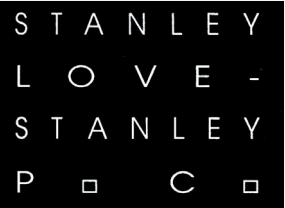
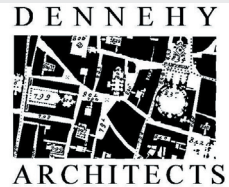


Evans & Rosedale  
Urban Village Master Plan







# Evans & Rosedale Urban Village Master Plan

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  - Velma Ausbrooks, United Community Association
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# Background, Vision Plan, & Program and the Community Workshop

1. Background
2. Vision Plan of 2000
3. Program and the Community Workshop

A. Background, Vision Plan, Program and the Community Workshop

1. Background

The Evans & Rosedale Design Team was commissioned to begin work on the Master Plan for the Urban Village, and the design of the new Shamblee Public Library, renewed Tommy Tucker Building and Public Health Center, in June 2004.

Beginning with the Juneteenth Celebration, which was held in 2004 on Evans Avenue for the first time since the new Plaza and streetscape were inaugurated, the Design Team has held a series of formal and informal meetings with City of Fort Worth staff, Library and Public Health staff, the Evans & Rosedale Advisory Committee, the Near Southeast Community Development Corporation, Southeast Fort Worth, Inc., and other community organizations and individuals, to understand the specific requirements of the Library and Public Health Center, and the needs, desires and aspirations of the community for the revitalization of the Urban Village.

Key to the identification of these issues was the Community Workshop held on August 21, 2004 at the Southside Community Center. In a remarkable show of community strength, curiosity, creativity and commitment, close to 70 members of the community spent the entire day with the Design Team, City of Fort Worth South, and a group of artists commissioned by the Arts Council of Fort Worth and Tarrant County, to explore potential ideas for the program and the Master Plan. The summaries of these sessions are included as an appendix to this Report. Their content is embodied in the proposals documented here for the Master Plan.

This report documents the work on the Master Plan for the Evans & Rosedale Urban Village, and related work on the Master Plan for an extended area of the neighborhood. Our work seeks to support as well as to draw on the principles which have been established by the City of Fort Worth for its Urban Villages Development Program, as vibrant, dense, mixed-use urban centers which are the focus of commercial and cultural activity in their greater neighborhoods.

This Master Plan report should be read in conjunction with the Evans & Rosedale Market Study prepared by ConsultEcon, Inc., the economics and market specialist member of the Evans & Rosedale Design Team (Final Draft September 2004).

The Master Plan concepts and guidelines form a blueprint for the future of the neighborhood, which will guide development for a successful revitalization of the Urban Village and its surrounding fabric. The Master Plan is intended as a document to be adopted by the City of Fort Worth, and to be used on a daily basis, as public and private decisions are made concerning development, redevelopment, capital improvements, economic incentives and other matters affecting the Evans & Rosedale Business and Cultural District.

2. Vision Plan of 2000

The Master Plan documented in these pages draws on the valuable and substantial Vision Plan of October 2000, which was based on the workshop held in July 2000. This Master Plan report should be read in conjunction with the Vision report. Following are some of the highlights of that report:

- Vision Plan Workshop held July 2000
- Vision calls for Evans & Rosedale to serve as a “gateway” linking the Medical District, Downtown and historic neighborhoods to the east
- Called for “marketplace” of small businesses, restaurants, cultural and educational centers, and jazz and blues music venues which celebrate the rich African-American heritage of Fort Worth
- Called for preservation of key historic structures, and uses which will complement and support entertainment and heritage tourism
- Called for mixed-use buildings with residential units above retail or office space at the street level
- Proposed new National Register Historic District for larger neighborhood including historic houses along Terrell
- Called for new plaza and streetscape on Evans Avenue, generous sidewalks, new signage
- Recommended public-private partnerships to bring the vision to fruition

3. Program and the Community Workshop

A program of uses has been developed for the Urban Village based upon our extensive consultation with the client and community, particularly the Community Workshop on August 21, 2004, our research of relevant precedents, the draft Market Report prepared by ConsultEcon, and our professional experience. The Vision Plan of 2000 also identified many community needs which shaped this program. The program is summarized below.

Although this section identifies program elements separately, it is important that the new cultural and commercial activities, housing and open space are combined with each other in the Urban Village. In line with forward-looking urban design practice, mixed-use buildings should be planned to encourage the cross-fertilization of markets: residents, tourists, the work force, shoppers, purveyors, and customers of restaurants and entertainment venues, should all form a vibrant patchwork quilt of community and activity on the streets of the Urban Village. In this way the cultural and economic energy which is being invested in the Urban Village will generate a sustainable level of activity which will maintain itself over time, and attract more cultural and economic capital over the years.

It is also important that uses be combined to encourage “walkability”, the easy pedestrian enjoyment of spaces and access to buildings, for a healthy environment. Minimizing the need for automobile traffic within the Urban Village and encouraging people to walk will not only promote personal health and clean air, but will also allow the Urban Village to be developed attractively, recalling America’s successful main streets, rather than strip development and suburban sprawl. Appropriate density, enhanced public transportation, compact and well-placed parking areas, and the location of shops near residents and residents near shops, will make walkability a natural characteristic of the Urban Village.

a. Library, Tommy Tucker Building and Public Health Center

These facilities are the first to be assured of construction, since they have been funded by the City of Fort Worth.

1. Library

The program for the new branch of the Shamblee Public Library has been developed in a series of programming meetings and in the Community Workshop. The total required building area is approximately 10,000 square feet exclusive of the Tommy Tucker Building.



COMMUNITY WORKSHOP



COMMUNITY WORKSHOP



COMMUNITY WORKSHOP





The Library has a requirement for 8 secure parking spaces, a bike rack and a loading space, all to be located immediately adjacent to the building. Twenty-five to thirty parking spaces are required for visitors and staff, to be located within walking distance of the building.

The Library’s programs will involve a broad participation in the life of the community, particularly for children. Many ideas for library activities were generated during the Community Workshop (see summary in appendix).

### 2. Tommy Tucker Building

This building was originally a schoolhouse, Our Mother of Mercy, attended by many of the area’s most renowned residents, and it holds a special place in the hearts of many in the community. Now roofless and in need of extensive repair, the Tommy Tucker building is slated to be incorporated into the Library facilities to provide a place for community meetings and events. Its area is 4,800 gross square feet.

### 3. Public Health Center

The program for the new Public Health Center for the City of Fort Worth has been developed in a series of programming meetings and in the Community Workshop. The total required building area is approximately 30,000 square feet.

The Public Health Department has a requirement for 20 staff parking spaces, 30 secure City vehicle spaces, and a vehicle inspection area, to be located immediately adjacent to the building. Eighty to one hundred staff parking spaces and 120 visitor spaces should be located within walking distance of the building.

Although the Public Health Center will serve the entire City of Fort Worth, there are plans for the Center to play a particular role in the Evans & Rosedale community. Please see the appendix for Community Workshop comments on these facilities.

### b. Commercial, Retail and Community Services

With virtually the entire network of shops and services having left the area with the demise of most buildings on Evans Avenue, the community is dramatically underserved in the realm of the most basic of convenience shopping and services. Retail activities are essential to fulfill the community’s current needs, to develop markets for the future, and to provide the vitality and street-level activity of the Urban Village.

ConsultEcon’s Market Report identifies a requirement for approximately 60,000 gross square feet of retail and approximately 20,000 gross square feet of office space, based on current need, independent of any additional demand likely due to an increased number of residents and/or heritage tourism. This includes 5 food and beverage units, 2 anchor stores, 10 specialty shops such as specialty food, clothing stores, etc, 1 bank, 5 small service shops, and a day-care center.

The 2000 Vision Plan set out the desire to create additional retail of a more unique variety, patronized by the new residents and heritage tourists. It calls for a “marketplace” of small businesses, restaurants, cultural and educational centers, and jazz and blues music venues which celebrate the rich African-American heritage of Fort Worth. In discussions, ConsultEcon has confirmed that following the initial establishment of the approximately 80,000 gross square feet of commercial space, additional space can be supported.

In developing the program for commercial activities for the Urban Village, we have therefore created a program for a First Phase and a Future Phase. The First Phase includes the 60,000 square feet of retail space, and 20,000 square feet of office space, for which ConsultEcon has verified an immediate need. The Future Phase includes additional space, measured by what is reasonably available in good locations at street level within the Urban Village, where additional retail spaces can be accommodated. Future Phase mixed-use buildings with office space above retail are expected to provide additional office space.

With respect to entertainment uses, ConsultEcon’s report calls for the reuse of the existing theater building commonly known as Pinkston’s, two destination restaurants, each at approximately 4,800 square feet, and a nightclub at approximately 3,600 square feet. This has also formed the program for the First Phase, with additional related space planned in connection with the proposed Lucille Smith Cooking School.

Community services such as Police and Fire Stations are of great importance to the community. The Master Plan proposes to relocate the Fire Station currently on Evans Avenue near the Plaza to a location which has better access to arterial roadways and where its vehicular scale is a better fit. A key comment in the Community Workshop called for a Police Station within the community, leading to a proposal in this Master Plan for a combination Fire Station and Police Station facility near the Urban Village.

Discussion in the Community Workshop focused on the need to stimulate business opportunities within the community, recycling the economic investment made through development by establishing locally owned and operated businesses in the Urban Village. For this reason, among others, chain stores and fast-food franchises are not recommended. The Master Plan recommendation, and the community consensus, is that authentic, locally run businesses will better serve the neighborhood, and will also attract heritage tourism with a set of goods and services which are drawn from the unique life and history of the community. Please see the appendix for a variety of commercial and entertainment uses mentioned in the Community Workshop.

### c. Housing

New housing to attract residents to the Urban Village is another critical ingredient. One of the major goals of the revitalization of the Urban Village is to encourage an intensity of personal interaction in the Urban Village. New residents increase the sense of activity, the “buzz” of the neighborhood. They also provide an immediate, close-in market for new commercial activities, especially helpful in early phases of development.

ConsultEcon’s report calls for a range of 94 to 121 housing units, with an average annual demand of 19 to 24 for the first five years. As with the commercial demand, a First Phase program has therefore been developed at 120 units, with additional units (approximately 180) to be built in future phases, based on the land available for mixed-use buildings of suitable scale (3-5 stories) within the Urban Village.

In both First and Future Phases, a variety of housing choices is desirable, including townhouses at street level, townhouses above retail space, walkup apartments, elevator apartments, and live/work lofts. The focus is on providing housing types which will appeal to new markets, particularly young people, singles, and empty-nesters, and to provide more housing choices than have been available previously in the neighborhood. In future phases particularly, housing for seniors may be another key market area. Due to the large number of detached single-family homes available in the neighborhood, as well as appropriate space and density configurations for the value of the land, no detached single family homes are included in the program for the Urban Village.

It will be important that new housing units fit the economic scale of the community. Units should be developed at modest prices so they will not have to rely on subsidies to

be affordable, and will not unbalance the established market in the neighborhood (subsidies may nevertheless be sought as incentives for development and to make appropriate amenities affordable). The surrounding neighborhood has many examples of Arts and Crafts style houses with generous ceiling heights and well sized rooms. With careful attention to architectural and budget detail, it should be possible to create new housing which shares some of these characteristics, but which benefit from the economies of multistory construction.

Increased housing density in future phases, as soon as the market will bear, is desirable for several reasons:

- HUD, in such programs as Hope VI, set 300 units as a minimum for successfully “turning around” a neighborhood, a critical mass to achieve social change. This is based on considerable experience, and Hope VI projects at 300+ units have been highly successful in urban environments.
- Among the precedents cited in ConsultEcon’s Market Study, Kansas City’s 18th & Vine Historic District is building 256 new housing units; Houston 5th Ward is building 336; Deep Ellum in Dallas includes over 700 housing units; and Roxbury in Boston is building 7,726 new units. This critical mass of new housing units appears to be associated with successful urban revitalization in African- American neighborhoods.
- “Eyes on the street” are one of the best deterrents to crime. The neighborhood is recovering from decades of past crime and, more recently, an undeserved reputation for crime. Having more residents looking out on the streets as well as walking around will help deter illegal activity.

Please see the appendix for Community Workshop comments on housing.

### d. Cultural Heritage and Tourism

The Vision Plan of 2000 identified heritage tourism as a major focus for the future of the Evans & Rosedale neighborhood. In the Community Workshop, community residents overwhelmingly endorsed cultural activities and heritage tourism as desirable activities for the community. Locally, this concept for revitalization has proved remarkably successful for Fort Worth’s Sundance Square and also for the Stockyards.



ConsultEcon’s Market Report notes that of the African-American neighborhoods which have succeeded in revitalization, all have had a major attraction such as a museum.

The Master Plan proposes a new museum, or “Cultural Headquarters”, as part of the Urban Village, with 20,000 square feet of exhibit and cultural space, and 15,000 square feet of support retail, containing a café/restaurant, and shops for artists and craftspeople to sell their creative work. The Museum is proposed to give a focus for the activities of community culture and heritage tourism in the neighborhood. Its role is both as a place to visit and as a headquarters for all the many cultural activities that now exist in the community, and those which are desired for the future. As the first visible building at the I-35/Rosedale gateway, the Museum will herald the neighborhood’s future as a cultural center.

- The Museum will provide an Orientation Center which greets visitors to the area, informs them about the history, current activities and future aspirations of the neighborhood, and provides information for neighborhood tours including information for accessing “street museum” activities throughout the neighborhood.
- The Museum will provide space for traveling exhibitions such as those from the African-American Museum in Dallas and other museums across the nation.
- The Museum will provide space for a permanent exhibit of photographs and other memorabilia which celebrate the history of the neighborhood, such as the Tarrant County Black Historical & Genealogical Collection, videos, interviews with community elders, information about local Black cowboys and Black Indians, quilts and quilt-making, local artists, and the relationship with Fort Worth’s sister city in Swaziland.
- The Museum will provided information about other activities in the neighborhood such as drama, cinema, dance, poetry readings and other performances at the Theater, events in the Plaza such as Juneteenth, activities of clubs such as the Federated Women’s Clubs, musical events at nightclubs, destination restaurants along Evans Avenue, etc.

- The Museum will be a place for children of the neighborhood, and children visiting from other neighborhoods, to learn about the history of the community and African-American culture, as well as to provide educational activities and workshops for local talent, allowing children to make art and culture an important part of their lives.
- The Museum can be part of a national network of African-American museums and cultural organizations, and can provide links via computers and other technology to other Museums across the country, as well as global networks with particular focus on Africa.
- The Museum will be Fort Worth’s African-American member of the associations of Fine Arts Museums in the City, including the Arts Council of Fort Worth and Tarrant County, and can become a major Fort Worth attraction in a city which prides itself on its museums.
- The Museum will provide retail activities at street level for museum-related crafts and places for local artists to sell their work, as well as a stylish Museum café, stimulating pedestrian activity on Missouri Street.

In addition to the Museum building itself, cultural activities are planned throughout the neighborhood (Please see Evans & Rosedale and the Power of Place section of this report, and the Appendix for Community Workshop discussion of cultural activities and heritage tourism.).

**e. Open Space**

Open space is a critically important part of any community. Since so few buildings remain in the area designated for the Urban Village, it may be difficult to envisage the need for open space at the current time. However, with the intensity of development needed for a successful revitalization, open spaces will be an essential element which will provide gathering places, real amenities, breathing spaces, and green trees and other planting. In addition to the Evans Avenue Plaza, to be enhanced and integrated into the new development, a variety of small neighborhood parks, squares, and pedestrian ways are planned for the Urban Village and can be seen on the following pages.

Planting, particularly trees, can play a major role in the ecosystem of the community, providing shade and improving air quality as well as enhancing visual enjoyment of the

environment. Trees which shade buildings in summertime provide natural cooling, and can reduce the need for mechanical cooling systems. Mature trees also help to tell the history of a neighborhood, and provide variations in form and scale which complement buildings for a more harmonious urban composition. Accordingly, the retention of existing trees has been a priority in the location of new buildings within the Urban Village, and new street trees are planned for most streets.

**Notes on Density**

The height of buildings proposed in the Urban Village varies from one to five stories, based on the Mixed-Use zoning, MU-1, which is current in the neighborhood. In the first phase, existing one-story to three-story height buildings are combined with new one, two and three story buildings, for a variety which is typical of the traditional American Main Street. In the future phase, mixed-use buildings up to five stories are proposed on the northernmost blocks, closer to the downtown and similar in scale to new development taking place close to downtown.

It is important, if successful revitalization is to occur, that the density of the Urban Village is not artificially constrained to a height less than that allowed by the mixed-use zoning. The Urban Village is intended to be the highest density in this area, to have the greatest land value. This is a one-time opportunity for the community to take advantage of city-owned land to build. Failing to take advantage of this with density appropriate to the Urban Village would result in development which undervalues the land.

Building density in the Urban Village helps reinforce the walkability of the neighborhood, which is a strong goal of the community and the design team. If housing density is spread out over the whole neighborhood, more residents will live too far away to walk to the Urban Village and will use cars, thereby increasing traffic, parking, etc.





# Conceptual Master Plan for the Urban Village

- 1. First Phase Street Level and Upper Level
- 2. Future Phase Street Level and Upper Level
- 3. Parcel 1
- 4. Parcel 2
- 5. Parcel 3
- 6. Parcel 4
- 7. Development Summary
- 8. Parking Summary
- 9. Perspectives

## B. Conceptual Master Plan for the Urban Village

Building on the creative energy of the Community Workshop, a Master Plan has been developed for the 15-acre Urban Village, which is illustrated on the following pages.

## 1. First Phase Street Level and Upper Level

Major priorities for the First Phase (the development to be implemented in the first five years) are:

- The re-energizing of Evans Avenue with retail and heritage activity
- Strong neighborhood identity at the I-35W Rosedale gateway
- A new “cultural headquarters” to focus on heritage tourism
- Appropriate siting for the new Library and Public Health Center buildings
- The re-activation of historic building fabric
- Spatial definition for the Evans Avenue Plaza
- Mixed uses which include a variety of housing choices for new residents
- Establishing new pedestrian patterns and connections
- Establishing a new Urban Village density for appropriate land value

In line with these priorities, new development is focused at the Rosedale gateway and along Evans Avenue, with surface parking placed temporarily on areas of the Urban Village to be developed at a later date. While street level uses focus on retail, entertainment and tourism, and public uses, upper levels emphasize housing and offices.



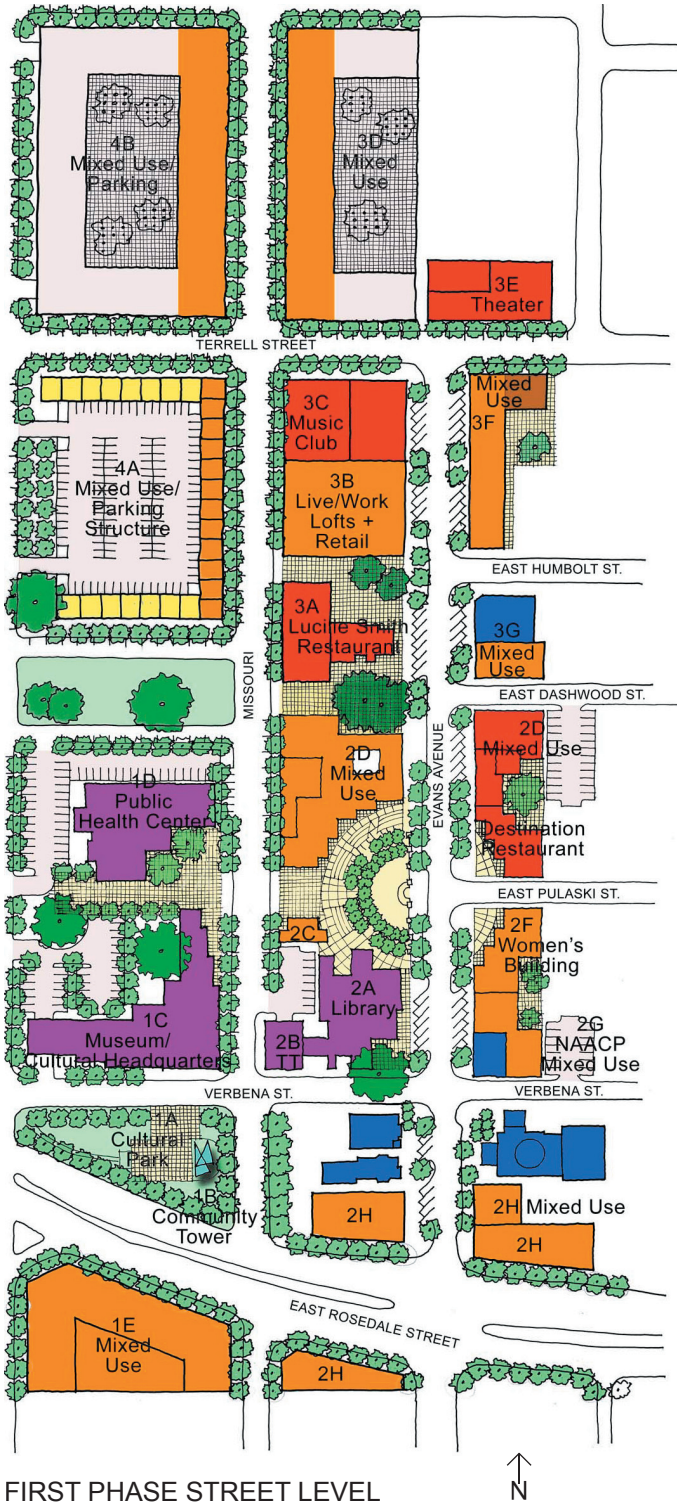


2. Future Phase Street Level and Upper Level

The Future Phase (development to be implemented for the entire Urban Village) includes the First Phase development plus further development of surface parking areas into new mixed-use development. This will:

- Increase the critical mass of commercial, residential, and community service uses
- Allow heritage tourism activities to spread through the Urban Village and beyond
- Establish a stronger residential community to help “turn around” the area
- Replace low-density surface parking with higher economic values for the land
- Provide more housing choices for area residents
- Create a stronger identity for Missouri Avenue to support Evans Avenue
- Extend new pedestrian patterns to a larger area within the Urban Village
- Help define Rosedale as a new regional mixed-use boulevard
- Help define Terrell Avenue as a renewed residential boulevard

On the following pages, each area is illustrated in more detail to show the scale and character proposed, at First Phase and at Future Phase.





3. Parcel 1

Parcel 1 includes the gateway arrival for most visitors by car from I-35W and Rosedale. As such, it is critical that the new identity and character of the neighborhood be established here, in a positive, creative way which heralds the transformation of the neighborhood. We have therefore proposed the following to be established in the First Phase:

- A new Cultural Park to welcome visitors, shoppers and residents
- A new Community Tower which is visible at Freeway scale
- A new Museum which acts as the Cultural Headquarters for the neighborhood
- The new Public Health Center building on Missouri connecting to the Plaza
- Surface parking for visitors to the Museum
- Structured parking to be integrated into the Museum in later phases

On the following pages, each area is discussed in more detail to show the scale and character proposed.

1A. Cultural Park

Arriving now by car via the underpass from Rosedale or from I-35W, which is the primary gateway for the neighborhood for visitors, shoppers, residents returning from work and other areas of Fort Worth, one emerges from the underpass to find a lack of place, a lack of character, a lack of definition. Although one can see quite clearly along Verbena (which carries through the axis of Rosedale) towards Evans, it is not clear that one has arrived in the Urban Village which embraces a potentially transformed Evans Avenue and surrounding neighborhood. The new Cultural Park on this triangular block can welcome the visitor and resident alike with a celebration of arrival in the Urban Village and the wider neighborhood:

- The south-facing space will be full of sun and light
- The open connection along Verbena is maintained, not blocked with new buildings





- The park provides a setting for the Community Tower with its regional scale visibility
- The park acts as a forecourt for the new Museum/Cultural Headquarters
- The open space provides visibility for signage to Evans Avenue
- The open space allows time for visitors to register the impact of the new image
- The park provides an opportunity to redefine the I-35W-Rosedale intersection
- The park provides a setting for major pieces of public art
- The park will have both soft and paved areas, as well as major trees
- The park will provide seating and play areas

1B. Community Tower

The Community Tower is proposed to give the Urban Village and the surrounding neighborhood a regional-scale presence which is visible from downtown Fort Worth, from the freeways, especially I-30 and I-35W, and from taller buildings in the area. The Community Tower is proposed at approximately 100’ tall, to be constructed primarily of painted steel, with mixed-media elements of color and light.

- The tower is a sculptural object with a unique character
- The tower celebrates the resurgence of the neighborhood
- With no occupied use, the tower can be skeletal and transparent
- The tower can facilitate and celebrate communication with new technology
- The tower can function as a broadcasting point for a radio station or cellphone relay
- The tower can include a stairway for high-level viewing of the neighborhood

- The tower can be lit at night in innovative ways to become a light sculpture
- The tower can provide surfaces for projected and illuminated images
- The tower can interpret historic African-American images for the future

1C. Museum/Cultural Headquarters

The Museum is proposed to give a focus for the activities of community culture and heritage tourism in the neighborhood. Its role is both as a place to visit and as a headquarters for the many cultural activities in the neighborhood that now exist in the community, and those which are desired for the future. As the first visible building at the gateway, the Museum will herald the neighborhood’s future as a cultural center.

- The Museum is envisioned as a tall 2-story building (about 40’ high) with innovative modern architecture, dramatic 2-story skylit spaces inside, with light and climate-controlled spaces for artwork, exhibitions and media presentations
- The Museum building is planned around several mature existing trees which can help shape and shade related outdoor space
- The Museum is planned to have an active street level with shops and galleries where artists and craftworkers can market their creative work, alongside a stylish Museum cafe
- The Museum’s net area of approximately 20,000 square feet, plus 15,000 square feet of café and retail, lobby and circulation space, is a feasible, appropriately sized facility
- The Museum will have approximately 30 parking spaces near the building, but parking generally will be shared with other uses
- The Museum’s location at the I-35W gateway, near but not on the plaza or Evans Avenue, allows the Plaza and Evans Avenue to support more active retail and other mixed uses
- As the Museum’s program is developed, a temporary home for the Museum’s activities has been offered in the Tommy Tucker Building. A kiosk

with information about the Museum can also be erected on the site to inform the community and visitors about the planned facility.

- The existing billboard on the Museum site must be relocated for the Museum’s development. Since the current owner of this property is demanding a large sum for purchase, and wishes to maintain the billboard at this intersection, a possible solution may be a land swap for some of the property the City owns on the southeast corner of the intersection of Rosedale and the I-35W access road. This property has similar visibility for a billboard, and is slated for later development as part of the Master Plan.

1D. Public Health Center

The Public Health Center building has been located on this key site on Missouri adjacent to the extension of East Dashwood and the extension of East Pulaski Street through the Evans Avenue Plaza. In this key location:

- The Public Health Center building has a generously sized site, organized around existing trees and with frontage on a new small Urban Village park at East Dashwood
- The Public Health Center can have easy access via and to I-35W, with adequate space and access for vehicle inspection areas and secure City vehicle areas
- The Public Health Center relates to the new Library and Evans Avenue via the Plaza
- The Public Health Center building can help to provide a new “finished edge” along I-35W, helping to give a sense of achievement and development in the community
- The Public Health Center can have easy access to First Phase surface parking and Final Phase structured parking, for staff and visitor parking, flexibly shared with other parking needs in the Urban Village (First Phase staff parking to be protected for security by separate access via gates either side of the new park at East Dashwood)
- Since the Public Health Center building apparently cannot feasibly include street level retail uses due to its funding status, its siting in a position

slightly removed from Evans Avenue and the Plaza permits those areas to be energized by retail and entertainment

- The new Public Health Building is proposed as a two story building of approximately 30,000 gross square feet.

1E. Mixed-use development south of Rosedale

The area to the south of Rosedale has high visibility for a mixed-use development which can complement the other uses in Parcel 1, but which is planned for a later phase to allow the gateway and Evans Avenue to take center stage in the First Phase. This new mixed-use development is proposed as office space over retail space, but could also be a supermarket, multi-story home furnishings store, garden center, etc., or mixed-use with housing. The definition of the south edge of Rosedale, and by extension the space of the gateway park, should be strongly established by the building’s streetwall, which should be at least two stories and preferably three stories tall, and located near the front lot line in a strong gesture defining the space of the intersection and the new Cultural Park.





4. Parcel 2

Parcel 2 includes the core area of Evans Avenue from Rosedale to East Dashwood, and takes in the new Evans Avenue Plaza. This area is the proposed setting for:

- The new Shamblee Library on the corner of Evans Avenue and Verbena Street
- The Tommy Tucker Building, with access from the new Shamblee Library
- Enhancement of the Evans Avenue Plaza for performances and other activities
- Mixed-use development including retail and apartments on Evans Avenue Plaza
- Mixed-use housing and destination restaurants at Evans & Pulaski/Dashwood
- A new mixed-use Women’s building at Evans and East Pulaski Street
- A new mixed-use development focused around the NAACP Building
- The noble existing buildings of the Sunshine Cumberland and Mt. Zion Churches
- New Evans Avenue gateway buildings at Rosedale

On the following pages, each area is discussed in more detail to show the scale and character proposed.

2A. The New Shamblee Library

The new Shamblee Library is sited on the corner of Evans and Verbena Street, adjacent to the Tommy Tucker Building and with a close relationship to Evans Avenue and the Plaza. In this key location:

- The Library will have high visibility on Evans Avenue.
- The Library will have a close relationship to Evans Avenue and the Plaza.
- As one of the first new buildings to be built in the neighborhood since the 1930’s, the Library will strongly shape the character of the Avenue.





- The Library will have daylight from several directions throughout the day.
- The Library will have a close functional relationship with the Tommy Tucker building, which will be used in part for culturally related activities.
- The Library will have sufficient space for a small outdoor courtyard, as suggested in the Community Workshop.
- The Library will have a strong identity as a tall 1-story building (reaching 30’ in some areas) of approximately 10,000 square feet.

2B. Tommy Tucker Building

This unique historic building has a significance in the neighborhood which far outstrips its modest presence. Originally Our Mother of Mercy, a private educational facility for African Americans, it was attended by many neighborhood children who have become professionals. It is proposed to be treated with respect as a space for community and cultural use which is accessible through the Library, but remains visible as a freestanding building on the corner of Missouri and Verbena. Its lower level will be used for other Library functions. With a new roof, which may include skylight glazing, and a refurbished exterior, it may form a backdrop for multimedia projections at night.

2C. Enhanced Evans Avenue Plaza

The new Plaza, which has been thoughtfully designed with its new plaques, trees, fountain, seating and lighting, has become a symbol of the resurgence of the community. Its semicircular form is welcoming, and symbolizes community. Its trees are welcome for green shade (though not well maintained). The Plaza suffers, however, from lack of definition of space, since no buildings surround it. It can be enhanced to support a broader range of activities, and to engage Evans Avenue and the new mixed-uses better. Among the recommendations to enhance the Plaza are:

- Definition of the space of the Plaza with two and three-story buildings on all four quadrants which take inspiration from the circular form of the Plaza
- Active retail uses fronting onto the Plaza to increase its energy and natural pedestrian use patterns, including a small new one or two-story retail building near the Library, proposed as a specialty ice cream shop

- Enhanced capability to support live events, including live music performances, with permanent amphitheater elements which can be attractive sculptural forms for casual seating when not in use for events
- Incorporation of permanent or temporary removable shade structures into the Plaza to provide additional shade during the summer
- Consideration of the replacement of the balustrade separating the Plaza from the Evans Avenue sidewalk with open steps, to encourage the flow of public space, providing more direct access from Evans Avenue sidewalks to new retail shops surrounding the Plaza
- Reconsideration of the details of the Plaza’s sculpture, water feature design and lighting, to be potentially replaced in the future with new forms which are more evocative of Evans Avenue’s African-American heritage and aspirations for the future
- Replacement of trees with more hardy specimens which will match each other in the future (if only the dying trees are replaced, the height and mass of the trees will not match)
- Replacement (or addition) of trash receptacles with larger units which can hold more trash, especially for events

2D. Mixed-use Development at Evans Avenue Plaza

New mixed-use development at Evans Avenue Plaza will be the high-energy heart of the Urban Village. To help define the space of the Plaza and to optimize the land value in this area, buildings should be three stories in height, with retail at the street level. Mixed-use buildings are proposed on three quadrants of the Plaza space, on both sides of Evans Avenue:

- To the northwest, a new three-story building with nine retail shops at street level, facing the Plaza, Evans Avenue, Missouri Avenue and the pedestrian paved extension of Dashwood Street to the north, and apartments above, with high quality, tall modern glass storefronts at the Plaza level, service on Missouri Avenue, and a residential entrance on Evans Avenue.

- Proposed retail shops would include specialty shops which integrate existing community needs with heritage tourism, such as the Black Bookworm bookstore, an ethnic restaurant, a bakery, a coffee shop, a record/CD shop, a florist, a specialty food shop with traditional African-American foods, etc.
- Note that this proposed development replaces the one-story Fire Station building, which, while a necessary community function, would be best relocated to another area where fire trucks will have easier access to quick-moving traffic (Evans Avenue is likely to become slower-moving, with cars parking and pulling out, and pedestrians crossing.). This will also have the benefit of optimizing land values, development, and appropriate building scale and character within the Urban Village. As the community has stated, a new location for the Fire Department must be identified before the current facility is removed (See 2H below).

2E. Northeast of Plaza: Destination Restaurant and Housing

To the northeast, a new three-story building with two destination restaurants plus retail at the street level is proposed, opening out to sidewalk café tables on Evans Avenue, and also to outdoor seating around the existing tree at the rear of the lots, with apartments above, and a residential entrance on Evans Avenue

2F. Southeast of Plaza: Women’s Building with Mixed Uses

To the southeast, the replacement of the Federated Women’s Club building with a new three-story Women’s building is proposed, to better accommodate club activities on upper floors, with retail at street level and potential women’s housing units, or a women’s hotel, at the third floor. Retail activities may include such shops and services as a dance studio, dry cleaners, and beauty salons which recall those which flourished in the heyday of Evans Avenue in the 1930’s.

2G. NAACP Building and surrounding lots

At the corner of Evans and Verbena Streets, a key site is occupied by the one-story NAACP building. This site has the potential to be developed as a mixed-use combination of new and existing building fabric, with an additional story added to the NAACP building, new street level retail added to either side at Evans and at Verbena, and office space added above for professional office and services. Retail activities at the

street level may include a drugstore, perhaps recalling a well-known former pharmacy on Evans Avenue; services such as a barber and internet/copy/ mailing service; and a full service branch bank to provide not only cashier and ATM services but also mortgages and business loans. The location of a branch bank here may be part of a larger agreement with a major bank to provide financing to the community for development in the Urban Village and the larger neighborhood.

2H. Evans Avenue Gateway buildings at Rosedale

In the First Phase, it may not be necessary to build any new buildings at the intersection of Evans & Rosedale, since the center of Evans Avenue from the Plaza to Terrell is a higher priority for re-energizing Evans Avenue, and the existing Computer School and Gallery, active community uses, should not be unnecessarily disrupted. When the market is better established, however, there is the potential for dramatic new gateway mixed-use buildings on these four corners, with retail at the street level, and offices, computer school or residential (artist lofts) above up to five stories, to mark the gateway and take advantage of a strong location.

For the small parcel next to Mt. Zion Church, consideration should be given to a first phase Fort Worth Police storefront operation. Other areas of Fort Worth have benefited from such a storefront at the early stages of development. A community-driven, community-oriented storefront is not just a program, but a philosophy. It enhances the visibility of the police and provides opportunity for citizen involvement in the neighborhood safety initiatives. The storefront allows officers and citizens to interact not only for crime reporting but also for problem solving and information sharing. Residential developments within the Urban Village can provide incentive rental rates for police officers to reside in the neighborhood.

In a future phase, one potential element at the southeast corner of Evans & Rosedale would be a new combined Police and Fire Station facility. This location would be close enough to the core of the Urban Village to provide protection, yet could function independently with quick access to widened Rosedale for urgent police and fire traffic. This could become part of a mixed-use development on this corner, or a new major public facility. The temporary relocation of the Fire Station to this location, in concert with the development of Parcel 2D, could be a precursor to this larger facility. Perhaps the developer of Parcel 2D should be required to build the temporary Firehouse facility on this site as a condition for designation on the prime Plaza retail site.





5. Parcel 3

Parcel 3 includes the area of Evans Avenue from East Dashwood to Terrell, and part of the large block bounded by Terrell, Missouri, Leuda and Kentucky. This area is the proposed setting for:

- A rebuilt Lucille Smith restaurant, with historic and modern facilities and open space
- New live/work lofts with retail at the street level
- A new upscale nightclub with live music in the existing building at Evans & Terrell
- Future mixed-use apartments and retail at Terrell and Missouri
- Renovation of the Theater building at Terrell and Evans as a multi-use facility
- New mixed-use apartments and retail, plus CDC headquarters, at Evans & Terrell
- Consideration of re-use of the Compassionate Church of God building as a Day Care Center, with a new retail and office building adjacent

On the following pages, each area is discussed in more detail to show the scale and character proposed.

3A. New Lucille Smith Restaurant and Cooking School

The existing Lucille Smith Restaurant building at 924 Evans Avenue is in such poor condition that it appears that it must be demolished. Given the importance of the historic location and structure to the neighborhood, and its relationship to several mature pecan trees and the spatial extensions of East Humbolt Street and East Dashwood Street, a rebuilding of the historic structure coupled with the building of a new, modern three-story addition at Missouri Street is proposed, to yield the best of history and the future. The rebuilt historic building can recapture the small-scale ambience of the former restaurant, with outdoor seating at paved areas shaded by the mature trees, while the new structure on Missouri can provide what Lucille Smith would want in 2005: a new modern kitchen, with modern delivery facilities, and a cooking school and modern dining space with views into the neighborhood.





