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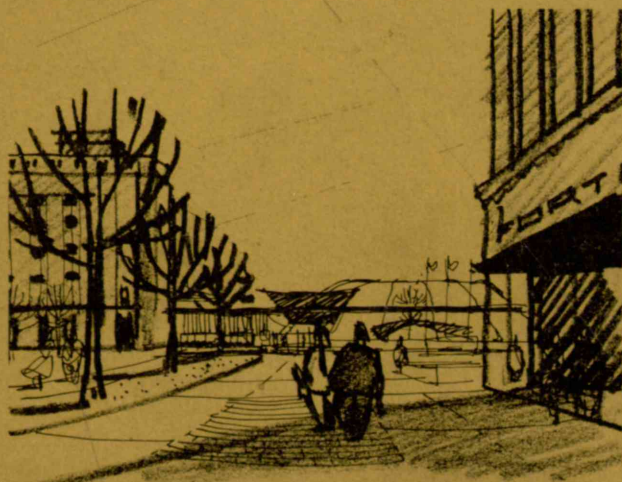
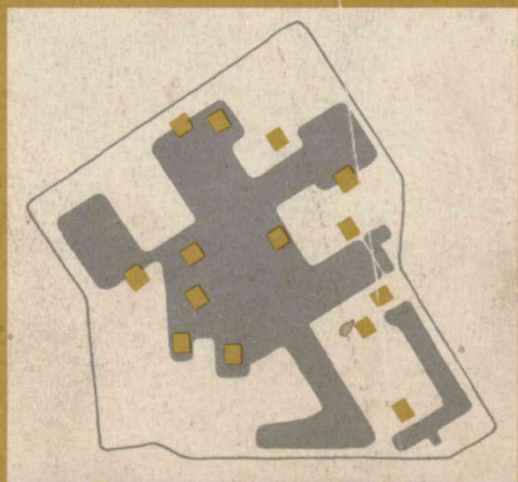
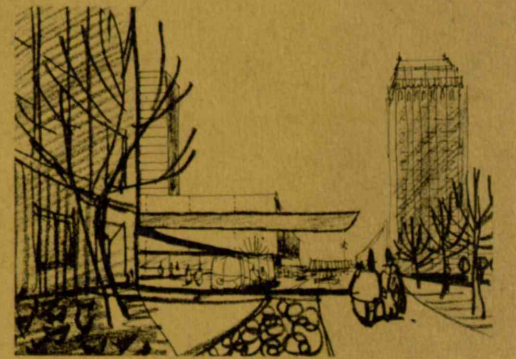
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A GREATER FORT WORTH TOMORROW



VICTOR GRUEN & ASSOCIATES
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An aerial photograph of a city grid, likely Boston, showing a dense pattern of streets and buildings. A large, multi-lane highway interchange is visible in the lower-left quadrant. A rectangular plaque with a gold border is overlaid in the upper-left corner. The plaque contains text and a faint background image of a classical building with columns.

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*Given in memory of
ISADORE CANDEUB
MASTER OF CITY PLANNING, 1948
By his Family*

Fort Worth, Texas, U. S. A.

This is your city.

*Tall buildings, stretching spires to the sky!
Broad sweeps of tree-dotted parks.
Concrete ribbons of freeways on which an
endless stream of cars move by night
and by day.*

It is a young and vigorous city.

*Underneath, it is flesh and blood, activity,
frustration and hope—and, with them,
a myriad of problems, problems facing all
cities everywhere, problems that must now
be recognized and solved.*

*Dreams are essential to a city, too, dreams
of things to come. Yet dreams are not
enough. From dreams must come plans and
from plans must come action.*

*And thus a city can grow and remain
healthy.*

*Fort Worth through action based on
intelligent, long range planning—can assure
this healthy growth and place itself in an
advantageous position in the competition
among cities of Texas and the southwest for
economic development and progress.*

Or—

*Fort Worth can leave its future to
haphazard expediency—an expediency
controlled by the demands of the
automobile age that threaten all cities
with economic strangulation.*

*The question, "Can our city be saved?"
is merely academic. It not only MUST be
saved, but it WILL be saved. The only
question before us, therefore, is "HOW?"*

*Although planning problems exist
throughout all parts of Fort Worth, there is
no other segment of city life so imminently
threatened with economic and physical
disintegration as the core of the city itself.
This is a threat to the entire city because
just as the human body is dependent upon*

*the heart for its life-giving beat so is the
modern city dependent upon its heart—
the central district—for its very life.
The healthier the central district, the
healthier the outlying districts. A sick urban
area inevitably means a sick suburban area.*

*Fort Worth is fortunate in that this illness
has not progressed too far. But warning
signs are being seen on all sides.
The decreasing rate of growth of
Fort Worth's central district, complicated
by traffic snarls that sap its vitality, are
symptomatic of an illness that could be
fatal. The time, therefore, is NOW for
therapy to begin—before the cure becomes
too costly.*

*Fort Worth, fortunately, is in a position to
take advantage of an unique approach to
solving the problems facing all cities.
It is an approach that will begin reaping,
step-by-step as it unfolds, IMMEDIATE
benefits for ALL segments of the city,
for ALL residents of the city, county and
suburban areas.*

*It is a program that when carried through
will put Fort Worth in the forefront of
cities everywhere insofar as municipal
planning and development are concerned.
It will bring new industrial and commercial
activities, as well as tourists, shoppers and
visitors from all over the nation and abroad
to partake of the fuller life of the greater
Fort Worth of tomorrow.*

*Fort Worth has the stamina, the resources
and the physical capabilities to carry
out this program.*

*This preliminary study outlines the problem
and the solution, as we see it. This study is
by no means an end in itself. It is instead,
intended as a catalyst to combine the
varied interests of citizenry and government;
to evoke interest, thought and action.
It is a beginning. And, it is sincerely hoped,
a step toward "A GREATER FORT WORTH
TOMORROW."*



FORT WORTH STAR TELEGRAM



FACING THE PROBLEM

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The problem arises from the fact that all cities—Fort Worth included—were built in the horse-and-buggy era but now must live in the age of the automobile.

The life of any city is beset by a never-ending series of complications, starting from its inception and continuing throughout the course of its history. The wagon-rutted, mud-clogged roads of 1890 Fort Worth evoked the same, though perhaps less genteel, curses then as the traffic snarls on E. Lancaster, Belknap, Henderson, and other arteries do in our day.

No, problems are not a product of our times. Cities have always had them, and they always will. What is different is the size and the frequency. As a natural consequence of the *amount* of city growth, every problem is magnified to sometimes terrifying proportions. As a natural

consequence of the *rate* of technical progress and growth, the modern city is confronted with one crisis following another at an incredible speed.

Consider the traffic problems created daily by 300,000 cars moving into, out of and through Fort Worth. Consider the fiscal problems constantly facing a city government which requires an annual \$19 million for its operation. Consider the intricacies involved in not only supplying but guaranteeing the 100 million gallons of water and the 2.5 million pounds of food consumed each day. Consider the miles of wire and pipe, the yards of concrete, tons of steel, forests of timber and the whole galaxy of equipment necessary to clothe, feed, equip, educate and employ a population of 350,000.

Total the wasted man hours, the gallons of fuel, the depletion of nervous energy, the policing cost and the repair bills involved daily on any overcrowded street.

Estimate the budget required by the police department, health officer, building and safety departments, fire departments and private welfare agencies in order to service the slum and blighted areas. Add to this the deleterious effect of slums and blight on surrounding property values. Compare the tax burden with the revenue.

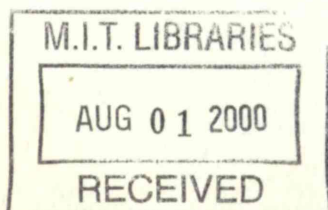
No city can, in the long run, afford this waste.

Try to solve the dilemma faced by too many cities which must maintain the full range of civic services even though each move to the suburbs reduces tax revenues from those areas that previously contributed substantially to the cost of operating the city. As the heart of the city falters, these costs increase and the mounting burden of taxation moves outward from the heart to the outlying districts, to be borne by home owners and businessmen there in ever-increasing amounts. It is a vicious cycle, which will eventually find the central city bankrupt and the remainder of the city paying for its upkeep.

How can the city survive as roads are blocked, as parking problems multiply, as congestion increases, as the years take their toll of the physical framework of the city and the overall urban environment deteriorates?

Let's look at the central business district of Fort Worth and what it means to the rest of the city. Here merchants must operate on land with an evaluation of more than \$20.00 per square foot, must bring their customers through a series of obstacles which each day become more and more discouraging—traffic, parking, noise, fumes; must offer a wide selection at a competitive price, must consistently maintain high sales per square foot in order to pay the rent their landlords must receive if space is to

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be provided at all. Contrast this situation with that of the suburban shopping centers built on land 1/50th the cost, with plenty of parking, roads relatively uncrowded, traffic hazards minimized, trees, shade, quiet, some of the amenities of life, increased sales (as customers give up the central city), and lower rent.

No city can afford this situation.

The problems are of serious magnitude and extremely complex. The number of persons, vehicles, dollars and other elements involved, results in an intermeshed single problem which cannot be solved by isolating one facet from another, or by jumping from any one emergency to the next.

The problem facing the city today must be met on all fronts by a concerted attack. Born of the industrial revolution, force-fed by our tremendous productivity and now in full maturity, it plagues us with catastrophic implications—including financial ruin. No piecemeal expedients can lessen or much longer delay the inevitable result of failure to act—and to act on all phases of the city's problem concurrently, toward an ultimate goal.

Cities today simply cannot afford, financially, physically or spiritually, to live by expediency.

Actually, the planning goals facing the modern central business district are very few and can be simply stated:

1. THE MOST PRODUCTIVE USE OF THE LAND

By this is meant the gradual upgrading of the area, as to structures and uses to which they are placed; the flexible grouping of uses to minimize distances and servicing difficulties; a plan that would stimulate the vigor of private enterprise and discourage deleterious uses.

2. A FREE FLOW OF TRAFFIC THROUGHOUT THE TRIBUTARY AREA

A road system—secondary, primary and freeway—capable of handling a free flow of private, public and service vehicles, to and from the central district to all parts of the tributary area.

3. A NON-CONFLICTING CIRCULATION PATTERN AND PROVISION FOR VEHICLE STORAGE

Separation of truck, pedestrian and auto movements with provisions for vehicle storage, convenient access and egress, minimum walking distances, compact servicing facilities.

4. A RE-INTEGRATION OF COMMERCIAL AND NON-COMMERCIAL ACTIVITIES

A stimulation of the social, cultural and civic aspects of the downtown environment. The city as a commodious environment for its commercial activity, composed of courts, malls, parks, districts and groups of varying character—each an integrated part of the city as a whole.

Fort Worth since 1923 has recognized many of its planning problems and has made impressive contributions toward their solution. That they are not fully solved is due partially to the fact that since a city is a living thing the means and the methods must constantly change, and primarily to the fact that even the most optimistic of growth forecasts have fallen far short of actuality. The planning commission, the zoning laws, the freeways (present and proposed), the present concern over slums and blight, the untiring efforts of private and governmental groups in the fields of planning, social and cultural activities are all evidences enough that the will to improve exists.

However, neither governmental nor private enterprise can alone overcome the problems that exist today. Laws and governmental administration, no matter how profound, can never instill and engender the dynamic forces so necessary to commerce and industry. By the same token, private enterprise can never preempt the authority of government with its responsibility to the individual, city, state and country.

The forces existing today, governmental and private, must be inspired, strengthened and combined. The solution to the problems of downtown can then be effected. Because of the impact of the suburbs, the ever increasing aggravation of traffic and parking, the decreasing rate of central growth, the always present danger that blight will spread and because of Fort Worth's competitive position with Dallas, the situation is dangerous and extremely urgent.

Let us assume that concerted public and private action now takes place and that over a period of the next fifteen years, Fort Worth will develop solutions to its problems and with vigor and imagination will revitalize the heart of the city. As planners this is how we envision the greater Fort Worth of tomorrow... how we picture life in Fort Worth fifteen years from now.

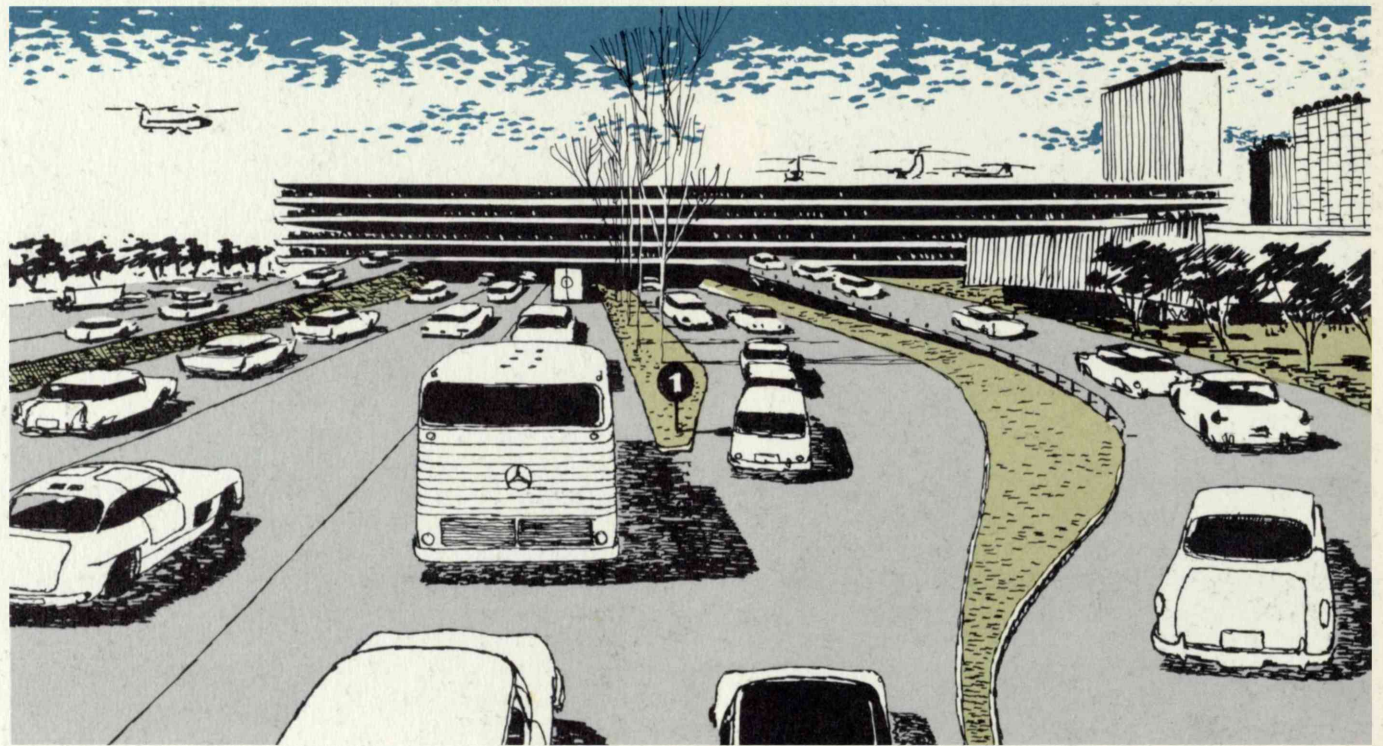
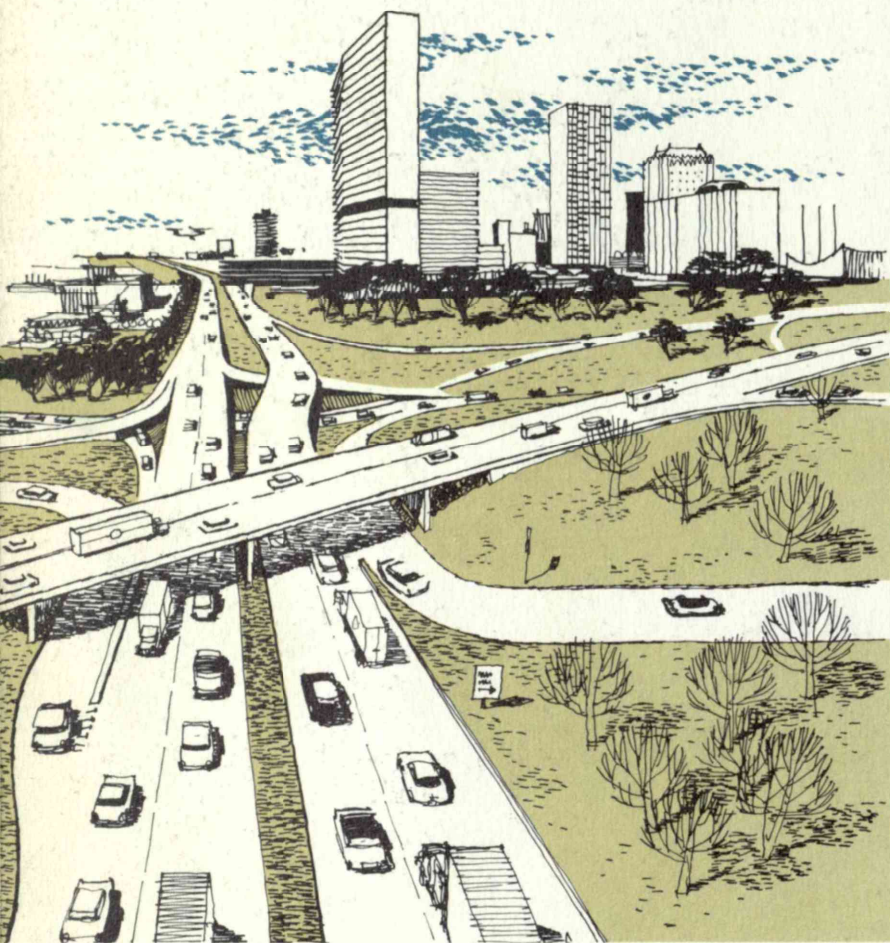


A LOOK AT THE GREATER FORT WORTH OF TOMORROW

It is now 1970:

You live in the southwest section of the city and are employed in a downtown office building. You leave your home and enter the freeway shortly thereafter and drive for five minutes at a steady 50 m.p.h. clip. As you turn right off the freeway at the Henderson Street exit, you find yourself on the new multi-lane belt line highway which now encircles the downtown area.

A few seconds more finds you in front of a large parking garage which you enter by direct ramp. An electronic control panel guides you to the most convenient parking



space for your car. The city now has three such parking garages, with a fourth under construction. There are, in addition, two surface parking areas. These will be decked over and become parking garages whenever the demand arises. For two years now you have driven directly to your parking garage and parked your car conveniently and swiftly.

Stepping off the moving ramp which brings you down from the upper level where you parked your car, you walk out into the morning sunlight and stop for a moment to gaze at a panorama that has never ceased to thrill you. You stand in the little park connected to the bus terminal which passengers use as a sort of outdoor waiting room in good weather. It is very busy this hour of the morning with the bustle of people going to work. Straight ahead is Seventh Street, one of the principal shopping malls of the city. It is now a pedestrian's dream, replete with trees, greenery, and shoppers' conveniences. It reminds you of Rockefeller Plaza in New York.

To your right new buildings are under construction and to your left is the new 40 story structure in which your office is located.

But what always strikes you most when you survey this scene is the complete absence of automobiles and trucks: none are within range of sight or sound. Oh, sure, one morning a fire truck came through not so long ago, and, occasionally, an ambulance moves into the downtown district. But except for those rare interruptions, the pedestrian is king. It is incredible how much noise and how many fumes have been eliminated. Because of the freedom of pedestrian movement, the short two-block walk to your office from the parking garage has become a pleasure instead of a chore. No traffic-laden streets to cross, no impatient waiting for the traffic signal to change, no frantic dodging of cars, no horns blaring, no sharp smell of monoxide fumes. Not even traffic officers, these are now assigned to other areas throughout greater Fort Worth.



