manicured yard surrounding the grand pool is now overgrown, and the pool holds puddles of murky rainwater in the deep end—a far cry from the mineral water that once filled it. Various attempts to resurrect the hotel with redevelopment have fallen through, given the tough job of making the economics work for such a large property in a town of only 16,000. Even worse, there are other vacant buildings nearby, including one- and two-story commercial buildings, the six-story 1927 Crazy Hotel, and the six-story 1931 Nazareth Hospital.

The Baker was definitely a product of its time and the craze for finding the cure to ailments in the supposedly healing mineral waters. The hotel could use some of that famous Crazy Water now to resurrect its glory and remedy its vacancy ills.

David Preziosi, FAICP, is the executive director of Preservation Dallas.

See more from the Baker Hotel at: www.aiadallas.org/columns/bakerhotel

By Tonie Auer

VIBRANCY *VS.* VACANCY

LESSONS FROM DOWNTOWN

If you take a look at the history of downtown Dallas vacancy rates, there is a story behind each wave of ups and downs reaching back to the 1950s. And it all leads to the recent revitalization that we are seeing today.

In the 1950s and 1960s, downtown Dallas was not only the central business hub of the city, it was also the historic retail and entertainment core, says Kourtny Garrett, Downtown Dallas Inc. president and CEO.

"You had the streetcars running and Theater Row," she says. "It was a destination for entertainment, shopping, as well as business."

"The 1950s and '60s were the heyday downtown. There was both retail vitality and office vitality," says former GFF Chairman Larry Good, FAIA. "I have fabulous memories of taking a bus downtown and seeing all of the department stores from Neiman Marcus to Sanger's, James K. Wilson, and all the great retailers. The movies were all open at the Majestic, the Palace, the Capri, the Melba. Downtown was humming."

But the abundance of highway construction between the 1960s and 1980s contributed to the flight of retail and office to the suburbs from the central core, Garrett says.

Original orthophotography flown by the North Central Texas Council Governments in February and March, 2017 / Photo: Downtown Dallas Inc.

RISE OF THE SKYSCRAPERS

By the late 1970s throughout the 1980s, office towers sprouted and overbuilding became a Texas tradition. "That's when the vacancy piece of the puzzle became a problem," Garrett says.

Greg Biggs, JLL managing director for tenant representation, says the millions of square feet of skyscrapers developed in downtown Dallas in the 1980s changed two things. First, there was more space available than tenants to occupy it. Second, developers gave building architects free rein to design massive projects that were more about making a statement of prominence.

"Back then, employees would go to work for a big firm and work their way up to a partnership and the corner office and be there for years. It was a time when 'who the employer was' made a statement. As times progressed and the workplace changed, employees began to dictate how the space was used. Employers are in a daily battle to retain and recruit the best employees. Employees now enter their career and if they don't like where they are for whatever reason, they'll leave and go somewhere else or work there for a while and start their own business.

"That transition has driven much of what has happened in downtown Dallas office occupancy. Many of the businesses that used to be in downtown have migrated to the suburbs and created offices that are more efficient and better suit their employee needs," Biggs says.

On the other hand, Garrett says, "Overbuilding, combined with the market crash of the 1980s and the consolidation of retail nationally, led to the sidewalks rolling up at 5 p.m. We had a quiet downtown except for the 9-to-5 folks. Downtown was now automobile-driven with no vibrancy. There were some discount stores left at ground level and a couple of restaurants that came in, but no reason for people to really go out on the street."

Downtown became an office park by the 1970s as the retailers one by one closed their doors in favor of more successful suburban locations, Good says. The big banks, law firms, accountants and architects were enjoying "officing" in downtown, and the banks each built their monuments, he says.

"There were some pretty impressive high-rise office buildings that hit a crescendo around 1978 to 1988," Good recalls. "The last one to be built was 2200 Ross [Texas Commerce Bank tower, now Chase Bank tower]."

VACANCY MOVES IN

Younger Partners broker Robert Grunnah says that in the era of new construction in the early 1970s and 1980s, vacancy started to rise, especially in the Class B and Class C properties. When developer Trammell Crow built Trammell Crow Center, the extended negative cycle began in earnest.

"Comerica and the Bank of America buildings were added, among others, and they all struggled; Fountain Place as well," Grunnah says. "After that boom of construction in the 1980s, there was no new construction downtown until projects in the Arts District. Office rents in downtown were flat for 20 to 25 years. With the success in the Arts District, former Class B buildings became C, and then vacant, and then no one wanted to lease them."

Grunnah says the downtown buildings languished through the late 1980s and early 1990s. The collapse of the savings and loan industry hit hard, followed by the RTC debacle that resulted in many building owners losing their properties or even giving them back. The Resolution Trust Corp., a U.S. government-owned asset management company, was established in 1989 to liquidate primarily real estate-related assets such as mortgage loans held by the savings and loans.

"The downtown Class B and C buildings remained vacant, with most essentially owned by former lenders waiting for something to happen," Grunnah says. "All of these buildings had environmental issues like asbestos. And with no demand for office users, they couldn't afford to remodel them, so they sat empty."

Good says the early 1990s saw the first wave of residential conversions of the most beautiful of the empty office towers. But while it was a nice trend, it was slow and didn't have legs because many of the other middle-age office buildings were "hard to love" and not necessarily appealing.

TURNING POINT

"By the late '90s, downtown had more than 40 vacant buildings. All the department stores had closed with the exception of Neiman Marcus. Theater Row was shuttered. Then came the city's first TIF (Tax Increment Financing District, a publicly funded subsidy for redevelopment, infrastructure and other community improvement projects), and it was a pivotal point in the city's move to revamp downtown," Garrett says.

The City Center TIF, launched in 1996 with updates added years later, created a little spark of interest from a couple of out-of-market developers who saw the potential, she says.

"That's when we saw the introduction of residential into the picture. There's no single thing you can point to for the decline and the revitalization of downtown," Garrett says. "But, if you pare the success down, it was because of the introduction of residential, which drives demand for retail, public space, and more services. Those initial TIF investments turned some of those vacant buildings into apartments."

The inspiration to make big changes downtown followed the disappointing loss of the Boeing Corp.'s decision to pick Chicago over Dallas for its new headquarters, Good says.

"They told us we lost that opportunity because we had dead downtown streets, vacant retail, no street life, and that downtown was not appealing. That lit a fire under the mayor and City Council and Downtown Dallas Inc.," Good recalls. "Everyone pulled together to address creating green space, getting people out of the tunnels and back on the street, and becoming more dedicated to converting some of those old office buildings to residential use. In addition to the City Center TIF was the creation of the Downtown Connection TIF.

"Those supplied some gap money to help make some of the conversions possible at the Davis, Dallas Power and Light building, Lone Star Gas Lofts, and the Mercantile Building. That era of buildings became converted for residential instead of office and very importantly took that vacancy off the books and replaced with new residential occupancy," Good says.

The early 2000s was the turnaround time when city leaders "really got our act together, made plans, had public sector support and began to see the reinvestment downtown," Good adds.

Until residential developers started rehabbing downtown towers in the early 2000s, there was only one downtown high-rise condo, and it struggled, Grunnah says. It has since been remodeled and is doing well today, he says. During the RTC days, Grunnah had three offers on a pool of RTC-marketed buildings, but many of the offers requested that the Davis Building be removed from the offering. Ultimately, a buyer took the title for no cost and, after another pair of trades, the Davis Building is now a highly successful residential building, he says.

The market for residential properties increased, and many buildings have now been converted to multifamily because the buildings had low ceiling heights and inefficient office floor plates or they needed new HVAC, which all prevented the office buildings from leasing at competitive rates, Grunnah says.

RESIDENTIAL AND REVIVAL

Smart developers have taken empty office buildings and converted them to residential apartments or condominiums with views and other amenities, Biggs says.

"It's cooler and closer to the heartbeat of the inner city, and that's a huge comeback from the 1980s and the '90s with all of the giant vacancy numbers. Empty buildings found a purpose, and their vacancy was taken off the office market," Biggs adds.

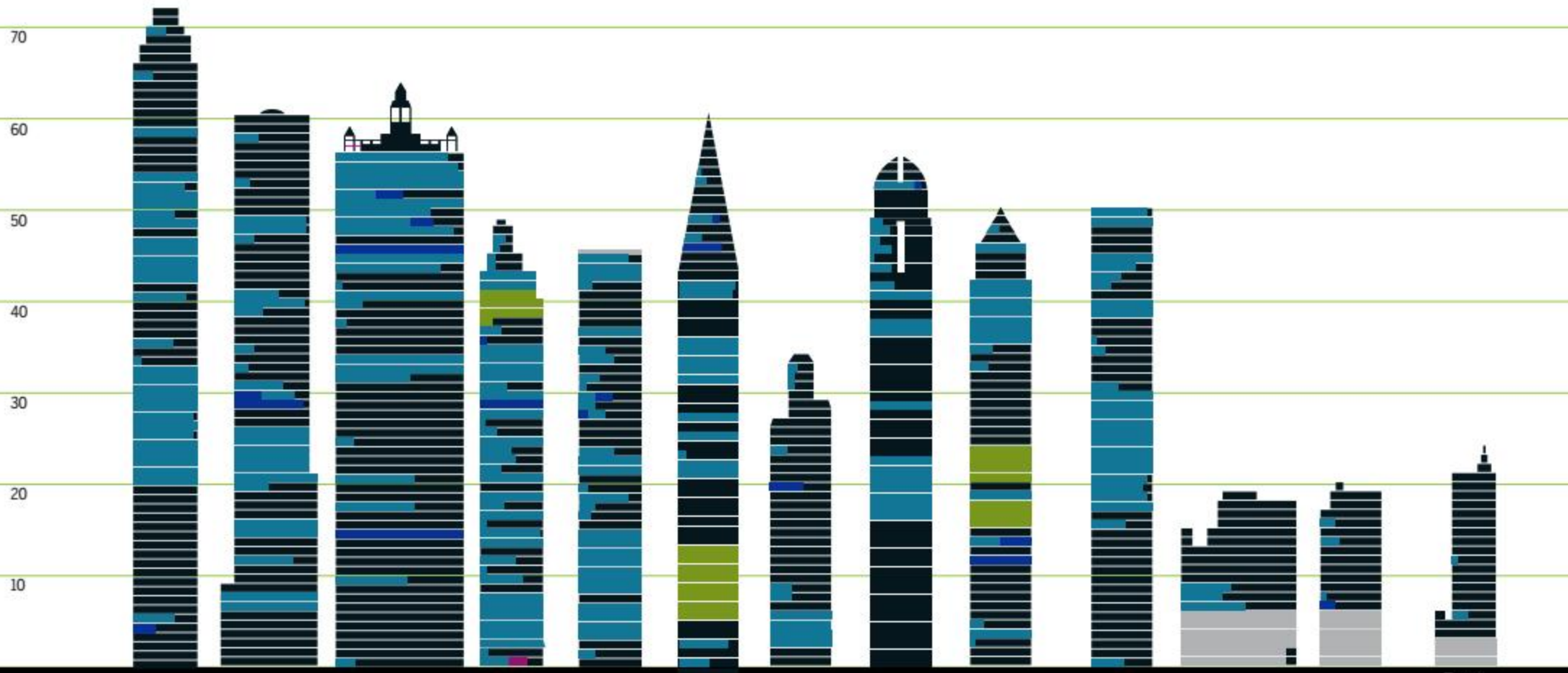
The demand for urban residential that began around 2000 hasn't slacked. Today, downtown residential properties hover around 94 percent occupancy on average, Garrett says. With no overbuilding in the market, that occupancy rate is usually attained within six months of opening.

