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OF HUMANITIES & CULTURE

City Hall Plaza

REPORT TO THE DALLAS CITY COUNCIL

BY

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Dallas City Hall Plaza and CBD Spaces (Report to the Dallas City Council)

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The Dallas Institute is pleased to have the opportunity to print and distribute William H. Whyte's recent "Report to the Dallas City Council," presented June 15, 1983.

Mr. Whyte was hired by the City of Dallas to study the use of the City Hall plaza and to observe the way the sidewalks, parks, street corners, and plazas are used by the people working and visiting in Dallas.

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Mr. Whyte, a Fellow of The Dallas Institute, was introduced to Dallas through the activities of The Dallas Institute. This report is published by permission of Mr. Whyte and the City of Dallas.

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First, a few introductory remarks.

My assignment was to study the use of the plaza and nearby spaces and recommend action that would make it a livelier and better used place.

It has been a delight to work on, and one of the main reasons is that so many people in Dallas have strong ideas themselves about what ought to be done. The scores of letters responding to the *Dallas Morning News* contest were a mine of ideas; so too were the many letters and suggestions sent by city employees. Let me also note how very helpful were the members of the planning and building services staffs.

Of the literally hundreds of suggestions, some were a bit conflicting (e.g. "put out banners," "avoid cliches like banners"). But there was a remarkable concurrence on the main points: more events, more trees and grass and greenery, more places to sit, something to sit under, food and tables and chairs. Children were especially inventive on the variations. On everyone's part there was a strong proprietary interest, and if some were perhaps overly critical on some points it was because they really cared about the plaza and what might happen to it.

It has been frequently pointed out that the physical layout of the plaza is only one factor in its use. As important is the fact that few

people have to pass by or through it; that it is beyond downtown and may remain so for years. All this is true enough. Context is important, and in this report I am going to put some emphasis on the streets leading to and in downtown. Their problems are in good measure those of the plaza, I will submit, and warrant similar action.

That said, the fact remains that physical design is important. Right now some 1500 people are working right next door to the plaza, yet few use it. Something, patently, is wrong and needs to be set right.

The major problems are apparent. The plaza is a truly enormous public space, as big as St. Mark's Square in Venice twice over. In relation to its present surroundings, it lacks enclosure; it is out of scale with the individual. It is hot and windy and the trees are stunted.

But it has enormous strengths. The City Hall is a great public building, unique in this country, and a sight in its right—especially at dusk, when it is a dramatic view, and so is the view of the city from it. Some of the features are well liked—the generous pool, the Henry Moore sculpture. Some are not: the bollards, the concrete cylinder cutting diagonally across. But none of the recommendations that follow are for cutting against the grain of the design. What is wrong with the plaza is not so much what is on it but what is not. Thus, to the first recommendation:

What would best combine the primary amenities people would like for the plaza is a *place*. To that end I recommend a pavilion. It would provide: food, chairs and tables, a canopy overhead, shade, protection from wind—and in so providing bring down the scale of the plaza to the individual dimensions.

The core unit would be a food kiosk. Rectangle, square, circle, octagon, it should provide about 120 square feet minimum of food service area—i.e., a rectangular structure of 10 by 20 feet, a round kiosk 14 feet in diameter. It would serve basic fare, the kind that supplements brown bagging: primarily, coffee, ice cream, sandwiches, soft drinks, cakes, and such. It should be open on all sides, if possible, with storage under-counter. People who operate kiosks cite two tremendous trifles: serving windows at least six feet wide, not one but two or three cash registers. The bottlenecks to making the most of peak traffic are windows too small for two customers side by side, too few registers.

Flanking the kiosk would be open pavilions on either side, about 10 by 18 feet. One possibility would be a metal space frame and canopies of canvas. An attractive prototype is the unit the Pittsburgh arts festival people use. They staged a national competition for its design and the result was a module of pipe and yellow canvas, 8 by 16 feet, 25 units in all. They are demountable, and can be joined in all sorts of combinations. (Cost: about \$10,000 per unit)

Arbors might be better yet. It's a grand old form, wonderfully functional, and not very expensive. Simplest would be wooden pillars and trellises and plantings of wisteria. This native vine is a powerful grower, provides a dense canopy of green overhead, and in the early spring, a bonus of purple flowerings. Wisteria does not offer the protection from the rain that a solid covering would, but the important function of a canopy on the plaza is shade and scale.