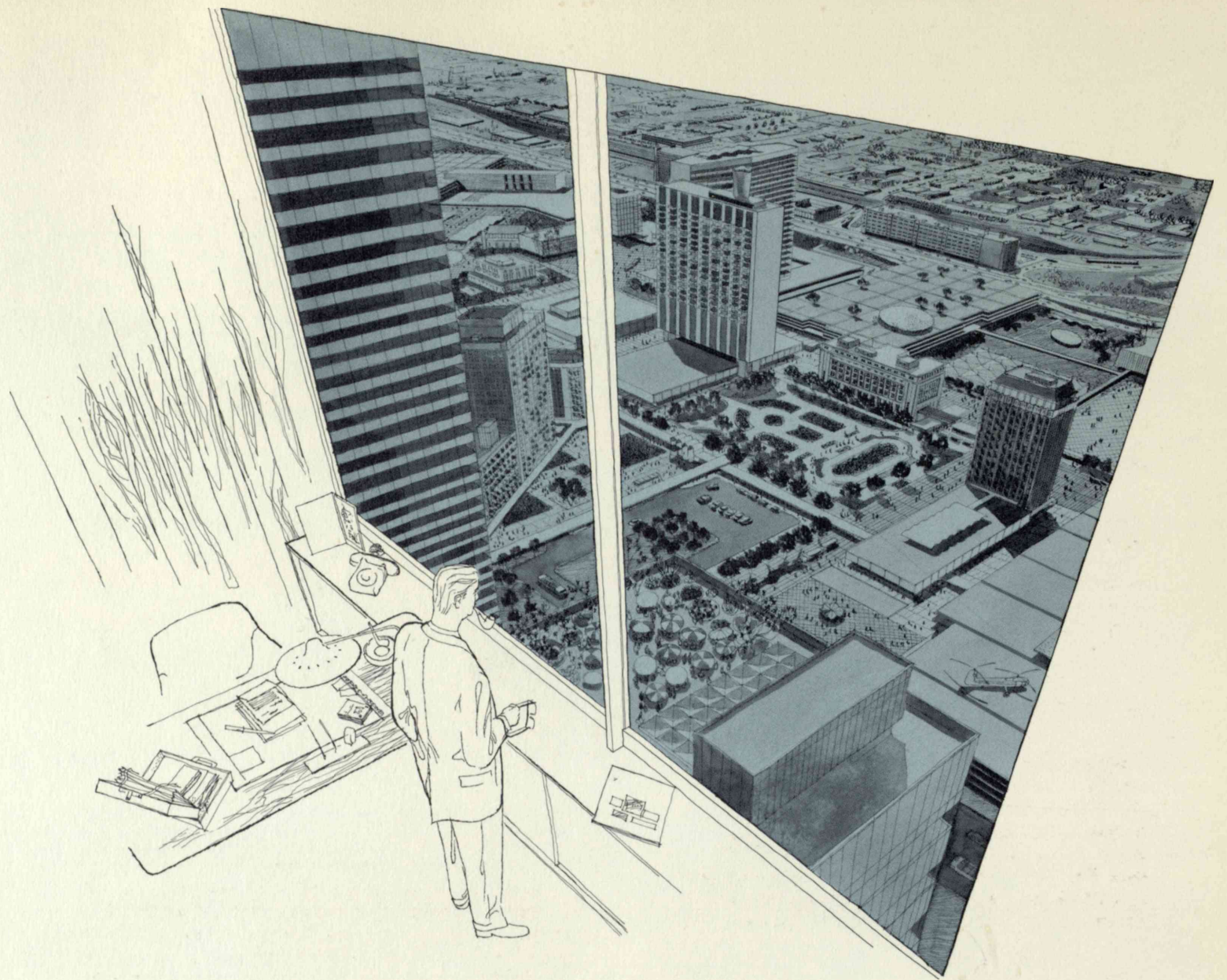
It hadn't been accomplished overnight though. You recall how there had been differences of opinion. Some people had contended that automobile transportation always would be a necessity in the downtown area.

This objection had been answered by a map, indicating walking times. This map showed that no point downtown was more than a short walk from a parking garage or bus terminal because of the deep penetration of these facilities into the central district. In addition, the convenient electric powered pneumatic-tired trains similar to those used at several world's fairs were made available. One passes you now traveling just a little faster than you are walking.



There had been other objections voiced to the elimination of vehicles from the central district, but the belt line highway and the perimeter parking terminals eventually overcame these criticisms. And finally most everyone was convinced, when it was demonstrated by the actual operation of the plan in its early stages that there was no need for automobile traffic within the downtown area. Trucks had been a greater problem. Sub-surface truck roads had to be built. In effect, alleys had been moved down to basement level and then roofed over. This freed an amazing amount of valuable real estate for more productive purposes. It also simplified individual delivery problems, eliminating traffic jams in the alleys and at delivery entrances.

Walking to your office building, you are only slightly conscious of the morning heat. You no longer notice the covered sidewalks which have shaded your path from parking terminal to office building—just one more of the innovations which had been so startling when first proposed and which are now as much a part of your city environment as the landscaped malls, the absence of curbs to stumble over and the sidewalk cafes which now use part of the space formerly occupied by moving vehicles.



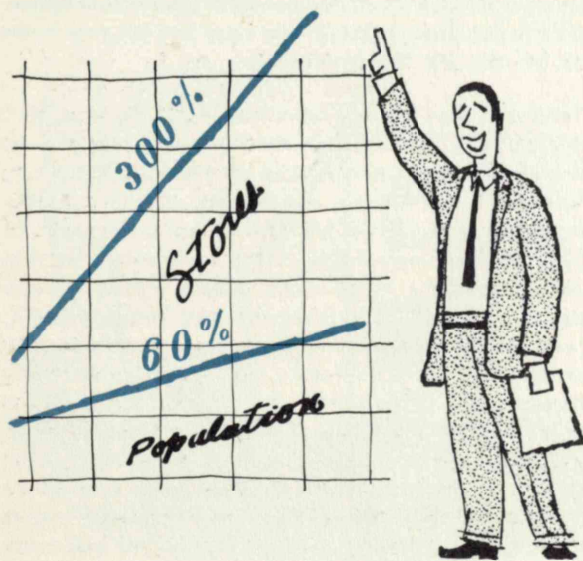
Before leaving for lunch after a busy morning, you look out over the city. Many of the buildings are familiar old friends. But so many new ones have been added that it is difficult for you to remember the city as it had been in 1956. Some of the new ones are tall and tower-like, others are great slabs of glass—all different except you feel that the zoning people must have done something because the newer ones are spaced out free from each other. Looking down at the streets, you recognize Lamar, 6th and 7th, Monroe, and so forth... the pattern hasn't changed, but the character certainly has. Many of the streets have actually been narrowed in stretches so that they have become malls. In other places, the streets have been widened out into courts with the rich colors of the paving, the trees and the little pools setting them off like jewels against the backdrop of the buildings surrounding them. Here and there the widths have not been altered but small pavilion-like shops have been added in the center. Some of the blocks have been roofed completely over. One of these, following the example of the Southdale shopping center in Minneapolis, has air conditioned the enclosed mall thus created. This is the better apparel area and produces, you are told, the highest rental return in the city.

Beyond the central district itself you can see the free flowing traffic moving quickly around the encircling belt line highway, onto and off of the freeway ramps and speeding along the freeways themselves. To your left the busy railhead works desperately to keep up with the renaissance enjoyed ever since air travel and air freight reached a near saturation point in terminal facilities. Beyond are the huge truck terminals, warehouses, and service plants.

Going down in the elevator, you reflect on the changes that have taken place in the last years. Fort Worth has grown at an incredible speed. Of course, that was expected, even though it had not been the case in many cities. It is not the growth that amazes you. It is the manner in which the growth has taken place. It has all been channeled along a framework set up long ago. The framework had been composed of simple things, for example, the elimination of automobiles in the central district. Where would they ever be now if they hadn't done that? In your mind, the elimination of cars and trucks, the parking terminals and the controlled flow of traffic were primarily responsible for the flourishing city as it is today.

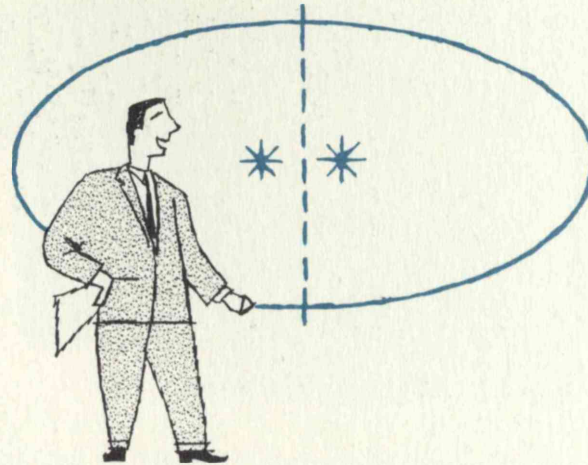
Now let's look at Fort Worth of 1970 through the eyes of another of its citizens. You operate one store located in the central business district and several others located in suburban shopping centers. You are standing by a window in your downtown office, looking out over the city. You have spent the morning reviewing quarterly sales figures—and the figures are good. Your suburban stores have more than kept pace with the growth of the downtown store. New office buildings downtown have meant more residents for the city—and more residents for the city have resulted in more business for suburban shopping centers, as well as for downtown.

You let your mind shift back to one evening years ago when you attended a meeting at which the plan for a greater Fort Worth of tomorrow had been discussed. A speaker that night had stated that there was approximately 3.8 million sq. ft. of retail floor space in downtown Fort Worth, and that during the next years the Fort Worth trade area would, by conservative estimate, increase its population by 60%. But the downtown retail



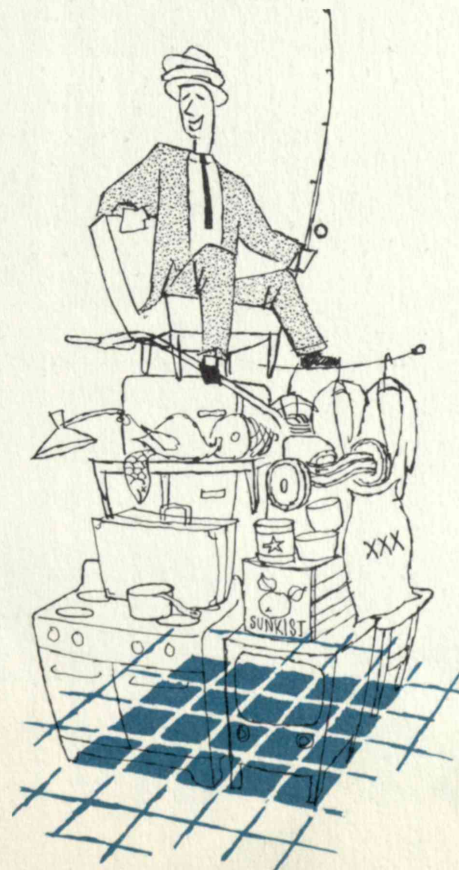
area, in order to remain as a healthy and vigorous core of the city, would have to increase its floor area by nearly 300%—from its present 3.8 million sq. ft. to nearly 10 million by 1970. At first, many of those present regarded this as exuberant booster talk.

But the speaker had figures to back up his assertion. To define the Fort Worth-Dallas trade area, he had sketched a rough oval about 250 miles long and 160 miles wide,



with the two cities in the center. Then he had drawn a heavy line bisecting the oval; that line was exactly half-way between Fort Worth and Dallas. It wasn't there now, the speaker had explained, but that was where it had to be—and fast. The retail edge that Dallas then enjoyed would be hard enough to overcome if the new program were put into effect immediately. Each month's delay would make the task that much more difficult.

Within that half oval there had been, in 1956, 750,000 people. It took, he had stated, about 20 sq. ft. of retail space to fulfill the needs of each person. Twenty sq. ft. multiplied by 750,000 persons was 15 million sq. ft. of stores needed right then.



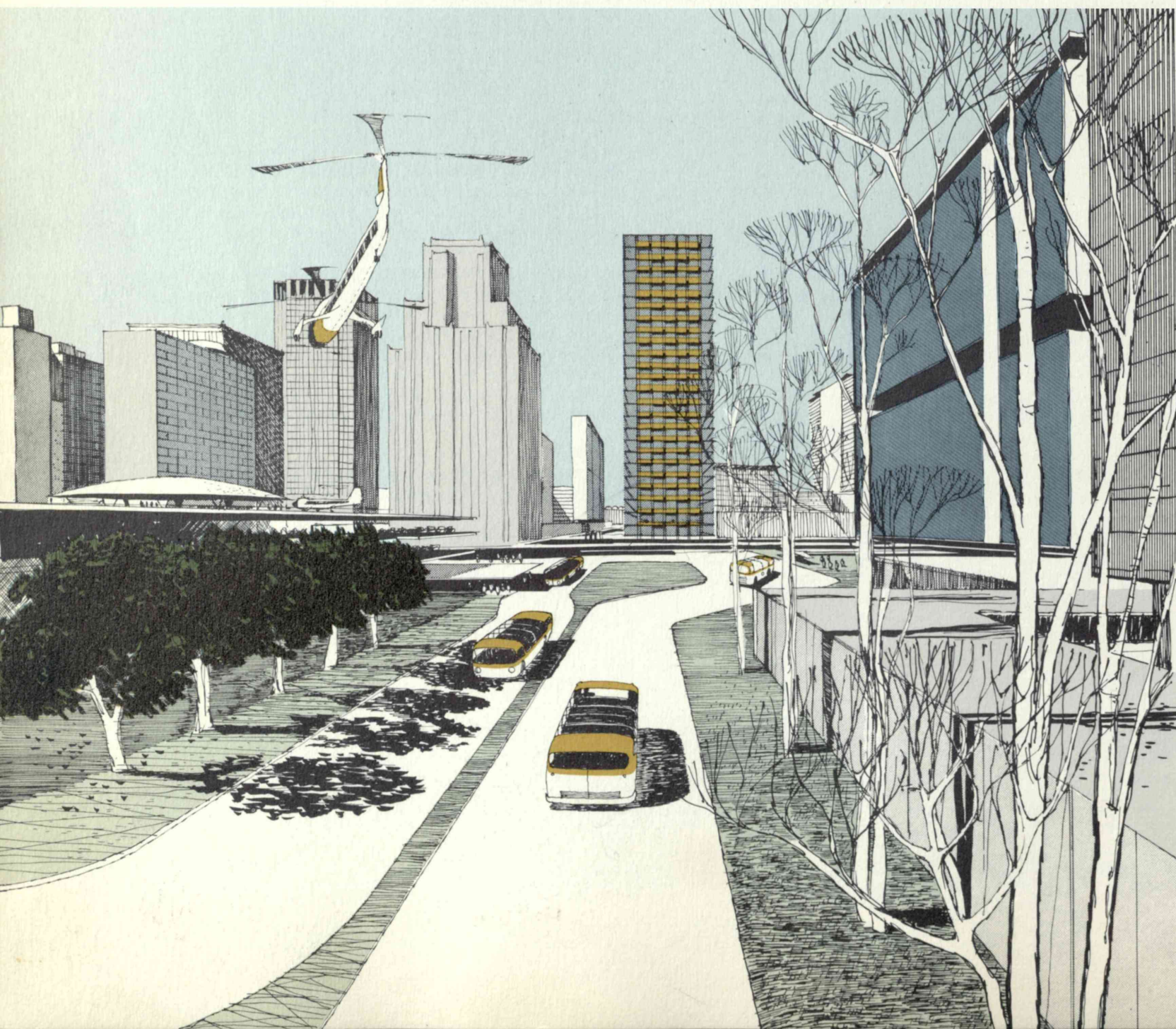
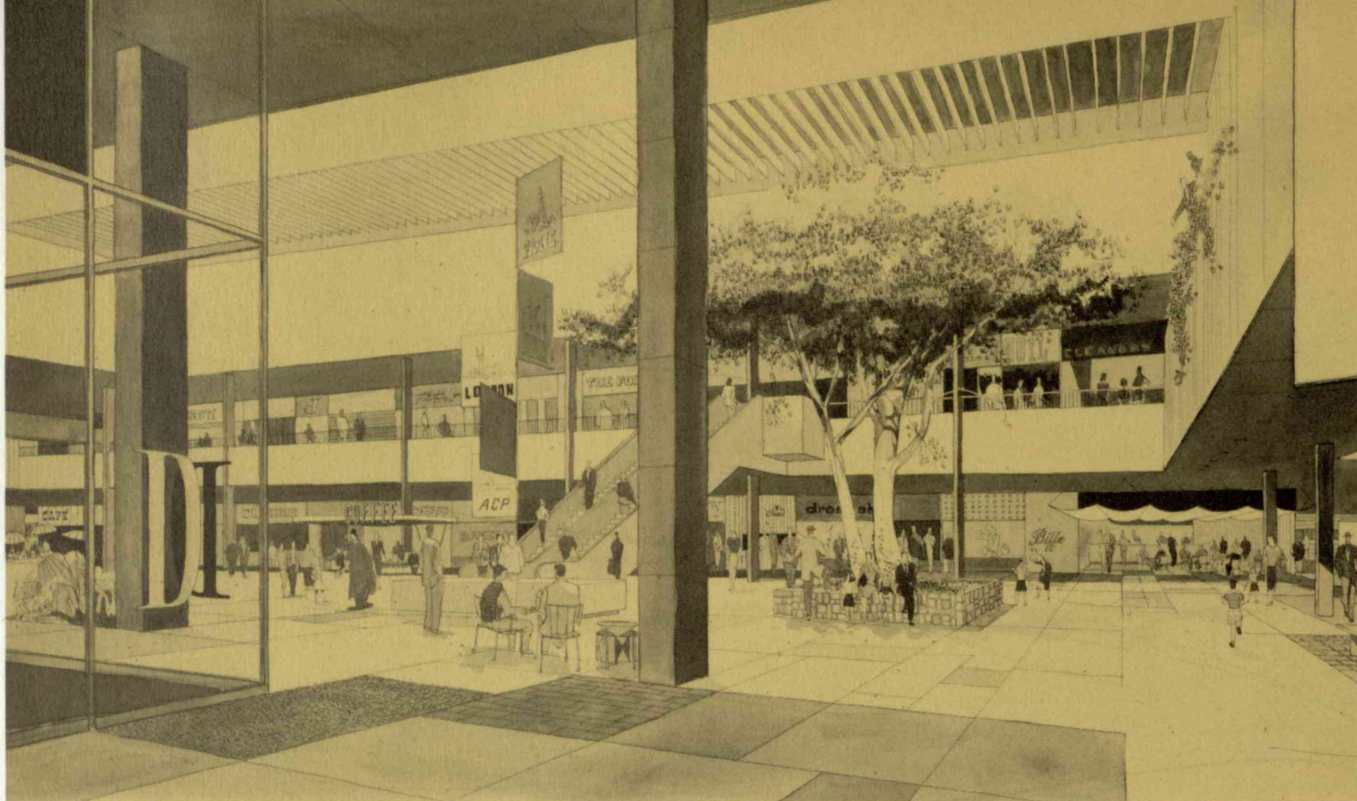
Of course, the speaker had said, the entire trade area must share in this business, because suburban shopping is a necessary and healthy segment of the retail scene. Likewise, the small towns and villages which are dependent on Fort Worth—or Dallas—for many commodities have stores of their own. These, too, are a necessity. But, the speaker had stressed, that the well-being of these suburban shopping centers and the retail outlets in the small towns surrounding the city was dependent upon the well-being of the heart of the city. A stagnating core inevitably would result in serious consequences to the outlying districts, plus a heavier burden of taxation on businessmen and home-owners alike.

Of the 15 million sq. ft. needed right then, the speaker had said, it was estimated that about 6 million sq. ft. should be in operation in the central district, as contrasted with the actual 3.8 million. Thus, it was easy to see where a lot of Dallas trade was coming from and why even Houston was taking a cut of Fort Worth's customers.

Some had believed. Others had made their own analysis and had been convinced. A few had gone along for the ride and there had been the inevitable groups who were against any change whatsoever. Nevertheless, the campaign was launched to garner for Fort Worth its fair share of the trade in the area. Support was given those who were fighting for the belt line highway and the perimeter parking structures. On the day the first downtown street was blocked off as a test area, the experiment proved to be an unprecedented success. Hordes of people came to observe and to experience the heretofore unknown freedom of movement on a downtown street completely devoid of vehicular traffic—cars or trucks. And from this initial experiment had come the initial implementation of the program. And as it had spread, with more and more of the downtown becoming free of the strangling influence of vehicles, enthusiasm and interest had mounted. Now it was a part of everyday living, but the excitement and pride of being the first city in the world to put such a program into effect had never dulled.

