



“The Bricks” District Transformation Strategy

Fort Worth, TX | Camp Bowie District, Inc.

Facilitated by Main Street America

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A Note from Field Services / Executive Summary

On behalf of Main Street America, thank you to Camp Bowie District, Inc. (CBDI) for inviting our team into your community, especially Executive Director Lydia Guajardo Rickard. Your hospitality, attention to detail, and focus on strong community engagement ensured that our work was thorough and reflective of the diverse, complementary, and sometimes divergent opinions about the future of “The Bricks.” We applaud CBDI for adopting the Main Street Approach, including the wholistic commitment to community-driven change. The Bricks hold a special place in the hearts of all Fort Worthians, especially the residents that call adjacent neighborhoods home.

The Bricks is an important inner-ring commercial corridor that connects multiple neighborhoods to downtown Fort Worth. Many residents are fiercely protective of its character. Many see that character as preservable yet adaptable. Others are concerned about commercial uses interfering with residential areas. Through ongoing community engagement, CBDI can ensure that its programming and advocacy work balances and reflects the broad needs and wants of the adjacent neighborhoods.

The Bricks relies on non-local resident visitors 7 to 1 to support its existing business base. Of the 1.9 million visits in 2024, just 278 thousand were from residents that live within 1 mile of the district. Because of this, CBDI must welcome visitors to the district.

Summary of Recommendations

Transformation Strategies align your organization’s work across the Four Points of the Main Street America Approach for a period of three to five years. Transformation Strategies either focus on a definable consumer group that has unmet needs, or the expansion or cultivation of a cluster of businesses or experiences determined to have clear market potential. By focusing on the following two strategies, Camp Bowie District, Inc. can leverage its volunteer and financial resources most efficiently to “move the needle” on the economic potential of the district.

Strategy 1: Resident Serving

“The Bricks” are beloved by the seven neighborhoods that line their 2.5-mile stretch. Long-time residents blend with newer younger families, some of Fort Worth’s most affluent. Residents prefer walkable neighborhoods and commercial districts and want to be engaged in the future of their community. Yet, residents are patronizing the district less frequently even while other visitors are visiting more often.

The following objectives are further defined on page 30.

- Objective 1.1: Increased resident visitation.
- Objective 1.2: Broad resident engagement.

Strategy 2: Pedestrian-Oriented District Nodes

“The Bricks” is a southwest-running boulevard from downtown Fort Worth, creating unique neighborhood nodes. With a largely commercial south side and residential connections to the north, it has the potential to become a walkable, urban-friendly district. Focusing on key intersections can improve walkability, safety, parking, and business growth. A pilot project at one node can guide future improvements.

The following objectives are further defined on page 31.

- Objective 2.1: Placemaking at key district nodes.
- Objective 2.2: Pilot and codify redevelopment approach at nodes.

Getting to Action

This report contains example objectives, goals, and activities. It is a starting point designed to fuel a robust board and committee conversation about work plan development and ways to organize and utilize resources including volunteers, staff, and partnerships. The first step to get to action is to ensure consensus on the broad themes of the report and to create an implementation timeline.

Thank you again for the opportunity. We are a resource for you as you begin this journey.

Regards,

Jonathan Stone
Program Officer
Main Street America

Erik Reader
Director, Illinois Main Street
Main Street America

Participants

Opening Session

- Alex Beck
- Benton Woodrum
- Brandon Utterback
- Brett Cox
- C.B. Team
- Dan Custer
- Edward Schaefer
- Gaylord Lamy
- JC Johnson
- Jeff Sims
- Jonathan Gentry
- Joseph DeWoody
- Kalyn McKittrick
- Kelly Smith
- LaShondra Stringfellow
- Leon Reed
- Lydia Guajardo Rickard
- Martha Collins
- Mary Ho
- Ori Fernandez
- Robert Sturns
- Shelby De Mayo
- Stephen Murray
- Trevor Armstrong
- Tyler Wallach

Public Official Focus Group

- Alex Catterton, Visit Fort Worth
- Alexandra Beck, CBDI
- Ann Zadeh, Community Design Fort Worth
- Brandon Utterback, City of Fort Worth, Dev. Services/Urban Design
- Dana Burgdoff, City of Fort Worth, Assistant City Manager
- Detra Whitmore, Trinity Metro, VP of Community Engagement
- LaShondra Stringfellow, City of Fort Worth, Development Services
- Lauren Prieur, City of Fort Worth, TPW Director
- Lydia Guajardo Rickard, CBDI Executive Director
- Netty Matthews, Fort Worth Chamber of Commerce, VP
- Robert Sturns, City of Fort Worth, Economic Development Director
- Stephen Murray, City of Fort Worth, Development Services/Zoning

**Councilmember Hill contributed feedback in a separate interview. Feedback is reflected in focus group notes.*

Business Focus Group

- Alexandra Beck, CBDI
- Corbin Bratteli, John L. Ashe
- Jarry Ho, Tokyo Café
- Jonathan Gentry, Kincaid's
- Judy Rotzoll, Keeping Up With the Joneses
- Lauren Klipfel, Roy Pope Grocery
- Lydia Guajardo Rickard, CBDI Executive Director
- Roger Chieffalo, Chieffalo Americana
- Suzanne Fluke, The Happy Lark

Property Focus Group

- Brittany Doyle
- C.B. Team
- Derek Musquiz
- Edward Schaefer
- Gaylord Lamy
- Lindsay Jones
- Mark Harris
- Nick Alexander
- Rob Sell
- Shelby DeMayo

Resident Round Table Focus Groups

- Brenda Ciardello, Monticello
- Brenda Helmer, AHNA
- Brian Lund, AHNA
- Brian Rickard
- Cathy Brown, AHNA
- Christine Lund, AHNA
- Darin Norman, AHNA
- Erin Lynds, Monticello
- Fernando Costa, West Byers
- Gary Schindler, AHNA
- Jamie Wester, AHNA
- Janine Lund, Crestwood
- Lauren Whitson, Crestline NA
- Lori Murray-Bosken, AHNA
- Lou Schindler, AHNA
- Marcia Wright, Crestline
- Matt Ciardello, Monticello
- Maureen Corns, West Byers
- Meda Kessler, AHNA
- Melissa Esterlein, AHNA
- Patricia Ward, AHNA
- Rebecca Emery, AHNA
- Shanna Cisneros, AHNA
- Susan Urshel, North Hi Mount
- Terry Dunlap, Crestline NA
- Tom Sisolak, AHNA

The Main Street Movement

About Main Street America

Main Street America leads a movement committed to strengthening communities through preservation-based economic development in older and historic downtowns and neighborhood commercial districts. For more than 40 years, Main Street America has provided a practical, adaptable, and impactful framework for community-driven, comprehensive revitalization through the Main Street Approach™. Our network of more than 1,600 neighborhoods and communities, rural and urban, share both a commitment to place and to building stronger communities through preservation-based economic development. Since 1980, communities participating in the program have generated more than \$101.58 billion in new public and private investment, generated 168,693 net new businesses and 746,897 net new jobs, rehabilitated more than 325,119 buildings, and levered over 33.7 million volunteer hours. Main Street America is a nonprofit subsidiary of the National Trust for Historic Preservation. For more information, visit mainstreet.org.

About the Main Street Approach

The Main Street Approach™ is Main Street America’s framework for community revitalization. Centered around Four Points (see below), the Approach offers community-based revitalization initiatives with a strategic, adaptable framework for downtown transformation that is easily tailored to local conditions. The Main Street Approach underwent a refresh in 2015 to become more responsive to economic context, strategy-driven, and outcome-oriented.



Every community has a unique set of place-based assets, anchors, and consumer markets that contribute to a healthy business district. Leveraging those assets through a targeted economic development strategy requires a thorough understanding of the marketplace. One of the best ways to help retain existing businesses and recruit new ones is to prepare information about your existing customer base and better understand potential new customer segments that could be served by your

business district. Your local commercial revitalization program provides an important benefit by developing a comprehensive analysis of the district market that aligns community vision and consumer data with strategies that drive the organization’s revitalization programming. Through the Main Street Approach, we work together with organization leaders to understand market data and develop comprehensive strategies to deliver comprehensive Main Street transformation. This approach accomplishes several goals:

- Builds local knowledge and understanding of your district’s economy to create a foundation for successful revitalization;
- Identifies current strengths of the business mix and existing business clusters;
- Supplies relevant consumer data to the revitalization program so it can help existing businesses become stronger;
- Identifies opportunities for future business attraction and business cluster expansion; and
- Builds a strategic framework for niche development, including real estate development, business development, promotions, marketing, branding, etc.

