

# BUILD THE CITY

COMPILED BY DALLAS BLACK CLERGY & MARATHON ECONOMIC DEVELOPMENT GROUP



# BUILD THE CITY

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This document will be solely focused on the drivers of Equitable and Community Focused Economic Development for the city of Dallas unequivocally showing that WE, the residents of Dallas, have everything we need to become the World Class City we are reaching toward. Further this document seeks to simply and accessibly state the possibilities for our city while offering access to the more detailed individual plans and analysis for further review and research at your leisure.

# BUILD THE CITY

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To that end, you will find a simplified and streamlined compilation of multiple and varied community and civic plans developed over countless community meetings, one on one conversations, along with the necessary academic and “real life” expertise representing the diversity of our Dallas community and centering that expertise of those closest to the pain of economic disenfranchisement and disparity in our city. Details can be found in the following plans/ reports cited:



## **Dallas Ranked Dead Last in Study of Economic Inclusivity**

<https://www.dmagazine.com/frontburner/2018/04/dallas-ranked-dead-last-in-study-of-economic-inclusivity/>

## **Urban Institute Inclusive Recovery for US Cities**

[https://www.urban.org/sites/default/files/publication/97981/inclusive\\_recovery\\_in\\_us\\_cities.pdf](https://www.urban.org/sites/default/files/publication/97981/inclusive_recovery_in_us_cities.pdf)

## **Dallas Economic Development Office Recommendations by AngelouEconomics**

<http://dallasecodev.org/DocumentCenter/View/2743/Preliminary-Strategic-Recommendations-PDF?bidId=>

## **Dallas Our City Our Budget Recommendations on Safe Communities**

<https://www.nbcdfw.com/news/local/our-city-our-budget-seeks-dallas-funding-for-social-programs/1963835/>

## **Faith in Texas LIVEFREE DFW Plan**

<https://faithintx.org/our-work/livefree/>

## **Dallas Truth Racial Healing and Reconciliation Racial Equity NOW**

<https://dallastrht.org/re-now/>

## **Dallas Police Department 2020 Crime Plan**

<https://www.nbcdfw.com/news/local/dallas-pd-2020-crime-plan-draws-city-council-attack/2291769/>

## **Mayor's Violent Crime Task Force Recommendations**

<https://www.dallasobserver.com/news/dallas-violent-crime-task-force-recommendations-11842283>

## **Dr. Irie Session Nest Curriculum**

[https://mail.google.com/mail/u/0?ui=2&ik=3ab434abe4&attid=0.1&permmsgid=msg-f:1655912457557121592&th=16fafb9b53d61a38&view=att&disp=inline&realattid=f\\_k5h3lg7y0](https://mail.google.com/mail/u/0?ui=2&ik=3ab434abe4&attid=0.1&permmsgid=msg-f:1655912457557121592&th=16fafb9b53d61a38&view=att&disp=inline&realattid=f_k5h3lg7y0)

## **Dallas Black Clergy Agenda for Safety Equity and Justice**

<https://docs.google.com/document/d/1Ok1y3MVj9Q1iOPIgU6uXAUiePDv2vSIRisVKdZMmz1c/edit#heading=h.z6ne0og04bp5>

## **Build the City Affordable Housing Development Plan**

[https://docs.google.com/presentation/d/1O13d\\_8Xq\\_B2eixSfO3XZ2cFLTL2UVLA0f6\\_zFEM\\_ju8/edit?usp=sharing](https://docs.google.com/presentation/d/1O13d_8Xq_B2eixSfO3XZ2cFLTL2UVLA0f6_zFEM_ju8/edit?usp=sharing)

## **Dallas ISD Proposes Spending Bond Dollars Beyond the Campus**

<https://www.dmagazine.com/frontburner/2020/01/dallas-isd-proposes-spending-bond-dollars-beyond-the-campus/>

## **City of Dallas Comprehensive Neighborhood Area Plans since 1999**

[https://dallascityhall.com/departments/pnv/Pages/Neighborhood-Area-Plans-\\_Adopted-Plans.aspx](https://dallascityhall.com/departments/pnv/Pages/Neighborhood-Area-Plans-_Adopted-Plans.aspx)