You remember the expense required to rebuild your basement completely for underground receiving; but fortunately, that project hadn't even been finished before you had needed every inch of space you could get and the additional basement space had been a boon. You had expanded and so had most of the others. New stores and shops had come in. And there was now—in 1970—some 9 million sq. ft. of first class retail space downtown.

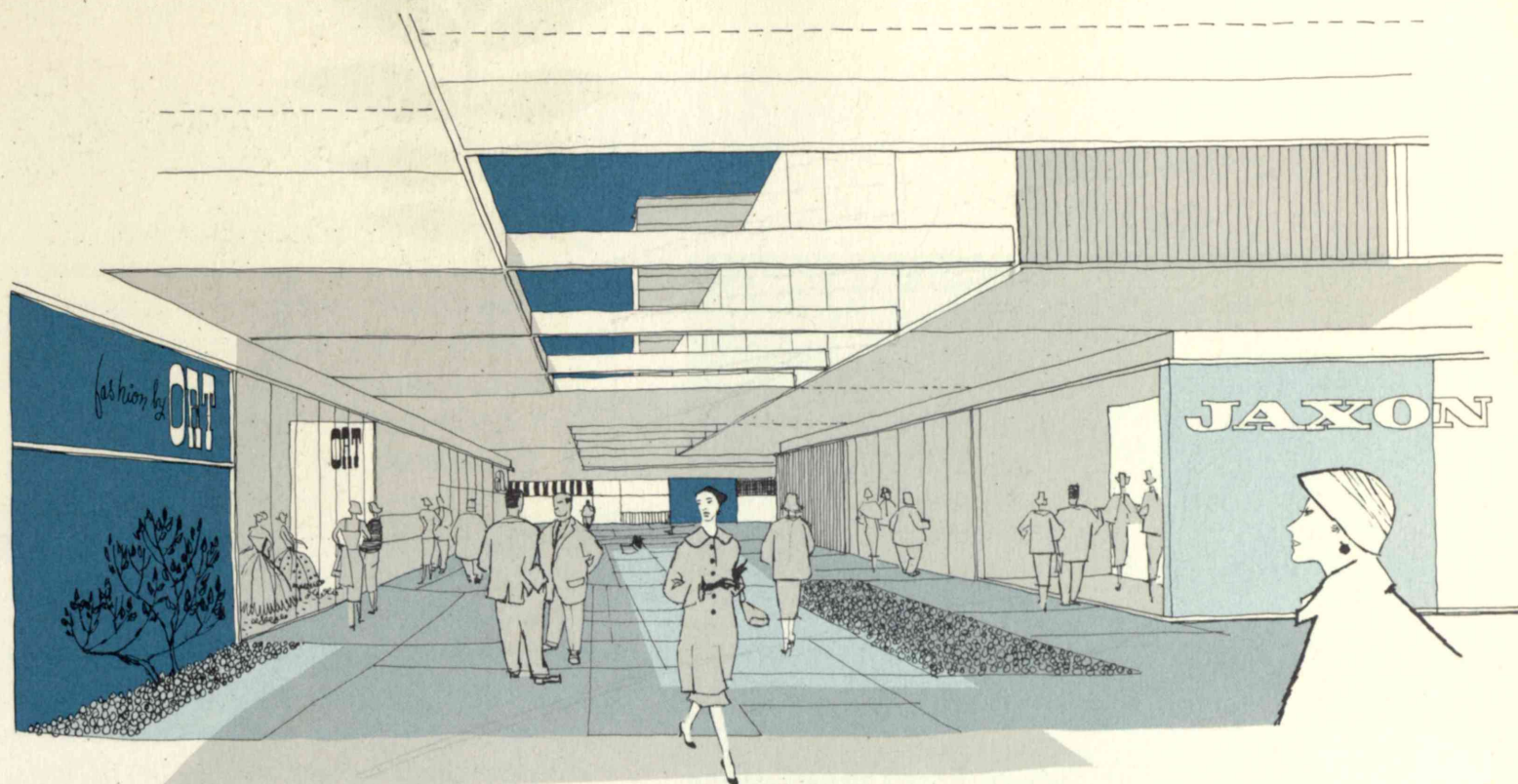
The latest addition is the two level mall on the street directly below you. The street has been roofed across at the third floor line, doors put at each end, a sidewalk balcony hung at the second level. Stores are on two levels now. Some, like yours, extend through both levels. The department stores are much taller than they had been, but they now have two first floors. Yes, things have turned out well. All segments of the city have benefited. You turn away from the window overlooking the new Fort Worth, and go back to the plans for your newest unit—an 8,000 sq. ft. suburban store. * * *



You are a housewife living in the greater Fort Worth of tomorrow. As you roll along comfortably on the noiseless electric shuttle car that carries you from one end of downtown to a luncheon appointment at the new tearoom on the other end of the central district, you mentally check over all that you have been able to accomplish in the short period of time since you left your home on the east side this morning.

There had been that real estate business at the bank, then the attorney, then back to the bank again (it was no chore retracing your steps with no parking problems to worry about) a stop for coffee, over an hour of shopping, and with all that you were going to be early for your luncheon appointment. There had been a time when things like going to the bank, talking with the lawyer and other such downtown pursuits had been handled by your husband, in addition to his full-time endeavors of earning a living for the family. Now you are able to take care of these chores for him because it's so pleasant to come downtown, and it gives you an added sense of responsibility and accomplishment that you enjoy. After lunch you plan to do a little more shopping, pick up sun suits for the kids, and there will even be time to take in a movie before joining your husband for the ride home together. How have you been able to accomplish so much in so short a time?

Thinking back, you recall the bus had delivered you at the east terminal within ten minutes after you boarded it. It had stopped a few times in your neighborhood, then ran as an express direct to the terminal. The bus had not



stopped once, even for traffic. Not that there hadn't been a lot of traffic, but the ramps and bridges had somehow combed it all out. After a right turn off the belt road, the big bus had looped into the downtown area for a distance of several blocks before coming to a stop under the long marquee of the terminal.



Your walk to the bank had been brief and enjoyable. You had passed a group of workmen putting up some kind of colorful temporary exhibit. You had seen several of these before, and they were always exciting and interesting.

You had been impressed with the stateliness of the bank building and with its neighbor, the huge shining office building, in its own park across and down the block. Your attorney's office was there.

Your business transacted at the bank, it had been a matter of steps to the attorney's office. Steps back to the bank, coffee enroute, and you were in the middle of the compact shopping district of your choice. Downtown Fort Worth has many such shopping districts but you had gone directly to the group of stores that interested you particularly. You appreciated the time and walking it saved.

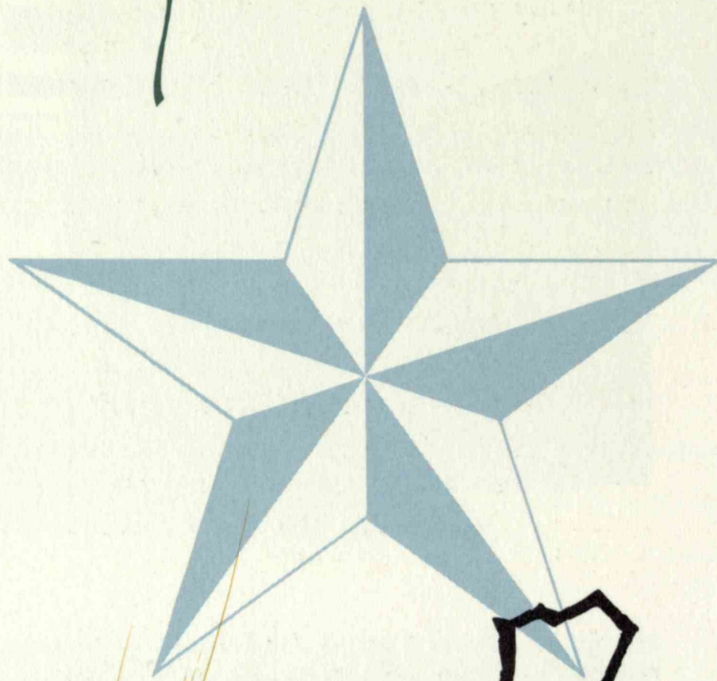
Your modest list had been quickly but leisurely checked. You had finished much earlier than you thought possible. But you knew what made it possible: the smoothly flowing traffic, the compact groupings, the absence of cars and traffic signals—all of the things that make Fort Worth a pleasant, rewarding city.

You didn't always like to come downtown. You can remember when it was a disagreeable chore. You enjoy it now. And, more than that, you're proud that this is a part of YOUR city. Your civic pride keeps asserting itself; as a matter of fact, whenever you visit your sisters in Dallas, Houston and Abilene. You like to brag about what Fort Worth's got that the other cities haven't. Your sisters enjoy coming to Fort Worth now just to stroll the downtown malls and plazas and browse through the stores. And they bring business with them—for the merchants, gasoline station operators, cafe owners and motel and hotel keepers.

Dreams? Of course. But with enough of the stuff of reality in them to come true. Let us look at the facts. Let us go back to the past and the present and see how Fort Worth grew, examine in detail how it is today, and formulate a future commensurate with its potential.

LOOKING BACK

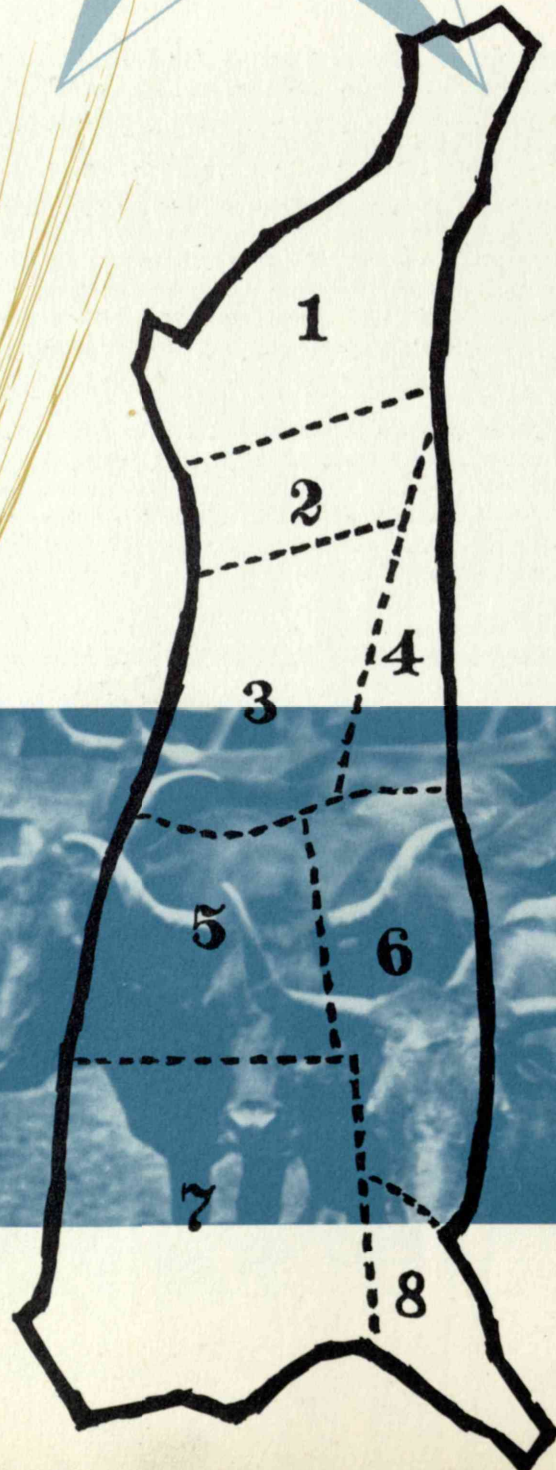
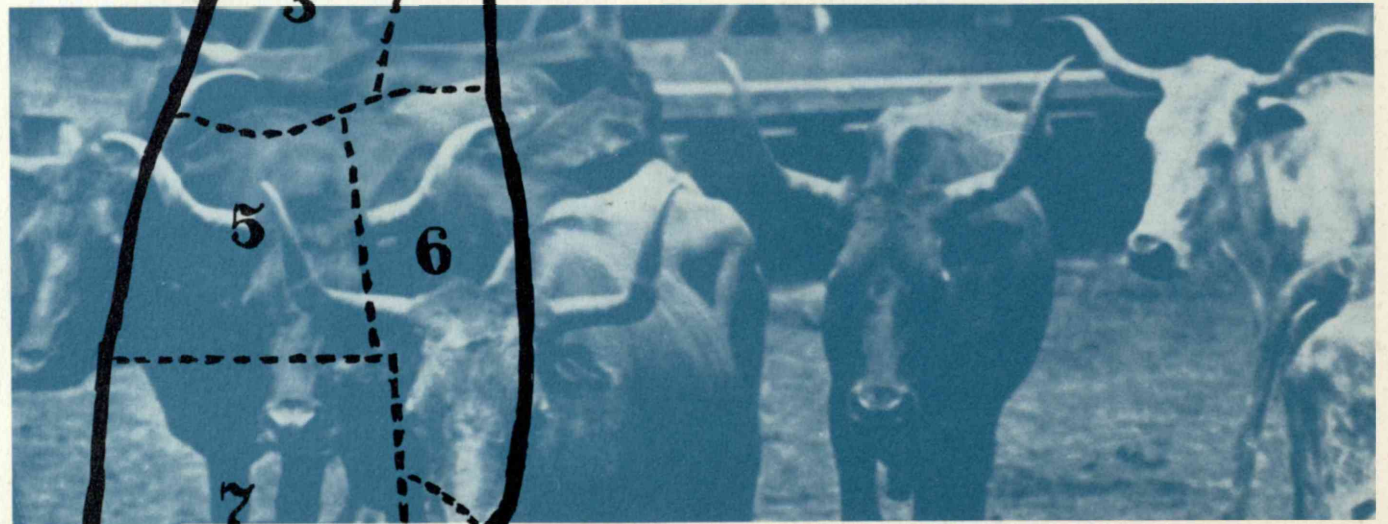
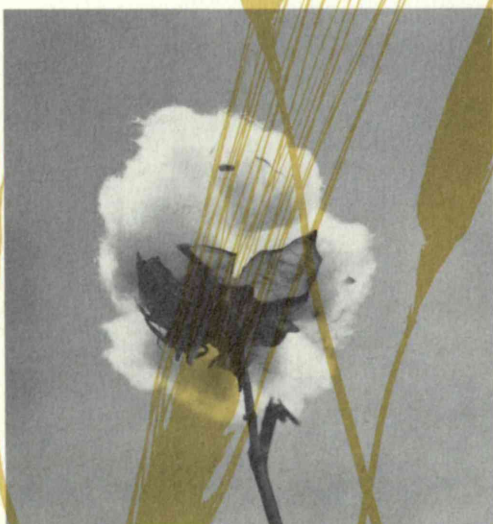
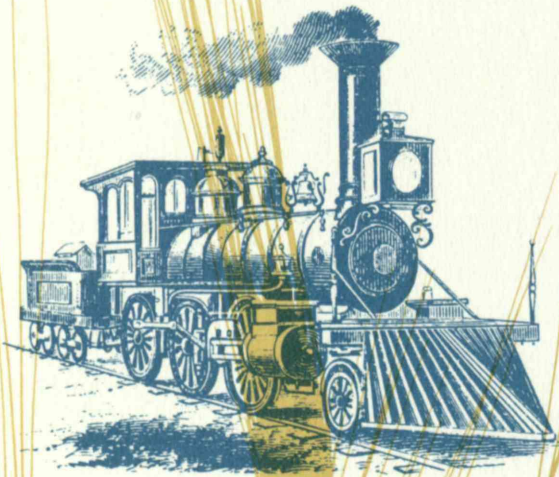




Fort Worth began one summer afternoon in 1849 when Major Arnold established a camp on the banks of the Trinity. Dallas, 32 miles away, had 350 inhabitants. Nearby Birdville had 50. Four years later the Army moved on but not before Fort Worth had acquired a civilian population, a trading post, and a huddle of huts.

The left-over army buildings were quickly converted to civilian use. The end of the Civil War, when soldiers of the South began a westward trek in search of new opportunity, gave the little trading post its first real growth. Two of the trails used to drive cattle from South Texas to Kansas ran through the town, business prospered, more settlers moved in.

By 1876 the first rails entered town and the population was up to 8000. By 1890, the Board of Trade, the stockyards, the packing houses, the flour mills, the booming railroads had all contributed to establishing Fort Worth as a thriving metropolis of the frontier. Between 1900 and 1910, the population increased from 26,000 to 73,300! Oil came in 1917 and with it many new downtown buildings.



FORT WORTH STAR TELEGRAM

Thus, cattle, cotton, grain, railroads, oil and, more recently, manufacturing and industry have all played their part in establishing the economic base of Fort Worth today.

Nearby Dallas too was growing. While Fort Worth developed with the robustness and vigor of the frontier, Dallas continued its agricultural development, established itself as a banking, financial and insurance center. The last decade has seen Dallas add greatly to its retail position, and increase its industrial wealth. Dallas now has about a 50% edge on Fort Worth in urban area population, and even in proportion to this population differential, Dallas exceeds Fort Worth in yearly wages paid to employees, wholesale and retail sales, bank deposits and tax valuation.

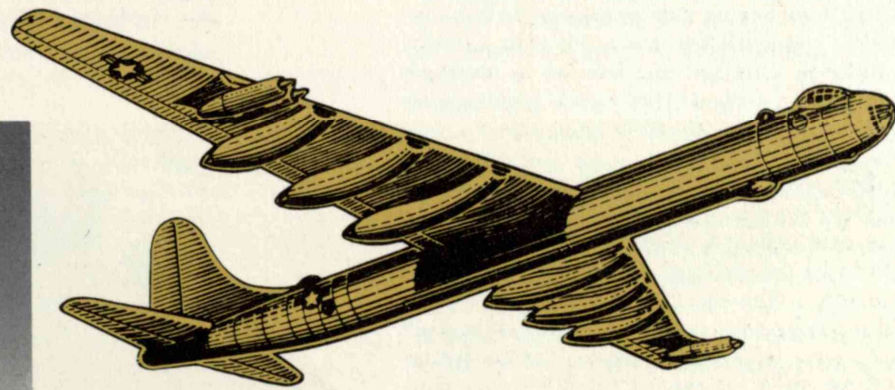
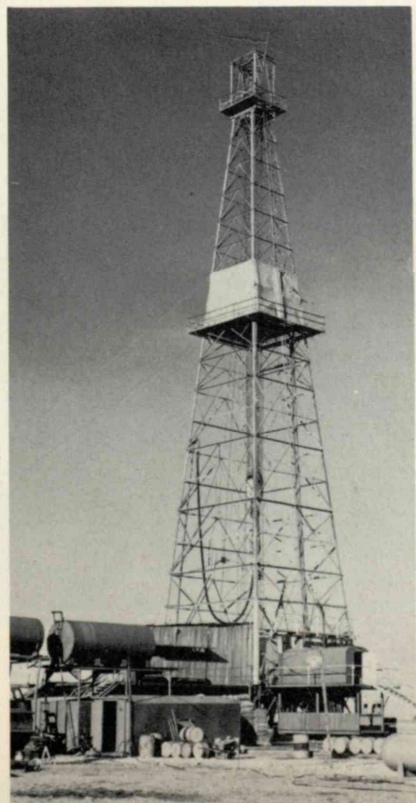
The twin-cities character of Fort Worth and Dallas with its constant, sometimes friendly, sometimes serious rivalry, has had a great influence in the growth of each. Actually, Fort Worth, Dallas, and the rapidly growing area between, together fill the position of one city in the overall

economic geography of the Southwest. The proximity of the two, the connecting roads, the commercial interchange, the division of resources, facilities and services have all tended to encourage this twin, or rather split-city personality. A new insurance company or bank building in Dallas might well be countered by an enlarged aircraft factory or additions to the meat packing industry in Fort Worth. In this process of one type of enterprise for one city, another type for another city, there is the constant danger not only of unbalanced growth but also of economic dependence of one upon the other.

In relation to Dallas, the slightly older and quite a lot larger of the twins, Fort Worth is placed in a disadvantageous position. But there are two very major factors which tend to balance the advantage Dallas might have in size.

All cities today face serious problems, and, in general, the seriousness of the problems is in direct relation to the size of the city. Fort Worth is still of a size that can, with relative ease, correct its deficiencies, build on its well-earned prestige, and develop in

accordance with a pattern designed for the future. Further, the planning problems facing Fort Worth have not yet reached a state of emergency and it is still possible to study them free of the extreme pressures which often result in mere expedients rather than ultimate solutions. Since the growth and strength of Fort Worth's resources and facilities continue unabated, now is the time to institute a dynamic overall program for the future.