Glenn Smith, grandson of Lucille Smith, has suggested complementary uses for the addition in a communication with City of Fort Worth staff, including “an auditorium . . . enclosed in glass” for “presentations like the one before Juneteenth . . . music or book reading, poetry” which “would be environmental to the garden surrounding it . . . and the community would access the building for more than one purpose. Even as the population becomes dense and high-rise living is inevitable the building would be a pillar to the community and . . . honor my grandmother and father”. Other uses which have been suggested include the potential for a bed and breakfast establishment on upper floors with the participation of artists’ guilds.

Preliminary environmental indications are that the site is substantially contaminated with lead, consistent with deteriorated exterior lead-based paint. City of Fort Worth Department of Environmental Management has completed the removal of contaminated soils in much of the Urban Village, but has not done so on this site due to the presence of the existing building. Following demolition, one to two feet of soil should be removed from this site. Since the existing building has a First Floor level several steps above grade, it is expected that a full basement will be feasible with some potential for natural light, providing flexible space for a variety of uses.

3B. Live-Work Lofts with Retail

In line with Smart Growth policies and good urban design practice, a wide variety of housing choices is proposed for the Urban Village. At the Community Workshop, the concept of Live-Work lofts was enthusiastically supported. The site between Evans and Missouri, between the extension of East Humboldt Street and the existing corner building at Terrell, is an ideal site for a three-story loft building with street level retail facing Evans, Missouri and the paved pedestrian lane which is an extension of East Humbolt Street.

Due to the large, flexible size of this site, the two proposed “anchor stores” called for in ConsultEcon’s market analysis can be accommodated here. The frontage facing Missouri Avenue would be ideal for a food market, with First Phase surface parking and later structured parking close by, and with Missouri Avenue acting as a more local, convenience retail-oriented street. On Evans Avenue, oriented more toward Heritage tourism and walk-in traffic, a store with general merchandise would be well-located, with clothing, footwear, home furnishings, etc tailored to the image of the community and its African-American heritage.

The Live/Work lofts above are probably best built with a large passenger-freight elevator serving a central corridor. Lofts may face east, west or south and should have high ceilings and large windows. Kitchen and bathrooms should be grouped strategically to allow renters or purchasers to combine and recombine loft spaces, to permit enlargement of units horizontally or vertically into duplex units. The development may be made more economical by being built as raw or nearly raw space, for purchasers to finish as they wish. The roof should be developed as a roof garden, to permit each resident to have some outdoor space, as well as providing some shared community outdoor space.

3C. A New Upscale Nightclub with Live Music

At the southwest corner of Evans & Terrell, the existing building (former supermarket) would be an ideal location for a new nightclub for live music, recreating the lively ambience of the heyday of the neighborhood. Ideally, the renovation would include extending the building to Missouri Street, and reinforcing the structure to permit future floors to be built above; however, this could be developed in phases.

3D. Future mixed-use apartments and retail at Terrell and Missouri

The large site on Missouri Avenue from Terrell to Leuda is an ideal location for future mixed-use development to include retail, parking, and apartments. This portion of Missouri would be ideal to support local, neighborhood-oriented retail uses such as a grocery store, greengrocer, bakery, butcher, fishmonger, drugstore, hardware store, florist, etc. as well as neighborhood cafes. The site is deep enough to permit two levels of structured parking behind retail shops. The mixed-use zoning permits development of up to five stories with this mix of uses.

In the First Phase, however, it is probably better to establish surface parking on this site, since the anticipated retail and housing demand will be satisfied by the development along Evans Avenue, and the demand for surface parking in the First Phase will be high. Additionally, the City of Fort Worth Department of Environmental Management has found that groundwater contamination in excess of the Texas Risk Reduction Program Tier 1 residential protective concentration level exists at 801 Missouri, which is part of this parcel, with benzene the key contaminant, probably due to the former location of a service station on the site. Therefore, remediation of this contamination to a level safe for residential uses may be necessary prior to the mixed-use development proposed in the Master Plan.

The proposed surface parking should be designed in an environmentally “green” way to reduce the demands for stormwater management, and to suit the temporary nature of this use. In lieu of asphalt and concrete curbs, permeable interlocking paving blocks with openings for planting (“grasscrete”) may be used, providing a friendlier, more attractive and less expensive surface for parking. New sidewalks with street trees should be developed along the edges of the site to establish the new street character and allow trees to mature before new mixed-use development is implemented.

3E. Renovation of the Theater building at Terrell and Evans as a Multi-use Facility

This building, with signage now identifying it as Pinkston’s, a funeral home which occupied the facility until recently, was originally built as a theater, and deserves to be renovated to become a multi-use facility:

- Theater productions can be held here, as supported by the Jubilee Theater Director, at the Community Workshop.
- The facility can be adapted to permit film, dance, music, poetry readings, and pageants to be held.
- The building has a prime position at the “head” of Evans Avenue and a cultural facility here can help to symbolize the cultural revitalization of the neighborhood.
- Existing parking facilities to the north of the building can be used in the short term, as well as First Phase surface parking and future structured parking.
- The Marine Theater in Fort Worth’s northside neighborhood can serve as a useful local precedent.

3F. New mixed-use apartments and retail, plus CDC headquarters, at Evans & Terrell

Several lots at the key southeast corner of Evans and Terrell have been designated for development by the Near Southeast Community Development Corporation (NSCDC). This location is ideal as an early mixed-use three-story development including retail facing Evans Avenue at street level, the new NSCDC offices facing Terrell at street level, and two levels of apartments above. Residential uses are proposed here since the site is well-suited for this, and

provides an excellent opportunity to begin activating the street with new residents. Due to the 50’ depth of the lot at Evans and East Humbolt, it is more practical to build walk-up apartments rather than an elevator and corridor-served building; this suits a desire to build especially cost-effectively in early phases, and to provide multiple residential entrances at street level. To set the quality for future development, balconies and roof terraces are proposed as “porches in the sky”. Potential uses at street level include specialty shops relating to African-American heritage, and an ethnic restaurant, which can take advantage of space in the rear of the building for outdoor garden seating, as well as the NSCDC offices.

The City of Fort Worth Department of Environmental Management has found that 901 Evans, which is part of this parcel, has groundwater contamination in excess of the Texas Risk Reduction Program Tier 1 residential protective concentration level, and is a closed LPST (leaking petroleum storage tank) site. Therefore, environmental remediation may be necessary prior to mixed-use development which includes residential. However, since the site is small, this could be accomplished relatively quickly, and should not preclude its development for mixed uses including residential. The required excavation will likely provide space for a cost-effective basement level, which should be an asset in leasing retail space.

3G. Potential re-use of Compassionate Church of God Building as Day Care Center

It has been learned during the Master Plan design phases that the Compassionate Church of God building may become available, since the church’s congregation is growing and may wish to move to larger premises. The existing Church building would be an ideal site for a new Day Care Center. Community residents have expressed a strong desire to provide facilities for children, with a high profile in the community. The church building’s windows have been partially bricked up; opening them would create a light, airy structure which would have a strong presence on Evans Avenue, and could open to a play yard behind the building to the east, relating to the adjacent residential neighborhood.

A small site next to the Compassionate Church of God building, currently owned by the church, would be ideal for mixed-use development with retail space at the street level, perhaps a breakfast and lunch café, with office space above.





6. Parcel 4

Parcel 4 includes the area between I-35W access road and Missouri from East Dashwood to Leuda, in the northwest corner of the Urban Village. This area is the proposed setting for:

- First Phase surface parking to support the needs of staff and visitors to the Public Health Center, local residents in new mixed-use development, shopper and visitors
- Future phase mixed-use development at Missouri between Terrell and East Dashwood, with townhouses and street level retail fronting structured parking
- Future phase mixed-use development at Missouri between Terrell and Leuda, with street level retail, parking, and apartments above

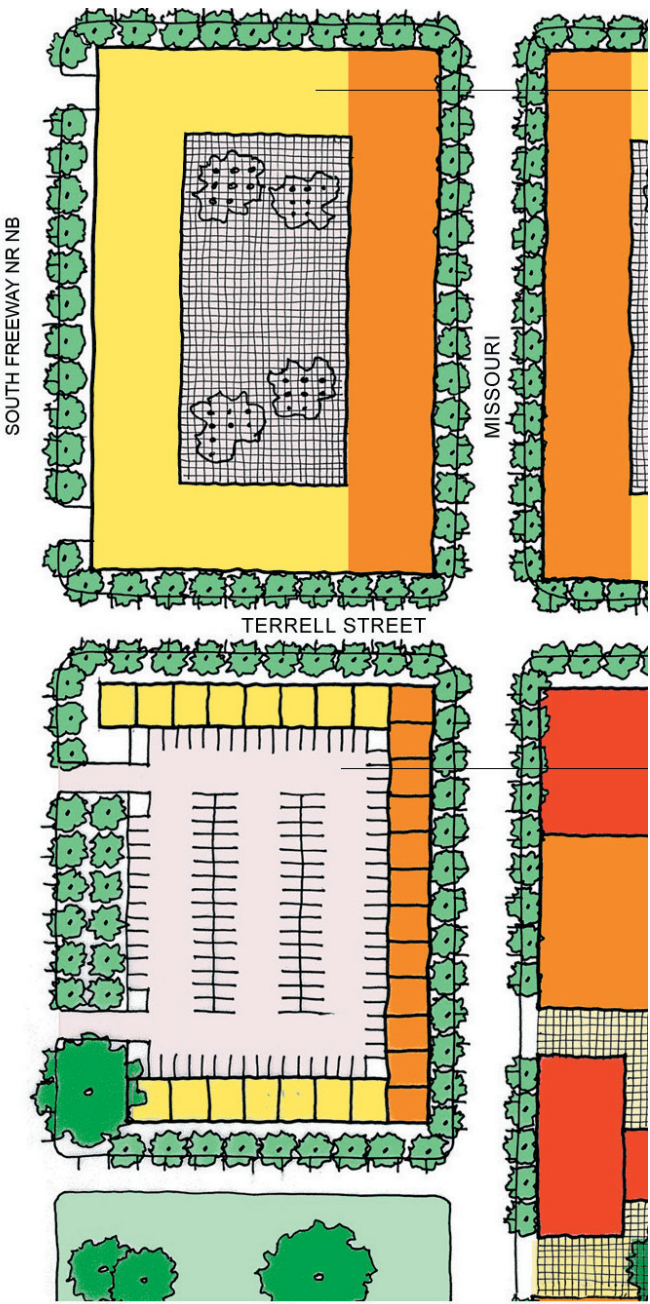
4A. First Phase Surface Parking/Future Phase Townhouses, Retail and Parking

This parcel is an ideal location for a form of mixed-use development combined with structured parking which has been highly successful in other urban centers. A three or four-story parking structure, which may be partially below grade, is proposed to be constructed with entries and exits along the frontage road for I-35W. Along the other street frontages, Terrell, Missouri, and a reconfigured Dashwood, townhouses are proposed to be built with their rear solid walls against the parking structure walls, and their entrances and windows facing the street sides. On Missouri, the townhouses would be built above one story of retail, but their entrances would still be at street level, with an interior stair entrance up to the next level. In the resulting development:

- All townhouses have street level entries facing tree-lined streets.
- 2-story townhouses facing Missouri are located above retail space.
- 3-story townhouses are located facing Terrell and Humbolt (new boulevard and new park).
- No residential units face I-35W, which is slightly elevated at this point.



PARCEL 4 - First Phase



PARCEL 3 - Future Phase



- Structured parking is invisible to all streets except the I-35W access road.
- Parking within the structure can be “zoned”, to permit Public Health Center staff and/or residents to have reserved spaces controlled by gates.

This development would be ideally structured as a public-private partnership, with the City of Fort Worth and a developer teaming up, the City building the parking structure and private development responsible for the townhouses. Although this is not shown as a First Phase development, it could easily become a First Phase development if demand can be established for the townhouses.

In the interim, a surface parking use is proposed. As for Parcel 3D, the proposed interim surface parking should be designed in an environmentally “green” way to reduce the demands for stormwater management, and to suit the temporary nature of this use. In lieu of asphalt and concrete curbs, permeable interlocking paving blocks with openings for planting (“grasscrete”) may be used, providing a friendlier, more attractive and less expensive surface for parking. New sidewalks with street trees should be developed along the edges of the site to establish the new street character and allow trees to mature before new mixed-use development is implemented.

**4B. Future Phase Apartments, Retail and Parking at Missouri and Terrell/Leuda**

The large site on Missouri from Terrell to Leuda is an ideal location for future mixed-use development to include retail, parking and apartments. This portion of Missouri would be ideal to support local, neighborhood-oriented retail uses such as a grocery store, greengrocer, bakery, butcher, fishmonger, drugstore, hardware store, florist, etc. as well as neighborhood cafes. The site is deep enough to permit 2 levels of structured parking behind retail shops. The mixed-use zoning permits development of up to five stories with this mix of uses.

As for Parcels 3D and 4A, the proposed interim surface parking should be designed in an environmentally “green” way to reduce the demands for stormwater management, and to suit the temporary nature of this use. New sidewalks with street trees should be developed along the edges of the site to establish the new street character and allow trees to mature before new mixed-use development is implemented.





7. Development Summary

Parcel Subparcel		First Phase area in sf unless noted	Future Phase area in sf unless noted
1A	Cultural Park		
1B	Community Tower		
1C	Museum/Cultural HQ	20,000 exhibit	20,000 exhibit
		15,000 street/café	15,000 street/café
		30 parking spaces	30 parking spaces
1D	Public Health Center	30,000	30,000
		50 parking spaces	50 parking spaces
1E	Mixed-Use at Rosedale		30,000 retail
			40,000 office
2A	Shamblee Library	10,000	10,000
		8 parking spaces	8 parking spaces
2B	Tommy Tucker Building	4,800	4,800
2C	Evans Avenue Plaza	2,000 retail	2,000 retail
2D	Mixed-use at Plaza NW	18,000 retail	18,000 retail
		30 apartments	30 apartments
2E	Mixed-use at Plaza NE	10,000 restaurant	10,000 restaurant
		2,000 retail	2,000 retail
		20 apartments	20 apartments
		20 parking spaces	20 parking spaces
2F	Mixed-use Women’s Bldg	6,000 street level	6,000 street level
		6,000 club space	6,000 club space
		6,000 upper level	6,000 upper level
2G	NAACP complex	6,000 retail	6,000 retail
		7,000 office	7,000 office
		10 parking space	10 parking space
2H	Evans Avenue Gateway Buildings (4)		24,000 retail
			24,000 office
			10-20 lofts
3A	Lucille Smith Restaurant	24,000	24,000
3B	Live/work lofts/retail	15,000 retail	15,000 retail
		30-50 lofts	30-50 lofts
3C	Live Music Club	6,000- 15,000	6,000- 15,000
3D	Mixed-use Terrell/Missouri	180 parking spaces	21,000 retail
			60 apartments
			360 parking spaces
3E	Theater	12,000	12,000
3F	Mixed-use Evans/Terrell	9,000 retail	9,000 retail
		3,000 CDC office	3,000 CDC office
		20 apartments	20 apartments
3G	Church mixed-use site	3,000 retail	3,000 retail
		6,000 office	6,000 office
4A	Townhouses/retail/parking	80 Health parking	9,000 retail
		100 parking spaces	25 townhouses
			520 parking spaces
4B	Apartments/retail/parking	240 parking spaces	21,000 parking spaces
			90 apartments
			440 parking spaces
Totals	Housing Units	100-120	285-325
	Retail Space	60,000	175,000
	Office Space	20,000	84,000
	Entertainment/heritage	28,000	28,000
	Parking Spaces	890	1320



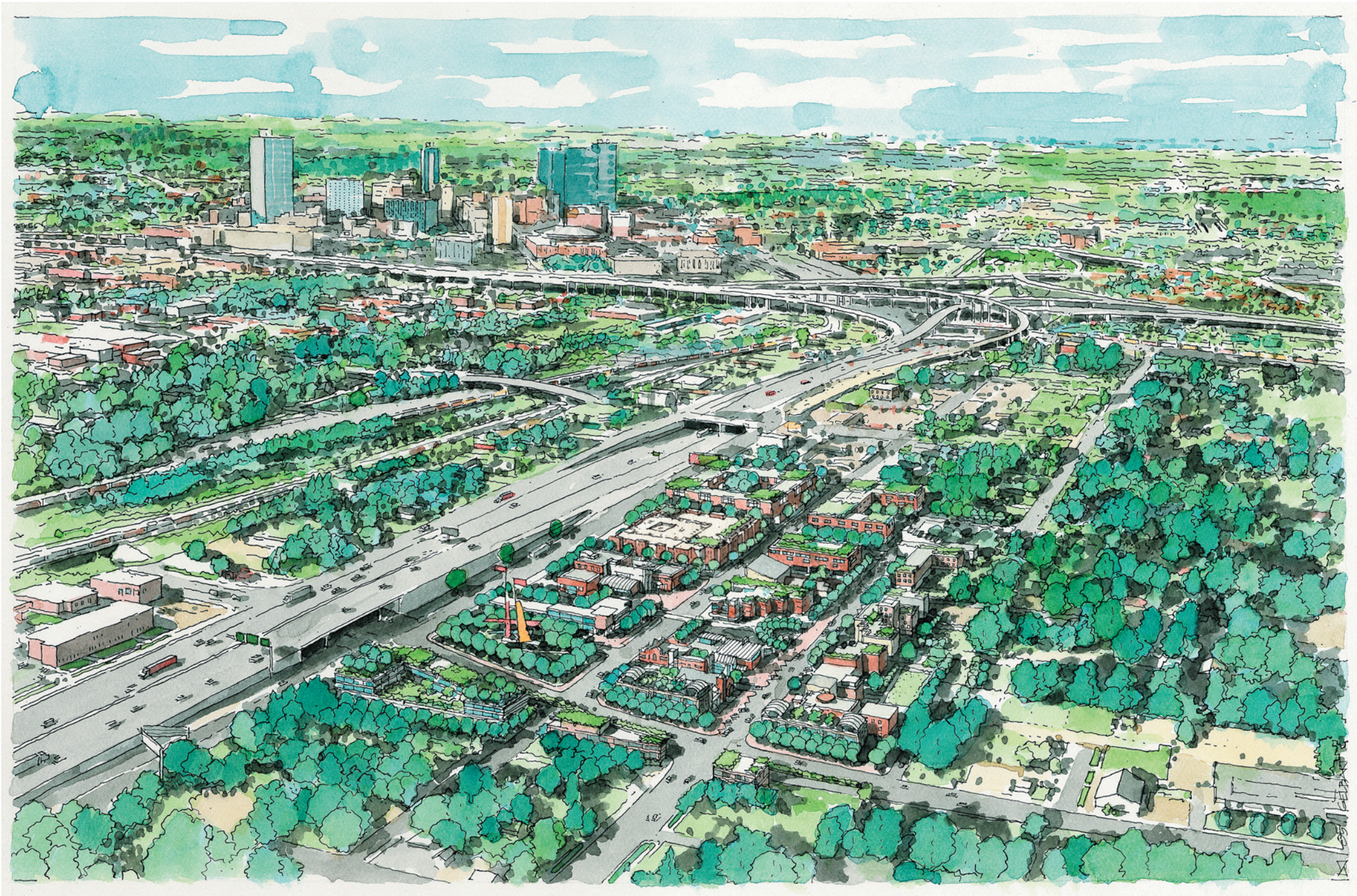
8. Parking Summary

Parcel Element	First Phase Requirements	Future Phase Requirements
Library	8 secure staff spaces 1 loading space 25-30 staff/visitor spaces	same
Public Health Center	20 secure staff spaces 30 secure City vehicle spaces 80-100 staff parking spaces 120 visitor spaces	same
Retail	60,000 sf 5 spaces/1000 sf = 300 spaces	120,000 sf 5 spaces/1000 sf* = 600 spaces *north of Rosedale
Destination restaurants	assumed shared with retail	assume shared with retail
Office	assumed shared with retail	assume shared with retail
Housing	150 housing units 1.5 spaces/unit = 180 spaces	300 housing units 1.5 spaces/unit = 450 spaces
Museum	100 spaces	100 spaces
Theater	assume off-site or shared	assume off-site or shared
Total Required	850 spaces	1320 spaces
SPACES PROVIDED		
On street parking	170 spaces	170 spaces
Surface parking	720 spaces	30 spaces
Structured parking	0 spaces	1120 spaces
Total Provided	890 spaces	1320 spaces





9. Perspectives



VIEW OF URBAN VILLAGE IN THE CONTEXT OF FORT WORTH







VIEW OF URBAN VILLAGE FROM SOUTHEAST







EYE LEVEL VIEW OF SHAMBLEE LIBRARY, PUBLIC HEALTH CENTER  
AND MIXED USE DEVELOPMENT AT EVANS AVENUE PLAZA





# Urban Design Guidelines for the Urban Village

1. Evans Avenue Goal
2. Visual Themes
3. Structure of the Guidelines



C. Urban Design Guidelines for the Urban Village

Evans & Rosedale  
Design Guidelines

1. Evans Avenue Goal

The goal of the urban design guidelines for the Evans & Rosedale Urban Village is to provide a clear, comprehensive approach to establish and maintain appropriate scale, relationships between buildings and streets, and positive visual imagery and architectural character within the Urban Village. The community's vision for the Urban Village as an economically and culturally vibrant community is reinforced through the use of appropriate standards for public and private investment. A coherent theme for the Urban Village can be accomplished by providing clear guidance for building orientation and style of physical elements such as signs, street furniture and lighting through descriptive narrative, relevant imagery and graphics.

2. Visual Themes

The visual and physical context of the Evans & Rosedale Urban Village should evoke the strong sense of the community's history as cultural, spiritual, and commercial nexus for the African-American population in Fort Worth, and simultaneously celebrate its re-emergence through the introduction of contemporary design elements and land use principles. The Urban Village should embody a sense of place where community history is communicated and the future is embraced in a livable, walkable, mixed-use activity center.

3. Structure of the Guidelines

The guidelines presented draw upon urban design concepts for the Evans & Rosedale Urban Village which include:

- Preservation of historically significant buildings and improving the appearance and use of the area's buildings by respecting the original architecture
- Encouraging mixed-use development which will stimulate the economic and cultural renaissance of the Urban Village
- Encouraging construction of new structures of contemporary design which are compatible with the architecture and scale of the surrounding historic buildings



EXAMPLE OF MIXED-USE RESIDENTIAL AND RETAIL



EXAMPLE OF MIXED-USE RESIDENTIAL AND RETAIL



EXAMPLE OF AMPHITHEATER



EXAMPLE OF PUBLIC-ORIENTED RETAIL USES





- Recommending design elements to define the character and quality of streetscapes
- Creating enjoyable and functional public spaces

a. Preservation and Improvement of Historically Significant Buildings

Little is left in terms of the typical two story, turn of the century storefront once prominent in the area, particularly along Evans Avenue. However, there are significant structures which should be retained with a public-oriented use, to communicate the value of history and to stimulate an understanding of the culture in which these buildings were originally established. These include:

1. Mt Zion and Sunshine Cumberland Presbyterian Church Buildings

These two substantial church buildings form a gateway at the key entrance to Evans Avenue from Rosedale. They are valuable historic buildings which set the appropriate scale of Evans Avenue. Their architectural quality, fine materials and detailing, help to define the character and quality for new structures to be built in the area. These two church buildings, along with the parsonage building adjacent to the Sunshine Cumberland Presbyterian Church, should be preserved and maintained.

2. Tommy Tucker Building

This unique historic building is the former Our Mother of Mercy School, a private educational facility for African-Americans which was attended by many of Fort Worth’s prominent African-American leaders of today. It is one of the most important buildings in the area to be retained. It should be integrated with the new Library building and play a key role in the community. See Part B of this Master Plan report for suggestions on its rehabilitation and proposed improvements.

3. NAACP Building

This one story structure plays a symbolic role in the community due to its most recent use as the NAACP headquarters and informal community museum. It should be retained, and has the potential to be developed as a new mixed-use combination of new and existing building fabric. See Part B of this Master Plan report for suggestions on its rehabilitation and proposed improvements.



MT. ZION CHURCH



SUNSHINE CUMBERLAND PRESBYTERIAN CHURCH



TOMMY TUCKER BUILDING



NAACP BUILDING



4. Lucille Smith Restaurant Building

This wood structure at 924 Evans Avenue is in such poor condition that it appears it must be demolished. Given its historic importance in the neighborhood, however, it is suggested in this Master Plan that it be reconstructed with a new modern wing to provide a new restaurant and cooking school. See Part B of this Master Plan report for suggestions on its rehabilitation and proposed improvements.

5. Compassionate Church of God Building

This one-story structure has architecturally interesting brick archways which have been partially infilled. Based in part on an understanding that its congregation appears to be outgrowing the building, it is suggested in this Master Plan that it be retained and adapted as a local day-care center. See Part B of this Master Plan report for suggestions on its rehabilitation and proposed improvements.

6. Evans and Terrell Building

This one story brick structure has housed many functions including a grocery store. Its storefront has been infilled with brick. Due to its substantial character and defining relationship to both Evans and Terrell Avenues, it should be retained and re-used as a public-oriented building, such as a nightclub for live music as suggested in this Master Plan. See Part B of this Master Plan report for suggestions on its rehabilitation and proposed improvements.

7. Theater Building at Terrell and Evans

This building, most recently used as Pinkston’s Funeral Home, plays an important role in defining the north end of Evans Avenue. It should be retained and has the potential for renovation as a new theater and cultural center. See elsewhere in the Master Plan report for suggestions on its rehabilitation and proposed improvements.

b. New Mixed-Use Development

The revitalization of the Urban Village will depend on the repopulation of the area with new structures which bring pedestrian-oriented activity and economic vitality. Mixed-use development will provide one of the most important aspects of this revitalization. Key issues include:

1. Active, Public-Oriented Street Level Uses

Street level uses should be open to passersby and invite interaction along the street. Storefront retail uses which relate



LUCILLE SMITH RESTAURANT BUILDING



COMPASSIONATE CHURCH OF GOD BUILDING



EVANS AND TERRELL BUILDING



THEATER BUILDING AT TERRELL AND EVANS





to the immediate community are most encouraged, with an emphasis on those retail uses which (a) relate to the historic and contemporary African-American community setting, such as Afrocentric music and clothing stores, (b) those uses which provide convenience retail to the local community, such as a grocery store or drugstore, and (c) those uses which will attract heritage tourism to the area, such as African-American cuisine restaurants and jazz and blues performance space. Bringing restaurant/retail activities out to the sidewalk area, with sidewalk café seating, is strongly encouraged. See part B in this Master Plan report for suggestions on specific uses and the discussion of these issues at the August 2004 Community Workshop.

2. Upper Floor Uses

It is very strongly encouraged that new buildings be built with upper floors rather than as single story buildings, for reasons of scale discussed in the next section, and for reasons of density. The Urban Village is intended to be the highest density in the area, to have the greatest land value. Building density in the Urban Village is important to establish the value of the land, to provide economic intensity, and to provide a critical mass of new residents to stimulate a vibrant and safe new street life. The mixed-use zoning in place, MU-1, permits single-use buildings of up to three stories, and mixed-use buildings of up to five stories, in the Urban Village. In the First Phase, therefore, new structures are recommended to have two upper stories in addition to the street level, and in the Future Phase up to four upper stories, in addition to the street level. Recommended upper floor uses are (a) residential, to encourage the establishment of a new urban neighborhood focus, and (b) professional office space, to encourage a revitalized professional presence in line with historic precedent, and to help build a market for daytime retail activity. Single-story structures are discouraged, particularly large, single use establishments, which have the potential to overly dominate the desired variety in the economic market, and the fine-grained scale of the Urban Village. See Part B of this Master Plan report for specific suggestions for building uses.

3. Cultural and Themed Uses

A strong consensus emerged in the course of the Community Workshop in August 2004, on the desirability of cultural uses in the Urban Village, to promote its identity as a cultural area and as a center for African-American heritage. Culturally related uses, particularly those which relate to African-American heritage and the history of the neighborhood, are therefore highly encouraged. See Part D of this Master Plan report for specific suggestions as to cultural theming.

c. Appropriate Building Scale and Character

The construction of appropriately designed new structures will help to define streetscapes, provide signs of new life in the Urban Village, and define the character and quality of the revitalized neighborhood. These new structures should be of contemporary design, compatible with the architecture and scale of the surrounding historic buildings. While specific architectural references to historic buildings may be appropriate, overall building design should reflect contemporary life in the Urban Village rather than a “theme park” atmosphere. Specific building style is not intended to be regulated, however, key aspects of building design and relationships to streets and open spaces are important to achieve a successful unity within the Urban Village. These include:

1. Massing and Height

With few exceptions (see below), buildings should be a minimum of three stories in height. This height, which is less than the maximum of 5 stories permitted by the MU-1 zoning for the Urban Village, is needed to provide a significant building scale and presence to define new streetscapes. This is particularly important for Evans Avenue, which is very wide and therefore not well spatially defined by existing structures. Three story buildings will provide building elevations with proportions which can be well balanced, with a clearly defined base, midsection and cornice or roofline. Exceptions can be permitted for cultural buildings such as the Library, Museum, Theater, and Public Health Center, which will have higher floor heights due to their public uses, and existing buildings such as the church buildings, restored Lucille Smith restaurant building and the proposed music club building at Evans and Terrell. For future phase buildings north of Terrell Avenue, heights of up to five stories are encouraged to provide greater urban intensity.

2. Setbacks from Lot Lines

Buildings should face the street with little or no setback. Building facades should form a consistent edge along the street frontage, defining the space of the street and making street level uses accessible to passersby. At the Evans Avenue Plaza, a new frontage line is defined in the Master Plan for buildings fronting the plaza, which should be observed to define the space of the Plaza. Surface parking and/or loading areas will not be permitted between the front or side lot lines and the building (exceptions permitted for the Public Health Center along the I-35W frontage road, and the Library along Missouri Avenue, due to their specific early first phase security needs). Setbacks from side lot lines are

discouraged, except where public spaces, whether publicly or privately owned, are recommended in the Master Plan, as continuity of building facades along street frontages is important to define the space of the street. Setbacks from rear lot lines are required only where commercial uses, or mixed-use buildings with commercial activities at the street level are adjacent to residential uses, as at the east side of Evans Avenue. In these areas a minimum setback of five feet is required from any lot line adjoining a residential use. Greater setbacks currently required by Fort Worth City zoning should be waived for these areas to permit developable parcels in the Urban Village. See Part B of this Master Plan report for suggested footprints for individual buildings within the Urban Village.

3. Active, Open Street Level Character

The street level of buildings within the Urban Village should incorporate storefront windows and transparency wherever possible. The street level of each building should have an open, accessible quality defined by pedestrian scale elements, such as a regular rhythm of columns or piers. Shade and shadow patterns should be created with porches, entries, and the depth of door and window openings. Overly tinted, reflective or opaque glass should be avoided. Building entrances should be clearly articulated using overhangs, awnings, canopies, recessed openings, and similar forms. Corner entrances can create strong visibility at intersections. Appropriate lighting should be provided to maintain transparency at night. The full height of storefront windows should be kept open and well lit; low dropped ceilings or other obstructions at the interior of the storefront should be avoided.

4. Façade Design and Materials

Facades of new buildings should be of contemporary design reflecting the quality of historic buildings in the neighborhood, such as the existing church buildings and fine historic residences. Permanent, high quality materials such as brick and stone are encouraged. Stucco, wood, cement board siding simulating wood, and metal panels are also acceptable, providing that there is sufficient quality of detail and development of depth in the façade. Porches, balconies, façade recesses and projections, recessed door and window openings, railings at roof decks, and cornices are encouraged to provide shade, shadow and pedestrian scale architectural detail. Overly tinted, reflective and opaque glass should be avoided. Exterior materials should be durable and easy to maintain. Mechanical equipment and attendant grilles and openings should be carefully accommodated within the façade or should be screened from view.



EXAMPLE OF MIXED-USE DEVELOPMENT



EXAMPLE OF BANNER SIGNAGE



d. Streetscapes

Streetscapes create a safe and comfortable environment for those experiencing the space, promote public activity, and define and provide a sense of place and continuity within a geographic area. The streetscapes in the Urban Village should reflect a pedestrian scaled atmosphere of a traditional “Main Street” with a vibrant mixed-use core. Key elements should accommodate various modes of transportation – vehicular, pedestrian, bicycles, and transit. These linkages through the Urban Village should promote a balance between vehicular and pedestrian movement. Certain elements should be common to all streetscapes in the Urban Village, while each street is also recommended to develop its own individual character.

1. Streetscapes Generally

The Evans Avenue streetscape has contributed greatly to the revitalization of the neighborhood, and will continue to help make the Urban Village an attractive and inviting place for residents and visitors to shop, enjoy leisure outings, and cultural activities. The streetscapes for the Urban Village should be considered the unifying design element that ties together the historic structures, open space, and new development components of the plan. Reshaping the streets in the Urban Village – Evans Avenue, Terrell Avenue, and Missouri Avenue - by emphasizing the pedestrian experience will help to tie the adjacent single family residential district into the fabric of the Urban Village.

The proposed streetscape elements for Evans & Rosedale Urban Village include the use of street trees and street furniture that will provide shade and a comfortable environment during the warm summer months and paving that integrates the existing red brick theme. The recommended African-American theme of these elements is intended to reinforce the rich history of the Evans & Rosedale community and emphasize the pedestrian focus.

It is important to note that streetscape improvements must be closely coordinated with new development that comes on-line within the Urban Village to avoid redundant efforts. This is particularly important in terms of planning for infrastructure improvements that will be required as part of the new development. Currently, the existing utility infrastructure is not adequate to support the proposed development.

The streetscape development process will need to consider the impact of utility expansion in the right-of-way along with the placement of paving materials, signage, trees, and

furniture to ensure disruption of the streetscape is minimized as development occurs in the Urban Village.

2. Paving

The existing brick paving used for the Evans Avenue streetscape and plaza should serve as the basic design inspiration as new streetscape elements of the Urban Village are introduced. The overall goal is to present a consistent design theme. However, it is critical that as development occurs, the new sidewalks and paving incorporate the African-American and cultural heritage theme expressed in the Master Plan. The theme selected should respect the existing streetscape and build upon it.

Potential elements to consider include the continuation of the ‘red brick’ color scheme in sidewalk and paving, with the introduction of the use of sidewalk mosaics and plaques to designate the route of the cultural tour and identify the historic locations along Evans Avenue, Rosedale Avenue, Terrell Avenue, and Missouri Avenue. Sidewalks should be a minimum of 6 feet with planting wells. Note: The new Evans Avenue sidewalk varies in width from 6 feet at the head-in parking areas, 16 feet at the parallel parking areas, and 24 feet at the crosswalks - Evans and Terrell and Evans & Rosedale.

3. Street Trees

According to the National Arbor Day Foundation, “Trees can be a stimulus to economic development, attracting new business and tourism. Commercial retail areas are more attractive to shoppers, apartments rent more quickly, tenants stay longer, and space in a wooded setting is more valuable to sell or rent.” Likewise, street trees will play an important role in providing a pleasant environment within the Urban Village as well as serving an environmental role in reducing the cooling energy requirements for a neighborhood, managing urban run-off and contributing to improved air quality. Shading of paved areas has a direct result on the “heat island effect”; studies have shown a temperature difference of up to 8 degrees between areas with high tree canopies and areas with no trees. Street tree shading of streetfront buildings can also substantially reduce building cooling requirements, saving energy and producing a more pleasant environment.

Along Evans Avenue, the insufficient tree pit size and limited maintenance has left most of the street trees along Evans Avenue and in the plaza area in poor condition. Most of the street trees along Evans Avenue need to be replaced with one of the following species of street tree. These species are

especially hardy, thereby minimizing the need for watering:

Shumard Oak	Quercus Shumardi
Live Oak	Quercus Virginiana
Gingko	Gingko Biloba
Crape Myrtle	Lagerstroemia Indica
Bald Cypress	Taxodium Distichum

Recommended street tree improvements include a planting plan that will establish a successful street tree canopy. The plan should address the Master Plan themes established for the following key areas:

- Evans Avenue: trees should provide adequate shade, as well as visually reinforcing the street border and the image of Evans Avenue as the main street of the Urban Village. Shaded seating areas should be provided.
- Rosedale Avenue: trees should be larger and more significant in caliper so that they frame and present Rosedale Avenue as the major gateway into the Urban Village.
- Terrell Avenue: trees should emphasize the grand residential boulevard concept proposed.
- Missouri Avenue: Street trees should be more intimate in scale, in keeping with a smaller scaled shopping street.

4. Street Furniture

Apart from the new Evans Avenue streetscape, there are few street furniture elements currently located in the Urban Village. All new elements such as trash receptacles, newspaper stands, street lights and benches that are introduced should strongly reflect and incorporate African-American themes as presented in the Power of Place section of the Master Plan, and the existing style installed by city standards should be phased out over time. The elements selected should ensure continuity of the African-American theme and Evans & Rosedale history throughout the Urban Village. Once the themed street furniture for the entire Urban Village is selected, only the approved elements should be installed.



EXAMPLE OF STREETSCAPE



EXAMPLE OF STREETSCAPE



EXAMPLE OF MIXED USES WITH STOREFRONTS





Particular attention should be paid to the following areas for the introduction of well themed street furniture.

Evans Avenue

- Lucille Smith Restaurant outdoor seating area
- Library – corner of Verbena Street and Evans Avenue
- NAACP building - corner of Verbena Street and Evans Avenue
- Plaza pedestrian linkages to the proposed mixed-use development and new library
- Corners of East Pulaski Street – proposed destination restaurant and the Women’s building

Missouri Avenue

- Proposed Museum – corner of Missouri and Verbena Street
- Mid-block section of the Public Health Center and Museum
- Gateways & Cultural Park
- Verbena and East Rosedale Street
- Terrell Avenue

Elements installed in these locations should be low maintenance and vandal/graffiti resistant.

General observations in the Urban Village indicate that littering is a problem. During workshops the community expressed that there is an insufficient number of trash receptacles, particularly when special events are held in the plaza. Additional trash receptacles along Evans Avenue should be provided as well as along Missouri Avenue where significant public facilities and private development is planned. In terms of community events; special arrangements should be made for temporary trash receptacles.

5. Signage

Signs and banners provide another creative method to reinforce the African-American theme and promote the cultural identity of the Evans & Rosedale Urban Village.