Under the arbor would be chairs and tables. As I will note in the section on seating, the single most important amenity the plaza could have is a chair—movable and lots of them.

Windbreak possibilities should be explored. To judge by experience with bus shelters, moderate expanses of tempered glass, well placed, can offer substantial protection from wind. Another possibility would be plantings thick enough to serve as windbreaks. (Some provision is included in the suggested landscape budget for this.)

Location? As indicated by the bazaar and by everyday use, the center of gravity seems to fall about midway between the pool and the Henry Moore sculpture. This might be the best place for a pavilion. It would require the removal of only a bench and one or two trees to free up the necessary space.

The range of costs for various kiosks checked is extremely wide, varied upwards often by the heavy expense of bringing in utility lines. Very few plazas are ever designed with lines laid in anticipation of future uses. Happily, the Dallas City Hall Plaza is an exception; 120-volt outlets being provided under a number of benches. In running lines to the kiosk, it would be helpful to provide additional outlets for servicing minor events.

Estimated costs: For the basic food unit a minimum 120 square feet facility would run \$50,000–\$65,000. Canvas and pipe frame flanking pavilions would total approximately \$25,000–\$30,000; arbors, the same.

Let me note a possible objection to such an investment. The Dallas climate. It's awful, people keep saying, and they virtually brag about how hot it is in July and August, how windy it is almost anytime, and, inferentially, how generally unsuited for outdoor enjoyment. But is it? July and August may indeed be something, but so they are further north, and once past 100 Fahrenheit, some extra degrees of misery don't make much difference. And consider the trade-off. The rest of the year Dallas enjoys a climate far more amenable than that of most cities elsewhere. Here are the ranges for the in-between months:

	Average Temperatures	
	Daily high	Daily low
March	66.6	43.3
April	76.3	54.1
May	82.8	62.1
September	88.5	66.8
October	79.2	56.0
November	67.5	44.1

Seating

There should be much more seating on the plaza; it should be more comfortable; and it should be sited in relation to sun and shade and to the configurations people find most congenial. At present the seating that works well is along the ledge on the walkway to Ervay and Young and on the grassy areas on either side. The grass is well used for sunbathing, snoozing, and brown bagging.

As with the trees, the paved area is the problem. There are only twenty benches. For a space this size, the number is woefully low. The yardstick adopted by a number of cities for downtown spaces calls for 1 linear foot of seating for each 30 square feet of open space. By this yardstick, the plaza should have some 6000 feet of sitting space. It has only about 600 feet.

It's not very comfortable. No benches have backs, possibly because of fears undesirables might find them comfortable. The benches are concrete, as are the bollards and the cylinder that bisects the plaza. The benches are aligned either on a north-south or east-west axis

with no deviation, and their placement in relation to the trees is such that only 4 are ever in shade during the midday period. (Of the 20 benches, 4 are to the north of the near-by tree; 2 to the east, 6 to the south, 8 to the west.)

The best way to resolve this situation is to provide lots of movable chairs and some supplementary benches. The high functionality of movable chairs does not stem so much from the fact they are comfortable. With arms and backrests they are that. But it's the very fact of their movability that's key. People like to move movable chairs, and when you give them chairs you are enlisting the greatest experts in the world at gauging comfortable social distances and groupings.

Most sitting is linear; fine for singles and couples, but not so good for people in groups. Watch a group on a ledge and you'll often see them maneuver this way and that to get in a face-to-face grouping. This was very evident at the International Bazaar.

In public spaces where movable chairs are provided one of the most frequent chair moves is to take it to a ledge or bench and provide the link to convert a line of people into a face-to-face group. Because of this, the provision of chairs greatly enhances the usefulness of ledges and benches that otherwise would remain stiff and poorly sited.

Chairs are excellent sitting in their own right; there's no better invention for enabling people to adjust their position to the track of the sun, or getting in the lee of the wind. But their flexibility can also give new function to the concrete benches; as supplementary sitting, as tables for brown bagging. As the Festival also demonstrated the bollards might gain new function too.

1. Put out movable chairs. Two hundred would be about right initially, with a back-up stock of 100 in reserve. A model now widely available is a white polyvinyl coated steel chair with armrests and a grid seat and back. They are good looking, stack easily, and are remarkably inexpensive. List prices range between \$10 and \$15 per chair.

