

BUSINESS DEVELOPMENT VISION

The Business Development Vision for Downtown Fort Worth is to foster and direct new business development and growth in newly established core areas of downtown in coordination with major planning and development initiatives currently or soon to be underway. This Vision includes implementation of several major objectives that will help enhance Downtown's already growing business development and further establish Downtown as the premiere location for new business development in the North Texas region. Downtown Fort Worth has seen a significant level of investment over the past two decades due in large part to the use of creative public and private partnerships. Quality of life, mobility and transportation options, housing stock, infrastructure, a competitive investment incentives, and attractive and affordable locations for investment are some of the key elements in fostering new business development and job growth. Businesses in Downtown Fort Worth are comprised of several major corporate headquarters, a number of small businesses ranging from architectural firms to insurance companies, the convention and tourism industry, the retail and entertainment industry, the housing industry, and government institutions.



500 THROCKMORTON RENOVATION

Significant initiatives and projects are already underway or have been completed such as:

- New RadioShack Corporate Headquarters
- New Pier1 Corporate Headquarters
- 500 Throckmorton Redevelopment
- Convention Center Renovation
- Ramada Hotel Renovation
- Trinity River Vision
- Lancaster Avenue Redevelopment
- Trinity Railway Express and Public Transportation
- Trinity Bluffs Master Planned Mixed-Use Project
- South of Seventh Development
- Fort Worth Rail Market



CONVENTION CENTER RENOVATION

The Fort Worth economy is diverse and well represented by publicly traded and privately held companies. Fort Worth's Publicly Traded Corporations include:

- Alcon
- AmeriCredit Corp.
- AMR Corp.
- Bell Helicopter
- The Bombay Company
- Burlington Northern/Santa Fe
- Cash America
- Lockheed-Martin
- Pier1
- RadioShack Corp.
- XTO Energy

Fort Worth's privately held companies include:

- Bass Brothers' Enterprises
- Ben E. Keith Company
- Carter Burgess, Inc.
- Texas Pacific
- Williamson-Dickey



CASH AMERICA

The Business Development Vision is a culmination of several initiatives and strategies that have been so successful for Downtown over the past two decades. Several of the Business Development objectives incorporate existing plans and initiatives and establish new initiatives to further the development of Downtown.



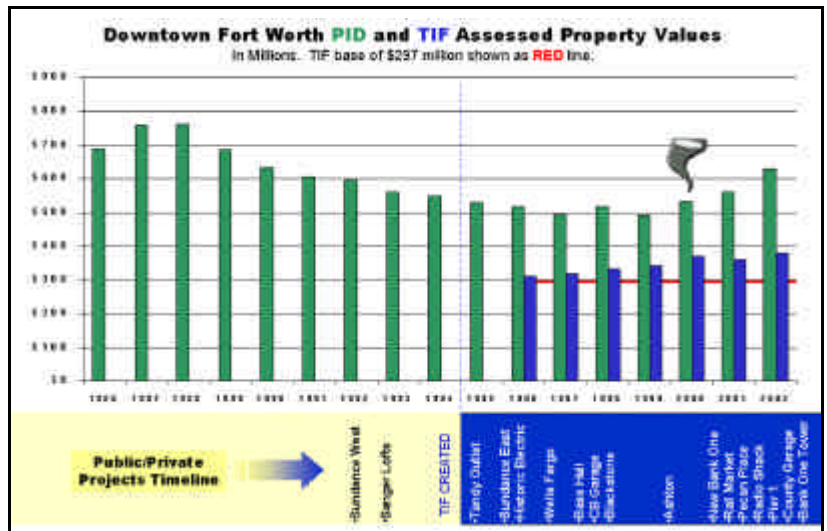
PROPOSED PIER 1 HEADQUARTERS

OBJECTIVE:

Continue to leverage new private investment through creative public/ private partnerships.