Several artists participated in the planning process and provided useful information as to how the use of art banners could support the heritage tour concept for the Urban Village. Suggestions included the banners that celebrate the contributions of community icons such as Lucille Smith, William Gooseneck McDonald, and members of the community quilters guild.

All street lights for the Urban Village should be designed to display banners with priority given to major streets such as Evans Avenue, Terrell Avenue, and Missouri Avenue. These banners would reflect the unique character of the Urban Village and should be used year round as a way to promote the community, to present the history of Evans & Rosedale, and advertise special events and festivals.

Recommended locations for banners include:

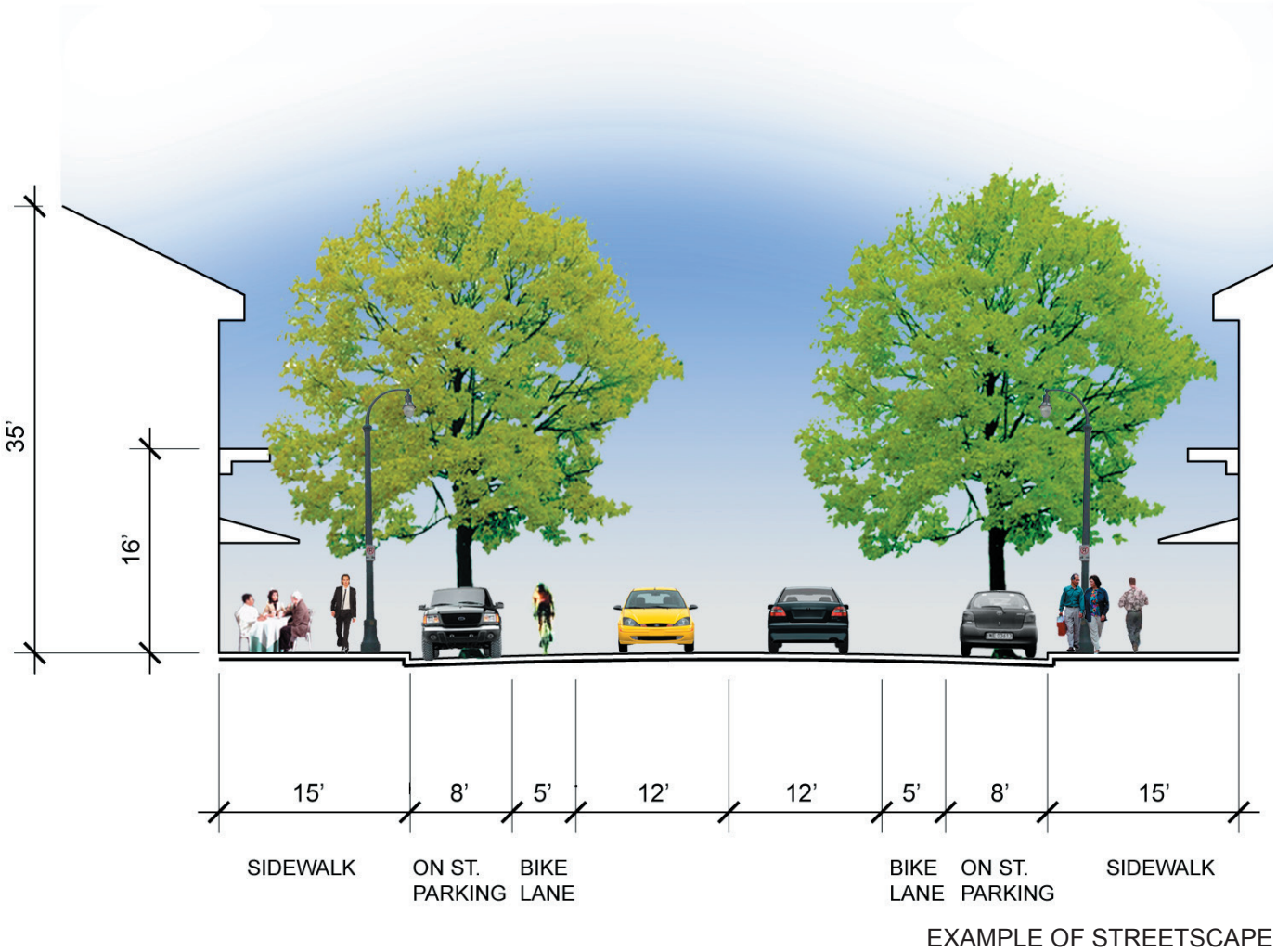
- Evans Avenue
- Missouri Avenue
- Gateways – Terrell Avenue & Rosedale Street
- Intersection of Rosedale, Verbena and I-35W Service Road

6. Urban Village Gateways

Elements such as signs, plantings, and significant public art create a sense of arrival into special areas of a community. The gateways of the Urban Village should highlight the heritage and historic background of the Evans & Rosedale community through the installation of signature lighting, heritage art, and continuation of paving treatment.

e. Creating Enjoyable and Functional Public Spaces

Public spaces are critically important to the life of any community. In addition to providing places of play, rest, and social life, they are symbols of the community, and are among the strongest communicators of a sense of place in a neighborhood. They help to provide orientation for visitors, and links between one part of a neighborhood and others. They often play a role in environmental sustainability by providing “green lungs” for adjacent development. Within the Evans & Rosedale Urban Village, several public open spaces of varying size and location are called for in the Master Plan:





1. New Cultural Park

At the main entrance point to the Urban Village from Rosedale and I-35W, the roughly triangular piece of land bounded by Verbena, Missouri and Rosedale Streets is proposed as a new Cultural Park. This park will play many roles: (a) as a landmark/gateway open space greeting residents and visitors with sun, light and greenery, it will be a positive first image; (b) by maintaining visibility along Verbena, many elements of the Urban Village will be visible from the entry point and not blocked by buildings - this also provides for better signage and orientation by car; (c) the park will provide a setting for the new Community Tower, a substantial landmark/ gateway structure; (d) the park will act as a forecourt for the new Museum/Cultural headquarters; (e) the park will provide a setting for major pieces of public art, soft and paved areas, trees, seating and play areas.

The Park should be designed as a single entity, coordinated with the Community Tower. Paving should be of an equal or better quality than that in the Evans Avenue Plaza, but it may vary in character and variety and may reflect African-American cultural tradition in its layout and materials. Grassy lawn areas should be provided for play, and as a setting for public art. Major pieces of public art are envisaged, with an emphasis on pieces which can be seen in the round, are of a scale to be visible from surrounding streets, which are uplifting and positive, and which reflect the culture of the community.

Trees should be located along the edges of the park to help define its space, but they should be carefully selected to provide open views at eye level. The Community Tower should be located at the east edge of the park to provide for maximum visibility by day and by night, both from the Rosedale entry point and from the I-35W freeway. Seating elements of a contemporary design, perhaps reflecting African-American cultural themes, should be provided. New lighting should reflect the contemporary and cultural role of the park and the Community Tower.

2. Enhanced Evans Avenue Plaza

The new Evans Avenue Plaza has already become a catalyst in the renaissance of the Evans & Rosedale Urban Village. It has become a venue for the Juneteenth celebration, and a place to celebrate the community's heritage with its thoughtfully designed plaques, trees, fountain, seating and lighting. As suggested in Part B of this report, the Plaza should be enhanced to play an

even stronger role in the life of the community. Proposed improvements include (a) definition of the space of the Plaza with two and three story buildings on all four quadrants; (b) enhanced capability to support live events with permanent amphitheater elements; (c) incorporation of temporary or removable shade structures; (d) consideration of the replacement of the Evans Avenue balustrade with open steps; (e) reconsideration of the details of the sculpture, water feature design and lighting; (f) replacement of the trees with more hardy specimens, and (g) replacement of, or addition to, the trash receptacles, for greater capacity.

It should be noted that the proposed enhancement involves additional paved areas to make the Plaza larger, for the amphitheater elements and for circulation to the new mixed-use buildings surrounding the Plaza. This is expected to result in a more successful environment for the commercial elements at street level, and to make the Plaza a more successful gathering space for live events. New paving and amphitheater elements should match the existing paving at the Plaza in quality, color and finish. Enhanced sculptural elements should be selected in dialogue with the community. Improved lighting should include replacement of the lights strung along overhead lines with carefully selected and placed uplights and spotlights.

3. Open Space between Public Health Center and Museum

The location of the Public Health Center at Parcel 1D permits a public open space connection to the Evans Avenue Plaza, on axis with the plaza and extending from Missouri Avenue towards the I-35W access road. This open space effectively continues the open space of East Pulaski Street through the Plaza, and provides public access to both the Public Health Center and the Museum. It should be primarily a paved space, with paving equal or better in quality to the Evans Avenue Plaza, though it may vary in character and variety and may reflect African-American cultural tradition in its layout and materials. A row of trees along the edge of the Museum parking area is recommended; a large existing tree on the Museum site, which provides a green terminus to the view along East Pulaski Street from the east, should be retained and its roots protected in the design of paving, planting and tree grate details. Lighting and other street furniture should be chosen carefully to harmonize with surrounding streetscapes.

4. East Dashwood and East Humboldt Street Open Spaces

These predominantly paved open spaces, to the north and south of the restored Lucille Smith restaurant, between Evans Avenue and Missouri, help to continue the visual axes of East Dashwood and East Humboldt Streets and therefore to provide connectivity in the urban fabric. They also provide informal small-scale spaces for gathering, seating, etc. adjacent to the restored Lucille Smith Restaurant. Paving should be of equal or better in quality to the Evans Avenue Plaza, though it may vary in character and variety and may reflect African-American cultural tradition in its layout and materials. Planting may be provided in selected areas to convey a "garden" scale, while not obstructing sight lines and through routes for pedestrians. Lighting and seating elements should be chosen carefully to harmonize with the surrounding streetscapes, and to convey an appropriate sense of scale in the vicinity of the restored Lucille Smith Restaurant and larger adjacent structures. These spaces may be built as part of the Lucille Smith Restaurant restoration, or as part of adjacent mixed-use development; in any case, the development of open space elements on all of these parcels should be coordinated.

5. Dashwood Park

A small neighborhood park is proposed along the axis of East Dashwood Street between Missouri and the I-35W Access Road, which permits the healthy retention of several large existing trees. The park provides a green terminus to the view along East Dashwood Street from the east, and a pleasant outlook and play space for multi-family residences in the Future Phase Mixed Use Development on Parcel 4A. The park is envisioned as a soft green space, predominantly green lawn with new and existing trees for shade. Playground equipment may be desirable; lighting, seating and other site furniture should be provided consistent with the character of an urban park (adequate lighting is particularly important for safety). Since the First Phase Public Health Center may use some of this space for parking, the park may not be feasible until the Future Phase. Care should be taken to protect existing trees, which should be retained, and their roots protected in the design of paving, planting and tree grate details.



EXAMPLE OF MIXED-USE DEVELOPMENT



EXAMPLE OF STREETSCAPE WITH STOREFRONTS



EXAMPLE OF MIXED-USE DEVELOPMENT







6. District Logo: Examples

Through numerous meetings with the community it was suggested that consistent symbols be used for signage for businesses and retail throughout the district. Further, it was suggested that the primary symbols to be used should be generated from Adinkra Symbols (the first pictographic alphabets from west Africa), as well as use themes of the black cowboy, the civil rights movement, and Juneteenth. Included are examples of Adinkra Symbols that could accompany both new and existing business sign and awning design to promote consistency in heritage business promotion throughout the district.

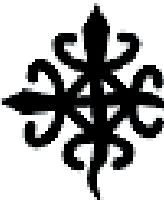
Heritage District Logo as Awning Design  
Adinkra Examples as part of Heritage Street Museum Concept



peacemaking, reconciliation



learn from the past



greatness, charisma, leadership



democracy, unity in diversity



EXAMPLE OF BANNER SIGNAGE



EXAMPLE OF POSTED SIGNAGE



EXAMPLE OF BANNER SIGNAGE



EXAMPLE OF AWNING SIGNAGE





# Evans & Rosedale and the Power of Place: Welcome to African Americana

**Evans & Rosedale** Urban Village Master Plan

- 1. Design Philosophy / Introduction / Site
- 2. Design Philosophy / By Example



**Evans & Rosedale & the power of place**  
the role of self-curatorial  
theme, media & urban design  
in african-american community development  
& heritage destination tourism  
design philosophy:  
**welcome to african americana**  
part one



**Evans & Rosedale & the power of place**  
the role of self-curatorial  
theme, media & urban design  
in african-american community development  
& heritage destination tourism

**welcome to african americana**

**part one**  
design philosophy/introduction/**site**  
design philosophy/design by example





design philosophy: introduction

This philosophy reinforces the assets of the community based on, public buildings cultural heritage, tourism, theme retail, and housing that preserve the historic characteristics while promoting the development of new markets in an old community.



**Design Philosophy/Site:**  
**The Power of Place:**  
*Urban Landscape, Public History & Community Design*

**Grasping Opportunities to Create a New Sense of Place:**

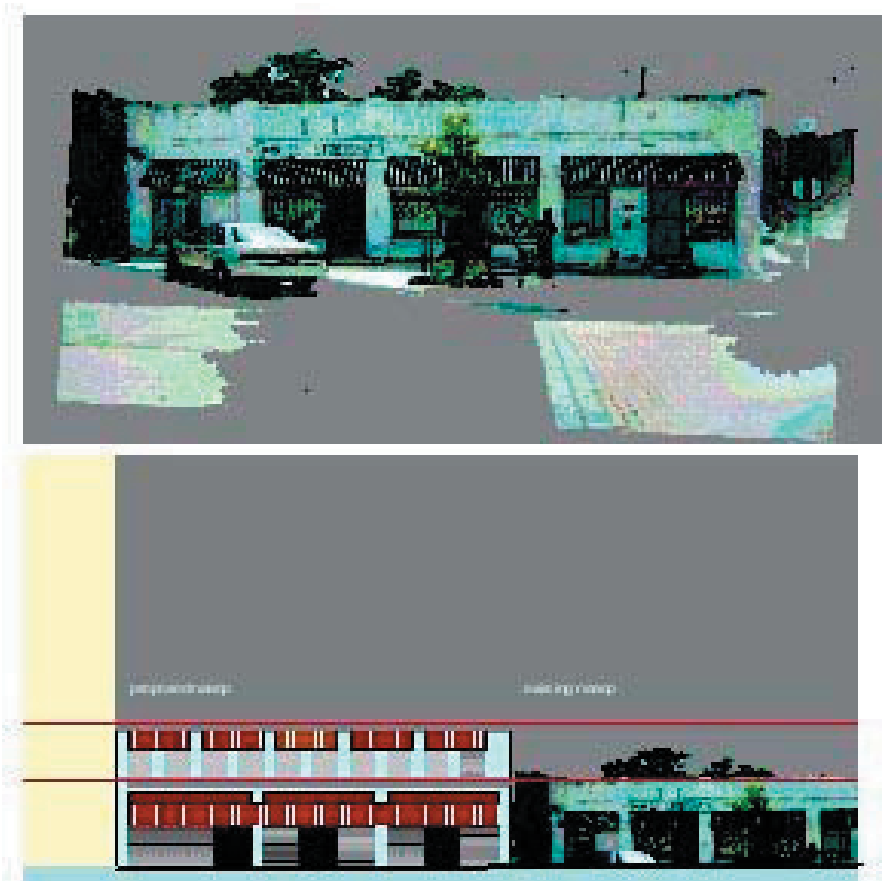
Our team has developed a new perspective on ethnic economics and heritage destination tourism by enlarging the dialogue about public history, community architecture, urban design, media, public art and historic preservation, in Evans & Rosedale, Fort Worth, Texas. We accomplished this through a careful outline of the social history of this urban place. We recognized Evans & Rosedale as a place that connects to people’s lives, past, present and future. We listened to the social history of this community as it has changed over time. We did this through a most thoughtful exploration of this historic place. Through numerous talks with local community leaders, professionals and artists together, we discovered ways that Fort Worth can better tap into the power of this place. Together, we packaged the collective public memory of this community into an economic development program that aims to celebrate Evans & Rosedale as a heritage, media and tourism destination.

Through best research and planning practices, we have “taken the community on”, as our primary partners and users. Through a carefully delineated series of public meetings, walking tours, and design charettes, we have worked diligently with teams of local preservationists, designers, planners, artists, and other stakeholders. This plan shows how to preserve, commemorate, and develop a new and vibrant urban African-American history through respect for this community and its experience. This plan speaks to working in partnership with the Evans & Rosedale community. This plan promises a very bright heritage destination future.

This plan *welcomes you to Evans & Rosedale:*  
**This plan welcomes you to African Americana.**

**Principle One**  
**The Community Chose to Reclaim Old Neighborhood Pride**  
*The Neighborhood proclaimed Evans & Rosedale’s urban landscape as an important part of Fort Worth’s public history.*

The community insisted that the masterplan build upon the pride of an old and historic neighborhood. This plan asked important questions regarding the history of Evans & Rosedale as a previously “contested and ignored terrain”. This plan recognized the social and aesthetic dreams of this community as ‘economically fragmented’.



The NAACP Headquarters as heritage and urban design icon





Through a series of well-documented community interviews, we connected the urban landscape of Evans & Rosedale to memory rooted to important places within this community. Here, we suggested how new kinds of design might broaden community dialogue about public planning, urban economics and commemorative public art. We recommended the development of heritage walking tours that use media devices and way-finding signs to identify architectural styles and important people who contributed to community history. Together, we have walked through the neighborhood and spoken to the village elders who have informed our team about culture, heritage, and historic moments within this historic District.

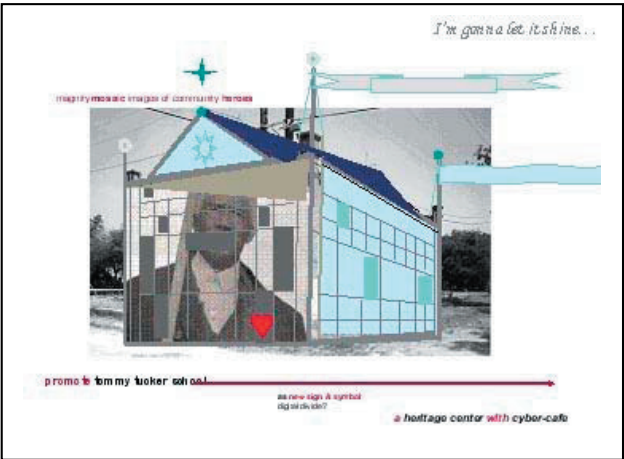
**Principle Two:**  
**We Restored Civic Identity through Coordinated Thematic Design**  
*We reinforced a strong sense of civic identity for Evans & Rosedale that will inform new forms and functions.*

***This Plan Shows Respect for the Hard Work Already Done***  
Our approach did not dictate architectural fashion upon the community, nor did it promote pre-conceived ideas about new “monumental” public buildings. Rather, our task was to tap into the urban regional vernacular to produce a clear, thoughtful and scholarly analysis of community architecture. We, to this end, have taken an inventory of existing historic images and have used this knowledge to create new forms with special features, building materials and public art that together speak to community identity.

**Principle Three:**  
**We Used the Meaning of Place to Develop Special Design Principles**  
*We interpreted the meaning of special place from the people who live there. We used that interpretation for the design of new buildings in the heritage District.*

**Patterns and Guidance**  
Together, we with community, discovered a patterned set of principles and design rules that elicit familiar recognition of the old— while conveying new perceptions about old communities worthy of preservation. We recommended adaptive re-use of the Tommy Tucker building as an extension of the new Library. We then promoted the use of artists—to design a new and meaningful façade that advertises a host of community heroes in new and refreshing ways.

We celebrated the history of the shotgun house. The plan recommends that old shotgun houses be: relocated on the Avenue, aligned in rows, and used for artists’ shops and guilds, within the District. We delighted in the restoration of the Lucille Smith House and suggested that design-build teams rebuild it --as a modern bed and breakfast with restaurant and catering services. The plan says that The Boone House should also be preserved, as an interpretive center and archives for the heritage walking tour.



The Tommy Tucker building as heritage center with cyber-café and grand mosaics of community heroes





**Principle Four:**  
**We Constructed Productive Long Term Relationships**  
This plan has built upon community-based partnerships and strategies that will continue to produce design innovative solutions. We will continue working with: The Fort Worth Public Arts Program, community colleges, entrepreneurs, The Convention And Visitor's Bureau, The Office Of Historic Preservation, The Black Chamber of Commerce, The Health And Hospital Systems, The School Board, The Library System, The Department Of Transportation, The Parks Department, and all community organizations—to collectively build a sustainable community for both residents and tourists.

We also aim to help existing community organizations to build capacity so that residents are best able to develop a long-term mission to oversee development and maintenance of their neighborhoods. We have connections to highly successful “community development corporations”, region wide, that can help to achieve this important goal. Old memories with new partnerships can indeed dictate new forms to come.

**Principle Five:**  
**We Have Respected Funding, Budget and the Economics of Building**  
*We produced new and adaptive designs that are practical and build-able.*

Our team really worked with the numbers—and proved the ‘do-ability’ of this plan through our submission of a highly detailed market analysis. We know that dreams only become a reality through the production of budgets, financing, and economic development strategies. We promoted bold new ideas but with strategies that leverage both public and private dollars to construct the community's best wishes.

Our team managed this project with creativity—on time and on budget. Further, members of our team have written numerous grants for both the public and private sector. We understand how to connect master plan recommendations to real dollars for implementation projects.

This plan has created a great urban design project with low cost-high visibility streetscape elements, such as banners, signs, street furniture and media. In addition, we designed environmentally efficient buildings to keep energy costs down, in climates, such as Fort Worth. These strategies allowed us to design buildings, neighborhoods and Districts that can win national recognition. We paid attention to the details when it comes to building design and building budget. We have designed new buildings and have adapted old ones, economically. Our plan has designed community centers, libraries, and housing. This plan speaks to the “curation of old neighborhoods”. We believe this plan has created a viable heritage destination in this community.



Celebrate the reconstruction of the Lucille Smith House as a double-duplex complex with bed & breakfast with one transparent façade to see how artists and guilds work + play.





**Principle Six:**  
**We Integrated Development Uses for Economies of Scale**  
We found creative means to integrate all new buildings on land-assembled sites so that historic themes and purpose coordinate seemingly disconnected uses.

This plan therefore recognized the possible thematic and programmatic connections between a building for public health, a library and community heritage spaces. Together, we searched for ways to connect individual programs into one coherent whole. The public health building includes opportunities for a “healing garden” and the library hosts space for a “reading garden” for children to read books under trees out doors. The heritage center is now combined with the library, both physically and programmatically—where community performances in the Tommy Tucker building can now be tied to the Library’s celebration for its “book of the month”.

This plan promotes the use of public media in many instances—the public health building uses public posters to encourage vaccinations. The library has opportunity to project movies from its archive collections onto the plaza.

**Principle Seven:**  
**We Respected the Location as Part of a Regional Whole**  
*We produced a world class community development strategy that respects this small neighborhood in a great location.*

*No community is an island and thus must depend on both pedestrian and vehicular modes of access to specific sites within the revitalized neighborhood as a whole. Through our keen development of recommendations for parking, bike trails, and sidewalks, we connected the dots. We have designed signage systems that will help to identify Evans & Rosedale from the highway and throughout the hierarchy of streets and park systems. We have also used highly thematic designs to attract visitors to new public buildings, housing, retail, parks, alleys and reading gardens. Together we have created a new and vibrant place--a special place for Fort Worth and for the region. Our design philosophy is firmly based on proven urban economics, urban design and heritage tourism principles...and we call this place Evans & Rosedale: The New “African Americana”.  
**We Welcome You!***



Community banners as part of new urban streetscape that helps to establish Evans & Rosedale as heritage destination





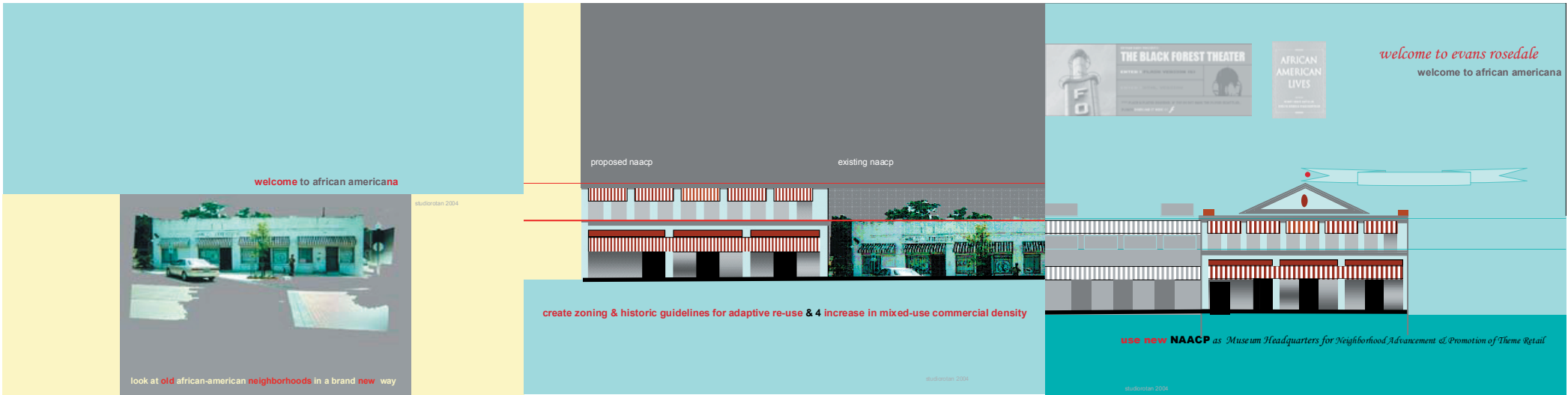
design philosophy/by example

Philosophy  
Programming  
Implementation/Benchmarks

This chapter focuses on specific attributes of the Evans & Rosedale neighborhood and then embellishes those assets with urban design solutions to sell to the larger community for political and economic support. This chapter sets the stage for specific heritage tourism planning and economic development interventions to come.







**Reclaim neighborhood pride: Welcome to Evans & Rosedale. Welcome to African Americana.**

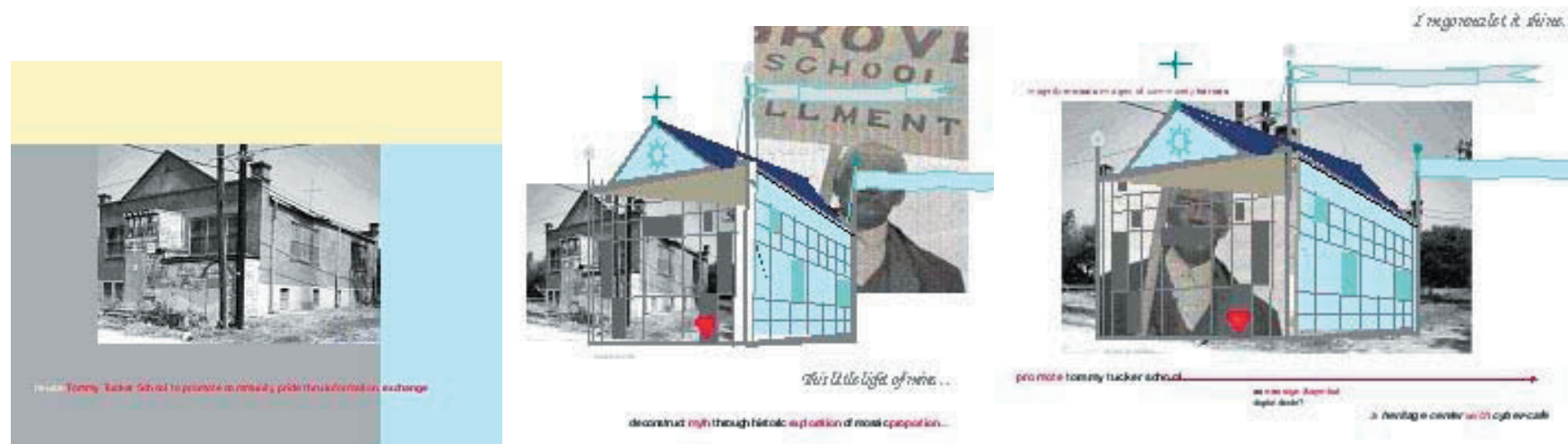
**Philosophy:** Focus on old urban buildings and the significance of what they contain. Use local architectural and social history landmarks as “place makers” and symbolic reminders of a more prosperous period before disinvestment transformed this neighborhood. Claim the existing urban landscape of Evans & Rosedale as an important part of Fort Worth’s public history. Consider “African Americana” as heritage theme. Curate heritage theme throughout the District.

**Programming:** Include performance standards for all buildings to participate in the theming of the District. Specifically, take the existing headquarters of the NAACP and expand its size-from one-story to a two-story building with office above and a public “archives, exhibition, and thematic retail at ground level that packages, markets, and sells memorabilia from the civil rights movement. The Fort Worth Public Arts Program should be sensitive to the historical guidelines in place at the state and local level in the redesign of private facades.

**Implementation/Benchmarks:** 1. Contact the National NAACP to solicit funds for the expansion and/or the conservation of existing memorabilia for public exhibition.2. Contact the National African-American Museum Association for curatorial support. 3. Develop design guidelines for existing and proposed expansion. Let the design guidelines for this building inspire height, setback, material, and color palette for all adjacent buildings that follow. 4. Develop programming for this building as headquarters for future neighborhood advancement. 5. Commission heritage and cultural arts Master Plan for the arts.







**Promote place memory through community interaction.**

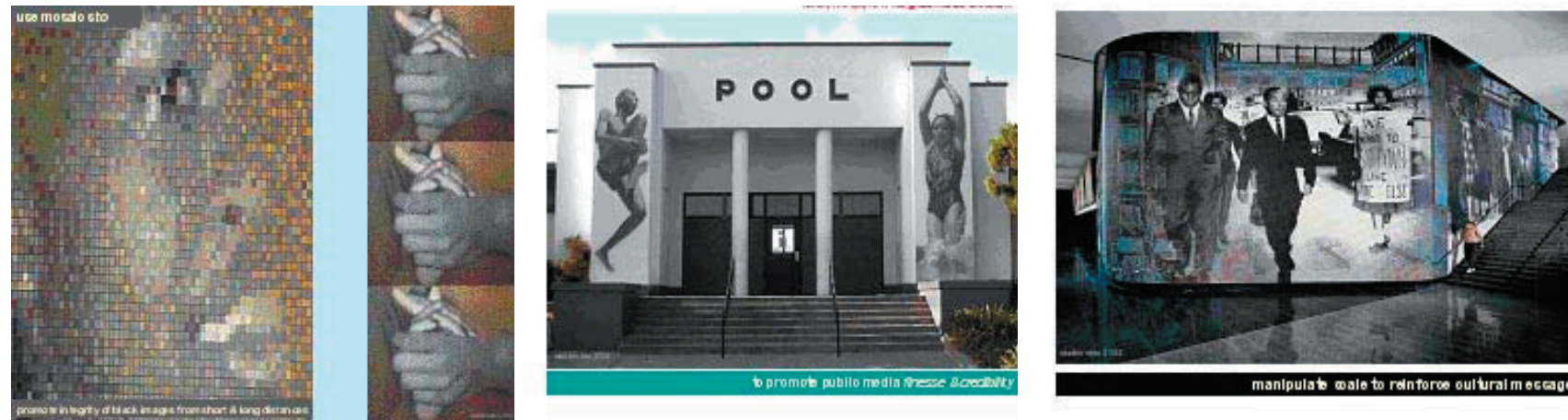
**Design Philosophy:** Include historic preservation strategies to save significant buildings to create a place where documents and the audio-visual recordation of oral histories of the Evans & Rosedale residents can be conserved and exhibited. Also use old buildings to create exciting small scale places where the talents of neighborhood residents can be enacted and performed. Connect this use to the design and function of the new library building.

**Programming:** Adaptively re-use the old Tommy Tucker building as a place to celebrate community history and heritage. This will include development of interior space where the community can continue their dialogue through workshops, forums, and special events. Public art should be actively engaged on the façade of the building through use of such techniques as large-scale mosaics to celebrate community heroes.

**Implementation/Benchmarks:** 1. Solicit input from the Fort Worth Arts Commission to help with the design of the main elevations of the building. 2. Solicit support from the State Historic Preservation Office to instruct on the use of appropriate materials, colors, lighting, and maintenance. 3. Work with the community and its organizations to design appropriate stage and seating arrangements. 4. Connect with City Cable Channel to make building cable ready and TV-studio ready for production of videos that record public events. 5. Solicit major technology corporations to donate equipment, computers, etc., so that the Tommy Tucker building can also be utilized as a cyber-café for digital communication between residents, library archives, etc.







Create public arts interventions to enhance both architectural presence and community pride.

**Design Philosophy:** Use images of important socio-cultural benchmarks in the community-so that the history of this place will never be forgotten. Use photographs of community leaders, children, and elderly to reinforce positive cultural messages and to lend credibility to public participation.

**Programming:** Identify the most appropriate exterior facades where large-scale images and commemorative art become immediately identifiable for both residents and visitors.

**Implementation/Benchmarks:** 1. Create a narrative storyline for all public art with historians and archivists 2. Solicit funds from the public arts commission to identify existing images of both historic and contemporary consequence. 3. Identify visual artists in photography, graphic design and mixed media for their participation. 4. Write grants to arts funding organizations such as the National Endowment for the Arts or state arts councils to pay for an "Arts in Public Places" program in Evans & Rosedale. 5. Create teams of national and local artists to carry out design intentions that work in tandem with public size and scale that such public art interventions require. 6. Identify funds for the maintenance of all public art.





Create an outdoor open-air street museum.

**Design Philosophy:** Select and utilize a series of community-dictated heritage themes to create a well curated “street museum”.

**Programming:** Identify heritage themes such as The Black Cowboys, Black Education and Scholarship, then identify places and spaces for such public art interventions along all of Evans Street that reinforce retail presence, community identity, public safety and that foster prolific examinations of public history.

**Implementation/Benchmarks:** 1. Identify a host of retail uses & retail establishments that promote heritage products and that support heritage retail themes. 2. Use high profile curatorial powers to create a credible program for retail windows as theme oriented heritage display. 3. Collect community memorabilia that can be re-adapted for use in the design and manufacture of street furniture. (See Design Guidelines Chapter) 4. Consider places and opportunities where public easements on private property can occur for seamless use of public art. 5. Hire curator to design and implement details for street museum.







**Develop heritage model for town center to energize new mixed-uses.**

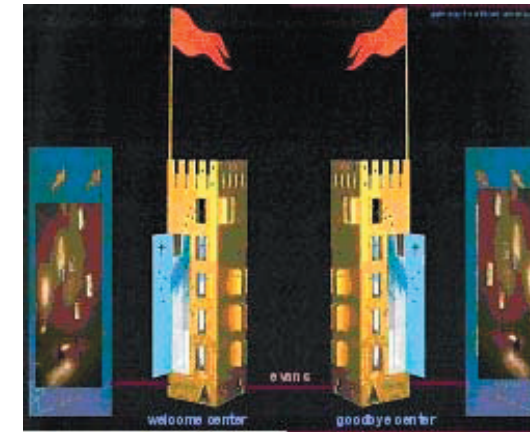
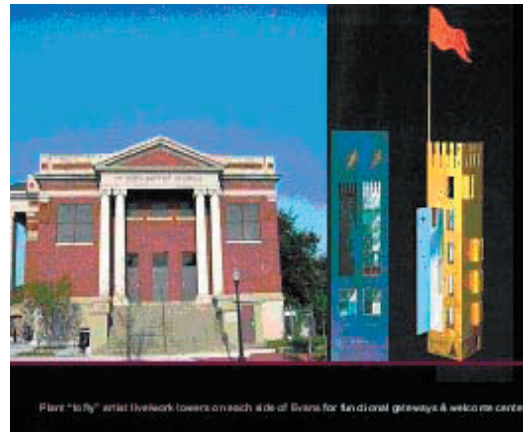
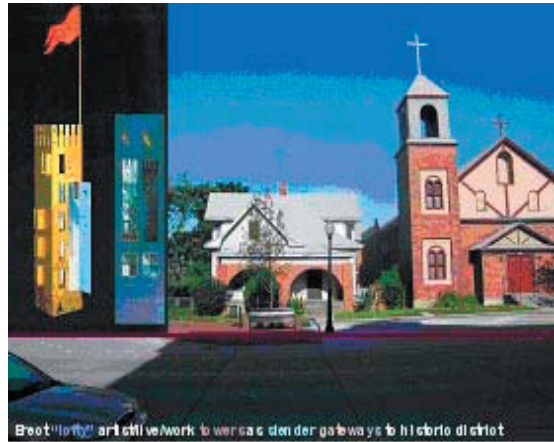
**Design Philosophy:** Include existing regional vernacular architectural themes to create a strong and identifiable sense of place. Select appropriate architectural pattern language that respects the old and promotes a new bold and contemporary statement for the design, use, and construction of new public buildings.

**Programming:** Focus on the specific needs of the new public buildings as dictated by the appropriate city departments and bureaus. Create opportunities to promote mixed-use within each of these buildings, including but not limited to the provision of ground floor retail uses, museum, and heritage exhibition spaces, interior and exterior opportunities for community congregation. The Fort Worth Public Arts Program works with the community. As such, the Public Arts Master Plan and any subsequent “calls to artists” should be issued by the FWPA.

**Implementation/Benchmarks:** 1. Joint venture with the State Historic Preservation Office to record and identify those historic architectural styles and elements worth repeating in new and technologically modern ways. 2. Create joint dialogue with the managers of all new public buildings to create opportunities for functional and aesthetic interface, particularly at ground level and throughout well-woven outdoor public urban spaces. 3. Create opportunities for leasable spaces.