Vandalism? At night they can be stacked and secured by wire cords and padlocks. Where they are used in conjunction with tables, they can be secured in place, with a cord for every six chairs and table. The record at public spaces where chairs are used has been excellent.

2. Supplement the present benches with wooden benches, about 8 feet by 2 ½ feet. They should be sited to provide more clusters of seating, and with some right angles for face-to-face groups and brown bagging.

Visually, the combination of chairs, wooden benches, concrete benches in various combinations could seem a bit messy, especially so since so much of the arranging would be up to people. For the same reason, it would be very functional.

Cost:	300 movable chairs:	\$3000
	10 wooden benches:	<u>\$2500</u>
		\$5500

Trees

What the plaza needs is trees—shade trees, big trees, and plenty of them. At present, there are too few trees for their size, they are too small, and they are spaced too far apart to provide shade where it is most needed.

The live oaks are doing reasonably well on the grassy areas. They are doing poorly on the paved areas. Some have died, some are dying, and the rest have stopped growing. Time will not make matters better.

Live oaks do not cast much shade to begin with. To provide a canopy dense enough to do it they must be spaced close together, in bosques, and the landscape architect so recommended. But the trees were spaced fairly far apart—about twenty two feet, on average—and were not grouped in bosques. Untempered, the combination of sun and concrete has generated a powerful heat load, and one visited not only on people but the trees themselves. Further adding to the heat build-up has been the use of thick concrete slabs at the base of the trees rather than open grates (as have been provided for the Library's trees, to visibly good effects.)

The trees get plenty of water, two sprinkler heads being provided for each tree. The problem has been drainage. To provide it, the landscape plan called for six inches of large crushed stone at the bottom of the tree well, directly over the ceiling of the garage. For some reason, this vital layer was omitted. To make matters worse, when

the fill was put in the porosity was squeezed out of it, the degree of compaction reaching 98 percent. With nowhere else to go, the water has frequently gathered as standing water at the bottom of the well. Alternately drowned or baked, it's a wonder the trees have survived at all.

As noted, the trees on the grassy areas have been doing markedly better than the others, and though there have been drainage problems here too, no major replanting seems necessary. The grass works, and for people too.

It is the paved area that offers the opportunity for dramatic improvement. Herewith, recommendations to that end:

1. Replace about half of the not-so-live oaks with deciduous trees. Sweet gums might do well, and Aston Park should provide some helpful clues. As a complement to live oaks on its periphery, the center of Aston Park is being planted with large sweet gums. They're going in at 8-inch caliper and a height of 30 to 35 feet, and they are being planted as a bosque, about fifteen feet apart. In time, they should reach heights of 50 to 60 feet.

Height is particularly important for the plaza. A place of such scale warrants trees to match, and since the understory will be fairly far off the ground, the trees will not block views but frame them.

Sycamores, such as London plane trees, are another possibility. Sycamores have thrived along the Trinity. Barcelona, which has a climate like that of Dallas, has magnificent sycamores along its famous Ramblas. Honey locusts are a slighter tree, but they grow tall and their lacy, fern-like leaves make a lovely canopy when they're planted close together, twelve to fifteen feet. They are vulnerable to borers, and if they are used, there should be assurance of regular spraying. This is the case with the honey locusts recently planted at Heritage Way. Also worthy of note there are the thickets planted as windbreaks.

Whatever the species chosen, the replanting operation should include the provision of the layer of crushed stone omitted earlier. Similarly, the fill should be put back in at a much lower compaction level. (Were cost no object, perforated PVC pipe could be laid in to provide optimum drainage. Postconstruction, however, this could be prohibitively expensive.)

Cost: 24 trees at approximately \$1500 per tree: \$36,000.

These would be in existing tree wells. A case can be made for planting an additional number in new tree wells: some in the now bald area northwest of the pool, some elsewhere on the paved area where closer spacing would help. Costs, however, would be at least \$4000 per tree, if no unforeseen subsurface problems arise. If they did, which is more likely than not, costs could easily get out of all proportion to the benefits gained. The suggestion, accordingly, is tabled.

