

Northside Economic Development Strategy

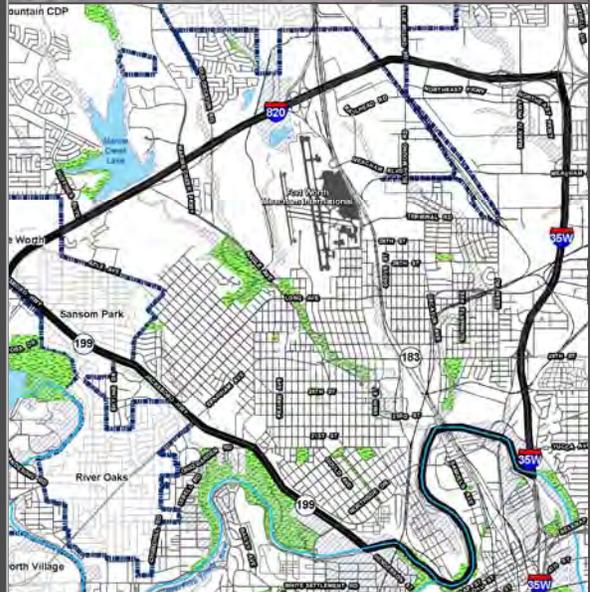
Final Report

May 2011



Councilmember Sal Espino
District 2

Prepared by the Northside Economic
Development Strategy Consultant Team
with the City of Fort Worth
Planning and Development Department



Northside Economic Development Strategy
Workshop and Report

Sponsored by the

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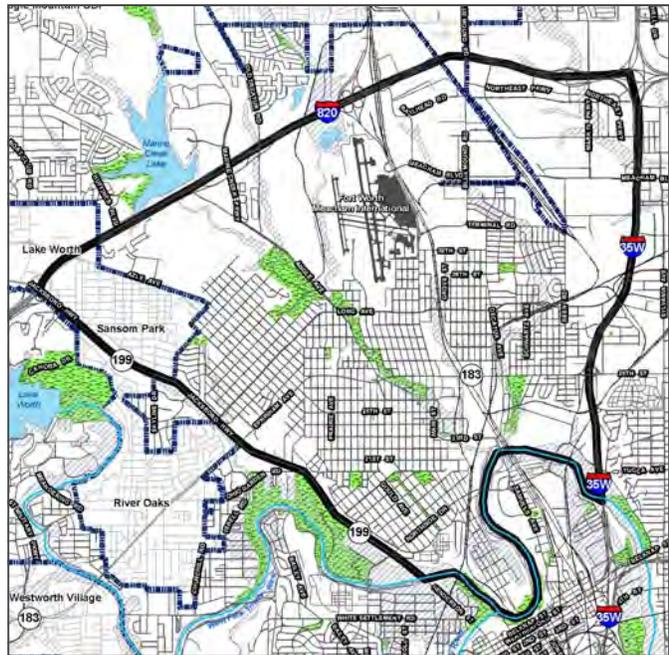
EXECUTIVE SUMMARY

On October 20-22, 2010, a Northside Economic Development Strategy Workshop sponsored by the Fort Worth Hispanic Chamber of Commerce and the City of Fort Worth was conducted at the Fort Worth Stockyards.

A fifteen-member advisory committee headed by City Council District 2 representative Sal Espino provided guidance and direction for the project.

The purpose of the workshop was to:

- ❑ Determine a unified economic development strategy for the Northside area,
- ❑ Delineate feasible activities intended to implement the strategy, and
- ❑ Determine the feasibility of creating a non-profit corporation to lead the overall strategy effort.



Northside Study Area

In addition to fulfilling the above purpose statement, the consultant team was challenged to identify big ideas that would transform the Northside area.

The Northside study area, depicted on the map above, is bounded by Northwest Loop 820 on the north, Interstate 35W (I-35W) on the east, the West Fork of the Trinity River on the south, and Jacksboro Highway/SH 199 on the west. The study area contains 12,840 acres total, or 5.8 percent of the land within the Fort Worth city limits.

A six-member consultant team—comprised of local and national professionals with expertise in urban planning and design, economic development, market analysis, and non-profit management—visited the Northside area to conduct an interactive three-day workshop with key stakeholders and interested parties representing local government, business interests, civic, and neighborhood interests.

Many opportunities exist in the Northside. However, these game-changing projects have the potential to shape the economic future of the Northside area: the Trinity River Vision and Trinity Uptown projects, Meacham Airport development, and an abundant amount of vacant land.

In order for the Northside to reach its full potential, existing barriers will need to be addressed. The consultant team identified a number of barriers (see page 36) and grouped them under the following categories: market/social, physical, financial/regulatory, and political and organiza-

tional. These barriers are currently impediments to revitalization, but they can be overcome with appropriate intervention.

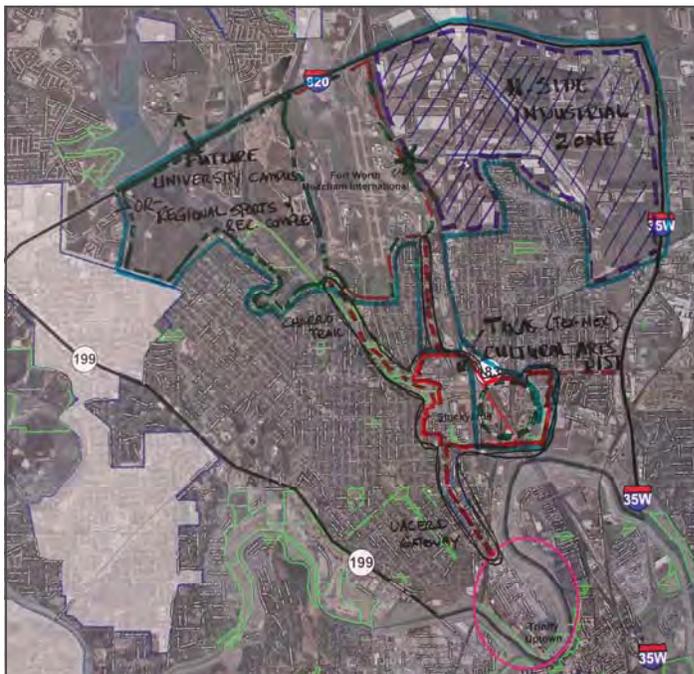
After touring the Northside area and receiving staff briefings on existing conditions and current projects, the consultants interviewed approximately forty stakeholders and interested parties. Based on everything they learned, the consultant team recommended the following goals, together with associated implementing actions (which were subsequently expanded by staff).



Trinity Uptown Model

- ❑ Non-Profit Redevelopment Corporation
- ❑ Northside Cultural and Entertainment Arts District
- ❑ Charro Trail and Vaquero Gateways
- ❑ University Campus and Regional Sports & Recreational Complex
- ❑ Northside Industrial Zone
- ❑ Neighborhood Stabilization, and
- ❑ Northside/Stockyards Station Transit-Oriented Development

The consultant team created a rough schematic map (below) highlighting the approximate locations of redevelopment recommendations.



Northside Redevelopment Concept Map.

A Non-Profit Redevelopment Corporation is recommended to oversee and manage the redevelopment of the Northside. The non-profit would seek short-term and long-term funding sources from a variety of organizations. The consultant team suggested an organization structure that would include a Public Improvement District and Tax Increment Financing District to fund development and marketing activities; a Community Development Corporation to address housing; and membership sponsors to oversee leadership development and events.

The recommended **Northside Cultural District and Entertainment Arts Dis-**

trict would encourage, enhance, and expand cultural heritage tourism in the Northside. The existing cultural and entertainment base in the Northside includes the Stockyards Historic District, which attracts approximately 1.5 million visitors annually, as well as the long-standing Mexican restaurants that attract locals and tourists alike. The consultant team recommended expanding cultural themes to include the Mexican cowboy and cowgirl in order to enhance existing tourist attractions and bring more visitors to the Northside. Example recommendations include a Main Street Tex-Mex/Western Culinary Arts Incubator, live-work art spaces, and a recreational equestrian center for horse riders—especially youth—to visit and practice horsemanship skills. A complete list of the cultural and entertainment arts recommendations is on pages 40-42.



La Charra horse rider.

Additionally, **Charro trails and Vacquero gateways** are recommended to capitalize on the area's heritage and to appropriately display these Mexican themes along with the traditional American cowboy theme.

The recommended **University Campus and Regional Sports & Recreation Complex** would be located on currently undeveloped land west of Meacham airport. Based on the large amount of undeveloped land at this location, and the expectation on the part of the consultants that the UT, A&M, and possibly Texas Tech systems are expected to expand their satellite campus facilities to keep up with growing demand, the consultant team identified a significant opportunity for the undeveloped Loop 820 site to become a new satellite college campus in the longer term and a regional sports complex in the near term to meet current sports demand. The proposed university campus and regional sports & recreation complex is explained more fully on pages 44 and 45.



Rendering of a university campus within in a mixed-use development.

The **Northside Industrial Zone** in the northeast section of the study area can be more than an economic engine and a source of jobs for Northside residents. The consultant team recommended enhancing positive linkages between employers in the zone and the surrounding Northside neighborhood. A research and development incubator was recommended for the industrial zone associated with the new university campus.

In order to address an aged housing stock and a low level of new housing construction in the

Northside area, the consultant team recommended a **Neighborhood Stabilization** program aimed at encouraging employees of Northside institutions and businesses to buy homes and live in Northside neighborhoods. Investment in constructing new housing—both single-family and multifamily—would replace dilapidated single-family rental properties. New multifamily projects would be located in areas targeted for higher density housing and mixed-use development, such as the Stockyards Station transit-oriented development area and the Historic Marine Urban Village.



The Northside Industrial Zone adjacent to I-35W.

Finally, the team recommended that a **Northside/Stockyards Station Transit-Oriented Development (TOD)** be actively pursued to accelerate redevelopment and revitalization of the Northside. Due to its proximity to the Historic Stockyards, and the significant amount of vacant or underdeveloped land surrounding the station site, the team felt that the Northside/Stockyards Station is an excellent site for pedestrian friendly, higher density, mixed-use development to be focused around the planned commuter rail station.

The development principles associated with Transit-Oriented Development (TOD) support a rapidly growing market demand for walkable urban living, as well as reflecting the Guiding Principles of the recently completed *North Texas 2050* vision for the Metroplex.

In addition, a Northside/Stockyards Station TOD supports the success of the adjacent Historic Stockyards. By providing a direct rail connection between DFW Airport and the Historic Stockyards, the TEX commuter rail line will allow tourists to board the train at the airport terminals and step off the train within walking distance of one or more new Stockyards area hotels constructed within the TOD. The Northside/Stockyards Station TOD is explained more fully on pages 48-52.

In order to advance the projects above, the consultant team recommended an inclusive process that involves affected parties, including the Fort Worth Hispanic Chamber of Commerce, City of Fort Worth, Stockyards Alliance, commercial property and business owners, neighborhood associations, and civic organizations.

Pages 54 through 61 contain an **Action Plan** listing each of the major recommendations described in this report and their associated objectives. Specific strategies and action items are identified that will provide guidance in the implementation of each of the consultant team's recommendations. Anticipated partners are identified for each action item, and potential funding sources are listed. Finally, the Action Plan establishes a general timeline for each activity listed.

INTRODUCTION AND PURPOSE

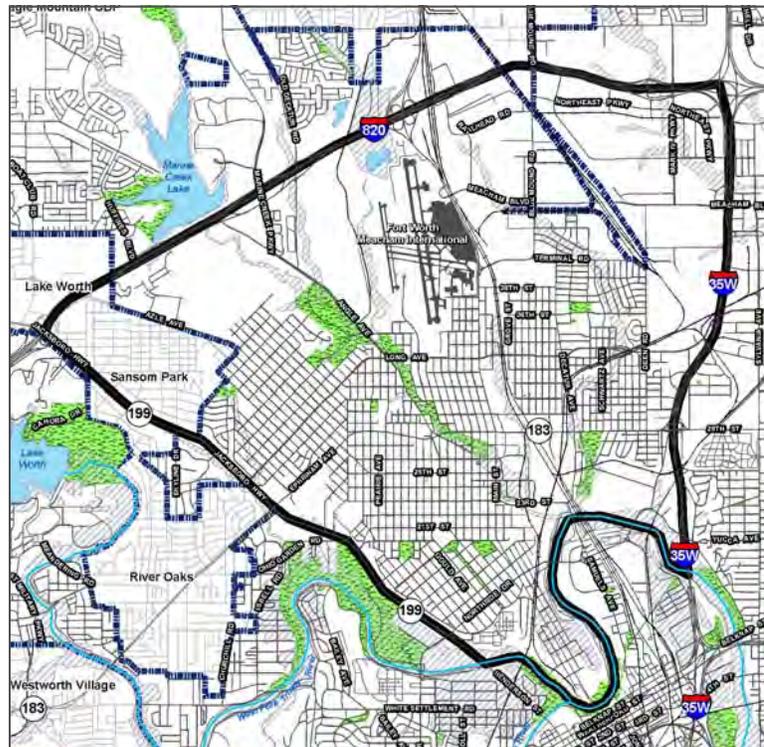
The Northside Economic Development Strategy Workshop and Report is a joint effort by the City of Fort Worth and the Fort Worth Hispanic Chamber of Commerce, with support from Wells Fargo Bank and the Amon G. Carter Foundation. A sixteen-member advisory committee headed by City Council District 2 representative Sal Espino provided guidance and direction for the project.

The purpose of the Northside Economic Development Strategy Workshop and Report is to determine a unified economic development strategy for the Northside area, delineate feasible activities intended to implement the strategy, and determine the feasibility of creating a non-profit corporation to lead the overall strategy effort.

The Northside study area is bounded by Northwest Loop 820 on the north, Interstate 35W (I-35W) on the east, the West Fork of the Trinity River on the south, and Jacksboro Highway/SH 199 on the west, as depicted on the map below. The study area contains 12,840 acres, which equates to 5.8 percent of the land area within Fort Worth's city limits.

A six-member consultant team visited the Northside area on October 20-22, 2010, and conducted an interactive three-day workshop with over 40 key stakeholders and interested parties representing local government, business interests, civic and neighborhood interests. During the workshop, the consultant team was charged with addressing the following areas:

- ❑ Assess the consistency and current applicability of previous studies' recommendations.
- ❑ Suggest a unifying vision for Northside economic development that respects the unique attributes of various sub-districts.
- ❑ Recommend a long-term strategy and key objectives for realizing the vision.
- ❑ Determine the feasibility of creating a non-profit corporation with full-time staff to implement the strategy.



Northside Study Area.

<i>Anne Ricker, Team Chair</i> Principal Ricker-Cunningham Denver, CO	<i>Ed Garza</i> Managing Partner Zane Garway, Inc. San Antonio, TX	<i>Jane Jenkins</i> President and CEO Downtown Oklahoma City Oklahoma, OK
<i>Todd Hozaepfel</i> Vice-President Downtown Fort Worth, Inc.	<i>Andre McEwing</i> Executive Director Southeast Fort Worth, Inc.	<i>Paul Paine</i> President Fort Worth South, Inc.

The consultant team interviewed 40 stakeholders including the Northside Advisory Committee. The stakeholders provided a range of comments with the majority focused on the area’s need for new development and redevelopment. The Stockyards and Meacham Airport were mentioned as major assets in the area that should be enhanced. Additionally, some stakeholders expressed a desire to see an expansion of the traditional cowboy theme, as showcased in the Stockyards, to include Mexican cowboy themes in order to reflect the area’s diverse culture.



One of the eighteen consultant team interviews.

The Trinity Uptown project was viewed positively and seen as the primary catalyst that will transform the Northside area.

Other comments included the need for enhanced transportation, residential and education improvements, the inclusion of stakeholders in decision making, and the creation of a non-profit redevelopment authority to manage and oversee the redevelopment effort.

During the three-day workshop, a range of development issues and redevelopment concepts were discussed to achieve a feasible development program for the Northside study area.



Consultant team presents recommendations at a press conference, October 22, 2010.

The consultants’ recommendations, which are outlined in this report, were presented at a press conference held on October 22, 2010. The recommendations will assist the City of Fort Worth, the Fort Worth Hispanic Chamber of Commerce, and stakeholders in generating new vitality, stimulating reinvestment, and promoting economic stability for the Northside area.

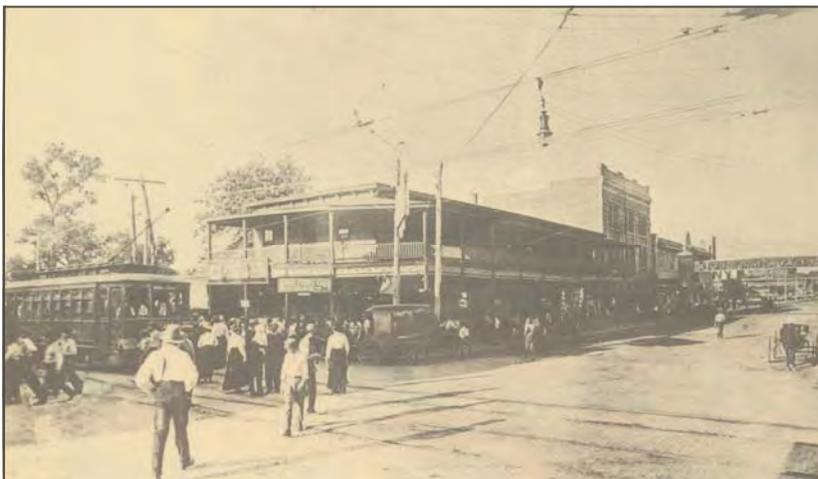
NORTHSIDE BACKGROUND

The Northside, more than any other district in Fort Worth, has long been associated with the popular historical view of Fort Worth as “Cowtown”. The Northside began as a rural farming community along the banks of the Trinity River and expanded northward. This area is where drovers and cowboys bedded down herds of longhorns during the great cattle drives of the 1860s to the 1880s; where the first stockyards were established in the 1880s, leading to a great meatpacking complex at the turn of the century; and where regional stock shows and rodeos were held for many years, drawing visitors from throughout the state and nation.

The arrival of the railroads in the late 1800s, along with further development of the stockyards, provided strong foundations for the Northside’s economic growth. Construction of the Swift and Armour meatpacking plants in 1902 generated several thousand jobs for area residents. The area thrived with businesses and neighborhoods springing up to serve the vast number of Swift and Armour employees and their families. Plentiful jobs brought a diverse population to the Northside, including European and Hispanic immigrants, Mexican-Americans, and African-Americans.

By 1930, after three decades of rapid growth, the Northside was at the zenith of its development. However, with the closing of the meatpacking plants — Armour & Co. in 1962 and Swift & Co. in 1971— the Northside entered a period of economic decline. The stockyards continued to operate, but on a reduced basis. Without the spending from the meatpacking workers, many of the small businesses in the area struggled and eventually closed. Unemployment was widespread.

During this time of economic decline in the 1960s, organized tourism at the stockyards emerged. In the 1960s and 1970s, the Fort Worth Stockyards drew tourists seeking to experience cowboy culture. In the 1970s, the Stockyards became Fort Worth’s first National Register Historic District. Following its Historic District designation in 1976, the popularity of the Stockyards grew.



The photo on the left (circa 1910-1913) is of an early Stockyards club and the eastern half of Thannisch Street.

Source: Tarrant County Historic Resources Survey, 1988.

Today the Stockyards is one of Fort Worth’s major tourist attractions. Annually, the Stockyards draw approximately 1.5 million tourists.

Other major developments in the Northside study area include Meacham International Airport — which includes a historic terminal that was the birthplace of American Airlines — Railhead Industrial Park, and the new Mercado building. A fairly recent development along North Main Street has been the use of public funds to construct streetscape improvements in the Stockyards and within the Historic Marine Urban Village to stimulate pedestrian activity and enhance the “sense of place” in these areas. In addition, the Mercado Building was designed and constructed with public funds, creating a centerpiece structure for the urban village and providing community meeting space and service functions.

The area’s employment centers and tourist attractions are displayed on Map 1.

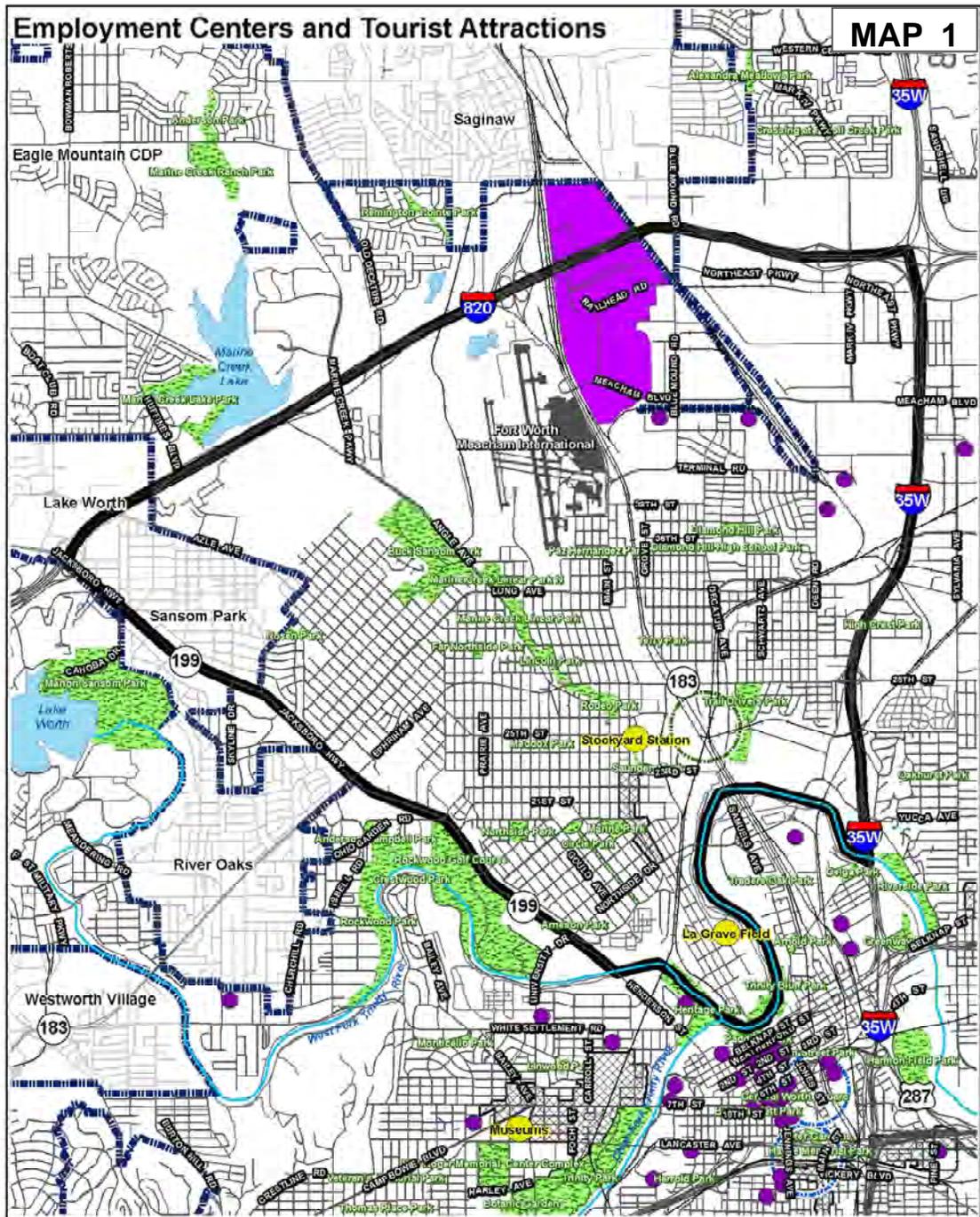
Residential neighborhoods lie on both sides of North Main Street, which serves as one of the City’s primary north-south arterials. Eight neighborhood organizations (see Map 2) are located in the study area, offering a platform for Northside area residents to organize and work on neighborhood issues.

Meacham International Airport offers services for corporate aircraft business travelers and general aviation. The airport includes four full-service Fixed Base Operators, three maintenance facilities, six flight schools, automated weather operating system, and on-site rental car facilities.



The Mercado Building, located in the 1500 Block of North Main Street, was built in 2006 with financial assistance from the City. Currently, retail and office space is available for lease.