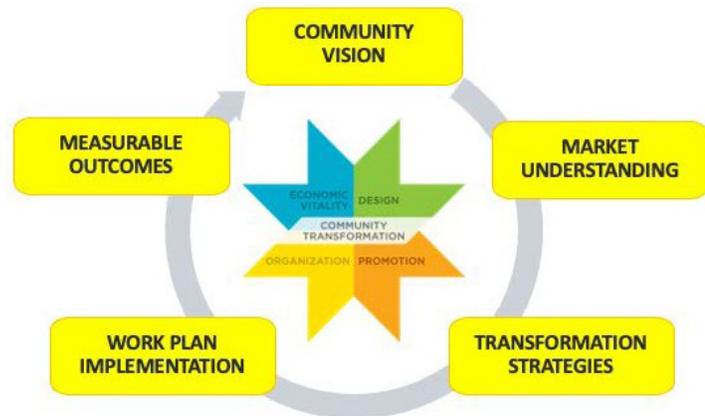
This philosophy is encompassed by the Main Street Approach Refresh. At the core of the new Main Street Approach are economically grounded “Transformation Strategies.”



Transformation Strategies Defined

A 3-5 Year Cycle to “Move the Needle”

Transformation Strategies articulate a focused, deliberate path to revitalizing a downtown or commercial district’s economy for 3-5 years. They are informed by a solid understanding of local and regional market data and sustained and inclusive community engagement. Most activities within an organization’s workplan as part of the Main Street Approach should then be guided by Transformation Strategies.



Every 3-5 years, strategies should be changed or updated based upon a reflection of whether measurable outcomes were achieved and if the community vision and market understanding necessitate or support a new focus.

Consumer, Product, and Experience-based Approaches

Transformation Strategies have two basic approaches. Selection of a strategy does not necessarily mean you are intending to become your area or region’s go-to destination for the selected strategy. Instead, it means that there is belief that in 3-5 years, sustained economic enhancement can be made through that strategy.

Consumer-Based

Consumer-based strategies focus on a definable group that has capacity but unmet needs. Main Street America has “out of the box” catalyst strategies that exemplify what is meant by a consumer strategy including downtown workers and/or residents, college students, tourists, military installations, family-friendly, millennials, and retirees/elder-friendly. Survey responses, community demographics, and visitor psychographics all help to identify potential consumer groups that are most appropriate for your community to consider.



Product or Experience-based

Product or experience-based strategies focus on the expansion of an existing cluster or cultivation of a new cluster. Main Street America has “out of the box” catalyst strategies that exemplify what is meant by a product or experience-based strategy including arts, entertainment/nightlife, sports and recreation, apparel, education, convenience, food, and others. A product or experience-based strategy is appropriate when the defined experience is clearly identifiable in surveys, community demographics, and visitor psychographics and it is an experience that is supported by multiple or a broad set of consumer groups.

Visit Process

Review of Community Priorities and Plans

Camp Bowie District, Inc. Brief

At the beginning of the Transformation Strategy process, CBDI provided a brief that it uses to educate stakeholders about its organization.

Organization Purpose:

Camp Bowie District Inc. (CBDI) is a nonprofit founded in 2001 to improve and maintain the historic Camp Bowie Boulevard and West 7th Street corridor in Fort Worth. Spanning six miles and serving 11 neighborhoods, the district includes 325 properties and over 700 mostly locally owned businesses. CBDI's mission has evolved from simple beautification to a broader focus on community engagement, preservation, growth, and advocacy.

Notable focuses:

- Infrastructure improvements, including:
 - Vintage light repairs and installation of new trees.
 - Roadway improvements.
 - Median enhancements.
- Historical asset preservation, including:
 - Historic architectural character.
- Economic development, including:
 - Creation of a business development and retention plan.
 - Future Real Estate Council.
 - Creation of a façade improvement program (in partnership with community banks).

Fort Worth Comprehensive Plan

Adopted in 2023, the Fort Worth Comprehensive plan mentions the historic section of Camp Bowie Boulevard in appendix C stating: “Maintain the neighborhood commercial scale and character of the historic section of Camp Bowie Boulevard bounded by Montgomery Street and Interstate 30. Promote the preservation of historic buildings, head-in parking, storefronts, awnings, brick pavers, and compatible development between residential and commercial uses. Discourage mixed use zoning or higher density developments which may be out of scale for the historical development pattern.”

Neighborhood Commercial zoning which abuts most of this historic section allows structures up to 45 feet with no setbacks when abutting arterial streets.

Community Survey

A community-wide survey was employed to gather input from residents, businesses, key stakeholders, and other interested parties. Camp Bowie District, Inc., with the help of various partners, received 322 responses from the community.

The responses summarized in this report likely reflect a sample bias, representing the audience reach of Camp Bowie District, Inc. and its partners. Responses should be considered in that context. As the District continues to build out workplans based on the recommended Transformation Strategies, it should collect additional information from target audiences to ensure programming is aligned. *An important audience that is not reflected in the survey are tourists and other non-local visitors.*

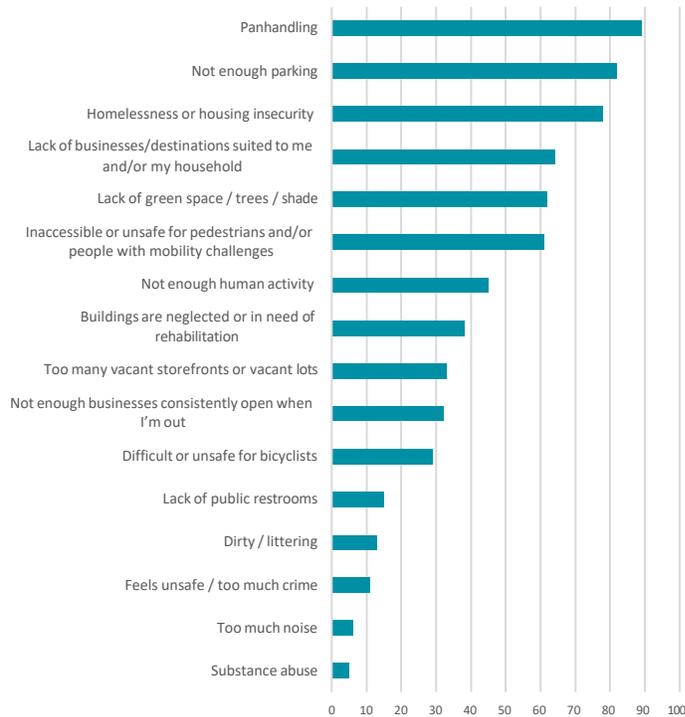
The workshop presentation with each survey response is provided with this report.

Survey Respondents

- 73% from CBDI social media/email, 16% from partner organizations, 7+% word of mouth, none from local media.
- 47% state that they visit the district regularly (same as those that live in or adjacent), 14% work in the district, and 13% own a business, 8% own property.
- 83% visit daily or weekly.
- 90% are familiar with Camp Bowie District, Inc.

Community Perspective

What do you see as the top three issues in The Bricks?