The historic Wilson building and the Davis Building were among the first office-to-residential conversions, and the Magnolia Oil building was transformed into the hotel we know today, she adds. The second wave included the Davis, Dallas Power & Light, and Mosaic projects, Good says.

The residential population has jumped dramatically since the mid-1990s. In 1996, downtown had about 200 residents. Today, more than 11,000 people live downtown. Add in the Cedars, Deep Ellum, and other neighborhoods around the urban core, and that number increases to around 50,000 residents.

After the explosion in residential, next came the parks, including Main Street Garden, Belo Garden and ultimately Klyde Warren Park. Walkability became the buzz word, Garrett says.

"A trend we started seeing around five years ago with Bryan Tower and 2100 Ross [the old San Jacinto Tower] among others along the Ross Avenue corridor—which is congruent with the new construction trajectory going on in Uptown—is building owners realizing that the older office stock needs to be competitive with places like Uptown or Legacy," she says. "They have to be stepping up to meet the demands from the recruitment and retention standpoints."



	America Plaza	Bank Tower	Renaissance Tower	1700 Pacific	Ross Tower	Fountain Place	2100 Ross	Chase Tower	Crow Center	Thanksgiving Tower	One Arts Plaza	17Seventeen McKinney	Texas Capital Bank Building
RBA (s.f.)	1,849,729	1,530,957	1,729,294	1,340,481	1,113,575	1,262,217	866,709	1,255,473	1,159,927	1,375,663	530,236	369,017	447,595
Percent leased	67.0%	73.8%	79.3%	42.8%	54.8%	79.6%	81.6%	74.9%	91.3%	66.6%	89.2%	96.9%	97.3%
Year built/ renovated	1985	1987	1972 / 1991	1983 / 2011	1982 / 2009	1986 / 2013	1982 / 2006	1987 / 2015	1984 / 2011	1982 / 2017	2007	2010	2008

There is much more renovation and adaptive reuse occurring in downtown office buildings, such as the conversion of One Main Place to a Westin Hotel and residential tower.

"It's a recent phenomenon, but I believe we will continue to see buildings do that," Garrett says. "I think creative office is also huge trend; I believe we will see a lot more creative and innovation industry coming into downtown."

AT STREET LEVEL

Garrett also expects more infill development: "We are entering an era of new construction; we will see parking lots absorbed with mixed-use, and they'll all better connect our vibrant nodes like the Farmers Market, Main Street, the West End, and the Arts District."

At the top of the Downtown Dallas Inc. priority list is more attention to the street level. It's been done very intentionally with plans for traffic calming, bike lanes, and more complete streets. Traffic calming uses physical design and other measures to improve safety for motorists, pedestrians, and cyclists. It aims to encourage safer, more responsible driving and potentially reduce traffic flow.

"Livability is a word that comes into play significantly here," Garrett says. "Infill development will be complemented by more services, schools, grocery stores, and the elements that create a true livable place."

"We now have enough population downtown that retail is practical again," Good says. "We have the daytime office population and the full-time residents and nighttime population, along with visitors for sports and cultural events. Retail makes sense again. We are seeing the storefronts reactivated, and we're already seeing grocery stores nibbling around edge of downtown."

Grunnah believes the biggest problem for downtown—unlike Frisco, Plano or Legacy—is providing affordable housing for back-office employees, who now fight traffic on commutes and face expensive parking. "I see downtown becoming a place for Class A corporate locations that do not require high-density employment," Grunnah says.

Dallas has one advantage over many of its suburban competitors—the DART mass transit system. As fuel prices increase, more people will turn to mass transit, Biggs says.

"Dallas is in a great position to continue its diversified growth," he says. "Downtown Dallas has a number of influential supporters who are going to continue to do what they can to improve the attractiveness of downtown."

Long term, Good sees a rosy picture.

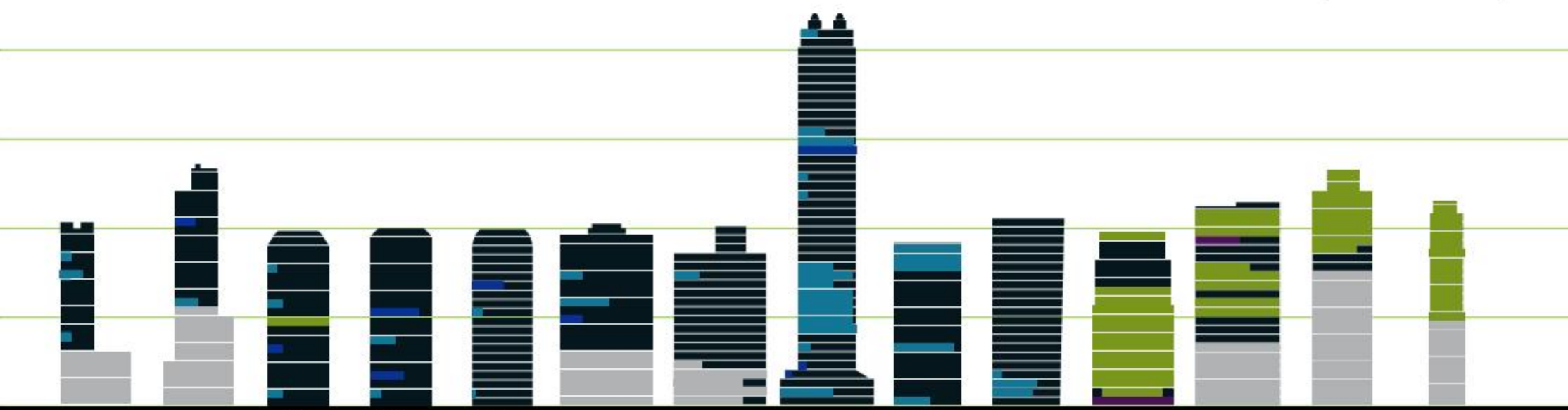
"The millennials absolutely love the center city. They want to be in the heart of a metropolitan area where you can walk. And they're becoming the decision-makers and the leaders of their companies. They're making the decisions of where they office and live," Good says.

Tonie Auer is communications manager at Younger Partners.

THE DALLAS URBAN CORE

Here are the best-in-class office buildings located in the urban core that meet one or more of the following criteria: greater than 200,000 total square feet in a multi-tenant building, built after 1985 or have had significant recent renovations to stay competitive, high-profile location, and recognized tenant profile and/or architectural significance.

Source: JLL 2017 Skyline Report



	2100 McKinney	Saint Ann Court	The Crescent Building 100	The Crescent Building 200	The Crescent Building 300	Rosewood Court	Victory Park	Cityplace Tower	KPMG Plaza at Hall Arts	McKinney & Olive	District • PwC Tower	The Union	1900 Pearl	Harwood No. 10
	360,859	314,279	372,260	390,305	372,260	405,291	467,656	1,350,267	459,383	530,000	494,300	418,132	261,400	231,098
	96.2%	95.6%	96.4%	97.2%	98.8%	98.2%	98.4%	79.2%	75.3%	93.2%	45.3%	44.0%	20.1%	0.1%
	1998	2009	1985	1985	1985	2008	2008	1985	2015	2016	2017	2018	2018	2018

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Can You Identify This North Texas Structure?

Find the what, where, and more on page 63.

Photo: Michael Cagle

DALLAS' TWO HARD LESSONS ON VACANCY

by R. Lawrence Good, FAIA

There have been two times during my 45-year career in architecture that the condition of vacancy has played a leading role. We founded the firm of Good Haas & Fulton in the spring of 1982 and enjoyed four years of growth and success. Then the regional economic crisis of the late 1980s humbled us greatly.

The Gold Ring Parking Garage (now the site of Main Street Garden), late 1990s. / Photo: GFF

The boom of our early years in practice, in which our marketing program consisted of answering the telephone, was driven by the easy availability of money for our clients' real estate projects. The Garn-St. Germain Depository Institutions Act of 1982 deregulated the savings and loan industry by allowing the S&Ls to expand beyond making residential mortgages to loan up to 10 percent of their assets for commercial projects. Our clients received loans to build a number of speculative shopping centers and office buildings that perhaps should never have been built. (How does a midblock, unanchored, two-story neighborhood shopping center sound, for instance?)

In this reckless environment of speculation and overbuilding, the oil industry collapsed first. West Texas Intermediate crude, which had been as high as $100 a barrel in 1980, plunged from $68 to $26 a barrel within a month: April 1986. Houston's economy had already gone south in 1983; Dallas followed suit in 1986. The oil price crash took down the large local banks in both cities. The combination of bad oil loans and bad real estate loans brought about the demise of First National, Republic, Mercantile, Allied and Texas Commerce banks, all of them purchased by or merged into larger out-of-state institutions.

'THE LAST SKYSCRAPER'

In the early 1980s, each of these banks wanted a signature high-rise office tower, and got them. I remember a column that architecture critic David Dillon wrote for *The Dallas Morning News* in 1988. He reviewed SOM/Richard Keating's 2200 Ross Tower for Texas Commerce Bank, calling it "probably the last skyscraper that will be built in Dallas in this millennium." I refused to believe it in light of the spectacular boom we had been enjoying. But he was correct. All of these monuments were now going begging!

Dallas' office building vacancy rate soared to 30 percent, the highest in the nation. Without laying off a single person at Good Haas & Fulton, our thriving young firm went from 31 people to 14 people by 1990. Talented young professionals had to go elsewhere to advance their careers. And they could move to Washington, D.C., Boston or San Francisco to find a good job because this recession was regional rather than national.

Other fine Dallas architecture firms closed their doors or merged to survive, or they were purchased by firms headquartered elsewhere. AIA Dallas suffered from reduced membership and closed its bookstore by 1988. In 1993, *Texas Architect* editor Joel Barna chronicled this era of vacancy in an excellent book appropriately titled *The See-Through Years: Creation and Destruction in Texas Architecture and Real Estate* 1982-1991.

The collapse of the Texas real estate market in the late 1980s ultimately caused the closure of 168 S&Ls and 334 banks by July 1990. In his book, Barna cites the fact that at the bottom of the bust "there was more vacant office space in the towers of Houston than there was total office space in Atlanta and Denver combined."

Our firm emerged from the grip of vacancy by the early 1990s with a new name, Good Fulton & Farrell, and as a smarter, leaner, more humble firm. That period was frightening, but it shaped us into the practice we are today. The City of Dallas, however, experienced lingering impacts from the loss of vitality from vacancy, which leads to the second story.

BOEING BLOW

In 2001, I was serving as the chairman of the Central Dallas Association (now known as Downtown Dallas Inc.). That March, Philip Condit, chairman and CEO of Boeing, announced that the company would move its corporate headquarters out of Seattle to one of three finalist cities: Chicago, Denver, and Dallas. The criteria were represented to be transportation, business climate, education and quality of life. Rather than allow the Greater Dallas Chamber to wine and dine them, the Boeing contingent sneaked into town and did its own touring – like the restaurant critic who prefers to dine anonymously to avoid getting special service.