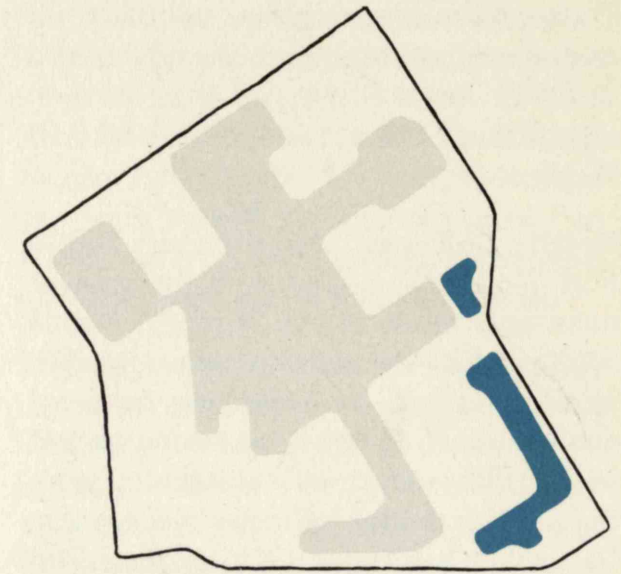
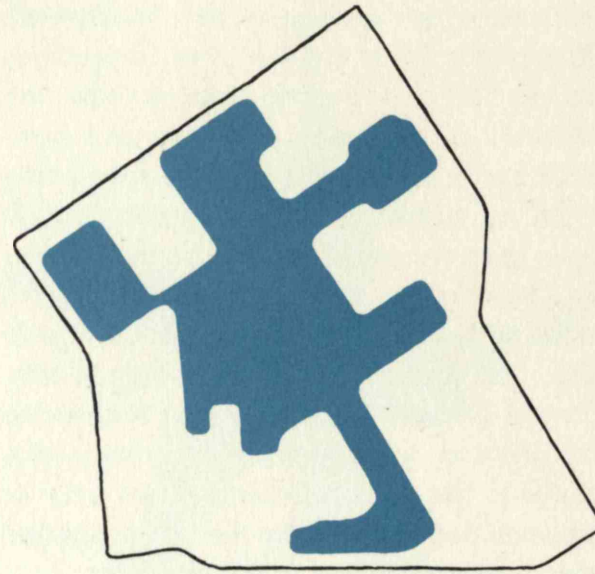


Productive land use together with the proper functioning of the facilities servicing that land use are the keys to a successful city. To what uses should the land be put? How much land should be devoted to the various uses? What geographic relation should exist between one use and the next? Should all like uses be grouped together or should they rather be spotted by expediency?



ELEMENTS OF THE PLAN

ELEMENTS OF THE PLAN: land use



Let us start by stating a principle. *A city must have a central district that is a highly compact entity with minimum distances between its components; it must contain all of those functions which are economically consistent with present day urban life.* Failure to adhere to this principle is the underlying reason why so many cities today are threatened with the depletion of their central districts, why all cities are threatened with blight and strangulation by traffic. No matter how a city grows outwardly, it must have a central district, a tightly-knit core containing a full range of the facilities required for marketing, administering, entertaining, financing, advising and servicing the tributary suburban population.

Using a straight line projection of population to 1970, we estimate that Fort Worth's tributary population will be approximately 1,200,000 persons. What functions and how much land for each function will be required to service this 1970 tributary population?

1. RETAIL MARKETING

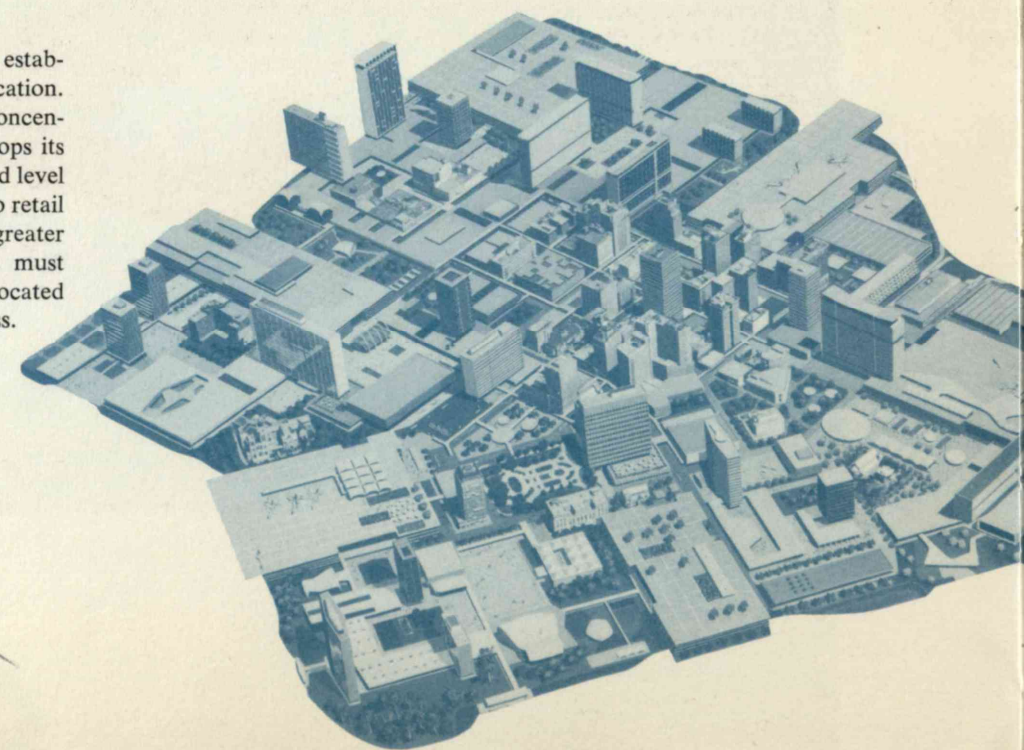
Fort Worth, in general, is so underbuilt in the retail field that present areas and sales figures have no actual relation to what they should be now or in 1970. With a 1970 tributary population of 1,200,000 and a retail requirement of 20 sq. ft. per person, total urban and suburban shopping should occupy approximately 24 million sq. ft. of space. Assuming an allocation of 40% of such requirements to the central district, which recognizes the present trend toward suburban shopping, the 1970 space requirements of the central district will be approximately 9.6 million sq. ft. Compare this figure with the existing retail facilities and it is obvious that the greatest single potential for downtown revitalization during the next 15 years is in the retail field. With an average 3 floors for downtown stores, the ground coverage requirement will be 3.2 million sq. ft.

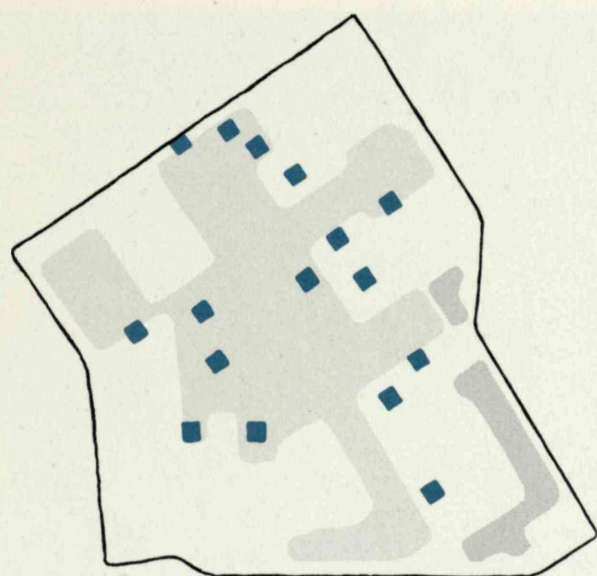
Conservatively assuming no ultra-proportionate improvement in public transportation during the next 15 years and also assuming a straight line increase in passenger car registrations, we estimate that 44,800 parking stalls will be required to service the 1970 retail area.

The retail district of central Fort Worth is already established and there is no reason to assume any relocation. The present retail areas will become increasingly concentrated and will be revitalized as Fort Worth develops its full retail potential. However, even if all the ground level space in these present areas is devoted exclusively to retail purposes, the areas would be inadequate for the greater Fort Worth of 1970. Additional retail districts must necessarily develop. These additions should be so located as to fulfill the principle of maximum compactness.

2. WHOLESALE MARKETING

Although of major importance to Fort Worth's economy, wholesale marketing is not, except for certain administrative activities, a true central district function. However, because of its importance in servicing and distributing to the central district, it will be desirable if certain portions are located in close proximity to the central city so that maximum efficiency in the movement of goods may be achieved. Other portions of the wholesale use are more efficiently located nearer the source of supply and production rather than near the point of ultimate delivery. Under our plan we see a need for a portion of the wholesale function amounting to 10% of the retail area it serves within the belt or perimeter highway. Substantially, it is located where it presently exists but limited to 960,000 sq. ft. of floor area. An average of 2 floors throughout the district would result in a 1970 ground requirement of 480,000 sq. ft. Our estimate of visitor and employee parking required is 3265 parking stalls.

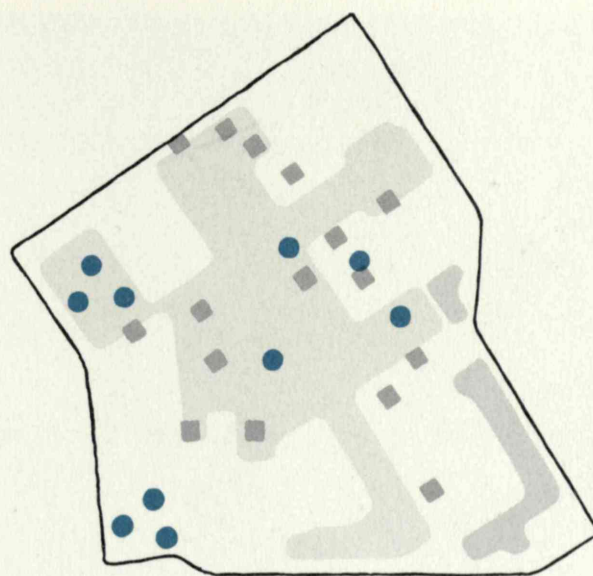




3. OFFICE SPACE

Floor area requirements for office space vary tremendously from city to city depending upon the character, resources and traditions of the tributary area. For example, consider the differences in the ratio of population to office space between typical cities and such specialized ones as Hartford, Conn., an insurance capital; or New York, a colossus of world commerce. In the case of Fort Worth, we have based our estimate on the assumption that office space will increase in proportion to the tributary population, and on this basis our 1970 requirement for downtown office space is a conservative 2.32 million sq. ft. Should any number of now unforeseeable events take place within Fort Worth's tributary area, this figure could be doubled or trebled. Assuming a blend of high and low buildings with an overall average of 10 floors, the ground coverage would be 232,000 sq. ft. and the parking requirement would be 8440 car stalls—visitor and employee. This land use category includes such functions as professional, financial, institutional, and commercial.

Fort Worth's existing office center, like retail, is already established and well related not only to the Fort Worth of today but the Fort Worth of tomorrow as well. The necessity for expansion will, however, require a considerable extension of the present facilities. Ideally, this extension should take place by the establishment of separate office groups or centers rather than an enlargement of the existing district. This type of growth stimulates all sections of the city, maintains balanced land values and insures an overall strength of the concurrently expanding retail sections.

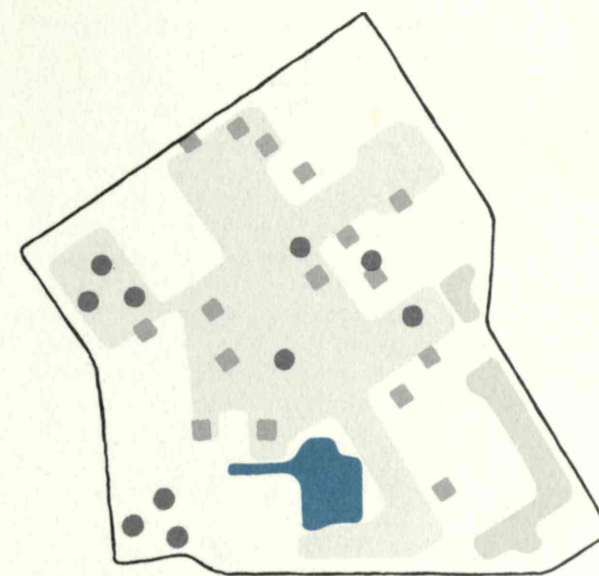


4. HOTEL FACILITIES

Hotels are another mandatory downtown function even though the roadside motel and the luxurious suburban hotels have caused a near revolution in this field. Both urban and suburban hotels are a necessity and both will continue to exist. The downtown hotel, with its central location and multiplicity of interests, offers advantages to those having business in the city. The vitality of the downtown hotel is thus directly related to the vitality of the city itself. Our estimate of hotel floor space required in 1970 is 1.6 million sq. ft. Assuming an average of 10 floors, ground coverage for hotels would, by 1970, total 160,000 sq. ft. and the parking requirement would be 1580 car stalls.

Again, as with office space, this estimate is highly conservative since it is based solely on proportionate population growth and does not take into account any number of factors which could add impetus to the tributary area and thus to the need for hotel facilities.

Future hotel development can and will occur in many different areas of a revitalized Fort Worth. The new retail districts, the civic and cultural center, the office groups, each will create additional demands for hotel space and this added space will, in its turn, provide downtown with a close-in population source to create a high-quality metropolitan environment. There is no hotel "district." Instead, hotels will be convenient to the retail areas, the offices, the government buildings, the social and entertainment facilities and the parks.



5. CIVIC AND OTHER GOVERNMENTAL FACILITIES

These occupy a highly important place in the urban environment. With the ever-increasing complexity of city administration and the fast-paced growth of the area it serves, Fort Worth like many others has been hard put to keep its governmental facilities abreast of the times. Assuming that by 1970 these facilities are in balance with the city, we estimate a space requirement of 620,000 sq. ft. with an average building height of 2 floors and a ground coverage of 310,000 sq. ft. For a civic establishment of this size, approximately 1305 car stalls will be needed.

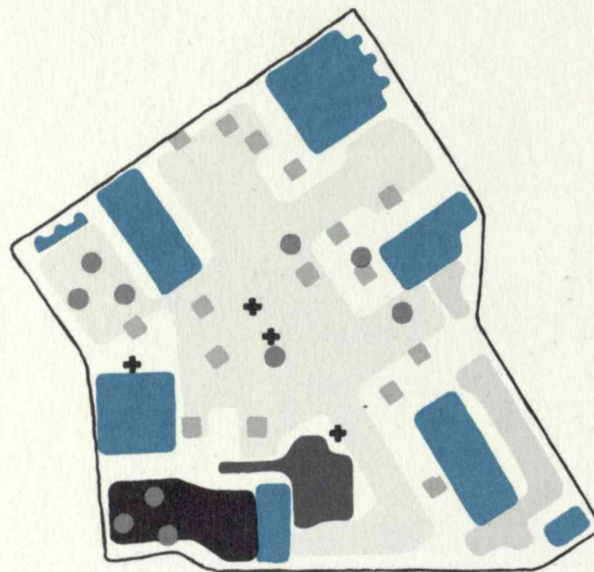
Even now, Fort Worth does not have a unified grouping of government offices. We here propose a consolidation of governmental activities in the general area now occupied by many of the federal, state and city buildings. This location has the advantages of a large amount of open ground, an over-abundance of streets, an excellent relationship to the freeway and a close proximity to all parts of the central district.



6. CULTURAL AND ENTERTAINMENT FACILITIES

These are the spice of urban life and the measure of its culture and must, like the functions of trade and commerce, be an integral part of the central city. The proposed plan indicates 450,000 sq. ft. devoted to these purposes with a ground coverage requirement of 300,000 sq. ft. Since the maximum parking load will occur at other than peak periods for the city as a whole, we estimate only an overlapping load of 675 cars.

Cultural and entertainment facilities, both public and private, are an integral part of the city environment. This diagram shows the location of the public cultural and entertainment area. Directly west of the civic center, flowing into the commercial area and well served by the freeway, this location is eminently suited for its purpose. Private activities are interspersed with other uses throughout the city. Commercial entertainment, daytime and night, adds immeasurably to the character and life of the business area.



7. MISCELLANEOUS LAND USES

Such activities as bus terminals, automotive services, etc., will require approximately 200,000 sq. ft. of floor area at ground level. No additional off-site parking will be required. A total of 1.2 million sq. ft. will be required for setbacks, private malls and concourses, service areas, etc.

By making it unnecessary for cars and trucks to enter the central business district, the 5.3 million square feet now occupied by existing streets and alleys will be available for other uses. Public malls, walks, parks, etc., will require 3.3 million square feet. The remaining 2 million square feet can be used for productive purposes and, assuming an average appraisal of 20 dollars per square foot, this reclaimed land represents a gain of 40 million dollars. The ground coverage requirement of the parking structures will be 2,080,000 sq. ft.

Downtown Fort Worth already has the framework for a highly efficient and well related parking and circulation system. Existing ground level parking areas can be expanded and then decked over as the need increases. A belt line highway forms the connecting link between the tributary highway system and the central district itself.

The following chart summarizes the approximate land requirements for downtown Fort Worth in 1970:

DEVELOPED LAND USE

	total floor area in sq. ft.	avg. flrs.	approx. ground area required
RETAIL AND SERVICES Setbacks, private open	9,600,000	3	3,200,000 800,000
WHOLESALE Setbacks, private open	960,000	2	480,000 120,000
OFFICES, BUSINESS FINANCIAL, PROFESSIONAL Setbacks, private open	2,320,000	10	232,000 58,000
HOTELS AND APARTMENT HOTELS Setbacks, private open	1,600,000	10	160,000 40,000
CIVIC AND INSTITUTIONAL Setbacks, private open	620,000	2	310,000 77,500
CULTURAL AND ENTERTAINMENT Setbacks, private open	450,000	1½	300,000 75,000
MISC. BUS TERMINAL AND AUTO SERVICE Setbacks, private open	200,000	1	200,000 50,000
PARKING TERMINALS	18,000,000		2,080,000
TOTALS	33,750,000		8,182,500

SUMMARY total ground area required in sq. ft.

TOTAL AREA—developed land use	8,182,500
TOTAL AREA—public malls, walks, parks	3,297,500
GRAND TOTAL—within perimeter road	11,480,000

EMPLOYEE				PUBLIC			SUMMARY	
no. employ.	parking basis	no. car spaces	parking area sq. ft.	parking basis	no. car spaces	parking area sq. ft.	total no. car spaces	total sq. ft. parking area
19,200	50% by car 1.5/car	6,400	1,920,000	4/1000 sq. ft.	38,400	11,520,000	44,800	13,440,000
960	60% by car 1.5/car	385	115,500	3/1000 sq. ft.	2,880	864,000	3,265	979,500
15,300	60% by car 1.5/car	6,120	1,836,000	1/1000 sq. ft.	2,320	696,000	8,440	2,532,000
3,200	30% by car 2/car	480	144,000	1 car/3 rms.	1,100	330,000	1,580	474,000
2,050	50% by car 1.5/car	685	205,500	1/1000 sq. ft.	620	186,000	1,305	391,500
225	50% by car 1.5/car	75	22,500	1/1000 sq. ft.	450	135,000	525	157,500
<hr/> 40,935		<hr/> 14,145	<hr/> 4,243,500		<hr/> 45,770	<hr/> 13,731,000	<hr/> 59,915*	<hr/> 17,974,500*

*adequate only with highly efficient rapid transit system

Roughly, this requirement represents an area bounded on the north by Belknap Street, the east by Jones and Pecan, the south by Lancaster and west by Henderson. Actually, this is an area that is smaller than that now occupied by the present central district. While it is true that in ground area the 1970 central district is smaller, the productive capacity of the area is tremendously increased. In 1970 land will be improved, there will be conforming and consistent uses of land, and all rental spaces will have been developed to obtain maximum return. Some enterprises now located downtown will, in time, move out to fringe or suburban areas in search of less expensive property. The central business district will have become by 1970 a veritable showplace, a source of pride for every resident of the city and county, a showplace unmarred by the signs of blight and deterioration which will be plaguing other cities.