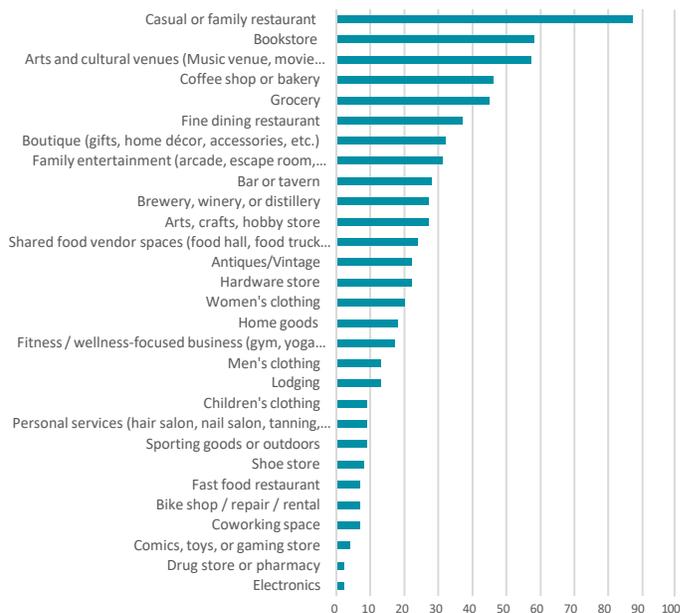
Insights from chart:

- Top issues related panhandling, housing insecurity, limited parking, and suitability of businesses.

Notable write-in concerns (66 resp.):

- Road conditions and maintenance.
- Traffic and walkability.
- Business mix. Lack of variety (e.g. clothing stores and restaurants). Desire for more upscale businesses and practical retail stores.
- Insufficient parking.
- Need for cohesive development plan.
- Calls for better lighting, family-friendly businesses, social events.
- Desire to preserve the character of The Bricks. Some fear overdevelopment and that some areas have already lost their charm.

What three business types would you like to see more of in The Bricks?



Insights:

- Top businesses are diverse, representing a mix of daily needs, casual dining, and cultural venues.
- Businesses such as a drug store or pharmacy are at the bottom of the list because there are already well represented within the district.
- Business types that were featured on the tour of the district such as fine dining, boutiques, and women's clothing, and lodging are not strongly represented, likely because the customer that supports these businesses is not represented by the survey.

What word comes to mind as you think about what you like and dislike about The Bricks?

Like:



Common Like Themes:

- History & Tradition** (e.g. historic, history, heritage, tradition)
- Community & Neighborhood Feel** (e.g. community, neighborhood, communal)
- Charm & Character** (e.g. charming, quaint, character, ambiance)
- Local Businesses & Shopping** (e.g. local, small business, shopping, boutique)
- Uniqueness & Culture** (e.g. unique, different, diverse, culture)

Dislike:



Common Dislike Themes:

- Road Conditions, Maintenance, & Construction** (e.g. bumpy, potholes, rough, disrepair, infrastructure, noisy, maintenance)
- Unhoused & Panhandlers** (e.g. homeless, unhoused, panhandlers, vagrants, crime, law enforcement)
- Parking & Traffic Issues** (e.g. parking, traffic, congested, speeding, ride-ability)
- Lack of Cohesion & Development** (e.g. disjointed, walkability, empty buildings, underdeveloped, non-pedestrian friendly)
- Business & Retail Concerns** (e.g. not enough restaurants, chains, turnover, boring)

Which businesses and other destinations do you most often visit in The Bricks?

The mentioned business can be categorized by the following top 5 categories:

Restaurants (286 mentions total)
 Lucile’s (50x), Bowie House (34x), Tokyo Cafe (33x), Kincaid’s Hamburgers (34x), Olivella’s Pizza and Wine (23x), Tommys Hamburger Grill (19x)

Shopping/Boutiques (65 mentions total)
 Hale House (10x), Shop Birdie (3x), Honey Loves Boho (3x), You Are Here (3x), The Hive (3x)



Museums (52 mentions total)

Kimbell Art Museum (12x), Modern Art Museum of Fort Worth (10x), Amon Carter Museum (3x), Arts Fort Worth (2x)

Walgreens/CVS (30 mentions)

Salons (25 mentions total)

Garbo's Salon (3x), The Pilates Concept (3x), Smart Barre (3x), Povero's Hair Design Studio (1x), Bowie & Byers Salon (1x)

Preferred Visit Times

Day of the Week	Community Survey (i.e. when people want to come)	Placer.ai (i.e. when people are actually visiting)
Saturday	36%	18.4%
Friday	19%	18.7%
Sunday	14%	11%

Time of Day	Community Survey (i.e. when people want to come)	Placer.ai (i.e. when people are actually visiting)
5 pm – 7 pm	28%	15.2%
1 pm – 3 pm	23%	14.5%
3 pm – 5 pm	18%	12.3%
11 am – 1 pm	17%	14%

Additional community perspective:

- The most common reason for visiting the district is dining (74%).
- Other top reasons include shopping for fun (38%) and daily needs (35%).
- 10% say that businesses are not open when they want to visit.
- 23% say that they want to see more housing in The Bricks. 24% are unsure.

Business and Property Owner Perspective

Respondents were able to self-identify as business and property owners within the district. In addition to answering questions summarized above, they were asked several questions with insights summarized below.

Business Owners

- 30 responses were from business owners.
- Notably, 97% of respondents are familiar with Camp Bowie District, Inc.
- Marketing (77%) and networking (53%) are the top forms of business-related support received. Others include advocacy (40%).
- Top business concerns are related to:
 - Customer attraction (63%) and retention (20%).
 - Hiring (43%) and retention (20%) of employees.
 - Not enough parking (27%).
- Additional information (10 responses) summarized:

- Desire for more support and promotion of small businesses, including collaborative opportunities.
- Concern about parking availability and transparency in tax fund usage for the district.
- Safety issues related to homelessness and the need for continued beautification efforts.
- Requests for marketing assistance and more networking opportunities for business owners.

Property Owners

- 19 responses from property owners.
- 29% of respondents cited not being familiar with CMS and not receiving support. Another 14% cited being familiar but not receiving support.
- Top support from CBDI cited was insight into upcoming developments (53%), district beautification and cleanup (42%), and benefits of community programming (37%).
- Top concerns are related to:
 - Other property owners neglecting nearby building(s) (50%) and deteriorating public infrastructure (33%).
 - Vandalism (39%).
 - Other (5 responses):
 - Homelessness.
 - Neighborhood is too influential, perception that neighborhood is “wanting to say no”.
- Property owners are most interested in the following improvements:
 - Not interested in projects/improvements at this time (44%)
 - Façade restoration or improvements (17%)
 - Other (33%, 6 responses):
 - Parking
 - Property is newly renovated
 - New property planned for reinvestment
 - Support with historic preservation/reuse of old buildings
- Other feedback:
 - Concerns about safety, including the removal of bricks that have caused damage and the impact of vagrants and homelessness on tenants.
 - Requests for street improvements, particularly pushing TXDot to act.
 - Feedback relative to TXDot may be focused on sections of Camp Bowie Boulevard outside of “The Bricks.”
 - Support for Fort Worth's growth, with an emphasis on developing areas like 7th Street and the Museum District thoughtfully, honoring the architecture.
 - Advocacy for better parking and increased walkability to enhance the charm and safety of the neighborhood.

Market & Visitor Data

Key Demographic Info

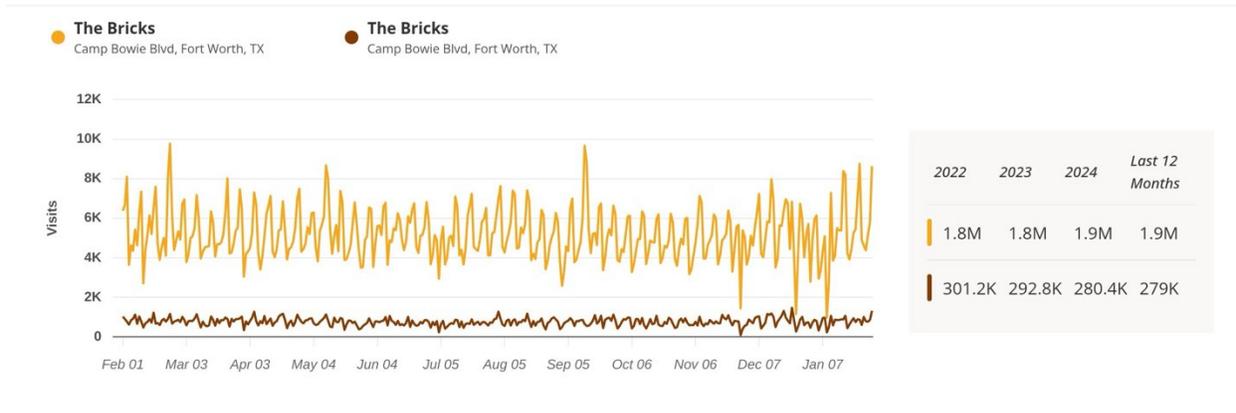
	5-minute drive time	10-minute drive time	15-minute drive time
Population	22,207	135,726	428,393
Avg. Household Size	2.0	2.2	2.5
Median Age	40.4	42.6	44.2
Median HH Income	\$82,458	\$66,379	\$62,470
Total Businesses	2,075	10,564	20,842
Total Employees	21,287	144,206	274,992
Per Capita Income	\$64,125	\$47,337	\$36,337
Median Net Worth	\$163,592	\$71,729	\$86,519

Source: ESRI

Visitor Behavior

The following charts and data are based on anonymized mobile location data aggregated by Placer.ai. All visitors are shown in orange and residents that live within 1 mile of the center of the district are shown in brown.