**6-24** PURPOSE

Building Safe and Healthy Communities  
| Shifting our Focus  
| Pillars of Priority  
Weaknesses, Strengths, Threats, Opportunities

**25-43** PLAN  
(in brief)

Driving Economic Opportunity  
Grow Our Own  
Invest Dallas  
Creating Opportunity for All

**44** OUTCOMES

Safer and more equitable communities  
A more equitable distribution of wealth  
Greater access to the drivers of true wholistic economic health for all Dallas residents

# PURPOSE

BUILDING SAFE AND HEALTHY COMMUNITIES: PILLARS OF PROSPERITY



# PUR POSE

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## BUILDING SAFE AND HEALTHY COMMUNITIES

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### PILLARS OF PROSPERITY

Much of urban poverty is not because of distance from infrastructure but from exclusion. They are excluded from the attributes of urban life that remain a monopoly of a privileged minority—political voice, secure good-quality housing, safety and the rule of law, good education, health services, decent transportation, adequate income, access to goods and services, credit—in short, the attributes of full citizenship (Interim Report of the Millennium Development Goal Task Force 8 on Improving the lives of Slum Dwellers, 2004)

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SECTION WRITTEN BY:  
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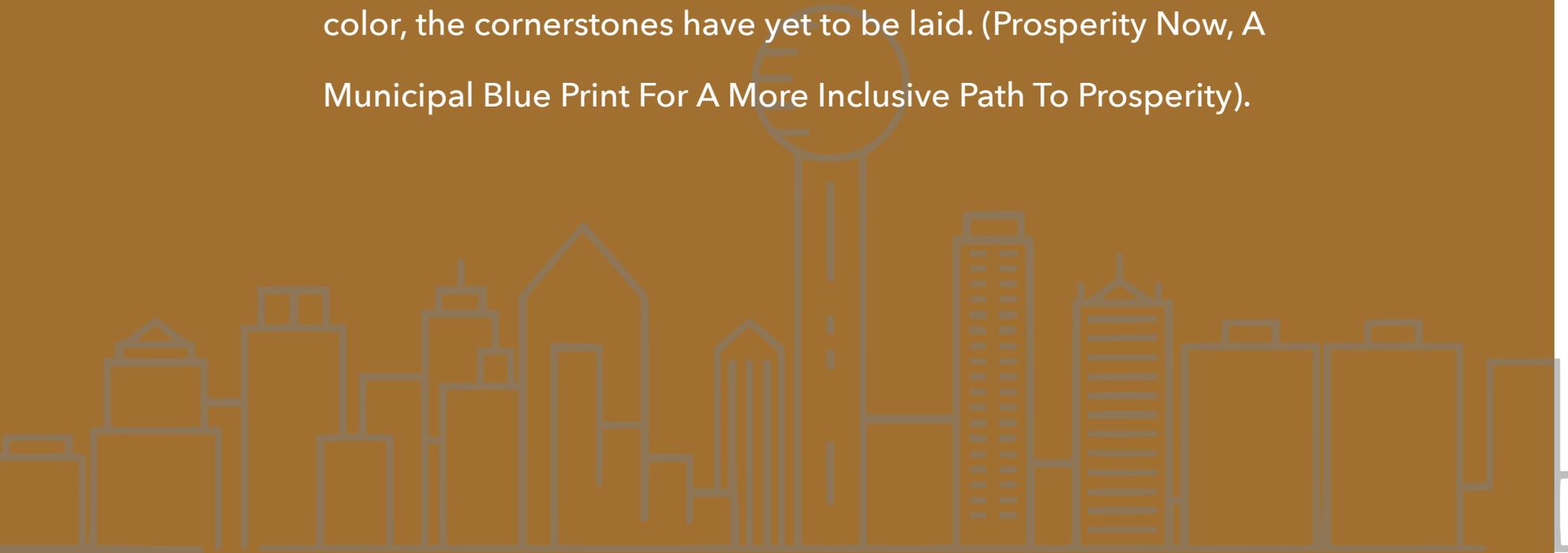


# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### PILLARS OF PROSPERITY

Great Cities are not solely built from brick and mortar. The true building blocks of a thriving city are strong communities that provide the foundations for all families to enjoy financial stability, growth, and prosperity for generations to come. The challenge presented to municipal leaders is that in many communities of color, the cornerstones have yet to be laid. (Prosperity Now, A Municipal Blue Print For A More Inclusive Path To Prosperity).