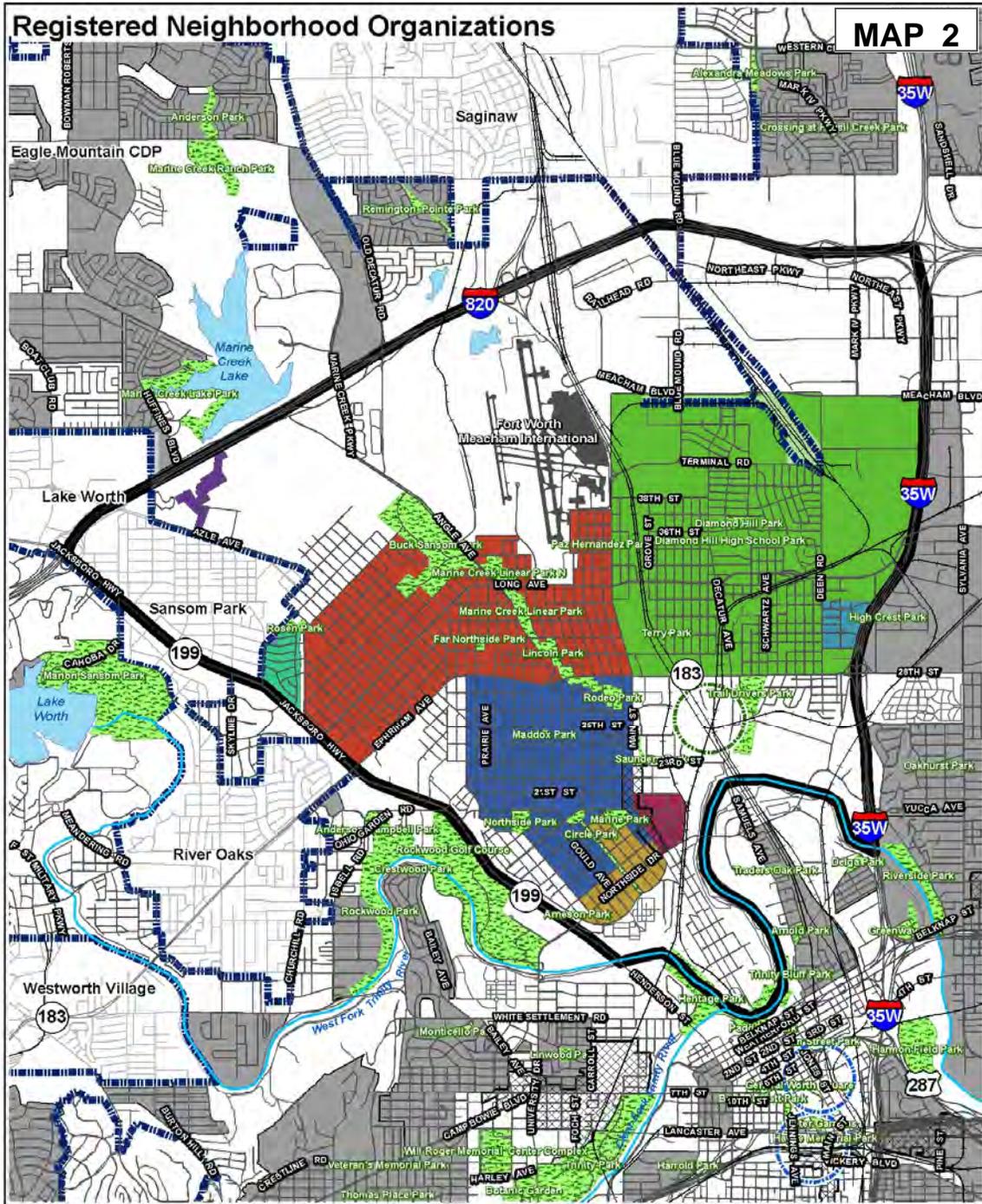


Legend

- Northside Study Area
- Urban Village
- Railhead Industrial Park (11 tenants, approx. 1,500 employees)
- Fort Worth City Limits
- Existing Transit-Oriented Development (TOD)
- Potential Transit-Oriented Development (TOD)
- Railroad
- Tourist Attraction
- Employer With Over 250 Employees



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Legend

Northside Study Area	Urban Village	Far Greater Northside Historical	North Side
Fort Worth City Limits	Railroad	Karren's Diamond Hill POA	Neighborhood Organizations Outside of Study Area
Existing Transit-Oriented Development (TOD)	Neighborhood Organizations	La Nueva Northside	
Potential Transit-Oriented Development (TOD)	Caballito Del Mar	Marine Park	
	Diamond Hill-Jarvis	North Beverly Hills	

1 inch = 3,500 feet
0 1 2 Miles

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EXISTING CONDITIONS

Current Land Use

The Northside study area is approximately 9,934 acres. As shown on Table 1, the Northside is comprised of a variety of land uses. A defining feature of the Northside is that almost a third of the land area is vacant (see Map 4). Approximately 27 percent of the land is residential (single-family, duplex, or multifamily). Multifamily units make up less than 2 percent of the land area. Industrial uses make up 16 percent of the land area, reflecting both the past heavy industrial uses in the area and current industrial employment, such as those at the Railhead Industrial Park. Meacham airport alone occupies 760 acres.

A comparison of the current land use (Map 3) and zoning (Map 5) maps indicates a mismatch between current land uses and zoning. For example, some commercial, vacant and farmland parcels are zoned industrial between Angle Avenue and the Union Pacific railroad (UPRR) line in the northern part of the study area. As shown on Table 2, 4,765 acres are zoned industrial (I, J, or K) but only 1,644 acres are actual industrial uses. This means 3,121 acres are zoned industrial but are occupied by another land use type.



Above is an example of the existing older single-family housing stock in the Northside.

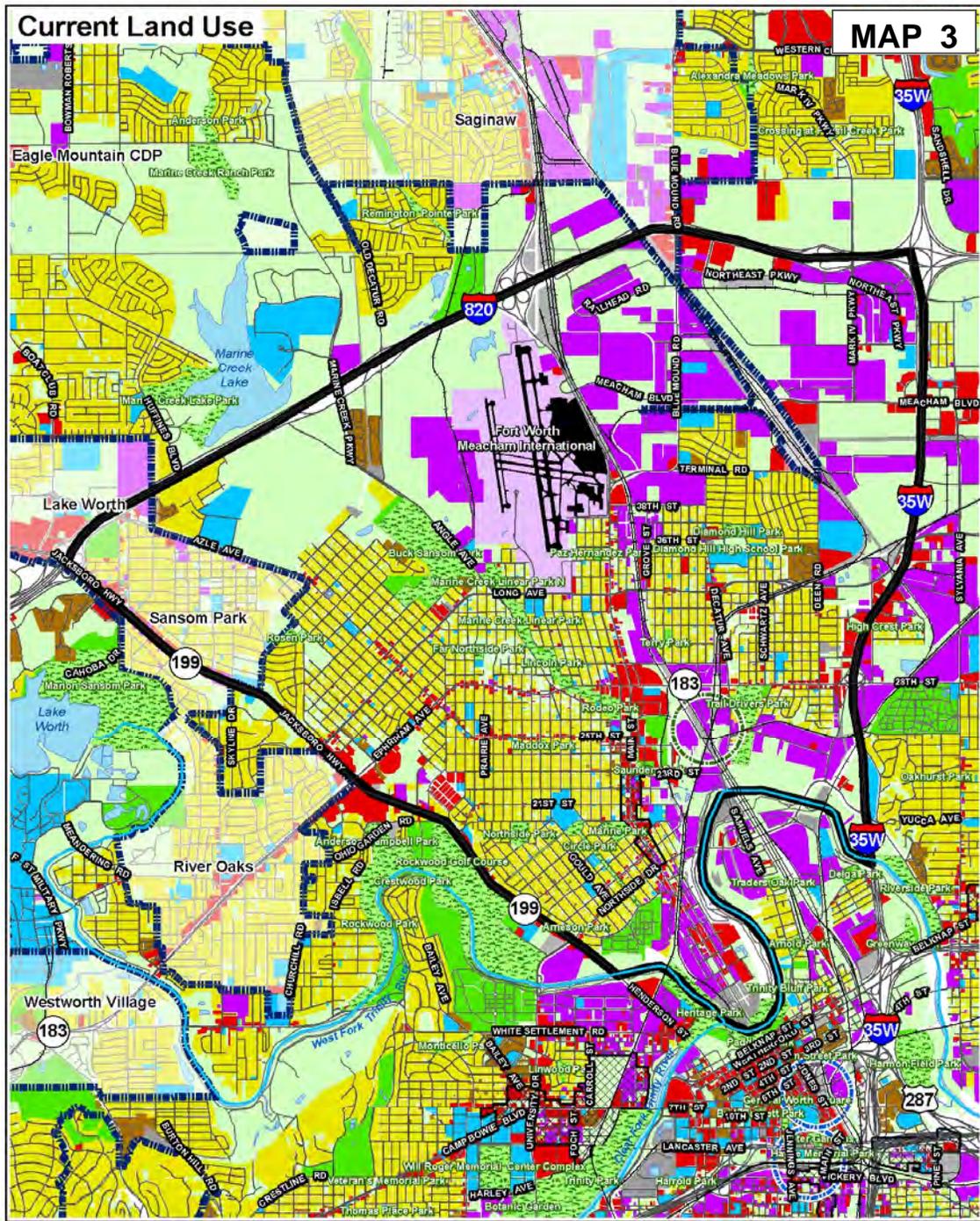
Table 1: Current Land Use

CURRENT LAND USE	Acreage	Percent
Vacant	3,128	31.49
Single-family or Duplex	2,530	25.47
Industrial	1,644	16.55
Airport	760	7.65
Commercial	616	6.20
Park	392	3.95
Infrastructure	361	3.64
Institutional	342	3.44
Multifamily	139	1.40
Water	22	.22
Total	9,934	100.00

Source: North Central Texas Council of Governments, 2005.



The strip shopping center shown above is located on North Main Street.



Source: North Central Texas Council of Governments

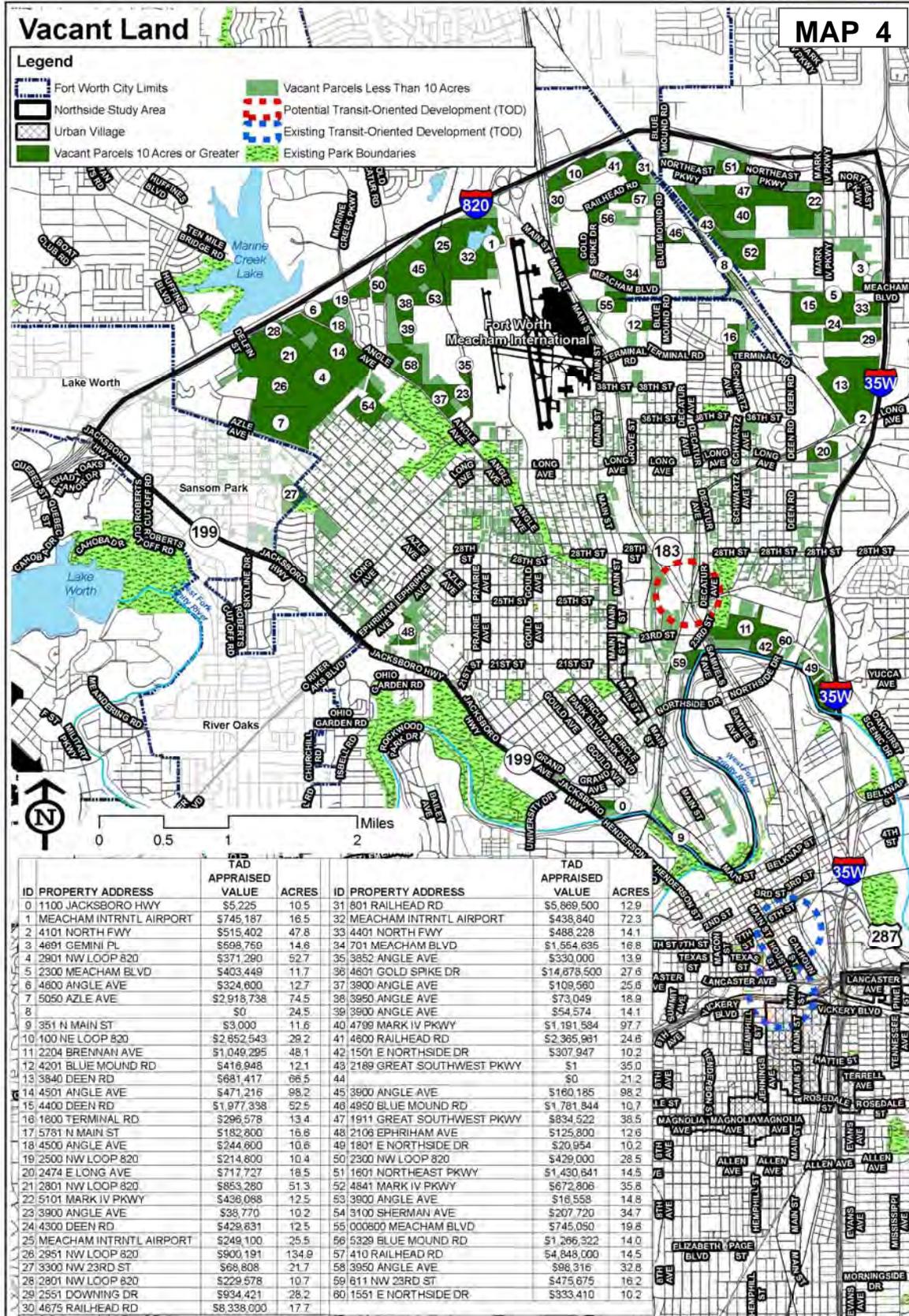
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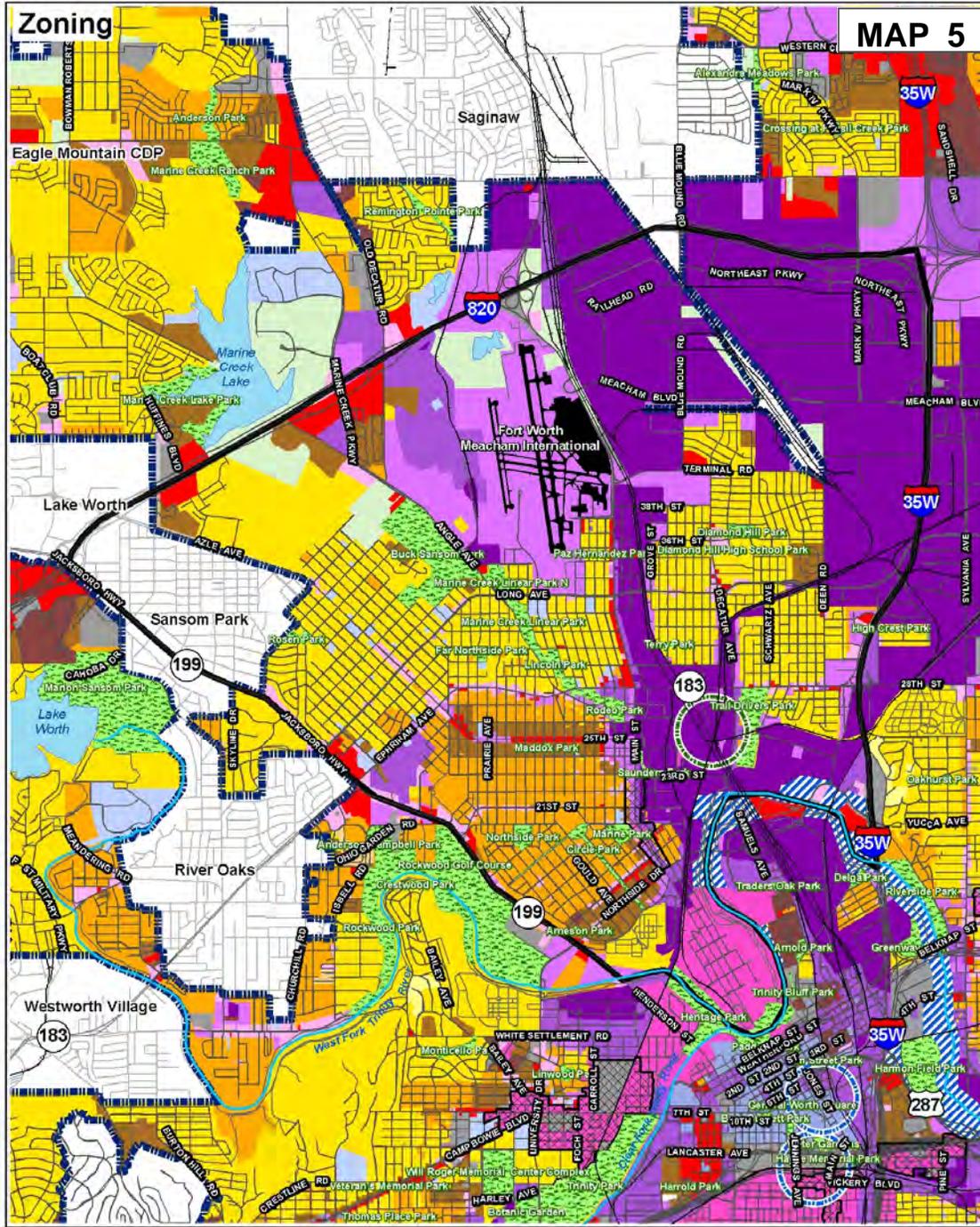
- Fort Worth City Limits
 - Northside Study Area
 - Railroad
 - Existing Transit-Oriented Development (TOD)
 - Potential Transit-Oriented Development (TOD)
 - Existing Park Boundaries
 - Urban Village
- 1 inch = 3,500 feet
 0 1 2 Miles

Current Land Use

- Single-Family
- Multifamily
- Institutional
- Commercial
- Industrial
- Airport
- Infrastructure
- Open Space or Cemetery
- Vacant

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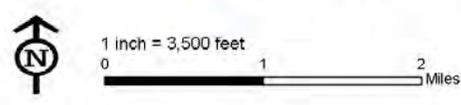


Legend

- Fort Worth City Limits
- Existing Transit-Oriented Development (TOD)
- Potential Transit-Oriented Development (TOD)
- Urban Village
- Railroad

Zoning Districts

- "AG" - Agriculture, Vacant
- "A-2.5A", "A-43" - Rural Residential
- "A-21" - Suburban Residential
- "A-10", "A-7.5", "A-5", "AR" - Single-family Residential
- "MH" - Manufactured Housing
- "B", "R-1", "R-2" - Low Density Residential
- "CR", "C" - Medium Density Residential
- "D", "DHR1", "DHR2" - High Density Residential
- "CF" - Community Facilities
- "ER", "EP", "E" - Neighborhood Commercial
- "FR", "F", "G" - General Commercial
- "MU-1", "MU-2" Mixed-Use
- "TU" Trinity Uptown, "NS" Near Southside
- "H" - Central Business
- "I" - Light Industrial
- "J" - Medium Industrial
- "K" - Heavy Industrial
- "PD" - Planned Development
- "O-1", "O-2" - Zoned Flood Plain



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Zoning

The Northside area has a diverse zoning pattern that includes residential, commercial, mixed-use, industrial, and special districts.

Within the residential districts category, single-family zoning predominates with most properties zoned A-5 (minimum 5,000 square foot lots). Two-family and medium density districts exist on 705 and 318 acres, respectively.

Approximately 426 acres are zoned under five commercial districts, with the largest proportion zoned “E” for neighborhood commercial at 193 acres.

Mixed-use zoning exist on 310 acres with practically all zoned TU (Trinity Uptown), and located in the Trinity Uptown District. The Historic Marine Urban Village is recommended for low density mixed-use development, but it is not yet zoned mixed-use.

As previously stated, the large amount of industrial zoning is in part due to a past industrial base that once existed in the Northside. Currently, 4,765 acres are zoned industrial, with most zoned heavy industrial.

Under special districts, 333 acres are vacant undeveloped land. Seventy-four acres are zoned for community facilities and 81 acres are zoned flood plain, which is an inactive zoning district.

Table 2: Zoning

Zoning Districts	Acres	Percent of Total	Description
Residential			
A-5	2,496	26.01%	Single-family
A-7.5	10	0.10%	
B	705	7.34%	Two-family
R-2	1	0.01%	Townhouse/Cluster
CR	76	0.79%	Low Density
C	318	3.31%	Medium Density
D	3	0.03%	High Density
Commercial			
E	193	2.01%	Neighborhood
ER	9	0.10%	Neighborhood Restricted
F	98	1.02%	General
FR	38	0.39%	General Restricted
G	88	0.91%	Intensive
Mixed-Use			
MU-1	2	0.02%	Low Intensity
MU-2	2	0.02%	High Intensity
TU	306	3.19%	Trinity Uptown
Industrial			
I	1,265	13.18%	Light
J	450	4.69%	Medium
K	3,050	31.78%	Heavy
Special			
CF	74	0.77%	Community Facilities
O-1	81	0.85%	Flood Plain (inactive district)
AG	333	3.47%	Agricultural
TOTAL	9,597	100.00%	

Source: Planning and Development Department, 2010.



The Railhead Industrial Park straddles Northwest Loop 820. The southern part is located in the Northside study area. In 2008, the industrial park employed close to 1,500 people.

Future Land Use

The Northside study area lies predominantly in the Northside and Northeast Planning Sectors identified in the City's Comprehensive Plan. The 2010 Comprehensive Plan land use policies for the Northside Planning Sector are listed below. These policies guide land use decisions within the Northside study area.

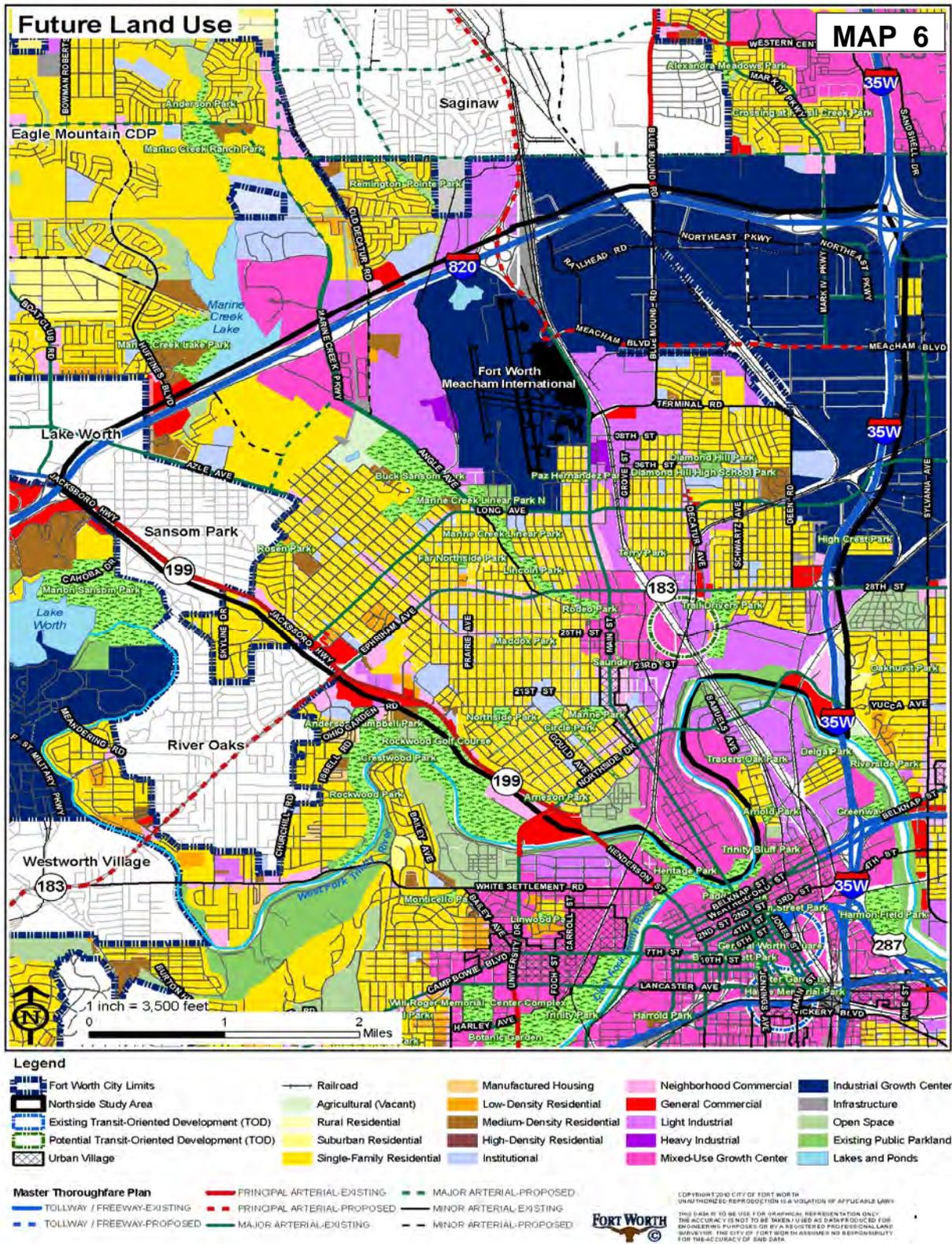
1. Support the development of a fixed-rail transit system that links the Historic Stockyards with Downtown.
2. Promote transit-oriented development (TOD) along North Main Street where it could be served by the western bypass alignment of the Southwest-to-Northeast commuter rail corridor and/or future modern streetcar service on North Main Street.
3. Encourage redevelopment of the Historic Marine Urban Village consistent with its urban village plan.
4. Promote a desirable combination of compatible residential, office, retail, and commercial uses in a mixed-use zoning district in the Historic Marine Urban Village.
5. Promote a desirable combination of compatible residential, office, retail, commercial, and selected light industrial uses in Trinity Uptown.
6. Implement the recommendations of the Part 150 Noise Study for Meacham Airport.
7. Discourage residential development within the Meacham Airport clear zone and within areas with noise levels greater than 65 decibels.
8. Promote commercial and multifamily development within the Downtown, Historic Stockyards, and Marine Creek mixed-use growth centers.
9. Promote industrial development within the Meacham industrial growth center.
10. Encourage land uses which are compatible with tourism and nearby residences along North Main Street.
11. Promote the maintenance of residential uses in neighborhoods adjacent to North Main Street, 25th Street, Azle Avenue, and Jacksboro Highway.
12. Stimulate the redevelopment of the North Main Street, Northside Drive, 28th Street, NW 25th Street, and Jacksboro Highway commercial districts.

