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• Beach, Belknap & Race Street Taskforce participants
• Eastchase & Meadowbrook Taskforce participants
• Lancaster Avenue Taskforce participants
• Trinity Boulevard Taskforce participants
• Council members Frank Moss, Kelly Allen Gray, and Danny Scarth
• City of Fort Worth staff members
• National Farm Life Insurance Building Staff
• The University of Texas at Arlington Research Institute staff
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EXECUTIVE SUMMARY

PURPOSE

Many previous planning and economic development studies have been performed for areas of Northeast Fort Worth. Often, these studies’ recommendations have focused on activities that require action/intervention and financial, logistical, and human resources that originate outside the study area.

The IUS team recognized that the city of Fort Worth cannot take the sole responsibility of spurring economic development in Northeast Fort Worth. It was imperative, therefore, that community groups, business owners, business associations, and residents take part in the planning process. When community members become involved personally in a plan, it has a much better chance of success and fruition due to personal ownership. Community driven action also establishes a track record of connection, cooperation, and visible success.

The hands-on approach allowed stakeholders to voice their concerns and helped researchers identify struggles and strengths from the very people who experience them. This extensive stakeholder involvement makes this report unique among the many development studies previously conducted in this region.

The city of Fort Worth and the Institute of Urban Studies (IUS) in the School of Urban and Public Affairs at the University of Texas at Arlington (UTA) entered a contract in May 2012 to collaborate on an economic development strategy for Northeast Fort Worth. The area examined in this report is bordered by Interstate 35W to the west, Western Center Boulevard to the north, Lancaster Avenue to the south, and the eastern boundary of Fort Worth to the east. The area roughly covers the eastern and northern portions of Fort Worth, hence the name Northeast Fort Worth.

STRUCTURE

The Institute of Urban Studies divided the Northeast study area into five smaller portions, known as taskforce areas, in order to facilitate a process of obtaining stakeholder input. Approximately sixty-two participants attended four taskforce meetings, including residents, business owners, members of business associations, members of neighborhood associations, council members, and city staff. With a structure of ongoing summit meetings, the goal was to offer an opportunity for stakeholders to begin building connections with others across Northeast Fort Worth while learning about ongoing community and city-led initiatives. The product of this effort is a community-driven plan of action that continues building connections through positive incremental steps to improve Northeast Fort Worth.

The stakeholders were divided into five taskforce areas which lie along corridors of economic activity in Northeast Fort Worth and are believed to have economic revitalization potential. The five taskforce areas include:

- Beach Taskforce Area
- Belknap & Race Taskforce Area
- Eastchase & Meadowbrook Taskforce Area
- Lancaster Taskforce Area
- Trinity Taskforce Area

In addition to taskforce meetings, the strategy process included area and economic assessment, potential market indicators, as well as a study of previous planning efforts, current developments, infrastructure, and quality of life factors.

The process began with a kick-off meeting held on October 12, 2012. Participants identified issues, assets, and barriers facing the five taskforce areas, as well as visual preferences for economic, housing, and infrastructural developments. The participants reconvened two weeks later on October 26, 2012 to determine a vision, develop goals, and formulate strategies for economic development in their respective taskforce areas. A third meeting was held on January 25, 2013 to formulate an action plan for the vision, goals, and strategies agreed upon during the previous two meetings. During action planning, participants assigned action steps to various parties and set completion timelines.

Finally, in the fourth meeting on February 22, 2013, the Institute of Urban Studies presented the economic development strategy that consisted of area assessment, economic analysis, and action plans for each taskforce area.
The Institute of Urban Studies’ team of professionals and graduate research assistants from UTA facilitated all four of the taskforce meetings and developed a report that includes immediate action steps towards achieving economic growth for the study area.

ANALYSIS

Many positive factors occurring in Northeast Fort Worth can lead to greater economic growth.

• The city of Fort Worth has many governmental incentives in place to encourage and spur development and revitalization. The four urban villages can utilize these incentives to create more attractive, walkable, and revitalized neighborhoods. Neighborhood empowerment zones and tax-increment financing districts can help finance redevelopment. The redevelopment mechanisms in place in many sectors of Northeast Fort Worth were viewed as positives by almost all taskforce members.

• The region is home to thriving business parks. Four currently exist and one more is planned.

• The region offers easy access to the Dallas-Fort Worth International Airport, one of the busiest in the nation, along with access to many interstates and rail connections.

• The region is situated in a centralized location within the Dallas-Fort Worth metroplex, making it a prime location for businesses that need transportation networks, such as wholesale trade, distribution centers, and aerospace industries. All of these industries are clustered in the area’s business parks and along transportation corridors.

Current economic performance and demographics were also analyzed.

• Wholesale trade, information, transportation, and educational services proved to be the largest employment categories.

• In terms of household income, Northeast Fort Worth residents do earn less, overall, than residents in the city of Fort Worth. The average home value in Northeast Fort Worth is also lower than Fort Worth overall.

• Northeast Fort Worth has a larger percentage population of young adults than does Fort Worth as a whole. This is reflected in the higher than city average percentage of rental housing units, often highly geographically concentrated.

• While a retail analysis proved that the region has hundreds of retail locations, many taskforce members said the retail in their area did not meet their needs, suggesting a mismatch in desired quality or type of stores.

• Residents throughout Northeast Fort Worth spent considerable sums of money at grocery stores, but residents expressed a lack of quality grocery stores in their region. Most residents also had to leave Northeast Fort Worth to meet their clothing needs.

FINDINGS/RECOMMENDATIONS

The taskforce meetings illustrated that taskforce members were interested in not only bettering their own communities, but in improving connections to all of Northeast Fort Worth and the region.

The taskforce groups wanted to offer better connections to businesses along the corridor. Improved roads, sidewalks, and access to public transportation were expressed throughout the taskforce areas. In other groups, existing transportation connections were already seen as an asset. Participants considered Beach Street an asset, for example, because of the many business clusters located along it and because of its connection to the region.

The taskforce groups discussed building new committees to facilitate more social connections, and reaching out to the media to improve the perception of the community.

Finally, each taskforce group wanted new economic development to connect to the unique cultural heritage of its area.

Taskforce groups created action plans that specifically addressed the issues of connectivity. Each action plan is designed to be an achievable step to improve the area, stimulate economic growth, and make Northeast Fort Worth a better place to live, work, and play.

The IUS team conducted a comparative analysis between the current economic conditions and the action plans for each taskforce. The
following items represent recommendations resulting from this analysis. The recommendations were divided into five categories: population & housing, infrastructure, city services/education, business retention and attraction, and community connections/identity.

**Population & Housing Recommendations:**
- work with neighborhoods, developers and the city to develop a broader mix of housing types across NEFW, both new developments and redevelopment/restoration in older neighborhoods
- work to implement taskforce area action plans calling for development of higher end housing (Meadowbrook and Eastchase) and mixed use pedestrian friendly developments (Beach, Belknap, Race and Trinity) that will appeal to a broader ranges of families and age groups

**Infrastructure Recommendations:**
- continue to pursue multi-modal transportation connections including TEXRail, a potential bus-rapid transit or light rail line on Lancaster, and completion of the Trinity Trail network through the Trinity Boulevard Area

**City Services/Education Recommendations:**
- identify opportunities for constructing or repurposing property for desired city services
- work to promote itself as a location to contract and connect with desired commercial/retail services
- develop related educational activities that support clusters of local economic advantage
- work with school districts to enhance technical and STEM education

**Business Retention/Expansion Recommendations:**
- continue to attract warehousing and transportation, logistics, and related businesses. Business clusters should continue to reflect logistics/warehousing. The high transportation uses and ease of transportation in the area would further strengthen the business parks
- work to identify and attract retail, commercial, and dining establishments
- work to identify areas suitable for development and/or re-development

**Community Connections/Identity Recommendations:**
- begin connecting separate neighborhoods, business groups, companies, and other stakeholders to coordinate economic and community development efforts, including area marketing
- actively promote and brand the area as a desirable place to work, live, and play in order to attract new business and further promote existing businesses in the area
- investigate the creation of a Northeast Fort Worth community development organization

The action plans and recommendations should be used together to move Northeast Fort Worth forward. Actions plans put the success of this plan directly in the hands of the residents of Northeast Fort Worth.
INTRODUCTION

This report responds to the desire of Fort Worth city leaders and citizens to plan realistically for the future of Northeast Fort Worth. The Institute of Urban Studies, together with Fort Worth city leaders and stakeholders, collaborated to conduct an economic base analysis for the study area. The strategy hinged on soliciting stakeholder input to identify constraints and likely opportunities for growth. This economic development plan will serve as a practical guide for citizen driven development in Northeast Fort Worth.

Since 2000, Fort Worth has remained the fastest growing city in the nation with a population greater than 500,000. Sunbelt cities such as Atlanta, Dallas, and Phoenix boomed during this same period. Citizens in the northeastern sections of Fort Worth, however, are concerned that their neighborhoods are not experiencing the same type of rapid growth seen in other parts of the Dallas-Fort Worth metroplex. Residents and business owners alike noted that physical and psychological barriers seem to separate Northeast Fort Worth from the other portions of the city.

The goal of this study is to identify the factors causing a disconnect between Northeast Fort Worth and the rest of the city, and to empower residents and business owners to make connections that will help Northeast Fort Worth become a truly great place to live, work, and play. Members of the Institute of Urban Studies (IUS), along with Fort Worth city leaders, pinpointed several physical, social, and cultural barriers that may hamper growth in Northeast Fort Worth.

Northeast Fort Worth covers a very large area — approximately 55.5 square miles. Within the vast area exist many unique communities with distinct features, assets, issues, and barriers to development. Thus, the IUS team broke down the region into sections, or taskforce study areas, focusing on major transportation and cultural corridors. The taskforce areas are:

- Beach Taskforce Area
- Belknap & Race Taskforce Area
- Eastchase & Meadowbrook Taskforce Area
- Lancaster Taskforce Area
- Trinity Taskforce Area

This project culminates in the action plans developed by each taskforce group. The proposed action steps will help each taskforce area overcome obstacles, embrace assets, and reach a unified vision. Each action step has a specific responsible party and a timetable. The action plans developed at the end of the study are critical in connecting the assets of Northeast Fort Worth to the whole of Fort Worth and to the greater Dallas-Fort Worth region. Change cannot occur if the action steps are ignored.

“The goal of this study is to identify the factors causing a disconnect between Northeast Fort Worth and the rest of the city, and to empower residents and business owners to make connections that will help Northeast Fort Worth become a truly great place to live, work, and play.”
PUBLIC INVOLVEMENT

In order to better understand the taskforce areas in Northeast Fort Worth, the IUS team hosted a series of public meetings to engage residents, business owners, and other stakeholders. It should be noted that not all attendees could attend every meeting, so recaps of previous meetings were provided before each meeting. (APPENDIX)

At the meetings, stakeholders were given specific exercises with the goal of learning about the issues, assets, goals, and visions of the taskforce study area. A summary of each of the meetings is found in the following pages.

October 12, 2012
Issues, Assets, Barriers
Visual Character Survey

The first taskforce meeting focused on the issues, assets, and barriers to development. The goal was to become aware of the challenges and strengths of each study area.

Taskforce members also received a visual character survey—a technique used to obtain public feedback on physical development and design. The survey consisted of forty-four images to gauge participants’ opinions on mixed-use development, single-family homes, public art, sidewalk amenities, among many other factors. (APPENDIX)

The rating system was a 1-5 scale, with 1 being the most undesirable, 3 being neutral, and 5 being most desirable.

Additionally, during this meeting taskforce members were shown large maps of each study area and were asked to note the positives and the negatives that they felt were present in their taskforce area.
October 26, 2012
Goals, Strategies, Vision

In the next meeting, taskforce members created measurable, achievable, and time-based goals for the community. A goal involved using an action verb.

They also developed strategies to achieve those goals, along with vision statements which answered the prompting question: “What do you want this area to look like and be known for twenty years from now?”

This process was conducted using the nominal-group technique, a technique where every member was allowed to voice their opinion. The top goals, strategies, and visions were agreed upon through group consensus.

January 25, 2013
Action Steps

The third taskforce meeting was used to create action steps, advancing the goals and strategies outlined in the second meeting. The action steps answered the question, “What must we have to do to implement our strategies? What is the do-able step?”

During this meeting, taskforce members discussed do-able action steps for each goal’s strategy, while keeping the vision statement in mind. For each defined action step, a responsible party agreed to take on the role. The responsible party and the taskforce group also discussed an appropriate timetable to see the action become a reality.

The action steps build on the issues, assets, and barriers discussed in the first meeting; the goals, strategies, and vision revealed in the second meeting, and allow taskforce members to implement the changes they wish to see.

GOAL: ACTION-ORIENTED, TIME ORIENTED, ACHIEVEABLE

STRATEGY: HOW WILL GOALS BE REALIZED?

VISION: WHAT DO YOU WANT THIS AREA TO LOOK LIKE AND BE KNOWN FOR TWENTY YEARS FROM NOW?

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Action Steps</th>
<th>Responsible Party</th>
<th>Short (1-2 years)</th>
<th>Intermediate (2-5 years)</th>
<th>Long (&gt;5 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Increase competitiveness and availability of services.</td>
<td>3.1. Attract a major business that will be an economic driver for the area.</td>
<td>Alice Chaisson, Also work with City, Final economic development plan.</td>
<td>●</td>
<td></td>
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<tr>
<td></td>
<td>3.2. Attract full service grocery stores and upscale restaurants.</td>
<td>3.1.1. Review City comprehensive plan to identify and assist with employer attraction efforts.</td>
<td>Greg Ricks and Danny Scarff</td>
<td>●</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>3.3. Organize umbrella organization to lead community wide efforts.</td>
<td>3.1.2. Attract a major business that will be an economic driver for the area.</td>
<td>Greg Ricks and Danny Scarff</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify property for location of new business and housing.</td>
<td>3.1.3. Research possibility of Public Improvement District.</td>
<td>Peter Fletcher and Greg Ricks</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Form Organization to advance on jobs needed.</td>
<td>3.1.4. Research and write report on how Broadmoor Hill can be redeveloped for locating businesses.</td>
<td>Tim Morton</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.1.5. Retain private consultant to advise on jobs needed.</td>
<td>3.1.5. Retain private consultant to advise on jobs needed.</td>
<td>Jean Freeman to conduct research on which consultant can do the work</td>
<td>●</td>
<td></td>
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<tr>
<td></td>
<td>Form Organization to give the area process and identify property for redevelopment.</td>
<td>3.1.6. Form Organization to give the area process and identify property for redevelopment.</td>
<td>Norman Berman</td>
<td></td>
<td></td>
<td>●</td>
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Example of Action Step Exercise
February 22, 2013 Presentation

The fourth meeting involved a presentation from the Institute of Urban Studies, entitled *Northeast Fort Worth Economic Study: Making Connections*. The goal was to present current findings and gather participant feedback, in anticipation of the final report.

The Institute of Urban Studies team discussed physical, social, and cultural connections and disconnections discovered throughout the research process, and revisited action steps to help the taskforce areas connect to each other, and to the Dallas-Fort Worth region as a whole.
Analysis of Current Efforts and Developments

This section reviews existing plans, studies, and development efforts that pertain to Northeast Fort Worth (NEFW) and the economic growth in the region.

Social Compact: Neighborhood Market Drilldown, 2011

In August 2011, Social Compact (a national not-for-profit organization) released the Neighborhood Market Drilldown. This report divided Fort Worth into separate study areas in order to capture market potential. Many of the neighborhoods outlined in the Social Compact report roughly correspond to the taskforce areas outlined in the NEFW economic development strategy.

Census data states that NEFW generally has a higher percentage of renters than the city of Fort Worth. (FIGURE 1.1) However, the Neighborhood Market Drilldown report states the Belknap & Race taskforce area has one of the highest home ownership rates in the city of Fort Worth. This report also found that in Belknap & Race, home values are rising, but residents are not satisfied with current retail amenities.1 This issue surfaced many times throughout the taskforce meetings in many taskforce groups.

The Trinity Taskforce area was also discussed in the Neighborhood Market Drilldown report. The report stated that the Trinity taskforce area has a low population density but a fairly average household income. This suggests that the Trinity taskforce area has abundant vacant land and potential to create mixed-use developments. Further, the report stated that the Eastchase-Meadowbrook taskforce area had potential for retail development that catered toward middle-income individuals.

Northside Economic Development Strategy, 2011

The Northside Economic Development Strategy report identified key areas of economic opportunity in the northern edges of Fort Worth. Many of the areas overlapped portions of the NEFW study area. The Trinity River Vision Master Plan, in particular, suggested major development changes along the Trinity River to attain a publicly-accessible waterfront surrounded by vibrant, mixed-use neighborhoods. The redevelopment described in Northside Economic Development Strategy would increase Fort Worth’s tax base while encouraging residents to live, work, and play in this urban setting. The plan included flood control and infrastructure improvements, while implementing creative design to establish a strong sense of place.2

Neighborhood Empowerment Zones and Tax Increment Financing Districts

The city of Fort Worth has many economic and development mechanisms in place, including neighborhood empowerment zones (NEZ) and tax-increment financing districts (TIF). An NEZ is an area that can receive incentives to promote affordable housing and economic development.

A Neighborhood Empowerment Zone (NEZ) study was conducted in

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the Eastchase-Meadowbrook taskforce area in 2001. The study designated specific zones as NEZs if the area required substantial improvements for quality of housing, social services, education, economic development, and public safety.

A tax increment financing district is a government tool used to finance new development. In a TIF, the taxes are adjusted so incentives and financing can spur new development. The first TIF district is called TIF District 13. It was established in 2007 by the Fort Worth City Council and covers the Woodhaven area of Eastchase and Meadowbrook. The goal of TIF 13, also known as the Woodhaven TIF, is to provide funds for the development of public infrastructure associated with mixed-use development, demolition, environmental remediation, and all expenses allowable under the TIF Act. The term of the TIF extends from 2007 until 2028. The Woodhaven TIF covers an area of approximately 1,100 acres, with an estimated tax base of $192 million.

The second TIF is called Trinity Lakes (TIF 14). The TIF was approved in 2012 and will last until 2032 and includes approximately 1,800 acres of land. Trinity Lakes is located between the Trinity Railway Express and the Trinity River, located west of I-820.

The third TIF is called Trinity River Vision (TIF 9-b). It was created in 2003 and will last until 2044. It was developed to encourage redevelopment along the Trinity River, mixed-use developments, and flood-control mechanisms. It is located in the Belknap and Race area of the NEFW study area, following the Trinity River to downtown Fort Worth.

Gateway Park

The Trinity River Vision area plans to implement a major restoration of Gateway Park. The extensive plan calls for the addition of many new recreational and outdoor amenities and is expected to spur economic development around the park. This will directly affect the

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3 City of Fort Worth (Apr 2006) Mixed-Use Zoning, Neighborhood Empowerment Zones, and Capital Improvement
Eastchase & Meadowbrook and Belknap & Race areas. Many consider Gateway Park a “game-changer” in Northeast Fort Worth due to its size and the many amenities it will bring to the area, particularly to Eastchase & Meadowbrook. The park will likely attract more upscale housing—a desire expressed by the Eastchase & Meadowbrook taskforce group.

Further, the park will be situated near the middle of NEFW and will likely become a community focal point for neighborhoods.

**Fort Worth Bicycle Plan**

The city of Fort Worth’s extensive bicycle plan is earning accolades within the Dallas-Fort Worth region. Many pieces of the plan extend into Northeast Fort Worth, including on-street bicycle lanes, bicycle side paths, off-street trails, and shared bus/bicycle lanes. Of particular interest is the Regional Veloweb system, a planned 1,668 mile off-street bicycle trail system being constructed in North Texas. It will connect 116 cities in ten counties. The bicycle plans are in line with the desires of the Trinity taskforce group, who expressed a desire to expand trails and outdoor activities along the Trinity River area. Additionally, the Regional Veloweb is a unique way for Northeast Fort Worth to connect to other areas of Dallas-Fort Worth. (FIGURE 1.4)

**Zoning**

The zoning patterns in Northeast Fort Worth illustrate the varied uses within the study area. (FIGURE 1.5) The residential zones in NEFW are mainly clustered in the Lancaster, Eastchase & Meadowbrook, and Belknap & Race areas. Commercial zones generally lie along major transportation routes, such as TX-121 and Interstate 30. The industrial clusters are found in the Beach area (along I-35 West), near the Bell Helicopter center, and in the Centreport Business Park area.

Areas along the Trinity River offer significant natural amenities and ample opportunities for recreation. The Regional Veloweb and potential

---

6 ‘Gateway Park Master Plan’. http://www.trinityrivervision.org/projects/gateway-park-master-
7 http://www.nctcog.org/trans/sustdev/bikeped/veloweb.asp
trail development, for example, will occur in the middle of NEFW, connecting Eastchase & Lancaster to the Trinity corridor.

Urban Villages

There are four designated urban villages in NEFW. An urban village is a small area where the focus of redevelopment is to create “towns within towns.” They are designed to be walkable, dense, and more mixed-use. Three urban villages are located in the Lancaster study area: Near East Side, Historic Handley, and Oakland Corners. One urban village, Six Points, is located in the Belknap & Race area. (FIGURE 1.6)

Near East Side

This urban village is located on Lancaster Avenue, near downtown Fort Worth. The urban village is approximately 81 acres. Since its designation as an urban village, the area has been established as a neighborhood empowerment zone, with added mixed-use zoning and historic lofts. It also received new sign toppers and an urban village logo, along with new social service buildings (Union Gospel Mission) and several public murals.  

Historic Handley

The Historic Handley urban village is located on the eastern edge of Lancaster Avenue. It is known for its historic identity and heritage. The urban village aims to spur development, while preserving its historic character. An important goal of the urban village is to retain its “small-town” character. Major accomplishments include mixed-use zoning designation, a creation of an NEZ, and historic register designation for many buildings in the area.  

Oakland Corners

The Oakland Corners urban village is located along Lancaster Avenue and is approximately 90 acres in size. Since its designation as an urban village, mixed-use zoning has been established and retail storefronts have been renovated.  

Six Points

The Six Points urban village is located in the Belknap & Race area. It is known as one of the most historic communities in Fort Worth and has many unique shops and homes. The architectural diversity is an integral piece of the area’s identity.  