EXPLANATION:

Downtown Fort Worth has benefited from the creative use of public/ private partnerships to leverage investment that otherwise would not have occurred. Over the past two decades, Downtown Fort Worth has seen a significant number of new projects, however almost every one of those projects has required a public/ private partnership. Fort Worth is a model of how good public/ private partnerships work and how they can benefit the community as a whole. In each public/ private partnership a detailed cost/benefit analysis is conducted to determine the public benefit of the project to the community. It is important that the public partner continue to look at each proposal on a case-by-case basis and conduct a thorough cost-benefit analysis to insure adequate payback to the public. In the diagram below, you can see that between 1986 and 1995 only 2 projects were completed through the use of tax abatements from all taxing entities. Between 1995 and 2003 over 15 projects were completed through the use of tax increment financing and other incentives.

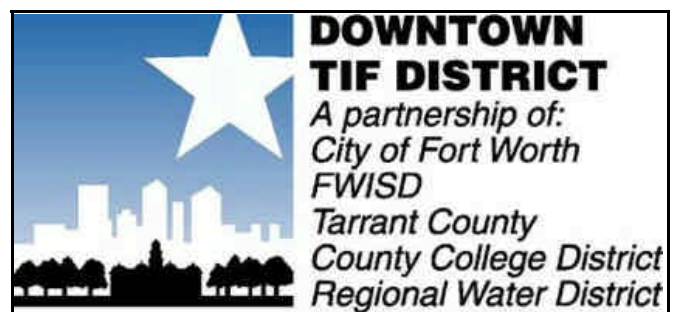


PID AND TIF ASSESSED PROPERTY VALUES

These tools will continue to be important as Downtown continues to grow and must be used wisely as to facilitate desired development. The use of these incentives is not intended to be public handouts for development rather to leverage development that otherwise would not occur.

STRATEGIES:

1. Continue to use public/ private partnerships to leverage desired development including tools such as tax abatements, the selective use of tax increment financing, and enterprise zones.
2. Continue to conduct cost/ benefit analysis to show the benefits and paybacks to the community.
3. Create a one-stop shop and/ or an "ombudsman program" at City Hall to streamline the permitting and inspection process.



PUBLIC/ PRIVATE PARTNERSHIP

OBJECTIVE:

Market downtown as an enriched commercial center in which to live, work, and play.

- Stress the unique amenities of retail, entertainment and cultural venues and residential options
- Stress that Downtown has become a master planned community with unique authenticity

EXPLANATION:

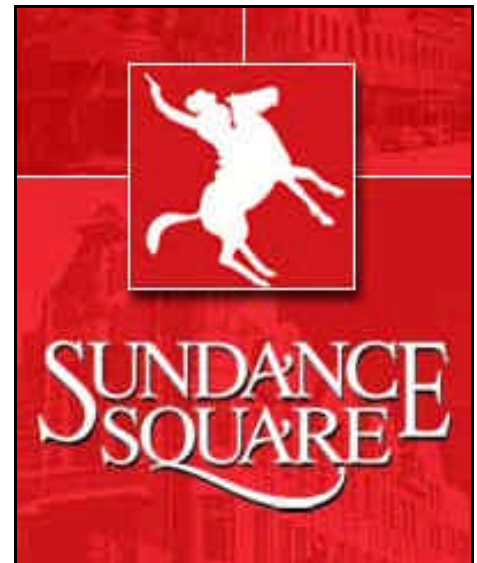
Several government, business, and non-profit agencies are involved in making Downtown Fort Worth a dynamic place to live, work, and do business. However, a cohesive approach to marketing the amenities of retail, entertainment and cultural venues and residential options is needed to expand these opportunities that Fort Worth citizens know all too well. People associated with downtown development have long known that Downtown Fort Worth is a model for center city revitalization and diversification, however more needs to be done to expose the world to the unique quality of life that Downtown Fort Worth has to offer.

The City of Fort Worth, the Convention and Visitors Bureau, Downtown Fort Worth, Inc., the Fort Worth Transportation Authority, the Fort Worth Chamber of Commerce, Sundance Square, Bass Hall, downtown housing developments, and other entities work daily to market the unique qualities of Downtown. This approach has been successful to date, but could become even more effective if cooperatively coordinated. A comprehensive marketing campaign could have significant benefits to all involved. The "No Gusts No Glory" ad campaign shortly after the March 2000 tornado is a good example of how a unified focused message is sometimes the most effective method of communicating a message. The campaign was very successful in conveying to the public that the Downtown excitement was still alive by saying "we're still here and we're open for business."