Table 3: Future Land Use

FUTURE LAND USE	Acreage	Percent
Industrial Growth Center	3,093	32.22%
Single-Family Residential	2,860	29.79%
Light Industrial	1,124	11.71%
Mixed-use Growth Center	774	8.06%
Existing Public Parkland	405	4.22%
Institutional	354	3.69%
Neighborhood Commercial	300	3.12%
General Commercial	148	1.55%
Medium-Density Residential	141	1.47%
Open Space	107	1.11%
Infrastructure	101	1.05%
Agricultural	67	.70%
Low-Density Residential	52	.54%
Heavy Industrial	44	.46%
Water	29	.30%
Total	9,599	100.00%

Source: Planning and Development Department, 2010.

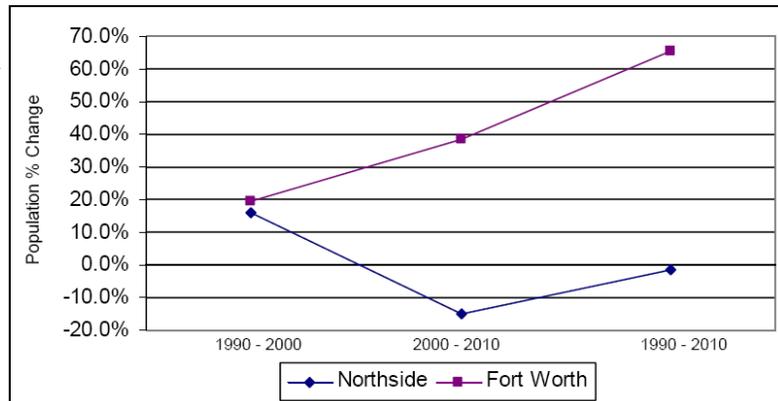
The Northside future land use is displayed on Map 6.



Population and Housing Units

In order to better understand various demographic trends of the Northside study area, the decennial census was reviewed. A key finding of the census data is that the Northside population declined dramatically—by almost 10,000 people—between 2000 and 2010, following an increase of 16 percent during the previous decade. The Northside experience of declining population since 2000 stands in stark contrast to the surging population across the city as a whole since 2000, as displayed in Chart 1. Even when looking across the entire twenty-year period between 1990 and 2010, the population in the Northside area decreased by 1.3 percent to 52,854. At the same time, the citywide population increased by 65.6 percent.

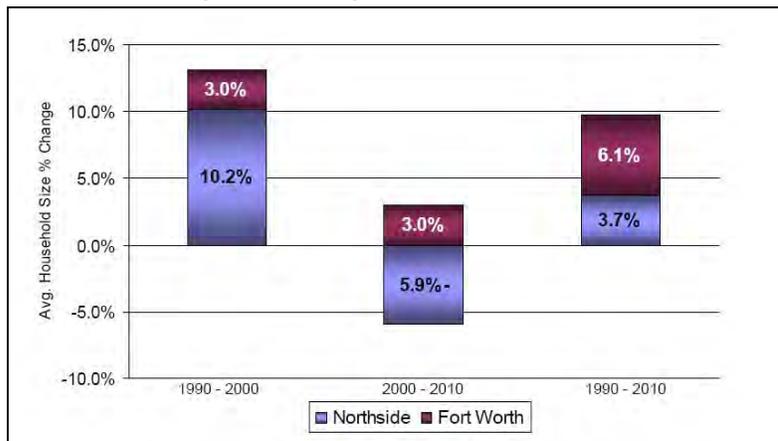
Chart 1: Population



Source: Census, 1990, 2000, and 2010.

Average household size in the Northside study area increased by 10.2 percent between 1990 and 2000, from 3.55 persons per household to 3.91 persons. However, by 2010, the average household size decreased by 5.9 percent to 3.68. The fluctuation between 2000 and 2010 in the average household size of the Northside area differed from the citywide trend that remained steady at a 3 percent increase at each 10-year interval between 1990 to 2010.

Chart 2: Change In Average Household Size



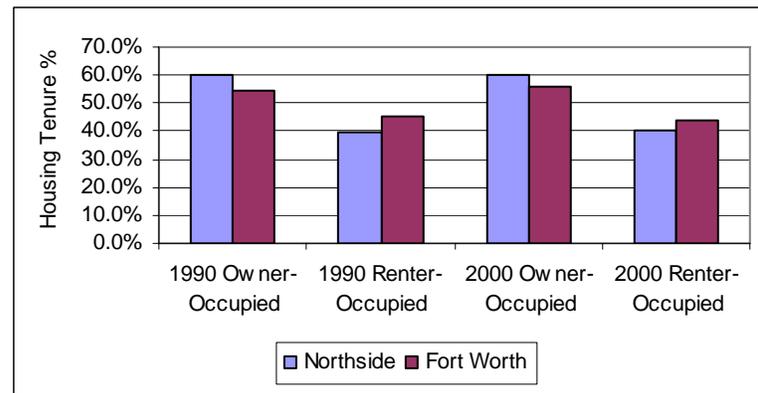
Source: Census, 1990, 2000, and 2010.

Occupied housing units in the Northside study area increased by 5.3 percent between 1990 to 2000, from 15,104 units to 15,909 units. However, corresponding to the population decline described above, occupied housing units decreased by 9.7 percent to 14,373 between 2000 to 2010. Census data shows that over the twenty-year time span from 1990 to 2010, the Northside area saw a 4.8 percent decrease in occupied housing units. Citywide trends showed increases in occupied housing units, 16.0 percent (1990 to 2000); 34.6 percent (2000 to 2010); 56.1 percent (1990 to 2010).

Census data on housing tenure indicates the Northside area had a higher percentage of owner-occupied housing units and a lower percentage of renter-occupied units than the citywide per-

centages in 1990 and 2000. For the Northside area, the data indicates long-standing home ownership and coincides with empirical views from stakeholders that a high level of generational home ownership exists in the area. At the time of writing this report, the 2010 Census housing tenure data had not been released. This report will be updated when the 2010 data is released.

Chart 3: Housing Tenure



Source: Census, 1990 and 2000.

In the Northside area, vacant units dramatically decreased by 60.2 percent to 766 between 1990 and 2000, but increased to 1,472 units by 2010 (see Table 4).

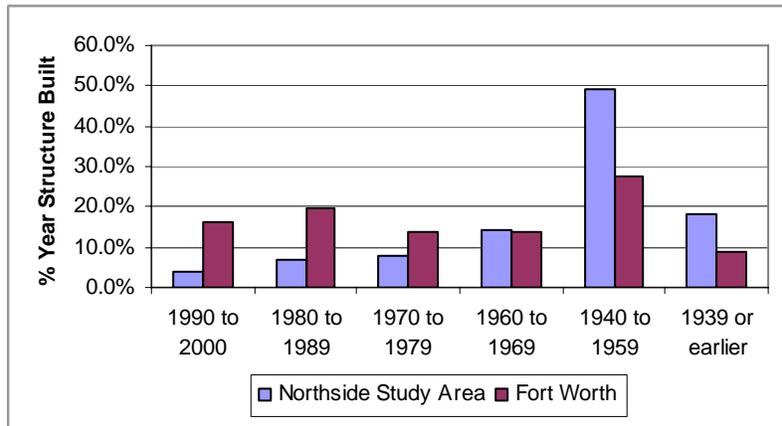
Table 4: Population and Housing

Northside Study Area	1990	2000	2010	Percent Change +/-		
				1990-2000	2000-2010	1990-2010
Total Population (census tract level)	53,566	62,156	52,854	16.0%	-15.0%	-1.3%
Occupied Housing Units	15,104	15,909	14,373	5.3%	-9.7%	-4.8%
Owner-occupied Units	9,072	9,511	no data	4.8%	-	-
Renter-occupied Units	6,032	6,398	no data	6.1%	-	-
Vacant Units	1,924	766	1,472	-60.2%	92.2%	-23.5%
Average Household Size	3.55	3.91	3.68	10.2%	-5.9%	3.7%
Fort Worth	1990	2000	2010	Percent Change +/-		
Total Population	447,619	535,420	741,206	19.5%	38.6%	65.6%
Occupied Housing Units	168,274	195,146	262,652	16.0%	34.6%	56.1%
Owner-occupied Units	91,755	109,152	no data	19.0%	-	-
Renter-occupied Units	76,519	85,994	no data	12.4%	-	-
Vacant Units	26,155	16,019	28,434	-38.8%	77.5%	8.7%
Average Household Size	2.66	2.74	2.82	3.0%	3.0%	6.1%

Source: Census, 1990, 2000, and 2010.

Based on the 2000 Census, of the 16,675 housing units in the Northside area, approximately 49 percent were built between 1940 and 1959, which is indicative of an older housing stock that was built during the Northside’s economic heyday. Less than 4 percent of the housing units were built between 1990 and 2000. At the time of writing this report, the 2010 Census data for housing unit construction was not released. This report will be updated when the 2010 data is released.

Chart 4: Housing Units Built Year

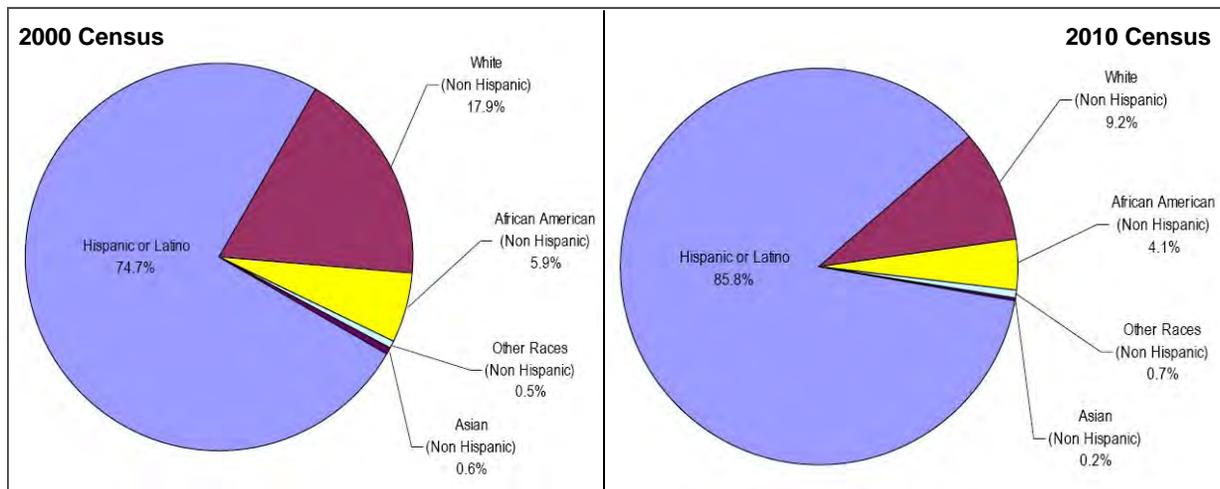


Source: Census, 2000.

Race and Ethnicity

Based on the recently released 2010 Census, during the last decade the Northside area saw an increase in the Hispanic population from 74 percent to close to 86 percent and a decrease in the other non-Hispanic racial group categories. The White population decreased by close to 50 percent from 18 percent to 9.2 percent. The African American population decreased slightly from 6 percent to 4.1 percent, and the “other races” and Asian populations each decreased from 1 percent to 0.7 and 0.2 percents, respectively.

Chart 5: Racial & Ethnic Composition



Source: Census, 2000 and 2010.

Age and Family Incomes

Table 5 demonstrates that the Northside population tends to be younger than the population of the city as a whole, according to the 2000 Census.

In the Northside study area, family income levels at the time of the 2000 Census clustered in the lower income ranges in comparison with the city overall, as depicted on the bar chart below.

A significantly greater proportion of Northside family incomes fell into the ranges between \$15,000 and \$34,999 than was true for the city as a whole, while a significantly smaller percentage of Northside families fell into the highest income brackets.

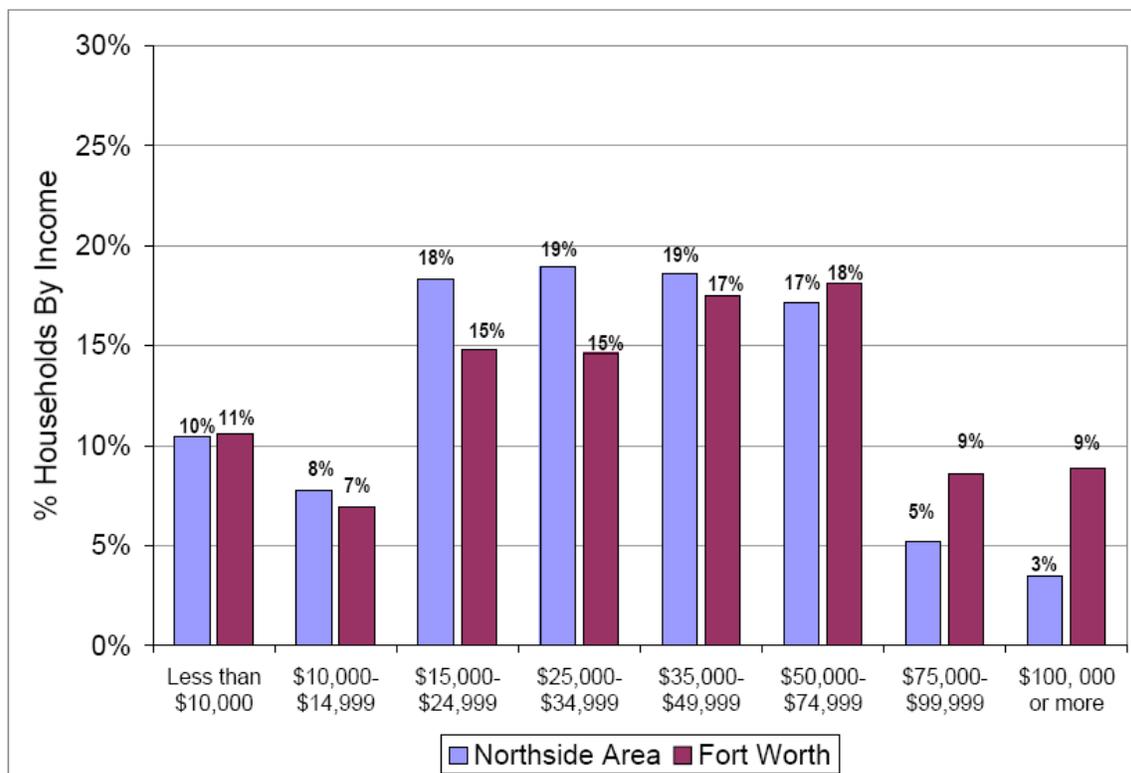
Table 5 — Age Breakdown

AGE	Northside Study Area	Fort Worth
Under 5	9.1%	8.4%
5-19	27.3%	22.8%
20-64	56.8%	59.2%
64 and Over	6.9%	9.5%

Source: Census, 2000.

At the time of writing this report, the 2010 Census data for age and family incomes had not yet been released. This report will be updated once the 2010 Census data is released.

Chart 6: Family Incomes



Source: Census, 2000.

Permit Activity

Table 6 breaks shows non-residential permit activity in the Northside study area since 2000. Most of the non-residential permits were for neighborhood and general commercial projects, at 47.9 percent and 26.8 percent respectively. These permits represent a variety of uses including warehouse, auto related business, office, and convenience and retail store developments.

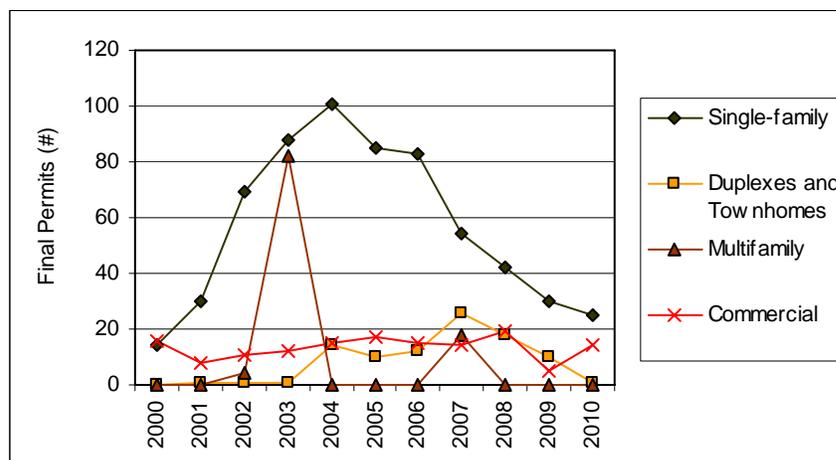
Data for residential permits indicates single-family as the predominant activity (see Chart 7). The Northside study area saw little duplex, town-home, and apartment construction over the past ten years. An exception occurred in 2003, when about 80 multi-family units were constructed.

Requests for new single-family building permits increased dramatically between 2001 and 2004. In subsequent years, single-family building permit activity fell nearly as dramatically. While this decline occurred throughout the city and elsewhere due to the “Great Recession,” the descent began earlier in the Northside and has therefore lasted longer.

Description	2000-2003	2004-2007	2008-2010	Total	Percent
Airport	1	0	0	1	0.7%
General Commercial	12	16	10	38	26.2%
Institutional	3	5	6	14	9.7%
Light Industrial	6	9	8	23	15.9%
Neighborhood Commercial	24	31	14	69	47.6%
Northside Total	46	61	38	145	100.0%
City Total	664	1,063	597	2,324	
Northside Share of City	6.9%	5.7%	6.4%	6.2%	

Source: City of Fort Worth, Planning and Development Department, 2010.

Chart 7: Permit Activity



Source: City of Fort Worth, Planning and Development Department, 2010.

CURRENT PROJECTS AND PROGRAMS TRANSFORMING THE NORTHSIDE

The following pages describe public projects and programs that may directly affect economic growth in the Northside or provide opportunities for influencing economic and community health in the area.

Economic Development

In December 2010, two Neighborhood Empowerment Zones (NEZs) named Northside and 28th Street/Meacham were designed in the Northside area. The City's NEZ program is intended to attract investment and developers by offering incentives that lower the cost of development. In addition, the program is available to homeowners that make qualified home improvement projects that meet minimum investment thresholds. NEZ incentives include tax abatements, development fee waivers, and lien releases. Other economic development designations in the Northside study area include a Tax Increment Financing (TIF) district and a Public District (PID).

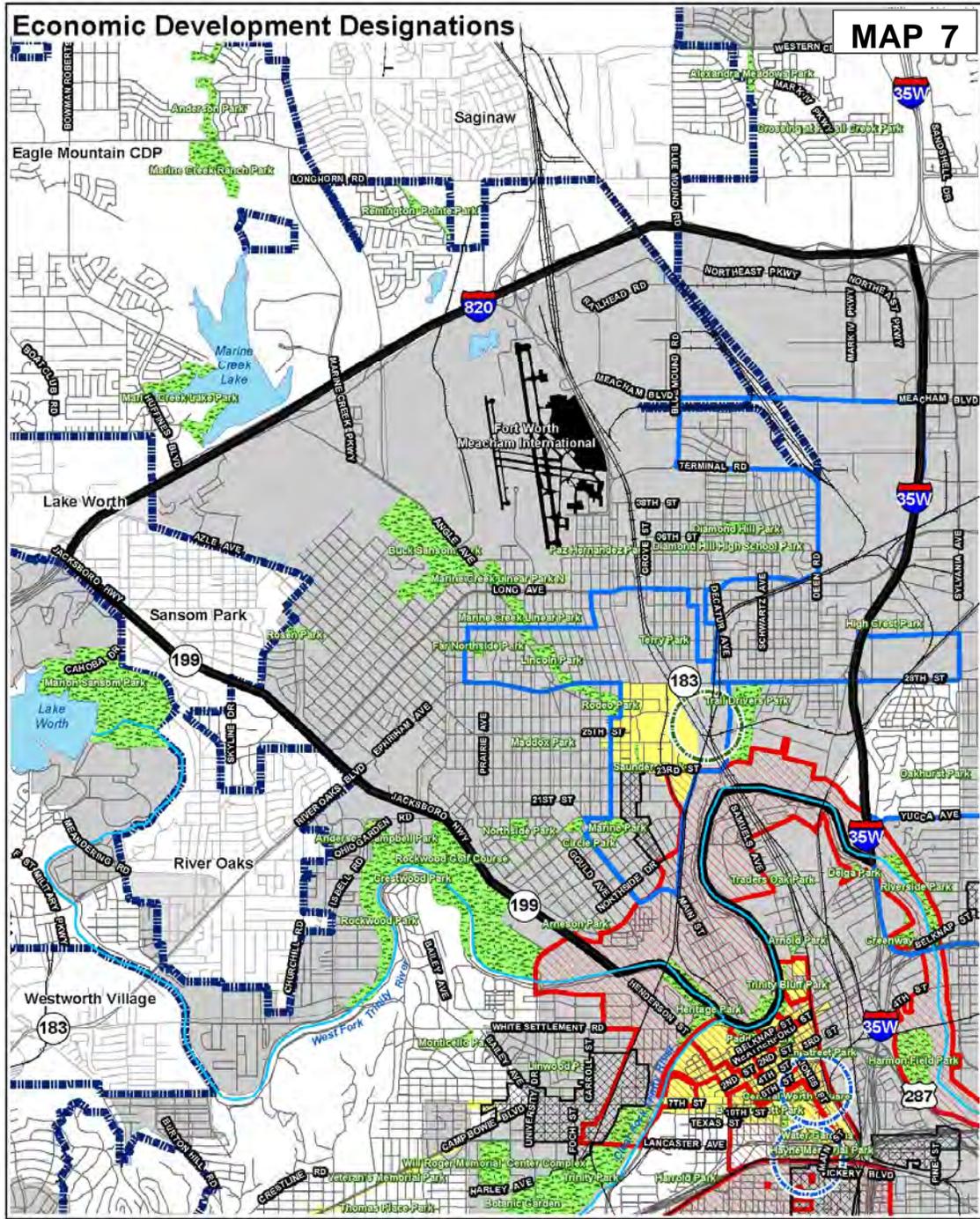
Tax Increment Financing District 9 (Trinity River Vision TIF (TRV)) is located in the southern part of the Northside study area. TIF 9 (TRV) was designated in 2003 and created to promote redevelopment along the Trinity River, while creating mixed-use development and utilizing Gateway Park as hydraulic valley storage to provide the necessary flood protection associated with the TRV's bypass flood control project.

The Stockyards PID, located between 28th and 23rd streets, was designated in 2003 and includes approximately 192 acres and 175 property owners. PID funds are raised from a special assessment of 12¢ per \$100 property valuation that is applied to properties located in the PID. The Stockyards PID funds various public events and marketing activities in the Stockyards.

Map 7 displays the City's economic development designations in the Northside. See Economic Development Tools in Appendix B for more information on the tools associated with the NEZ, TIF, and PID designations.

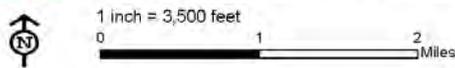
Historic Preservation

As one of Fort Worth's early settlements, the Northside area has many historic structures. The 1988 Tarrant County Historic Resources Survey report lists 225 historic resources in the Northside area. These historic resources include residential, commercial, religious, and other structures. Currently, the Northside area includes three National Register Historic Districts — Historic Stockyards, Grand Avenue, and the Marine Commercial District. In addition, the area includes the Circle Park Conservation District. Potential historic designations include the southern end of Main Street and hangars located at Meacham International Airport, particularly an original hanger from the very first years of American Airlines. The Northside's historic designations and properties are displayed on Map 8.