Business Parks

Northeast Fort Worth is the home of four current business parks; there are plans for the addition of a fifth. (FIGURE 1.7) A business park is an area where many office and industries are clustered; business parks are known for being major job centers in many communities.

Northeast Fort Worth contains the following business parks:

- Fossil Creek Business Park
- Mercantile Business Park

---

8 Near East Side Urban Village Master Plan, December 2007
9 'Historic Handley Urban Village', City of Fort Worth
10 Oakland Corners Urban Village Master Plan, December 2007
11 Six Points Urban Village Master Plan, December 2007
Company | Employees
--- | ---
Countrywide Home Loans | 3,700
Motorola Inc-Cellular | 1,200
Coca-Cola Bottling, Co. | 600
Haggar Clothing, Co. | 500
MICA Corporation | 251
Prevision RX, Inc. | 250
Interstate Restoration Group, Inc. | 100
Ozburn-Hessey Logistics LLC | 80
Strategic Equipment and Supply | 70
Conner Industries, Inc. | 50

Trade, transportation, and distribution centers are clustered within the business parks. An analysis of the business parks in NEFW showed many rely on the physical and transportation connections in the area. *(FIGURE 1.7)*

![Business Parks in Northeast Fort Worth](http://fortworthtexas.gov/uploadedFiles/Economic_and_Community_Development/Serving_You/Fossil%20Creekppt.pdf)

### Fossil Creek Business Park

According to a 2008 report, the Fossil Creek Business Park is a 425 acre park located in the northern end of the NEFW study area. At that time, the Fossil Creek Business Park employed approximately 7,700 people. The businesses in Fossil Creek focused on distribution, financial services, office operations, retail, and manufacturing. *(FIGURE 1.8)*

**FIGURE 1.8: Major Employers in Fossil Creek Business Park, 2008**

*Source: Fort Worth Economic and Community Development Department*

### Mercantile Business Park

The Mercantile Business Park is located just south of the Fossil Creek Business Park, near the intersections of I-820 and I-35 West. The business park is a large, 1,240 acre development located about twelve minutes north of downtown Fort Worth. *(FIGURE 1.9)* A City of Fort Worth report from 2008 found the Mercantile Business Park employed approximately 4,300 people. The Federal Aviation Administration is the largest employer. Additionally, wholesale distributors and logistic industries have a large presence in this business park, particularly Dillard’s Distribution Center, New Breed Logistics, Inc., and Coors Distribution. *(FIGURE 1.9)*
Company | Employees
--- | ---
Federal Aviation Administration | 1,685
New Breed Logistics, Inc. | 1,550
Sprint/Nextel | 1,000
Dillard’s Distribution | 850
American Health | 650
Coors Distribution | 375
Everest College | 320
Global Group, Inc. | 245
TTI | 215
American Paint Horse Assn. | 200

**FIGURE 1.9:** Major Employers in Mercantile Business Park, 2008  
*Source: Fort Worth Economic and Community Development Department*

**TABLE 1.1: Company and Employees**

<table>
<thead>
<tr>
<th>Company</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Airlines</td>
<td>25,457</td>
</tr>
<tr>
<td>JP Morgan Chase</td>
<td>1,941</td>
</tr>
<tr>
<td>Countrywide Home Loans</td>
<td>720</td>
</tr>
<tr>
<td>Medco Health Solutions</td>
<td>630</td>
</tr>
<tr>
<td>NOVO 1</td>
<td>600</td>
</tr>
<tr>
<td>CUNA</td>
<td>500</td>
</tr>
<tr>
<td>Mothreal Printing</td>
<td>250</td>
</tr>
<tr>
<td>Con Way Freight</td>
<td>234</td>
</tr>
<tr>
<td>Uniden Corporation</td>
<td>220</td>
</tr>
<tr>
<td>Radiant Hospitality Sys. Ltd.</td>
<td>201</td>
</tr>
</tbody>
</table>

**FIGURE 1.10:** Major Employers in Centreport Business Park, 2008  
*Source: Fort Worth Economic and Community Development Department*

**Centreport Business Park**

Centreport Business Park is located just south of the Dallas-Fort Worth International Airport. Centreport is a large 1,200 acre development, containing roughly 150 businesses focused on manufacturing, wholesale, transportation, retail, and office operations. A 2008 City of Fort Worth report found the Centreport Business park employed approximately 34,200 people.1 It is currently the home of American Airlines, which is on the cusp of merging with U.S. Airways to create the world’s largest airline. The companies plan to keep the new airline’s headquarters in Fort Worth. Centreport will also soon welcome Airbase Services, an interior aircraft manufacturer that relocating to Centreport from Grand Prairie.2

Additionally, the NBC affiliate in Dallas-Fort Worth, KXAS, is moving its headquarters from the Meadowbrook and Lancaster Avenue area to Centreport by the end of 2013. There are plans to turn the facility into a police station or develop the land into single-family residences.3

The Centreport business park is one of the largest centers of employment in Fort Worth, and enjoys success due to its central location, proximity to highways and the Dallas-Fort Worth airport, and commuter rail lines.4 (FIGURE 1.10)

**Riverbend Business Park**

The Riverbend Business Park is located at the interchange of I-820 and Trinity Boulevard. It is approximately 97 acres in size. The University of Texas at Arlington Research Institute and various technology centers are located at this park. A total of 275 businesses operate here. The businesses in the park are predominantly focused around offices, transportation & distribution, and retail & services.5

**River Park Business Park (Planned)**

The River Park Business Park is a planned 335 acre business park, to be located just south of the Centreport Business Park. The site has plans to add over 4 million square feet of industrial space to the city of Fort Worth.6

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4 2012 Fort Worth Comprehensive Plan
5 [http://www.fortworthchamber.com/chamber/old/eco/industrial_bus.html#9](http://www.fortworthchamber.com/chamber/old/eco/industrial_bus.html#9)
6 Seefried Industrial Properties, Inc.
TRANSPORTATION

Richard Florida, a prominent urban theorist, calls the Arlington-Fort Worth region a transportation and logistics hub—not only for Texas, but for the entire nation.¹ The region offers easy access to Dallas-Fort Worth International Airport. Northeast Fort Worth, in particular, contains several options for regional public transportation. The Trinity Railway Express (TRE) is a commuter rail line connecting Fort Worth to Dallas. The TRE has three stations within the NEFW study area.

Tex-Rail is a proposed commuter rail line that will connect Fort Worth to Dallas Area Rapid Transit (DART) lines. It will take passengers from southwest Fort Worth, through downtown Fort Worth, to the Dallas-Fort Worth airport, and on to Dallas and Dallas suburbs. Ultimately, it will be part of an extensive commuter rail network in the metroplex. Construction is set to begin in 2014.² One proposed Tex-Rail station, the Beach Street Station, lies within the NEFW study area. If created, it will be located just south of the intersection of Beach and Meacham. (FIGURE 1.11)

The study area also has many stops and connections to Fort Worth’s busing system, the ‘T’. (FIGURE 1.12)

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¹ Florida, R. (2012). ‘Stronger Together: The University of Texas at Arlington and North Texas
² texrail.com
SUMMARY

Northeast Fort Worth can create stable neighborhoods and open doors for economic growth by nurturing connections to the rest of Fort Worth and to the Dallas-Fort Worth region as a whole. Business parks, shopping centers, and other industry clusters all rely on the concentration of transportation networks found in the area. The potential for new trails, bicycle lanes, and parks can further improve the physical and social connections in NEFW.

Government tools designed to spur growth (including TIFs, urban villages, and NEZs) can help Northeast Fort Worth attract industries that demand developed transportation networks. The region is already experiencing this kind of growth in Centreport, where the American Airlines cluster is attracting new businesses such as Airbase Services and NBC 5 (KXAS).

By consulting stakeholders, the IUS team received crucial feedback on the issues, assets, and concerns of Northeast Fort Worth. With their input, the team compiled ways to make the most of existing government mechanisms and development plans, along with new suggestions to help Northeast Fort Worth feel more connected.

“Northeast Fort Worth can create stable neighborhoods and open doors for economic growth by nurturing connections to the rest of Fort Worth and to the DFW region as a whole”
Indicators of Economic Performance

While Northeast Fort Worth (NEFW) has many economic advantages, it also faces a number of economic challenges. A successful economy offers producers and service providers easy access to a network of consumers. The following analysis offers a survey of current economic conditions in the area, and pinpoints areas of actual or potential economic growth.

**OCCUPATION/INDUSTRY STRENGTH ANALYSIS**

A comparison of industries in NEFW and Tarrant County found that NEFW has many economic strengths. A location quotient analysis revealed what occupations have a larger or smaller presence in NEFW when compared to Tarrant County. It was found that wholesale trade, transportation, information, and educational services occupations had a stronger presence in NEFW than in Tarrant County as a whole.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale Trade</td>
<td>establishments engaged in wholesaling merchandise, generally without information, and rendering services incidental to the sale of merchandise</td>
</tr>
<tr>
<td>Transportation</td>
<td>jobs that provide transportation for both passengers and cargo via air, rail, water, and road</td>
</tr>
<tr>
<td>Information</td>
<td>involves organizations that produce and distribute information, provide a way to transmit information, and help process information data</td>
</tr>
<tr>
<td>Educational Services</td>
<td>schools, universities, and job training centers. Uses in this category can be privately or publicly owned</td>
</tr>
</tbody>
</table>

Further analysis revealed that NEFW also has a high presence of radio and television broadcasting occupations. This likely reflects the NBC and CBS affiliates located at Broadcast Hill on the border of the Eastchase & Meadowbrook and Lancaster taskforce areas. The NBC affiliate, KXAS, plans to relocate, but will remain in the NEFW study area; therefore, the cluster is expected to remain strong.

The miscellaneous durable goods merchant wholesalers likely reflects the Dillard’s distribution center in the Beach study area. Many of the wholesale trade codes show that the wholesaling industry is very strong in NEFW.

An analysis of occupations in the area show that neither white-collar nor blue-collar industries are more prevalent when compared to Tarrant County. In 2010, NEFW’s white collar workforce had a greater distribution of jobs in administrative support, management/business, and sales. Blue collar workers were more likely to work in transportation than the rest of the county—which was in line with the region’s strong transportation presence. ¹

Analysis of the NEFW’s occupational strengths shows that existing physical connections, such as airports and highways, have helped the region grow. NEFW is located near the center of the Dallas-Fort Worth metropolis and many expressways run through the area, including I-820 and TX-360. The Dallas-Fort Worth International Airport is one of the busiest in the nation and fuels both transportation and trade.² The nearby Alliance and Meacham airports further solidify the area’s powerful aviation presence.

**NUMBER OF EMPLOYEES**

Some of the largest employers in Northeast Fort Worth include American Airlines, ATCO Rubber Products, Motorola, Novo 1, Dillard’s Distribution, Touchtone Wireless, US FAA, Bimbo Bakeries, and Coca-Cola Bottling. (FIGURE 2.1) Bell Helicopter is a major employer in the area, but is technically located in Hurst, along the border of Northeast Fort Worth. Bell Helicopter has plans to invest over $235 million to build a new headquarters, employee center, training academy, and administrative building. The expansion is likely to have many

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¹ 2010 ESRI Business Analyst
² http://www.dfwairport.com/visitor/P1_009559.php
HOUSING

The average home value in Northeast Fort Worth appears to be lower than in Fort Worth, overall. In 2010, the average home in NEFW was $84,292; compared to Fort Worth with an average home value of $93,167. Additionally, it was found that 40% of housing stock in Northeast Fort Worth was built before 1969. However, new home construction, especially in the Trinity taskforce area, is at or above average.

Residential uses in NEFW are in three main areas: west of Centreport Business Park, the Belknap & Race area, and the Lancaster and Eastchase & Meadowbrook taskforce areas. The Beach area, much of Trinity, and the Centreport area are predominantly commercial and industrial uses. (FIGURE 2.2) Trinity, however, offers available land for new residential construction.

Large portions in the center of the study area are located along the Trinity River, which are zoned either floodplain’ or ‘agriculture’. Zoning changes must be made to improve multi-modal connectivity and complement new housing. New parks, trails, and bike facilities could be built in these areas, as desired by the Trinity taskforce group and addressed later in the report.

positive economic spinoff effects that will likely facilitate new development throughout Northeast Fort Worth.

Many of the largest employers in NEFW are transportation or distribution companies. American Airlines, Dillard’s Distribution Center, and the Coca-Cola Bottling plant all profit from transporting goods or people.

NORTHEAST FORT WORTH HOUSEHOLD INCOME

The 2010 median household income for the city of Fort Worth was $51,996. In NEFW, the amount was slightly lower: $49,230. The median income, however, is expected to increase to $57,828 by the year 2015 and suggests more disposable income and sales tax revenues for the area.1

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1 2010 ESRI Business Analyst
LIFESTYLE SEGMENTATION

A growing number of people identify Northeast Fort Worth as “home.” Demographic analysis, however, revealed these residents have radically different backgrounds. Using the tapestry segmentation tool provided by ESRI Business Analyst, the IUS team identified five segments people living in NEFW. (FIGURE 2.3)

The highest percentage of residents (24.3%) are classified as *young and restless*. This segment is described as educated and career oriented. They have busy schedules and enjoy outdoor recreation, restaurants, bars, and various types of entertainment.

The second-highest percentage (10.1%) of residents are classified as *inner city tenants*. This population is described as young. Many work full-time while attending school. They live busy lifestyles and often frequent fast-food restaurants and enjoy nightlife activities such as bars and nightclubs.

The third-highest percentage (9.3%) of residents are categorized as *rustbelt traditions*. This segment is defined by manufacturing occupations and tend to live in modest single-family homes. Among this group, there is a high rate of home ownership.¹

The fourth highest percentage (7.5%) of residents are categorized as *enterprising professionals*. This segment is fairly affluent. Most hold an advanced degree. They tend to rent high-quality apartments.

The fifth highest percentage (5.9%) of residents are categorized as *home town*. This segment is classified as middle-income. Members enjoy living a quasi-country lifestyle in older, established neighborhoods and frequently engage in outdoor activities.

The tapestry segments demonstrate the wide variety of residents found in NEFW. Younger and more career-driven residents coexist with established residents who enjoy a slower pace of life. Both categories have particular—and frequently different—needs and wants. Economic development, however, can offer both segments new areas of opportunity and social connections. Both *home town* and *young and restless* residents, for example, would likely appreciate new trails and parks as discussed among taskforce groups, particularly the Trinity group. Higher-quality housing would meet the demands of both *young and restless* and *enterprising professionals*, as discussed in the Eastchase and Meadowbrook taskforce groups. Future development that is mindful of all groups will be well-prepared for future growth.

¹ ESRI Business Analyst Tapestry Segmentation Reference Guide
OFFICE VACANCY RATES

The vacancy rates in the Fort Worth office market show ongoing repercussions of the 2008 recession. In this report, a vacancy rate represents the total amount of vacant space divided by the total amount of inventory. Historically, Fort Worth’s vacancy rates have slowly decreased. The city finished the second quarter of 2012 with a vacancy rate of 10.6%. However, the city’s vacancy rate is still higher than before the recession.

INDUSTRIAL VACANCY RATES

At the end of 2012’s second quarter, Fort Worth’s industrial vacancy rate decreased to 8.5%. The warehouse/distribution vacancy rate in Fort Worth also decreased to 8.6%. This sector possessed 197 million sq/feet of rentable buildings, or 81% of Fort Worth’s industrial inventory.

The Dallas-Fort Worth industrial market reached a net absorption of 4.6 million sq/feet by the end of the second quarter of 2012. Of that total net absorption, Fort Worth had a net absorption of 3.3 million sq/feet. The warehouse/distribution sector overwhelmingly surpassed the flex/high-tech and manufacturing sectors by attaining 3 million sq/feet in net absorption.

BUSINESS AND EMPLOYMENT ANALYSIS

Business and employment analysis can help Northeast Fort Worth identify the structure of its workforce, and find ways to assist industries in achieving their development goals. The IUS team examined the top industries in NEFW by the number of employees and sales volume.

Data used in employment analysis was obtained from ESRI Business Analyst to provide a consistent examination. Employment data of NEFW allowed a “drill-down” to the sixth-digit level of the North American Industrial Classification System (NAICS), making it possible to review sub-industries of businesses. Information on sales revenue was also used for the analysis.

Many of the businesses in Northeast Fort Worth are clustered in the Centreport and Mercantile business parks, Belknap Street, Lancaster Avenue, and the intersections of I-820 and I-30. (FIGURE 2.4)

FIGURE 2.4: Businesses within Northeast Fort Worth
Source: 2010 ESRI Business Analyst

1 Case Commercial Real Estate Partners (2012). www.casecre.com

NORTHEAST FORT WORTH TRADE AREA CHARACTERISTICS

Trade area characteristics evaluate a community’s economic features, such as consumer expenditure and spending potential, as compared to the national average. This data points to the types of businesses and products that are heavily consumed. It also shows a possible gap between the local consumer’s spending potential and the products or services offered. The presence of potential spending gaps indicate a lack of demand in NEFW compared to the national average.

CONSUMER SPENDING

Consumer spending data illustrates how residents of Northeast Fort Worth collectively spent money. Many of the top consumer expenses cover basic needs. Retail goods, shelter, food at home, health care, and food away from home make up the top five consumer expenses in NEFW. (FIGURE 2.5)
Institute of Urban Studies
| The University of Texas at Arlington

### Retail Trade Analysis

The retail trade sector has the highest consumer spending. Thus, the IUS team conducted further analysis to pinpoint which goods and services would thrive in Northeast Fort Worth. Vehicles and food at home (grocery shopping) are the top expenditure categories. The retail analysis reflects discussions that occurred in many taskforce meetings. Many residents in the Lancaster taskforce group shared concerns about the prevalence of car lots. While the car lots are responsible for major expenditures in the area, many residents of Lancaster considered the lots unattractive and too abundant.

Many residents of Northeast Fort Worth also expressed frustration about how far they had to travel to grocery shop. Residents of the Lancaster taskforce area, in particular, expressed a need for quality grocery stores near their homes. Residents of the Eastchase & Meadowbrook taskforce group also noted an absence of quality grocery stores in their neighborhood. The Eastchase & Meadowbrook taskforce group believes higher-end grocery stores, such as Tom Thumb or Whole Foods, could enhance their community.

The retail trade analysis, coupled with analysis of discussions from taskforce meetings, suggests Northeast Fort Worth should attract a higher-end grocery store to the area. Due to the high expenditures and the desires of many taskforce areas, the addition of a higher-end grocery store could strengthen both the economy and sense of community, by offering a basic service within NEFW. (FIGURE 2.7). Overtime, with additional housing and population, more areas of Northeast Fort Worth may meet the thresholds needed to attract these businesses.

### SPENDING POTENTIAL

Spending potential compares the amount that residents spent on certain goods and services to the average spent nationally. A spending potential over 100 indicates that local consumers spend more than the national average.

The data suggests that restaurants, technology stores, and car repair businesses would do well within Northeast Fort Worth. (FIGURE 2.6)

<table>
<thead>
<tr>
<th>Services</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Retail Goods</strong></td>
<td>$885,573,668</td>
</tr>
<tr>
<td><strong>Shelter</strong></td>
<td>$594,054,017</td>
</tr>
<tr>
<td><strong>Food at Home</strong></td>
<td>$172,128,444</td>
</tr>
<tr>
<td><strong>Health Care</strong></td>
<td>$130,558,605</td>
</tr>
<tr>
<td><strong>Food Away from Home</strong></td>
<td>$125,746,420</td>
</tr>
</tbody>
</table>

**FIGURE 2.5: Top Consumer Spending Categories in NEFW**

<table>
<thead>
<tr>
<th>Services</th>
<th>Spending Potential Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Away from Home</td>
<td>88</td>
</tr>
<tr>
<td>Computer &amp;Accessories</td>
<td>88</td>
</tr>
<tr>
<td>Food at Home</td>
<td>87</td>
</tr>
<tr>
<td>Shelter</td>
<td>85</td>
</tr>
<tr>
<td>Vehicle Maintenance &amp; Repairs</td>
<td>85</td>
</tr>
</tbody>
</table>

**FIGURE 2.6: Top Spending Potential Categories in NEFW**

**FIGURE 2.7: Consumer Spending for Retail Goods**

<table>
<thead>
<tr>
<th>Services</th>
<th>Total Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Loans</td>
<td>$193,333,688</td>
</tr>
<tr>
<td>Food at Home (Grocery)</td>
<td>$172,128,444</td>
</tr>
<tr>
<td>Vehicle Purchases</td>
<td>$169,510,204</td>
</tr>
</tbody>
</table>

**Source: 2010 ESRI Business Analyst**
GROCERY STORE ANALYSIS

The grocery stores in NEFW were further analyzed because of the observed high spending potential and consumer spending for food at home, which involves the use of grocery stores. The goal was to discover if NEFW residents had to leave NEFW for their grocery-shopping needs.

The major grocery store chains located in Northeast Fort Worth are Walmart, Target, and Kroger. The Kroger, however, in the Eastchase and Meadowbrook taskforce area recently closed.

The analysis shows that the Centreport area, in particular, is lacking a grocery store within the study area or in close proximity. Residents who live in this area must inevitably travel outside of Fort Worth for their grocery needs.

BUSINESS SALES VOLUME

Five industries make up the bulk of the sales volume within Northeast Fort Worth. They are wholesale trade, retail trade, manufacturing, information, and construction. (FIGURE 2.8)

<table>
<thead>
<tr>
<th>NAICS Industry</th>
<th>Number of Businesses</th>
<th>Sales Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>42- Wholesale Trade</td>
<td>291</td>
<td>$5,495,689,000</td>
</tr>
<tr>
<td>44-45- Retail Trade</td>
<td>591</td>
<td>$2,121,885,000</td>
</tr>
<tr>
<td>31-33 – Manufacturing</td>
<td>199</td>
<td>$1,468,235,000</td>
</tr>
<tr>
<td>51 – Information</td>
<td>92</td>
<td>$1,298,887,000</td>
</tr>
<tr>
<td>23 – Construction</td>
<td>331</td>
<td>$787,019,000</td>
</tr>
</tbody>
</table>

FIGURE 2.8: Top Business Sales Volumes Northeast Fort Worth

Of the 3,907 businesses in these categories, many rely directly on connections to physical infrastructure. Wholesale trade businesses, for example, rely on NEFW’S vast system of highways to distribute goods. While retail trade establishments outnumber wholesale trade businesses, the sales volume for wholesale trade is almost triple the volume of retail trade. This suggests these wholesale businesses are large-scale industries that distribute goods far outside the Northeast Fort Worth area. Some of the largest wholesale trade businesses in the region are, in fact, large distributors such as Dillard’s Distribution and Reeder’s Distribution. (FIGURE 2.9).