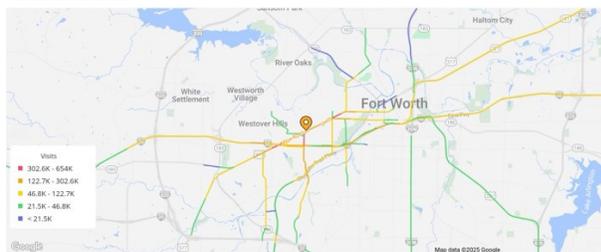
Visits Trend



Daily | Visits | Feb 1st, 2024 - Jan 31st, 2025
Data provided by Placer Labs Inc. (www.placer.ai)



Visitor Journey - Routes

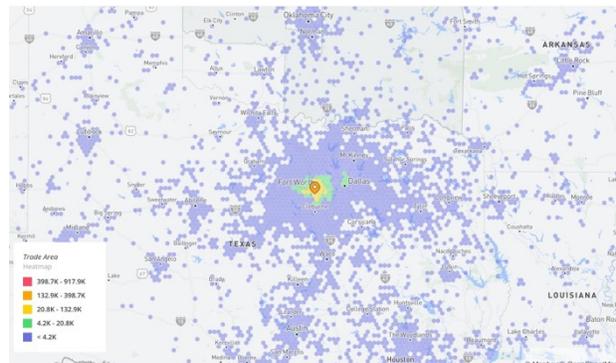


To protect individual privacy, the beginning points shown for each route are approximations and do not represent actual home locations.

Journey Direction: To Property | Feb 1st, 2024 - Jan 31st, 2025
Data provided by Placer Labs Inc. (www.placer.ai)



Market Landscape

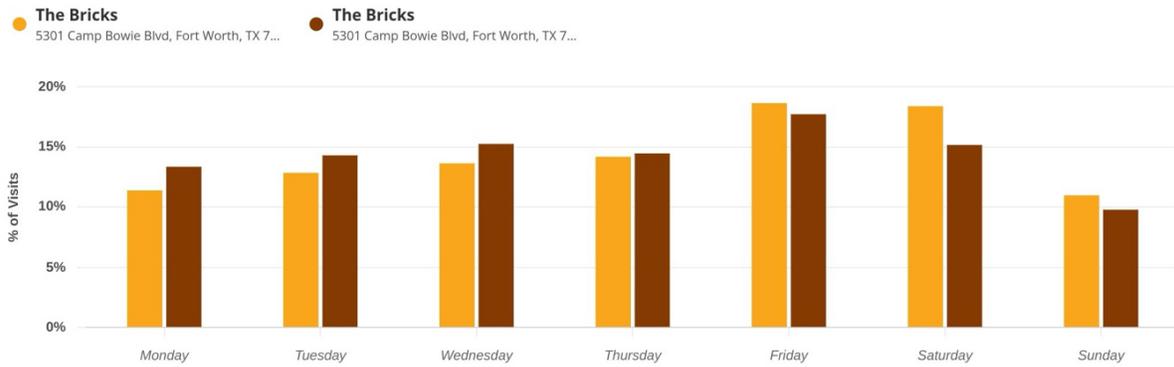


Home locations are obfuscated for privacy and randomly placed within a census block. They do not represent actual home addresses.

Feb 1st, 2024 - Jan 31st, 2025
Data provided by Placer Labs Inc. (www.placer.ai)



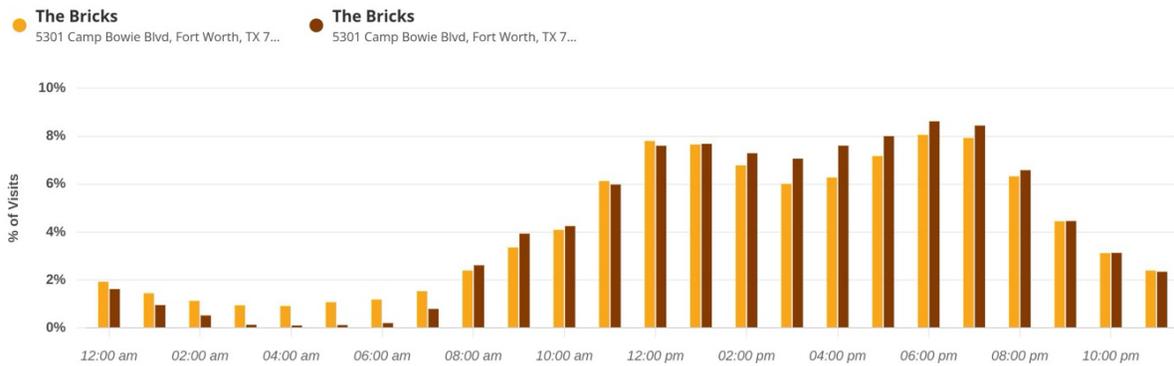
Daily Visits



% of Visits | Feb 1st, 2024 - Jan 31st, 2025
Data provided by Placer Labs Inc. (www.placer.ai)



Hourly Visits



% of Visits | Feb 1st, 2024 - Jan 31st, 2025
Data provided by Placer Labs Inc. (www.placer.ai)



Top Visited Businesses

The following shows all businesses that had more than 50,000 visits over the reporting year.

- McDonald's, 434,800 visits
- CVS, 345,700 visits
- Walgreens, 279,500 visits
- Uncle Julio's, 252,700 visits
- Bowie House, 217,400 visits
- 7-Eleven, 169,000 visits
- Kincaid's, 127,600 visits
- Nothing Bundt Cakes, 117,300 visits
- Tokyo Café, 82,700 visits
- Showdown, 55,200 visits
- Tommy's Hamburger Grill, 53,400

Top visited businesses are a mix of convenience, fast food, and casual dining.

Key Visitor Insights

- 635,300 unique visitors.
 - 1,900,000 total visits, increase of 5% year of year.
 - Visit frequency: 9.3; duration: 77 minutes
- 21,800 unique visitors from residents within approximately 1 mile of the district.
 - 279,600 total visits, 4.6% decline year over year, 8.2% decline over 3 years.
 - Visit frequency: 48.5; duration: 49 minutes
- The district's busiest days generally correlate with events adjacent to the district. By comparison, average Fridays and Saturdays have approximately 6,700 visitors.
 - Saturday, February 24, 2024 – 9,776 visits (Cowtown Marathon)
 - Friday, September 13, 2024 – 9,719 visits (Anne Wilson's "The REBEL Tour" Concert)
 - Saturday, January 25, 2025 – 9,011 visits (Stock Show)
 - Saturday, September 14, 2024 – 8,864 visits (Giovannie & the Hired Guns Concert)
 - Friday, January 31, 2025 – 8,758 visits (Stock Show)
- As is typical in most districts, holidays are the slowest days.
 - Thursday, January 9, 2025 – 966 visits (winter storm)
 - Wednesday, December 25, 2024 – 1,148 visits (Christmas Day)
 - Thursday, November 28, 2024 – 1,433 visits (Thanksgiving)
 - Monday, September 2, 2024 – 2,625 visits (Labor Day)
 - Sunday, February 11, 2024 – 2,705 visits (day after close of Stock Show)
- Slowest month of 2024: November 2024 (148K visits)
- 26% of visitors have household income of \$150k+ similarly to 27.6% of residents within a 5-minute drive.
- Dining leakage. 7% of visitors dine outside the district before their visit and 8% dine outside the district after their visit.
- Shops and Services leakage. 6% of visitors shop/use services outside the district before their visit and 7% do so after their visit.