2. Remove the 8-foot square heavy concrete grates at the base of the 55 trees in the paved area. Open metal grates would be much better. Better yet, however, would be no grates at all; instead, the earth planted with groundcover. At \$2.50 a square foot this would not only be far less expensive; it would further soften and green up the expanse of concrete.

Cost: removal of 55 concrete grates and replacement with groundcover: labor \$100 per tree; planting: \$175; Total: \$15,000.

3. For flexibility in the landscape plan, provision should be made for additional groundcover, conversion of some paved portions to grass, flowers, and vines. Total: \$25,000.

4. There could be some nasty surprise items. As noted, parks and plazas atop garages are atop puzzles, and what the plans say should be down there may not be. If load factors and such add unduly to costs at particular spots a little zigging and zagging might be in order. An overall contingency provision of 15 percent is recommended.

Total Costs:	
24 deciduous trees at \$1500 each:	\$36,000
tree gate removal; groundcover planting for 55 trees:	\$15,000
additional groundcover, vines, flowers, grass:	\$25,000
15 percent contingency:	\$11,400
Total:	\$87,400

Programming

The plaza is a splendid place for events. This was amply demonstrated by the International Bazaar, one of the finest examples

of programming, operation, and planned chaos this observer has ever seen. The opportunities for foul-ups were immense, but it all seemed to go easily, with such logistic details as trash pick-up and security unobtrusively but efficiently done. The city's public events staff and the Dallas Central Business District Association are to be saluted.

The space works better for lots of people than a few, and features which create problems of scale for everyday use can become assets. The ground level facade of City Hall, for example; it is a long blank wall and rather overbearing. For events, however, it serves as a good, neutral backdrop for the stage in front of it. The diagonal cut by the concrete cylinder annoys many people, but it confines the space for events quite well. The space, furthermore, is not chopped up or interdicted to use by design features. The Moore sculpture and the pool are constraints in one sense, but very, very good to have.

As time-lapse films show, people have a strong inclination to go where the most people are. The amount of cruising back and forth was prodigious, and while the entertainment on the stage kept a good audience in front of it, by far the greatest number of people minutes were accounted for by people moving, eating, and looking at other people. The concentration was notable. While there was plenty of room on the outskirts of the festival if one wanted a bit of elbow room, few ventured there. To be sure, the placement of the food booths shaped the flow, but the fact most functioned so well where they were affords valuable cues for the setting of a pavilion.

The bazaar also shed light on the problem of undesirables. Fear that such people might be attracted is one of the main reasons so many urban spaces have been made deliberately unattractive. It is a wrong tactic; the record indicates that the best course is to make places as welcoming as possible for people in general. The bazaar was good proof. People responded in kind. There were a few slobs, as always, but on such things as carrying trash to a container most people were quite conscientious. In the closing hours, when the wine and beer was offered at cut prices, one did see some notably relaxed people, but no drunks or people behaving badly.

1. More events should be scheduled. The bazaar and the symphony are great but modest attractions and can have considerable pulling power. This is especially the case when they are scheduled regularly, with recurring kinds of events at given times. This seems to be a

hallmark of the most successful event programs; if it's Thursday afternoon you know there will be jazz at such and such a park from 5 to 7. Expectations increase attendance. It's not only the music that draws but the knowledge there will be a crowd. That's the real entertainment: the action.

Dallas has a wealth of talent to tap: choirs, glee clubs, gospel singers, square dancers, school bands, brass quintets, carolers, chamber music groups, and the like. There are also many amateur performers: magicians, jugglers, instrumentalists bad and good, and the plaza could be hospitable to them. Even if an act is dreadful, people can enjoy being its audience.

While weekdays are best for office worker audiences, weekends have their advantages for the plaza. The Library is getting its best attendance then, and there should be many opportunities for joint events scheduling. Consider also the boon of the garage's availability for weekend events. All those slots and free of charge! Has enough been made of this? I don't know of any other city which can offer so much parking, so close, and free.

2. Support the events program with more in-house facilities. One of the banes of municipal events programs is the constant scrounging, borrowing, and renting of equipment—a wasteful and time-consuming process. The city's special events program has several advantages, among them, lots of storage space on the lower levels of City Hall. What is needed is more to store. A supply of about 800 folding chairs would be a big help. These are for audiences and are distinct from the chairs recommended for everyday use on the plaza. Events seating should not be at the expense of regular facilities and should be transportable to a range of sites.