Chicago was selected. Legend has it that Condit's wife was the lead decision-maker. She was looking for a rich urban experience and laid Dallas' failure to impress directly at the feet its lifeless downtown streets. Storefronts were empty. Other than Neiman Marcus, retail had abandoned downtown. Office workers moved from parking garage to workplace in the below-grade tunnel system. Our Arts District was an idea that had yet to achieve any critical mass, so cultural offerings appeared to be lacking. Only the four loveliest of our empty historic office buildings had been converted to residential or hotel use by that time – not enough to make a difference in street life. In a word, vacancy ruled the day in downtown, and the headlines weren't good.

"Boeing fight was lost downtown/Firm found Chicago more vibrant" – *The Dallas Morning News*, June 1, 2001.

"Downtown's awful truth/Is downtown Dallas the worst central business district in America?" – *Dallas Business Journal*, March 16, 2001.

"Dallas is the only CBD in the nation expected to lose property value by 2003" – Integra Realty Resources.

"Dallas' downtown office vacancy rate leads the nation" – Urban Land Institute.

BACK ON OUR FEET

But sometimes a snub like Dallas received from Boeing can inspire a successful self-improvement program. The Boeing decision had a profound impact on the resolve of our leadership to improve the vitality of downtown. Mayor Ron Kirk immediately called to order the Mayor's Task Force on Downtown. Laura Miller, Hon. TxA, followed that initiative when she became mayor with her Inside the Loop Committee. That group, led by Belo Chairman Robert Decherd, was to come up with the agenda for the most pressing items for advancing the health of the center city.

Of the items identified in that 2002-2005 post-Boeing decision period, virtually all have been accomplished.

- Build a convention center hotel.
- Design and complete three downtown parks.
- Extend the McKinney Avenue trolley into downtown.
- Advocate for the second DART alignment through downtown.
- Advance the quality of our pedestrian linkages.

The 2006 bond program was heavily weighted toward investments in downtown projects and assets. So in this case, as in the case with our architectural firm, the pains inflicted by vacancy led to lessons learned and the inspiration to improve and rise above.

R. Lawrence Good, FAIA, is founding principal and former chairman at GFF.

By James Adams, AIA, RIBA

HELP WANTED

The Great Recession eliminated 25% of all U.S.-based architecture jobs in the second half of 2009 alone, and unemployment within the profession mounted into 2012. In a reversal from the 1990s and early 2000s, when students had rushed into the field, during the downturn they were encouraged to seek other careers in design. Meanwhile, young interns left a vacancy within the profession and even seasoned architects struggled to keep the lights on.

Now the U.S. Labor Department is reporting five straight years of growth, and Dallas-Fort Worth boasts an unemployment rate of 3.1%. That is roughly a full percentage point below the national average, which is at a 17-year low. Couple that with the AIA Architectural Billing Index showing its South region, which includes Texas, has had five consecutive years of stable billings with no declines, and the result is an unprecedented demand for employees in the architecture profession — most critically the position of the project architect.

THE PROJECT ARCHITECT

While the job title varies among firms, the project architect is typically an individual with six to 12 years of experience. That person has worked in the profession long enough to have obtained a license, contributed to the completion of multiple projects, and proved responsible enough to effectively manage the design execution, project documentation, and construction administration of a project commission.

The role often includes managing less experienced staff and may require significant engagement with the general contractor and client. This vast amount of responsibility and opportunity illustrates not only why many architects consider it the most satisfying time of their career, but also the discipline it takes to become a successful project architect.

While opening the doors to an office is built upon new commissions, it is the success of the project architect that is vital to keeping those doors open. To thrive, firms must be able to recruit, build, and retain talented, motivated individuals.

SUPPLY AND DEMAND

Hiring managers have found it more difficult to recruit the past few years, and that is beginning to stall growth for firms in DFW.

"People tend to forget that there already was a shortage of architectural talent in the industry" even before the recession, says Annie Carolla, director of global talent acquisition at HKS Inc. "This is what we have always been up against. When you factor in the recession, an eight- to 12-year level of experience individual has become very difficult to find, and it is the most critical level to find. They are a hot commodity, and they are few and far between."

Compounding the problem is that the number of architects has contracted significantly, and new talent is not readily available. Amy Biediger, human resources director of Perkins+Will's Texas region, says, "Quite frankly, a lot of these people went back to school and took a route other than architecture because there were no jobs during the recession."

As the number of experienced architects has fallen, recruiting has become difficult. The market is active enough to keep most project architects with their heads down, focused on the growing tasks before them.

"When you have a lot of work on your plate, it is overwhelming to lift your head up and think about changing firms," Biediger says. "Architects and interior designers are passionate and loyal people. They do not want to leave their current employer in a situation that could hurt the client relationship."

Carolla shares that view: "Individuals at that level are already getting wonderful experience typically and do not feel the need for movement. It is difficult to compel them because they are already

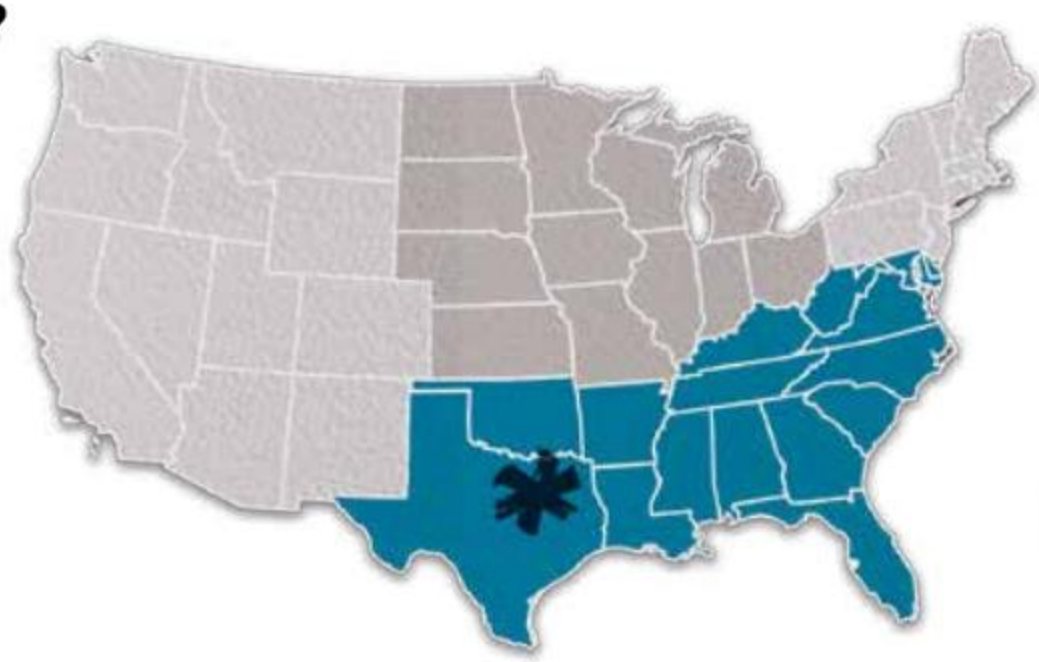
WHY THE DEMAND?

109,748
U.S. Architects

7,941
Texas Architects

4,177
Reciprocal Architects

Source: 2016 NCARB



3.1%
DFW unemployment rate & 5 continuous years of growth

Source: 2016 NCARB

5 years without a decline in Architecture Billings in the South Region

Source: AIA Architectural Billings Index

in a great spot leading teams and working with clients directly."

Firms have become more competitive in their compensation and total benefits packages and are investing in greater amenities to attract talent. Many DFW firms have re-evaluated their workspaces to better lure candidates. To accommodate younger architects, some firms have relocated to offices close to transportation connections. HKS recently moved downtown adjacent to DART light-rail access, as did Perkins+Will at the historic Dallas High School, whose front door opens to the St. Paul DART station.

Both Corgan and Perkins+Will have pioneered efforts to create environments that potentially qualify as WELL projects. This is a new certification from the WELL Building Standard, which "explores how design, operations and behaviors within the places where we live, work, learn, and play can be optimized to advance human health and well-being." Essentially, WELL functions similarly to LEED in its scoring system, but WELL tracks issues that impact the health and wellness of building occupants rather than qualifying building systems and their efficiencies. This standard contributes to the competitive recruiting market as professionals have become more savvy in understanding the benefits of a healthy work environment.

BEYOND NORTH TEXAS

To find candidates, recruiters are casting their nets wider in the U.S. and even abroad.

Says Biediger, "We are looking for talent outside the U.S. more so now than ever." It's a process that can be fruitful but also costs time and expense in sponsoring work visas, not to mention being clouded by the political climate in Washington. Relevant to this is AIA National's stated principles regarding immigration: "Architecture firms and many other businesses must have the ability to attract and retain highly qualified and skilled talent from within and outside the U.S. to remain competitive and meet demand."

The strength of North Texas' economy has afforded many firms the opportunity to recruit from the Midwest and Northeast. Larger firms are also leveraging their other locations.

"We have had to rely on our other offices," Biediger says. "We have a program called Talent Exchange. We borrow people from other offices when we have a larger manpower need than we can find in the local market."

DIVERSITY TODAY

As the market has improved, some architects and designers are returning to the profession. Many arrive to their interview with gaps in their architectural work history, something that recruiters have had to adapt their hiring methods to consider.

"We are more likely to make exceptions when it relates to the economic crash than we normally would for other reasons," says Biediger. The upside is that many of these returning candidates bring a more diversified perspective from skill sets gained outside the profession.

However, diversity in race and gender still challenges the field of architecture.

"It takes real commitment to create a diverse work culture. It has to be intentional," Carolla says.

Only 2% of licensed architects in the U.S. are African-American, according to the National Association of Minority Architects, and 36% of architects are women, according to the National Council of Architectural Registration Boards. Becoming a project architect typically coincides with the age when professionals are starting families, a situation that culls dramatically more women than men from the field.

THE FUTURE

Projections from the Bureau of Labor Statistics shows the profession growing 4% annually over the next 10 years, too little in relation to the expected backlog of work and staffing at many firms. Many practices are investing in a longer-term strategy by working to interest high schoolers in an education in architecture. The ACE Mentor of Dallas/Fort Worth program, which facilitates hands-on experience in the architectural, construction, and engineering professions, has grown to over 200 students annually at more than 20 DFW schools since its start in 2004.

For now, it is a matter of working harder to fill the vacancy by recruiting the right candidates and preparing those new to the profession for a long-term career in architecture.

"The good part is that we have had the past five years to grow and nurture talent," Carolla says. "From the day candidates graduate and start at the firm, we have had this time to grow them. Many are now naturally moving into the role of project architect, but I also believe that we are cautiously optimistic of what is going to happen in the market in the next couple of years. We are trying to be progressive and be focused on growth. It's a real balancing act."

James Adams, AIA, RIBA, is senior associate at Corgan.

CASITA TRISTE

Conceived in reaction to the recent development boom in Oak Cliff, Casita Triste [*Sad Little House* in Spanish] is an outdoor guerrilla art project by Giovanni Valderas that poignantly highlights the multifaceted results of upheaval.

As entire neighborhoods are torn down to make way for upscale apartments, this understated project has spurred a wave of discussion across Dallas about gentrification, dwindling affordable housing, and displacement.

As Valderas explains: "Casita Triste aims at highlighting cultures that are integral to our community's social fabric. ... Today, these vibrant neighborhoods are rapidly disappearing and being replaced by luxury condominiums and apartments which are often subsidized by city tax dollars."