**Create a strong gateway presence to the neighborhood as a heritage destination.**

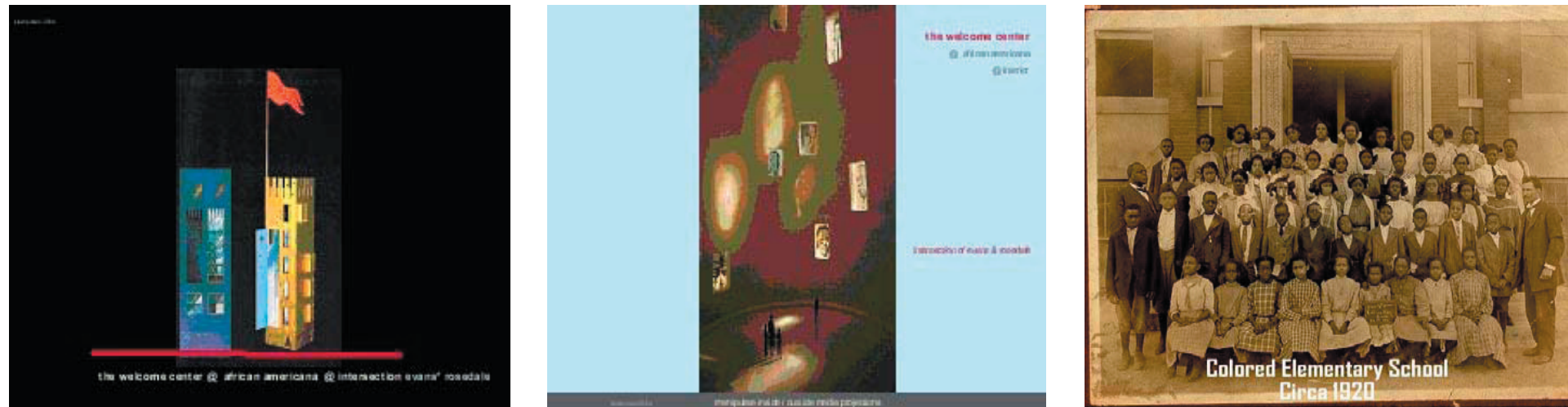
**Design Philosophy:** Use bold architectural gestures on both sides of Evans Avenue as announcements of entry into African Americana as a heritage District. Use chessboard jargon to design the twin towers as the “rooks” or castles that protect and guard neighborhood creativity and presence.

**Programming:** Create vertical gateways of paired buildings at corners of Evans & Rosedale as mid-rise, mixed-use towers that include retail, office, and artist loft uses. Use height to animate the entry and to create perpetual eyes on the street. Use flirtative lighting and commemorative banners to further reinforce heritage theme. Develop name for gateway buildings that evoke: ground-level, “welcome and goodbye centers” with “artists-in-residence” on top. Create “look-out” garrets on roof for community policing opportunities.

**Implementation/Benchmarks:** 1. Acquire a portion of each corner lot, subdivided. 2. Identify developer to build savvy live/work space for artists. 3. Employ community residents to manage welcome centers, special events, ticket sales, walking tours, audio-phones, and gift shops, with artists’ galleries at ground level. 4. Create development incentives as public safety measure to secure the corners. 5. Create artist co-op.







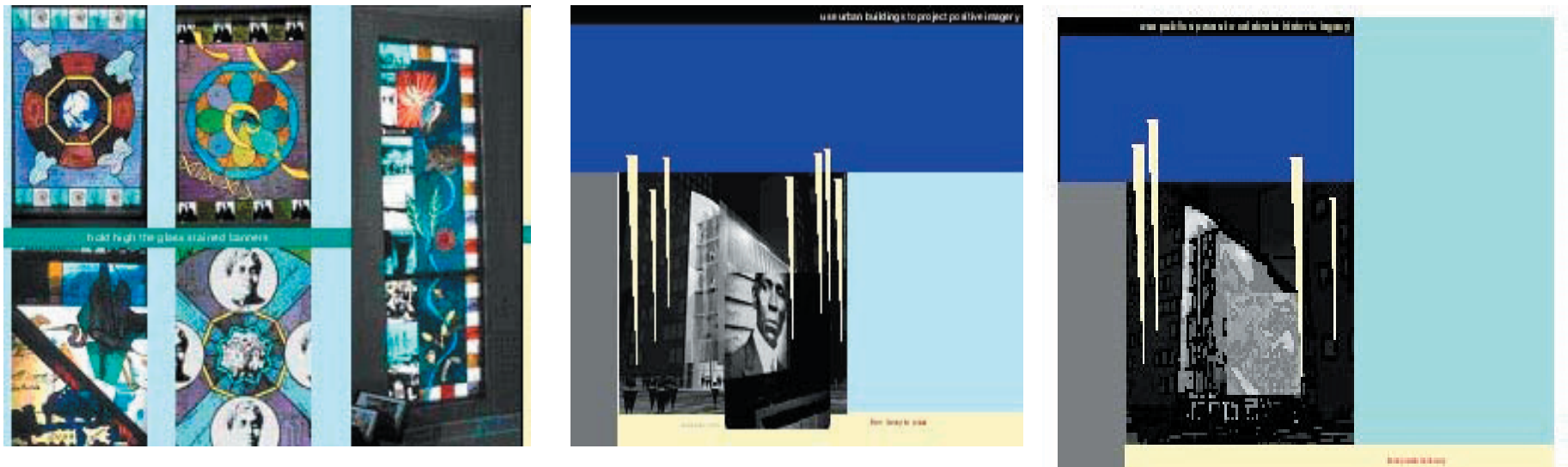
**Develop a media pattern language. Use theme to interpret heritage both inside and out.**

**Design Philosophy:** Design, curate, and repeat the use of architectural themes, such as, “whimsy & awe” to elicit highly interactive “call & response” from the public. Use theme to create harmony and/or thematic continuity between ensembles of buildings throughout the heritage District.

**Programming:** Design responsive buildings to anchor, brand and market the cultural heritage theme at every appropriate opportunity. Develop media opportunities that can be appreciated both inside and out, through manipulation of transparent building skin.

**Implementation/Benchmarks:** 1. Identify and commission media artists in photography and film. 2. Form a team with Artists, Curators, Historians and Architects to extract highest and best opportunities to use “buildings as billboards”. 3. Solicit building supply and paint companies to donate materials for the billboard experience. 4. Joint venture with media company to produce and endow the “moving-image” archives. 5. Joint venture with Library to produce all public media and public service announcement material.





Develop opportunities for public media interventions in public buildings.

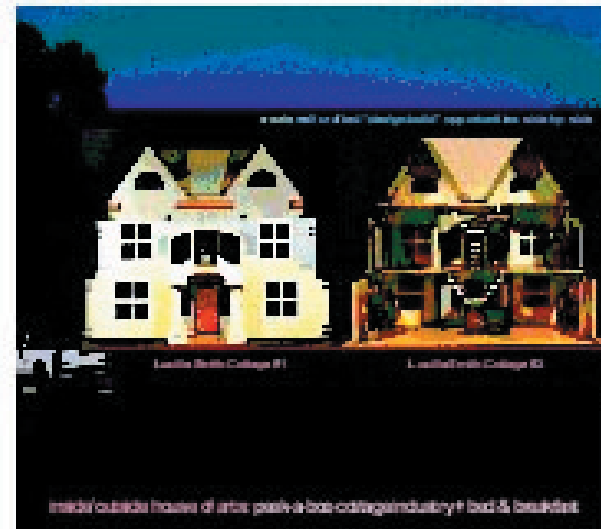
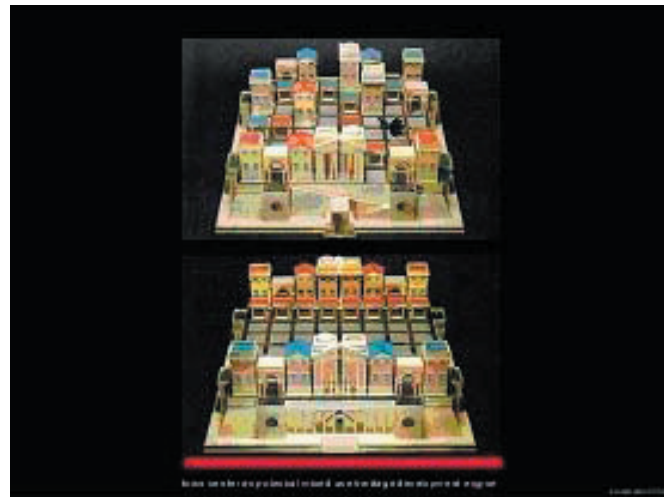
**Design Philosophy:** Public buildings have an extra ordinary opportunity to create public art opportunities both inside and out, using public funds. Media and technology have a role to play in the dissemination of public history.

**Programming:** Community, city, and public arts organization should jointly host a “call for artists to respond” to a well-conceived public arts Master Plan with a masterful humanities content. The public arts Master Plan should identify themes, media, artists, materials, size, content, and locational priorities for art works throughout the District. Community artists (with portfolio) should be solicited for full participation.

**Implementation/Benchmarks:** 1. A 2% for art ordinance for city-funded buildings and infrastructure exists; however, a voluntary program might be considered for privately-developed buildings in this District to help finance the public art program in the Evans & Rosedale Urban Village. 2. Contact National Endowment for the Arts and Humanities. 3. Joint venture with a heritage tourism network. (Check websites and select). 3. Hire public arts curator to coordinate Master Plan. 4. Fort Worth Arts Commission should commission public arts curator with experience in heritage theme development.







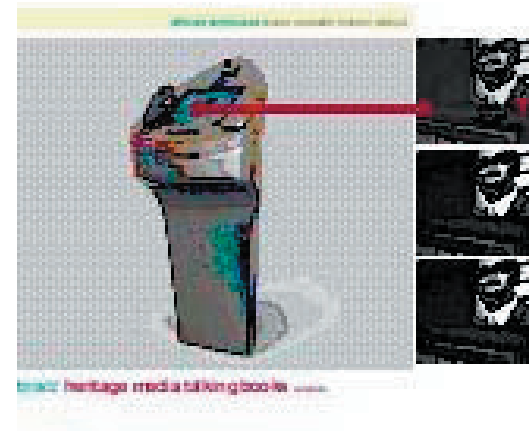
**Create a variety of well-themed housing types with multi-faceted building use.**

**Design Philosophy:** Celebrate the old and adapt the new. Architectural artifacts such as the Lucille Smith House and the Boone House should be either reconstructed or built anew using appropriate historic building typologies. Buildings of historic gesture can “recall” historic interpretation of an earlier use and function.

**Programming:** The Lucille Smith House could be reconstructed as a commercial kitchen, catering and reception hall, etiquette center, and a place for small weddings-with rentable bed and breakfast suites for small groups of guests. Some historic homes could also be used to house contemporary guilds for the public demonstration of quilting, cooking, tailoring, and crafts. Others, such as the Boone House could be used as a local “interpretive home with archive”.

**Implementation/Benchmarks:** 1. Acquire historic drawings of period houses or solicit a HABS (Historic Architecture Building Survey). 2. Hire archival photographer to document all details and conditions of structures. 2. Inquire about National Trust for Historic Preservation funds for planning, design, and development. 3. Identify local artists and craftsmen to run “open studios”. 4. Identify compensation for artists and opportunities for branding and sale. 5. Hire local design/build team with local students, apprentices, and craftsmen. 6. Mandate affordable housing through zoning overlay. 7. Utilize existing community development and redevelopment corporations, such as the Near Southeast CDC, Fort Worth South, Inc., and Southeast Fort Worth, Inc. to work in joint venture to rehab and produce infill housing.





**Create technologically advanced and well-curated walking tours through Evans & Rosedale District.**

**Design Philosophy:** Architecture can be seen as a cultural artifact worth visiting when interpreted through the lens of a community's narrative history. Following a storyline and points throughout the District can encourage pedestrians and their accumulation of community facts and fables.

**Programming:** The content of the narratives for the walking tours should be written by teams of researchers and local historians. The form or medium used of the public dissemination of heritage content should be designed and developed by urban public media specialists. Graphic artists and cartographers should follow a well-written script for design of District maps for public use and consumption.

**Implementation/Benchmarks:** 1. Hire multi-disciplinary team of visual, audio, and media artists to follow the instruction of the public arts curator. 2. Identify streetscape design and potential revenue from commercial advertisement. 3. Consult signage and other public realm ordinances. 4. Use public arts and private sponsor funds for programming & development.







Create a line of well-themed street furniture.

**Design Philosophy:** Street furniture should be designed to carry out the heritage theme.

**Programming:** Design “District-wide” street furniture program. Use street furniture with heritage theme to package, market, and “sell” information to visitors in the public realm. Imbed street furniture with media devices to provoke public interaction.

**Implementation/Benchmarks:** 1. Identify appropriate street furniture theme or design and produce City’s own street furniture brand. 2. Identify opportunities for brand marketing and sales in the public realm. 3. Identify public arts funds for design of street furniture as public art. 4. Identify advertising companies to generate revenue through “billboard” sales, if and where appropriate. 5. Consult zoning ordinance on signage conditions. 6. Create overlay District to reduce requests for variances.





Create well-curated heritage identity theme for all public urban open spaces in the District.

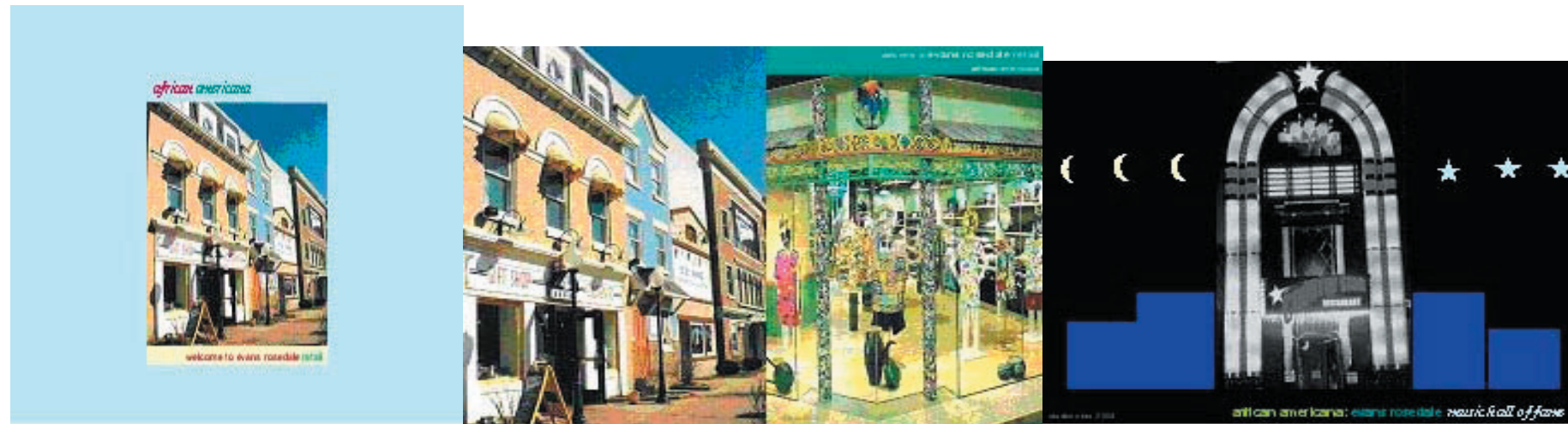
**Design Philosophy:** All urban open spaces within the Evans & Rosedale District should be fitted with outdoor furniture that provides direction, comfort, and historic interpretation.

**Programming:** A heritage-themed pattern language must be developed that extends itself to expression on all street furniture items throughout the District. Each item must use appropriate form, content and message to promote a sense of stylistic compatibility and aesthetic energy.

**Implementation/Benchmarks:** 1. Hire a curator for the street museum who also oversees furniture design. 2. Identify artists in the community and national notables to create design teams. 3. Develop a “community branding” presence. 4. Solicit public arts grants and funding from national, state, and local arts organizations.







**Create opportunities to develop theme retail and theme entertainment.**

**Design Philosophy:** This District was designed to celebrate the creative energy of Evans & Rosedale as African Americana. To this end, retail franchises and community business owners should be organized into a merchants or business improvement association that agrees on “the theme merchandising and marketing plan.”

**Programming:** The community CDC’s should consistently survey opportunities to create and perpetuate African Americana as a niche market, including but not limited to a celebration of African-American arts and sciences, film, live performance, jazz, dance, theater, food and, wearable art as promotion of culture, etc.

**Implementation/Benchmarks:** 1. Use the Market Analysis report to make an assessment of the most profitable market ventures. 2. Interview and solicit the best products and services to promote in the heritage retail space. 3. Promote theme retail commercial development. 4. Develop public-private partnerships with the community in collaboration with a marketing team and commercial developer to reinforce sales in the urban village. 5. Performers and theater production companies should be solicited to use, if not manage, performance space. 6. Train and fund community arts organizations to properly oversee special events. 7. Create partnerships with local universities and independent producers to create cultural institutions and commercial entertainment ventures.





**Use media projections at underpass to welcome all to Evans & Rosedale and African Americana.**

**Design Philosophy:** Utilize the I-35W highway underpass as an opportunity to reconstruct positive community images and to celebrate the announcement of entry into a heritage District.

**Programming:** Select images that best market and promote the goals, objectives, and dreams of the community. Select images that celebrate diversity, advertise community events, and reinforce city themes.

**Implementation/Benchmarks:** 1. Contact TxDOT regarding use of the I-35W underpass for projections, etc. 2. Hire curator with urban multi-media specialization to curate use of media projections in the public realm. 3. Solicit funds from national, state, and local arts organizations to provide design and development funding. 4. Partner with curator, community artists, and media team to curate production within criteria established for the “open air street museum”. 5. Apply media applications for underpass and highway embankment wall. 6. Use photographs from community portfolios and archivists. 7. Explore use of sound for all public media, where appropriate. 8. Selected media images through criteria established in the public arts Master Plan process via the Fort Worth Public Arts Commission; contract curator for artists’ dialogue. 9. Collaborate with the FWPA on the underpass project. 10. Enjoy the District!





# Implementation Recommendations for the Urban Village

**Evans & Rosedale** Urban Village Master Plan

- 1. Market
- 2. Financial
- 3. Regulatory
- 4. Organizational
- 5. Design and Physical Infrastructure
- 6. Street Level and Heritage Concepts as Attraction

E. Implementation Recommendations for the Urban Village

In order to achieve the revitalization called for by the Master Plan, a concerted effort will be required by the City of Fort Worth, the Community, and the development entities which will carry out the work involved in the creation of new and renovated buildings, and new and relocated business and services. There are many kinds of activities needed; therefore, this set of recommendations is organized in several parts.

1. Market

The most critical implementation action going forward from the completion of this Master Plan is to market the development to the private development community. The City of Fort Worth has invested in many ways in the Evans & Rosedale Business and Cultural District: in acquiring property, in remediating contaminated land, in removing asbestos and demolishing dilapidated structures, and now in funding two new public buildings, the Shamblee Library and the Public Health Center, and renovating the Tommy Tucker Building. Now the private sector must be brought into the picture.

Since the City of Fort Worth owns almost all of the land within the Urban Village, it is the City which will be the prime mover on all development. The city, in consultation with the Evans & Rosedale Advisory Committee, should take the next steps to invite private developers to participate in taking projects forward. Those steps include:

a. Raising the Profile of the Master Plan

This Master Plan is the first step in informing the private development community about the opportunities for development which are available. It should be distributed to the development community, either in its full form or in an appropriate, attractive partial printing, so that awareness is raised of the potential for development. The Master Plan should be publicized, with information released to the press about the next steps.

b. Defining Priorities for Development

The Master Plan has identified a number of parcels and subparcels for development in the

First and Future Phases. A review should be conducted to determine which developments should go forward first in the process, taking into account other activities which relate to development (e. g. remaining remediation, demolition of existing structures, etc.). There may be value in proceeding with a chain of developments in sequence, so that each builds upon the momentum of the other.

c. Defining Extent of Development

The City must decide how much the private development community should be expected to provide infrastructure which does not now exist, such as utilities and street improvements. Although the City will in many cases be providing land for the development, this may or may not be sufficient to permit a developer to proceed with a viable project. The City may need to commit to certain infrastructure improvements prior to Developer RFP's (See Section 5: Design and Public Infrastructure). The City may need to consult with the development community and/or receive professional advice from consultants on this matter before establishing the City's position on these issues.

d. Defining Funding and Development Processes

Some development, for example possibly parcel 3F, may be planned to be undertaken wholly by the CDC, in partnership with the City, and therefore may not go out to public RFP. Others, which may not be on City-owned land, may nevertheless be coordinated by the City as part of the Developer RFP process. In each case, available grants, funding, and tax incentives, etc. should be identified as they apply to a particular parcel.

e. Developer RFP's

The City should prepare invitations to the development community for specific parcels. Each Developer RFP should include an outline design of the proposed development to establish quality control, the exact area of development, and specific design and occupancy goals for the project. This is important to establish quality levels. The RFP's, and the process of awarding projects, will also require specific legal advice. The RFP's should call for the developers to demonstrate experience in mixed-use development, and to have qualified professional design and construction teams in place, and either key tenants or a description of desired tenants. The RFP's should be clear about the role of the community in the process.

f. Marketing the RFP's

The RFP's should be marketed with the highest possible profile. Although they will be required to appear in newspapers and online services, they should also have attractive brochures so that it is clear to potential participants that a high-quality development is desired. It will be important for the success of the project that contact is made with as many interested parties as possible. Press releases should be issued to ensure best coverage in local and national press. Adequate time should be allowed for word to be spread.

g. Choosing Developers

The City must be seen to be both creative and fair in choosing the best deal for each project. Selection criteria should be spelled out in advance.

h. Project Operations

The City and community must monitor projects carefully as they progress, requiring the developer to plan and execute the project on time and to the quality level required. Achievements should be publicized widely.

i. Assisting Developers to Market the Developments

The project is not complete when the buildings are built, but when they are leased and occupied. The City and community should assist the development community to raise the profile of the development with news releases, high-level meetings with desirable tenants, etc., to ensure that the best quality tenants are secured and in place. As each development is complete and occupied, the Urban Village will become stronger.



TERRELL AVE



VERBENA STREET



DASHWOOD AND MISSOURI



STREET TEXTURE





2. Financial

Financial resources for the implementation of the Master Plan are clearly essential. For a typical parcel, or for a Master Development of the First Phase, the developer in question will almost certainly need private financing; but other sources of funding should also be sought to help move the program forward, including planning costs, costs borne by community groups, and funds to act as incentives for developers to consider parcels in the neighborhood they would not otherwise consider.

a. Private Financing

To assist developers and other business owners in obtaining financing for projects in the Evans & Rosedale Business and Cultural District, every support needs to be in place to ensure that banks will finance new development. It may be desirable to invite a particular financial institution, such as Wells Fargo or Bank of America, both of whom have been willing to play a strong role in other African-American communities, to become a part of the team, and promise financing to local businesses and residents, perhaps in return for being on preferred terms or based on volume of business. Such a banking organization would then be the natural candidate to host a branch bank on Evans Avenue, with a real estate office, mortgage office, and small business loan office as well as the usual ATM and cash tellers.

b. Other Funding Resources

The City and community should conduct thorough research for funding and funding sources available to implement the Master Plan. Among the potential sources are the following:

- The Enterprise Zone Program**  
**Local Enterprise Zone Incentives**  
With a minimum investment of \$75,000.00 and the creation of 10 new full-time jobs, the following are allowable incentives based on the merit of proposed projects for zone areas within the Central City and census tracts 1050.01, 1013.022, 1013.021, 1013.013, and 1013.012: reduced development fees (including application fees); permit fee waivers (including inspection fees); enhanced participation in community facilities agreements (infrastructure etc.)  
<http://www.fortworthgov.org/ecodev/enterprisezone.asp>

- Fort Worth Model Blocks Program**  
The Model Blocks (MB) Program is the City of Fort Worth's premier neighborhood revitalization program aimed at "building strong neighborhoods, a safe community, and sound economy". It makes a visible impact in a manageable geographical area by concentrating City activities and resources of \$1.2 million in Community Development Block Grant (CDBG) and HOME funds in the selected neighborhood. Since the inception of the program in 1993, twelve MBs have been selected. Neighborhoods compete for MB designation.  
<http://www.fortworthgov.org/ecodev/incentives/modelblockprogram.asp>
- Fort Worth Neighborhood Empowerment Zone (NEZ) program**  
Municipal property tax abatements, fee waivers and release of City liens are available to property owners who build or rehabilitate property within the Evans & Rosedale NEZ. These incentives are designed to promote affordable housing, economic development and expanded services.  
[http://www.fortworthgov.org/housing/NEZ\\_Program.asp](http://www.fortworthgov.org/housing/NEZ_Program.asp)
- Fort Worth Tax Abatement Program**  
Tax abatement is the full or partial exemption from ad valorem taxes on eligible properties for a period of up to ten years and an amount of up to 100% of the increase in appraised value (as reflected on the certified tax roll of the appropriate county appraisal district) resulting from improvements begun after the execution of the tax abatement agreement. Eligible properties must be located in a reinvestment zone.  
<http://www.fortworthgov.org/ecodev/taxabate.asp>
- The Foundation Center**  
The Founication Center is a national clearinghouse where interested parties can investigate grant awards at the state or metropolitan as well as which fields receive the most foundation funding.  
<http://fdncenter.org/>
- The Historic and Cultural Landmarks Commission**  
[http:// www.oldhomespecialists.com/CFWPP.html](http://www.oldhomespecialists.com/CFWPP.html)
- Historic Property Tax Exemption Program**  
Historic Property Tax Exemption is a 10 year City tax freeze on the pre-renovation value of both the land and the improvements made for properties designated as HC (Historic & Cultural Landmark) if the value of renovations is 30% or greater than value of property. A 15 year tax exemption is available for rehabilitated improvements along with up to a 15 year freeze on the value of land for properties designated HSE (Highly Significant Endangered) if the value of renovations is 30% greater than value of property.  
[http://www.fortworthgov.org/ecodev/incentives/hist\\_prop\\_taxexm.asp](http://www.fortworthgov.org/ecodev/incentives/hist_prop_taxexm.asp)
- Public Improvement District (PID) Program**  
Authorized by Chapter 372 of the Texas Local Government Code, Public Improvement Districts (PID) allow a city to levy and collect special assessments on property that is within the city or the city's extraterritorial jurisdiction (ETJ) to be used in the PID. The assessments can be used to fund many things including streetscape, infrastructure, security, parks, recreation, and parking.  
<http://www.fortworthgov.org/ecodev/incentives/pid.asp>
- Section 108 Small Business Development Opportunities**  
The City of Fort Worth was awarded \$7.5 million in Section 108 funds to conduct business development activities on the Evans & Rosedale Business and Cultural District. The City is using \$6.0 million of these funds to construct the Public Health Center and Shamblee Library, leaving \$1.5 million for small business development activities. An RFP for loan origination services for these funds is currently being developed.  
**Contact: Robert Sturns at City of Fort Worth:**  
[Robert.Sturns@fortworthgov.org](mailto:Robert.Sturns@fortworthgov.org)

- State Enterprise Zone Incentives**  
The State of Texas offers certain tax refunds as financial incentives to promote employment within designated enterprise zones. Refunds are awarded to 1) qualified businesses and 2) enterprise projects. Qualified businesses are eligible for the following incentives: one-time state sales and use tax refund; one-time franchise tax refund; preference for all programs administered by the State of Texas . The one-time state sales and use tax refund is a maximum of \$5,000 of taxes paid for machinery and equipment for use in the enterprise zone. Qualified businesses are eligible to be nominated if they have operated in the zone for at least three years and have retained at least 10 new jobs. The one-time franchise tax refund is also a maximum of \$5,000 and applies to businesses that create at least 10 new jobs. These one-time incentives are mutually exclusive.  
[http://www.fortworthgov.org/housing/NEZ\\_Program.asp](http://www.fortworthgov.org/housing/NEZ_Program.asp)
- Tax Increment Financing (TIF) Program**  
Tax increment financing is a tool authorized by Chapter 311 of the Texas Tax Code by which local governments can publicly finance needed structural improvements and enhanced infrastructure within a defined area called a reinvestment zone. The tax increment is derived from the difference in appraised value between the year in which the reinvestment zone is established (base year) and each year the reinvestment zone is in existence.  
<http://www.fortworthgov.org/ecodev/incentives/tif.asp>



3. Regulatory

There are a number of ways in which the City of Fort Worth can promote the implementation of the Master Plan in its regulatory role.

a. Review Authority

The Evans & Rosedale Master Plan for the Urban Village should be adopted by the City of Fort Worth, and ensure that controls are in place to require development to conform to the Master Plan.

Each new or proposed development within the Evans & Rosedale District should be reviewed by pertinent departments of the City’s Evans Task Force, ideally with participation from the Evans & Rosedale Community. This can be accomplished by designating 1 or 2 community representatives, selected by a community body and perhaps rotated over time, to attend review sessions.

Each of the recommendations in the Evans & Rosedale Master Plan assumes the presentation of a site plan from future developers on any site. The developer’s site plan is the document which provides for the interrelationship of all elements on the site to be built and the coordination of these elements with existing developments or natural features found on adjacent sites - all of which are to be consistent with the spirit of the Evans & Rosedale Urban Village Master Plan.

b. Urban Design Guidelines

The Urban Design Guidelines contained within this report will be the key tool for review. The vehicle for these guidelines to be used may take one of several forms. Under the City of Fort Worth’s current zoning ordinance, the Urban Village can be designated as an urban design district and as a conservation overlay district. Under either of these designations, City staff can use the Urban Design Guidelines to review proposed developments, as is currently done for Fort Worth’s Downtown area. As proposed above, the recommendation of this report is that the Evans Task Force, with participation from the Evans & Rosedale Community, be the reviewing body

c. Overlay District Consideration

The unique character of the streets within the Evans & Rosedale District will be protected and accentuated if the Evans & Rosedale community is designated an “Overlay District”. Specific regulations for development and character within the district would supersede regulations now in place.

In essence, an overlay district designation could become a legal plan that identifies the theme of the community, to describe and assist the marketing of the Evans & Rosedale community as a heritage destination. To this end, an overlay district designation would go far to establish the proposed physical mix of activities, and the social, historical, and cultural texture of the district. The regulations for an overlay district would reinforce existing zoning and promote new ways in which the special uses and particular physical characteristics along with a strong visual sense of what should be done to reinforce and preserve the community’s character.

d. Planned Developments

Planned Development is a format whereby the developer’s proposal to the City of Fort Worth embraces a comprehensive set of proposals for buildings and site improvements for a major site, and the City undertakes a review which is specific to that development. This could be a way to implement the Urban Design Guidelines for a specific site, and, if a Master Developer proposes to redevelop the entire Urban Village, this could be an appropriate vehicle for review. However, Planned Development is implemented on a case-by-case basis, which may not necessarily result in a systematic and consistent implementation of the Urban Design Guidelines throughout the Urban Village if several developers are involved, as is most likely.

e. Incentive Zoning

Although this type of zoning is not currently in force in Fort Worth, this might be a means to consider trade-offs to new developers in the community. Incentive zoning is a means by which a developer is granted a benefit in the form of increased building height or density, in exchange for the provision of public amenities. A developer for example might be allowed to construct a taller building within the Evans & Rosedale District if developers were encouraged to provide elements of the street museum program or media devices within the public realm to interpret community history. Incentive zoning is used often to overlay existing zoning as a means to provide covered pedestrian spaces, through block arcades or special plazas and gardens for new buildings. This may be a creative way to discuss trade-offs with developers who must make their pro-formas work.

f. Relationship with Neighboring Districts

The Urban Village is zoned MU-1, for Mixed Uses. The eastern boundary of the Urban Village does not lie along a street, but at various points in the blocks east of Evans

Avenue. Where the Urban Village, with its MU-1 Zoning, abuts other neighborhood areas, which appear to be presently zoned for single family housing, zoning issues need to be addressed to ensure that the lots in the Urban Village are developable. Specifically, some sites on Evans Avenue would not be developable if the 20’ buffer usually required between mixed-use and single family houses is required. Since most of the lots that abut the Urban Village are vacant, it is likely that these issues can be resolved successfully without any disturbance of existing occupants. Options which have been discussed include:

- Planned developments rather than as-of-right proposals for review
- Designation of the lots to the east of the Urban Village boundary as parking/open space to be shared by the Urban Village and new townhouse development

g. Heritage and Theming Potential

In addition to the Urban Design Guidelines, consideration may be given to encouraging developers to directly address the cultural issues of heritage and theming in the design and operation of proposed buildings, as follows:

Private owners may be encouraged to participate in the “African Americana” theme, wherever possible, within the district. For example, retail building facades should tie into the African Americana theme through:

- The kind of merchandise that is displayed: African-American artifacts from community history such as images, text, letters, etc.
- The way the merchandise is displayed: arrange artifacts so that they follow a narrated historic theme in window fronts
- Use of the storefront as part of an exhibit that reinforces an African Americana theme through the use of symbolic signage, heritage logos, vintage photographs, African-American quotations, use of Adinkra Symbols, coordination of color and materials for storefront awnings

The facades of public buildings may be encouraged to identify opportunities to:

- Develop building façade window spaces as opportunities for stained glass to display images crafted by community artists and approved via the Fort Worth Art Commission.
- Develop lobby areas of all public buildings as opportunities to engage artists for the design of lobby exhibitions, floor patterns, and signage.
- Design opportunities in lobby areas, for use of multi-media devices, through use of information kiosks, projections and audio-visual interventions, where possible, so that a stream of historic facts about the community is woven into the visitor’s experience.
- Create opportunities for the artist community with and the Fort Worth Art Commission to imbed visible “time capsules” filled with community memorabilia.
- Develop signage themes through the selection of appropriate typography, alphabet type, and color.
- Identify places and spaces within the lobbies of public buildings for “stories worth sharing”. The Shamblee Library could tell stories about community pride in education. The Public Health Center could share stories about the history of important African-American doctors and educators who lived in the historic district.
- All public buildings should use adjacent outdoor spaces as places for community education. Trees outside of the library could be named “learning trees” and important library activities, such as reading to children could occur at these sites. Spaces outside of the Pubic Health Center could use landscaping and seating areas to lend a sense of peace and well- being.
- Newly designed spaces adjacent to public buildings should use either natural or artificial shading devices for user comfort.
- Directional and informational signs in front of all public buildings should engage artists as part of the design process to produce theme graphics.





4. Organizational

Any vision, plan or strategy for a conceptual master plan for a community, must include a set of implementation strategies, if that plan is to be respected and put into action. If there is to be any political or financial commitment to that plan, the community must organize itself into a body that is capable of understanding and mastering the ins and outs of the development process. The most successful community development plans are more often than not implemented because of strategic implementation strategies pursued by an energetic public with purpose.

The Evans & Rosedale Design Team (ERDT), having interacted with the community, through a series of engaging community meetings and actions, has seen several strong organizations already in practice, and has the following recommendations:

- The ERDT strongly recommends that the Evans Task Force, which is formed from a number of City departments, go forward; the multidisciplinary efforts of the various City staff have been essential and will be essential to realize the goals of the Master Plan. This organization is important in coordinating the City's development efforts.
- The Near Southeast Community Development Corporation, and Southeast Fort Worth, Inc. as community organizations, work in concert with others in the community. The Near Southeast CDC is a non-profit entity that fully represents the existing neighborhood grassroot residents and businesses. This organization along with Southeast Fort Worth, Inc. should work closely with the City of Fort Worth in marketing the plan.

a. Roles and Responsibilities:

The following roles and responsibilities will be overseen by the City of Fort Worth in partnership with the Evans & Rosedale Community:

- Oversee the further details of planning and implementation actions
- Develop the best strategies for future building and development actions
- Develop strategies for effective use of zoning and land use recommendations

- Coordinate with all local government agencies and private development entities to effect the plan
- Select future development partners who share the goals and vision of the Master Plan
- Negotiate with finance institutions for the best terms for future development costs
- Foster important public-private relationships with existing preservation, public arts, and banks
- Develop relationships with national, state, and local organizations who subscribe to "best practices"
- Oversee changes and additions to the Master Plan and the implementation plan over time
- Coordinate the implementation of public improvements in the area
- Facilitate the funding of projects, programs, and plans
- Participate in the design review of new buildings and have oversight over the review processes for adaptive reuse of existing buildings
- Assist with the programming of cultural activities in appropriate buildings or in public urban open spaces such as the park
- Assist in the marketing of the retail, commercial, mixed-use, and housing recommendations to prospective developers

b. Resources

The following resources should be considered in the implementation of the plan:

National Agencies & Organizations:

- National Community Development Association: <http://www.ncdaonline.org/>
- Local Initiatives Support Corporation <http://www.liscnet.org/>
- US Department of Housing and Urban Development <http://www.hud.gov/grants/index.cfm>.
- US Department of Commerce <http://www.doc.gov/>
- US Department of Transportation <http://www.dot.gov/>
- National Trust for Historic Preservation <http://www.nthp.org/>
- Main Street Center <http://www.mainst.org/>
- Trust for Public Land <http://www.tpl.org>
- Environmental Protection Agency/Brownfields Redevelopment Grants [http:// www.epa.gov/swerosps](http://www.epa.gov/swerosps)
- Ford Foundation [http:// www.fordfound.org/](http://www.fordfound.org/)
- National Endowment for the Arts [http:// arts.endow.gov/](http://arts.endow.gov/)
- National Endowment for the Humanities <http://www.neh.fed.us/>
- National Grocers Association [http:// www.nationalgrocers.com/](http://www.nationalgrocers.com/)
- National Bank Community Development Investments [http:// www.occ.treas.gov/cdd/1999cdipn.pdf](http://www.occ.treas.gov/cdd/1999cdipn.pdf)

Local Agencies & Organizations:

- Texas Association of Community Development Corporations [http: www.tacdc.org/](http://www.tacdc.org/)
- Texas Regional Planning Commission [www.txregionalcouncil.org/regions/setrpc.htm](http://www.txregionalcouncil.org/regions/setrpc.htm)
- State of Texas Legislature <http://www.capitol.state.tx.us/>
- Texas Department of Housing and Community Development <http://www.tdhca.state.tx.us/>
- Texas Department of Economic Development <http://www.tded.state.tx.us/>
- Texas Commission on the Arts <http://www.arts.state.tx.us/>

- Texas Christian University <http://www.tcu.edu/>

City of Fort Worth & Organizations:

- Department of Planning [http:// ci.fort-worth.tx.us/planning](http://ci.fort-worth.tx.us/planning)
- City Department of Transportation and Public Works [http:// ci.fort-worth.tx.us/tpw/ TrafficEngHome.htm](http://ci.fort-worth.tx.us/tpw/TrafficEngHome.htm)
- Fort Worth Public Art Commission <http://www.fwpublicart.org/>
- Fort Worth Chamber of Commerce: <http://www.fortworthcoc.org/>
- Fort Worth Tourism and Convention Bureau [http:// www.fortworth.com/](http://www.fortworth.com/)
- Fort Worth Business Assistance Center <http://www.fwbac.com/BAC/>
- Fort Worth Opportunity Center/ Workforce Center <http://www.fwoc.org/>
- Minority and Women Owned Business Enterprises Office <http://www.fortworthgov.org/mwbe/index.asp>
- Private Local Foundations [http:// www.fic-ftw.org/](http://www.fic-ftw.org/)



5. Design and Public Infrastructure

a. Landscape Design for the Library and Public Health Center

At the time that contracts for the Library and Health Center were agreed, it was not known what form the sites for the Library and the Public Health Center would take. Now that these have been established in the Master Plan, and there is open space and parking associated with each site, Landscape Design work should be commissioned for these two sites to complete and complement the architectural design of the two buildings, and the renovation of the Tommy Tucker building.

b. Museum

The City and the community will need to collaborate to create the proposed Museum/Cultural Headquarters. It is also possible that another organization, such as Texas Christian University, will want to help create the museum as part of its educational programs (initial discussions have indicated that TCU would be interested in having students play a role in the planning of the Museum, and other potential activities associated with it).