# PURPOSE

BUILDING SAFE AND HEALTHY COMMUNITIES: SHIFTING OUR FOCUS



# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### SHIFTING OUR FOCUS

Once again, concern about violent crime in the city of Dallas is being voiced in the media and municipal policy discussions. Indeed, the Mayor has recently demanded, amongst other things, that Chief of Police—Renee Hall—submit a plan detailing how her Department intended to reduce violent crime in the city. Chief Hall’s plan—the heart of which promises a 5% reduction in violent crime along with a 10% stretch goal—has been excoriated by a number of our community leaders and public officials, as being too anemic in nature and, therefore, falling far short of what some public officials thought could be accomplished.



# PUR POSE

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## BUILDING SAFE AND HEALTHY COMMUNITIES

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### SHIFTING OUR FOCUS

An earlier report issued by the Mayor's Task Force on Safe Communities calls for a crime reduction strategy that focuses on fixing up blighted buildings and abandoned lots, adding outdoor lighting to high crime areas, and partnering with schools to help students learn how to better handle their emotions. This plan too, has drawn criticism from those who do not believe these priorities are enough to truly tackle the very real problem of violent and property crime in our city.



# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### SHIFTING OUR FOCUS

And further, the Dallas Independent School District (DISD) Board of Trustees and community partners are working to address, through data, the education disparities that are most prevalently expressed in the rapid and steady rise in black girls, in particular, being undereducated and over disciplined into an awaiting law enforcement system.

The reality is, simply, we're all kinda right and still very wrong.



# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### SHIFTING OUR FOCUS

There is a problem: Insufficient attention is paid to how crime reduction efforts “fit” into an overall plan to stimulate communities that are not only safe but economically and socially vibrant. Rather than solely focusing on crime reduction, we need, instead, to be asking ourselves what are the foundational pillars of communities that are safe, just, inclusive, and prosperous. Stated somewhat differently, we need to shift the narrative and begin with bold ideas and actions that cultivate safe communities that provide pathways to prosperity and economic security for citizens.



# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### SHIFTING OUR FOCUS

Underlying this broader narrative is the notion that violence masks itself in multiple forms and that these various forms feed off of each other and, in doing so, robs community residents of the opportunity to experience lives that are commensurate with human dignity. While some forms of violence—such as violent crime—threatens our physical safety, other forms of violence—such as joblessness, poverty, and homelessness—strangle hope and economic opportunity of the full communal body.



# PUR POSE

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## BUILDING SAFE AND HEALTHY COMMUNITIES

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### SHIFTING OUR FOCUS

None of this, of course, is meant to dismiss the importance of physical safety; rather, the shifting focus underscores that, ultimately, we need a comprehensive package of municipal policies that ensure that “bodies” are both safe and whole—policies that recognize that physical safety and socio-economic security are inextricably connected.



# PURPOSE

BUILDING SAFE AND HEALTHY COMMUNITIES: PILLARS OF PRIORITY



# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### PILLARS OF PRIORITY

No one would disagree that physical safety is one of the pillars of a prosperous community. But a failure to recognize and nurture some of the other essential pillars leaves the “community” in sinking sand robbing us of the capacity to be the geographical community spaces within which residents can build and live meaningful and enriched lives. In the absence of these pillars of prosperity, authentically safe and healthy communities are not possible. And



# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### PILLARS OF PRIORITY

insofar as this is the case those who find themselves on the wrong side of the urban institute's report on equity and inclusion that ranked Dallas as LAST, number 274 out of the 274 cities researched, will always have too few resources to address too many disparities. These pillars, in other words, are the prerequisites of prosperous communities. While no list is exhaustive, the pillars of prosperity would undoubtedly include the following:



# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

PILLARS OF  
PRIORITY

### **WEALTH BUILDING AND HOUSING AFFORDABILITY** | The

Great Recession wiped out the most valuable asset that most community residents possess some ownership in, namely, their homes. Communities of color have been hit disproportionately hard with the loss of this asset. If we want safe, healthy, and prosperous communities, then we must begin to address this reality by increasing the supply of affordable housing, supporting residents to remain in their current homes, and helping community residents to afford homeownership as one of the pathways to financial stability.



# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### PILLARS OF PRIORITY

New developments ought to be required to include affordable units or it ought to stipulate that developers pay into an affordable housing fund. Inclusionary zoning that shares the benefit of growth must be explored as a potential pillar to support safe, healthy, and prosperous communities. In addition, the funding and expansion of down payment assistance programs for homeownership is worthy of the attention of those who seek to nurture robust communities.



# PUR POSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### PILLARS OF PRIORITY

**EMPLOYMENT AND LIVING WAGES** | Availability of and access to jobs paying living wages are a fundamental prerequisite of communities that are safe, healthy, and prosperous.

City and county governments must earnestly strive to nurture this pillar. Companies currently doing business with the city must begin to pay living wages to all employees along with considerable resources put toward fostering entrepreneurship in and through communities most negatively impacted by our current economic reality.



# PURPOSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### PILLARS OF PRIORITY

**SAFE AND AFFORDABLE ACCESS TO CAPITAL** | Far too many communities in Dallas are unbanked or underbanked. In concert with financial institutions and community residents and organizations, the city must seek to identify and eradicate “banking-deserts.” Cities should require—if they have not already done so—banks to report citywide and neighborhood specific data on loans, branches, deposits, and reinvestment plans. This data is ought to be considered when the city is choosing where to deposit municipal funds.



# PURPOSE

## BUILDING SAFE AND HEALTHY COMMUNITIES

### PILLARS OF PRIORITY

We must also invest our own future through community developed and city supported investment funds that allow a larger portion of our low and middle income residents to benefit from the exorbitant wealth cultivated from land development and the business sector more broadly.

### **ADDITIONAL NEEDS INCLUDE BUT ARE NOT LIMITED TO:**

- Educational Attainment
- Educational Quality
- Health Coverage
- Manufacturing opportunities/wages
- Sustainable job creation/growth
- Utilities - cost, access, modernization
- Transportation
- Community oriented policing

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# PURPOSE

WEAKNESSES, STRENGTHS, THREATS + OPPORTUNITIES



## WEAKNESSES

- Economic disparities as demonstrated by the Market Value Analysis (MVA)
- Perception of low-quality, public school system
- Housing affordability
- Marketable/Employable skills gap
- Relatively high commercial water, wastewater, and electricity rates compared to benchmark cities (Atlanta, Denver, Phoenix, Seattle)
- Economic Development staffing capacity and program resources
- Lacking focused economic development strategy
- Lacking focus on our city's economic development history, strategy and practices
- Inadequate public policy for sustainable economic development
- Community distrust of city government due to historical mis-steps and unkept promises

# PUR POSE

## STRENGTHS

- Land
- Culturally diverse economy
- Economically diverse economy (for now)
- Strategic location & strong business brand
- DFW Airport - International airport
- Dallas Executive Airport
- Arts and culture
- Vibrant historically black and brown institutions (schools, faith communities, fraternities, sororities)
- Vibrant neighborhoods
- Competitive tax climate
- Easy access to capital
- Downtown/Vibrant Urban Core
- Medical District
- Quantity and access to land in the southern sector
- Multiple well organized non-profits focused on social services
- A well organized grassroots social justice sector
- Organized groups of Millennials willing to start and/or relocate business and/or residence
- The MOMENT

## THREATS

- Economic disparities as demonstrated by Market Value analysis (MVA)
- Low quality schools (both perceived and actual)
- Housing affordability
- Lacking focus on community wide integrated economic development plan
- Inadequate public policy for sustainable economic development
- Employable skills gap
- Siloed community organizations
- Real Estate deals for economic development are primarily transactional based
- Well earned apathy and skepticism of Dallas residents
- The desire to implement “equality” tactics toward “equitable” ends