"These casitas are inspired by the brightly painted homes found in our Latinx neighborhoods, but they also give a visual voice to the voiceless, which are the families that are being pushed out." [Latinx is a gender-neutral version of Latino.]

"I place the casitas in outdoor public spaces next to areas that are mostly being developed with subsidies from our city to build housing the community can't afford to live in. This project looks to create awareness, reflection, empathy, and empowerment through advocacy," while blurring the lines "between craft, art object, advocacy, and sentimental offering."

Each "piñata house takes on anthropomorphic elements, prompting the viewer to empathize with the fragility, history, and experiences of the community," he says.

"While the casita endures the hardships of life, it begins to disintegrate and eventually disappear, which becomes an analogy for Latinx community" in Oak Cliff.

The installations provide an opportunity for education and engagement as well: "Each casita contains a postcard giving the viewer the opportunity to advocate for affordable housing by sending their thoughts on the back of the postcard to City Hall."

Photo: Giovanni Valderas

Interview by Frances Yllana

LIGHT AT THE END OF THE TUNNEL

The Delicious Serendipity of Vacancy

Chad Houser is the founder, CEO, and executive chef of Café Momentum, which he often describes as "taking kids out of jail and teaching them to play with knives and fire." His charisma and passion to teach life, social, and employment skills to Dallas' most at-risk youth have made him a local and national figure celebrated in dining, philanthropic and business publications. After 17 years as a chef, Chad sold his partnership in Parigi Restaurant to devote his full attention to running Café Momentum in 2012.

The restaurant Café Momentum serves fresh, locally sourced, sophisticated American cuisine in the heart of downtown Dallas at 1510 Pacific Ave., across from Thanks-Giving Square. Every meal is prepared and served to its patrons by an award-winning team of chefs, as well as the young men and women involved in the program. Café Momentum provides a transformative experience through a 12-month paid internship for young men and women coming out of Dallas' juvenile facilities. The program rotates its interns through all aspects of the restaurant, focusing on life and social skills, coaching and development. In addition to the restaurant staff, Café Momentum supports its interns with a case management staff to help them achieve their greatest potential.

Two years ago, Houser was searching for a solution to housing and essential personal development resources for the kids who work, and grow, at Café Momentum, which was most recently rated No. 3 on Eater's "The 38 Essential DFW Restaurants, Winter 2018." I had the privilege of speaking with him about Café Momentum's most recent endeavor to fill the vacant tunnel space below the restaurant. What surfaced was a bit of serendipity between the notion of providing resources for Dallas' "throwaway" kids and activating the vacant spaces. Following are excerpts from our conversation.

In this issue, we're speaking about vacancy and what people are doing differently to address our city's vacancies in a sustainable and innovative way. There's been a lot of whispering about you opening something up in the tunnels below Café Momentum. Can you tell us more?

So about six months after the restaurant opened — about 2½ years ago — we were having issues and concerns about housing for our kids because so many of our kids are homeless. I didn't know what to do, so I reached out to Kate Canales, who is a professor and director of design and innovation programs at the Lyle School of Engineering at Southern Methodist University. Kate leads a graduate class that does study on human design, so her class did a very intensive yearlong study regarding housing as it pertains to our kids.

It was a very immersive and intensive study, and the conclusion they came to was that our kids are not going to engage in housing in any traditional sense because they don't trust the system. A lot of the housing offered to them, no matter how well-intended, is stuff they don't trust. They just don't trust any type of system because they've been burned so many times. The idea of us trying to put them into some sort of housing was failing. One of the things they found specifically was that by providing some sort of stability and support in the restaurant and restaurant space, we are actually initially indirectly—eventually directly—solving the issue of housing because we're creating a safe environment for them where they can continue to build trust and resourcefulness ... on their own.

Her class's recommendation was to build some sort of facility, a kind of community center, that would allow us to aggregate our current resources and expand our effectiveness, and also expand the resources we could provide with an actual space to leverage them through. That, in turn, would allow us to increase our hours of influence and impact with the kids. In other words, if they come up through this center in the morning, they could do schoolwork, they could do some art classes with us, they could do yoga, meditation or therapy, and then go to work. All of a sudden they're going to be with us for 14 to 16 hours a day. So our influence takes over the pressure that comes to them from the streets or any other negative influence.

So that's what we're doing in the vacant underground downtown tunnels. We leased a space, and we should hopefully start demolition soon. But it'll be just that. It'll be a space for our kids to be able to go, and it's a safe, calm, nurturing environment where they can continue to grow themselves as a person and utilize and leverage more and more of the resources we're providing.

What other help did you have? What other resources are down there?

We have a county commissioner, Teresa Daniel, who has been a huge supporter and advocate in getting this open, and she has pooled a lot of resources, including Parkland Hospital, which has given a cost commitment to put a screening commitment down there. There's also another nonprofit organization that just launched named Poetic, which has worked with young ladies who have been sex-trafficked. They signed a lease in the space next door to us.

It'll create a really nice hub of resources for the kids. My hope is through tracking data and expanding the data we track through this community center, we'll be able to have some solid statistics to give Commissioner Daniel, and they can open these things up all around southern Dallas as resource centers for homeless teens or teens who need help and need similar resources. Because ultimately these will be centers that are truly meeting them where they're at, as opposed to the one-size-fits-all solutions, nor the "you're going to take these resources and you're going to like it and thank me for it."

Do you think that this could serve as a model or guide when opening other Café Momentums? Would you want to take advantage of restaurant spaces with adjacent vacancies?

I think we're extremely fortunate the tunnel spaces have been abandoned for 12 years. And they're literally beneath the

restaurant. That won't necessarily be the exact circumstance when we do open another restaurant. But it is important. One of the reasons we've had the success that we have had is the direct result of the holistic approach to helping the kids. We're building an ecosystem of support around them. And again, we're meeting them where they're at, with their needs. It's not us telling them what's best for them. It's us talking with them about their needs. Together we figure out which is the best solution and what is the best resource for that specific need.

"One of the reasons we've had the success that we have had is the direct result of the holistic approach to helping the kids. We're building an ecosystem of support around them. And again, we're meeting them where they're at, with their needs. It's not us telling them what's best for them. It's us talking with them about their needs. Together we figure out which is the best solution and what is the best resource for that specific need."

Was this an issue that you wanted to tackle as part of your game plan for Café Momentum? Do you recommend similar organizations with similar issues find resources in human-centered design?
We should always be hunting resources. If you look at the most successful organizations and individuals, companies, they are very well networked and have accumulated a litany of resources they can call on for whatever they need at any given time. Like in our everyday lives, even with social media when we're looking for recommendations for plumbers, electricians, hairdressers, dinner, or whatever it might be, that's how you get ahead and progress.

So do you see more leases in the tunnels? Or do you think it will be just Café Momentum for a while?
I don't think I'm smart enough or versed enough to answer that question. It was an 18-month process for us to finally get a lease agreement from the city, and a lot of it just had to do with the fact the city didn't know what they wanted to do with the tunnel space. We were told there was no foot traffic down there. But that's not what we needed.

It was all through the city, then.
Yes. The city owns the space. But to answer the initial question, what a great opportunity there was in that particular section. I understand that tunnels suffocate the street level downtown, but it's usable space—so why not put some support services down there that don't necessarily stifle consumer traffic at street level? That's what we're doing in our one little corner of the tunnel, where we have multiple organizations that are working with similar populations going in. I think it's really cool, and it's a great way to recycle a space.

It's supporting the street level, not taking anything away from it?
Exactly.

When the center underground is in place, what are the plans for Café Momentum? Expanding to satellite restaurants? Team growth? Will this help that growth?
I was quoted over a year ago that I wanted to open up more Café Momentums than Starbucks. There's 27,000 Starbucks, so I'm a little bit behind. But it's actually really more about quality first. We need to stay true to our mission, which is to help our kids achieve their full potential. So we'll grow slow and steady and do it the right way. We're not going to just jump at the opportunity to pat ourselves on the back because we opened up another restaurant. That's a quick path to failure.

I'm very proud of the program that we've built. I'm very proud of the work that we do. The fuel and the glue behind how it all actually works is people coming to the restaurant to have dinner. When our patrons come in here and spend the evening with us, they're sending a direct message to our kids that they matter. They're telling our kids they believe in them.

These are the kids the juvenile justice industry has termed as "throwaway," which means they've been discarded since the day they were born through any combination of home, street, neighborhood, school or gangs. Whatever the case may be, it becomes a scarlet letter they wear on their chests that says, "This is who I am."

We have people coming to the restaurant from all over the metroplex, from all over the country and from all over the world now. By coming into the restaurant and having a wonderful meal, they're telling our kids that they're not throwaways and that people really do care about them. That makes everything else click. That makes everything else work.

For more about Café Momentum, visit cafemomentum.org

Interview conducted by Frances Yllana, design director of AIA Dallas Columns *and executive creative director at Imaginuity, a full-service agency and consultancy in downtown Dallas.*

BRAIN POWER

By Ezra Loh, Assoc. AIA

THE UNIVERSITY OF TEXAS AT DALLAS – BRAIN PERFORMANCE INSTITUTE

Opened in September 2017, the University of Texas at Dallas' Brain Performance Institute (BPI) is a component institution of the University of Texas System and the Center for Brain Health.

BPI was established to deliver science-based innovations to the public that enhance brain health, heal brain injury, and manage or treat brain disease. Its customized programs target diverse clients, including veterans and their families, Alzheimer's and other dementia patients and their families, individuals on the autism spectrum, and people of all ages looking to enhance their brain health and cognition.

The three-story, 62,000-square-foot structure is made up of an iconic elliptical volume punctuated with steel fins that emerge from its more reserved partner, a rectilinear L-shaped volume clad in dark fiber cement panels. Structure and skin are purposefully combined, as their integration results in an unobstructed grand lobby within the ellipse's core.

The organic form is inspired by the shape of the brain's frontal lobe, while the detailing of the fins is reminiscent of the lines on an electroencephalogram (EEG), a scan used to identify problems related to brain function by measuring electrical activity.

Seventy-eight steel-plate fins, which measure 2 inches thick, 2-feet-6 inches deep and extend 62 feet high, define the building's character and are the ellipse's primary structural system. Plate steel, which is not typically used as vertical structural members in this manner, is an innovative design solution allowing for a column-free interior space.