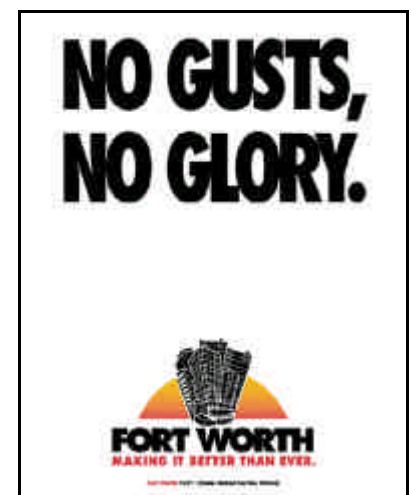
It should not take a tragedy such as the March 2000 tornado for all interested organizations to cooperatively market downtown. The difficulty in completing this objective is that a champion needs to be identified and charged with the duty of cooperatively coordinating downtown marketing. Several attempts have been made to meet monthly and share ideas, but little significant cooperative marketing has taken place since the tornado.

STRATEGIES:

1. Identify Downtown Fort Worth, Inc. (DFWI) as the champion to lead the cross-marketing efforts of the City of Fort Worth, Convention and Visitors Bureau, Downtown Fort Worth, Inc., Fort Worth Transportation Authority, Fort Worth Chamber of Commerce, Sundance Square, Bass Hall, downtown housing developments, and other entities work daily to market the unique qualities of Downtown.



SUNDANCE SQUARE



No GUSTS, No GLORY

OBJECTIVE:

Implement the Fort Worth Chamber of Commerce Strategic Plan for Economic Development. Implement specific strategies to promptly absorb office space to be vacated by RadioShack and Pier1.

EXPLANATION:

When RadioShack and Pier1 move from their current locations in Downtown to their new headquarters a large amount of occupied space will be vacant and available. This will create the largest vacancy in Downtown Fort Worth's history, however this anticipated vacancy is good news! New office product will be available in a significant portion that can be used to recruit quality tenants and businesses to Downtown. In 2002 the Fort Worth Chamber completed a comprehensive look at the current Downtown office demographics and prioritized several major prospects to be approached regarding relocation. The results of the current assessment of Downtown businesses were somewhat surprising, but nonetheless very helpful. Although Downtown Fort Worth has a large amount of corporate headquarters, the majority of office space is occupied by smaller service oriented businesses such as:

- Banking/ Finance/ Accounting
- Insurance Companies
- Law Offices
- Entertainment/ Museum/ Arts Groups
- Trade and Professional Organizations
- Hospitality and Travel Organizations
- Brokerage Firms
- Consulting Firms



PROPOSED RADIOSHACK CAMPUS

Downtown Fort Worth is characterized by the large number of small, boutique firms that office there. A majority have less than five employees, and even the larger firms tend to be smaller than 25 employees. The occasional firm has 50 or more. A large number of firms focus on law, energy, real estate, and finance/insurance-businesses that have formed the profile of downtown for decades.

Downtown Fort Worth is lacking in businesses such as high tech, Internet, and telecom, that have formed the core of the "new economy." In general, these firms have not created a significant presence anywhere in Fort Worth. While there are some very large businesses offices in downtown, they are the headquarters of home-grown businesses started in Fort Worth: RadioShack, Pier1, Bass, XTO Energy, Carter-Burgess. The large businesses that are no longer Fort Worth "born and bred" are banks, such as Bank of America and Bank One, which typically employ a lot of people in the larger cities where they do business. Now, branches of these national banks, without local leadership or power they cannot even provide a significant loan without approval from outside the city. The emerging local banks are not of a size to fund large business deals. This is a further disincentive to larger companies moving into downtown Fort Worth.

Some such businesses are already in downtown, helping pave the way for more: architects and design firms, video production companies, recruiters, consulting firms, graphic designers, and others are examples of small business beginning to make a presence in the central business district. Unlike the traditional downtown businesses, these firms do not need to be downtown to be near the action of the courthouse or banks. If they are to be attracted downtown, it will be because they want to be there-to be near the action of downtown itself. That action will come from a lively downtown environment, built around interesting shops, amenities, good restaurants, and comfortable places to live and play.