# PUR POSE

## OPPORTUNITIES

- Expansion of economic opportunity in Southern Dallas
- High Speed Rail
- Attract international corporate investment
- Growth of medical industry
- Entrepreneurship as a wealth and jobs driver
- Focused, sustainable and paced economic development
- Leverage and accelerated the implementation of Public/Private partnerships
- Our ability to organize ourselves for collective impact
- Attract transplanted individuals and families to invest in Southern Dallas by making it home

# PLAN

DRIVING ECONOMIC OPPORTUNITY

# PLAN



## LIFE SCIENCES & HEALTHCARE

- Hospitals & Physicians Offices
  - Home Health Care Services
  - Medical Suppliers
  - Insurance
- 
- Medical Equipment
  - Child Day Care, Nursing Care, Facilities & Skilled Nursing
  - Medical Equipment & Devices
  - Cosmetic Surgery
  - Kinesiology & Geriatrics
- 
- Tech Innovations for Patient Care (Healthtech & Data Analytics)
  - Biotechnology Research & Development
  - Medical Laboratories
  - Sport Medicine
  - Continuing Care Retirement Centers

## TELECOMMUNICATIONS & IT

- Wired & Wireless Telecom Carriers
  - Data Centers & Hostin Services
  - Software Publishers
  - Telecommunications Resellers
- 
- Telecom Chip Design, Research & development
  - Internet Publishing
  - Book Publishing
  - Motion Picture & Video Production
- 
- Cyber & Data Security
  - Block Chain, Artificial Intelligence, Augmented Reality  
Technologies

## **BUSINESS SERVICES**

- Legal & CPA Offices
  - Engineering, Architectural, & Interior Design Services
  - Custom Computer System Design Services
  - Management Consulting Services
  - Advertising Agencies
- 
- Media Publishing
  - National Public Relations Agencies
  - Building Inspection, Surveying, & Mapping Services
  - Product Design Services
- 
- Marketing Research & Public Opinion Services
  - Testing Laboratories
  - Industrial & Graphic Design Services
  - Entrepreneurial Business Services

## NATIONAL + INTERNATIONAL CORPORATE HEADQUARTERS

- Manufacturing
  - Banks & Other Financial Services
  - Health Services & Insurance
  - Investment Banking
- 
- Telecom
  - Chip Design & Testing
  - International Corporate headquarters
  - National & Regional Investment
  - E-Commerce
- 
- National & International Health Tech Firms
  - Reserch & Development Firms
  - Medical Equipment & Devices

## ENTREPRENEURSHIP DIGITAL ARTS & INNOVATION

- Fintech
- Video Games & Gaming
- Microbreweries
- Health Tech

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- E-Sports Development
- Creative Medical DEvices
- Digital Arts & Design
- Computer Simulation & Animation
- Produt Development & Design (Maker's Spaces)
- Retail & E-Commerce Innovations

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- Healthtech & Data Analytics
- Urban Transportation Technologies & Apps
- IOT Technologies
- Creative Sectors
- Software Publishing

## ADVANCED LOGISTICS

- Logistics
  - Warehouse & Distribution
- 
- Advances Logistics & Software
  - Driverless Technologies & Testing
  - E-Bike & Scooter Platforms
  - Parking Technology Innovations
- 
- Smart Transportation & Commuter Software
  - Ride Share Technologies
  - Trucking & Logistics Management Software

## ADVANCED MANUFACTURING

- Computer & Electronic Products ( Semiconductors, Communications)
  - Transportation Equipment (Aerospace & Aircraft Parts
  - Fabricated Metal Products (Construction Metals, Machine Components, & Sheet Metal
- 
- Electronic Components
  - Electrical Equipment & Appliances
  - Machinery Manufacturing (Industrial, HVAC, Commercial, Electric Lighting)
  - Aerospace Products & Parts
  - Sporting Goods
- 
- Scientific & Electronic Instruments
  - Surgical Appliances
  - Detection & Navigation Instruments

# PLAN

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# PLAN

GROW OUR OWN



## GROW OUR OWN

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Create an investment fund focused on mid to moderate income minority Dallas residents to begin investing in the development of truly self-funded communities.

