

Implementation Recommendations for the Urban Village

Evans & Rosedale Urban Village Master Plan

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E. Implementation Recommendations for the Urban Village

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

1. Market

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

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

a. Raising the Profile of the Master Plan

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

b. Defining Priorities for Development

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

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

c. Defining Extent of Development

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

d. Defining Funding and Development Processes

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

e. Developer RFP's

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

f. Marketing the RFP's

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

g. Choosing Developers

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

h. Project Operations

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

i. Assisting Developers to Market the Developments

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



TERRELL AVE



VERBENA STREET



DASHWOOD AND MISSOURI



STREET TEXTURE

2. Financial

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

a. Private Financing

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

b. Other Funding Resources

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

- **The Enterprise Zone Program**

- **Local Enterprise Zone Incentives**

- With a minimum investment of \$75,000.00 and the creation of 10 new full-time jobs, the following are allowable incentives based on the merit of proposed projects for zone areas within the Central City and census tracts 1050.01, 1013.022, 1013.021, 1013.013, and 1013.012: reduced development fees (including application fees); permit fee waivers (including inspection fees); enhanced participation in community facilities agreements (infrastructure etc.)

- <http://www.fortworthgov.org/ecodev/enterprisezone.asp>

- **Fort Worth Model Blocks Program**

- The Model Blocks (MB) Program is the City of Fort Worth's premier neighborhood revitalization program aimed at "building strong neighborhoods, a safe community, and sound economy". It makes a visible impact in a manageable geographical area by concentrating City activities and resources of \$1.2 million in Community Development Block Grant (CDBG) and HOME funds in the selected neighborhood. Since the inception of the program in 1993, twelve MBs have been selected. Neighborhoods compete for MB designation.

- <http://www.fortworthgov.org/ecodev/incentives/modelblockprogram.asp>

- **Fort Worth Neighborhood Empowerment Zone (NEZ) program**

- Municipal property tax abatements, fee waivers and release of City liens are available to property owners who build or rehabilitate property within the Evans & Rosedale NEZ. These incentives are designed to promote affordable housing, economic development and expanded services.

- http://www.fortworthgov.org/housing/NEZ_Program.asp

- **Fort Worth Tax Abatement Program**

- Tax abatement is the full or partial exemption from ad valorem taxes on eligible properties for a period of up to ten years and an amount of up to 100% of the increase in appraised value (as reflected on the certified tax roll of the appropriate county appraisal district) resulting from improvements begun after the execution of the tax abatement agreement. Eligible properties must be located in a reinvestment zone.

- <http://www.fortworthgov.org/ecodev/taxabate.asp>

- **The Foundation Center**

- The Foundation Center is a national clearinghouse where interested parties can investigate grant awards at the state or metropolitan as well as which fields receive the most foundation funding.

- <http://fdncenter.org/>

- **The Historic and Cultural Landmarks Commission**

- <http://www.oldhomespecialists.com/CFWPP.html>

- **Historic Property Tax Exemption Program**

- Historic Property Tax Exemption is a 10 year City tax freeze on the pre-renovation value of both the land and the improvements made for properties designated as HC (Historic & Cultural Landmark) if the value of renovations is 30% or greater than value of property. A 15 year tax exemption is available for rehabilitated improvements along with up to a 15 year freeze on the value of land for properties designated HSE (Highly Significant Endangered) if the value of renovations is 30% greater than value of property.

- http://www.fortworthgov.org/ecodev/incentives/hist_prop_taxexm.asp

- **Public Improvement District (PID) Program**

- Authorized by Chapter 372 of the Texas Local Government Code, Public Improvement Districts (PID) allow a city to levy and collect special assessments on property that is within the city or the city's extraterritorial jurisdiction (ETJ) to be used in the PID. The assessments can be used to fund many things including streetscape, infrastructure, security, parks, recreation, and parking.

- <http://www.fortworthgov.org/ecodev/incentives/pid.asp>

- **Section 108 Small Business Development Opportunities**

- The City of Fort Worth was awarded \$7.5 million in Section 108 funds to conduct business development activities on the Evans & Rosedale Business and Cultural District. The City is using \$6.0 million of these funds to construct the Public Health Center and Shamblee Library, leaving \$1.5 million for small business development activities. An RFP for loan origination services for these funds is currently being developed.

- **Contact: Robert Sturns at City of Fort Worth: Robert.Sturns@fortworthgov.org**

- **State Enterprise Zone Incentives**

- The State of Texas offers certain tax refunds as financial incentives to promote employment within designated enterprise zones. Refunds are awarded to 1) qualified businesses and 2) enterprise projects. Qualified businesses are eligible for the following incentives: one-time state sales and use tax refund; one-time franchise tax refund; preference for all programs administered by the State of Texas. The one-time state sales and use tax refund is a maximum of \$5,000 of taxes paid for machinery and equipment for use in the enterprise zone. Qualified businesses are eligible to be nominated if they have operated in the zone for at least three years and have retained at least 10 new jobs. The one-time franchise tax refund is also a maximum of \$5,000 and applies to businesses that create at least 10 new jobs. These one-time incentives are mutually exclusive.

- http://www.fortworthgov.org/housing/NEZ_Program.asp

- **Tax Increment Financing (TIF) Program**

- Tax increment financing is a tool authorized by Chapter 311 of the Texas Tax Code by which local governments can publicly finance needed structural improvements and enhanced infrastructure within a defined area called a reinvestment zone. The tax increment is derived from the difference in appraised value between the year in which the reinvestment zone is established (base year) and each year the reinvestment zone is in existence.

- <http://www.fortworthgov.org/ecodev/incentives/tif.asp>



3. Regulatory

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

a. Review Authority

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

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

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

b. Urban Design Guidelines

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

c. Overlay District Consideration

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

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

d. Planned Developments

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

e. Incentive Zoning

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

f. Relationship with Neighboring Districts

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

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

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

g. Heritage and Theming Potential

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

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

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

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

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



4. Organizational

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

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

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

a. Roles and Responsibilities:

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

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

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

b. Resources

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

National Agencies & Organizations:

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

Local Agencies & Organizations:

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

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

City of Fort Worth & Organizations:

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



5. Design and Public Infrastructure

a. Landscape Design for the Library and Public Health Center

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

b. Museum

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

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

c. Public Infrastructure Projects

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

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

Street improvements should address:

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

d. Parking Structures

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

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

e. New Parks

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

f. Existing Trees

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

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

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



6. Street Level and Heritage Concepts as Attraction

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

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

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

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

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

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

Heritage Strategies

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

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

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

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

Jazz Heritage Concepts

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

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

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

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

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

Integration with Retail Strategy

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

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

Exhibit Strategies

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



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

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

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

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

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

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

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

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

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

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

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

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

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