Looking objectively, much about downtown Fort Worth presents the image of a small city downtown that has been undergoing gradual change-losing some tenants but quickly replacing them and gaining several entertainment oriented businesses. The opportunity will be to turn the self-evident lifestyle assets into a draw for office building tenants.

STRATEGIES:

1. Implement the Fort Worth Chamber of Commerce Strategic Plan for Economic Development.
2. Coordinate economic development efforts of the City of Fort Worth, Chamber of Commerce, and Downtown Fort Worth, Inc.
3. Adopt an established procedure of "who does what" in the economic development area with the City of Fort Worth, Chamber of Commerce, and Downtown Fort Worth, Inc.
4. Find alternative uses for upcoming vacancies such as the Tandy Center and existing vacancies such as the Transport Life Building, the Landmark Tower, the T&P Terminal, T&P Warehouse, and the Post Office.
5. Coordinate the leasing efforts of Downtown with the marketing efforts of other interested downtown entities. Establish common goals of both marketing and leasing efforts of interested downtown entities including the Chamber of Commerce, Downtown Fort Worth, Inc., the City of Fort Worth, and the private sector to more effectively target desired results.

OBJECTIVE:

Find specific strategies and solutions for key vacant buildings.

EXPLANATION:

In late 2002, the redevelopment of 500 Throckmorton (the old Bank One Tower) and the Tandy Center was unveiled and required the use of creative public/ private partnerships to make them feasible. For example, 500 Throckmorton partnered with the City of Fort Worth, the Downtown TIF, Tarrant County and other local taxing jurisdictions to cooperatively redevelop the tower into 270 residential units and 30,000 square feet of new street-level retail. An extensive cost/ benefit analysis was conducted and the numbers spoke for themselves - with a minimal 10 year public investment the redevelopment would produce significant new revenue for the participating entities that otherwise would not have occurred. This and other successful projects downtown are good templates for finding solutions to key vacant buildings in downtown, including:

- Landmark Tower
- T&P Warehouse
- T&P Terminal
- Post Office
- Transport Life Building

Good planning initiatives and superb implementation are key elements to recent Downtown Fort Worth success. Fort Worth does not create POTS (Plans On The Shelves) rather we actively engage previous planning efforts to create develop-

ment opportunities. The Strategic Plan goal of attracting 10,000 new residential units, and the expansion of the Sundance retail, and the expansion and improvement of the hotel inventory provides several mixed-use opportunities for these vacant structures. Private investors are needed to spur these developments but can be more successful if teamed with strategic development incentives. The recent public/private partnership with the Ramada Hotel is another good example of how private and public entities can work towards mutual goals. The success rests with the quality and depth of the private investors that see significant investment opportunities in land and properties in Downtown Fort Worth. Additional outside capital is desired and can be attracted with the prudent use of incentives and good planning. The Lancaster Corridor Redevelopment Plan offers significant leveraged resources to lure investors to the T&P Warehouse, T&P Terminal and Post Office. The scheduling and implementation of the public improvements for the Lancaster Corridor is important as new investors consider investing capital along Lancaster.



FORT WORTH SKYLINE

STRATEGIES:

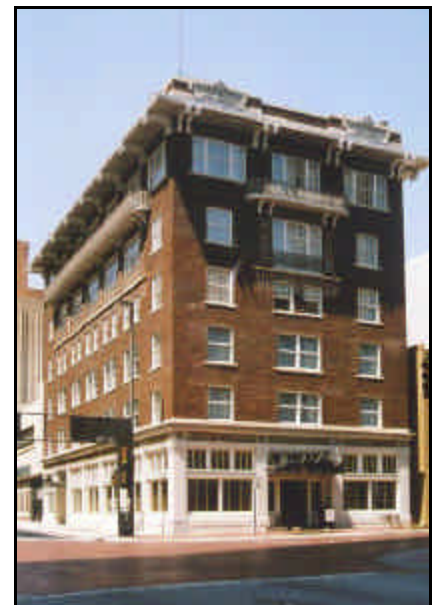
1. Attract new private investment through creative public/ private partnerships.
2. Use the 500 Throckmorton and Tandy Center model as an example of how to address large vacant buildings.
3. Conduct extensive cost/ benefit analysis of each proposal to determine the community impacts.
4. Take a ten year or longer approach to realizing benefits and paybacks for each new project.