### **BECOME A WORLD CLASS ENTREPRENEURIAL CITY**

1. Create a minority business accelerator/incubator
2. Create a Community Development Investment Fund for quick access to necessary capital.
3. Invest in Workers shops that allow small business's access to necessary equipment to produce their own goods
4. Create Global Entrepreneurial relationships
  - a. Global Sibling city relationships
  - b. Global entrepreneur-in-residence programs
  - c. Grow manufacturing to consumer relationships



## GROW OUR OWN

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Create an investment fund focused on mid to moderate income minority Dallas residents to begin investing in the development of truly self-funded communities.

### **ENHANCE THE TALENT PIPELINE**

1. Major investment in Southern Sector HBCU - Paul Quinn college making it a destination college.
2. Attracting well-known high performing trade institute—The Art Institute of Dallas
3. Major investment in coding at all educational levels
4. Link Affordable Housing to Workforce Development
5. Move quickly to implementation on transportation plans
6. Immediately extend DART transit routes to business corridors/ employment centers in all underserved areas.
7. Prepare to extend services to proposed development areas and implement on or before project completion.

### **MAKE DALLAS A DESTINATION FOR PUBLIC SCHOOLS**



# PLAN PLAN

INVEST DALLAS FUND



Create an investment fund focused on mid to moderate income minority Dallas residents to begin investing in the development of truly self-funded communities.

### **FOCUS ON AFFORDABLE HOUSING, LAND DEVELOPMENT AND BUSINESS/ENTREPRENEURSHIP**

Loan/investment funds play a very important role in community development (revitalization and stabilization). The effects are substantial and include:

1. Increases access to capital
2. Increased access-related resources such as training and technical assistance in the areas of finance and business development
3. Creates personal and community assets
4. Enhances the local economy by supporting important segments of the economic infrastructure including business, residential and industrial sectors



## INVEST DALLAS FUND

Create an investment fund focused on mid to moderate income minority Dallas residents to begin investing in the development of truly self-funded communities.

5. Provides a needed funding resource that if structured as a loan, can fill funding gaps and if structured as true equity, can justify more debt. Successful lending efforts (and ancillary financial programs) results in economically stronger communities, stronger workforces, more informed and capable businesses and tenants, and ultimately a stronger and more inclusive economy.

### **COMMUNITY DEVELOPMENT VENTURE CAPITAL FUNDS:**

Community development venture capital (CDVC) funds will provide equity and debt with equity features for small and medium sized minority owned businesses and developers focusing on south and southern Dallas.



## INVEST DALLAS FUND

Create an investment fund focused on mid to moderate income minority Dallas residents to begin investing in the development of truly self-funded communities.

Equity funds will play an integral role in the community economic development strategy.

1. Loan/investment funds and bring capital to south and southern Dallas including :
  - a. Affordable Housing development
  - b. Mixed-Use/Mixed-income development
  - c. Commercial and industrial development
  - d. Business finance - Start-up, Micro, non-profit, small business expansion



## INVEST DALLAS FUND

Create an investment fund focused on mid to moderate income minority Dallas residents to begin investing in the development of truly self-funded communities.

1. This community sourced capital will immediately enhance economic stability while creating jobs and opportunities for community residents. Further creating personal and community assets strengthening community ownership and long-term sustainability.
2. These funds will also bring our community a higher level of technical expertise in business and finance, also increasing the potential for sustained community stability and growth.

<https://communityactionpartnership.com/wp-content/uploads/2018/06/invest-fund.pdf>

# PLAN

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# PLAN

OPPORTUNITY FOR ALL



## OPPORTUNITY FOR ALL

Create an equitable and inclusive economy through the investment in small black owned business to be located in and around high level mixed-use/mixed income developments in the southern sector with services that will serve and benefit all of Dallas.

1. Revitalize ALL of Southern Dallas through focused generational investment
  - a. Leverage City of Dallas development finance, housing, and real estate programs.
  - b. Attract high-quality mixed-used development projects with an affordable housing component
  - c. Continue to utilize the Dallas Development Fund and New Market Tax Credits by providing equity funding for real estate, corporate expansion, and social service projects in traditionally underserved communities.