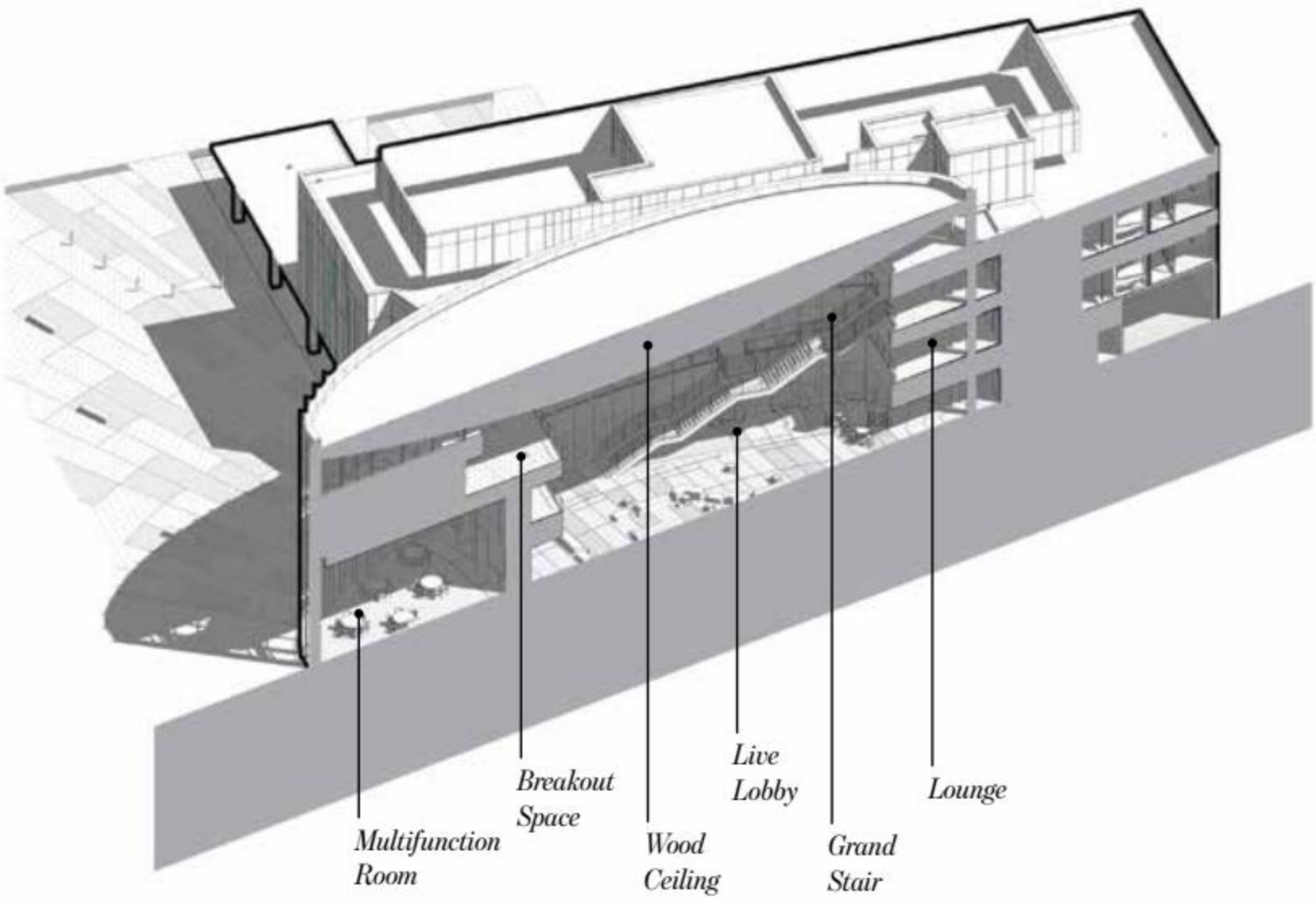
"By working directly with Thomas Taylor, Hon. TxA, from Datum Engineering, we were able create an extremely light structural solution that was also functional as a shading device for the building, which is particularly important to limiting heat gain during the intense Texas summers," explains Robert Doane, AIA, Page principal and project director. "Through the creative design process, our team was able to establish a design methodology to allow for highly precise off-site fabrication of these elements and ensure an exceptional and cost-effective construction approach."

Great care was taken in developing and detailing a "thermal break" between the structural system and the glazing system. Collaboration with the glass frame manufacturer resulted in an interior mullion system design that is fully insulated and separated from the structural steel elements both horizontally and vertically. Spacing elements were purposefully designed to integrate with the structural fins to accommodate the differential angles of each vertical glass panel. This allowed for a unitized glazing system to be delivered to the project site and final installation to be adjusted with each individual chord without having to customize every vertical pane of glazing throughout the ellipse.

Through its use of unique structural features and careful detailing, the live lobby space is unobstructed, allowing for functional flexibility and abundant daylighting throughout the building, and creates a dynamic and spiritual space for healing as well as enhancing cognitive functions.

Ezra Loh, Assoc. AIA, is with Droese Raney Architecture Inc.

Explore building sections, floor plans, details, and more at:
www.aiadallas.org/columns/brain-institute



"Great consideration was taken into developing a relationship between form, envelope, and structure to create a building that expresses the program's innovative mission on the exterior while at the same time creating welcoming and light-filled spaces on the interior."

Ricardo Muñoz, AIA, Page associate principal

PROJECT TEAM:

CLIENT: The University of Texas at Dallas' Center for BrainHealth

ARCHITECTURE, INTERIOR DESIGN, PLANNING, PROGRAMMING, AND MEP ENGINEERING: Page – Architecture & Interiors

TEAM: Mattia Flabiano III, AIA; Lawrence Speck, FAIA; Robert Doane, AIA, AHCA; James Tanner, AIA; Ricardo Muñoz, AIA; Wenguel Yohannes; Hilary Bales-Morales, AIA, ACHA, EDAC; Claire Purmort, IIDA; Monica Serowski; Dee Maxey, AIA; Lanny Huggins; and Tim Barry

STRUCTURAL ENGINEER: Datum Gojer Engineers LLC // **LANDSCAPE ARCHITECTURE:** J.C. La Foy & Associates LLC // **CIVIL ENGINEER:** Pacheco Koch // **TECHNOLOGY:** Datacom Design Group LLC

Photos: Albert Vecerka / ESTO Photographics // Graphics: Page

EMILY HENRY

By Nate Eudaly, Hon. AIA Dallas

Emily Henry is a landscape architect and principal at Studio Outside in Dallas. In January, she also assumed the presidency of the Dallas Center for Architecture Foundation. Nate Eudaly recently visited with Emily to learn about her background and goals as DCFA Board president.

Photo: Shirley Che

Emily, congratulations on the DCFA Presidency! Please share with our *Columns* readers about where you grew up and tell us about your family and childhood interests.

My early years were spent in Macon, Georgia, and then we moved to Augusta when my dad began medical school. I have fond memories of my dad's achievements while he was in medical school. He graduated first in his class and was named the Physician's Physician. After he finished medical school, we moved back to Macon for him to begin his neurology practice. My dad had lots of interesting cases and was able to help many people in our community. My mom is from England, which expanded my worldview.

My mom and dad both encouraged me to develop my scientific and creative interests and aptitudes. My mom encouraged me to take piano lessons, and I also learned to play the guitar and drums. My dad designed furniture, which fostered my interest in design. I liked languages and the arts, and I was also very active in sports. Playing soccer, I developed leadership skills. Starting in the eighth grade, my coach would work with our team to develop a mission for the season that included strategies and goals to win our games. I have continued to apply these concepts throughout my years of school and working career.

What influenced you to become a landscape architect?

I attended the University of Georgia with a goal of meeting many people from different backgrounds. I started as an advertising major but switched to landscape architecture. The combination of creativity and designing interesting spaces was very appealing to me. My favorite courses focused on ecology and sustainable processes that have a low impact on the natural environment. My senior project, inspired by my dad's work and his impact on people's lives, was to design a healing space at an existing children's hospital in Macon to provide a therapeutic environment for the patient, families and the dedicated doctors, nurses and staff. I lost my dad in 2009. His influence continues to inspire me in my work.

What brought you to Dallas?

When I graduated, I chose to move to a larger city. I chose Austin rather than the obvious choice of Atlanta because Austin seemed more interesting. There, I started work at LandDesign Partners (eventually acquired by Stantec). My husband, Josh, and I met at the University of Georgia and after dating long-distance for two years, I decided to move to Dallas to join him. With the move also came a new company. I was attracted to the culture and projects at TBG and joined them about 12 years ago. For my first eight years at TBG, I worked on a cross section of projects, which gave me a broad base of experiences. Since I have always enjoyed meeting and interacting with people, I spent the majority of my time creating new relationships and opportunities for TBG. In my new role at Studio Outside, I lead the business development initiatives for the firm and hope to grow the exposure and influence of the firm's talent and creativity both locally and nationally.

What are some of North Texas' strengths?

Even though North Texas is the fourth-largest metro area in the country, its communities feel like a small town. We have a diverse economy influenced by both domestic and international companies. Dallas is still a young city that is maturing into a great, vibrant one. Individuals can get involved and make a positive impact on this growth.

What are some key areas where our region needs to improve?

Our region still needs to more fully address social inequities, physical barriers, and segregation issues. We also must deal with the problems of homelessness and childhood poverty. We need to eliminate socioeconomic disparities and strengthen our urban fabric in an inclusive fashion.

Favorite landscape/public spaces—what do you like about them?

I like the great public spaces in Atlanta, including Piedmont and Chastain parks. They are both very urban and inclusive. I've been able to spend time in Innsbruck, Austria, and enjoyed their great trail system and multimodal transportation system.

What advice would you give a landscape architecture intern starting in practice?

Try to work on a wide variety of projects and interact with a multitude of people. Invest in your community while being patient and continuing to learn. Slowly but surely, you'll find your way.

What are the greatest challenges facing the landscape architecture profession?

The landscape architecture profession is in an interesting place. In general, our field is in tune with the massive and almost overwhelming issues and challenges that impact our world. We must continue to be aware, responsible and intentional. The New Landscape Declaration, which was issued in 2016 by the Landscape Architecture Foundation, outlines key goals that our profession must strive for.

What are your primary goals as DCFA president?

My biggest goal is to empower the DCFA board to be more engaged and involved. I am hoping to create task forces that focus on growing programming partnerships, defining new financial strategies, and leading a capital campaign for our new space in Republic Center. This new home allows us to grow our influence and to embrace a broad spectrum of the design community as well as architectural enthusiasts, tourists, students, and beyond. The Foundation is growing and as it gains momentum, the partnership between DCFA and AIA Dallas is growing stronger. We are excited to see how the new center will become a resource for the architectural industry and the community at large. The new downtown location will strengthen our connections, as it is directly across from the new Pacific Plaza and a short walk from DART and the McKinney Avenue Trolley.

Interview conducted by Nate Eudaly, Hon. AIA Dallas, executive director of The Dallas Architecture Forum.

Learn more about Emily online with the full version of this interview at www.aiadallas.org/columns/emilyhenry

PETER BRODSKY

By Nate Eudaly, Hon. AIA Dallas

Former private-equity investor turned developer Peter Brodsky was raised in Brooklyn, the son of an attorney and step-grandson of Peter Bernstein, the noted economist and author of *Against the Gods*,the best-selling book on financial risk.