This shift of land use from central district to suburban locations is a normal part of urban growth whenever blight and obsolescence do not exist. This is a simple matter of land economics and conformance with this sound development enables us to adhere to the paramount principle: *the central district must be a highly compact entity with minimum distances between its components.*

Tomorrow's central district will have no signs of blight and deterioration. In their place will be lovely malls and concourses, covered sidewalks and comfortable benches, landscaped gardens, sculpture, fountains—a city shopping center that is restful and pleasant. The central district will be an integral addition instead of an ugly disturbance; a cultural, social, educational center.

Shopping, going to work, attending cultural and entertainment events in such an environment will be a new and thrilling experience for everyone.

ELEMENTS OF THE PLAN: circulation

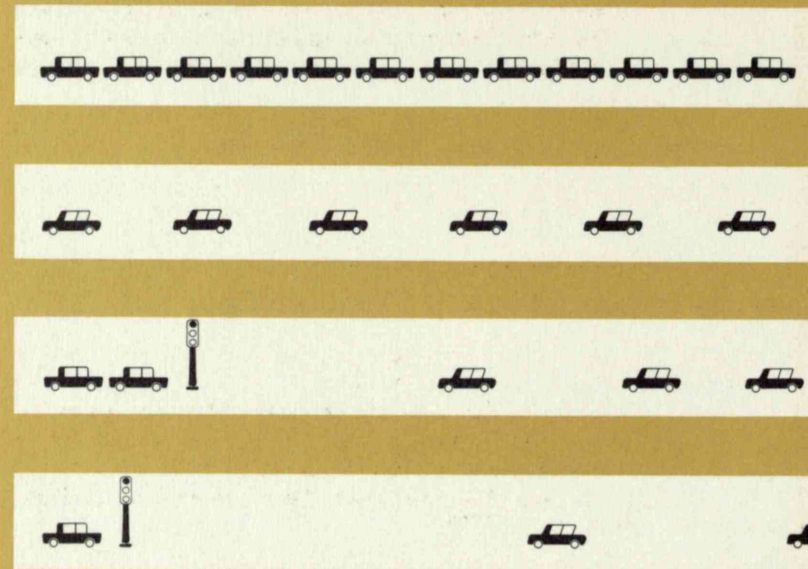
By 1970 approximately 152,000 cars will visit the central section each day. At least 30,000 of these will move during the peak hour. Consider that 30,000 cars standing still, bumper to bumper, occupy an area of 6 million sq. ft.

Start these cars moving at say 15 mph and the area doubles to 12 million sq. ft.

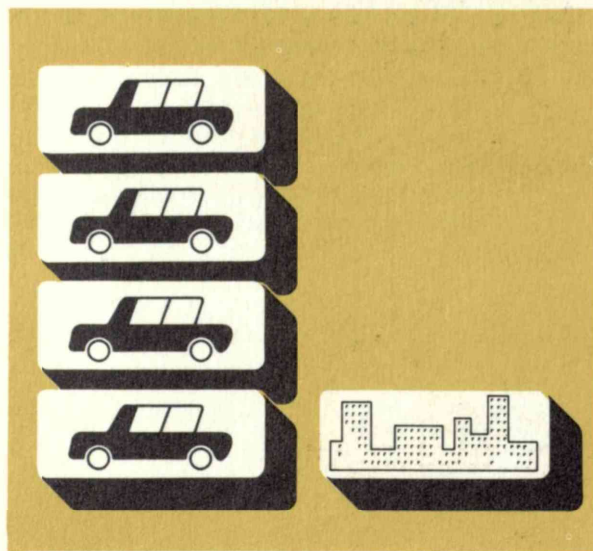
Stop 2 lines of these cars for 60 seconds (as they would be stopped at a signalized intersection), thus leaving a stretch of unoccupied street and you must add 25,000 sq. ft. Continue this stopping and starting operation once every minute for one hour and the automobile space requirement becomes a theoretical 13.5 million sq. ft.

For practical purposes add 20% for stalled cars, collisions, poor drivers and general confusion and the total jumps to over 16.2 million sq. ft.!

These figures give a general idea of the magnitude of the rush hour problem.



The 16.2 million sq. ft. figure assumes that each car will arrive at its destination and find a parking space available. If this is not possible, the street requirement would be increased. Compare this figure with the foregoing chart of ground use requirements.



Note that 16.2 million sq. ft. is greater than the total floor area of buildings, that downtown traffic will require nearly 4 times as much ground space as the buildings themselves!

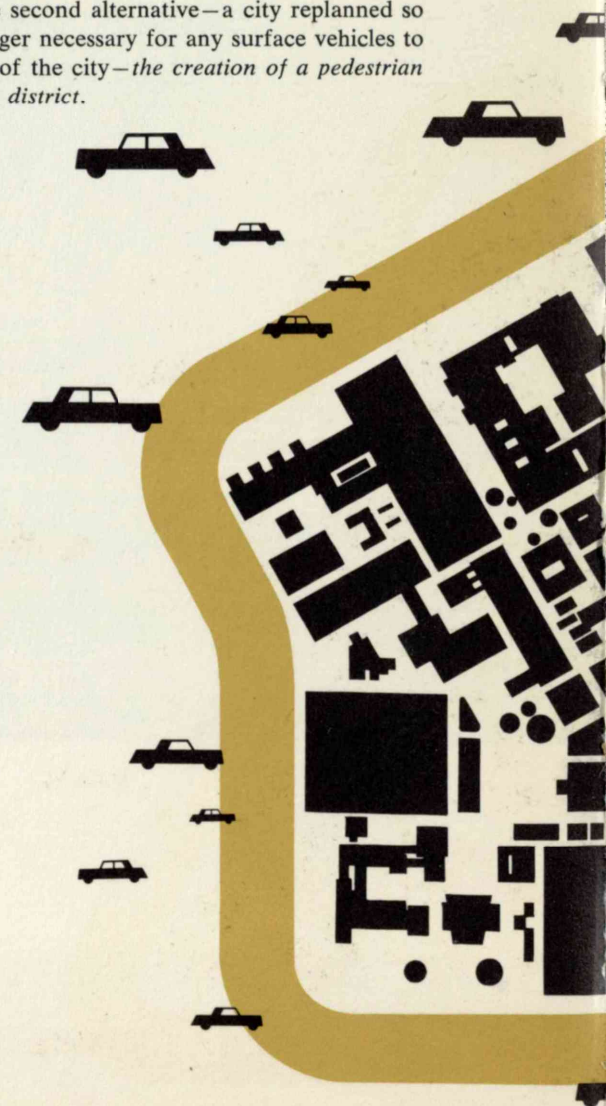
Downtown Fort Worth is presently laid out with approximately 46% of its area devoted to streets and alleys and 54% devoted to buildable area. If cars were permitted on the streets in 1970, the existing street system would have to be enlarged by over 300%.

Obviously, such expediences as one-way streets, no left turns, and no curb parking will not solve the problem in 1970. Although some help could come from increased public transportation facilities, the continuous rise in auto registrations and the economic obstacles in rapid transit operation make it unrealistic to depend on this as a sole ultimate solution.

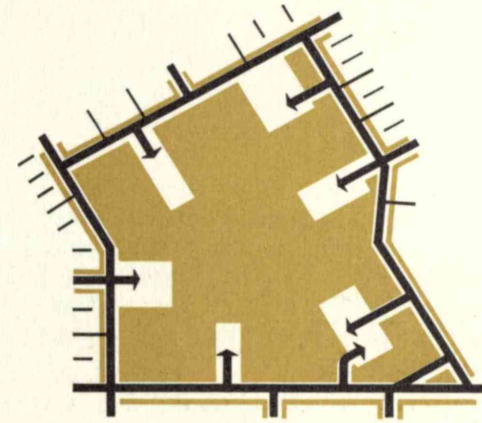
Fort Worth, like all growing cities, is faced with two alternatives: to build roads to accommodate these cars in the central section, or to altogether ban cars from the central section.

Many cities have now embarked on the first alternative. Such a course requires the construction of a system of freeways into, out of, and all through the central section. It entails an enormous expense. It constantly disrupts city operation. Because of the nature of a city, the freeways must have numerous ramps, all too close together. And, regardless of the millions of dollars spent, no city yet has solved the downtown problem by this alternative. While freeways and costly road construction can solve the problem of traffic movement to, from and around the central district, it is our belief that no amount of road building can or should solve the distribution of people throughout the central district.

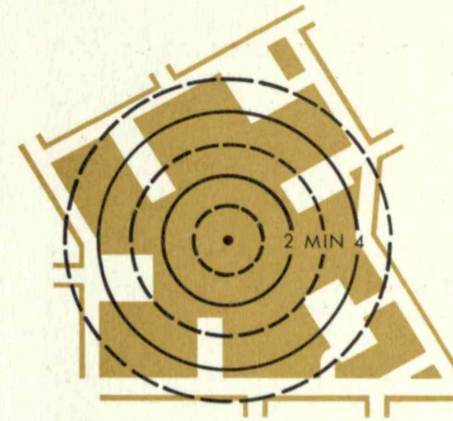
We propose the second alternative—a city replanned so that it is no longer necessary for any surface vehicles to enter the heart of the city—the creation of a pedestrian central business district.



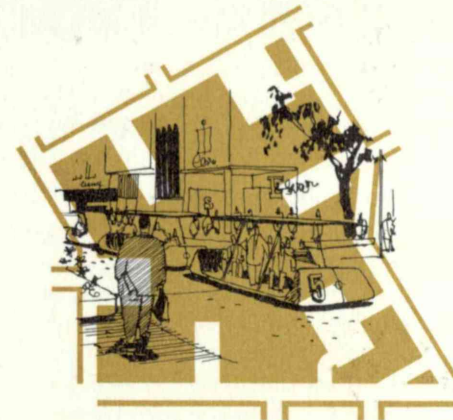
We propose a loop or belt line highway which will ring the central district, gather traffic from the tributary road system and funnel it to perimeter parking lots and structures.



We propose the development of a number of major multi-level parking terminals, properly placed and related to the component elements of the city, in keeping with the principle of compactness and so as to minimize walking distances.

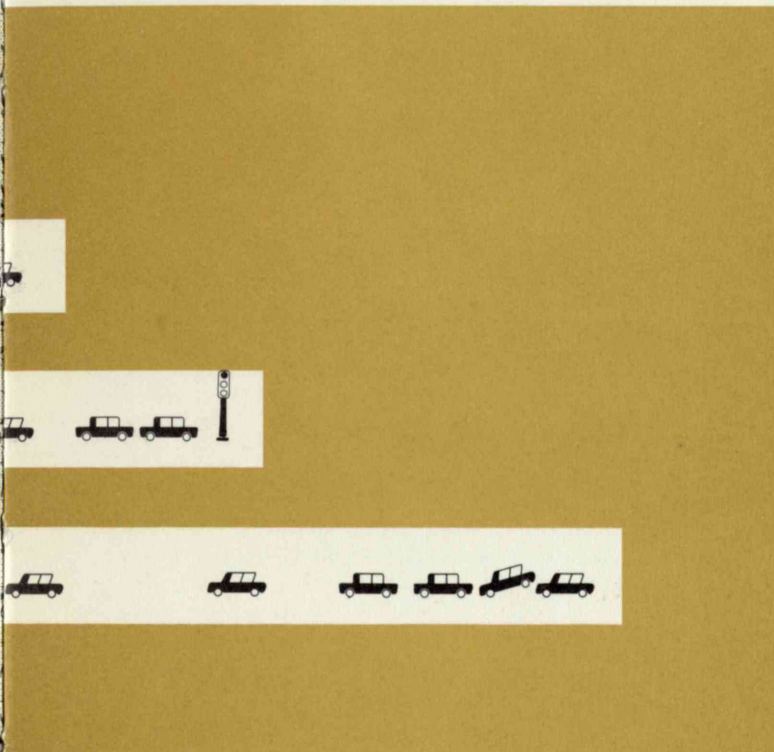
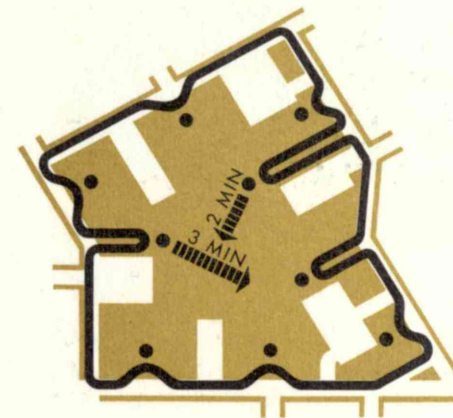


For those who might, however, consider even a few hundred feet excessive, for those who are burdened or physically disabled, and for use in inclement weather, we propose small, quiet, rather slow-moving electrically powered shuttle cars similar to those used in several recent world fairs.



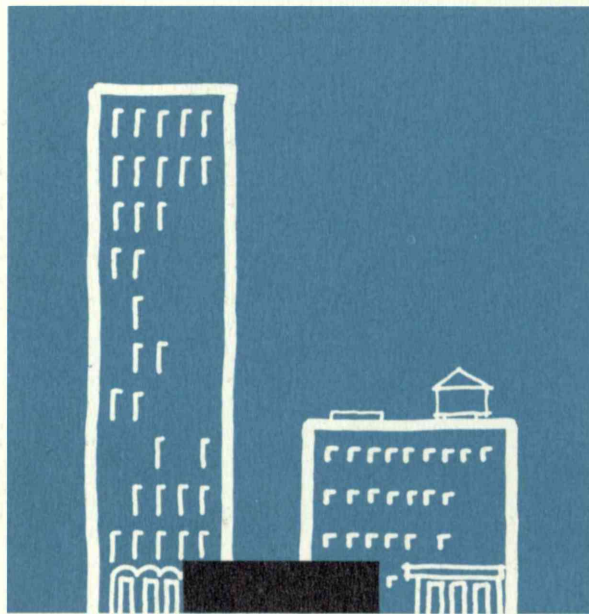
Rapid or mass transit is the most efficient and economical means of transporting people from the suburbs to the central district. Because of this, every possible encouragement should be given for its use.

We propose that busses, taxis, airport limousines, etc., approach the city over their customary routes and enter the belt line highway; that at several points around the perimeter of the city, service roads curve off and penetrate the central district for a depth of several hundred feet before reaching the bus station or terminal point; that vehicles leave over the same routes used for entering, turn onto the belt line highway and resume their journey. These bus or public transportation loop roads achieve a further minimizing of walking distances but are so located as to cause no interference whatsoever with the pedestrian areas of the city.



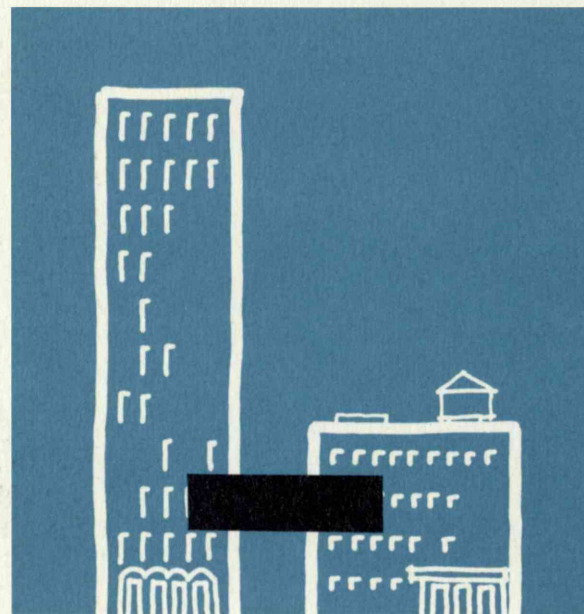
ELEMENTS OF THE PLAN: service

The central district of 1970 will require approximately 2600 trucks per day for the handling of its goods. Unfortunately, Fort Worth is already hampered by an inadequate system of service alleys and even if automobiles were not to be restricted from the area, some radical provision for servicing facilities would have to be made. There are 3 basic alternatives:



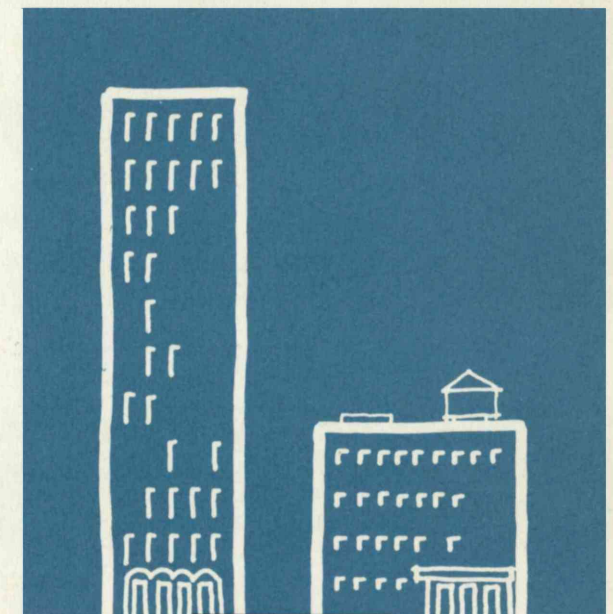
1. Widen and improve the surface delivery system.

Improvement of the surface facilities cannot be considered an ultimate solution because, first, it cancels out one of the prime advantages gained by the absence of vehicular traffic—a *pedestrian central business district*. Secondly, deliveries are best received at other than ground level. Ground level space is the premium space and to sacrifice any of it for the handling of goods is economically wasteful. And thirdly, such improvement of surface facilities would still entail a considerable expense. Alleys would have to be widened to a minimum of 40 feet. This would require a considerable amount of condemnation, demolition and new construction.



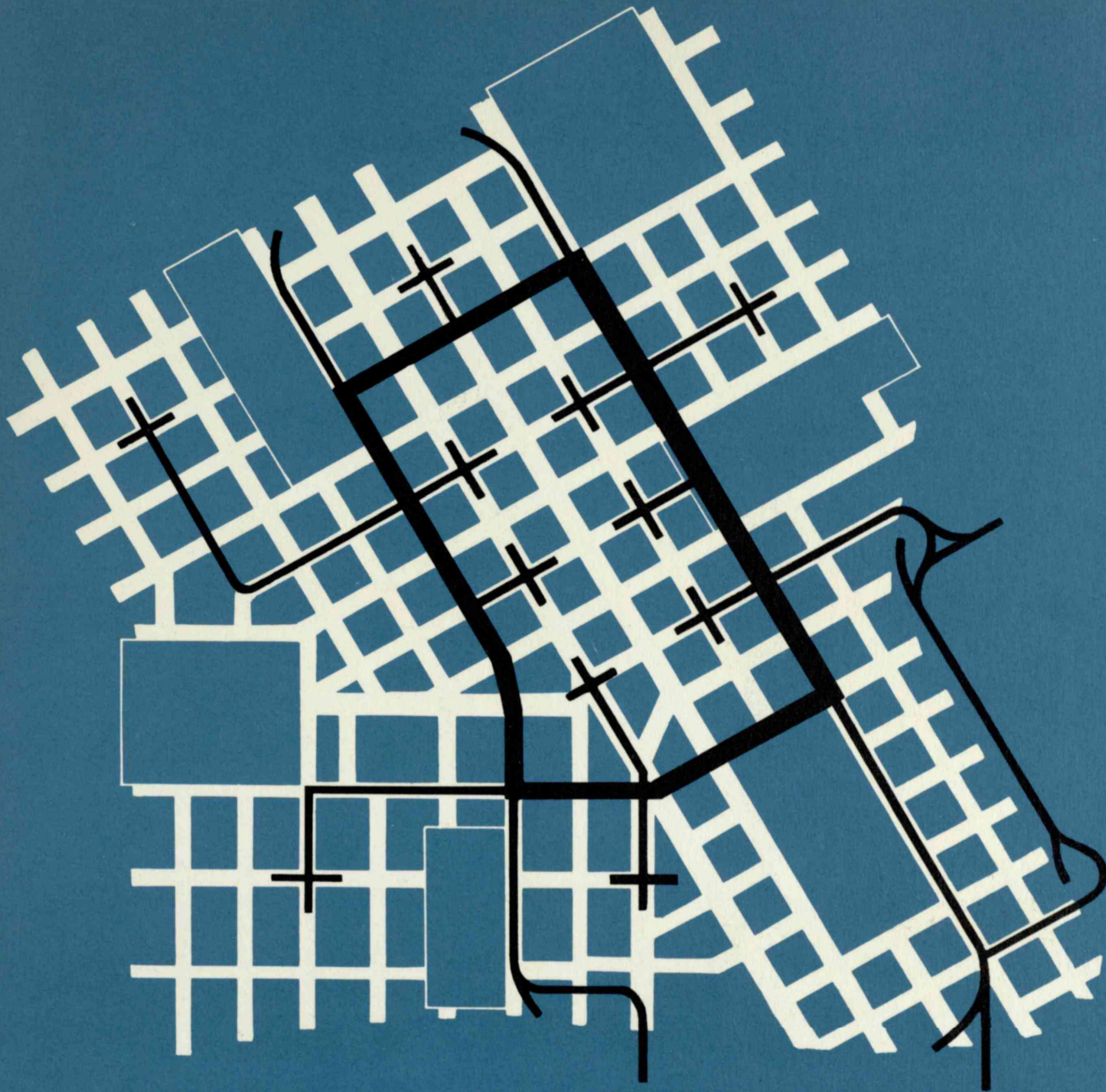
2. Construct new elevated delivery facilities.