Resident and Visitor Psychographics

Psychographics is the study of consumer lifestyles, interests, values, and behaviors to understand and predict purchasing patterns and decision-making. In market segmentation, psychographics goes beyond demographics to categorize people based on their attitudes and lifestyles. ESRI Tapestry Segments and Experian Mosaic Groups are two widely used psychographic segmentation systems that help businesses, marketers, and policymakers analyze consumer behavior and target specific audiences more effectively.

Main Street America uses ESRI Tapestry Segments to better understand residents that live within a specified drive time regardless of whether they are a patron of a district. Experian Mosaic Groups are used to better understand visitors to the district, regardless of where they come from.

ESRI Tapestry Segments

ESRI Tapestry Segmentation divides U.S. neighborhoods into 67 unique market segments based on socioeconomic and demographic characteristics, incorporating factors such as income, education, and urbanization. This system uses GIS (Geographic Information Systems) technology to provide a detailed spatial analysis of consumer behaviors at a local level.

The following shows the top 5 identified segments within each drive time and the total population that they represent.

Segment Description	5-min drive time		10-min drive time		15-min drive time	
	Percent	Est. Pop.	Percent	Est. Pop.	Percent	Est. Pop.
Emerald City (8B)	28.9%	6,472	6.2%	8,147		
Urban Chic (2A)	14.1%	3,158				
Metro Renters (3B)	9.7%	2,172	10.7%	14,060	5.0%	20,741
Set to Impress (11D)	9.1%	2,038				
Front Porches (8E)	6.8%	1,523				
Forging Opportunity (7D)			9.4%	12,352	22.2%	92,089
Metro Fusion (11C)			5.8%	7,621		
Young and Restless (11B)			5.7%	7,490	6.6%	27,378
Traditional Living (12B)					4.4%	18,252
Modest Income Homes (12D)					3.3%	13,689
Total Top 5 Segments	68.6%	15,362	37.8%	49,670	41.5%	172,149

Segment Descriptions:

- **Emerald City (8B):** Young, educated, and socially conscious urbanites who prefer high-density city living with access to culture, technology, and green initiatives.
- **Urban Chic (2A):** Wealthy, well-educated professionals who enjoy sophisticated city lifestyles, fine dining, and cultural activities.
- **Metro Renters (3B):** Young, single, and highly mobile urban dwellers who rent apartments, value convenience, and embrace an active social life.
- **Set to Impress (11D):** Young, budget-conscious individuals who prioritize fashion, socializing, and digital engagement while living in urban areas.
- **Front Porches (8E):** Middle-income households in older suburban neighborhoods that value community connections and a slower pace of life.
- **Forging Opportunity (7D):** Diverse, working-class families and young singles striving for economic stability in affordable urban neighborhoods.
- **Metro Fusion (11C):** Culturally diverse, young, and mobile urban residents who are highly engaged with technology and social media.
- **Young and Restless (11B):** College-educated, young professionals who embrace fast-paced urban lifestyles, career mobility, and digital connectivity.
- **Traditional Living (12B):** Middle-income, family-oriented households in older suburban and rural communities who prioritize stability and practicality.

Within a 5-minute drive time, the top 5 segments are more consolidated, representing nearly 70% of the area population. Those segments generally prefer urban living with an emphasis on city amenities, walkability, and social engagement. Beyond, over 40 segments define the population within a 15-minute drive time showcasing a broad range of lifestyles and consumer interests.

Experian Mosaic Groups

Experian Mosaic Groups is a global consumer classification system that segments populations into groups based on household and individual characteristics, including spending habits, financial behaviors, and lifestyle preferences.

The following shows the top 5 segments of visitors that are residents within one mile of the center of the district and all visitors.

Segment Description	Resident Visitors <1 mi		Visitors All	
	% population	Index	% population	Index
A - Power Elite	29.8%	338	23.9%	271
C - Booming with Confidence	22.3%	238	15.3%	164
E - Thriving Boomers	12.0%	205	7.5%	128
G - Young City Solos	7.9%	460	5.0%	290
F - Promising Families	5.8%	154		
O - Singles and Starters			12.6%	152
Total Top 5 Segments	77.8%		64.3%	

Segment Descriptions

- **A - Power Elite:** Wealthy, highly educated, and influential individuals who live in prestigious neighborhoods and enjoy an upscale lifestyle. Head of household age, 36-45.
- **C - Booming with Confidence:** Affluent, older homeowners who are financially secure, active in their communities, and enjoy travel and leisure.
- **E - Thriving Boomers:** Middle-to-upper-income Baby Boomers who are either approaching retirement or still working, with comfortable suburban lifestyles.
- **G - Young City Solos:** Young, single urban dwellers who rent apartments, embrace active social lives, and are highly engaged with technology and entertainment.
- **F - Promising Families:** Young, growing families in suburban areas who prioritize homeownership, good schools, and family-oriented activities.
- **O - Singles and Starters:** Budget-conscious young singles and couples who are just starting their careers and often live in affordable urban or suburban areas.

Differently than the top 5 ESRI tapestry segments which were largely younger and more affluent professionals, visitors to the district based on the top 5 Mosaic Groups include Baby Boomers (22.8%). Resident visitors and all visitors have very similar psychographics. Aside from older visitors, top Mosaic Groups are very similar to ESRI Tapestry segments within a 5-minute drive time.

Key insight: the district attracts visitors with similar demographic and psychographic profiles as to its nearby residents. Additionally, middle-to-upper-income and affluent Baby Boomers visit the district.

On Site Tour

The visit team, Camp Bowie District leadership, and members of its Executive and economic committees toured the district by van, visiting the Bowie House, Roy Pope Grocery, You Are Here boutique, and Kincaid's Hamburgers.

Along the way, information about the history of the street, CDBI's role in maintaining the median and pocket parks, and how the district has changed over time was shared.



Shown, yellow line "The Bricks District." Red lines are single-family residential adjacent to the boulevard.

"The Bricks" is a 2.5 miles corridor comprised of multiple commercial nodes:

- Camp Bowie Boulevard and University Drive. Transition between Artisan Circle mall/mixed-use district, the cultural district, and Museum Place.
- Camp Bowie Boulevard and Montgomery Street. Transition between Cultural district, UNTHS campus, Bowie House Hotel and residential neighborhoods. Connection to Dickie's Arena and Stock Show grounds.
- Camp Bowie Boulevard from Hulen Street to Prevost. Consistent low rise commercial development and institutional uses on both sides of boulevard. Some intersections with stronger visual cohesion.
- Commercial uses are consistent on the south side of the boulevard. Residential abuts the boulevard on the north side in three separate segments totaling approximately 0.7 miles.
- For the two miles from I-30 to Montgomery, 65% of both sides of the boulevard is commercial, institutional, or park space.

A district with character:

- Post-World War I and mid-century car-oriented historic buildings are throughout the district. Some have been adaptively reused such as Winslow's, a former filling station that is now a New American restaurant. Sensitive redevelopment can preserve car-era historic facades while accommodating pedestrian-oriented infill and redevelopment.
- National chains with standalone buildings and large parking lots are at a few intersections. These sites and adjacent parcels are ripe for redevelopment to enhance the district character and walkability.

- New development such as the Bowie House Hotel exemplify tasteful design and pedestrian-oriented scale. While this level of density may not be appropriate at all district nodes, the quality and attention to detail should be aspired to regardless of scale.

Relationship to the neighborhoods:

- The seven adjacent neighborhoods are part of the charm of the district. Lot sizes are small. Filled with bungalows and other early 20th century home styles. Camp Bowie District has many peer cities it can look to as it tries to find the balance between neighborhood charm and regional destination. Portland, Oregon and San Diego, California are both “cities of neighborhoods” with similar bungalow style architecture that have balanced tasteful commercial development with neighborhood walkability and distinct identities.