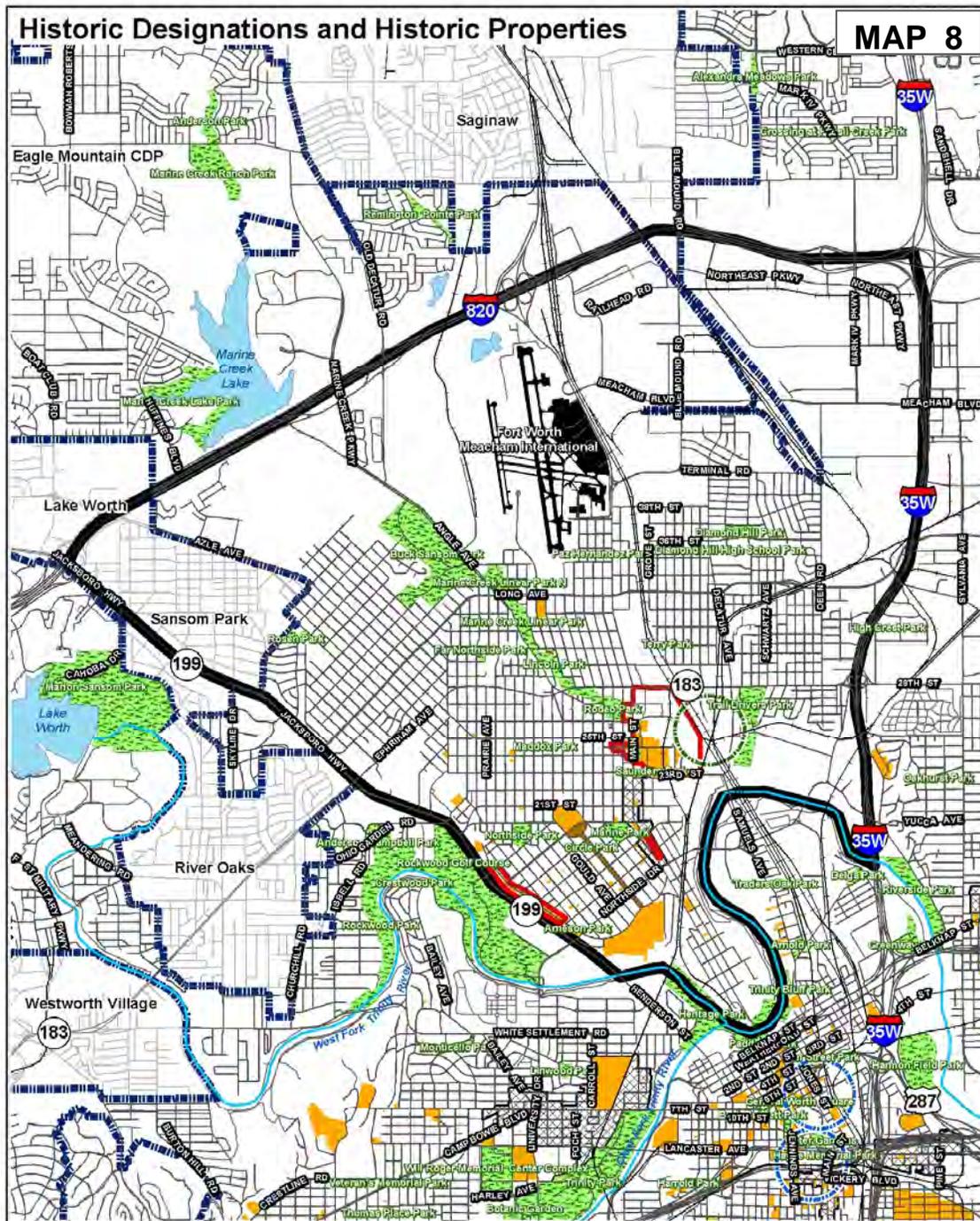


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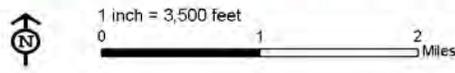
- Northside Study Area
- Fort Worth City Limits
- Existing Transit-Oriented Development (TOD)
- Potential Transit-Oriented Development (TOD)
- Urban Village
- Railroad
- CDBG Eligible Area
- Public Improvement Districts (PIDs)
- Tax Increment Financing District (TIF)
- Neighborhood Empowerment Zone (NEZ)



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- Legend**
- Northside Study Area
 - Fort Worth City Limits
 - Existing Transit-Oriented Development (TOD)
 - Potential Transit-Oriented Development (TOD)
 - Urban Village
 - Railroad
 - National Historic District
 - Historic Zoning Designation
 - Conservation District



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Wayfinding

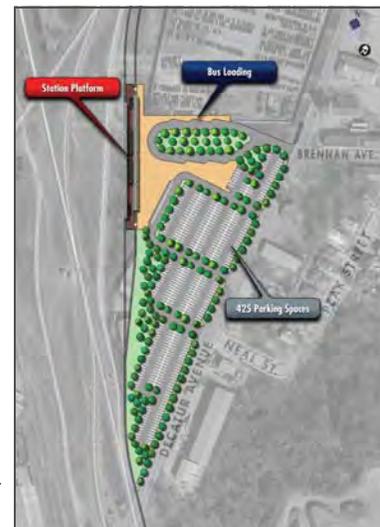
A Wayfinding project currently in design will develop a signage and information system that directs visitors to Fort Worth’s three major destinations — the Historic Stockyards, Downtown, and the Cultural District. The project includes two components: a signage system and an interactive website. The signage system will direct vehicular and pedestrian traffic within the three visitor districts, and will provide information about attractions, parking facilities, bus routes, and transit stations. The interactive website will include the same information, but in a web-based interactive format. A parking component to the website is already online.



Transportation

The Fort Worth Transportation Authority (The T) is developing plans for a commuter rail line in the Southwest-to-Northeast Rail Corridor, across Tarrant County. Currently known as Tarrant Express or TEX Rail, the proposed commuter route follows rail lines from Sycamore School Road in southwest Fort Worth, through downtown Fort Worth, northeast to downtown Grapevine and then into the north entrance of the Dallas-Fort Worth Airport. There are several proposed station sites in Fort Worth including the proposed Stockyards Station in the Northside area (see conceptual station plan to the right). The T will be seeking a funding grant from the Federal Transit Administration News Starts program. Additional information about TEX Rail project can be viewed at <http://www.sw2nerail.com>.

North Tarrant Express (NTE), the 13-mile improvement project along Northwest Loop 820 and SH-121/183, is planned for construction this fall and will nearly double the capacity along the Northwest Loop 820 corridor. As part of its master development plan for the area, the developer, NTE Mobility Partners, has submitted a proposal to the Texas Department of Transportation (TxDOT) that would rebuild 10 miles of I-35W (from I-30 to U.S. Highway 287), including the interchange. This public/private partnership between the state and NTE Mobility Partners would yield a \$2.7 billion modern transportation corridor, with the state investing only \$287.5 million — a 10-to-1 leveraging of state resources. The highway and interchange improvements would be complete at least a decade earlier than traditional funding models would have allowed — and at a fraction of the cost — at a time when TxDOT has stated there will be no new money for constructing added transportation capacity projects beginning in 2012.



At-grade freight rail improvements to the Tower 55 project could assist freight rail users in the Northside by providing more efficient goods movement to area businesses. TIGER II federal funds have been awarded for at-grade improvements that will add approximately 18,000 feet of

new track through the congested rail intersection in downtown Fort Worth.

Bike Fort Worth is the City's comprehensive bicycle transportation plan for developing a friendlier bicycle environment. Recommendations for supportive policies, programs and facilities are included to increase bicycle transportation within the City of Fort Worth. Implementation of this plan will provide a safe and attractive alternative mode of transportation. The Bike Fort Worth plan identifies existing and proposed on- and off-street facilities, and describes policies and programs to improve bicycling conditions for people who use their bicycle instead of a vehicle to get to destinations as well as for recreation. The bikeway network identified in this plan primarily describes on-street facilities, but off-street multi-purpose trails can provide connections as well. Existing and future off-street trails are included as well, with special focus on those that provide connectivity to the on-street system and the regional bicycle transportation network. On-street bicycle routes (existing and proposed) and the Regional Veloweb are located in the Northside study area. The Regional Veloweb is a 644-mile, designated off-street trail network that has been planned to provide bicycle and pedestrian connections in the Dallas-Fort Worth metroplex. The entire *Bike Fort Worth* plan can be viewed at <http://www.fortworthgov.org/bikeFW/>.



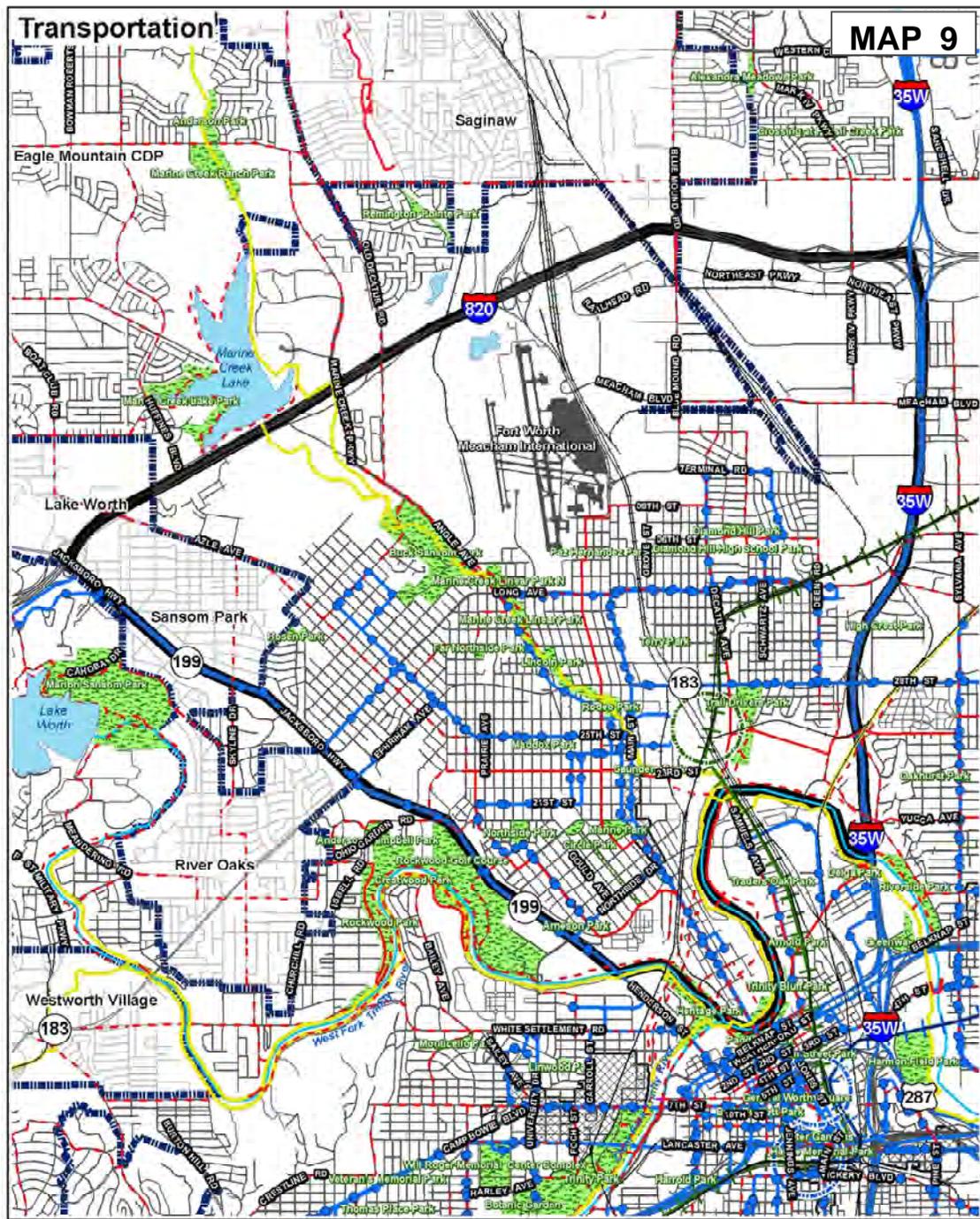
At the time of the Northside Economic Development Strategy Workshop, the City was working with a consultant team to evaluate the potential for developing a modern streetcar system in Fort Worth. Historically, streetcars were popular in most U.S. cities before World War II. Fort Worth had an extensive streetcar system at the beginning of the 20th century, but it was discontinued by the late 1930s. Streetcar systems are making a comeback in a number of cities because of their demonstrated ability to provide an attractive transit option for locals and visitors, while serving as a catalyst for pedestrian friendly transit-oriented development (TOD). On October 5, 2010, the City's modern streetcar consultant presented a proposed multi-part starter alignment to the City Council. The proposed modern streetcar alignment would have served the Trinity Uptown area of the Northside via North Main Street. However, on December 7, 2010, the City Council voted to terminate the streetcar study.

Current and proposed transportation systems are displayed on Map 9.

Meacham International Airport

Currently, the Aviation Department is addressing Meacham's connectivity to surrounding land uses and its visual appearance. Approximately \$500,000 is allocated for streetscape planning and possibly \$500,000 for implementation. A complete renovation of the terminal building is planned. In addition, airport development zones are planned to address specific areas of Meacham Airport, such as property around the terminal building and undeveloped land along Lincoln Avenue. The airport's planned improvements originate from a zone planning study completed by URS in 2010. The zone plan can be viewed at: <http://www.fortworthgov.org/aviation/meacham/>.

CURRENT PROJECTS AND PROGRAMS TRANSFORMING THE NORTHSIDE



Legend

- Northside Study Area
- Fort Worth City Limits
- Existing Transit-Oriented Development (TOD)
- Potential Transit-Oriented Development (TOD)
- Urban Village
- Railroad
- Bus Route
- Bus Stop
- Existing Commuter Rail
- Proposed Southwest-to-Northeast Commuter Rail
- Bike Routes
- Existing Bike Route
- Regional Trail System (Veloweb)
- Proposed Bike Route



NOTE: The modern streetcar consultant has recommended an alignment that includes a Phase 1 extension to serve Inmy Uptown. City Council will not act on this recommendation until at least November 2012.

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Environmental Issues

Environmental issues in the Northside are mainly the result of past industrial uses. These environmental issues include 59 brownfield sites. Funds are currently available for assessing and remediating brownfield sites. The City's Brownfield Program includes \$400,000 in grant funding for Phase I and Phase II Environmental Site Assessments, and \$800,000 for cleanup loans to address environmental conditions (e.g., removal of petroleum-impacted soils).

The southern part of the Northside study area has a Municipal Setting Designation (MSD). An MSD prohibits the potable use of identified shallow, perched groundwater. In Fort Worth, this shallow groundwater is generally of such low volume and poor quality that it will never be used as a drinking water source. MSDs were enacted by the Texas Legislature in 2003 and the implementing program is administered by the Texas Commission on Environmental Quality (TCEQ). Current environmental issues in the Northside area are displayed on Map 10.

Storm Water

Currently, sixteen storm water projects are planned for the Northside including the Lebow Channel. The City estimates approximately \$48 million is needed between now and 2016 to address the area's flooding problems. Storm water utility fee increases would be needed in order to fund later projects.

The City is currently seeking additional funding sources to address the Lebow Channel projects that include:

- ❑ Eliminating all dangerous low-water crossings,
- ❑ Acquiring flood-prone properties from 36th Street to Trail Drivers Park,
- ❑ Enlarging and restoring natural channel conditions,
- ❑ Constructing a detention basin,
- ❑ Replacing undersized underground facilities, and
- ❑ Improving major roadway crossings.

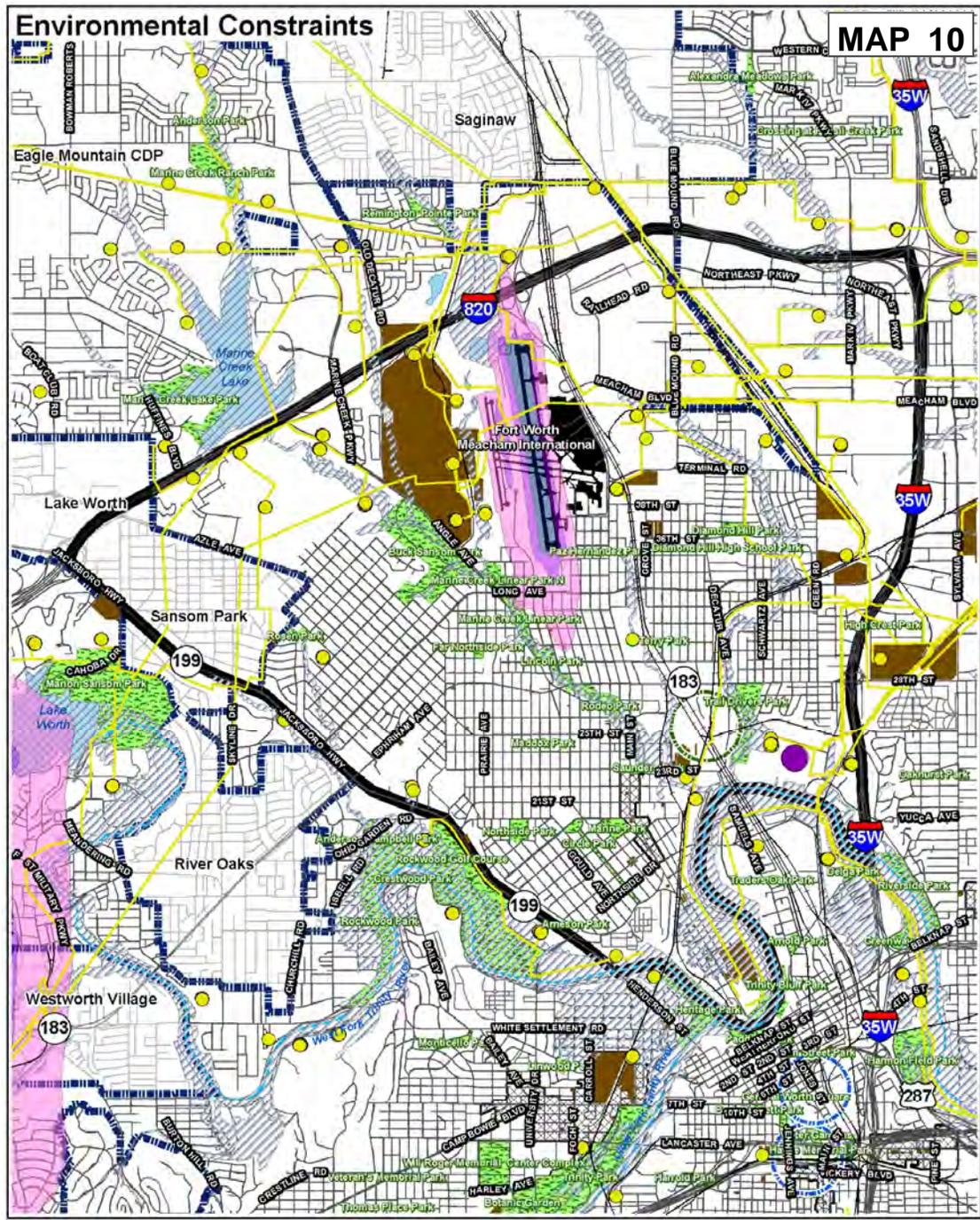


In addition, alignment for a bike path and public art features are planned.

The rendering above shows planned improvements underway at 28th Street and Decatur Avenue, the first of three bridge crossings to be replaced as part of a multiphase drainage project. The other two bridge crossings, located at Dewey Street and Brennan Avenue, as well as the remaining channel improvements, are in the design process and will be constructed over the next several years.

Funded capital projects are displayed on Map 11.

CURRENT PROJECTS AND PROGRAMS TRANSFORMING THE NORTHSIDE



Legend

Northside Study Area	Urban Village	Closed Landfill	65
Fort Worth City Limits	Railroad	100-Year Flood Plain	70
Existing Transit-Oriented Development (TOD)	Gas Well	Brownfield	75
Potential Transit-Oriented Development (TOD)	Gas Pipeline		

1 inch = 3,500 feet

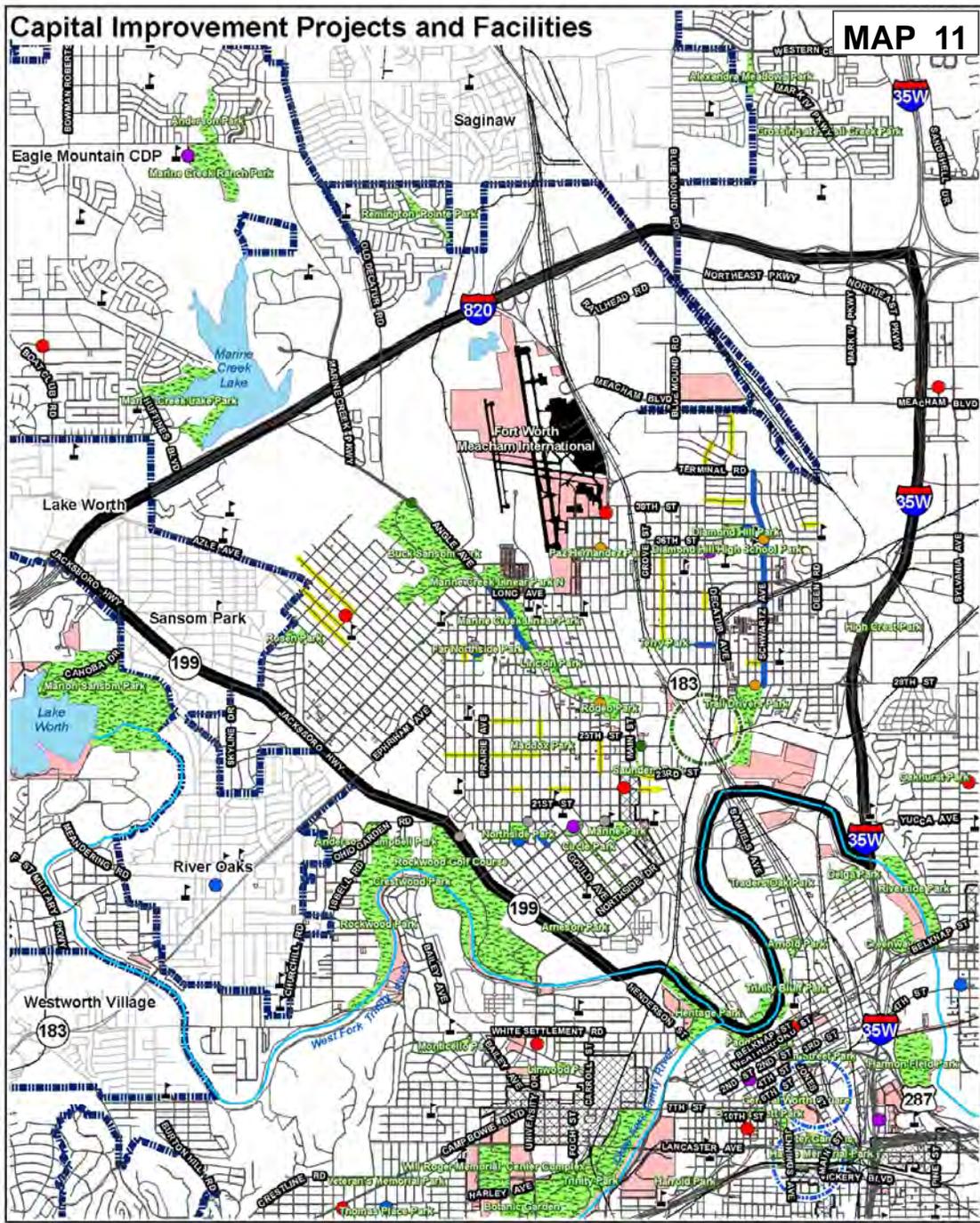
0 1 2 Miles

Airport Noise Contour
Decibel Level

65
70
75

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FORT WORTH



Legend

		Funded Capital Improvements Projects

1 inch = 3,500 feet
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Park Improvements

- ❑ Buck Sansom Park – Improvements include 3,000 linear feet of trail renovation with new signage and benches; renovation/reconstruction of park roads and parking lot; new pedestrian bridge/embankment protection; renovation of one soccer field and two softball fields; new 20' x 20' shelter; picnic/games tables; drinking fountains; and 2,000 linear-foot nature trail loop with interpretive signs and linkage to Huerta Elementary School and natural area enhancements.
- ❑ Marine Creek Linear Park North – Improvements include trail renovation and a new unlighted soccer field.
- ❑ Marine Creek Linear Park – Improvements include establishment of riparian plantings and wildlife habitat; fishing/canoe launch; informational kiosk; trail renovation (including the Long Street underpass); interpretive outdoor education area with signage and seating area; new trail loop; and renovation of existing low water crossing to establish an accessible route.
- ❑ Lincoln Park – Improvements include establishment of riparian plantings and wildlife habitat; erosion control at headwall (near the intersection of Refugio Street and Loraine Street); replacement of playground; renovation of existing 20' x 36' picnic shelter with new picnic tables; renovation of existing sand volleyball court, new overlook adjacent to Marine Creek; and benches and a drinking fountain.
- ❑ Rodeo Park – Improvements include renovation of a multi-purpose ball field/soccer field to include lighting, irrigation and bleachers; trail renovation; stream bank erosion control; benches, and a drinking fountain.

CURRENT GAME CHANGING PROJECTS AND PLANS

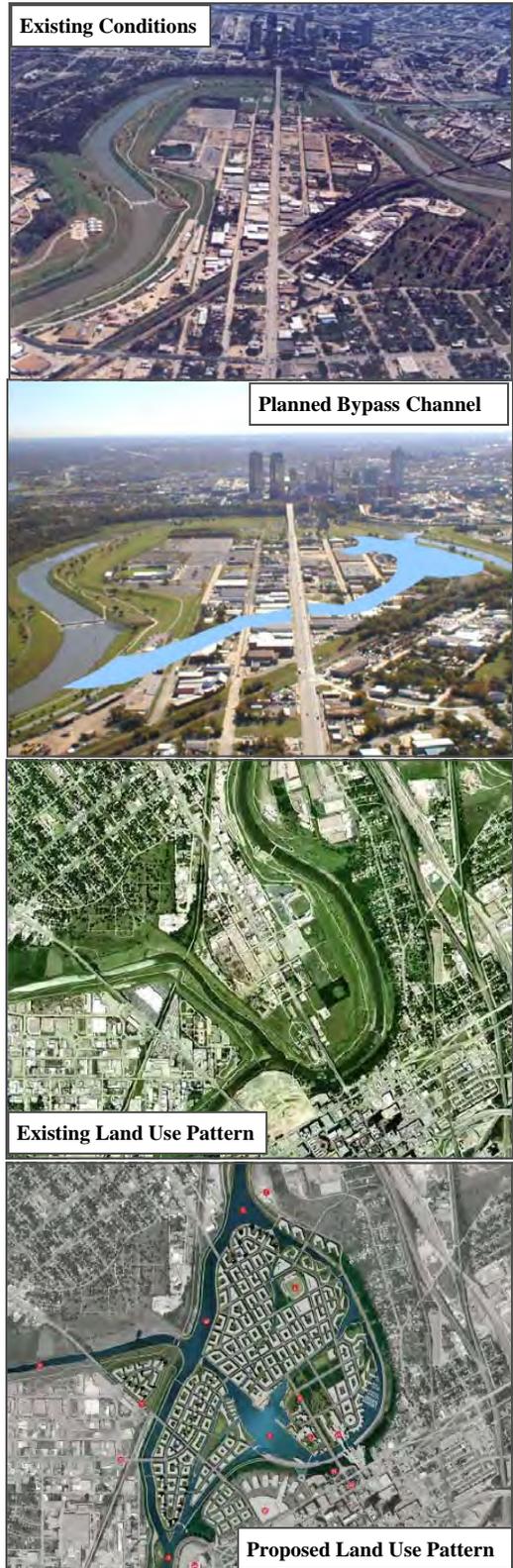
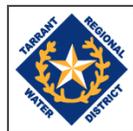
Trinity River Vision and Trinity Uptown

Encouraged by community volunteers in the 1980s, developed by urban designers and specialty consultants in the 1990s, and adopted by City Council in 2003, the Trinity River Vision Master Plan encompasses 88 miles of the Trinity River and its greenbelts and tributaries throughout the Fort Worth area. The vision has always been to advocate for this natural resource, keeping the river beautiful, accessible, enjoyable, and productive while making sure it remains a valuable asset for the entire community.