OBJECTIVE:

Develop a comprehensive strategy for building a convention center hotel and upgrading and/or expanding certain existing hotels.

EXPLANATION:

Fort Worth has a great Downtown product that is getting better everyday and our Downtown is the envy of so many other American cities. Downtown Fort Worth is fortunate to have so many wonderful amenities to offer visitors and tourists. The newly renovated Convention Center, Fort Worth Water Gardens, Bass Performance Hall, Sundance Square, and the Fort Worth Rail Market are all wonderful assets that compliment the office, retail, and housing sectors in Downtown. In close proximity to Downtown, it is possible to experience the historic Stockyards, the world-famous Fort Worth Zoo, and the Cultural District that showcases the Modern Art Museum, the Kimbell Museum, the Amon G. Carter Museum, the Cowgirl Museum, and the Will Rogers Memorial Complex. Fort Worth has become an authentic tourism and convention hub that can become very competitive with other similar markets. However, it can only become competitive if major strides are made to upgrade and expand the existing hotel inventory.



THE ASHTON HOTEL

The Courtyard Marriott Blackstone and the Ashton were two projects to be added to the Downtown inventory over the past decade. While both these developments were important to the revitalization of Downtown, several existing hotels have seen little to no new investment and/or concentrated focus on meeting the new demand. The City's investment in the previously out-dated Convention Center is a sign of progressive and proactive investment that will yield positive benefits to the community for many years to come, however what is needed now is upgraded or new quality first-class hotel rooms.

In 2002, the City recognized the need for a new convention headquarters hotel to compliment the new Convention Center and stimulate new development activity in the area and along Lancaster Avenue. Three in-depth consultant studies were completed outlining the need for and benefits of a convention headquarters hotel. The proposed development approach was to have 100% public ownership and private hotel management company would operate the hotel. The project has been delayed for a number of reasons, however the overall concept is realistic and some variation of the proposal must be pursued. New convention headquarters hotels across the nation require significant public participation and other North American cities have recognized the market reality of public ownership by investing over \$1.5 billion in convention center hotels since 1995. Without public participation it is evident that little to no new development will occur and our potential as a viable tourism and convention attraction will not be fully realized. As of 2003, Fort Worth had 707 first-class hotel rooms while other same size cities have an average of 1,900 or more hotel rooms to offer. Both convention centers and convention center hotels go hand-in-hand and are necessary to attract the type of conventioner needed in Downtown Fort Worth.

From a Downtown perspective, the following are benefits of a convention headquarters hotel:

- Boost the Downtown ambiance and economy, particularly in the south end of Downtown
- Kick off development along the Lancaster Avenue corridor
- Supports such recent developments as the Fort Worth Rail Market
- Immediate benefit of creating construction jobs and contracts as well as full-time employment at the hotel
- Will pay for itself with increased tourism and spending
- Increased numbers of tourists and conventioners will boost other hotel occupancies as has been the case in other cities

In 2003, the City approved a tax incentive package to encourage the redevelopment of the former Ramada into a three-star hotel. This is a significant step in the right direction, however, more must be done to meet the existing demand Downtown. This can be achieved through creative public/ private partnerships and careful cost/ benefit analysis showing the long-term benefits to the City and the community. Both the combination of a new headquarters hotel and upgrading existing hotel rooms will necessary to meet the demand created by the renovation and expansion of the convention center.

STRATEGIES:

1. Continue the efforts to attract a convention center hotel to Downtown Fort Worth.
2. Develop a program to leverage new capital investment in existing hotel inventory.
3. Utilize all available public/private partnership arrangements to achieve the goal of expanding Fort Worth's existing 707 first-class hotel rooms to 1,900 or more.
4. Support the prompt completion to the Convention Center Hotel Blue Ribbon Committee recommendations and implement the Committee's recommendations and findings.