Focus Groups

City Officials

Key Assets & Strengths

- **Historic Character & Local Investment:** The Bricks district maintains a strong historic identity with a mix of old and new, preserving its architectural integrity and fostering organic small-business growth.
- **Unique Business & Cultural Identity:** The area balances locally owned food and beverage options with new development while maintaining a “neighborhood feel.”
- **Resilience & Economic Churn:** Businesses open and close, but investment remains consistent, creating an evolving commercial environment.
- **Walkability & Community Engagement:** Residents value a live-work-play dynamic, but infrastructure challenges hinder full pedestrian accessibility.

Challenges & Opportunities

- **Infrastructure & Traffic Flow:** The boulevard’s layout creates navigation and parking difficulties, and industrial traffic disrupts pedestrian-friendly ambitions. Reconstruction efforts aim to stabilize the area while managing increased traffic.
- **Balancing Growth & Preservation:** While some support responsible development, many residents resist major change, preferring status quo improvements. There is a need for “quaint density” through middle housing and small-scale commercial development.
- **Economic Development & Policy Support:** No TIF (Tax Increment Financing) or façade improvement programs exist for the district. The area lacks incentives but could benefit from strategic tax abatements and zoning adjustments.
- **Public Transit Utilization:** Encouraging transit use in the district remains a challenge, requiring better connectivity and awareness.
- **Parking & Accessibility:** Limited parking impacts businesses, and potential zoning reforms could help ease restrictions.

Future Vision & Success Metrics

- **Small Business & Tourism Growth:** Expanding food, beverage, and entertainment options while ensuring that historic and locally owned businesses thrive.
- **Strategic Development Nodes:** Breaking up the corridor into distinct zones for targeted improvements and economic development.
- **Storytelling & Marketing:** Increasing publicity and branding efforts to attract more visitors, similar to Fort Worth’s Near Southside.
- **Collaboration & Advocacy:** A unified voice from stakeholders, including Camp Bowie District Inc., can help align city priorities with community needs.

Role of Camp Bowie District Inc.

- **Connector & Facilitator:** Act as a bridge between businesses, residents, and city officials to align goals and initiatives.
- **Preservation & Promotion:** Support existing businesses, promote the district’s historical identity, and enhance marketing efforts.
- **Infrastructure & Safety Advocacy:** Work on maintaining medians, improving pedestrian safety, and partnering on security initiatives.

Business Owners

Strengths & Appeal of the Bricks District

- **Strong Community Feel:** Business owners appreciate the neighborhood's independent, small-town hospitality within a big city.
- **Customer Loyalty:** Many businesses have built a strong base of regulars, with some serving the same clientele for decades.
- **Diverse Customer Base:** Customers come from the immediate neighborhood, surrounding suburbs (Aledo/Weatherford), and even out-of-state or international visitors.
- **Visibility & Marketing:** Businesses use a mix of strategies, including digital marketing (geofencing, text messaging, SEO), earned media, and community events. Print advertising has yielded mixed results.

Future Growth & Success Metrics

- **Business Expansion & Enhancements:** Some owners aim to refine operations, elevate their offerings (e.g., more upscale or European-style service), and boost foot traffic through events and promotions.
- **District Identity & Branding:** Businesses want to define a clear identity for the area to attract more visitors.
- **Customer Experience & Connectivity:** Ideas like a trolley or shuttle service, small business strolls, and community-driven events could help businesses connect with customers and each other.

Desired Actions & Engagement

- **Advocacy for Parking Solutions:** Better parking management and turnover of neglected properties.
- **Infrastructure Improvements:** Enhanced sidewalks, street trees, and a more walkable environment.
- **Community Engagement:** More roundtable discussions, networking among business owners, maps and guides for visitors, and events like Gallery Nights or Open Houses.

Property Owners

Strengths & Appeal of the Camp Bowie District

- **Unique Character & History:** Property owners view Camp Bowie as a distinctive, memorable boulevard with historic charm and strong community roots.
- **Prime Location & Accessibility:** The district is centrally located and easy to navigate, making it a desirable investment area.
- **Economic Potential:** Many see latent potential in the district, with opportunities for responsible development that benefits both residents and visitors.

Challenges & Concerns

- **Parking Issues:** A major concern, with a need for collaboration on shared parking solutions.
- **Security & Safety:** Business owners and tenants, especially female employees, feel unsafe due to homelessness and panhandling, particularly near bus stops.
- **Lack of Development Predictability:** Property owners want clearer zoning guidelines, design standards, and a more streamlined development process.

Opportunities for Growth & Improvement

- **Filling Vacant Spaces:** A key priority is ensuring all buildings on the Bricks are occupied and redeveloping underutilized properties.

- Encouraging Mixed-Use & Walkability: Property owners support zoning reform to allow for more diverse development, fostering a more vibrant, pedestrian-friendly district.
- Public Spaces & Aesthetic Enhancements: Suggestions include public art installations, improved signage, and parklets to create a more inviting atmosphere.

Vision for the Future

- Success for the district means responsible, well-planned growth that maintains its unique character while enhancing its vibrancy. Property owners recognize their role in attracting the right businesses, supporting redevelopment, and advocating for infrastructure improvements.

Neighborhood Residents

Camp Bowie District, Inc. organized a large multi-table focus group with residents from each neighborhood adjacent to the district.

Hopes & Expectations from the Focus Group

- Desire for a voice in planning and better understanding of opportunities for improvement.
- Interest in understanding visitor behavior—why people visit Camp Bowie and what keeps them from engaging with more businesses.

Strengths & Assets of Camp Bowie (The Bricks)

- Historic Character: The boulevard has a Main Street feel, preserving old architecture, lamp posts, and local businesses.
- Walkability & Proximity: Residents value walkability, easy access to museums, parks, and urban amenities.
- Locally Owned Businesses: Preference for small, independent businesses over chains, with appreciation for long-standing local establishments.

Challenges & Areas for Improvement

- Walkability & Infrastructure:
 - More sidewalks, crosswalks, and pedestrian-friendly improvements are needed.
 - Prioritize pedestrians over vehicles to create a more vibrant streetscape.
- Lack of Social & Cultural Gathering Spaces:
 - More green spaces, patios, and public areas for events and community engagement.
 - Increase live music, art spaces, and cultural events beyond current festivals.
- Parking & Density Concerns:
 - Some residents feel the area should not increase density with taller buildings or more commercial development.
 - Parking availability and regulation need to be addressed.
- Concern that many businesses are not affordable or cater to a specific demographic.

Desired Businesses & Experiences

- Library or creative spaces for local artists.

Experiences Residents Currently Travel Elsewhere For:

- Farmer's markets, bakeries, festivals, and patios similar to Don Artemio or Joe T. Garcia's.
- More community workspaces like Fort Worth Coffee Co.

How Can Businesses & Neighborhoods Work Together?

- More organized events that connect businesses with residents.
- Stronger partnerships with neighborhood organizations to align growth efforts.

- Advocacy & Collaboration to ensure growth respects the district’s historic charm while making room for needed improvements.

Disagreement on Growth

- Some residents question whether growth is necessary, while others see an opportunity for thoughtful revitalization.

Overall Vision for Success

- Residents want responsible growth that enhances Camp Bowie’s historic charm, walkability, and community engagement while addressing infrastructure and business variety needs. There is strong support for cultural spaces, local businesses, and more public gathering places, but concerns about over-commercialization and density remain.

Key Insights & Evaluation

Key Insights & Observations

Leading up to the workshop and during the workshop, the visit team identified the following key insights from research and observations.