Also needed is a supply of collapsible tables, partitions for booths, a 30- by 40-foot portable stage, and a portable public address system for smaller events. There should be more trash containers for events: big ones and portable, at least twenty more.

Total cost: approximately \$25,000.

3. Do more with the pool. It is a fine feature and artfully designed to be safe wading. So why not have wading? And splashing about. It has been used for logrolling and kayak exhibitions; it would be better yet

if it were used more for such participatory activities as sailing toy boats. More use of the pool ranked near the top of the suggestions sent in by the public. Among them: ducks, goldfish, porpoises, skating, mud wrestling, water slides.

Surrounding Areas

As important as the plaza itself is what is around and beyond. The plaza reads to the eye as a much bigger place than it actually is because of the open space beyond—the wide Young Street corridor; the empty space of the Federal Reserve's lot; the grassy area to the west on the other side of Akard. In drawing up guidelines for the plaza area members of the Urban Design Group urged a tighter enclosure. To define the area, they recommend a maximum ratio of 4 to 1 of plaza depth to building height. This would call for surrounding buildings to be somewhere between 100 and 140 feet in height. Without such enclosures, they prophesied, the space would leak. They were right. It does, badly, and that is why one can feel rather overwhelmed by the seeming vastness.

The critical hole is the Federal Reserve site. What the Feds do with it will have a major impact on the plaza, and there is ample reason for the city to be concerned, actively so. Many of the buildings the Fed has been putting up elsewhere are fortress-type structures, windowless, intimidating, unneighborly. The Fed should welcome an opportunity for a new approach.

At the very least, the Fed should provide a 30-foot wide easement along the Browder Street axis to match the library's walkway. This would be a far more functional space than the conventional setback favored for institutional buildings. Indeed, it would be best if the building were *not* set back very much. The Urban Design Group recommended that the bulk of facades facing the plaza should fall within 40 feet of the curb line. I suggest that 25-foot maximum would be quite enough.

The Young Street corridor uses a lot of space not very well and is as much an obstacle to the use of the plaza as a route to it. The mid-block pedestrian crosswalk will be a help, and it is good it will be at grade rather than down in a tunnel or up in an overpass. People resist

such detours and the traffic is not all that heavy that pedestrians will have to wait too long for their turn. The crosswalks at the corners, however, could stand some reworking. The median strip stops short of them; were it extended to them the pedestrians would have more buffer space and would feel safer, if not be so. As a visiting jaywalker will find out, these crosswalks amply justify the remarkable traffic light discipline of the Dallas pedestrian.

The triangle bounded by Young, Akard, and Marilla seems a left-over space. The grassy mound is nice for lying in the sun and frisbee playing, but the usage is minimal. At present it is something of a void and one of the leaks that contribute to the lack of enclosure of the plaza. The plaza itself would be better if the triangle had a building on it with lots of people in it and a frontage with shops and activity. (The architect had recommended a performing arts center there; in 1970 the city indicated it on the map as "reserved for future civic building.")

Conversion of this open space to a building is not a practical prospect at this time. But it is something to think about for the future. Even open space advocates are coming around to the realization that structures can make an adjoining space work better; they can provide more people to use the space; give it comfortable enclosure, and feed it with activity. For planning of the Young Street corridor the possibility of a structure should be one of the options considered.

As food for thought, there is the proposal sent in by Mort Hoppenfeld, chief planner for James Rouse. He would put buildings on the plaza—two of them, one on each side. They would be sized to complement the City Hall and to bring down the scale of the plaza. Restaurants would be required on the ground floor and would be expandable for outdoor dining. Overall, there would not be a diminution of space, Hoppenfeld argues, but a beneficial trade-off. Moneys realized by sale or lease of the structure could be used to create open spaces in downtown areas that need it.

Connections

Let us turn to the connections to downtown. One of the most recurring complaints in cities across the country is over civic spaces that are two or three blocks too far from downtown. Check the physical

distances and you find that most are not far away at all. They just seem to be. The problem is the break in continuity—retail continuity in particular.