RADISSON PLAZA HOTEL



PARK CENTRAL HOTEL



PROPOSED RAMADA HOTEL RENOVATION

OBJECTIVE:

Implement the Lancaster Corridor streetscape and associated economic development strategies.

EXPLANATION:

One of the next great development opportunities in Downtown is the rebirth of Lancaster Avenue. The transportation and streetscape improvements are just the beginning of this next growth area. A redeveloped Lancaster Avenue will serve as a "grand gateway" into Downtown and provide a vital link with the Medical District and Interstate 30. Tremendous development opportunities exist with the historic building stock along Lancaster and the blank developable surplus parcels created by the I-30 overhead demolition. Interest exists in several developments along Lancaster Avenue and must be carefully coordinated with major public improvements to leverage the most benefits for the community. The historic buildings along Lancaster offers some unique benefits and challenges that will require specific public/ private partnerships. A significant number of these developments can become feasible and supported with the creation of a Lancaster Corridor Tax Increment Finance (TIF) District. The costs and benefits of a proposed TIF must be carefully analyzed to warrant its creation, however it must be realized that these large historic projects will not happen without some sort of public support. The level of public support is dependent upon the private sector investment proposals and the desired economic returns of both the private and public partners. A TIF, however, provides the most flexibility to facilitate these redevelopment projects. All funds captured by the TIF would be subject to established public investment standards and criteria and the project plans established prior to the creation of a TIF.

Conditions and opportunities that can drive development momentum:

- Successful elimination of overhead freeway barrier and full funding of the Lancaster Avenue project
- Commuter Rail- ITC, T&P Station
- T&P Building and United States Post Office building as landmark buildings and projects
- T&P Warehouse building re-use
- Water Gardens as destination place with dual orientation - north to the Convention Center and south to Lancaster Avenue
- Expansion of Convention Center and proposed Convention Center hotel
- Texas Wesleyan Law School, Rail Market, Ramada Hotel area
- Excellent convenience to Downtown, Medical District, and highway system - the "hub" of Downtown and the Medical District
- High visibility and access from Interstate Highway system
- Substantially under-developed potential

Over the next twenty years, the majority of the fronting Lancaster Avenue property should be substantially completed with nearly 1.7 million SF of space developed and/ or redeveloped. Several activities must happen for this development to be realized, which includes management functions to be performed by both quasi-public and private investors. The functions for the quasi-public partner include:

- Land assembly
- Land development
- Market studies
- Issue RFP's on various parcels ready for development
- Financial leveraging
- Enforce land use and urban design objectives
- Coordinate between mixed ownership parcels

The functions for the private partner include:

- Formulate development projects and proformas
- Land assembly
- Design, engineering, parcel development
- Project financing
- Marketing and sales
- Property management

STRATEGIES:

1. Implement the Lancaster Corridor redevelopment plans.
2. Implement the economic development strategies for the Lancaster Corridor.
 - a. Establish a south Downtown/ Lancaster Corridor Tax Increment Finance District in 2003.
 - b. Identify management to prepare, solicit, and negotiate request-for-proposals (RFP's) of surplus land.
 - c. Issue RFPs to develop two to four parcels.
3. Explore the possibilities of having the TIF District act as the master developer for the entire Lancaster Avenue area.



LANCASTER AVENUE CORRIDOR

OBJECTIVE:

Establish the "Rail Market District" that focuses on the Fort Worth Rail Market, the Intermodal Transportation Center (ITC), and the continued redevelopment of Lancaster Avenue.

EXPLANATION:

The Rail Market was one of the first projects to kick-off the redevelopment of Downtown's southeastern section. Other projects such as the Intermodal Transportation Center (ITC), the Lancaster Corridor redevelopment area, and the Convention Center expansion add to the excitement and also contribute to the vitality of this newly emerging district in Downtown. To be successful, this district, the "Rail Market District", must become a destination location easily identified by the community at large.

The "Rail Market District" has tremendous redevelopment potential and must focus on the existing qualities that make it a destination location. The term "Rail Market District" not only incorporates the presence of the new Rail Market, but also emphasizes the importance of the ITC as a major anchor and gateway to downtown. Ridership on the Trinity Railway Express, the commuter rail line linking Fort Worth and Dallas, will continue to see an increase as more and more people in the community recognize this hassle-free mode of transportation. Additionally, the ITC and the Trinity Railway Express opens new doors to potential new downtown customers by expanding the traditional metro trade-area customer base. The new "Rail Market District" will be the first impression these new downtown customers experience.