- **Strong participation in the process.** This is credit to CBDI’s persistent outreach to stakeholders for each of the focus groups but also a sign that all of the stakeholders and partners care deeply about the outcome of the process.
- **District length.** The Main Street model, originally designed for walkable, traditional, historic districts has to be adapted for the district archetype but also the inherent vision of CBDI and the community. Because there is a shared vision for walkability, the Main Street approach is readily applied but perhaps in more distinct nodes.
- **14% residential frontage.** Nearly all the southern side of the boulevard is commercial, institutional, or park. Northern side has some adjacent residential.
- **Unclear brand identity.** “The Bricks” is not well known as a destination. Google Maps identifies “Bricktown” in the near southside. The community survey solicited responses that were based on other areas of Camp Bowie Boulevard.
- **Ongoing neighborhood engagement is essential** for buy-in and support but to also understand the diversity of perspectives. The resident focus group showed demonstrated differing perspectives about the future of the corridor.
- **Visitors “look like residents.”** Psychographic data for residents closely aligns with psychographic data of visitors with one exception. Baby boomer segments are represented more strongly in visitors than residents.
- **Unique angular nodes.** Camp Bowie Boulevard is the only angled street in an otherwise rectilinear grid, creating opportunities for pocket parks and unique commercial intersections.
- **Proximity to downtown Fort Worth.** How is the preference of area residents for walkable urban experiences and the district’s proximity to downtown reconciled with its currently low density?
- **Mixed quality developments.** Some recent developments are high quality such as Bowie House Hotel and Plains Capital Building. Other new construction developments such as banks or national chains (e.g. CVS, Walgreens, or McDonalds) contribute less to the district’s character.
- **Commitment to “Uniquely Fort Worth.”** This is understood that Camp Bowie wants to be a unique destination with businesses only found in Camp Bowie or Fort Worth.
- **Entrepreneurs are growing up in and moving to The Bricks.** New and expanded businesses trend towards higher-end.
- **Parking is a recurring theme that must be addressed.** It is central to resident complaints and was consistently brought up in the community survey. Addressing it is likely a combination of management, cooperative agreements, and finding ways for visitors to more readily coexist on the edges of residential areas.

Strategy Evaluation

On Day 2 of the visit, Camp Bowie District, Inc. board members opted to work with the Main Street America visit team using a facilitated process to evaluate potential Transformation Strategy approaches. This guided process gives the board opportunity to explore and understand all potential strategies more fully before deciding on the top two preferred strategies.

Initial Concepts

The board was presented with 9 possible strategies and had a brief discussion about why each one was on the list. Crossed out strategies were deprioritized for further evaluation.

Consumer-based strategies:	Product/experience-based strategies
<ul style="list-style-type: none"> • Neighborhood Residents • Greater Fort Worthians • TCU Students/Families • Tourists/Cultural District/Dickie’s Event-goers • High-End Regional Residents 	<ul style="list-style-type: none"> • Restaurants • Locally-Grown Retail • Walkable Commercial Nodes • “A Welcoming Hospitality”

Justifications for each approach presented by Main Street America:

- **Neighborhood Residents:** demographically similar to most non-resident visitors; declining visitation; opportunity to align corridor investment with diversity of resident preferences.
- **Greater Fort Worthians:** sense of collective pride in the heritage of The Bricks; important thoroughfare and connectivity to cultural district and downtown; district businesses depend on regional visitors.
- **TCU Students/Families:** Untapped market. Anecdotal understanding that this group can be high value. Current visitation Experian Mosaic groups do not reflect meaningful student visitation.
- **Tourists/Cultural District/Dickie’s Event-goers:** Events coincide with busiest days in the district. Opportunity to further align The Bricks shopping and dining as part of a stay at district hotels or visit to adjacent event and cultural venues.
- **High-End Regional Residents:** visitors to the district tend to have higher-than-average socio-economic status as shown in the economic research and confirmed by local business owners. 97% of all visitors live more than a mile away. Non-resident visitation is increasing.
- **Restaurants:** food and beverage are the largest trip generator for the district; opportunity to remove barriers for existing restaurants and to further develop district as a dining destination.
- **Locally-Grown Retail:** locally-based businesses are cited in survey and focus groups as points of pride. Strong demand for space along the corridor from indie businesses and a history of indie businesses expanding in the district. Many heritage businesses are thriving.
- **Walkable Commercial Nodes:** surveys, focus groups, and resident and visitor psychographics all speak to a desire for walkability. The Bricks is a long spine connecting multiple neighborhoods to downtown Fort Worth. It’s natural nodes can be strengthened through thoughtful redevelopment, streetscape enhancement, complimentary business recruitment, parking management, and pedestrian safety projects.
- **“A Welcoming Hospitality”:** This experience concept is one that Main Street America has successfully helped other high-end districts embrace. While less tangible, it focuses on the “vibe” and brand promise that visitors can expect.

As part of its evaluation, the board also revisited the Four Points of the Main Street Approach, which coincide with senses of vitality, place, community, and ownership.

Evaluated Concepts

The board elected to evaluate the neighborhood residents, tourists/cultural district/Dickie's event-goers, locally-grown retail, and walkable commercial nodes concepts more fully. The following summarizes key points from its small group discussions.

Neighborhood Residents

This approach was discussed as serving residents' needs through co-creation, emphasizing the importance of establishing relationships and open lines of communication. Recognizing long-standing opposition to commercial property development among some residents, building trust requires time, patience, and active engagement, such as attending neighborhood meetings and connecting with residents in their own spaces. Encouraging curiosity, a key question to ask is, "What is your favorite place on the boulevard and why?" Discussed activities to foster community involvement include resident discounts, welcome signage, holiday designs on light poles, public gathering places, a "Neighborly Award," and neighborhood-serving events like a fall festival. Additional initiatives involve direct marketing, a neighborhood outreach committee, and a neighborhood membership program. Metrics for success include event attendance, discount usage rates, volunteer hours, the development of more sidewalks, plazas, and parks, and increased trust and advocacy among neighbors.

Tourists, Cultural District, and Dickie's Event-Goers

This approach was discussed as attracting visitors to the district while evaluating a "node" approach, beginning with Montgomery. This presents an opportunity to leverage non-residents to enhance the district's economic potential and strengthen its connection to nearby tourism assets. However, considerations must include the potential impact on traffic, accessibility, and infrastructure, as well as how residents are represented and engaged in leadership decisions. Key activities discussed include supporting developments and business recruitment, fostering active community engagement, and implementing design standards to ensure compatible development. Additional efforts involve enhancing pedestrian infrastructure, aligning business operating hours with peak visitation, targeting event and venue visitors with strategic messaging, and recognizing the neighborhood as a key audience that benefits from tourism-related investments. Strengthening relationships with residents through networking and board engagement is also a priority.

Locally-Grown Retail

The approach was discussed as focusing on establishing boutique-style shops that bring a sense of rugged elegance to the boulevard. Opportunities include fostering business owners who are responsive to local needs and interests, enhancing organic walkability, and creating experiences unique to Fort Worth. However, challenges include limited availability of high-demand products, a small pool of entrepreneurs, limited engagement of available resources, and competition from big-box stores for convenience-based needs like groceries and hardware. Additionally, uncertainty remains about how to attract the right tenants and how CBDI can support business sustainability through resource allocation. Key activities include conducting consumer research (e.g., Placer.ai), establishing signage standards and branded district signage, accommodating golf carts and pedestrian traffic, spotlighting local businesses, and clustering businesses to encourage multi-stop visits without driving. Metrics for success include increased sales and business count, a sustained and strengthened PID, greater engagement from lodging guests, increased foot traffic from neighborhoods, and the development of live/work small business incubators.

Walkable Commercial Nodes

This approach was discussed as an opportunity to enhance the visitor experience, increase overall visitation, and encourage spending across multiple businesses. Defining nodes also allows for strategic safety and parking investments. Key considerations include assessing current parking availability and establishing clear criteria for defining nodes. Proposed activities to support this initiative include cross-promoting businesses within nodes, recruiting complementary businesses, educating visitors on walkable parking options, developing tailored parking solutions, and engaging with the neighborhood. Success metrics include increasing the number of businesses visited per trip, significantly boosting total district visits and spending, driving demand for mixed-use development, and fostering creative competition.

Selected Concepts

After a vibrant conversation, the board elected to focus on two concepts:

- Neighborhood residents as critical collaborators in the future of the district.
- Walkable Commercial Nodes as an experience desired by both neighborhood residents and visitors and a focus that considers comprehensive solutions to accommodate non-local visitors.