- d. Build on our progress:
  - i. Lancaster Corridor
  - ii. Redbird
  - iii. IIPOD
  - iv. Education Corridor/
  - v. West Dallas
  - vi. Oak Cliff
  - vii. Buckner Area



2. Build Equity in existing historically disenfranchised institutions
  - a. City Land leases with faith communities
    - i. Black Pastor's housing project
    - ii. Dallas Black Clergy Investment project
  - b. City land leases with HBCUs
    - i. Paul Quin College development project
  - c. Investment in historically black or low income directed private grade schools and Early Childhood education centers.
  - d. South Dallas Community Development Corporation
  - e. Create Investment Funds focused on leveraging the resources of residents to build equity through community revitalization.



## Create Safe Neighborhoods

### 1. Policing

- a. Implement a data-driven, comprehensive approach to address the people, places, and behaviors impacting violent crime.
- b. Increase incident clearance rates and solvability of violent crime
- c. Improve coordination and communications with the police department and with external community and government stakeholders and partners
- d. Upgrade departmental resources and technology along with improved operational, organizational and culture changes to promote safe communities as defined by the community.
- e. Make trauma therapy practices a part of police culture



## OPPORTUNITY FOR ALL

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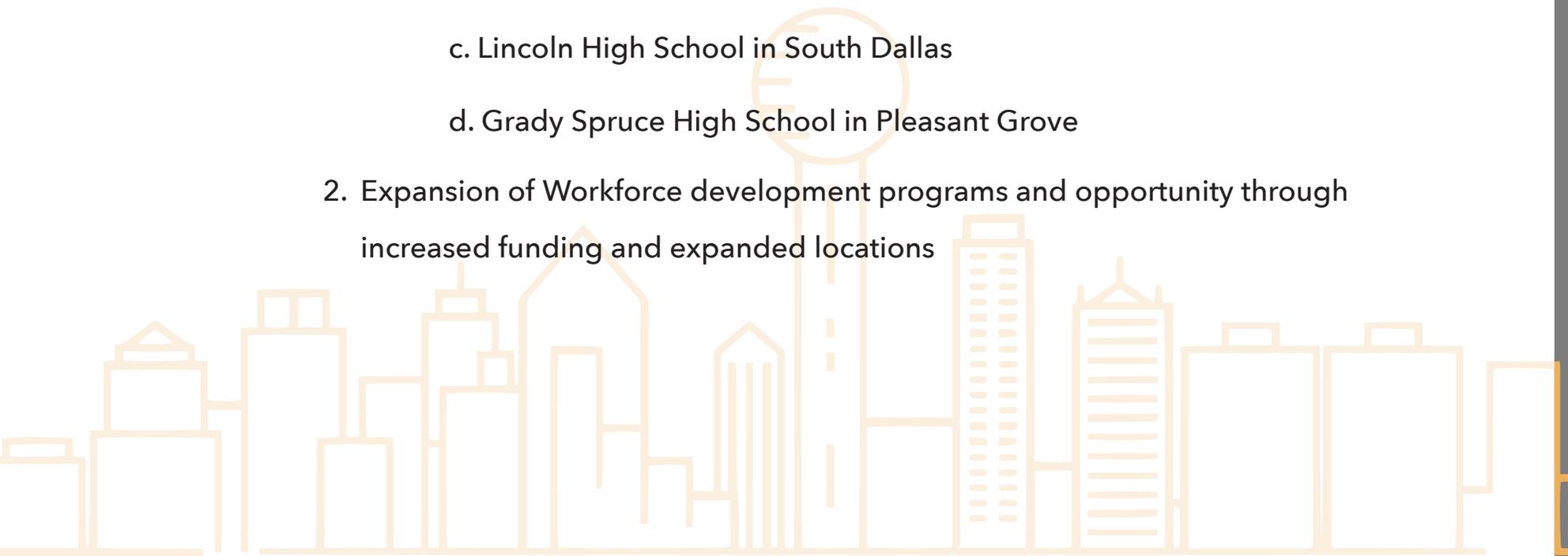
2. Develop neighborhoods with proper lighting, infrastructure, and technology that is proven to support safe neighborhoods, simultaneously rehabilitate existing neighborhoods that have been historically underserved starting with those neighborhoods in South and Southern Dallas.
3. Allow for the easy acquisition and/or restoration of blighted and abandoned property by a community driven economic development plan.
4. Develop community wide support offered both in school and through trusted community partners like faith communities, community centers and libraries focused on developing strong and healing relationships...
5. Make trauma therapy available and accessible to all community members in historically underserved and over-policed areas.
6. Significant and immediate financial investment in proven Group Violence Intervention programs to disrupt our current neighborhood violence epidemic.