While elevated delivery overcomes the objection of receiving on the ground floor and actually makes more space available at ground level (the space below the elevated road could be used for productive purposes), it also would require a considerable amount of demolition and reconstruction.



3. Construct new underground delivery facilities.

Sub-surface delivery has proven practical in many of the new regional shopping centers. While it is true that these centers enjoyed a decided advantage in constructing the basement delivery system together with the buildings themselves, we are of the opinion that the same system is not only practical for downtown Fort Worth but also economical. The reclaimed land alone might well pay for the shell of the sub-surface construction. The underpinning of existing buildings and the individual basement remodelings would certainly be no more of a task than the work required for elevated or surface facilities. Extensive relocation of underground utilities would be required (only a detailed study could determine how great a task this would be).



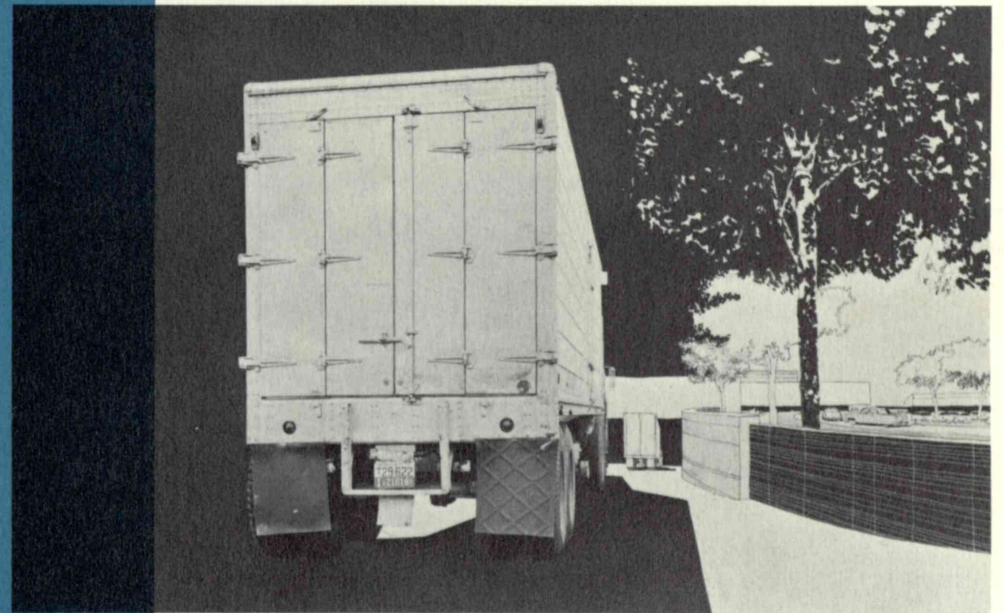
This diagram illustrates, schematically, how a sub-surface delivery and servicing system could be adapted to the existing street and alley pattern. Basically, the major route is in the form of a loop located under Taylor, Second, Commerce and Tenth Streets. Feeder routes connect this main loop with the belt line highway to the north, railroad and warehousing facilities to the south and wholesale area and freight yards to the east. Sub-surface cross roads branch off from the main loop and terminate in recessed loading bays so distributed as to serve every block within the central district.

Since the roofs of the parking structures are designed as heliports and are capable of handling vertical take-off aircraft, the sub-surface trucking facilities also service

each of these structures thereby expediting the flow of air mail and air freight.

The truck passage will have a clear height of 14 feet with a width of approximately 30 feet. This width allows at least one through lane with one maneuvering lane on each side. Since it would rarely occur that both maneuvering lanes would be occupied simultaneously at any one point along the route, there would be, in effect, an average of two through lanes for the length of the major loop.

All working bays, truck standing areas and other stationary and mobile loading facilities will be the responsibility of the private land owner and are not permitted to infringe on the three lanes allocated to moving vehicles.



Thus, we have now considered the problems facing the city and a method for solving these problems, including an established system of traffic movement and car storage facilities and a delivery and servicing system. This is the framework of "A GREATER FORT WORTH TOMORROW." The next page shows how this framework can be integrated with the central district as it is today.



TOWARD TOMORROW



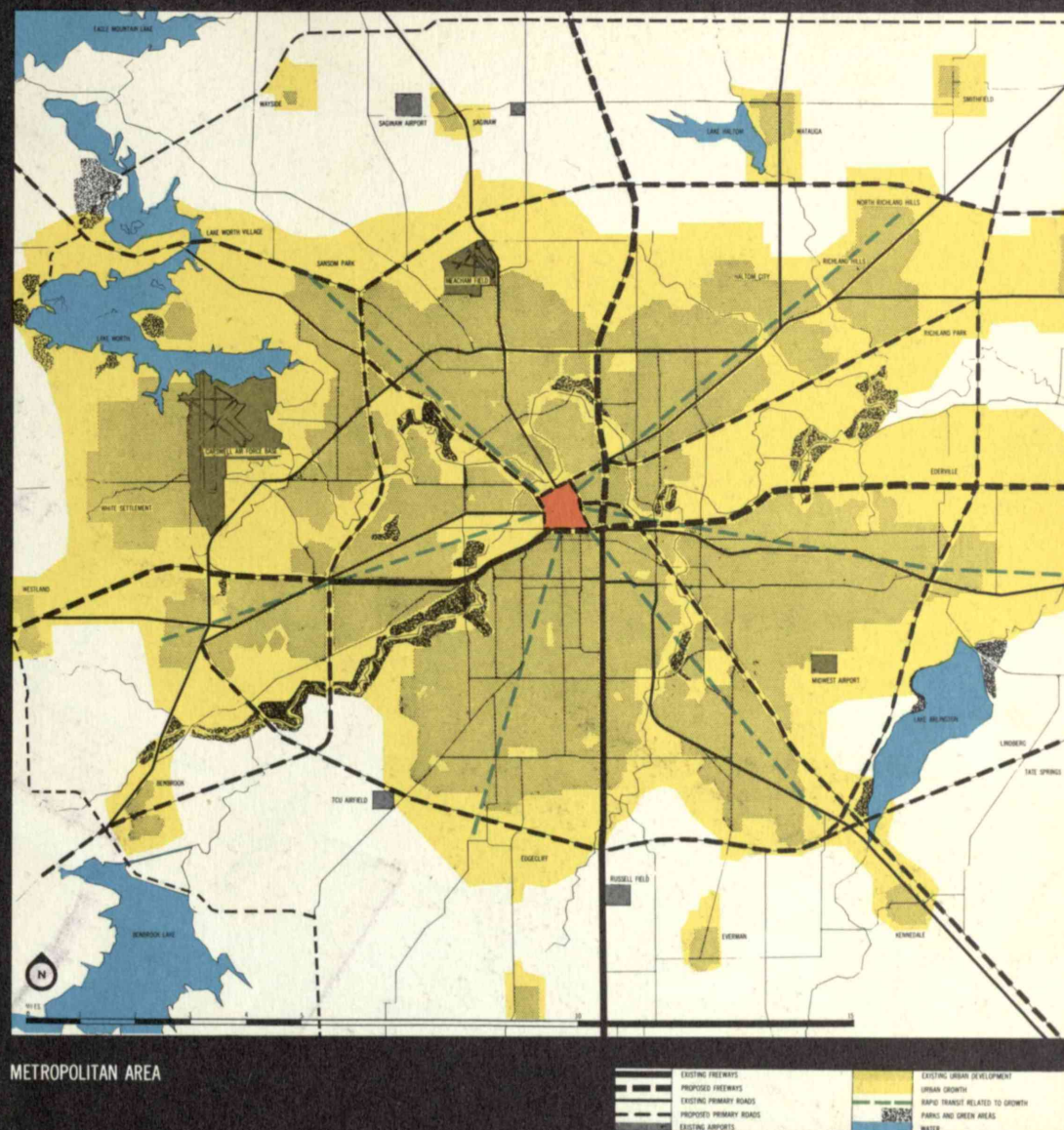
This is the plan that basically follows the established land patterns; retains the substantial and economically healthy improvements; greatly increases the building density; decreases the amount of non-productive land; minimizes distances and improves servicing facilities; provides the widest possible latitude for individual or corporate commercial endeavor and thus achieves our first aim:
the most productive use of the land.

This is the plan that integrates the central district with the existing and proposed state expressway system; locates terminal facilities in relation to origin and destination surveys; introduces a primary belt line highway as the ultimate link between the required terminal parking facilities and the secondary, primary and expressway road systems which connect all parts of the tributary area with the central city; provides an efficient urban routing and ideally located city terminals for the mass transit system and thus achieves our second aim:
a free flow of traffic throughout the tributary area.

This is the plan that returns the city to the pedestrian; creates high quality parking in close relation to the facilities it serves; channels trucks along sub-surface routes that connect every building with the tributary road system and the wholesale area; minimizes walking distances by increasing the city's density and by the penetration of parking structures and bus terminals; introduces small, quiet and slow-moving shuttle cars for the convenience of weary, unwilling, burdened or handicapped pedestrians; completely separates pedestrian, auto and truck and thus achieves our third aim:
a non-conflicting circulation pattern and provision for vehicle storage.

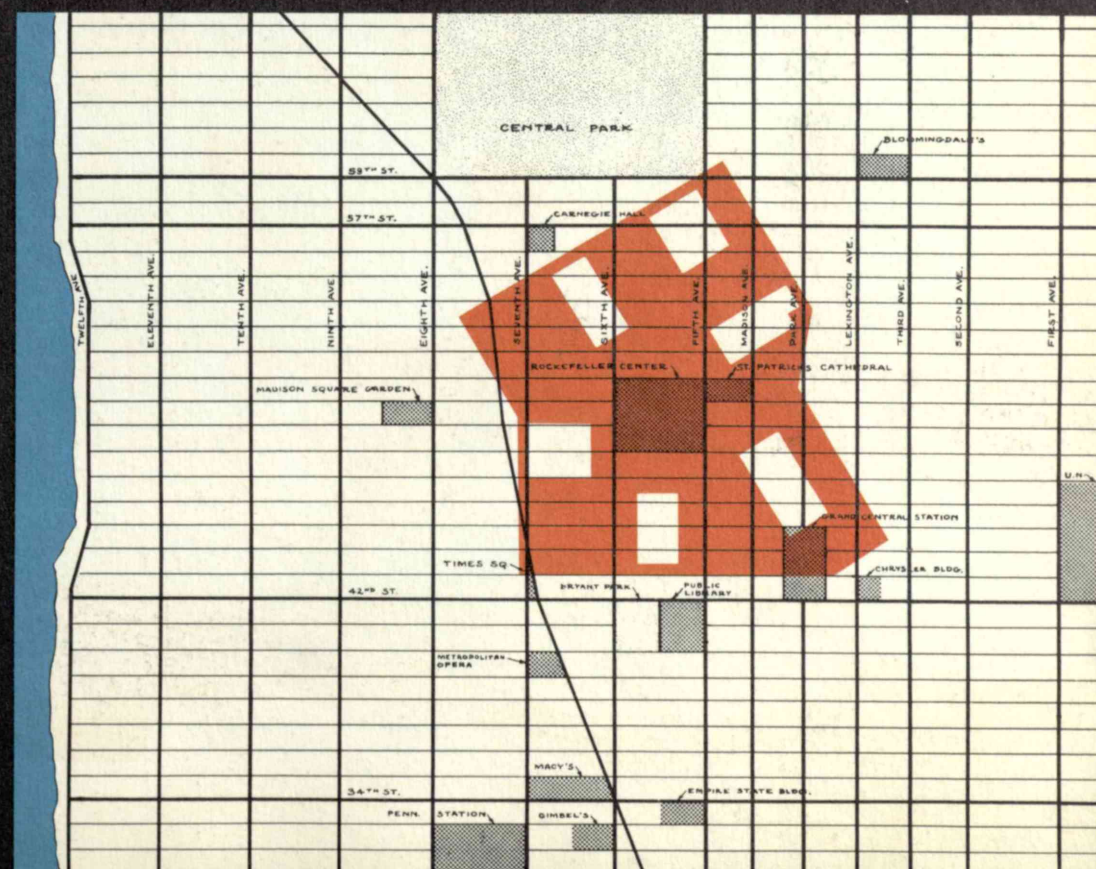
This is the plan that transforms the monotony of traffic-bound and cluttered streets to a stimulating series of pedestrian malls, courts, plazas and parks; combines the proven appeal of the regional shopping center with the tremendous retail and commercial power of downtown; introduces a never before achieved relationship of stores, offices, hotels, civic buildings, cultural and entertainment facilities with parking and pedestrian accessibility; stimulates civic pride by the re-introduction of beauty and excitement to the central district; offers a vigorous and flexible environment for the dynamic growth of all aspects of urban life—commercial, social, cultural and civic and thus achieves our final aim:
a re-integration of commercial and non-commercial activities.

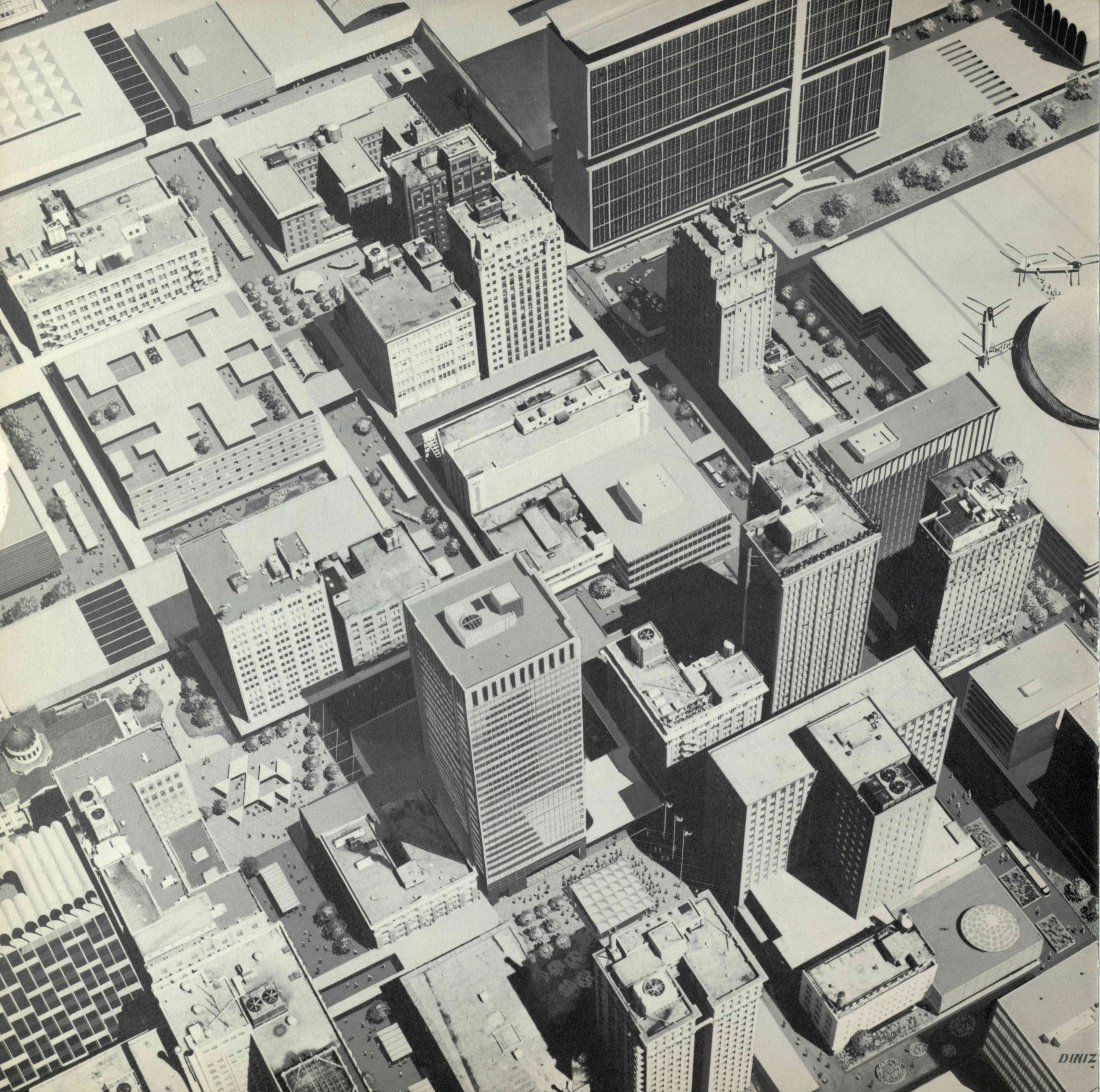
The plan fully recognizes and develops Fort Worth's fortunate and rare characteristics of adaptability to orderly transition and growth. It recognizes the natural boundaries set by the river, the railroads and the freeways. It locates the circulation loops on undeveloped or generally underdeveloped land. It accomplishes the transition with hardly any dislocation or destruction of its main real assets.



METROPOLITAN AREA

AREA COMPARISON: FORT WORTH—MIDTOWN MANHATTAN, N. Y.