FIGURE 2.9: Wholesale Trade
Source: 2010 ESRI Business Analyst
Analysis of NEFW’s retail trade revealed a plethora of options, clustered evenly throughout the taskforce areas. However, many members expressed the need for more retail options during taskforce meetings. This feedback, coupled with industry data, suggests that existing retail—while plentiful—may not meet the needs of residents. Lancaster taskforce members, for example, expressed a desire for more clothing stores. While Lancaster does have retail, it does not have enough apparel stores. No taskforce area in Northeast Fort Worth contains a mall; therefore, most residents travel to malls in Arlington, Fort Worth, or Hurst. (FIGURE 2.10)

Manufacturing is mainly clustered in the business parks (Centreport, Fossil Creek, and Riverbend) and along TX-121 and I-820. Manufacturing relies heavily on ease of transportation and this is reflected in the distribution of manufacturing clusters in Northeast Fort Worth. (FIGURE 2.11)

UNEMPLOYMENT IN NORTHEAST FORT WORTH

In 2010, 10.7% of residents in Northeast Fort Worth identified themselves as unemployed. This was in line with the national unemployment rate of 10.8%. However, when compared to the city of Fort Worth during this same time period, NEFW’s unemployment rate was higher (FIGURE 2.12). This demonstrates a disconnect in the Northeast Fort Worth task force areas, indicating the jobs in NEFW are not necessarily going to the people who live there.

By 2015, the projected unemployment rate is expected to be notably lower, an estimated 8.8% for NEFW.
Fort Worth has many gas well locations due to the Barnett Shale, a large source of natural gas that covers over 5,000 square miles in North Texas, including Tarrant County. The natural gas industry in Fort Worth is booming and, as of 2011, produced an estimated $11.1 billion in economic activity in North Texas and created approximately 100,268 jobs.

Approximately 38.5% of economic growth in Fort Worth in recent years has been a direct result of the Barnett Shale.¹ (FIGURE 2.13)

Summary

Industries that rely on infrastructure connections appear to thrive in Northeast Fort Worth. The region is aided by its central location in the Dallas-Fort Worth metroplex, its easy access to DFW International Airport, and its many freeways and rail systems.

Some of the largest employers and highest earning companies in Northeast Fort Worth are focused on transportation. Existing business parks are hubs of economic activity and are likely to maintain their prominence.

While retail trade is one of the largest grossing industries in the area, residents in Northeast Fort Worth feel disconnected from services that meet their daily needs. To purchase necessities such as quality food or clothing, many must drive outside Northeast Fort Worth. Taskforce discussions suggest members would benefit from a better variety of quality retailers, particularly apparel.

Taskforce Analysis

Taskforce meetings were a vital part of this project. Stakeholders who attended the meetings live and work in Northeast Fort Worth. They know the area as experts.

Their input established a framework for the community’s issues, opportunities, identity, and desired outcomes from the economic development plan. In order to maximize the input, the Institute of Urban Studies worked with the City of Fort Worth to form a Northeast Fort Worth Steering Committee. The members of the Steering Committee created five unique taskforce study areas, defined by geographic and cultural sub-areas within Northeast Fort Worth. (FIGURE 3.1)

Taskforce members chosen for the Steering Committee represented dedicated members of the community who are actively involved in neighborhood associations, business associations, or similar development and outreach groups.

The three taskforce meetings focused on three important factors in economic development projects. The activities and discussions were framed to address the following categories:

- Business (retention, expansion, attraction, and revitalization)
- Infrastructure, and public services, and education
- Housing

These broad economic indicators were used to analyze feelings of connection and disconnection in each community. Special care was taken to understand how the taskforce areas related to each other. The following pages explain the most pressing issues for each task force area, in depth.
### Beach Street

The Beach Street taskforce area is located in the northern section of the Northeast Fort Worth study area. It spreads geographically from 28th Street to Western Center Boulevard. It also covers the area between Interstate 35W and Beach Street.

Land use analysis shows industrial activity is the predominant use on Beach Street. Much of the land to the west of Beach Street is the Mercantile Business Park. However, residential sectors also exist, mainly at the northern and southern edges. A large amount of commercial property lies along Meacham Boulevard. In the middle and heavily industrial sector of the taskforce area, land use analysis found a large amount of vacant land.

The taskforce area was home to 18,797 people in 2011, according to the United States Census. However, the Beach taskforce area is characterized by commercial and industrial uses, mainly in the Mercantile Center and Fossil Creek business parks and along I-35W.

Taskforce meetings focused strongly on economic development—specifically, in creating mixed-use development and development oriented around transit. The Beach Street taskforce group created the following vision statement: "The Beach Street area is a transit center with industrial development that helps to generate jobs and mixed use development, with multi-family housing and well-landscaped open spaces."

### BUSINESS: RETENTION, EXPANSION, ATTRACTION, AND REVITALIZATION

**Connections:** The area benefits from commercial zoning near Meacham Boulevard. A large amount of vacant land exists around the proposed TexRail Beach Street Station, which is located just west of the intersection of Beach Street and the rail alignment. The vacant land around the station area is designated as an Industrial Growth Center, designed to attract regional, industrial and commercial development to the area. A mixed-use or transit-oriented development in this area has potential to spur economic and
pedestrian activity.

Further, the proposed Tex-Rail Beach Street station will connect commuters to the industrial and business clusters in the Beach study area. The station area will cover approximately 75 acres and will include new office and employment centers, as well as retail. The plan notes potential for future bicycle connections to the site as well. The Beach Street station has the potential to transform the Beach Street area into an area with economic prominence.¹ (SEE FIGURES 3.2 & 3.3)

**Disconnections:** The economic development potential around Beach Street station is related to regional economic growth and is generally mixed use, more oriented to retail and residential development. It appears, however, that Beach Street’s overall development potential is limited to predominantly industrial development, because of current zoning regulations.

**INFRASTRUCTURE AND PUBLIC SERVICES**

In terms of infrastructure, Beach Street taskforce members identified the Beach Street thoroughfare as the main issue, the main asset, and the main barrier for future economic development. Beach Street is the focal point of economic activity. Some taskforce members viewed Beach as an asset because of its prominence as a main corridor, while others viewed its congested traffic as a challenge.

**Connections:** Because Beach Street is the main north/south thoroughfare connecting the cities of Fort Worth and Haltom City it provides ample opportunities for economic development.

**Disconnections:** The Beach Street thoroughfare lacks consistency in lanes (reducing 3 lanes to 2 lanes) which causes increased congestion during peak hours. The thoroughfare also lacks lighting, pedestrian crossings, and sidewalks—which are a major safety issue. Provision of these amenities would

¹ https://www.commentmgr.com/Projects/wwc/docs/Beach%20Street%20Station%20Area%20Plan%20Draft%2009.29.09%20WEB.pdf
reduce crime and improve walkability. The ongoing construction of I-35 near Beach Street is considered a barrier because it creates problems getting in and out of the Beach Street area, a negatively impacting businesses.

**HOUSING**

Beach Street’s action plan includes working with the city of Fort Worth and potential developers to focus on mixed-use developments around the transit station. It should be noted that during the action planning process, the Beach Street taskforce area was merged with Belknap & Race.

**Connections:** The availability of vacant land, high occupancy rates and the good blend of different cultures show potential for mixed-use development. Additionally, the Tex-Rail Beach Street station plans are inline with members’ desires to see more mixed-use development in the area. The proposed Tex-Rail station will likely produce many positive development outcomes.

**Disconnections:** Taskforce participants expressed concern for the perceived lack of coordination between development authorities in the neighboring cities of Fort Worth and Haltom City. They believe the lack of consistent information and knowledge about the available incentives and funding act as a barrier for investors and developers on Beach Street.

Some participants expressed concern that the heavy industrial zoning along Beach Street affected the incorporation of mixed use development efforts in the area. Land values in Beach Street do not currently support high density activity centers with structured or underground parking.

**SUMMARY**

The high occupancy rates, availability of vacant spaces, and the good blend of different cultures show potential for a mixed-use development around Beach Street. Mixed-use developments could foster new services, which are currently lacking in the area.

The taskforce participants believe a lack of coordination between development authorities in Fort Worth and Haltom City could hurt the area’s potential for growth. Much of the land use potential in the Beach area is on the border of Haltom City, including the proposed Beach Street station. The cities of Fort Worth and Haltom City will likely need to work together to facilitate the best development possible.

Finally, it should be noted that for the action planning meeting on January 25, 2013, the Beach taskforce group was combined with the Belknap & Race group during discussion. (SEE PAGE 45).
**Belknap & Race**

The Belknap & Race Street study area extends from I-35W to the west, Lancaster Avenue to the south, North Edgewood Terrace to the east and Northeast 28th Street to the north. The major corridor examined in this taskforce area lies along Belknap and Race Street from North Sylvania Street to North Riverside Street.

This area also includes the Six Points urban village. The Belknap & Race Street study area is surrounded by seven unique and historic neighborhoods: United Riverside, Carter Riverside, Riverside, Oakhurst, Sylvan Heights West, Springdale, and Scenic Bluff. The area includes two major schools (Oakhurst Elementary and Amon Carter High School) and a number of parks: Riverside Park, Sylvania Park, Springdale Park, and Gateway Park.

**BUSINESS: RETENTION, EXPANSION, ATTRACTION, AND REVITALIZATION**

The main concern of taskforce members was the development of an Arts District, especially by improving building facades and creating streets with attractive character. They also hope to improve business and services. The desire to transform the area into a vibrant arts district is reflected in the taskforce group vision statement:

“The Belknap-Race Street area is a collection of charming historic neighborhoods containing an interactive Arts District and set in viable commercial corridors with transit connections to each other and downtown.”

**Connections:** Currently, most commercial buildings along Belknap & Race Street are one or two stories, with multiple units within each building. This type of commercial activity has the potential to attract local and boutique-type retailers, spurring economic and pedestrian activity.

The Belknap & Race taskforce area is close to downtown Fort Worth and the proposed Trinity Uptown. Trinity Uptown is a planned urban waterfront community directly north of downtown Fort Worth. It will feature approximately 10,000 housing units and 3 million square feet of commercial
Belknap & Race will benefit from its close proximity to downtown Fort Worth and to the planned Trinity Uptown development project. ¹

The Six Points urban village is located within the study area and has the potential to support the historic and artistic community that taskforce members hope to facilitate through their action steps.

Additionally, much of the area has been designated a neighborhood empowerment zone, which will help Belknap & Race attract redevelopment.

**Disconnections:** Though Belknap & Race has the potential to attract local or boutique type commercial activities, there is little or no vacant land in the Belknap-Race Street corridor for commercial development. Instead, new development would require the renovation of current buildings. Participants fear this could discourage developer investment.

**INFRASTRUCTURE AND PUBLIC SERVICES**

In terms of infrastructure, the Belknap & Race taskforce identified future highway improvements along I-35W as the main issue, the main asset, and a potential barrier for future economic development.

**Connections:** The ongoing improvement on I-35W provides ample opportunity for economic development to happen in the area.

The Trinity River Vision project includes plans to improve the trail system along the Trinity River. This will create new infrastructure connections to the Belknap & Race study area.

**Disconnections:** Ongoing improvement on I-35W causes increased congestion during peak hours. The plan calls for the expansion of the highway in both directions from 2 to 3 general purposes lanes with 2 managed toll lanes.

**HOUSING**

Belknap & Race Streets’ action plans include working with the city of Fort Worth and potential developers to increase jobs, and attract more residents and visitors through the creation of an arts district.

**Connections:** The availability of vacant spaces shows potential for attracting new businesses and also creating an arts district. The arts district would allow development of more commercial activities and improve the economy in the area.

Some of the highest homeownership rates in Northeast Fort Worth exist in the Belknap & Race study area, further strengthening the local housing stock.

**Disconnections:** The participants believe a lack of awareness about development incentives caused a lack of significant economic growth in the area.

**DISCUSSION**

The availability of vacant spaces, high occupancy rates, and blend of different cultures create potential for the development of an arts district. An arts district could spur new commercial development and boost existing businesses. Taskforce participants expressed a desire to meet with leaders from the Fort Worth City Council, Fort Worth Chamber of Commerce, and other appropriate stakeholders to understand available incentives for growth. They believe coordination among city officials would help the area create more job opportunities.

¹ Northside Economic Development Strategy, May 2011
Eastchase & Meadowbrook

The Eastchase & Meadowbrook taskforce area covers the corridor along Interstate 30, beginning in the east at Eastchase Parkway and ending in the west near Oakland Boulevard. The southern section of the taskforce area is roughly bordered by Meadowbrook Drive and Brentwood-Stair Road.

The 2011 population of the Eastchase & Meadowbrook taskforce area was 51,385, according to the United States Census. The 2016 projected population is approximately 55,845. (FIGURE 3.4) The majority of residents in Eastchase & Meadowbrook are between the ages of 20 and 54, which generally implies a youthful population. A young population is important for future economic health, assuming that a large number of this group is engaged in (or has the potential for) gainful employment. This also provides a customer base for area businesses and supports the local school district.

Taskforce meetings focused on improving the quality of housing, providing better paying jobs, attracting more highly skilled residents, and improving the image of the area. Members developed the following vision statement:

“In twenty years, the Eastchase-Meadowbrook area is known for having worked together as a community to cultivate a positive image of the area, brought in high quality housing, and well-paying jobs.”

Some of the most pressing issues for Eastchase & Meadowbrook residents were items related to the quality of housing, traffic congestion along the interstates, lack of community participation, a lack of well-paying jobs, and a lack of retail and restaurant opportunities. Members also identified assets, including the area’s prime location (close access to interstates and the Dallas-Fort Worth International Airport), abundant green space, land available for development, and the Woodhaven tax increment financing zone.

BUSINESS: RETENTION, EXPANSION, ATTRACTION, AND REVITALIZATION

Connections: The Woodhaven neighborhood empowerment zone (NEZ) was

FIGURE 3.4: Population in Eastchase-Meadowbrook
Source: 2011 ESRI Business Analyst

“The Eastchase & Meadowbrook area is known for working together and bringing in high quality housing, cultivated a positive image and has well paying jobs.”

-Eastchase & Meadowbrook Vision Statement
Institute of Urban Studies  |  The University of Texas at Arlington

created in 2003.¹ This program encouraged economic development in the Eastchase & Meadowbrook area by providing financial incentives, including waiving building permit fees. Goals and strategies discussed by Eastchase & Meadowbrook taskforce members reflect a desire to attract businesses and companies to the area. The Woodhaven NEZ can be an excellent tool to achieve this.

**Disconnections:** Eastchase & Meadowbrook task force members expressed a need for upscale grocery stores, similar to Whole Foods, Tom Thumb, or Central Market. Further analysis found a lack of grocery stores in the area, especially after the recent closure of Kroger at 1050 Bridgewood Drive. Median household incomes may not be high enough to attract a stand-alone grocery store, so the Eastchase shopping center area could be the best location for a newer grocery store, considering the strong presence of nearby stores and the easy access off of I-30. However, grocers would have to compete with an expanded food selection in Target, which added fresh grocery in 2012.²

**INFRASTRUCTURE AND PUBLIC SERVICES**

**Connections:** The Woodhaven Tax Increment Finance District (TIF) established in 2007 assists in funding infrastructure improvements and promoting mixed-use growth.³ The TIF can lead to corridor improvements—including street, traffic, utility, water, and sewer—within the TIF boundaries. The TIF is helping cover the cost of planned renovations to old strip shopping centers along Woodhaven Boulevard and Boca Raton Boulevard. It should be noted that the Woodhaven TIF was created in 2007, during the height of the housing market and before the 2008 housing crisis; therefore, the tax increment revenue has not grown as expected.

The Woodhaven TIF also plans to add gateway enhancements to give the area further identity. This accurately reflects desires of the taskforce members, who rated gateway signs highly in the visual survey.

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² [http://www.target.com/store-locator/store-details?storeNumber=758&submit=StoreDetails&page=stateResults&userAgent=0&mapHeight=420&mapWidth=530&storeDetailsAction=store-details&stateResultsPrint=state-result-print](http://www.target.com/store-locator/store-details?storeNumber=758&submit=StoreDetails&page=stateResults&userAgent=0&mapHeight=420&mapWidth=530&storeDetailsAction=store-details&stateResultsPrint=state-result-print)
**Disconnections:** Taskforce members frequently mentioned the lack of participation in neighborhood events. Their action steps outline ways to bring community groups together.

**HOUSING**

**Connections:** The Eastchase & Meadowbrook area has a large amount of vacant and developable land in the northern portions of the taskforce area (mainly near the Trinity River) available for new businesses and housing. Large portions of vacant and developable land also exist near Eastchase shopping center along I-30.

**Disconnections:** Areas with the most vacant and developable land are not located in a TIF or an NEZ. Therefore, redevelopment may be more difficult. In addition, some of the property that could be targeted is occupied by older homes requiring redevelopment.

**SUMMARY**

Eastchase-Meadowbrook contains a potential market of over 50,000 people with 21,000 households to attract new businesses. The taskforce group wants to form an entity like Downtown Fort Worth, Inc to support this plan. The development organization can lead the process of attracting more human capital, and providing more options for affordable and upscale housing.

Eastchase-Meadowbrook has enormous potential to expand housing, attract businesses, improve the area’s image. This endeavor, however, requires widespread community involvement. A number of neighborhood groups already plan annual events, such as the Taste of East Fort Worth, Handley Festival, and the Woodhaven Golf Tournaments. However, taskforce members noted the events are predominantly attended by individual neighborhoods. In order to build on area-wide connections, communities must plan bigger events that attract a wider audience.

“Eastchase-Meadowbrook contains a potential market of over 50,000 people with 21,000 households to attract new businesses.”
Lancaster Avenue

The Lancaster Avenue taskforce area forms the southern boundary of the NEFW study area. The corridor is approximately 7.2 miles long. It stretches from the I-35W/downtown Fort Worth area to the western border of the city of Arlington, where Lancaster Avenue becomes Division Street. Due to the length of the corridor, physical characteristics are varied.

Population growth in the area slowed in recent years, and is expected to grow only slightly within the next five years. In 2010, the United States Census reported that 20,060 people lived in the Lancaster taskforce study area. The expected population for the year 2016 is 20,495. Hispanic residents currently make up the largest percentage of the population; African American and Caucasian residents constitute the next largest percentages of residents. The community can be considered young to middle-aged, with the largest age group between 25 and 54 years old.

Taskforce members identified many challenges facing the area. They perceived a low quality of businesses and noted a high number of vacant buildings. They also expressed concern about the homeless shelter concentration along the western edge of the study area, and feelings that the city has neglected them. However, they identified the three urban villages, Fort Worth “T” bus routes, and the broad thoroughfare of Lancaster Avenue as assets.

In their goals, strategies, and action steps, Lancaster taskforce members aimed to make the corridor more attractive through enforcing code compliance, increasing public services with a new library, and improving the perception of the corridor through taskforces and positive media attention.

Their concise vision statement demonstrates what taskforce members hope future stakeholders say about the area:

“Lancaster is safe, well-maintained, and attractive.”

-Lancaster Vision Statement
BUSINESS: RETENTION, EXPANSION, ATTRACTION, AND REVITALIZATION

Connections: In 2010, the median household income in the Lancaster corridor was about $30,000. The median household income, however, is expected to rise for 2016. (FIGURE 3.6) A higher median household income can be attractive to potential businesses. Taskforce members expressed desire for more retail and shopping choices, which may start to arrive if income increases.

INFRASTRUCTURE AND PUBLIC SERVICES

Connections: The Lancaster taskforce desired to improve perception of the community, in part by installing public art. The East Lancaster Public Art Plan was released in 2010, with goals to improve the community’s culture and art.

Taskforce members identified the corridor’s connection to Fort Worth’s busing system, the “T”, as an asset. Current “T” routes travel through the Lancaster study area.

Lancaster plans to generate public support for a new library by involving neighborhood and business groups, and to conduct a petition drive to put construction of a Lancaster-area library on the next city bond election. It should be noted that Adam Wright, the Assistant Director for Public Services Fort Worth, stated that a bond is currently in place and plans to construct a new library in the Lancaster study area are already in the works.

Disconnections: While the proximity to I-30 and I-35 were viewed as assets, taskforce members expressed concern that these freeways act as barriers between the Lancaster area and the rest of Fort Worth.

HOUSING

Connections: Taskforce members want to improve the attractiveness of the corridor. Lancaster has many redevelopment mechanisms currently in place, including urban villages and neighborhood empowerment zones. Both of these government tools can be utilized to make the corridor more attractive by offering incentives and design standards. (FIGURE 3.7)

Attractiveness was an important issue for Lancaster. A comparison between traditional suburban and conventional suburban homes showed that traditional homes more closely reflected the desires of Lancaster taskforce members.

An analysis of historic features along Lancaster Avenue revealed that the corridor has many clusters of historic buildings and historic markers. Preserving the historic features along the corridor are important...
considerations for economic revitalization in Lancaster. *(SEE FIGURE 3.8)*

**Disconnections:** Visual character survey data indicates that Lancaster taskforce members found medium density and single-family uses as “very desirable.” The trade-off exercises further proved that Lancaster taskforce members did not desire great density. The IUS team believes both medium-density and single-family uses can coexist along the 7.2 mile corridor, with medium-density development in urban villages, and single-family residences in neighborhoods.

**SUMMARY**

The Lancaster corridor of Northeast Fort Worth was once one of the most prominent retail locations in Fort Worth. Lancaster, or Texas 180, was the main thoroughfare between Fort Worth and Dallas. With the addition of Interstate 30, however, traffic along the corridor began to decline and businesses suffered. While the corridor has issues and obstacles to overcome, the area also has many assets. The urban villages, especially, are experiencing redevelopment and offer a unique opportunity to celebrate the history that defines Lancaster Avenue.