The plan focuses on eight segments of the Trinity River and its tributaries: Clear Fork North, Clear Fork South, Marine Creek, Mary's Creek, Sycamore Creek, West Fork East, West Fork West, and the Central City area now called Trinity Uptown. It considers environmental quality, conservation, recreation facilities, trail developments, reforestation, beautification, and linkage to neighborhoods, downtown, and other special districts. The plan also addresses adjoining land uses, transportation, and how other facilities best complement and benefit from the greenways.

The aerial photo images to the right display existing conditions, the location of the planned bypass channel and a future development scenario.

In 2006, the Trinity River Vision Authority was created to manage the Trinity River Vision project. The project involves the major partners listed below, a seven member board of directors, and a 59-member citizens advisory committee to provide project partners with direction and feedback throughout the project timeline.



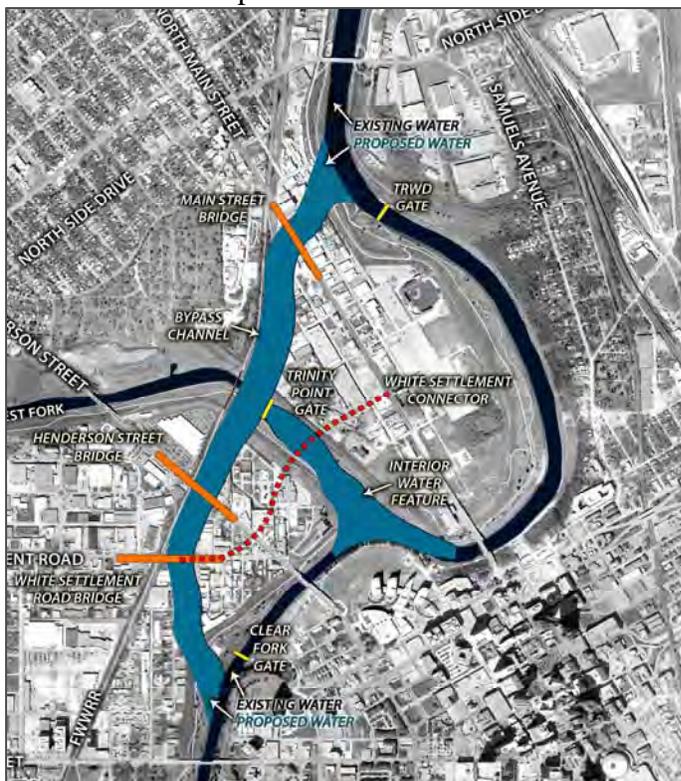
The most well-known of all Trinity River Vision projects is the plan to create an urban waterfront community just north of downtown, in the Northside study area, called Trinity Uptown. Trinity Uptown consists of two parts:

- 1) A public infrastructure component that includes a new 1.5-mile bypass channel, three bridges, floodgates, a new dam, and pedestrian amenities; and
- 2) A private mixed-use development component that is expected to occur as a result of the public infrastructure investment. It is envisioned that 10,000 housing units and 3,000,000 square feet of commercial, retail and educational space will be created in Trinity Uptown, thereby making it possible for Fort Worth residents to live, work, play and learn near the river.



Model of Trinity Uptown.

The bypass channel will redirect flood waters around the low lying area to the north of downtown. Because the bypass channel will be carrying water so quickly in times of flooding, areas where water can be stored before moving downstream will be critical. This is where valley storage comes into play. Valley storage is constructed to hold various amounts of water for short periods of time while river levels regulate after a flood. Three flood gates



Planned bypass channel, bridges, and flood gates.

will be installed at the portions of the river where the bypass channel and the original river intersect. These gates will remain open at most times, but can be shut during high water events – forcing water through the bypass channel.

A dam will be put in place near Samuels Avenue keeping the upstream water at a constant level at all times. The dam will also have a channel lock component, allowing boats to travel from Marine Creek in the Stockyards all the way to Trinity Park.

Three bridges will span the bypass channel, providing vehicles and pedestrians with access between Uptown and Northside neighborhoods.

The Trinity Uptown plan will provide approximately 10 additional miles of pedestrian trails in the project area. These new trails will provide connectivity to existing trails and create linkages with neighborhoods and cultural amenities. The addition of new trails is concentrated largely along the east and west sides of the bypass channel and adjacent to the urban lake feature. The east side of the proposed bypass channel is envisioned as a "hard" edge with upper- and lower-level pedestrian walkways. These walkways will be hard surfaced and used for a variety of activities including walking, jogging, bicycling, and rollerblading. The west or "soft" edge of the bypass channel will be designed as a park-like natural setting with trails along a greenbelt.



Model of the proposed bridges.



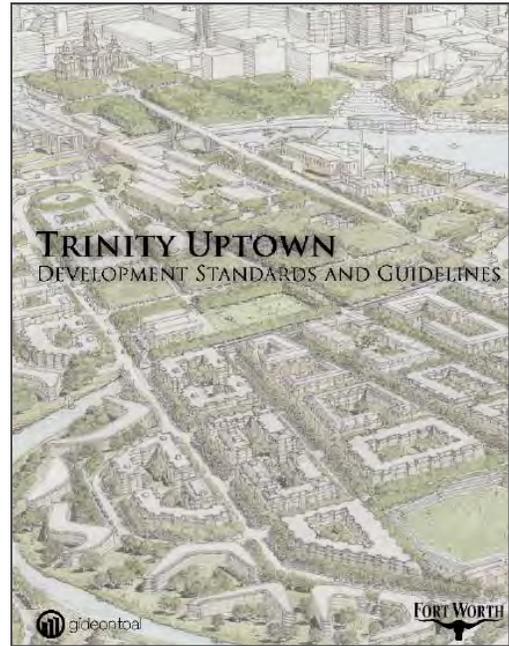
Picnic areas, park benches and landscaping will be used along the trails to create a place for the public to connect to the river and the environment. Trails are also planned in this section of greenbelt for horseback riding, and pedestrian bridges are proposed to provide easy access to the trail system. The area will also be designed to accommodate a variety of boating activities. Anticipated water sports include canoeing and kayaking. Low-clearance public excursion boats and small passenger ferryboats are also expected. As mentioned earlier, the construction of a dam at Samuels Avenue will provide a controlled water surface elevation with minimal water fluctuation. This allows the bypass channel, urban lake, and existing interior river channel to become a 3.5-mile boating loop. The dam will also make it possible to take a boat from downtown Fort Worth to the Stockyards via the West Fork of the Trinity River and Marine Creek.

Open spaces are being incorporated in the design of the project for various purposes. These spaces will generate additional recreation and could include features such as soccer fields or nature centers. The western edge of the bypass channel is envisioned as a linear park using trees and grasses to enhance the open space. Other proposed open space would typically be associated with valley storage mitigation and ecosystem improvement areas and are primarily located upstream and downstream of the immediate project area.

For more information, please visit the following website: <http://www.trinityrivervision.org/Projects/CCTU.aspx>.

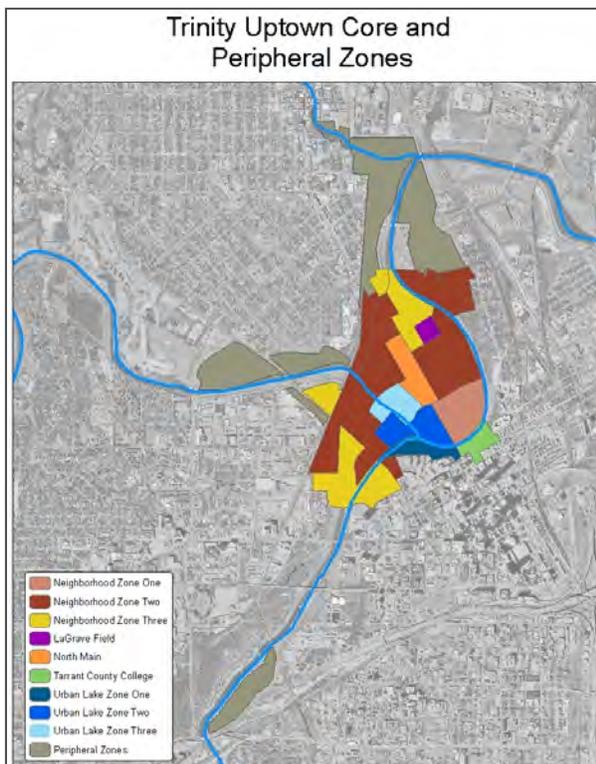
Trinity Uptown Development Standards and Guidelines

The primary purpose of the Trinity Uptown Development Standards and Guidelines is to promote the development of a vibrant urban waterfront district as envisioned in the Trinity Uptown Plan. Central to the Trinity River Vision are flood control infrastructure improvements that will protect the central city and help foster the development of an urban waterfront district called Trinity Uptown. Development standards and guidelines specifically tailored for Trinity Uptown are necessary to achieve this vision.



The development standards and a flexible review process are intended to promote creative design. Exceptional projects that are consistent with Trinity Uptown’s general development principles are encouraged. Unlike conventional zoning classifications, the Trinity Uptown zoning district focuses on the form of future development and does not emphasize the segregation of land uses. The standards and guidelines should help create a livable and sustainable district possessing a strong sense of place. Although the standards and guidelines provide specific guidance to developers, the development review process overseen by the Urban Design Commission allows flexibility and should foster creative design approaches to both private and public development.

However, non-conforming exceptional projects are also encouraged.

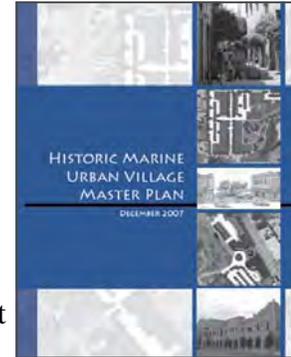


The Trinity Uptown Development Standards and Guidelines document is intended to present the standards and guidelines in a user-friendly format, with illustrative diagrams and photographs not found in conventional ordinances.

For additional information on the Trinity Uptown Development Standards and Guidelines, please visit <http://www.fortworthgov.org/planninganddevelopment/design.aspx?id=12598>.

Historic Marine Urban Village Master Plan

The Historic Marine Urban Village Master Plan document sets out a short- and long-term vision for the village. The vision was produced through a 10-month planning process with area stakeholders that included residents, civic organizations, and business owners. The master plan recommendations are shown on the map below and include the following features.



- ❑ Plaza/Roundabout — the recommended location for a public plaza is across from the Mercado Building arcade, between North Main Street and Ellis Street. This location currently has a small food establishment with the rest of the area being asphalt. It is well suited as a central plaza due to its central placement along Main Street, as well as its ability to connect the village core to Marine Park.
- ❑ Mixed-Use Developments with Appropriate Residential — a mixed-use building and limited service hotel are recommended on the sites surrounding the proposed plaza.
- ❑ Developing Trails and Open Space in the Village — one of the unique natural attributes of the Historic Marine Urban Village is its proximity to parks and open space. The development of trails and pedestrian walkways throughout the urban village greatly enhances the pedestrian experience, connecting active mixed-use buildings with well designed open spaces and natural areas. The Trinity River, Marine Park, and Circle Park are all great open spaces for pedestrians.
- ❑ Improvements to Alleyways — the enhancement of existing alleyways will complement the planned trails and open space connections. The buildings east of Main Street and Commerce and north of Central Avenue contain a unique pedestrian alleyway.



Historic Marine Urban Village Master Plan.

For more information about the Historic Marine Urban Village Master Plan, please visit: <http://www.fortworthgov.org/planninganddevelopment/urbanvillages/default.aspx?id=12486>.

KEY OPPORTUNITIES

Many opportunities exist in the Northside. However, the three opportunities described below were identified by the consultant team as having the ability to play a key role in shaping the economic future of the Northside.

Trinity River Vision and Trinity Uptown Projects

The Trinity River Vision Master Plan encompasses 88 miles of the Trinity River and its greenbelts and tributaries throughout the Fort Worth area. The plan focuses on eight segments of the Trinity River and its tributaries, including the Central City area now called Trinity Uptown.



The adopted Trinity Uptown Plan proposes an urban lake and publicly accessible waterfront surrounded by vibrant, mixed-use neighborhoods. The redevelopment of this area will increase the City of Fort Worth's tax base by bringing interest and investment back to the central city and encourage citizens to live, work, play, and learn in this urban setting.

The Trinity Uptown project will create an attractive urban waterfront community just north of downtown within the Northside study area. The detailed plan for development of Trinity Uptown will be implemented through the City's Trinity Uptown Development Standards and Guidelines.

Meacham Airport Development

The City of Fort Worth Aviation Department is currently addressing Meacham's connectivity to surrounding land uses as well as its visual appearance. Several efforts are planned or underway that could increase the prominence of Meacham Airport as an economic driver for the Northside.

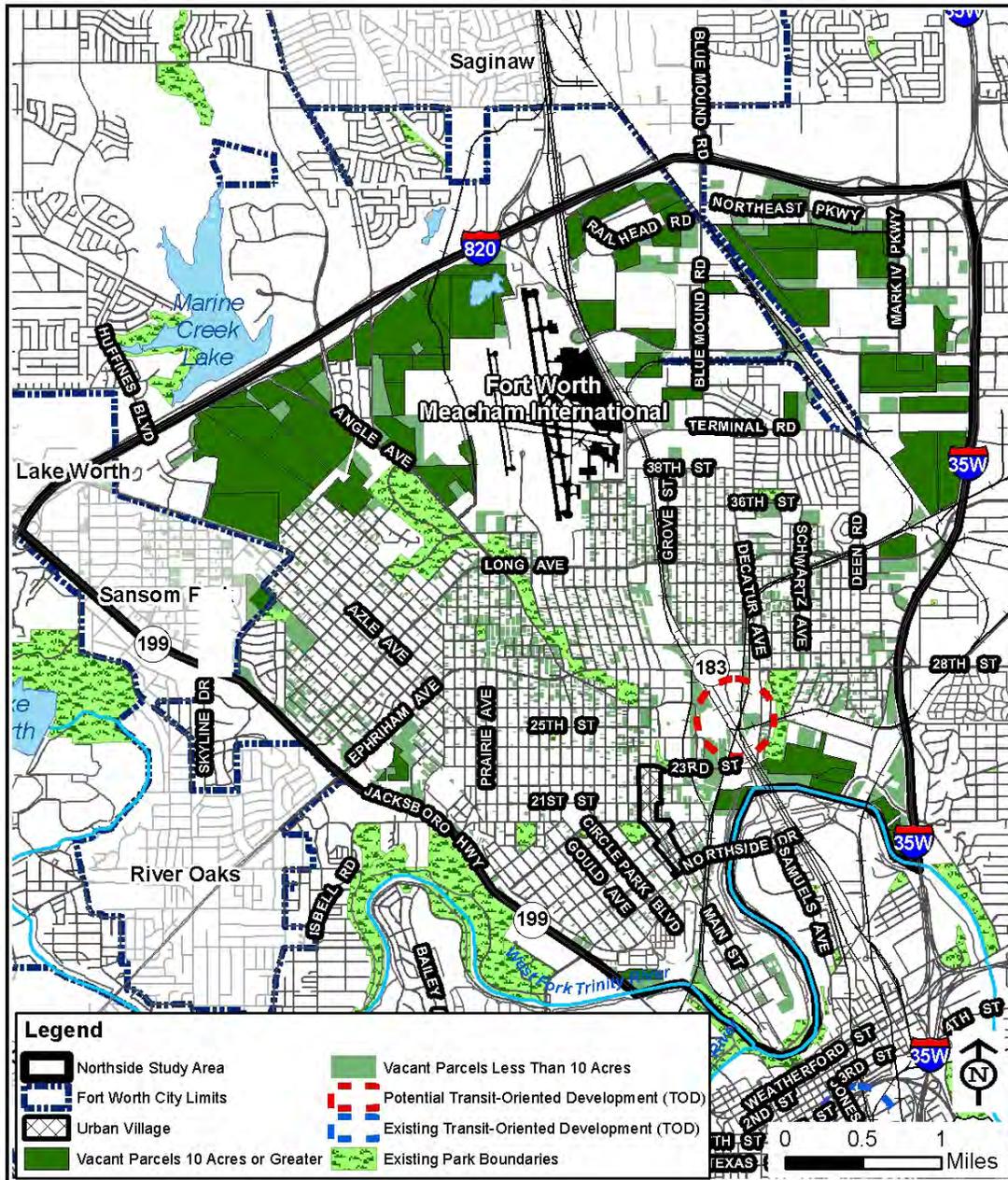


As highlighted in the Current Projects section, the Aviation Department recently allocated approximately \$500,000 for streetscape planning. Another \$500,000 may be available for implementation. A complete renovation of the terminal building is planned. In addition, airport development zones will be created to address specific areas of Meacham Airport, including property around the terminal building and undeveloped land along Lincoln Avenue.

Abundant Vacant Land

One of the major assets in the Northside is the large amount of vacant land within its boundaries. According to the latest data from the North Central Texas Council of Government, approximately 3,128 acres of vacant land exists in the Northside. This vacant land occupies 31 percent of the total Northside land area of 9,934 acres. The largest tracts are located mostly along Northwest Loop 820.

Map 12: Vacant Land



BARRIERS TO INVESTMENT

For the Northside area to reach its full potential, barriers to investment need to be identified and addressed. Based on stakeholder input and their analysis of existing conditions, the consultants identified the following barriers to investment. Not all the barriers carry equal weight, but each should be addressed as part of a comprehensive redevelopment plan for the area.

Table 7: Investment Barriers

Market/ Social	Physical	Financial/ Regulatory	Political/ Organizational
High percentage of renters in single-family housing	Excessive vacant land at 31.5%	Limited dollars in the hands of residents	Large Northside geography
Reluctance to sell	Gaswells	Redevelopment (financial) obstacles	Negative perceptions of area
Reluctance by residential owners to assume debt to renovate/rehabilitate property	Poor gateways	Industrial zoning allows undesirable uses	No unified vision
Duplexes in poor condition	Limited parks and sports facilities	No standards for housing retrofits	No organization to keep vision
Few area residents employed by Northside employers	Limited parking	Blighted properties	Limited branding of Northside
Inaccurate demographics (understated numbers)	Environmental contamination	No consistency in design/ use on corridors	
Market demand and timing	Property owner inertia	Code enforcement issues exceed resources	
Fragmented retail	Topography (Marine Creek)		
Lack of convenience retail	Road conditions		
Reluctance by some commercial developers to reinvest	Location of salvage/ recycling facilities		
Crime (real and perceived)			
Declining education statistics			
Takes long time to educate existing cultures			
Immigration			
Neighborhood divisiveness			
Residents relocating to other neighborhoods			

RECOMMENDATIONS

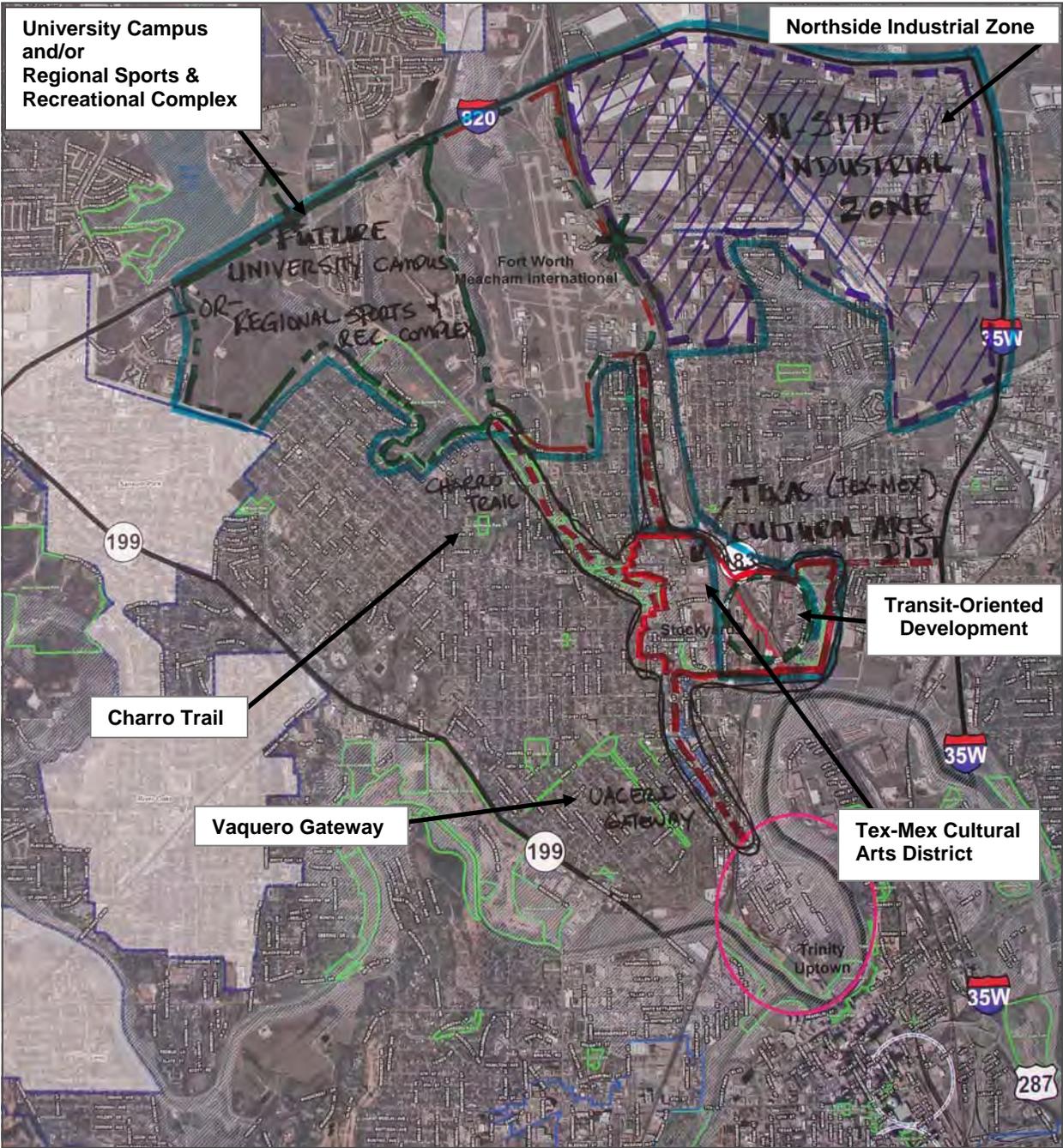
Based on stakeholder input and an assessment of the opportunities and assets in the Northside study area, the consultant team recommended the following objectives and associated implementing projects to stimulate economic development and enhance community vitality on the Northside:

- ❑ Non-Profit Redevelopment Corporation
- ❑ Northside Cultural and Entertainment Arts District
- ❑ Charro Trail and Vaquero Gateways
- ❑ University Campus and Regional Sports & Recreation Complex
- ❑ Heavy Industry Relocation
- ❑ Northside Industrial Zone
- ❑ Neighborhood Stabilization, and
- ❑ Northside/Stockyards Station Transit-Oriented Development

Each of these proposed objectives and associated implementing projects is described in the following pages. Major strategies recommended by the team included endowing the proposed non-profit redevelopment corporation with broad responsibilities and appropriate funding sources. Other implementation strategies are highlighted in the following pages, and each objective's implementing projects are described in the accompanying Action Plan.

To broadly illustrate the Northside redevelopment concepts identified during the workshop, the consultant team developed a redevelopment concept map. Map 13 depicts the location and extent of the major Northside redevelopment recommendations described in this document.

Map 13: Redevelopment Concept Map

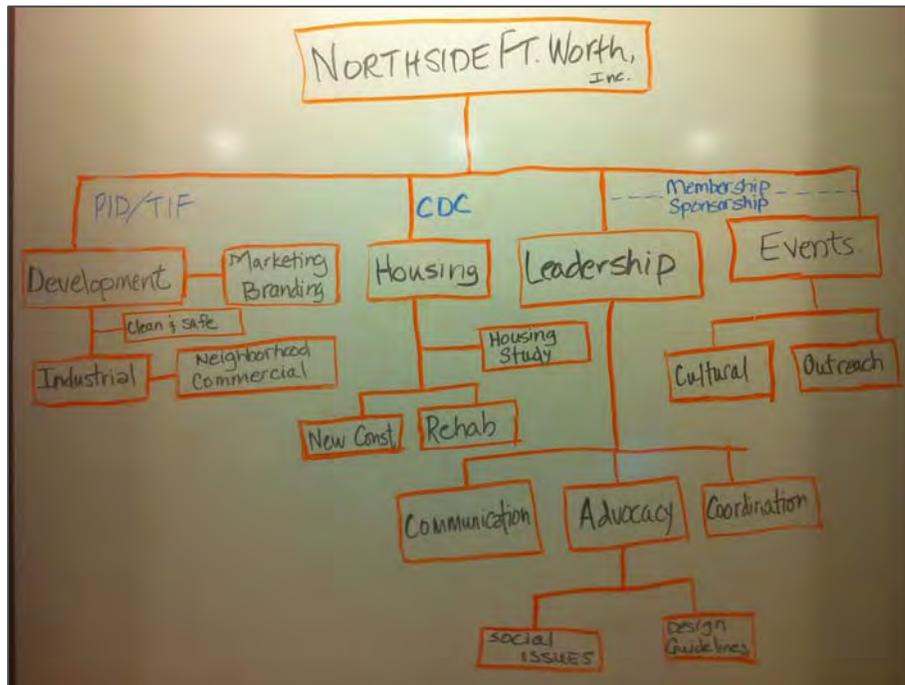


Source: Consultant team, October 21, 2010.