A new Steering Committee should be set up for the Museum and other cultural activities in the community, with professional advisors. An additional detailed study to determine the exact program and size of the Museum should be commissioned, as well as how it will be financed. Contact should be made with other arts and cultural organizations.

c. Public Infrastructure Projects

A number of street improvement projects should be undertaken as part of the revitalization effort. These include:

- Terrell Avenue
- Missouri Avenue
- Verbena Street
- East Pulaski Street
- East Dashwood Street
- East Humboldt Street

Street improvements should address:

- Planning and design of streetscape
- New utilities where necessary (water, storm sewer, sanitary sewer, power, telephone, cable, etc.)
- Paving, curb and gutter, sidewalks
- Street trees
- Lighting, seating, trash receptacles, etc

d. Parking Structures

The parking structure proposed at Missouri between Terrell and Dashwood should also be considered as a City of Fort Worth project, since it is providing public parking for visitors and shoppers, as well as for staff and visitors to the Public Health Center, and residents of the townhouses. It has been planned so that it can easily be constructed prior to the townhouses which face the street; alternatively, the City could enter into a public-private partnership to build both parking and housing.

The parking under development at Parcels 3D and 4B may also be city infrastructure projects, since the parking benefits shoppers and visitors to the area as well as residents. The parking and retail could be built as a separate structure, with housing built above it; or the design and construction of the mixed uses could be more integrated together, and the projects become public-private ventures.

e. New Parks

Several new small parks are proposed as part of the Master Plan (Cultural Park, enhancement of the Evans Avenue Plaza, Park at East Dashwood at Missouri, open spaces around Lucille Smith Restaurant and Cooking School, etc.). These should be further planned and designed, then adopted and constructed as part of the City’s Parks system, or developed as privately-owned public spaces, which may be managed and operated by a Business Improvement District. Some of these open spaces could be incorporated into parcels for Developer RFP’s, so that the design and construction of them become part of a private development responsibility.

f. Existing Trees

The Master Plan has been developed around a number of existing trees which have been identified on the property survey at the time of the Master Plan. No landscape survey

of the health, age and structural soundness of these trees has been carried out. Prior to further design work on the Library, Public Health Center, and other development contemplated in the Master Plan, it is recommended that a certified Horticulturalist examine these trees and determine whether it is wise to retain them as desired. Specific recommendations should then be prepared by a Landscape Architect regarding the required distance from each tree to each building or construction activity, the procedures which must be used to protect the trees during construction, and ongoing maintenance requirements for the trees.

In addition, the poor state of some of the trees along the new Evans Avenue Streetscape should be investigated, and trees replaced and/or remediation measures taken as necessary.





6. Street Level and Heritage Concepts as Attraction

The establishment of “The Evans & Rosedale African Americana Street Museum” is recommended to showcase significant public archives specializing in the history of African Americans and other ethnic groups in the City of Fort Worth. The street museum should be dedicated to preserving Texas ethnic heritage by providing a curatorial home within the public realm, to the manuscripts, photographs, oral histories, books, periodicals, and works of art that contain the history of people of color, of nations, of beliefs and dreams, and of a past worth sharing with the future.

The history of slavery, race relations, African-American community development and the civil rights movement will receive new and thought-provoking interpretations through the use of historic homes, churches and buildings that use media and other devices to promote a heritage walking tour through Evans & Rosedale. The following represents examples of ‘heritage’ theme-based programmatic development of community-based assets within the Evans & Rosedale community of Fort Worth:

- Juneteenth Park+Plaza: On June 19 (“Juneteenth”), 1865, Union General Gordy Granger read the Emancipation Proclamation in Galveston, thus belatedly bringing about the freeing of 250,000 slaves in Texas. Black Cowboy parades, barbecues and blues festivals will be programmed for the Juneteenth remembrance.
- The NAACP Headquarters: This exhibition looks at the community snapshot, featuring works made between about 1930 and 1970 by professional and lay photographers who focused on home, family, and community.
- The Shotgun House: Rows of shotgun houses are relocated as new infill media “guilds”, where artists live and work, making quilts, stained glass, film and music manufactured and sold as new Afro-American products.
- The Lucille Smith Restaurant: Here, visitors meander through two floors of a house refurbished with vintage artifacts, furniture original to the house, tools and accessories of the cooking industry - but also a full-functioning restaurant, catering and bed and breakfast business, with new food products manufactured by full time staff.

- The Boone House: Buildings such as the Boone House stand as living monuments to their builders, women and men of African-American origin and to those who lived and worked in them. Homes such as this should be renovated as neighborhood museums and archive cafes, where visitors come to learn and lunch.

Fort Worth is one of the most historically significant areas in Texas’ African-American history, and Evans & Rosedale and the surrounding neighborhoods can be redeveloped to curate its place in the City’s African-American heritage. Evans & Rosedale today is a collection of buildings in disrepair, vacant lots, and more positively, single-family homes and public spaces. The area is awaiting re-birth. By using the entire community as an education and exhibition space the city can begin to establish the community and position itself to showcase its cultural and historical significance and thereby by design, become a local tourist attraction.

The Evans & Rosedale Market Study report evaluated the viability of the tourist activity in Fort Worth and the results of the study supports active interest in the development planning for a themed attraction with programmatic activities that reflect the past, present, and future history of Jazz Heritage and Fort Worth’s role in its evolution – positioning the Evans & Rosedale community as a tourist attraction.

Heritage Strategies

Fort Worth has emerged in recent years as an important cultural center known for its many museums and cultural institutions. As a result, tourism has been an increasingly important component of Fort Worth’s economy and a number of initiatives have been implemented to support the tourism industry. Fort Worth draws well from around the State, competing with Dallas, Houston, San Antonio, and other large cities for regional leisure visitors. Thus, a tourism strategy represents another important market link to this historic community that could be exploited as part of the revitalization strategy.

The greatest legacy every African-American community can establish is the identification and institutionalization of its heritage, for both documentation and celebratory significance. The ability to incorporate community heritage in such a way to create a sustainable economic model is the ultimate ideal situation. Two prominent examples of this are reflected most prominently in the likes of civil rights leader Rev. Dr. Martin Luther King, Jr., and entertainer/rock & roll legend Elvis Presley. Both Atlanta and Memphis have created economic

engines based upon the lives and deaths of these two national icons.

This model is not exclusive to personalities of ‘household popularity’; smaller personalities, and even smaller towns, are able to embrace and deploy the same concept. In the case of smaller scenarios, marketing becomes critically important after the local community has adopted, developed, and implemented specific community programming of heritage theme orientation. In the Evans & Rosedale instance, first, a commission to specifically develop marketing campaigns for the ‘heritage’ theme within the community and assess how to develop specific programming to embrace local heritage must be undertaken.

Jazz Heritage Concepts

The Evans & Rosedale environment is currently perceived as unaccommodating with little to do or see. However, what makes Fort Worth unique is the indomitable spirit of the people who call it home. For instance, the Fort Worth community possesses a unique local “Jazz Music Legends” history that presents an opportunity to create a heritage theme based commercial vehicle upon embracing the community’s native leaders of jazz heritage and interpreting from a meaningful perspective the Fort Worth African-American jazz musician experience. This totally supports the community and its goals of perpetuating interpretive history. Such an undertaking would transform this currently blighted African-American community to one that represents the pride and resilience of some of its children – acclaimed 20th century jazz musicians.

The musical performers and jazz musicians of national prominence who have indigenous roots to Fort Worth deserve an opportunity to exhibit and celebrate their talent and artistry within the cradle of their birthplace. An immediate example of popular mention would be legendary jazz drummer Ronald Shannon Jackson. This type of effort would highlight the spirit of creativity and zeal African-American citizens from Fort Worth by showcasing their jazz musical talent and their contributions to this musical art form - jazz.

Therefore, using the “heritage” theme will inspire an interpretive link between yesterday’s connection to the community’s accomplishments in an interactive yet curatorial fashion. This historical context should be combined with today’s version of commercial/entertainment centers mixed with present day activities of a local community such as jazz music.

While this section speaks specifically to the proposed jazz heritage community theme, it also identifies how local

businesses can incorporate such thematic expression in their operations, and offers suggestion to the specific type “mix” of businesses that should be appropriate to the market potential, and should serve to create quality, stimulating attractions with broad-based audience appeal.

Integration with Retail Strategy

As this community begins to install the necessary businesses and services vital to the markets’ existing needs, a critical mass strategy can be employed simply by simultaneously co-implementing the development of a ‘theme-oriented’ commercial concept as an attraction. For instance, within the proposed ‘business’ mix for the community is 1) a full-service dine-in restaurant and 2) a barbeque restaurant. Both of these could be established to incorporate ‘live music’ in their concept - one could be jazz, and the other could be blues. Further, the establishments can be named after a local jazz musician, as well as incorporate their professional history into the business, such as themed restaurants. This similarly applies to the desired Coffee Shop – the incorporation of jazz music within its atmosphere is consistent within such a business environment, but provides synergy for our ‘jazz theme’ concept as well. Additionally, a Music Store in the community could feature a section of the store dedicated to ‘rare’ collections of jazz recordings, and further offer recorded listening sessions for ‘rare’ music that may no longer be in circulation.

Such local neighborhood commercial ‘eclecticism’ creates a sense of place the community will support in a sustainable fashion for all who live and work in the community, and will also draw visitors from throughout the City. Thus, a tourism strategy represents another important market link to this historic community. In anticipation of prospective tourists, a Jazz Heritage Bed and Breakfast Inn could serve as the community’s main hospitality destination for the visiting musicians who come to perform as well as patrons who visit to participate in activities associated with the community’s festivities.

Exhibit Strategies

A jazz heritage series could also inspire exhibits that will utilize buildings and public spaces to illustrate the theme and celebrate the historical milestones and accomplishments of jazz artists. A continuous, interactive, musical multi-media installation and accompanied by live performances may take place on the street, in storefronts, on the faces of buildings and other structures, in parking lots, at public parks as well as within private commercial venues.



Exhibits should approach not only the history of local jazz legends, but also the present-day accomplishments and struggles for jazz musicians and the art form in this country and around the world. Layers of the jazz heritage theme can manifest through several topics including:

- Musical Artifacts: The history of Fort Worth and Black American Musicians as seen through the tools of the trade
- Jazz Stories Worth Sharing: A real-time multimedia exploration of the jazz musician experience in America and abroad: photo and oral diaries, and recorded and film depictions; and photo and audio documentation of jazz musicians memories and histories composed of both formal and personal recollections and documentation
- Musical and New Public Art: Collections of African-American vernacular art and new commissions for public art along the avenue celebrating jazz music
- Live Jazz and Blues: Live music and spoken word presentations scheduled on a regular and continuing basis
- Jazz Theme Vending and Retail: Merchandise selected for compatibility with jazz themes and ideas to be offered by area vendors and store merchants
- Special Events: a series of regularly scheduled special events, such as lectures, live music performances, album/book signings, and street festivals

The Evans & Rosedale Market Study reviewed several comparable neighborhoods that have undergone revitalization that share some similarities to the Evans & Rosedale community. The aim was to gather information that would be insightful into the market development dynamics of such areas and to provide guidance on the potential scope and impact of similar development. Specifically, cities that have incorporated historical initiatives or established a destination heritage presence such as a museum were identified as those which were most successful in achieving desired commercial and cultural revitalization.

In this recommendation, we therefore suggest the appointment of a ‘local jazz heritage’ advisory board to establish a collaborative forum and steward the program

planning and coordinated inclusion of jazz concepts within development plans of the Evans & Rosedale community businesses. Such coordinated activity will present the opportunity to spawn a critical mass development that can yield economic benefits.

A commission to specifically develop marketing campaigns for the ‘jazz heritage’ theme within the community and assess how to market specific programming to embrace local jazz heritage must be undertaken. An initial program agenda to seed this initiative should be:

- Appointment of a local heritage advisory board including local jazz music heritage committee of respected musicologists
- Identification of local jazz musicians and their respective collections of recordings and artifacts to be housed within the redevelopment
- Identification of funding to begin the planning of the “Heritage Identification and Preservation” initiative as a legacy to celebrate African-American heritage including, Jazz Musicians, specifically highlighting those from the Ft. Worth community
- National and local sponsors to be identified to raise funds publicly and privately for the development of the programs

Time is of the essence in establishing a jazz heritage attraction in Fort Worth. Since we began this phase of the Evans & Rosedale study, new interests have surfaced in the role of Fort Worth’s musicians in the jazz development and progression. These interests suggest that any effort in the Evans & Rosedale community toward establishing a local heritage tourism presence highlighting Fort Worth’s jazz artists should be marketed in a manner that draws from the city’s broader collective while the host neighborhood focuses on the development of more programming activities of jazz heritage.

The Evans & Rosedale Urban Village Master Plan, the blueprint for economic development, should be the catalyst for implementing this new development featuring thematic expression. It is envisioned that the local neighborhoods, within the Evans & Rosedale Area, will prosper from the cultural, retail, commercial, and economic growth given birth from this type initiative. Also landowners and business owners in the area will have a chance to embrace this ‘theme’ and incorporate it into their respective development interests.

Therefore, using a ‘jazz heritage’ thematic approach as an anchor can spawn such creative activities as jazz music festivals and concert series, lectures, music instruction, and so forth. The Evans & Rosedale community can utilize these activities to attract visitors, and utilize these visitors to energize and physically re-vitalize its immediate and surrounding neighborhoods.

Celebrating the jazz music heritage will enable the local neighborhoods within the Evans & Rosedale Area to prosper from the cultural, retail, commercial, and economic growth given birth from such an initiative.

The ability to cultivate businesses and brand local jazz musician heritage is a unique attraction because no two markets are likely to lay claim to the same one celebrated personality. This distinction can provide further visibility as a “must-visit” themed attraction based upon the featured artist’s appeal that can ultimately spawn additional artists visiting the host community from outside the area to co-perform.

The Evans & Rosedale Market Study states that today’s commercial retail capacity calls for at least 60,000 SF of space. An expanded effort to accommodate heritage and jazz related programming would include a variety of supported themed outlets and eateries that could easily consume an additional 40,000 SF of space which would become the community’s new heritage destination draw. A project of this magnitude can have annual revenues of about \$1.5 - 2 million. Most of these revenues would be new net to the local economy





# The Extended Master Plan Area

- 1. Urban Linkages in the Extended Area
- 2. Housing Potential
- 3. Retail and Other Job Growth Facilities
- 4. Marketing Opportunity Plan
- 5. Recommendations
- 6. Welcome to African Americana Part 2

F. Extended Master Plan

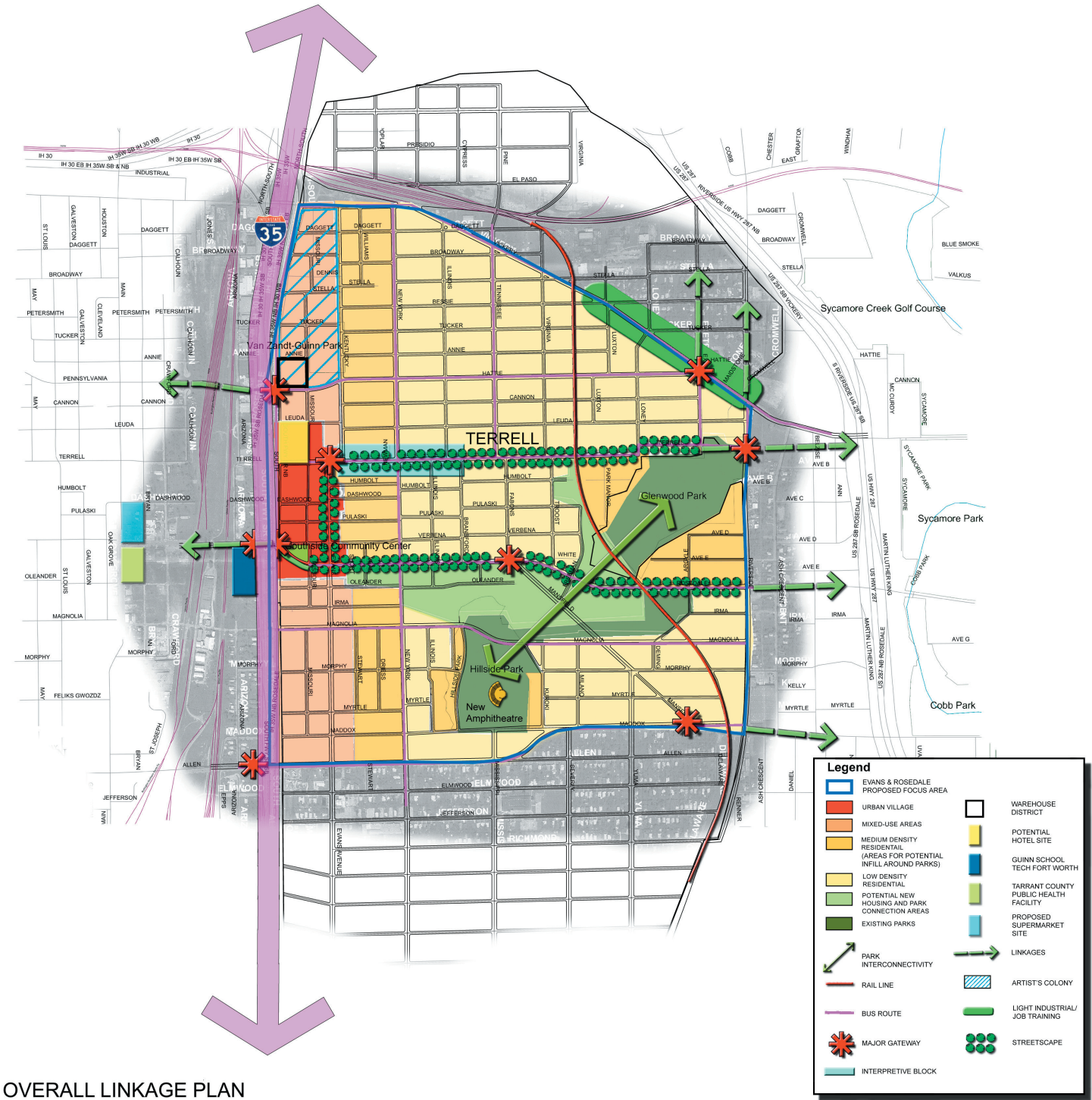
1. Urban Linkages in the Extended Area

The Evans & Rosedale Design Team has undertaken a review of the potential for new linkages and improvements in the larger neighborhood area which surrounds the Urban Village. These are illustrated in the Overall Linkage Plan. Among the concepts developed to date are the following:

- **Terrell “Boulevard”:** Terrell Avenue, an important street historically in the neighborhood, is where William “Gooseneck” McDonald located his house and where many other historic neighborhood figures made their home. It also has the potential to form an important linkage between the Urban Village and Glenwood Park. The recommended implementation means of achieving this linkage include the design and construction of a new streetscape for Terrell Avenue, with re-alignment of curbs, sidewalks and roadways, especially from I-35W to Kentucky; new sidewalk paving, curbs, gutters, etc; new street trees; new street lighting; and new street furniture, seating, trash receptacles, etc.
- **Improved East Rosedale:** TXDOT has begun the widening of East Rosedale, similar to the current widening of West Rosedale. Since the resulting extra-wide streets are expected to be wider than needed for traffic, difficult to cross, and visually divisive of the neighborhood, it is recommended that following the widening, the City adopt a similar position as we understand what has been the case for West Rosedale. Parking lanes should be located in the outermost lanes, bicycle lanes added, street trees should be planted, intersections clearly marked for pedestrian crossings, and signals altered if necessary to make them more pedestrian-friendly and bicycle-friendly. To implement this, a streetscape study should be commissioned to design these improvements (unless they are so similar to those for West Rosedale that the design can simply be replicated).
- **Park Linkages:** Hillside and Glenwood Parks are major amenities to the Evans & Rosedale neighborhood, but are underutilized partly because they are not well connected into the neighborhood fabric, and not visible from many streets and open spaces. Since both parks are close to Rosedale, and vacant land and floodplain areas lie between Rosedale and the parks, it is proposed that these

areas be opened up, with a combination of new housing and open spaces. To implement this proposal, a study should be made of land ownership, flood plain requirements, long range park plans, housing demand, etc. and a Master Plan developed for the areas designated Potential New Housing and Park Connection Areas.

- **Park Improvements:** As discussed in the community workshop, an amphitheater in Hillside Park for live concerts and other events would be a great amenity for the neighborhood. To implement this, a cost-benefit study should be undertaken. Community members have also identified a number of issues regarding the maintenance and safety of parks (See Appendix, Community Workshop Summary Notes.). This should be the subject of further study and action.
- **“Warehouse” District:** The area north of the Urban Village, from Leuda to Vickery, I-35W to Kentucky, contains a number of warehouse buildings, which may be capable of re-use in a new program of urban revitalization. This area may prove to be a successful live-work district for artists and craftspeople. The extension of mixed-uses from the Urban Village northwards can support the Urban Village.
- **Hotel:** One use in particular, a hotel, would be well sited at Hattie Street, where a gateway to the west part of Fort Worth South can be made. To implement these suggestions, a Master Plan Study should be undertaken for the entire Warehouse District area.
- **Vickery Center:** This area of industrial buildings mixed with residential and school buildings may have potential as a new center for employment, and perhaps new housing. This area requires further study.



OVERALL LINKAGE PLAN



2. Housing Potential

Housing is perhaps the most critical sector for development in the Extended Master Plan Area. Several specific studies have been made and are included here, for new infill housing around Hillside and Glenwood Parks, and for infill housing in the area between the Urban Village and New York Avenue. A broad review of the issues associated with housing development in the Evans & Rosedale Extended Master Plan Area follows.

a. Infill Housing Around Parks

The edges of Hillside and Glenwood Parks would be good locations for new housing, likely either single family or townhome developments. The Evans & Rosedale Design Team has prepared a sketch to illustrate the potential for this housing.

b. Infill Housing near the Urban Village

The area between the Urban Village and New York Avenue contains many vacant lots and areas which would work well with medium density housing as a transition between the Urban Village and the largely single-family residential fabric east of New York Avenue. The Evans & Rosedale Design Team has prepared a sketch to illustrate the potential for this housing. It is suggested that the area would benefit most from two-story townhouse development with a mew or alley to provide parking away from the street. The sketch to the right illustrates a potential pattern, rather than a final design, and should not be read in terms of individual lots; the intent is to convey a general concept.

c. Review of Housing Development

Housing is possibly the single most important opportunity for the Evans & Rosedale revitalization. The Evans & Rosedale area's reduced property value, plus the large number of vacant lots and older houses, create a rich environment for diverse development ranging from rehabilitated housing to modular and new construction. Such diversity lends itself to a wide variety of housing types including single-family, townhomes, multi-family and duplex housing units. This area is not unlike minority neighborhoods throughout the country where **new** housing stock in the inner city has just been built in the last 3-5 years. Fort Worth's Evans & Rosedale community are among those that have not yet begun to aggressively implement this type of revitalization.



INFILL HOUSING AROUND PARKS



INFILL HOUSING NEAR THE URBAN VILLAGE





The lack of momentous development remains the case in Evans & Rosedale although some adjacent communities are building higher-priced speculative developments. There are a number of multi-family and single family housing developments in the planning stages in the Fort Worth South area, but these are concentrated west of I-35W. These are primarily townhomes or loft units for sale. The market for such units is primarily upscale buyers, most of whom are urban professionals without children, empty nesters, or other more affluent buyers who are typically associated with upscale urban dwellings. This creates an opportunity for the Evans & Rosedale area to develop more market sensitive, moderately priced housing stock that offer buyers a more affordable alternative while incorporating the latest lifestyle community concepts and features. There is such a demand in the minority community, which is why the potential is so strong. This demand is for market rate housing, at an affordable price point.

Over the past five years, within the greater Fort Worth community, this segment of the market has flourished with entry housing opportunities and more mid-priced new construction also finding attractive levels of demand. Proposed or planned residential units in Fort Worth South included 235 units in various stages of planning and implementation. By contrast, the Evans & Rosedale Market Study pinned current demand in the Evans & Rosedale community of only approximately 20-25 units of new single-family housing per year for the next five years. However, based on community surveys collected, we were able to establish a ‘new homebuyer’ profile currently for the market which reflects an anticipated demand for new single-family housing in the near future of affordable homes for first time buyers.

The Evans & Rosedale redevelopment project offers the opportunity to reverse the loss of households and population if public infrastructure and investment is accompanied by private sector investments in commercial and office uses. Modest amounts of residential housing could be developed within such a mixed-use environment. As this revitalized “core” is developed and accepted in the market place, larger residential developments competing more directly in the general marketplace would be possible.

Therefore, according to the Evans & Rosedale Market Study, the market for new housing applies not only to the upscale market, where the standards are typically set by the buyer, but also to the affordable and mid-priced,

first-time buyer and move-up market where affordability is a concern. For instance, the Near Southeast CDC (NSECDC) has targeted homebuyers who are professionals with a salary of under \$100,000 a year who work in the Medical District (a short walk away), such as nurses, teachers, police officers, etc. According to the NSECDC, these professionals currently will buy a home in the surrounding Fort Worth suburbs, such as Arlington, and live in a 1,500 SF home for about \$130,000 to \$150,000 with a 20-30 minute commute to the Medical District. Whereas in the Evans & Rosedale neighborhood, a 1,500 to 2,000 SF home with a garage in the rear is about \$100,000 to \$110,000, and is a short walk from the Medical District.

The Market Study further asserts that the growing demand for new housing in the greater Fort Worth Community creates an ideal opportunity to seed community revitalization. Despite the downward trend in population and households that has affected the area east of I-35W, there has been continued housing development and absorption of new housing units, as profiled above. Further, in the area west of I-35W and generally in the Fort Worth area, there has been substantial new housing development and absorption over the last decade. Over the next five years, the number of households – which is the primary driver of housing absorption – is projected to increase by more than 42,000 households within 15 miles of the Evans & Rosedale area. Based on past trends, the Fort Worth South area does not have strong household formation projections.

However, small areas often vary based on changes in local conditions, particularly in housing development. Some of the housing identified in this analysis could be supplied through rehabilitation of existing units, but much of it would be through new construction. The nature of income levels in this area and the need for affordable housing indicates that rental housing should be produced as well as ownership housing. The proper mix will depend on future conditions and early projects will help to determine the best mix of housing types and rental/ ownership mix.

The above development and home sales strategy is consistent with survey results that indicated 49% of the respondents prefer new housing in the community priced more than \$100,000 with 40% of those choosing between \$101,000-\$125,000. The survey results further indicated that it was most preferable for this new housing to be single-family detached units designed to blend among existing community styles. This type of housing in the extended Evans & Rosedale neighborhood can complement the denser multifamily housing recommended for the Urban Village.

The Evans & Rosedale Market Study’s analysis of the local and regional (15-mile) area provides a reasonable scale for housing development in the Evans & Rosedale Urban Village. The analysis indicates a range of 94 to 121 units over five years, with an average of 19 to 24 units annually. This would tend to be relatively affordable housing geared to existing Forth Worth South residents and to attract new residents to this location. Low property values will help in achieving this goal.

This analysis portrays the current state of the Evans & Rosedale community if development investment continues at current levels, which reflects a sad portrait of what will continue if the appropriate level of resources and activity are not brought to bear. Such benign activity would forgo a solid opportunity to spawn urban revitalization. Perhaps the single, most impressive quality of the Evans & Rosedale area is its older single-family housing stock. Those unfamiliar with the other community revitalization and redevelopment efforts to historic areas may not have the foresight to appreciate the potential transformation which is possible, provided the right leadership, plan, and resources are made available. When compared to development opportunities for markets of comparable condition, the most frequently acknowledged model congruent with Evans & Rosedale is the opportunity for developers to identify an underserved market area, assemble and acquire real estate parcels within these inner city communities, and capture the market potential from urban renewal gentrification efforts. Given the nature of the undervalued prices of comparable homes in areas that are a commuting distance from the Evans & Rosedale area, the study area reflects a ‘ready market’ for development if “critical mass” could be facilitated.

The Market Study's data shows that 58 percent of Fort Worth households could afford a median priced home. However, despite relatively affordable housing costs in Fort Worth, there is still a significant portion of the population for whom housing is not affordable. An estimated 11,000 families in Tarrant County live in public housing or receive federal rent subsidies. Additionally, Tarrant County has 3,000 people on the waiting list for Section 8 federally subsidized housing with an average wait of three to five years. There is continued strong demand for “affordable” housing. This creates a prime opportunity for mixed-income development. Nationwide, municipal housing authorities are taking advantage of federal subsidies to residents as a captured market. On average, the payment rate for a Section 8 voucher for a 3 bedroom dwelling in a tier-1 city is about \$1150. Thus, the backlog of tenant prospects represents a significant opportunity to spawn mixed-income development. There are a plethora of funding resources to support improving home ownership, public education reform,

public green space creation, etc. These resources, if targeted appropriately and planned carefully, could be marshaled to spawn community redevelopment consisting of park side communities, including biking trails, walking paths and charter schools.

The City and developers should take advantage of public-private partnership development opportunities. This should be promoted to the Fort Worth broader community. The prices of homes in this area should be cheaper because of the benefits that come from public land and other incentives. First-time homebuyers will be a major source of customer for these homes and other attractions of the neighborhood.

3. Retail and Other Job Growth Facilities

Another critical area in the development of the extended Evans & Rosedale area is retail and other job growth facilities. A specific development, for a supermarket has been reviewed and is illustrated on page 67; a broader discussion of the issues is also included.

a. Supermarket

The community has identified as one of its most urgent needs the provision of a new supermarket in the area. Currently, residents are driving many miles to a supermarket to the south near Berry Street and I-35W, and those who do not have cars find it even more difficult to depend on others, taxis, etc.

A supermarket is not included in the Master Plan for Evans & Rosedale Urban Village because the economic data does not support the large size of building (approximately 40,000 square feet) and parking (approximately 2 acres) in the Urban Village area; the size of the building and parking would be out of scale with the Urban Village, unless integrated as a mixed-use element with structured parking in one of the Future Phase development sites.

The Evans & Rosedale Design Team has therefore identified a site at Rosedale and Main Street which appears to be able to accommodate a supermarket in the near term. This is within a few blocks of the Urban Village, and has the benefit of establishing a link across I-35W. In this location, the supermarket would be able to draw on the Near Southeast community as well as the Fort Worth South neighborhood. This will provide the size of market which can justify a new supermarket.





b. Broad Retail Potential

Current conditions in retail and commercial development within the Evans & Rosedale community are far from ideal: high vacancy rates; absentee landlords with little incentive to improve their properties; a mix that does not reflect the needs, wants or purchasing power of residents; as well as a decline in the infrastructure maintenance and a quality in some adjacent neighborhoods is rampant. The mix of stores, the quality of products, the level of service, in general, fall short of the expectations of residents.

In the Evans & Rosedale Market Study, significant opportunities were clearly identified to capture lost sales from the immediate community. As presented therein, an important indicator of retail development potential is the difference between the sales potential of a given area, and the actual sales that occur in the area. For Evans & Rosedale, the balance between “imported sales” and “sales leakage” is an important indicator for planning of the scale of retailing to be developed in the Urban Village and extended area. “Imported sales” are when actual sales are higher than the sales potential of residents of the area indicating a net inflow of retail dollars. “Sales leakage” is when actual sales are lower than the sales potential of residents of the area indicating a net outflow of retail dollars from a given area.

The Market Study identified substantial development opportunity for food and beverage (restaurants), food and grocery retailing, convenience goods, general merchandise, and drug and proprietary stores. Several categories of retailing hold particular promise. Apparel and accessory stores have a trade deficit east of I-35W. Local merchants have an opportunity to serve this market. The sales leakage analysis indicates up to \$35 million in annual sales potential in a number of retail categories is “leaking” from the local market area, and that this represents up to 200,000 square feet in supportable retail development.

Based on these data and the market investigations, a retail program is suggested with 10,000 to 12,000 square feet or more of food and beverage, and two or more “anchor” stores, totaling 12,000 to 15,000 square feet. Target stores would include a pharmacy, food market and/or small discount store. A variety of specialty shops would make up the remainder of retail outlets of 15,000 to 25,000 square feet. Interviews with community leadership, the tours of the area (windshield survey), and the experience of comparable urban areas indicate that the following are retail, service and food and beverage types that offer good opportunities for development in Evans & Rosedale.

Commercial Opportunities for Evans & Rosedale Market

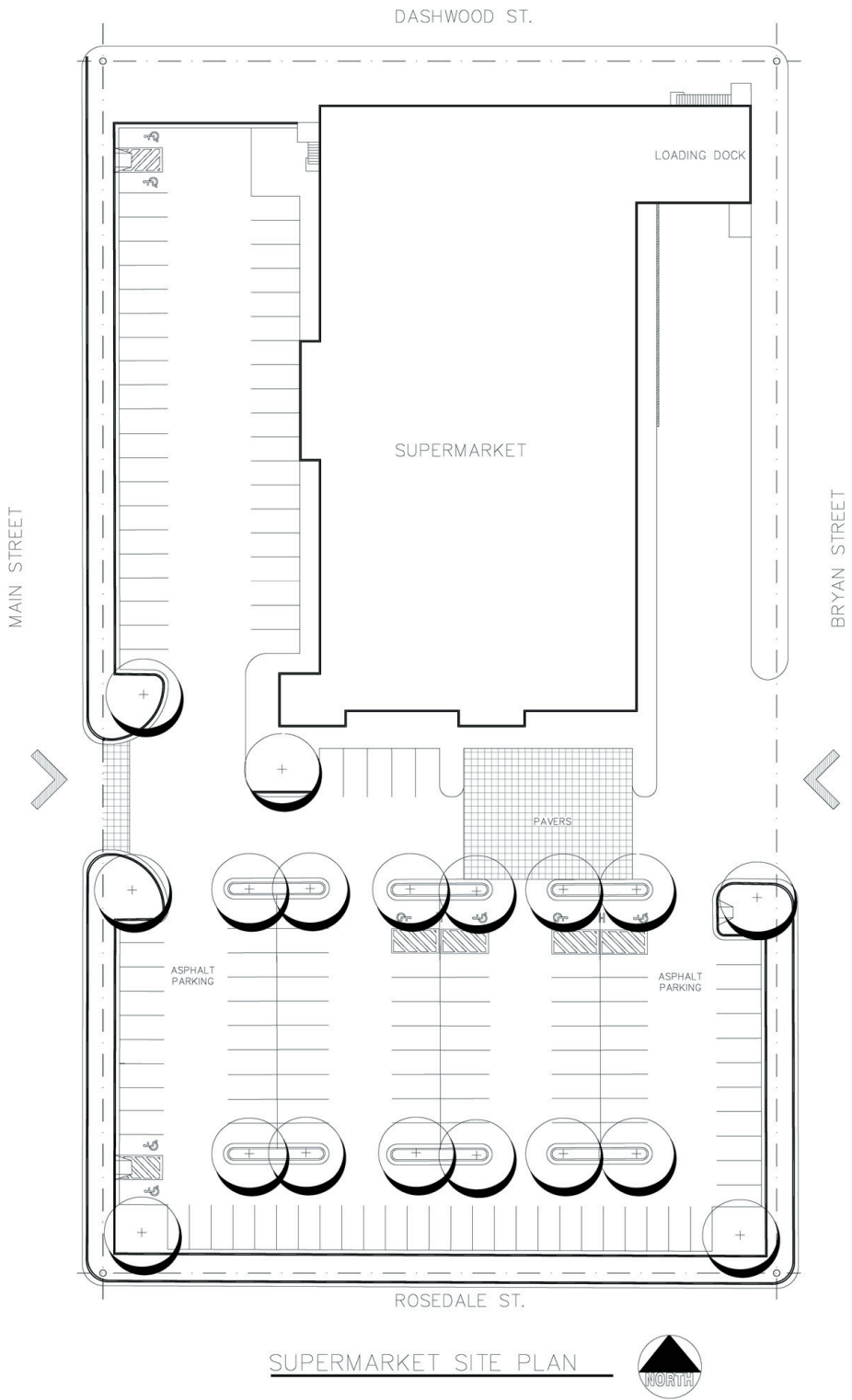
- Grocery store
- Delicatessen
- Breakfast & lunch shop
- Ethnic restaurants
- Bakery
- Coffee shop
- Pharmacy
- Food stores
- General merchandise store
- Shoe store and shoe repair
- Clothing stores
- Sporting goods
- Electronics store
- Convenience store
- Hair cutters / salon
- Dry cleaner and Laundromat
- Video rentals
- Medical & personal services
- Bank & automated teller
- Legal, accounting services
- Telephone
- Jewelry
- Card & gift shop
- Bookstore
- Optical store

As the Evans & Rosedale project has been developing, there has been interest in tenancy, within the Urban Village, expressed by a range of existing or proposed retail operations. These include:

Prospective Commercial Interests

- Black Bookworm
- Compton’s Catfish
- F.W. Black News
- Gladys’s Soul Food
- Taste Buds Restaurant
- Williams Barber College
- Sisters of Destiny Boutique
- Jocelyn’s Apparel

Therefore, retail market support for what we are proposing is very strong. There is no centralized commercial area to the east of I-35W, and the Evans & Rosedale redevelopment district will create an opportunity to develop a commercial center for this area. There is such a void of goods and services within the inner city that ample retail volume will be captured simply by servicing an underserved market.