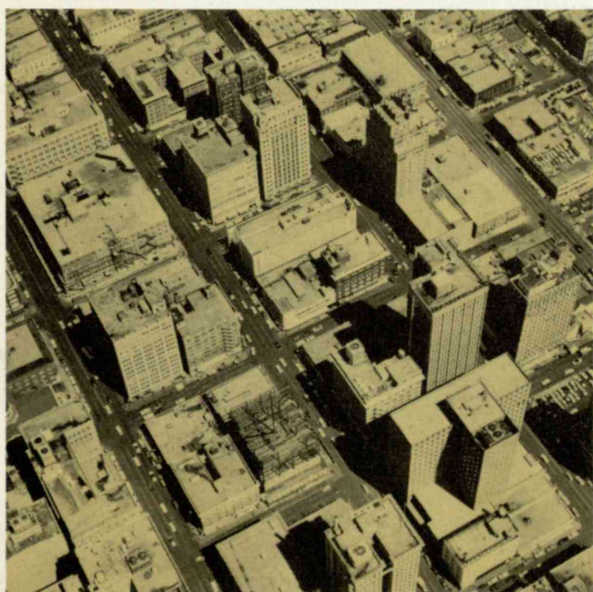
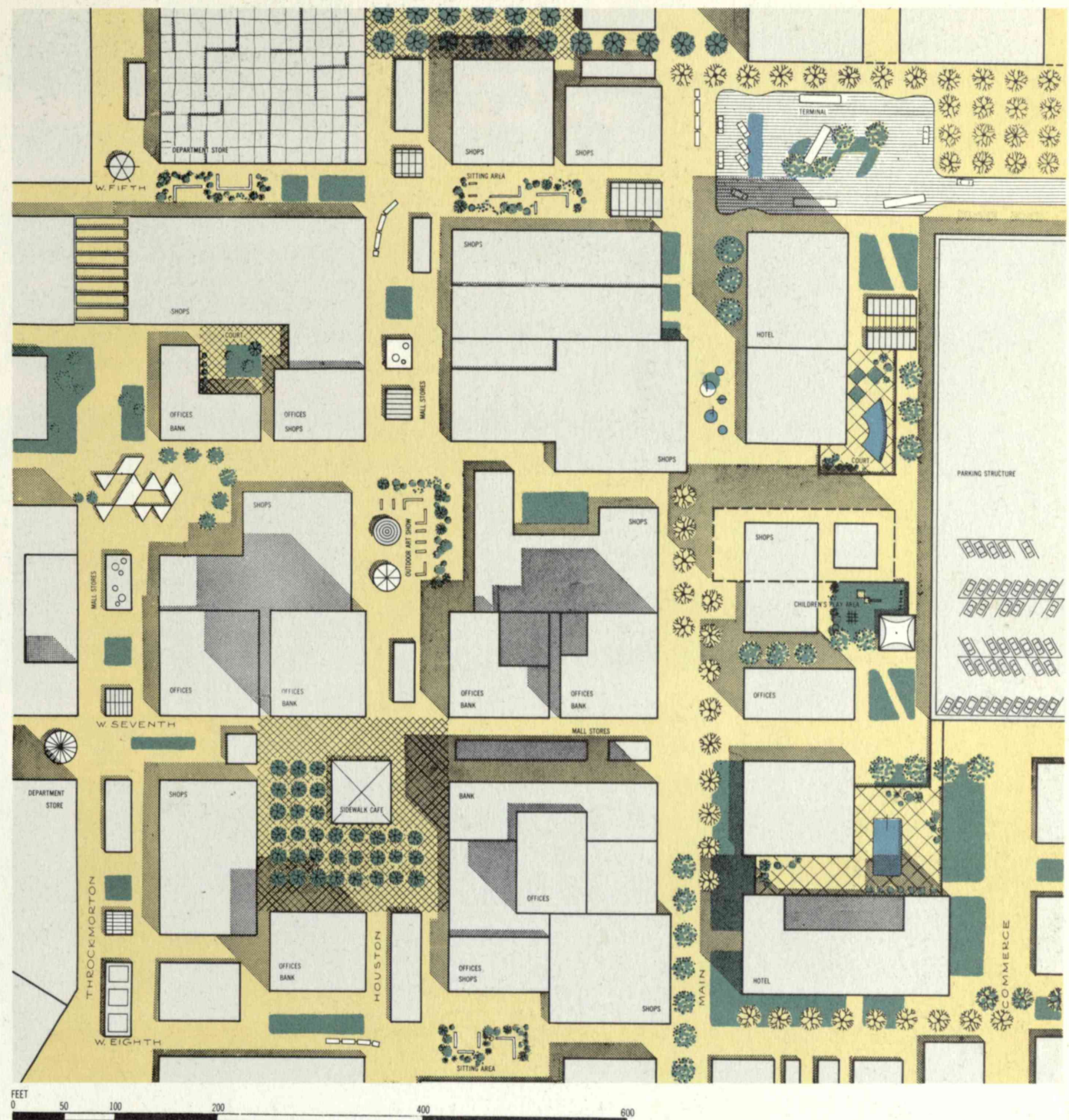
Here is the greater Fort Worth of tomorrow.

A panorama of beauty, utility and comfort—a new face for a dynamic city always on the move, always moving toward a better life for the people who live within its ever-growing boundaries.

This is the city that will capture the imagination of people everywhere.

These two pages illustrate the transformation that would take place in a typical nine block area. To the left is an aerial view, looking north, of the area bounded by Fifth, Eighth, Throckmorton and Commerce Streets. To the right is a ground plan of this same area. While many of the buildings that exist today are still in evidence, the overall density has been increased by additional construction. The economic vigor which has brought these new structures into existence has also resulted in extensive remodeling and modernization of the older buildings. Thus, by the combination of new construction and modernization of existing construction, the central district of tomorrow has over 13.5 million sq. ft. of modern, efficient, class A retail, office and hotel space.

Note now the physical framework that serves this revitalized building area. The basic grid originally laid out for streets remains—but there is a difference. This grid is now refined into an interrelated grouping of plazas and malls each with an individual character. There are covered walks, trees, small shops, display cases and spacious pedestrian arcades where before there were cars and trucks. The cars are now conveniently parked in the multi-deck structure shown fronting on Commerce Street and the trucks now move throughout the city via subsurface routes.





The cultural and entertainment facilities of the city are an important and integral part of the urban scene. Here, grouped around a spacious plaza designed for mass outdoor activities, are the museums, libraries, meeting halls, theaters and allied institutions and establishments that physically reflect the measure of Fort Worth's culture.

Adult play areas, restaurants, coffee shops and several hotels complete the grouping—thus creating within the central city a combined play area, an educational and cultural center, an entertainment district and an urban living environment unequalled by any that now exist.

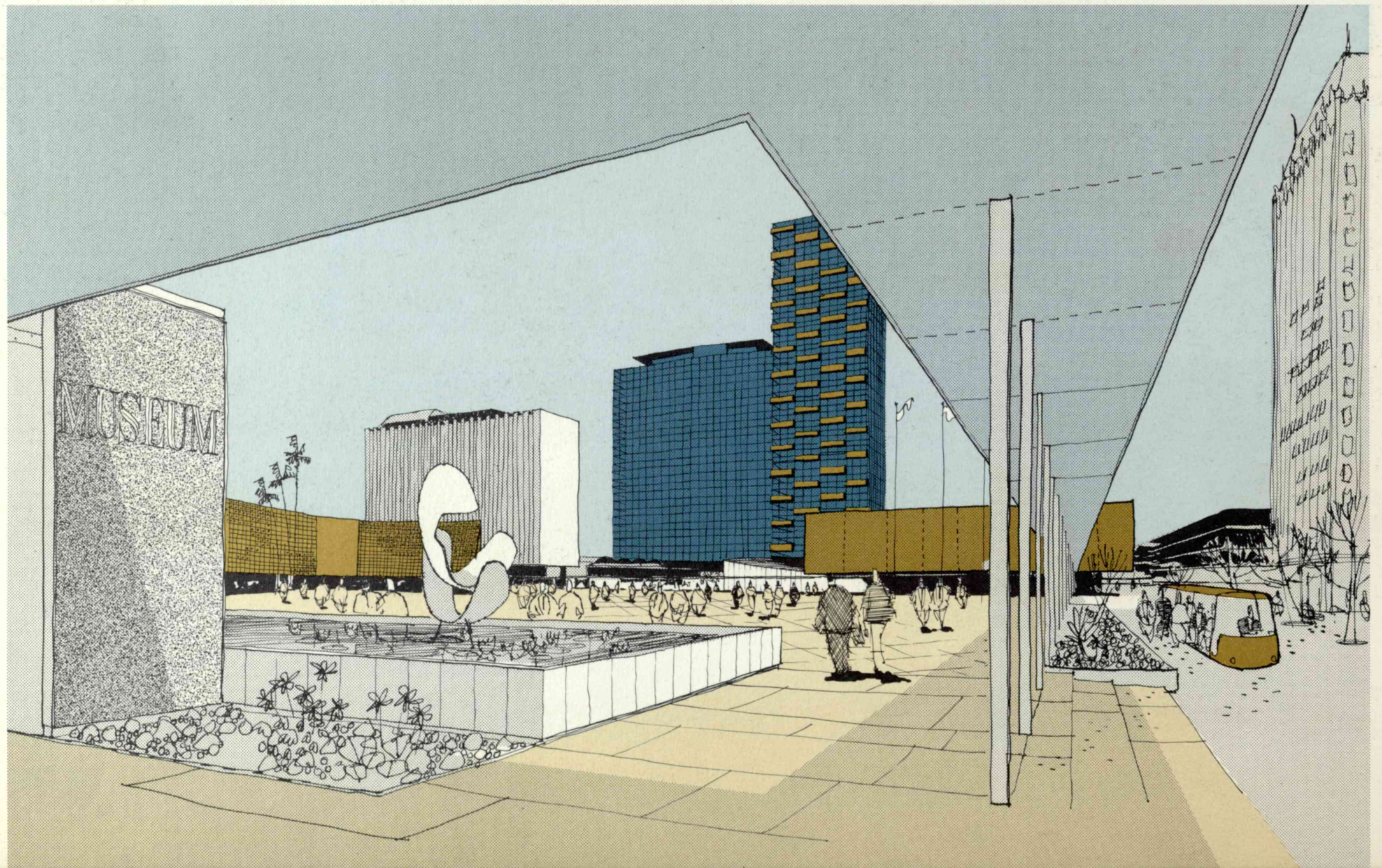
(Left) A plan of the group showing its relation to the east-west expressway and the westerly belt line highway.

(Below) The plaza as seen looking west down Tenth Street, now a pedestrian mall. Shown here is the covered walk

connecting two of the new buildings in the cultural center. In the background can be seen other new buildings and the parking structure which provides close-in parking for the entire area.

(Opposite page) This view of Seventh Street looking west reflects the typical change in character that takes place when vehicular traffic is unnecessary. Not the change from a crowded, noisy road to a generous, pleasant shopping mall. Here the shopper has a view of show windows on both sides of the mall uninterrupted by a wall of cars, can cross-shop from one side to the other without today's pedestrian dangers, is encouraged to stay longer and see more.

Pictured here is a pedestrian bridge connecting a parking structure with a hotel. This possibility exists for all major establishments whose operation would be improved by direct connection with adjacent parking facilities.

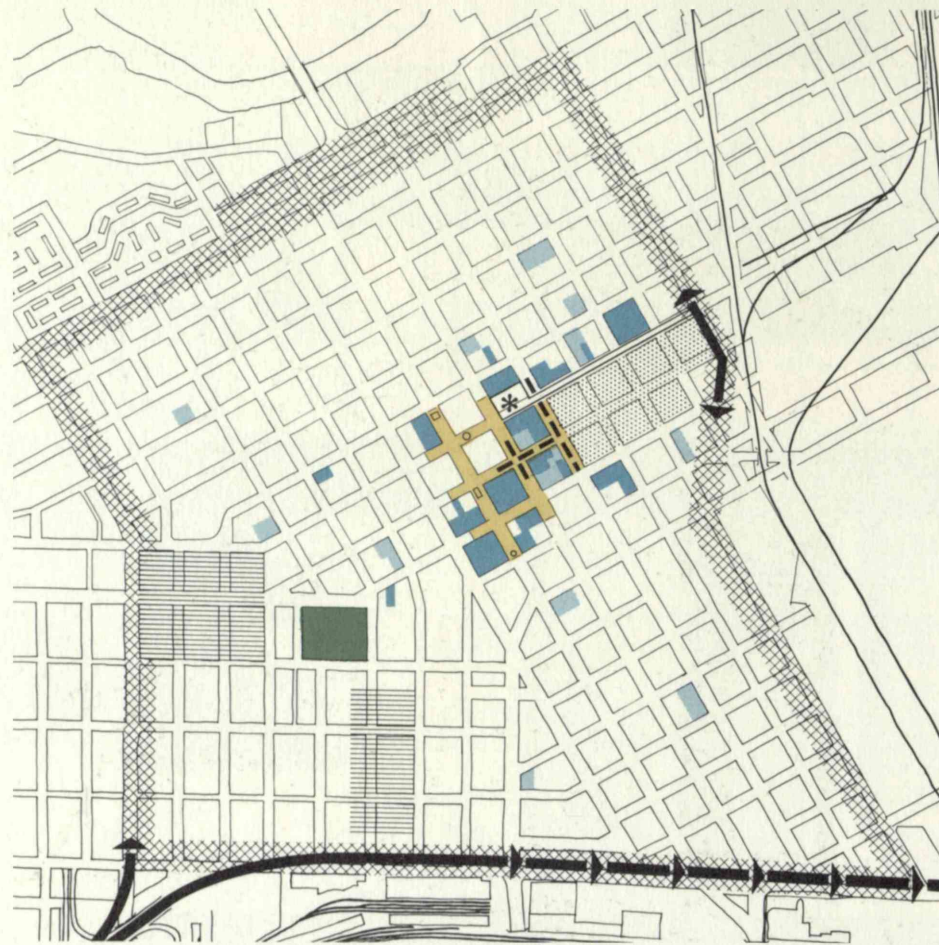




Fort Worth will not change overnight. Element by element of the master plan will be added over a period of years. That Fort Worth can accomplish its goal, step by step, without disruption of its present and future activities, is clearly illustrated by the following four maps.



TRANSITION: the ultimate goal can be achieved through many possible patterns of development



PHASE 1 establishes the pattern of transition and acts as an introductory period. The extent and locations shown on this and the following evolution diagrams are for illustrative purposes only. Detailed study and negotiation will be required prior to final determination of location and extent of each increment of development.

As freeway construction progresses, right-of-ways are being acquired for the Belt Line Highway.

Four blocks of Houston Street, together with short stretches of the intervening cross streets, are closed to vehicular traffic and the shopping concourse and cross malls thus created are landscaped. Areas of what was formerly street are leased to appropriate businesses—coffee shops, florists, tobacconists, etc. Additional revenue is derived from display platforms and free standing show cases. As the merchants take advantage of the shopping center atmosphere and appeal of the street, stores are modernized, covered walks are added, and several property owners make plans for completely new and enlarged buildings.

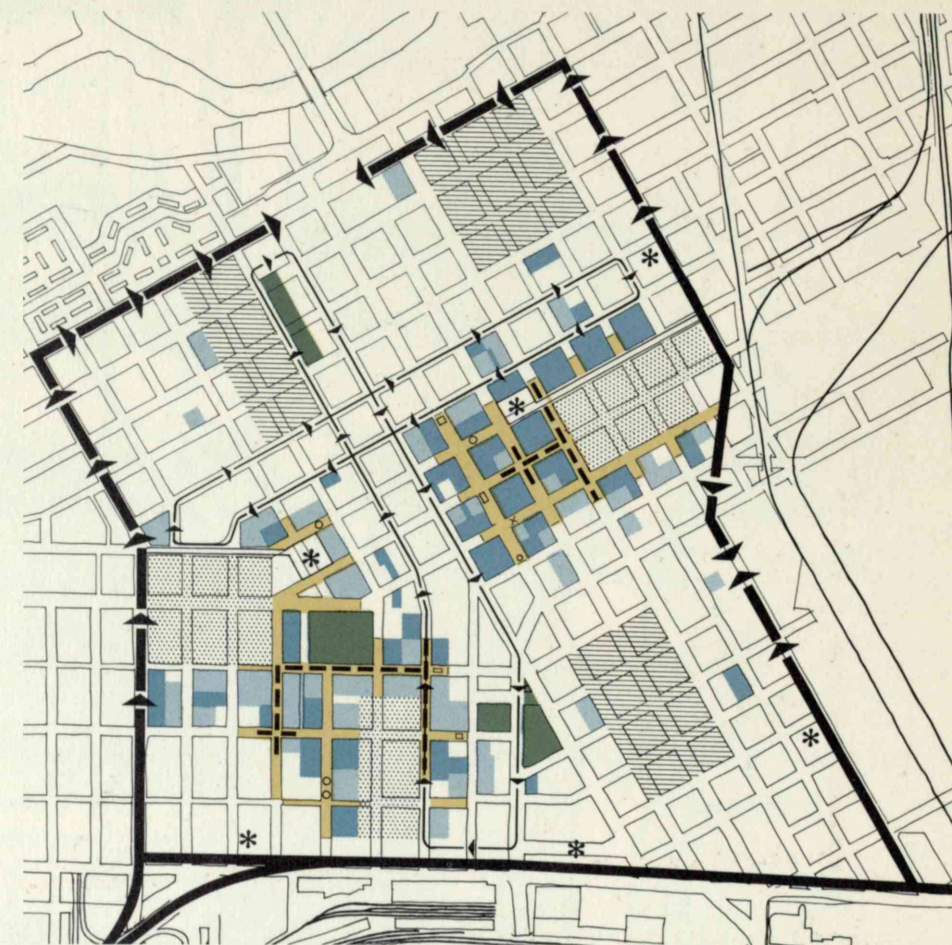
Land is being acquired and cleared for two major parking lots. These will become multi-level parking structures as the parking demand increases.

Construction is started on two portions of the basement level delivery system. Utilities are re-routed in accordance with the master plan of utilities and building owners remodel their basements to accommodate lower level delivery. Plans are made for use of the land gained by abandonment of the surface alleys.

The first bus terminal is placed in operation.

Programming, detailed planning and construction continues.

Scattered properties throughout the entire central district are being modernized, reconstructed or expanded as the plan moves into reality.



PHASE 2 is ushered in by the completion of the East-West freeway. The revitalization process has now jumped to the west side of the central district where the improvements and successes of the eastern side are in the process of development. Concurrently, the area of initial improvement expands outward.

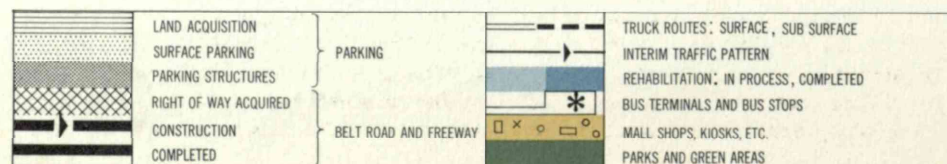
Belt line land acquisition and road construction progresses rapidly, but, pending completion of the circulatory loop, an interim traffic pattern is created within the Central district.

Three additional parking areas are being assembled to augment the three now existing.

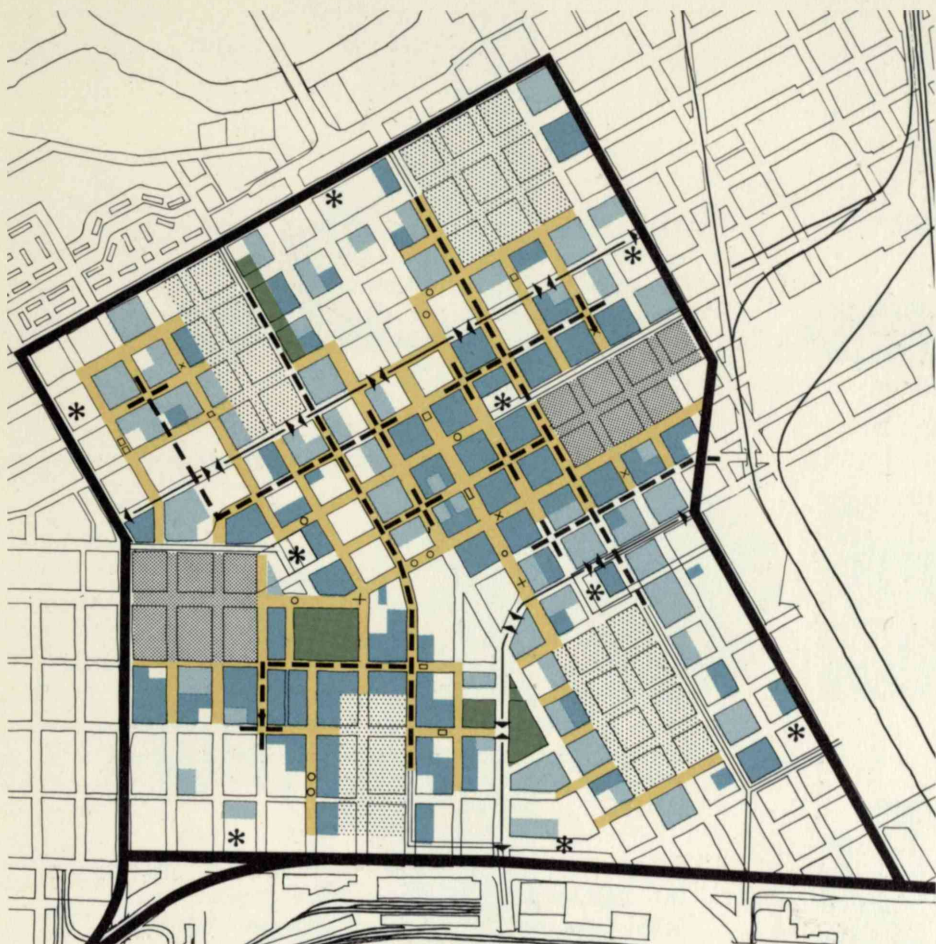
Two more bus terminals serving the western portion of the city are in operation.

The sub-surface delivery routes beneath the western sector are completed and a second large segment of street is returned to the pedestrian. Surplus street and alley areas are converted to productive, income-producing purposes.

A great surge of reconstruction and expansion takes place all throughout the city as the improvements, either already existent or planned, provide a tremendous impetus to growth of the central district.



this series of diagrams indicates one possible sequence.