**FIGURE 3.8:** Historic Markers in Lancaster Avenue Taskforce Area


Trinity Boulevard

The Trinity Boulevard taskforce area is located in the eastern edge of the NEFW study area. It spreads geographically from the eastern edge of I-820 to an area south of the Dallas-Fort Worth International airport, near TX 360. (FIGURE 3.9)

The Trinity Boulevard taskforce area had a population of approximately 17,460 for the year 2010. This population is expected to grow to 19,473 for the year 2016. The relatively low population numbers are due to large areas of the corridor that cover undevelopable tracts of land and floodplains along the Trinity River.

The median household income in the Trinity area is higher than NEFW’s median household income. In fact, the projected median household income for 2016 is higher than the city of Fort Worth’s median household income. This shows that the Trinity taskforce area has strong buying potential and a market for attracting additional businesses. However, median household income is lower toward the eastern edge of the taskforce area, possibly because this area consists of a major industrial and commercial hub (Centreport Business Park).

Low population density is a major challenge in the Trinity taskforce area. The area has potential to increase population densities with well-planned future developments that are geared toward mixed-use and increased housing developments. Large tracts of vacant and undeveloped land provide opportunity for increased construction.

Members of the Trinity taskforce area felt that the area was well-connected to industries and modes of transportation, but felt that the taskforce area itself was not well-connected to the city of Fort Worth. Members expressed a desire to better connect to Fort Worth in their vision statement, describing the future area as “a vibrant corridor with sound and comprehensive zones, including businesses and residences through compatible uses and proper infrastructure developments.”

“*The Trinity Boulevard area is a vibrant corridor with sound and comprehensive zones including businesses and residences through compatible uses and proper infrastructure developments.*”

-Trinity Vision Statement
BUSINESS: RETENTION, EXPANSION, ATTRACTION, AND REVITALIZATION

Connections: Two of the strongest industries in NEFW are warehousing and transportation. The American Airlines headquarters is a major hub in the Centreport Business Park, and Grand Prairie-based interior aircraft manufacturer recently announced its relocation nearby. The NBC affiliate for Dallas-Fort Worth is also moving its headquarters to the Centreport Business Park to utilize the area’s central location within the Dallas-Fort Worth metroplex.

Disconnection: Taskforce members perceived the history of the area as a good source of promotion and branding. The area has unique historical features that are not well-appreciated, including Mosier Valley—the first all-African American community in the state of Texas. (FIGURE 3.10) However, these historically-significant sites are losing their notariety in the rapidly-expanding community. Task members planned ways to maintain the area’s heritage in their action steps.

INFRASTRUCTURE AND PUBLIC SERVICES

In terms of infrastructure, Trinity taskforce members expressed desires to improve the traffic flow through the corridor, develop trail systems to capitalize on natural amenities (particularly along the Trinity river), and to enhance the Trinity Railway Express (TRE) stops that are near the corridor.

Connections: The Trinity River runs along the Trinity study area and provides ample opportunity to build nature trails, similar to Arlington’s River Legacy Park. In fact, taskforce members identified the presence of open space and natural amenities as a major asset along the corridor. A number of TRE stops connect the Trinity taskforce area to the rest of Fort Worth and beyond. Taskforce members expressed interest in enhancing these stops with mixed-use developments where people can live, eat, and shop.

Disconnections: Taskforce members expressed concerns about the poor quality of infrastructure along the corridor. Traffic congestion and poor physical conditions of the roads and traffic signals created perceived issues and barriers to taskforce members.

While the TRE stops in the area are seen as assets and connections to the rest of the metroplex, taskforce members did note that there is a lack of access to these stops. That was one reason they suggested multi-modal transportation system for increasing access to TRE stops.

HOUSING

Connections: Though many homes in NEFW were built in the 1960s, Trinity offers newer homes and large areas of land available for development. Mixed-use development is generally more expensive development, but Trinity’s median household income is higher than other taskforce groups, and even higher than that of the city of Fort Worth. It appears that the close proximity to business centers, like Centreport Business Park and the (future) Riverpark...
business park is a boon to local incomes.

The visual character survey results showed that Trinity respondents overall preferred mixed-use developments over traditional suburban development. Also, though no taskforce group rated high density as very desirable, the Trinity taskforce area desired high-density apartments more than other taskforce groups. Finally, when Trinity taskforce members were given the choice between traditional suburban and conventional suburban, Trinity voted both as neutral, while other taskforce groups rated these forms of development highly.

The Trinity taskforce’s action plans include working with the city of Fort Worth and potential developers to focus residential and commercial mixed-use near the current TRE stops—including sites within the new TIF 14 area. Trinity Railway Express lines travel directly through the Trinity study area. (FIGURE 3.11) The Richland Hills, Hurst-Bell, and Centreport/DFW Airport stations represent areas where taskforce members wish to develop mixed-use residences.

SUMMARY

The Trinity area is a long corridor, with pronounced changes in industry and housing options as one travels along it. The corridor’s eastern section is home to a strong cluster of businesses due in part to the Centreport Business Park. Vacant land in the middle portion shows potential for mixed-use housing or park and nature areas—both expressed as major goals by taskforce members. Finally, the addition of TIF 14 can help the area attract mixed-use development.

FIGURE 3.11: Tex-Rail and Trinity Railway Express
Source: 2010 ESRI Business Analyst
Policy and Implementation Guide

Action planning is considered the most important aspect of the Northeast Fort Worth Economic Development project. It is the first tool taskforce members can use to make their areas a better place to live and work. On January 25, 2013, the Institute of Urban Studies met with the taskforce groups at the University of Texas at Arlington Research Institute. The goal was to discuss action steps that would build upon the goals and strategies discussed at the previous meeting.

The action steps were developed to answer:

• “What do we have to do to implement our strategies for our taskforce area? What’s next?”
• “Who needs to be involved? Who will coordinate efforts to ensure that the action step is completed?”
• “What conversations are needed to keep the actions going? To whom, and to what agency, do we need to communicate to at this point?”
• “When will this action be completed?”

While every taskforce group had different goals and priorities, similarities between the taskforce groups surfaced during the action planning process. The following goals, strategies, and action steps reflect the common desires of these communities to better connect physically (through infrastructure improvements), culturally (by celebrating unique historical characteristics), and socially (uniting the various residents of NEFW).

Physical Connections:
The Trinity taskforce group created action steps designed to enhance a trail system throughout the entire taskforce area, taking advantage of the proximity to the Trinity River and surrounding floodplains and vacant areas.

Cultural Connections:
The Belknap & Race taskforce areas discussed action steps to support the unique cultural and historical character of the Six Points urban village and surrounding neighborhoods. The action steps outlined plans to protect and foster historic buildings.

The Eastchase & Meadowbrook taskforce area also created action steps designed to discover the unique historical features in their area. The action plans included items like creating community events to celebrate the area’s history.

The Trinity taskforce area also developed action plans designed to research and promote its unique history. In one of the action steps, members agreed to form a committee to research the history.

Social Connections:
The Lancaster taskforce area planned to collaborate with Fort Worth media entities to promote positive news stories about Lancaster, fostering connections to the rest of Fort Worth and to the Dallas-Fort Worth region.

The Eastchase & Meadowbrook taskforce area developed action plans to create surveys to garner community input on what types of homes the citizens of Eastchase & Meadowbrook would prefer.

The Trinity taskforce area developed action plans geared toward improving social cohesion along the corridor. The action plans called for forming committees to business associations, developers, and city officials.

SUMMARY
Action steps, as discussed by taskforce members, offer new perspectives that set this economic plan apart from previous studies and plans. The action steps are the results of group consensus, and taskmembers accepted responsibility for following through with them. Implementing the action plan will build the physical, cultural, and social connections needed to move economic development forward within Northeast Fort Worth.
### Action Steps: Belknap, Race, and Beach

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Action Step</th>
<th>Responsible Party</th>
<th>Short (1-2 years)</th>
<th>Intermediate (2-5 years)</th>
<th>Long (5+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve the economic viability of the area</td>
<td>1.1. Increase jobs in the area, attract more people, and invite developers by attracting employers.</td>
<td>1.1.1. Meet with the City Council, the Fort Worth Chamber of Commerce leadership, and other appropriate stakeholder’s and present the concept of recruiting jobs to them.</td>
<td>Alex Jimenez and Donnie Roude</td>
<td>✗</td>
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<td></td>
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<td>1.1.2. Propose that City Council appoints a Task Force to recruit jobs to the area.</td>
<td>Juda York</td>
<td>✗</td>
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<td>1.1.3. Work with the City, Chamber, and others to ensure a diverse Task Force membership.</td>
<td>Alex Jimenez</td>
<td>✗</td>
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</tr>
<tr>
<td>2. Improve area aesthetics.</td>
<td>2.1. Create an arts district.</td>
<td>2.1.1. Research best practices from other cities, such as the Arts District in Oklahoma City.</td>
<td>Terri McIlraith</td>
<td>✗</td>
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<td></td>
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<td>2.2. Create a larger design overlay district.</td>
<td>Debby Stein</td>
<td>✗</td>
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<td>2.2.1. Approach the City of Fort Worth about the potential costs and benefits of expanding the geographic area for aesthetic programs such as façade improvement plans.</td>
<td>Debby Stein</td>
<td>✗</td>
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<td>2.2.2. Research the design standards in Six Points urban village.</td>
<td>Debby Stein</td>
<td>✗</td>
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</tr>
<tr>
<td>3. Improve perception of local public schools and increase breadth of available technical programs.</td>
<td>3.1. Increase neighborhood involvement in schools.</td>
<td>3.1.1. Promote schools by meeting with and encouraging participation by neighborhood associations.</td>
<td>George D. Felan</td>
<td>✗</td>
<td>✗</td>
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<tr>
<td></td>
<td></td>
<td>3.2. Identify programs to assist technical education in local schools.</td>
<td>Nicole Foster</td>
<td>✗</td>
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</tbody>
</table>
### Action Steps: Eastchase & Meadowbrook

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<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Action Steps</th>
<th>Responsible Party</th>
<th>Short (1-2 years)</th>
<th>Intermediate (2-5 years)</th>
<th>Long (5+ years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Encourage good companies to locate in the area that will provide well paying jobs.</td>
<td>1.1. Find a developer to build upscale homes to encourage relocation.</td>
<td>1.1.1. Get community input on preferred type of development through public survey.</td>
<td>Jean Freeman</td>
<td>●</td>
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<td>1.1.2. Identify developers to contact.</td>
<td>Jim Rutherford and Jerry Barton</td>
<td>●</td>
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<td>1.1.3. Review city’s comprehensive plan to coordinate development.</td>
<td>Avis Chaisson</td>
<td>●</td>
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<td>1.1.4. Investigate the possibility of forming an organization to coordinate all community-driven planning efforts.</td>
<td>Greg Ricks</td>
<td>●</td>
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<td>1.1.5. Investigate options to find experienced leadership team for community-driven planning efforts.</td>
<td>Jerry Barton</td>
<td>●</td>
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<tr>
<td></td>
<td></td>
<td>1.1.6. Clean up areas around commercial property and keep it well maintained.</td>
<td>Whole community, Neighborhood Groups, Local Businesses</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>2. Build community and neighborhood cohesion to work together in the interest of development.</td>
<td>2.1. Use festival and neighborhood events to build neighborhood identity and connections.</td>
<td>2.1.1. Research what is unique culturally, physically and historically about the area.</td>
<td>Jean Freeman and Jim Rutherford</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<td>2.1.2. Ongoing promotion to broaden participation in events such as Taste of East Fort Worth, Handley Festival and Golf events.</td>
<td>Tim Morton, contact Wanda Conlin to discuss how to publicize events</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Goal</td>
<td>Strategy</td>
<td>Action Steps</td>
<td>Responsible Party</td>
<td>Short (1-2 years)</td>
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<tr>
<td>3. Increase employment opportunities and availability of services.</td>
<td>3.1. Attract a major business that will be an economic driver for the area.</td>
<td>3.1.1. Review City comprehensive plan to identify and assist with employer attraction efforts.</td>
<td>Avis Chaisson. Also send IUS plans to incorporate in final economic development plan</td>
<td>•</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>3.2. Attract full service grocery stores and upscale restaurants.</td>
<td>3.1.2. Organize umbrella organization to lead community wide effort.</td>
<td>Greg Ricks and Danny Scarth</td>
<td>•</td>
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<td>3.1.3. Research possibility of Public Improvement District.</td>
<td>Peter Fletcher and Greg Ricks</td>
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<tr>
<td></td>
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<td>3.1.4. Research and write report on how Broadcast Hill can be redeveloped for locating businesses.</td>
<td>Tim Morton</td>
<td>•</td>
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<td>3.1.5. Retain private consultant to advise on jobs needed.</td>
<td>Jean Freeman to conduct research on which consultant can do the work</td>
<td>•</td>
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<td></td>
</tr>
<tr>
<td>4. Identify property for location of new business and housing.</td>
<td>4.1. Target areas for development and redevelopment.</td>
<td>4.1.1. Research previous plans done by the city and build upon them.</td>
<td>Avis Chaisson coordinate with Daniel Demaree</td>
<td>•</td>
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</tbody>
</table>
### Action Steps: Lancaster

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Action Step</th>
<th>Responsible Party</th>
<th>Short (1-2 years)</th>
<th>Intermediate (2-5 years)</th>
<th>Long (+5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve code compliance.</td>
<td>1. Clean up signage on Lancaster.</td>
<td>1.1. Collect and publish reporting information for signage and code compliance, health department, City Council office, etc.</td>
<td>Wanda Conlin</td>
<td>●</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1.1. Create and maintain a derelict sign inventory.</td>
<td>Neighborhood Associations, Council Office</td>
<td>●</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>1.1.3. Contact city council. Lancaster needs residents to voice whole corridor’s concern.</td>
<td>Jean McClung, Judy Taylor and Joanne Elhers</td>
<td>●</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>1.2. Clean up vacant and poorly maintained property.</td>
<td>1.2.1. Create and maintain a derelict property/buildings inventory.</td>
<td>Neighborhood Associations, Council Office</td>
<td>●</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>1.2.2. Publish link to Fort Worth compliance reporting app.</td>
<td>Wanda Conlin</td>
<td>●</td>
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<tr>
<td></td>
<td></td>
<td>1.2.3. Contact city council. Lancaster needs residents to voice whole corridor’s concern.</td>
<td>Jean McClung, Judy Taylor, and Joanne Elhers</td>
<td>●</td>
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</tr>
<tr>
<td>2. Build a Library.</td>
<td>2. Mobilize support for getting Library on next bond issue.</td>
<td>2.1. Create a list of interested parties and define the service area of the library.</td>
<td>Lancaster Task Force</td>
<td>●</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>2.1.2. Create flyer/promotional material.</td>
<td>Lancaster Task Force</td>
<td>●</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>2.2. Involve interested parties in a petition campaign for 2014 bond program.</td>
<td>2.2.1. Get petition signatures and submit petition.</td>
<td>Wanda Conlin and Lancaster Task Force</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.3. Repurpose police property.</td>
<td>2.3.1. Start taskforce to develop petition.</td>
<td>Jean McClung</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.3.2. Distribute petition to interest groups</td>
<td>Jean McClung, Lancaster Task Force</td>
<td>●</td>
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<td></td>
</tr>
</tbody>
</table>
Action Steps: Lancaster (Continued)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Action Step</th>
<th>Responsible Party</th>
<th>Short-term (1-2 years)</th>
<th>Intermediate (2-5 years)</th>
<th>Long (5+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Improve perception of community.</td>
<td>3.1. Install public art.</td>
<td>3.1.1. As part of strategy 1.1, identify signs appropriate for wrapping.</td>
<td>Neighborhood Associations, Council Office</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1.2. Citizens will read the Public Art Master Plan.</td>
<td>Judy Taylor and Joanne Elhers</td>
<td>●</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>3.1.3. Visit Fort Worth Arts council and Fort Worth public art staff to coordinate efforts.</td>
<td>Jean Mc Clung</td>
<td></td>
<td>●</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2. Improve building facades.</td>
<td>3.2.1. Publicize/promote upcoming urban village façade improvement program.</td>
<td>Beautification committee, East Fort Worth Business Association, Housing and Economic Development</td>
<td>●</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>3.2.2. Contact city council. Lancaster needs residents to voice whole corridor’s concern.</td>
<td>Jean Mc Clung, Judy Taylor and Joanne Elhers.</td>
<td>●</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3. Promote volunteer events and community successes.</td>
<td>3.3.1. Approach Steer Fort Worth to identify events for volunteers and promotion.</td>
<td>President of East Fort Worth Business Association</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.3.2. Put “cheers” in newspapers. Focus on new businesses and activity along Lancaster.</td>
<td>Jean Mc Clung</td>
<td>●</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>3.4. Generate media list.</td>
<td>3.4.1. Coordinate with local papers and organizations to identify and list potential media outlets.</td>
<td>Jean Mc Clung</td>
<td>●</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>3.5. Branding/PR campaign.</td>
<td>3.5.1. Ask local high schools to have logo competition for Lancaster.</td>
<td>Joanne Elhers</td>
<td>●</td>
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</tr>
</tbody>
</table>
### Action Steps: Trinity

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Action Step</th>
<th>Responsible Party</th>
<th>Short (1-2 years)</th>
<th>Intermediate (2-5 years)</th>
<th>Long (5+ years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve traffic flow through corridors.</td>
<td>1.1. Enhance multi-modal connectivity to TRE stops.</td>
<td>1.1.1. Contact Fort-Worth Planning Department for best practices for similar issues.</td>
<td>Ryan Ramphul</td>
<td>•</td>
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<tr>
<td></td>
<td></td>
<td>1.1.2. Turn the TRE stop areas into places to eat, shop and hang out (mixed use).</td>
<td>Ken Newell</td>
<td></td>
<td>•</td>
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</tr>
<tr>
<td>1.2. Develop/enhance trail system to capitalize on natural amenities.</td>
<td>1.2.1. Research developers who focus on natural environment and network with them.</td>
<td>John Dwyer, Ken Newell and Ryan Martin</td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>1.2.2. Coordinate development of trail system to make better connections between West Trinity and Centreport area.</td>
<td>Ken Newell and John Dwyer</td>
<td>•</td>
<td>•</td>
<td></td>
</tr>
<tr>
<td>1.3. Identify funding opportunities.</td>
<td>1.3.1. Identify state grants for trail funding.</td>
<td>John Dwyer, Ken Newell and Ryan Martin</td>
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</tr>
<tr>
<td>2. Strengthen area identity in connection to Fort Worth.</td>
<td>2.1. Develop overall area and neighborhood branding.</td>
<td>2.1.1. Develop a committee with people representing the area focusing on increasing market-ability.</td>
<td>Taskforce members</td>
<td>•</td>
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<tr>
<td></td>
<td></td>
<td>2.1.2. Promote uniqueness of the area, including natural resources, through branding.</td>
<td>Taskforce members</td>
<td>•</td>
<td>•</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>2.1.3. Investigate city and neighborhood programs for including signage and sign toppers in neighborhood branding.</td>
<td>John Dwyer, Ken Newell and Ryan Martin</td>
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</tr>
<tr>
<td>Goal</td>
<td>Strategy</td>
<td>Action Step</td>
<td>Responsible Party</td>
<td>Short (1-2 years)</td>
<td>Intermediate (2-5 years)</td>
<td>Long (5+)</td>
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</tr>
<tr>
<td>2. Strengthen area identity in connection to Fort Worth. (Continued)</td>
<td>2.2. Promote History of the area.</td>
<td>2.2.1. Develop a committee with people representing the area to promote area history.</td>
<td>Taskforce members</td>
<td></td>
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<tr>
<td></td>
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<td>2.2.2. Identify current historical markers and look for opportunities for new ones.</td>
<td>John Dwyer and Lewis Marchbanks</td>
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<tr>
<td></td>
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<td>2.2.3. Search for history that unifies the area.</td>
<td>John Dwyer and Lewis Marchbanks</td>
<td></td>
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<tr>
<td></td>
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<td>2.2.4. Contact universities to help research the area’s history.</td>
<td>John Dwyer</td>
<td></td>
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<tr>
<td></td>
<td>2.3. Invest in a vibrant entry feature at 820 and 121.</td>
<td>2.3.1. Wayfaring signs should be decided after establishing a brand name.</td>
<td>Ken Newell, John Dwyer and Ryan Martin</td>
<td></td>
<td>●</td>
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<tr>
<td></td>
<td></td>
<td>2.3.2. Take a look into what other areas of the city have done for entry features.</td>
<td>Ryan Ramphul</td>
<td></td>
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<tr>
<td></td>
<td>2.4. Improve civic participation across the entire corridor.</td>
<td>2.4.1. Form a committee that involves developers, businesses, councilmembers and other city officials.</td>
<td>Taskforce members</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>2.4.2. The Committee will coordinate efforts with an area specific business association from strategy 2.5.</td>
<td>Ken Newell, John Dwyer and Ryan Martin</td>
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<tr>
<td></td>
<td>2.5. Form area specific business association.</td>
<td>2.5.1. Collaboration of the three major players (Bell Helicopter, Centerport and KDC) to form the area-specific business association.</td>
<td>Ken Newell, John Dwyer and Ryan Martin</td>
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</tbody>
</table>
RECOMMENDATIONS

The action steps, outlined by each taskforce group, focus on ways to make the visions of each taskforce area a reality. Members of the Institute of Urban Studies team analyzed economic and demographic trends throughout Northeast Fort Worth, and also investigated current developments in the area.

The recommendations outlined in this section of the report are presented in four main categories:

- Population and Housing
- Infrastructure
- City Services
  - Education
  - Business Retention/Attraction
  - Employment
  - Income
- Community Connections/Identity

POPULATION AND HOUSING

Northeast Fort Worth has a larger percentage population of young adults than Fort Worth as a whole. This is reflected in the higher than city average percentage of rental housing units (both single and multi-family), often highly concentrated, such as in the Woodhaven area.

Demographic analysis projects that Northeast Fort Worth will have a larger percentage population of residents in their twenties than the city of Fort Worth as a whole. (FIGURE 4.1 and FIGURE 4.2)
The population age mix is also reflected in the lower household incomes found in the study area, as younger renters have not yet reached their prime earning years. (FIGURE 4.3) The population age mix is also reflected in lower study area household incomes, as younger renters have not yet reached their prime earning years (FIGURE 4.4). A disconnection occurs when the older, established population in the single family neighborhoods desire a type of retail/restaurant/commercial services that is not able to be supported by the population of younger, less affluent renters.