These concepts are further developed by the Main Street America team into recommended strategies in the next report section. Key insights of strategies that were not selected are still important if they help frame proposed strategies and objectives.

For example, the tourism-focused strategy was not selected. Responding to tourism is important in understanding resident needs as well as how best to approach walkable commercial nodes. Locally-grown retail was also not selected. This can also be understood as an underlying value, a value that persists beyond the planning period, to support the selected strategies.

Recommended Strategies

To build upon the district's and CBDI's strengths and opportunities, the following strategies are recommended by Main Street America to guide work priorities for the next 3-5 years. Example activities are illustrative of the kinds of activities that might be considered across each of the four points.

Strategy 1: Resident Serving

"The Bricks" are beloved by the seven neighborhoods that line their 2.5-mile stretch. Long-time residents blend with newer younger families, some of Fort Worth's most affluent. Residents prefer walkable neighborhoods and commercial districts and want to be engaged in the future of their community. Yet, residents are patronizing the district less frequently even while other visitors are visiting more often.

Objective 1.1: Increased resident visitation.

Year over year, visitation from nearby residents decreased by 4.6%. Over three years that decline was over 8%. Yet, visitation from all visitors increased 5% and 6.7% respectively. Focusing on resident visitation ensures that the district's experience is authentically The Bricks. Celebrating a safe and walkable experience bolsters resident patronage beyond convenience visits. (Visitor data included in the report excludes visits less than 10 minutes, of which there were many. CVS and Walgreens together had 532,000 visits in 2024.)

Example activities:

- Resident discount or loyalty program (promotion)
- Resident-focused and community-building events (promotion)
- Holiday decorations; neighborhood-centric design elements (design)
- Continued investment into pocket parks (design)
- Tactical safety improvements to cross boulevard (design)
- Business recruitment to support resident needs (economic vitality)
- Regular resident market research to support business and product mix (economic vitality)
- "The Neighborly Awards" celebrates residents supporting district revitalization (organization)
- Regular participation at neighborhood meetings (organization)
- Inclusion of neighborhood leaders in committees and boards (organization)

Example metrics:

- Resident visitation (e.g. Placer.ai)
- Pedestrian activity from neighborhoods to district
- Resident participation in events
- # of safety improvements completed

Objective 1.2: Broad resident engagement.

Evidenced by the 26 residents that attended the Day 1 focus resident group, nearby residents care for the future of Camp Bowie Boulevard. Broad resident engagement ensures that the district, in every way possible, meets resident needs and that decisions about its future are responsive to collective vision.

Example activities:

- Regular community engagement meetings (organization)
- Empowered Main Street committees (organization)
- Participatory placemaking and public art projects (organization, design)
- Regular surveys, collected input from residents about business improvement (organization, economic vitality)
- Resident-focused marketing and outreach (organization, promotion)

Example metrics:

- Resident reach.
- Attendance at meetings. Resident committee participation.
- Placemaking projects completed and resident participation.

Strategy 2: Pedestrian-Oriented District Nodes

“The Bricks” is a long boulevard radiating out from downtown Fort Worth at a southwestern angle. It bisects multiple neighborhoods creating unique triangular nodes along its path. Its southern side is almost entirely commercial. Its northern side peers occasionally into the neighborhoods that line it. Developed at a time when Fort Worth was a much smaller “Cowtown,” it has an opportunity to embrace its role as an inner-ring neighborhood with nearby residents and visitors that largely prefer walkability and access to the urban experience.

By focusing on key intersections/nodes, nearer-term investments into walkability, pedestrian safety, parking management, and business recruitment can be focused. Piloting community-informed, historically sensitive, and pedestrian-scale redevelopment at a single node provides a roadmap for other nodes.

Objective 2.1: Placemaking at key district nodes.

Focusing placemaking efforts on nodes advances both strategy 2 and strategy 1 more easily than focusing along the entire corridor. For strategy 2, placemaking reinforced the identity and sense place of individual nodes ahead of longer-term investment. And, for strategy 1, placemaking must reinforce safety and walkability.

Example activities:

- Parking management and unified agreements (economic vitality)
- Inclusion of neighborhood, partners, and other stakeholders in placemaking projects (organization)
- Branding of nodes, if deemed appropriate (promotion)
- Block parties or other similar node-specific events (promotion)
- Pop-up markets in pocket parks in target nodes (economic vitality, promotion)
- Pedestrian safety projects (design)

Example metrics:

- Placemaking projects completed.
- Participation in placemaking projects.

- Activations/events at key nodes.
- Pedestrian-involved traffic incidents.

Objective 2.2: Pilot and codify redevelopment approach at nodes.

Property and business owners along the The Bricks desire greater clarity and predictability about what they are allowed to do with their property. In recent years, several properties were redeveloped utilizing a Planned Development (PD) process. Some with success. Others resulted in less-than-optimal outcomes (e.g. Walgreens and CVS). Utilizing a single node, such as at Montgomery Street, CBDI, the City of Fort Worth, and other stakeholders can engage residents and other stakeholders in a comprehensive redevelopment approach that ensures walkability and historical appropriateness while minimizing negative impacts on nearby residents.

Example activities:

- Pilot node community design charrettes (organization, design)
- zoning approaches focused on design guidelines and compatibility with historic districts and properties (economic vitality, design)
- Support for historic preservation tax credits and redevelopment financing (economic vitality, design)
- Celebrate Camp Bowie's progress of resident-supported redevelopment (promotion)

Example metrics:

- Property investment based on community input for pilot node.
- City Council adoption of policies that improve predictability for private investors and preserve community character at target nodes throughout The Bricks.
- Reach and impressions of content related to Camp Bowie's community-driven work.

Recommended Next Steps

A Can-If Approach

The strategies and objectives are designed to help formulate propelling questions or to foster creative tension for committees and the board to help prioritize types of programming and how to design or align specific programming.

Propelling questions are the combination of bold ambition and significant constraints. Most principally those are the organization's limited resources, especially the time of its volunteers and staff but also how a bold ambition intersects with other objectives and market realities. As a Main Street, the four points are considered to ensure comprehensive and balanced programming.

Consider reading online resources to learn more about propelling questions and can/if thinking. A couple of starter resources:

- <https://laurahilliger.github.io/gp-storystyle/workshopinbox/exercises/propelling-questions.html>
- <https://www.fiftring.com/five/a-beautiful-constraint>

Accreditation Standard IV

Main Street America's accreditation evaluation framework identifies six standards that act as best practices for Main Street organizations. Putting Transformation Strategies into action accelerates Main Street work by providing focus on economic outcomes. Transformation Strategies are central to Standard IV. The following summarizes Standard IV. You can learn more about standard IV in [The Main Street America Evaluation Framework](#) guide.

1. Planning Guided by Inclusive Community and Market-Informed Inputs

This report satisfies recommended actions like inclusive district and community input, market research and analysis, and strategy reflects opportunities driven by local and national trends.

It is recommended to maintain business and building inventories on an ongoing basis. You are encouraged to maintain a culture of continuous community feedback.

2. Defining Direction Through Transformation Strategy Identification and Development

This report should serve as the foundation for this focus area. It identifies recommended Transformation Strategies and provides goals/outcomes that can be refined into measurable benchmarks. Next steps that further demonstrate success in this focus is board adoption and seeking consensus from partners.

3. Strategy-Aligned Comprehensive Work Planning and Implementation Across All Four Points

This focus area demonstrates that goals and strategies are aligned with the actual activities of the organization and documented. Work planning is an important next step after board adoption of transformation strategies.

Next Steps

- + Convene board, committees, or task forces to brainstorm 3-5 year initiatives and “SMART” goals. Identify Year 1 objectives and milestones.
- + Convene board to discuss the most appropriate organizational, staff, and volunteer structure to support identified initiatives and objectives.
 - Time limited task forces may be the most appropriate for some activities/objectives.
- + Include partners in brainstorming programming. Identify alignment with partner goals and programming.
- + Consider time-based budgeting in addition to regular financial budgeting to help staffing and volunteer leaders prioritize time.
- + Seek consensus and endorsement of key partners and then have the Board of Directors adopt the finalized strategies and work plans.



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