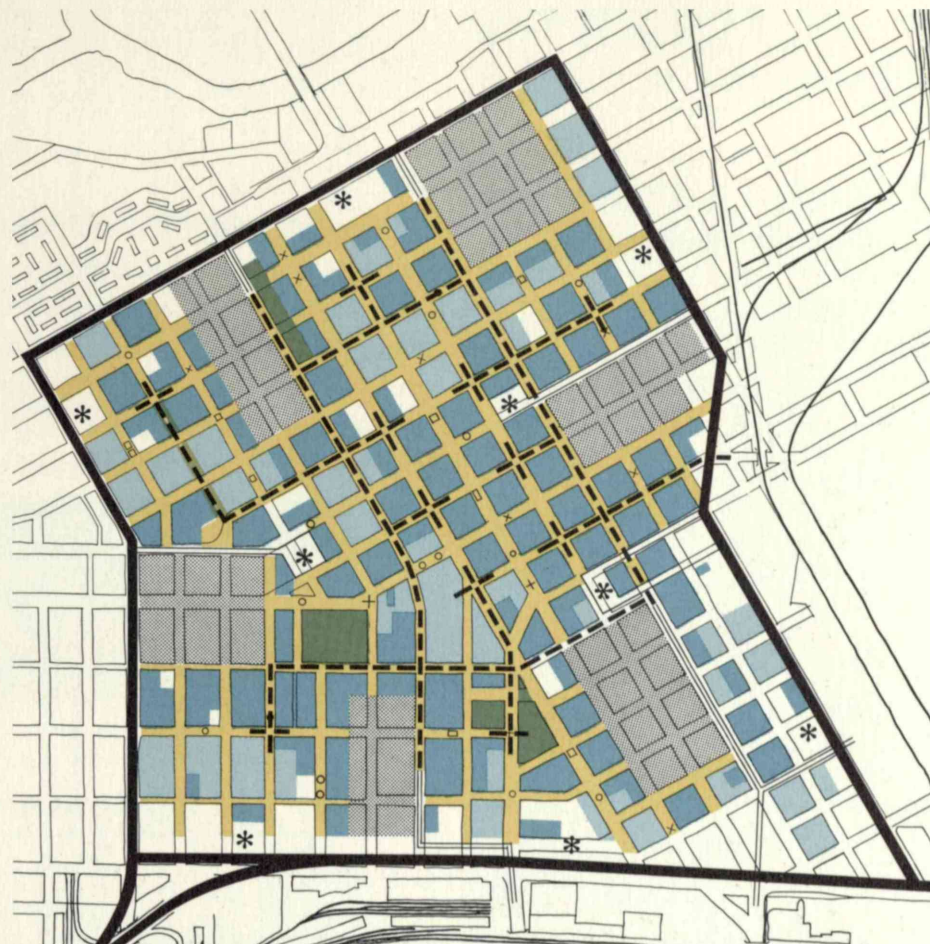
PHASE 3 sees the completion of the Belt Line Highway and, for the first time, total solution of the downtown traffic problem. Pending construction of the final links connecting the areas already converted to sub-surface delivery, a limited interior traffic pattern remains.

Revitalization of the northern sector is now nearly complete and work continues in the wholesale area to the southeast.

Six major parking areas now exist. Four of these are surface level lots while two have been decked over, thus maintaining a balance between parking supply and demand.

Concurrent with the progress in the northern sector, the two areas improved previously continue to expand outward and shopping malls, parks, plazas and courts replace the crowded streets and alleys.

Introduction of the slow moving, rubber tired shuttle cars has been very successful and well received. It is now possible to park in any parking terminal and travel throughout the entire city without any walking. Relatively few persons use the shuttle cars, however, since most prefer the pleasant strolls down shaded shopping malls, through landscaped plazas and exciting courts.



PHASE 4 substantially completes the era of transition and the central city now operates as a well-balanced, completely integrated commercial, professional, cultural and administrative center for a tributary population of 1.2 million persons. There are now in operation 9.6 million sq. ft. of retail space, nearly a million sq. ft. of wholesale area, over 2.3 million sq. ft. of office space, 3,200 hotel rooms, almost ½ million sq. ft. of building devoted to cultural and entertainment purposes and a city, county, state and federal group with over 600,000 sq. ft. of area.

To provide adequate parking, all of the original surface lots have now been converted to multi-deck parking structures with a combined capacity of nearly 60,000 cars. The sub-surface delivery route is now complete and over 2,600 trucks per day service the city without ever any loading delays or traffic interruptions. The public transportation network has reduced its dead time and increased its efficiency to a phenomenal extent.

The robustness and vigor of the central section cannot much longer be contained within the limits of the original belt line highway and studies are now being made for addition No. 1—toward a "STILL GREATER FORT WORTH OF TOMORROW!"

This completes a realistic program through 1970. To project plans much beyond that time would be to enter the realm of fantasy. Who can now foretell the future of atomic power, of transport, of commerce, of industry, of nearly every facet of our urban living? But whatever the future, the revitalized Fort Worth of tomorrow will be well-equipped to enter it. Growth beyond what we have planned is inevitable and can be accomplished in any or all directions. The belt line can move out, be raised above ground level, or be placed below as the city grows outward.

Changes in distribution methods, such as a shift from trucks to conveyor belts, can be perfectly accommodated within the proposed basement delivery system. Revisions in utilities and more emphasis on central production and distribution of steam and chilled water, as well as intercity electronic transmission or pneumatic tube systems, can all be readily accomplished within the framework of the basement level service system. The built, planned and proposed freeway pattern will stand ready to receive any scientific advances in electronic traffic control that can be developed within the next generation. The projected vehicle storage facilities are adaptable to any foreseeable shifts in automobile size and maneuverability. Should, for any reason, the parking demand diminish, the structures themselves are convertible to a multitude of other uses. Shifts in emphasis of the proposed land uses, or the introduction of altogether new uses can, under the guidance of the planning body and within the dictates of economics and necessity, be easily integrated within this planned yet flexible framework.

Plans might create cities on paper, but the realization of these thought-out schemes from drawings and calculations to an actual living environment is a task of immense proportions. The way is beset by all manner of legal complexities, financial problems and clashes of individual endeavor. Realization of a city plan requires a unanimity of public and private effort rarely mustered in our times.

Nevertheless, all obstacles notwithstanding, it can be done.

IMPLEMENTATION

step number one is the WILL.

This is the combined desire for downtown revitalization on the part of merchant and business associations, service groups, city officials, property owners, tenants, industry, and citizenry.

step number two is ORGANIZATION of that will into responsible and coherent committees, groups or associations specifically devoted to the task.

step number three is the PLAN.

A master plan of the downtown area—beneficial to the entire community, integrated in all respects with the total city—must be evolved and then officially adopted by the responsible government and private groups.

step number four is the REALIZATION.

A tightly knit body of combined government and private representation—let it be called “Committee for a Greater Fort Worth Tomorrow”—must program, formulate, implement and assign or clear for construction, in proper order, the components which will make a greater Fort Worth tomorrow.

This body coordinates the activities of official groups as are existent or formed for the purpose—such as the parking authority, the redevelopment commission, the city planning commission; the police, fire, health and public works; parks and recreation, road and highway departments, etc.

It integrates the work of private citizens, utilities, consultants and individual downtown businesses with the official groups.

It petitions the city attorney for legal advice and charter interpretations. It may, from time to time, through one of its official agencies, require the right of eminent domain. It might, in the course of its realization activities, require new legal powers, revision or extension of existing city law. (It would be unrealistic to assume, at this time, that the task involved—the solution of problems never before solved—could be accomplished without some alteration of the existing city organization and legal powers.)

Many of the more progressive cities now have the will, the organization, the plan, and are presently striving toward the goal of realization. Chicago, Philadelphia, Pittsburgh, St. Louis, New Haven, and Rye are but a few of those that have made significant progress. Painfully slow for the impatient, with plans sometimes questionable in concept and detail, often weakened by compromise and political expediency, some of our more forward looking cities are, nonetheless, proving that a city can chart its future away from the dangers of inertia and toward a course of sustained advance.

There is no reason why Fort Worth should do less. Indeed, still favored with the robust vigor of the (now industrialized) frontier and still of a size capable of swift and efficient action, there is every reason to believe that Fort Worth can do better!

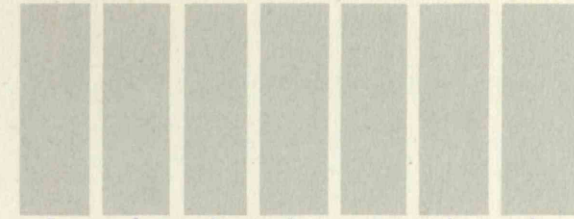
Specific courses of action now in actual practice or still in the process of formulation offer a wide choice of implementation techniques. Prior to the evolution of any technique of implementation, however, are the three first necessities of will, organization and the plan.

The will to revitalize downtown is a function of adult education. The citizenry must be made fully aware of the problems, the dangers, and the importance of the central district. This awareness can only be accomplished by the untiring efforts of private individuals and organizations—service groups, business associations, newspapers, radio and television. This educational activity can be immeasurably enhanced by the assistance and cooperation—official or unofficial—of city officers and departments.

Once aroused, this public will must be forged into an effective tool for action. This requires organization. For Fort Worth, we visualize, in essence, an organization similar to the one shown at the right.

1.2 MILLION PEOPLE

SERVICE GROUPS, MERCHANTS' ASSOCIATIONS, PROFESSIONAL SOCIETIES, PRIVATE ORGANIZATIONS, ETC.

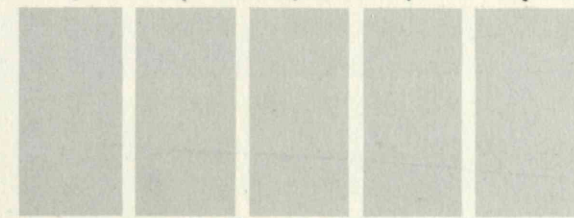
REPRESENTATIVE
CITIZENS'
COMMITTEECITY DEPARTMENTS—
PLANNING, LEGAL, PUBLIC WORKS, ETC.

COUNCIL

STATE

FEDERAL

CITY MANAGER

"COMMITTEE FOR A GREATER FORT WORTH TOMORROW":
a nonprofit corporation coordinates all
downtown revitalization projectsPRIVATE CONSULTANTS:
PLANNING, ENGINEERING, ECONOMIC, LEGAL, ETC.**PRIVATE ENTERPRISE:** Plans, constructs and operates all individual private facilities within framework of master plan and authority regulations.**CENTRAL DISTRICT REDEVELOPMENT AUTHORITY:** Administers master plan, buys, clears and sells lands, issues bonds. Derives income from assessments and lease or sale of property.**CENTRAL DISTRICT PARKING AUTHORITY:** Constructs and operates parking facilities or licenses private operators to do same. Raises funds from parking charges, bonds, etc.**CENTRAL DISTRICT ROADS AUTHORITY:** Assists federal, state and city officials and coordinates their efforts in relation to all public road construction around—and manner of use within—the central district.**CENTRAL DISTRICT TRANSIT AND TRUCKING AUTHORITY:** Constructs and operates basement level truck roads. Administers income from bonds and truck toll charges. Constructs and operates transit terminal facilities or licenses private operators to do same. Derives income from leases or licenses. Operates or licenses private operation of internal and shuttle bus systems.

Note that the key to this organization plan is the coordinating committee or corporation. It should represent not only the individual private citizen and private groups, but it should also represent the city administration and the city departments responsible for the operation and maintenance of the city. It should have official status. It must be politically unbiased. It must have the benefit of private expert consultants and technicians as well as the advice and cooperation of city, state and federal authorities.

It must be charged with the commissioning, evolution and acceptance of a master plan and it must maintain flexi-

bility in that plan to insure its fairness, validity and far-sightedness under the varying circumstances that come with the passage of time.

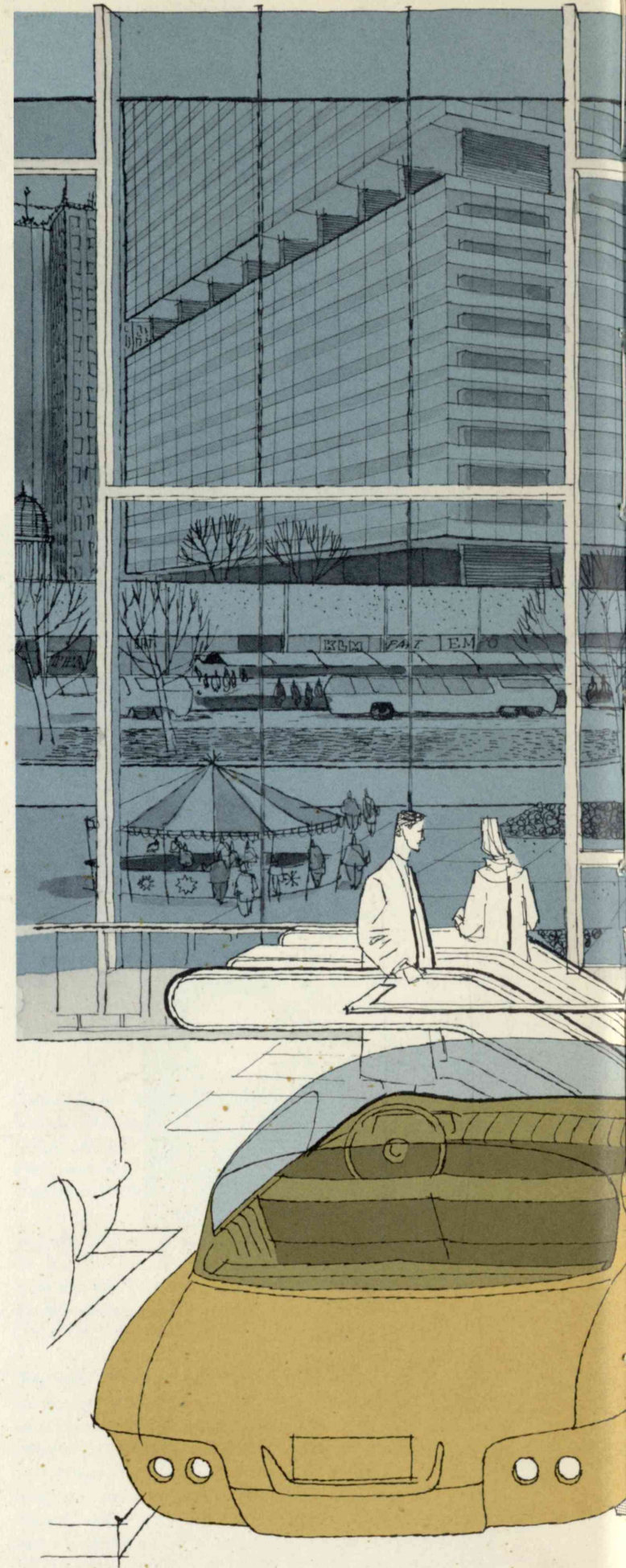
In numbers, it must be large enough to be representative, small enough to be workable and capable of quick and decisive action.

It must be equable but bold.

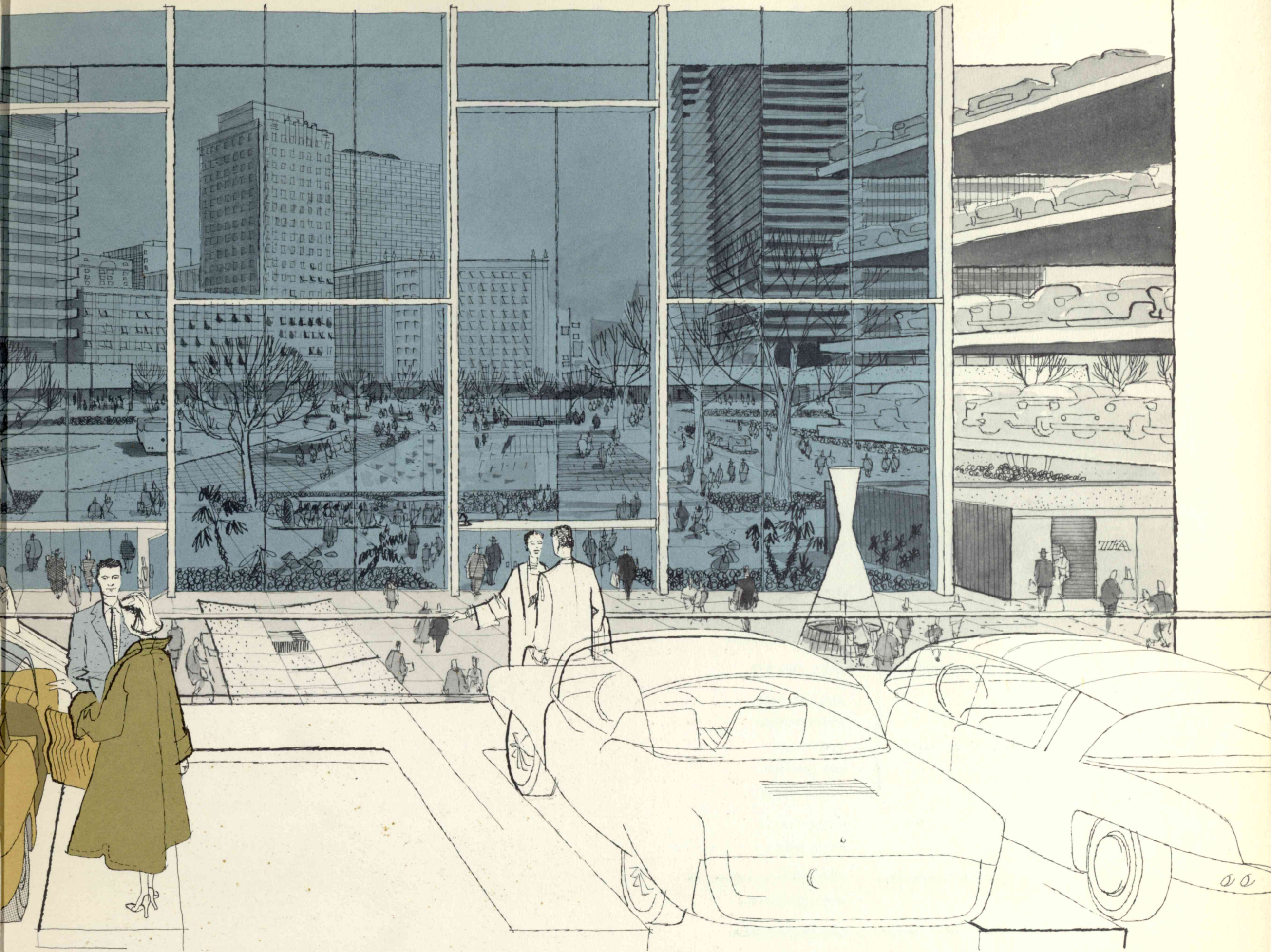
And, since its work is never done, it must, even though its membership must change, be permanent.

This plan for A GREATER FORT WORTH TOMORROW is the result of thorough technological and economic planning. It is based on the philosophy of private enterprise. It develops the ultimate solution to the problem of automobiles on our city streets. It recognizes the pending breakdown of our antiquated distribution system. While demanding concerted community action, it intentionally provides the widest possible latitude for individual development. The plan insures freedom from blight and guarantees economic stability. But more . . .

The plan is bold because it can be no less than bold if it is to achieve its purposes. No amount of isolated effort in the spheres of traffic control, vehicle storage, beautification, rehabilitation, zoning, legal restrictions or administrative activity can solve the problems facing our cities today. This can only be accomplished by the total integration of all these activities combined with a realistic appraisal of existing conditions and armed with a master plan basic enough to anticipate tomorrow's conditions as well as solve today's. Thus, we feel that this study is a move in the direction of



A GREATER FORT WORTH TOMORROW



research, analysis, planning & presentation: **VICTOR GRUEN & ASSOCIATES**

associate in charge: EDGARDO CONTINI

chief of planning: BEN H. SOUTHLAND

PROJECT STAFF

coordinator: ROBERT SIMPSON

project planner: BEDA ZWICKER

planning, research & analysis: }

NEIL CRAWFORD
BLAINE RAWDON
DAVID SOLON
KEN NORWOOD
WALTER GREUB

renderings: CARLOS DINIZ
BEN ALTHEN

layout & typography: FREDERICK A. USHER, JR.
DOUGLAS CAMPBELL

staff photographer: GORDON SOMMERS

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