RECOMMENDATION: NEFW should work with neighborhoods, developers, and the city to develop a broader mix of housing types across NEFW both new developments and redevelopment/restoration in older neighborhoods.

RECOMMENDATION: NEFW should work to implement task force area action plans calling for development of higher end housing (Meadowbrook and Eastchase) and mixed use pedestrian friendly developments (Belknap/Race and Trinity) that will appeal to a broader ranges of families and age groups.

These recommendations are already taking shape through the action steps in the Eastchase & Meadowbrook taskforce area, the Belknap & Race taskforce area, and the Trinity taskforce area.

• **Eastchase & Meadowbrook plans to find developers to build upscale homes to attract relocating professionals.** This will involve soliciting community input, improving the aesthetics of the area, and identifying potential developers. (Action Plan 1.1.1-1.1.6)

• **Belknap & Race plans to create a larger design overlay district to give new and refurbished homes and businesses a unified and attractive design in keeping with the character of the neighborhood.** (Action Plan 2.1.1-2.2.2)

• **Trinity plans to work with the city and potential developers to focus residential/commercial mixed use around TRE stops, including within the new TIF 14 area.** (Action Plan 1.1.1-1.1.2)
RECOMMENDATION: Northeast Fort Worth should continue to pursue multimodal transportation connections including TEXRail, a potential bus-rapid transit or light rail line on Lancaster, and completion of the Trinity Trail network through the Trinity Boulevard Area.

- Trinity plans to form a business association that collaborates between Bell Helicopter, Centreport, and KDC to strengthen area’s connection to Fort Worth (Action Plan 2.5.1)

- Trinity plans to develop and enhance the trail system in the area by identifying developers who are interested in capitalizing on the unique natural environment of the area, coordinating the development of the trail system from TIF 14 to Centreport, and identifying sources of grant funding. (Action Plans 1.2.1-1.3.1)
CITY SERVICES/EDUCATION

Some areas of Northeast Fort Worth feel “left out” of certain city services. Specific examples include no ‘T’ service to the Trinity Blvd area and the lack of a library along the East Lancaster corridor.

Much of Northeast Fort Worth demonstrates unmet retail demand, particularly in restaurant and apparel. For example, the Race and Belknap neighborhood demonstrates unmet demand that could support additional retail development, with total retail leakage estimated at $2.8 million. Grocery spending leakage occurs in the Race/Belknap area ($4.4 million), the Beach Street area ($0.9 million), and the area east of Interstate 820 and North of Interstate 30 that comprises portions of the Eastchase/Meadowbrook and Trinity Boulevard areas ($20.8 million).

RECOMMENDATION: Northeast Fort Worth should identify opportunities for constructing or repurposing property for desired city services.

- Lancaster plans to generate public support, involve neighborhood and business groups, and conduct a petition drive to place construction of a Lancaster area library on the next city bond election. (Action Plans 2.1.1-2.3.2)

RECOMMENDATION: Northeast Fort Worth should work to promote itself as a location to contract and connect with desired commercial/retail services.

- Trinity plans to develop neighborhood branding and develop a committee with people representing the area. Also, they wish to promote the natural amenities in the area. Additionally, they want to look into programs for signage and sign toppers. (Action Plans 2.1.1-2.1.3)

- Eastchase and Meadowbrook has a goal to identify property for new businesses – form a committee to identify and promote good locations for businesses they desire. (Action Plans 4.1.1-4.1.2)

EDUCATION

RECOMMENDATION: Northeast Fort Worth should develop related education activities that support clusters of local economic advantage.

Fort Worth has several industry clusters that demonstrate a significant local economic advantage, including aerospace, manufacturing, and logistics/transportation. Northeast Fort Worth business associations and major employers should work together to grow local talent.

Educational centers throughout Fort Worth offer many forms of training that can further strengthen the region’s aerospace, manufacturing, and logistics/transportation industry clusters.

- Training opportunities offered through Tarrant County College (TCC) and the Community Learning Center (CLC) include:
  - Aircraft Assembly Classes
  - Aerospace Manufacturing Training Program: a 240 hour curriculum designed by industry experts to enhance the skills of future aerospace/manufacturing assemblers. This curriculum is also offered in several school districts.
  - Aviation Maintenance and Avionics Technology
  - Computer Numerical Control and Conventional Machinist
  - Composite Bonding
  - Manufacturing Skills Standards Council national

- Applied research is offered at the University of Texas at Arlington Research Institute (UTARI). This facility aims, by 2017, to become a global leader in the research and development of advanced technology, specifically in the areas of advanced manufacturing, biomedical technologies, robotics, and energy/water/environment.

- Training offered at Texas Wesleyan University included numerous programs designed to enhance engineering and STEM education for high school students, including the Texas Pre-freshmen Engineering Program.
Recommendation: Northeast Fort Worth should work with local school districts to enhance the technical and STEM education programs.

This recommendation is in-line with the action steps outlined by the Belknap & Race taskforce group to improve perception of the local public schools by promoting involvement of neighborhood associations and conducting research with the school directly to find the best ways forward, focusing specifically on creating technically oriented programs in the schools. (Action Plans 3.1.1 - 3.2.3)

Potential resources for this endeavor includes ‘Educate Texas’, a public-private initiative of the Communities Foundation of Texas that provides assistance for establishing Early College High School programs and STEM education programs in both middle and high schools throughout the state of Texas.¹ More information can be found at: www.edtx.org.

FIGURE 4.7, below, illustrates the school locations within Northeast Fort Worth.

FIGURE 4.7: School Locations in NEFW
Source: 2011 ESRI Business Analyst

¹ http://www.edtx.org/

BUSINESS RETENTION/ATTRACTION

A comparative analysis to Tarrant County of major occupations showed that Wholesale Trade, Transportation, Information, and Educational Services are the largest employment categories.

The ‘Miscellaneous Durable Goods Merchant Wholesalers’ likely reflects the Dillard’s distribution area in Beach. Many of the wholesale trade codes show areas of warehousing.

The ‘Radio and Television broadcasting’ likely reflects the NBC and CBS affiliates located at Broadcast Hill on the border of Eastchase & Meadowbrook and Lancaster. This cluster will still remain even though NBC is moving. It is staying in the NEFW area.

<table>
<thead>
<tr>
<th>Occupations</th>
<th>Location Quotient</th>
</tr>
</thead>
<tbody>
<tr>
<td>42  Wholesale Trade</td>
<td>1.29</td>
</tr>
<tr>
<td>4232  Furniture &amp; Home Furnishings Merchant Wholesalers</td>
<td>2.23</td>
</tr>
<tr>
<td>4233  Lumber &amp; Other Construction Materials Wholesalers</td>
<td>1.36</td>
</tr>
<tr>
<td>4236  Electrical and Electronic Goods Merchant Wholesalers</td>
<td>1.53</td>
</tr>
<tr>
<td>4238  Machinery, Equipment, and Supplies Wholesalers</td>
<td>2.46</td>
</tr>
<tr>
<td>4239  Miscellaneous Durable Goods, Goods Wholesalers</td>
<td>5.78</td>
</tr>
<tr>
<td>4241  Paper and Paper Product Merchant Wholesalers</td>
<td>3.81</td>
</tr>
<tr>
<td>4246  Chemical &amp; Allied Products Wholesalers</td>
<td>2.34</td>
</tr>
<tr>
<td>4247  Petroleum &amp; Petroleum Products Wholesalers</td>
<td>1.90</td>
</tr>
<tr>
<td>4251  Wholesale Electronic Markets and Agents and Brokers</td>
<td>1.47</td>
</tr>
<tr>
<td>48  Transportation</td>
<td>1.37</td>
</tr>
<tr>
<td>4853  Taxi and Limousine Service</td>
<td>1.31</td>
</tr>
<tr>
<td>51  Information</td>
<td>1.77</td>
</tr>
<tr>
<td>5111  Newspaper, Periodical, Book, and Directory Publishers</td>
<td>1.07</td>
</tr>
<tr>
<td>5151  Radio and Television Broadcasting</td>
<td>6.02</td>
</tr>
<tr>
<td>515  Broadcasting (except Internet)</td>
<td>4.97</td>
</tr>
<tr>
<td>517  Telecommunications</td>
<td>1.89</td>
</tr>
<tr>
<td>61  Educational Services</td>
<td>1.13</td>
</tr>
<tr>
<td>6111  Elementary and Secondary Schools</td>
<td>3.16</td>
</tr>
<tr>
<td>6114  Business Schools and Computer and Management Training</td>
<td>2.59</td>
</tr>
<tr>
<td>6117  Educational Support Services</td>
<td>1.22</td>
</tr>
<tr>
<td>611  Educational Services</td>
<td>1.11</td>
</tr>
</tbody>
</table>

FIGURE 4.8: Location Quotient Analysis of Occupations in NEFW
NEFW does not appear to have a predominately white collar or blue collar occupation base when compared to Fort Worth. According to the Office of the Governor: Economic Development and Tourism Department, many of Tarrant County’s strongest economic cores are related to transportation and connections.

**RECOMMENDATION:** Northeast Fort Worth should continue to attract warehousing and transportation, logistics, and related businesses. Business clusters should continue to reflect logistics/warehousing. The high transportation uses and ease of transportation in the area would further strengthen the business parks.

- **Beach and Belknap & Race plan to improve the economic viability by working with the city council and other stakeholders to continue to attract jobs.** (Action Plan 1.1.1)
There are over fifty neighborhood organizations, several neighborhood alliances, five business parks, hundreds of corporations, three school districts, and multiple business organizations within Northeast Fort Worth. Each agency has its own constituency and goals.

To move forward, these stakeholders must begin to build connections. Then, Northeast Fort Worth can begin to harness all of its resources in a coordinated effort to become a destination to live, work, and play.

**Recommendation:** Northeast Fort Worth should begin connecting separate neighborhoods, business groups, companies, and other stakeholders to coordinate economic and community development efforts, including area marketing.

**Many taskforce areas are planning to form committees:**

*Eastchase and Meadowbrook plans to investigate the possibility of forming an organization to coordinate all community-driven planning efforts (Action Plan 1.1.4) and plans to organize umbrella organizations to lead a community-wide effort (Action Plan 3.1.2)*

*Lancaster plans develop a taskforce develop a petition (Action Plan 2.3.1)*

*Trinity plans to develop a committee with people representing the area focusing on increasing marketability (Action Plan 2.1.1)*

**Some plan to include local schools:**

*Lancaster plans to ask local high schools to have logo competition for Lancaster Avenue (Action Plan 3.5.1)*

*The Belknap & Race area plans to promote schools by meeting with...*
and encouraging participation by neighborhood associations. (Action Plan 3.1.1)

Many taskforce areas plan to promote the unique features/heritages in their communities:

Eastchase & Meadowbrook plans to research what is unique culturally, physically and historically about the area (Action Plan 2.1.1) and promote festivals (Action Plan 2.1.2) and create community wide events (Action Plan 2.1.3).

Lancaster plans to put “cheers” in newspapers. Focus on new businesses and activity along Lancaster (Action Plan 3.3.2) and plans to coordinate with local newspapers and organizations about positive events (Action Plan 3.4.1)

Trinity plans to investigate city and neighborhood programs for including signage and sign toppers in neighborhood branding (Action Plan 2.1.3)

Trinity also plans to promote uniqueness of the area, including the natural resources, through branding (Action Plan 2.1.2) and develop a committee with people who will represent the area, focusing on increasing the marketability (Action Plan 2.1.1)

RECOMMENDATION: Northeast Fort Worth should actively promote and brand the area as a desirable place to work, live, and play in order to attract new business and further promote existing businesses in the area.

Eastchase and Meadowbrook plan to encourage good companies to locate in the area by attracting upscale homes to be built in area. They believe that nicer homes will attract better corporations. (Action Plans 1.1.1-1.1.6)

Trinity plans to develop overall area branding by connecting with area history and improving civic participation and involvement by forming committees and business associations for the area. (Action Plans 2.1.1-2.1.3)

RECOMMENDATION: The creation of a Northeast Fort Worth community development organization should be investigated.

Once formed and staffed, this community development organization could take over the job of facilitating additional economic and community development assistance, including marketing and branding, historic preservation, social media, and other relevant activities in order to enhance business and employment opportunities.

A Northwest Fort Worth community development organization would be able assist and meet many of the goals and action steps outlined by the taskforce groups. While the creation of a community development organization would be a long-term action plan, it would allow the taskforce areas to implement many of their action plans more easily and provide an ongoing, full-time agency to assist economic development in NEFW. Additionally, the formation of an area-wide organization would further connect and unite the people and businesses located throughout Northeast Fort Worth.

An area-wide community organization can be the next step in forging connections across Northeast Fort Worth, while helping expand the business opportunities and improve quality of life factors across the entire area. It is important to note that, through the committed action plan steps, NEFW will begin to identify and mobilize the resources and connections needed to move NEFW forward.
Conclusion

The action plan is just a starting point for Northeast Fort Worth stakeholders and city staff. The purpose of this study was to get stakeholders thinking about how they currently carry out economic development activities and compare that against potential strategies that could be implemented to attain successful results. This study could be used as a resource to help the City and stakeholders of Northeast Fort Worth think strategically about what they want for their area and how they are going to get there.

The next step is the implementation. The study may continue to serve as a reference for measuring success and as a monitoring system to keep things moving toward attaining the vision and goals that were set in the stakeholder input process. As part of the action plan, participants and different parties responsible for the action steps should keep each other accountable and keep pushing on in carrying out each action step.

The current conditions underlying the economic and development environment in Northeast Fort Worth create both challenges and opportunities that will affect future growth in the area. This report has two core areas of interpretation: data collected through research and economic analysis and the data collected during the taskforce meetings. The goal of this project was to find solutions to the needs and wishes expressed by taskforce members in relation to the economic indicators that are occurring in Northeast Fort Worth.

In closing, we hope the City and the stakeholders find this report to be educational and helpful in developing the future of Northeast Fort Worth. The planning process that began several months ago demonstrated that Northeast Fort Worth has committed city staff and actively engaged stakeholders, as well as available resources and assets. This report will help continue to build upon this excellence. The planning process does not stop here and this report will help guide future planning to attain a successful and thriving Northeast Fort Worth.

“Participants and different parties responsible for the action steps should keep each other accountable and keep pushing on in carrying out each action step”
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Miscellaneous Maps, Helpful References 70
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Maps of Financial Institutions 77
Maps of Grocery Stores 79
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Agenda October 12, 2012

City of Fort Worth
Northeast Economic Development Summit
Taskforce Kick-Off Meeting
Friday, October 12, 2012
8:30 AM – 12:00 PM
National Farm Life Building
6001 Bridge Street
AGENDA

8:00 a.m. Arrival (light breakfast)
8:30 a.m. Welcome - Guest Speaker
9:00 a.m. IUS Overview of Meeting Activities
9:15 a.m. Break-out Sessions - Visual Character Survey
9:50 a.m. Break
10:00 a.m. Issues and Assets
10:45 a.m. Break
10:55 a.m. Mapping Exercises - Vision Homework
11:45 a.m. Closing Remarks
12:00 a.m. Adjourn
Agenda October 26, 2012

City of Fort Worth

Northeast Economic Development Summit

Friday, October 26, 2012
8:30 AM – 12:00 PM

National Farm Life Building
6001 Bridge Street
Fort Worth, TX 76112

AGENDA

8:30 a.m.  Arrival (light breakfast) - Sign In
8:50 a.m.  Welcome / Introductions
           IUS Overview of Meeting Activities
9:00 a.m.  Break-out Meetings
9:10 a.m.  Trade-offs Exercise
9:50 a.m.  Visioning
           (Worksheet #4: Vision Take Home Exercise)
10:20 a.m. Break (10 minutes)
10:30 a.m. Goal Development & Prioritization
11:15 a.m. Strategy Development
12:00 p.m. Adjourn

Agenda January 25, 2013

City of Fort Worth

Northeast Economic Development Summit
Taskforce Action Planning

Friday, January 25, 2012
8:30 AM – 12:00 PM

University of Texas at Arlington Research Institute
7300 Jack Newell Boulevard South
Fort Worth, Texas 76118

AGENDA

8:30 a.m.  Arrival (light breakfast) Sign In
9:00 a.m.  Welcome/Introductions
           Brian Guenzel, Director of IUS
           Guest Speaker, Director of UTARI
           Jason Aprill, Project Lead
9:05 a.m.  Break into Taskforce Groups
9:45 a.m.  Begin Action Planning
10:00 a.m. Presentations by Facilitators
10:10 a.m. Break (if needed)
10:45 a.m. Adjourn (Closing remarks)
Agenda February 22, 2013

City of Fort Worth

Northeast Economic Development Summit
Taskforce Action Planning

Friday, February 22, 2013
8:30 AM – NOON

University of Texas at Arlington Research Institute
7300 Jack Newell Boulevard South
Fort Worth, Texas 76118

AGENDA

8:30 a.m.  Arrival (light breakfast) - Sign In
9:00 a.m.  Welcome / Introductions
9:00 a.m.  Danny Scarth, Fort Worth City Councilman,
           District 4
9:15 a.m.  Ben Loughry, Executive Director of Integra Re-
           alty Resources
10:00 AM  Break
10:10 AM   NEFW Economic Development Presentation: “Mak-
           ing Connections”
10:15 a.m.  Brian Guenzel, Director of IUS
10:20 a.m.  Alan Klein, Assistant Director of IUS
10:25 a.m.  Jason Aprill, Project Lead, Lancaster
           Steven Apell, Eastchase & Meadowbrook
           Nabila Nur, Trinity
           Kiranmayi Raparthi, Beach, Belknap, & Race
## Visual Character Frequency Results

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### Visual Character Crosstabulation Results

#### Striped Sidewalk vs Brick Paved Sidewalk Crosstabulation

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</tr>
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<td>9</td>
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<td>75.00%</td>
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<td>32.14%</td>
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<tr>
<td>3 Pic20</td>
<td>9</td>
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<td>2</td>
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<td>0</td>
</tr>
<tr>
<td>% within</td>
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<td>0.00%</td>
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<td>0.00%</td>
<td>22.00%</td>
<td>35.00%</td>
<td>21.00%</td>
</tr>
<tr>
<td>4 Pic34</td>
<td>9</td>
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<td>% within</td>
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<td>0.00%</td>
<td>0.00%</td>
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<td>0.00%</td>
</tr>
<tr>
<td>5 Pic34</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<td>1</td>
</tr>
<tr>
<td>% within</td>
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<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
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<td>100.00%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
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<td>1</td>
<td>1</td>
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</tbody>
</table>
Vision Statements per Taskforce Group

**Belknap & Race:** "...area is a collection of charming historic neighborhoods containing an interactive Arts District and set in viable commercial corridors with transit connections to each other and downtown."

**Beach:** "... a transit center with industrial development that helps to generate jobs and mixed use development, with multi-family housing and well-landscaped open spaces"

**Lancaster:** “Lancaster is a safe, well-maintained, and attractive corridor”

**Trinity:** “... a vibrant corridor with sound and comprehensive zones including businesses and residences through compatible uses and proper infrastructure developments”

**Eastchase & Meadowbrook:** “... known for having worked together as a community to cultivate a positive image of the area, brought in high quality housing, and well-paying jobs.”
Worksheet #4: Vision Homework

Draft Vision Statement: Use the visual preferences, issues and assets, and mapping exercises that were done today to figure out the direction that the Northeast Fort Worth economic development should take in the future. A vision statement can be thought of as a photograph in words of what you want Northeast Fort Worth to be in the future.

An example of a vision statement may look like this:

“Neighborhood Animal Services is a progressive, creative, and thriving community leader for all pets, owners, and citizens. The organization is the standard in North Texas because of its devotion to pet health and education, enforcement of all animal laws, and connection to the community.”

To help you formulate a vision statement for Northeast Fort Worth’s economic development plan, list elements of today’s meeting, as many as you can remember in the categories below, then try to summarize the various elements into one concise statement as the example above that captures the important aspects of NEFW’s future vision.

Visual Preference Elements:

1.

Issue Elements:

2.

Asset and Resource Elements:

3.

Physical Elements (thinking about the mapping exercises):

4.