Non-Profit Redevelopment Corporation

The consultant team recommended the creation of a non-profit redevelopment organization to oversee and manage the redevelopment of the Northside. Short-term funding recommendations included seeking foundation and bank grants, Community Reinvestment Act funds, corporate and private donations, and membership fees. Long-term funding recommendations included revenue generated from a public improvement district (PID) and/or tax increment financing (TIF) district.

Chart 8: Recommended Organizational Structure



A PID and/or TIF district is recommended to fund development and marketing and branding activities. PID funds could be used for additional security, clean-up of sidewalks and other public right-of-way areas, marketing, and other activities as determined by the PID board of directors. A TIF district could fund infrastructure projects. Both a PID and TIF district require City Council approval, and funds must be spent for specified activities within a designated boundary.

A community development corporation (CDC) could be established to implement housing rehabilitation and new construction programs. Federal, state, and local grant funds can be pursued for this activity.

Northside Cultural and Entertainment Arts District

The Northside area is home to one of Fort Worth's major tourist attractions, the Fort Worth Stockyards Historic District. The Stockyards Historic District attracts approximately 1.5 million visitors annually. Centrally located in the Northside study area along North Main Street, the theme of the Stockyards is cowboy and western culture. From the old brick streets, the historic commercial buildings featuring western-style architecture, the rodeo arena, and the redeveloped former stock pens, the historic Stockyards recalls the vibrant rough-and-tumble of a by-gone western era. The Fort Worth Herd's daily longhorn cattle drive re-enactment is an example of the many entertainment activities in the district that complement the cowboy and western culture theme.



The Fort Worth Herd daily cattle drive is a popular tourist attraction in the Stockyards.

The Northside also is home to numerous long-standing popular Mexican restaurants that offer a range of Mexican cuisine, representing various regions of Mexico and other Latin countries. Some of the Northside Mexican restaurants are operated by the descendants of early restaurateur families like Joe T. Garcia's.

The Stockyards and the Mexican restaurants bring a substantial amount of tourist dollars to the Northside and Fort Worth as a whole. The Stockyards and the surrounding Mexican restaurants—including those in the nearby Historic Marine Urban Village—represent an opportunity to encourage, enhance, and expand cultural heritage tourism in the Northside.

As reported by the National Trust for Historic Preservation's Cultural Heritage Tourism 2010 Fact Sheet, the definition and benefits of cultural heritage tourism are:

Cultural heritage tourism means traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes irreplaceable historic, cultural and natural resources.

In addition to creating new jobs, new business and higher property values, well-managed tourism improves the quality of life and builds community pride. According to a 2009 national research study on U.S. Cultural and Heritage Travel, ...78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling—translating to 118.3 million adults each year. Cultural and heritage visitors spend, on average, \$994 per trip compared to \$611 for all U.S. travelers. Perhaps the biggest benefits of cultural heritage tourism, though, are diversification of local economies and preservation of a community's unique character.³

Clearly, cultural heritage tourism can benefit a community's local economy. Communities that are fortunate to have historic and cultural assets can improve their tourism competitive advan-

tage by investing in and marketing these assets.

Based on feedback from stakeholders of the Northside workshop, many expressed a recognition of the importance of the Stockyards and agreed that it should be enhanced in order to bring more visitors to the area. A number of stakeholders expressed the desire to expand the cowboy and western theme to include more information and activities about early Mexican cowboys—the Vaqueros and Charros.

Over the years, Stockyards business owners and stakeholders have sought ways to enhance the Stockyards in order to maintain its attractiveness to visitors. Their latest efforts began in 2007, when the Stockyards Alliance—a group of business and culture interests in the Stockyards—commissioned a master plan for the Stockyards to address the competitive position of the district and to outline a strategy to enhance the district. The master plan was completed in 2009. The Stockyards Alliance is currently determining next steps to implement some of the master plan recommendations.

The following recommendations are intended to enhance the Northside’s cultural heritage assets and to support a comprehensive cultural heritage tourism program.

- ❑ **Maintain the Stockyards as the cultural and tourism anchor of the Northside.** Implementing the recommendations from the 2009 Stockyards Master Plan will improve the physical attributes of the Stockyards and enhance visitors’ experience of the Stockyards. The Stockyards Alliance should prioritize the recommendations of the plan and seek funding for its implementation.



Recommended Tex-Mex Cultural Arts District.

- ❑ **Establish a recreational equestrian center.** An equestrian center linked to a Tex-Mex Cultural Arts District would support the success of the expanded American and Mexican cowboy theme by providing a place within the district for horse riders—especially youth—to visit and practice the horsemanship skills that were vital to the cultures being celebrated by the district.
- ❑ **Establish a Main Street Tex-Mex/Western Culinary Arts Incubator.** A culinary arts incubator would provide a formal means for those interested in Mexican, Western or Latin cuisine to learn new skills as well as hone existing skills. An active incubator program would provide a well-trained labor pool for the area’s restaurants and help spur new restaurant start-ups.
- ❑ **Create North Main Street Live-Work Art Spaces.** Live-work art spaces would be feasible in the Northside, especially along North Main Street in the Historic Marine Urban Village. Mixed-use zoning would allow the development of commercial and residential uses in

one building or on the same lot. Live-work art spaces could be created by renovating existing structures along or adjacent to North Main Street. Such live-work arrangements can stimulate the development of a strong arts community, which would enrich the cultural arts district and functionally connect the Stockyards area with the Historic Marine Urban Village.

- ❑ **Obtain a State Cultural District Designation.** The Texas Commission on the Arts (TCA) can designate Cultural Districts in Texas cities as authorized by House Bill 2208 of the 79th Legislature. TCA will consider an application for cultural district designation for places that are well-recognized, branded, and mixed-use areas with a high concentration of cultural facilities that serve as the anchor of attraction and that include a strong arts activity such as visual, performing, music, or film arts. A cultural district plan is required. Communities that have a TCA Cultural District Designation receive marketing assistance from the state and are eligible to apply for grant funds to market their district.

- ❑ **Seek technical assistance from the Texas Historical Commission.** The Texas Historical Commission (THC) offers technical assistance to communities seeking to create or enhance their cultural assets. One THC program that could benefit the Northside area is the Visionaries in Preservation (VIP) Program. The VIP program helps communities shape the future of their historic preservation efforts through visioning and planning, and provides training and assistance tailored to achieve local preservation goals. Through the VIP program, communities can accomplish the following objectives.
 - ❑ Build partnerships among diverse groups and interests.
 - ❑ Foster preservation leadership.
 - ❑ Develop unified preservation goals and action plans.
 - ❑ Receive priority status for local training and assistance from the THC.
 - ❑ Enhance capability to secure grants and funds for preservation projects.

The TCA and THC programs above could help identify additional cultural assets in the Northside that could be used to develop enhanced and new activities for the area's cultural heritage tourism program.



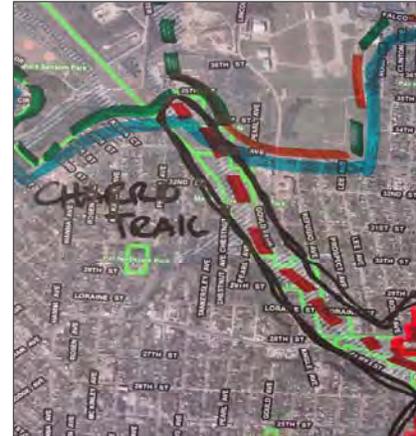
La Charra horse rider.

Charro Trail and Vaquero Gateways

Many stakeholders expressed a desire to diversify the cowboy theme—beyond the traditional American cowboy that is showcased at the Stockyards—to include the Mexican cowboy, Vaquero and Charro. A Vaquero is a cattle worker and a Charro is a performer of a Mexican rodeo called a Charreada. Historians have noted that much of modern-day ranching techniques can be traced to the Mexican Vaquero. In Fort Worth, past Vaqueros guided cattle and other livestock along the Chisholm Trail, vestiges of which are seen in the Stockyards.

Prior to the Northside workshop, this sentiment was expressed by Northside Hispanic leaders and resulted in the commission of a commemorative statute of a Mexican Vaquero, called The Vaquero de Fort Worth.⁴ When completed, the statue will be placed at the intersection of North Main Street, Central Avenue, and Ellis Avenue as a gateway to the Historic Marine and Stockyards Districts. Similar Vaquero-themed public art could be placed at other key Northside gateways.

The consultant team recommended expanding the cowboy and western cultural heritage theme of the Stockyards by creating vaquero and charro trails in the Northside. The Northside has several horse stables and horse riders are seen in parks and on wide street medians. Creation of formal trails would address the demand for trail riding opportunities that exists in the area while aesthetically improving the area with culturally-themed trails and gateways. Additionally, charreada rodeos would help attract more Hispanics to partner and participate in the Northside’s cultural heritage tourism activities.



An equestrian trail with a Vaquero and Charro theme could be developed along the existing paved trail in six adjacent parks that include Saunders Park, Rodeo Park, Lincoln Park, Marine Creek Linear Park, Marine Creek Linear Park North, and Buck Samsom Park. Located west of North Main Street, these six parks parallel Marine Creek and feed into the area recommended for a regional sports complex.

Currently, improvements are being made to existing paved trails in Buck Samsom Park, Marine Creek Linear Park North, and Rodeo Park. Public art that captures the Vaquero and Charro themes could be installed as part of the improvements or added at a later date.

In addition to celebrating the Vaquero and Charro culture, the trail would provide residents with nearby recreational opportunities, encourage the expansion of the equestrian activities that make the Northside unique within the Metroplex, and aesthetically enhance adjacent neighborhoods.

University Campus and Regional Sports & Recreation Complex

As a new game-changing development on the Northside, the consultant team recommended pursuing a satellite university campus on mostly undeveloped land located west of Meacham airport (see conceptual drawing to the right). Outside of a multifamily apartment complex and parkland, the area is undeveloped. This area is zoned mostly industrial and agricultural, and many parcels are identified as brownfield sites. Based on the large amount of undeveloped land at this location, and the expectation on the part of the consultants that the UT, A&M, and possibly Texas Tech systems are going to be further expanding their satellite campus facilities to keep up with growing demand, the consultant team identified a significant opportunity for the undeveloped Loop 820 site to become a new satellite college campus in the longer term. As a placeholder use in the near term, the consultant team recommended that a regional sports complex be developed.



A university campus would bring economic development to the Northside in the form of campus jobs and nearby service businesses. To ensure opportunities to develop an urban campus within a walkable neighborhood, the consultant team recommended that the university campus be built in a mixed-use environment. To take full advantage of the opportunity to provide complementary linkages among Northside education providers, the consultant team recommended a partnership effort with Tarrant County College (TCC), the Fort Worth ISD, Northside neighborhood schools, and Texas Workforce Development, as well as collaboration with Meacham Airport. Additionally, the academic areas of focus could be complementary to aviation, aerospace engineering, agricultural and animal sciences, and sports and recreation. The TCC Northwest campus, located just across Loop 820 from the identified site, has an aviation program that



Rendering of a university campus within a mixed-use development.

could provide prerequisite courses in support of a four-year aviation or engineering degree. A new university campus in close proximity to a TCC campus with similar academic focus areas could provide opportunities to explore new synergies between two- and four-year colleges.

Feasibility studies and other analy-

ses would be required to determine the viability of a university satellite campus at this location. Completion of these studies, gaining university system support, acquisition of funding, and other necessary actions are likely to be long-term activities. As a result, the consultant team viewed a college campus project—if deemed viable and feasible—as a long-term venture.

In the same general location, the consultant team recommended a regional sports complex as a near-term project. The sports complex would serve the existing soccer demand in Fort Worth, especially from Northside youth. Additionally, a sports complex would be complementary to a future university campus, which might be developed in phases that maximize the utility and success of both uses. Based on stakeholder input, soccer is a popular sport of Hispanic youth on the Northside. A regional soccer complex would provide an official venue for local youth and adult soccer leagues while having a regional draw. Local, regional, state and national soccer tournaments would generate economic development from teams' and spectators' needs for hotel rooms, visits to nearby restaurants, etc.



Heavy Industry Relocation

Northside Economic Development Strategy Workshop discussions highlighted a specific problem related to certain existing land uses on the Northside. The presence of heavy industrial uses along North Main Street was viewed as being incompatible with the long-term vision of the North Main Street corridor as an attractive, pedestrian-friendly street lined with revitalized neighborhood commercial uses and walkable mixed-use developments.

Currently, scrap metal recycling yards and other heavy industrial uses line North Main Street, especially north of the Stockyards Historic District. Their visual appearance, history of street litter, and associated truck traffic is viewed as an impediment to revitalization of the North Main Street corridor.



American Recycling is an example of heavy industrial uses on North Main Street.

In response to stakeholder concerns about the impacts of heavy industrial uses on the historic North Main Street gateway corridor, more appropriate locations have been sought for the purpose of relocating heavy industrial uses away from North Main Street. One potential nearby location is in the Northside study area west of Meacham Airport (see red outlined properties below). While the Northside Economic Development Strategy Report generally recommends that much of the land west of the airport be developed as a regional competitive sports complex in the near term and an urban university satellite campus in the long-term, there appears to be enough developable land west of Meacham Airport to accommodate an urban university campus/sports complex as well as a buffered industrial site immediately adjacent to the airport.

The land closest to Meacham Airport can be included in the Meacham Industrial Growth Center to support the relocation of North Main industrial businesses to this site.

Existing Future Land Use Map



Relocation of the heavy industrial uses along North Main Street could be accommodated by expanding the Meacham Industrial Growth Center as shown, along with adopting appropriate zone changes at this location and along North Main Street.

Recommended Future Land Use Map



Northside Industrial Zone

The consultant team recommended establishing an industrial zone in the northeast section of the study area for the purpose of enhancing positive linkages between employers in the zone and the surrounding Northside neighborhood. Railhead Industrial Park occupies much of this area.



Railhead Industrial Park covers over 633 acres and has industrial, office, and warehouse space with distribution as the primary use. The industrial park is served by highway (Interstate 35W) and rail (BNSF and Union Pacific railway lines). The industrial park is designated a foreign trade zone with a freeport tax exemption. A foreign trade zone offers duty-free status from Federal Customs and a freeport tax exemption offers an exemption of inventory tax from local government entities for qualified merchandise.

The consultant team recommended establishing a research and development incubator in the Northside Industrial Zone in partnership with the new university campus. Additional recommendations included:

- ❑ Northside employees residency in the industrial zone, and
- ❑ Encouraging development of green buildings and green technology in the zone.

Smart growth principles may be appropriate on vacant land located on the periphery of the industrial park. Mixed-use projects that include light industrial and office or other commercial



Office/warehouse building for lease in Railhead Industrial Park.

uses could serve as a buffer between the residential districts and the industrial park. In addition, attractive and safe bicycle and pedestrian connections should be developed between the Northside Industrial Zone and the surrounding Northside neighborhoods to encourage Northside neighbors to seek employment in the zone and to walk or bike to work as an alternative to commuting by car.

Neighborhood Stabilization

Based on data from the North Central Texas Council of Governments, approximately 25.5 percent or 2,530 acres in the Northside consists of single-family or duplex housing units. Of the 16,675 housing units in the Northside area, close to 50 percent were built between 1940 and 1959, according to the 2000 Census. Less than 4 percent of the housing units were built between 1990 and 2000.



Housing market data from North Texas Real Estate Information Systems indicates that the existing Northside housing stock is made up primarily of working class homes. In 2009, the average Northside sales price was \$54,919 for a 1,277 square-foot house.

Many Northside houses are well-maintained and appear to be in good condition. However, a large proportion of the Northside housing stock is in a visibly deteriorated condition, due in part to a lack of homeowner investment in their properties. With close to half the housing stock being fifty years or older—and much of it being in a deteriorated condition—a residential stabilization program is warranted to reverse the deterioration of Northside neighborhoods.

To help stabilize Northside neighborhoods and spur new housing development, the consultant team recommended the following:

- ❑ Tax breaks or similar incentives to encourage employees of Northside institutions and businesses to buy homes and live in Northside neighborhoods. Target employers and job categories for such incentives might include neighborhood schools, TCC and the proposed university campus, Northside police and fire fighters, Northside Industrial Zone, and the proposed Cultural Arts District.
- ❑ Develop programs to encourage investment in owner-occupied single-family homes and to replace dilapidated single-family rental properties with new multifamily housing projects located in the Historic Marine Urban Village, the Stockyards Station TOD, and other areas targeted for higher density housing and mixed-use development.

In December 2010, the Fort Worth City Council approved two new Neighborhood Empowerment Zone (NEZ) designations in the Northside study area: Northside and 28th Street/Meacham. Homeowners within these NEZ areas will have access to the following incentives to invest in their properties: municipal property tax abatements, fee waivers and release of City liens are available to property owners who build or rehabilitate property according to the City's NEZ policy. NEZ incentives are designed to promote affordable housing, economic development, and expanded services. These incentives could be supplemented by those recommended by the consultant team.

Northside/Stockyards Station Transit-Oriented Development

The consultant team noted that The T's planned Tarrant Express (TEX) commuter rail line runs through the Northside study area on the east side of the Historic Stockyards. The team therefore identified the centrally located Northside/Stockyards Station on the TEX commuter rail line as a major redevelopment opportunity for the Northside. The consultant team recommended that a Northside/Stockyards Station Transit-Oriented Development (TOD) be planned and implemented in order to jumpstart significant redevelopment of the Northside.

The consultant team highlighted the opportunity to invigorate redevelopment in the core of the Northside by planning now for the future Stockyards Station, a commuter rail station to be located on the TEX commuter rail corridor immediately east of the Historic Stockyards. The rail station area

will attract redevelopment, creating the opportunity to accommodate population and employment growth in a compact new urban neighborhood adjacent to the rail station and the Stockyards. This type of neighborhood combines new residential development with a mix of supporting commercial, retail, office, restaurant, and institutional uses with easy walkable access to the rail station.

Because the Northside/Stockyards Station will be the first commuter rail station north of downtown's Intermodal Transportation Center, the Northside/Stockyards Station is a natural site for pedestrian friendly, higher density, mixed-use development to spring up – especially given its close proximity to the Historic Stockyards entertainment district and the significant amount of vacant or underdeveloped land surrounding the station site.

In addition to providing easy tourist and commuter connections to downtown and stations further south, the TEX commuter rail line will provide a direct rail connection between the Historic Stockyards and DFW Airport. This direct rail connection will allow tourists to board the train at the airport terminals and step off the train within walking distance of one or more new Stockyards area hotels constructed within the TOD. Besides making it much easier for tourists to reach the Historic Stockyards, a Northside/Stockyards Station TOD would accommodate a variety of housing types in close proximity to the entertainment district, markedly increasing the Historic Stockyards' customer base within walking or biking distance.

If the TEX rail line becomes operational in 2015, as projected, development of a Northside/Stockyards Station Transit-Oriented Development could precede significant redevelopment of the Trinity Uptown area described on pages 29-31, while serving as a strong redevelopment fo-



Northside/Stockyards Station TOD existing structures and vacant land.

cus in the nearer term for the Northside. With the development of a strong Northside/Stockyards Station TOD linked to the nearby Historic Stockyards, the station area can bring attention and a new revitalization focus to the Northside that would not only support redevelopment of Trinity Uptown, but also serve as a revitalization bookend to Trinity Uptown, which would support redevelopment of the neighborhoods between the two sites, including the Historic Marine Urban Village (see page 33).

As reported recently in a variety of professional and news media sources, demographic changes are occurring across the nation and the region that are driving a rapidly growing market for walkable, mixed-use, urban neighborhoods. Growing numbers of retiring baby-boomers and other “empty nesters”, as well as younger couples without children and single professionals, are increasingly seeking vibrant urban neighborhoods with easy pedestrian connections to shops, restaurants, services, and transit. The Northside/Stockyards Station area is especially well suited to such an urban development pattern, and so is uniquely situated to capitalize on the rapidly expanding market for transit-oriented development.



Example walkable mixed-use development.

The Center for Transit-Oriented Development calculated the market for TOD living in 42 metropolitan areas that either have fixed rail transit systems or are expected to have them by 2030. The DFW region is expected to see a very large increase in the demand for housing within one-half mile of rail transit stations. This market segment was estimated at 46,400 households in 2007; the study projects that 270,700 households will be living in transit-oriented developments by 2030. To best accommodate this growing demand, the Center recommended that development around transit stations include a variety of housing types and price levels. TOD is growing in importance at the regional level, too.

Business, civic, and educational leaders from throughout the DFW Metroplex have recently recognized the expanding market for walkable, mixed-use, transit-oriented urban neighborhoods, as well as the necessity of accommodating future population and employment growth in such locations in order to control runaway infrastructure costs associated with continued suburban expansion at the fringes of the Metroplex. Through a joint research and policy analysis effort called Vision North Texas, these leaders have identified opportunities for continued and more sustainable growth for decades to come – and transit-oriented development, such as the opportunity at the Northside/Stockyards Station, plays a key role in this future sustainable growth.

North Texas 2050, the long-range vision plan produced in 2010 by the Vision North Texas partnership, specifies twelve Guiding Principles that together can ensure the North Texas region continues to grow, but in a way that builds stronger neighborhoods, provides good jobs, con-

trols infrastructure costs, and protects air and water quality. A robust Northside/Stockyards Station Transit-Oriented Development can implement each of the *North Texas 2050* Guiding Principles, thereby capitalizing on the regional effort to improve sustainability while leveraging its unique position in the development marketplace, as described below.

1. **Development Diversity** – *Meet the needs of changing markets by providing a mix of development options and land use types in communities throughout the region.* A Northside/Stockyards Station TOD would provide a mix of land uses and development densities connected to job centers by rail transit. An implementing Form-Based Code (a design-focused type of zoning) would ensure a variety of development options with a mix of uses and a strong sense of place.
2. **Efficient Growth** – *Promote reinvestment and redevelopment in areas with existing infrastructure, ensure that new infrastructure supports orderly and sustainable growth, and provide coordinated regional systems of natural and built infrastructure.* A Northside/Stockyards Station TOD would maximize efficiency in growth by stimulating redevelopment in a compact form that accommodates new population and jobs in an older central city area already served by existing infrastructure. The TOD would capitalize on and support the success of the regional TEX commuter rail system.
3. **Pedestrian Design** – *Create and connect pedestrian- (and bicyclist) oriented neighborhoods, centers, and places throughout the region.* By their very design, Transit-Oriented Developments maximize pedestrian and bicycle connections in order to allow TOD residents and visitors to move freely and efficiently between the rail transit station and the surrounding commercial uses and neighborhoods. Higher density commercial, office, and housing development is focused on the rail station and is intended to be walkable from it. The TEX rail line will connect residents of the Northside/Stockyards Station TOD area with other TOD areas and downtown, extending their ability to reach distant locations on foot or by bike.
4. **Housing Choice** – *Sustain and facilitate a range of housing opportunities and choices that meet the needs of residents of all economic levels and at all stages of life.* As noted above, a Center for Transit-Oriented Development study recommended that development around transit stations include a variety of housing types and price levels. The range of housing types and densities that would be expected to locate within ¼ to ½ mile of the rail station provides a better opportunity for the needs of a broad range of household types, ages, and incomes to be accommodated.
5. **Activity Centers** – *Create mixed-use developments that are centers of neighborhoods and community activities and serve as hubs of non-automobile transportation systems.* Design



The North Texas 2050 document promotes sustainable growth for the DFW Metroplex. For more information on Vision North Texas, visit their website at: <http://www.visionnorthtexas.org/main.html>.

principles of transit-oriented development aim to create a major activity center focused at the rail station, but also extending into the surrounding TOD area. TOD design typically specifies a range of higher density mixed uses close to the rail station, and includes one or more pedestrian plazas or similar public spaces within the TOD that serve as community focal points.

6. ***Environmental Stewardship*** – *Protect, retain, or enhance the region’s important natural assets (including its air, water, land, and forests) and integrate these natural features and systems into the character of the region’s communities and the experiences of its residents.* An opportunity exists with the Northside/Stockyards Station TOD to incorporate enhance-

ments to the adjacent Lebow Channel and Trail Drivers Park and to use them as conduits to connect surrounding neighborhoods to the rail station via walkways and bike trails. In addition, amenities for the TOD and surrounding neighborhoods can be created by incorporating attractive Low-Impact Development features that mimic natural storm drainage functions. A greenway connection from the TOD to the nearby Trinity River Trails can draw pedestrians and cyclists to this natural asset, and from there to downtown or up Marine Creek to the existing and future creekside amenities in the Historic Stockyards.