## OPPORTUNITY FOR ALL

Heavy financial investment in closing the skills and opportunity gap through education

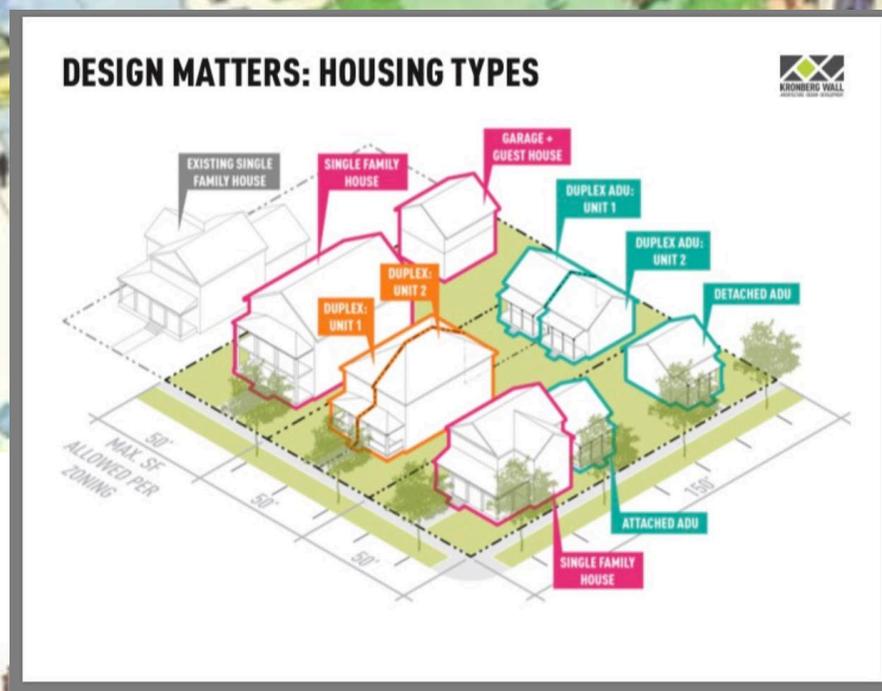
1. Begin with four focus schools/areas:
  - a. LG Pinkston High School in West Dallas
  - b. Franklin D. Roosevelt High School in Oak Cliff
  - c. Lincoln High School in South Dallas
  - d. Grady Spruce High School in Pleasant Grove
2. Expansion of Workforce development programs and opportunity through increased funding and expanded locations



OUTCOMES

- Safer and more equitable communities
- A more equitable distribution of wealth
- Greater access to the drivers of true wholistic economic health for all Dallas residents

*Our people will rebuild the ancient ruins and will raise up the age-old foundations; We will be called Repairer of Broken Walls, Restorer of Streets with Dwellings.*





GENERAL  
OFFICE  
OF THE  
R.W. COUNCIL,  
I.O. STLU.

ST LUKE'S  
DENNY'S  
SAVINGS  
BANK  
d. Va.  
\*\$50

# BLACK WALL STREET

1890-1908



600 - BUSINESSES / 21 - CHURCHES / 21 - RESTAURANTS  
30 - GROCERY STORES / 2 - MOVIE THEATRES / 6 - PRIVATE AIRPLANES  
PLUS A HOSPITAL, A BANK, A POST OFFICE, SCHOOLS, LIBRARIES, LAW OFFICES  
AND EVEN A BUS SYSTEM !!!

**BUILD THE CITY**