In a sentence, summarize all four elements above to formulate a vision for the future of Northeast Fort Worth’s economic development. Please write out your formulated vision statement in the space below. Please bring your vision statement at the next meeting on October 26th, 2012.
# Issues, Assets, Barriers per Taskforce Group

## Beach

<table>
<thead>
<tr>
<th><strong>Issues</strong></th>
<th>Bad roads, lack of pedestrian crossings and sidewalks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Lack of service outlets</td>
</tr>
<tr>
<td></td>
<td>Need for mixed zoning</td>
</tr>
<tr>
<td></td>
<td>Lots of vacant spaces but a lack of green space</td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td>Beach Street is the main north-south thoroughfare</td>
</tr>
<tr>
<td></td>
<td>existing transit service on 28th street up to Loop 820</td>
</tr>
<tr>
<td></td>
<td>There is a high potential for mixed use development due to the availability of vacant spaces</td>
</tr>
<tr>
<td><strong>Barriers</strong></td>
<td>Good blend of different cultures (ie, Hispanic to Asian to Anglo)</td>
</tr>
<tr>
<td></td>
<td>The highway acts a barrier to create mixed use development</td>
</tr>
</tbody>
</table>

## Belknap & Race

<table>
<thead>
<tr>
<th><strong>Issues</strong></th>
<th>Recurring issue for commercial corridors was the high vacancy rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The connectivity to green space and the future of I-35 was seen as major issues</td>
</tr>
<tr>
<td></td>
<td>Community interaction was seen as issue due to culture and language barriers</td>
</tr>
<tr>
<td></td>
<td>Poor public education was also an issue</td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td>The historical character of the residential area was viewed as an asset</td>
</tr>
<tr>
<td></td>
<td>The mixed-use designation within the urban village</td>
</tr>
<tr>
<td></td>
<td>Fine Arts district</td>
</tr>
<tr>
<td></td>
<td>proximity to downtown and highway access</td>
</tr>
<tr>
<td></td>
<td>green space</td>
</tr>
<tr>
<td></td>
<td>cultural diversity</td>
</tr>
<tr>
<td><strong>Barriers</strong></td>
<td>Developer interest and financial resources</td>
</tr>
<tr>
<td></td>
<td>Highway construction</td>
</tr>
<tr>
<td></td>
<td>public education</td>
</tr>
<tr>
<td></td>
<td>lack of public amenities such as grocery stores</td>
</tr>
</tbody>
</table>
# Issues, Assets, Barriers per Taskforce Group

## Lancaster

<table>
<thead>
<tr>
<th>Issues</th>
<th>Assets</th>
<th>Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>low quality of businesses</td>
<td>Lancaster is a broad avenue with trees down the median</td>
<td>perception that city leaders are apathetic toward the area’s problems</td>
</tr>
<tr>
<td>vacant buildings</td>
<td>connection to Fort Worth’s busing system</td>
<td>low per-capita income in the area</td>
</tr>
<tr>
<td>perception of city’s neglect of the area</td>
<td>urban villages</td>
<td></td>
</tr>
<tr>
<td>shelter concentration along western edge of Lancaster Avenue</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Trinity

<table>
<thead>
<tr>
<th>Issues</th>
<th>Assets</th>
<th>Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>poor quality of infrastructure, physical conditions of the roads and the traffic signals</td>
<td>presence of open space and natural amenities</td>
<td>high infrastructre costs on the North Tarrant Express</td>
</tr>
<tr>
<td>lack of branding and awareness of the corridor</td>
<td>homes sell quickly</td>
<td>ambiguity over jurisdictional lines among Fort Worth and the ‘mid-cities’ create barriers to development efforts</td>
</tr>
<tr>
<td>lack of easy and friendly access to the TRE</td>
<td>current economic development occuring between TX157 and Greenbelt</td>
<td></td>
</tr>
<tr>
<td>high-levels of congestion in the area</td>
<td>Centreport Industrial Park</td>
<td></td>
</tr>
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</table>
### Eastchase & Meadowbrook

<table>
<thead>
<tr>
<th>Issues</th>
<th>Lack of well-paying jobs for all levels of education and skill levels</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Crime around multifamily housing areas</td>
</tr>
<tr>
<td></td>
<td>Lots of trash around commercial developments</td>
</tr>
<tr>
<td></td>
<td>Lack of quality housing for both single and multifamily needs</td>
</tr>
<tr>
<td></td>
<td>Lack of community participation in neighborhood improvement events</td>
</tr>
<tr>
<td></td>
<td>Lack of good quality restaurants and quality grocery stores</td>
</tr>
<tr>
<td></td>
<td>Traffic congestion on I-820 and I-30</td>
</tr>
<tr>
<td>Assets</td>
<td>Location of the area on major highways, next to Dallas-Fort Worth International Airport, and the city of Arlington</td>
</tr>
<tr>
<td></td>
<td>Plenty of green space and developable land</td>
</tr>
<tr>
<td></td>
<td>Woodhaven Neighborhood Enterprise Zone</td>
</tr>
<tr>
<td>Barriers</td>
<td>No clear timetable or solid plan to improve the area</td>
</tr>
<tr>
<td></td>
<td>Lack of community participation and interest in cleaning up area</td>
</tr>
<tr>
<td></td>
<td>Zoning and land use laws might not allow new developments</td>
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NEFW, Fort Worth Demographic Info

**Average Family Size**

- Northeast FW
- FW City Limits

<table>
<thead>
<tr>
<th>Year</th>
<th>Northeast FW</th>
<th>FW City Limits</th>
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<tbody>
<tr>
<td>2000</td>
<td>3.0</td>
<td>3.2</td>
</tr>
<tr>
<td>2010</td>
<td>3.1</td>
<td>3.3</td>
</tr>
<tr>
<td>2015</td>
<td>3.2</td>
<td>3.4</td>
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**Number of Families**

<table>
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<th>Northeast FW</th>
<th>FW City Limits</th>
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</thead>
<tbody>
<tr>
<td>2000</td>
<td>100,000</td>
<td>201,929</td>
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<tr>
<td>2010</td>
<td>150,000</td>
<td>267,006</td>
</tr>
<tr>
<td>2015</td>
<td>200,000</td>
<td>297,027</td>
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</table>

**Household Income Base**

<table>
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<th>Northeast FW</th>
<th>FW City Limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>$84,292</td>
<td>$201,929</td>
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<tr>
<td>2010</td>
<td>$86,000</td>
<td>$267,006</td>
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<tr>
<td>2015</td>
<td>$88,000</td>
<td>$297,027</td>
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</table>

**Average Home Value**

- Average Home Value

<table>
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<th>Year</th>
<th>Northeast FW</th>
<th>FW City Limits</th>
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<tr>
<td>2000</td>
<td>$78,000</td>
<td>$38,179</td>
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<td>2010</td>
<td>$82,000</td>
<td>$44,166</td>
</tr>
<tr>
<td>2015</td>
<td>$86,000</td>
<td>$47,743</td>
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</table>
2000 Rent Data

- Median Rent
- Average Rent

Rent in Dollars ($) 

Northeast FW | FW City Limits
---|---
491 | 470
509 | 503

Household Income Base by Age, 2010

- FW City Limits
- Northeast FW

Household Income ($)

- 75+
- 65-74
- 55-64
- 45-54
- 35-44
- 25-34
- <25

Percent (%)

2000 Renter Occupied Housing Units by Contract Rent

- With Cash Rent
- No Cash Rent

Percent (%)

Northeast FW | FW City Limits
---|---
98 | 97.1
2 | 2.9

Average HH Income by Age, 2010

- FW City Limits
- Northeast FW

Average HH Income ($)

- 75+
- 65-74
- 55-64
- 45-54
- 35-44
- 25-34
- <25
Northeast FW Household Income by Age, 2015

City of Fort Worth Household Income by Age, 2015

City of Fort Worth Household Income by Age, 2010

Median HH Income by Age, 2010
Northeast FW Household Income by Age, 2010

- $500,000+
- $250,000 - $499,999
- $200,000 - $249,999
- $150,000 - $199,999
- $100,000 - $149,999
- $75,000 - $99,999
- $50,000 - $74,999
- $35,000 - $49,999
- $25,000 - $34,999
- $15,000 - $24,999
- <$15,000
Ending Homelessness Initiatives

A homeless population concentration is present in the Near East Side urban village area of the Lancaster study area. The issue of homelessness was voiced many times throughout the taskforce meetings. As of 2012, there were an estimated 2,123 homeless individuals in the city of Fort Worth. Almost every city in the world struggles to end homelessness in their communities. Cities are taking various approaches to aiding homeless populations, from building new shelters, training centers, or creating new regulations.

The city of Fort Worth has an extensive homelessness program called, “Fort Worth Advisory Commission on Ending Homelessness”. The Fort Worth commission is comprised of twenty-one members who represent businesses, neighborhoods, homelessness providers, current homeless residents, and six general members. The members are appointed by the mayor of Fort Worth. Members serve two-year terms and help direct new policies, programs, and methods for addressing the homelessness issue in Fort Worth.

The commission meets monthly at 4:00 pm in the Fort Worth pre-council chambers.

In addition, the city of Fort Worth is working to eliminate homelessness in the city by the year 2018, through the “Directions Home” program. “Directions Home” is a plan that focuses on:

• Increasing the number of supportive housing locations
• Creating and operating a central resource facility for homeless populations
• Expanding and organizing homelessness prevention programs
• Improving current public, private, and faith-based efforts
• Combating the negative neighborhood impacts of homelessness
• Organizing continuous education and efforts for change

Through these efforts, the city of Fort Worth is taking the issue of homelessness seriously and has well-developed plans that rely on citizen input. Citizens of Fort Worth are encouraged to attend commission meetings.

Initiatives in other Cities

Many cities across the world are working to end homelessness in their communities.

In Chicago, a 2003 plan called, “Getting Housed, Stay Housed” was released with an ambitious goal to end homelessness in the city within ten years. The plan had three main strategies:

• Expand the range and availability of prevention strategies, increase their accessibility, and improve the long-term effectiveness
• Expand availability of affordable housing, increase its accessibility, and transition the existing tiered shelter system into a Housing First system
• Provide transitional services that ensure linkage to community resources, and increase the availability and awareness of formal community supports

To achieve the goal, the city needed to overhaul the entire homelessness system. The Chicago Continium of Care developed actions plans and short-term implementation strategies. Part of the overhaul involved the realization that most homeless are considered “transitional”, which means that they are temporarily homeless due to some type of major financial crisis and become rehoused within a year. The goal for Chicago, was to help these “transitional” homeless by:

• One-time, short-term rent or mortgage assistance
• Legal assistance programs
• Direct payment programs
• Housing placement services

Additionally, the city instituted a 24-hour hotline that those who find themselves homeless can call. This will connect the citizens to resources and
can stop the spread of the homeless issue. Additionally, Chicago aggressively revamped affordable housing options by:

- Create new project-based permanent supportive housing units for persons with serious and persistent disabilities
- Expand permanent supportive housing subsidies for persons with serious and persistent disabilities who can live independently in market rate housing with appropriate supportive services
- Develop additional engagement housing, such as safe havens and harm reduction programs for those who need permanent housing
- Expand transitional rent subsidies for households who can be placed in community-based permanent housing with integrated services, in which the tenant holds the lease or assumes the lease over the period of the transitional subsidy
- Develop and increase the availability of appropriate Housing First models of permanent housing for youth who are homeless
- Develop an affordable housing clearinghouse that will be used to link households in transitional housing with market housing
- Expand and increase coordination of street outreach for persons who are homeless and not requesting services
- Develop standards for transitional housing
- Use local public funding to encourage shelter programs to convert to a housing model. (change emphasis from shelters to homes).

In Vancouver, British Columbia, the goal is to provide more affordable housing choices for the citizens. The main belief of Vancouver is that affordable housing choices can help slow and stop the spread of homelessness in their city.

The plan has three main steps.

1. Strategic Direction #1: Increase the Supply of Affordable Housing
   - Refine and develop new zoning approaches; development tools and rental incentives
   - Pursue a new business model to improve affordable housing delivery

2. Strategic Direction #2: Encourage a housing mix across all neighborhoods that enhance quality of life
   - Protect the existing rental stock in the city
   - Target low barrier shelter, supportive, and social housing

3. Strategic Direction #3: Provide strong leadership and support partners to enhance housing stability
   - Enhance support to rents
   - Strengthen the focus on urban health initiatives, like improving employment and food security for impoverished individuals
   - Demonstrate leadership in research and innovation to create improved housing options for our diverse population
   - Focus our efforts with partners on preventing and eliminating homelessness

In Atlanta, Georgia, new regulations were developed that required some homeless men to complete a 12-step program instead of living in a shelter. The concern in Atlanta was that the homeless populations were too comfortable in the shelters and, therefore, the populations were not decreasing.

Brownfield Locations in Fort Worth

Very few brownfields are located within Northeast Fort Worth. The brownfield locations are areas that were once industrial or commercial uses. They can be targeted for future development and potential manufacturing industries.

Maps of Financial Institutions

Financial Service Institutions in Eastchase Meadowbrook Taskforce Area

Legend
- Geocoding Result: Geocoding_Brown_fields

Financial Service Institutions in Belknap Race Street Taskforce Area

Legend
- Parks & Recreation
- Water
- Interstates and Highways
Maps of Grocery Stores

Institute of Urban Studies | The University of Texas at Arlington
# Summary of Previous Plans in Northeast Fort Worth

<table>
<thead>
<tr>
<th>NAME OF PLAN/STUDY</th>
<th>DATE</th>
<th>PREPARED BY</th>
<th>SUMMARY</th>
</tr>
</thead>
</table>
| East Lancaster Avenue Study            | 1984   | Frank Anderson, Associate Professor at UTA City and Regional Planning Program, and 8 graduate students. | During the spring of 1985, local business leaders concerned with the appearance and poor image of East Lancaster Avenue in Fort Worth, met with various Department Heads at UTA seeking assistance with the East Lancaster rehabilitation effort. Subsequently an East Lancaster “Board of Trade,” was organized to improve the appearance and image of East Lancaster. During the fall of 1984 several university initiatives related to the E. Lancaster rehabilitation project emerged in what became known as the UTA Study Consortium. This particular study, which was spearheaded by the UTA City and Regional Planning program, chronicles some assets, liabilities, and possibilities for Lancaster between Sycamore Creek and Ayers Avenue. Some of the recommendations include:  
  • Creating gateways to the corridor  
  • Improving building facades using architectural treatments  
  • Developing an Architectural theme along the median through the use of antique railroad cars  
  • Pedestrian/sidewalk improvements  
  • Increasing residential density to 70%  
  • Adopting coordinated signage for visual enhancement  
  • Widening sidewalks on both sides of Lancaster  |
| Special Studies Recommendations for East Lancaster Avenue Commercial Revitalization and Redevelopment | 1987   | City of Fort Worth Department of Planning and Growth Management | This publication presents a summary of each of the special studies conducted on East Lancaster by the UTA Consortium, and their specific recommendations. The Planning Department has presented the key issues of each study in an abridged manner for purposes of clarity and comparison of ideas. This document provides a matrix of recommendations for East Lancaster taken from studies conducted by UTA’s City and Regional Planning Department, Architecture and Environmental Design Department, and Marketing Department. Recommendations include:  
  • Changing the name of East Lancaster to Hampshire Avenue  
  • Establishing a Tax Increment Financing District  
  • Mixing neighborhood commercial and multi-family housing areas together for ease of accessibility  
  • Providing landscaping and screening between conflicting land uses. |
<table>
<thead>
<tr>
<th>NAME OF PLAN/STUDY</th>
<th>DATE</th>
<th>PREPARED BY</th>
<th>SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tandy Hills/ Stratford Natural Areas: A Prospectus</td>
<td>1993</td>
<td>Wayne Clark, Park Naturalist of the Nature Center/ City of Fort Worth Parks and Recreation Department</td>
<td>The Tandy Hills/ Stratford Natural Areas is a 160-acre area of public land that is owned by the City of Fort Worth and is situated on prairie land which gently slopes northward draining toward the Trinity River. Tandy Hills is a relic of the original Grand or Fort Worth Prairie showing minimal disturbance with most of the original plant species intact. Stratford has had a different land use history from that of Tandy Hills; most of the original prairie is replaced by invasive tree species. The range of ecological quality requires a distinct management plan for each site.</td>
</tr>
<tr>
<td>Cultural Resource Investigations at the East First Street Bridge, Fort Worth, Tarrant County, Texas</td>
<td>1994</td>
<td>Floyd B. Largent, Jr., Steven M. Hunt, and Duane E. Peter, with contributions by Kellie A. Krapf, and David Shanabrook</td>
<td>This report presents the results of cultural resources investigations conducted in the vicinity of the East First Street Bridge in Fort Worth. These investigations, which included architectural assessments, an intensive archeological survey, and geoarchaeological studies, were conducted by Geo-Marine, Inc. in response to proposed improvements within the project area, including construction of a new bridge, removal of the existing bridge, and channelization of this section of the river for flood control purposes. The results of this study included the documentation of the East First Street bridge, documentation of historic structures (houses, open shed, water tower, and windmill), and exploratory trenching of site 41TR138.</td>
</tr>
<tr>
<td>Crime Proof Communities?</td>
<td>1995</td>
<td>Joel B. Goldsteen, PhD, UTA School of Urban and Public Affairs</td>
<td>This pamphlet provides information regarding a $120,000,000 general obligation bond to finance a four-year construction program of improvements to streets and public facilities designed to benefit all of Fort Worth. An unprecedented amount of citizen input was gathered in 18 public meetings and through surveys distributed through various media. In all, over 900 citizens suggested specific projects for consideration. The overview of Major program Areas is as follows:- Street and Storm Sewer Improvements - $80,000,000- Convention Center and Public Events Facilities - $20,700,000- Parks and Community Services Improvements - $11,800,000- Fire Services Improvements - $11,800,000- Library Services Improvements - $2,700,000</td>
</tr>
<tr>
<td>NAME OF PLAN/STUDY</td>
<td>DATE</td>
<td>PREPARED BY</td>
<td>SUMMARY</td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
<td>------</td>
<td>--------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Capital Improvement Program Pamphlet</td>
<td>1998</td>
<td>City of Fort Worth</td>
<td>This pamphlet provides information regarding a $120,000,000 general obligation bond to finance a four-year construction program of improvements to streets and public facilities designed to benefit all of Fort Worth. An unprecedented amount of citizen input was gathered in 18 public meetings and through surveys distributed through various media. In all, over 900 citizens suggested specific projects for consideration. The overview of Major program Areas is as follows:- Street and Storm Sewer Improvements - $80,000,000- Convention Center and Public Events Facilities - $20,700,000- Parks and Community Services Improvements - $11,800,000- Fire Services Improvements - $11,800,000- Library Services Improvements - $2,700,000</td>
</tr>
<tr>
<td>The Natural Connection</td>
<td>1996</td>
<td>Joel B. Goldsteen, PhD, UTA School of Urban and Public Affairs</td>
<td>In 1996, City leaders asked graduate City Planning and Engineering students to examine the potential for development for the section of Fort Worth bordering the Trinity River, from Downtown to the Dallas Fort Worth Airport. The study area extends east from I-35W between I-30 and Highway 121. It is 15.7 miles long, 1 mile wide at its narrowest point and 3.5 at its widest. For this study, they tried to combine all previous plans for this area with their own original vision of what could be done. The vision that they came up with is an environmentally sensitive, naturally scenic development that includes clustered high-rise office buildings, single and multi-family residences, retail establishments, and parks.</td>
</tr>
<tr>
<td>Getting to 2020: One Neighborhood at a Time: Planning an Affordable Future for Dallas and Fort Worth</td>
<td>1997</td>
<td>Joel B. Goldsteen, PhD, UTA School of Urban and Public Affairs, and 9 Graduate Students</td>
<td>This study focuses on the issue of affordable housing in the Dallas-Fort Worth area. The research team explored select physical, social, and economic factors that influence neighborhood stability. The study offers qualitative evaluation criteria. The neighborhood evaluation criteria are aimed at assisting local policy markers in identifying stable neighborhoods on the verge of decline. This identification hopes to ensure that revitalization programs and funds get channeled into neighborhoods having the most affordable housing to gain from such expenditures. In addition to preservation, the Planning Team offers ideas, designs, and locations for future affordable housing within the cities of Dallas, Fort Worth and their ETJs.</td>
</tr>
<tr>
<td>NAME OF PLAN/STUDY</td>
<td>DATE</td>
<td>PREPARED BY</td>
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<tr>
<td>Quality of Life Issues for Fort Worth City Council Consideration</td>
<td>1998</td>
<td>Citizens for Quality Neighborhoods</td>
<td>As done in previous years, Citizens for Quality neighborhoods (CQN) prepared a pamphlet to provide council with a list of issues for consideration. The priority issues that CQN selected in 1998 were zoning within neighborhoods and a review the city’s rules regarding non-conforming use.</td>
</tr>
<tr>
<td>Recommendations for Eastside Sector City of Fort Worth: Year 2000 Comprehensive Plan</td>
<td>2000</td>
<td>The City of Fort Worth Planning and Growth Management Department</td>
<td>Recommendations include:- Promote commercial and multi-family development within the Centerport and Eastchase mixed-use growth centers- Provide public access and the continuation of the public trail along the trinity river- Promote the restoration of historic homes and buildings- Encourage the use of floodplains for agricultural or recreational uses- Encourage the reuse of vacant buildings- Demolish buildings that cannot be economically rehabilitated- Improve and beautify E. Lancaster Ave. with lessons learned from Berry Street and N. Main Street Commercial district projects.- Encourage the installation of sidewalks in all residential and commercial development- Reduce the amount of undeveloped multifamily zoning.</td>
</tr>
<tr>
<td>Target Vitality: Southeast Fort Worth</td>
<td>2000</td>
<td>Terry Capehart, David Kirk, Stephen Roberts, Deborah Viera from UTA’s School of Urban and Public Affairs</td>
<td>The purpose of this report was to: - Underscore the challenges facing the community - Reinforce the need for immediate action - Inventory and assess the effectiveness of existing revitalization initiatives in the community - Establish area-wide objectives for revitalization - Highlight specific priority revitalization projects - Provide an implementation schedule for the proposed actions In addition, the research team identified five key sites within the target area that present significant development or redevelopment opportunities. These sites have been selected because of their prominent locations and because of the ability to capitalize on existing revitalization initiatives. They are as follows: - Downtown Vista - East Lancaster corridor - East Berry Initiative - University Village - University South</td>
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<tr>
<td>NAME OF PLAN/STUDY</td>
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<td>Central City Commercial Corridors: Revitalization Strategy, the Final Report of</td>
<td>Leland Consulting Group, HNTB Urban Design and Planning, InterStar Marketing and Public Relations</td>
<td>During the summer of 2001, the Fort Worth City council conducted a strategic planning process – “to deal proactively with the many opportunities and challenges facing the community.” The process resulted in a clear and concise statement about “where the council wanted the city to go” over the next five years, as well as “to stimulate a broader discussion of the important issues facing Fort Worth now and in the future.” The City’s goal was to revitalize its central city and commercial corridors by promoting redevelopment in mixed-use growth centers – districts that are compact, contain a mix of land uses and give emphasis to pedestrian and transit access. Encouraging new investment to develop a mix of land uses in an environment that promotes pedestrian and transit access and that creates a unique sense of place has been identified as the central goal in the renaissance of these mixed-used growth centers. This Commercial Corridors Revitalization Strategy provides the direction to move the city’s visions of encouraging new investment.</td>
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<td>the Commercial Corridors Task Force</td>
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<tr>
<td>Eastside Sector Alliance</td>
<td>City of Fort Worth</td>
<td>This document provides a synopsis of the various propositions for street, storm sewer, park, and other capital improvements in Council Districts 4, 5, 8, in the year 2004.</td>
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<tr>
<td>Mixed-Use Zoning, Neighborhood Empowerment Zones, and Capital Improvement</td>
<td>City of Fort Worth</td>
<td>This pamphlet provides information about the tools for Central City revitalization. It contains information on why the city encourages mixed-use development in urban villages, how mixed use development standards encourage more intense and flexible use of property, and the process to rezone an urban village to a mixed use district, for example.</td>
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<tr>
<td>Projects: Tools for Central City Revitalization – Oakland Corners Urban Village</td>
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<tr>
<td>Oakland Corners Urban village: Shopping Center Redevelopment</td>
<td>Economic and Community Development Department</td>
<td>This document was presented to the central City Revitalization and Economic Development Committee, regarding the renovation of a 1966- vintage shopping center consisting of two buildings. It explains plans to enhance the facades of the two existing buildings, and acquire and construct a 3,500 s.f. out-parcel retail or office building where a Grandy’s burned to the ground in 2002.</td>
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<tr>
<td>Trinity River Vision – Gateway Park Master Plan Update Workshop</td>
<td>Tarrant Regional Water District, US Army Corps of Engineers, City of Fort Worth, Tarrant County, Streams and Valleys, Inc.</td>
<td>It among several other things, it discussed:- A history and background for Gateway Park- The existing master plan- Improvements and projects completed since current plan was adopted- Existing floodplain in the gateway park master Plan Area- Overview of relationship to the Trinity River Vision- Central City Plan- Overview of funding availability and funding impacts.</td>
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<tr>
<td>NAME OF PLAN/STUDY</td>
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| City of Fort Worth Oakland Corners Urban Village Master Plan | 2007   | Freese and Nichols, Inc. in conjunction with Open Channels Group, Komatsu Architecture, and the Buxton Company. | As a result of a planning grant awarded for the Oakland corners area, the City selected a team of consultants led by Freese and Nichols to focus on issues that included:  
- Analysis of existing and proposed land uses.  
- Identification of transpiration needs and priorities  
- Exploration of development opportunities  

This plan was designed to attract new and quality business, promote hire-density residential development, generate economic opportunities, and improve the pedestrian experience. It is a working document that can assist the City of Fort Worth in prioritizing capital improvement projects for urban villages over the next decade and beyond. |
| Gateway Park/Central City Update Draft Supplemental Environmental Impact Statement | 2008   | Tarrant Regional Water District                             | The purpose of this document was to provide an update on the progress of the draft supplemental EIS for the combination of the Central City Project and the gateway Park master Plan Project. It was also aimed at reviewing the revised and expanded project and seeking comments for the revised project.                                                                                       |
| Oakland Corners: Neighborhood Empowerment Zone Strategic Plan | 2008   | City of Fort Worth Planning and Development Department and the West Meadowbrook and Central Meadowbrook Neighborhood Associations | The purpose of this report was for the City Council to adopt a Strategic Plan for the proposed Oakland corners NEZ. The Oakland Corners NEZ is located in southeast Fort Worth, approximately two miles east of downtown. The NEZ Boundary includes mainly Meadowbrook Drive and View Street to the north, the Union Pacific railroad to the south, Beach Street to the west, and Edgewood to the east. Its size is approximately 688.4 acres. |
Visual Character Surveys

Northeast Fort Worth Economic Development Summit

VISUAL CHARACTER SURVEY

Institute of Urban Studies at The University of Texas at Arlington
What is a Visual Character Survey

- A visual character survey, also known as a visual preference survey is a technique for obtaining public feedback on physical design alternatives. It is often used when planning redevelopment and conducting urban planning research.