PROPOSED SUPERMARKET SITE



The absence of everyday retailing focused on fresh and convenient food, personal services, health and beauty needs, convenience goods, restaurants, and some clothing and other goods that are purchased close to home are obvious omissions in the community. Thus, an improved retail mix would better reflect the composition and potential of the population base.

While the first priority remains the mixed-use development recommended for the Urban Village, this community’s need for basic retail goods and services providers represents a significant opportunity for commercial development that could be supported by building opportunity for community shopping centers, infill local shops and freestanding stores throughout the neighborhood area, which all represent important retail outlets that can be implemented in the subject community. Such retailing is essential to quality of life for local residents and to the competitiveness of the area in attracting new as well as retaining its current resident base.

Additionally, the Evans & Rosedale community is enhanced by its location – it is close to downtown yet just on the other side of the freeway from the medical district. Thus, a secondary potential source of retail spending at Evans & Rosedale is from persons employed in and near the redevelopment area. Within one mile of the site, there are over 14,000 employed persons, and within two miles of the site there are over 86,000 employed persons. Targeted by the right type of development, these employees represent a standing market for lunchtime eateries and other ancillary services ideally located conveniently to one’s workplace.

The two-mile geographic circle around the Evans & Rosedale community business district represents an ever-growing employment base and sizable and stable residential population interested in supporting more businesses that suit the community’s needs. Basic supportive services in high demand by this sector of the market include: restaurant(s) & eateries, coffee shop, dry cleaners/alterations/shoe repair, child care center, bank, convenience store/filling station, professional services, etc.

Urban cities nationwide are taking advantage of market demands, economic climate, and available resources and opportunities to seed community redevelopment and future growth. The reversal of suburban sprawl has fueled demand for the development of new housing and ‘livable centers’ within urban communities. Municipalities who often take the lead in sponsoring and allocating resources to initiate and advance the effort govern many of these urban communities. As urban redevelopment in Fort Worth has grown and continues to grow, the Evans & Rosedale community has yet

to identify a sustainable way to attract new residents and visitors, and seed new commercial development that can create jobs and retain dollars within the community. Indeed proposals have been designed over the years, but have not completed the job of capacity building and resource support sufficient to orchestrate the effort’s implementation.

The vision for this Urban Village is inclusive of many of those plans and a combination of initiatives that seek to anchor and stimulate economic development.

With respect to the recommended Economic Development initiatives, several potential entities could be approached. These include but are not limited to:

- City and State Departments of Economic and Community Development
- Local Chambers of Commerce
- State Department of Industry Trade and Tourism
- Fort Worth’s local Conventions and Visitors Bureau

Since area developers are familiar with the current state of the Evans & Rosedale community, and very likely are perpetuating a biased account of market opportunity in the study area, a different, proactive approach to securing new retailers is required. A major retail attraction initiative would target progressive businesses accustomed to segment marketing. An initial informational campaign should spread the vision about the quality of life opportunities forthcoming in the ‘new’ Evans & Rosedale community - highlighting its attractive employment base profile, its upcoming retail markets, and its prospective attractiveness among new ‘urbanism’ first-time residential homebuyers.





4. Marketing Opportunity Plan

The following table identifies some specific marketing action initiatives the community can employ to increase the overall awareness of its community improvement efforts in order to stimulate investor and developer interest.

MARKETING OPPORTUNITY PLAN

Overall Goal: <i>Position and Enhance the Marketability of Evans and Rosedale Community</i>		
OBJECTIVE: GENERATE AWARENESS OF EVANS & ROSEDALE ON LOCAL, REGIONAL AND NATIONAL BASIS		
Strategy	Initiative	Audience
Present public relations tactics taht will work to reinforce positive perceptions and dispel negative ones.	<ul style="list-style-type: none"><li>• Develop and distribute news releases and feature stories to media (local, regional, and national, as necessary) about all major events/developments in E&amp;R area.</li><li>• Explore potential E&amp;R participation in cable TV programs highlighting real estate opportunities as well as tourism and community amenities.</li></ul>	<ul style="list-style-type: none"><li>• Residents/businesses within and outside E&amp;R Community</li></ul>
Develop integrated marketing programs highlighting the economic, social, and commercial viability of E&R community of Fort Worth.	<ul style="list-style-type: none"><li>• Create E&amp;R “Bucks” in effort to keep monies in neighborhood. During “Dollar Days” residents will use E&amp;R Bucks to buy goods and services in the area. Promotion provides opportunity to help identify economic clout of the area.</li></ul>	<ul style="list-style-type: none"><li>• Potential commercial/residential investors/developers</li></ul>

MARKETING OPPORTUNITY PLAN

Overall Goal: <i>Position and Enhance the Marketability of Evans and Rosedale Community</i>		
OBJECTIVE: GENERATE AWARENESS OF EVANS & ROSEDALE ON LOCAL, REGIONAL AND NATIONAL BASIS		
Strategy	Initiative	Audience
Establish ongoing public information programs for immediately publicizing development/occurrences within the community.	<ul style="list-style-type: none"><li>• Develop quarterly newsletter detailing positive events involving residents, community organizations, local businesses, etc.</li><li>• Develop a speaker’s bureau for E&amp;R identifying members of the community who can address a variety of issues from the community’s point of view.</li></ul>	<ul style="list-style-type: none"><li>• Local, regional, national print and broadcast media</li></ul>
Develoep a public relations package with vital development statistics of interest to developers/investors.	<ul style="list-style-type: none"><li>• Develop media/sales kit of information on E&amp;R to be used for background materials for stories, and as sales materials for potential investors.</li><li>• Develop a “tip sheet” describing best features of E&amp;R that can be used equally by community spokespersons or the media.</li></ul>	<ul style="list-style-type: none"><li>• Local, regional, national media; investors/developers; real estate brokers</li><li>• Community representatives and local print and electronic media.</li></ul>



MARKETING OPPORTUNITY PLAN

Overall Goal: Position and Enhance the Marketability of Evans and Rosedale Community		
OBJECTIVE: GENERATE PRIDE AND EXCITEMENT AMONG EVANS & ROSEDALE RESIDENTS ABOUT THEIR COMMUNITY		
Strategy	Initiative	Audience
Develop a 'sense of place' among E&R residents through a pride/identity campaign.	<ul style="list-style-type: none"><li>• Use signage and plantings to mark Gateways to E&amp;R celebrating each theme heritage concept within its repertoire.</li><li>• Produce buttons and bumper stickers promoting pride in community, e.g. "I love E&amp;R," "I Shop in E&amp;R," etc</li></ul>	<ul style="list-style-type: none"><li>• Current and potential residents/ businesses</li><li>• Current and potential residents/local/ regional media, potential investors</li></ul>
Create special community events and promotional programs emphasizing community togetherness, unheralded stars, and winning spirit.	<ul style="list-style-type: none"><li>• Create an "Outstanding E&amp;R Resident" Award, given to a resident who has exhibited enthusiasm and commitment toward making the community a better place to live. Award would be presented by highest-ranking local elected official   and publicity follow-up.</li><li>• Establish annual Special Events Program such as "E&amp;R Summer Festival." This family-oriented event would be scheduled every weekend in June and July and held at E&amp;R recreational areas.</li></ul>	<ul style="list-style-type: none"><li>• Current and potential residents/local/ regional media, potential investors.</li></ul>

MARKETING OPPORTUNITY PLAN

Overall Goal: Position and Enhance the Marketability of Evans and Rosedale Community		
OBJECTIVE: GENERATE PRIDE AND EXCITEMENT AMONG EVANS & ROSEDALE RESIDENTS		
Strategy	Initiative	Audience
Create a historical documented account of the community's heritage.	<ul style="list-style-type: none"><li>• Research and develop an E&amp;R Historical Tour -- outlining all the historical items and locations of interest.</li><li>• Begin to curate pieces of the community's history for display as part of the neighborhood "Street Museum" mosaic.</li></ul>	<ul style="list-style-type: none"><li>• Metroplex area residents, tourists, regional/national media and travel industry</li><li>• Current and potential residents, local schools, and colleges</li></ul>





MARKETING OPPORTUNITY PLAN

Overall Goal: Position and Enhance the Marketability of Evans and Rosedale Community		
OBJECTIVE: ENHANCE “QUALITY OF LIFE ATTRIBUTES” OF EVANS & ROSEDALE COMMUNITY		
Strategy	Initiative	Audience
Assess service delivery system of E&R for such publicly provided services as sanitation, parks and recreation, education, etc.	<ul style="list-style-type: none"><li>Establish task force to evaluate each specified area. Committees to include residents, neighborhood group representatives, local government representatives, as well as experts in field being evaluated.</li><li>Establish a beautification program beginning with comprehensive, publicized citizens clean-up weekend initiatives including community parks.</li></ul>	<ul style="list-style-type: none"><li>Current and potential residents, and elected officials</li></ul>
Develop identifiable channels which will effectively communicate residents’ needs to elected officials and government agencies.	<ul style="list-style-type: none"><li>Establish a series of resident workshops where the function of various agencies is described. Produce contact sheet identifying specific problems and contacts.</li></ul>	<ul style="list-style-type: none"><li>Current residents</li></ul>

MARKETING OPPORTUNITY PLAN

Overall Goal: Position and Enhance the Marketability of Evans and Rosedale Community		
OBJECTIVE: ENHANCE “QUALITY OF LIFE ATTRIBUTES” OF EVANS & ROSEDALE COMMUNITY		
Strategy	Initiative	Audience
Establish an umbrella organization representing community interests.	<ul style="list-style-type: none"><li>Organize and advisory board comprised of representatives from all neighborhood associations, planning units, business associations, merchants, and residents.</li></ul>	<ul style="list-style-type: none"><li>Current and potential residents, and local media</li></ul>
Develop a sample communications vehicle for disseminating information of interest to the community.	<ul style="list-style-type: none"><li>Create a network for flyer distribution, calling tree, etc., for rapid communication among residents.</li></ul>	<ul style="list-style-type: none"><li>Current and potential residents, local government, and elected officials</li></ul>



5. Recommendations

A comprehensive strategy, involving government, property owners, tenants and residents as equal partners will be necessary for business attraction and revitalization of the residential corridors to spawn commercial appeal. City government should take the lead in establishing a retail/commercial business attraction and retention program, coordinating the efforts of existing merchant disregard and community groups, and other government or market development agencies. In addition, local governments must rigorously enforce existing codes and ordinances, with adequate consequences to assure compliance, and utilize zoning and land use powers to reshape residential zones to be more inclusive of commercial zones. City planners should identify and dedicate potential project funds. Property owners must be held accountable for the condition and use of their property, including unoccupied buildings, vacant lots and areas. Support should be made available, whether assisting in finding a tenant or negotiating a lease to locate a commercial proprietor to the community.

**RECOMMENDATION:** REVIEW LAND USE POLICIES AS THEY RELATE TO THE PRESERVATION OF EXISTING RESIDENTIAL DISTRICTS AND THE DEVELOPMENT AND PROMOTION OF COMMERCIAL EXPANSION

Any aggressive campaign for economic development will force public officials to evaluate land use policies and incentives for attracting new development. As the area grows in popularity among consumers and potential investors, residents often fear the encroachment of ‘big business’ on their residential domains. Orderly development should be a shared objective of all. Future development patterns, as guided by land use policies, will continue to play a major role in directing new development.

**Responsible Parties:** City of Fort Worth, Related Tarrant County Departments (Parks, Public Safety, etc.), and Neighborhood Organizations

**Priority task:** Evaluate current land use designations surrounding residential districts, with particular attention paid to transitional uses between existing residential zoning and the inclusion of mixed-use provisions and policies.

**RECOMMENDATION:** EVALUATE PUBLICLY PROVIDED SERVICES THAT IMPACT RESIDENTIAL MARKETING

The importance of publicly provided services in the marketing of an Evans & Rosedale redevelopment initiative should be a priority agenda item for County officials. With more

young families entering the market and the elderly population becoming more represented here, the availability and quality of schools, parks, and community/senior centers should also be more closely scrutinized. Additionally, routine services such as street maintenance and zoning enforcement must also pass the inspection of the more critical eye of older residents and newcomers who will demand higher standards.

**Responsible parties:** City of Fort Worth, related Tarrant County Departments.

**Priority task:** Conduct an expanded survey (inclusive of community residents and commuting employees), to better understand the public service needs and desires of this population.

**RECOMMENDATION:** ESTABLISH A MECHANISM FOR DISTRIBUTING EVANS & ROSEDALE COLLATERAL MATERIALS TO BROKERS AND REAL ESTATE DEVELOPERS

Due to Fort Worth’s citywide growth in new housing opportunities available to homebuyers, those desirous of purchasing a home but cannot afford to may consider residing in communities with the historic characteristics of Evans & Rosedale provided the correct housing product and support services are available. This is particularly the case for those commuting to the area for work with no definitive location preferences for housing. Where many new homebuyers entering the housing market for the first time finally decide to buy is greatly influenced by the realtor involved, the community must develop a positive rapport with those within real estate arena. Additionally, since first-time homebuyers only desire a number of basic factors, not elaborate ones, pertaining to retail and support services, the City should take advantage of the opportunity to capture that market and provide delivery of these fundamental requirements as a catalyst to lure prospective homebuyers.

**Responsible Parties:** Citywide Board of Realtors and Brokerage Companies, Real-Estate Developers, On-Site Marketing Companies, and City of Fort Worth

**Priority Task:** Work with the Fort Worth realtor community in marketing the revitalization plans within Evans & Rosedale through developer initiated promotions. Investigate joint developer advertising opportunities in free publications available to the public as well as Fort Worth’s Chamber of Commerce Relocation Booklet. Target specific developers for collateral distribution.

**RECOMMENDATION:** EXTEND AND PROMOTE THE ATTRACTION AND RETENTION PROGRAMS FOR RETAIL AND COMMERCIAL BUSINESSES.

The goal of a business recruitment and retention program would be to attract much needed businesses, and support the ongoing existence of businesses that are patronized by local consumers. Specific goals might be to re-tenant vacant properties; to provide technical, advisory, and financial support to individual businesses or merchant associations; to utilize the expertise and powers of planning, zoning, and development codes to “re-program” the commercial corridors to create a more viable mix (i.e., clustering certain kinds of uses, such as automotive-related); and limiting potentially problematic uses, such as liquor stores, arcades or adult novelty.

The 2004 E&R Market Study plus previously compiled demographic and economic data profiles the resident consumer base and documents its purchasing power. The business attraction program can use this information to create awareness, to counteract stereotypes of the study area and increase the knowledge of investors, retailers and entrepreneurs about the purchasing power and preferences of local residents. Currently, many of these services, including technical assistance, SBA loans, and business improvements loans for correction of code violations or facade improvements are available through the Departments of Planning and Economic Development.

**Responsible Parties:** City of Fort Worth, Chamber of Commerce, Merchant Associations, Local Consumer Groups

**Priority Task:** Local officials should meet with property owners and merchants to encourage support of the plan and allay potential owner resistance to making capital investments.

**RECOMMENDATION:** SUPPORT THE CREATION OF MERCHANTS’ ASSOCIATIONS, AND AN UMBRELLA COMMUNITY BUSINESS DEVELOPMENT ORGANIZATION

The basic purpose of a merchants’ association is for people of like interests to come together in support of their mutual goals. Ideally, the concept of retail and commercial business people united under a merchants’ association has two benefits: (1) it can create cohesion among merchants around the goal of attracting and retaining consumers to their particular community; and, (2) it encourages a pooling of resources to accomplish shared objectives. The roles of a merchants’ association include the following: pooled investment for promotions and advertising, common area

upkeep, and vested interest in the vitality of the entire corridor, not merely the individual shop. City and county government can provide technical and advisory support.

**Responsible Parties:** Area Economic Development Staff, Merchants, and Property Owners

**Priority Task:** City staff can introduce a model of a merchant association organization, with by-laws, responsibilities and benefits of participation.

**RECOMMENDATION:** CONCENTRATE INITIAL COMMERCIAL REVITALIZATION EFFORTS INTO TARGETED, HIGH PRIORITY AREAS.

The careful and targeted application of finite public resources, both human and financial, in initial revitalization efforts can result in tangible proof that the concept is sound and can generate the momentum necessary to extend the effort to other areas. Obviously, the first effort must be at a carefully selected location, where chances of a successful intervention are greatest. While targeting and prioritizing the corridors may be politically sensitive, if packaged as a “demonstration” or “pilot” project, community resistance may be diffused. Ultimately, the success of the revitalization effort validates both the project and the community and individual business successes will implicitly endorse the community’s viability for commercial investment.

**Responsible Parties:** City of Fort Worth, Property Owners, and Merchants

**Priority Task:** Participants must develop a priority list, based on such criteria as location, market potential of surrounding area, nature of improvements, cost and funds available.

Key Factors in Implementation

Now that a vision has been set forth in the Evans & Rosedale Master Plan, a planning implementation action forum is necessary to establish a coordinated approach to utilizing the current initiatives taking place in the Evans & Rosedale community redevelopment area while allowing for new investment interest to come participate. The Evans & Rosedale Design Team recommends a strategy to facilitate the holistic redevelopment of the subject areas.

The mission of this initiative is to ensure that the City of Fort Worth, including the City Council, the community and its stakeholders are supported to create a Strategic Implementation Committee and Initiative over the next 6 months. The goal is to organize the community for the





development of an action plan containing measurable baselines and benchmarks toward the implementation of this holistic redevelopment plan. Additionally, it will begin to mobilize and attract the necessary resources, capital rating high amongst the list, technical support and incentives to assist individual entrepreneurs and developers to successfully develop their projects. Identifying and securing necessary resources will be a major part of this initiative. The City of Fort Worth Planning Department should revisit the 2000 Vision Plan, and the 2002 Central City Commercial Corridor Revitalization Strategy to assess the areas current public funding projects, opportunities, and incentives and deliver an updated appendix or amendment to the Committee's Strategic Implementation Plan after subsequent diligence to determine their appropriateness to the current initiatives, visions and needs.

The utilization of Public Private Partnerships will also be essential to the successful execution of this redevelopment effort. The City should sponsor the creation of a Neighborhood Development Partnership consisting of a core development group comprising a diverse makeup of including developers, bankers and other financiers (public and private), and community development facilitators. The Committee will derive synergy from the collective, as each of these facilitators possesses a unique angle on how to bring about collaborative resources for community redevelopment.

Implementation of this plan requires that leadership master the dynamics of the community redevelopment process. Some very successful community redevelopment projects are implemented because of strategies pursued by developers having been inspired and supported by the public sector's commitment to improvement in an area. This often results in public-private partnerships, which can occur organizationally and/or through financial commitment. Institutions such as Development Associations, Neighborhood Development Partnerships, Community Development Corporations, and financing instruments like Community Development Block Grants, Tax Incentives, Buyers Assistance Programs are common vehicles that urban municipalities are able to leverage state/federal sponsored initiatives.

Moving forward, the Evans & Rosedale Design Team, having evaluated the community's market opportunity and desires, strongly recommends the establishment of a Neighborhood Development Partnership that takes advantage of existing capacity and experience to expeditiously move this project forward. The main

purpose of such an organization will be to form public private partnerships including government and other development agencies so that issues such as zoning, design guidelines, land use and the marketing of projects to public and private entities for funding can be put into place.

This organization should be a non-profit entity that fully represents an alliance among the investors and developers, along with existing neighborhood grass root residents and businesses. This organization would work very closely with the City of Fort Worth and its Departments of Planning, Public Works, Transportation, etc., to oversee the administration of the redevelopment plan. The main thrust of this organization would be to advocate the implementation of the plan. This Neighborhood Development Partnership could be an independent body in and of itself or it could be part of an already existing organization. The objective is to ensure that any such organization be supported by the community and fully represents the democratic participation of all affected stakeholders.

The community groups and organizations that can be approached about participation can include:

- Evans & Rosedale Area Business Association
- Local banking Institutions
- Community Development Corporations and business associations
- Neighborhood churches
- Neighborhood institutions of higher learning
- Community and civic associations

The Evans & Rosedale Urban Village Master Plan suggests a foundation from which to create a critical mass for the district's redevelopment and revitalization including an economic redevelopment initiative, and a strategic action organization for moving forward in a coordinated fashion. This forum would be responsible for the coordinated advocacy of the Evans & Rosedale area plans, designs, development plans, and implementation towards the following vision:

- A neighborhood development partnership
- A heritage and cultural theme: The African American and the Power of Place
- New Construction and real estate development
- Residential/ commercial Mixed-use development/ heritage lofts

Summary / Lessons Learned

As the implementation process in launched, careful consideration should be given to best practices. Many neighborhood redevelopment projects are being implemented gradually and successfully, and many continue to struggle with common challenges. In the absence of a published set of standards as to how to proceed, the City could well benefit from some the 'lessons learned' as part of the Evans & Rosedale Market Study's findings. They are:

- Neighborhood revitalization and redevelopment is an ongoing process.
- Strong grassroots/community advocacy is important to project success. The naming or branding of the neighborhood/area is important for the community's identity and for marketing purposes.
- Work with local and citywide tourism and heritage agencies to develop strategies to bring tourists to the area. Neighborhood crime prevention and safety organizations have been extremely effective in their work. In some cases, housing design is specified to be a specific way so as to support neighborhood watches and policing.
- Municipal/city involvement and support are critical to the planning process for many reasons, including zoning changes and infrastructure support, and for such incentives as Tax Increment Financing (TIF) districts.
- Most of the comparable areas have a heritage or museum component. Investments in public buildings are often used to leverage private investment. In some cases, zoning changes for reduced parking requirements have been key to development success of mixed commercial and residential developments, e.g. commercial on the first floor and housing on the second.
- Work to develop excellent accessibility to the neighborhood area by public transportation and roadways (including parking).
- National Historic Registry, "landmark status", can sometimes limit development and growth, such as in the 18th and Vine Jazz District in Kansas City; anything they take down has to go up as a replica of what existed before. Therefore, most of the

Jazz District Redevelopment Corporation's (JDRC) work is focused on entertainment and commercial uses as these requirements are too restrictive for housing. In addition, this also means that the JDRC cannot replace any historic sites/buildings with parking lots/decks, which they need.

- Retail development follows residential development, except in the case of Deep Ellum where residential development followed entertainment and retail development.
- The development of an entertaining-driven district faces challengers from the perception of potential crime and the ensuing costs for security and limited available parking.
- Some redevelopment projects are driven by the desire of developers to increase their own property value. This can be leveraged to help increase the pace of the redevelopment of a neighborhood and ensure that a long-term strategy is in place and is revisited, rather than a short-term solution.
- Cultural institutions such as museums and theaters have served as successful anchors for neighborhood redevelopments. Ethnic retail and restaurants, when done right, are successful projects in redeveloped neighborhoods and can be a draw to bringing in visitors and tourists to a neighborhood.
- Make home ownership more affordable to lower income families.
- Provide basic amenities to working families and to community, e.g., grocery stores, drug stores, healthy take-out, create jobs that connect neighborhood to economic development strategies/engines in the broader community; and provide enough parking for residents and visitors to the neighborhood alike.

The ERDT strongly supports the community planners' desires to embrace a 'theme' within the Urban Village community that creates a sense of place and heritage. Doing so would serve as a meaningful anchor to spawn a critical mass for redevelopment for both residential and commercial development. This would jump-start economic development support the investment community and heritage sponsorship activities.



We propose the City embrace its “Jazz Heritage” or similar concept, which interprets from a meaningful perspective the contribution of Fort Worth’s natives to jazz music anchored in a revitalized Evans & Rosedale community. This story supports the redevelopment plan and its goals of perpetuating interpretive history as part of all new development in the area. This would create a place where people will visit to enjoy its cultural and rich musical heritage, eateries, and commercial amenities.

We recommend that a partnership be organized by the City of Fort Worth, made up of relevant stakeholders and resource groups that determine how the Evans & Rosedale community should move forward as the action plan is created to guide the new development. This would include the delivery of infrastructure, housing development, and the attraction of commercial and public institutions.

The resource group should be made up of persons and organizations that have programmatic and other capabilities to support the successful realization of this initiative. It is recommended as a part of this partnership the formation of a quarterly community forum that focuses on the overall development effort, progress, challenges and other critical issues associated with this undertaking. Through developing a strategy, which is measurable, flexible and accountable, the initiative will be headed in the right direction.







The underpass at I-35W is the most important gateway of all. Media projections using videos of community events and history as announcement of entry to Evans & Rosedale.

**Evans & Rosedale & the power of place**  
the role of self-curatorial  
theme, media & urban design  
in african-american community development  
& heritage destination tourism  
extended Master Plan urban design element/District:  
**welcome to african americana**  
part two



### Welcome to “African Americana”: *part 2*

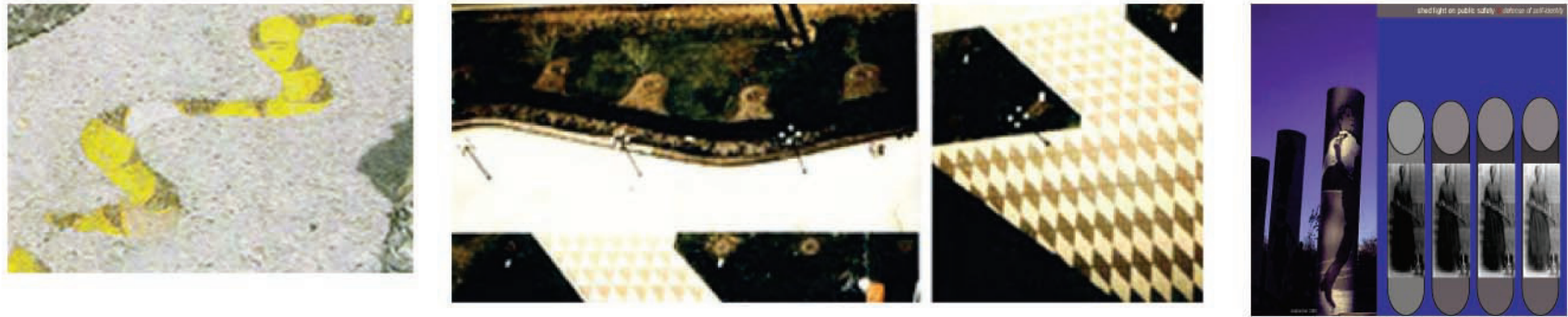
#### The Extended Master Plan: Urban Design Elements for Evans & Rosedale District

Currently, the Evans & Rosedale District has no defining entrance markers, gateways, signage or other urban design elements that make it distinctive as a destination. From I-35W, there are no directional signs and the new plaza's existence can only be seen from Evans at the intersection of Rosedale Street. The pages that follow, underscore ways in which the heritage theme can be presented to take full advantage of urban design intervention—in very low cost, but highly visible ways. The examples given are meant to capture the imagination. In every instance, locations within the Evans & Rosedale District are described, where these urban design solutions might make their greatest impact. In every instance, all urban design solutions will require a strong curatorial perspective—so that the most appropriate elements can be well-coordinated into one outstanding Evans & Rosedale heritage District experience—including, but not limited to the following urban design interventions:

- Streetscape & Sidewalks
- Signage + Media + Lighting
- Trees/Artificial: Tensile Structures
- Street Furniture: Seating and Bicycle Racks
- Signage: Series
- Signage: Gateway
- Churches as Beacon Gateway
- Building Facades as Strong Heritage Elements
- Map of Extended Master Plan







**Streetscape & Sidewalks: Major sidewalks in the District might use mosaics.**

*Terrell Avenue’s rich history makes it a major heritage street in the Near Southeast neighborhood. Recreating its sidewalks with artists that use mosaic techniques to create symbols in the sidewalk, such as the caduceus or snake, a meaningful symbol of ancient healing in Africa. Since numerous doctors once lived on this street this symbol, among many others, could literally wind from **Evans Avenue through to the entrance of Glenwood Park**.*

Sidewalks along Rosedale might also use this “embedded mosaic symbol” technique. The **south side of Rosedale**, additionally, lends itself to the creation of well-defined pedestrian zones through the use of undulating landscaped berms. Berms could buffer the pedestrian from fast moving traffic along Rosedale, as well as, lend themselves to the use of serpentine street benches that offer places to rest. Such berms, planted with seasonal flowers, could also link directly into the greenery of Hillside Park.

**Signage + Media+ Lighting: Primary streets in the District must use dynamic gateway lighting.** On major “walking tour” streets such as **Rosedale, Terrell, Park Manor and Mansfield**, (see map) signage, media and lighting could be combined into a series of cylindrical pylons that provide lighting, as well as mosaic images of community personalities. Such pylon signage could be designed by community artists to lend both a sense of verticality to the streetscape and dynamic entries into the parks. FWPA should be involved with these projects involving artists.







#### **Trees (Artificial): Tensile structures as shading devices throughout public urban open spaces in the District**

Trees, of course do provide shade, but another option for the heritage District is a series of freestanding canopies to provide shade and shelter from sun and rain. Soaring canopy shapes and colors can visually connect the District. Canopies are an inexpensive and low-maintenance solution for the provision of shade. The primary material is sailcloth designed into highly flexible configurations—***on the plaza or in the parks such as Glenwood and Hillside***. Media images can also be projected onto these surfaces to promote special events and outdoor film showings.

Selection of a color palette for these canopies could further serve as vibrant “placemakers” throughout the Evans & Rosedale heritage District. Tensile structures are a high visibility, low cost means to define pedestrian zones and pedestrian activities.

The best looking installations have bold changes in height from one corner to the next. Overlapping sails or multiple sails give a more interesting look.







### Street Furniture: Seating and Bicycle Racks

Seating is important to the creation of pedestrian zones. It is an amenity of urban comfort and should be located near bus stops, and in public parks to encourage pedestrian use. Special seating could be designed ***along Rosedale Street*** to reinforce the creation of pedestrian zones. Landscaped edges or the use of berms provide beautiful edge conditions that buffer pedestrian traffic from vehicular traffic.

The installation of bicycle racks ***in public parks and plazas*** will also encourage the use of bike trails, walking trails, and greenways. Seating designed with sturdy and colorful low maintenance materials will encourage visitors and the elderly to rest between activities in the District.





**Signage:** A series of well coordinated designs should be used for all signage types throughout the District.

Types of signage: Choose a heritage destination theme.

*Identification of building use:* A building, such as **a theater or jazz club** might be required to use neon signage to advertise important entertainment venues in the District. Neon signage such as this could be used on major anchor buildings to attract users to the fun of live performances.

*Identification of District:* A **heritage District logo** should be designed by area artists to capture an important heritage theme. **The Black Cowboy** theme might be used as a strong symbolic icon to brand the District and its commitment to history. This logo could be used to brand all information kiosks within the District. This emblem, once selected, should symbolically “announce” the District from **both sides of I-35W**.

*Identification of historic sites:* Special signage should be designed for such historic houses as **The Lucille Smith House, The Boone House, and the NAACP headquarters**.







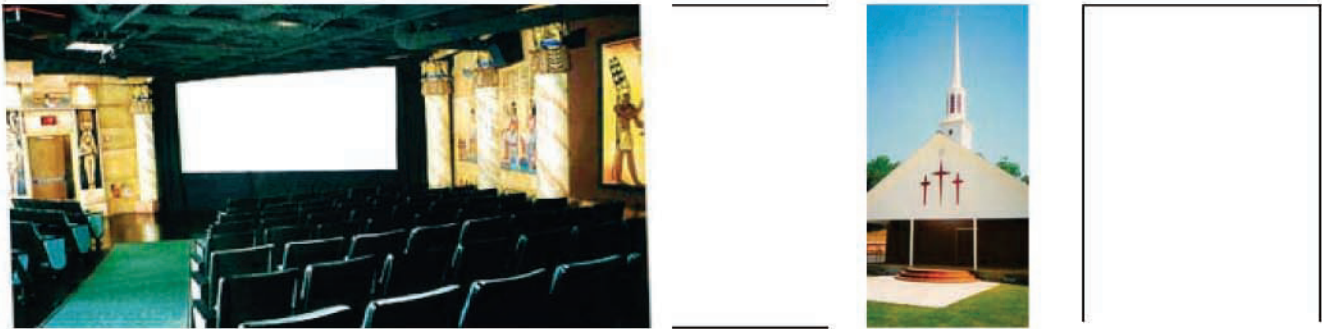
Signage: Gateways to Parks & Gardens in the District

Gateways to parks provide great design opportunities to advertise a safe entry to a large public space. The size of park gateways can provoke visitor curiosity from a distance. Gateways can also include lighting that can be seen from afar. The gateway signage for **Hillside and Glenwood Parks** might share common design elements but define the different uses available in each park. Public parks are also pedestrian zones that must give the potential user a sense of welcome and safety.

Smaller urban parks or small outdoor courtyards, such as those planned for **the Library (a reading outdoor courtyard for kids)** might also include the design of actual gates—that both embellish and protect.

Artists should work with designers to create gateway signage that is first-class and unique to the Evans & Rosedale heritage District. FWPA should be involved with these projects involving artists.





Churches as beacon gateways to public meeting places

Within the Evans & Rosedale community there are a number of churches that could play an important role; first, as a place of assembly for community events and performances; and, second as an urban design beacon, if the steeples were to be lit at night.

All seven churches within the District, with special lighting from their steeples, could form a dynamic “lighting network” to celebrate the District, to announce “safe places”, and to serve as the community beacons that they are: ***Sunshine Cumberland Presbyterian, Mt. Zion Baptist, Outland Memorial AME, Fortress Church of Christ, Baker Chapel AME, Mt. Pisgah Missionary Baptist, and Mt. Olive Missionary Baptist Church.***

In addition, sounds from the churches could be transmitted into the public realm through the use of choreographed “bell ceremonies” or through the broadcast of both sermon and choir via audio media devices. Churches, after all, are important heritage destinations in their own right. They must be included, therefore, as fundamental players in the heritage destination project and walking tour program.







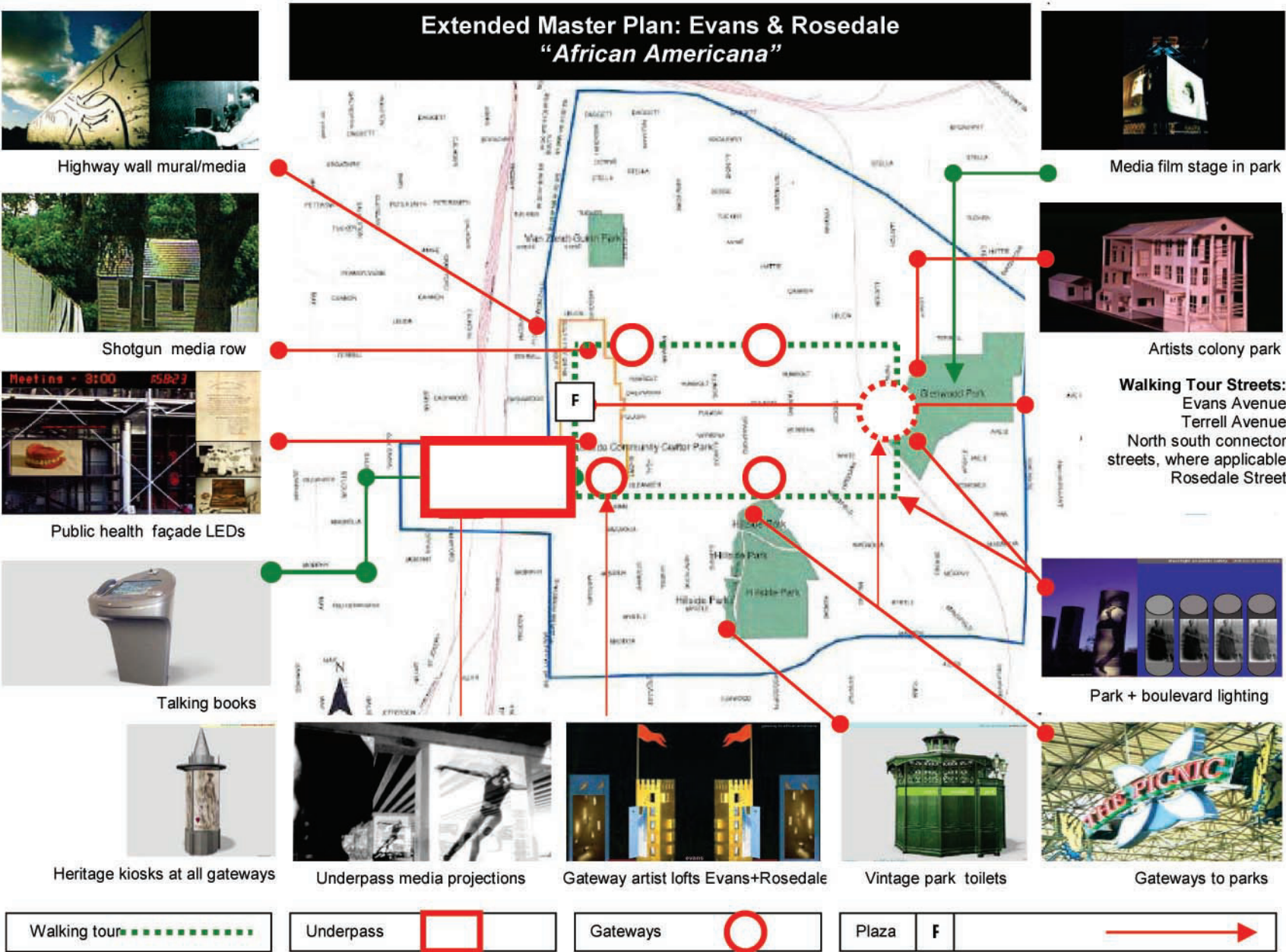
Building facades as strong heritage design elements



Building and wall facades are the most important urban design element for the heritage District: Wall treatment for the **highway I-35W embankment wall** might include wall embellishments or media projections. (Note: TxDOT needs to be involved).; the wall of the **Public Health Department** might include LED message boards that announce the number of children recently vaccinated or video reminders to make a dental appointment; the **library walls** might include African designs, like Ndebele paintings from South Africa; the **shotgun house**, still prevalent in the District, might be clustered in rows and used as infill housing, or as small retail stores or live work spaces for community artists. Sheets hung on clothes-lines could provide interesting media opportunities for community film.