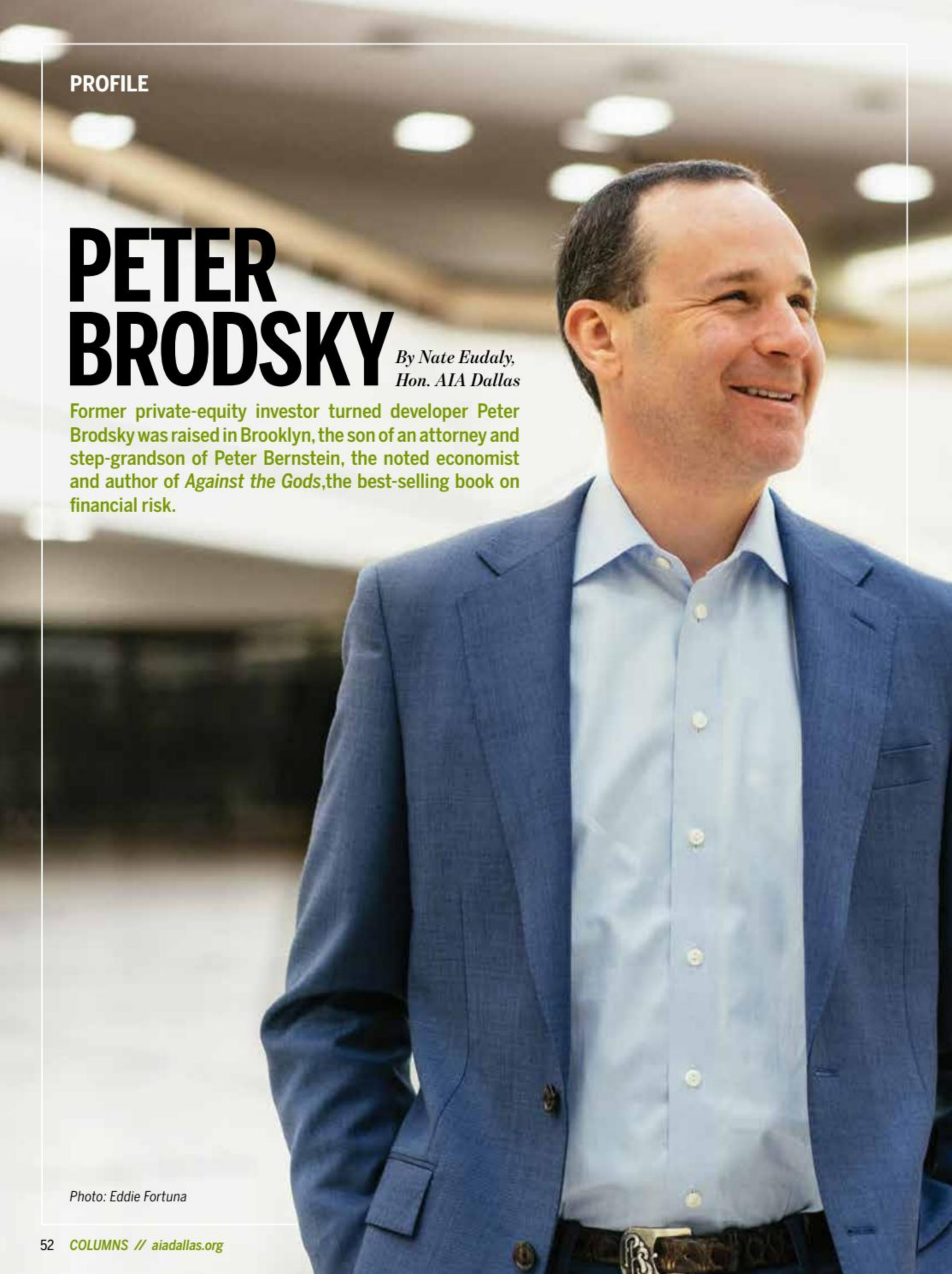


Photo: Eddie Fortuna

Following his graduation from Yale with a degree in Russian, he took a job teaching English in the former Soviet Union. He considered staying in the Soviet Union to pursue a business career but returned to the United States to first get some hands-on training with CS First Boston (now Credit Suisse).

Peter moved to Dallas in 1995 to work for Tom Hicks at investment firm Hicks Muse Tate & Furst, and he met his wife, Lael, the next year. Within months, he proposed, and they began their life together. Peter and Lael even had the late Frank Welch, FAIA, design a modernist residence that became their family home, replete with an urban chicken coop. Peter has expanded beyond investing and North Dallas. He is now focused on educating underserved Dallas youth and redeveloping RedBird Mall. The elimination of the space between the words is part of an effort to "hearken back to, but also differentiate from, the past."

I recently sat down with Peter to learn more about why and how his focus shifted and his plans for economic redevelopment in Dallas' southern sector.

What series of events led you to leave investment banking and focus on the southern sector of Dallas?

I enjoyed my time in investments but wanted to find a way to feed my soul and give back to the community. I applied to and was accepted in the Dallas Regional Chamber's Leadership Dallas program. Over the course of 10 months, I received a very meaningful overview about Dallas—its strengths as well as its challenges. The Dallas that I had seen was mostly Highland Park, or Highland Park-like. I realized Dallas was a diverse, textured city that was much more interesting than I thought. One of the areas that I became focused on was the inequities in our educational system throughout the city.

Is this what led you to get involved in the Knowledge Is Power Program (KIPP)?

Yes. I learned how KIPP used innovation to help students in under-resourced neighborhoods in Houston, Dallas and a couple of dozen other cities succeed. They help children develop the knowledge, skills, character, and habits they need to succeed in college and build a better tomorrow for their communities. I became actively involved in KIPP and was the board chair for DFW for 6½ years. During my tenure, we grew the KIPP program to cover 2,400 students in southern Dallas. KIPP now has both elementary and middle schools in the southern sector of Dallas and will start a high school this year.

You are focused on redeveloping RedBird Mall. Tell us some about the history of Red Bird.

The mall was built in the mid-1970s. It was, and remains, the only major shopping center located in the southern half of Dallas. Initially, it was anchored by four department stores: Sears, J.C. Penney, Sanger-Harris, and Titche's. Montgomery Ward was added a few years later. Of those five anchors, only Sears and Burlington Coat Factory (which replaced Montgomery Ward) are still operating at the mall. RedBird has a great location, at the intersection of U.S. Highway 67 and Interstate 20. In the mid-1990s, a perception of crime in the area became an issue, and that negatively impacted the volume of shoppers at the mall. The mall was sold several times and was rebranded as Southwest Center Mall, but that name was never accepted by those who shopped and lived around the mall. The new owners basically tried to milk what was there without any long-term vision of financial investments. The mall had also been developed with multiple owners of various tracts of land in and around the mall. When I became interested in redeveloping the mall, there were 28 property owners in the area, further complicating the effort.

Why did you decide to redevelop RedBird?

I saw an opportunity to do good for the community while also creating economic value. Many people have an oversimplified and overly negative view of southern Dallas. First, it is an area of 208 square miles with a wide range of neighborhoods. The area around RedBird has solid demographics, with a median family income of $55,000 per year. For geographic perspective, it is 10.7 miles from downtown Dallas, and the Galleria is 11.3 miles from downtown. There are five colleges and universities in the area, and over 50,000 people are members of the megachurches located nearby. There's a terrific workforce that lives nearby, but they have to drive too far to Frisco or west on I-20 to Grand Prairie and Arlington to work, and a part of our vision is to bring in companies with job opportunities for these residents. My purpose, along with our other investors, is to redevelop RedBird to be a community asset and economic generator for live-work-play-stay in southern Dallas and the surrounding cities.

What is the status of the RedBird redevelopment? What has been done and what are the project's goals?

Our investment group purchased the common areas of the mall in 2015. Since then we have consolidated ownership and now have 78 contiguous acres under our control. We hired Omniplan to help us develop a master plan for the project. We have commitments for a new Marriott Courtyard since a lack of hotel space was identified as a key need for the area. And we have broken ground on a new free-standing Starbucks, the first one in southern Dallas. It's also part of Starbucks' initiative to invest in underserved communities around the country and will include a training center for Starbucks employees.

We have also partnered with Dallas-based commercial real estate developers Frank Mihalopoulos and Terrence Maiden to become key players in the redevelopment efforts. Terrence is involved with the project daily and brings a longtime personal experience with the mall, having grown up in Oak Cliff. Mihalopoulos is redeveloping other aging malls in other states and brings valued expertise to the project.

Going forward, we have plans for a park, restaurants, residential, and office space. We also are opening the RedBird Entrepreneur Center in collaboration with the Dallas Entrepreneur Center, supported by the Dallas Regional Chamber. There's a lot of talent in this community, and a big need that kept coming up in our research was for high-quality incubator space. I'm very excited, and I hope this will be a role-model project for other malls across the United States. But most of all, I hope RedBird shows other developers that quality works in southern Dallas.

Interview conducted by Nate Eudaly, Hon. AIA Dallas, executive director of The Dallas Architecture Forum.

Learn more about Peter online with the full version of this interview at www.aiadallas.org/columns/peterbrodsky

2017 AIA DALLAS COMMUNITY HONORS

Every year, the AIA Dallas Community Honors Committee nominates chapter members, companies, and programs for various Honor Awards bestowed by the AIA Dallas Chapter, Texas Society of Architects, and AIA National. We are proud to present the results of the 2017/2018 Community Honors Committee.

AIA DALLAS HONOR AWARDS

FIRM AWARD

The AIA Dallas Firm Award is bestowed upon a company that has demonstrated an outstanding commitment to design, practice, community, and professional services.

Merriman Anderson Architects

CONSULTANT AWARD

The Consultant Award recognizes a member of an associated profession who contributes significantly to the ability of architects to produce high-quality projects.

Studio Outside

CONTRACTOR AWARD

This award is given to recognize excellent qualities of construction work, outstanding professionalism, and developing superior working relationships between the contractor, the architect, and the community.

Turner Construction Company

ARTIST/CRAFTSMAN AWARD

The Artist/Craftsman Award recognizes those craftsmen and artisans within the Dallas area whose talent, technique, diligence and creative insight makes great architecture possible.

Paul J. Labadie

SUSTAINABILITY COMMENDATION

This award is given to public officials, community groups, business owners, and design professionals for taking chances on behalf of the environment and the design community.

Craig Hall

HONORARY MEMBERSHIPS

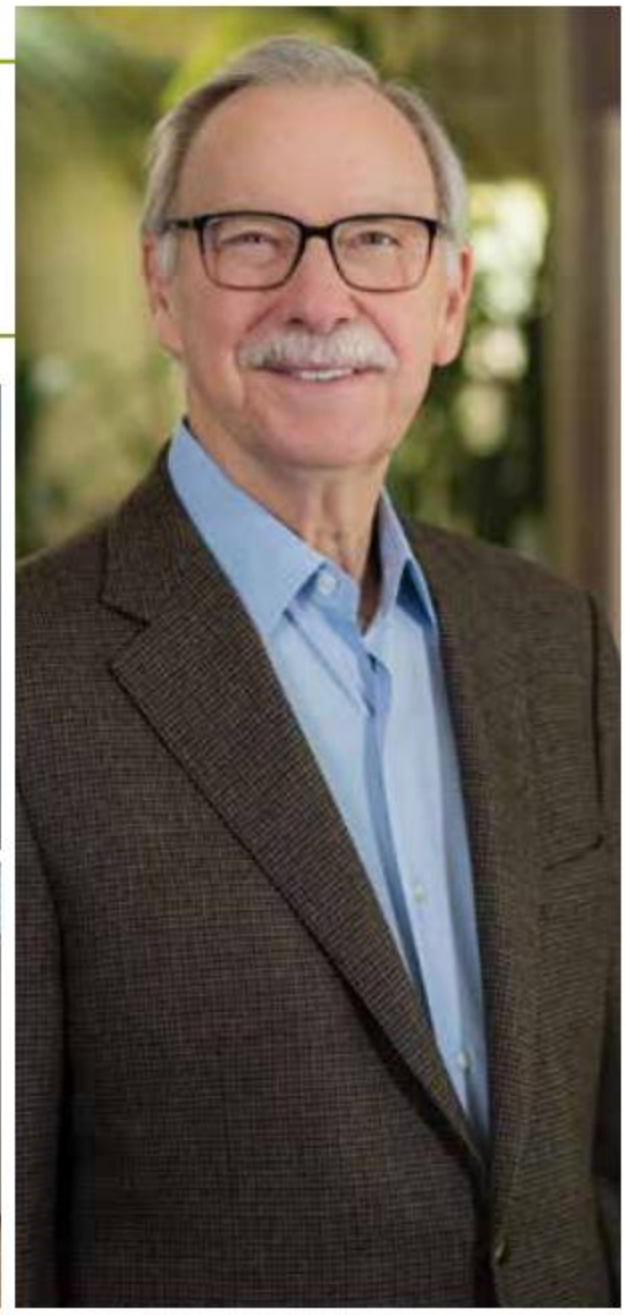
Honorary Memberships are granted to esteemed individuals who have rendered extraordinary and valuable service within the Dallas area, and have conspicuously upheld the AIA's aims but who are not eligible for membership in the Institute or the Chapter.