- This survey consists of a series of images that participants must rate according to their preference, on a 5-point scale where:

  1-Very Undesirable
  2- Somewhat Undesirable
  3-Neutral
  4- Somewhat Desirable
  5-Very Desirable
Business

- Mixed Use
- Parking
- Large Stores
- Commercial Corridor
- Signage
- Neighborhood Identifier
Mixed Use

Retail/Office/Residential

Parking/Retail

1 2 3 4 5

1-Very Undesirable  2-Somewhat Undesirable  3-Neutral  4-Somewhat Desirable  5-Very Desirable
Mixed Use

Retail/Office/Residential

Retail/Office

1-Very Undesirable  2-Somewhat Undesirable  3-Neutral  4-Somewhat Desirable  5-Very Desirable
Parking

Angled Parking

Parallel Parking

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Parking

Garage Parking

Surface Parking

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Large Stores

Ease of Automobile Access

Pedestrian Amenities

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Large Stores

Landscaped Parking & Open Space

Parking without Landscaping

1  2  3  4  5
1-Very Undesirable  2-Somewhat Undesirable  3-Neutral  4-Somewhat Desirable  5- Very Desirable
Commercial Corridor

Retail Center 1

Retail Center 2

1-Very Undesirable  2-Somewhat Undesirable  3-Neutral  4-Somewhat Desirable  5-Very Desirable
Signage

Monument Sign

Pole Sign

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Signage

Traditional

Conventional

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Neighborhood Identifier

Gateway Sign

Sign Topper

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Infrastructure

- Sidewalks
- Public Space
- Street Art
- Bike Lanes
- Crosswalks
- Lighting
Sidewalks

Brick

Concrete

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Sidewalks

Awnings

Street Trees

1  2  3  4  5

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Sidewalks

With Buffer Strip

Without Buffer Strip

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Public Space

Fountain

Water Feature

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Street Art

Statue

Mural

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Bike Lanes

1. Very Undesirable  
2. Somewhat Undesirable  
3. Neutral  
4. Somewhat Desirable  
5. Very Desirable
Crosswalks

Stripes

Brick Pavers

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Lighting

Traditional  Conventional

1 2 3 4 5
1 2 3 4 5

1-Very Undesirable  2-Somewhat Undesirable  3-Neutral  4-Somewhat Desirable  5-Very Desirable
Single Family Detached

Traditional

Conventional

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Single Family Attached

1 - Very Undesirable 2 - Somewhat Undesirable 3 - Neutral 4 - Somewhat Desirable 5 - Very Desirable
Multi-family Housing

Home Style Apartments

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
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<tr>
<td>1-Very Undesirable</td>
<td>2-Somewhat Undesirable</td>
<td>3-Neutral</td>
<td>4-Somewhat Desirable</td>
<td>5-Very Desirable</td>
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</table>

20 DUA Apartment Complex

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<tr>
<th>1</th>
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</tr>
</thead>
</table>
Multi-family Housing

Medium Density Apartment Complex

High Density Apartment Complex

1 - Very Undesirable  2 - Somewhat Undesirable  3 - Neutral  4 - Somewhat Desirable  5 - Very Desirable
Lancaster Avenue Corridor Maps

Your goal as facilitator is to question and observe how the residents experience a street. A GREEN marker will be used to signal areas that are ASSETS. A RED marker will be used to signal areas that are ISSUES. In each of the following questions, your job will be to observe what areas create the biggest reactions—both good and bad. Take notes of comments said and of what areas were “instantly” signaled out.

1) Do you often travel to or through the following areas?
   a. Lancaster from I-35 to Oakland Boulevard (Section 1)
   b. Lancaster from Oakland Boulevard to Loop 820 (Section 2)
   c. Lancaster from 820 to Dottie Lynn Parkway (Section 3)

2) Of the sections that you use, how do you use them? (IE, walking, driving, etc.)
   a. Lancaster from I-35 to Oakland Boulevard (Section 1)
   b. Lancaster from Oakland Boulevard to Loop 820 (Section 2)
   c. Lancaster from 820 to Dottie Lynn Parkway (Section 3)

3) Would you say that the road is smooth, well-kept, and well-maintained?
   a. Lancaster from I-35 to Oakland Boulevard (Section 1)
   b. Lancaster from Oakland Boulevard to Loop 820 (Section 2)
   c. Lancaster from 820 to Dottie Lynn Parkway (Section 3)

4) Would you say that the sidewalks are smooth, well-kept, and well-maintained?
   a. Lancaster from I-35 to Oakland Boulevard (Section 1)
   b. Lancaster from Oakland Boulevard to Loop 820 (Section 2)
   c. Lancaster from 820 to Dottie Lynn Parkway (Section 3)

5) PLEASE MARK IN RED the areas of Lancaster Avenue that YOU AVOID.
6) Why do you AVOID these sections?
   a. NOT Safe?
   _________________________________________________________________

   b. Road conditions?
   _________________________________________________________________

   c. Lack of stores or restaurants?
   _________________________________________________________________

   d. Distance?
   _________________________________________________________________

   e. Other?
   _________________________________________________________________

7) If you avoid areas of Lancaster, what areas of Fort Worth do you prefer to shop and
   spend your time?
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________

8) PLEASE MARK IN GREEN the areas of Lancaster Avenue that you FREQUENT.

9) What makes these areas positive to Lancaster Avenue?
   a. Lack of Crime?
   _________________________________________________________________

   b. Good road conditions?
   _________________________________________________________________

   c. Good stores or restaurants?
   _________________________________________________________________

10) Would you bike along Lancaster Avenue, if you had the option? Why or why not?
    _________________________________________________________________
    _________________________________________________________________
    _________________________________________________________________
    _________________________________________________________________
Institute of Urban Studies
The University of Texas at Arlington

**Beach Street**

Your goal as facilitator is to question and observe how the residents experience a street. A **GREEN** marker will be used to signal areas that are **ASSETS**. A **RED** marker will be used to signal areas that are **ISSUES**. In each of the following questions, your job will be to observe what areas create the biggest reactions—both good and bad. Take notes of comments said and of what areas were “instantly” signaled out.

1) **How often do you travel to or through the following areas?**
   a. Beach Street from 28th Street to Meacham Boulevard (Section 1)
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   b. Beach Street from Meacham Boulevard to Western Center Boulevard (Section 2)
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   c. 28th Street from Beach Street to I-35 (Section 3)
   ____________________________
   ____________________________
   ____________________________
   ____________________________

2) **Of the sections that you use, how do you use them? (IE, walking, driving, etc.)**
   a. Beach Street from 28th Street to Meacham Boulevard (Section 1)
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   b. Beach Street from Meacham Boulevard to Western Center Boulevard (Section 2)
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   c. 28th Street from Beach Street to I-35 (Section 3)
   ____________________________
   ____________________________
   ____________________________
   ____________________________

3) **Would you say that the road is smooth, well-kept, and well-maintained?**
   a. Beach Street from 28th Street to Meacham Boulevard (Section 1)
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   b. Beach Street from Meacham Boulevard to Western Center Boulevard (Section 2)
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   c. 28th Street from Beach Street to I-35 (Section 3)
   ____________________________
   ____________________________
   ____________________________
   ____________________________

4) **Would you say that the sidewalks are smooth, well-kept, and well-maintained?**
   a. Beach Street from 28th Street to Meacham Boulevard (Section 1)
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   b. Beach Street from Meacham Boulevard to Western Center Boulevard (Section 2)
   ____________________________
   ____________________________
   ____________________________
   ____________________________
   c. 28th Street from Beach Street to I-35 (Section 3)
   ____________________________
   ____________________________
   ____________________________
   ____________________________
5) **PLEASE MARK IN RED** the areas of Lancaster Avenue that **YOU AVOID**.

6) Why do you **AVOID** these sections?
   a. Not Safe?

   b. Road conditions?

   c. Lack of stores or restaurants?

   d. Distance?

   e. Other?

7) If you avoid areas of Beach Street, what areas of Fort Worth do you prefer to shop and spend your time?

8) **PLEASE MARK IN GREEN** the areas of Beach Street that you **FREQUENT**.

9) What makes these areas positive to Beach Street?
   a. Lack of Crime?

   b. Good road conditions?

   c. Good stores and restaurants?

10) Would you bike along Beach Street, if you had the option? Why or why not?

    d. Close distance/ease of access?

    e. Other?
Trinity Boulevard

Your goal as facilitator is to question and observe how the residents experience a street. A GREEN marker will be used to signal areas that are ASSETS. A RED marker will be used to signal areas that are ISSUES. In each of the following questions, your job will be to observe what areas create the biggest reactions—both good and bad. Take notes of comments said and of what areas were “instantly” signaled out.

1) How often do you travel to or through the following areas?
   a. Trinity Boulevard from Loop 820 to Greenbelt Road (Section 1)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   b. Trinity Boulevard from Greenbelt Road to South Main Street (Section 2)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   c. Trinity Boulevard from Main Street to Diplomacy Road (Section 3)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

2. Of the sections that you use, how do you use them? (IE, walking, driving, etc.)
   a. Trinity Boulevard from Loop 820 to Greenbelt Road (Section 1)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   b. Trinity Boulevard from Greenbelt Road to South Main Street (Section 2)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   c. Trinity Boulevard from Main Street to Diplomacy Road (Section 3)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

3. Would you say that the road is smooth, well-kept, and well-maintained?
   a. Trinity Boulevard from Loop 820 to Greenbelt Road (Section 1)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   b. Trinity Boulevard from Greenbelt Road to South Main Street (Section 2)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   c. Trinity Boulevard from Main Street to Diplomacy Road (Section 3)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

4. Would you say that the sidewalks are smooth, well-kept, and well-maintained?
   a. Trinity Boulevard from Loop 820 to Greenbelt Road (Section 1)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   b. Trinity Boulevard from Greenbelt Road to South Main Street (Section 2)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   c. Trinity Boulevard from Main Street to Diplomacy Road (Section 3)
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
5. **PLEASE MARK IN RED** the areas of Trinity Boulevard that **YOU AVOID**.

6. Why do you **AVOID** these sections?
   a. NOT Safe?
   __________________________________________________________________________
   b. Road conditions?
   __________________________________________________________________________
   c. Lack of stores or restaurants?
   __________________________________________________________________________
   d. Distance?
   __________________________________________________________________________
   e. Other?
   __________________________________________________________________________

7. If you avoid areas of Trinity Boulevard, what areas of Fort Worth do you prefer to shop and spend your time?
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

8. **PLEASE MARK IN GREEN** the areas of Trinity Boulevard that you **FREQUENT**.

9. What makes these areas positive to Trinity Boulevard?
   a. Lack of Crime?
   __________________________________________________________________________
   b. Good road conditions?
   __________________________________________________________________________
   c. Good stores and restaurants?
   __________________________________________________________________________

10. Would you bike along Trinity Boulevard, if you had the option? Why or why not?
    __________________________________________________________________________
    __________________________________________________________________________
    __________________________________________________________________________
    __________________________________________________________________________
Belknap & Race Street

Your goal as facilitator is to question and observe how the residents experience a street. A **GREEN** marker will be used to signal areas that are **ASSETS**. A **RED** marker will be used to signal areas that are **ISSUES**. In each of the following questions, your job will be to observe what areas create the biggest reactions—both good and bad. Take notes of comments said and of what areas were “instantly” signaled out.

1. **How often do you travel to or through the following areas?**
   a. Race Street from Sylvania Street to Riverside Drive (Section 1)
   b. Belknap Street from Beach Street to the I-35 and I-820 Intersection (Section 2)

2. **Of the sections that you use, how do you use them? (IE, walking, driving, etc.)**
   a. Race Street from Sylvania Street to Riverside Drive (Section 1)
   b. Belknap Street from Beach Street to the I-35 and I-820 Intersection (Section 2)

3. **Would you say that the roads are smooth, well-kept, and well-maintained?**
   a. Race Street from Sylvania Street to Riverside Drive (Section 1)
   b. Belknap Street from Beach Street to the I-35 and I-820 Intersection (Section 2)

4. **Would you sat that the sidewalks are smooth, well-kept, and well-maintained?**
   a. Race Street from Sylvania Street to Riverside Drive (Section 1)
   b. Belknap Street from Beach Street to the I-35 and I-820 Intersection (Section 2)

5. **PLEASE MARK IN RED the areas of Belknap and Race Streets that that YOU AVOID.**

6. **Why do you AVOID these sections?**
   a. Not Safe?
   b. Road conditions?
   c. Lack of stores or restaurants?
   d. Distance?
   e. Other?
7. If you avoid areas of Belknap and Race Streets, what areas of Fort Worth do you prefer to shop and spend your time?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

8. **PLEASE MARK IN GREEN** the areas of Belknap and Race Streets that you **FREQUENT**.

9. What makes these areas positive to Belknap and Race Streets?
   a. Lack of Crime?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
   b. Good road conditions?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
   c. Good stores and restaurants?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
   d. Close distance/ease of access?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
   e. Other?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

10. Would you bike along Belknap and Race Streets, if you had the option? Why or why not?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

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**Eastchase & Meadowbrook**

Your goal as facilitator is to question and observe how the residents experience a street. A **GREEN** marker will be used to signal areas that are **ASSETS**. A **RED** marker will be used to signal areas that are ** ISSUES**. In each of the following questions, your job will be to observe what areas create the biggest reactions—both good and bad. Take notes of comments said and of what areas were “instantly” signaled out.

1. **How often do you travel to or through the following areas?**
   a. Eastchase Parkway from Brentwood Stair Road to John T. White Road (Section 1)
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________
   b. Bridgewood Drive & Bridge Street from I-30 to I-820 (Section 2)
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________
   c. Meadowbrook Drive from Handley Road to I-820
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________

2. **Of the sections that you use, how do you use them? (IE, walking, driving, etc.)**
   a. Eastchase Parkway from Brentwood Stair Road to John T. White Road (Section 1)
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________
   b. Bridgewood Drive & Bridge Street from I-30 to I-820 (Section 2)
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________
      ______________________________________________________________________
3. Would you say that the roads are smooth, well-kept, and well-maintained?
   a. Eastchase Parkway Bridgewood Drive & Bridge Street from I-30 to I-820 (Section 1)
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   b. from Brentwood Stair Road to John T. White Road (Section 2)
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   c. Meadowbrook Drive from Handley Road to I-820
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________

4. Would you say the sidewalks are smooth, well-kept, and well-maintained?
   a. Eastchase Parkway Bridgewood Drive & Bridge Street from I-30 to I-820 (Section 1)
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   b. from Brentwood Stair Road to John T. White Road (Section 2)
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   c. Meadowbrook Drive from Handley Road to I-820
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________

5. PLEASE MARK IN RED the areas of Eastchase and Meadowbrook that you AVOID.

6. Why do you AVOID these sections?
   a. Not Safe?
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   b. Road conditions?
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   c. Lack of stores?
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   d. Distance?
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   e. Other?
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________

7. If you avoid areas of Eastchase and Meadowbrook, what areas of Fort Worth do you prefer to shop and spend your time?
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________

8. PLEASE MARK IN GREEN the areas of Eastchase and Meadowbrook that you FREQUENT.

9. What makes these areas positive to Eastchase and Meadowbrook?
   a. Lack of Crime?
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   b. Good road conditions?
   ____________________________________________________________
   ____________________________________________________________
c. Good stores and restaurants?
________________________________________________________________________

d. Close distance/ease of access?
________________________________________________________________________
e. Other?
________________________________________________________________________

10. Would you bike along Eastchase and Meadowbrook, if you had the option? Why or why not?
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
**October 12, 2012**

**Visual Character Survey:** The general message from the participants was they would like to see mixed use developments on Beach Street in a pedestrian friendly environment. There was a high preference for sidewalks with street trees and angled, landscaped parking with open spaces in front of large stores. In addition, 20 dwelling unit per acre (DUA) apartment complexes were preferred for multi-family housing.

**Issues, Assets and Barriers**

**Issues:**
- Bad roads, lack of pedestrian crossings and sidewalks
- Lack of service outlets
- Need for mixed use zoning
- Lots of vacant spaces and lack of green space

**Assets:**
- Beach Street is the main North/South thoroughfare
- Existing transit service on 28th Street up to Loop 820
- There is a high potential for mixed use development due to the availability of vacant spaces
- Good blend of different cultures (i.e. Hispanic to Asian to Anglo)

**Corridor Map Exercise (Opportunities/Barriers to Development)**

Through the corridor exercise we learnt that Beach Street had high occupancy rates, vacant land and good blend of different cultures. This shows a potential for mixed use developments.

**October 26, 2012**

**Trade-Off Exercise**

**Visions, Goals, and Strategies**

**VISION STATEMENT:** “Beach Street is a transit center with industrial development that helps to generate jobs and mixed use development, with multifamily housing and well landscaped open spaces”

**Goals:**
Economic Assessment

**Spending Potential:** Research showed that Beach Street residents tend to spend more on Apparel Products and Services. In the 2nd meeting it was mentioned that Beach Street taskforce was not having enough retail stores and service outlets in the area. This illustrates that there is a need for more retail and commercial developments. Hence, attracting such activities in the available industrial land could create more jobs in Beach Street.

**Retail expenditure:** Financial services are concentrated in middle to low income areas. These services constitute small banks, loan and mortgage services. The concentration of these types of corporations may imply that the businesses cater mainly for households requiring extra financial support. This is supported by data from the spending potential analysis which shows financial services as being lower than the national average. When this data is integrated with the tapestry segment there is a logical explanation that the inner city tenant segment lifestyle and economic profile support these kinds of services that make short term loans.

**Strategy Examples**

The Institute of Urban Studies conducted research to find case studies that are applicable to achieve the goals of Beach Street that were mentioned during the Oct 26th meeting.

1. **Mixed Use development near the rail transit station:** Midtown Commons, Austin:
   
   Summary of Midtown Commons:
   - Increased mobility choices (walking and bicycling as well as transit).
   - Increased transit ridership.
   - Good transit connections to the rest of the city and region.
   - Reduced auto use and reduced auto ownership.
   - Sufficient retail development (quantity, quality, and diversity) to satisfy the basic daily needs of residents and employees working in the area.
   - Ability to live, work, and shop within the same neighborhood.

2. **Benefits:**
   - Increased homeownership rates or more adequate housing, especially among borderline income groups
   - Increased use of location efficient mortgages

3. **Financial returns:**
   - For local governments: higher tax revenues from increased retail sales and property values:
   - For the developer: higher return on investment:
   - For employers: shorter and more predictable commute times, easier employee access

- Reduced individual and community spending on transportation.
October 12, 2012

Visual Character Survey: The Results showed that taskforce members had a high preference for Retail/Office/Residential developments with patio furniture and mix of architectural materials for facade treatments in a pedestrian-friendly and attractive environment.

There was a high preference for Items like brick sidewalks, trees along the sidewalks, statues and street art, and awnings.

Issues, Assets, Barriers

Issues:
- Reoccurring issue for the commercial corridors was vacancy.
- The connectivity to green space and the future I-35 construction was seen as major issues.
- Community Interaction was seen as issue due to culture and language barriers.
- Poor public education was also an issue.

Assets:
- The historical character of the residential area was viewed as asset.
- The mixed use designation within the Urban Village.
- Fine Arts District.
- Proximity to downtown and highway access.
- Green Space.
- Cultural Diversity.

Barriers:
- Developer interest and financial resources.
- Highway Construction.
- Public Education.
- Lack of public amenities such as grocery stores.