So with Dallas. Head toward City Hall along Ervay. Once past Commerce Street, downtown begins to disappear: a parking lot here, another across the way, yet another, a line of low buildings on the left (albeit with cafes). Unless one has a specific purpose in mind, like paying the water bill, there is little to draw one further on. To provide such continuity the Urban Design Group recommended that the Ervay Street frontage of the Library have a restaurant with table service, a bookstore, and other shops. This was not to be, but the empty lots might offer some second chances. Infilling with office buildings and street level retailing would in effect move downtown nearer the plaza and provide a continuity now lacking.

Akard Street is a much more unified whole. It has not yet become the pedestrian place that was hoped for, but this has probably been due in good part to the interruptions of construction. When the Bell plaza is finished Akard should come into its own. It has good scale, the splendid closure of the Adolphus at one end, nicely laid out benches and trees. (Note the right angle placement of some of the benches—*wooden benches, praise be.*)

Question: might not efforts to make Akard a place in its own right be at the expense of activity on the plaza? They should lead to more activity. To expand a market it is often best to advance step by step rather than leapfrog. The more people that are induced to use Akard the more that are likely to venture on to the plaza.

Downtown

When we turn to downtown we find that the street continuity that is such a factor for the City Hall Plaza is even more critical for downtown. It also helps explain an anomaly.

Dallas should have a lively street life. It has a compact core, high urban densities, and a vigorous and attractive work force. For girl-watching the city should be in a class by itself.

But Dallas does not have a lively street life. One of the reasons it does not is a fear of what might happen if it did. Too many people on

the street. To counter this spectre Dallas has adopted as a central policy the "relief of pedestrian congestion."

What pedestrian congestion?

More of it is just what Dallas needs. For a CBD of such density, pedestrian flows on the street are surprisingly low. Even in the blocks with the highest work force loads, where pedestrian flows could be expected to range between 2500 and 4000 people per hour, the flows are only 1200-2000. Interestingly, the strongest flows are not on the sidewalks but on the narrow walkway through Thanksgiving Square. In part this is due to the temporary closure of Bryan, but there is a clue here just the same. Amenities beget activity; dullness does not.

It is away from the street that people are guided. Downstairs, for one thing; to climate-tempered tunnels connecting building to building; to the many shops and delis and salad bars that increasingly are a part of the underground environment. Some will be upstairs; in the many clubs that are such a feature of the city; in company cafeterias and dining rooms tucked away in the buildings. To a large degree, the public life of Dallas is private.

It may be becoming more so. As off-street facilities have been growing in number, street-level facilities have been diminishing. Most of the new office buildings that have been going up are more internalized than their predecessors; few have stores or cafés fronting on the street; few have places to sit or brown bag. Some of the buildings are quite handsome, but the face they turn to the street is that of a suburban office park: self-sufficient, isolated.

The break in retail continuity deadens the street, and it feeds on itself. Each new building that goes up without retail frontage makes it more likely the next will be without it too. A self-proving hypothesis is at work. Since there is not retailing to test the market a builder can argue that's there is no market for retailing. And that will be that.

To bespeak invigoration of the street is not to decry clubs or in-house dining or other off-street facilities, or to scant the advantages of all-weather tunnels or skyways. The question is one of priorities. Whatever the cause, there has been a significant dilution of activity at the primary level. That is street level, and Dallas can well afford to give it a higher measure of support—more pedestrian congestion, if you will, than less. There's plenty of slack for it. True, the sidewalks

are a bit narrow, but that can make for the kind of hustle and bustle people deplore and enjoy. Where more sidewalk space is in order, it can be provided by conversion of one vehicular lane to pedestrian use.

Zoning should encourage the creation of amenable spaces. It does not now. As the Planning Department's CBD Concept study points out, the city gives bonuses for spaces but does not require the amenities and locations which would make the spaces amenable. Experience of other cities' incentive zoning underscores the need to provide firm guidelines. In sessions with the planning staff I have made a number of recommendations in some detail. Here is the gist of them:

1. Reduce the "as of right" bulk of new buildings. At present this is set by a floor area ratio of 20, which is to say, a builder can multiply the floor area of his site 20 times. This is such a high limit there is not much more to give away. The top limit, with bonus, is 24—the highest of any American city. By giving so much for so little in return the city undercuts its leverage power.
2. The city should ask for more. In return for building higher than the nominal limit, developers should be required to provide spaces that will work for people. Guidelines should be simple and clear. To wit:
 - a. Plenty of seating. Suggested minimum: one linear foot of seating for every thirty square feet of open space.
 - b. Plenty of trees; in addition to more on the sidewalks, more within the spaces, planted where possible in bosques to provide the shade so important in this latitude.
 - c. Food facilities, in form of pass-through windows, kiosks, abutting facilities. Up to 25 percent of the open space should be allowed for an open air café, provided brown bag seating available in rest of area.
 - d. Open space should be sited to take maximum advantage of sun; minimum exposure to wind and induced drafts.