Linda McMahon, Hon. AIA Dallas
Jason Roberts, Hon. AIA Dallas

LIFETIME ACHIEVEMENT AWARD

AIA Dallas' most significant member award, the Lifetime Achievement Award, recognizes an individual for a lifetime of leadership and accomplishment within the profession of architecture.

C. Joe Buskuhl, FAIA



COMMUNITY HONORS

These awards are bestowed on persons, firms, corporations or associations for meritorious work in their respective fields.

The 360 Plan
CitySquare & CitySquare Housing
Sammons Center for the Arts

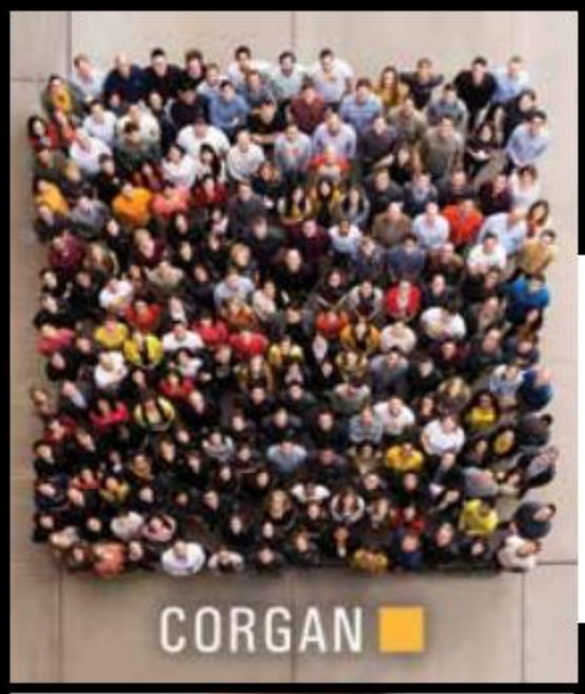
25-YEAR AWARD RESIDENTIAL & NON-RESIDENTIAL

Recognizing architectural designs of enduring significance, this award is conferred on a project that has stood the test of time for at least 25 years.

Stretto Residence
(Now Rayzor Residence)
Dallas, TX // Steven Holl Architects; Consulting Architect: Max Levy, FAIA, 1992

Morton H. Meyerson Symphony Center
Dallas, TX // I.M. Pei & Partners; Acoustician: Russell Johnson, 1989

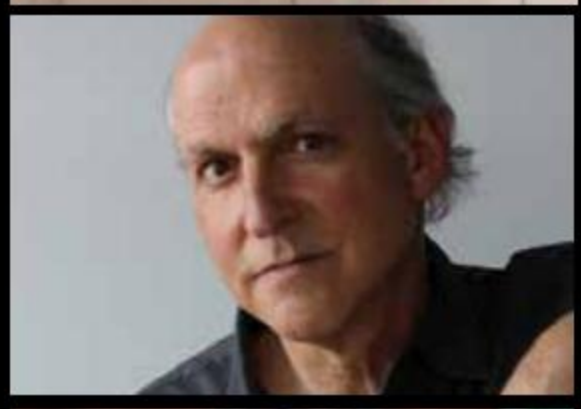
TEXAS SOCIETY OF ARCHITECTS HONOR AWARDS



ARCHITECTURE FIRM AWARD

The Architecture Firm Award is presented to a Texas firm that has consistently produced distinguished architecture and has contributed significantly to the profession and the community for a period of at least ten years. This award is the highest honor the Texas Society of Architects can confer upon an architectural firm.

Corgan



O'NEIL FORD MEDAL FOR DESIGN ACHIEVEMENT

The O'Neil Ford Medal recognizes outstanding achievement in architectural design as exemplified in a body of work produced by an individual architect over a period of at least 20 years.

Max Levy, FAIA

HONORARY MEMBERSHIP

Honorary membership in the Texas Society of Architects is one of the highest honors the Society can bestow upon a person outside the profession of architecture. It is awarded to an individual for his or her long-term association with architects, architecture, or allied professions in providing a better quality of life in Texas.

Peter DeLisle, Hon. TxA

CITATION OF HONOR

Awarded to groups, organizations, or individuals outside the profession whose activities make significant contributions to the goals of the architectural profession for improvement of the natural or built environment in Texas.

Dallas Arts District

AWARD FOR EXCELLENCE IN THE PROMOTION OF ARCHITECTURE THROUGH THE MEDIA IN HONOR OF JOHN G. FLOWERS HON. AIA

Awarded to recognize an individual or organization for excellence in the promotion of architecture through the media.

***Columns*, A Publication of AIA Dallas**

AIA NATIONAL HONOR AWARDS

HONORARY MEMBERSHIP

The AIA recognizes the notable contributions and service of people outside of the architecture profession with Honorary Membership in the Institute.

Nancy A. Nasher, Hon. AIA & David J. Haemisegger, Hon. AIA

COLLABORATIVE ACHIEVEMENT AWARD

This award recognizes the excellence that results when architects work with those from outside the profession to improve the spaces where people live and work.

Klyde Warren Park

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Advertising in *Columns* means your firm will be well positioned to get in front of an array of subscribers, readers, and leaders who have come to rely on the premier publication in North Texas devoted to art and architecture. Contact Jody at 800.818.0289 or jcranford@aiadallas.org.

WEB EXCLUSIVES

Blighted storefronts on Elm Street in the 1990s. / Photo: GFF

Ravages of Time in Mineral Wells

The Baker Hotel in Mineral Wells has been vacant for over 40 years, slowly deteriorating with time and vandalism. View more images from our photo shoot at the Baker Hotel. **www.aiadallas.org/columns/bakerhotel**

Brain Power, Illustrated

Immerse yourself in the design of the University of Texas at Dallas' Brain Performance Institute, whose form and detailing were inspired by the brain itself. Get visual and explore building sections, floor plans, details, and more. **www.aiadallas.org/columns/brain-institute**

Solving "The New Urban Crisis"

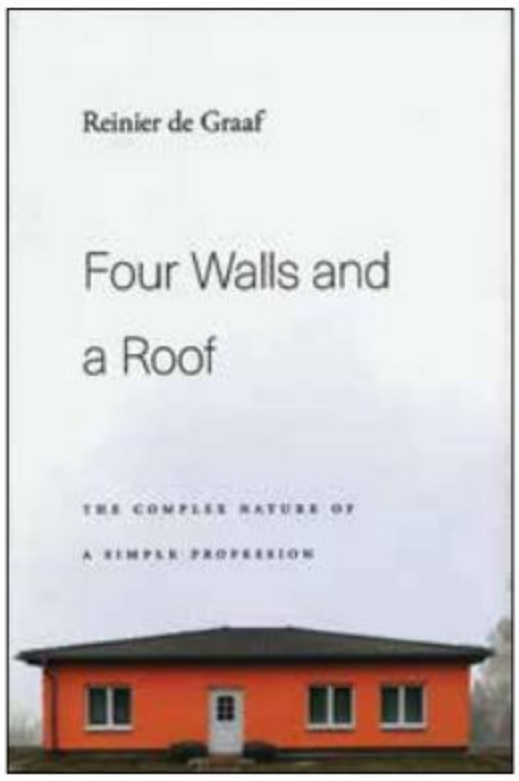
In his latest book, Richard Florida explores issues created by cities—gentrification, unaffordability, segregation, and inequality—and urges us to consider the way forward. Go beyond the *Columns* review and discover the key policy changes he proposes. The challenges may be urban, but so are the solutions. **www.aiadallas.org/columns/new-urban-crisis**

More from Emily

Learn more about 2018 Dallas Center for Architecture Foundation President Emily Henry in the full version of *Columns*' profile. Discover which landscape architect has influenced her, what inspires her as a professional, and much more. **www.aiadallas.org/columns/emilyhenry**

Return of RedBird

Discover more about Peter Brodsky's plans for the redeveloped RedBird Mall and what inspired him to take on this project in the full version of our interview. **www.aiadallas.org/columns/peterbrodsky**



FOUR WALLS AND A ROOF: The Complex Nature of a Simple Profession

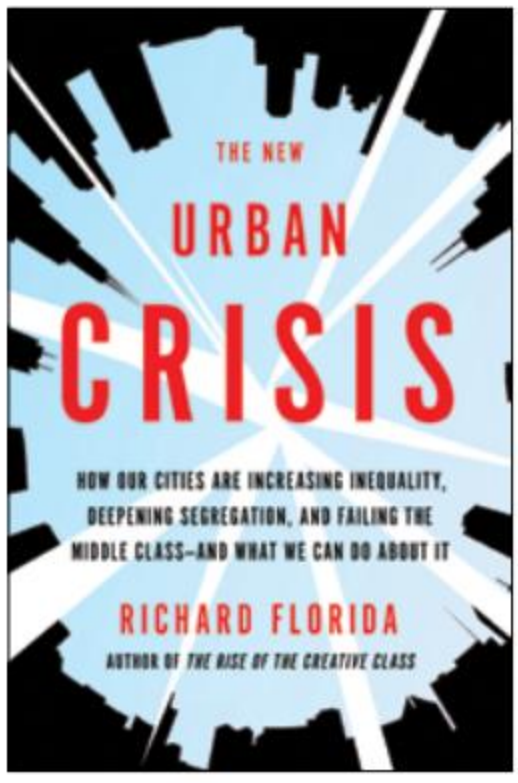
BY REINIER DE GRAAF

Reviewed by Janet Spees, Assoc. AIA, with Merriman Anderson Architects.

"Architecture differs fundamentally from what architects are taught to expect; it is a pinball manipulated by considerations and interests of which architects are least aware."

This deep and diverse collection of essays will challenge the reader's thinking and leave them pondering topics at the core as well as on the fringes of architecture. *Four Walls and a Roof* is comprised of previously published articles, new essays, and personal experiences from Reinier de Graaf, partner at OMA. The collection is organized into simplistically themed subsections, the most intriguing titled "Powers That Be," which contains the essays "Royal Authority" and "A Property Developer for President."

The book candidly discusses the ups and downs of the architecture profession and is best suited for the experienced architect, as it will dispel much of the mysticism and ego-driven narrative that is taught in school. The nearly 500-page book may deter some readers; however, the committed reader will be rewarded with a more developed understanding of the architecture profession and the many forces that have a hand in what we do.