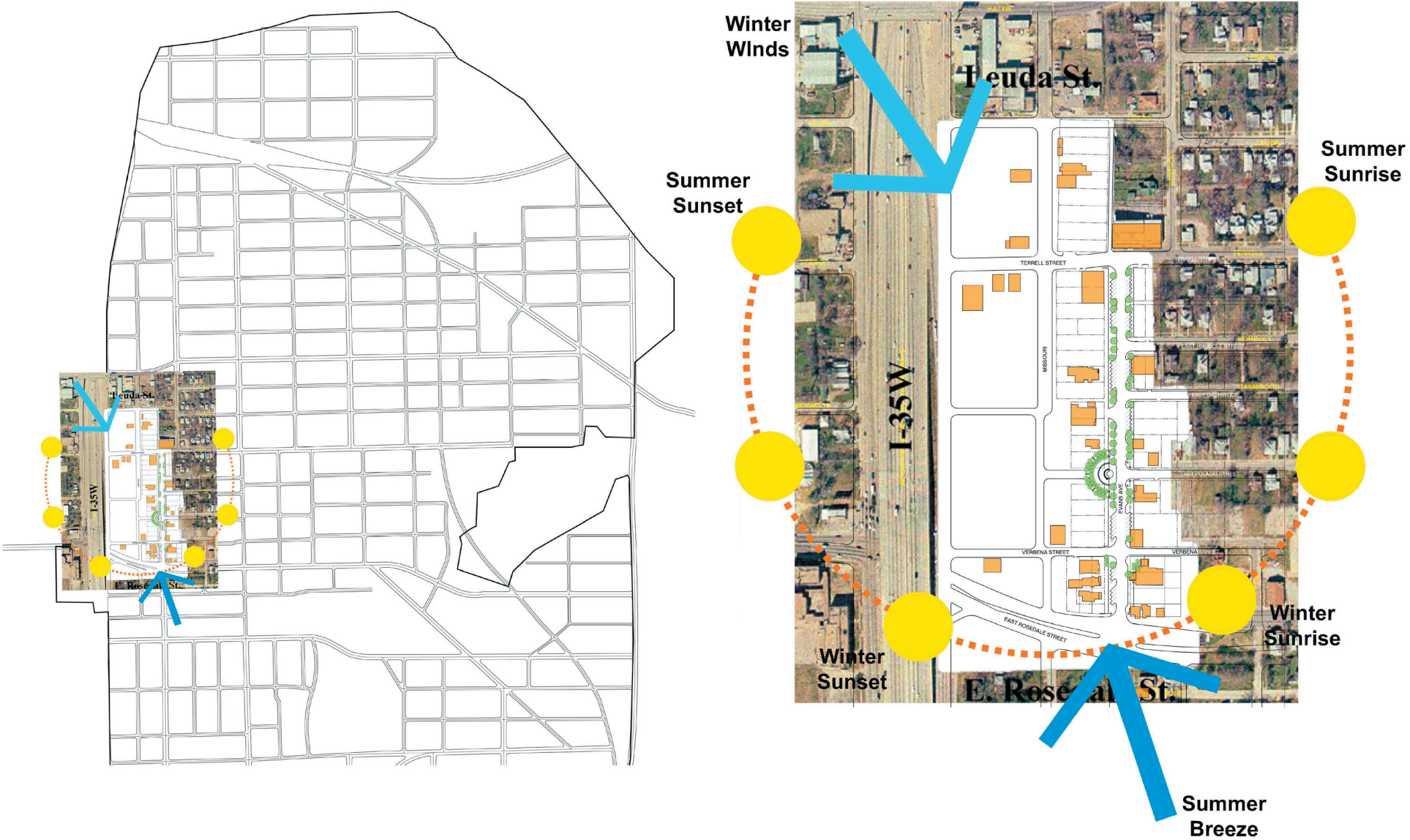


# Appendix

- 1. Site Analysis
- 2. Precedents
- 3. Community Workshop Summary Notes

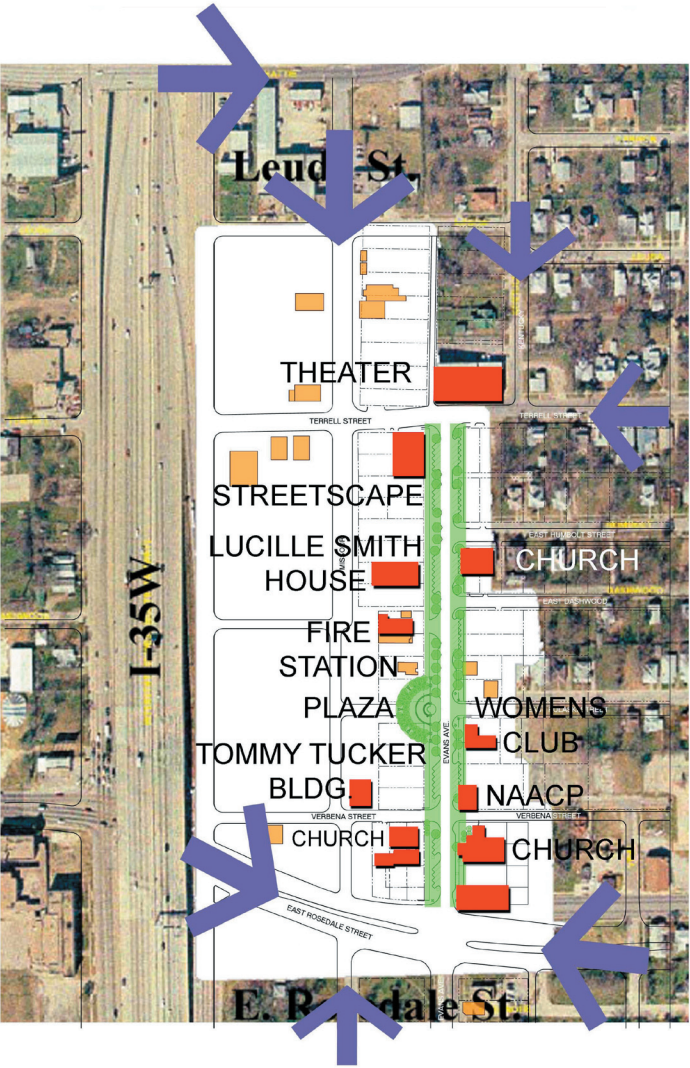
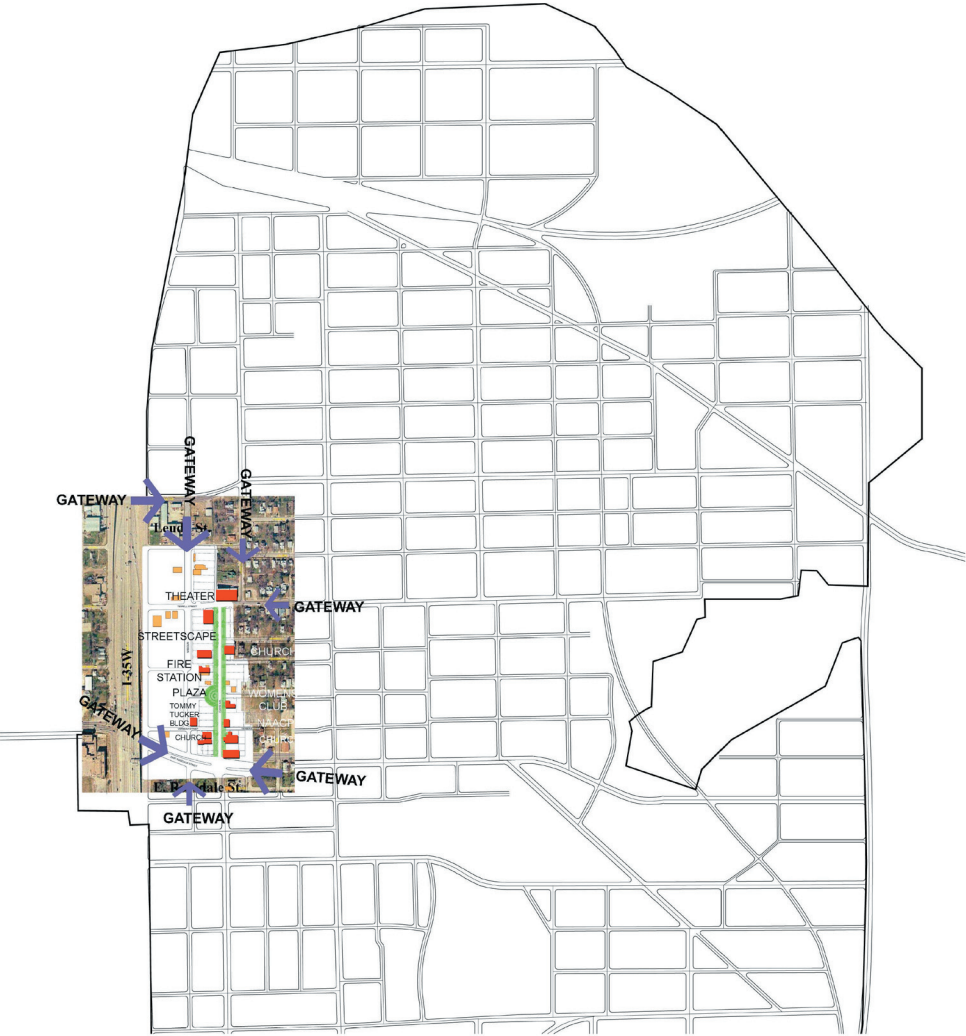
1. Analysis

ANALYSIS: CLIMATIC SYSTEMS



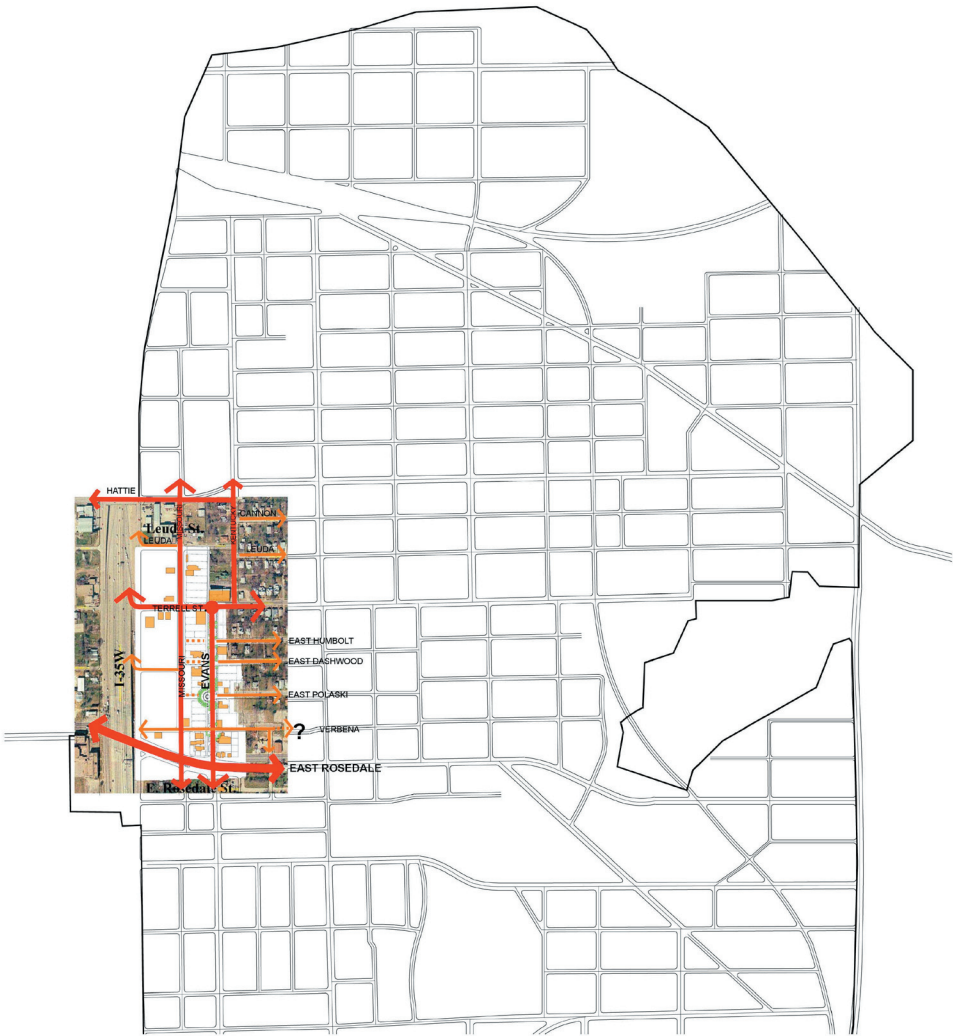


ANALYSIS: GATEWAYS & LANDMARKS



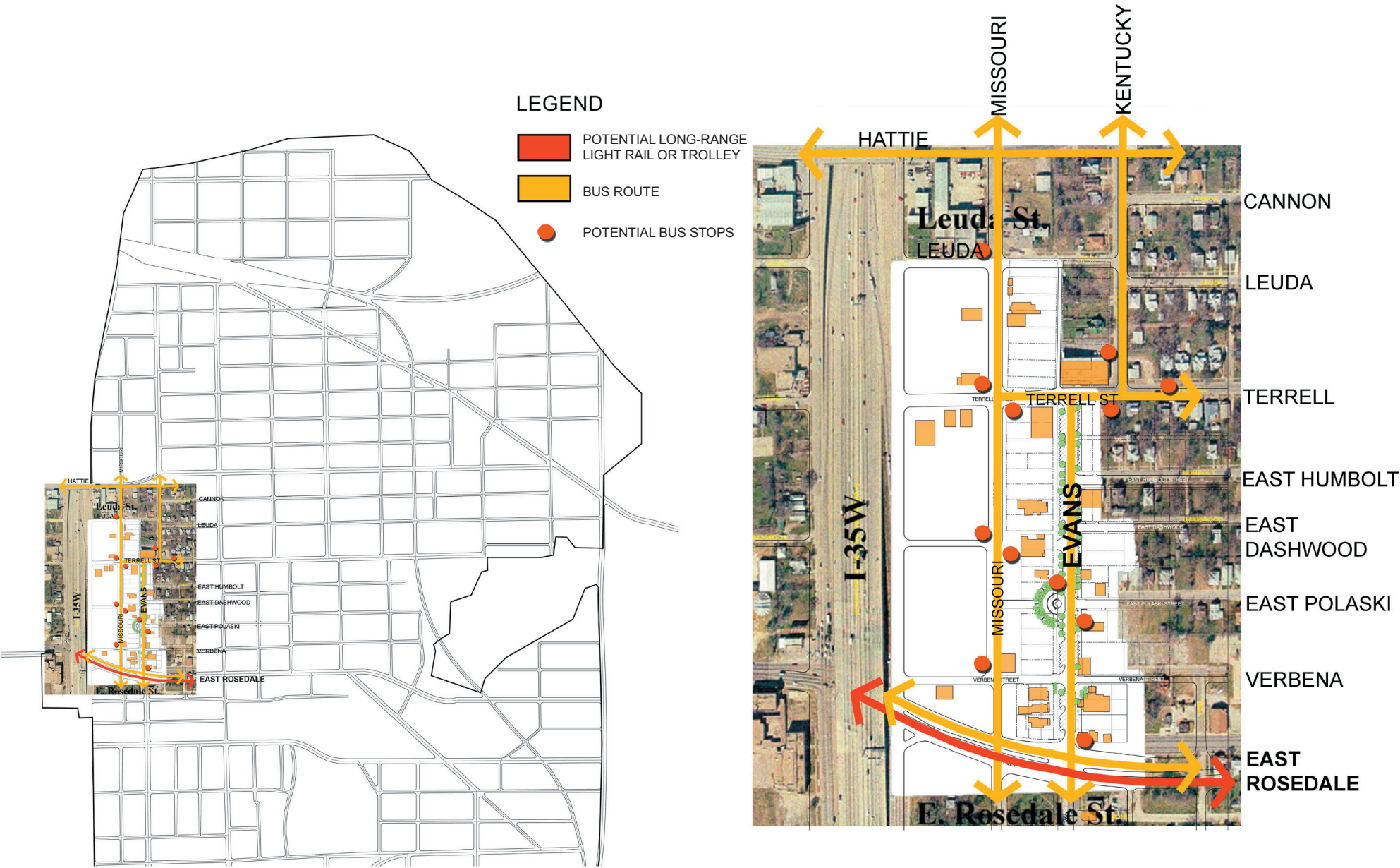


ANALYSIS: VEHICULAR CIRCULATION



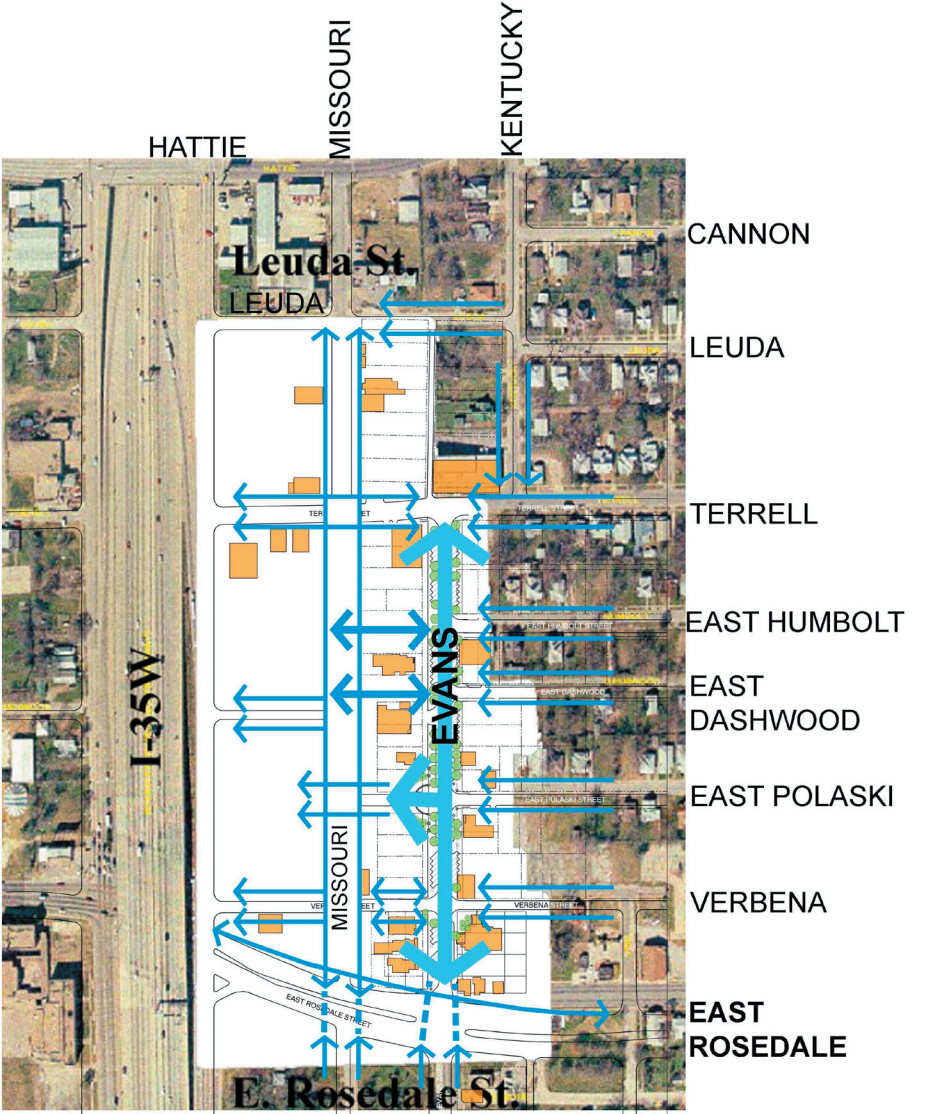


POTENTIAL PUBLIC  
TRANSPORTATION ROUTES

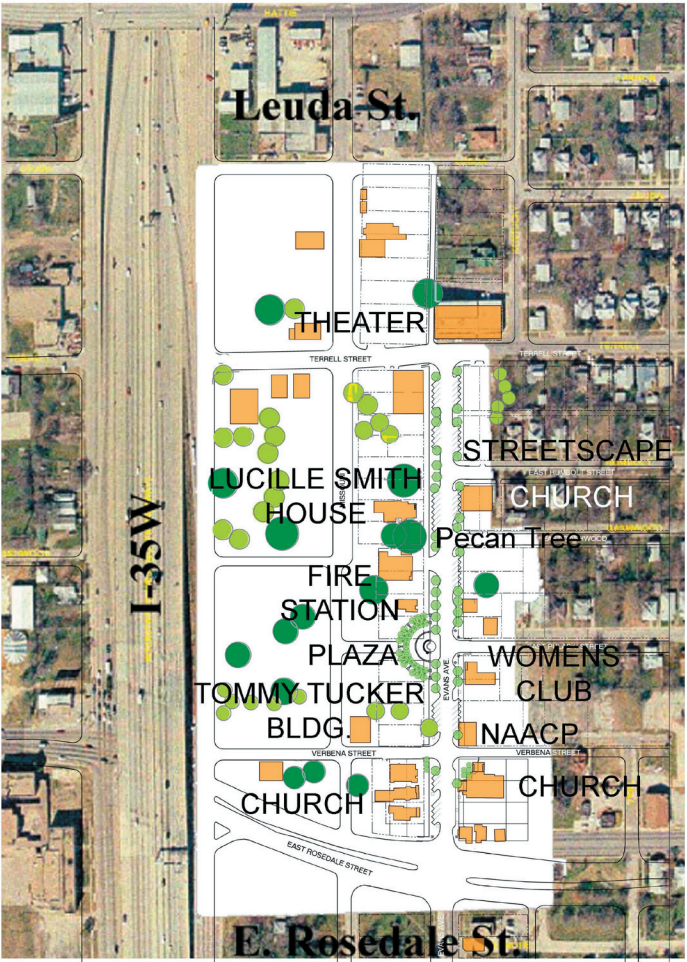




ANALYSIS: PEDESTRIAN CONNECTIONS



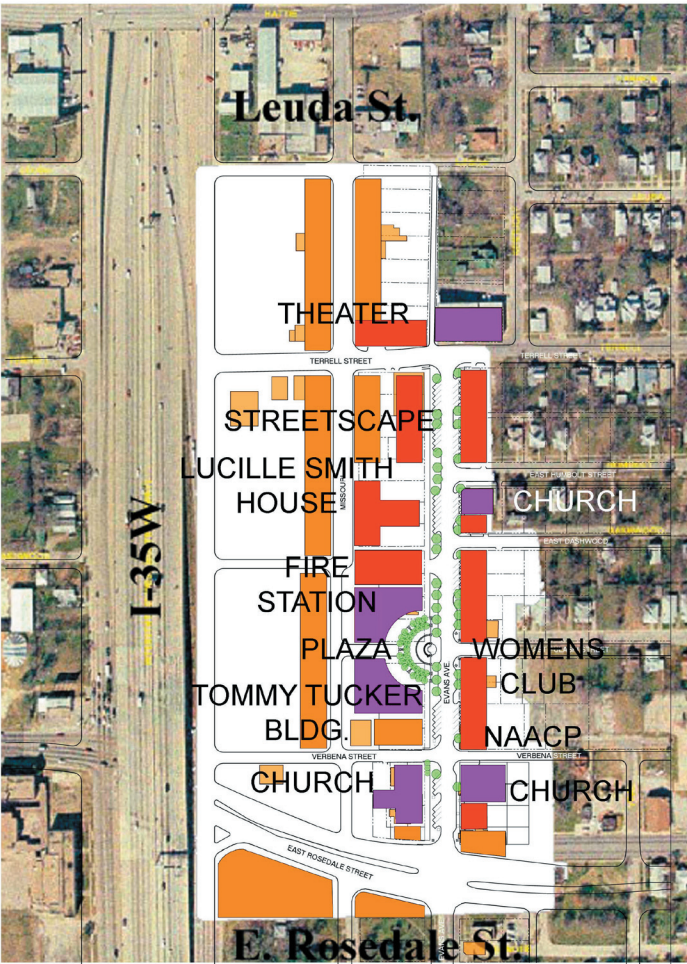




ANALYSIS: EXISTING TREE LOCATION PLAN



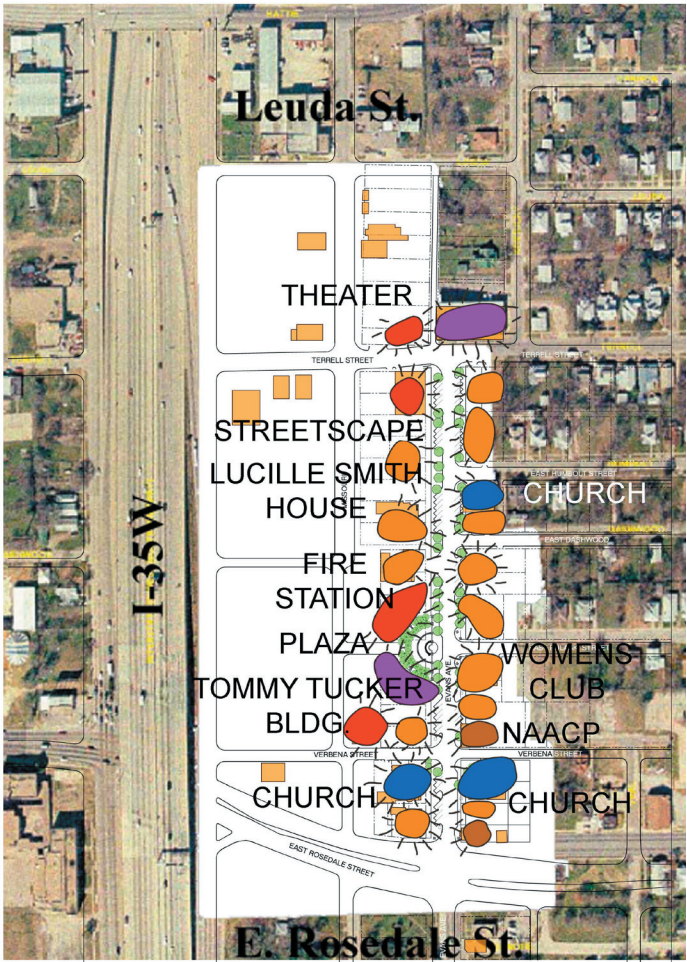
## ANALYSIS: POTENTIAL RETAIL & USE ZONES







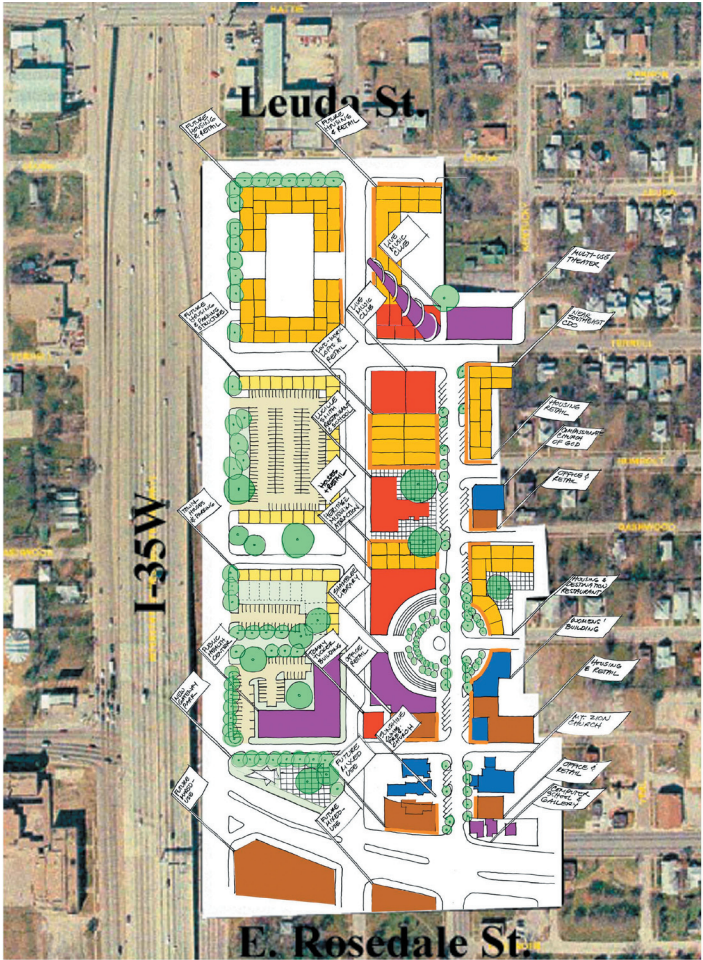
- LEGEND
- HERITAGE & ENTERTAINMENT
  - OFFICES
  - INSTITUTIONS
  - RETAIL
  - PUBLIC FACILITIES



ANALYSIS: EVANS AVENUE ENERGY CENTERS



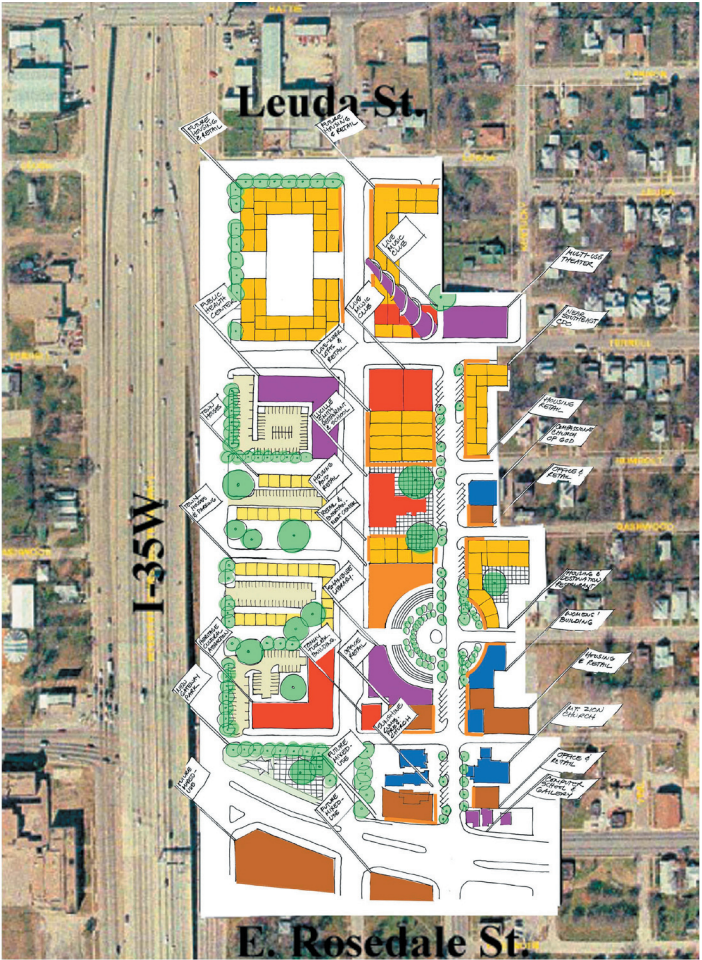
PROPOSED SCHEMES



SCHEME A

LEGEND

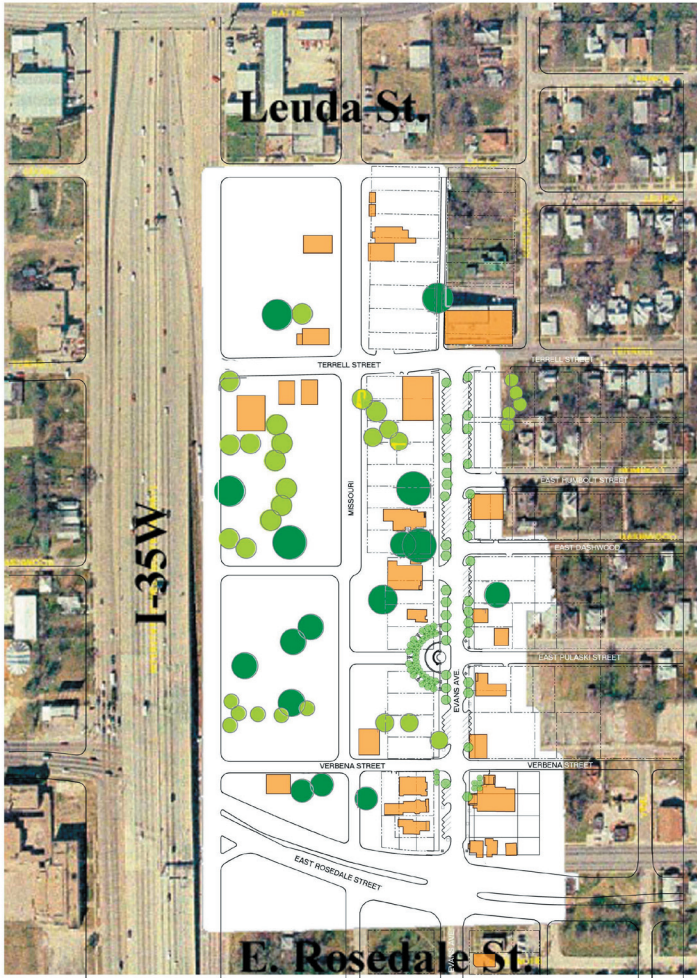
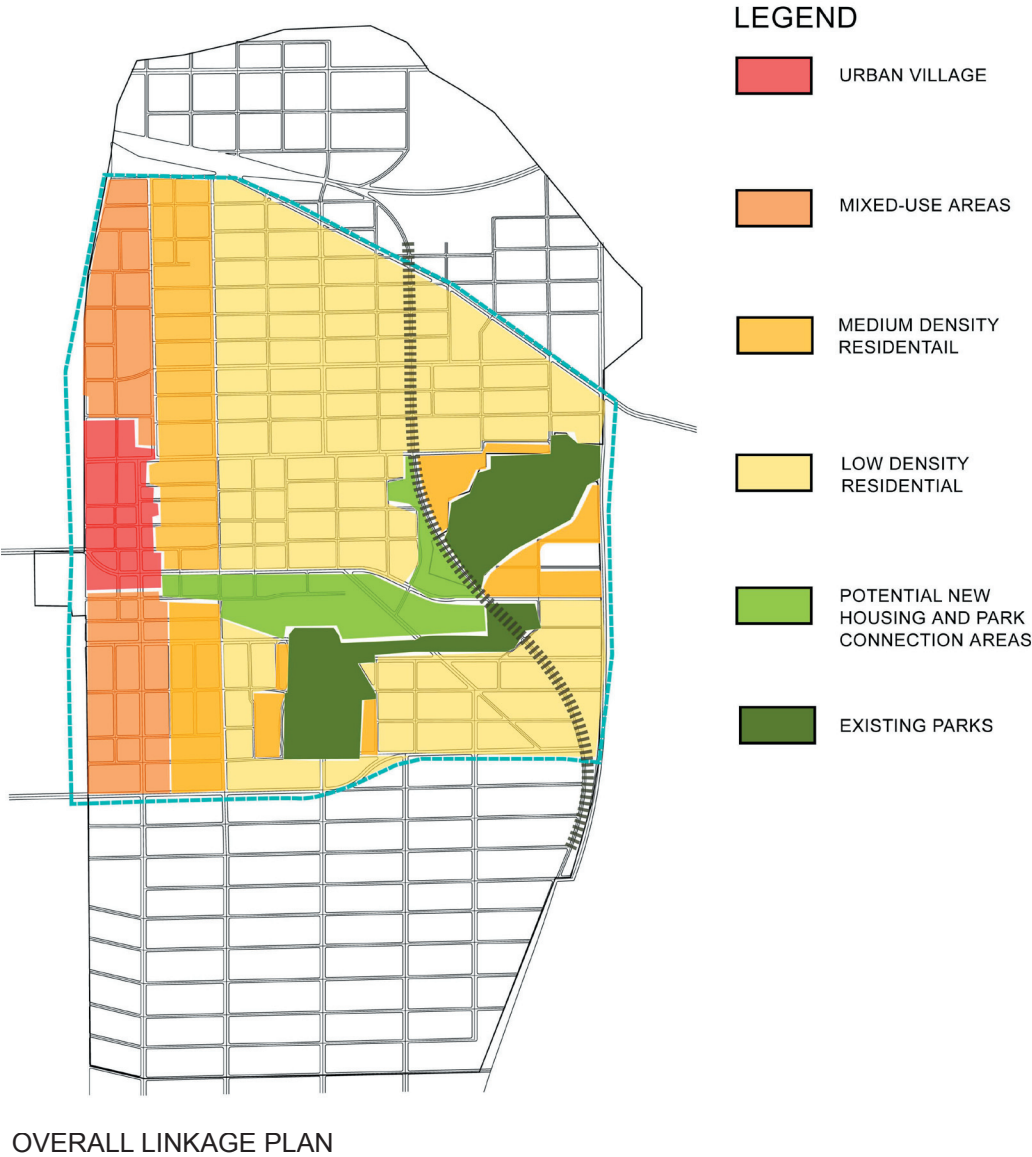
- HERITAGE & ENTERTAINMENT
- PUBLIC FACILITIES
- RETAIL
- OFFICES
- INSTITUTIONS
- ABOVE-GRADE HOUSING
- ON-GRADE HOUSING
- GREEN SPACE
- TREES