Good siting and provision of basic amenities does not add materially to building costs; indeed, the most successful plazas and small spaces tend to cost less than the hostile, shrubby-laden ones that don't work.

3. Require retailing on the ground floor frontage of new buildings in the CBD. In New York such a provision was introduced as a requirement of a floor area ratio bonus. It proved so desirable that later it was mandated for principal streets, bonus or no bonus, and the proportion of frontage (less the entrance) raised from 50 to 100 percent. San Francisco has adopted similar requirements.

Dallas has a good precedent in the zoning adopted for the Arts District. Retailing is to be required on the Flora Street frontage and a minimum of 50 percent of the frontage to be transparent—e.g., glass you can see through, doors you can enter. In effect: no blank walls. Such provisions should be extended to the whole CBD.

4. Implement the Streetscape program. The Planning Department has drawn up a well thought out and detailed set of proposals for the CBD, with strong emphasis on the pedestrian experience. Complementing it is the excellent CBD Streetscape plan drawn up by Myrick, Newman, Dahlberg & Partners. The kind of steps it advocates are practical, moderate in cost, but which if acted upon could make a great improvement in the pedestrian's eye level of Dallas. It is particularly notable for its tree planting recommendations.

5. Require sun and wind studies of proposed buildings. As Dallas's remaining empty spaces fill up, sun and light are going to be much harder to come by. Thanksgiving Tower should be a warning. Just at the time when it is most needed, the sunlight that falls on Thanksgiving Square is blotted out by Thanksgiving Tower. Then, perversely, the sun proceeds to gain altitude, by summer clearing the tower and shining full blast on the square.

This need not have been. The extra floors gained by the floor area ratio bonus are a factor, but only one. More important is the building's configuration. It lies broadside to the sun. Had it been canted to slice into the sun, the shadows would have been minimized.

Half the battle is getting such considerations thought about in the early stages of design. Thanks to new computer techniques and wind tunnel models it is possible to calculate just what the microclimatic effects will be for various configurations. If the city required that this be done there could be good consequences for architects, builders, and people. Bounce light, for example. The same buildings that cast

shadows can reflect a lot of light also, and to places hitherto shadowed. Such beneficent effects can be charted and encouraged.

6. Stimulate the livening up of existing spaces. As the Central Business District Association has noted, there are scores of opportunities to be explored. A space may be stark, but if there are lots of people passing near it can be reclaimed; it is amazing what some chairs and tables and some splashes of color and people can do for a place—and the very starkness of a facade can provide a fine backdrop. While such enlivening can be to the self-interest of the building management, it is so to the larger interests of all that the city should consider incentives to spur it.

There are good omens. On its own, Interfirst is creating an enlarged park out of a space on Elm formerly used for drive-in banking. Adjoining the present raised sitting area there will be a central space with trees and seating and take-out food facilities.

A good example of public-private effort is the Aston Park project now being completed. It has all the basics: an excellent location, a clean and simple design; a comfortable scale, plenty of seating; plenty of trees—sweet gums in the middle for shade in summer, live oaks on the borders for evergreen. Across the street, it so happens, an open air café will be created on the plaza of the new Pacific Place. Meanwhile, on near-by street corners, the newly enfranchised food vendors are doing more business; more people are standing in knots, eating, talking, and blocking the flow. A momentum, it could be, is beginning to build up.

A good thing too, for it would put to rest a canard about Dallas. It's too Calvinistic, too uptight, goes the charge, for there ever to be a lively street life. As with July and August, the point is made almost as a boast. But it is just not so. Look at Thanksgiving Square on a fine day. People will be lined up all along the ledges, they will be jammed on the walkway, and they will be obviously having a very good time. Dallas has the demand. Supply has been the problem. Whenever the right setting has been provided, Dallas people show themselves every bit as given to al fresco eating, gossiping, shmoozing and the like as people anywhere.