7. ***Quality Places*** – *Strengthen the identities of the region’s diverse communities through preservation of significant historic structures and natural assets, creation of new landmarks and gathering spaces, use of compatible architectural and landscape design, and support for the activities and institutions that make each community unique.* The Northside/Stockyards Station TOD would be expected to capitalize on its proximity to the Historic Stockyards, and would be more likely to preserve and incorporate significant historic structures and natural assets than other land uses or forms of development that might occur at this location, especially if implemented through a detailed, design-focused Form-Based Code. The existing identity builders in this area – the Stockyards, Trail Drivers Park, Lebow Channel, and the nearby Trinity River – would inform the character of the structures and public spaces within the TOD, building upon rather than washing away the unique aspects of this community.
8. ***Efficient Mobility Options*** – *Invest in transportation systems, facilities, and operations that provide multi-modal choices for the efficient and sustainable movement of people, goods, and services.* TOD design places an emphasis on multi-modal transportation choices – using the associated rail transit and feeder bus systems to move people longer distances, but relying on a carefully designed pedestrian and bicycle mobility system for movement within the TOD and for connecting to surrounding neighborhoods.
9. ***Resource Efficiency*** – *Design buildings, sites, communities, and regional systems to use water, energy, and renewable resources responsibly, effectively, and efficiently, and to retain non-renewable resources for the use of future generations.* The compact form of a walkable, mixed-use transit-oriented development results in a much more efficient use of

land, water, and energy than would typically occur in suburbs located on the fringe of the Metroplex. Specific resource efficiency features within the TOD could include electric car charging stations within parking garages (park and charge for one low price), encouragement of the use of solar panels and/or small scale wind turbines on rooftops, and similar measures.



10. **Educational Opportunity** – *Provide opportunities for all North Texans to have access to the schools, people, and technology they need for success in learning throughout their lives.* Because the Northside/Stockyards Station is the closest TEX rail station to the consultant team’s recommended future UT, A&M, Tech, or other college extension campus near Meacham Airport, the future campus could be served by rail station feeder buses operated by The T.
11. **Healthy Communities** – *Identify and support functional, sustainable infrastructure and institutions that offer North Texans access to affordable, nutritious foods, opportunities for physical activity, and access to wellness and primary care services.* The design of the Northside/Stockyards Station TOD would likely include a public pedestrian plaza next to the station, as well as other public gathering places. The station plaza would be an ideal location for a farmers market, perhaps one that rotated daily between several different rail stations. In addition, because the TOD would be designed to facilitate and encourage walking and cycling for short trips, rather than using private automobiles, TOD residents and residents of the surrounding neighborhoods would have the opportunity to get more exercise in their daily lives.
12. **Implementation** – *Achieve the region’s vision by adoption of compatible comprehensive plans and ordinances for cities and consistent investment plans for regional systems; involve citizens and stakeholders in all aspects of these planning processes.* Planning for the Northside/Stockyards Station TOD will involve amendments to Fort Worth’s Comprehensive Plan and a community-based TOD planning process that will likely result in the City adopting a new design-oriented type of zoning – a Form-Based Code – to guide development around the TEX rail station.

Based on the vision and Guiding Principles for a sustainable future as described in *North Texas 2050*, it is clear that investment in the regional TEX commuter rail system, its Northside/Stockyards Station, and the transit-oriented development opportunity around the station would not only be consistent with the region’s vision for a sustainable future, it would be a very significant step toward achieving this vision.

IMPLEMENTATION STRATEGIES

The consultant team recommended the following strategies.

- ❑ Solicit State recognition/legislative designation for Northside Cultural Arts District.
- ❑ Investigate equestrian center enhancements near Stockyards.
- ❑ Investigate Culinary Arts Education partner (incubator).
- ❑ Create aviation-based technical program that could be housed at a university campus along Loop 820.
- ❑ Expand on the City's Wayfinding program (linkage study).
- ❑ Develop a Comprehensive Strategic Plan for the Northside.
- ❑ Identify buildings (e.g., FAA) for retrofit or multifamily residential conversion.
- ❑ Consider redefining planning area boundaries.
- ❑ Prepare accurate marketing materials; distribute and promote them.
- ❑ Meet with news media regarding press coverage.
- ❑ Establish a Public Improvement District.
- ❑ Establish a Tax Increment Financing District.
- ❑ Prepare supported multifamily housing plans for Northside neighborhoods.
- ❑ Expand bus routes to include cross-town connections and neighborhood shuttles.

ACTION PLAN

The implementation strategies on page 54 are included in an action plan described on the following pages. The action plan lists projects/objectives and recommended strategies and/or actions to achieve the stated goal or complete the project. Potential funding sources and responsible parties are identified along with recommended timeframes to complete the actions. The timelines can be adjusted depending on the availability of funding and resources.

The agencies and programs below are listed on the following action plans.

- City of Fort Worth (CFW)
- Eagle Mountain-Saginaw Independent School District (EM-SISD)
- Fort Worth Chamber (FWC)
- Fort Worth Hispanic Chamber of Commerce (FWHCC)
- Fort Worth Independent School District (FWISD)
- Fort Worth Public Art (FWPA)
- Fort Worth Transportation Authority (The T)
- Housing and Economic Development (HED) Department
- Housing and Urban Development (HUD) Economic Development Initiative (EDI) Program
- Neighborhood Empowerment Zone (NEZ) Program
- North Central Texas Council of Governments (NCTCOG)
- Northside Redevelopment Corporation (NRC)
- Parks and Community Services (PACS) Department
- Planning and Development (P&D) Department
- Public Improvement District (PID)
- Tarrant County College (TCC)
- Tax Increment Financing (TIF)
- Texas Commission on the Arts (TCA)
- Texas Historical Commission (THC) Visionaries in Preservation (VIP) Program
- U.S. Department of Commerce, Economic Development Administration (EDA) Program
- University of Texas (UT)

NON-PROFIT REDEVELOPMENT CORPORATION ACTION PLAN

Project/Objective	Strategies and/or Actions	Potential Funding Sources	Responsible Parties	Timeframe		
				Short-term 1 - 2 yrs.	Intermediate 2 - 5 yrs.	Long-term 5+ yrs.
Establish a Non-Profit Redevelopment Corporation to promote Northside redevelopment and manage redevelopment activities and other functions as determined by the corporation.	<ol style="list-style-type: none"> 1. Determine structure and function. 2. Consult with existing local redevelopment corporations on board structure, operating costs, etc. 3. Secure seed money from corporations, donations, and other sources. 4. Establish the redevelopment corporation. 	<ul style="list-style-type: none"> • Corporate and private donations • NRC dues • Grant funding 	<ul style="list-style-type: none"> • FWHCC • Council District 2 representative (Sal Espino) • Stockyards Alliance 	<p style="text-align: center;">1</p> <p style="text-align: center;">2</p> <p style="text-align: center;">3</p> <p style="text-align: center;">4</p>		

NORTHSIDE CULTURAL AND ENTERTAINMENT ARTS DISTRICT ACTION PLAN

Project/Objective	Strategies and/or Actions	Potential Funding Sources	Responsible Parties	Timeframe		
				Short-term 1 - 2 yrs.	Intermediate 2 - 5 yrs.	Long-term 5+ yrs.
Enhance the Stockyards Historic District.	<ol style="list-style-type: none"> 1. Implement recommendations from the Stockyards Master Plan. 2. Investigate Texas Historical Commission (THC) Visionaries in Preservation (VIP) Program for applicability to the Northside. 3. Research TCA designation benefits and drawbacks, if any. 4. Apply for TCA Cultural District designation. 	<ul style="list-style-type: none"> • Stockyards PID • Corporate and private donations • THC VIP program 	<ul style="list-style-type: none"> • Stockyards Alliance • Property Owners 	<p>1</p> <p>2</p>	<p>1</p> <p>3</p> <p>4</p>	<p>1</p>
Expand the western cultural theme to include Mexican and Tejano cowboys – Vaqueros and/or Charros.	<ol style="list-style-type: none"> 1. Establish a community advisory committee or use Northside Redevelopment Corporation to oversee initiative. 2. Establish youth horse riding clubs. 3. Establish a recreational equestrian center. 4. Seek assistance from THC’s VIP Program. 5. Expand CFW Wayfinding program to include new sites. 	<ul style="list-style-type: none"> • FWPA • Corporate and private donations • Grant funds • THC VIP program 	<ul style="list-style-type: none"> • Community Advisory Committee or Northside Redevelopment Corporation • FWPA • CFW PACS Dept. • CFW P&D Dept. 	<p>1</p> <p>5</p>	<p>3</p>	<p>2</p> <p>4</p>
Establish a Tex-Mex Culinary Arts Incubator.	<ol style="list-style-type: none"> 1. Establish a Northside Restaurant Business Association to lead in the creation of an Culinary Arts Incubator. 	<ul style="list-style-type: none"> • Corporate and private donations • Grant funds 	<ul style="list-style-type: none"> • Northside Restaurants Business Association 	<p>1</p>	<p>1</p>	
<p>Create Live-Work Art Spaces on North Main Street.</p> <p>Obtain a Texas Commission on the Arts (TCA) Cultural District Designation.</p>	<ol style="list-style-type: none"> 1. Rezone North Main Street corridor to mixed-use within Historic Marine Urban Village and elsewhere as appropriate. 2. Work with developers, property owners, and the arts community. 3. Identify suitable buildings and initiate environmental remediation if needed. 	<ul style="list-style-type: none"> • CFW and NCTCOG Brownfield programs where applicable. • Arts foundations • Developers and arts community • TIF and PID 	<ul style="list-style-type: none"> • NRC • FWHCC • CFW HED Dept. 	<p>1</p> <p>2</p> <p>3</p>		

CHARRO TRAIL AND VAQUERO GATEWAYS ACTION PLAN

Project/Objective	Strategies and/or Actions	Potential Funding Sources	Responsible Parties	Timeframe		
				Short-term 1 - 2 yrs.	Intermediate 2 - 5 yrs.	Long-term 5+ yrs.
<ul style="list-style-type: none"> • Create equestrian trails with authentic Vaquero and/or Charro with public art themes and heritage plaques. • Create hike/ bike trails with Charro/ Vaquero/ Cowboy themes. 	<ol style="list-style-type: none"> 1. In partnership with the City's PACS Dept., identify potential hike/bike trail locations for Charro/Vaquero/Cowboy themes (existing and/or new trails). 	<ul style="list-style-type: none"> • CFW PACS Dept. • Texas Parks and Wildlife • Corporate and private donations • FWPA 	<ul style="list-style-type: none"> • NRC • CFW PACS Dept. • FWPA 		1	1
Create Vaquero and Cowboy themed gateways.	<ol style="list-style-type: none"> 1. Identify potential gateway locations. 2. Hire a consultant and/or artists to design vaquero themed gateways. 3. Secure funding to begin gateway construction. 	<ul style="list-style-type: none"> • CFW • Corporate and private donations • FWPA • TIF and/or PID 	<ul style="list-style-type: none"> • NRC or Community Advisory Committee • FWPA 	1	2	3

UNIVERSITY CAMPUS AND REGIONAL SPORTS & RECREATION COMPLEX ACTION PLAN

Project/Objective	Strategies and/or Actions	Potential Funding Sources	Responsible Parties	Timeframe		
				Short-term 1 - 2 yrs.	Intermediate 2 - 5 yrs.	Long-term 5+ yrs.
At least as a near-term use, develop a regional sports and recreation complex with facilities on vacant land near Loop 820 for local, regional, state, and international soccer tournaments.	<ol style="list-style-type: none"> 1. Prepare demand and feasibility analyses. 2. Determine sports complex size and facility needs based on demand analysis. 3. In partnership with Fort Worth Adult and Youth Soccer Associations work toward community consensus and backing for the project. 4. Raise funds for property acquisition, facility design and construction. 5. Research existing regional soccer complexes, e.g., San Antonio's STAR soccer complex to determine lessons learned. 6. Initiate discussion with property owners regarding land acquisition. 7. Conduct due diligence and complete land acquisition with willing seller. 8. Design and construct regional sports and recreation complex. 	<ul style="list-style-type: none"> • Corporate and private donations • CFW PACS Dept. • FWISD/EM-SISD • TCC • Texas Parks and Wildlife grants • Youth and athletic foundation grants 	<ul style="list-style-type: none"> • CFW PACS Dept. • FWISD/EM-SISD • Fort Worth Soccer Associations (adult and youth) • NRC 	<p>1</p> <p>3</p>	<p>2</p> <p>3</p> <p>4</p>	<p>3</p> <p>5</p> <p>6</p> <p>7</p> <p>8</p>
As a potential long-term use for vacant land near Loop 820, pursue development of a UT, Texas A&M, Texas Tech, or similar satellite university campus located on the Northside.	<ol style="list-style-type: none"> 1. Establish a working committee of various business, education, government, and civic leaders to begin discussions on feasibility of a university campus. The Committee should initiate a feasibility study on the issue. 	<ul style="list-style-type: none"> • Corporate and private donations • University and or foundation grants • TIF 	<ul style="list-style-type: none"> • NRC • Ad hoc working committee • FWHCC • FWCC 		<p>1</p>	<p>1</p>

HEAVY INDUSTRY RELOCATION ACTION PLAN

Project/Objective	Strategies and/or Actions	Potential Funding Sources	Responsible Parties	Timeframe		
				Short-term 1 - 2 yrs.	Intermediate 2 - 5 yrs.	Long-term 5+ yrs.
Expand the City's Meacham Industrial Growth Center designation to the area west of Meacham Airport in order to accommodate heavy industrial uses in this area.	1. Change the City's current land use designation for the area west of Meacham Airport (generally bounded by Angle Avenue, Old Decatur Road, Loop 820 West, Meacham Airport and Limestone Terrace) to an Industrial Growth Center designation for adoption in the 2012 Comprehensive Plan.	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> CFW P&D Dept. 	1		
Rezone parcels west of Meacham Airport to appropriate heavy industrial zoning categories to accommodate relocation of the existing North Main Street heavy industrial uses.	1. Rezone the area west of Meacham Airport (generally bounded by Angle Avenue, Old Decatur Road, Loop 820 West, Meacham Airport and Limestone Terrace) to K Heavy Industrial or PD/K Planned Development for K Heavy Industrial with selected uses.	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> CFW P&D Dept. 	1		
Apply appropriate future land use designations and rezone property along North Main Street to assist in the transition from industrial to neighborhood commercial and mixed uses.	<ol style="list-style-type: none"> Review the City's existing Comprehensive Plan future land use designations along North Main Street with property owners and other stakeholders. Conduct corridor charrette or workshop to determine future land use recommendations and corresponding zoning. Amend future land use map and rezone property as necessary and as opportunities allow to align with the vision for the corridor. 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> CFW P&D Dept. NRC 	1	2	
Encourage and assist in the relocation of heavy industrial uses located on North Main Street to the area west of Meacham Airport or other appropriate sites.	<ol style="list-style-type: none"> Research successful business relocation efforts to determine appropriate incentives. Provide appropriate assistance to heavy industrial businesses located on North Main Street to relocate to off-Main sites, such as the area west of Meacham Airport. 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> CFW P&D Dept. CFW HED Dept. NRC 	1	2	2

NORTHSIDE INDUSTRIAL ZONE ACTION PLAN

Project/Objective	Strategies and/or Actions	Potential Funding Sources	Responsible Parties	Timeframe		
				Short-term 1 - 2 yrs.	Intermediate 2 - 5 yrs.	Long-term 5+ yrs.
Establish an R&D and/or green technology incubator in partnership with the new university campus.	1. Determine the feasibility of developing an R&D and/or green technology incubator in conjunction with the university feasibility study.	<ul style="list-style-type: none"> • Corporate and private donations • University and business foundations • EDI, EDA and similar grants 	<ul style="list-style-type: none"> • NRC • Working Committee • FWCC • FWHCC • CFW HED Dept. 		1	1
Promote green building and green technology in the Northside Industrial Zone.	<ol style="list-style-type: none"> 1. Green building should be encouraged on new industrial and retrofitted buildings. 2. Target green technology companies to locate in the industrial park. 	<ul style="list-style-type: none"> • Private sector • CFW incentive programs 	<ul style="list-style-type: none"> • NRC • FWCC • FWHCC • CFW HED Dept. 		1 2	1 2
Establish a Northside residency program for those employed in the industrial zone.	<ol style="list-style-type: none"> 1. Work with the CFW Housing and Economic Dept. to determine feasibility of an employment residency program. 2. Research national employment/residency program models to determine pros and cons of such programs. 	<ul style="list-style-type: none"> • Private sector • CFW incentive programs 	<ul style="list-style-type: none"> • NRC • CFW HED Dept. 	1 2	1 2	
Promote transitional development around the industrial zone and multimodal transportation connections between the neighborhoods and employment centers.	<ol style="list-style-type: none"> 1. Work with the CFW Planning and Development Department to amend the Comprehensive Plan land use maps to reflect appropriate transitional development if needed. 2. Market transitional development areas to investors and developers. 	<ul style="list-style-type: none"> • NRC • FWHCC • CFW HED Dept. 	<ul style="list-style-type: none"> • CFW P&D Dept. • CFW HED Dept. • FWC • FWHCC 	1 2		

NEIGHBORHOOD STABILIZATION ACTION PLAN

Project/Objective	Strategies and/or Actions	Potential Funding Sources	Responsible Parties	Timeframe		
				Short-term 1 - 2 yrs.	Intermediate 2 - 5 yrs.	Long-term 5+ yrs.
Stabilize residential neighborhoods.	<ol style="list-style-type: none"> 1. Market NEZ program to property owners. 2. Create multiple stock house plans that are architecturally compatible with existing neighborhoods to support and facilitate infill and replacement housing. 3. Investigate the feasibility of establishing a residential PID to provide a funding source for neighborhood improvements. 4. Seek Model Blocks funding under the guidance of the NRC if that program is reinstated. 	<ul style="list-style-type: none"> • CFW incentives (e.g., NEZ, housing programs) • Developers and investors • Property owners 	<ul style="list-style-type: none"> • NRC • CFW HED Dept. • Neighborhood Associations • Property owners 	<p style="text-align: center;">1</p>	<p style="text-align: center;">1</p> <p style="text-align: center;">2</p>	<p style="text-align: center;">1</p> <p style="text-align: center;">2</p> <p style="text-align: center;">3</p>
				<p style="text-align: center;">4</p>		

NORTHSIDE/STOCKYARDS STATION TRANSIT-ORIENTED DEVELOPMENT ACTION PLAN

Project/Objective	Strategies and/or Actions	Potential Funding Sources	Responsible Parties	Timeframe		
				Short-term 1 - 2 yrs.	Intermediate 2 - 5 yrs.	Long-term 5+ yrs.
Develop a mixed-use transit-oriented development (TOD) around the proposed Stockyards commuter rail station.	1. Review the Comprehensive Plan to determine if text or map amendments are needed to support and facilitate redevelopment of the Stockyards Station commuter rail station area as a transit-oriented development (TOD).	<ul style="list-style-type: none"> • The T • NRC 	<ul style="list-style-type: none"> • CFW P&D Dept. • CFW HED Dept. • The T • NRC 	1		
	2. Amend the adopted Northeast Sector and Northside Sector Future Land Use maps to extend the Stockyards Mixed-Use Growth Center designation to include land that would likely be included within a successful Stockyards Station TOD area.			2		
	3. Amend the adopted Northeast Sector and Northside Sector Future Land Use policies to support and facilitate redevelopment of the Stockyards Station area as a TOD.			3		
	4. Complete the Final Environmental Impact Statement for the TEX Commuter Rail project and submit the New Starts funding application for the balance of design and construction costs. (The T)			4		
	5. Purchase property for the Stockyards Station platform and parking. (The T)			5	5	
	6. Develop a detailed Stockyards Station Transit-Oriented Development Plan and implementing Form-Based Code that capitalizes on the station's proximity to the Historic Stockyards entertainment district.			6	6	
	7. Seek Funding for land banking around the Stockyards Station and acquire suitable sites for future parking garage(s), public plaza(s), and greenway bike/pedestrian connections to surrounding neighborhoods.			7	7	7

CONTINUED ON PAGE 64

NORTHSIDE/STOCKYARDS STATION TRANSIT-ORIENTED DEVELOPMENT ACTION PLAN (CONTINUED)

Project/Objective	Strategies and/or Actions	Potential Funding Sources	Responsible Parties	Timeframe		
				Short-term 1 - 2 yrs.	Intermediate 2 - 5 yrs.	Long-term 5+ yrs.
Develop a mixed-use transit-oriented development (TOD) around the proposed Stockyards commuter rail station.	8. Establish a TIF or similar funding mechanism and use it to construct public infrastructure needed to support higher density, mixed-use development around the station. 9. Construct the Stockyards Station (The T). 10. Promote Stockyards Station development opportunities to developers and investors.	<ul style="list-style-type: none"> • The T • TIF • Developers and investors 	<ul style="list-style-type: none"> • CFW HED Dept. • The T • NRC • FWHCC • FWCC 	8	8 9 10	8 10

APPENDICES

Appendix A: Previous Planning Reports

Appendix B: Economic Development Tools

Appendix C: Consultant Team

Appendix D: Workshop

Appendix E: Sources

Appendix A: Previous Planning Reports

Over the past nineteen years, the following six planning reports were completed for the Northside area. The Historic Stockyards is the focus of two of the reports. The other reports focus on the North Main Street corridor, the Historic Marine Urban Village, and a neighborhood plan. These planning reports attest to the strong interest of neighborhood stakeholders and business interests in the development, redevelopment, and quality of life of the Northside. The plans have played a major role in the allocation of public funds to the Northside for infrastructure, streetscape, and park improvements along with the construction of the Mercado building.

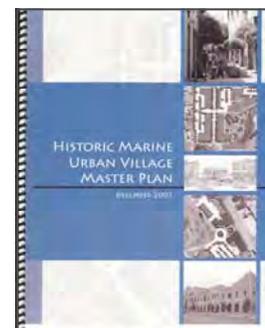
Historic Fort Worth Stockyards Master Plan, 2009

The Stockyards Master Plan was created in response to several development opportunities that presented themselves in 2007, and the desire of major stakeholders to make the best decisions for developing large areas of undeveloped and under-developed property. The master plan details recommendations for the layout of structures and uses throughout the site, for design guidelines, and for ensuring the heritage and culture of the Stockyards remains embodied in the area. The plan includes an analysis of the recommendations to ensure that they are economically feasible and sustainable, an action plan, and a phasing schedule.



Historic Marine Urban Village Master Plan, 2007

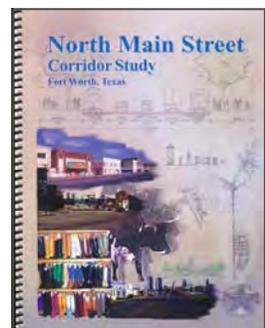
The Historic Marine Urban Village Master Plan sets out a short- and long-term vision for the urban village. The vision was produced through a 10-month planning process with area stakeholders that included residents, civic organizations, and business owners. The master plan recommendations include a centerpiece plaza and roundabout, new mixed-use development, urban residential development, trails and open space linkages, and improvements to alleyways.



North Main Street Corridor Study, 2000

The North Main Street Corridor Study focuses on improving the linkage along North Main Street between Downtown and the Stockyards, two of Fort Worth's major activity centers. The study focus areas include the following:

- Create an urban design framework for the corridor,
- Reinforce the goals of the Linkages Study to connect the Stockyards, Downtown, and the Cultural District,
- Identify pilot projects for capital improvements,
- Define a phasing strategy for implementation,
- Increase the function of North Main Street beyond through-traffic functions, and
- Improve the image of the corridor.



Appendix A: Previous Planning Reports (continued)

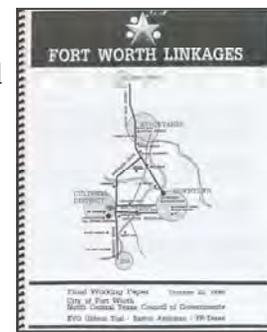
North Main Corridor Economic Development Profile, 1999

The North Main Corridor Economic Profile report was prepared for use in conjunction with the North Main Street Corridor study and to assist investors and stakeholders in implementing the corridor plan. The report provides an economic snapshot, economic analysis, and demand opportunities, in addition to outlining incentives for redevelopment. Recommended action steps include environmental clean-up, creating a tax-increment financing district, and establishing a public improvement district.



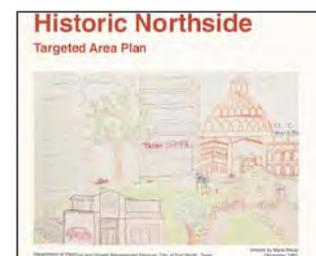
Fort Worth Linkages Working Paper, 1996

Adopted by the City Council in 1997, the Fort Worth Linkages Study recognized the importance of linking the Historic Stockyards, Downtown, and the Cultural District to encourage visitors of one district to remain in Fort Worth and visit the other entertainment districts. The Linkages Study called for enhanced signage with distinctive icons and colors to direct visitors to each district; information systems; redevelopment of the corridors with mixed uses; and fun and frequent transportation, such as a light rail streetcar.



Historic Northside Targeted Area Plan, 1991

Adopted by the City Council in 1991, the Historic Northside Targeted Area Plan (TAP) is a neighborhood plan for the 1300, 1400, 1500, and 2000 blocks of North Main Street, and the Circle Park Boulevard/Park Street areas. The TAP outlines recommendations for land use, public safety, economic development, and historic preservation aimed at revitalizing the neighborhood.



