

I think we are 865,000. We have built some 33,000 houses in those 4 years, and this gives you some measure of the way growth continues.

As in most cities of this general type, not the very old ones but ones that have grown in the last 25 or 50 years to large size, we have a central portion, a core, the heart of the city.

Suburbs begin to sprawl around this heart, and then we have problems in both the heart and the suburbs.

We are concerned right at the moment with the heart.

We saw a moment in time when we could make major changes in that core, and through so doing perhaps prevent the kind of decay that has happened in the cities larger than ours, which is almost impossible to cure because of the tremendous cost of properties that just seem to have been planned at random and do not fit in a rational design.

A city, as I see it, is a system for getting these things done for people. The physical things of the city sometimes, through disarrangement, misarrangement, poor planning, make it impossible for the things other than physical, the spiritual, if you will, to thrive at all.

Therefore, we think we have embarked on a most important task. In trying to understand what should be done as a layman, I began to realize that I was not using what I knew as an industrialist. There I had learned that it was best not to pick up individual problems or parts of problems, but to view all the problems in total and then allocate to each its proper perspective, its right to priorities, to allocation of moneys, time, men, materials. And, therefore, I began a program about which we have given you two books today, called Goals for Dallas.

We reasoned that if one wishes to go some place, the first thing he needs to know is where he wishes to go. So we took a group of people and tried to figure out what kind of a city we wanted to have, what we wanted it to do for these people for whom we construed we were servants.

It has taken quite a while to get to this stage. We had 87 people concerned with the construction of the first volume.

As to building of goals, you will find it is possessive of two sections, the larger section is an inventory of where we were about 3 years ago, and the second volume was taken to the people in a rather unique way.

We felt we did not wish to design goals for people. We wished them to tell us what they desired, what they thought they needed.

And so we took it to many neighborhood meetings, most of them averaging 200 to 300 people, and asked them to tell us what they wished us to do. And all 10,000 people really wrote, then, a revised volume, that is volume 2.

Now that we have this, we next must ask the people if they meant what they said. If, indeed, they wished us to spend the money, take the time, energy and resources and apply them to the achievement of the goals.

We had, about a year ago, last August actually, what we call a crossroads campaign, which we said Dallas now is at a crossroads. It must decide whether it is serious or whether it is not.