THE NEW URBAN CRISIS: How Our Cities Are Increasing Inequality, Deepening Segregation, and Failing the Middle Class and What We Can Do About It

BY RICHARD FLORIDA

Reviewed by Lisa Lamkin, FAIA, a principal with BRW Architects.

"Well we know where we're goin' / But we don't know where we've been / And we know what we're knowin' / But we can't say what we've seen. ..."
— David Byrne "Road to Nowhere"

To be confident of where we are going, we should understand where we have been and how we got there. In this detailed and thoroughly researched volume, Richard Florida presents an engagingly written analysis of the challenges that cities of all sizes face and presents an intriguing menu of actions we can take to right the course.

In his previous book, *Rise of the Creative Class*, the author applauded the impact of young, educated, and affluent "creatives" reversing the established trends of flight to the suburbs and the resulting urban decline seen in the second half of the 20th century. Florida now turns his attention to the inherent challenges of the urban environment, challenges not necessarily created by this demographic shift but certainly amplified by it. "The New Urban Crisis" he defines is the clash of potential and poverty: Cities are "great engines of innovation" yet are faced with key symptoms of rising inequality and skyrocketing housing prices that threaten to impact the health of the engine.

In closing with the chapter "Urbanism for All," Florida challenges us to consider the way forward. Key policy changes are proposed, including incentivizing density, investment in high-speed rail, building affordable rental housing and turning low-wage service jobs into the middle-class jobs of the future.

We must remain optimistic. The challenges may be urban, but so are the solutions: "Our clustering together in communities has driven each step of human progress."

Read the extended review at www.aiadallas.org/columns/new-urban-crisis

Answer to In Context on page 37.

400 RECORD

Photo: Michael Cagle

The renovation of the former Belo Building, now 400 Record, is anything but modest. It's as if the tower kicked up its skirt and unbuttoned its shirt, revealing its flirtier side.

The original 1985 building had an austere façade, typical of the decade, with a walled-off plaza and lobby that turned its back on the street. It was bought and renovated by City Electric Supply, which took most of its floors for the company's headquarters. CES sought to enhance its desolate corner of downtown Dallas with a more sculptural façade and added amenities.

"It takes a lot to execute a project like this," says project designer Justin Bashaw of Gensler. "Most of all, it takes an informed patron who wants to bring value to their city and has a willingness to try something different."

It's a risky design. The solid walls are replaced by glass, opening up views to the parks flanking the building. Angled steel louvers shade the outdoor plaza and then twist to flat as they push through to the interior. The building's original — and hot — rooftop solarium was opened to the air, reborn as an outdoor patio and event space. But the most dramatic feature is Bullion restaurant, a golden trapezoidal form jutting from the lobby in sharp contrast to the building's stone gray body.

Not everyone will like the juxtaposition, but others will appreciate the bit of whimsy it brings to an otherwise staid downtown.

"By all rights I should hate it. Architectural purists will hate it. It is, on the merits, terrible," wrote *Dallas Morning News* architecture critic Mark Lamster. "But I love it anyway."

Contributed by Cindy Smith, AIA, an architect at Gensler

DESIGN TEAM

ARCHITECT: Gensler // **MEP & CIVIL ENGINEERS:** Bury (now Stantec) // **STRUCTURAL ENGINEER:** Brockette/ Davis/Drake // **LOBBY CURTAINWALL & VESTIBULE ENGINEER:** Thornton Tomasetti // **ENVELOPE FOR ROOFTOP TERRACE:** Conley Group // **LIGHTING DESIGNER:** T Kondos Associates // **LANDSCAPE ARCHITECT:** Talley Associates // **CONTRACTOR:** Structure Tone

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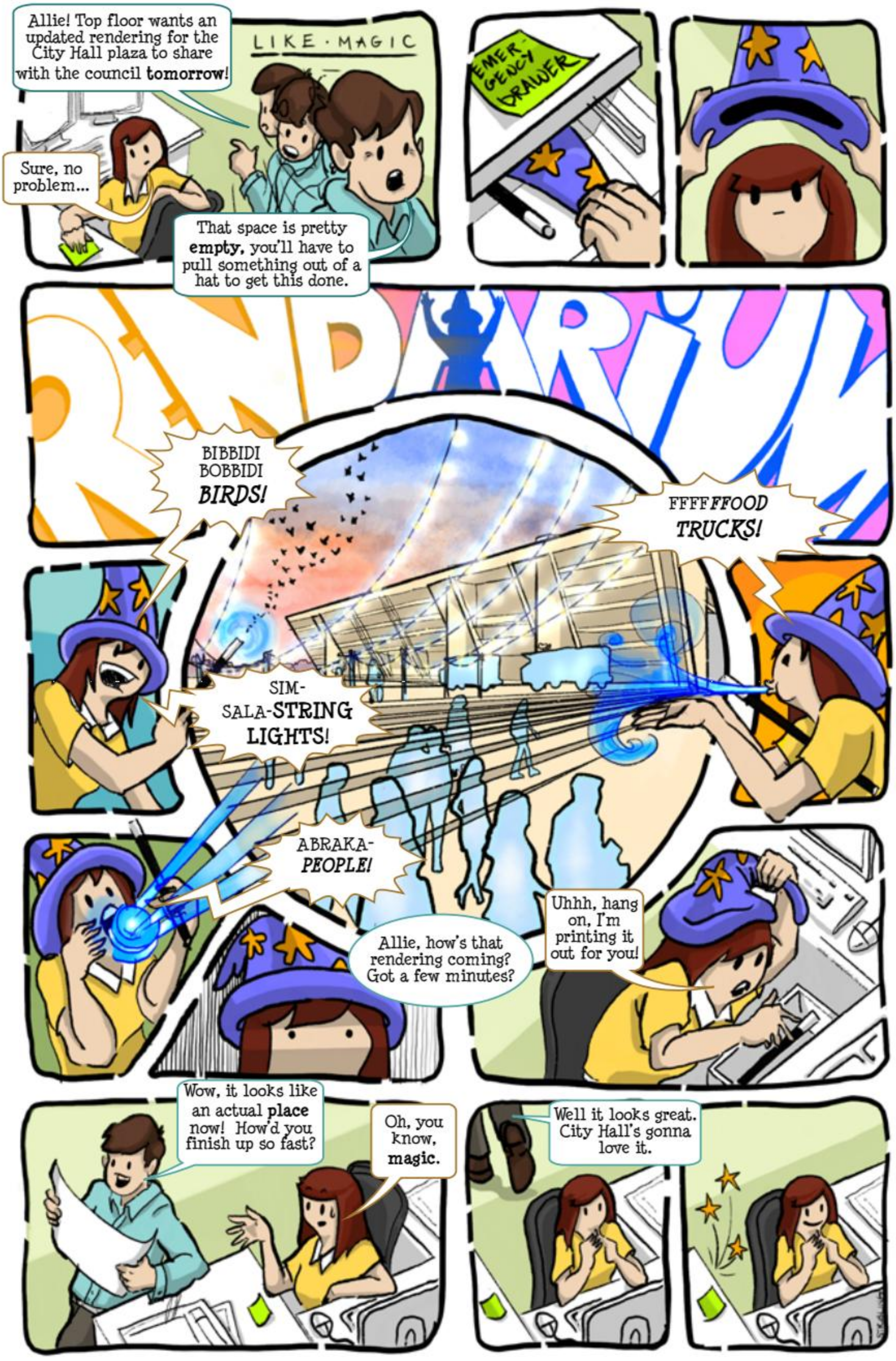
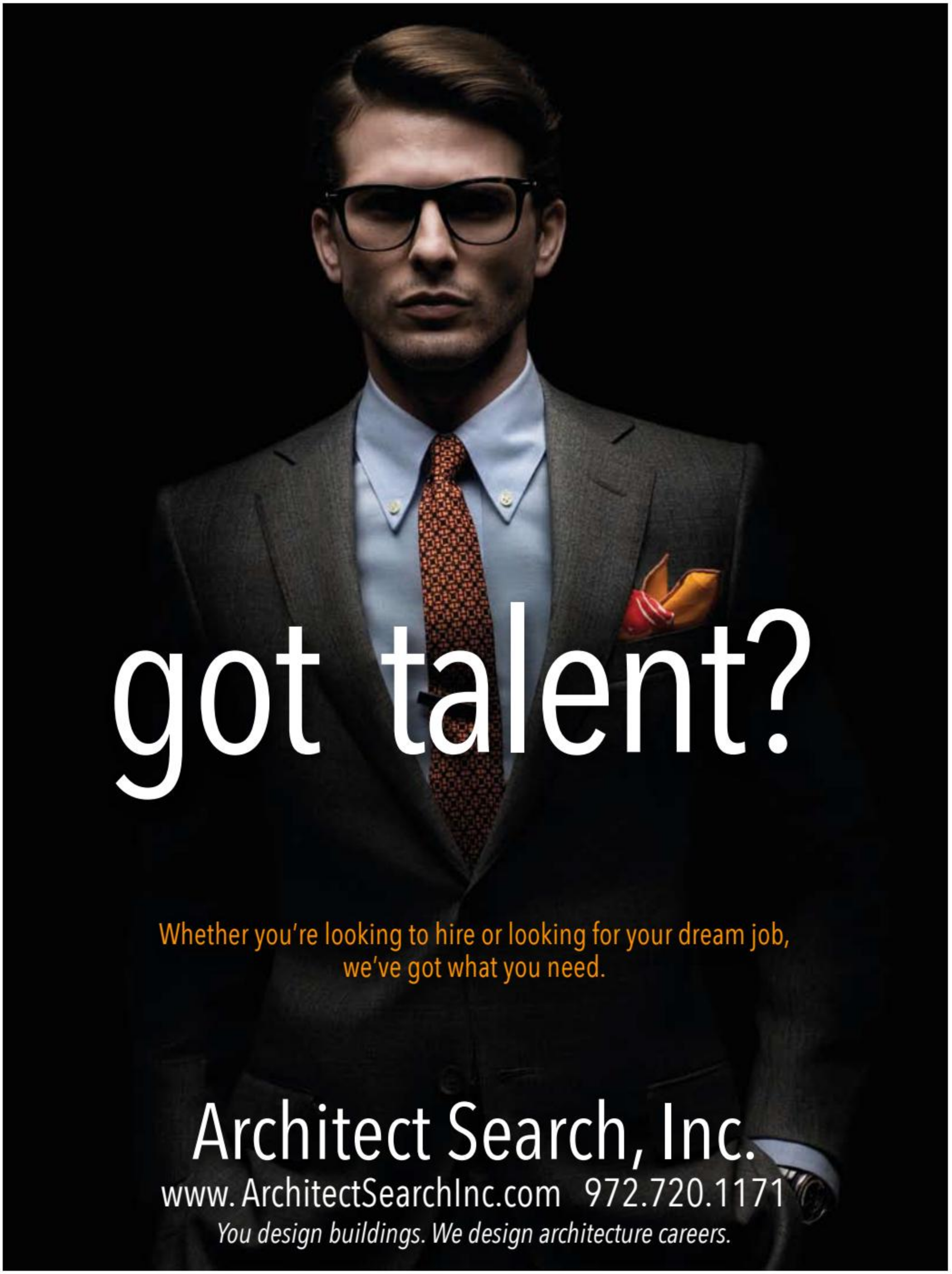


Like Magic by Sam Stribling, AIA / *Sam Stribling, AIA is a project architect at Omniplan.*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