SCHEME B



ANALYSIS: LINKAGE PLAN &  
SITE CONTEXT



EXISTING SITE & IMMEDIATE CONTEXT





2. Precedents

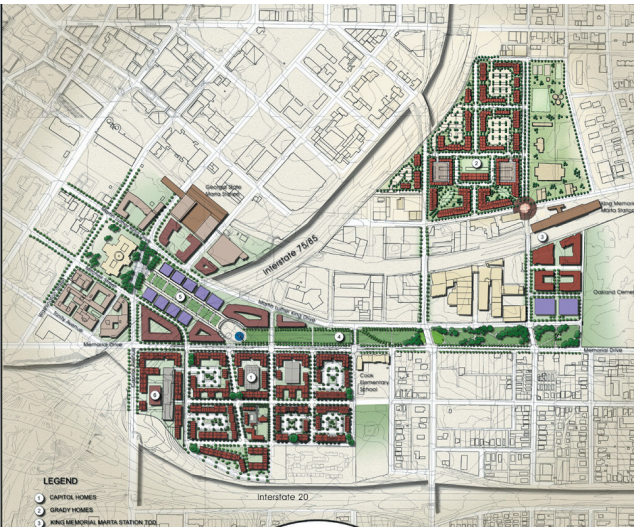
Capitol Gateway Vision  
Atlanta, Georgia

Predominantly African-American neighborhood

Developed a vision for the Capitol District on the eastside of downtown Atlanta

Provided master planning and landscape architectural services for a new significant linear park connecting historic Oakland Cemetery with the State Capitol

Designed by EDAW, Praxis, 3/Verge, and Urban Collage





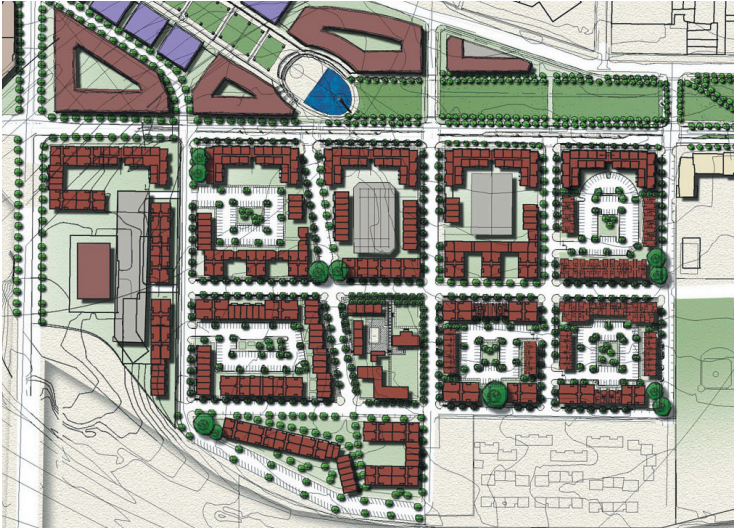
Capitol Homes  
Atlanta, Georgia

Predominantly African-American neighborhood

Created master plan and landscape design for the redevelopment following traditional neighborhood development principles

Intergrated a diversity of land uses and housing types to include mixed-income

Designed by EDAW, Praxis, 3/Verge, and Urban Collage





Dobbs Plaza  
Atlanta, Georgia

Predominantly African-American neighborhood

Created a memorial and park area honoring John Wesley Dobbs, the unofficial “mayor” of the Sweet Auburn neighborhood, for the Corporation of Olympic Development for Atlanta

Infused Afro centric design elements utilizing Adinkra patterns in granite paving and cortin steel grillwork openings as well as elements of the stone masonry from the wall of Great Zimbabwe

Designed by Stanley, Love-Stanley and EDAW





Targeted Area Redevelopment Plan  
Augusta, Georgia

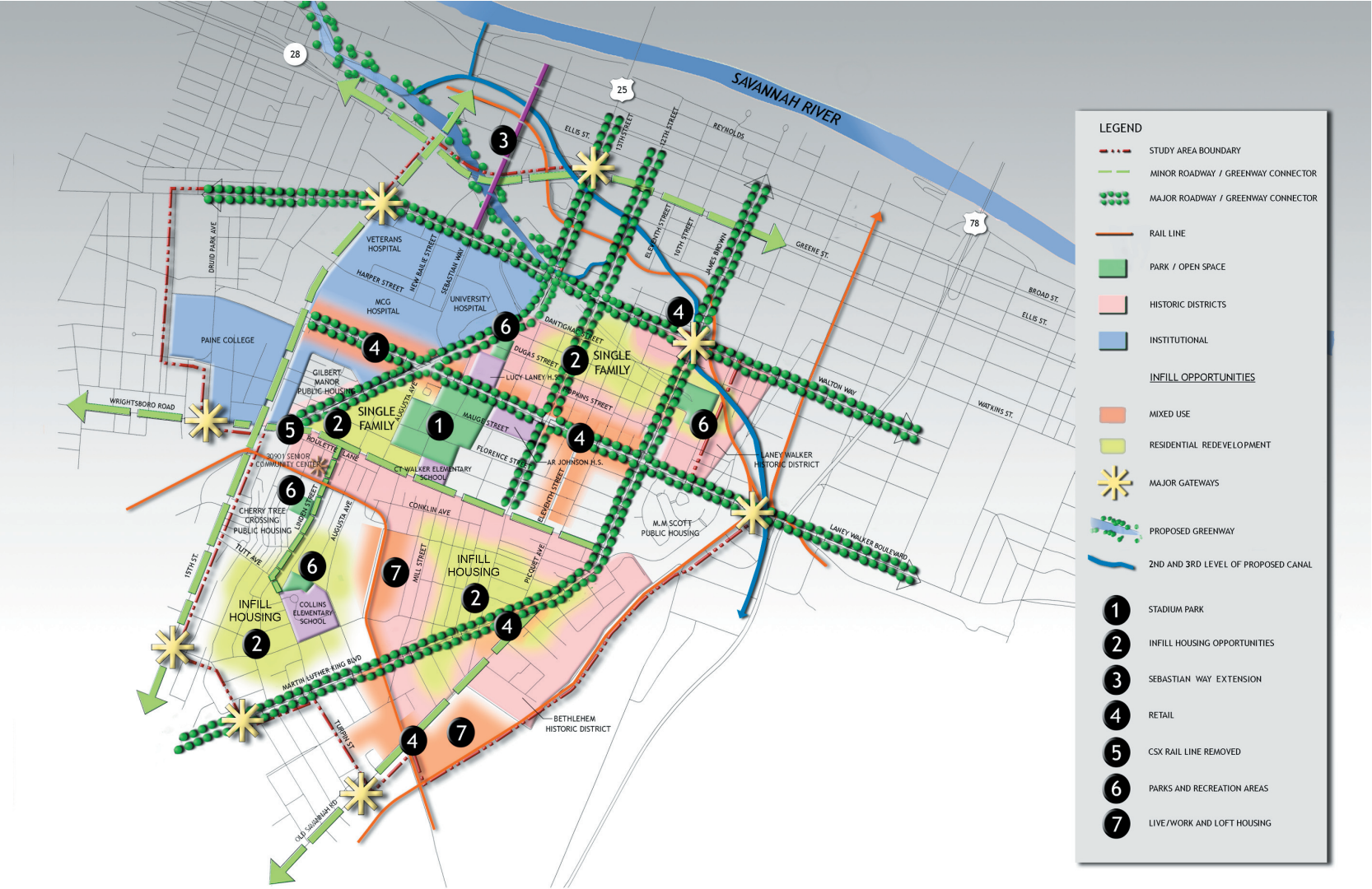
Predominantly African-American neighborhoods

Developed a revitalization strategy to  
coordinate and leverage funds in the area

Included surveys of demographics, economic  
conditions, traffic patterns, housing conditions,  
and land use and zoning patterns

Intended for use by the City to secure  
designation of the area as a Neighborhood  
Revitalization Strategy area under the  
US Department of Housing and Urban  
Development Guidelines

Designed by EDAW and Trinity Plus One Consultants





East Macon Neighborhood Plan  
Macon, Georgia

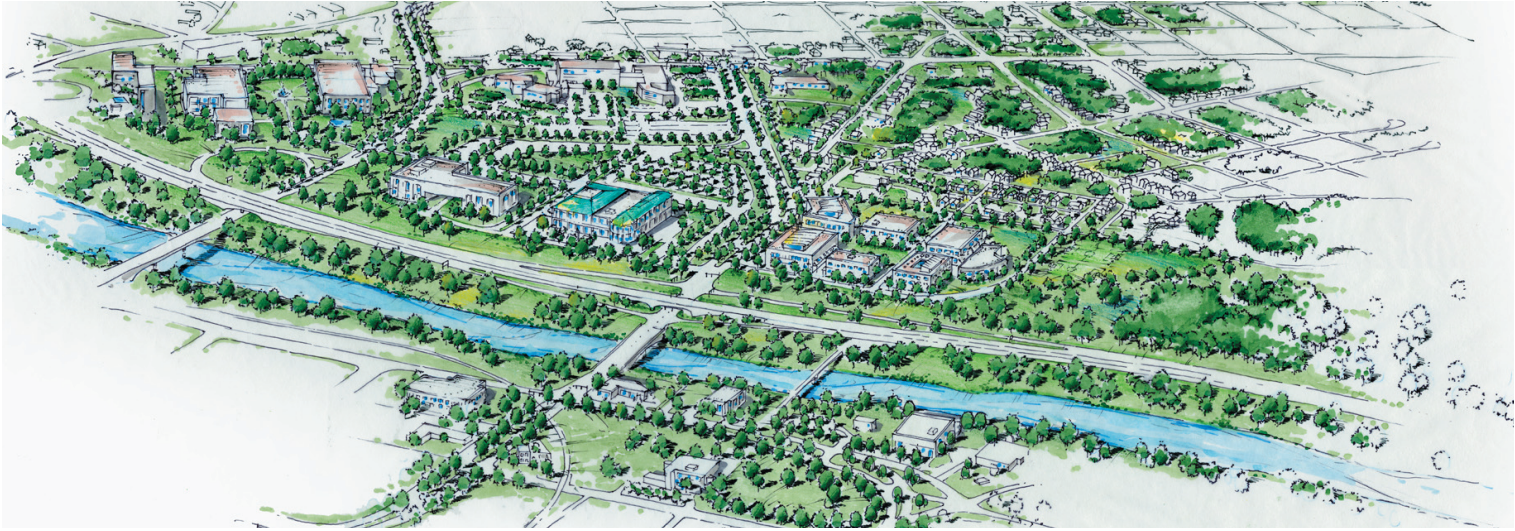
Predominantly African-American neighborhood

Developed a neighborhood plan to promote an economically and functional neighborhood

Developed the following goals:

- 1) Establish a neighborhood identity
- 2) Attract quality development
- 3) Provide neighborhood connectivity
- 4) Create an open space network

Designed by EDAW





Beall's Hill + Central South Neighborhood Master Plan  
Macon, Georgia

Predominantly African-American neighborhood

Developed a neighborhood plan for this in-town neighborhood

Included feasible implementation strategies, clear and creative development guidelines, measure to protect natural and historic resources, and direction for the efficient provision of infrastructure and public services

Designed by EDAW





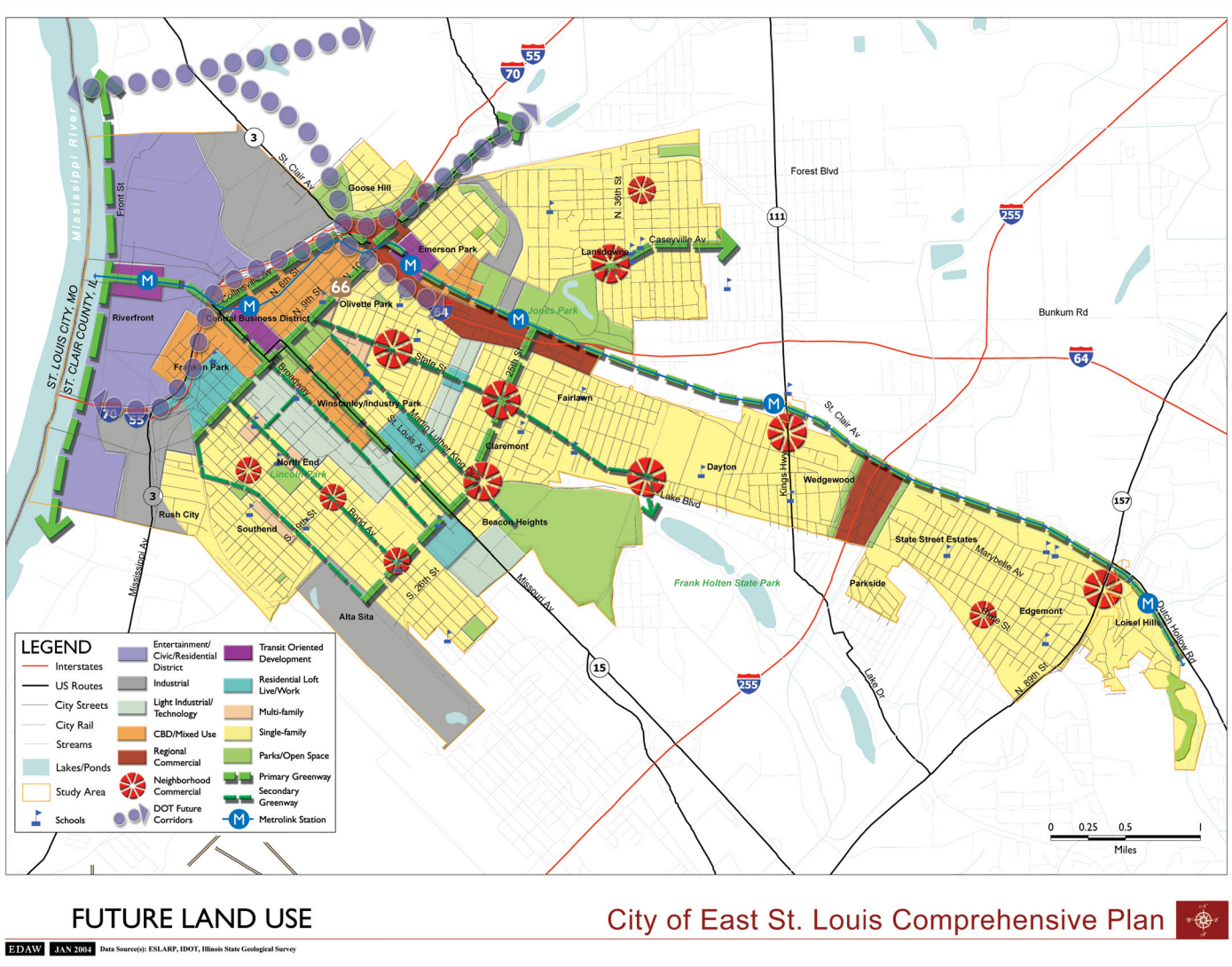
East St. Louis Comprehensive Plan  
East St. Louis, Illinois

Predominantly African-American neighborhoods

Focused on combining traditional comprehensive planning with a strong economic development element and a practical step-by-step implementation plan

Developed to guide the City's rezoning, annexation, subdivision, policies, and provide a long-range vision

Designed by EDAW





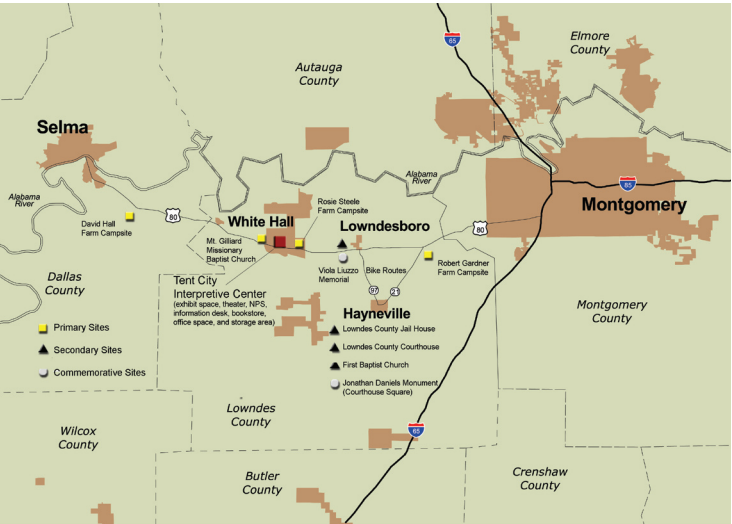
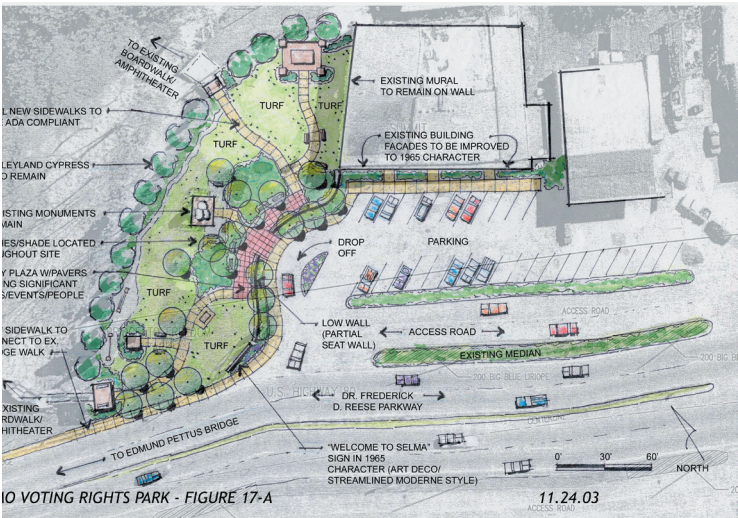
Selma to Montgomery  
National Historic Trail Selma to Montgomery, Alabama

Predominantly African-American neighborhoods

Developed a comprehensive management plan and  
environmental impact statement for the historic trail

Defined roles and responsibilities for agencies,  
organizations, and local interests that will participate in  
the trail experience

Designed by EDAW





3. Community Workshop Summary Notes

The following information represents the summary of public input obtained during the August 21, 2004 Community Workshop held as part of the Evans & Rosedale Business and Cultural District master planning effort. Members from the community rotated through four special topic sessions related to the master plan – they included: the proposed Library & Health Center, Housing, Commercial Development, and Open Space and Culture.

Three new public facilities have been funded by the City of Fort Worth to locate in the Evans & Rosedale Urban Village to help stimulate growth and development of the neighborhood. The library will be the new Shamblee Public Library branch, relocated and expanded from the South Side Community Center. The Public Health Center will be relocated from its current location and is the City's major organization to inspect restaurants and food services and to promote better health through outreach programs. The Tommy Tucker Building is a historic structure, which will be used as a community resource.

1. What are the features and services you would most like to see in the new Library?

- Botanical Research Center for kids
- Gang prevention center
- Parenting classes
- Classes on ecology system for kids
- Books
- Media
- Computers
- Announce when there is a book signing; display banners outside
- Beautiful landscape
- More computers
- Typewriter
- More space
- Children's art
- Conference room for different meetings
- Music, sound room, book making, technology, religious sections

2. Where in the Urban Village do you think the Library should be located?

- Locate near Tommy Tucker
- Locate next to the Tommy Tucker Building
- Locate in residential area
- Locate near book store, conference rooms

3. What do you think the new Library building should be like?

- Should be open, well lit, generous and should provide seating-circular
- Painting on wall / wall art
- Design should be based on all the modern libraries
- More art – open to the outdoors

4. What aspects of the new Library would make you most likely to use its facilities?

- Rotating exhibits
- Variety in selection of books
- Computers sometime there is waiting
- Literature, books, conference room

5. What other uses do you think would best complement the new Library?

- Classes, writers groups, gallery
- History about Evans & Rosedale

6. What are the features you would most like to see the new Public Health Center have to benefit the community?

- Should be appealing
- Provide health fairs
- Expanded food and nutrition classes
- Open (glass wall)
- Natural light

7. Where in the Urban Village do you think the Public Health Center should be located?

- Boundary should be near I-35
- Locate around the Plaza
- Locate so it can be seen
- In residential area; Think you should move this building close to Allen & I-35

8. What do you think the new Public Health Center building should be like?

- Blend with look of community
- 2-story brick building with a ramp
- Roomy, accessible, friendly, firm

9. Since the Public Health Center will bring a number of staff to work in the Evans & Rosedale Urban Village, how can the neighborhood best benefit from these new workers?

- Attract businesses
- More information about different issues
- Some don't have public transportation, they could walk
- By providing jobs and bringing businesses
- Food handlers permits, adult cooking class

10. What ways would you like to see the Public Health Center reach out to deal with health issues in the Evans & Rosedale Community?

- Provide training
- Free vaccinations and educational information

11. The Tommy Tucker Building has a historic meaning for many in the neighborhood. What does it mean to you?

- Recognize the historic importance to the community
- I did not go there, but from friends who did it was a great experience
- Not going across town to a private school
- Place where people have pride

12. Do you think that it is important that the Tommy Tucker Building becomes a symbol of heritage for the community?

- Yes
- Yes; Because a lot of professionals attended Tommy Tucker

13. How can public art, and places to exhibit and perform artistic pieces, become part of the new Library, Public Health Center and Tommy Tucker Building?

- Transition, connection, inspiration
- Art can entice people to come and visit Library / Public Health Center / Tommy Tucker building
- People will come do a variety of things at the same place
- Poetry, acting, performing arts

14. What other issues for the Library, Public Health Center and Tommy Tucker Building do you think should be discussed?

- Educational tools – information on health issues
- Something that attracts people
- Police substation – people need security (feel secure)
- Accessibility, usage, space and location
- Kid's art
- Glass wall / open area – light in both library and health office
- Museum in library



WORKGROUPS REPORT THEIR SESSION RESULTS





### Community Commercial Needs:

- First Class Developments
- Focus on A/A Products
- Document Western Flavor
- Support A/A Business Development
- Good Restaurants
- Elder care/Living Space
- Tourist Attractions Re: A/A Lifestyle
- Linkage to Larger markets
- Fire Station Appropriate to District?
- Encourage production vs. Consumption
- Diverse Types of Businesses
- Retail Around Plaza
- Branding: Create Identity Opportunities

### Services Focus:

- Bank, Drugstore, Drop-Off Dry Cleaners, Shoe Repairs, Grocers; Card shop/Gift Shop/Souvenirs; Gas Station, Business Association; Copy Center/ Graphics; Shuttle Service; Security/District Safety

### Arts and Related Businesses:

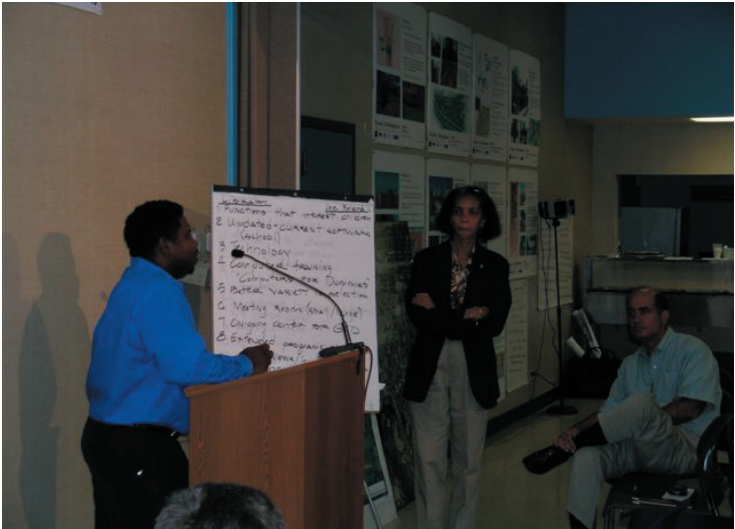
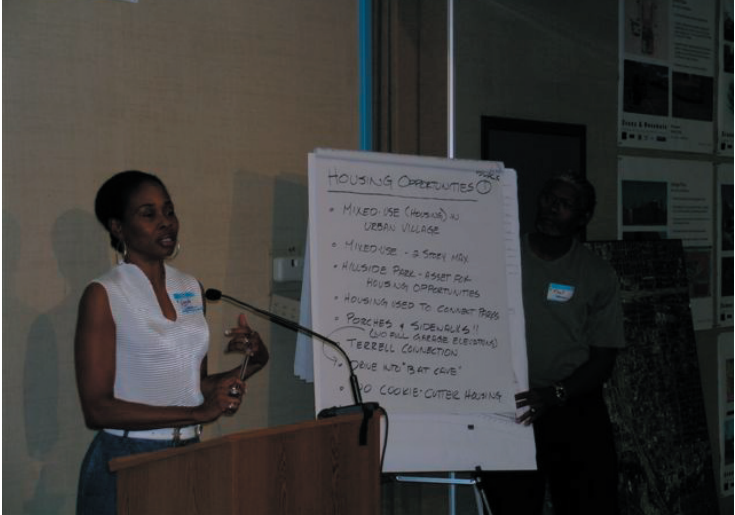
- Duplication Center; Gallery, Theaters: Movies, Multi-Use, Live Theater, Performing Arts Venues.

### Commercial Businesses/Youth

- Focus on Youth: Kid's Club; Culinary Arts Training; Computer Center/Technology Center; Video Arcade; Invention Center ( science, math, arts); Tutorial Center/Education Center; Child Care Center, Recreational Center

### General:

- Need better structures and transportation to support minority business people
- Need a business district focused on A/A Products etc.
- Need shuttle to take people from downtown to Evans Rosedale
- Need to engage CVB to promote Evans and Rosedale
- Need African American Point of destination for visitor "place"
- Need to access the larger market to raise the level of heritage education
- Need to encourage a diversity of businesses ( local and unique)
- Need business association to create framework for business district branding and identity
- Need to determine what will be supported
- Need to specify uses and opportunities
- Need to identify employers and employees in the area
- Need to define the importance of tourism as a market
- Need to establish parking types and uses from multi-level parking to parking on street to all being open and visible
- Need to relate all new uses to new public facilities.



COMMUNITY MEMBERS REPORT THEIR GROUP RESULTS



HOUSING OPPORTUNITIES

- Housing Diversity
  - Density @ Urban Village
  - Mixed Use
  - Multi-Family in Expanded Area
  - Single Family Infill
  - Town home Infill
- Housing Types:
  - Up-Scale – Loft for Young Professionals
  - Affordable – Create Incentives
    - Lending Institutions
  - ‘Entry-Level’ @ Infill, Comparable to Existing Stock
  - Gated Communities (?) (Further North of immediate area)
  - Provide Higher Income Housing Options within Neighborhood
  - Cluster Housing Types
- Urban Village –
  - Density Immediately (in Urban Village)
  - (Future) Opportunities in Expanded Area
- AFFORDABILITY
- Balance of Economic (diversity) to maintain ambience of Neighborhood
  - Young Professionals
  - Young Parents – Starter Homes
  - Senior
  - Assisted Living
  - Don’t Drive out current A-A Residents
- (E&R) Originally Mixed (ethnic) Community
- Create ‘Neighborhood’ – Community Feel/Pride
- Mixed-Use – 2-Story Max
- Youth Input:
  - 2-Story, Open Plan like lives in now
  - 2-Story, ‘Public’ (spaces) down, ‘private’ (spaces) up
  - 1-Story, Spacious
- Renovation of Existing not Demolition
- NEZ – Neighborhood Empowerment Zone
  - Tax Freeze to Pre-Renovated Value
  - (Apply to both) Renovation & New Construction
  - Partner with Lending Entities
- Architectural Tie Between Old & New
- Historic Streetscape that has been lost to be Guide for New Infill
  - Compatible (with) Context
- Preserve Houses on Terrell
  - Historically Significant
  - Standards for Development, esp. w/ Historic Context
- Retain Architectural Integrity
  - Lg. Rooms (Adequate Size)
- Preservation of Fabric
- Diversity w/ Styles & Density
- Use Alley Networks
  - Garage Apartments
  - Service Drives
  - City Maintenance w/ Use
  - Takes away from Backyard
  - Security Issue
  - Alleys Given back to Residents
  - Detached Garage w/ Apt for Revenue
  - Mother-In-Law Suites
- Streetscape Design – Rooftop Access
- Old School Potential for Renovation – R. Vickery Elementary School
- Historic Nature of Pedestrian (walks)
  - (Take) Lighting in Urban Village throughout Expanded Area
  - Street Details
- Maintenance – Material Selection (for durability)
- ‘Eyes’ on Parks reduces Crime
  - Housing
  - Amphitheater
  - Juneteenth Back to Park
- Youth Patrol
  - Clean Neighborhoods
  - Design Street Furniture (with) Trash (Receptacles) (public art component)
- Further Development of Parks
- Open Space/Amphitheater @ Hillside Park
- Hillside Park – Asset for Housing Opportunities
- Housing Used to Connect Parks
- Terrell (Ave) connection (between Urban Village & Park)
- (Don’t) Drive into “Bat Cave”
- Senior Housing
  - Churches (sponsored)
  - City Sponsored/Supported
  - Hospital/Assisted Living (facilities)
  - Walkable to Services
  - Independent/Assisted Living/Nursing – (provide) Full Transition
  - Walkable to Park/Open Space
- ‘Cluster’ Senior Housing with Helper
- Transitional Housing (for homeless) – Is there a tolerance (if) Youth Emphasis?
- Design Guidelines for (future) Development
- Suburban Style vs. Urban Model (Gated Community?)
- NO GATES – NO BARS OR SHADES
- Colors

- Historic
- Lively Colors/Streetscape
- Porches & Sidewalks!! (No ‘Full Garage’ Elevations)
- No Cookie-Cutter Housing
- Check on future RR (railroad) R.O.W. – (will it) Stay Active?
  - Check on re-routing
- Long-Range – Utilize RR Line for Future Transit – Light Rail
- Overgrowth/Maintenance Issues
  - Vacant Lots – How to Assemble for Re-Development
  - Streamline Foreclosure Process
- Landscape Req’s.
- Adequate Lighting – Extend Lighting Stds from Plaza thru Neighborhood
- Attractive Elements
  - Size/Room Size
  - Location
  - Environment – Low Crime
- Re-Create ‘Community’ with Garage Placement not at the Front
- Back-drive approach from Alley
- LIVE-WORK ABILITIES!!
  - Vertical Access with Elevator/Chair Lift
  - Cluster Support
  - Starter
  - Rental vs. Single-Family (Owner-Occupied)
- Incentives to Bring in Entrepreneurs/Artists
  - Housing – Artists’ Communities
- Artists Enclave associated with Open Space Environment
- Walk-up apartment – Smaller Scale
  - Multiple Entries from Street
  - Zero-Lot/Garage Homes
- No ‘Gated’ Communities
- City Development – Better Incorporation into Community
- Cluster of Diverse types of Housing
  - ‘Compound’ – Multi-Generational
- Group Living for Young Children?
  - Next door to homeless shelters...
  - Accept if done RIGHT!! SENSITIVE
- Coordinate New Development with Transit Routes
- Links & Lineage – Sculpture Depiction integrated into Public Art
- Federal Subsidies for Mixed Income Neighborhood

Cultural Heritage & Tourism

- Create a brand for the community - “sankofa brand” with horse looking back - tie to the western heritage
- Need a strategic plan to capture the 47,000 people that are within walking radius of Evans and Rosedale
- Who has come out of this community? How do we document and display info on these significant figures?
- Document African-American rituals of the community - use the plaza as the focal point - Masons, Men’s Group, Black Cowboys/ Circle 5 Ranch, parades & marching bands
- What is the broader African-American Rosedale & Evans connection to the rest of the City? This story should be presented.
- Document the Civil Rights movement in Evans & Rosedale area
- Need more people walking and visiting the community
- Investigate public art and the role of community churches
- Community achievers - Dr. James Cash with Microsoft
- “Texada” owner of 1st black hair salon in Ft. Worth and was located in Evans & Rosedale
- Celebrate Madame Walker’s contribution to the community and greater Ft. Worth - at one time she had a salon in Evans and Rosedale
- Video interviews with community elders - build upon the efforts of Ms. Opal Lee, Harvey Pease, and CCH
- A major program by the Library - when recording the history of the community document it completely - no “snippets”
- Partner with the arts community & use/build upon what has been done
- Arts Council of Ft. Worth provides cultural programs - need to forge a strong relationship with this organization
- Need an educational facility/workshop - to support guilds: involve children, master teachers, tourist attraction. Example the CORE program in Houston
- Other performances could include using local talent as actors, set designers and builders. Incorporate an educational component - apprenticeships, etc.
- Tap into local celebrities’ foundations/efforts - Debbie Allen and Erika Badu - currently there is no performance arts curriculum in the public education system
- Use the Sister-City connection with Swaziland to promote local community artists exchange
- Public art should celebrate local heroes





- Use local artists to develop businesses that promote local history and prominent individuals
- Celebrate the significant western heritage - record the heritage and history of black cowboys - “Gooseneck”, EH Green with railroads
- Promote the roles of black cowboys - Nat Love
- The play “the Wilderness” is a good example of a seasonal community production that could be used as a model
- The connections between the black Indians and slaves - explore
- A community play to celebrate the rich history - cowboys, slaves, Indians
- Note the Native American & Hispanic relationships within the community
- Investigate Chad Bowman’s collection

Performance & Retail Space

- Auditorium is needed for community performances - 300 seats
- Open air theatre around the plaza
- Celebrate both the historic artist and contemporary artists of the community - promote their work in the new planned facilities for the community
- Lucille Smith structure - perhaps build a replica to serve as a cooking school, bed & breakfast
- Reconstruct a bigger better Lucille Smith’s house - cooking and etiquette classes - pass on traditions and fund raising opptys, doll and tea parties with black emphasis,
- Memorialize Ms. Lucille Smith’s memory & history - we may not need to restore the structure. Ms. Smith’s contributions - first hot roll mix, recipes, “mother of Texas cooking”
- Consider Ms. Opal Lee’s house on Terrell possible museum
- Critical mass is required for small businesses and cultural enterprises to survive - Mr. Percy former gallery owner - Profiles In Pride
- Dr. Eddie McAnthony - another gallery owner
- Youth artists opportunities are needed - workshops and retail
- Artists community around the park - “Brandywine” model - one stop shop for artists services and facilities - print production, media- dvd, silk screening, lithographs
- Artists economic ventures - classes, vending
- A place for artists to display and sell their wares - Tommy Tucker Bldg?
- Museum of Quilts? Festivals in Chicago and Houston provide examples
- Identify a means of passing on the tradition/craft of

- quilt making -several quilters in the community
- Hotel for tourists- perhaps a boutique hotel, but need the tourist first
- Relocate small shot guns to plaza area - to serve as potential retail locations for artists, etc.
- Jazz museum - documenting the legacy
- Jubilee Theatre - “Rudy” - what can we do to bring people in for live performances? Need retail and galleries, mixed cultural audiences, tourists
- Book publishing was a former enterprise in the community - some new efforts have begun - recently published poet - Anthony Douglas

Parks

- Consider name change of the park - promote a positive image and community ownership - e.g. “Our Park” or “Southside Community Park”
- Activate the parks - take advantage of climate and promote outdoor performances - Amphitheatre!
- Animate the parks and connect them - incorporate historic styles, use buggies, and horses
- Existing parks do not work - no visibility, don’t know they are there, unsafe, no access
- Improve the poor visibility in and around the parks
- Make linkages to every park - 5 min walk to every greenspace
- Create linkages to the parks
- Link the greenspaces to the business district - with shaded and green connections along the way
- Parks should have more programming, pools, natural swimming areas bike riding, trails, ponds with ducks, skating areas, areas for picnics and barbeques, kite flying
- More playground equipment - swings, bike paths, merry-go-rounds
- Parks need formal fields - Baseball and soccer
- Pavilions in the parks for chess playing & picnics
- Change the “bad elements” in the park - make them safer
- More friendly feeling and increased safety
- Mounted police/information officers in the parks - Black cowboy theme
- Bicycle police in the parks
- Park clean-up needed
- Parks should incorporate the historic style of parks
- Get people to the parks and to use them
- Hillside Park has great topo that should be taken advantage of
- Hillside Park as an outdoor performance venue where seasonal plays could be performed - Juneteenth
- Glenwood Park should include adjacent housing,

- ponds
- Glenwood Park as a Spiritual Center - representing international garden styles and extend along Terrell
- Parks to be ADA accessible and inviting to elders in the community
- Parks to create an “emerald necklace” connection throughout the neighborhood
- Adjacent to the park - live/work, mixed use, artist colony - attract the artist community into the area. They are generally the pioneers.

Corridors

- Terrell Ave “Historic Black Row” - incorporate an interactive feature
- Terrell Ave & NY were the professionals resided within the community - should be highlighted within the community’s story
- Public art opportunities include: Plaza - down Terrell St - to Glenwood Park and in the park
- Traffic calming is needing throughout the neighborhood

Gateways

- Gateway art - I-35, Hattie Street, Lueda & Riverside, and Fabons/Rosedale
- Address the I-35 ramp/wall - make it more visually pleasing
- Address areas under the ramps - make them inviting and safe linkages to the community

Plaza

- Plaza should serve as the jumping-off point for tourism - it should serve as the focal point
- Transit should link to the plaza
- Maintenance concerns with the plaza - watering of plants, trash cans, larger receptacles for community events, food and debris, mowing and weeding - all needed
- There needs to be programming for the plaza - underutilized - the community is not used to using it!
- Locate stores/retail on the plaza - make it a place where people want to go
- More green needed in the plaza - to cool off from the hot Texas heat
- Plaza should have a mix of uses
- Plaza should represent a mix of cultures
- An anchor project is needed on the plaza - e.g. and African-American Museum as a regional draw that will stimulate revitalization and attract people from beyond the Metro-Plex
- The plaza needs - food vendors, bookstore, open air

- performances, more shade
- Mall concept around the plaza - suggestion by Joshua - youth participant
- Large open spaces used for public art, sculptures in the plaza

Implementation

- Implementation - the process. We do not have to recreate the wheel. Bring in experts w/best practices to demonstrate how to tailor efforts to the community.

General

- Need more attractions for youth and young people
- Grocery store needed in the area
- Tommy Tucker - source of name former daycare. Original name “Our Mother of Mercy” first private educational facility for African-Americans