It is important to note that this specific strategy is closely linked to the Retail, Arts, and Entertainment chapter of this Downtown Strategic Plan Update and specific recommendations found in that chapter are applicable to this new district designation. Downtown Fort Worth is a master planned community and the development of retail districts has and will be carefully examined to leverage the best in public and private resources. For that reason, it is very critical to point out that outside of the Sundance Square/Downtown core, new retail destinations are only being recommended in the redevelopment of southeast downtown which includes the Lancaster Corridor and the Rail Market. New retail corridors must be carefully coordinated as to not saturate the market and cannibalize existing retail. As stated in the Vision at the start of the Downtown Plan Update, the "Rail Market District" has emerged in the Walkable Core Expanded. Near Core Areas, those that support the existing downtown core, will provide the long-term sustainability for retail. Development of these areas is critical to sustaining the downtown retail customer base that has previously relied upon the metro trade area as the major draw.

STRATEGIES:

The Rail Market must build upon the key elements that make it an attractive place to lease space and visit. Those five areas include:

1. Quickly establish the "Rail Market" district that focuses on the Fort Worth Rail Market, the ITC, and the continued redevelopment of Lancaster Avenue.
2. Install easily identified banners that identify that you are in the "Rail Market District." These initial pole banners should be concentrated on the north and south routes of Jones Street and Calhoun Street

between Belknap Street and Lancaster Avenue.

3. Immediately install downtown-wide directional signage at major gateway areas and intersections to easily direct traffic to the "Rail Market District."
4. Create opportunities to citizens along the Trinity Railway Express line to explore the unique and fun alternatives to the typical suburban shopping experience.
5. Continue to provide readily available free and paid parking for convenient access for the customers.
6. Continue priority leasing to new business startups that are not chain-oriented at the Fort Worth Rail Market.
 - While a large portion of small businesses fail within the first couple of years of startup, the Rail Market should continue to foster new business development at an affordable startup cost.
7. Build upon the downtown synergy.
 - Coordinate with the Fort Worth Convention and Visitors Bureau and the Convention Center to introduce the Rail Market and the district as a must see before leaving downtown.
 - Coordinate with Sundance Square and other downtown business to cross-market the new retailing options in Downtown Fort Worth.
8. Lease out the second-floor and roof-top patio of the Rail Market to a destination entertainment concept that will bring additional people to the "Rail Market District" and showcase the gateway and wonderful views of downtown's skyline.



RAIL MARKET

OBJECTIVE:

Implement the Trinity River Vision.

The Downtown segment of the Trinity River Vision recommends a bypass channel that will create major waterfront, open space, and recreation amenities for Downtown. The confluence of the Clear Fork and West Fork define the Downtown area. The proposed dam will create a constant raised water level with an urban waterfront that will link the Stockyards, Downtown, and the Cultural District. The river links Fort Worth's great districts together.

The dam creates ten waterfront zones for redevelopment. Approximately 850 acres of area could then transition to higher density mixed-use developments. All of the zones, except the historic Samuels Avenue zone are seen as higher density developments with 6 to 20+ story buildings encouraged. Establish one or more Tax Increment Finance (TIF) zones approximately as outlined in the Trinity River Vision plan, and develop a comprehensive package of public/ private incentives that help assure that optimum development occurs in the Trinity River Vision Downtown segment.

One of the goals in Fort Worth's Comprehensive Plan is to attract a greater amount of people to the Central City area. This and other plans may need to be amended to incorporate recommendations included in the Trinity River Vision. The Trinity River confluence becomes a focal point for bringing people back to the Downtown area. A few goals of the TRV are as follows:

1. Higher density of people living, working, playing and learning
2. Orientation of mixed-use development on the river
3. Linkages to neighborhoods and districts
4. Higher constant water level that allows boating from the Stockyards to Downtown



SAN ANTONIO, TX



PROVIDENCE, R.I.



NEW YORK, N.Y.