Corridor Map Exercise (Opportunities/Barriers to Development)

Taskforce members were presented maps of the study area. They were asked to identify areas that had some of the issues, assets, and barriers that were mentioned in the previous exercise.

- Perception of the study area was of great concern.
- Urban Village was identified as the area of the Urban Core.
- Future gateways were proposed when entering and exiting downtown.
- Create connections to Riverside Park.
- Commercial vacancies were seen as an issue.

The proximity to Downtown was seen as an asset.

October 26, 2012

Trade-Off Exercise

In the trade-off exercise, taskforce members entered into discussions to discover consensus on various future outcomes.

Question 1: Which use is most preferred? Green= Open Space, Red= Residential or Blue= Business?

Question 2: What kinds of business are desired? Green= Office, Red= Commercial or Blue= Retail?

Question 3: What would you like the area to be known for? Green= Historical character, Red= Urban Village or Blue= Fine Arts District?

Question 1 was the only question where respondents traded chips. The most widely traded chips were Open Space (white) and Business (blue). Most participants wanted more businesses. This may be related to the concern of business vacancy within the urban village.

Question 2 raised concern for types of commercial businesses that were desirable by respondents. These commercial businesses consisted of amenities and services such as more restaurants and grocery stores.

Almost all respondents wanted the area to be known for all three aspects. It was of concern to the respondents and quite a few said that they had discussed this same question prior to the meeting the week before.

Visions, Goals, and Strategies

Goals:
- Economic viability.
- Aesthetics.
- Education.

Strategies:
- Investigate potential development for corporation formation.
- Create arts district.
- Improve public school perception (Carter Riverside).

VISION STATEMENT: “The Belknap-Race Street area is a collection of charming historic neighborhoods containing an interactive Arts District and set in viable commercial corridors with transit connections to each other and downtown.”
Economic Assessment

**Spending Potential:** Research showed that Belknap and Race street residents tend to spend more on Apparel Products and Services. In the 2nd meeting it was mentioned that the taskforce area was not having enough retail stores and service outlets in the area. This illustrates that there is a need for more retail and commercial developments.

**STRATEGY EXAMPLES**

In response to requests from taskforce members at the October 26, 2012 meeting, the Institute of Urban Studies conducted research to find case studies that are applicable to the Belknap and Race study area.

1. **Dallas Art District- Dallas**
   
   The district is a mass of people friendly residential, commercial and restaurant uses and it is an area where streetscape designs are both visually pleasing and pedestrian friendly.
   
   - The establishment of meaningful connections between the Arts District and surrounding neighborhoods.
   - The creation of pedestrian-friendly connections.
   - Enhance the pedestrian crossing
   - Upgrade light fixtures, urban furniture and equipment on Flora street and establish uniform plant material and canopy trees.
   - Increase the amount of light on Flora and intersecting streets to create lit corridors.
   - Enhance the streetscape on all streets crossing Flora Street.

2. **Investigate potential development for corporation formation-** Portland Economic development strategy: Start an economic development community event and share information on incentives that are available for existing SBA financing for mixed use development, NEZ and TIF districts, with the residents/developers since most of them are not aware and lack knowledge.

3. **Improve public school perception-** Frederick County Public Schools, Maryland - Comprehensive Master Plan

   I. Schools will be safe and inviting; with a climate that fosters learning and character development.
      - Provide programs and services to meet diverse student needs.
      - Maintaining and supporting safety plans near the school.
      - Targeting and resolving individual student behavior problems.
      - Dropout prevention programs.
      - Attention and focus to student’s attitudes toward learning.

   II. Continued implementation of character education and establish a school calendar and staff work year that provides adequate and predictable time for staff development and instructional planning and increase two-way communication between school staff and community members by:

   - Involving parents in strategy development efforts and on decision making committees.
   - Establishing a business/education forum.
   - Developing a formal Parent/Family Involvement Initiative.
   - Continuing articulation meetings with Head Start, nursery school, day care centers.
   - Using Web/bulletin board and Channel 18 television programming for communication.
   - Surveying community perceptions of system performance and community outreach.
October 12, 2012

Visual Character Survey: results showed that taskforce members desire a more pedestrian-friendly and attractive Lancaster Avenue. Items like brick sidewalks, trees along the sidewalks, statues and street art, and awnings were rated highly.

Issues, Assets, Barriers

Issues:
- Low quality of businesses
- Vacant buildings
- Perception of city’s neglect of the area
- Shelter concentration along western edge of Lancaster Avenue

Assets:
- Lancaster is a broad avenue with trees down the median
- Connection to Fort Worth’s busing system
- Urban villages

Barriers:
- Perception that city leaders are apathetic toward the area’s problems
- Low per-capita income in the area

Corridor Map Exercise (Opportunities/Barriers to Development)

Taskforce members were presented three segments of the Lancaster Avenue study area. They were asked to pinpoint positive and negative elements along the corridor.

Positive Issues: locally owned businesses (like the Handley Feed Store), the urban villages, local restaurants and grocery stores that reflect unique ethnic heritages in the area, large golf course

Negative Issues: vacant buildings, unattractive used car lots, lack of maintenance on city-owned buildings (Community Center and eSkills library, specifically), and shelter concentration on western edge of corridor

October 26, 2012

Trade-Off Exercise

In the trade-off exercise, taskforce members entered into discussions to discover consensus on various future outcomes.

Question 1: Going forward, what do you want to see more of in Lancaster? More/less residential, More/less business or More/less open space?

Question 2: What type of residential would you most like to see in the area? Single-Family, Medium density apartments or High-density apartments?

Question 3: What is your solution to the Near East Side Homeless Area? Create new, attractive homeless shelters? Private firms and nonprofits should provide the services? Governments should provide the services?

The trade-off exercise showed that most residents were interested in seeing more residential in the community, but noted that there probably was not more room for single-family residences. Medium density was viewed positively.

Visions, Goals, and Strategies

Goals:
- Upgrading building standards code
- Enforcing sign code compliance
- Redeveloping a multi-purpose building to house police, community center, public health and code offices
- Improving community perception

Strategies:
- Public Art
- Police presence
- Clean up all signage on Lancaster Avenue
- Code enforcement and upgrade building standards
  - Create a taskforce to identify buildings that need enforcement with code
  - New community center
- Positive advertisement in the city news and social media
  - Star Telegram newspaper to cover events in Lancaster (example, the cleanup efforts along the corridor)

VISION STATEMENT: “Lancaster is Safe, Well-maintained, and attractive”.

STRATEGY EXAMPLES

In response to requests from taskforce members at the October 26, 2012 meeting, the Institute of Urban Studies conducted research to find case studies that are applicable to the Lancaster Avenue study area.

1. **Public Art - City of Albuquerque, New Mexico**: Albuquerque, New Mexico has one of the oldest public art programs in the nation. The initiative sets aside 1% of the city’s construction funds that come from the general obligation bond to purchase and place pieces of artwork throughout the city. The program is also funded through private donations. The program is a result of two city ordinances, the public art Urban Enhancement program and a program called Works of Art.

2. **Reporting Code Violations**: The City of Fort Worth has Smart Phone Applications that can be downloaded from the City Website at [http://fortworthtexas.gov/codecompliance/](http://fortworthtexas.gov/codecompliance/). This Application can be used by citizens to take photographs and report code violations. Citizens may approach the city and find out how to use these applications.

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**Eastchase and Meadowbrook Summary**

**October 12, 2012**

**Visual Character Survey**: The visual character survey was intended for task force members to indicate their preference for designs of the physical developments such as housing, roads, sidewalks and parking. Participants showed preference for detailed façade designs on housing and commercial developments. There was a high rating given to neo-traditional designs with details of stone and wood finishing. This preference was also registered for signage. Roads with bike lanes, and wide sidewalks were also rated highly. In addition, landscaped parking and shaded areas in commercial developments were the most preferred designs.

**Issues, Assets, Barriers**

<table>
<thead>
<tr>
<th>Issues:</th>
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<tbody>
<tr>
<td>Lack of well-paying jobs for all levels of education and skill levels</td>
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<tr>
<td>Crime around multifamily housing areas</td>
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<tr>
<td>Lots of trash around commercial developments</td>
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<tr>
<td>Lack of quality housing for both single and multifamily needs</td>
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<tr>
<td>Lack of community participation in neighborhood improvement events</td>
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<tr>
<td>Lack of good quality restaurants and quality grocery stores</td>
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<tr>
<td>Traffic congestion on I-820 and I-30</td>
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<table>
<thead>
<tr>
<th>Assets:</th>
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<tbody>
<tr>
<td>Location of the area on major highways, next to Dallas-Fort Worth International Airport, and the city of Arlington</td>
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<tr>
<td>Plenty of green space and developable land</td>
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<tr>
<td>Woodhaven Neighborhood Enterprise Zone</td>
</tr>
</tbody>
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<tr>
<th>Barriers:</th>
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<tr>
<td>No clear timetable or solid plan to improve the area</td>
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<tr>
<td>Lack of community participation and interest in cleaning up area</td>
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<tr>
<td>Zoning and land use laws might not allow new developments</td>
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<tr>
<td>Lack of upscale housing that might attract new businesses</td>
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**Corridor Map Exercise (Opportunities/Barriers to Development)**

Taskforce members were presented maps of the Meadowbrook Eastchase study area. They were asked to identify areas that had some of the issues, assets, and barriers that were mentioned in the previous exercise.

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Positive Issues: Green space in the area and open land and opportunity for development.

Negative Issues: Indicated that the green area around Meadowbrook Drive and McGee Drive was unsafe. This problem was also identified for North Handley and the Meadowbrook commercial development area with high rates of crime. In addition, the highway exits and interchange around I-820 and I-30 were considered poorly designed. Multifamily blocks around I-30 were also considered in poor condition and to be areas of crime.

October 26, 2012
Trade-Off Exercise

In the trade-off exercise, taskforce members entered into discussions to discover consensus on various future outcomes.

Question 1: Going forward, what do you want to see more of in Eastchase Meadowbrook area.

Question 2: What type of residential would you most like to see in the area? Single-Family, Medium density apartments or High-density apartments?

Question 3: How do you propose to deal with the issue of crime in the area? More Police coverage, Community action or Crime Prevention through Environmental design (CPTED).

Participants agreed that to develop certain types of land uses, zoning would be a top priority with preference for high quality housing and quality office parks to provide well-paying jobs.

A mix of single and multi-family units was preferred most. The quality of housing should be high enough to attract skilled labor and employment in the area.

To deal with crime, the community needs to get involved in the code blue and code ranger community patrols. Task Force members were particularly interested in exploring the Crime Prevention through Environmental Design (CPTED) further.

Visions, Goals, and Strategies

I. Develop high quality apartments and provide high quality and high end housing

Goals:
- Develop zoning code and regulations that encourage clean neighborhoods
- Find areas that we want to designate for office complexes

Strategies:
- Organize groups such as, code blue and code ranger to report violators throwing trash
- Use city app on phones and any devices to educate neighborhood.
- Find out how rezoning process works and designate best use for identified parcels using future zoning.

II. Work together to develop a plan for the whole east side and market area:

Goals:
- More broad based events that bring neighborhoods together for the whole community like food events, mini golf 4th of July picnic, and church events.
- Raise finances to fund community events

Strategies:
- Identify what events will work and resource persons
- Identify funding

III. Bring better jobs and better employment opportunities that pay good salaries

Goals:
- Attract business that will bring higher income
- Better neighborhoods with good upscale housing

Strategies:
- Reach out to health industry to try and attract clinics major and feeder hospitals
- Organize groups to clean up area

IV. Target areas for development and redevelopment

Goals:
- Identify land in specific areas that are designated for development
- Address zoning codes to encourage desired uses and standards

Strategies:
- Form working groups to research and address zoning
- Designate best use for open land or abandoned property using zoning codes
- Find out how rezoning process worked in Race Street project

VISION STATEMENT: “In twenty years the Eastchase-Meadowbrook area is known for having worked together as a community to cultivate a positive image of the area, brought in high quality housing, and well-paying jobs.”

Economic Assessment

Spending Potential: The apparel products category has a high spending potential index of 166, when compared to the national average of 100. Other areas of high spending are catered affairs (109), Pets (106), and school books and supplies (104). The expenditure on school supplies and pets may suggest presence of households with school going children ages (approximately 8-18). This could potentially be an opportunity for complimentary businesses and services such as entertainment and electronics and gaming industry that a young market may support. This may include shopping malls and retail centers.

Financial Services: Financial services are concentrated in middle to low income areas. These services constitute small banks, loan and mortgage services. The concentration of these types of corporations may imply that the businesses cater mainly for households requiring extra financial support. This is supported by data from the spending potential analysis which shows financial services as being lower than the national average. When this data is integrated with the tapestry segment there is
a logical explanation that the inner city tenant segment lifestyle and economic profile support these kinds of services that make short term loans.

**Historical Sites:**
This study area was once of the places that received the first settlers. The main historical elements are outlined in the next section:

- **Marker 2658:** Isham cemetery located on 7100 Block of John T White Boulevard.
  - The marker was erected in 1986, marker size is 18x28 inches. It marks the site for the Isham cemetery. Rev. Marion Isham (1831-1904) and his family migrated to Tarrant county from Georgia about 1870. The family donated the land for a cemetery.

- **Marker 4877:** Site of Randol Mill. Precinct line Road at Trinity River.
  - In 1856 Archibald F. Leonard built a dam and a grain mill at this site. The mill became a community center and county voting place. In 1876 Bob Randol acquired Wheeler Mill (previous owner).

- **Marker 2394:** Harrison Cemetery
  - This is a one acre cemetery belonged to Tarrant county pioneer DC. Harrison. In 1895 it was designated as a burial ground.

**STRATEGY EXAMPLES**

In response to requests from taskforce members at the October 26, 2012 meeting, the Institute of Urban Studies conducted research to find case studies that are applicable to the Meadowbrook and Eastchase study area.

1. **Community Events:** Neighborhood events for maintaining and improving neighborhood participation. These community events could be festivals celebrating a cultural aspect such as food, music and culture. Examples of such festivals include the City of Grapevine’s Wine Festival, City of Arlington’s October Fest, Dallas (Parking day) and Better Block events. Arlington has a group called “East Arlington Renewal” which has mobilized the community to clean up the area. The project has support from a council woman.

2. **Crime prevention and Neighborhood Cleanup:** Adopting some of the ‘Crime Prevention Through Environmental Design’ (CPTED) principles to reduce crime. This has been achieved in cities such as Dallas, Tampa, and Montgomery, Alabama. The goal of CPTED is to reduce opportunities for crime that may be inherent in the design of structures or in the design of neighborhoods. This goal is accomplished through the involvement of CPTED trained law enforcement officers in the planning, development, and design review of community projects. Other programs that can be strengthened are community involvement in the code Blue and code Ranger.

3. **Information technology:** The City of Fort Worth has Smart Phone Applications that can be downloaded from the City Website at [http://fortworthtexas.gov/codecompliance/](http://fortworthtexas.gov/codecompliance/). This Application can be used by citizens to take photographs and report code violations. Citizens may approach the city and find out how to use these applications.

4. **Market area:** To attract business the community needs to work with number entities in a collaborative effort. This may involve working with chamber of commerce, the economic development department and other business associations in the area. Overall a good strategy involves the following steps
   a. Develop a profile of the area that can be used to market its potential. This report has plenty information that can be used.
   b. Identify compatibles companies and identify cities with similar character and see how you improve to compete. This can include some of the above amenities like offering better housing, developable land and incentives.
   c. Develop a list of companies and approach them

Examples of cities that have done something innovative in this area includes
- Gilbert, Arizona. ([http://www.azcentral.com/community/gilbert/articles](http://www.azcentral.com/community/gilbert/articles)). The city offered incentives and set money aside for business to come to that particular area.

5. **Improve amenities:** Today many people like to live in areas with good amenities within a walkable distance. These should include neighborhood parks, shopping districts and entertainment venues. For this the area will also need to have good housing schools and public infrastructure. This also involves changing facades of built environment and improving streets and sidewalks with more characters and pedestrian friendliness. Examples of places that have done this include:
   a. Frisco, Texas developed an excellent downtown
   b. Marble Falls, Texas used parks and bike lanes
   c. Grapevine, Texas used unique character of area
October 12, 2012

Visual Character Survey: results showed that taskforce members would like to see Trinity Boulevard as a commercial corridor with a large percentage of mixed-use developments. Taskforce members ranked the following items particularly high: garage parking, large stores with pedestrian amenities and landscaped parking, commercial corridors that have a mixed and unique style and character. Most of the taskforce members had a high preference for sidewalks with street trees, sidewalks with buffer strips, and brick crosswalks. Taskforce members ranked the following items particularly low: large surface parking, large parking lots without landscaping, and sidewalks without buffer strips.

Issues, Assets, Barriers

Issues:
- Poor quality of infrastructure, physical conditions of the roads and traffic signals
- Lack of branding and awareness of the corridor
- Lack of easy and friendly access to the TRE
- High-levels of congestion in the area

Assets:
- Presence of open space and natural amenities
- Homes sell quickly
- Current economic development occurring between TX 157 and Greenbelt
- Centreport Industrial Park

Barriers:
- High infrastructure costs on the North Tarrant Express
- Ambiguity over jurisdictional lines among Fort Worth and the ‘mid-cities’ create barriers to development efforts

Corridor Map Exercise (Opportunities/Barriers to Development)

Taskforce members were presented large maps of the Trinity corridor area. They were asked to pinpoint positive and negative elements along the corridor.

Positive issues: TRE access near Trinity Boulevard

Negative issues: Previous land zoning that corrupted the area around Trinity and Westpark; conflicting land uses around Trinity Boulevard and Anderson Road

October 26, 2012

Trade-Off Exercise

In the trade-off exercise, taskforce members entered into discussions to discover consensus on various future outcomes.

The Trinity taskforce participants were asked questions related to land use distribution, the location of and access to TRE stations, safety around businesses and safety around neighborhoods.

When asked about the kind of land uses they would want to see in the area, the Trinity participants were provided with chips that represented the current land use distribution for residential, business, and open space. The participants did not exchange chips; instead they retained their residential, business, and open space chips implying that they did not want to change the current status of land use distribution in the area. When asked about their thoughts on the location of TRE stations, the participants agreed that limited convenience retail businesses would be preferred around the TRE stations but no residential uses due to the noise factor.

On the third question about enhancing access to the TRE stations, the Trinity participants expressed the need for additional parking as they anticipated parking to be full after the Bell Helicopter expansion and addition of 300 employees.

Visions, Goals, and Strategies

Goals, strategies, and a vision statement were created to prepare for the Action Planning.

Goal 1: Improve traffic flow through corridor

Strategy 1.1: Improve traffic signals
Strategy 1.2: Enhance multi-modal connectivity to TRE stops
Strategy 1.3: Develop/Enhance trail system to capitalize on natural amenities
Strategy 1.4: Identify funding opportunities

Goal 2: Encourage an attractive mix of uses in the corridor

Strategy 2.1: Promote a mix of residential uses, including alternatives to single family
Strategy 2.2: Promote mixed use development where appropriate
Strategy 2.3: Reduce or eliminate locally noxious uses in industrial areas

Goal 3: Strengthen area identity in connection to Fort Worth

Strategy 3.1: Develop overall area and neighborhood branding
Strategy 3.2: Promote history of area
Strategy 3.3: Invest in a vibrant entry feature at 820 and 121
Strategy 3.4: Improve civic participation across the entire corridor
Strategy 3.5: Form area specific business association
Strategy 3.6: Identify funding sources for branding/promotion

Vision Statement: “The Trinity Boulevard area is a vibrant corridor with sound and comprehensive zones including businesses and residences through compatible uses and proper infrastructure developments”.

Economic Assessment

The Trinity taskforce area population is approximately 17,762 (in 2011). The corridor includes a floodplain along the Trinity River and large undeveloped tracts of land. The median household income in the corridor is above the median household incomes in northeast Fort Worth. This suggests that the area has a strong buying potential and a market to attract new businesses. Additionally, the large tracts of vacant and undeveloped land provide opportunities for increased construction and economic development efforts.

Spending Potential: According to data collected from ESRI Business Analyst, the corridor has five areas where local consumers spend more than the national average. The following categories have a strong spending potential in the corridor: apparel products and services, food (at home at away), child care, video and gaming software, and pets.

Financial Services: Within a quarter mile radius of Trinity Boulevard, there are no banks and one consumer lending institution.

Historical Sites

Mosier Valley was established in the 1870s along the north bank of the Trinity River. It is the first African American community in Texas established after the Civil War. Mosier Valley covers large swaths of the Trinity study area.

Three Texas Historical Commission Markers are located along the Trinity Corridor.

- Saint John Missionary Baptist Church 3324 House Anderson Road
- Mosier Valley School Corner of Knapp & Mosier Streets
- Calloway Cemetery 12600 Calloway Cemetery Road
- Hitch Cemetery Kings Port Road

STRATEGY EXAMPLES

In response to requests from taskforce members at the October 26, 2012 meeting, the Institute of Urban Studies conducted research to find case studies that are applicable to the Trinity Boulevard study area.

1. Sign Toppers – Creating Neighborhood Branding
   Richardson, Texas

   In 2006, the city of Richardson initiated a sign topper program to allow neighborhoods to express their uniqueness and to provide neighborhood pride. This was also part of a large plan to strengthen the visibility of neighborhoods; the city of Richardson also initiated placing many entry features to neighborhoods. The neighborhoods must submit an application to the city and the city board ultimately approves or disproves the sign toppers.

   The sign toppers must adhere to certain design and manufacturing guidelines. The city pays for a portion of the signs, while the neighborhood groups pay the remaining debt to be paid.

   The city of Richardson recommends the following companies to produce sign toppers for cities within the Dallas-Fort Worth area.

   Morrison Architectural Sign Company, Incorporated
   3108 Garden Brook Drive
   Dallas, Texas 75234
   (972) 247-7160

   Centerline Supply
   530 Jesse Street
   Grand Prairie, Texas 75051

2. Sign Toppers- Creating Neighborhood Branding
   North Richland Hills, Texas

   The city of North Richland Hills also has a sign topper program that is designed to increase the visibility of neighborhoods and encourage neighborhood revitalization efforts. The neighborhoods submit applications to the city and the city has final approval of neighborhood names and boundaries.