Appendix B: Economic Development Tools

Project Preference Areas

- ❑ Community Development Block Grant (CDBG) Eligible Areas — CDBG eligible areas have twenty percent or more poverty and may also be blighted. The program is intended to benefit low-and moderate-income persons. CDBG funds are used to benefit low-income persons and revitalize lower-income neighborhoods by expanding affordable housing, generating economic opportunities, and improving community facilities and services.
- ❑ Central City — The City Council designated the area located within Interstate Highway Loop 820 that contains all CDBG eligible census block groups, all state designated enterprise zones, and all census block groups that are contiguous by 75 percent or more of their perimeter to CDBG eligible block groups or enterprise zones as the central city. The central city has a high concentration of poverty and unemployment compared to Fort Worth as a whole.
- ❑ Enterprise Zones — This designation is reserved for areas of high poverty and unemployment targeted for business redevelopment, including creation of jobs and economic revitalization. Amendments to the state enterprise zone program allow for census block groups with a poverty rate of at least 20 percent to automatically become enterprise zones.
- ❑ Neighborhood Empowerment Zones — A Neighborhood Empowerment Zone (NEZ) is an area created to promote 1) the development and rehabilitation of affordable housing within the zone; 2) an increase in economic development within the zone; and 3) an increase in the quality of social services, education, or public safety provided to residents of the zone.
- ❑ Commercial Corridors — Revitalization of older commercial districts in the central city is an important component of the City’s economic development efforts. The City has identified 31 commercial corridors in need of revitalization. The following seven corridors are high priority: Berry Street, North Main Street, East Rosedale Street, Downtown and East Lancaster Avenue, Hemphill Street, Camp Bowie Boulevard, and West 7th Street.
- ❑ Urban Villages — The City promotes the development of urban villages, which are strategic commercial districts designated along commercial corridors within the central city. The premise behind the selection of villages is that concentrating resources in these prime areas will have a positive economic ripple effect along the corridors where they are located, as well as in the surrounding residential neighborhoods.
- ❑ Transit-Oriented Development (TODs) — TODs are dense urban development areas located within 1/4 to 1/2 mile of commuter rail stations, modern streetcar stops, and similar fixed-route transit stations. Successful TODs contain a mix of uses, including higher density residential, and are carefully designed to be pedestrian-friendly and specifically oriented to the transit station or stop. TODs accommodate growth more efficiently than low-density subdivisions, while supporting increased use of transit and its associated traffic congestion and air quality benefits.

Tax Incentives

- ❑ Tax Abatement — Texas law permits a city to grant property tax abatements to projects located within a reinvestment zone for up to 10 years if the project meets the economic goals and objectives as outlined in the City’s Tax Abatement Policy.
- ❑ Tax Increment Financing (TIF) — TIF is a financing tool that uses revenues from tax increments to pay for improvements that stimulate future development or redevelopment in designated reinvestment zones. The total value of taxable real property located within the zone is calculated for the year the zone is created to obtain the tax increment base. The amount by which future total value exceeds the tax increment base is the captured appraised value, from which tax increment revenues

Appendix B: Economic Development Tools (continued)

are generated for improvement projects.

- ❑ Historic Site Tax Exemption — The City freezes the assessed value of Historic and Cultural Landmark designated property for 10 years for owners who spend an amount equal to 30 percent or more of the pre-renovation assessed value of the improvement on rehabilitation. Owners of Highly Significant Endangered designated property who similarly rehabilitate their property qualify for exemption from City taxes on the improvement and a freeze of the land value for 10 to 15 years.

Financing Incentives

- ❑ Public Improvement Districts (PIDs) — PIDs are special districts and special-purpose units of local government created to provide a service or services to a specific group of constituents. Authorized by Chapter 372 of the Local Government Code, public improvement districts allow a City to levy and collect special assessments on property to fund a variety of enhanced services in the PID.
- ❑ Private Activity Bonds — The State of Texas Private Activity Bond Program is designed to provide taxable and tax-exempt low-interest and long-term bond financing for eligible projects that include multifamily or economic development projects. Private activity bonds are administered by the Texas Bond Review Board.
- ❑ Industrial Revenue Bonds — The State of Texas Industrial Revenue Bond Program is designed to provide taxable and tax-exempt bond financing for land and depreciable property for industrial or manufacturing projects. Industrial revenue bonds are administered by the Economic Development and Tourism Division of the Governor’s Office.

Grants and Loan Incentives

- ❑ Federal and State Grants — If awarded, the City will provide this type of support to projects to close a demonstrable funding gap, or to leverage private investment. Grant funding can generally be used for infrastructure improvements, environmental remediation, pedestrian and streetscape enhancements in the public right-of-way, and other costs as appropriate to the funding source. The City or private sector may provide any required local matching funds.
- ❑ Low Interest Loans — The purpose of this incentive is to provide development funds to developers at a lower interest rate compared to conventional loans. Loans can be used to support commercial, residential or mixed-use real estate development projects, for both rehabilitation and new construction related expenses. The types of loans available include predevelopment, interim financing and bridge loans.
- ❑ Local Grants — Chapter 380 Economic Development Program grants are made in accordance with Texas Local Government Code 380 and the City’s policy as outlined in Resolution 3716-03-2009. The purpose of Chapter 380 grants is to reimburse private developers for the range of expenses which may contribute to a financing gap yielding otherwise desirable projects financially infeasible.

Real Estate, Regulatory, and Infrastructure Incentives

- ❑ Land Transactions — The land transactions incentive is intended to assist developers with land acquisition and assemblage for meritorious projects in targeted infill areas. The City maintains an inventory of properties that fall within two distinct categories: tax-foreclosed properties and surplus properties.
- ❑ Fee and Lien Waivers — The purpose of this incentive is to encourage investment through

Appendix B: Economic Development Tools (continued)

the regulatory framework by waiving development fees or delaying development fees until the developer sees a positive cash flow. The City will waive or delay development impact fees on a case-by-case basis.

- ❑ **Mixed-Use Zoning Assistance** — The purpose of this incentive is to assist individual property owners and interested community groups in rezoning to mixed-use in designated mixed-use growth centers and urban villages. In using a petition process or Council-initiated process, the City initiates the rezoning at no cost to the property owners.
- ❑ **Enhanced Community Facility Agreement (ECFA)** — The City will consider paying for a greater percentage of project-related public infrastructure costs than what is currently called for in the existing CFA Policy.
- ❑ **Development Approval Assistance** — The service provides a single staff contact to work with other departments as necessary, in order to facilitate a streamlined process for projects in pre-development on issues related to construction, platting, zoning, and permitting. This service is for projects currently receiving economic or housing development incentives.

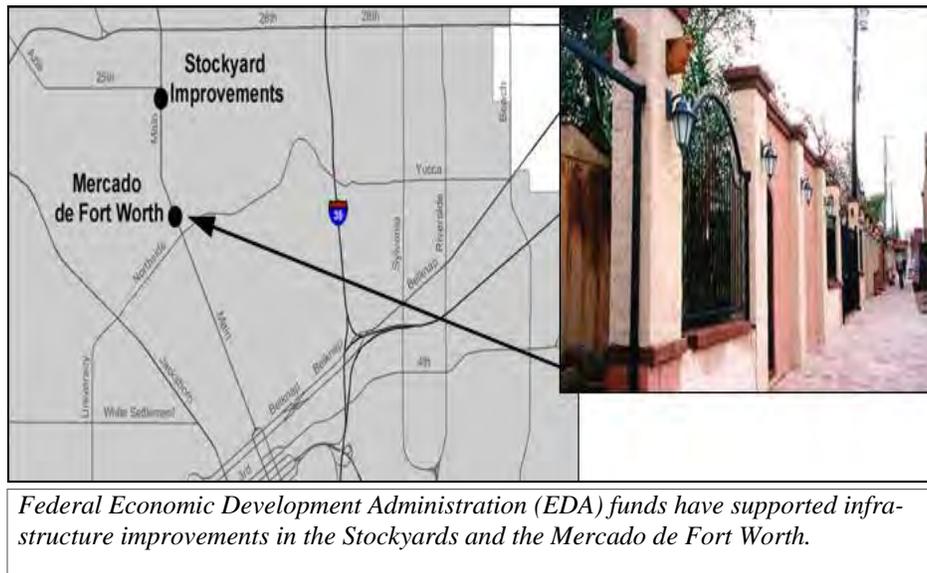
Major Programs of Federal and State Agencies

In conjunction with local incentives, the City employs an array of federal and state programs to supplement funding for various economic development, housing, and historic preservation projects. The following federal and state programs are ones most frequently used by the City.

- ❑ **Economic Development Administration (EDA) funds** — These federal funds are administered by the Department of Commerce and are tied to job creation and business expansion. The City has used EDA funds for several projects including the Guinn School renovation, wherein an abandoned school was converted to office space, including a business incubator (Tech Fort Worth); infrastructure improvements in the Stockyards; streetscape enhancements in the Evans & Rosedale Business and Cultural District; and a small business revolving loan fund program.
- ❑ **Department of Housing and Urban Development (HUD)** — The City of Fort Worth has used the following HUD programs:
 - ❑ **Community Development Block Grant Funds (CDBG)** — Federal block grant funds may be used for economic development activities in eligible areas. These activities include the acquisition, construction, reconstruction, rehabilitation, or installation of commercial or industrial buildings, structures, and other real property and equipment. The City has used CDBG funds for several projects, including a small business micro-loan program that is managed by the Fort Worth Economic Development Corporation.
 - ❑ **HOME funds** — A portion of these funds is used locally to provide gap financing for eligible single-family or multifamily development projects. Funds can be used for closing costs, down payments, and deferred payment loans for qualified households.
 - ❑ **Section 108 Loan Guarantees** — Section 108 is the loan guarantee provision of the CDBG program. The City borrows loan funds directly from HUD, backed by its current and future CDBG allocations. The City then uses that money to support projects that benefit low- and moderate-income communities. Loan proceeds can be used for site acquisition, site improvements, and construction, or it may capitalize an economic development loan fund. The development of Minyard Food Store (currently Fiesta) in southeast Fort Worth and supporting business development activity for the Mercado revitalization project along North Main Street are two examples of projects utilizing Section 108 loan guarantees.

Appendix B: Economic Development Tools (continued)

- ❑ Economic Development Initiative (EDI) funds — A grant program created by HUD, EDI is an extra incentive for cities to use Section 108 loan funds. It is for infrastructure and other costs that cannot be covered under the Section 108 loan program. The City has received EDI grants for the Minyard’s grocery store, the Mercado, and the Evans & Rosedale Business and Cultural District.
- ❑ Brownfield Economic Development Initiative (BEDI) funds — Similar in purpose to the EDI grant, this HUD grant provides funds and loan guarantees to clean up and redevelop environmentally contaminated industrial and commercial sites, commonly known as brownfields. Grantees must use at least 70 percent of funds for projects that benefit low- or moderate-income individuals or neighborhoods. As with EDI grants, projects using BEDI grants must leverage private investment and be used in conjunction with Section 108 loan guarantees.



Federal Economic Development Administration (EDA) funds have supported infrastructure improvements in the Stockyards and the Mercado de Fort Worth.

Appendix C: Consultant Team



Anne Ricker, Principal, Ricker Cunningham, Denver, CO.
(Consultant Team Chair)

With extensive experience in real estate market analysis, urban redevelopment and vision building for public and private sector clients, Anne has a keen sense of both the facts and the possibilities that lead to successful projects and sound investment.

A member and speaker for the Urban Land Institute, International Downtown Association and American Planning Association, Anne focuses on assisting communities and the investors within them by preparing strategies for development and redevelopment and identifying partner roles and resources.

Anne began building her deep portfolio of alternative approaches as a former senior associate in the international real estate advisory services division of Laventhol & Horwath (L&H) where she managed teams working with FSLIC and the Resolution Trust Corporation (RTC) to identify solutions for problem assets. In 1993 she opened the Denver office of Leland Consulting Group, recently renamed Ricker Cunningham. Today, her practice reaches communities throughout the southern, central, and western United States.



Ed Garza, Managing Partner, Zane Garway, Inc., San Antonio, TX.

Prior to starting Zane Garway, an international planning, policy, development and investment firm based in San Antonio, Garza held the position of Principal for the global planning, design, and management firm AECOM. In his professional role, Garza has brought vision and strategic planning to downtowns, master planned communities, urban villages, waterfronts, neighborhoods and transportation networks in places around the world. Garza has also held adjunct professor positions at the University of Texas at San Antonio and St. Mary's University.

Garza has a Bachelor of Landscape Architecture and Urban Planning (1992) and a Master of Science in Land and Real Estate Development (1994). In 2004 Garza was given the Distinguished Alumni Award by the College of Architecture at Texas A&M University. Garza has served on numerous corporate and governing boards including the Texas A&M University San Antonio Foundation, San Antonio chapter of American Institute of Architects, San Antonio Historic Design and Review, National League of Cities, and Fannie Mae Advisory Board.

Garza served eight years as a municipal elected official. In 2001 at the age of 32, Garza became San Antonio's youngest mayor in the city's history. He served the maximum two terms as Mayor of San Antonio and prior to that served two terms as a City Council representative. He currently serves on the San Antonio Independent School District Board.

Appendix C: Consultant Team (continued)



Todd David Hozaepfel, Ph.D., Vice-President, Downtown Fort Worth, Inc., Fort Worth, TX.

Todd Holzaepfel has been working for the citizens of Fort Worth and the owners of Downtown Fort Worth since 1980 as the downtown Planner for the City of Fort Worth, and from 1984 to the present as the Vice President of Downtown Fort Worth, Inc.

Todd was instrumental in creating and has managed the Fort Worth Improvement District #1, the first improvement district in the State of Texas, since 1986. The District provides maintenance, landscaping and other services over and above those provided by the City at the request of property owners within the geographic boundaries of the District. He also helped create Fort Worth Improvement District #10 on the east side of the Central Business District and the Trinity Bluff Improvement District #14 along Samuels Ave, northeast of downtown Fort Worth. Todd has provided consulting services to cities interested in establishing a special improvement district.

He has held positions as City Administrator, City Recreation Superintendent, and Community Development Planner in other cities and states prior to his arrival in Fort Worth. He has a Bachelors degree from Stephen F. Austin State University, Nacogdoches, Texas, and holds multiple advanced degrees including a Masters in Urban Management from the University of South Florida, Tampa.



Jane Jenkins, President and CEO of Downtown Oklahoma City, Oklahoma City, OK.

Jane Jenkins has served as the President and CEO of Downtown Oklahoma City, Inc. since March of 2009. Jane came to DOKC after serving in a similar capacity in Boulder, Colorado for nine years. She has over twenty five years of downtown management experience, starting with the Wagoner, OK Main Street program in 1986. As President of DOKC, she has primary responsibility for the oversight of the Downtown Oklahoma City Business Improvement District, downtown event production and management, downtown marketing, organization partnership development, community relations, and downtown business development.

Jane is a graduate of Oral Roberts University, where she earned a B.A. in Communication Arts Education. She also holds a Master of Public Administration degree from the University of North Texas in Denton. Jane is a past chairman of the board of directors for the International Downtown Association and has served on numerous local and national boards throughout her career. An experienced speaker and trainer, she has worked as a panelist and team member for the American Institute of Architects, the International Downtown Association, and the Urban Land Institute. A former high school educator, Jane was named teacher of the year at Union High School in Tulsa in 1984. Avid baseball fans, Jane and her husband Howell Felsenthal, have two dogs and cheer for the Colorado Rockies.

Appendix C: Consultant Team (continued)



André McEwing, Executive Director, Southeast Fort Worth, Inc., Fort Worth, TX.

André received a B.A. degree with a concentration in Banking and Finance and minor in accounting from Morehouse College in Atlanta. He has extensive mid-level management, sales, finance, accounting and budgetary experience acquired from his positions at Lockheed-Martin Aeronautical Company, Pepsi Cola Company, Nabisco, and Waste Management. Prior to his current position, he was Director of Economic Development at the Fort Worth Metropolitan Black Chamber of Commerce.

In his current position, André's primary duties include marketing southeast Fort Worth to prospective investors and developers, partnering with the City to revitalize commercial foreclosed properties and other activities. André currently serves on the Greater Fort Worth Economic Development Council, Fort Worth and Metropolitan Black Chambers of Commerce, Fort Worth's Modern Streetcar Task Force and the Mayor's Blue Ribbon Committee on Infrastructure Funding.

As a product of the Fort Worth community, André strives to use his skills that were acquired in the private sector to facilitate the development of new commercial and retail in east and southeast Fort Worth. His vision for east and southeast Fort Worth includes sustainable economic growth.



Paul Paine, President, Fort Worth South, Inc., Fort Worth, TX.

Paul was born and raised in Pittsburgh, PA. He has a Bachelor of Science Degree in Business Administration from Duquesne University (pronounced Do-Cane) and a Master of Arts degree in Strategic Studies from the Naval War College. Paul accepted a commission in the United States Navy in 1978. While in the Navy he flew carrier based fighter jets, commanded an F-14 Fighter Squadron, and logged over 3,400 flight hours in the F-4 Phantom, F-14 Tomcat, and F/A-18 Hornet. He retired as a Captain in 2004 with over 26 years of service. Paul's last assignment was Commanding Officer of Naval Air Station, Fort Worth, Joint Reserve Base, Carswell Field from 2002 to 2004.

In August 2005, Paul accepted a position as President of Fort Worth South, Inc. and is responsible for implementing the strategic plan for the economic revitalization of the near Southside of Fort Worth.

Paul has been married to his wife Carmel for 29 years. They have two children Emily and Robert.

Appendix D: Workshop



Northside Economic Development Strategy Workshop October 20 - 22, 2010

Workshop Organizers

- Councilmember Sal Espino, District 2
- Fernando Costa, Assistant City Manager
- Rosa Navejar, President, Fort Worth Hispanic Chamber of Commerce

Advisory Committee

Sal Espino, Chair, Councilmember, District 2	Steve Murrin, Property Owner
Gary Brinkley, Stockyards Station	Rosa Navejar, Fort Worth Hispanic Chamber of Commerce
Joe Dulle, Property Owner	Kent Penney, City of Fort Worth, Aviation Department
Carlos Flores, Northside Neighborhood Assoc.	Albert Perez, Marine Park Neighborhood Assoc.
Abby Gamboa, Near Northside Partners Council	Reed Pigman, Texas Jet
J.D. Granger, Trinity River Vision Authority	Dora Ramirez, Wells Fargo
Jim Lane, Tarrant Regional Water District	Don Scott, Advisor

Participating City Departments and Government Agencies

Aviation	Transportation and Public Works
Housing and Economic Development	Fort Worth Public Art
Planning and Development	Fort Worth Transportation Authority

City Staff Contact

Eric Fladager, Planning Manager	817-392-8011/ eric.fladager@fortworthgov.org
Patrina Newton, Senior Planner	817-392-8068/ patrina.newton@fortworthgov.org
Noah Heath, Planner	817-392-2536/ noah.heath@fortworthgov.org

*Workshop Venue**

Hyatt Place Fort Worth Historic Stockyards
132 East Exchange Avenue
Fort Worth, Texas 76164
Phone: 817-626-6000/ Fax: 817-378-1730
<http://stockyards.place.hyatt.com>

*Workshop will be held at the Hyatt Place Stockyards except for the reception and dinners.

Appendix D: Workshop (continued)

Staff Briefing and Tour — Wednesday, October 20

Staff Briefing

1:00 – 1:10 p.m.	Welcome and Opening Comments	Councilmember Sal Espino District 2
1:10 – 1:15 p.m.	Charge to the Consultant Team	Fernando Costa Assistant City Manager City Manager’s Office
1:15 – 1:50 p.m.	Land Use, Zoning, Proposed Streetcar, and Commuter Rail	Eric Fladager, Planning Manager Planning and Development Department Bob Baniewicz, Project Manager The Fort Worth Transportation Authority (The T)
1:50 – 2:20 p.m.	Economic Development Projects and Programs	Jay Chapa, Director Housing and Economic Development Department
2:20 – 3:00 p.m.	Trinity River Vision and Trinity Uptown Projects	Mark Rauscher, Senior Assistant to City Manager Project Management Office
3:00 – 3:15 p.m.	Break/ Board Van	

Tour Northside Study Area

3:15 – 5:15 p.m.	Itinerary forthcoming.
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Appendix D: Workshop (continued)

Advisory Committee and Stakeholders List (Invited)

Business/ Developers/ Redevelopment Interests

- Adam Adolfo, Rose Marine Theater, Urban Village Business
- David Berzina, Vice-President, Fort Worth Chamber of Commerce
- Gary Brinkley, General Manager, Stockyards Station
- Francois De Kock, Consultant, Half Associates, Inc.
- Jim Dunaway, Dunaway Associates
- Tom Galbreath, Dunaway Associates
- Don Hansen, Sandpiper Aviation
- Holt Hickman, Owner, Stockyards Station
- Barney Holland, Plaza Norte
- Kristin Jaworski, Fort Worth Stockyards Business Association & Stockyards PID
- Tim Love, Lonesome Dove and Love Shack Restaurants
- Pam Minick, Billy Bobs Restaurant/Entertainment
- Steve Murrin, Stockyards Preservation Foundation
- Rosa Navejar, President, Fort Worth Hispanic Chamber of Commerce
- Phillip Poole, Developer, Townsite Company
- Allisen Prigel, Broadie's Aircraft
- Dora Ramirez/ Dan Villegas, Wells Fargo Bank
- Bob Riley, Consultant
- Don Scott, Advisor, Former President of Fort Worth South, Inc.
- Tom Struhs, Developer, Trinity Bluff Development, Ltd.
- Sonia Trevino, Educational Employees Credit Union
- Unity One Federal Credit Union
- Mercado Building Owner

Government/ Education

- Kenneth Barr, Former Mayor
- Aaron Barth, Manager, City of Fort Worth Aviation Department
- Jay Chapa, Director, City of Fort Worth Housing and Economic Development Department
- J.D. Granger, President, Trinity River Vision Authority
- Vida Hariri, Senior Urban Design Planner, City of Fort Worth Planning and Development Dept.
- Randle Harwood, Director, City of Fort Worth Project Management Office
- Tom Higgins, Assistant City Manager, City of Fort Worth City Manager's Office
- Jim Lane, Tarrant Regional Water District
- G.K. Maenius, Administrator, Tarrant County
- Antonio Martinez, North Side High School
- Mary Lou Martinez, Castleberry ISD Board Trustee
- Nina Petty, Chairman, Greater Fort Worth Real Estate Council and Tarrant County College
- Mark Rauscher, Senior Assistant to the City Manager, City of Fort Worth Project Mgmt. Office
- Dick Ruddell, President/Executive Director, The Fort Worth Transportation Authority
- Danny Scarth, Mayor Pro Tem, District 4, and Chair of TIF 9 (TRV), City of Fort Worth
- Jennifer Trevino, Chief of Staff, University of North Texas Health Science Center

Appendix D: Workshop (continued)

Advisory Committee and Stakeholders List (Invited)

Neighborhood Associations & Alliances

- Carlos Flores, Northside NA
- Daniel Flores, La Nueva Northside
- Abby Gamboa, Near Northside Partners Council
- Burl Hampton, Far Greater Northside Historical NA
- Antonio Martinez, North Beverly Hills NA
- Albert Perez, Marine Park NA
- Ron Shearer, Diamond Hill NAC
- Betty Ward, Northside NA

Civic/ Other Organizations & Individuals

- Tim McKinney, United Way
- Father Jasso, All Saints Church
- Mike Paddock, Former Member, Fort Worth Historic and Cultural Landmarks Commission
- Janell Pate, Historian
- Jerre Tracy, Executive Director, Historic Fort Worth
- Tom Weiderhold, President, North Fort Worth Historical Society

Appendix D: Workshop (continued)

Workshop Schedule Overview

Wednesday, October 20

1:00 – 3:00 p.m.	Briefing to consultant team on Northside existing conditions.
3:15 – 5:15 p.m.	Bus tour of study area for consultant team.
5:30 – 6:45 p.m.	Reception for consultant team and advisory committee. Rose Marine Theater, 1440 N. Main Street
7:15 p.m.	Dinner for consultant team. El Rancho Grande Restaurant, 1400 N. Main Street

Thursday, October 21

8:15 – 12:15 p.m.	Advisory committee and stakeholders interviews.
12:15 p.m.	Consultant team working lunch.
1:00 – 5:45 p.m.	Consultant team work session.
6:30 – 9:00 p.m.	Advisory committee dinner to preview consultant team findings and recommendations. Los Vaqueros Restaurant, 2629 North Main Street
6:30 – 7:15 p.m.	<i>Dinner</i>
7:15 – 9:00 p.m.	<i>Working Session</i>
9:00 p.m.	Consultant team work session (if necessary).

Friday, October 22

10:00 – 11:45 a.m.	Consultant team presentation for advisory committee, stakeholders, and news media.
11:45 a.m.	Workshop adjourns.

Workshop venue is the Hyatt Place Stockyards Hotel except for the reception and dinners.

Appendix E: Sources

1. International Economic Development Council. <http://www.iedconline.org/>. “Economic Development and Smart Growth: 8 Case Studies on the Connections between Smart Growth Development and Jobs, Wealth, and Quality of Life in Communities.” August 2006.
2. Ibid. August 2006.
3. National Trust for Historic Preservation. <http://www.preservationnation.org/>. “Cultural Heritage Tourism 2010 Fact Sheet.” 2010.
4. Vaquero de Fort Worth Sculpture Project. <http://vaqueroofw.org/about.html>. 2007.

FORT WORTH

